

You Can Get There From Here



Challenges, opportunities

Slide 1
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With Zühlke since 2006

- Business Unit Leader—Centre for Agile Practice
- Introduced Agile practices to
 - Wholesale finance
 - Retail finance
 - Mobile telecoms

Previously:

- WDS Global
 - development manager in Singapore, 24x5 distributed Agile
- Senior Software Engineer at Penrillian
 - Anglo-indian company, embedded systems

Agile



Who is (doing) Agile?

Agile



Who is (doing) Agile?

What does it mean to you?

Value Programmer Productivity



A necessary precondition for Agility

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Huh?



Thought experiment:

- Developer asks for a bigger monitor to improve productivity



Thought experiment:

- Developer asks for a bigger monitor to improve productivity
- In your organization, what would happen?

The Monitor Question—Manager's Responses



Request dismissed out of hand

The Monitor Question—Manager's Responses



Request dismissed out of hand

- Mental note: “not a team player”

The Monitor Question—Manager's Responses



Referred out of existence

The Monitor Question—Manager's Responses



Referred out of existence

- Never-ending upwards chain seeking budget authority

The Monitor Question—Manager's Responses



Referred out of existence

- Never-ending upwards chain seeking budget authority, or
- Ditto seeking permission for a “non-standard” monitor

The Monitor Question—Manager's Responses



Lip-service analysis leading to refusal

The Monitor Question—Manager's Responses



Hard-core analysis

The Monitor Question—Manager's Responses



Hard-core analysis

- Could go either way, but honest whatever the outcome

The Monitor Question—Manager's Responses



Lip-service analysis leading to authorization

The Monitor Question—Manager's Responses



Authorised without question

What is a Monitor Worth?



Developers aren't cheap

annual cost	days	cost/day
£60,000	200	£300

What is a Monitor Worth?



Monitors aren't expensive

What is a Monitor Worth?



Monitors aren't expensive

£300 gets you 24"

What is a Monitor Worth?



How much more productive would they need to be?

actual work	201
paid-for work	200
required increase	0.50%

What Could a New Monitor Achieve?



Czerwinski's study at Microsoft

- between 10% and 44%

Anderson, University of Utah

- 52% for 24" relative to 18"
- 44% for two 20" relative to 18"

What Could a New Monitor Achieve?



Call it 20%

What Could a New Monitor Achieve?



Call it 20%

% increase	20%
paid-for work	200
actual work	240
would cost	£72,000
saving	£11,700

No Brainer



Intermezzo



Who is doing pair programming?

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Well known, fixed requirements

Introduction of Agile was resisted by one team

- They built emulators of mobile phone handsets

Well known, fixed requirements



Introduction of Agile was resisted by one team

- Requirement is absolutely fixed
 - Phone does not grow new menus or buttons

Well known, fixed requirements



Introduction of Agile was resisted by one team

- Estimation data was solid
 - They'd built dozens of these things, all the same way

Well known, fixed requirements



Introduction of Agile was resisted by one team

- Planning and tracking by Gantt chart was perfect
 - They were right to resist: all the pain of change for very little gain

Well known, fixed requirements



Introduction of Agile was resisted by one team

and they were right!

Who here has a project like that?



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Who here has a project like that?



No, you don't

Test-first Process Improvement



Know what you want to achieve

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Test-first Process Improvement



Know what you want to achieve

- “Be better” is not a goal
- Neither is “be Agile”

Test-first Process Improvement



Know what you want to achieve

It could be

- Reduced time-to-value
- Reduced defect rates
- Improved customer/user satisfaction
- Improved accuracy of planning
- The list goes on...

Test-first Process Improvement



Know what you want to achieve

It could be

- Reduced time-to-value
- Reduced defect rates
- Improved customer/user satisfaction
- Improved accuracy of planning
- The list goes on...

Ask what these things are *worth*

Intermezzo



Who is using “checked examples”?

Example: Time-to-Value



Once Fund Manager's internal IT department

Example: Time-to-Value



Once Fund Manager's internal IT department

6-month release cycle

- *Best case*
- Manual testing
- Sometimes low quality

Example: Time-to-Value



Once Fund Manager's internal IT department

Goal: release new features monthly

Example: Time-to-Value



Once Fund Manager's internal IT department

Value: calculated through ability to bring new kinds of business to market earlier

Example: Time-to-Value



Once Fund Manager's internal IT department

Tracking: Within a year releases could be made every 6 weeks, and falling

Example: Time-to-Value



Within a year releases could be made every 6 weeks, and falling

This was not achieved by tricky scheduling

Example: Time-to-Value



Within a year releases could be made every 6 weeks, and falling

This was not achieved by self-organising voodoo

Example: Time-to-Value



Within a year releases could be made every 6 weeks, and falling

This was achieved by doing the damn thing right

Example: Time-to-Value



Within a year releases could be made every 6 weeks, and falling

This was achieved by doing the damn thing right

hundreds of checked examples for each release

Example: Time-to-Value



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hundreds of checked examples for each release

those turned into automated acceptance tests

Example: Time-to-Value



Within a year releases could be made every 6 weeks, and falling

This was achieved by doing the damn thing right

hundreds of checked examples for each release

those turned into automated acceptance tests

2 developers, 1 tester and a user in a room, and get it done

Intermezzo



Who is doing continuous integration?

What Will Happen Along the Way?



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Some Developers Will Get Upset



Some Developers Will Get Upset



Collective Code Ownership

- Some developers have a huge amount of ego invested in “their” code

Some Developers Will Get Upset



No recognition for “Rock stars”

- Agile prefers the consistent team contributor over the temperamental genius

Some Developers Will Get Upset



Testing

- Some programmers consider themselves too clever to need to test

Some Developers Will Get Upset



Testing

- Some developers resent having to postpone “real work” to fix the build

Intermezzo



- who knows their build status?
- who's build is always green?



It Isn't Broken so they aren't Fixing it

One Team adopted automated testing



It Isn't Broken so they aren't Fixing it

One Team adopted automated testing

- Braced for the usual post-release nightmare

It Isn't Broken so they aren't Fixing it



One Team adopted automated testing

- Braced for the usual post-release nightmare
- But the phones did not ring

It Isn't Broken so they aren't Fixing it



One Team adopted automated testing

- A defect-free release
- The approach now mandatory for all new build

Intermezzo



Who is letting tests drive their development?

Some Managers Will Get Upset



Some Managers Will Get Upset



No more Gantt charts

- No %complete figures to fudge
- No assignment of tasks
- No planning daily activities six months in advance

Some Managers Will Get Upset



No more Gantt charts

- No %complete figures to fudge
- No assignment of tasks
- No planning daily activities six months in advance

Instead: real decisions, real responsibility, real management

The Truth Will Set You Free



The Truth Will Set You Free



But you might not like that

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Transparency



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Transparency



One project ditched the Gantt chart

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■ Transparency



One project ditched the Gantt chart

- Reported number of (functional) tests written, passing
 - Trended over time
 - Projections based on a few likely scenarios

Transparency



“The first time we’ve ever had a status report form a project that we believe”

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Transparency



“The first time we’ve ever had a status report from a project that we believe”

- Therefore, realistic intervention possible
- project did improve

People About the Place will Get Upset



Being in close proximity to an Agile team can be a strain

- They're talking *all the time*
- They're never doing any *real work*
 - Translation: they appear to be enjoying themselves
- They've got all this untidy stuff stuck on the walls
- How come *they* get the big monitors?
- What's so special about those * ^ & # \$ * § & 's?

What *is* so Special About Them?



They deliver. Every time.

This can be *big* shock to the rest of the organization

Other groups can respond badly

- Envy
- Jealousy
- Not happy at being shown to be incompetent
- Old established ideas shown to be wrong
 - Oh, how much money have the wasted over the years...

When Are You Done?



When there are no more opportunities for improvement

When Are You Done?



Don't hold your breath!

When Are You Done?



Indicators that you're on the right track:

When Are You Done?



Indicators that you're on the right track:

- High customer/user satisfaction

When Are You Done?



Indicators that you're on the right track:

- High developer satisfaction

When Are You Done?



Indicators that you're on the right track:

- Complete visibility of project status

When Are You Done?



Indicators that you're on the right track:

- Credible

When Are You Done?



Indicators that you're on the right track:

- High customer/user satisfaction
- High developer satisfaction
- Complete visibility of project status
- Credible

Intermezzo



- Who is doing retrospectives?

When is it Working?



Signs of Progress



When is it Working?

Signs of Progress

- Estimates Converge



When is it Working?

Signs of Progress

- Estimates Converge
- Quality remains high over long periods
 - Internal and external

When is it Working?

Signs of Progress

- Estimates Converge
- Quality remains high over long periods
 - Internal and external
- Teams find and action new approaches that work better



When is it Working?

If you “adopt Agile” and after a year are still doing it the same way, you’re doing it wrong



Tell Me Your Stories

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Questions?



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