

Keeping Agile Agile

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Why adopt Agile *here*?

My boss told me we were “going Agile”

...because her boss told *her*

...because some consultant told *him*

I heard about it at a conference

I read an article/book about it

The last release took two years

...we have to do *something!*

What have you heard about Agile?

“Better, faster, cheaper”

“Transparent process – business in control”

“Early, frequent releases – rapid time to market”

“Don’t waste time on things like documentation”

*“Lightweight, low ceremony, **simple**”*

So how do you start?

Courses and accreditation

...easy to track, easy to budget, easy to set targets

On-the-job training

...but full-time coaches can be expensive

Just “find your way”

...it can't be that hard, right?

We'll need Best Practices

- ...to ensure consistency
- ...to support learning
- ...to limit (potential) damage
- ...to commoditise resources
- ...to enforce control

to manage risk!

With apologies to George Lucas

Fear leads to Risk

Risk leads to Process

Process leads to Hate

...and suffering, and Gantt charts

What causes fear?

Rational fear comes from knowledge

Irrational fear comes from ignorance

*Most fear is irrational...
...so we can learn our way out of it*

The Dreyfus model

Novice

Advanced beginner

Competent

....

Proficient

....

Expert

When worlds collide

What happens when we pair up...

- novice and expert?
- two advanced beginners?

What about...

- novice and competent?
- proficient and expert?

“Practices”

Things we do

Behaviours

Prescriptive

The Dreyfus model and practices

Novice... needs practices!

Advanced beginner... uses practices

Competent... defines practices – *uh oh*

Proficient... falls back on practices

Expert... subverts practices

“Best”

Absolute qualifier

Context-independent

Unambiguous

“Best Practices”

Absolute prescriptions of behaviour

...to stifle the creative environment

...to frustrate your best people

That has to suck

So we're done, right?

Not quite...

Where are Best Practices useful?

Protecting people from themselves

Getting people beyond advanced beginner

And that's all – unless...

Beyond “Best Practices”

Context

Descriptive rather than prescriptive

Pros and Cons

That sounds like a pattern!

People change and grow

Your process should change and grow too

So what have we got?

“Risk averse” means “scared,” and that’s ok

Skilled people operate from instinct
...and instinct comes from context

So beyond Best Practices you need neither
“best” nor “practices”
...but an evolving process based on patterns

Thank you

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