

The Perils of 'Agile, But'



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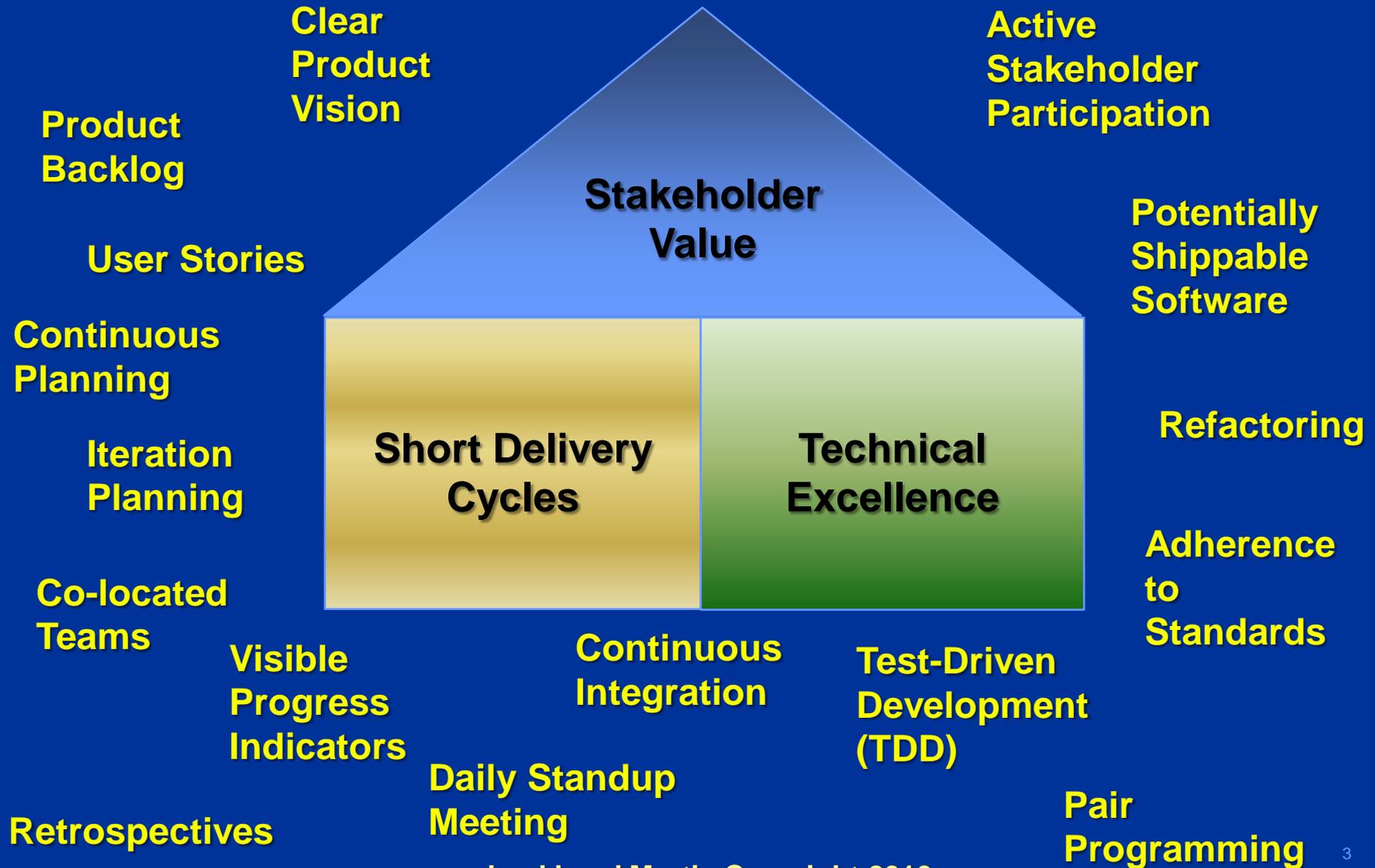
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Topics

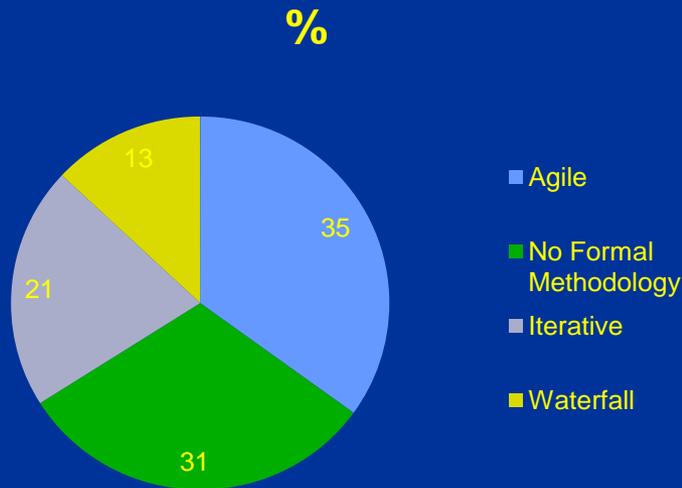


- **Foundations of Agile**
- **Some Statistics**
- **Some 'Agile, but' examples**
- **Recommendations**

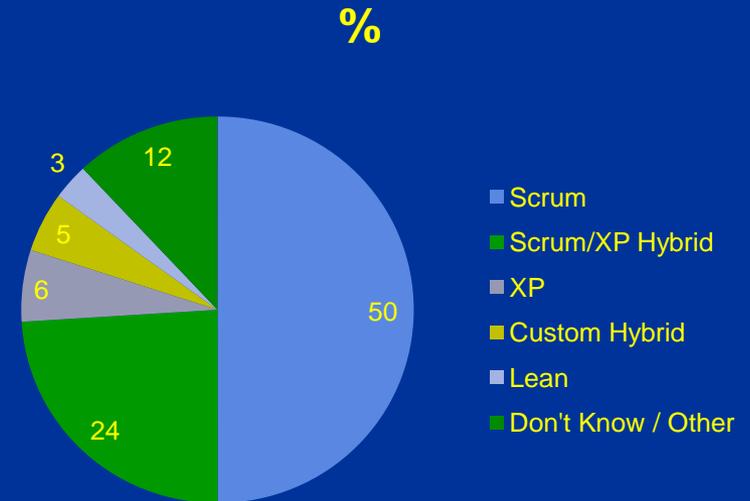
The Foundations of Agile



The State of the Agile World



Based on a 2009 Forrester / Dr Dobbs survey, Agile adoption is real.



Based on the Version One 2009 Survey, Scrum and Scrum/XP hybrid are the most popular approaches.

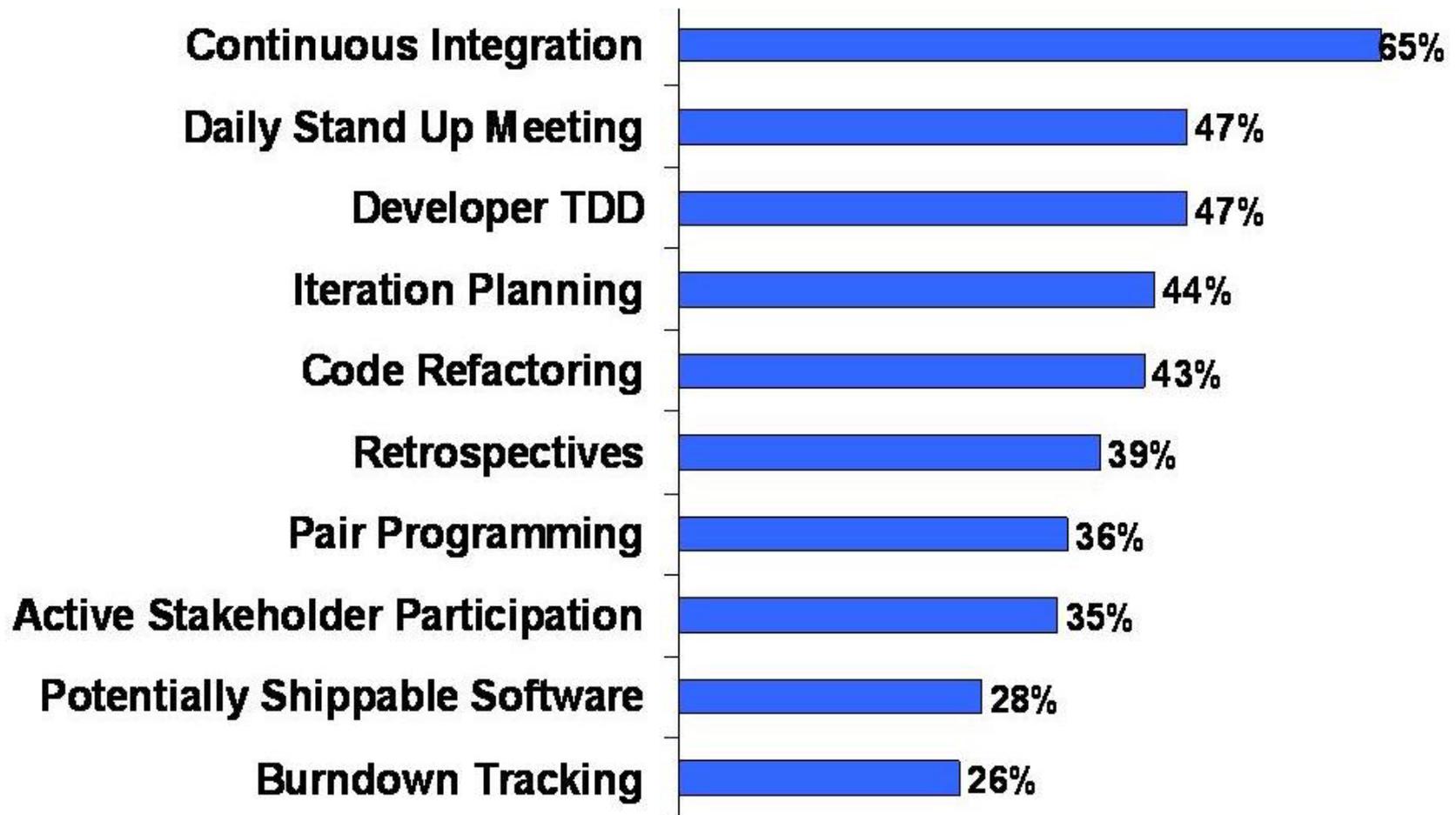


Agile and CMMI are no longer at war with each other.

A Closer Look



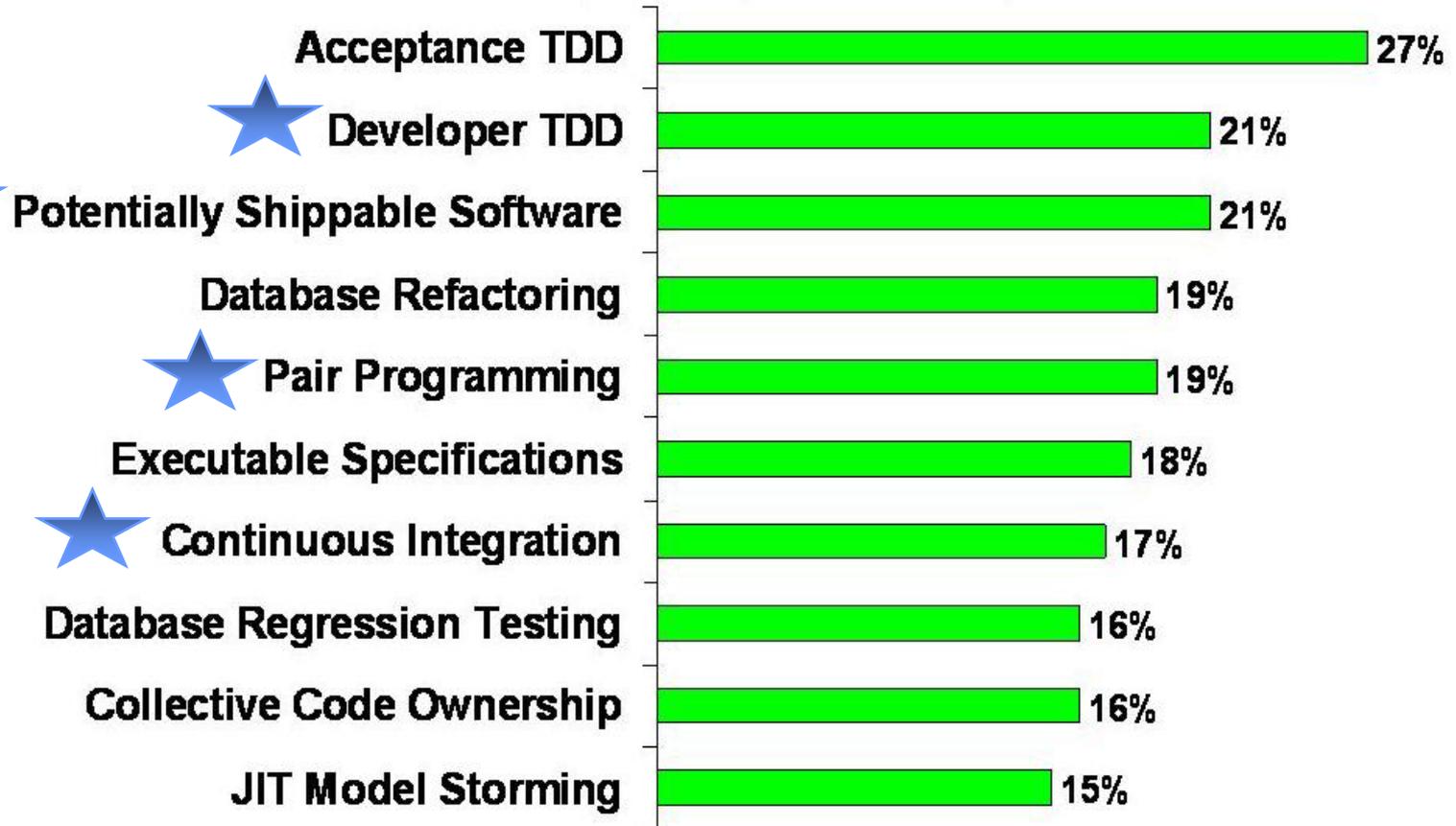
Agile Practices That Are Most Effective (Top 10 out of 30)



Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambysoft.com/surveys/practices2009.html>
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Agile Practices That People Want to Adopt (Top 10 out of 30)

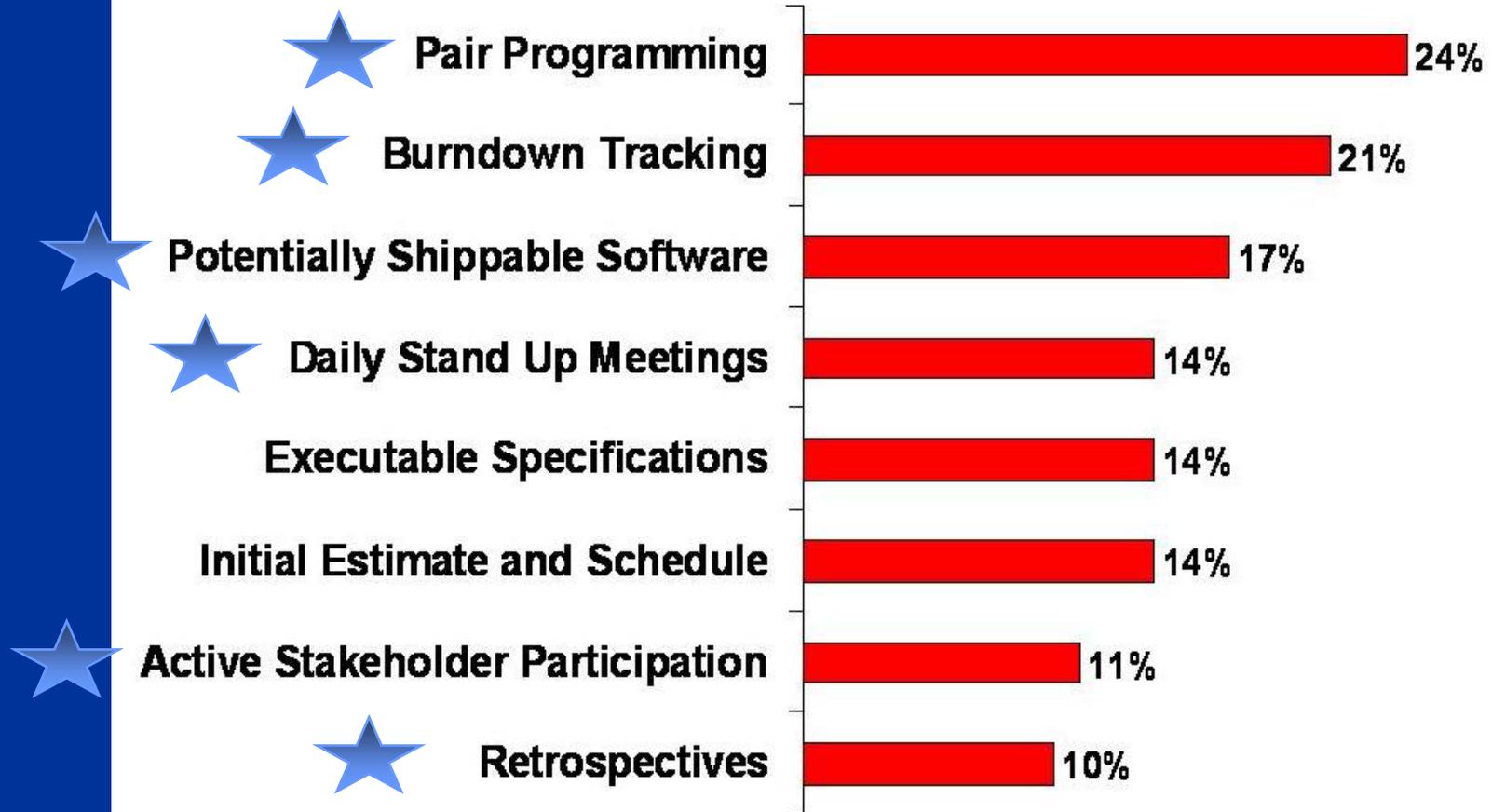


Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambysoft.com/surveys/practices2009.html>
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★ = one of the top 10 effective practices



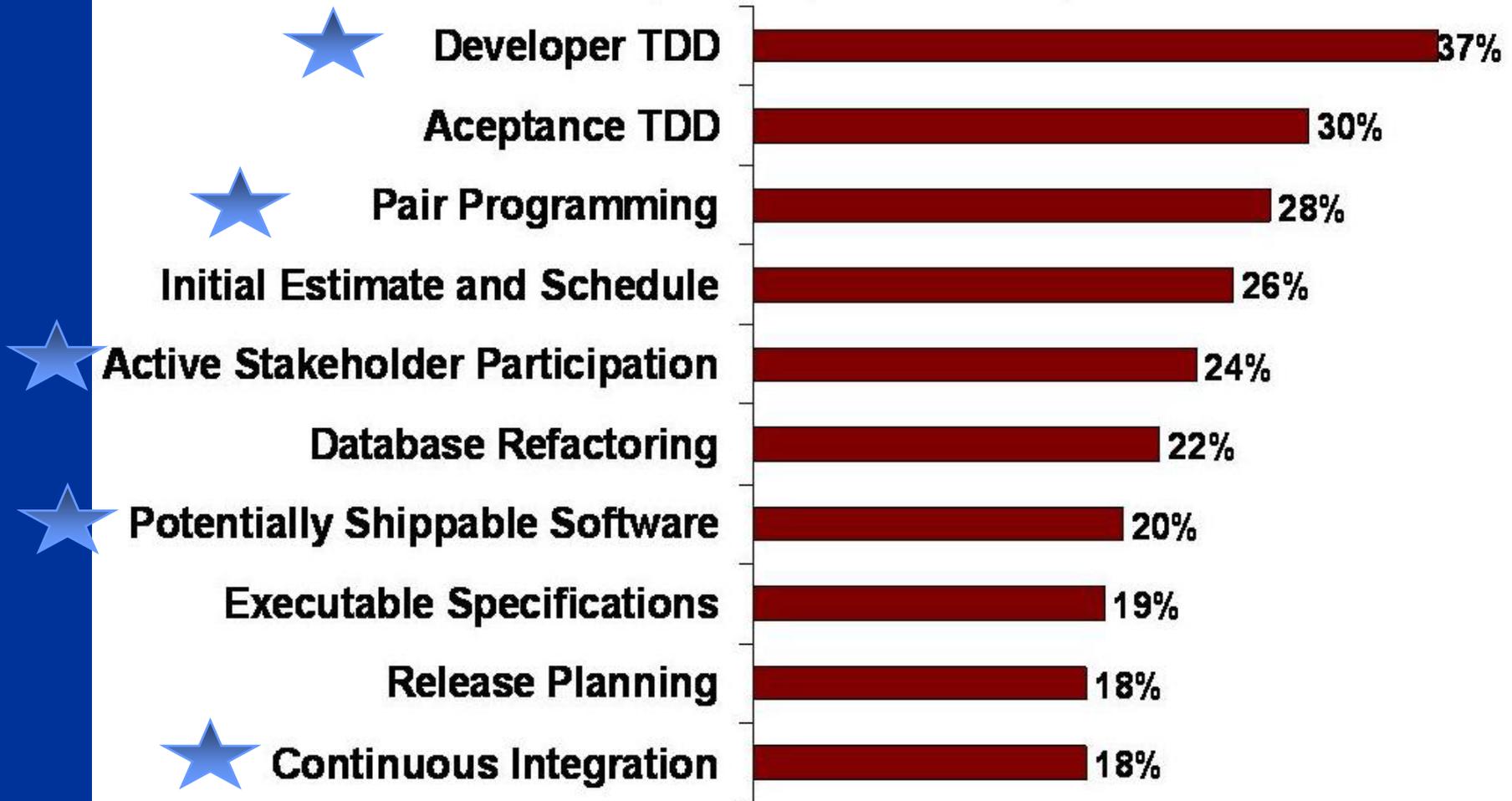
Agile Practices Tried and Abandoned (Top 8 out of 30)



Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambysoft.com/surveys/practices2009.html>
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Agile Practices Most Difficult to Learn (Top 10 out of 30)



Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambyssoft.com/surveys/practices2009.html>
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Therefore



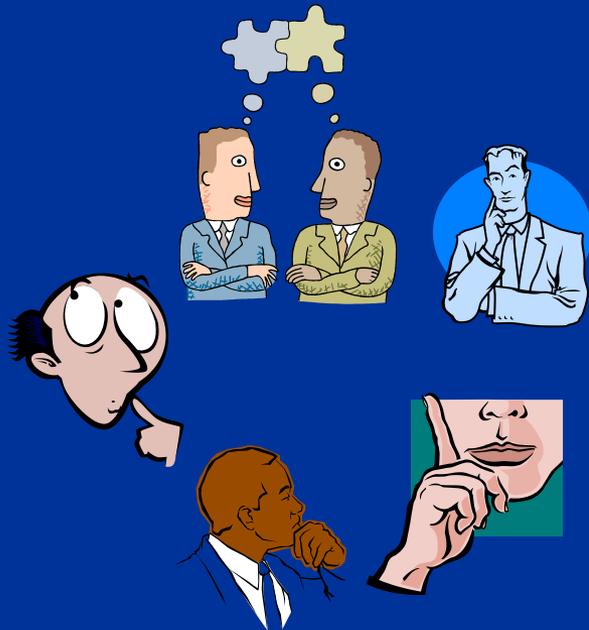
- **There must be a lot of projects that are ‘Agile, but’ are not using all of the practices known to be effective.**
 - **So, how do we assess the risk for those projects that claim to be ‘Agile, but’ are not using some of the practices known to be effective?**

Premise:



- **Let's use CMMI as a cross-check for risk.**
 - **The lower CMMI level, the greater the risk.**
 - **Failing to satisfy goals implies more risk than failing to satisfy particular practices.**
- **When goals will not be met, alternative practices will be needed.**
 - **Hybrid approaches may be more appropriate than 'Agile, but'.**

We're doing 'Scrum, but' we're not doing retrospectives.



Retrospectives

- **What does CMMI say?**
 - **CAR SG 1 Determine causes of defects.**
 - **CAR SG 2 Address causes of defects.**



- **Without retrospectives, problems other than those identified via discrepancy reports may not be identified or addressed systematically.**

We're 'Agile, but' we don't have active stakeholder participation.



- Stakeholder participation is needed for release planning, iteration planning and demonstrations.
- Stakeholders also need to be available to answer questions and clarify requirements.

- What does CMMI say?
 - REQM SG 1 Manage requirements.
 - PP SG 3 Obtain commitment to the plan.
 - IPM SG 2 Coordinate and collaborate with relevant stakeholders.
 - RD SG 1 Develop customer requirements.
 - RD SG 2 Develop product requirements.
 - RD SG 2 Analyze and validate requirements.



We need to ask what the team is doing for requirements management and analysis.

We're doing 'XP, but' we aren't doing pair programming.



Pair programming gives 2 sets of eyes on the code at all times.

- **What does CMMI say?**
 - **VER SG 2 Perform Peer Reviews**



- **Agile teams that do not do pair programming need some other form of peer review.**
 - **Reviewing every week at a specific time.**
 - **Reviewing at the end of the iteration.**
 - **Using static analysis tools and test coverage tools to supplement human reviews.**

We're 'Agile, but' we aren't doing continuous integration.



Dashboard Builds Administration

cce-windows passed (44 minutes ago)

Build Time: 27 Nov 2007 09:51 GMT +08:00 Duration: 7 minutes 40 seconds
Build: build.8

Artifacts Modifications Build Log Tests Errors and Warnings

Modifications

bestfriendchris [Chris & Gao Li] Fixed issue with queued inactive status.

[rev. 3847] /branches/cce/cruisecontrol/reporting/dashboard/jsunit/tests/json_to_css_test.html
[rev. 3847] /branches/cce/cruisecontrol/reporting/dashboard/webapp/javascripts/json_to_css.js

Latest Builds

- 7 minutes ago build.9
- 44 minutes ago build.8
- about 17 hours ago build.7
- about 17 hours ago
- about 18 hours ago build.6
- about 18 hours ago build.5
- about 19 hours ago build.4
- 1 day ago build.3
- 1 day ago build.2
- 8 days ago build.1

- **What does CMMI say?**

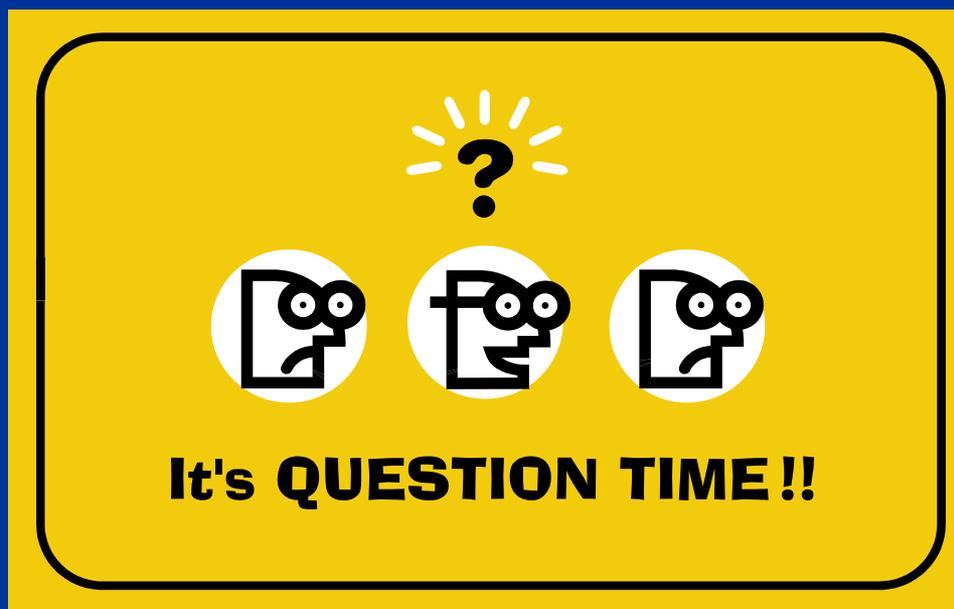
- **PI SG 1 Prepare for product integration.**
- **PI SG 2 Ensure interface compatibility.**
- **PI SG3 Assemble product components and deliver the product.**



Recommendations



- **When you hear we're 'Agile, but', check what the CMMI has to say**
 - **Is a goal being missed?**
 - **Will alternative practices work?**
 - **Is it an OK modification?**
 - **E.g. virtually co-located teams are OK when supported by a communications infrastructure**



References



- **CMMI or Agile: Why Not Embrace Both? SEI Technical Note, Nov 2008**
- **Implementing Scrum (Agile) and CMMI Together by Neil Potter and Mary Sakry, Mar 2009**
- **Love and Marriage: CMMI and Agile Need Each Other by Hillel Glazer, Crosstalk, Jan/Feb 2010**

