

How to fail at XP

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Schedule

- seed stories (10 minutes)
- break into groups and share stories (10 minutes).
- each group to discuss their stories and extract 3 anti-patterns (25 minutes).
- each group to present its anti-patterns
- pick top three stories, discuss(25 minutes).

Dissenters should be tolerated as long as possible but no longer

- Some people take a while to convert, give them time
- One “Professional Sceptic” can bring everything to a halt
- Special treatment for a squeaky wheel can cause resentment amongst the rest

Proxy customers must remember their place

- Knowing the solution domain well does not imply knowing the business domain as well
- Having a “proxy” when the real customer is not available can facilitate the process.
 - If the proxy forgets that they’re not the customer, the end product will be the wrong answer to the wrong question.

They must be prepared to pay the cost of fixing the mess

- Decent engineering is very expensive to retrofit to code'n'fix.
- The customers won't see any visible progress from your effort
- They probably won't like the extra discipline (because they don't feel the pain)

You need to be doing other good stuff that isn't mentioned

- Version control is assumed, but some people don't realise this.
- Test, code, and refactor is necessary but insufficient. If you don't apply skill and judgement, you'll spend all your time refactoring one day's code.

Here's some stories we did earlier

- XPD Day Benelux, 2003
- [www.xpday.net/scripts/view.pl/
Xpday2003/FrontPage](http://www.xpday.net/scripts/view.pl/Xpday2003/FrontPage)

Don't frighten the customer

- Most organisations adopting XP have non-XP projects
- Overemphasising the roll-out of XP can be threatening
- Customers may resist the change

Stand up to the customer

- Customers and developers collaborate on defining scope...
- ... but the developers are frightened of the customers, so the stories are not critiqued.
- Eventually something is built that doesn't really meet the customer's needs.

Step up to the Customer Role

- The “real” customer is unavailable
- Lack of feedback and direction increases risk
- Anyone playing that role is better than nothing

Pattern Form

- One-sentence solution
- Initial context, failure, bad outcome

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Discussion