Three Process Models

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AMOS C02

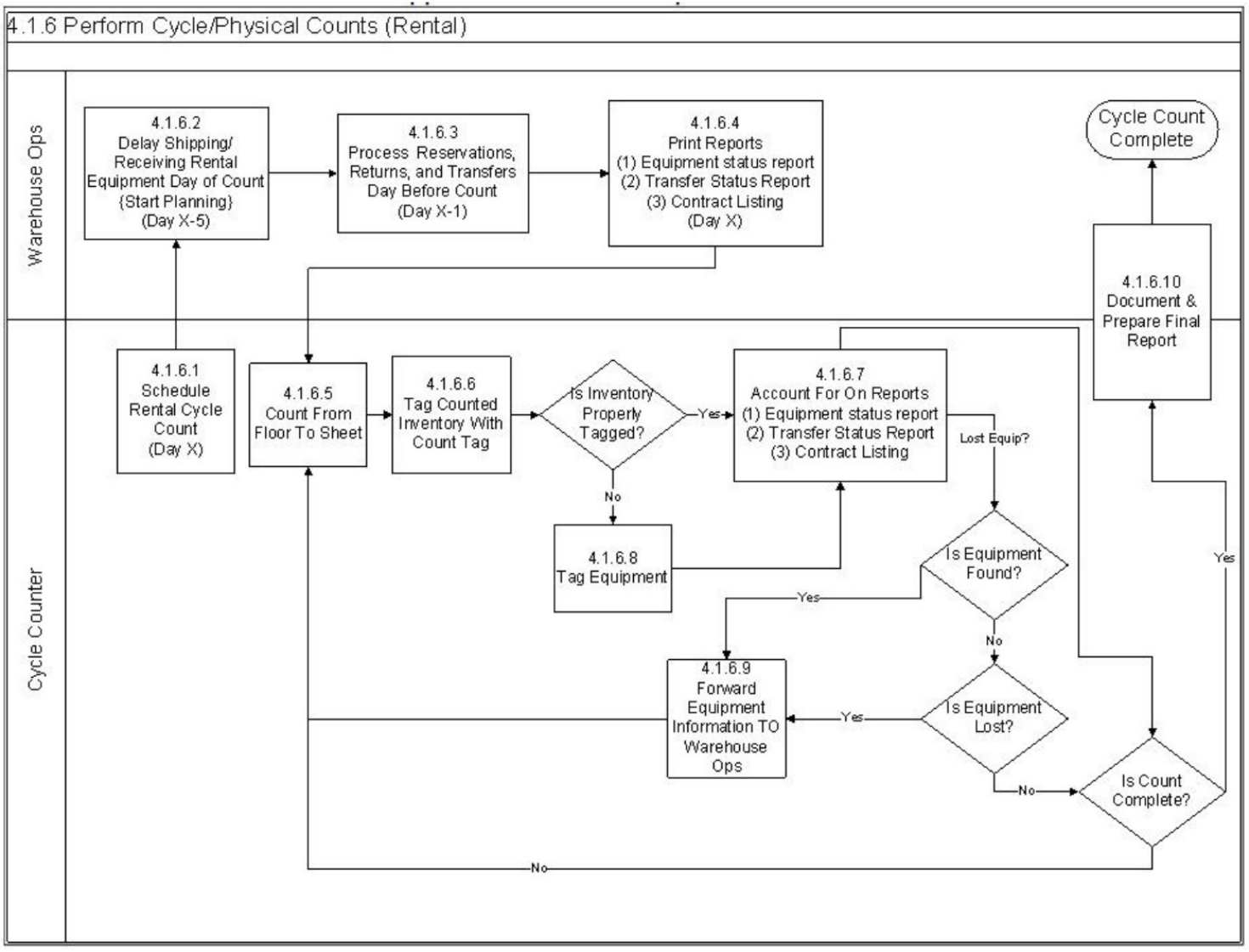
Agenda

1. Process models
2. Plan-driven development
3. Agile methods
4. Inner source

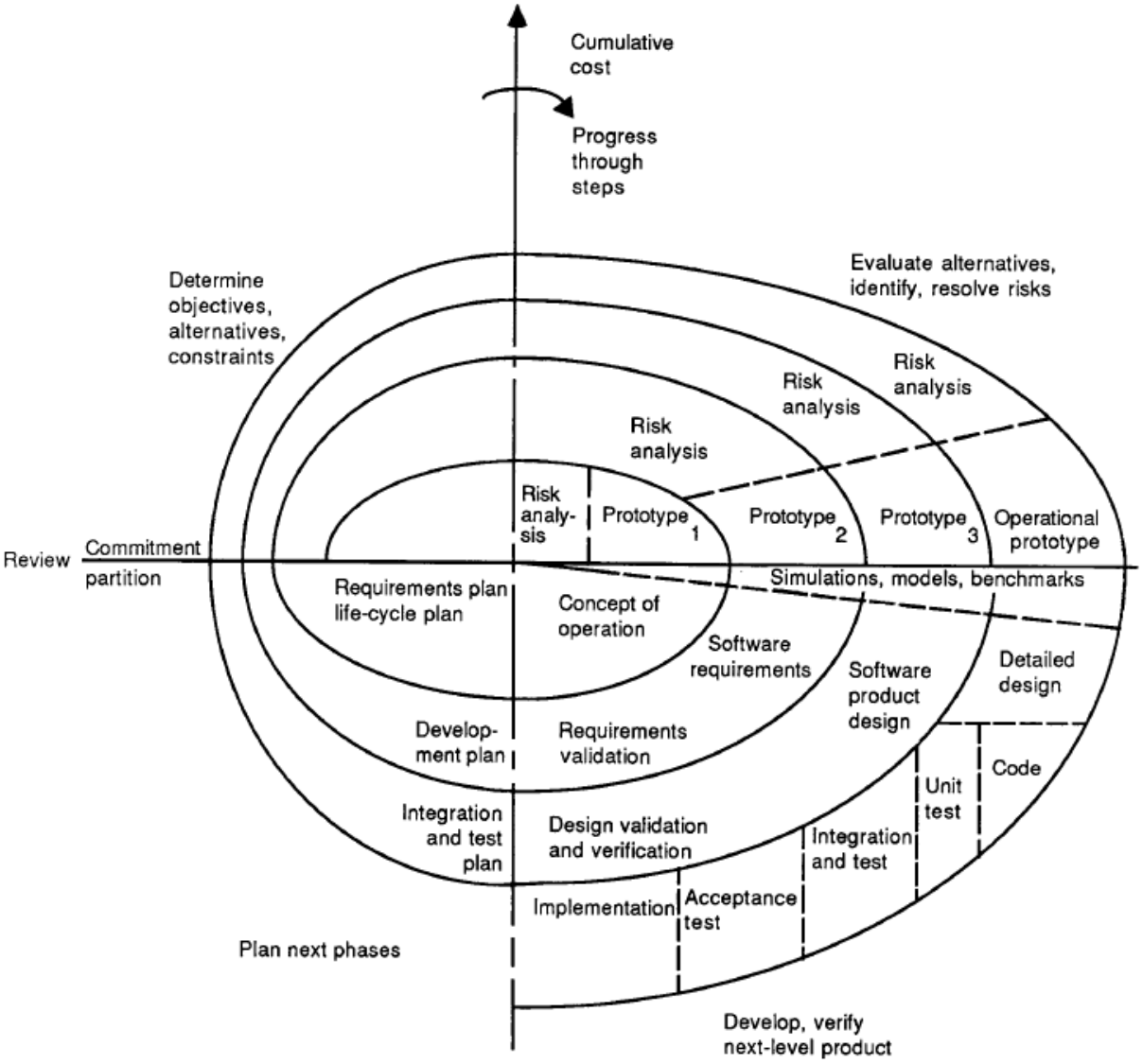
1. Process Models

Software Process Model [DR]

- A **software process**
  - Is a **process** performed with goal of creating and evolving software
- A **software process model**
  - Is a **model** of a **software process**
- Software process **model elements**
  - Comprises **roles, practices, and artifacts** that describe the **valid software process instances**


4.1.6 Perform Cycle/Physical Counts (Rental)
Warehouse Ops
Cycle Counter
4.1.6.2 Delay Shipping/ Receiving Rental Equipment Day of Count {Start Planning} (Day X-5)
4.1.6.3 Process Reservations, Returns, and Transfers Day Before Count (Day X-1)
4.1.6.4 Print Reports (1) Equipment status report (2) Transfer Status Report (3) Contract Listing (Day X)
Cycle Count Complete
4.1.6.10 Document & Prepare Final Report
4.1.6.1 Schedule Rental Cycle Count (Day X)
4.1.6.5 Count From Floor To Sheet
4.1.6.6 Tag Counted Inventory With Count Tag
Is Inventory Properly Tagged?
Yes
No
4.1.6.7 Account For On Reports (1) Equipment status report (2) Transfer Status Report (3) Contract Listing
Lost Equip?
4.1.6.8 Tag Equipment
Is Equipment Found?
Yes
No
4.1.6.9 Forward Equipment Information TO Warehouse Ops
Is Equipment Lost?
Yes
No
Is Count Complete?
Yes
No

[B88]

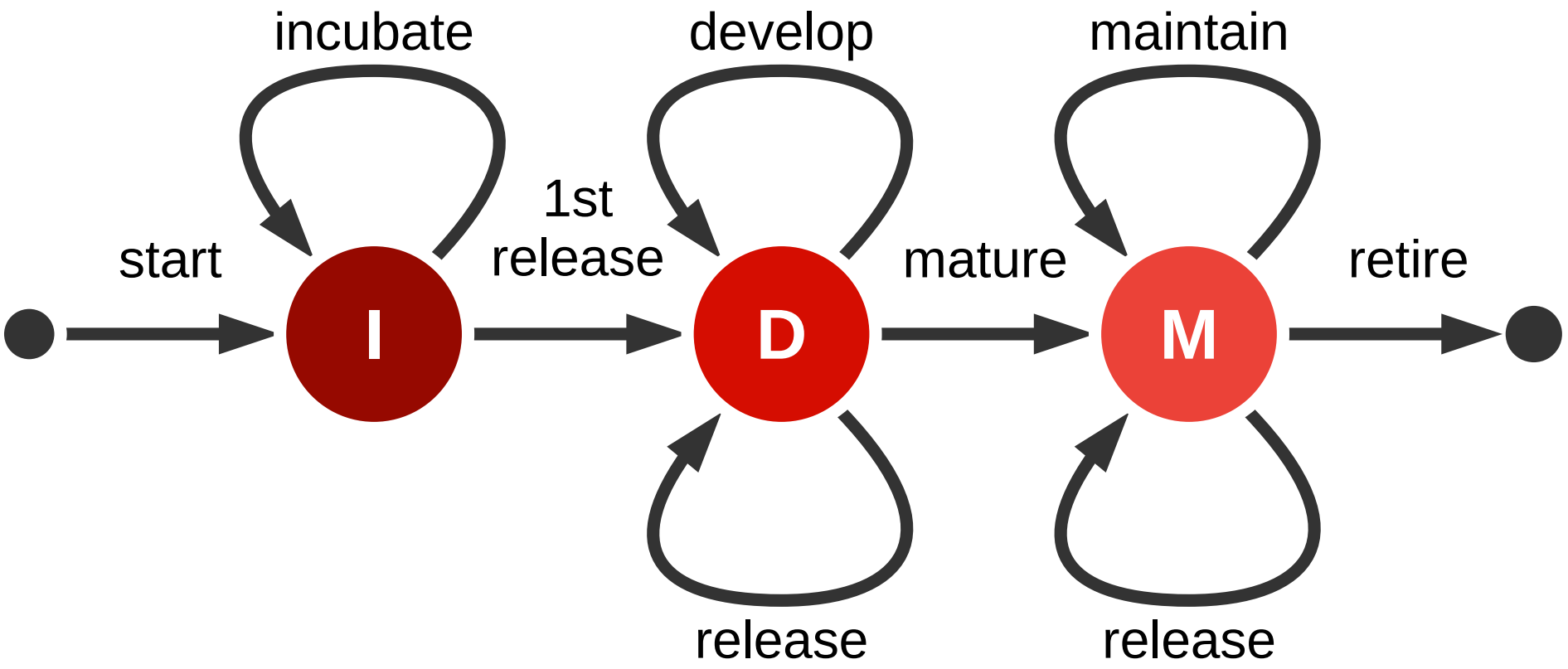

Cumulative cost
Progress through steps
Determine objectives, alternatives, constraints
Evaluate alternatives, identify, resolve risks
Risk analysis
Risk analysis
Risk analysis
Risk analy-sis
Prototype 1
Prototype 2
Prototype 3
Operational prototype
Review
Commitment partition
Simulations, models, benchmarks
Requirements plan life-cycle plan
Concept of operation
Software requirements
Software product design
Detailed design
Develop-ment plan
Requirements validation
Code
Unit test
Integration and test plan
Design validation and verification
Integration and test
Implementation
Acceptance test
Plan next phases
Develop, verify next-level product

Project Management Frameworks

Key Activities in Software Engineering

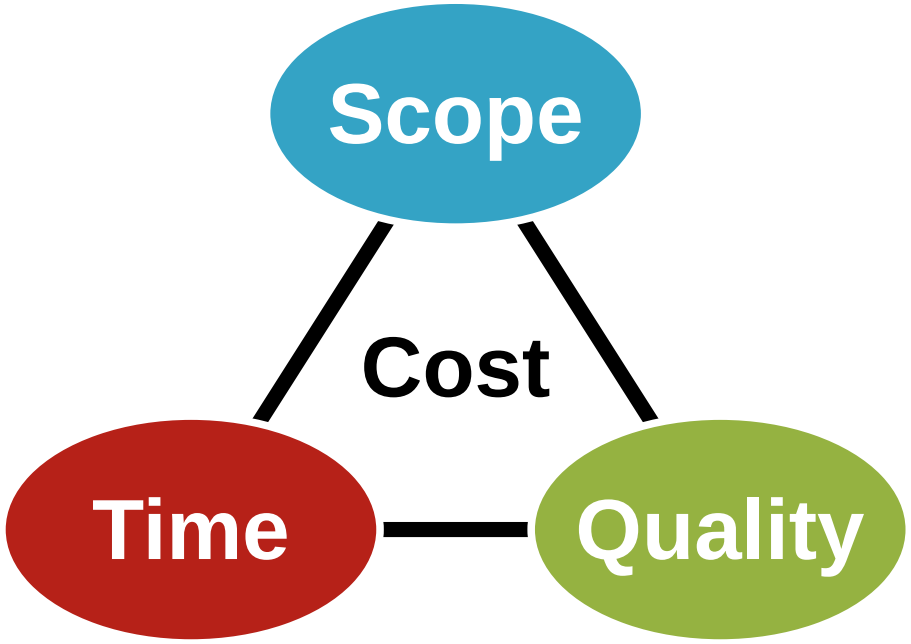
1. Planning
2. Execution
3. Review
4. Release

Example of a Software Product Life-Cycle



I: Incubation
D: Development
M: Maintenance

(One Version of) The Magic Triangle



Cost is usually assumed fixed (defined team).

Because “adding manpower to a late project makes it later.” [B75]

Three Process Models

1. Plan-Driven
2. Agile Methods
3. Inner Source

2. Plan-driven Development

Plan-Driven Development

- Linear, phase-oriented, software process models
  - Intend to minimize risk through up-front planning
  - Expect only one iteration, start to finish, not many
  - Equate phases with activities
- Examples: Waterfall, V-Modell, RUP

The Waterfall Model [R04]

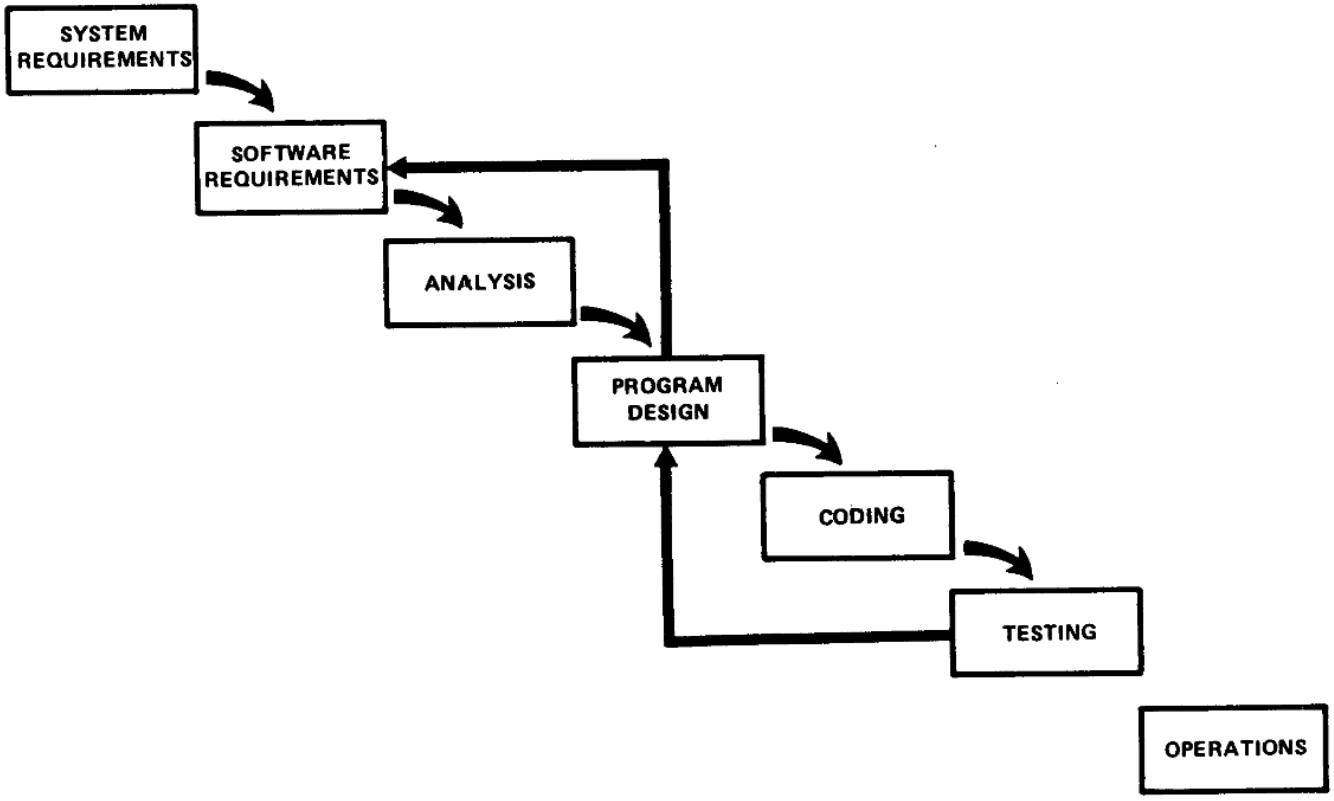


Figure 4. Unfortunately, for the process illustrated, the design iterations are never confined to the successive steps.

Planning in Plan-Driven Development

- Project definition
- Requirements analysis
- System analysis
- Contract negotiation
- ...

Execution in Plan-Driven Development

- Architecture definition
- System design
- User interface design
- Implementation
- Integration
- ...

Review in Plan-Driven Development

- System test
- Acceptance test
- Contract validation
- ...

Release in Plan-Driven Development

- Hand-over
- Deployment
- ...

About The Conference

Date: April 1, 2006

Location: Niagara Falls, NY

Register Now

Interview with Scott Ambler

Keynotes

Put Testing Where It Belongs--At the End by Brian Marick

Dead Fish Can't Swim But They Can Float Down a Waterfall by Tim Lister

Extreme Programming Uninstalled by Ron Jeffries

Super Model Driven Architecture: An Update From the OMG by Tyra Banks

Contact Information

Waterfall 2006

After years of being disparaged by some in the software development community, the waterfall process is back with a vengeance. You've always known a good waterfall-based process is the right way to develop software projects. Come to the Waterfall 2006 conference and see how a sequential development process can benefit your next project. Learn how slow, deliberate handoffs (with signatures!) between groups can slow the rate of change on any project so that development teams have more time to spend on anticipating user needs through big, upfront design.

Attend these valuable tutorials:

- Take Control of Your Team's Decisions NOW! by Ken Schwaber
- Avoiding the Seven Pitfalls of Lean by Mary Poppendieck
- Pair Managing: Two Managers per Programmer by Jim Highsmith
- Two-Phase Waterfall: Implementation Considered Harmful by Robert C. Martin
- User Interaction: It Was Hard to Build, It Should Be Hard to Use by Jeff Patton
- FIT Testing In When You Can; Otherwise Skip It by Ward Cunningham
- The Joy of Silence: Cube Farm Designs That Cut Out Conversation by Alistair Cockburn
- wordUnit: A Document Testing Framework by Kent Beck
- Slash and Burn: Rewrite Your Enterprise Applications Twice a Year by Michael Feathers
- Very Large Projects: How to Go So Slow No One Knows You'll Never Deliver by Jutta Eckstein
- Eliminating Collaboration: Get More Done Alone by Jean Tabaka
- Retrospectives: Looking Back...Looking Aaaall the Way Back by Diana Larsen

Aphorisms on Predicting and Planning

- **“Prediction is very difficult, especially about the future.”**
  - Attributed to Niels Bohr, date unknown
- **“Kein Plan überlebt die erste Feindberührung.”**
  - Helmuth (Karl Bernhard) von Moltke, date unknown
- **“Plans are worthless, but planning is everything.”**
  - Dwight D. Eisenhower, Nov 14, 1957

Lesson from Plan-Driven Development

Phases ≠ Activities

(Activity = performing a practice)

3. Agile Methods

Video on Predictability of Processes

[1] See https://youtu.be/D7rbiLNf-JI

Video Lesson

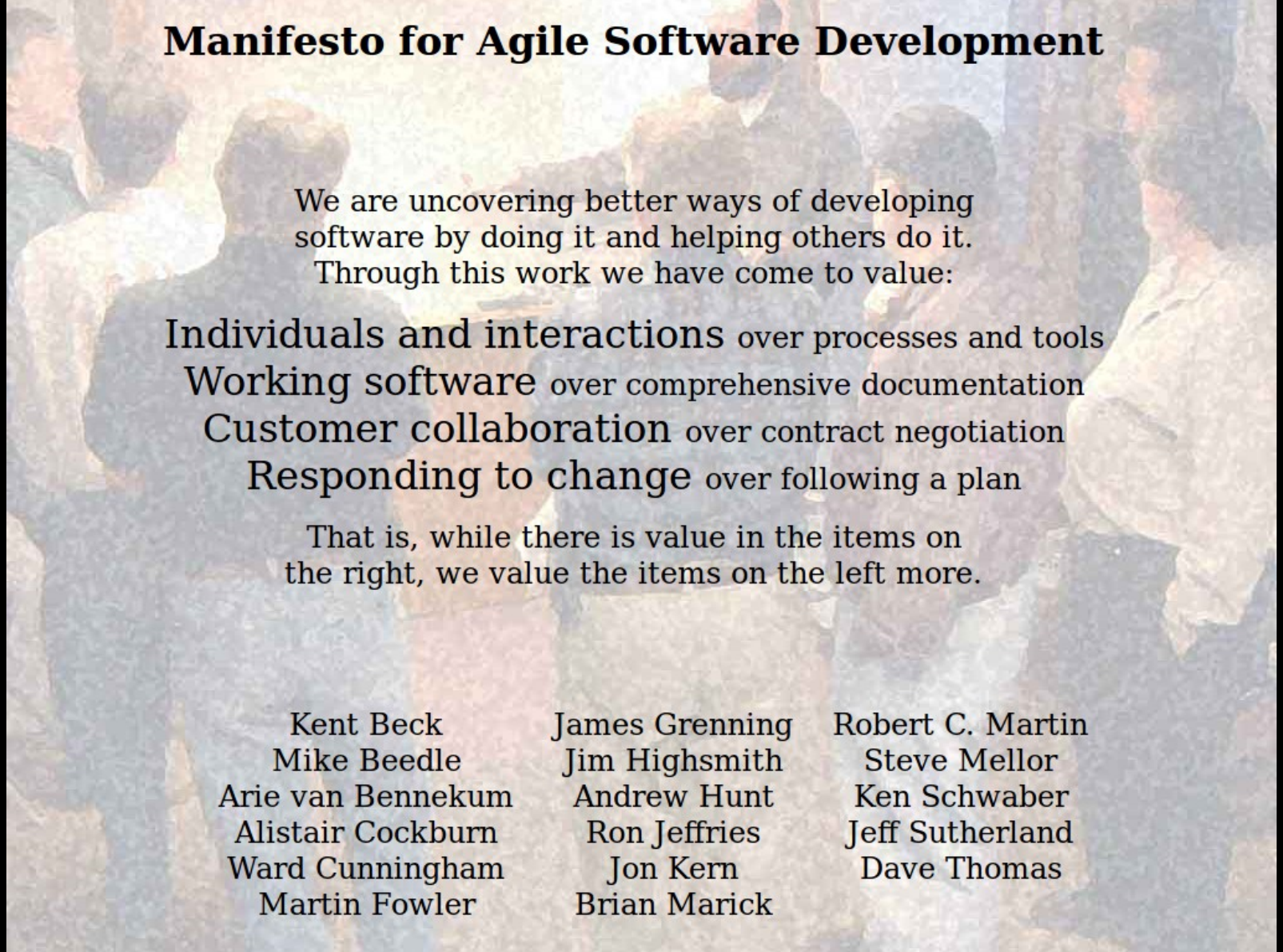
- It is impossible to predict such a flight
  - Little bumps on the way have big consequences
  - Little wind gusts will get you way off track
- Executing a plan without steering is dangerous
  - There is no way to ensure you will achieve the desired outcome
  - Belief in flawless execution is, well, flawed and risky
- Also see “the making of Megawoosh” excerpt
  - See https://youtu.be/_n065KE00J0

Agile Methods

- Invented during the late 1990ties
  - In response to failure of plan-driven methods
  - Driven by consultants as a significant business opportunity
- Repeated iteration over short linear process models
  - Defined equal-length iterations with deliverables
  - Consistent involvement of users for feedback

Examples of Agile Methods

- Scrum
- XP (eXtreme Programming)
- Adaptive Software Development
- The (set of) Crystal Methods
- Feature-Driven Development
- Pragmatic Programming



Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick
Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

Principles of the Agile Manifesto [A01]

1. **Individuals and Interactions**
   (over Processes and Tools)
2. **Working Software**
   (over Comprehensive Documentation)
3. **Customer Collaboration**
   (over Contract Negotiation)
4. **Responding to Change**
   (over Following a Plan)

Individuals and Interactions over ...

- **Individuals**
  - Trust people
  - Allow for self-organization
  - Adjust process to people
- **Interactions**
  - Get results from collaboration
  - Get innovation from people

- **Processes**
  - Control people
  - Enforce a rigid process
  - Adjust people to process
- **Tools**
  - Get results from using tools
  - Keep people aligned with tools

Working Software over ...

- **Working Software**
  - Get feedback quickly
  - Learn from working software
  - Steer project from feedback
  - Create incremental progress
- **Comprehensive Documentation**
  - Wait until the end
  - Don't learn at all along the way
  - Follow plan until the end
  - Delay results until the end

Customer Collaboration over ...

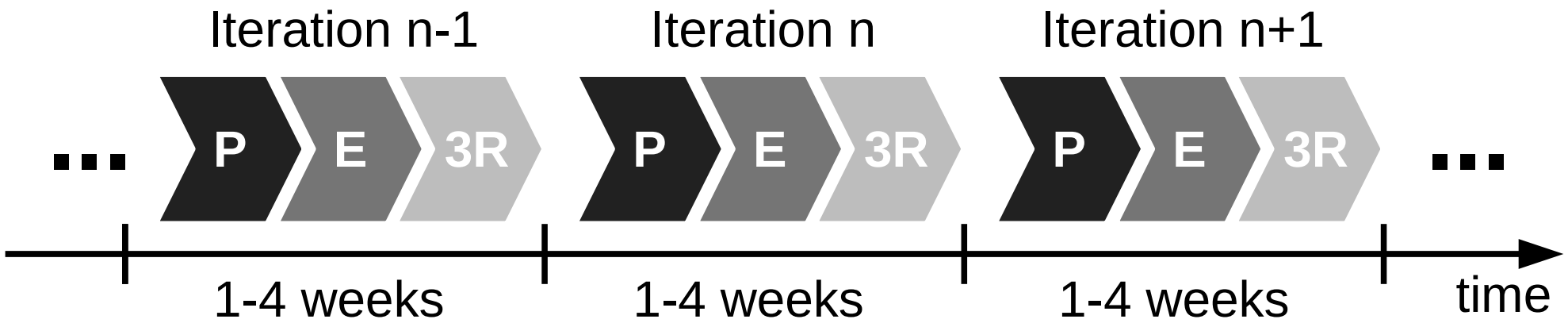
- **Customer Collaboration**
  - Collaborate with customers
  - Steer using customer feedback
  - Create feedback rhythm
  - Allow for change
- **Contract Negotiation**
  - Minimize customer contact
  - Follow contract-based plan
  - Avoid customer feedback
  - Stick to agreement

Responding to Change over ...

- **Responding to Change**
  - Adjust to changing reality
  - Deliver what customer needs
- **Following a Plan**
  - Stick to outdated reality
  - Deliver what was negotiated

Agile Development Process

- Succession of **equal-length** **iterations** (“time-boxes”)
- Intervention points are during planning and review
- User feedback only available during review

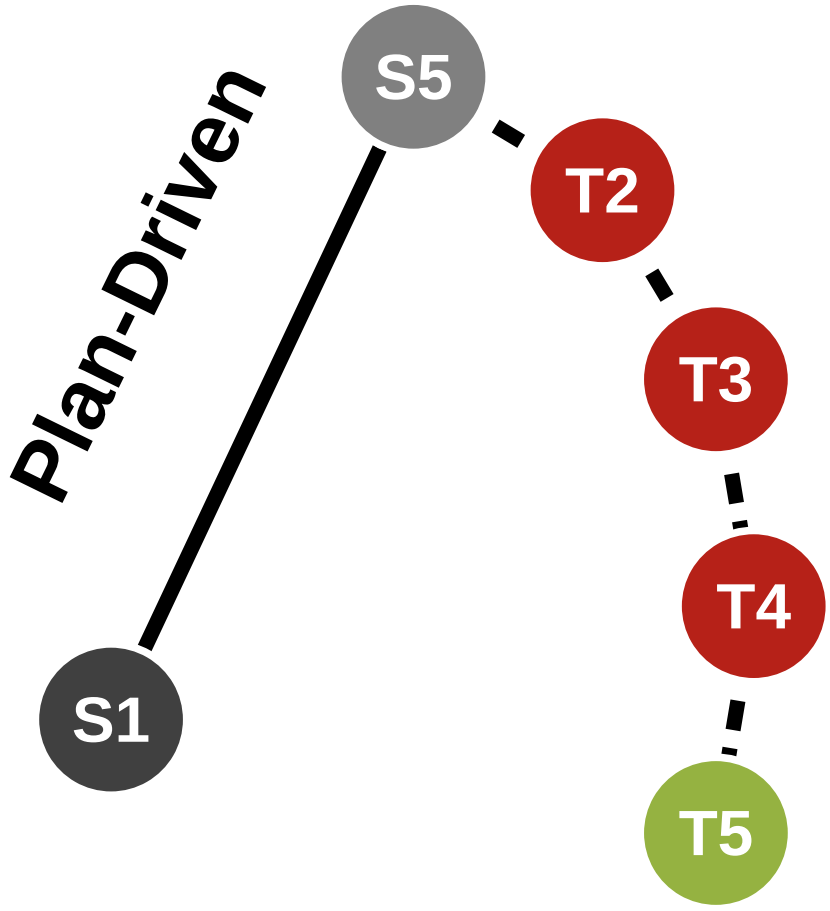


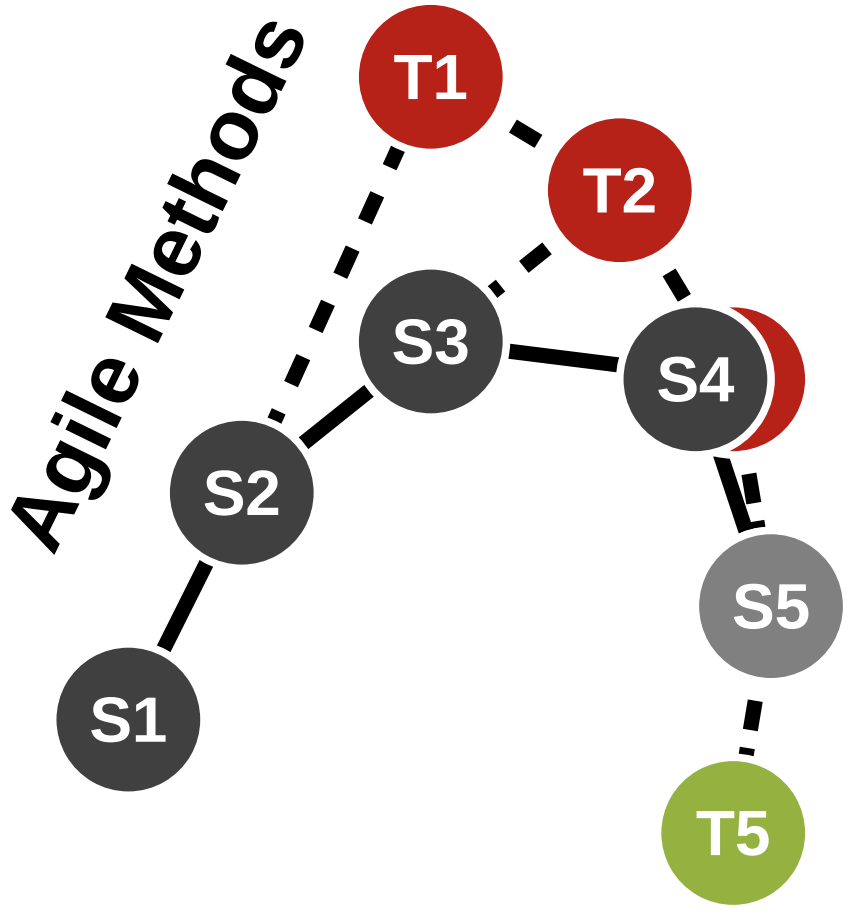
P: Planning
E: Execution
3R: Review, release, and retrospective

Short Iterations and User Feedback

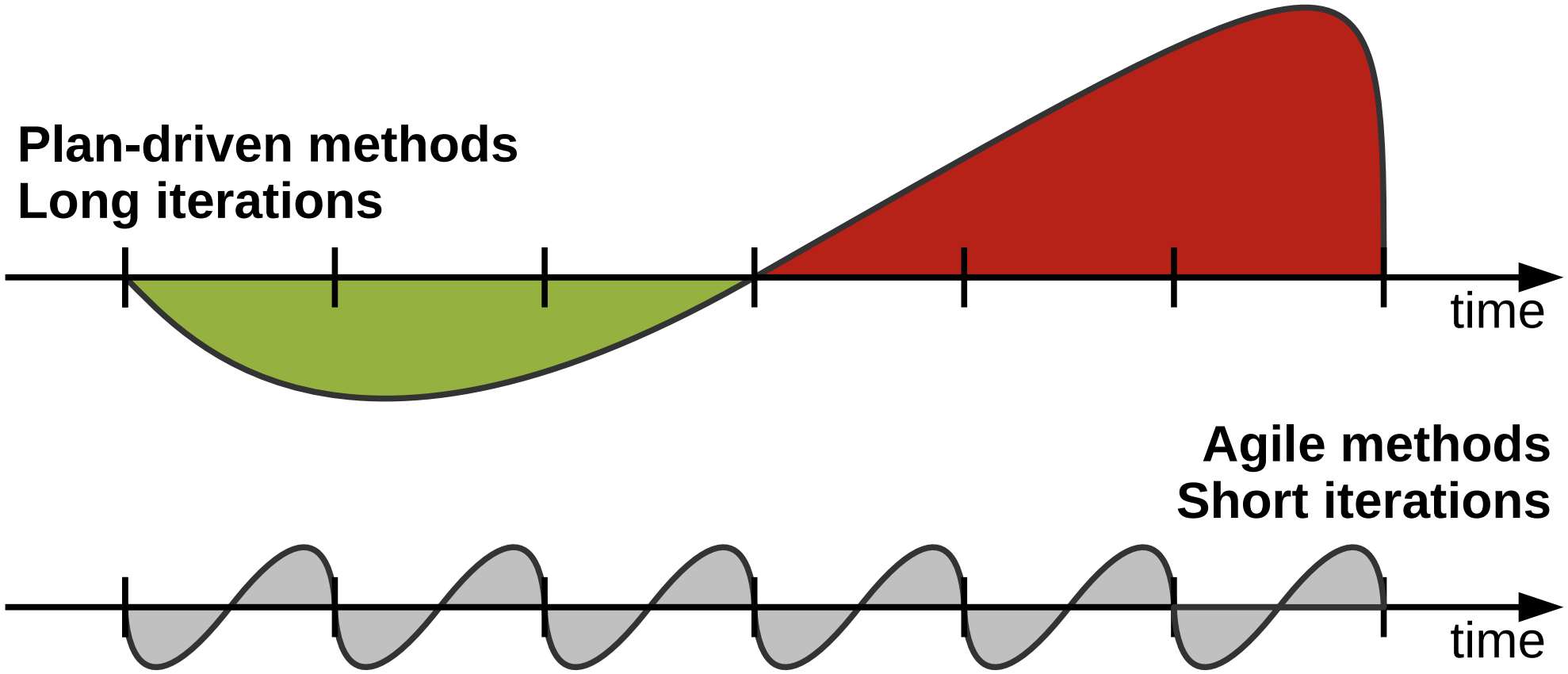
- Short iterations
  - Short iterations lead to focus on high-value features first
  - Established well-worn rhythm is sustainable, avoids burnout
  - Partial functionality is better than none
- User feedback
  - User feedback helps team steer product to meeting needs right
  - Feedback loop ensures that problems surface early
  - Feedback helps recognize and realize new innovative features

Plan-Driven vs. Agile Processes





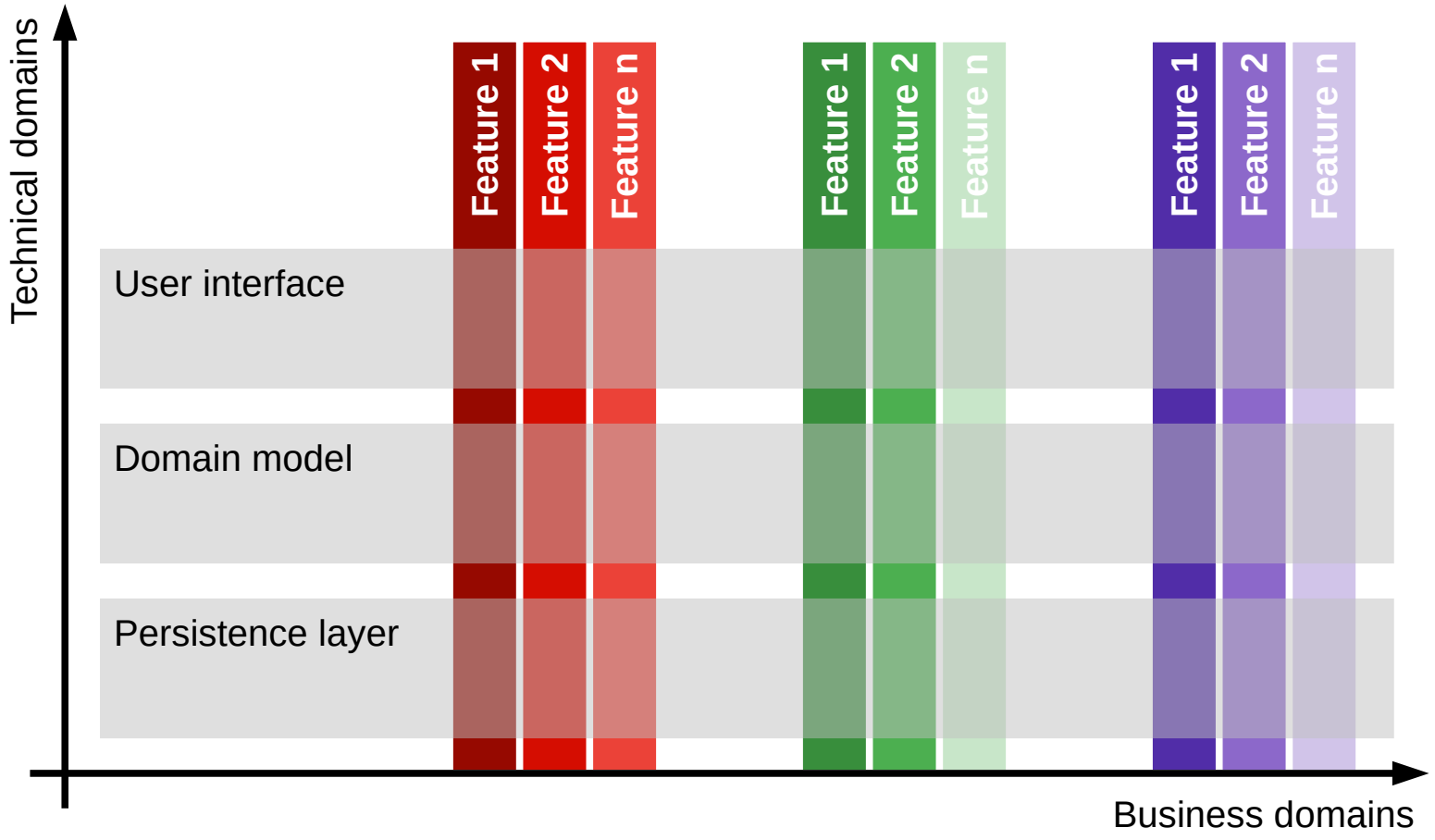
Plan-Driven vs. Agile Work Rhythms



Agile methods
are high-discipline

(more so than plan-driven methods)

Challenges to Scaling Agile



4. Inner Source

Inner Source

- Inner source software development
  - The use of open source best practices for firm-internal software development

Open Source Processes

"**Open source** is a **development method** for software that harnesses the power of **distributed peer review** and **transparency of process**. The promise of open source is **better quality, higher reliability, more flexibility, lower cost**, and an **end to predatory vendor lock-in**." [O12]

Principles of Open Collaboration [R+09]

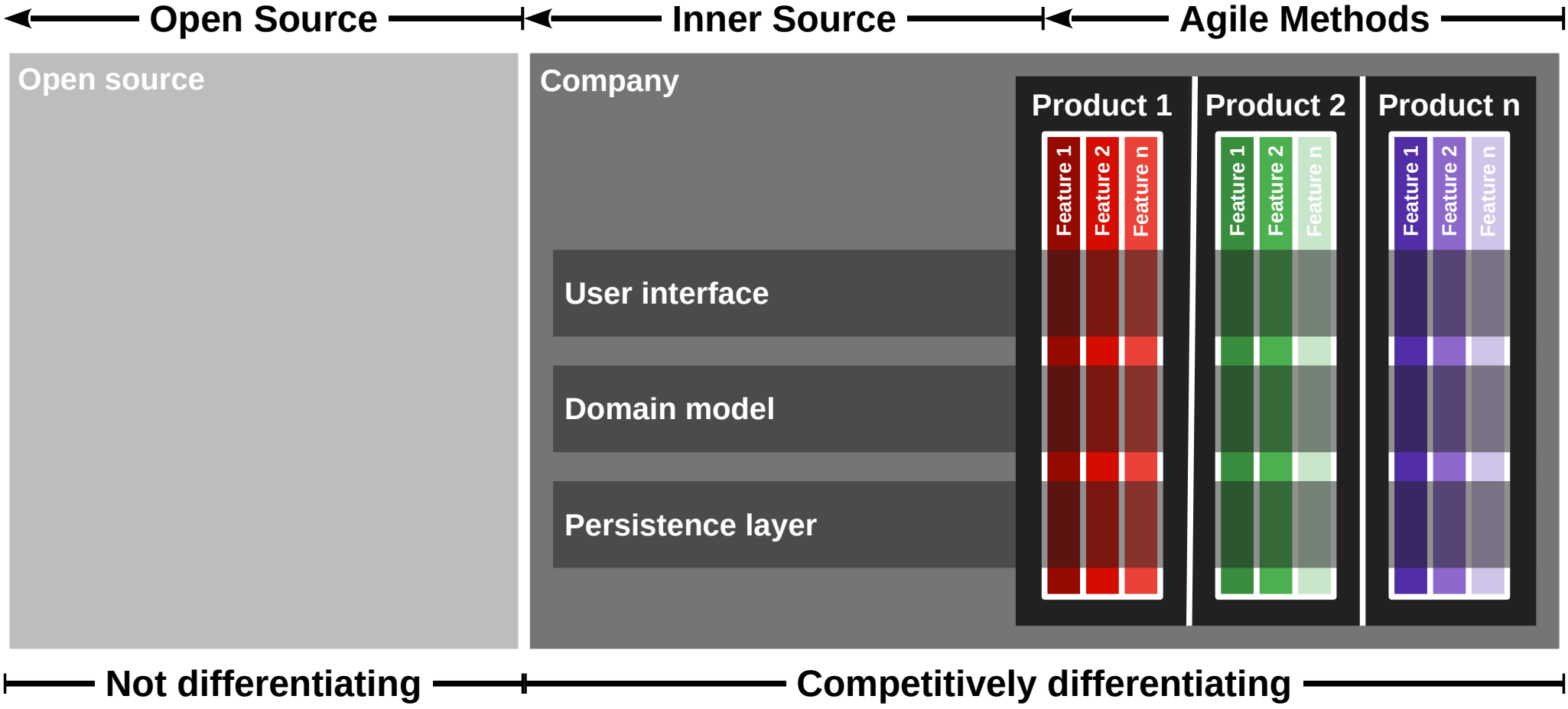
1. **Egalitarian**
2. **Meritocratic**
3. **Self-organizing**

Traditional Work vs. Open Collaboration

- **Traditional work**
  - Hierarchical
    - Closed and hidden silos
    - Assigned to project
  - Status-oriented
    - Public + private discussions
    - Hierarchical status decides
  - Assigned tasks
    - Prescribed process
    - Prescribed jobs

- **Open collaboration**
  - Egalitarian
    - Open for contribution
    - Everyone can contribute
  - Meritocratic
    - Public discussion process
    - Decisions based on merit
  - Self-organizing
    - People find their project
    - People create their process

Inner Source vs. Agile Methods



Comparison of Process Model Types

		Need to Change: No	Need to Change: Yes
Need to Scale: No		Plan-Driven Agile Methods Open Source	Plan-Driven **Agile Methods** Inner Source
Need to Scale: Yes		Agile Methods **Plan-Driven** Inner Source	**Inner Source** **Open Source**

Quiz on Types of Projects

1. Which process model fits Fixed-Price-Projects?
   a) Plan-driven process
   b) Agile methods process
   c) Open source process

2. Which process model fits Time-and-Materials-Projects?
   a) Plan-driven process
   b) Agile methods process
   c) Open source process

3. Which process model fits Inter-Firm-Collaboration-Projects?
   a) Plan-driven process
   b) Agile methods process
   c) Open source process

Review / Summary of Session

- Key activities in software engineering
- Main categories of process models
  - Plan-driven methods
  - Agile methods
  - Inner source
- Plan-driven vs. agile methods
  - Predictability of the future
  - The agile manifesto

Thank you! Questions?

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