

15 Years in Agile (and boy are our arms tired)

A Retrospective Rant

by

Ron Jeffries

and

Chet Hendrickson



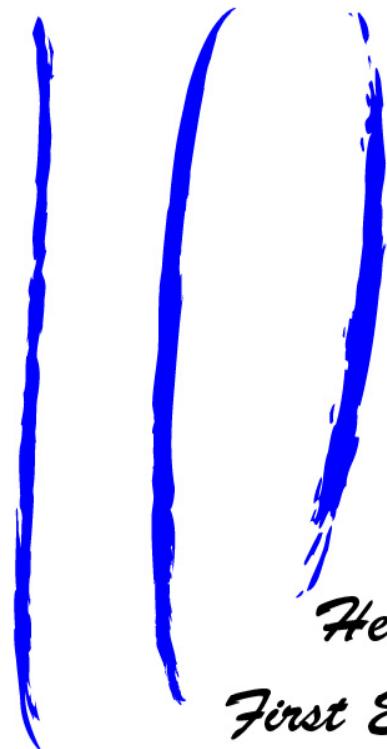
Agile Timeline

1994-96-97

2001

2004

2011



First Scrum Project

First Extreme Programming Project

Hendrickson et al XP Paper at OOPSLA

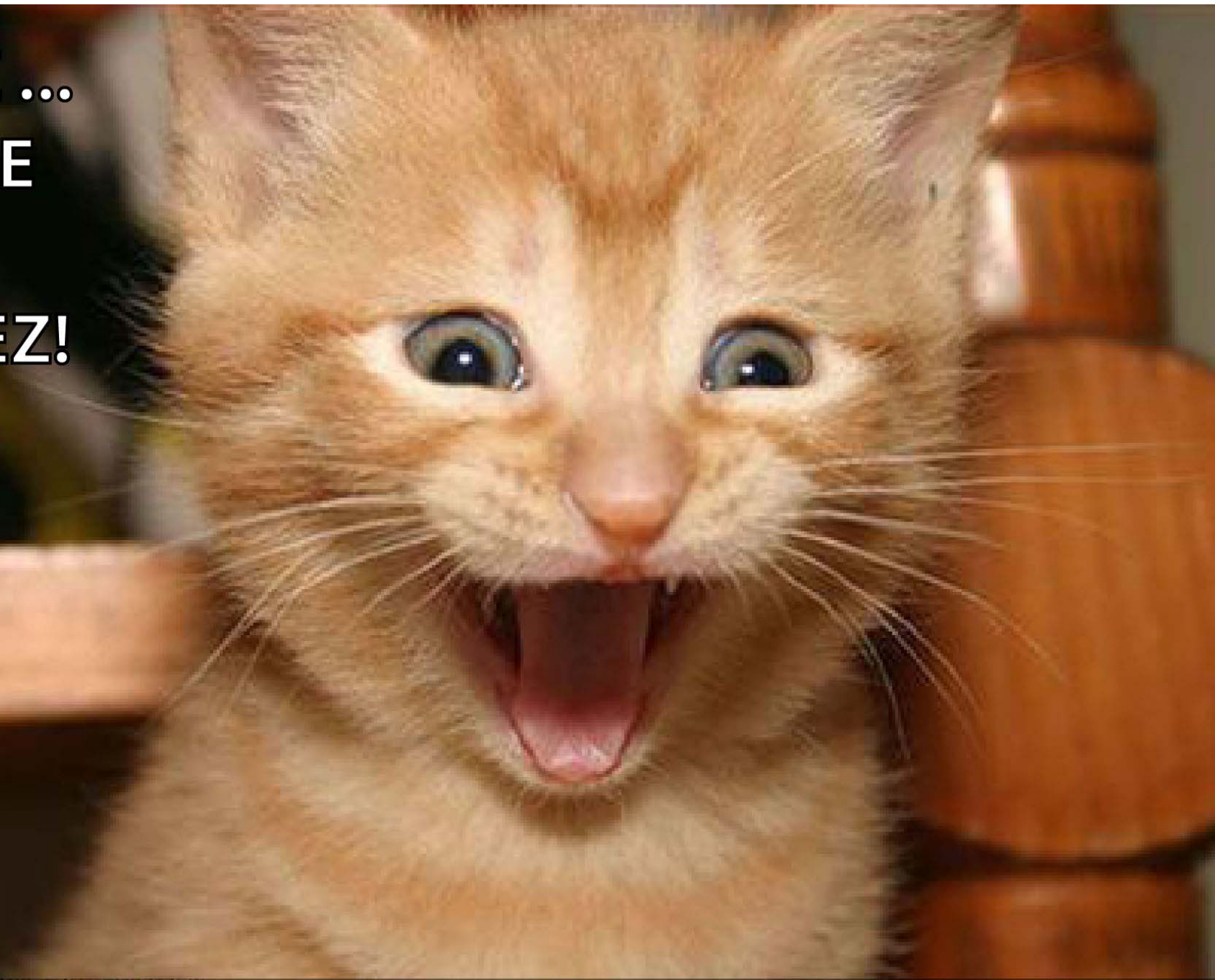
XP Universe

Agile Manifesto

Scrum Alliance Formed

PMI Agile Certification

**AGILEZ ...
IT MAKE
ME SO
HAPPIEZ!**





TURTLE IS NOT ANGRY

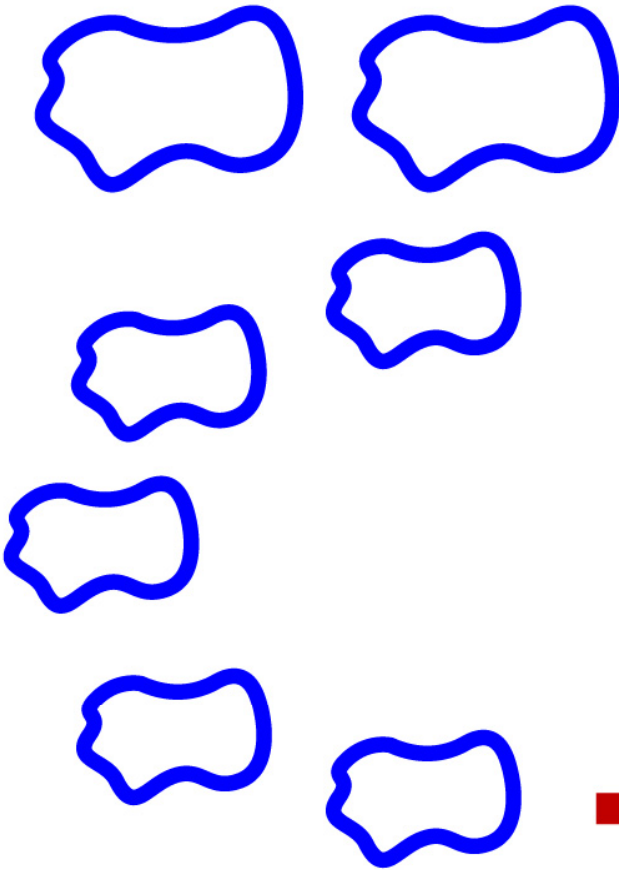
Turtle is disappointed in you

What is Agile

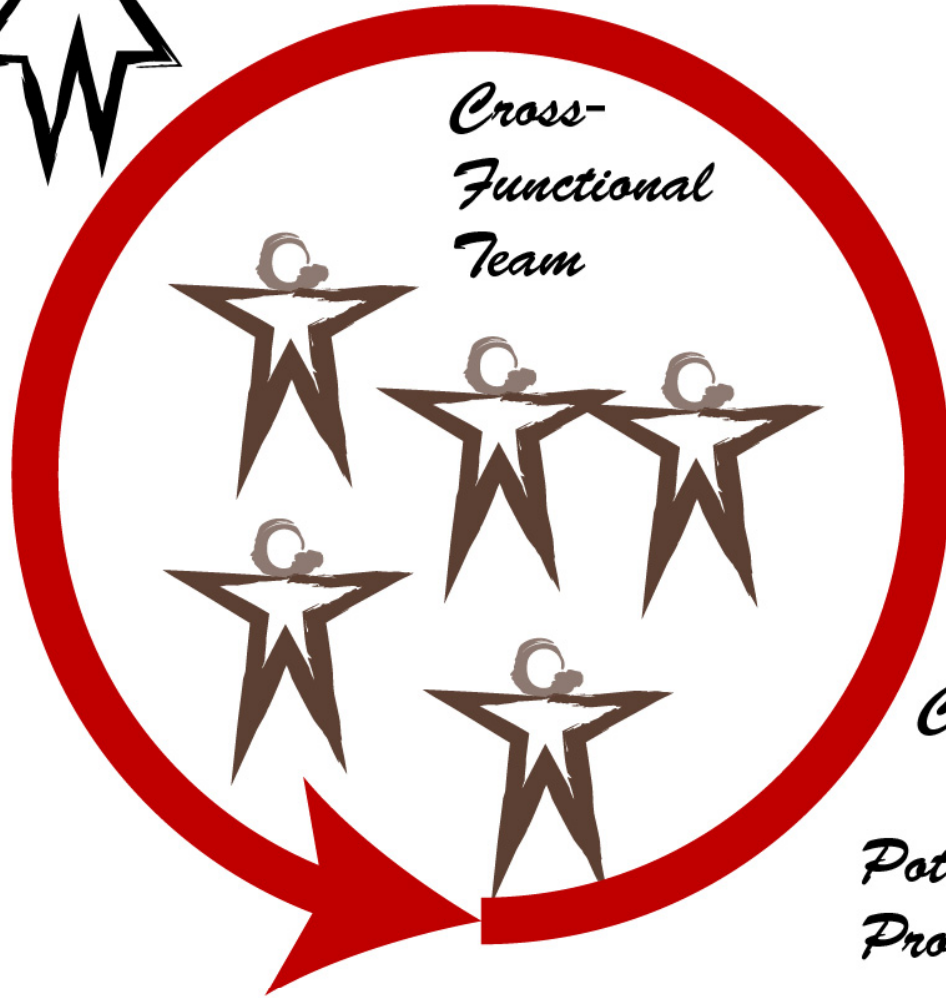
Responsible
Empowered



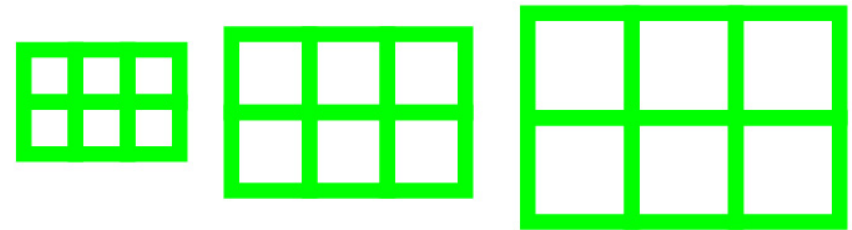
Product Ideas



Cross-Functional Team



Cyclic Production of Potentially Shippable Product Increments

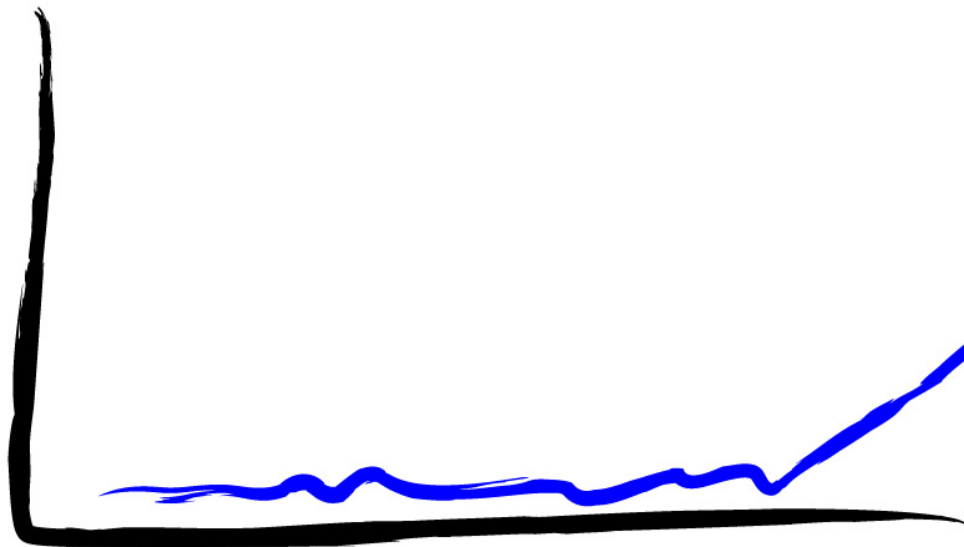


YES, Ize WERKING!

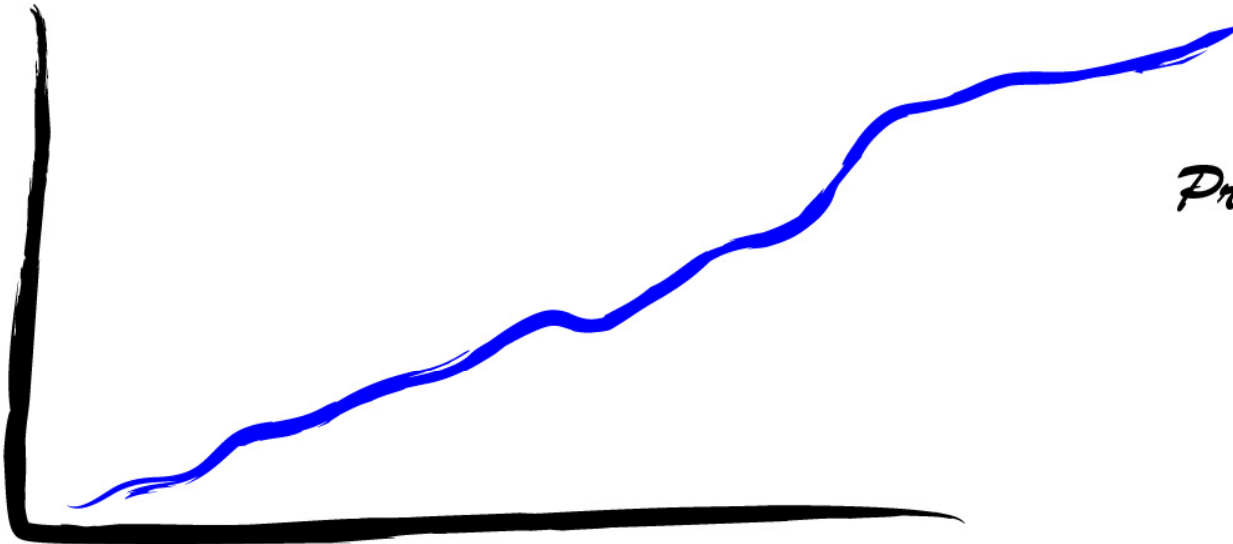


Ize in teh PLANNING stage.

The Agile Payoff

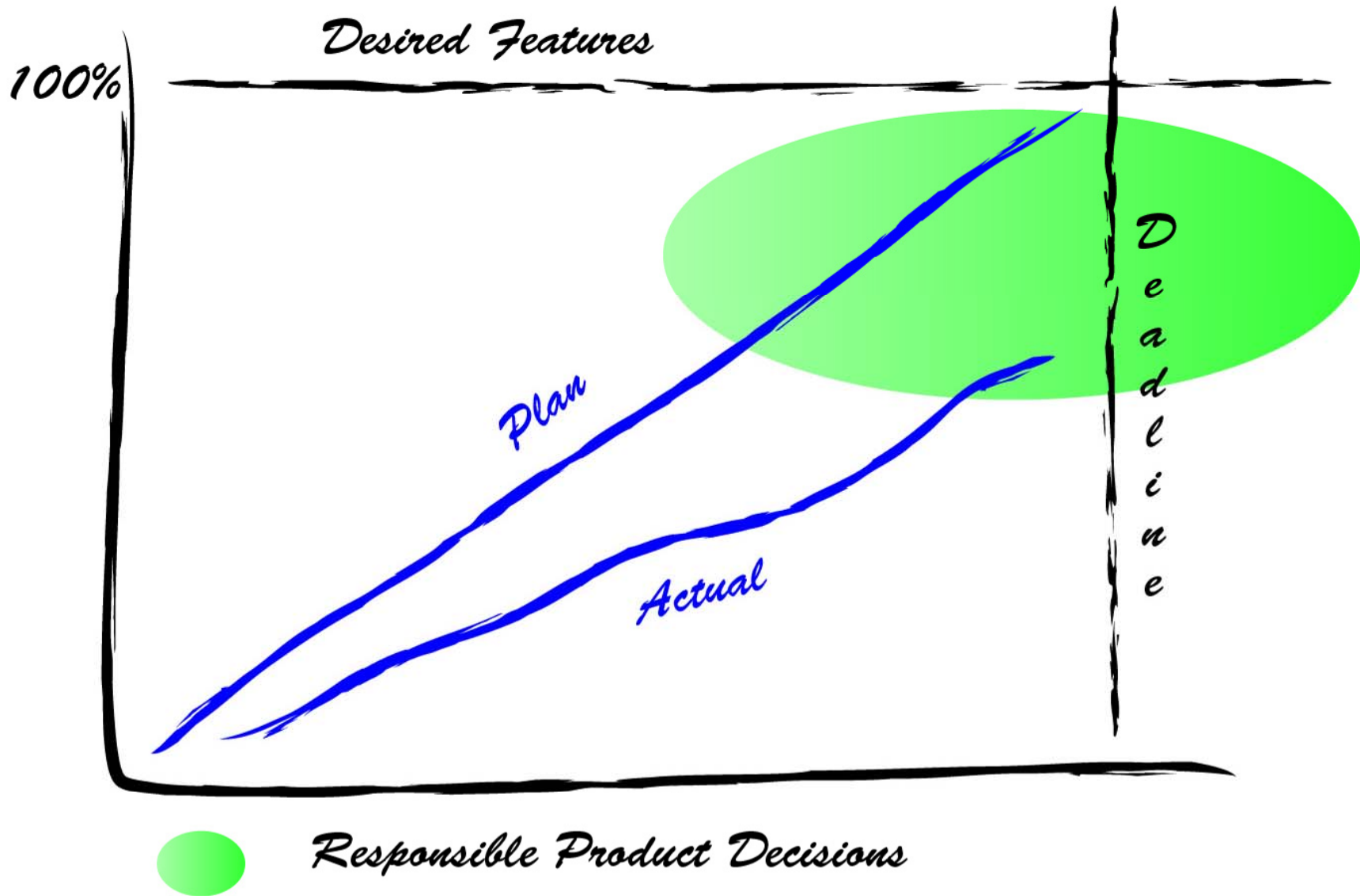


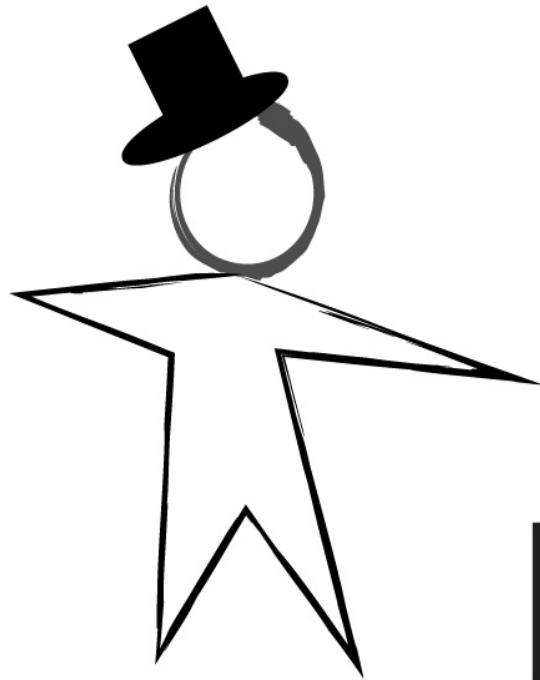
*Activity Based Project
Provides Little Information
Before It's Too Late*



*Agile Delivery
Provides Accurate Information
Throughout the Project*

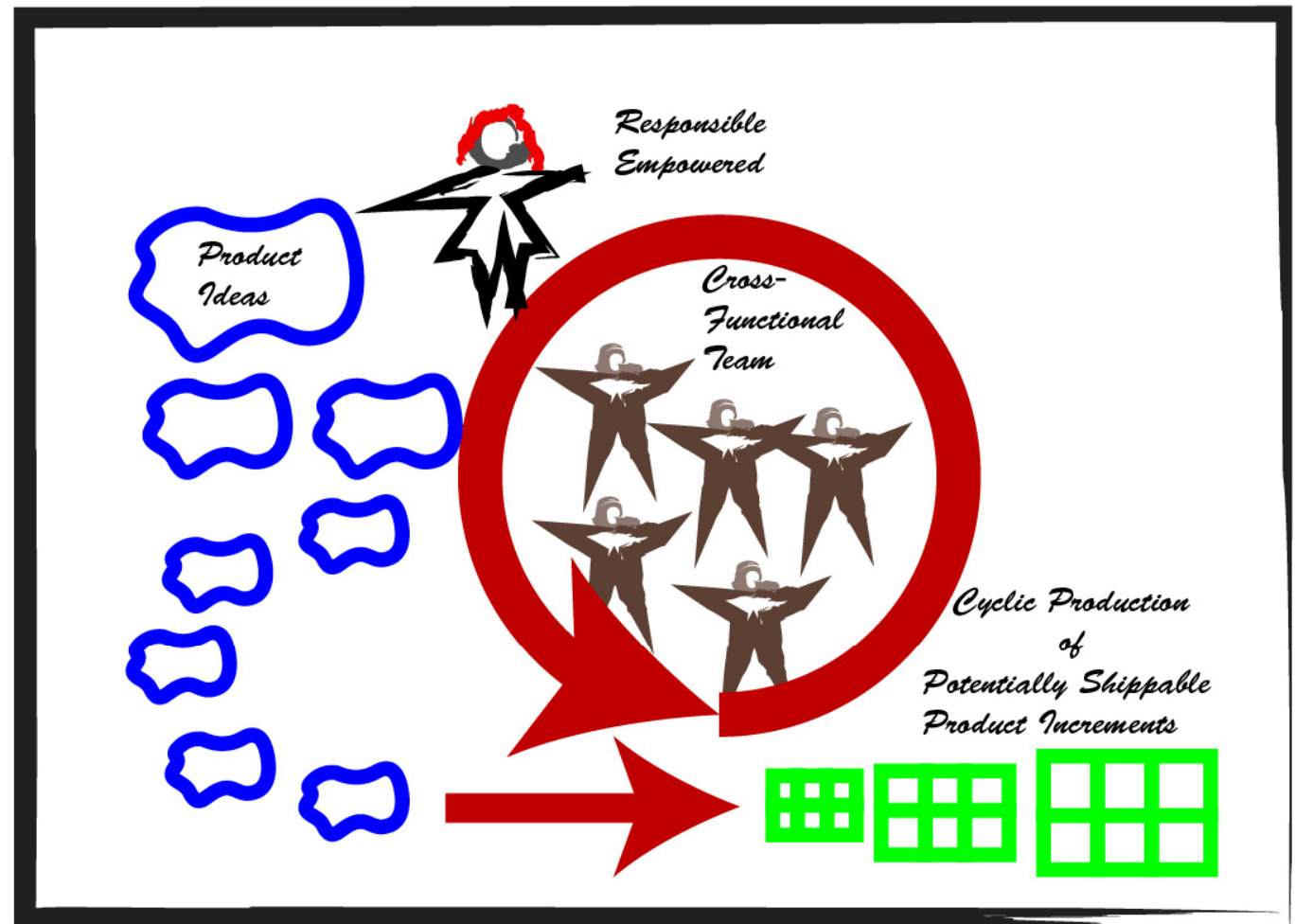
The Agile Payoff





The Agile Payoff

*"Get me the
Best Possible Product
within Time and Budget!"*



A black and white cat is standing on a light-colored surface, possibly a table. The cat is wearing a brown paper bag as a hat, which covers its head and ears, leaving only its face visible. The cat's right front paw is extended towards a brown and black dog, likely a Boxer, which is looking up at the cat. The background shows a kitchen with wooden cabinets and a white appliance, possibly a dishwasher. The text "GOGGIE, BRINGZ ME BEST POSSIBLE NOMS BYZ LUNCHTIME!" is overlaid on the right side of the image in a white, bold, sans-serif font with a black outline.

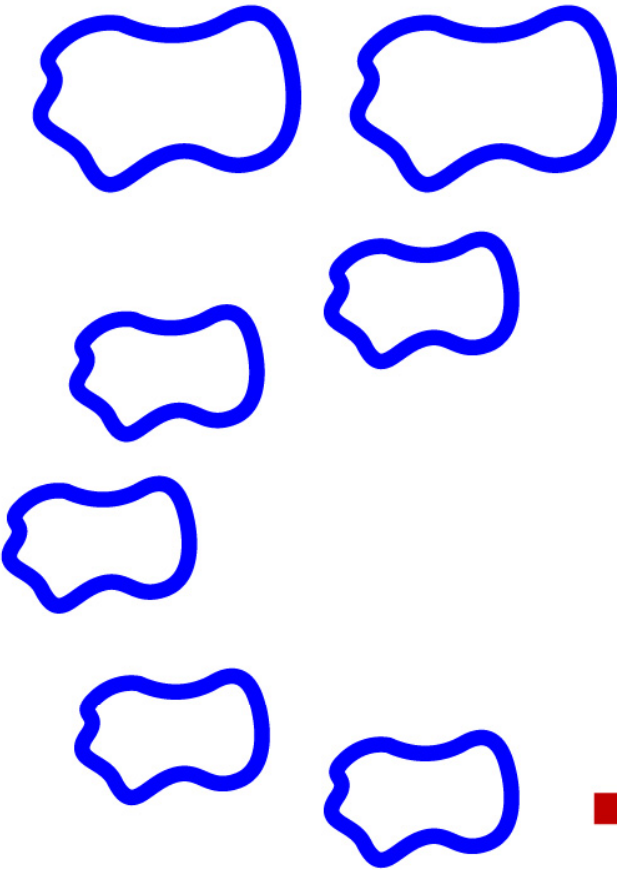
**GOGGIE, BRINGZ ME
BEST POSSIBLE NOMS
BYZ LUNCHTIME!**

What is Agile

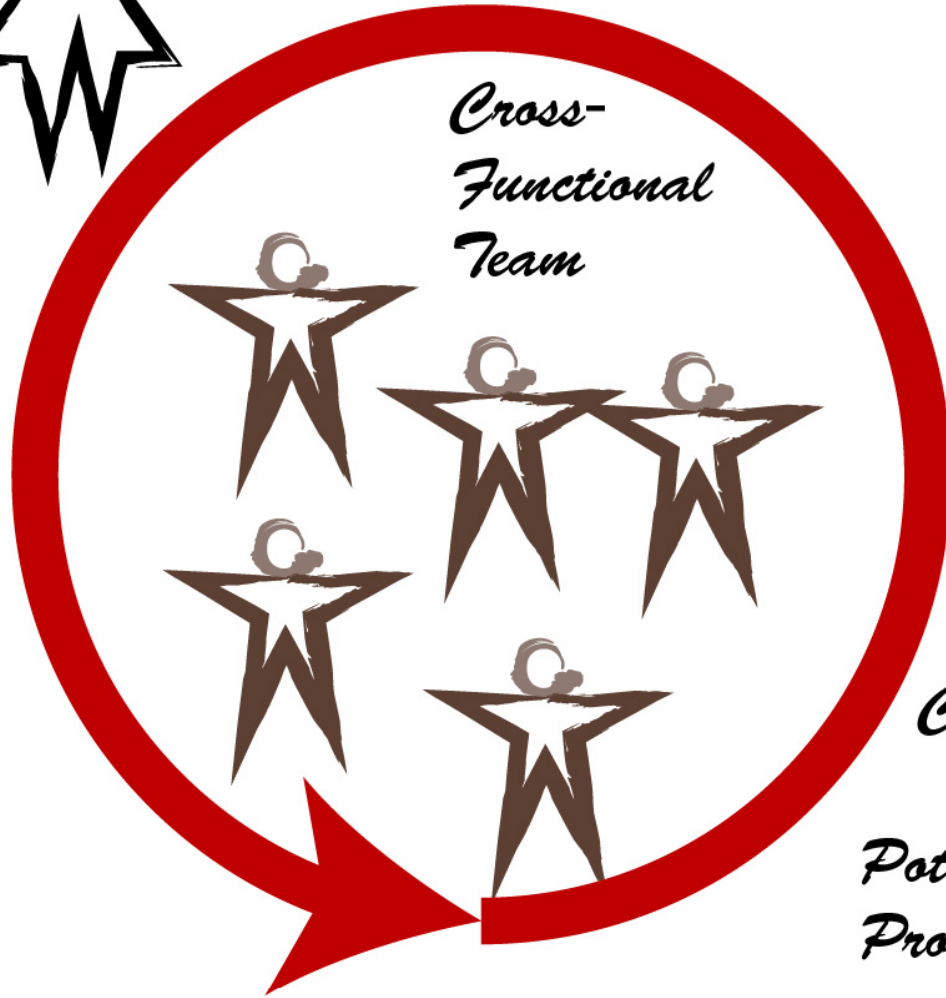
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Empowered



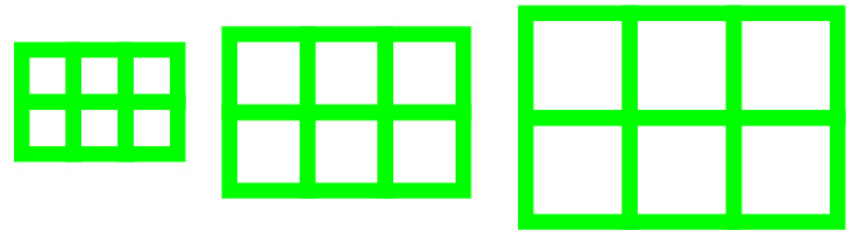
Product Ideas



Cross-Functional Team



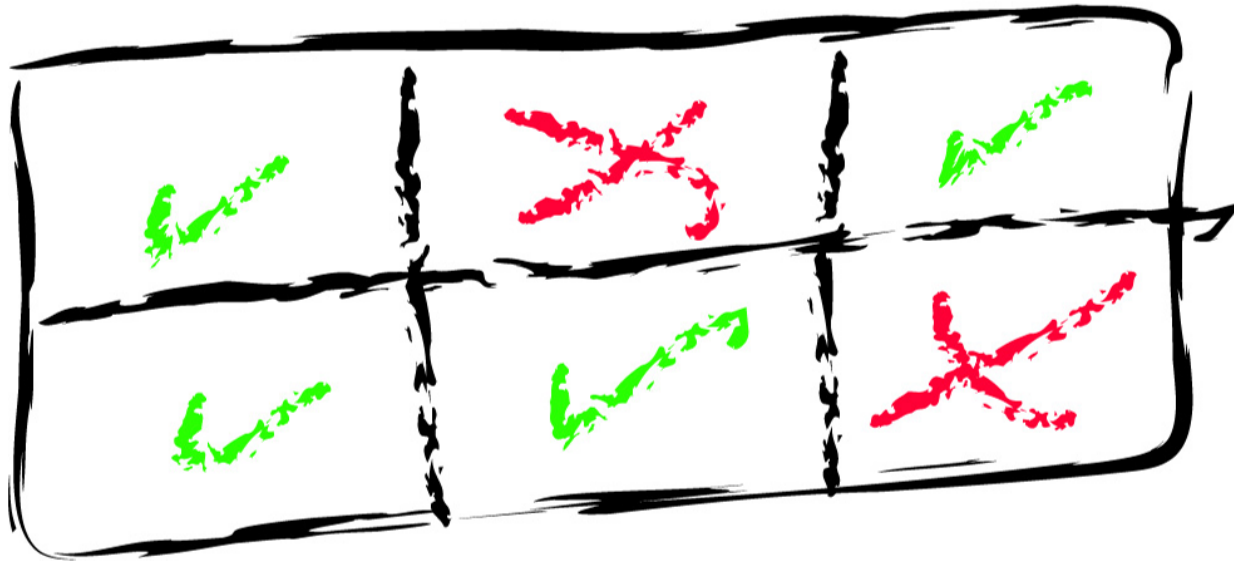
Cyclic Production of Potentially Shippable Product Increments





**I can see no way in which this
carefully laid plan could ever fail.**

No Shippable Increment



Poor Business Decision
Insufficient Features

Curious Kitten



meets

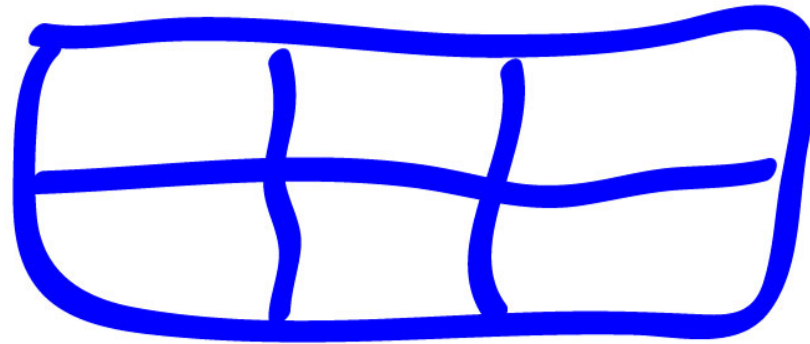


Learning Experience

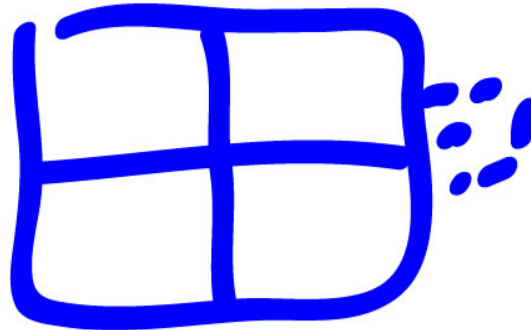
No Shippable Increment

Complex Business Decisions

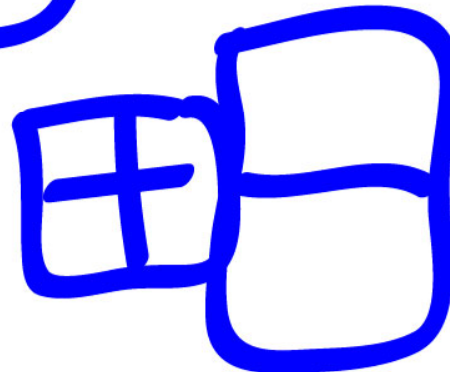
General Vision



*Solid Coverage,
No Frills*



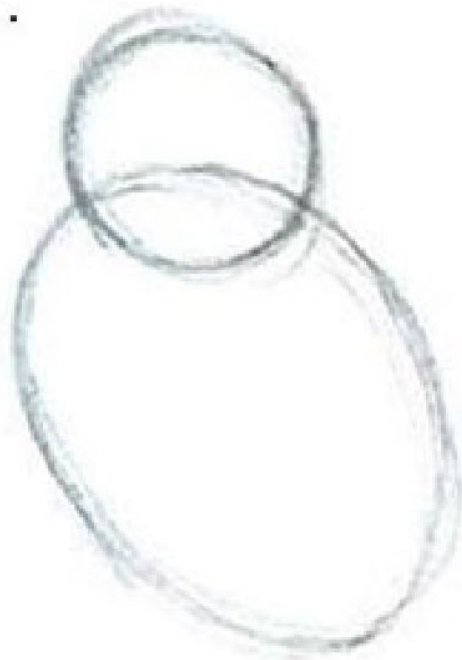
*Sizzle First,
Basic Functions Only*



Technical Concerns

How to draw an owl

1.



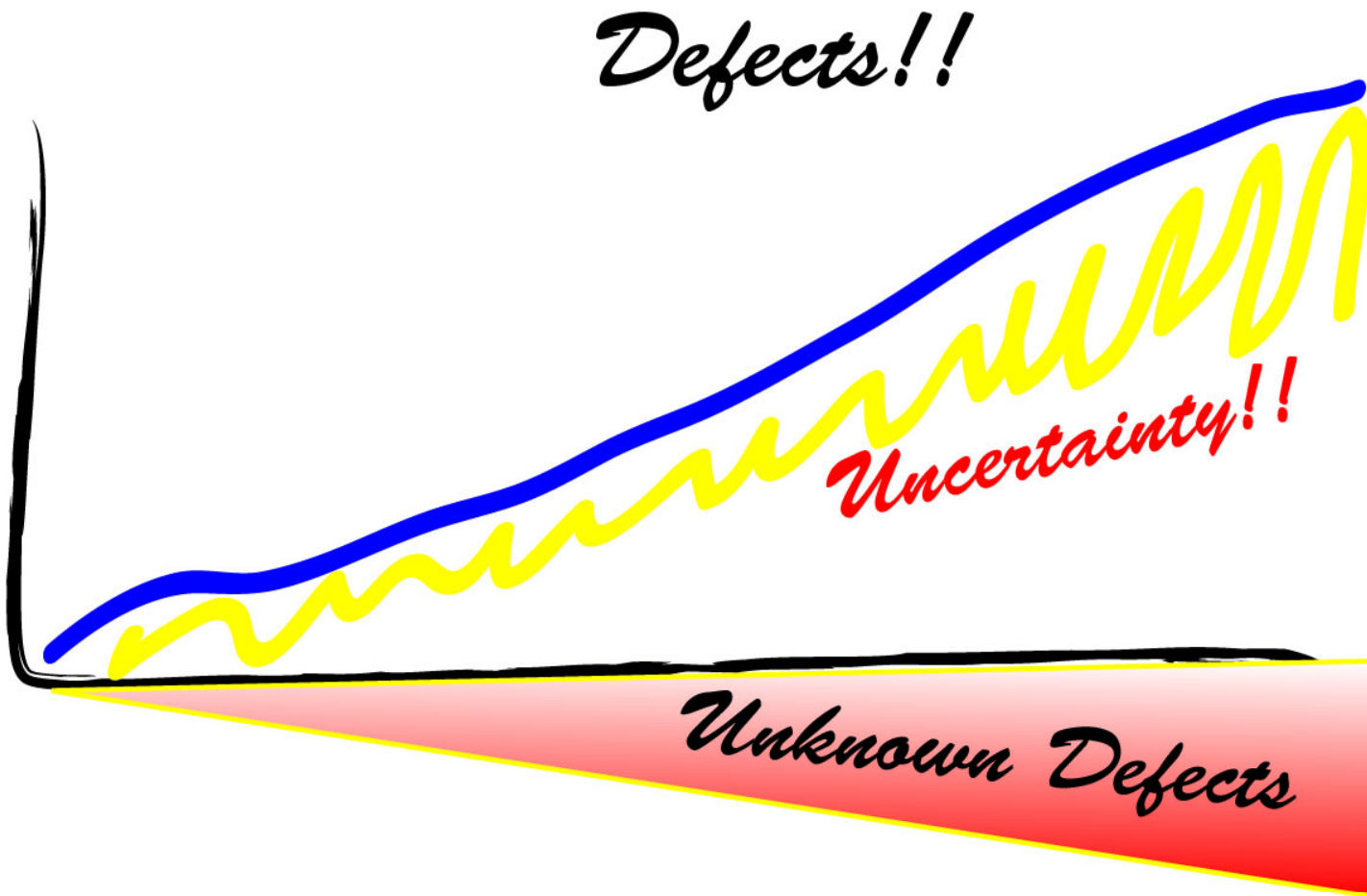
1. Draw some circles

2.



2. Draw the rest of the **darn** owl

No Shippable Increment

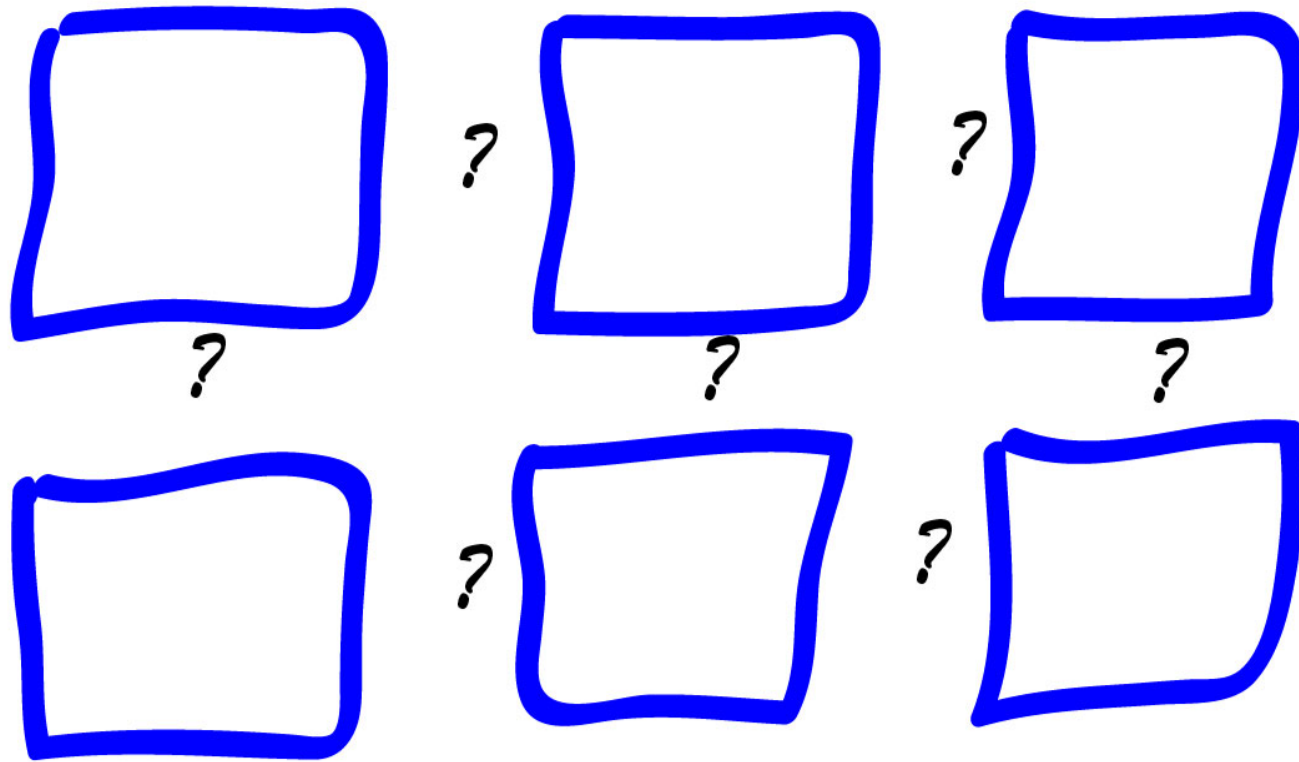


Defects are "Negative Features".

They destroy our ability to steer the project!

No Shippable Increment

Failure to Integrate

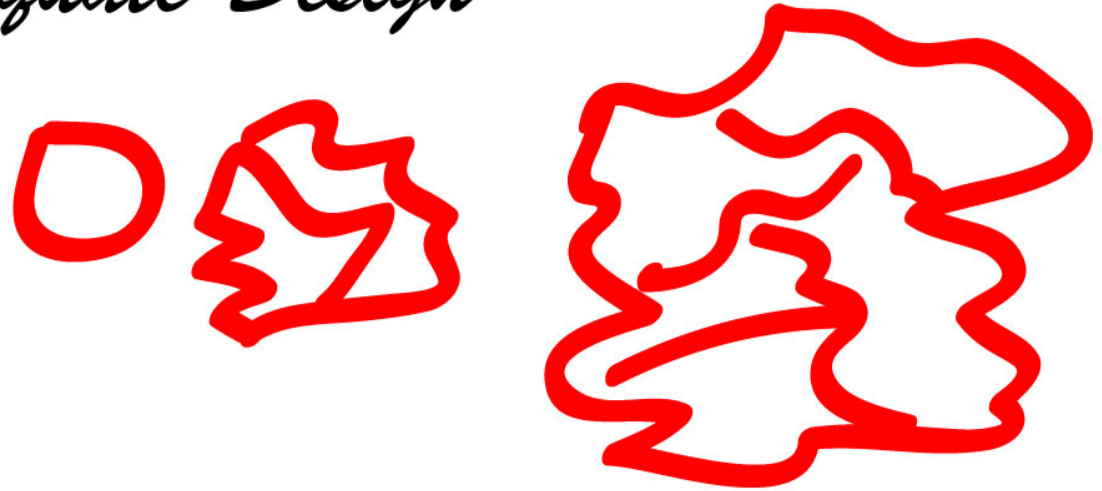


*Product Not Integrated: Cannot Ship ...
and we have no real idea when we could!*

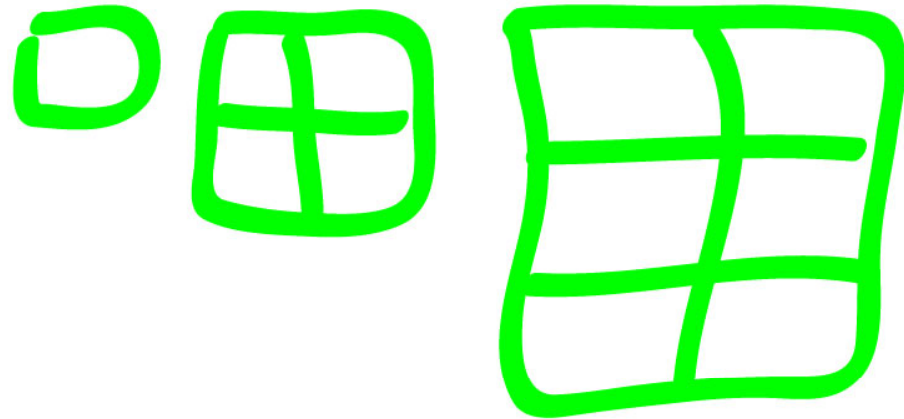
No Shippable Increment

Inadequate Design

Design Degrades



Design Improves



*Inadequate Design slows us down,
renders us unable to ship quality product!*

THIS MY TEAM.
WE GOOD NOW?



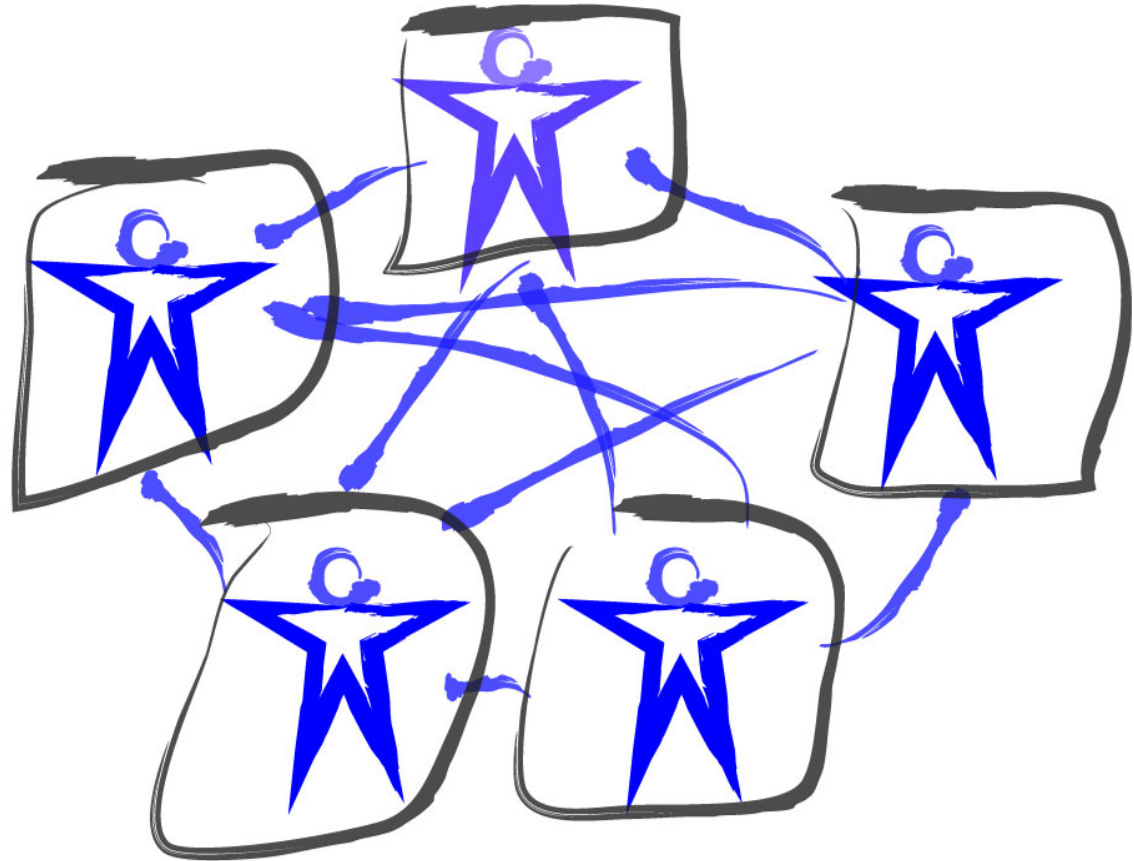
Partitioned Teams

Silos

Distributed

Remote

Specialists

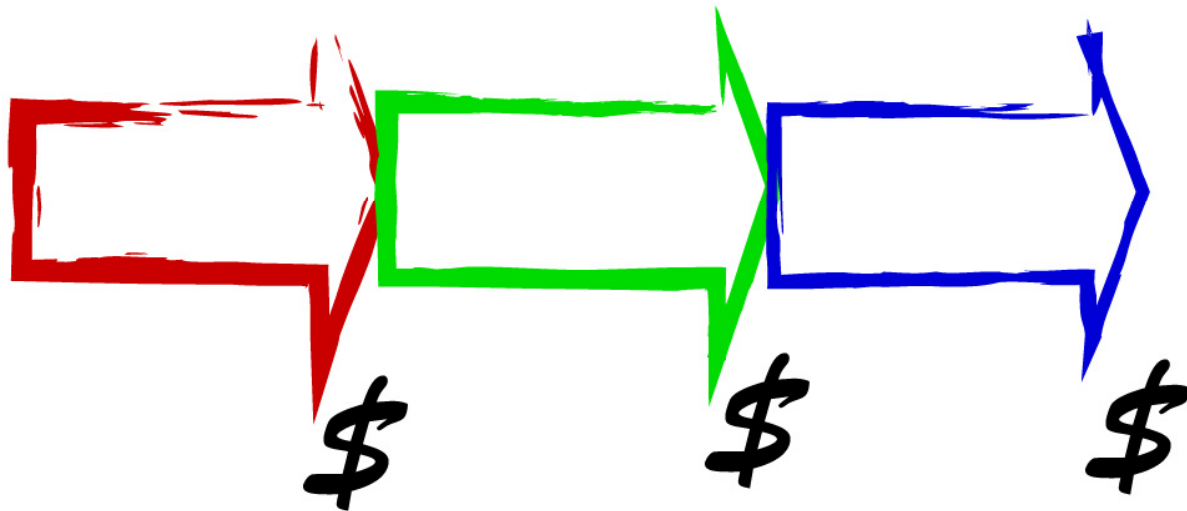
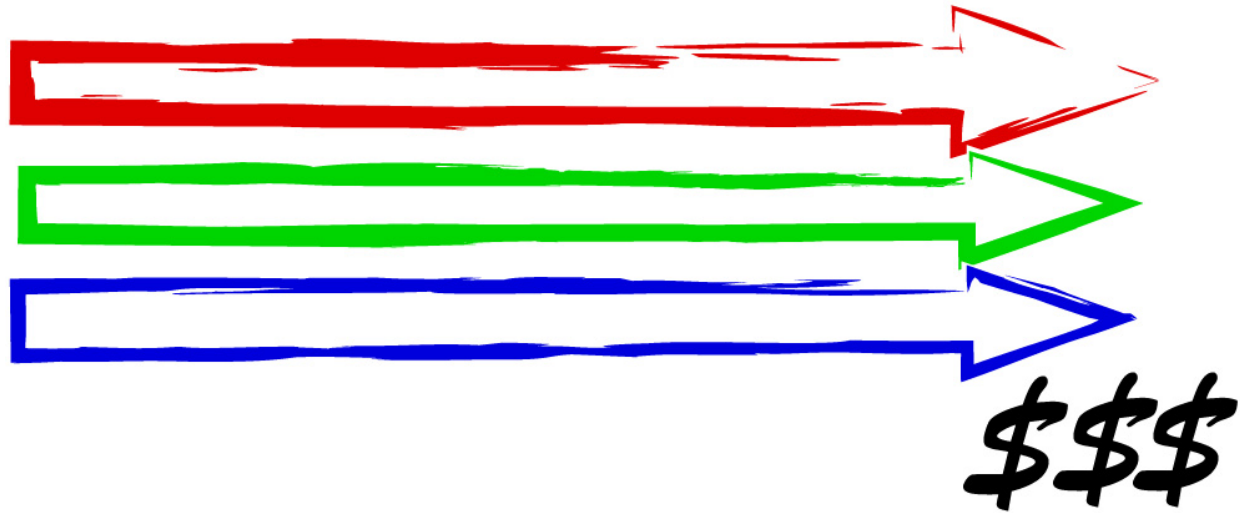


*Partitioned Teams cause handoffs,
misunderstanding, queues, delays, **ERRORS!***

DEZE LINEZ OF
COMMUNICATIONZ -
I NOTZ CAN
MANAGE DEM



Failure to Prioritize

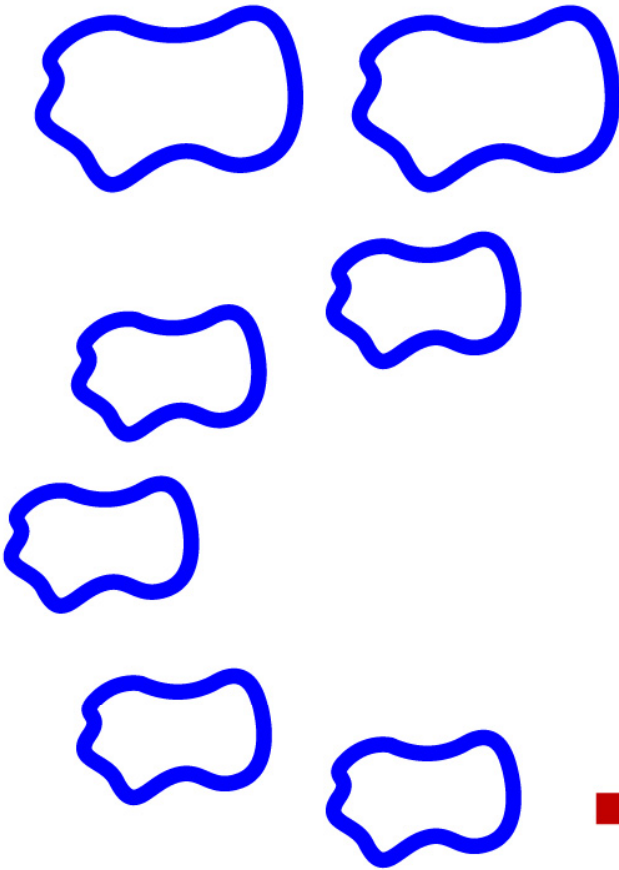


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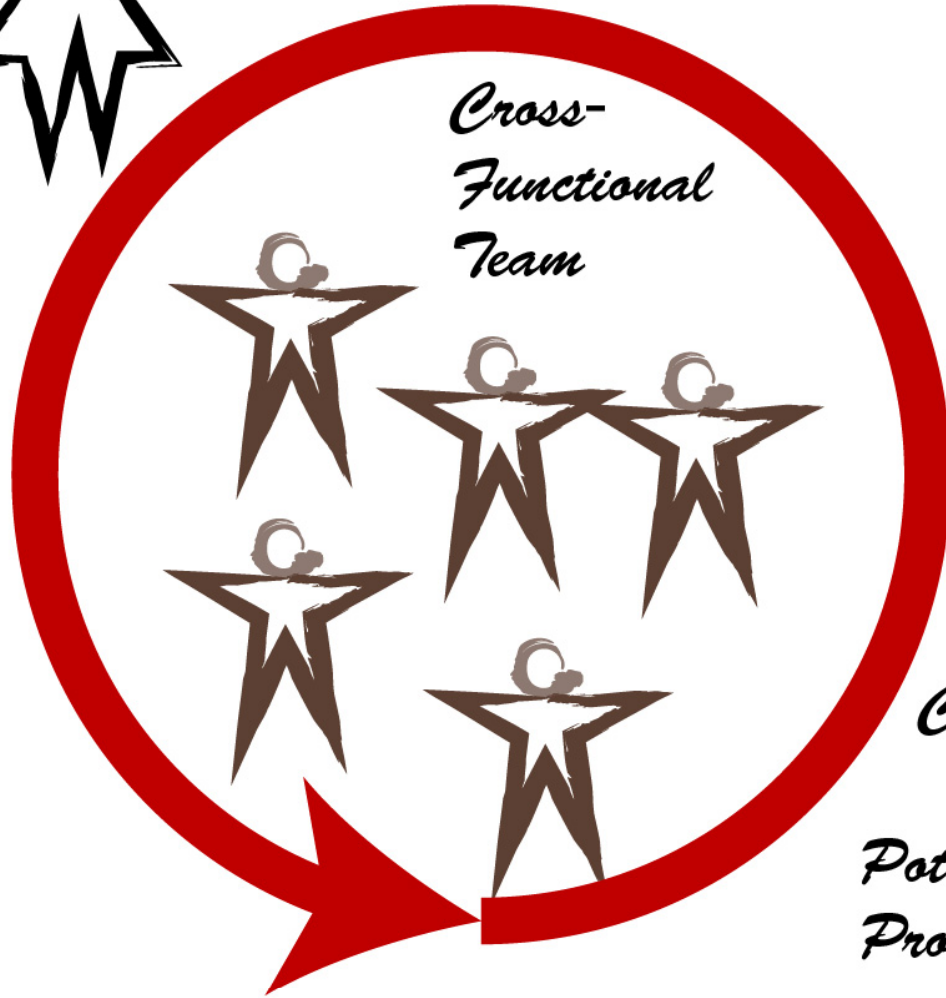
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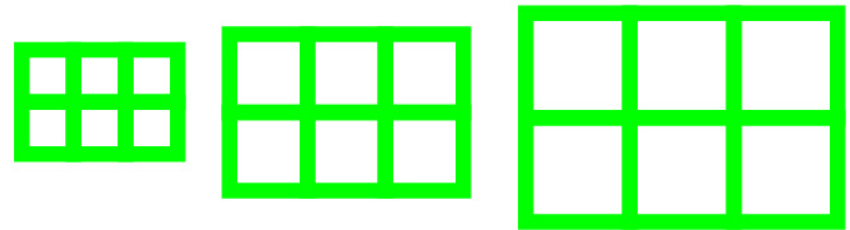
Product
Ideas



Cross-
Functional
Team



Cyclic Production
of
Potentially Shippable
Product Increments





Other Topics

Certification

Fixed Price

Lean/Kanban

Agile Certification

*Why, anybody can have a brain. That's a very mediocre commodity. Every pusillanimous creature that crawls on the Earth or slinks through slimy seas has a brain. Back where I come from, we have universities, seats of great learning, where men go to become great thinkers. And when they come out, they think deep thoughts and with no more brains than you have. But they have one thing you haven't got:
a diploma.*



A large colony of penguins, likely King penguins, is gathered on a dark, rocky shore. In the background, there is a body of water and a range of snow-capped mountains under a clear sky. The penguins are densely packed, filling the foreground and middle ground.

If "Inspect and Adapt" worked

Penguins could write software

Agile Fixed Price



"Iron Triangle"

*Agile has no special
answers, other than*

*"Don't do it! Instead, negotiate
variable scope variable cost ...
and #977 THE DATE!"*

Agile vs Lean/Kanban?

Start with existing process;

Visualize and examine

Value Stream

Work Flow

Incremental from where you begin

No sweet spot, improved prediction or steering