

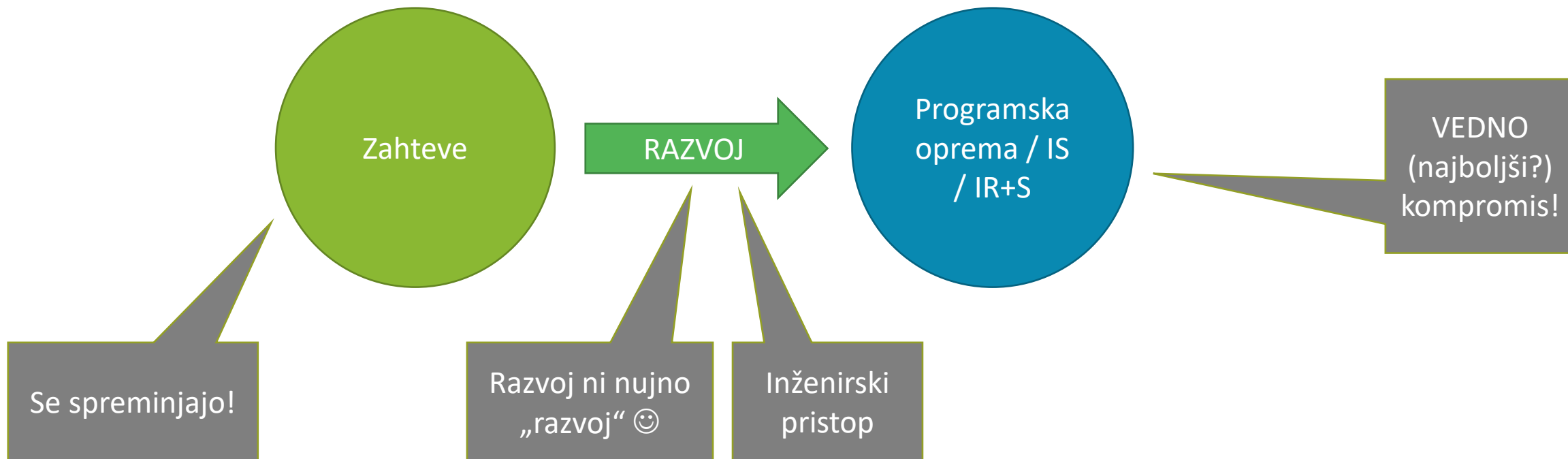
Priložnosti in izzivi agilnega razvoja informacijskih rešitev

Luka Pavlič, Tina Beranič

Gradivo je last Slovenskega inštituta za revizijo in je predmet avtorske zaščite in drugih oblik zaščite intelektualne lastnine. Prepovedano je kakršnokoli reproduciranje, razen izključno za osebno uporabo in v nekomercialne namene, pri čemer se morajo ohraniti vsa opozorila o avtorskih ali drugih pravicah, zato se ne smejo prepisovati, razmnoževati ali kako drugače razširjati. Naveden mora biti tudi vir.

- Razvojne metode?
- Različne metode za različne namene
- Ekipe v plansko usmerjenem in agilnem okolju
- Kaj pa večekipno distribuirano okolje?
- Primeri vpeljav in prilagoditev razvojnih metod
- Praktične izkušnje

"Stating the obvious"

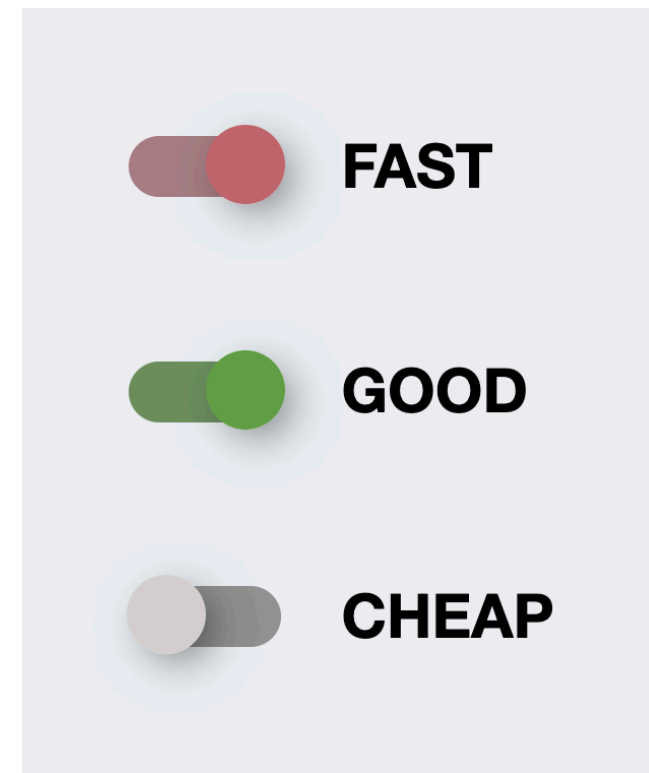


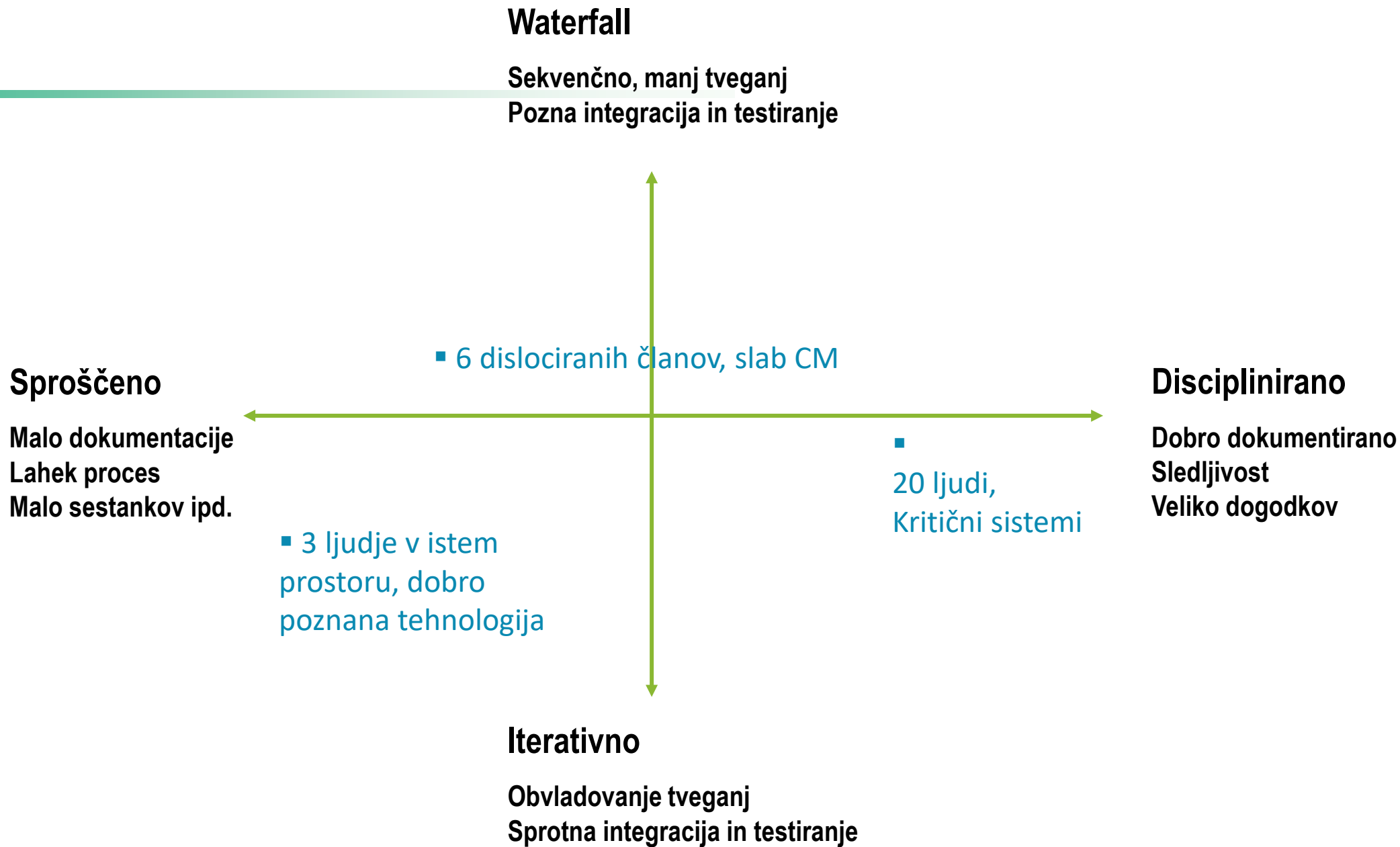
IEEE Standard Glossary of Terminology:

The process by which **user needs** are translated into a **software product**. The process involves translating user needs into software requirements, transforming the software requirements into a design, implementing the design in code, testing the code and, sometimes, installing and checking out the software for operational use. These activities **may overlap** or be **performed iteratively**.

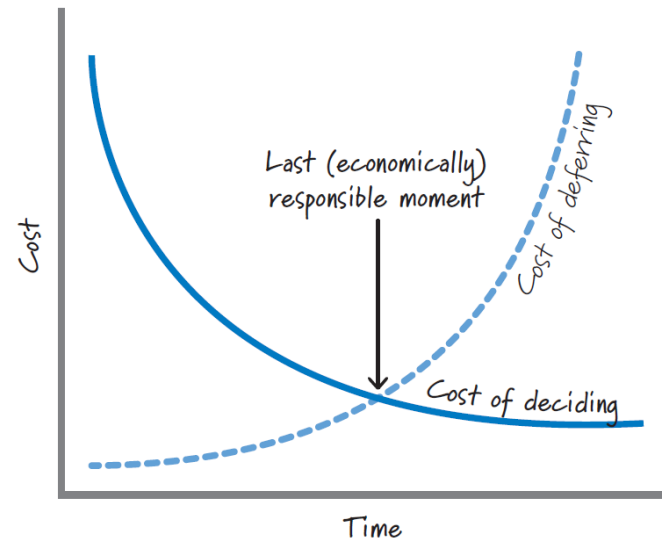
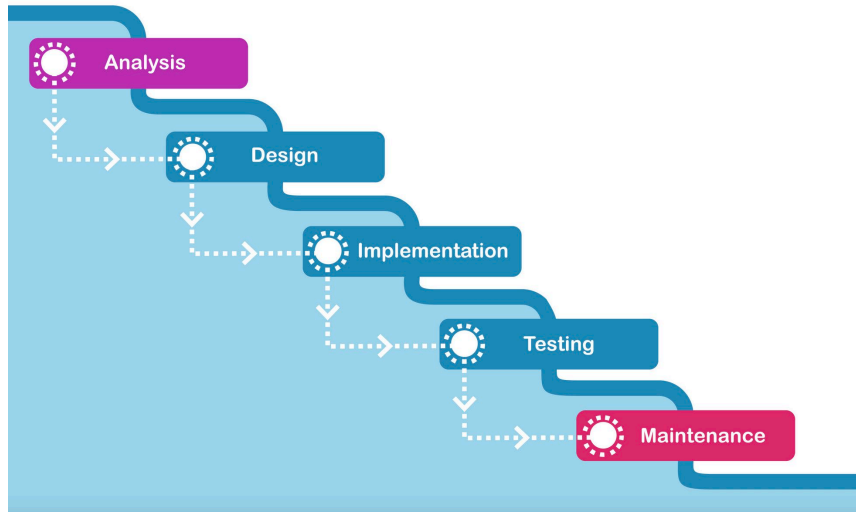
- Proces = postopek
 - Aktivnost A → Aktivnost B → Aktivnost C → ...
- A process defines who is doing what, when, and how to reach a certain goal. (I. Jacobson, G. Booch, J. Rumbough)
- Kdo → **Vloge**
 - Kaj → **Izdelki**
 - Kdaj → **Časovnice**, mejniki
 - Kako → **Metode** dela, **orodja**

- Spreminjajoče poslovne razmere
 - Spreminjajoče zahteve
 - Vitkost
 - Visoka odzivnost
 - poceni IN hitro IN kakovostno
- So metode agilnega razvoja res tisti pravi odgovor?
 - By-the-book?
 - Prilagojene?
 - Ja-ampak-metode?
 - Bimodalnost?
 - ...

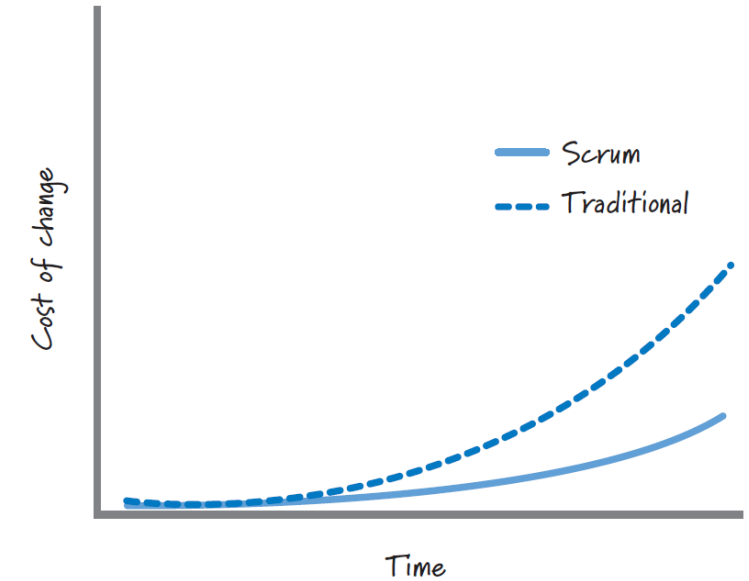




WATERFALL



Make decisions at the last responsible moment.



Flattening the cost-of-change curve

Manifest agilnega razvoja programske opreme

Odkrivamo boljše načine razvoja programske opreme,
tako, da jo razvijamo, in pri tem pomagamo tudi drugim.

Naše vrednote so ob tem postale:

Posamezniki in interakcije pred procesi in orodji
Delujoča programska oprema pred vseobsežno dokumentacijo
Sodelovanje s stranko pred pogodbenimi pogajanjmi
Odziv na spremembe pred togim sledenjem načrtom

Z drugimi besedami, četudi cenimo dejavnike
na desni, vseeno bolj cenimo tiste na levi.

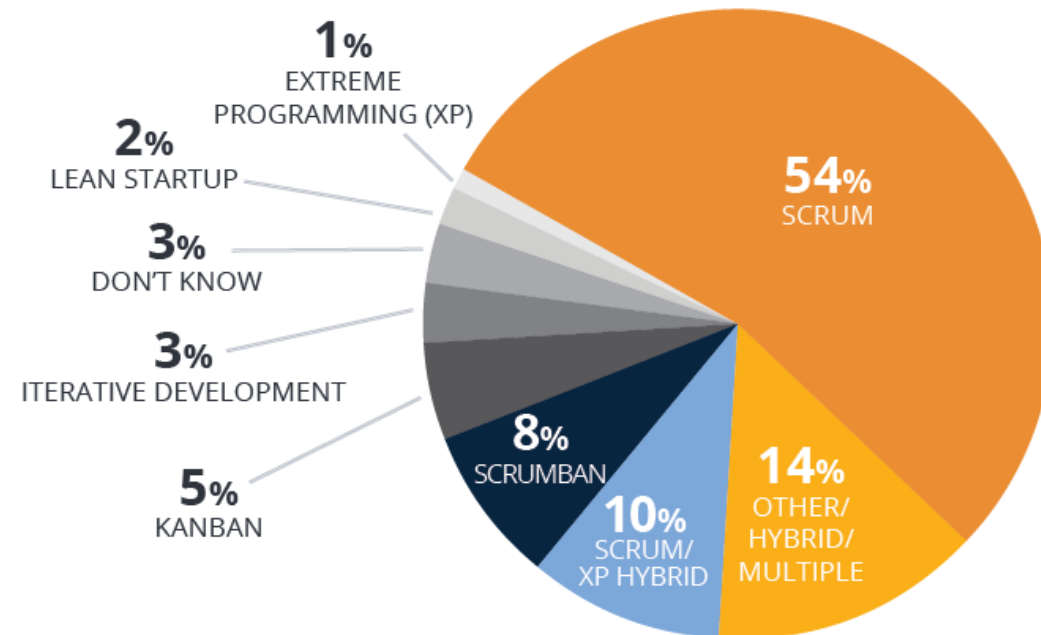
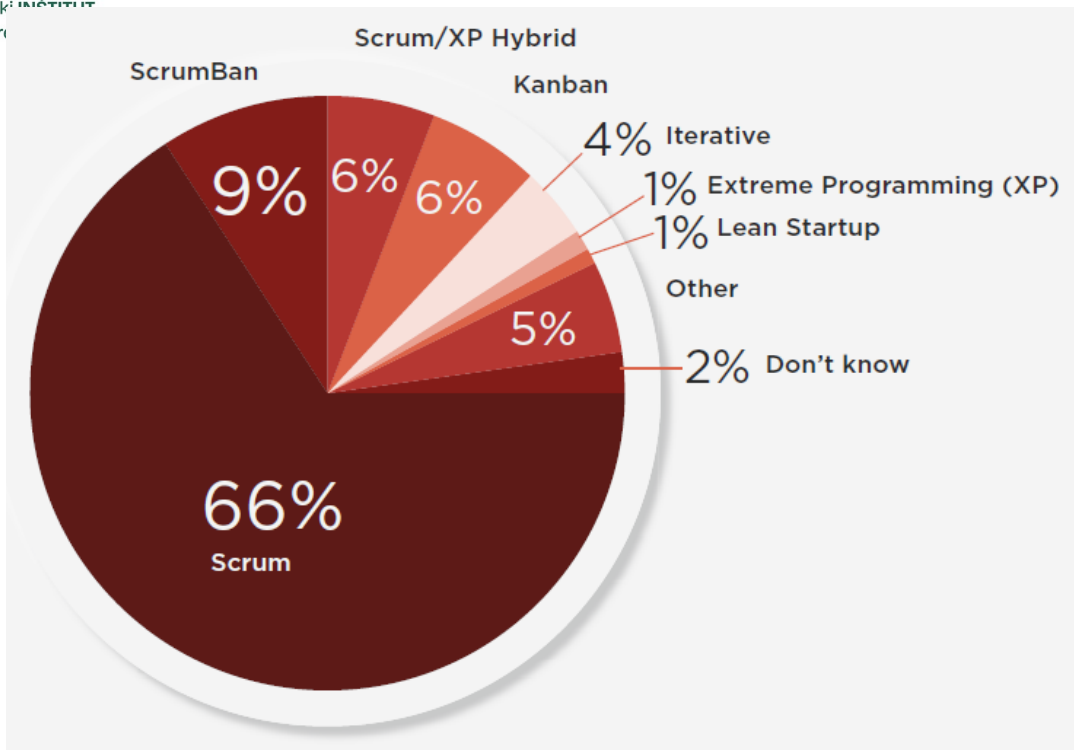
Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

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

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

- <http://www.agilealliance.org>
 - XP (Extreme Programming)
 - Crystal
 - Scrum
 - Lean Development
 - Adaptive Software Development (ASD)
 - Feature Driven Development
 - DSDM (Dynamic System Development Method)
 - Kanban, Scrumban
 - AgileUP, OpenUP
 - LeSS, SAFe
 - ...

Za primerjavo:

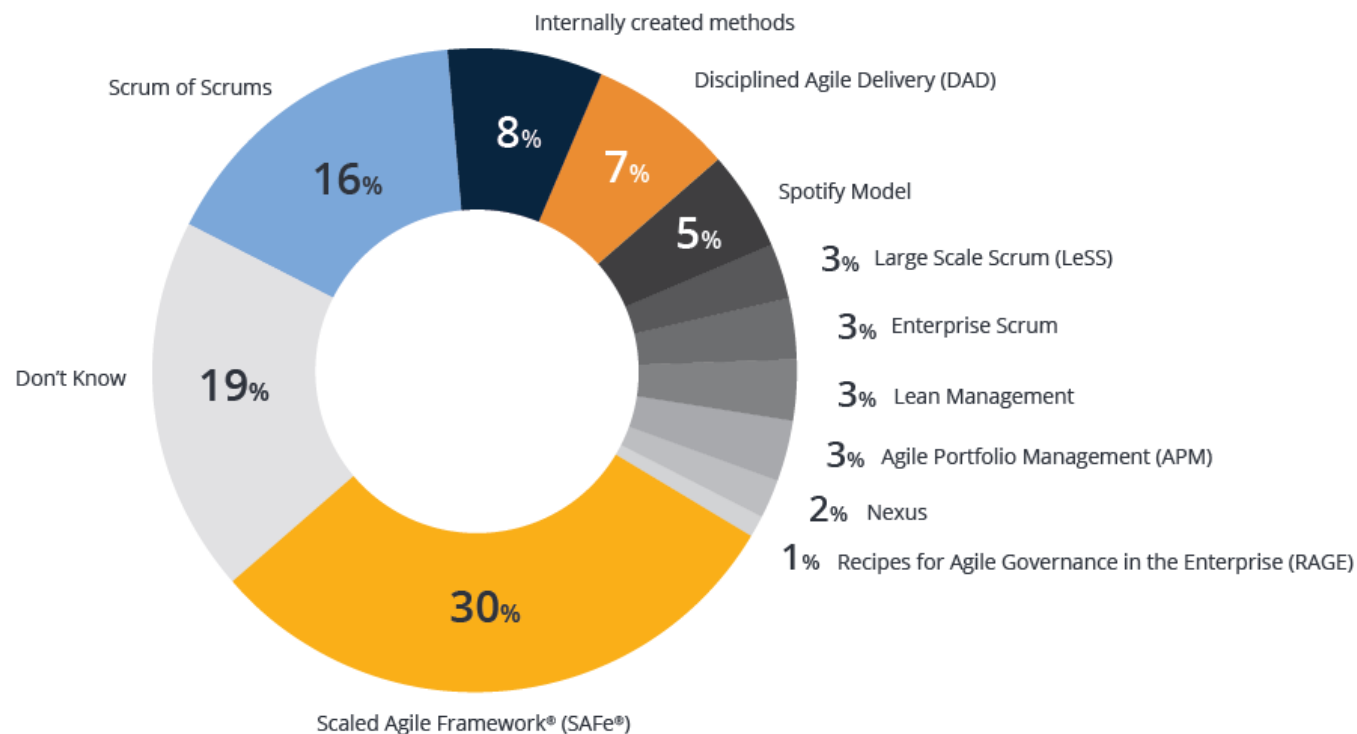
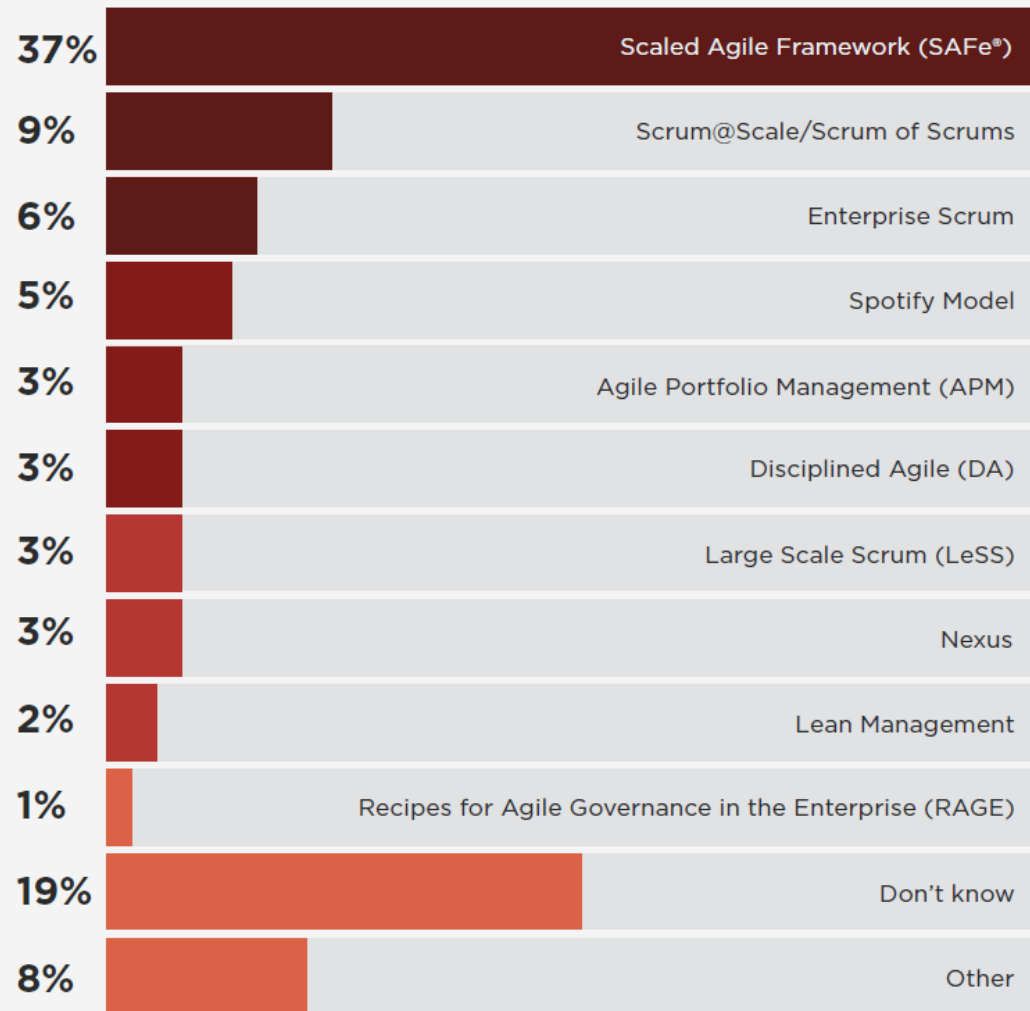


15th State of Agile Report
Agile adoption accelerates across the enterprise

13th annual STATE OF AGILETM REPORT

Pa distribuirano okolje?

Za primerjavo:



13th annual STATE OF AGILE REPORT

15th State of Agile Report
Agile adoption accelerates across the enterprise

<https://digital.ai/resource-center/analyst-reports/state-of-agile-report>

71% of survey takers use Agile in their software development lifecycle (SDLC).

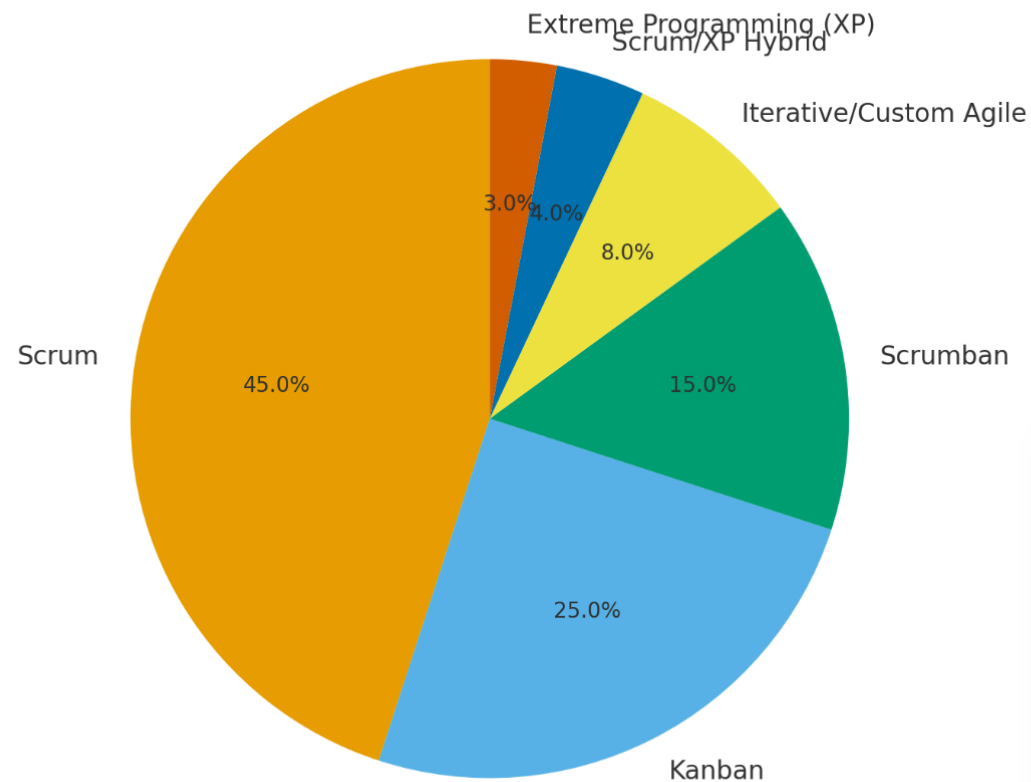
Scrum continues to be the most popular team-level methodology: **63% of Agile users are team Scrum.**

The top benefits from using Agile? Improved collaboration and better alignment to the business.

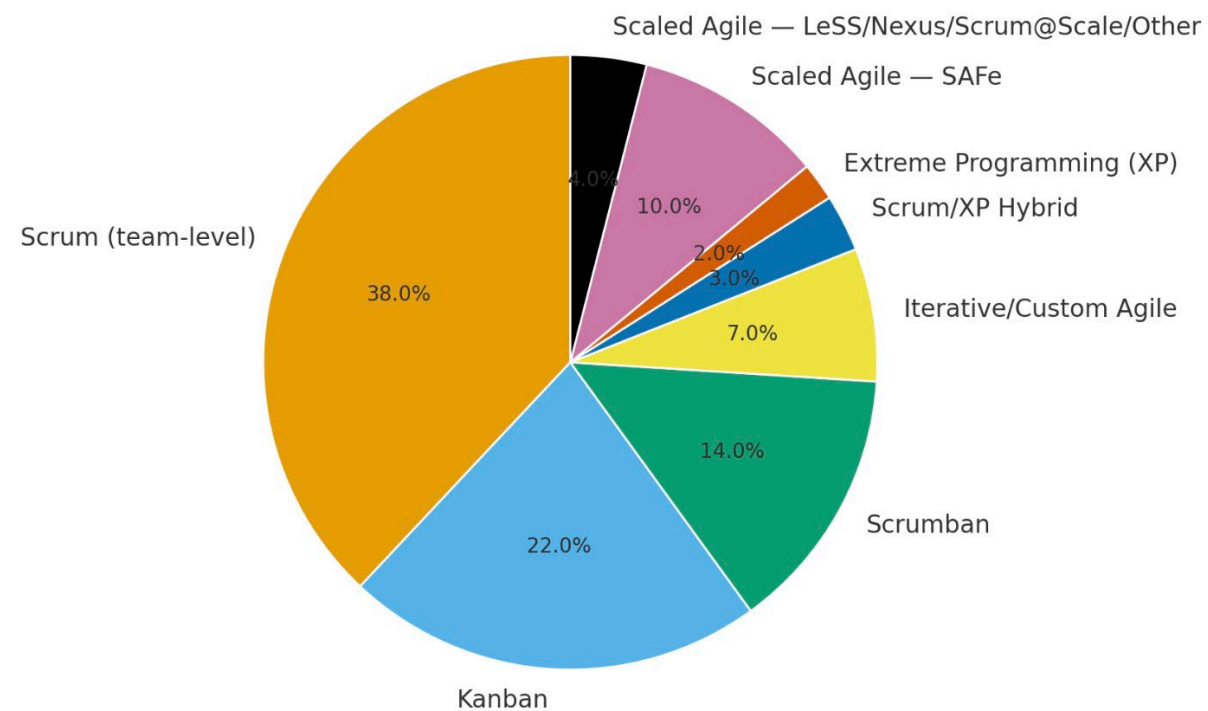
Engineering/R&D are the fastest growing adopters of Agile, **up 16% over 2022.**

The Scaled Agile Framework (SAFe) remains the top choice at the enterprise level at 26%, but **22% said they don't follow a mandated enterprise framework at all.**

Agile Development Methods Usage Ratio (2025)

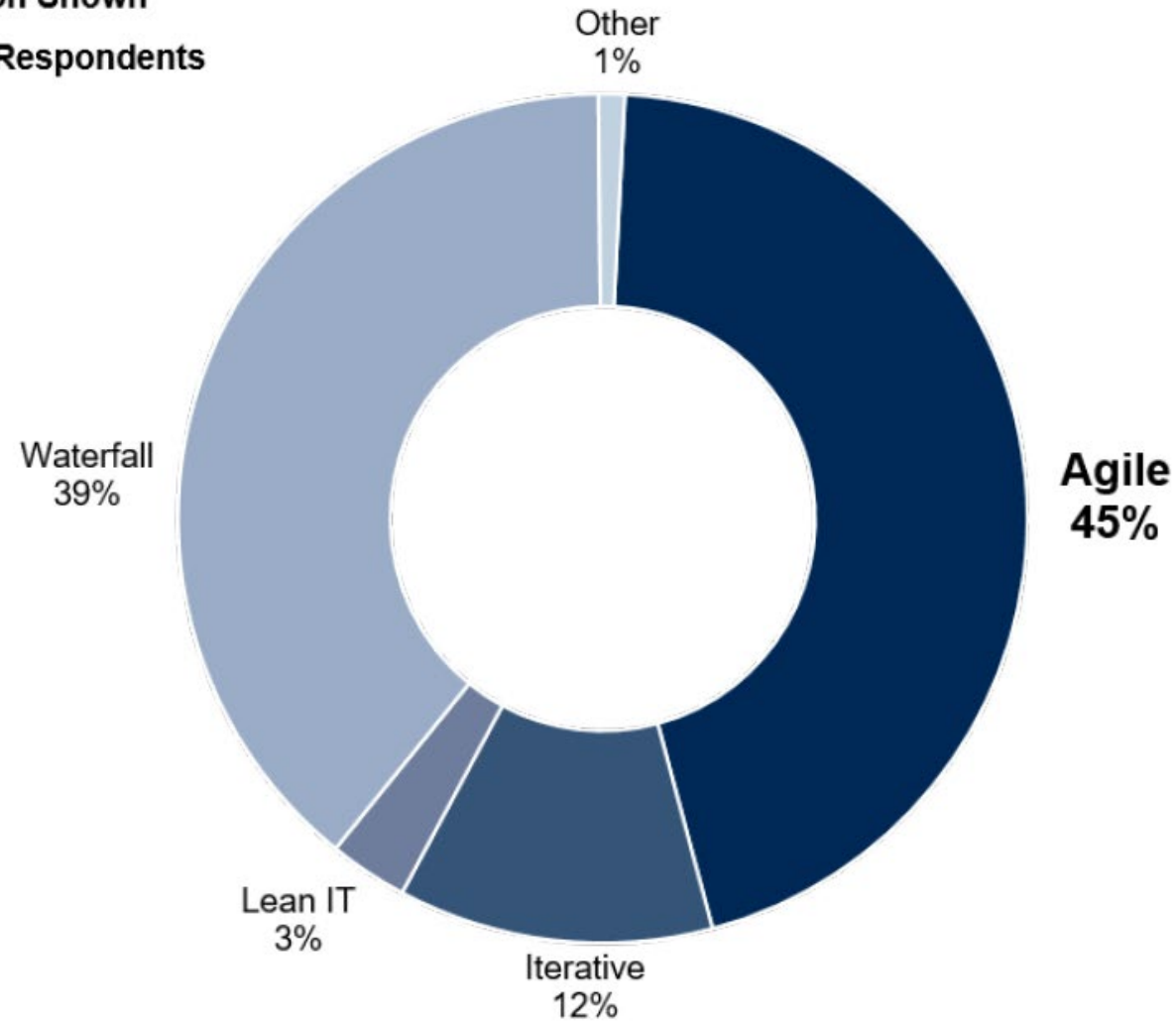


Agile Methods Usage (including Scaled Frameworks) — 2025 estimate



Development Methodology Used on Average

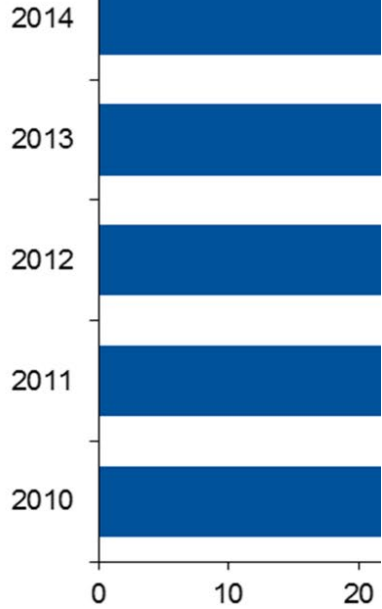
Mean Proportion Shown
Percentage of Respondents



Base: n = 185 Gartner Research Circle Members, excluding Don't Know answers
Question asked: What proportion of your organization's (planned) development is based on each of the following methodologies?

ID: 360414

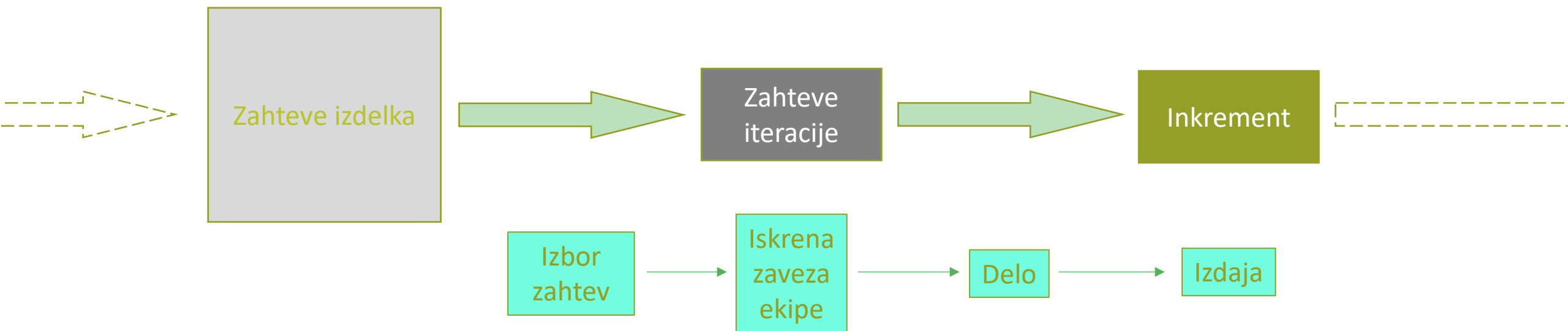
© 2018 Gartner, Inc.

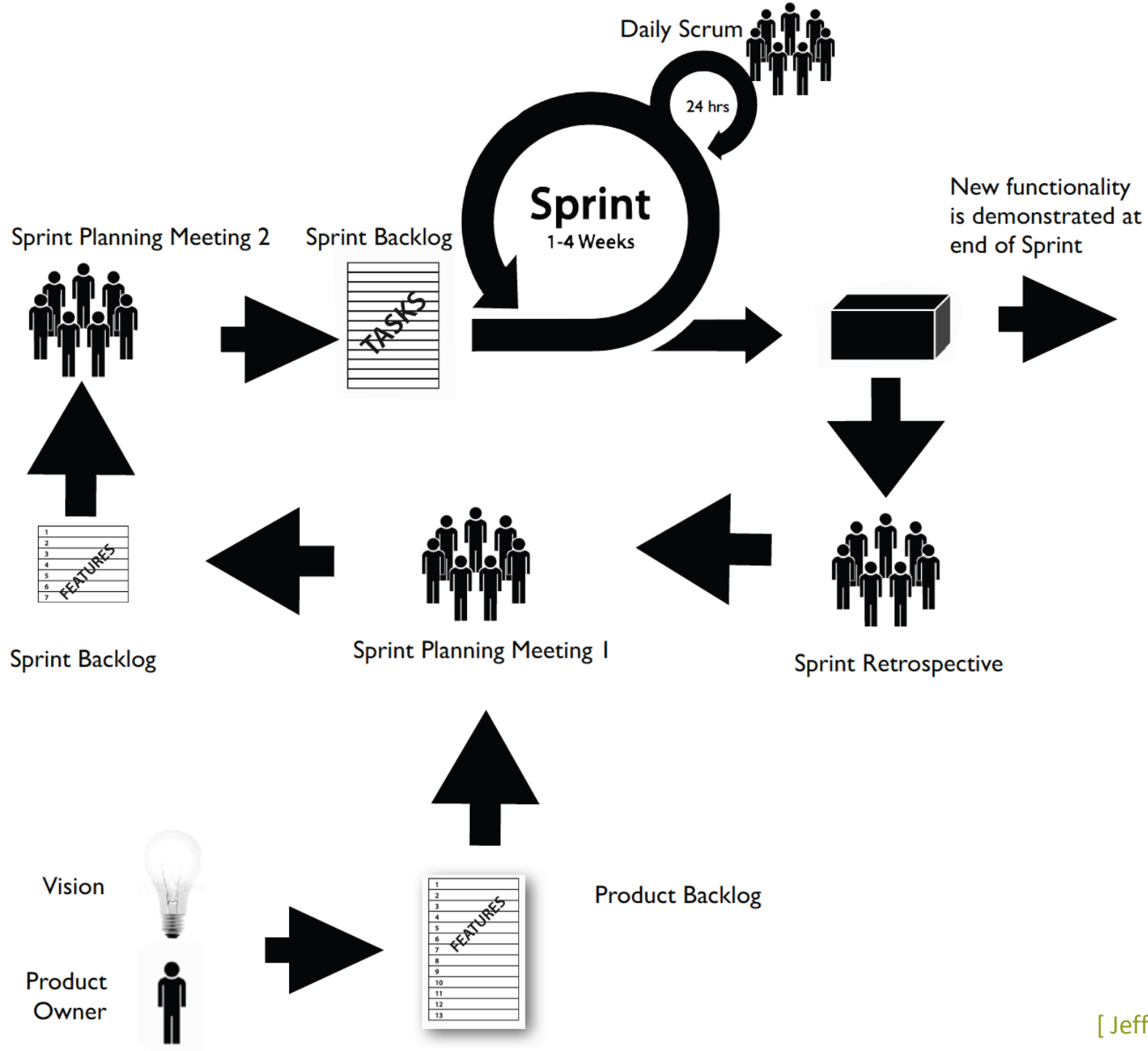


[Gartner]

nent

ving methodologies?





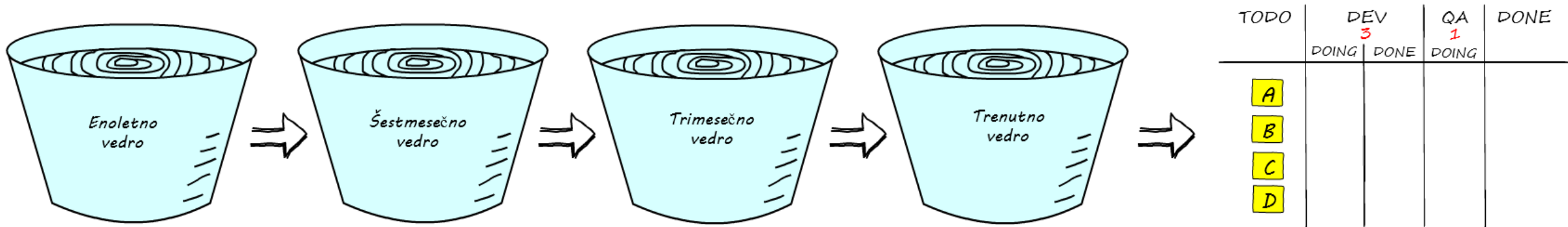
3 (glavni) principi

- Vizualizacija trenutnega dela
- Omejitev dela, ki poteka v določenem trenutku
 - WIP
- Upravljanje poteka dela, izboljšava pretoka dela
 - ko končaš z nalogo, vzameš naslednjo najpomembnejšo
 - JIT podajanje nalog / ni „product backloga“

... / Razvoj / Testiranje / Nameščanje / Odpravljanje napak / ...

Kombinacija? Scrumban!

- Kombinacija SCRUM in Kanban
- “Bucket size planning”
 - Tri „vedra” preden pride naloga na tablo



V čem je hibrid?

- Ima iteracije
 - (ohlapnejša) Pravila Scrum-a
 - Formalno iteracije niso nujne
 - Dnevni sestanki so nujni
- Omejitev WIP
 - Vloge po potrebi
 - Ni ocenjevanja nalog
- Bucket-size planning
 - Triage
 - Feature Freeze

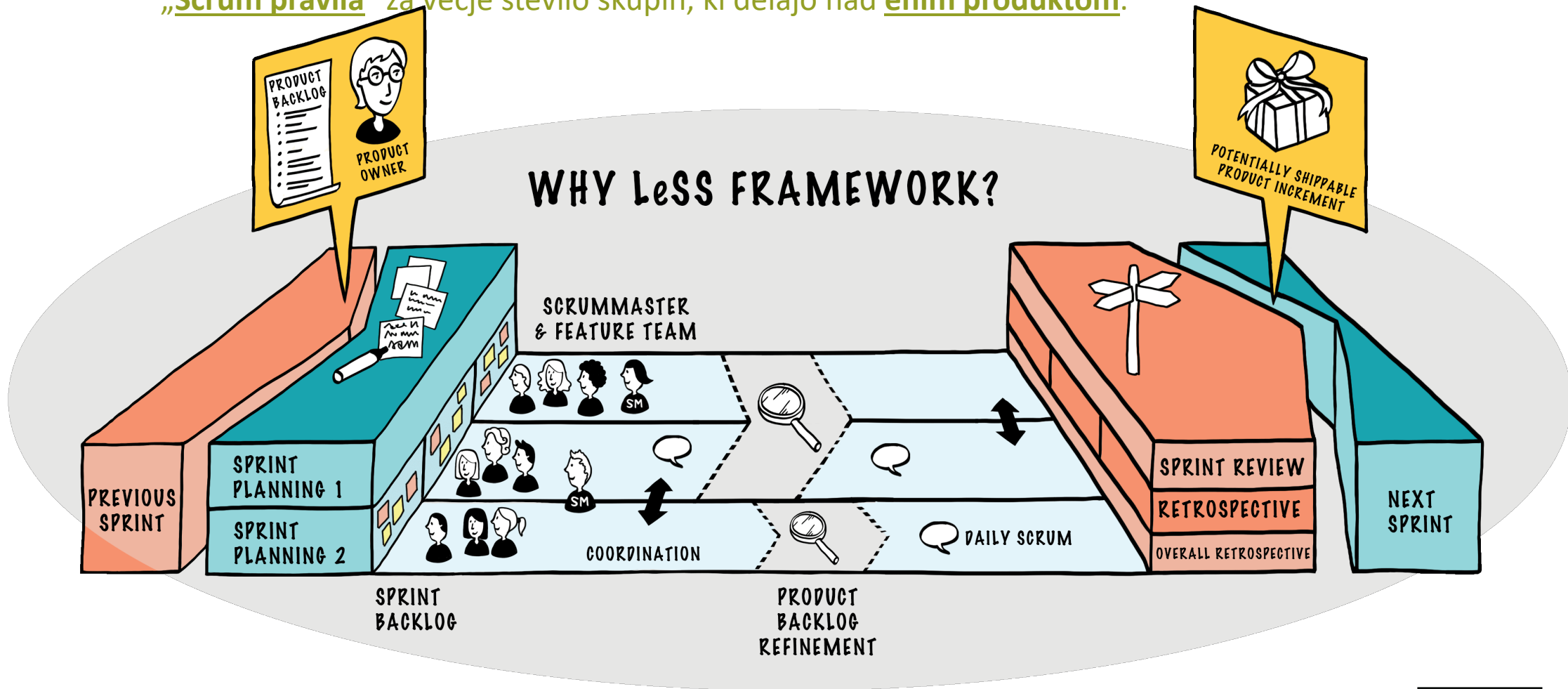
- Torej znajo vsi vse? Ni specializacije?
- Šprint po šprintu po šprintu po šprintu ?
- Ekipa je stabilna?
- Vseh 6 članov je v istem prostoru?
- Posamezniki so alocirani na fiksen projekt?
 - ...projekt?!?!?
- Ni preteklih projektov v produkciji?
- Kdaj pa testiranje / vzdrževanje / odprava napak?
- Urgence iz terena?

AHA!

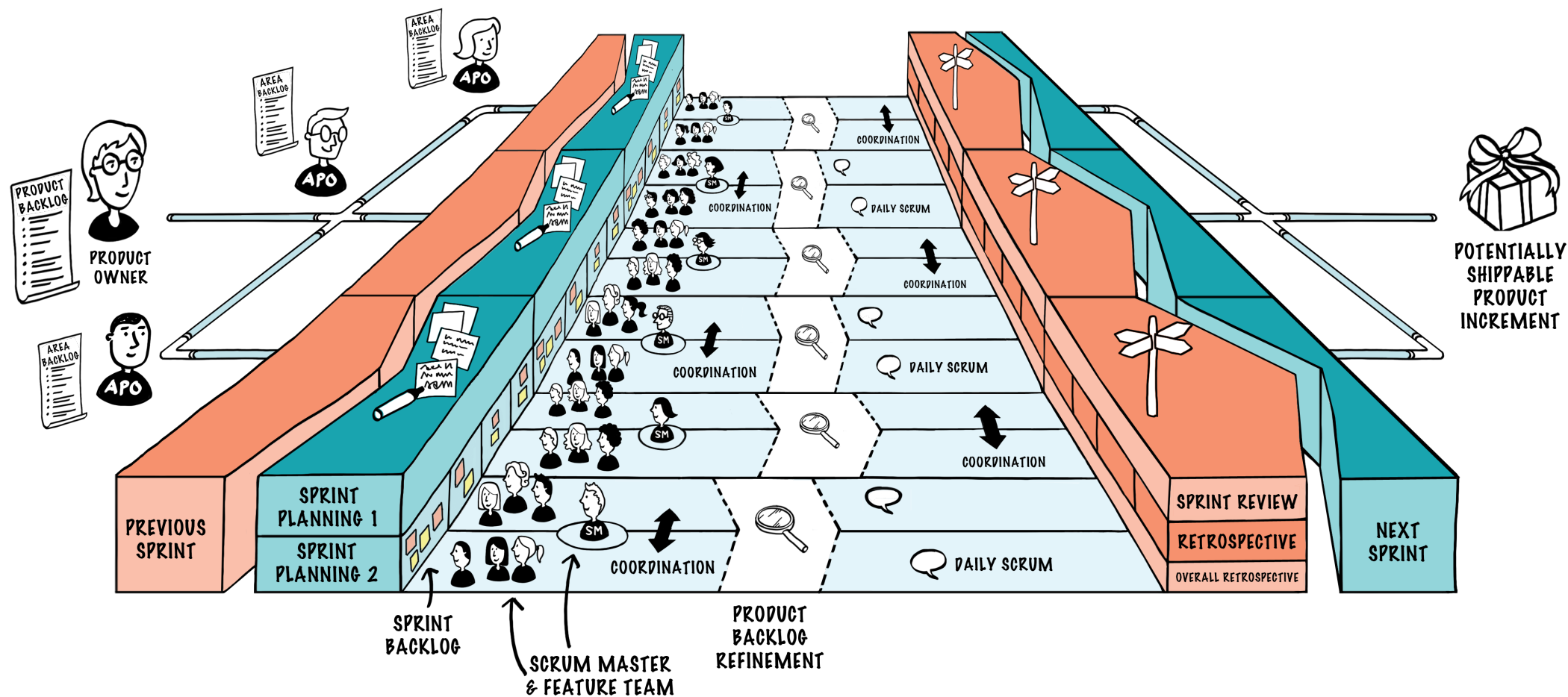
Scr
Ali pa tudi ne...
out

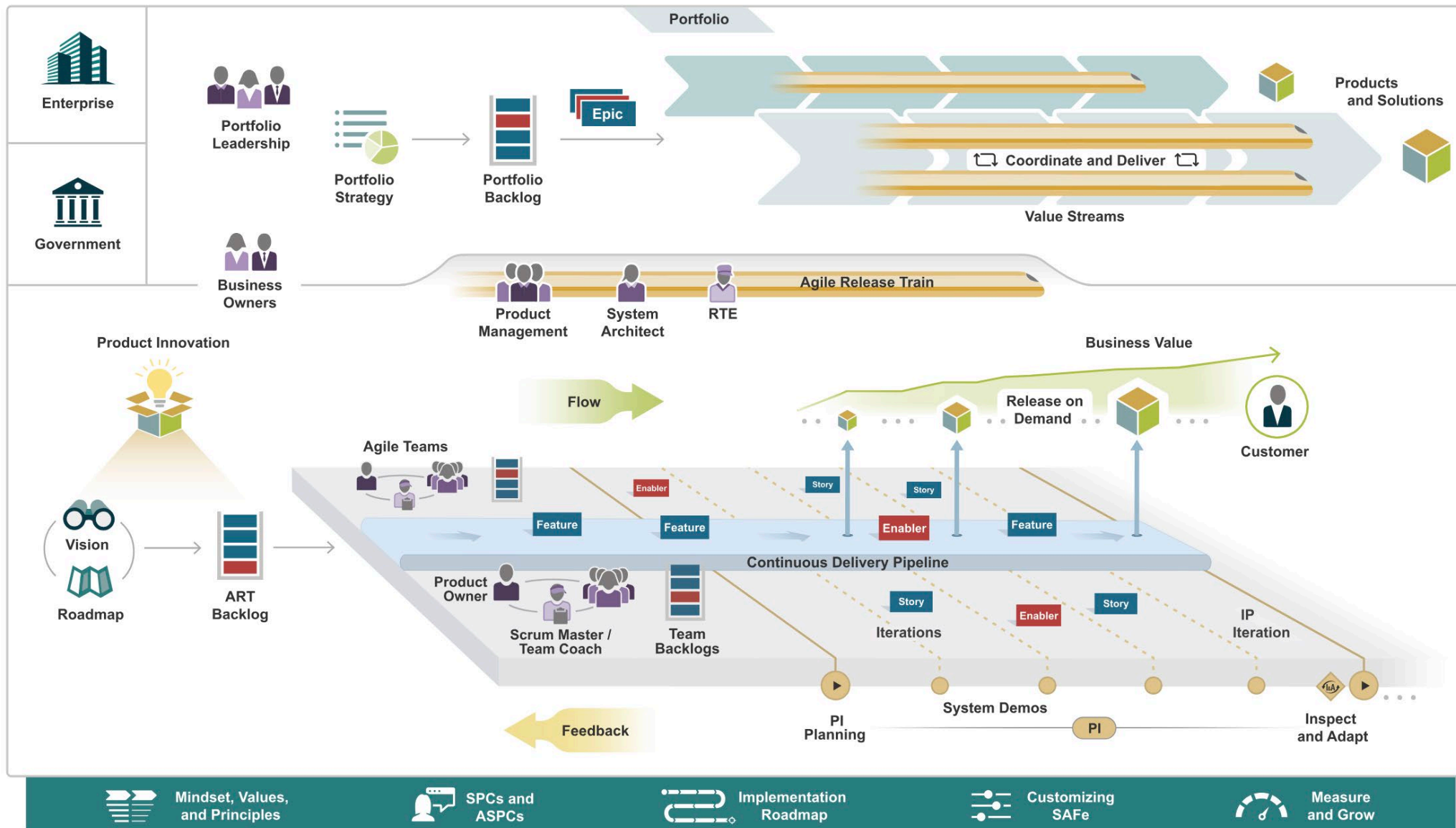
LeSS (Large Scale Scrum) Framework

„Scrum pravila“ za večje število skupin, ki delajo nad enim produktom.



Več kot 8 skupin, ki delajo nad enim produktom (razbitim v „podrešitve“).





2 meseca / PSI
(potentially
shippable
increment)
+ HIP (hardening)
sprint

2 tedna / sprint = PI
(product increment)

Hvala za pozornost!

