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AGILE

BOOTCAMP
• What are the basic concepts, principles, and practices behind Agile development?
• What are some different methods for applying Agile principles and practices?
• As a result of learning these basics, what topics do I want to learn more about at this conference?
- **Monday, July 28**
  - 14:00 - [Agile Teams: Self-Organizing, Collocated, and Distributed](#) (Jutta Eckstein)
  - 15:45 - [Agile Leaders Recognizing and Removing Impediments](#) (Thomas Perry)

- **Tuesday, July 29**
  - 09:00 - [Requirements, Product Ownership, and Other Misunderstood Concepts in Agile Development](#) (Jeff Patton)
  - 10:45 - [Agile Projects, Project, and Portfolio Management: No Air Quotes Needed](#) (Johanna Rothman)
  - 14:00 - [Agile Quality and Risk Management](#) (Elisabeth Hendrickson)
  - 15:45 - [Agile Development Practice Basics (For Everyone, Not just Programmers)](#) (Tim Ottinger)
Let’s go back in time to 2000...
Heavyweight Processes
Light or Lightweight Processes
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.

[http://agilemanifesto.org/](http://agilemanifesto.org/)
アジャイルソフトウェア開発宣言

私たちは、ソフトウェア開発の実践あるいは実践を手助けをする活動を通じて、よりよい開発方法を見つけだそうとしている。この活動を通して、私たちは以下の価値に至った。

プロセスやツールよりも個人と対話を、包括的なドキュメントよりも動くソフトウェアを、契約交渉よりも顧客との協調を、計画に従うことよりも変化への対応を、価値とする。すなわち、左記のこことがらに価値があることを認めながらも、私たちは右記のことがらにより価値をおく。

http://agilemanifesto.org/
What image comes to mind when I say the word “Trash”? 
What image comes to mind when I say the word “Landfill”?
1. Quick and well-coordinated in movement
2. Active; lively
3. Marked by the ability to think quickly; mentally acute or aware
For Serious Teams, Developers, Managers and Executives (especially executives)
Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

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

Working software is the primary measure of progress.

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. 

http://agilemanifesto.org/principles.html
Culture is a critical performance factor

The book describes how to assess and improve the culture

“Tribal Leadership should be required reading for anyone in teams with an interest in improving performance and job satisfaction.” --- David Allen, bestselling author of Getting Things Done

“An unusually nuanced view of high-performance cultures.... Share the book with your Type As and prima donnas.” --- Inc.
Members are despairingly hostile

Life is inherently hopeless and unfair
- Members are passively antagonistic, sarcastic, and resistant to new initiatives
- The boss or system is holding them back
Marked by knowledge hoarders who want to outwork and outthink their competitors on an individual basis

They are lone warriors who not only want to win, but need to be the best and brightest

Self-Perception is that they are doing all the work
- Members are excited to work together for the benefit of the entire company
- Shared Values
- Members hold each other accountable
- Members have made substantial innovations
- Members seek to use their potential on a history making project
Evaluate your current team and write down on one of the sticky notes the stage of your current team.
<table>
<thead>
<tr>
<th>Stage</th>
<th>Tribal Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>~2% or less</td>
</tr>
<tr>
<td>2</td>
<td>25%</td>
</tr>
<tr>
<td>3</td>
<td>48%</td>
</tr>
<tr>
<td>4</td>
<td>23%</td>
</tr>
<tr>
<td>5</td>
<td>~2% or less</td>
</tr>
</tbody>
</table>
All things being equal, contend Logan and his colleagues, a stage 5 culture will outperform a stage 4 culture, which will outperform a stage 3 culture, and so on.
Stage 3 (I’m Great)
• Knowledge hoarding
• Competitive team members

Stage 4 (We’re Great)
• Shared Values
• Accountability
Many companies have nice sounding value statements displayed in the lobby, such as:

- Integrity
- Communication
- Respect
- Excellence
Enron, whose leaders went to jail, and which went bankrupt from fraud had these values displayed in their lobby:

Integrity
Communication
Respect
Excellence
Recognize and reward
Only those individuals
Who’s actions
Demonstrate the values
DO NOT Recognize or reward Any individual Who’s actions Oppose the values
- What is this driving technique referred to?
- Why do this?
- Is it correct?
Control Vehicle

10 and 2

9 and 3
Values = Why

Practices = How
Communication  Feedback
Simplicity       Courage

What is Simple?
1. easy to understand, deal with, use, etc.: a simple matter; simple tools 2. not elaborate or artificial; plain: a simple style. 3. not ornate or luxurious; unadorned: a simple gown. 4. unaffected; unassuming; modest: a simple manner. 5. not complicated: a simple design. 6. not complex or compound; single. 7. occurring or considered alone; mere; bare: the simple truth; a simple fact. 8. free of deceit or guile; sincere; unconditional: a frank, simple answer. 9. common or ordinary: a simple soldier. 10. not grand or sophisticated; unpretentious: a simple way of life 11. humble or lowly: simple folk. 12. inconsequential or rudimentary. 13. unlearned; ignorant. 14. lacking mental acuteness or sense: a simple way of thinking. 15. unsophisticated; naive; credulous. 16. simpleminded. 17. Chemistry. a. composed of only one substance or element: a simple substance. b. not mixed. 18. Botany. not divided into parts: a simple leaf; a simple stem. 19. Zoology. not compound: a simple ascidian. 20. Music. uncompounded or without overtones; single: simple tone. 21. Grammar. having only the head without modifying elements included: The simple subject of “The dappled pony gazed over the fence” is “pony.” Compare complete (def. 5). 22. (of a verb tense) consisting of a main verb with no auxiliaries, as takes (simple present) or stood (simple past) (opposed to compound). 23. Mathematics. linear (def. 7). 24. Optics. (of a lens) having two optical surfaces only. 25. an ignorant, foolish, or gullible person. 26. something simple, unmixed, or uncompounded. 27. simples, Textiles. cords for controlling the warp threads in forming the shed on draw-‐looms. 28. a person of humble origins; commoner. 29. an herb or other plant used for medicinal purposes: country simples.
Yes

- easy to understand, deal with, use, etc.: a simple matter; simple tools

No

- unsophisticated; naive; credulous.
“Form follows Function”

Minimalism - work is stripped down to its most fundamental features

Creates impression of extreme simplicity

Enlisting every element and detail to serve multiple visual and functional purposes (designing a floor to also serve as a radiator)
Minimalism
Feedback
Transparency
Sustainable
- Test-first programming
- Incremental design
- Ten minute build
- Continuous integration/delivery
- Weekly cycles
- Sit together
- Whole team
- Informative workspace
- Collective ownership

We won't stab you in the back - we might stab you in the face
- Weekly Cycles
- Energized work
- Slack (20% time)
Big Bang
Effort
Iterative Effort
MINIMALISM

- Incremental design
- User stories
- Minimum viable product (Progressive Refinement)
- Weekly cycles
Minimalism

Feedback

Transparency

Sustainable
PROGRESSIVE REFINEMENT
80/20
Software is not Static
5% Complete
20% Complete
40% Complete
60% Complete
85% Complete
Done
5% Complete
20% Complete
60% Complete
5% Complete
20% Complete
40% Complete
60% Complete
85% Complete
Maintain Continuity
Values = Why

Practices = How
value
Leaders Emerge
Focus on Outcomes