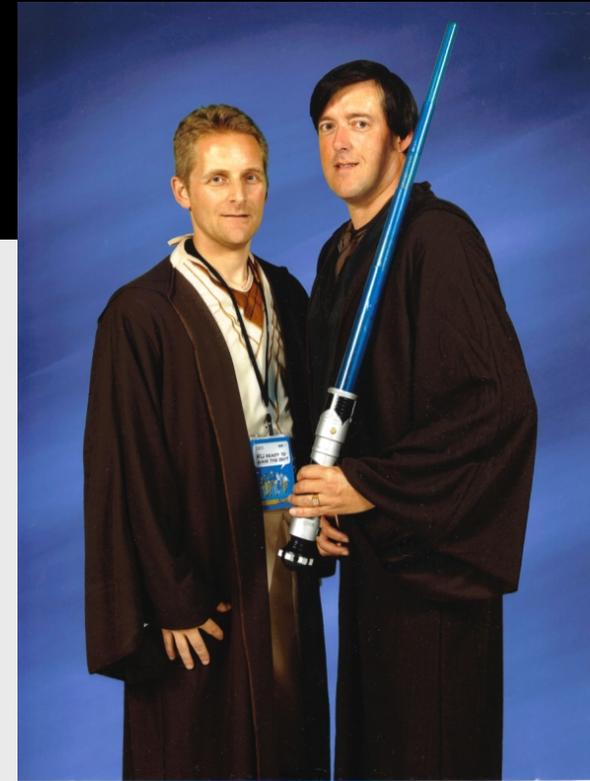# Process Wars: A New Hope

Mark Lines

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PROCESS WARS

A long time ago in a place far, far away....

PROCESS WARS: A NEW HOPE

Process battles have been raging for years across the software development industry. However, a small rebel alliance has been working to find a solution to these disputes, and may finally have a process solution that restores peace to the industry.

Join Mark, a Unified Process Master Jedi, to hear the story of the software development process wars so far, the main characters involved, the principles they were fighting for, and how with the emergence of Open Unified Process (OpenUP) salvation may already be with us.

May the force be with us…

- Prologue

I. The Phantom Menace
II. Attack of the Clones
III. The Revenge of the Sith
IV. A New Hope
V. The Empire Strikes Back
VI. The Return of the Jedi

- Epilogue

A LONG TIME AGO IN A GALAXY FAR, FAR AWAY....

STAR WARS

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- We have come a long way
- We have seen many things
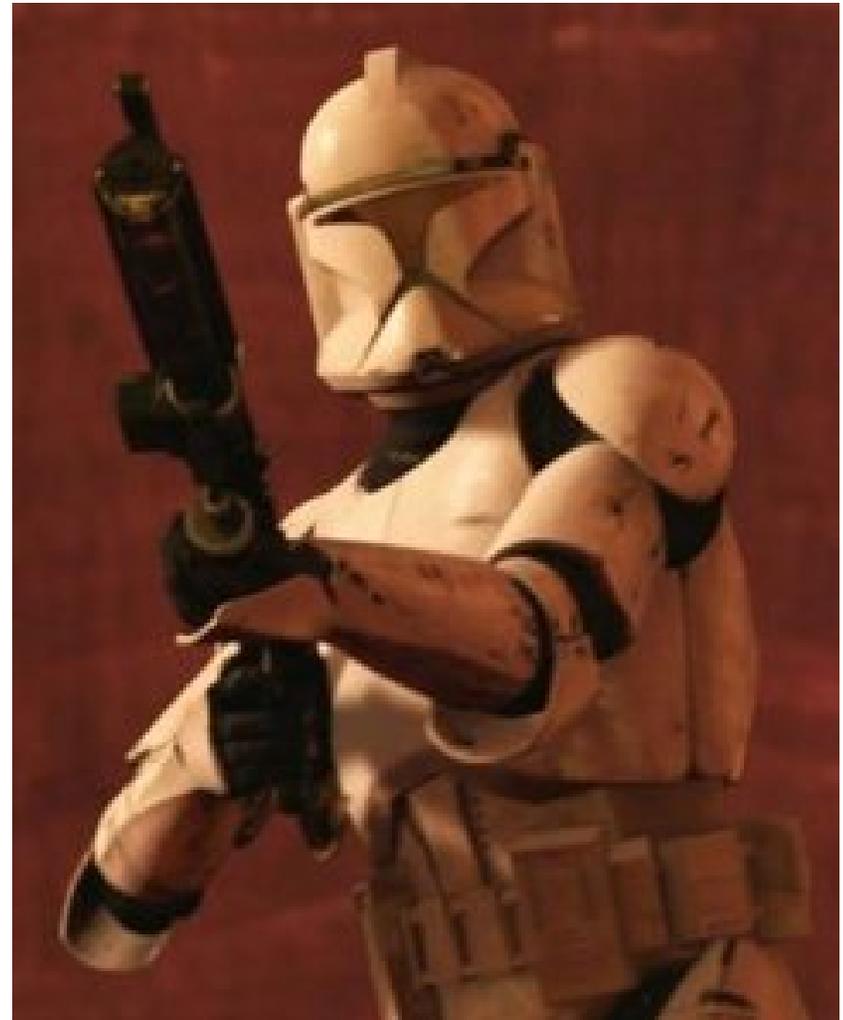- Our experiences are many
- Share with you, we will

- 1970's - Waterfall reigns supreme
- The complexities of software development are only just beginning to be understood
- The early days of mechanical and electrical switches never prepared people
- An attempt was made to bring order to the chaos through a sequential approach
- This flawed model was quickly adopted
- Easy to manage, but delivered poor and inconsistent results

- 1980's - Many waterfall approaches
- Greater process ceremony
  - Big Design Up Front (BDUF)
- Waterfall embedded in culture
  - US Military - DOD-STD-2167A
- Variations on the same theme appear
  - SDM, SSADM, Sashimi, etc
- But the evidence was still clear... Waterfall did not work
  - Standish Group – CHAOS Report

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- Late 1980's early 90's - Increasing governance to improve delivery
- Defining measures of capability to increase effectiveness
- Measures included
  - CMM-SW
  - ISO 9000
  - SPICE (ISO 15504)
- But they didn't improve delivery, they just increased waterfall "ceremony"
- There had to be a better way!

- 1995 - The Emergence of UP
- Rational acquires Ivar Jacobson's firm Objectory AB from Ericsson
- The 3-Amigos, Booch, Jacobson and Rumbaugh propose UML
- Philippe Kruchten leads the development of the Rational Unified Process combining
  - Objectory
  - 15-years of customer experience
- Finally, an iterative process framework

THE GREATER SOLUTION

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- 2001 - Agile Manifesto is Launched
- 17 "organisational anarchists" defined four values for better ways of developing software
- The result of 15 years of Agile methods momentum
  - Scrum, Crystal Clear, XP, ASD, FDD, DSDM...
- Collaborative practices are key
- Many jump on the opportunity to be what they think is "faster and cheaper"
- In some cases this led to "Fragilism"

- OpenUP and Practices are born
- The development of a UP kernel within the Eclipse Process Framework project
- The bringing together of practices and content from
  - Unified Process principles
  - Agile methods
  - Technology solutions
- An opportunity for balance within "The Force"

- Not so long ago, a group of bold software developers got together to discuss approaches to software development
- They concluded that they should collaborate to produce:

- "a customizable software process engineering framework, with exemplary process content and tools, supporting a broad variety of project types and development styles"

- The Eclipse Process Framework
  www.eclipse.org/epf
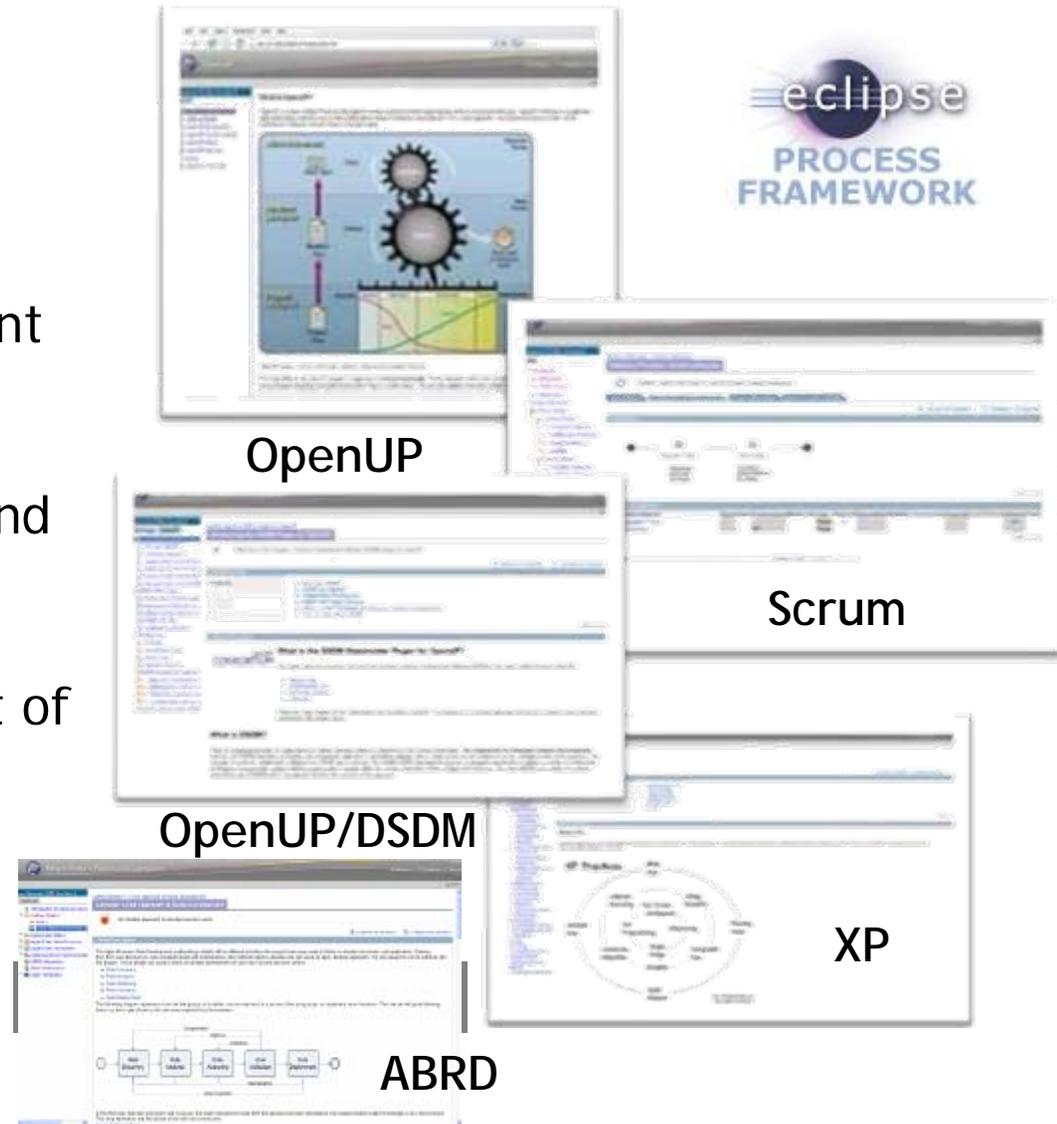
- "To provide exemplary and extensible process content

 for a range of software development and management processes

  supporting iterative, agile, and incremental development,

 and applicable to a broad set of development platforms and applications."

eclipse
PROCESS FRAMEWORK

OpenUP

Scrum

OpenUP/DSDM

XP

ABRD

- An iterative software development process
  - Minimal - only fundamental content is included
  - Complete - can be manifested as an entire process to build a system
  - Extensible - can be used as a foundation on which process content can be added or tailored as needed
- Borrows from RUP, Scrum, XP, DSDM, Eclipse Way, Agile Modeling, …
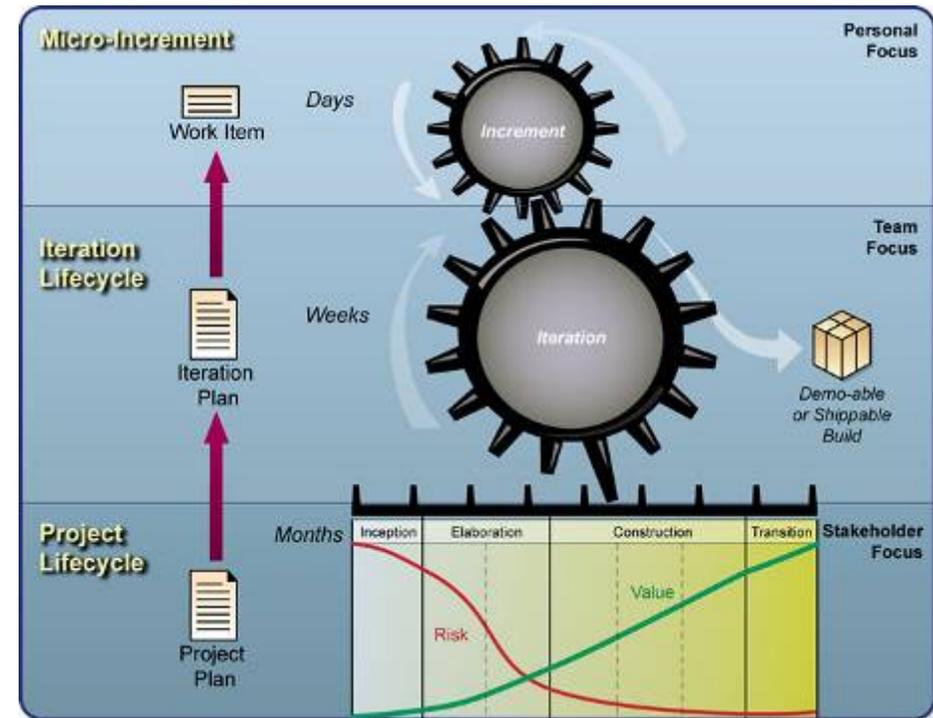
- OpenUP is complete
- But most organizations and scenarios require at least a little more
- So how do you extend your process capability?

- Through the use of "Practices"

- A process extension that can be applied independently, or in association with others
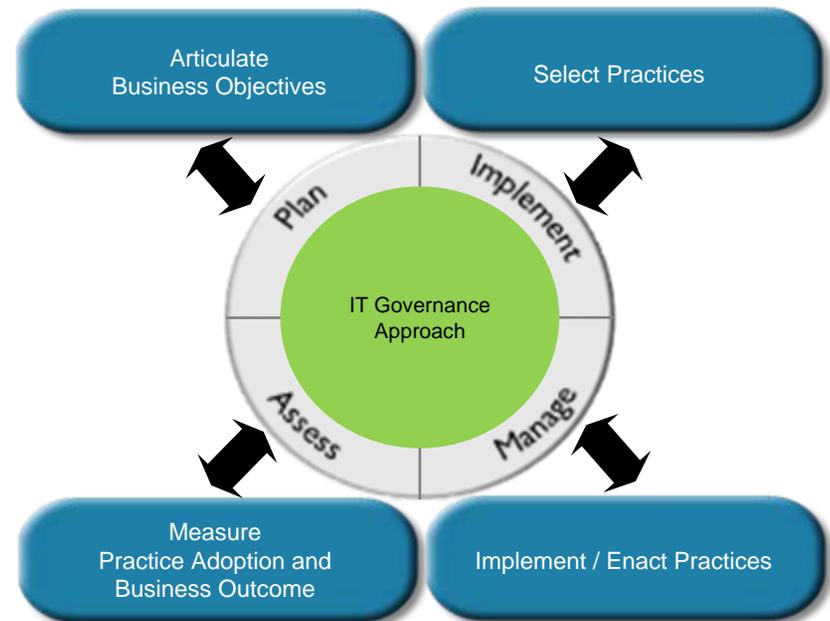- Open-source, commercial or proprietary
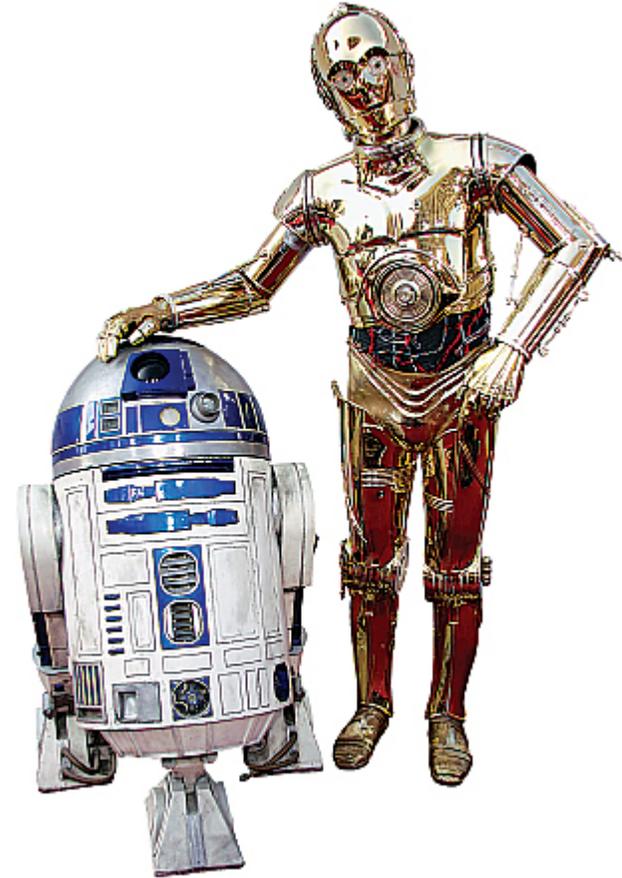
- A practice can be adopted independently from other practices
- A practice is a documented approach to solving one or several commonly occurring problems.
- A practice has a positive impact on one or several business objectives
- The adoption of a practice, and it's impact on business objectives, can be effectively measured

- Commercial Practice Contents
  - Motivation - why you need it
  - Getting started
  - Enablement process and reference material
  - Tools for implementing the practice
  - Services aiding it's implementation
  - Measurements of adoption level
 - Related practices

- Easier adoption of lighter processes
  - Only use what you really need
  - Adopt one or a few practice at a time
- Allow alternatives
  - One-size fits all is too limiting
- Enables richer eco-system
  - Easy to develop a practice
- Focus on what matters
  - Practices vs. process wars
- Provides One-Stop-Shop
  - Courses, tool features, services, articles, process content, enactment, …

- Motivate by business objectives
  - Time-to-Market, Improve Quality, Increase Innovation
- Measure results
 - Assess impact of practice on business objectives

Articulate Business Objectives

Select Practices

Plan

Implement

IT Governance Approach

Assess

Manage

Measure Practice Adoption and Business Outcome

Implement / Enact Practices

- ## Can be adopted independently and incrementally
  - Allows for adoption of practices that make sense for the organization
- ## Focused on Results
  - Can be measure, deliver capabilities and resulting work product(s)
- ## New practices can be substituted into Process
  - without disrupting the process as a whole
- ## In the past adoption of RUP has sometimes failed
  - Typically due to the sheer size of the process, complexities, and dependencies
- ## Practices allow for easier process adoption
  - a divide & conquer approach

Demonstration
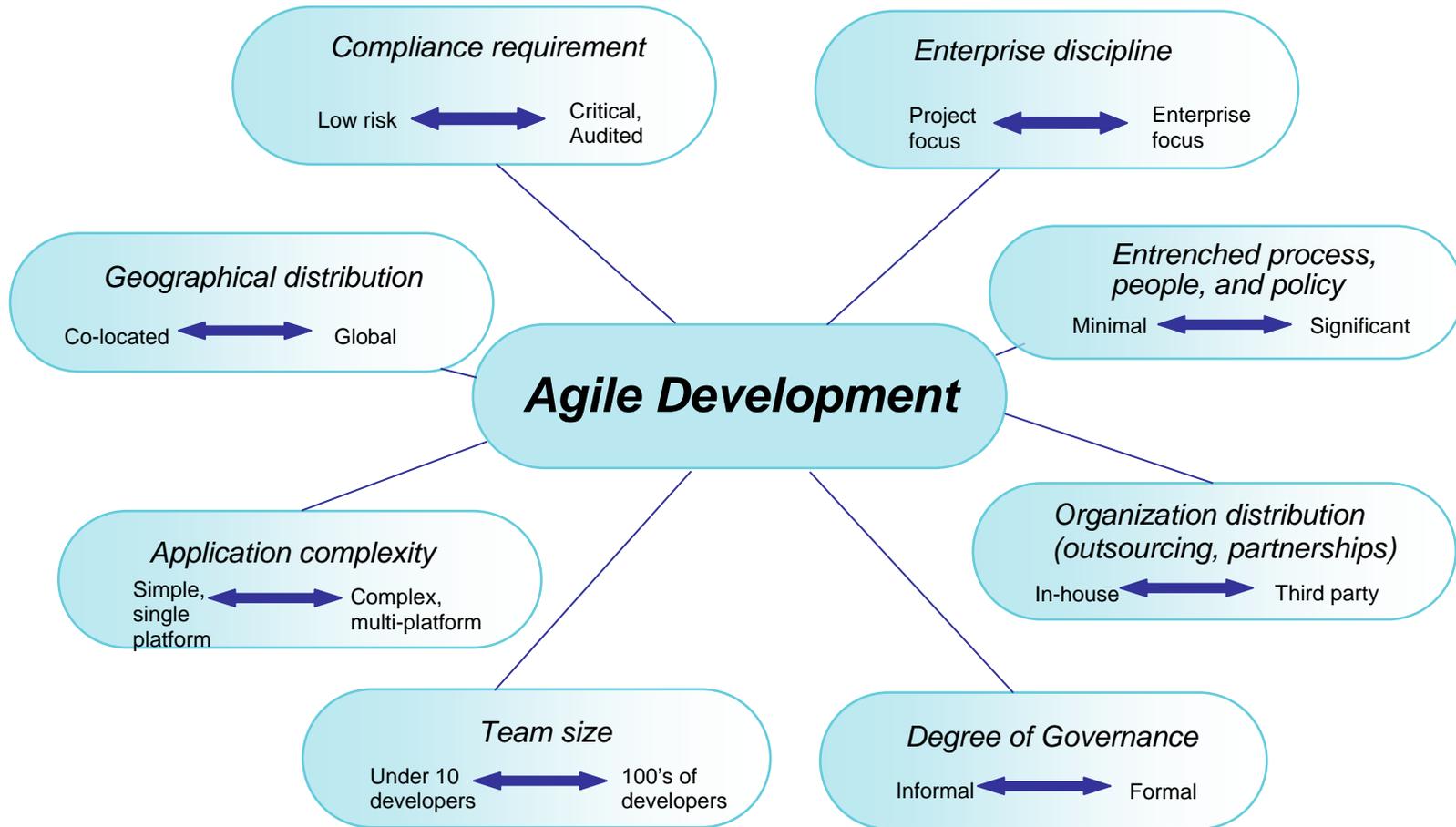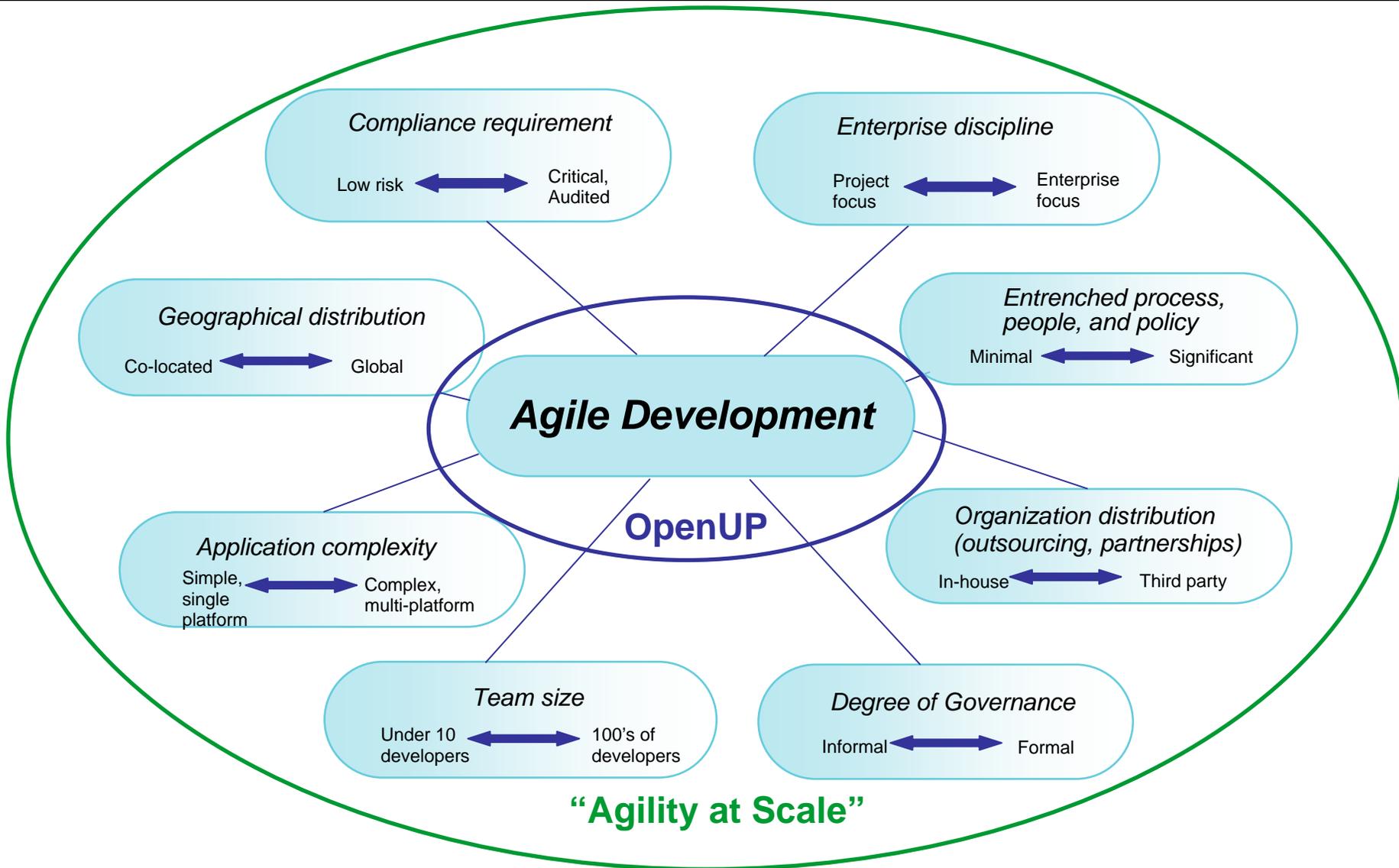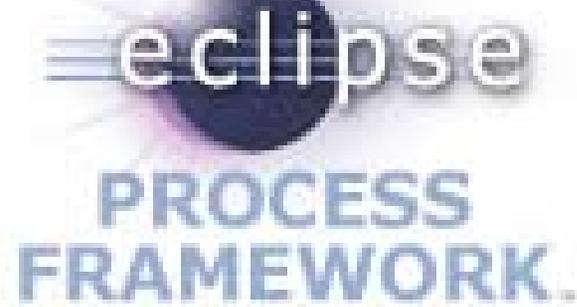
- We still have a long way to go…
- Many alignment challenges are being overcome
- The content still has to be right
- Practices need to be fully understood
- The opportunity to adapt process for your needs has never been greater
- Adopt process at your own pace
  - Scale UP rather than DOWN
  - Incrementally add or replace Practices
- Continuous process improvement rather than complete replacement

"May the force be with you!"

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Thank You

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