

# Transitioning to Agile

Working Group #3

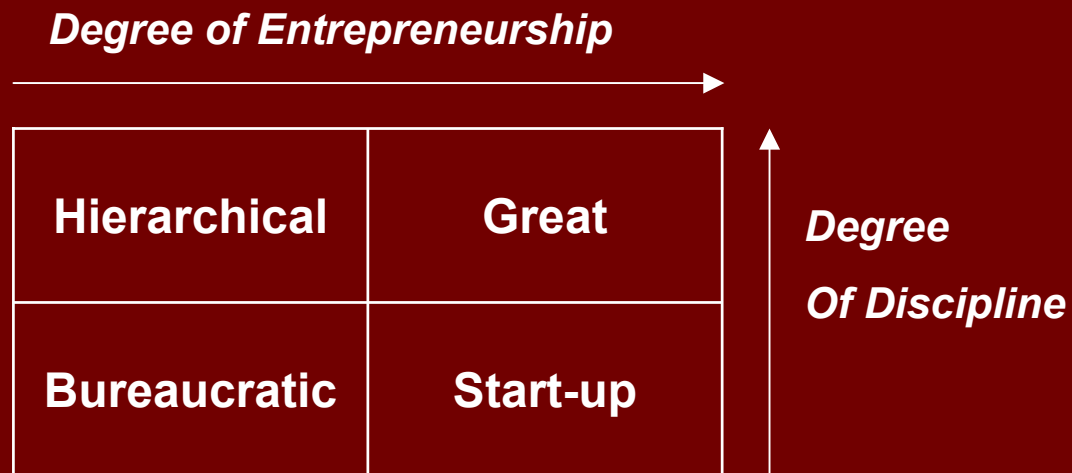
# Participants (17)

- James Cain
- Christine Davis
- Michael Falat
- Peter Hantos
- Sally Hayati
- Tony Jordana
- Charles Leinbach
- Thomas Newman
- Donald Reifer
- Diane Reiss
- Ken Shwaber
- Hudson Stansburry
- Mark Wilson
- Michael Campbell
- Richard Turner
- Apurva Jain
- Barry Boehm

# Process

- Identified stakeholders affected by transition
- Two sides – Creator and Acquirer
  - Decided Gov't and commercial organizations have roughly analogous roles
    - Creator
      - Business unit management
      - Program Managers
      - Business unit support staff (QA et. al.)
      - Practitioners
    - Acquirer
      - Contracting people & organization
      - Customer (not the end user, procurement organization, program managers)
      - Oversight
      - Site support staff
      - Users
- Used roles to brainstorm issues

# Good to Great



- Leadership values
- Right people
- Culture of discipline
- Technology Accelerators

# A Transition Formula

- $D \times V \times B \times FS > R$
- Dis-satisfaction of the status quo
- Vision of the future state
- Believability of vision
- Defined First Steps
- Organizational Resistance

# Transition Issues

- **Credibility to management**
  - Accountability
  - Visibility
  - Data
  - Customer Delight
- **New paradigm for Program Management Reviews (PMR)**
  - Earned Value (EV)
  - Actual Vs. Planned
  - Performance
  - WBS (Product-oriented)
  - Defect density / Quality measures
- **New metrics may need to be defined**
  - Refactoring rate
  - Rework
  - Yield
  - Backlog
  - Burn-down (Remaining work over time)
  - People Competency

# Transition Issues

- Contracting
  - Deliverables
  - Collaborative vs. adversarial
  - Milestones
  - Burnrate vs. functionality
  - Vehicles
  - Language
  - Funding
- Organization
  - Roles: Customer, Support, Management, Practitioners
  - Responsibilities: Authority, Accountability
  - Processes, Standards & Conventions
  - Skills are different (communication, team-based. technical etc.)
  - Culture

# Transition Issues

- **Proving credibility to customer**
  - CMM/CMMI/ISO etc.
  - Past performance / Results
  - Capability/competence to meet customer needs
- **Need for technology transition infrastructure**
  - Training
  - Education
  - Tools (Junit, Cruise control, Source control, Automated testing etc.)
- **Multiple agile methodologies**
  - Lack of documentation
  - Moving target
  - Immature
- **Negative perceptions / Misperceptions**

# Transition Issues

- **Proof of ROI / Business Case**
- **Identified requirements for successful implementation**
- **Defining transition Increments**
  - How to move from traditional to agile in baby steps
  - Yesable proposals
- **Customer as committing/producing part of team**
- **Decoupling development from deployment**
  - Multiple heart beats
  - Integration + testing team
  - Logistics
  - Training

# Motivators

- Happy teams / less turnover
- Asserted productivity
- Product quickly (value to customer)
- Delighted customer
- Responsiveness to change
- Agility is appealing
- Increased visibility
- Simple but profound
- Low startup cost – low benefit latency
- Short time to credibility

# Research Topics

- Incremental deployment of agile concepts
  - Brown field / green field
  - Contracting
- Agile metrics
  - Earned value etc.
- Better definition of “Agile”
- Cost/schedule estimation tools for agile
- Defining emergence (in an agile context)