

Roo was washing his face and paws in the stream, while Kanga explained to everybody proudly that this was the first time he had ever washed his face himself. Suddenly there came a squeak from Roo, a splash, and a loud cry of alarm from Kanga. "Roo's fallen in!" cried Rabbit. "Look at me swimming!" squeaked Roo from the middle of his pool, and was hurried down a waterfall into the next pool. "Are you alright, Roo, dear?" called Kanga anxiously. "Yes" said Roo. "Look at me sw---" and down he went over the next waterfall into another pool. Everybody was doing something to help. Piglet was jumping up and down and making "Oo, I say" noises; Owl was explaining that in a case of Sudden and Temporary Immersion the Important Thing was to keep the Head Above Water; Kanga was jumping along the bank, saying "Are you *sure* you're alright, Roo dear?" to which Roo, from whatever pool he was in at the moment, was answering "Look at me swimming!"



Pictures by E.H. Shepard  
Stories by A.A. Milne  
Analogies by Gail Ollis

# Advocating Agility

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# Another way

Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.

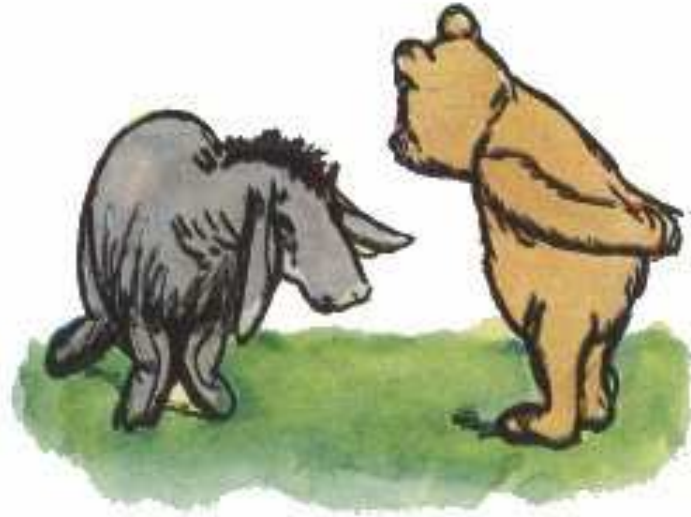




# Cast of characters



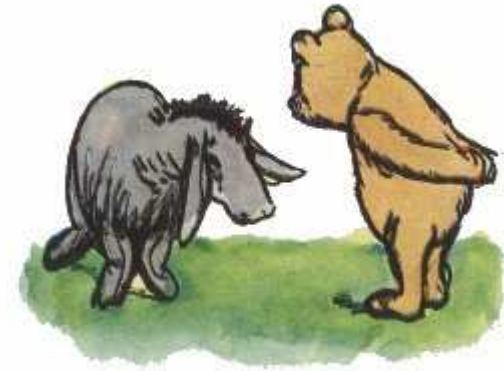
# Eeyore



“Good morning, Eeyore,” said Pooh.

“Good morning” said Eeyore gloomily. “If it is a good morning”, he said, “which I doubt”.

# Eeyore



- A Good Idea if you can get them to do it here, which I doubt.
- It's great for small projects but doesn't scale to large ones

# Owl



“The atmospheric conditions have been very unfavourable lately,” said Owl.

“The what?”

“It has been raining,” explained Owl.

# Owl



- Have you considered the spiral, V or other models?
- Why this particular solution?
- We already do a lot of this.
- What happens to team leader skills?



# Piglet

“We’ll do it this afternoon, and I’ll come with you.” said Pooh.



“It isn’t the sort of thing you can do in the afternoon,” said Piglet, quickly. “It’s a very particular morning thing, that has to be done in the morning, and, if possible, between the hours of --- What would you say the time was?”

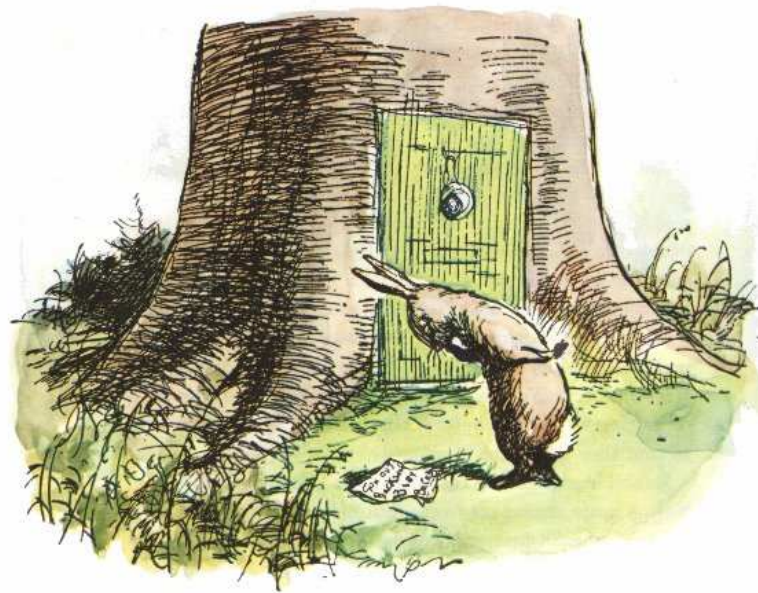
# Piglet



It isn't the sort of thing you can use with...

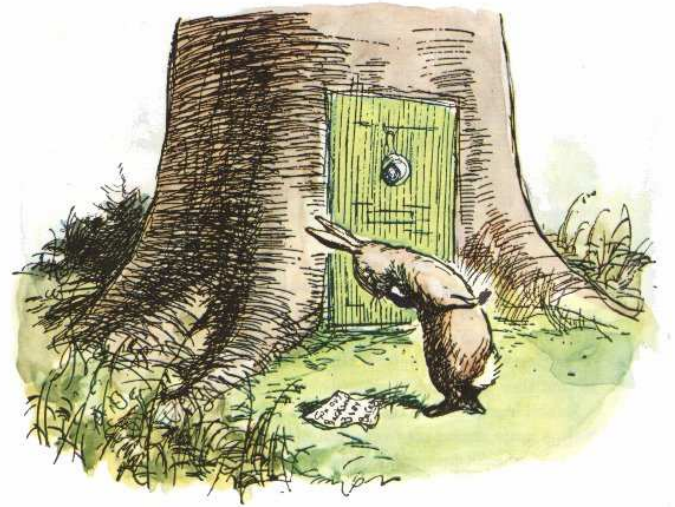
- Embedded software
- Big projects
- Small projects
- My customer
- A job requiring specific technical skills

# Rabbit



“There’s Rabbit. He hasn’t Learnt in Books,  
but he can always Think of a Clever Plan.”

# Rabbit



- How do you estimate?
- How do you cater for the unknowns of brand new technology?
- Who does the increasing load of testing?
- Don't you need to think about *everything* first?

# Tigger



"Bouncing is what Tiggers do best."



# Tigger



- Features
- Use cases
- End to end threads
- Customers

...“That’s what Tiggers like best.”

# Holes



# Holes

- What problems are we trying to solve?
- Building on successes
- Good experience with customers on site
- Relevance to the types of work we do
- Integration into business
- Evidence



# Getting stuck



# Getting stuck

- Methodology versus principles
- Requirements aren't the only risk
- What does Agile do about ...
- The latest new toy
- Follow-up





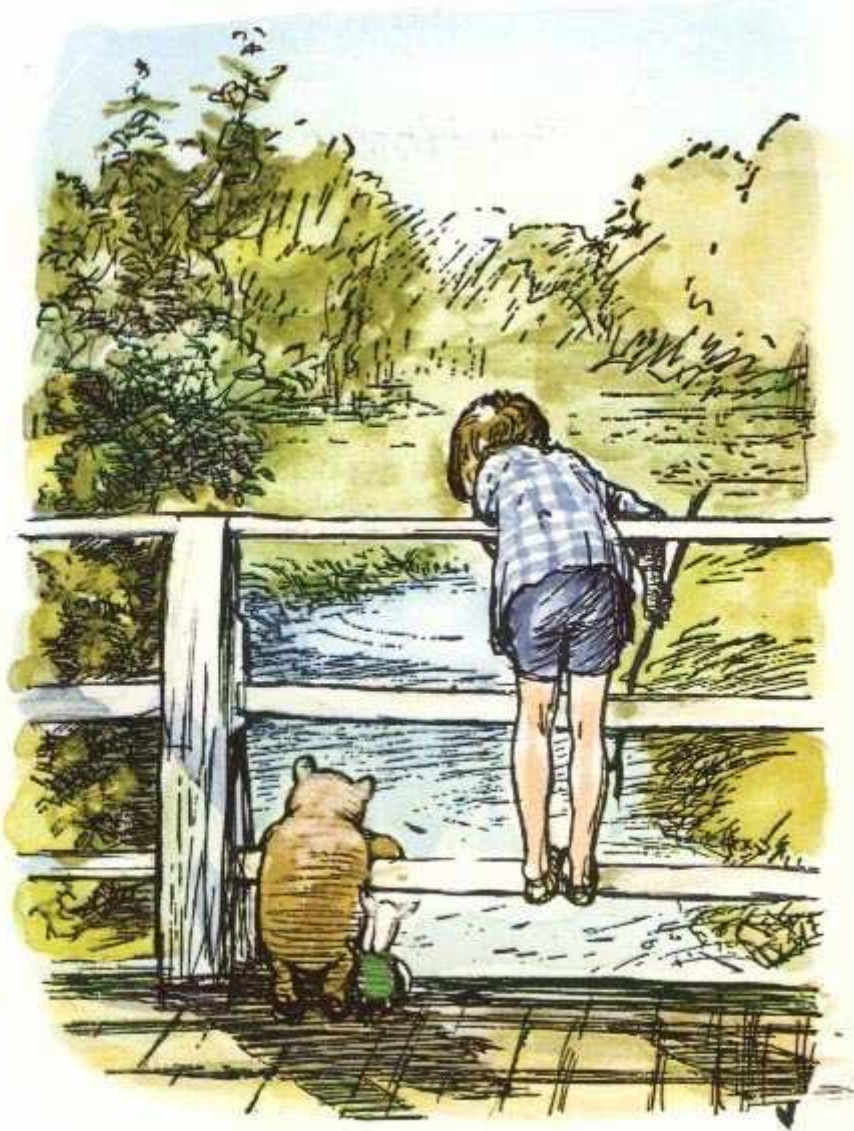
# References

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Mike Cohn
- ***Organisational Patterns***  
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- ***Agile Software Development in the Large***  
Jutta Eckstein
- ***Changing Your Organisation***  
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# What's your experience?





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# Epilogue

The following pages summarise thoughts on this topic that were contributed during and after the session at the ACCU conference. Please let me know if I have missed any.

# What creatures are customers?

- Customer organisations include examples of all kinds of creatures, just as development organisations do.
- Rabbits, wanting to plan details, are particularly characteristic
- Two additional creatures:
  - Heffalumps – scary and mysterious
  - Christopher Robin – everyone wants to please him
- Contrary to suppliers' reservations, customers can actually be very keen to be involved and see real things earlier on



# Threatened Species

- Owls feel endangered by these ideas and become defensive. Species include:
  - Project managers
  - Architects
  - QA
- Their career path is often founded on waterfall principles
- Need to help them see their role
- Beware of Tigger's destabilising influence

# Methodologies

- “I don’t believe in methodologies”. However:
- They offer a good story to inform our decisions
- A good process can be built up from ingredients to a recipe that suits the circumstances
- This helps the organisation to own its process
- The process then has a better chance of survival if the catalyst for change is removed
- However, need a credible champion to get it started. Grass roots enthusiasm only goes far (and then the grass gets mown down?!)

# Innovation

- Innovation needs slack
- ***Slack: Getting Past Burnout, Busywork, and the Myth of Total Efficiency***

Tom Demarco

# Agility

- All sorts of stuff gets described as ‘agile development’
- The way to make good practices a habit is to harness laziness – ease them in gently and make them easy to follow
- Whether or not you are actually ‘doing Agile’, there’s good stuff in the agile principles...

# Agile principles for individual practice

These principles (from <http://www.agilemanifesto.org/principles.html>) can be applied, to a greater or lesser degree, to any software you write. Lasting improvements are more likely to come from small, incremental changes that spread 'virally' because of the benefits they demonstrate, not from a revolution.

- **Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.**
- **Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.**
- **Working software is the primary measure of progress.**
  - There may not be frequent formal releases, but we can move towards all the above by frequent (automated) testing and by not declaring anything complete unless it's tested!
- **The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.**
  - It doesn't matter whether you're co-located. If you're on the same site, just go talk to people.
- **Simplicity--the art of maximizing the amount of work not done--is essential.**
  - Question the requirements you're inferring. Design for straightforward refactoring for later requirements, not to implement them.
- **Continuous attention to technical excellence and good design enhances agility.**
- **At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.**
  - OK, the team may not officially be doing retrospectives, but you can reflect on how things are going & discuss it with others.
  - Then use your experience to make the case when you disagree with a decision

# Agile principles needing a supportive environment

The remaining principles are ones where individuals can have only limited impact.

- **Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.**
- **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.**
- **Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.**
- **The best architectures, requirements, and designs emerge from self-organizing teams.**

The value of some of these is more easily understood in a product development, where you are trying to create something new of value to a potential customer, than in bespoke development where the contract is formed under the illusion that the customer already knows what they want. Pinning it down too tightly at the start leaves less room to manoeuvre to provide what they really want.



# Thanks

My thanks to everyone who attended & contributed to the picture of life in 100 Acre Wood.

Please contact me if you have any questions or observations.

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