

Death by dogma versus assembling agile

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Global agile thought leader
Chief architect Accelerated Delivery Platform

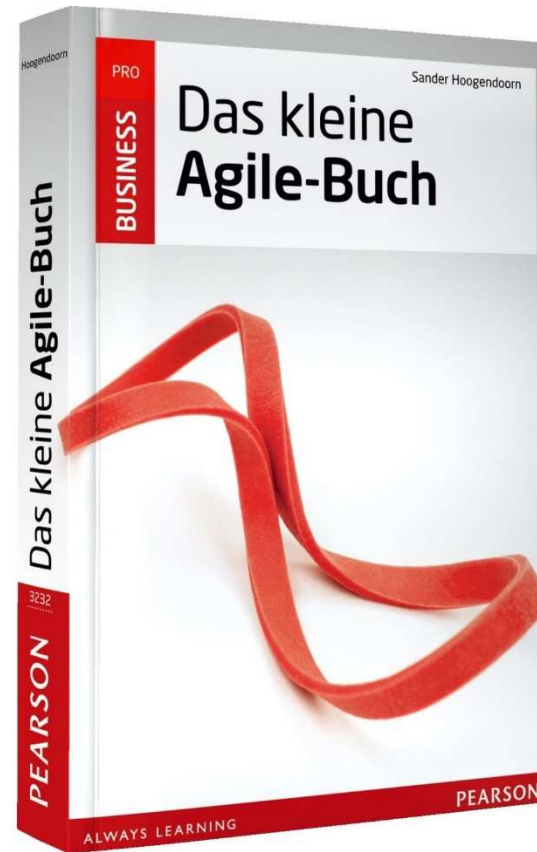
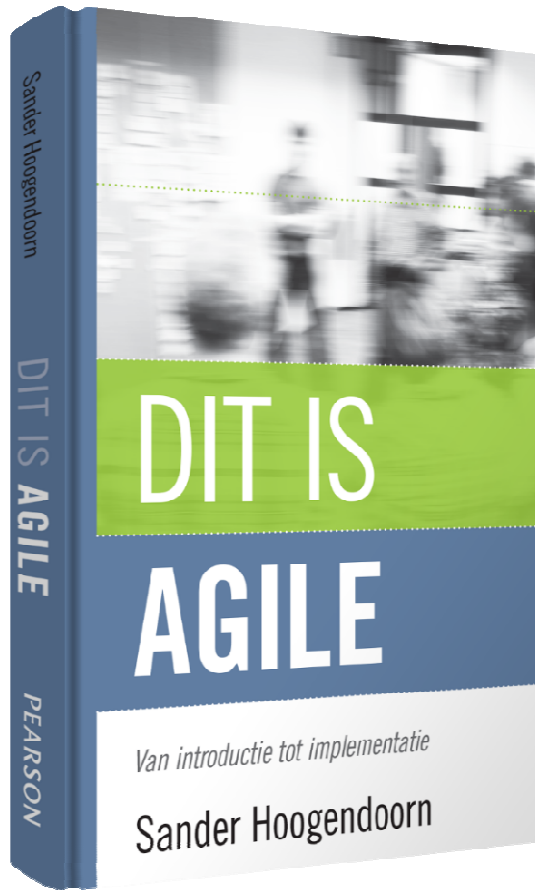
Other

Author books on UML, agile
Author +200 articles, columns
Speaker +100 international conferences
Microsoft Partner Advisory Council .NET
Editorial boards & Advisory boards
Capping IT Off Blog

Web

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 @aahoogendoorn

← 9 ноября. Актальный зал ХНУРЭ

Приглашаем всех студентов на доклад и ответы на вопросы слушателей:



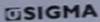
САНДЕР ХУГЕНДОРН, НОРВЕГИЯ www.sanderhoogendoorn.com

Главный технический директор Sargemini по методологиям разработки. Ответствен за платформу разработки Sargemini — Accelerated Delivery Platform (ADP).

Известный специалист в области методологий Agile, архитектуры, бизнес-процессов, UML, .NET, Java и средств разработки ПО. Проводит технологические тренинги в различных организациях, регулярно выступает на конференциях и является членом Microsoft's Advisory Board по направлению Visual Studio. Автор ряда публикаций и книг по UML и методологиям Agile.

Тема встречи: гибкие методологии разработки Agile

Вход свободный
12.00 – 14.00

Организатор:  SIGMA | СИГМА УКРАИНА www.sigmaukraine.com

2203 Muteren Aanvullende Gevalsgegevens - Windows Internet Explorer

http://vs-pr-resa-01.nladc.cgadc.com/ResaFasa.FST/Forms/TR.2203MuterenAanvullendeGevalsgegevens.aspx?ID=8a566e93-de77-4d3b-85d3-a4a124e56d34

Bestand Bewerken Beeld Favorieten Extra Help

Favorieten Fro... Ver... Hei... tes... Google Fro... UWV... Han... Ver...

2203 Muteren Aanvullende Gevalsgegevens

RESA/FASA 0.1.20120917.1

AAW_TEST11
11 - Arnhem Afmelden

2203 Muteren Aanvullende Gevalsgegevens

UWV werken aan perspectief

Start Muteren gevalsgegevens Muteren financiële gegevens Muteren overig Afhandelen Raadplegen verwijsgegevens Raadplegen recht Raadplegen gevalsgegevens Raadplegen financiële gegevens

Start > 2203 Muteren Aanvullende Gevalsgegevens

Aanvullende gevalsgegevens

Zoek Persoon

BSN

Zoek

Huidige Persoon

Begindatum gegevens

Datum einde wachttijd 52 weken

Datum verlengde einde wachttijd WAO same

Datum einde wachttijd 104 weken

Datum verkorte wachttijd WIA

Datum einde vrijw verl loondoorbet WIA

Datum loonsanctie WAO/WIA

Opslaan Annuleren

Bericht van webpagina

Fuck off

OK

13-4-2012 (d-M-yyyy)

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Fout op de pagina.

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Why waterfall won't work



Waterfall?

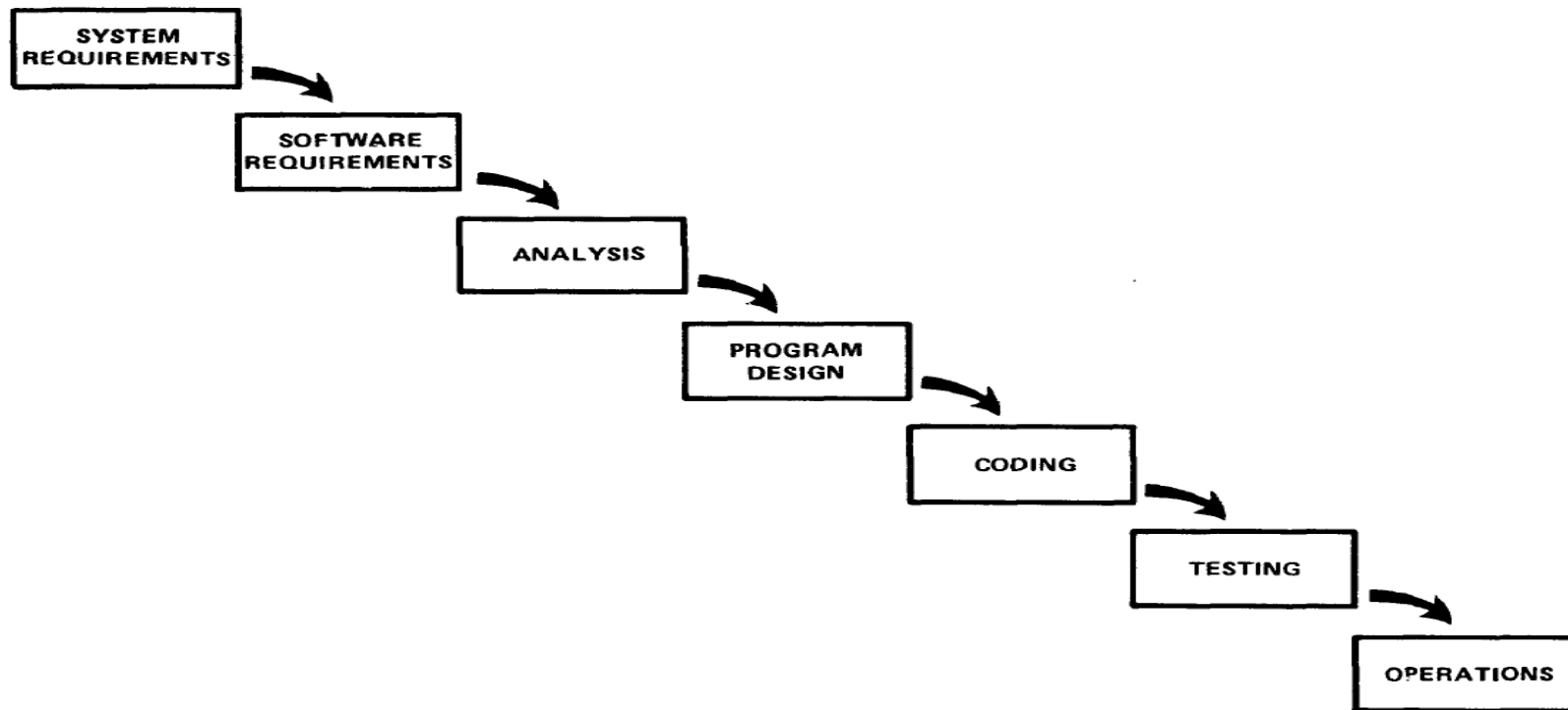
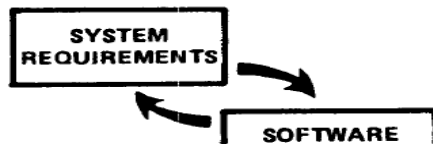


Figure 2. Implementation steps to develop a large computer program for delivery to a customer.

Waterfall?



STEP 3: DO IT TWICE

After documentation, the second most important criterion for success revolves around whether the product is totally original. If the computer program in question is being developed for the first time, arrange matters so that the version finally delivered to the customer for operational deployment is actually the second version insofar as critical design/operations areas are concerned. Figure 7 illustrates how this might be carried out by means of a simulation. Note that it is simply the entire process done in miniature, to a time scale that is relatively small with respect to the overall effort. The nature of this effort can vary widely depending primarily on the overall time scale and the nature of the critical problem areas to be modeled. If the effort runs

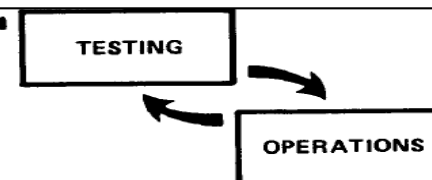


Figure 3. Hopefully, the iterative interaction between the various phases is confined to successive steps.

Agile!

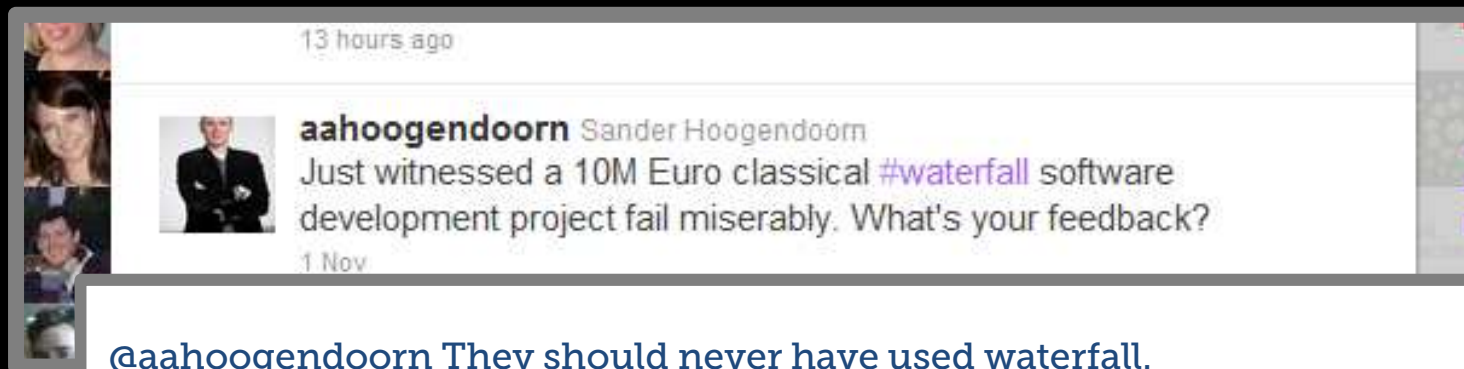


You would believe ...



because waterfall doesn't work, right?

So the methodology doesn't work



@aahoogendoorn They should never have used waterfall.

@aahoogendoorn Does the name of the project coincidentally start with a C?

But how would you feel if ...



@aahoogendoorn They didn't apply Scrum right.

@aahoogendoorn This project likely did ScrumBut, not Scrum.

didn't deliver anything. As said, agile nor Scrum are silver bullets. :)
22 Sep

aahoogendoorn Sander Hoogendoorn

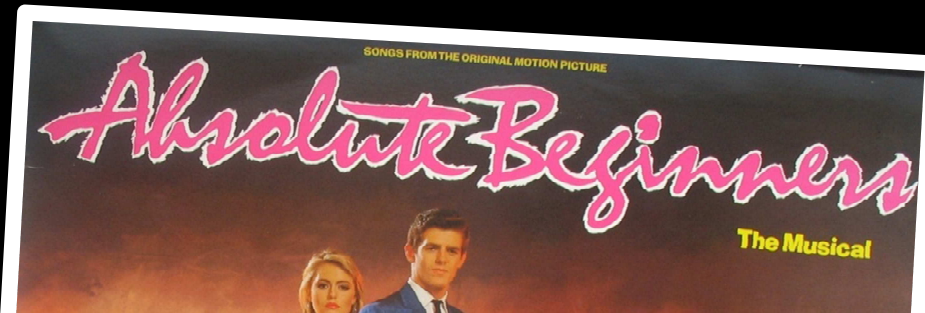
So it's not the methodology, right?





SCRUM FAIL

1. **Shu** (守:しゅ ?, “protect”, “obey”) — traditional wisdom — learning fundamentals, techniques, heuristics, proverbs
2. **Ha** (破:は ?, “detach”, “digress”) — breaking with tradition — finding exceptions to traditional wisdom, reflecting on their truth, finding new ways, techniques, and proverbs
3. **Ri** (離:り ?, “leave”, “separate”) — transcendence — there are no techniques or proverbs, all moves are natural



Jack states that we have over 300 resources who are trained as SCRUM masters. As it happens from meeting him this afternoon. I'll ask him.

3000?



Lowering Our Fences



Scrumman



Dogmagile

Dogma


From Wikipedia, the free encyclopedia

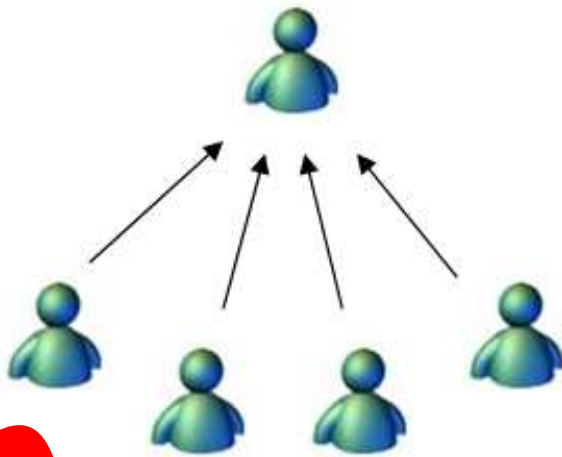
For other uses, see [Dogma \(disambiguation\)](#).

Dogma is the established [belief](#) or [doctrine](#) held by a [religion](#), or a particular group or organization^[1]. It is [authoritative](#) and not to be [disputed](#), [doubted](#), or diverged from, by the practitioners or believers. Although it generally refers to religious beliefs that are accepted without reason or evidence, they can refer to acceptable opinions of philosophers or philosophical schools, public decrees, or issued decisions of political authorities.^[2] The term derives from Greek *δόγμα* "that which seems to one, [opinion](#) or belief"^[3] and that from *δοκέω* (*dokeo*), "to think, to suppose, to imagine".^[4] Dogma came to signify laws or ordinances adjudged and imposed upon others by the First Century. The plural is either *dogmas* or *dogmata* , from Greek *δόγματα*. Today, It is sometimes used as a synonym for [systematic theology](#).

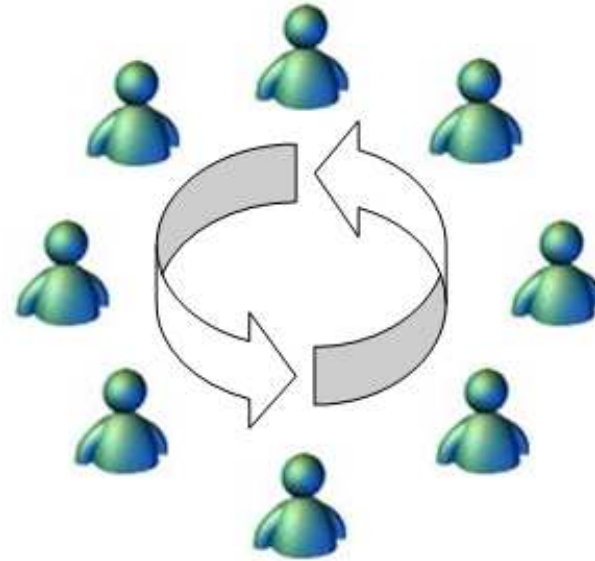
Crusader Agile



 @aahoogendoorn



Flow of Conversation in
a Daily Pseudo-Scrum Meeting



Flow of Conversation in
a Daily (real) Scrum Meeting



Scrumdamentalism

Stand up meetings

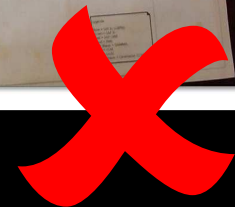
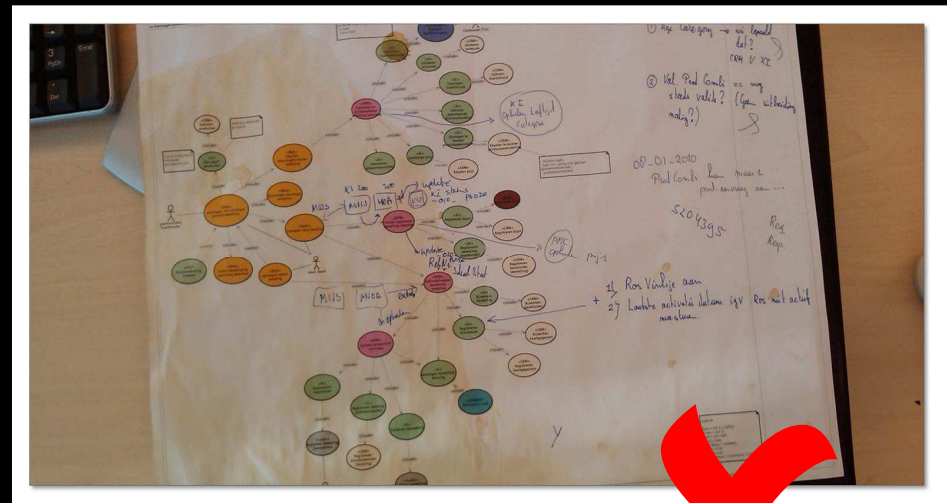


Sit down meetings...



Scrumdamentalism

As a librarian, I want to be able to search for books by publication year.



Agilists against Zenifying



Just write down small things on small papers. It's your kaizen.



Agilists against Zenifying

```
FSharpRecordTuplizer.fs Program.fs x LazyLog4net.fs App.config log4net.config FunSession.fs Properties.fs  
  
let main() =  
    XmlConfigurator.Configure(File.OpenRead ConfigurationManager.AppSettings["log4net"])  
  
let dbFile = "firstProgram.db"  
if File.Exists dbFile then File.Delete dbFile  
#if File.Exists dbFile then File.Delete dbFile  
    #else  
        Properties.SqliteFromPath dbFile  
        Properties.Default @ Properties.typeof<Invoice>.Assembly  
    #endif
```

Don't just write down small things on small papers. Write code. It's your job.

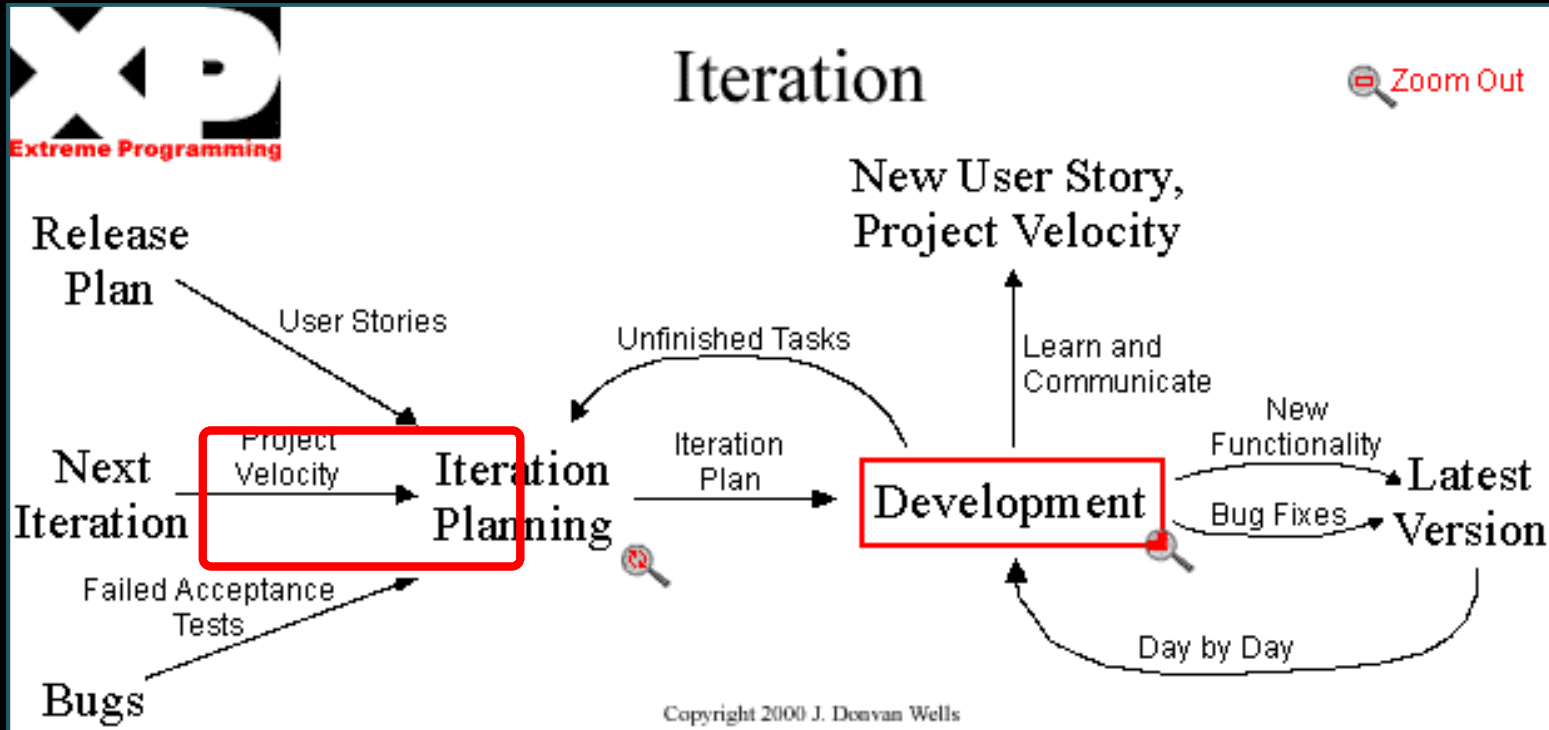
```
        session.Save(invoice)  
  
let update() =  
    let invoice1 = { invoice1 with Amount = 4200000m; }  
    sessionFactory.OpenTransThenClose (fun session ->  
        session.SaveOrUpdate(invoice1) |> ignore)  
let read() =  
    let invoices =  
        sessionFactory.OpenThenClose (fun session ->  
            session.CreateCriteria(typeof<Invoice>).List<Invoice>())  
    printfn "%A" invoices  
write()  
update()  
read()  
|  
main()  
100% - |
```



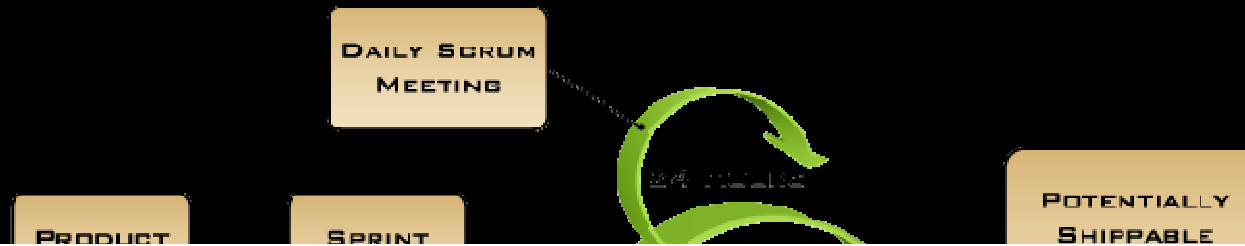
There is no so thing as
one-size-fits-all agile

Teams and roles





Customer, Coach, Developer



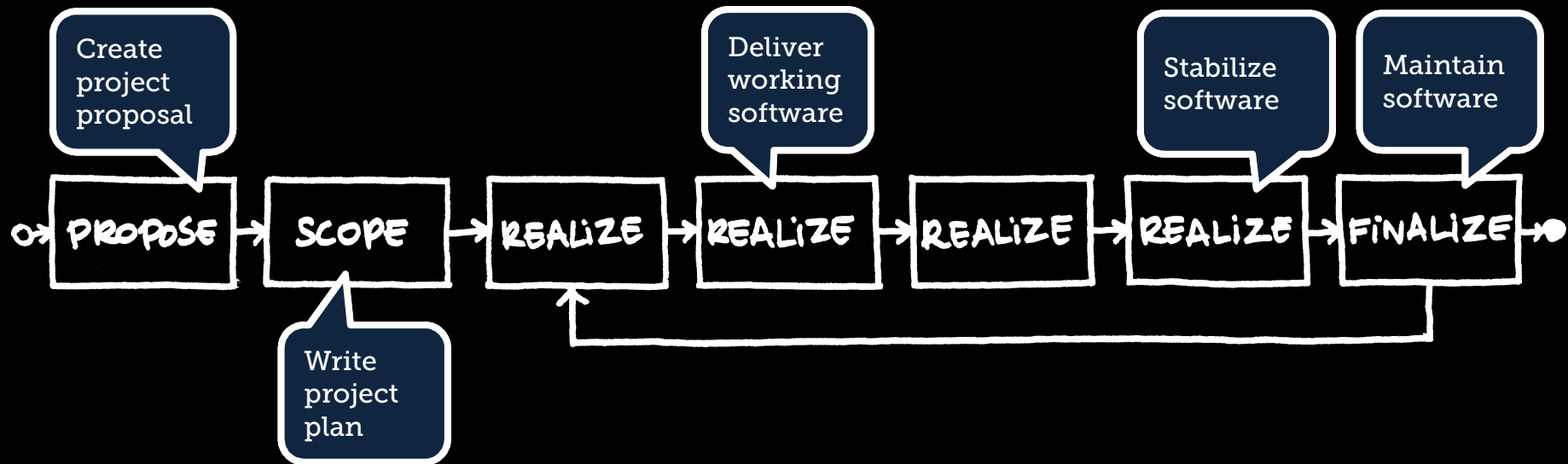
Team

The Team is responsible for delivering the product. A Team is typically made up of 5–9 people with cross-functional skills who do the actual work (analyse, design, develop, test, technical communication, document, etc.). It is recommended that the Team be self-organizing and self-led, but often work with some form of project or team management.

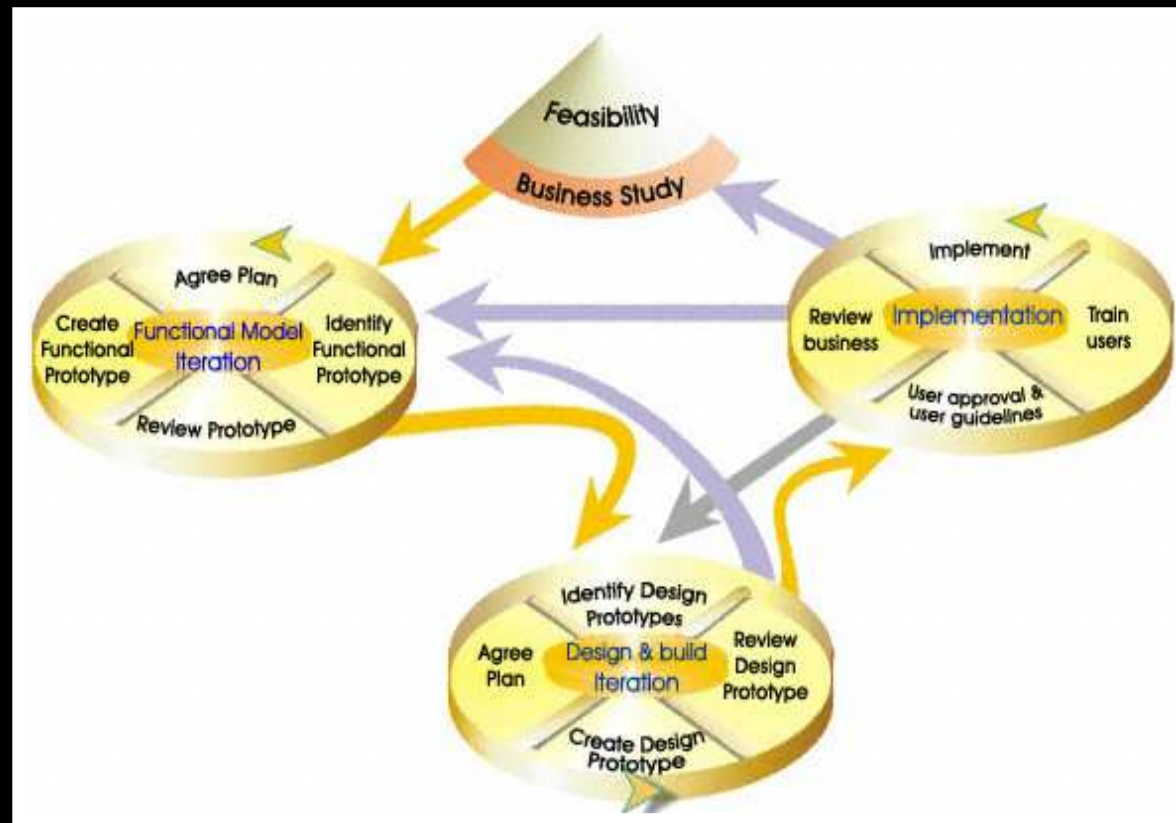


Product owner, Scrum master,
Team

Customer, User, Domain Expert Project Manager, Coach, Developer, Tester



Multiple roles



Teams?



What is the key to being successful as a team?



Collaboration



Self-organization



But what happens



to old roles?

An example team

A typical Scrum team?

Product owner /1

Business analyst /2

Information analyst /2

SAP CRM /1

SAP XI/ BPM /2

SAP ABAP /1

UI developer /1

.NET developer /1

Java developer /1

Tester /2

Scrum master /1

Agile coach /1

Rowing Contest Collaboration



The Bob-the-Builder-Syndrome

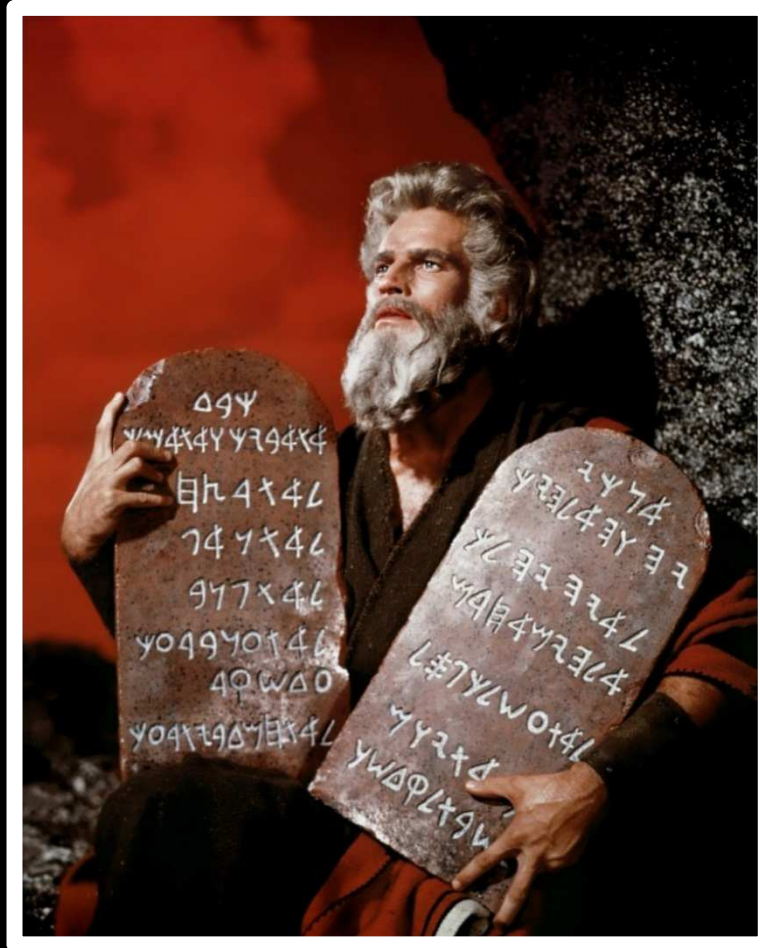


Can we build it? Yes, we can!

The backlog

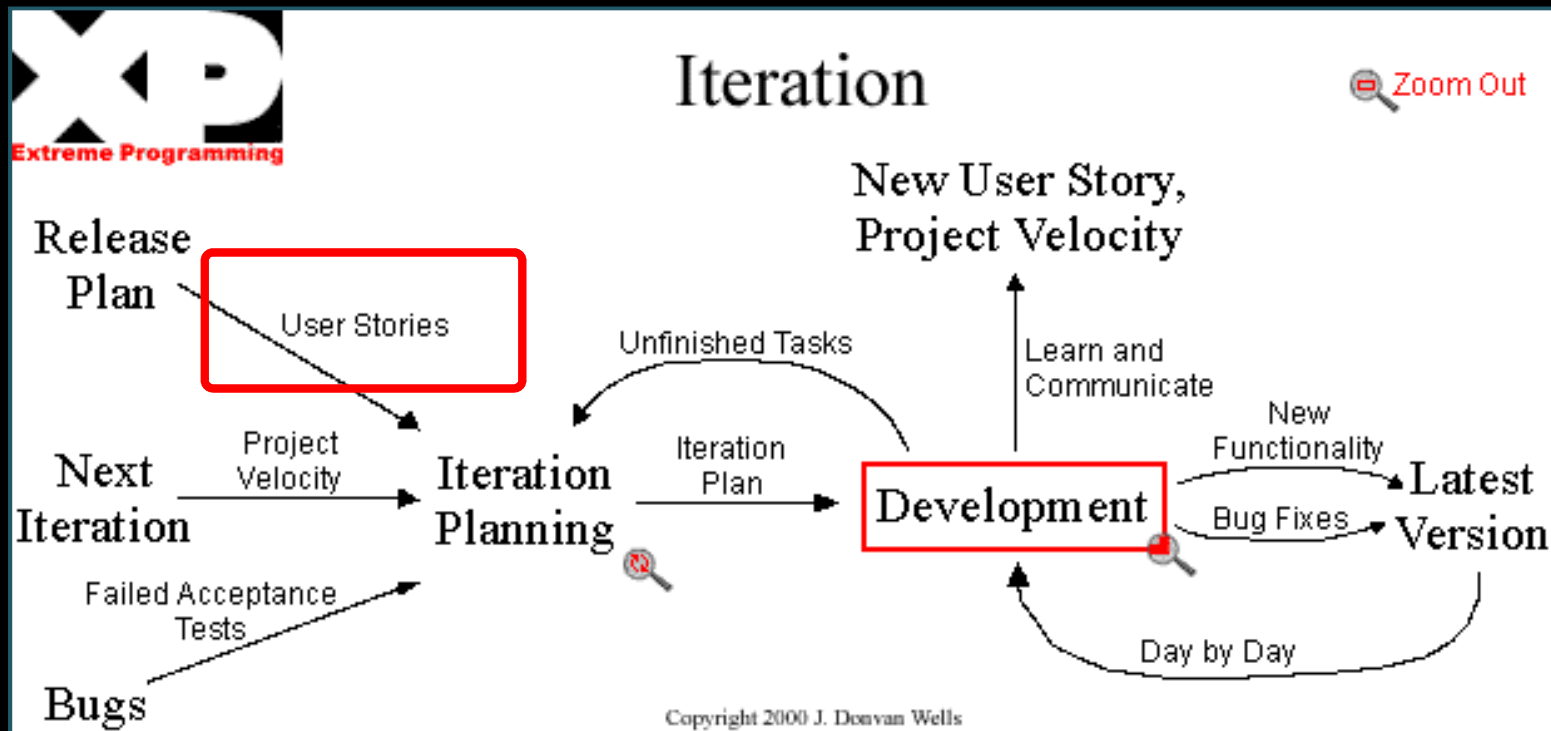


Where does it come from?

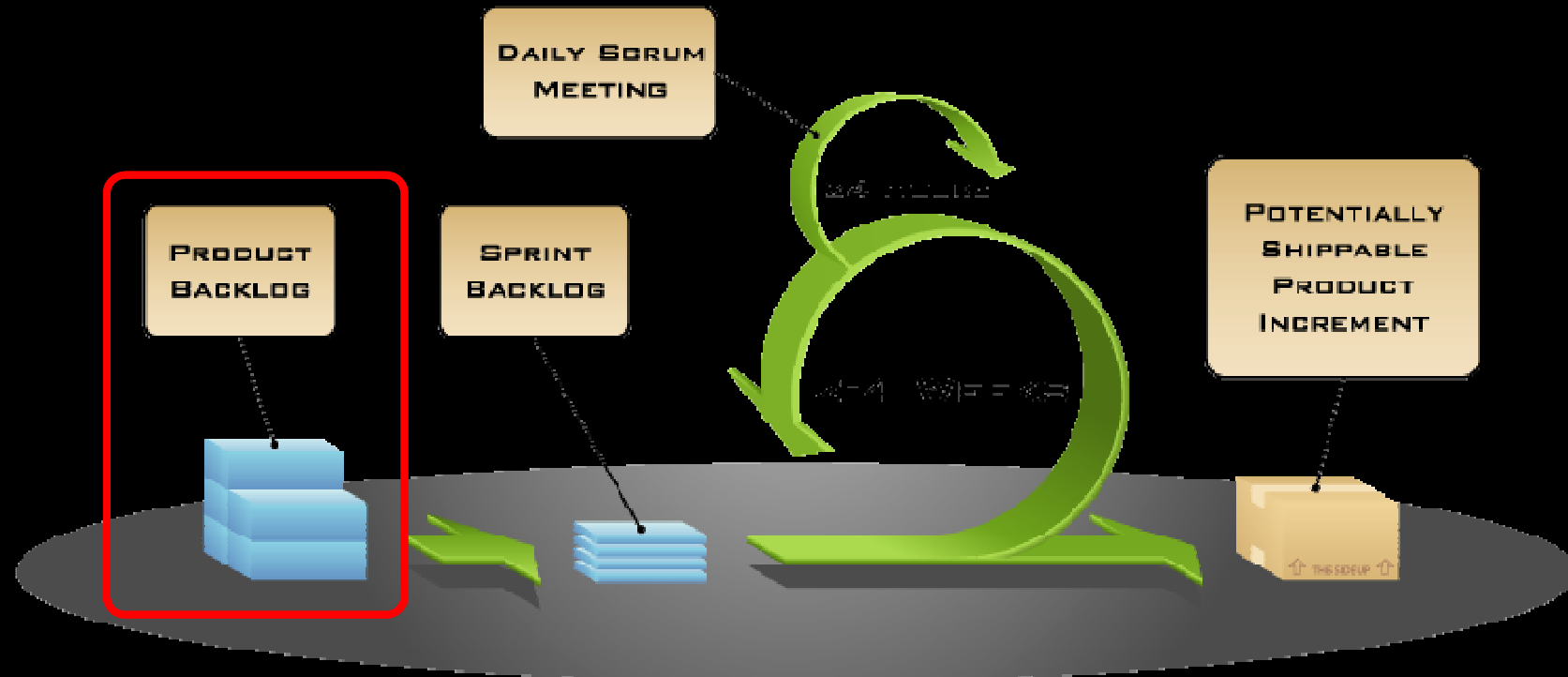


And on the
seventh day
Ken created
the backlog

The automagical backlog

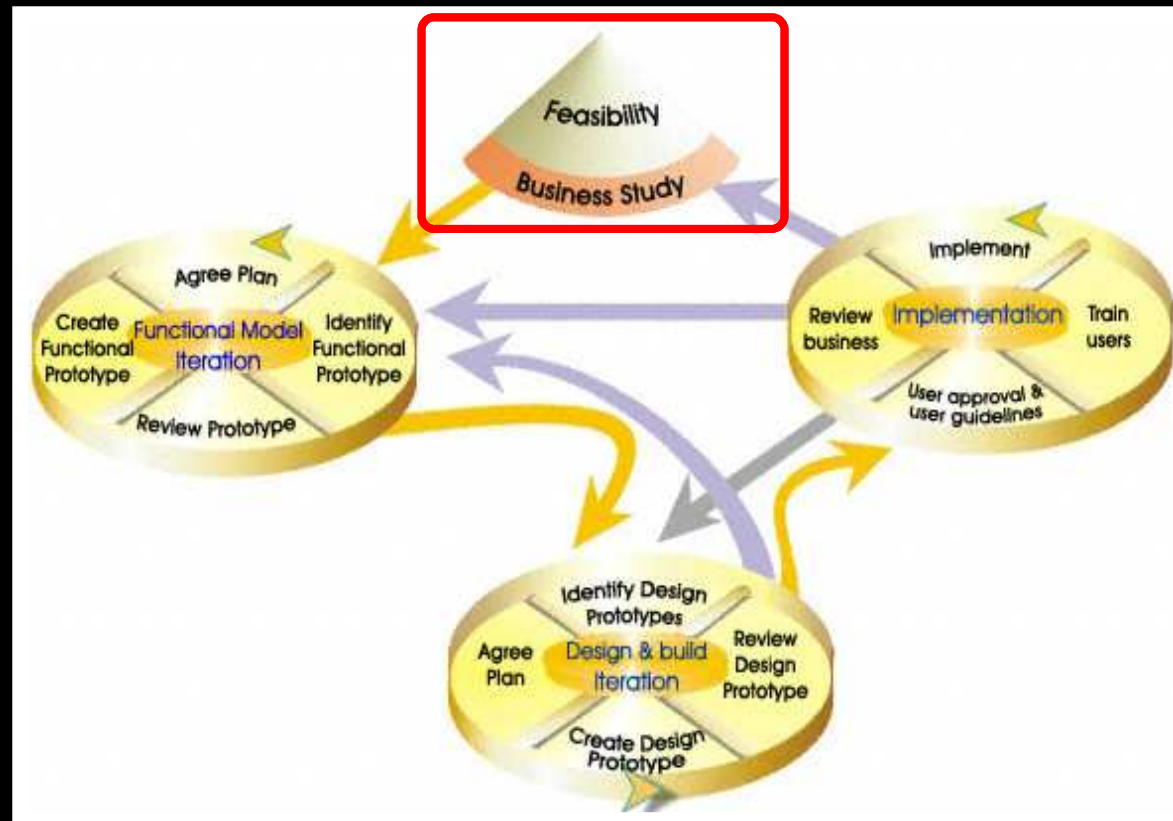


The automagical backlog

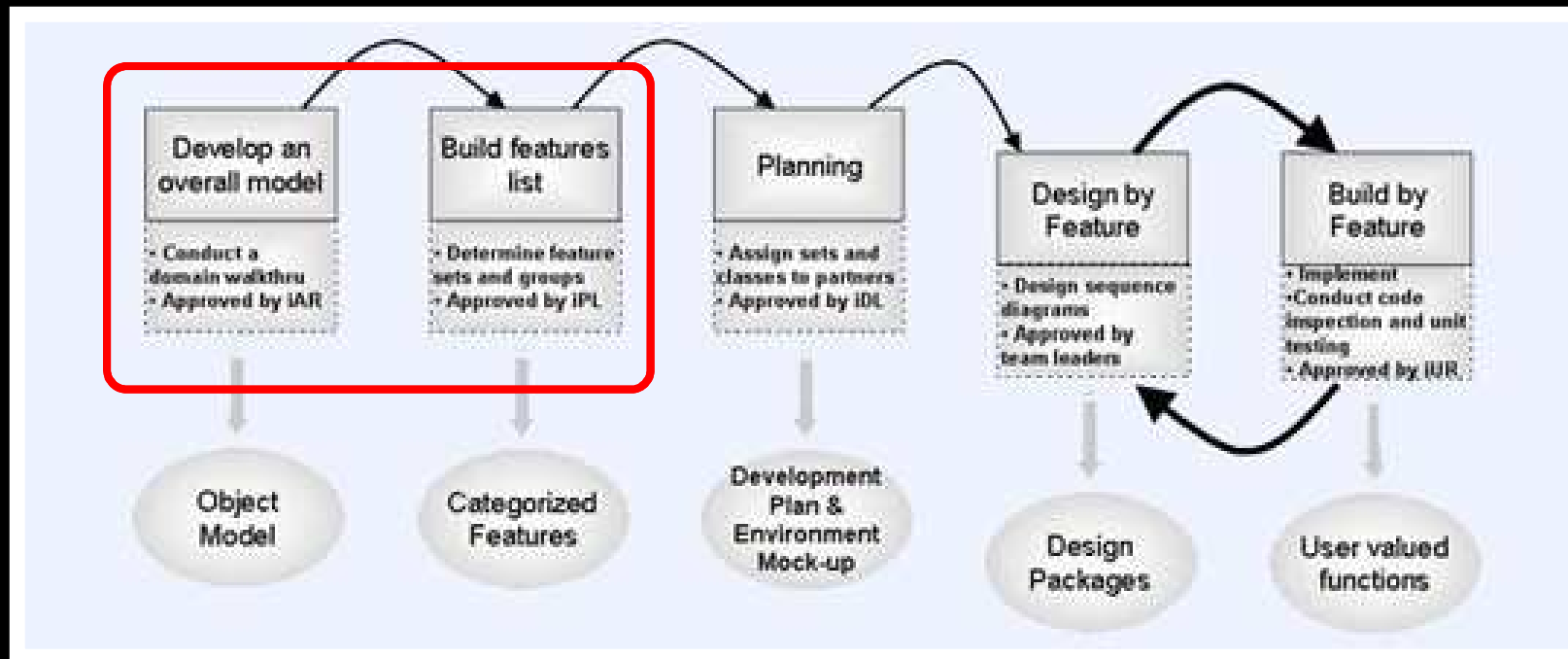


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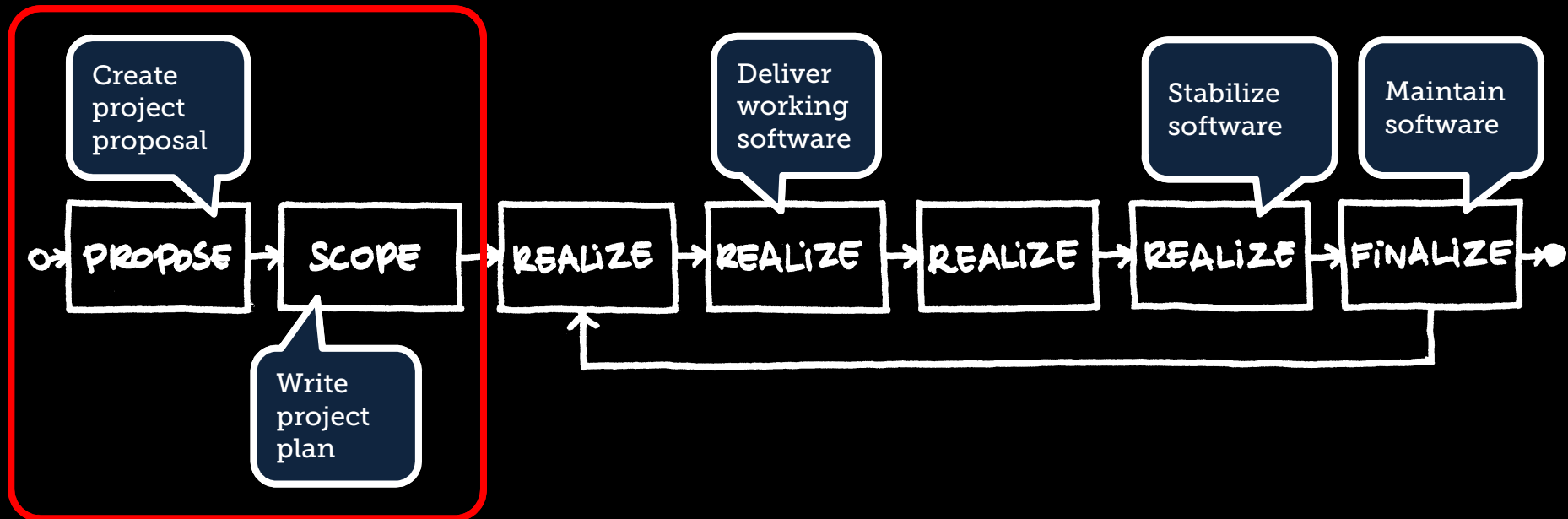
Preliminary iterations



Preliminary iterations



Preliminary iterations

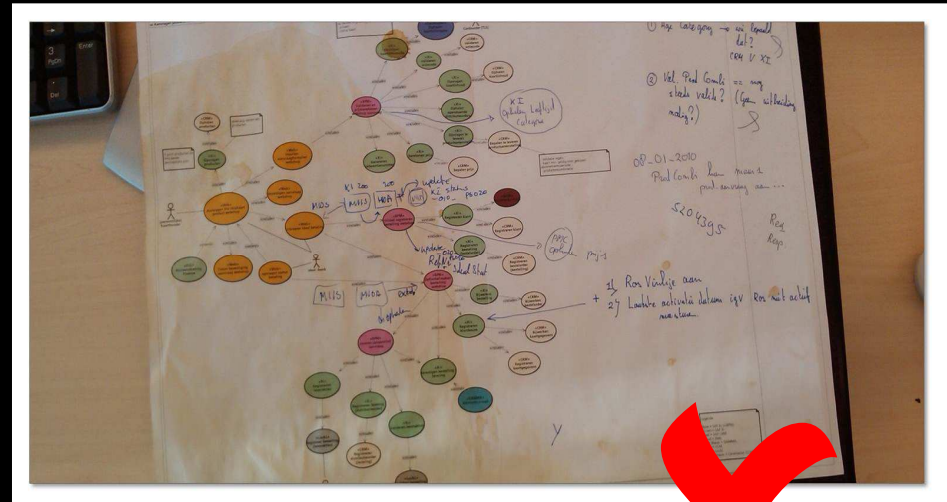


Documentation Frenzy



Documentation Frenzy

As a librarian, I want to be able to search for books by publication year.

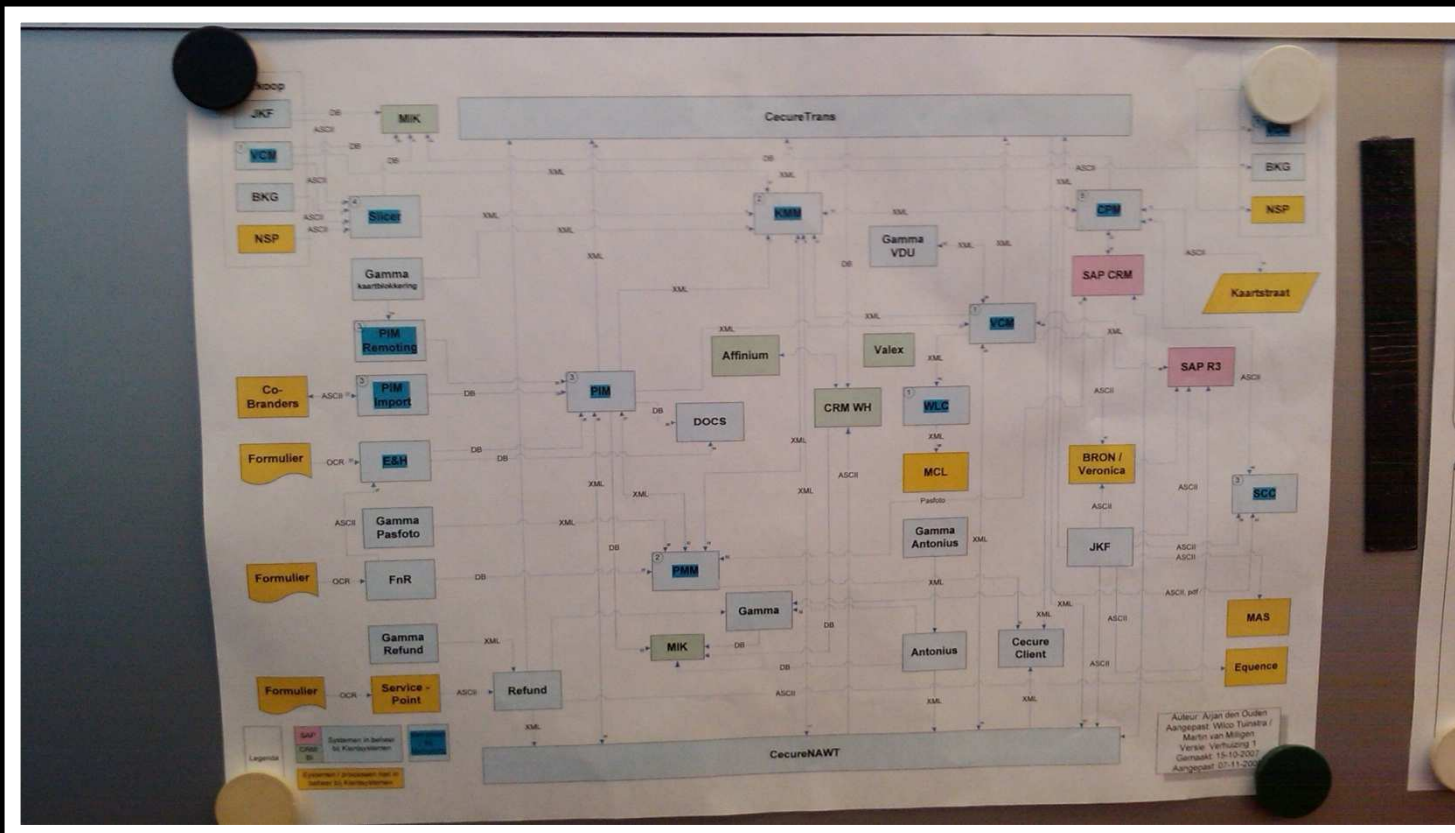


User stories

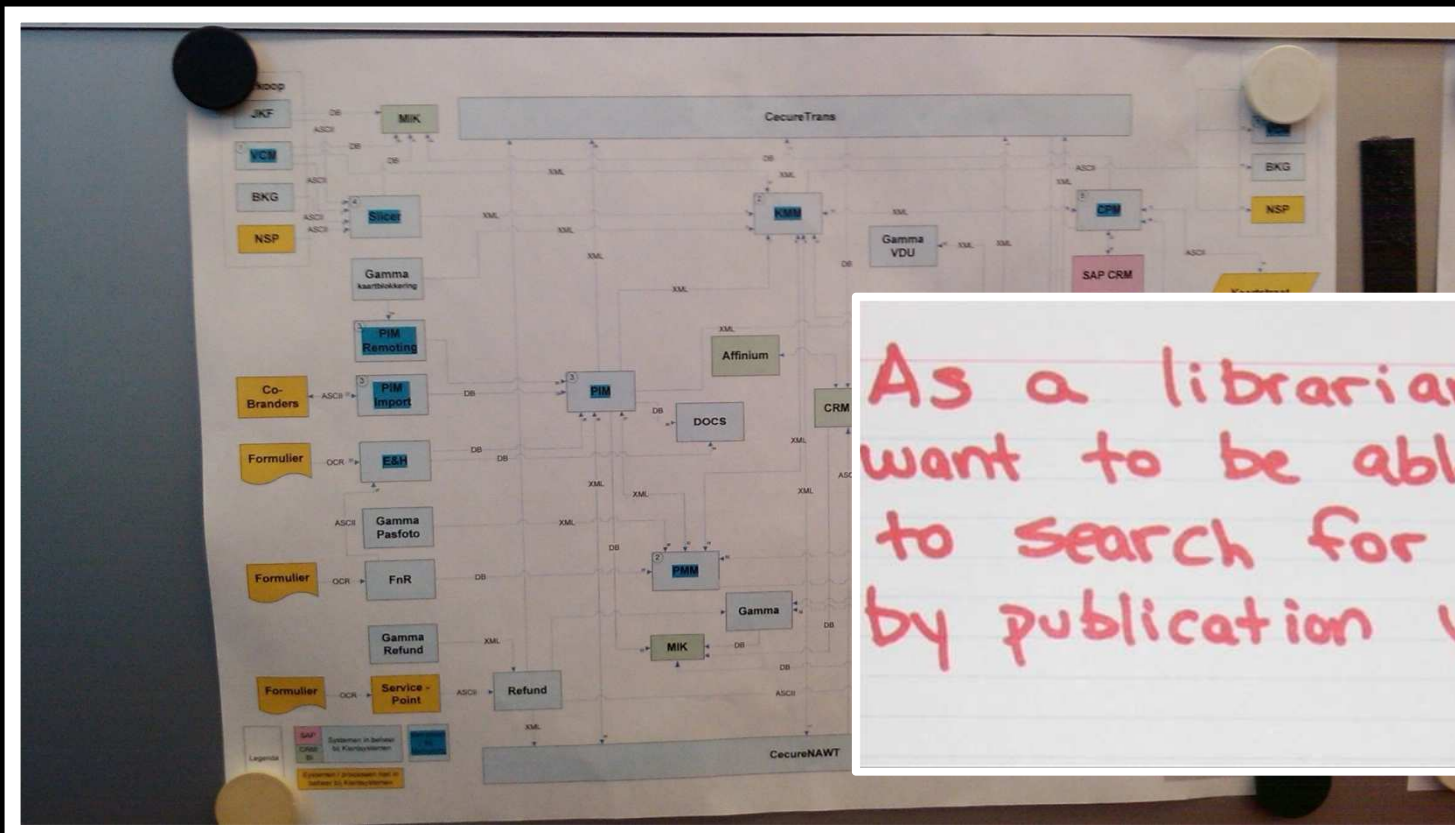
AS A [TYPE OF USER]
I WANT [SOME GOAL]
SO THAT [SOME REASON].

User stories ☹️

AS proven by
I can Login
After I Buy something I
GET A CONFIRMATION Email

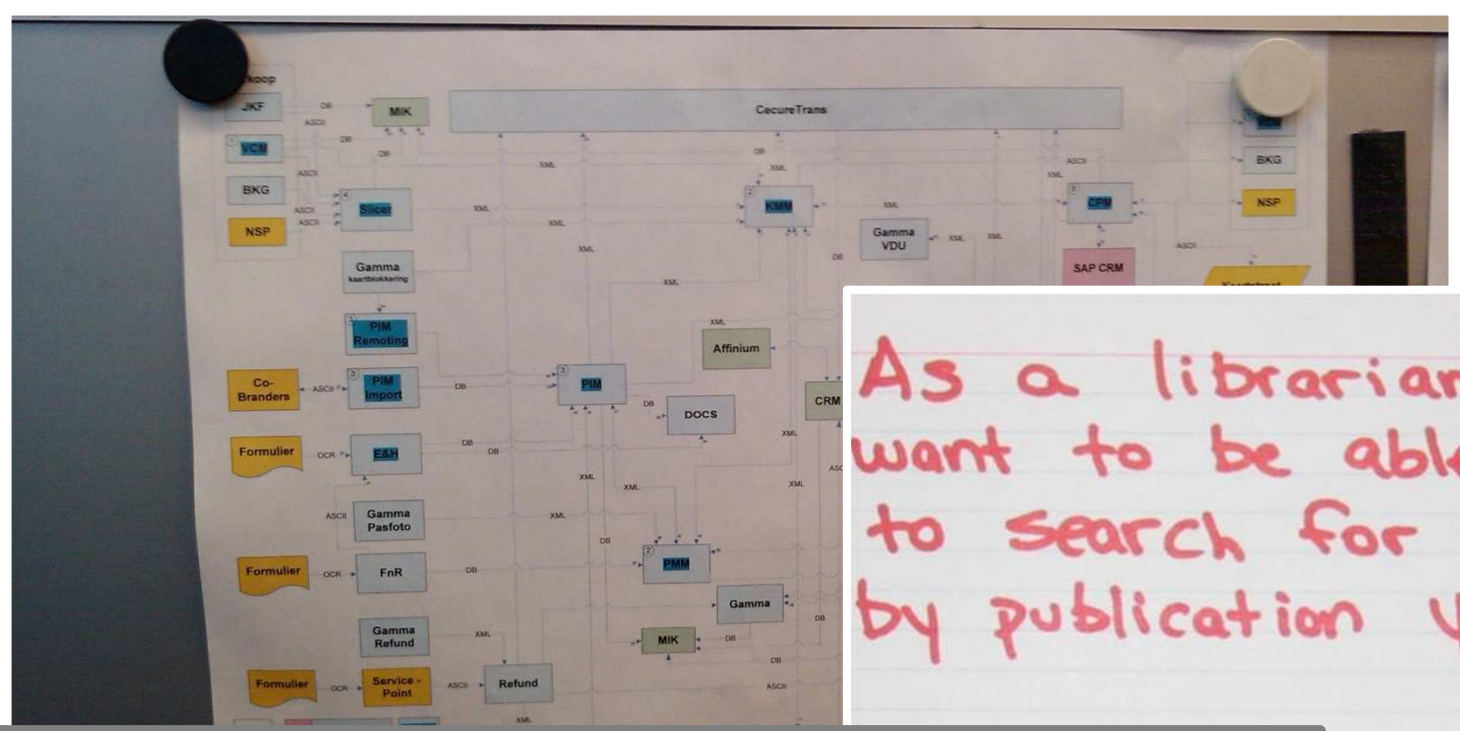


But if your IT landscape looks like this ...



As a librarian, I want to be able to search for books by publication year.

Index cards might just not do the trick



As a librarian, I want to be able to search for books by publication year.

User stories are merely meant to get the conversation going?

So what about documentation?





Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

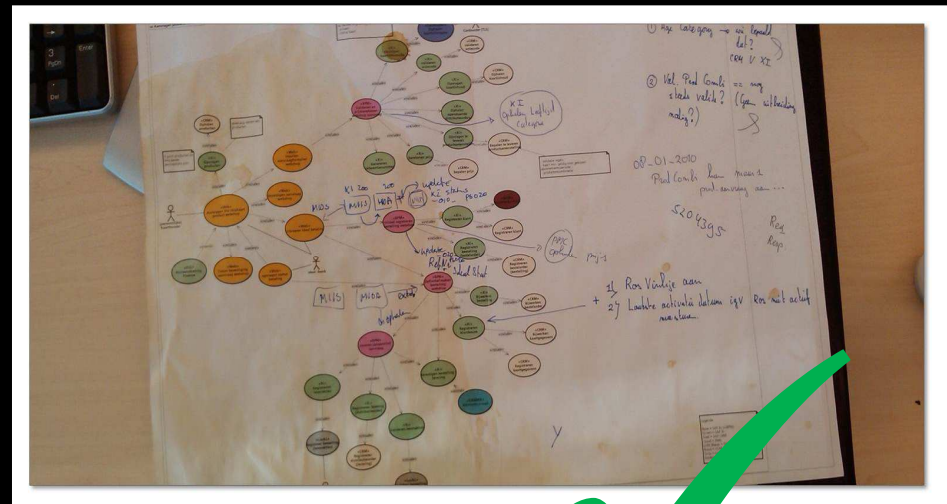
Responding to change over following a plan

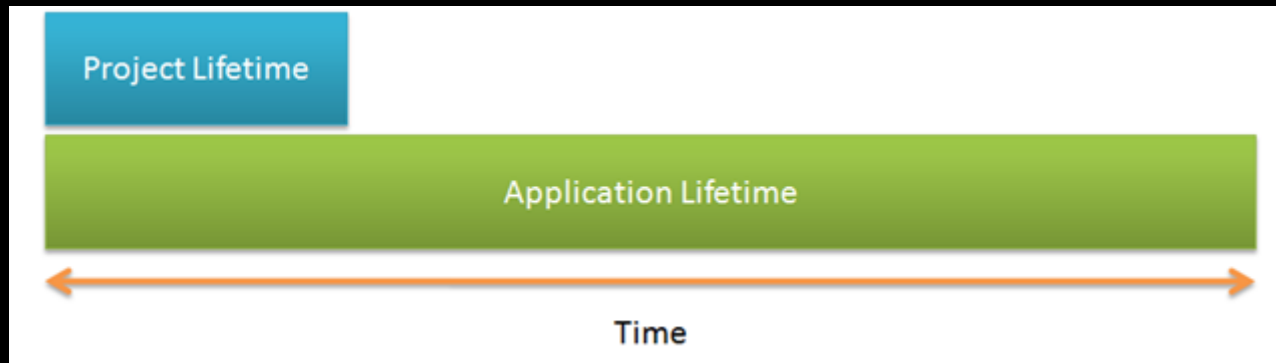
That is, while there is value in the items on the right, we value the items on the left more.

The agile manifesto doesn't say
no documentation (or modeling)

Will you document to maintain?






As a librarian, I want to be able to search for books by publication year.





Eventually your software will go
into maintenance (hopefully)

Levels of requirements

CLOUD		SCOPE
KITE		REQUIREMENTS
SEA		USER GOAL
FISH		SUBFUNCTION
CLAM		TOO LOW

Huge cases

Indien een opgehaald adres een buitenlands adres betreft, dan worden uitsluitend de buitenlandse adres velden getoond.

5.3 S3 Naam nummer controle

Stap	Beschrijving	Referentie
S1.	Het systeem zoekt de naam van de rekeninghouder op, het huidige woonadres en indien aanwezig ook het correspondentie adres behorende bij het opgevoerde rekeningnummer.	
S2.	Het systeem toont de naam, het woonadres.	{buitenlands}
S3.	Het systeem toont de het correspondentie adres	{geen corr. adres} {buitenlands}
S4.	De actor voert de naam-nummer controle uit	
S5.	De actor voert het resultaat in van de naam-nummer controle	

5.3.1.1 Toelichting stap S2

Indien een opgehaald adres een buitenlands adres betreft, dan worden uitsluitend de buitenlandse adres velden getoond.

5.3.1.2 Toelichting stap S3

Indien er geen correspondentie adres wordt gevonden, wordt de sectie correspondentie adres niet getoond, en indien het opgehaalde correspondentie adres een buitenlands adres betreft, dan worden uitsluitend de buitenlandse adres velden getoond.

Hard to build,
impossible to test

Stap	Beschrijving	Referentie
S2.	De actor voert een rekeningnummer en party	
S3.	De actor voert een rekeningnummer en party	
S4.	De actor voert een rekeningnummer in	{rekening is niet 11-xxxx}

Different levels of use cases

Finalize iteration
Manage iteration
Products
Community
Forum
Coaching learning
Events
Open community
FAQ

038338

Regular use case

User goal

Using this approach, very limited use is made of the UML use case diagram modeling technique. Requirements are captured in text, and are mostly described in Word documents.

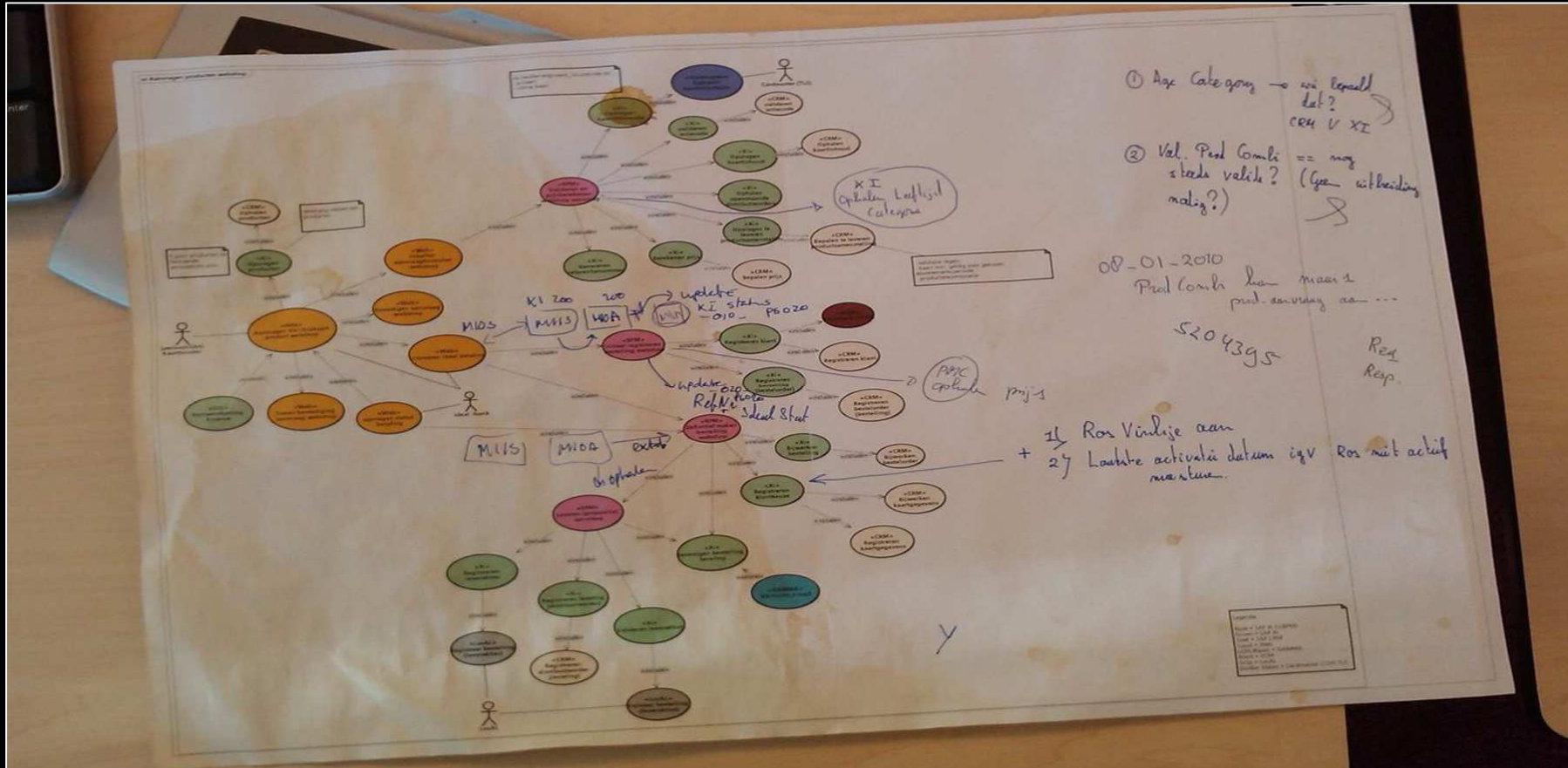
Smart use cases

Alternatively, when the use cases at user goal level are identified (even better: the elementary business processes for the project have been identified), it is possible to use the use case diagram technique to add use cases at fish level to the diagram.

Smart use case diagram

Sub function

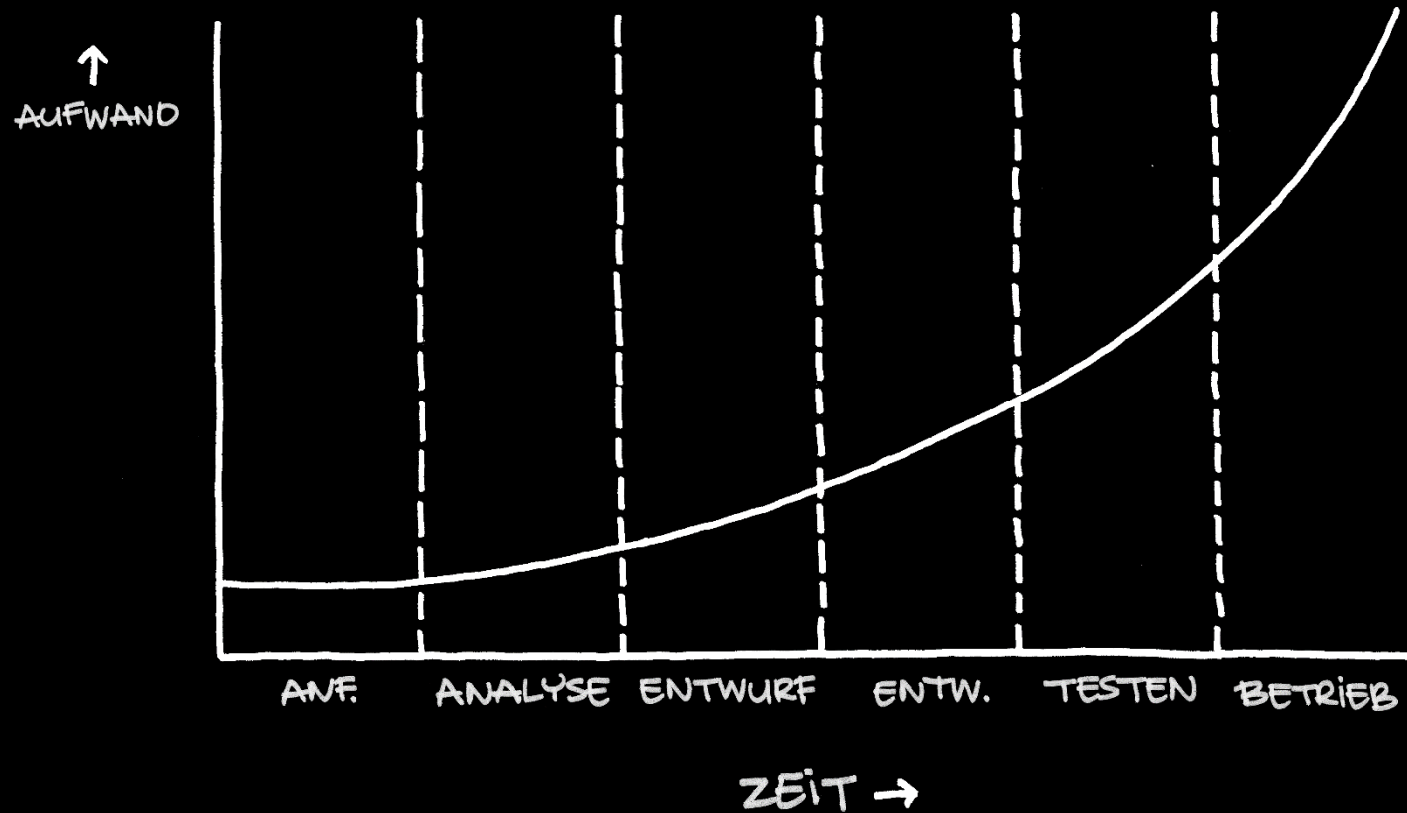
Smart use cases



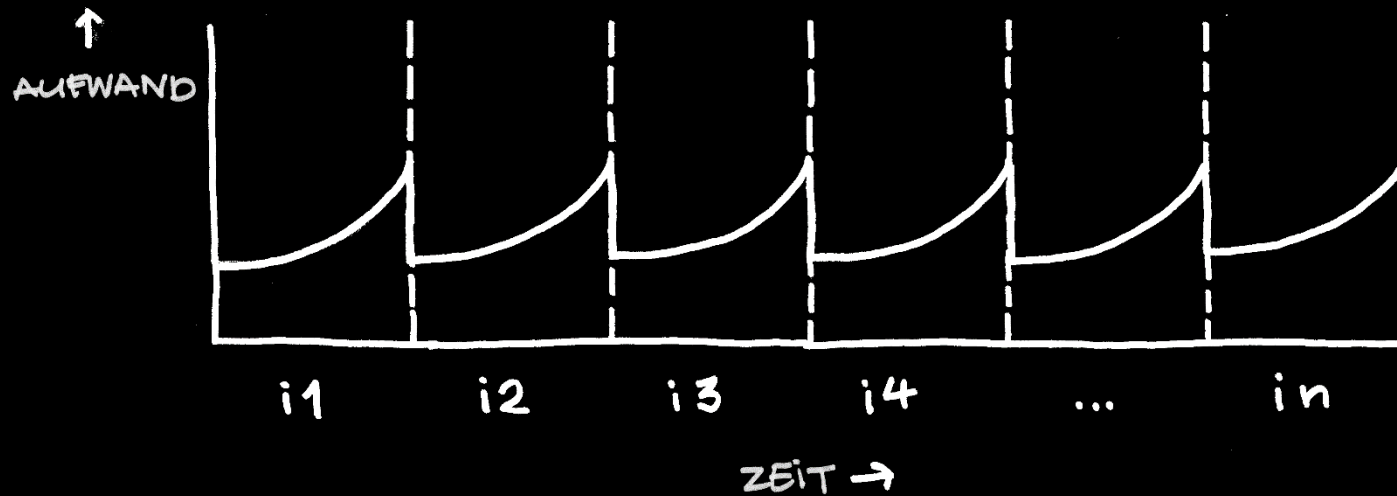


Work item life cycle

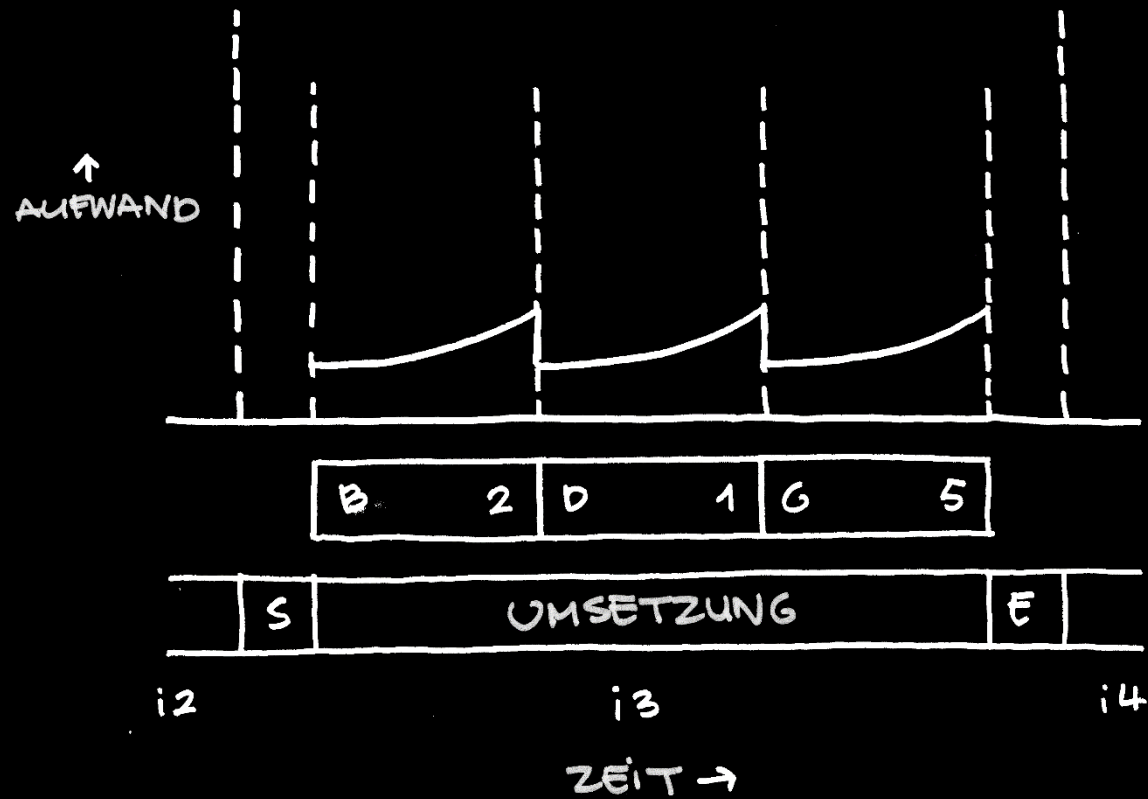
Quality?



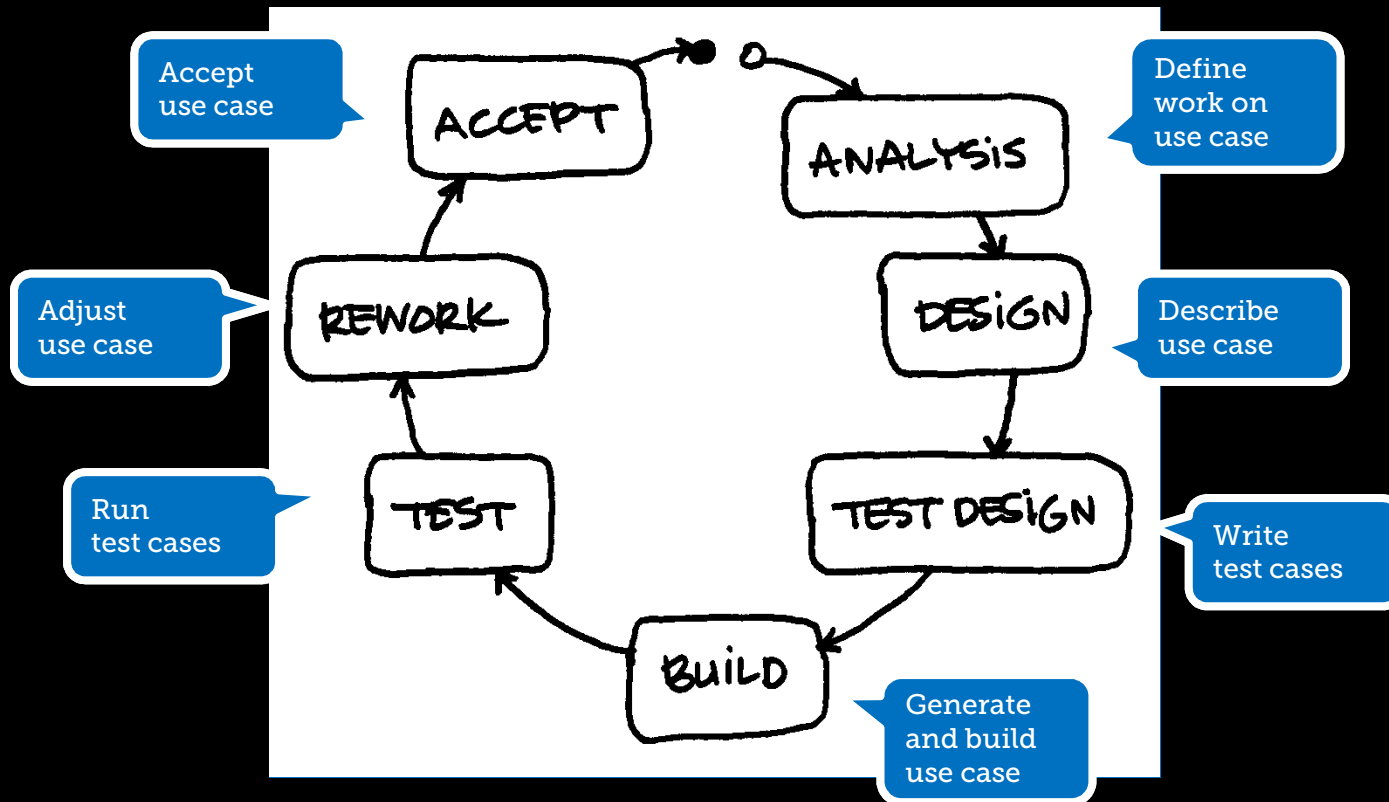
Quality in iterations



Quality per work item



Smart Use Case Cycle





Work item life cycle

Life cycle dashboard



Toyota's six rules

- Do not send defective products to the subsequent process
- The subsequent process comes to withdraw only what is needed
- Produce only the exact quantity withdrawn by the subsequent process
- Level the production
- Kanban is a means of fine tuning
- Stabilize and rationalize the process

Kanban is **"JUST"**
an approach to improve your processes

The theory of constraints

1. **Identify the system's constraint(s).**
That which prevents the organization from obtaining more of the goal in a unit of time.
2. **Decide how to exploit the system's constraint(s).**
How to get the most out of the constraint.
3. **Subordinate everything else to above decision.**
Align the whole system or organization to support the decision made above.
4. **Elevate the system's constraint(s).**
Make other major changes needed to break the constraint.
5. **Go back to step 1**

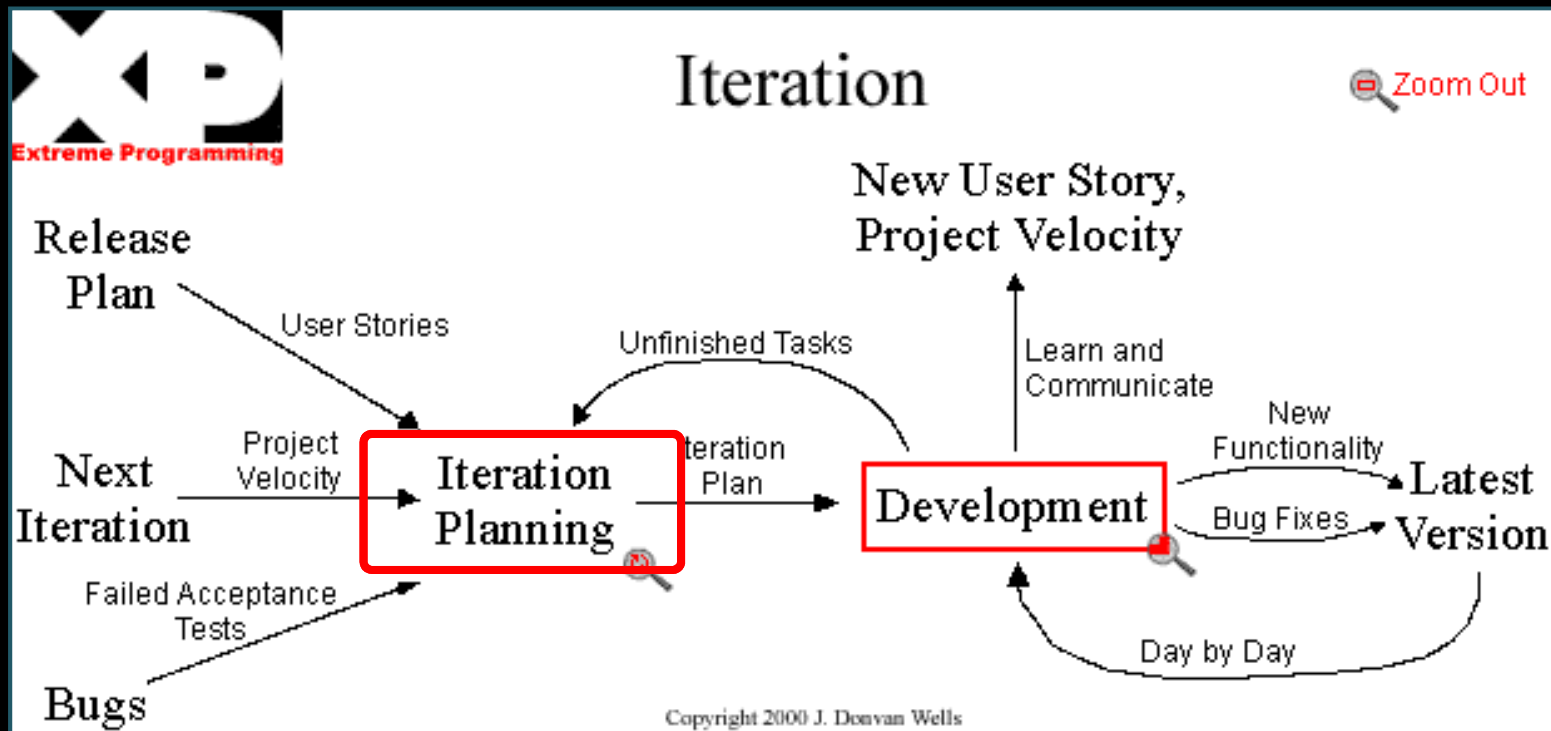
And remember: a chain is no stronger than its weakest link



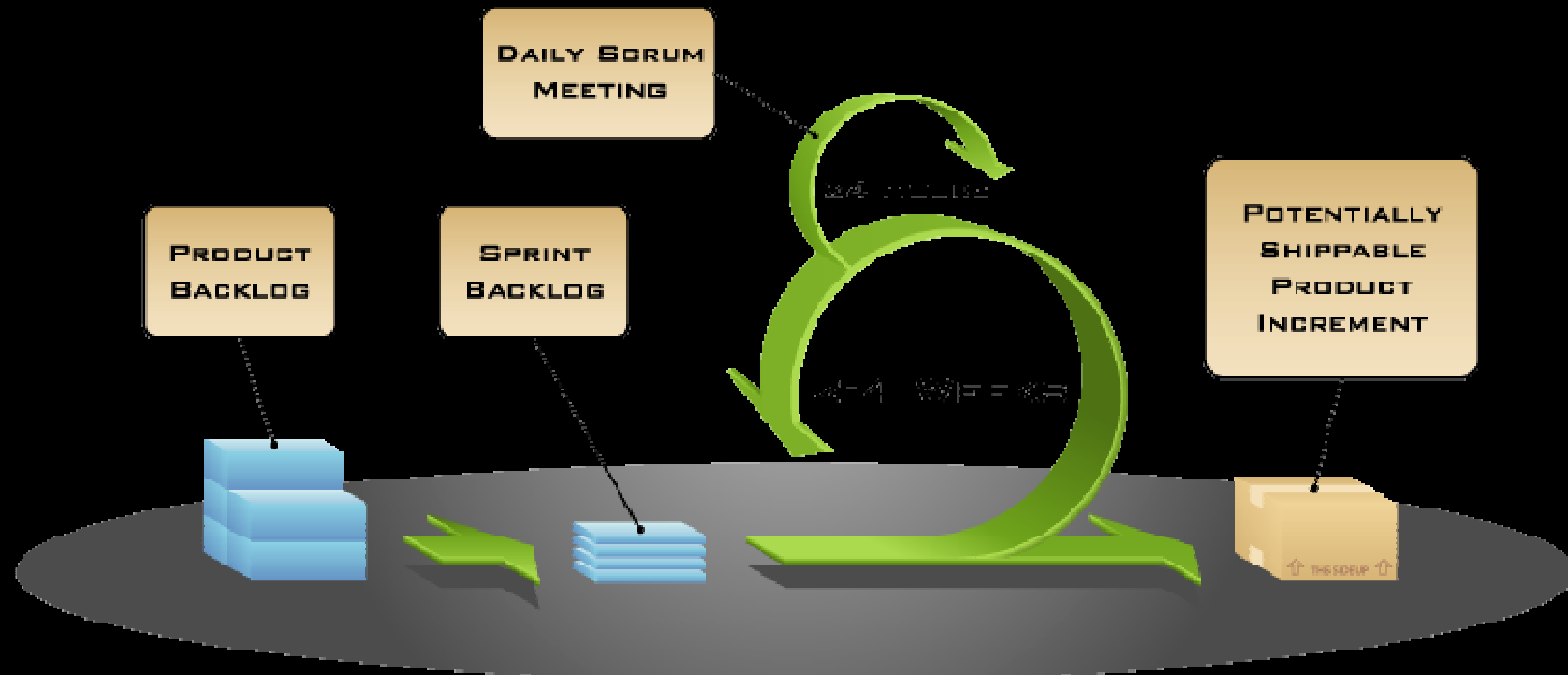


On when to estimate

When?

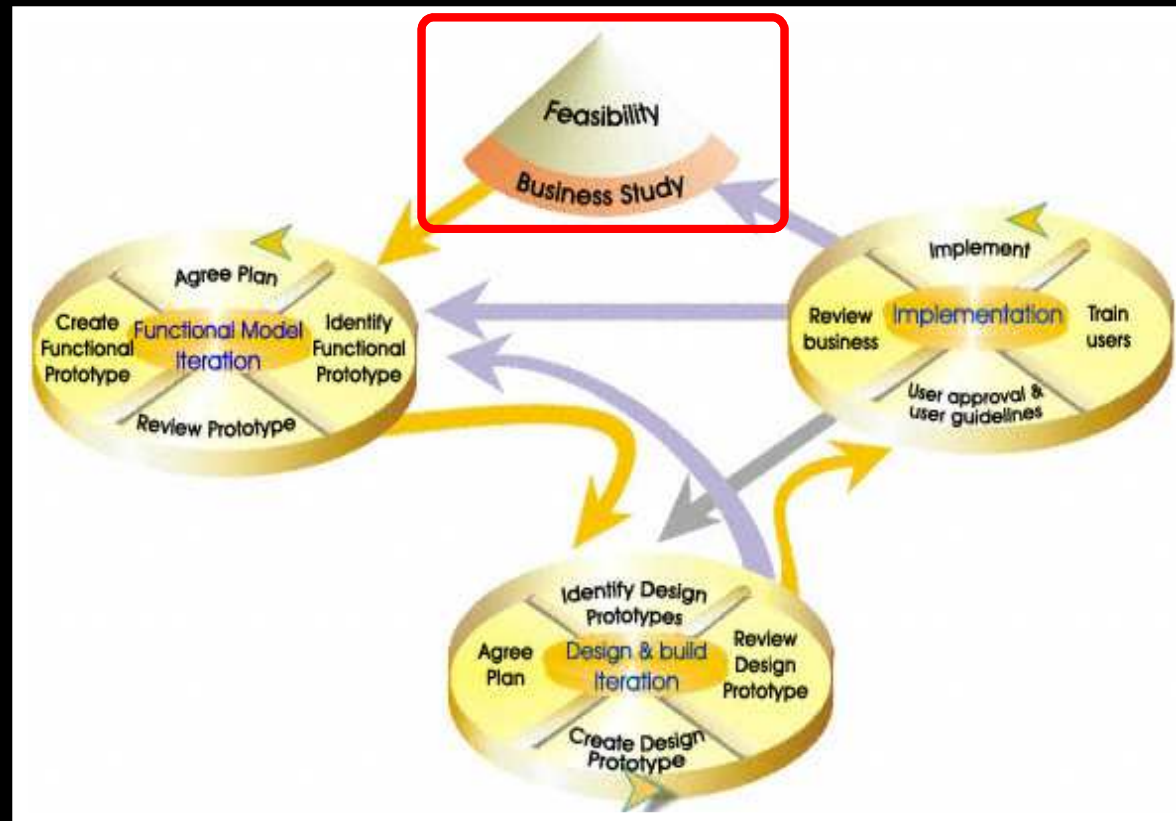


When?

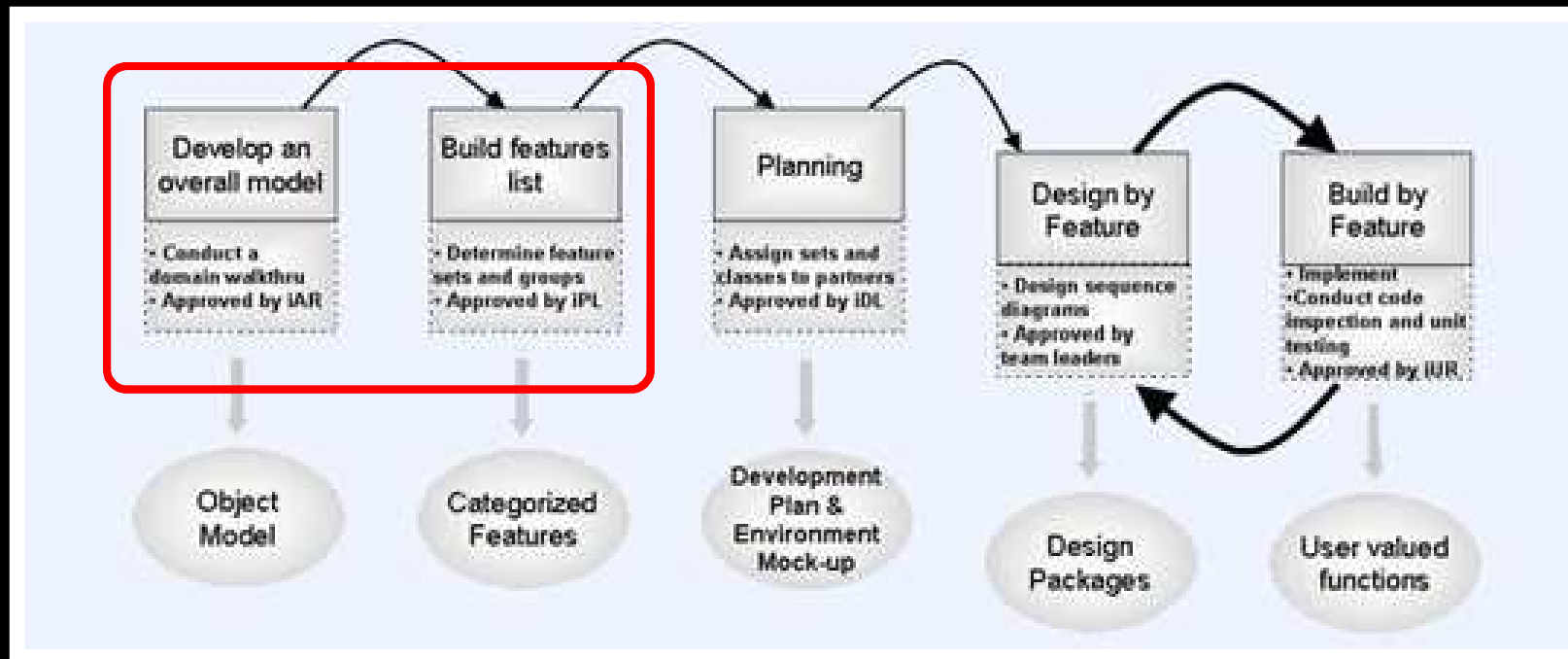


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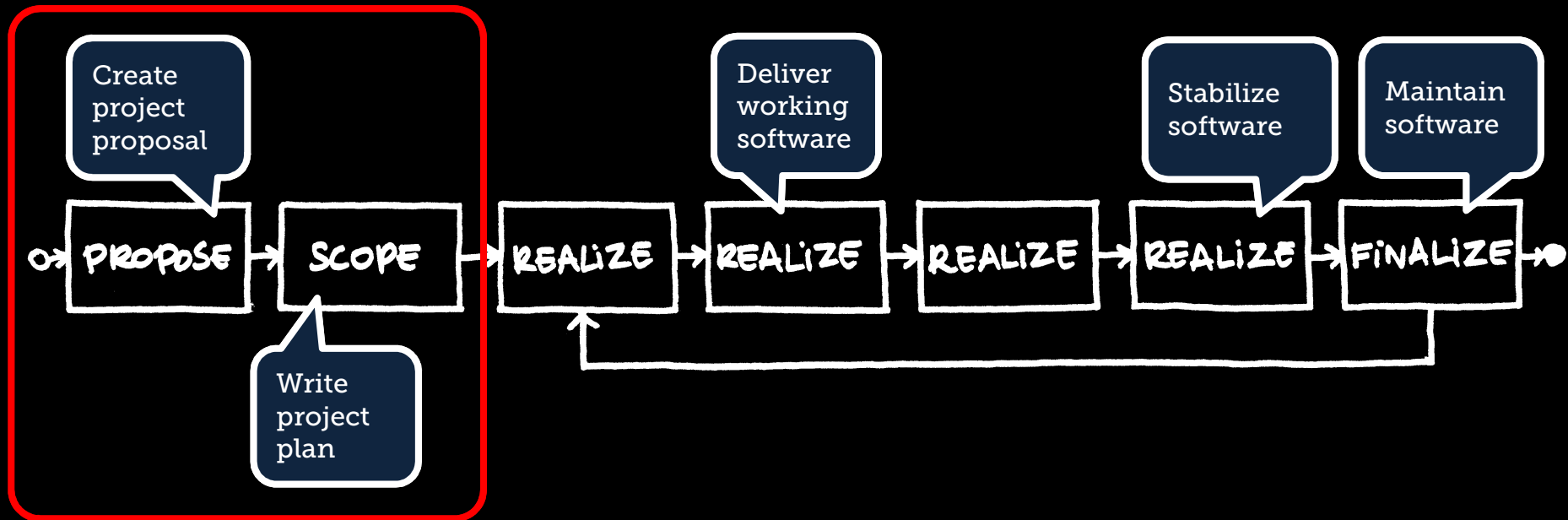
Again ... preliminary iterations



The overall model



Smart use case model



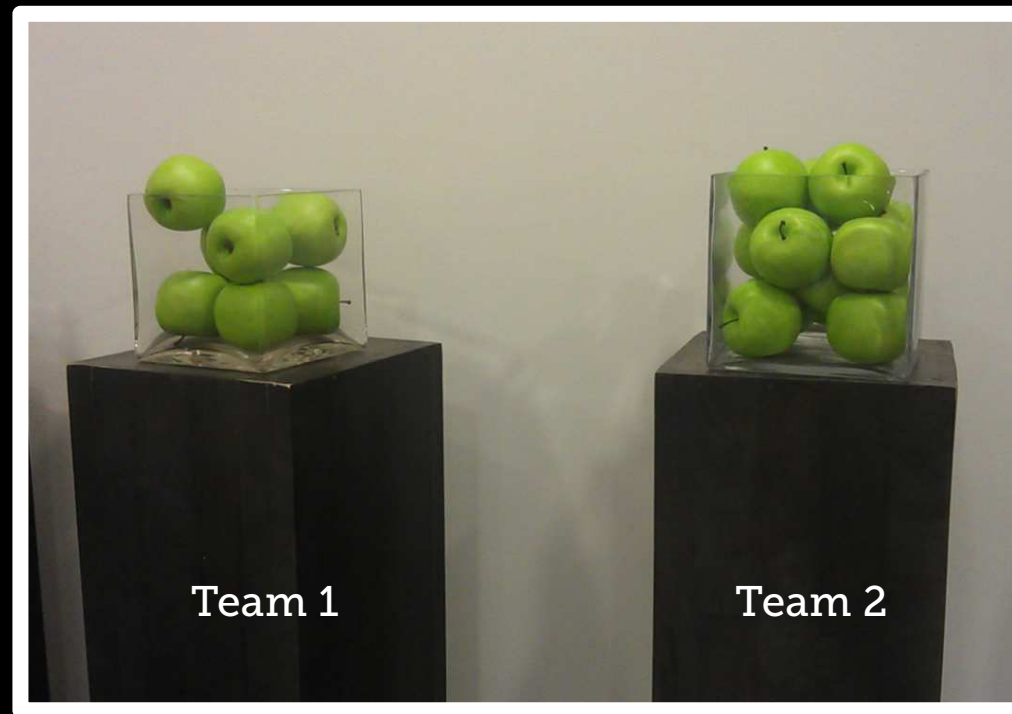


Guesstimation

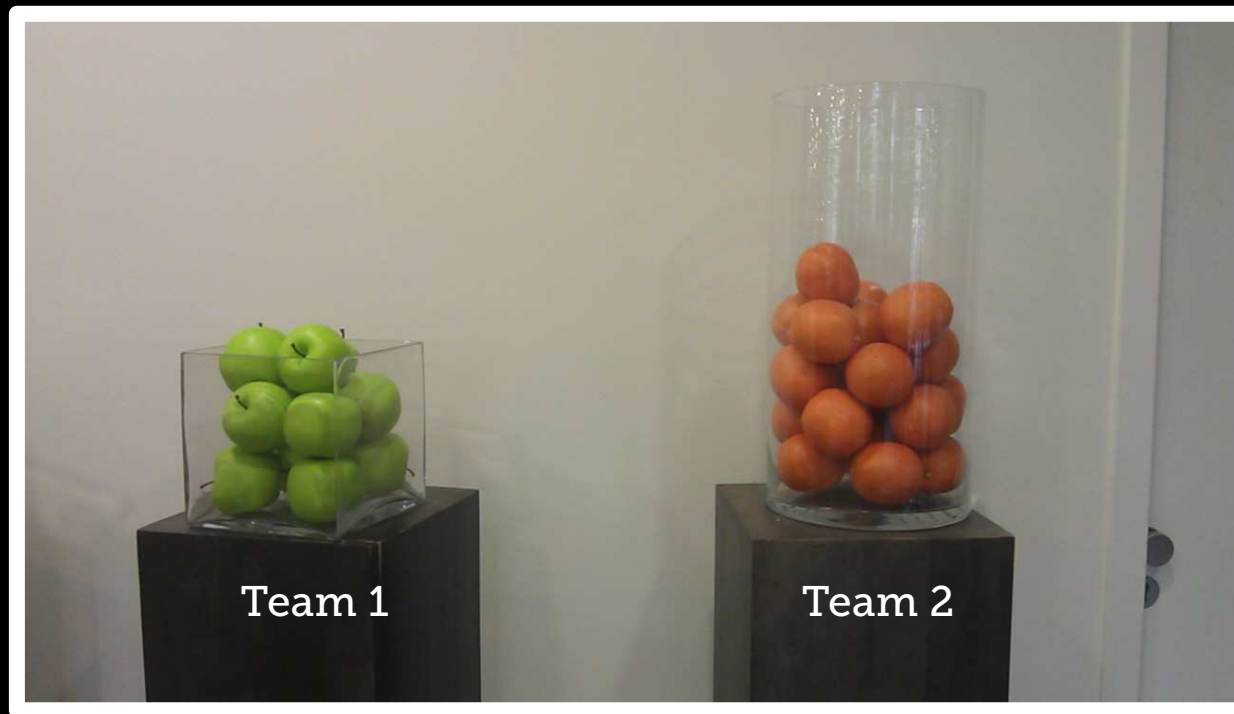
Apples



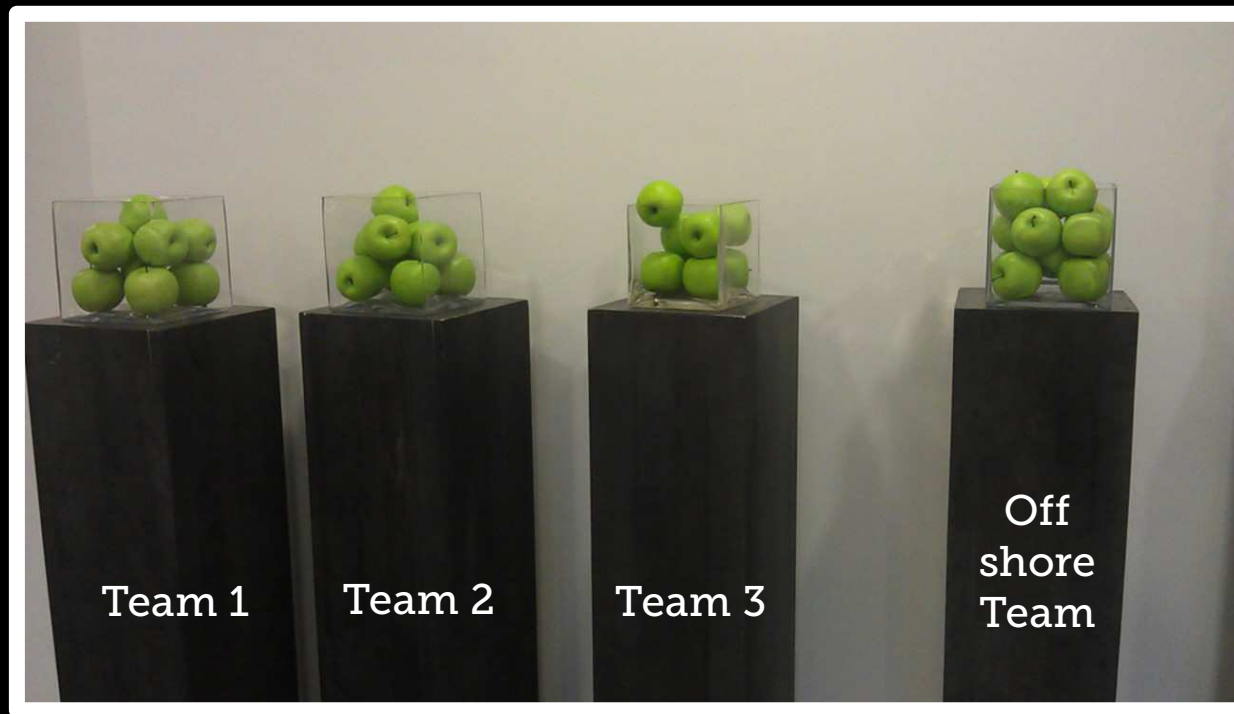
Apples and apples



Apples and oranges

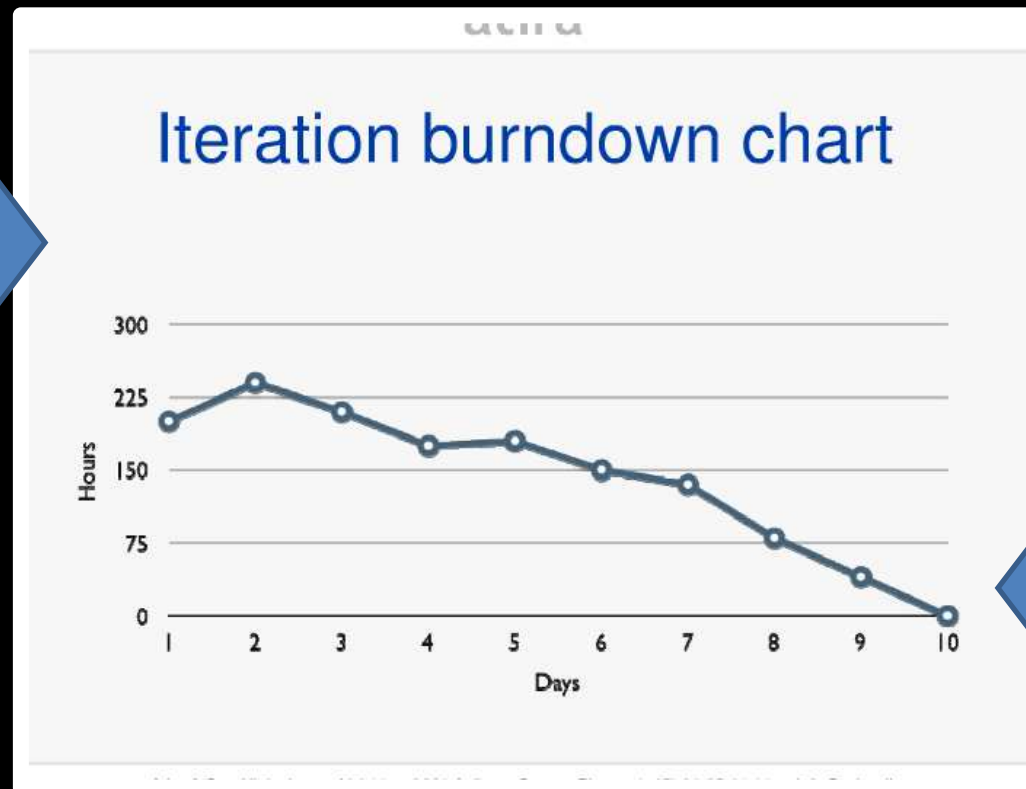


Distributed Apples



Mandatory burn down chart?

Bad smell: note how the same example is used in everyone's presentations.

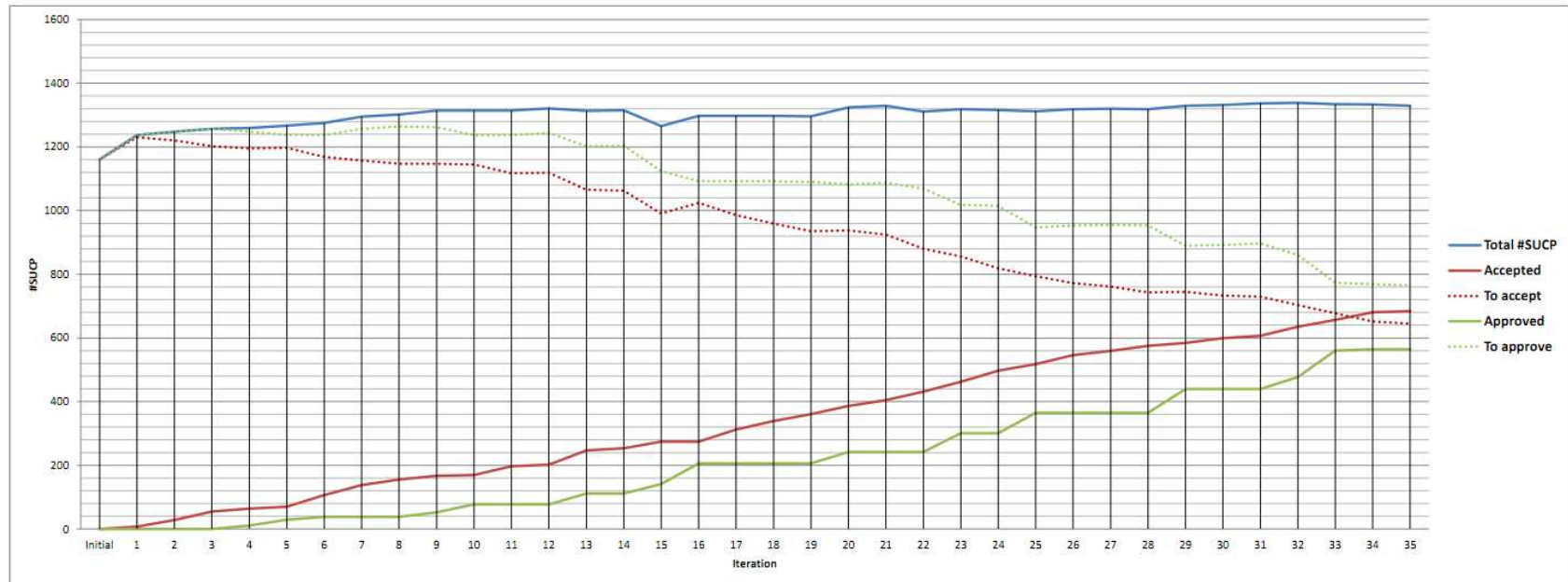


Don't trust a vendor presentation if it has this example of a burndown chart in it.

We have our ups and downs

Iteration Progress Report

Section: Burn Down/Up
Current iteration: 35
Iteration start: 11/Oct/11
Iteration end: 24/Oct/11
Date of evaluation: 25/Oct/11
Version & status: final

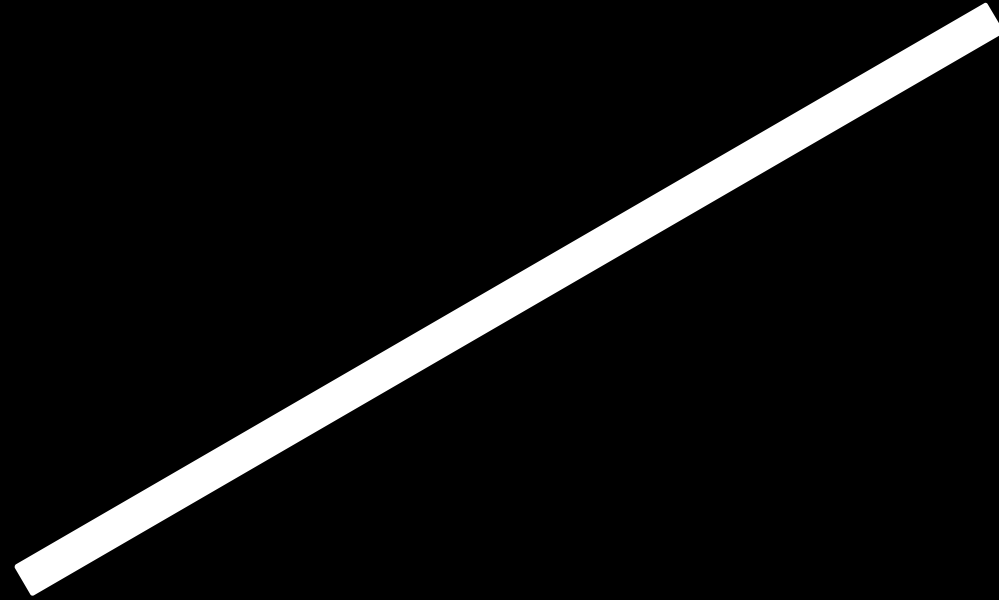


Lightweight agile can be to enterprise projects

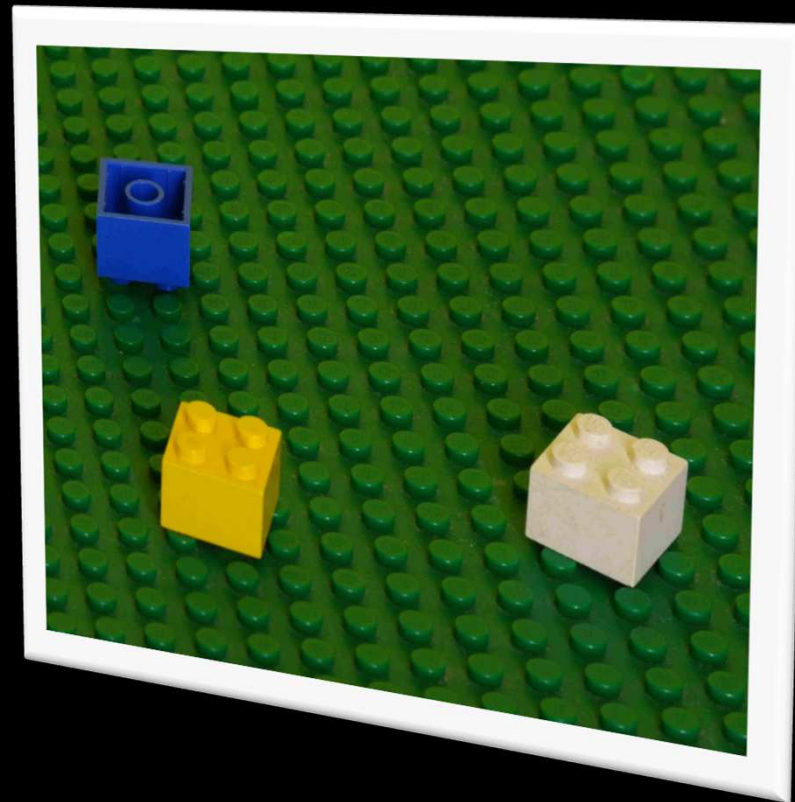


What Monopoly is
to solving the financial crisis

Agile is a sliding scale



Assembling Agile



Static versus Dynamic Agile



Project Approach

```
public interface IApproach
{
    List<ITeam> Teams { get; set; }
    IDashBoard Board { get; set; }
    IUnitOfWork Unit { get; set; }
}

public abstract class Approach : IApproach
{
    public List<ITeam> Teams { get; set; }
    public IDashBoard Board { get; set; }
    public IUnitOfWork Unit { get; set; }
}
```

Static Approach

```
public class Scrum : Approach
{
    public Scrum()
    {
        Teams = new List<ITeam> {new LocalTeam()};

        Board = new TaskBoard();
        Unit = new UserStory();
    }
}

public class ScrumProject
{
    public Scrum Approach = new Scrum();
}
```

Dynamic Approach

```
public class Project
{
    public IApproach Approach { get; set; }
}

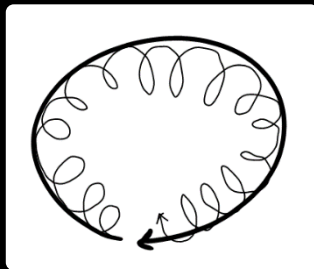
public class MyProject : Project
{
    public MyProject()
    {
        Approach = new Smart();

        Approach.Board = new KanbanBoard();

        Approach.Teams.Add(new LocalTeam());
        Approach.Teams.Add(new LocalTeam());
        Approach.Teams.Add(new UkrainianTeam());

        Approach.Unit = new Feature();
    }
}
```

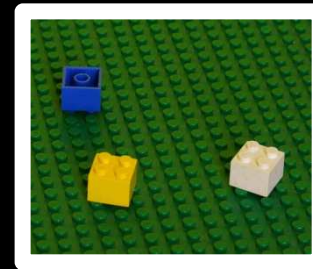
Assembling Agile – The basics of agile



Short
Iterations



Collaborative
Teams



Small
Unit of Work



Continuous
Planning



Deliver
Early & Often

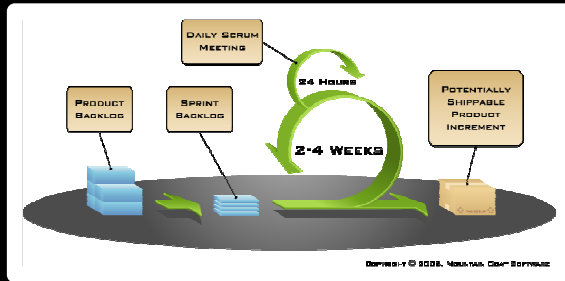


Simplify
Communication

Lightweight Agile



Assembling Agile – Light



As a librarian, I want to be able to search for books by publication year.

Short Iterations

Teams

Unit of



Continuous Planning

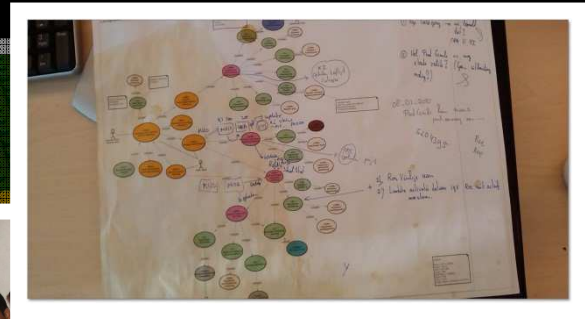
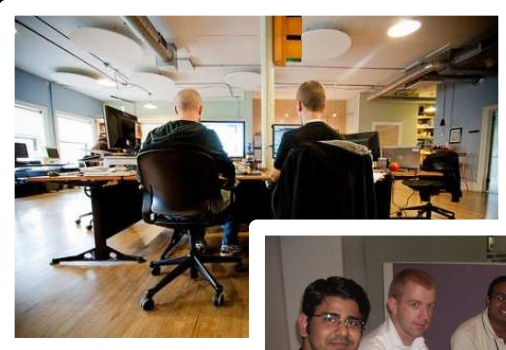
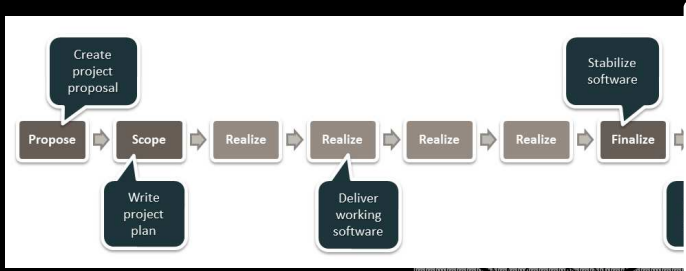
Early & Often

Simple Communication

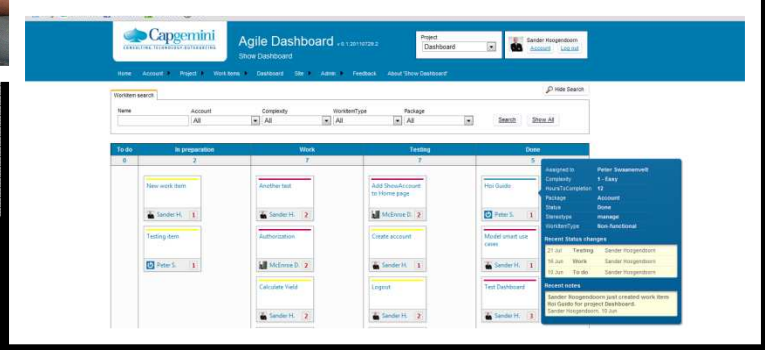
Enterprise Agile



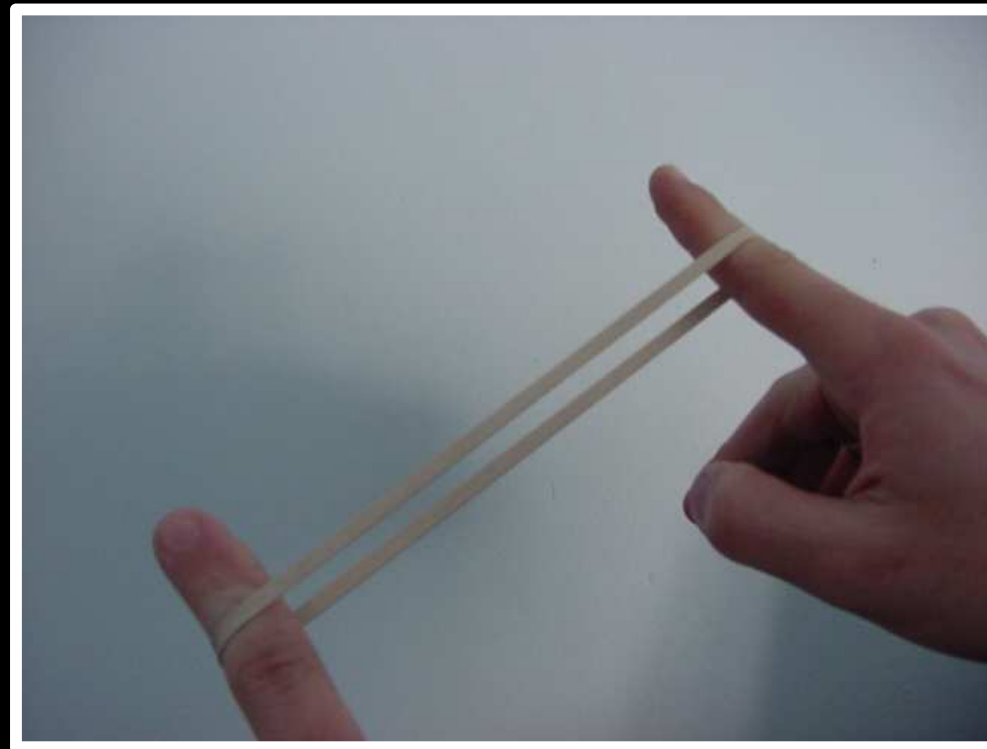
Assembling Agile – Enterprise



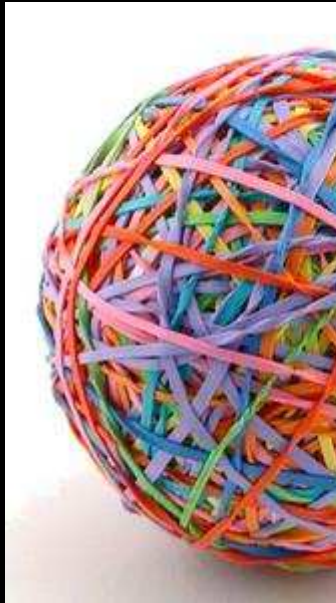
Short Iterations



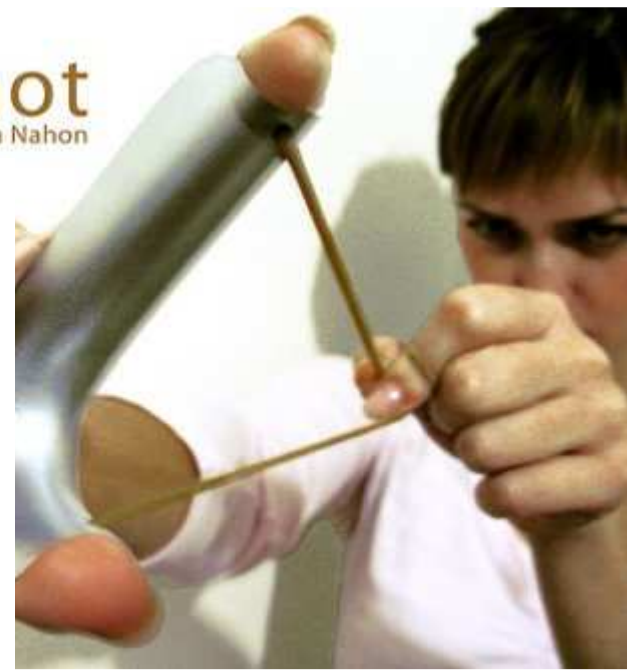
Institutionalizing agile



Freedom and flexibility



Ringshot
by Shira Nahon





In retrospective

PS 024
VV 4032
Kyiv (Boryspil)

CHECK-IN TIME TIL

06:50

DEPARTURE TIME

07:20

12.11.12

International Airport Kharkiv

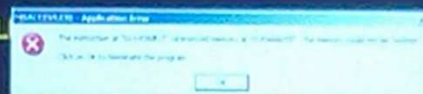
06:05

 MAY
Business Class
 AeroCair
Business Class

+19° C

+66° F

Humidity: 94%



LG

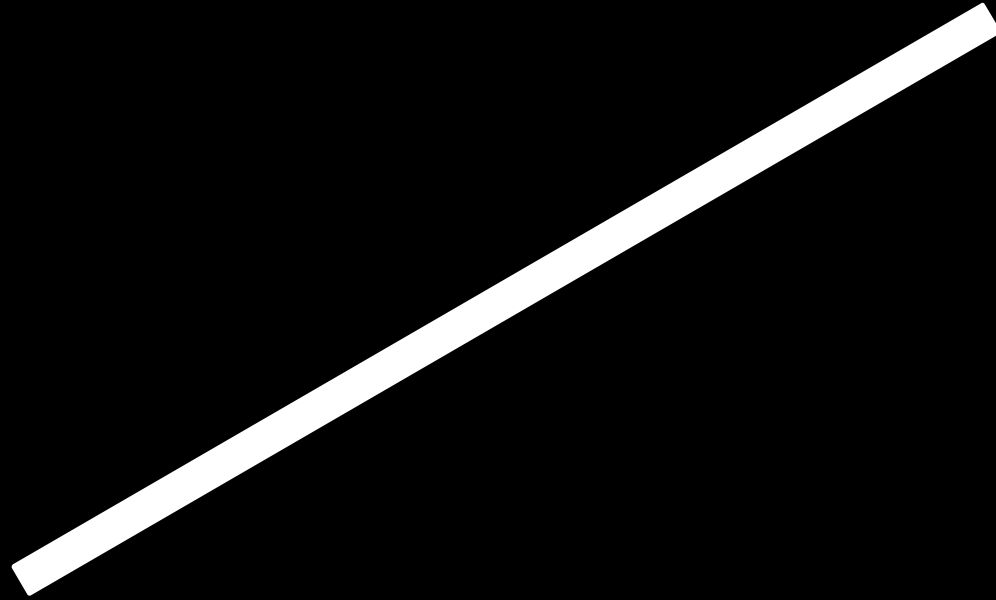
1

Agile is no religion

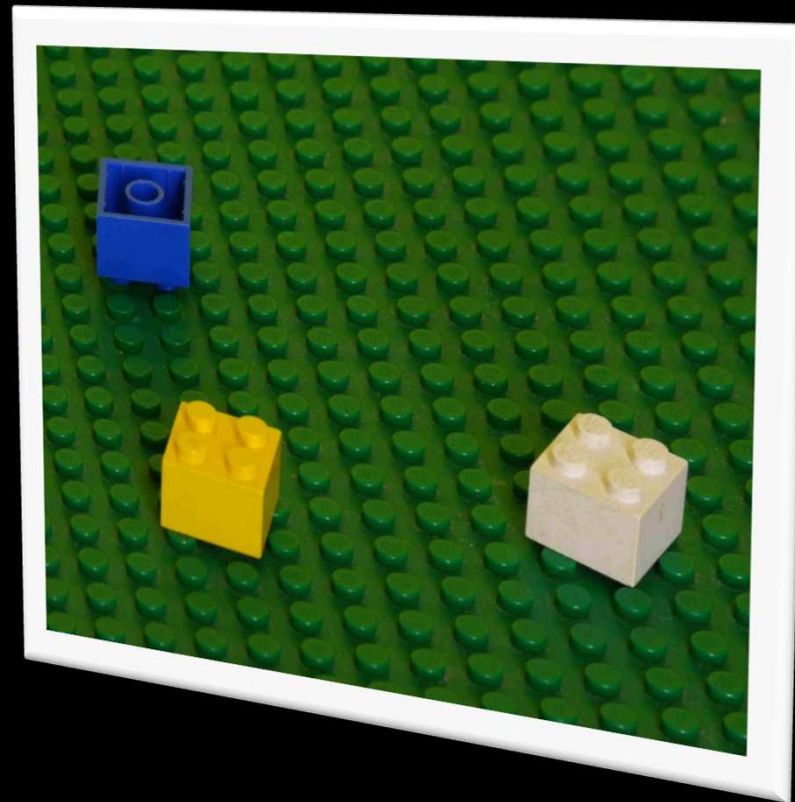


So don't be a zealot

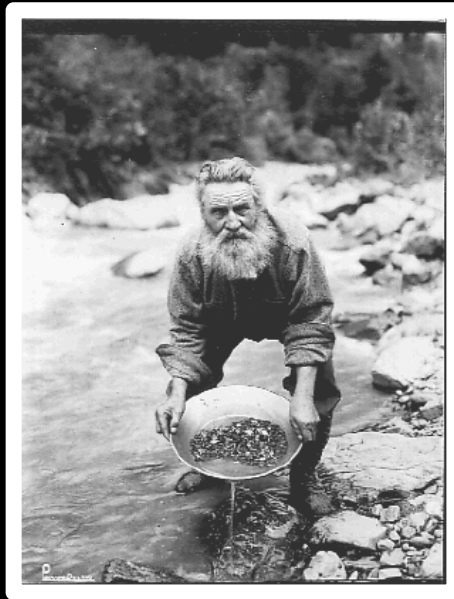
Agile is a sliding scale



Assembling Agile



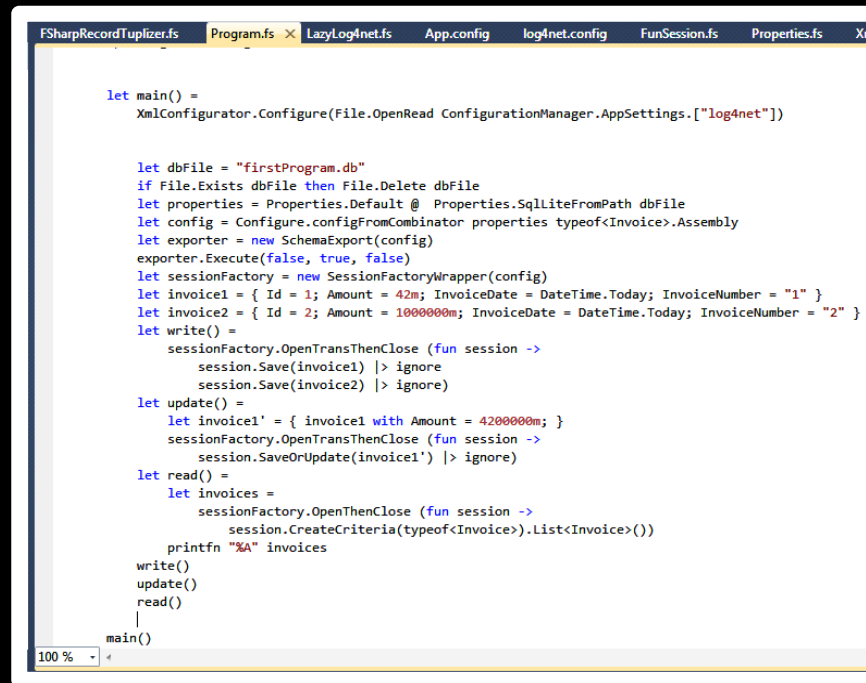
Value is found



In **all** agile approaches

(and yes, even in waterfall)

And please can we cut the fluffiness



```
FSharpRecordTuplizer.fs Program.fs x LazyLog4net.fs App.config log4net.config FunSession.fs Properties.fs Xf

let main() =
    XmlConfigurator.Configure(File.OpenRead ConfigurationManager.AppSettings["log4net"])

    let dbFile = "firstProgram.db"
    if File.Exists dbFile then File.Delete dbFile
    let properties = Properties.Default @ Properties.SqlLiteFromPath dbFile
    let config = Configure.configFromCombinator properties typeof<Invoice>.Assembly
    let exporter = new SchemaExport(config)
    exporter.Execute(false, true, false)
    let sessionFactory = new SessionFactoryWrapper(config)
    let invoice1 = { Id = 1; Amount = 42m; InvoiceDate = DateTime.Today; InvoiceNumber = "1" }
    let invoice2 = { Id = 2; Amount = 1000000m; InvoiceDate = DateTime.Today; InvoiceNumber = "2" }
    let write() =
        sessionFactory.OpenTransThenClose (fun session ->
            session.Save(invoice1) |> ignore
            session.Save(invoice2) |> ignore)
    let update() =
        let invoice1' = { invoice1 with Amount = 4200000m; }
        sessionFactory.OpenTransThenClose (fun session ->
            session.SaveOrUpdate(invoice1') |> ignore)
    let read() =
        let invoices =
            sessionFactory.OpenThenClose (fun session ->
                session.CreateCriteria(typeof<Invoice>).List<Invoice>())
        printfn "%A" invoices
    write()
    update()
    read()
    |
main()


100 %
```

And go back to work?





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 [@aahogendoorn](https://twitter.com/aahogendoorn)