

Agile



Agile





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Agile





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MANAGING THE DEVELOPMENT OF LARGE SOFTWARE SYSTEMS

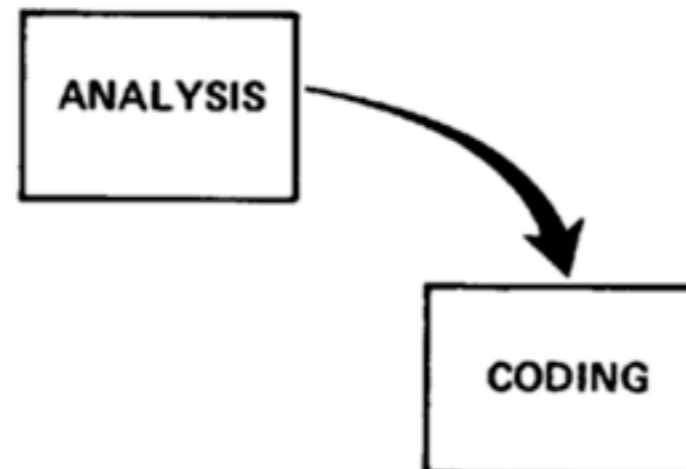
Dr. Winston W. Royce

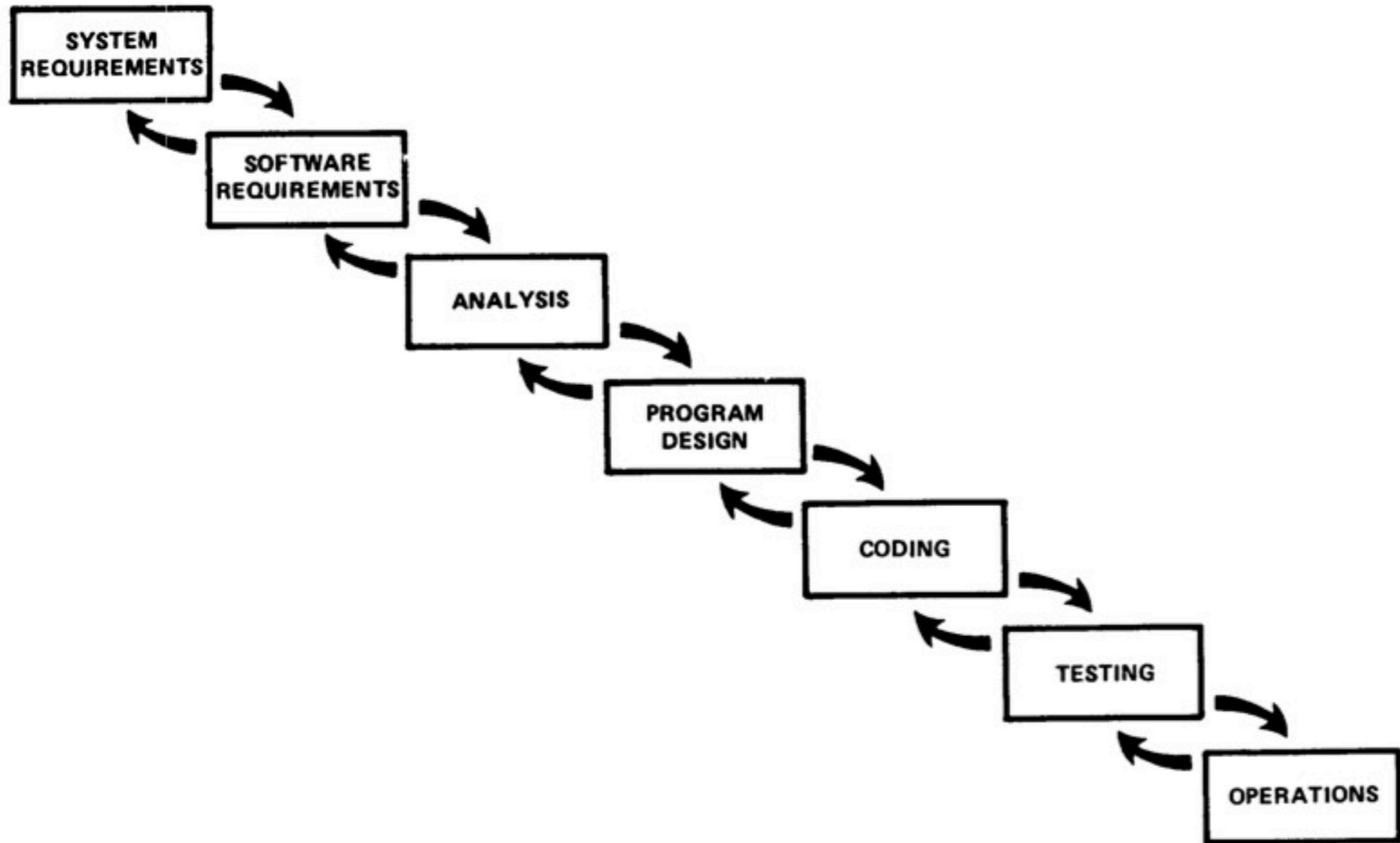
INTRODUCTION

I am going to describe my personal views about managing large software developments. I have had various assignments during the past nine years, mostly concerned with the development of software packages for spacecraft mission planning, commanding and post-flight analysis. In these assignments I have experienced different degrees of success with respect to arriving at an operational state, on-time, and within costs. I have become prejudiced by my experiences and I am going to relate some of these prejudices in this presentation.

COMPUTER PROGRAM DEVELOPMENT FUNCTIONS

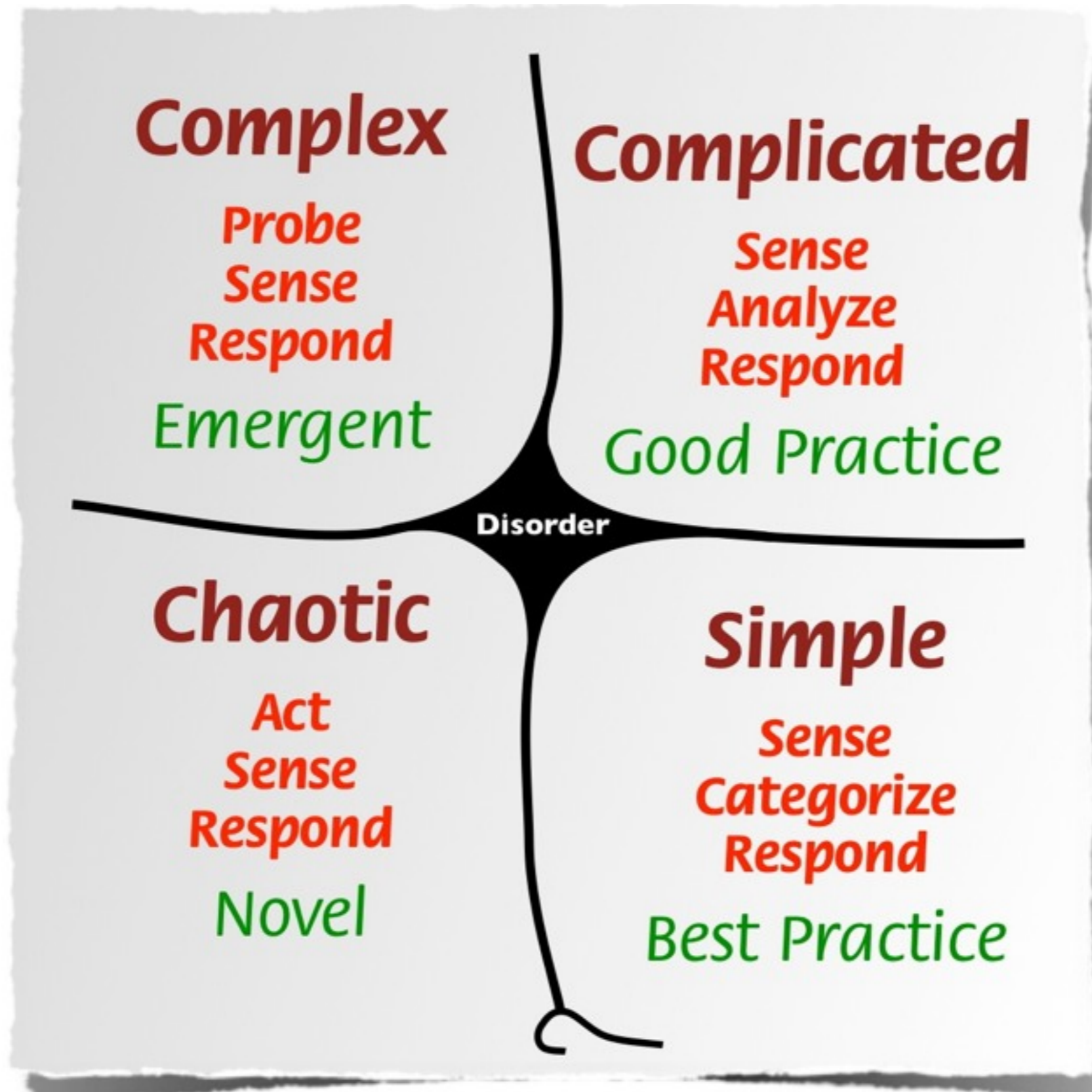
There are two essential steps common to all computer program developments, regardless of size or complexity. There is first an analysis step, followed second by a coding step as depicted in Figure 1. This sort of very simple implementation concept is in fact all that is required if the effort is sufficiently small and if the final product is to be operated by those who built it — as is typically done with computer programs for internal use. It is also the kind of development effort for which most customers are happy to pay, since both steps involve genuinely creative work which directly contributes to the usefulness of the final product. An implementation plan to manufacture larger software systems, and keyed only to these steps, however, is doomed to failure. Many additional development steps are required, none contribute as directly to the final product as analysis and coding, and all drive up the development costs. Customer personnel typically would rather not pay for them, and development personnel would rather not implement them. The prime function of management is to sell these concepts to both groups and then enforce compliance on the part of development personnel.







Cynefin Framework











Complex

**Probe
Sense
Respond**

Emergent

Complicated

**Sense
Analyze
Respond**

Good Practice

Disorder

Chaotic

**Act
Sense
Respond**

Novel

Simple

**Sense
Categorize
Respond**

Best Practice









alackého V Olomouci
/40, 779 00 Olomouc – approximate address







Manifesto for Agile Software

THE AGILE MANIFESTO

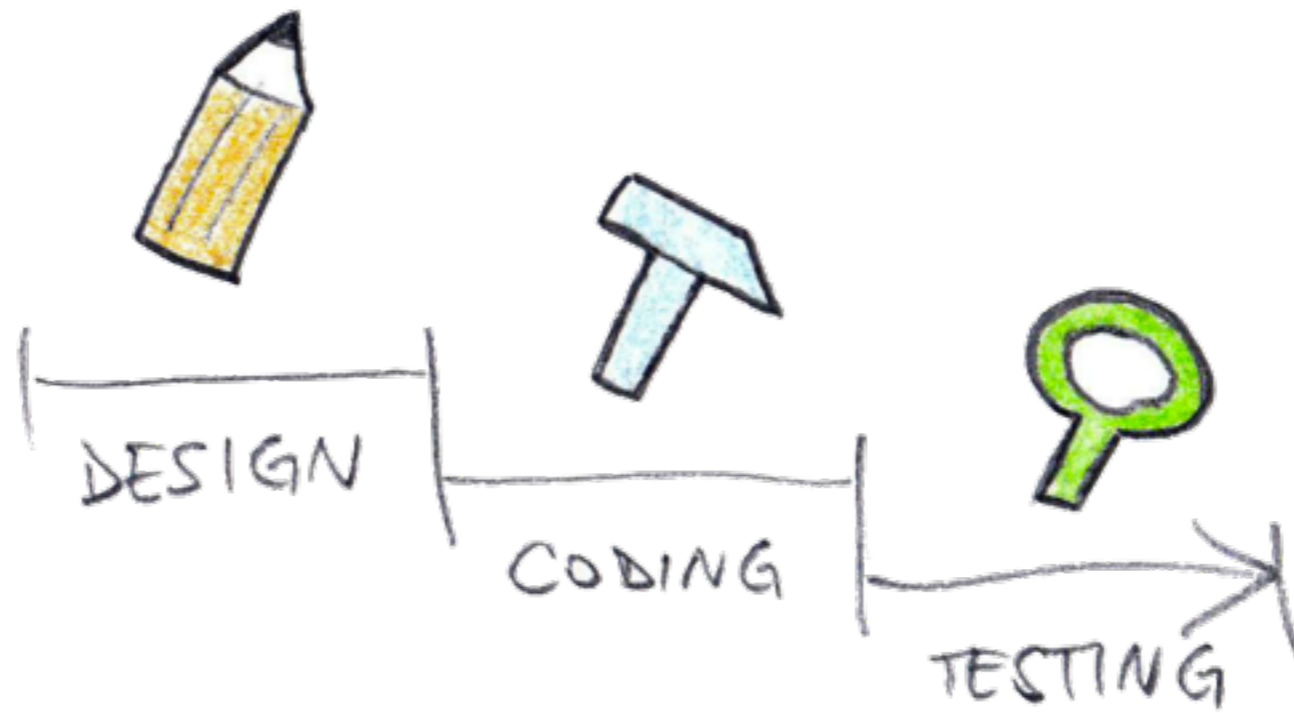
- INDIVIDUALS AND INTERACTION OVER PROCESSES AND TOOLS
- WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION
- CUSTOMER COLLABORATION OVER CONTRACT NEGOTIATION
- RESPONDING TO CHANGE OVER FOLLOWING A PLAN

AGILE

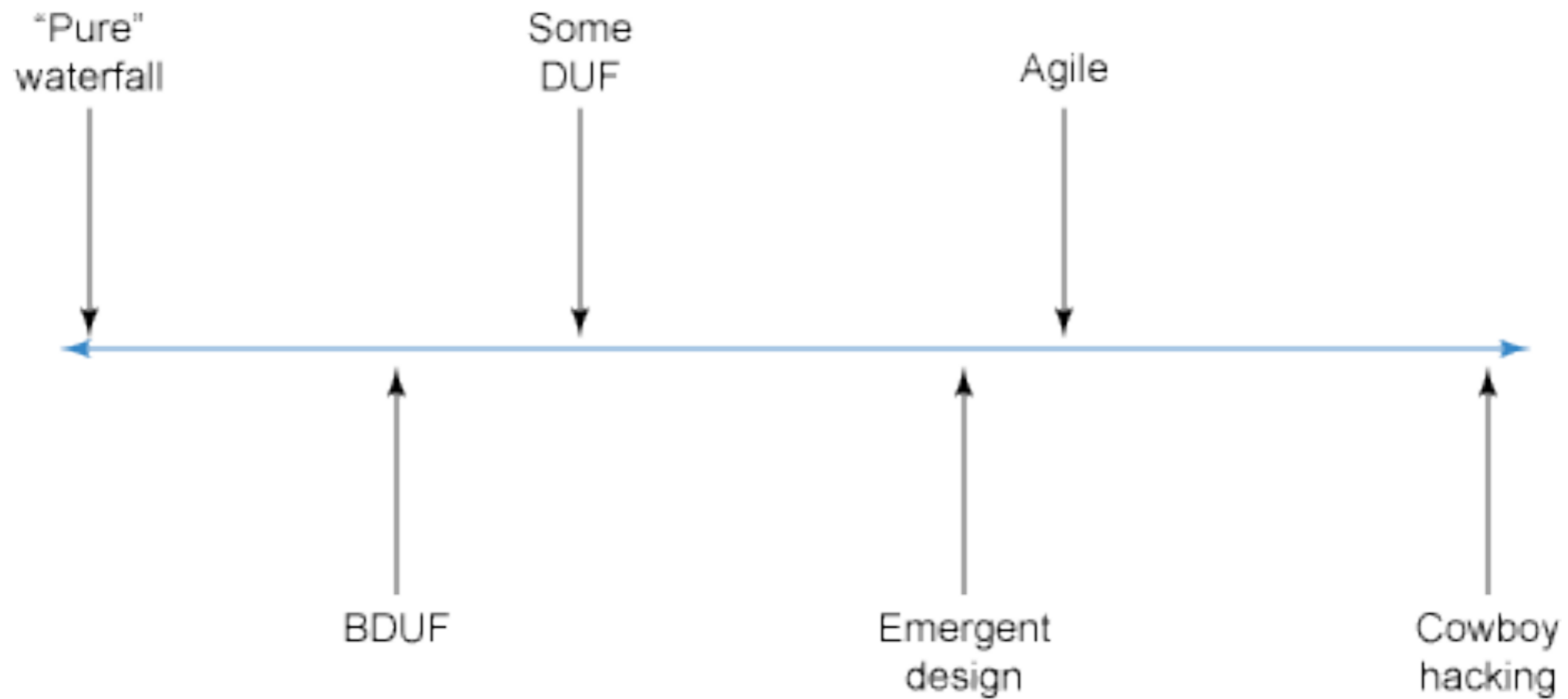
Manifesto for Agile Software Dev.

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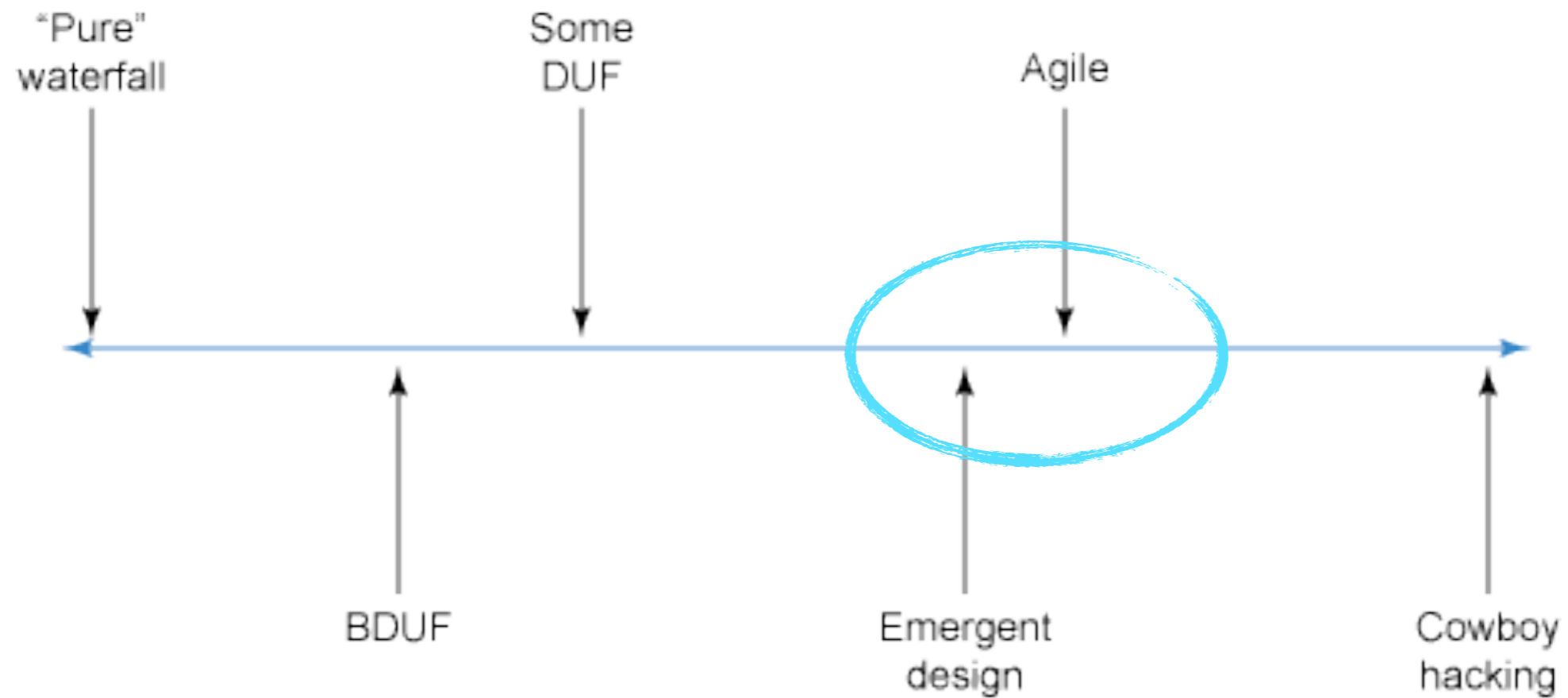




Spectrum of a Design



Spectrum of a Design



Nick



Nick

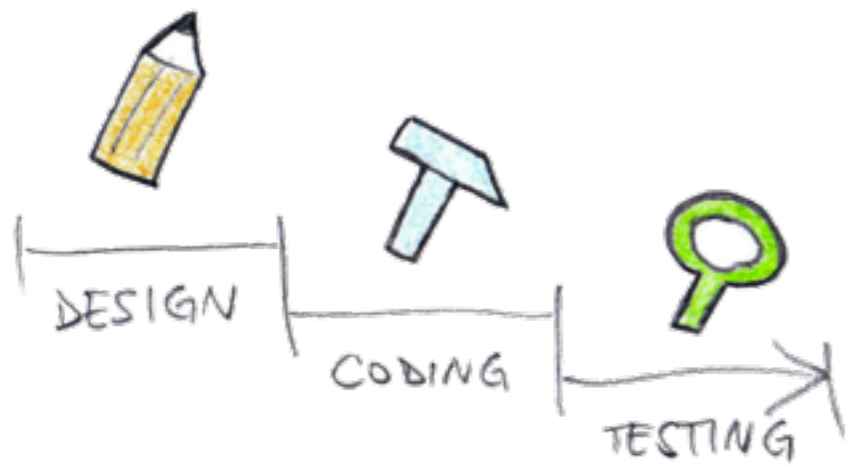


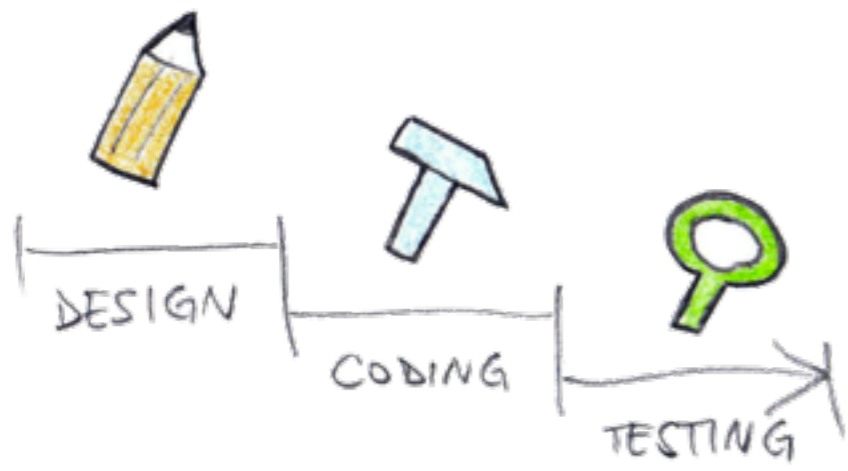
Rochelle





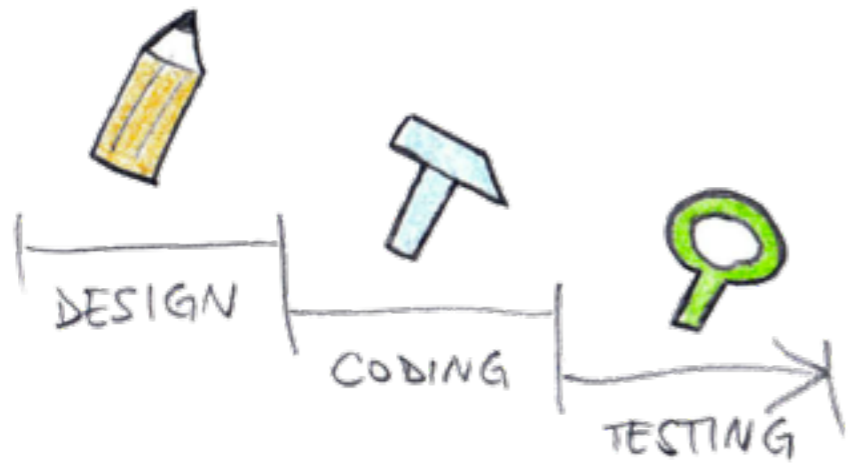






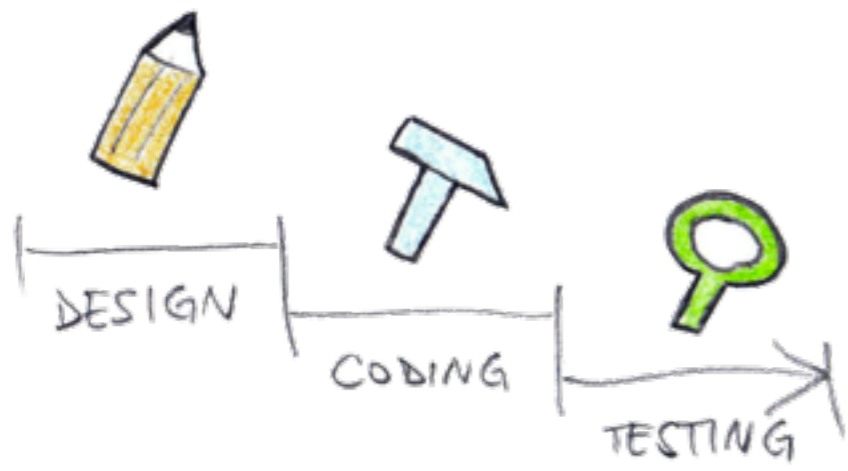
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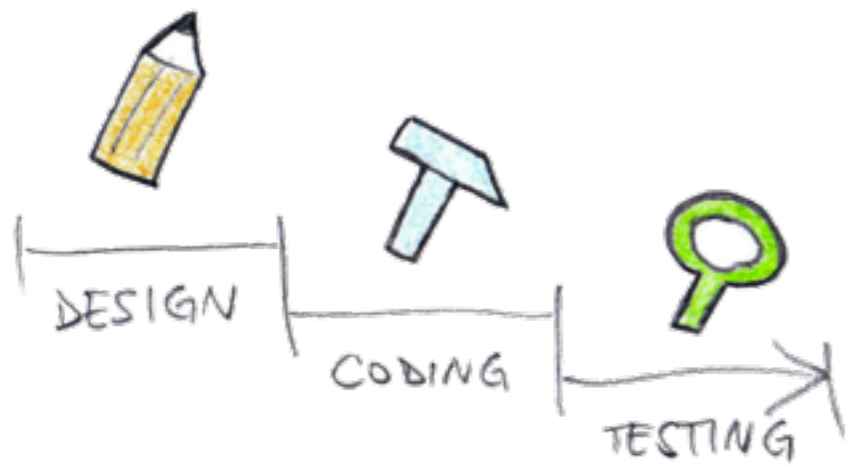
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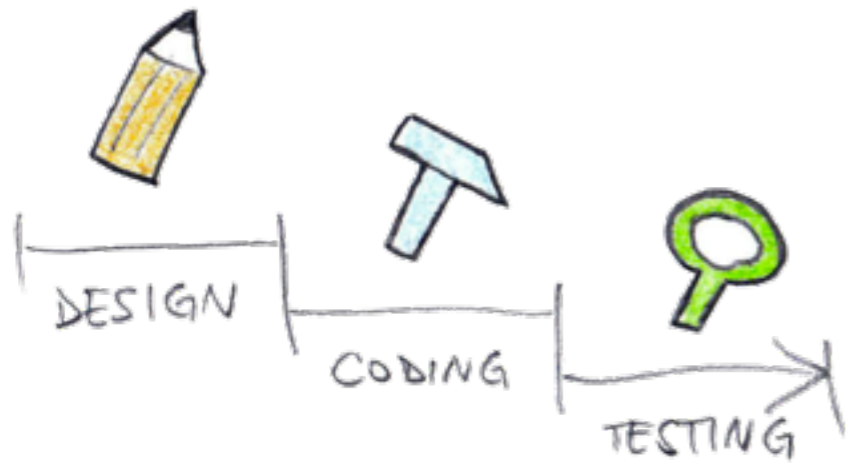
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- + suited for projects, where certificate is needed





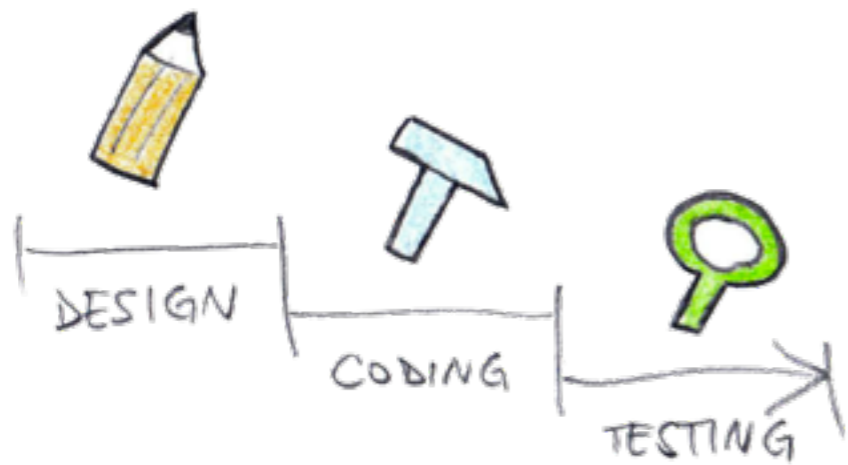
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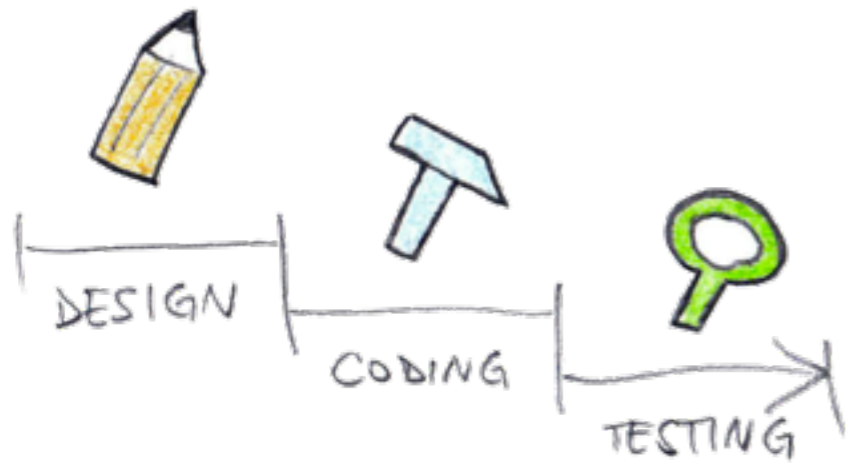
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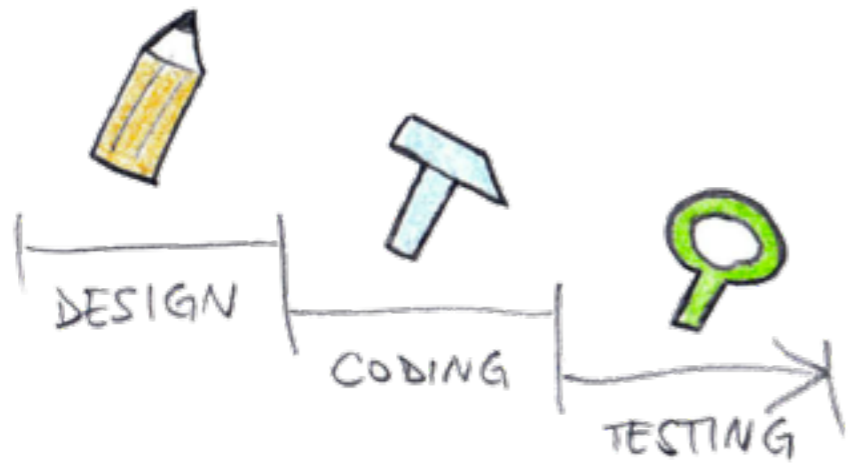
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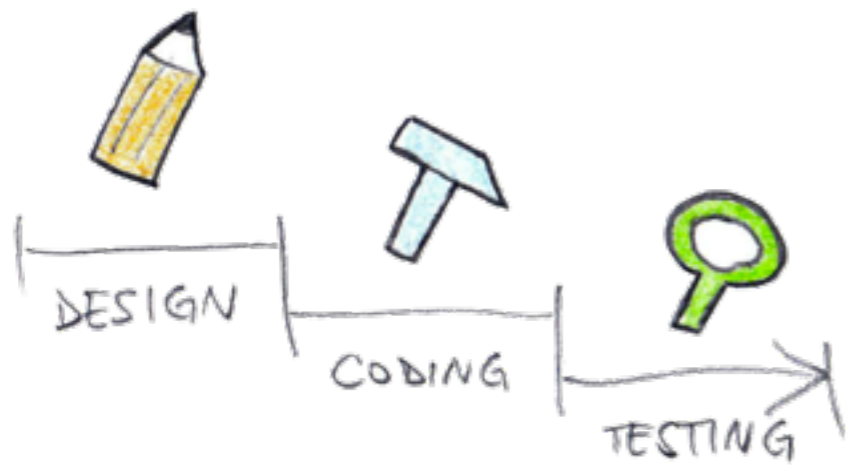
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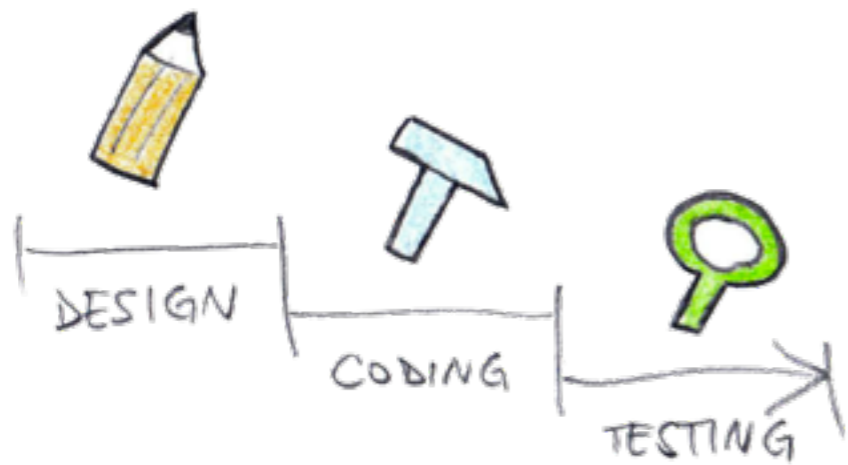
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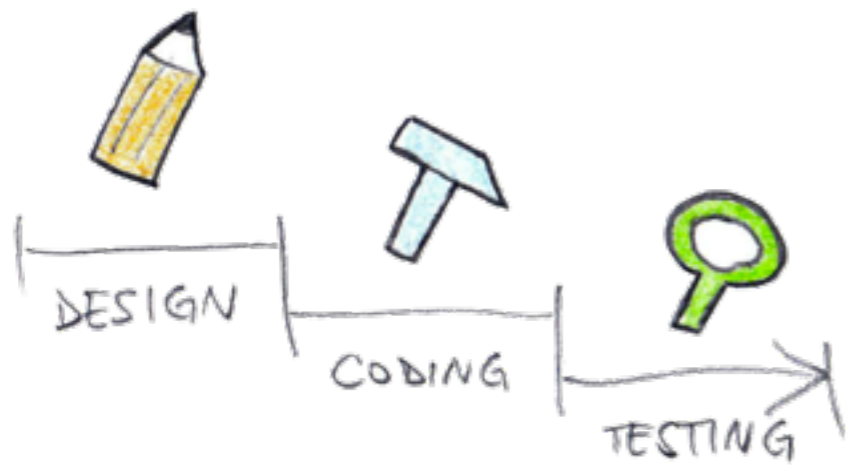
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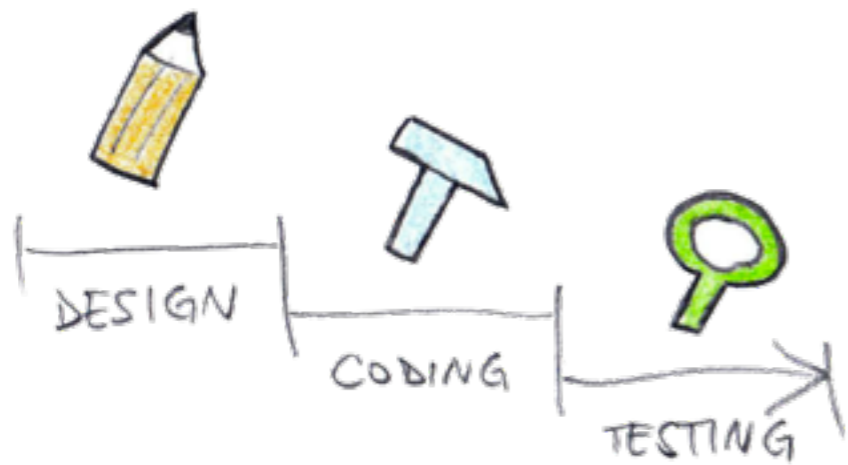




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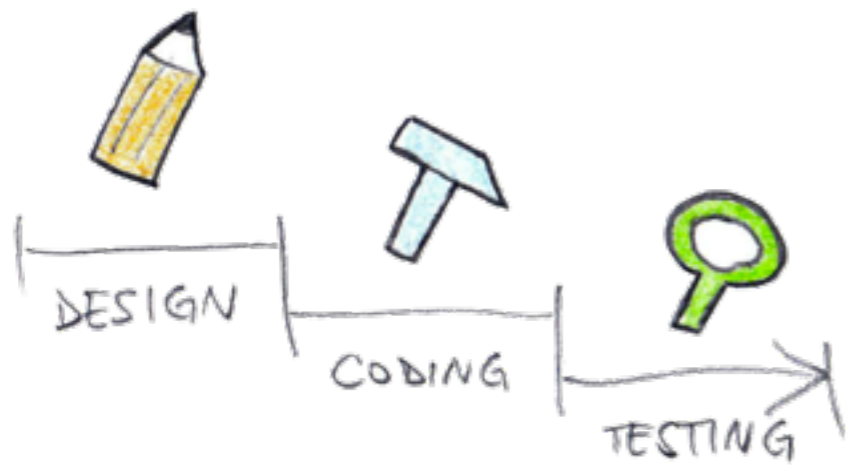
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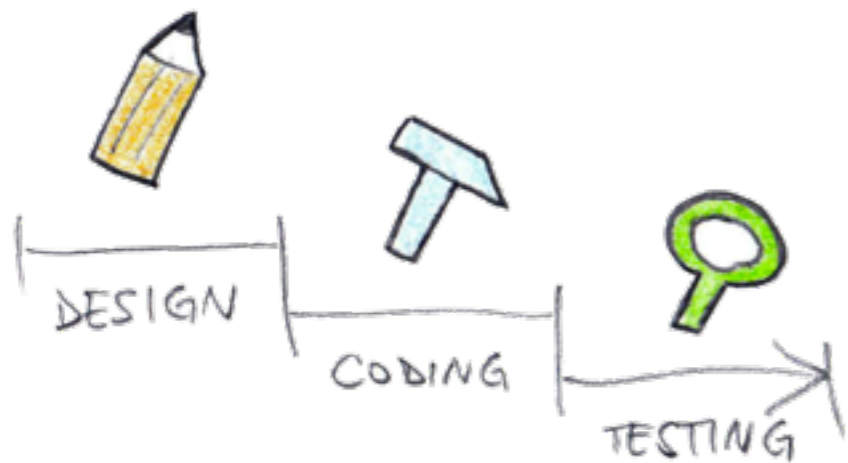
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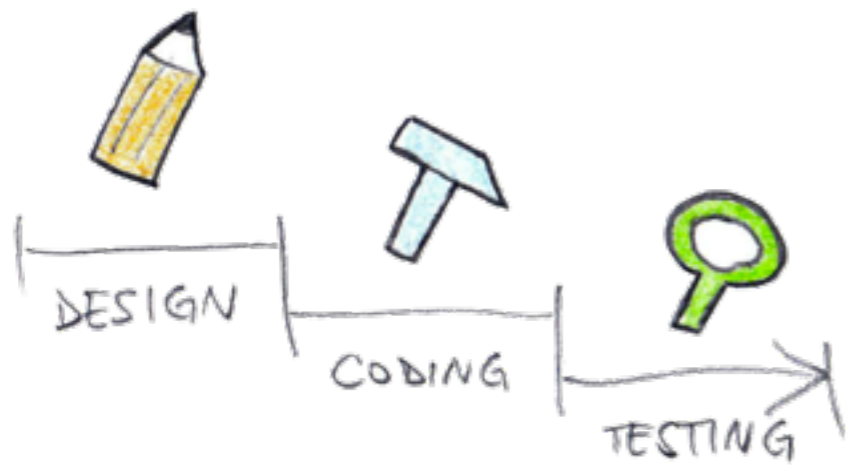
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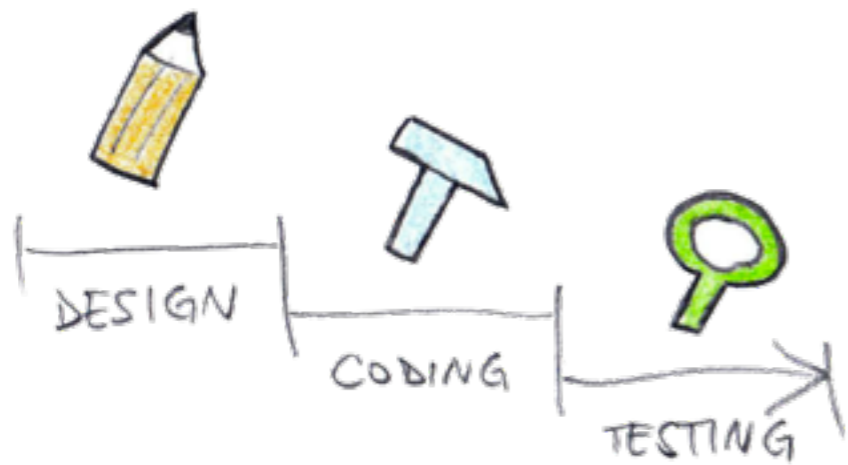
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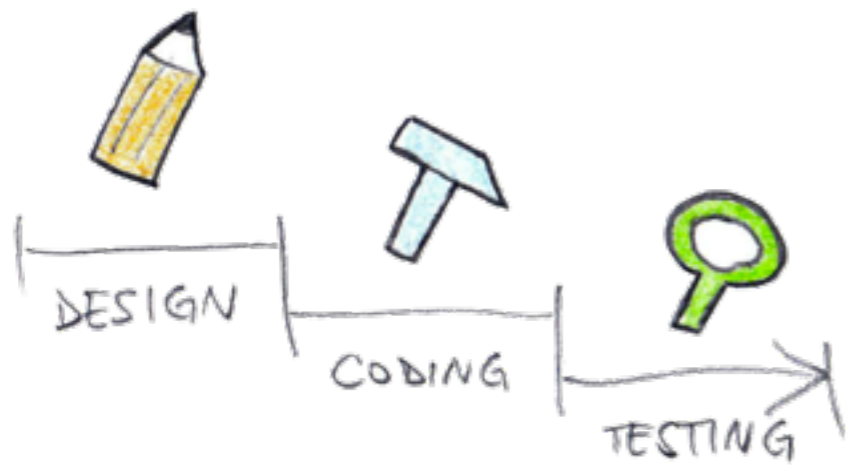
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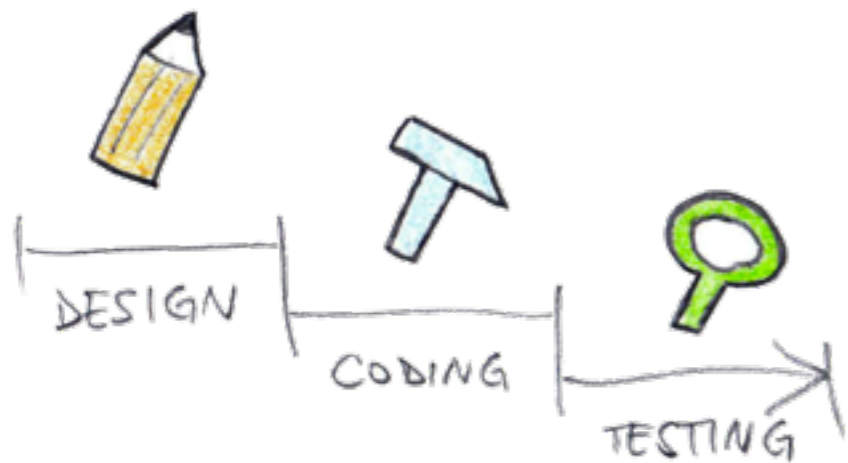
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- + intensive collaboration with customer



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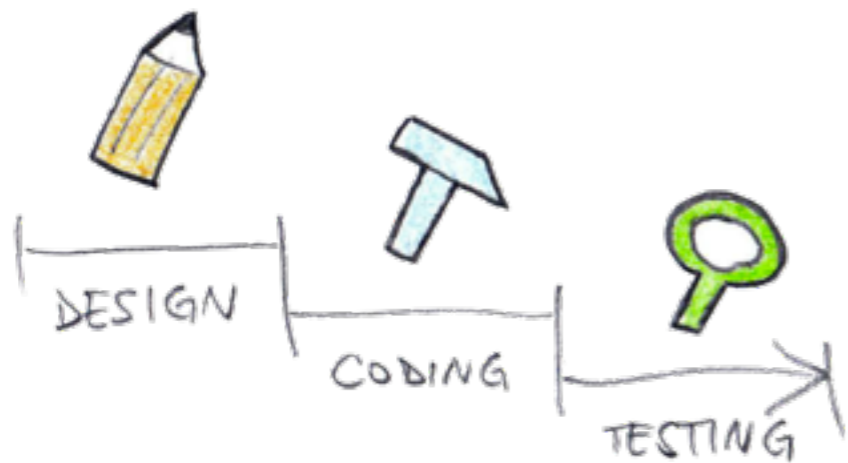
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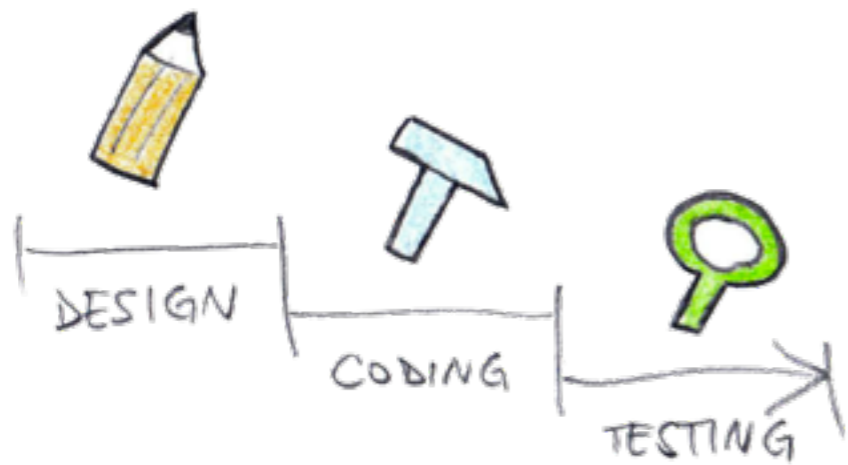
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- + transparency
- + focus on empowerment



Product
Owner

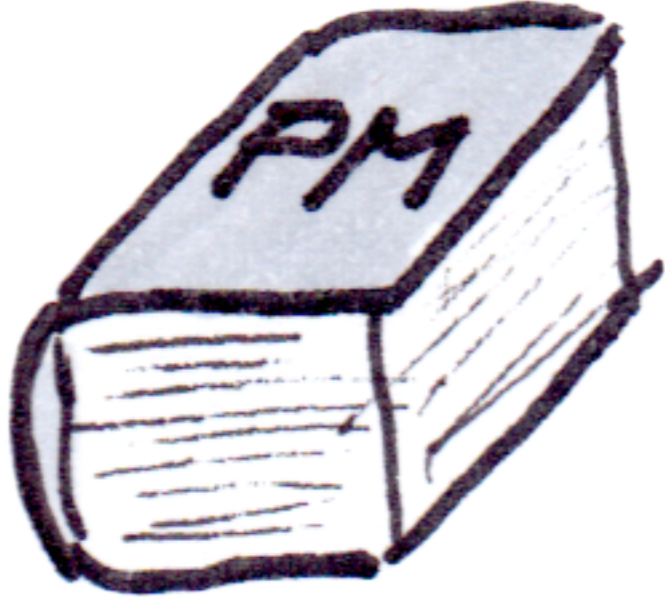




68%

1. Lack of User Input	12.8%
2. Incomplete Requirements & Specifications	12.3%
3. Changing Requirements & Specifications	11.8%
4. Lack of Executive Support	7.5%
5. Technology Incompetence	7.0%
6. Lack of Resources	6.4%
7. Unrealistic Expectations	5.9%
8. Unclear Objectives	5.3%
9. Unrealistic Time Frames	4.3%
10. New Technology	3.7%
Other	23.0%







PM

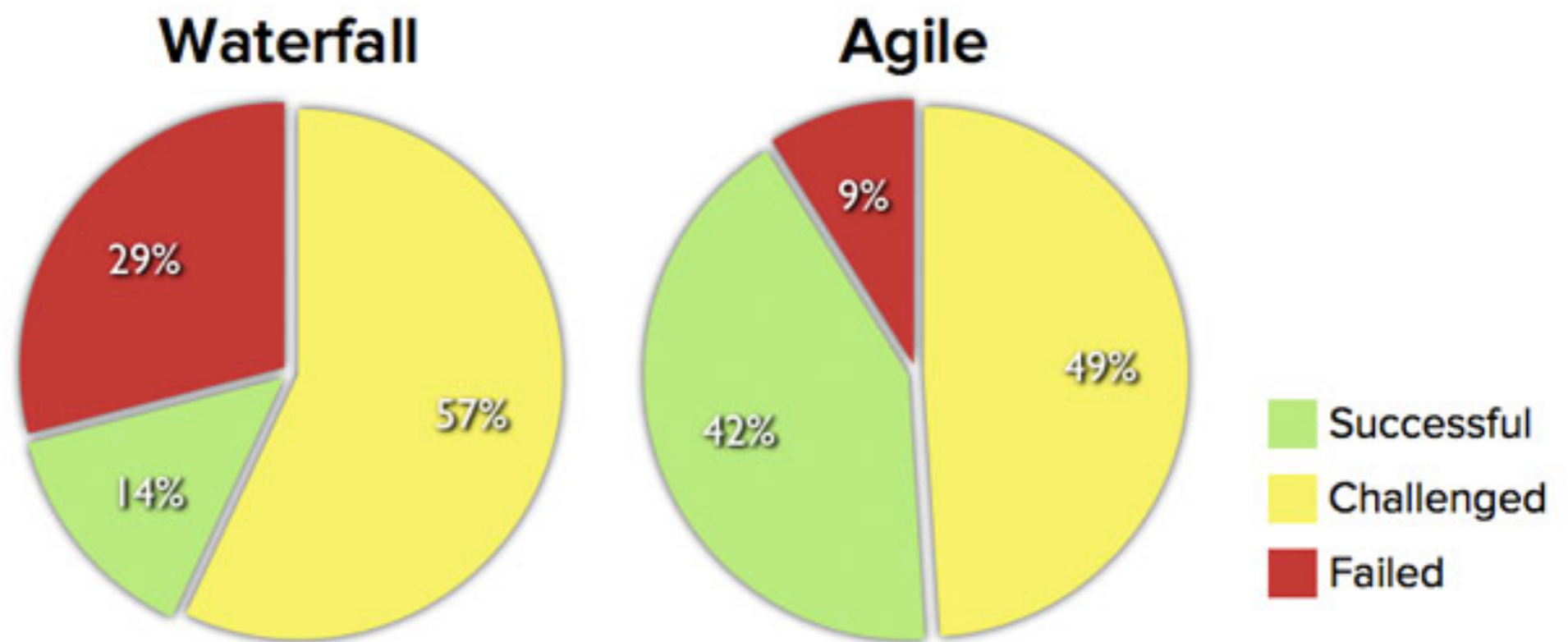
PM + Lean



PM + Lean = PO



PM + Lean = PO



Source: The CHAOS Manifesto, The Standish Group, 2012.









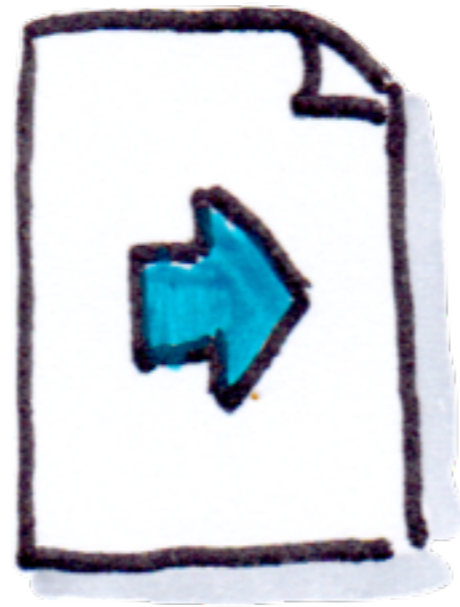




Wind Freaks

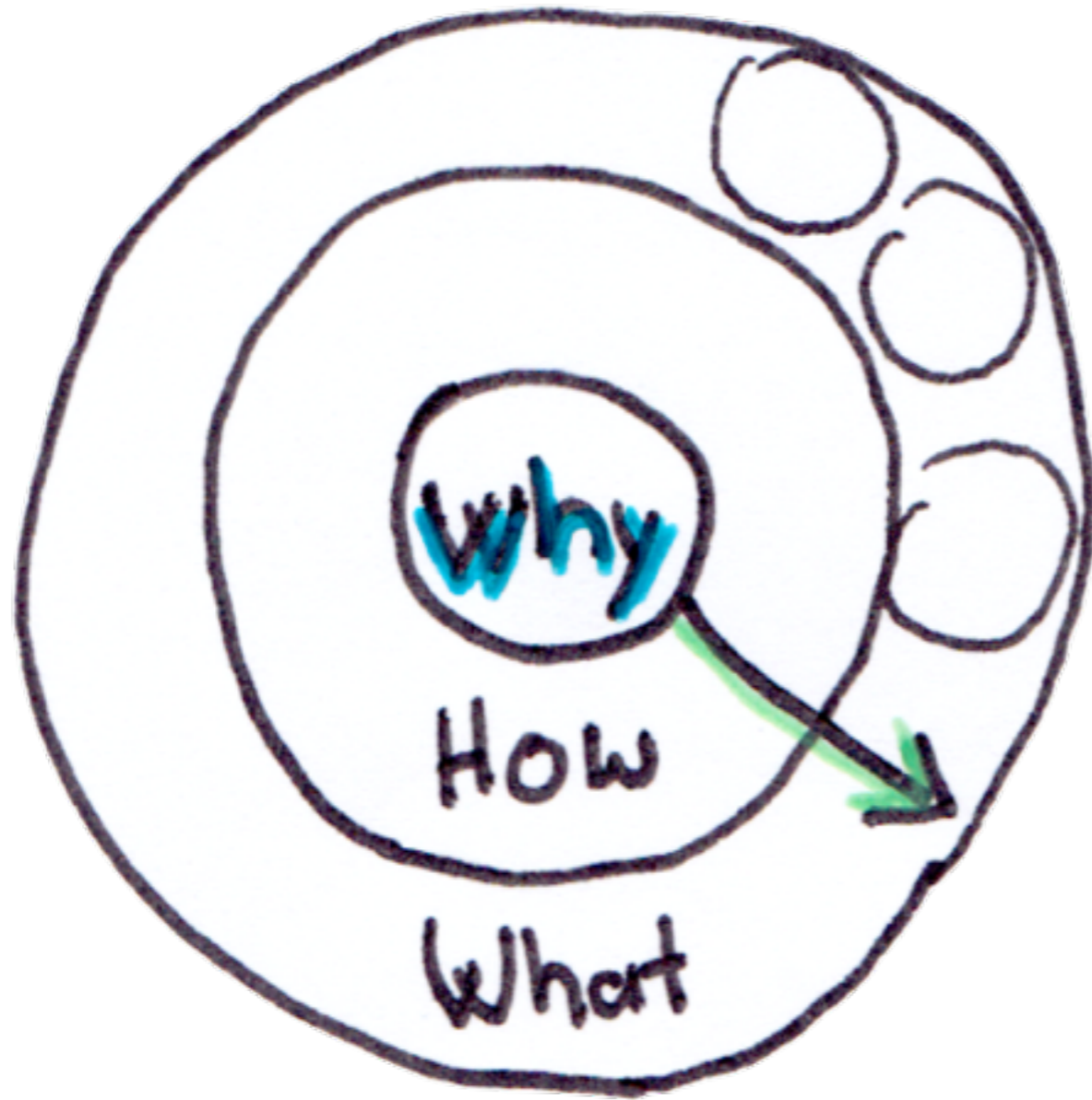


Tools



Vision Board

Vision Statement  Develop a digital product canvas to help teams create great products and to grow Pichler Consulting.			
Target group  <p>Users: Product managers and product owners Customers: Mid-size to large enterprises</p>	Needs  <p>Have an effective tool for creating new products while taking advantage of Greentopper features Leverage the existing investment; minimise the cost of acquiring a new tool</p>	Product  <p>Tablet app; data is held in Greentopper Looks like a physical canvas; intuitive to use Provides templates for personas, stories, scenarios</p>	Value  <p>Open up a new revenue stream Develop our brands / reputation</p>



Simon
Sinek

WHY



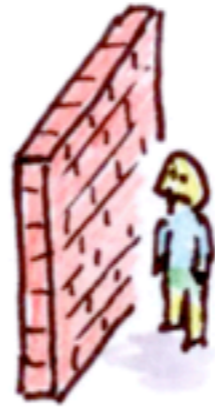
I ♥ the sport.



spots
equipm.
tips



I like the
community
of friendly
people.



I want
to help.

HOW

There is a wall.
It's hard to
access the
community knowledge.

I can break
it.



WHAT



I know technology.

I am building
a spot atlas
& community server.



#1 page for every
Wind Freak

VISION

STRATEGY

TARGET GROUP

Users & customers:

- windsurfers
- kites

customers:

advertisers
(equipment sellers,
wind centers, ...)

NEEDS

Have a place to find
& share locations &
tips for the sport.

* For communicating
there is FB

PRODUCT

Web + mobile spot
atlas & community
server.

- above average
usability
- cool & playful

VALUE

- ↳ advertisements
- ↳ donations





own business
starter

gain experience



SUCCESS METRICS

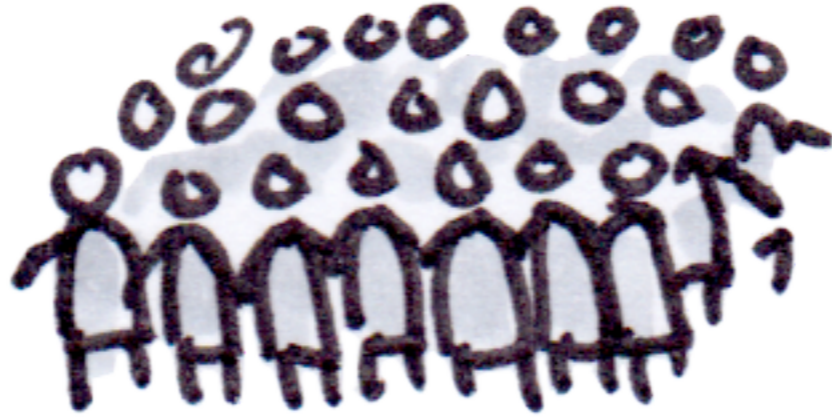
- 09/13 all CZ surfers know brand
- 11/13 > 200 active users
- 01/14 > 20k CZK monthly income

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Personas









Max
EDITOR



Kite instructor spending most time of the year on his 3 working spots. He just finished university, so he can sport, party & teach all year long.



Max is almost **profi-kiter**. He likes jumping, freestyle tricks & freeride. He loves winter & summer equally. Max teaches mostly beginners in the school & his girlfriends.

A fast van from his kite-school takes him quickly to his 2 summer & 1 winter spot. In free time he takes **flight** with his gang to some spot on the world.



Laptop borrowed from kite school & his own **Android phone** — he uses that to arrange courses, check the weather & he spends a lot of time on FB. Max also writes reports & articles to the kite-school web.



Bruce
VISITOR



A business guy living in the city with his wife, 13y old son & small daughter. And dog.

He ♥ windsurfing & his well-paid job.



Bruce is **advanced windsurfer**. He likes freeride & bit of jumping. He teaches his wife & son.

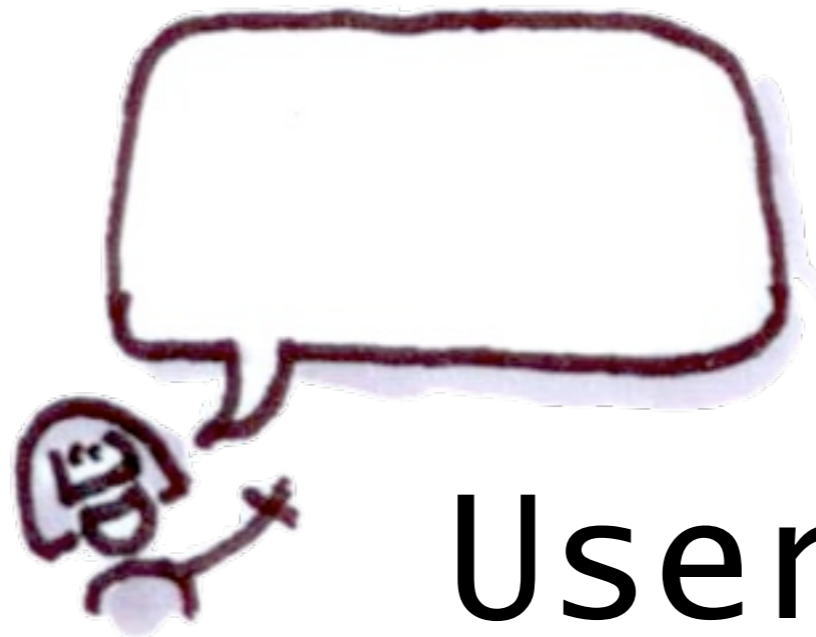
Windsurfing is his passion, so almost every vacation he drags his family to the water with their well-equipped **camper**. Sometimes he travels for a Sunday to the nearest spot from the city, Alone.



Bruce take his **Macbook Air & iPhone** always with him, so he can respond quickly to boss & customers. He is no geek, but he knows his software quite well. He is not so much to FB, but he likes to read interesting information on internet.







User Stories

As a [role]
I want to [do some action]
so that [business value]

As an editor
I want to add a new spot
so that I can share info
about a new location

F.A.A.R.T.

A.A.R.T.

As an editor
I want to add a new spot
so that I can share info
about a new location

Max adds a new spot to share info about a new location.

Max adds a new spot to share info about a new location.

Max records his trip to share tips and inspire others.

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- visited spots on a timeline

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- visited spots on a timeline
- article about the trip

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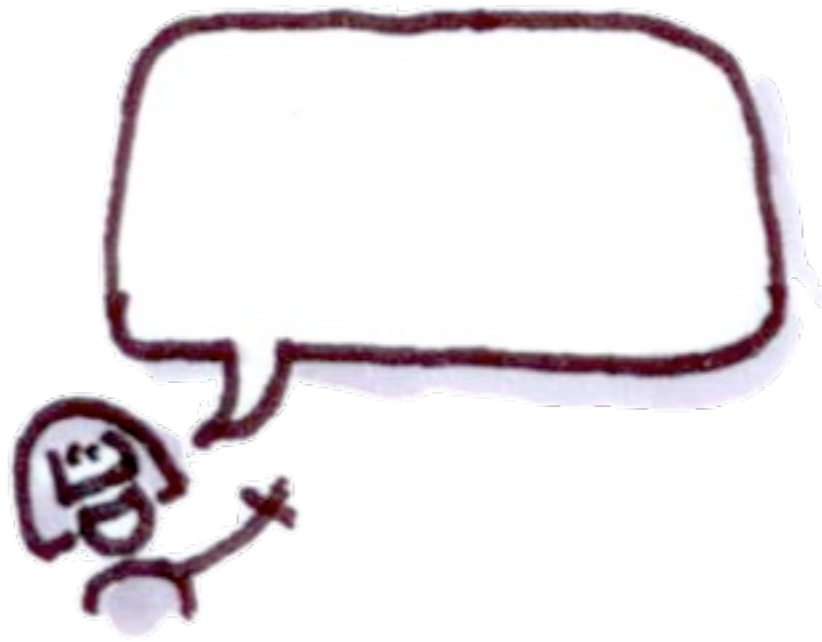
Max records his trip to share tips and inspire others.

- visited spots on a timeline
- article about the trip
- integration with Trip Journal app

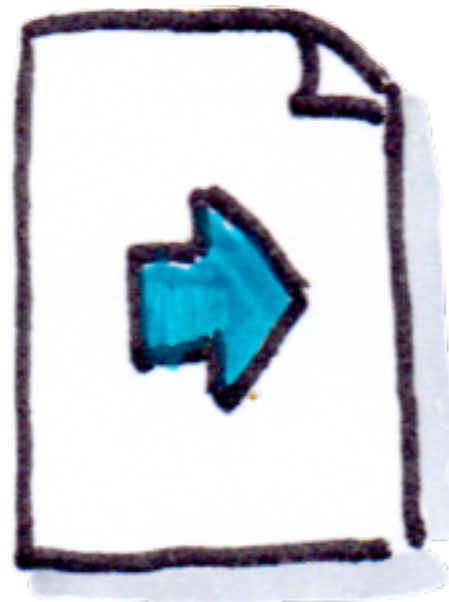
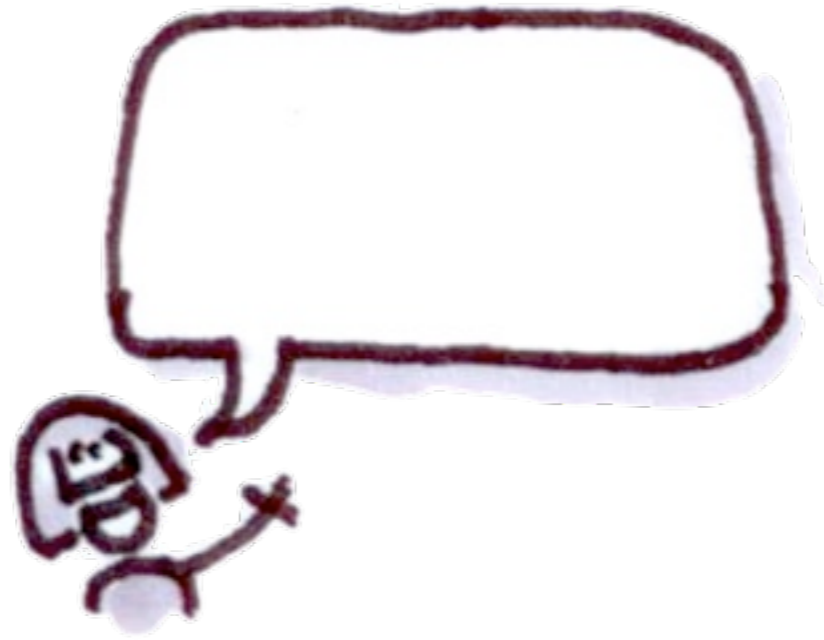












Backlog





Max adds a new spot.



Max adds a new spot.

Max records his trip.

PRODUCT BACKLOG

As a member, I want the ability to search the catalog by full bookid and ordered in reading. 18	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 24	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 30	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 36
As a member, I want the ability to search the catalog by full bookid and ordered in reading. 19	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 25	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 31	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 37
As a member, I want the ability to search the catalog by full bookid and ordered in reading. 20	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 26	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 32	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 38
As a member, I want the ability to search the catalog by full bookid and ordered in reading. 21	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 27	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 33	
As a member, I want the ability to search the catalog by full bookid and ordered in reading. 22	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 28	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 34	
As a member, I want the ability to search the catalog by full bookid and ordered in reading. 23	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 29	As a member, I want the ability to search the catalog by full bookid and ordered in reading. 35	

Angry Nerds

Quick Filters: Only My Issues Recently Updated

Angry Sprint Progress: 8 days left
8 issues 23/Jul/12 4:21 AM — 03/Aug/12 4:21 AM

- NERD-1 As a Front-Ender I would like to stop supporting IE6 so I can enjoy my life 3
- NERD-2 As a Hacker I would like more Red Bull so I can work all night 8
- NERD-3 As the Dev Manager I would like to look busy so I can keep my job
- NERD-4 As an Outsourcerer I want to get paid for working in my pyjamas 20**
- NERD-5 As an Agilista I want to play buzzword bingo so I can ban
- NERD-6 As the Founder I want to have the last say so I can get my way 13
- NERD-8 As a Bug I want to fly in the face of progress
- NERD-7 As a Bug I want to make life hard for the Angry Nerds

Upcoming Sprint 1 Start Sprint

- NERD-9 As a Bug I want to be like The Beatles so I can be fab
- NERD-12 As a Front-Ender I would like to stop supporting IE7 so I can enjoy my life 5
- NERD-13 As a Hacker I would like more pizza and beer 3
- NERD-20 As a Hacker I would like to hack the mainframe and enter the Matrix 13
- NERD-14 As a Dev Manager I want make everyone log time so I can make nice charts 8

Issues: 5 Estimate: 29

Upcoming Sprint 2

- NERD-15 As an Outsourcerer I want to work more hours and get less done 3
- NERD-16 As an Agilista I want to be lean to make the green, quicker 1
- NERD-17 As an Agilista I want to iterate on the rate so I can rate the iteration 5

Issues: 3 Estimate: 9

Angry Nerds / NERD-4

As an Outsourcerer I want to get paid for working in my pyjamas

Estimate: 20

Status: **Not Started** 0/1 Completed

Session Status Actions

- Confirm they are in pyjamas **Created**

Create Session

	P	S	Status	FE	BE	IPS
		3	Done	1	2	0
urity		3	Closed	0	5	0
pike		3	Done	0	5	0
		3	Done	0	1	0
		3	Done	1/2	1/2	0
		3	Done	5	0	1
		3	Done	1/2	0	0
		3	Done	0	1	0
late Sample		3	Done	0	1	0
		3	Done	0	0	0
		4	Done	0	8	0
		4	Implementi	2	3	0
		4	Implementi	1/2	2	0
		4	Done	5	0	0
		4	Implementi	3	0	0
		5	Done	0	1	0
		5	Implementi	0	2	0
nts		5	Implementi	0	1	0
d List		5	Implementi	2	0	0
		5	Implementi	1	0	0
		5	Implementi	1	0	0
	1		Waiting	0	8	0
	2		Estimating	0	0	0
	3		Creating	?	?	?
	4		Waiting	0	8	0
	5		Waiting	0	3	0
	6		Creating	?	?	?
	7		Estimating	?	?	?
	8		Waiting	0	0	2
	9		Waiting	5	0	0
				28	40	
urity			Waiting	0	5	0
			Creating	0	?	?
			Estimating	?	?	?
			Creating	?	?	?
			Estimating	?	?	?

70	U-1854	Performance	Performance Problem Fix
71	U-1928	Lists	Multiple List Occurence
72	U-1904	Desian Tools	Master Interactive Controls Definition
73	U-1927	Independent Departments	Independent Departments

Handwritten notes on sticky notes: 22, 23, 29, 35

JIRA (GIVE GREENHOPPER FEEDBACK) admin Administration

Dashboards Projects Issues Agile Bonfire + Create Issue Quick Search

Angry Nerds Plan Work Report Tools

Quick Filters: Only My Issues Recently Updated

Angry Sprint Progress: 8 days left
8 issues 23/Jul/12 4:21 AM — 03/Aug/12 4:21 AM

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- NERD-6 As the Founder I want to have the last say so I can get my way 13
- NERD-8 As a Run I want to fly in the face of process
- NERD-7 As a

Upcoming Sprint

- NERD-9 As
- NERD-12 As
- NERD-13 As
- NERD-20 As
- NERD-14 As

Upcoming Sprint

- NERD-15 As
- NERD-16 As
- NERD-17 As

Issue Details: Angry Nerds / NERD-4
As an Outsourcerer I want to get paid for working in my pyjamas
Estimate: 20
Status: **Not Started** 0/1 Completed

Session Status Actions
Confirm they are in pyjamas Created

	P	S	Status	FE	BE	IPS
		3	Done	1	2	0
urity		3	Closed	0	5	0
pike		3	Done	0	5	0
		3	Done	0	1	0
		3	Done	1/2	1/2	0
		3	Done	5	0	1
		3	Done	1/2	0	0
		3	Done	0	1	0
late Sample		3	Done	0	1	0
		3	Done	0	0	0
		4	Done	0	8	0
				2	3	0
mentii				1/2	2	0
mentii				5	0	0
mentii				3	0	0
mentii				0	1	0
mentii				0	2	0
mentii				0	1	0
mentii				0	3	0
mentii				2	0	0
mentii				1	0	0
mentii				1	0	0
ng				0	8	0
ating				0	0	0
ing				?	?	?
ng				0	8	0
ng				0	3	0
ing				?	?	?
ating				?	?	?
ng				0	0	2
ng				5	0	0
				28	40	
ng				0	5	0
ing				0	?	?
ating				?	?	?
ing				?	?	?
ating				?	?	?

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Vision
Board





Personas



Vision Board

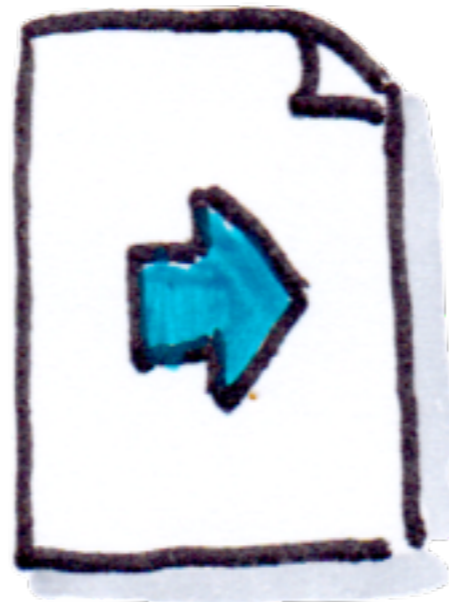




User
Stories



Personas



Vision
Board





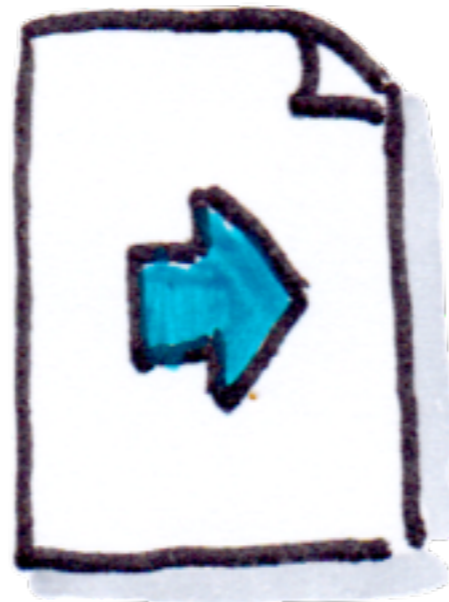
User Stories



Backlog

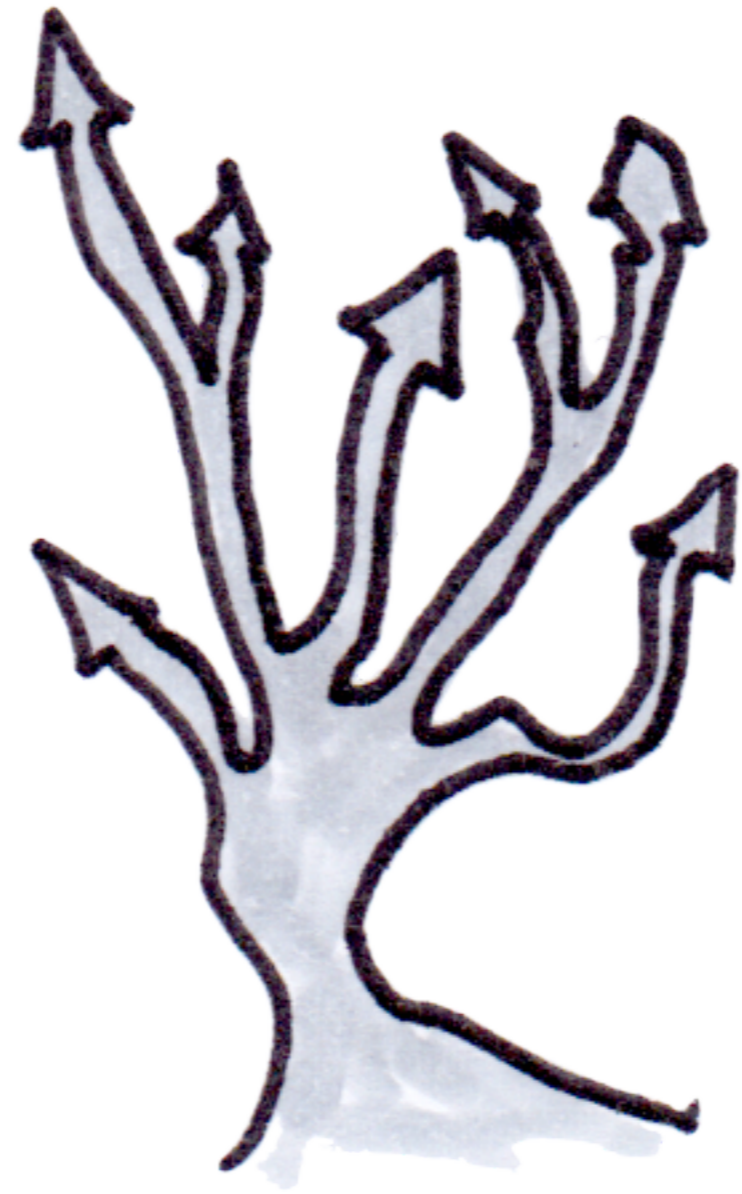


Personas



Vision Board





Emergent



Iterative Discovery



Iterative Discovery



Iterative Discovery



Iterative Discovery



Iterative Discovery





Activities

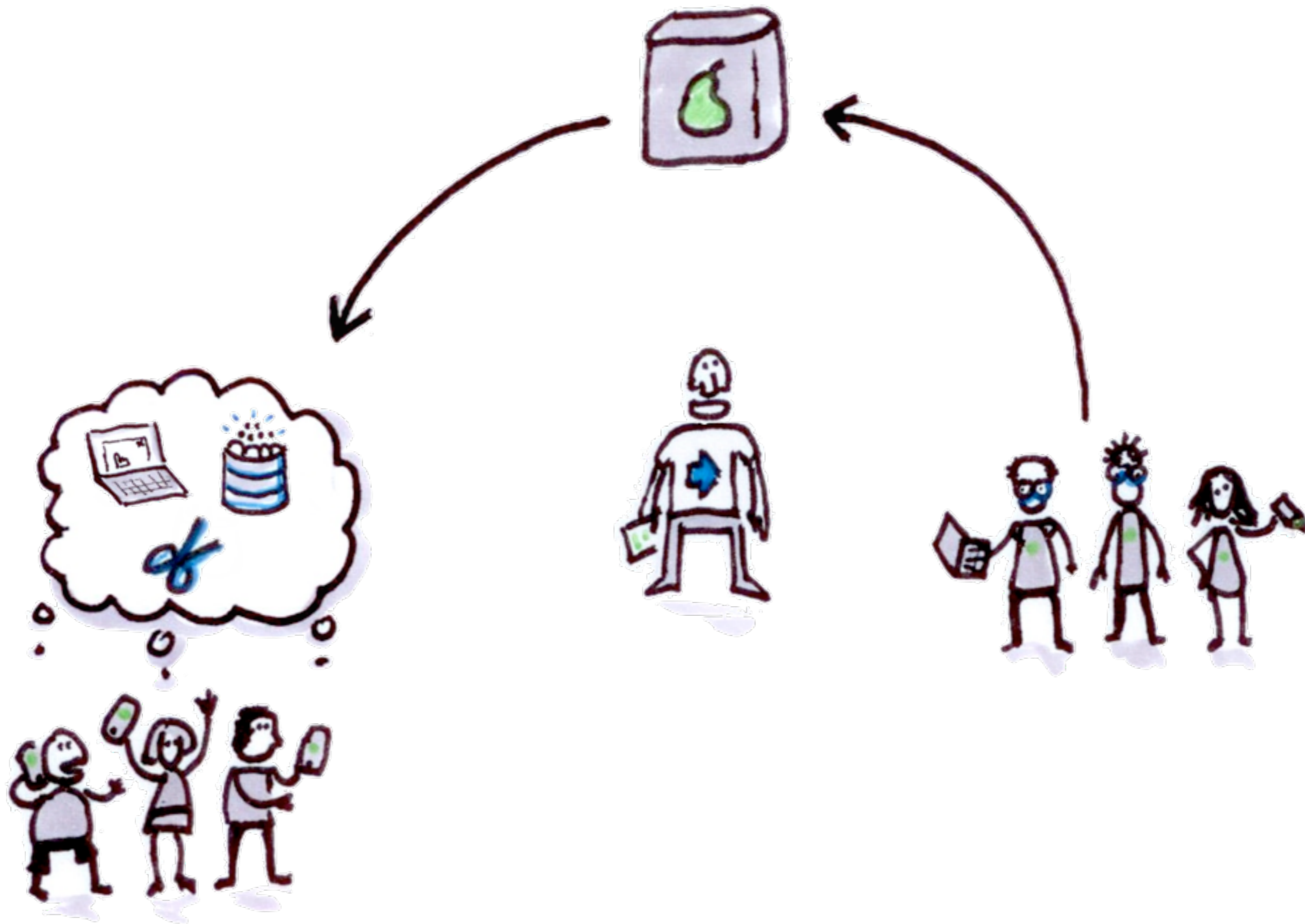


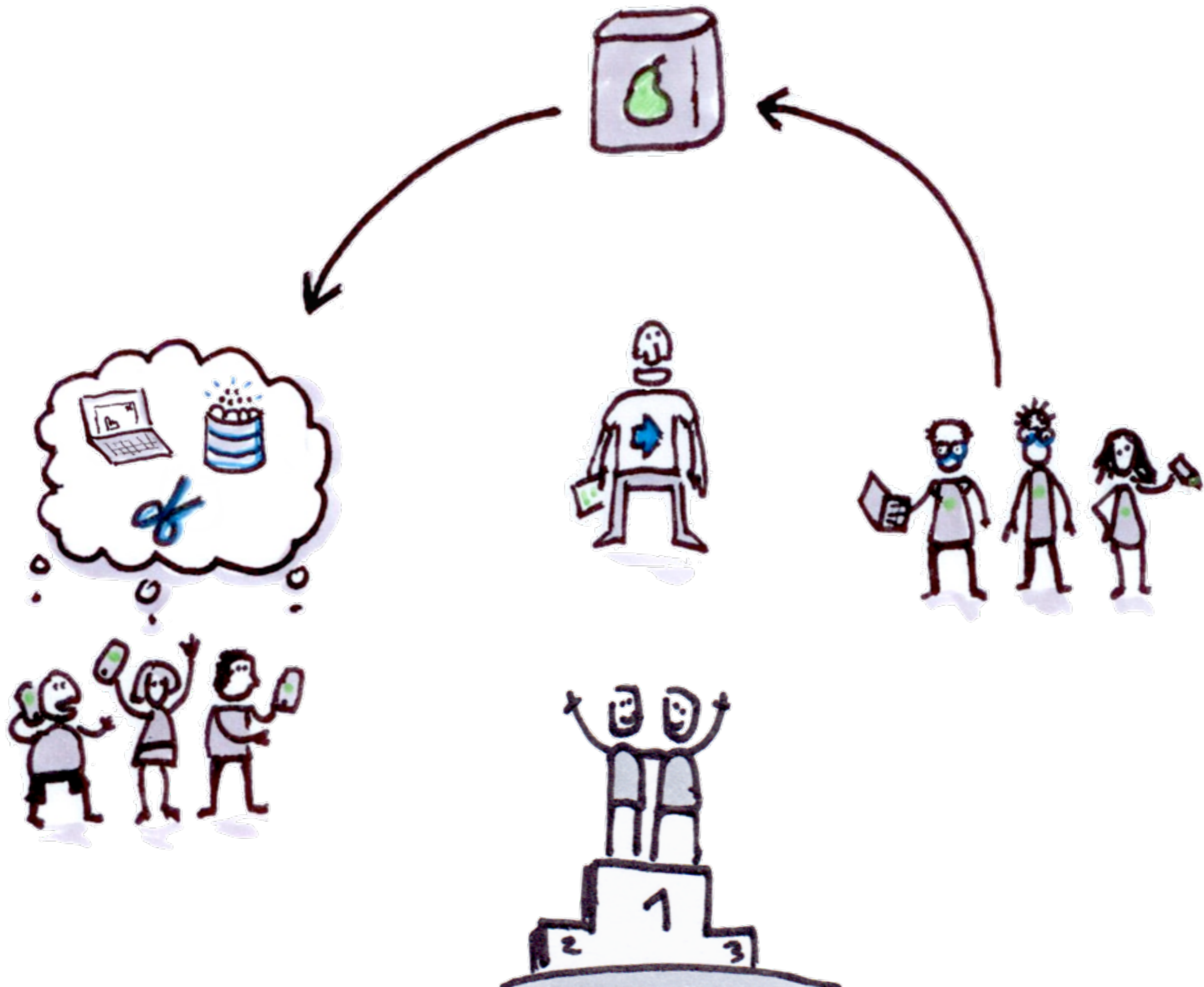


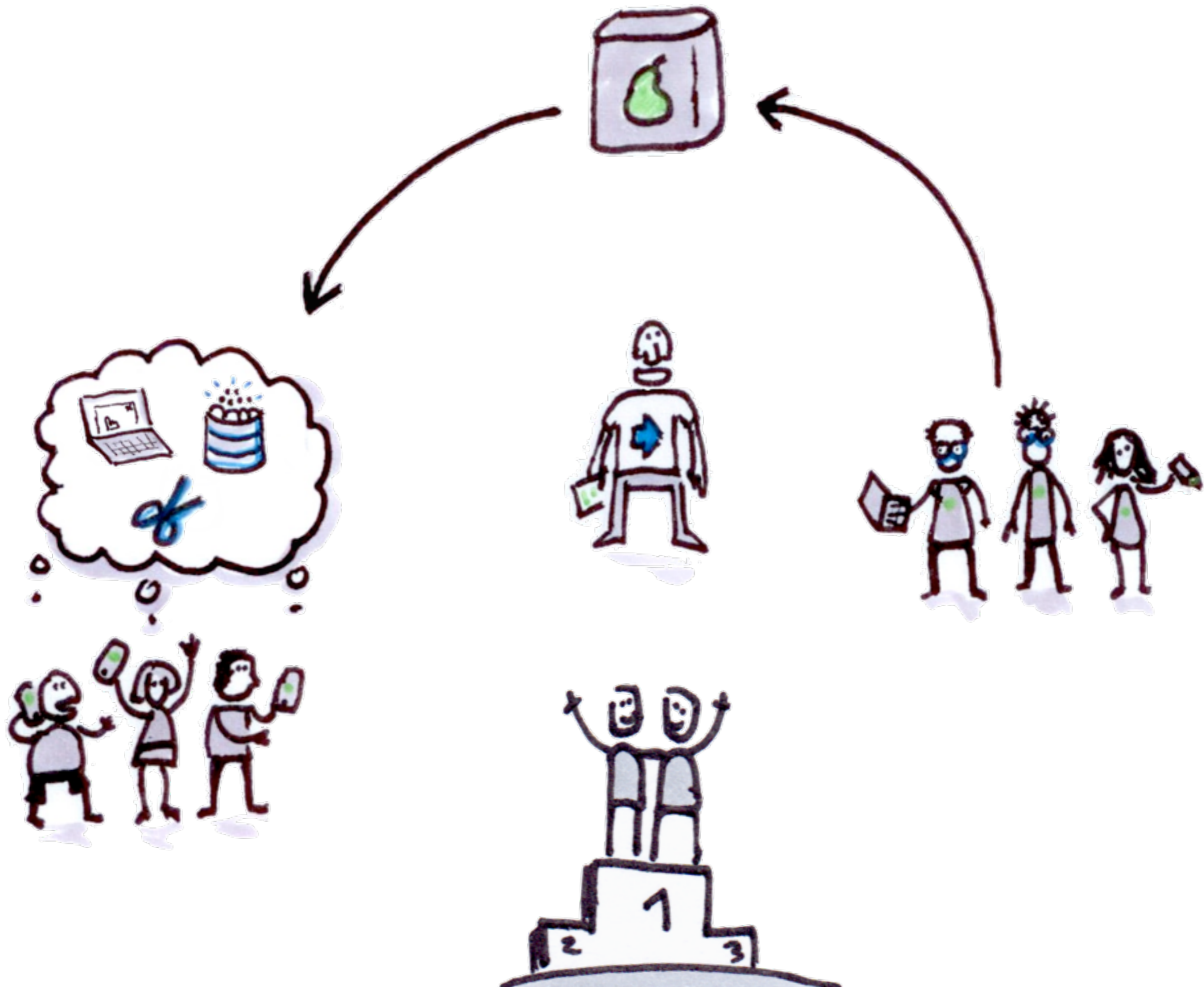


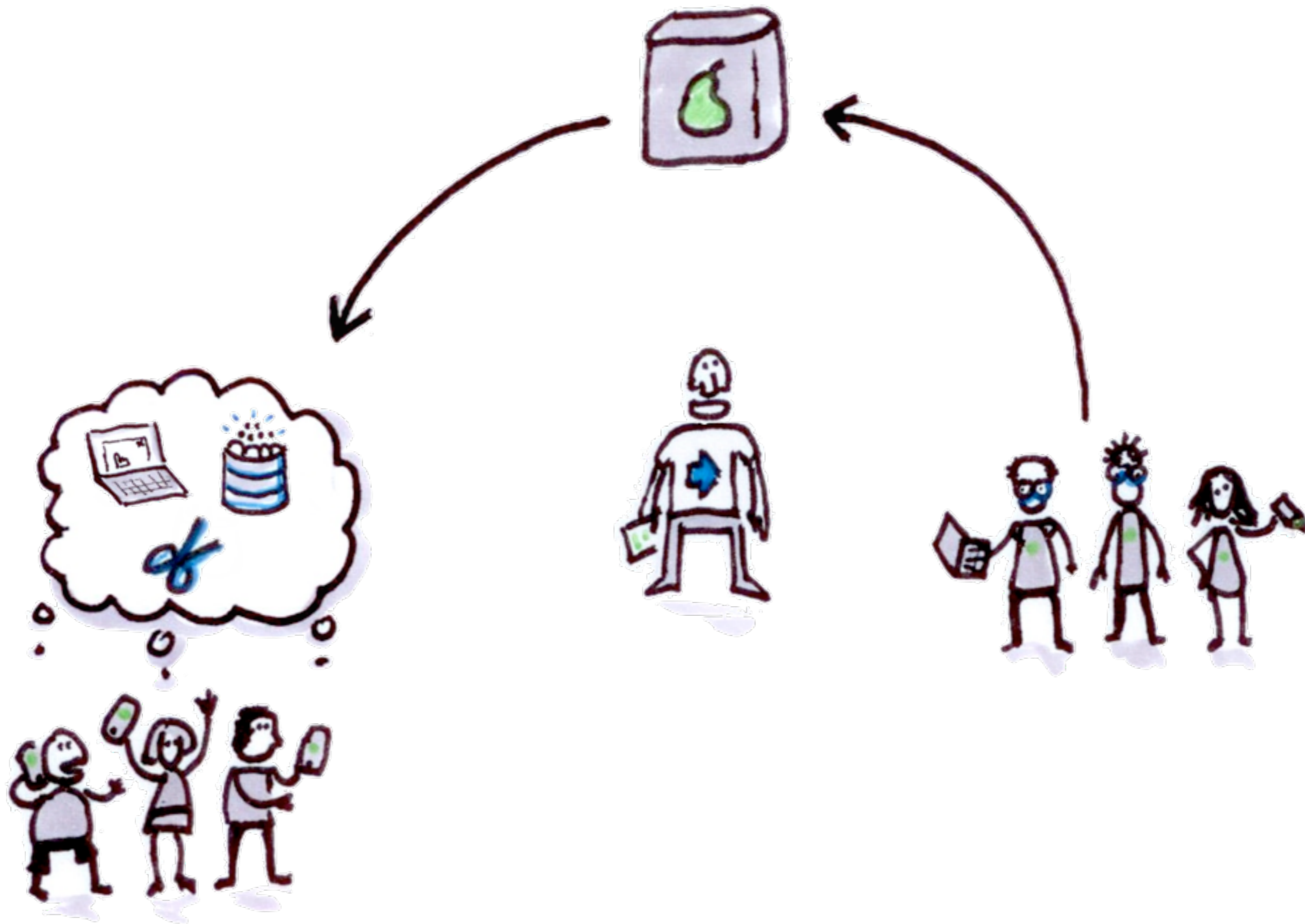


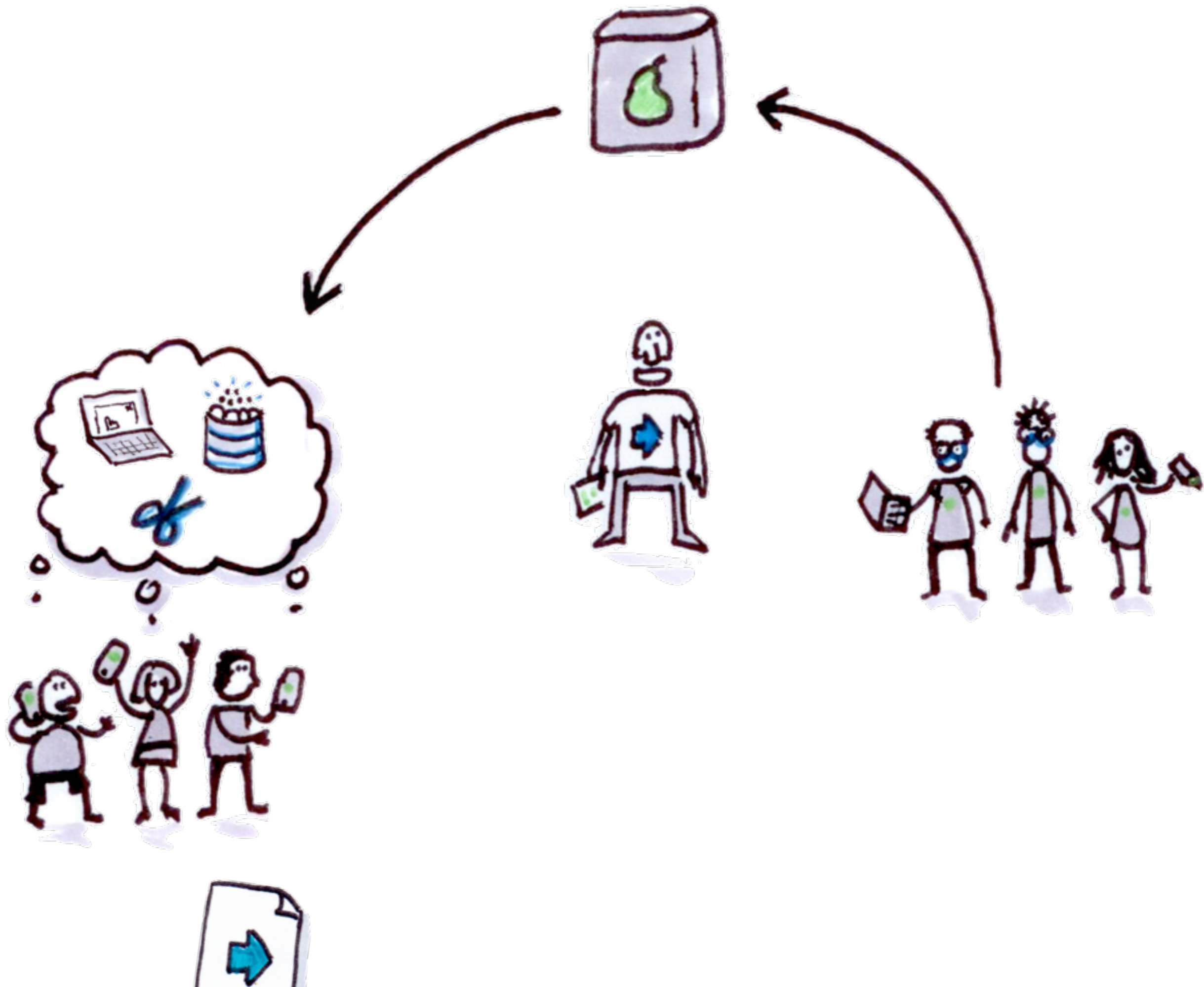


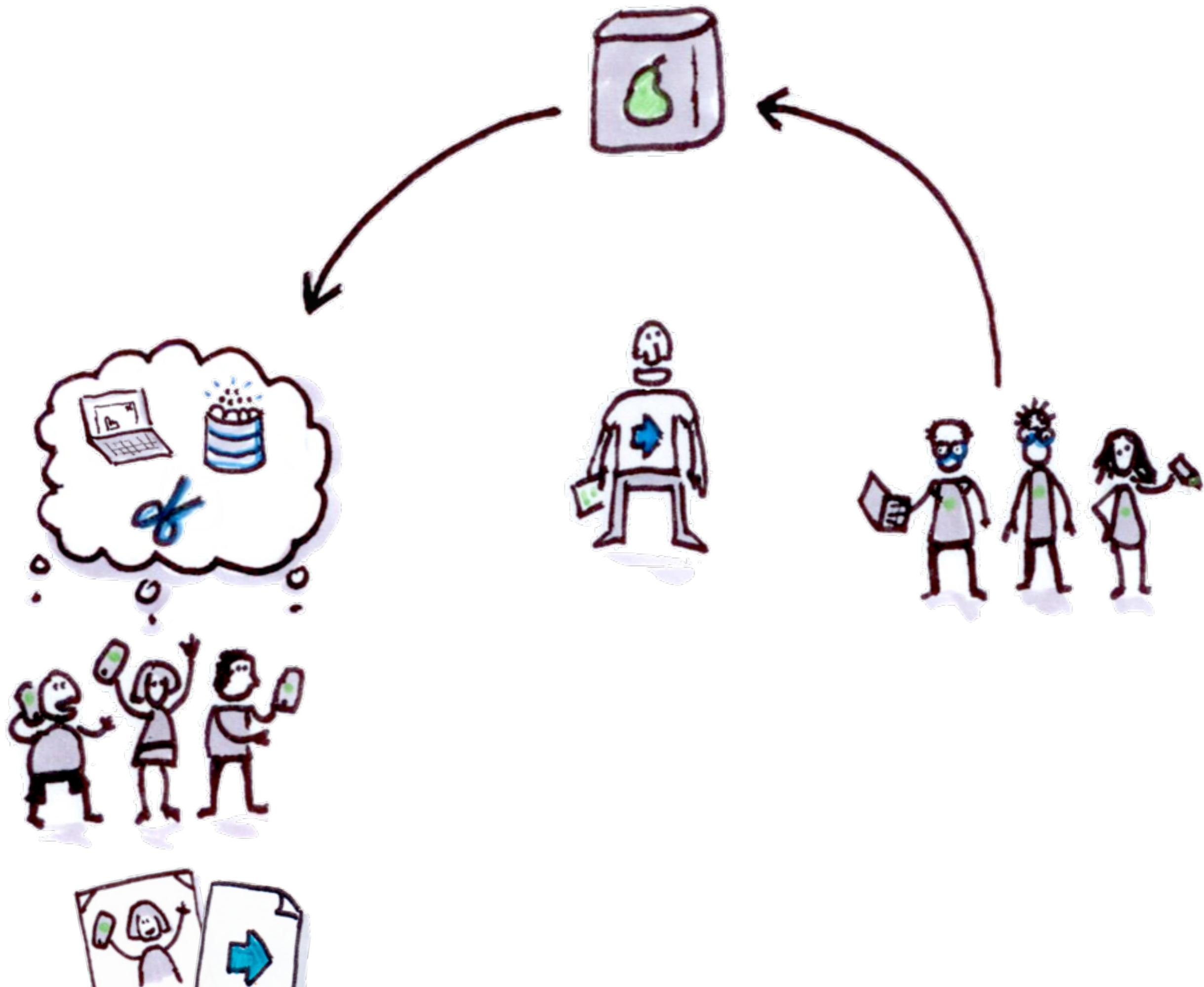


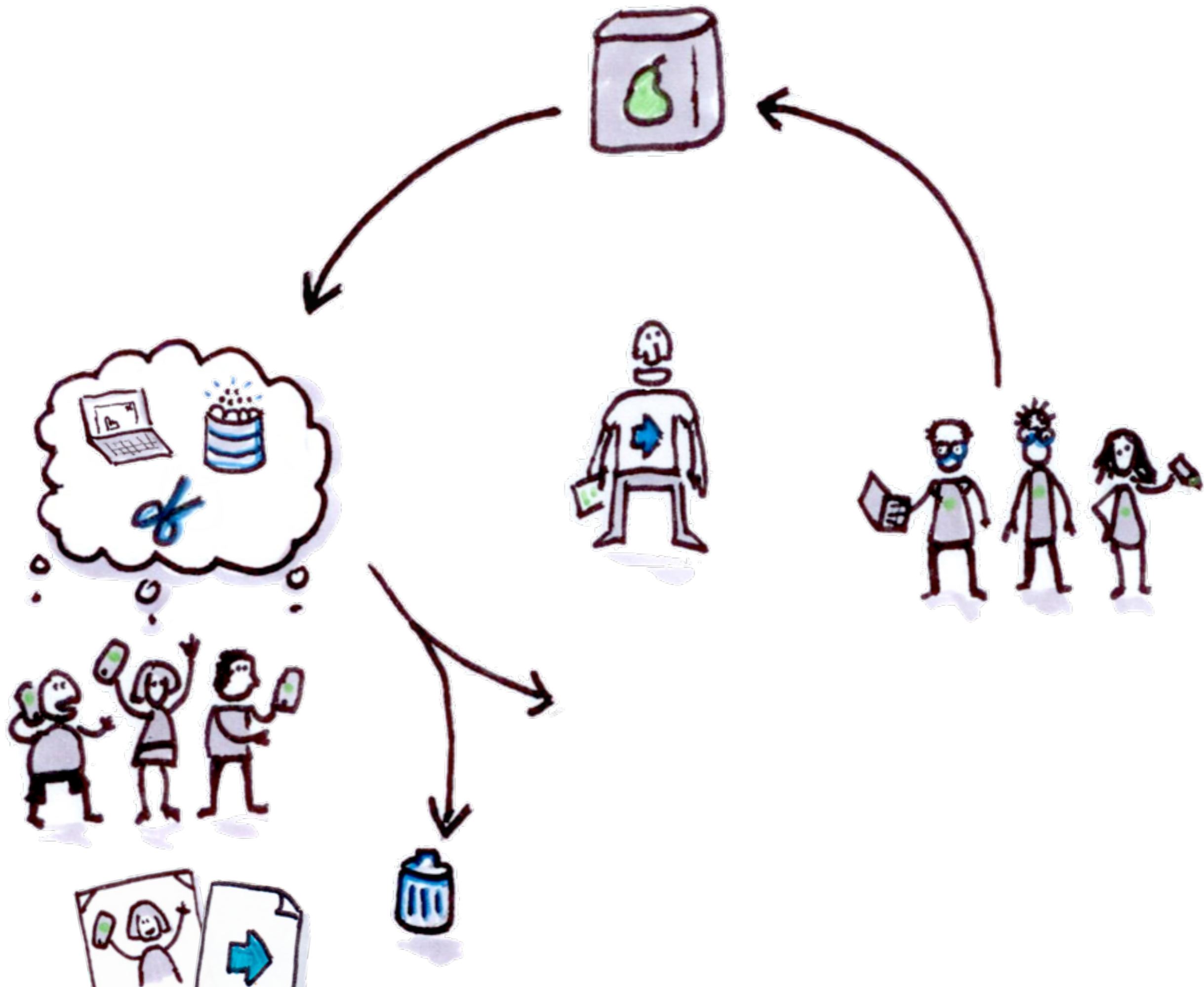


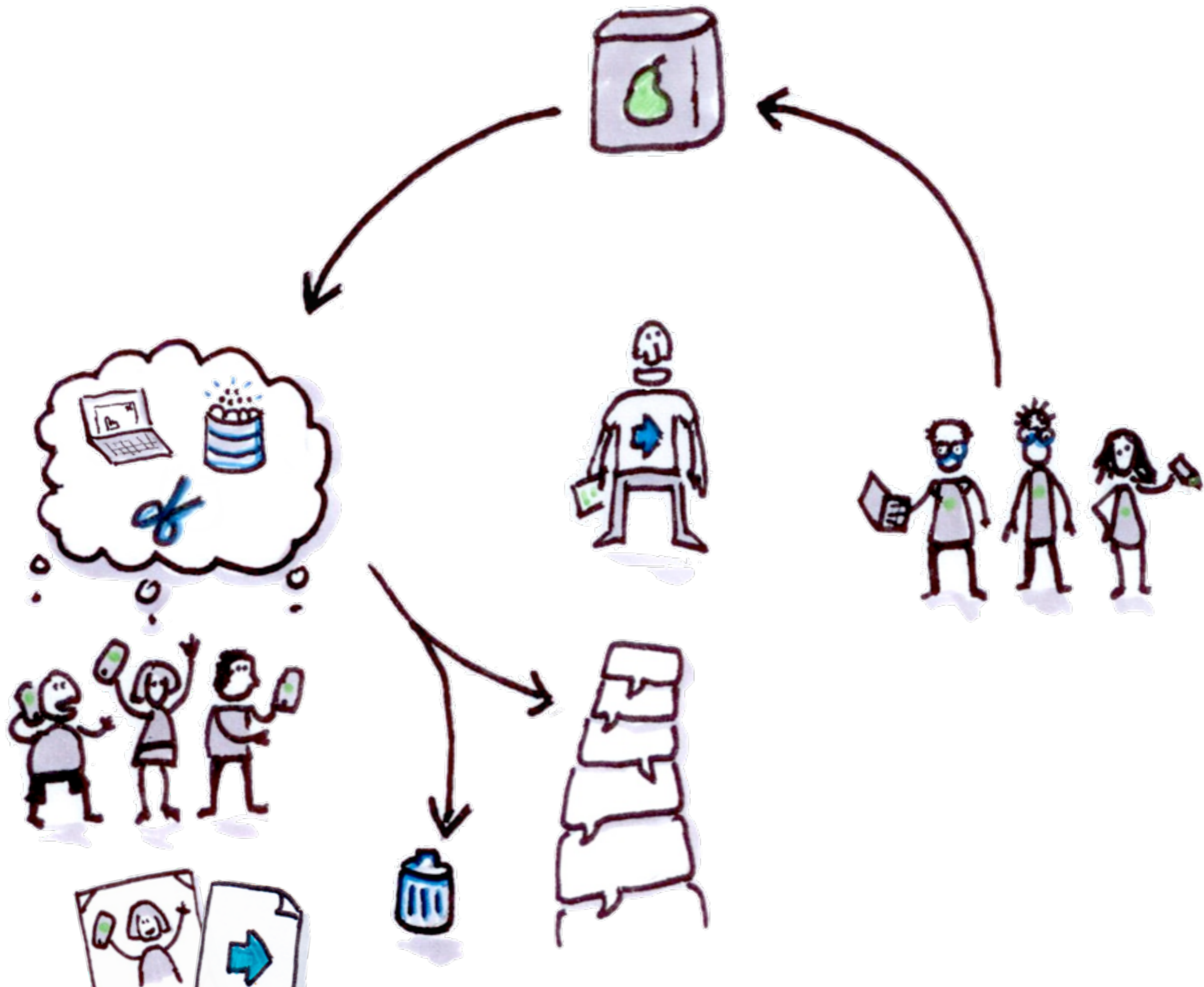


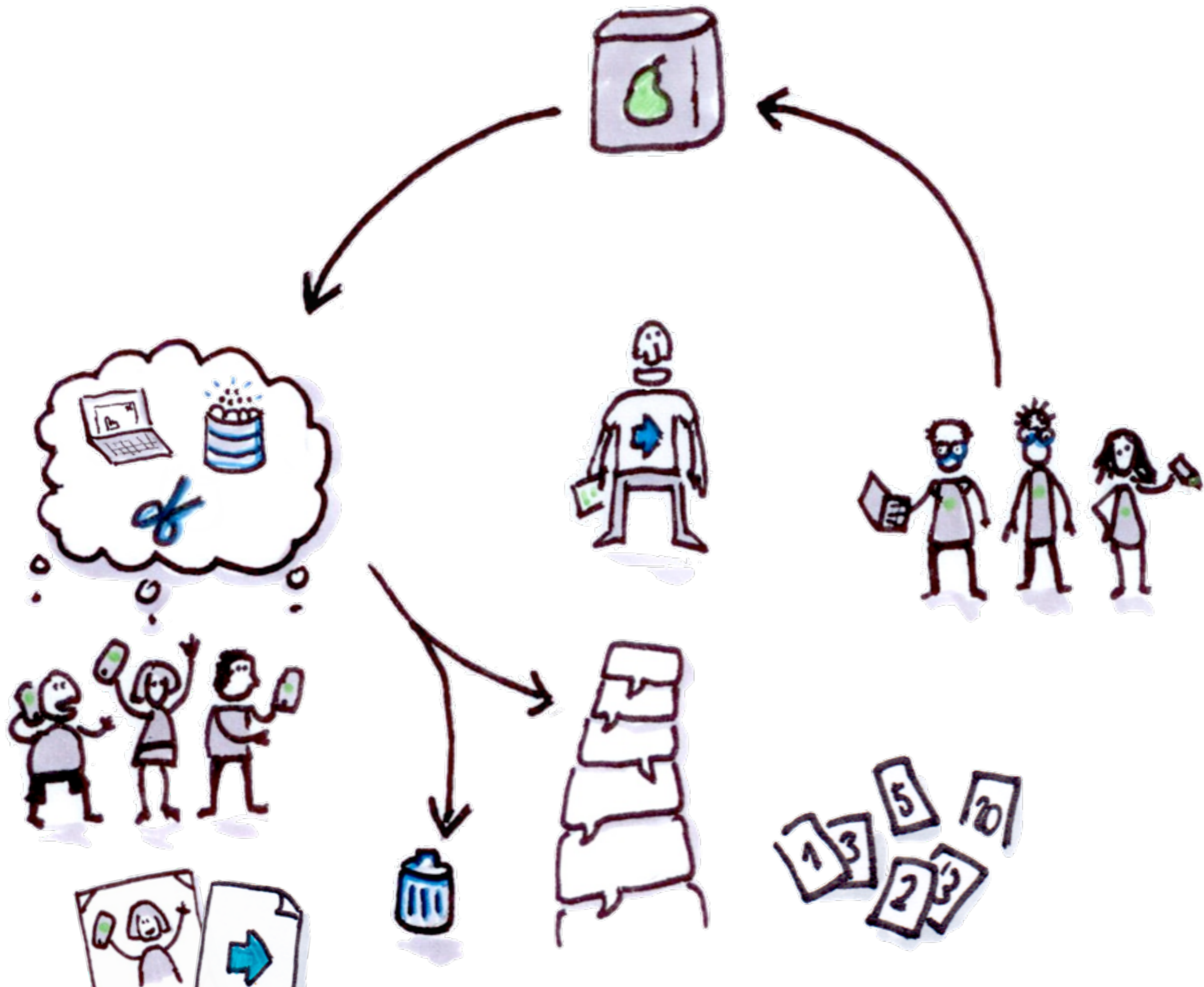


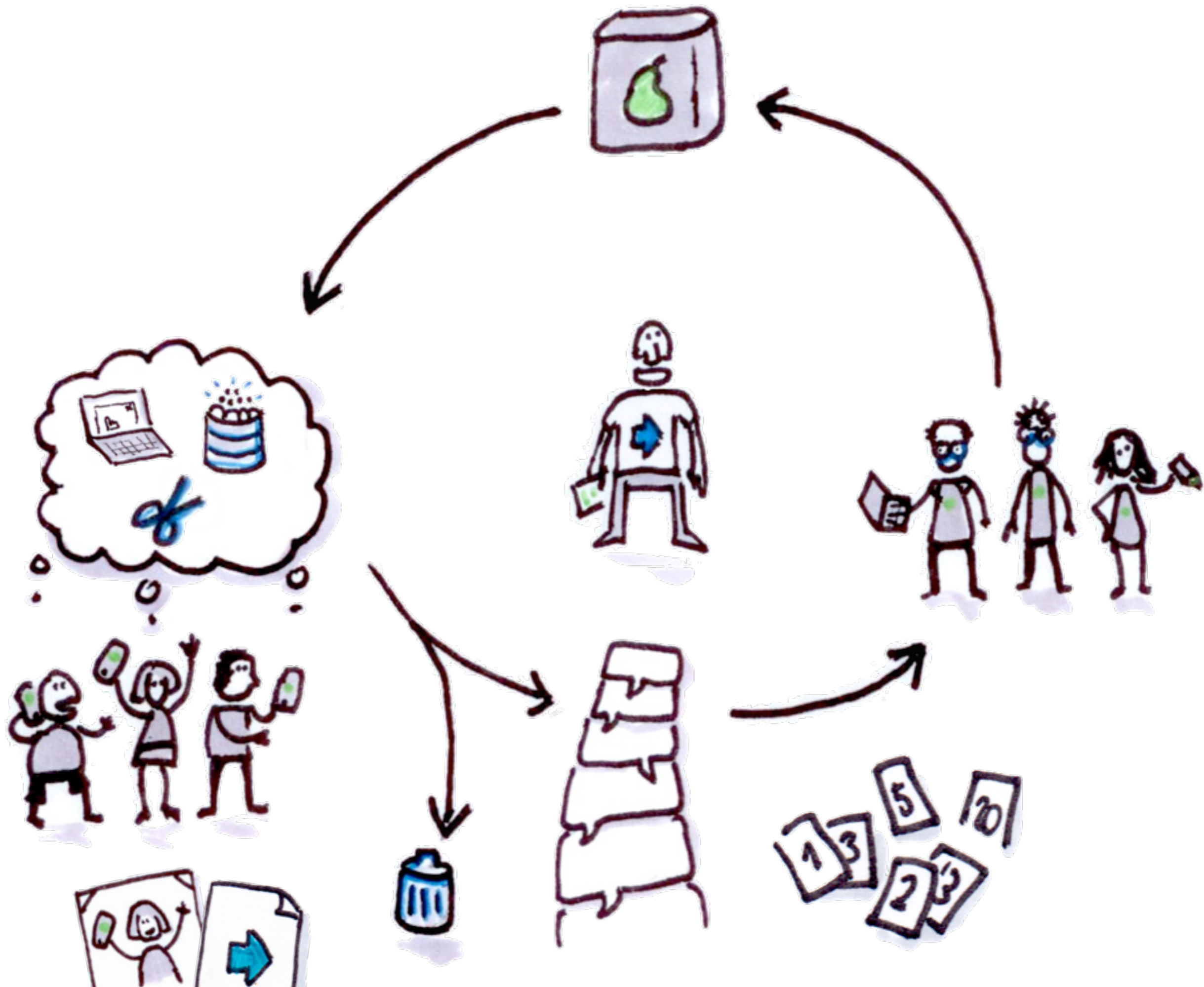


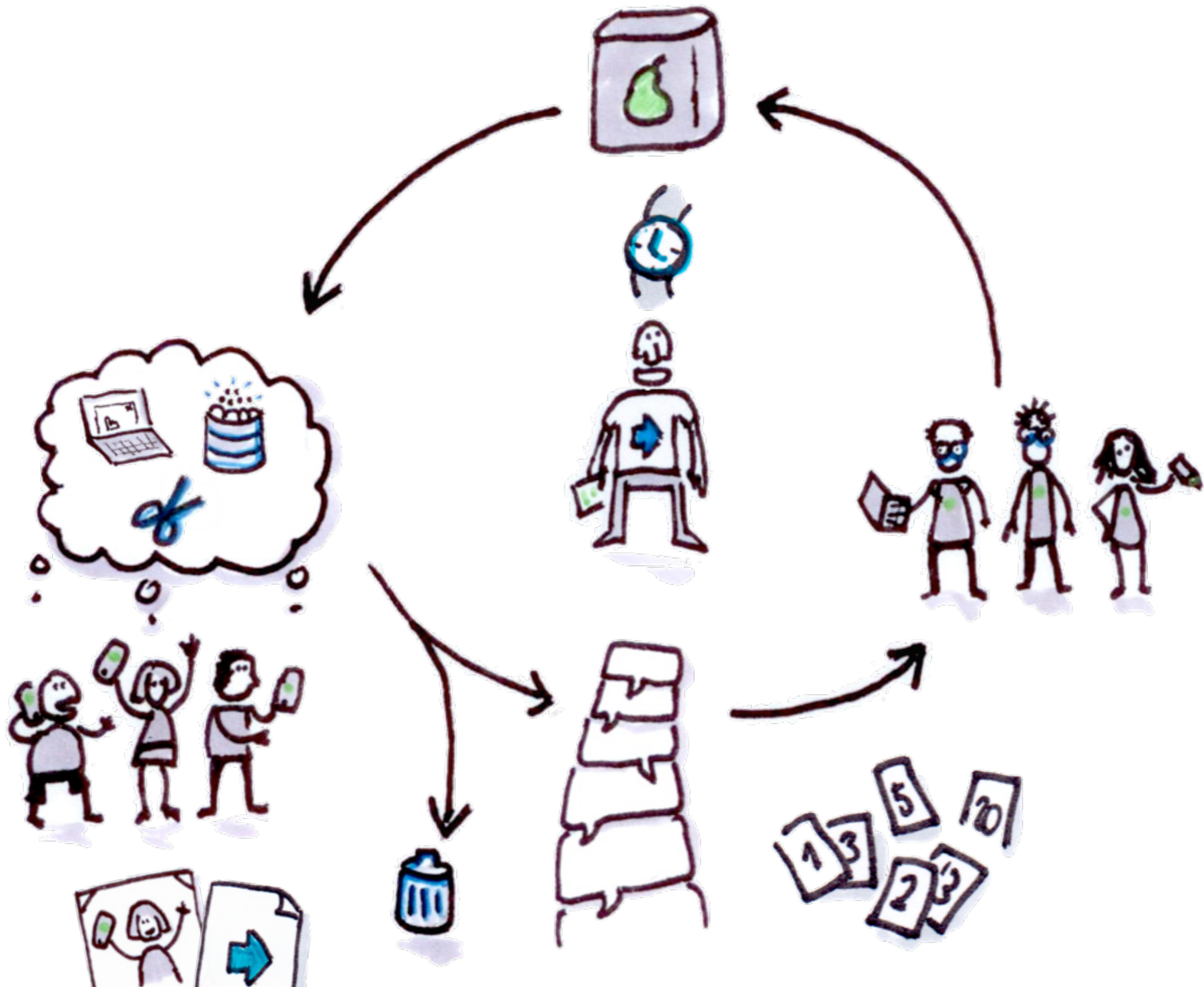


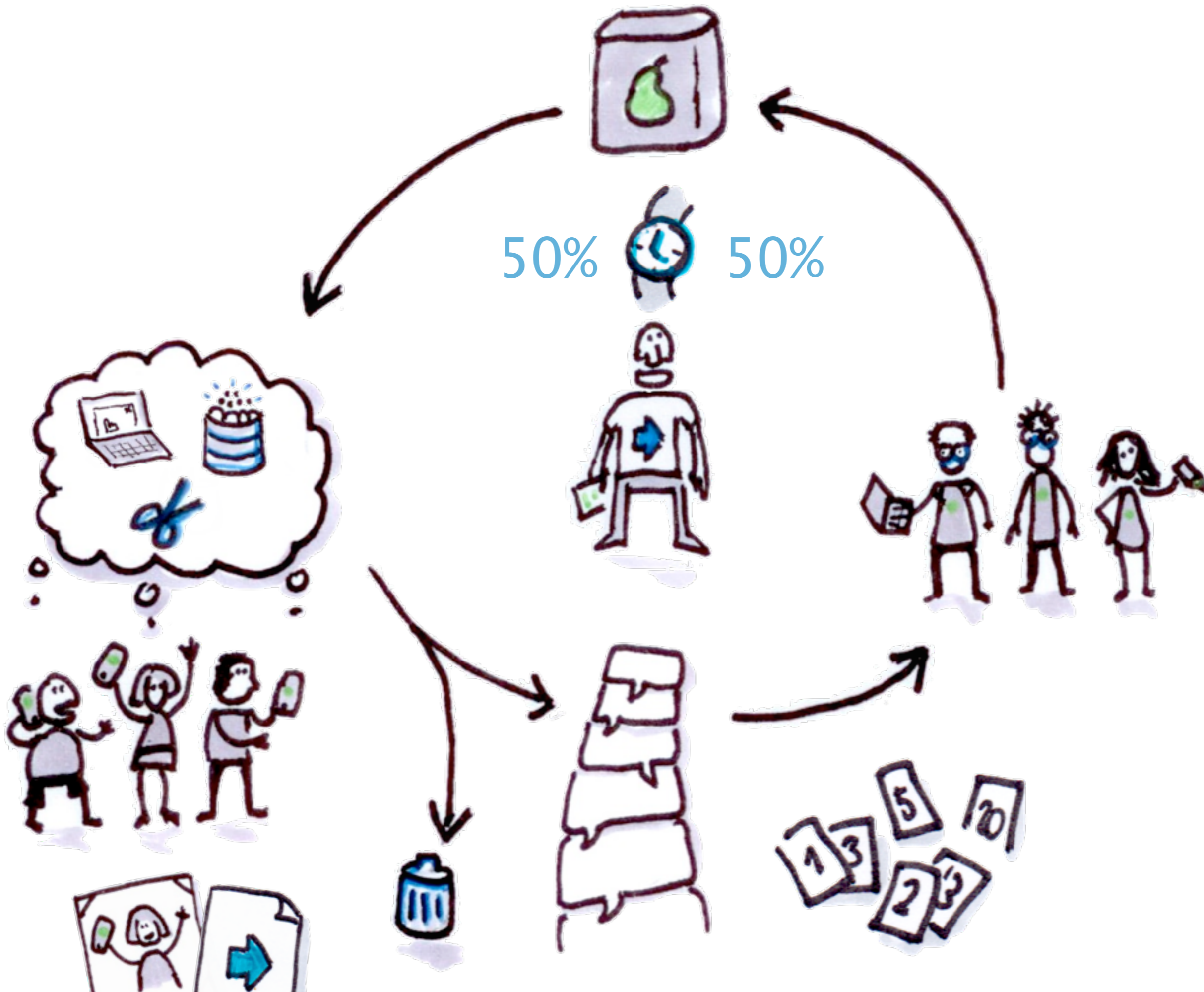


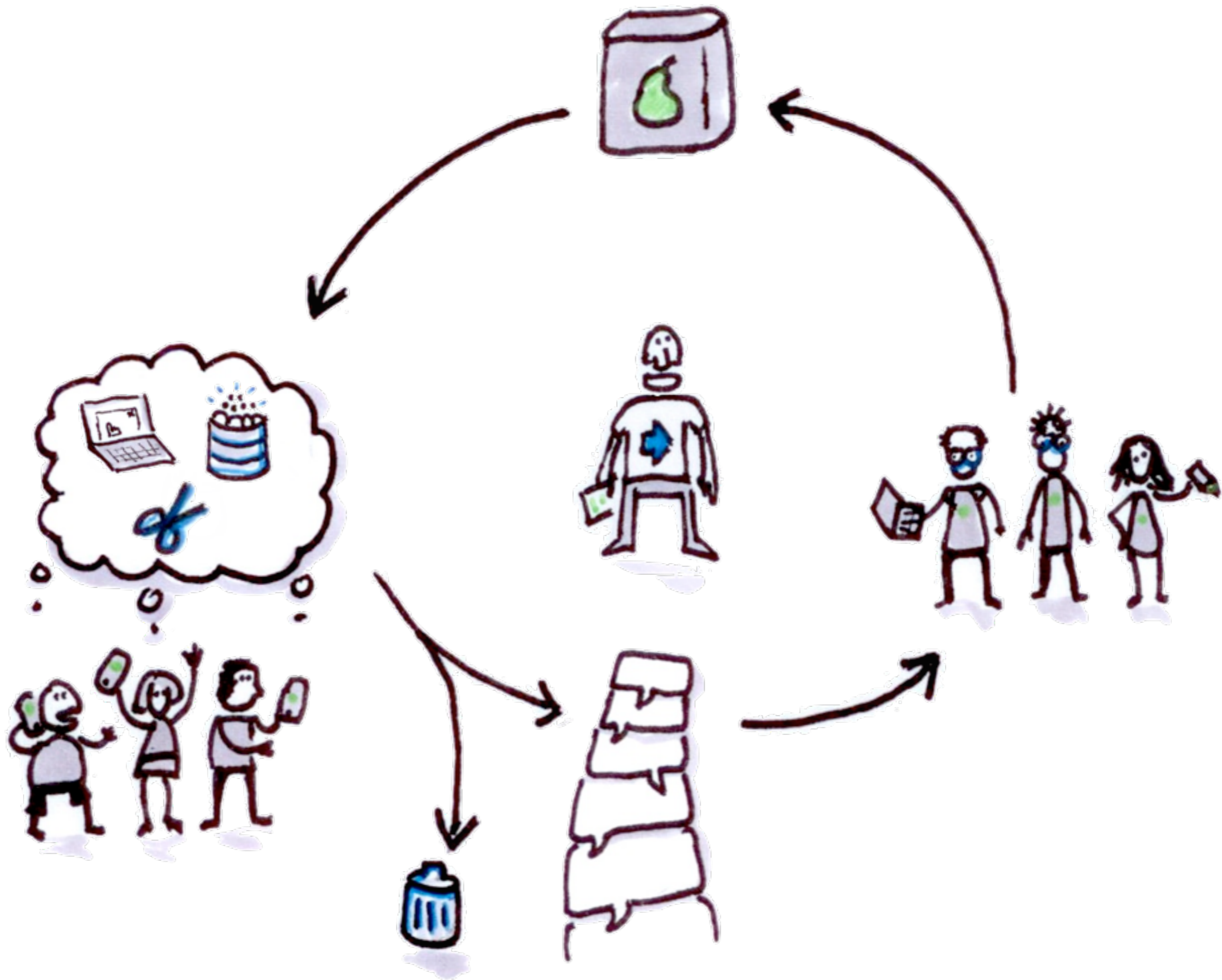


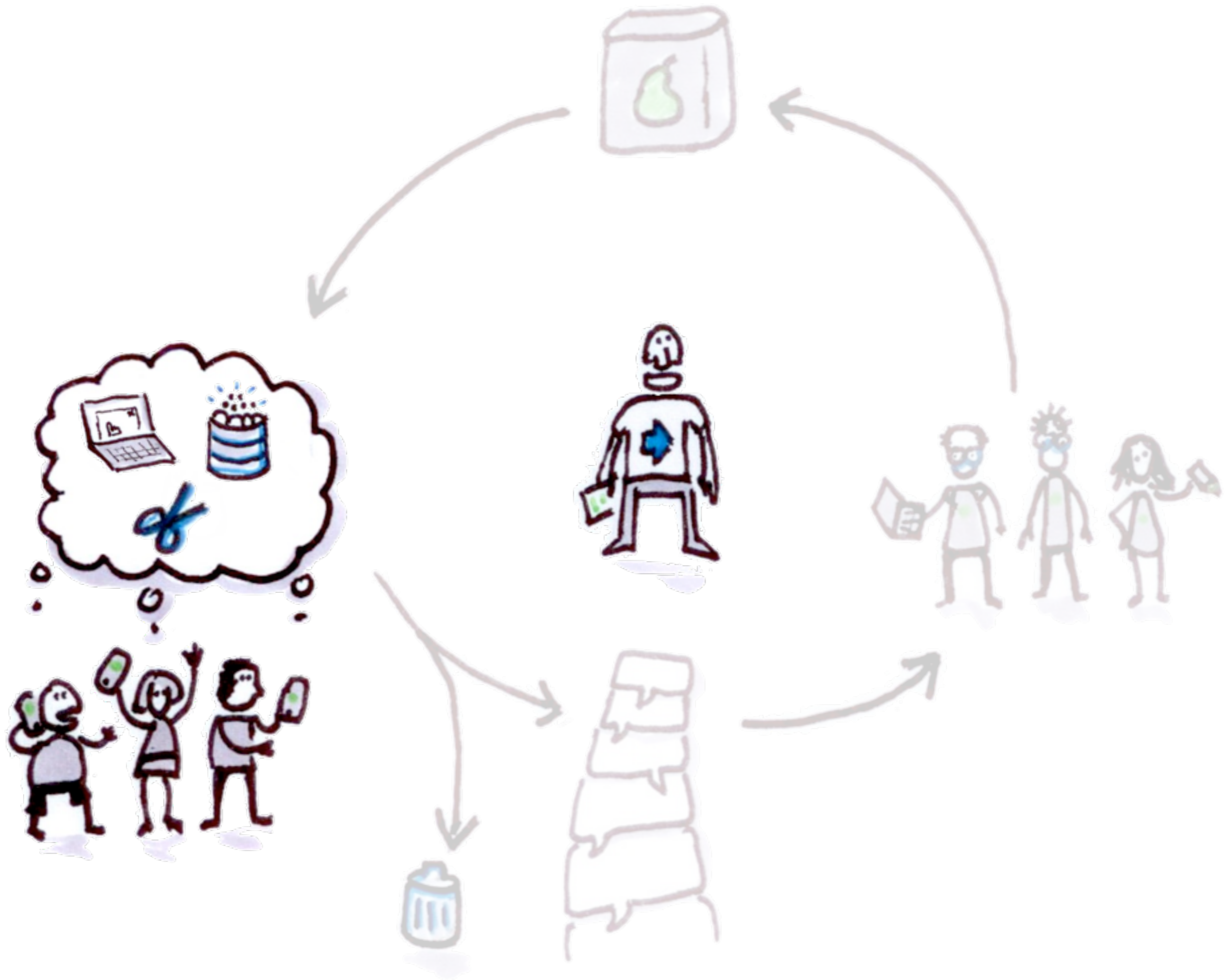
















Users



Customers



Users



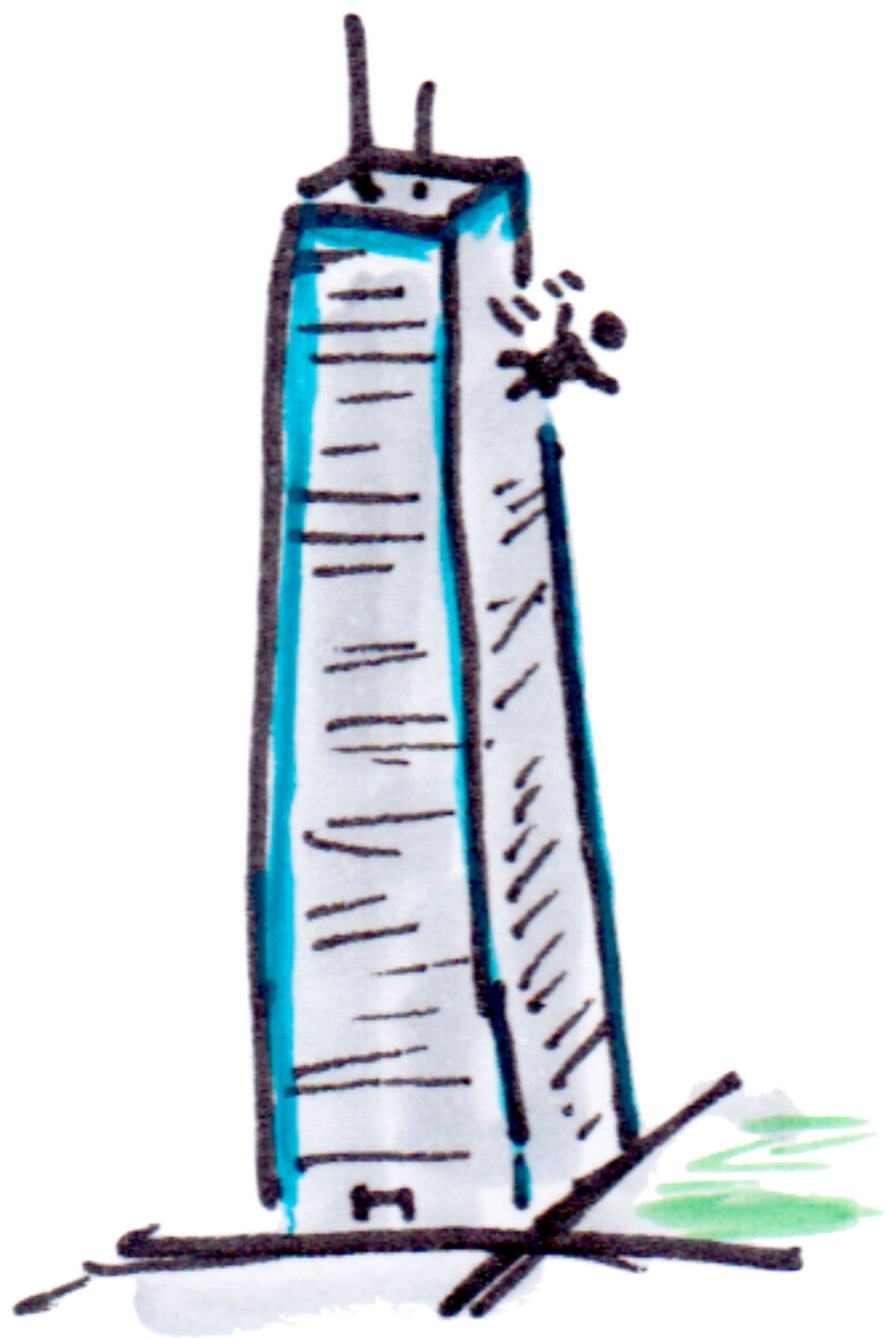
Stakeholders



Customers



Users

















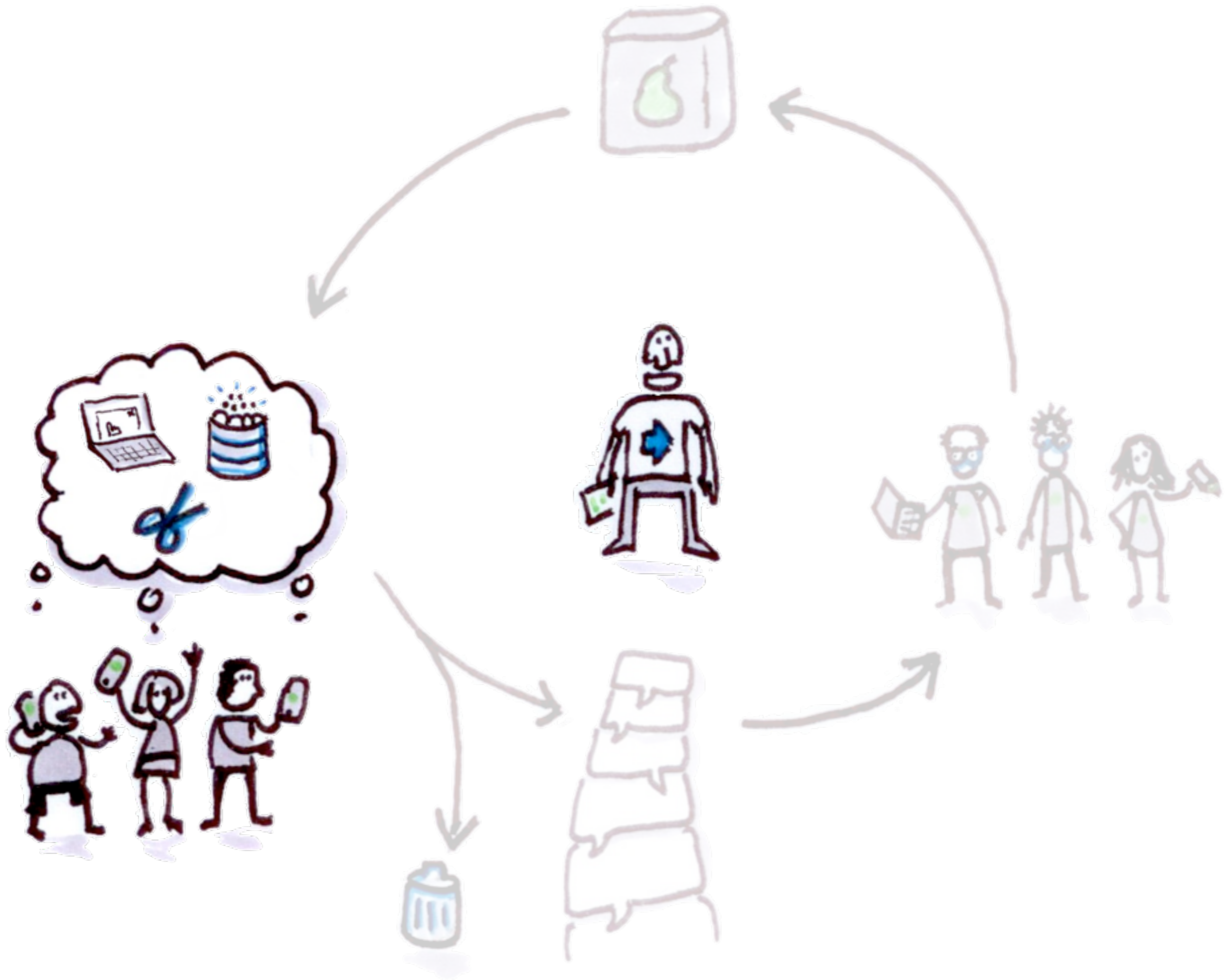


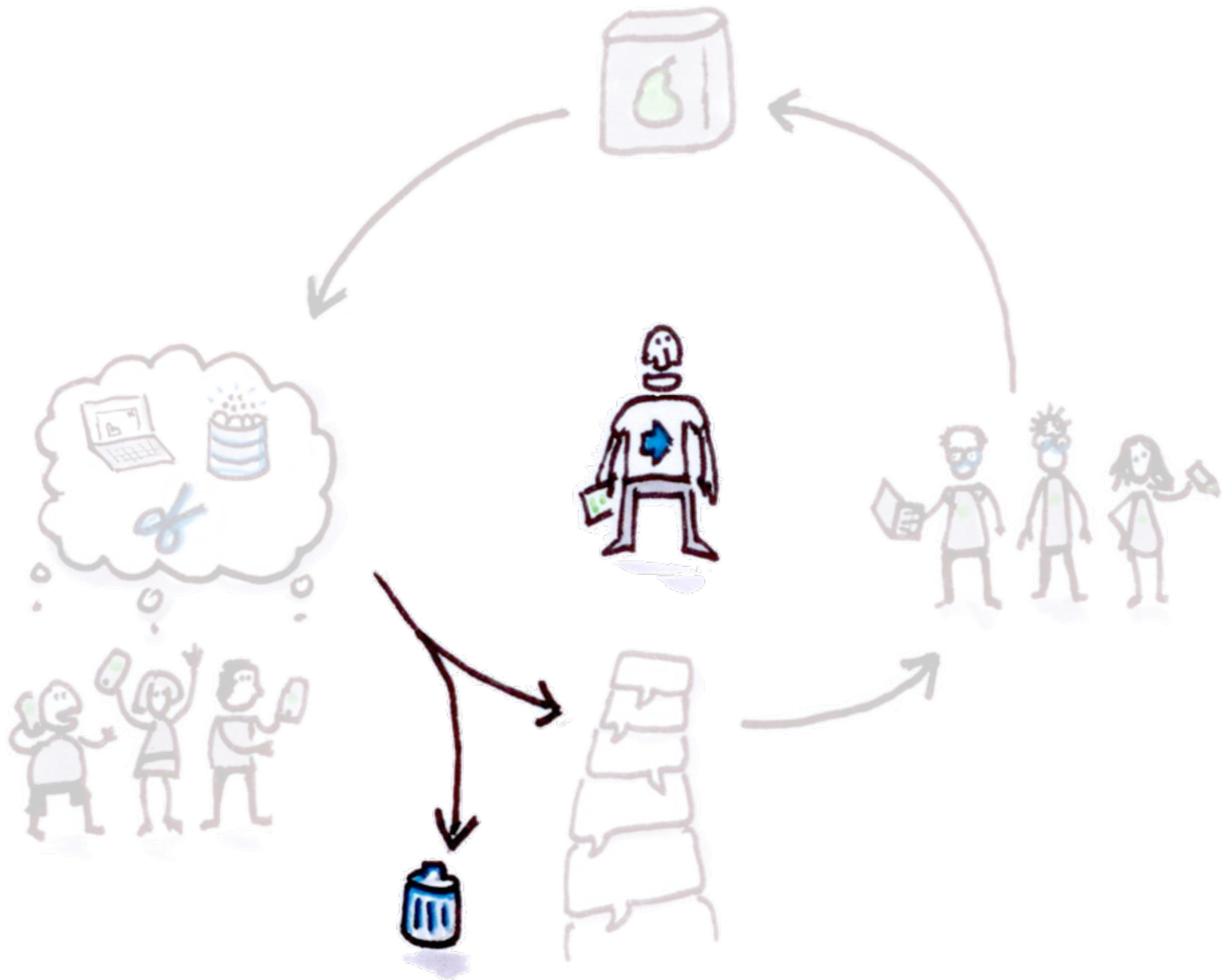


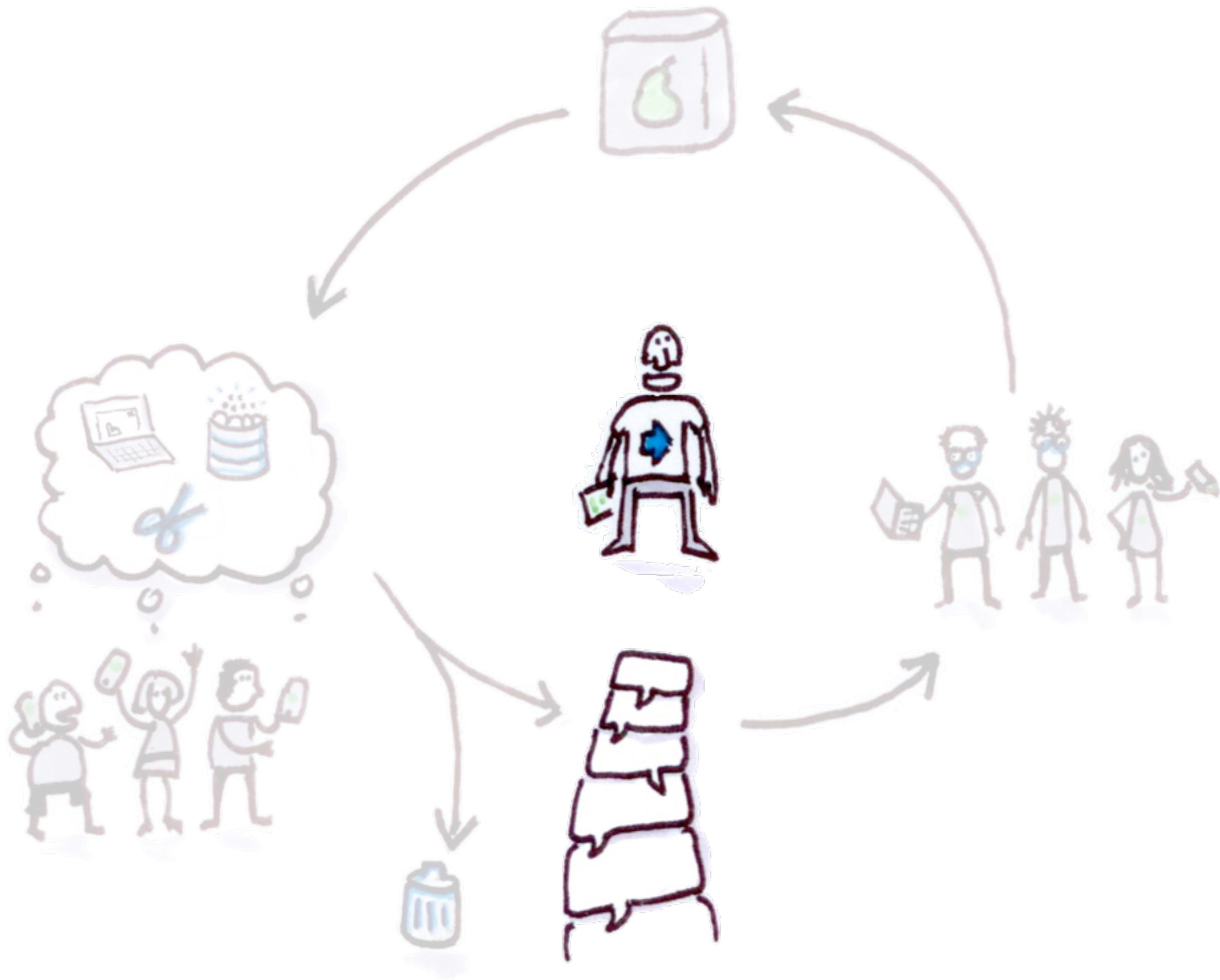


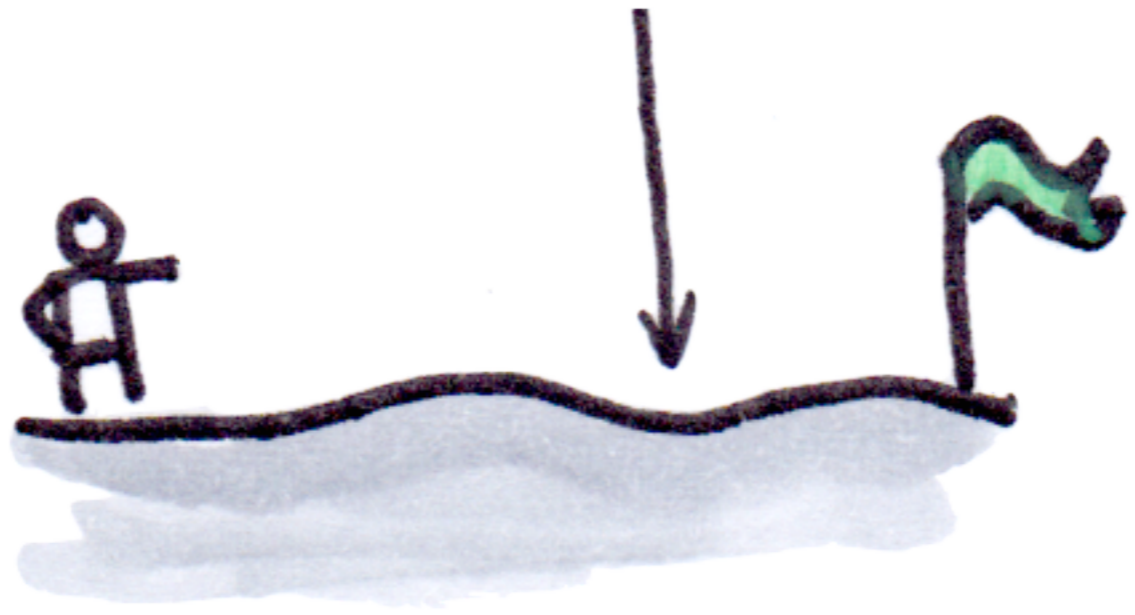


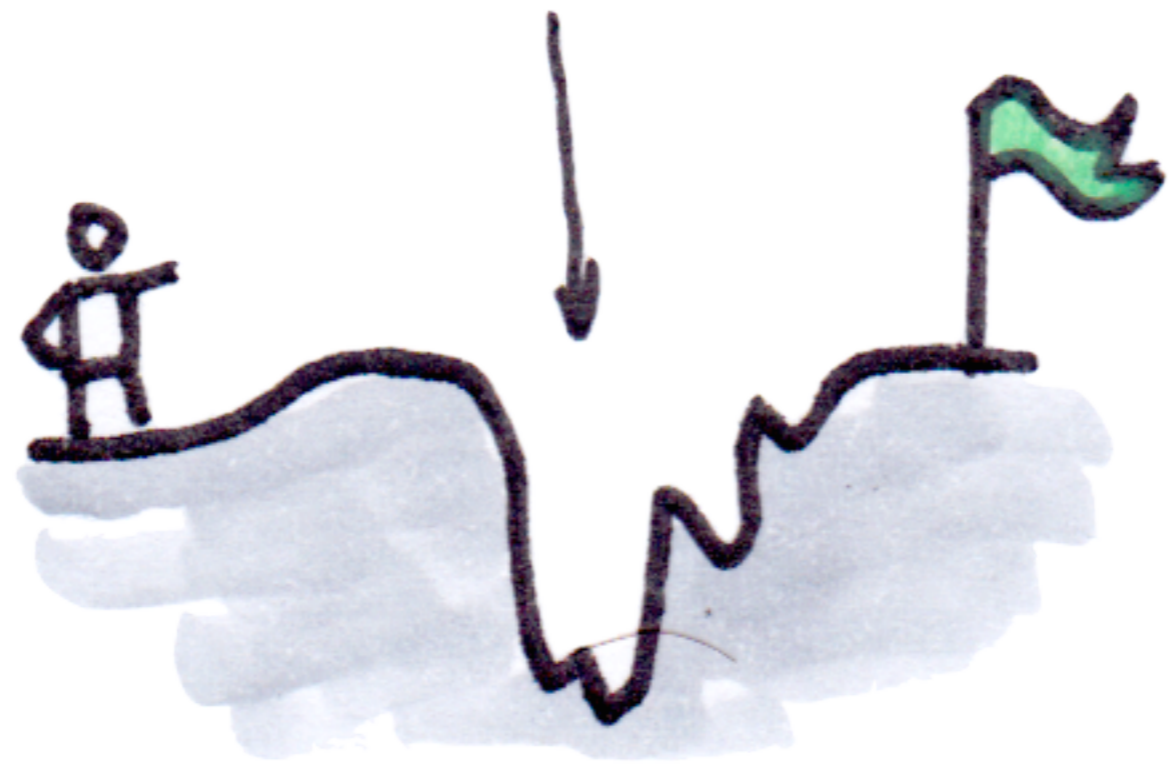
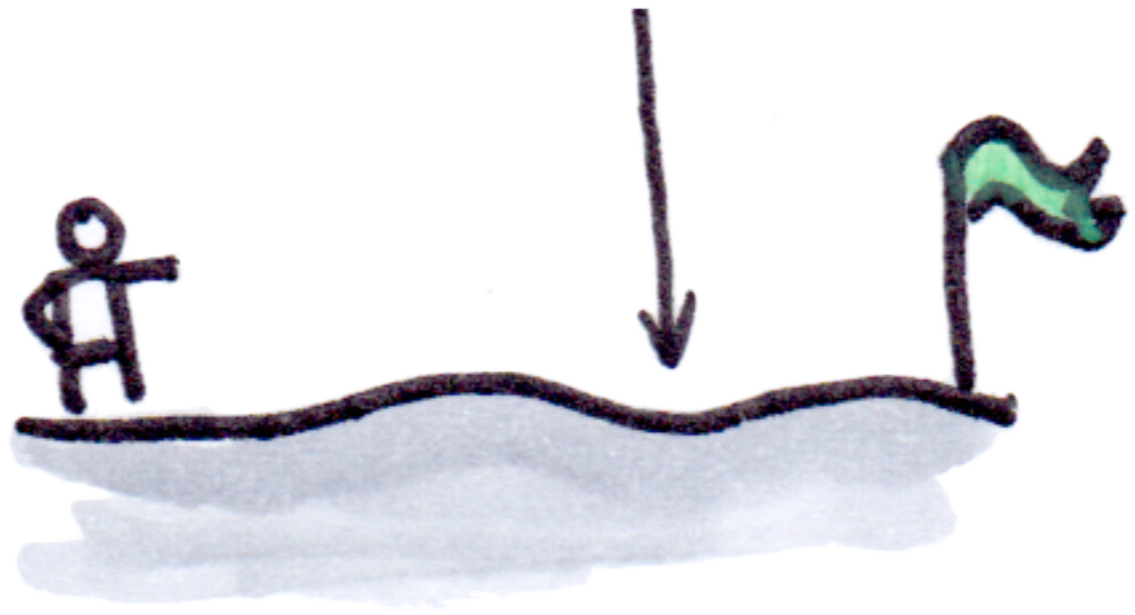










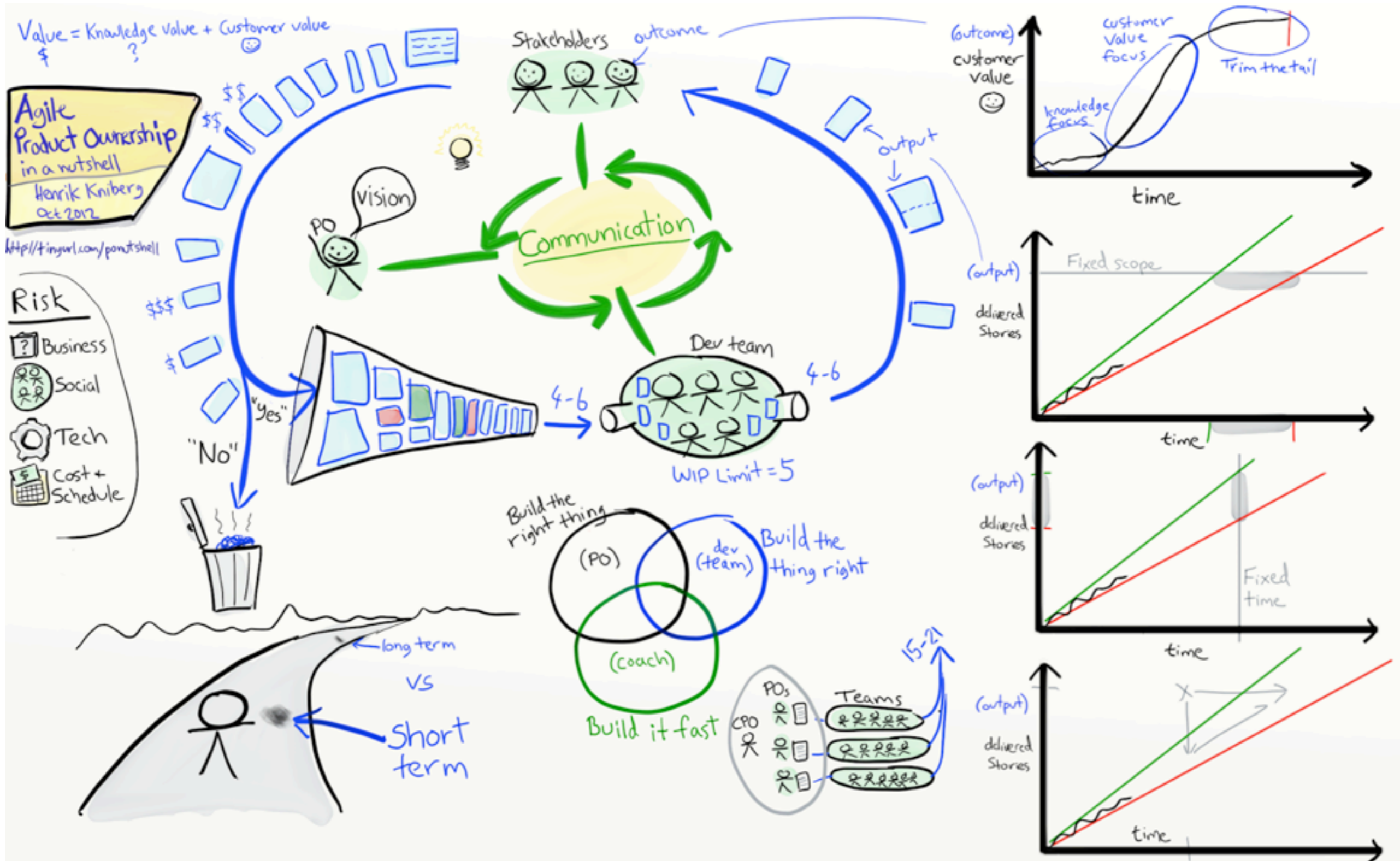


AGILE

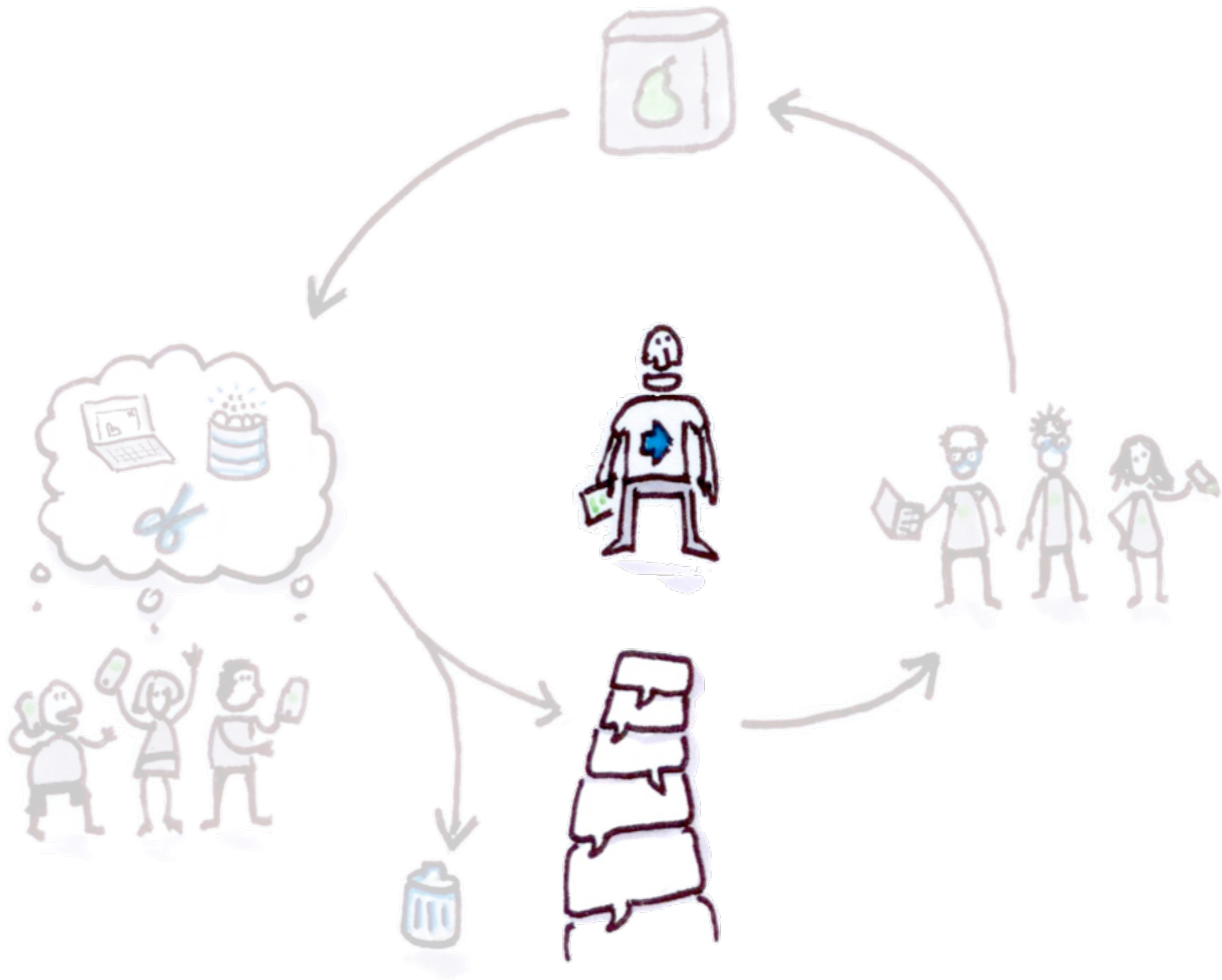
Manifesto for Agile Software Dev.

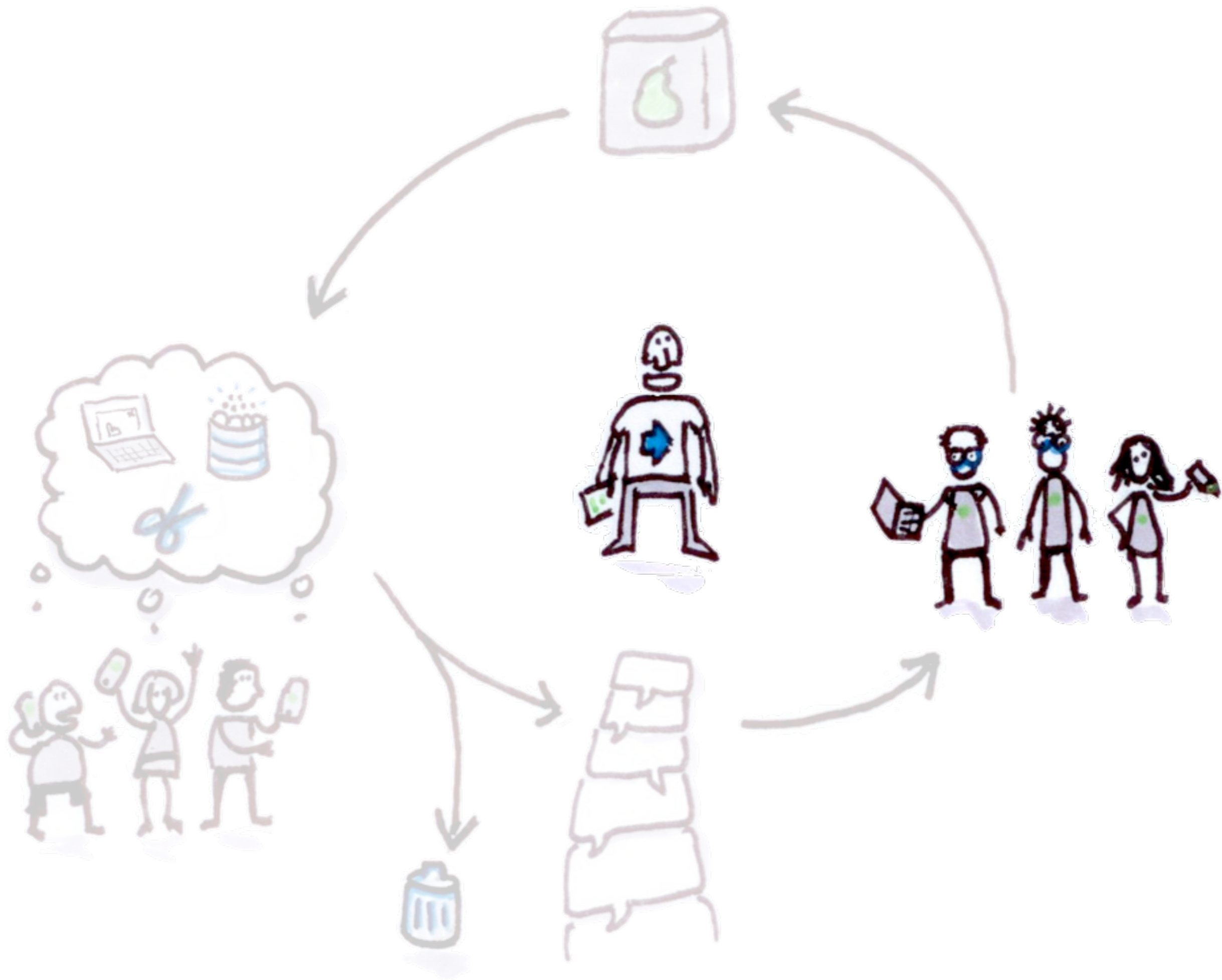
- INDIVIDUALS AND INTERACTIONS OVER PROCESSES AND TOOLS
- WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION
- CUSTOMER COLLABORATION OVER CONTRACT NEGOTIATION
- RESPONDING TO CHANGE OVER FOLLOWING A PLAN

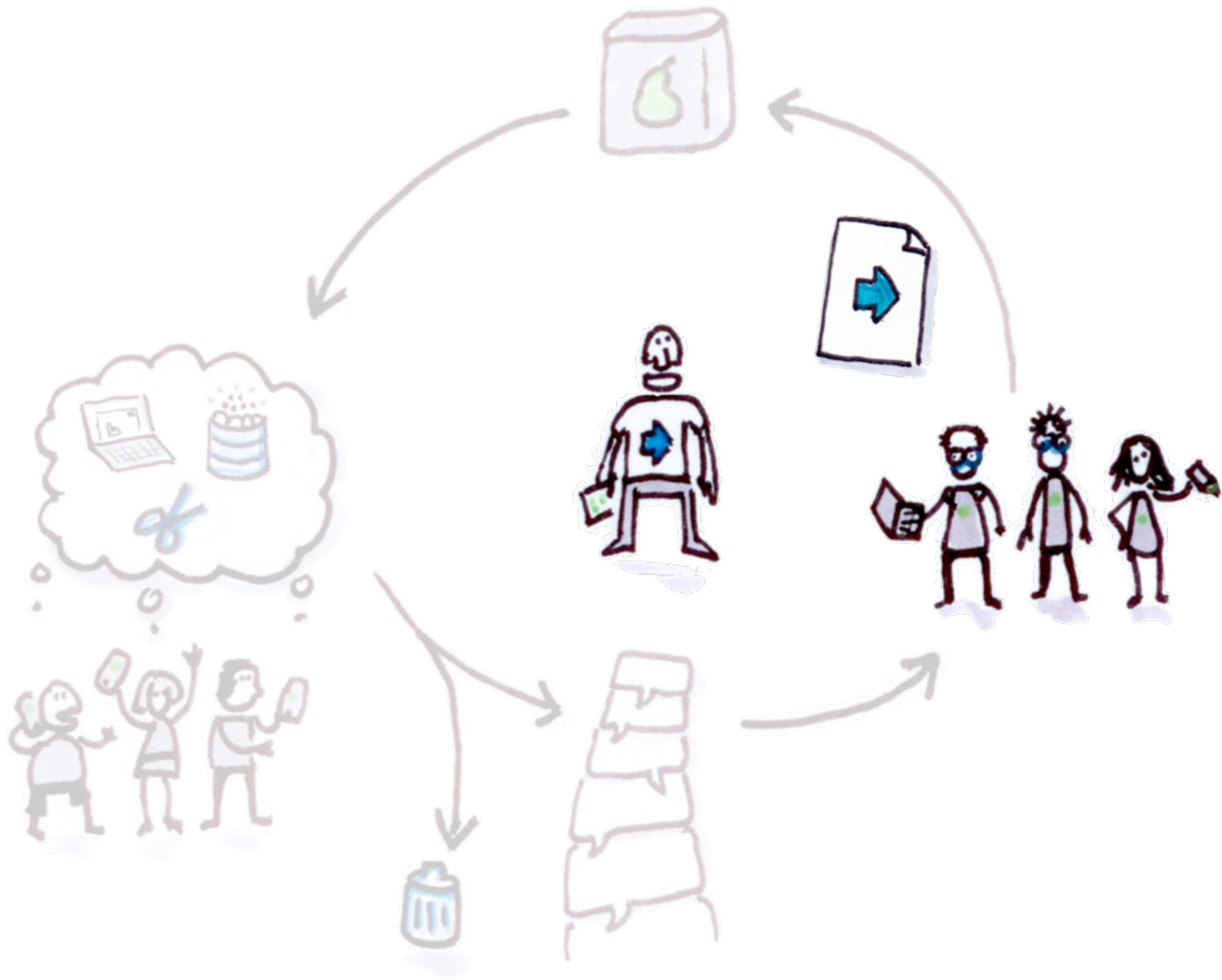


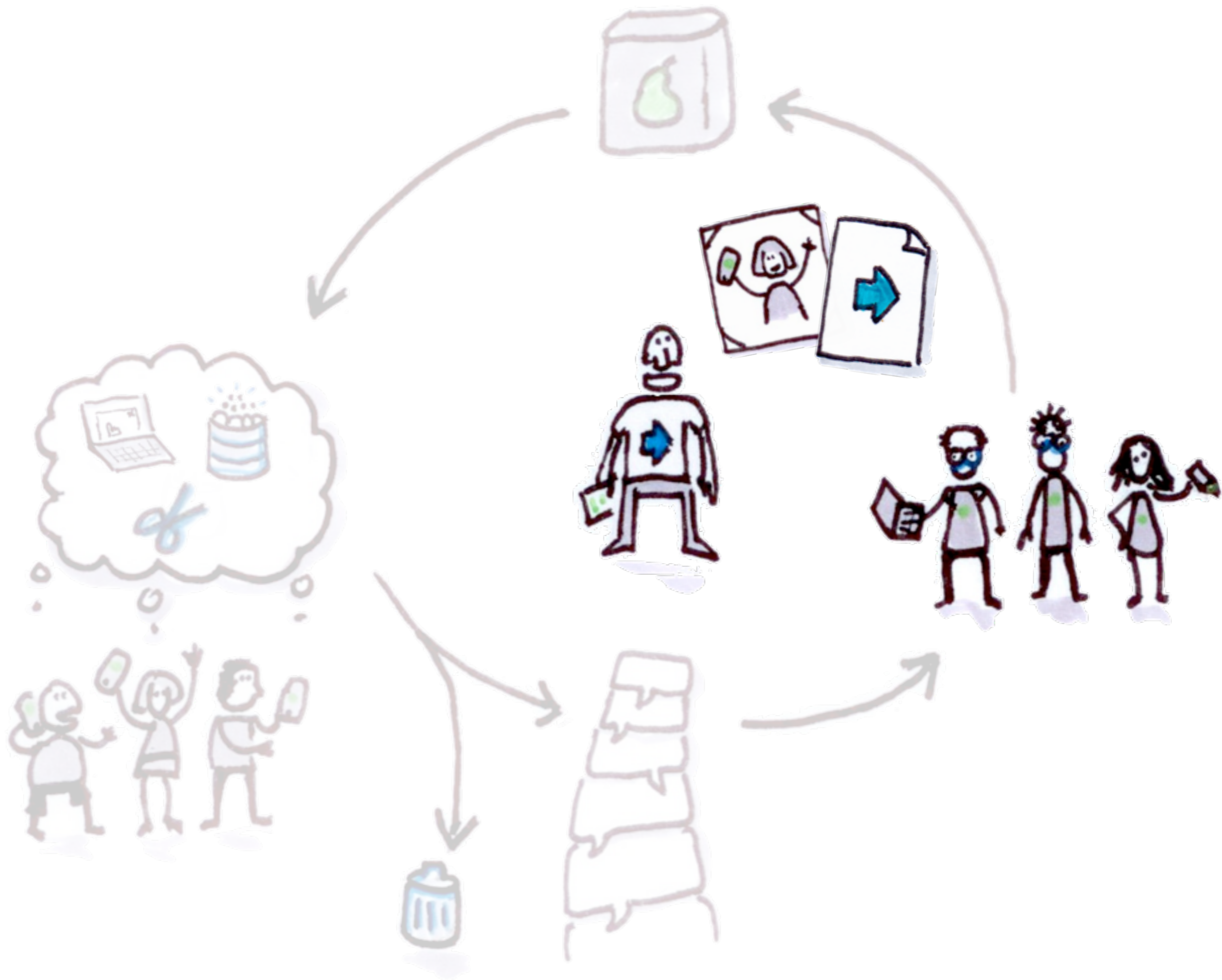


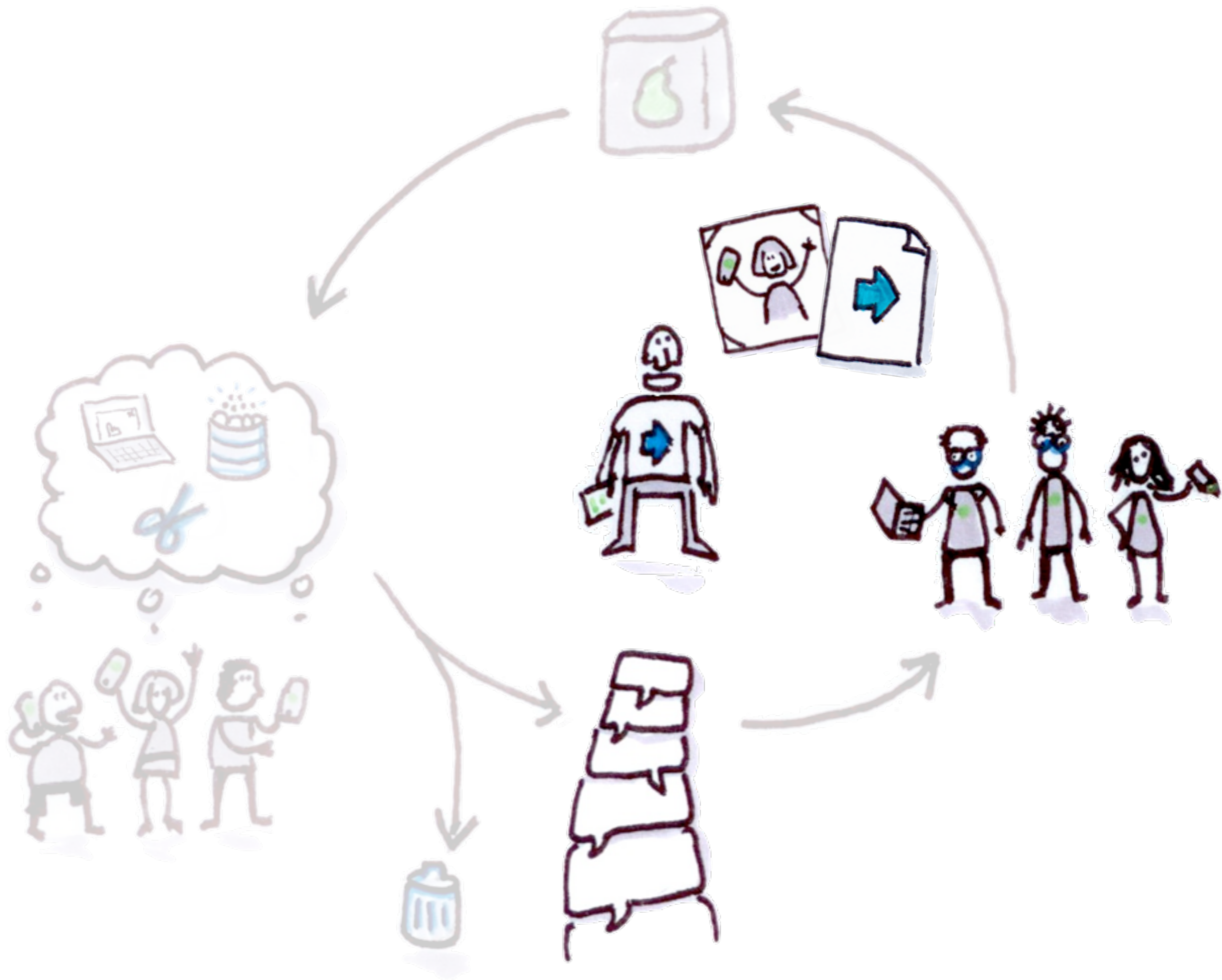
Product Ownership in a Nutshell

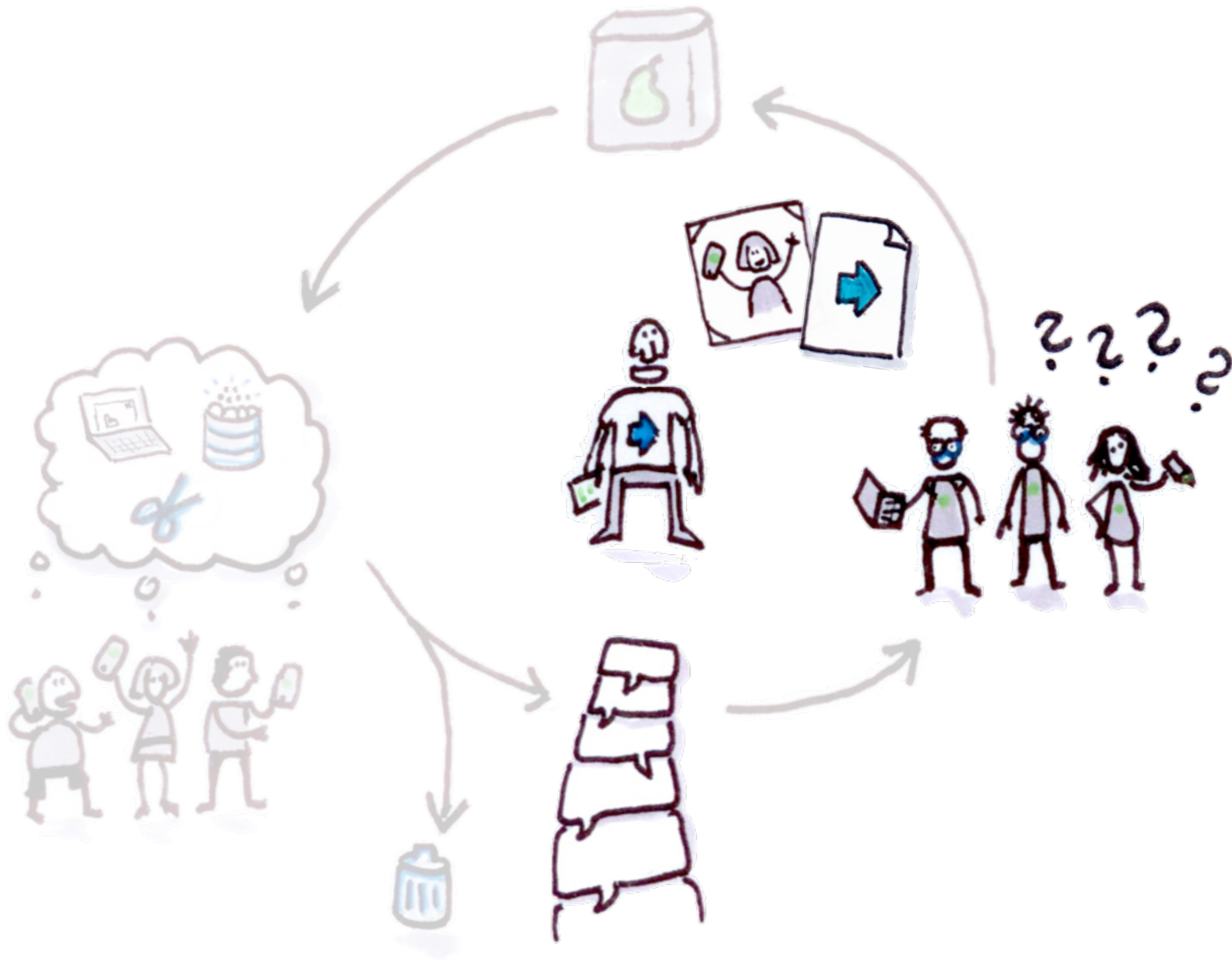


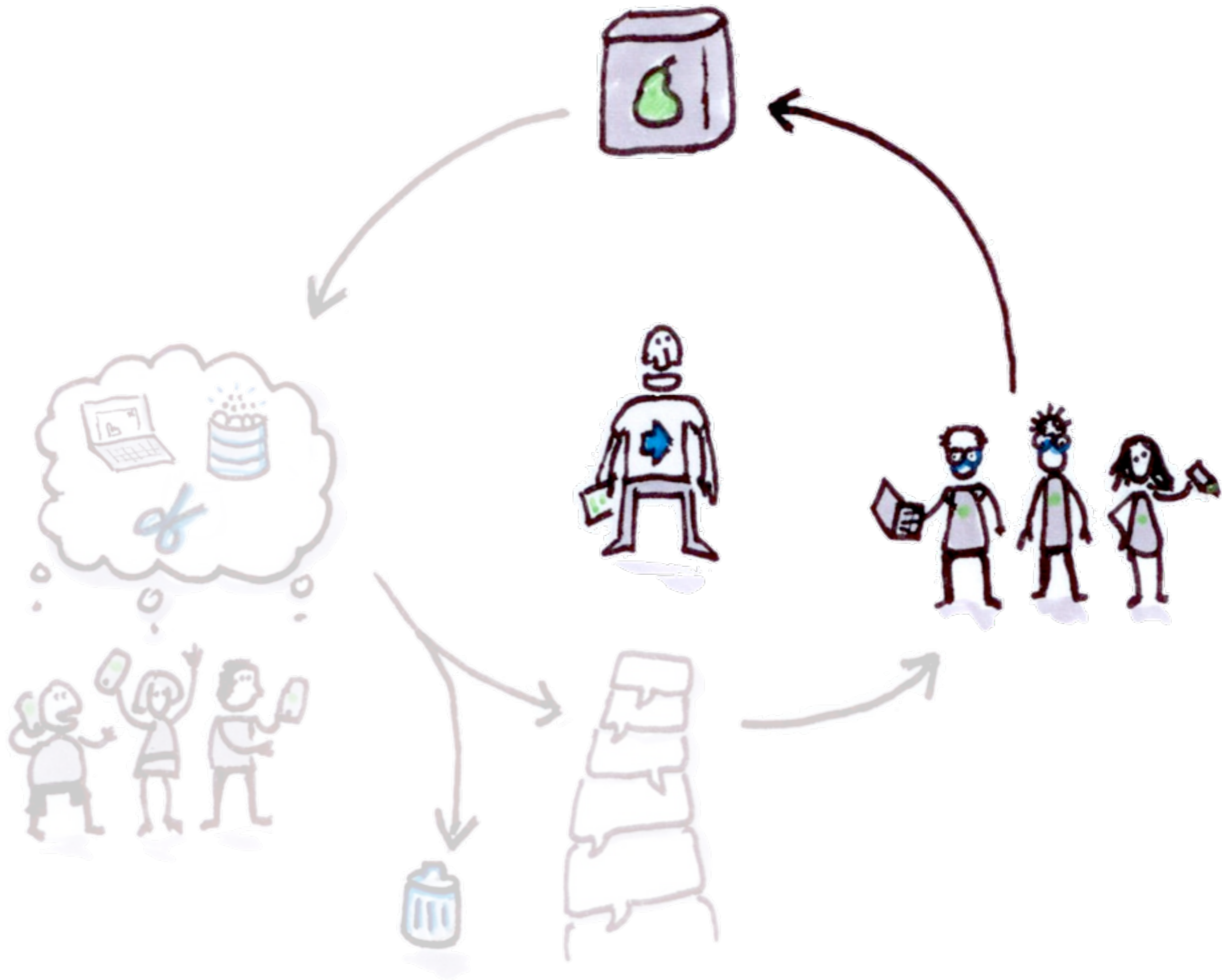




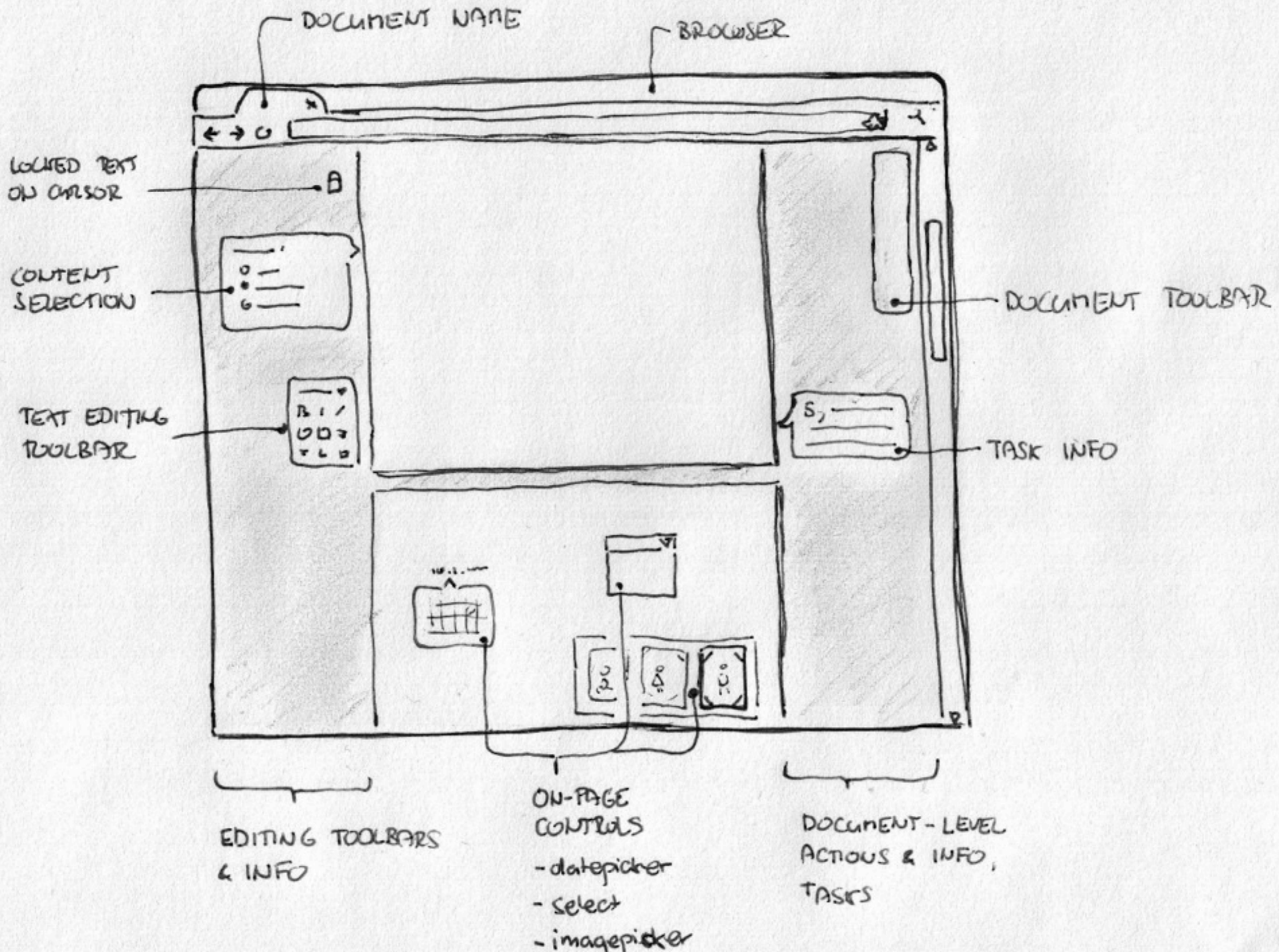




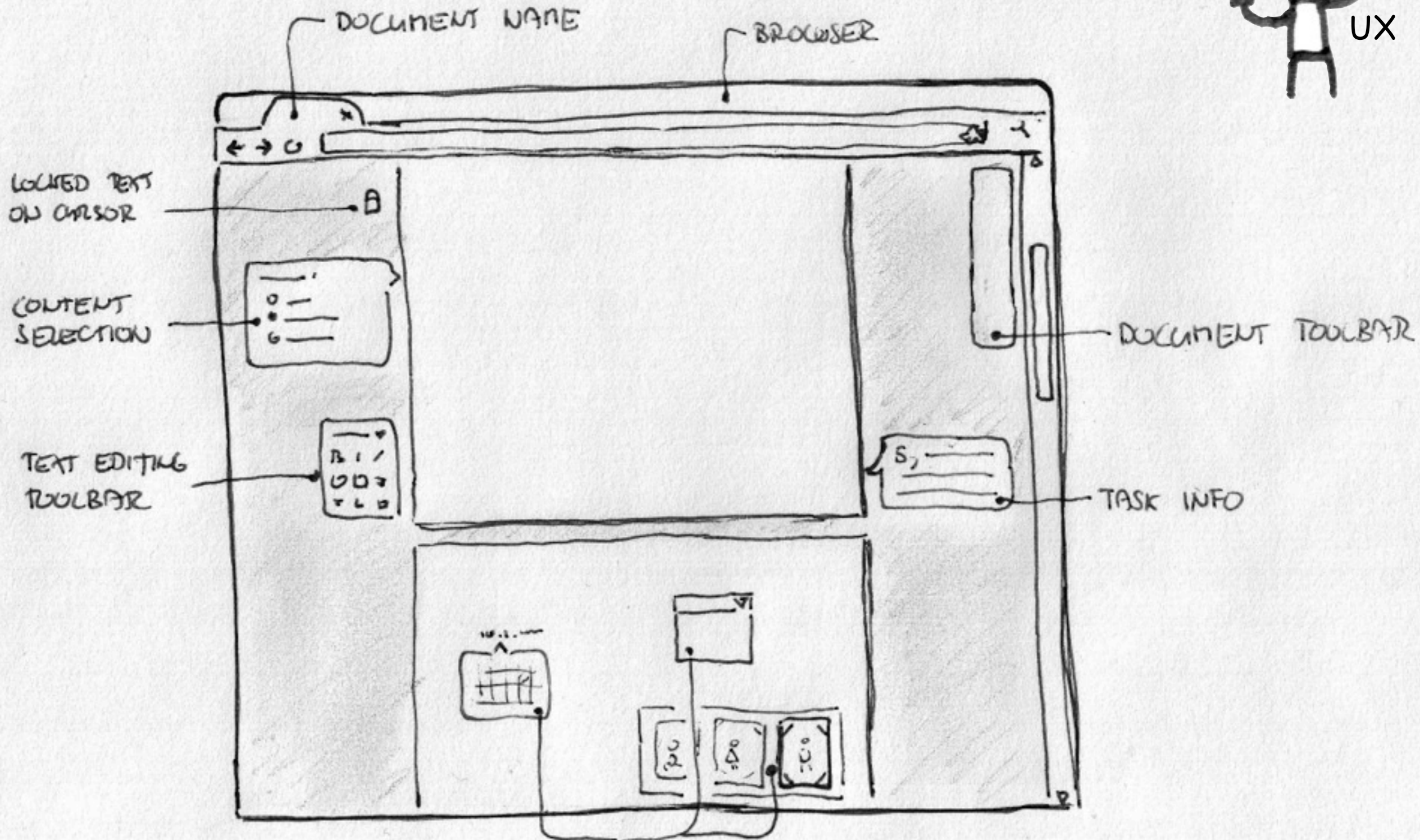




- LETTER EDITOR -



- LETTER EDITOR -



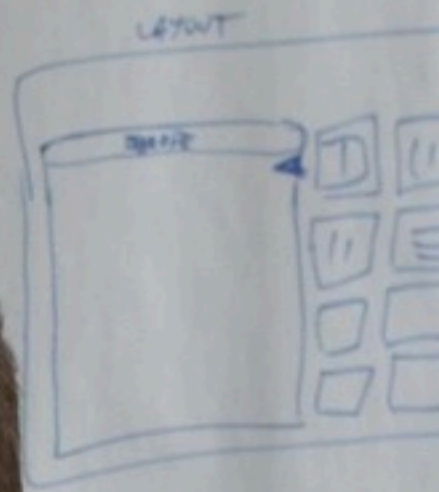
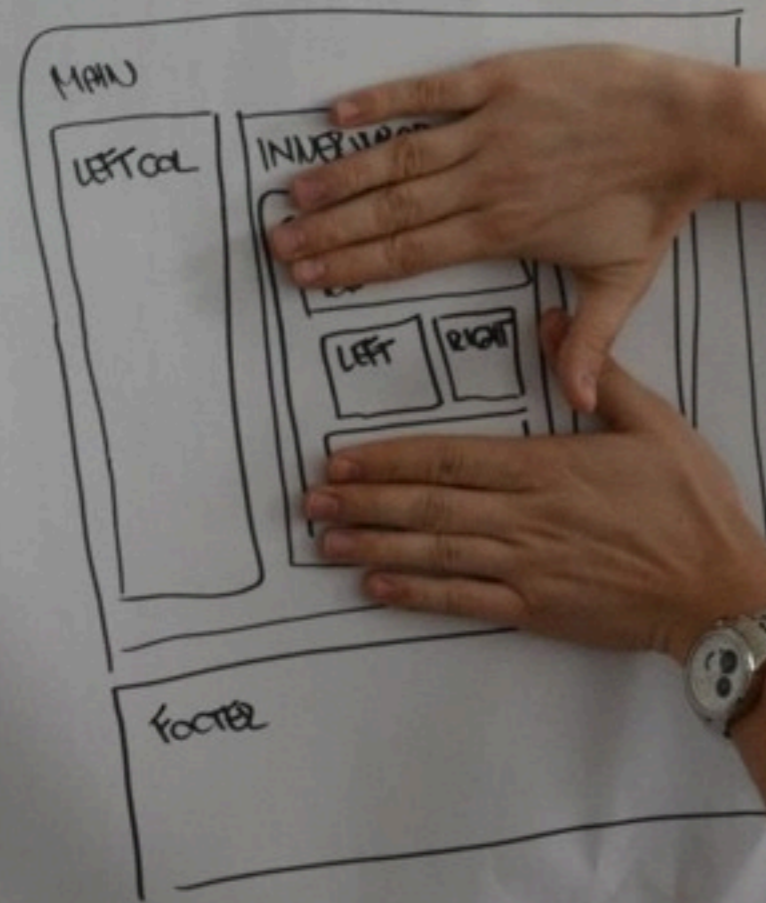
EDITING TOOLBARS & INFO

ON-PAGE CONTROLS
- datepicker
- select
- imagepicker

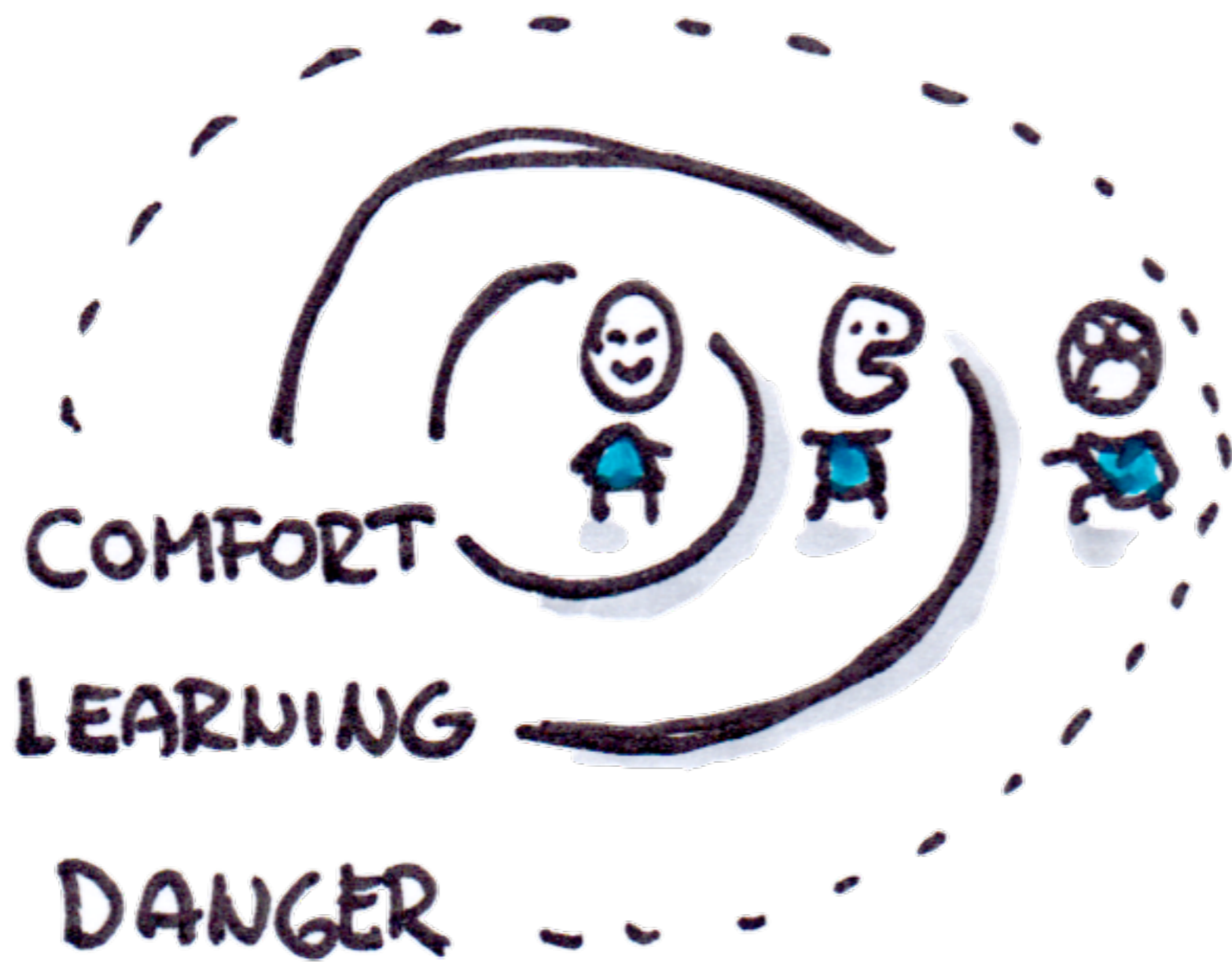
DOCUMENT-LEVEL ACTIONS & INFO, TASKS

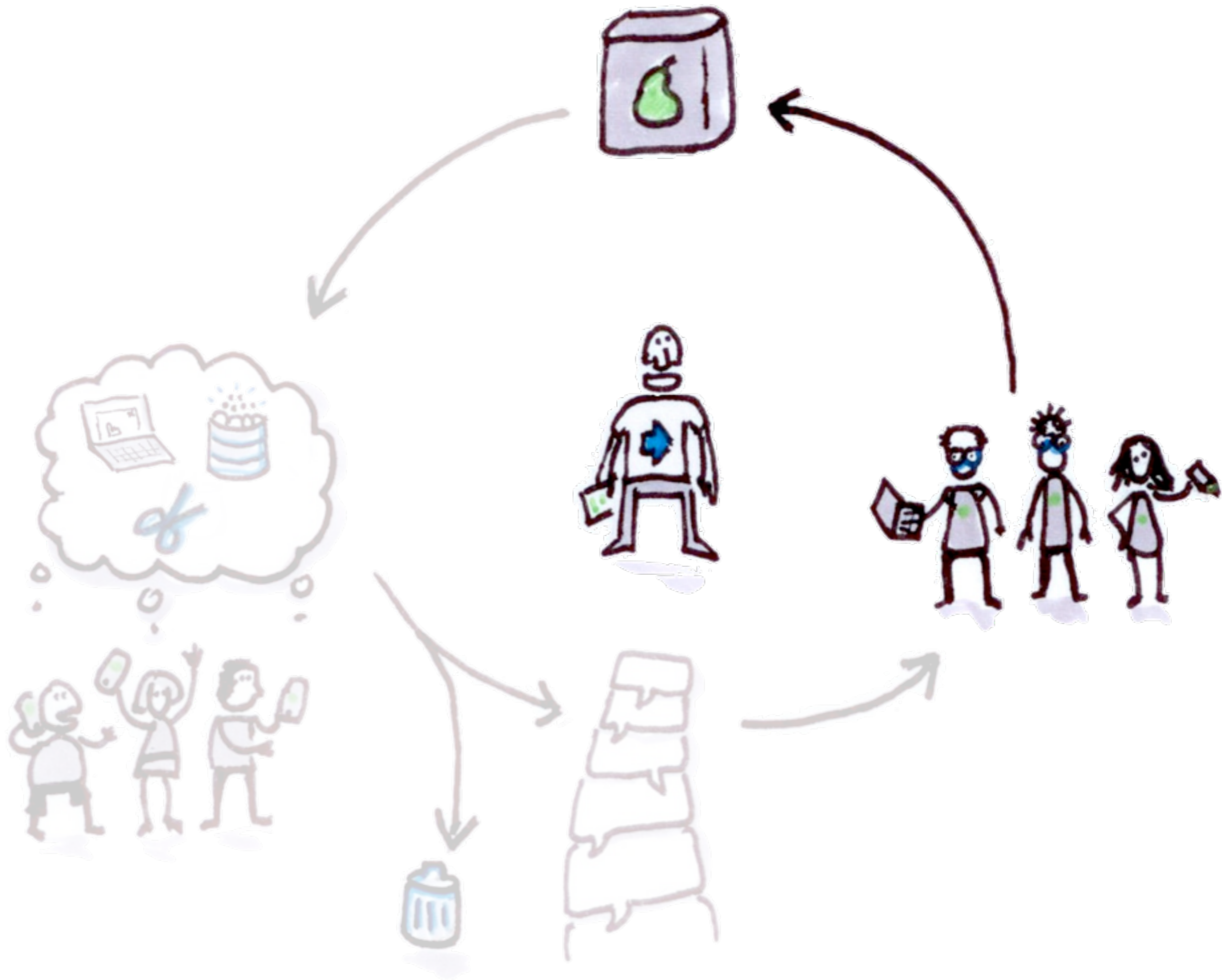


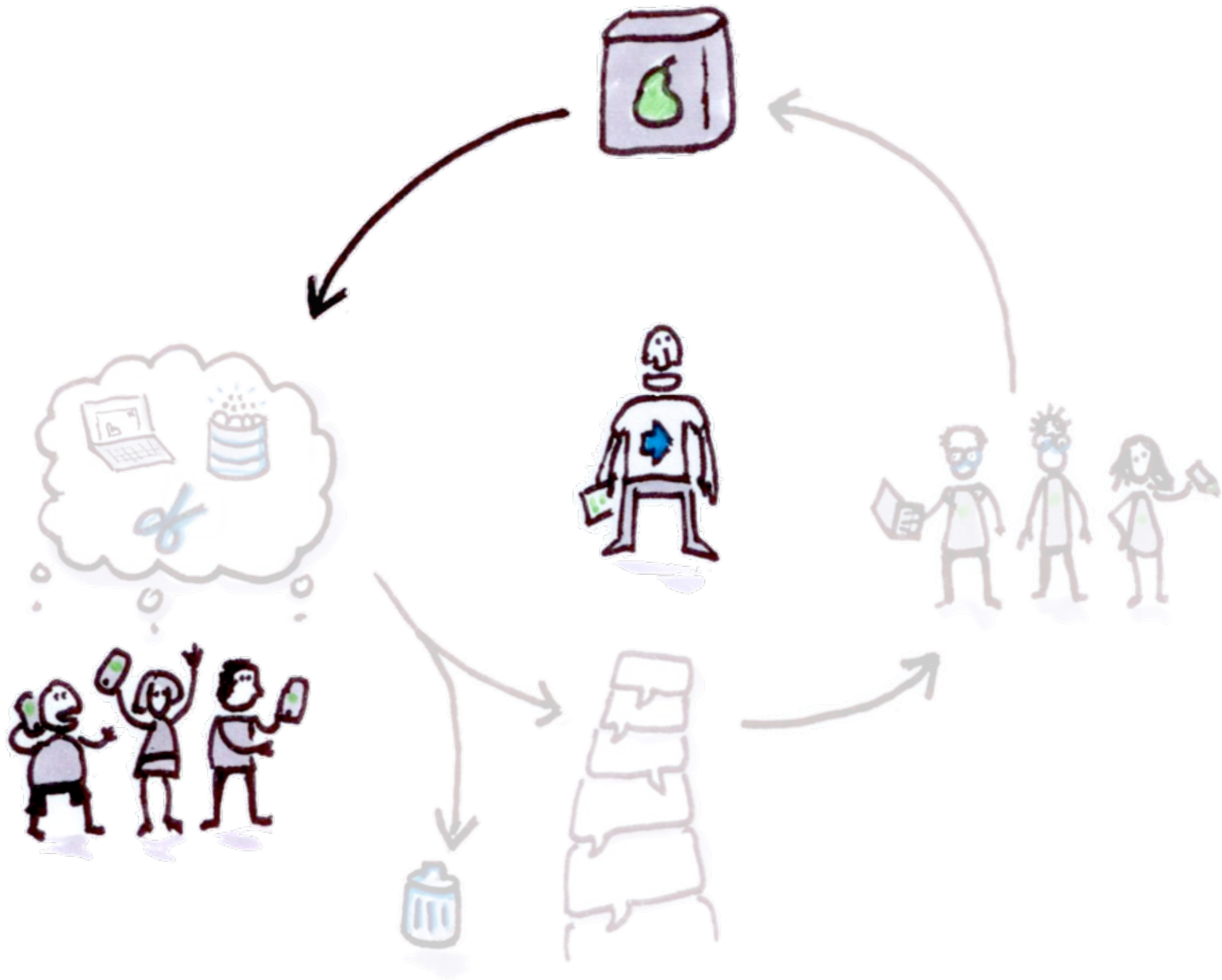
TOPBOX
LEFT_TB CENTER_TB RIGHT_TB













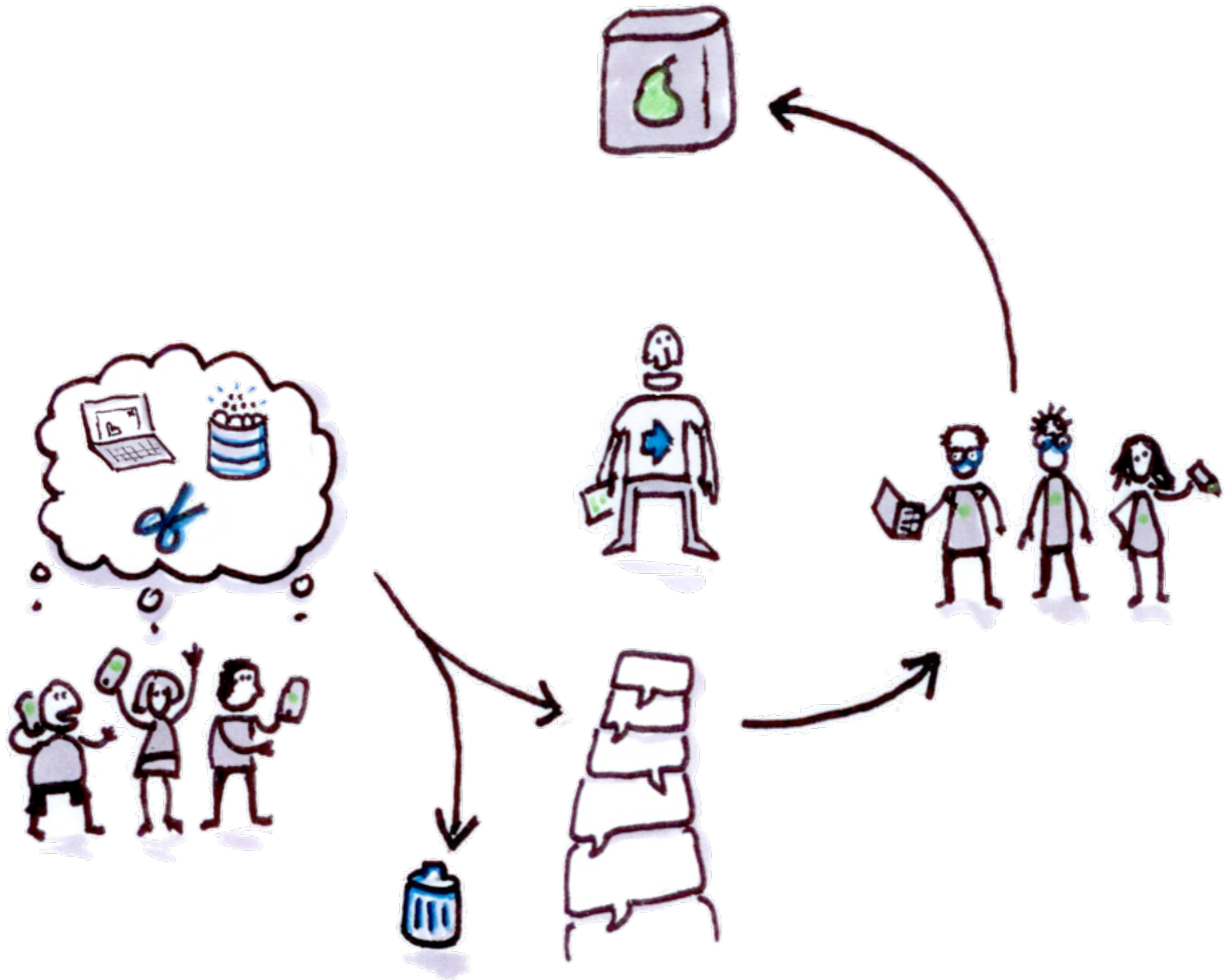


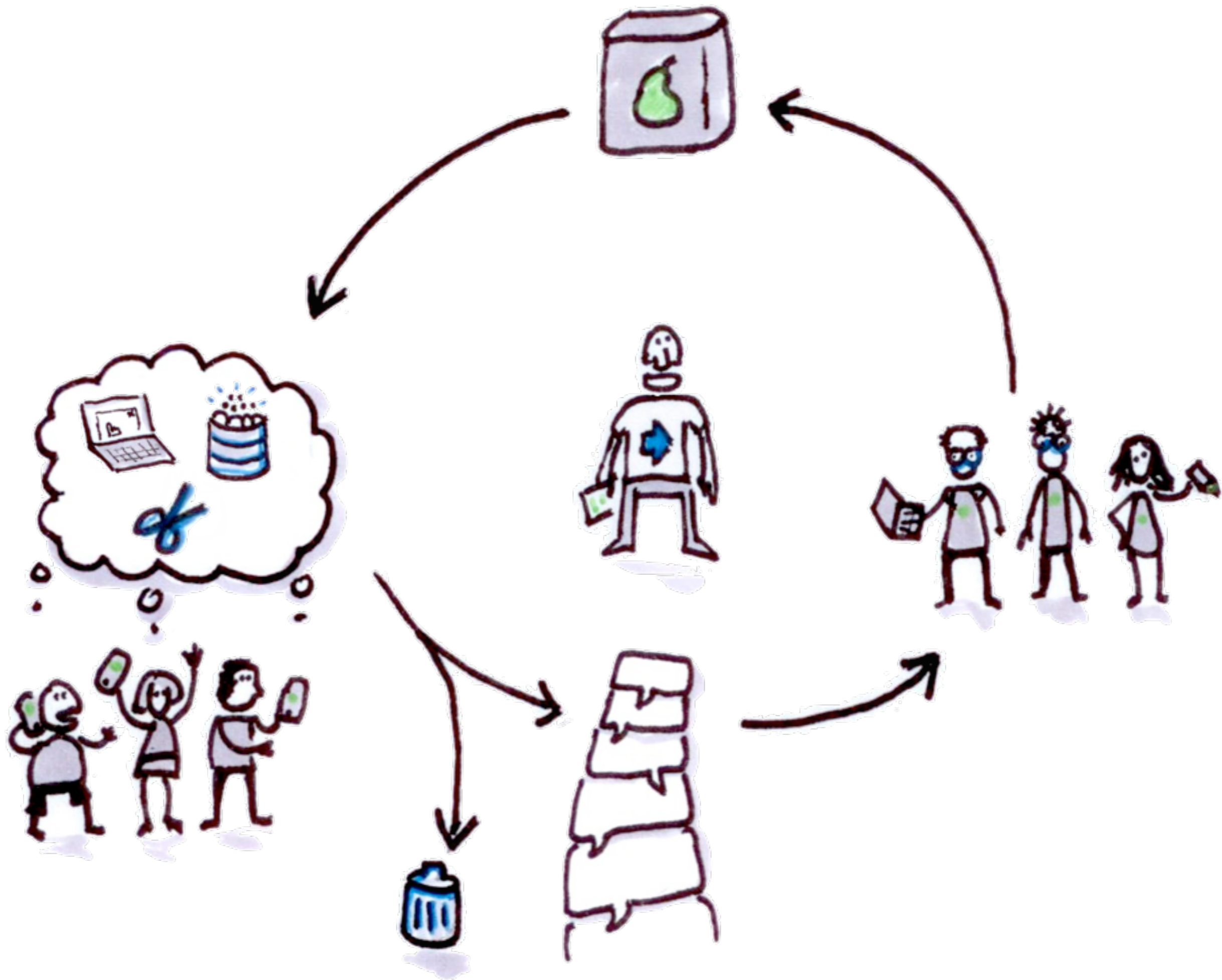












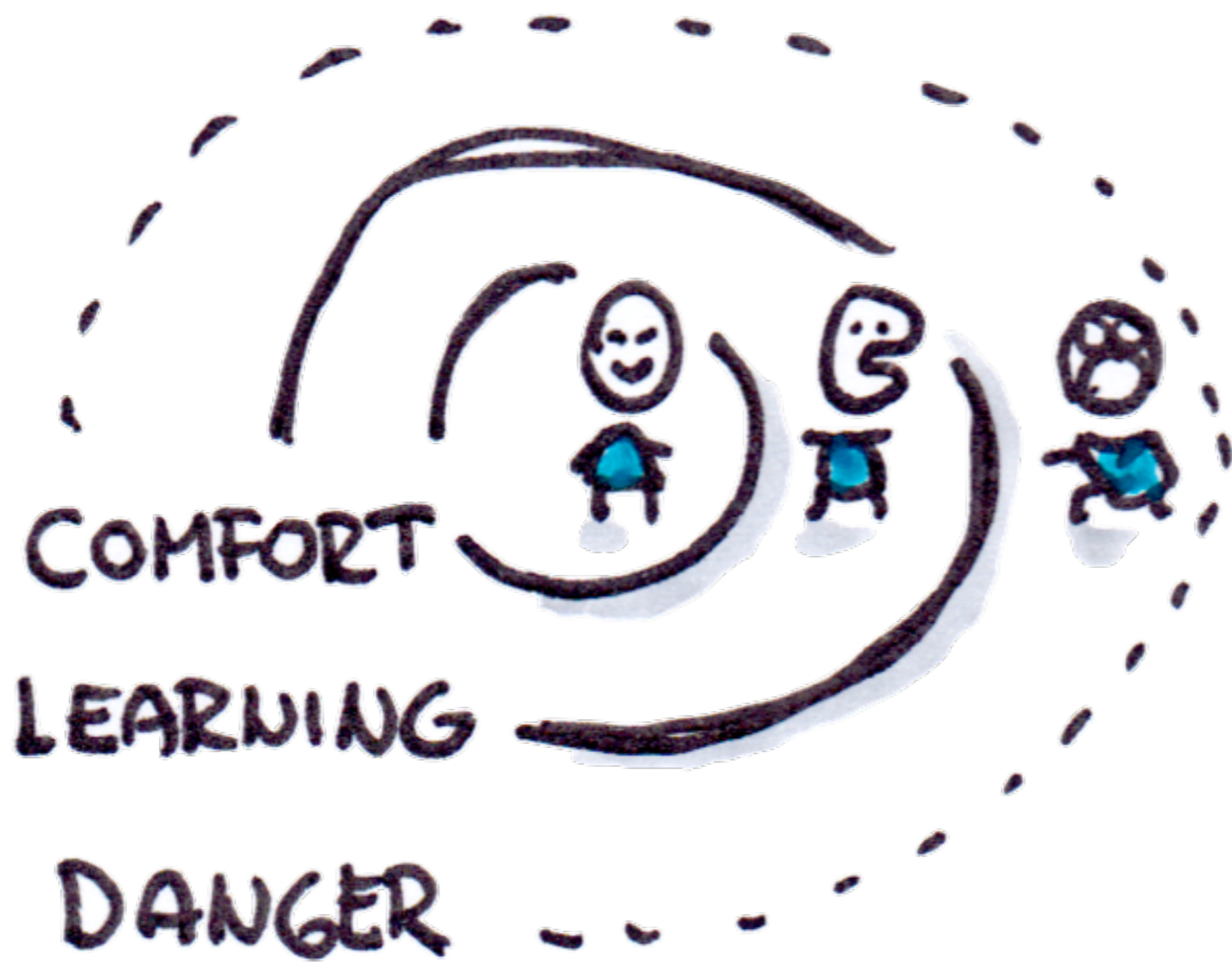


Skills





Communication



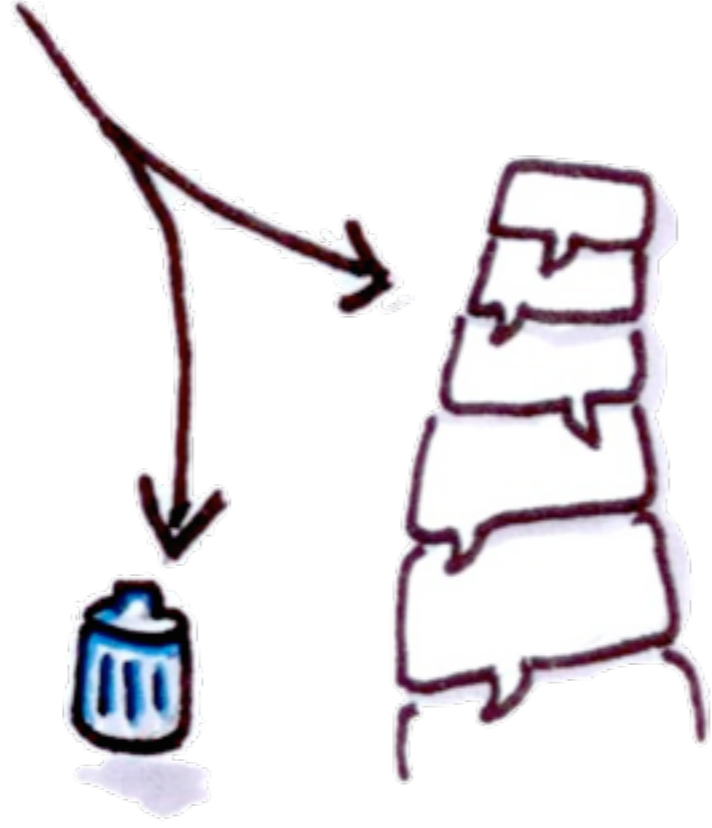






(Guts to say)

No





















Incremental Thinking

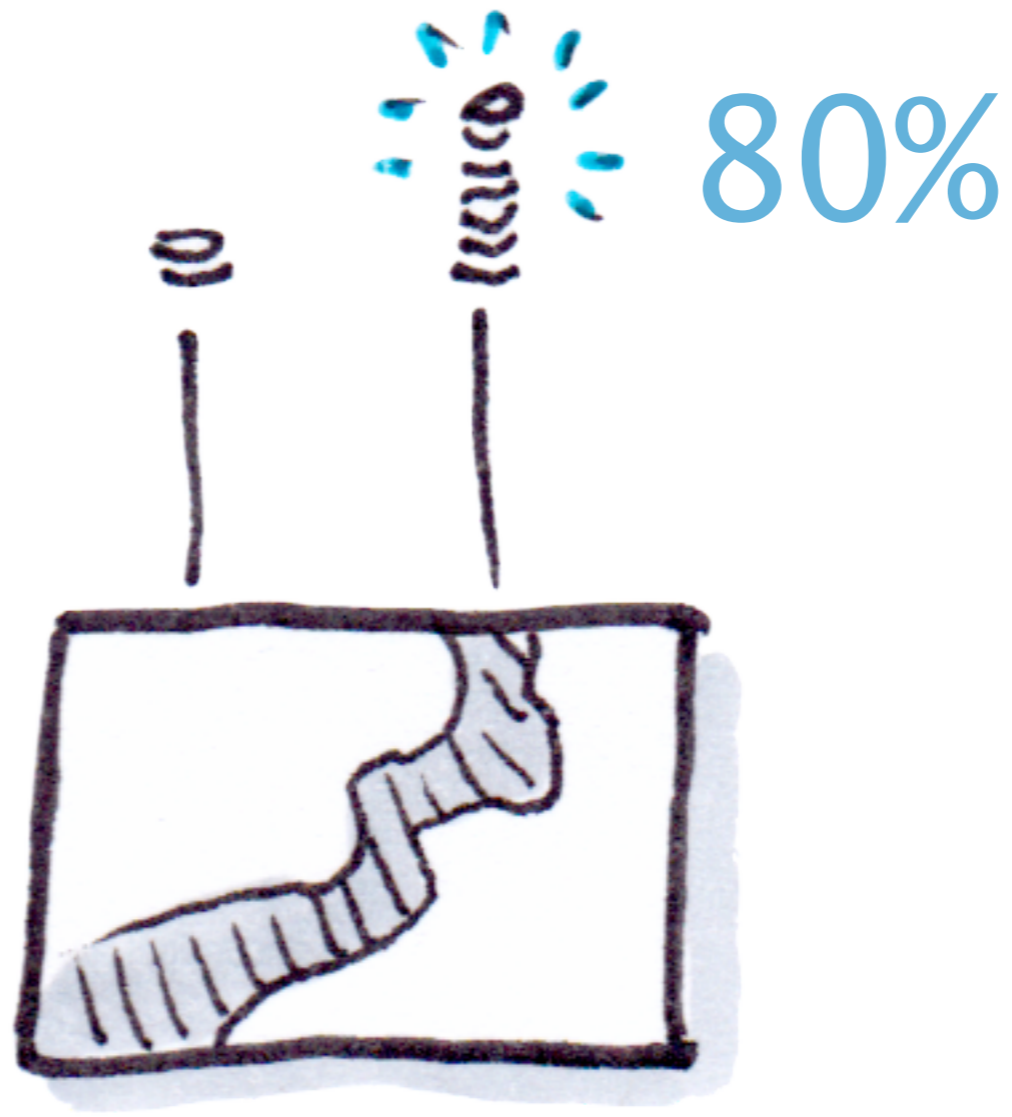
Max records his trip to
share tips and inspire
others.



Max records his trip to share tips and inspire others.



Pareto



80%

20%



Max records his trip to share tips and inspire others.

- visited spots on a timeline
- article about the trip
- integration with Trip Journal app



Max records his trip to share tips and inspire others.

- visited spots on a timeline
- article about the trip
- integration with Trip Journal app

Max writes article about his trip to inspire others.

- links to from spots to the article



Vídeň / Pod mostem ×

Z tramvaje můžeš vystoupit skoro na spotu. Žádný dlouhý skluz ale nečekej, betonové pilíře jsou docela blízko sebe.



Spots ☆

File Edit View Insert Format Data Tools Help

Last edit was on August 5

\$ % 123 Arial 10 B I S A

	A	B	C	D	E	F
1	name	headline	description	verified	lat	lng
2	Albegna		<ul style="list-style-type: none"> - 600m nad ústím řeky - železnice - wifi v baru v městě - 2 kempy přes železnici (Picolo Paradiso) (přes léto vyprodané) Wifi - 1 malý kemp přes cestu - přístav - oblázky / písek - místo hor planina - ostrůvek na obzoru 	0	44.04928231317	8.228098559327
3	Andora		<ul style="list-style-type: none"> - surf obchod - písečná pláž - surfařský beach klub - slunečnick na slunečnicku - wifi v baru Luca 	0	43.94943824675	8.150280023158
4	Arma		<ul style="list-style-type: none"> - Žádný kemp - vlnolamy chrání pláž - písčité pláž - údajně mělko 	0	43.830555	7.85347
5	Baie de Quiberon			0	47.548492	-3.112907
6	Basin D'Arcachon			0	44.695019	-1.121979
7	Beauduc / Jih	Na jedné straně písečné duny a saliniště, na druhé nekonečná mělčina. Takhle vypadá přírodní spot, jen se nenech odfouknout moc od běhu.	Jídlo a vodu s sebou Obecne nadherne misto, jen pozor na prilivy aby jsme rano nemeli vodu do pul auta. A nenechat se vyvest z miry tim ze navigace bude ukazovat, ze jsme v mori :) Odsolovací nadrze a mraky plamenaku.	1	43.397095	4.575634
8	Beauduc / Sever	Na obrovské planině se dá skoušet landiting, pláž vede až bůhvíkam, takže místa na start je tu dost. Duny jsou zaneřáděné toaletákem.	http://www.windfinder.com/forecast/beauduc http://www.windguru.cz/int/index.php?sc=48606	1	43.406544	4.589882
9	Bol		http://www.croatia-beaches.com/windsurfing/brac_bol_beach.htm	0	43.256142	16.636391
10			Radek: tohle je pro mě určitě number 1. Krásné prostředí, mělká voda. Jen se bojím ceny. http://www.jibe.cz/69-karibik/668-bonaire/ Popis spotu http://www.google.cz/images?q=bonaire+windsurfing&oe=utf-8&rls=org.mozilla:en-US:official&client=firefox-a&um=1&ie=UTF-8			

AGILE

KDE TO MENI' UHODNE' (UMLUO CENA ZA REFACTOR)

emergent

+ KUDU BACH TAN (HTEL) (UXD, PERP)

ROSTENI' K NEPOKOTELNEK PESIGU

USELESS CODE FUNCTIONALITY

DOMNENY FINGERSTONING

PARUETNA DETIME FUNCTIONALITY

PROFIME (UMLUO) DENI' (UMLUO)

END OF THE WORLD

+ PORUCH S VLEDANI' KARDEN.

UKEPSUANI' PRUCI

PRECIJ

NAURH ARCHITECTURA

NAURH API

KAPITOLN TANESE SHURA

REFACTORING

DO NOT USE NORMAL REST.

ZARITOVANI' BYTH

PREPRAVA PREZENACI

PLINUVANI' DOVOLENE

JAK TO UDELAT, ABY TO BYLO RECHETI?

VYCAVANI'

FINDING INK?

UKLECI

CREATIVE PROCESS, FLOW

HOLENI

SCHBOT S PERFECTIOUS-NET-IA

CHINA USU2 - Vertical

CU. DUKRENI' BODDELI ZE ZENE D STAVEM' BARNA - IMAGINAZNI' PROJEKT

D VRESEM' JEA

O PEDESICU INFORN. ARCA

- TEDIH 747 ODBERATEL

- NEUCI' MIT (3 LIDI)

- STAVBA MECTHO

- ZIENA PRACEST S LEGEM

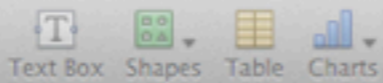
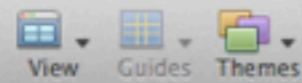
" PO IURETENTECHI TE TO PRACEST " UPRAH AHTA

" IVEENSTJE DENSI' " IURETENT " HYMET SVEPTIK " PARETO ZA SVEPTIK

ZARITOVANI' BYTH

MITU UMIT DAVO PRINADY





1



2



3



4



5



6

SIMPILY: 4 po třech nebo 3 po 4

▷ NAJIT PROBLEM max 5 min

(VĚTŠÍ = rychle vyřešit co více úloh)

x → dostanou

- BURDEL KŮPELE

- ZAPÍZEMÍ OBŮVAK

- STAVBA DŮM

- PARALYZACE - odd. odd

-

předschůva 1 min

→ KŮPELE KŮPELE

▷ PŘEJÍT NA ÚKOLY

(intramatin' (po 1. úkolu lano))

Level of effort

5 min

10 min

PROBLEM

1

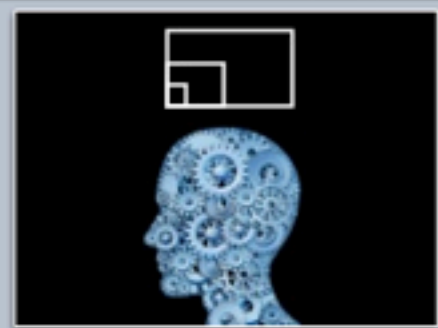
2

3

4

= 25

WATERFALL - JAK JINAK?



1



2



3



4



5



6



7



8



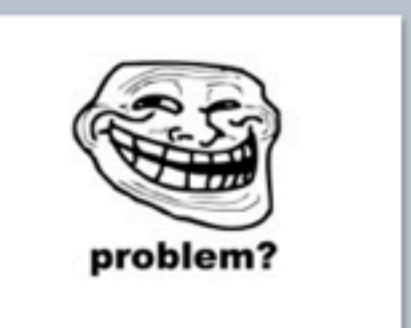
9



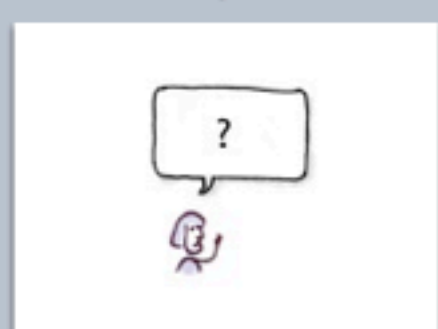
10



11



12



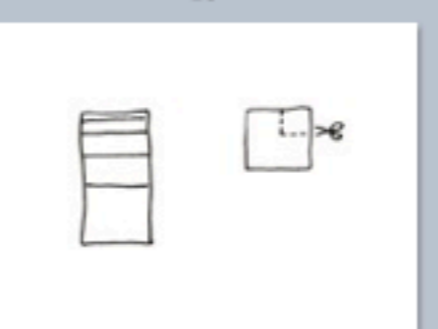
13



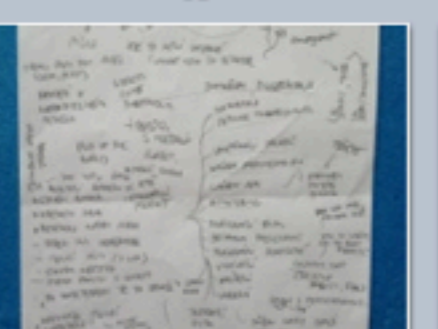
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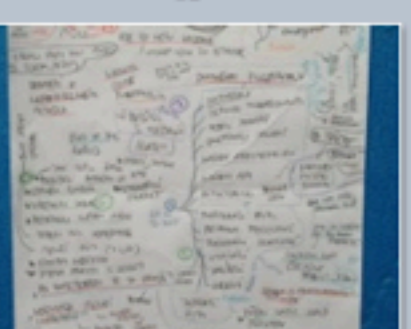
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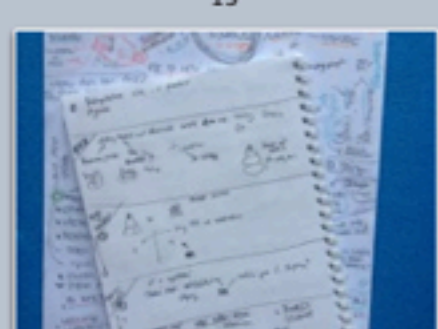
16



17



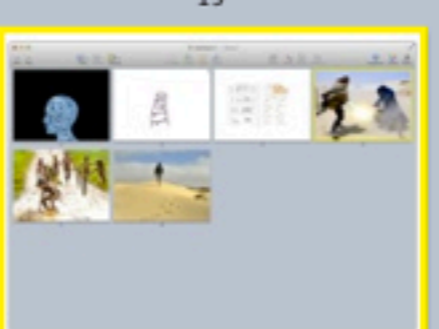
18



19



20



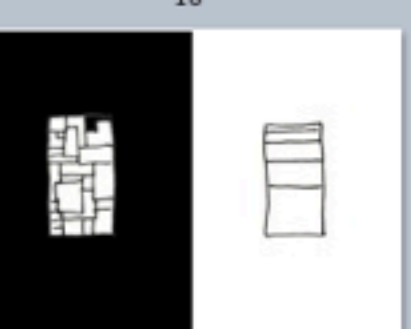
21



22



23



24



25



26

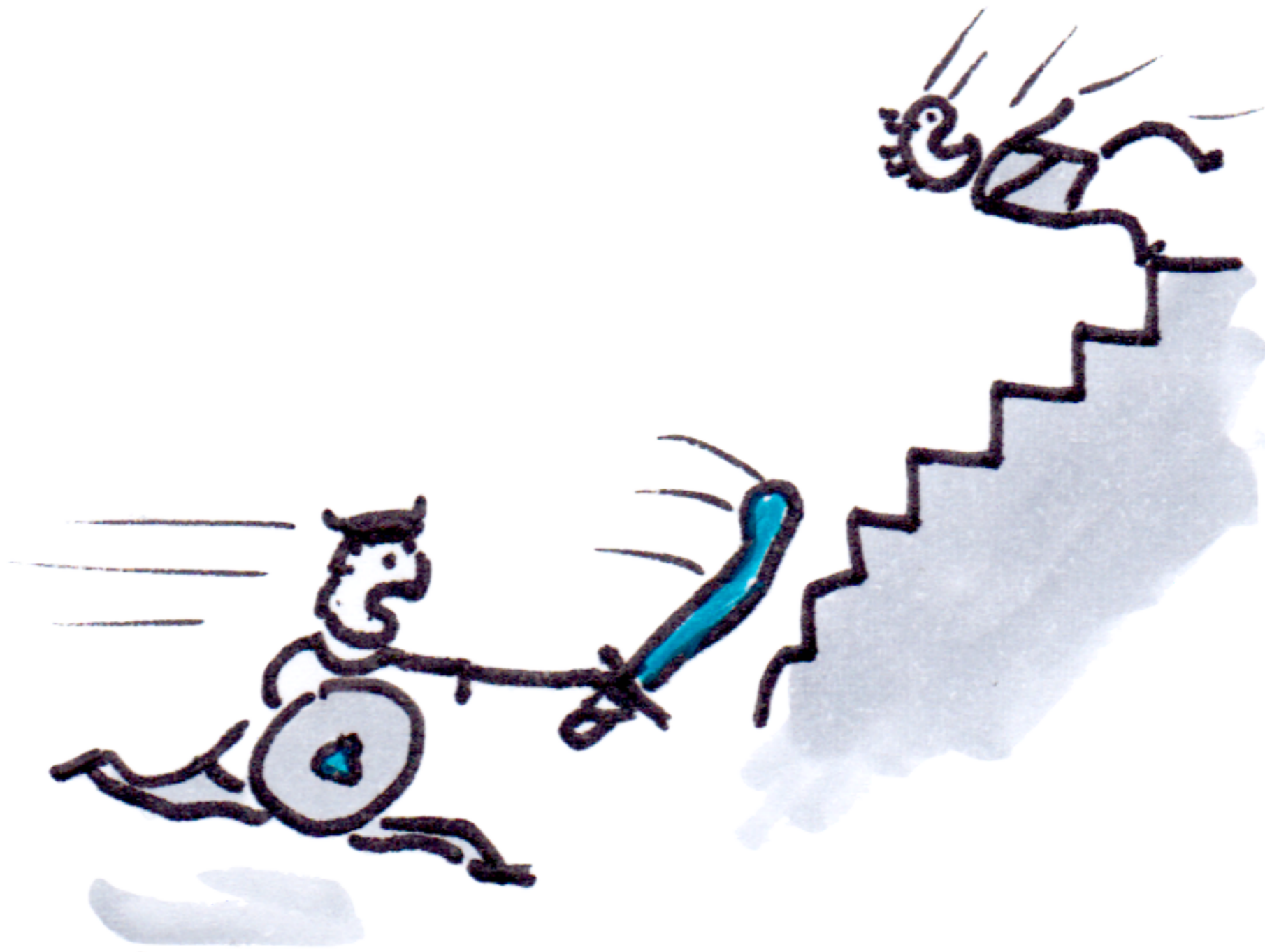
Any intelligent fool can make things bigger, more complex and more violent. It takes a touch of genius and a lot of courage to move in the opposite direction.



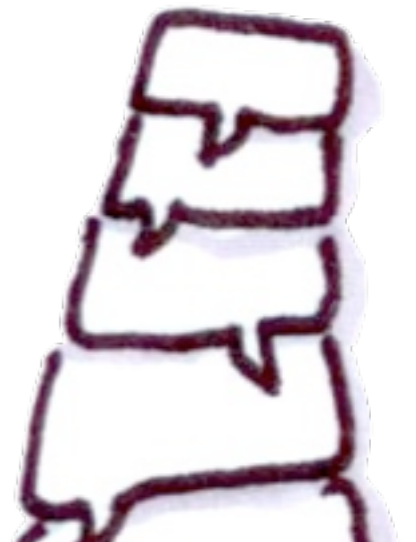


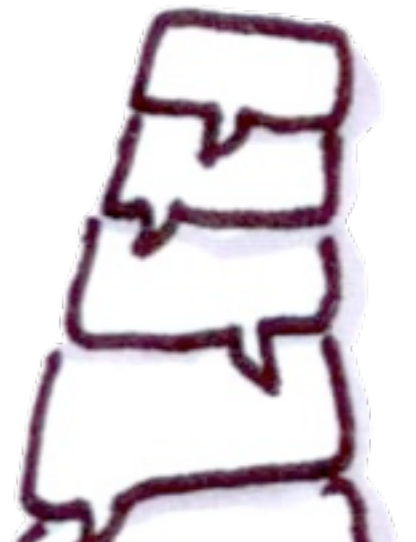


















<http://bit.ly/nikdo-agile>





@nikdo

