



# Lean/Agile/Scrum/XP Software Development *Myth and Truth*

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**Jay Conne Consulting**



# About your Coach

## Jay Conne

[www.jconne.com](http://www.jconne.com)

- Agile Coach, Trainer and ScrumMaster-Practicing
- Background in: Systems; Programming Languages; Data Architecture; Transaction Processing; Training for GE, Honeywell, Burroughs, Digital; start-ups; and Team Development
- 40+ years in financial services, communications, pharmaceuticals, language development and large, cross-functional development.
- Reality-based, practical philosophy



# Introduce Yourself

- Your Name
- Your Role
- Number of Years Here & in Industry
- Your Hobby



# Our First Principles

Reality always wins in the end –  
So get there sooner  
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Pretending to know what you don't know,  
gets in the way of learning  
(and you can't get caught trying to learn it!)  
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The world runs on TRUST  
How do you gain trust?  
Read the 1<sup>st</sup> two again.  
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Q: History of TRUST between  
management and development teams?  
Why?



# The Problem

**WHAT:** Software Project Management has a history of self-deception.

**HOW:** Management demands a 'PLAN'.  
Subordinates give them one.  
Any reality to it?

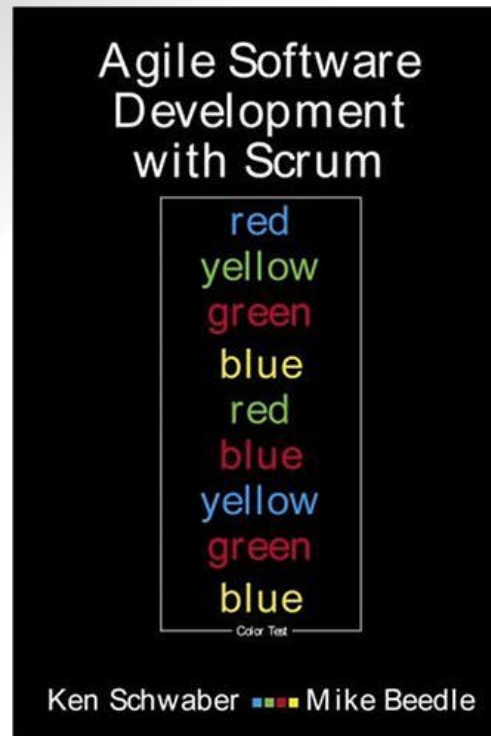
**WHY:** A myth of "Professionalism"  
in too dynamic a context of changing:  
Requirements, Technologies & People.

Jay Conne



# The Alternatives – Agile / Scrum

- Introducing Agile-Scrum with Ken Schwaber





# What is Agile?

***Agile is the widely accepted umbrella term...***

- Agile is the ability to create and respond to change.
- Agile is the ability to balance flexibility and structure.
- *Jim Highsmith:*
  - ◆ “Agile is a balance between anticipation (prescriptive processes) and adaptation”
  - ◆ “Agility is a way of thinking, not a particular practice.”



# The 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**

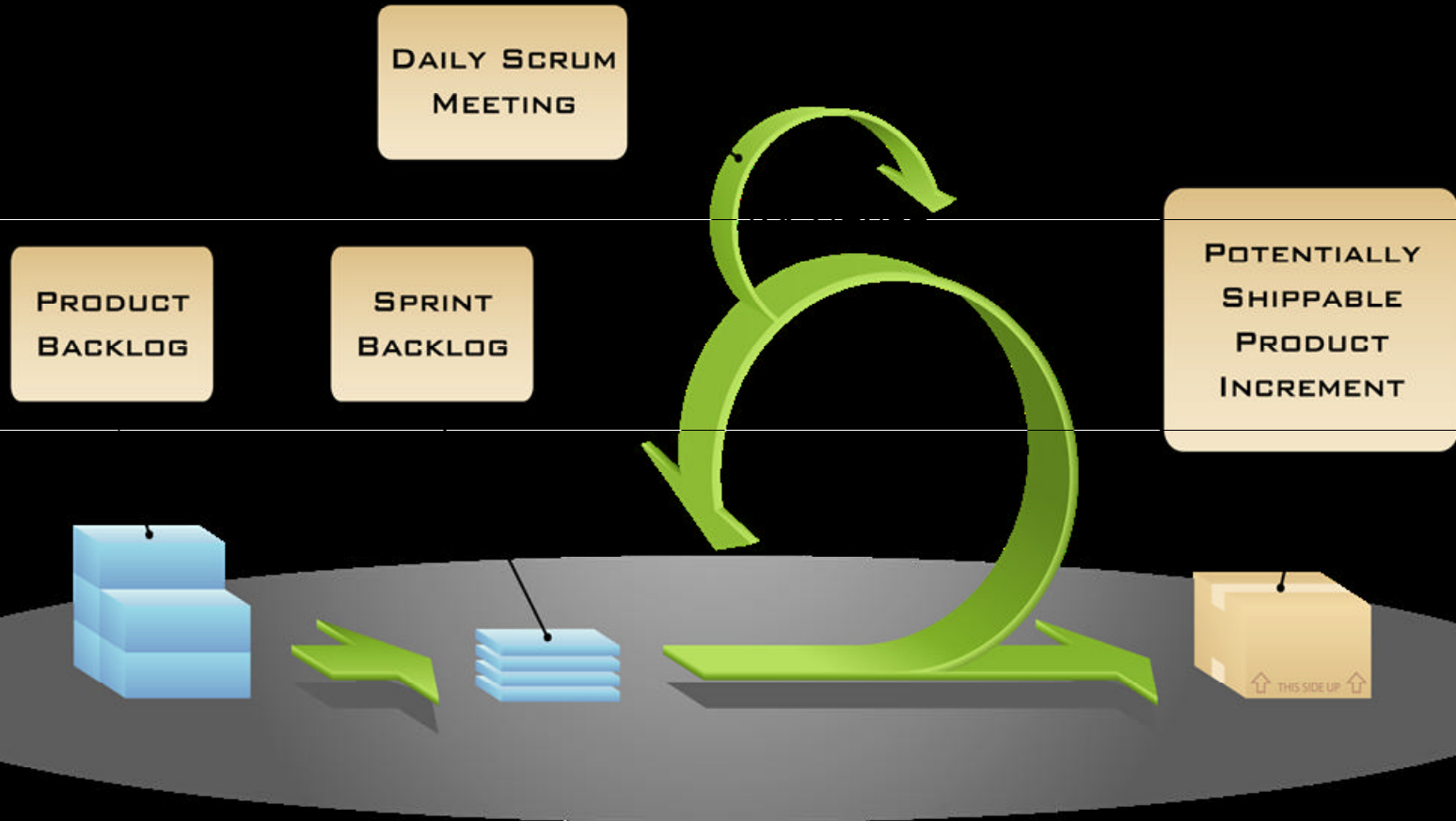
*That is, while there is value in the items on the right, we value the items on the left more.”*

By 17 individual authors and innovators  
who formed the Agile Alliance in 2001  
[www.agilemanifesto.org](http://www.agilemanifesto.org)



# Scrum Process

**Inner 2 cycles**





# Planning Onion

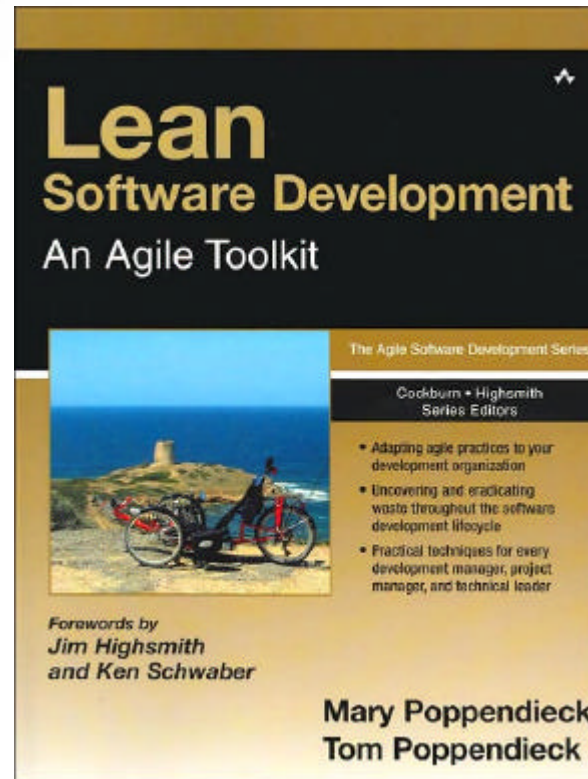
Mike Cohn – [www.mountangoatsoftware.com](http://www.mountangoatsoftware.com)





# The Alternatives – Poppendieck

## ■ Integrating Lean-Agile with the Poppendiecks





# Lean and Agile?

- Is Agile the same as Lean?
  - ◆ Similar
  - ◆ Different
- Where did Lean come from?
  - ◆ Process people / managers
  - ◆ Quality thinking / Process Management
  - ◆ Toyota's quest
- Where did Agile come from?
  - ◆ Developers
  - ◆ SmallTalk
  - ◆ "The New New Product Development Game", HBR 1986
  - ◆ "Developing Products on Internet Time",  
Iansiti & MacCormack, 1997



# Agile Myths & Misperceptions

## It is a myth that...Agile:

- Is a silver bullet
- Will solve my resource issues
- Has no planning / documentation / architecture / <insert favorite discipline>
- Doesn't build on my previous experience & expertise
- Is undisciplined or a license to hack
- Creates quality issues
- Is new and unproven
- Is not being used by industry leaders



# Notes from the Roundtable

- The following slides were added afterwards to capture the roundtable discussion and issues.
- This will be posted on the Boston SPIN website and mine with cross linking.



# Questions...

- Distinguish the jargon: Lean, Agile, Scrum, XP? -- OK
- How broadly applicable is this?
  - ◆ Recommendation from a participant to Google Glen Alleman for a broader historic perspective.
  - ◆ Mike Dwyer: It's not just applicable to software development.
  - ◆ It's about the business context
  - ◆ Make your mistakes early and often.



# Requirements

- User Stories – See book by Mike Cohn – Get Chap-2 at [mountaingoatsoftware .com](http://mountaingoatsoftware.com)
- Form:  
As a <user role>, I can <story> so that <buisness value>.
- An invitation to a conversation =
  - Just in time analysis
  - Postpone decisions to last effective moment
- Not a Use Case which has MUCH more detail



# Product Backlog

- Prioritized list of User Stories and technical goals.
- Owned by and prioritized by Product Owner who is single, empowered voice of management or the customer.
- Any one can add anything and it gets prioritized appropriately.
- Lowest items are likely to not be done when project is declared done. A business value decision.



# Embedded SW applicability?

- Can this be applied to embedded software?  
Answered by Ron Morsicato who has used Agile and XP extensively in embedded applications.
- Refs: [XPembedded.com](http://XPembedded.com) and [agilerules.com](http://agilerules.com)



# Regulated–FDA - applicability?

- Brian Shoemaker, who specializes in FDA regulated software services asked this. He also said, “If it’s not documented it doesn’t exist [in the FDA context]”
- Scrum is the ‘Art of the Possible’
- To play in a regulated arena one must attend to the regulations or leave it – even if they are wasteful. Do what’s possible.
- Many documentation requirements can be met in creative ways, such as taking pictures of Story/Task Boards and filing them with indicative names for documentation.
- Velocity computations and Burndown-Charts from Sprints can satisfy some CMM requirements.



# A few other references:

- ◆ [www.contolchaos.com](http://www.contolchaos.com) – Ken Schwaber
- ◆ [www.mountangoatsoftware.com](http://www.mountangoatsoftware.com) – Mike Cohn
- ◆ [www.poppendieck.com](http://www.poppendieck.com) – Mary & Tom Poppendieck
- ◆ [www.scrumalliance.com](http://www.scrumalliance.com)
- ◆ [www.agilealliance.com](http://www.agilealliance.com)
- ◆ [www.agileadvice.com](http://www.agileadvice.com) – Mishkin Berteig



# Thank you

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