What is More Extreme than XP?

Kent Beck
Three Rivers Institute
and Agitar Software
State of XP

- General acceptance that agility would be valuable
- General acceptance that the greater agility is technically feasible
- Emphasis on practices, not values and principles
What Now?

- Business is asking for principled practice
  - Media
  - Advertising
  - Selling point for consulting
  - Reason for outsourcing

- Good news: we already have the idea of principled practice in XP
  - Not just the principles of development
More Extreme than XP?

• Responsible development
Definitions

- **Accountability**—rendering account
- **Responsibility**—liable to render account
- **Integrity**—harmony between beliefs and actions
- **Blame**—deflecting responsibility
Accountability ≠ Blame

- Accountability is openness about our actions
- Blame is avoidance of responsibility for our actions

While these words are very different, in the U.S. they are used interchangeably.
Who am I accountable to?
What am I responsible for?
Are those in balance?

• Part of maintaining personal and professional integrity is attempting to meet your responsibilities

• Evaluate the relative importance of your commitments
Today’s Focus:
Software Development

• In my work to whom am I accountable?
• For what am I responsible?
• How can I best meet my responsibilities?
# Achieving Responsible Development

<table>
<thead>
<tr>
<th>Goal</th>
<th>Ways to achieve goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest value, lowest cost</td>
<td>Feedback (e.g. short cycles)</td>
</tr>
<tr>
<td>Managed risks</td>
<td>All known risks are public, remediation for stoppers, invite feedback</td>
</tr>
<tr>
<td>Sustainable</td>
<td>Energized work, sufficient resources (including time)</td>
</tr>
<tr>
<td>Vision</td>
<td>Occasionally lift your head to check out the big picture</td>
</tr>
<tr>
<td>Improving</td>
<td>Skill development, reflection, experimentation, expect learning and growth</td>
</tr>
<tr>
<td>Transparent</td>
<td>Tell the truth, don’t do anything you need to hide, work in steps of real functionality</td>
</tr>
</tbody>
</table>
Shorter Cycles

Don’t: cut a reasonable schedule in half

Do: improve performance until taking longer would be ridiculous

This is a shift in mental focus
Sustaining Change

- Commitment
- Community
- Accountability
Responsible Development

Value

Integration

Design

Implementation

Testing

Clarification

Estimation