

Even more Agile

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Agenda

- Agile processes stress the importance of continual reflection
- We will describe how we have recently refactored the process of one of our oldest agile projects

Short History

- ThoughtWorks' first agile project
- Old, large legacy codebase
- Complex domain
- Iterative – but quite heavy process
- Distributed – large team in India
- Beta release approaching

What were the problems?

- Long story card lifecycle (~2 months)
- Too many bugs
- Team growing in size
- Distributed team – communication
- Developer productivity problems – slow build time
- ... low morale

How did we address them?

- Enable Better Practices
- Make Progress Visible
- Improve Developer Productivity
- Foster Communication
- Make it more fun

Enable Better Practices

- Team owns cards
- Pairing – not just pair programming
- Smaller and Co-located teams
- Emphasis on testing
- Efficient stand-ups

Make Progress Visible

- Build Tower
- Story Walls
- Colored cards
- Master story wall
- ... you can't fix it if you can't see it

Improve developer productivity

- Fast development machines
- Linux
- Refactor the build
- Productivity cards
- ... it all boils down to “Reduce waste”

Foster Communication

- Ambassadors
- Open furniture
- Anybody can contact any client
- Lunch-time domain sessions
- ... communication is the single biggest problem for a distributed project

Make it more fun

- Team outings
- Pizza for IPMs
- Ice cream for successes
- AoE forever

What's not working? (yet)

- Automated functional testing
- Rotation across teams
- Induction
- Privacy/noise
- ... but we are still refactoring

So...

- Making visible progress
- Customer trusts us
- Team morale is much higher
- Productivity is much better
- ... we are having fun!



Q & A