

PROGRAMMER ANARCHY

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Experiences at...

Forward3D 

 **uSwitch**
forBusiness.com

 **Liberta**

Forward


uSwitch.com

 INVISIBLE
HAND

 **JUST**
Shops

 **omio**

 **PetVillas**

Agile Manifesto

- ✦ **Individuals and interactions** over processes and tools ✓
- ✦ **Working software** over comprehensive documentation ✓
- ✦ **Customer collaboration** over contract negotiation ✓
- ✦ **Responding to change** over following a plan ✓

XP Values

- ♦ **Feedback** ✓
- ♦ **Communication** ✓
- ♦ **Simplicity** ✓
- ♦ **Courage** ✓
- ♦ **Respect** ✓

Agile Best Practices **Not Used**

- ✦ ~~Stand ups~~
- ✦ ~~Story narratives~~
- ✦ ~~Retrospectives~~
- ✦ ~~Estimates~~
- ✦ ~~Iterations~~
- ✦ ~~Mandatory pairing~~
- ✦ ~~Unit tests~~
- ✦ ~~Acceptance tests~~
- ✦ ~~Refactoring~~
- ✦ ~~Patterns~~
- ✦ ~~Continuous integration~~

Agile Impact:

Trust
between Customer and Developer

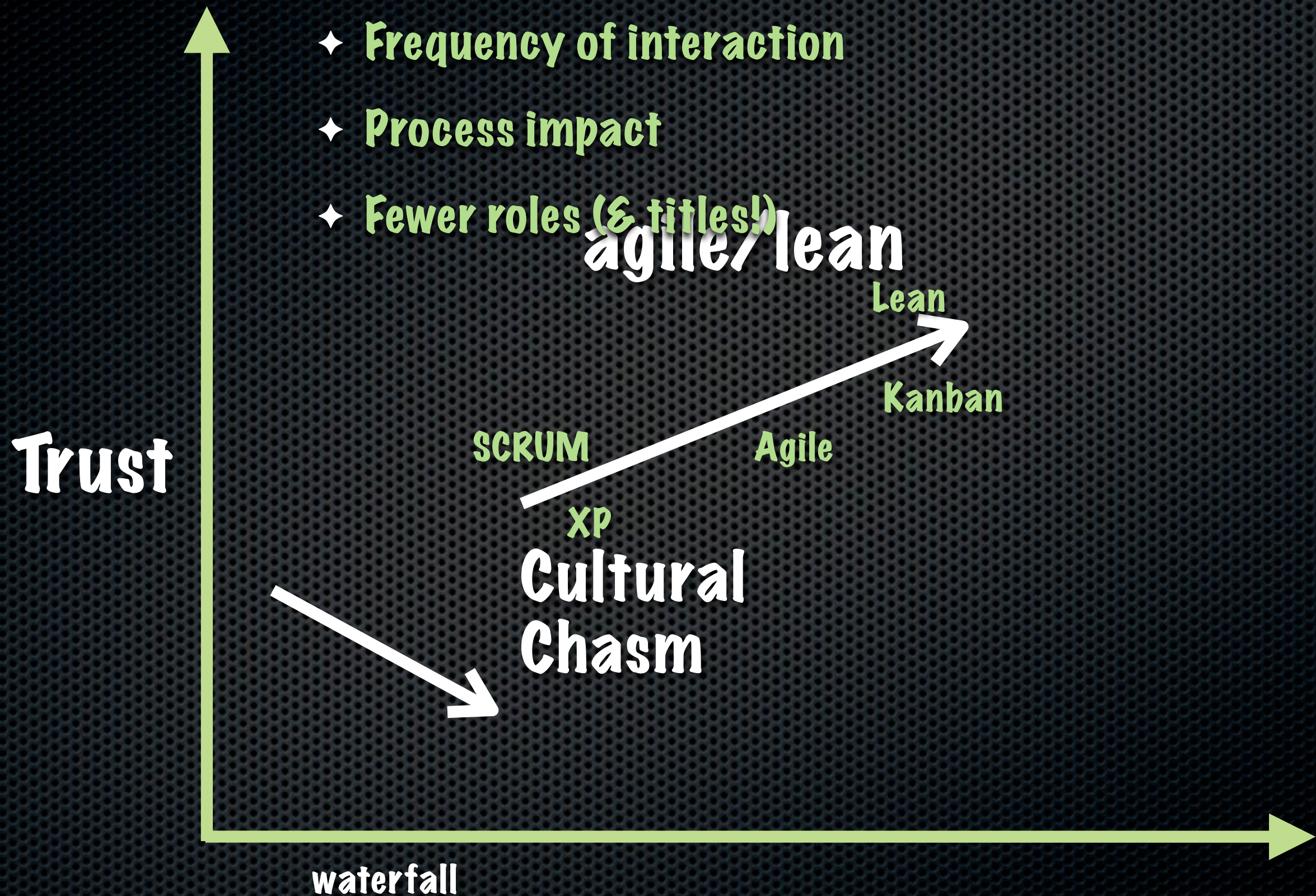
Trust

WHY?

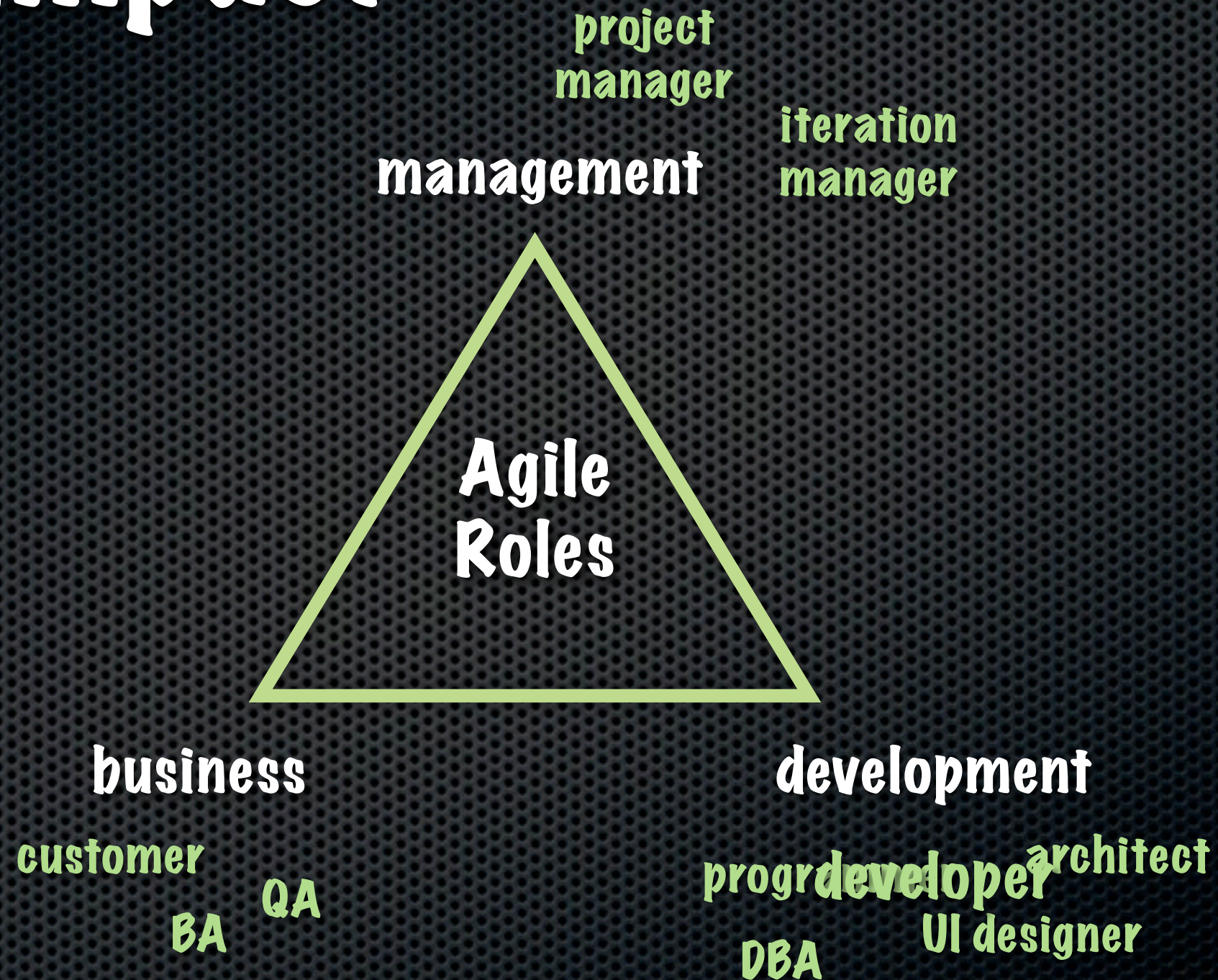
- ✦ **Larger systems**
- ✦ **Higher expectations**
- ✦ **Volatile commercial environments**
- ✦ **etc...**

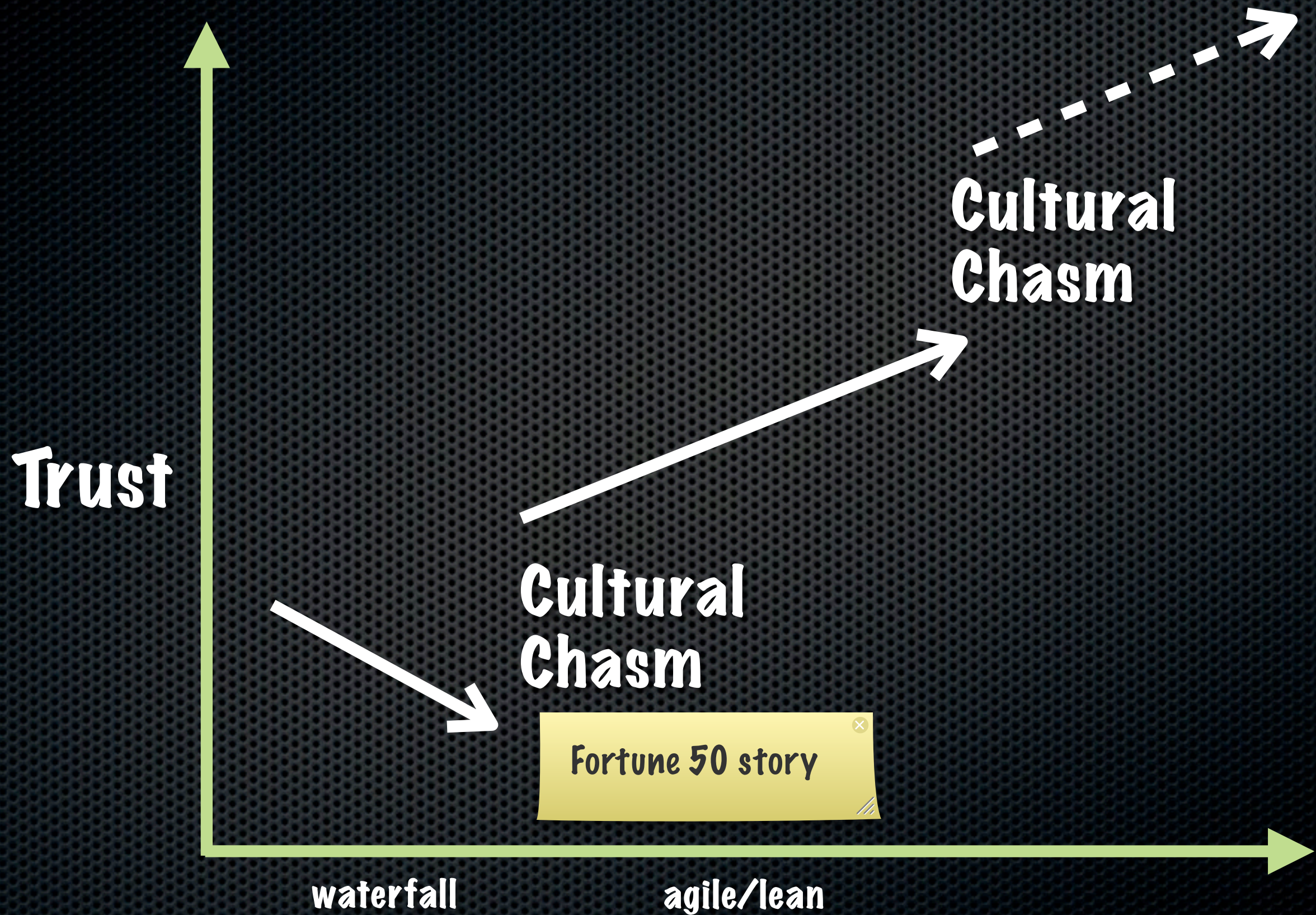


waterfall



Role Impact





Agile Roles Reduced Again...

- ♦ Customer ✓
- ♦ ~~Project manager~~ X
- ♦ ~~Business analyst~~ X
- ♦ Developer ✓
- ♦ ~~Quality assurance / tester~~ X
- ♦ ~~Manager of programmers~~ X

PROGRAMMER ANARCHY

Develop Open-Source Business

✦ EMPOWERMENT

- ✦ Somebody “gives” it

✦ ANARCHY

- ✦ Nobody to ask

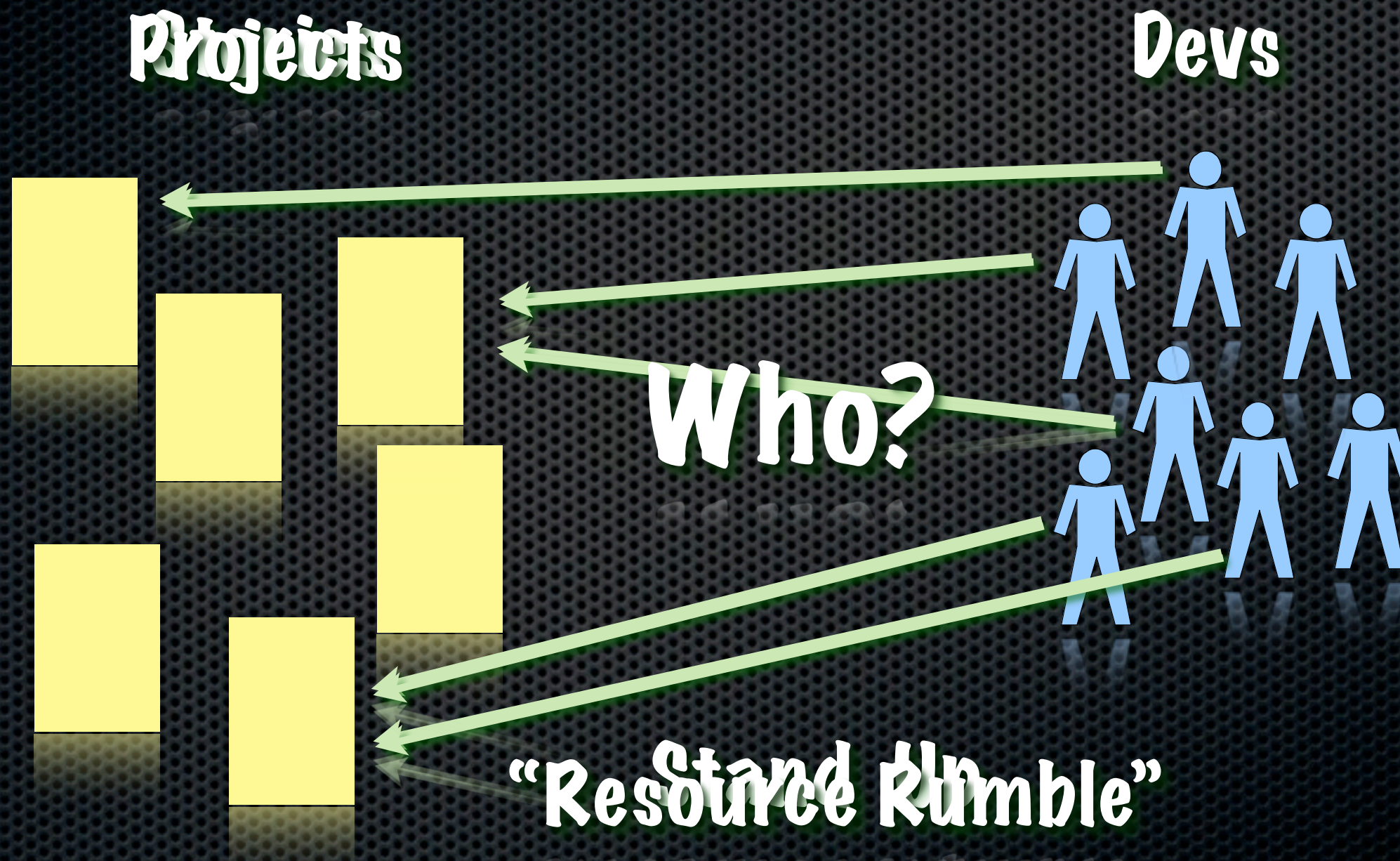
Why “ANARCHY”

- ✦ Somebody can “take it away”
- ✦ Can’t stop someone else

- ✦ Leads to “Can I ... ?”

- ✦ Disagreements expected

Matching Work and Devs



- ✦ Development driven by stories

- ✦ Stories small

Agile Side Effect:

Priority set by customer

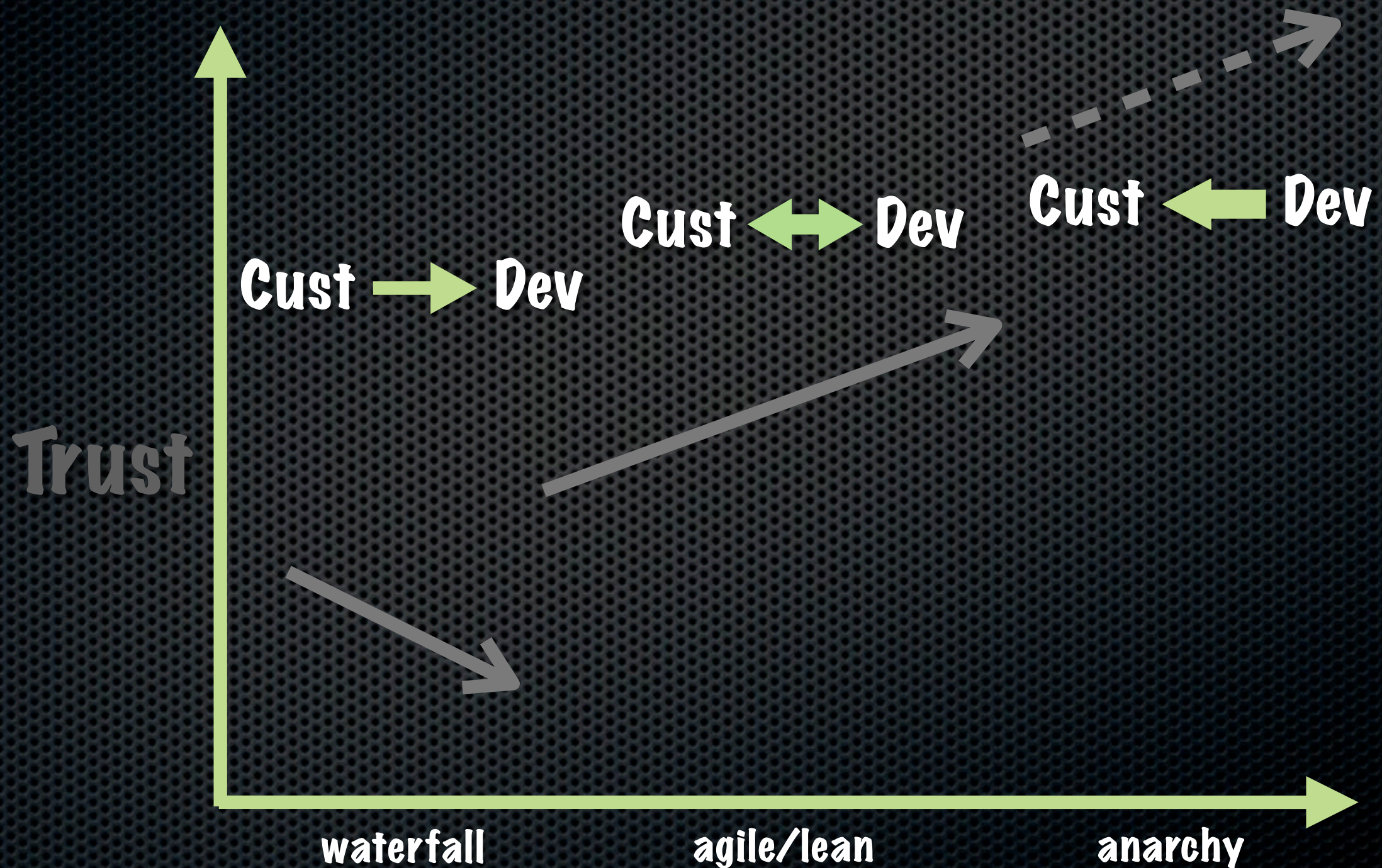
Story Tyranny

- ✦ Story-level estimates and metrics

Problem:

Developers become disconnected
from business problem (Drones)

Business Decisions Shift...



forwardtechnology.co.uk

Forward

We are Forward, a group of 40 geeks who share a passion for technology, blog and tweet about it. Oh, and we're hiring!

In the last 7 days

40 developers have made

1076 commits resulting in

577 deploys to 86 projects

✦ Prior system:

✦ .NET with SQL Server

Example: Energy Revolution

✦ New system:

✦ Ruby, Clojure, C++, Node.js

✦ MySQL, MongoDB

✦ HAML, SASS

- ✦ Ruby for energy calculation – big improvement!

- ✦ Rewrote in Clojure

Example: Energy Revolution

Question: What manager would let them to do it?

Hence: No manager!

- ♦ **Old system:**

Example: Click Tracking
♦ **Ruby-based, 32 servers with 40% utilization**

- ♦ **New system:**

- ♦ **Node.js, 22 servers with 10% utilization and lower latency**

Sound finances

**Do or not do,
there is no try**

Like risk

Cultural Enablers
**Fear is the
mind killer**

**Experimentation
drives innovation**

**If you are not failing,
you are not trying**

**Clarity of
success**

**Developer
focused**

**The greatest barrier
to success is
the fear of failure**

Respected peers

Agile Best Practices **Not Used**

- ✦ ~~Stand ups~~ **Trust w
collocation**
- ✦ ~~Story narratives~~
- ✦ ~~Retrospectives~~
- ✦ ~~Estimates~~
- ✦ ~~Iterations~~ **Results,
not blame**
- ✦ ~~Mandatory pairing~~
- ✦ ~~Unit tests~~
- ✦ ~~Acceptance tests~~
- ✦ ~~Refactoring~~ **Small,
short-lived
apps**
- ✦ ~~Patterns~~
- ✦ ~~Continuous integration~~
- Continuous
deployment**

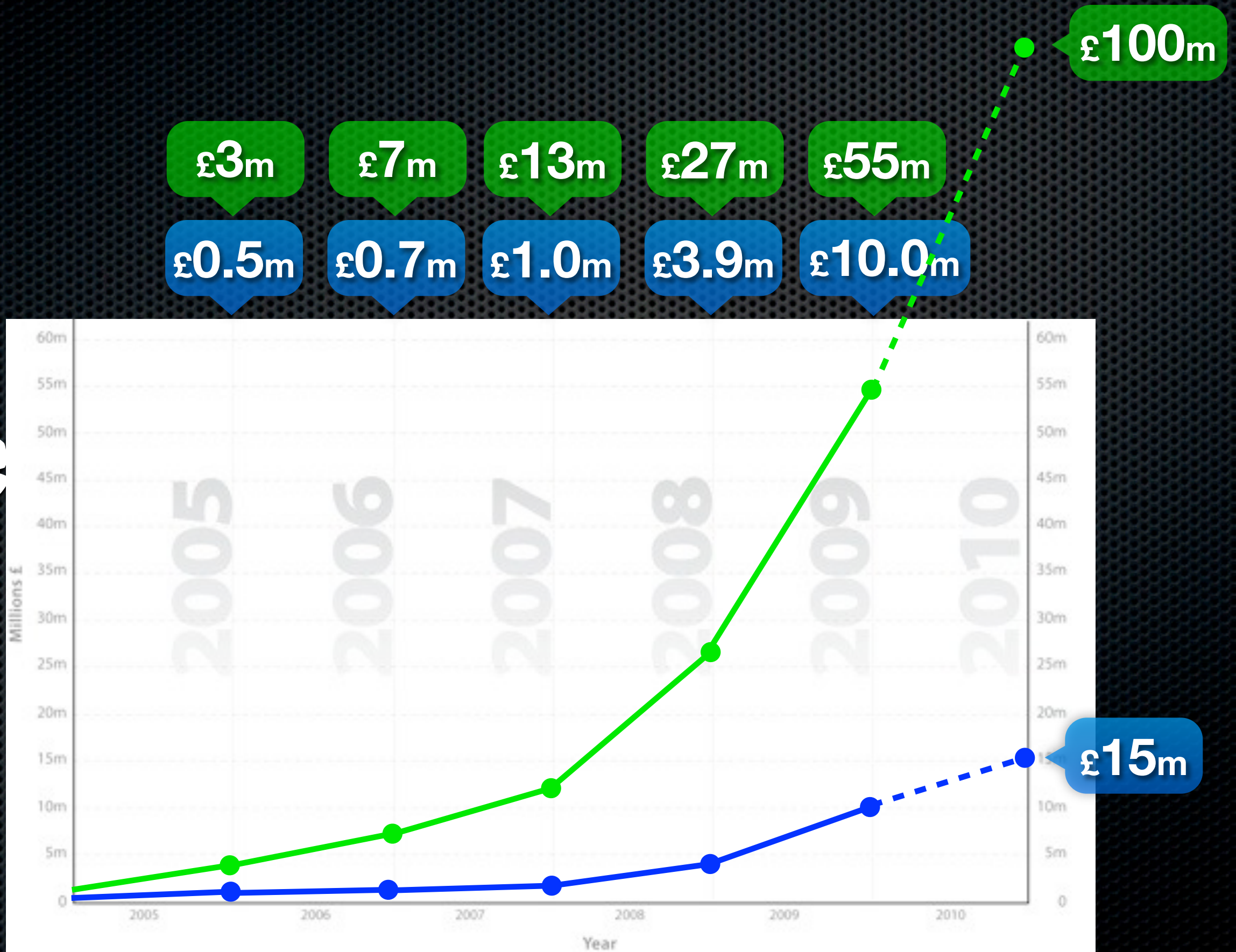
- ♦ **Different extent by team**

Reality Check
♦ **Talent, experience, apprehension**

- ♦ **Anarchy exists in how Anarchy is implemented**
- ♦ **Even our best Anarchists “ask” on occasion**
- ♦ **Commercial success driving freedom**

Is Anarchy Working?

Pe



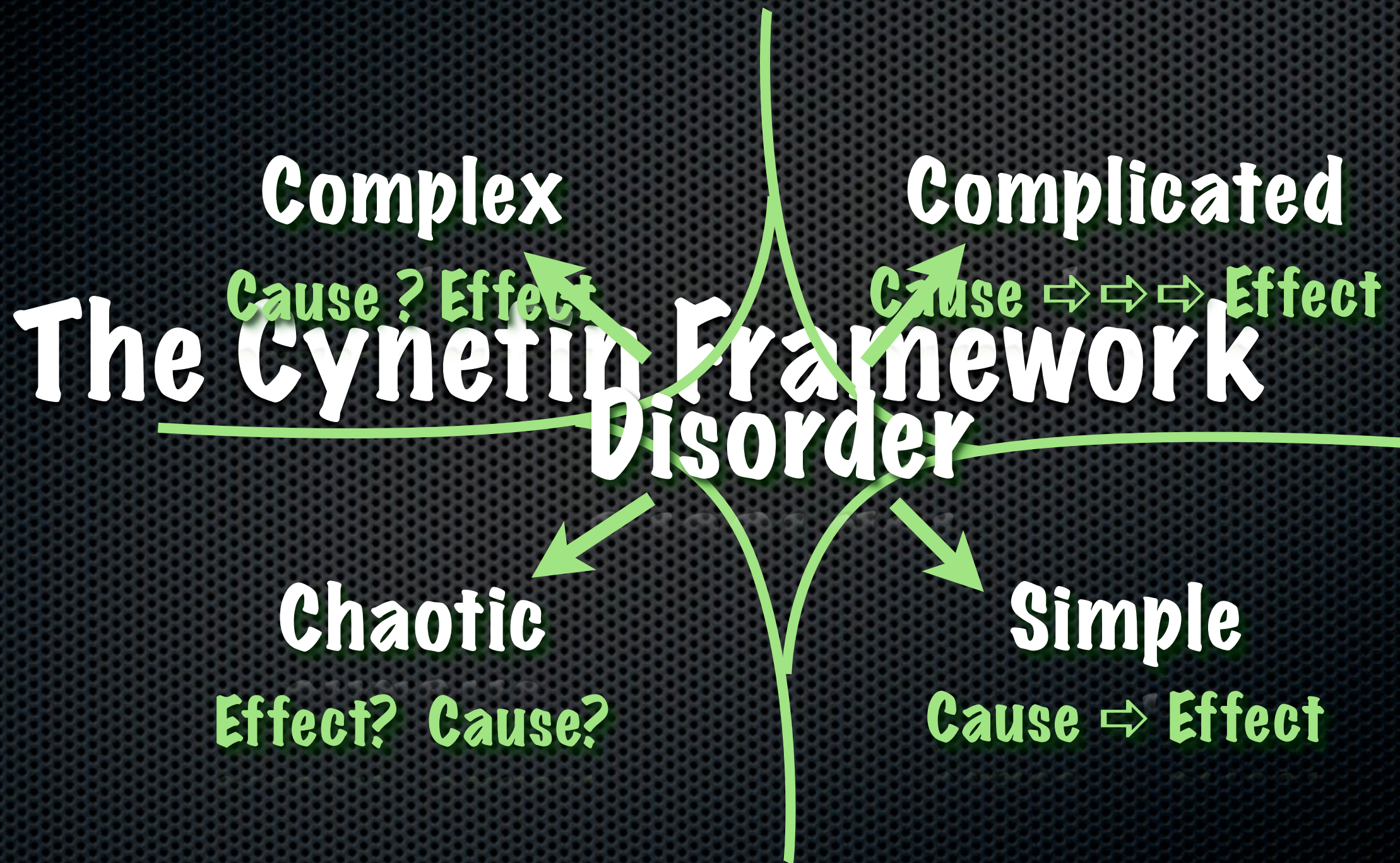
Why is Forward Working?

Cymefin Framework:

✦ Father is Dave Snowden

✦ Published in Harvard Business Review, 2007

- ✦ A Leader's Framework for Decision Making
- ✦ Early publishing starting in 2000 from work at IBM



Effective Organizations

Complex

Complicated

Chaotic

Simple



- ♦ **Anarchists**

- ♦ **Andy Kent**

- ♦ **Paul Ingles**
- ♦ **Acknowledgments**

- ♦ **Mike Jones**

- ♦ **... and the rest of the Search Team**

- ♦ **Enablers**

- ♦ **Carl Gaywood and Neil Hutchinson**



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