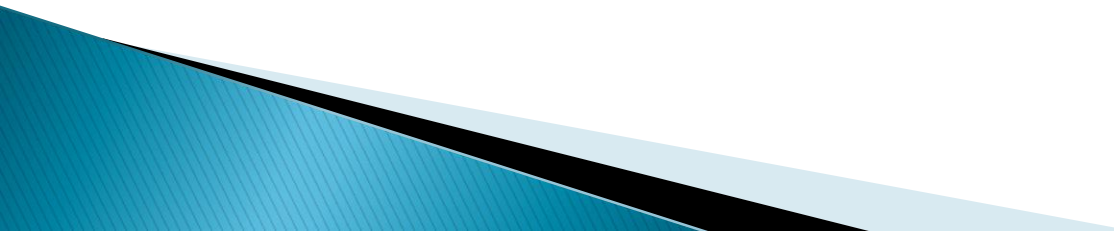


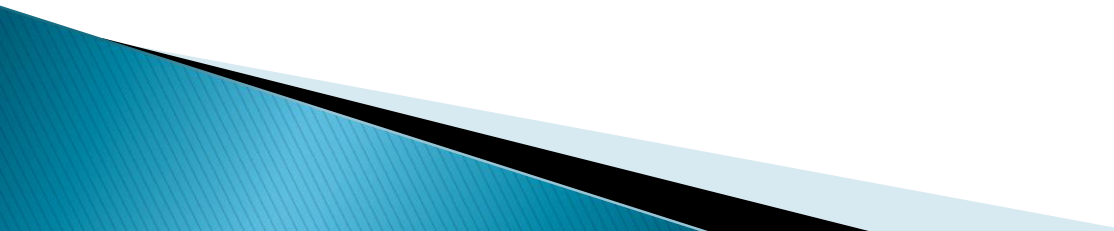
# Software Problem(s) and Agile Solution(s)

How I fail in Software Development  
or  
A personal journey from Waterfall to Agile  
By Stefan Bargaonu

# Hi!

- ▶ Hello, my name is Stefan and I am a recovering waterfall-ic!
  - ▶ Working in software since 1998, entrepreneur since 2002
  - ▶ Project manager since 2003
  - ▶ PMP since 2009
  - ▶ CSM since 2011
- 

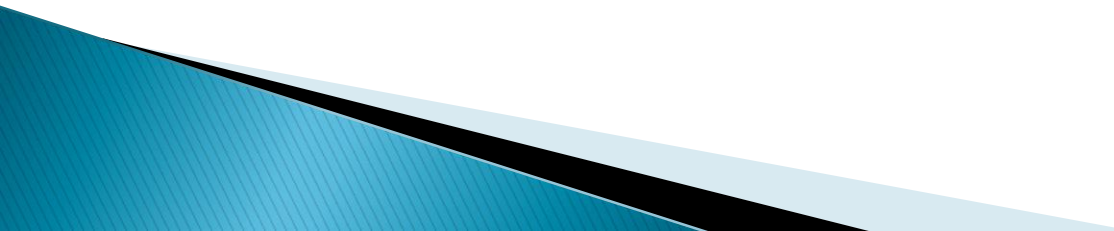
# The Project

- ▶ Replace an old system
  - ▶ Work started in summer of 2003, contract signed in the fall of 2003
  - ▶ Two analysts, three programmers, one DBA
  - ▶ Went live on December 2004 with half of the initial scope completed. More or less.
- 

# The Death March

- ▶ Eight months
  - ▶ 10 hours workdays
  - ▶ No weekends
  - ▶ 4a.m. deliveries
  - ▶ Missed deadlines
  - ▶ Incomplete and buggy product
  - ▶ Heroics
  - ▶ Sacrifice – family, health, friendship
- 

# The Process

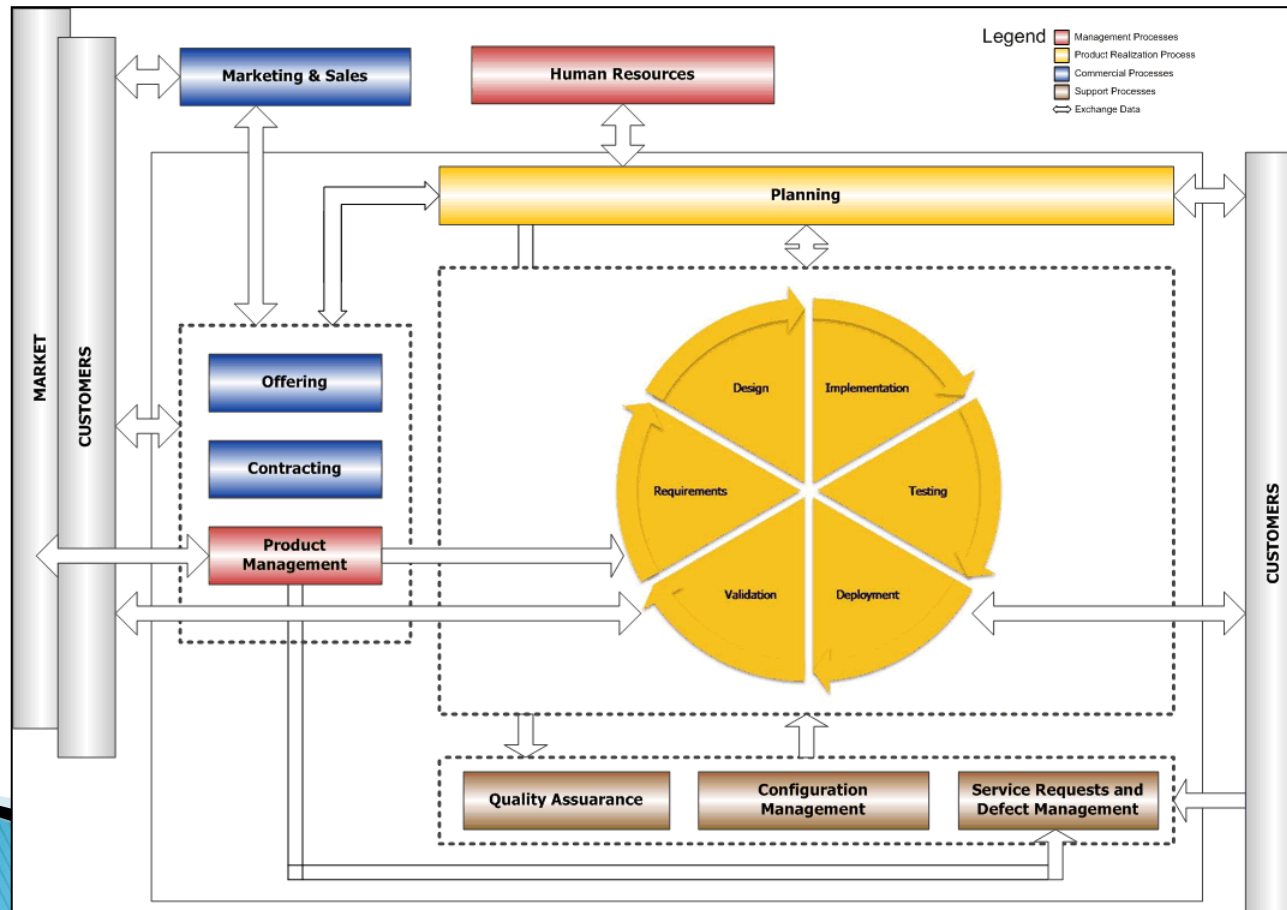
- ▶ Typical waterfall
  - ▶ Document driven
  - ▶ “Analysis phase”
    - SRS, UCA, graphical prototypes
  - ▶ First lines of code written at the end of spring 2004
  - ▶ “My operation, your operation”
  - ▶ “Stabilization”
- 

# Falling (into the waterfall)

- ▶ Software
  - Complexity
  - Conformity
  - Changeability
  - Invisibility
- ▶ People
  - “When a process that has worked in the past stops working, a common tendency is to do more of it.”

# Consequences

- ▶ Intense soul searching, a lot of reading
- ▶ Company-wide reorganization – process definition

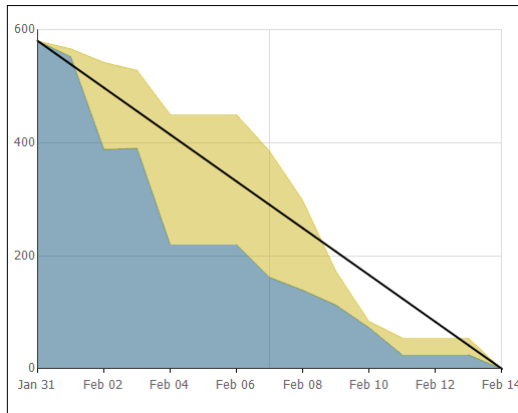


# Agile – I

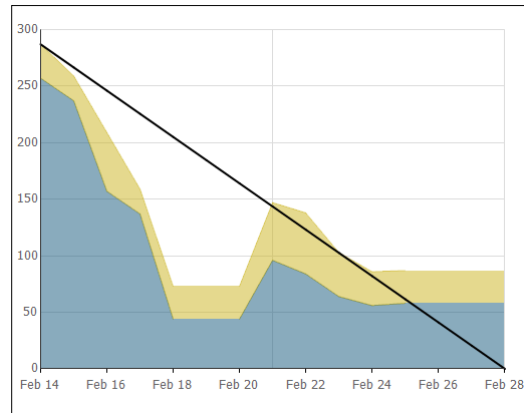
- ▶ Read about it
  - Technical practices – XP
  - Project management – Scrum
- ▶ Daily “status meetings”
- ▶ Short iterations – two weeks
- ▶ Scrum
  - Daily scrums
  - Sprint Planning, Review, Retrospective
  - ScrumMaster
- ▶ Pull system, User Stories /Story Points, Ideal Engineering Hours
- ▶ TDD, pair programming, continuous integration
- ▶ Visibility – cork board and customer reports on the web

# Agile – II

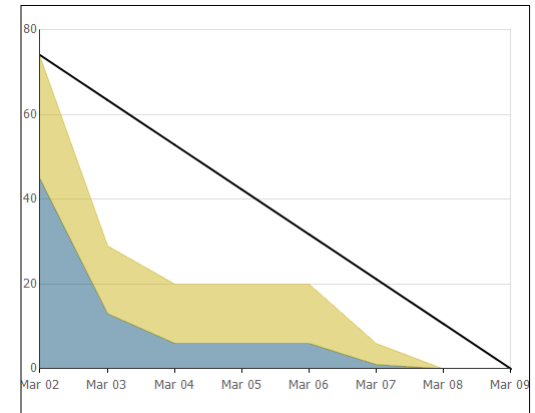
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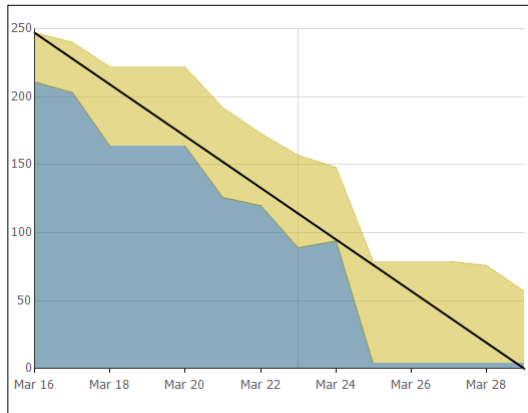
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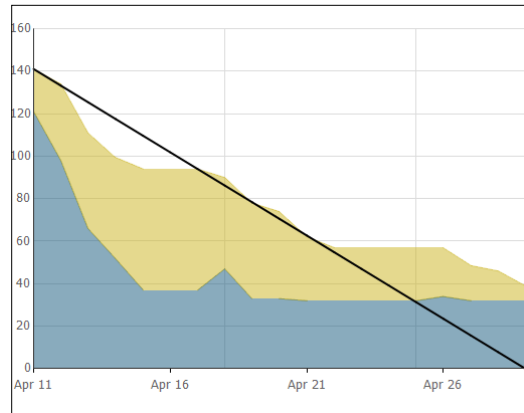
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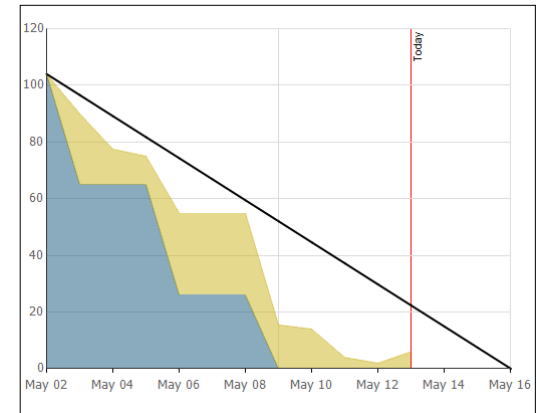
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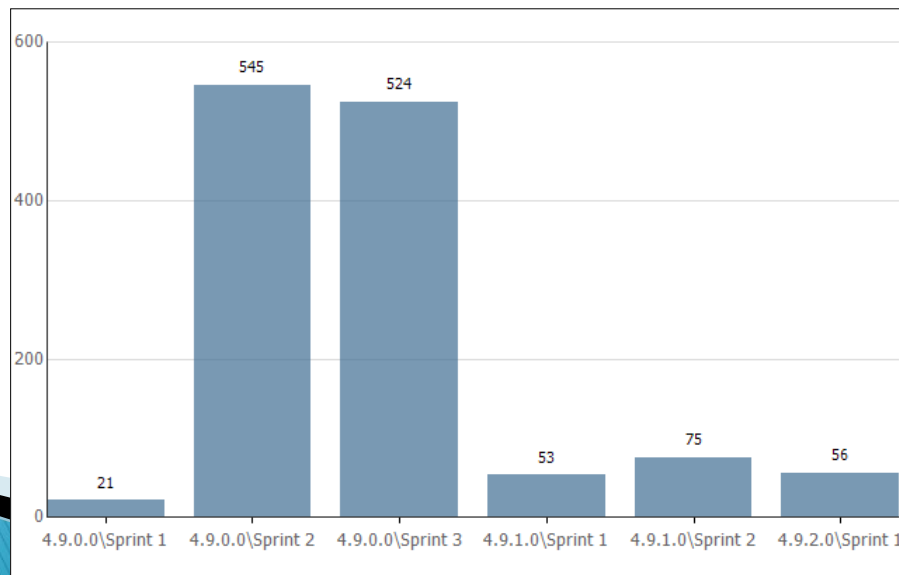
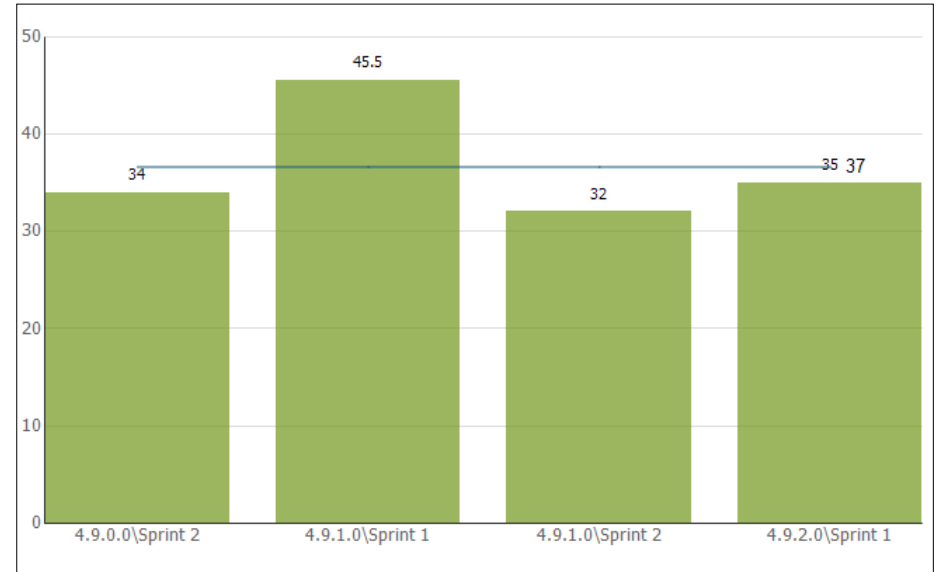
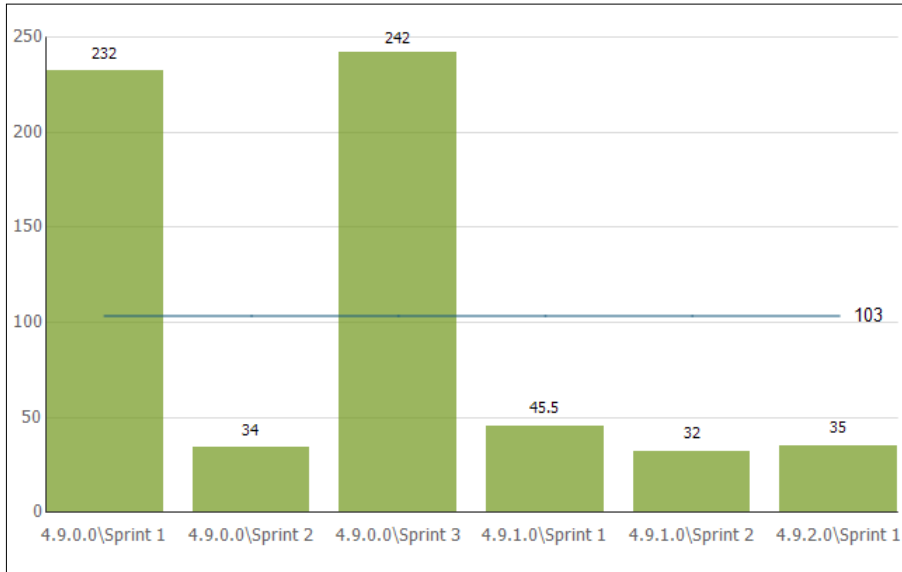
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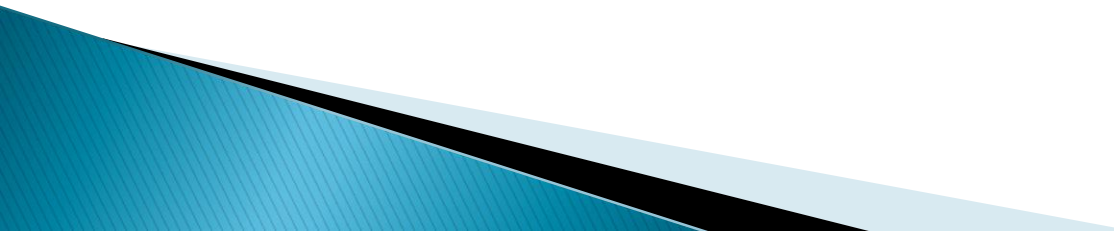


# Agile – III





# Agile – V

- ▶ Still too sequential, mini waterfalls
    - Swarming
  - ▶ Bossiness
    - STFU, remove myself
  - ▶ No automatic testing/ATDD
    - FitNesse
  - ▶ Not enough customer involvement
    - Education
  - ▶ Agile in a waterfall context
    - “Creeping agility”
- 

# Agile – VI

- ▶ “I don’t care how agile you have become or how well you do Scrum. It doesn’t matter how good you are today; if you’re not better next month, you’re no longer agile. You must always, always, always try to improve.”