



**AGILE IS SO OLD HAT, ALL THE COOL KIDS
ARE DOING LEAN NOW!**

Richard Fennell
Engineering Director

BCS Edinburgh 11th May 2011





The problem

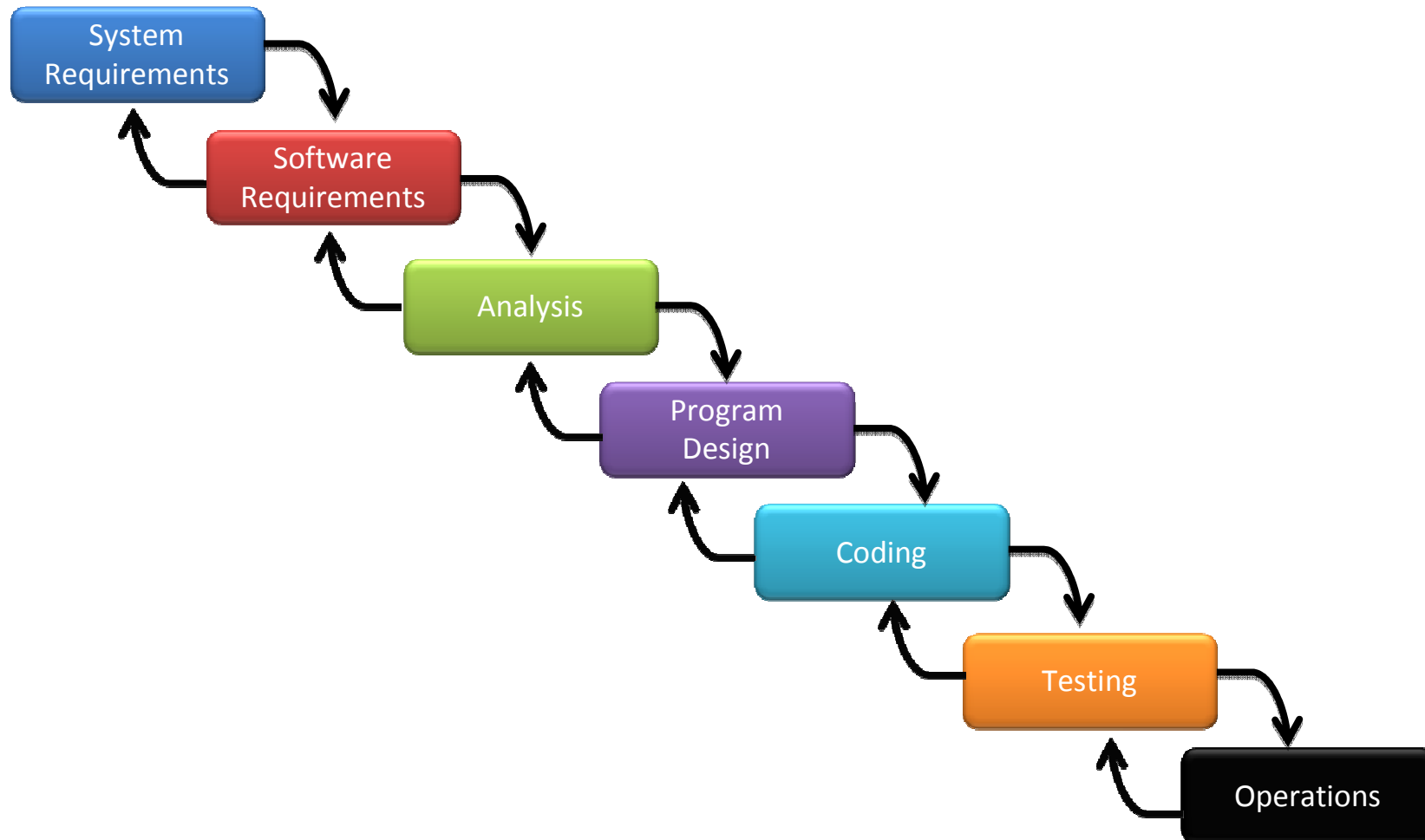
Standish Group "CHAOS Summary 2009,"*

"This year's results show a marked decrease in project success rates, with 32% of all projects succeeding which are delivered on time, on budget"... "44% were challenged which are late, over budget, and/or with less than the required features and functions and 24% failed which are cancelled prior to completion or delivered and never used."

*http://www.standishgroup.com/newsroom/chaos_2009.php



The Waterfall Process





The Agile Manifesto a statement of values

Individuals and interactions

over

Process and tools

Working software

over

Comprehensive documentation

Customer collaboration

over

Contract negotiation

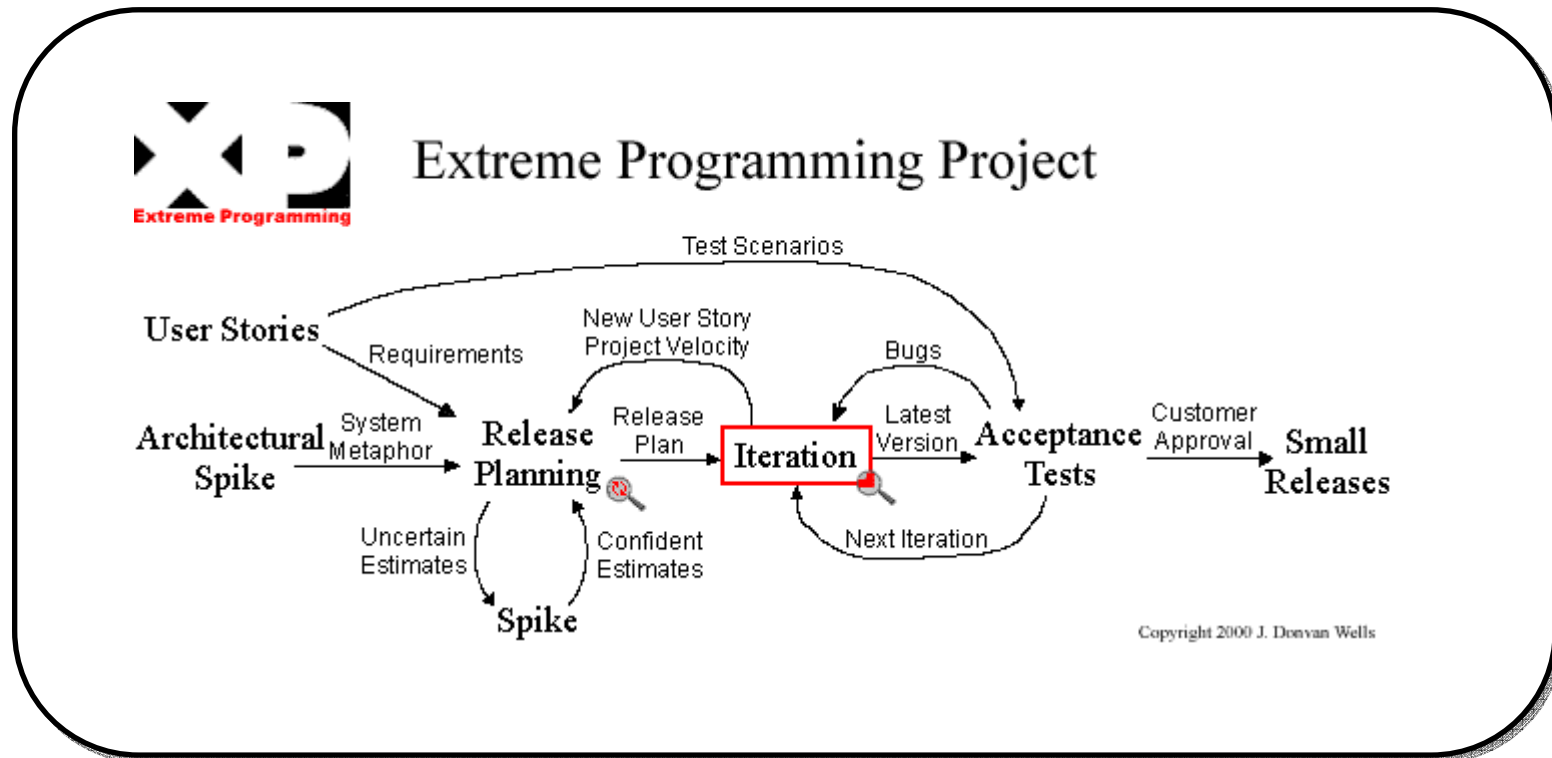
Responding to change

over

Following a plan

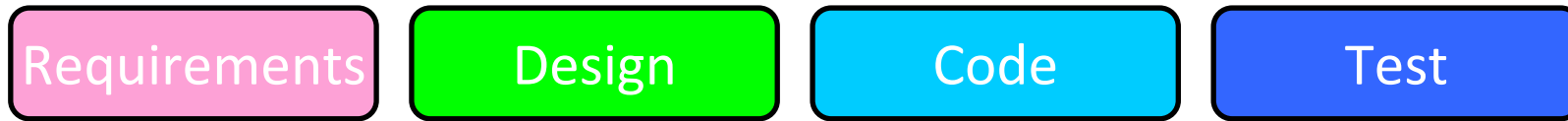


eXtreme Programming



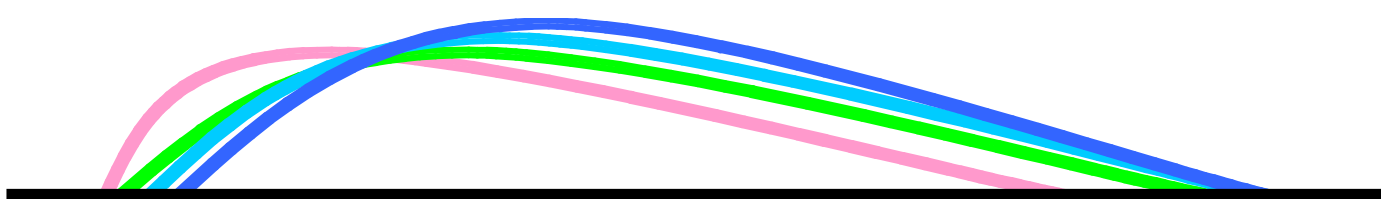


Sequential vs. overlapping development



Rather than doing all of one thing at a time...

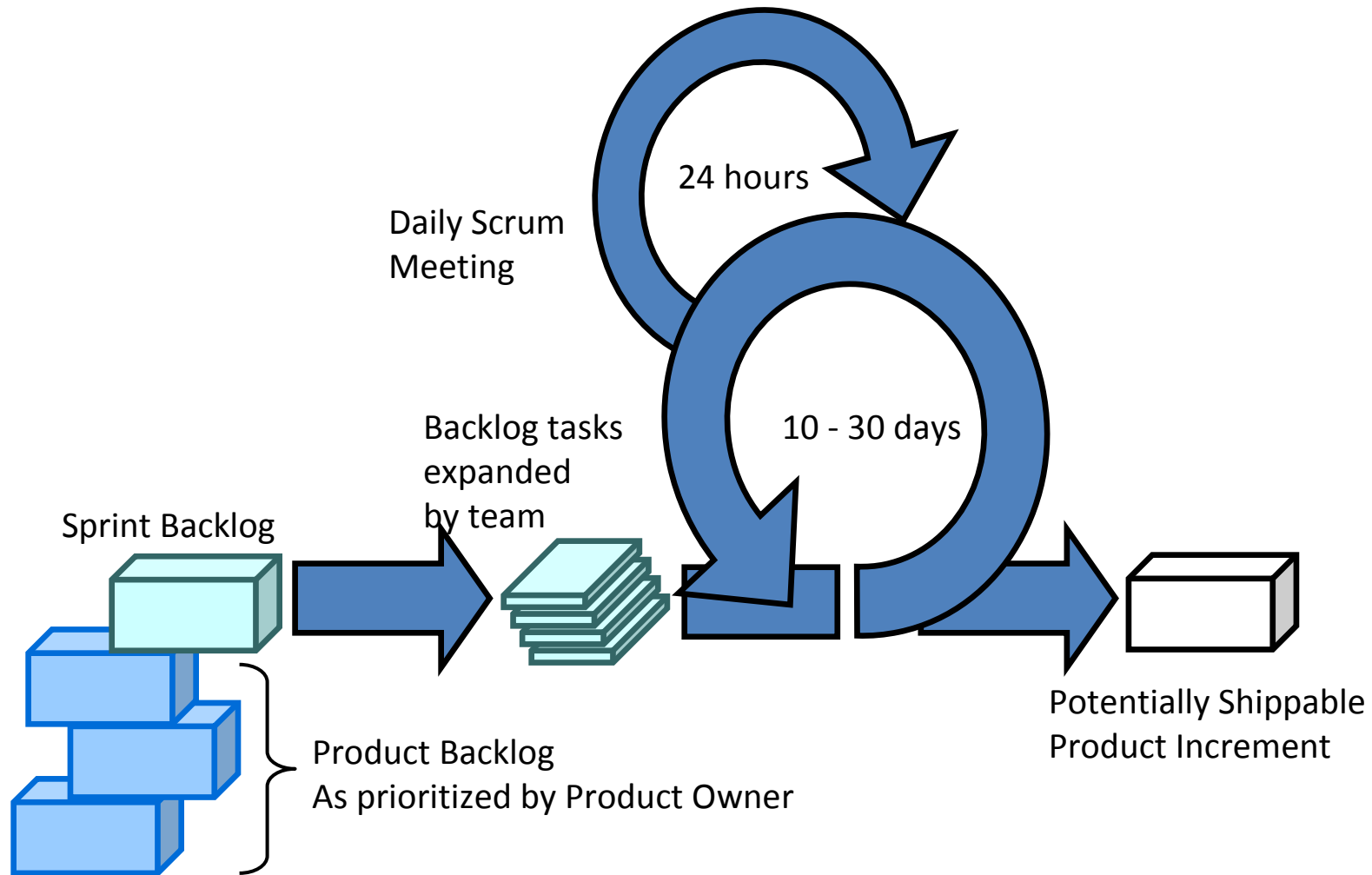
...agile teams do a little of everything all the time



Source: "The New New Product Development Game" by Takeuchi and Nonaka. *Harvard Business Review*, January 1986.



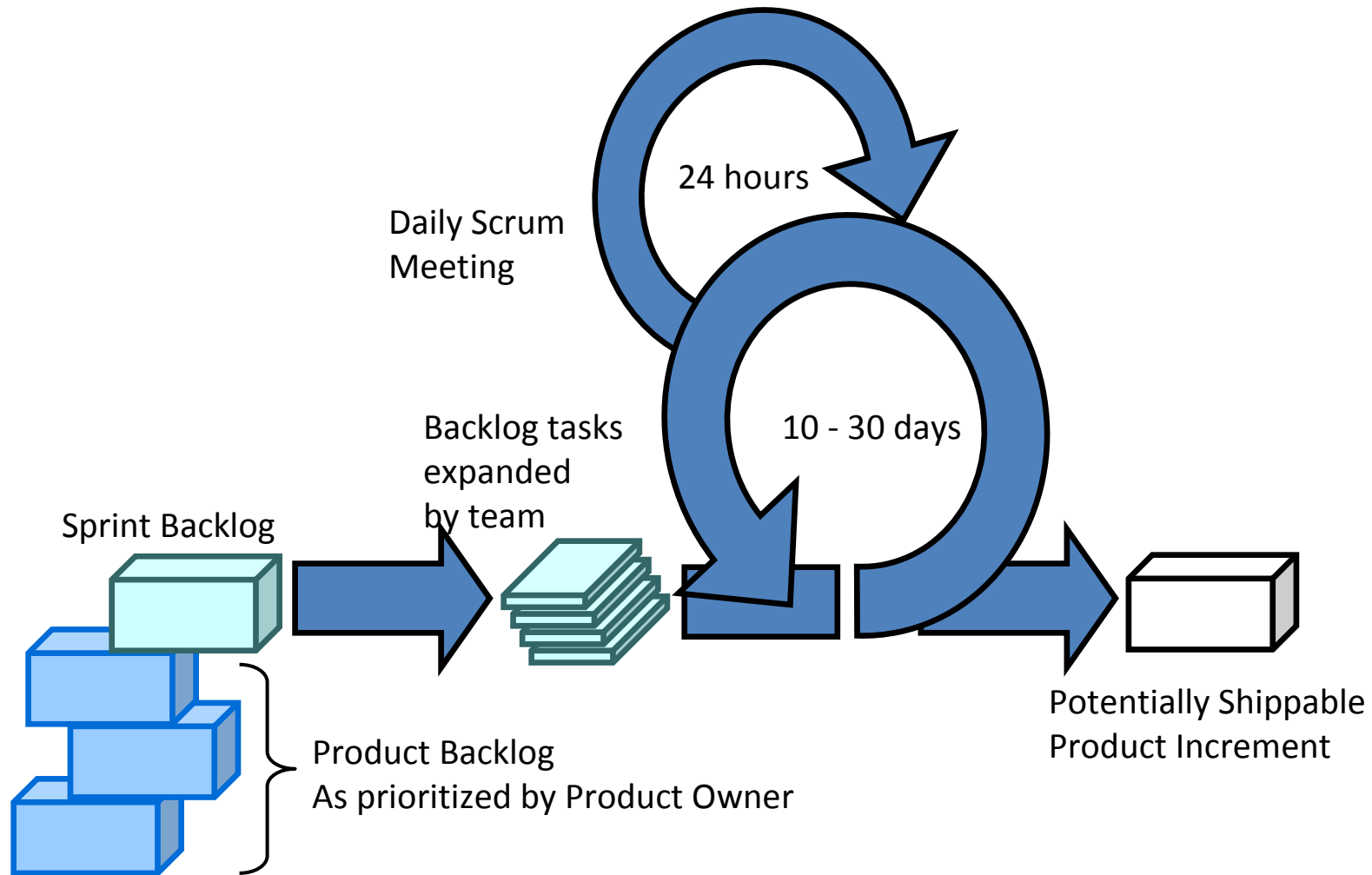
Scrum



Source: Adapted from *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.



Scrum

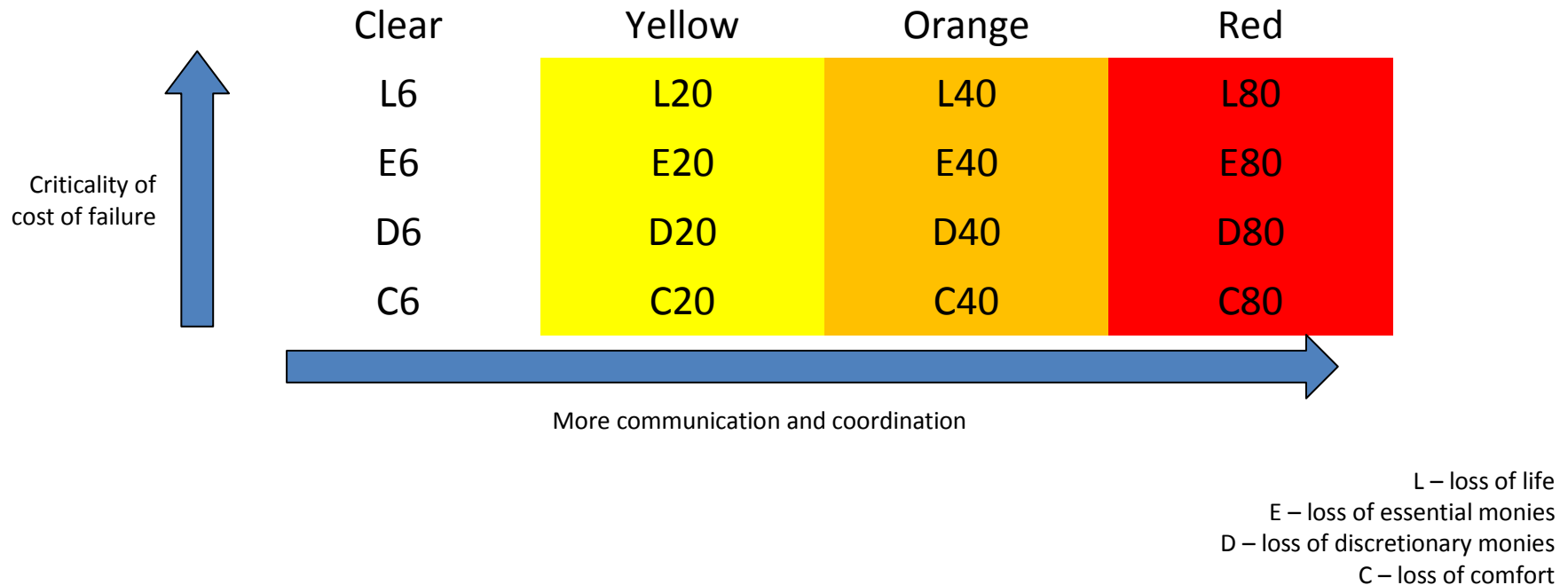


Source: Adapted from *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.



Crystal Clear

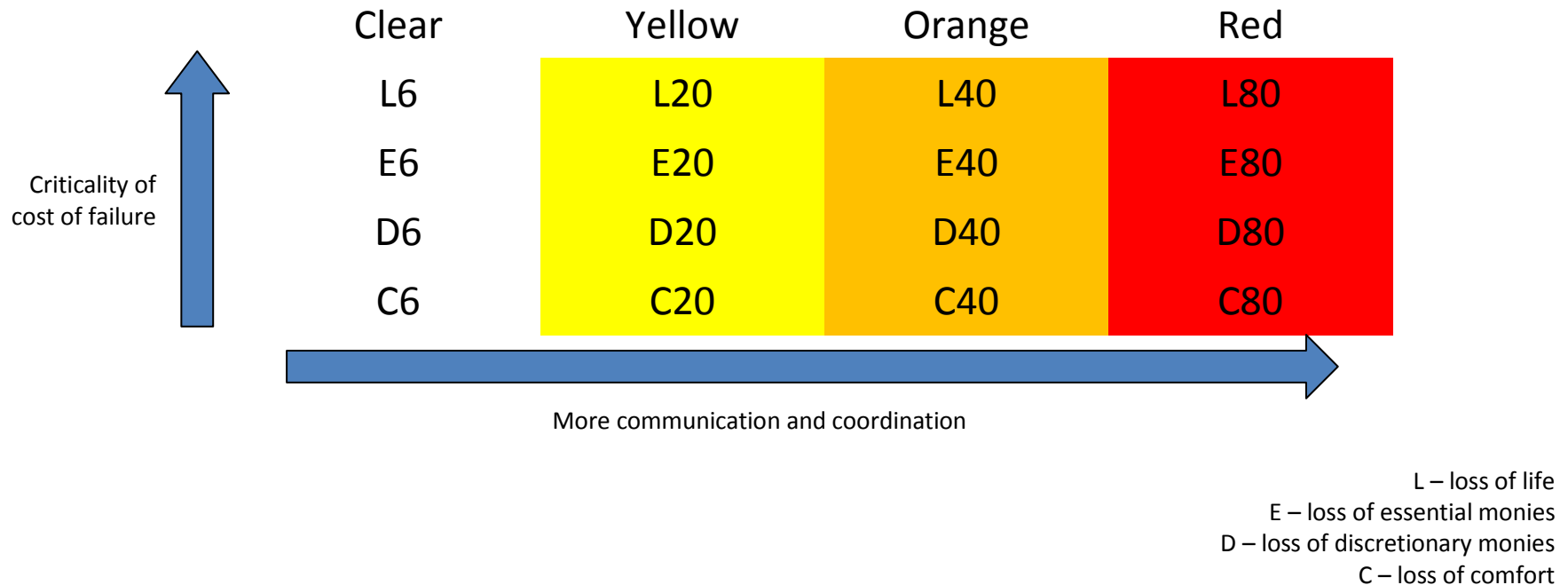
It is part of the Crystal family, each box it's own methodology that define: safety, efficiency and habitability





Crystal Clear

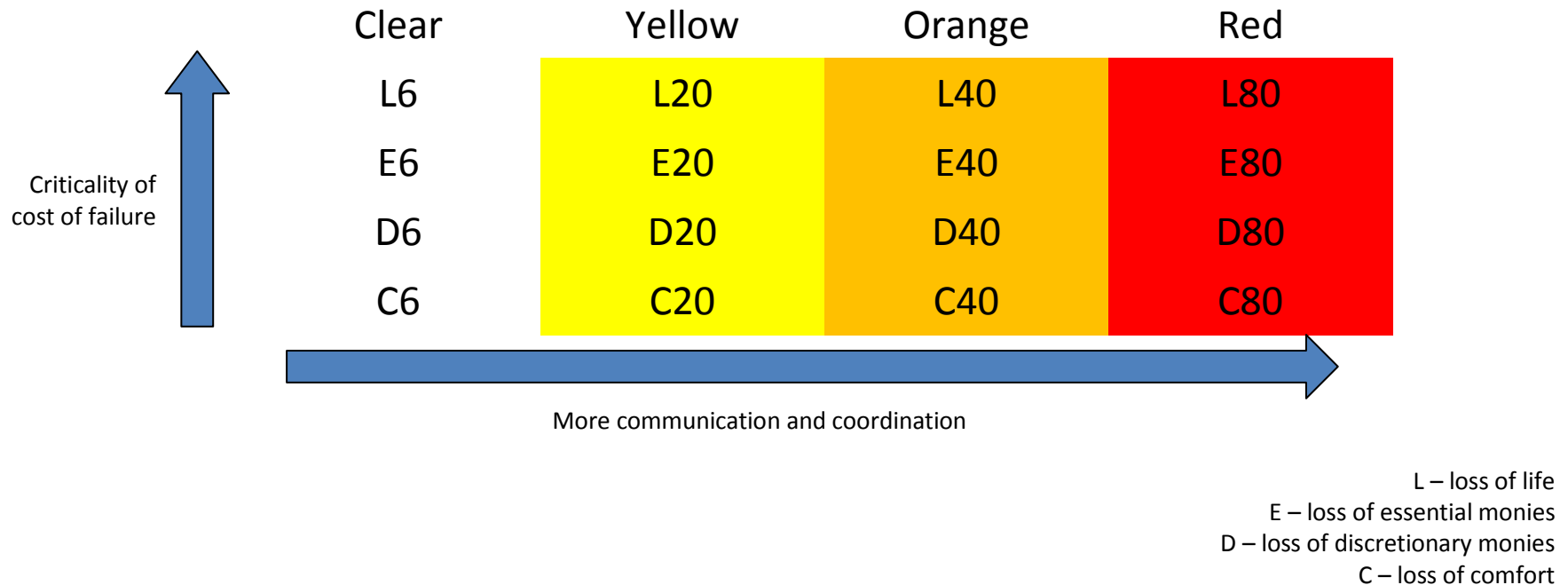
It is part of the Crystal family, each box it's own methodology that define: safety, efficiency and habitability





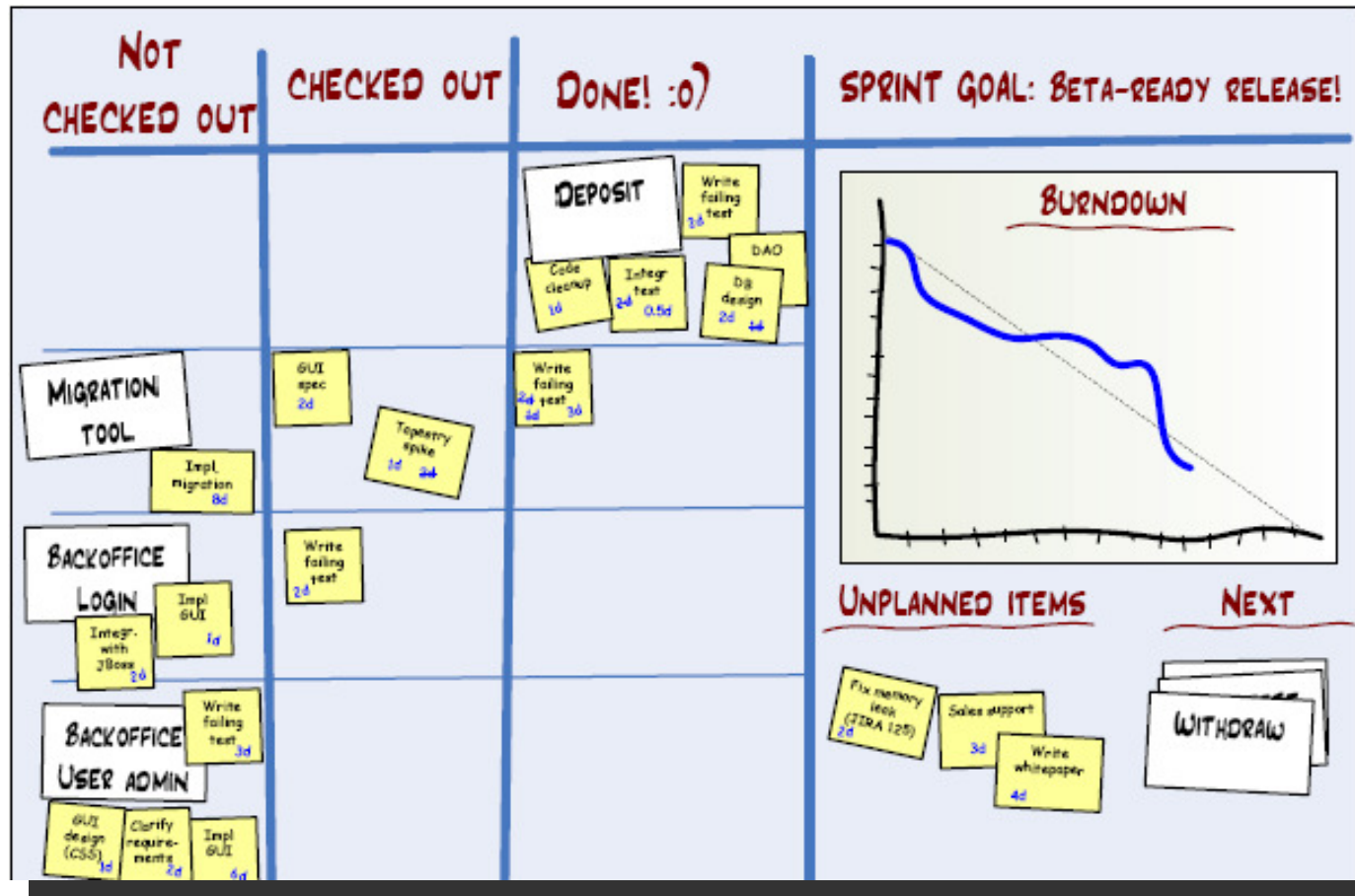
Crystal Clear

It is part of the Crystal family, each box it's own methodology that define: safety, efficiency and habitability



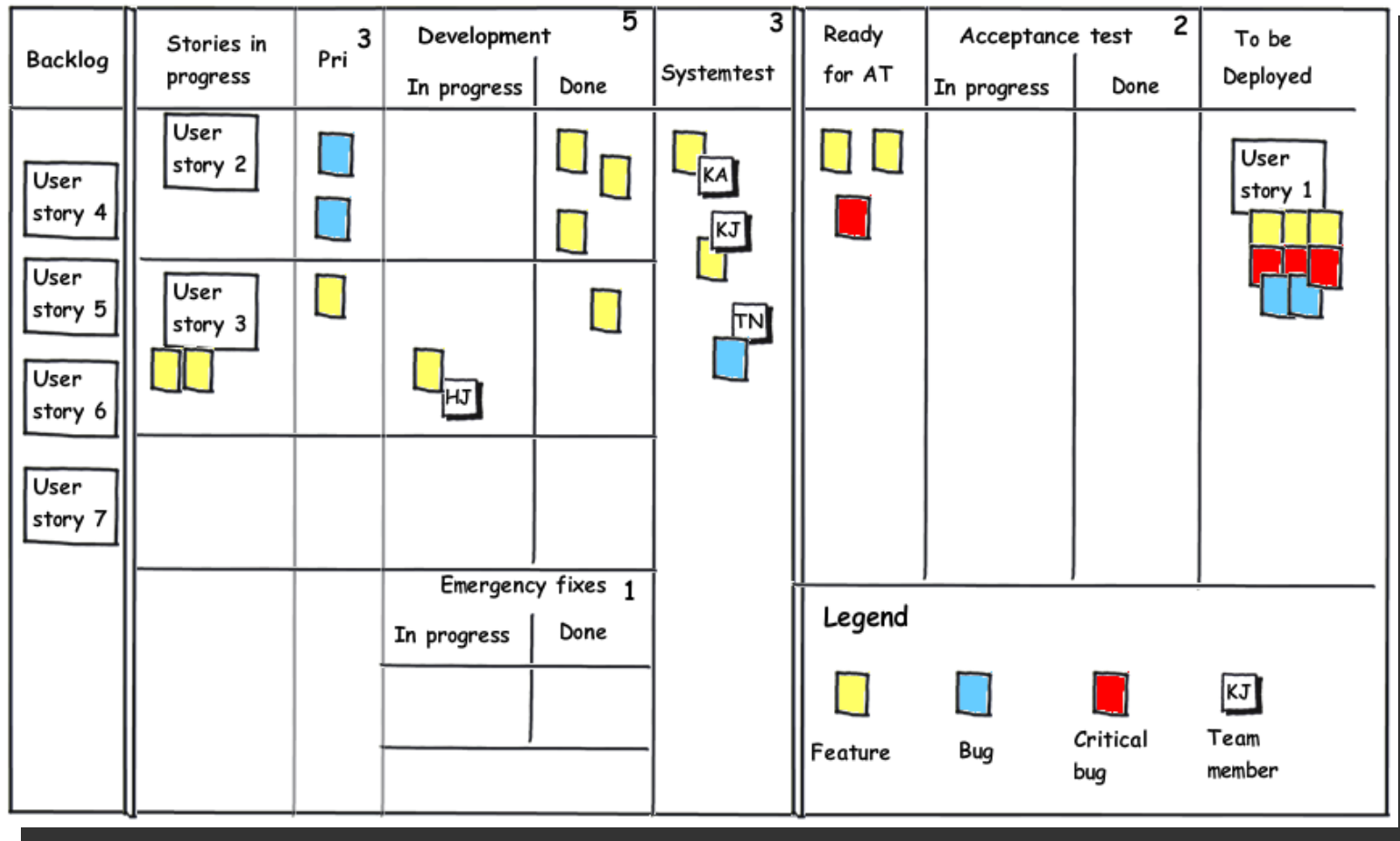


You can't beat a wallboard



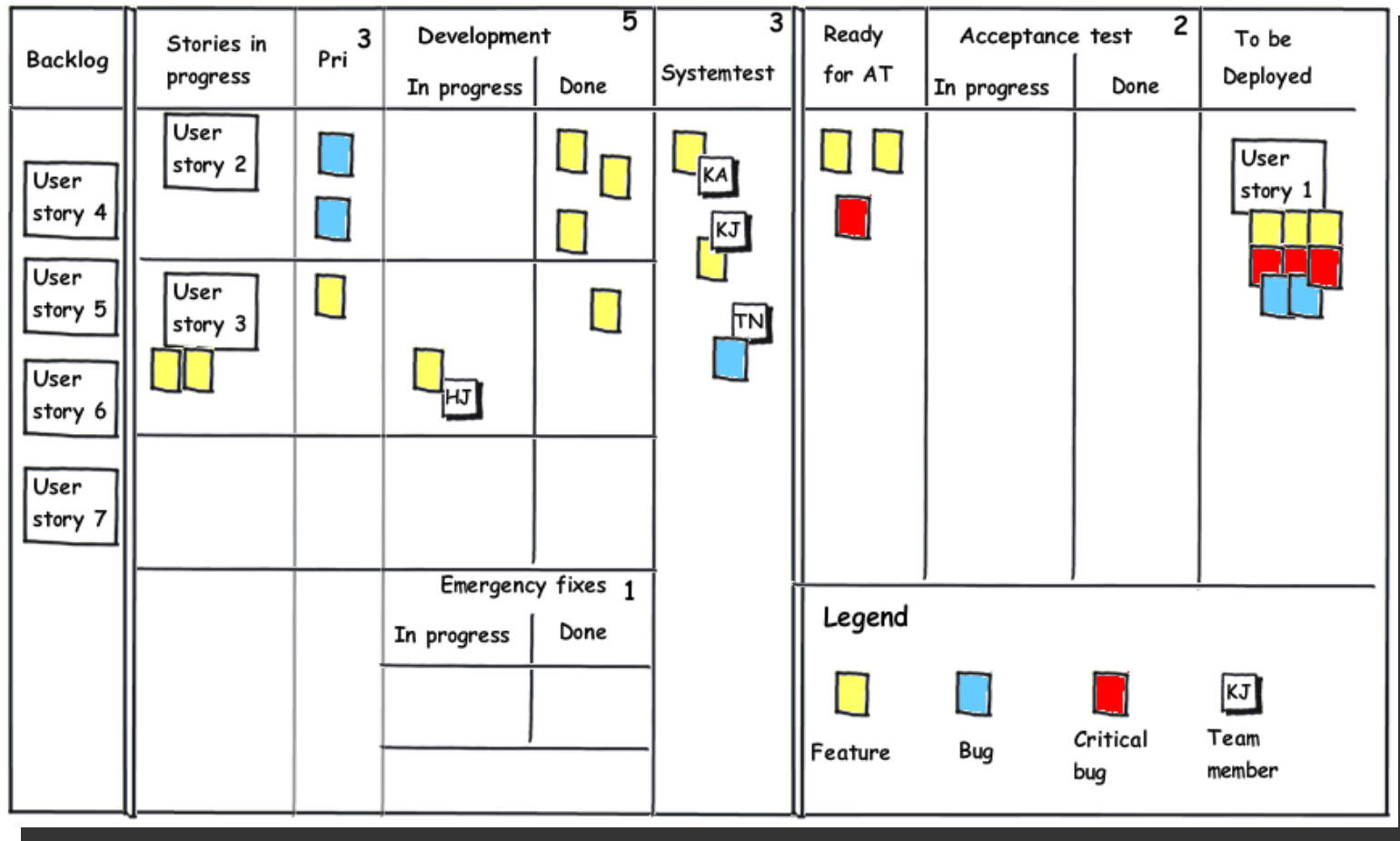


Kanban



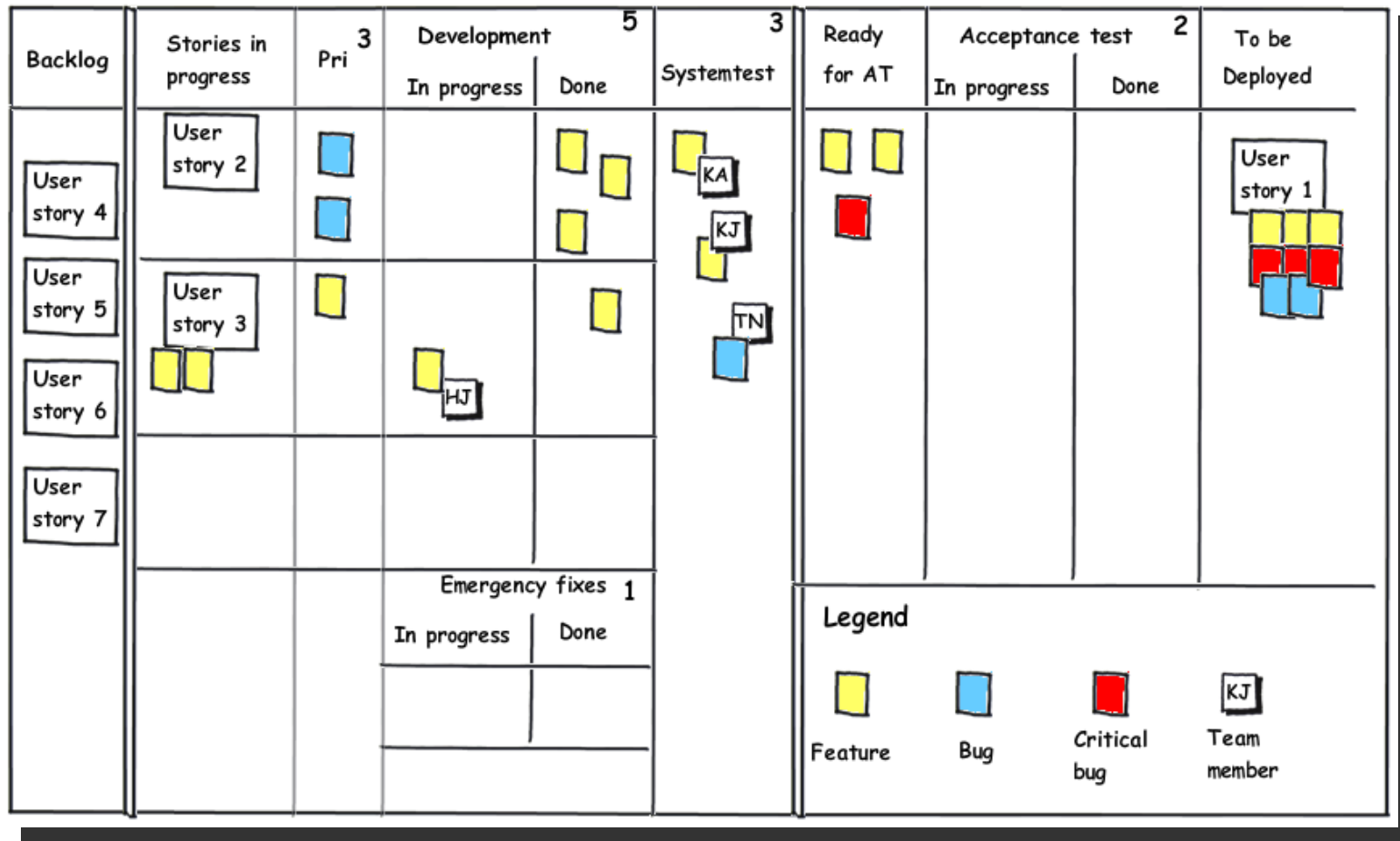


Kanban





Kanban





Comparing the promises made

- **Waterfall** makes a promise based on the triple constraint of scope, schedule and budget
- **Agile/Scrum** makes a promise to a delivery date, but not to the exact scope of what will be delivered. This is constantly reprioritised
- **Lean/Kanban** makes a completely different bargain, to regularly deliver high quality software based on an agreed SLA lead time

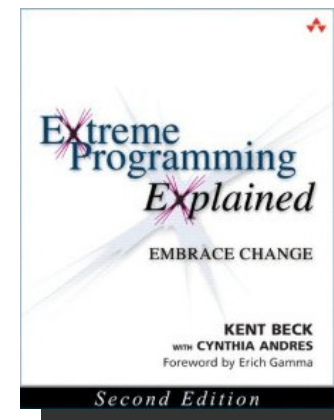
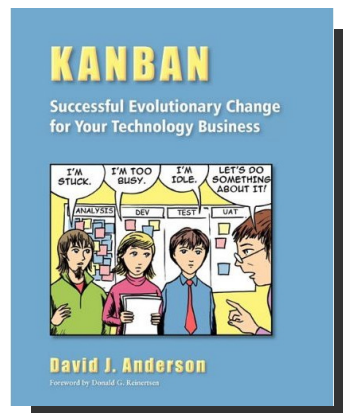
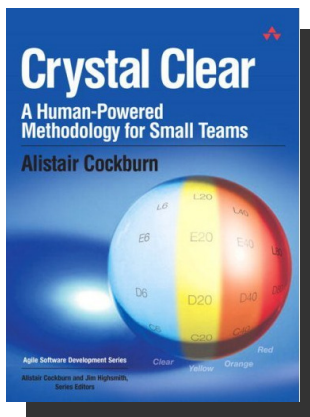
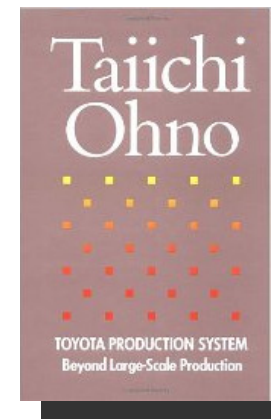
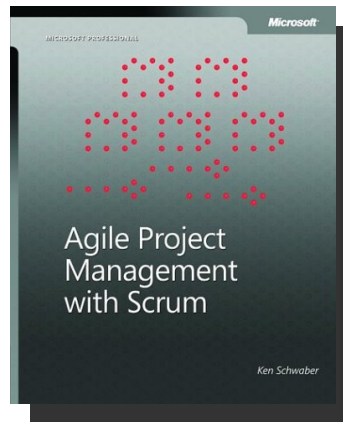
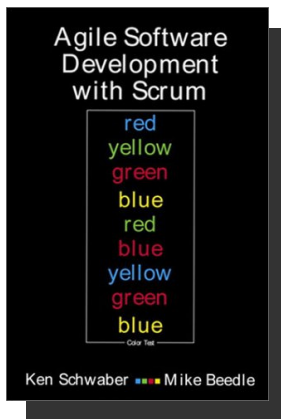


Summary

- Agile and Lean are not a magic bullets
- Formality, process and documentation are not substitutes for discipline, skill and understanding
- Interactive face to face communications are the cheapest and fastest channel for information exchange
- Look at your processes and see where their techniques can be applied
- Kanban may be an easier step than Agile for traditional Waterfall teams



Reading List

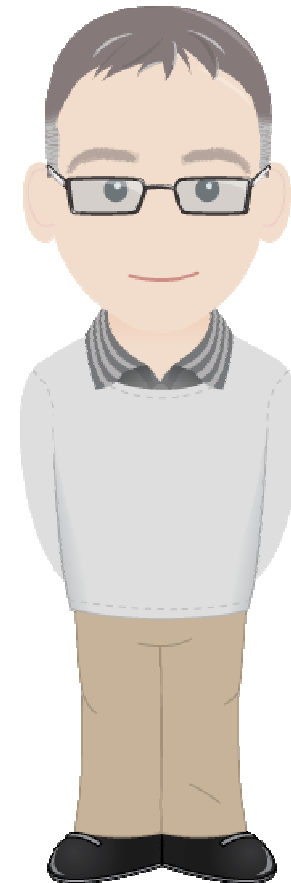


<http://blogs.blackmarble.co.uk/blogs/rfennell/pages/reading-list.aspx>



Contact

Richard Fennell
Engineering Director, Black Marble Ltd.



+44 (1274) 300175



<http://www.blackmarble.co.uk>



<http://blogs.blackmarble.co.uk/blogs/rfennell>



@RichardFennell

