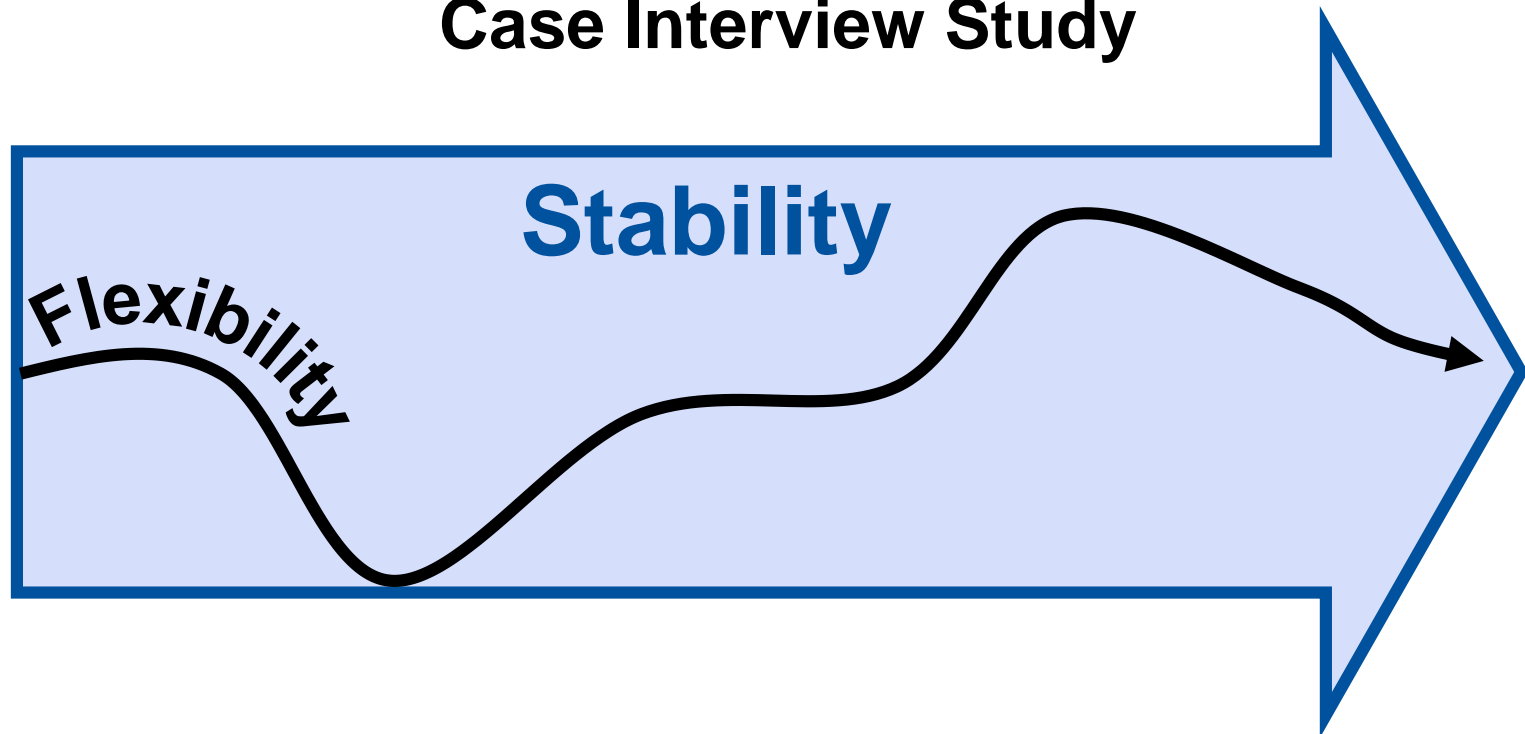


Defining Frames to Structure Agile Development in Hybrid Settings – A Multi-Case Interview Study

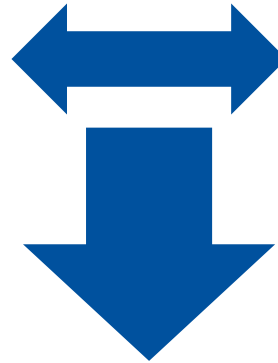


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Companies want
to be **flexible**



Companies need
planning certainty
and **stability**

Companies **combine agile and plan-based methods** to hybrid approaches

Research Gap: How do companies create a balance in their development process?

Data Collection: Interview study with 15 participants

Roles

Project Manager
Developer Product Manager
Software / Product Owner
Architect Agile Coach
Resource Tester
Manager

Projects

IT services for a
railroad company IT services for
logistic
Automotive IT services for
supplier business processes
IT services IT services for
for banks insurance
Supplier for Access management
satellites system

Experience

4 Years 7 Years
0.5 Years 30 Years 5 Years
13 Years 10 Years 25 Years
35 Years 8 Years

Project Size (# of persons)

25-30
1-5 15-20 6-10
40 50 70 90

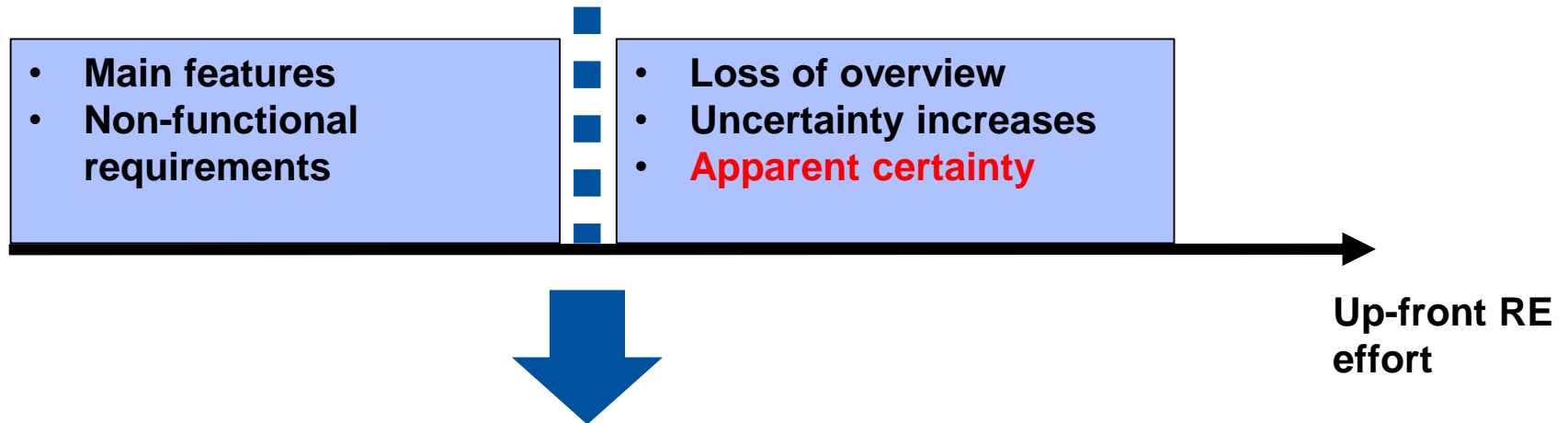
Companies use plan-based practices to **structure their development process**



- **Content Frame (Requirements Engineering)**
- **Planning Frame**
- **Technical Frame (Architecture)**
- **Coordination Frame**
- **Testing Frame**

Inside these frames projects can be **flexible**

- Project team is **able to give an estimation**
- Common understanding of the project



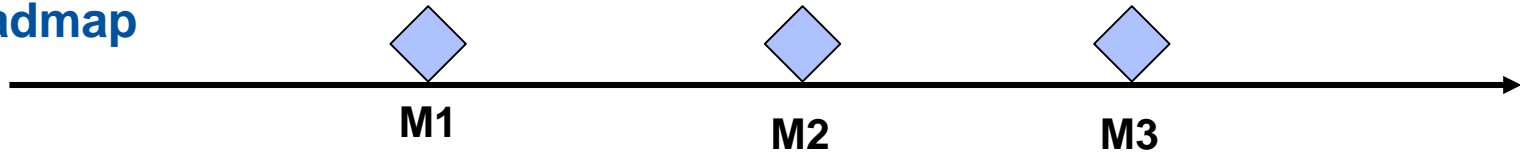
Common understanding of the **direction of the project** → **Stability**

Detailed requirements are kept **open** → **Flexibility**

- Budget
- Time
- Skill Set

Stability

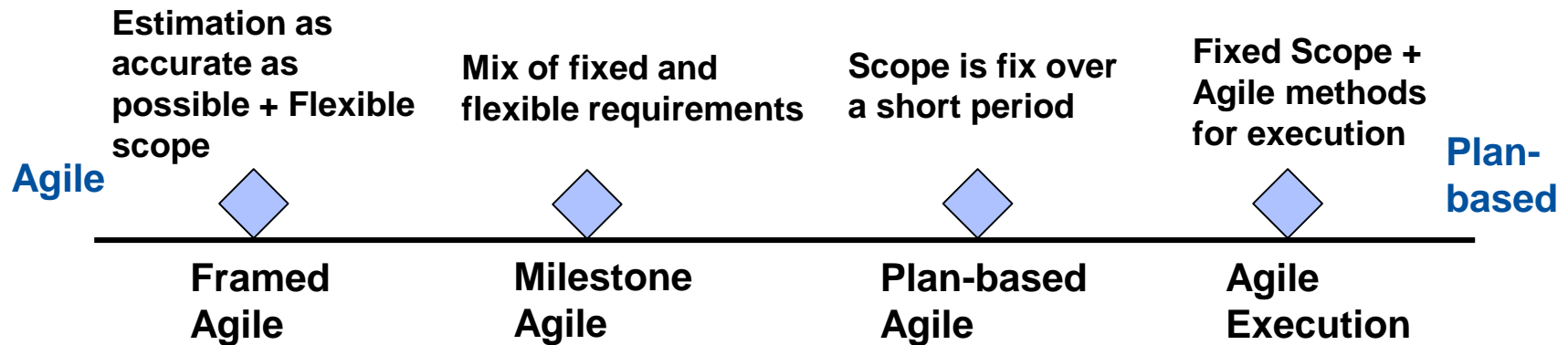
Roadmap



Management of Scope

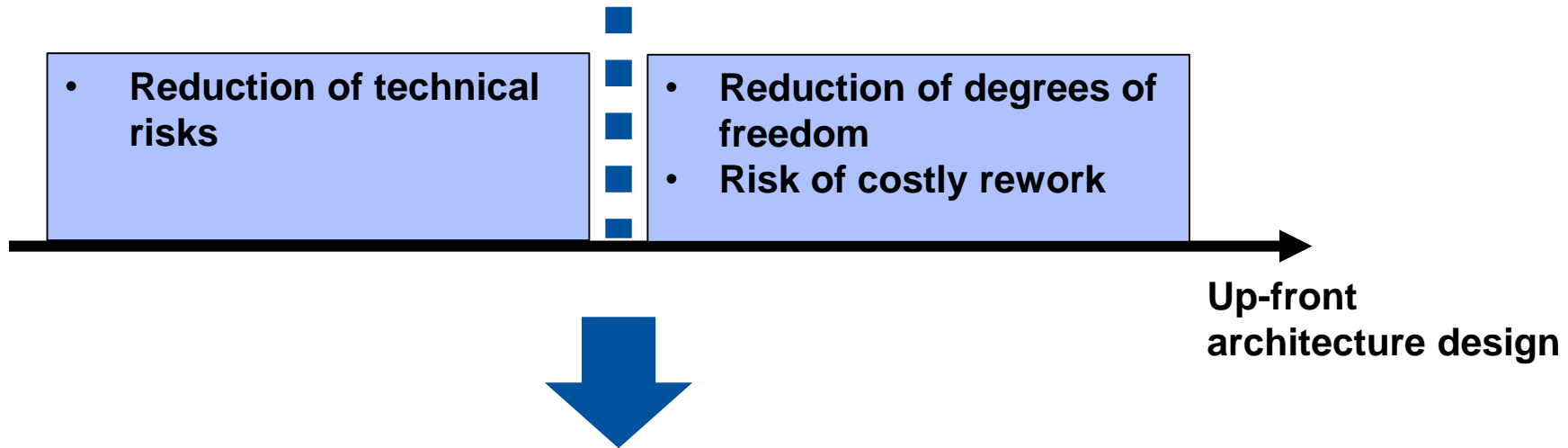


Flexibility



Mode: A way to manage the scope

Definition of interfaces



- Structure of the architecture
- Overview of the software

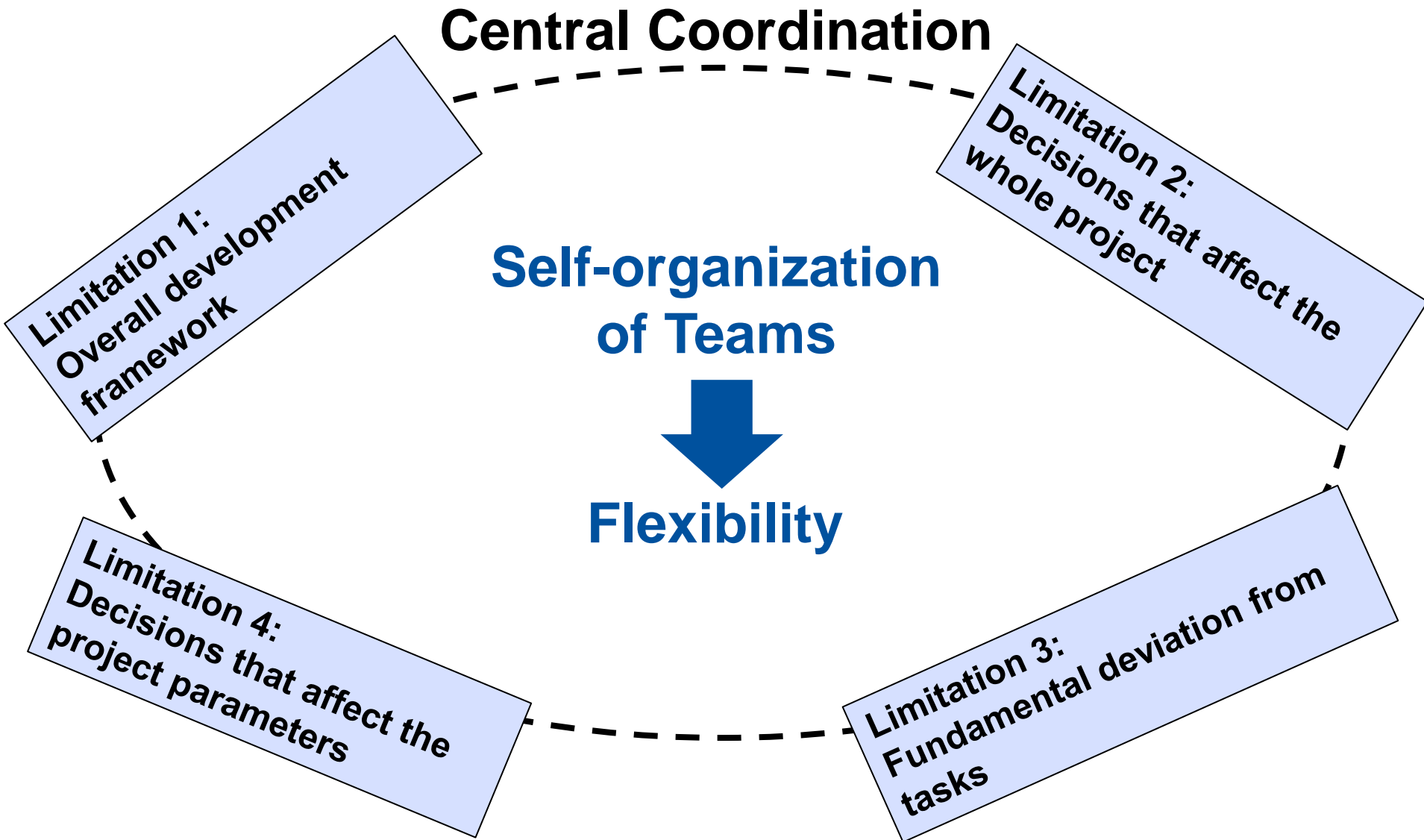


Stability

Development teams are free in their implementation



Flexibility



- The discussion about hybrid approaches is mostly focused on the choice of methods and practices
- The question of how methods and practices are used is far more important

Management Tool ↔ **Flexibility**

1. Decisions about frames



2. Choice of methods and practices

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