

The State of Agile Today &
Future Predictions

Perspective &
Predictions



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- ✓ Agile/ALM Coach





WKRP IN CINCINNATI





Software is
Everywhere



Demand is
growing



Complexity
is growing



Tools all over
the place



Forrester Thinks So Too!!

Complex sourcing models

Do more with less

Software projects are hard

Software drives innovation

Complexity grows

Software is more and more important

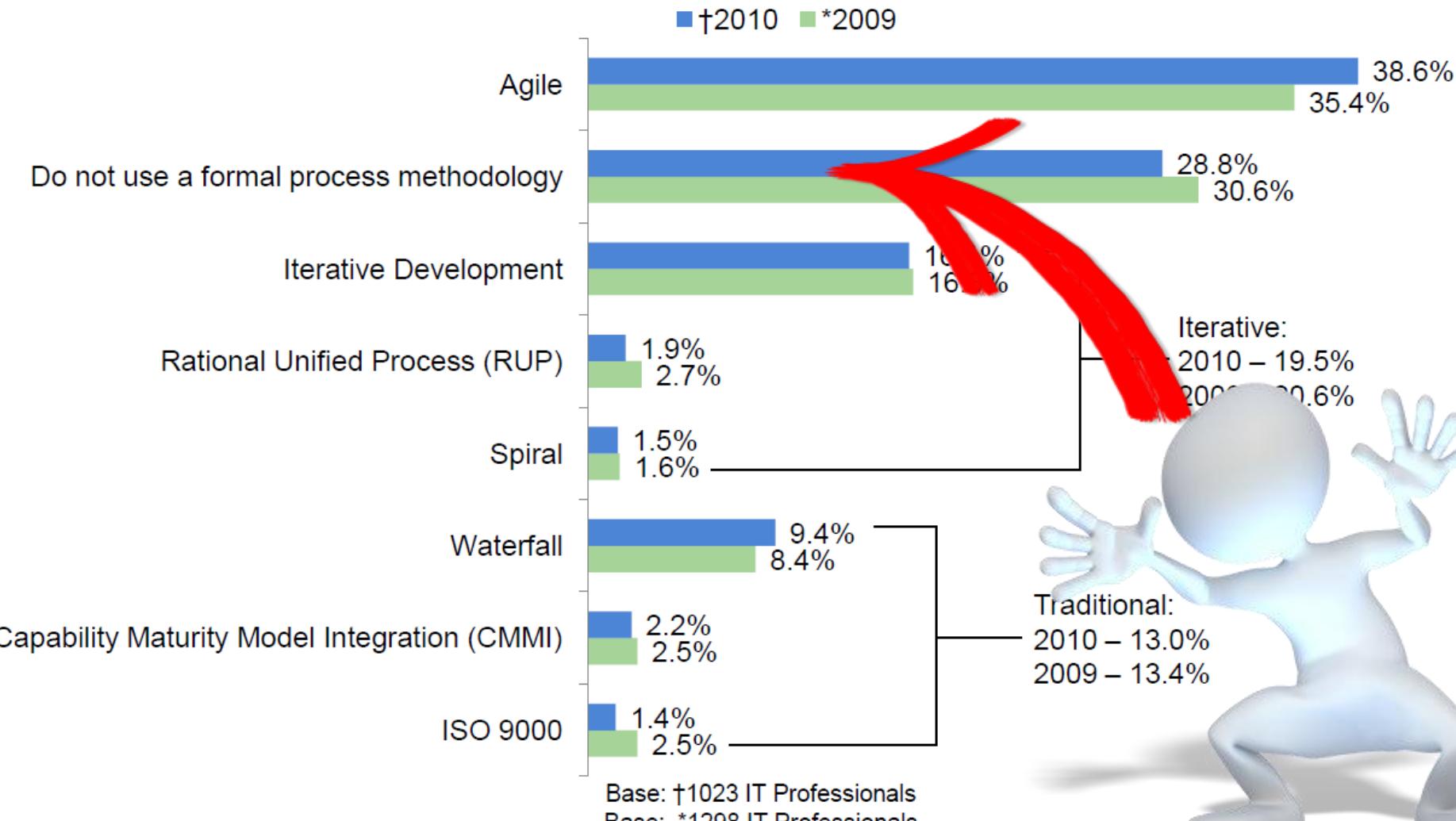


Agile





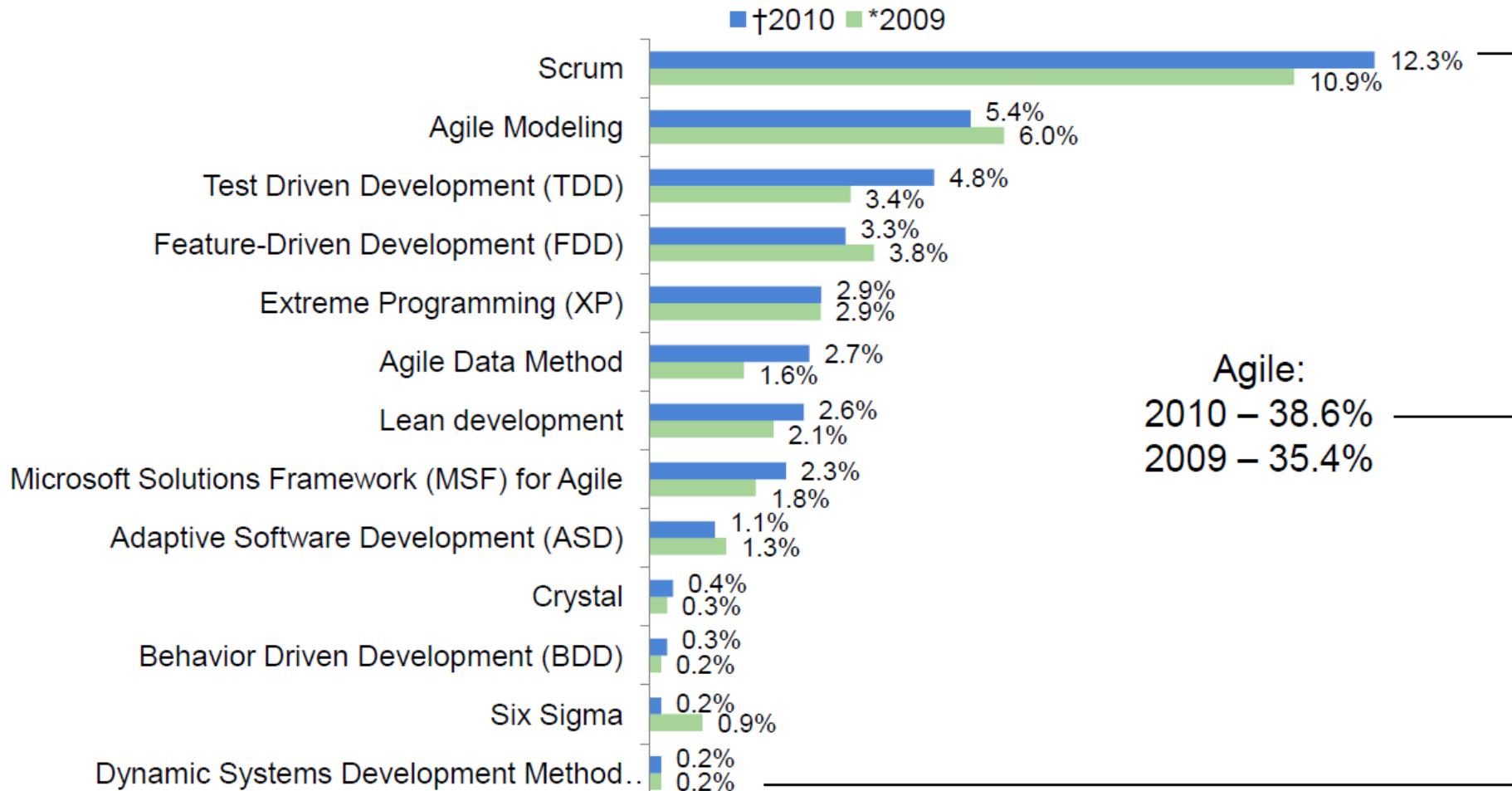
“Please select the methodology that most closely reflects the development process you are currently using.”



(“other” responses not included; percentages may not total 100 because of rounding)

Source: †Forrester/Dr. Dobb's Global Developer Technographics® Surveys, Q3 2010

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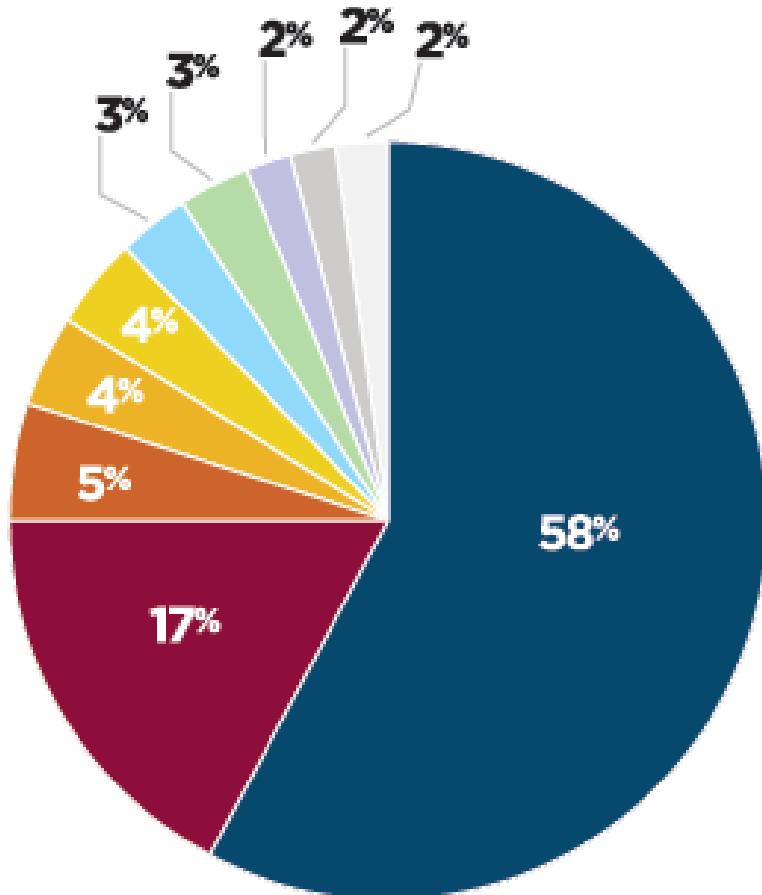


Base: †384 IT Professionals who use Agile methodologies
Base: * 460 IT Professionals who use Agile methodologies
(percentages may not total 100 because of rounding)

Source: †Forrester/Dr. Dobb's Global Developer Technographics® Surveys, Q3 2010



AGILE METHODS & PRACTICES



AGILE METHODOLOGY MOST CLOSELY FOLLOWED

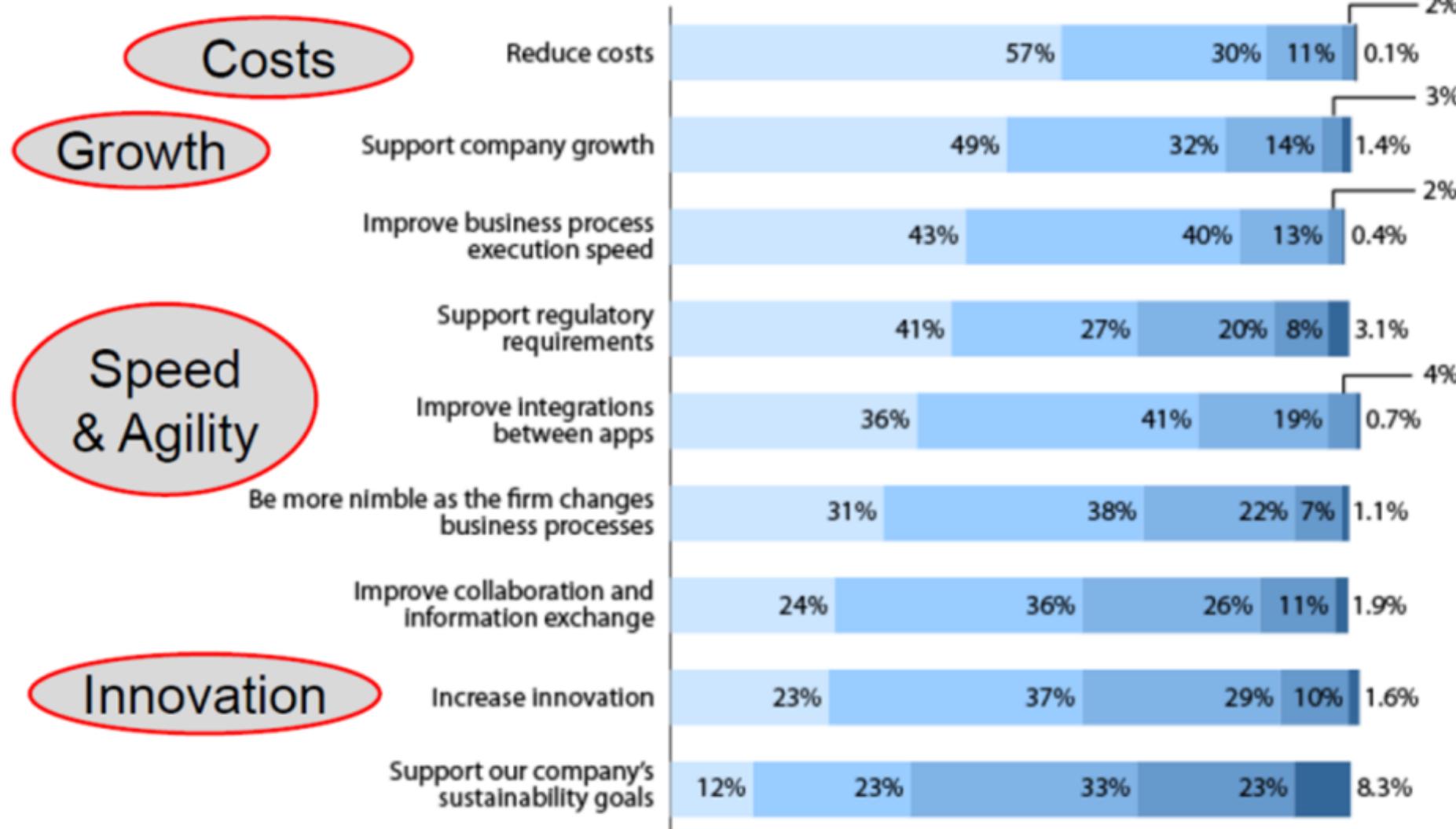
Scrum or Scrum variants were by far the most common agile methodologies employed.

- SCRUM
- SCRUM/XP HYBRID
- CUSTOM HYBRID
- OTHER
- EXTREME PROGRAMMING (XP)
- DON'T KNOW
- SCRUMBAN
- LEAN
- FEATURE DRIVEN DEVELOPMENT (FDD)
- AGILEUP



"How important are each of the following business goals to your internal IT organization when making software decisions?"

5 — very important 4 3 2 1 — not at all important



Base: 2,165 North American and European IT software decision-makers
(percentages may not total 100 because of the exclusion of the "Don't know" response)

OVERALL CONSENSUS REGARDING ADOPTION OF AGILE

83% of respondents felt that agile projects were the same or faster to completion than previous non-agile ones.

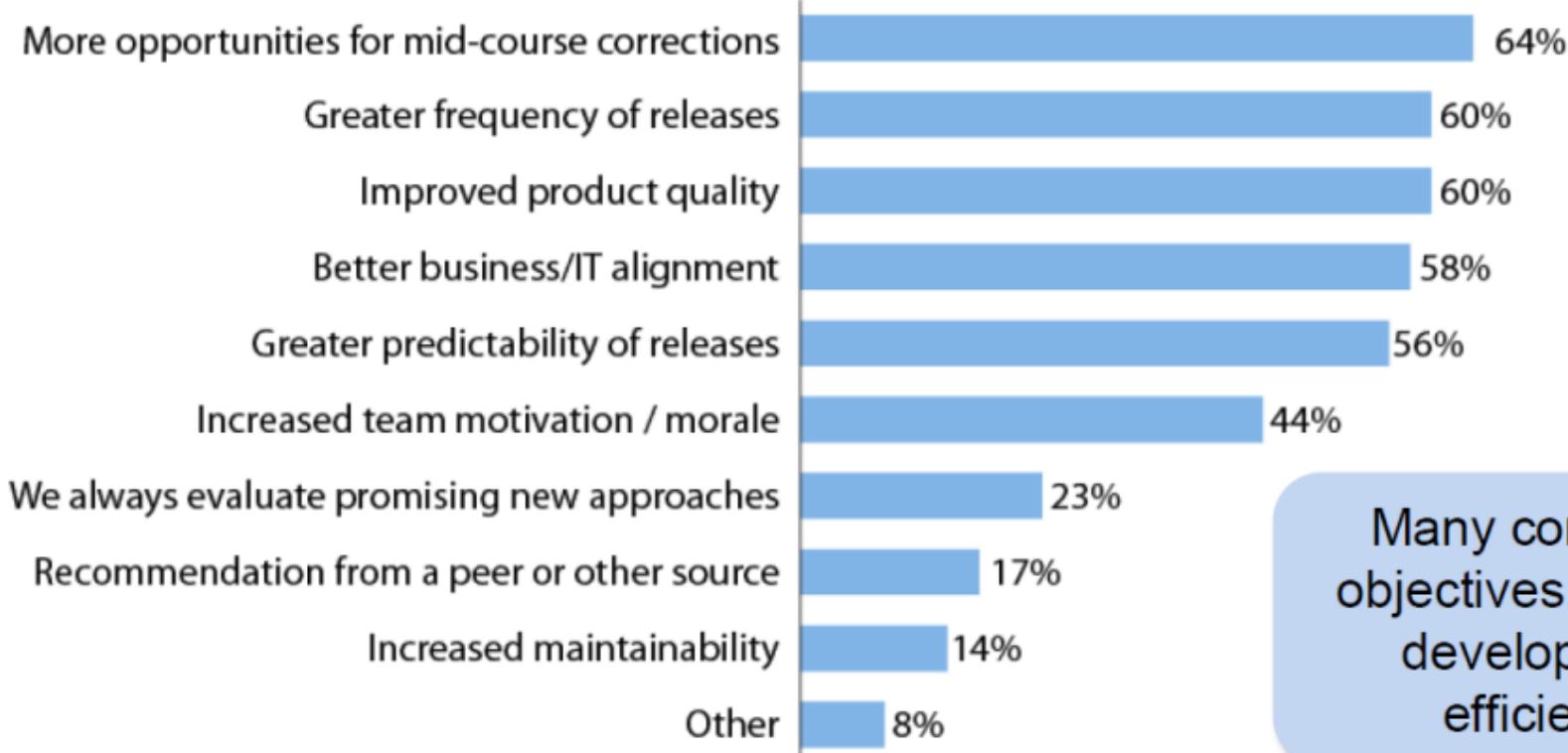
66%
FASTER
TIME TO COMPLETION

17%
SAME
TIME TO COMPLETION

12%
NOT YET
COMPLETED AN AGILE PROJECT

5%
SLOWER
TIME TO COMPLETION

"What were your motives for adopting Agile?"
(multiple responses accepted)



Many corporate objectives, not just development efficiency

Base: 52 development professionals who have adopted Agile

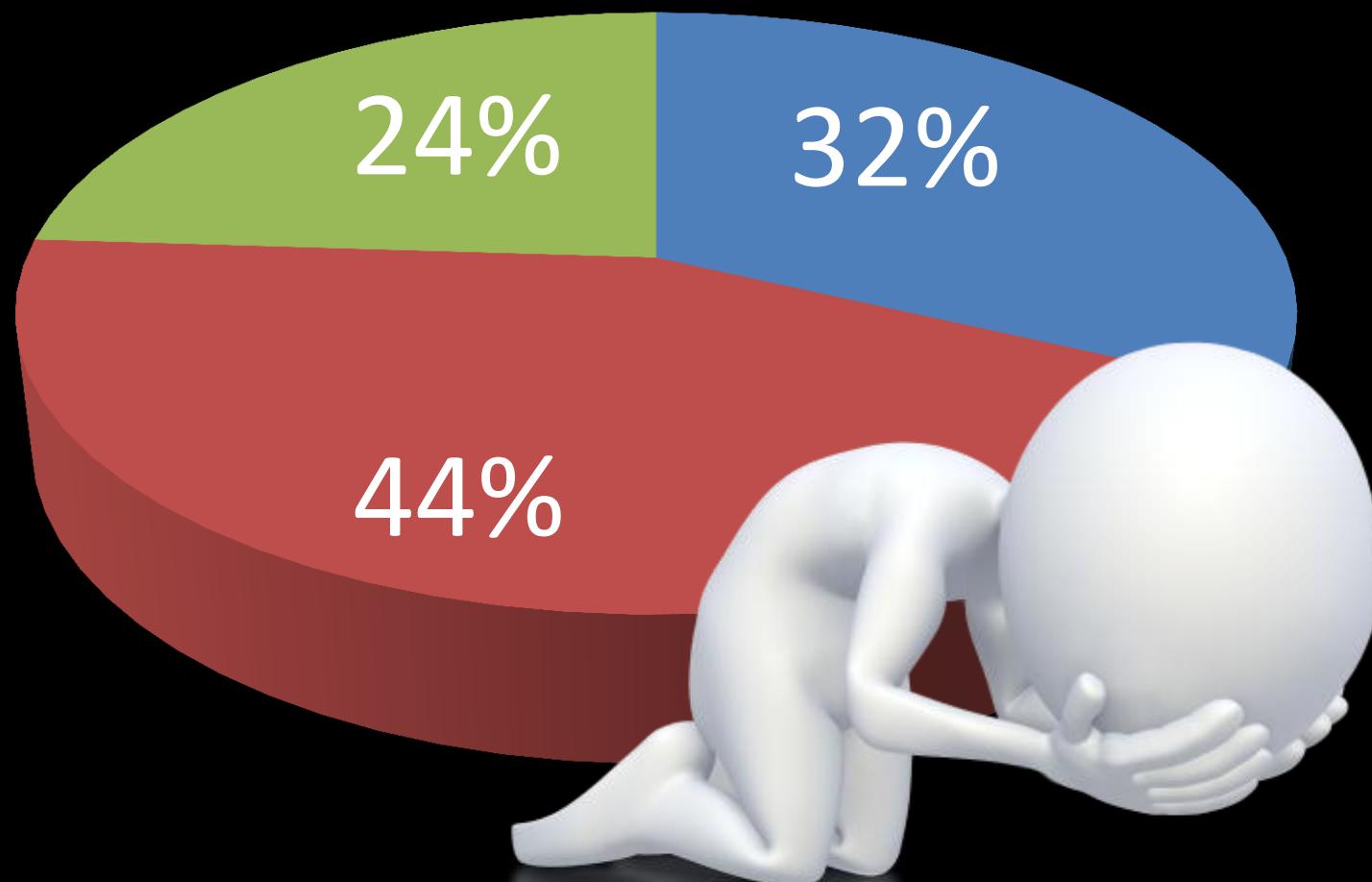
Source: Q3 2009 Global Agile Adoption Online Survey

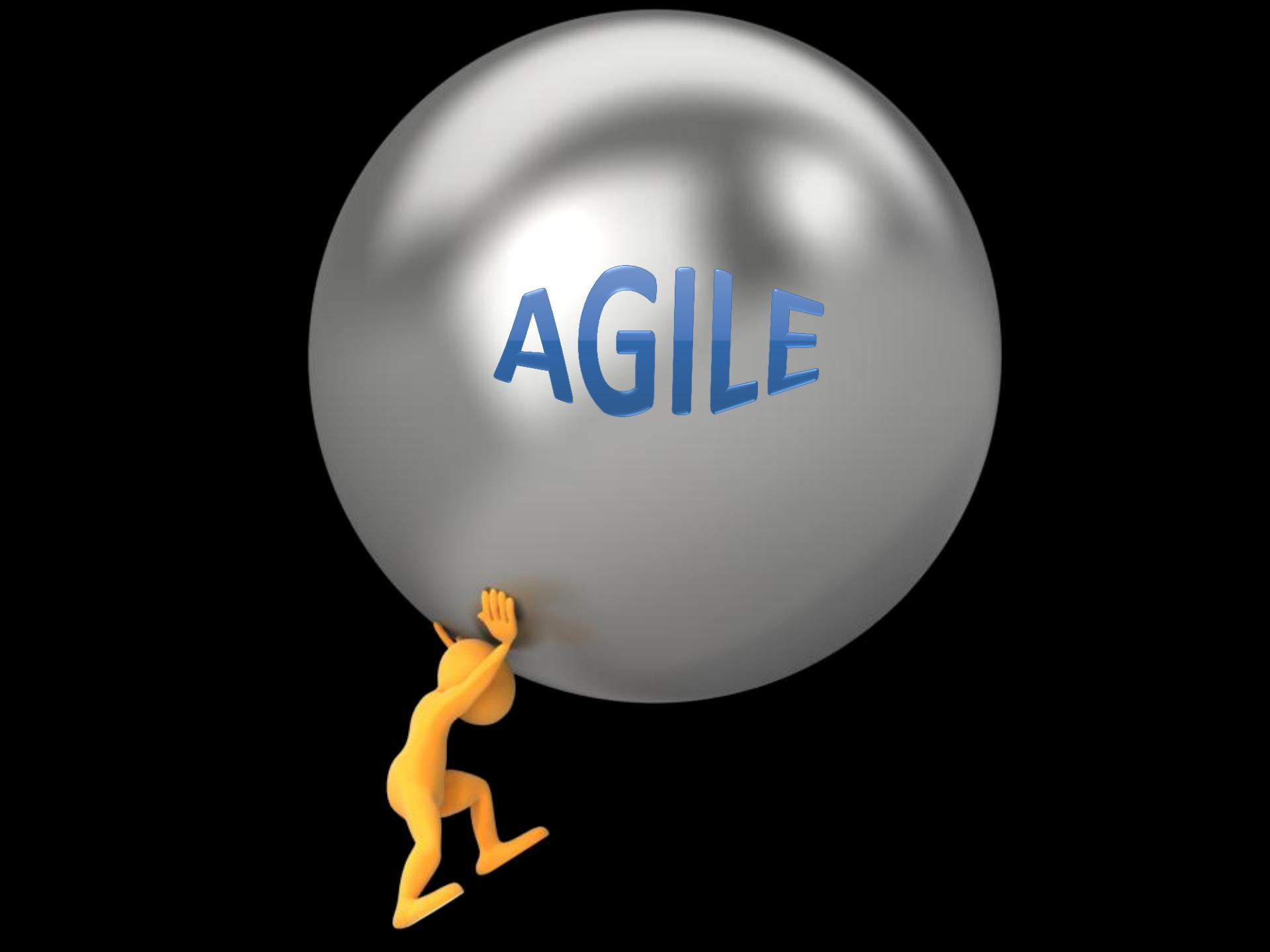
Developer Efficiency = Business Agility



2009 Standish Report

■ Succeeded ■ Challenged ■ Failed





AGILE





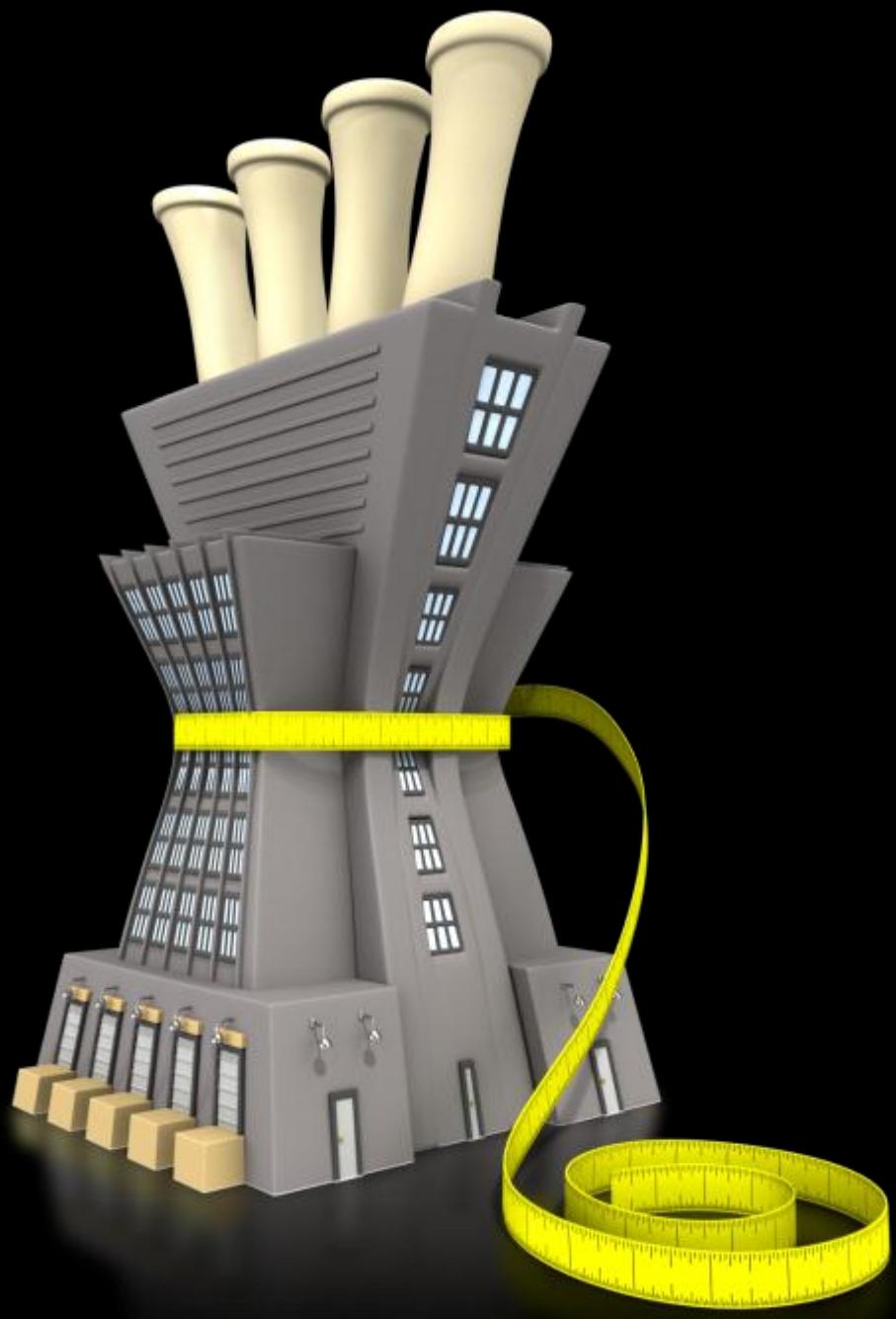
-  Starting
-  Mindset & Culture
-  Communication with Stakeholders
-  Perception
-  Breaking traditional needs
-  Agility across the entire lifecycle
-  Scaling Up and Out



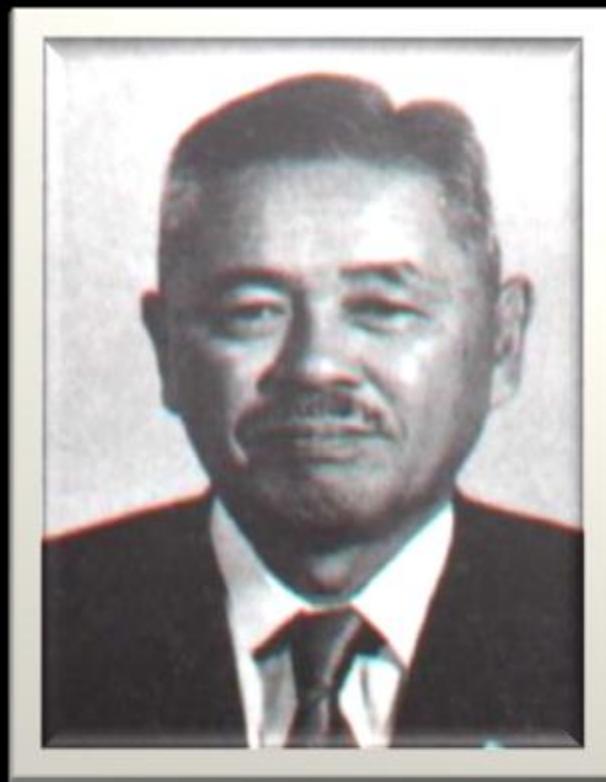


Stakeholders





Taiichi Ohno





1
2
3
4
5
6
7

Eliminate Waste

Build Quality In

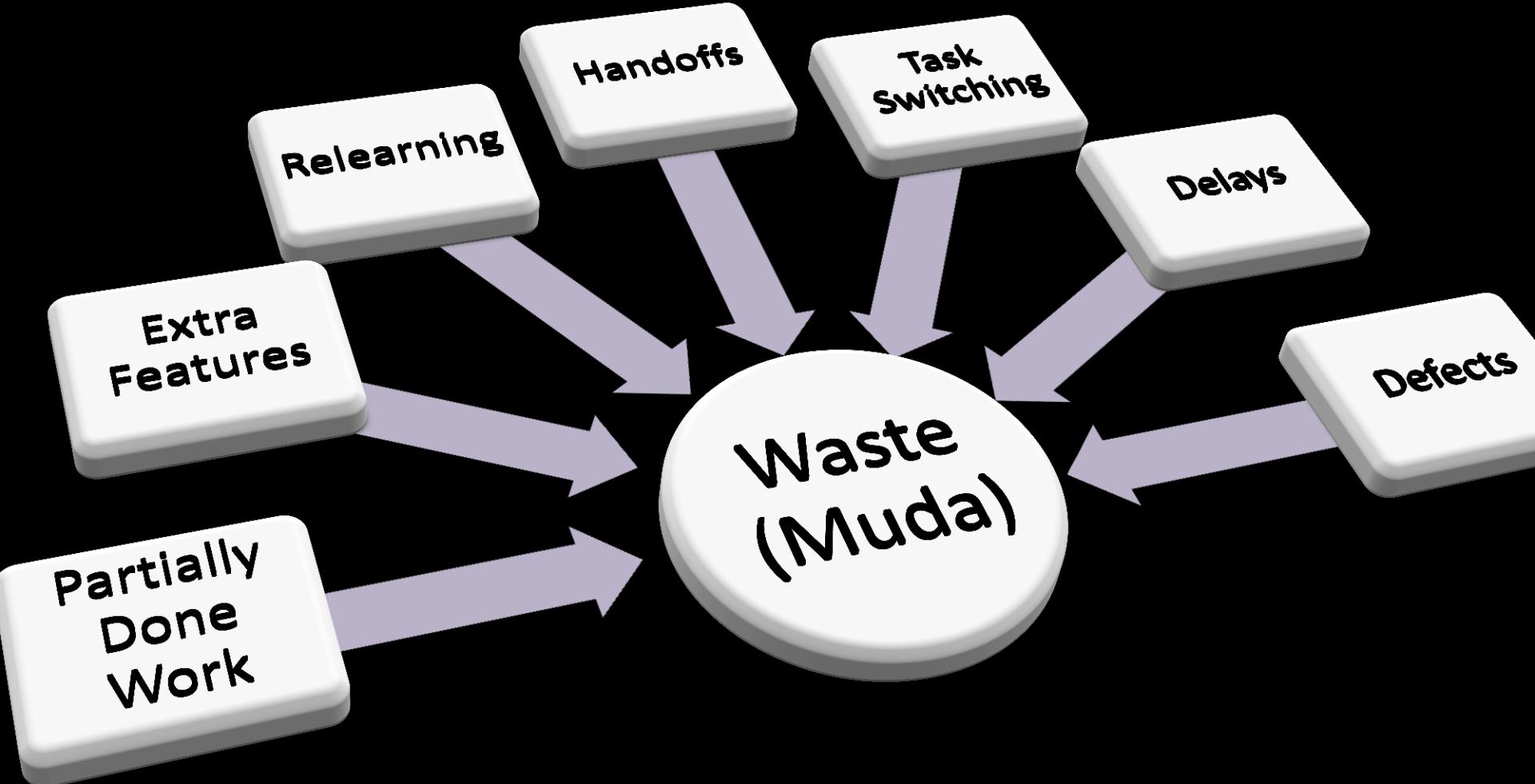
Create Knowledge

Defer Commitment

Deliver Fast

Respect People

Optimize the Whole



“We are seeing very little awareness of lean, and a lot of people think it is a new concept following on the coat-tails of agile. However, agile is an engineering method by which code is written, and lean is the process by which to do it, and they dovetail into each other”

- Fred George,

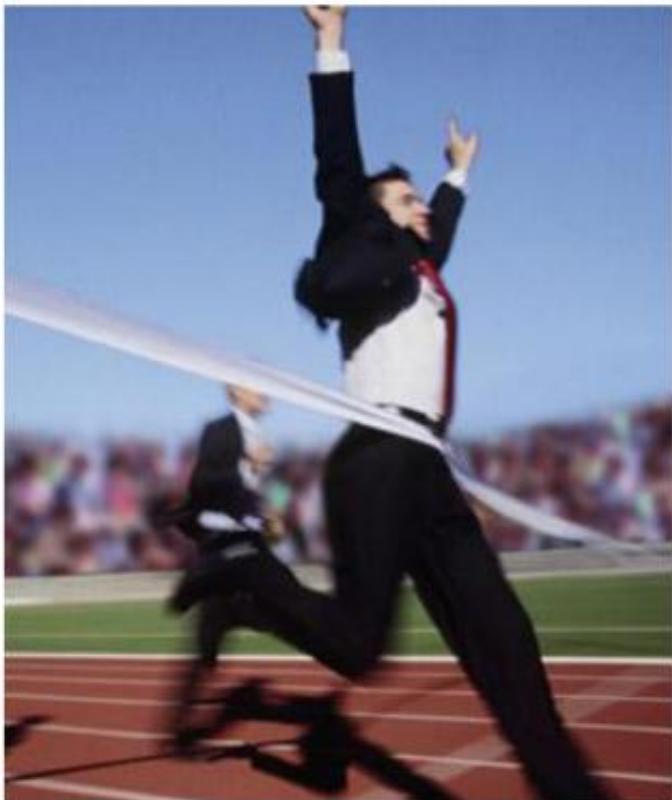
Thoughtworks

Thoughtworks

- Fred George'

From Forrester....

- Agile is province of software engineers
- Agile is aimed at Team oriented software delivery
- Organizational Agile adoption needs a broader framework
- Lean is has associated community
- Some would say Agile is Lean for software development



Lean Software Combines Method With Technology

Strategic:
Understanding value

Lean Thinking

Operational:
Eliminating waste
Empowering employees
Enabling business change

Lean Software

Agile
Approaches

People that do it

Processes they
follow

Programming
models

Platforms &
foundations

Enabling
Environment

Next
2

Analysis
3

Development
3

Acceptance
2

Prod
2

Ongoing Done

Ongoing

Done

Ongoing

Done

2009-08-09

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Definition of Done:

- Goal is clear
- First tasks defined
- Story split (if necessary)

Definition of Done:

- Code clean & checked in on trunk
- Integrated & regression tested
- Running on UAT environment

Definition of Done:

- Customer accepted
- Ready for production

Feature / story

Date when added to board

2009-08-20 2009-09-30

(description)



Hard deadline (if applicable)

★ = priority
★★ = panic

Who is analyzing / testing right now

Task / defect

(description) = task

(description) = defect

(description) = completed

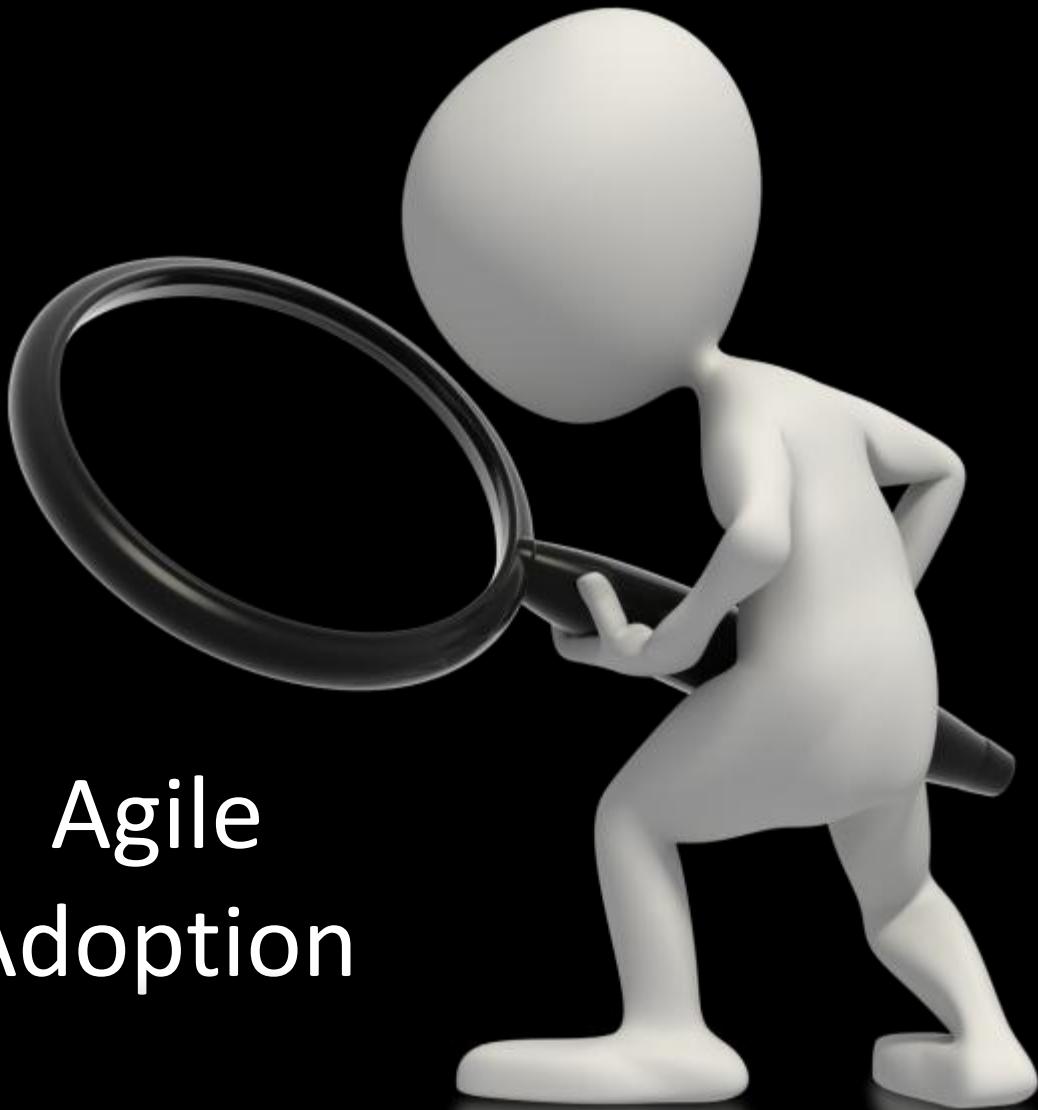
(description) Why = blocked

(description) = who is doing this right now

What to pull first

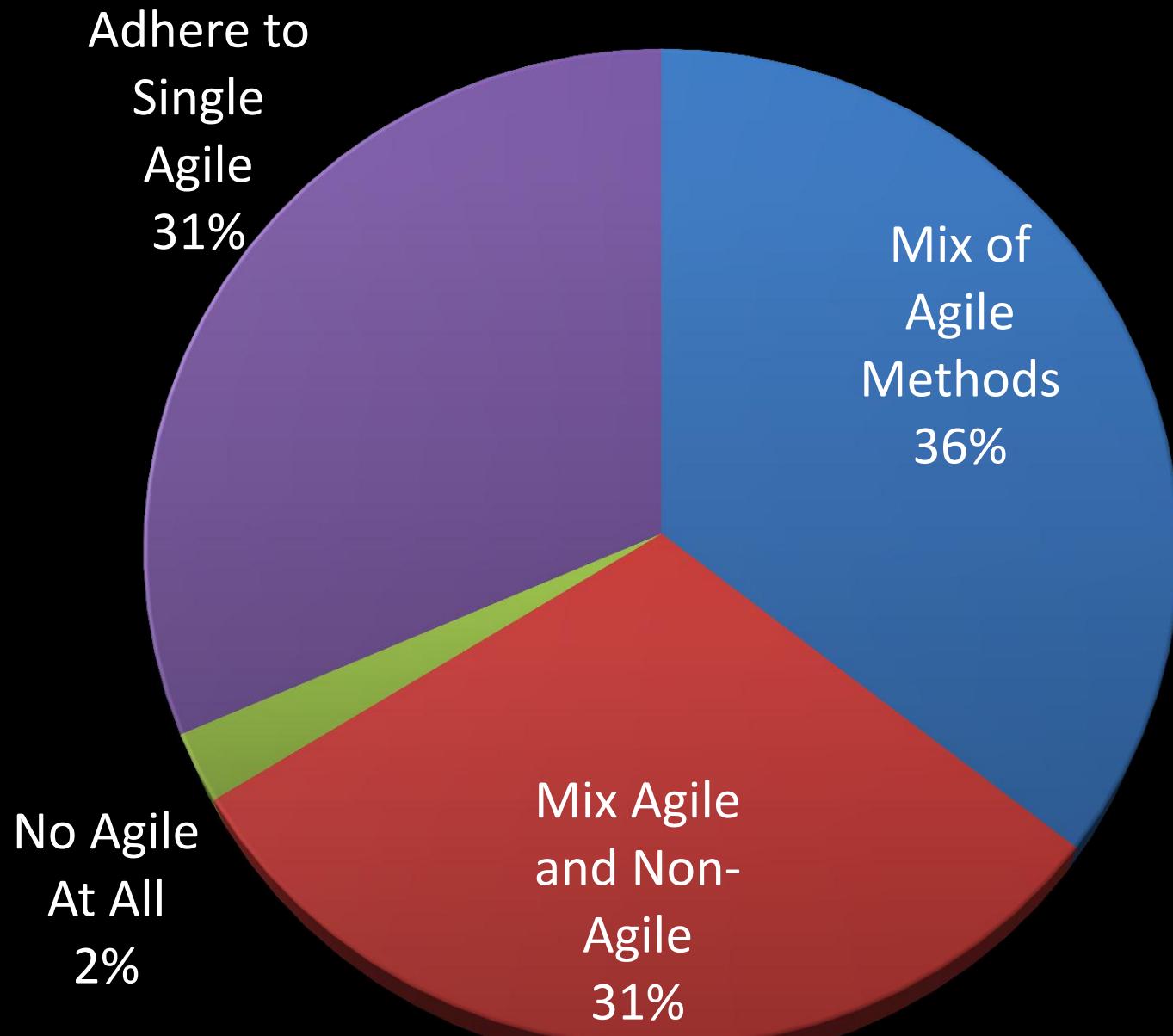
1. Panic features ★★
(should be swarmed and kept moving. Interrupt other work and break WIP limits as necessary)
2. Priority features ★
3. Hard deadline features (only if deadline is at risk)
4. Oldest features

Agile Adoption



Level	Name	
Level 4 – Mature	Beyond Core Models	 Productivity Quality
Level 3 – Adopted	Adopted Core Agile	
Level 2 – Adopting	Adopting Core Models	
Level 1 – Emerging	Interest in Agile and Tools	 Risk Waste
Level 0 – None	Heroics	

LEVEL 0 – NONE	Heroics	 Waste Risk
LEVEL 1 – EMERGING	Interest in Agile and Tools	



Source: Forrester/Dr. Dobb's Global Developer Technographics Survey, Q3 2009

• Frozen Bake Shoppe •





Pull in Practices via
Continuous Process Improvement



Application Lifecycle Management (ALM)



Marriage of Business Management to Software Engineering made possible by Tools that facilitate and *integrate* requirements management, architecture, coding, testing, tracking and release management



How Do we Get There?

Core Agile Development

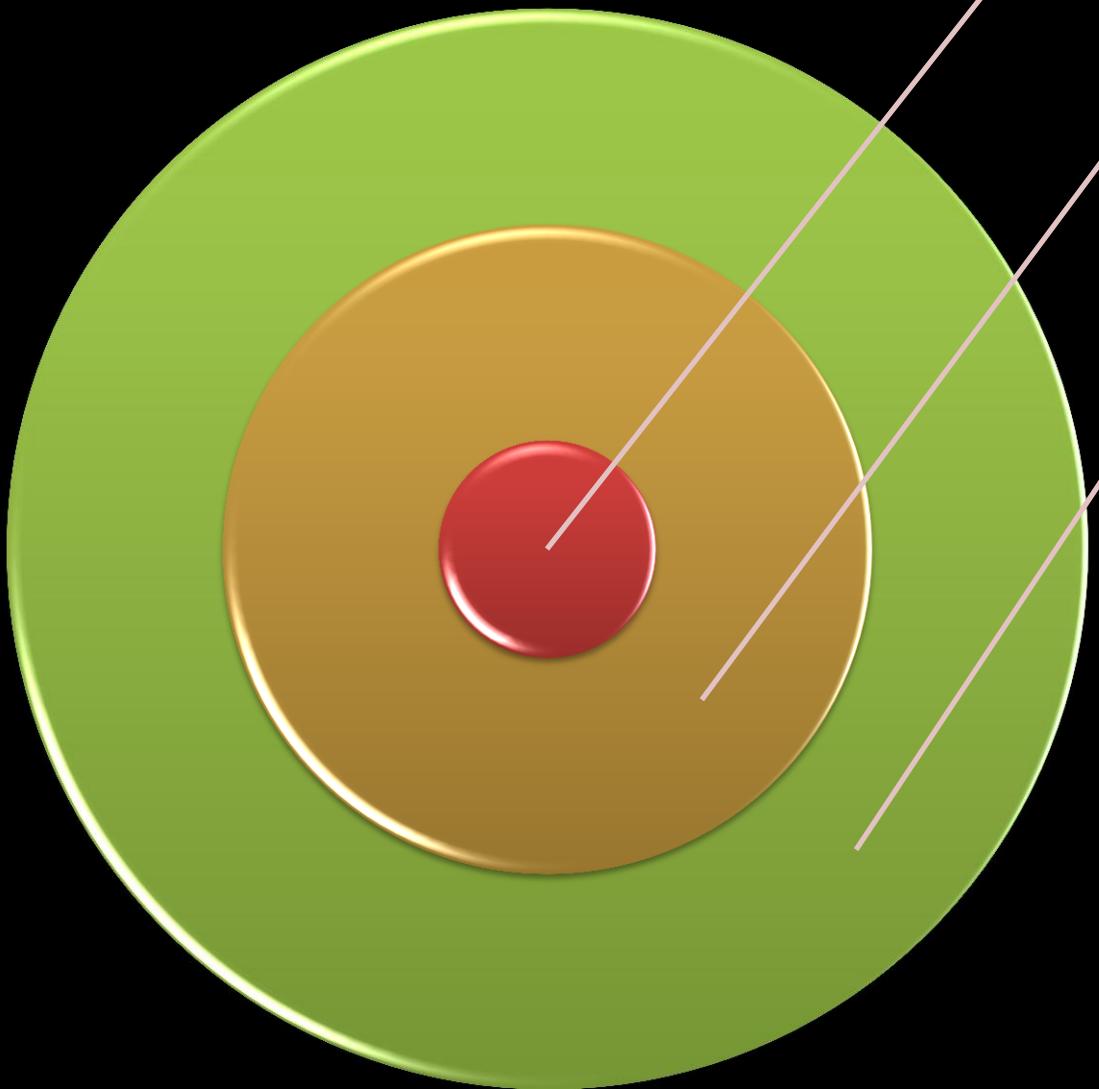
- Value Driven
- Self Organizing Teams
- Focus on Construction

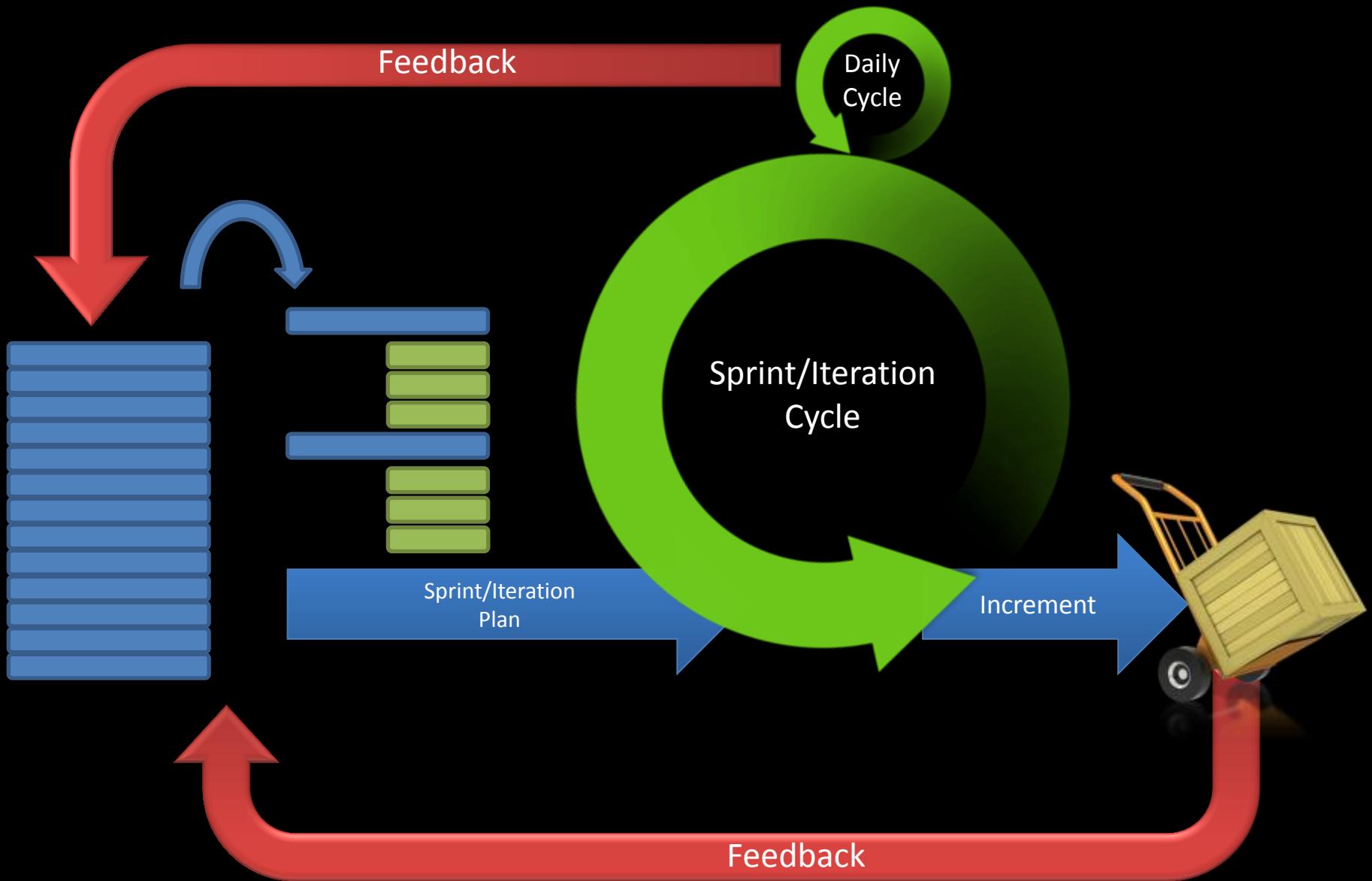
Disciplined Agile Delivery

- Risk+Value Driven
- Self Organizing Under Governance Framework
- Full Delivery Lifecycle

Agile At Scale

- Disciplined Plus Scale Factor
- Large Teams
- Distribution
- Compliance
- Domain Complexity
- Org Distribution

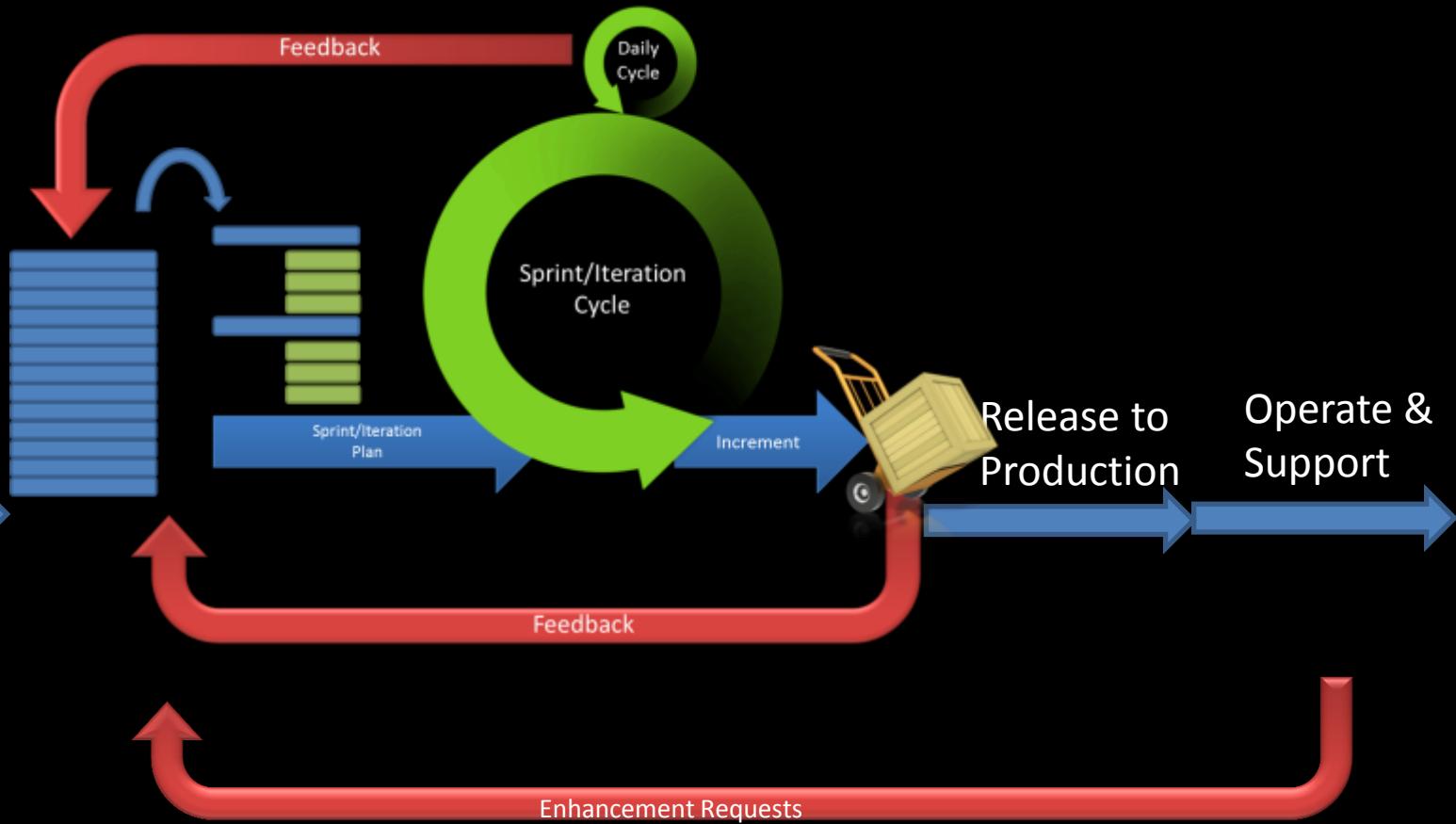




Initiate Project



Initial Requirements



Inception

Elaboration and Construction

Transition

Production

Team Size
Geographical Distribution
Regulatory Compliance
Domain Complexity
Organizational Distribution
Technical Complexity
Organizational Complexity
Enterprise Discipline



SCALING AGILE

Influences



Distilled Version of Lean



Specify Value



Identify the Value Stream



Flow



Pull



Perfection

Very Agile

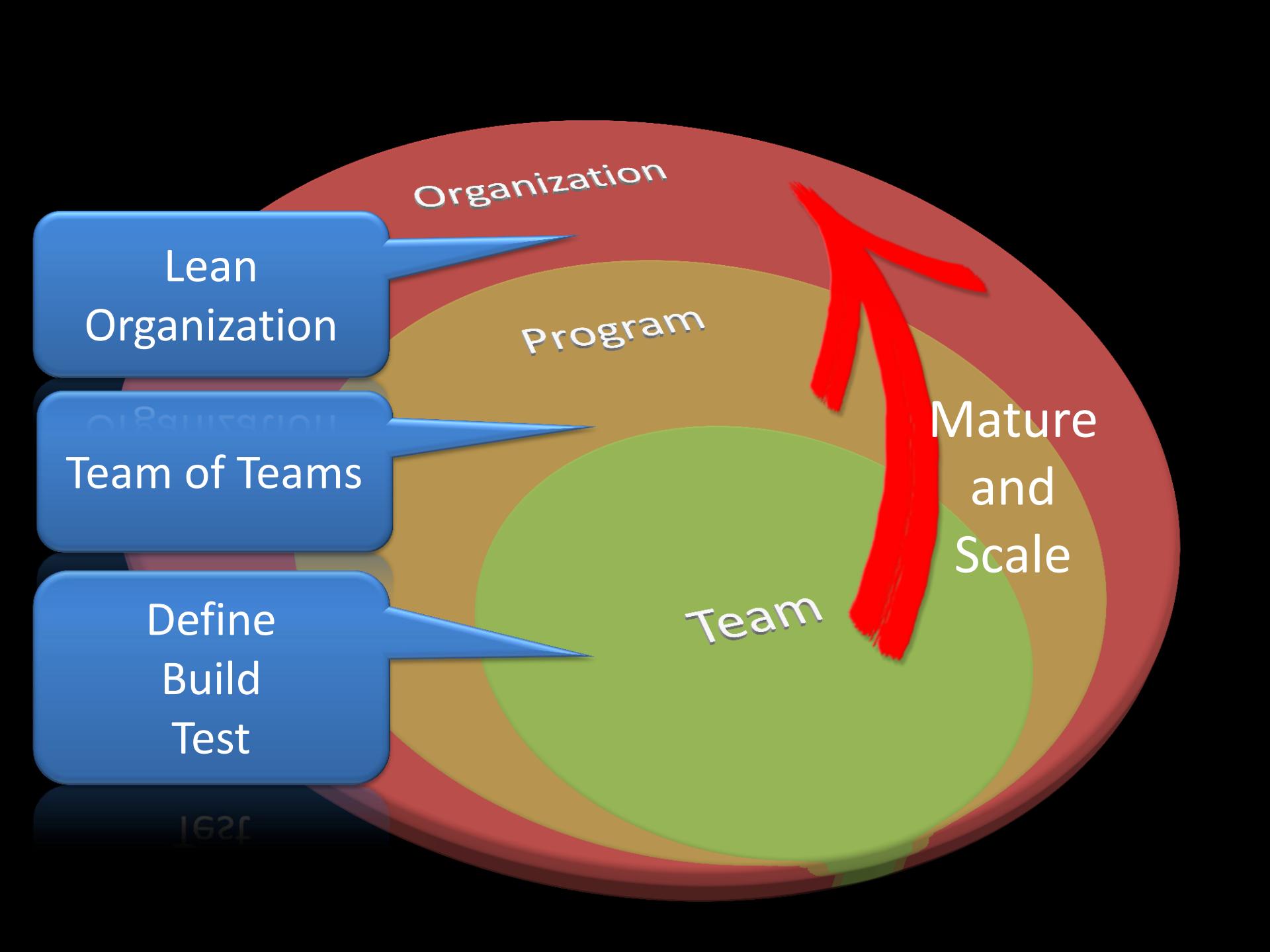
“Value Definition”

“Value Delivery”

Helps Guide Agile Maturity

Helps Teams Mature while they Scale

Set of Practices to help mature And Scale Agile



Lean
Organization

Team of Teams

Define
Build
Test

Organization

Program

Team

Mature
and
Scale

Behavior Driven Development

Gherkin as Acceptance Criteria

Given <precondition>

 And <precondition>

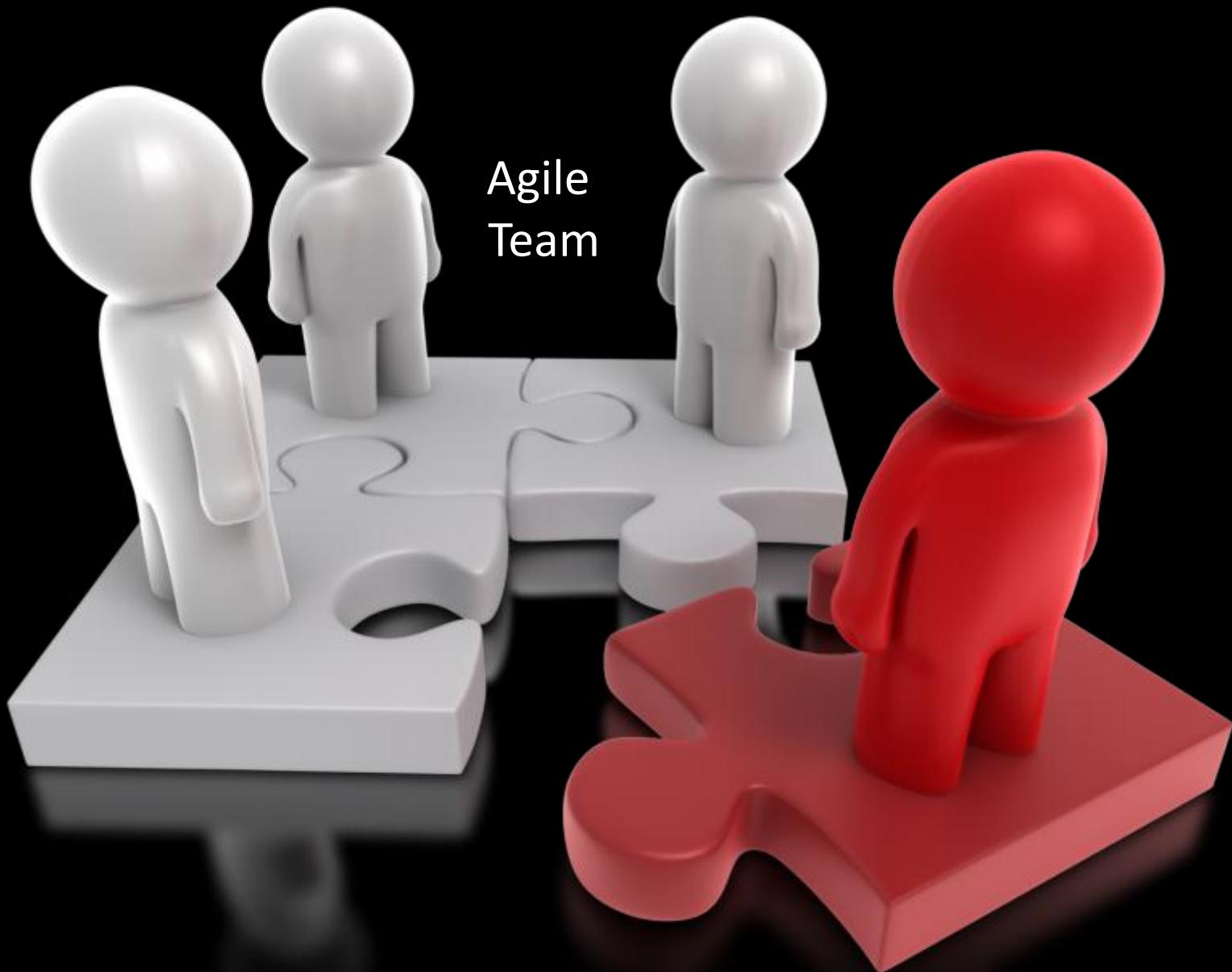
When <action>

 And <action>

Then <expected result>

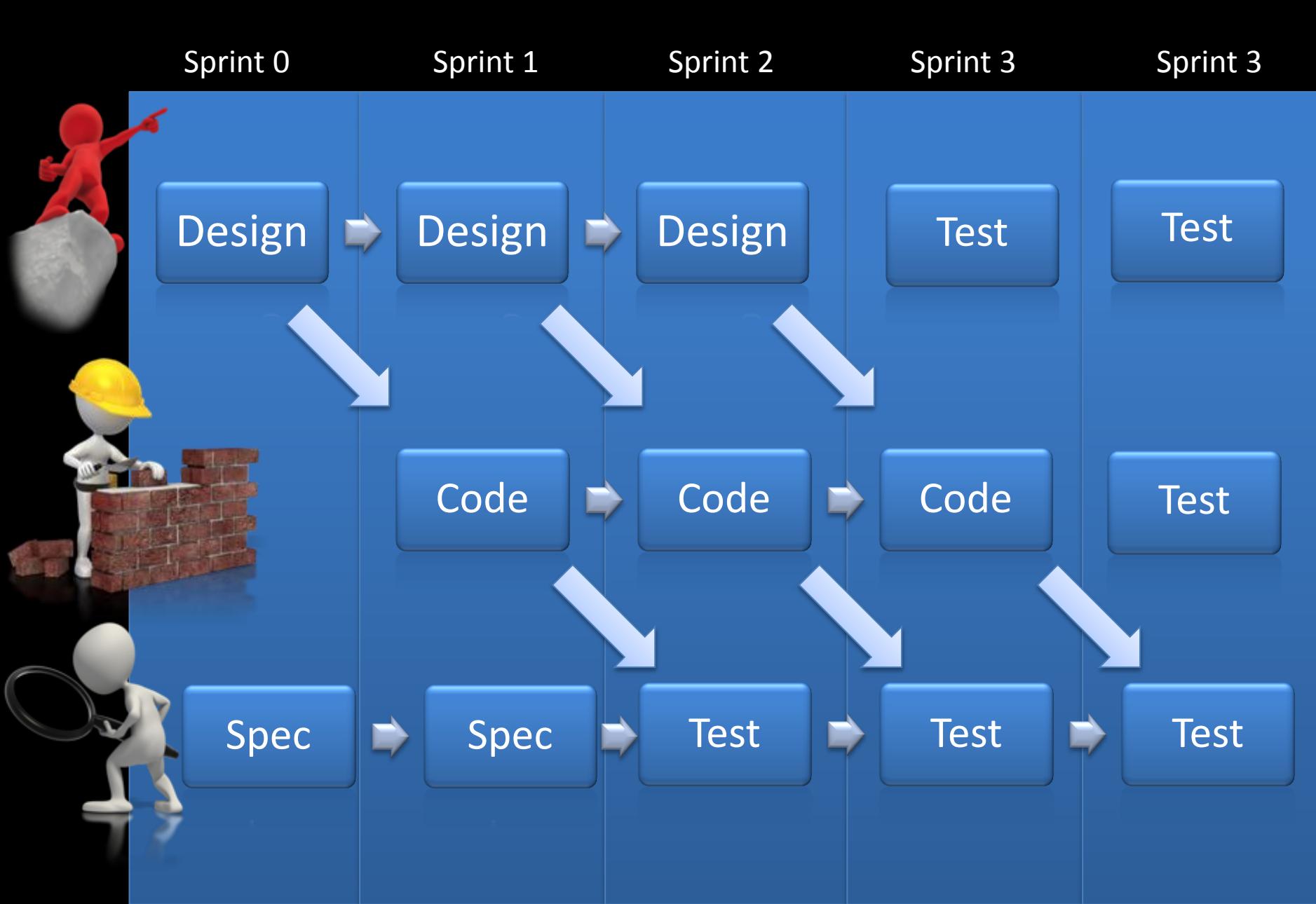
 And <expected result>





Agile
Team

Designers & Testers



Manifesto for Software Craftsmanship

Raising the bar.

As aspiring Software Craftsmen we are raising the bar of professional software development by practicing it and helping others learn the craft. Through this work we have come to value:

Not only working software,
but also **well-crafted software**

Not only responding to change,
but also **steadily adding value**

Not only individuals and interactions,
but also **a community of professionals**

Not only customer collaboration,
but also **productive partnerships**

That is, in pursuit of the items on the left we have found the items on the right to be indispensable.



OPEN CLOSED PRINCIPLE

Brain surgery is not necessary when putting on a hat.



COMMON REUSE

Classes that are used together are packaged together.



SINGLE RESPONSIBILITY

Avoid tightly coupling your tools together.

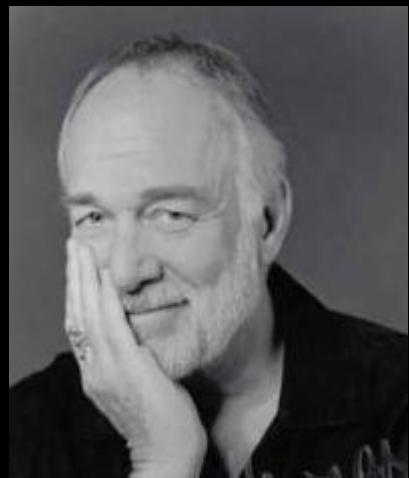


The logo for NimblePros features a stylized blue icon of a person in a dynamic, forward-leaning pose. To the right of the icon, the word "NimblePros" is written in a large, bold, blue sans-serif font. A small "TM" symbol is positioned at the top right of "Pros". Below "NimblePros", the tagline "Agile software development. Delivered." is written in a smaller, green, italicized sans-serif font.

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- 
- More Lean Influence
 - Flow and Pull Mindset
 - Scaling Agile
 - Kanban Insurgence
 - Scrum and XP Define Core
 - More Buffet Practices
 - BDD Bridge Gap
 - Software Craftsmanship will evolve into a Professional Association
 - Agile Testing Revolution
 - Cloud Development Will Spark Evolution



YES WE KANBAN



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