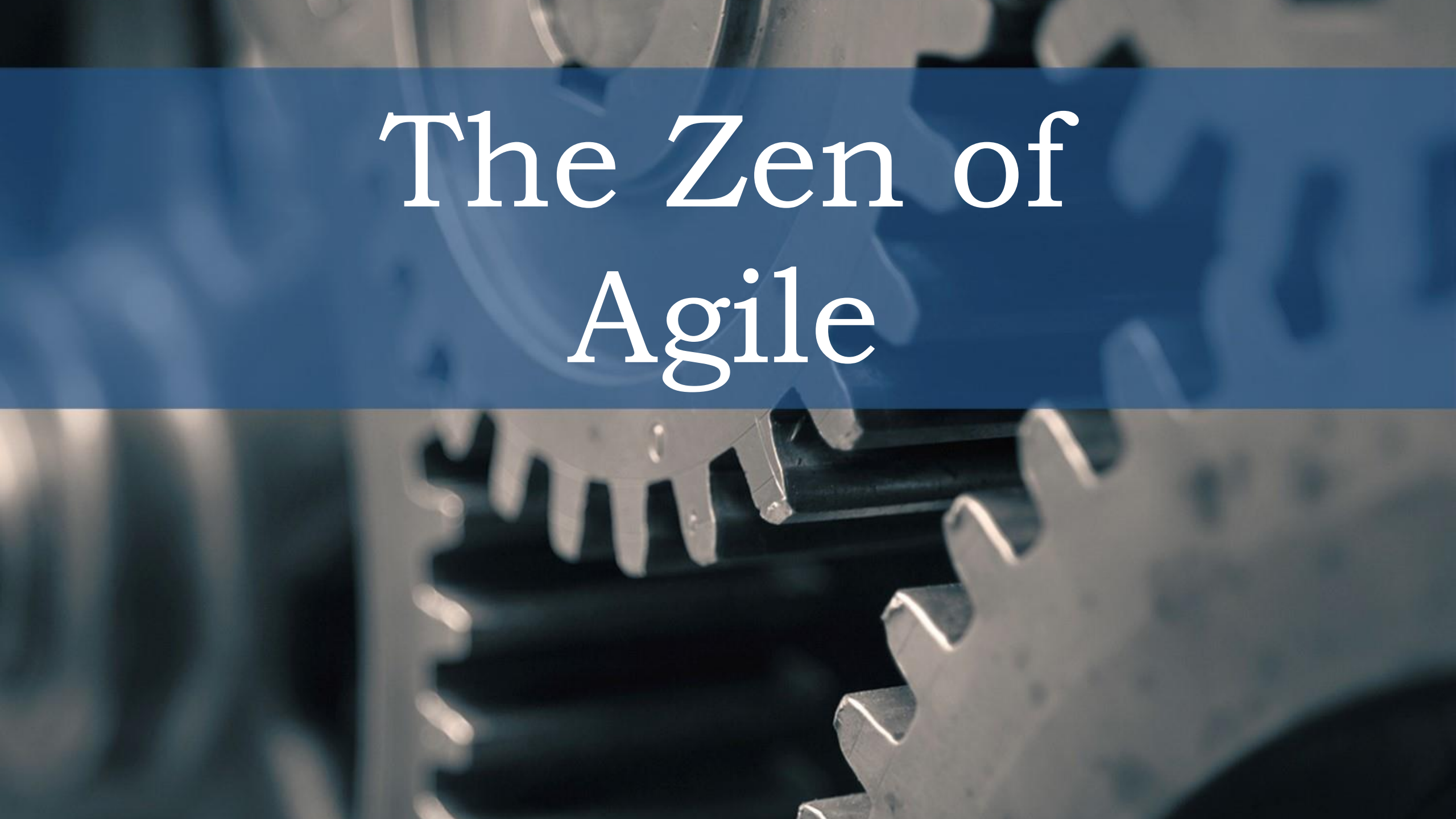

The Zen of Agile

The Speaker

Danilo

Head Quality Assurance at Sidenis AG, ZH

MScCSc ETH 1999

Certified Scrum Master (expired)

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Agility
is about dogs running around obstacles for a badge

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Should engineers be required to take humanities classes?

-- OkCupid

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“Programmers are unable to speak
to ordinary mortals [...]
it’s easier to train users to talk to
IT-people than to train IT-people to
talk to users”

-- Dave Snowden

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We need to stop rushing, start doing things properly and test thoroughly.

That's un-agile.
In this ever changing world, we need to respond continuously

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Problem No.1: Perception

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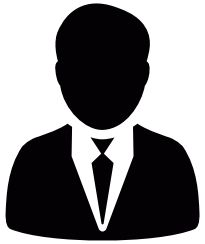

Cool, no more documentation and I'm left alone to work in peace for 2 weeks

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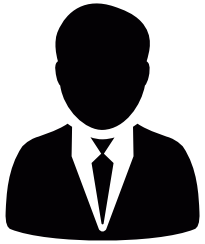

Cool, now I get people available 24/7 without even forcing them

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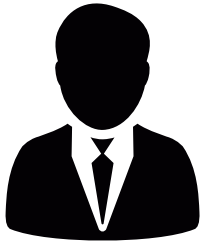

Me! Me! Me Me!

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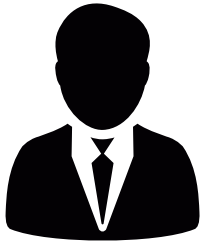

Cool, now I can sell my anti-vax-flat-earth-chemtrails-globuli cult under the hood.

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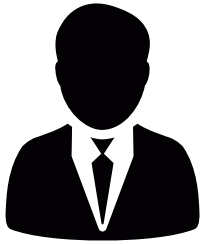

Cool, finally I can make more money in IT than IT people do.

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Problem No.1: The New Ignorance

Scrum

XP DevOps

Kanban

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Scrum

XP

DevOps

Kanban

stable

co-located

self-organized

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As a robot
I want to have rules
So that I don’t have to think

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Given I am a robot
When I am given a rule
Then I am able to act

https://www.youtube.com/watch?v=X7HmltUWXgs

Scrum

XP

DevOps

Kanban

stable

co-located

self-organized

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Scrum

XP

DevOps

Kanban

SIDENIS
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stable
co-located
self-organized
cross-functional

SIDENIS
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- Functional

Original artwork: wax crayon on paper by saturaworld

Scrum

DDD

XP

DevOps

Kanban

SIDENIS
passion to deliver

Scrum

DDD

SIDENIS
passion to deliver

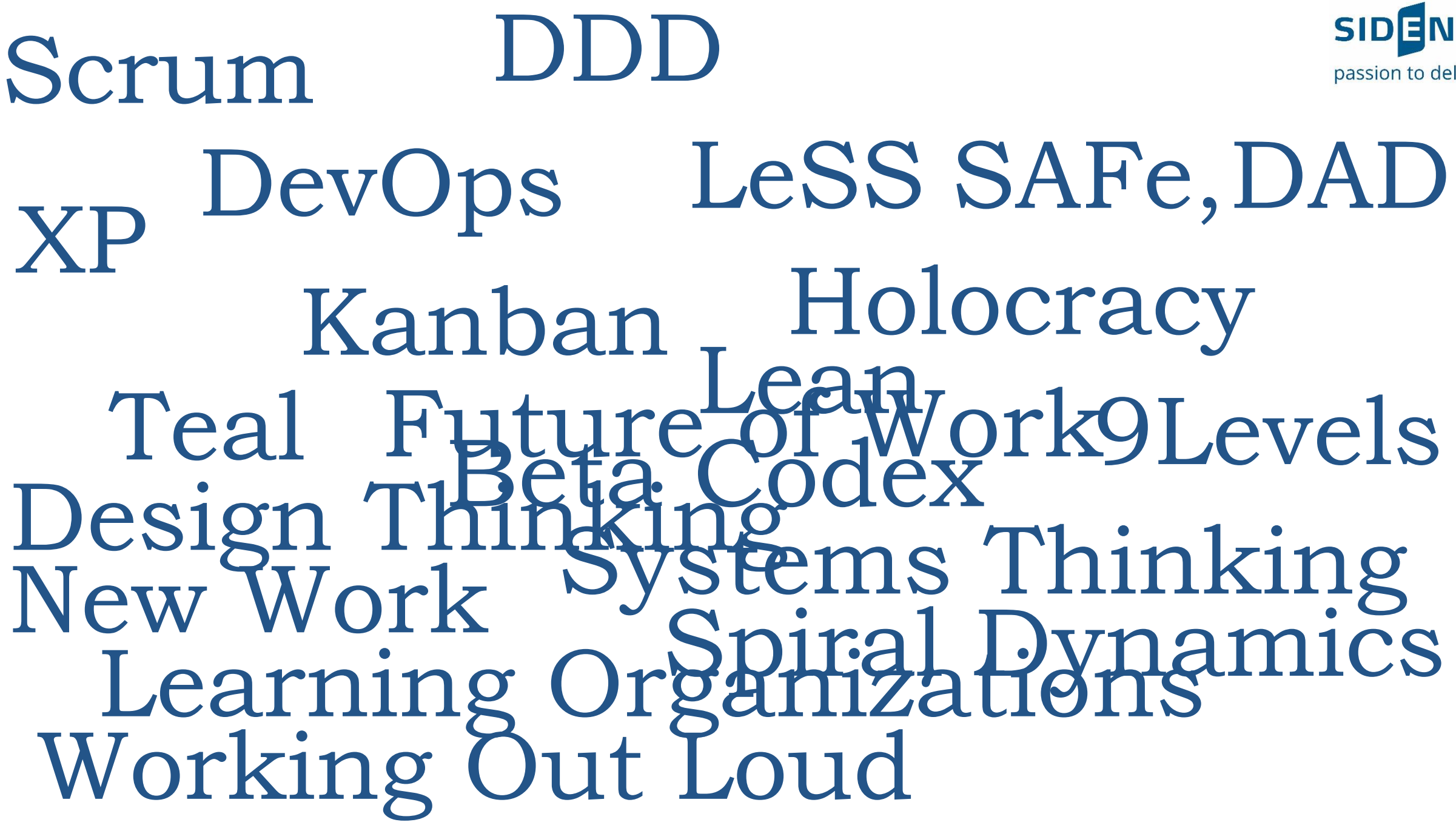
XP

DevOps

LeSS

SAFe, DAD

Kanban



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Scrum
DDD
DevOps
LeSS SAFe,DAD
XP
Kanban
Holocracy
Lean
Teal
Future of Work
9Levels
Beta Codex
Design Thinking
New Work
Systems Thinking
Spiral Dynamics
Learning Organizations
Working Out Loud
Ballshoot
Argyl

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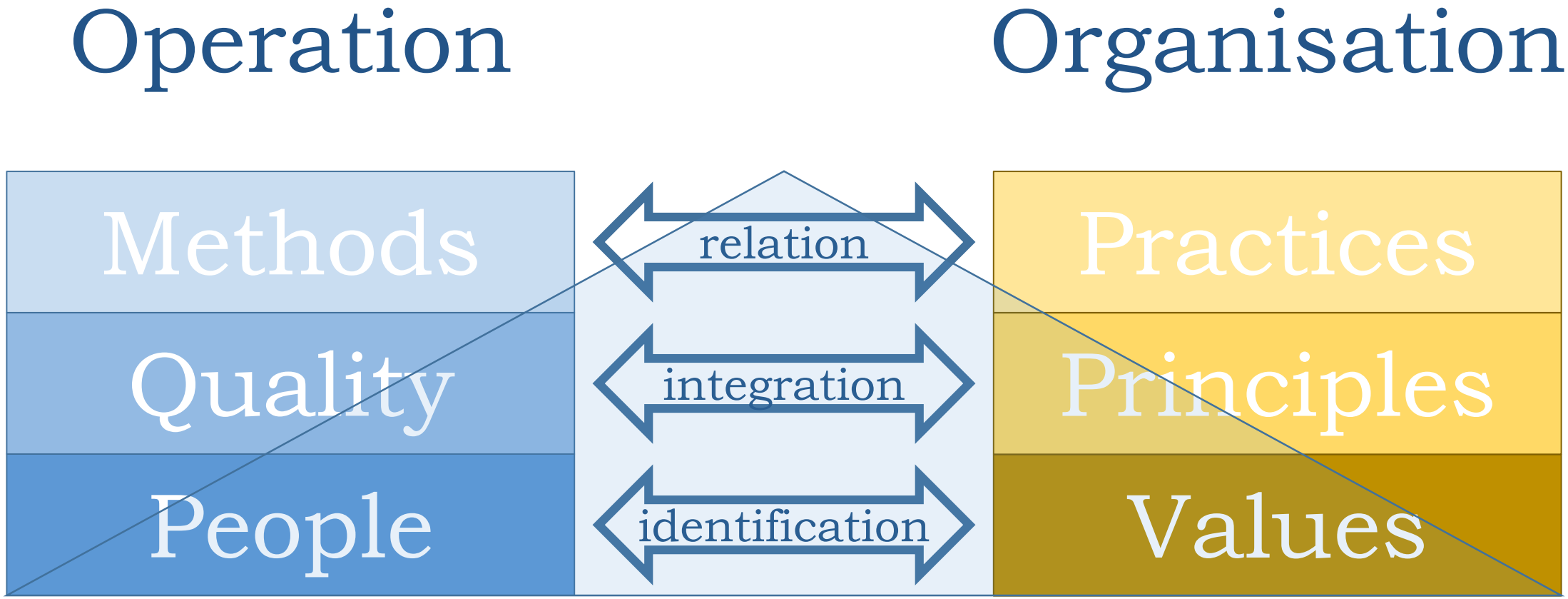

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Problem No.1: Craftspeopleship

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People, craftspersons, that have the means and willingness to produce

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The principal market for agile is coaching and certification, not software development.
That is an indication of something coming to the end.

-- Dave Snowden

The coffee/alcohol cycle is essential to good software development

-- Dave Snowden

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Problem No.1: Quality

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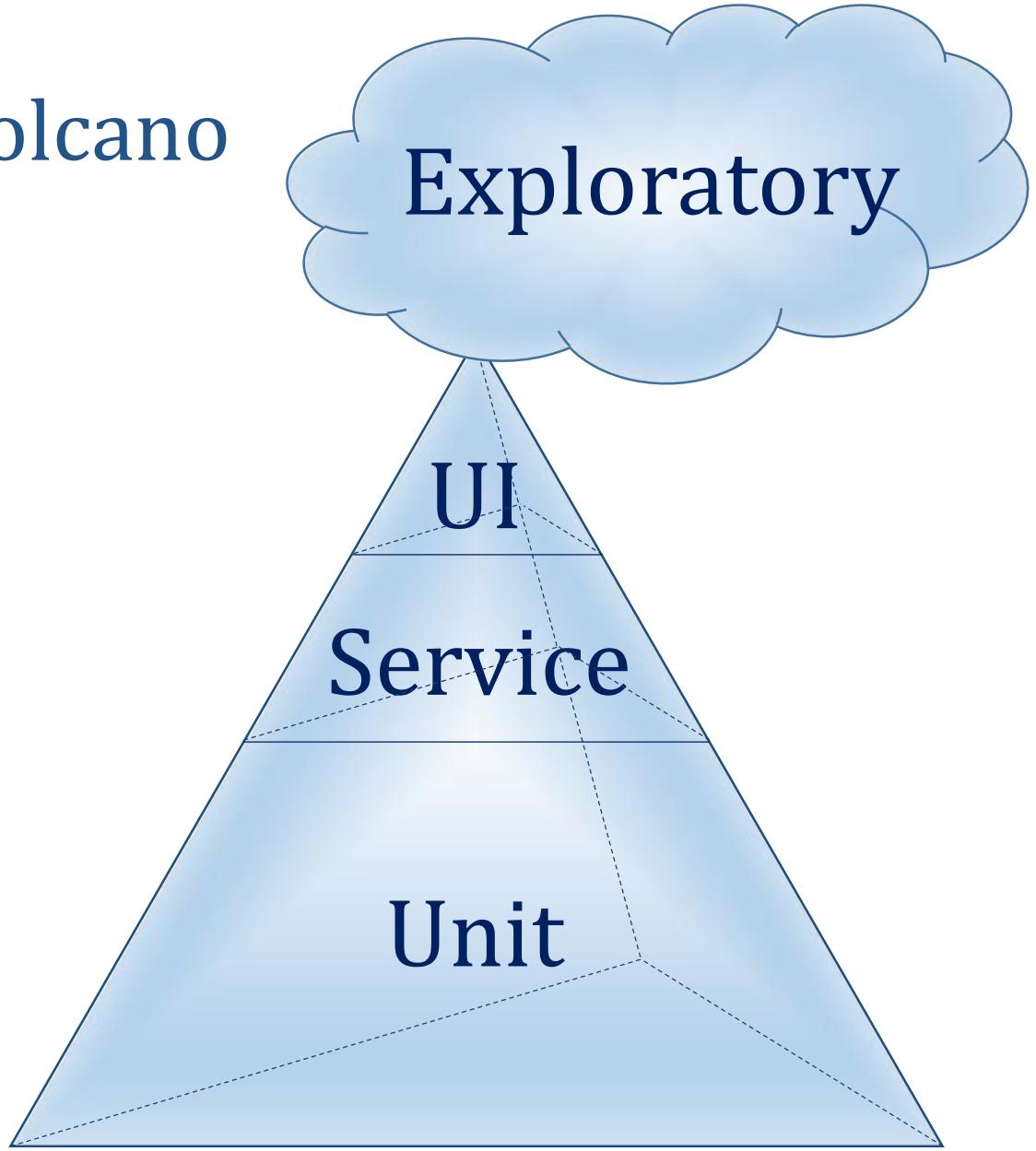
The Testing Volcano



Reflected

Automated

Automated

Emergent

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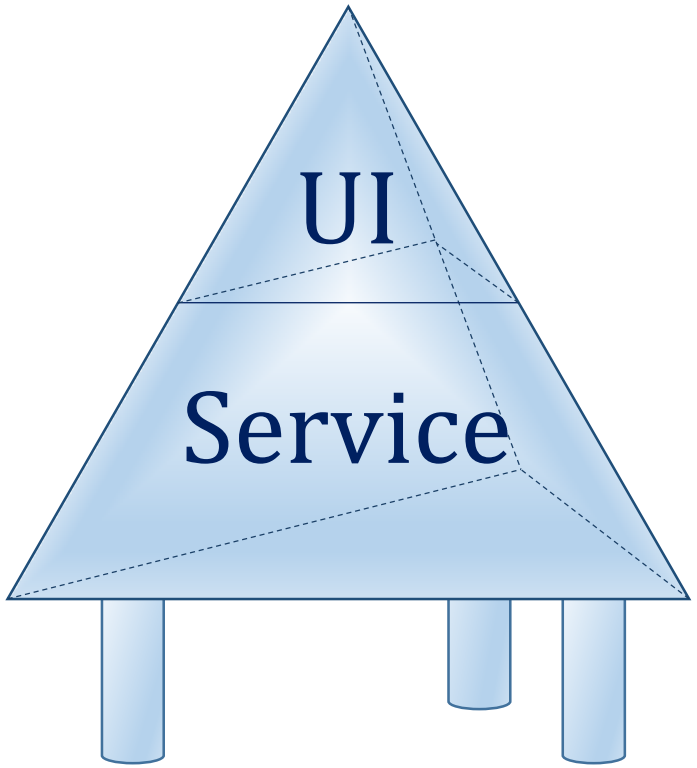
The Testing Shmebulock

~~Reflected~~



Automated

Automated

~~Emergent~~

© thewaltdisneycompany.com

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Problem No.1: Age

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Problem No.1: Resistance to change

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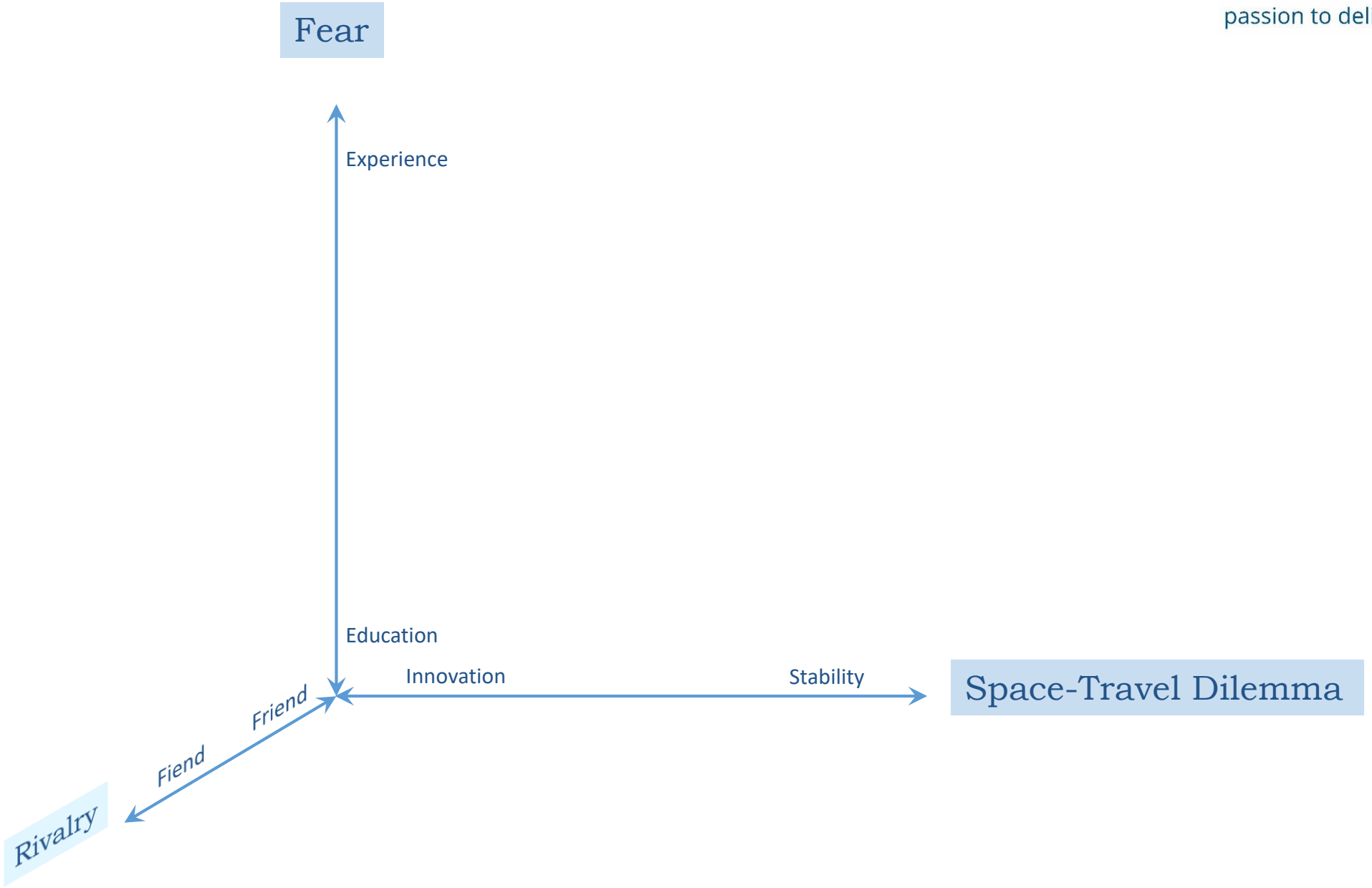

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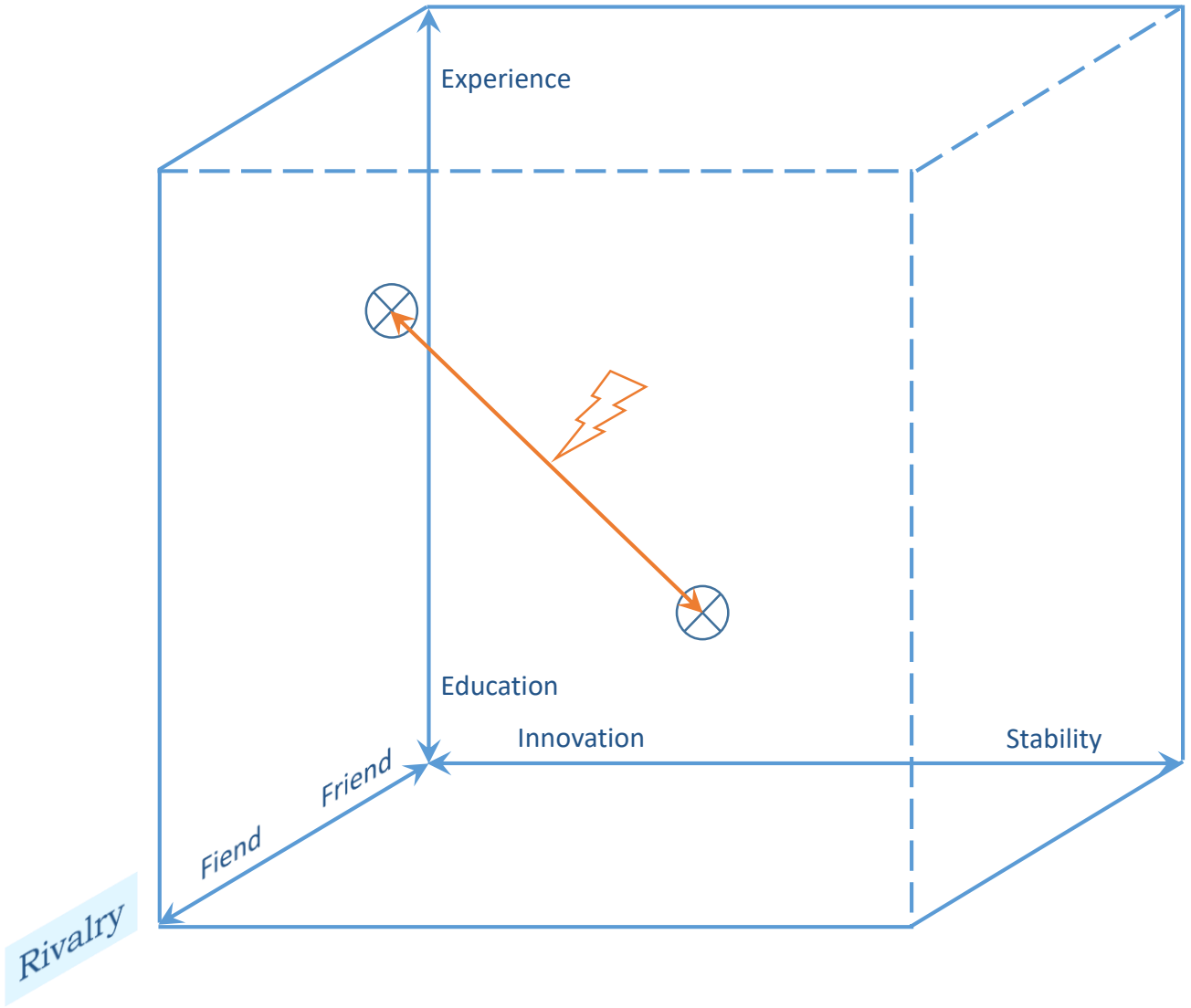
Fear



Space-Travel Dilemma

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Problem No.1: Frameworks!

Frameworks!

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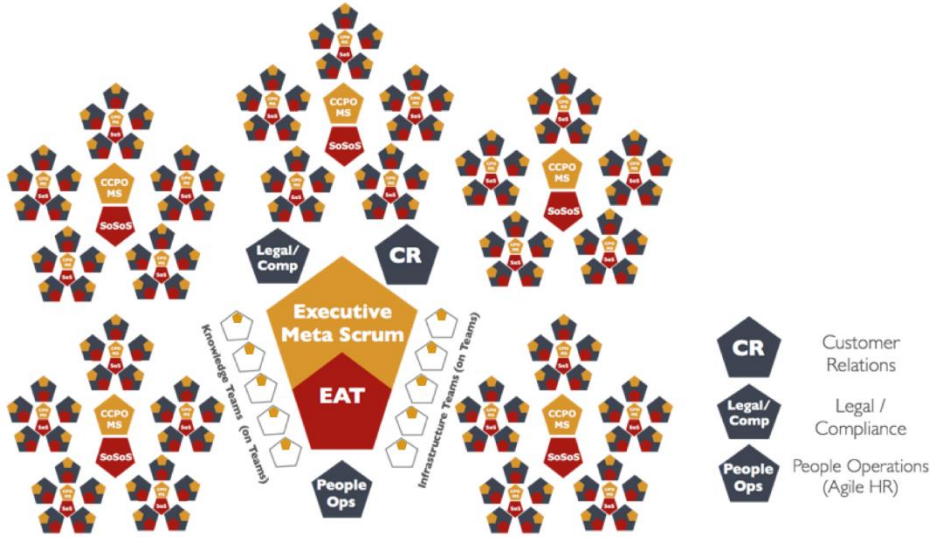

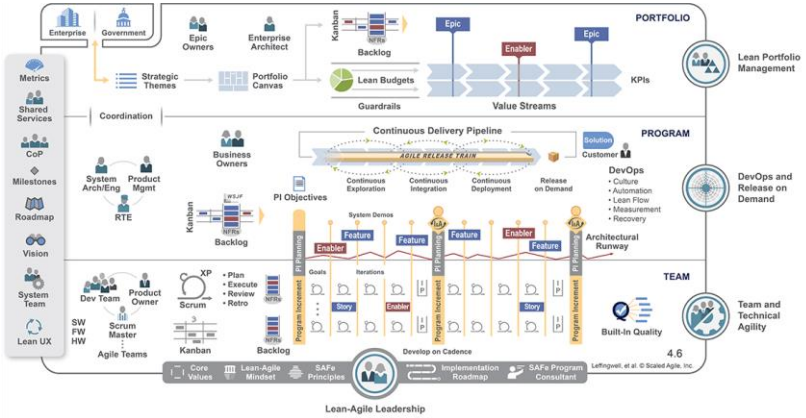

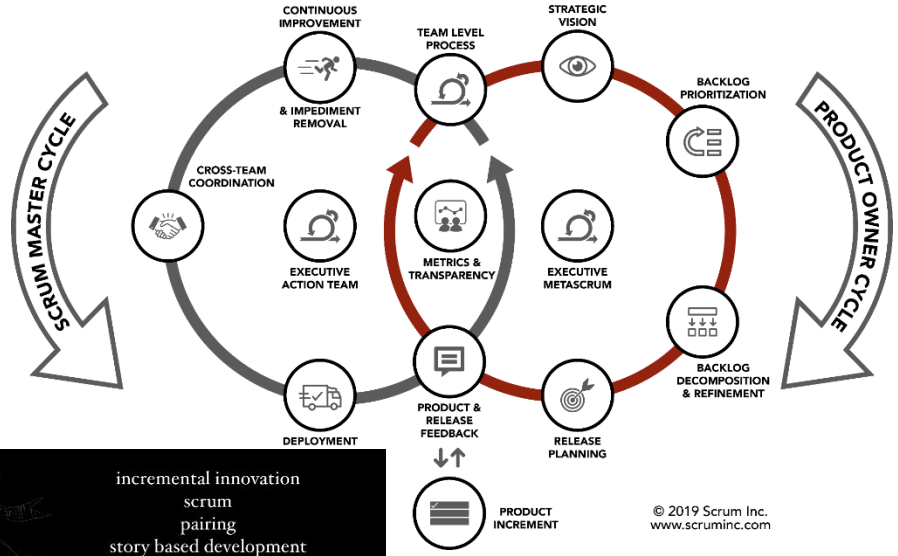

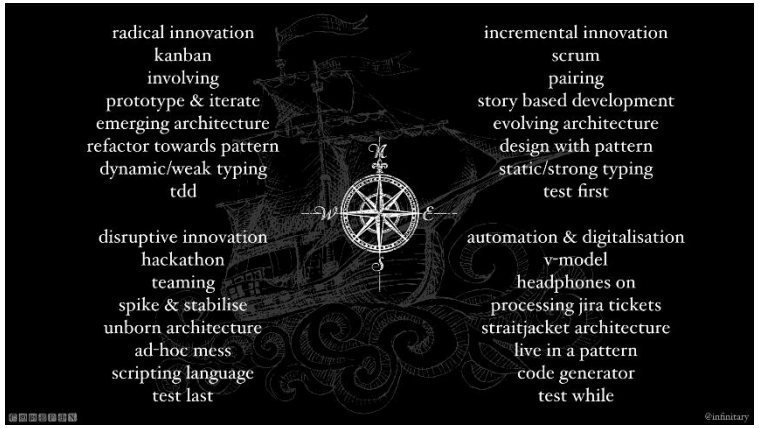

Sources: Cognitive-edge.com, 9levels.de, Codefin.org, scrumatscale.com, scaledagileframework.com

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Problem No.1: AINO

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How to recognize different types of AINO from quite a long way away

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AINO Symptoms

- Buzz-words
- Empty Phrases
- Principles
- No Evidence
- Cult
- Re-labeling
- Not shipped
- No documents
- No coverage
- No team work

https://www.youtube.com/watch?v=GPXeeyL4tEA

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AINO Causes

Resistance to change

Frame-works

The New Ignorance

Robbery

Cowardice

Frustration

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AINO Effects

Frustration

Loss of Credibility

Bad Example

No Efficiency

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AINO Remedies

Retro-spective

Plausible > Accurate

Values > Principles

Question

Early Failure

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Introducing better processes to become better at producing things is about producing things, not about the processes

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The End of Argyl

Thank You!