

The given paper states the observations on balancing Discipline and Agility. The author has identified six major observations for the same and they are stated as follows:

1. No Agile or Plan-Driven Method - The Agile methods handle changeability and invisibility whereas the plan driven approach handles conformity and invisibility by investing in extensive documentation.
2. Agile and Plan-Driven Method Home Grounds – The author has identified five critical decision factors : Size, Criticality, Dynamism, Culture and Personnel.
3. Future Applications will need both Agility and Discipline - As per the observation of the author there will be a higher premium on having on having methods available that combine agility and discipline in desired ways.
4. Some Balanced methods are emerging – There are agile methods like DSDM and Lean Development which have emerging approaches for achieving balance. Its not at all spoon-fed and each project will need proper thought to be applied for a particular situation.
5. Build up for own Method – Plan Driven approach are designed to be tailored down to fit a particular situation however non-experts need to play safe and build up their own method for a particular task at hand.
6. Focus less on methods and more on People, Values, Communication, and Expectation Management - This point is extremely essential and definitely there should be more focus on People, Values, Communication and Expectation Management. More than the values the focus should be on people for the huge variety of options that are provided due to the various skills that people have. The values that the people have and the communication between them is more important that the methods as that can lead to brainstorming in turn giving rise to new innovative ideas which can be helpful in the long run. Expectation Management is extremely important as the developers can convince their customers to have a rain check on their expectation and come to a common ground where both of them are satisfied with the work that is being done. Both agile development and plan driven productivity calibration are keys to successfully managing software expectations.

I agree with the author when he says that while every one of the strategies has an unequivocal home ground, methodologies are rising for incorporating them so as to exploit their qualities while dodging their shortcomings. This is healthy for the growth of software development.

