

Agile Project Management



**Drilling Down
to Customer Value**

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Agile – What do you know?

- **Have you read about Agile?**
- **Have you been to a presentation or webinar on Agile?**
- **Are you experimenting with Agile?**
- **Are you practicing Agile?**
 - XP? Scrum? (2 most popular and compatible) Others?

What is “Agile”?

Agile is no silver bullet

Agile Methodologies leverage...

Many best practices

Many of which have been around for years

But do it with a “twist” to better manage change and expectations

What is the twist? What’s new?

Agile Values – What's New?



Individuals & interactions

over processes and tools

Working software

over *comprehensive*
documentation

Customer collaboration

over contract negotiation

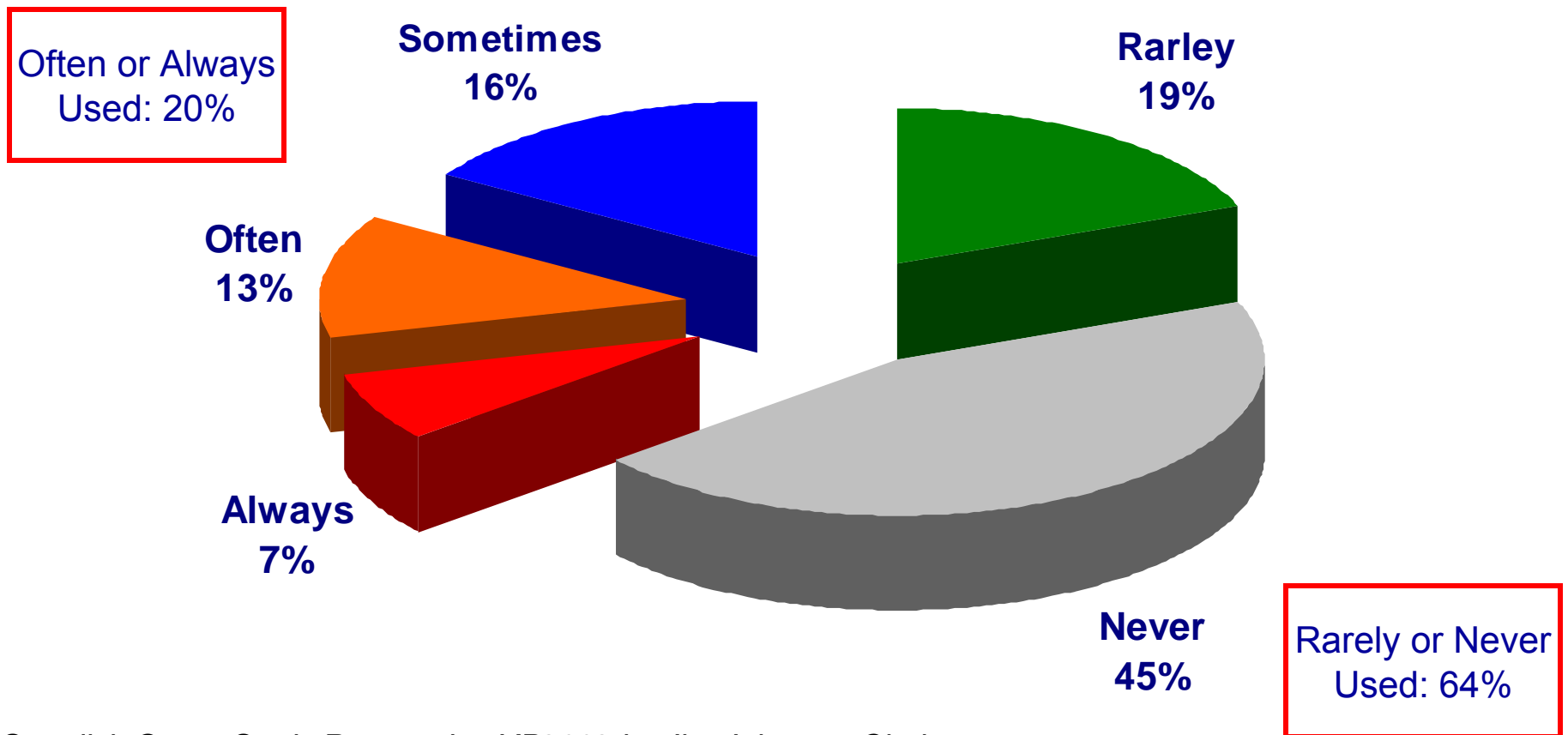
Responding to change

over following a plan

Source:

<http://agilemanifesto.org/>

Features and functions used in a typical system



Standish Group Study Reported at XP2002 by Jim Johnson, Chairman

Communication

All levels

Many frequencies

Simplicity

Don't over/under-engineer

DTSTTCPW

Feedback / Rhythm

Manage expectations on a
regular basis

Excellence

Standards & Best Practices

Automation

Synergy / Respect

People

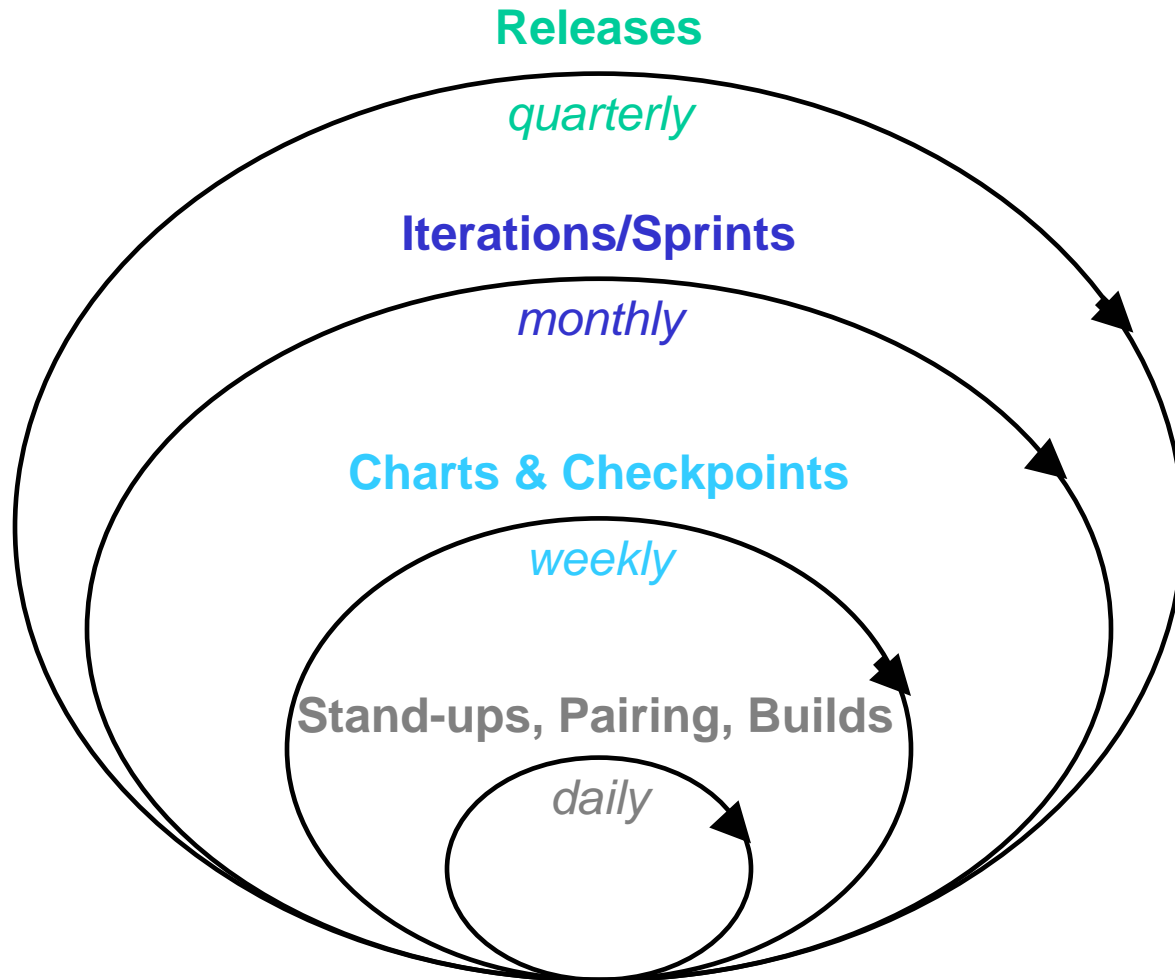
Processes & Values

Courage

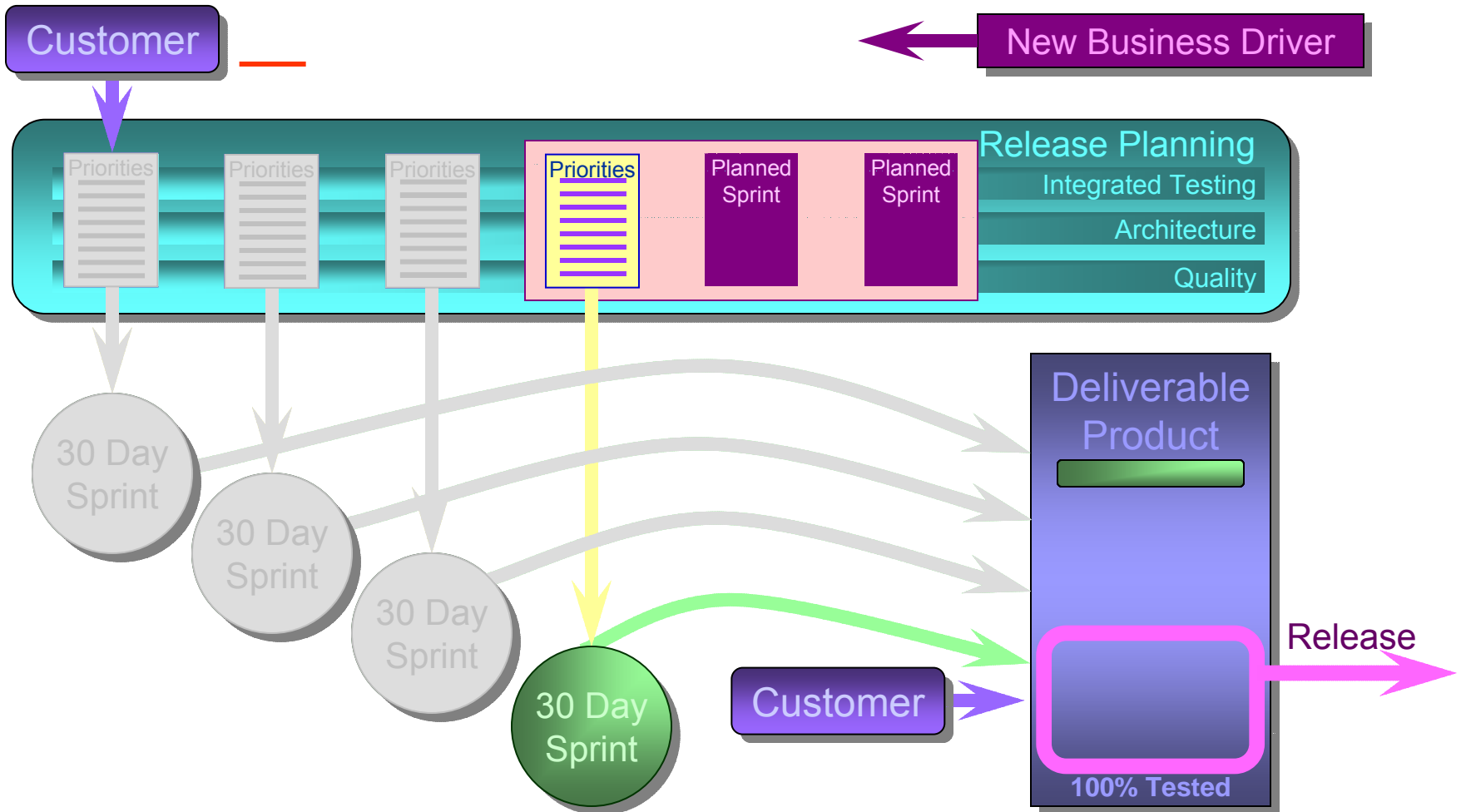
To make progress visible

To change & adapt

To pause & reflect



Agile Development Methodology



Agile Development Process (Pathfinder)



Roles

Product Owner:
Sets Priorities

Scrum Master
Manages Process,
Removes roadblocks

Team:
Develop Product

Stakeholders:
Observe & Advise

Artifacts

Product Backlog

- List of requirements and issues
- Owned by Product Owner
- Everyone can add to it
- Only the Product Owner prioritizes

Sprint Goal

- One sentence summary
- Declared by Product Owner
- Accepted by team

Sprint Backlog

- List of tasks (4-16 hours)
- Owned by team
- Only the team can modify it

Block List

- List of obstacles
- Owned by Scrum Master
- Updated daily

Increment

- Version of the product
- Shippable function – tested, documented, etc

Meetings

Sprint Planning

Inputs: Product Backlog, Current Business Conditions

Host: Scrum Master – 1 day

- Select highest priority items
- Team updates sprint backlog

Output: Sprint Backlog

Daily Scrum

Host: Scrum Master – 15 minutes

Attendees: All, stakeholders are don't speak

Same time every day

Answer:

- What did you do yesterday?
- What will you do today?
- What is in your way?

Team updates Sprint Backlog
Scrum Master updates Block List

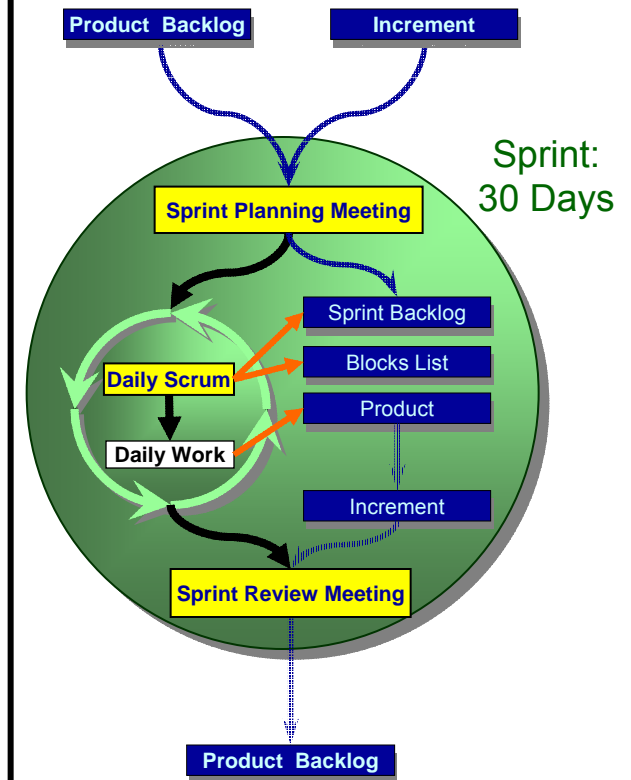
Sprint Review

Host: Scrum Master - 1 Day

Attendees: All

Team demonstrates increment
All discuss; gather feedback
Hold **retrospective** (team only)

Process



Stop the Talk...let's do it!



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2 Options for audience (my customers):

- Proceed with presentation in Agile format (2 sprints)
 - Drill down questions (~40min)
- Exercise where you practice Scrum (2 day sprint)
 - Exercise requires teams of 4-6 (~50min)

[> Exercise](#)

Option 1: Agile Drill Down

Release Plan (10 min)

- Audience provides questions on Agile to form initial Product Backlog
- Presenter estimates time to answer
- Audience ranks questions by priority

Sprint 1 (15 min)

- Presenter answers questions within time box
- Short sprint review to see if questions answered and if priority of remaining questions changed

Sprint 2 (15 min)

- address next highest priority questions
- debrief

Option 1: Release Plan Drill Down Questions (10 mins)

What questions do you have regarding agile?

- **How do I convince the boss/customer to go agile?**
- **What goes in the product backlog?**
- **How do you estimate backlog items?**
- **When is a backlog item “done”?**
- **What happens when an iteration/sprint is interfered with?**
- **How does design & architecture work in agile?**
- **What is Test Driven Development?**
- **Where does automation play in agile?**
- **How do engineering practices change with agile?**
- **Where’s the documentation?**
- **Can your organization be certified for CMMI? What level?**
- **(Your questions here)**



Drill Down: Sprint 1

10 minutes

Drill down: Sprint 1 – Review (5 minutes)



Was commitment for this sprint delivered?

What was not delivered?

Do you need more information?

Do you want to change priorities?



Drill Down: Sprint 2

10 minutes

Drill down: Sprint 2 – Review (5 minutes)



Was commitment for this sprint delivered?

What was not delivered?

Do you need more information?

Do you want to change priorities?

Drill Down: Retrospective



What did we learn?

What worked?

What didn't work?

[> Next?](#)

Option 2: Sprint Exercise

- . How does the exercise work?
- . Sprint Goal: Develop a Brochure in a 2 day Sprint
- . Complete Sprint Planning Meeting - 10min
 - At least 4 Product Backlog Items (select any regardless of priority)
 - 2-3 Sprint Tasks per Item
- . Conduct a Sprint Day 1 - 10 minutes
- . Conduct a Daily Meeting - 5 min
- . Conduct a Sprint Day 2 - 10 minutes
- . Conduct a Sprint Review and Demo 5 min
- . Debrief the exercise as a Group 10 min

[< options](#)



Exercise: Sprint Planning

10 min



Exercise: Sprint – Day 1

10 min



Exercise: Sprint – Day 1 Daily Standup

5 min



Exercise: Sprint – Day 2

10 min

Sprint – Review (5 minutes)

Was commitment for this sprint delivered?

What was not delivered?

Do you need more information?

Do you want to change priorities?

Sprint – Debrief (Retrospective)

What did we learn?

What worked?

What didn't work?

Where to go from here?

1. <http://www.mountangoatsoftware.com/> - Mike Cohn's site. Excellent resource for Scrum and XP blending.
2. <http://www.controlchaos.com/> - The official home of Scrum.
3. <http://www.xp123.com/> - very informative site on XP and Scrum
4. <http://www.extremeprogramming.org/> - online manual for XP
5. <http://www.xprogramming.com/> - Ron Jefferies site; more excellent articles
6. <http://www.agilemodeling.com> – Scott Ambler's site on how UML and other modelling comes into play
7. <http://www.agilealliance.com> – a non-profit organization supporting agile approaches; great collection of articles

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Questions?

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