Agile Revisited

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@tastapod

but first,
a word from our sponsor...

goto; conference

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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

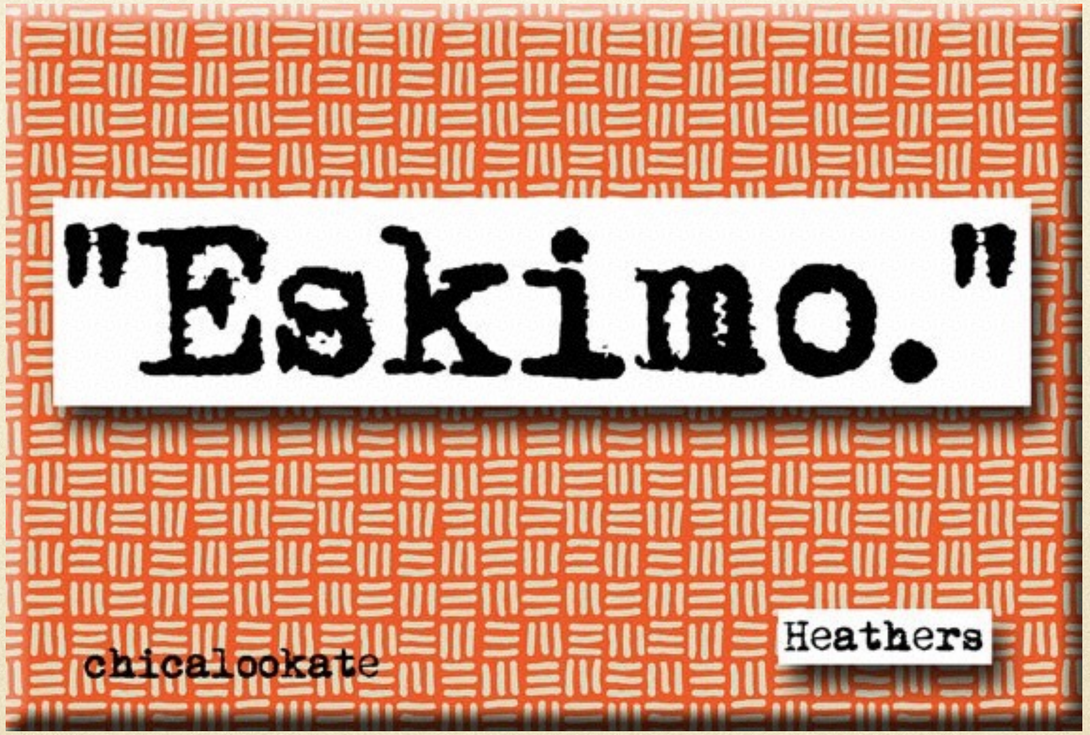
- Plan is intolerant of slippage
- Hand-offs detailed and expensive

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



chicalookate@etsy

Agile

The Manifesto

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

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

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The Scrum Brand

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http://infoq.com/news/2015/09/agile-bank

enior VP of Card IT at Capital One, w

products a month. Currently Capital

ers trained on the Agile methodology

o Agile, including Agile team size, cc

nd meeting expectations on the first

Agile Now

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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Business and developers and everyone else together

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Not bad for a first draft!

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Please

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Thank you!

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