

Agile Development Methodologies

Reality vs Hype

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Waterfall Observations

- Requirements are mainly written in English - incomplete (lack precision)
- Requirements are often contradictory
- Too many requirements to fit in one Person's head at the same time
- The client will change their mind
- Requirements clarification changes fundamental assumptions



Honest Questions

- How can we estimate
- How can we commit (with integrity) to develop the incomplete requirements to a deadline
- How can developers do quality work when scope changes, but timeline doesn't
- Why should developers bear the brunt of the consequences of an inefficient process



First Taste

- Extreme Programming (XP) is a terrible name
- We know relatively little at the start of a project - we learn what is truly valuable as we progress
- Just enough high-level planning up front
- Fix cost, time and quality
- Cycle around small pieces of functionality:
 - Business -> requirements, Developers estimate
 - Business prioritises, Developers develop
- The cost of requirements decisions are visible



RSA

- Product: RSA Key Manager
- Purpose
 - Central key generation
 - Key/security objects lifecycle management
- 12 Developers, shared QA & Tech. Writers
- Approximately 1 year old as an agile project

- Following XP
- 2 week iterations



RSA

- Benefits
 - Drives engineering best practice
 - Higher quality code sooner
 - Skills transfer between staff
- Challenges / Issues
 - A single, authoritative customer
 - Requirements come from the US



SAP Research Brisbane

- Identifying new technologies, trends and business practices, relevant to SAP within 3 - 5 years.
- Goal: Transfer knowledge out of Research
- Code is the vehicle, as well as documentation
- 50 People, including 8 Developers
- Research is an evolutionary activity
- Researcher priorities change due to external factors on a week-to-week basis



SAP Research Brisbane

- Benefits
 - Rapid prototyping
 - Commercialisation path (due to code quality)
 - Prototypes which other people can use
 - Positive working environment
- Challenges / Issues
 - Integrating student code
 - Integrating with SAP Product Development



Scoodi

- www.scoodi.com
- Provides tools for people to act in an environmentally and socially beneficial way
- Help keeps items in circulation within a local community
- Following XP (cut down version)
- 3.5 developers, 1 project manager, 1 client rep
- 1 week iterations



Scoodi

- Benefits
 - Break project down into achievable chunks
 - Regular feedback and planning
 - Adaptable as we better understood the project
- Challenges / Issues
 - Would have benefited from a little more up front planning
 - Workload in defining ongoing requirements



Agile Liabilities

- A single customer representative that can provide timely and authoritative requirements.
- Separation between the requirements and financial stake-holders.



Challenges for New Agile Projects

- Trust
 - Dev: estimates are not promises
 - Bus: dev working in the business interests
- Development
 - Feature orientated approach
 - Quality is a day-to-day activity
- Role Changes
 - Project Manager
 - QA Team



Summary

- Agile methodologies address real issues in traditional software development projects.
- To succeed, agile methodologies require a high level of collaboration between financial and requirements stakeholders and development.



Thank You

