

# Agile + DevOps **WEST**

A TECHWELL EVENT

## **AD25**

Team Health & Collaboration

10:00 AM

## **AD25 - Mobbing, Pairing, Soloing, and Pipe Fires: A Personal History of Collaboration**

Presented by:

**Jeff Langr**

Langr Software Solutions, Inc.

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## Jeff Langr

Jeff Langr has spent more than half his thirty-five-year career successfully building and delivering software using agile methods and techniques. He's also helped countless other development teams do the same by coaching and training through his company, Langr Software Solutions Inc. In addition to being a contributor to Uncle Bob's book Clean Code, Jeff is the author of five books on software development: Modern C++ Programming with Test-Driven Development, Pragmatic Unit Testing, Agile in a Flash (with Tim Ottinger), Agile Java, and Essential Java Style. He is also on the technical advisory board for the Pragmatic Bookshelf and has written an extensive number of blog entries and articles over the years. Jeff has lived in Colorado Springs for more than twenty years.

# A Personal History of Collaboration

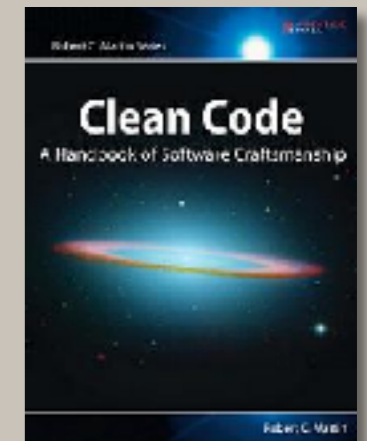
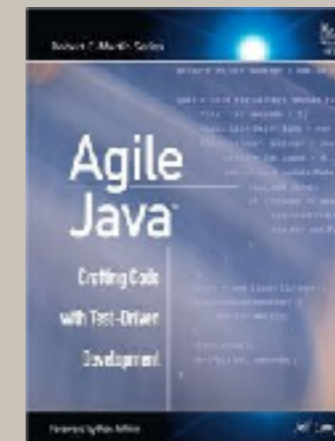
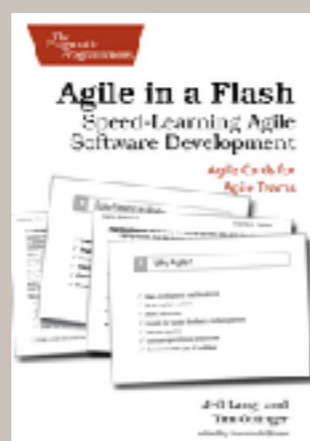
Soloing, Pairing, Mobbing,  
Cube Farms, and Pipe Fires

**Langr**  
*Software Solutions*

SOFTWARE TRAINING/CONSULTING



jeff@langrsoft.com  
@JLangr



Q. What slows us down?

A group of people in a meeting, with a woman in the foreground pointing towards the camera. The background is slightly blurred, showing other people in a professional setting.


We are uncovering **better ways of developing software**  
by doing it and helping others do it.

Through this work we have come to value:

**Individuals and interactions**

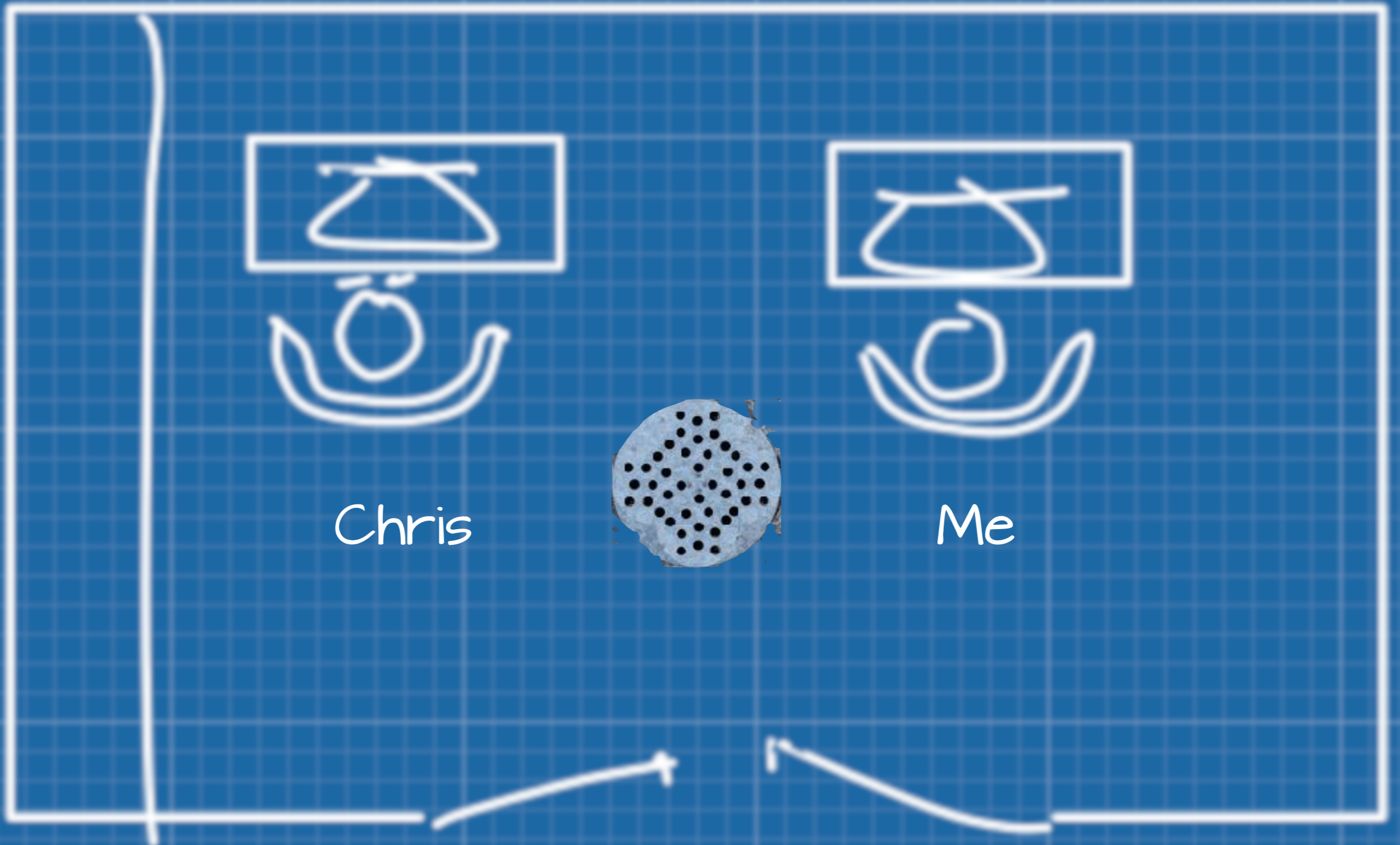
*over*

processes and tools

A group of approximately seven people are seated around a large, dark wooden conference table in a meeting room. They appear to be in the middle of a discussion or meeting. The room has a blue wall and a window in the background. The lighting is somewhat dim, and the overall atmosphere is professional and collaborative.

The most efficient and effective method of conveying information to & within a development team:

**Face-to-face conversation**

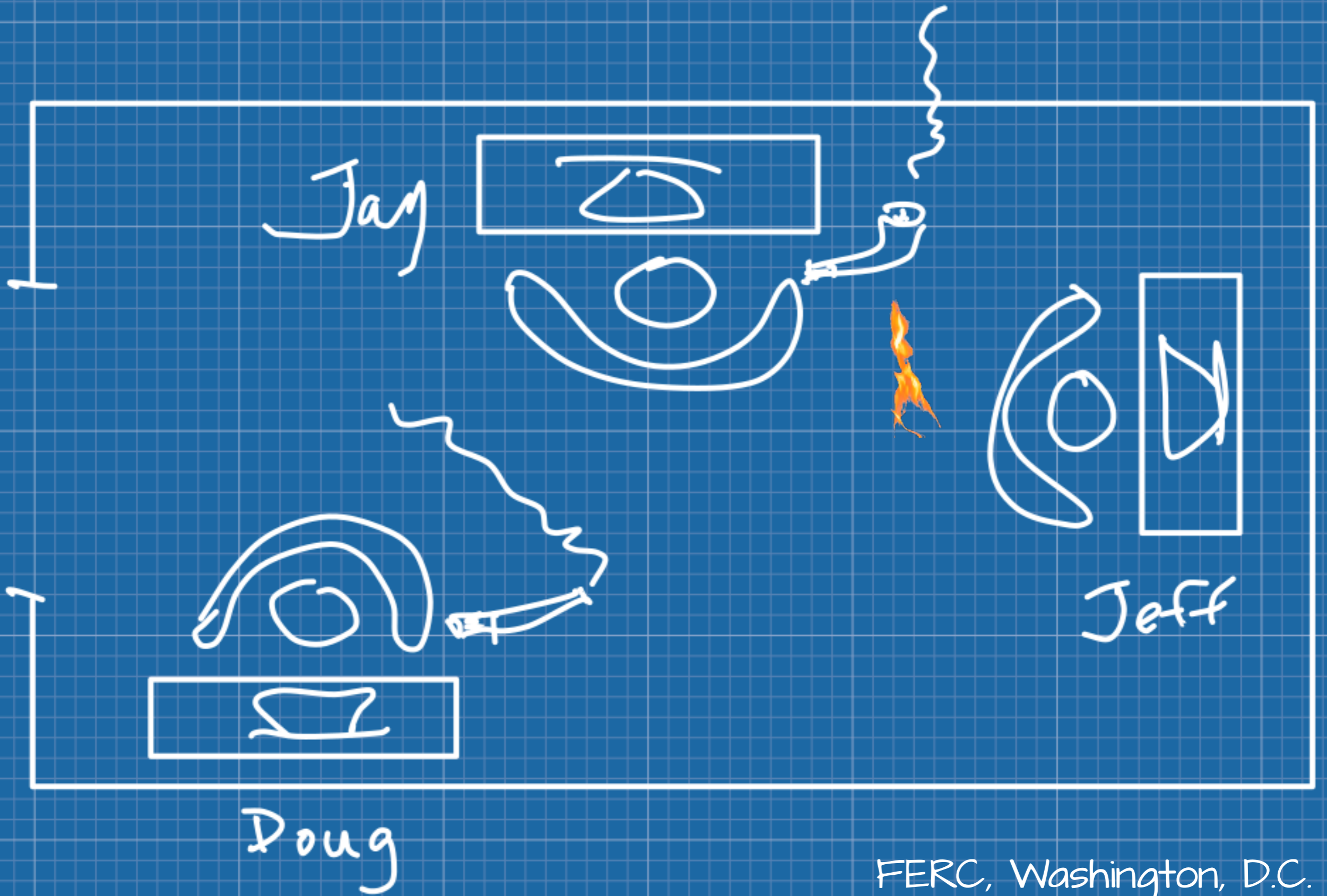


Chris

Me

UNIVERSITY of MARYLAND CENTRAL ADMINISTRATION

1982-1985



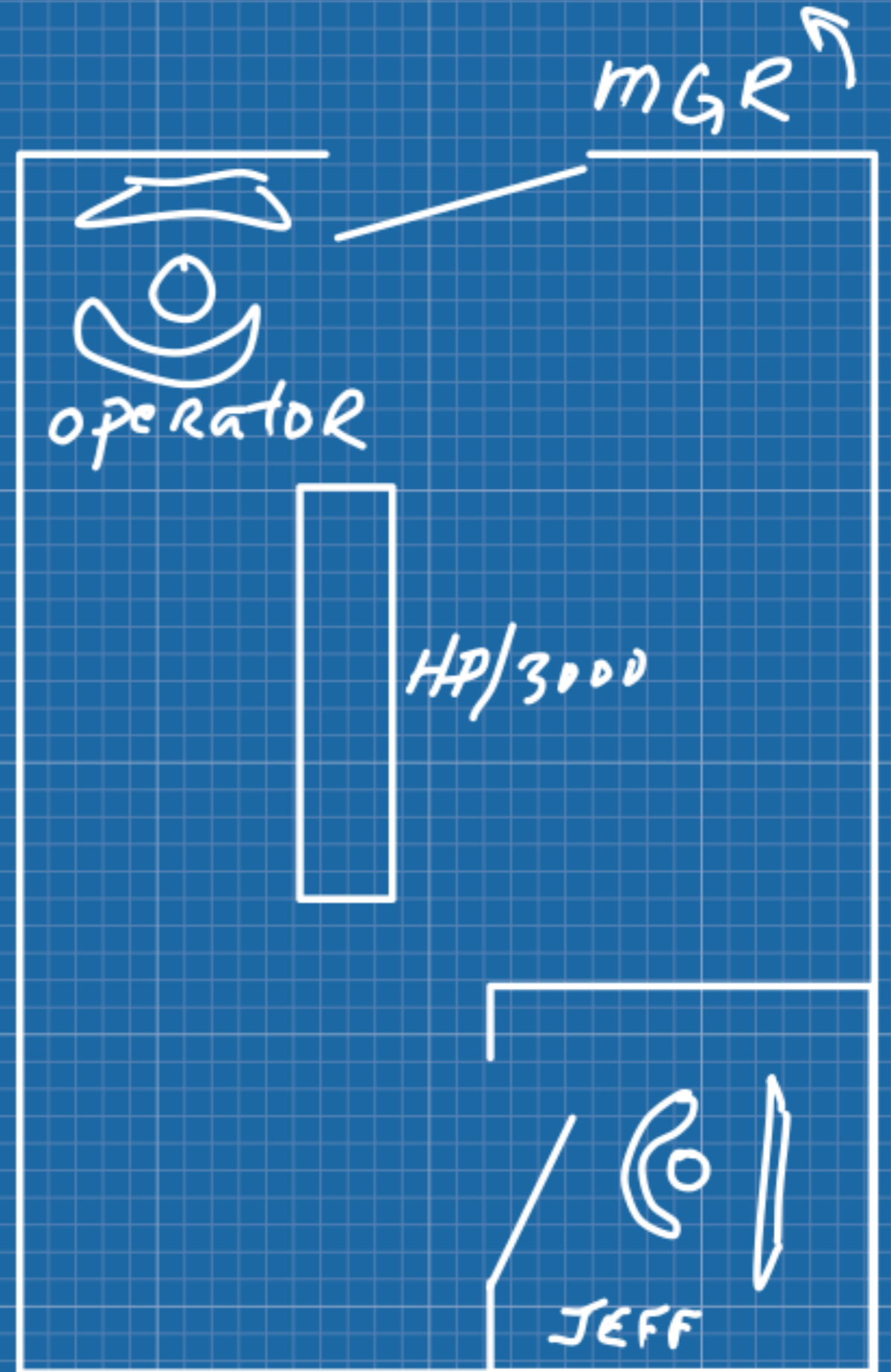
FERC, Washington, D.C.

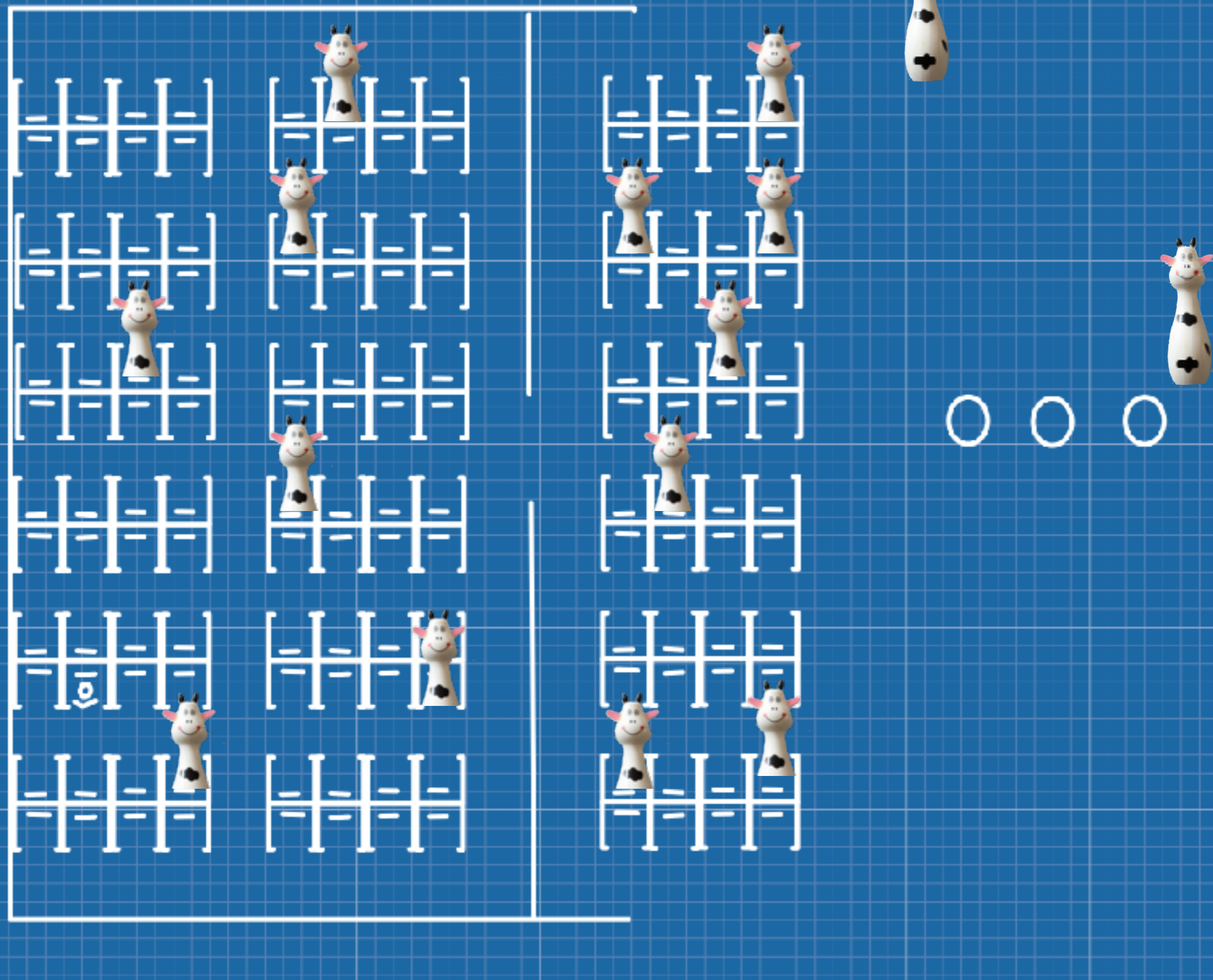
1985-1986



AMERICAN INSTITUTES  
for RESEARCH  
Georgetown, D.C.  
1986-1987

ARCHDIOCESE of  
BALTIMORE  
1987-1989





"CUBE FARM"

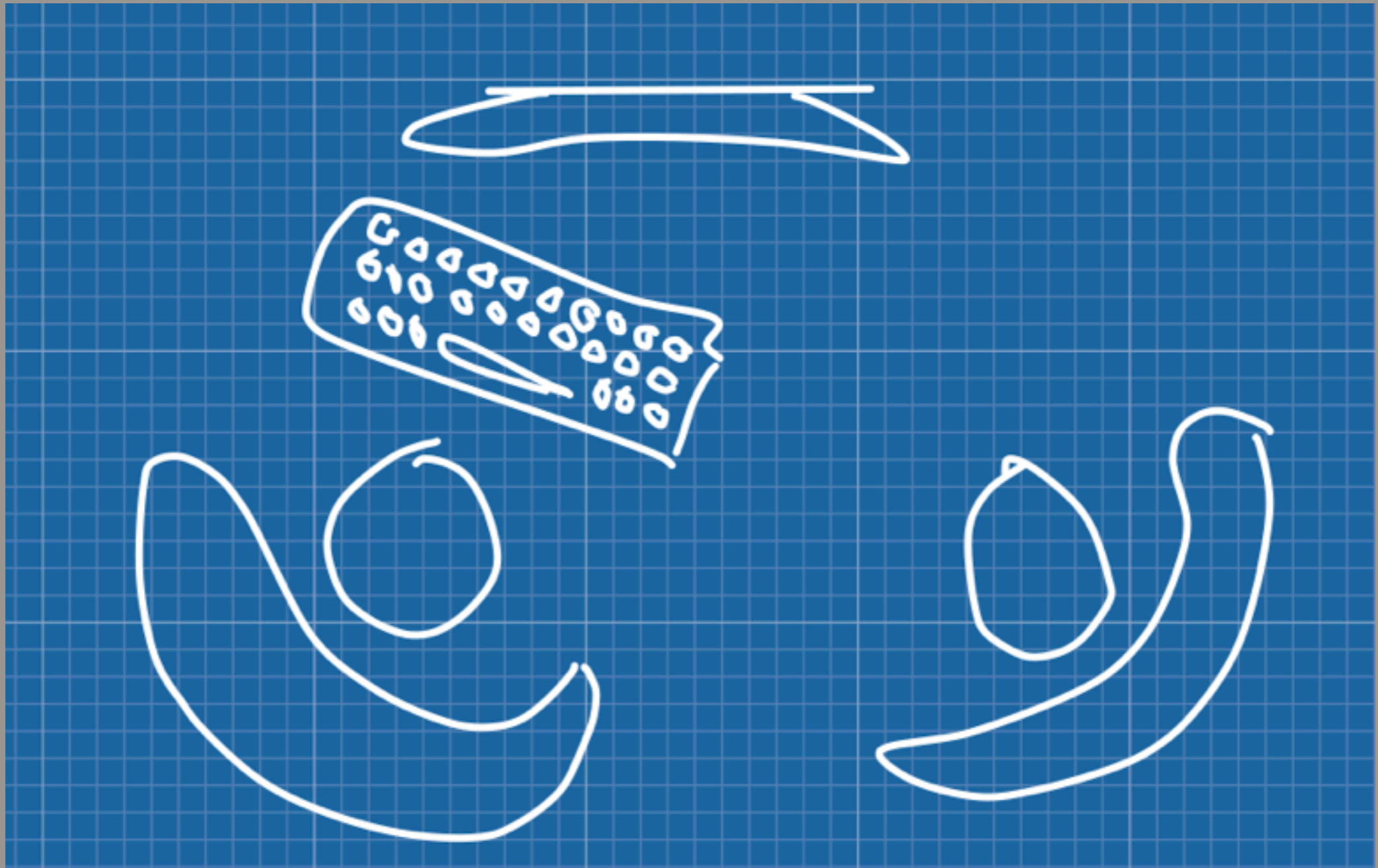
MARRIOTT, Bethesda, MD 1989-1992

MCI, Pentagon City, VA 1992-1994

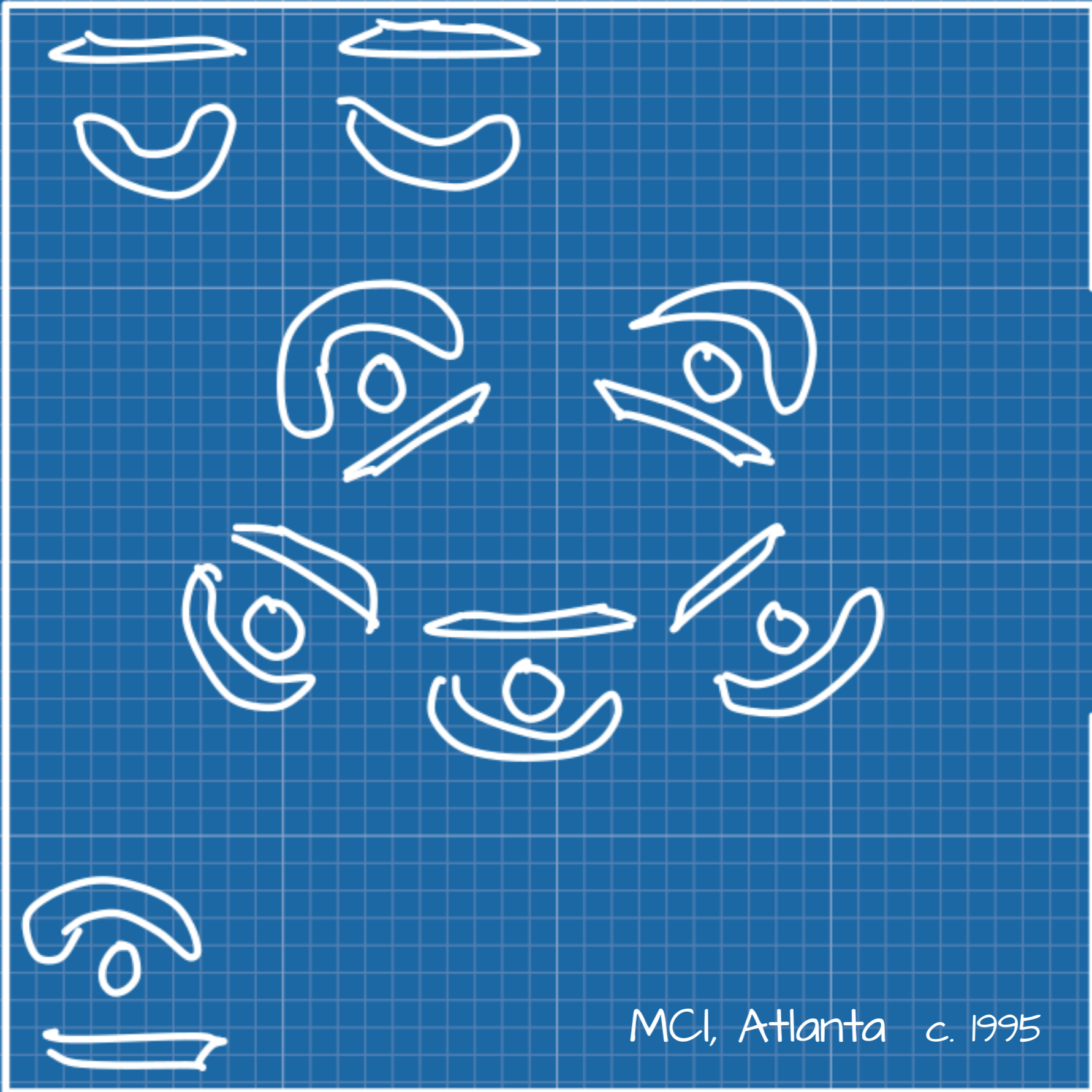
MCI, Colorado Springs, CO 1994-1998

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<https://www.pexels.com/photo/white-and-black-cow-figurine-1340373/>



MCI, Pentagon City, VA 1991

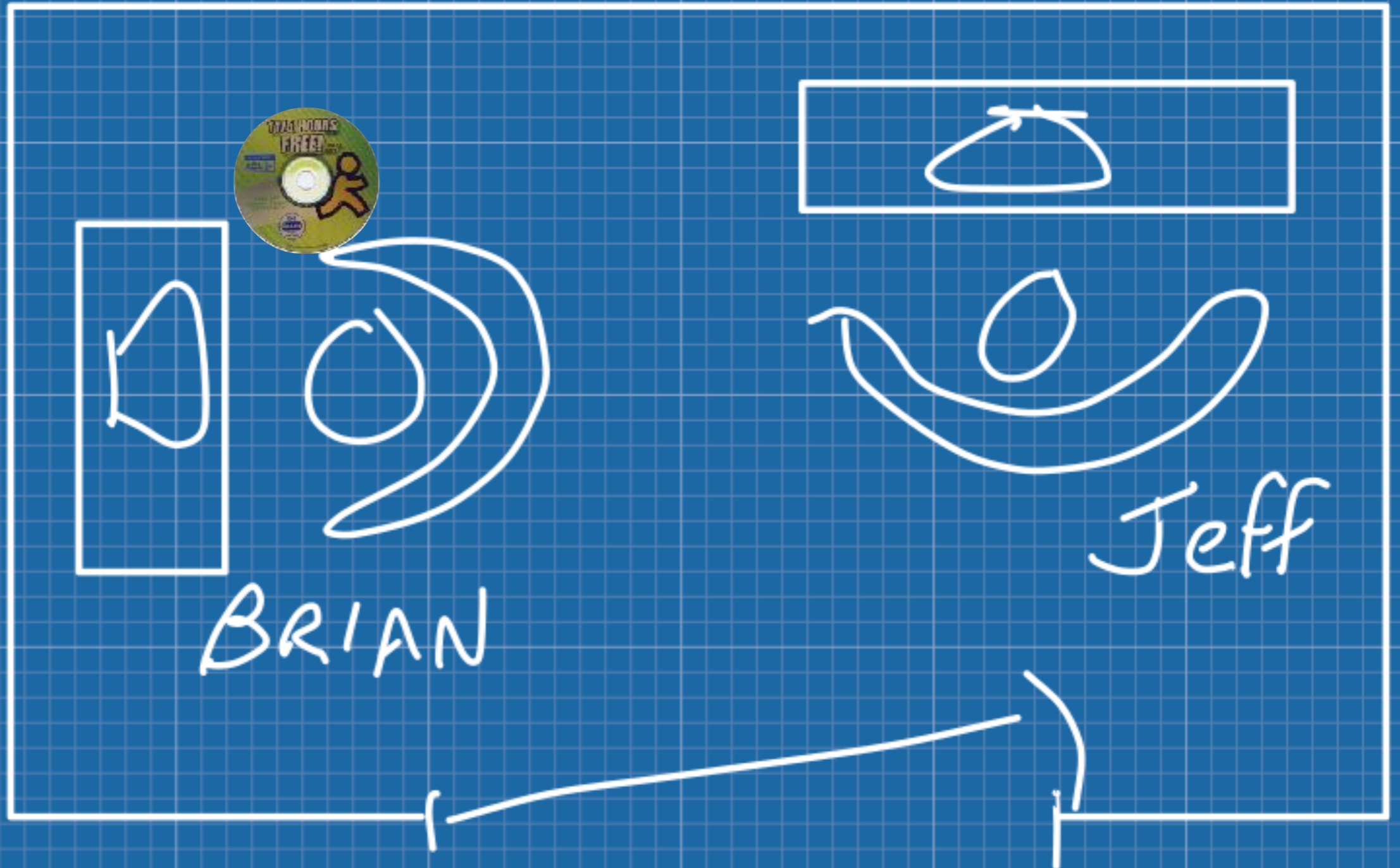


MCI, Atlanta c. 1995



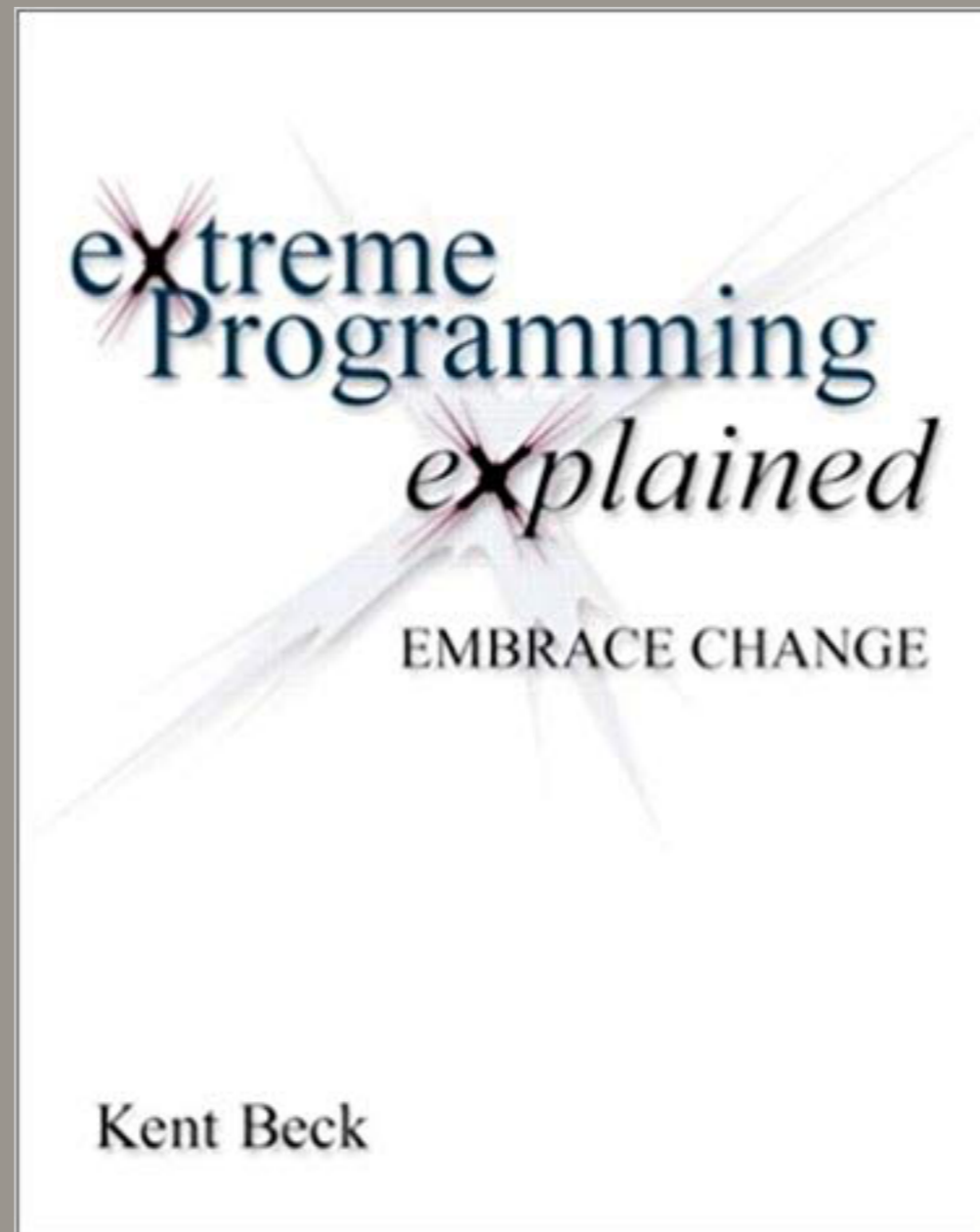
CHANNELPOINT, Colorado Springs

1998-2000

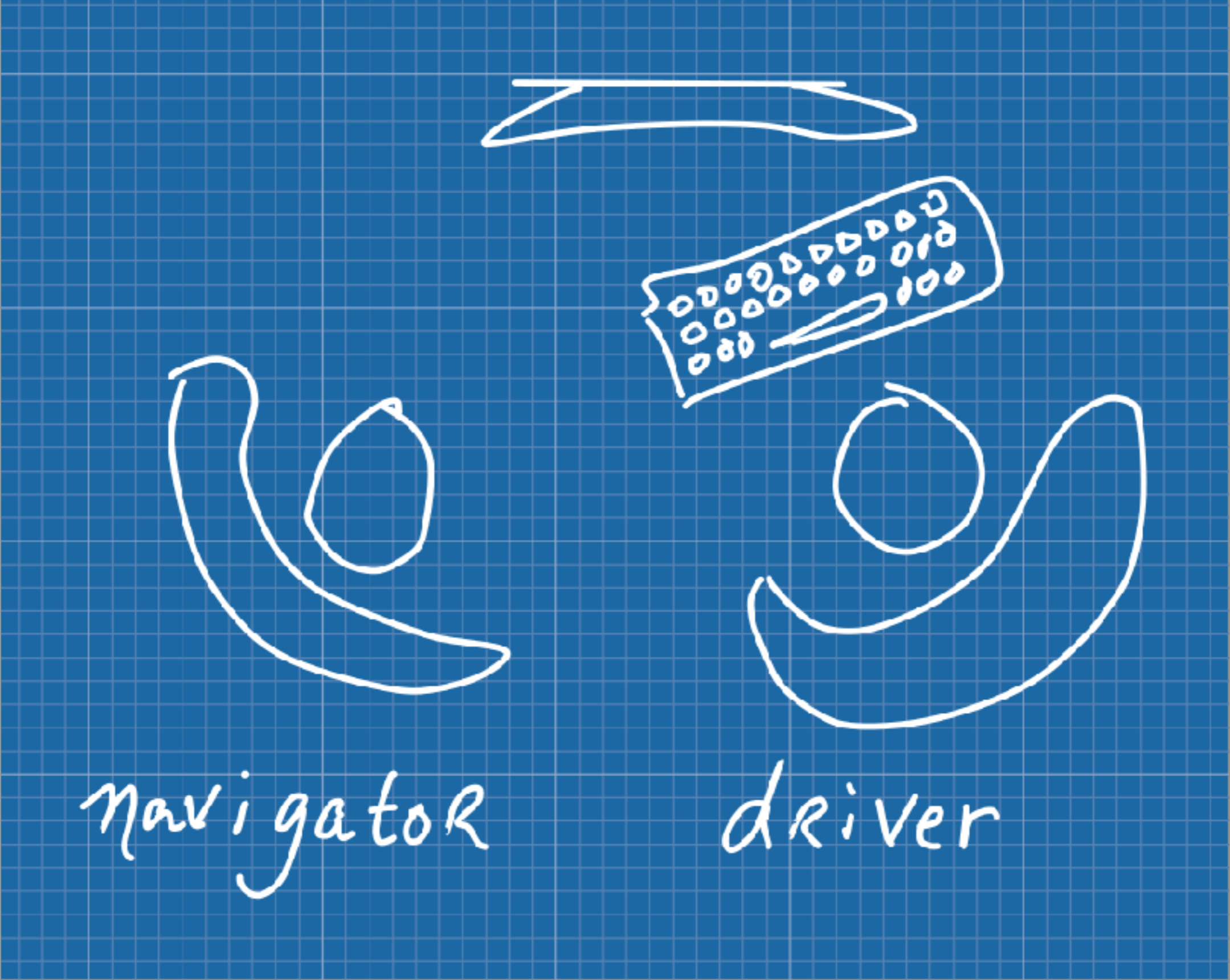


# TRANSFORMING IDEA

1999



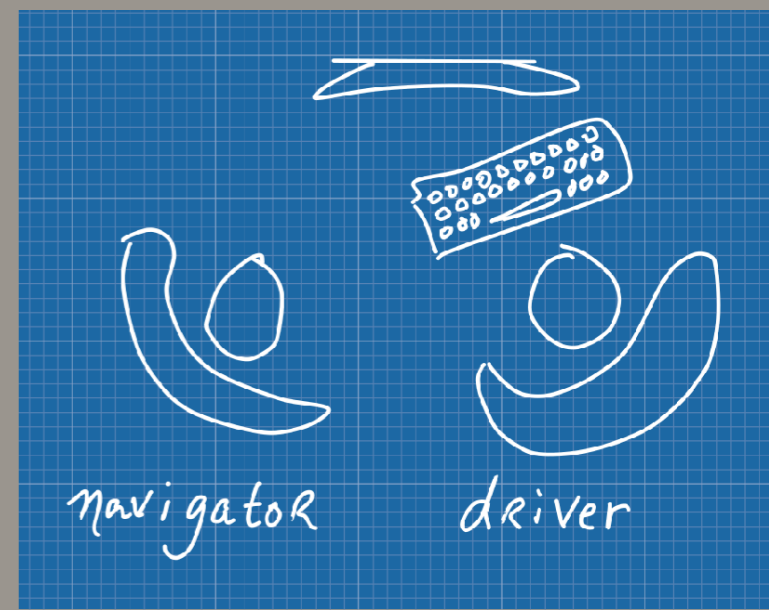
# PAIR PROGRAMMING



navigator

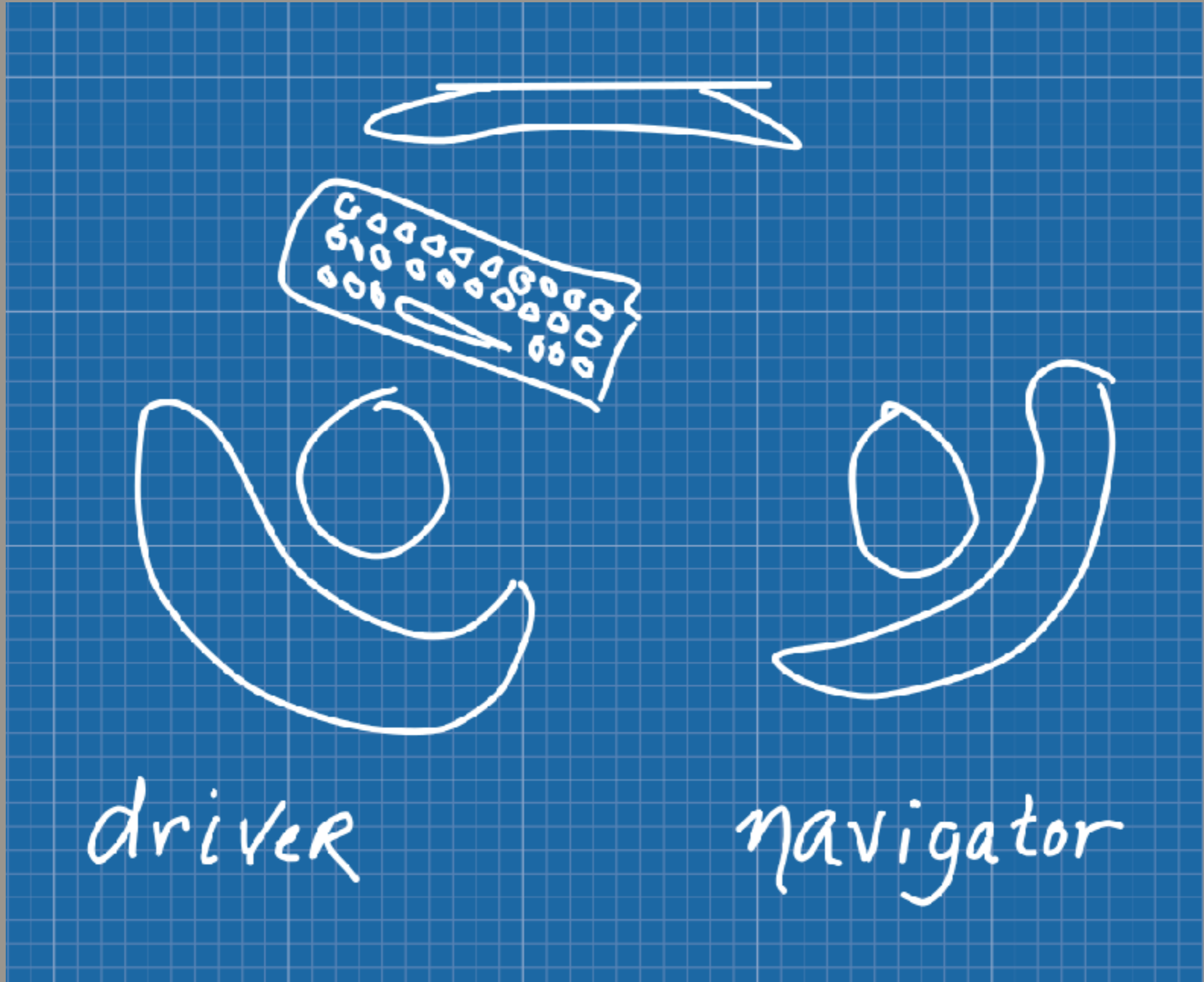
driver

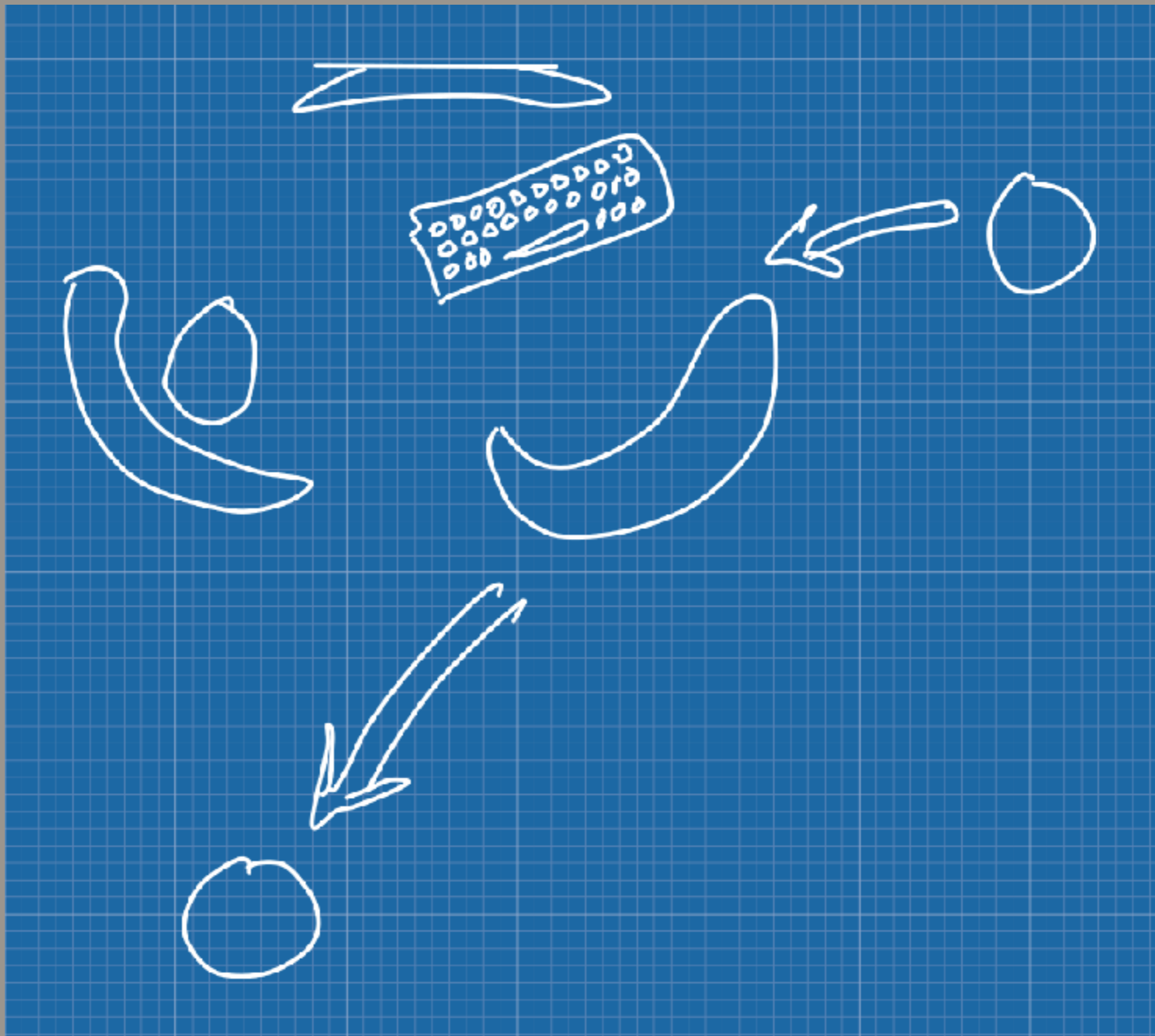
Why?





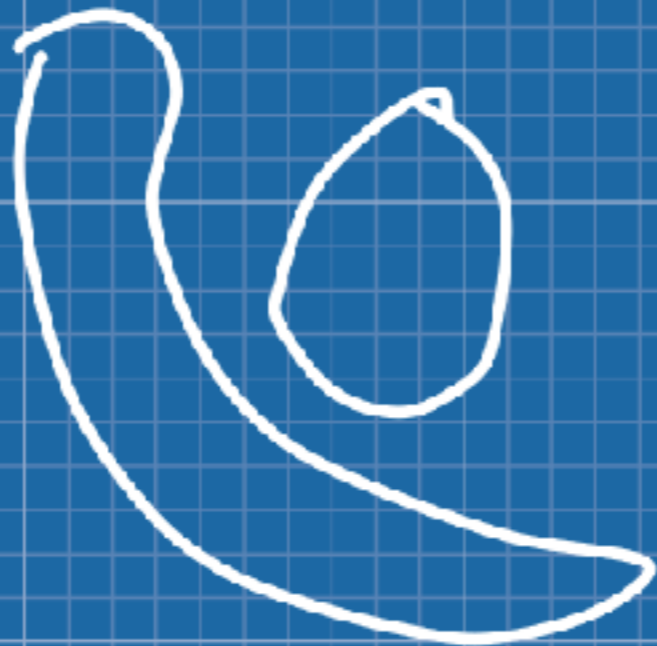
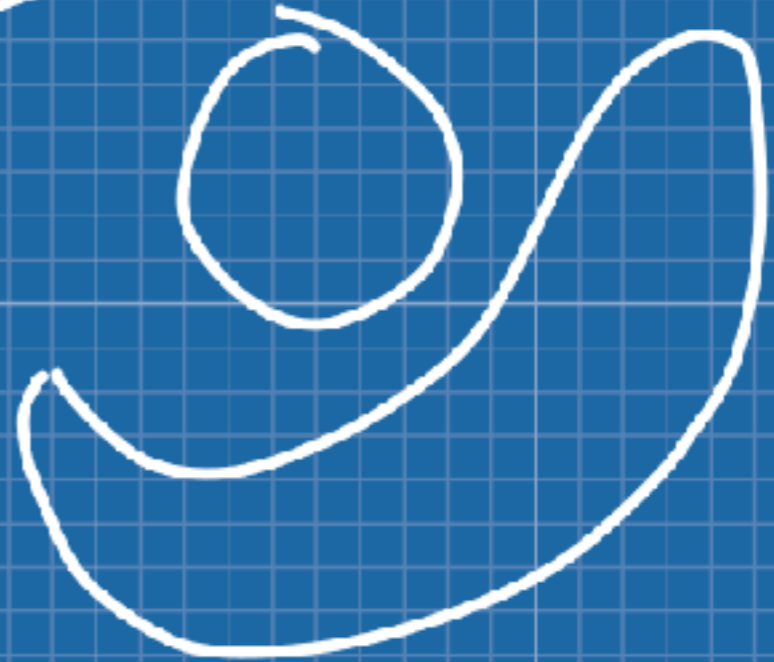
# SWITCHING ROLES

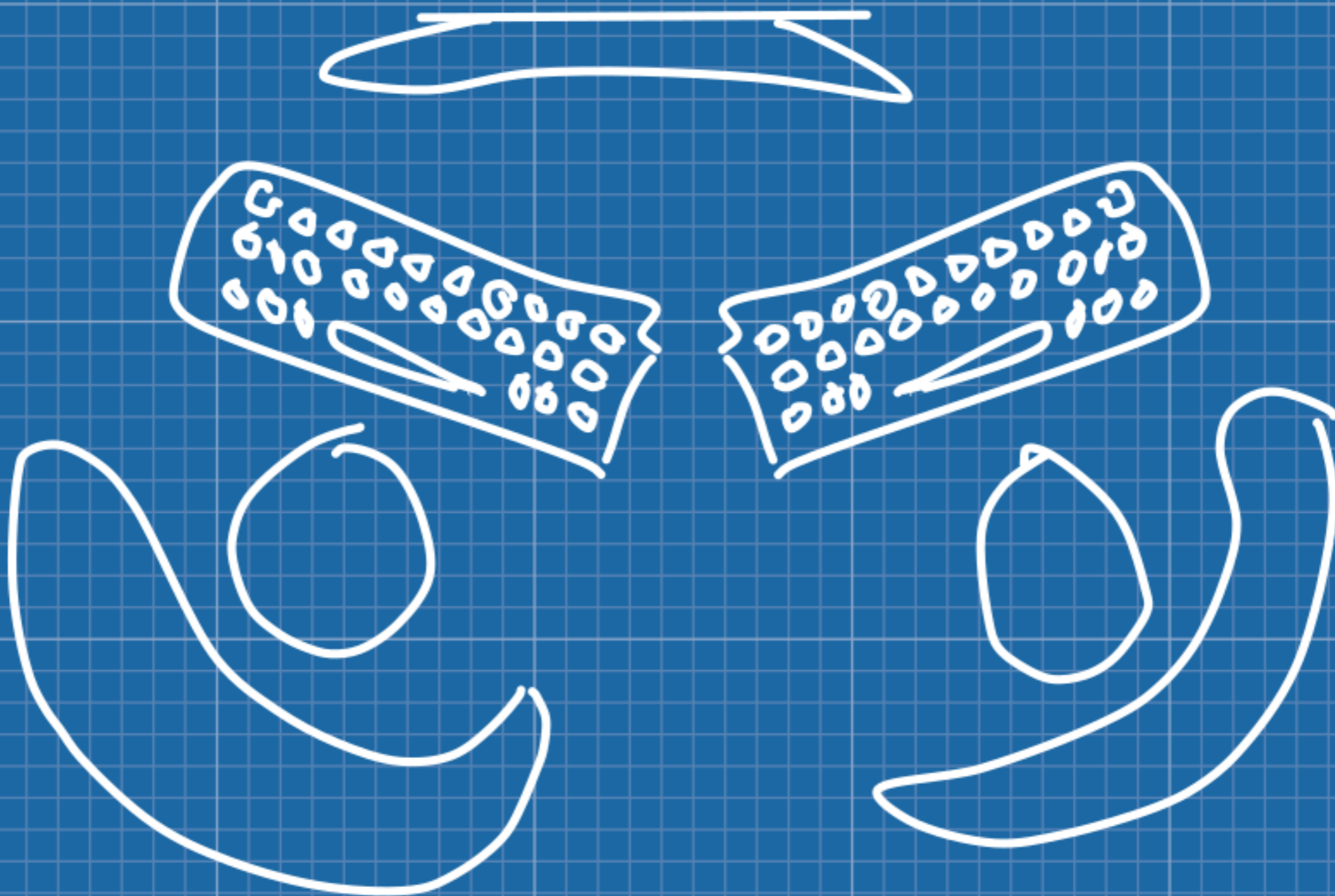




PAIR SWAPPING

NOT PAIRING!





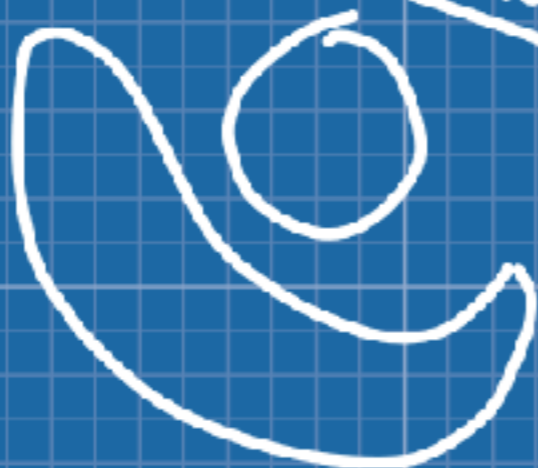
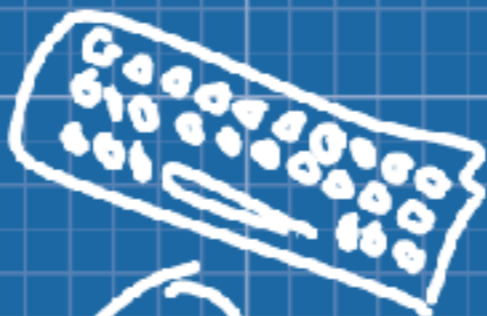
TWO KEYBOARDS



(defn our-code [] 45)



(defn our-code [] 42)



FACE-to-FACE  
PAIRING

# REMOTE PAIRING



"But it takes twice as long...  
But it costs twice as much!"

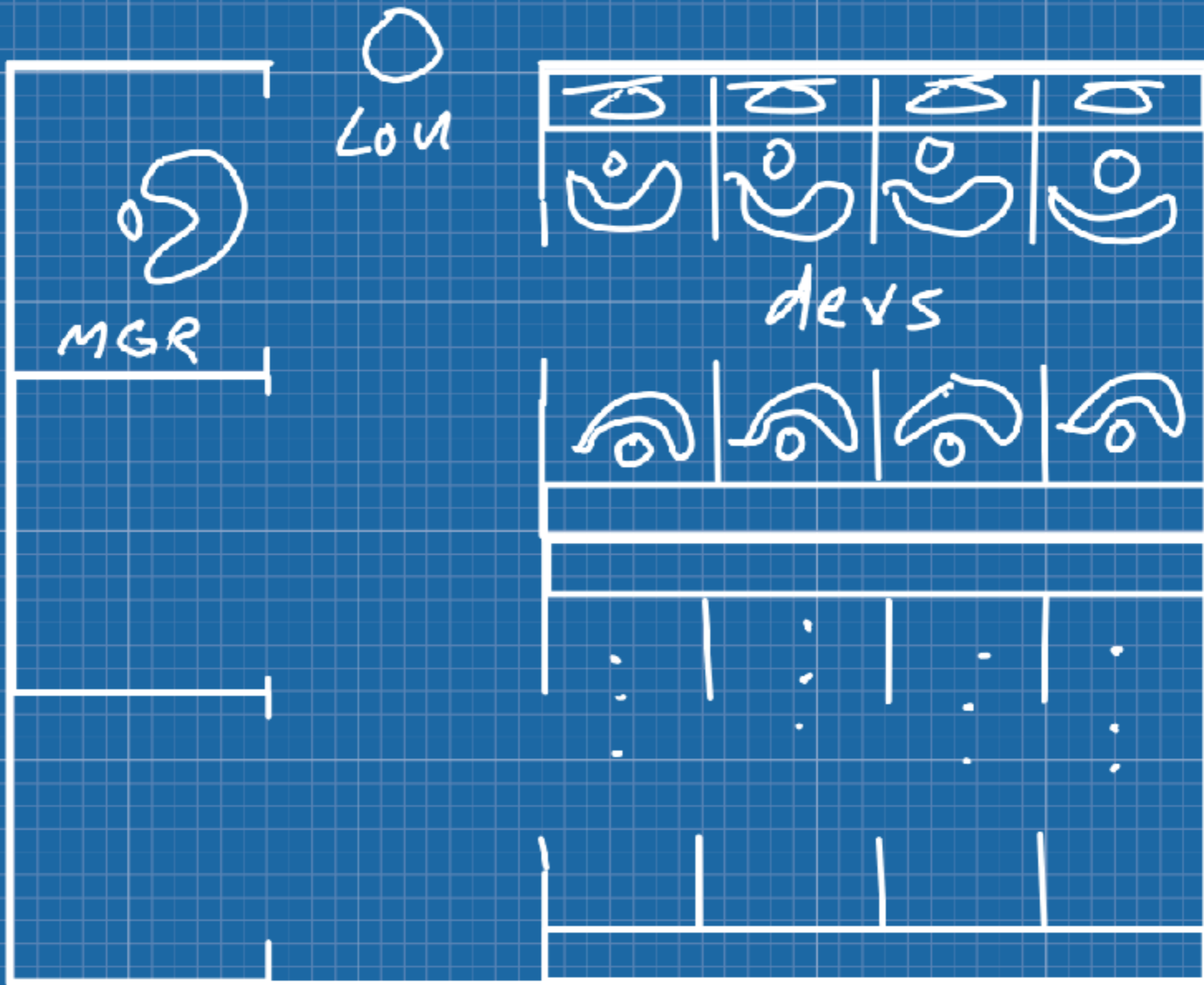
What is the cost of:

- Debugging sessions?
- More defects?
- Poorer design?
- Inscrutable code?
- "Mull time?"
- Loss of key knowledge?
- Under-performing devs?
- Ramping up?

# TRANSITIONING to CONSULTING

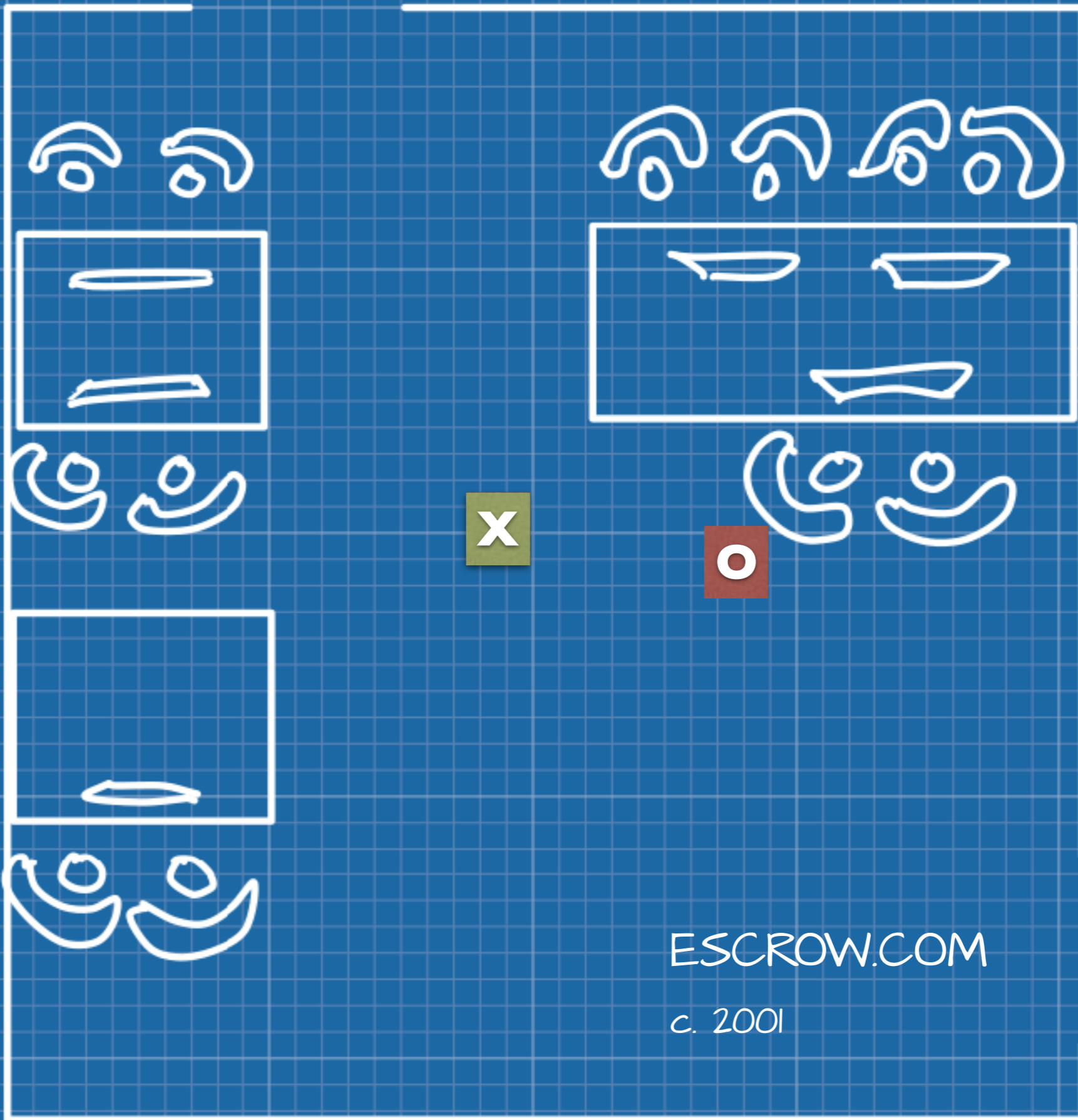






FEDERAL RESERVE BANK, MINNEAPOLIS

c. 2001



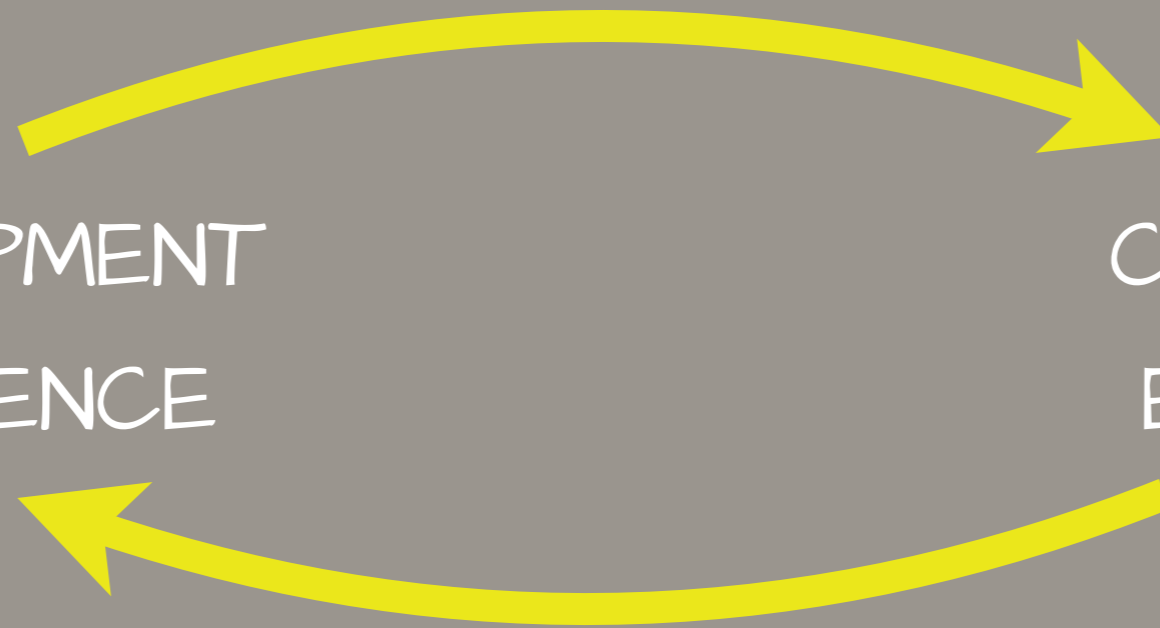
ESCROW.COM

c. 2001

# TRANSITIONING to a CONSULTING / DEV CYCLE

DEVELOPMENT  
EXPERIENCE

CONSULTING  
EXPERTISE





2000  
2001  
2002  
2003  
2004  
2005  
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2007  
2008  
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2010  
2011  
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2014  
2015  
2016  
2017  
2018  
2019



ezenia!

Sabre



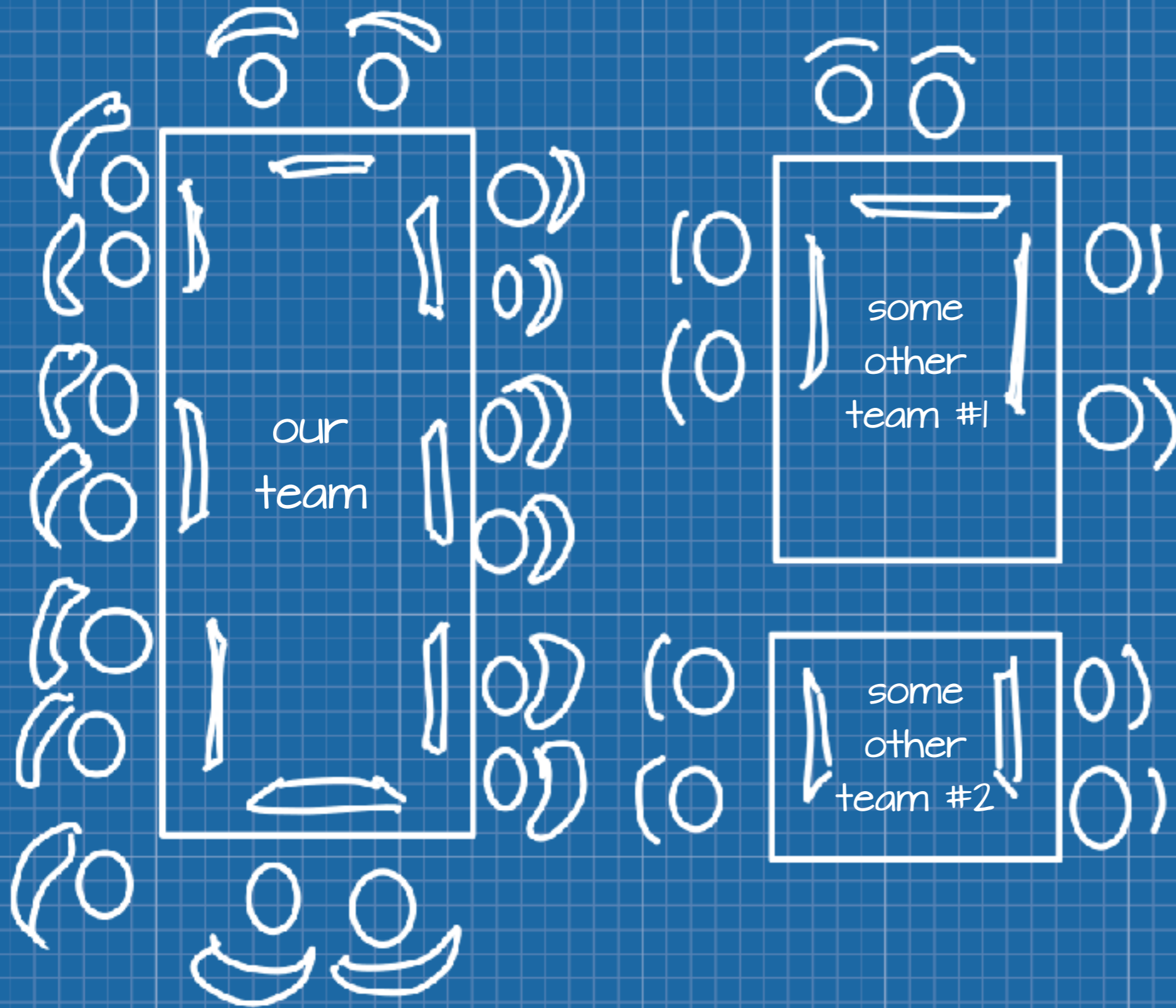
Outpace.



DEVELOPMENT

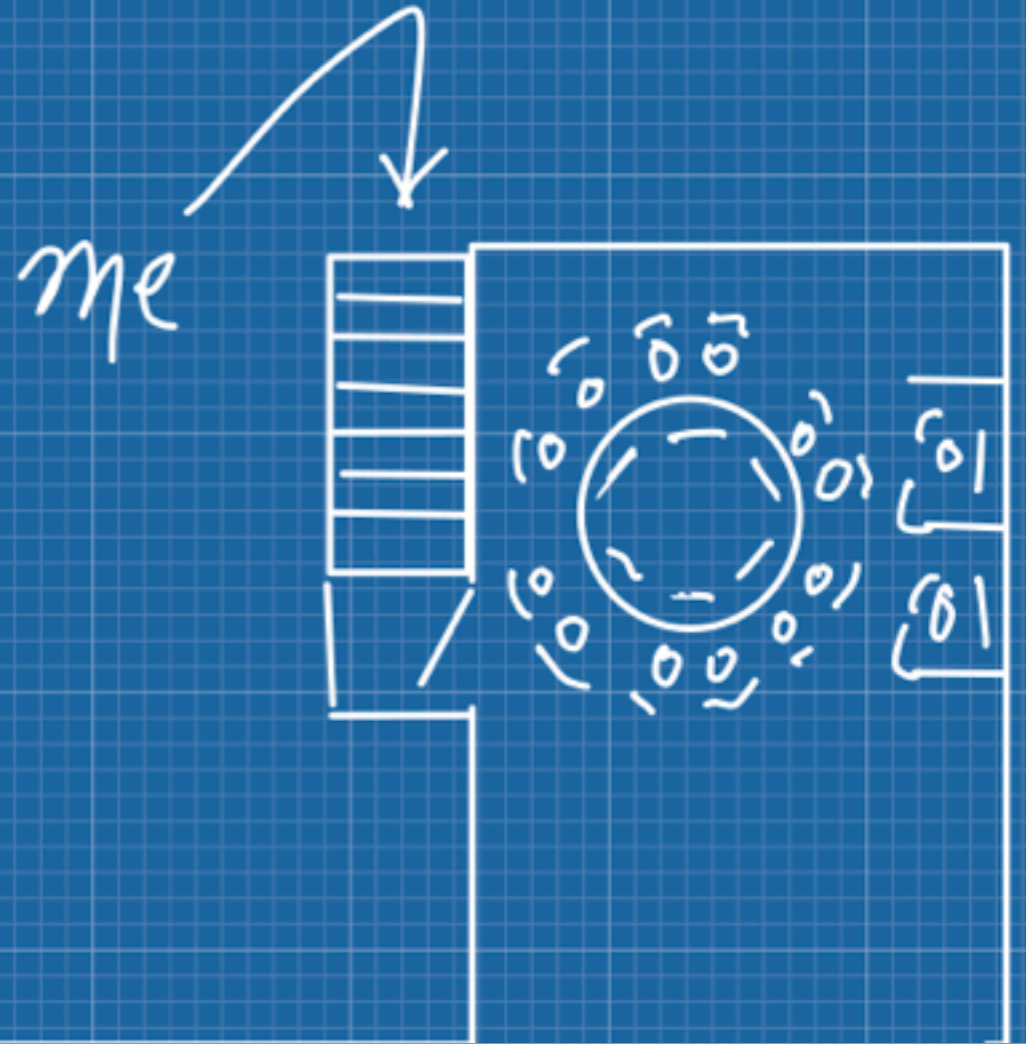
CONSULTING /  
TRAINING

@JLangr

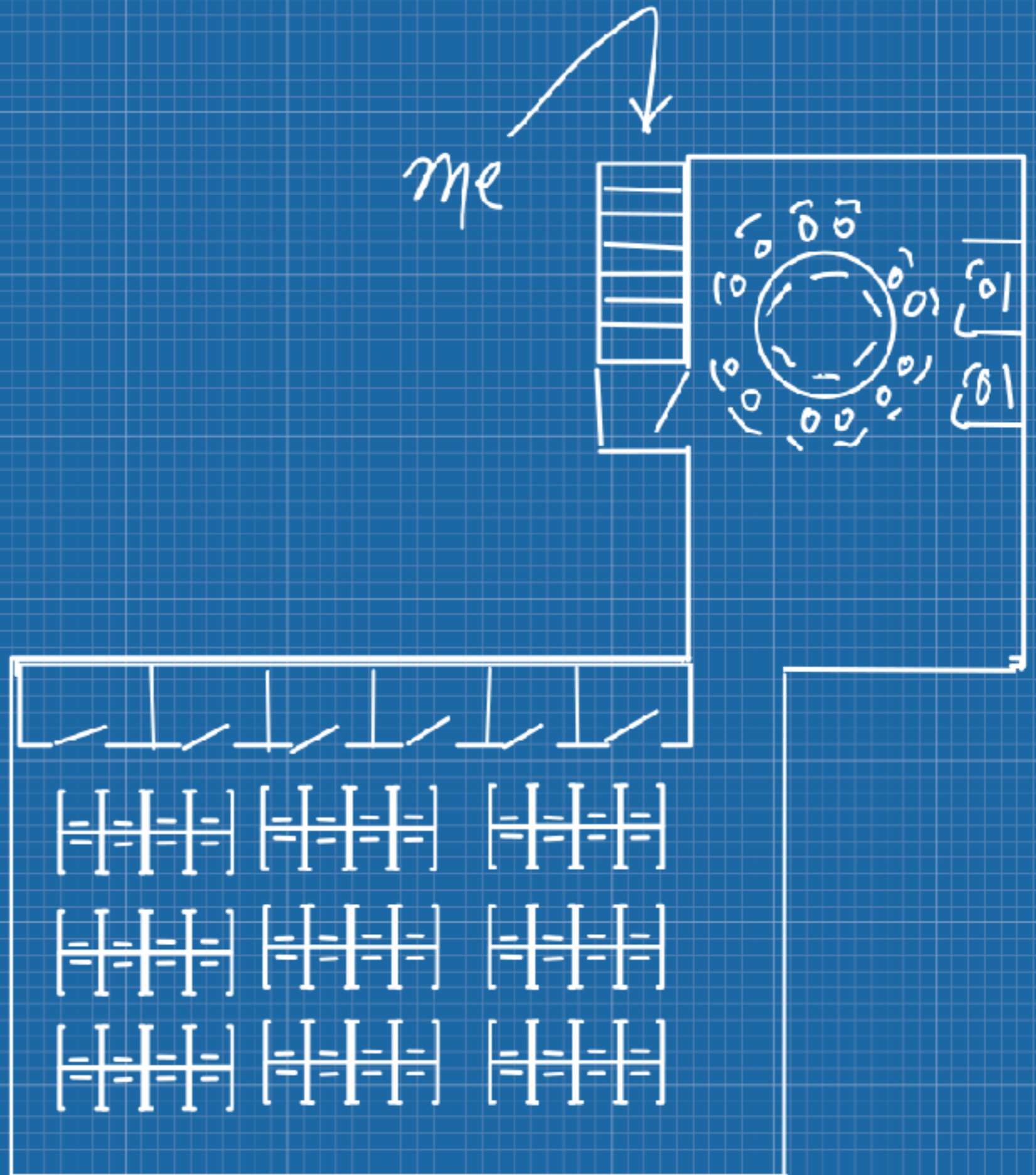


HEB,  
San Antonio  
2003

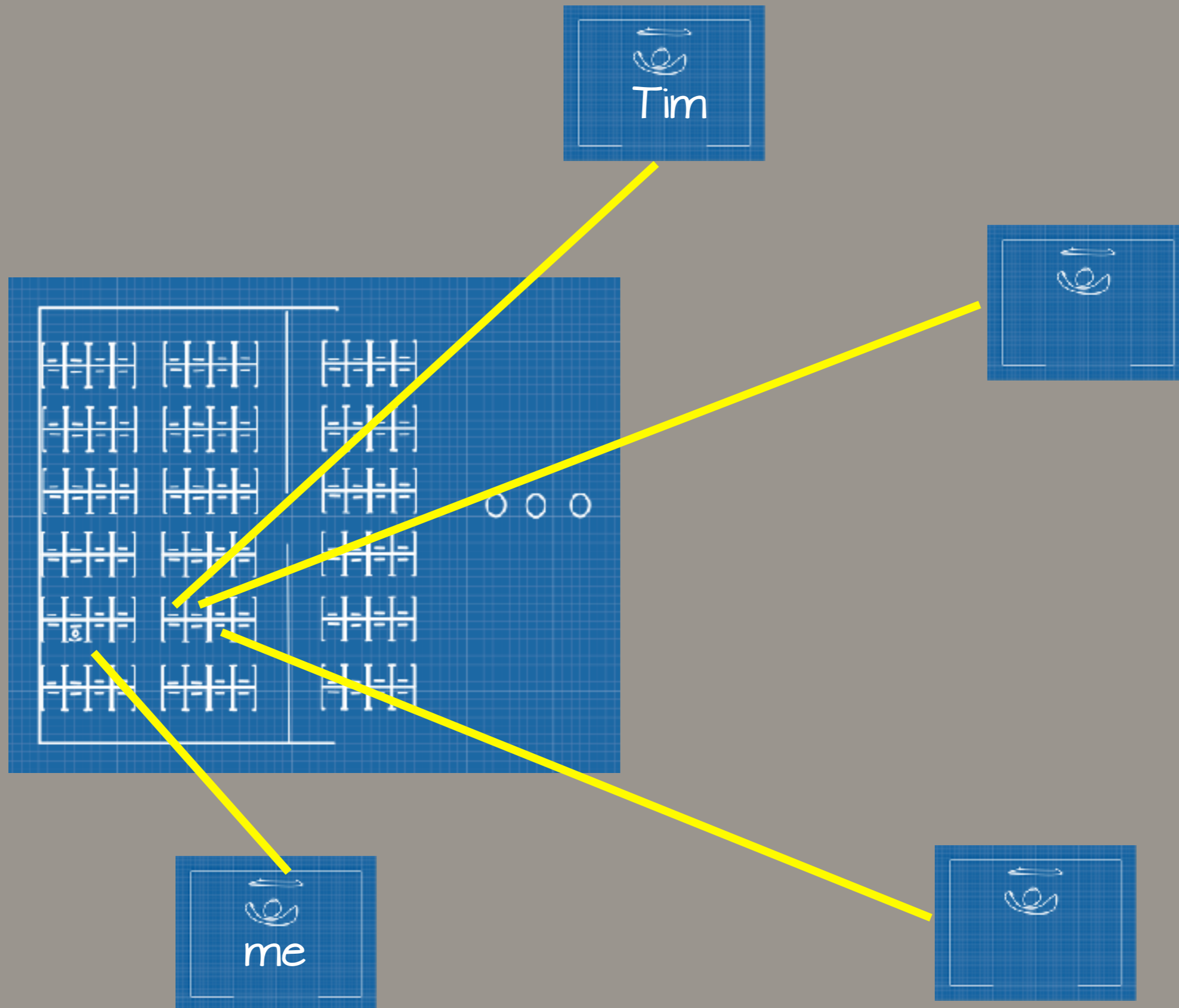
NATIONWIDE,  
Cleveland  
c. 2005



NATIONWIDE,  
Cleveland  
c. 2005



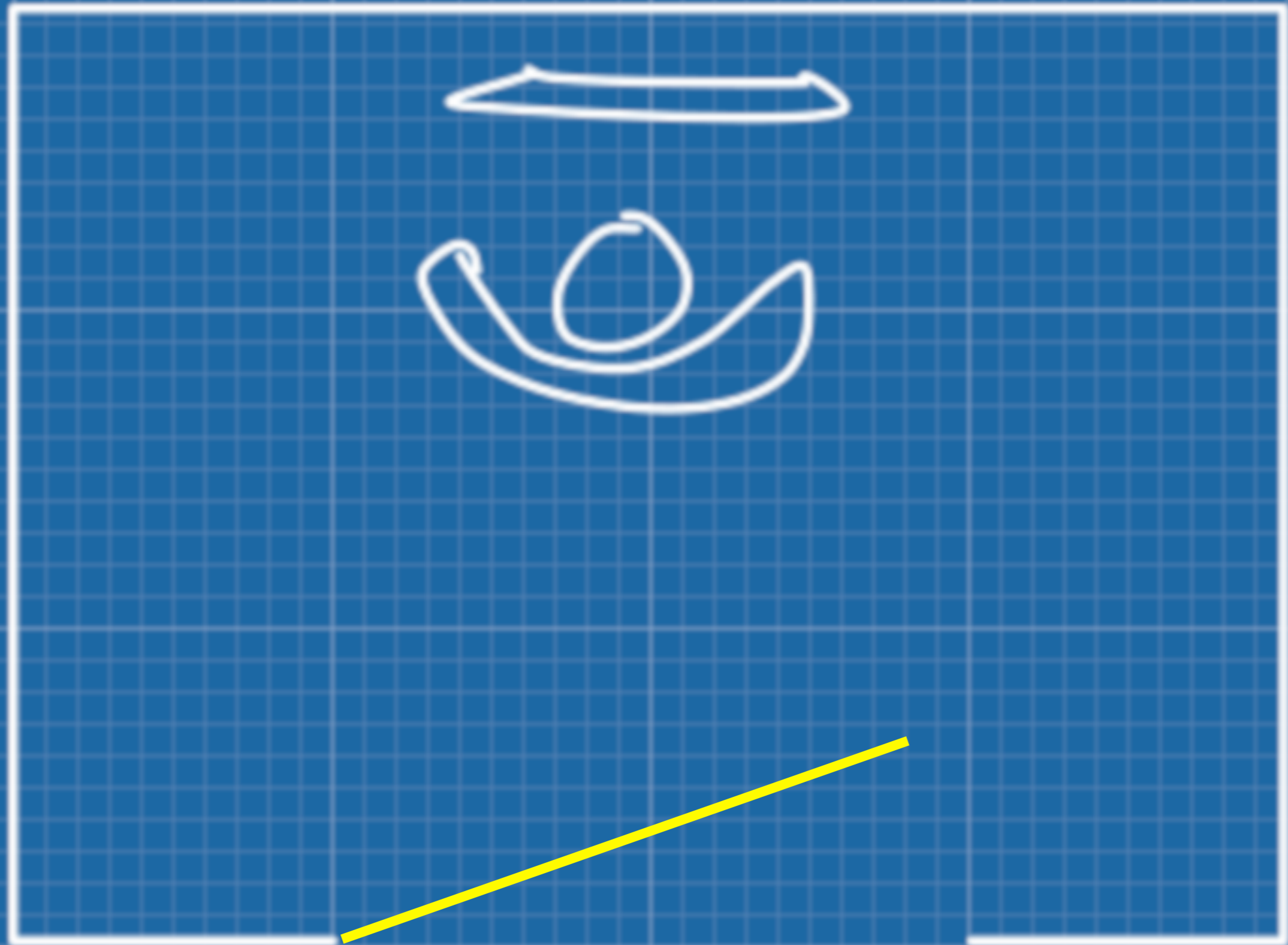
# GEOLEARNING 2010-2011

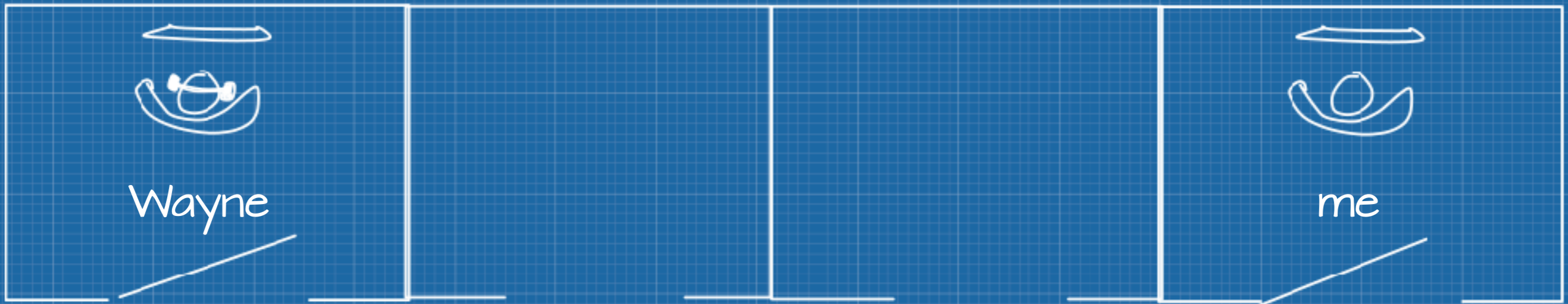




ISS, Colorado Springs

2011



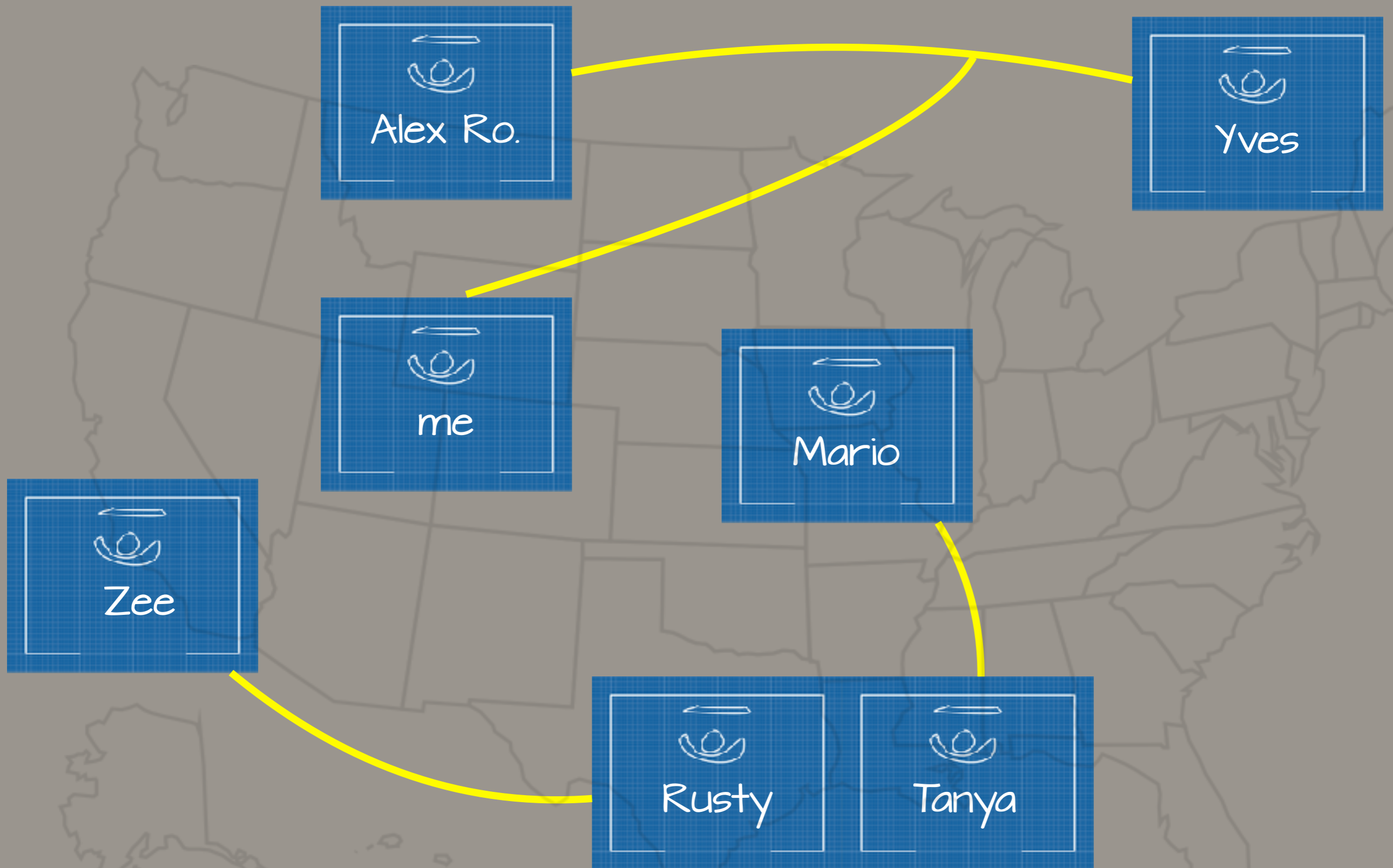


ISS, Colorado Springs

2011

# OUTPACE SYSTEMS

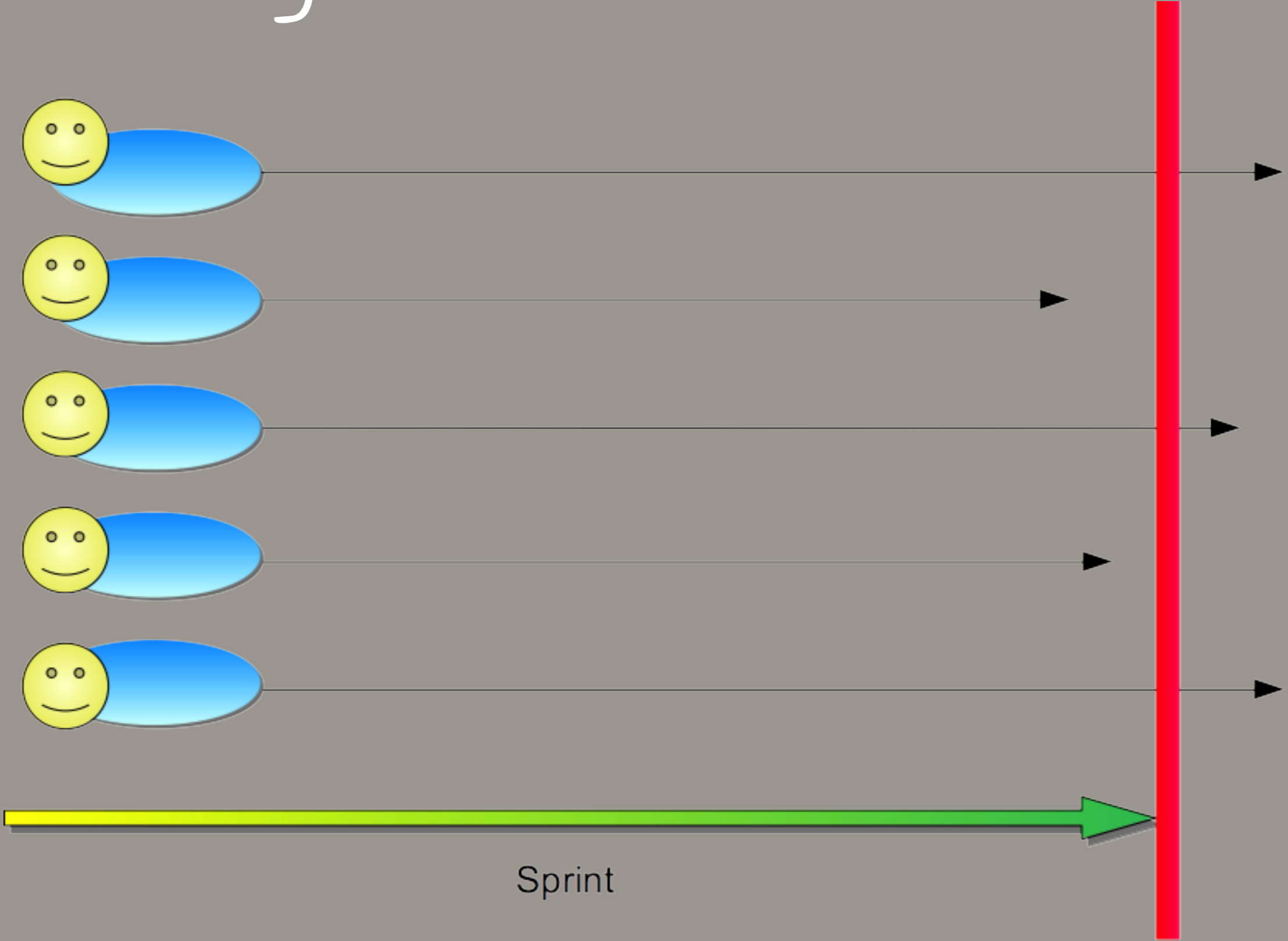
2013-2016



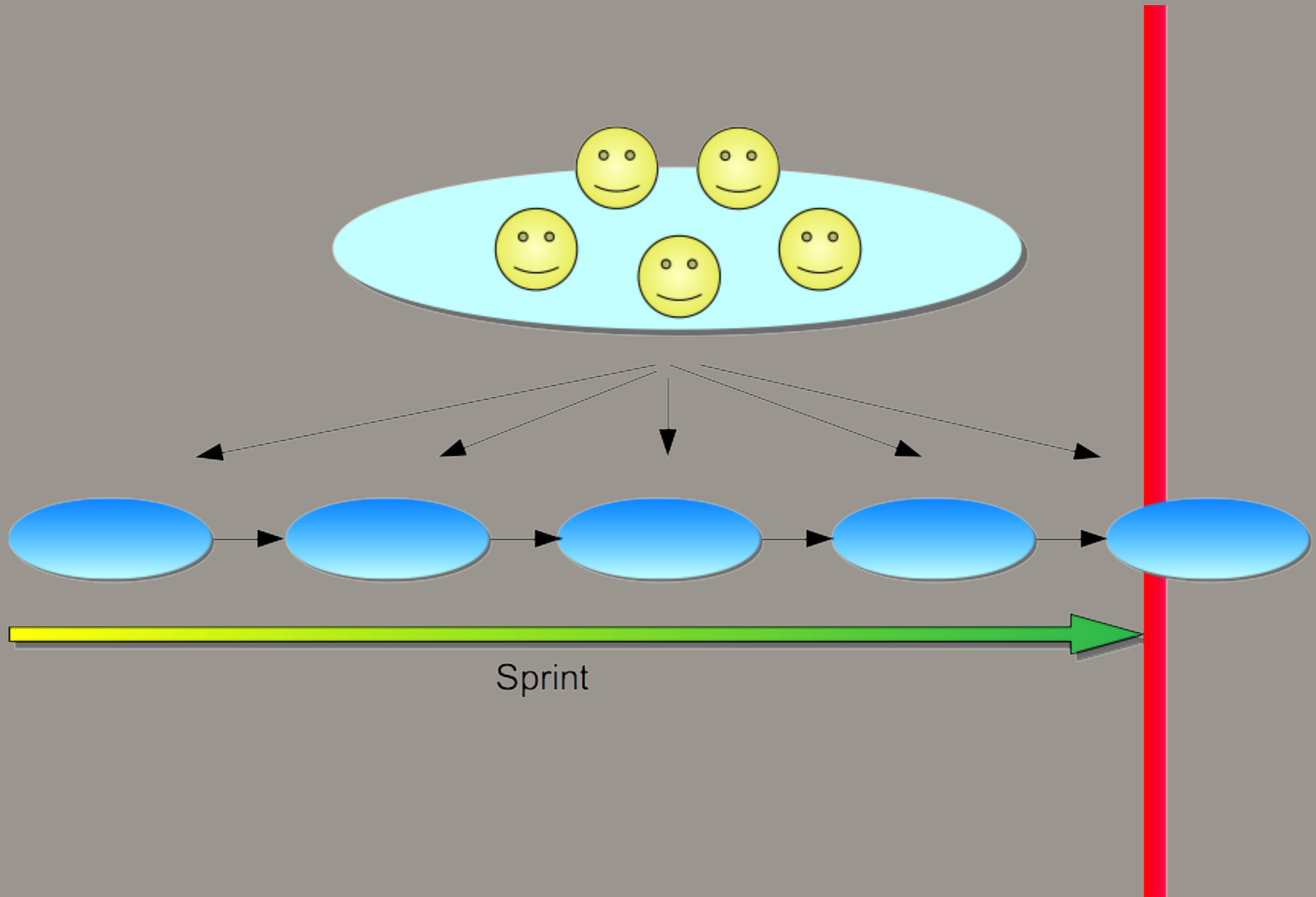
## SOME PAIRING CHALLENGES

- Fear
- Domination
- Novice-novice
- Hygiene / health
- Interactions
- Physical accommodations
- Accessibility needs
- Shared time
- Individual resistance
- Preferred environments
- ...

# Classic Agile Iteration



# Reduced WIP



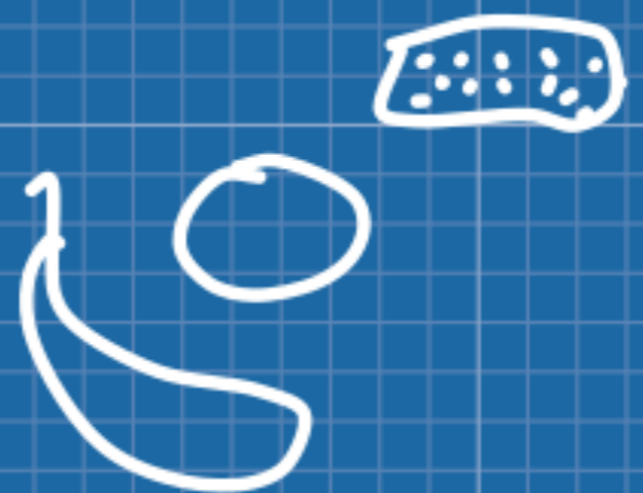
# "Open Plan" Workspace



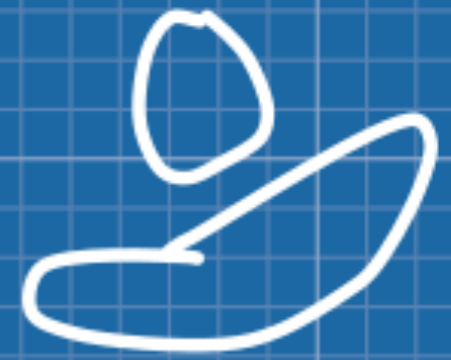
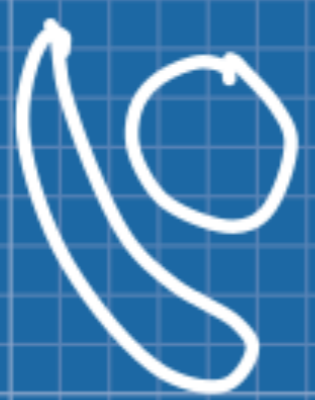
RANDORI SESSION







MOB PROGRAMMING



## MOB PROGRAMMING

"All the brilliant people working on the same thing,  
at the same time,  
in the same place,  
and on the same computer."



-- Woody Zuill  
<http://mobprogramming.org>

Photo courtesy Agile Alliance.

# Rule #1: DRIVER DOESN'T NAVIGATE

"For an idea to go from your head into the computer it MUST go through someone else's hands."

-- Llewellyn Falco



## Strong Style Pairing

Rule #2: TIMED ROTATION



**Mobster**

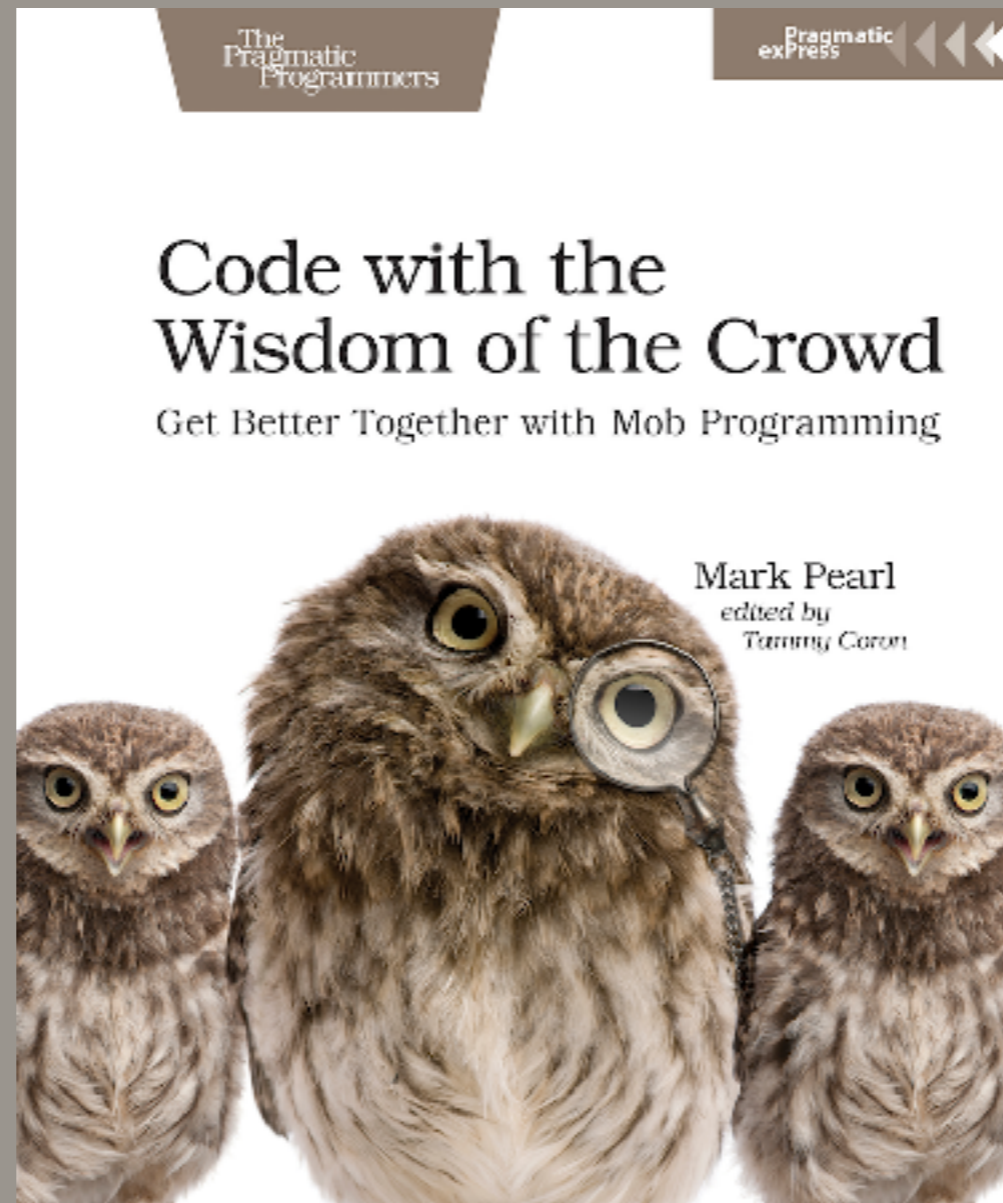
<http://mobster.cc>

# Some Resources

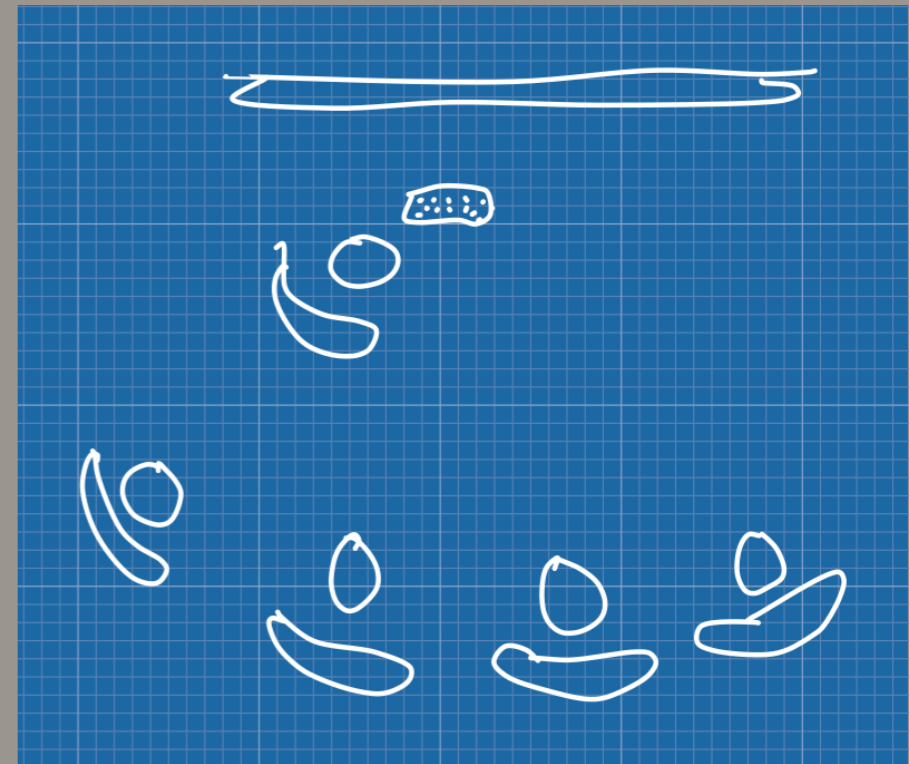
<http://mobprogramming.org>

["A Few Tips for Mob Programming" \(IL\)](#)

also:



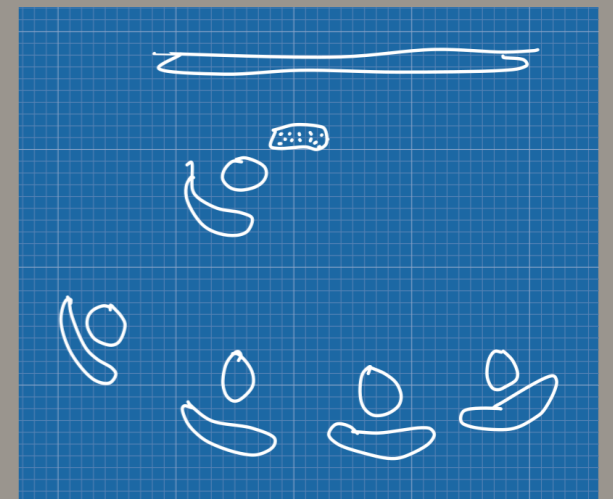
"We go faster."



Why?

# Some possible reasons

- Important discussions happen before code is integrated
  - Before it's too late
- Fewer / simpler rituals  
(standups, merging, pull requests, defect tracking, etc)
- WIP of one--focus on delivery
- All the info in the room
- All the wisdom
- Focus & flow
- Everyone understands the code
  - And why / decisions what went into it
- Consistent solutions
- Adherence to quality standards more likely
- Less rework (defects)





The Right Tool  
for the Job



coming in 2020!

# Agile+MobSolPair**EAST**

A TECHWELL EVENT

...DevSecOpsTest

A group of five people, three men and two women, are sitting on the floor in a circle. They are dressed in casual business attire. The man in the center is wearing a white shirt and a dark vest, and is gesturing with his hands as if speaking. The other people are looking towards him, listening attentively. The background is a plain, light-colored wall.

**Business people and developers must work together daily throughout the project.**

**The best architectures, requirements, and designs emerge from self-organizing teams.**

# Thank you!

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Software Solutions

SOFTWARE TRAINING/CONSULTING

