Team practices applied to how we deploy, not just what
WHO AM I?

Abby Bangser

ThoughtWorker, Consultant, Quality Analyst, Querent

Traveler, Rock climber/scuba diver, Lacrosse coach

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"Those who don’t study history are doomed to repeat it. Yet those who do study history are doomed to stand by helplessly while everyone else repeats it."

http://www.anonymousartofrevolution.com/2012/12/those-who-dont-study-history-are-doomed.html
Identify team successes and find ways to reapply them.
WHAT THEY MAY HAVE WANTED:
“WE WANT TO IMPROVE OUR AGILE PROCESS”
WHAT IT FELT LIKE:
“WE NEED WORKING SOFTWARE... YESTERDAY”
“Hey Abby,
Would you mind coming over and checking out this story I have been working on?”
## Blue Green Deployment

### Description

**As a** developer  
**I want to** have blue green deployment  
**So that** I can deploy

### Acceptance Criteria

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*Note: SLA is under 1 hour of downtime each year*

**Type:** Tech Task

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Today’s Focus:
How to make our team more productive in this space
AS A DEVELOPMENT TEAM, WE HAD BUILDING BLOCKS

- Business focus
- "Tech" stories
- Cross-role collaboration
THREE AMIGOS: WHAT IS IT?

Typically a Business Analyst, Quality Analyst and Developer, who work together to create a shared understanding and vocabulary.
IDENTIFIED TRADITIONAL BARRIERS

Analysis  Development  Testing
STORY KICKOFF

Analysis  Development  Testing

Cross-role collaboration
DESK-CHECK

Analysis  Development  Testing

Cross-role collaboration

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#agile2015
## OUR STORY CARD

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LOOMING DEADLINE, BUILDING PRESSURE
AS A DELIVERY TEAM, WE NEEDED TO TIGHTEN UP

“Tech stories”

Business focus

Cross-role collaboration
“WHY ARE WE PUTTING “TECH STORIES” ON A PEDESTAL?”
FEATURE STORY DEVELOPMENT

- Written by Business Analysts
- Prioritized by the business
- Developed by Developers
- Tested by Quality Analysts
- Signed-off by the business
- ...

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TECH STORY DEVELOPMENT

• Written by Developers
• Prioritized by Developers
• Developed by Developers
• Tested by Developers
• Signed-off by Developers
• …
Why is “Three Amigos” only used on end-user facing requirements?
If you want to learn something, read about it.

If you want to understand something, write about it.

If you want to master something, teach it.

– Yogi Bhajan
THREE AMIGOS: WHAT IS IT?

Typically a Business Analyst, Quality Analyst and Developer, who work together to create a shared understanding and vocabulary.
THREE AMIGOS: A WORK IN PROGRESS

A collection of diverse perspectives

Typically a Business Analyst, Quality Analyst and Developer, who work together to create a shared understanding and vocabulary.
A SHIFT IN THINKING
THREE AMIGOS: OUR FINAL DEFINITION

A collection of diverse perspectives

Typically a Business Analyst, Quality Analyst and Developer, who work together to create a shared understanding and vocabulary.

To create a more informed decision
DESK CHECKS WITH THE RIGHT PEOPLE

Analysis  Development  Testing

Cross-role collaboration

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DESK CHECKS GOING TO THE RIGHT DEPTH

Analysis  Development  Testing

Dev  QA

Cross-role collaboration

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BACK TO THAT PEDESTAL…

“Tech” stories
ITERATIVE DESIGN AND DEVELOPMENT

“Tech” stories
# OUR STORY CARD

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BECAME...

- Auto update DNS
- Prevent duplicate deployment names
- Fail fast if not authorized
- Environment variable updates
- Manual rollback
- Auto rollback on failed upgrade
- Improve database copy performance
- Lock NAT for live environment
THE BUILDING BLOCKS

“Tech stories”

Business focus

Cross-role collaboration
SO WE IDENTIFIED AND ADDED TEAM EXPECTATIONS

Team input & ownership

“Tech” stories

Business focus

Cross-role collaboration

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Understand the beneficiary of every story that we play
As a developer

I want to have blue green deployment

So that I can deploy
SO WE RE-WROTE THEM

As a developer
I want to have blue green deployment
So that I can deploy

As a release engineer
I want to not have maintenance periods
So that I can release during normal business hours
TECHNICAL QUESTIONS

• Data transfer rates

• Frequency of deployment

• Roll back strategies

• Maximum time from development to production
TURNED INTO BUSINESS VALUES

- Data transfer rates
- Frequency of deployment
- Roll back strategies
- Maximum time from development to production

- How much down time are you willing to have
- How long after a feature is built are you willing to withhold it from users
- How much time do you need to know if giving the "go-ahead" was a mistake
- How long are you willing to subject users to bugs
WHICH COULD BE PRIORITIZED…

MVP

- Prevent duplicate deployment names
- Lock NAT for live environment
- Fail fast if not authorized
- Manual rollback

Should Have

- Environment variable updates
- Auto update DNS

Could Have

- Auto rollback on failed upgrade
- Improve database copy performance
**AND STILL DRIVEN BY TECHNICAL NEED**

**MVP**

- Prevent duplicate deployment names
- Lock NAT for live environment
- Fail fast if not authorized
- Manual rollback

**Should Have**

- Environment variable updates
- Auto update DNS

**Could Have**

- Auto rollback on failed upgrade
- Improve database copy performance

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What is the most common cause of miscommunication?
REVISITING OUR COMMUNICATION BARRIERS

Analysis  Development  Testing

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FOCUSING ON A SHARED UNDERSTANDING

We’re all agreed?

Ah!

Oh...

We’re all agreed!

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#agile2015
KICKOFFS WITH AN ARTIFACT

Story Card #123

Analysis  Development  Testing

BA  QA  Dev
DESK-CHECKS THAT EXERCISE THE PRODUCT

Analysis  Development  Testing

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We understand what and why better, but story sizing still unpredictable
BUSINESS ANALYSTS
BUSINESS ANALYSTS

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"Tech" stories
BUSINESS ANALYSTS

“Tech” stories

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Independent

Negotiable

Valuable

Estimable

Small

Testable
Independent

Testable

Estimable

Valuable

Negotiable

Small

"Tech" stories

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ONE FINAL BOTTLENECK

Team input & ownership

“Tech” stories

Consistent values

Business focus

Cross-role collaboration

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Why do we keep seeing so many environment specific defects?
CONTINUOUS INTEGRATION TOOL EXAMPLE

Build

Execute shell

Command
(cd demo && ./jenkins.sh)

See the list of available environment variables

Add build step

Delete
PRODUCTION CODE AS THE ONLY FOCUS
void applyBrakes() {
    if (isMoving) {
        currentSpeed--;
    } else {
        System.err.println("The bicycle is stopped");
    }
}

@Test
void shouldApplyBreaksIfMoving() {
    Car car = new Car();
    car.increaseMphTo(5);
    car.applyBrakes();
    assertThat(car.speed() < 5);
}
PRODUCTION CODE NEEDS TESTS TESTS

Production Code

Testing Code
void applyBrakes() {
    if (isMoving) {
        currentSpeed--; // Decrease speed
    } else {
        System.err.println("The bicycle is stopped");
    }
}

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@agile2015
@bengs

PRODUCTION & TEST & INFRASTRUCTURE CODE

```ruby
void applyBrakes() {
  if (isMoving) {
    currentSpeed--;
  } else {
    System.err.println("The bicycle is stopped");
  }
}
```
APPLIED CODE STANDARDS TO **ALL** CODE

Consistent values

- Production Code
- Infrastructure Code
- Testing Code
SUMMARY OF OUR FOCUS POINTS

• Improve and extend the three amigos practice
• Utilize the same skills when writing and discussing infrastructure or technical concepts
• Review team practices (like kickoffs and desk checks) to improve effectiveness
• Treat all code with the same care and expectations
OUR TEAM GOAL

Build the right thing

Build the thing right
SO OUR TEAMS KEYS TO SUCCESS

Three amigos strategy

Infrastructure code.equals(production code)

Build the thing right

Story writing using business focus

Team kickoffs & desk checks
THANK YOU!

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abangser@thoughtworks.com
abbybangser

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