



AGILE TESTING



AN ORGANISATIONAL MINDSHIFT

PAUL WIJNTJES
PASCAL DUFOUR

Who are we?



Agile Advies

Paul Wijntjes



- Agile Coach / Trainer
 - Agile Adoption
 - Improving Agile
 - Agile Awareness
 - Agile Training
 - Innovation Games



Pascal Dufour



- Agile Test Specialist
 - Agile Test Consultancy
 - Agile Test Training
 - Agile Adoption
 - Innovation Games

How Agile is your organization?

- > 10%
- > 25%
- > 50%
- > 75%



Your organization

Sit down if : ...

- ... need to have an signed plan before you can execute anything
- ... have BA's who write requirement docs
- ... release less frequent than once per month
- ... feel it is NOT safe-to-fail in your organization
- ... only managers interview new team members

2001: Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

Principles behind manifesto - 1

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Principles behind manifesto - 2

7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Doing Agile vs. Being Agile

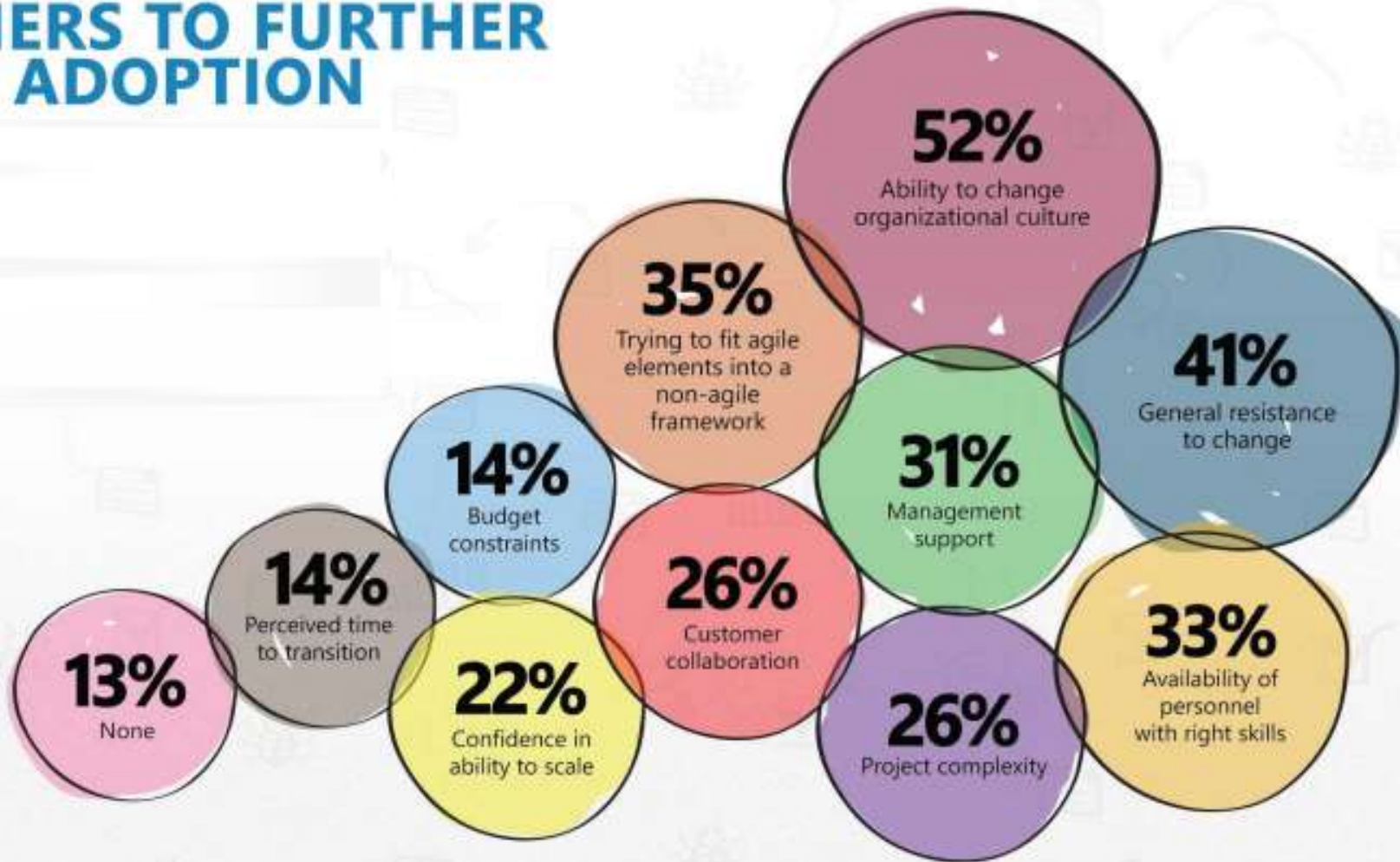
Agile Rules & Procedures
Best Practices
Intellectual



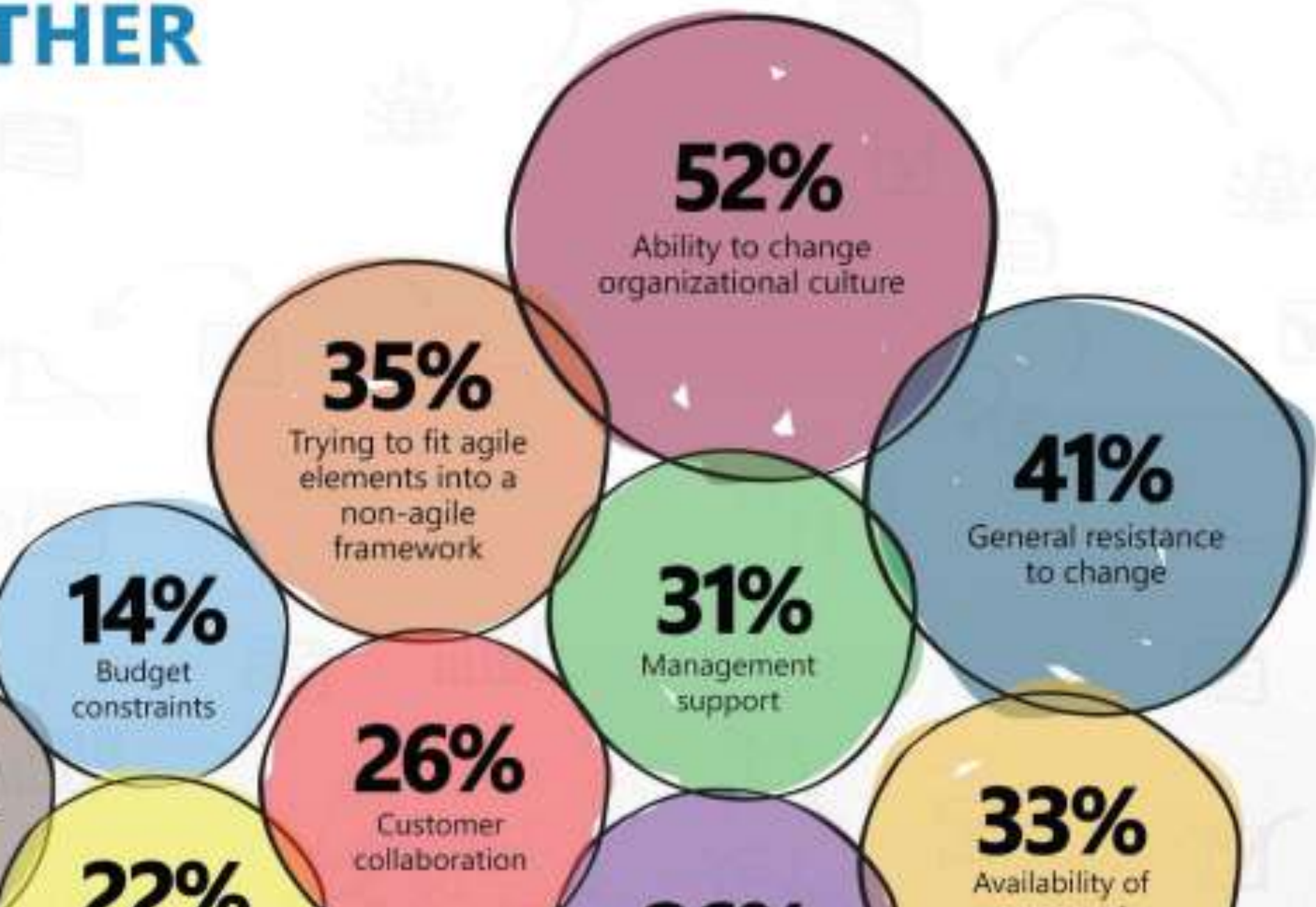
Agile Principles & Values
Good & Emergent practices
Intuition



BARRIERS TO FURTHER AGILE ADOPTION

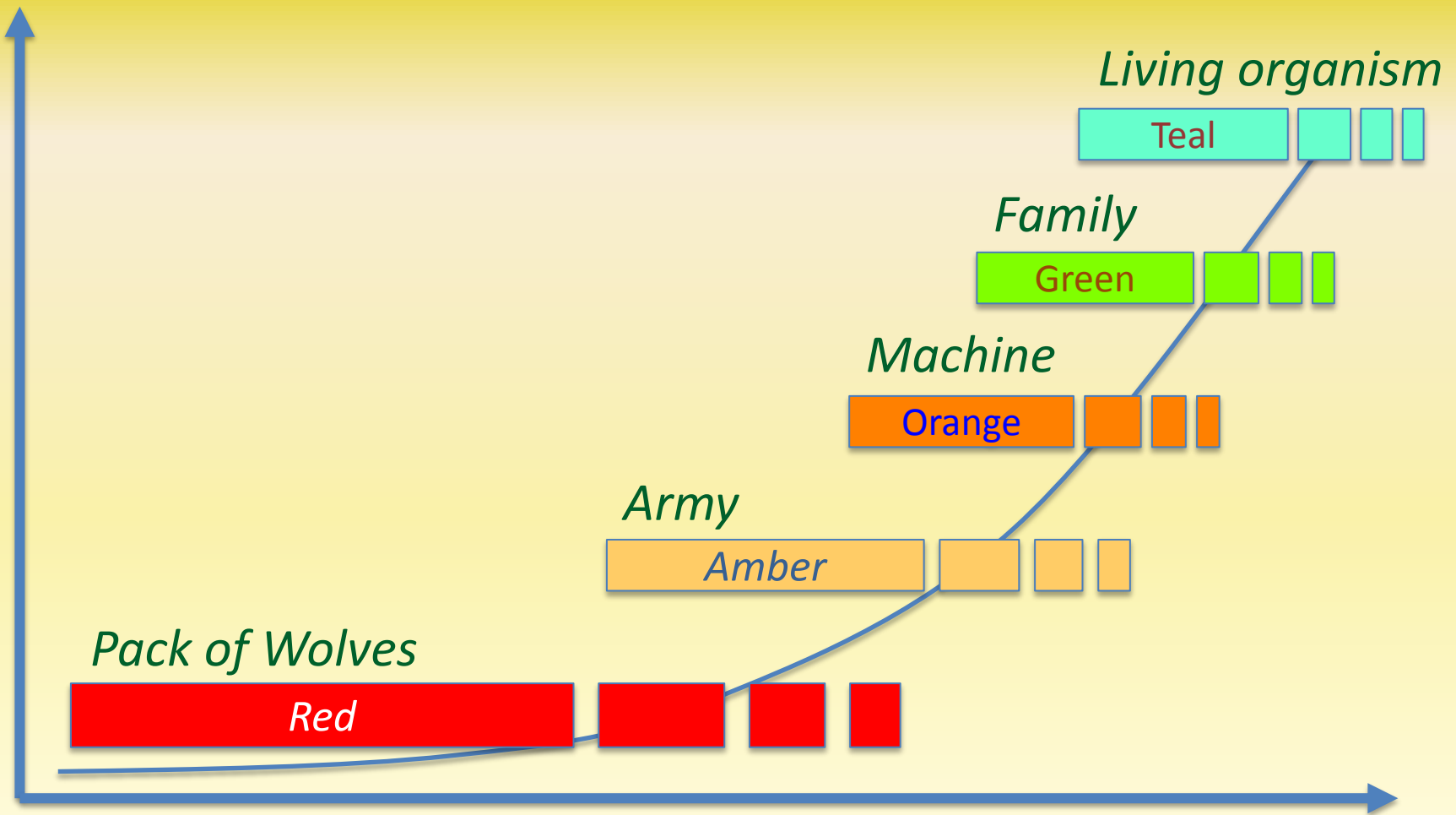


OTHER

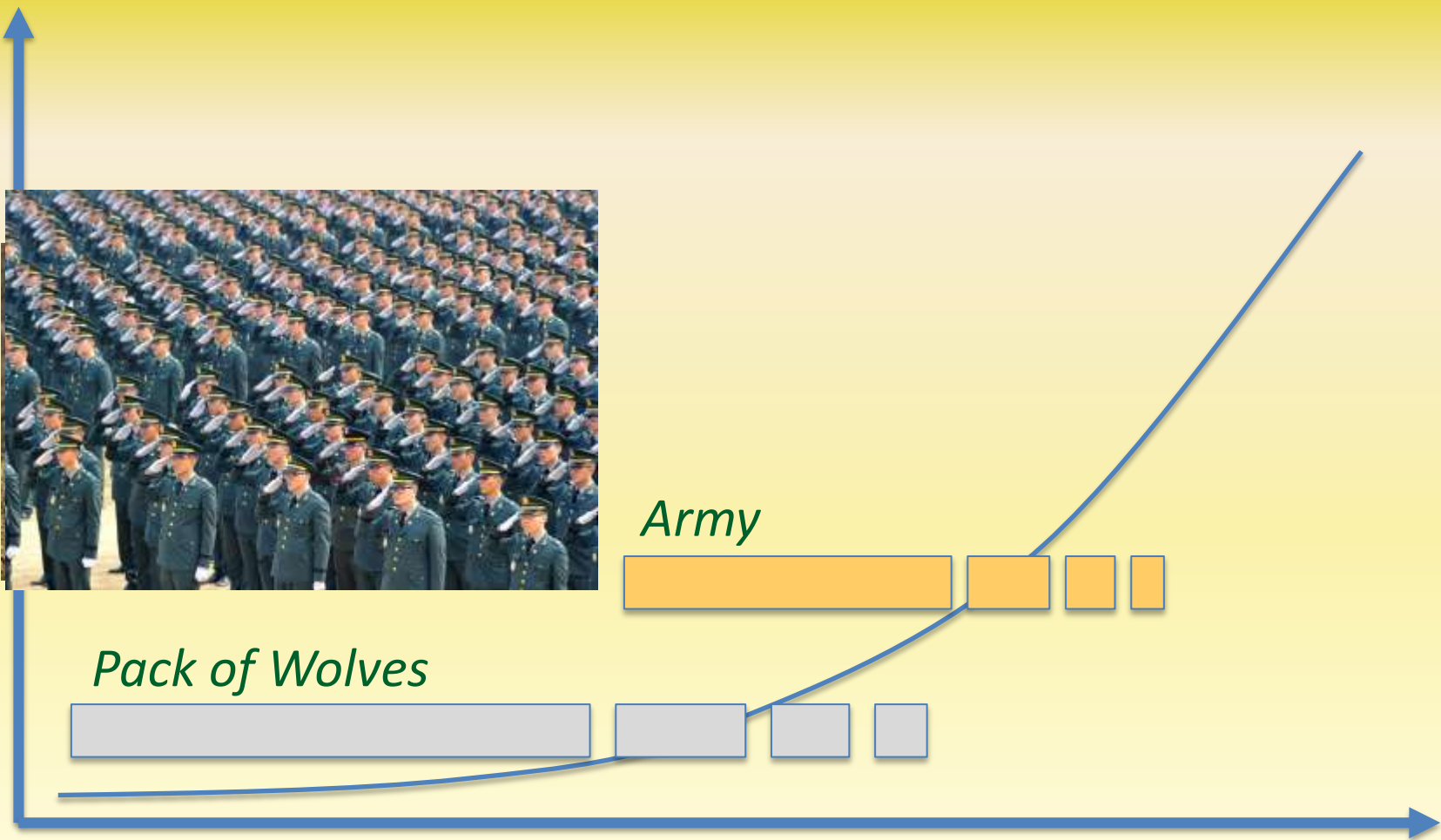




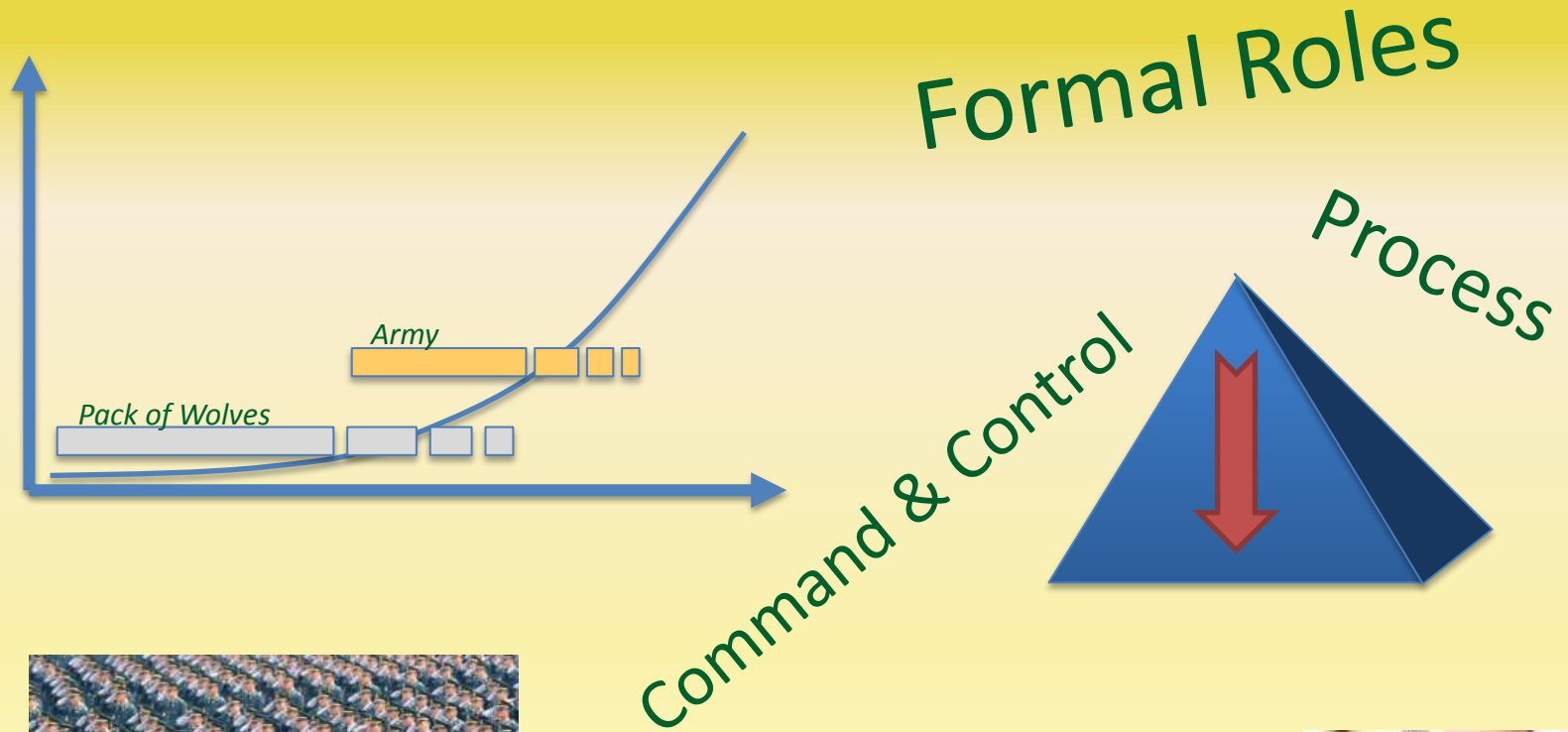
Organizations evolve in stages (Laloux)



Role Driven (Amber)



Role Driven (Conformist)



Metaphor: Army



Agile?

Comprehensive documentation over **Working software**
Contract negotiation over **Customer collaboration**
Process & tools over **Individuals & interaction**
Following a plan over **Responding to change**

- *“Not our responsibility/job”*
- *“Team members don’t dare to give a planning”*
- *“Improvements need a plan to be implemented”*

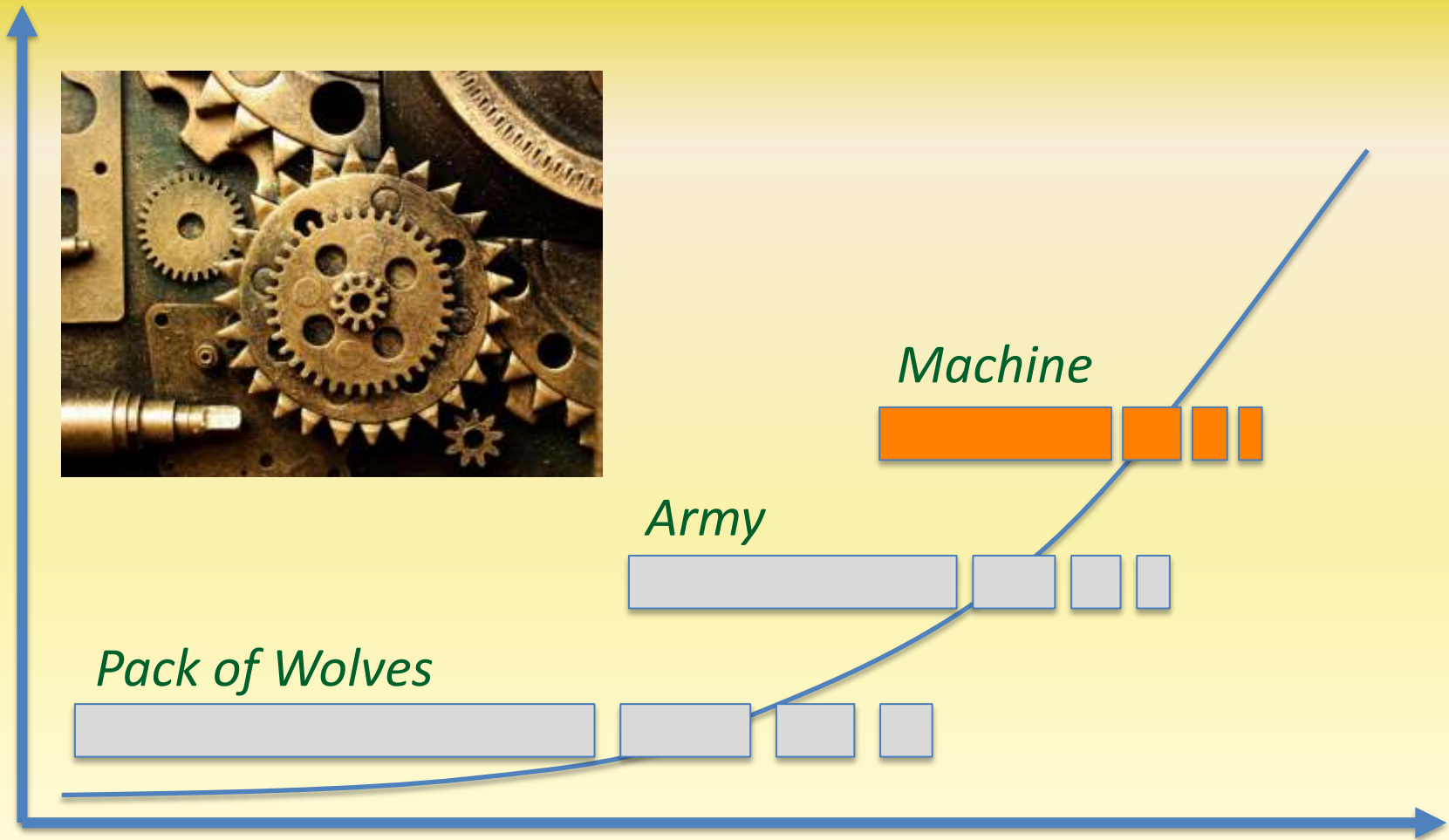
- *“Manager with closed door”*

What Agile can bring you

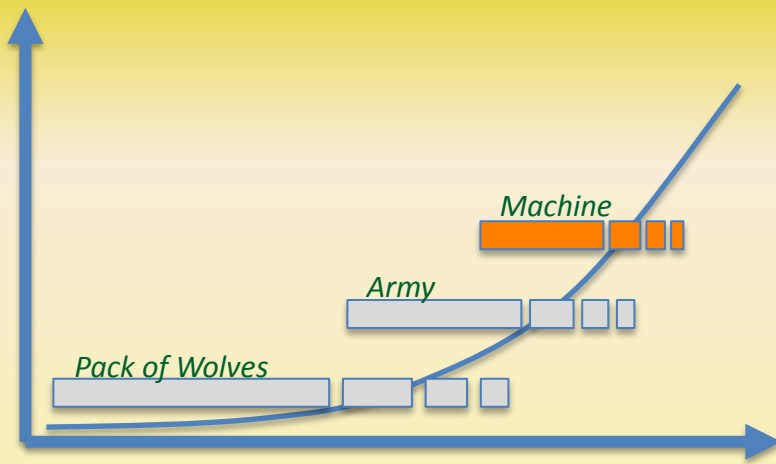
- More focus on Value creation
- Make first steps to self-organization
- Iterative small local improvements
 - Speed
 - Quality
- ...



Results Driven (Orange)



Results Driven (Achiever)



€€

Beat competition

Technical Practices
Command & Control



Metaphor: Machine

Agile?

Working software over Comprehensive documentation
Contract negotiation over **Customer collaboration**
Process & tools over **Individuals & interaction**
Following a plan over **Responding to change**

- *“Functional Units”*
- *“Retrospectives are a waste of time”*
- *“No time for Technical Debt”*

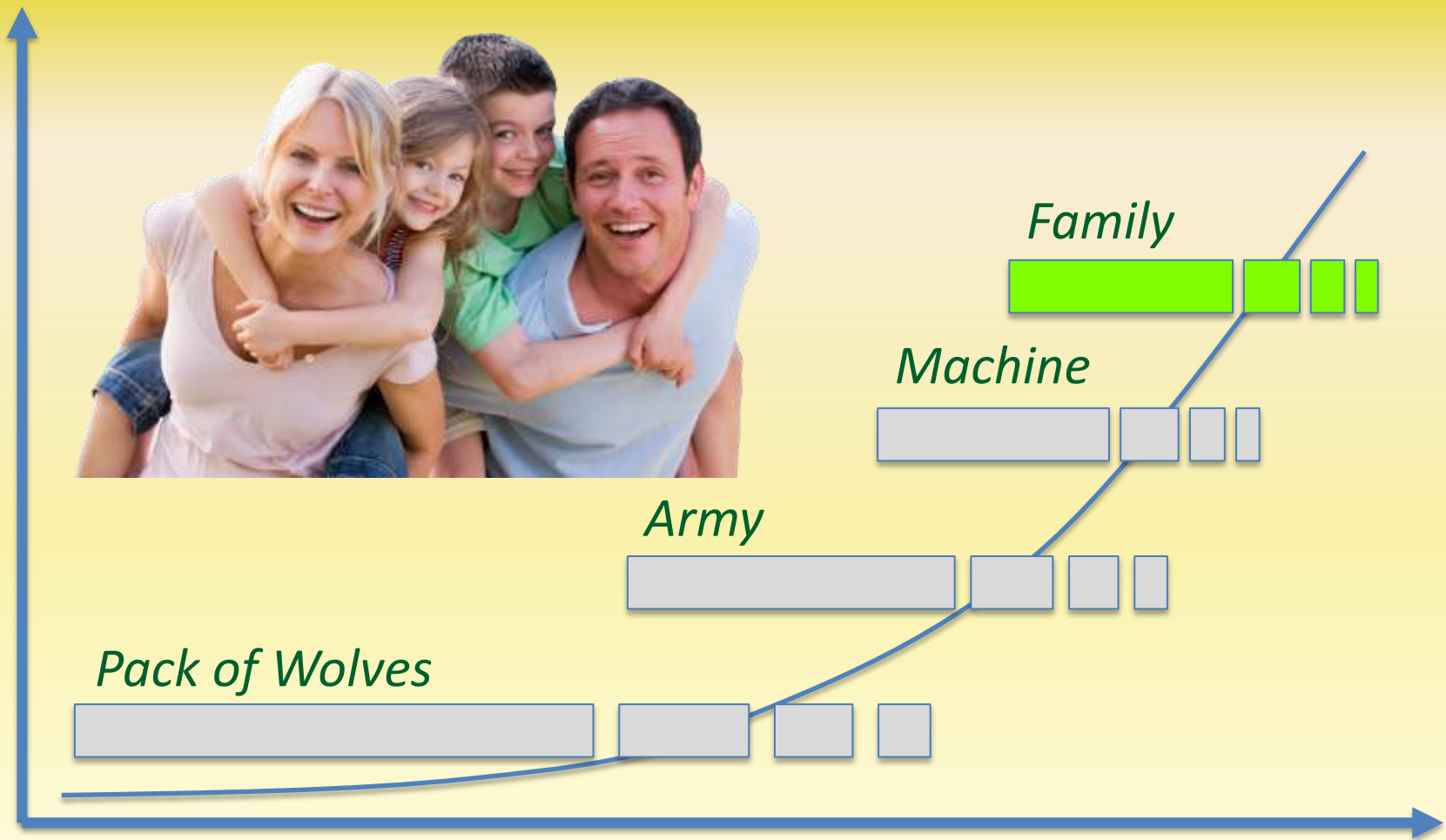
- *“Manager with open door”*

What Agile can bring you

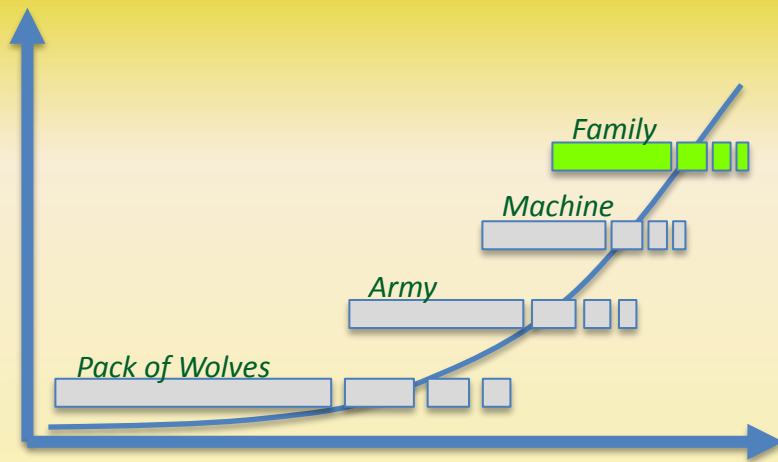
- Understand the need for customer collaboration
- Experience need for regular Retrospectives
- Appreciate focus on Technical Debt
- ...



People Driven (Green)



People Driven (Pluralistic)



Values

Consensus

Empowered teams

Customer partnerships



Metaphor: Family

Agile?

Working software over Comprehensive documentation
Customer collaboration over Contract negotiation
Individuals & interaction over Process & tools
Following a plan over **Responding to change**

- *“Team members work together in their role”*
- *“Plan is important”*
- *“Death-by-consensus”*

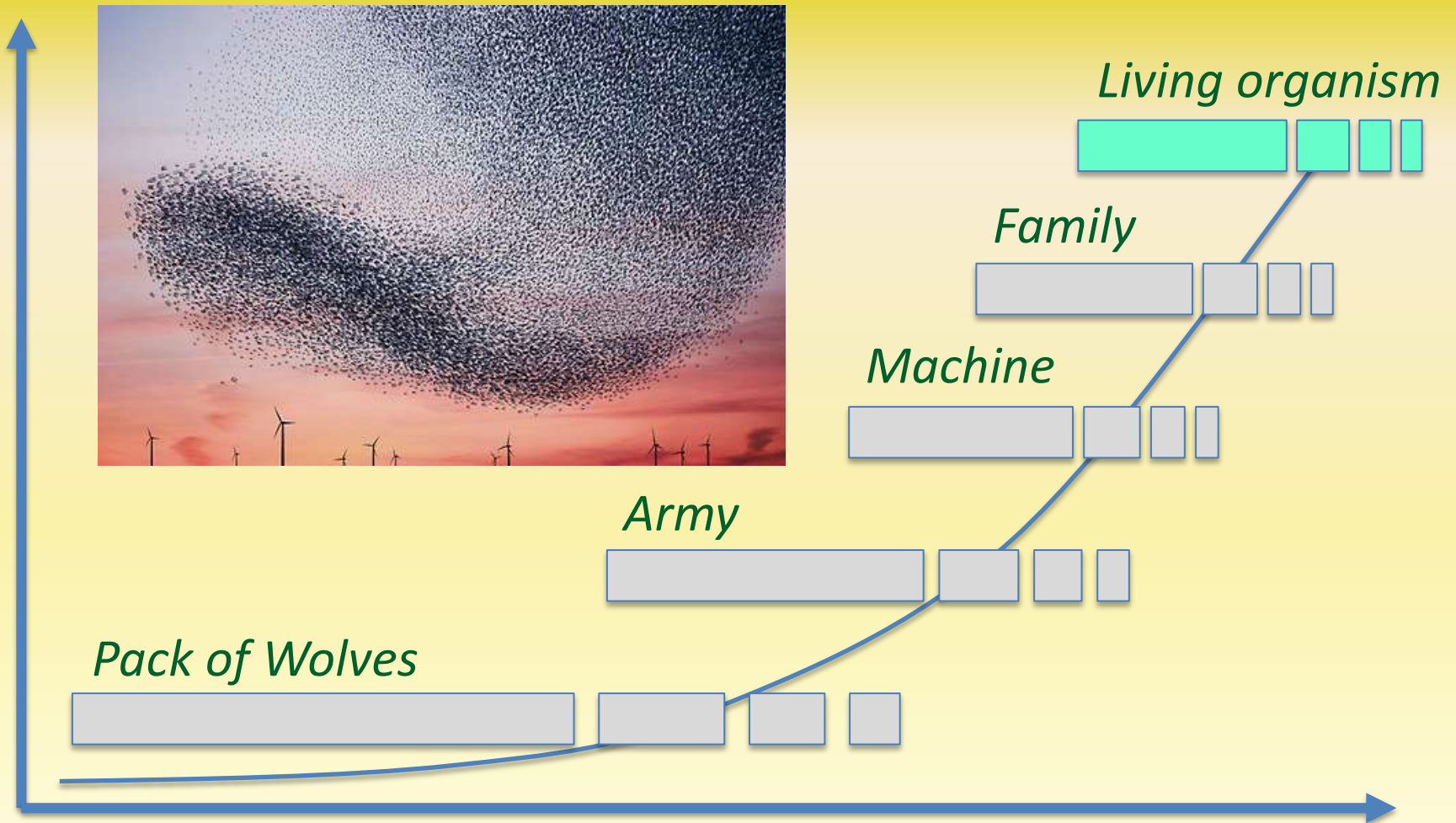
- *“Manager who sit with their teams”*

What Agile can bring you

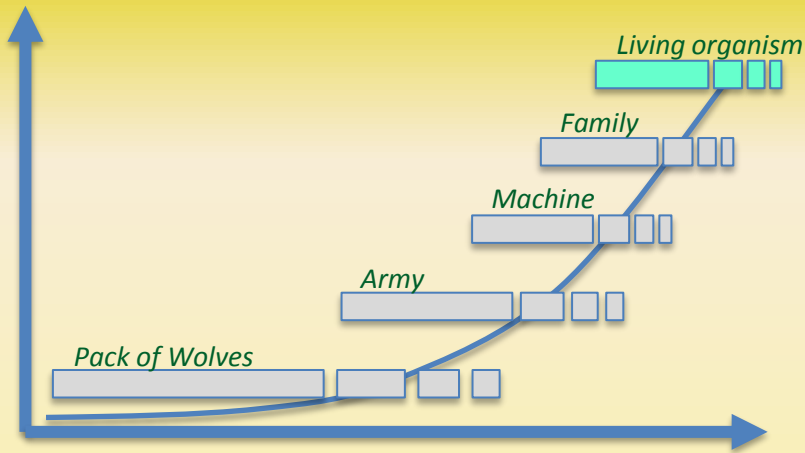
- Systems thinking
- Management in supporting role
- Optimize flow
- ...



Adaptive (Teal)



Adaptive (Evolutionary)



Systems thinking

Flow

No Roles
Self management



Metaphor: Living organism

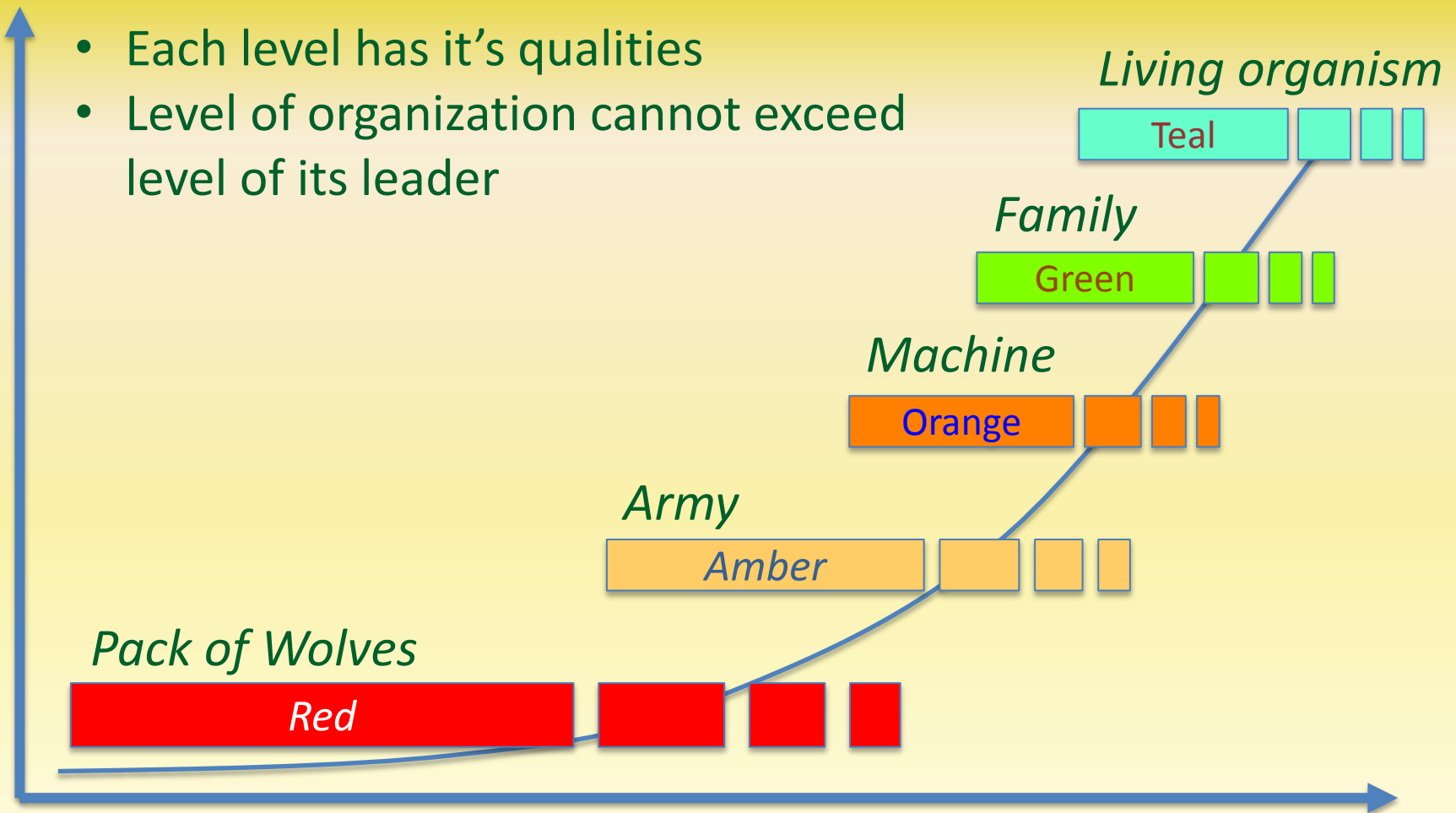
Agile?

“Full-blown” Agile

Working software over Comprehensive documentation
Customer collaboration over Contract negotiation
Individuals & interaction over Process & tools
Responding to change over following a plan

Organizations evolve in stages (Laloux)

- Each level has its qualities
- Level of organization cannot exceed level of its leader

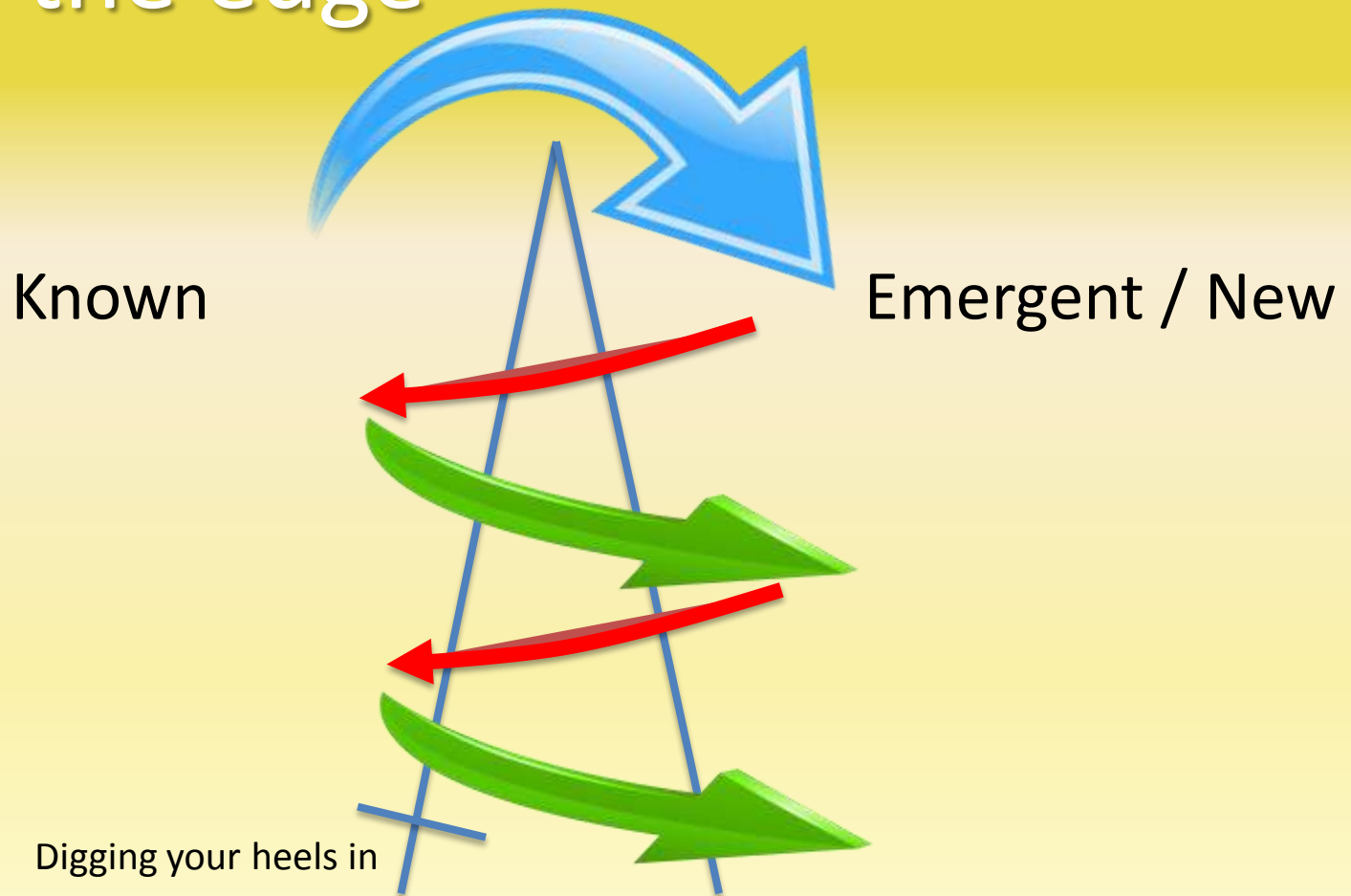


How to change



- Recognize what your dominant color is
- Use the dominant color to implement the new one
- Don't skip colors
- Acknowledge your progress
- Give it time

Over the edge



How to change

$$\begin{aligned} &\text{Change} \\ &= \\ &\text{Purpose} \\ &\times \\ &\text{Dissatisfaction} \\ &\times \\ &\text{Manageable Steps} \end{aligned}$$



Remember

Agile adoption
needs
Agile

Questions



Colofon



Agile Advies



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References

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