How do we achieve more with less?

Why Agile / SCRUM  
HaMIS story  
Prerequisites
Achievements

Every 3 weeks we ship software in production

Improving Architecture

“Funtionality” delivered within constraints time and €

Happy users

5 stars TÜVIT

Satisfied Business, stakeholders

Developers like environment and challenges

Architect & project manager can get along :-)

Edwin de Werk: @eworx4me en Viktor Grgić: @vgrgic
HaMIS, Port of Rotterdam, Harbour master Management Information System.

24/7 application for traffic management, transport, environmental safety and crisis management.

Goals:
1. Replace outdated system
2. Support the port of Rotterdam expansion
HaMIS, Port of Rotterdam, Harbour master Management Information System.
Where do we come from?

Project Start
Architecture

100+ identified
use cases

Q&A
department

Architecture with
4 layers & 6
subsystems

BPEL process
server

6 architects

RUP and Scrum but

800+ architectural
decisions

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Resulting in...

One use case in 6 months!
The assumption is...

In advance the
Customer knows what he wants!
Developer knows how to build it!
And nothing will change!
Our Solution, Agile Manifesto

- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change

over

- Process and tools
- Comprehensive documentation
- Contract negotiation
- Following a plan

Source: www.agilemanifesto.org
The most important for success

Hire coaching  Work the system.

Right people, no sheldons

Grow a pair and try, learn, try .......

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The most important for success

Trust ↔ Shared Responsibility ↔ Fun
Team

What am I proud of?

Trust before decision making

Diner after sprint

Workshops in hotel

ski trips in France
Quality / Architecture extremely important

- Just-in-time, just-enough
- Open space sessions
- Knowledge sharing
  - Documentation is Wiki filled by “harvesting” the knowledge
  - Standardization is discovered and not predefined
  - Continuous refactoring towards better design

Architecture principles:
- Simplicity and design for change

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Optimize the whole

User / Business

...has a challenge

Lead time

Hyperproductive Agile team

Requirements gathering

Architecture

Marketing

Planning

Analysis

Development

Testing

Delivering

Agile team

Department 2

Department 3

Department 4

Department 5

Department 6

Department 7

Department 8

Pull, continuous flow, customer value, eliminate waste, continuous improvement

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Product vision, creativity, commitment

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No translation between the customer and developer mindset!
“Everybody, altogether, early on”

James O. Coplien
Challenges
Work the system

Develop, protect and direct with constraints

Intrinsic motivation

Make surroundings Scrum friendly

Change advisory board vs. sprint release
Beyond Scrum

We don’t ask anymore “What does Jeff say?”

Agile / Scrum is part of DNA, we just do it!

Stories are more and more defined by teams

Real production instead of production ready
Behaviour & Titles

I am an
- architect
- manager
- designer
- analyst
- scrum master
...

“Bureaucracy is here to compensate incompetence and lack of discipline”

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Games can become a goal

Not going “deep” enough
Team or “virtual” team

Backlog grooming

Which questions are solved by one of the teams and which together

Division of stories
How did we achieve more with less?

Less...
* Control
* Wish lists
* Procedures and processes
* Architects, analysts, testers, team leads, project managers, ... in traditional sense
* Technology push, (off-the-shelf) products and tools with no direct value
* Generic and just-in-case solutions
* Beforehand documentation
* Extensive use-case descriptions
* Chickens!

More...
* Concrete goals
* Vision
* Face-to-face customer collaboration
* Team responsibility and decision making
* Continuous improvement
* Trust
* Demand pull
* Feedback loops
* Solutions for harbor master instead of "future-proof" and "flexible statements"
* Pigs!

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Meer weten?

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