

ISRAELI SCRUM USER GROUP 2009





Learn from the experts, Share your experience



Distributed Agile Development

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Globalization



-  The Agile Manifesto was written in 2001 before global development teams were so popular
-  Globalization 1.0: Driven by countries
-  Globalization 2.0: Driven by multi national companies
-  Globalization 3.0?

Face-to-Face communication





- 🌸 Agile promotes face-to-face communication
- 🌸 Logistically problematic
- 🌸 Not cost-effective
- 🌸 Ambassador exchange program
 - 🌸 People that know each other well communicate better when they are apart
 - 🌸 Bring the team to onsite training on project launch
 - 🌸 Send the product owner to the offshore location once a quarter
 - 🌸 Bring the scrum master on major deliveries to the customer
- 🌸 Locate the team in similar time zone

It's ALL about communication 1

Email






-  Don't be tempted to think E-mail communication is enough
-  E-mails are good as a complementary aid to summarize meetings but Wiki is better

Instant Messaging

-  Tempting to use - too accessible
-  Only 16% of data is correctly comprehended
-  No indexed-data
-  The presence feature is very important to encourage team cohesiveness



It's ALL about communication 2

Skype vs VOIP

-  Skype is easy, accessible and free
-  VOIP has QOS
-  VOIP is scalable
-  VOIP provide better interoperability
-  Use both, but don't think Skype is sufficient





Hands-free handsets – good practice

Web-Conference



-  Puts a distributed team on the same page during planning games
-  A must have tool in every design meeting or architecture discussion

It's ALL about communication 3

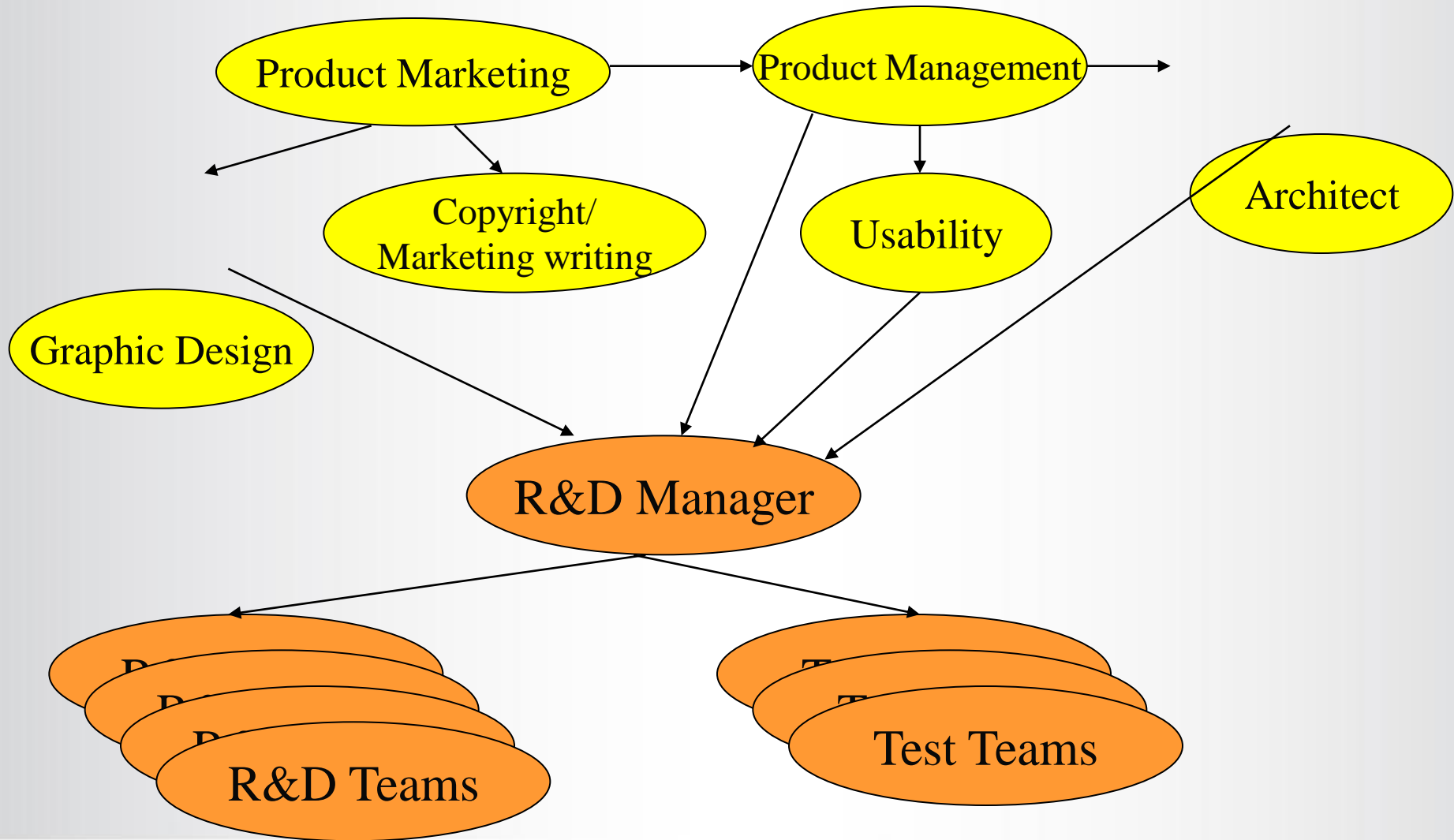
Wiki

-  Loosely structured data
-  Highly customizable
-  Very good match to the nature of documentation in Agile project
-  Best practice of offshore development as well to create a common knowledge base

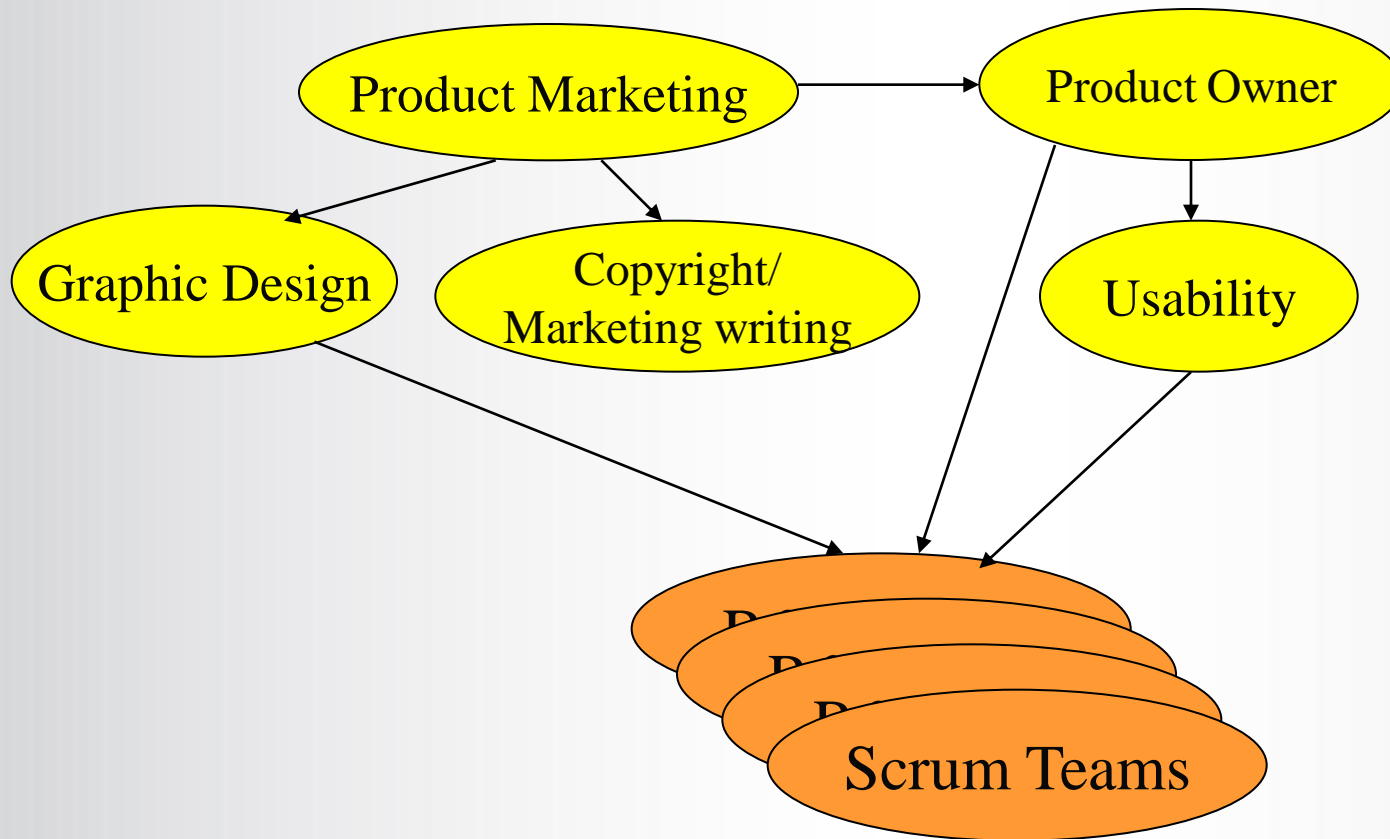
Video Conferencing

-  Makes it harder to disengage during meetings
-  Good for large projects where the value worth the cost

Team Structure - co-located waterfall



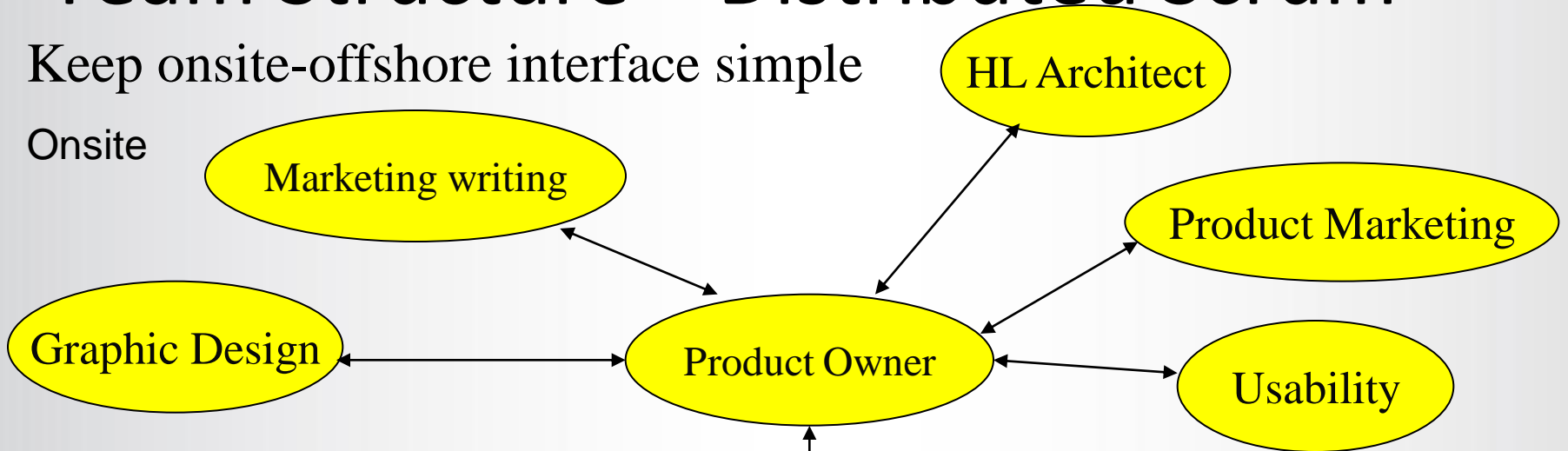
Team Structure – Distributed Scrum



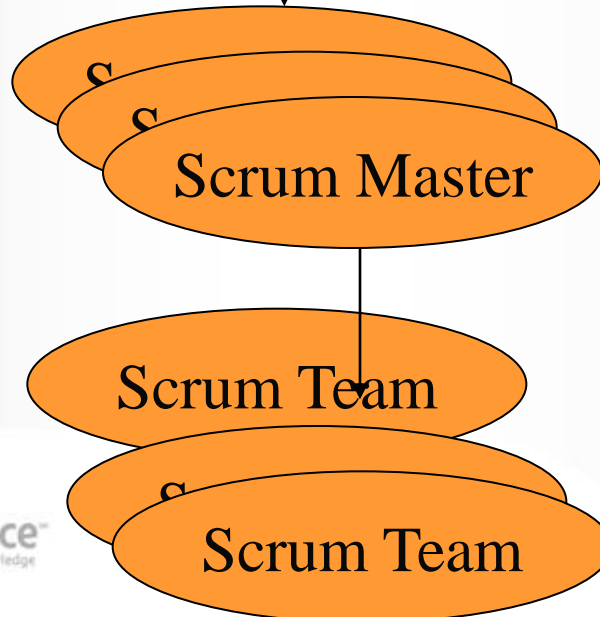
Team Structure – Distributed Scrum

Keep onsite-offshore interface simple

Onsite

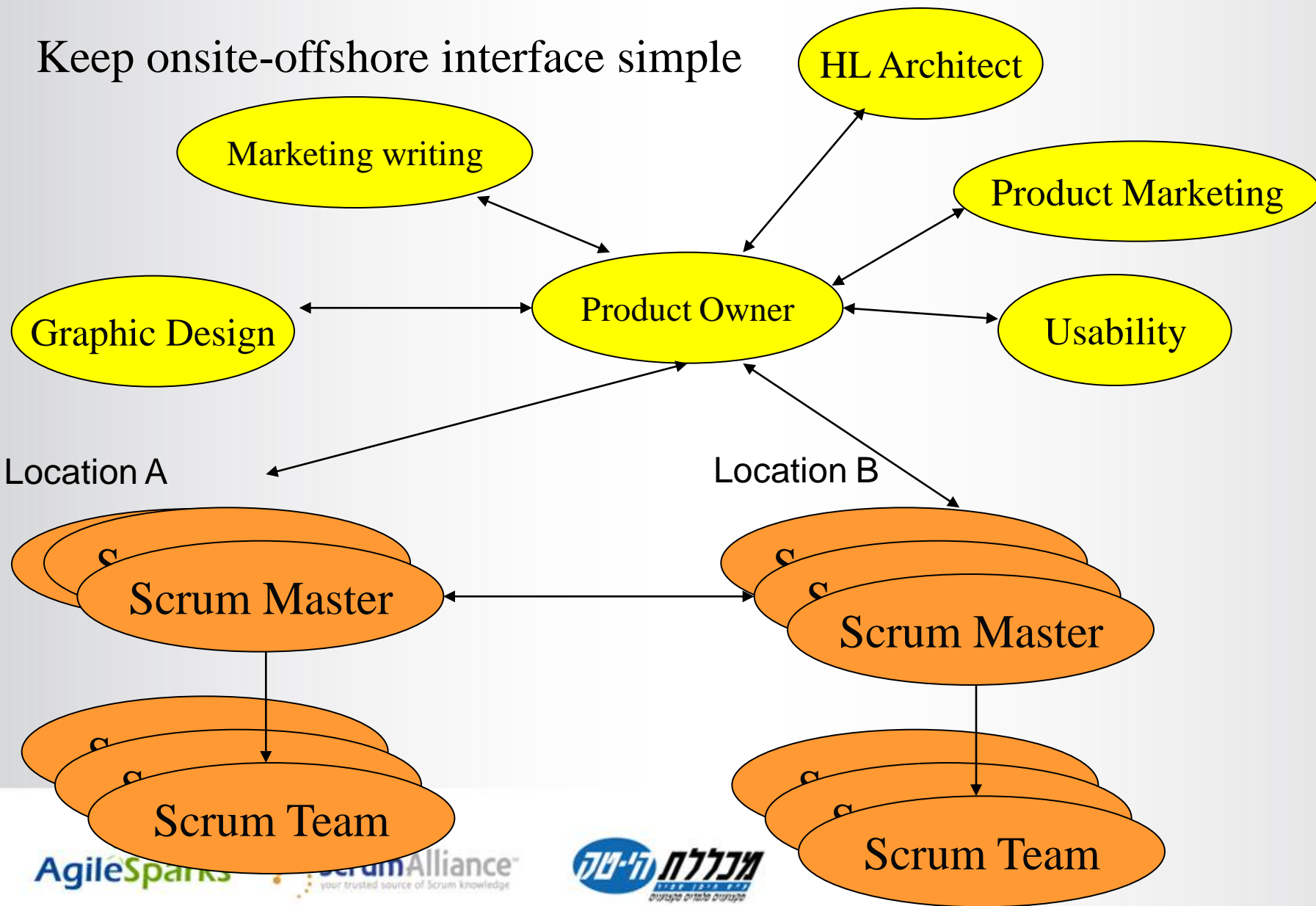


Offshore



Team Structure – Distributed Scrum



Keep onsite-offshore interface simple



The Scrum challenge

- 🌸 Scrum promotes Scrum...
- 🌸 Offshore best practice – have as simple onsite-offshore interfaces as possible
- 🌸 Distributed Agile best practices:
 - 🌸 In planning game – everyone participates
 - 🌸 In standup meetings – only the offshore Scrum Master
 - 🌸 Scrum Master does assume some of the traditional team leader roles
 - 🌸 Product owner “hides” the rest of the stake holders or SMEs in the day-to-day

The Scrum challenge




-  Distributed Scrum teams should be avoided
-  Dependant Scrum teams working in more than a single location should be avoided

Work Distribution






- 🌸 Agile promotes user stories as opposed to component features
- 🌸 Offshore best practice – give the team ownership of component(s)
- 🌸 Alternative 1 :
 - 🌸 Invest in a distributed configuration management
 - 🌸 Invest in a distributed integration system
 - 🌸 Invest in knowledge transfer and training
- 🌸 Alternative 2:
 - 🌸 Give offshore teams component responsibility
 - 🌸 Do Agile in the micro level

Work Distribution

Alternative 3

-  Most teams own components/modules
-  Some teams can work on cross-component stories
-  Some product owners have system-wide view

Sprint Length

-  Agile promotes the use of 2-4 weeks sprints
-  Distributed Agile best practice: use 2 weeks sprints
-  If possible – even single week iterations!
-  Fail fast strategy – detecting an offshore mistake cost more...
-  Offshore Agile team feels more convenient this way as it gets better understanding and sense of the customer and its needs

Agile Testing

- 🌸 Agile promotes testing as part of the development cycle
- 🌸 Offshore creates poor visibility and control of testing processes
- 🌸 Alternative 1 – place additional testers onsite
- 🌸 Alternative 2 – invest in test control
 - 🌸 Distributed build system
 - 🌸 Emphasis on acceptance tests
 - 🌸 FitNesse: a Wiki enhanced for testing purposes
 - 🌸 Twist: Similar to FitNesse. Designed for web apps

Documentation

- 🌿 Agile promotes just enough documentation
- 🌿 Offshore best practice – formalized and detailed documentation
- 🌿 Did I mention Wiki???

 - 🌿 User stories
 - 🌿 Planning games
 - 🌿 Standup meetings

- 🌿 Load user stories to Wiki prior to planning game

Knowledge Transfer

Two-folds challenge

-  Train offshore teams on existing code base

-  Train onsite staff on deliverables

Offshore training

-  Do the first sprints co-located

-  Next sprints should be for bug fixing

Onsite training

-  Product demonstrations during deliveries

-  Onsite training by Scrum master before release


Two-way Wiki

-  User stories are loaded by the onsite product owner

-  Tests, design decisions, planning is loaded by offshore team

Distributed Agile Resources

 <http://martinfowler.com/articles/agileOffshore.html>

 [http://download.microsoft.com/download/4/4/a/44a2cebd-63fb-4379-898d-9cf24822c6cc/distributed agile development at microsoft patterns and practices.pdf](http://download.microsoft.com/download/4/4/a/44a2cebd-63fb-4379-898d-9cf24822c6cc/distributed_agile_development_at_microsoft_patterns_and_practices.pdf)

 <http://www.agilealliance.org/show/1420>

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Q&A

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