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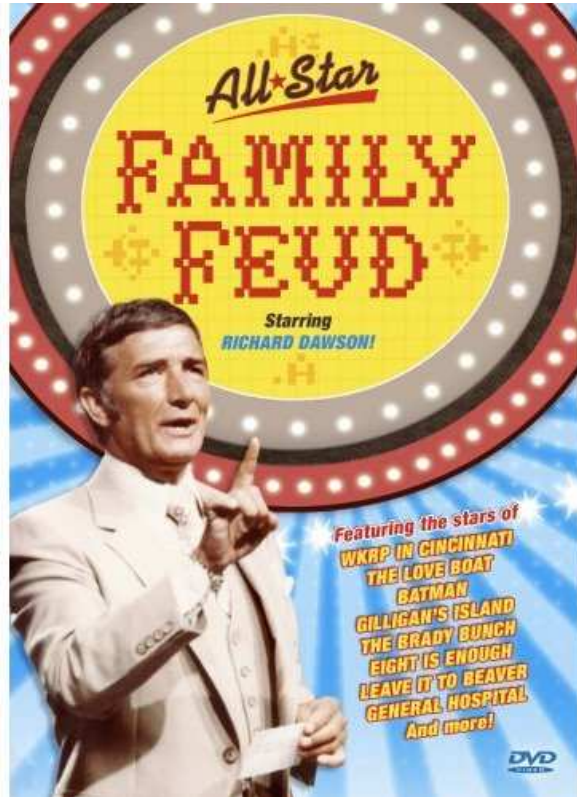
Agile Mythbusters: What's Really Going On Out There

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Agile 2010 Orlando



Strategy for this Presentation



meets



Goal: Use survey results to blow up some of your misconceptions about agile development



The Surveys

- All survey data, original questions, and summary slide decks can be downloaded from www.ambysoft.com/surveys/
 - ▶ If you can't look at the original questions and analyze the data yourself, how can you trust the survey results?
- Some surveys were done via Dr. Dobb's Journal (DDJ), a community with a wide range of readers, not just Agilists
- Some surveys, the Ambysoft ones, focused on just the agile community
- The source survey(s) are indicated on each slide

Warning #1: You'll be presented with a lot of information really quickly.

Warning #2: You'll be presented with what agilists are actually doing in practice, not the wishful thinking of consultants who should know better.

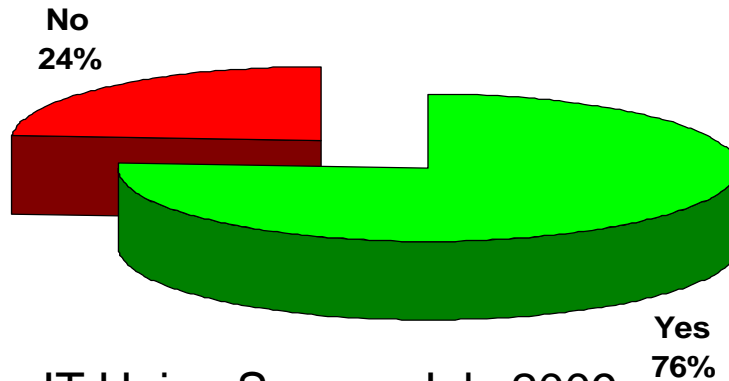


Some of the myths being explored

- The majority of organizations are now doing agile
- The majority of project teams within those organizations are now doing agile
- Agile is just for small, co-located teams building straightforward systems
- The agile community is overly focused on development
- The Scrum Certification survey was biased
- Agile teams don't do up-front modeling
- Agile teams test often and test early
- Agile teams don't produce documentation
- It's difficult to bring new people onto agile teams
- Agile works better than traditional approaches (e.g. Waterfall)
- Agile works better than iterative approaches (e.g. RUP)
- Traditional works better for large teams
- Traditional works better for distributed teams
- Teams that claim to be agile really are agile

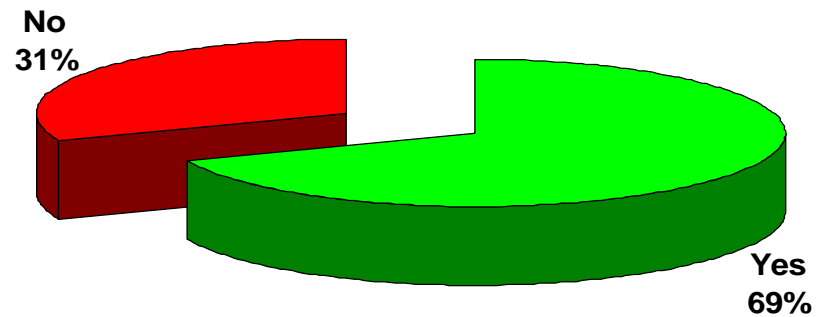


Myth: The majority of organizations are now doing agile



State of the IT Union Survey, July 2009

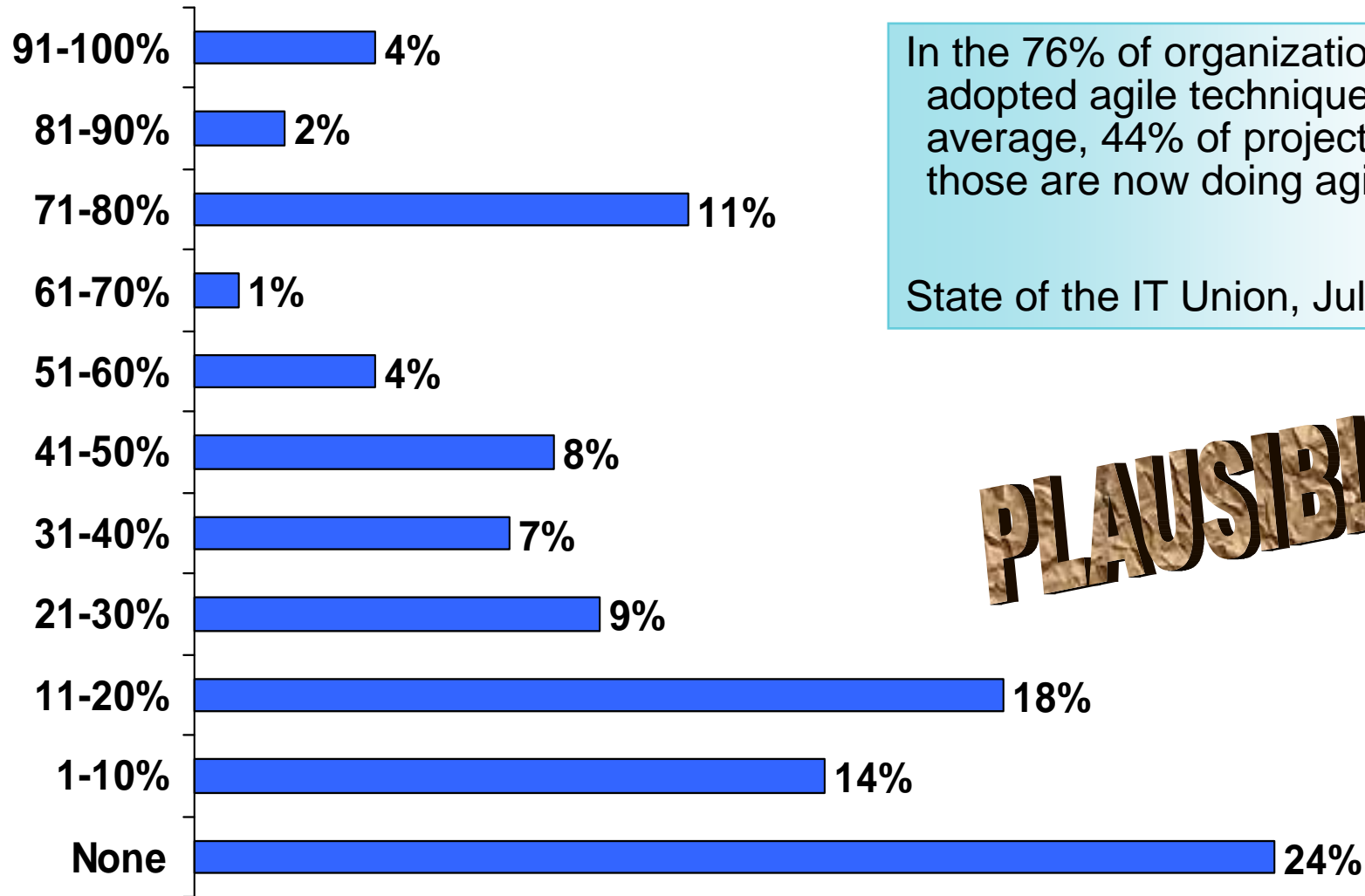
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Agile Adoption Survey, March 2008



Myth: The majority of project teams are doing agile



In the 76% of organizations have adopted agile techniques, on average, 44% of project teams in those are now doing agile

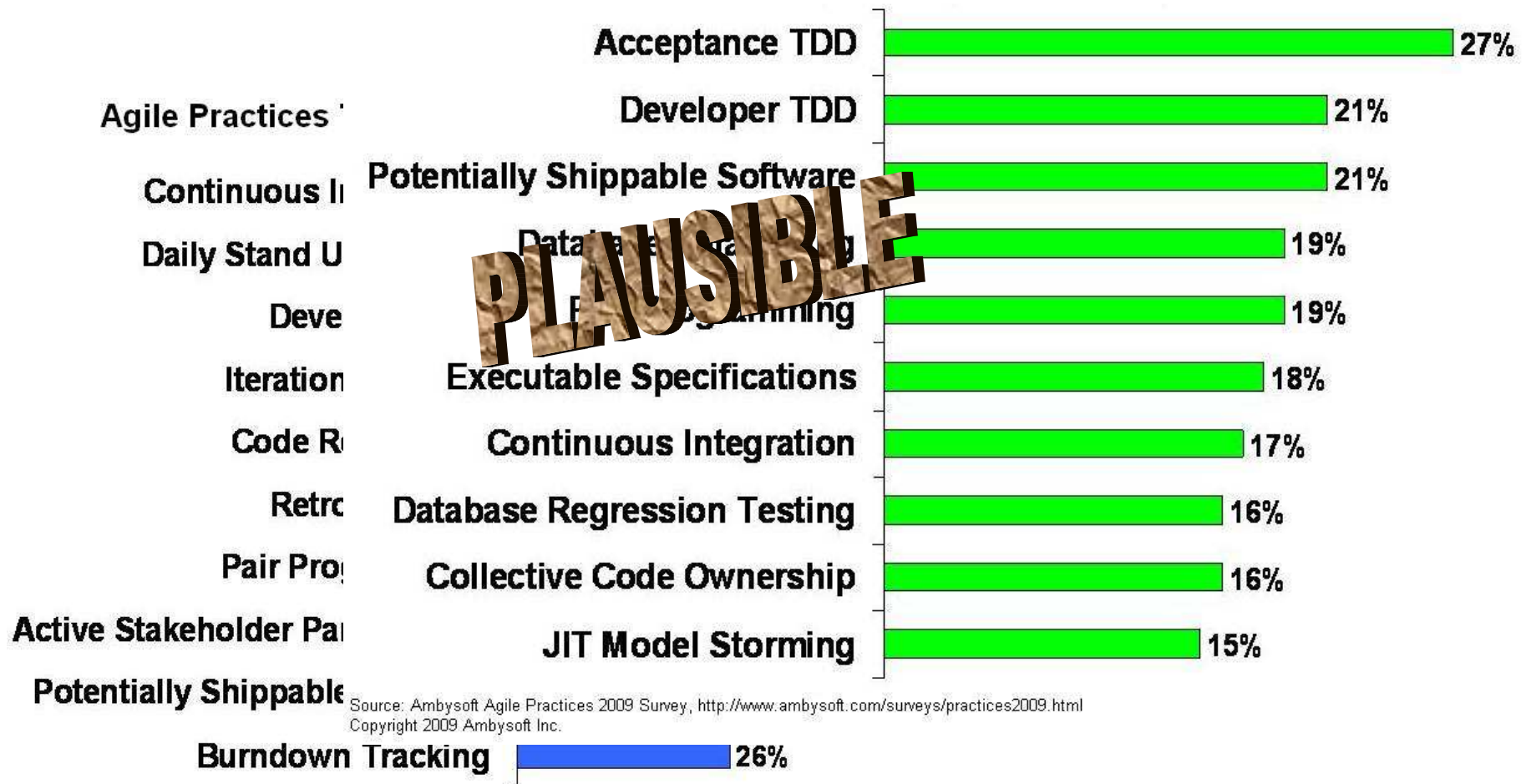
State of the IT Union, July 2009

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Myth: It's pretty much all about development in the agile community

Agile Practices That People Want to Adopt (Top 10 out of 30)

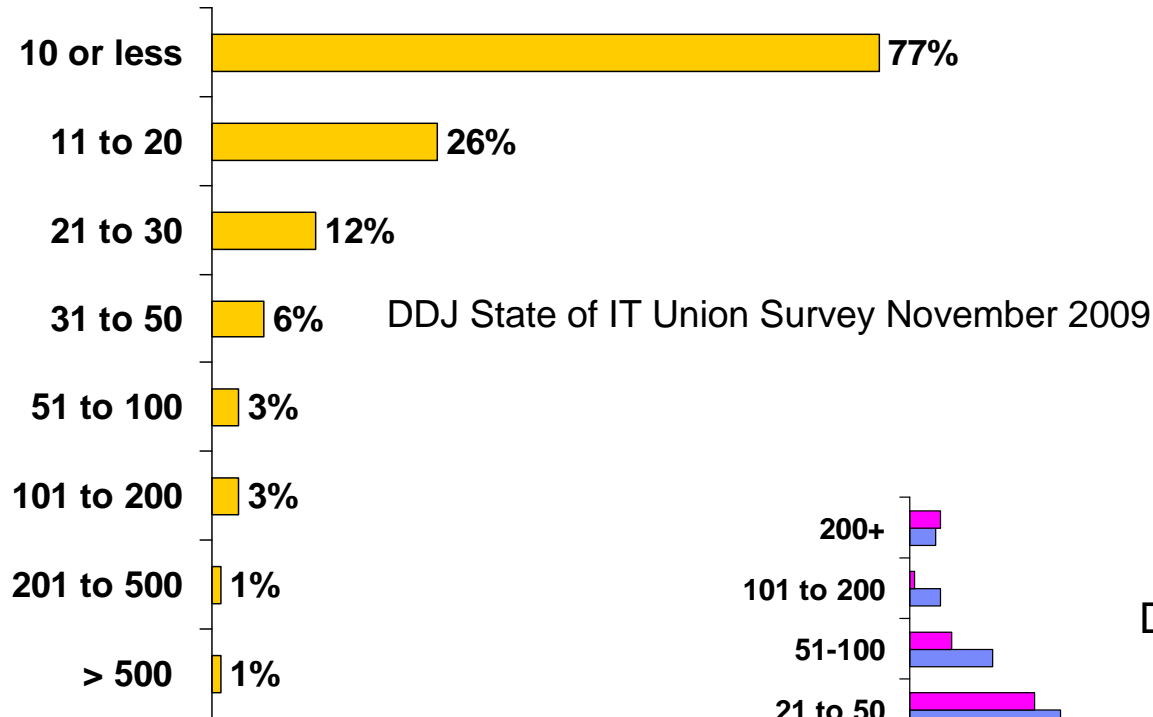


Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambysoft.com/surveys/practices2009.html>
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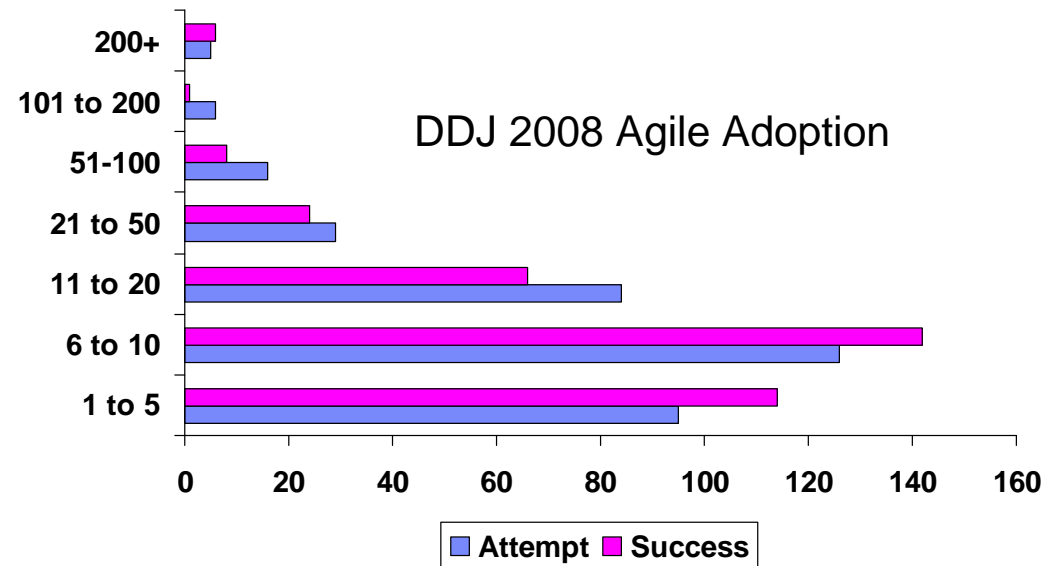
Source: Ambysoft Agile Practices 2009 Survey, <http://www.ambysoft.com/surveys/practices2009.html>
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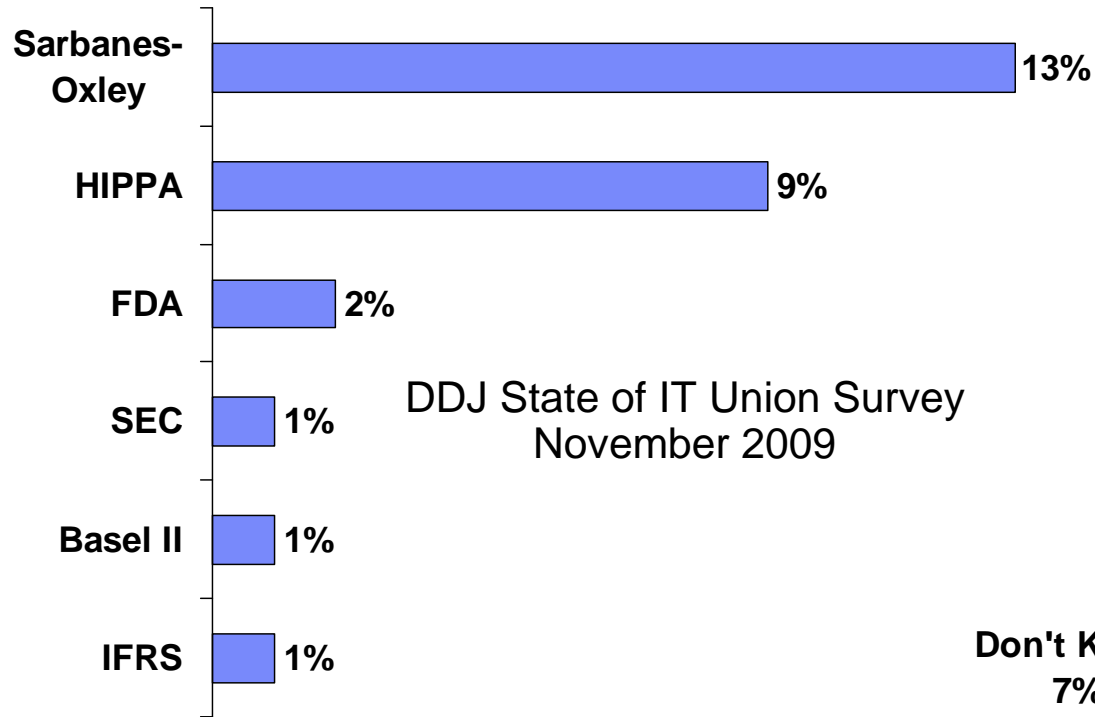
Myth: Agile is just for small teams



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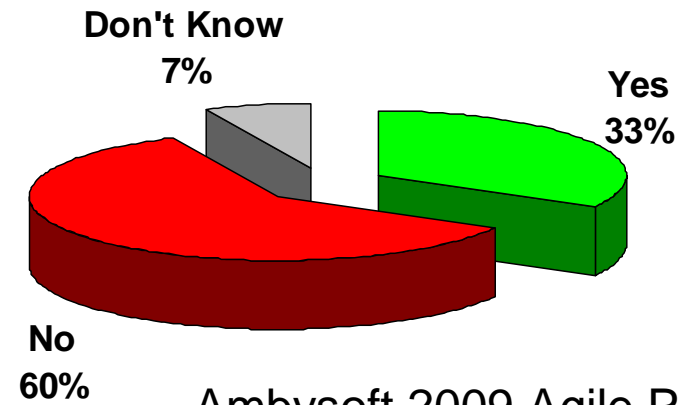


Myth: Agile doesn't apply to regulatory situations



DDJ State of IT Union Survey
November 2009

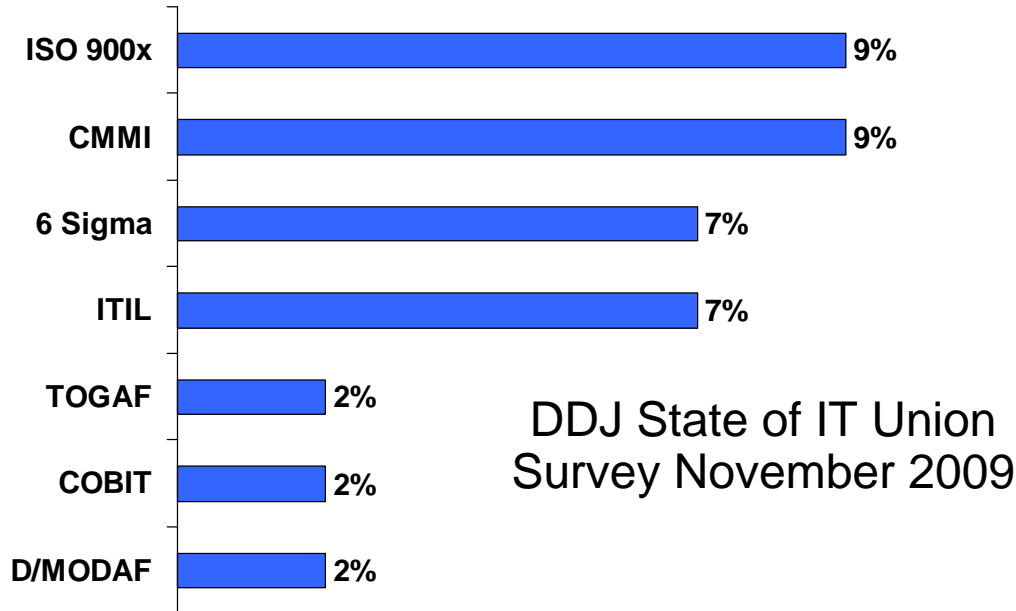
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Ambyssoft 2009 Agile Practices

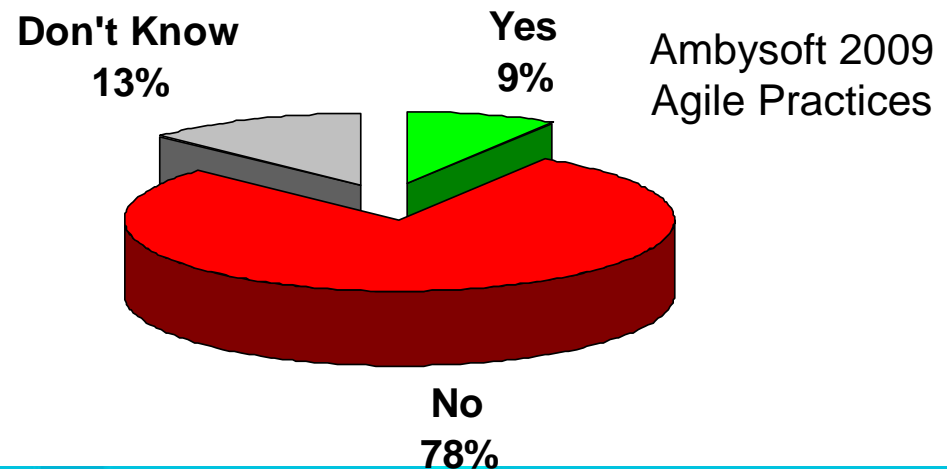


Myth: Agile and CMMI don't work together

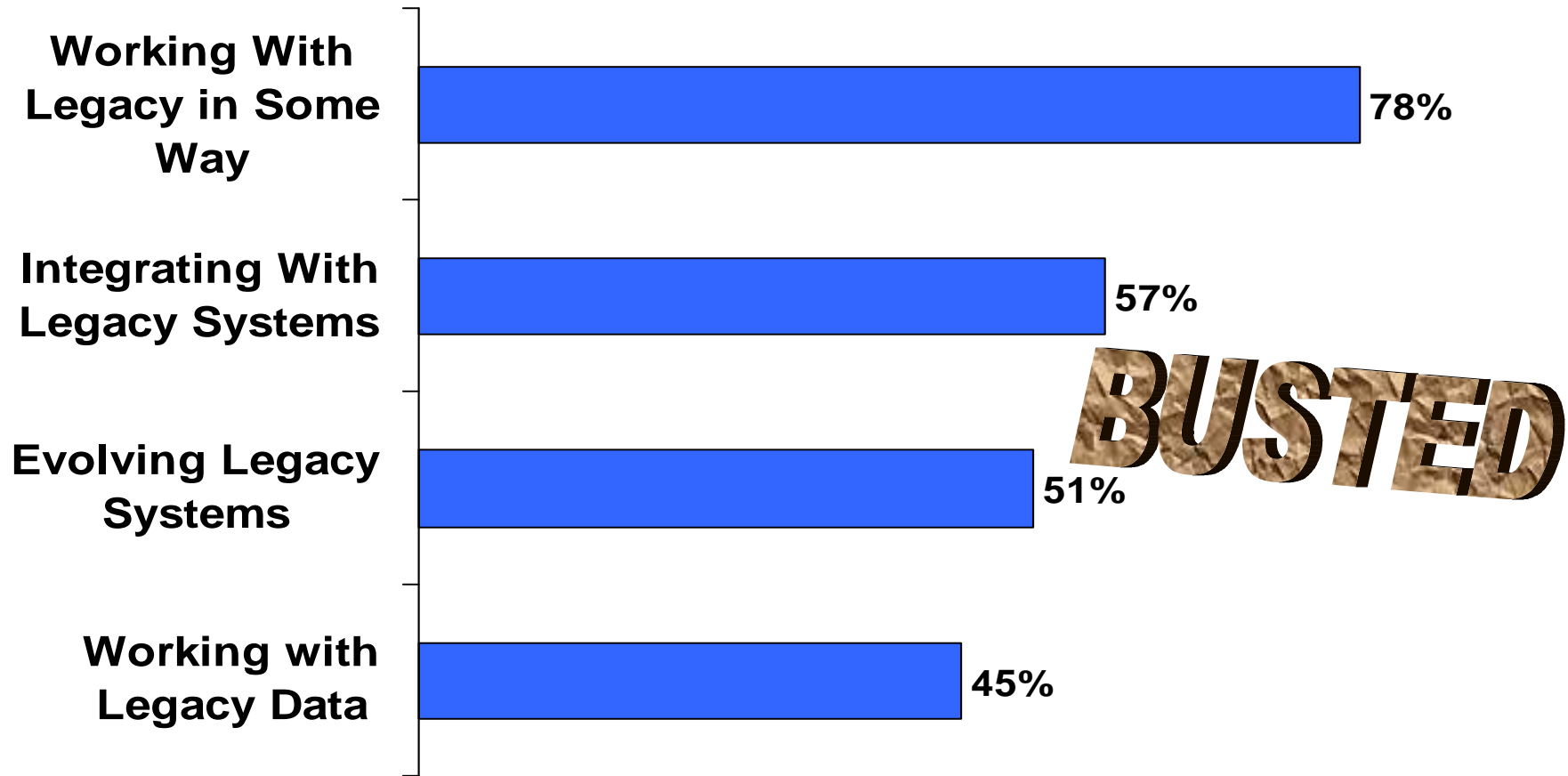


There is no statistical difference in the success rates between CMMI and non-CMMI agile projects
2008 Process Framework Survey

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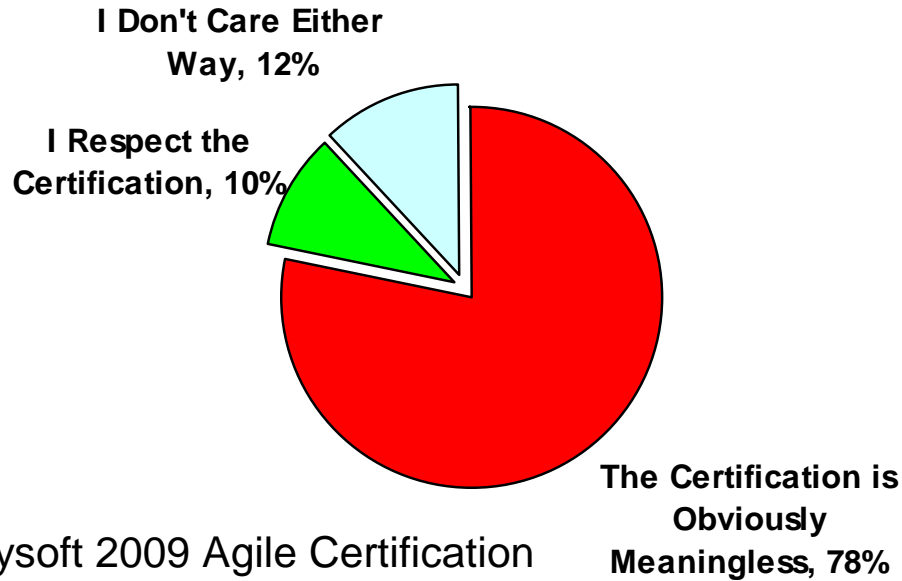
Myth: Most agile teams are doing “greenfield development”



Ambysoft 2009 Agile Project Initiation

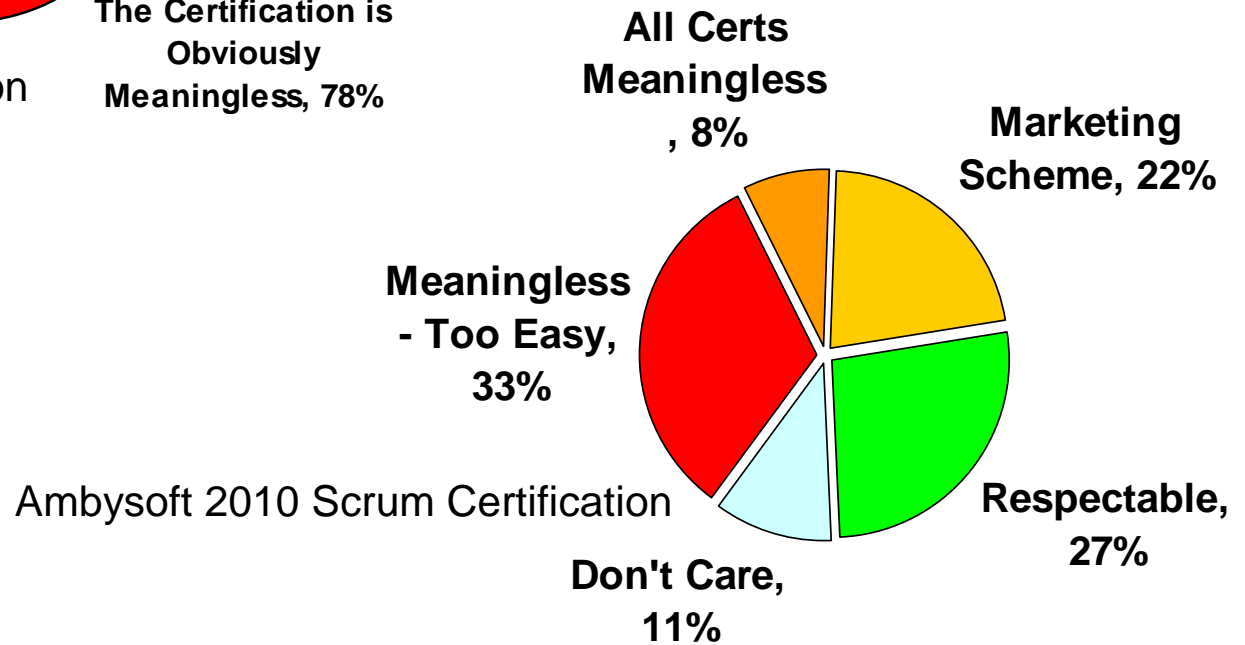


Myth: The Scrum Certification Survey Was Biased



Ambysoft 2009 Agile Certification

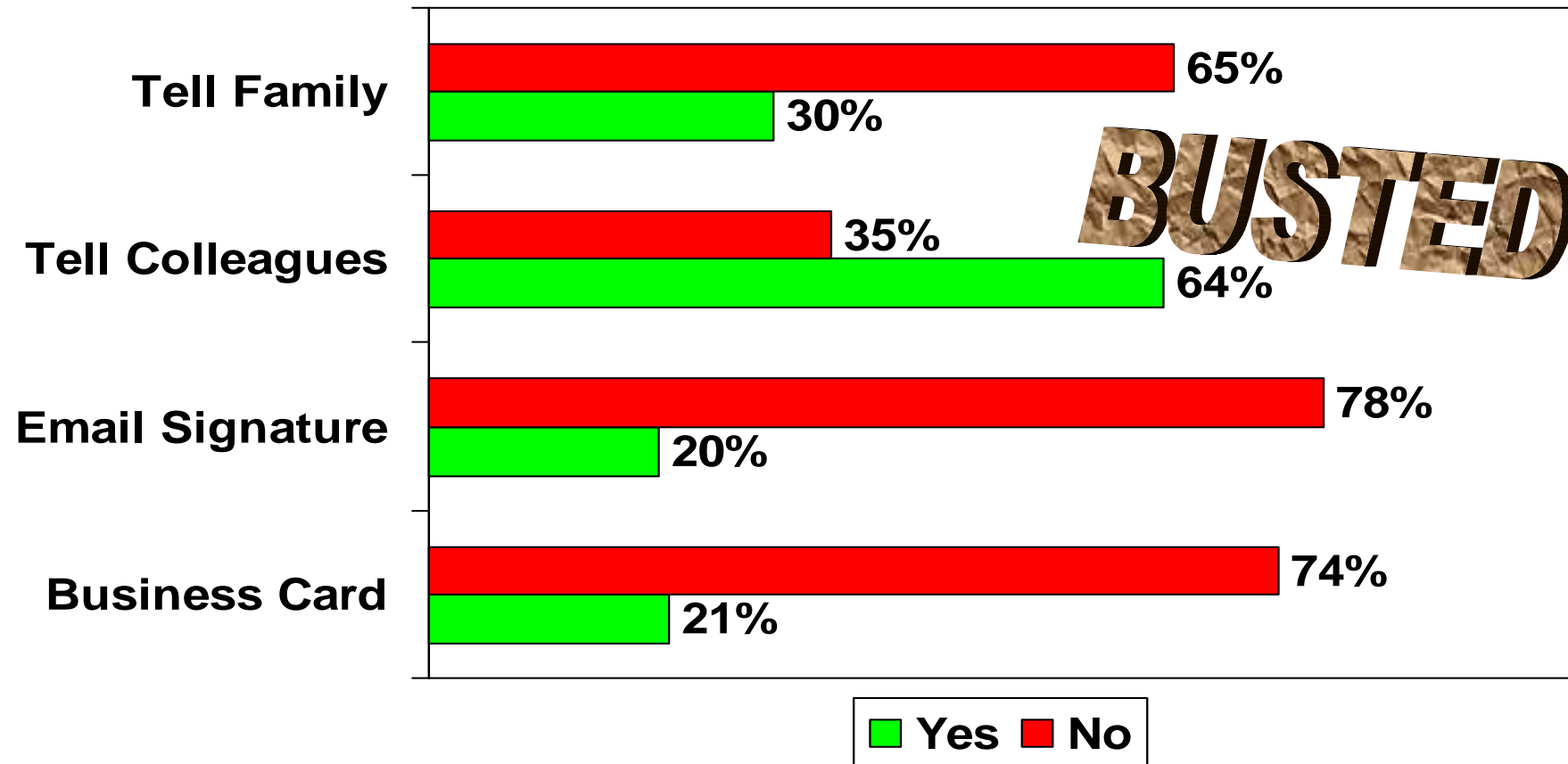
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Ambysoft 2010 Scrum Certification



Myth: The CSM designation is respectable

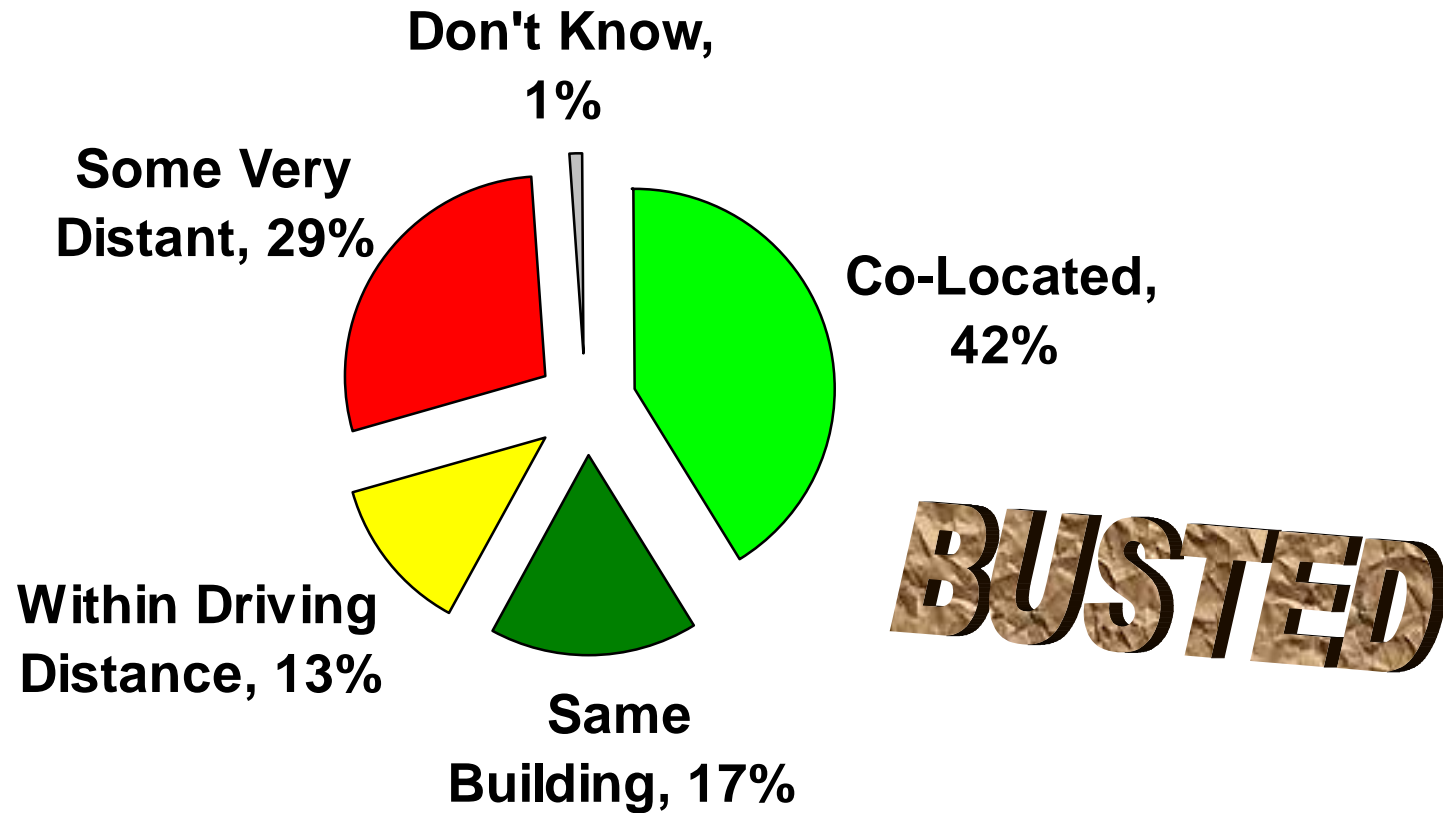


Only 31% of CSMs said that the CSM was a respectable certification

Ambyssoft 2010 Scrum Certification



Myth: Most agile teams are co-located



Ambyssoft 2009 Agile Practices



Myth: Agile teams don't provide up-front estimates

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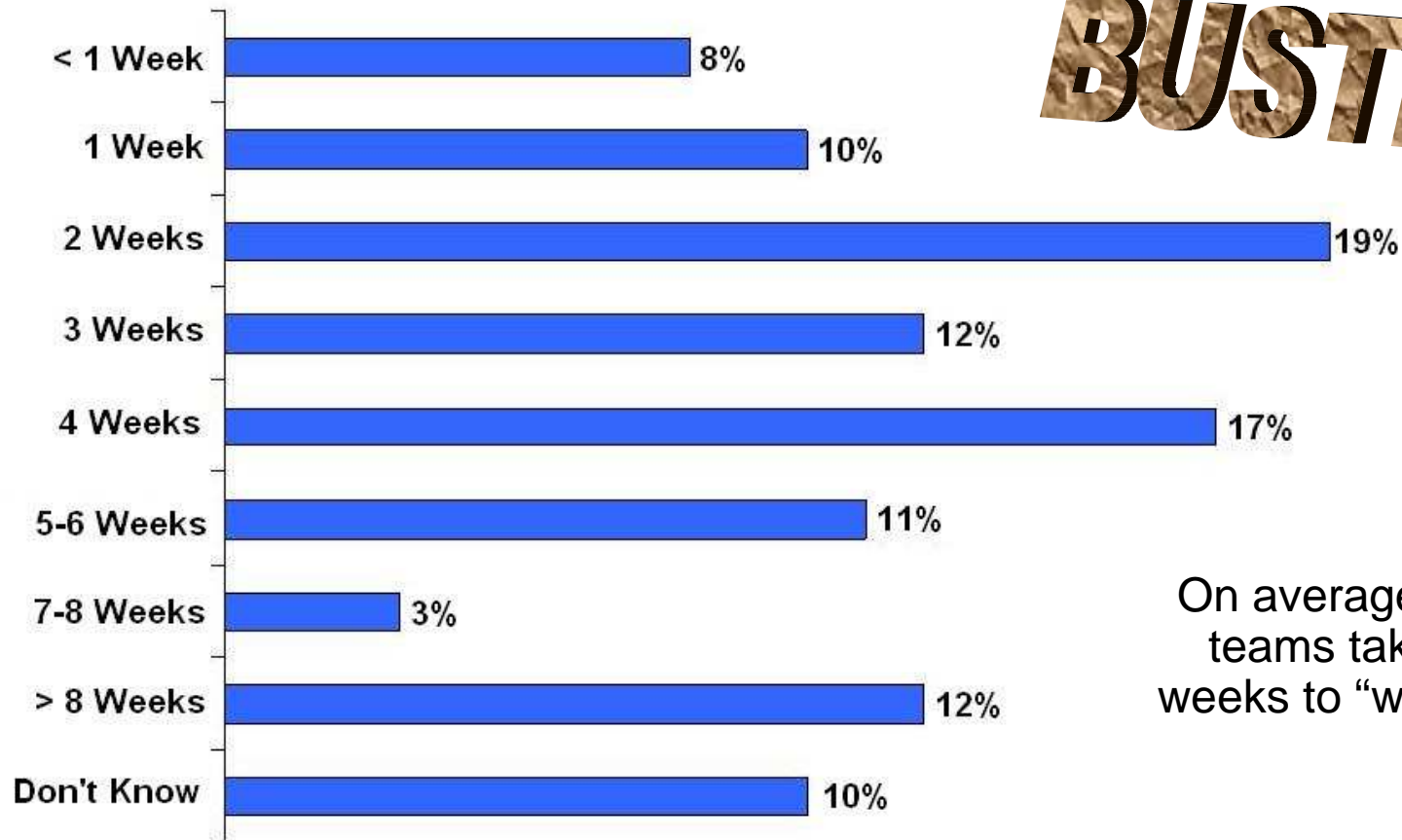
8%	No initial estimate at all
9%	High-level estimate based on traditional estimation technique
28%	High-level estimate based on agile estimation technique
36%	High-level estimate based on reasonable guess of experienced person(s)
5%	Detailed estimate based on traditional estimation technique
7%	Detailed estimate based on agile estimation technique
6%	Detailed estimate based on reasonable guess
3%	Don't know

Ambyssoft 2009 Agile Project Initiation



Myth: Agile teams just start coding

Time to Initiate an Agile Project



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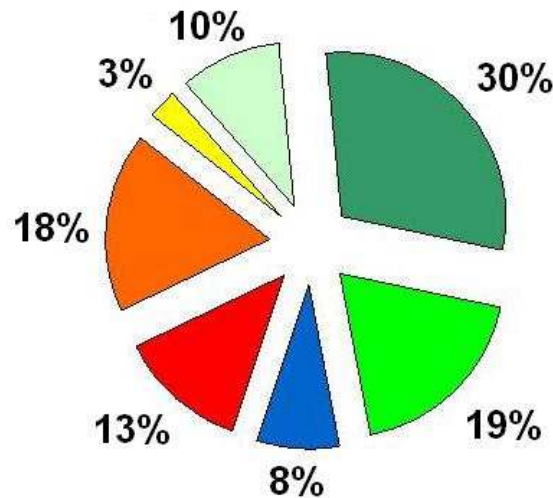
On average, agile teams take 3.9 weeks to “warm up”

Source: Ambysoft 2009 Agile Project Initiation Survey, www.ambyssoft.com/surveys/projectInitiation2009.html
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Myth: Agilists follow common development guidelines

Does your organization have common coding conventions/guidelines which developers should conform to?



Source: Dr. Dobb's Journal's State of the IT Union Survey, July 2009
www.ambyssoft.com/surveys/stateOfITUnion200907.html
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- No: Not considered
- No: Hope to do so
- Probably
- Yes: Developer-level conventions
- Yes: Project-level conventions
- Yes: Enterprise-level conventions
- Don't Know/Other

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UI Guidelines

5% developer-level, 20% project-level, 22% enterprise level

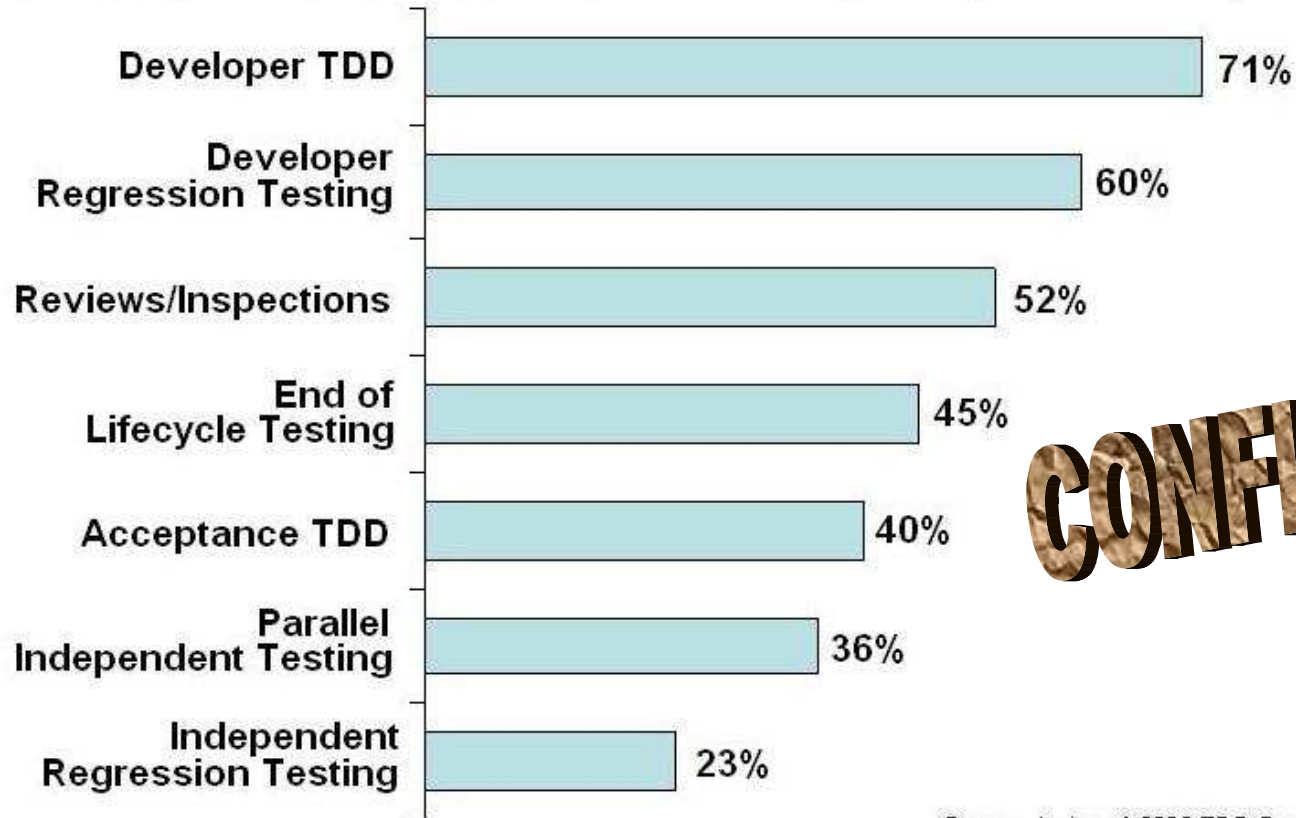
Data Guidelines

7% developer-level, 19% project-level, 25% enterprise level



Myth: Agilists test often and test early

Testing/Validation Practices Amongst Agile Developers



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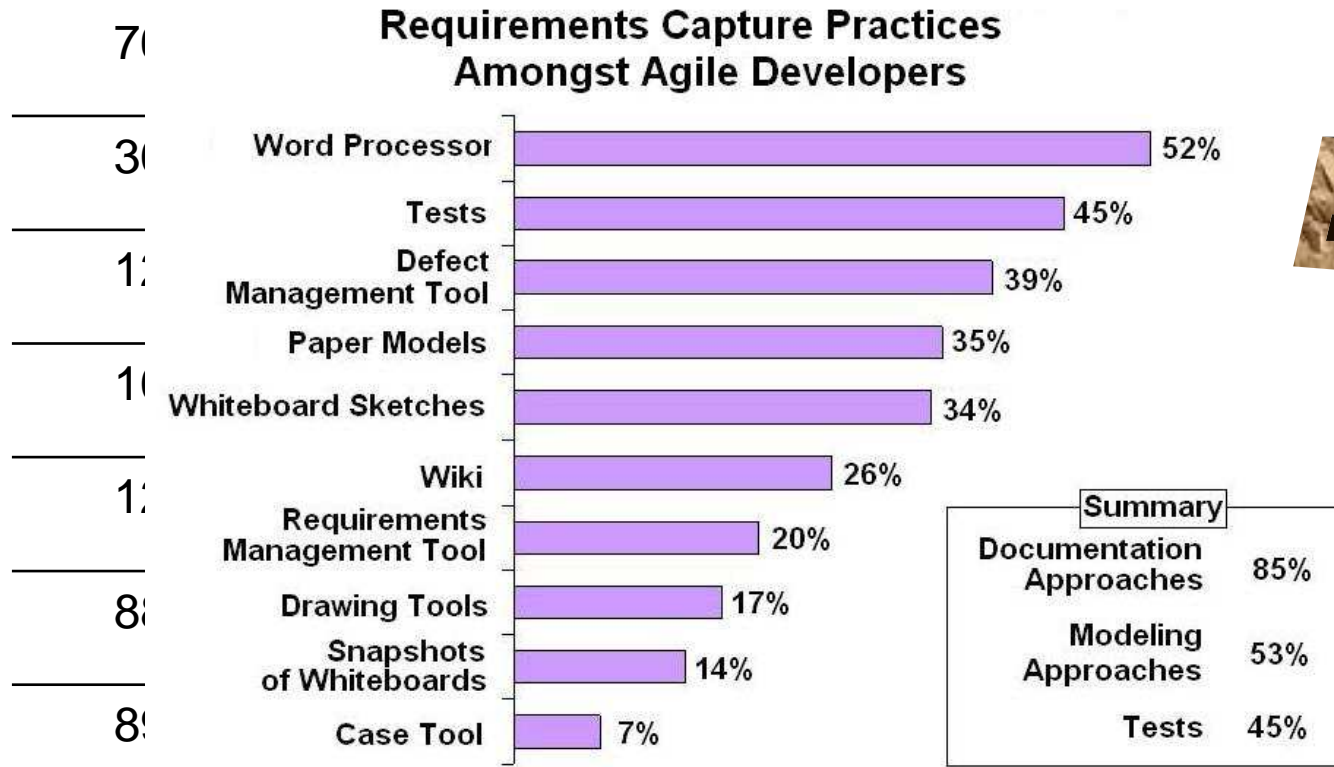
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Source: Ambysoft 2008 TDD Survey
www.ambysoft.com/surveys/tdd2008.html

Ambysoft 2008 Test Driven Development



Myth: Agilists don't do up-front requirements modeling



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is supplied to them

is supplied, or leverage

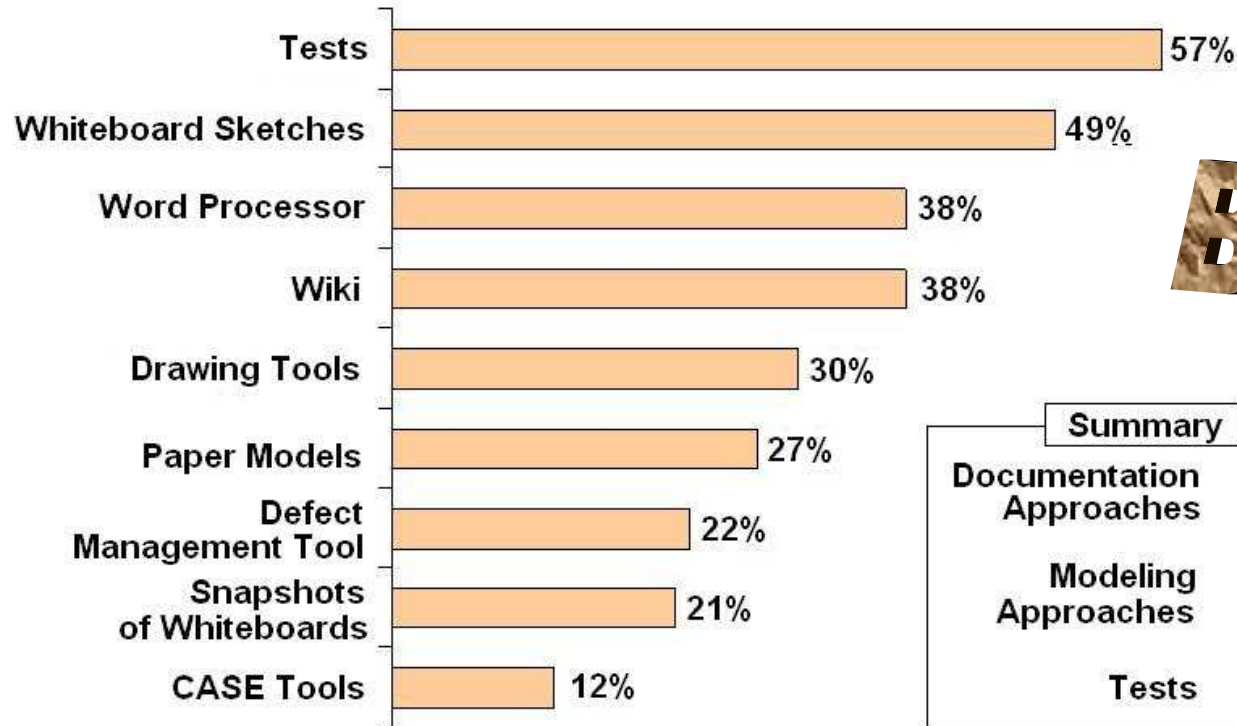
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Source: Ambysoft 2008 TDD Survey
www.ambysoft.com/surveys/tdd2008.html



Myth: Agilists don't do up-front architecture

Design Capture Practices Amongst Agile Developers



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Summary

Documentation Approaches	80%
Modeling Approaches	67%
Tests	57%

plied to them

plied, or

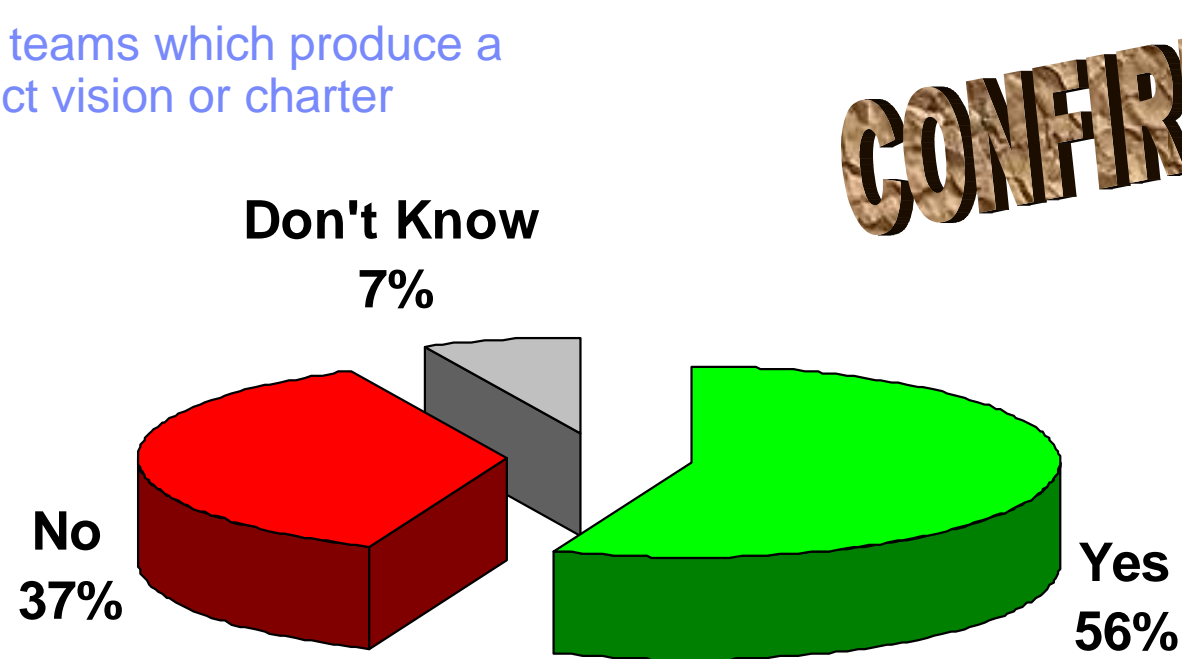
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Source: Ambysoft 2008 TDD Survey
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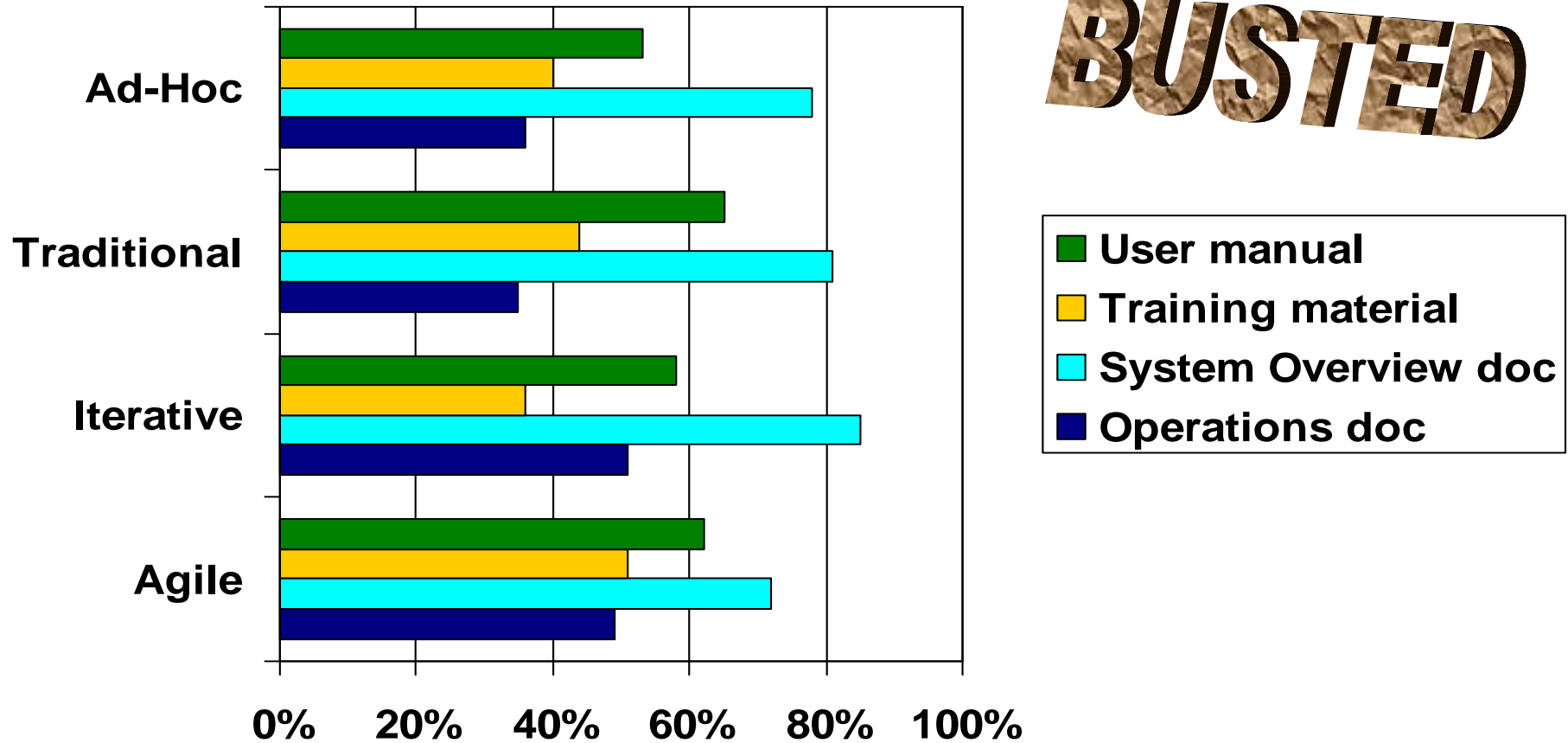
Myth: Agilists write some “interim” documentation

% of agile teams which produce a project vision or charter



Myth: Agilists don't write supporting documentation

BUSTED



DDJ 2008 Modeling and Documentation

Myth: Traditionalists write better quality documentation

Rating: -10 (very poor) to + 10 (very good)

- Iterative
- Agile
- Traditional
- Ad-Hoc

BUSTED

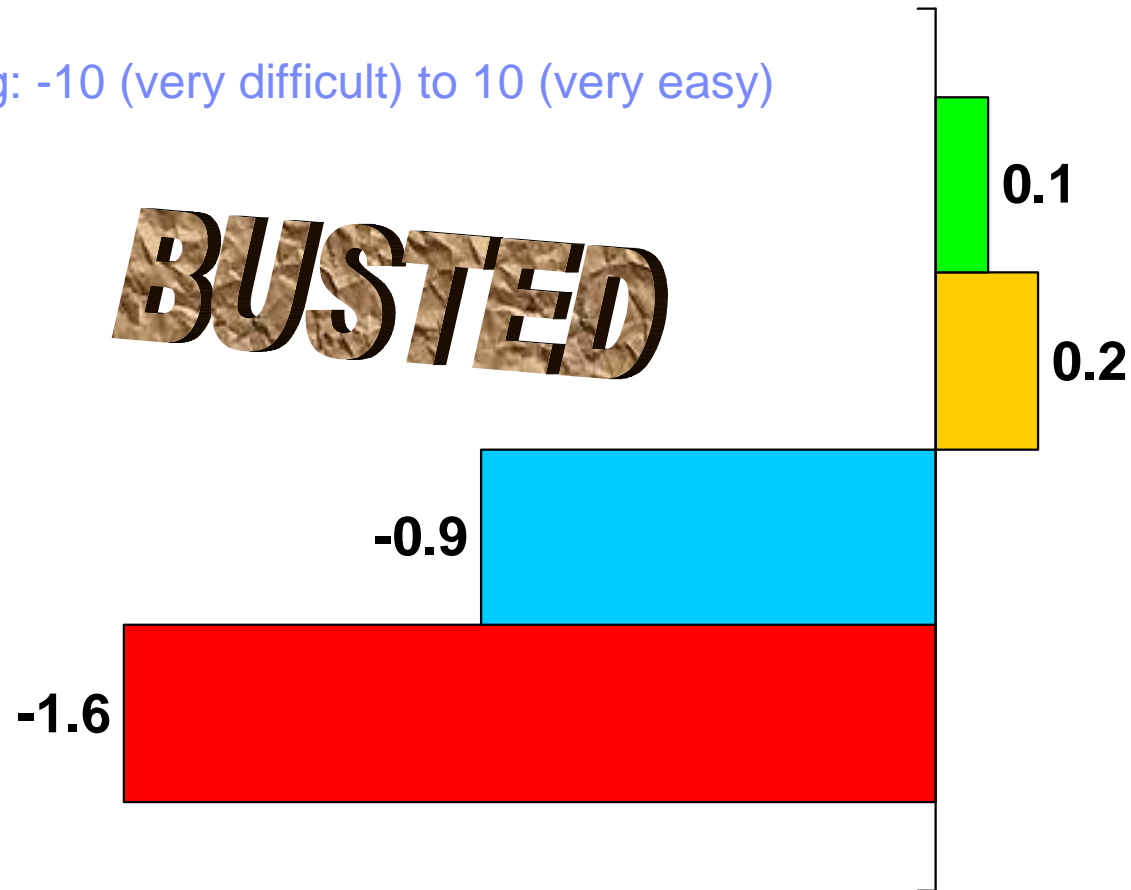


Myth: It's more difficult to add new members to an agile development team

Rating: -10 (very difficult) to 10 (very easy)

- Iterative
- Agile
- Traditional
- Ad-Hoc

BUSTED



Myth: Agile works better than traditional approaches

DDJ 2008 Project Success Rates:

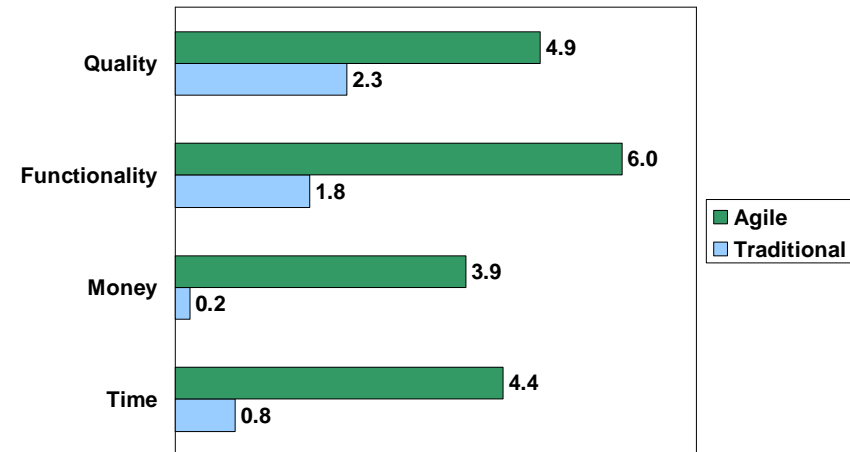
Agile – 70% Successful

Traditional – 66% Successful

DDJ 2010 Project Success Rates:

Agile – 61% Successful, 29% Challenged

Traditional – 52% Successful, 41% Challenged



DDJ 2008 Project Success Survey

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Bottom Line: Agile teams produce higher quality work, are quicker to deliver, are more likely to deliver the right functionality, and more likely to provide greater ROI than traditional teams



Myth: Agile works better than iterative (xUP) approaches

DDJ 2008 Project Success Rates:

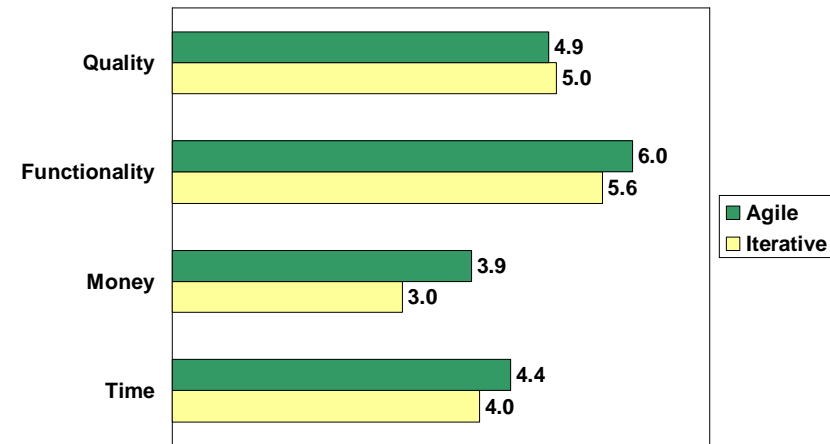
Agile – 70% Successful

Iterative – 71% Successful

DDJ 2010 Project Success Rates:

Agile – 61% Successful, 29% Challenged

Iterative – 67% Successful, 31% Challenged



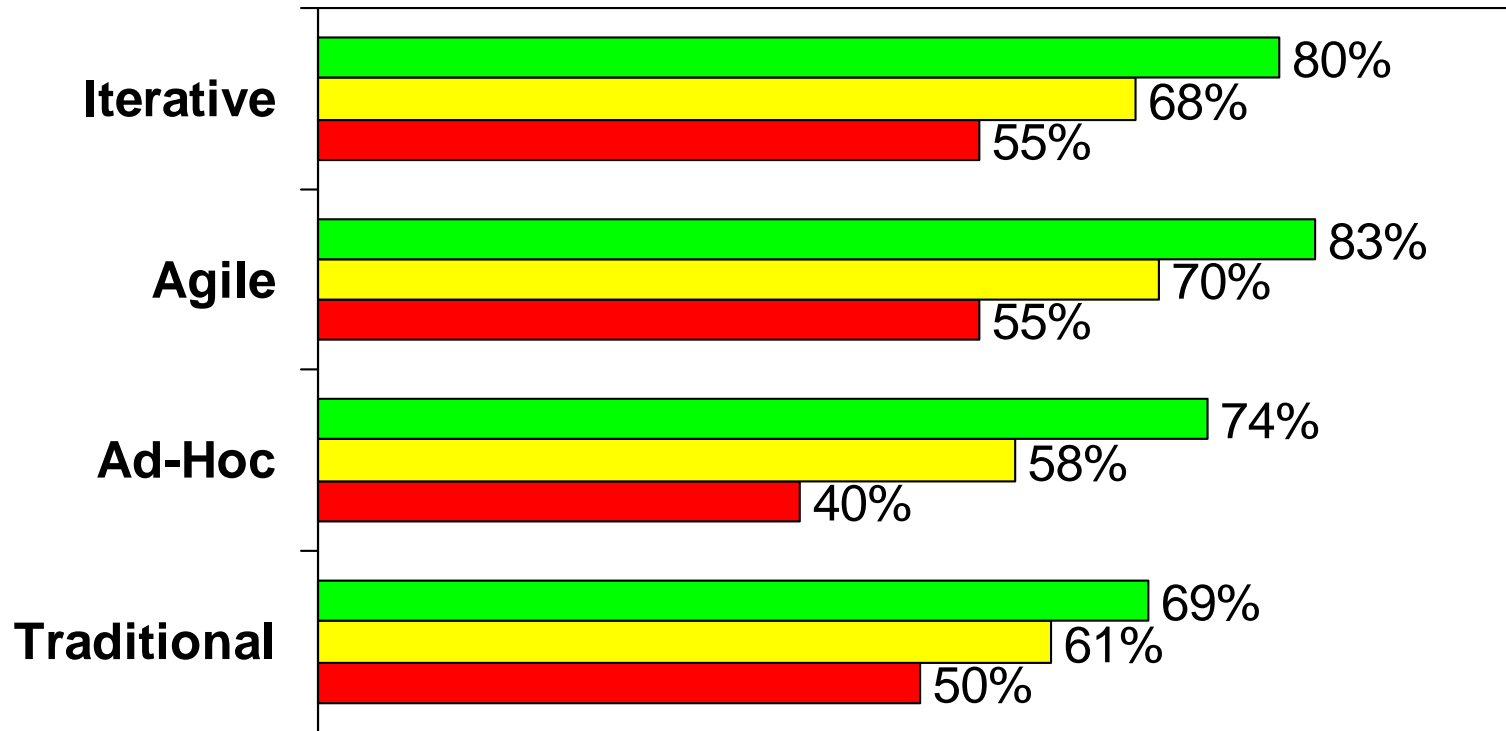
DDJ 2008 Project Success Survey

BUSTED

Bottom Line: *The success rates for agile and iterative projects are pretty much the same. Agile MAY provide better return on investment (ROI).*



Myth: Traditional works better for large teams

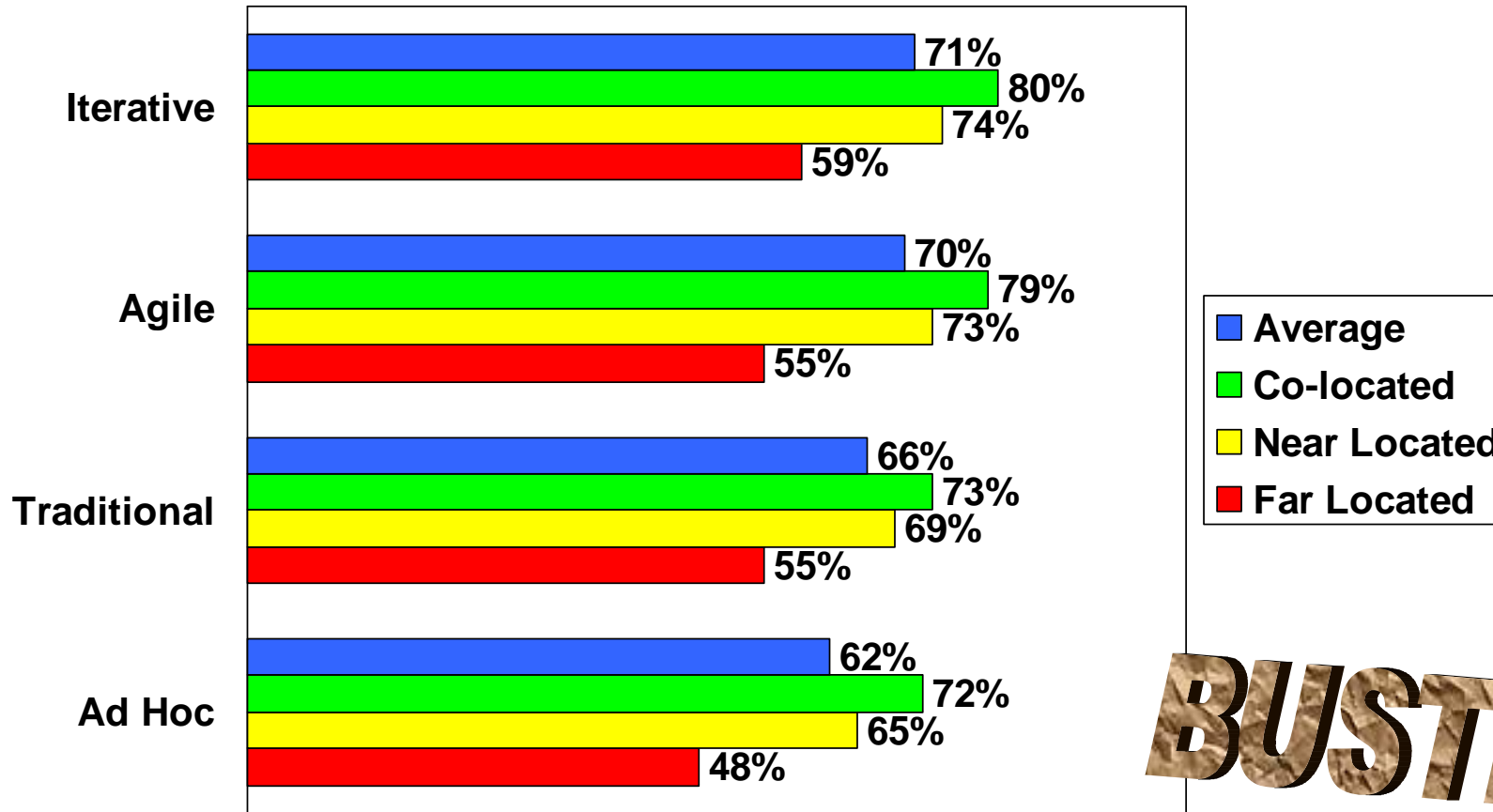


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■ Large
 ■ Medium
 ■ Small

DDJ State of IT Union Survey July 2010

Myth: Traditional works better for distributed teams



DDJ Project Success Survey 2008



Myth: Teams claiming to be agile are agile

- Suggested criteria:
 - ▶ Are you delivering value regularly?
 - ▶ Are you validating your own work?
 - ▶ Are you working closely with stakeholders?
 - ▶ Are you self organizing?
 - ▶ Are you reflecting and improving?

- Survey says:
 - ▶ Value: 55%
 - ▶ Validation: 49%
 - ▶ Stakeholders: 53%
 - ▶ Self organization: 32%
 - ▶ Improvement: 47%
 - ▶ First 4: 28%
 - ▶ All 5: 27%

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Parting Thoughts

- There appears to be a difference between what people say they are doing and what they are doing
- Many of the concerns that the traditional community has regarding agile don't appear to hold true
- There are many unfounded beliefs in both the traditional and the agile communities
- The agile community clearly struggles to communicate what it actually does in practice
- In the end, you need to identify what works well for you → Every organization is different
- If you're designing a survey, visit www.ambyssoft.com/surveys/agileSurveys.html first
- **Please fill out online surveys when you get a chance**





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www.ibm.com/rational/agile/

www.ambysoft.com/surveys/

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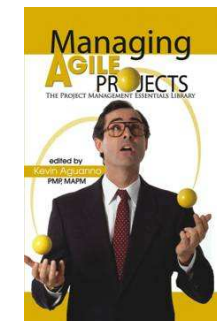
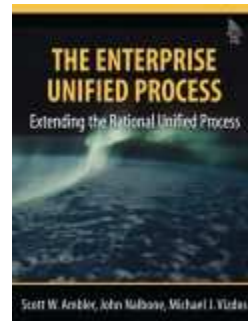
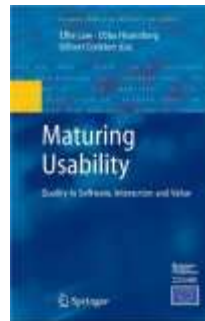
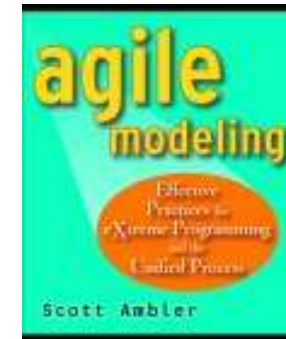
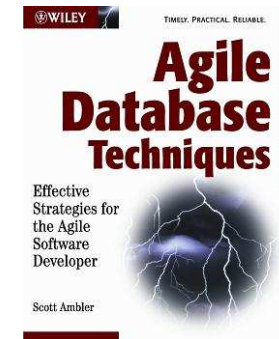
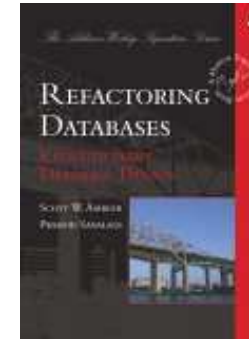
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Scott Ambler - Background

- Chief Methodologist/Agile
- Senior Contributing Editor, Information Week
- Fellow – International Association of Software Architects
- www.ibm.com/rational/bios/ambler.html
- www.ibm.com/developerworks/blogs/page/ambler
- scott_ambler@ca.ibm.com





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Backup Myths



Myth: Rights and responsibilities are part of the agile culture

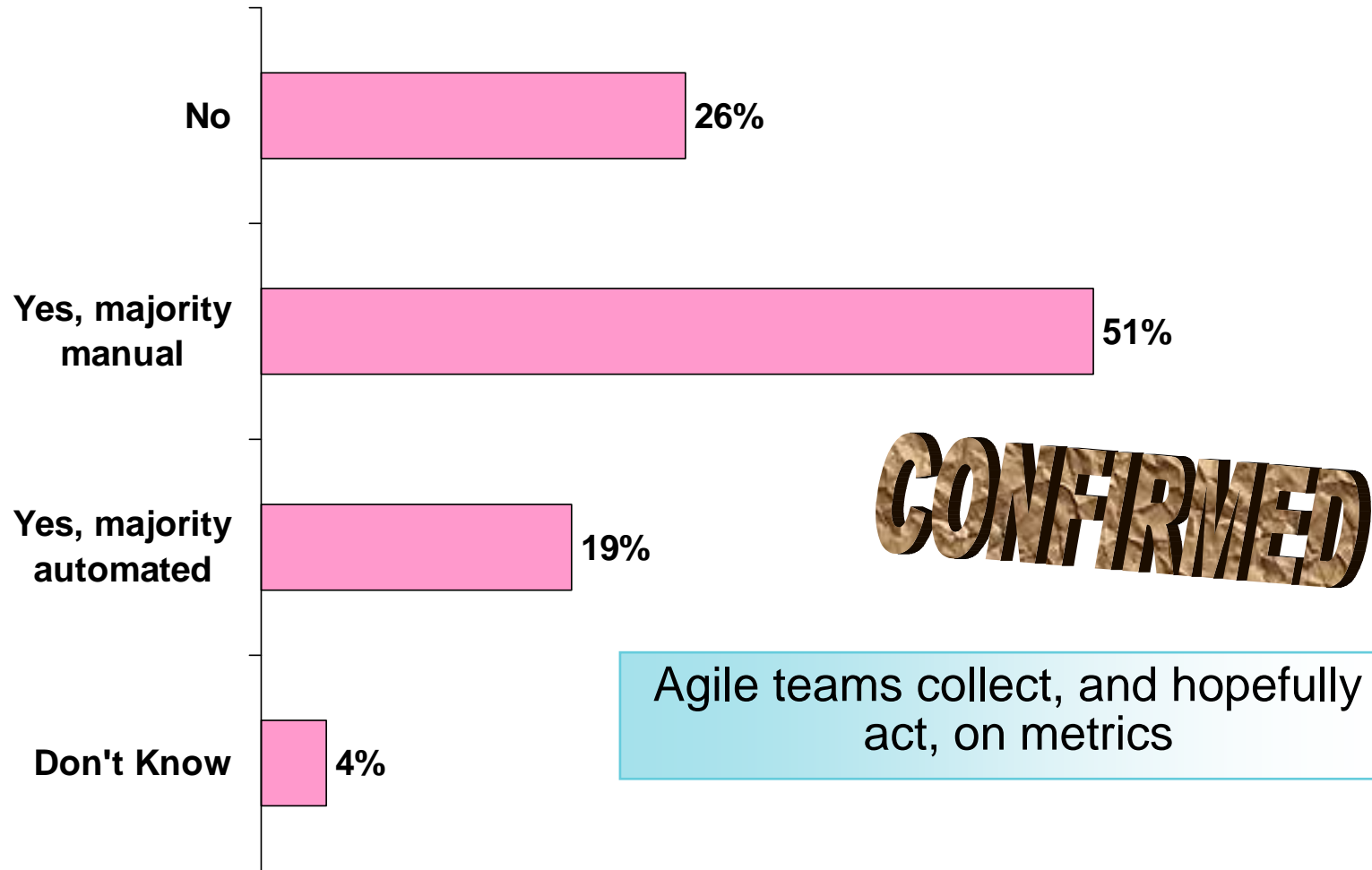


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Ambyssoft 2009 Governance

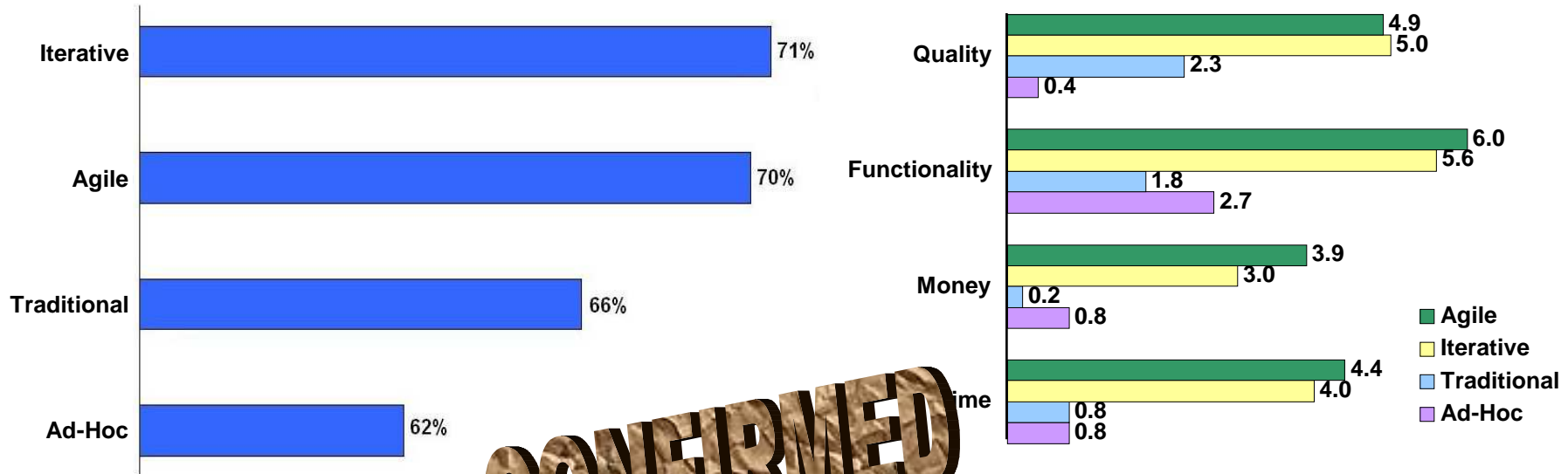


Myth: Agile approaches are “empirical”



Ambysoft 2009 Governance

Myth: Agile works better than traditional approaches



CONFIRMED

Bottom Line: Agile teams produce higher quality work, are quicker to deliver, are more likely to deliver the right functionality, and more likely to provide greater ROI than traditional teams

DDJ 2008 Project Success