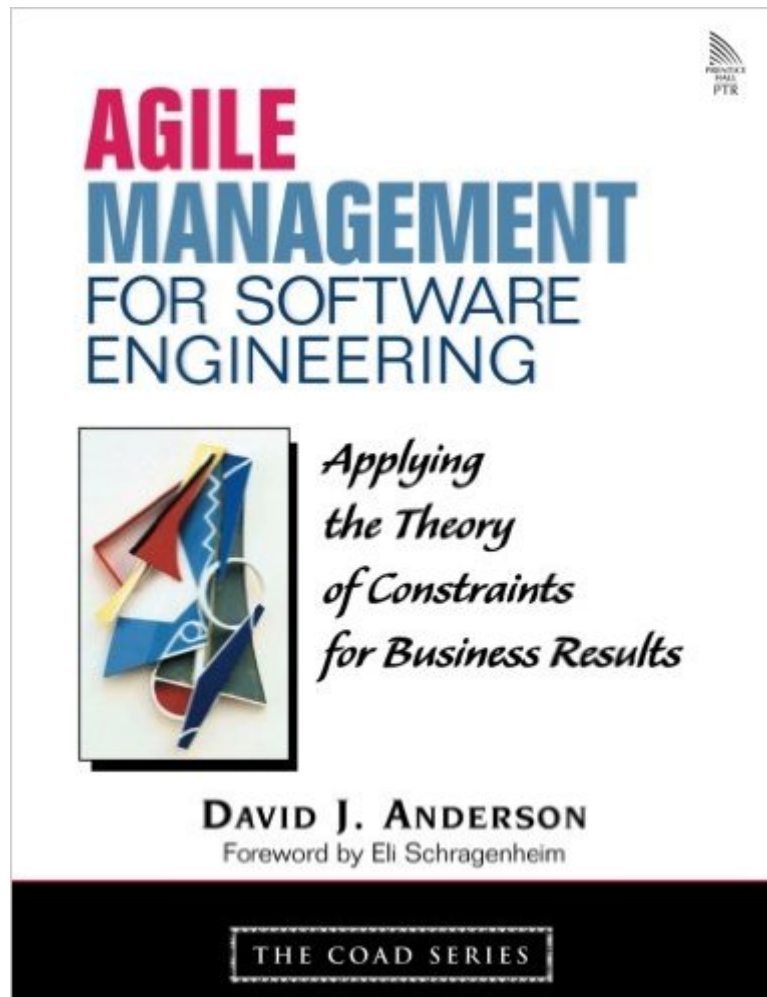


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# Agile Management For Software Engineering: Applying The Theory Of Constraints For Business Results



## Synopsis

This text explains how agile software development methods produce better business results. It aims to help managers combat the biggest business complaints about software (for example, late, doesn't deliver as promised, over-budget and so forth).

## Book Information

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Abraham Lincoln once asked something like, "If you call a tail a leg, how many legs does a dog have?" The answer is four. "Just because you call a tail a leg doesn't make it so." Just because you want to call some development practice "Agile" doesn't make it so. In this book, David Anderson makes a case for calling Theory of Constraints the underlying definition of Agile software development practices. The principle tie is that a key measure in the Theory of Constraints is called Throughput; the amount of value delivered to the customer. Agile methods pride themselves as delivering value to the customer quickly. Based on the Theory of Constraints definition, the Feature Driven Development (FDD) method, Anderson's personal expertise, turns out to be the most Agile of all. In making the case for the Theory of Constraints based approach, Anderson has given us a lot of formulas and metrics for looking at software projects. This is the most thorough treatment of the subject I have seen yet. I wasn't fully satisfied with the metrics as I felt the book didn't deal with the biggest problem in metrics, the problem of characterizing the measure. To do good metrics, you have to be very clear on what you are measuring, the characterization problem. Without that, all the formulas, graphs, and trends are pretty much useless. Most of the book dealt with the problem by

saying, "If you could measure 'X', then..." I got really tired of all the ifs in the book. In fact, I am not sure I should like this book or not. I found myself half of the time saying to myself, "Hmm, that is a interesting idea," and the other half saying, "I don't think so." Perhaps it was all the ifs, perhaps it was the repetition.

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