The 12 principles of Agile

Preprint · May 2018

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After some pilot interviews and reflecting on recent literature and our own experience we have proposed the following hypotheses to be confirmed, refuted or modified:

1. Development works **more effectively** if members of each Scrum team are physically co-located
2. Development works **more effectively** if members of each Scrum team are all within the same organisational unit
3. Online collaboration systems (e.g. Slack) **can alleviate but not eliminate** the barriers of distance and organisational boundaries
4. If members are not co-located or within easy walking distance <u>it is not relevant</u> how far apart they are within the same time zone (see #3)
5. Increased separation in time zones beyond about 3 hours leads to a *less effective* development process even with use of online collaboration systems
6. Development works **more effectively** if all team members are native speakers of the English language or have a level of competence at IELTS level 8 or above (well above the requirement to enter a university course)
7. Development works **more effectively** if the approach is embedded within a project-based agile decision process for organisational objectives and goals
8. Despite well-known guidelines on the size of Scrum teams, development works **more effectively** with Scrum teams of 5 to 7 in size than smaller (3-4) or larger (8-9)
9. Development works *less effectively* if different members in the Scrum team work significantly different working hours
10. There are types of software development that are *not suited* to Agile/Scrum development
11. Investments by the employer in on-premises recreation or catering offers (table tennis, juice bars, etc) <u>make no difference</u> to productivity of Scrum teams
12. The level of out-of-hours socialising or sport <u>makes no difference</u> to the productivity of development teams.

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