

Agile Software Development: The People Factor

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In a previous article ("Agile Software Development: The Business of Innovation," *Computer*, Sept. 2001, pp. 120-122), we introduced agile software development through the problem it addresses and the way in which it addresses the problem. Here, we describe the effects of working in an agile style.

AGILE RECAPPED

Over recent decades, while market forces, systems requirements, implementation technology, and project staff were changing at a steadily increasing rate, a different development style showed its advantages over the traditional one. This agile style of development directly addresses the problems of rapid change.

A dominant idea in agile development is that the team can be more effective in responding to change if it can

- reduce the cost of moving information between people, and
- reduce the elapsed time between making a decision to seeing the consequences of that decision.

To reduce the cost of moving information between people, the agile team works to

- place people physically closer,
- replace documents with talking in person and at whiteboards, and
- improve the team's amicability—its sense of community and morale—so that people are more inclined to relay valuable information quickly.



Agile development focuses on the talents and skills of individuals, molding the process to specific people and teams.

To reduce the time from decision to feedback, the agile team

- makes user experts available to the team or, even better, part of the team and
- works incrementally.

Making user experts available as part of the team gives developers rapid feedback on the implications to the user of their design choices. The user experts, seeing the growing software in its earliest stages, learn both what the developers misunderstood and also which of their requests do not work as well in practice as they had thought.

The term *agile*, coined by a group of people experienced in developing software this way, has two distinct connotations.

The first is the idea that the business and technology worlds have become turbulent, high speed, and uncertain, requiring a process to both create change and respond rapidly to change.

The first connotation implies the second one: An agile process requires responsive people and organizations. Agile development focuses on the talents

and skills of individuals and molds process to specific people and teams, not the other way around.

AGILE IS FOR PEOPLE

The most important implication to managers working in the agile manner is that it places more emphasis on people factors in the project: amicability, talent, skill, and communication.

These qualities become a primary concern for the would-be agile team. Skill development is important, so that each person can deliver more value with time.

The attention to the human issues gives agile projects a particular feel. It is

not simply a matter of reducing paperwork and hoping that everything else will fall into place. To paraphrase one developer, "A small, rigorous methodology may look the same as an agile methodology, but it won't *feel* the same."

The agile group-concept grows to span teams, organizations, and other working relationships. It is very difficult for agile people to function well in a rigid organization—and vice versa.

INDIVIDUAL COMPETENCE

Agile development teams focus on individual competency as a critical factor in project success.

If the people on the project are good enough, they can use almost any process and accomplish their assignment. If they are not good enough, no process will repair their inadequacy—"people trump process" is one way to say this.

However, lack of user and executive support can kill a project—"politics trump people." Inadequate support can keep even good people from accomplishing the job.

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sequential methods Injecting ASD into ITO leads to agile global or distributed outsourced development AGOSD ADOSD projects characterized by using agile methods within distributed environments rising the challenge of facilitating coordination and collaboration between teams Especially communication between client and external vendor became one of the major critical success factors Consequently my study examines communication practices within global IT projects 1 I conducted a structured literature review to extend the list of communication practices provided by prior studies 2 I consolidated and categorized them 3 By having performed expert interviews I deployed a ranking pointing out their practical relevance

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Organizational Patterns of Agile Software Development James O. Coplien, Neil Harrison, 2005 For courses in Advanced Software Engineering or Object Oriented Design This book covers the human and organizational dimension of the software improvement process and software project management whether based on the CMM or ISO 9000 or the Rational Unified Process Drawn from a decade of research it emphasizes common sense practices Its principles are general but concrete every pattern is its own built in example Historical supporting material from other disciplines is provided Though even pattern experts will appreciate the depth and currency of the material it is self contained and well suited for the layperson

Software Development, 2006 **IAENG Transactions on Engineering Technologies Volume 2** Sio-Iong Ao, 2009-05-29 This volume contains twenty one revised and extended research articles written by prominent researchers participating in the World Congress on Engineering and Computer Science WCES2008 The book will offer the state of art of tremendous advances in engineering technologies

Flexible Product Development Preston G. Smith, 2007-09-28 In this landmark book Preston Smith attributes the recent decline in innovation to pressure from financial markets that drives management toward rigid development approaches such as phased development processes Six Sigma and project office These processes have unintentionally but effectively made changes during development more difficult disruptive and expensive while the need for change continues at an accelerating

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Agile Software Development Alan S. Koch, 2005. Here's the first truly impartial book that gives you both an expert objective analysis of Agile software development methods together with much needed tools for evaluating their suitability for your organization. It reviews the philosophical underpinnings and objectives of the Agile Manifesto and the 12 Agile principles and discusses in concrete detail each practice of the six most widely recognized Agile methods. You get concise and unbiased insight into adoption implications, the possible benefits that may accrue and the potential pitfalls of the practices.

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