

DevCon London – Agile Day

September 27th 2010

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Invensys Eurotherm

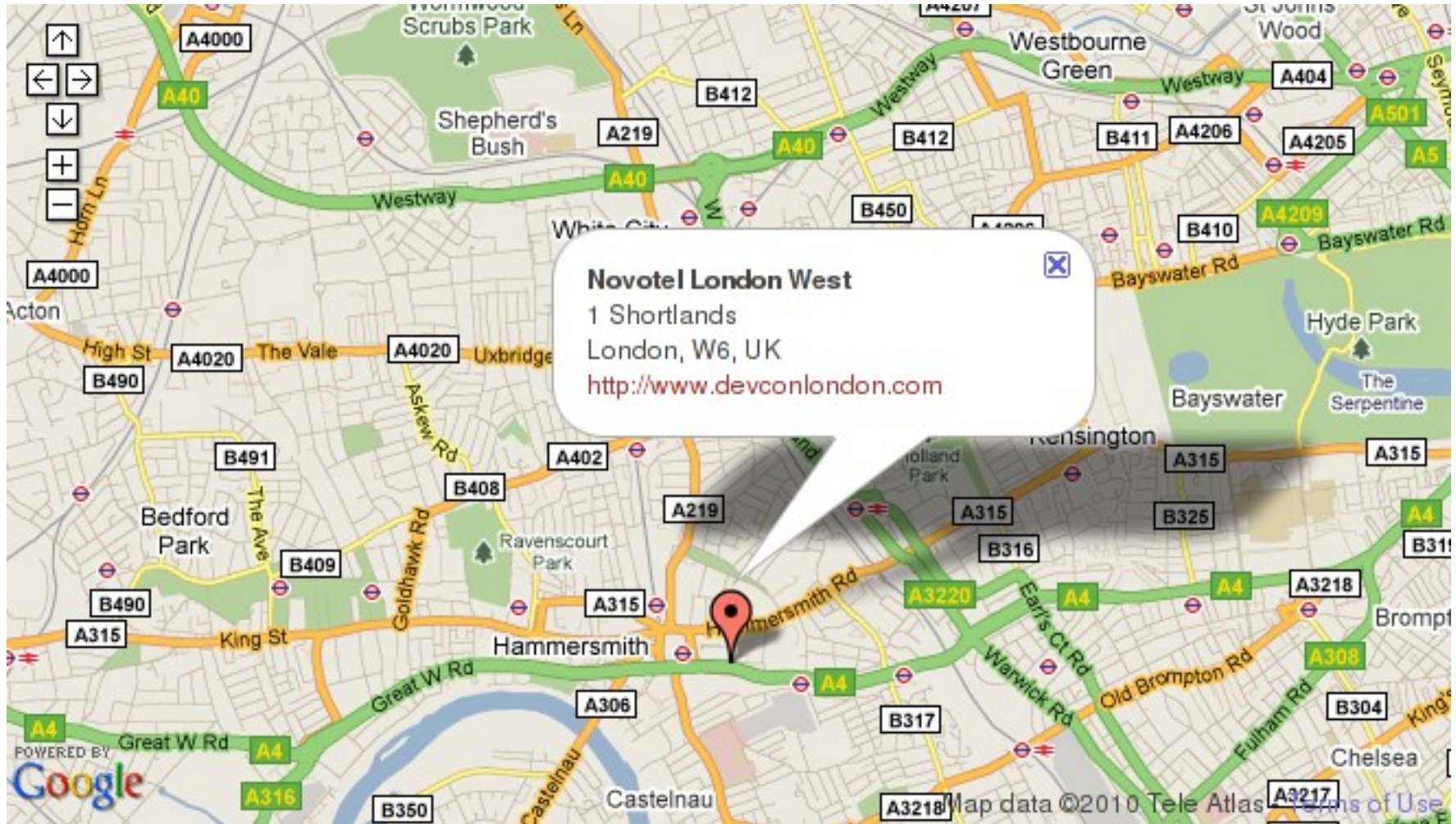
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September 27-29, 2010
Novotel London West

invensys
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Novotel London West

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<http://www.devconlondon.com>

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NOVOTEL



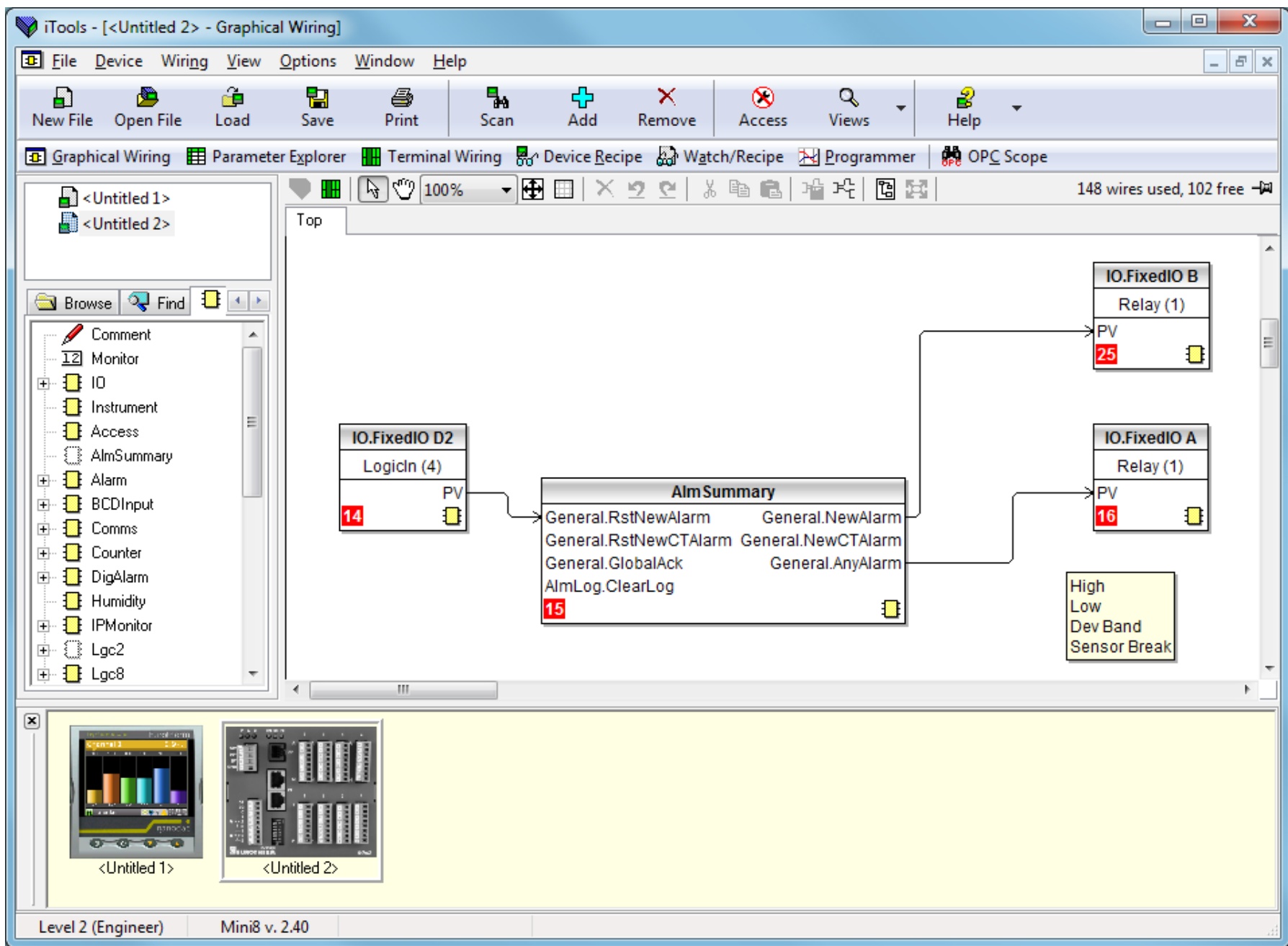
MAIN
ENTRANCE



RECEPTION

nanodac™ recorder / controller





iTools
configuration suite

invenys
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morning sessions

- Can't Scrum, Won't Scrum
Paul Goddard, Geoff Watts
- Paying Lip-Service to Agile
Jamie Allsop NYSE-Euronext
- Aspects of Kanban
Karl Scotland Rally Software



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afternoon sessions

- Mastering Common Product Owner Challenges
Roman Pichler
- Return to Requirements: Meeting customer needs and delivering value
Allan Kelly
- Agile Analysis: Not an Oxymoron
Ellen Gottesdiener
- Panel Q&A

Topics

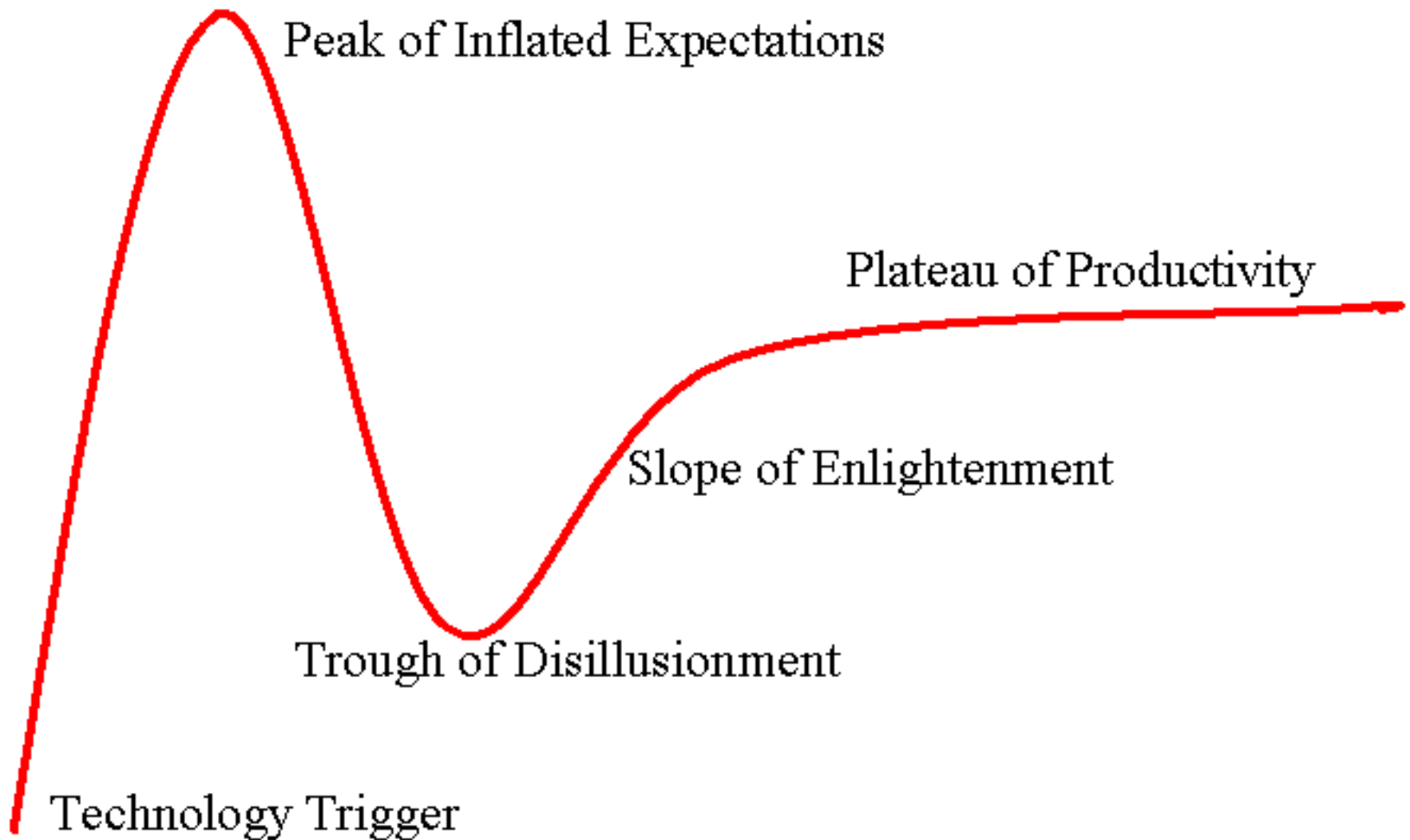
- Where is Agile today?
- Recurrent problems and issues
- Kanban: learning from Lean

Where is Agile today?

Agile is institutionalized

- It's accepted and (often) expected
- Scrum has emerged as the dominant approach
 - Sprints have tended to get shorter – typically 2 weeks rather than 4
 - Tens of thousands of ScrumMasters trained

Gartner Hype Cycle



Recurrent problems and issues

Problem: thought processes don't change

- Companies adopt the artefacts of Agile
- ... but not the mindset
- This can actually make things worse ...

Problem: the trend towards distributed teams

- The Agile Manifesto:
 - “individuals and interactions over processes and teams”
- How well does this ideal survive in a world of outsourcing and offshoring?
- Comparing the velocities of 3 teams over successive sprints: -

Team 1 (same room)	22	24	28
Team 2 (same building)	18	16	21
Team 3 (different sites)	16	15	14

Problem: Product Management headaches

- Product Owner challenges (Roman Pichler)
 - Proxy Product Owner
 - Underpowered Product Owner
 - Overworked Product Owner
 - Passive Product Owner
 - Distant Product Owner
 - Product Owner Committee
 - Product Owner with No Vision



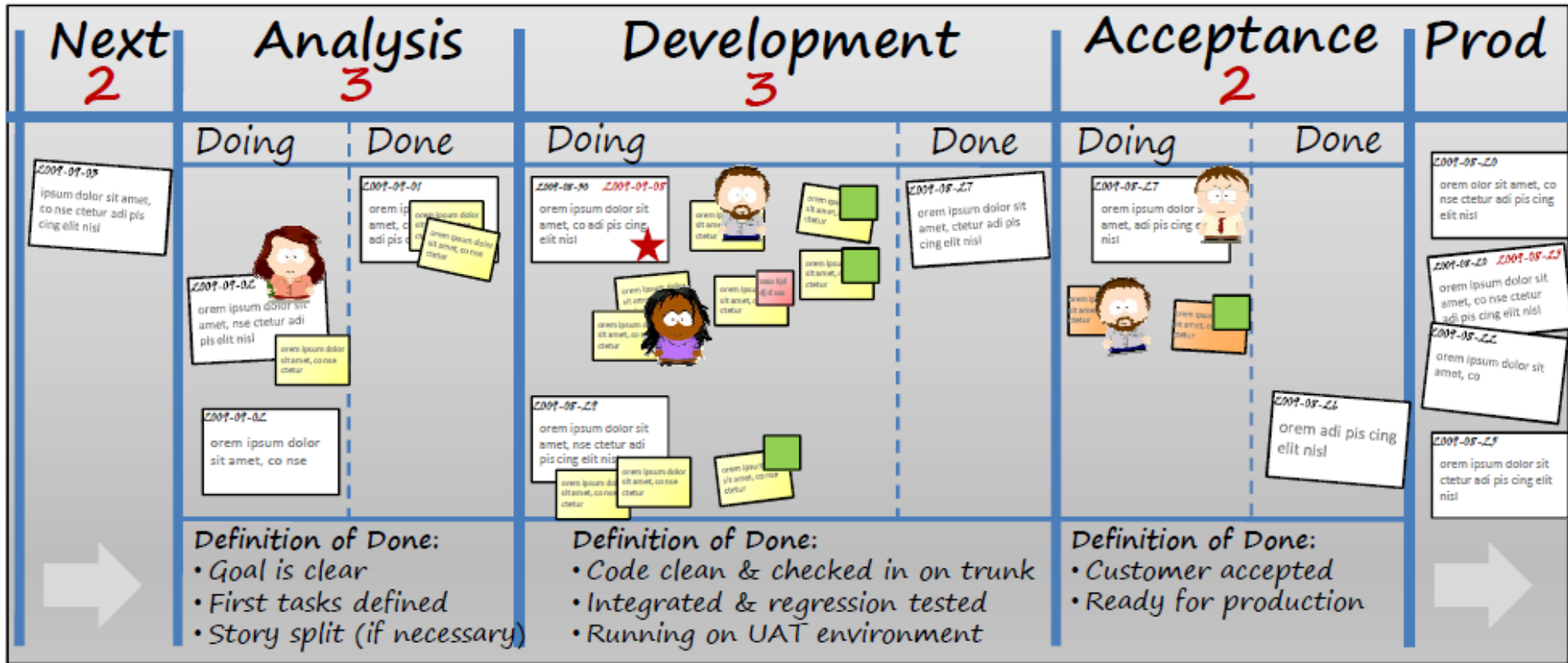
Product Owner questions

- Is the Scrum role of Product Owner too demanding?
 - Recent advice is to set aside 10% of team time to support Product Owner in managing backlog
- Does the Product Owner role fit with actual business practice?
 - Are companies too wedded to the idea of Project Managers?
 - If so, can Scrum still work?

Kanban: learning from Lean

“Kanban is based on a very simple idea. Work In Progress (WIP) should be limited and something new should be started only when an existing piece of work is delivered or pulled by a downstream function. The kanban (or signal card) implies that a visual signal is produced to indicate that new work can be pulled because current work does not equal the agreed limit.

“This doesn’t sound very revolutionary nor does it sound like it would profoundly affect the performance, culture, capability and maturity of a team and its surrounding organization. What’s amazing is that it does!”



Feature / story

Date when added to board

Hard deadline (if applicable)

★ = priority
★★ = panic

Who is analyzing / testing right now

Task / defect

(description) = task (description) = defect

(description) = completed

(description) Why = blocked

(description) = who is doing this right now

What to pull first

1. Panic features ★★ (should be swarmed and kept moving. Interrupt other work and break WIP limits as necessary)
2. Priority features ★
3. Hard deadline features (only if deadline is at risk)
4. Oldest features

Kanban drivers

- Cadences in an Agile project
 - Frequency of meeting with the business
 - Time to implement a feature (user story)
 - Desirable interval between releases
- Continuous Integration and Configuration Management
 - The ability to build and release on demand

More prescriptive

More adaptive



RUP
(120+)

XP
(13)

Scrum
(9)

Kanban
(3)

Do Whatever
(0)

- Architecture Reviewer
- Business Designer
- Business-Model Reviewer
- Business-Process Analyst
- Capable Designer
- Change Control Manager
- Code Reviewer
- Configuration Manager
- Course Developer
- Database Designer
- Deployment Manager
- Design Reviewer
- Designer
- Graphic Artist
- Implementer
- Integrator
- Process Engineer
- Project Manager
- Project Reviewer
- Requirements Reviewer
- Requirements Specifier
- Software Architect
- Stakeholder
- System Administrator
- System Analyst
- Technical Writer
- Test Analyst
- Test Designer
- Test Manager
- Tester
- Tool Specialist
- User-Interface Designer
- Architectural analysis
- Assess Viability of architectural proof-of-concept
- Capable design
- Class design
- Construct architectural proof-of-concept
- Database design
- Describe distribution
- Describe the run-time architecture
- Design test packages and classes
- Develop design guidelines
- Develop programming guidelines
- Identify design elements
- Identify design mechanisms
- Incorporate design elements
- Prioritize use cases
- Review the architecture
- Review the design
- Structure the implementation model
- Subsystem design
- Use-case analysis
- Use-case design
- Analyze model
- Architectural proof-of-concept
- Bill of materials
- Business architecture document
- Business case
- Business glossary
- Business modeling guidelines
- Business object model
- Business rules
- Business use case
- Business use case realization
- Business use-case model
- Business vision
- Change request
- Configuration audit findings
- Configuration management plan
- Data model
- Deployment model
- Deployment plan
- Design guidelines
- Design model
- Development case
- Development-organization assessment
- End-user support materials
- Glossary
- Implementation model
- Installation artifacts
- Integration build plan
- Issue list
- Iteration assessment
- Iteration plan
- Manual styleguide
- Programming guidelines
- Quality assurance plan
- Reference architecture
- Release notes
- Requirements attributes
- Requirements management plan
- Review record
- Risk list
- Risk management plan
- Software architecture document
- Software development plan
- Software requirements specification
- Stakeholder requests
- Status assessment
- Supplementary business specification
- Supplementary specification
- Target organization assessment
- Test automation architecture
- Test cases
- Test environment configuration
- Test evaluation summary
- Test guidelines
- Test ideas list
- Test interface specification
- Test plan
- Test suite
- Tool guidelines
- Training materials
- Use case model
- Use case package
- Use-case modeling guidelines
- Use-case realization
- Use-case storyboard
- User-interface guidelines
- User-interface prototype
- Vision
- Work order
- Workload analysis model

- Whole team
- Coding standard
- TDD
- Collective ownership
- Customer tests
- Pair programming
- Reflecting
- Planning game
- Continuous integration
- Simple design
- Sustainable pace
- Retrospective
- Small releases

- Scrum Master
- Product Owner
- Team
- Sprint planning meeting
- Daily Scrum
- Sprint review
- Product backlog
- Sprint backlog
- Burndown chart

- Visualize the workflow
- Limit WIP
- Measure and optimize lead time

-



XP (13)

- Whole team
- Coding standard
- TDD
- Collective ownership
- Customer tests
- Pair programming
- Refactoring
- Planning game
- Continuous integration
- Simple design
- Sustainable pace
- Metaphor
- Small releases

Scrum (9)

- Scrum Master
- Product Owner
- Team
- Sprint planning meeting
- Daily Scrum
- Sprint review
- Product backlog
- Sprint backlog
- Burndown chart

Kanban (3)

- Visualize the workflow
- Limit WIP
- Measure and optimize lead time

Resources

- Henrik Kniberg's blog: <http://blog.crisp.se/henrikkniberg>
- Kniberg's free PDF books
<http://www.infoq.com/minibooks/scrum-xp-from-the-trenches>
<http://www.infoq.com/minibooks/kanban-scrum-minibook>
- Software Engineering Radio podcast
(especially episodes 156, 161)
<http://www.se-radio.net/>
- The Limited WIP Society – the home of Kanban in Software Engineering: <http://www.limitedwipsociety.org/>
- To obtain these slides as a PDF: <http://goo.gl/HHMc>

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