

Agile Software Development Practices

SOF2412 / COMP9412

Team Dynamics; Tools and
Technologies for Teamwork

Dr. Basem Suleiman

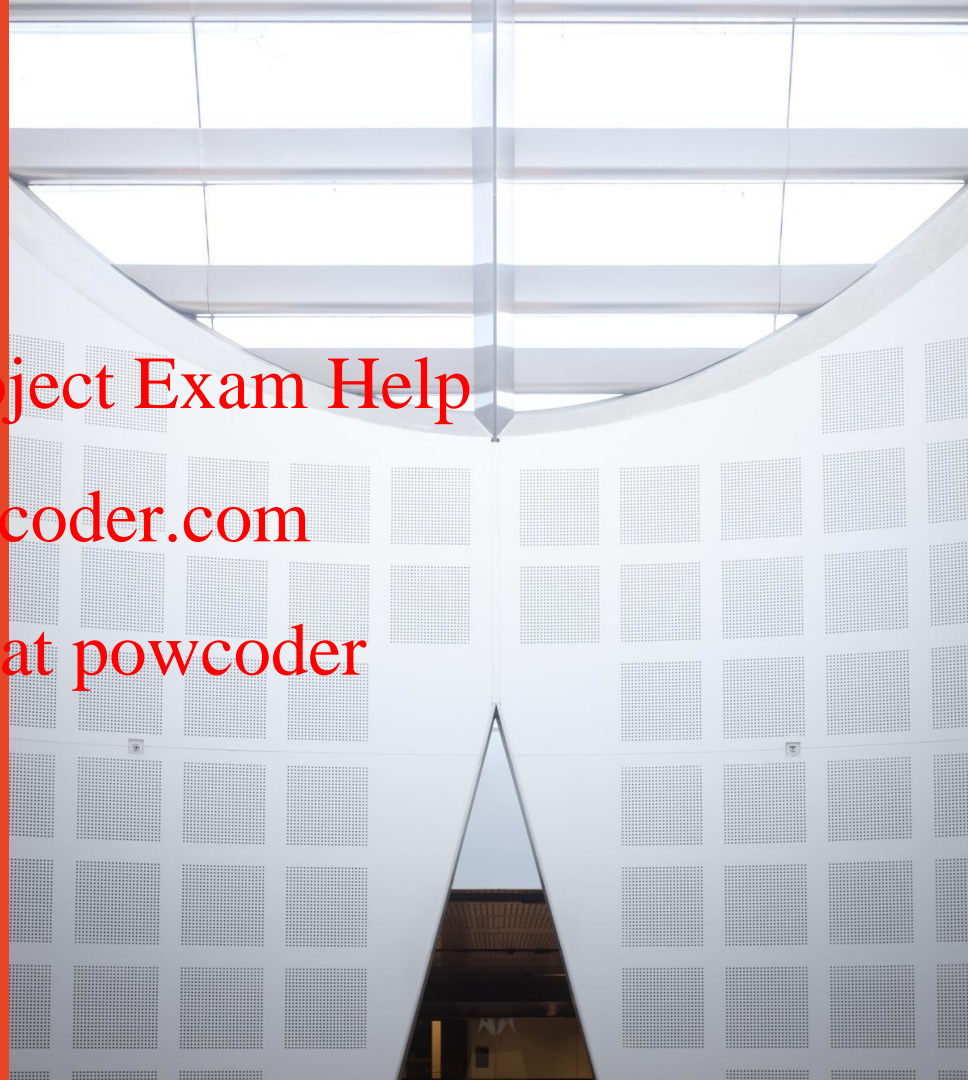
School Computer Science



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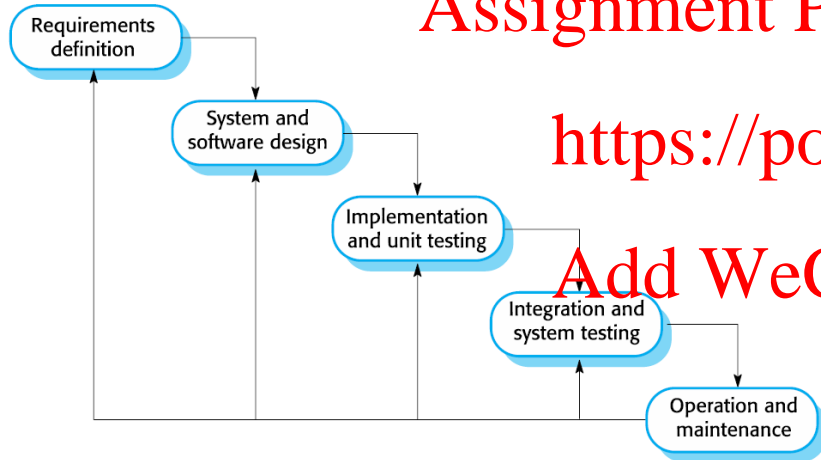


Agenda

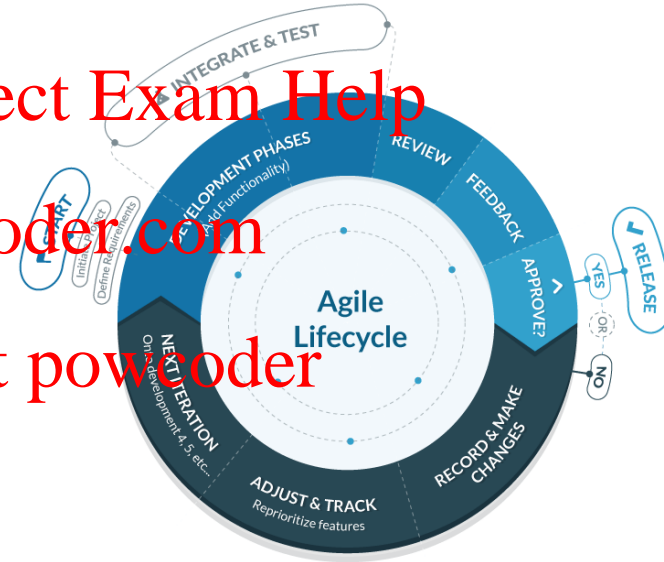
- Teams in Software Development Models
 - Teams in Agile Development
 - Team Dynamics
 - Effective Teams and Teamwork
 - Issue Tracking
 - Tools for Issue Tracking and Teamwork
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Software Development Models – Teams

Do software development models influence team structure and interactions in software development?



Waterfall model
plan-driven development



Agile model
Incremental & iterative development

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Waterfall Model – Teams

Development activities	Teams
Divide the work into stages	A separate team of specialists for each stage
At each stage, the work is passed from one team to another	Some coordination is required for the handoff from team to team – using “documents”
At the end of all of the stages, you have a software product ready to ship	As each team finishes, they are assigned to a new product

Teams under different SDLC models

- In a traditional structure how do teams work?
 - As work is planned and allocated, it can be divided into pieces that should be more-or-less independent
 - Specialist teams
 - Project management and resource reallocation
 - Clear authority lines, so disagreements can be resolved
 - Problems?
 - Single points of failure
 - Inflexibility
 - Lack of feedback
- And in Agile teams?

Agile Manifesto – Revisit

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

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Agile Manifesto –

- Individuals and interactions over processes and tools

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- Why Agile values individuals and interactions over processes and tools? Discuss

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Agile Manifesto – Why Individuals and Interactions?

- Why Agile values individuals and interactions over processes and tools?
 - People tend to follow processes blindly, and make mistakes
 - “A great tool can sometimes help people to do the wrong thing faster”
 - Tools or best practices are not enough - people who need to use it should buy into it to realize its benefits
 - People needs to see the value of following certain practices
- It is important to recognize that you are working with a group of people who have different motivations, ideas and preferences

Agile Principles 1 – People

- Build projects around **motivated individuals**. Give them the **environment and support** they need, and **trust** them to get the job done
- The most efficient and effective method of **conveying information** to and within a development team is **face-to-face conversation**
- At regular intervals, the team reflects on how to become more **effective**, then **tunes and adjusts its behavior** accordingly

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Agile Principles 1 – People

- *Group Discussion:*

- *Briefly discuss how the following agile principles perceive teams and teamwork in agile development?*

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- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

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Agile Principles 2 – People

- Business **people** and **developers** must **work together daily** throughout the project

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- The best architectures, requirements, and designs emerge from **self-organizing teams**

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- Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software

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Agile Principles 2 – People

- *Group discussion*
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Teams – Individuals and Collaboration

- Common problem experienced in software development teams “*throw it over the wall*”

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- Team members are busy thinking about their own project work and problems
 - Different views/perspectives
- Teams are divided, and collaboration is killed

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Agile Practices – The Agile Elephant

- The agile elephant is made up of many practices



*Agile practices and Scrum method (most of these presented in this figure) will be discussed in more details in future lectures. The focus of the discussion here is on teams and the adoption of Agile practice

Agile Teams – Individual Practices

- When adopting agile practices, team members may adopt practices individually:

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- Each person uses only the practices that impact their work; developers focus on automated tests and build, team leads on task boards, project velocity and burn-down charts, business users on user stories

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- Adopting practices individually will improve things, but this may lead to a self-contradictory effect

Teams – Individual Practices

- When adopting agile practices, team members may follow the same thinking:
 - Each person uses only the practices that impact their work, developers focus on automated tests and build, team leads on task boards, project velocity and burn-down charts, business users on user stories
- Adopting practices individually will improve things, but this may lead to a self-contradictory effect
 - Each person sees the part of agile that affects their specific work – (attitudes: “see! I was right all along”)
 - Agile is made up of day-to-day practices, but it’s much bigger than those practices

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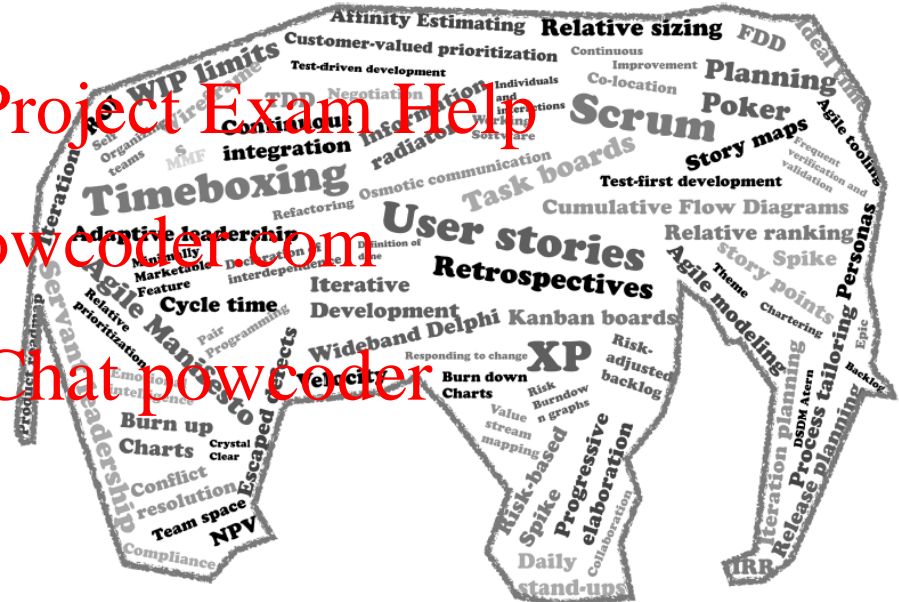
Understanding the Agile Elephant

- If you only see the practices that directly affect your project work, then you will see the one small piece of agile

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Team Dynamics

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Team Dynamics

- “Team dynamics are the unconscious, psychological forces that influence the direction of a team’s behaviour and performance”

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- Factors that lead to team dynamics:

- Personalities and work styles
- Knowledge and skills
- Organization culture and structure
- Cultural differences, background

Team Dynamics – Good or Bad?

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In Agile development, is team dynamics a good or bad thing?

Discuss

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Team Dynamics – Pros and Cons

- Can be good
 - E.g., Improve overall team performance (productive conflict, different perspectives)
- Can be bad
 - Can lead to unproductive conflict can demotivate and prevent team from achieving its goals

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Team Dynamics – Tuckman Team Development Model



Image: <https://www.atlassian.com/agile/teams>

Tuckman's stages of group development - https://en.wikipedia.org/wiki/Tuckman%27s_stages_of_group_development

Team Dynamics – Identification and Resolution

- Result from the interaction of many factors
 - E.g., Personalities, work style, roles, culture, organizational structure
- Investigate the root causes of conflict or poor team performance
 - Structured interviews or informal chats in a private and confidential
- Identify potential improvements
 - E.g., change in office layout, team development workshops (practices, personality dynamics, cultural change programs)

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Agile Teams – Skills

- It's claimed that agile teams work with the best developers. However, this is not necessarily the case
- Every project needs at least one experienced and competent lead person (Critical Success Factor)
- Each experienced and competent person on the team permits the presence of 4-5 “average” or learning people
- With that skill mix, agile techniques have been shown to work many times

Teams Culture

- Consider the following scenarios:
 - *Developer*: “It works in our environments, it’s operations responsibility to make it work in production”
 - *Tester*: “Listen, it worked in User Acceptance Testing, it must be a configuration issue, or a missing firewall hole and nothing I could have spotted during testing...”
 - *Customer*: “Hello! Nothing works here...”
- Are these statements signs of team dynamics?
- Should this kind of culture exist in agile teams?

Source: <https://mysoftwarequality.wordpress.com/2014/09/04/cross-dysfunctional-teams>

Effective Teamwork

- Teamwork comprises of the right tools, the right people and the right practices

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- Effective teamwork is everyone's shared responsibility

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- Large software organizations teams involve many roles across different departments (engineering, design, sales/marketing, legal)

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- Use *team building activities* to build effective teams

Team Building

- “Various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks”
- There is an evidence how team building affect positively team effectiveness

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Team Building Activities

- **Goal setting:** emphasizes the importance of clear objectives and individual and team goals
 - E.g., objectives and key results (Atlassian)
- **Interpersonal relationships:** focus on teamwork skills such as giving and receiving support, communication and sharing information
- **Standup meetings**
- **Roles and responsibilities** (Atlassian)

https://en.wikipedia.org/wiki/Team_building

Team Building – Roles and Responsibilities

- Define the roles and responsibilities that will make your team successful

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- Clarify expectations as a team

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- Helps to move a team from “storming” to “norming”, or help “performing” teams to get back on track

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Roles and Responsibilities – How?

- Create a table of roles and responsibilities

- Responsibilities from own perspective

- Responsibilities from team member's perspective

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Name	Role	Responsibility (own)	Responsibility (other's)

Roles and Responsibilities – How?

- Identify roles
 - E.g., team lead, developers, designers
 - Coarse-grained
 - Add to the role's column
- Clarify own responsibility
 - Think of top 3-5 tasks in priority order
 - Write on sticky notes
- Think of teammate's responsibilities
 - Write 1-2 responsibilities for each role from your perspective
 - Write responsibilities you may think that don't have a clear owner

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Roles and Responsibilities – How?

- Refine and consolidate (optional)
 - Talk teammates with similar roles and refine responsibilities
- Discuss all roles
 - Role owner(s) describe their role and place their sticky notes in own responsibility column
 - Other teammate's role description in the other column
 - Owner to accept/decline the responsibilities by other teammates (suggest role to own it). Define primary owner for overlapping roles
 - Add “unassigned responsibilities” to
- Summarize roles and responsibilities
 - All to agree
 - Owner to document it and how to fill skill gaps

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High-Performing Agile Teams

- Cross-functional; engineers, designers, architects, sales
- Mutual respect and mutual responsibility
 - Not blaming culture, and/or “throw it over the wall”
- Sound engineering practices (tools and automation)
- Value and belief of agile practices and principles
- Apply agile practices effectively as individuals and as a team
- Receive continuous training (technical and non-technical) and team monitoring/coaching

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How much can you find out?

- Search for:

- Team effectiveness
- Self-managed teams
- Group conflict
- Team efficacy...

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- Learn about the theory of teams!

Tools and Technologies for Teamwork

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Issue Tracking Systems

- A software that manages and maintains lists of issues
- Used to create, update and resolve reported issues internally or externally
- **Bug (defect) Tracking System:** keeps track of reported software bugs in software development projects
 - Centralized overview of development requests and their states
 - May assigned a priority, status, severity and/or complexity
 - Prioritized list of pending items (Backlog)
 - Typically integrated with other tools or software management systems

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Bug/Issue Tracking Part of other Systems

- Part of integrated project/software development management systems
- It helps integrating issue/bug tracking with other activities
- Distributed bug tracking tools are designed to be used with distributed revision control software

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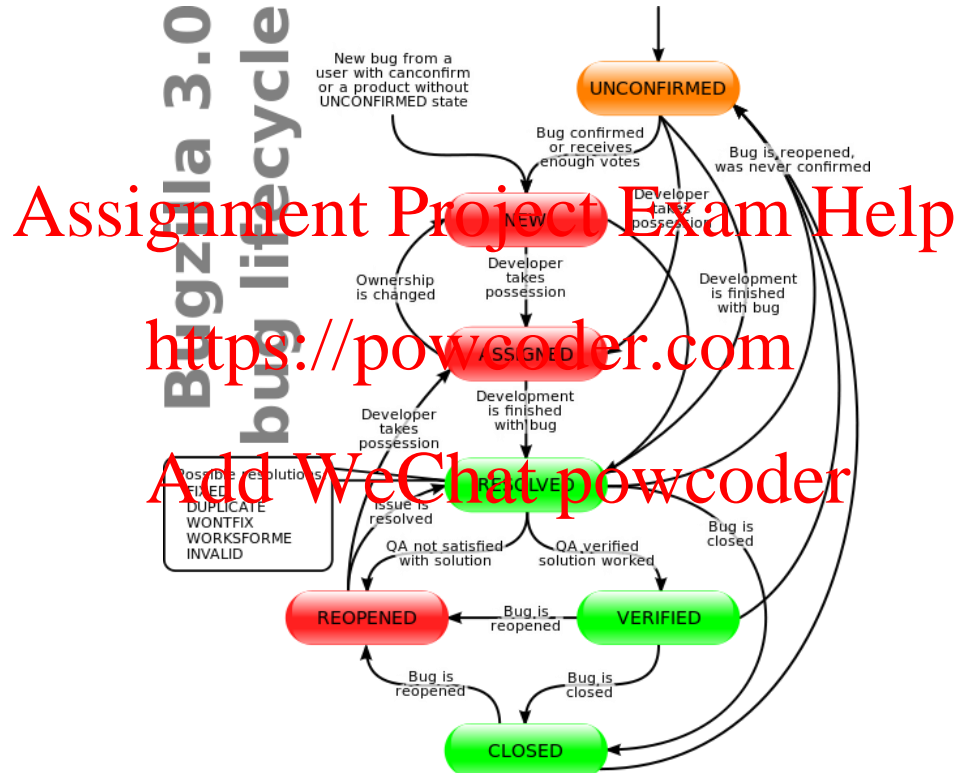
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Bugzilla – Bug Tracking Tool

- Open-source web-based bug tracker and testing tool by Mozilla project
- Bug (or feature) requests can be submitted by anyone and will be assigned to a particular developer
- Various status updates for each bug
 - E.g., Bugzilla itself allows the public to file bugs – it assigns all bugs to a gatekeeper whose job is to assign responsibility and priority level

<https://en.wikipedia.org/wiki/Bugzilla>

Bugzilla – Bug Lifecycle



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Issue Tracking – GitHub

SOFT2412-Agile-Software-Development / Test Private

Watch 0 Star 0 Fork 0

Code Issues 2 Pull requests 0 Projects 1 Wiki Insights Settings

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Login bug

Write Preview

When a user enters a username or password with non-permitted characters such as a semicolon

Attach files by dragging & dropping, selecting them, or pasting from the clipboard.

Styling with Markdown is supported

Submit new issue

Assignees

- bsul6138
- asan0483

Labels

- bug

Projects

Test repo

Milestone

No milestone

GitHub Issue Tracking – Edit Labels

SOFT2412-Agile-Software-Development / Test Private Watch 0 Star 0 Fork 0

Code Issues 2 Pull requests 0 Projects 1 Wiki Insights Settings

Search all labels Labels Milestones New label

8 labels		Sort ▼
bug	Something isn't working	Edit Delete
duplicate	This issue or pull request already exists	Edit Delete
enhancement	New feature or request	Edit Delete
good first issue	Good for newcomers	Edit Delete
help wanted	Extra attention is needed	Edit Delete
invalid	This doesn't seem right	Edit Delete
question	Further information is requested	Edit Delete
wontfix	This will not be worked on	Edit Delete

SOFT2412-Agile-Software-Development/Test/labels

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GitHub Issue Tracking – Project Management

Enterprise This organization Search Pull requests Issues Explore

SOFT2412 - Agile Software Development Practices

Repositories 54 People 79 Teams 20 Projects 1 Settings

Test Agile Updated 3 hours ago

Filter cards + Add cards (1 new) Fullscreen Menu

5 To do + ...

Enter a note

Add Cancel

Search filter user story Added by bsul6138

Product Search User Story Added by bsul6138

Automation Automatically move your cards to the right place based on the status and activity of your issues and pull requests. Added by ffar6831

Welcome to GitHub Projects We're so excited that you've decided to create a new project! Now that you're here, let's make sure you know how to get the most out of GitHub Projects.

1 In progress + ...

Test 2 - added Added by hosh5448

2 Done + ...

test Test#2 opened by ffar6831

Complete user sign up Test#3 opened by bsul6138

+ Add column

+ Add cards (1 new) Fullscreen Menu

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Version Control Systems – GitHub Revisit

- GitHub allows groups of people to collaborate across many projects at the same time in organizations account
- Organization's members can be:
 - **Owner:** complete administrative access to the organization
 - **Member:** default role for everyone else
- Owners can manage members' access to the organization's repos. and projects with fine-grained permission controls
- Can add collaborators from outside of the organization (consultant) to have access to one or more organization repos. without bring a member of the organization

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GitHub – Organization Access Control (Revisit)

Organization action	Owners	Members
Invite people to join the organization	X	
Edit and cancel invitations to join the organization	X	
Remove members from the organization	X	
Reinstate former members to the organization	X	
Add and remove people from all teams	X	
Promote organization members to <i>team maintainer</i>	X	
Add collaborators to all repositories	X	
Access the organization audit log	X	
Delete all teams	X	
Delete the organization account, including all repositories	X	

Organization action	Owners	Members
Create teams	X	X
See all organization members and teams	X	X
Can mention any visible team	X	X
Can be made a <i>team maintainer</i>	X	X
Transfer repositories	X	
View a project board and add or reorganize its cards and columns	X	X
Create or delete a project board and edit its description	X	X
Automate actions for project boards	X	X
View and post private team discussions to all teams (see " About team discussions " for details)	X	
Edit and delete team discussions in all teams (for more information, see " Managing disruptive comments ")	X	

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- Examples of access permissions for organization's owners and members

<https://help.github.com/enterprise/2.13/user/articles/permission-levels-for-an-organization/>

GitHub – Creating Organization (Revisit)

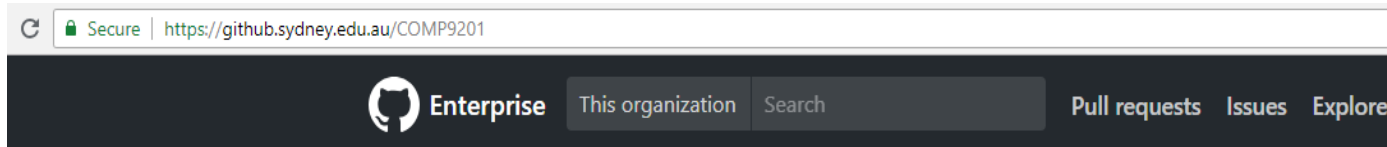
The screenshot shows the GitHub 'Sign up your team' page on the domain `github.sydney.edu.au`. On the left, a user menu is open with options: 'New repository', 'New gist', and 'New organization' (highlighted in blue). The main heading is 'Sign up your team'. Below it, a progress bar shows three steps: 'Step 1: Create an organization account' (completed with a green check), 'Step 2: Create organization' (active with a blue circle), and 'Step 3: Add members' (disabled with a grey circle). The 'Create an organization account' section has a form with 'Organization name' set to 'COMP9201' (marked with a green check) and 'Contact email' set to 'salem.suleiman@sydney.edu.au'. A green 'Create organization' button is at the bottom. A text box on the right explains that organization accounts allow teams to plan, build, review, and ship software while tracking bugs and discussing ideas.

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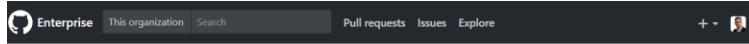
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Organizational accounts have a namespace where all their projects exist



GitHub – Add Members to Organization (Revisit)



Add organization members

Completed Create personal account

Step 2: Create organization

Search by username, full name or email address

hosos5448

hosos5448 Hamzah Bin Osop

Farnaz Farid

Finish

Organization members

- See all repositories
- Create repository
- Organize into teams
- Review code
- Communicate via @mentions

As an organization owner, you'll have complete access to all of the organization's repositories and have control of what members have access using fine-grained permissions.

- Note: when you create a new repo you can create them under your personal account or under any of the organizations that you're owner in

Create a new repository

Your repository contains all the files for your project, including the revision history.

Owner Repository name

COMP9201 WebStoreApp

Choose another owner

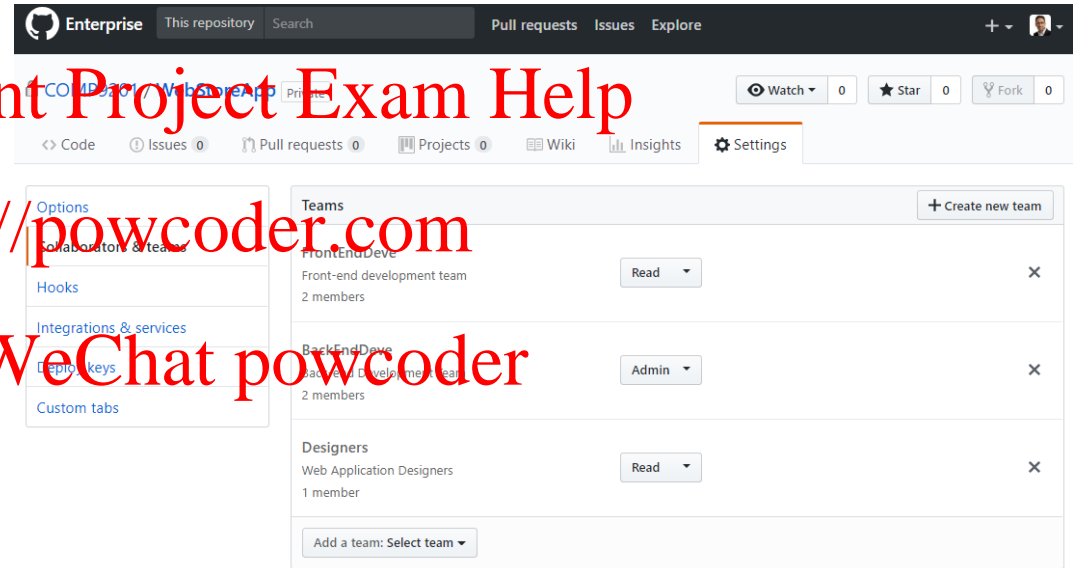
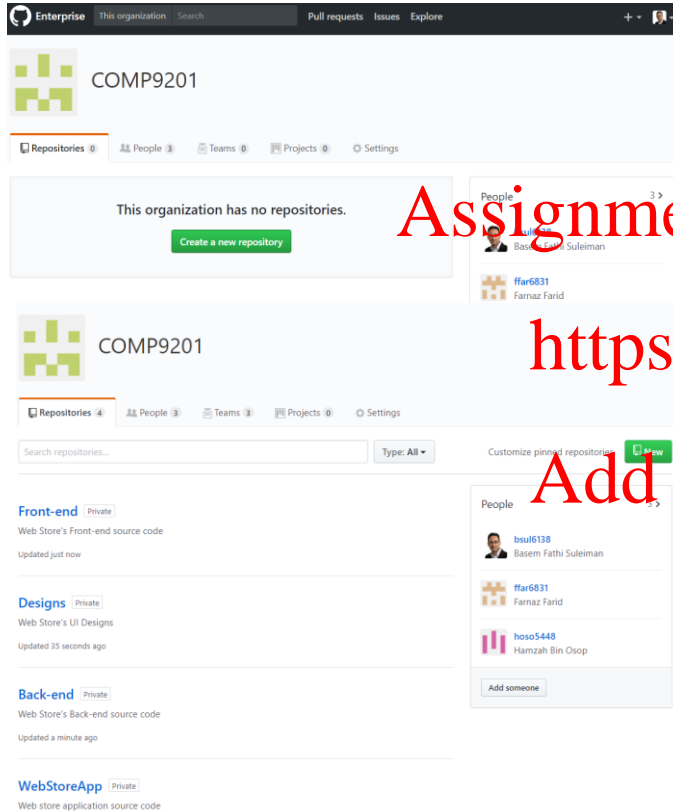
- bsul6138
- COMP9201
- INFO3220-Object-Oriented-Design
- PROFESSIONAL-Software-Engineering
- SOFT2201-Software-Constr-and-Design-1
- SOFT2412-Agile-Software-Development

Need inspiration? How about

choose who can commit.

repository.

GitHub Organization – Manage Repos. (Revisit)

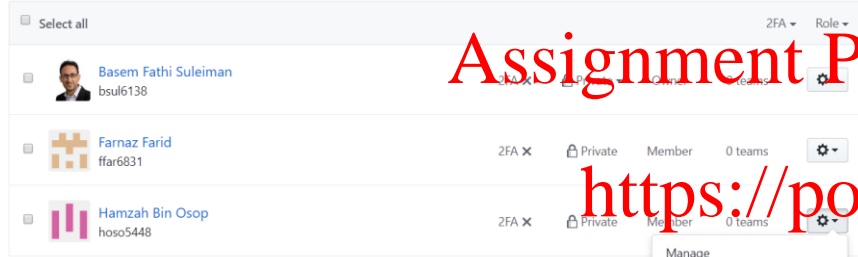
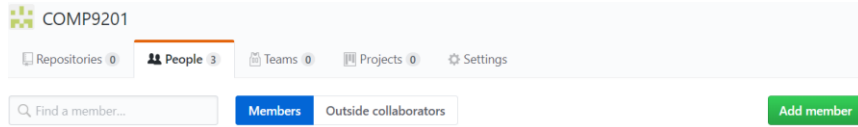


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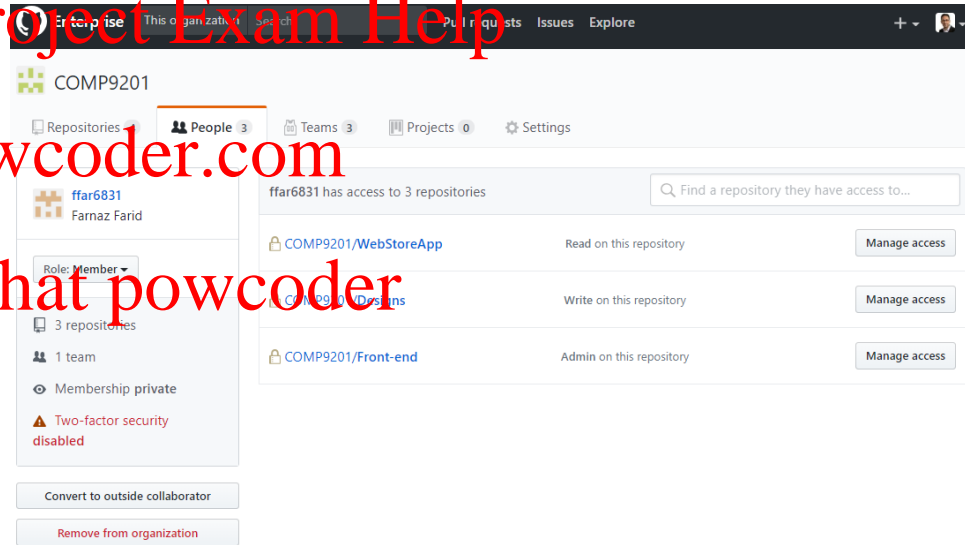
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GitHub Organization – Manage People (Revisit)



Manage
Change role...

Convert to outside collaborator
Remove from organization

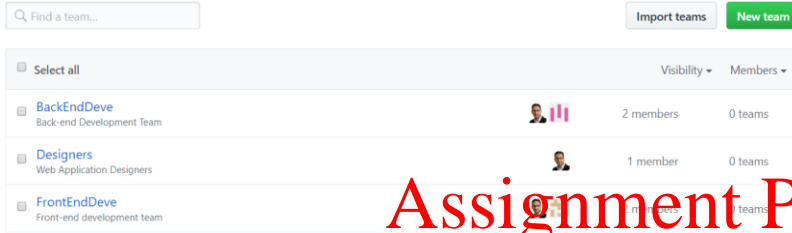


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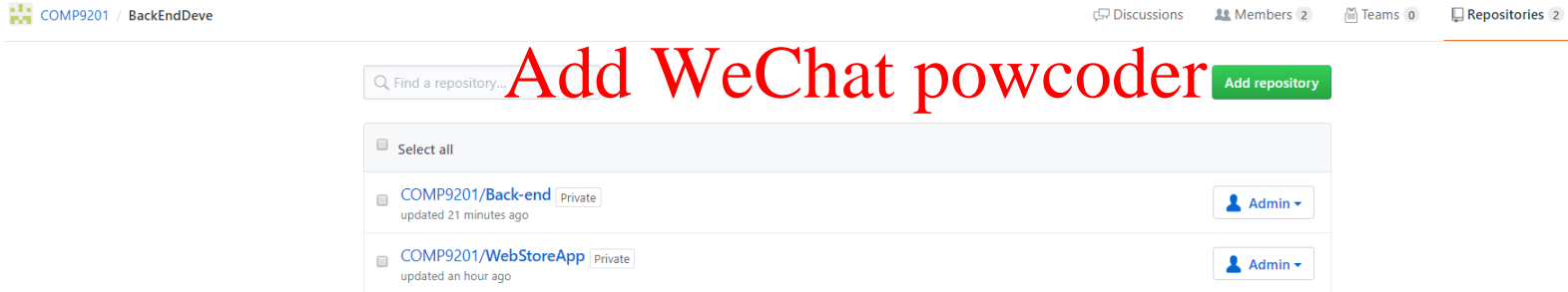
GitHub Organization – Manage Teams (Revisit)



You may have 3 repos; Designs, Front-end and Back-end. You want FrontEndDeve to work on the Front-end and Designs repos, Designers team to work on Designs repo and BackEndDeve to work on Back-end repo

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GitHub Organization – Manage Projects (Revisit)



Organize your issues with project boards

Did you know you can manage projects in the same place you keep your code? Set up a project board on GitHub to streamline and automate your workflow.

Sort tasks

Add issues and pull requests to your board and prioritize them alongside note cards containing ideas or task lists.

Plan your project

Sort tasks into columns by status. You can label columns with status indicators like "To Do", "In Progress", and "Done".

Track progress

Automate your workflow

Set up triggering events to save time on project management—we'll move tasks into the right columns for you.

Share status

Wrap up

Web App Development

Updated 3 minutes ago

1 To Do

2 In Progress

3 Done

Enter a note

Add

Cancel

★ Welcome to GitHub Projects ★

We're so excited that you've decided to create a new project! Now that you're here, let's make sure you know how to get the most out of GitHub Projects.

☒ Create a new project

☒ Give your project a name

☐ Press the `/` key to see available keyboard shortcuts

☐ Add a new column

☐ Drag and drop this card to the new column

☐ Search for and add issues or PRs to your project

Create Login Designs

Added by bsul6138

Implement Login

Added by bsul6138

Create Sign-up Designs

Added by bsul6138

Implement Front-end Sign-up

Added by bsul6138

+ Add column

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GitHub Organization – Audit Log (Revisit)

- Audit log records all events that have happened at the organization level, who did them and where in the world they were done

The screenshot shows the GitHub interface for the organization COMP9201. At the top, there are tabs for Repositories (4), People (3), Teams (3), Projects (1), and Settings. The Settings tab is selected. On the left, a sidebar menu lists various settings categories: Organization settings (Profile, Member privileges, Security, Audit log, Hook, Installed GitHub Apps, Repository topics, Projects, Teams), and Developer settings (OAuth Apps, GitHub Apps). The 'Audit log' option is highlighted. The main content area is titled 'Audit log' and includes a search filter. Below this, a section titled 'Recent events' lists several actions performed by the user bsul6138 (team.add_repository):

- Created project Web App Development in COMP9201 (Australia | an hour ago)
- Gave COMP9201/frontenddeve access to COMP9201/Designs (Australia | an hour ago)
- Gave COMP9201/frontenddeve access to COMP9201/WebStoreApp (Australia | an hour ago)
- Gave COMP9201/designers access to COMP9201/WebStoreApp (Australia | an hour ago)
- Gave COMP9201/backenddeve access to COMP9201/WebStoreApp (Australia | an hour ago)

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Jenkins

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Jenkins – CI / CD



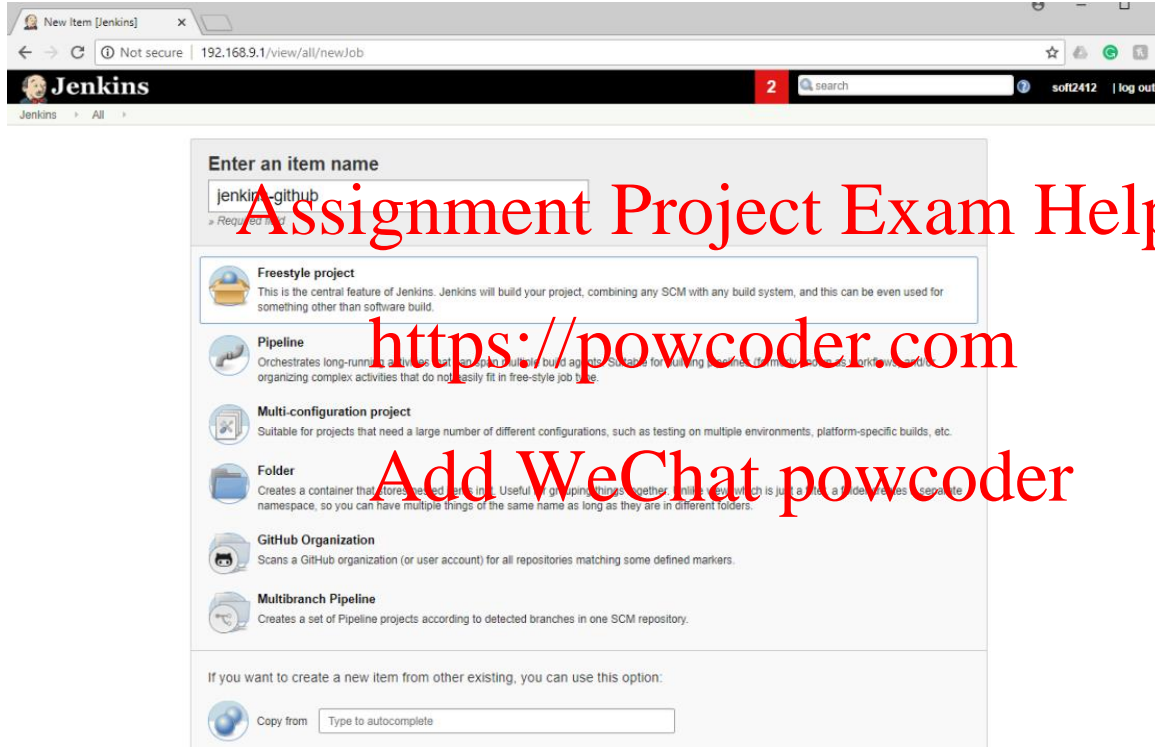
- “Jenkins is a self-contained, open source automation server which can be used to automate all sorts of tasks related to building, testing, and delivering or deploying software.”

<https://powcoder.com>

- *Jenkins pipeline* is a suite of plugins which supports implementing and integrating *continuous delivery pipelines* into Jenkins
 - A *continuous delivery pipeline* is an automated expression of your process for getting software from version control right through to end users/customers
 - Typically written in *Jenkinsfile* which is checked in a project's source code repository

<https://jenkins.io/>

Jenkins – Integration with GitHub (1)



Jenkins – Integration with GitHub (2)

The screenshot shows the Jenkins 'Source Code Management' configuration page for Git. The 'Repositories' section is active, showing a repository URL of 'https://github.sydney.edu.au/SOFT2412-Agile-Software-Development/git-local5.git' and credentials 'hoso5448/*****'. The 'Branches to build' section shows a branch specifier of '*/master'. The 'Repository browser' is set to '(Auto)'. The 'Additional Behaviours' section has an 'Add' button. The 'Build Triggers' section is visible below, with 'GitHub hook trigger for GITScm polling' checked.

Source Code Management

☐ None
☒ Git

Repositories

Repository URL:

Credentials:

Branches to build

Branch Specifier (blank for 'any'):

Repository browser:

Additional Behaviours:

Build Triggers

- ☐ Trigger builds remotely (e.g., from scripts)
- ☐ Build after other projects are built
- ☐ Build periodically
- ☐ GitHub Branches
- ☐ GitHub Pull Requests
- ☒ GitHub hook trigger for GITScm polling
- ☐ Poll SCM

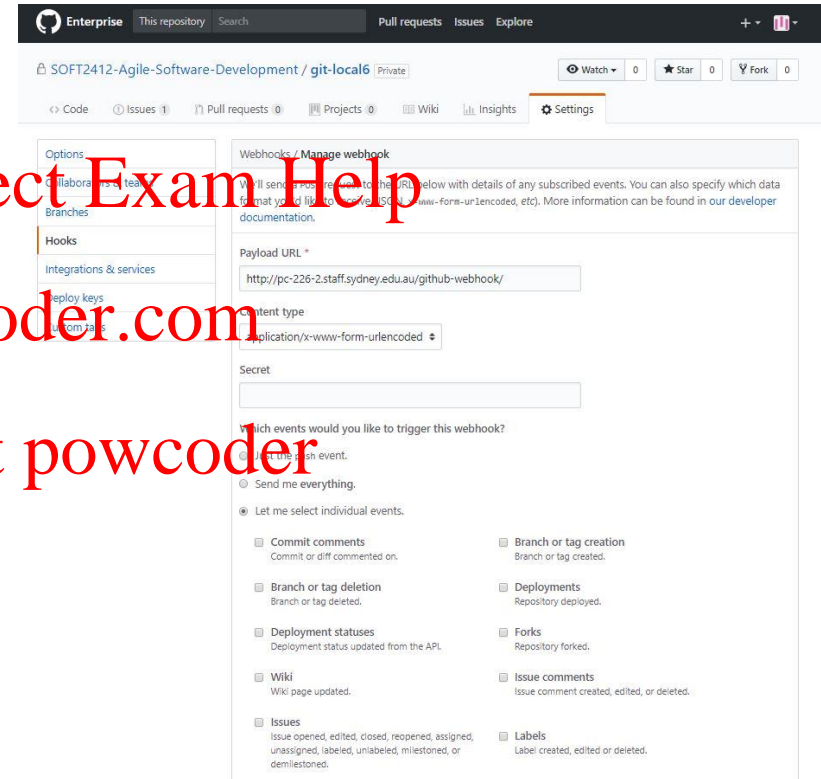
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Jenkins – Integration with GitHub (3)

- Webhooks to set up GitHub applications to subscribe to certain events on GitHub
- Events is triggered, HTTP POST payload will be sent to the webhook's configured URL
- Webhooks can be used to update an external issue tracker, trigger CI builds, update a backup mirror



<https://developer.github.com/webhooks/>

Teamwork Collaboration Tools

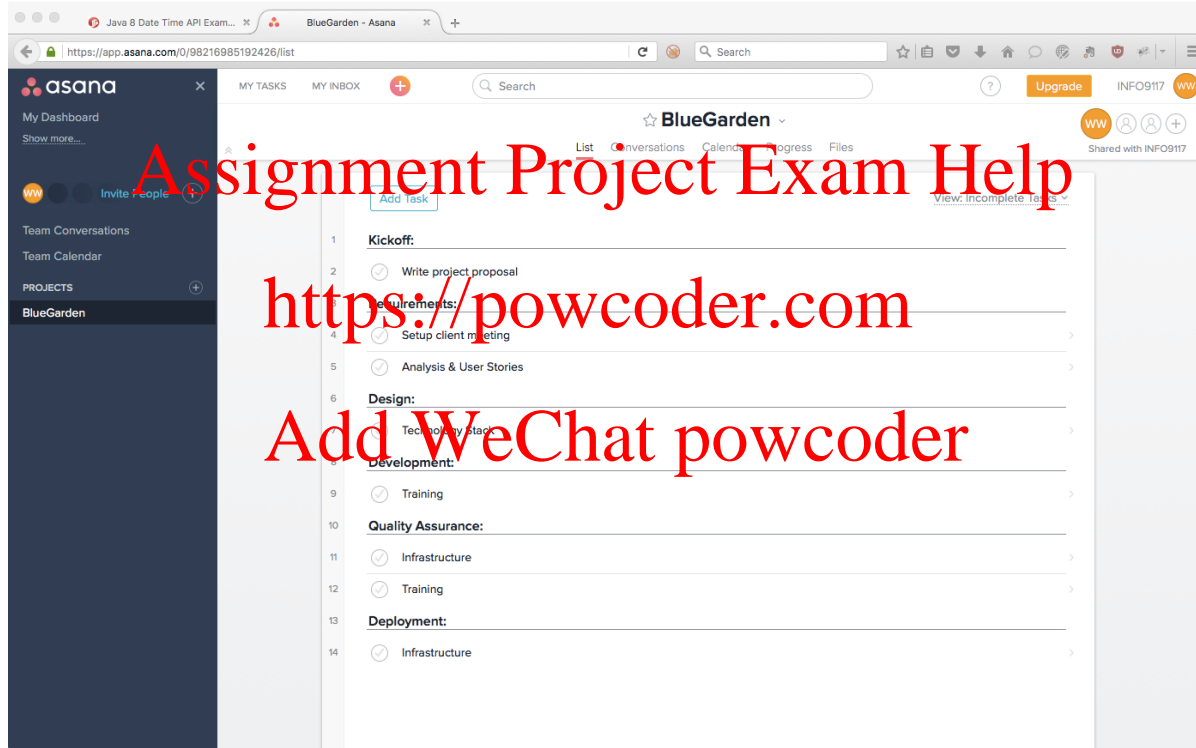
- What tools would you use to help support your team?
- Examples:
 - Dropbox
 - Google Docs
 - Skype
 - Trello
 - Slack
 - Basecamp
 - Asana
 - ... other

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Other Tools – Asana – Project Management



References

- Andrew Stellman, Margaret C. L. Greene 2014. Learning Agile: Understanding Scrum, XP, Lean and Kanban (1st Edition). O'Reilly, CA, USA.
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- Cross Dysfunctional Teams. [<https://mysoftwarequality.wordpress.com/2014/09/04/cross-dysfunctional-teams>]
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References

– Further Readings:

- Hackman J. R., “*Leading Teams: Setting the stage for great performances*”, Harvard Business Press 2002

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**Tutorial: Continuous Integration with
Jenkins / Docker**

**Team Dynamics – Team Building
Activities**

Lecture: Agile Methods, Scrum

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