

Agile revolution or an agile evolution?

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extreme
Programming
explained

EMBRACE CHANGE

Kent Beck

Planning game

Release planning

Iterations Small releases

Planning game

Release planning

Iterations Small releases

Common code ownership

Test driven development

Refactoring Emergent design

Pair programming

Continuous integration

Planning game

Release planning

Iterations Small releases

Common code ownership

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Pair programming

Continuous integration

Code as documentation

Generalists On site customer

Sustainable pace

Planning game

Release planning

Iterations Small releases

Stand up meetings

Retrospectives

Common code ownership

Test driven development

Refactoring Emergent design

Pair programming

Continuous integration

Code as documentation

Generalists On site customer

Sustainable pace

nothing happened

why?!

extreme
Programming
explained
EMBRACE CHANGE

Kent Beck

extreme Programming *explained*

EMBRACE CHANGE

Kent Beck

it is threatening!

Iterations

Release planning

Stand up meetings

Project Managers

Sustainable pace

Pair programming

Generalists

On site customer

Business Analysts

Documentation light

Test driven
development

Sustainable pace

Continuous
integration

Common code
ownership

Emergent design

Developers

Refactoring

Pair programming

On site customer

Generalists

Automated testing

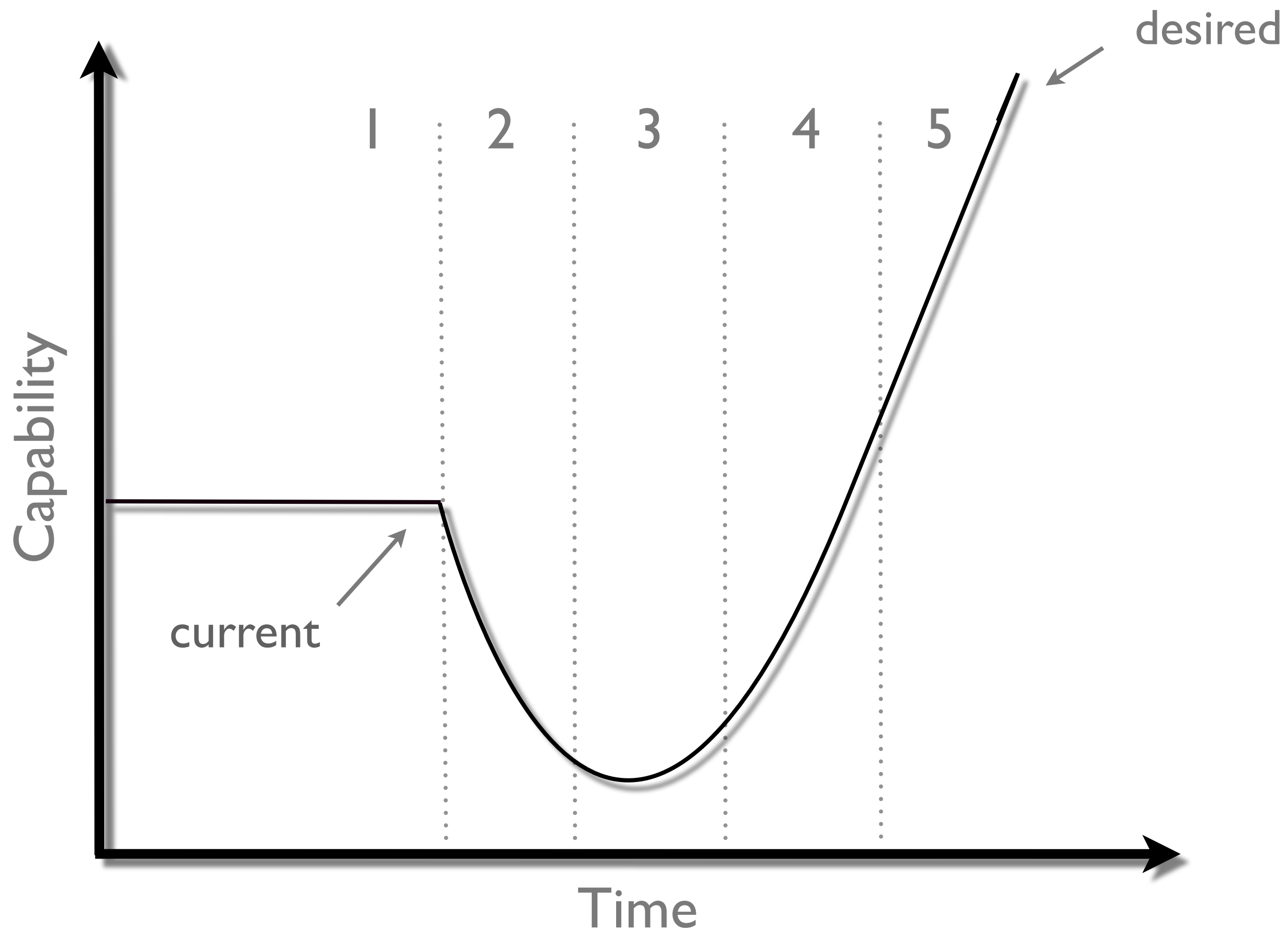
Sustainable pace

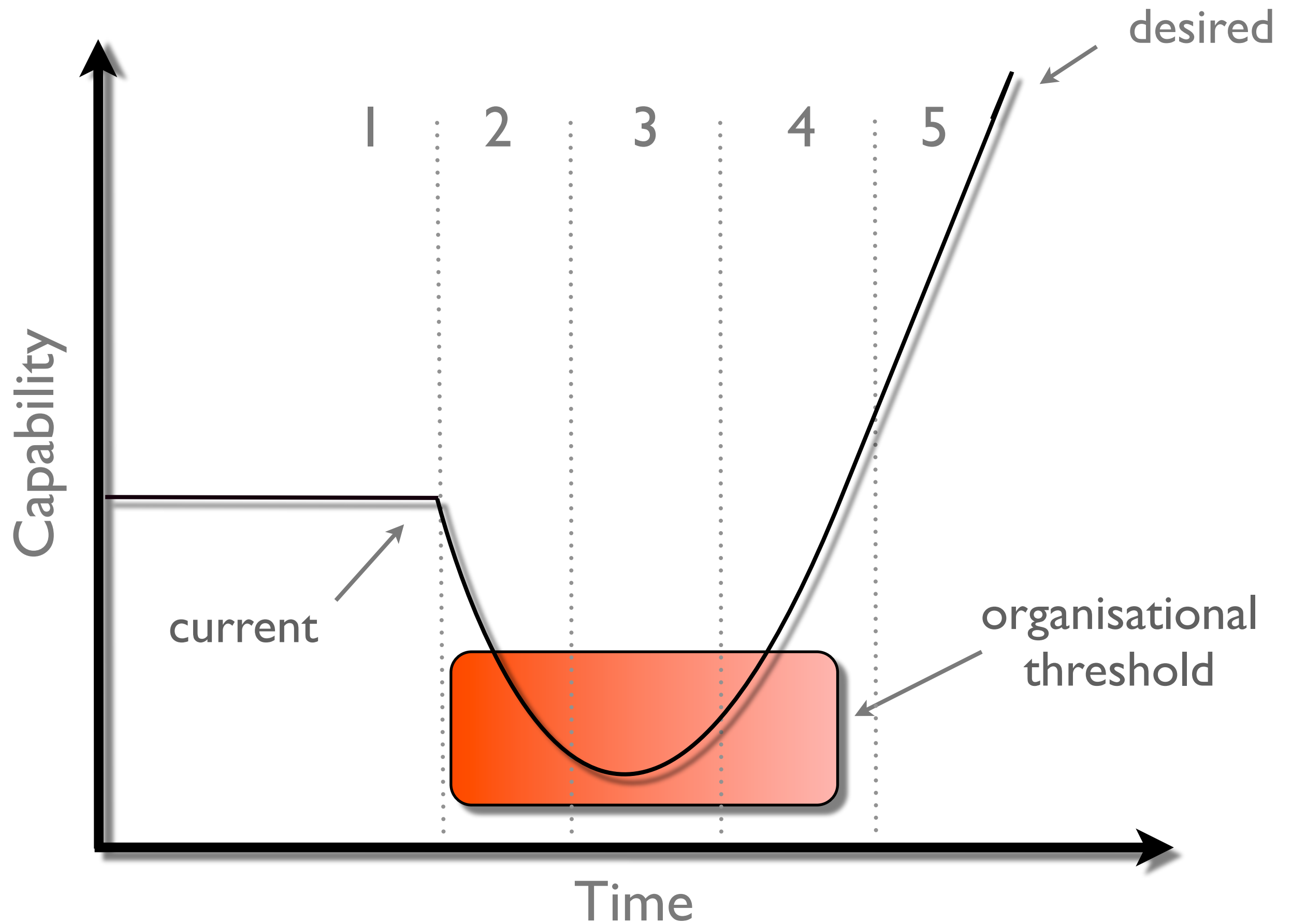
QA

Generalists

Documentation light

it is risky!





why not forget about
adopting an “Agile”
method?

feedback

quality through
craftsmanship

improved lead times

strive for

increased
predictability

culture of trust

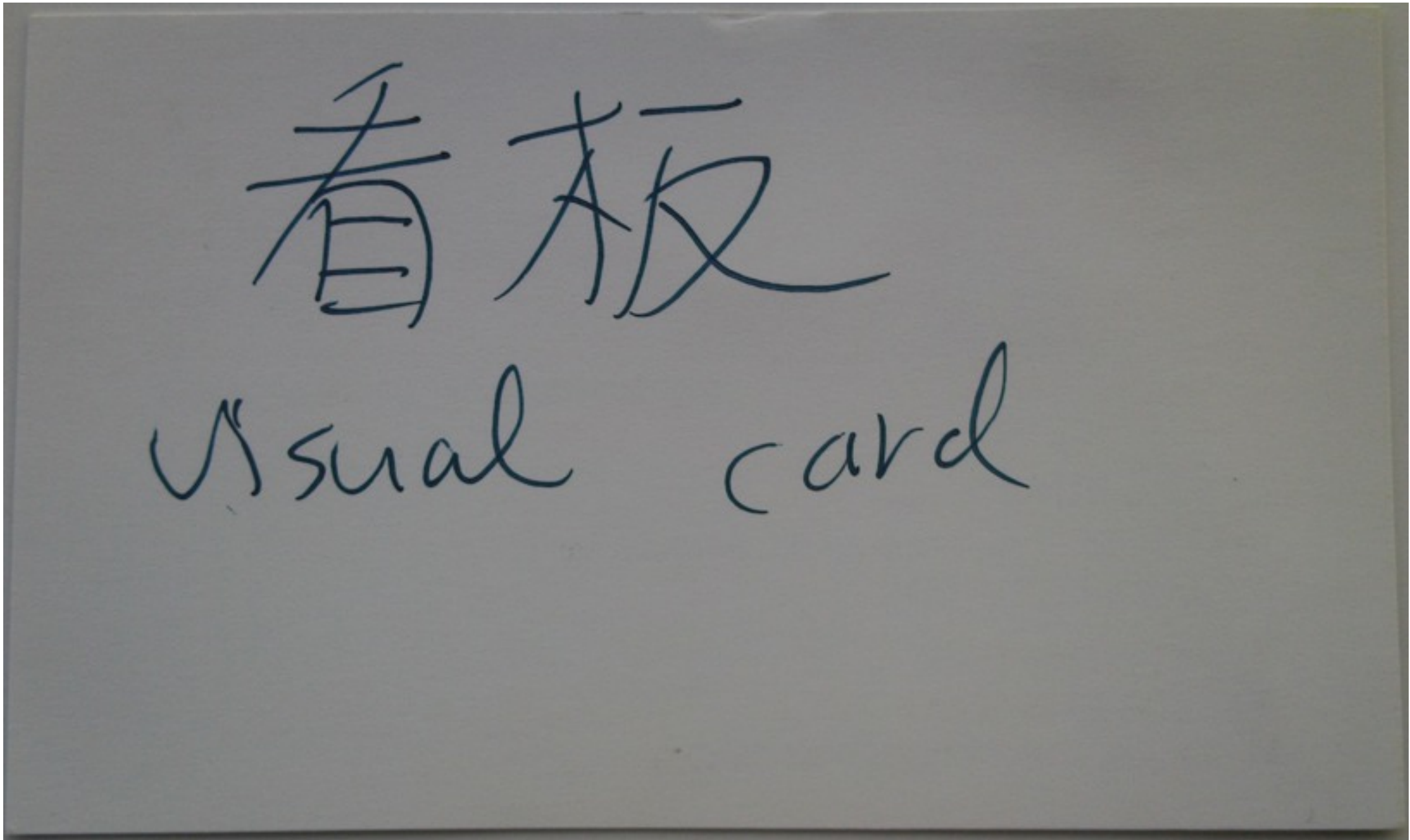
patience

agility

what is Kanban and how can it help?

stop starting, start finishing

kanban



kanban system

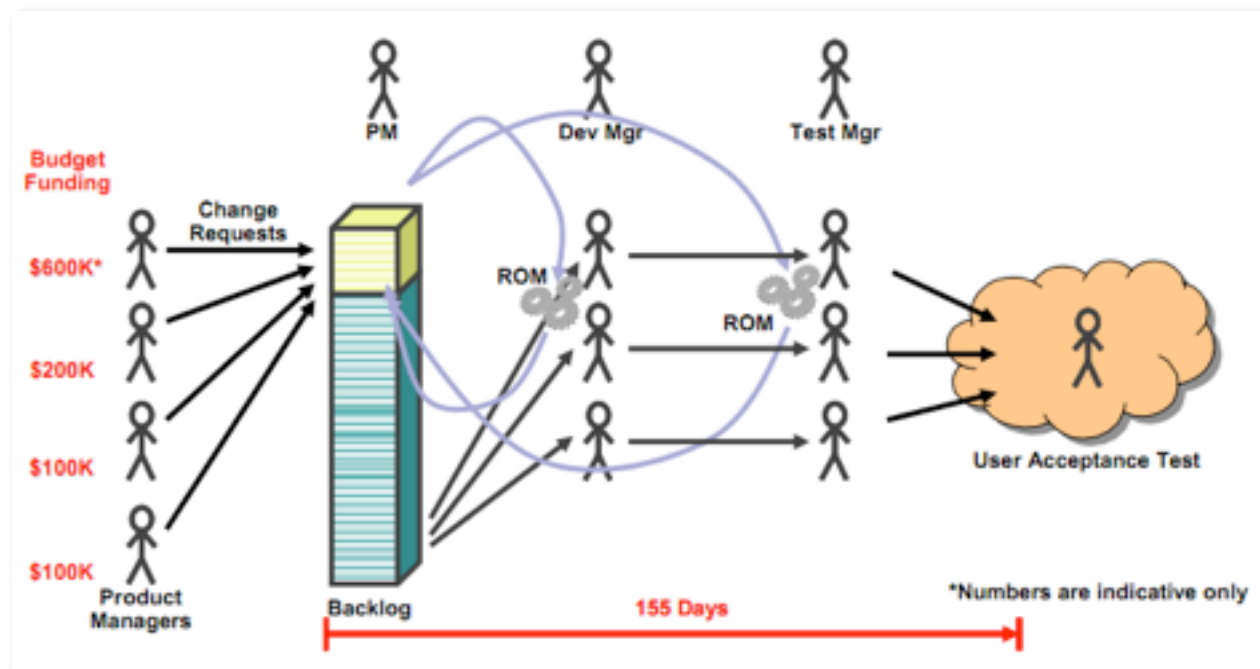
- WIP (Work In Progress) limited pull system.



Kanban Method

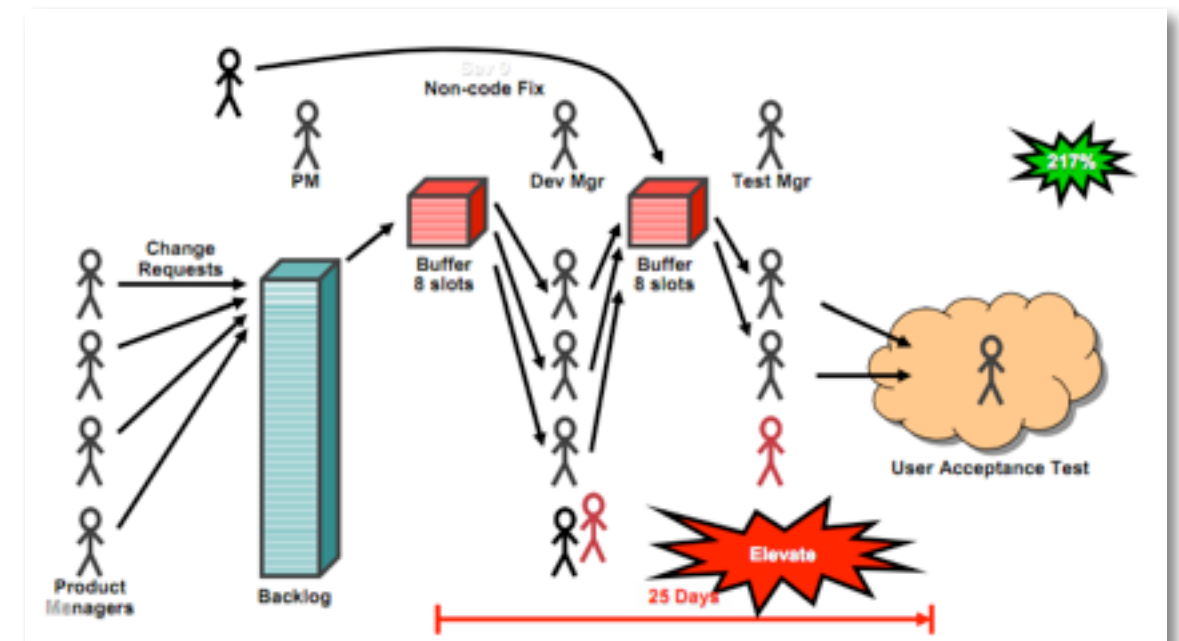
- A change management system that uses kanban systems to provoke change
- Catalyst for evolutionary change
- Can help to create an culture of continuous improvement



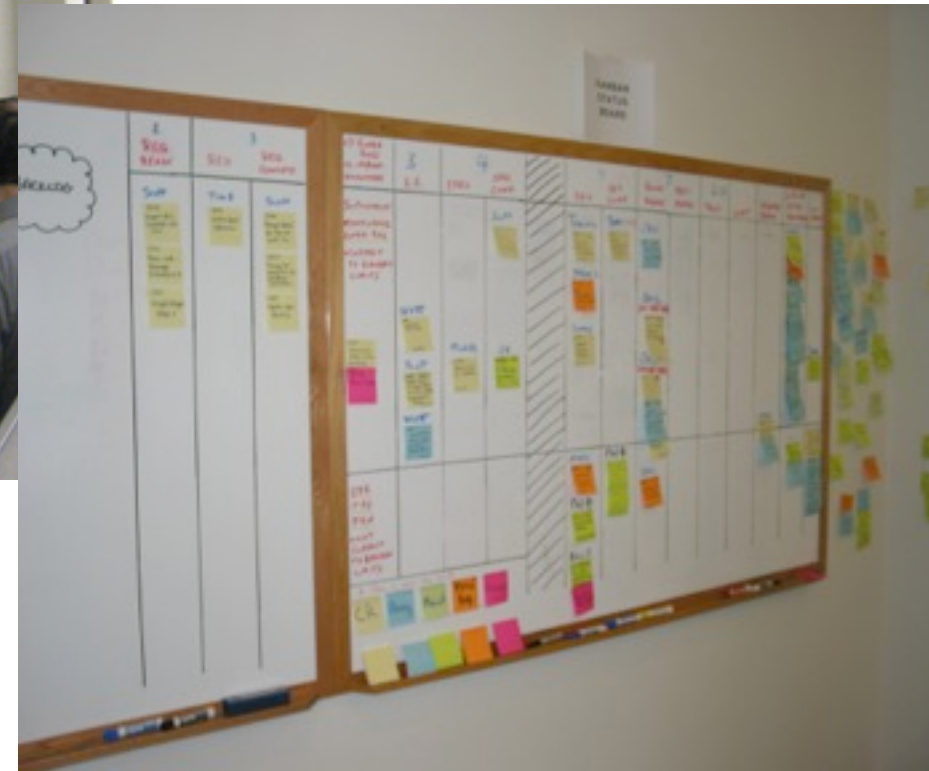


Microsoft XIT

Worst to Best in 9 months



Corbis



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KANBAN

Successful Evolutionary Change
for Your Technology Business



David J. Anderson

Foreword by Donald G. Reinertsen

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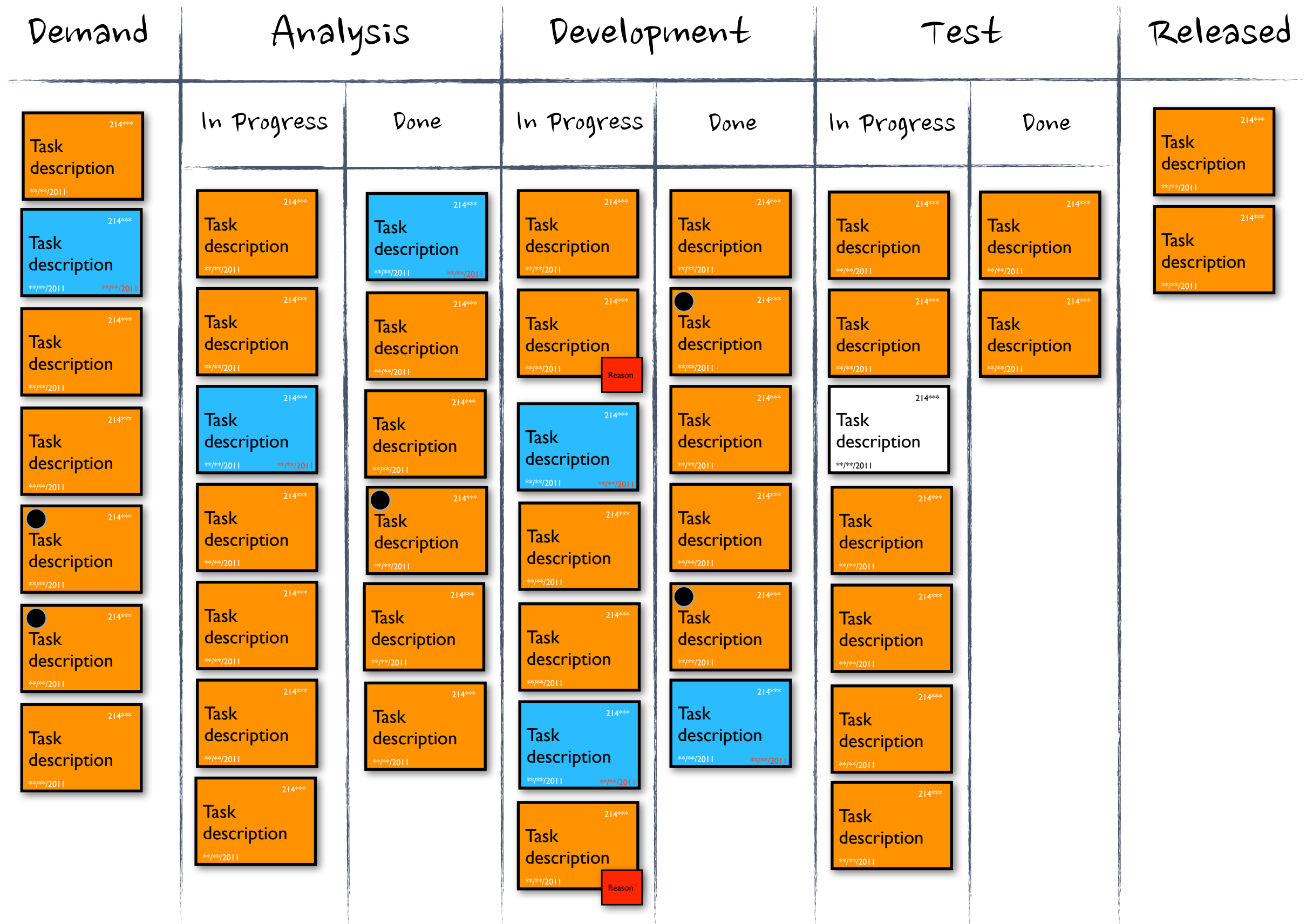
Principles

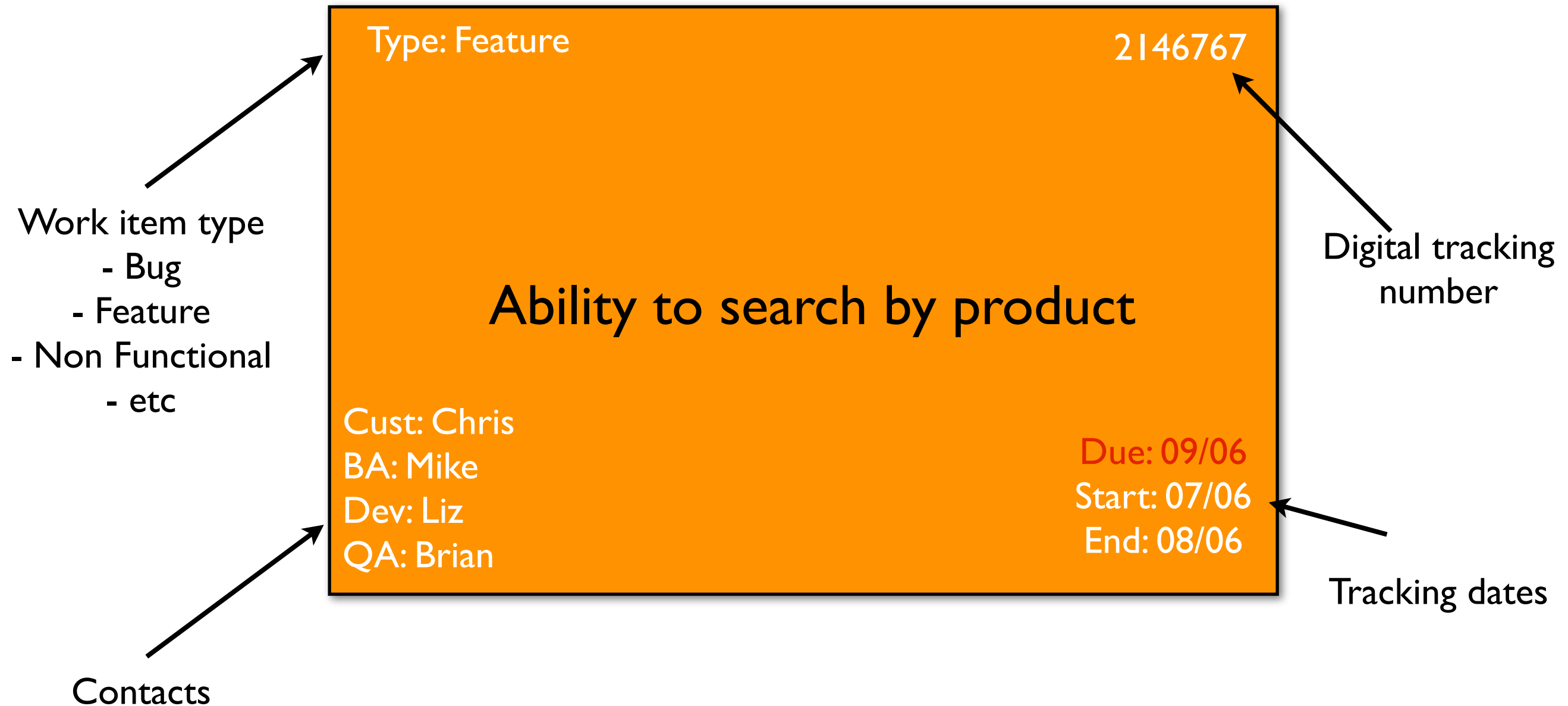
- Start with what you do now
- Agree to pursue incremental, evolutionary change
- Initially, respect the current process, roles, responsibilities & job titles
- Encourage leadership at all levels

Visualise the workflow

Demand	Analysis	Development	Test	Released

Demand	Analysis		Development		Test		Released
	In Progress	Done	In Progress	Done	In Progress	Done	







http://www.a-chau.net/gallery2/d/99171-2/supermarket_queue.jpg



<http://blog.flowkaizen.com/why-physical-card-walls-are-important>

Limit WIP

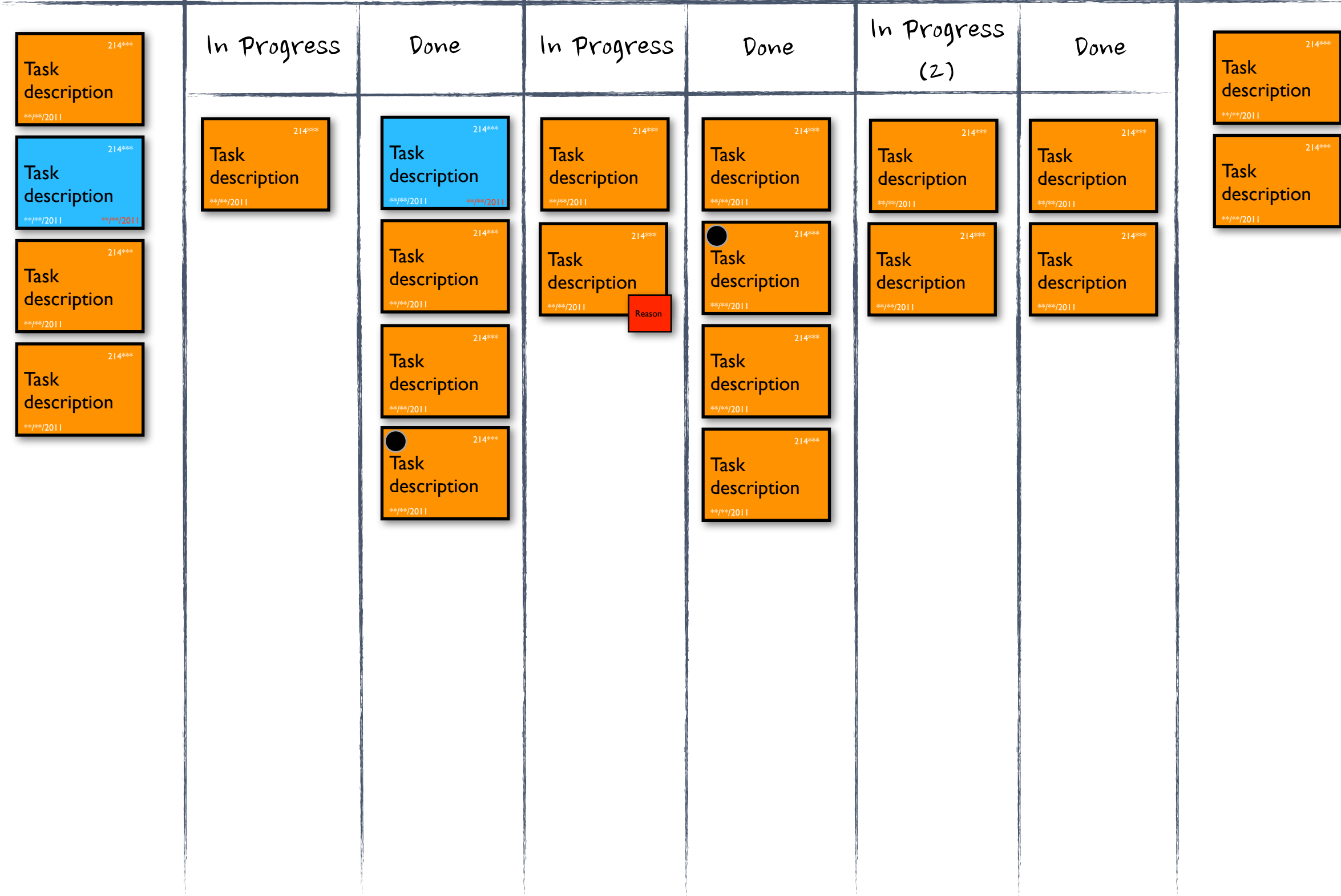
Demand (4)

Analysis (5)

Development (6)

Test

Released



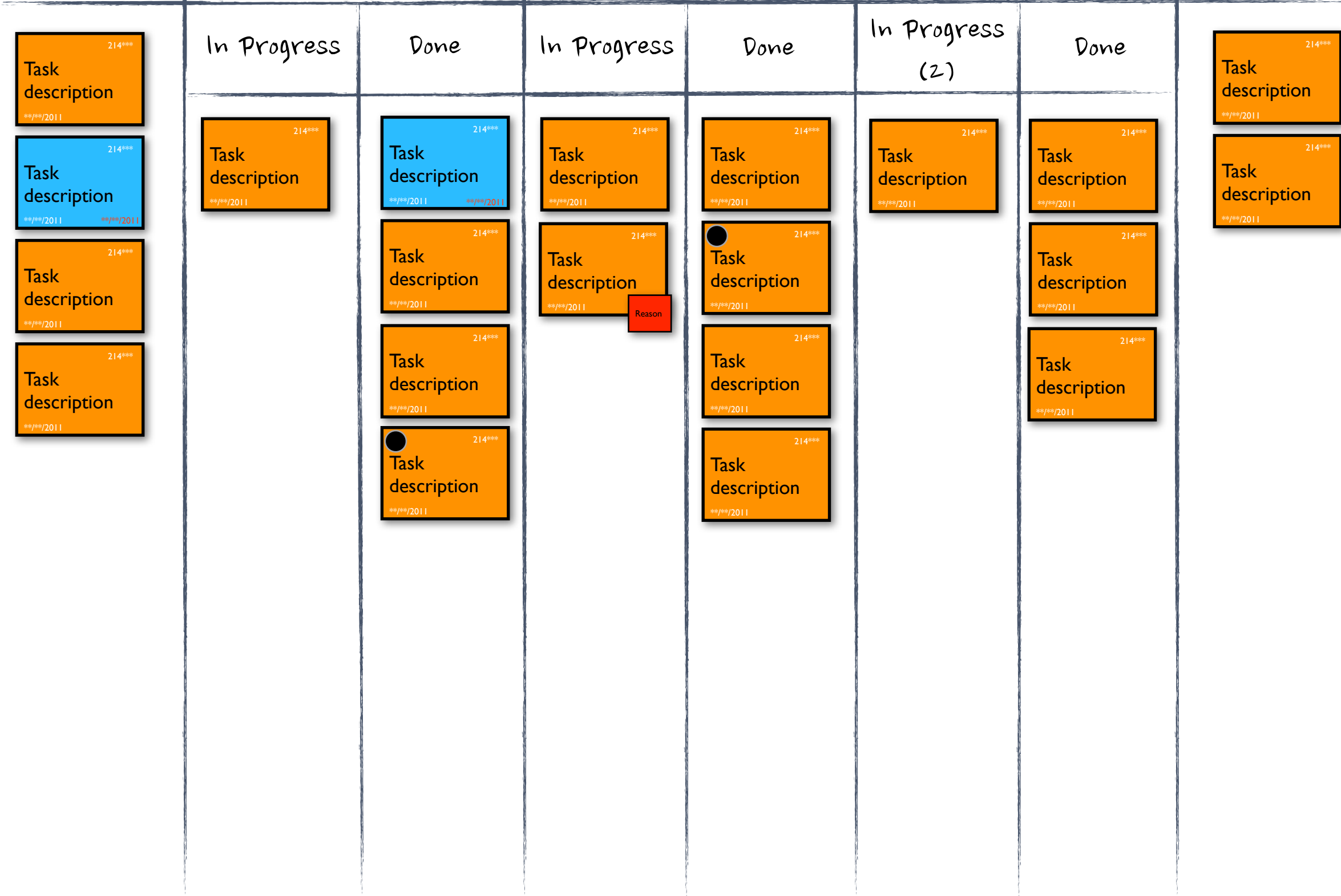
Demand (4)

Analysis (5)

Development (6)

Test

Released



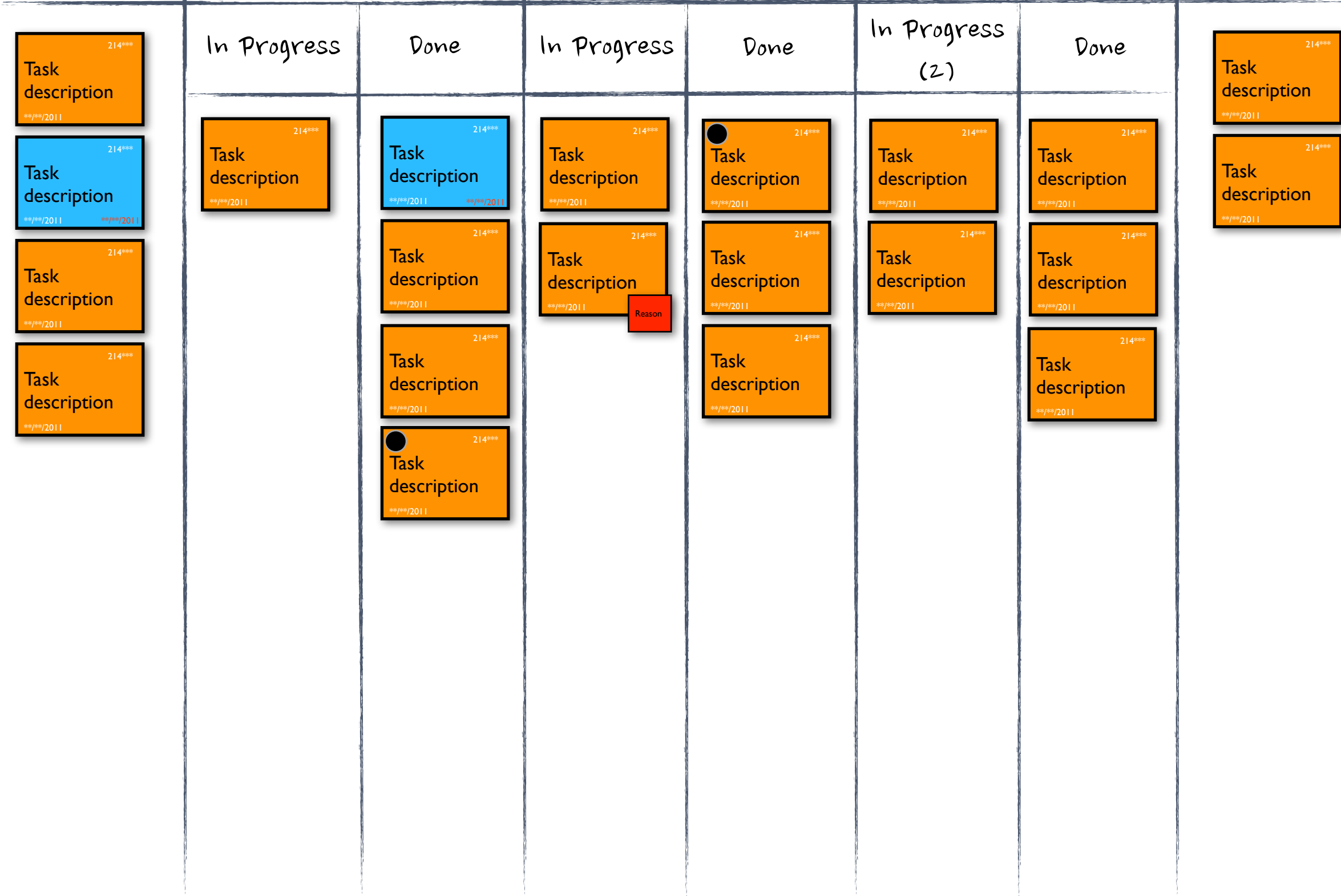
Demand (4)

Analysis (5)

Development (6)

Test

Released



Demand (4)

Analysis (5)

Development (6)

Test

Released

	In Progress	Done	In Progress	Done	In Progress (2)	Done	
Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011	Task description 214*** **/**/2011
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Reason

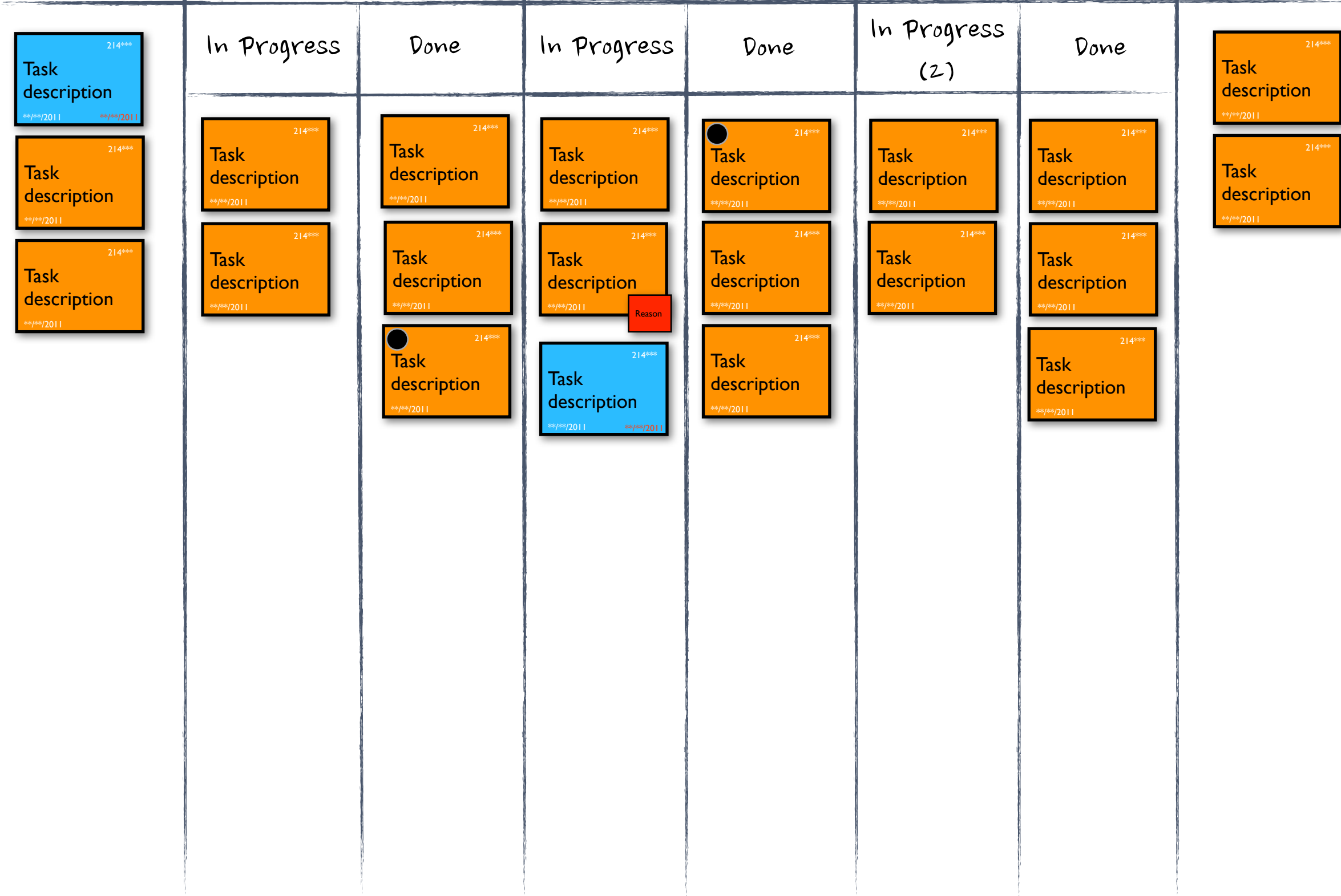
Demand (4)

Analysis (5)

Development (6)

Test

Released



Manage Flow

Demand (4)

Analysis (5)

Development (6)

Test

Released

Task description

214***

//2011

Task description

214***

//2011

Task description

214***

//2011

Task description

214***

//2011

In Progress

Task description

214***

//2011

//2011

Task description

214***

//2011

Done

Task description

214***

//2011

Task description

214***

//2011

Task description

214***

//2011

In Progress

Task description

214***

//2011

//2011

Task description

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Task description

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Done

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In Progress
(2)

Task description

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Task description

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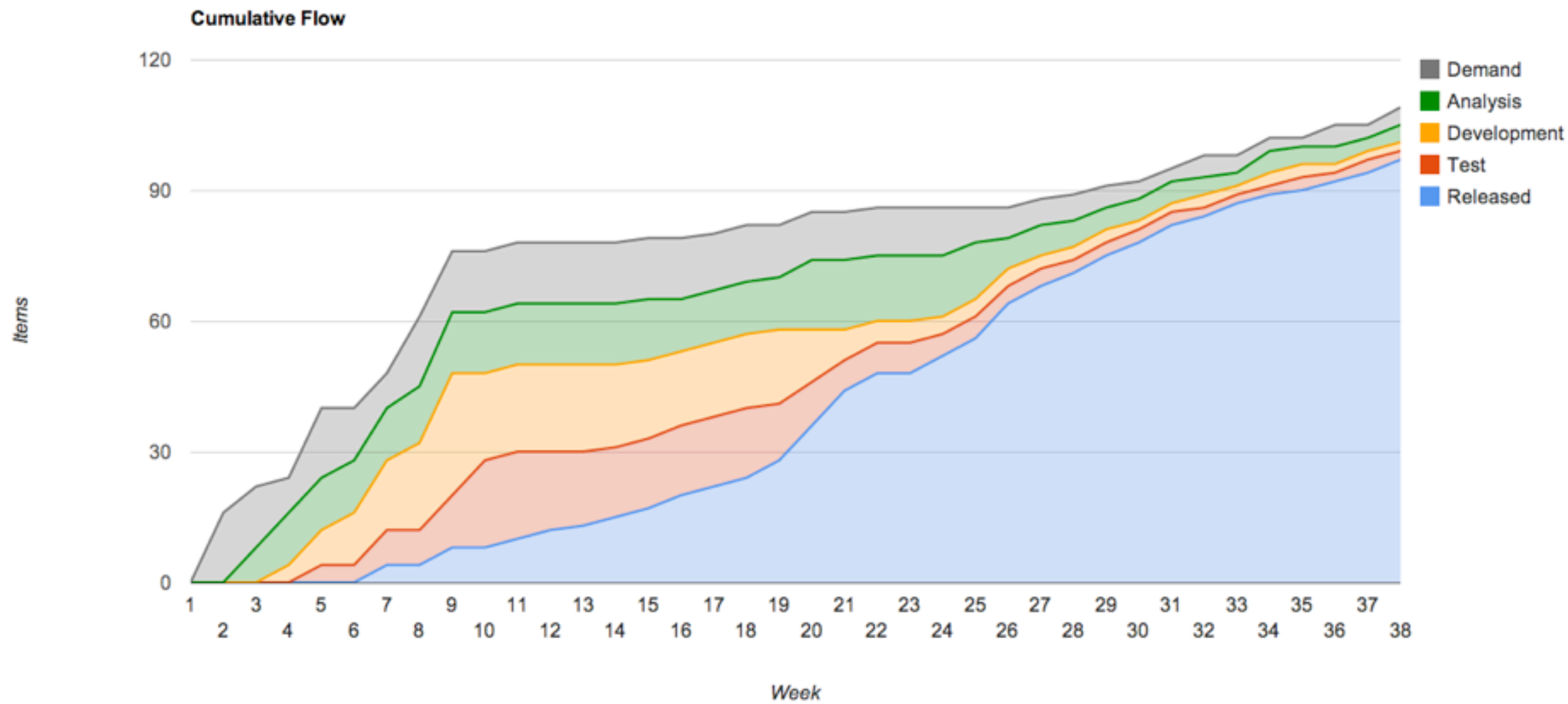
Task description

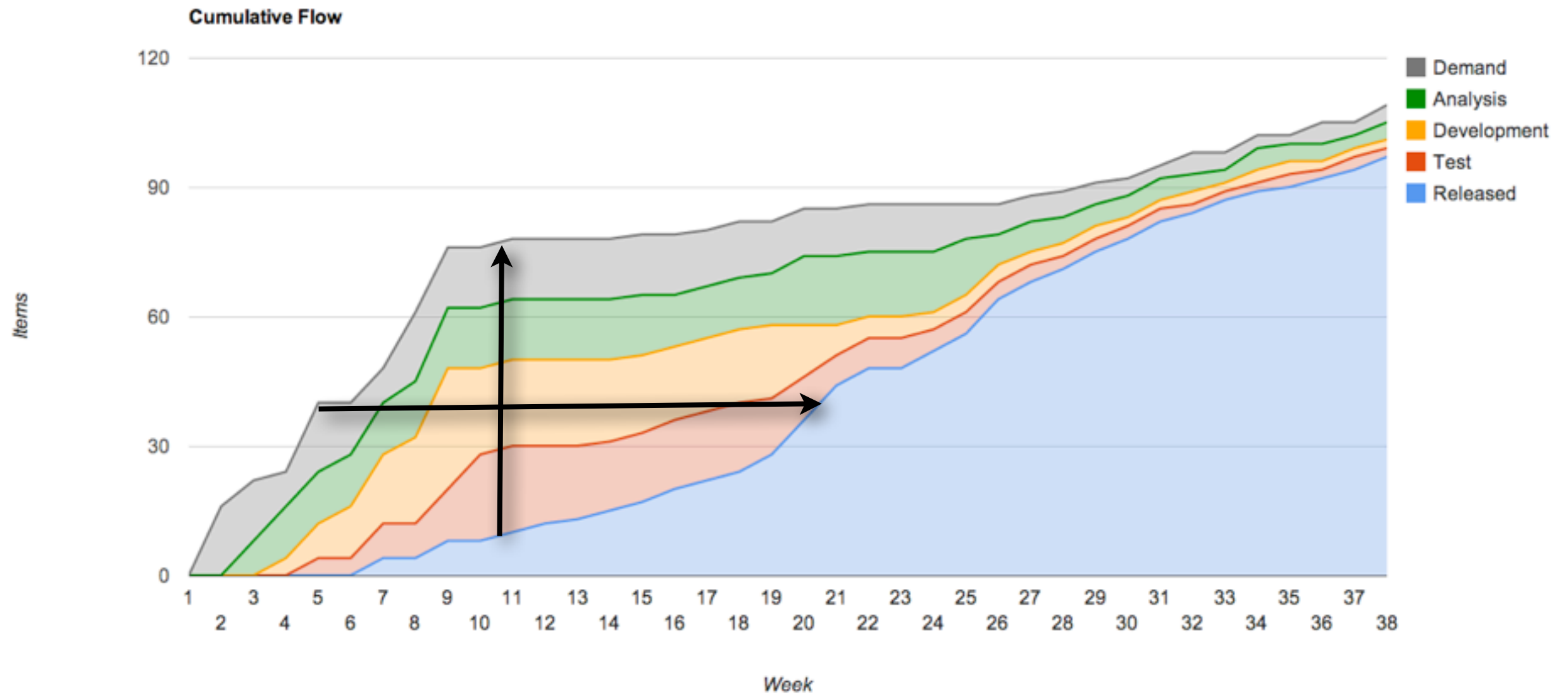
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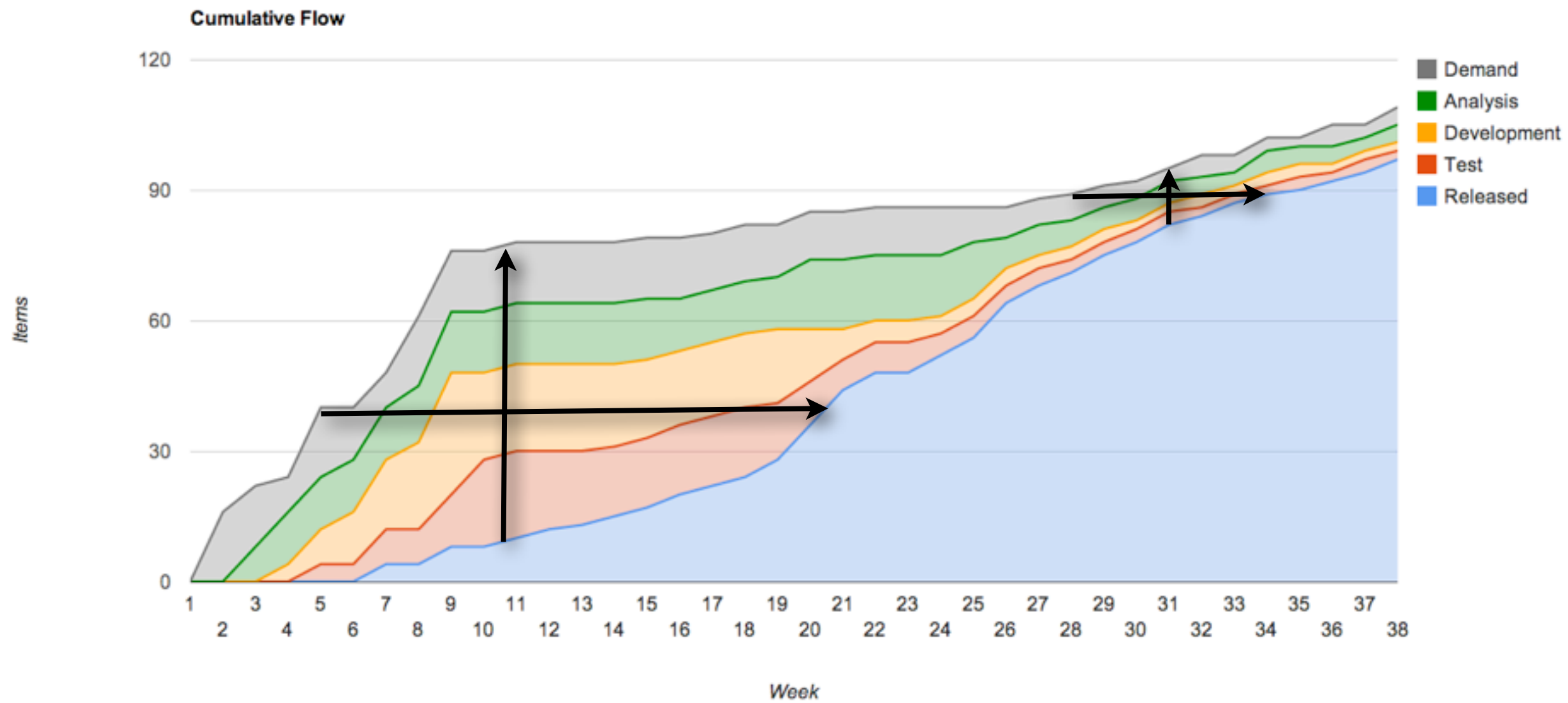
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Lead Time

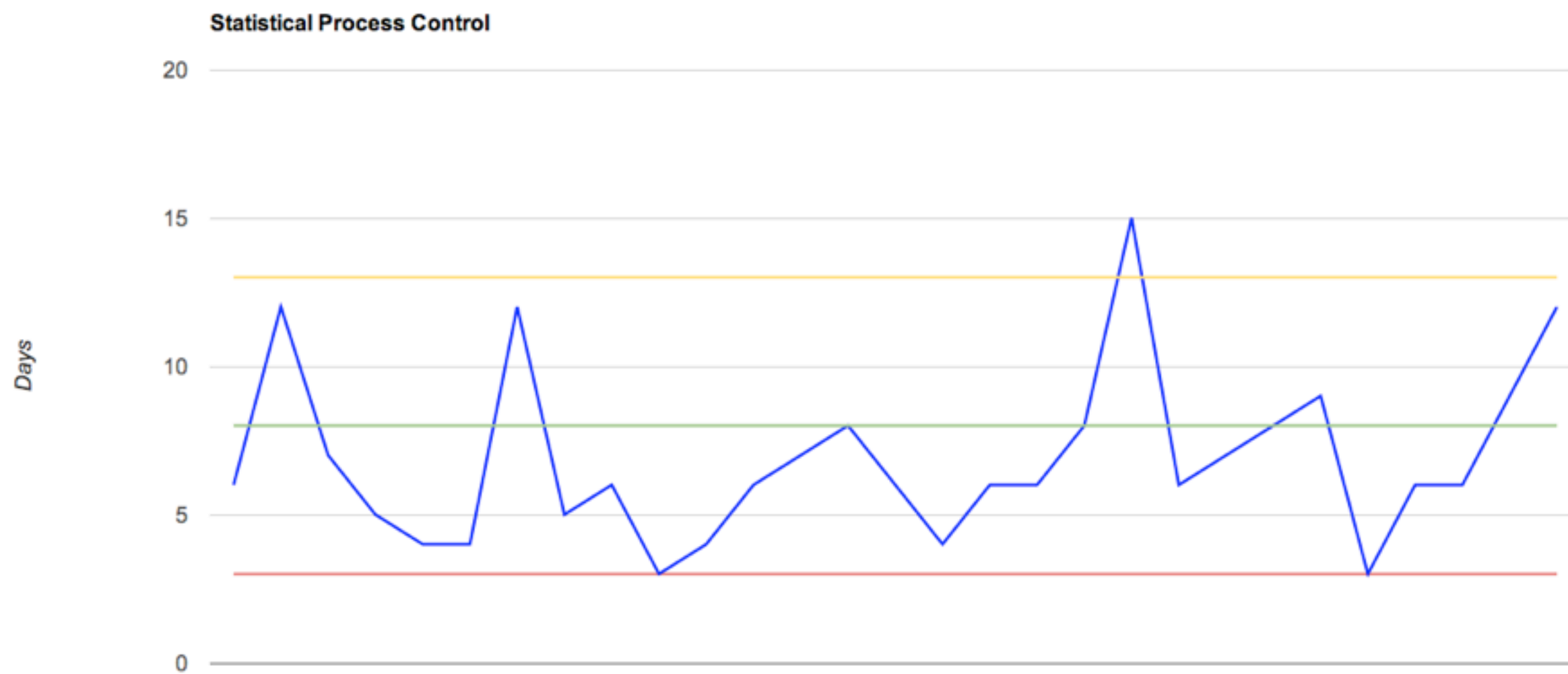






**Make process policies
explicit**

Implement feedback loops



Improve collaboratively

(using models & the scientific method)

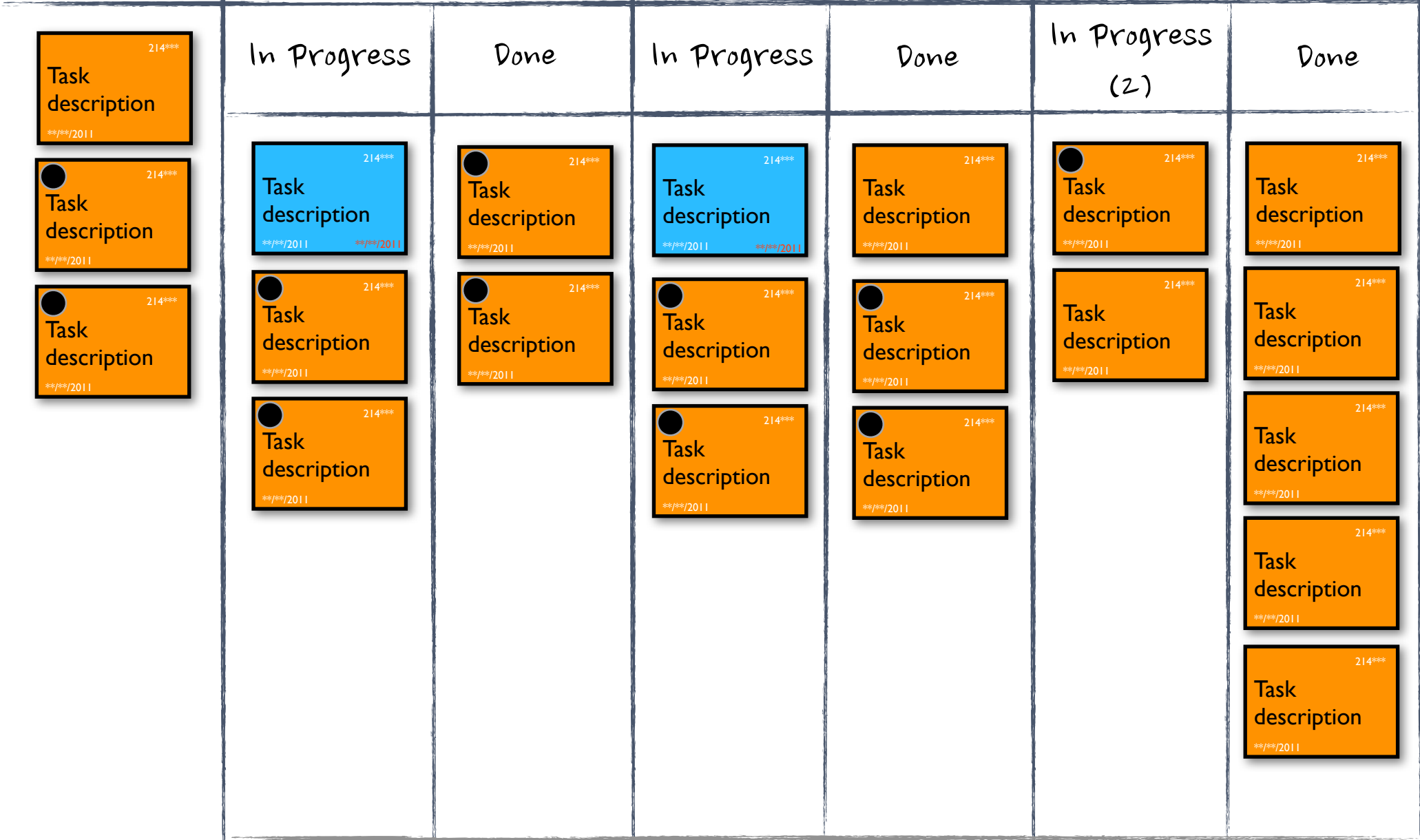
Demand (4)

Analysis (5)

Development (6)

Test

Released



- Definition of Done:
 - Goal is clear
 - First tasks defined
 - Story split, if necessary
- Definition of Done:
 - Code clean & checked in
 - Integrated & tested
 - Running on UAT env
- Definition of Done:
 - Customer accepted
 - Ready for production

Demand (4) Analysis (5) Development (6) Test Released

Task description
214***
**/2011

Task description
214***
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Task description
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In Progress

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In Progress
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Failure Demand

Definition of Done:

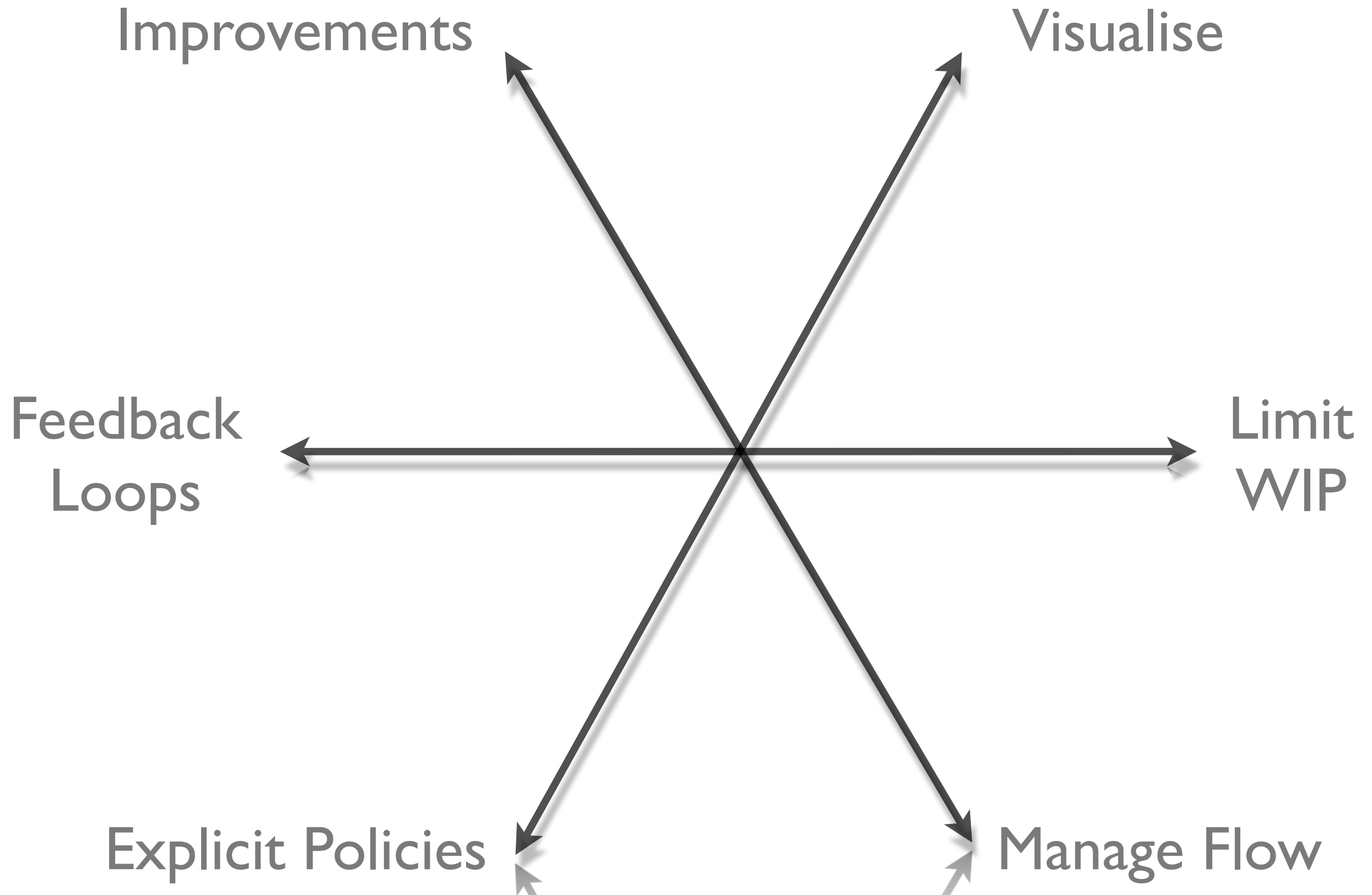
- Goal is clear
- First tasks defined
- Story split, if necessary

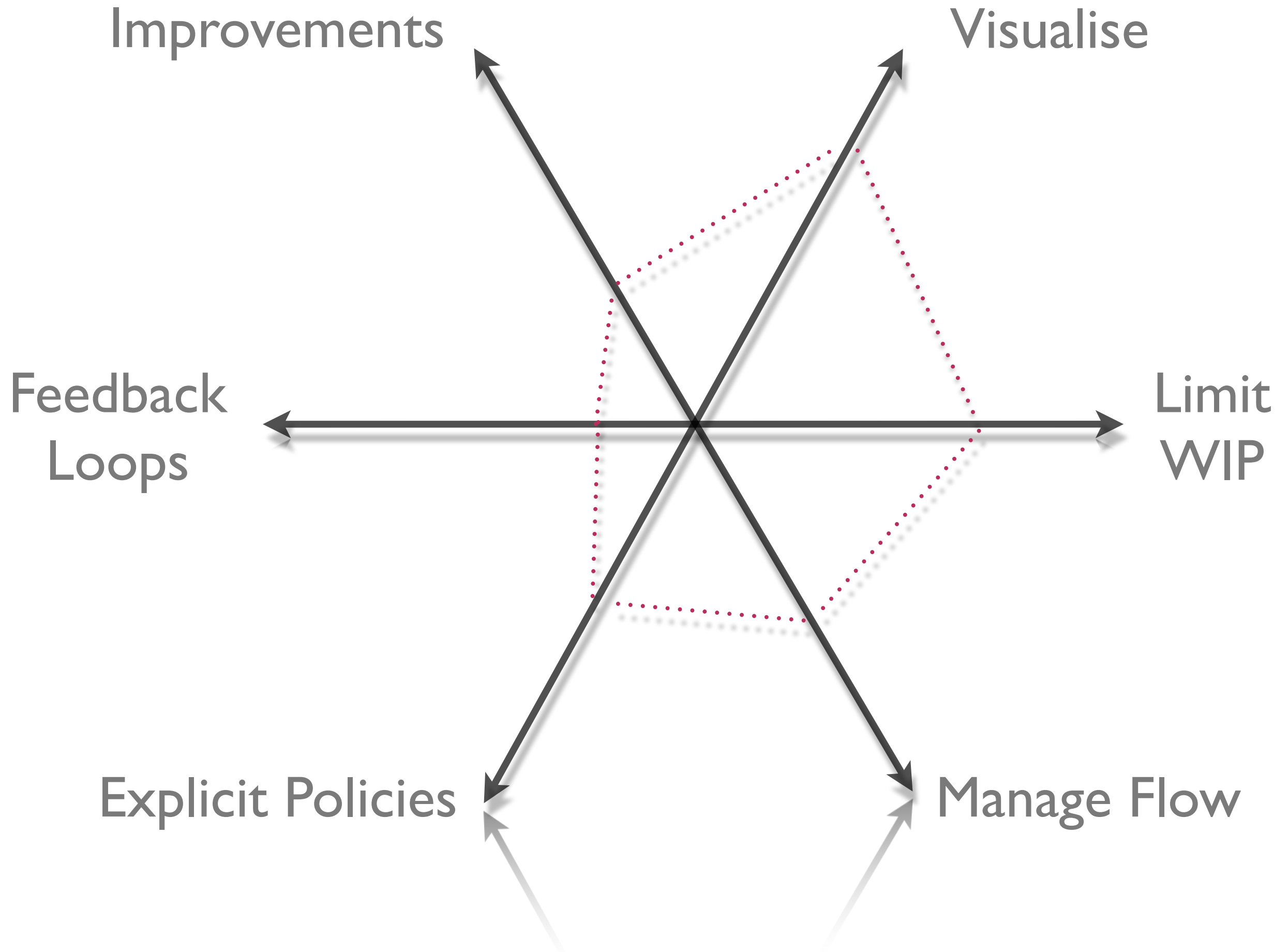
Definition of Done:

- Code clean & checked in
- Integrated & tested
- Running on UAT env

Transaction Cost

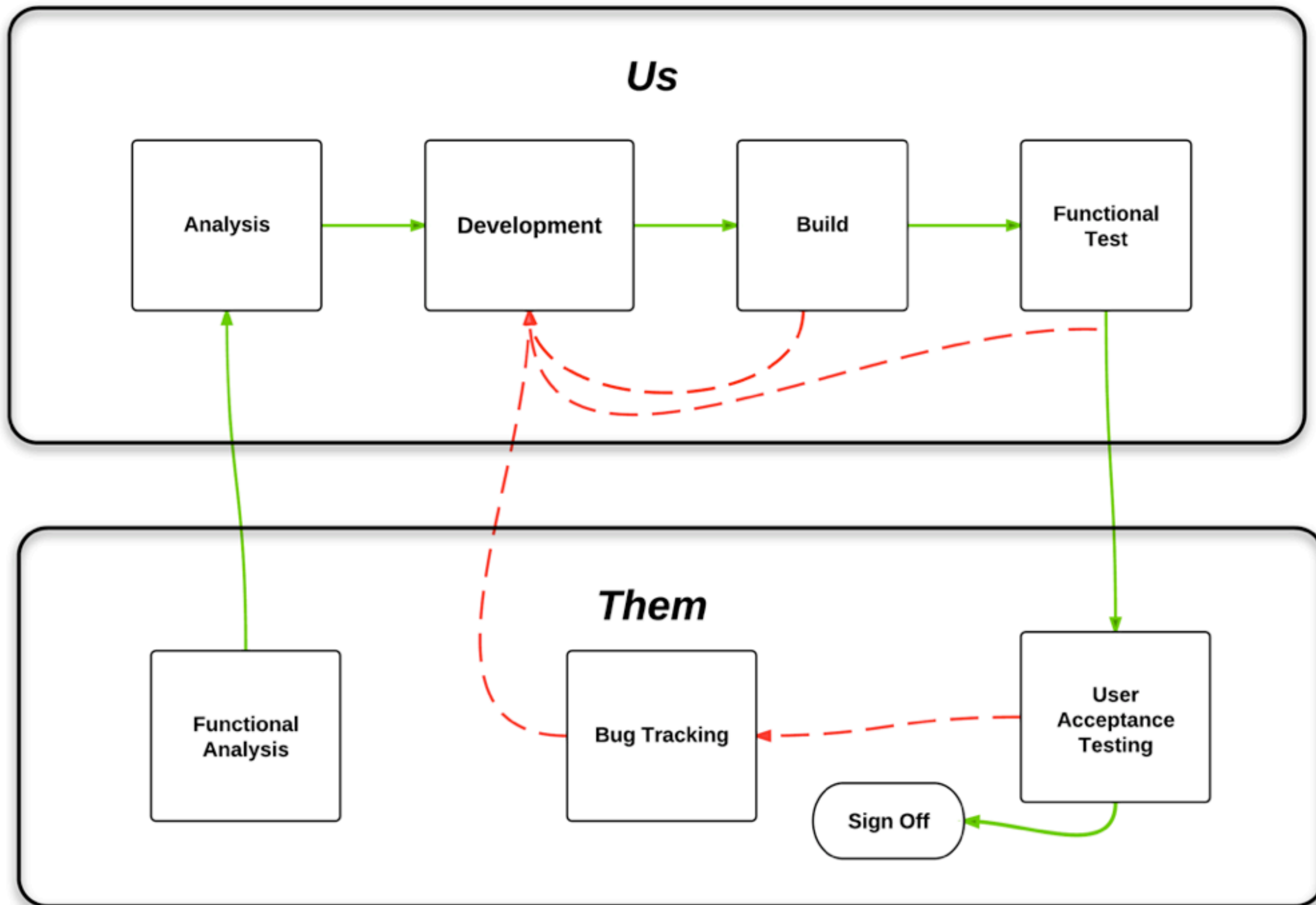
- Ready for production





what if?





[illegible]

Input	Analysis		Dev		Build	Test		UAT	Signed off
	Doing	Done	Doing	Done		Doing	Done		
Task description			Task description	Task description					
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Input	Analysis		Dev		Build	Test		UAT	Signed off
	Doing	Done	Doing	Done		Doing	Done		
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				Task description					
				Task description					

regular releases

stand up
meetings

user stories

retrospectives

common code
ownership

refactoring

tdd

Agile Toolkit

bdd

on site
customer

sustainable
pace

pair
programming

automated
acceptance testing

continuous
integration

regular releases

stand up
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user stories

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Agile Toolkit

bdd

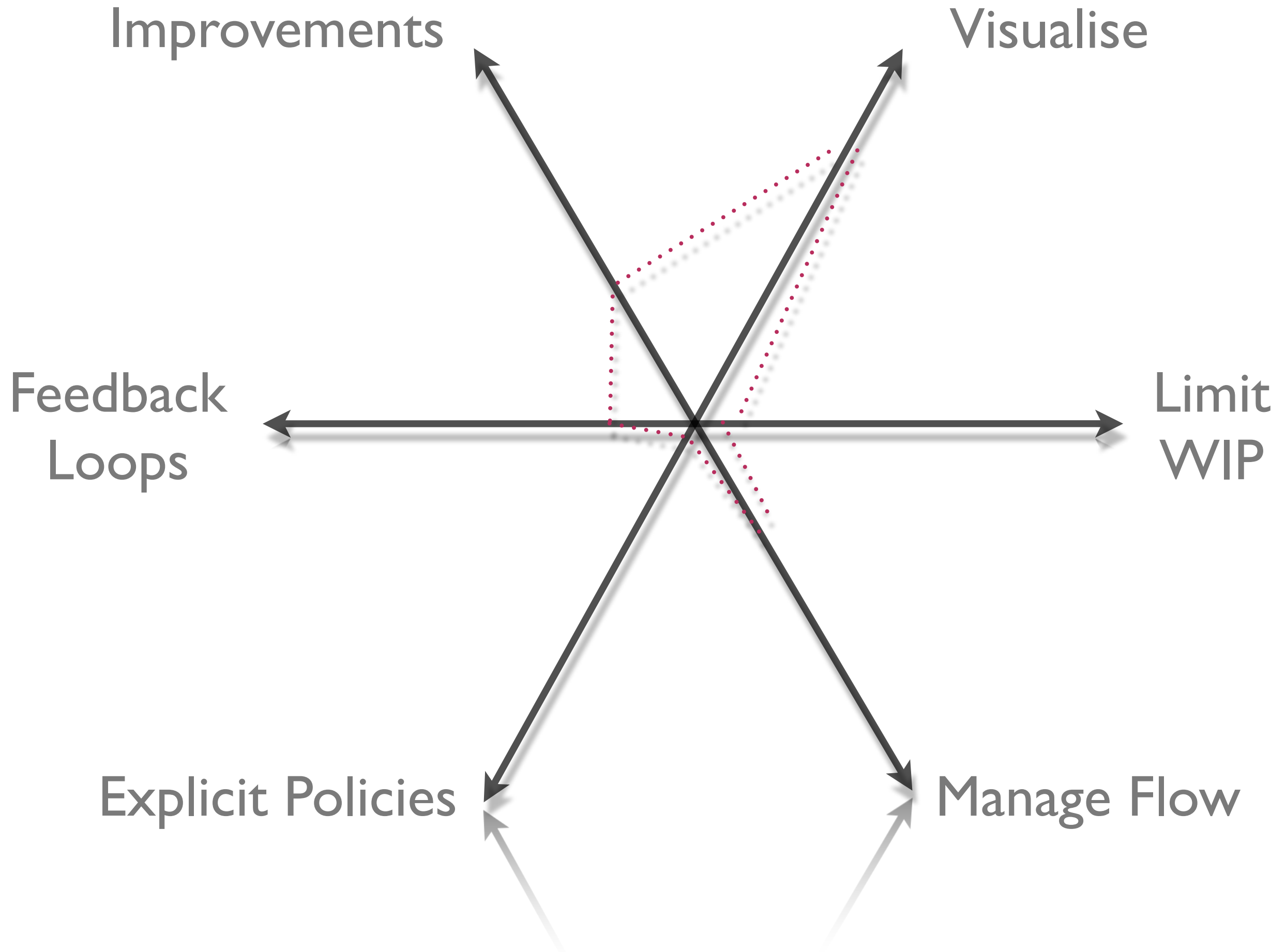
on site
customer

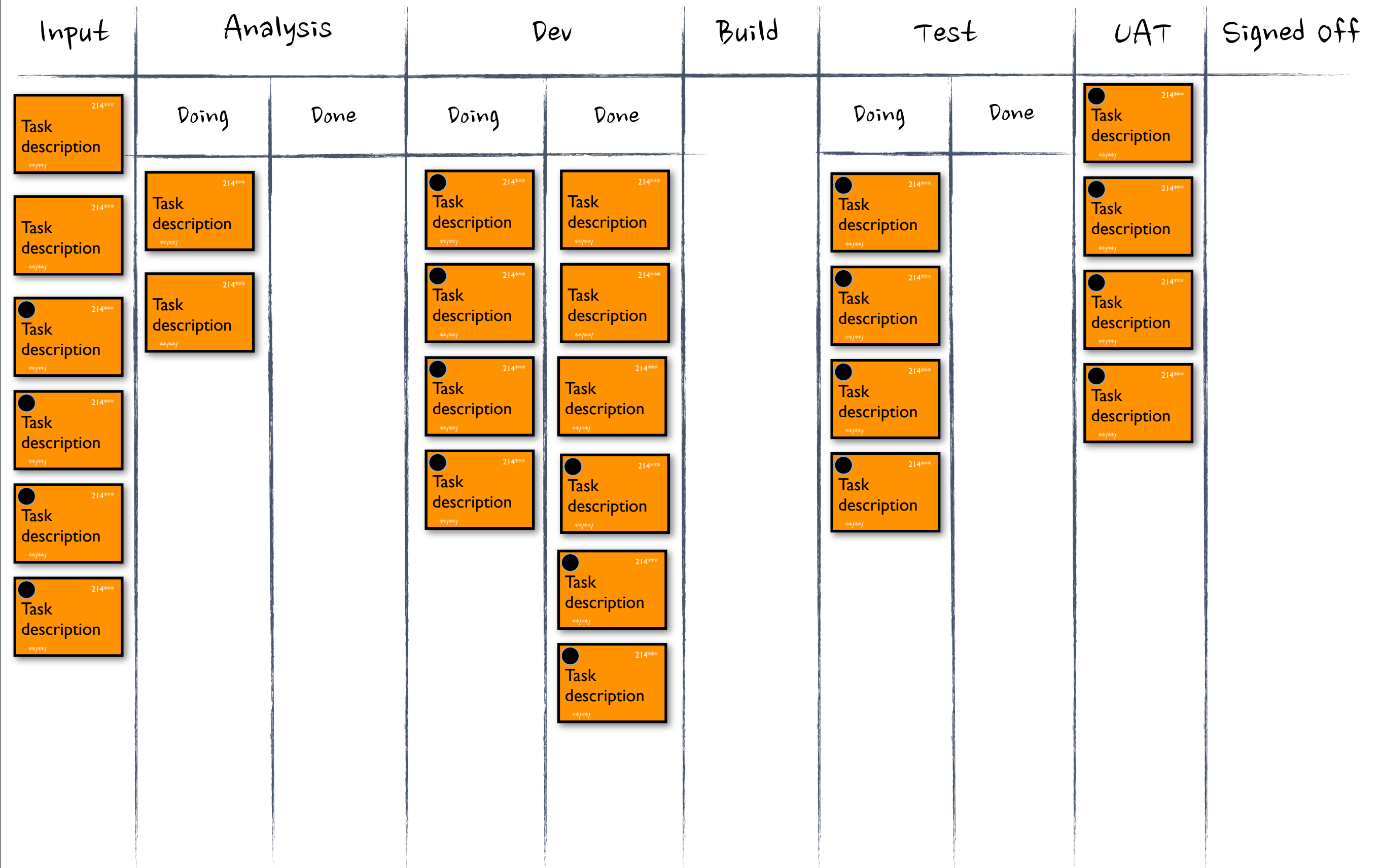
sustainable
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pair
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automated
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continuous
integration





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Agile Toolkit

bdd

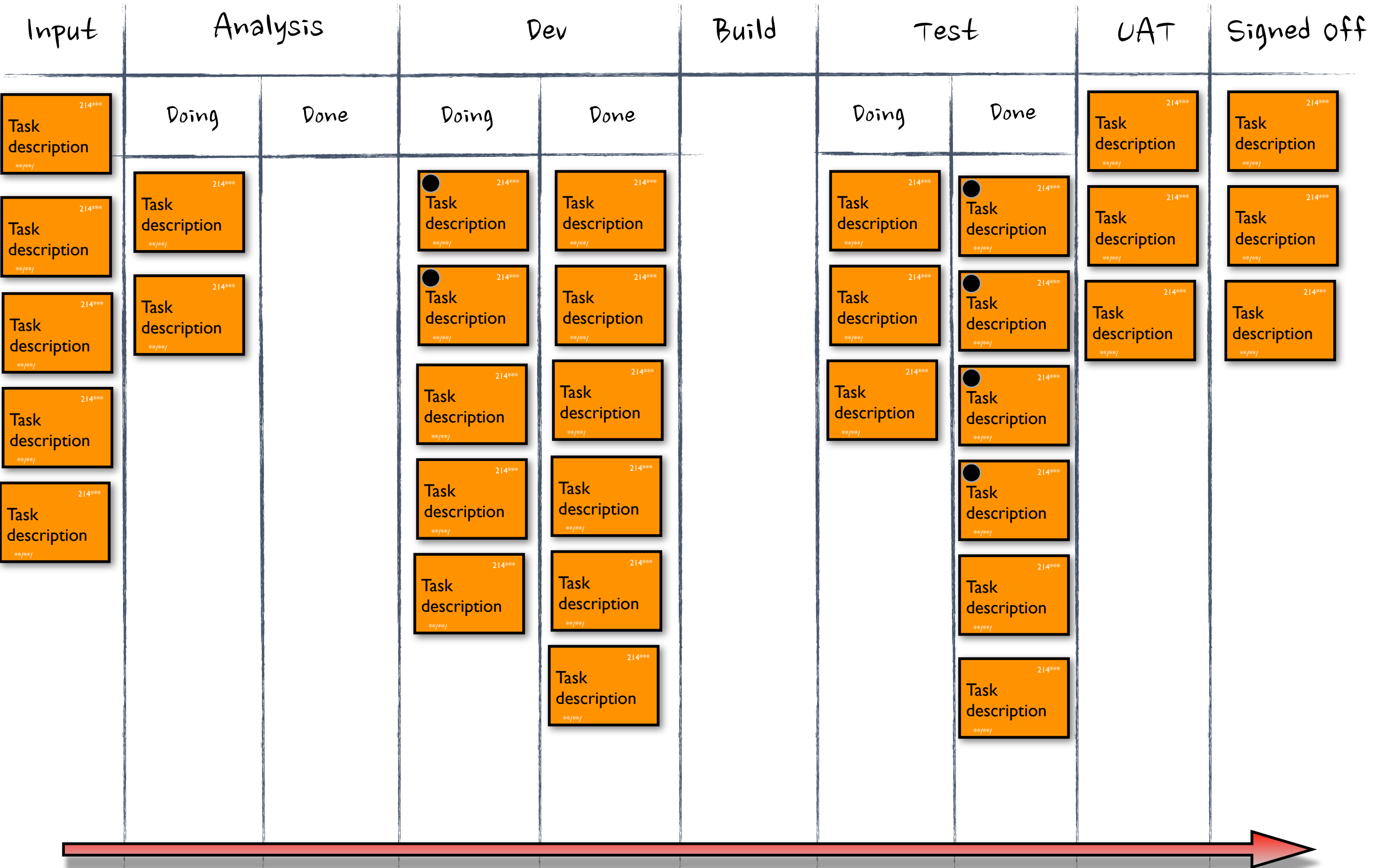
on site
customer

sustainable
pace

pair
programming

automated
acceptance testing

continuous
integration



unpredictable

regular releases

stand up
meetings

user stories

retrospectives

common code
ownership

refactoring

tdd

Agile Toolkit

bdd

on site
customer

sustainable
pace

pair
programming

automated
acceptance testing

continuous
integration

regular releases

stand up
meetings

user stories

retrospectives

common code
ownership

refactoring

tdd

Agile Toolkit

bdd

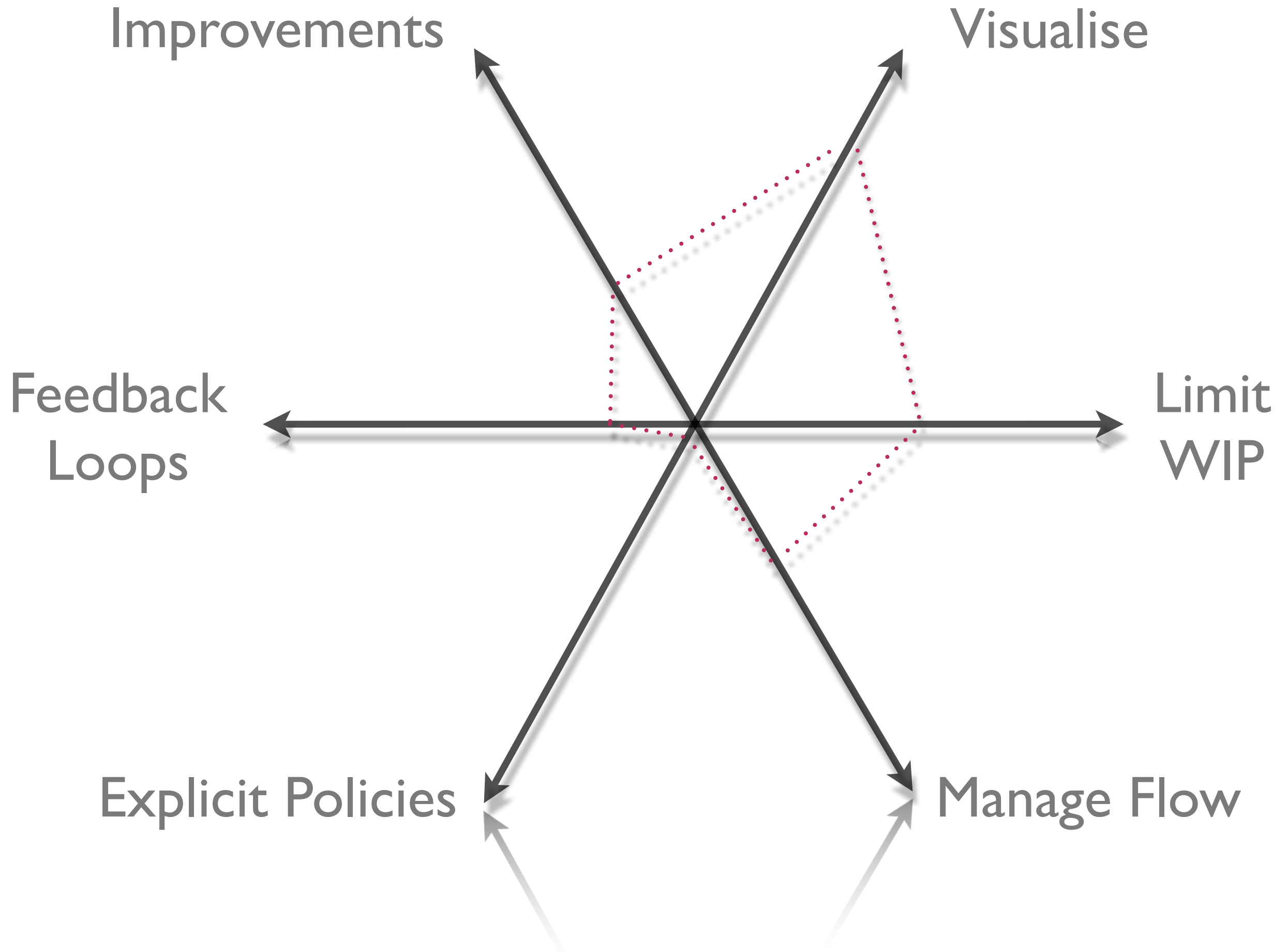
on site
customer

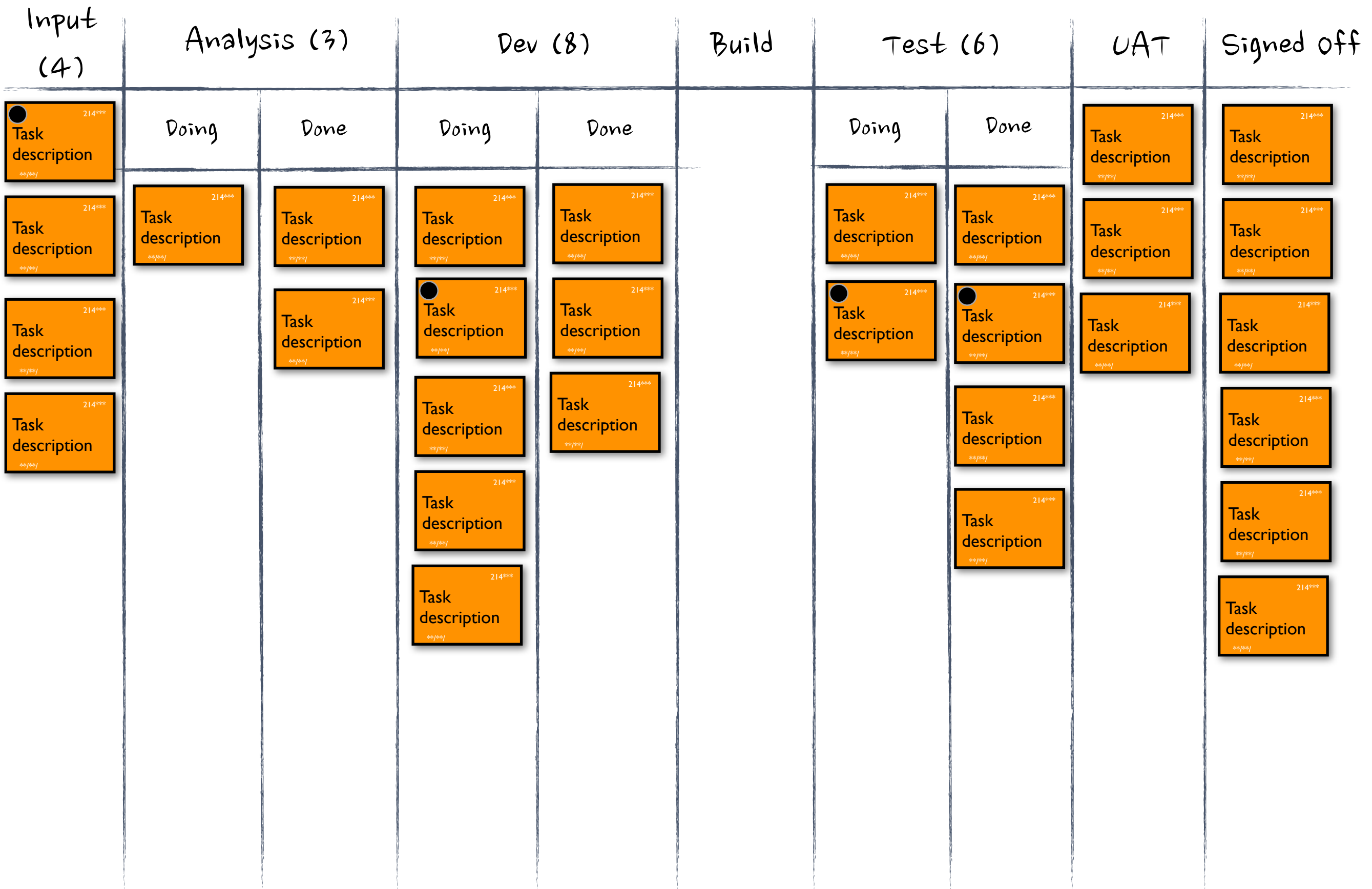
sustainable
pace

pair
programming

automated
acceptance testing

continuous
integration





Input (4)	Analysis (3)		Dev (8)		Build	Test (6)		UAT	Signed off
	Doing	Done	Doing	Done		Doing	Done		
Task description			Task description	Task description		Task description	Task description	Task description	Task description
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Input (4)	Analysis (3)		Dev (8)		Build	Test (6)		UAT	Signed off
	Doing	Done	Doing	Done		Doing	Done		
Task description			Task description	Task description		Task description	Task description	Task description	Task description
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Task description			Task description	Task description			Task description		Task description
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			Task description						Task description

regular releases

stand up
meetings

user stories

retrospectives

common code
ownership

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tdd

Agile Toolkit

bdd

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customer

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Agile Toolkit

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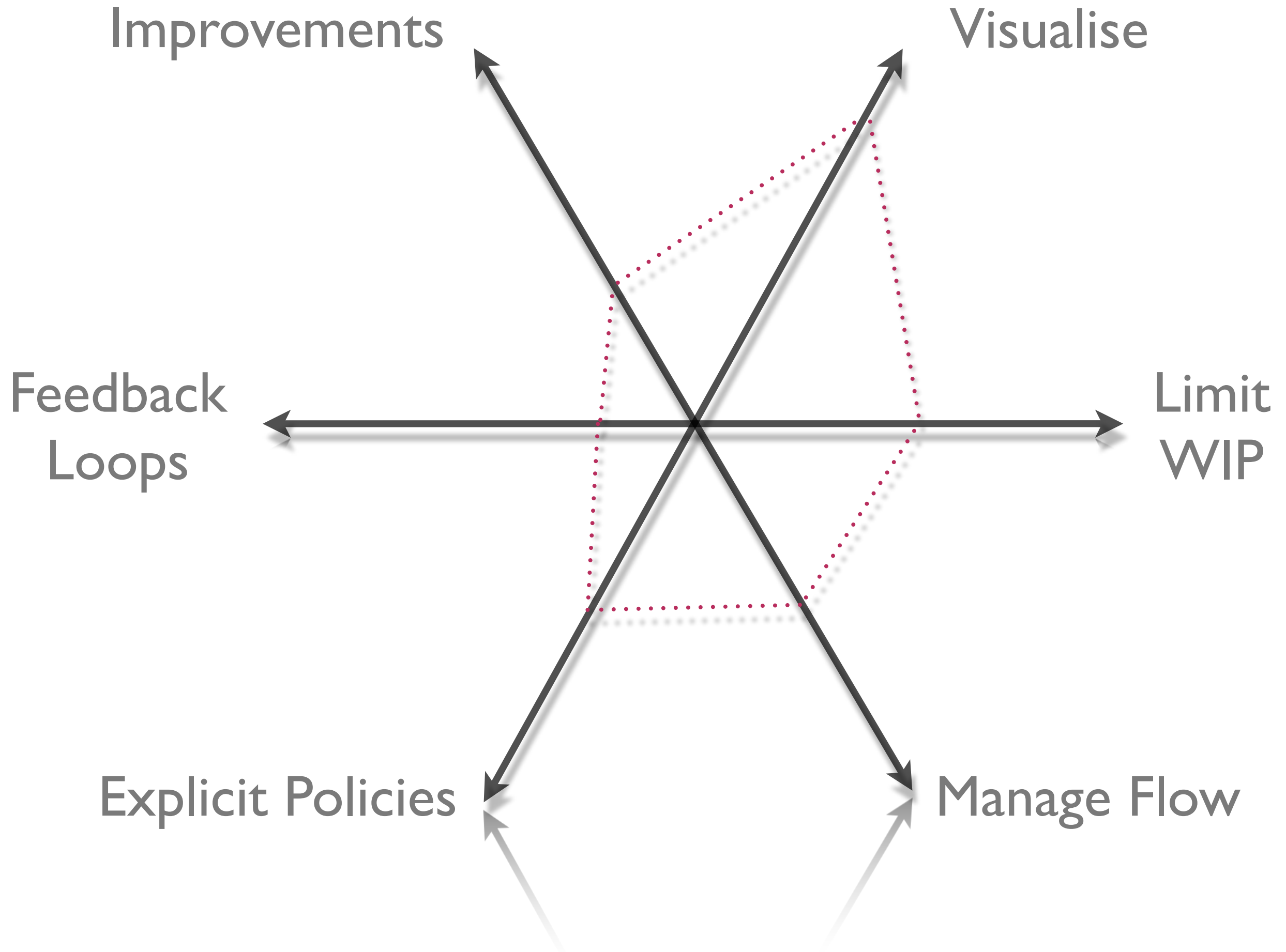
on site
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continuous
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Input (4)	Analysis (3)		Dev (8)		Build	Test (6)		UAT	Signed off
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	Definition of Done: - Goal is clear - Acceptance criteria		Definition of Done: - Code clean & checked in - Integrated & tested - Running on UAT env Pull Criteria: - Least familiar with		DoD: On UAT env	Definition of Done: Passes acc test			

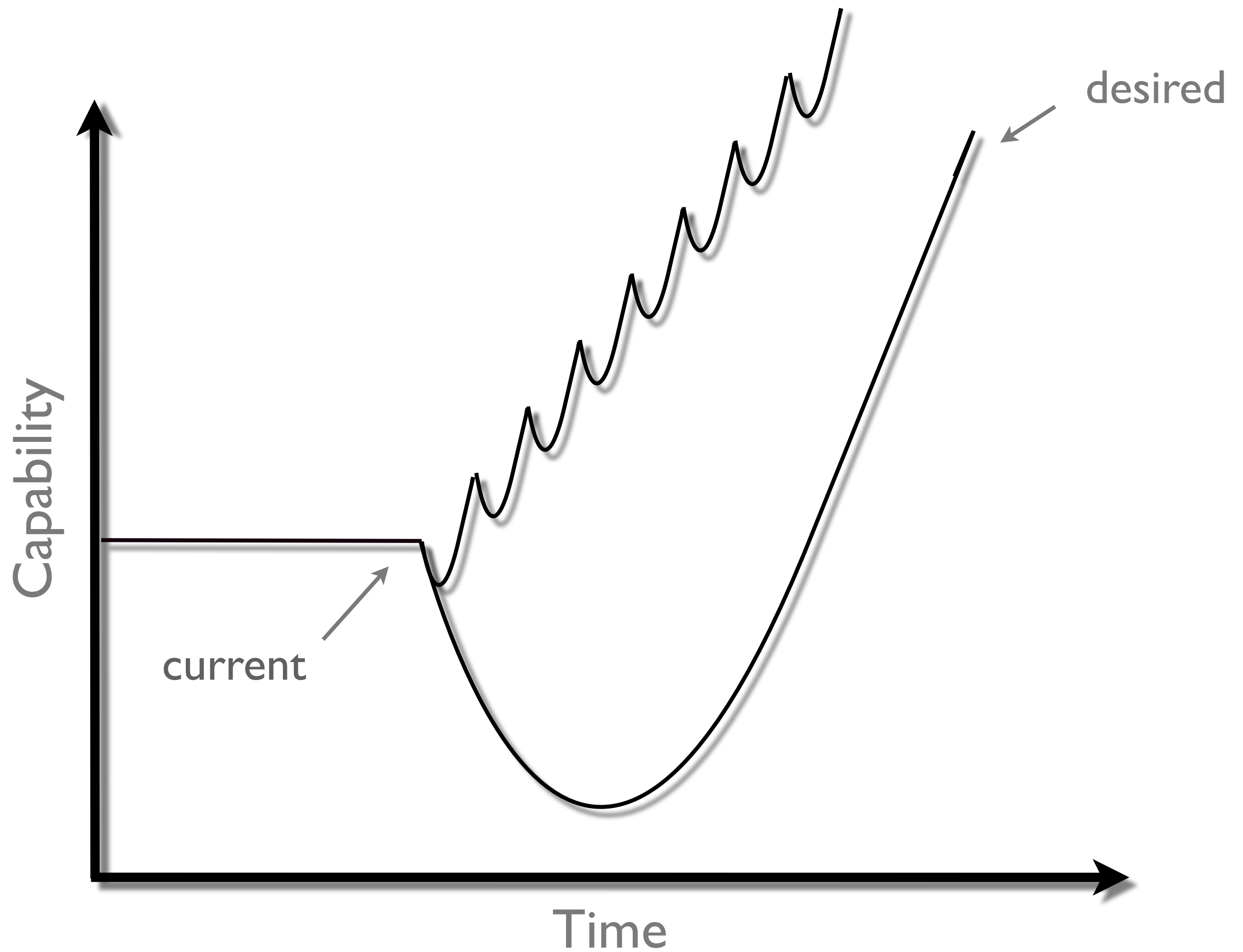
SO...

reduce the threat

by doing it collaboratively and with well understood reason

reduce the risk

by doing it incrementally



Questions?



September 21st & 22nd 2012
Dynamic Earth

www.leanagilescotland.com
[@LeanAgileScot](https://twitter.com/LeanAgileScot)