

Navigating The Rapids: Real-world Lessons in Adopting Agile

Sam Newman
qcon San Francisco 2009

Lets get this out of the
way first...

Corporate Shill
Goes Here

Navigating The Rapids: Real-world Lessons in Adopting Agile

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Lessons From The Trenches: Real World Agile Adoption

Sam Newman
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Things That Went Wrong During Our Projects

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Stuff You Could Learn From Me Down The Pub





Sam Newman
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Explain the rest of the talk:

- real world stuff
- tried to distil an important lesson from each

The Tale Of The Failing Dashboard

Project Never Ships	
Project Awesome	
Project Death March	
Project Negative Value	

Project Never Ships	
Project Awesome	
Project Death March	
Project Negative Value	

Project Never Ships	
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Project Death March	
Project Negative Value	

Project Never Ships



Project Awesome







Project Death March



Project Negative Value



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Project Never Ships



Project Awesome











Project Death March







Project Negative Value



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Project Never Ships	
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Project Death March	
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Not far from the truth – this is a simplified example from a portfolio of 25 or so projects

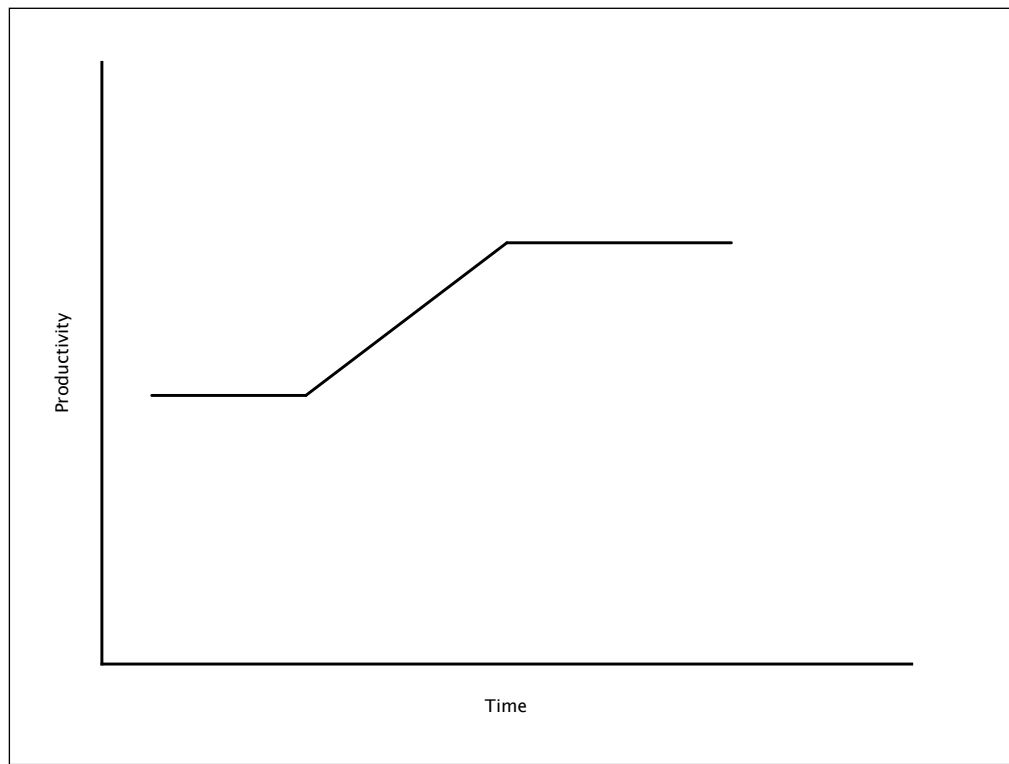
Lesson

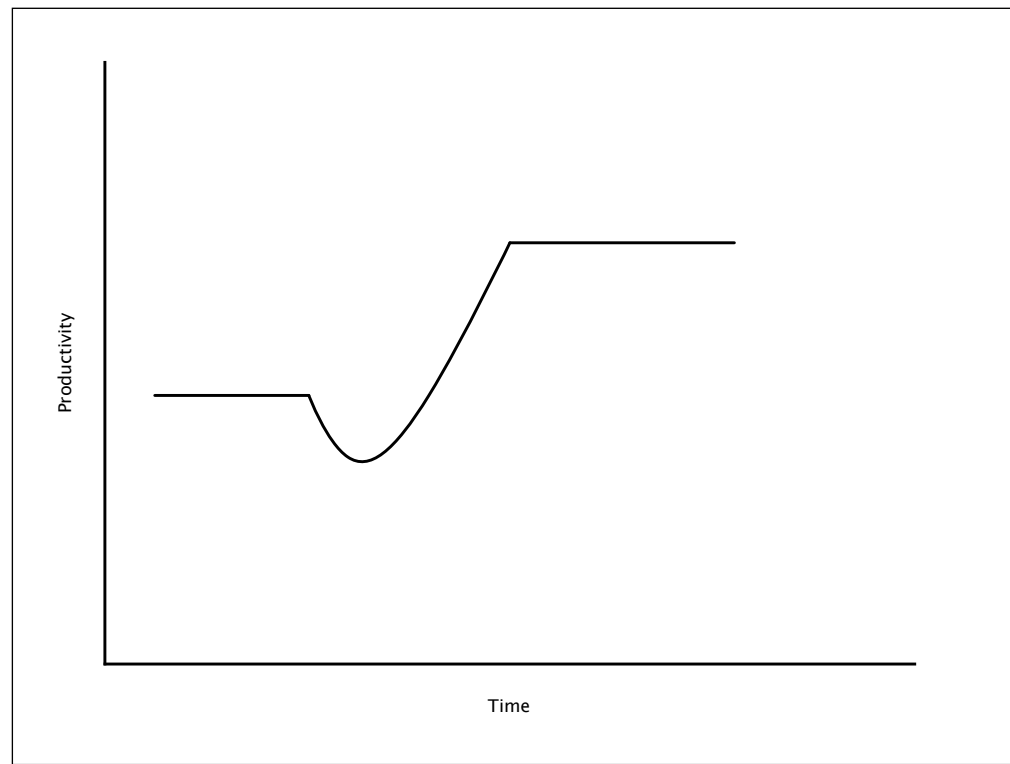
Educate Stakeholders About Early Signs of Pain

Educate stakeholders about early pain – not a problem/it will happen/why etc

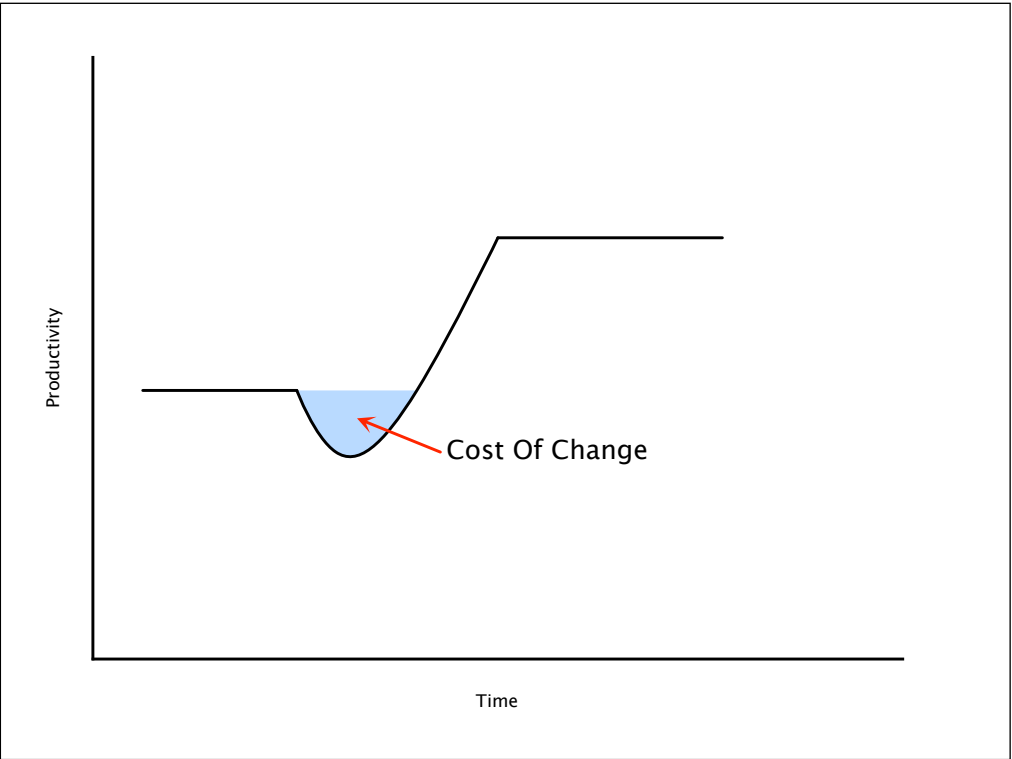
The Change That Never Sticks

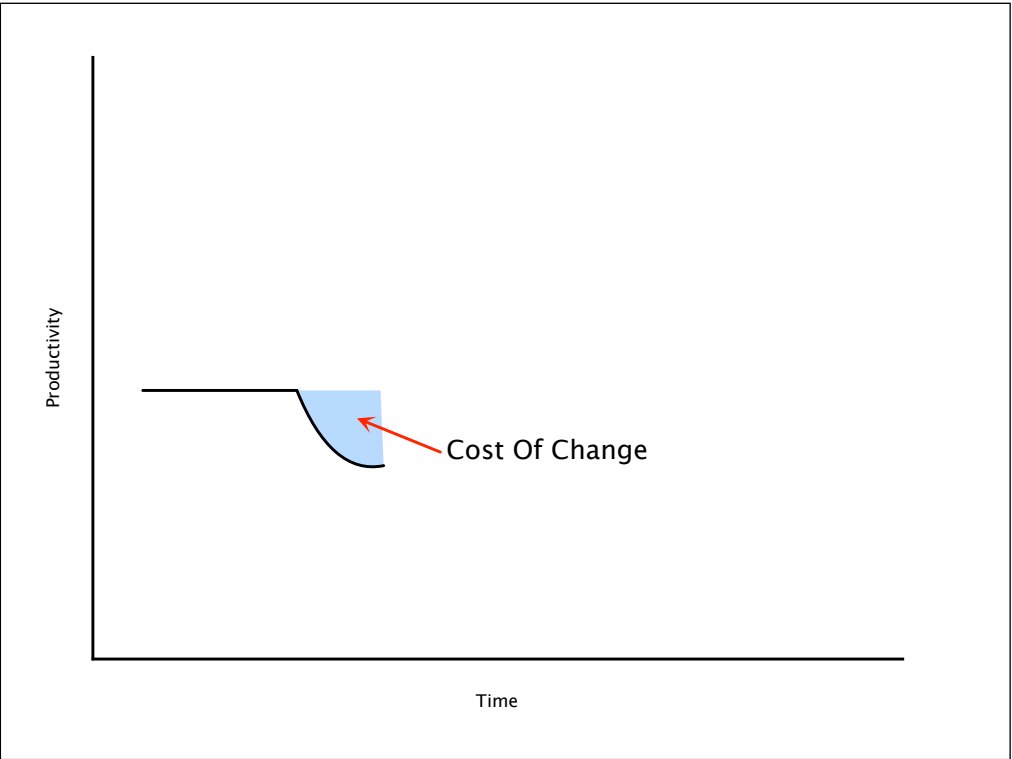


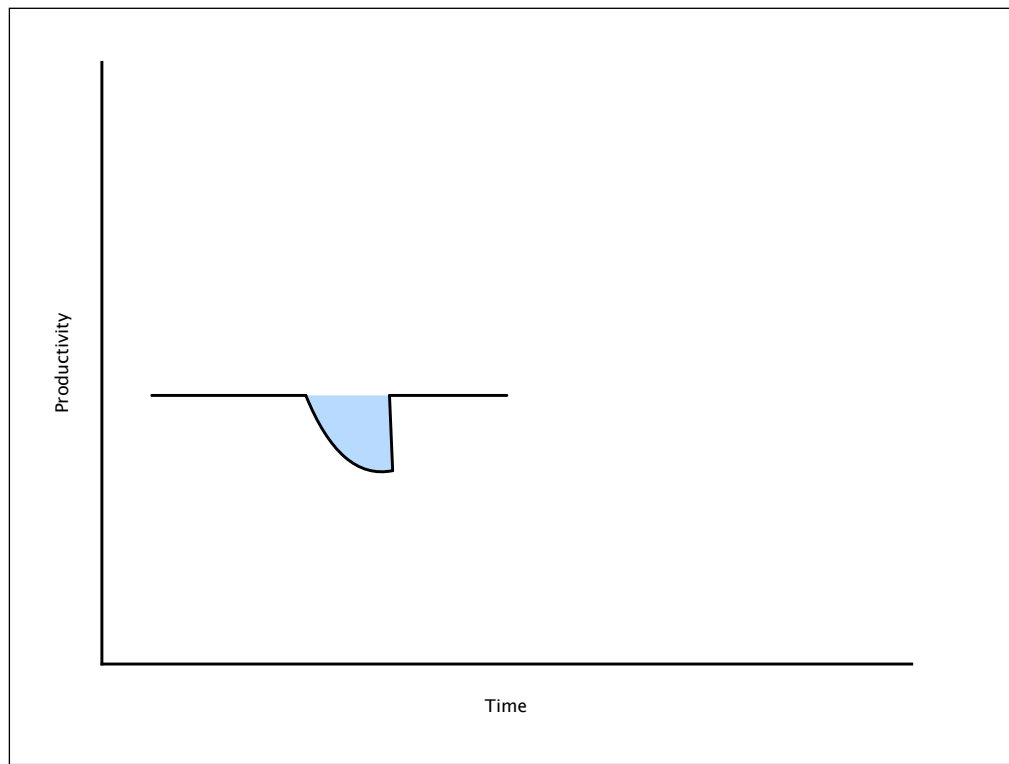


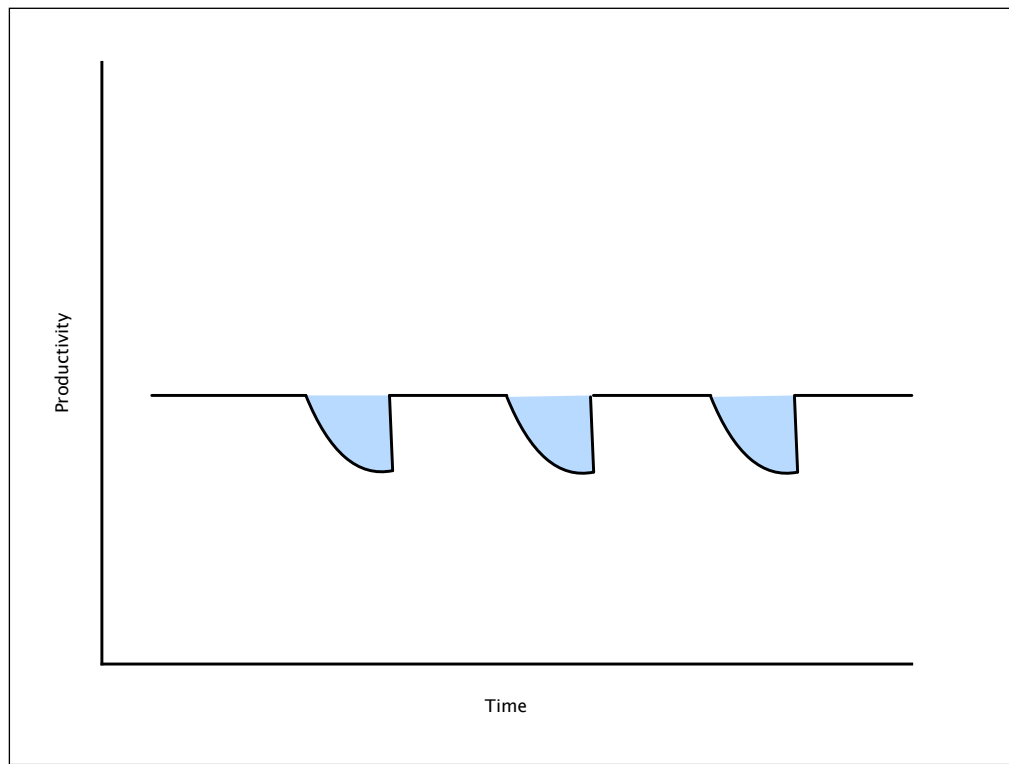


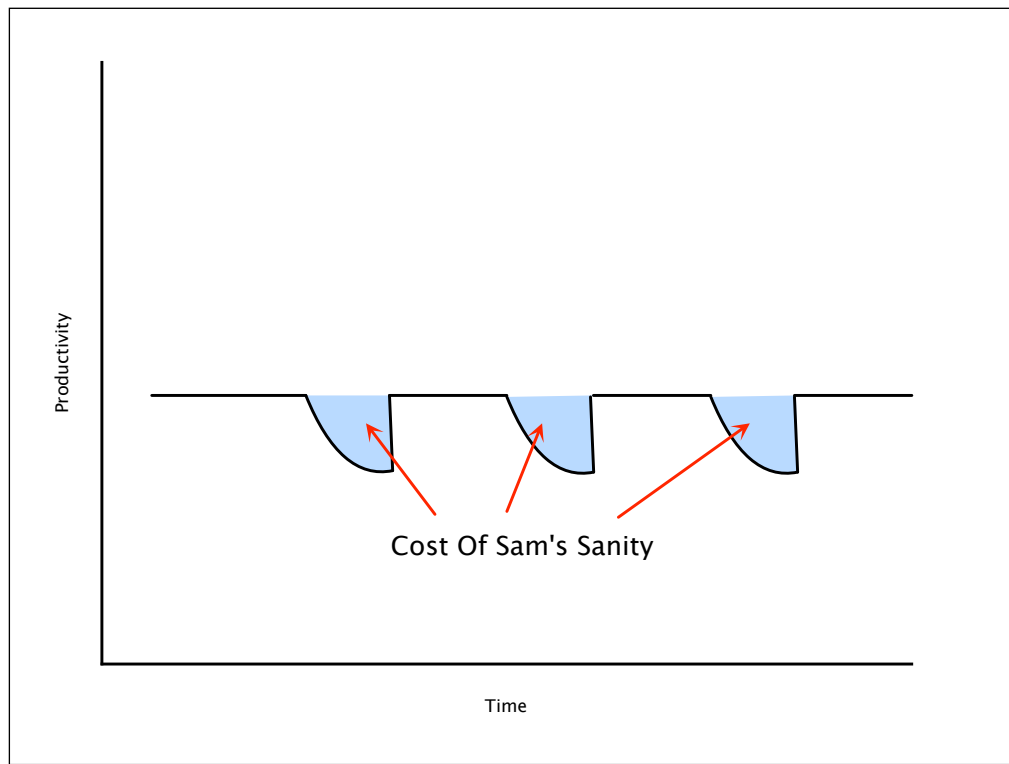
Satir change curve (MF improvement ravine)









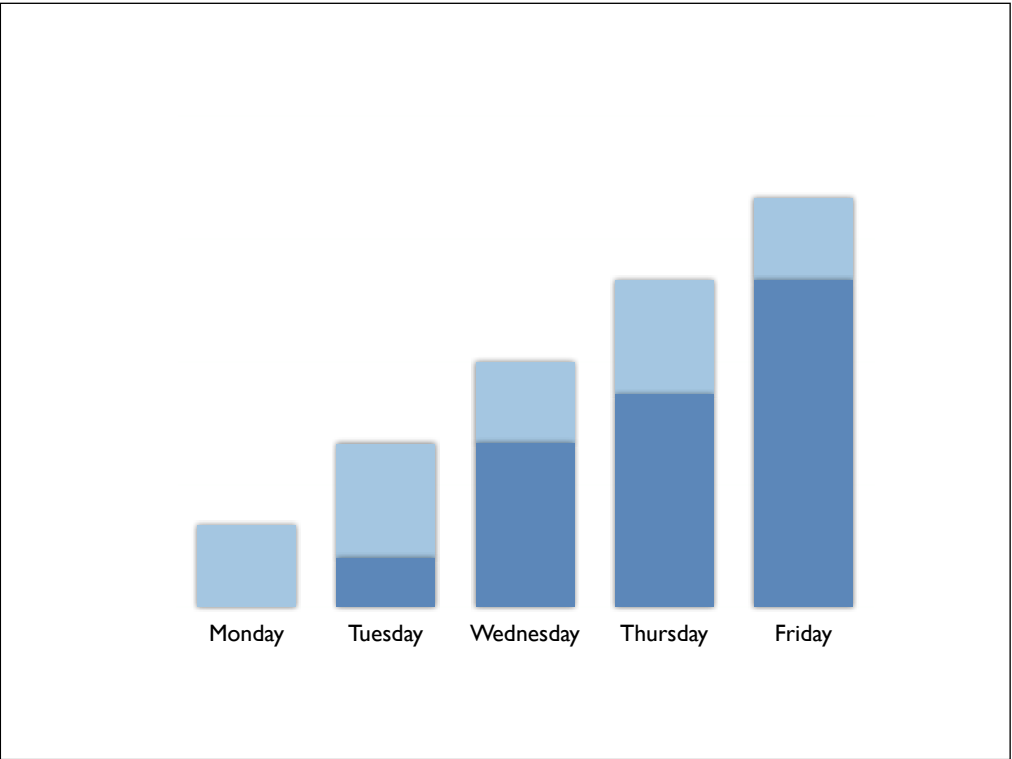


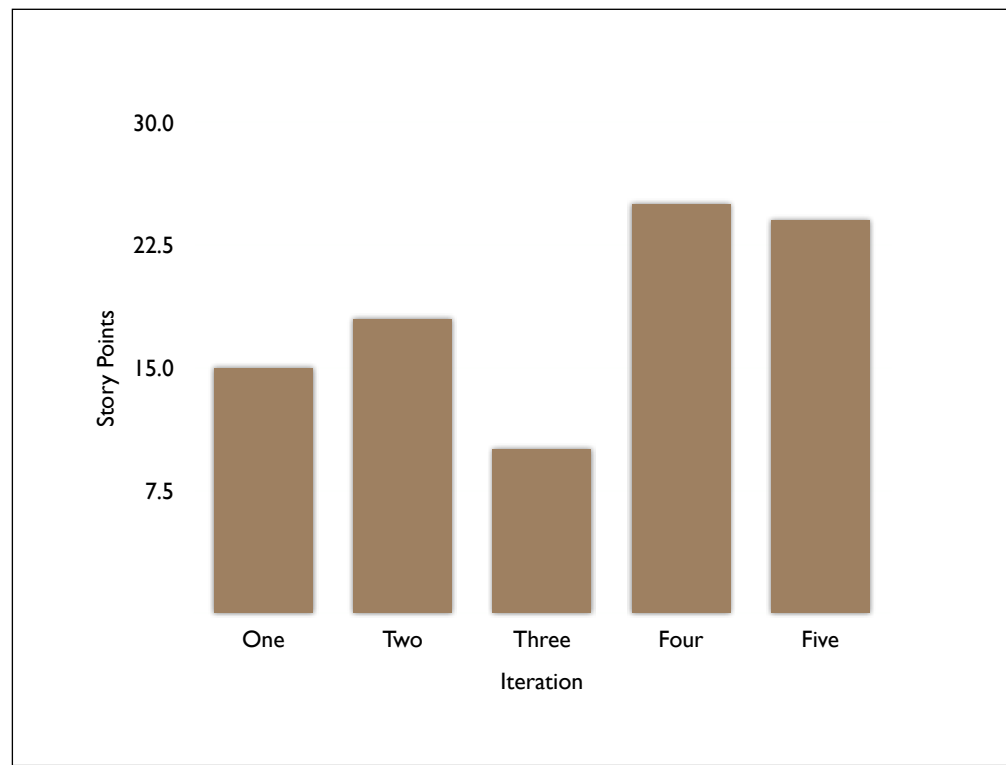
Lesson

Bite Of Something
Small - Earn Trust Early

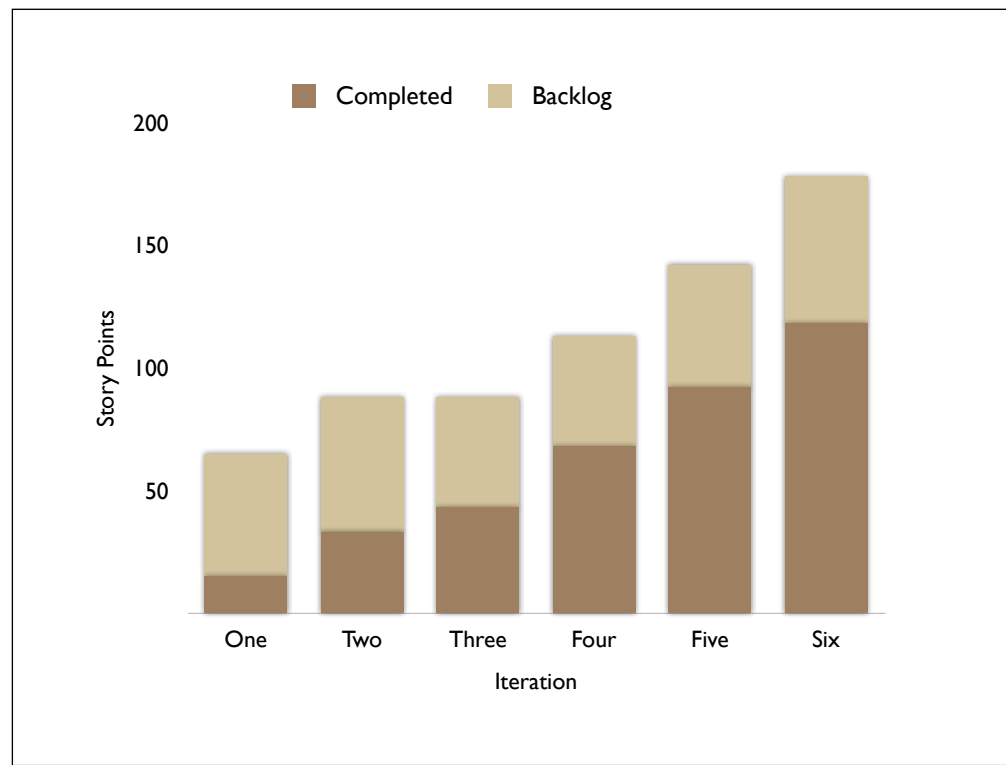
The Project That Would Never End

Background: This client had an odd notion of what XP terms meant. Focus on this iteration, rather than the goals

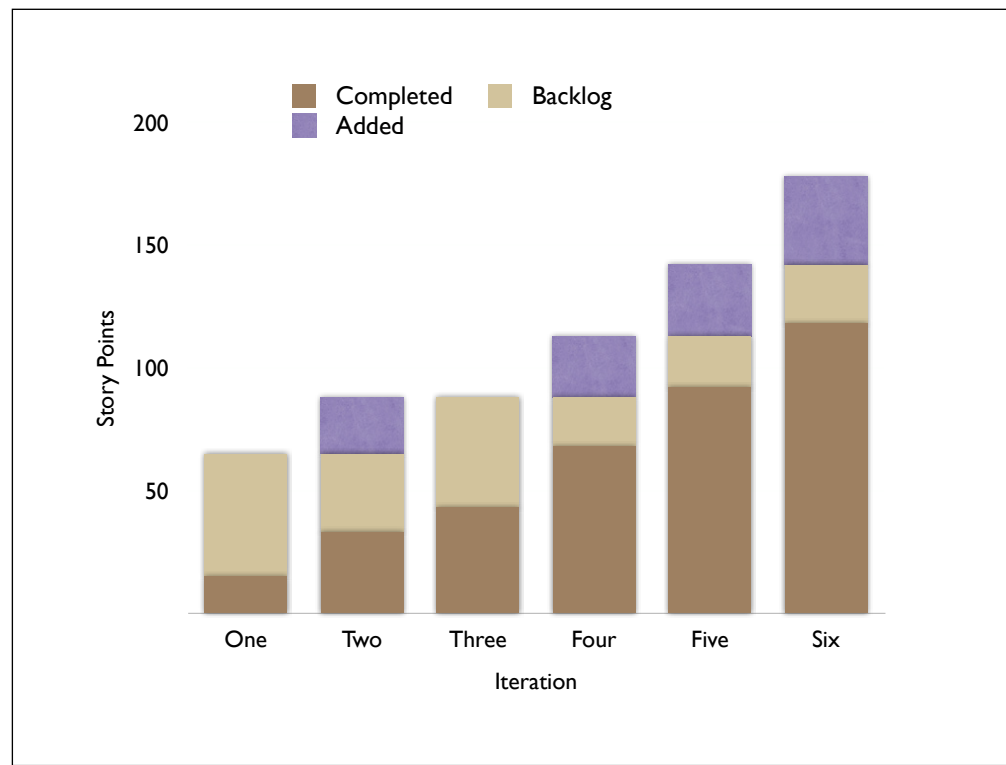




Client asking: we never seem to be getting anywhere. You're showing me points done, but what does that mean?

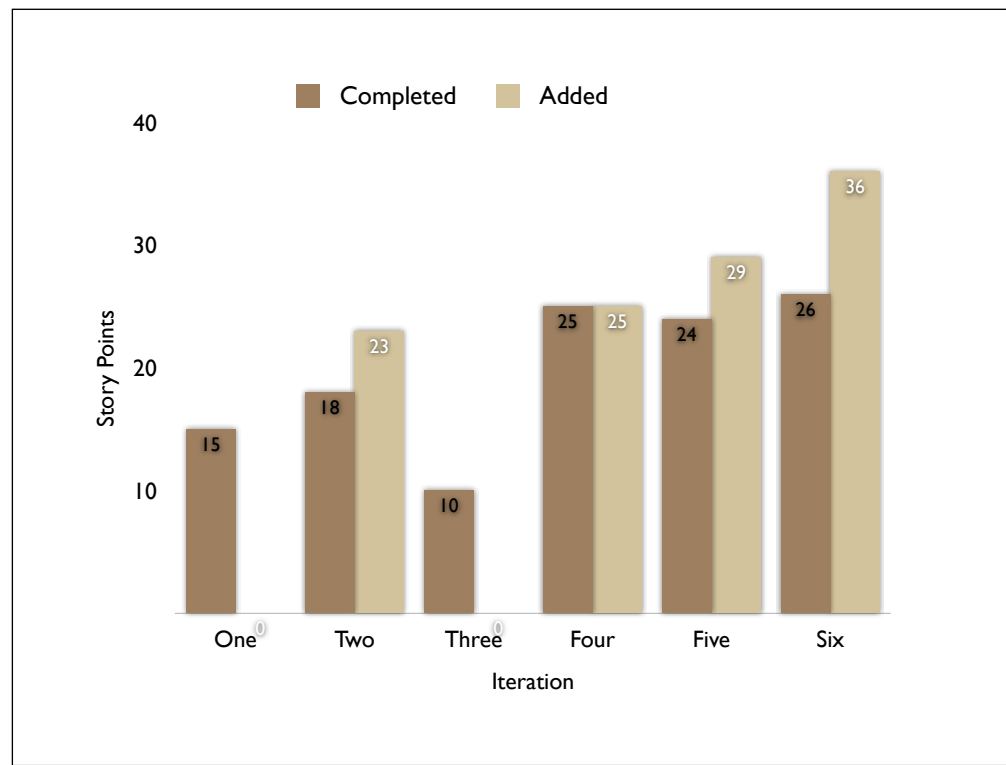


We have the data, so lets try showing it in a different way.
So we tried a different view – this showed the backlog growing. But it still wasn't as clear as we'd like



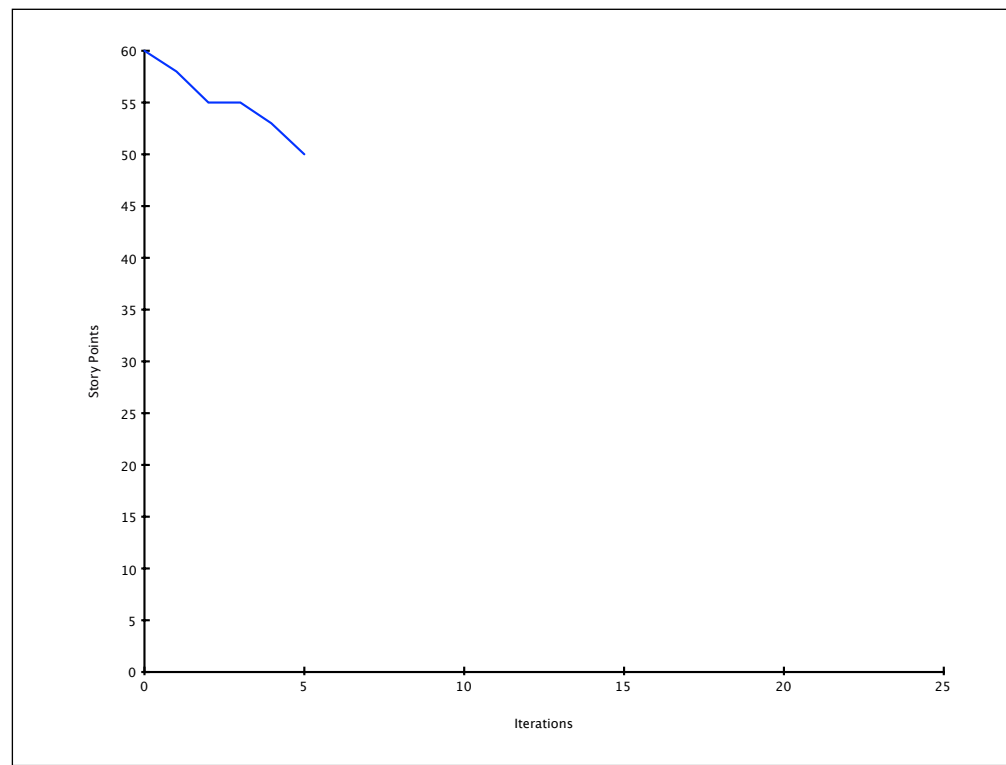
That didn't work – so we tried drawing attention to the amount of story points being added.

This still gives no notion about progress towards the goal though – and it makes it hard to compare story points added and completed.

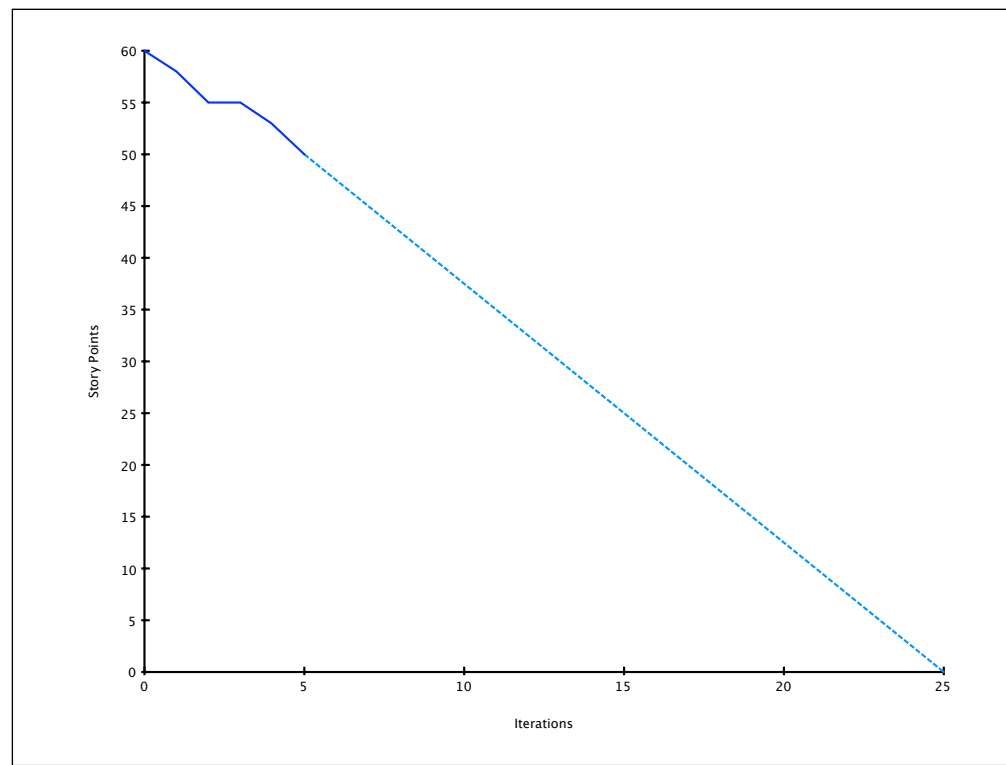


This now shows very clearly that for many iterations more points are being added than completed. This helped, but we need a different visual to display what impact this has on progress towards our goal.

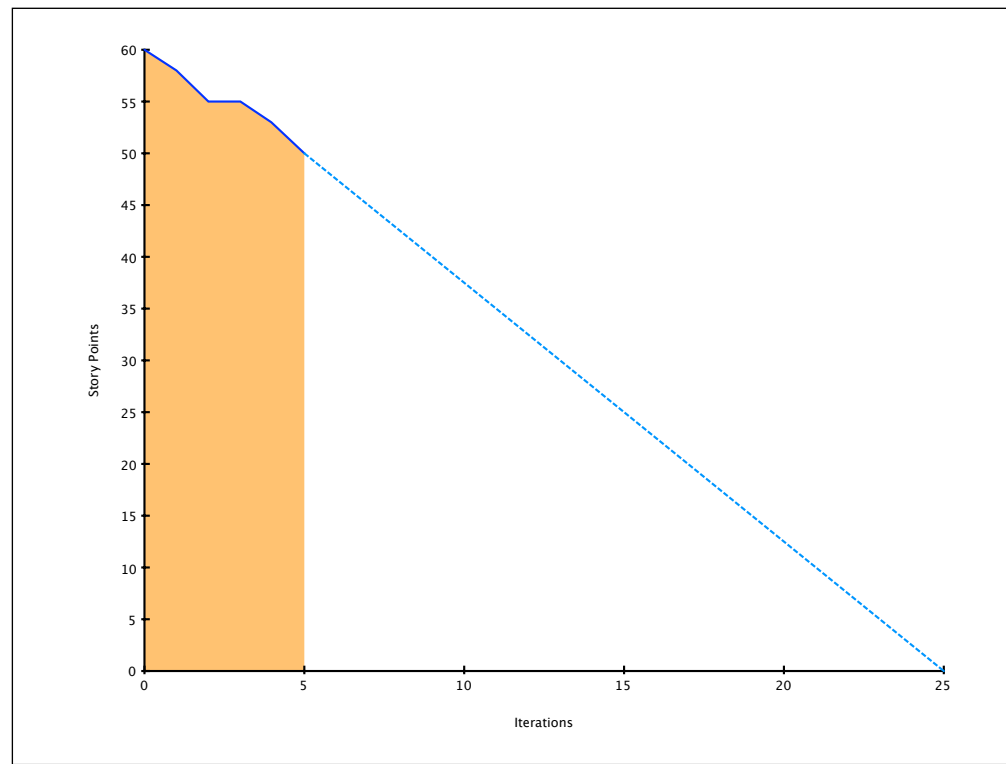
Note switch here from stacked to side-by-side bars to ease comparison.



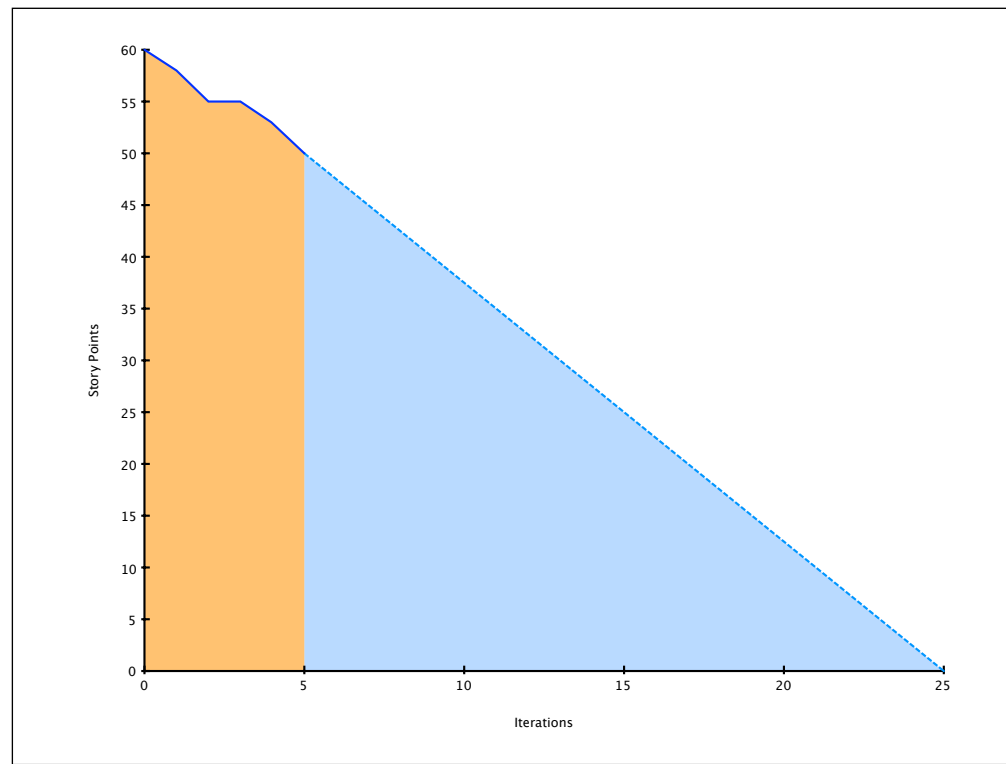
This is better – you can kind of see that we are often adding more story points than we are completing – but we can go one better.



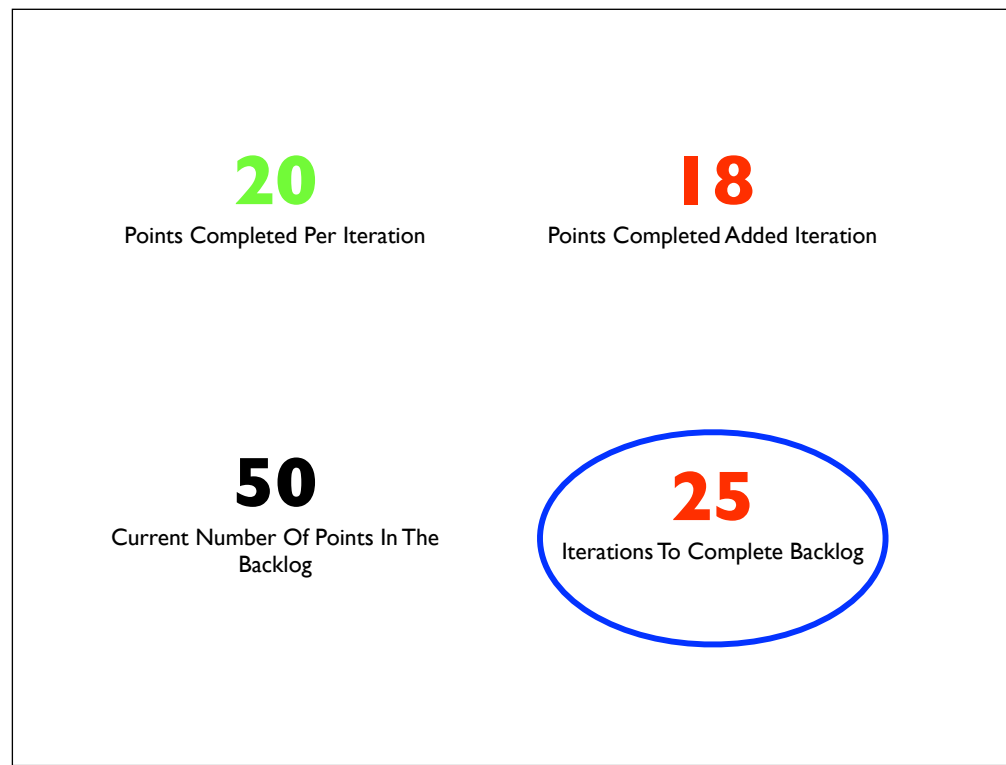
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But for another client in a similar situation, we came up with a much clearer dashboard. This client cared more about concrete numbers.

Lesson

Track Your Data - And Know How To Present It

You may track the same data – but different stakeholders/domains/projects need different representations of that data.

INFORMATION DASHBOARD DESIGN

The Effective Visual Communication of Data



Stephen Few

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Questions?

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