



Why choosing Agile methodology?



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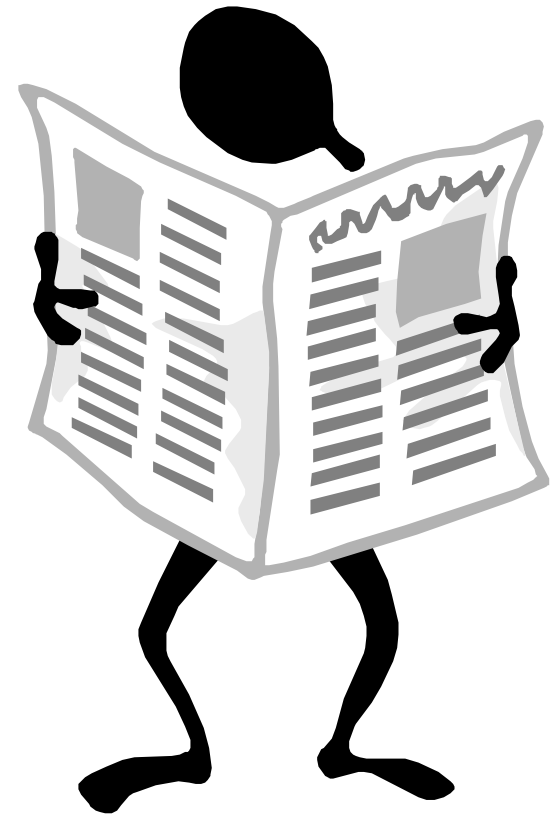
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Agenda

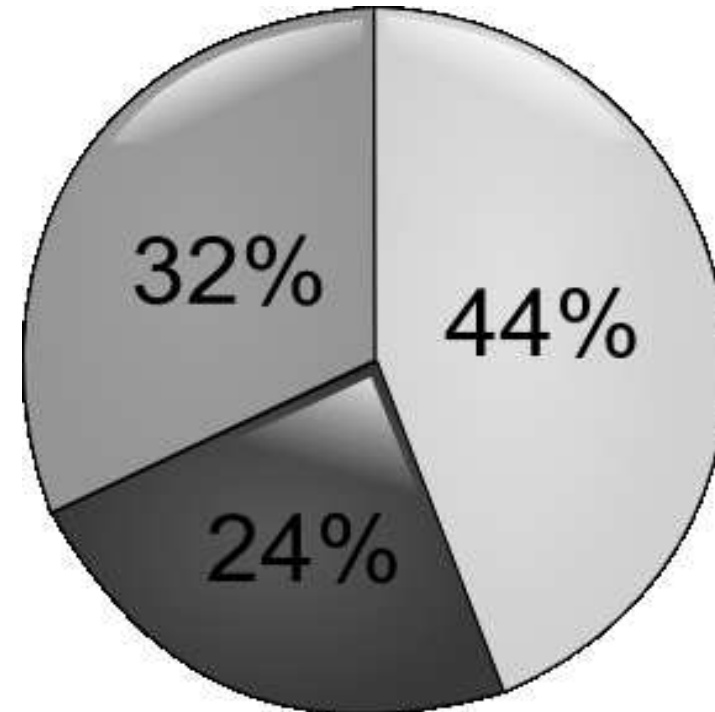
- **Where Agile comes from?**
- **Agile Methods**
- **Agile governance**
- **Questions ?**





Are we successful?

- **Successful** means on-time, on-budget, and with all features and functions as defined in the initial scope.
- **Challenged** means late, over budget, and/or with less features and functions than defined in the initial scope
- **Failed** means cancelled prior to completion, or delivered but never used



CHAOS Report, Standish Group, 2009

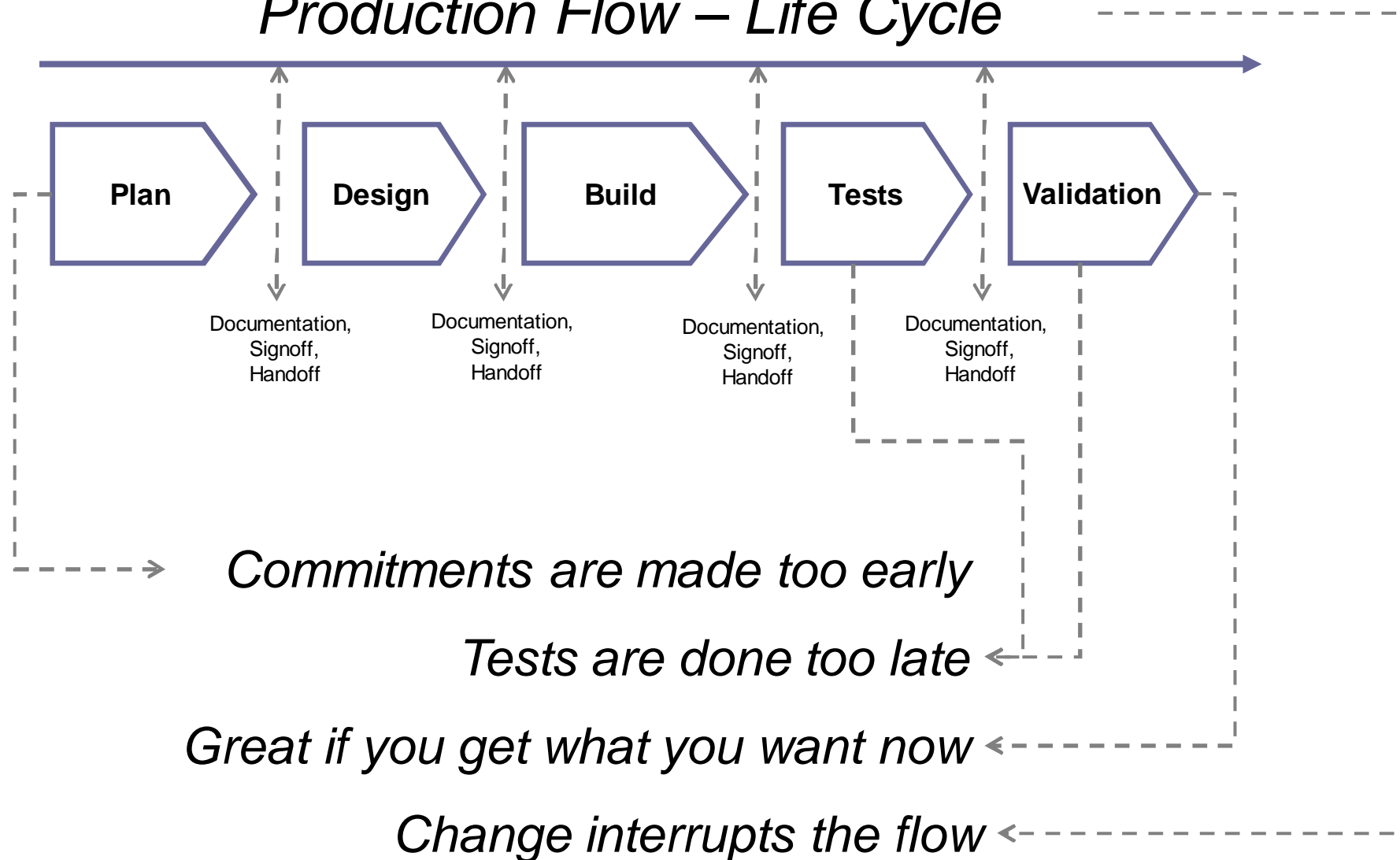
“These numbers represent a downtick in the success rates from the previous study, as well as a significant increase in the number of failures”

Jim Crear, Standish Group CIO



Waterfall works but ...

Production Flow – Life Cycle





Scientists give their opinion

- ***It is typical to adopt the defined (theoretical) modeling approach when the underlying mechanisms by which a process operates are reasonably well understood. When the process is too complicated for the defined approach, the empirical approach is the appropriate choice.***

Ogunnaike Babatunde A. and Harmon Ray W., Process Dynamics, Modeling and Control, Oxford University Press, 1994



Defined approach

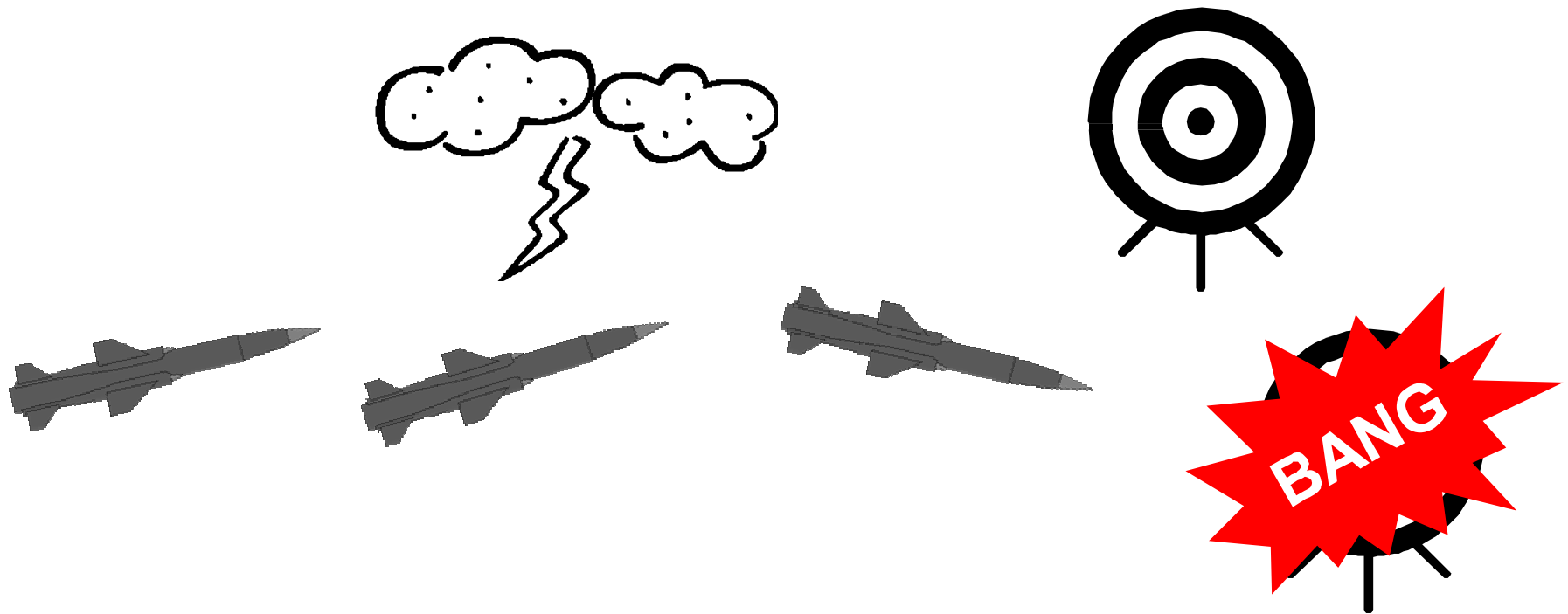


Empirical approach



Empirical Approach

- **Clients will discover what they really want**
- **Delivery team will discover how to do it**
- **Many things will change during the project**





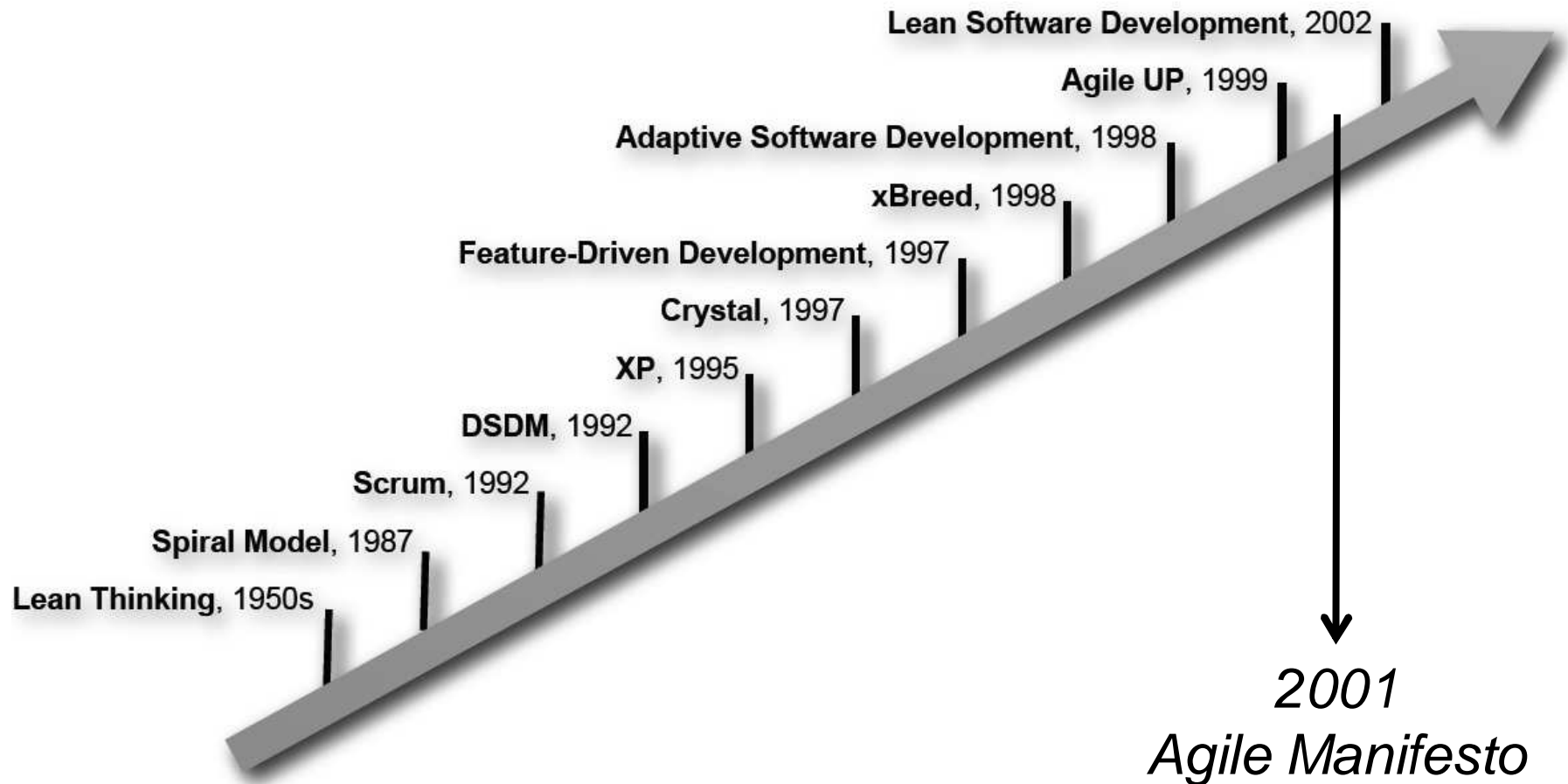
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More than 20 years old





The Agile Manifesto

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

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Individuals and interactions over processes and tools

Working software over comprehensive documentation

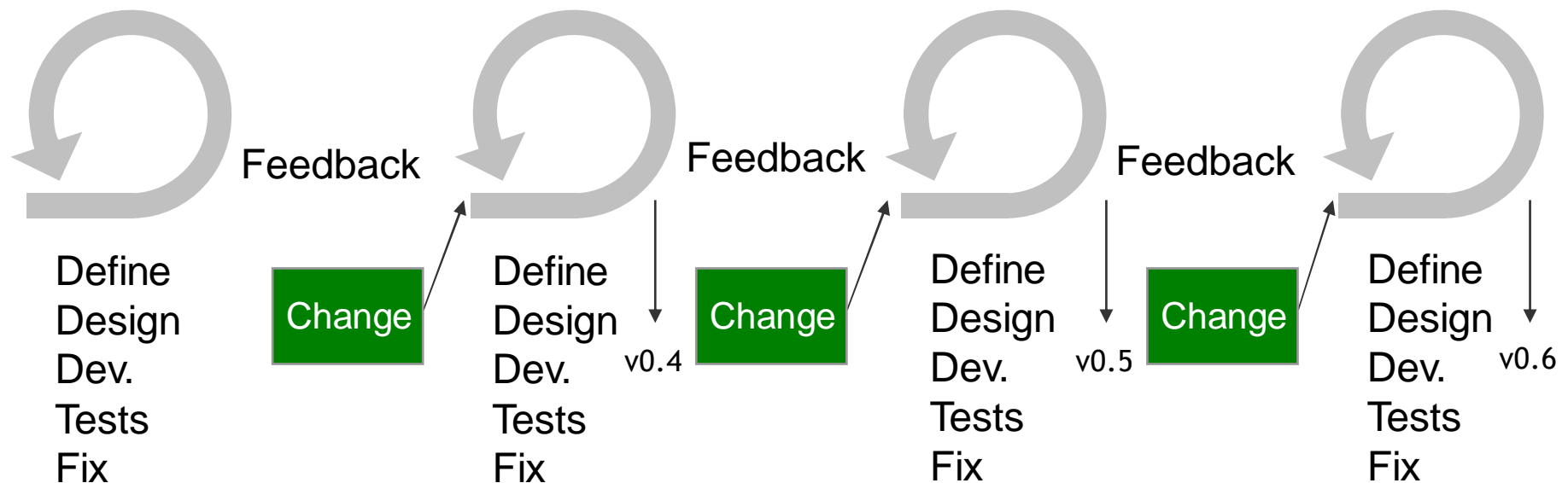
Customer collaboration over contract negotiation

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.



Agile Development Process



- Iterative – Short cycles ~ 2 weeks
- Deliver a product increment (not a prototype)
- Incremental – Feedbacks Product & Process
- Welcome changes ... by structure



New products development differences

Traditional Mindset

- We can settle down complete and frozen specifications upfront.
- Accurate estimation of the effort and cost can be done at the beginning of the project.
- It is possible to settle down a detailed plan of every task.
- Adaptation to changes is considered an abnormal situation.



Agile Mindset

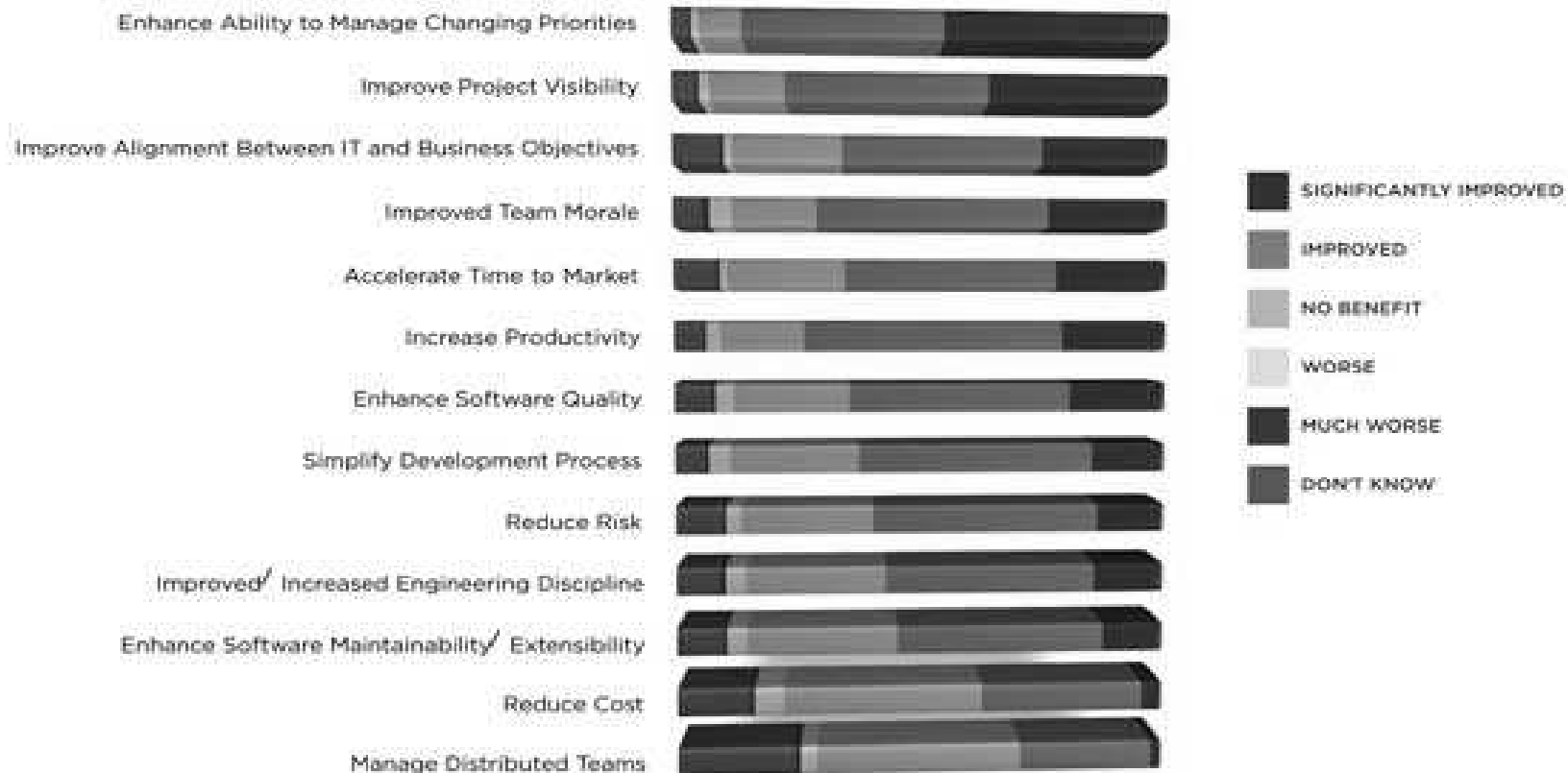
- It is impossible to produce detailed or unchanging requirements upfront. Most of time, we can have neither.
- Because of lack of references, first estimates are very inaccurate. Accuracy comes later, as empirical data emerge.
- Tasks are progressively discovered, when tackling the different problems.
- Unpredictable changes are the norm and generally considered an opportunity.



Does Agile work?

BENEFITS OBTAINED FROM IMPLEMENTING AGILE

Respondents cited increased flexibility and productivity as the strongest gains won by a shift to Agile.



Source: VersionOne 2009 State of Agile Development Survey



Agenda

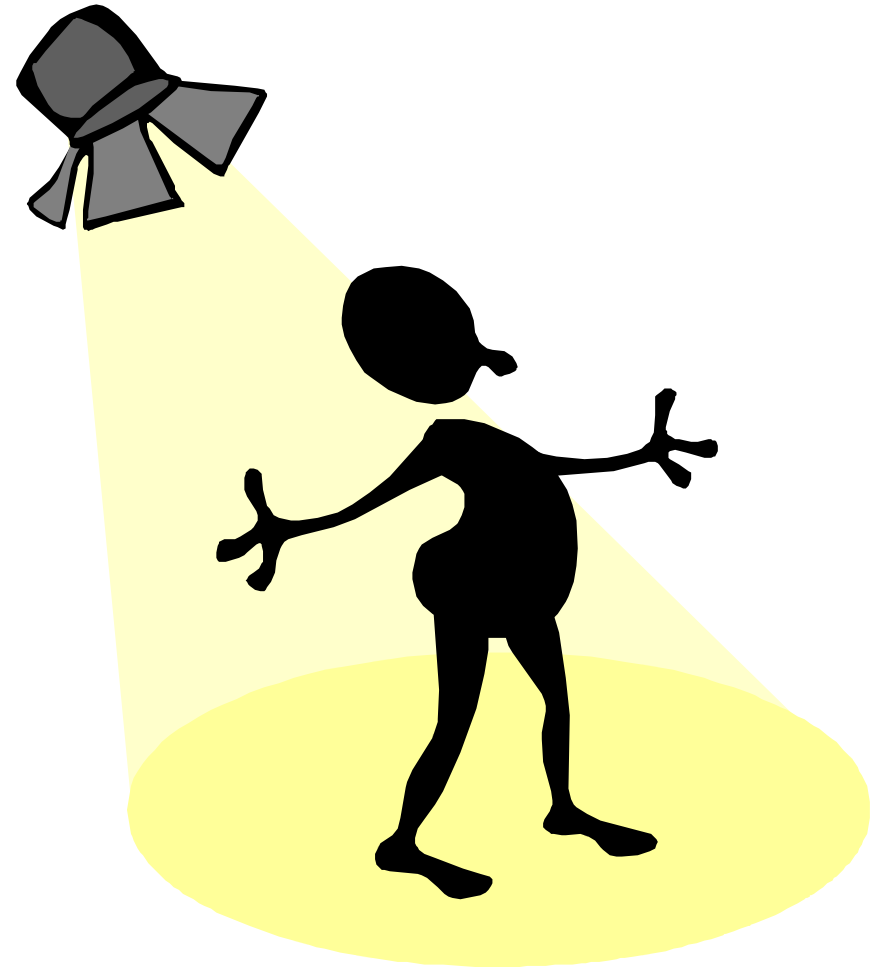
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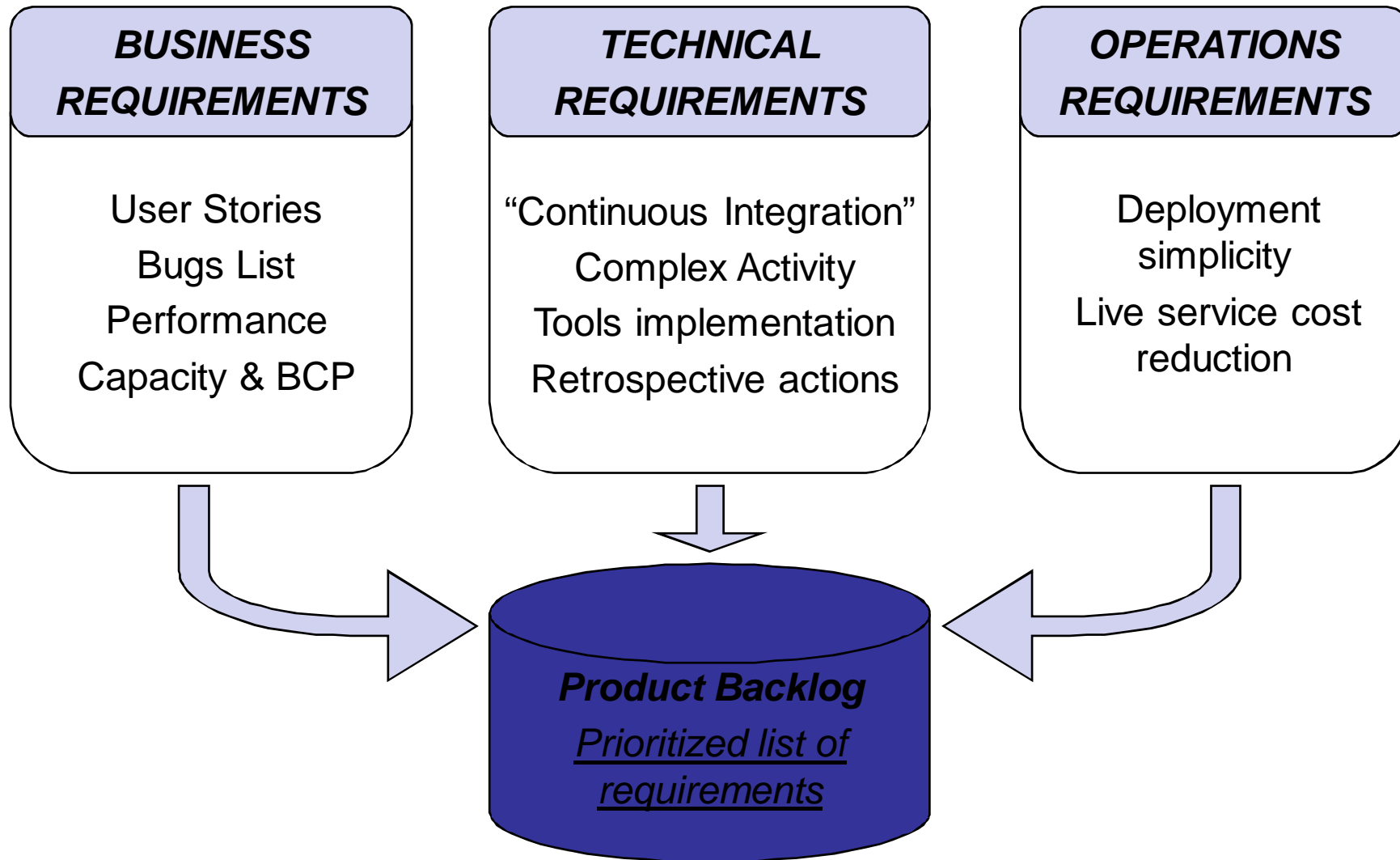
Governance Rules

- **VISIBILITY**
- **TRUST**
- **EMPOWERMENT**





Single source of requirements





Priority definition

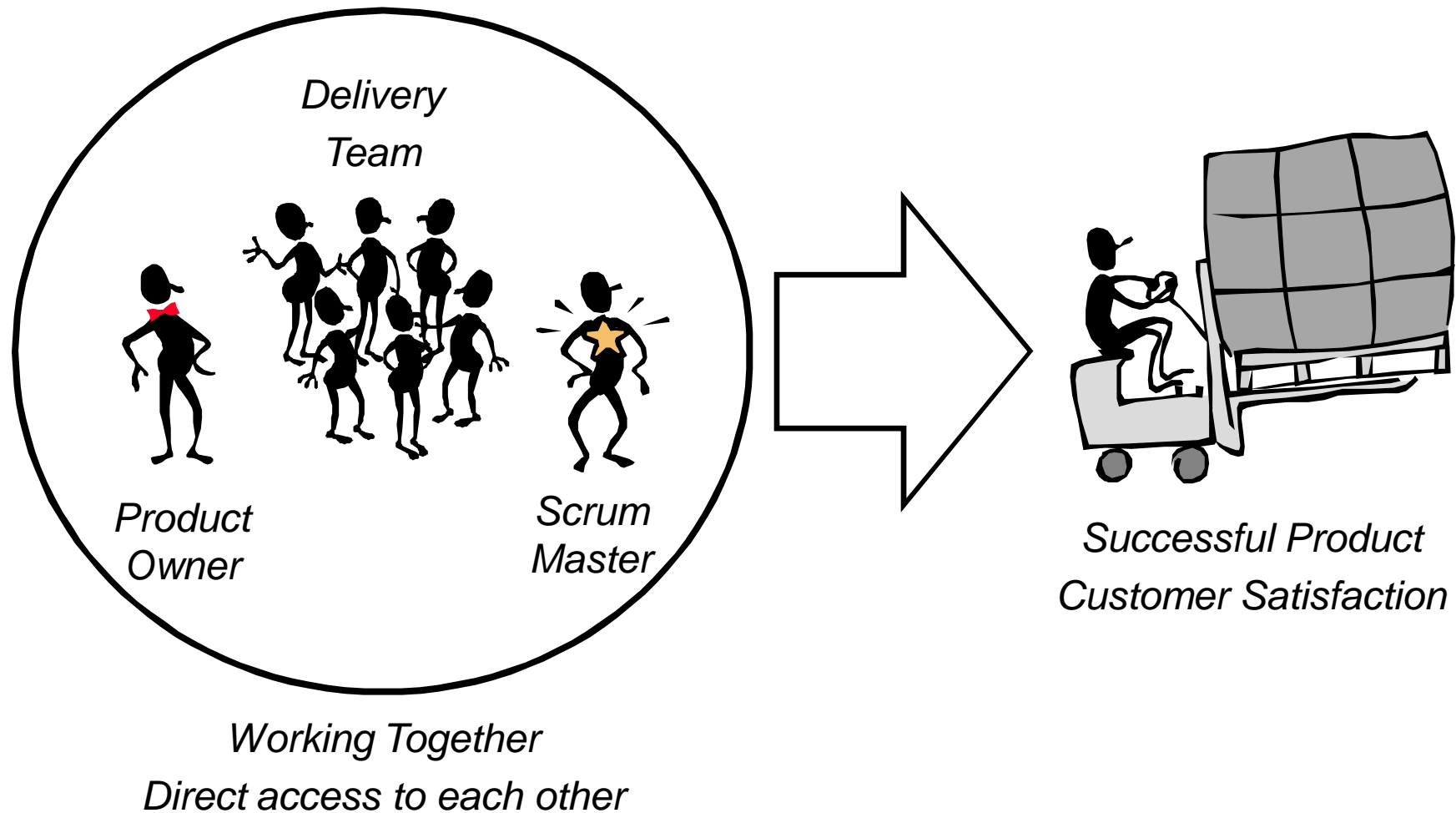
○ Arbitrate 4 elements



- Release drivers
 - Date driven?
 - Scope driven?
 - Costs driven?



One Team, same goals





Velocity : The Agile KPI

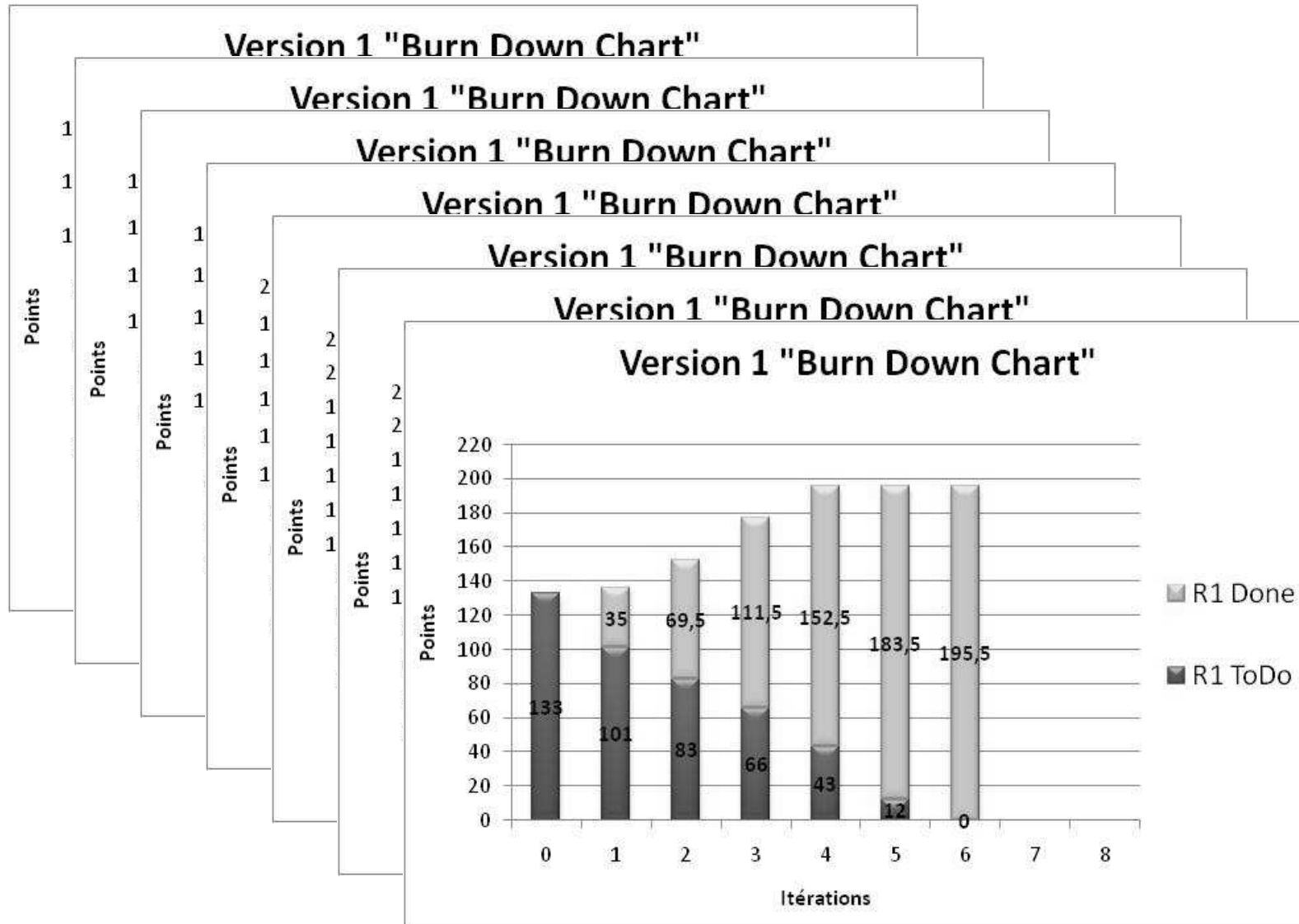
- **Velocity is a measure of SPEED**



- **Velocity is a measure of how much Product Backlog the team actually completes over time**
- **Velocity is a measure of the team productivity not a performance indicator**



Agile Planning example



Questions?

