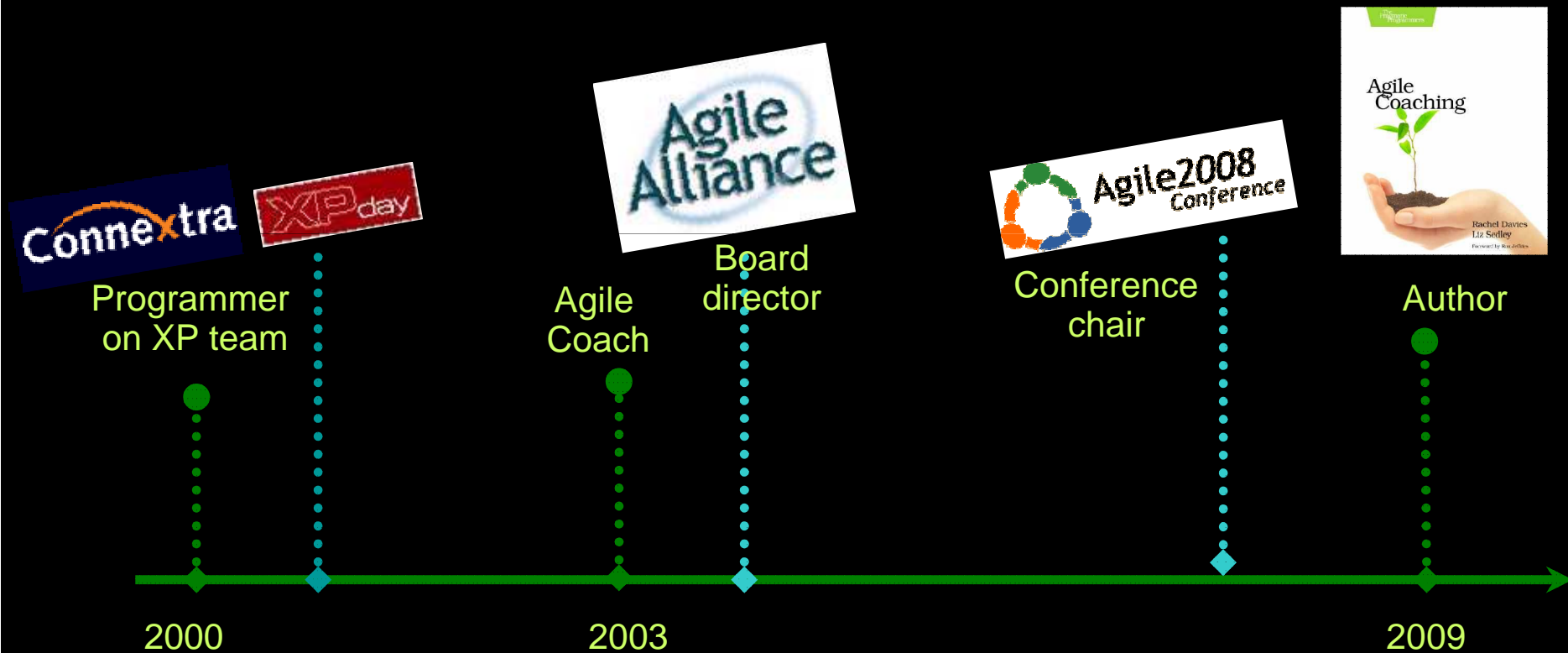# Breaking your Agile Addiction

## Rachel Davies

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# My Agile timeline

# Acceptance Test

We aim to provoke attendees to think differently about their past experiences, hopefully so much that not all will agree with the content readily.

Jesper Boeg, Agile Evolution track host

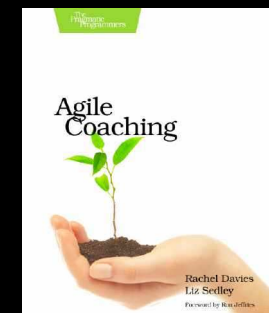# The User Story story…

# Team Planning with User Stories



~ 2000

# Let's sponsor XPday

# 10 years later

- In 2010, Connextra gets credit for inventing this user story template

# But

# Are these user stories?

- "As a user, I want ..X so I can have X
- "As a developer, I want ..
- "As a system, I want ..

Do these help us understand the user goals and business value?

# Fred's user story template

# Revealing Questions

# Context is W-agile



User stories substitute for conversations

3Cs -> card, conversation, confirmation
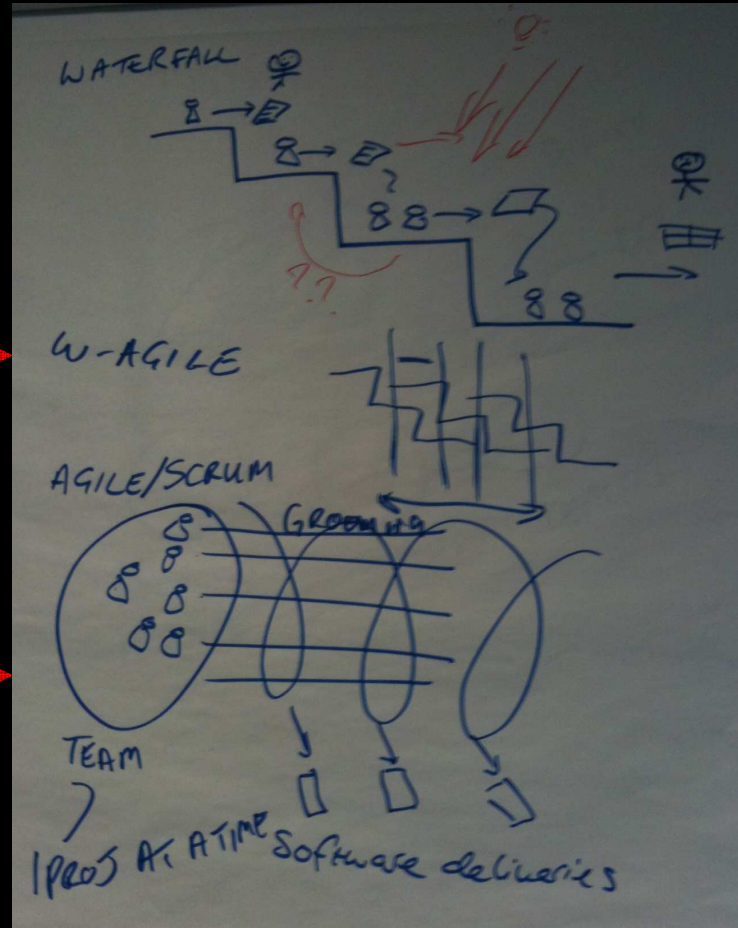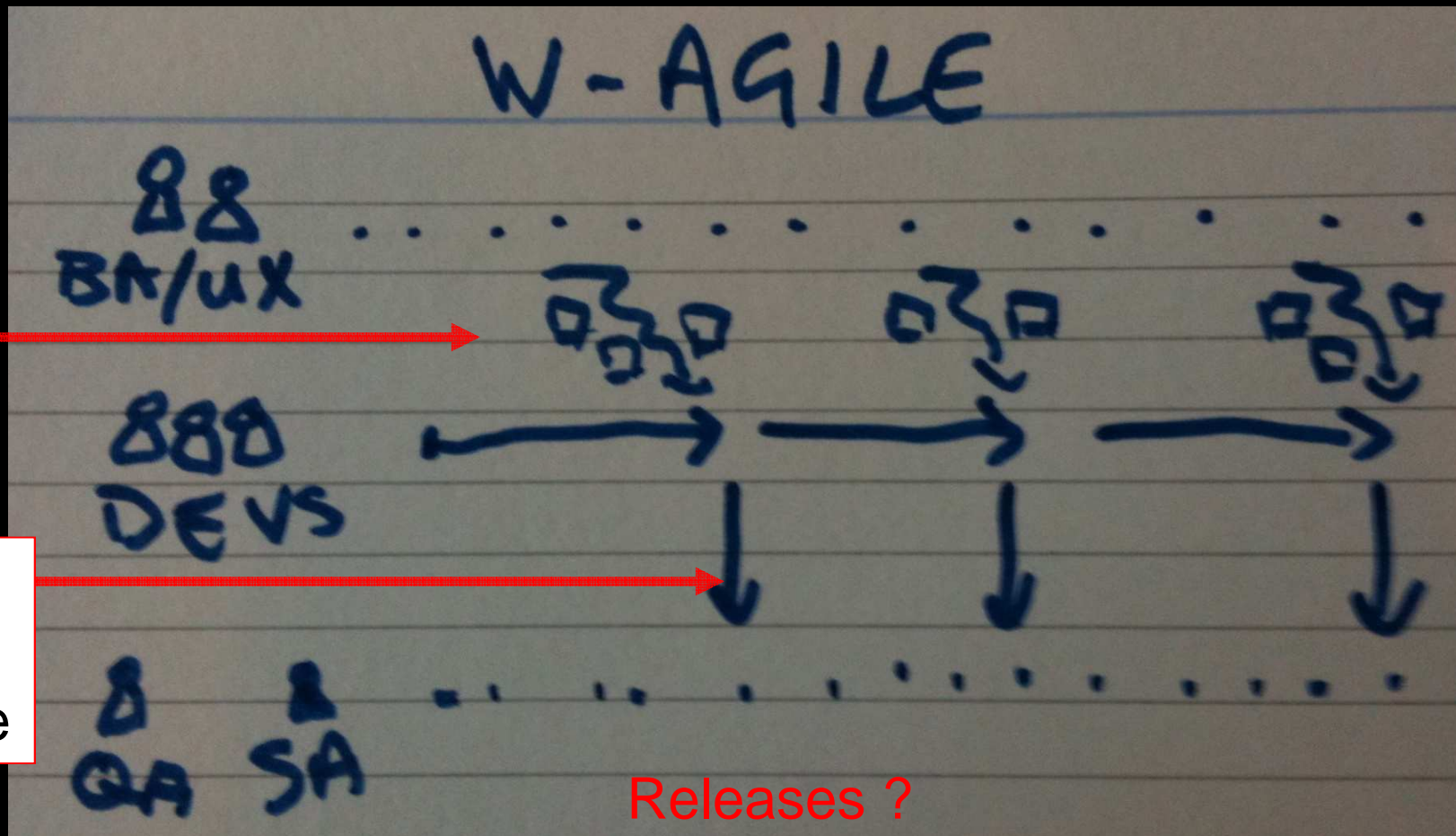
# Mini-waterfalls

# How does this happen?

# Rolling Out Agile

# Common Recipe

- Pick an Agile methodology
- Get training or buy some books
- Do the easy bits

… without changing the org chart

- When stuck, add more process + tools

# Minimal Implementation

Daily standup + no specs

"We're Agile!"

# Big misconception

Agile sounds like cheap and fast

# Being Agile is not the goal

- What are companies really after?
- A new project management approach to help meet deadlines
- Missing so many potential benefits of Agile software development

# Blame the Manifesto?

# Methodologists United!





*I kicked off "The Lightweight Process Summit" with a 10 minute plea for a manifesto, and then watched with awe and glee as these people, with some deep philosophical differences, found themselves in fundamental agreement with the notion that what we shared in common was more important than our differences.*

*Bob Martin, Object Mentor*

# Don't lose the context

- As Ron Jeffries reminded me - it's just the output from a two-day workshop
- It's main intent was political
- The Agile word was perhaps a mistake…

# Manifesto for Agile Software Development

We are uncovering better ways of developing software by **doing it** and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

While there is value in the items on the right, we value the items on the left more.

# Forgotten principles (1)

- Our highest priority is to satisfy the customer early and continuous delivery of valuable software.

- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

# Forgotten principles (2)

- Business people and developers must work together daily throughout the project.

- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

# Forgotten principles (3)

- Working software is the primary measure of progress.

- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

- Continuous attention to technical excellence and good design enhances agility.

# Forgotten principles (4)

- Simplicity--the art of maximizing the amount of work not done--is essential.

- The best architectures, requirements, and designs emerge from self-organizing teams.

- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

# Canned Solutions?

# Change Takes Time

# Continuous Improvement

Evolve your own Agile solutions.

Try this:-

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

agilemanifesto.org/principles.html

**Make time to learn through small concrete experiments**

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# Agile Coach

helps teams grow strong in Agile practice

# Be an example

# Encourage experiments

# Strive for Quality

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