The Rollercoaster of Required Agile Transition

Project Background

• Converting a workflow application to C#/.NET Architecture - (POWR)

• Team included:
  8 Developers
  2 Testers
  1 Business Rep & 1 Business Analyst
  1 Project Manager
  3 Consultants

• Development Methodology: Agile (XP)
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The Story

• Agile methods new to team
• Consultants hired to coach, mentor and deliver
• New technology-C#
• New work environment
Lesson Learned # 1 – If the team is resistant to change, gradually introduce new concepts.
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If the team is resistant to change, gradually introduce new concepts.

- C# -New
- Test Driven Development-New
- Automated Testing-New
- Pairing-New
- Storycards-New
- No detailed design
Lesson Learned # 2 – Get more buy-in from the entire project team.
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Get more buy-in from the entire project team.

**Issues:**
- Storycards - group effort
- Developing with no formal design
- Paired programming
- Automated testing

**Solutions**
- Sell team on benefits of Agile
- Phased approach
- Working software
Lesson Learned #3 – Provide the right training for agile testing methods and tools.
Provide the right training for agile testing methods and tools.

**Issues:**
- QA was not using automated testing tool correctly
- QA was not trained on how to leverage automated testing

**Solutions**
- Training on automated tool
- Training on automated testing concepts
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Lesson Learned #4 – Allow the project team to evolve and own the process.
Allow the project team to evolve and own the process.

**Issues:**
- Pairing
- Stand-ups

**Solutions**
- Mandatory pairing-pick your own partner
- Rotate leadership at stand-ups
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Lesson Learned #5 – Select a consulting team that meets the needs of the project team.
Select a consulting team that meets the needs of the project team.

**Issues:**
- Strong consultant personalities
- Personality of project team not considered when selecting consulting team

**Solutions**
- Selection should have been based on needs of project team
- More coaching and mentoring vs. hands on delivery
Lesson Learned #6 – Keep the lines of communication open and quickly address issues.
Keep the lines of communication open and quickly address issues

**Issues:**
- No communication between tech leads
- Differing technical direction amongst leads

**Solutions**
- Pair on critical parts of the application
- Assign one tech lead
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Retrospective
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Retrospective

What went well:
• Agile principle #12
  “At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly”

What didn’t go well:
• Agile principle #5
  “Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done”

Reference: http://www.agilemanifesto.org/principles.html
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Q&A?
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