AGILE HAMMER

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WHY THE HAMMER?

Decomposition

Imagine you need to put a nail down and decide to use a hammer, but you do not see the value or just don't know how to use a hammer? So you decide to decompose the tool...

* *"Important Words about Scrum and Tools" by Mishkin Berteig at*
http://www.agileadvice.com/2012/01/17/scrumxplean/important-words-about-scrum-and-tools/

THIS IS WHAT HAPPENED TO ME AND MY TEAM

It started in 2005...

In 2005, Forrester found Agile software development processes were in use at 14% of North American and European enterprises, and another 19% of enterprises were either interested in adopting Agile or already planning to do so*.

However, 49% of these projects were "ad hoc" initiatives not fully following Agile framework.**

What happened in the trenches?

C. Schwaber and R. Fichera, Forrester Research, "Corporate IT Leads The Second Wave of Agile Adoption", Nov. 2005
* * http://www.slideshare.net/rallysoftware/agile-adoption-trends

Challenges
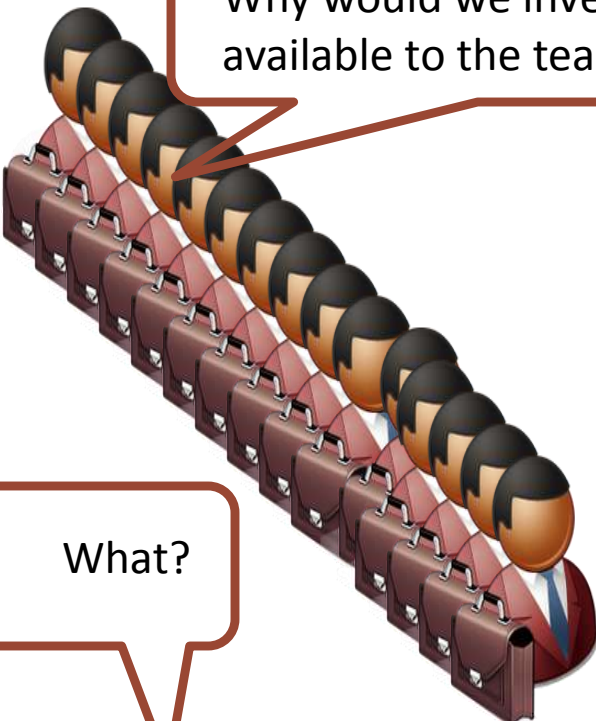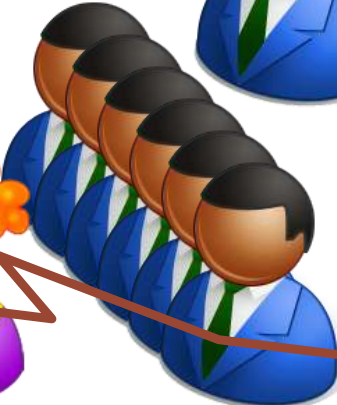
And then one day…

HOW DID IT GO?

Early phases of our Agile adoption

Sit down meetings, 1 hour long

Change of direction mid-sprint

Detailed issue discussions at scrum meetings

Estimation in hours

Mini-waterfall within each sprint (2 overlapping teams)

Preparation for demos took hours

User stories were long, ambiguous, and acceptance criteria were missing

Wrote detailed test cases

* C. Schwaber and R. Fichera, Forrester Research, "Corporate IT Leads The Second Wave of Agile Adoption", Nov. 2005
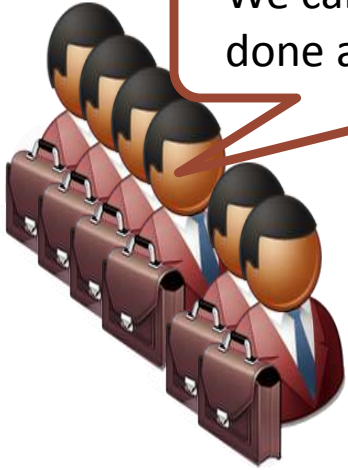
And then one day…
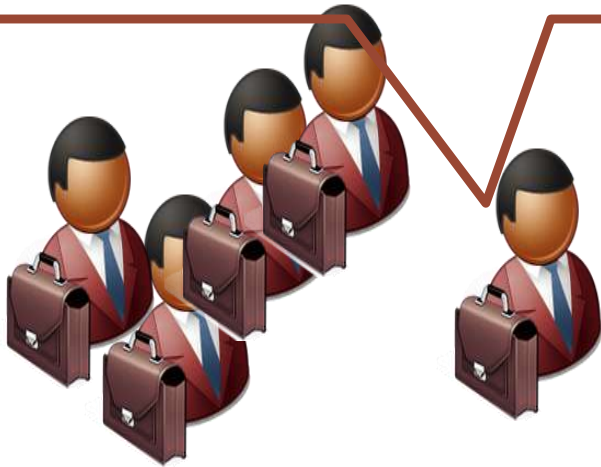
After sprint 5…

Stand up meetings, 15 minutes long

Scope of a sprint does not change once committed

3 standard questions asked at a standup

Estimation in story points

Continuous flow

No demo prep – show working software

Crisp user stories with well-defined acceptance criteria

Happy people

No test cases necessary – QA are spending time doing actual testing

Help each other

WHAT DO YOU THINK HAPPENED?

We recomposed the hammer!

WHY IS THIS NOT THE END OF THE PRESENTATION?

Because Agile is all about inspection and adaption

Now I am part of another Agile implementation, at Kaplan Test Prep. What is being done differently this time?

Independent opinion: *"After eight months they had achieved a score of 144 out of 220, according to Dr. Laurie Williams' framework (Gold Star!)"**
What contributed to this?

- **Dedicated Agile CoE -** "The Agile center of excellence had four full-time and three part-time members, who were training, coaching, marketing the Agile transformation. This level of support meant the Teams (15 teams with approximately 100 total headcount) were getting sustained assistance as they adopted the different practices. "
- **External expertise** – External coach's experience in seeing practices applied at several companies, allowed to implement suggestions for improvement.
- **Engaged executive management** - The CEO, the COO, the CTO and several lines of business executives would regularly go to demos. This showed the Teams that they are interested and expecting good work. The Teams are very motivated.

This is the Agile hammer in action!

* http://etechsuccess2.blogspot.com/

AGILE HAMMER

THANK YOU

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