

Agile Software Development: The People Factor

Alistair Cockburn, Humans and Technology
Jim Highsmith, Cutter Consortium

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.

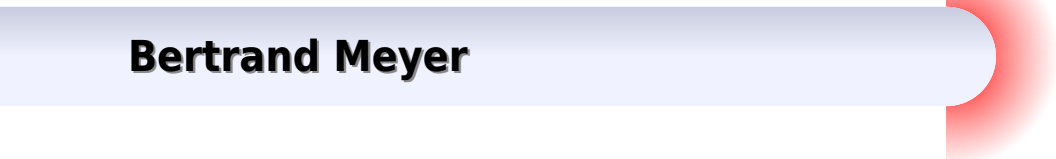
If the people on the project are good enough, they can use almost any process and accomplish their assignment. If they are not good enough, no process will repair their inadequacy—"people trump process" is one way to say this.

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.

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

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Integrating User-Centred Design in Agile Development Gilbert Cockton, Marta Lárusdóttir, Peggy Gregory, Åsa Cajander, 2016-09-30 This book examines the possibilities of incorporating elements of user centred design UCD such as user experience UX and usability with agile software development It explores the difficulties and problems inherent in integrating these two practices despite their relative similarities such as their emphasis on stakeholder collaboration Developed from a workshop held at NordiCHI in 2014 this edited volume brings together researchers from across the software development UCD and creative design fields to discuss the current state of the art Practical case studies of integrating UCD in Agile development across diverse contexts are presented whilst the different futures for UCD and other design practices in the context of agile software development are identified and explored Integrating User Centred Design in Agile Development will be ideal for researchers designers and academics who are interested in software development user centred design agile methodologies and related areas

Innovations in Smart Cities Applications Volume 8 Mohamed Ben Ahmed, Boudhir Anouar Abdelhakim, İsmail Rakıp Karas, Kaoutar Ben Ahmed, 2025-05-06 This book discovers the latest technological advances that are transforming our cities into smart and connected spaces This book presents cutting edge research and inspiring case studies on urban management smart mobility and environmental sustainability With an innovative approach it explores concrete solutions and future perspectives to improve the quality of urban life Intended for researchers professionals and decision makers this book is an essential resource to understand and participate in the transformation of smart cities

Advances in Computers Marvin Zelkowitz, 2004-07-20 Advances in Computers covers new developments in computer technology Most chapters present an overview of a current subfield within computer science with many citations and often include new developments in the field by the authors of the individual chapters Topics include hardware software theoretical underpinnings of computing and novel applications of computers This volume emphasizes software engineering issues in the design of new software systems The use of the new emerging agile methods is presented as well as timeboxing and model based software engineering MBASE as techniques to manage large scale developments The book series is a valuable addition to university courses that emphasize the topics under discussion in that particular volume as well as belonging on the bookshelf of industrial practitioners who need to implement many of the technologies that are described In depth surveys and tutorials on new computer technology Well known authors and researchers in the field Extensive bibliographies with most chapters Important chapters on new technologies for software development agile methods time boxing MBASE

Advanced Information Systems Engineering Eric Dubois, Klaus Pohl, 2017-06-01 This book constitutes the refereed proceedings of the 29th International Conference on Advanced Information Systems Engineering CAiSE 2017 held in Essen Germany in June 2017 The 37 papers presented together with 3 keynote papers in this volume were carefully reviewed and selected from 175 submissions The papers are organized in topical sections on information systems architecture business

process alignment user knowledge discovery business process performance big data exploration process variability
 management information systems transformation and evolution business process modeling readability business process
 adaption data mining process discovery business process modeling notation Best Practices for the Knowledge Society.
Knowledge, Learning, Development and Technology for All Miltiadis D. Lytras, Patricia Ordóñez de Pablos, Ernesto
 Damiani, David Avison, Ambjörn Naeve, David G. Horner, 2009-09-16 It is a great pleasure to share with you the Springer
 LNCS proceedings of the Second World Summit on the Knowledge Society WSKS 2009 organized by the Open search Society
 Ngo <http://www.openknowledge.society.org> and held in Samaria Hotel in the beautiful city of Chania in Crete Greece
 September 16-18 2009 The 2nd World Summit on the Knowledge Society WSKS 2009 was an international scientific event
 devoted to promoting dialogue on the main aspects of the knowledge society towards a better world for all The
 multidimensional economic and social crisis of the last couple of years has brought to the fore the need to discuss in depth
 new policies and strategies for a human centric developmental processes in the global context This annual summit brings
 together key stakeholders involved in the worldwide development of the knowledge society from academia industry and
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 knowledge based era it is creating on key facets of living working learning innovating and collaborating in today's hyper
 complex world The summit provides a distinct unique forum for cross disciplinary fertilization of research favoring the
 dissemination of research on new scientific ideas relevant to international research agendas such as the EU FP7 OECD or
 UNESCO We focus on the key aspects of a new sustainable deal for a bold response to the multidimensional crisis of our
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 Pressman, 2010 For over 20 years this has been the best selling guide to software engineering for students and industry
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 unpredictable growth and spread each year Some good some bad and a lot of uncertain Porn 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 **Extreme Programming and Agile**
Processes in Software Engineering, 2005 **MSDN Magazine**, 2008 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. **Agile**

Software Development Ecosystems James A. Highsmith, 2002 Traditional software development methods struggle to keep pace with the accelerated pace and rapid change of Internet era development. Several agile methodologies have been developed in response, and these approaches to software development are showing exceptional promise. In this book, Jim Highsmith covers them all, showing what they have in common, where they differ, and how to choose and customize the best agile approach for your needs. **KEY TOPICS** Highsmith begins by introducing the values and principles shared by virtually all agile software development methods. He presents detailed case studies from organizations that have used them, as well as interviews with each method's principal authors or leading practitioners. Next, he takes a closer look at the key features and techniques associated with each major Agile approach: Extreme Programming (XP), Crystal Methods, Scrum, Dynamic Systems Development Method (DSDM), Lean Development, Adaptive Software Development (ASD), and Feature Driven Development (FDD). In Part III, Highsmith offers practical advice on customizing the optimal agile discipline for your own organization. **MARKET** For all software developers, project managers, and other IT professionals seeking more flexible, effective approaches to

developing software **Software Development** ,2005 **Enterprise Java Development on a Budget** Brian Sam-Bodden, Christopher M Judd, 2004-03-28 This performance of the Verdi opera *Due Foscari* recorded at the Teatro Regio di Parma features vocalists such as Leo Nucci Roberto De Biasio and Tatiana Serjan in the leading roles Cammila Collar Rovi

Dr. Dobb's Journal ,2006 **Individuals and Interactions** Ken Howard, Barry Rogers, 2011-04-01 In my opinion this is the handbook for Agile teams I have been wishing for this book since we implemented Agile several years ago In many Agile process books the team aspect of Agile has been glossed over in favor of the technical aspects this book is a welcome change Sarah Edrie Director of Quality Engineering Harvard Business School Cloud Computing Distributed Architecture Test Driven Development these are simple to master compared to building an agile efficient and top performing team The path from skilled developer tester to successful manager team leader and beyond is now more easily attainable with the insights knowledge and guidance provided by Ken Howard and Barry Rogers in *Individuals and Interactions* An Agile Guide R L Bogetti www.RLBogetti.com Lead System Designer Baxter Healthcare This book provides fantastic insight on how individuals act and relate as a team Ken and Barry give great examples and exercises to help the reader understand behaviors of each individual and use this knowledge to perform better as a team Lisa Shoop Director Product Development Sabre Holdings *Individuals and Interactions* is a masterfully crafted must read for anyone who is serious about understanding and applying the human centered values of Agile development It is like Patrick Lencioni meets the Poppendiecks to write Agile through the Looking Glass Here the Looking Glass is the powerful DISC framework and we see it used to enable different kind of TDD Team Driven Development through the use of stories examples models and guidance Brad Appleton Agile coach consultant in a Fortune 100 telecom company coauthor of *Software Configuration Management Patterns* This book is essential reading for any engineering team that s serious about Agile development Its chapters on team dynamics and development lay the foundation for learning all of the factors that enable a team to transform itself into an Agile success story Bernard Farrell Consultant Software Engineer at EMC Corporation Great emphasis is typically placed on the mechanics of agile development its processes and tools It s easy to forget that the Agile Manifesto values individuals and interactions ahead of processes and tools You can gain powerful benefits by refocusing on the people side of agile development This book will show you how It s your practical user s guide to solving the problems agile teams encounter packed with stories best practices exercises and tips you can actually use Step by step you ll learn how to get teams to truly work as teams not as disconnected individuals Along the way you ll find profoundly realistic advice on communication motivation collaboration change group dynamics and much more Whether you are an agile project manager ScrumMaster product owner developer trainer or consultant this book will help you make your agile environment more productive more effective and more personally fulfilling [Agile Software Development in the Large](#) Jutta Eckstein, 2013 Who Says Large Teams Can t Handle Agile Software Development Agile or lightweight processes have revolutionized the software development industry They re faster and more efficient than

traditional software development processes They enable developers to embrace requirement changes during the project deliver working software in frequent iterations focus on the human factor in software development Unfortunately most agile processes are designed for small or mid sized software development projects bad news for large teams that have to deal with rapid changes to requirements That means all large teams With Agile Software Development in the Large Jutta Eckstein a leading speaker and consultant in the agile community shows how to scale agile processes to teams of up to 200 The same techniques are also relevant to teams of as few as 10 developers especially within large organizations Topics include the agile value system as used in large teams the impact of a switch to agile processes the agile coordination of several sub teams the way project size and team size influence the underlying architecture Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development Stop getting frustrated with inflexible processes that cripple your large projects Use this book to harness the efficiency and adaptability of agile software development

Agile Processes in Software Engineering and Extreme Programming Pekka Abrahamsson, Richard Baskerville, Kieran Conboy, Brian Fitzgerald, Lorraine Morgan, Xiaofeng Wang, 2008-06-10 The XP conference series established in 2000 was the first conference dedicated to agile processes in software engineering The idea of the conference is to offer a unique setting for advancing the state of the art in the research and practice of agile processes This year s conference was the ninth consecutive edition of this international event The conference has grown to be the largest conference on agile software development outside North America The XP conference enjoys being one of those conferences that truly brings practitioners and academics together About 70% of XP participants come from industry and the number of academics has grown steadily over the years XP is more of an experience rather than a regular conference It offers several different ways to interact and strives to create a truly collaborative environment where new ideas and exciting findings can be presented and shared For example this year s open space session which was a conference within a conference was larger than ever before Agile software development is a unique phenomenon from several perspectives

Agile Software Development Cockburn, 1900 This is the eBook version of the printed book If the print book includes a CD ROM this content is not included within the eBook version 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 introduce

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