A quick trip to the future

Vasco Duarte
@duarte_vasco

Some rights reserved by peasap

Vasco Duarte

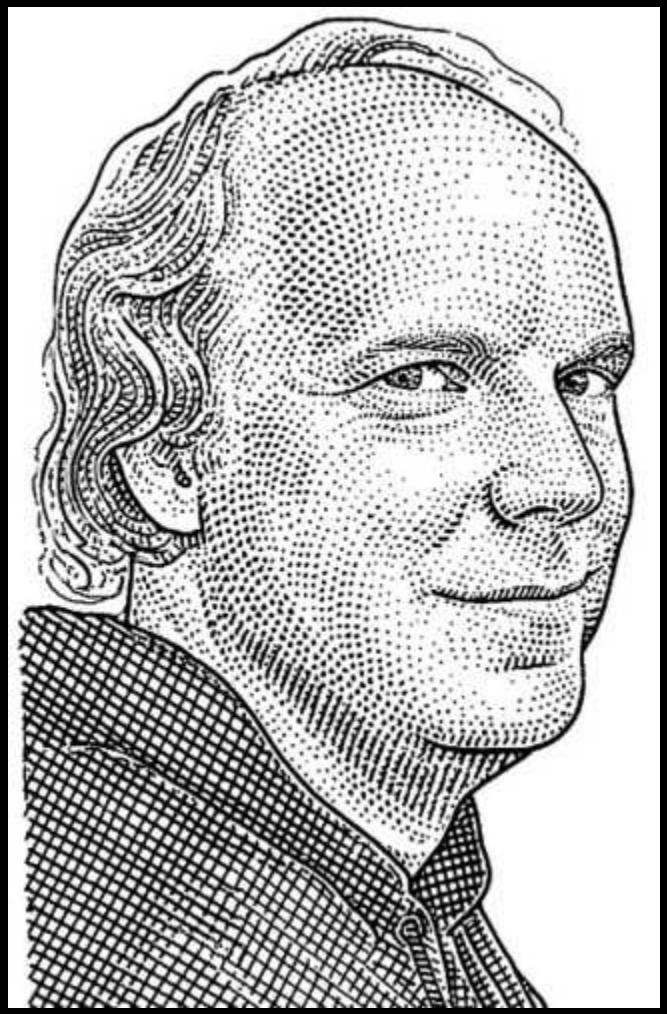
@duarte_vasco

http://bit.ly/vasco_blog

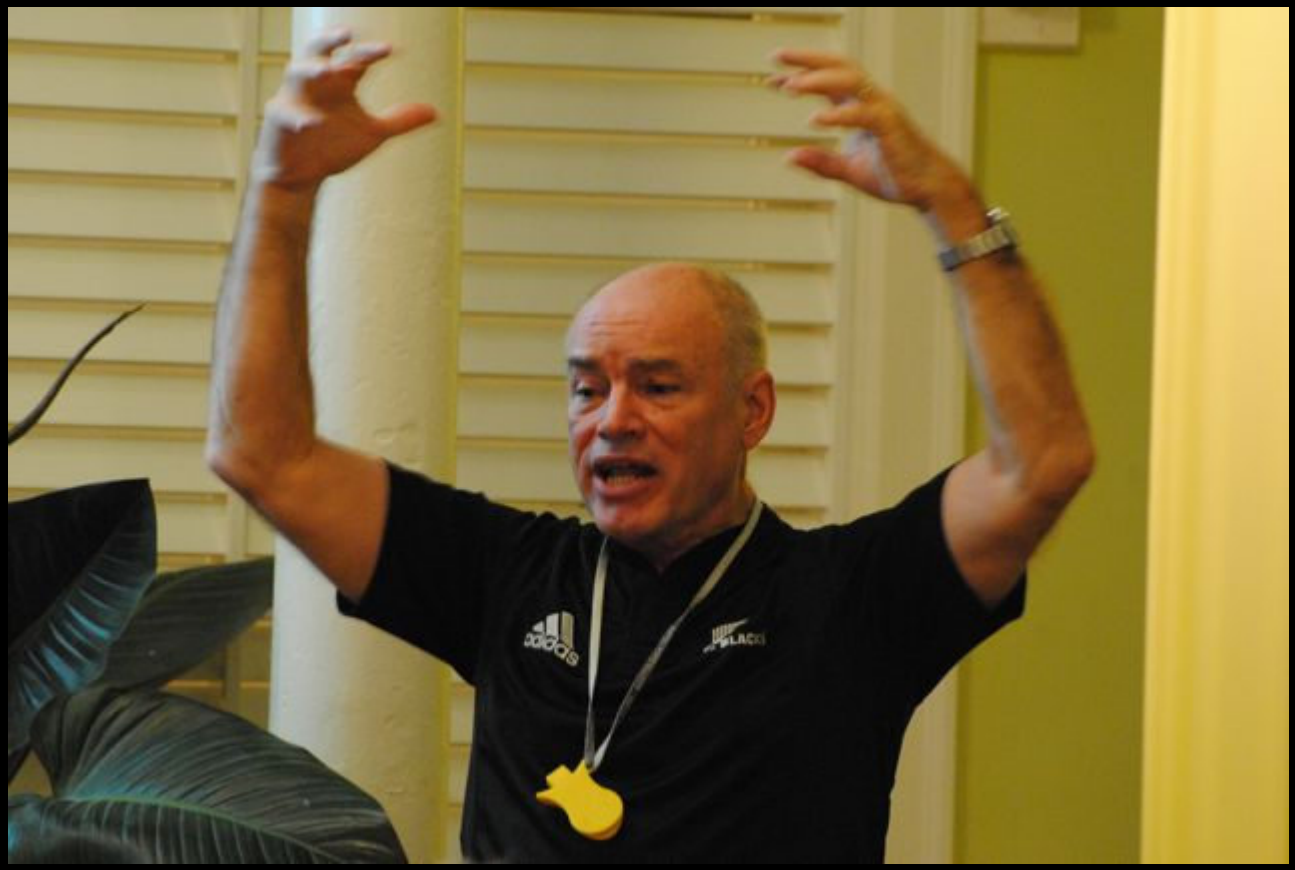
http://bit.ly/vasco_slideshare

I am proud to be part of this community!

Some rights reserved by 'J'

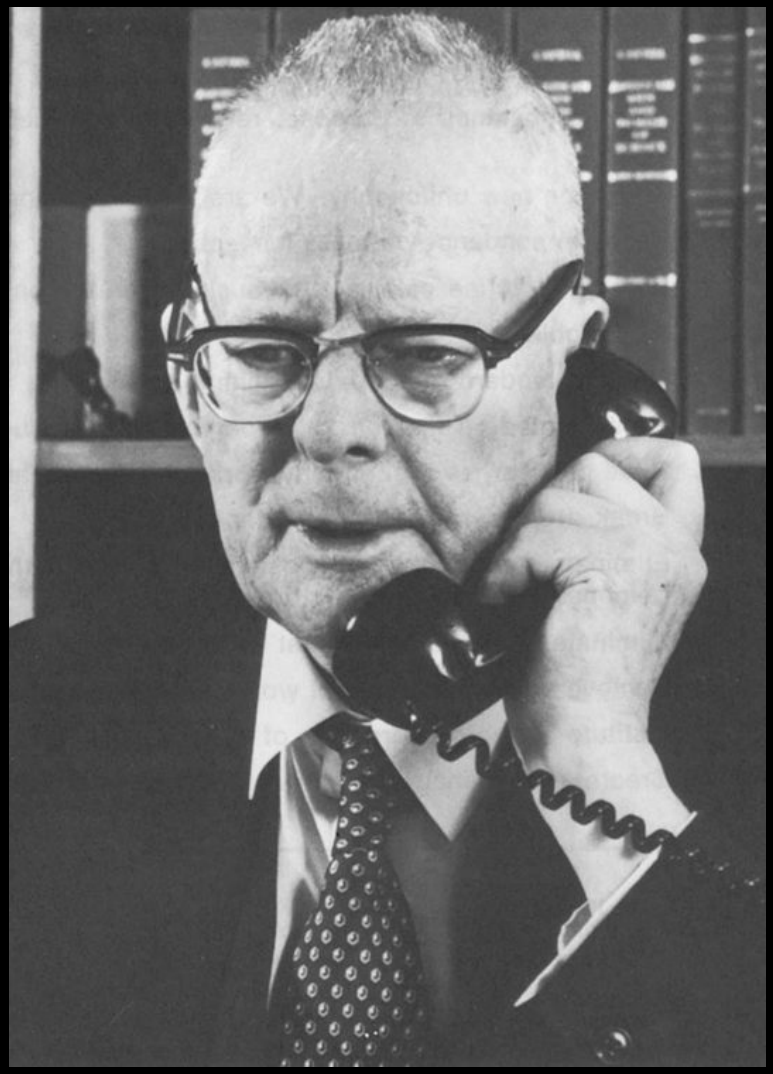


Kent Beck – Extreme Programming



Ken Schwaber - Scrum

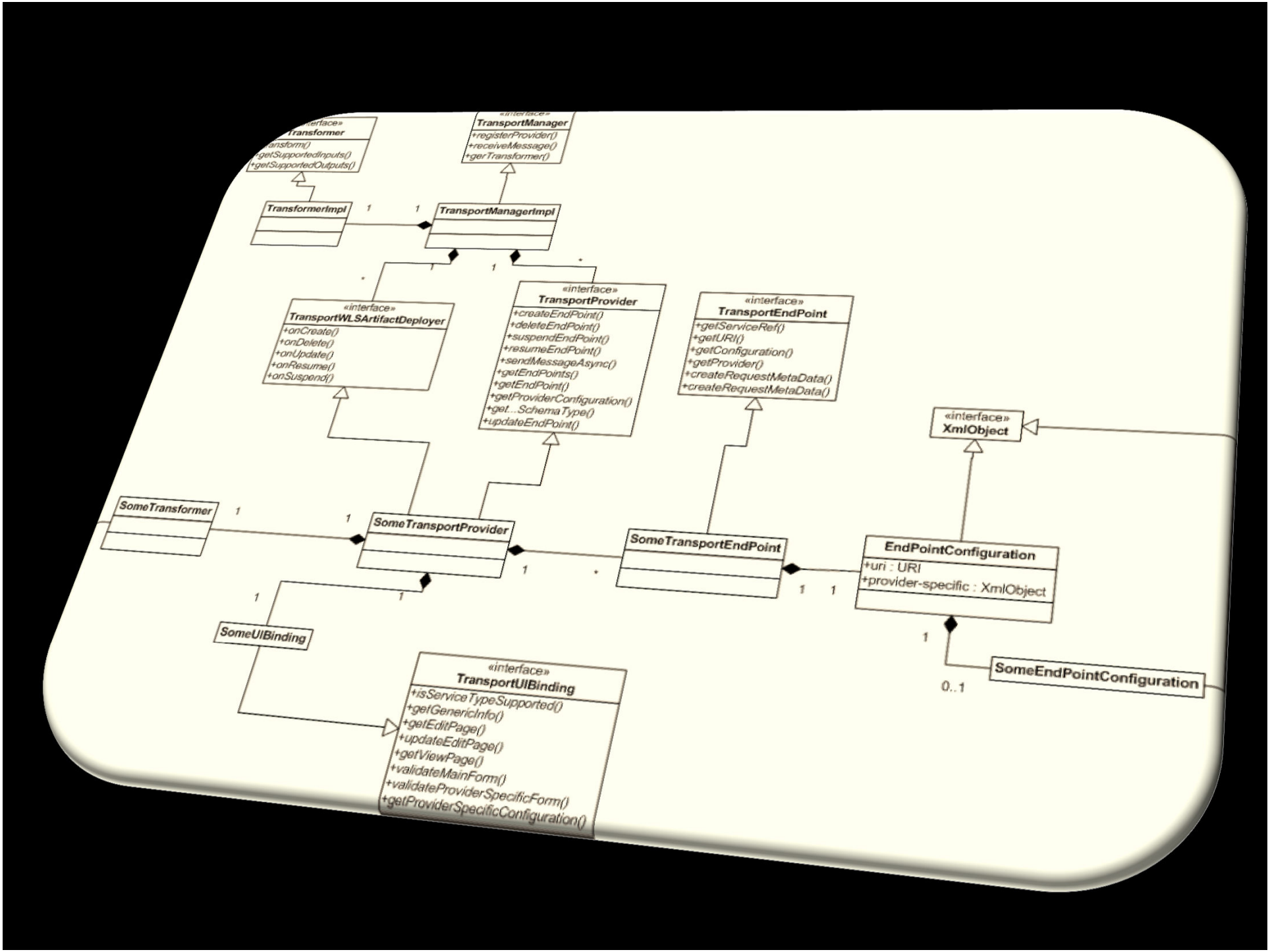
Taiichi Ohno – Toyota Production System



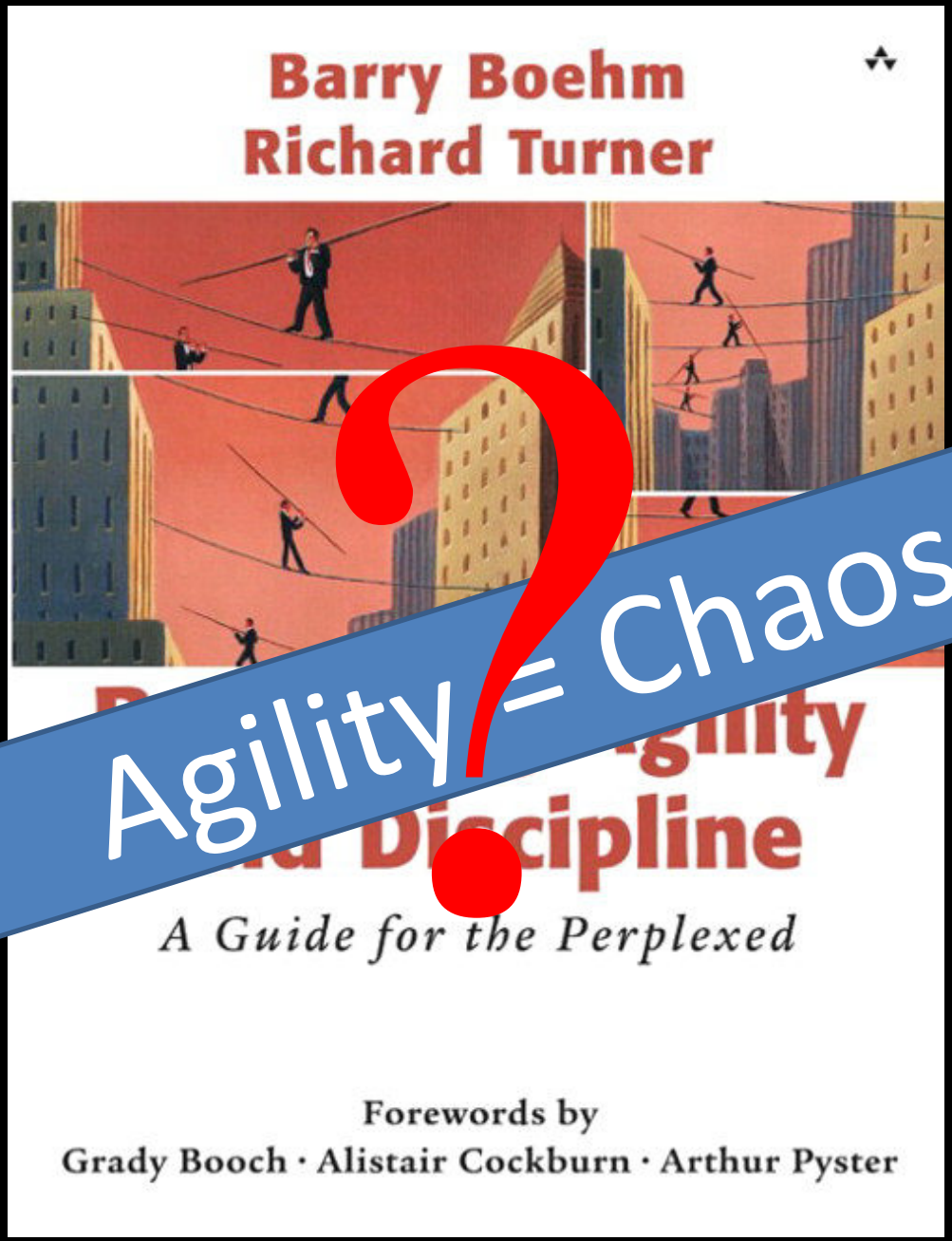
Edwards W. Deming – Everything above...

“If I have seen further it is by standing on the shoulders of giants”

- Isaac Newton


«interface»
TransportManager
+registerProvider()
+receiveMessage()
+gerTransformer()
TransformerImpl
TransportManagerImpl
«interface»
TransportWLSArtifactDeployer
+onCreate()
+onDelete()
+onUpdate()
+onResume()
+onSuspend()
«interface»
TransportProvider
+createEndPoint()
+deleteEndPoint()
+suspendEndPoint()
+resumeEndPoint()
+sendMessageAsync()
+getEndPoints()
+getEndPoint()
+getProviderConfiguration()
+get...SchemaType()
+updateEndPoint()
«interface»
TransportEndPoint
+getServiceRef()
+getURI()
+getConfiguration()
+getProvider()
+createRequestMetaData()
+createRequestMetaData()
«interface»
XmlObject
SomeTransformer
SomeTransportProvider
SomeTransportEndPoint
EndPointConfiguration
+uri : URI
+provider-specific : XmlObject
SomeUIBinding
«interface»
TransportUIBinding
+isServiceTypeSupported()
+getGenericInfo()
+getEditPage()
+updateEditPage()
+getViewPage()
+validateMainForm()
+validateProviderSpecificForm()
+getProviderSpecificConfiguration()
SomeEndPointConfiguration
1
*
0..1

Some rights reserved by patriziasoliani



Agility = Chaos?

Project Management Institute

PMI is launching an Agile Certification

Dear PMI Members and Certification Holders:

You may have noticed more discussion in the marketplace from practitioners who are investigating or have already started applying Agile principles to their practice of project management. PMI is supporting this development with the launch of an Agile Certification.

Demand Is Growing for Applying Agile Practices in Project Management
Many project professionals are seeing the demand for Agile practices in project management, thus are eager to gain Agile techniques to apply on the job. Similarly, organizations that utilize project management to serve both internal and external clients are seeing value in Agile methods to deliver projects for these clients more quickly.

Organizations Are Embracing Agile as a Tool
Organizations who use Agile techniques in managing projects have documented the value they see from its practice:

- Early and continuous customer feedback— as the customer is involved throughout development, they will end up with an end-product that they want and will use.
- High visibility and influence over the project progress leading to early indications of problems.
- Early measurable return on investment—this allows for defined deliverables at the end of each iteration and early in the process.

Just
Google
it
#NoEstimates

#Idealist
#extremist
#chaotic

Customer Collaboration over Contract Negotiation
Responding to Change over Following a Plan

www.jwcaketops.com

Some rights reserved by Will Lion

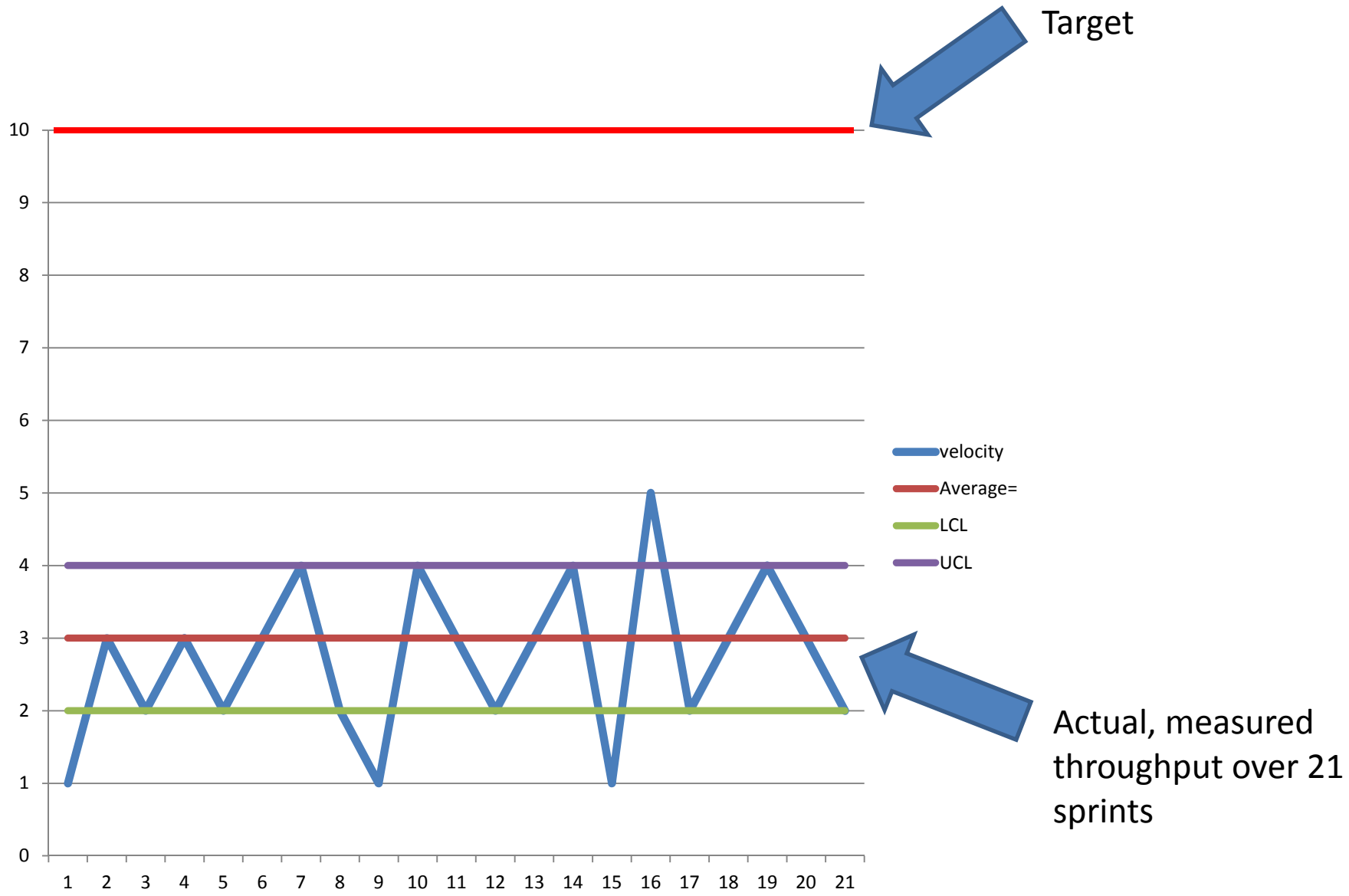
#NoEstimates is easy!

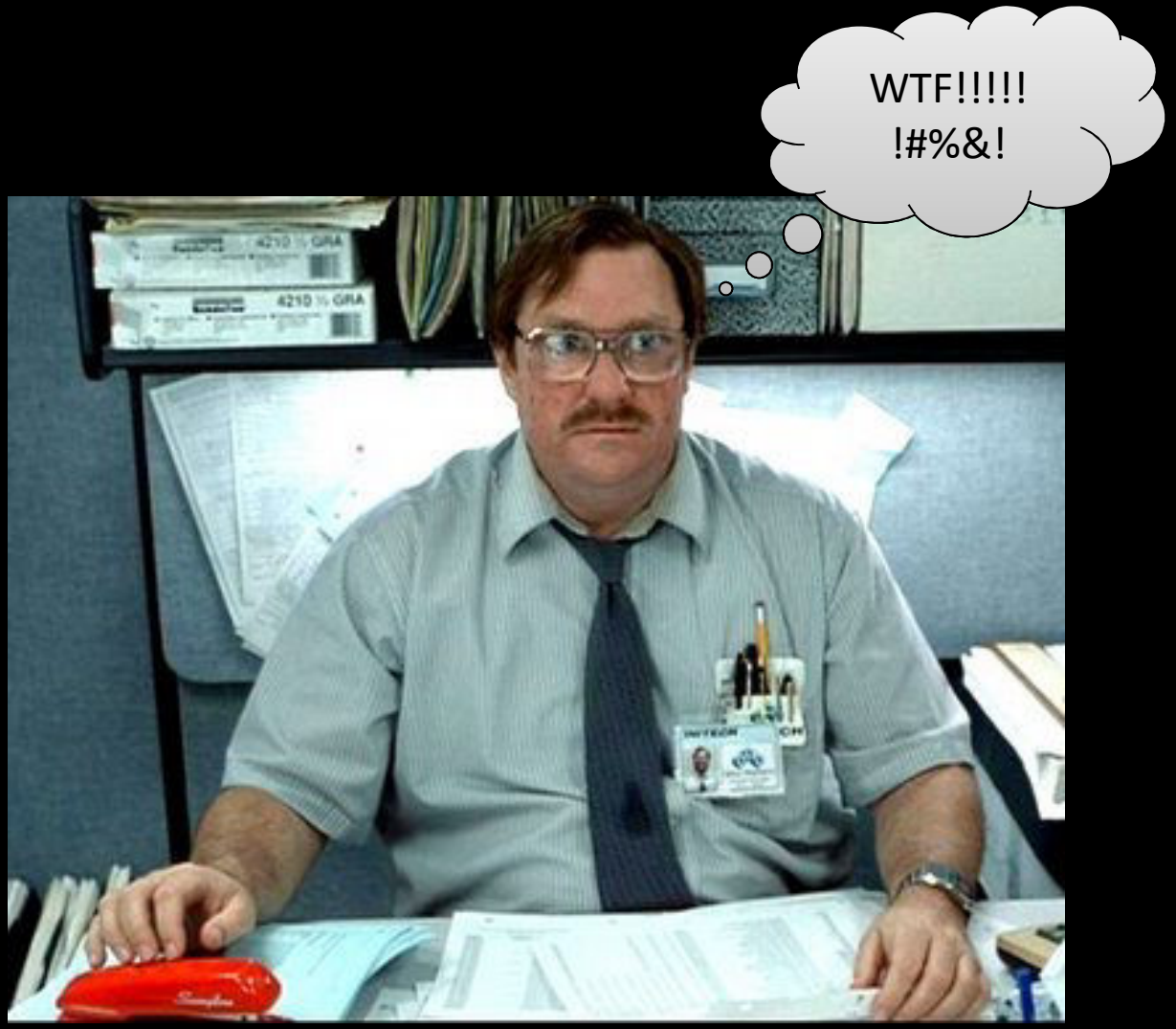
#NoEstimates How-to

1. Select the most important piece of work you need to do
2. Break that work down into risk-neutral chunks of work
3. Develop each piece of work
4. Iterate and refactor

Is the system of development stable?
(ref: SPC)

I AM GOING TO GO AHEAD AND ASK YOU TO DELIVER 10 STORIES NEXT SPRINT...

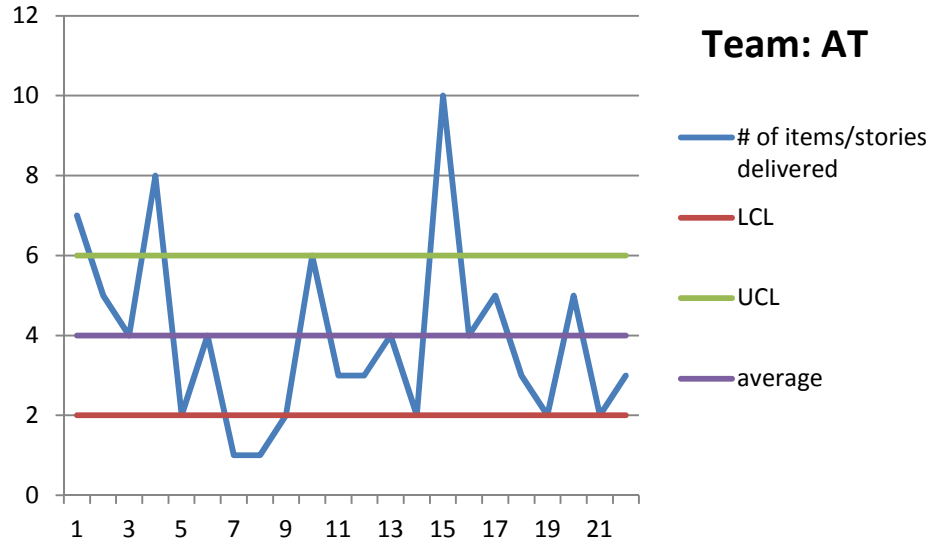

Target
10
9
8
7
6
5
4
3
2
1
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21
velocity
Average=
LCL
UCL
Actual, measured throughput over 21 sprints

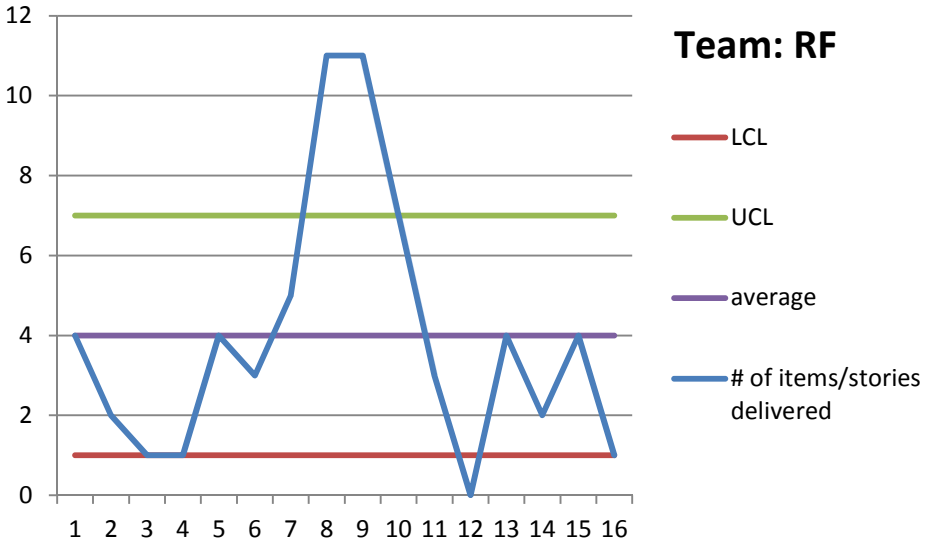

WTF!!!!!
!#%&!

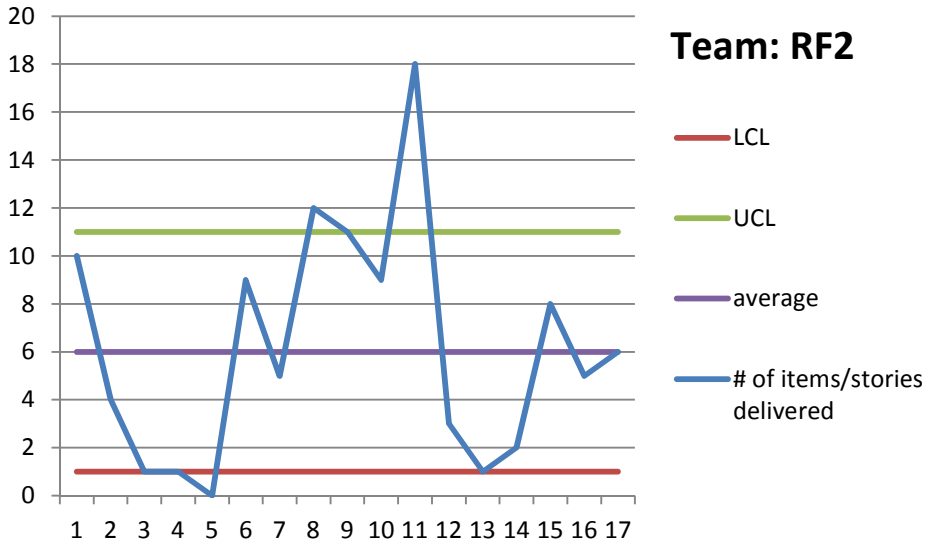
Can we use the data we observe to predict the system throughput and detect changes that affect system stability?

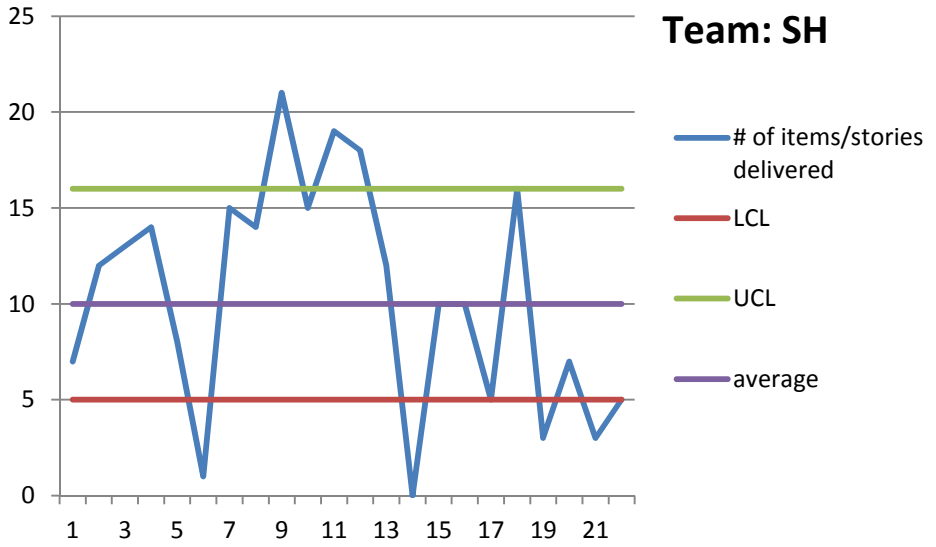
System stability rules

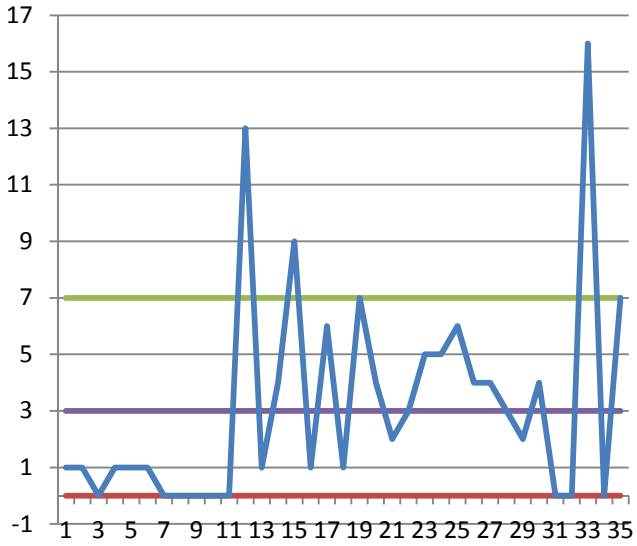
1. Velocity outside limits 3 times in a row (“outside limits”)
2. There are 5 or more points in sequence (“run test”)


Team: AT
# of items/stories delivered
LCL
UCL
average
0
2
4
6
8
10
12
1 3 5 7 9 11 13 15 17 19 21


Team: RF
LCL
UCL
average
# of items/stories delivered
0
2
4
6
8
10
12
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

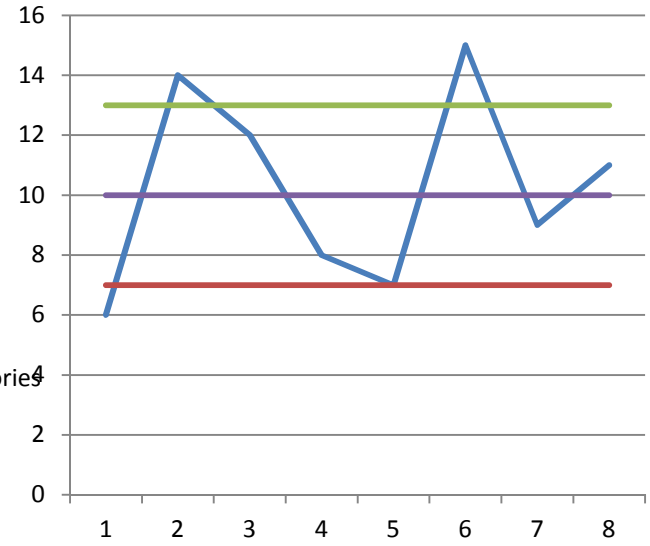

Team: RF2
LCL
UCL
average
# of items/stories delivered
0
2
4
6
8
10
12
14
16
18
20
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17


Team: SH
# of items/stories delivered
LCL
UCL
average
0
5
10
15
20
25
1 3 5 7 9 11 13 15 17 19 21



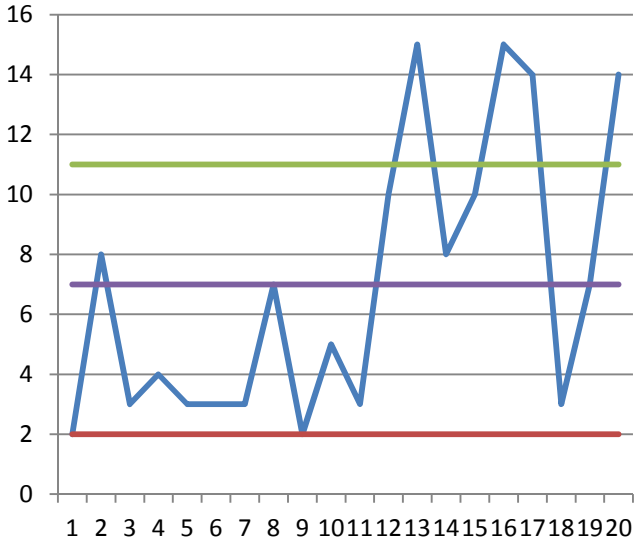
Team: K

- LCL
- UCL
- average
- # of items/stories delivered



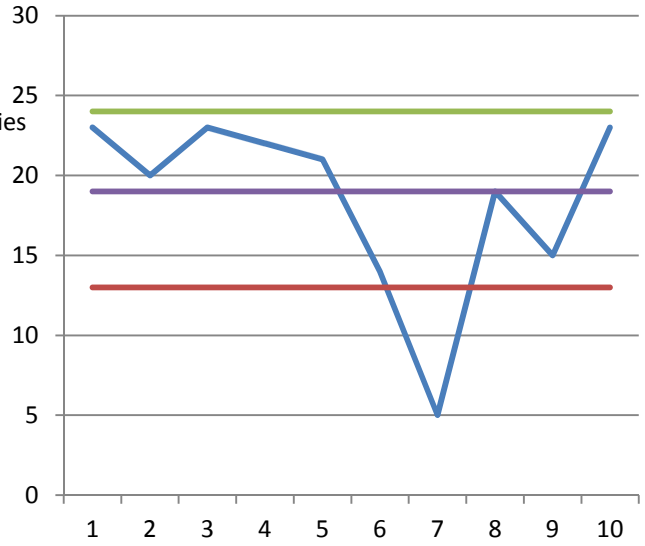
Team: MPC

- # of items/stories delivered
- LCL
- UCL
- average



Team: AS

- # of items/stories delivered
- LCL
- UCL
- average



Team: FC

- # of items/stories delivered
- LCL
- UCL
- average

#NoEstimates delivers!

Counting Stories vs. Estimated Story Points

Q: Which ”metric” is more accurate when compared to what actually happened in the project?

A long project

24

Sprints

Which metric predicted most accurately the output of the whole project?

a) After only the first 3 Sprints

b) After only the first 5 Sprints

Disclaimer...

This is only one project!

Find 21 more at:

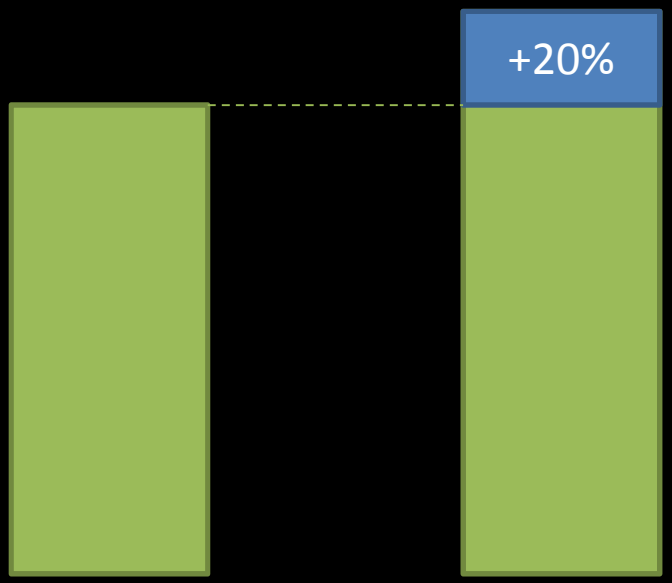
http://bit.ly/NoEstimatesProjectsDB

After just 3 sprints

Story Points predictive power

The true output: 349,5 SPs completed

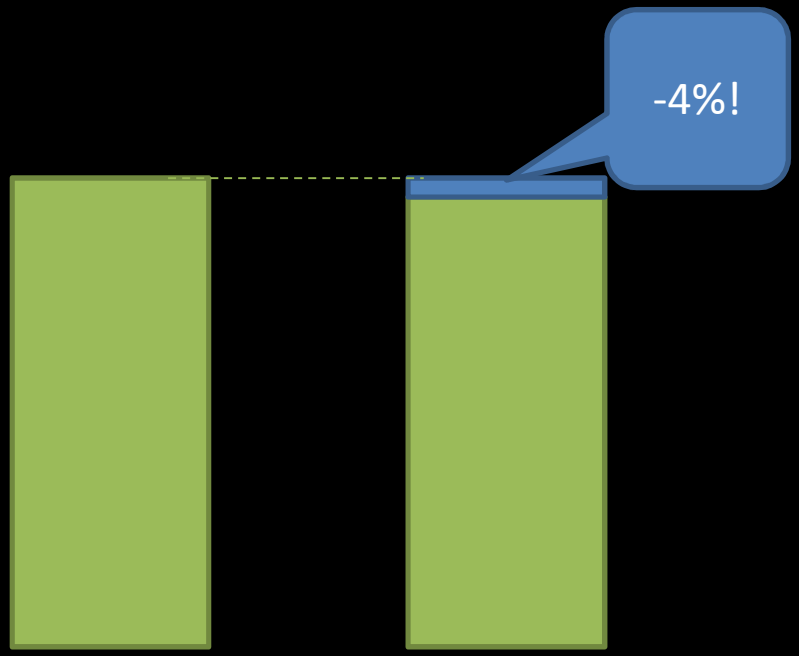
The predicted output: 418 SPs completed



of Stories predictive power

The true output: 228 Stories

The predicted output: 220 Stories

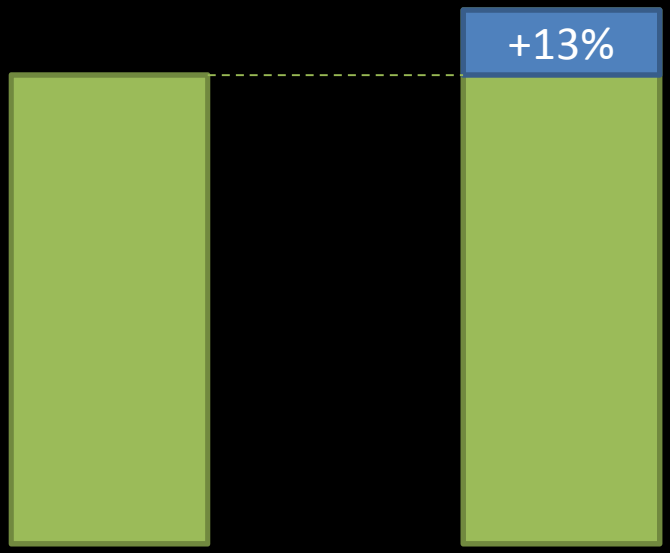


After just 5 sprints

Story Points predictive power

The true output: 349,5 SPs completed

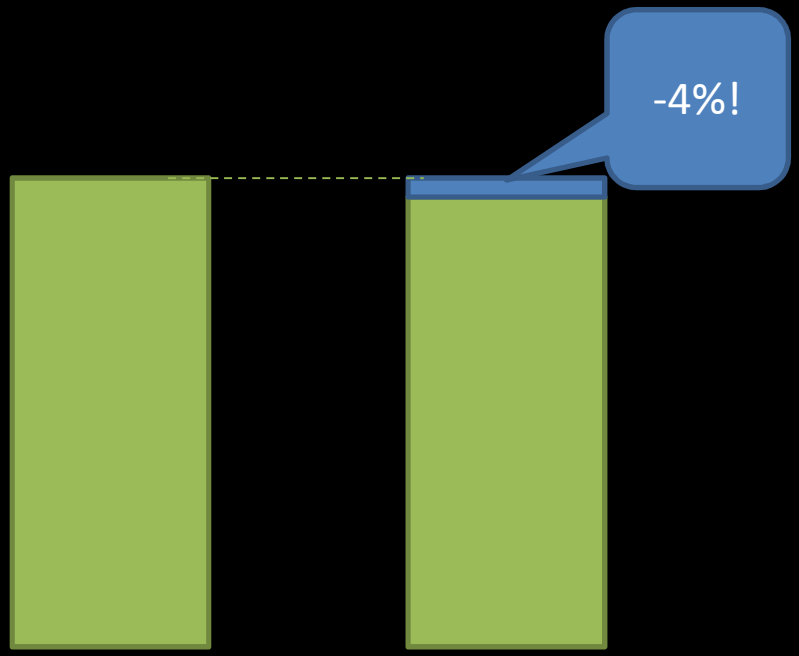
The predicted output: 396 SPs completed



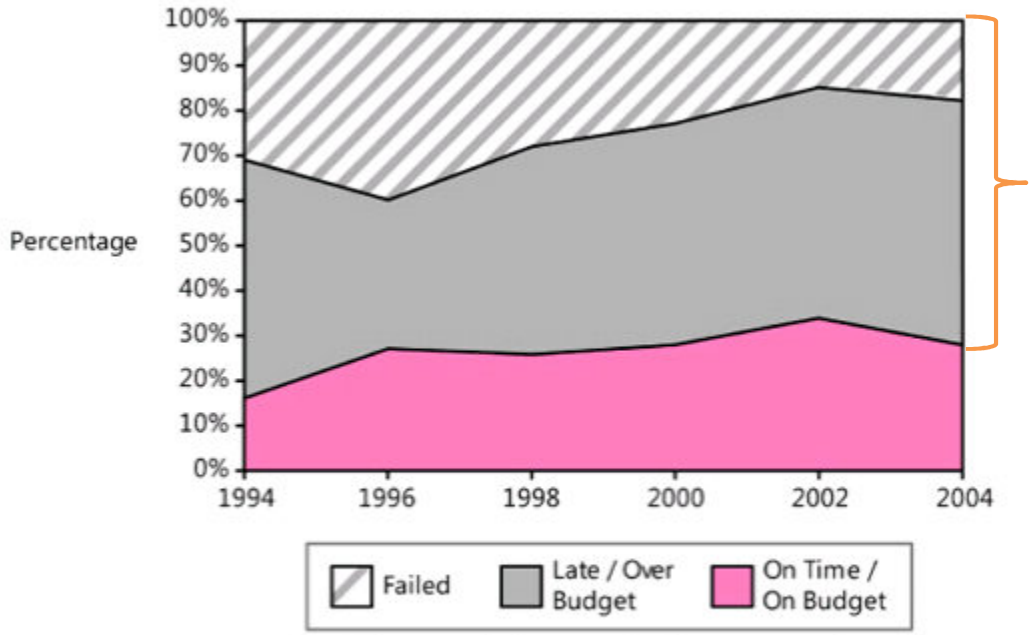
of Stories predictive power

The true output: 228 Stories

The predicted output: 220 Stories



Q: Which ”metric” is more accurate when compared to what actually happened in the project?



80% Late or Failed

Figure 3-2. Project outcomes reported in The Standish Group's Chaos report have fluctuated year to year. About three quarters of all software projects are delivered late or fail outright.

Source: Software Estimation by Steve McConnell

Table 3-1. Project Outcomes by Project Size

Size in Function Points (and Approximate Lines of Code)	Early	On Time	Late	Failed (Canceled)
Source: *Estimating Software Costs* (Jones 1998).				
10 FP (1,000 LOC)	11%	81%	6%	2%
100 FP (10,000 LOC)	6%	75%	12%	7%
1,000 FP (100,000 LOC)	1%	61%	18%	20%
10,000 FP (1,000,000 LOC)	<1%	28%	24%	48%
100,000 FP (10,000,000 LOC)	0%	14%	21%	65%

The larger the project, the bigger the problem

Source: Software Estimation by Steve McConnell

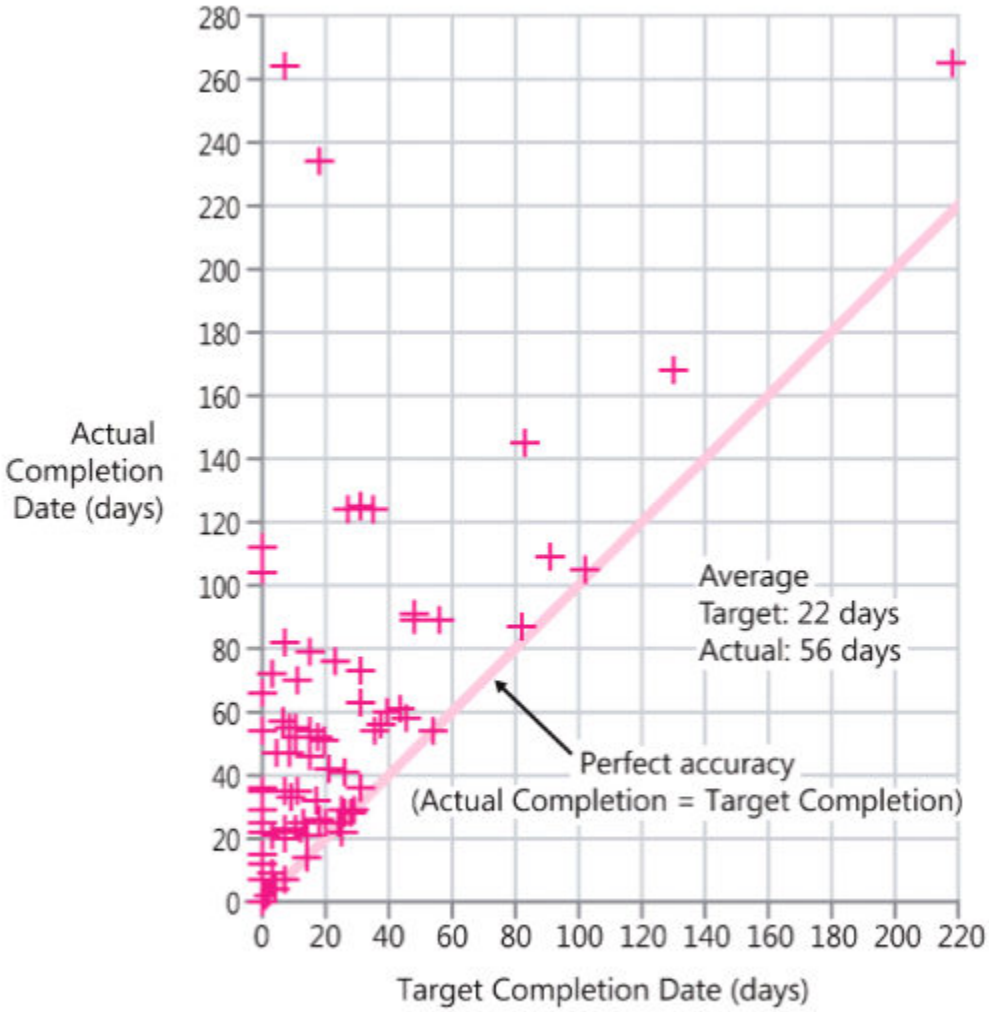
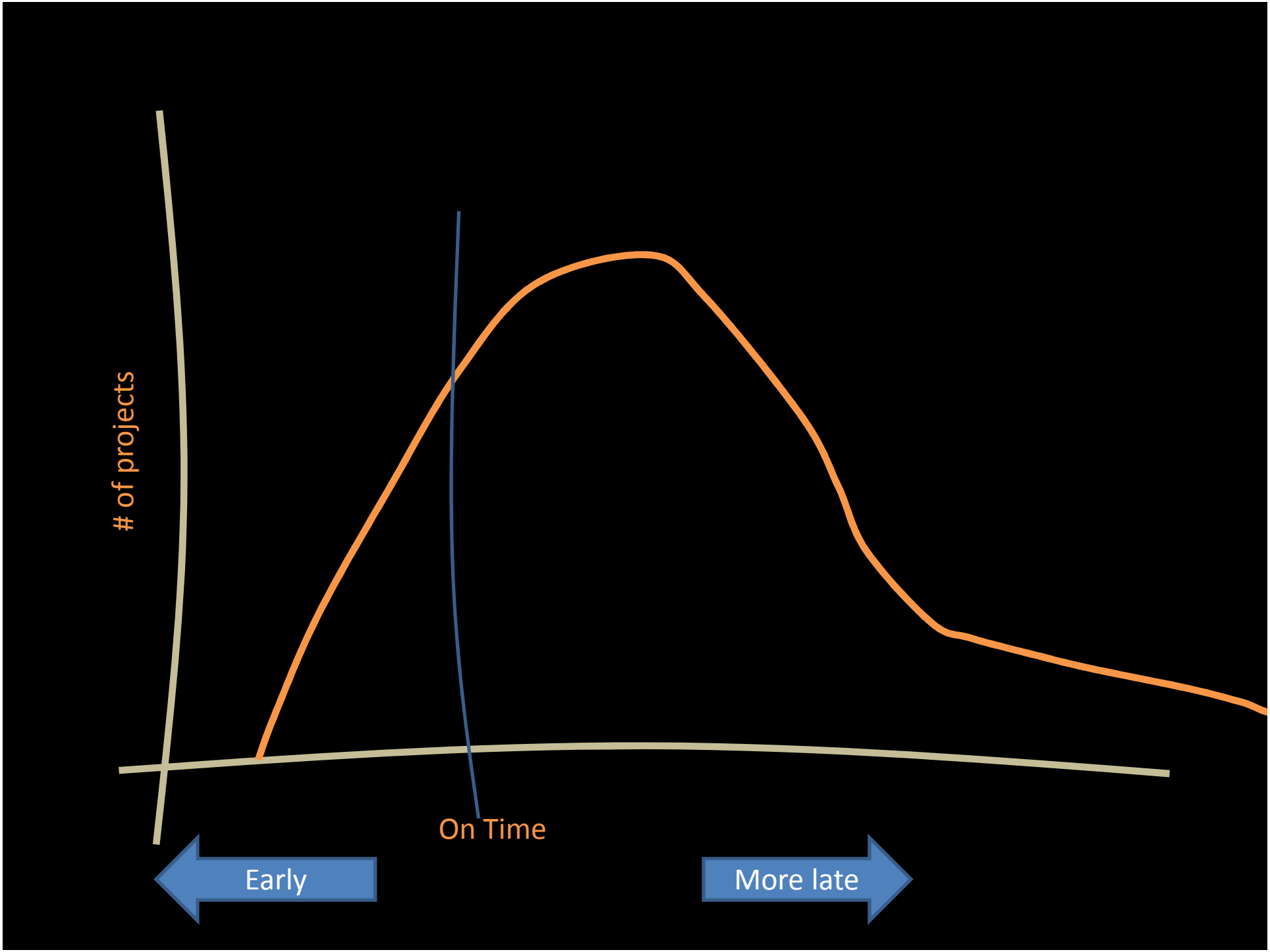
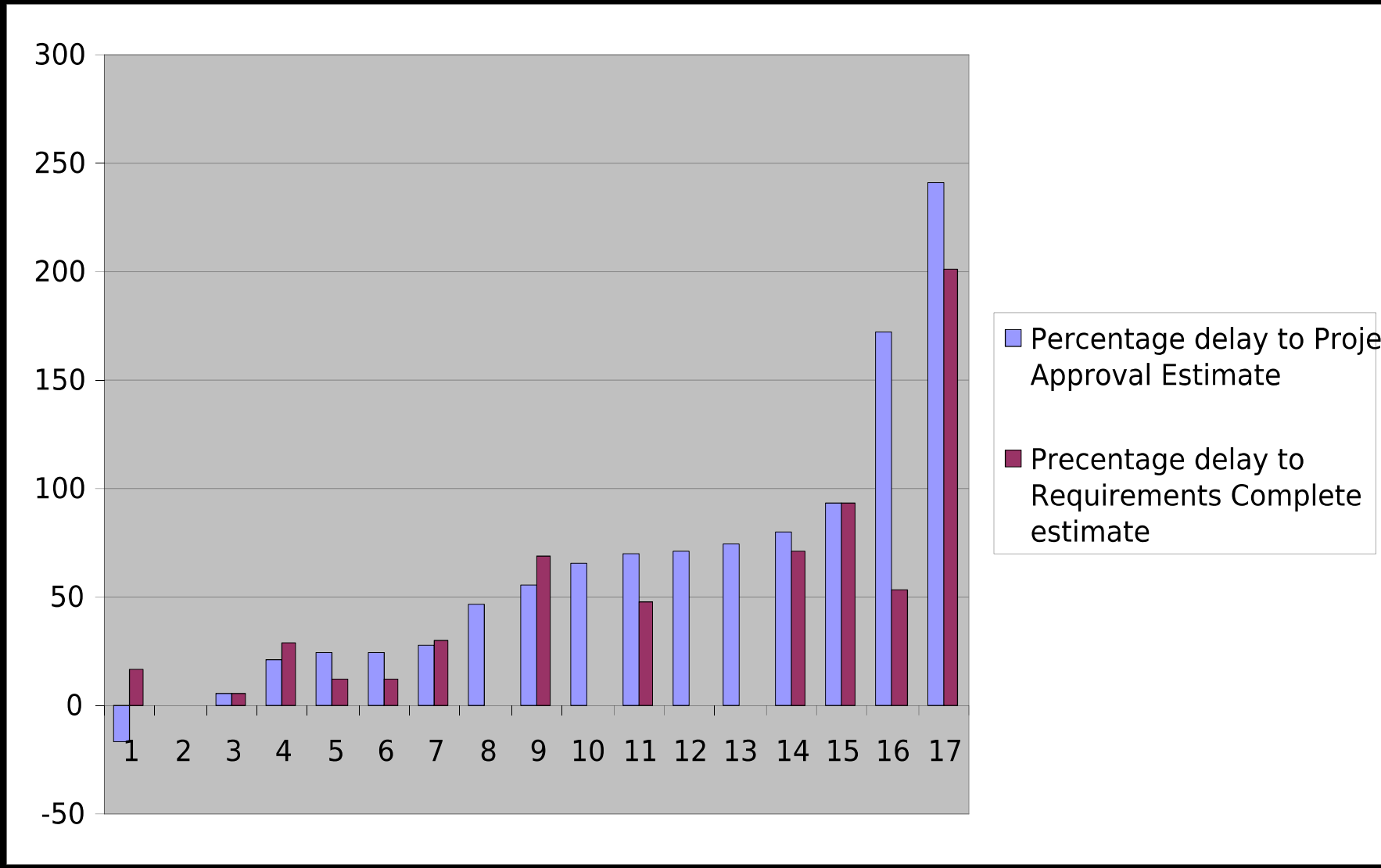


Figure 3-3. Estimation results from one organization. General industry data suggests that this company's estimates being about 100% low is typical. Data used by permission.

Source: Software Estimation by Steve McConnell


# of projects
On Time
Early
More late

Comparison of 17 projects ending between 2001 and 2003. (Average: 62%)



Take #NoEstimates and
experiment!
Learn, Be Agile!

Vasco Duarte

@duarte_vasco

http://bit.ly/vasco_blog

http://bit.ly/vasco_slideshare