Agile Revisited
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@tastapod
but first,

a word from our sponsor...
Let us know what you think.

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...and now back to your scheduled entertainment
1990s development

- Large projects
- Functional silos
- Slow, fragmented technology
- Process modelled on Civil Engineering
Civil Engineering

- Exponential cost of errors
- Goal is to minimise likelihood of error
- Assurance through formal sign-offs
- Plan is intolerant of slippage
- Hand-offs detailed and expensive
Software Engineering

- Assumes: Exponential cost of errors
- Assumes: Goal is to minimise likelihood of error
- Assumes: Assurance through formal sign-offs
- Plan is intolerant of slippage
- Hand-offs detailed and expensive
Agile Then
"Eskimo."

chicalookate

Heathers

chicalookate@etsy
Agile
Early and continuous delivery of software

Welcome changing requirements

Deliver frequently

Working software is measure of progress

Self-organising teams

Technical excellence and good design

The Manifesto

Business and developers working together

Build projects around motivated individuals

Value face-to-face communication

Simplicity

Sustainable pace for sponsors, users, team

Regular reflection and tuning
“Brand(vt): give a product a distinctive identity”

The Brand
Early and continuous delivery of software
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The Scrum Brand

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Senior VP of Card IT at Capital One, works on products a month. Currently Capital One has 2000+ engineers trained on the Agile methodology, transitioning to Agile, including Agile team size, communication, and meeting expectations on the first day.

2010s development

- Smaller projects
- Cross-functional “feature teams”
- Faster, commodity technology
- Process modelled on iterative delivery
2010s development

Upstream batching of money

except...

Downstream batching of Infrastructure
2010s development

Water-Scrum-fall
Agile Next
“Move the people to the work”

…but remember they are people!

- More than *no process*, less than *rigid process*
- What does a “team” look like at scale?
Measure Business Impact

- We can build-ship-measure fast enough
- Software “productivity” isn’t a thing
- Neither is velocity
- Less is more, like surgery
Assume technology is instant* and free*

*at least compared to the 1990s

Write
Build
Provision
Deploy
Monitor
Embrace Continuous Delivery

- Two weeks is an illusion, two months doubly so
- Outcomes create options, requirements emerge
- Rolling Op-Ex over committed Cap-Ex
- Investment collaboration over detailed estimation
Would you use a 1990s computer?
Then why use a 1990s methodology?
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Deliver continuously

Business impact is measure of progress

Self-organising teams

Technical excellence and good design

The Manifesto

Business and developers and everyone else together

Build products around motivated individuals

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Simplicity

Sustainable pace for sponsors, users, team

Continuous reflection and tuning
Early and continuous delivery of software

Welcome emerging requirements

Deliver continuously

Not bad for a first draft!

Business impact is measure of progress

Self-organising teams

Technical excellence and good design

Business and developers and everyone else together

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Simplicity

Sustainable pace for sponsors, users, team

Continuous reflection and tuning
Please

Remember to rate this session

Thank you!