

# Six Keys to Agile Delivery

Transform the promise of Agile software development into continuous Agile delivery.

## Six Keys to Agile Delivery:

- Divvied-up for focus
- Hands-on with stakeholders
- Designed to raise issues
- Rigorous, automated testing
- Designed for change
- Defining “done”



Oh, the allure of Agile. Done right, Agile can accelerate development cycles, reveal code defects earlier, decrease overall project risk, and allow faster response to customer needs and changing business priorities. That’s why 93 percent of IT and QA and testing leaders have adopted Agile practices, according to the latest World Quality Report<sup>1</sup>.

Yet many enterprises have found that Agile development isn’t delivering the full spectrum of anticipated benefits. Some have found that Agile enterprise solutions require more organizational change than they expected. Others have discovered that while developers love the speed of Agile methods, operations wants greater stability. Still, others have found that Agile is creating unwanted competition, rather than cooperation, among teams.

As a result, only 45 percent of organizations report widespread use of Agile, according to Forrester<sup>2</sup>. And all too often, even those who have implemented Agile software

development on an enterprise scale have made the disturbing discovery that Agile development is not the same thing as Agile delivery. The promise of continuous delivery of high-quality applications through consistent, repeatable processes remains elusive. Does all of this mean Agile development was the wrong direction, a failed experiment? Absolutely not. It means it’s time to take a closer look at what “done right” really means. How do you know when you’re on the right track to proper implementation of Agile practices—organizationally, operationally, technically, and from a business perspective? How do you ensure that Agile and traditional IT can work together in harmony, not fight and compete against each other?

Start by comparing “Agile as it should be” with “Agile as it is.”

Here are six key attributes of a properly implemented Agile environment, compared with Agile practices that aren’t quite on track. Use these six keys to give your organization an

<sup>1</sup> Source: *World Quality Report 2014–2015–Agile Testing Statistics*.

<sup>2</sup> Source: *Forrester December 2013–“Continuous Delivery and the Race For Better Business Performance*.

## Which Side Are You On?

Agile As It Should Be	Agile as It Too Often Is
1. <b>Divvied-up for focus:</b> Dividing a project's scope among short, distinct periods of time (for example, a two- to four-week sprint) compels teams to prioritize objectives and think pragmatically about what they can accomplish during each window.	Unchanged
2. <b>Hands-on with stakeholders:</b> In contrast to the formal, arm's-length approach of Waterfall, Agile software development encourages close and consistent contact with business stakeholders. Receiving stakeholder approval throughout the process helps keep expectations aligned and unpleasant surprises to a minimum.	Unchanged
3. <b>Designed to raise issues:</b> Because each sprint involves development and testing, teams are provided the opportunity to prove out integrations, from functionality to architecture choices. With traditional Waterfall methods, these areas aren't put to the test until much later in the project—when they can be much more costly to unravel.	Unit testing is accepted as a proxy for system testing, and true comprehensive validation doesn't occur until late in the project. The delay leaves the project open to the same Waterfall risks: surprise issues and scarce time to resolve them.
4. <b>Rigorous, automated testing:</b> The importance of quality assurance (QA) and automation is critical to the success of Agile development—it improves the velocity and quality of the end product. User stories are not complete until they are tested and accepted by the product owner within the sprint scope. The goal is to have working code at any point in time.	The parts are mistaken for the whole. Often the importance of QA in Agile is not that high as testing is done at the team level, and the notion is to have the QA team as an integral part of the dev team.
5. <b>Designed for change:</b> Rather than starting with all the requirements and design work (many of which will change over time), only the high-level scope and features are designated initially (the user story). The details are worked out sprint by sprint, in response to the behavior of the application itself as it takes shape.	The team is open to change without being prepared for it. The limitations mean that change is introduced with too little appreciation for its impact.
6. <b>Defining "done":</b> Users must be equipped with the ability to configure clear exit criteria definitions that show tracked progress and can be reported to stakeholders. By enforcing this, all teams and team members align to the exit criteria, enabling release managers and product owners to understand the real status of the release not only on the progress of items being developed but also on the real progress toward items being defined as "done."	Agile team and team members find themselves with different perceptions of what the exit criteria for a process are and when a backlog item—whether a user story or a feature is really "done."

honest assessment: Where do you stack up? Which side best describes your situation, and what could you do differently to move from Agile development to true Agile delivery?

Once you've identified where your organization falls in the table above, get the help you need to make your move to "Agile as it should be."

Micro Focus® is here to help. We'll work closely with your teams to transform the promise and potential of Agile development into continuous delivery and solid business results. No other company can offer beginning-to-end

application support like Micro Focus. Micro Focus offers a unified platform for lifecycle management and automation that addresses the needs of all stakeholders and provides a complete array of service offerings that help you take the next step quickly and correctly.

Get more information by reading our new white paper, "Finding agility in the age of applications." Then learn how Micro Focus can help your organization become more Agile.

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