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
      - Oversite
      - Site support staff
      - Users
- Used roles to brainstorm issues
Good to Great

Degree of Entrepreneurship

<table>
<thead>
<tr>
<th>Hierarchical</th>
<th>Great</th>
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<tbody>
<tr>
<td>Bureaucratic</td>
<td>Start-up</td>
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- Leadership values
- Right people
- Culture of discipline
- Technology Accelerators
A Transition Formula

- D x V x B x 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)