

Experts en développement
logiciel et formation –
Approches AGILE

Software Development
and Consulting Specialists –
AGILE Approaches

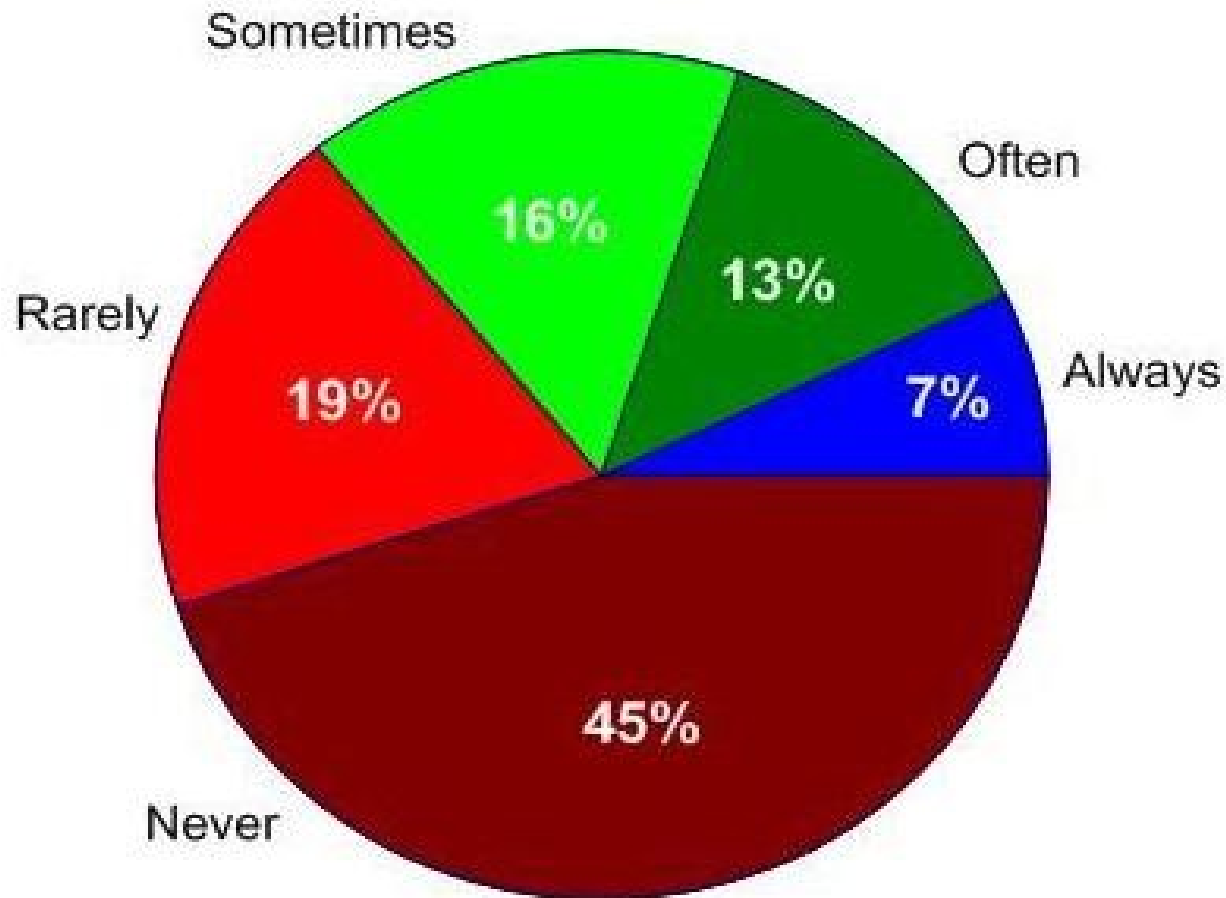


Agile—Helping you deliver more useful software

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Identify practical approaches enhancing the collaboration level between software development team and project stakeholder. More specifically approaches leading to the delivery of useful software.

- A look at the current situation
- Overview of Agile approaches
- Suggestions for improvement
 - Development of communication
 - “Incremental Funding Method” (IFM)
 - IFM and Agile
 - Metrics, tracking and reports
- Conclusion



Source: Jim Johnson, Standish Group, Keynote speech at XP 2002 in Sardinia.

- Big Requirements Up-Front (BRUF)
 - People make up requirements
- Project Planning and Tracking not responsive to change (marketplace, legislation, strategy)
- Learning is not encouraged... but it is the natural way people think
- ...

What are the observations and problems you observe in your organizations with regard to collaboration between the project teams and the stakeholders?

What are the consequences?

- Some examples
 - Major disconnection in the **vocabulary** and the **system of values** of the leaders and those of the software developers
 - The management of the **organizational objectives** (strategy of businesses) and the project management are not integrated
 - Many **useless functionalities** or far from useful are developed (source: Standish Group)
 - The development organizations invest a lot of energy to reduce the costs and to manage the risks but **very little to maximize the generated value**

- Some examples
 - It is widely accepted that software development should be measured and managed on an iterative basis, little attention has been given to how software development should be funded
 - Lack of trust and respect between developers and managers

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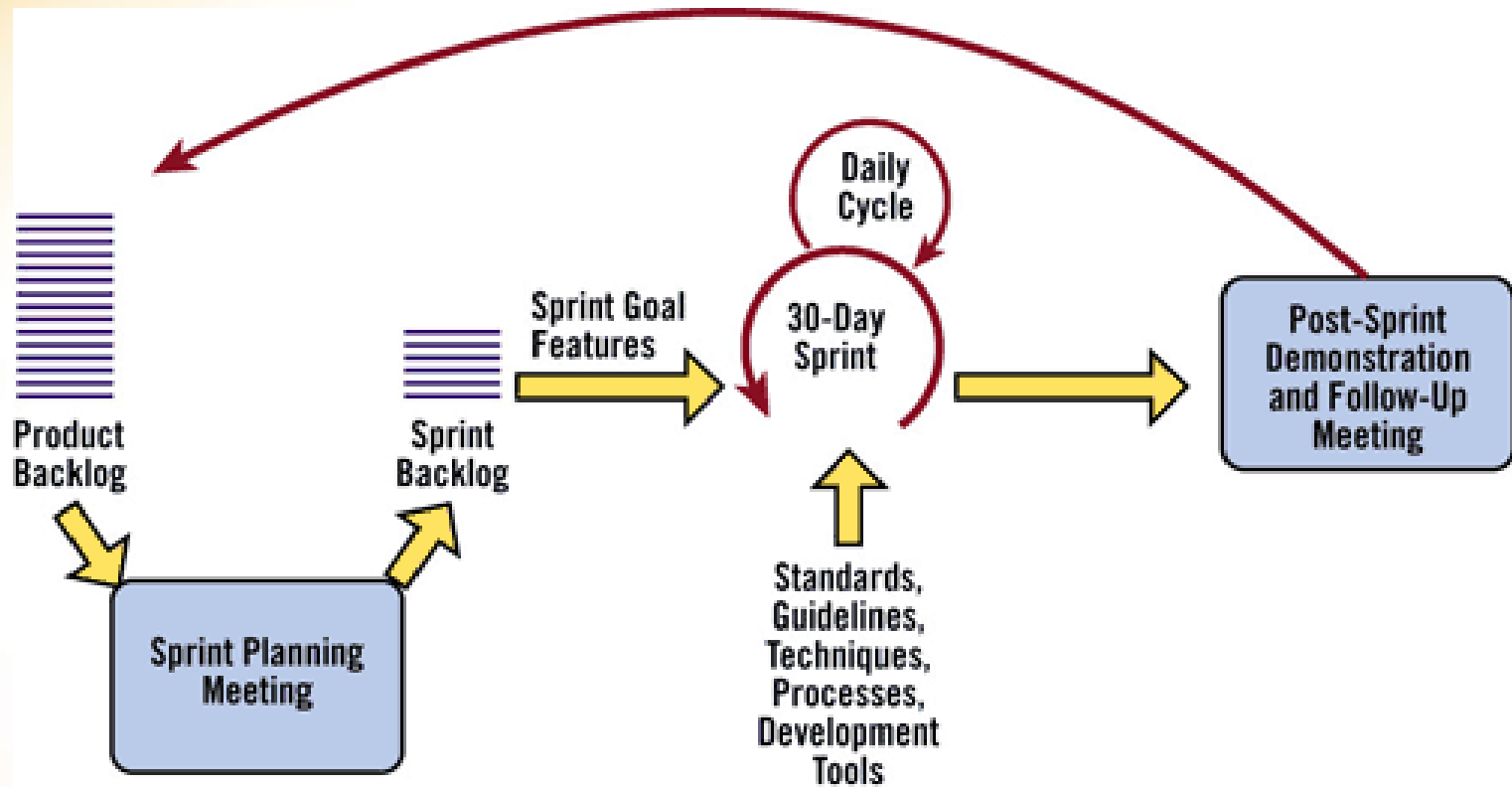


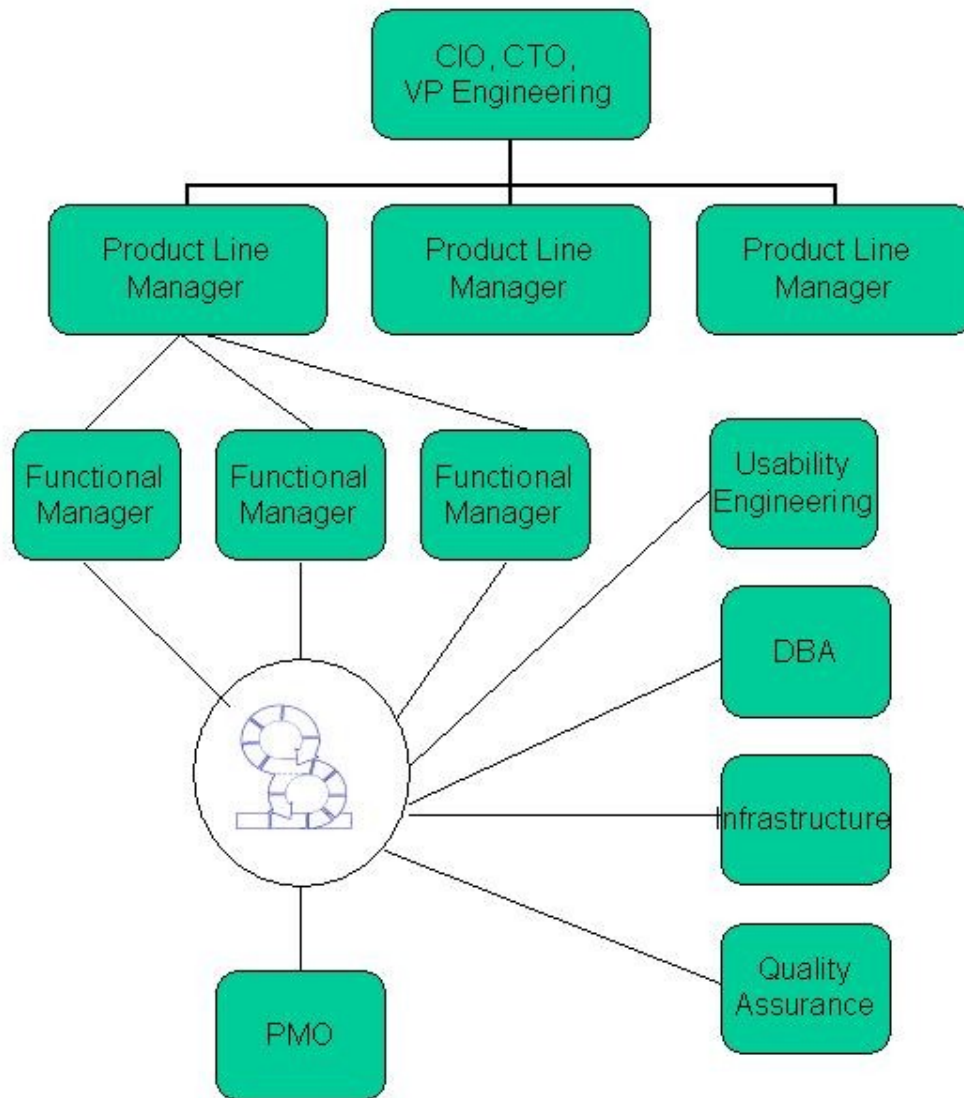
Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

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.





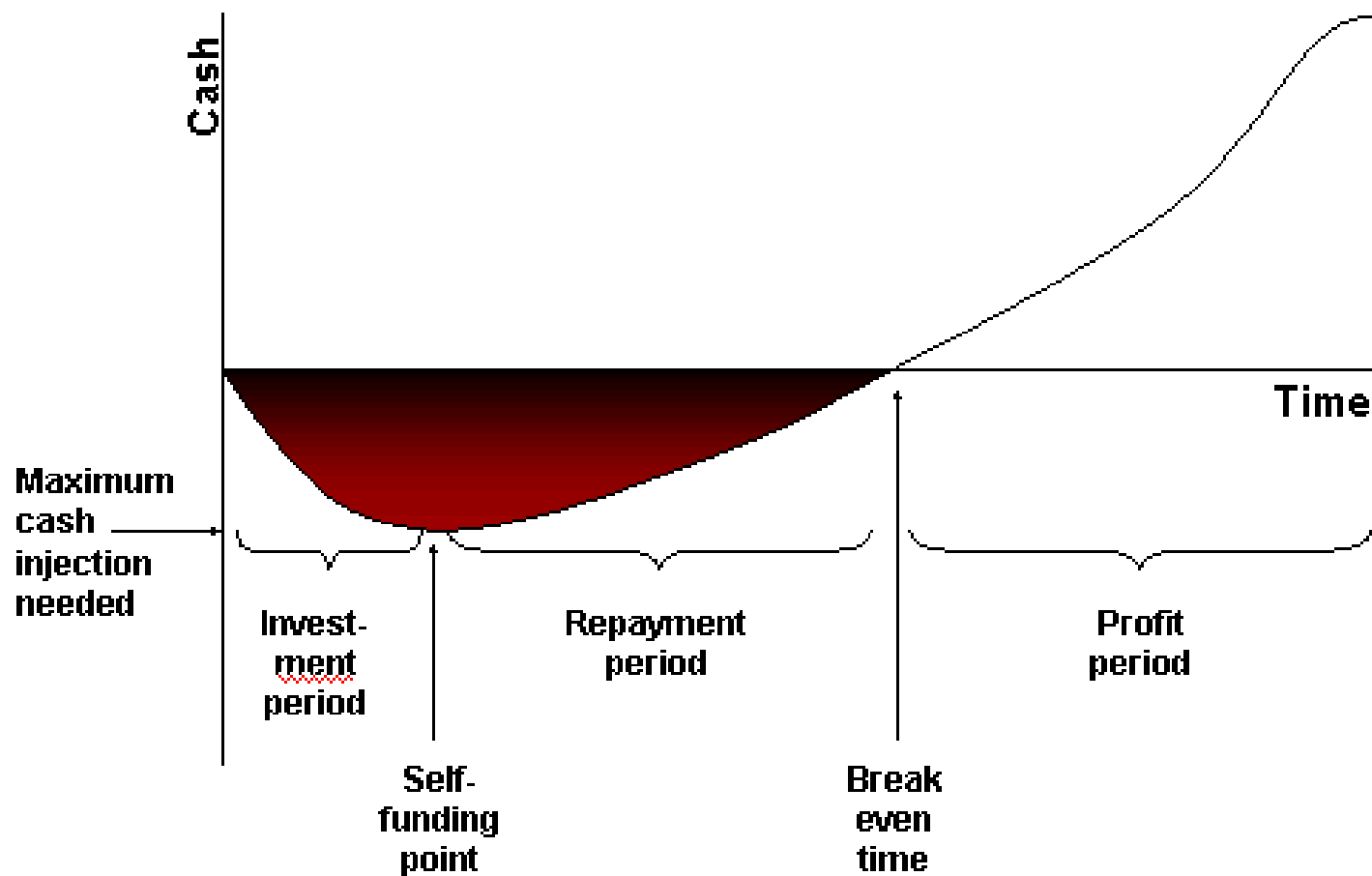
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- To identify a Product Owner which provides a **continuous implication** is a good start
- To establish **shared** responsibilities and risks
- To have mechanisms in place allowing the management team to obtain the **adequate information (financial)** of each project at the end of every iteration
- To restore **trust and respect** by having a fully transparent process



Incremental Funding Method

- Allows to compare from an ROI perspective different development scenarios using cash flow projections
- Allows financially informed decisions concerning the planning of a project



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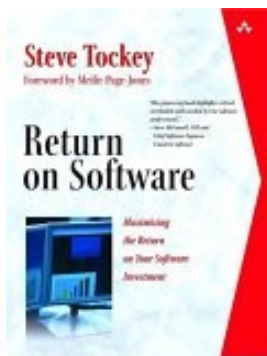
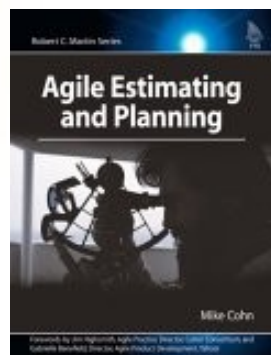
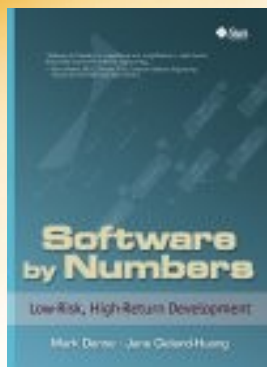
- The idea is to establish metrics for the top management starting using the product backlog
- Each metric has to be: actionable, easy to collect, easy to read and understand
- The goal is to facilitate control (inspect and adapt) by gathering metrics every iteration
- This information has to be presented in a format and language adapted to top management
- Present the paper: reporting Scrum project progress to top management through metrics

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- The first step is to restore mutual trust by establishing clear channels of communication and to activate them as often as possible (at least every iteration)
- It is possible to introduce a financial analysis method in an Agile approach
- It is possible to produce without too much difficulty management and follow-up reports for the top management every iteration

When customers and developers recognize that they depend on each other, the team can steer the project so that there's always the most business value implemented at any given moment

- Quote from XP Installed



- Agile Alliance
<http://www.agilealliance.com>
- Reporting Scrum project progress to top management through metrics

Thank you!

Questions?