

Sustainable Pace

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Definition

The team aims for a work pace that they would be able to sustain indefinitely.

This entails a firm refusal of what is often considered a "necessary evil" in the software industry – long work hours, overtime, or even working nights or weekends. As such this "practice" is really more of a contract negotiated between the team and their management.

Also Known As

The term "sustainable pace", more general, was proposed by Kent Beck himself in replacement of the original "40 hour week" denomination for this [Extreme Programming](#) practice.

Expected Benefits

The Agile mindset views recourse to overtime, other than on an exceptional basis, as detrimental to productivity rather than enhancing it. Overtime tends to mask schedule, management or quality deficiencies; the Agile approach favors exposing these deficiencies as early as possible and remedying their underlying causes, rather than merely treating the symptoms.

Academic Publications

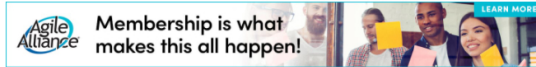
There is a consensus that research in manufacturing industries [generally shows](#) that overtime has a detrimental impact on productivity.

Some caveats apply when transposing this to software development; one [review](#) considers the research in this area inconclusive; even defining the term "productivity" is [problematic](#) in the context of knowledge work; few studies appear to have been conducted that apply specifically to overtime among knowledge workers.

[Several articles](#) and industry [presentations](#) have made a strong case against overtime in the software development context, and provide further references to published academic research.



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PEOPLE

Adam Yuret

Don't just do something, stand there! Why?

What did you do yesterday? What will you do today? What's getting in your way? Three questions commonly asked at Daily Scrum meetings imply experience.

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Mark Kilby

Remote Agile: Distributed Agile Teams

Learn how Sonatype successfully used Scrum with completely distributed teams spread across multiple time zones for an open source product line.

[distributed team](#) [remote2020](#) [+2](#)

TECHNOLOGY

Ron Quarrel 5/4/16

Iterating Toward Legacy - Scrum's Achilles Heel

On a long term software project / large product, Scrum (done poorly) creates technical debt. Too much technical debt left unpaid results in a Legacy System.

[sustainable pace](#) [technical debt](#) [+1](#)

FRAMEWORK

Ben Blanquera

Agile, Scrum, Lean, and SAFe Frameworks

Turning around a failing enterprise Commercial Off The Shelf Implementation with a delivery methodology using elements from agile, scrum, lean, and SAFe.

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BUSINESS

Richard Dolman

Backlog Refinement gets no respect

This session explores practices that help requirements emerge, and explains why conversation makes Backlog Refinement a must-do team learning activity.

[backlog refinement](#) [subscriber](#) [+1](#)

PROCESS

Jake Calabrese 10/7/15

How Agile Goes Bad, Blame, and Options

Does this sound familiar? We have someone asking the obvious question. "Why would we say we will do something we know we can't accomplish?" Well...

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