

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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Agile Software Development The People Factor

Sergey V. Zykov, Amitoj Singh



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International Conference on Computational Methods in Science and Technology ICCMST 2024 The proceedings explores research and innovation in the field of Internet of things Cloud Computing Machine Learning Networks System Design and Methodologies Big Data Analytics and Applications ICT for Sustainable Environment Artificial Intelligence and it provides real time assistance and security for advanced stage learners researchers and academicians has been presented This will be a valuable read to researchers academicians undergraduate students postgraduate students and professionals within the fields of Computer Science Sustainability and Artificial Intelligence Transdisciplinary Lifecycle Analysis of Systems R. Curran,N. Wognum,M. Borsato,2015-07-15 Concurrent Engineering CE is based on the premise that different phases of a product s lifecycle should be conducted concurrently and initiated as early as possible within the Product Creation Process PCP It has become the substantive basic methodology in many industries including automotive aerospace machinery shipbuilding consumer goods process industry and environmental engineering CE aims to increase the efficiency of the PCP and reduce errors in later phases while incorporating considerations for full lifecycle and through life operations This book presents the proceedings of the 22nd ISPE Inc International Society for Productivity Enhancement International Conference on Concurrent Engineering CE2015 entitled Transdisciplinary Lifecycle Analysis of Systems and held in Delft the Netherlands in July 2015 It is the second in the series Advances in Transdisciplinary Engineering The book includes 63 peer reviewed papers and 2 keynote speeches arranged in 10 sections keynote speeches systems engineering customization and variability management production oriented design maintenance and repair design methods and knowledge based engineering multidisciplinary product management sustainable product development service oriented design product lifecycle management and trends in CE Containing papers ranging from the theoretical and conceptual to the highly pragmatic this book will be of interest to all engineering professionals and practitioners researchers designers and educators

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Advances in Learning Software Organizations ,2002 Software Engineering: A Practitioner's Approach Roger S. Pressman,2010 For over 20 years this has been the best selling guide to software engineering for students and industry professionals alike This seventh edition features a new part four on web engineering which presents a complete engineering approach for the analysis design and testing of web applications *Proceedings* ,2005 Distributed Agile Outsourcing. An Overview of Methods and Success Factors Oliver Götz,2017-03-08 Seminar paper from the year 2017 in the subject Computer Science Commercial Information Technology grade 1 0 University of Cologne Seminar f r Wirtschaftsinformatik und integrierte Informationssysteme course Hauptseminar language English abstract IT outsourcing ITO engagements have become one of the prevailing IT strategies Moreover agile software development ASD approaches tend to replace traditional

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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Running an Agile Software Development Project William Michael Lloyd Holcombe, 2008-11-10 Based on more than 100 actual commercial projects this book explains how to run an agile software development project that delivers high quality high value solutions to business clients It concentrates on the practical social business and management aspects as well as the technical issues involved Holcombe connects readers with the wave of Agile 2 0 concepts that take the techniques of agile development and place them in the service of business goals

Trends in Internet Research B. G. Kutais, 2009 The internet countries its wild and unpredictable growth and spread each year Some good some bad and a lot of uncertain Porno has continued its grip on the cyberturf Viruses have become so common that they have joined spam and identity robberies as the plagues of the net This new book brings together the leading issues which have surfaced recently

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

pace Flexible Product Development is a hands on resource that provides the tools and strategies needed to restore flexibility to any organization and remove the obstacles that stand in the way of responsive new product development. Preston Smith introduces approaches that can enhance development process flexibility by creating and maintaining development options, delaying decisions and in general reducing the cost of change. Step by step he explains the basics of flexible product development, provides a broad array of flexibility enhancing tools and guides the reader in modifying the organization's values to embrace this new way of operating.

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.

Decoding **Agile Software Development The People Factor** : Revealing the Captivating Potential of Verbal Expression

In a time characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its power to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Agile Software Development The People Factor** ," a mesmerizing literary creation penned by way of a celebrated wordsmith, readers embark on an enlightening odyssey, unraveling the intricate significance of language and its enduring effect on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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