

# Agile FORUM

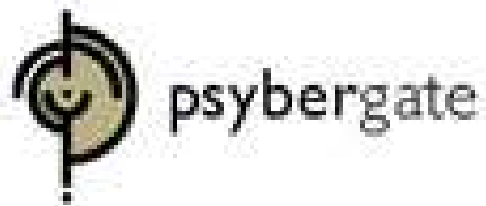


## Agile war stories

Presented by

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- JCSE - Joburg Centre for Software Engineering (JCSE)
  - three way partnership between government, academia and industry
  - based at Wits University,
  - positioned in focal point of a software development industry for
    - South Africa and
    - Africa
  - Supports “Joburg 2030 Vision”,

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- Johannesburg as a World Class city with service delivery and efficiencies that meet global best practice.
  - Promotes best practice in software development within an African context
  - Growing the country's capacity to deliver world class software
  - Developing research and training initiatives to strengthen the local software development industry

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- JCSE goals:
  - Improving processes: Promoting international best practice in Software Engineering within an African context.
  - Promoting investment: Establishing a business friendly environment that attracts investment in the local ICT industry.
  - Supporting transformation: Aligning with the objectives of the ICT Charter, to create new leaders and to encourage the growth of SMME's in the sector.
  - Encouraging innovation: Applied research, technology incubation and IP development.
  - Building capacity and skills: Educating experts to lead Africa's software development sector

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- JCSE activities
  - Courses
  - Laboratories
  - Start-up pre-incubation
  - SPIN (Software Process Improvement Network) and Agile forums
  - Research and promoting the adoption of the Capability Maturity Model Integration (CMMI®) process improvement model in South Africa.

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- Agile forum:
  - Process improvement / capacity building and skills development
  - Precompetitive gathering of individuals with an interest in Agile approaches to software development to share ideas and promote the concept

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- Agenda:
- Agile war stories / Case study discussion
  - Lisa Lyhne (Dariel Solutions)
  - Dimitri Vratsanos (Psybergate)
- Programme planning

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- Agile war story topics:
  - Agile gives customers what they really need, rather than what they thought they wanted.
  - Change in agile is free.
  - Agile means quicker and cheaper.
  - Agile is predicated on and continues to breed trust

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- Project 1:
  - Client
    - Corporate
    - Multi-tiered and siloed
    - Competitive business environment – huge pressure for rapid product development
    - No previous agile experience
    - COO liked Agile – thought that agile would be quicker and cheaper

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- Project 1:
  - Terms of engagement
    - Offsite team (PM, Analyst, 2 developers and Architect)
    - Monthly Retainer (6-12 month contract)

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- Project 1:
  - Project
    - Critical product - growth related
    - IT had already committed (delivery time and cost)
    - Commitment was based on incomplete spec and non-agile approach
    - Approach - Exploration, Planning, Iterations to release, Productionising

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- Project 1:
  - Experience
    - Exploration
      - Longer than usual – clash of traditional and agile
      - Longer than usual – no direct business involvement
      - Customer worry sets in – estimate not what was promised
      - Our worry sets in - estimate not what was promised / no real customer involvement

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- Project 1:
  - Planning
    - Longer than usual – larger group because of tiers and silos.
    - Customer worry exacerbated – complexity becomes evident and estimate now clearly not what was promised
    - Our worry sets exacerbated - estimate not what was promised / no real customer involvement
    - Release plan not committed to - Internal customer negotiation starts across tiers and silos

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- Project 1:
  - Iterations to release
    - Iteration 0 – goes well / largely architectural in nature
    - Iteration 1 and 2 - goes well / first bit of functionality produced
    - Customer negotiations still taking place – increased nervousness
    - Plug pulled in iteration 3 – bottom falls out the business case

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- Project 1:
  - Project post mortem
    - Customer experience extremely positive - quality
    - Clash of cultures (Agile vs Traditional / local vs distributed locus of control)
      - Customer involvement
      - Project governance
      - Customer perception - Agile is not RAD
    - Project success / failure?
    - Finally did do it using excel (?)

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- Project 2:
  - Client
    - Small entrepreneurial trio
    - Flat structured
    - No pressure for rapid product development
    - No previous agile experience
    - No preconceptions about agile

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- Project 2:
  - Terms of engagement
    - Offsite team (PM, Analyst, 2 developers and Architect)
    - Fixed price (tranche payments on milestones over 12 months)
  - Project
    - Innovative product – not necessarily fully conceptualised – change necessary
    - Approach - Exploration, Planning, Iterations to release, Productionising

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- Project 2:
  - Experience
    - Exploration
      - Goes well
        - Stories specified
        - Customer (partner) involved – commits to scope
    - Planning
      - Goes well
        - Stories refined
        - Customer (partner) involved – negotiates scope through prioritisation
        - Release plan committed to

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- Project 2:
  - Iterations to release
    - Goes well
      - Test driven development breeds confidence
      - Informative workspace sharpens predictability and focuses decisions
      - Energised work – positive vibe
      - Customer onsite – real time intervention
      - Continuous integration – rapid visibility
      - Iterative – planned process with metrics that feed informative workspace

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- Project 2:
  - Productionising
    - Not great
      - Non paying client

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- Project post mortem
  - Customer experience extremely positive
    - quality
    - gets what they want - investment value is obvious
  - Project management experience extremely positive - trust
  - Developer experience extremely positive
- CFO experience - dismal

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- Project 3:
- Client
  - Large corporate
  - Hierarchical and political
  - 94 branches, 1000s of users
  - Poor software disciplines
  - No previous agile experience
- Project
  - Replace green screen application that runs whole backoffice of business.
  - 5 year project
  - Replace major sub-sections of the application and take live

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- Project 3:
- Agile approach
  - MWID scoping up front
  - Work out detail of increments 1 / 2 increments in advance
- Findings
  - Scope management a nightmare!
  - Project taken too long – cost of change not understood
  - High degree of innovation
  - Customer delighted with results
  - SCAMPI C findings to focus on RD, REQM and PP

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- Programme planning

|    |  |              |
|----|--|--------------|
| 1  | Software development frameworks best suited to agile projects                          | Tools        |
| 2  | Software metrics, estimation and predictability in agile projects                      | Project Man. |
| 3  | Agile software development practices - Continuous integration, ...                     | Practices    |
| 4  | Tools that support agile projects (analysis, development, testing, project management) | Tools        |
| 5  | The applicability of traditional roles in agile projects                               | Project Man. |
| 6  | Agile software development approaches - SCRUM, XP, PSP/TSP, ...                        | Methodology  |
| 7  | Agile and its applicability in developing countries                                    | Business     |
| 8  | Agile and outsourcing (local and export considerations)                                | Business     |
| 9  | Agile case studies   | Business     |
| 10 | Agile and SOA  | Business     |
| 11 | Controlling and containing scope within an Agile project                               | Project Man. |
| 12 | Implementing agility across a distributed team   | Project Man. |
| 13 | Selling agile  | Business     |

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## Discussion and questions

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