Agile misconceptions

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for Aalto university ARTX-C1011,
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Tarmo Toikkanen

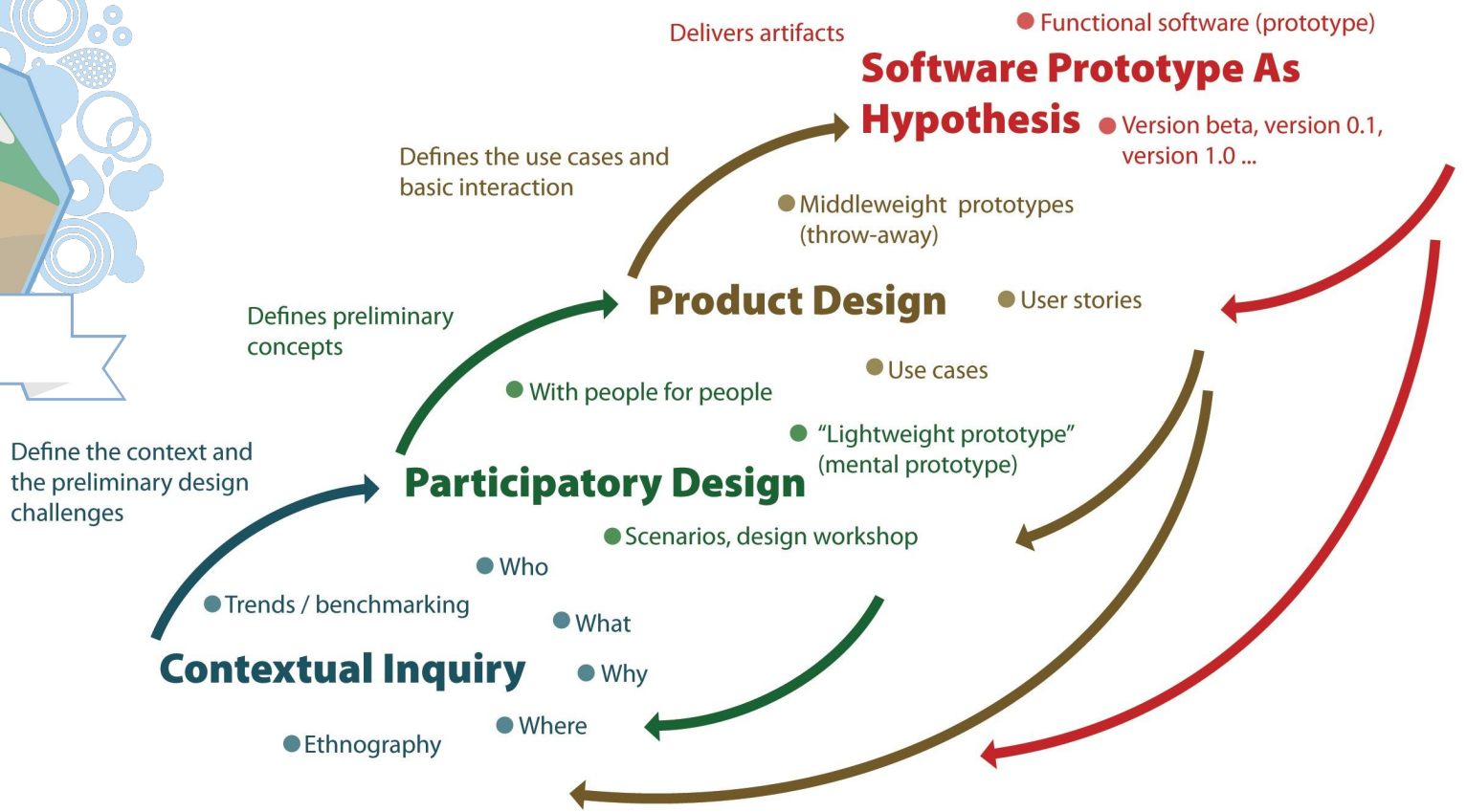
Psychologist, designer, software developer, coach, author, etc.

Design: Participatory design-researcher at Aalto, main developer of the Edukata® design framework.

Software: Has adapted XP, Scrum and more generally Agile/Lean principles in software projects and organisational operations. Co-founder of Agile Finland ry, ex-chair of the Finnish Information Systems Association, current ED of Open Knowledge Finland.

1: About design
2: The sad history of software processes
3: Agile misconceptions
4: Real agile

Part 1: About design



Source for Edukata: Toikkanen, Keune, Leinonen (2015): *Designing Edukata, a Participatory Design Model for Creating Learning Activities*. https://www.edukata.fi

Figure: Leinonen, T (2010): *Designing Learning Tools. Methodological Insights*

PROCESS APPROACH: HOLISTIC, ADAPTABLE, ITERATIVE

SEIZING

MAP & UNDERSTAND

FORECAST & IDEATE

MODEL & EVALUATE

CONCEPTUALIZE & INFLUENCE

SENSING

NATURE OF METHODS:

Evidence-based	Collaborative	Visualizing	Visionary
Empathetic	Imagining	Simulating	Synthesizing
Contextual	Open-minded	Experimental	Transformative

ILLUSTRATIVE METHODS AND TOOLS:

Ethnography , probes	Ideation workshops, design games	Scenarios	Visioning
Contextual interviews	Trend cards	Service ecology maps	Change paths
Environmental scanning	Personas	Customer journey maps	Multilevel service design
Content analysis	Storytelling	Prototypes	Business model canvas
Delphi	Futures wheel	Socio-drama	Role scripts

METHODOLOGICAL APPROACH: FUTURE-ORIENTED, PARTICIPATORY, CREATIVE

Figure: Ojasalo, Koskela, Nousiainen (2015): *Foresight and Service Design Boosting Dynamic Capabilities in Service Innovation*

Your probable design path...

Discussion

Part 2: The sad history of software processes

Freedom vs. control

Rigid management

PRINCE2, 6 Sigma, etc.
Waterfall

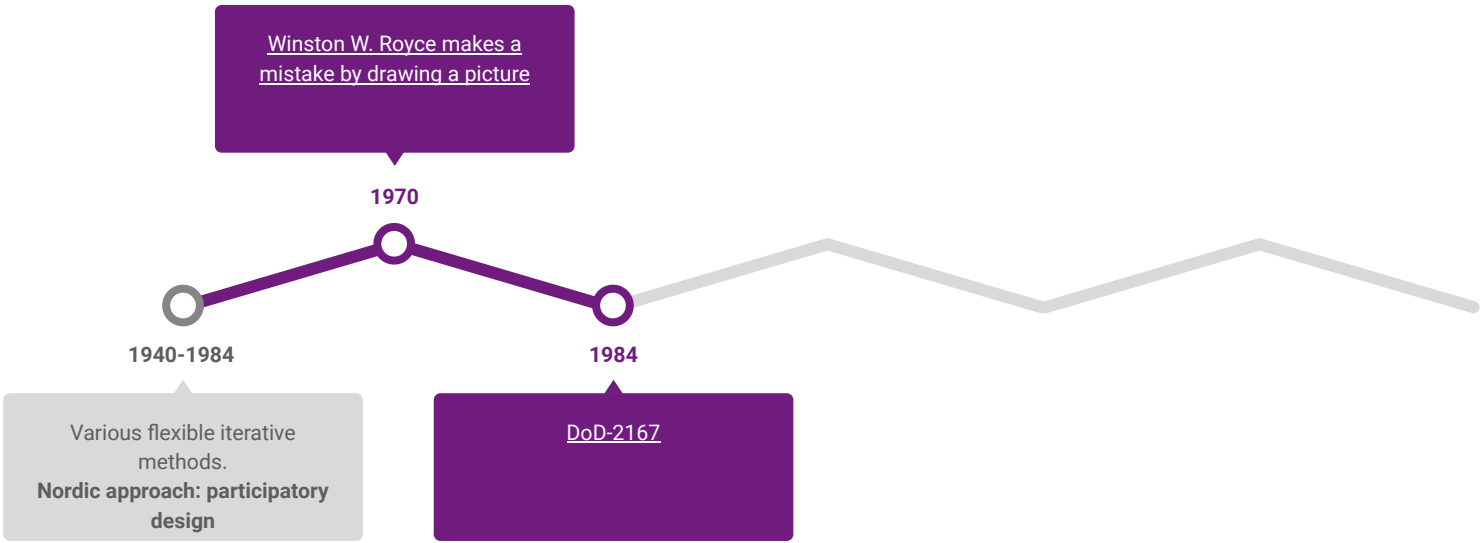
Large enterprises

Startup culture

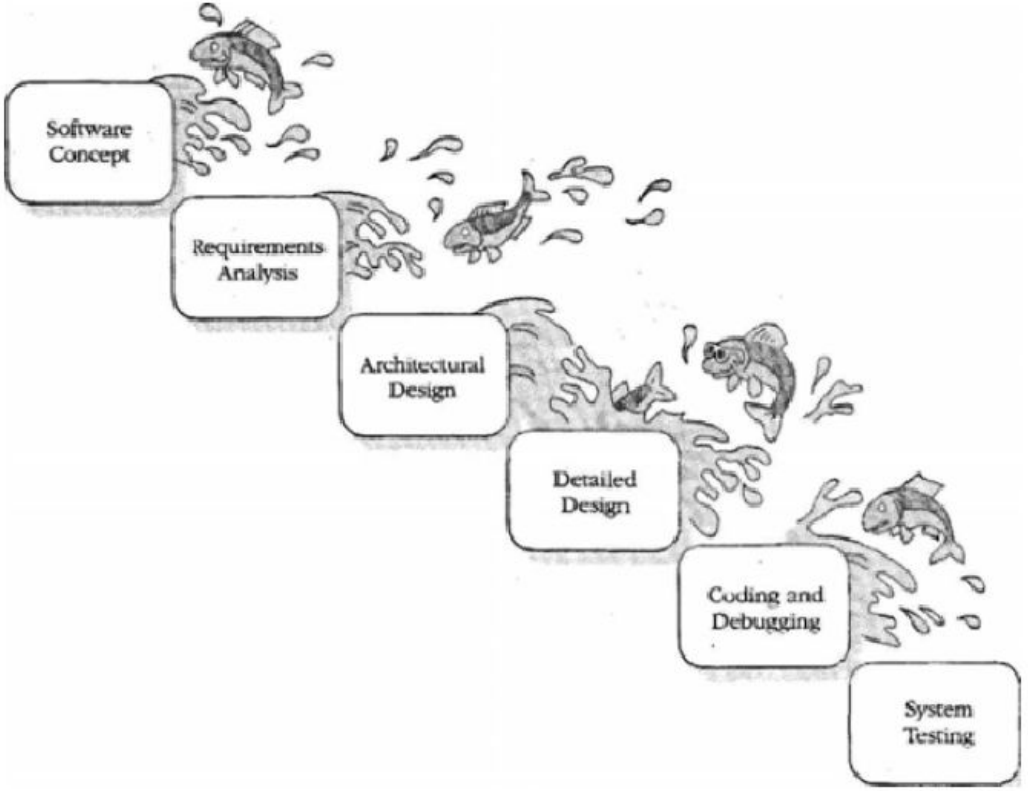
aka “Cowboy coding”

Small organizations

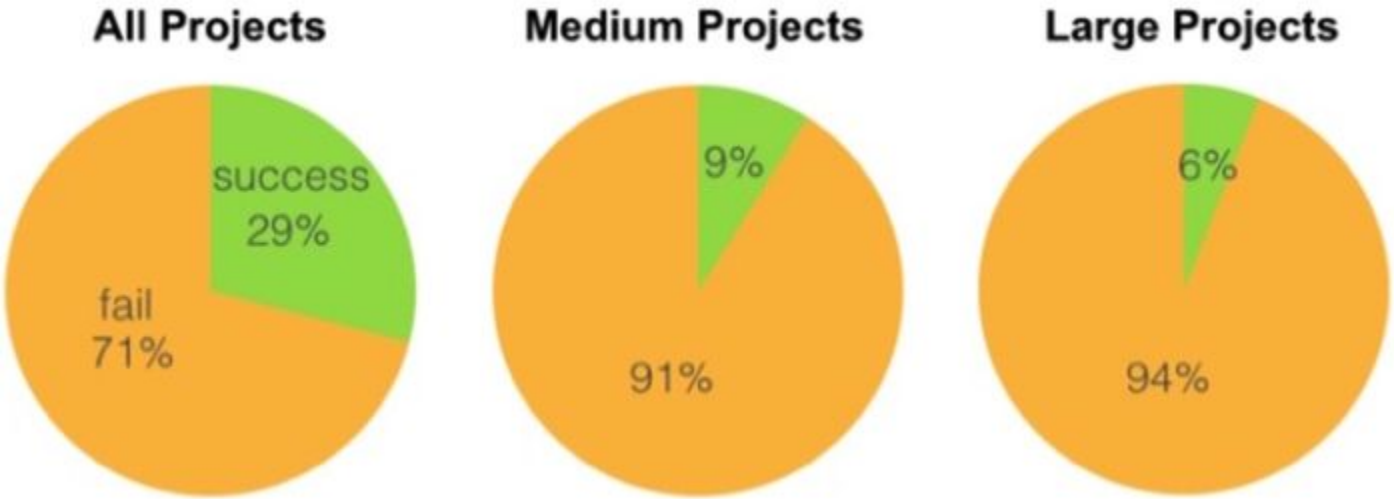
History


Winston W. Royce makes a mistake by drawing a picture
1970
1940-1984
1984
Various flexible iterative methods.
Nordic approach: participatory design
DoD-2167

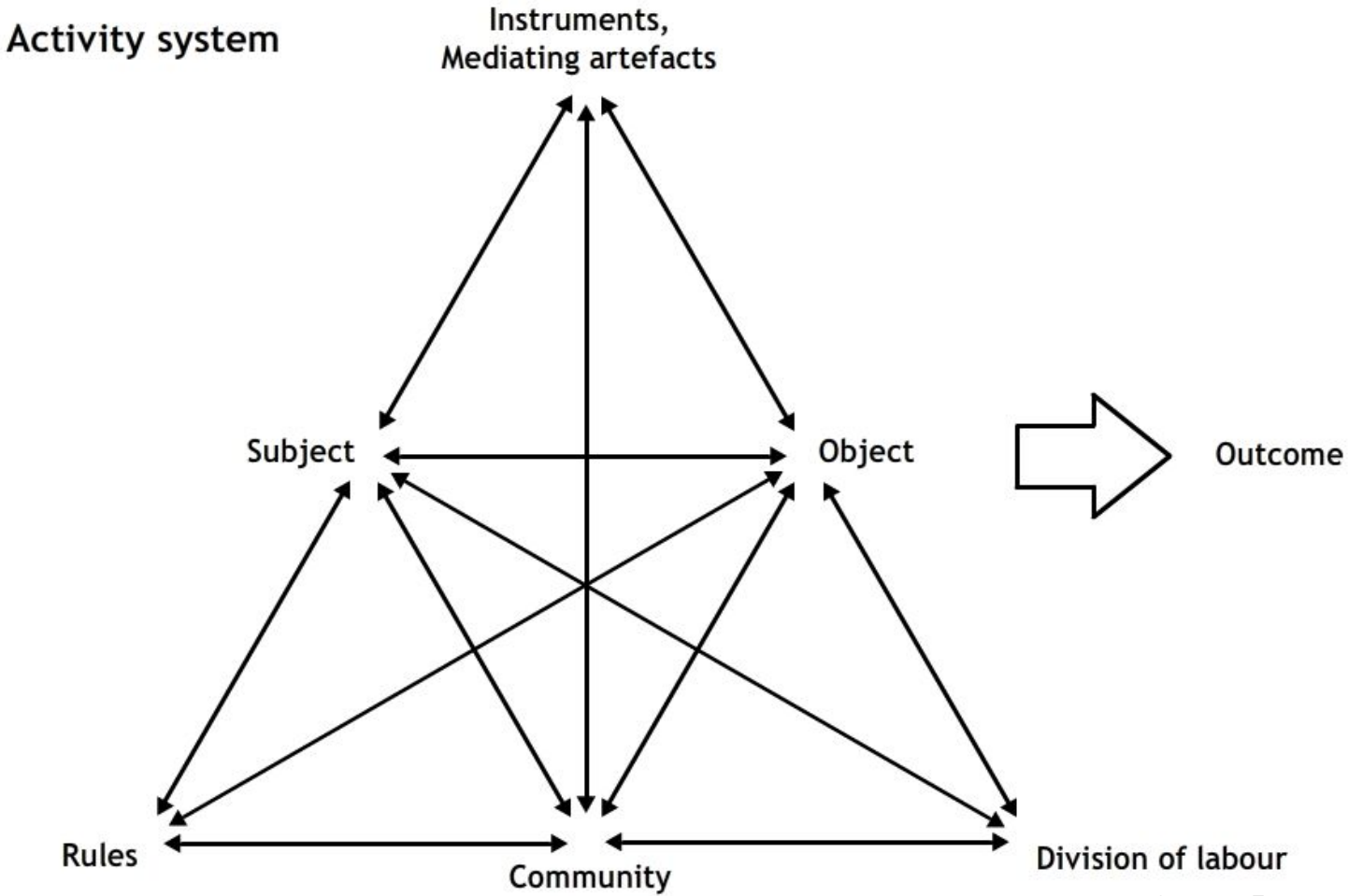
The Waterfall, with salmon



Why do projects fail?

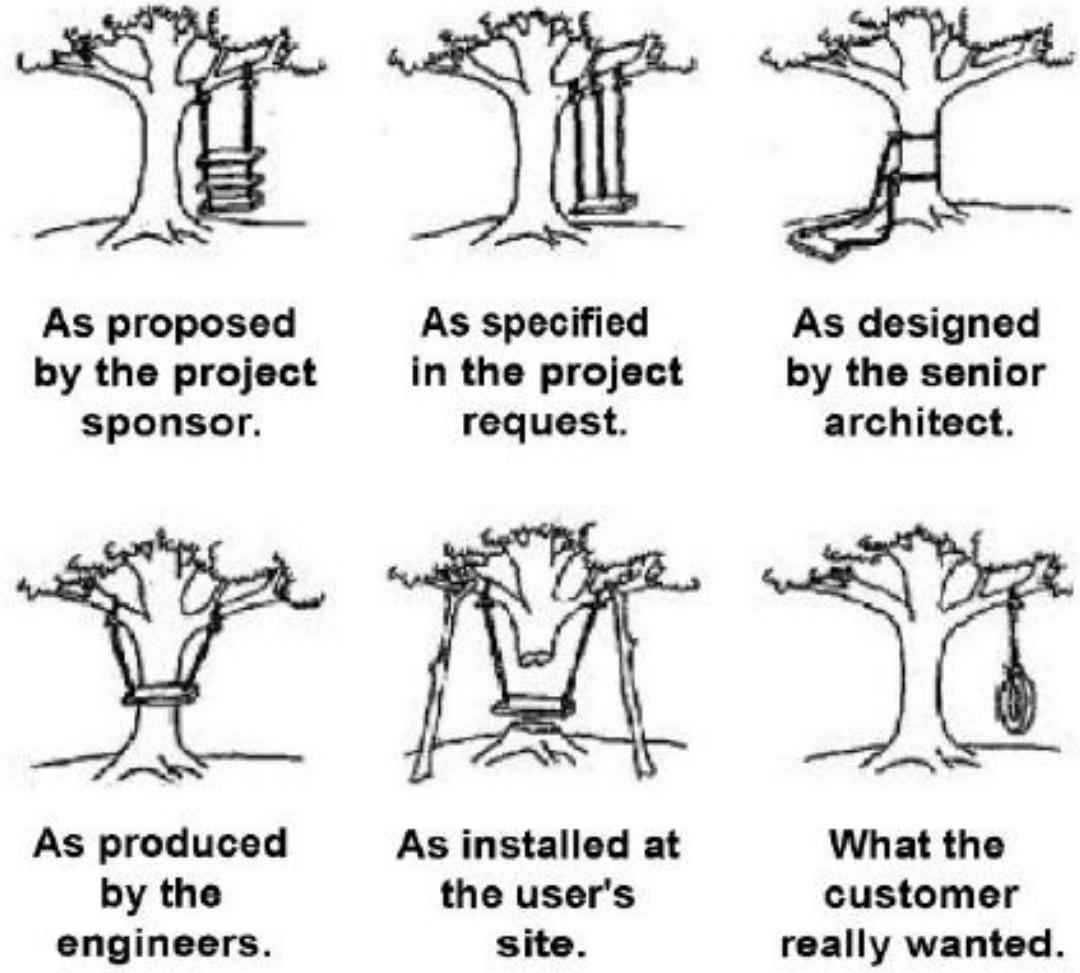


Source: Gartner survey 2012



Source: Engeström, Miettinen, Punamäki(1999).
Perspectives on Activity Theory

It’s not the technology, it’s the people



Source: Countless variations since the 1970s

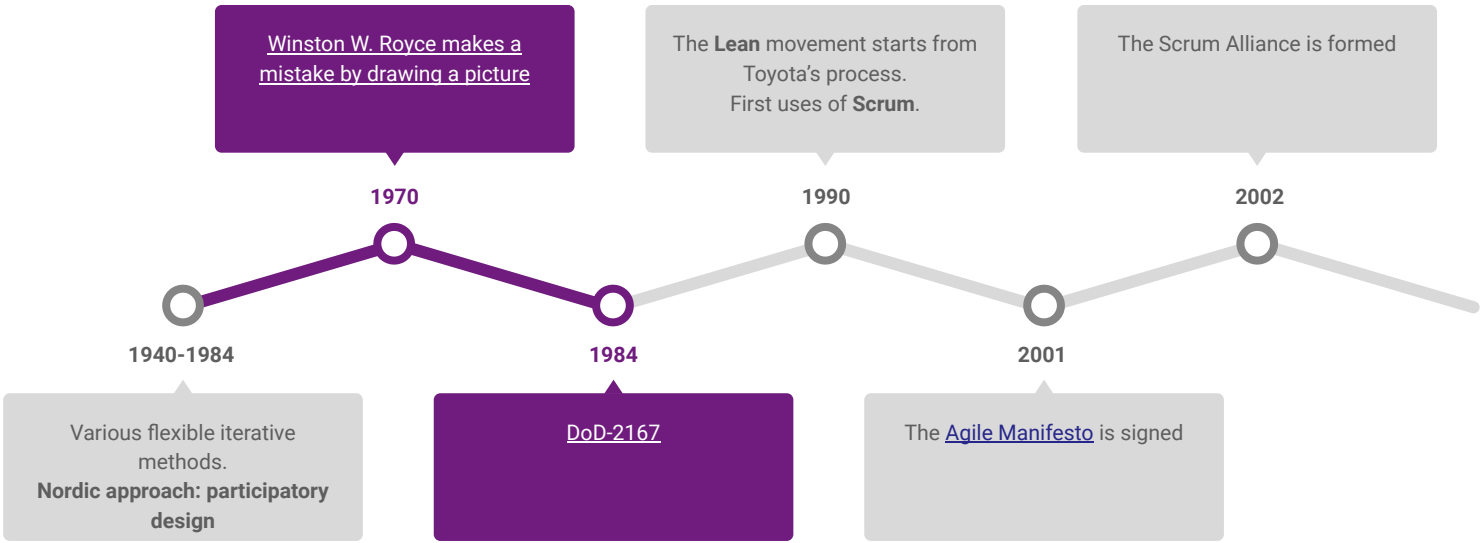
Discussion

Part 3: Agile misconceptions

(Freedom vs. control) vs. agility

Rigid management	Agile methods	Startup culture
PRINCE2, 6 Sigma, etc. Waterfall		aka “Cowboy coding”
Large enterprises		Small organizations

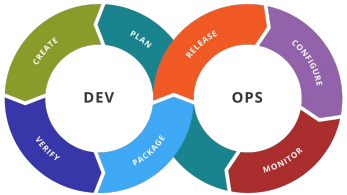
More history

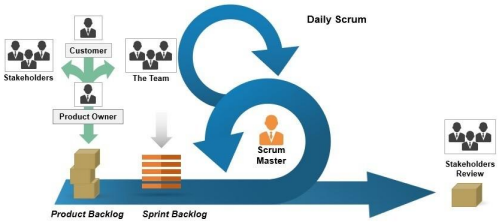


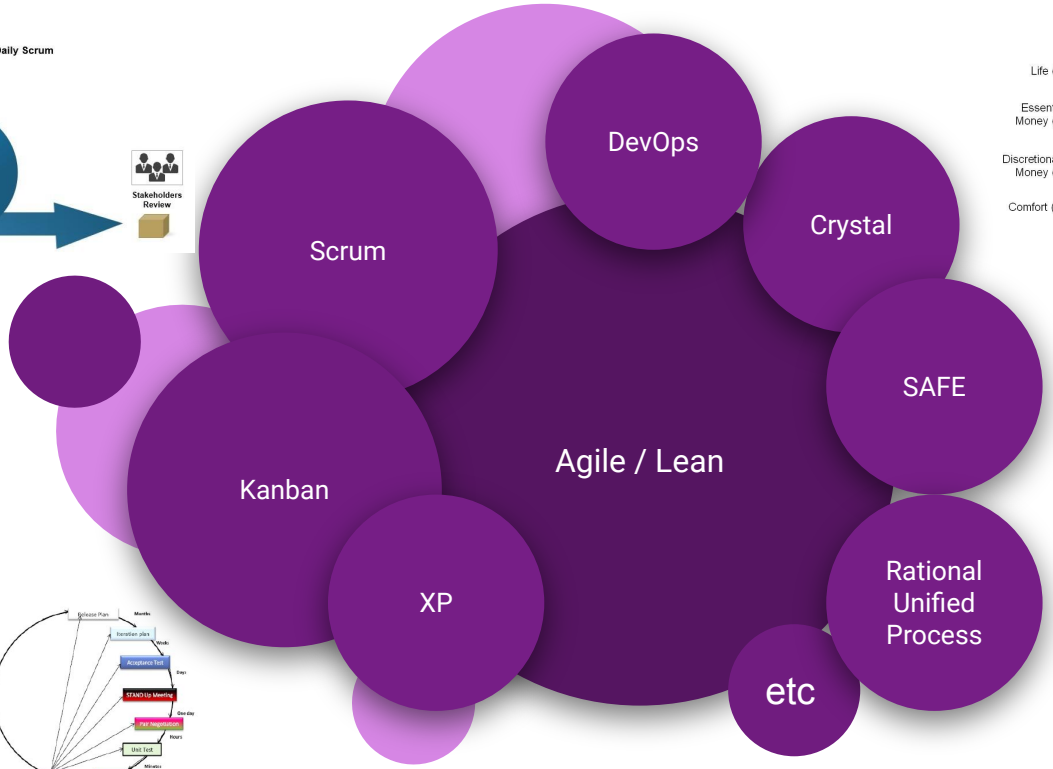
“Every great cause begins as a movement, becomes a business, and eventually degenerates into a racket.

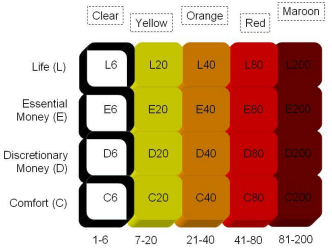
Eric Hoffer (Temper of Our Time)

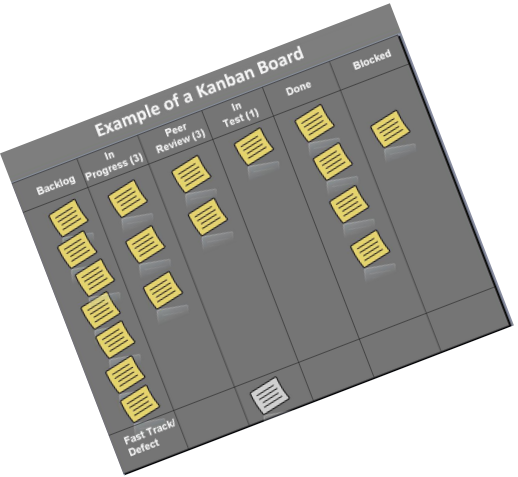
Some agile methodologies

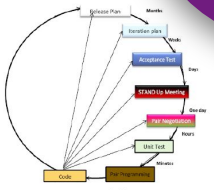


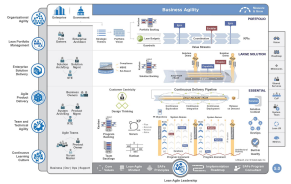


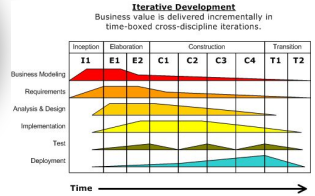


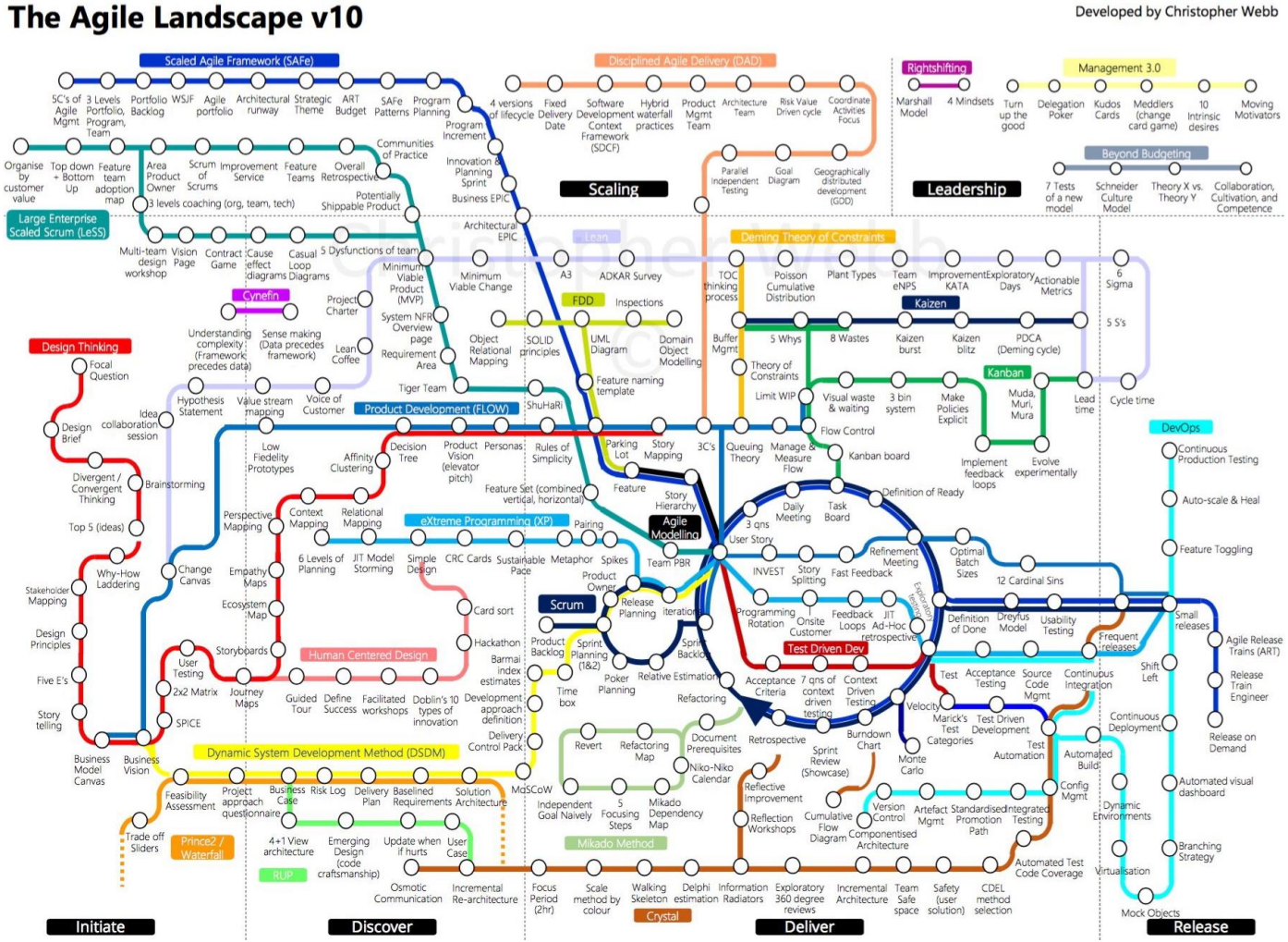












Source: Christopher Webb - LAST Conference 2016

If you are following a defined process, you are not agile.

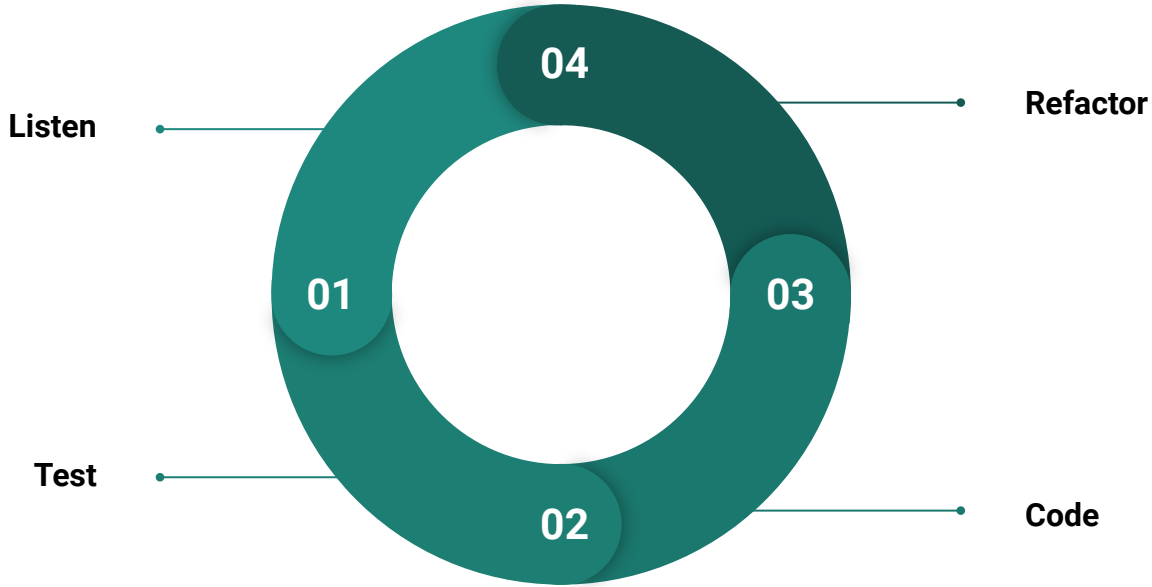
“Scrum is like your mother-in-law, who sits in the kitchen and constantly reminds you that you are not good enough.

Ken Schwaber

Discussion

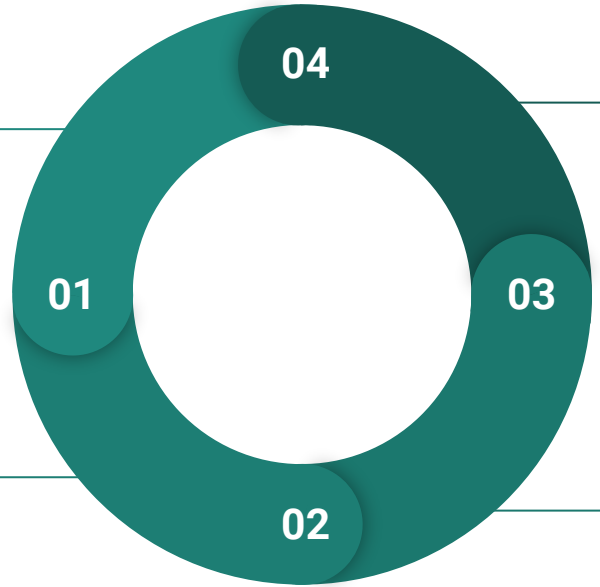
Part 4: Real agile

At the core of XP (Extreme Programming)



Kent Beck, originator of XP

At the core of design, engineering and iterative work



Listen / Learn / Sense / Understand

Evaluate / Test

Plan / Design

Make / Create / Implement

Birds of a feather

1. Don’t bump into each other
2. Keep to the same speed
3. Fly towards the center of the flock

MVP (Minimal viable process): Rules for Agile

1. We don't make mistakes, we learn
2. Whoever takes the risk makes the decision
3. If it's not fun, you're doing something wrong

Source: Joseph Pelrine

How to be agile in practice

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10 Start with the MVP (Minimal Viable Process)
11 We don't make mistakes, we learn
12 Whoever takes the risk makes the decisions
13 If it's not fun, you're doing something wrong

20 Ask questions
21 What?
22 Why?
23 How?

30 Respond and adjust process

40 GOTO 20
```

Discussion