Agile ORLANDO 2023

JULY 24-28

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Applying Technical Practices outside IT

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kleer

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Nikkei ⦿ Peruvian ⦿ Part-time traveler ⦿ 12yr in Agile

Ment®

WHY?

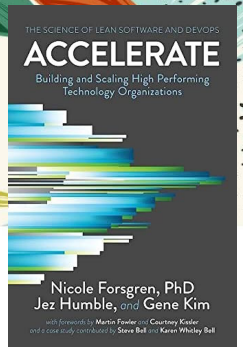
Organizational Performance

Profitability 

Market Share 

Customer Satisfaction 

Software Delivery Performance



https://dora.dev/

Organizational Performance

↑

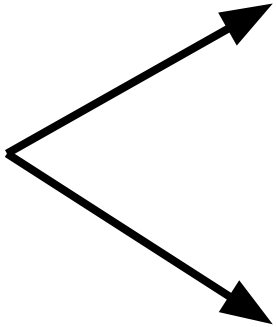
Software Delivery Performance

Stability
Change Failure Rate
Mean Time To Recovery

Speed
Deployment Frequency
Cycle Time

Continuous Delivery Drivers

Test Automation
Deployment Automation
Trunk-Based Development
Shift Left on Security
Loosely Coupled Architecture
Empowered Teams
Continuous Integration
Version Control
Test Data Management
Monitoring
Proactive Notifications



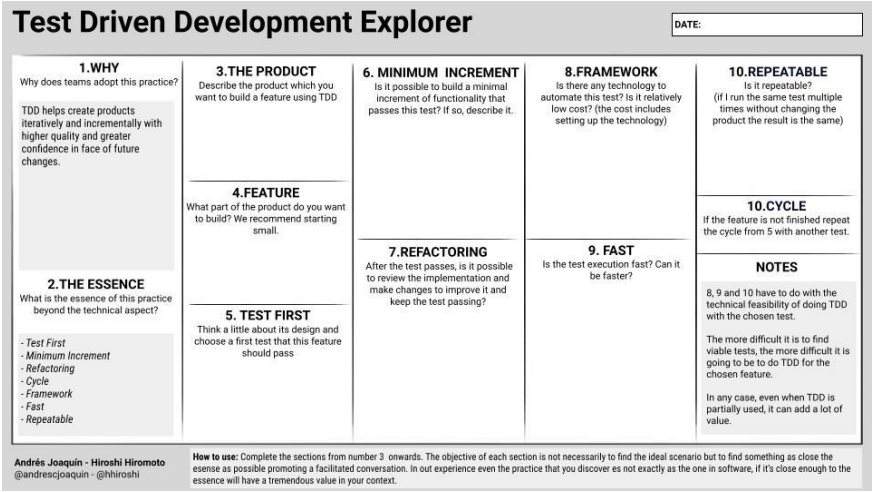
Speed
Deployment Frequency
Cycle Time

Stability
Change Failure Rate
Mean Time To Recovery

HOW?

The Explorers

- Explore and discover over predicting
- A sort of canvas, so it has a structure that helps your with the discovering.
- Based on the essence of the technical practices and guiding questions



Test Driven Development Explorer

DATE:

1.WHY
Why does teams adopt this practice?

TDD helps create products iteratively and incrementally with higher quality and greater confidence in face of future changes.

2.THE ESSENCE
What is the essence of this practice beyond the technical aspect?

- *Test First*
- *Minimum Increment*
- *Refactoring*
- *Cycle*
- *Framework*
- *Fast*
- *Repeatable*

3.THE PRODUCT
Describe the product which you want to build a feature using TDD

4.FEATURE
What part of the product do you want to build? We recommend starting small.

5. TEST FIRST
Think a little about its design and choose a first test that this feature should pass

6. MINIMUM INCREMENT
Is it possible to build a minimal increment of functionality that passes this test? If so, describe it.

7.REFACTORING
After the test passes, is it possible to review the implementation and make changes to improve it and keep the test passing?

8.FRAMEWORK
Is there any technology to automate this test? Is it relatively low cost? (the cost includes setting up the technology)

9. FAST
Is the test execution fast? Can it be faster?

10.REPEATABLE
Is it repeatable?
(if I run the same test multiple times without changing the product the result is the same)

10.CYCLE
If the feature is not finished repeat the cycle from 5 with another test.

NOTES

8, 9 and 10 have to do with the technical feasibility of doing TDD with the chosen test.

The more difficult it is to find viable tests, the more difficult it is going to be to do TDD for the chosen feature.

In any case, even when TDD is partially used, it can add a lot of value.

Andrés Joaquín - Hiroshi Hiromoto
@andrescjoaquin - @hhiroshi

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and we started with 4 practices

Based on our experiences we choose to start building explorers around this 4 practices:

- Test Driven Development
- Continuous Integration
- Modular Architecture
- Feature Flags

From which we extracted their essence and built a explorer to work around them.

Test Driven Development

“It allows to build products in small increments
with higher quality and lower risk”

Test Driven Development

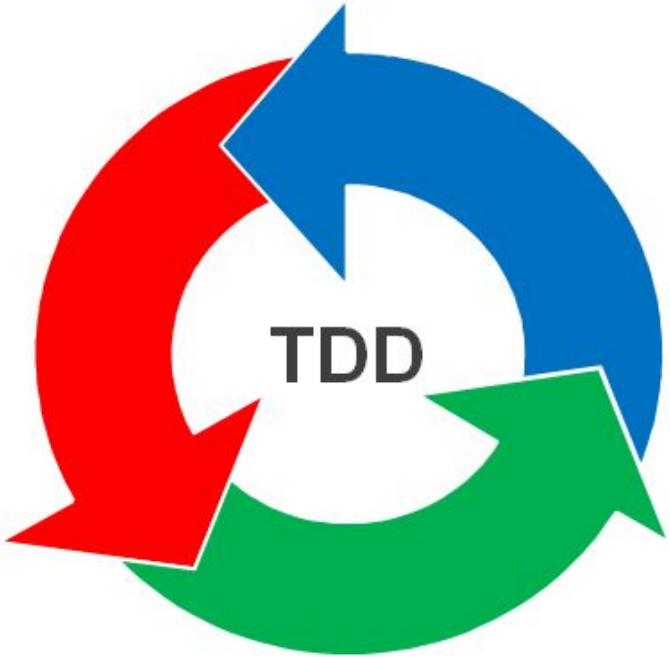
Test First

Given a feature, think a little about its design and choose a first test that this feature should pass.

Write the test.

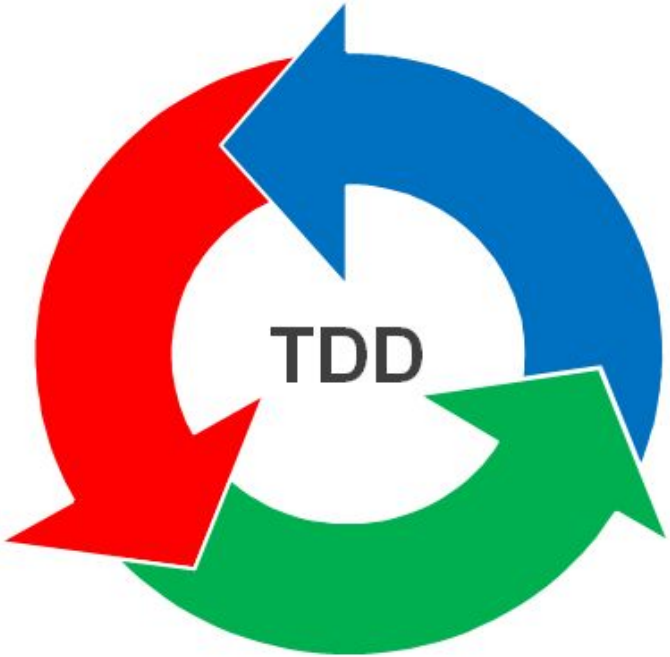
Run the test.

It shouldn't pass because we didn’t build anything yet. (Red)



Test Driven Development

Test First

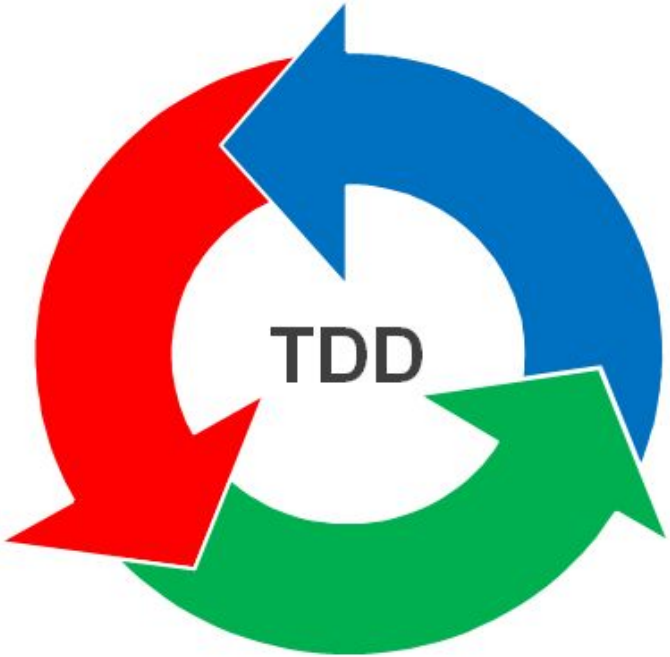


Minimum Increment

Build the simplest possible solution that will make the test pass. If we run the test it will pass (Green).

Test Driven Development

Test First



Refactoring

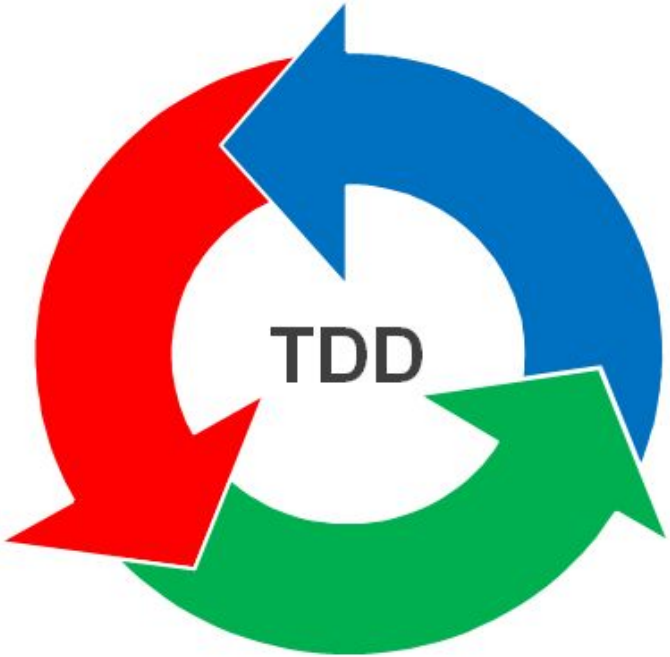
If needed. We modify the feature to improve its technical quality (Refactor).

And we run the test to verify that is still working.

Minimum Increment

Test Driven Development

Test First



Refactoring

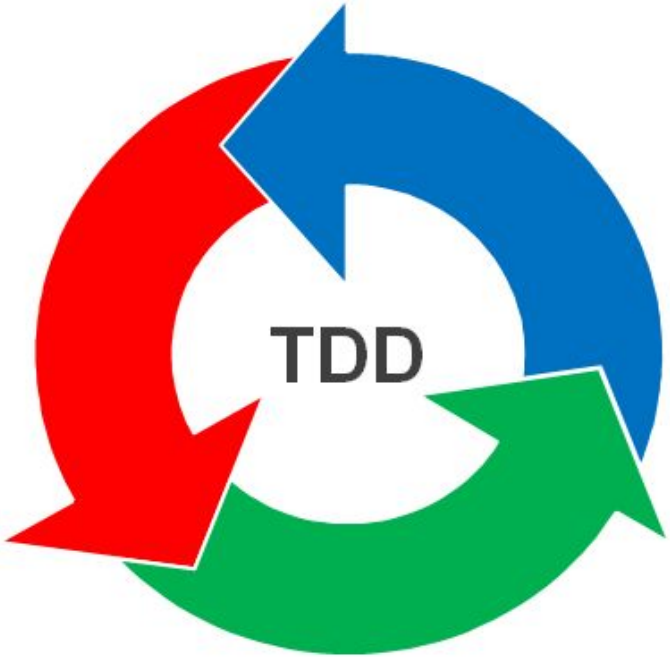
Minimum Increment

- Cycle

If the feature is not ready we choose another test and we repeat the cycle with this test.

Test Driven Development

Test First



Refactoring

Minimum Increment

- Cycle

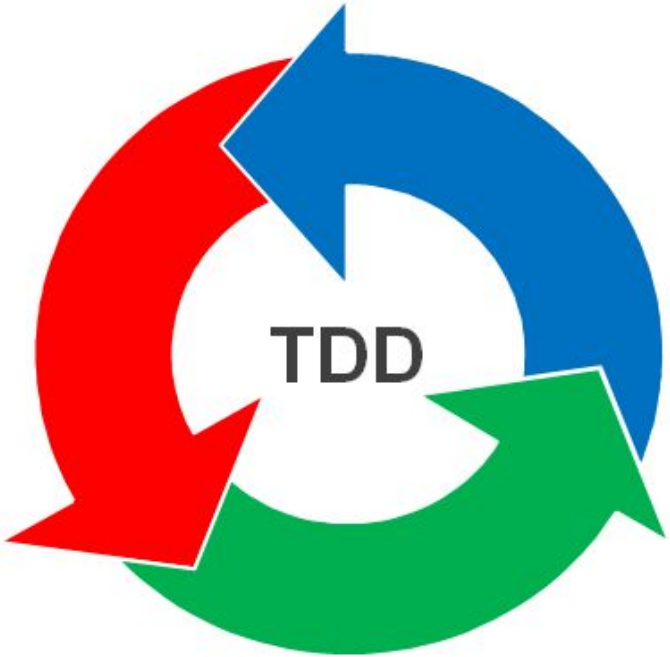
- Framework

We rely on Technology that provides us with:

- Low test construction cost
- Simple execution (automated)
- Simple result (red or green)

Test Driven Development

Test First



Refactoring

Minimum Increment

- Cycle

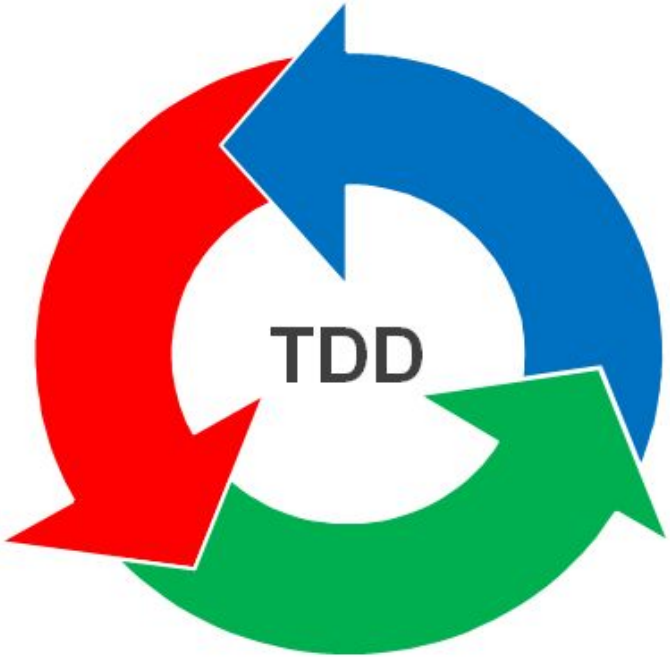
- Framework

- Fast and Repeatable

We look for tests to be fast and repeatable so that we can use them many times in short cycles.

Test Driven Development

Test First



Refactoring

- Cycle
- Framework
- Fast and Repeatable

Minimum Increment

Test Driven Development Explorer

Test Driven Development Explorer

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- Framework
- Fast
- Repeatable

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(if I run the same test multiple times without changing the product the result is the same)

10.CYCLE

If the feature is not finished repeat the cycle from 5 with another test.

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The more difficult it is to find viable tests, the more difficult it is going to be to do TDD for the chosen feature.

In any case, even when TDD is partially used, it can add a lot of value.

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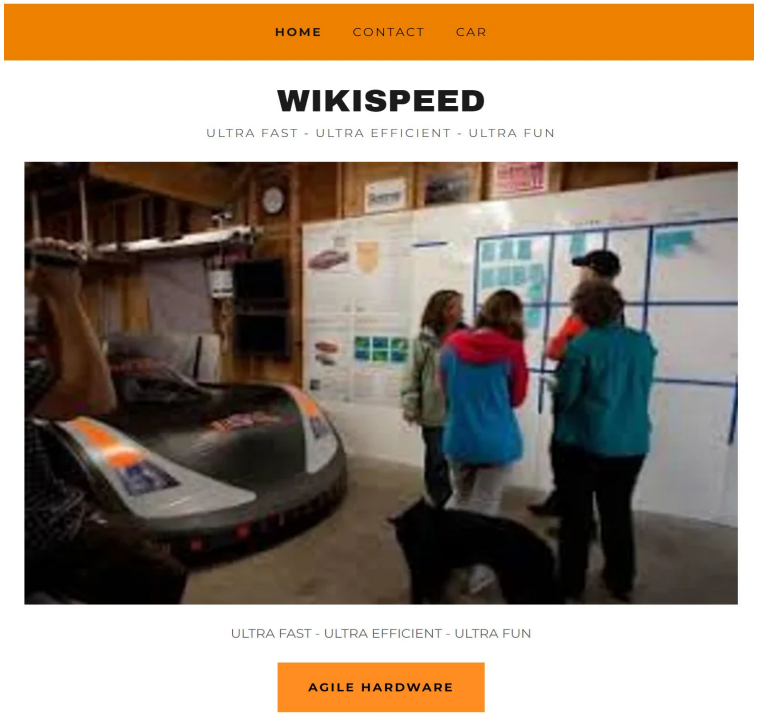
Wikispeed - IT Technical Practices Building a Car



https://wikispeed.com/

Book by
Paolo Sammicheli

Joe Justice @ Agile2012

Test Driven Development Explorer

DATE: 07/27/2023

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- *Fast*
- *Repeatable*

3.THE PRODUCT

Describe the product which you want to build a feature using TDD

A new Car

4.FEATURE

What part of the product do you want to build? We recommend starting small.

Crashworthiness of the car

5. TEST FIRST

Think a little about its design and choose a first test that this feature should pass

Five-star crashworthiness score according to the official regulations.

6. MINIMUM INCREMENT

Is it possible to build a minimal increment of functionality that passes this test? If so, describe it.

Yes. We can run the test with a version of the car that is not the final.

Of course at some point we should still test with the final version to comply with regulations.

7.REFACTORING

After the test passes, is it possible to review the implementation and make changes to improve it and keep the test passing?

Yes. The architecture of the car is optimized to be able to be modified in a simple way.

8.FRAMEWORK

Is there any technology to automate this test? Is it relatively low cost? (the cost includes setting up the technology)

Real Crash Test, but it is expensive.

A simulation it is a better option with relatively low cost.

9. FAST

Is the test execution fast? Can it be faster?

Yes, is fast enough..

10.REPEATABLE

Is it repeatable?
(if I run the same test multiple times without changing the product the result is the same)

Yeah. Both the Real Crash Test and the simulation are repeatable.

10.CYCLE

If the feature is not finished repeat the cycle from 5 with another test.

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- *Fast*
- *Repeatable*

3.THE PRODUCT

Describe the product which you want to build a feature using TDD

Conference Session

4.FEATURE

What part of the product do you want to build? We recommend starting small.

Abstract

5. TEST FIRST

Think a little about its design and choose a first test that this feature should pass

If someone reads the title and we ask them what the session is about, they should describe what we have in mind for the abstract.

6. MINIMUM INCREMENT

Is it possible to build a minimal increment of functionality that passes this test? If so, describe it.

Yes. We can write only the title. The rest of the abstract could be just a draft, expressing the idea in a very general way.

7.REFACTORING

After the test passes, is it possible to review the implementation and make changes to improve it and keep the test passing?

Yes. It is easy to modify a title.

8.FRAMEWORK

Is there any technology to automate this test? Is it relatively low cost? (the cost includes setting up the technology)

Yes. We could ask ChatGPT

But it is also really easy to do a semi-automated test using a very simple google form with real people..

9. FAST

Is the test execution fast? Can it be faster?

Yes, is fast enough.

10.REPEATABLE

Is it repeatable?
(if I run the same test multiple times without changing the product the result is the same)

Yeah. Both with ChatGPT and with a form.

10.CYCLE

If the feature is not finished repeat the cycle from 5 with another test.

NOTES

8, 9 and 10 have to do with the technical feasibility of doing TDD with the chosen test.

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Continuous Integration

“The greatest and most wide ranging benefit of Continuous Integration is reduced risk”

Martin Fowler

Continuous Integration (CI)

Single Source of Truth

We maintain a single repository where the last integrated version of the product is.

Continuous Integration (CI)

Single Source of Truth

Daily integration (at least)
Everyone upload their advances and integrate it at least one time per day.

Continuous Integration (CI)

Single Source of Truth

Daily integration (at least)

Integrity self-verified

Every time the product is integrated its coherence is self-verified (structurally correct)

Continuous Integration (CI)

Single Source of Truth

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Integrity self-verified

Fix errors immediately

The errors that are detected while integrated are fixed immediately.

Continuous Integration (CI)

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Fix errors immediately

Transparency
Everyone can see the current state of the product

Continuous Integration (CI)

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Easy access

Make it Easy for Anyone to Get the Latest Version

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Everyone upload their advances and integrate it at least one time per day.

Transparency

Everyone can see the current state of the product

Integrity self-verified

Every time the product is integrated its coherence is self-verified (structurally correct)

Easy access

Make it Easy for Anyone to Get the Latest Version

Continuous Integration Explorer

Continuous Integration Explorer

DATE:

1.WHY

Why does teams adopt this practice?

On the whole the greatest and most wide ranging benefit of Continuous Integration is reduced risk. At all times you know where you are, what works, what doesn't, the outstanding issues you have in your product.

2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- Single source of truth
- Daily integration (at least)
- Integrity self-verified
- Fix errors immediately
- Transparency
- Easy access

3.THE PRODUCT

Describe the product which you want to continuous integrate it

4.SINGLE SOURCE OF TRUTH

Is it possible to have a single place where the most updated version of the product is available? If so, describe it.

5.EASY ACCESS

Is the single repository accessible to everyone in the team? Is it easy to access? If so, describe how can people access to it.

6.DAILY INTEGRATION

Describe how will you promote that the team integrates the advances of the product at least one time per day

7.INTEGRITY SELF-VERIFIED

Is it possible that every time a change is integrated, the integrity and coherence of the product is self-verified? If so, describe how it will be implemented.

8.FIX ERRORS IMMEDIATELY

Describe how will you ensure that every time something fails while integrating, the issues arises are fixed.

9.TRANSPARENCY

Does everyone can see the state of the product at any given time? If so, describe how can people see that state without needing other people.

NOTES

The sections 4,6 and 8 are the core of the practice and without them the practice loses its value.

Ideally the section number 7 is automated using some kind of software.

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- Fix errors immediately
- Transparency
- Easy access

3.THE PRODUCT

Describe the product which you want to continuous integrate it

Building a new Car to participate on an innovation competition

4.SINGLE SOURCE OF TRUTH

Is it possible to have a single place where the most updated version of the product is available? If so, describe it.

Team member uploads a new 3d drawing to DropBox, Box.net, Windows SkyDrive, or any of the file sharing technologies in use, to a single shared drive.

5.EASY ACCESS

Is the single repository accessible to everyone in the team? Is it easy to access? If so, describe how can people access to it.

All team members has access to the drive that contains the 3d designs.

6.DAILY INTEGRATION

Describe how will you promote that the team integrates the advances of the product at least one time per day

Team members uploads a 3d drawing everytime they have a new design

7.INTEGRITY SELF-VERIFIED

Is it possible that every time a change is integrated, the integrity and coherence of the product is self-verified? If so, describe how it will be implemented.

WIKISPEED can simulate crash tests and stress tests on the part using FEA and a software package like LS Dyna247. Can simulate airflow, aerodynamics, fluid flow, heat transfer, and electrical propagation using CFD

8.FIX ERRORS IMMEDIATELY

Describe how will you ensure that every time something fails while integrating, the issues arises are fixed.

Whenever a new CAD shows up and write out a 1-page report with a list of red or green lights. Green lights mean the test is the same or better than the current version or passes an explicit test for that part or module.

9.TRANSPARENCY

Does everyone can see the state of the product at any given time? If so, describe how can people see that state without needing other people.

It's easy to know what the current best part is; the version of record is whatever part in CAD has passed all tests with the most green lights.

NOTES

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2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- Single source of truth
- Daily integration (at least)
- Integrity self-verified
- Fix errors immediately
- Transparency
- Easy access

3.THE PRODUCT

Describe the product which you want to continuous integrate it

Marketing and Legal copies of the digital channels of a bank.

4.SINGLE SOURCE OF TRUTH

Is it possible to have a single place where the most updated version of the product is available? If so, describe it.

All the text are in a wiki page

5.EASY ACCESS

Is the single repository accessible to everyone in the team? Is it easy to access? If so, describe how can people access to it.

All team members including the legal and marketing team has access to the wiki platform.

6.DAILY INTEGRATION

Describe how will you promote that the team integrates the advances of the product at least one time per day

Everytime there is a new version of any copy to review, people upload it.

7.INTEGRITY SELF-VERIFIED

Is it possible that every time a change is integrated, the integrity and coherence of the product is self-verified? If so, describe how it will be implemented.

Basic text formatting, spell checking and length is verified in each integration.

8.FIX ERRORS IMMEDIATELY

Describe how will you ensure that every time something fails while integrating, the issues arises are fixed.

Integrity has real-time feedback and after reviews an automated mail for fixing errors are sent. So team member upload a fix as soon as possible.

9.TRANSPARENCY

Does everyone can see the state of the product at any given time? If so, describe how can people see that state without needing other people.

Anyone in the team can see the progress status of any copy.

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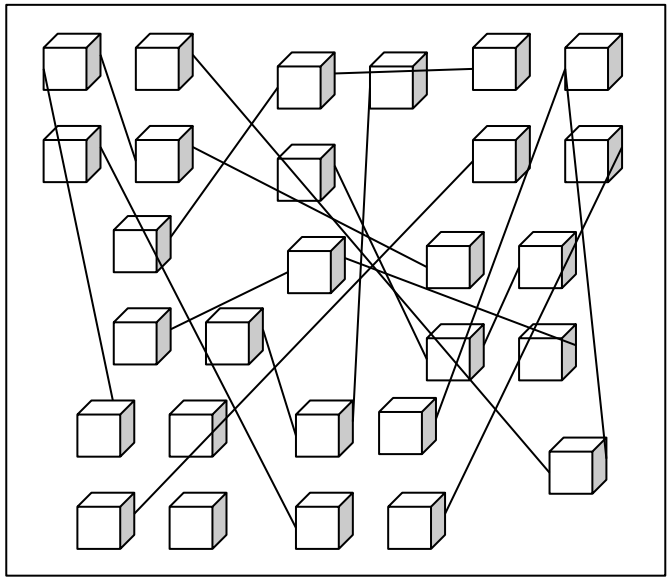
Modular Architecture

“It produces more adaptable products, where different parts of the product can evolve with a high level of independence from the rest of the parts"

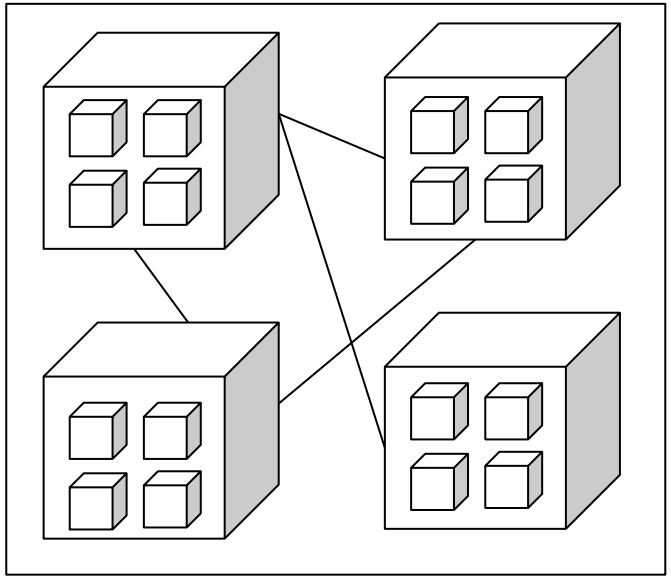
Modular Architecture

A Product has a Non-Modular Architecture (or Design) when it includes a lot of internal components with a lot of interdepencies between them.



Modular Architecture

With a Modular Architecture we design and group components on less dependent (**Loosely Coupled**) modules



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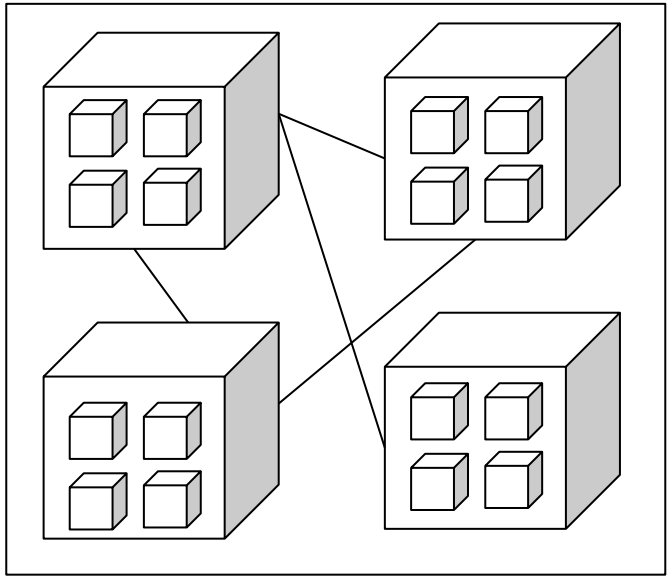
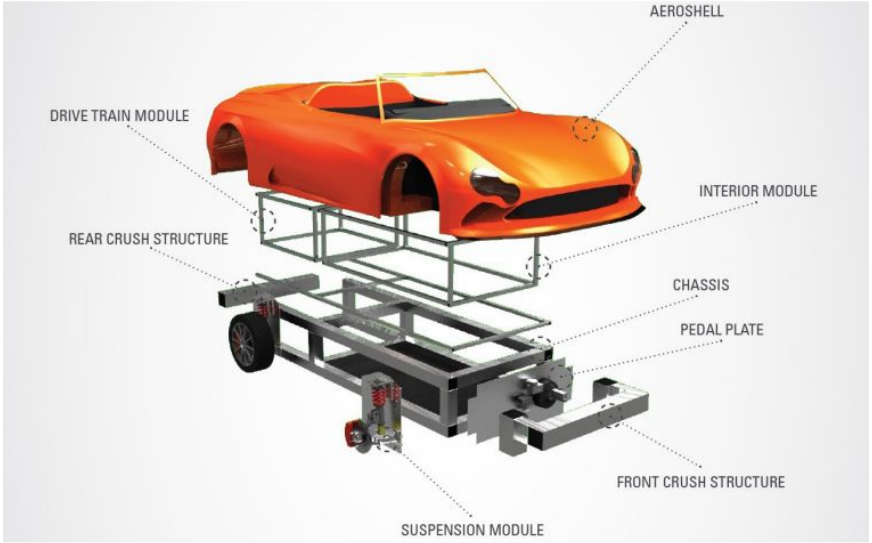
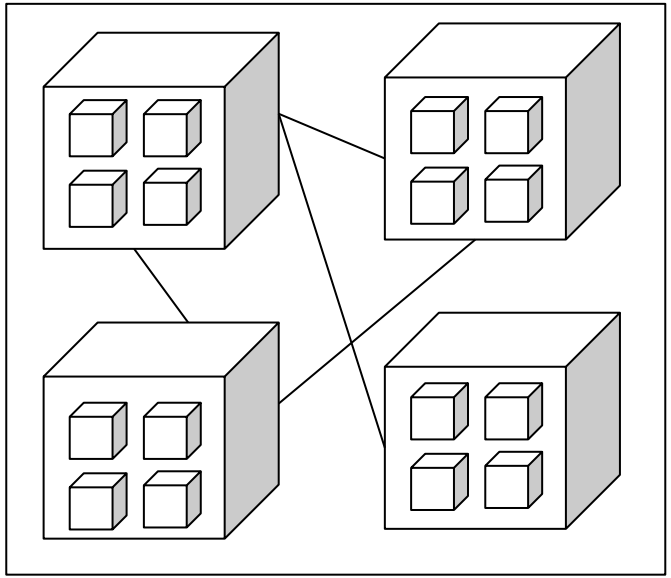


Wikispeed Modular Architecture



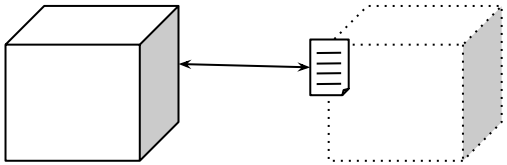
Modular Architecture

Loosely Coupled Modules



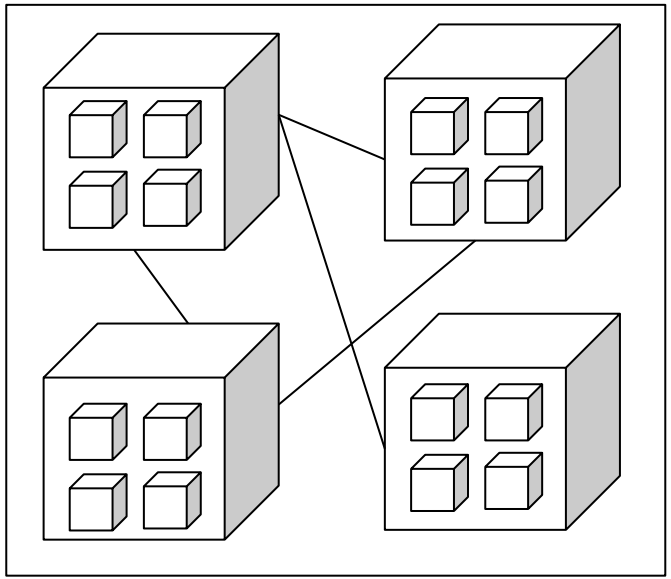
Contract First Design

Each module is designed thinking first on the contract (API) with other modules

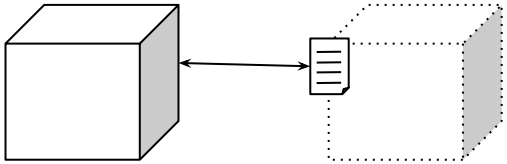


Modular Architecture

Loosely Coupled Modules



Contract First Design

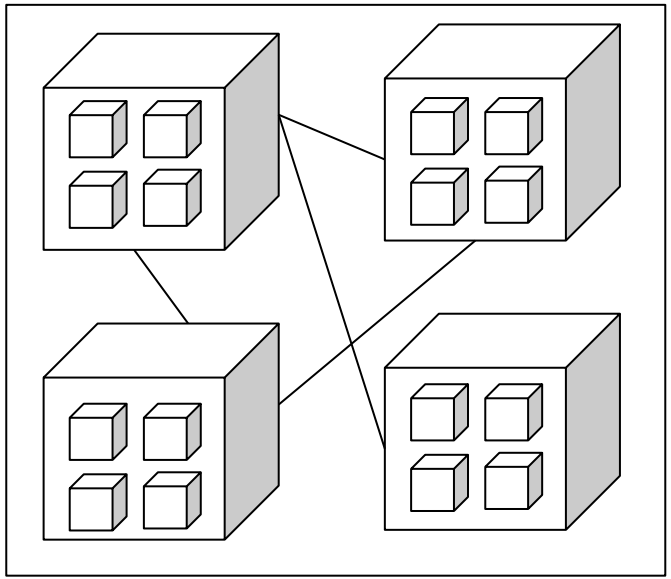


Automated Tests

Contracts have automated tests

Modular Architecture

Loosely Coupled Modules



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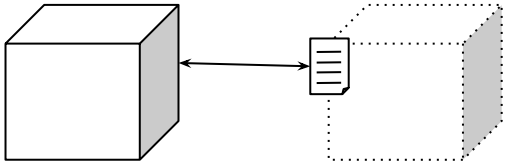
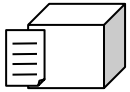


Automated Tests

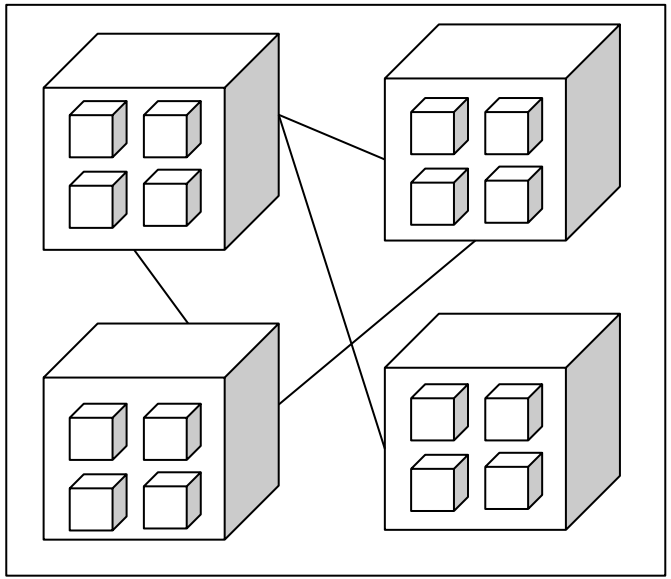
Minimum Version

Contracts can begin to be implemented with an minimum version. You don't need the perfect versión to start.

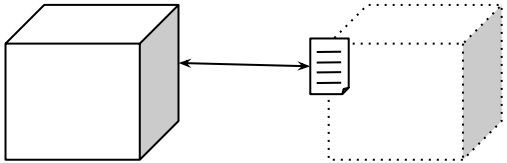


Modular Architecture

Loosely Coupled Modules

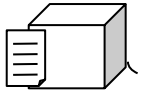


Contract First Design



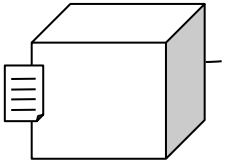
Automated Tests

Minimum Version



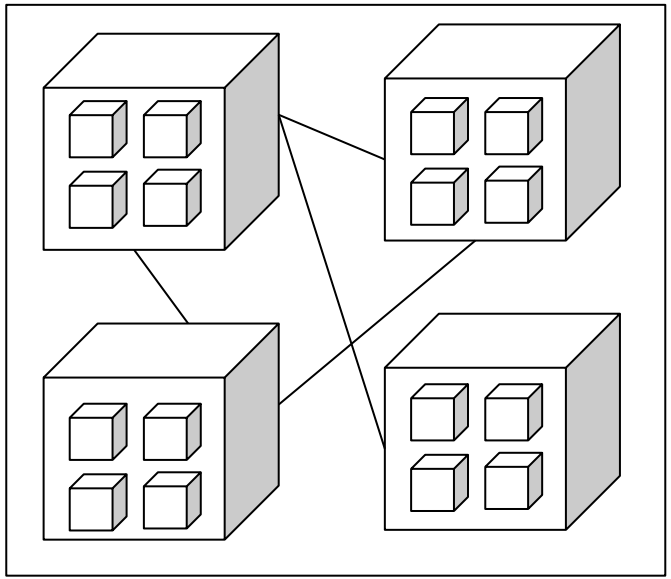
Emergent Design

Initial designs **can evolve without having to start from 0** in each evolution.



Modular Architecture

Loosely Coupled Modules



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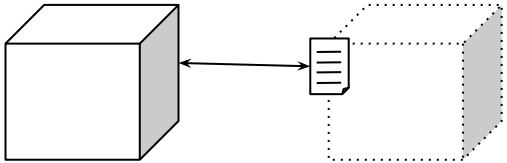
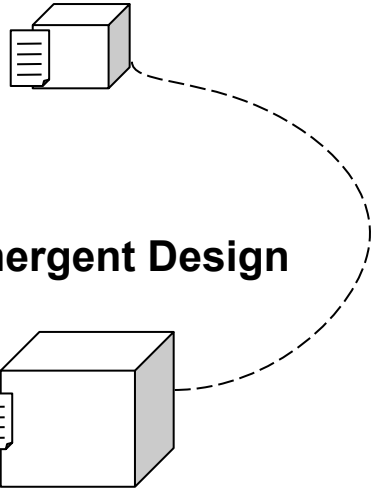


Automated Tests

Minimum Version



Emergent Design

Modular Architecture Explorer

Modular Architecture Explorer

DATE:

1.WHY

Why does teams adopt this practice?

It produces more adaptable products, where different parts of the product can evolve with a high level of independence from the rest of the parts.

It makes it easier to change the product.

2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- *Loosely Coupled Modules*
- *Contract First Design*
- *Minimum Version*
- *Emergent Design*
- *Automated Tests*

3.THE PRODUCT

Describe the product which you want to build

4. LOOSELY COUPLED MODULES

Can it be divided into modules with low dependency on each other? How many? Can they be more?

5.CONTRACT FIRST DESIGN

Can these modules be designed starting by agreeing their contracts with other modules?

6.MINIMUM VERSION

Can you start with minimal versions that fulfill the contracts?

7.EMERGENT DESIGN

Can this version evolve without necessarily having to start from 0 each time?

8.AUTOMATED TESTS

Are there tests that allow you to test changes in a module in an automated way?

NOTES

If in general the answers to these questions is yes, then we are getting closer to what we need in terms of architecture.

Andrés Joaquín - Hiroshi Hiromoto
@andrescjoaquin - @hhiroshi

How to use: Complete the sections from number 3 onwards. The objective of each section is not necessarily to find the ideal scenario but to find something as close the esense as possible promoting a facilitated conversation. In out experience even the practice that you discover es not exactly as the one in software, if it's close enough to the essence will have a tremendous value in your context.

Modular Architecture Explorer

DATE: 07/27/2023

1.WHY

Why does teams adopt this practice?

It produces more adaptable products, where different parts of the product can evolve with a high level of independence from the rest of the parts.

It makes it easier to change the product.

2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- *Loosely Coupled Modules*
- *Contract First Design*
- *Minimum Version*
- *Emergent Design*
- *Automated Tests*

3.THE PRODUCT

Describe the product which you want to build

Car

4. LOOSELY COUPLED MODULES

Can it be divided into modules with low dependency on each other? How many? Can they be more?

Yes. 8 modules.

5.CONTRACT FIRST DESIGN

Can these modules be designed starting by agreeing their contracts with other modules?

Yes. The API between these modules can be defined at the beginning.

6.MINIMUM VERSION

Can you start with minimal versions that fulfill the contracts?

Yes

7.EMERGENT DESIGN

Can this version evolve without necessarily having to start from 0 each time?

Sometimes yes and other times no. In this sense it is important to leave free physical space for growth when possible.

8.AUTOMATED TESTS

Are there tests that allow you to test changes in a module in an automated way?

Yes

NOTES

If in general the answers to these questions is yes, then we are getting closer to what we need in terms of architecture.

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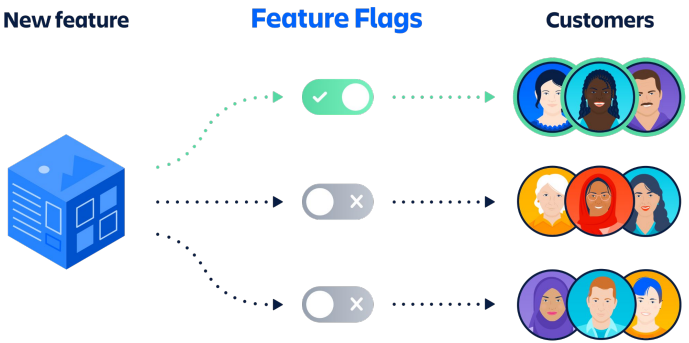
Feature Flags

“Allows teams to unlock dynamic control without rebuilding the product.”

Feature Flags

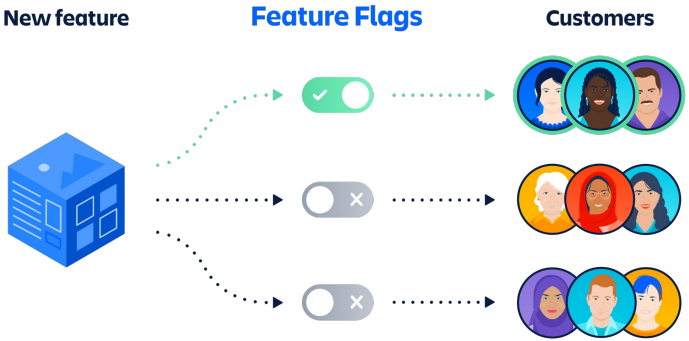
Flags Objective

We choose the goal of the feature flags. It could be hide a feature for a release, experiment with something new, enable something to a user group or test different options for a single feature



Feature Flags

Flags Objective



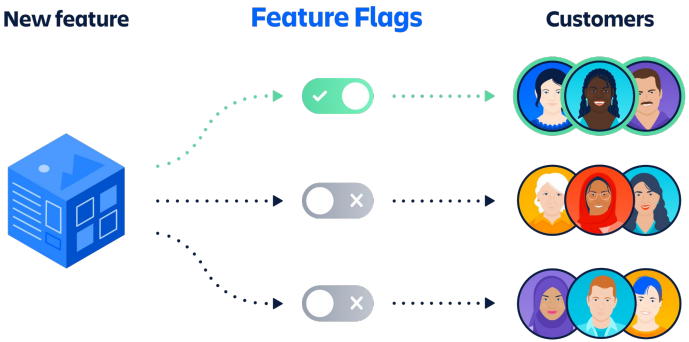
Toggle Points

We design how the toggle will work and the options that we will applied the flags on if applicable

Feature Flags

Flags Objective

Toggle Points

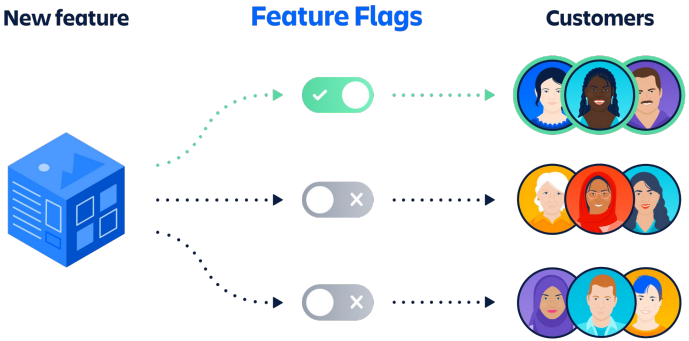


Target Audience

When we test different options within different target audience we need to design those target audience

Feature Flags

Flags Objective



Target Audience

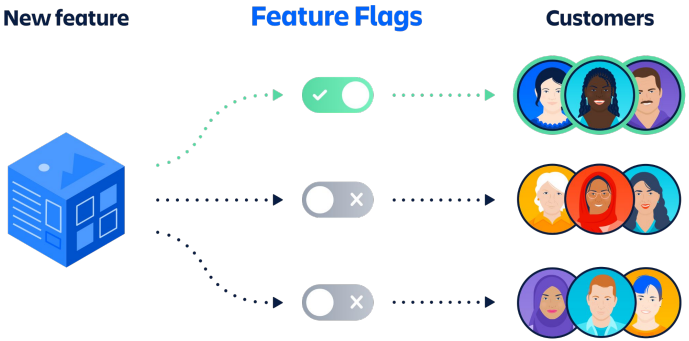
Toggle Points

Router

We use a router that determines the flag state (on/off) without modifying the product

Feature Flags

Flags Objective



Target Audience

Toggle Points

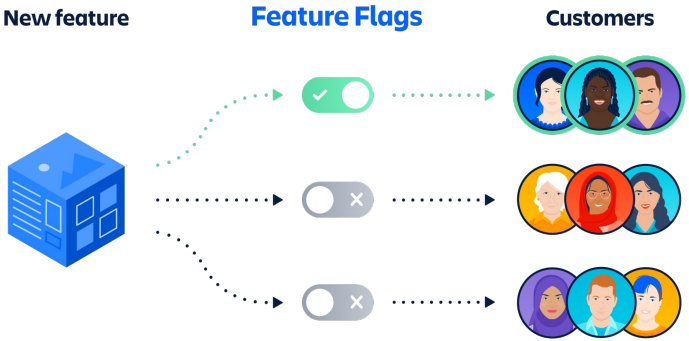
Router

Monitoring

Options are monitored in relation to their usage and performance in order to make decisions about them

Feature Flags

Flags Objective



Target Audience

Toggle Points

Router

Monitoring

Feature Flags

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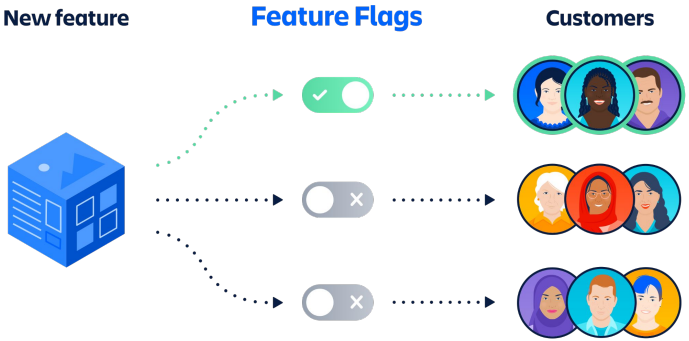
We choose the goal of the feature flags. It could be hide a feature for a release, experiment with something new, enable something to a user group or test different options for a single feature

Toggle Points

We design how the toggle will work and the options that we will applied the flags on if applicable



Monitoring

Options are monitored in relation to their usage and performance in order to make decisions about them

Users Groups

When we test different options within different user groups we need to design those user groups

Router

We use a router that determines the flag state (on/off) without modifying the product

Feature Toggles Explorer

Feature Flags Explorer

DATE:

1.WHY

Why does teams adopt this practice?

Feature Flags allows teams to experiment, test hypothesis and add flexibility to products thru unlock dynamic control of features without rebuilding the product.

When we mention dynamic control it means for example turning on or off a specific feature or showing different options of a feature to different user groups.

2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- Flags Objective
- Toggle Points
- User Groups
- Router
- Monitoring

3.THE PRODUCT

Describe the product you are going to work on

4.FEATURE

What feature do you want to use Feature Flags on?

5.FLAGS OBJECTIVE

What is the goal of this Feature Flag?

6.TOGGLE POINTS

How are you going to turn on/off the feature? What are the options available? (if applicable)

7.TARGET AUDIENCE

Which is the target audience to which we will present the different options? If they are not fixed groups describe the selection mechanism

8.ROUTER

What's the mechanism you will use to determine when a flag is on or off? How it will activates or deactivates the flags?

9. MONITORING

How are you going to monitor of the performance of the different options to make decisions later about them?

NOTES

The section 5 will determine what kind of flag you will implement, so the subsequent sections will depend on that decision.

The section 6 is the core of the practice.

The section 8 is also a core of the practice when we have different options.

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Feature Flags Explorer

DATE: 07/27/2023

1.WHY

Why does teams adopt this practice?

Feature Flags allows teams to experiment, test hypothesis and add flexibility to products thru unlock dynamic control of features without rebuilding the product.

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2.THE ESSENCE

What is the essence of this practice beyond the technical aspect?

- Flags Objective
- Toggle Points
- User Groups
- Router
- Monitoring

3.THE PRODUCT

Describe the product you are going to work on

Car

4.FEATURE

What feature do you want to use Feature Flags on?

Rear-heated seats

5.FLAGS OBJECTIVE

What is the goal of this Feature Flag?

Enable a the capability of heating the rear seats of the car based on the subscription type of the car owner.

6.TOGGLE POINTS

How are you going to turn on/off the feature? What are the options available? (if applicable)

The capability of heating the rear seats are built on the car but an electronic component turn them on and off.

7.TARGET AUDIENCE

Which is the target audience to which we will present the different options? If they are not fixed groups describe the selection mechanism

The customer with a Premium Subscription has the feature on.

8.ROUTER

What's the mechanism you will use to determine when a flag is on or off? How it will activates or deactivates the flags?

The main car panel controller validates the user subscription type and interacts with the electronic component of the heating seat system to turn it on or off.

9. MONITORING

How are you going to monitor of the performance of the different options to make decisions later about them?

We collect data about the usage of the heating seat system that is collected daily from the car.

NOTES

The section 5 will determine what kind of flag you will implement, so the subsequent sections will depend on that decision.

The section 6 is the core of the practice.

The section 8 is also a core of the practice when we have different options.

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Let’s explore!

Explorers in practice - 15 minutes

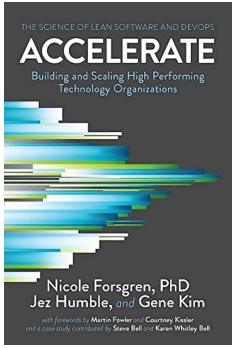
In groups of 2 or 3

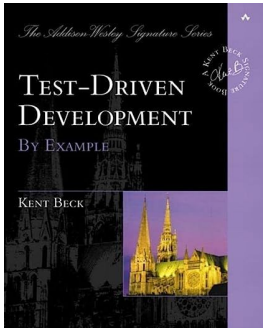
- Think about a context in yours organization (outside IT) where the use of technical practices could be of benefit. It can be any domain/business unit you're working with. It can be a Product but it can also be a Service. **Choose one.**
- **Choose one of the explorer** that you have available at the table and **complete it** using the context selected.
- If you want a digital copy you can find it here (Gmail account required)
- If you have any doubts while completing the explorer, **just call us** out!

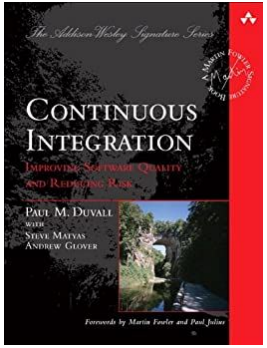
What’s next?

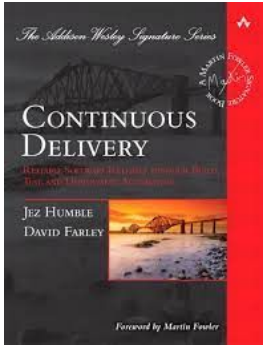
- You can use this presentation (available in the conference site) to **present the technical practices and the explorer** to teams working outside IT.
- The explorers can be used directly by those teams or you can use it to **guide a conversation** with them.
- If you use the explorers and found them useful or have feedback, **please reach** out so we can continue iterating over this idea (our contact information is in a following slide).

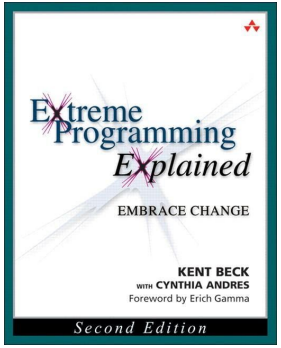
Resources to deep dive











Recommended session

Today at 3:45 PM - 5:00 PM

Coastal Ballroom B,4,5

Agile Alliance PRESENTS | Agile ORLANDO JULY 24-28 2023

¡Thanks!

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Agile ORLANDO
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