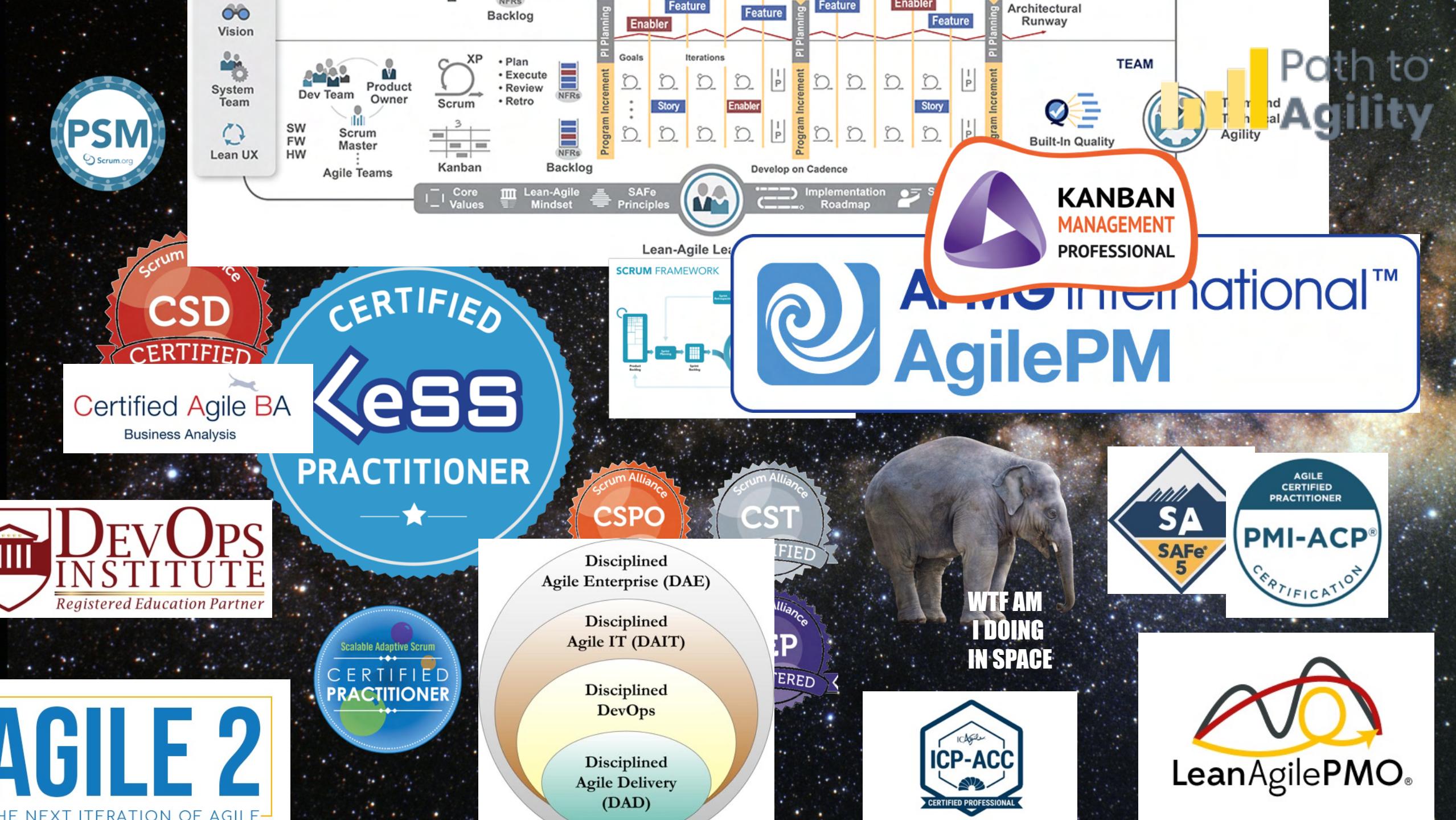




Oh! The
Humanity.

@jonfazzaro



**LET ME SHOW
YOU SOMETHING**



DIB Guide: Detecting Agile BS

Oct 09, 2018

5

Version 0.4, last modified 3 Oct 2018 Department of Defense

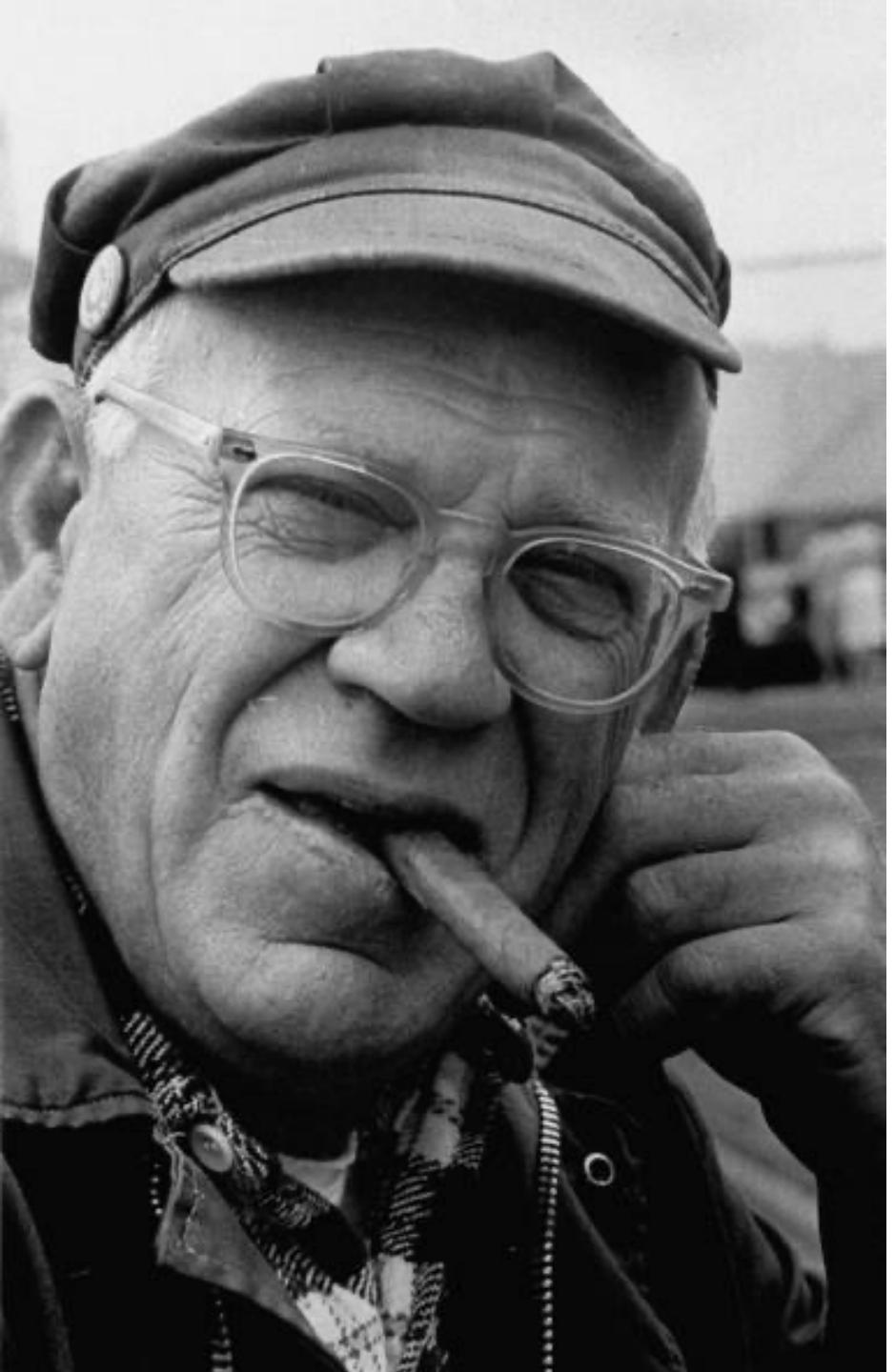
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

Agile is a buzzword of software development, and so all DoD software development projects are, almost by default, now declared to be “agile.” The purpose of this document is to provide guidance to DoD program executives and acquisition professionals on how to detect software projects that are really using agile development versus those that are simply waterfall or spiral development in agile clothing (“agile-scrum-fall”).

Principles, Values, and Tools

Experts and devotees profess certain key “values” to characterize the culture and approach of





“Every great cause begins as a movement, becomes a business, and eventually degenerates into a racket.”

Eric Hoffer, *The Temper of Our Time*
1996

A close-up photograph of an elephant's head and trunk. The elephant has wrinkled, greyish-brown skin. Its large ear is visible, and it has a small white tusk. The background is a dark, star-filled space with a bright, glowing nebula or galaxy on the right side.

SRSLY

1. Industrialism (and the thing about meatloaf),
2. The Organizing Principle of Agility,
3. Humanity (putting the horse in front of the cart).

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RUDE





“Work can be done more
economically by
subdivision of the labour.

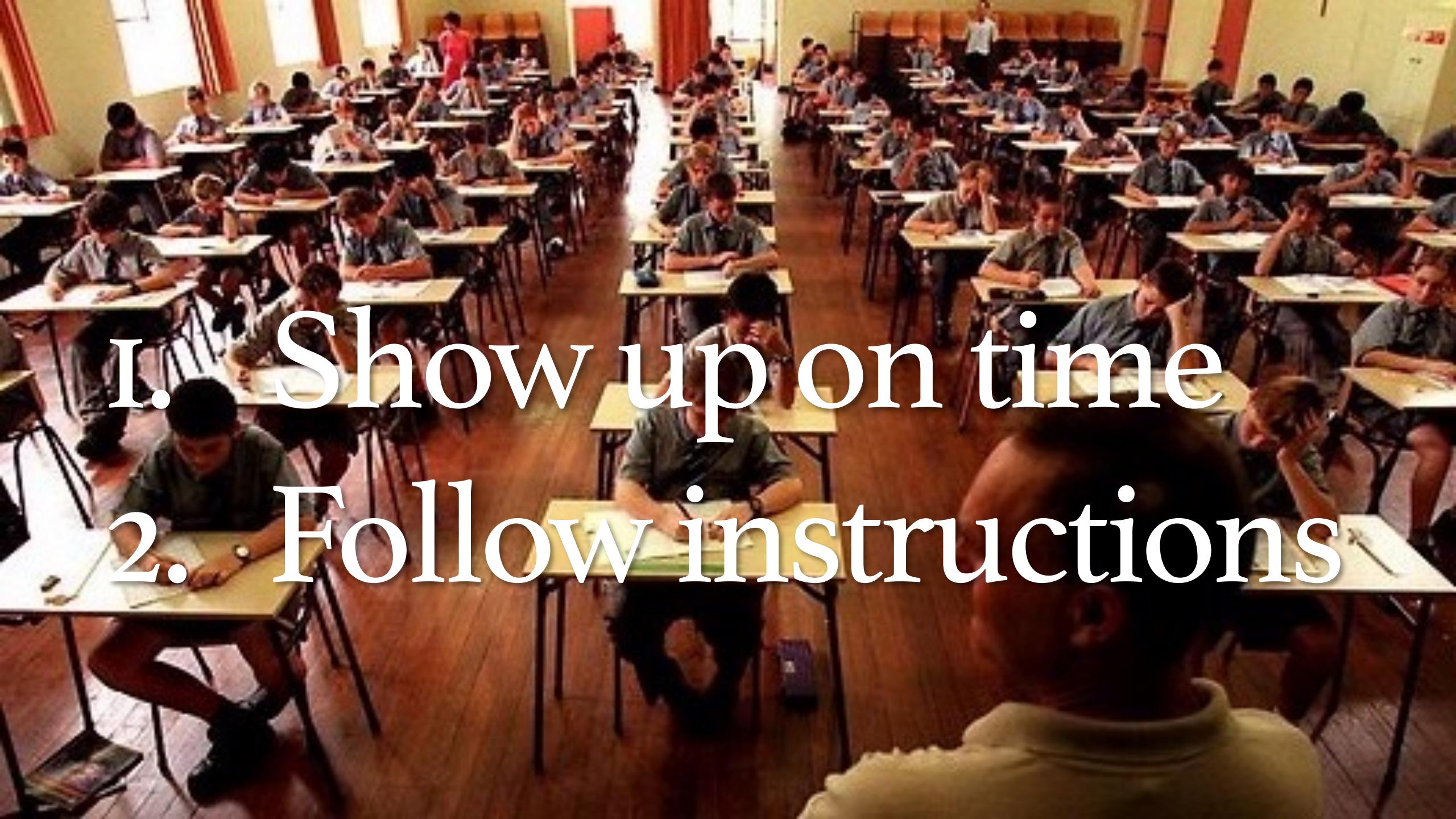
Each act of each mechanic, for example, should
be preceded by various preparatory acts done by
other men.”

Frederick Taylor,
The Principles of Scientific Management

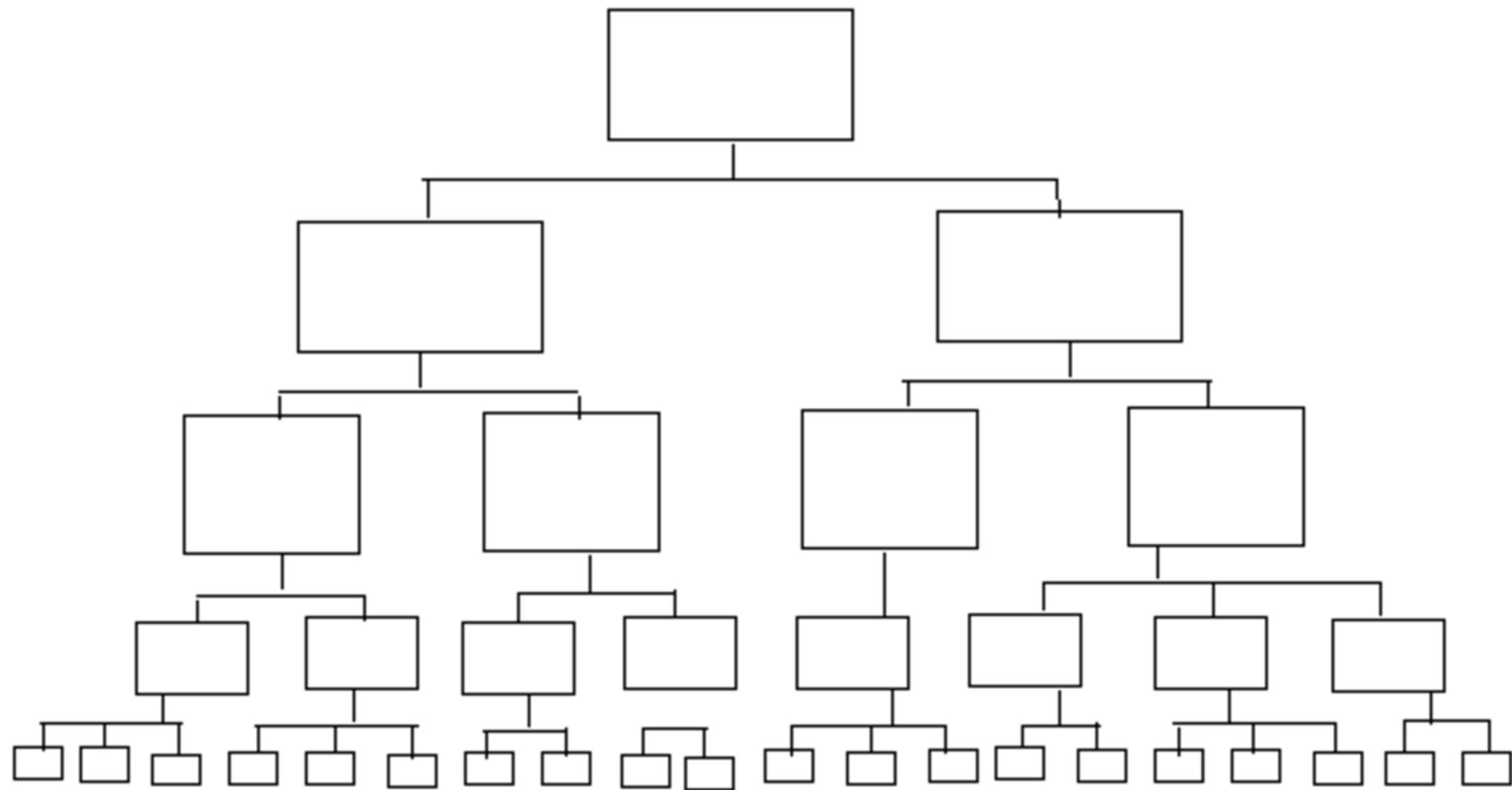


- I. Show up on time
2. Follow instructions

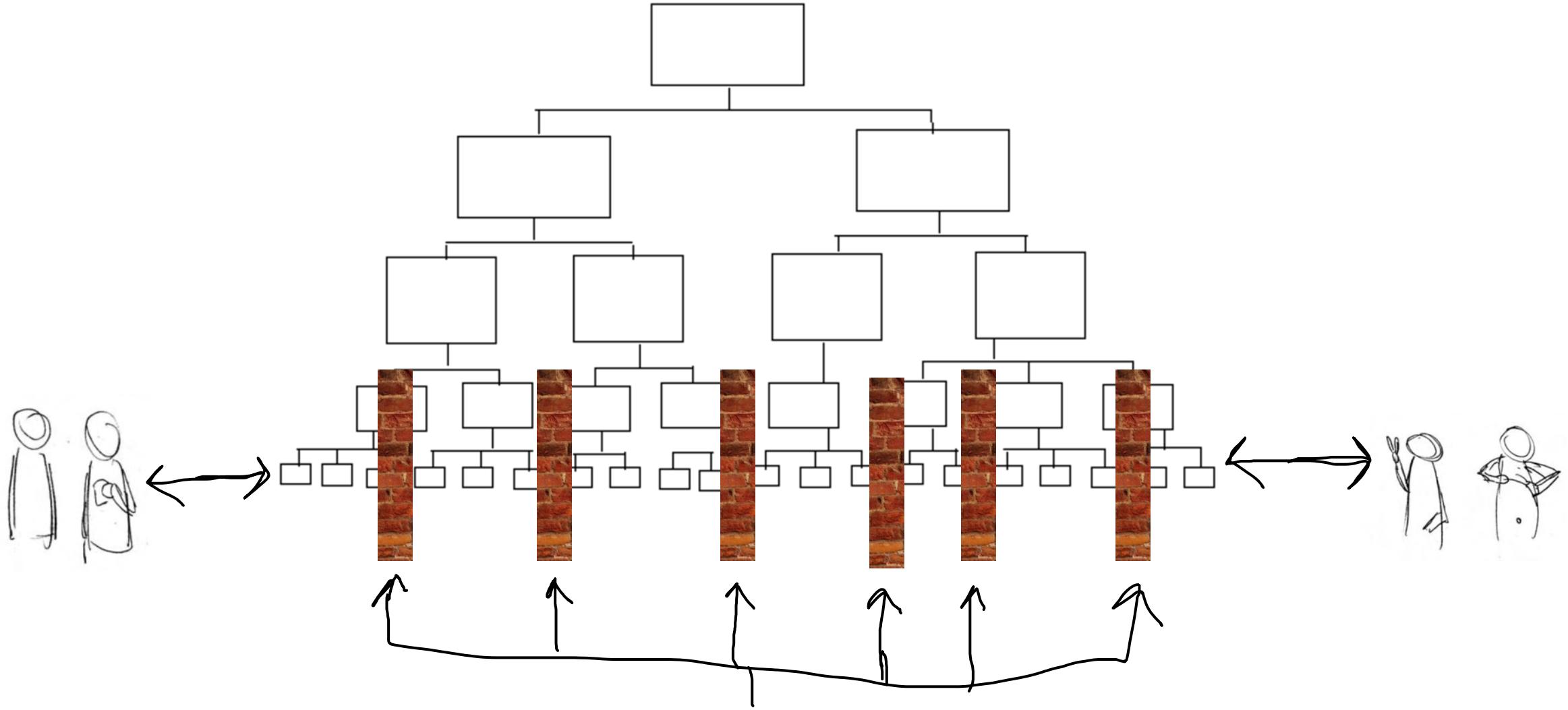
- 
1. Show up on time
 2. Follow instructions

- 
- A photograph of a classroom filled with students sitting at wooden desks, facing forward. The room has red curtains and a teacher standing near the front. The lighting is warm.
1. Show up on time
 2. Follow instructions

- 
- A wide-angle photograph of a large office space, likely a call center or customer service department. The room is filled with rows of cubicles, each containing a computer monitor and a person working. The ceiling is high with numerous rectangular fluorescent light fixtures. In the background, there are green chalkboards and red exit signs. The overall atmosphere is one of a busy, functional workspace.
1. Show up on time
 2. Follow instructions







(by design)





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2. The Organizing Principle of Agility,
3. Humanity (putting the horse in front of the cart).



LIB

E P





“The normal way that we conduct our lives is we reason by analogy. We’re doing *this* because it’s like something else that was done, or like other people are doing. It’s slight permutations, on a theme.

First principles are sort of a ‘physics’ way of looking at the world. You kind of boil things down to the most fundamental truths, and say, ‘okay what’re we sure is true, or as sure as possible is true’, and then reason up from there.”

Elon Musk
2012

Principles behind the Agile Manifesto

We follow these principles:

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

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

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.

Business people and
developers must work together
daily throughout the project.

Why?

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

Why?

Continuous attention to
technical excellence and good
design enhances agility.

Why?



Organizing principle

From Wikipedia, the free encyclopedia

An **organizing principle** is a core assumption from which everything else by proximity can derive a classification or a value.^[1] It is like a central reference point that allows all other objects to be located, often used in a [conceptual framework](#).^[1] Having an organizing principle might help one simplify and get a handle on a particularly complicated domain or phenomenon. On the other hand, it might create a deceptive prism that colors one's judgment.

Examples [edit]

- In a [Brookings Institution](#) article, [James Steinberg](#) describes how [counter-terrorism](#) has become the organizing principle of U.S. national security.^[2]
- The idea of the [solar system](#) is based on the organizing principle that the sun is located at a central point, and all planets revolve around it.
- Most modern [cities](#) are based on the organizing principle of the [Grid plan](#) in order to better manage transportation and [addressing](#).
- Most religions can be described by social scientists as built around an organizing principle that allows for the sustainable or improvable [recursion](#) of a unique population.^[3]
- Organizations can be constructed around a set of organizing principles, such as concepts, priorities, or goals. For example, an organization may intend to be innovative, international, quality and agile.
- The central organising principle of the [Welsh Government](#) is [sustainability](#)

The value of our work is *unknowable*
until it is done
and delivered to people.

The effectiveness of our effort is
unknowable until it is done
and delivered to people.

The outcome of our output is
unknowable until it is done
and delivered to people.

The result of our rigor is
unknowable until it is done
and delivered to people.

The value of our work is *unknowable*
until it is done
and delivered to people.



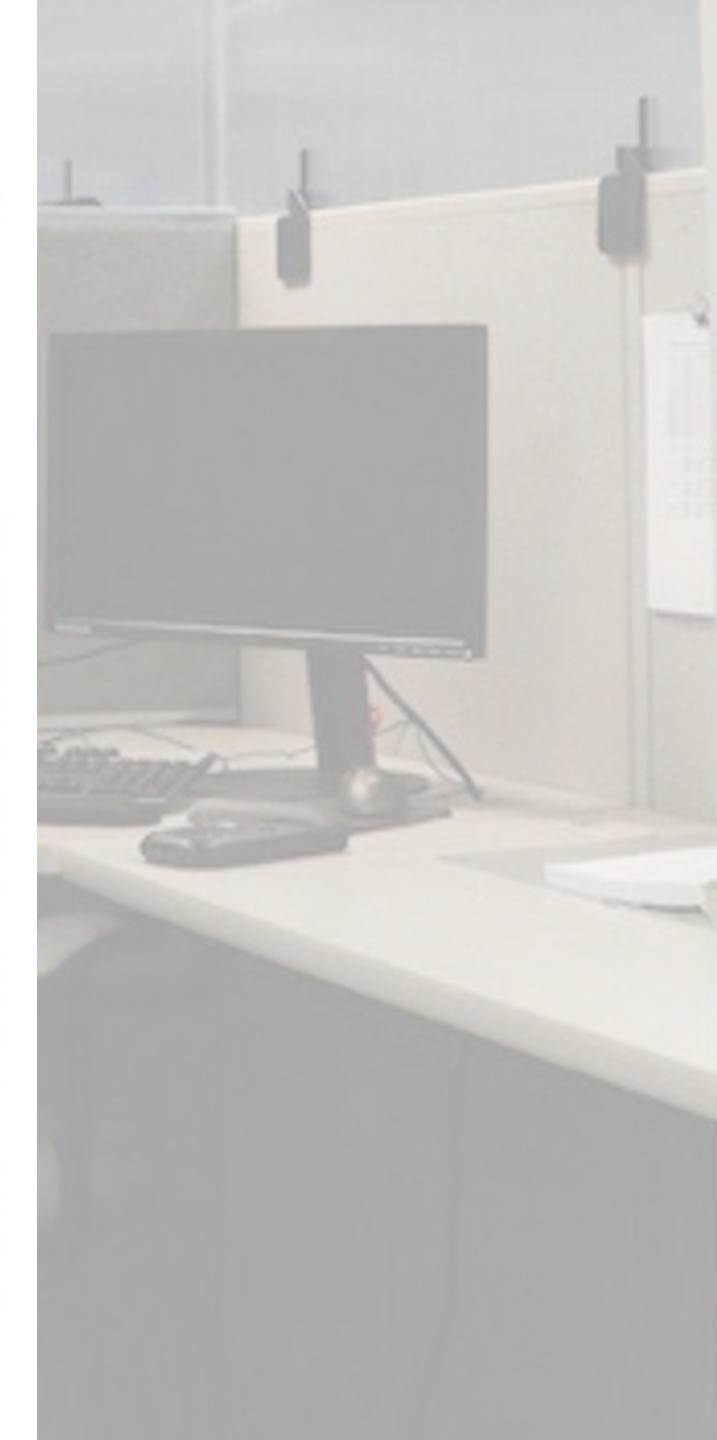
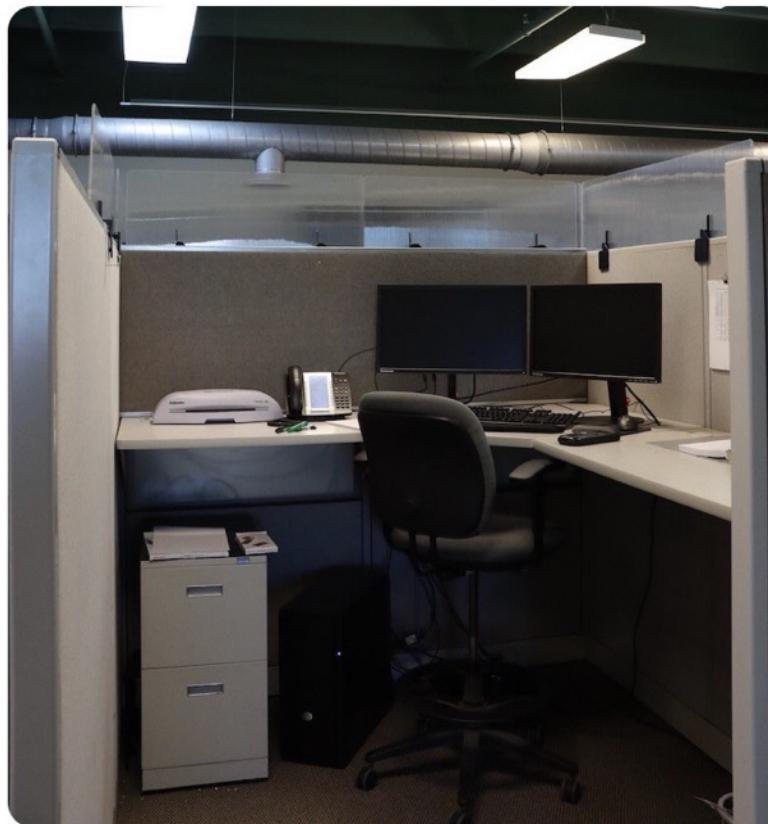


Robert Schultz
 @_RobertSchultz

...

job description: must be willing to work
in a fast-paced unpredictable high-
energy environment

the environment:



Principles behind the Agile Manifesto

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Principles behind the Agile Manifesto

We follow these principles:

Agility is just what happens when we put work put in its place relative to humanity.

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@jonfazzaro

1. Industrialism (and the thing about meatloaf),
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3. Humanity (putting the horse in front of the cart).



Stop talking
about Agile.

A close-up photograph of a dog's face, looking directly at the camera with a slightly tilted head. The dog has dark brown eyes and a light-colored coat.

Align
on purpose.

y tho

@jonfazzaro



Help people to see industrialism.

No thanks!

We are
too busy



Normalize
uncertainty.

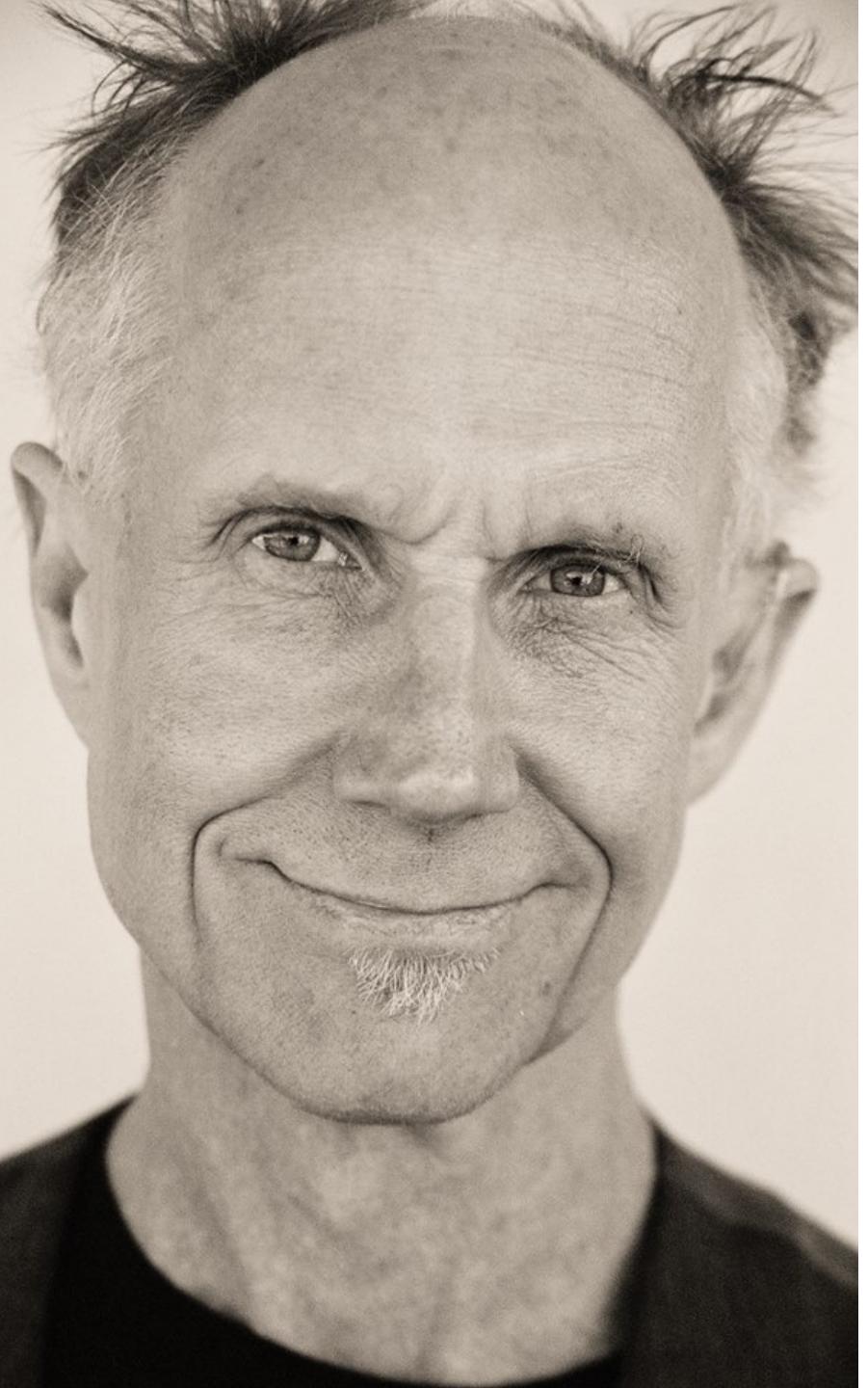


Managers,
make space.



Makers,
show up.

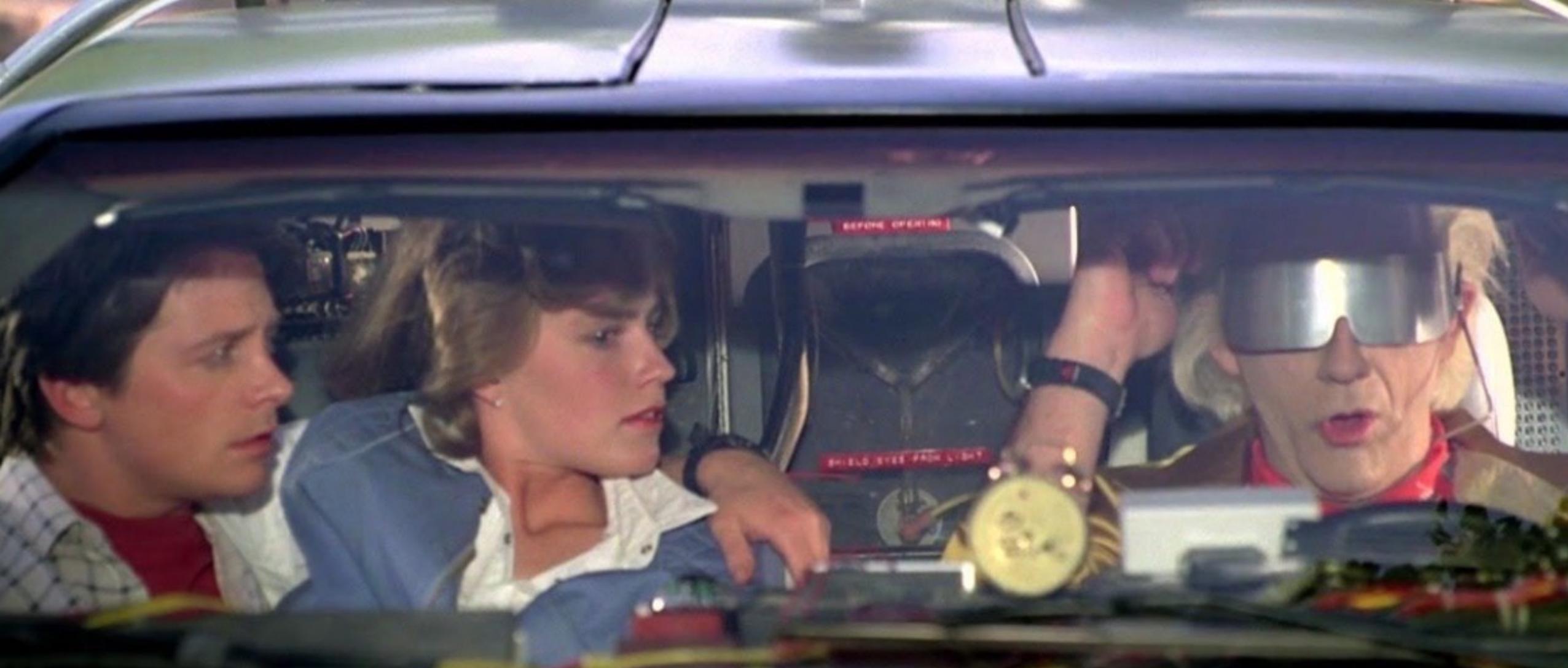




“a human being should have
a warning label on the side
that says
DISORGANIZED
NARRATIVE
INSIDE.”

Tony Hoagland, *Wasp*
2009









Inconsistency

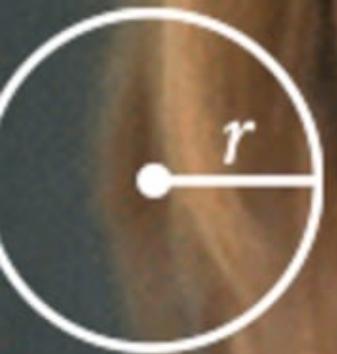


- Hold still
- While I read
- These bullets
- To you









$$A = \pi r^2$$

$$C = 2\pi r$$

	30°	45°	60°
sin	$\frac{1}{2}$	$\frac{\sqrt{2}}{2}$	$\frac{\sqrt{3}}{2}$
cos	$\frac{\sqrt{3}}{2}$	$\frac{\sqrt{2}}{2}$	$\frac{1}{2}$
tan	$\frac{\sqrt{3}}{3}$	1	$\sqrt{3}$



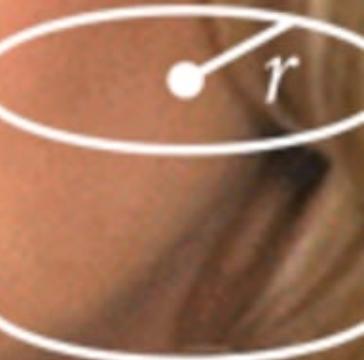
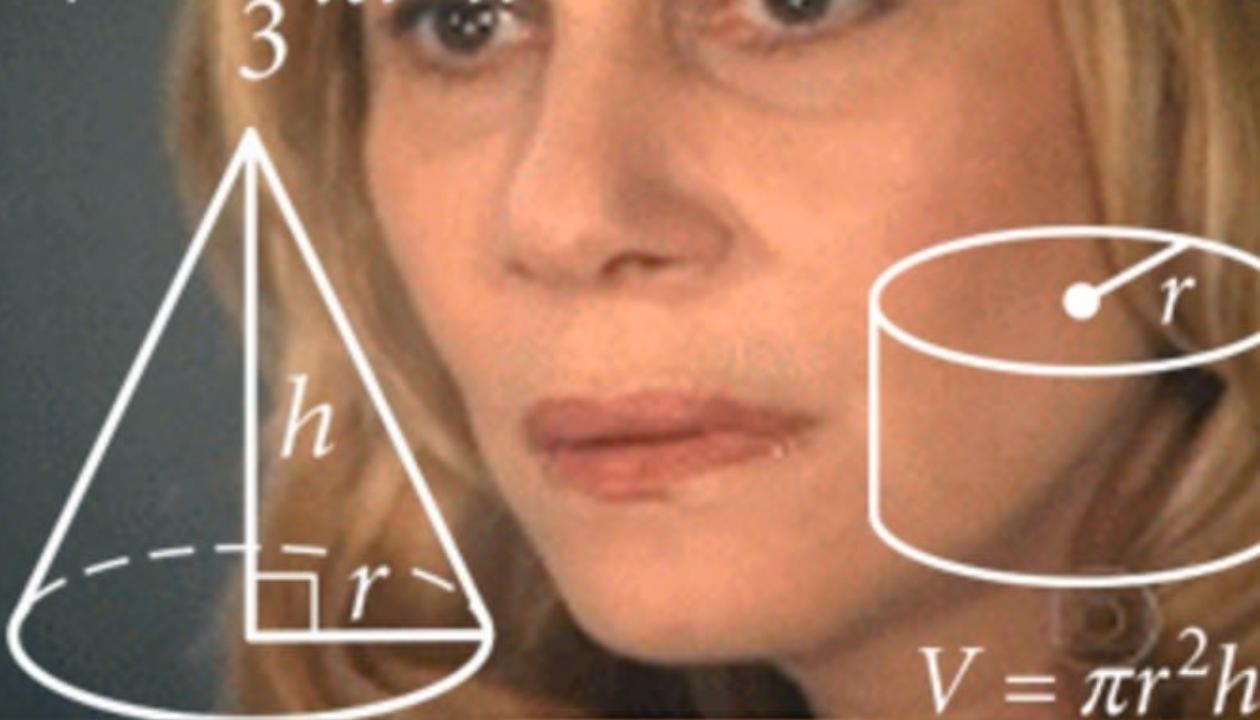
$$\int \sin x dx = -\cos x + C$$

$$\int \frac{dx}{\cos^2 x} = \operatorname{tg} x + C ,$$

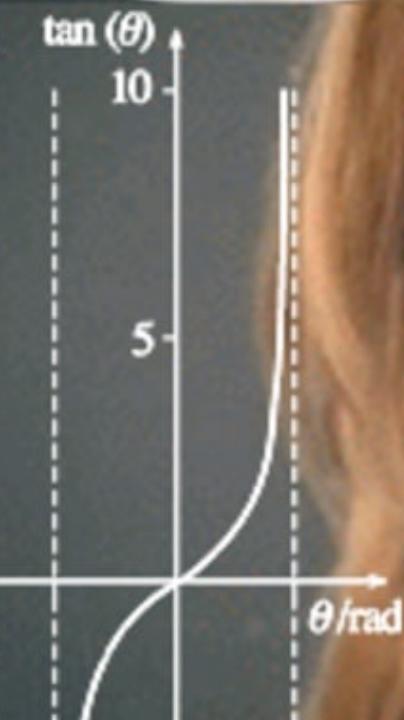
$$\int \operatorname{tg} x dx = -\ln|\cos x| +$$

$$\int \frac{dx}{\sin x} = \ln\left|\operatorname{tg} \frac{x}{2}\right| + C$$

$$\int \frac{dx}{a^2 + x^2} = \frac{1}{a} \operatorname{arctg} \frac{x}{a}$$



$$V = \pi r^2 h$$



$$ax^2 + bx + c = 0$$

$$a(x^2 + \frac{b}{a}x + \frac{c}{a}) = 0$$

$$x^2 + 2\frac{b}{a}x + (\frac{b}{a})^2 - (\frac{b}{a})^2 + \frac{c}{a} = 0$$



[visible confusion]





Oh! The
Humanity.

@jonfazzaro