



Agile Kick Start











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CTO & Lead Architect



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Senior Software Architect



It's about **you**

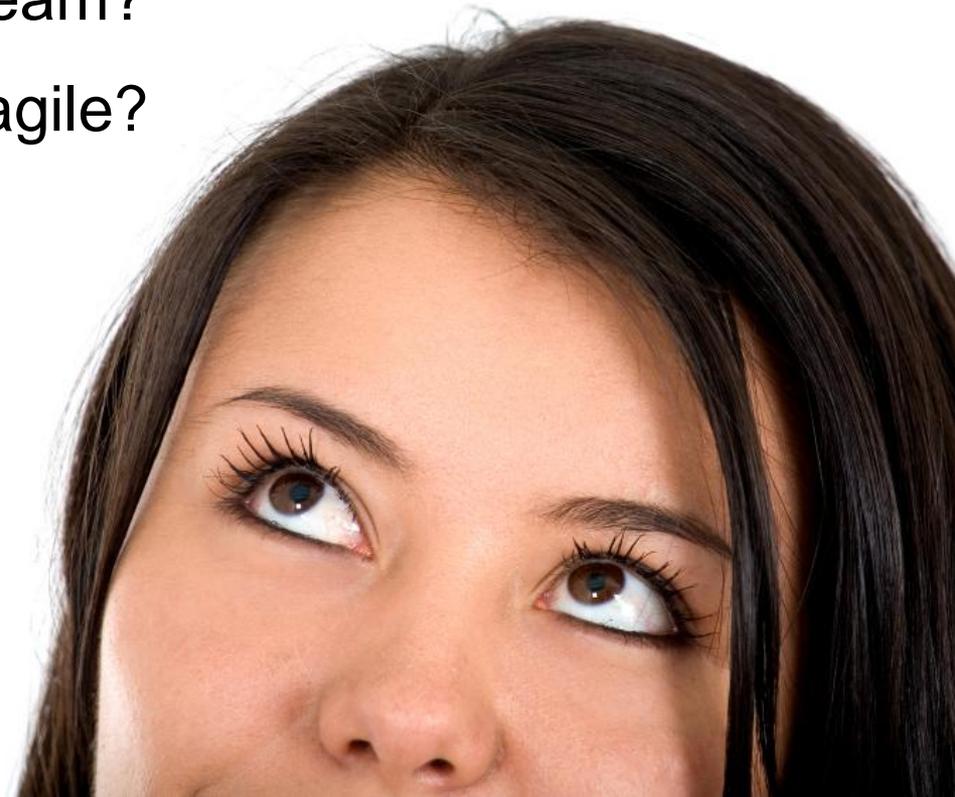
Who are you?

Who do you work for?

What's your role on your team?

What do you know about agile?

“This was a great
course because...”





Development Tools & Practices?



Agile Contracting?



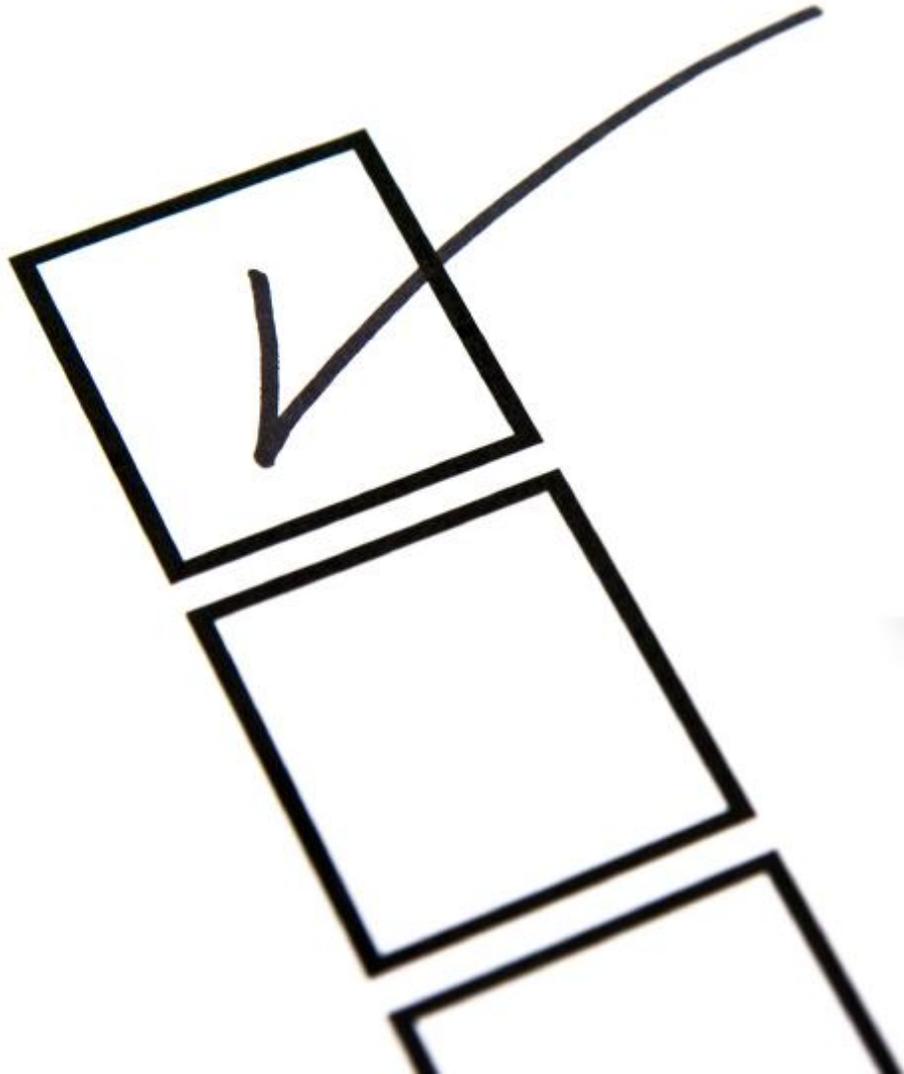
Adoption Patterns & Barriers?



What is **Agile**?

agile
ideas





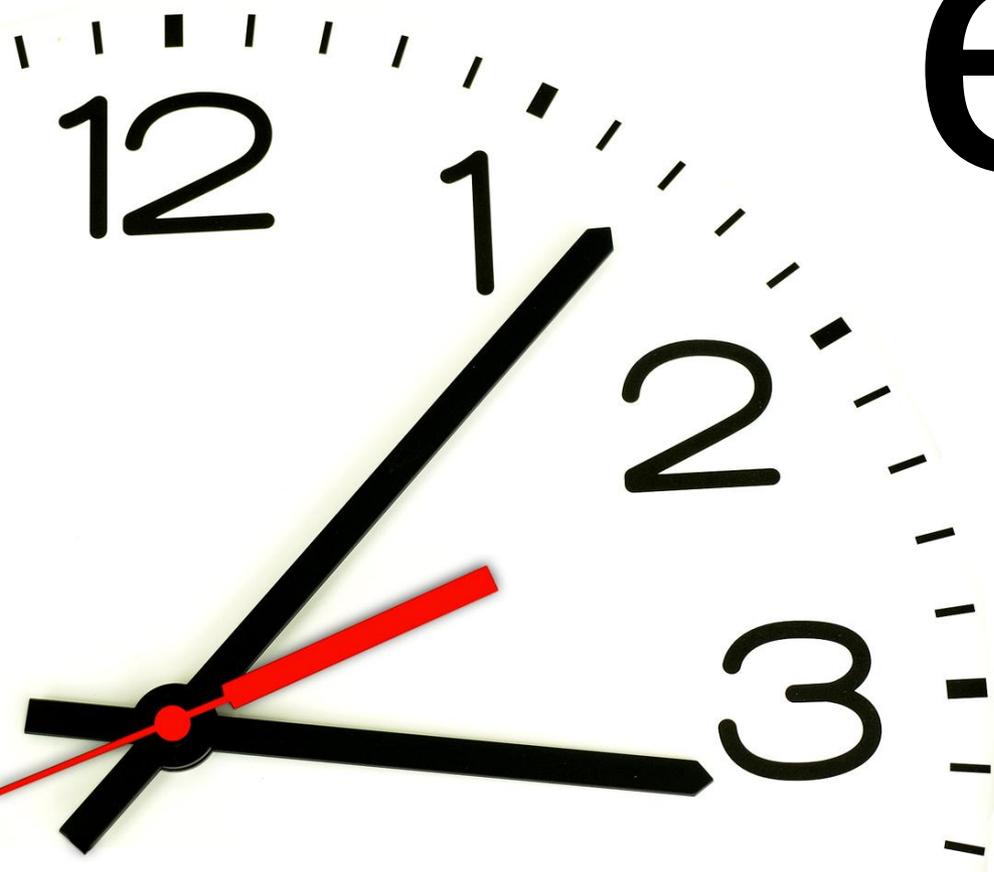
do
“important things”
first

do
“complete”
things



**talk
to the
end users**





test
& fix
early



The End

who is
taichi
ohno?





wastes
of physical
production

over production
ahead of
demand



waiting
for the next
processing step





unnecessary
transport
of materials

inappropriate
processing



inventories
of more than
absolute
minimum



unnecessary **movement**



production of
defective
parts



the **agile** manifesto



individuals and interactions

over
processes
and tools



working software

over

comprehensive
documentation



customer collaboration

over

**contract
negotiation**



responding
to **change**

over

following
a plan



a tale of **two teams**



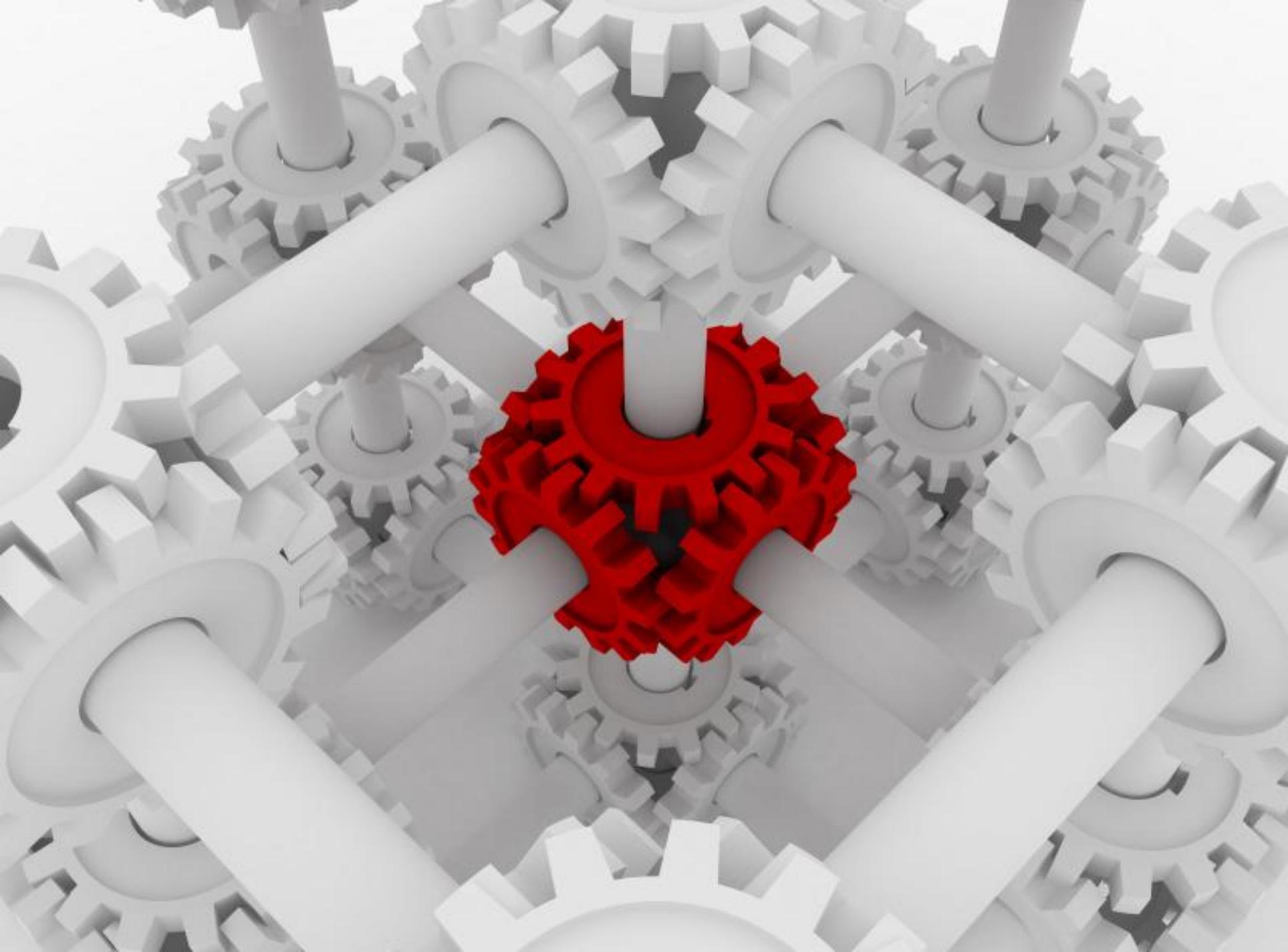
meet **rusty**



rusty **works**...



rusty's team **makes**...



rusty's team **adheres** to...

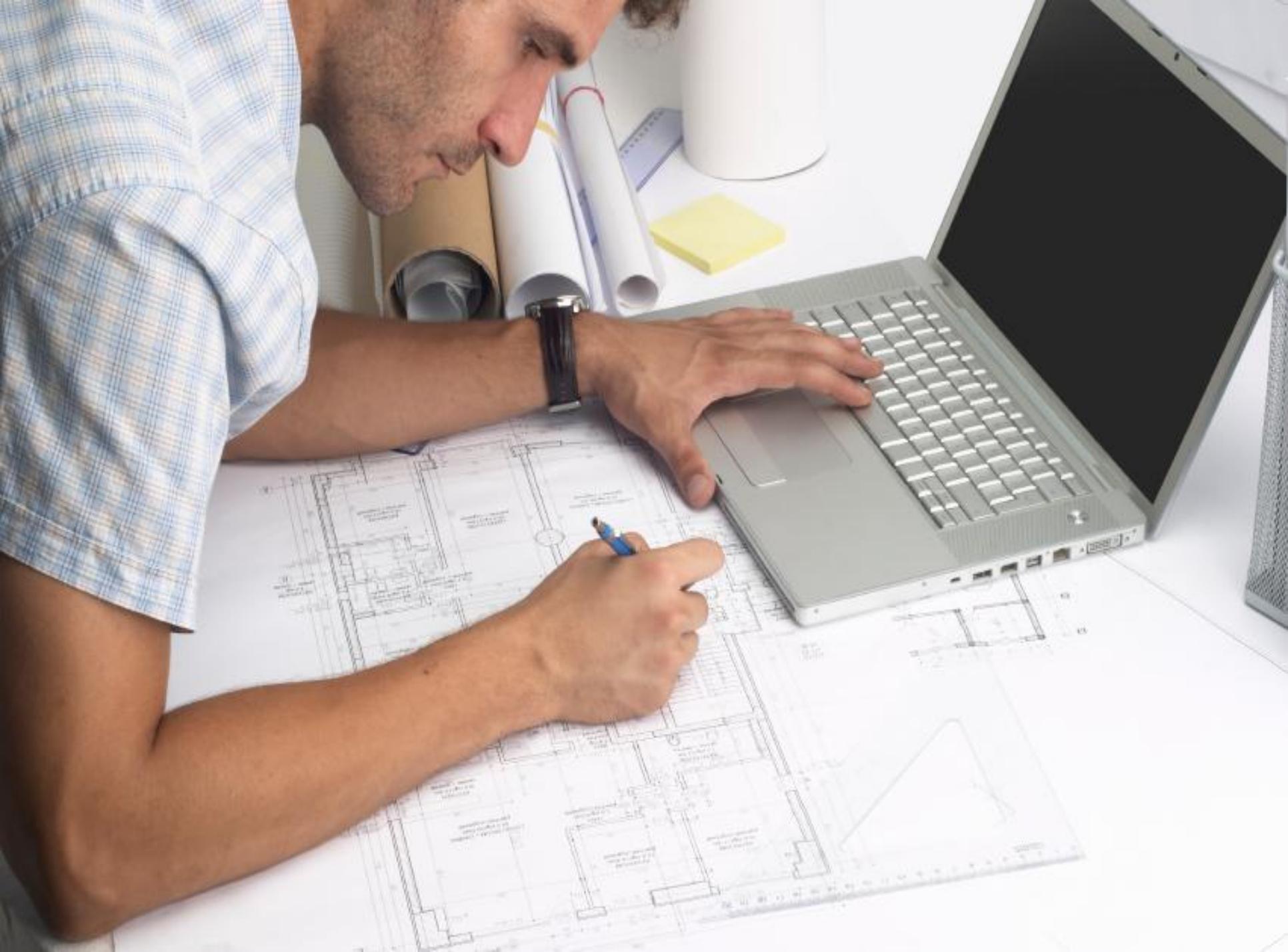
the
waterfall
methodology



they spend a **long** time...



they spend a **longer** time...



after a **long** time, rusty's team...

started
working



rusty's **boss** likes to...



rusty's team **operates** in...



they **rarely** ever...



rusty's coworkers always
demand...

rusty's **time**



rusty's **boss** likes to...



he is **never** there to...

protect
his team



rusty **felt**...

over committed

stretched

burned out

distracted

stressed



while rusty's team was busy building...

rusty's **client** was....



they thought up lots of **new**...



but the client couldn't make

changes

because...



CONTRACT

when the team

integrated

their work ...

they needed to

fix

a lot of stuff



it took a
long
time

finally, **one year** later ...



rusty's **client** was ...



most of what was
delivered was...



rusty's team **wasted** lots of...



most of the **plans**

rusty's team made

live here now...



when the project was
over rusty's team...



Name: Rusty's Project
Date: 2/7/2008
COD: Methodology

rusty's team **discovered**
that they needed to...



communicate
better

rusty's team agreed that on
the **next project** they'd...

work
smarter



but it was **too late**
the client was already...



it's not rusty's **fault...**

rusty
doesn't
know
any better



rusty really **needs** to...

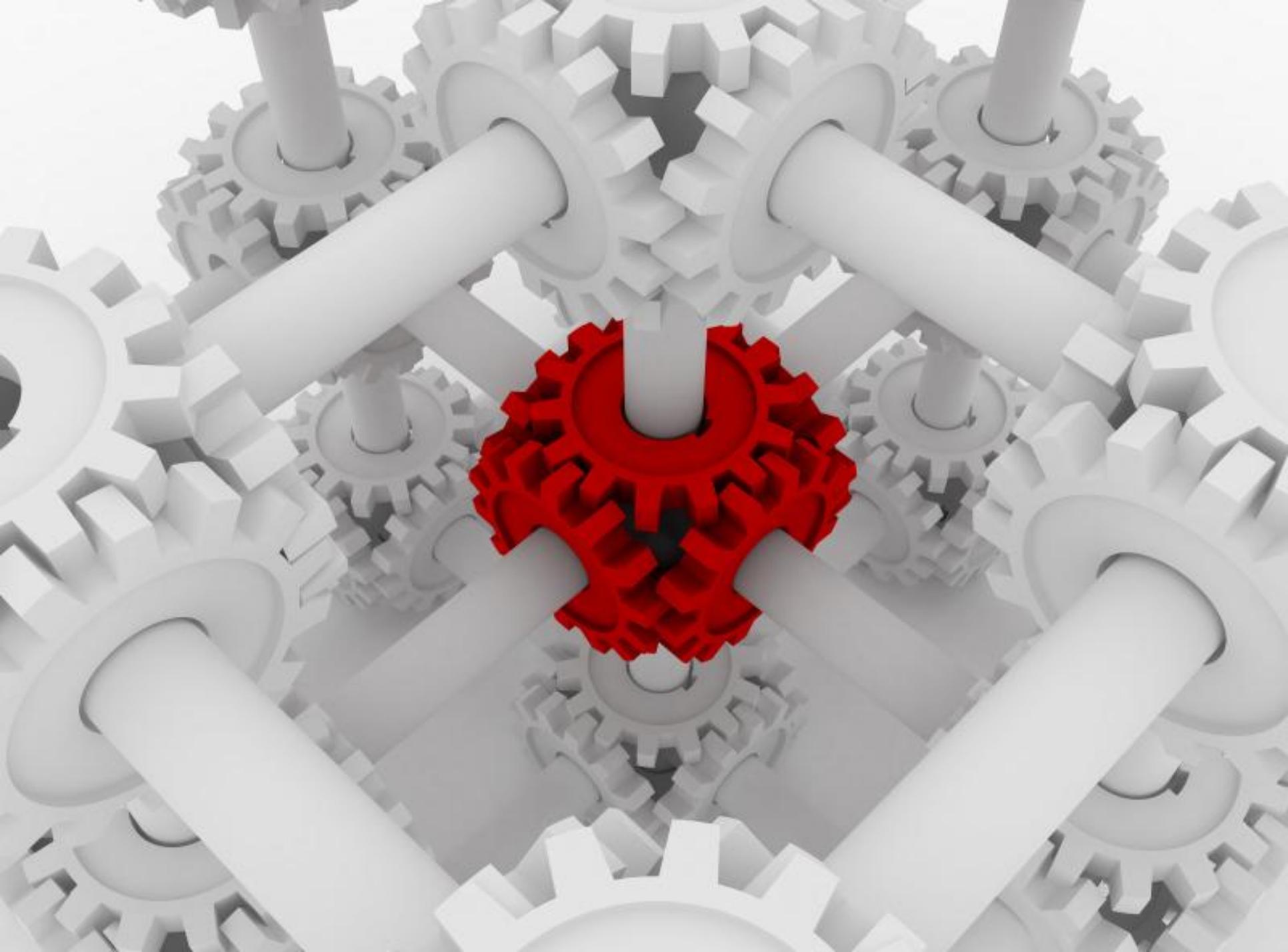
meet **kate**



kate **works**...



kate's team **makes**...



kate's team **uses**...

agile practices



kate's team **collaborates**
with their client to create...

Things TO DO ...

Date: February 8, 2008

Priority

- 1 Build login screen
- 2 Print preview
- 3 User management
- 4 Format graphics
- 5 Align text
- 6 Save files
- 7 Simple queries
- 8 Edit graphics
- 9 Undo last action
- 10 Add quick effects
- 11 Export to PDF
- 12 Set up rules and alerts
- 13 Categorize items
- 14 Advanced toolbar options

kate's team **decides...**



kate's team **commits...**



kate's team starts **working...**

immediately



every day kate's **whole** team...

What did you
work on **yesterday**?

What are you
working on **today**?

Do you have any
impediments?



kate's coworkers **understand**...



and kate's **boss**...



he is **always** there to...



kate's team **feels...**

happy
motivated
productive



while kate's team was busy building...

kate's **clients** were...



every **two weeks**

kate's team...



every **two weeks**

kate's client...



every **two weeks**

kate's client...



every **two weeks**

kate's team...



What did we do well?

What didn't we do well?

What do we need to do change to do better?

kate's team repeated this cycle
every **two weeks**
until...

Things TO DO ...

Date: February 8, 2008

Priority

- 1 ~~Build login screen~~
- 2 ~~Print preview~~
- 3 ~~User management~~
- 4 ~~Format graphics~~
- 5 ~~Align text~~
- 6 ~~Save files~~
- 7 ~~Simple queries~~
- 8 ~~Edit graphics~~
- 9 ~~Undo last action~~
- 10 ~~Add quick effects~~
- 11 ~~Export to PDF~~
- 12 ~~Set up rules and alerts~~
- 13 ~~Categorize items~~
- 14 ~~Advanced toolbar options~~

and **6 months** later ...



the **client** was ...



all of what was **delivered** was ...



when the project was
over kate's team....



and kate's **client**...



who would you

hire

to work on

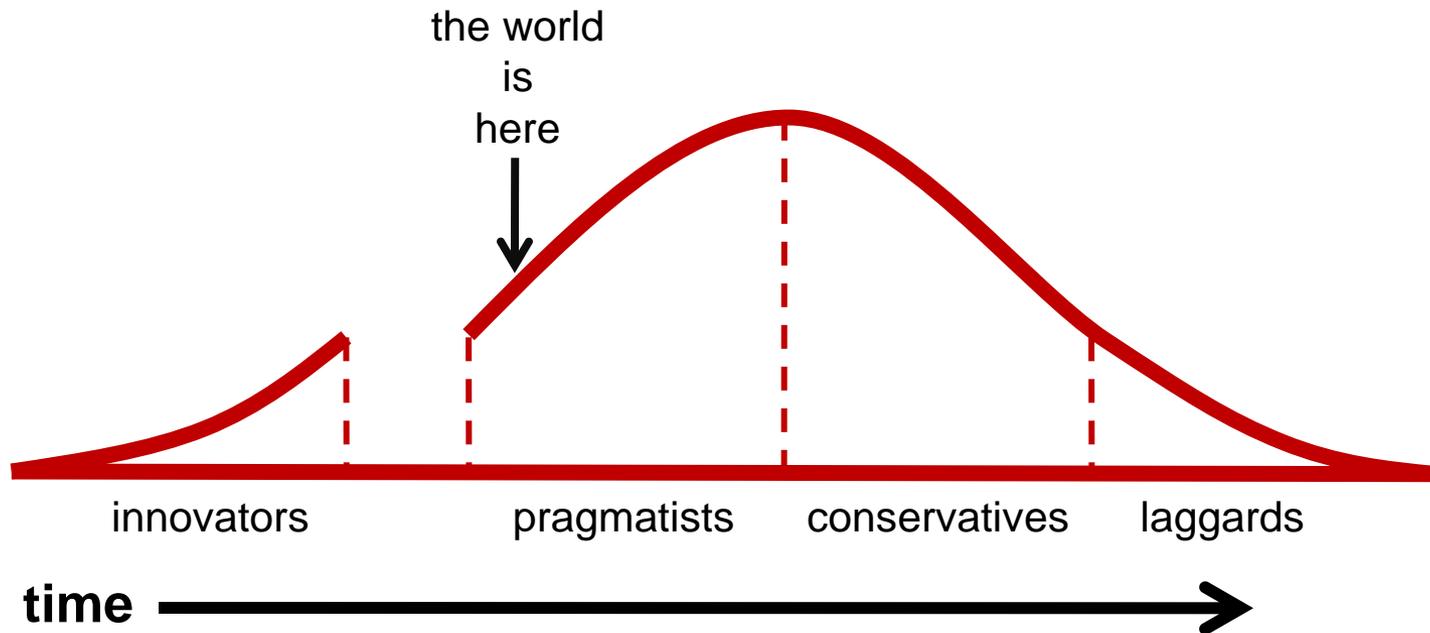
your project



Why go **Agile**?

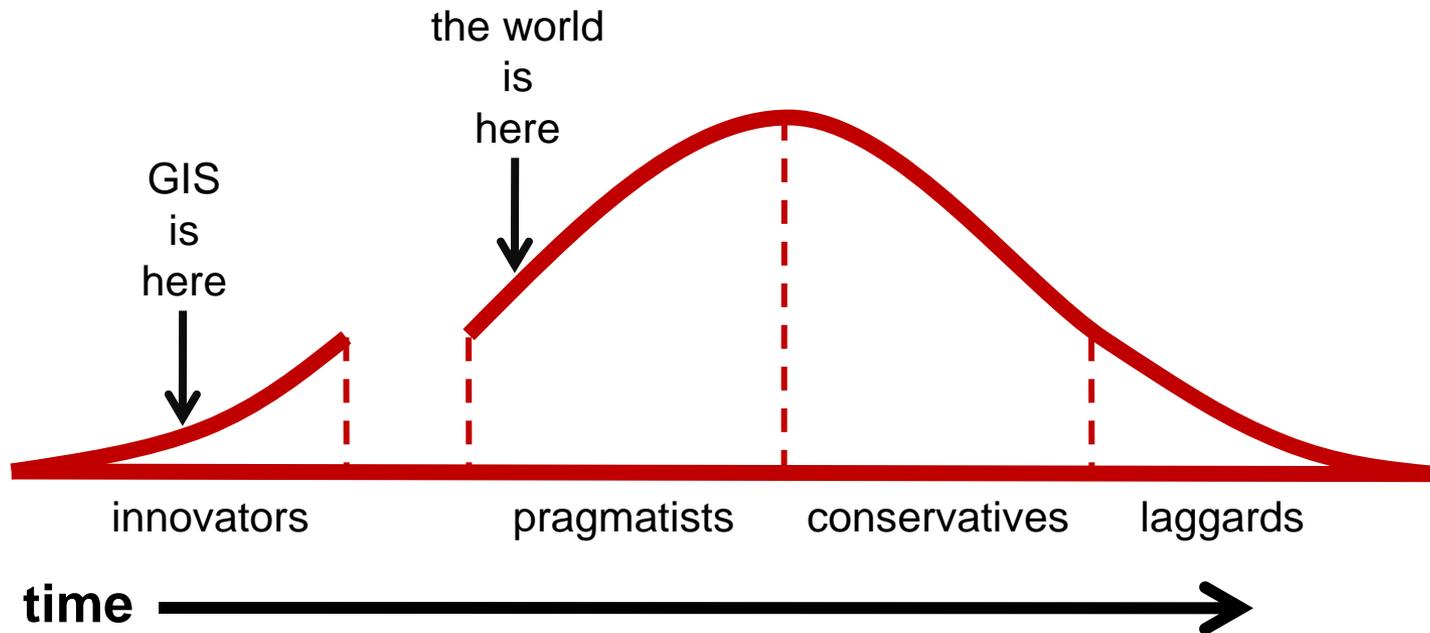
answers for pragmatists

welcome to
the **mainstream**



will GIS
cross the

chasm

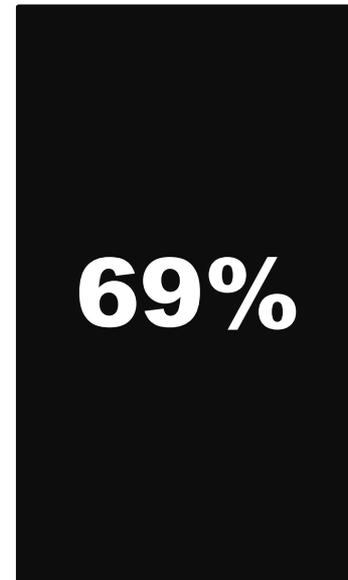


GIS vs. the world

agile adoption



GIS



the world

GIS vs. the world

agile adoption
in the next year



GIS



the world

the tyranny of
waterfall



only **35%** of
projects successful



software value

59¢ on the dollar



31% of
projects cancelled



64% of features
rarely or ever used



6% of work tasks
are value added



the prescription:
enterprise strength
agile





93%
increased
productivity

88%
increased
quality



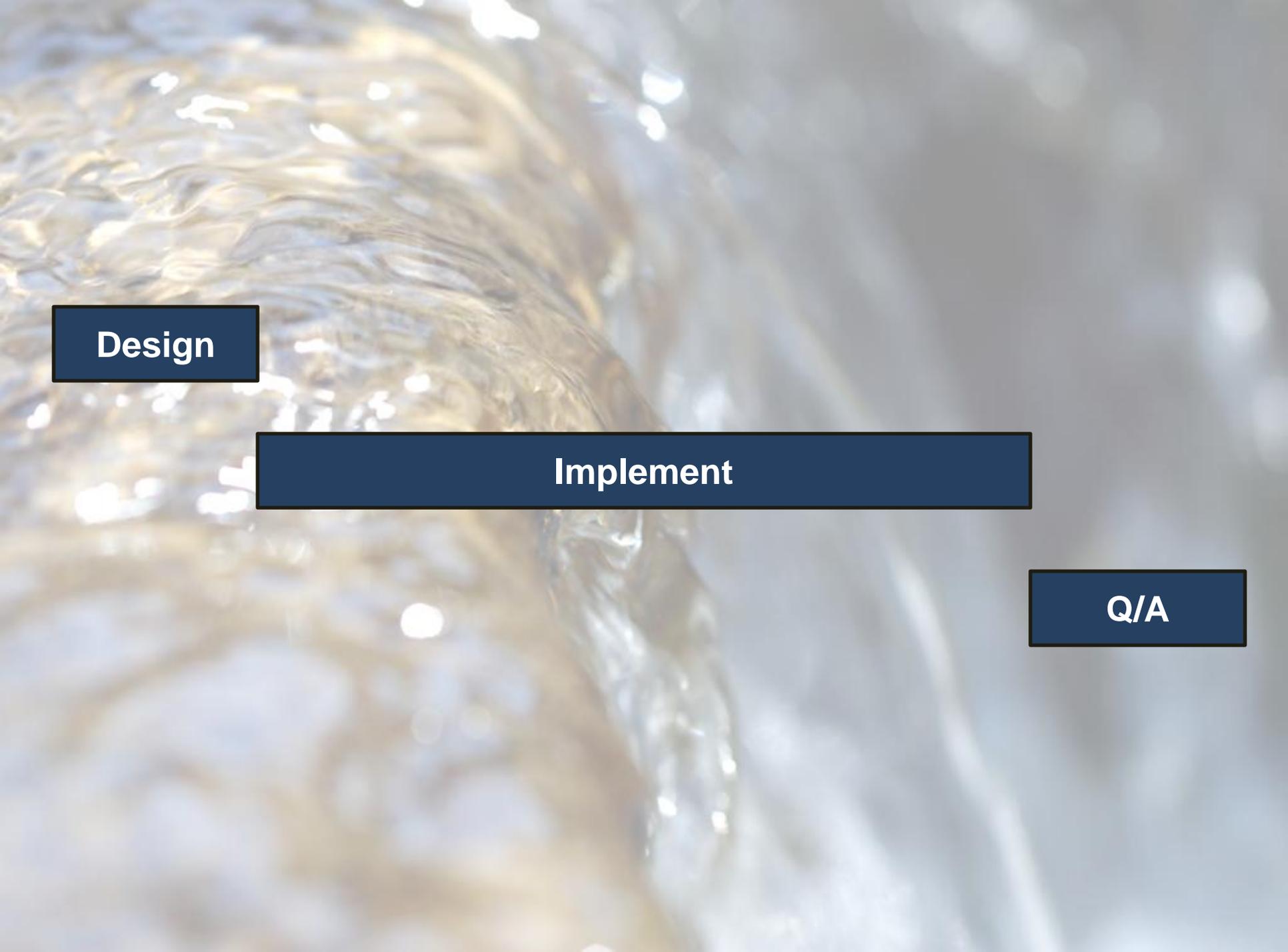
83%
improved
**stakeholder
satisfaction**



49%
reduced
costs





A close-up, high-speed photograph of water splashing, creating a dynamic and textured background with various shades of blue and white. The water droplets and ripples are in sharp focus, while the background is blurred.

Design

Implement

Q/A

**what's
the problem**



change::happens

requirements



Things TO DO ...

Priority _____ Date: _____

Priority	Function
<input type="checkbox"/>	Print Map
<input type="checkbox"/>	Admin Screen
<input type="checkbox"/>	Publish KML
<input type="checkbox"/>	Print Map
<input type="checkbox"/>	

priorities



**staff
change**



budgets





platforms

developers
hate
change





FEATURE 1

FEATURE 2

FEATURE 3

FEATURE 4



START

X

WATERFALL

PLANNED

GOAL

X

AGILE

ACTUAL

GOAL

X



FEATURE 1

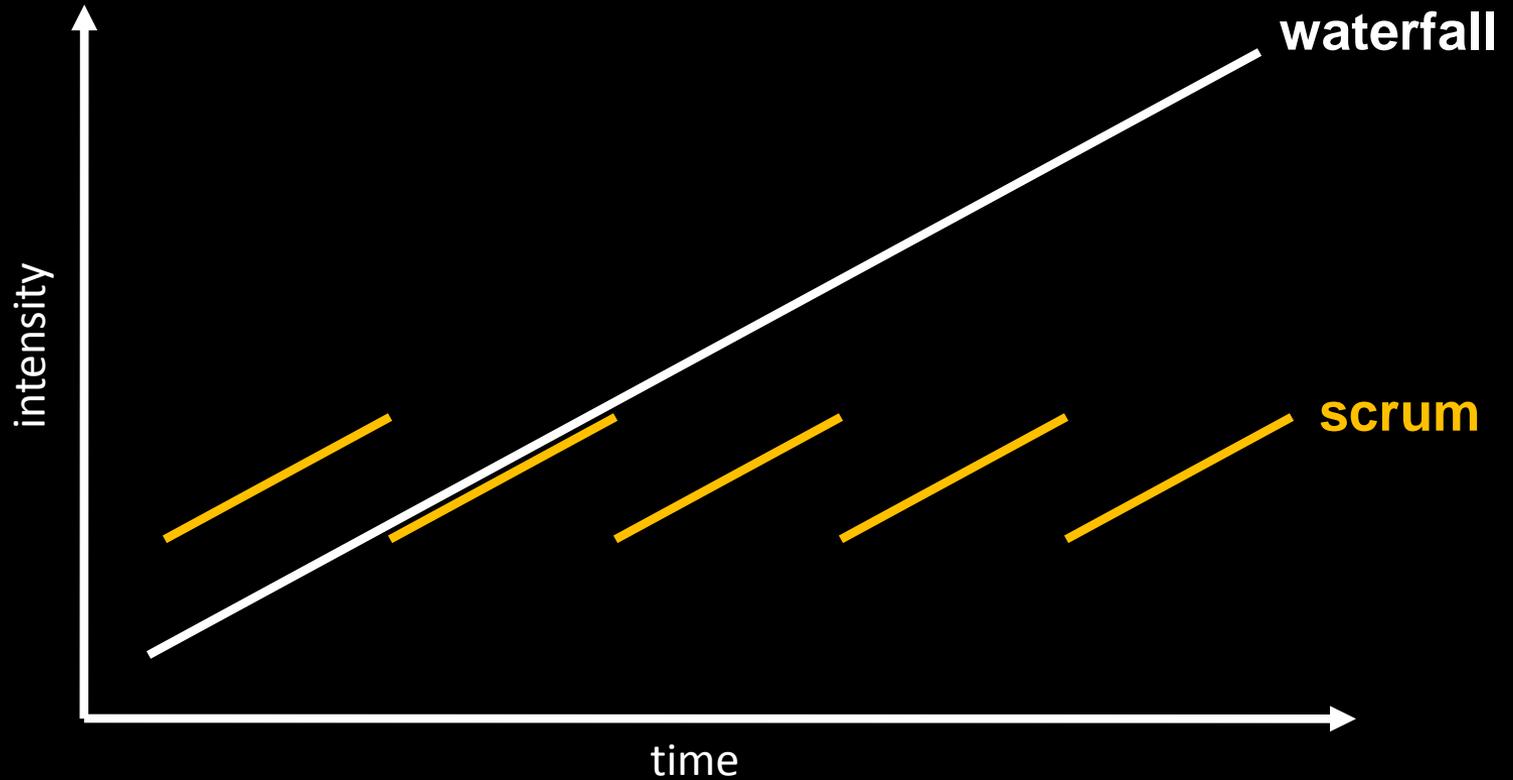
FEATURE 2

FEATURE 3

FEATURE 4

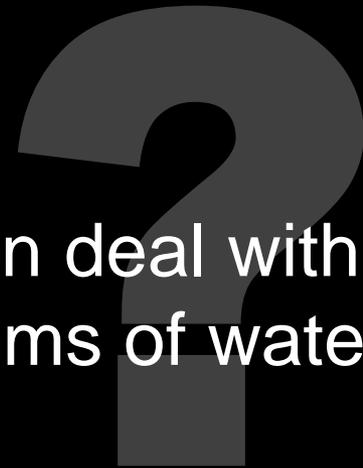


intensity variation





How does your organization deal with the
problems of waterfall



What would a process entail if you wanted to guarantee it produced no successful products



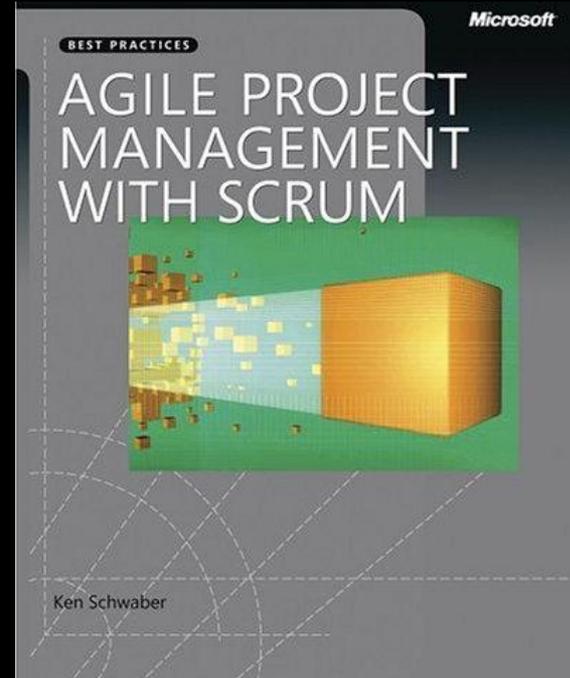
agile flavors







Ken
Schwaber



product **owner**



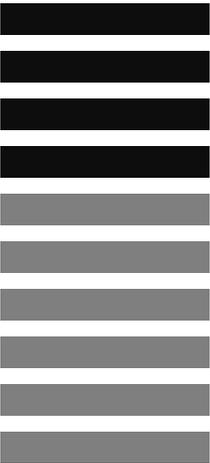


scrum
master

the team

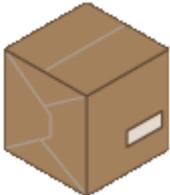
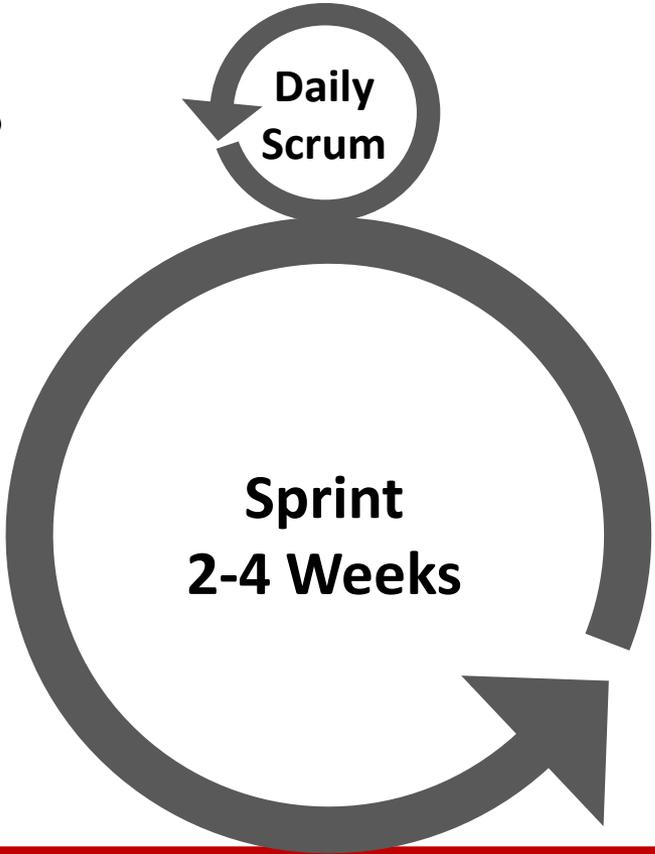


sprint mechanics



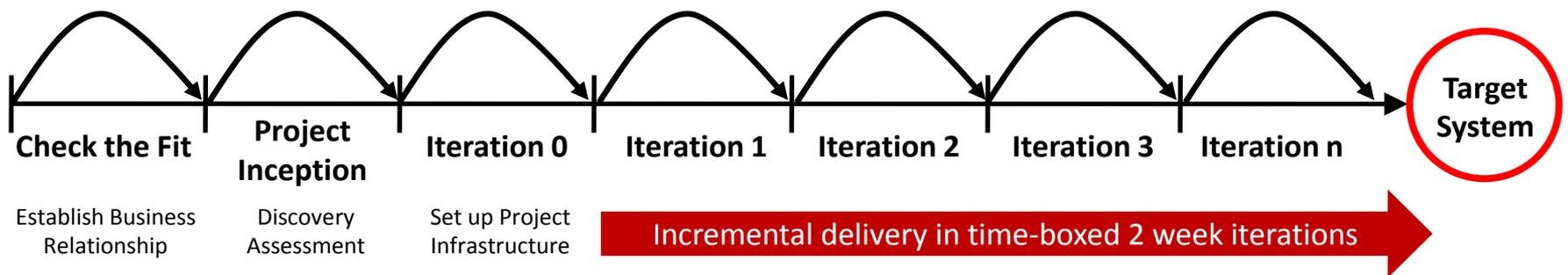
Product Backlog

Sprint Backlog

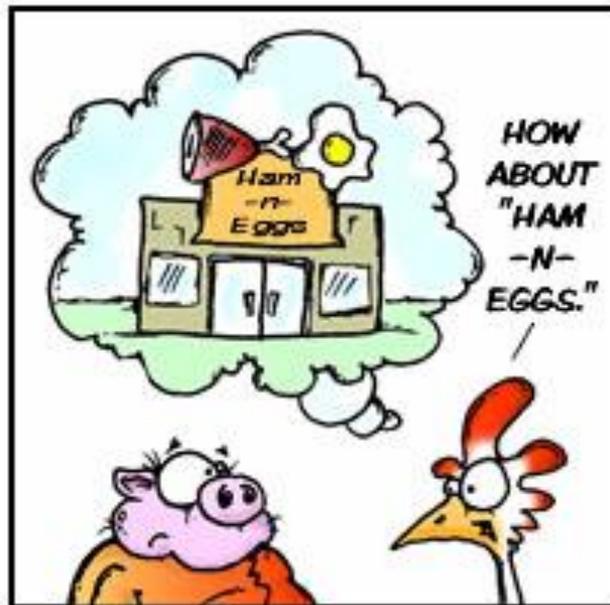


Product Increment

scrum engagement roadmap



Scrum roles



pigs and **chickens**

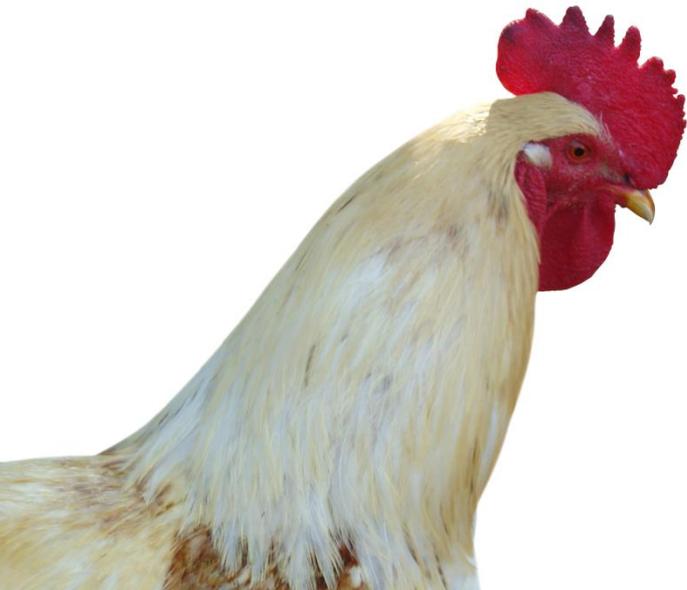
PMO, Directors, Specialists. etc.

Only pigs can speak in *daily meetings*

Chickens can observe

Chickens coordinate with ScrumMaster on matters

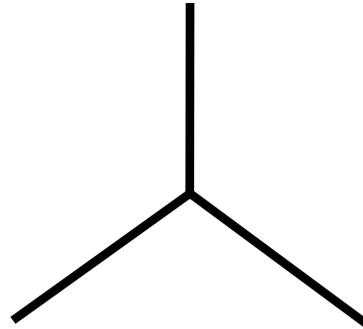
Chickens participate in and contribute to planning



Scrum Master



Protect Team
Guide Practices



The Team

Feature Delivery

Product Success

**Product
Owner**



scrum **master**





scrum **master**

Removes impediments

Enforces values and practices

Servant leader

Not the decision maker

Doesn't commit to dates, budgets

Facilitates with team and client

Anyone can be the
Scrum Master

scrum master **traits**

Responsible

Humble

Collaborative

Committed

Influential

Knowledgeable

Others that are missing?

*The Scrum Master is a
sheepdog who would do
anything to protect the
flock, and who never gets
distracted from that duty*

- Ken Schwaber



“To listen fully means to pay close attention to what is being said beneath the words. You listen not only to the music, but to the essence of the person speaking. You listen not only for what someone knows, but for what he or she is.”

Peter Senge, *The Fifth Discipline*



Listening

Break into two person groups

- One team member, one ScrumMaster
- Team member discusses a project issue that's not working
- ScrumMaster can respond in two ways
 - Reflective listening: "This is what I'm hearing..."
 - Questioning
 - Why might that be true?
 - What is your recommendation?
 - What distraction can I remove?
 - How can I help?
- Switch roles

ScrumMaster: No comments, don't take over the decision.



Espresso

product
owner



product **owner**

Represents (or is) the user/client

Once voice, even if not one person

Typically a Product Manager

What to build and what sequence

Conveys expectations

Defines project goals



product **owner**

Manages Return on Investment (ROI)

Prioritizes backlog to maximize ROI

Calls for releases

Establishes the vision



vision **tools**

Elevator statement

Product Data Sheet

Product Vision Box

Press Release



elevator **statement**

“For (customer), who (statement of need), the (product name) is a (product category) that (key benefit, compelling reason to buy). Unlike (primary competitor), our product (statement of primary differentiation).”



elevator **statement**

“For dentists and their assistants who need to efficiently schedule appointments Dental Clinic 2.0 is a desktop and web-based appointment scheduling software that supports office and remote access. Unlike our competitors Dental Clinic 2.0 is easy to use.”



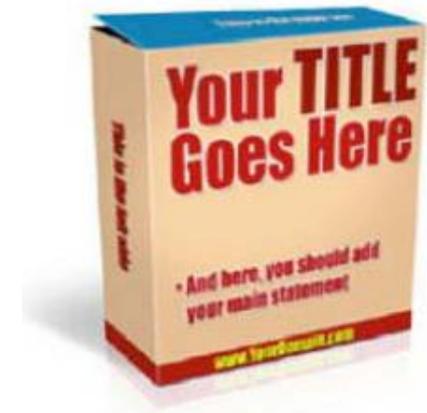
product data sheet

Elevator Statement	ScrumMaster: Mary Product Owner: Vadim																									
For...who...that...unlike...	Customer Benefits																									
Customer Attributes	1. More accurate ... 2. More responsive at ... 3. ...																									
1. People who work in a... 2. Those who need a ... 3. ...	Performance Attributes																									
Feature / Ability to...	1. 3000 hits/minute 2. ...																									
1. ... 2. ... 3. ...	Tradeoff Matrix																									
Major Milestones	<table border="1"> <thead> <tr> <th></th> <th>Fixed</th> <th>Firm</th> <th>Flexible</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Scope</td> <td>✓</td> <td></td> <td></td> <td>300+</td> </tr> <tr> <td>Schedule</td> <td></td> <td>✓</td> <td></td> <td>4-5</td> </tr> <tr> <td>Resources</td> <td></td> <td></td> <td>✓</td> <td>\$400k</td> </tr> <tr> <td>Quality</td> <td></td> <td></td> <td>✓</td> <td>1/mo.</td> </tr> </tbody> </table>		Fixed	Firm	Flexible	Target	Scope	✓			300+	Schedule		✓		4-5	Resources			✓	\$400k	Quality			✓	1/mo.
	Fixed	Firm	Flexible	Target																						
Scope	✓			300+																						
Schedule		✓		4-5																						
Resources			✓	\$400k																						
Quality			✓	1/mo.																						
XYZ features: 3/15 ABC features: 6/15																										

product **vision box**

Design box for the software

3-4 points to sell software



press **release**



Write the press release
you'd like to see

Key points about
product

Quotes from: Team,
CEO, customers, etc.

Press release template

The _____ company announced today the successful completion of the _____ project.

This project provides _____ . The customer for

for this project, _____, indicated in a recent interview that they selected

_____ as their supplier due to the following key benefits:

1. _____
2. _____
3. _____

_____ also identified several features that they felt were particularly useful.

These include:

1. _____
2. _____
3. _____

_____ noted that the single most important benefit of their successful project was

“ _____.”



Online Dating Service

Break into two groups

Your team has been hired and given gobs of cash to create an online dating service

- 1 Spend a few minutes deciding what your niche will be and name your company/product
- 2 Create a charter for your online dating service using either an elevator statement, vision box, or press release

the team



the team



Typically 5-9 people

Full-time members

Self-organizing

Self-managing

Cross functional

No egos





team **commitment**

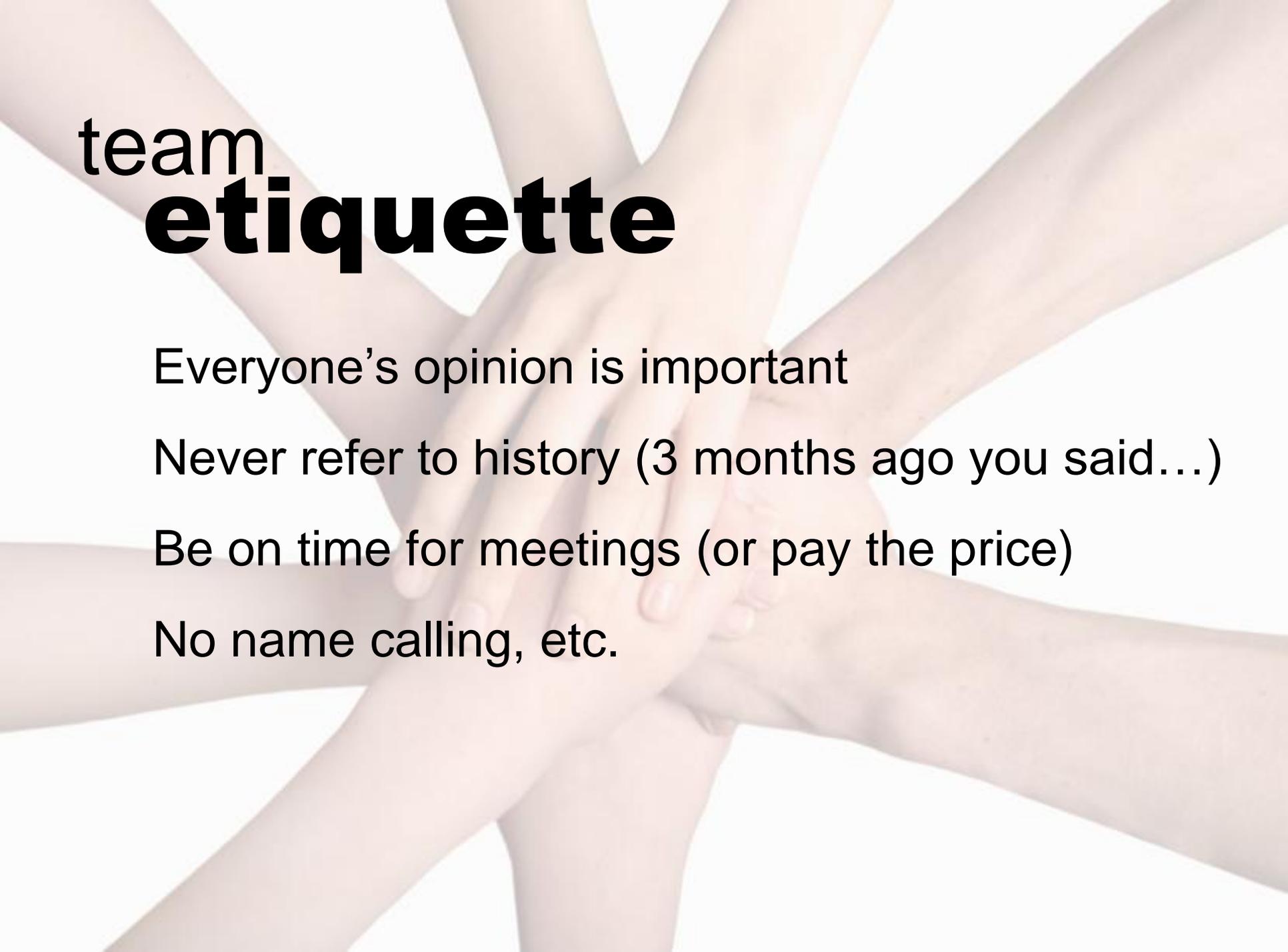
Team picks the work for the Sprint

Commits to completing what they select

Team commitment, not individual

No goats, no heroes

Organization respects committment



team **etiquette**

Everyone's opinion is important

Never refer to history (3 months ago you said...)

Be on time for meetings (or pay the price)

No name calling, etc.



Organize your team

Break into two groups

Your online dating service is a go and you hire:

6 testers	8 middle-tier developers
1 analyst	4 web developers
1 manager	2 interaction designers
	2 database engineers

The initial release needs to deliver:

- Submitting and managing profiles
- Finding people to date
- Reviews of your dates
- Support for ads (display, tracking, etc.)
- An API for all data access
- The wedding planning feature the CEO demanded

? How would you organize this team?

product backlog



product backlog

The requirements

List of all work for the project

Expressed so that each item has value to users/customers

Prioritized by product owner

Reprioritized at the start of each sprint



user **stories**



As a **<type of user>**,

I want to **<goal>**,

so that **<reason>**.



As a **dog,**

I want to **be able to order food online,**

so that **I don't have to rely on people anymore.**



user stories

Write on note cards

Annotate with notes, estimates

Details comes from conversations
with product owner

Acceptance tests confirm story
was coded correctly



user stories

{As a user, I want to be able to reserve a hotel room.}

{As a vacation planner, I want to see photos of hotels.}

{As a user, I want to cancel a reservation.}

{As a frequent flyer, I want to rebook a past trip so that I save time booking trips.}

where are the **details**

As a user, I want to cancel a reservation.

- Does the user get a full or partial refund?
- Is the refund to her credit card or is it site credit?
- How far ahead must the reservation be cancelled?
- Is that the same for all hotels?
- For all site visitors? Can frequent travelers cancel later?
- Is a confirmation provided to the user? How?

smaller stories

{As a premium member I can
cancel up to flight time}

{As a site visitor, I am emailed
confirmation of cancellation.}

{As a non-premium member,
can cancel 24 hours ahead.}

{As a premium member I can
receive credit at the site
or back to my credit card.}

conditions of **satisfaction**

As a user, I want to cancel a reservation.

- Verify that a premium member can cancel same day without a fee
- Verify that a non-premium member is charged 10% for same day cancellation
- Verify that email confirmation is sent
- Verify that hotel is notified of cancellation

stocking your **backlog**

Start with a sprint worth's of items

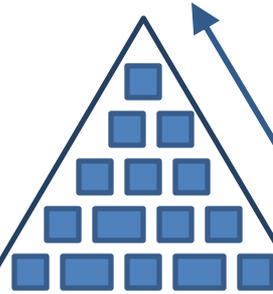
Collaborate with product owner

Don't steer product owner

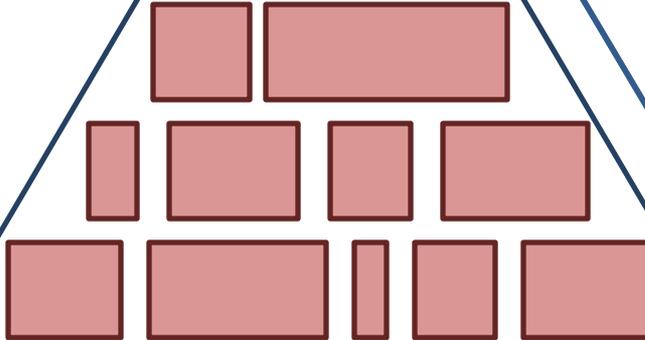
Use appropriate level of detail

Never "done", evolves over time

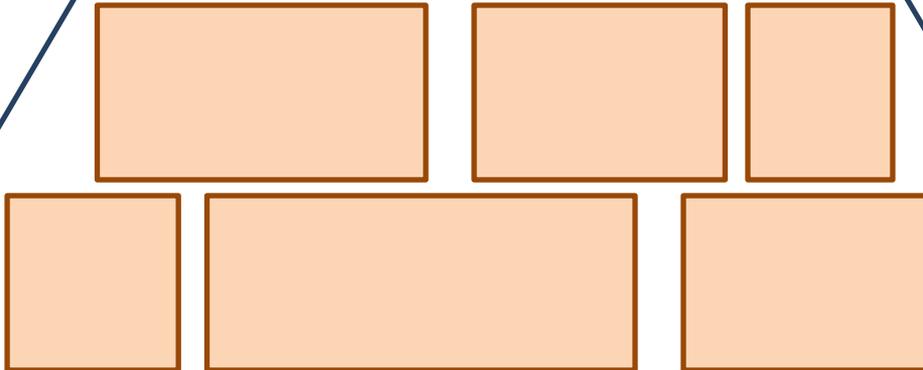
SPRINT



RELEASE



FUTURE RELEASES



*Increasing detail
Increasing priority*



story writing **workshops**

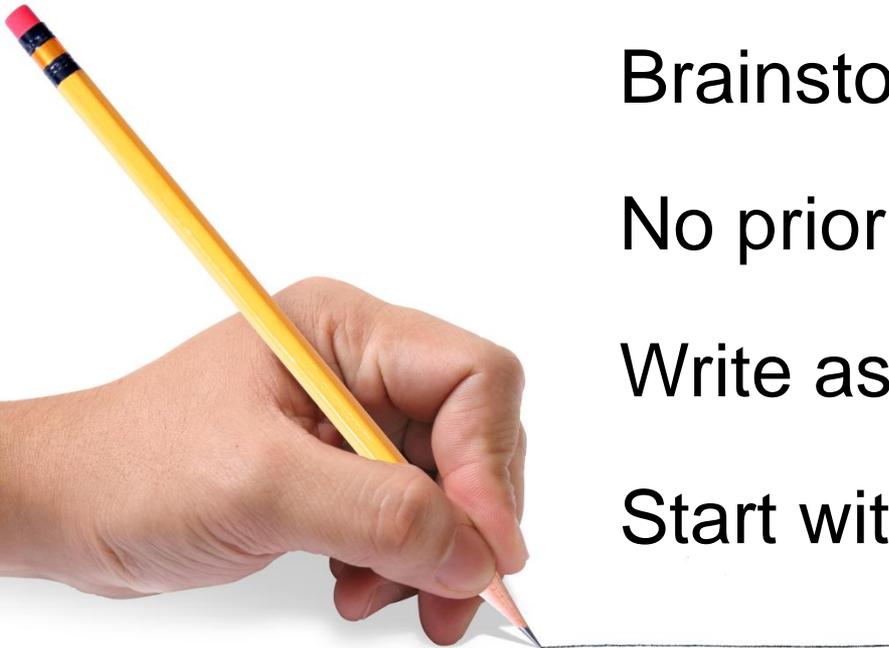
Include developers, clients, users

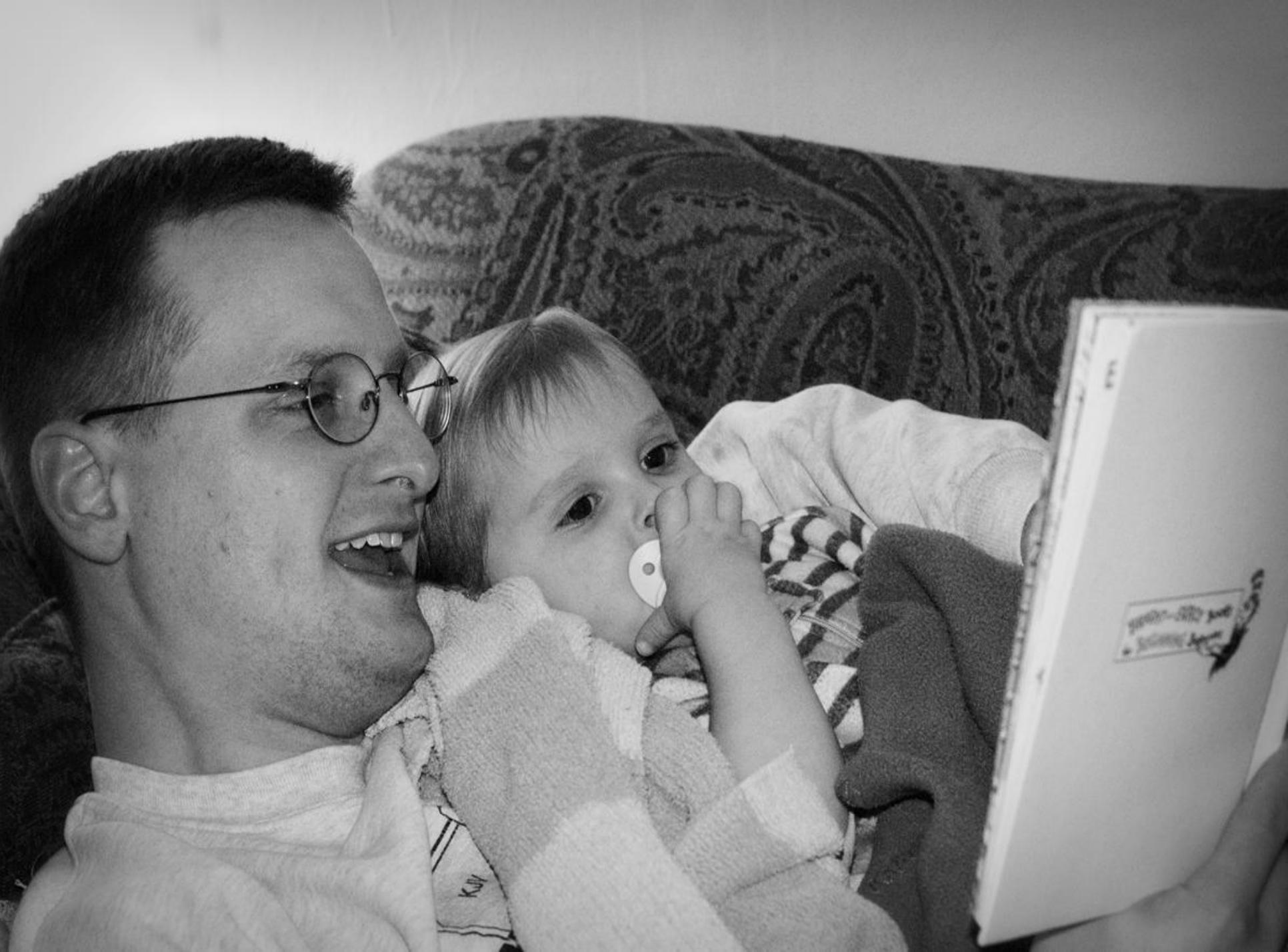
Brainstorm to generate stories

No prioritization

Write as many as possible

Start with epics and iterate





Independent

Negotiable

Valuable

Estimable

Sized appropriately

Testable

Independent

Dependencies lead to problems estimating and prioritizing
Can select single story to work on

Negotiable

Stories are not contracts
Leave or imply some flexibility

Valuable

To users and customers, not developers
Re-write developer stories to reflect value to
users or customers

Estimable

Must be able to estimate them
Plans are based on user stories

Sized appropriately

Small enough to complete in one sprint
Bigger if further off on the horizon

Testable

Binary test result, either you coded the story or not
“Done” or “Not done”, no “partially finished” or “done except”



Writing stories

Break into two groups

Write the product backlog for your online dating site. Write some epics but be sure write some “implementation ready” user stories as well

“As a {user type}, I want to {goal} so that {reason}.”



CEO adds a feature

Scrum Master: You are 3 months into a 6-month plan.
Team is halfway through 2 week sprint

Problem: The CEO wants to add a new feature
He has schedule a demo of said feature in 2 weeks
You've never heard of this feature before

 What do you do?



Espresso

Sprints





analysis

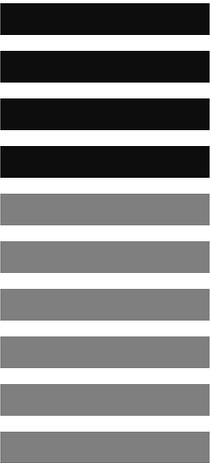
design

code

test

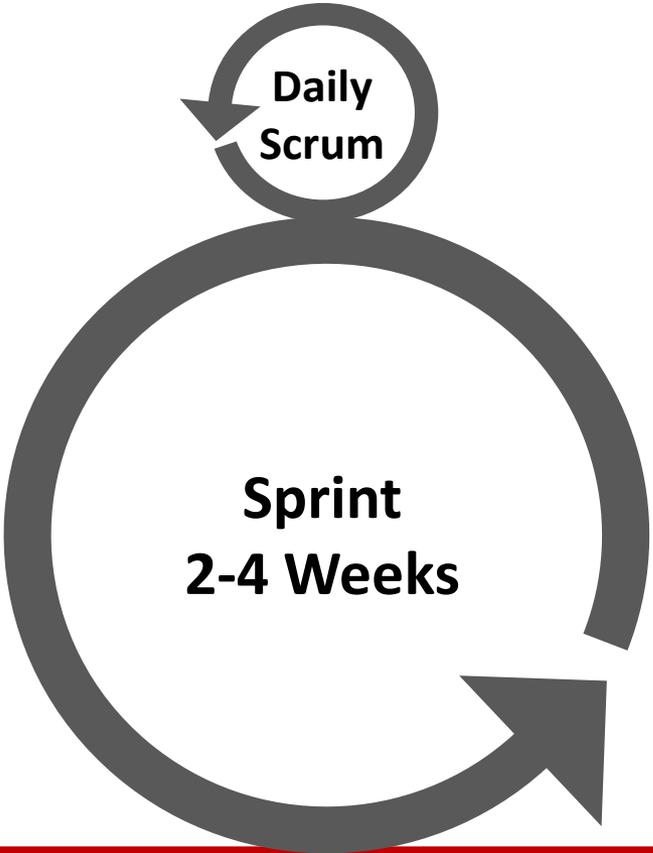
document

sprint mechanics



Product Backlog

Sprint Backlog



Sprint
2-4 Weeks

Daily
Scrum



Product Increment

product backlog

Prioritized features
desired by customer







sprint **planning**

Review product backlog

Estimate Sprint backlog

Commit to 2 weeks of work

Backlog tasks expanded by team

Features assigned to sprint

Estimated by the team

daily **scrum**

What did you
work on **yesterday**?

What are you
working on **today**?

Do you have any
impediments?



potentially
shippable
product increment



high quality

tested

complete

done

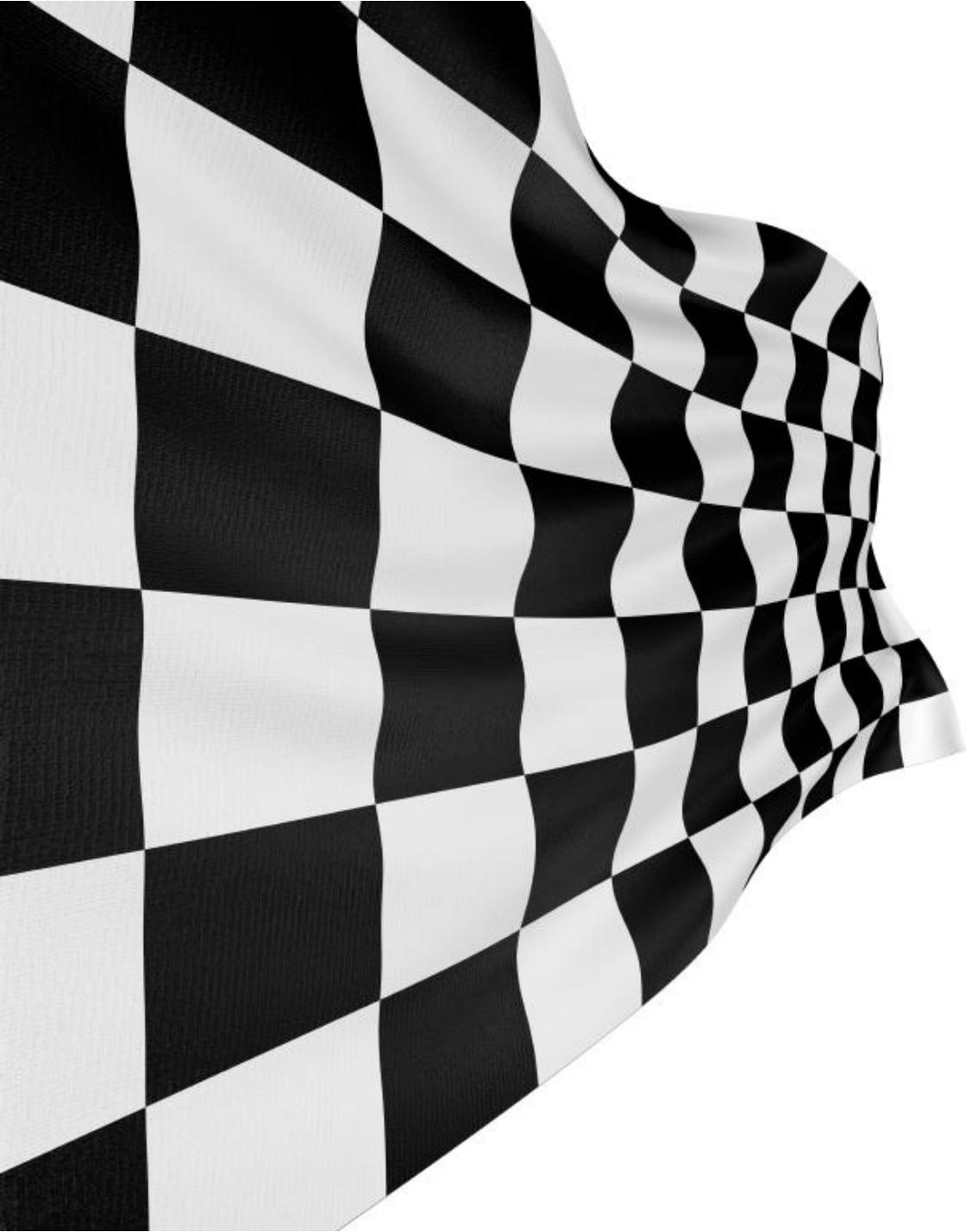


potentially shippable \neq **shippable**



always
deliver





done...
done.

analysis

design

coding

testing

document

user acceptance

pilot

live

analysis

design

coding

testing

document

user acceptance

pilot

live

analysis

design

coding

testing

document

user acceptance

pilot

live

analysis

design

coding

testing

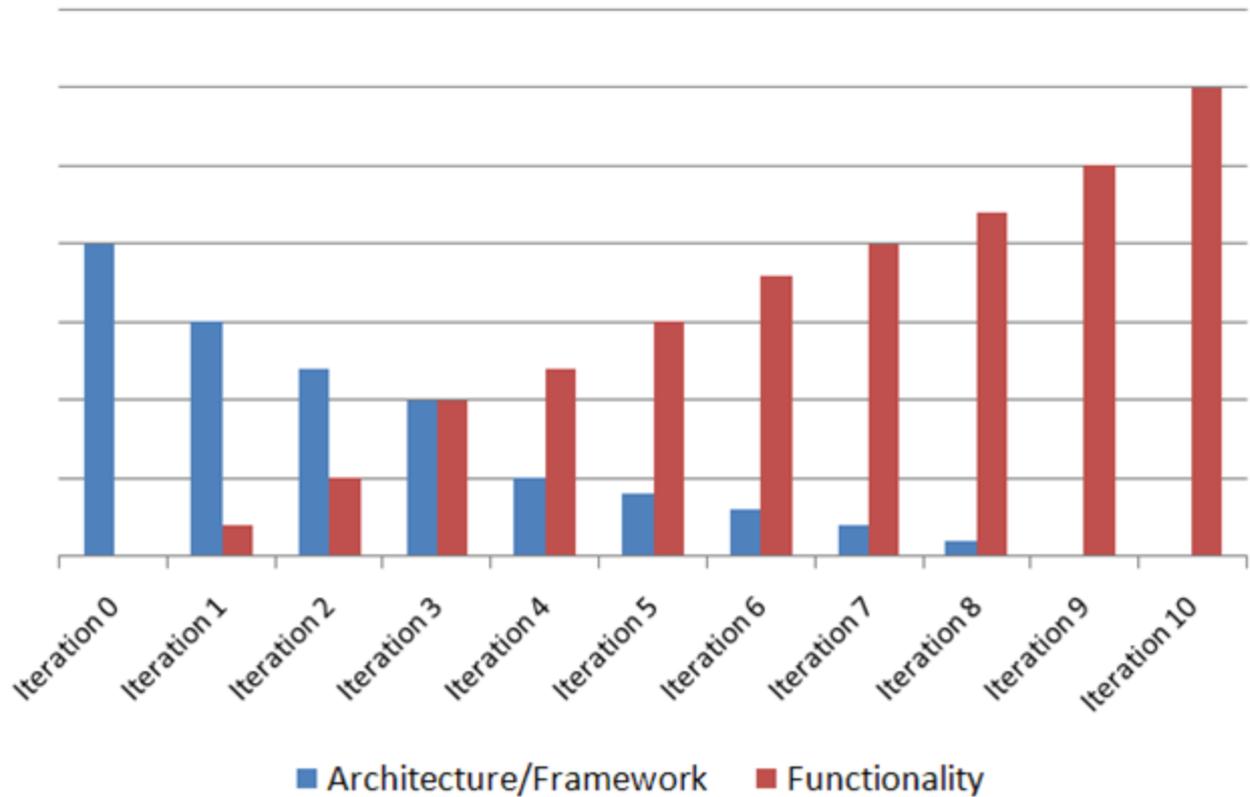
document

user acceptance

pilot

live

architecture **over time**



sprint **review**





inspect
and
adapt

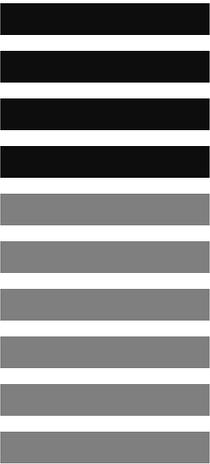


What did we do well?

What didn't we do well?

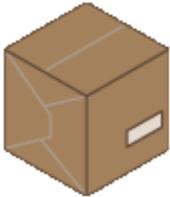
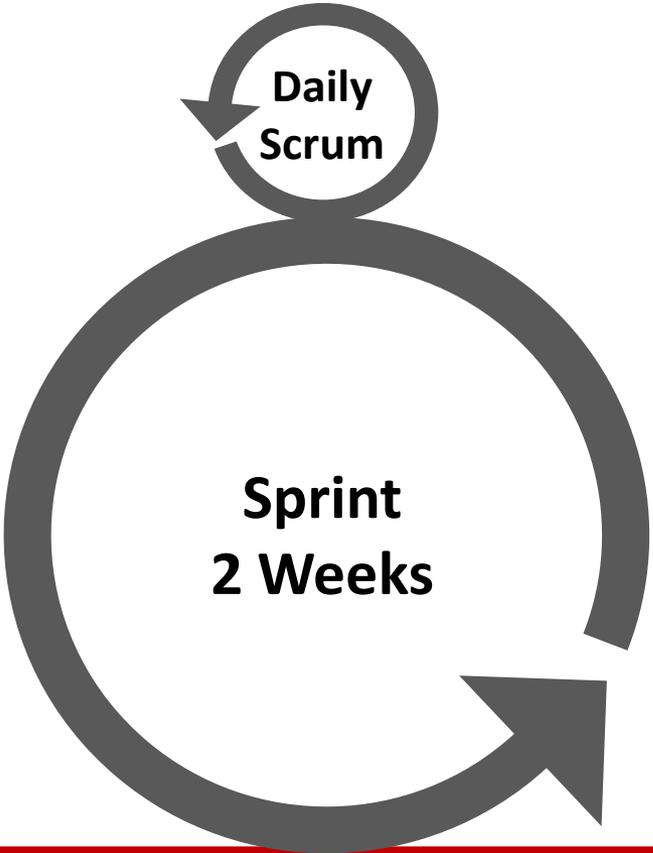
**What do we need to do
change to do better?**

sprint mechanics



Product Backlog

Sprint Backlog



Product Increment

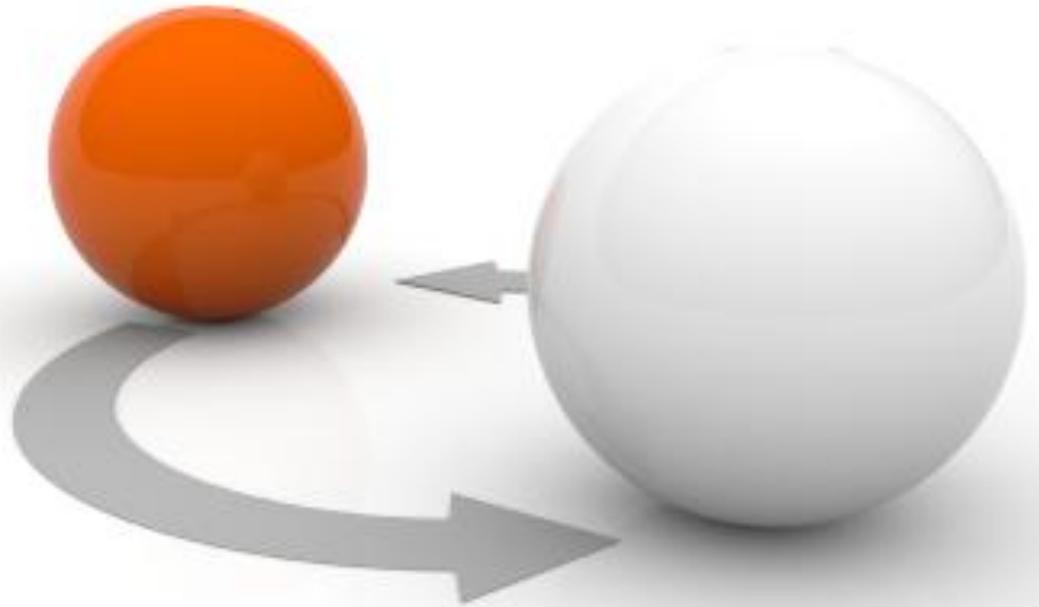
sprint **essentials**



reciprocal **commitment**



no changes
during sprint



sprint length

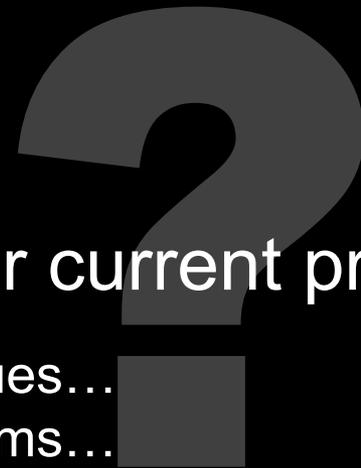




What “does done” mean on your current projects

Issues...

Engineering problems...

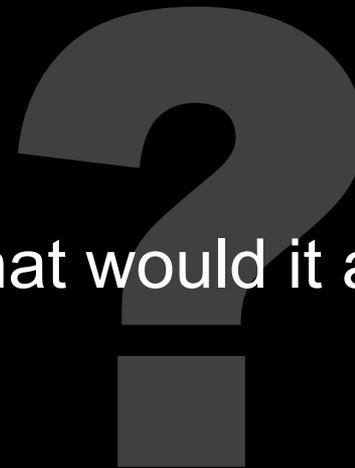


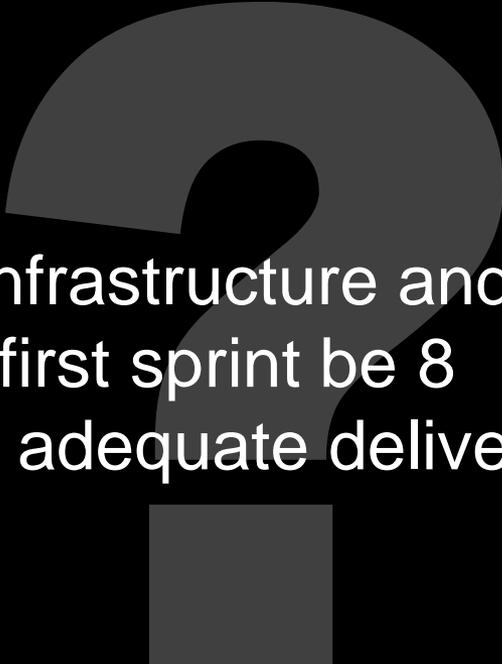
Is there such a thing as an “analysis” sprint

“testing” sprint...



What is a “stabilization” sprint and what would it achieve





A project requires 8 weeks of infrastructure and architecture work. Should the first sprint be 8 weeks long? Is architecture an adequate deliverable?



Espresso





It's about **you**

What do you remember about this morning?

What stands out for you?

Any interesting experiences
between morning and afternoon?

What's on your mind that you hope we
cover this afternoon?

What sounded useful?

What are you skeptical about?

Sprint **Planning**

prioritization meeting

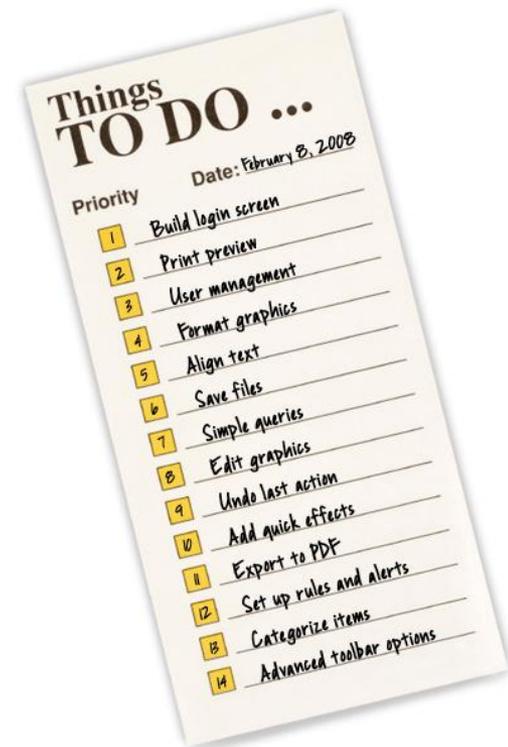
Usually 1-2 hours

Product owner and team

Backlog described/discussed

Cover about 2 sprints worth

Intent: Establish sprint goal



sprint planning meeting

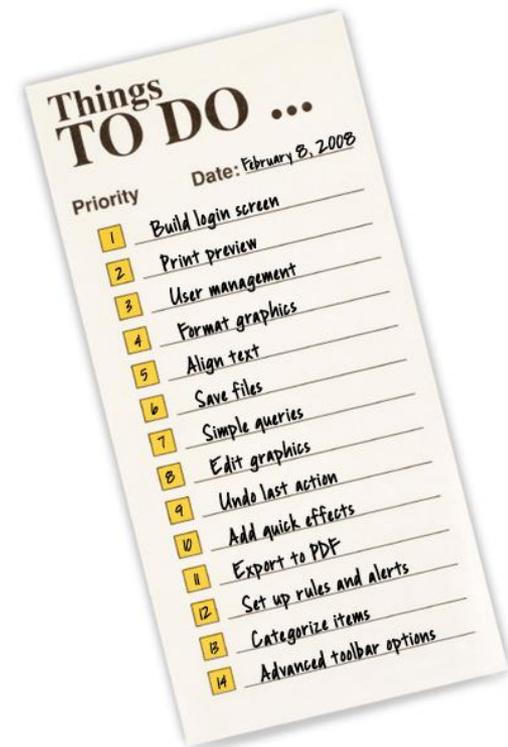
Team selects items for sprint

Sprint backlog created

Tasks identified and estimated

Collaborative, not directed

Intent: Establish sprint goal



sprint planning **steps**

Identify anything unique (holidays, vacation)

Select sprint goal

Select highest priority items that meet goal

Discuss it to create tasks

Estimate tasks (1-16 hours)

Ask: “Can we commit to this?”

Repeat until no more can be committed

sample sprint backlog

User Story	Task	Estimate
As a user, I'd like to read profiles of people I'd like to date	Code User Interface	8
	Code middle tier	16
	Create and automate tests	8
As a user, I'd like to search for dates on age range	Code User Interface	6
	Code middle tier	12
	Create and automate tests	4



Sprint planning

Break into two groups

Sprint Goal: Restrict capabilities of non-members and get them to become members.

- 1 Prioritize the product backlog according to the Sprint Goal
- 2 Plan the next sprint. Create tasks and estimates. Commit to the sprint.

sprint planning

Sprint Goal: Restrict capabilities of non-members and get them to become members.

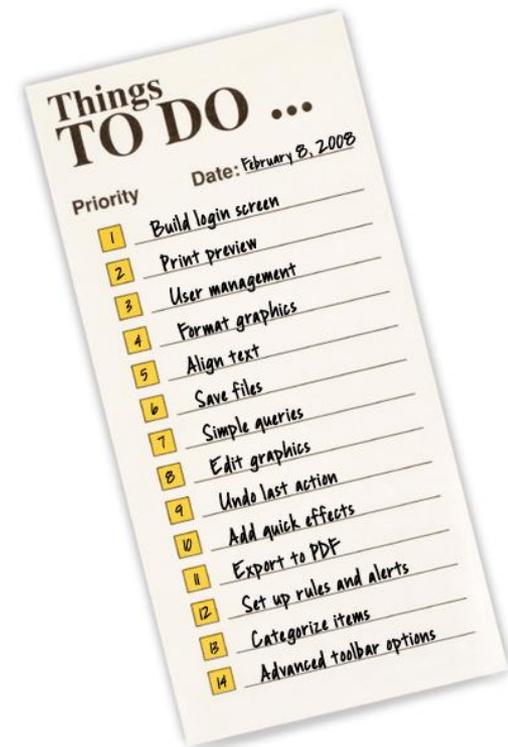
Product Backlog Item	Priority
As a non-member, after doing a basic search I can browse up to 30 matches.	
As a non-member, I am prompted to join if I browse 30 matches and periodically before then.	
As a non-member, I can sign up for a monthly account by filling in a web form with credit card info, agreeing to basic terms, etc.	
As a member (only), I can have a search run nightly and email matches to me.	
As a non-member, if I try to have matches emailed to me, I am instead shown a screen prompting me to join.	

managing the **sprint backlog**

Work never assigned

Team members sign up for work

Estimated work remaining
updated daily



sample sprint backlog

User Story	Task	Estimate	Mon	Tue	Wed	Th
As a user, I'd like to read profiles of people I'd like to date	Code User Interface	8	8	4	8	
	Code middle tier	16	16	12	10	5
	Create and automate tests	8	16	8	8	
As a user, I'd like to search for dates on age range	Code User Interface	6	6	2		
	Code middle tier	12	6	4	1	
	Create and automate tests	4	4			



The usual questions

How much will be done by September 1?

When can we ship with “X” set of features?

How many people or teams need to be on this project?

How do you currently answer these questions?

Scrum Inputs

A prioritized backlog

Story points for each user story

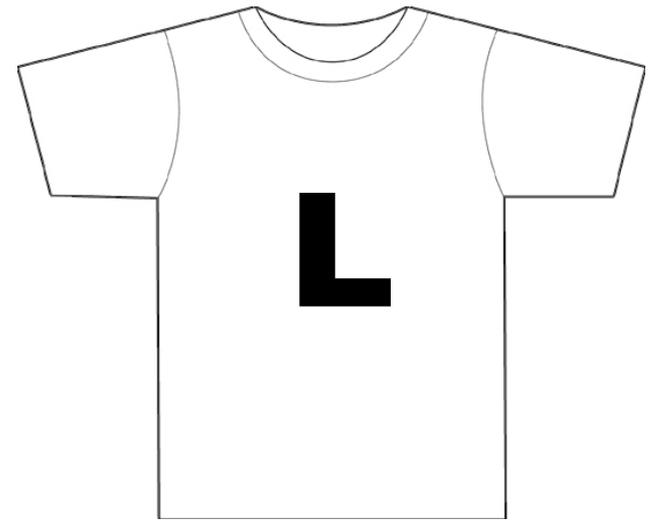
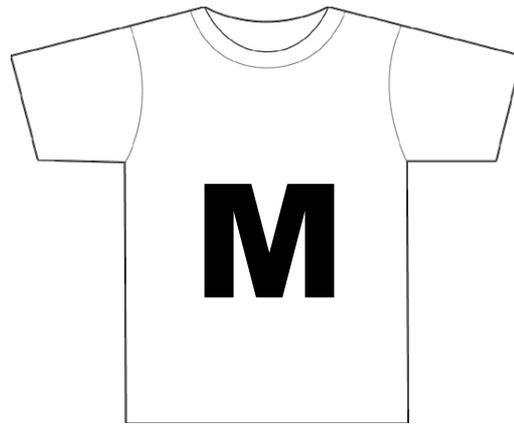
The team's velocity

Agile **Estimating**



1,250

estimating units



hours



Just old-fashioned guessing at the hours something will take

ideal time

The amount of time something is likely to take one person if they aren't disrupted or distracted



If two people will work on it, their time is added

Often expressed in days (including $\frac{1}{2}$ day, etc.)

team days



Define a typical team for your environment, e.g.: 1 programmer + 1 tester + 1/2 analyst + 1/2 tech writer

Estimate how long it would take that team to do

story **points**



story **points**

A unit-less measure of the relative size of the feature

Based on how much and how hard

All that matters is the relative size of numbers



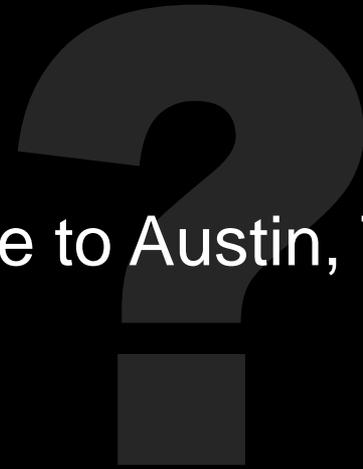
your time
is not
my time

How long will it take to read the latest Harry Potter book



your time
is not
my time

How long will it take to drive to Austin, Texas





estimating **techniques**

Can you distinguish a 1 point story from a 2 point story?



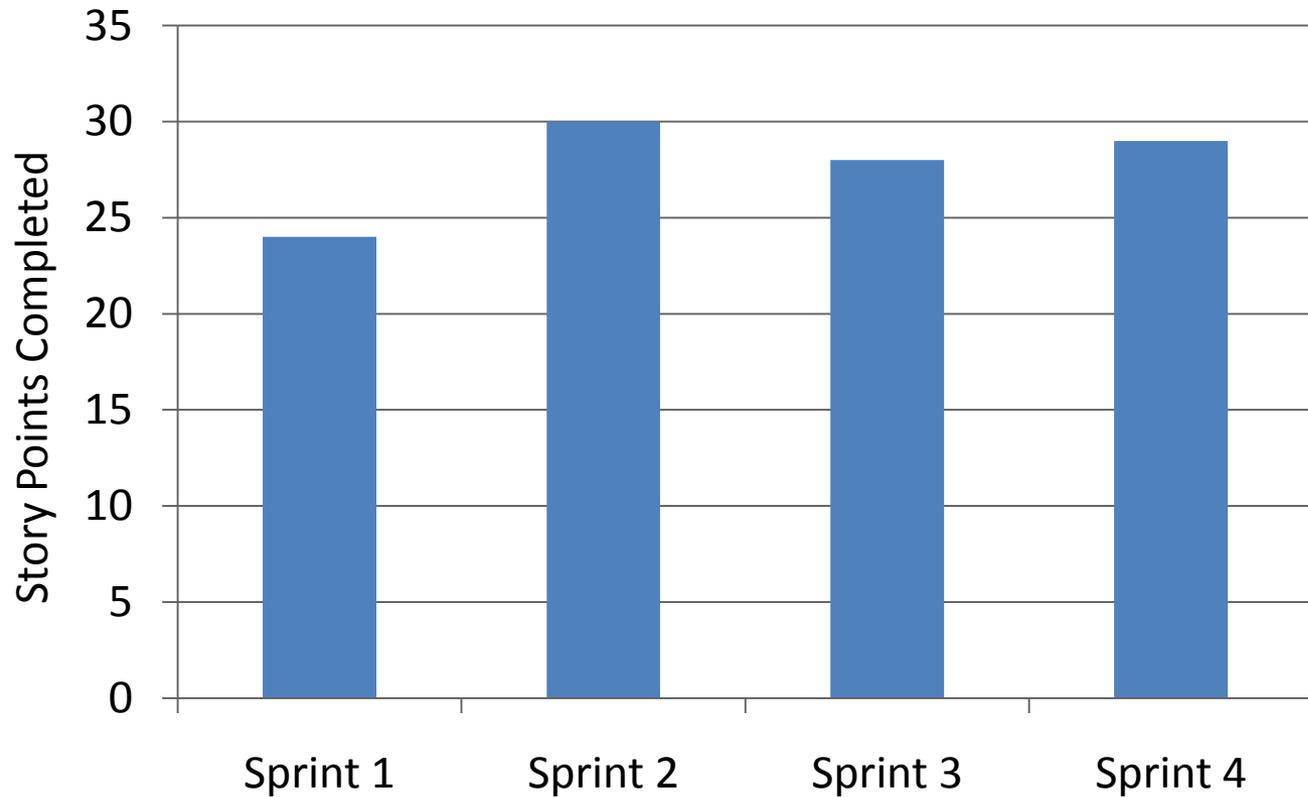
Can you distinguish a 17 point story from an 18 point story?

0,1,2,3,5,8,13...

team
velocity



Velocity: A useful long-term measure of the amount of work completed per sprint

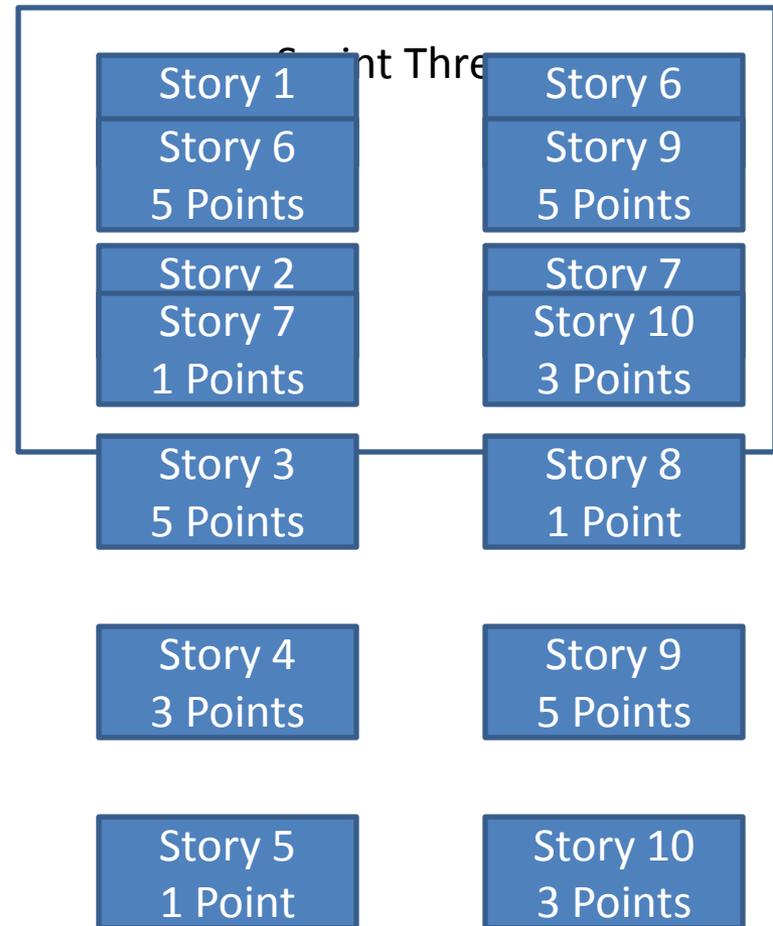
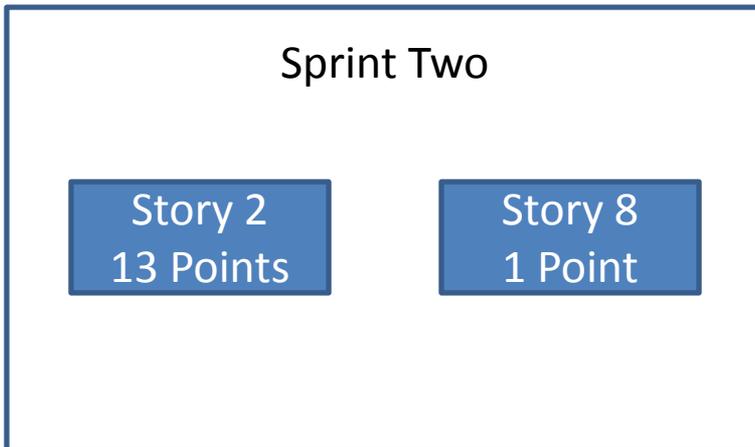
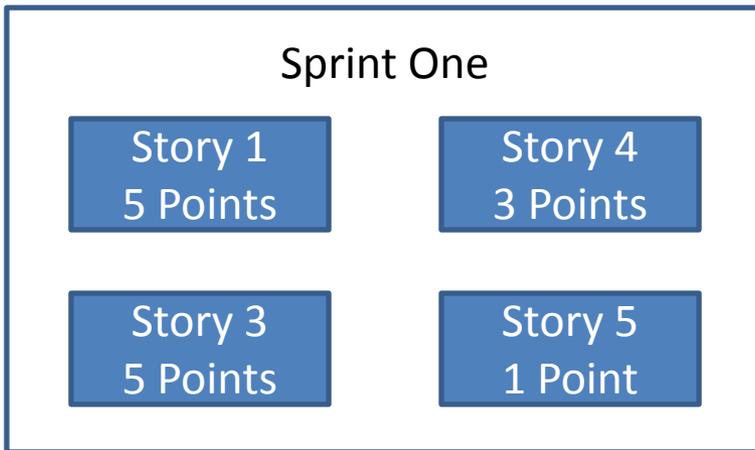


estimate size
derive duration



release planning

Team Velocity: 14





Release planning

Break into two groups

Team Velocity: 16 Points

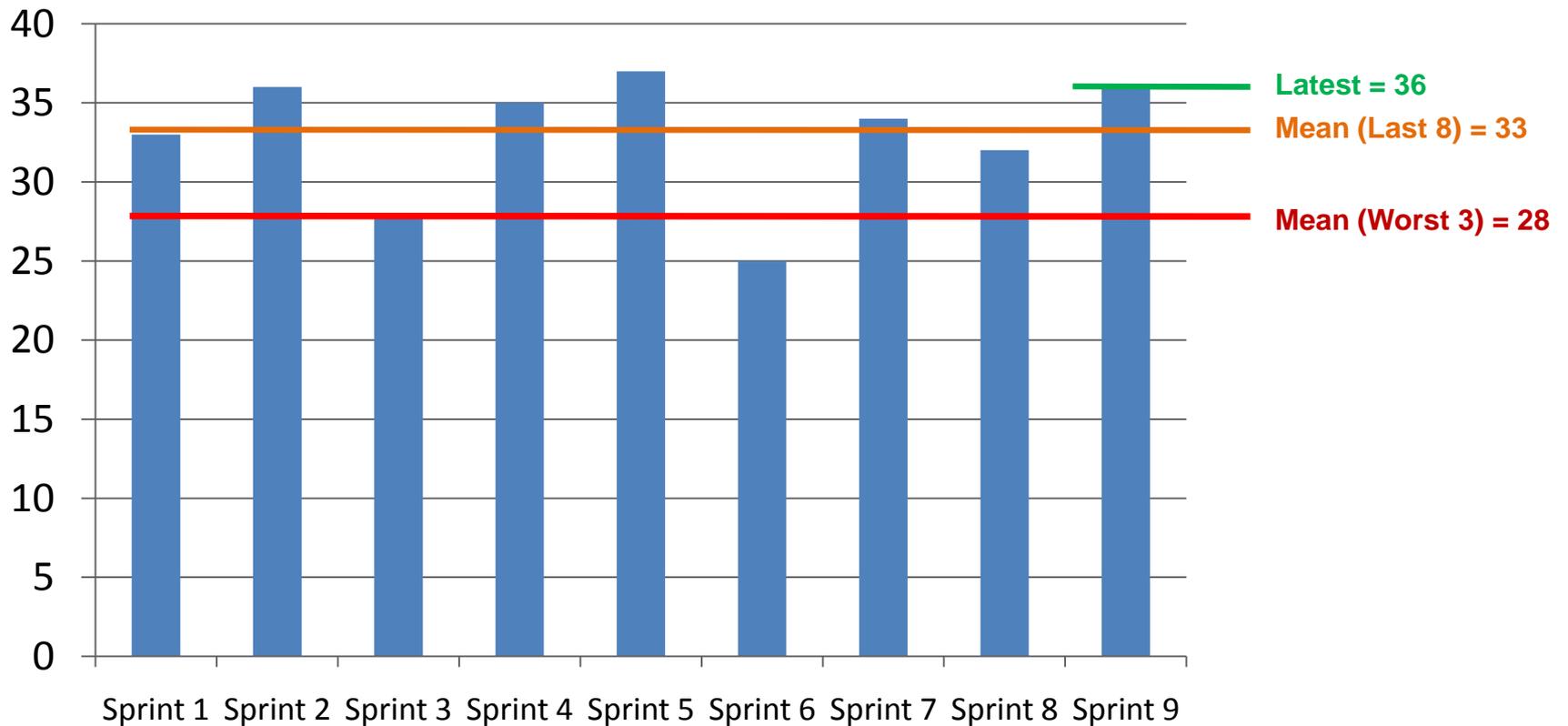
- 1 Plan a release for the following prioritized backlog
- 2 Assuming a start date of July 6 and a sprint length of 2 weeks, what day can we plan to release the backlog items? The release should follow the last day of the last print. Be sure to consider holidays, etc.

Priority	Story	Points
1	Create cover art, brand, and/or logo	8
2	Define major service offerings	5
3	Define format for layout of brochure	3
4	Include services for out-of-town guests	13
5	Provide references from happy clients	2
6	Set the pricing structure	8
7	Define music options	3
8	List catering options and pricing	5
9	Define special bridal party treatments	5
10	List reception location recommendations	1
11	Provide bios of your staff	3
12	List template wedding themes	5
13	Gather names of preferred service providers	2
14	Define custom wedding options	1

Priority	Story	Points
1	Create cover art, brand, and/or logo	8
2	Define major service offerings	5
3	Define format for layout of brochure	3
4	Include services for out-of-town guests	13
5	Provide references from happy clients	2
6	Set the pricing structure	8
7	Define music options	3
8	List catering options and pricing	5
9	Define special bridal party treatments	5
10	List reception location recommendations	1
11	Provide bios of your staff	3
12	List template wedding themes	5
13	Gather names of preferred service providers	2
14	Define custom wedding options	1

August 28th

real world velocity



extrapolating from **velocity**



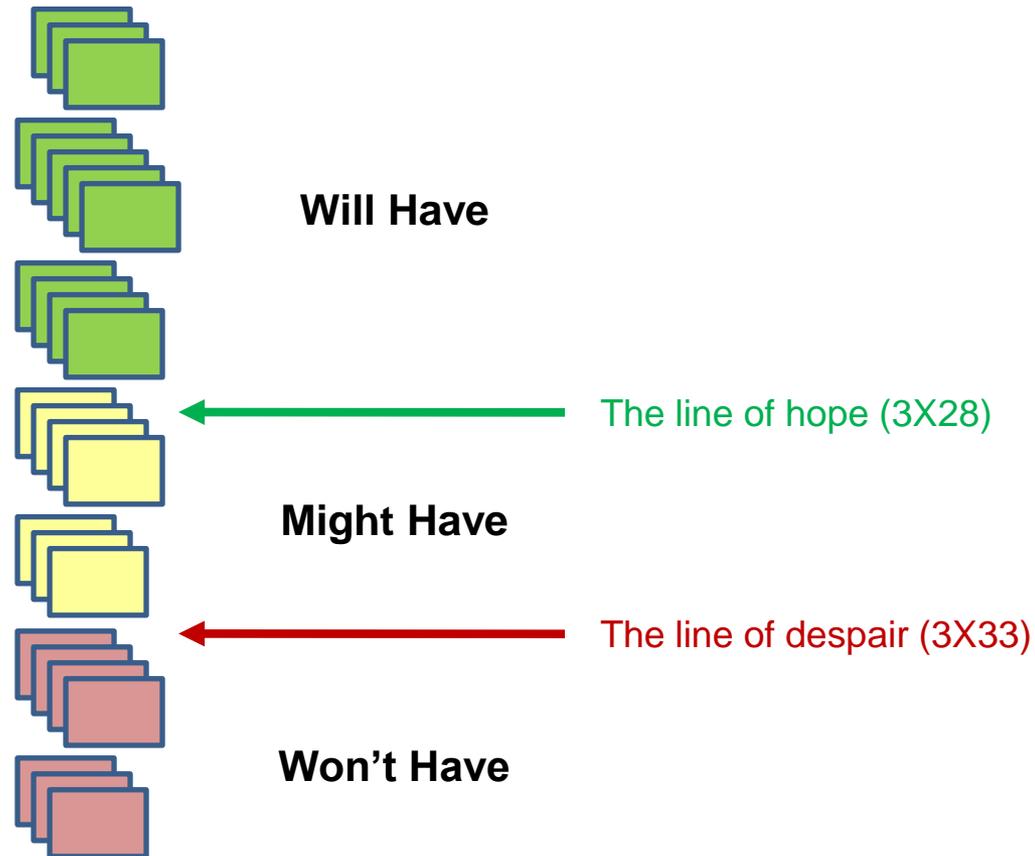
Assume: There are three sprints left

At our slowest velocity we'll finish here (3X28)

At our average velocity we'll finish here (3X33)

At our current velocity we'll finish here (3X36)

fixed-date planning



fixed-scope planning

Total Story Points Desired	120
Low Velocity	15
High Velocity	20

$120 \div 20 =$ 

$120 \div 15 =$ 

tracking
progress



burndown **charts**



sprint backlog

User Story	Task
------------	------

As a user, I'd like to read profiles of people I'd like to date	Code User Interface
	Code middle tier
	Create and automate tests

As a user, I'd like to search for dates on age range	Code User Interface
	Code middle tier
	Create and automate tests

As a user, I'd like to rate the dates I've gone on	Code User Interface
	Code middle tier
	Create and automate tests

Owner	Estimate	Mon	Tues	Wed	Thu	Fri
-------	----------	-----	------	-----	-----	-----

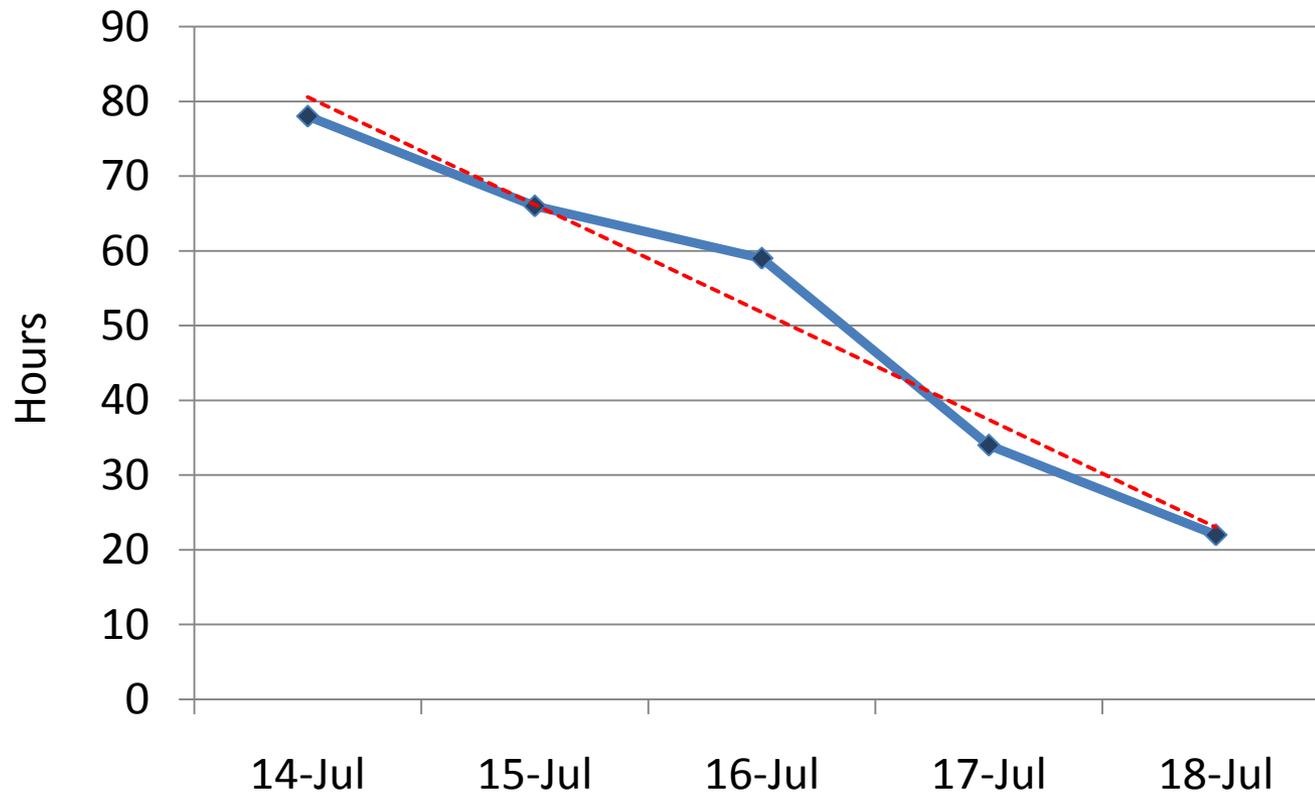
Dave	8	8	4	8		
Vish	16	16	12	10	7	
Mike	8	8	16	16	11	8

Jeff	6	6	2	1		
Vish	12	12	10	10	6	6
Mike	4	4	2	2		

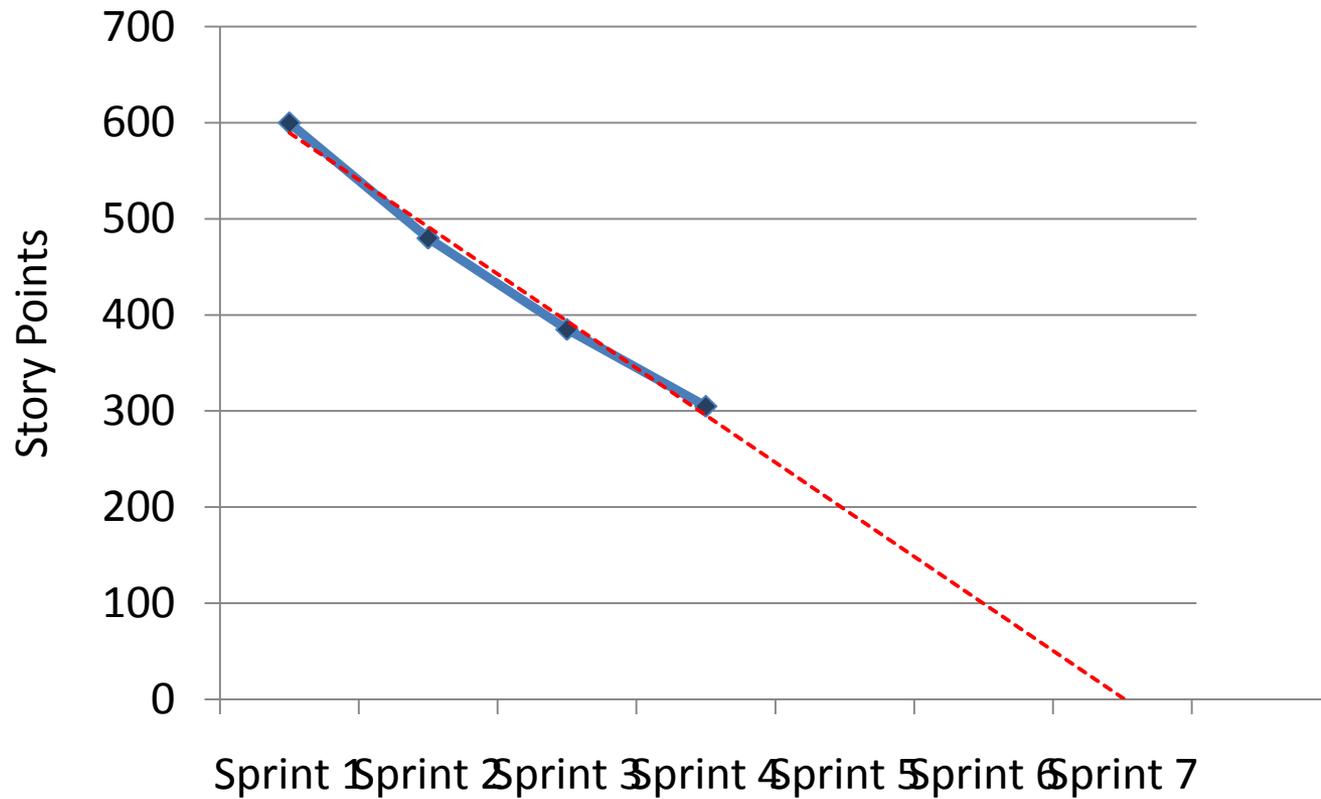
Derek	8	8	8	8	4	2
Lakshmi	6	6	4	2	6	6
Mike	10	10	8	2		

Total Remaining	78	78	66	59	34	22
-----------------	----	----	----	----	----	----

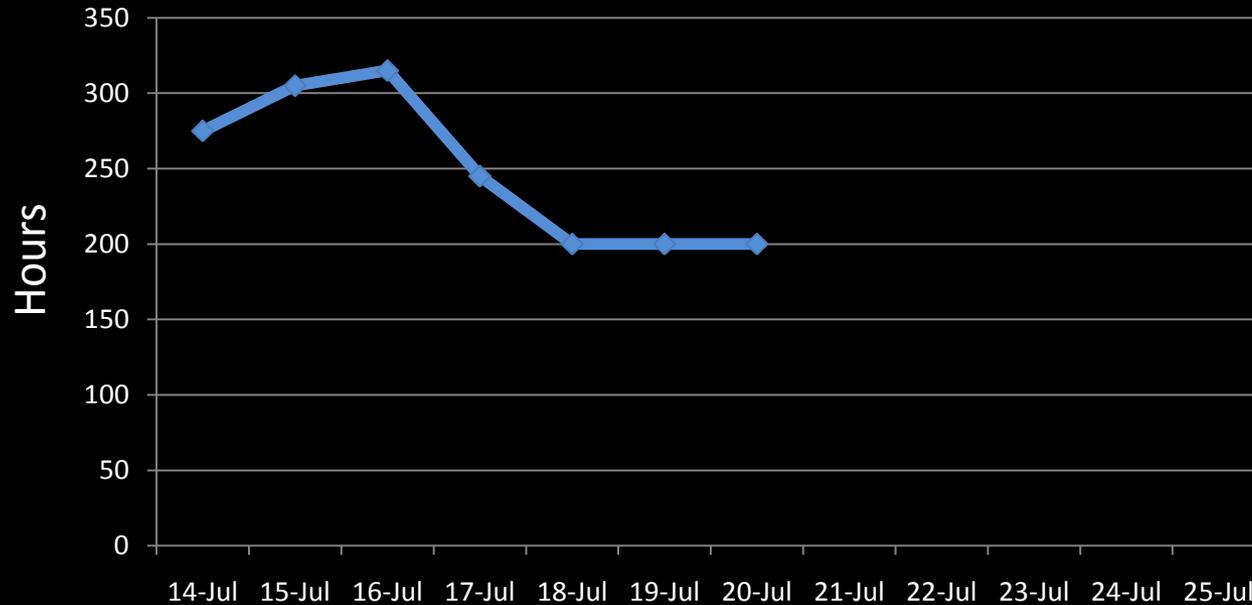
sprint burndown



release burndown



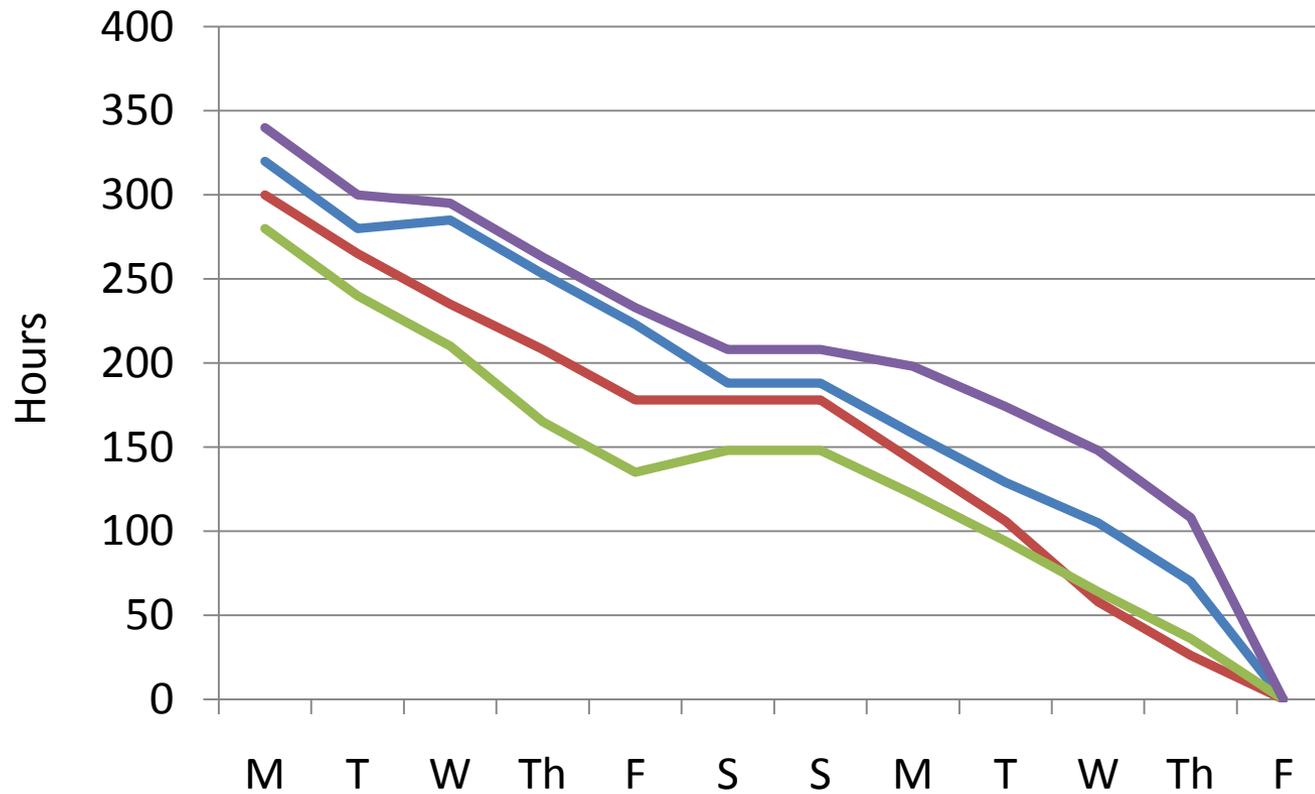
sprint burndown



Do you think this sprint will finish on time



sprint signatures



task boards

Story	To Do	In Progress	To Verify	Done
				
				

RESEARCH (including
Stochastic Simulation)

SPICE SMALL PICE
NUM CODE

WATER IS LEAK
IN CHAIR

DRUGS: THIS IS
OF PRODUCTION QUALITY
CODE

EFFICIENCY IN DESIGN
OF AN AIRCRAFT

Working Agreement
Subcontract

2 week sprints

Daily Scrum 9:00 am

We will use planning
& prioritizing techniques
They make (S)

We will hold our
standards Monday 10

We will monitor
to and other team
at 10:00 AM

Your member will
from here, see plan

Each story will be
and tested in shared
Agreement, will 100%

Code will be reviewed before

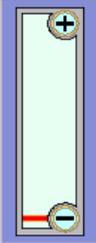


Deliverables

- User
- Interface
- Architecture
- Code
- Design
- Development
- Deployment

Deliverables

Extra



Stories

To Do

In Progress

To Be Tested

Done

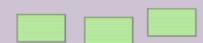
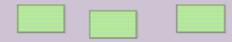
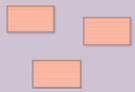
Stories

To Do

In Progress

To Be Tested

Done





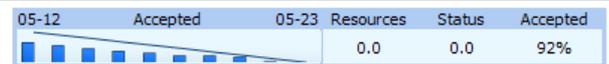
My Home Dashboards Backlog & Schedules Defects & Tests Search

Enter Keywords Search

Iteration Status Team Status Release Status Work Product Status Release Metrics Project: CDOT GeoMap 2.0

Iteration Task Status

CDOT GeoMap Sprint 10



All	Rank	ID	Name	State	Plan Est	Task Est	To Do	Owner	Actions
		DE67	Clear Selected	D P C A	3.0	2.0	0.0	0	Jeff Germain
		DE148	Add Route Measures	D P C A	8.0	10.0	0.0	0	Jeff Germain
		TA1061	Add measures to line segments	D P C		4.0	0.0		Jeff Germain
		TA1062	Link route measures tool function	D P C		6.0	0.0		Jeff Germain
		US556	Query Tool	D P C A	8.0	23.0	0.0	0	Charley Cartee
		TA850	Implement an additional query interface.	D P C		4.0	0.0		Charley Cartee
		TA851	Allow the user to add items to the where clause of a query	D P C		1.0	0.0		Charley Cartee
		TA853	Allow the user to specify some default fields.	D P C		2.0	0.0		Charley Cartee
		TA854	Populate the main video logger viewer with the results from this query.	D P C		4.0	0.0		Charley Cartee
		TA902	Figure out how to deal with large numbers of responses.	D P C		8.0	0.0		Charley Cartee
		TA900	Research how to deal with SQL injection	D P C		4.0	0.0		Charley Cartee
		US563	Update image sets	D P C A	2.0	8.0	0.0	0	Charley Cartee
		TA861	Document how to add a new image set	D P C		4.0	0.0		Charley Cartee
		TA908	Move the database/image set connection information to a config file	D P C		4.0	0.0		Charley Cartee
		US559	Nav Tools: Play	D P C A	2.0	6.0	0.0	0	Charley Cartee
		TA860	Change the default play speed to 3 seconds per image, and determine the usable play speed range.	D P C		2.0	0.0		Charley Cartee
		TA862	Make the play controls more responsive	D P C		4.0	0.0		Charley Cartee
		US553	Pavement View	D P C A	8.0	16.0	0.0	0	Charley Cartee
		TA849	Unrotate the pavement image and work this into a new layout	D P C		4.0	0.0		Charley Cartee
		TA856	Make the pavement images playable.	D P C		4.0	0.0		Charley Cartee
		TA857	Look into layout options	D P C		8.0	0.0		Charley Cartee
		US554	Drop down Selection	D P C A	5.0	6.0	0.0	0	Charley Cartee
		TA859	Remove the Section drop down (this is actually the subdirectory)	D P C		4.0	0.0		Charley Cartee
		TA863	Make the highway drop down use the hwy data field rather than the filename	D P C		2.0	0.0		Charley Cartee
		US555	Geographic Selection (Prep for map viewer)	D P C A	8.0	6.0	0.0	0	Charley Cartee
		TA864	Document the what the viewer will need to take as parameters.	D P C		2.0	0.0		Charley Cartee
		TA865	Allow the viewer to load a particular roadway/segment based on startup parameters.	D P C		4.0	0.0		Charley Cartee
		US562	Data Display	D P C A	3.0	4.0	0.0	0	Charley Cartee
		TA855	Update the position in the video when clicking on the data	D P C		4.0	0.0		Charley Cartee



meetings

daily **scrum**

Every day

15 minutes

Stand up

Not for problem solving

Everyone's invited

Chickens can't talk



What did you
work on **yesterday**?

What are you
working on **today**?

Do you have any
impediments?



not a status meeting
for the boss



sprint
review



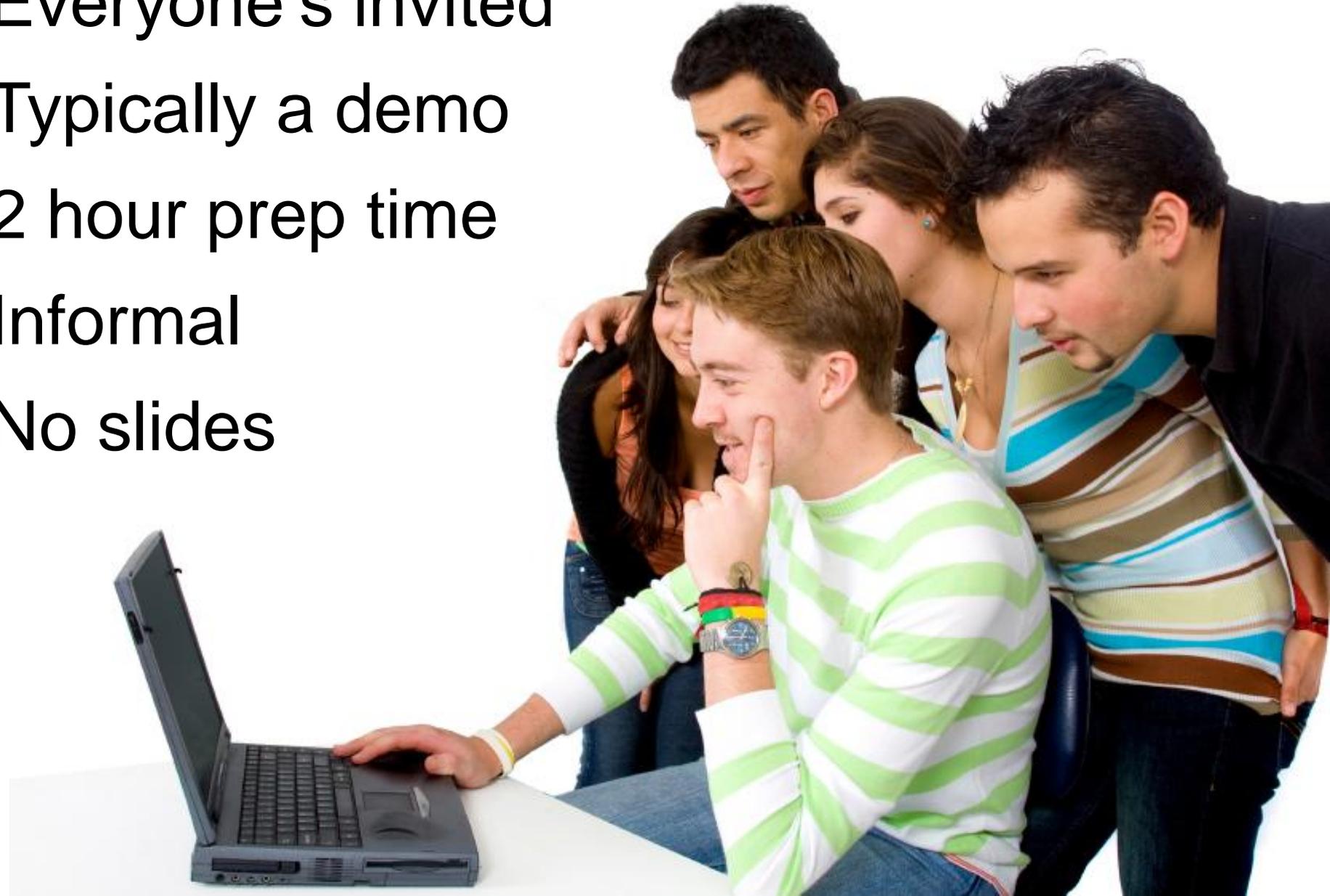
Everyone's invited

Typically a demo

2 hour prep time

Informal

No slides





deliver
functionality



new items for
product backlog





Espresso

A close-up photograph of a car's rearview mirror. The mirror is black with a silver frame and is mounted on a black stalk. The word "retrospective" is written in large, white, bold, sans-serif font across the center of the mirror's glass. In the top right corner of the mirror's frame, there is a small, rectangular digital display showing "5W" in blue. Below the mirror, on the black plastic housing, there are two buttons labeled "COMP" and "MIRROR" in white capital letters. To the right of the "MIRROR" button, there is a small green LED light that is illuminated. The background is a blurred view of the road and sky through the car's windshield.

retrospective

5W

COMP

MIRROR

What's working and what's not

Done after every sprint

30 minutes to 4 hours

Whole team participates





inspect
and
adapt



It's about **you**

“Anything on your mind that we didn't cover yet?”



Espresso

Adopting **Agile**

the five step program

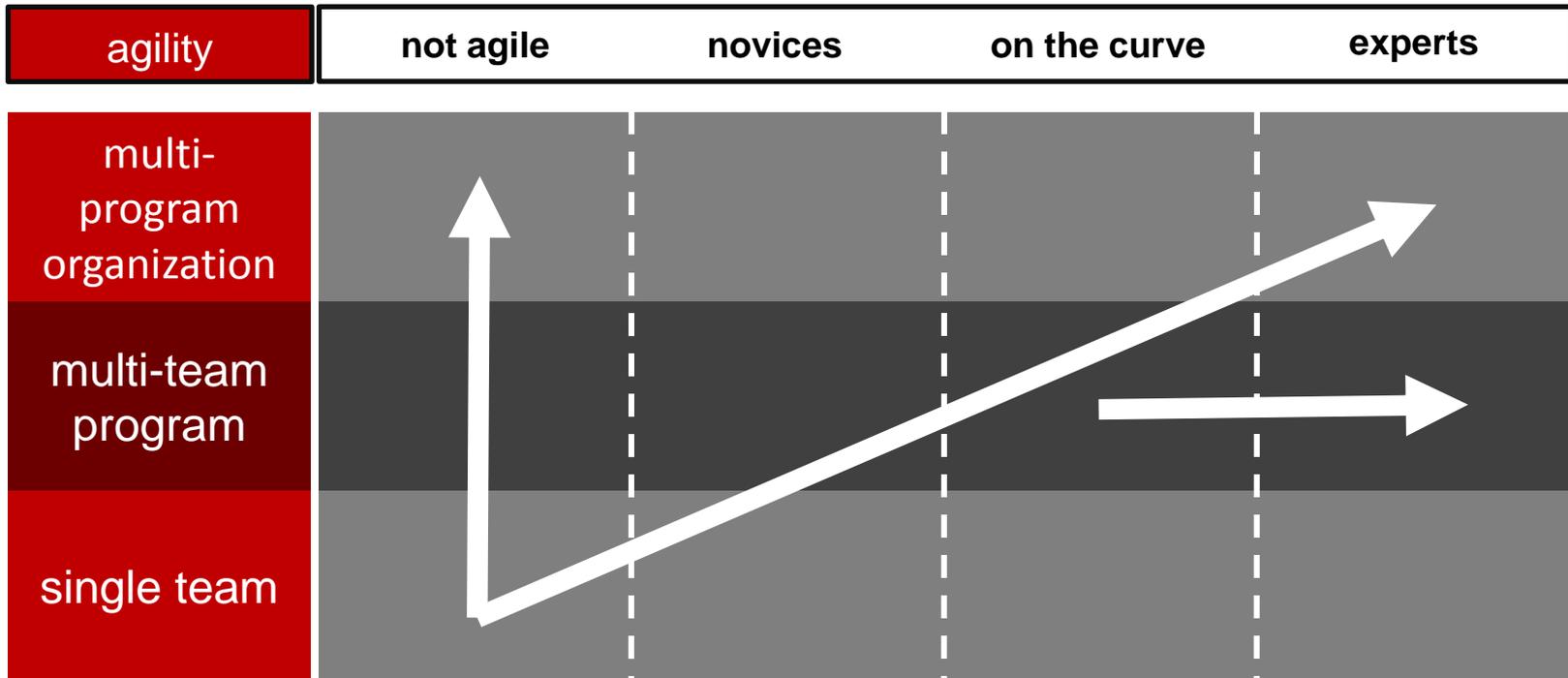


**baby
steps**

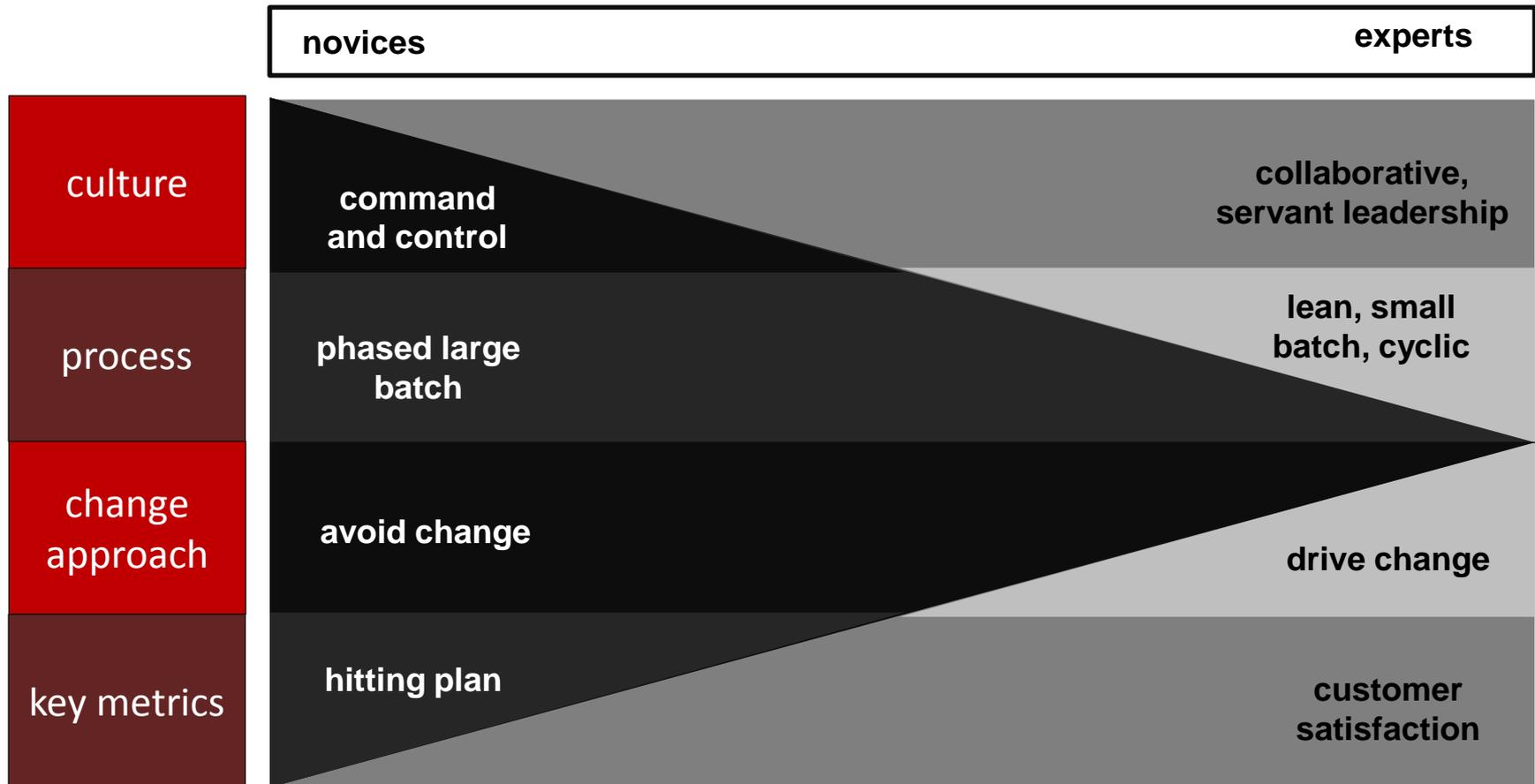
the five **step** program

agility	not agile	novices	on the curve	experts
multi-program organization			step 4	step 5
multi-team program	start		step 3	
single team		step 1	step 2	

failure modes



moving toward **expert** teams





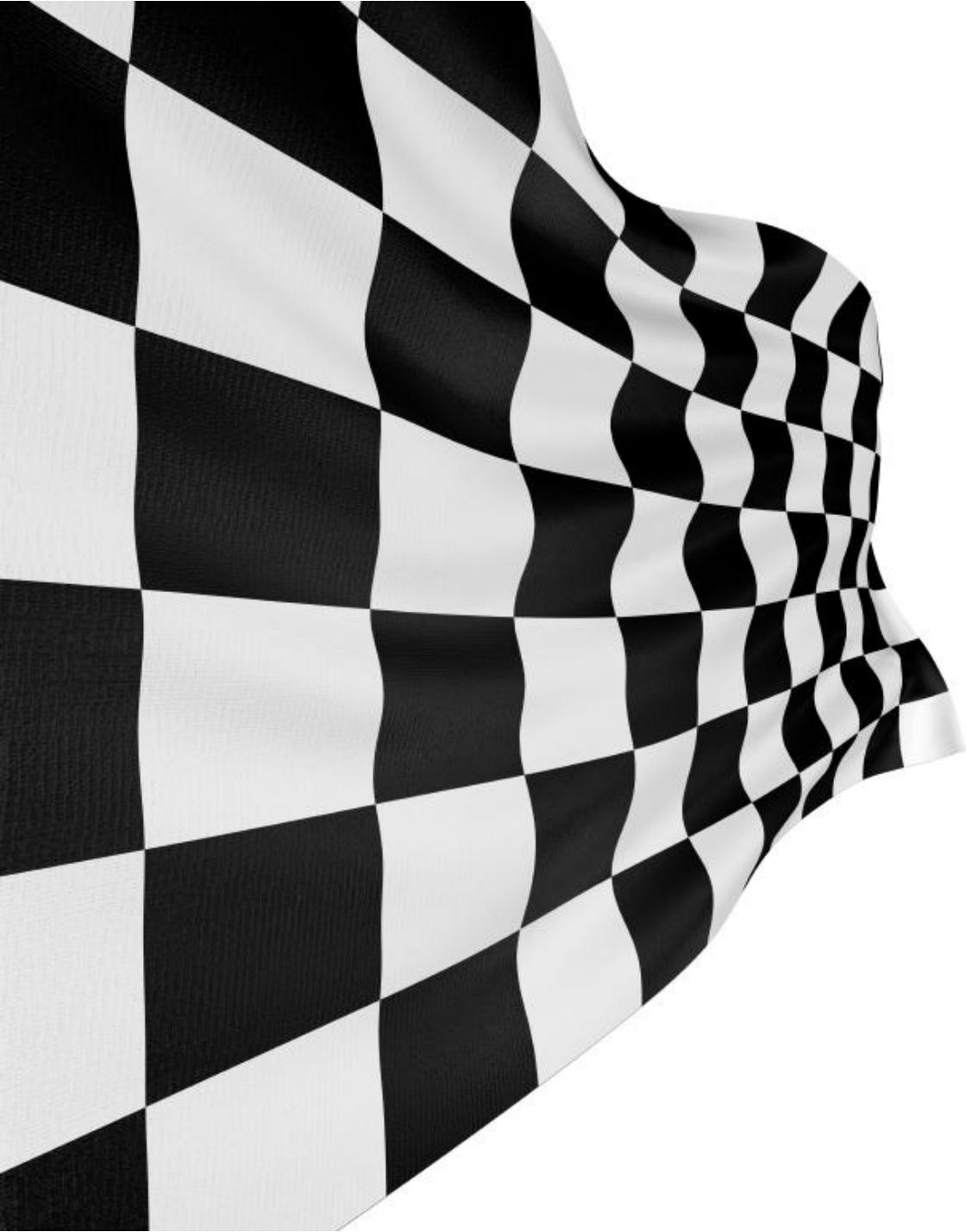
step one
get into the
flow

time-boxed **rhythm**
of high-quality
value delivery



100%
story acceptance
iteration over iteration





done...
done.

empowered
collaborative
decision making



achieve a
sustainable
pace



roadblocks to **team flow**



resource **constraints**



command and
control



a **fixed** iron triangle



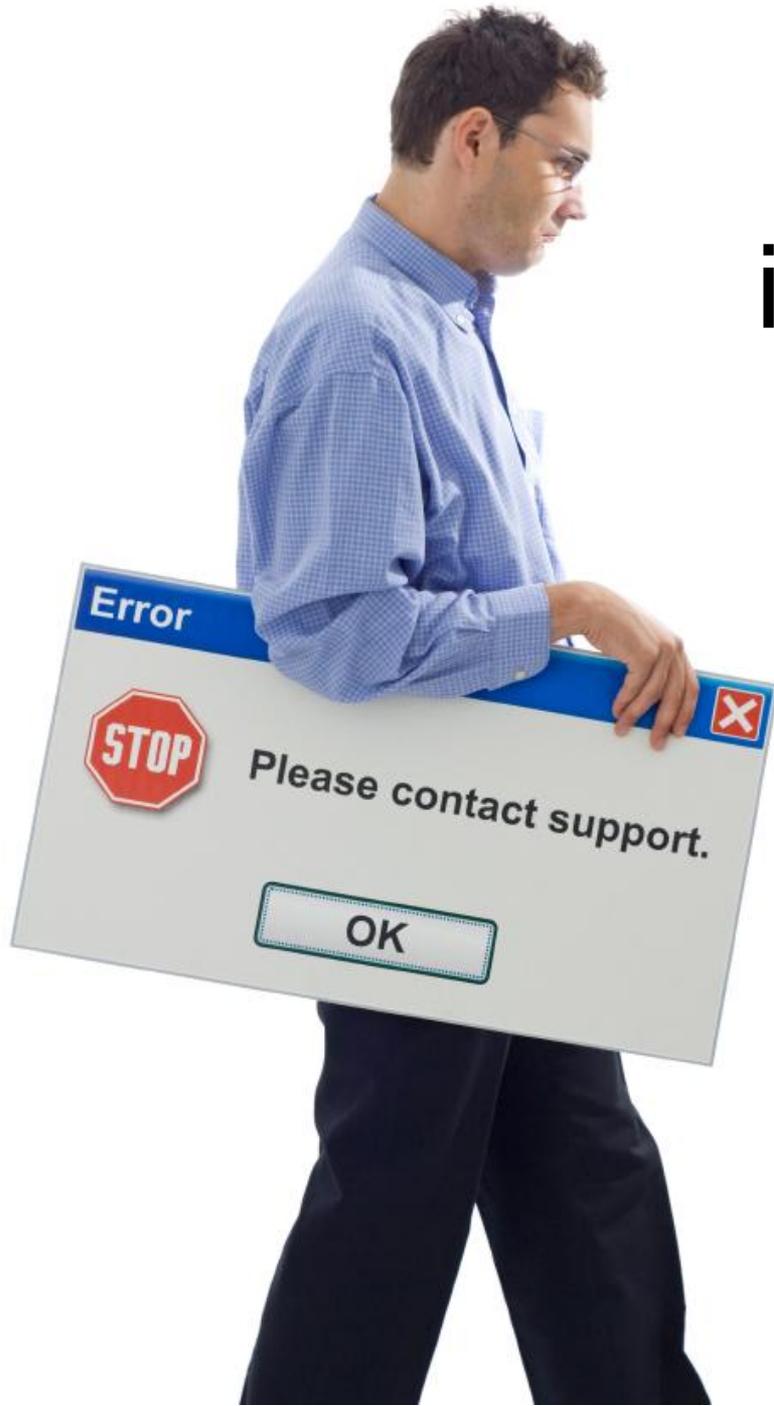
waiting
for the next
processing step



low **test**
automation



inventory of
defects and
technical debt



results of
successful
team flow





less friction
more value

improved
morale





higher **quality**
fewer defects

A close-up photograph of a steering wheel with a perforated, light-colored leather-like texture. The wheel is positioned on the left side of the frame, curving towards the center. The background is out of focus, showing the dark dashboard and a portion of a circular instrument cluster on the right. The lighting is bright, creating a soft glow on the wheel's surface.

visibility and steering



NETFLIX

NETFLIX

NETFLIX

NETFLIX

NETFLIX

P.O. Box 49021
San Jose, CA 95161-9021

↑ OPEN ALONG EDGE ↑
THIS IS ALSO YOUR RETURN ENVELOPE

↑ OPEN ALONG EDGE ↑
THIS IS ALSO YOUR RETURN ENVELOPE

15



step two
learning to
pull

A close-up photograph of a business meeting. In the foreground, a person's hands are holding a black pen, pointing at a diagram on a white sheet of paper. The diagram features a central circle with a pie chart inside, and several rectangular boxes connected by lines, suggesting a flowchart or project plan. To the right, another person's hands, with pink nail polish, are pointing at the same diagram. In the background, a white stapler and a glass of water are visible on a white table. The overall scene is brightly lit and professional.

release planning

team **pulls**
ready stories
from business



collaborative
emergent
design for
simplicity



ZERO
defect policy

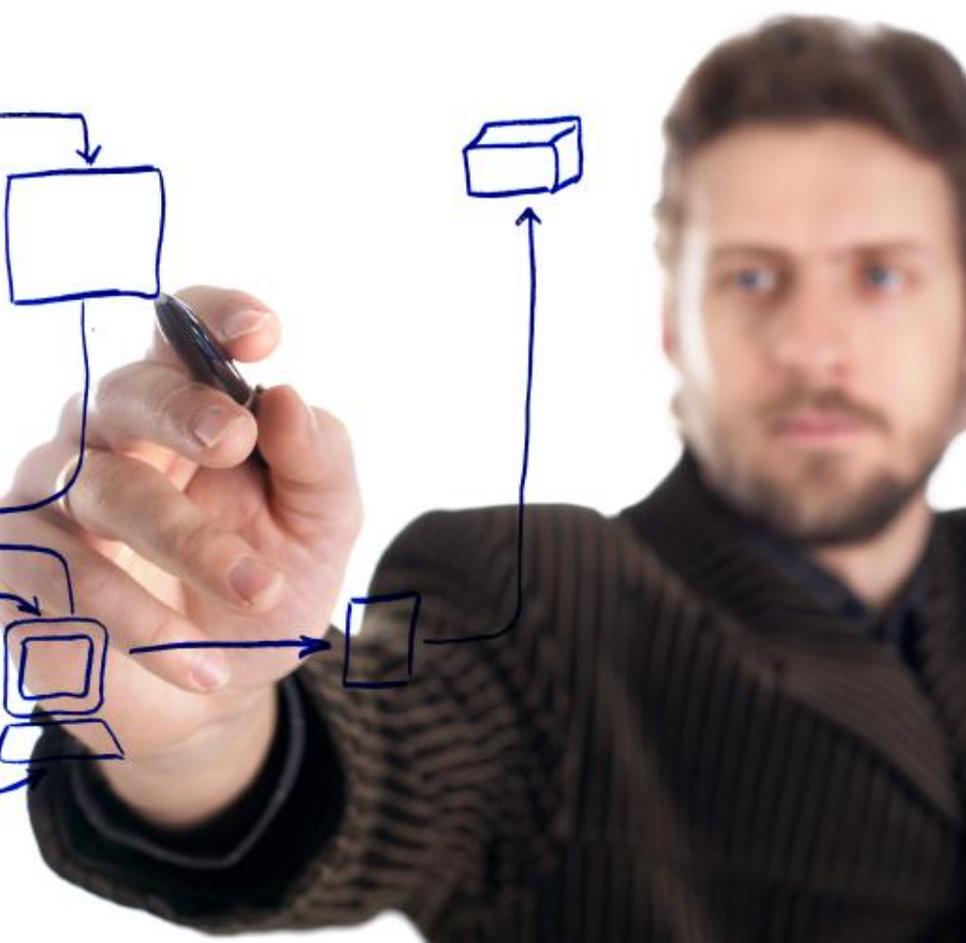
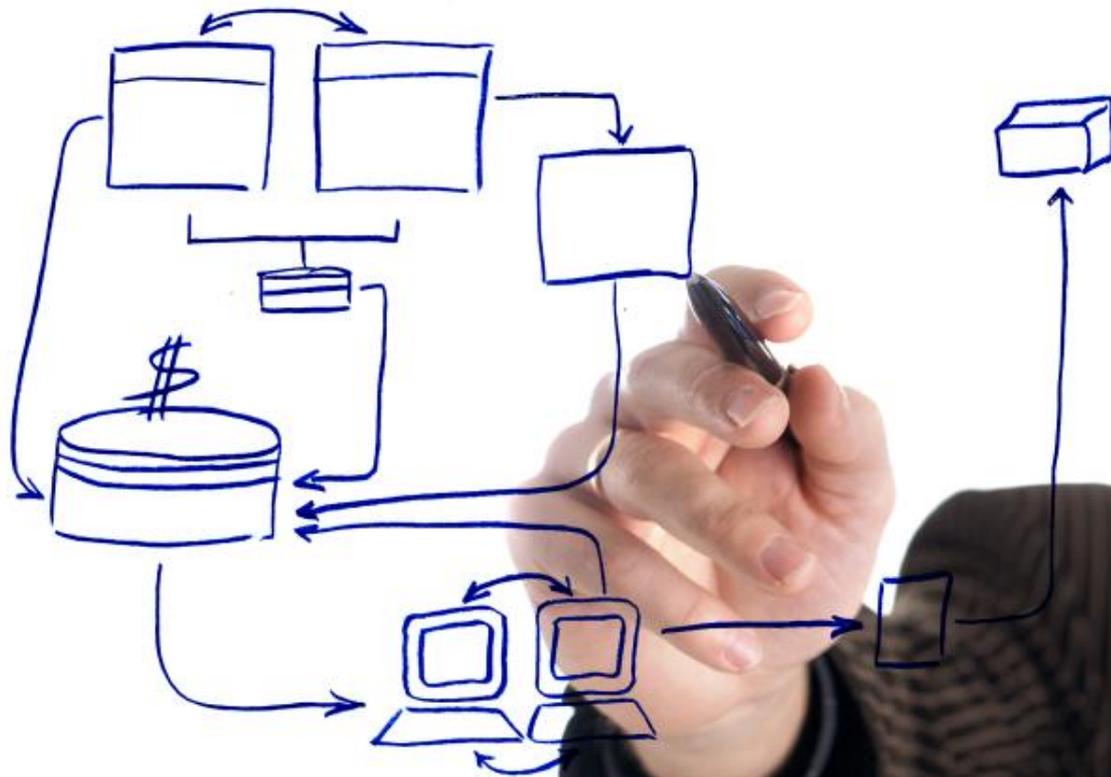
roadblocks to **team pull**



organizational limit
for **change**



management pushing
and **distracted**
with next release



• conditional op

• test format (see

CH. 1-6

• reading

• to

(enter)



delayed acceptance
feedback loops



results of
successful
team pull





highest release
priorities **done**
and delivered
first

engaged customer proxy



steps three and four

scale
it up



<u>Level</u>	<u>Freq</u>	<u>Who</u>	<u>What</u>
Vision	1-2/year	Prod. Owner	Vision Statement.
Product Roadmap	1-2/year	Prod. Owner Architect	Product Evolution/ time
Release Plan	3-4/year	Team, P.O., Stakeholders	Features/ Stories
Sprint Plan	1-2/month	Team, P.O. Stakeholders	Stories/ tasks
Daily	1/day	Delivery Team	Tasks, to do, Burndown

A brass showerhead is shown in the upper left corner, spraying a wide arc of water towards the right. The water is captured in mid-air, creating a misty spray. Below the showerhead, a dense field of vibrant green grass stretches across the bottom of the frame. The background is a clear, bright blue sky. The overall scene is bright and fresh, symbolizing growth and renewal.

steering team
clears obstacles
and tends the
vision

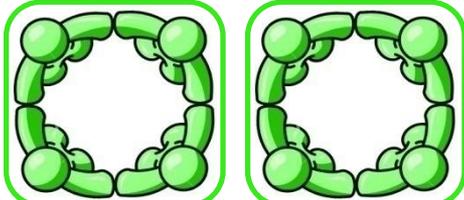
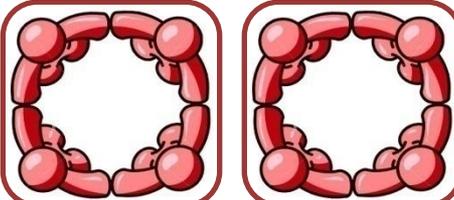
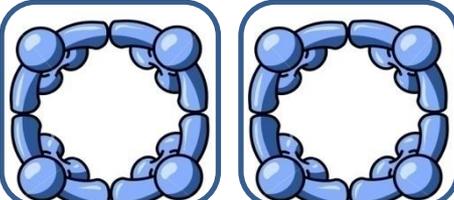
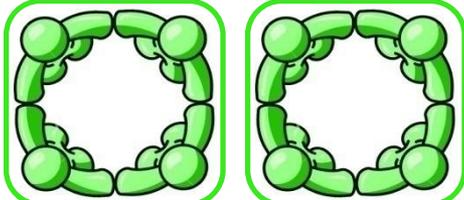
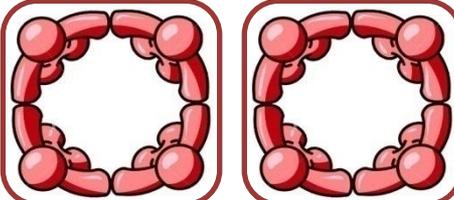
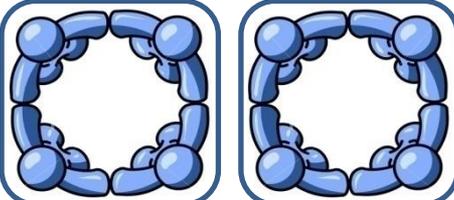
cross-team resource

balancing

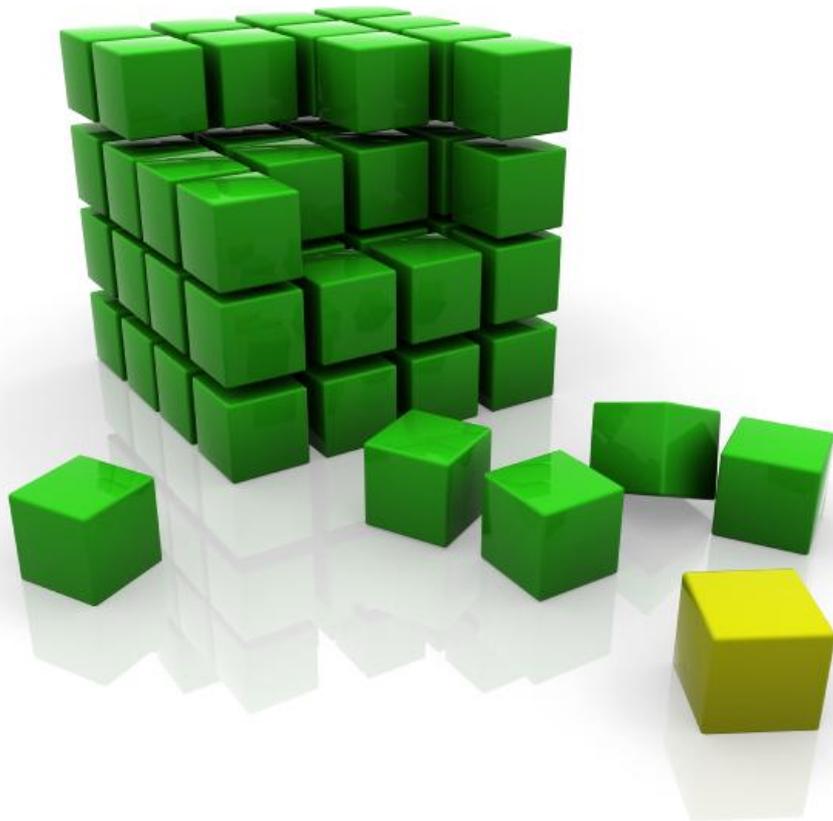
on synchronized
release plan



scaling agility



infrastructure supports
cross-program
integrated
builds



adaptive agile work **standards**





YAHOO!

YAHOO!

roadblocks to **program pull**



A photograph of a stone tower with two cylindrical turrets, situated on a grassy hill. The tower is made of light-colored stone and features arched windows and a central arched entrance. The background shows a clear blue sky and a distant landscape with trees and a small structure on the hillside.

functional
fiefdoms

infrastructure investment
to coordinate
distributed
teams



other organizations
can't handle
the **pace**



results of
successful
program pull





get to market
faster with
higher **value**
higher **quality**
solutions

embrace
increasing
feature and
resource
complexity



unified program
vision



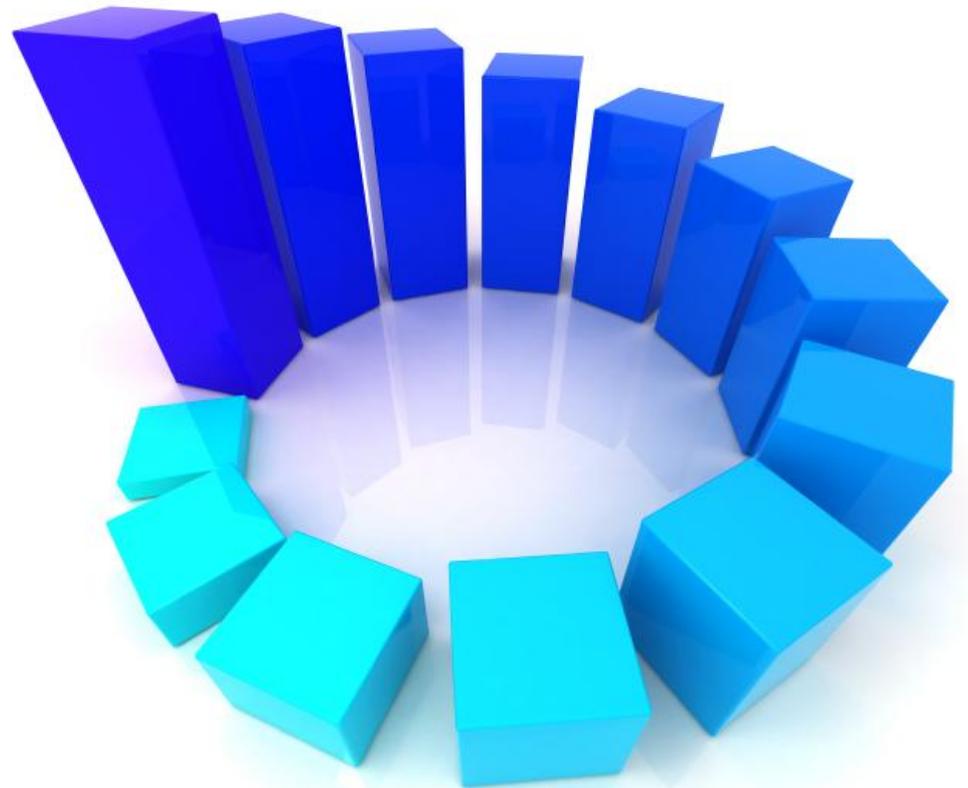


step five
ready, set,
innovate

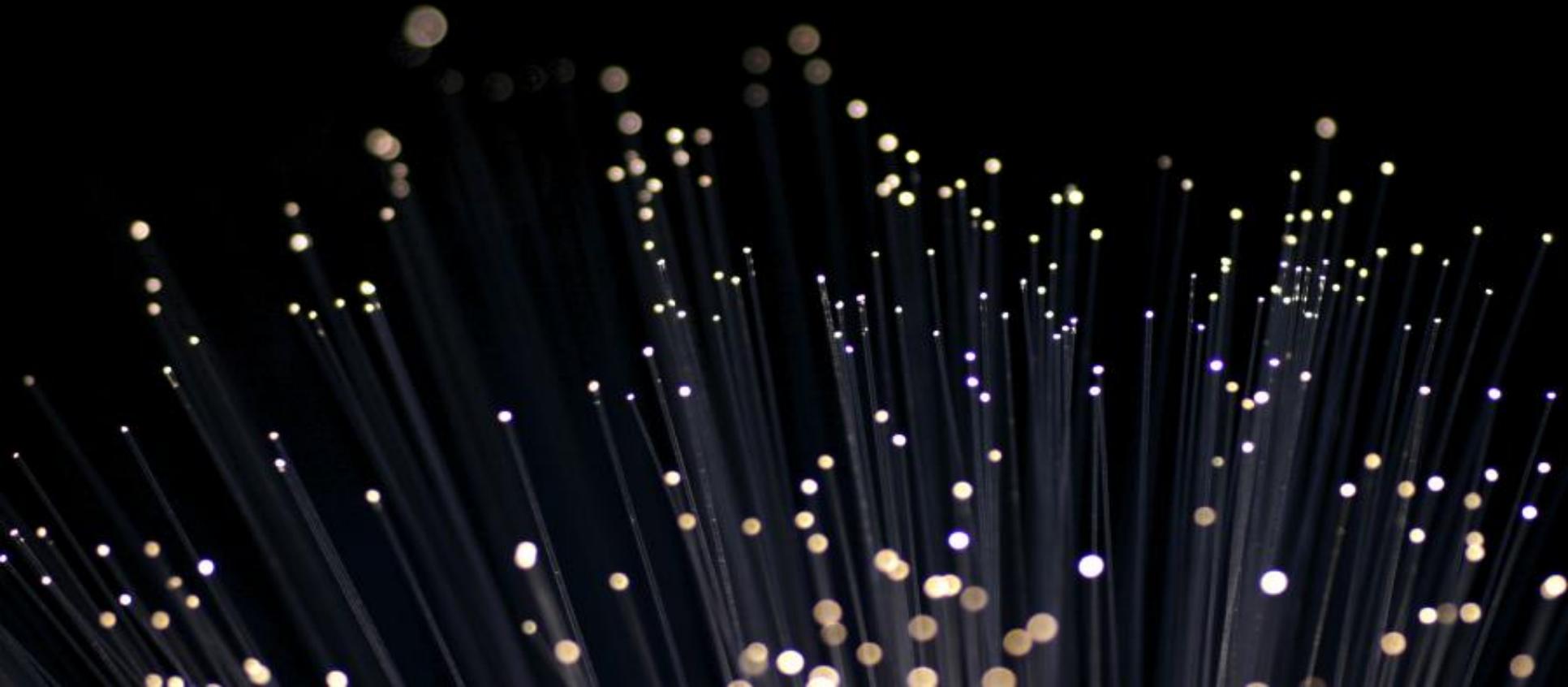
A school of sharks swimming in deep blue water. The sharks are silhouetted against the lighter blue background, moving in various directions. The water is clear and deep, with some darker patches visible at the bottom.

corporate culture of
discipline and
agility

real-time **metrics**



infrastructure
and policies
to support
innovation





roadblocks to **innovation**





weak corporate
infrastructure for
real-time **metrics**

business pushing
but not
focused
on innovation



non-collaborative
enterprise
disciplines



results of
successful
innovation



**winning
business**



customer
satisfaction and
promotion



A vibrant, multi-colored tunnel with light trails and a bright light at the end. The tunnel is filled with streaks of light in various colors including red, orange, yellow, green, blue, and purple, creating a sense of motion and speed. The light trails are most prominent on the sides of the tunnel, while the center is dominated by a bright, glowing light source. The overall effect is one of high energy and forward momentum.

high speed
innovation

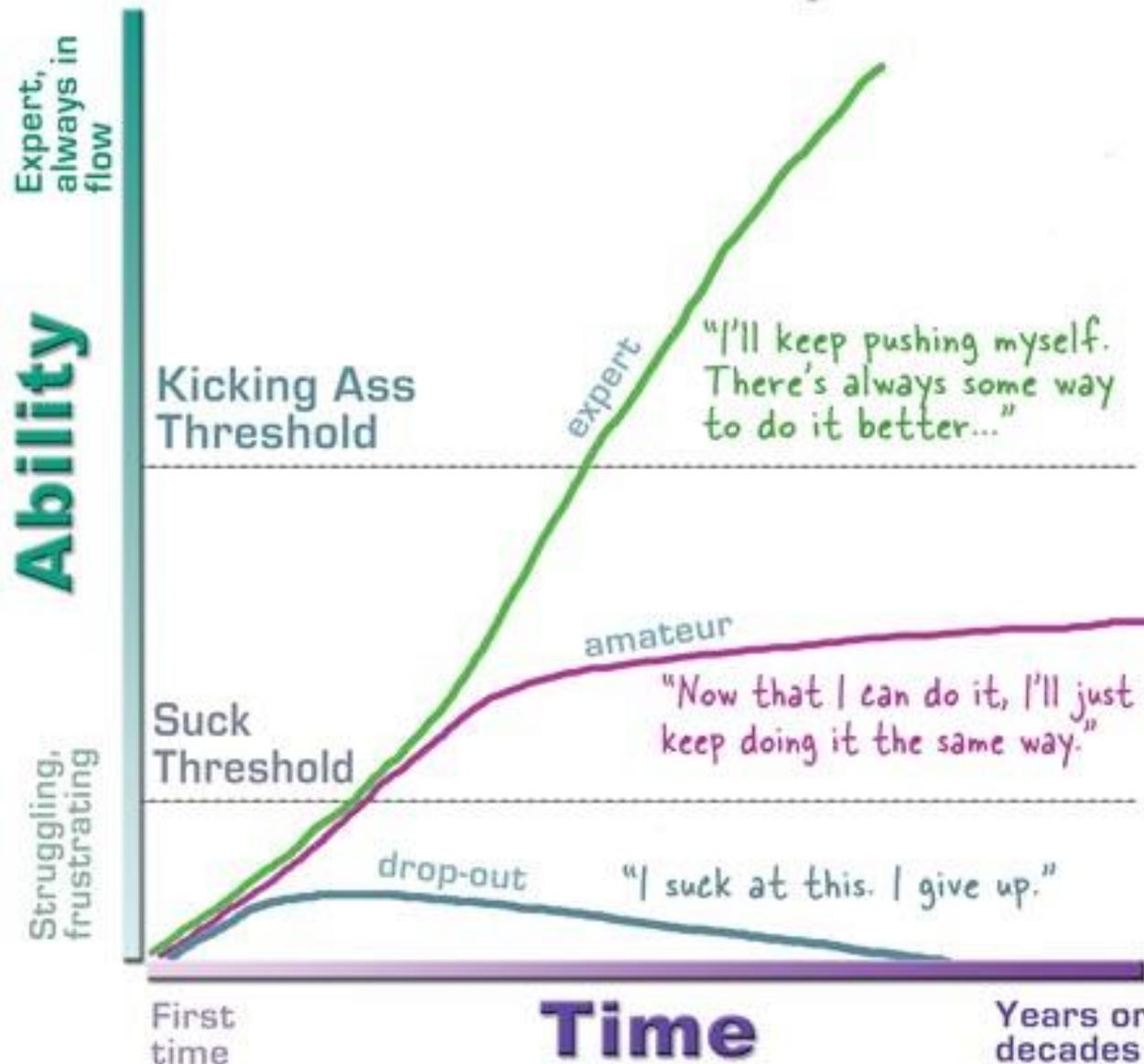
drive

the market





How to be an expert



Summary:

statistics::shocking

values::change
culture::change

chickens + pigs \neq goats

focus:: delivery

Inspect + adapt == good

magic bullet:: false

Agile

automation user story
stand up pig sprint inspect
backlog promotion velocity
chicken flow scrum satisfaction adapt
iteration culture innovation pull vision retrospective
scrum master product owner

kung fu: needed



It's about **you**

“This was a great course because...”