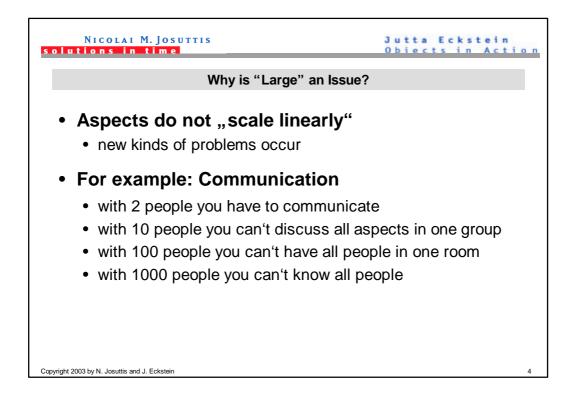
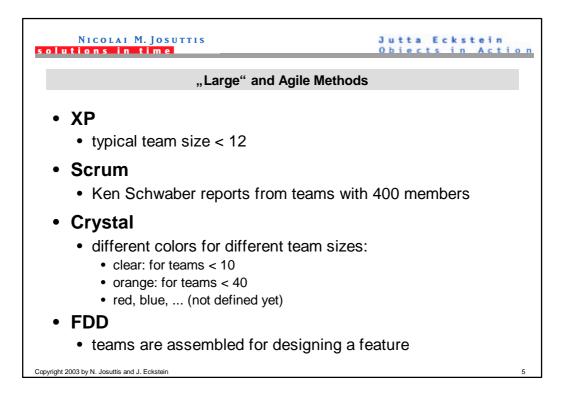
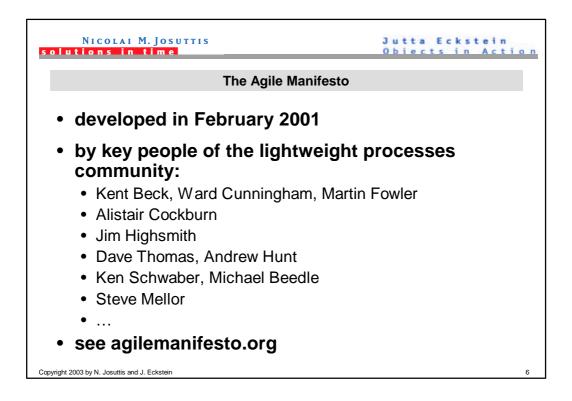
NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
Skalierur agilen Pro	
Ein Erfahrungsbericht	
OOP 20	03
Jutta Ecks Nicolai Jos	

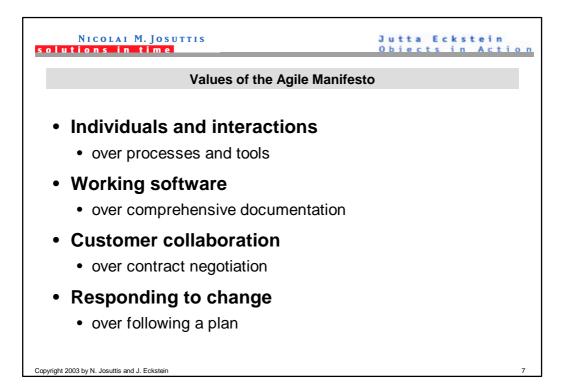
NICOLAI M. JOSUTTIS solutions in time		Jutta Eckstein Objects in Action
	This Talk is About	
• Agility		
• Large		
Experience		
Success		
Copyright 2003 by N. Josuttis and J. Eckstein		2

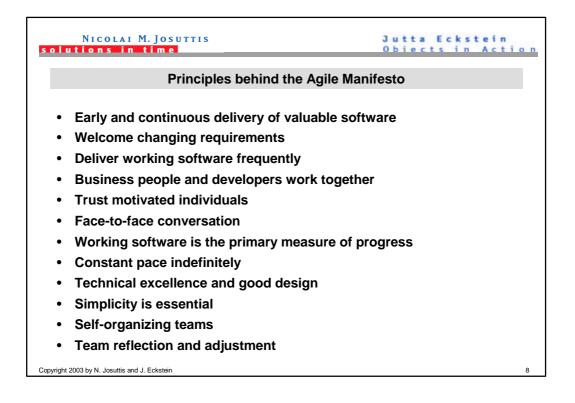
NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
What Does "Large" Mean?	
• Large in	
• scope	
• time	
people	
• money	
• risks	
<ul> <li>We focus on "Large Teams"</li> </ul>	
<ul> <li>which implies everything else</li> </ul>	
<ul> <li>Large is relative</li> </ul>	
<ul> <li>1, 2, 10, 100, 2000 people</li> </ul>	
Copyright 2003 by N. Josuttis and J. Eckstein	3

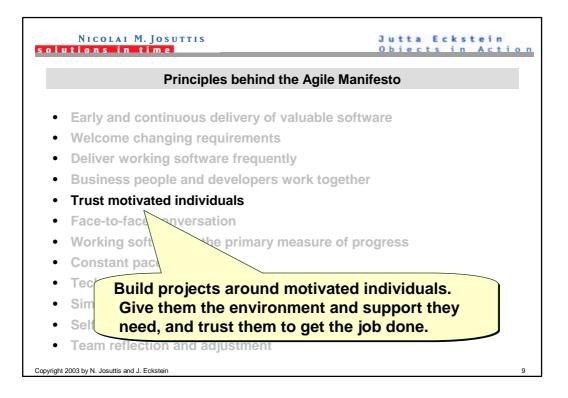




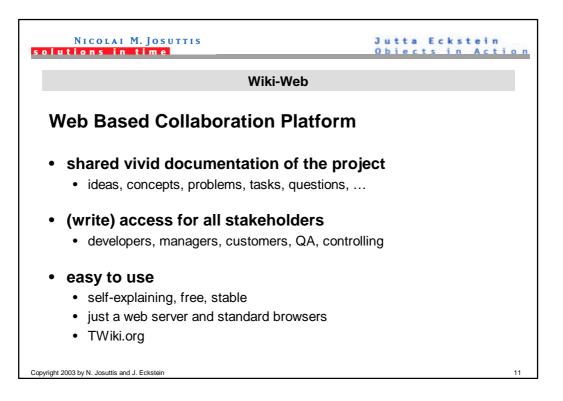


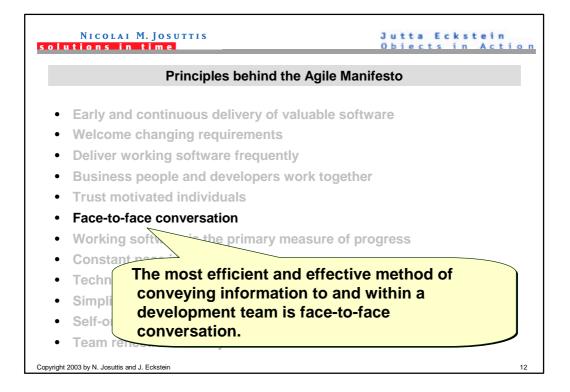


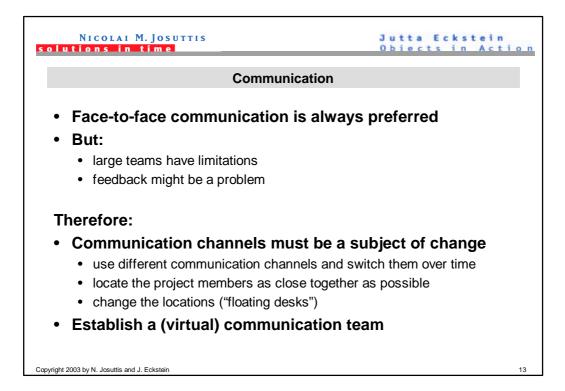




NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
Transparenc	у
<ul> <li>Communication and transpation</li> <li>developers</li> <li>QA</li> <li>controlling / revision</li> <li>customers</li> </ul>	arency for
<ul> <li>Practices and values:</li> <li>shared ownership</li> <li>shared knowledge</li> <li>no head monopolies</li> <li>honesty</li> </ul>	
Copyright 2003 by N. Josuttis and J. Eckstein	10

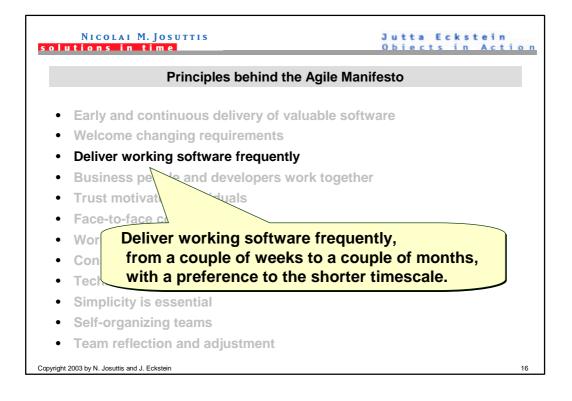






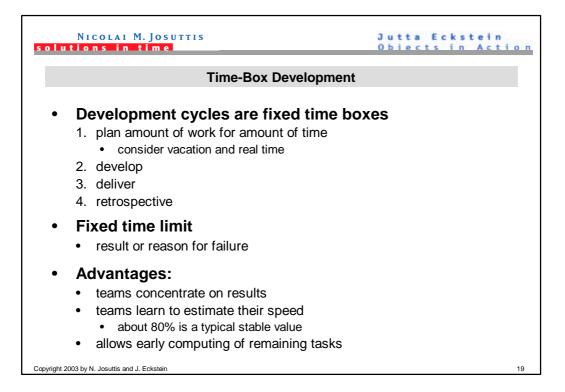


NICOLAI M. JOSUTTIS	Jutta Eckstein Objects in Action	
Customer Involv	Customer Involvement	
Defined single customer is rare, me • Large invisible customer base	ore typical are:	
<ul> <li>typical for standard software</li> </ul>		
Community of customers		
<ul> <li>often not homogenous, but competitive</li> </ul>		
no accepted representative		
Therefore:		
"Customer on-site office"		
<ul> <li>specifies and performs acceptance tests</li> </ul>		
Customer surrogate		
<ul> <li>"designing for a single customer is the most audience"</li> </ul>	st effective way to satisfy a broad	
[Alan Cooper in T	he Inmates Are Running the Asylum]	
Copyright 2003 by N. Josuttis and J. Eckstein	15	

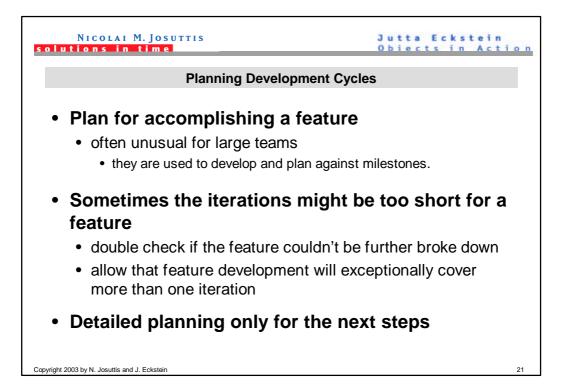


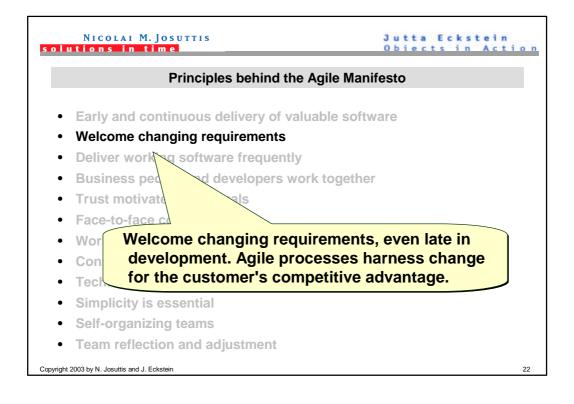


NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
Principles behind the Agile	Manifesto
Early and continuous delivery of valuable	software
<ul> <li>Welco</li> <li>Delive</li> <li>Busir</li> <li>Trust</li> <li>Agile processes promote suddevelopment. The sponsor</li> <li>Busir</li> <li>Busir</li> <li>Trust</li> <li>pace indefinitely.</li> </ul>	s, developers, and
<ul> <li>Face-to-face cov</li> <li>Working softward the primary measure</li> </ul>	of progress
Constant pace indefinitely	
<ul> <li>Technical excellence and good design</li> </ul>	
<ul> <li>Simplicity is essential</li> </ul>	
Self-organizing teams	
<ul> <li>Team reflection and adjustment</li> </ul>	
Copyright 2003 by N. Josuttis and J. Eckstein	18

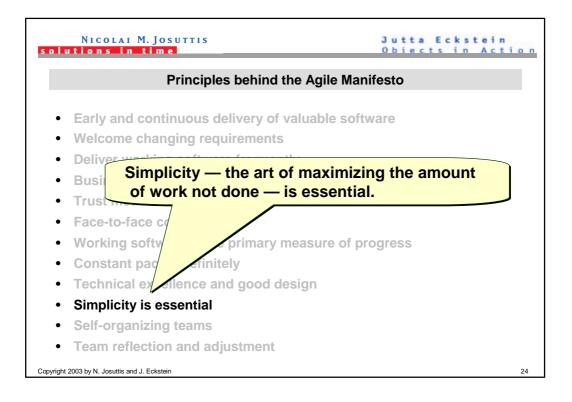


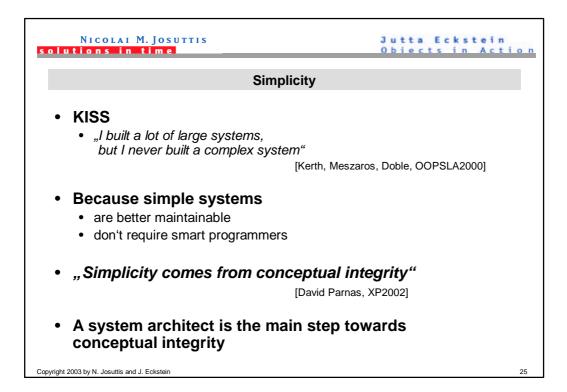




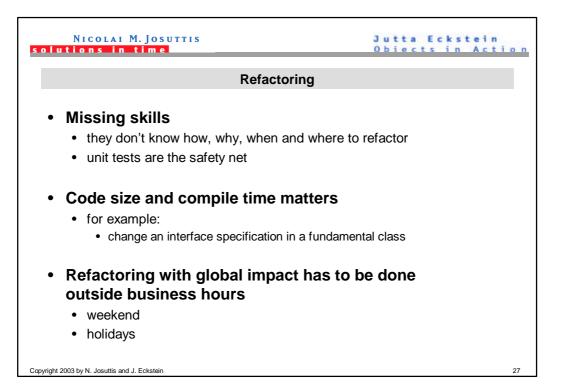


NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action	
Architecture		
Architecture		
<ul> <li>is always subject of change</li> </ul>		
<ul> <li>progress means change</li> </ul>		
<ul> <li>don't try to finalize the architecture before</li> </ul>	<ul> <li>don't try to finalize the architecture before growing the team</li> </ul>	
<ul> <li>Domain teams will formulate the requirements</li> </ul>		
<ul> <li>the development level of the retrospecti</li> </ul>	ves enable to speak with one voice	
<ul> <li>is influenced by team size</li> </ul>		
avoid any kind of bottleneck (technical,	structural, organizational)	
But:		
<ul> <li>You might have to define the architecture as finalized</li> </ul>		
Copyright 2003 by N. Josuttis and J. Eckstein	23	

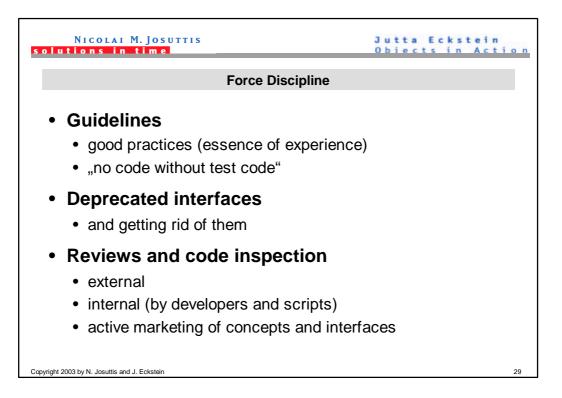


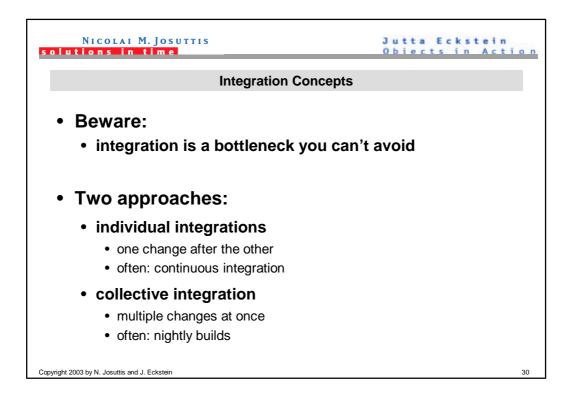


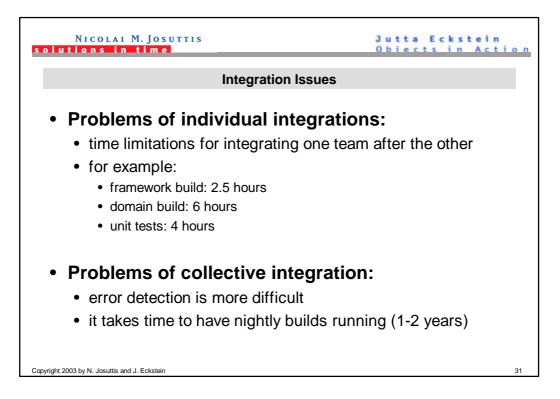


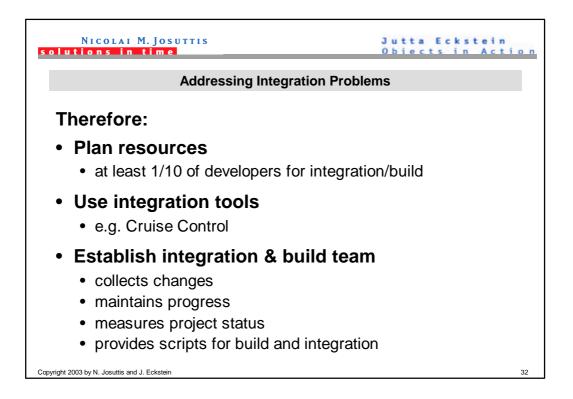


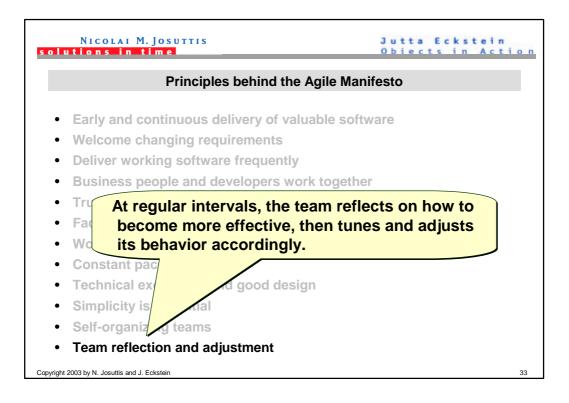
NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
Principles behind the Agile	Manifesto
<ul> <li>Early and continuous delivery of valuable</li> <li>Welc</li> <li>Working software is the print</li> <li>Delive</li> <li>progress.</li> </ul>	mary measure of
<ul> <li>Business people and pers work tog</li> <li>Trust motivate analy</li> <li>Face-to-face quiversation</li> </ul>	~
<ul> <li>Working software is the primary measure</li> <li>Constant pace indefinitely</li> <li>Technical excellence and good design</li> </ul>	of progress
<ul><li>Simplicity is essential</li><li>Self-organizing teams</li></ul>	
Team reflection and adjustment Copyright 2003 by N. Josuttis and J. Eckstein	28

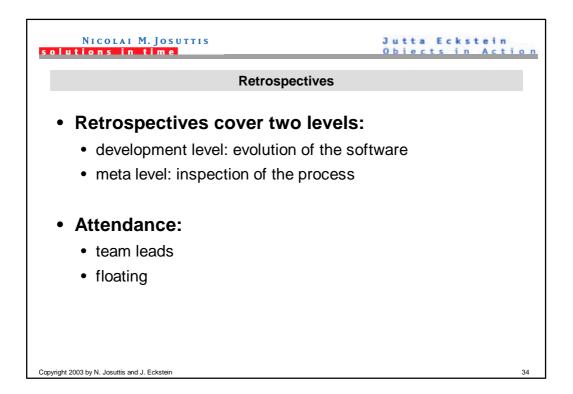




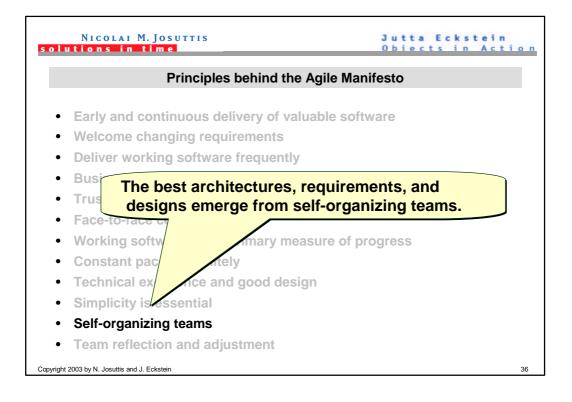


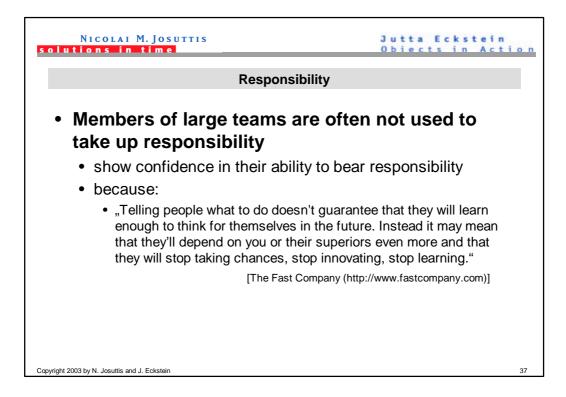


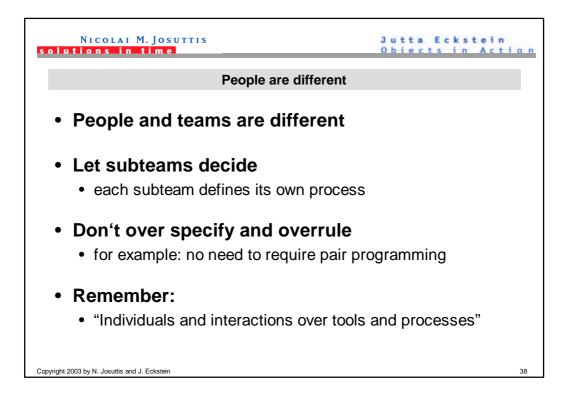


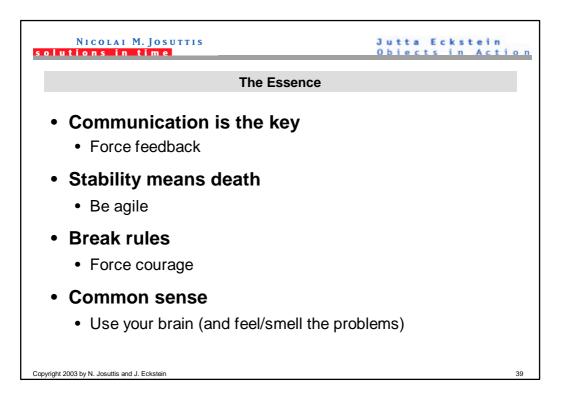


NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
Force Cou	rage
• Errors are Part of the Process	
<ul> <li>"Do It Right the First Time" set</li> </ul>	ends the wrong message
<ul> <li>we can't be uncertain</li> </ul>	
<ul> <li>we can't experiment</li> </ul>	
<ul> <li>we can't learn from mistakes</li> </ul>	
<ul> <li>we can't deviate from plan</li> </ul>	
<ul> <li>"Don't worry about getting it right the get it right the last time"</li> </ul>	e first time,
5 5	[Jim Highsmith, OOPSLA 2000]
<ul> <li>Change people and roles</li> <li>many projects fail due to people in wrong positions</li> </ul>	
Honesty	
<ul> <li>bad news are good news</li> </ul>	
Copyright 2003 by N. Josuttis and J. Eckstein	35









NICOLAI M. JOSUTTIS	Jutta Eckstein Objects in Action
Links	
agilemanifesto.org	
crystalmethodologies.org	
xprogramming.com	
adaptivesd.com	
www.controlchaos.com	
junit.org	
twiki.org	
cruisecontrol.sourceforge.net	
Copyright 2003 by N. Josuttis and J. Eckstein	40

NICOLAI M. JOSUTTIS solutions in time	Jutta Eckstein Objects in Action
	Many Thanks!
	Nicolai M. Josuttis solutions@josuttis.com www.josuttis.com
	Jutta Eckstein jutta@jeckstein.com www.jeckstein.com
Copyright 2003 by N. Josuttis and J. Eckstein	41