INTRODUCTION TO AGILE: ORIGINS & EVOLUTION

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Agile Foundations Track–Agile2019 Conference
Some things I’ve worked on.
ABOUT YOU

Product Development?
People Management?
Function Management?
Technical Leader - Engineering/DevOps/Quality?
Process Leader - Engineering/DevOps Design/UX/UI?
Dev Team Member?
Other?
ABOUT YOU

Characteristics of Agile approaches to work?

Practices you routinely exploit?
WHAT A LONG STRANGE TRIP IT'S BEEN...

Dim Recesses of Time

F. W. Taylor - Work Efficiency
Hawthorne & Productivity Studies
WWII - Automated Data Processing & TWI & Coal Mines
Socio-technical Systems & Statistical Controls
SDLC, a.k.a. “Waterfall”
Quality Circles, TQM, & Toyota Production System
Lean Manufacturing
Evolutionary PM
Adaptive SWD
Kanban
Agile Manifesto
Theory of Constraints
Business Process Re-engineering
DevOps

@DianaOfPortland  @Agile Fluency
ORIGINS & EVOLUTION OF PRACTICES

For more information on how Agile practices came to be, check out the Agile Practices Timeline at:

www.agilealliance.org/agile101/practices-timeline
TWI & COAL MINES

For more information on the influence of WWII and the study of coal mines on software, watch “First in, Last out: DevOps and its Roots in Coal Mining” by Kevin Behr

https://vimeo.com/106800323
**Where are we now?**

**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:

- **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.

- Kent Beck
- Mike Beedle
- Arie van Bennekum
- Alastair Cockburn
- Ward Cunningham
- Martin Fowler
- James Grenning
- Jim Highsmith
- Andrew Hunt
- Ron Jeffries
- Jon Kern
- Brian Marick
- Robert C. Martin
- Steve Mellor
- Ken Schwaber
- Jeff Sutherland
- Dave Thomas

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**Principles behind the Agile Manifesto**

*We follow these principles:*

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity—the art of maximizing the amount of work not done—is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
HOW ARE WE DOING?

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IDEAS IN AGILE EVOLUTION

Software Development as a Complex Problem
Scaling Frameworks for Enterprises
Mob Programming
Role of Management
Team Member Engagement
COMPLEX SYSTEMS WITH CYNEFIN: A SENSE MAKING DEVICE

http://cognitive-edge.com/videos/cynefin-framework-introduction/
HIGH PERFORMING AGILE TEAMS LEAD TO HIGH VALUE DELIVERABLES

What the customer wants, accepts, & exchanges value for
That creates value for the business
In a timeframe that suits the customers’ needs
Easily maintainable and supportable after deployment
In a way that leaves team members ready and eager to work on the next deliverable!
RESEARCH AT GOOGLE: FIVE KEYS TO HIGH PERFORMING TEAMS

1. **Psychological safety**: Can we take risks on this team without feeling insecure or embarrassed?
2. **Dependability**: Can we count on each other to do high quality work on time?
3. **Structure & clarity**: Are goals, roles, and execution plans on our team clear?
4. **Meaning of work**: Are we working on something that is personally important for each of us?
5. **Impact of work**: Do we fundamentally believe that the work we’re doing matters?

From "The Five Keys to a Successful Google Team"
JULIA ROZOVSKY, ANALYST, GOOGLE PEOPLE OPERATIONS
November 17, 2015
https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/
WHICH PROMPTS THE QUESTION...

ON A SCALE OF 1 (LOW) TO 5 (HIGH), RATE THESE KEYS FOR YOUR CURRENT TEAM:

- Psychological Safety?
- Dependability?
- Structure & Clarity?
- Meaning of Work?
- Impact of Work?
MOB PROGRAMMING

For more depth on Mob Programming, attend an annual conference; e.g.,
https://mobprogrammingnewengland.com;
or listen to the podcasts at “Mob Mentality Show”
https://www.youtube.com/channel/UCgt1lVMrdwlZKBaerxxp2iQ;
or play the Mob Programming RPG on Github
https://github.com/willemlarsen/mobprogrammingrpg;
Or search for numerous other sources.
SYMMASTHENY

Pro Tip: For additional insights into teams as complex systems and sources of creative productivity, watch “Collective Problem Solving in Music, Science and Software” by Jessica Kerr, keynote at J on the Beach 2019 conference.

https://www.youtube.com/watch?v=LHOINssA76k
Evolving Ideas Creating Agile’s Future

New *compatible* ways to approach Agile teamwork: BOSSA Nova, Modern Agile, FAST Agile, Agile Fluency Zones, and...

New topics for broadening Agile’s reach: Business Agility, Software Ethics, Community Presence, and...
BOSSA NOVA

Blending Beyond Budgeting, Open Space Technology, Sociocracy, and Agile to create company wide agility and transform the ways organizations do business.

authors, Jutta Eckstein & John Buck
MODERN AGILE

http://modernagile.org

Make People Awesome

Experiment & Learn Rapidly

Deliver Value Continuously

Make Safety a Prerequisite
FAST AGILE

http://fast-agile.com

“...is a simple way to self-organize people around work - that scales.”
-Ron Quartel
AGILE TEAMS FIT FOR PURPOSE

Our Vision:

- Agile is done well in every organization.
- All teams practice in a zone of fluent proficiency that meets the business’ needs.
WHAT IS FLUENCY?

What you do automatically without thinking.

Routine, smooth, skillful, ease.

Persist under stress & distraction.

Return on an Investment in Learning

Praxis - deliberate practical application of theory.
DISCUSSION QUESTIONS...

• Does your organization have the will to invest in cultivating the agile teams it needs?

• What are your first steps toward creating an environment where agile teams will thrive?
To the creators of the Future of Agile!

YOU!
The original creators and signers of the Agile Manifesto and the early “lightweight” methods.

www.agilealliance.org/agile101/


Jutta Eckstein and John Buck. Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy: Survive & Thrive on Disruption. 2018

Joshua Kerievsky and the crew at Industrial Logic. ModernAgile.org


What is the Agile Fluency Project?

For experienced coaches, consultants, change agents, and leaders,
Who want to actuate teams and to shift software development organizations toward more predictable success and greater business agility
The Agile Fluency Project provides a pragmatic model for assessing teams’ fluent proficiency, supported by a suite of associated materials and training.