

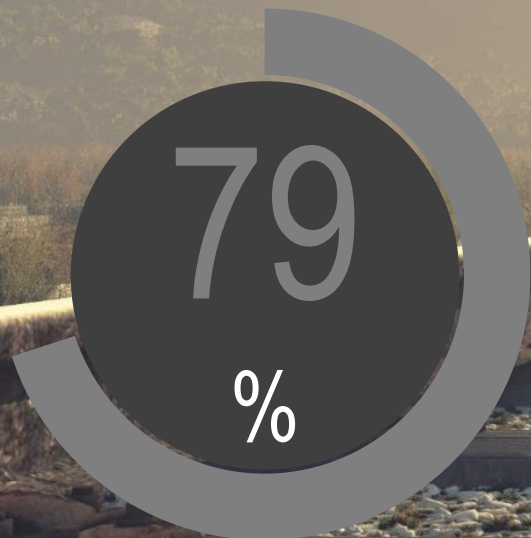


Agile Transitions from the trenches

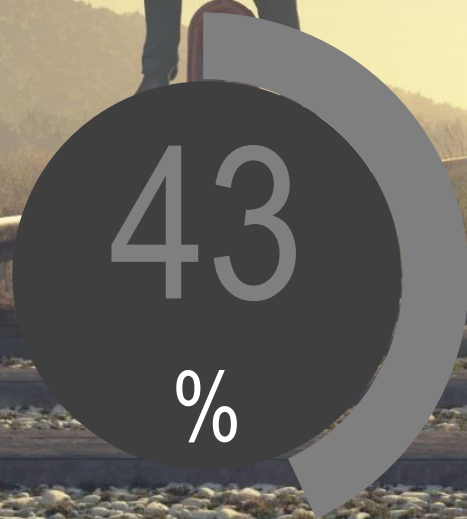
7 lessons learned

1 SEPTEMBER 2020 | Michaël Pilaeten

Agile in numbers



Agile



Sequential



Combination



Iterative





A close-up photograph of a circular alarm clock button. The button has a light-colored, textured center with the word "SNOOZE" embossed in a slightly curved, uppercase font. This center is surrounded by a thick, bright orange ring, which is further enclosed by a dark, possibly black, outer rim. The background is a neutral, light brown surface.

SNOOZE

Problem 1
We start too late

Work finish date

Work start date

Process time

or Cost or FTE/MD



Idea conception date

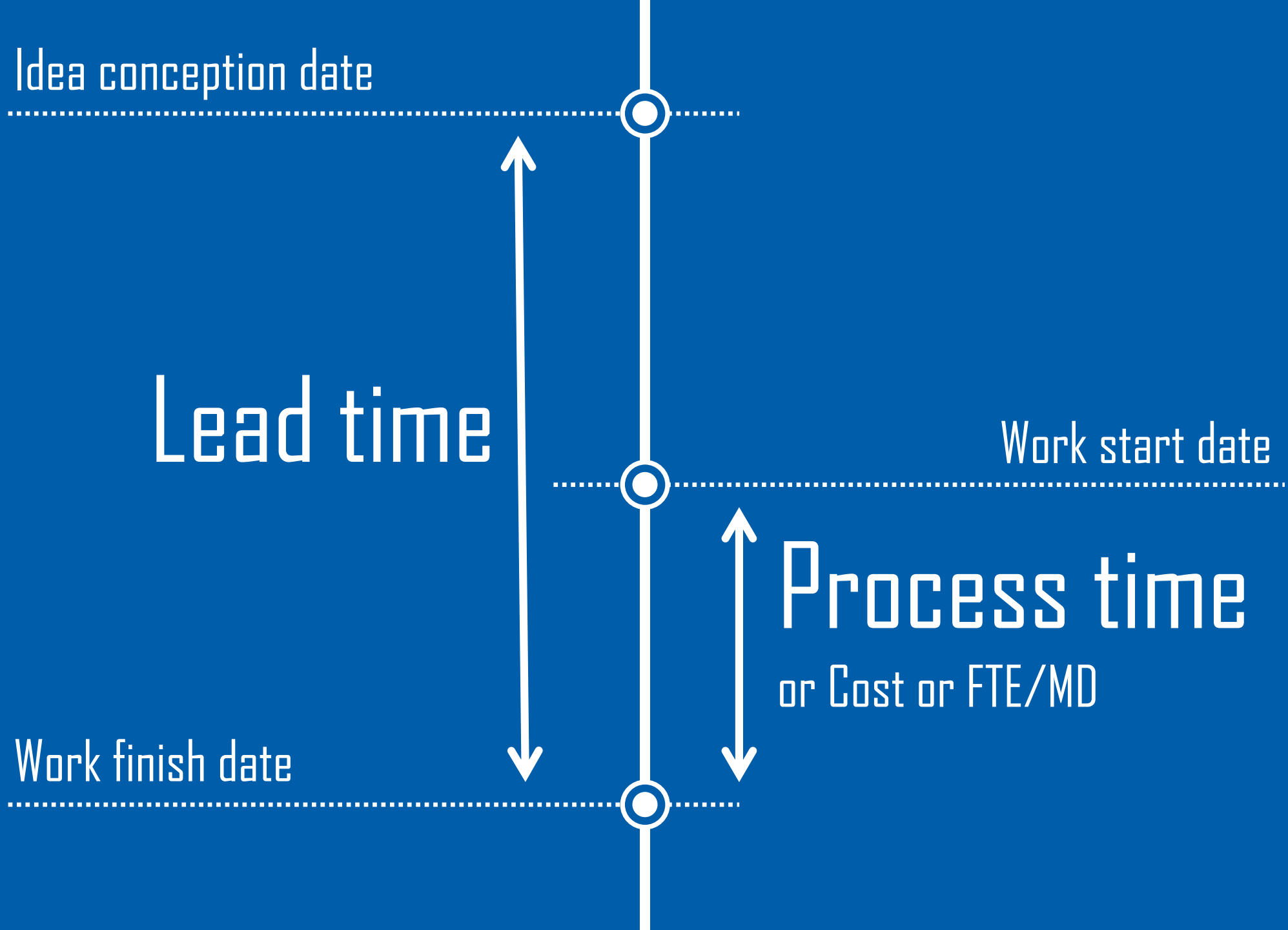
Lead time

Work start date

Process time

or Cost or FTE/MD

Work finish date





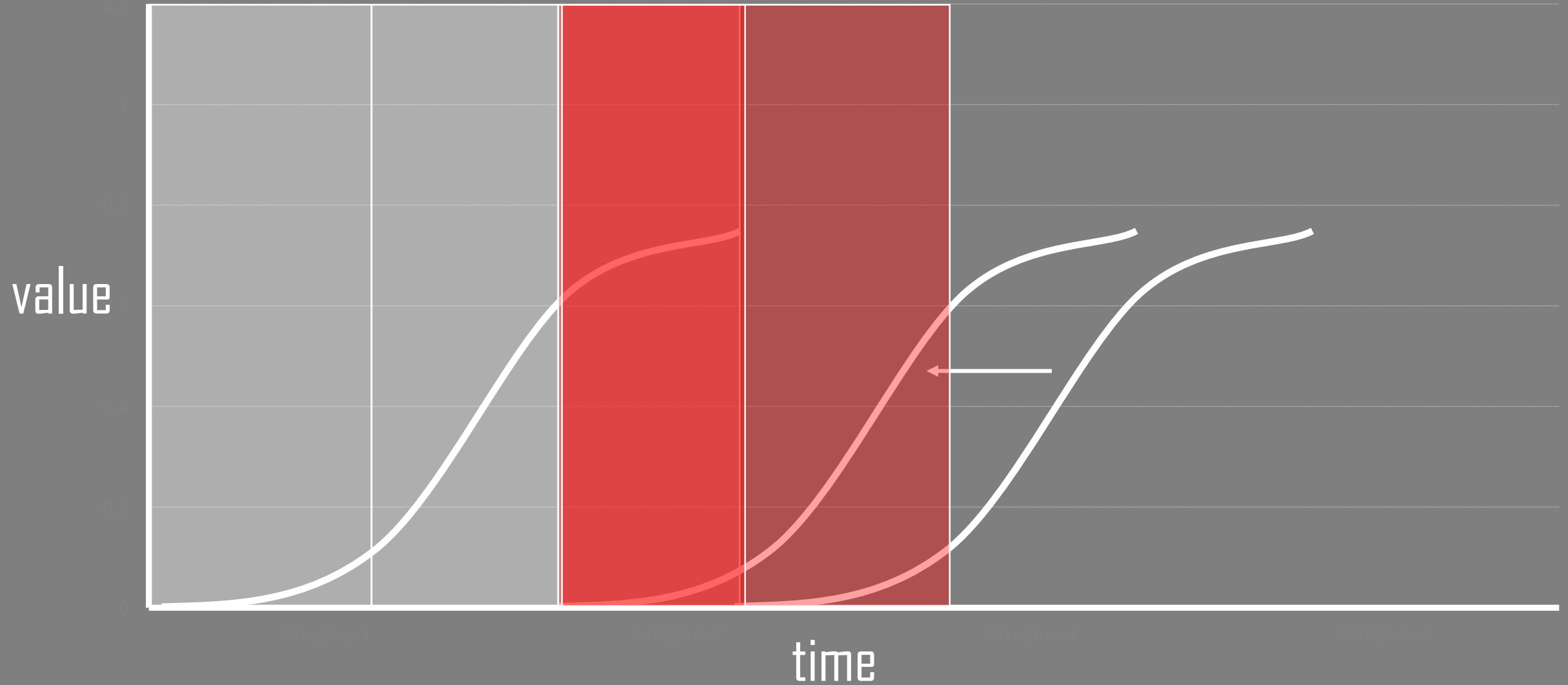
Problem 2
We don't know when to stop



Sunk Cost Fallacy

The innovator's dilemma

titre du graphique





Problem 3
We don't know what we want

Survival of
the fittest



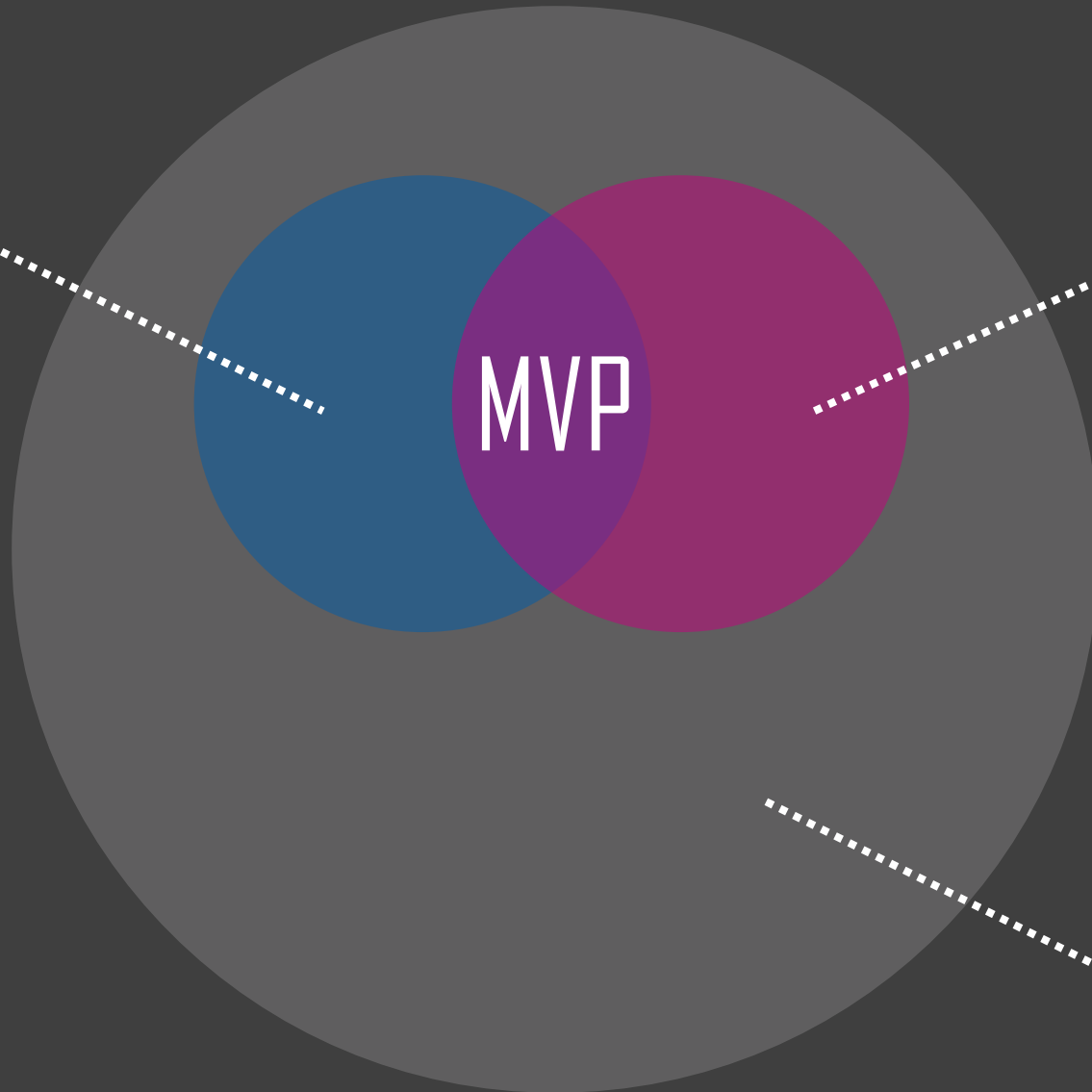


Minimum

Viable

MVP

Products







Problem 4
We can't predict quality

What Drives Quality

A Deep Dive into Software Quality with Practical
Solutions for Delivering High-Quality Products

BEN LINDERS

REQUIREMENT
QUALITY

STABILITY

COMMITMENT

REQUIREMENT QUALITY

From?

But...

COMMITMENT

REQUIREMENT
QUALITY

STABILITY

What?

But...

REQUIREMENT QUALITY



fixed AND flexible



never commit



Problem 5

We don't know how to prioritize




the endowment effect



mine



not mine

A silhouette of a man stands on the right side of the frame, holding a large key that is positioned against a tall, dark, rectangular monument. The background is a dramatic sky at sunset or sunrise, with a gradient from dark blue on the right to bright orange and yellow on the left. The text "Problem 6" and "We're reluctant to change" is overlaid in white on the lower half of the image.

Problem 6

We're reluctant to change

this is
your
comfort
zone

this is
where the
magic
happens

But...

Those testers should not
touch my code!
My precious...



this is
your
comfort
zone

this is
where the
magic
happens

But...

These developers shouldn't
test. Everything passes.









Problem 7
We start too big

Little's Law

$$L = AW$$

$$W = \frac{L}{A}$$

L = current number of items

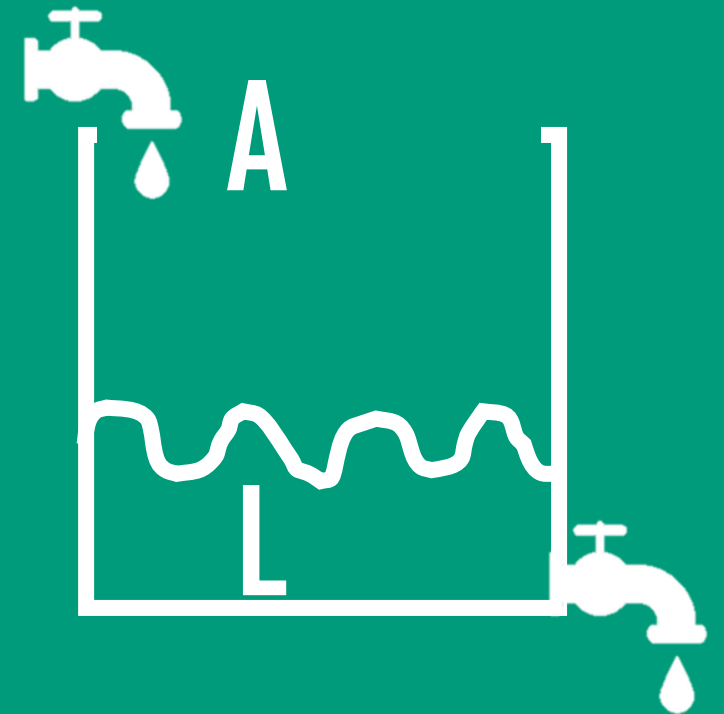
A = arrival rate of new items

W = average time to process an item

L = 100 liters

A = 20 liters / minute

$$W = \frac{100 \text{ liters}}{20 \text{ liters per minute}} = 5 \text{ minutes}$$



Little's Law

$$L = AW$$

$$W = \frac{L}{A}$$

L = current number of items

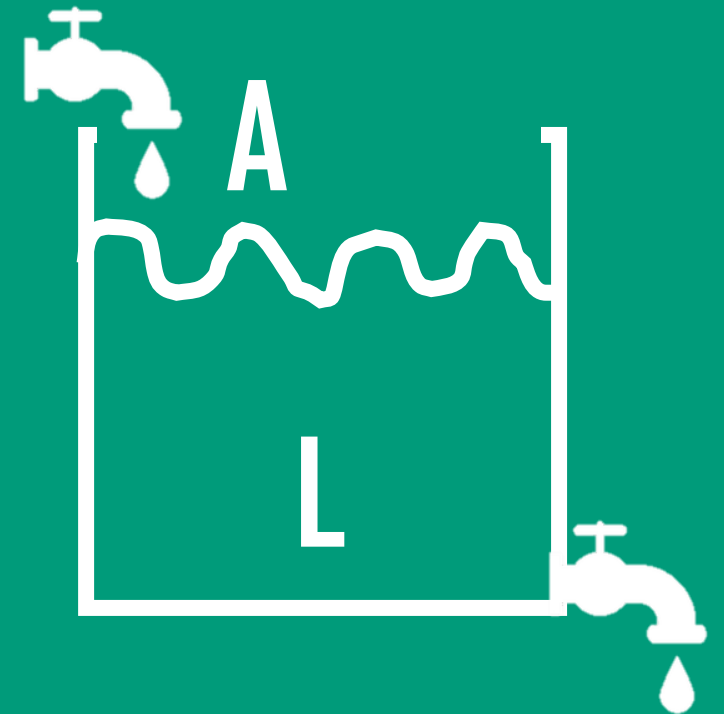
A = arrival rate of new items

W = average time to process an item

L = 200 liters

A = 20 liters / minute

$$W = \frac{200 \text{ liters}}{20 \text{ liters per minute}} = 10 \text{ minutes}$$



Little's Law in software

$$WIP = TP \times LT$$

$$LT = \frac{WIP}{TP}$$

WIP = backlog size

TP = throughput (velocity)

LT = lead time

WIP = 500 story points

TP = 100 story points / day

$$LT = \frac{500 \text{ story points}}{100 \text{ story points per day}} = 5 \text{ days}$$

Little's Law in software

$$WIP = TP \times LT$$

$$LT = \frac{WIP}{TP}$$

WIP = backlog size

TP = throughput (velocity)

LT = lead time

WIP = 1500 story points

TP = 100 story points / day

$$LT = \frac{1500 \text{ story points}}{100 \text{ story points per day}} = 15 \text{ days}$$

Little's Law in software

What do you want to do?

Increase velocity



Limit WIP

Reduce lead time



Limit WIP

Little's Law in software

One last thing...

Context Switching





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