

Challenges in Agile (and how to overcome them)

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Old Stuff: The Agile Manifesto (2001)

Agile development is defined by the value system:

- 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.**

Source: <http://agilemanifesto.org>

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Take another look – The Agile Principles

- **How do they apply if you are facing challenges?**
 - Early and continuous delivery of valuable software
 - Welcome changing requirements
 - Deliver working software frequently
 - Business people and developers work together
 - Trust motivated individuals
 - Face-to-face conversation
 - Working software is the primary measure of progress
 - Promote sustainable development
 - Technical excellence and good design
 - Simplicity is essential
 - Self-organizing teams
 - Team reflection and adjustment

Introducing Agility

- **Usage of some practices**
 - Stand-Up meetings, TDD, ...
- **Evolutionary development**
 - Incremental delivery of working system
- **What about long-lasting change, so that**
 - The knowledge is kept and spread
 - Everyone involved knows and cares
 - The team continuously works on getting more effective

Agile Environment

- **Dynamic Languages**
 - Java, .Net, Rails, ...
- **Evolutionary development**
 - Incremental delivery of working system
- **What about testing, refactoring, continuously integrating in a**
 - Mainframe environment?
 - Database schema?

Agile Teams

- **Small**
 - Typical team size is 6-10 people
- **Collocated**
 - Common war room
- **What about face-to-face conversation or customer involvement in a**
 - Large (and maybe distributed) environment?

Challenges in Agile

- **Joshua Kerievsky:**
 - 10 Tips for Successful Agile Transitions
- **Pramod Sadalage:**
 - Refactoring Databases - Evolutionary Database Design
- **Charlie Poole:**
 - Agile on the Mainframe and Other Odd Places
- **Jutta Eckstein:**
 - Agile Software Development in the Large
- **Linda Rising:**
 - Perfection – an Unrealistic Goal – the challenge of being agile