



Agile product development @ Wilo

Erfa- Circle- Meeting 24.11.2015

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Who knows this situation?



How the customer explained it



How the project leader understood it



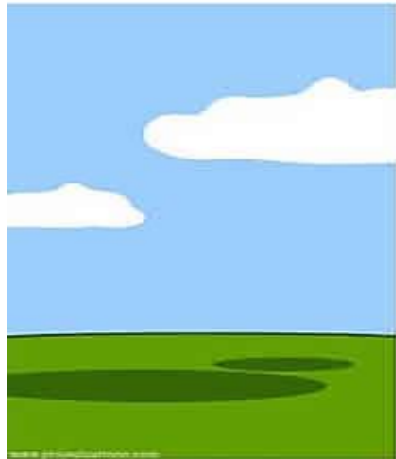
How the analyst designed it



How the programmer wrote it



How the business consultant described it



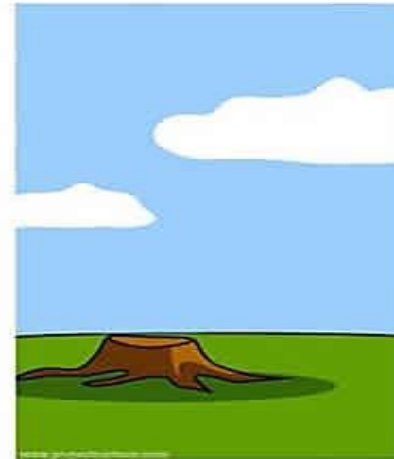
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed

Who knows Fred, the hero?

“Do you know Fred?” the manager asked. “He is awesome, isn’t he?”

“Good guy” I replied. “He is not a big fan of methods, but he is hacking code, line by line!”

“Yes” said the manager, turning around to a very complex overview of a SW architecture, with hundreds of symbols, arrows and connections. “All of this is designed by Fred, it is our Software! Only Fred understands it. And even he says from time to time, that he has lost the overview. Great guy!”

“Ok” I said. Fred is the source for this chaos. “But what’s about Jane? she is very skilled. She understands the whole system as well!”

“Partly”, the manager replied. “She had a good reputation, that’s why we hired her. We thought, she is as good as Fred. But up to now, she was not able to proof this. We put her to the test, gave her several tasks, which were very complex on the first glance. But when she was finished quickly, we learned , that the tasks were easy onces. Up to now, she was not able to show her skills. You know what I mean, right?”

I understood what he meant.

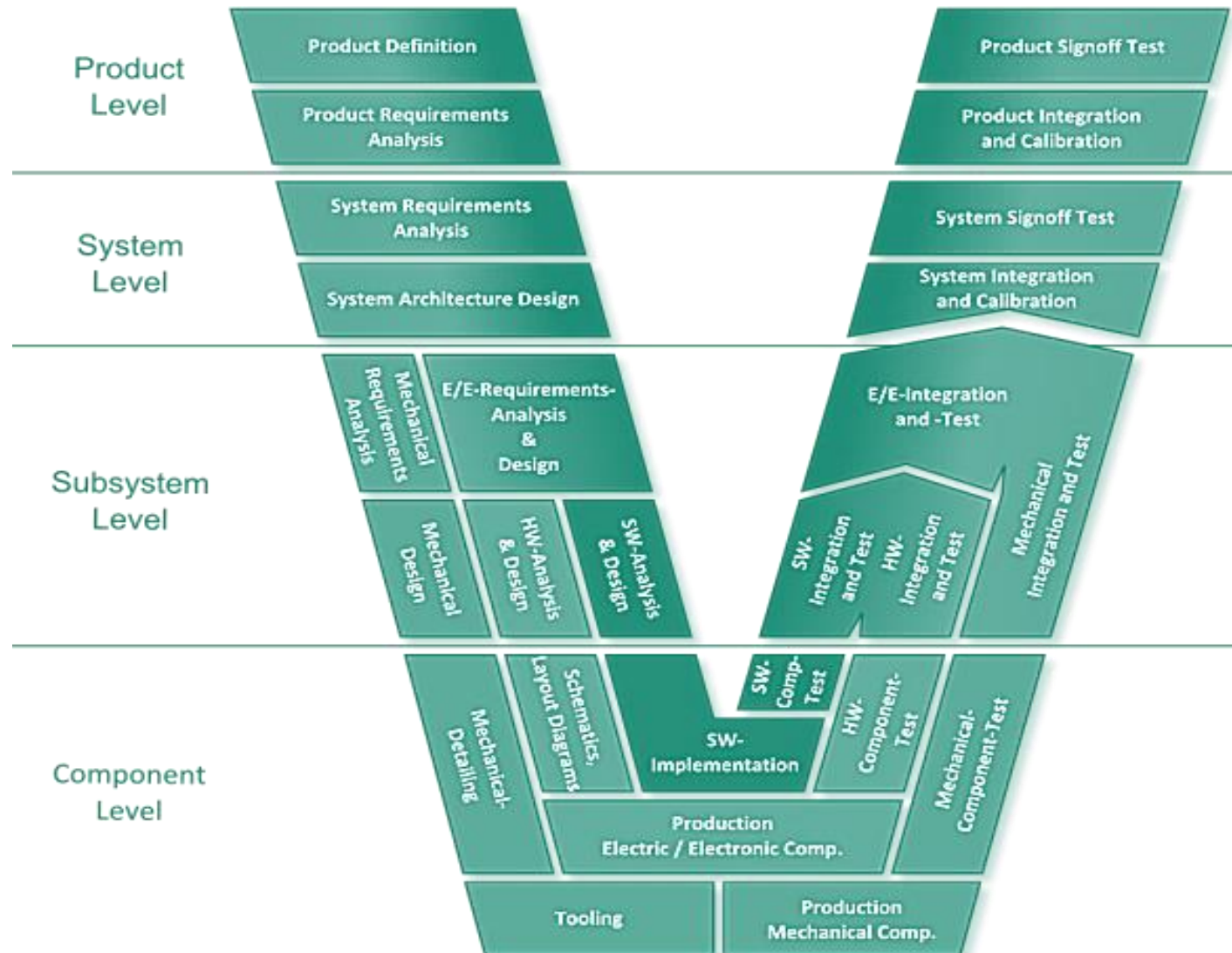
How would you answer?



- Do we want to be close to the customer, to understand his (changing) needs, even for long projects?
- Do we want to be open for innovations/ improvements on the product?
- Do we want to be a reliable and “projectable” partner?
- Do we want to ensure the team performance?
- Do we want a high quality product?

**WILO answered on all questions with
YES!**

Wilo development process for Electronics



Our systems become too complex to be handled old fashioned

A large, white, three-dimensional question mark is mounted on a rough, grey concrete wall. The text "We checked for AGILE methods to adapt to the new needs." is superimposed over the upper part of the question mark.

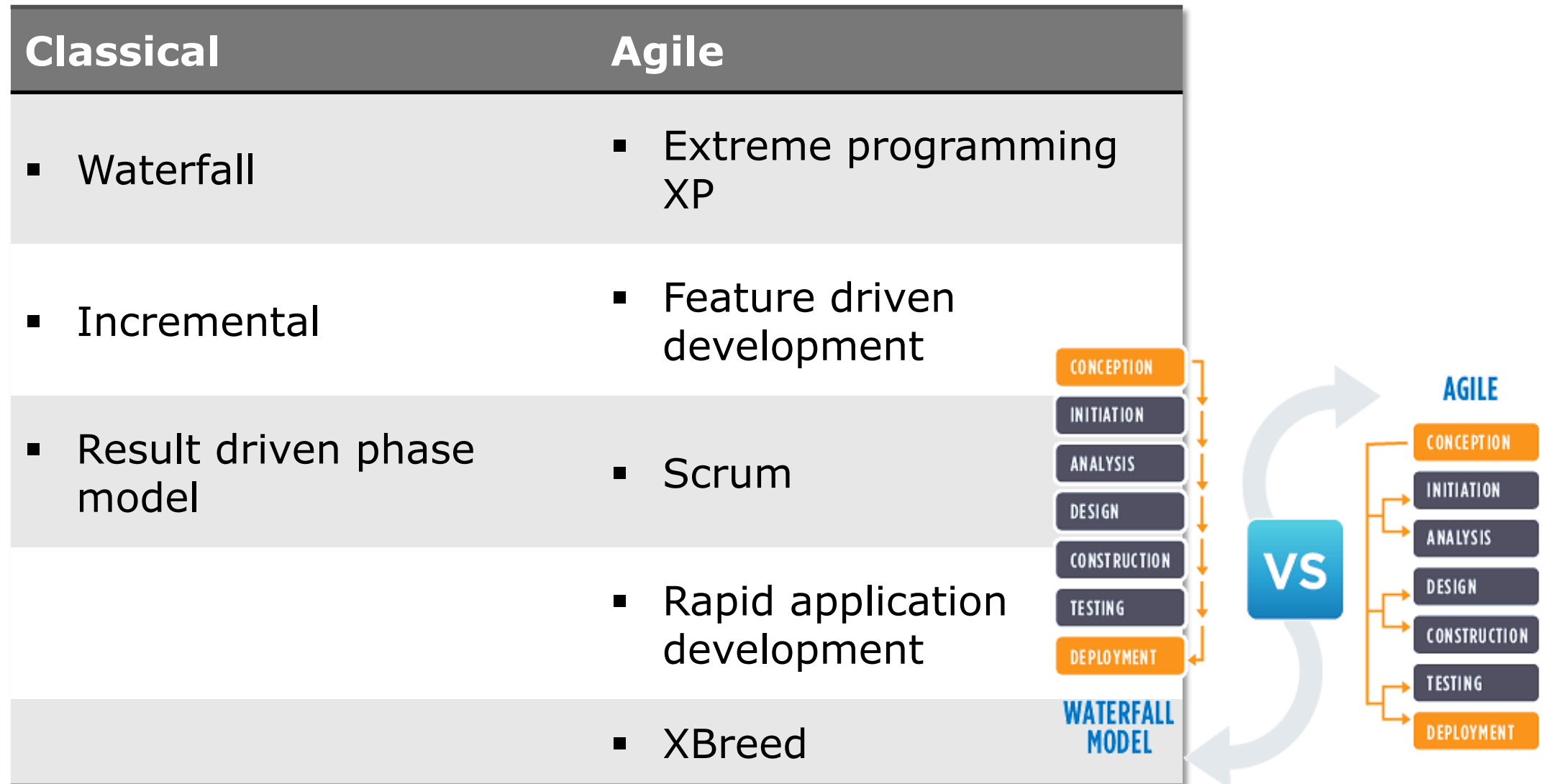
We checked for AGILE methods to adapt to the new needs.

But, what does AGILE mean?

A small, dark silhouette of a person stands on a white rectangular pedestal. The text "What does it mean for Wilo?" is superimposed over the scene.

What does it mean for Wilo?

Classical vs. Agile, an OVERVIEW



Agile Manifesto

What does that mean?

THE AGILE MANIFESTO

We are uncovering better ways of developing software by doing it and helping others do it.

CUSTOMER

COLLABORATION
over contract negotiation

INDIVIDUALS

AND INTERACTIONS
over processes and tools

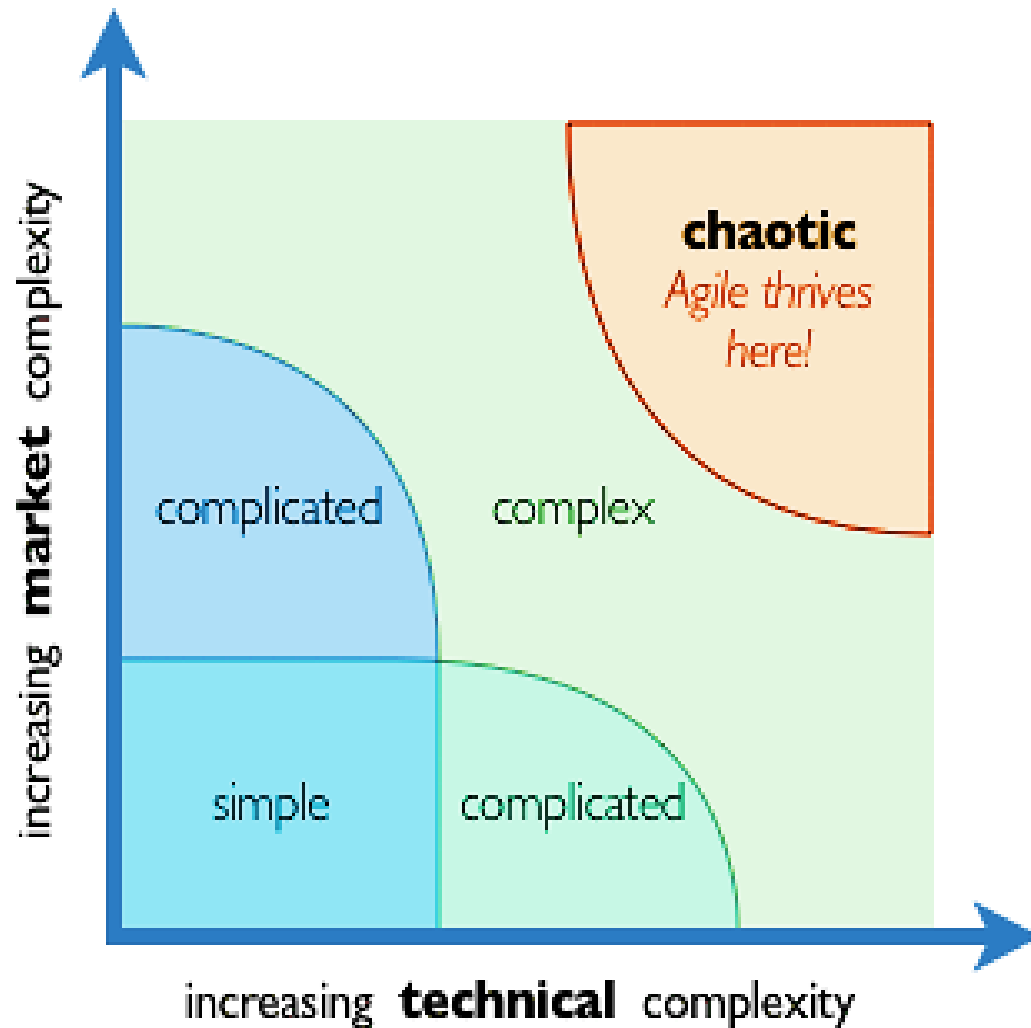
RESPONDING

TO CHANGE
over following a plan

WORKING

SOFTWARE
over full documentation

On which project is SCRUM aiming?



SIMPLE

Everything is known

COMPLICATED

More is known than unknown

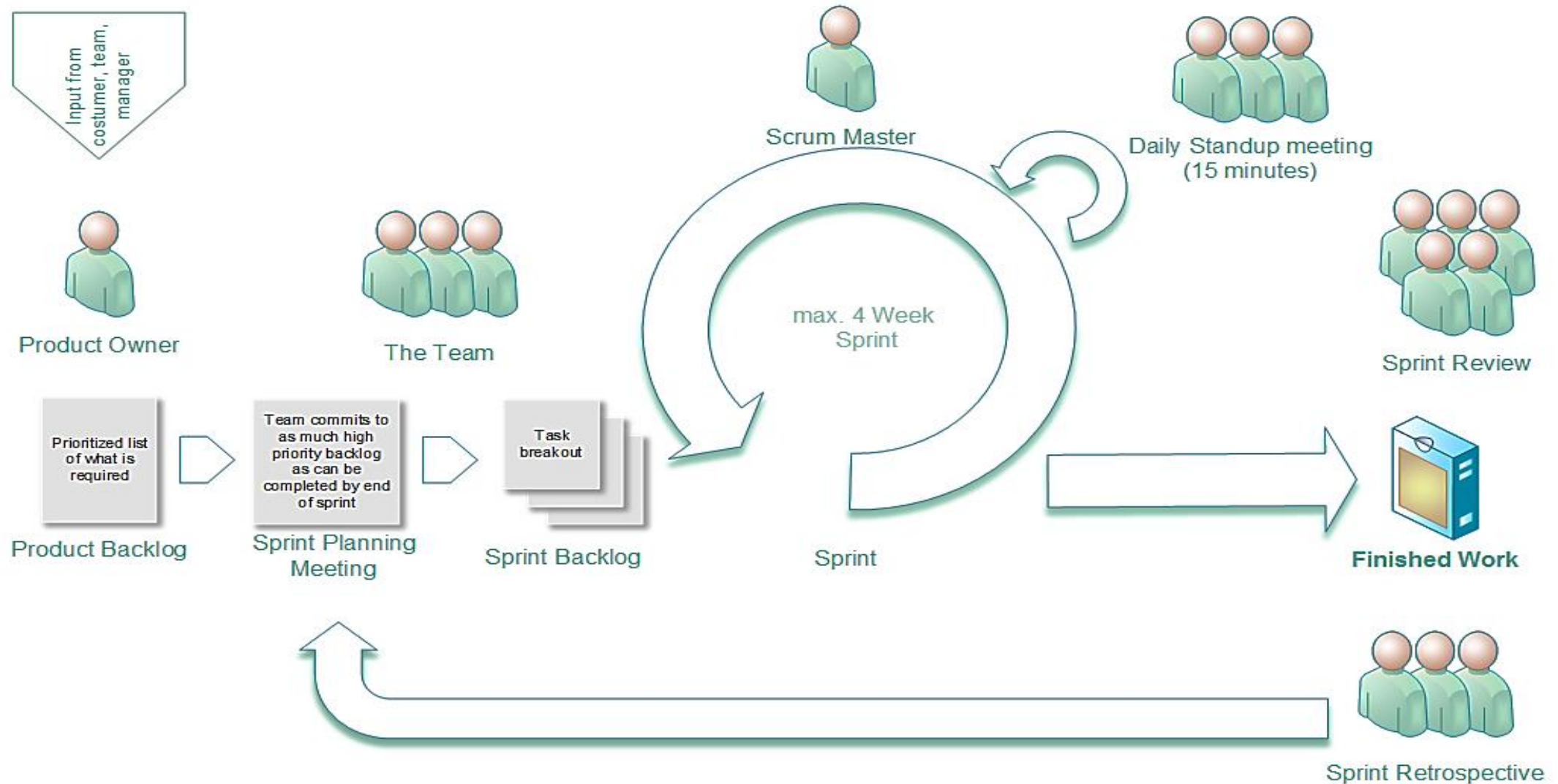
COMPLEX

More unknown than known

CHAOTIC

Very little is known

Scrum in a nut shell



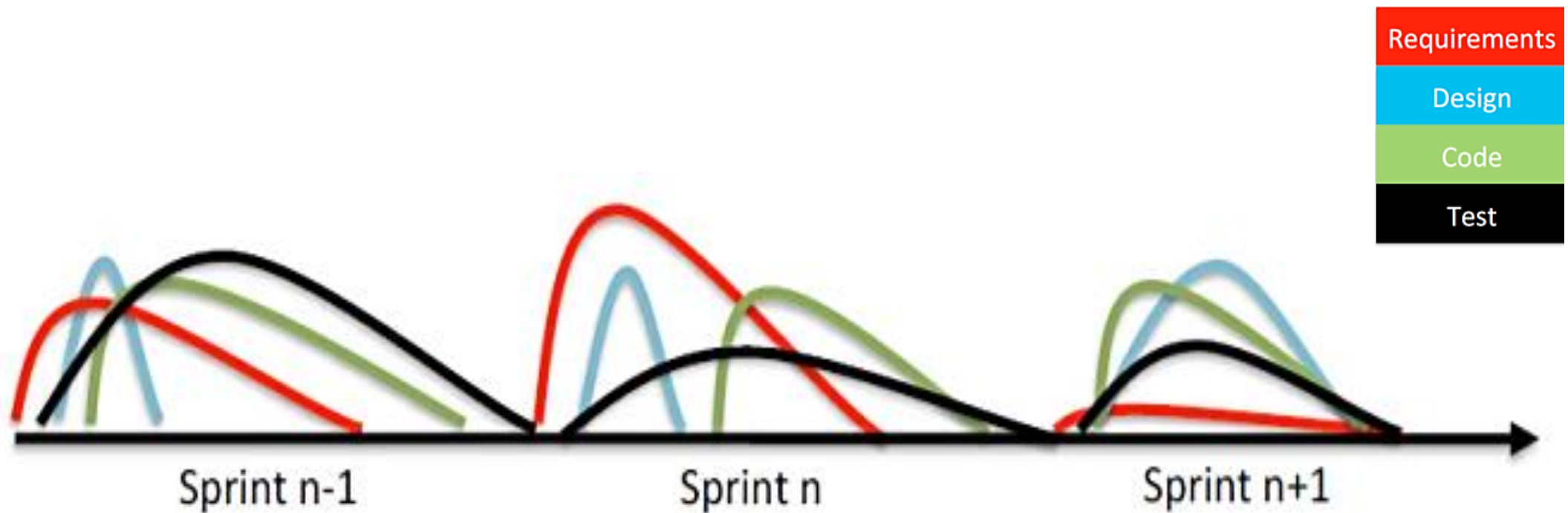
Example of a simple scrum board

Feature	Tasks		
	Waiting	In Progress	Done
A			<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
B	<div></div>	<div></div> <div></div> <div></div>	<div></div>
C	<div></div> <div></div> <div></div> <div></div> <div></div>		
D	<div></div> <div></div> <div></div> <div></div>		
E	<div></div> <div></div> <div></div> <div></div> <div></div>		

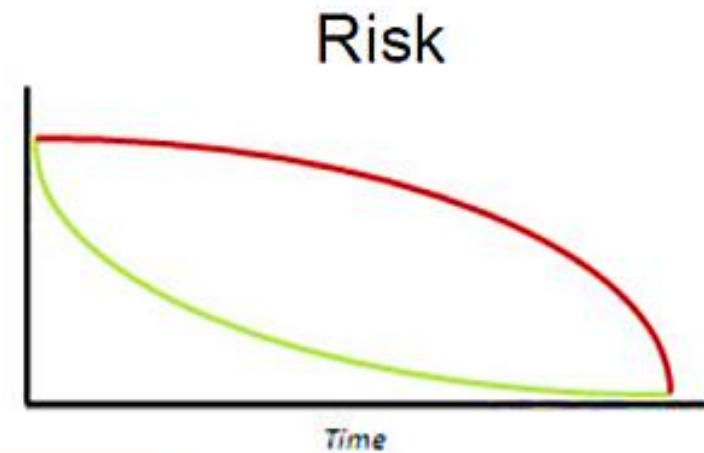
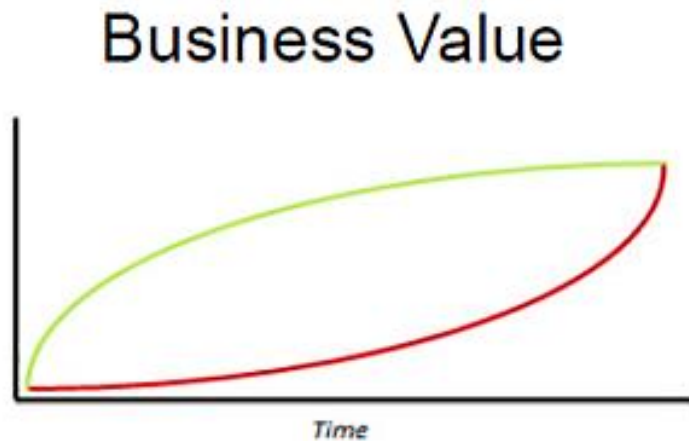
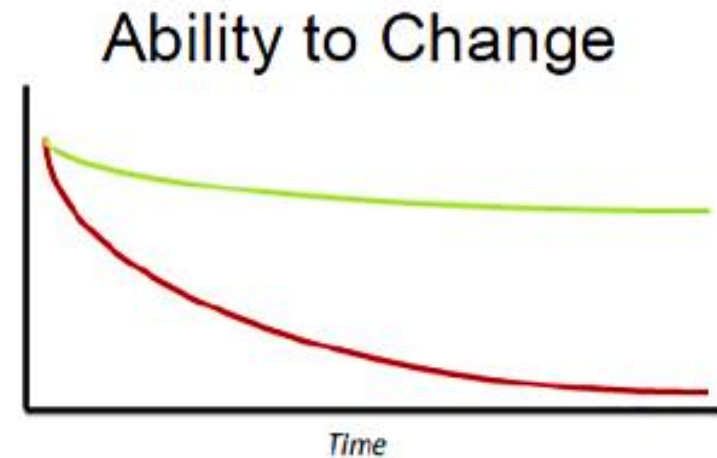
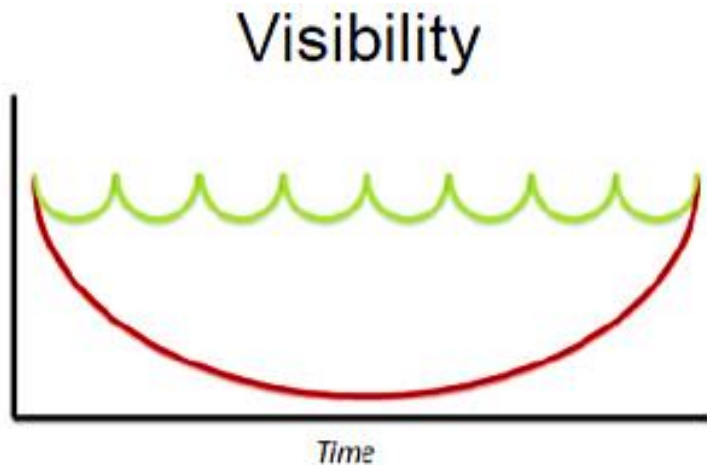


The development team

- Non sequential execution is key
- Everyone pitches in regardless of individual skill specialty
- The development team is held to account as a unit



Comparing scrum and plan driven



Waterfall

Scrum

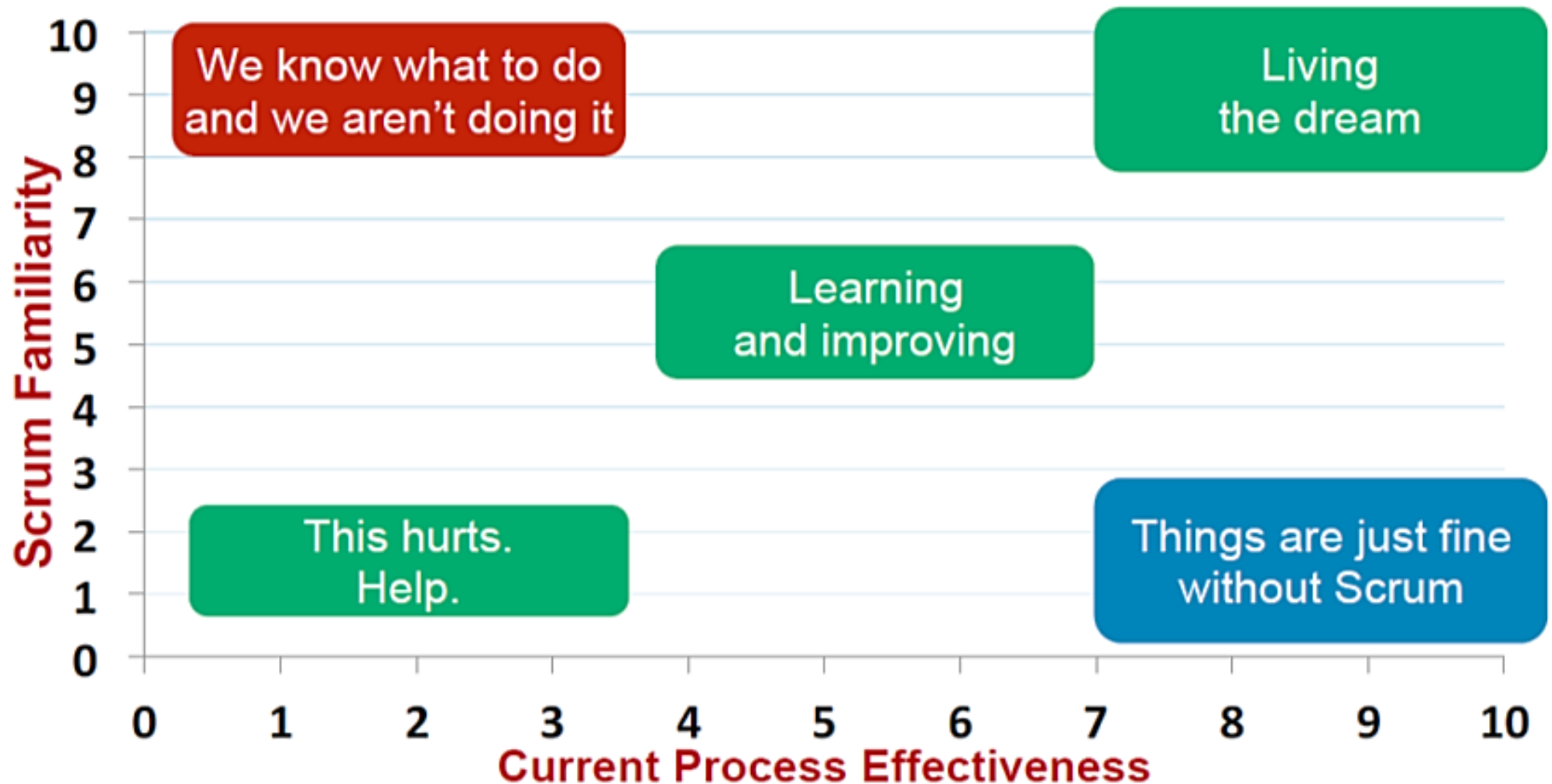
How did we adapt to AGILE @ Wilo?



We are not AGILE, but we selected several best practices out of the AGILE methodology:

- We are sticking with the V-Cycle, but iterative.
- We plan releases (with full V-Cycle) each 3 month, including reviews.
- We plan feature driven, but need to harmonize it with others.
- We are doing Stand Up Meetings (for certain groups)
- We are doing nightly builds with automated regression testing.
- Our trunk must work, each night!

Recommendation – Judge yourself



Recommendation – Judge yourself

If your projects are running smooth, are in budget, time and quality:

→ Maybe stick to your approach

If you have to introduce innovations, which have a high risk to run out of one of the “QCT” targets:

→ Think about AGILE

If you introduce SCRUM:

→ Get an external consultant, you need to be very consequent to get the best out of it.

If you want to learn more:

→ Visit: <http://www.scrumguides.org/docs/scrumguide/v1/Scrum-Guide-DE.pdf>

