

# *What is More Extreme than XP?*

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# *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

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

# 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

