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.

innovation

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

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.

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.

The "CHAOS Chronicles Version II," a recent update of the Chaos Report

Agile Software Development The People Factor

Sukhpreet Kaur,Sushil Kamboj,Manish Kumar,Arvind Dagur,Dhirendra Kumar Shukla

Agile Software Development The People Factor :

Emerging Innovations in Agile Software Development Ghani, Imran,2016-01-26 Agile is a relatively recent methodology used in the development process of a project Therefore it is important to share new emerging knowledge with researchers and professionals interested in adopting an agile mindset Emerging Innovations in Agile Software Development focuses on the use of agile methodologies to manage design develop test and maintain software projects Emphasizing research based solutions for contemporary software development this publication is designed for use by software developers researchers and graduate level students in software engineering and project management programs *Agile Enterprise Engineering: Smart Application of Human Factors* Sergey V. Zykov,Amitoj Singh,2020-02-27 This concise book provides a survival toolkit for efficient large scale software development Discussing a multi contextual research framework that aims to harness human related factors in order to improve flexibility it includes a carefully selected blend of models methods practices and case studies To investigate mission critical communication aspects in system engineering it also examines diverse i e cross cultural and multinational environments This book helps students better organize their knowledge bases and presents conceptual frameworks handy practices and case based examples of agile development in diverse environments Together with the authors previous books Crisis Management for Software Development and Knowledge Transfer 2016 and Managing Software Crisis A Smart Way to Enterprise Agility 2018 it constitutes a comprehensive reference resource adds value to this book *Product-Focused Software Process Improvement* Andreas Jedlitschka,Pasi Kuvaja,Marco Kuhrmann,Tomi Männistö,Jürgen Münch,Mikko Raatikainen,2014-11-13 This book constitutes the refereed proceedings of the 15th International Conference on Product Focused Software Process Improvement PROFES 2014 held in Helsinki Finland in December 2014 The 18 revised full papers presented together with 14 short papers were carefully reviewed and selected from 45 initial submissions The papers are organized in topical sections on agile development decision making development practices and issues product planning and project management 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

Computational Science and Its Applications - ICCSA 2011 Beniamino Murgante,Osvaldo Gervasi,Andres Iglesias,David Taniar,Bernady O. Apduhan,2011-06-17 The five volume set LNCS 6782 6786 constitutes the refereed proceedings of the International Conference on Computational Science and Its Applications ICCSA 2011 held in Santander Spain in June 2011 The five volumes contain papers presenting a wealth of original research results in the field of computational science from foundational issues in computer science and mathematics to advanced applications in virtually all sciences making use of computational techniques The topics of the fully refereed papers are structured according to the five major conference themes geographical analysis urban modeling spatial statistics cities technologies and planning computational geometry and applications computer aided modeling simulation and analysis and mobile communications Computational Methods in Science and Technology Sukhpreet Kaur,Sushil Kamboj,Manish Kumar,Arvind Dagur,Dhirendra Kumar Shukla,2024-10-10 This book contains the proceedings of the 4TH 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 **Encyclopedia of Information Science and Technology** Mehdi Khosrow-Pour,Mehdi Khosrowpour,2009 This set of books represents a detailed compendium of authoritative research based entries that define the contemporary state of knowledge on technology Provided by publisher *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 *Extreme Programming and Agile Processes in Software Engineering* ,2005 **Advances in Learning Software Organizations** ,2002 *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 *Web Engineering: A Practitioner's Approach* Roger Pressman,David Lowe,2008-01-22 and content management Whether you re an industry practitioner or intend to become one Web Engineering A Practitioner s Approach can help you meet the challenge of the next generation of Web based systems and applications Book Jacket

Agile Software Development Alistair Cockburn,2006-10-19 Agile Software Development is a highly stimulating and rich book The author has a deep background and gives us a tour de force of the emerging agile methods Tom Gilb The agile model of software development has taken the world by storm Now in Agile Software Development Second Edition one of agile s leading pioneers updates his Jolt Productivity award winning book to reflect all that s been learned about agile development since its original introduction Alistair Cockburn begins by updating his powerful model of software development as a cooperative game of invention and communication Among the new ideas he introduces harnessing competition without damaging collaboration learning lessons from lean manufacturing and balancing strategies for communication Cockburn also explains how the cooperative game is played in business and on engineering projects not just software development Next he systematically illuminates the agile model shows how it has evolved and answers the questions developers and project managers ask most often including Where does agile development fit in our organization How do we blend agile ideas with other ideas How do we extend agile ideas more broadly Cockburn takes on crucial misconceptions that cause agile projects to fail For example you ll learn why encoding project management strategies into fixed processes can lead to ineffective strategy decisions and costly mistakes You ll also find a thoughtful discussion of the controversial relationship between agile methods and user experience design Cockburn turns to the practical challenges of constructing agile methodologies for your own teams You ll learn how to tune and continuously reinvent your methodologies and how to manage incomplete communication This edition contains important new contributions on these and other topics Agile and CMMI Introducing agile from the top down Revisiting custom contracts Creating change with stickers In addition Cockburn updates his discussion of the Crystal methodologies which utilize his cooperative game as their central metaphor If you re new to agile development this book will help you succeed the first time out If you ve used agile methods before Cockburn s techniques will make you even more effective **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. 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