goto; conference amsterdam

Sustainable competence

(the people vs process and technology)

Simon Brown
@simonbrown

simon.brown@codingthearchitecture.com

@simonbrown on Twitter

Faroe Islands
Norway
Sweden
Finland
Bergen
Oslo
Stockholm
Tampere
Helsinki
St Petersburg
Tallinn
Estonia
Baltic Sea
Gothenburg
Riga
Latvia
North Sea
Glasgow
Denmark
Copenhagen
Lithuania
Vilnius
Minsk
Belarus
Gdansk
United Kingdom
Isle of Man
Leeds
Dublin
Liverpool
Ireland
Hamburg
Bremen
Berlin
Poland
Amsterdam
Poznan
Warsaw
Lodz
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Kyiv
Luxembourg
Czech Republic
Paris
Ukrai
Slovakia
Chernivtsi
Munich
Vienna
Bratislava
Moldova
Austria
Budapest
Hungary
Switzerland
Moscow
200 mi
200 km
Map data ©2012 GIS Innovatsia, GeoBasis-DE/BKG

Jersey, Channel Islands

Jersey

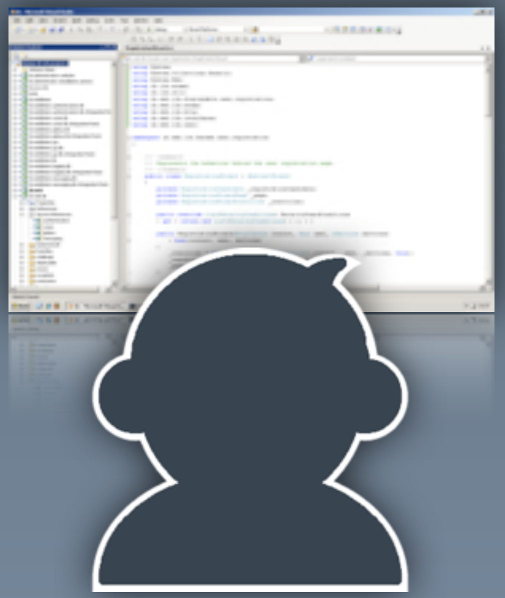
JERSEY FINANCE
VOICE OF THE INTERNATIONAL FINANCE CENTRE

DIGITAL JERSEY

Locate Jersey

I help software teams understand

software architecture, technical leadership and the balance with agility



I code too

⇧ ; - ⇧ 0

Software architecture needs to be more accessible

Training

In-house and public courses

coding the architecture
Software Architecture for Developers
Software architecture, technical leadership and the balance with agility
Coding, coaching, collaboration, sketching and just enough up front design
Simon Brown

Book

leanpub.com

SATURN 2013
IEEE Software SATURN 2013 "Architecture in Practice" Presentation Award
Software Engineering Institute
Carnegie Mellon
Software

Speaking

Conferences and user groups

Not all software teams are created equal

Developer Developer Developer Developer Developer

Small teams of generalising specialists,
everybody does everything

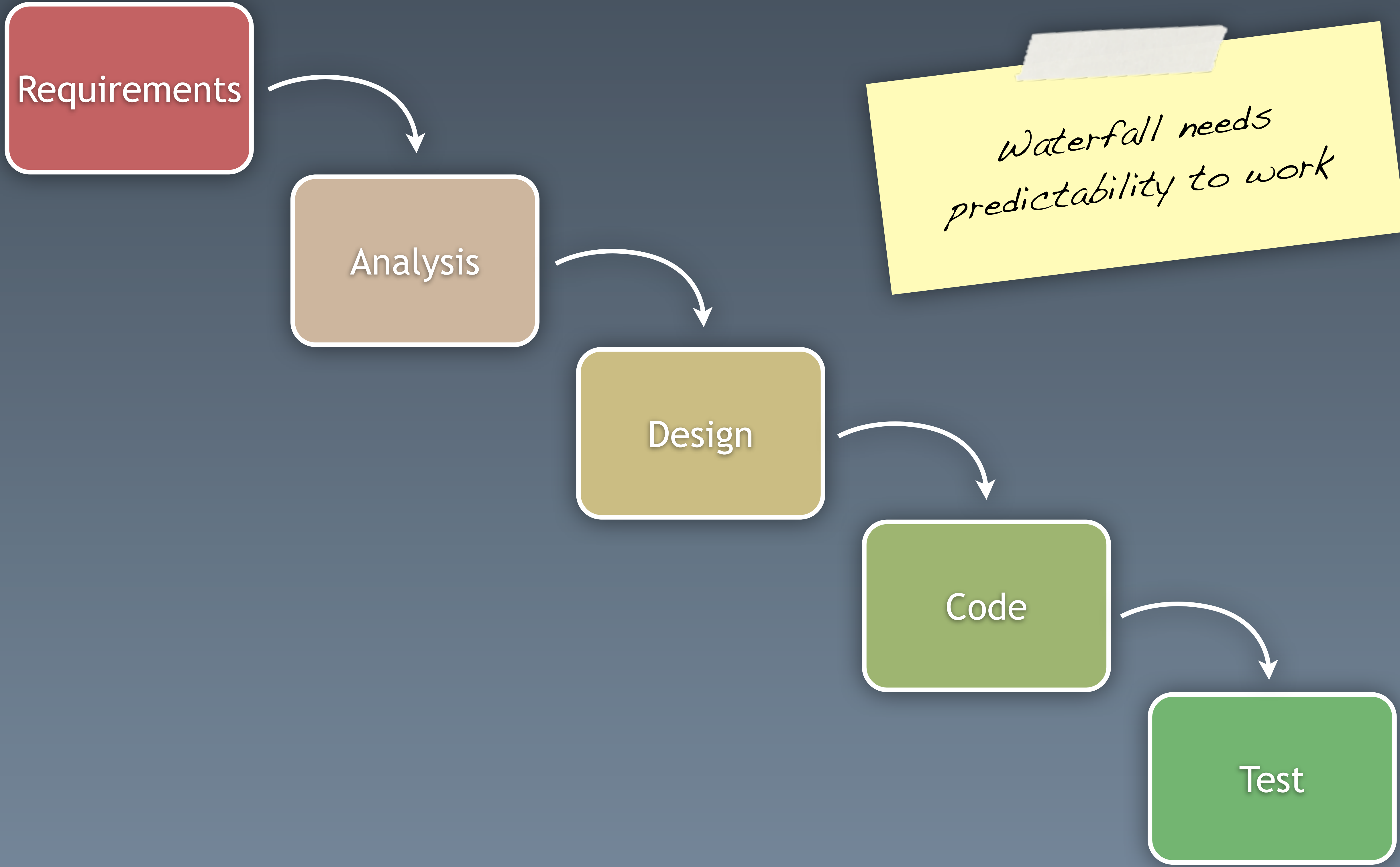
Process

Many IT teams simply do

what they’ve always done

And this is usually a variation of...

The “Waterfall” Model



Requirements

Analysis

Design

Code

Test

Waterfall needs predictability to work

Work is broken into

timeboxes

and managed

visually

Team

Minimum viable product

followed by regular high quality releases

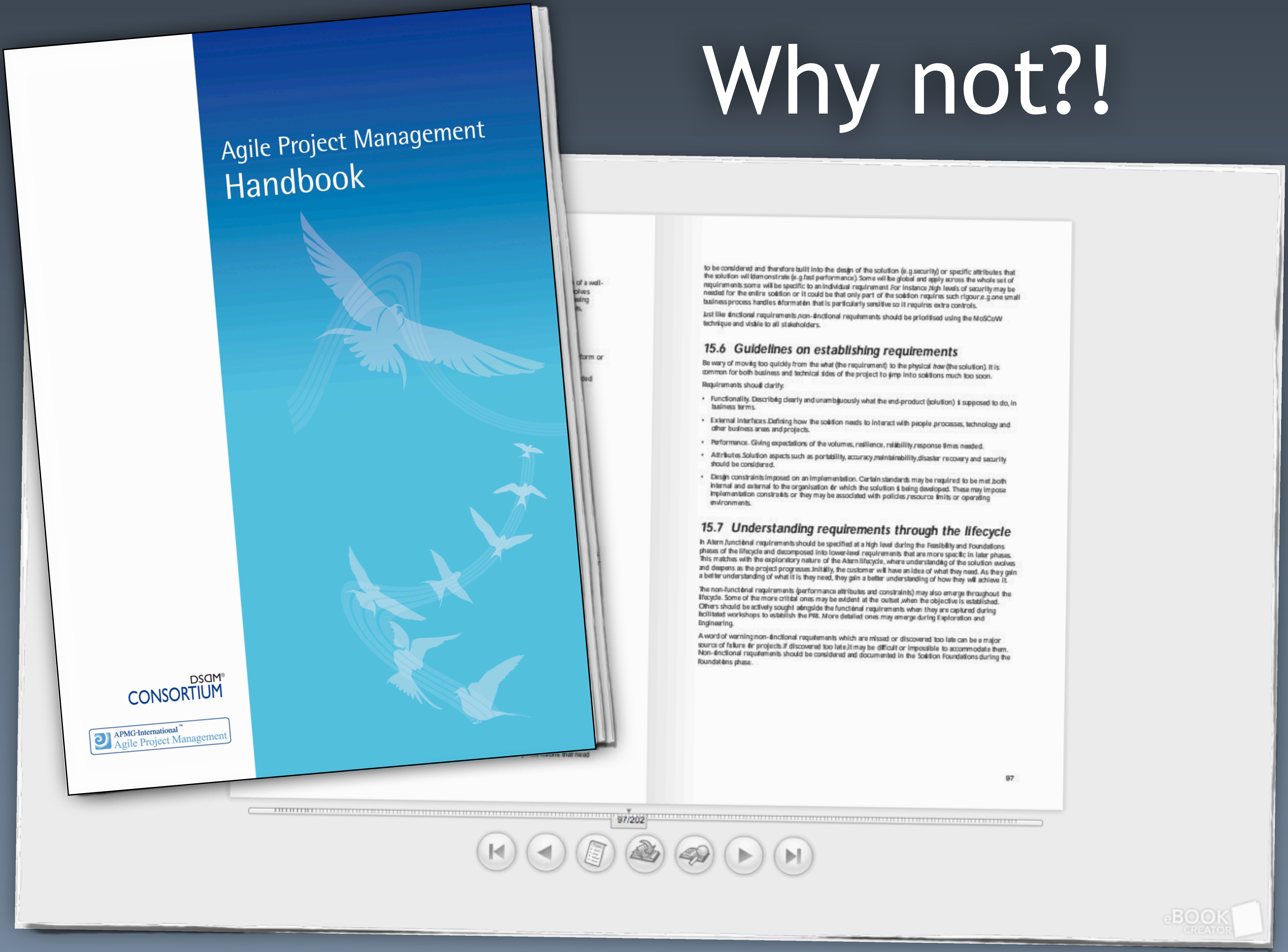
IT system

Let’s use DSDM Atern

Have you read the DSDM Atern book?

Me

Why not?!


Agile Project Management Handbook
DSDM® CONSORTIUM
APMG-International™ Agile Project Management
97/202
eBOOK CREATOR

to be considered and therefore built into the design of the solution (e.g security) or specific attributes that the solution will demonstrate (e.g fast performance). Some will be global and apply across the whole set of requirements;some will be specific to an individual requirement .For instance ,high levels of security may be needed for the entire solution or it could be that only part of the solution requires such rigour,e.g.one small business process handles information that is particularly sensitive so it requires extra controls.

Just like functional requirements,non-functional requirements should be prioritised using the MoSCoW technique and visible to all stakeholders.

15.6 Guidelines on establishing requirements

Be wary of moving too quickly from the *what* (the requirement) to the physical *how* (the solution). It is common for both business and technical sides of the project to jump into solutions much too soon.

Requirements should clarify:

- Functionality. Describing clearly and unambiguously what the end-product (solution) is supposed to do, in business terms.
- External Interfaces.Defining how the solution needs to interact with people ,processes, technology and other business areas and projects.
- Performance. Giving expectations of the volumes, resilience, reliability,response times needed.
- Attributes.Solution aspects such as portability, accuracy,maintainability,disaster recovery and security should be considered.
- Design constraints imposed on an implementation. Certain standards may be required to be met ,both internal and external to the organisation for which the solution is being developed. These may impose implementation constraints or they may be associated with policies,resource limits or operating environments.

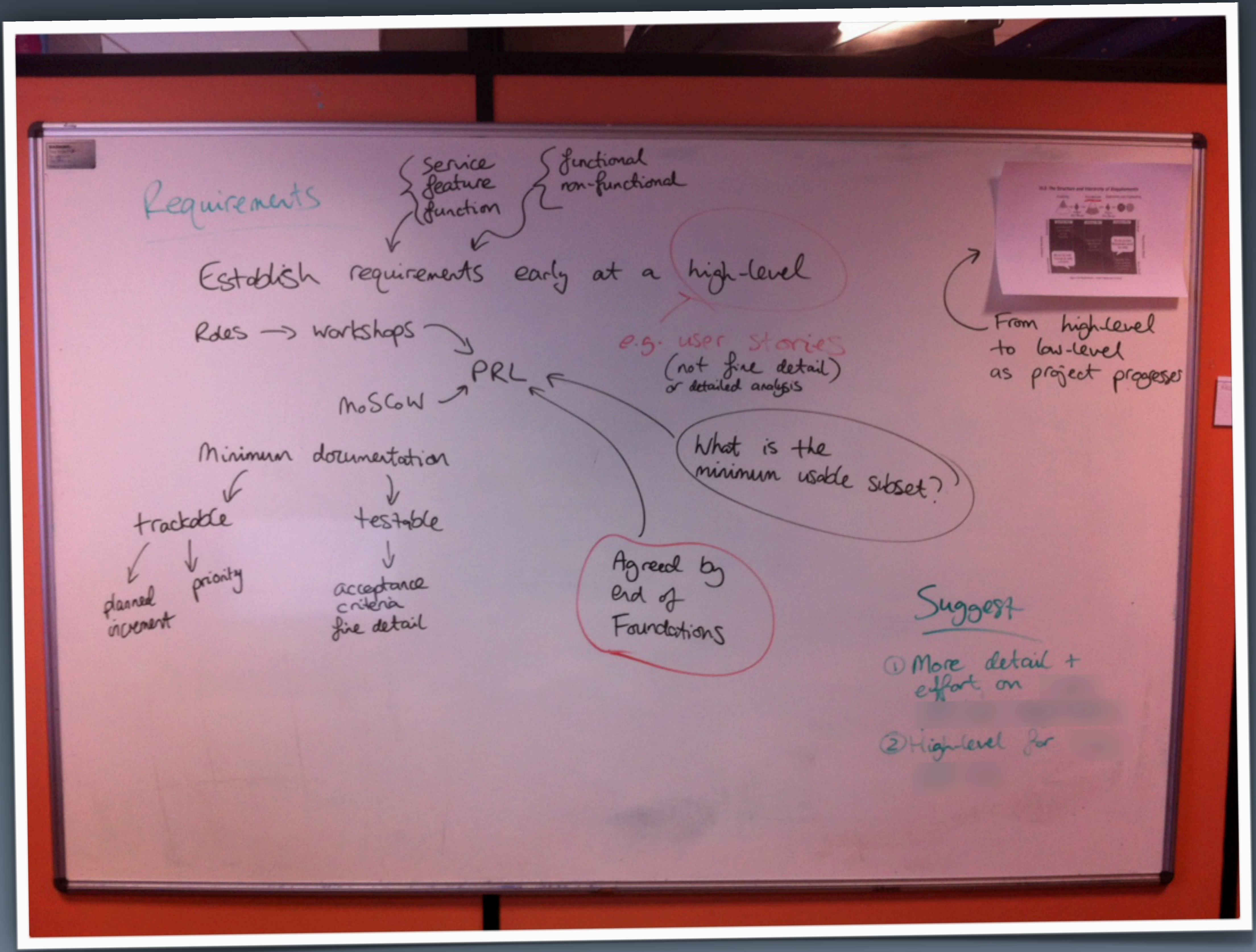
15.7 Understanding requirements through the lifecycle

In Atern ,functional requirements should be specified at a high level during the Feasibility and Foundations phases of the lifecycle and decomposed into lower-level requirements that are more specific in later phases. This matches with the exploratory nature of the Atern lifecycle, where understanding of the solution evolves and deepens as the project progresses.Initially, the customer will have an idea of what they need. As they gain a better understanding of what it is they need, they gain a better understanding of how they will achieve it.

The non-functional requirements (performance attributes and constraints) may also emerge throughout the lifecycle. Some of the more critical ones may be evident at the outset ,when the objective is established. Others should be actively sought alongside the functional requirements when they are captured during facilitated workshops to establish the PRL. More detailed ones may emerge during Exploration and Engineering.

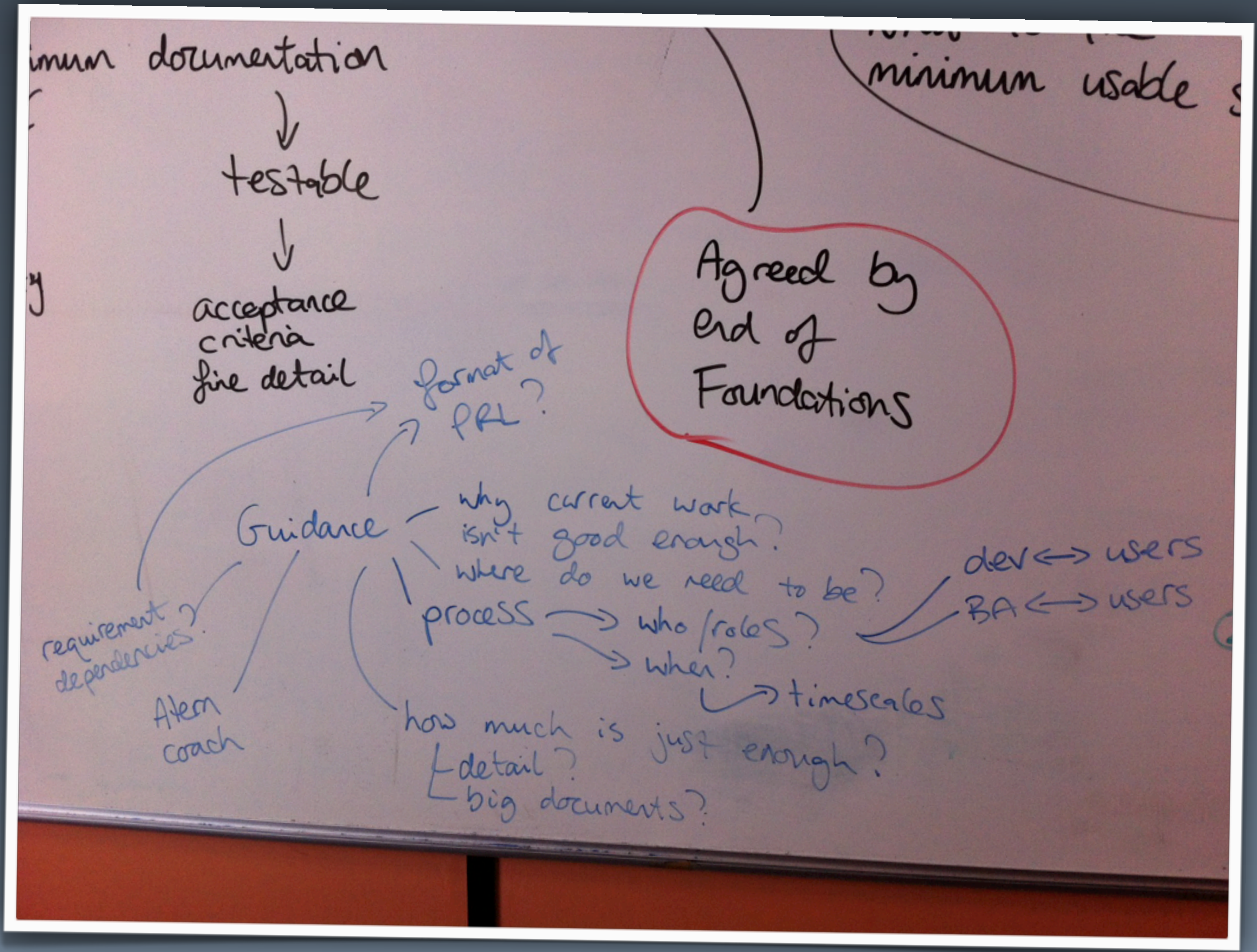
A word of warning:non-functional requirements which are missed or discovered too late can be a major source of failure for projects.If discovered too late,it may be difficult or impossible to accommodate them. Non-functional requirements should be considered and documented in the Solution Foundations during the Foundations phase.

97



A workshop to talk about requirements in DSDM Atern

How do we do this?



The PRL was dropped

DSDM Atern was

dropped

k is broken into

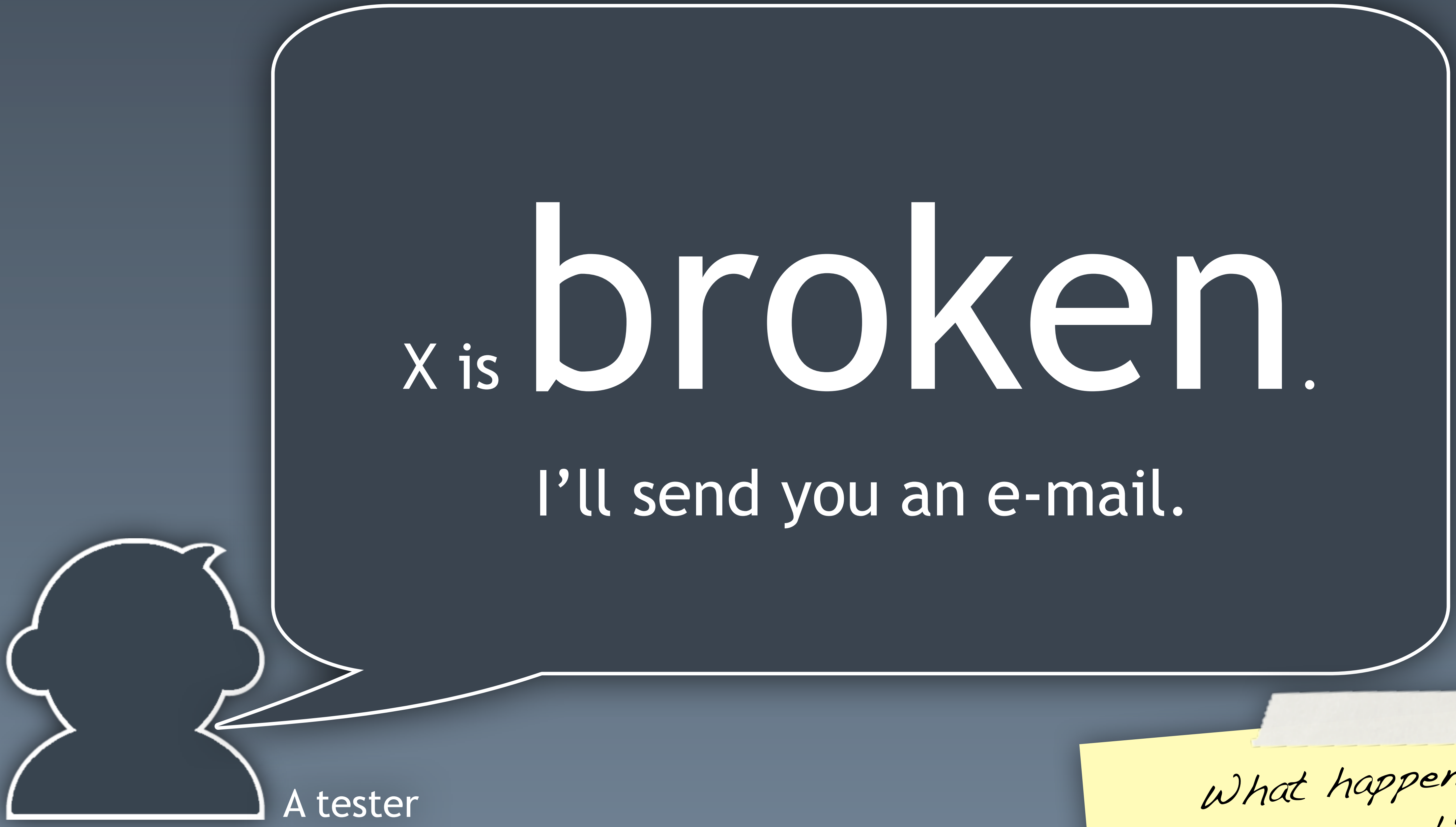
oxes

visu

viable product

follow high quality releases

eam



X is **broken**.

I'll send you an e-mail.

A tester

What happened to defect tracking and configuration management?

Here’s a new release; it contains **new stuff** plus the **defects** we fixed

Supplier

When did configuration management go out of fashion?

Process is often dropped when things get frantic

Project

and

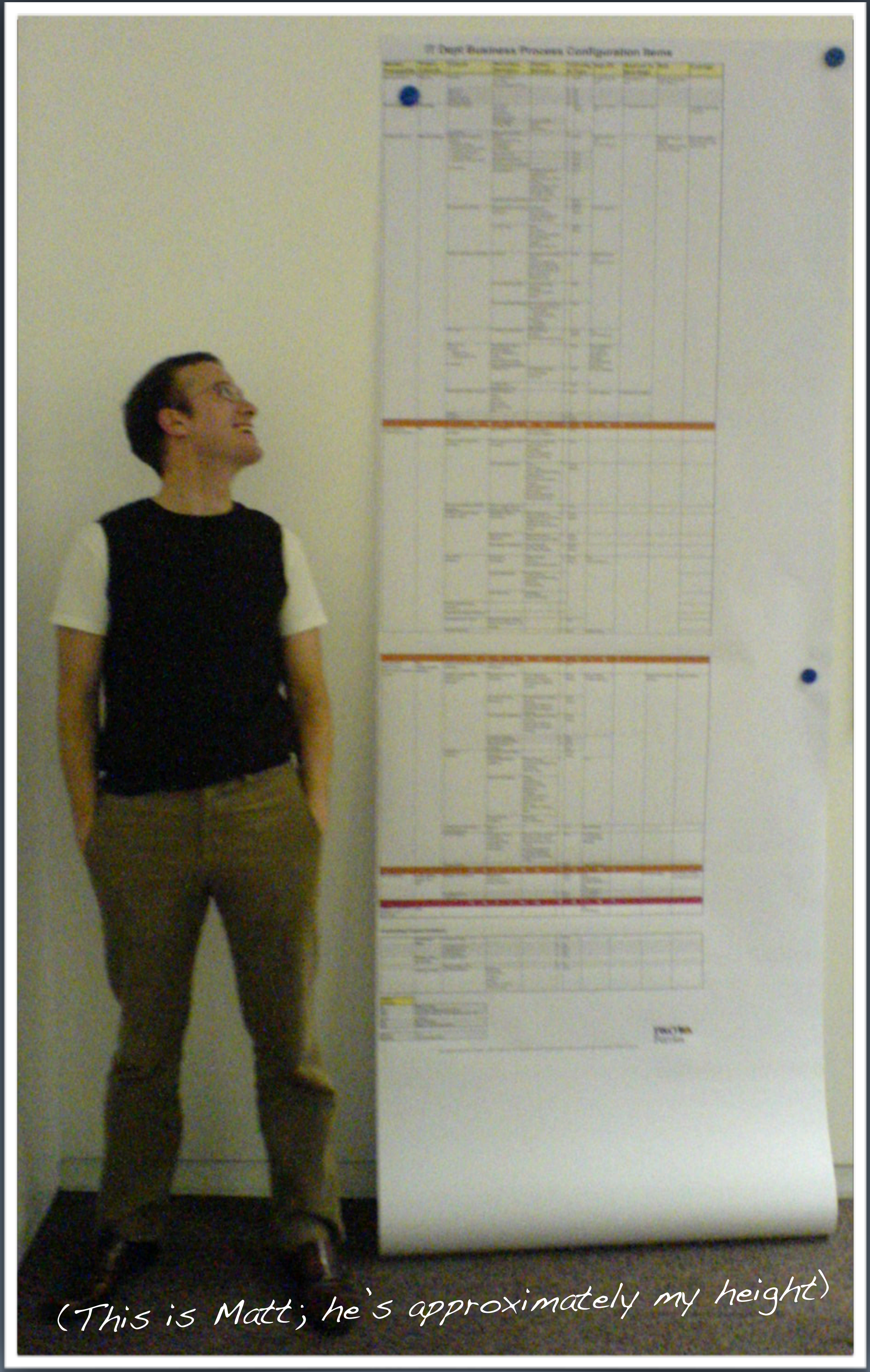
programme management

In my experience, most IT project managers are

non-technical

Are we there yet?

This isn't project management :-/



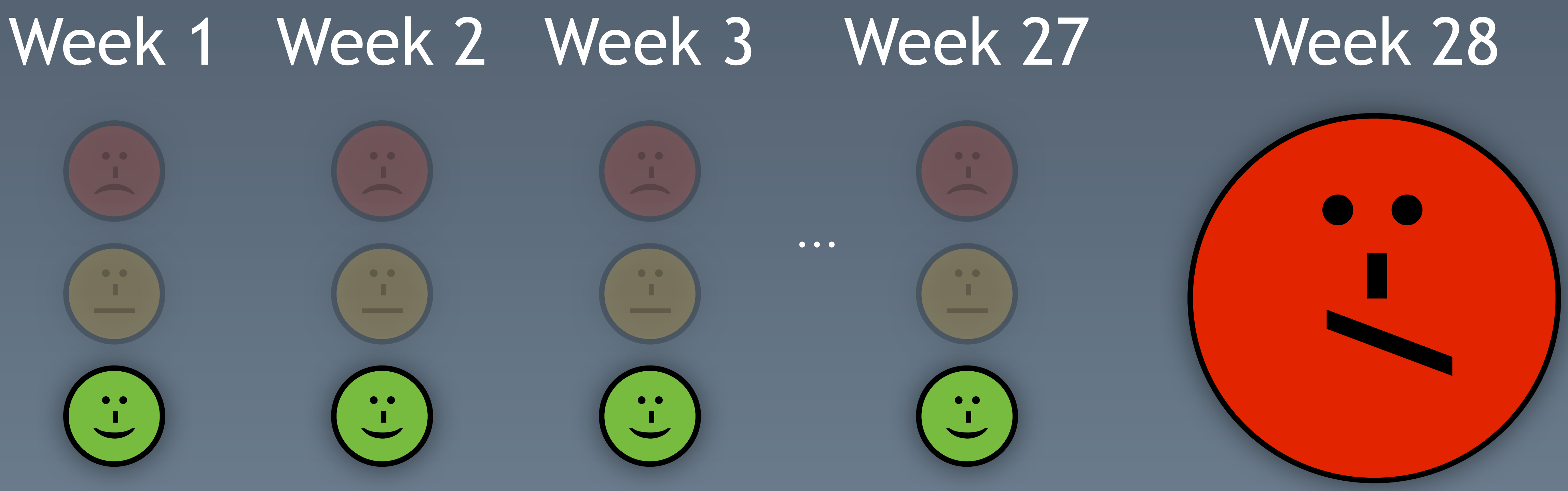
(This is Matt; he's approximately my height)

Simply *having* a

project plan

doesn't mean that you're doing project management either

Status reports are useful but they often don’t reflect reality



Week 1 Week 2 Week 3 ... Week 27 Week 28

#epicfail

We need another £200,000

Project Manager

How can you possibly know this when you don't understand the scope?!

We use

PRINCE2

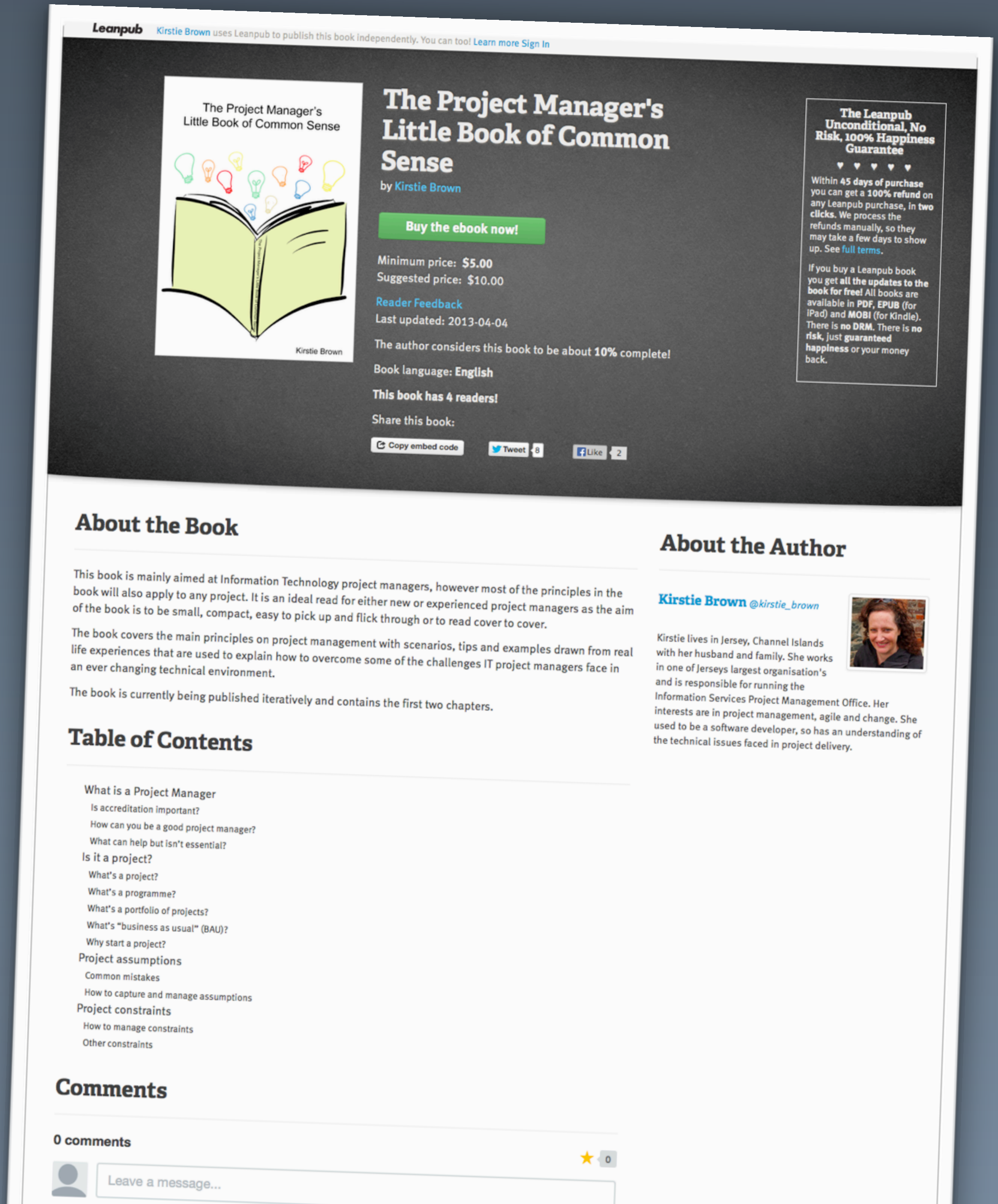
… but we scale it down

You have <20 risks for a

£1,000,000+

project?

Common sense?



Kirstie Brown uses Leanpub to publish this book independently. You can too! Learn more Sign In

The Project Manager's Little Book of Common Sense

by Kirstie Brown

Minimum price: **$5.00**
Suggested price: $10.00

Reader Feedback
Last updated: 2013-04-04

The author considers this book to be about **10%** complete!

Book language: **English**

This book has 4 readers!

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About the Book

This book is mainly aimed at Information Technology project managers, however most of the principles in the book will also apply to any project. It is an ideal read for either new or experienced project managers as the aim of the book is to be small, compact, easy to pick up and flick through or to read cover to cover.

The book covers the main principles on project management with scenarios, tips and examples drawn from real life experiences that are used to explain how to overcome some of the challenges IT project managers face in an ever changing technical environment.

The book is currently being published iteratively and contains the first two chapters.

Table of Contents

- What is a Project Manager
  - Is accreditation important?
  - How can you be a good project manager?
  - What can help but isn't essential?
- Is it a project?
  - What's a project?
  - What's a programme?
  - What's a portfolio of projects?
  - What's "business as usual" (BAU)?
  - Why start a project?
- Project assumptions
  - Common mistakes
  - How to capture and manage assumptions
- Project constraints
  - How to manage constraints
  - Other constraints

Comments

0 comments

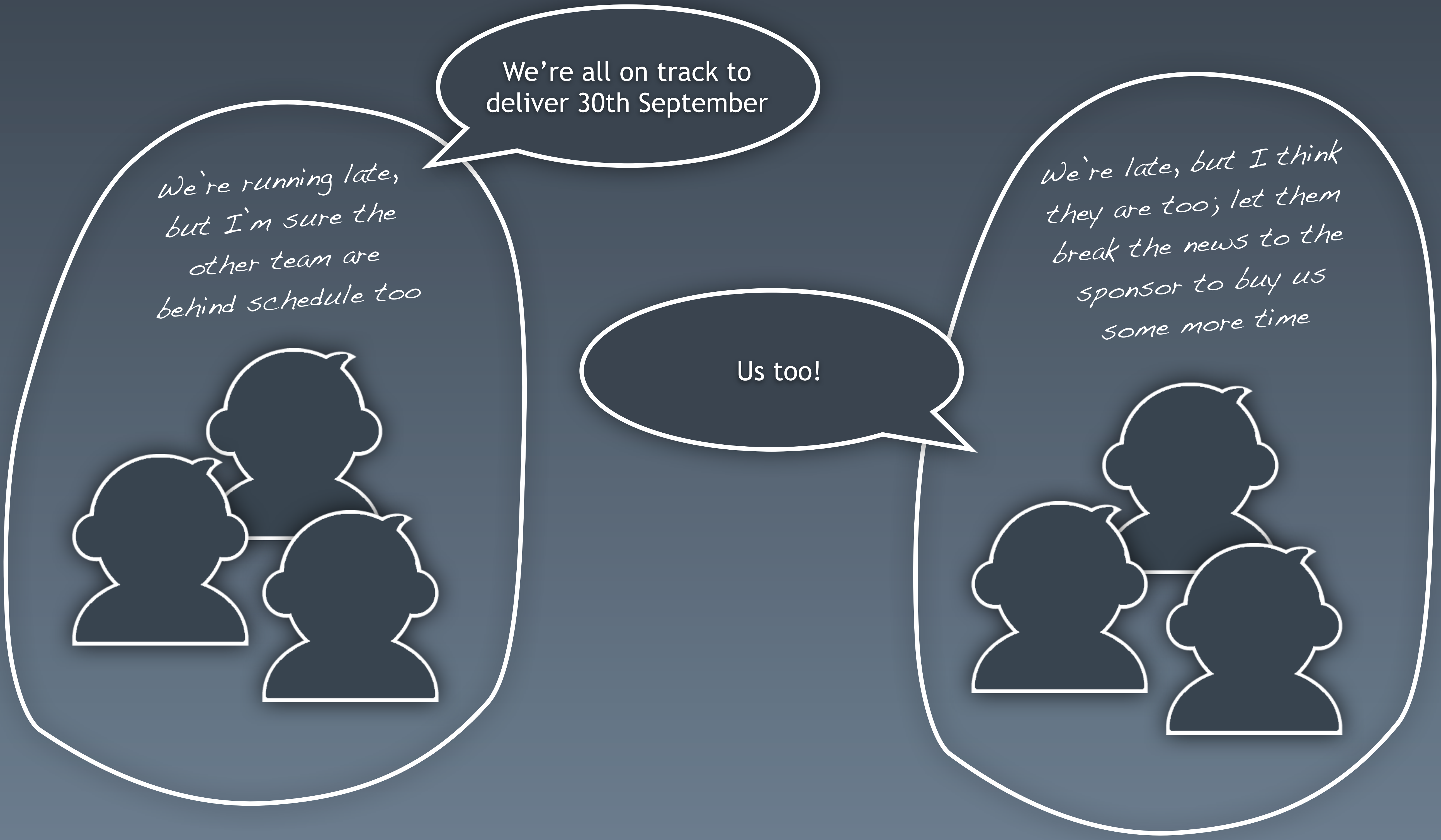
About the Author

Kirstie Brown @kirstie_brown

Kirstie lives in Jersey, Channel Islands with her husband and family. She works in one of Jerseys largest organisation's and is responsible for running the Information Services Project Management Office. Her interests are in project management, agile and change. She used to be a software developer, so has an understanding of the technical issues faced in project delivery.

“We have good people”

(we trust them; they will do the right thing)


We're running late, but I'm sure the other team are behind schedule too
We're all on track to deliver 30th September
Us too!
We're late, but I think they are too; let them break the news to the sponsor to buy us some more time

Project Poker

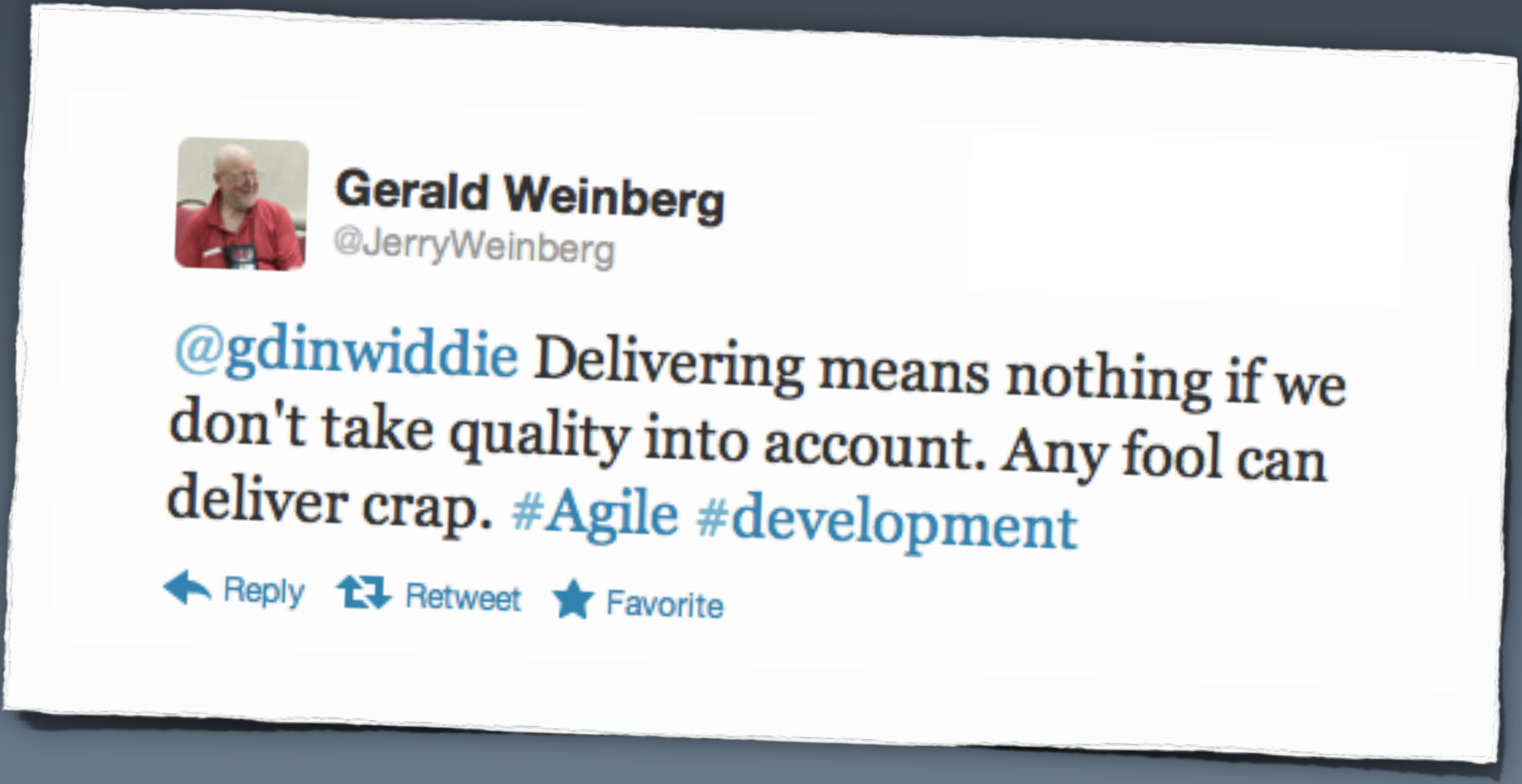
I want you to bust your

ass!

Project Manager
I want you to bust your ass!

Strong technical team;
the project manager
brought us together!

Technical leadership



Gerald Weinberg
@JerryWeinberg

@gdinwiddie Delivering means nothing if we don't take quality into account. Any fool can deliver crap. #Agile #development

"Any fool can deliver crap"

What’s the incentive for quality?

(especially if there’s a long testing phase
or large maintenance contract has been agreed)

Internal quality
(clean code, good structure,
maintainable, flexible, etc)

External quality
(it “works”, look & feel, robust,
delivers value, etc)

That’s for

our

eyes only

Layers

are

good,

let’s

have

lots

of

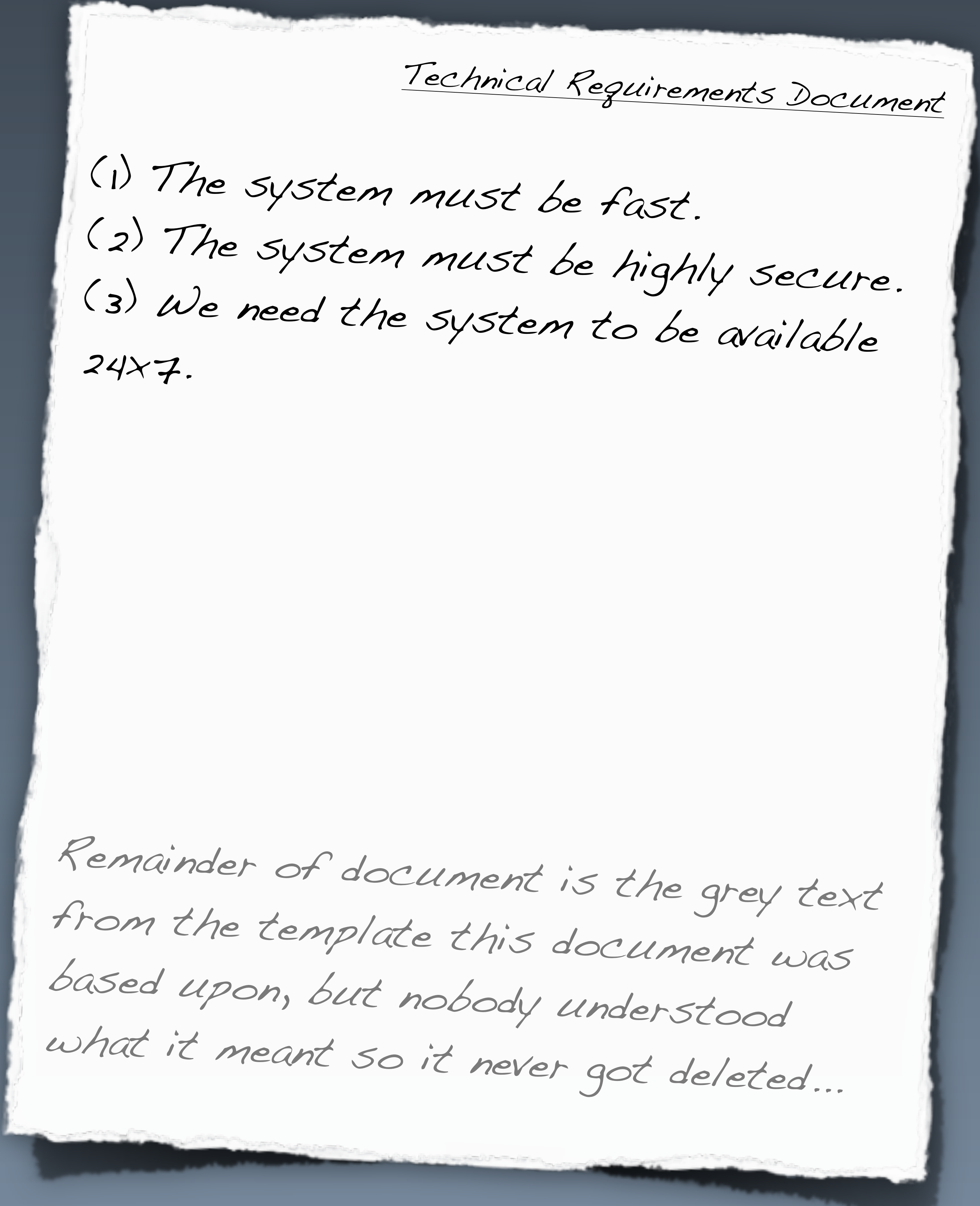
them!

How many layers should we have? It depends on the developer... :-/

Collective `code` ownership is great

(except when some of the code is “too complex”)

Many IT projects fail
because the technical
requirements were not
fully understood
... by anybody!

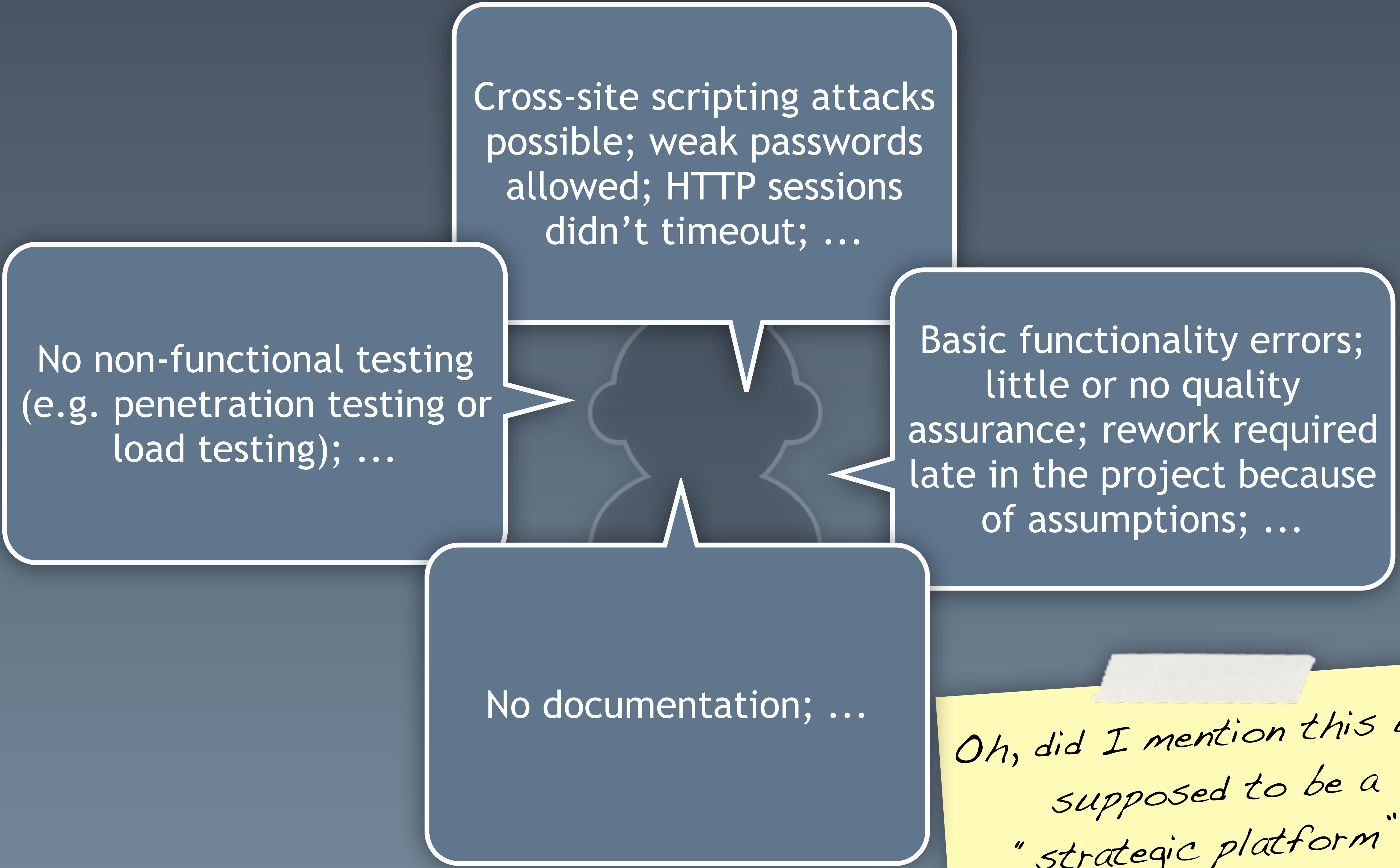


Technical Requirements Document

(1) The system must be fast.
(2) The system must be highly secure.
(3) We need the system to be available 24x7.

Remainder of document is the grey text from the template this document was based upon, but nobody understood what it meant so it never got deleted...

The irresponsible architect



Cross-site scripting attacks possible; weak passwords allowed; HTTP sessions didn’t timeout; …

No non-functional testing (e.g. penetration testing or load testing); …

Basic functionality errors; little or no quality assurance; rework required late in the project because of assumptions; …

No documentation; …

Oh, did I mention this was supposed to be a "strategic platform"?

Technology

_ _ _ _ _ _ _ _ _ _

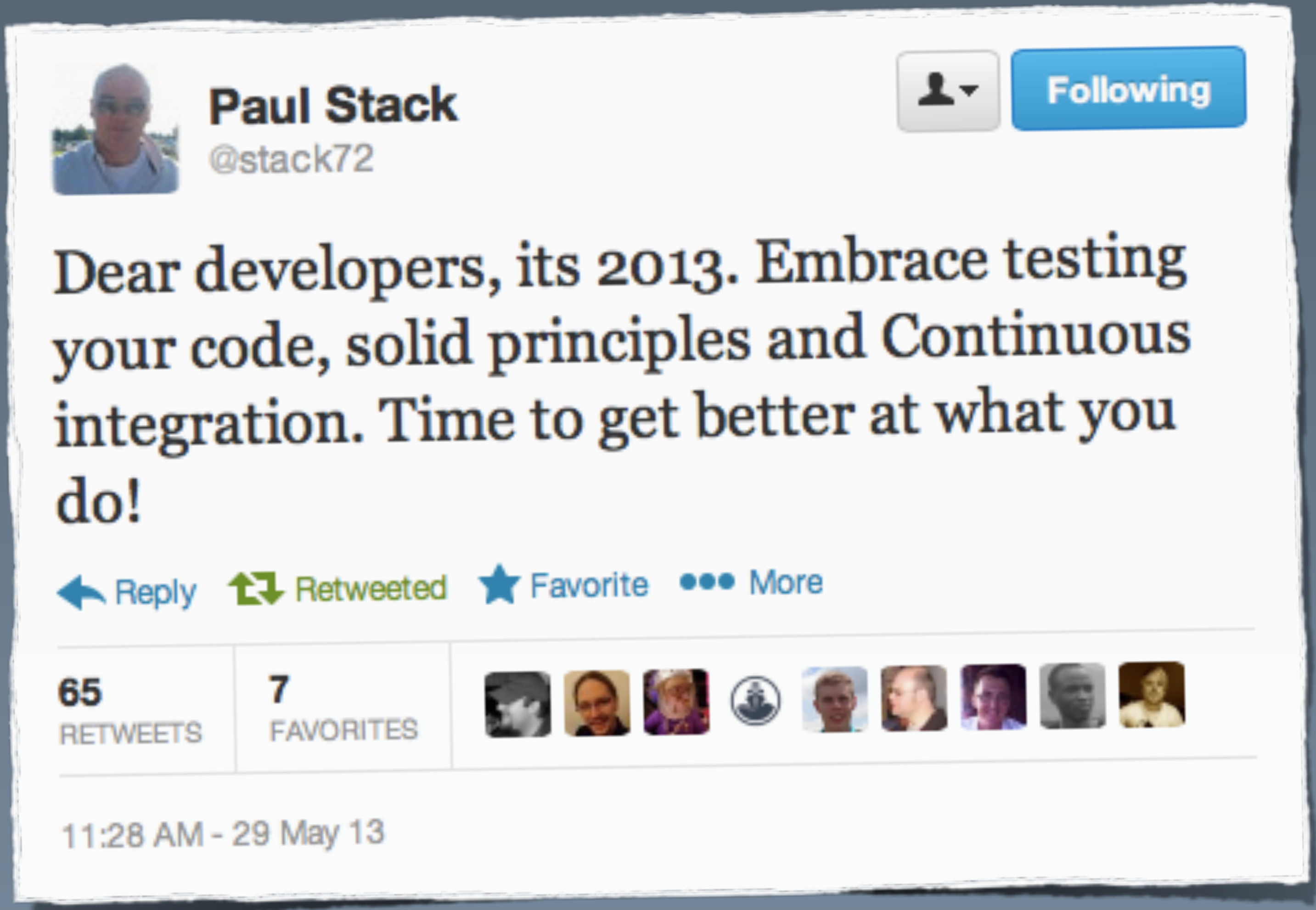
isn’t the answer
you’re looking for

We do automated unit testing & continuous integration

Modern software development practices are

not optional

for software “professionals” in 2013



Paul Stack
@stack72

Dear developers, its 2013. Embrace testing your code, solid principles and Continuous integration. Time to get better at what you do!

65 RETWEETS

7 FAVORITES

11:28 AM - 29 May 13

Have you read
any books by

_ _ _ _ _ _ _ _ _ _

?

SharePoint isn't "software development"

Director of a consulting company (that specialised in SharePoint)

We have the tools, and we have the **talent.**

Winston Zeddemore, Ghostbusters (1984)

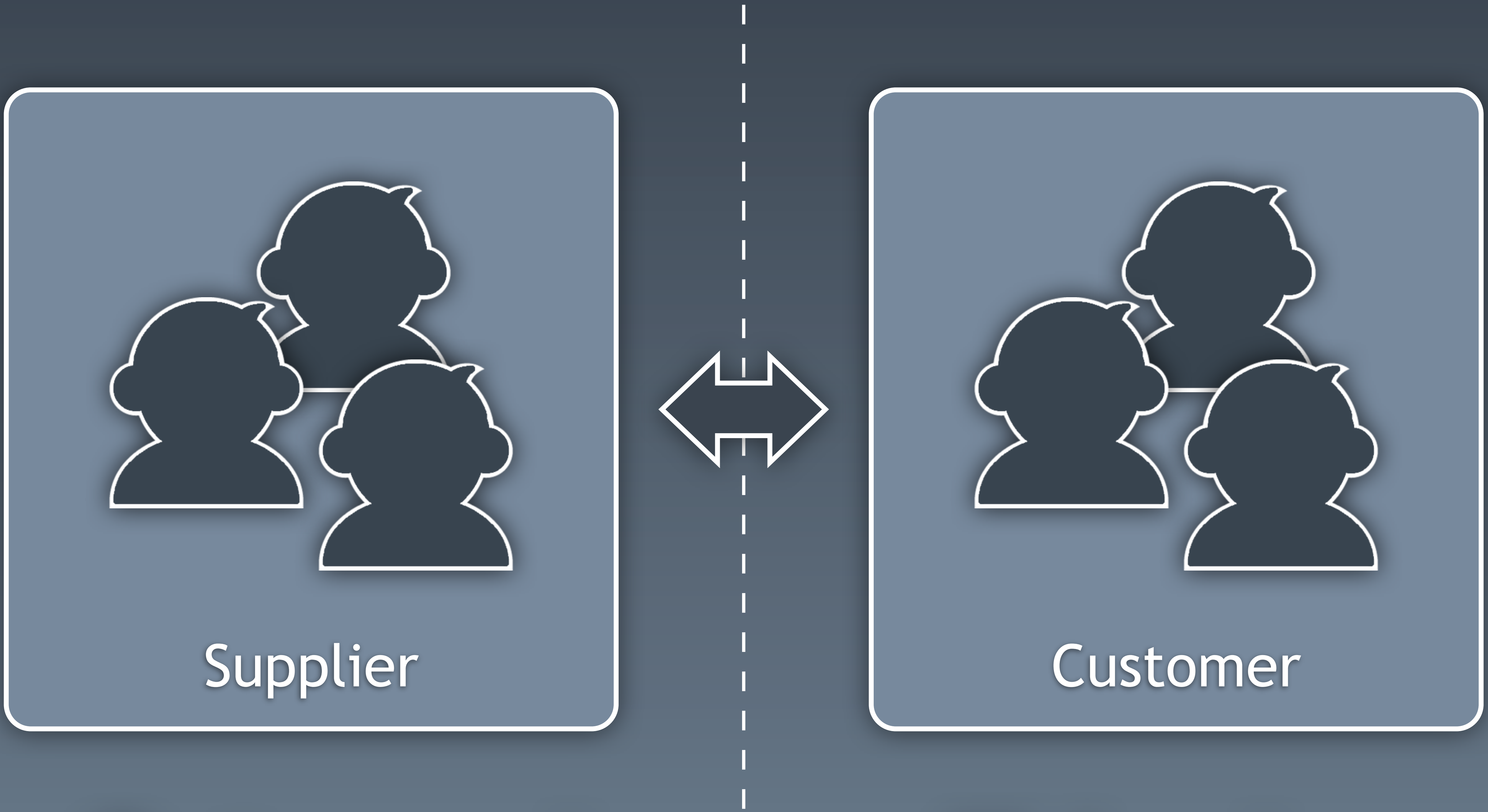
Really? :-/

“This clearly **hasn’t** been tested :-/”

Outsourcing

and

offshoring



Outsourcing and offshoring complicate the situation

Many organisations outsource because

IT isn’t their core business

How do you effectively manage suppliers if this is the case?

We’re an

ABC Certified Partner

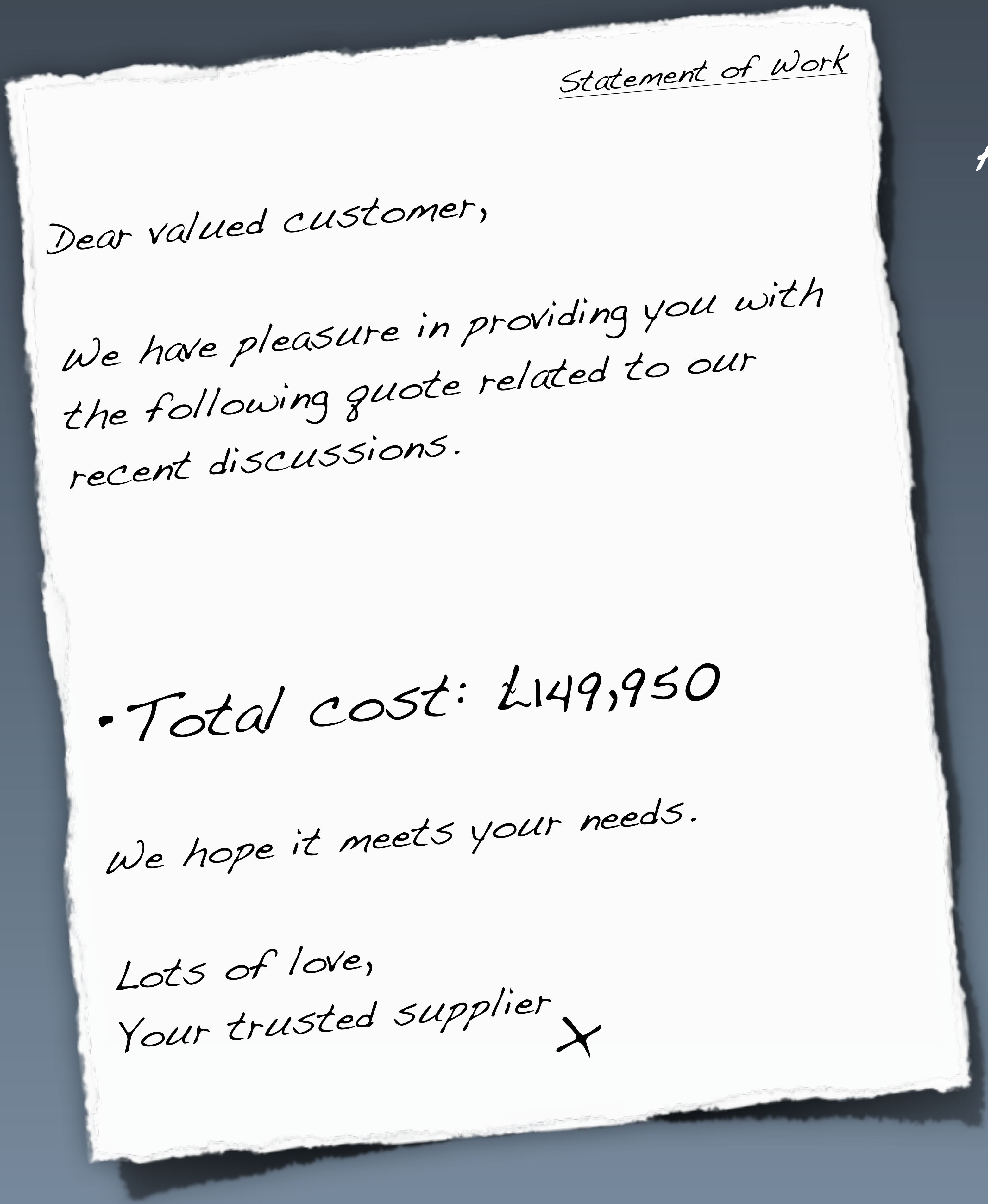
(we got invited to their conference and we have a badge to prove it)

Supplier

Vendor certifications & qualifications aren't the same as having

real-world experience

Be wary about using them as a differentiator...



Statement of Work

Dear valued customer,

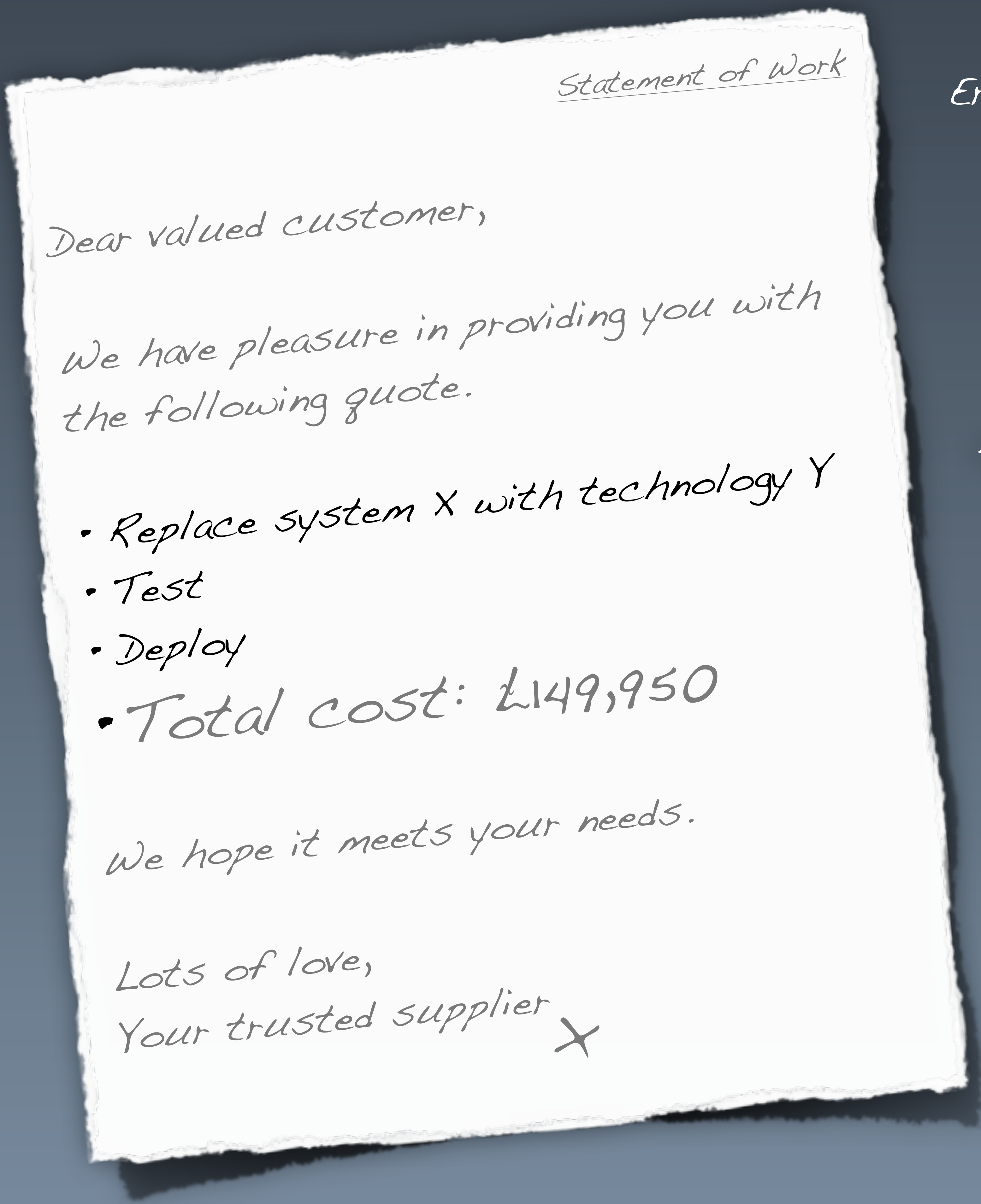
We have pleasure in providing you with the following quote related to our recent discussions.

- Total cost: £149,950

We hope it meets your needs.

Lots of love,
Your trusted supplier x

Assumptions are the mother of all ...



Statement of Work

Dear valued customer,

We have pleasure in providing you with the following quote.

- Replace system X with technology Y
- Test
- Deploy
- Total cost: £149,950

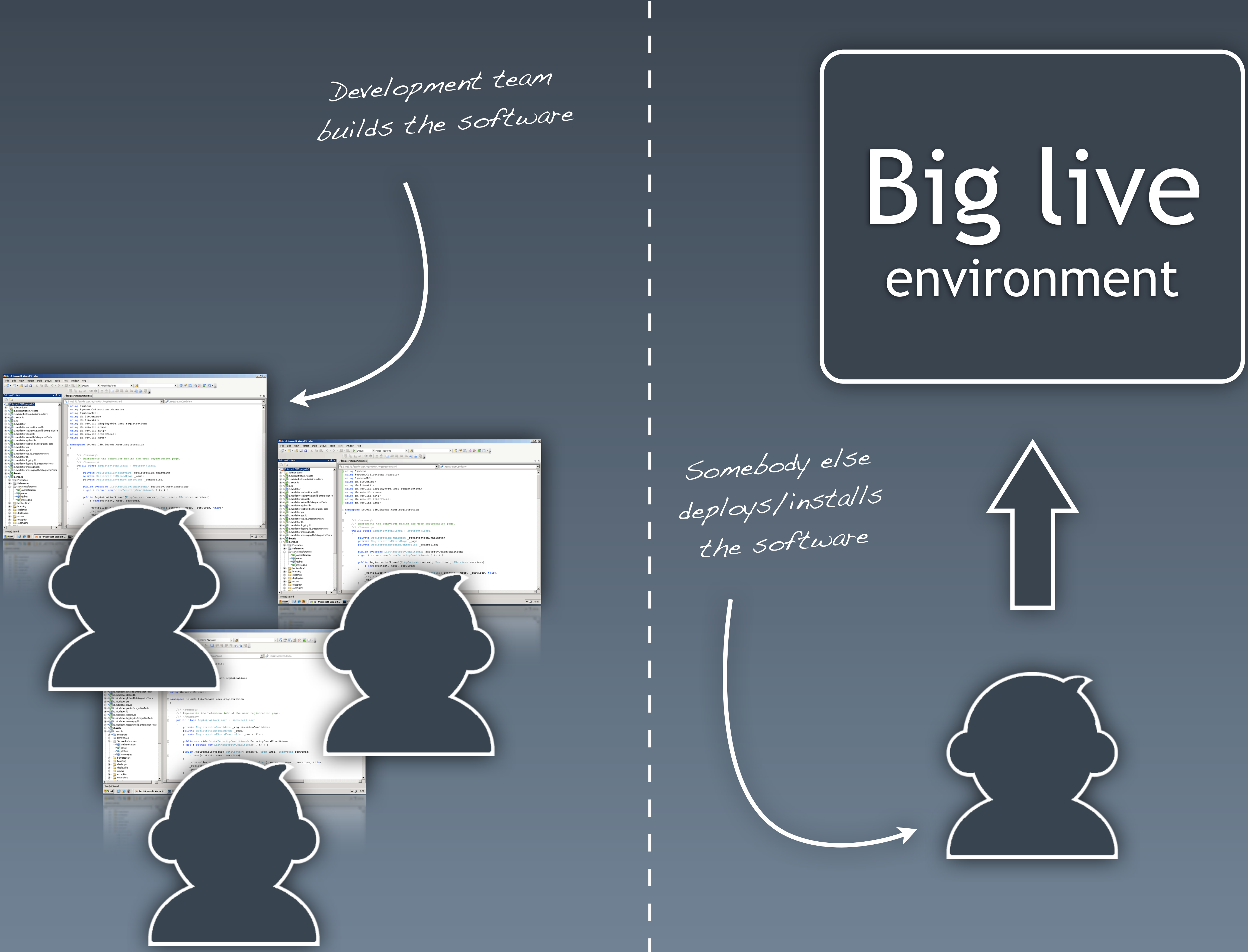
We hope it meets your needs.

Lots of love,
Your trusted supplier
X

Err ... what does system X actually do?!

“Them” and “Us” policies are often

pointless



Development team builds the software

Somebody else deploys/installs the software

Big live environment

```
using System;
using System.Collections.Generic;
using System.Web;
using ib.lib.enums;
using ib.lib.util;
using ib.web.lib.displayable.user.registration;
using ib.web.lib.enums;
using ib.web.lib.http;
using ib.web.lib.interfaces;
using ib.web.lib.user;

namespace ib.web.lib.facade.user.registration
{

    /// <summary>
    /// Represents the behaviour behind the user registration page.
    /// </summary>
    public class RegistrationWizard : AbstractWizard
    {
        private RegistrationCandidate _registrationCandidate;
        private RegistrationWizardPage _page;
        private RegistrationWizardController _controller;

        public override List<SecurityConditions> SecurityGuardConditions
        { get { return new List<SecurityConditions> ( ); } }

        public RegistrationWizard(HttpContext context, User user, IServices services)
            : base(context, user, services)
        {
```

“Them”

“Us”

So what?

That's just the way that the organisation works

Co-worker: We need to deliver this, despite being two weeks and $2,000 over budget?

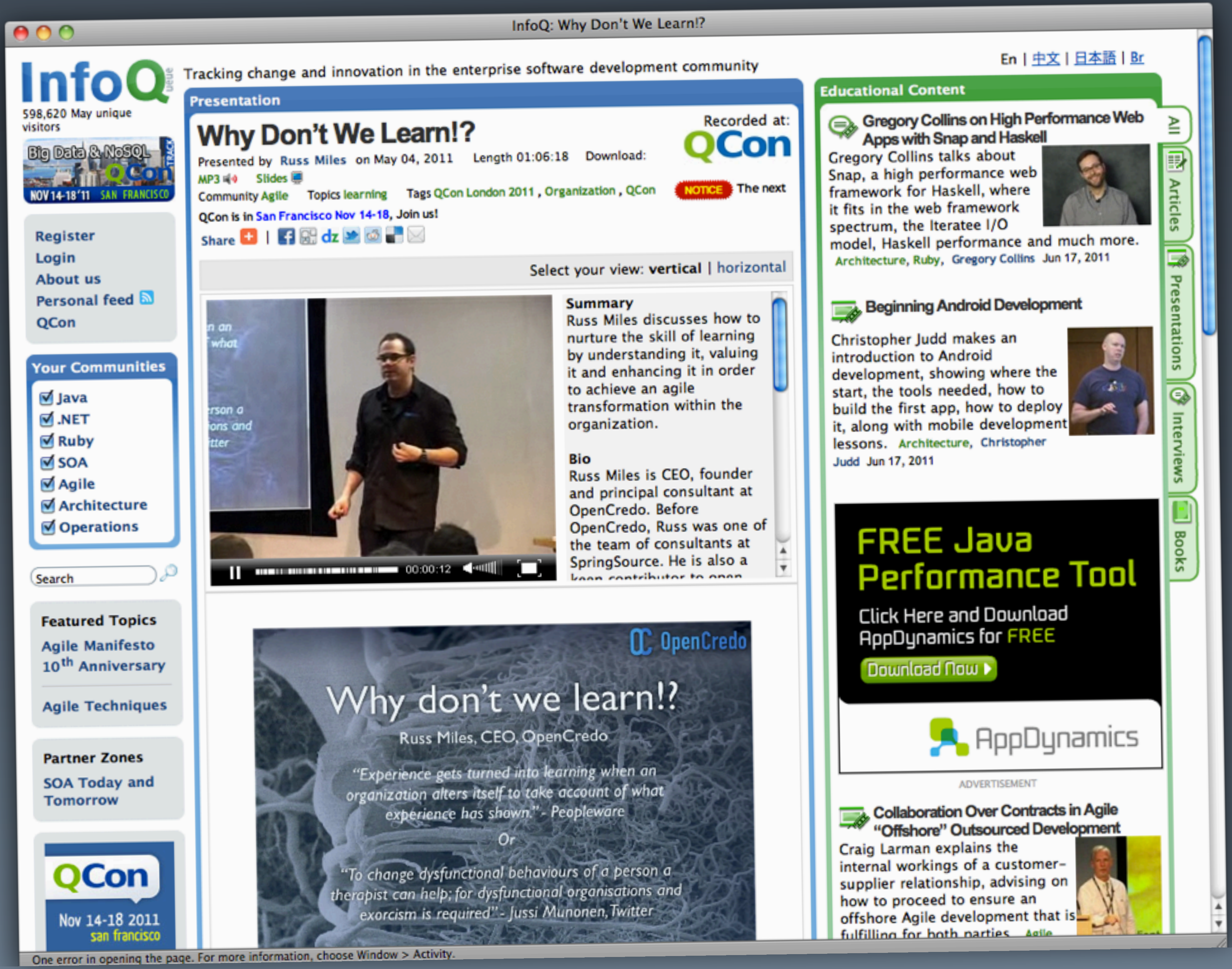
Boss: Well…

…we are where we are

urban DICTIONARY

Commonly used in the business world, meaning "We are in the shit, but suck it up"…

It’s all about the people, stupid



InfoQ: Why Don't We Learn!?

InfoQ

598,620 May unique visitors

Tracking change and innovation in the enterprise software development community

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Big Data & NoSQL QCon NOV 14-18 '11 SAN FRANCISCO

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Featured Topics

Agile Manifesto 10th Anniversary

Agile Techniques

Partner Zones

SOA Today and Tomorrow

QCon Nov 14-18 2011 san francisco

Presentation

Why Don't We Learn!?

Recorded at: QCon

Presented by Russ Miles on May 04, 2011 Length 01:06:18 Download: MP3 Slides

Community Agile Topics learning Tags QCon London 2011 , Organization , QCon NOTICE The next QCon is in San Francisco Nov 14-18, Join us!

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00:00:12

Summary
Russ Miles discusses how to nurture the skill of learning by understanding it, valuing it and enhancing it in order to achieve an agile transformation within the organization.

Bio
Russ Miles is CEO, founder and principal consultant at OpenCredo. Before OpenCredo, Russ was one of the team of consultants at SpringSource. He is also a keen contributor to open

OpenCredo

Why don't we learn!?

Russ Miles, CEO, OpenCredo

"Experience gets turned into learning when an organization alters itself to take account of what experience has shown." - Peopleware

Or

"To change dysfunctional behaviours of a person a therapist can help; for dysfunctional organisations and exorcism is required" - Jussi Munonen, Twitter

Educational Content

Gregory Collins on High Performance Web Apps with Snap and Haskell
Gregory Collins talks about Snap, a high performance web framework for Haskell, where it fits in the web framework spectrum, the Iteratee I/O model, Haskell performance and much more. Architecture, Ruby, Gregory Collins Jun 17, 2011

Beginning Android Development
Christopher Judd makes an introduction to Android development, showing where the start, the tools needed, how to build the first app, how to deploy it, along with mobile development lessons. Architecture, Christopher Judd Jun 17, 2011

Collaboration Over Contracts in Agile "Offshore" Outsourced Development
Craig Larman explains the internal workings of a customer-supplier relationship, advising on how to proceed to ensure an offshore Agile development that is fulfilling for both parties. Agile

One error in opening the page. For more information, choose Window > Activity.

Why Don't We Learn!?

http://www.infoq.com/presentations/Why-Dont-We-Learn

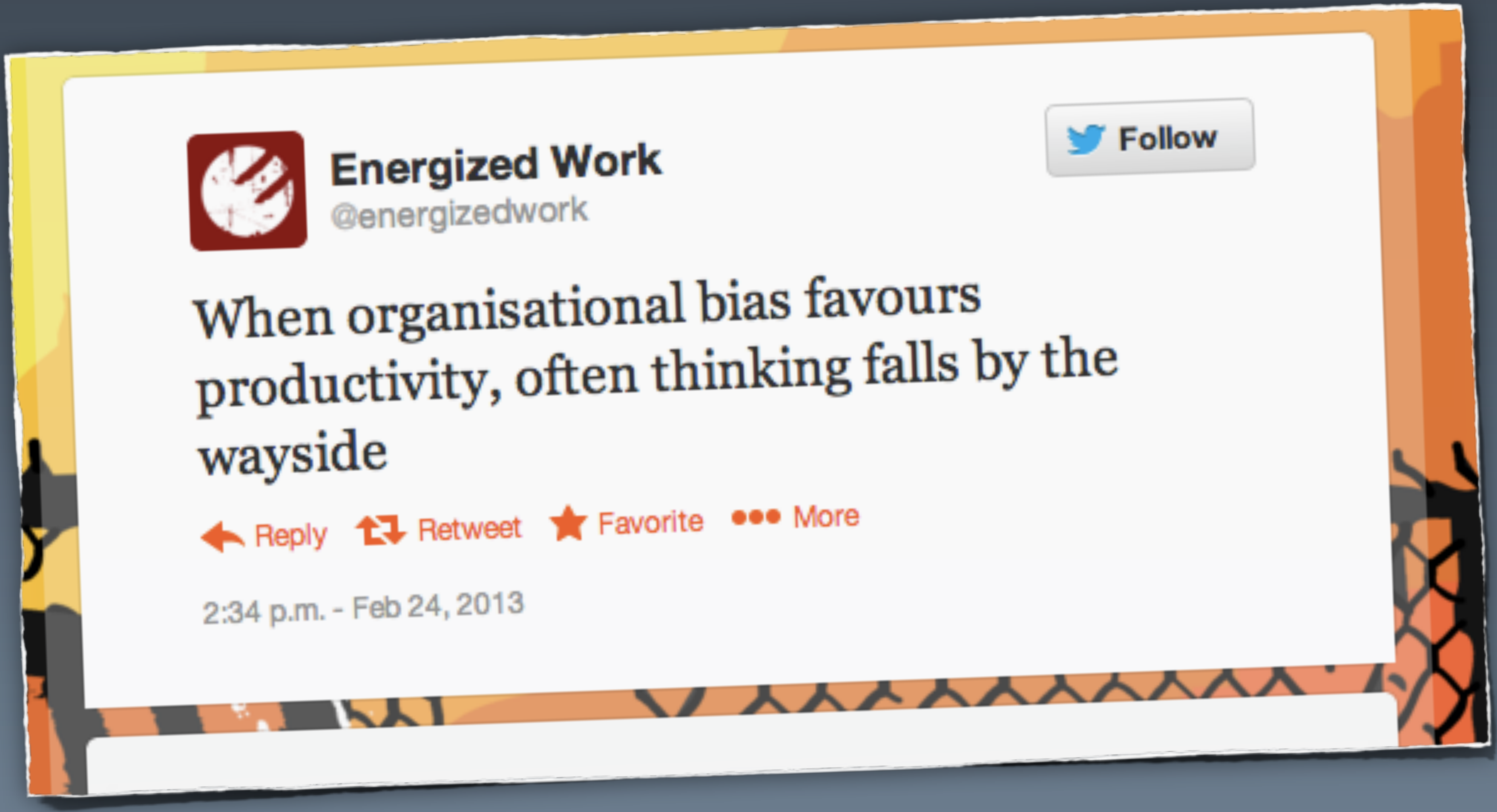
How do you get such teams to

learn

and

adopt

“modern software development practices” ?



Energized Work
@energizedwork

When organisational bias favours productivity, often thinking falls by the wayside

2:34 p.m. - Feb 24, 2013

Productivity ... or other motivations

They’re a

challenging team

Director of a consulting company

They work in an ad hoc manner, no attention to detail, etc...

shit

Jèrriais

The native language of Jersey
(a form of the Norman language)

The problems are caused by the

culture

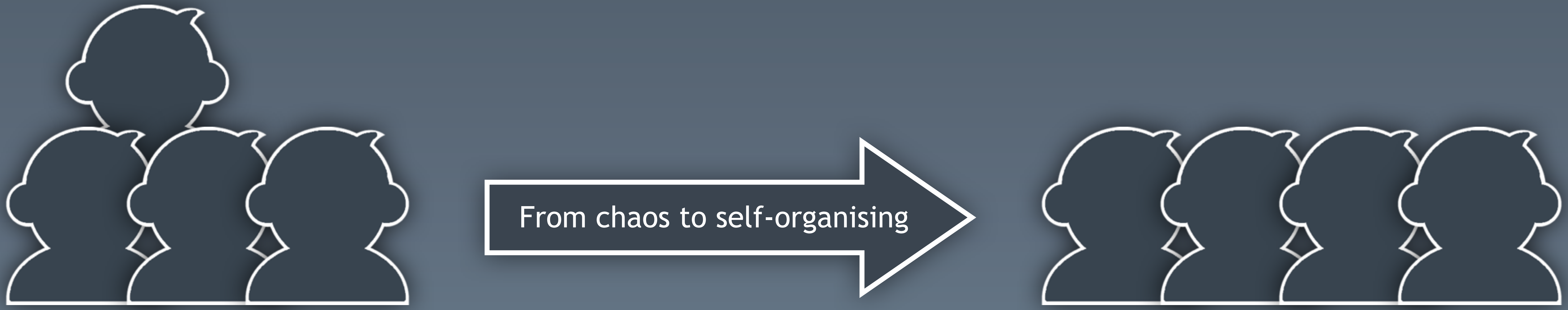
The conclusion from an organisational review (after seven months!)

Any approach can work with

good people

Every software development team needs a master builder

The software architecture role



Dedicated
software architect

Single point of responsibility for the technical aspects of the software project

Elastic Leadership (Roy Osherove)
Survival (command and control),
learning (coaching),
self-organising (facilitation)

Everybody is a
software architect

Joint responsibility for the technical aspects of the software project

Software architects should be coaches and mentors

Explain the rationale and intent of decisions...

Strong technical leadership but open to ideas...

Be proactive and take the lead

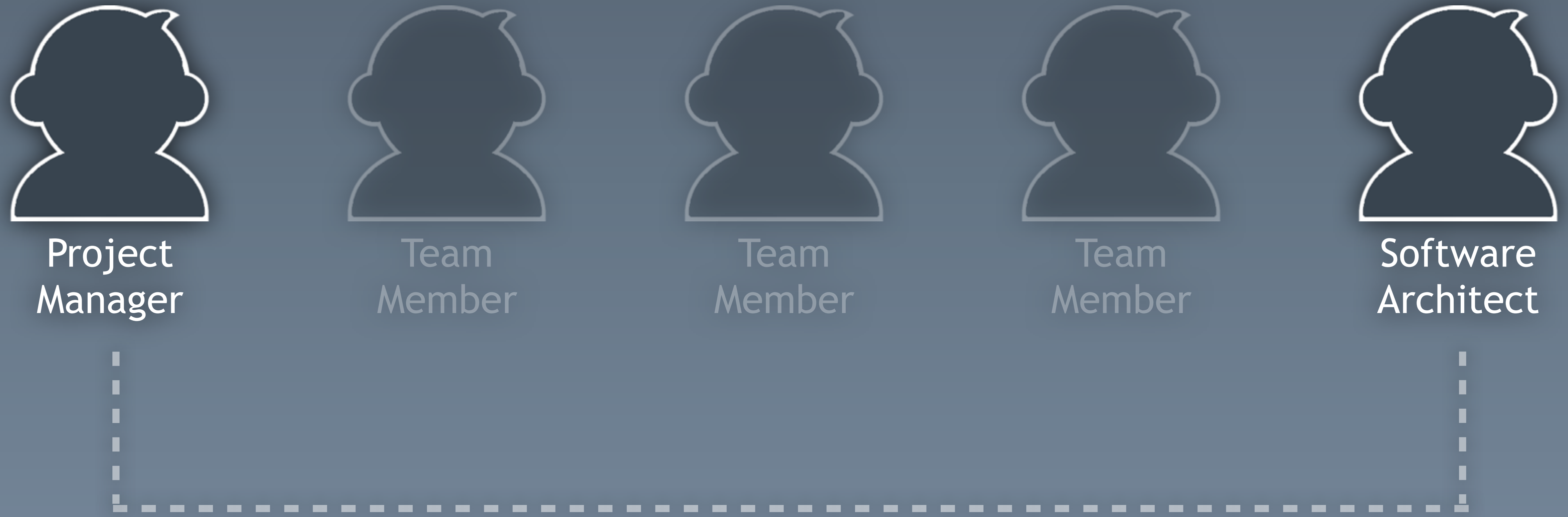
Take ownership, responsibility and lead by example

Software architect

and

project manager

as **peers**



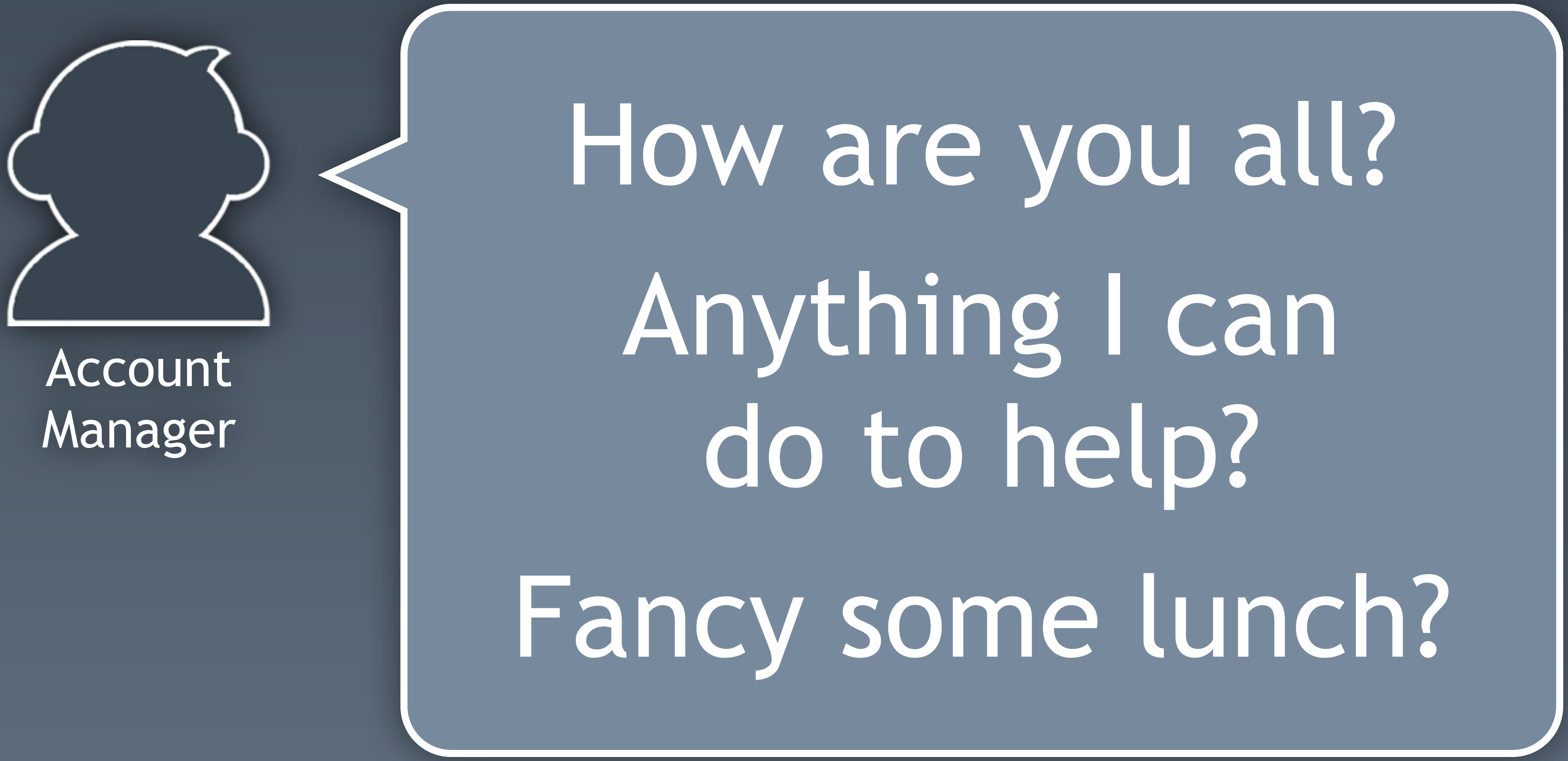
Project Manager

Team Member

Team Member

Team Member

Software Architect



Account Manager

How are you all?

Anything I can do to help?

Fancy some lunch?

A little management often doesn’t hurt :-)

Transparency, honesty and openness

Take an iterative and incremental approach to all deliverables

Be honest about progress!

KEEP
CALM
AND
TAKE A
STEP BACK

KEEP
CALM
AND
CARRY
ON

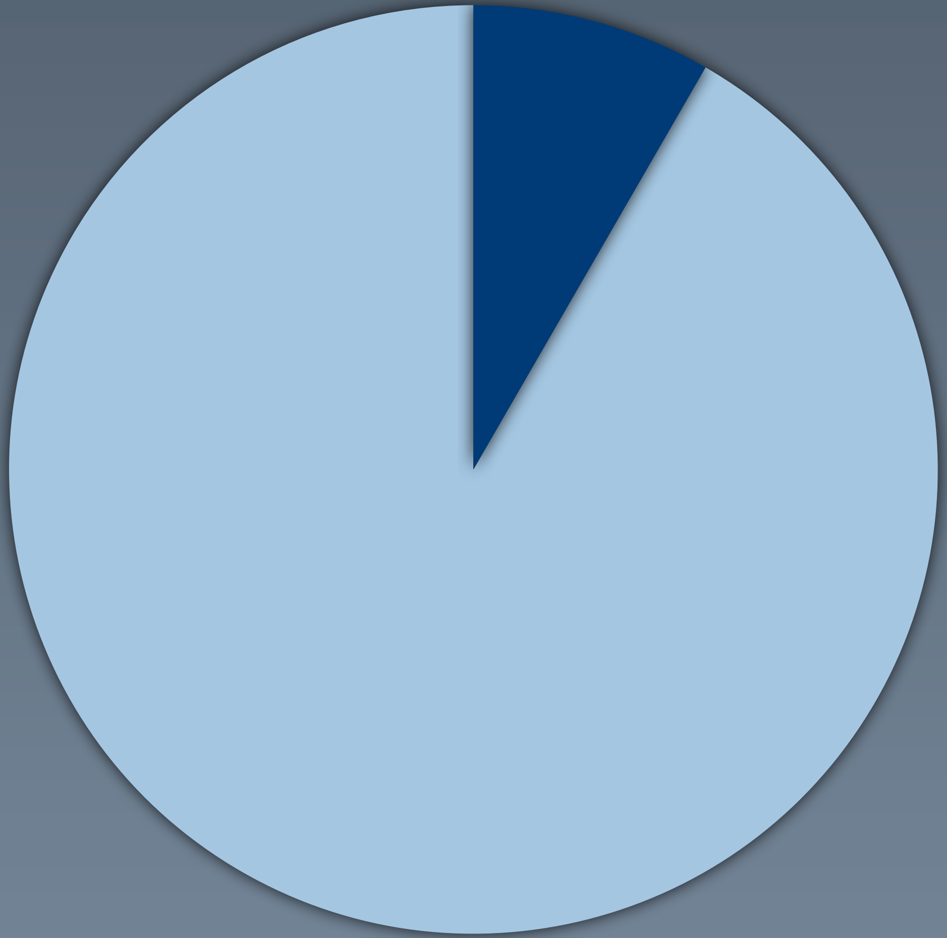
Hiring

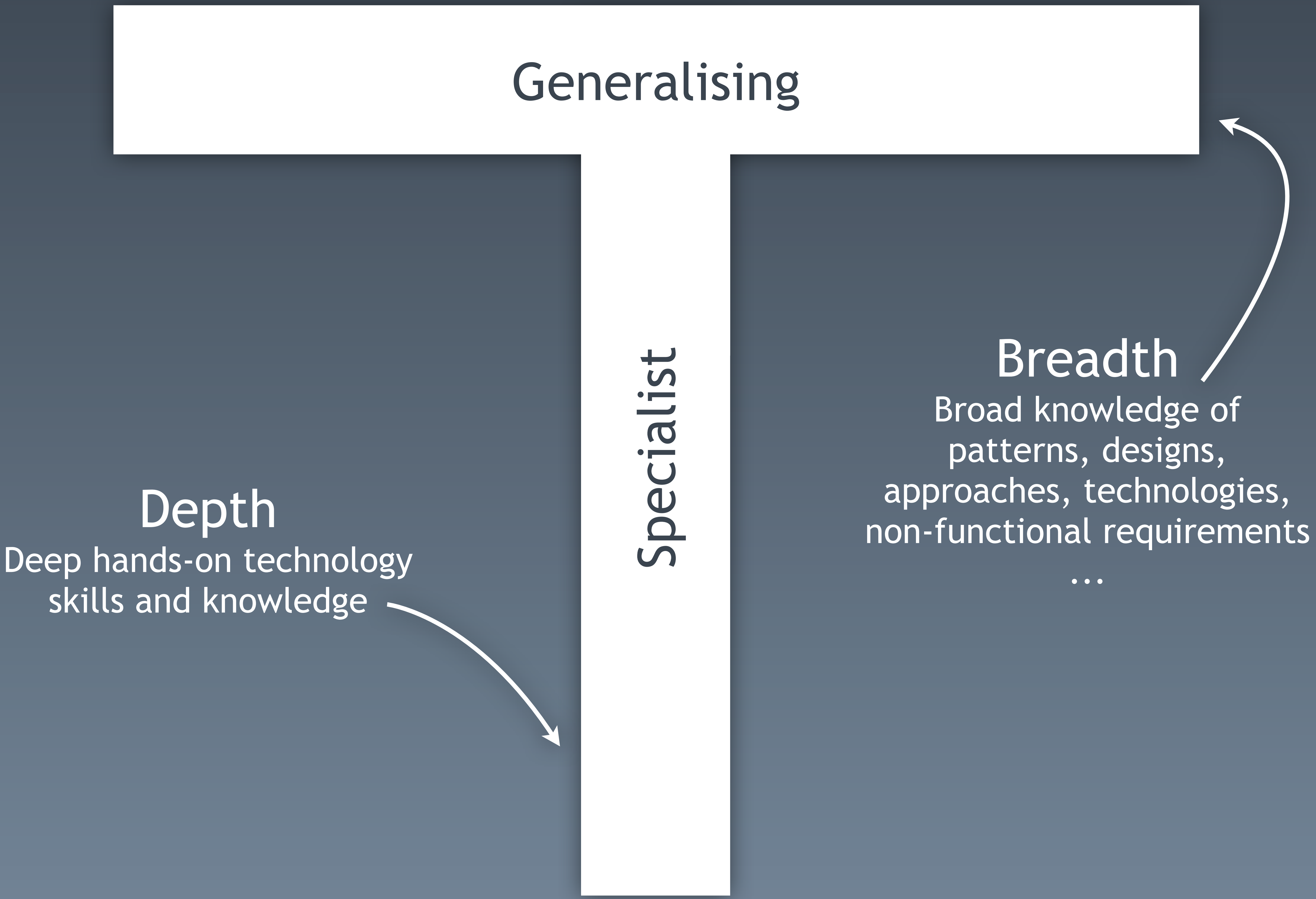
software people

What was the last technical book that you read?

How do you keep up to date?

1 hour?





Generalising

Specialist

Depth

Deep hands-on technology skills and knowledge

Breadth

Broad knowledge of patterns, designs, approaches, technologies, non-functional requirements

...

GROW people

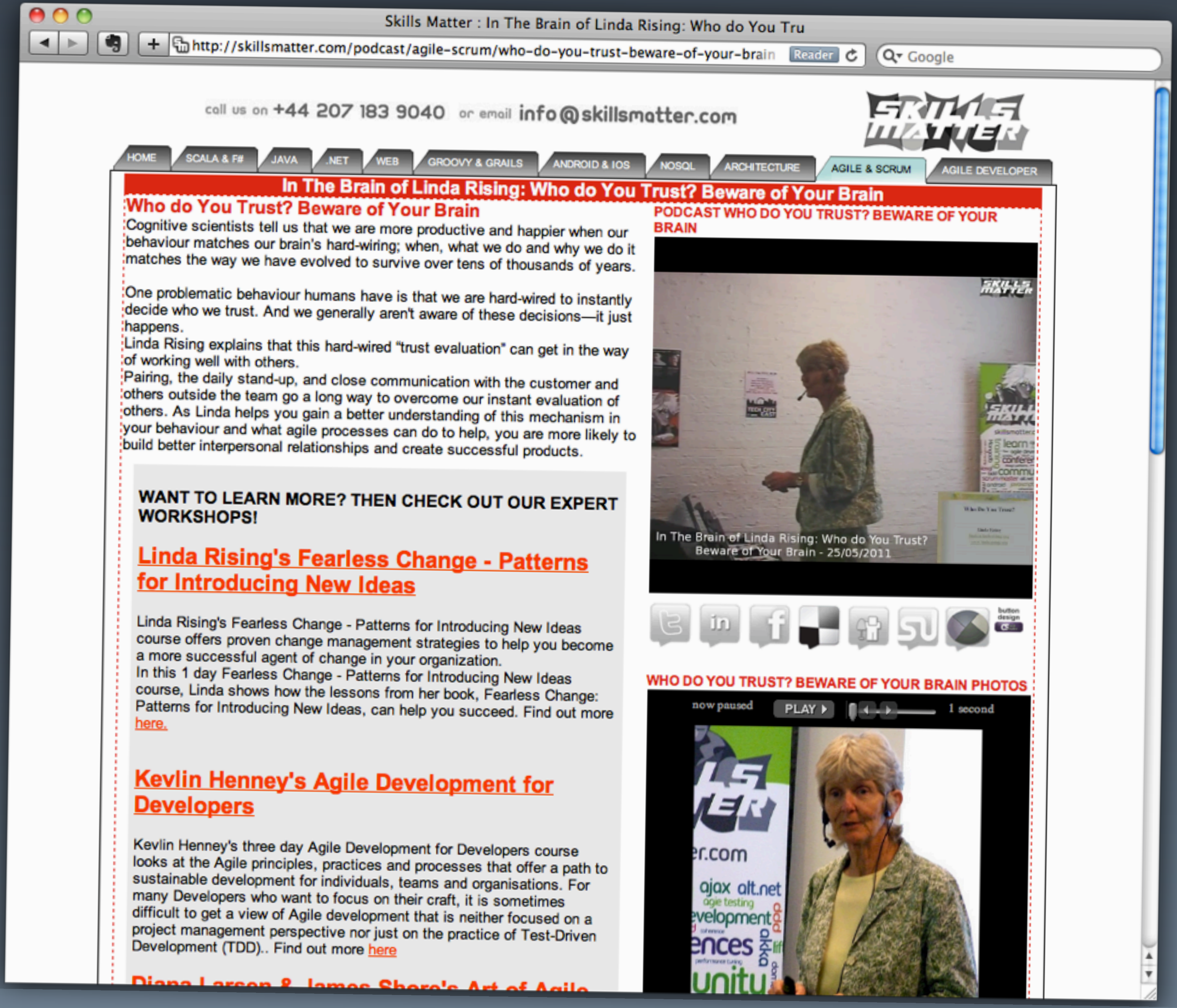
(technical and soft skills)

360°
feedback

Change

the model from “them and us”

to just “us”


Skills Matter : In The Brain of Linda Rising: Who do You Tru
http://skillsmatter.com/podcast/agile-scrum/who-do-you-trust-beware-of-your-brain
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call us on +44 207 183 9040 or email info@skillsmatter.com
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HOME
SCALA & F#
JAVA
.NET
WEB
GROOVY & GRAILS
ANDROID & IOS
NOSQL
ARCHITECTURE
AGILE & SCRUM
AGILE DEVELOPER
In The Brain of Linda Rising: Who do You Trust? Beware of Your Brain - 25/05/2011
now paused
PLAY
1 second

In The Brain of Linda Rising: Who do You Trust? Beware of Your Brain

Who do You Trust? Beware of Your Brain

Cognitive scientists tell us that we are more productive and happier when our behaviour matches our brain's hard-wiring; when, what we do and why we do it matches the way we have evolved to survive over tens of thousands of years.

One problematic behaviour humans have is that we are hard-wired to instantly decide who we trust. And we generally aren't aware of these decisions—it just happens.
Linda Rising explains that this hard-wired "trust evaluation" can get in the way of working well with others.
Pairing, the daily stand-up, and close communication with the customer and others outside the team go a long way to overcome our instant evaluation of others. As Linda helps you gain a better understanding of this mechanism in your behaviour and what agile processes can do to help, you are more likely to build better interpersonal relationships and create successful products.

WANT TO LEARN MORE? THEN CHECK OUT OUR EXPERT WORKSHOPS!

Linda Rising's Fearless Change - Patterns for Introducing New Ideas

Linda Rising's Fearless Change - Patterns for Introducing New Ideas course offers proven change management strategies to help you become a more successful agent of change in your organization.
In this 1 day Fearless Change - Patterns for Introducing New Ideas course, Linda shows how the lessons from her book, Fearless Change: Patterns for Introducing New Ideas, can help you succeed. Find out more here.

Kevlin Henney's Agile Development for Developers

Kevlin Henney's three day Agile Development for Developers course looks at the Agile principles, practices and processes that offer a path to sustainable development for individuals, teams and organisations. For many Developers who want to focus on their craft, it is sometimes difficult to get a view of Agile development that is neither focused on a project management perspective nor just on the practice of Test-Driven Development (TDD).. Find out more here

Diana Larsen & James Shore's Art of Agile

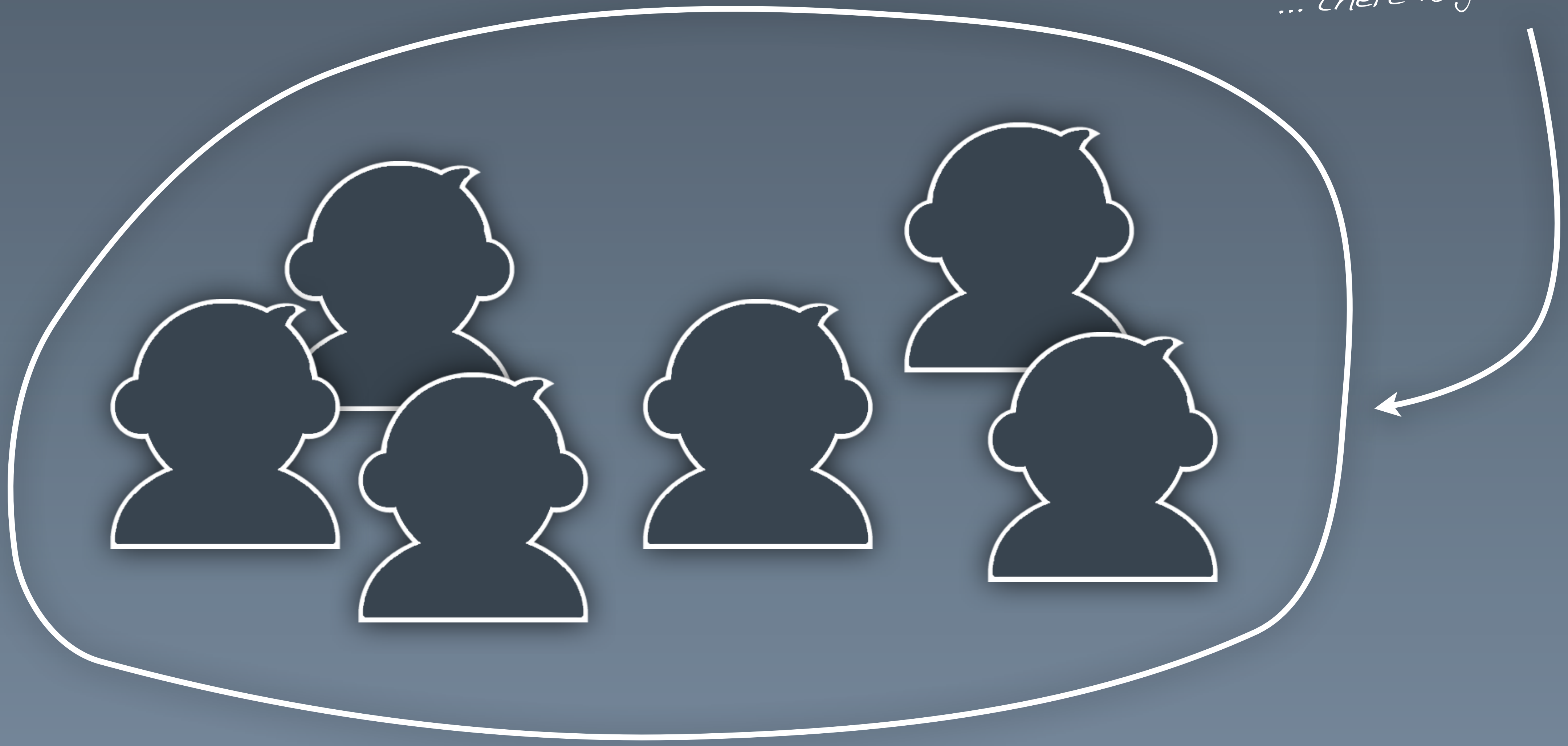
PODCAST WHO DO YOU TRUST? BEWARE OF YOUR BRAIN

WHO DO YOU TRUST? BEWARE OF YOUR BRAIN PHOTOS

In The Brain of Linda Rising
Who do You Trust? Beware of Your Brain

http://skillsmatter.com/podcast/agile-scrum/who-do-you-trust-beware-of-your-brain

Shared goals; win-win



No more "them" and "us"
... there is just "us"

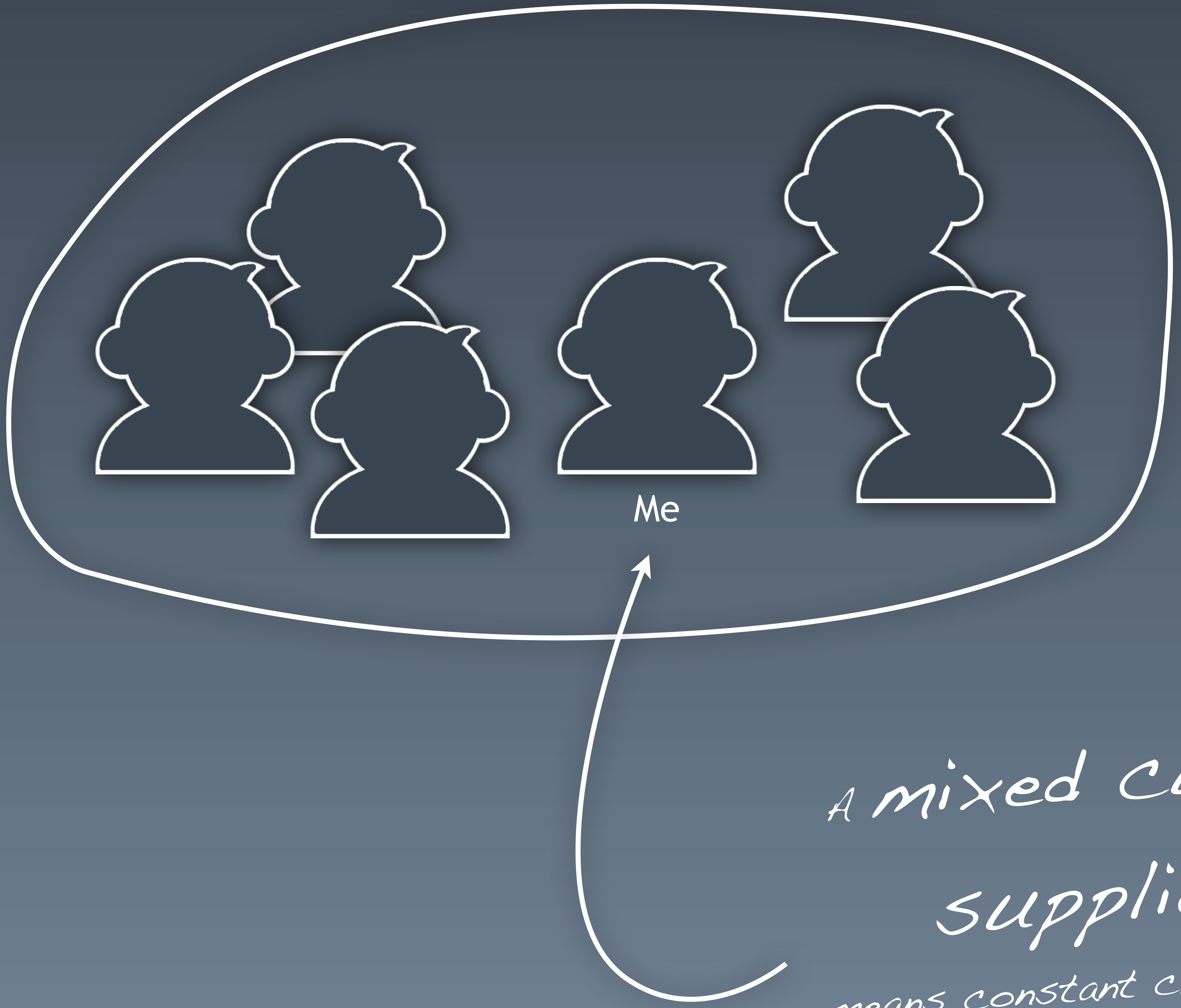
The traditional approach:
"we want X for Y by Z"

"Project as a Service"

vs

"Team as a Service"

The agile approach:
"we want a team to deliver business value, and fast"



A mixed customer/ supplier team

means constant cross-training and the customer retains the ability to support/ maintain/enhance the solution

Continuous improvement is only achievable if you have

sustainable competence

:-)

We have a duty to *educate*

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