

Agile in a nutshell

Introduction to a fascinating mindset



Why Agile?

What is Agile?

Agile is a mindset

5 key characteristics

Agility can not be planned

Modern Agile

Agile with Scrum

Incremental development

Convincing Senior Executives

Final word

Why Agile?

Because the 'industrial' paradigm showed its **inefficiency** (Standish, 2002)

Because Agile is designed to get rid out **flaws generated by the 'industrial' paradigm**

Because the 'Agile' paradigm gets **successful results**

(Kropp & Maier 2015 ; Elwer 2008)

Why Agile?

Because of **false assumptions**:

1. Customer *knows* what he wants
2. Developers *know* how to build it
3. *Nothing* will change along the way

Because **reality** is:

1. Customer *discovers* what he wants
2. Developers *discover* how to build it
3. *Many things* change along the way

What is Agile?

Agile is ...

- a structured and **iterative approach** to project management and product development,
- most commonly used for **software**

Agile makes it ...

- so deadlines are based on **velocity** and the **team's capacity**,
- setting everyone up for successful product delivery through **data-driven deadlines**

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

Get the 12 principles at:

<http://agilemanifesto.org/>

5 key characteristics common to Agile methods

People driven

Facilitation

Iterative-incremental process

Measuring success

Change

Agility can not be planned

Agility is ...

- the **state envisioned** by moving to Agile processes

Agility is ...

- the state of high **responsiveness**, speed and **adaptiveness**, while **controlling risks**

It serves to better deal with the **unpredictability**

- so **common** to the work of software development and to the markets that organizations operate within

Modern Agile



"Scrum has been a major contributor to a **consistent, repeatable**, 66 percent cycle **time reduction** in the creation of our work product."

"The nine-day sprint cadence provides **robust schedule predictability**.

This predictability has actually led to **less thrash in team requirements** as management seeks to avoid paying the interrupt tax.

We simply **don't miss deadlines** any more through aggressive management of priority and scope."

"Job **satisfaction** comes from **consistently hitting goals** established with velocity-based planning.

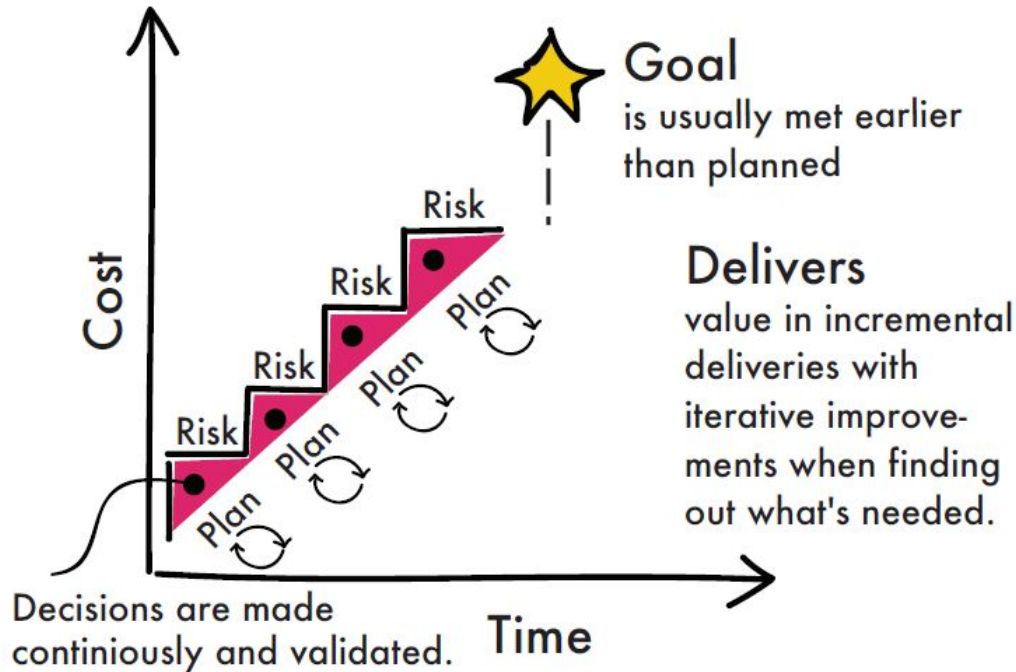
The team feels **incredible pride** in its **ability to make and meet commitments**.

Morale is much higher and the **sustainable pace** is greatly valued in the organization.

"Many, many traditional engineering practices and systems are being questioned as Scrum makes **inadequacies more visible**.

This has led us to invest in **additional infrastructure** to allow us to adopt even **more agile practices**."

Agile - or “Incremental Development”



Agile development, in its simplest form, offers a **lightweight framework** for helping teams, given a **constantly evolving functional and technical landscape**, maintain a focus on the **rapid delivery** of business value.

As a **result** of this focus, the benefits of Agile software development are that organizations are capable of significantly **reducing the overall risk** associated with software development.


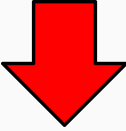
In particular, agile development accelerates the **delivery of initial business value**, and through a process of **continuous planning and feedback**, is able to **ensure that value is continuing to be maximized** throughout the development process.


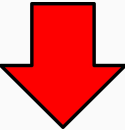
As a result of this **iterative planning and feedback loop**, teams are able to **continuously align the delivered software with desired business needs**, easily **adapting to changing requirements** throughout the process.

By measuring and evaluating status based on the **undeniable truth of working**, testing software, much more **accurate visibility** into the actual progress of projects is **available**.

Finally, as a result of following an agile process, at the conclusion of a project is a software system that **much better addresses the business and customer needs**.

 Iterative Design over Big up front Design 

 Experimentation over Elaborative Planning 

 Customer Feedback over Intuition 

 Collaborative work over One Hero 

Scrum Pocket Guide - by Gunther Verheyen

<http://www.vanharen.net/Samplefiles/9789087537203SMPL.pdf>

Agile Success Factors - A qualitative study about what makes agile projects successful - Kropp, M., Meier, A. - May 2015

<http://www.swissagilestudy.ch/files/2015/05/AgileSuccessFactors2014.pdf>

Agile Project Development at Intel: A Scrum Odyssey by Pat Elwer, Intel Corporation

<http://scrumtrainingseries.com/Intel-case-study.pdf>

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Nicolas Casel

IT Manager / Scrum Master

nicolas.casel@yahoo.com

<http://nicocasel.net/>