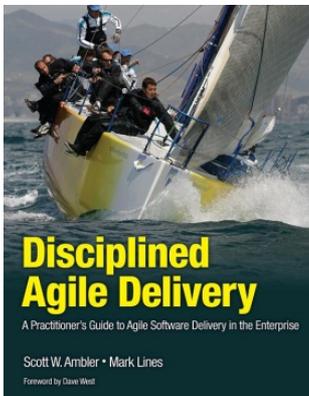


8th Central and Eastern European Software Engineering Conference in Russia - CEE-SECR 2012

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Disciplined Agile Delivery (DAD) in a Nutshell



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Book cover pictures that didn't make it...



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What I am going to cover in my talk...

- Understand what DAD is and why we need it
- Discover why DAD is called a “process decision framework”
- Understand the basic and advanced DAD Lifecycles
- Learn how DAD is goal-driven
- To be introduced to the three phases of the DAD lifecycle



Agenda

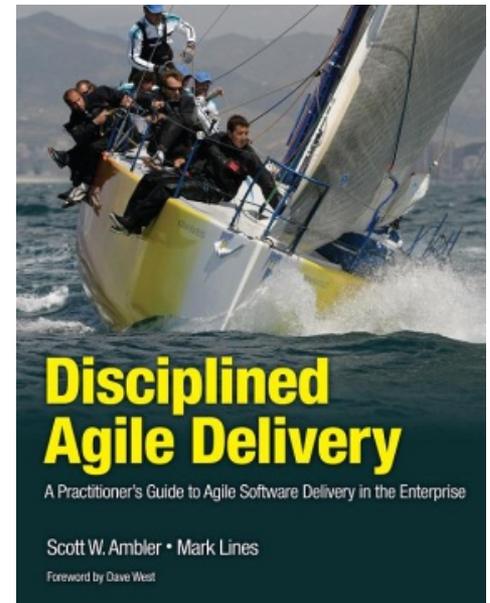
- Disciplined Agile Delivery (DAD)
- Characteristics of Good Teams
- A Hybrid Framework
- Potential DAD Lifecycles
- Comparing Terminology
- Enterprise Awareness
- Goal-Driven, Not Prescriptive
- How it Works in Practice
- Tailoring and Scaling Agile

Disciplined Agile Delivery (DAD)

Disciplined Agile Delivery (DAD) is a process decision framework

The key characteristics of DAD:

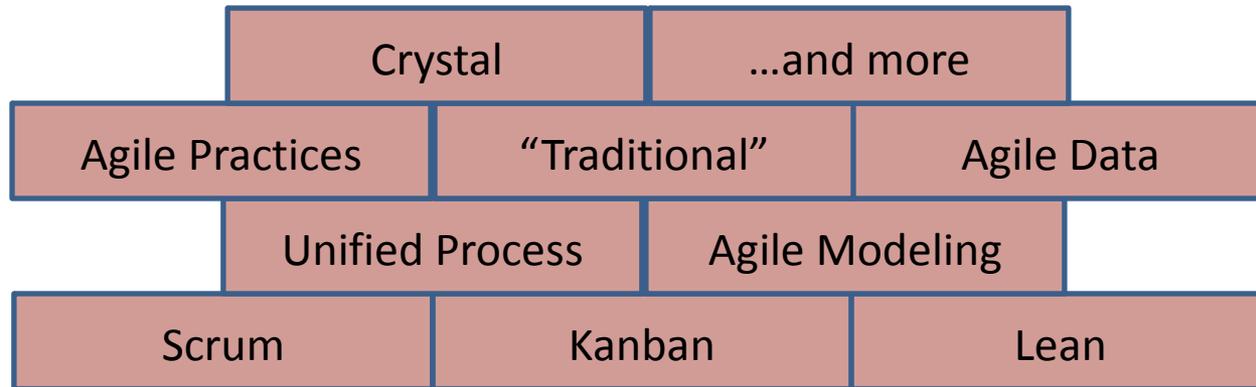
- People-first
- Goal-driven
- Hybrid agile
- Learning-oriented
- Full delivery lifecycle
- Solution focused
- Risk-value lifecycle
- Enterprise aware



Characteristics of Good Teams

- The majority of team members should be “generalizing specialists”
 - Also known as “T-Skilled” people
- DAD teams and team members should be:
 - Self-disciplined in that they commit only to the work which they can accomplish and then perform that work as effectively as possible.
 - Self-organizing, in that they will estimate and plan their own work and then proceed to collaborate iteratively to do so.
 - Self-aware, in that they strive to identify what works well for them, what doesn’t, and then learn and adjust accordingly.

DAD is a Hybrid Framework

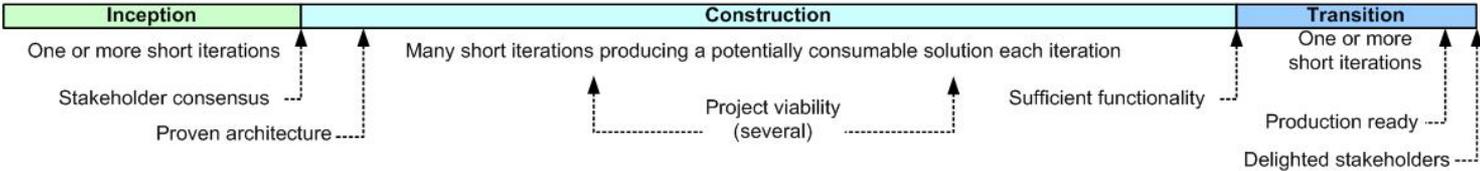
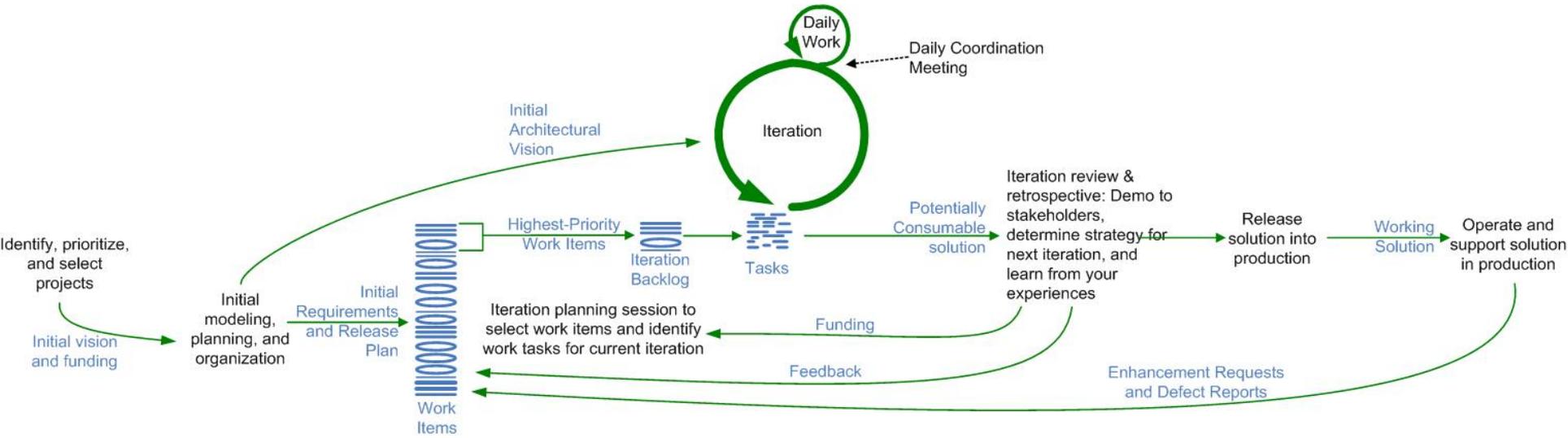


DAD leverages proven strategies from several sources, providing a decision framework to guide your adoption and tailoring of them in a context-driven manner.

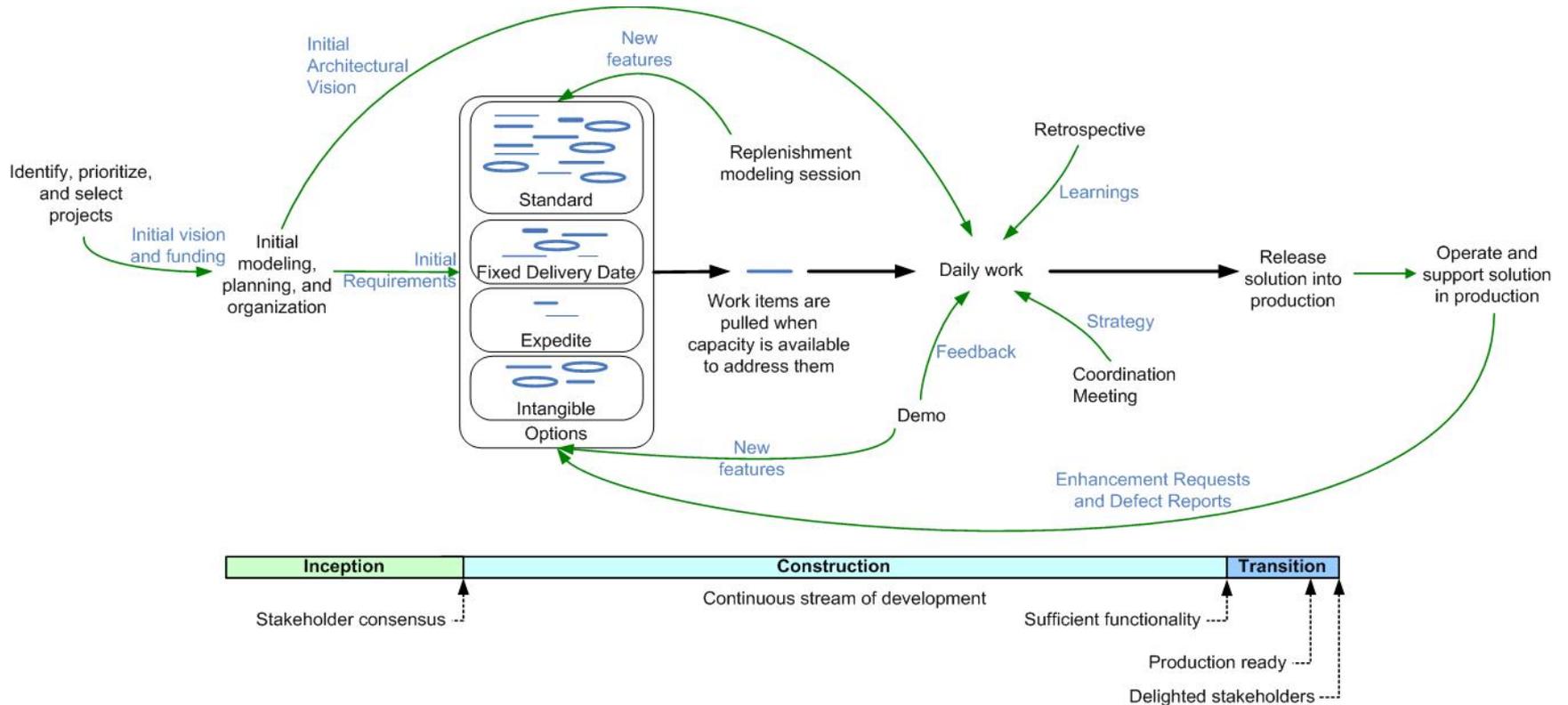
Agile Sources for DAD

Agile Source	Strengths
Scrum	Project management framework; release, iteration and daily planning; prioritization/scope management; regular stakeholder reviews; retrospectives to help the team evolve; cross-functional team of generalizing specialists
Extreme Programming (XP)	Technical aspects of software development with specific practices defined for fine-scale feedback, continuous integration, shared understanding, and programmer welfare
Agile Modeling	Lightweight requirements, architecture, and design modeling and documentation
Agile Data	Database architecture, design, and development
Kanban and Lean Software Development	A collection of principles and strategies that help streamline software development and provide advice for scaling agile approaches
Unified Process (UP)	Full delivery lifecycle planning, modeling, development, testing, deployment, and governance
Other	Various ideas and techniques have also been adopted from Crystal, Dynamic System Development Method (DSDM), Outside In Development (OID), Feature Driven Development (FDD), and the IBM Practices Library

DAD Lifecycle: Basic/Agile



DAD Lifecycle: Advanced/Lean



The Phases Disappear Over Time

First release: 

Second release: 

Third release: 

⋮

Nth+ releases: 

Enterprise Awareness

- Consider how your agile teams need to be “Enterprise Aware”:
 - What other teams might an agile team need to interact with in your organization?
 - Do these teams work in an agile manner? If not, what are you doing to address this?
 - What information do your agile teams need to provide to senior management for governance purposes? Why?
 - Are your agile teams expected to conform to an existing technical architecture? Organizational business vision? If so, how is this supported?
 - Do you have coding guidelines to follow? Data guidelines? Usability? Security? Other? How are they supported or enforced?
- Mainstream agile methods sometimes assume that each project is a small, self-sufficient team
 - We know that this seldom a reality of complex enterprise projects
 - Scrum stresses inward focus of the team with minimal distractions
 - DAD adds to this by addressing the necessity to work outside the team with other projects and stakeholders

Comparing DAD and Scrum Terminology

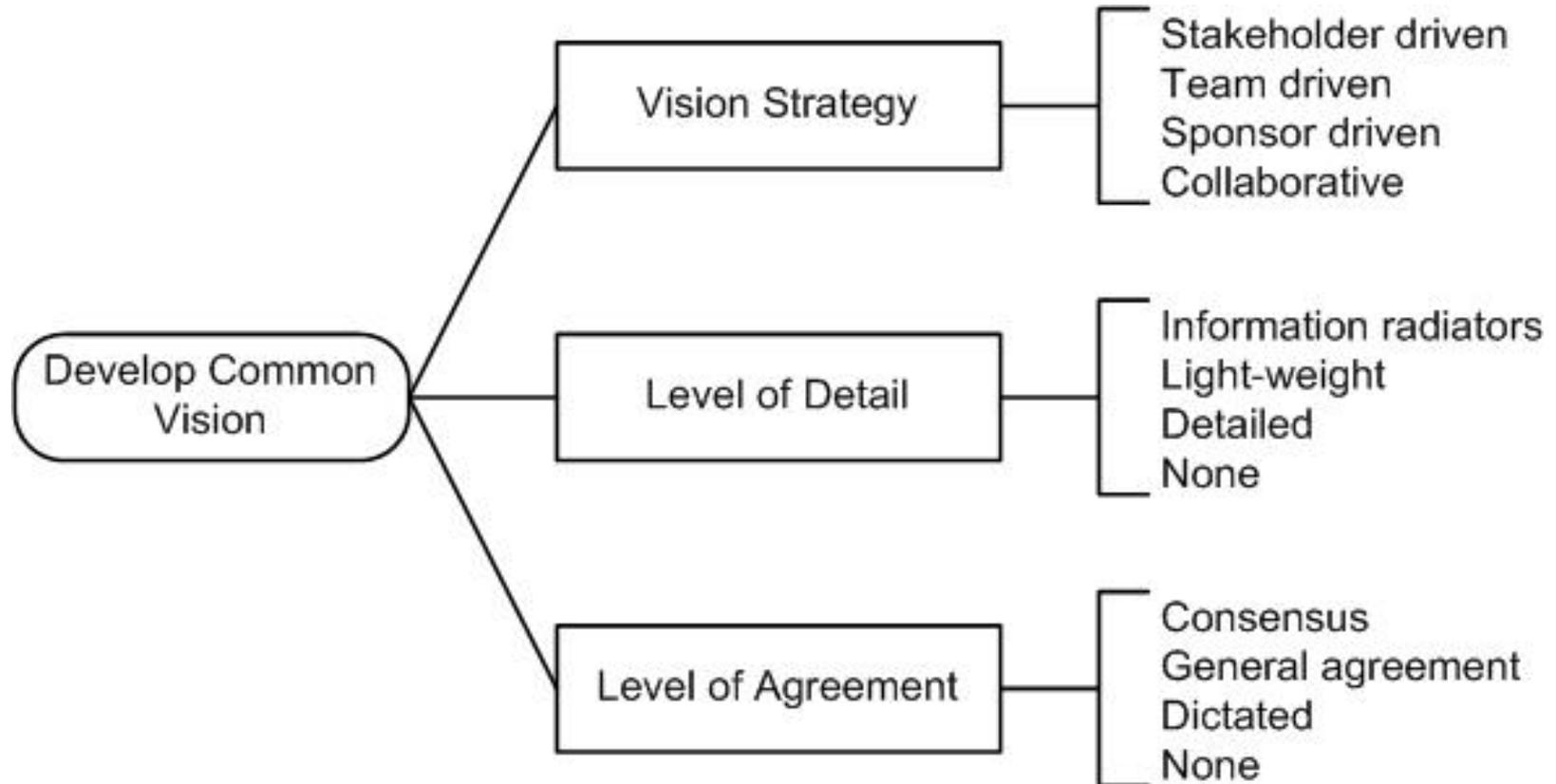
DAD Term	Scrum Term
Iteration	Sprint
Team lead	ScrumMaster*
Coordination meeting	(Daily) Scrum meeting
Retrospective	Sprint retrospective
Demo	Sprint demo

* These roles aren't completely the same, but close

DAD is Goal-Driven

Goals for the Inception Phase	Goals for Construction Phase Iterations	Goals for the Transition Phase
<ul style="list-style-type: none">- Form initial team- Develop common project vision- Align with enterprise direction- Explore initial scope- Identify initial technical strategy- Develop initial release plan- Form work environment- Secure funding- Identify risks	<ul style="list-style-type: none">- Produce a potentially consumable solution- Address changing stakeholder needs- Move closer to deployable release- Improve quality- Prove architecture early	<ul style="list-style-type: none">- Ensure the solution is consumable- Deploy the solution
Ongoing Goals <ul style="list-style-type: none">- Fulfill the project mission- Grow team members- Address risk- Improve team process and environment- Leverage and enhance existing infrastructure		

Goal: Develop Common Vision



The Agile 3C (Coordinate-Collaborate-Conclude) Rhythm

Release rhythm

Inception	Construction	Transition
Day to weeks	Several iterations	Hours to weeks

Iteration rhythm

Iteration planning	Development	Iteration wrap up
A few hours	Several days	A few hours

Daily rhythm

Coordination Meeting	Daily Work	Stabilize
A few minutes	Several hours	Varies

Coordinate

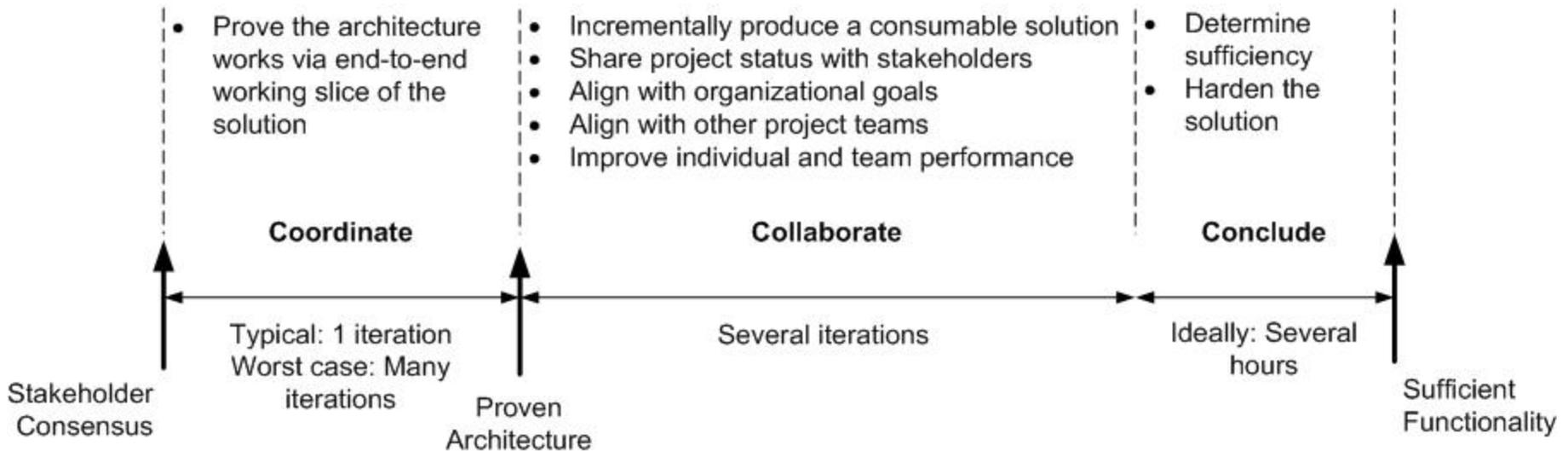
Collaborate

Conclude

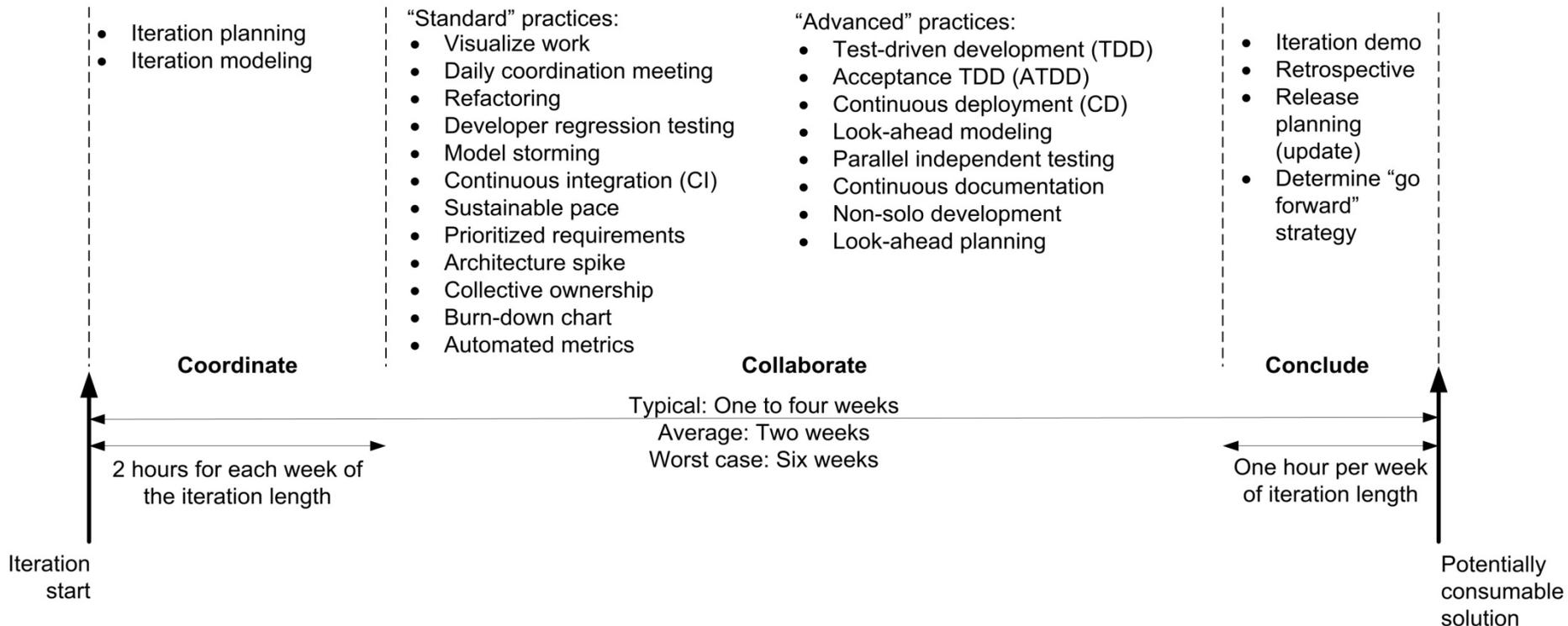
The Inception phase



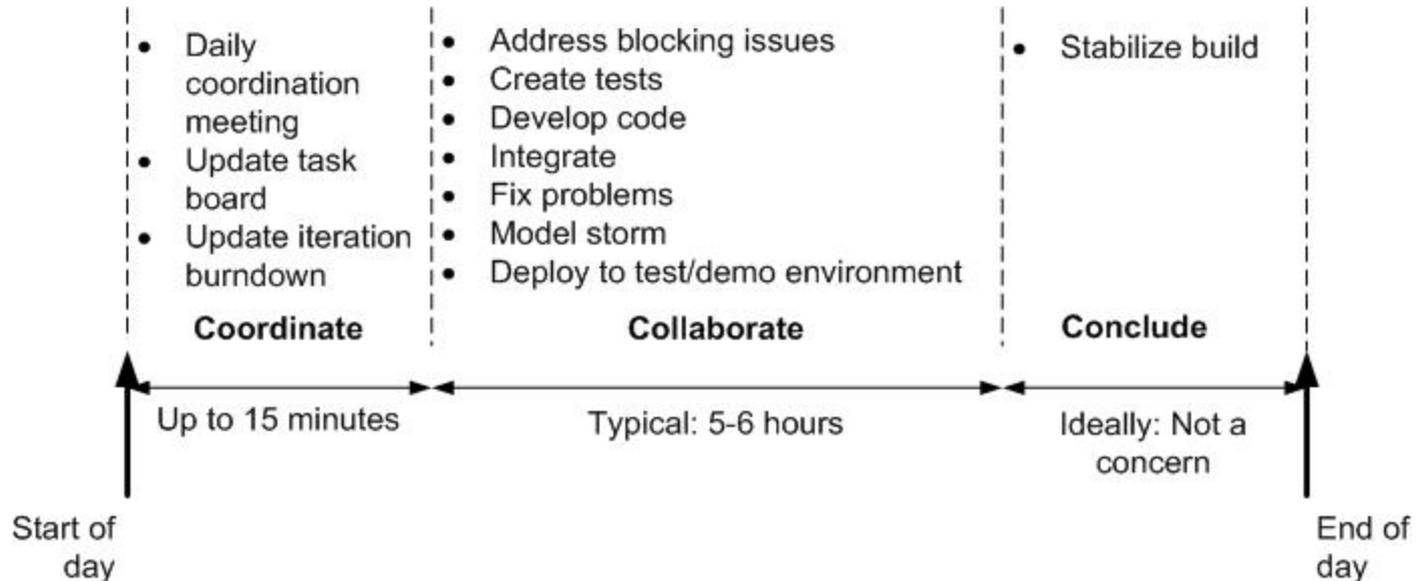
The Construction phase



A Construction Iteration



A Typical Day of Construction



The Transition phase



Context Counts – Tailoring and Scaling Agile

Agility at Scale

Disciplined agile delivery with one or more complexity factors:

- Large teams
- Geographically distributed teams
- Compliance
- Domain or technical complexity
- Cultural/organizational issues
- Organizational distribution

Disciplined Agile Delivery

- Delivery focus
- Risk-value driven lifecycle
- Self-organization with appropriate governance
- Goal driven
- Enterprise aware

Agile

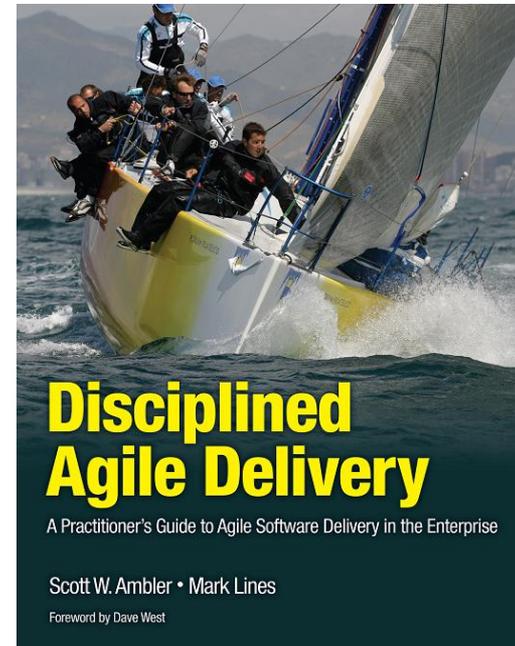
- Construction focus
- Value driven lifecycle
- Self-organizing teams
- Prescriptive
- Project team aware

Summary

- DAD adds value to existing mainstream agile methods in these ways:
 - Full lifecycle coverage of practices
 - Recognition of project phases and lightweight milestones
 - Removal of proprietary terminology
 - Addresses enterprise concerns such as governance, enterprise authorities
 - Foundation for scaling agile beyond small co-located teams

For more information...

- The “Disciplined Agile Delivery Experience”
 - 3-day workshop, open enrolment or on-site upon request
 - Emphasis is on learning, not slideware
 - Attendees receive a copy of Mark and Scott’s book, and decks of Planning Poker estimating cards
- The DAD community website
 - www.DisciplinedAgileDelivery.com



Thank You!

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AgileData.org

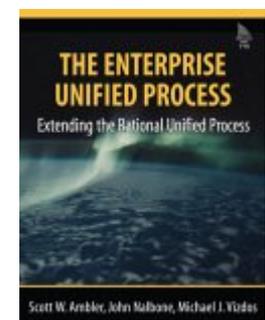
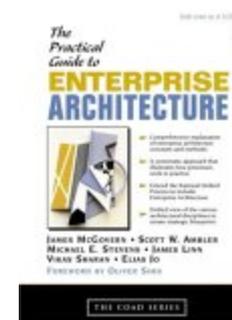
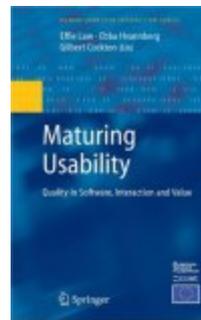
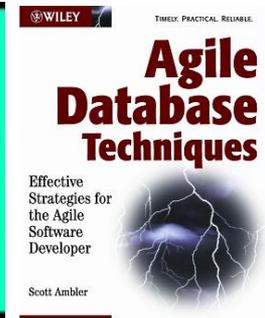
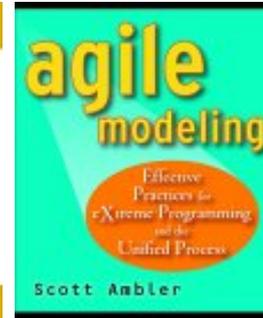
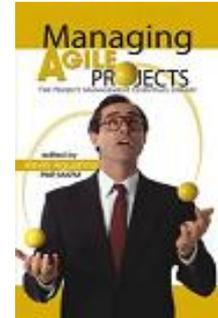
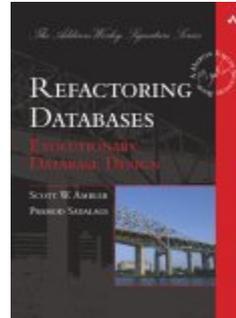
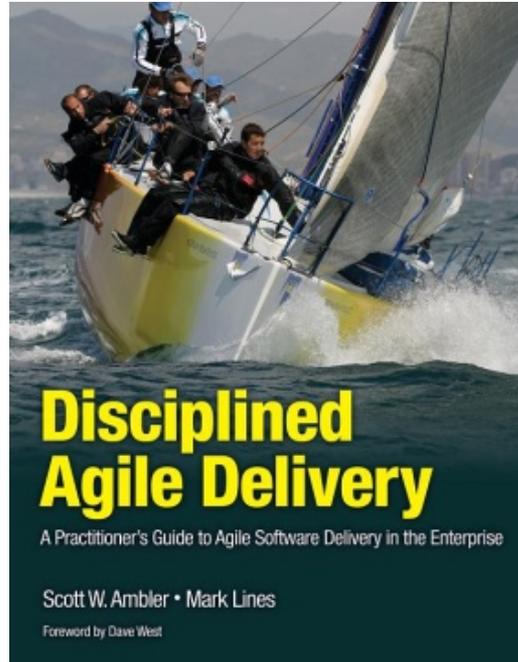
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EnterpriseUnifiedProcess.com

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Recommended Resources



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Process



Enterprise
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