

right back to the core principles, a very lightweight version of XP or SCRUM.

Of course, as a component evolves and we start to understand it more then our focus changes. Sometime during the stage of custom built we switch and start to think about creating a product. Whilst we may continue to use underlying techniques such as XP or SCRUM, our focus is now on reducing waste, improving measurements, learning and creating that first minimal viable product. We start to add artefacts to our methodology and the activity has more permanence about it as it undergoes this transition. We've stopped exploring the uncharted space and started concentrating on what we've found. Today, Lean tends to rule the waves here though back in 2005 we were struggling to find something appropriate. The component however will continue to evolve becoming more widespread and defined as it approaches the domain of industrialised volume operations. Our focus again switches but this time to mass production of good enough which means reducing deviation. At this point, Six Sigma along with formalised frameworks such as ITIL then start to rule the waves. Any significant system will have components at different stages of evolution. At any one moment in time, there is no single method that will fit all.

Unfortunately, most companies have no map of their environment. They are unaware of these climatic patterns other than in a vague sense and so they tend to plummet for a one size fits all method. The arguments are usually supported by some sort of outcome bias i.e. this method worked well for this particular project and hence it is assumed that it works well for every project. All of these project methods have