Práticas e dificuldades da adoção de métodos ágeis

Marcelo Werneck

Transição para Métodos Ágeis

Training

Good Coaching and Mentoring

Management Buy-in

Team Members Buy-in

Right People Selection and Empowering Team

Continuous Meetings and Negotiations

Agile Champions

Incentive Factors

Agile Transition Facilitators

GANDOMANI, T. J. Exploring facilitators of transition and adoption to agile methods: a grounded theory study. Journal of Software, V. 9, No 7, 2014.

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Práticas Adotadas

Agile techniques used (multiple answers were also allowed).

Agile technique	Responses
Continuous integration	187 (73%)
Iteration planning	180 (71%)
Daily stand-up	177 (69%)
Unit testing	158 (62%)
Refactoring	151 (59%)
Automated builds	149 (58%)
Test-driven development	143 (56%)
Burndown charts	141 (55%)
Release planning	128 (50%)
Analog and digital taskboards	119 (47%)
Collective code ownership	118 (46%)
Pair programming	118 (46%)
Open work area	103 (40%)
Kanban	85 (33%)
Velocity charts	84 (33%)
On-site customer	80 (31%)
Behavior driven development	54 (21%)

PAPATHEOCHARAOUS, E.; ANDREOU, A. S. Empirical evidence and state of practice of software agile teams. Journal of software: evolution and process, 26, pp 855–866, 2014

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Práticas Adotadas

General goals of agile teams (multiple answers were also allowed)

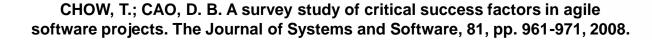| General goal	Response
Produce working software in every iteration/sprint/phase	224 (88%)
Immediate feedback from customer	131 (51%)
Do the simplest thing that could possibly work	116 (45%)
Discuss in groups the goals of the project	106 (41%)
Deliver a fully functional software	99 (39%)
Deliver software keeping a strict schedule	74 (29%)

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Fatores de Fracasso

Fatores de Fracasso

Leading causes of unsuccessful agile projects (multiple answers were also allowed).

Reason for failure	Response
Lack of experience or knowledge with agile methods	126 (49%)
External pressure to follow traditional waterfall methods	124 (49%)
Company philosophy or company culture that odds with core agile values	117 (46%)
Insufficient team training	103 (40%)
Lack of management support	97 (38%)
Unwillingness of team to follow agile methods	72 (28%)

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Fatores de Fracasso

Failure Factors

Dimension	Factor
Organizational	1. Lack of executive sponsorship
	2. Lack of management commitment
	3. Organizational culture too traditional
	4. Organizational culture too political
	5. Organizational size too large
	6. Lack of agile logistical arrangements
People	7. Lack of necessary skill-set
	8. Lack of project management competence
	9. Lack of team work
	10. Resistance from groups or individuals
	11. Bad customer relationship

CHOW, T.; CAO, D. B. A survey study of critical success factors in agile software projects. The Journal of Systems and Software, 81, pp. 961-971, 2008.

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Fatores de Fracasso

Failure Factors

Dimension	Factor
Process	12. Ill-defined project scope
	13. Ill-defined project requirements
	14. Ill-defined project planning
	15. Lack of agile progress tracking mechanism
	16. Lack of customer presence
	17. Ill-defined customer role
Technical	18. Lack of complete set of correct agile practices
	19. Inappropriateness of technology and tools

CHOW, T.; CAO, D. B. A survey study of critical success factors in agile software projects. The Journal of Systems and Software, 81, pp. 961-971, 2008.

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Fatores de Resistência da Equipe

ANDRADE, C. L.; LOPES, J. B. C.; BARBOSA, M. W.; COSTA, M. M. Identificando dificuldades na implementação e gerência de contratos em projetos ágeis em Belo Horizonte. Revista Abakós, v3, n1, 2014.

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Referências bibliográficas

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PAPATHEOCHARAOUS, E.; ANDREOU, A. S. Empirical evidence and state of practice of software agile teams. **Journal of software: evolution and process**, 26, pp 855–866, 2014