

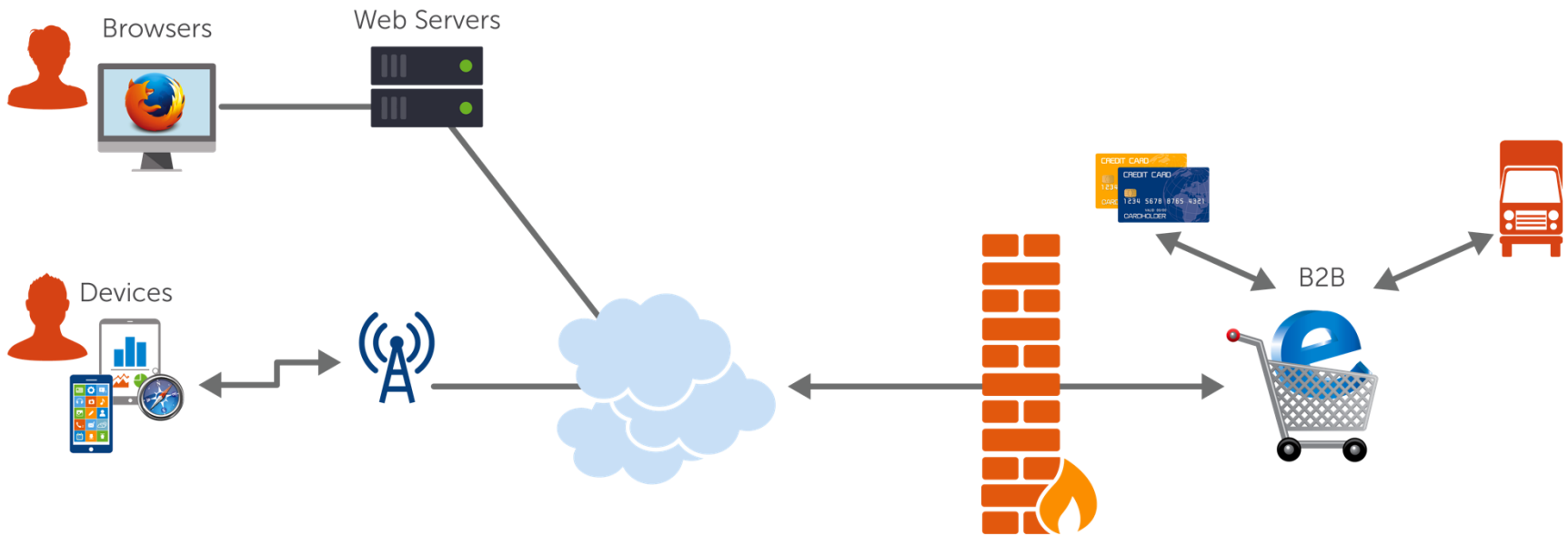


# Debunking Four Myths of Agile Development

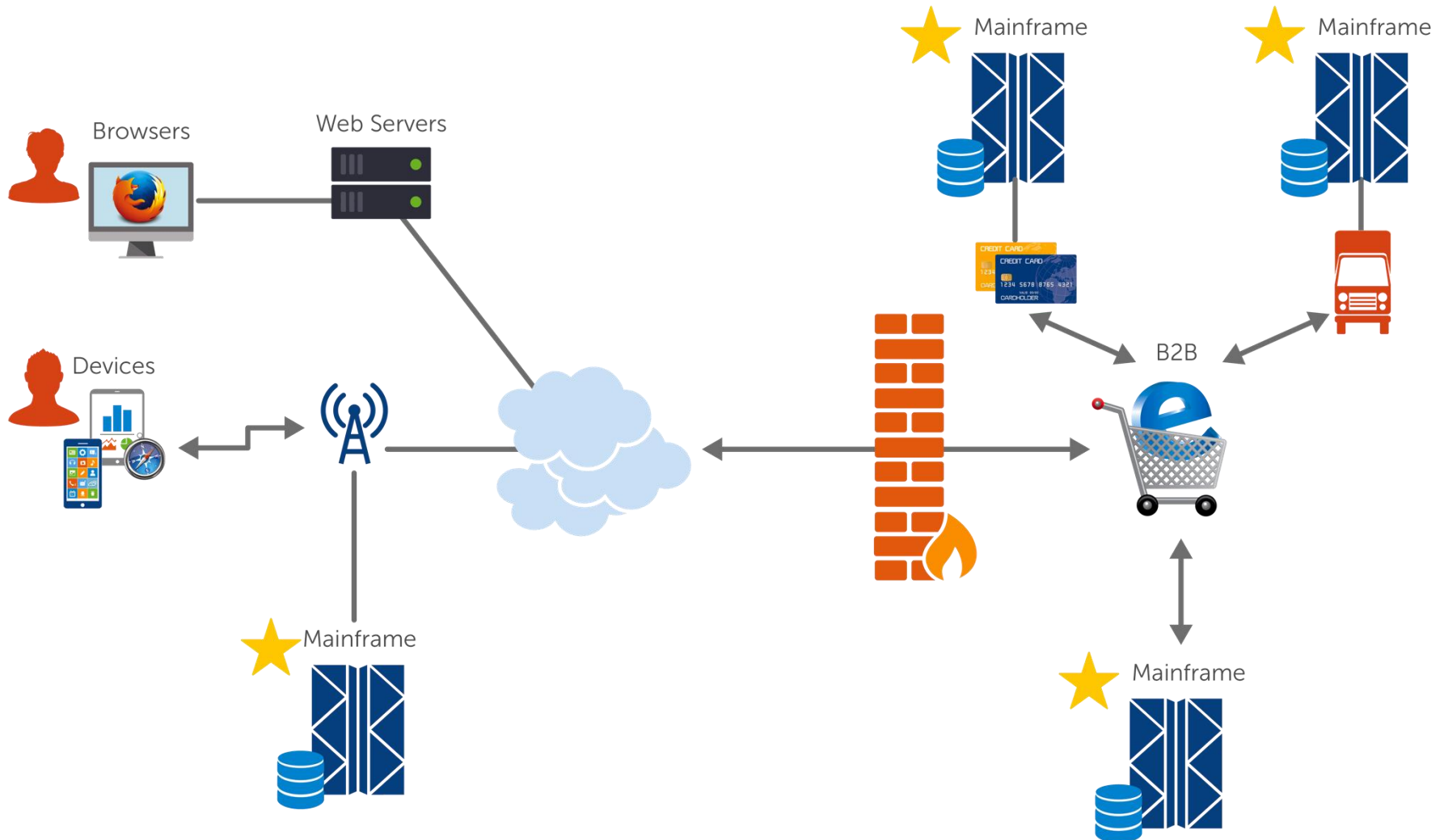
David Rizzo, Director Product Development  
2015



# Why is Agility Needed in the Mainframe World Today?



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# Four Myths About Agile Development

1

There is only one way to do Agile development

2

Agile development means faster development

3

Only the IT organization is impacted

4

Organizational procedures and structures don't have to change



# THERE IS ONLY ONE WAY TO DO AGILE DEVELOPMENT

# Agile: Methodology, Framework or ?

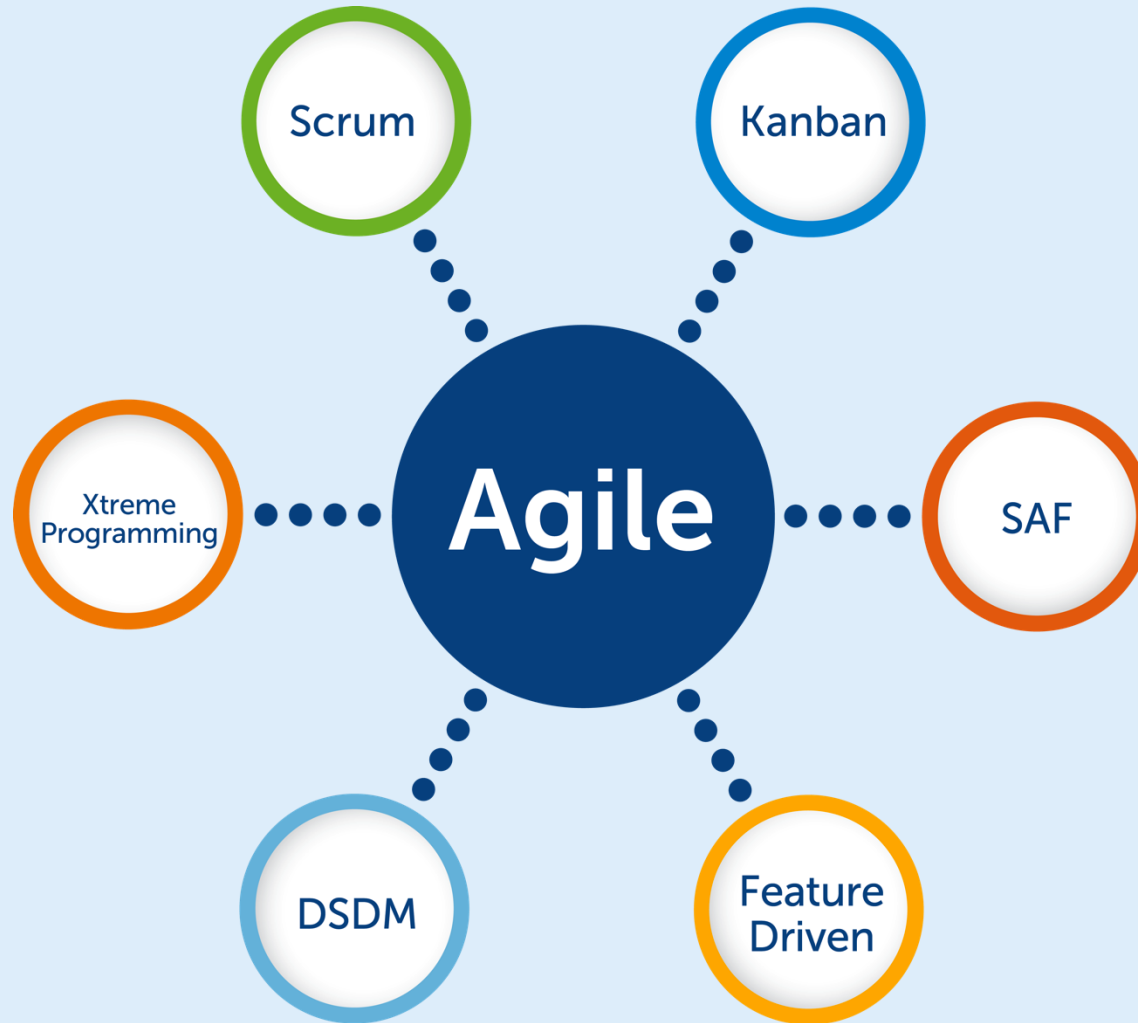
When we wrote the agile manifesto, we knew it was not a methodology, and not a framework, either. It was and is a value center, a way of looking at situations and thinking about how to proceed ...

Scrum, on the other hand, is a framework ... Not a methodology, because it doesn't even have enough in it to qualify as a methodology.

-Alistair Cockburn (via blog post)

- Agile values:
  - **Individuals and interactions** *over processes and tools*
  - **Working software** *over comprehensive documentation*
  - **Customer collaboration** *over contract negotiation*
  - **Responding to change** *over following a plan*
- Don't confuse "Agile" with its implementation

# Agile for Software Engineering

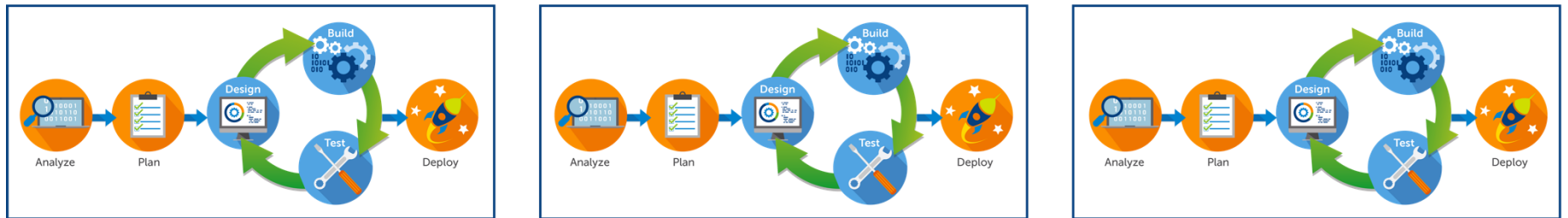


# Methodology Comparison

## Waterfall



## Agile



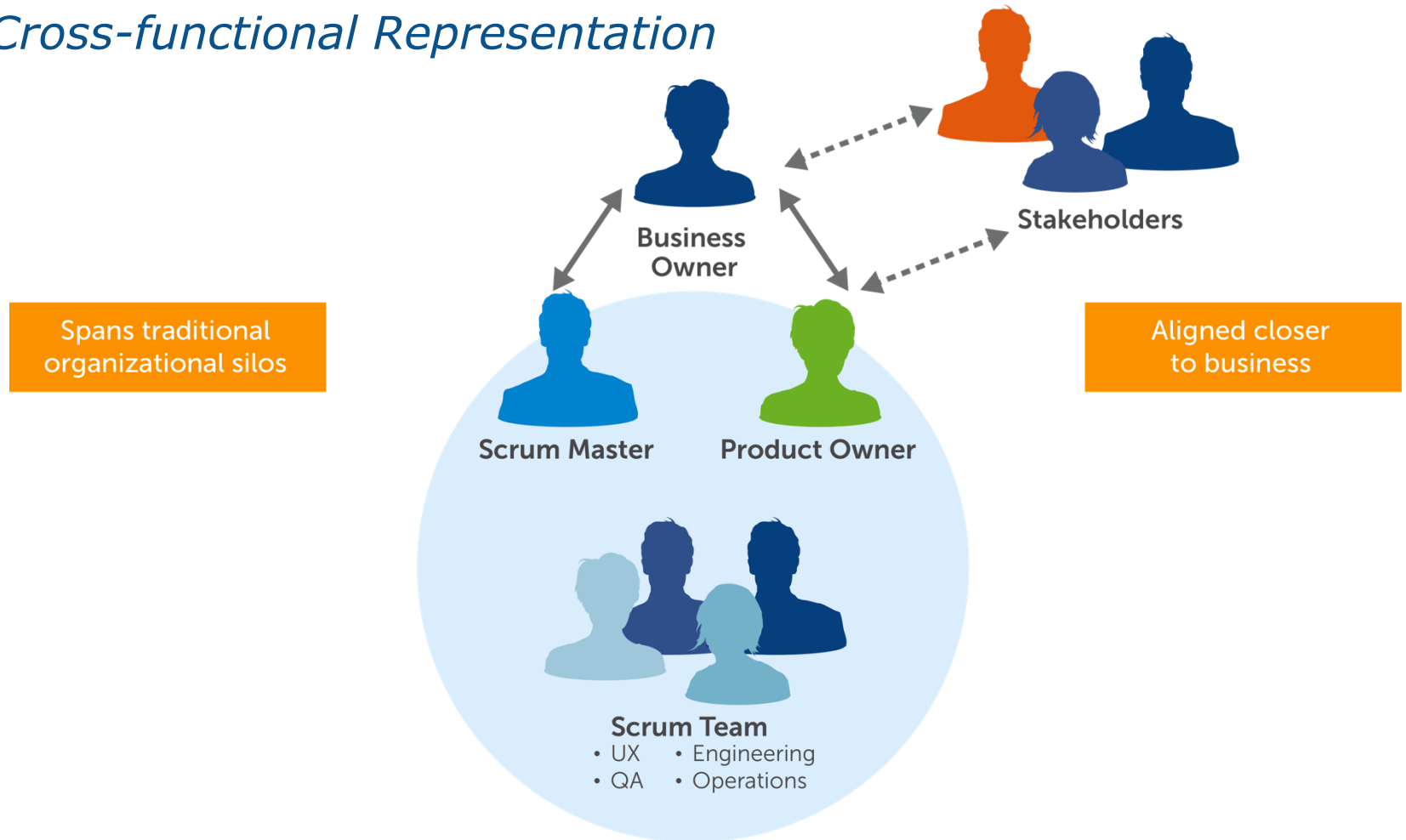
## Project Timeline





# Scrum Team

## *Cross-functional Representation*



The Scrum team is critical to Agile's success. It must be comprised of the right members from all disciplines that are needed to release the software product.

# Agile Change at Compuware

## Training

- Formal Change Management training for key positions
- Agile certification
  - Product Owner
  - Scrum Master
- Agile team
  - Led by Scrum Master
  - Two day, self-paced

## Organization

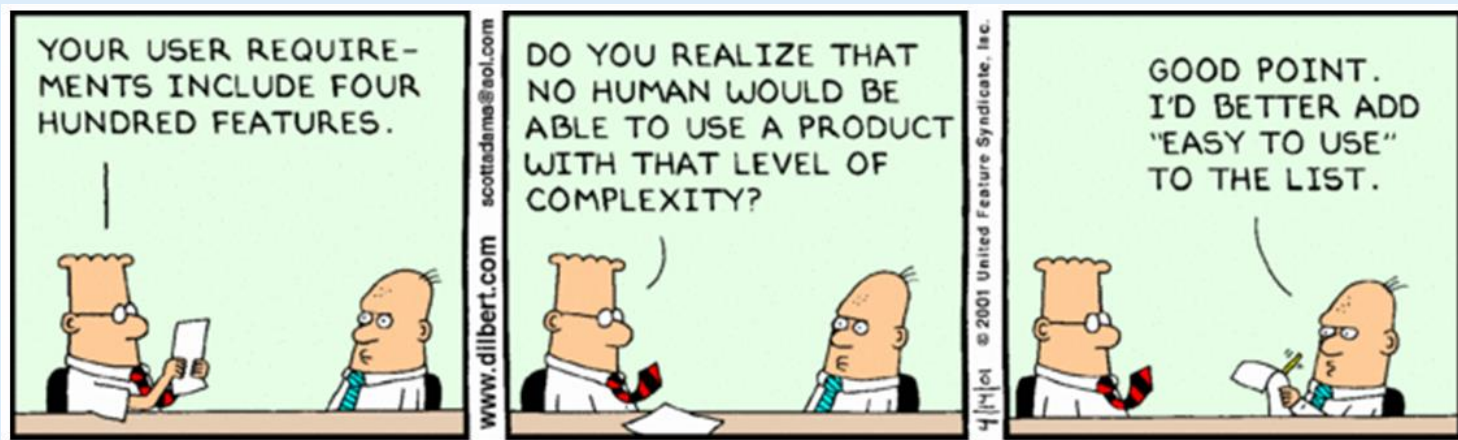
- Agile frameworks
  - Kanban: maintenance
  - Scrum: enhancements
- Scrum teams
  - Size:  $7 \pm 2$
  - Team > members
- Dedicated Scrum room
- Master Scrum Master
  - Pseudo Agile coach



# AGILE DEVELOPMENT MEANS FASTER DEVELOPMENT

# MVP – Minimum Viable Product

- Set of **minimum** capabilities that a user would accept
- Demonstrates **future** benefit to retain early adopters
- Provides Agile team **maximum** amount of feedback



# Efficient Task Execution



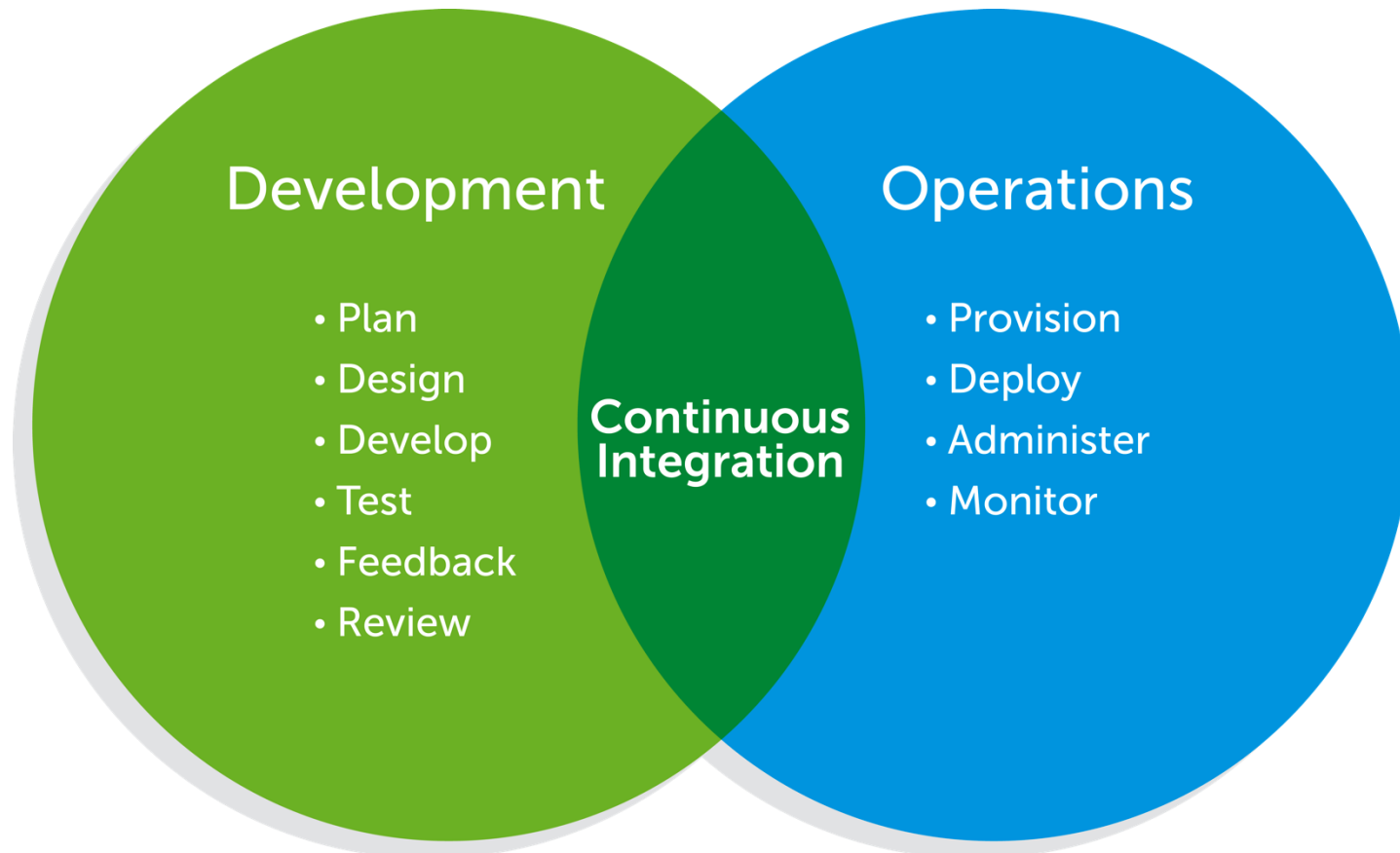
- Realize value sooner
- Reduce context switching
- Decrease total elapsed time

Source: *Multitasking Gets You There Later*  
<http://www.infoq.com/articles/multitasking-problems>

# Agile Testing

- Integrated into design and development
- Automated testing
  - At each build, sprint and milestone
  - Unit, integration and system testing
- Applications designed for testing
  - Component architecture (Lego architecture)
  - Testing each component

# Agile Feeds DevOps



**DevOps** is a culture of communication, collaboration, integration, automation and measurement of cooperation between software Development and Operations.

# Fail Fast, Succeed Faster

- Fail safe vs. safe to fail
- Small failures, recover quickly
- Learn from failures and never repeat them
- Align with 99.999 mainframe reliability
  - Requires CI (Continuous Integration)
  - Fail in development and test, not production!







# ONLY THE I.T. ORGANIZATION IS IMPACTED

# Business Agility is the Goal!



# Business Needs Are Met With Agility

## BUSINESS NEEDS

**88%** of non Agile users say improving speed to market is a priority

**91%** of non Agile users say being able to switch gears more quickly and effectively is a priority

**96%** of non Agile users say making their team more productive is a priority

**88%** of non Agile users say enhanced prioritization of the things that matter is a priority

**89%** of non Agile users say delivering a better, more relevant end-product is a priority



## RESULTS OF AGILE

**93%** said adopting Agile helped them to improve speed to market (ideas, products or campaigns)

**93%** said adopting Agile helped them switch gears more quickly and effectively

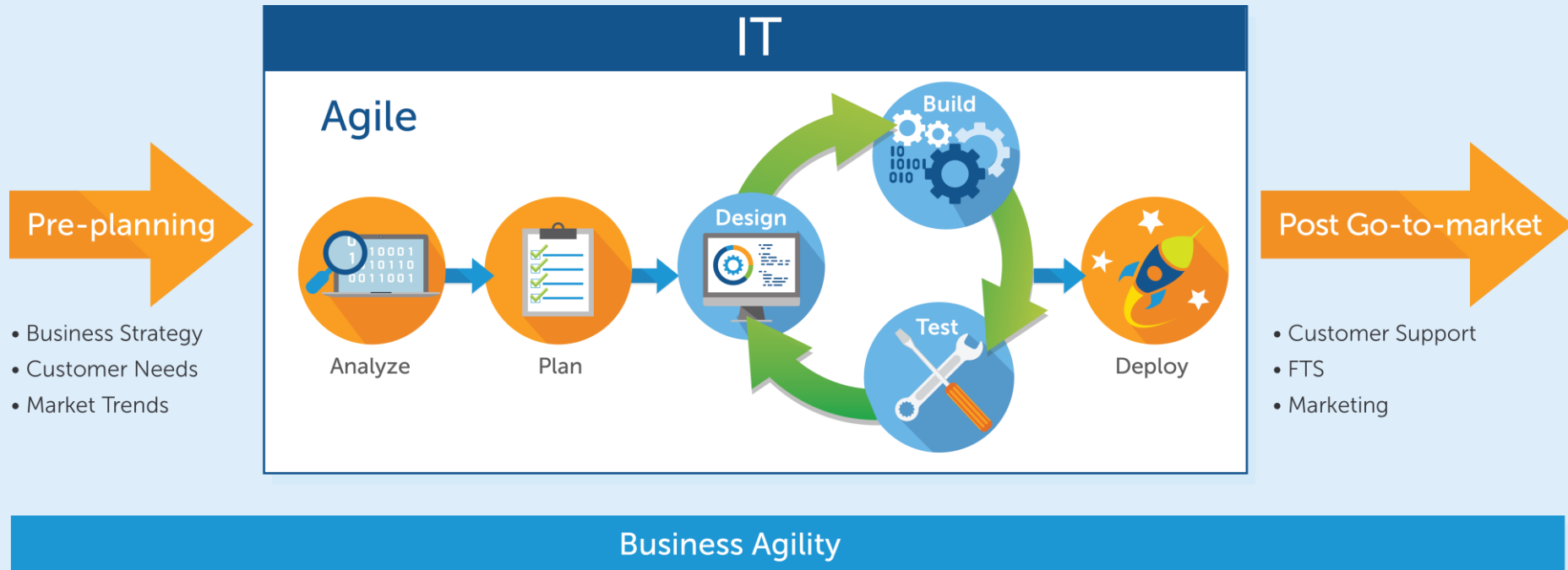
**87%** said adopting Agile made their teams more productive

**80%** said adopting Agile led to an enhanced prioritization of things that matter

**80%** said adopting Agile helped them deliver a better, more relevant end-product

Source: *The Agile Advantage*, CMG Partners – Sixth Annual CMO Agenda

# It's More Than Just Engineering





# ORGANIZATIONAL PROCEDURES AND STRUCTURES DON'T NEED TO CHANGE

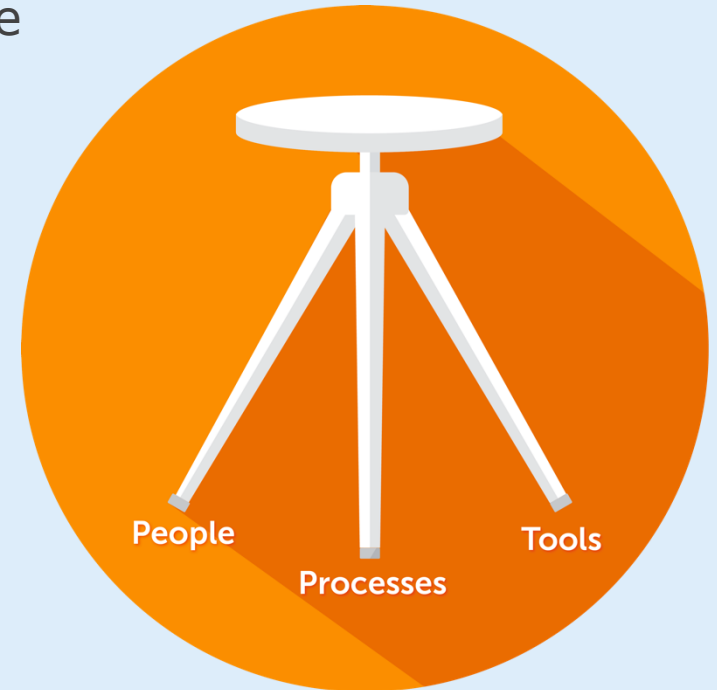
# Agile Requires Executive Sponsorship



**Seriously,** Agile requires changes in culture, processes and tools. It cannot succeed without executive management support.

# Embrace Change

- Agility, flexibility and ability to embrace (constant) change
- Continuous *stakeholder* feedback
- Transparency and collaboration
- Break down into granular initiatives
- Automation of manual steps
- Common instead of customized
- Fail fast – learn and adapt



**Change is difficult**, but essential! People embrace change differently. Implement change training, not just Agile development training.

# Culture Change at Compuware

## What We Did ...

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Focus on Business Agility  
Bimonthly communications  
Total Agile commitment  
Product Council to set priorities  
Bring customers closer to our process  
Continuously recruit next-gen workforce

## What We are Doing ...

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Collaboration across all business groups  
- Tools: Confluence, JIRA  
Lean Startup Business Approach  
- Customer focused  
- Quick to change and adapt  
- Reduce bureaucracy  
Internal training program



# Myths Debunked

Myths

Truth

1

Agile is a software development methodology

# Myths Debunked

## Myths

**1** Agile is a software development methodology

## Truth

**1** Agile is a philosophy, select the right methodology

# Myths Debunked

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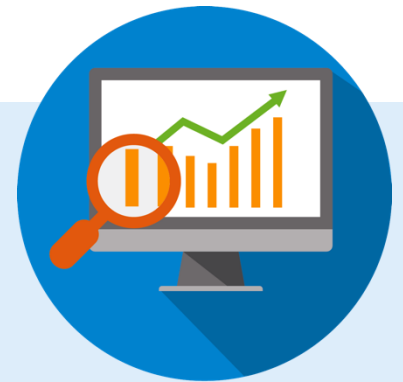
## Truth

- 1 Agile is a philosophy, select the right methodology
- 2 Agile development is about efficiency rather than speed
- 3 Agile success requires agility throughout the business
- 4 Agile requires a change in culture, tools and processes



# Final Thoughts: Keys to Success

- Agile Software Development is Engineering's contribution to Business Agility
- Focus on creating alignment with the rest of the business
- Quality is the responsibility of the team: win or lose as a team
- Collaborate and be transparent throughout the entire business, not just within IT



# QUESTIONS





The Mainframe Software Partner  
For The Next 50 Years