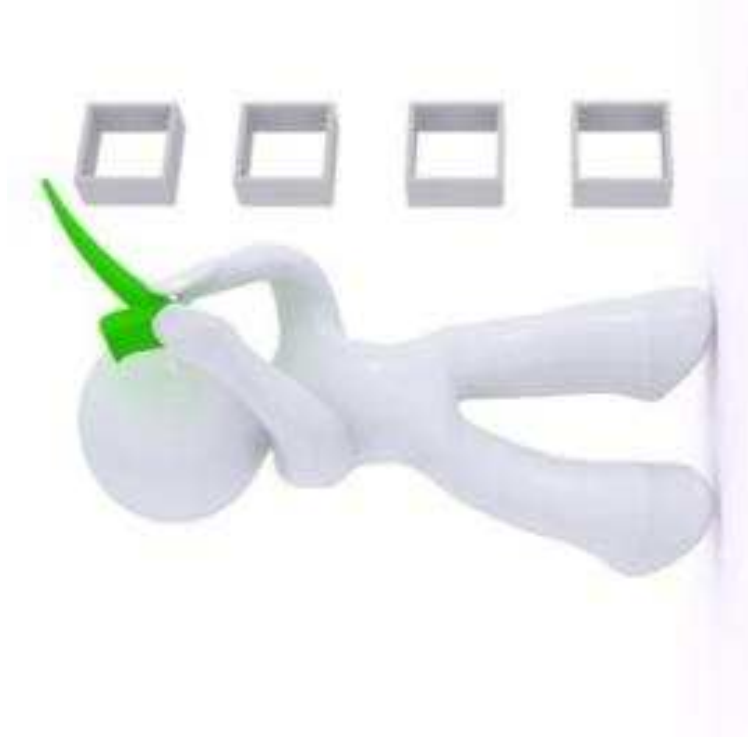




Your First Agile Project

Brian Bozzuto

- ▶ Why Are you Doing Agile?
- ▶ How Will You Get Feedback?
- ▶ What's Stopping You?
- ▶ Where to Start?



The First Rule of a Successful Agile Project

Your First Agile Project



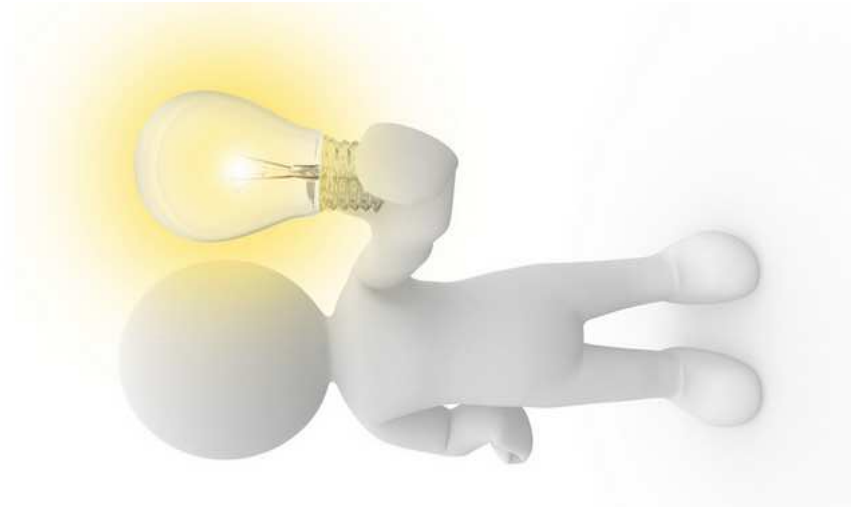
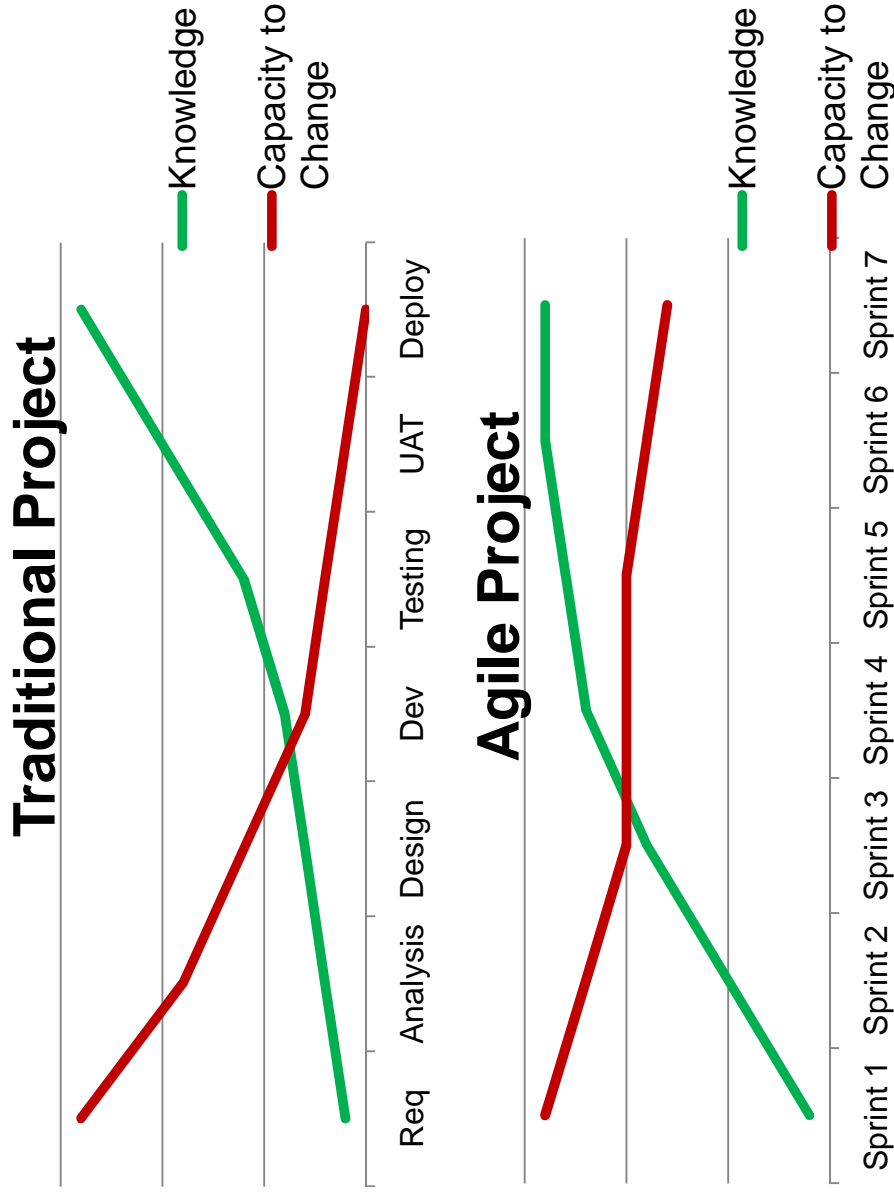
© 2011 BigVisible Solutions, Inc.. All Rights Reserved



What is the Benefit of an Agile Project?

Your First Agile Project

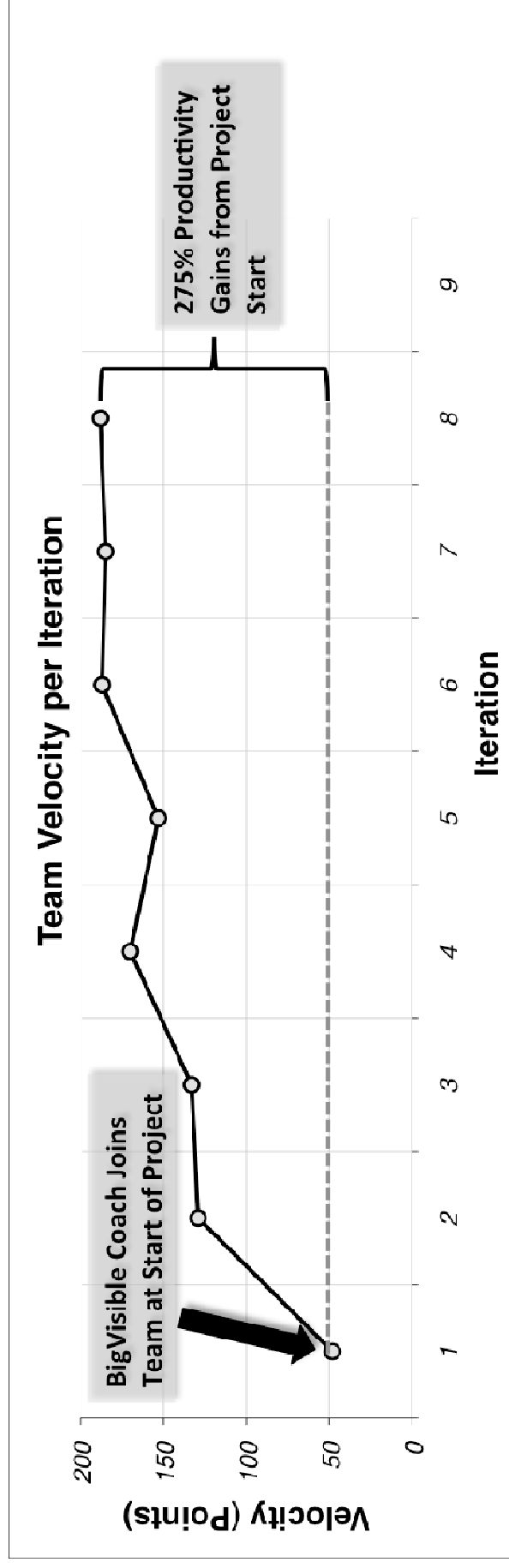
- ▶ Agile projects are fundamentally learning endeavors



Agile to Improve Performance

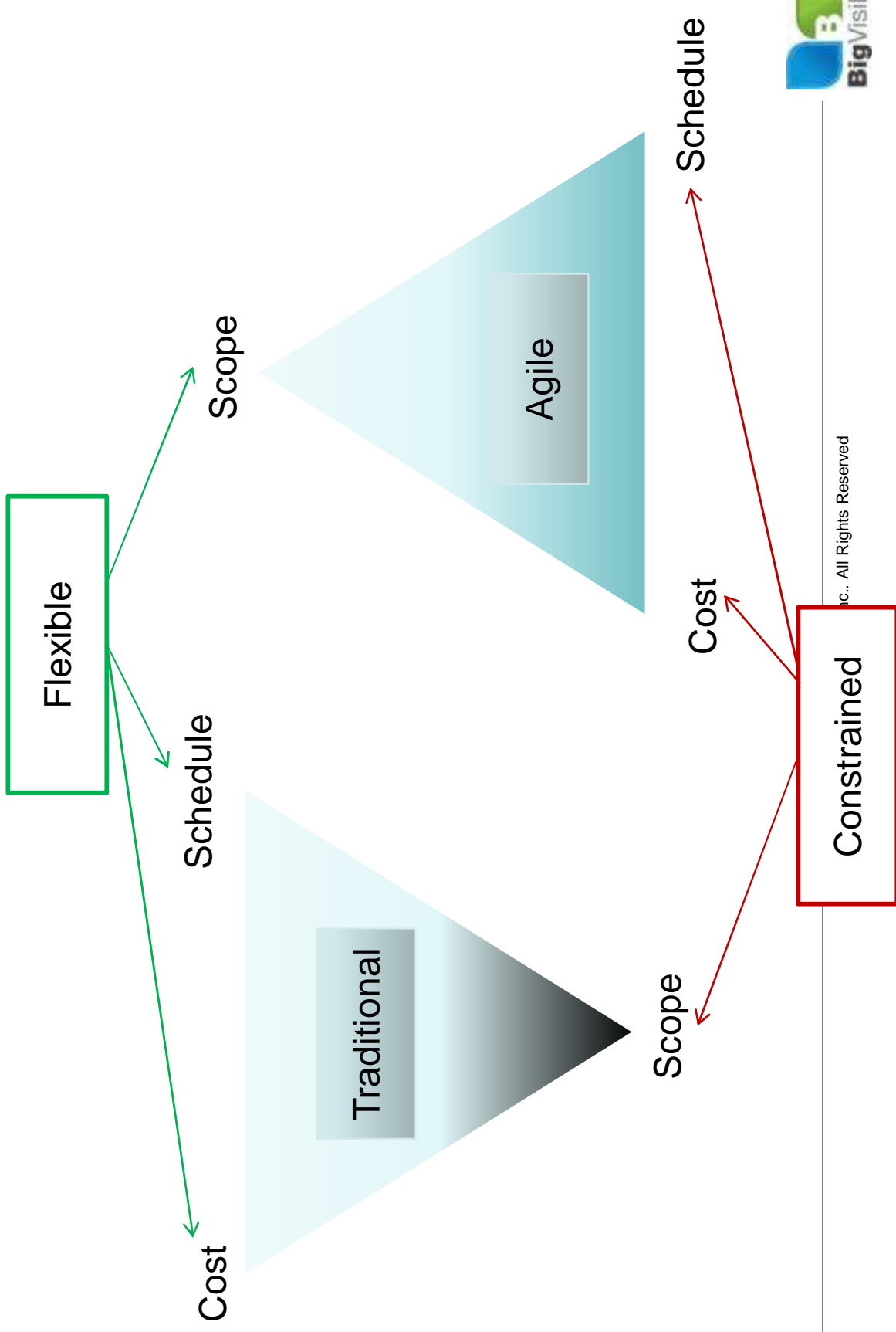
Your First Agile Project

- ▶ Agile techniques provide the means to identify and remove impediments and waste
- ▶ Teams will experience a learning curve when they embrace Agile techniques



Agile to Determine Best Use of Resources

Your First Agile Project



© All Rights Reserved



Agile to Build the Best Product

Your First Agile Project

“The America’s Cup is now New Zealand’s Cup!”



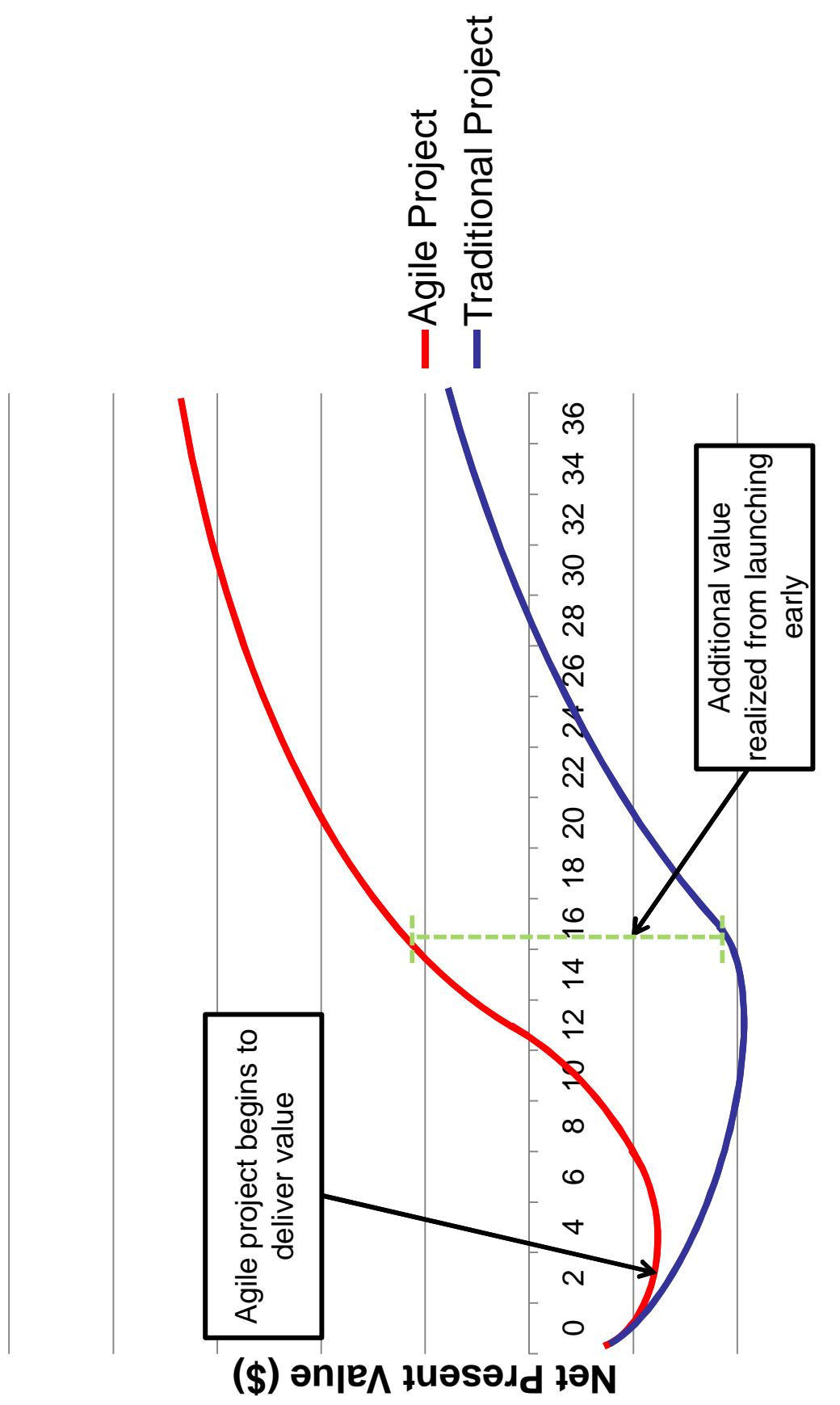
<http://www.nautica.it>

New Zealand is the only country, other than the USA, to win the America’s cup two times in a row (1995 & 2000). This was achieved with a highly collaborative team and a “two-boat design” process, where the team built two identical boats, using one as a control and one as a variable to constantly test small, incremental changes. In the 1995 season, they lost only 1 of the 43 races entered.

- <http://www.americascup.com>

Agile to Improve Finances

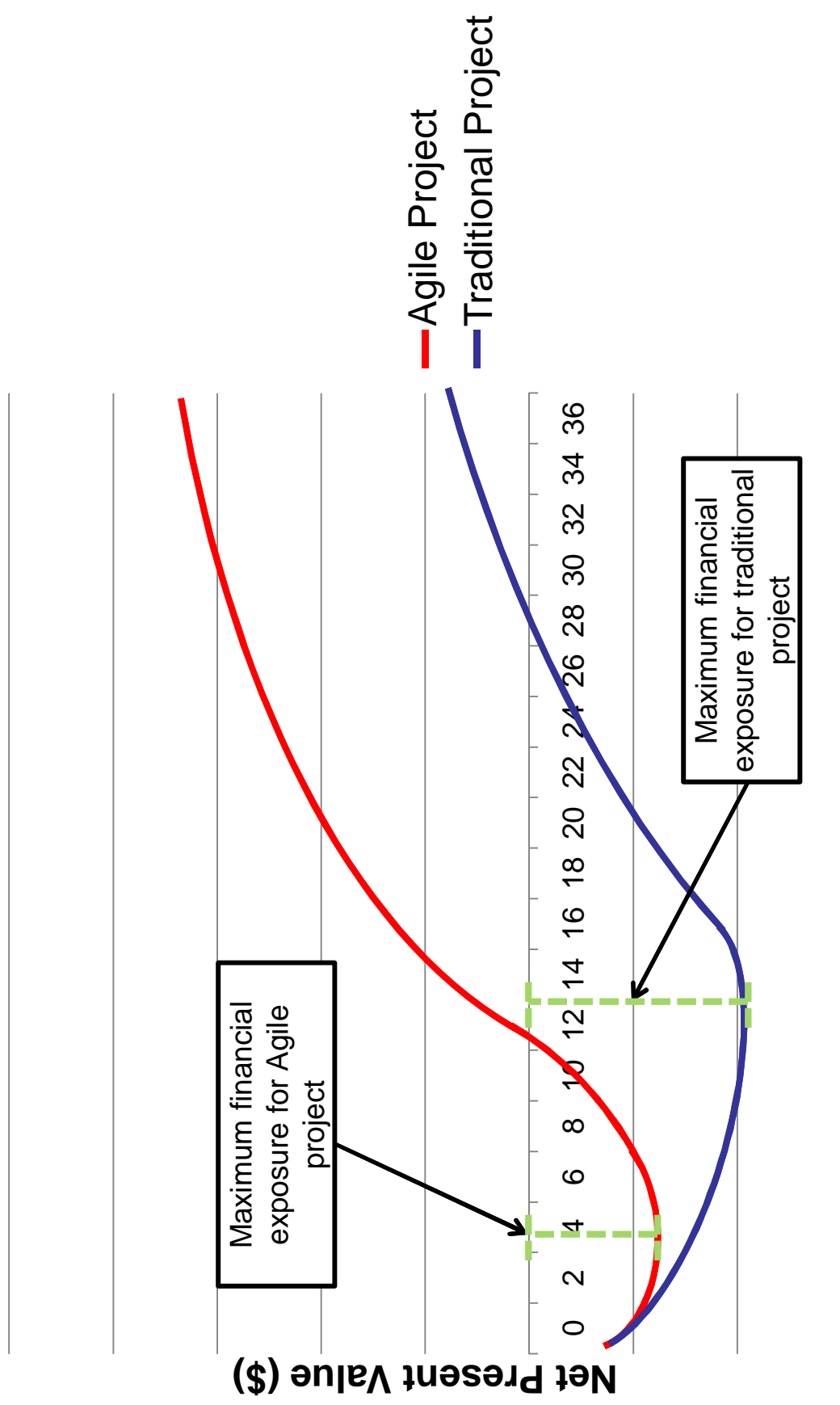
Your First Agile Project



Months

Agile to Reduce Risk

Your First Agile Project



Months

<http://agile.scumnictales.com/agile-roi/>

© 2011 BigVisible Solutions, Inc.. All Rights Reserved



Why Are You Doing an Agile Project?

Your First Agile Project

- ▶ The old way isn't working
- ▶ Need to grow in a sustainable way
- ▶ Must get to market faster
- ▶ Can't maintain products



Understanding the “why” will help you plan your project

Characteristics of an Agile Project

Your First Agile Project



Collaborative Game



Constant Feedback



Creative Tension

Agile As a Collaborative Game

Your First Agile Project

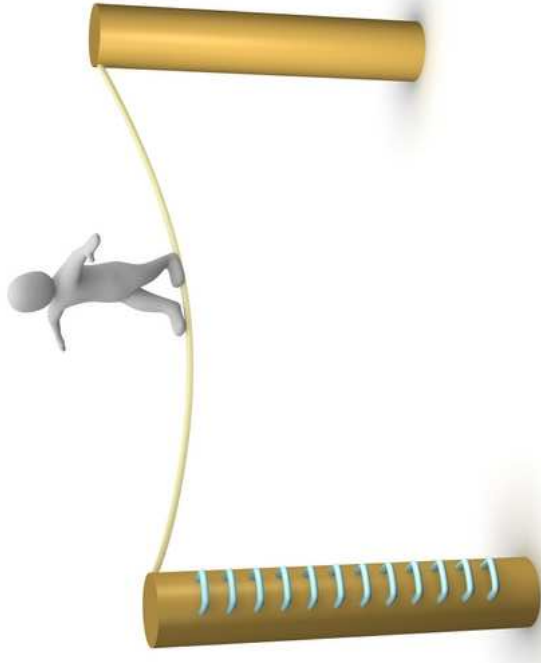
- ▶ Iterative play
- ▶ Team-based work & cooperation
- ▶ Consistent rules
- ▶ Empowered individuals



Creative Tension in Agile Projects

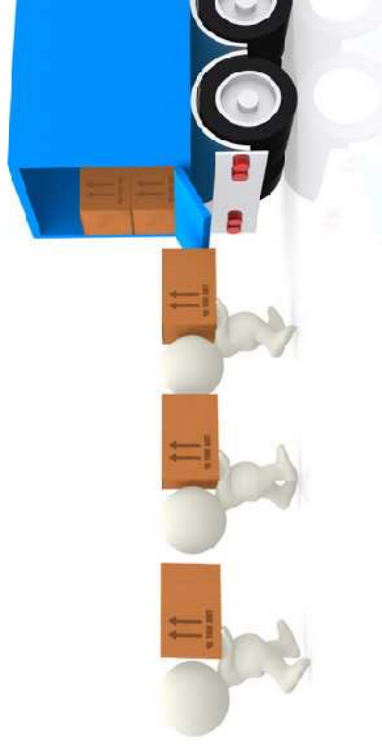
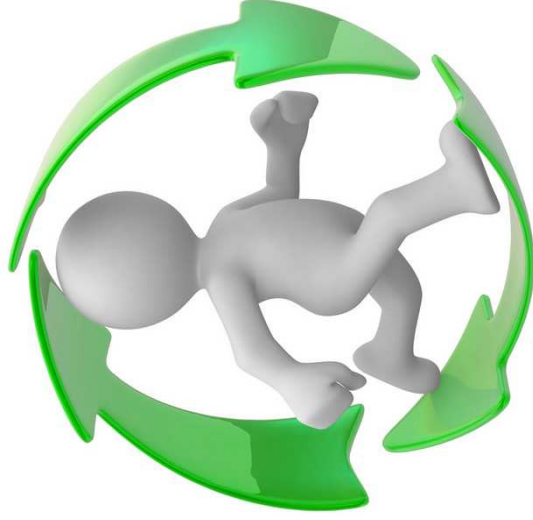
Your First Agile Project

- ▶ Buffering reduces our ability to find out problems
- ▶ Agile projects succeed with some level of tension
 - Time boxed “sprints” (Scrum & eXtreme Programming)
 - Limited work in process (Lean & Kanban)



▶ Project Feedback

- Impediment identification
- Team retrospectives
- Project progress
- Testing
- Continuous Integration

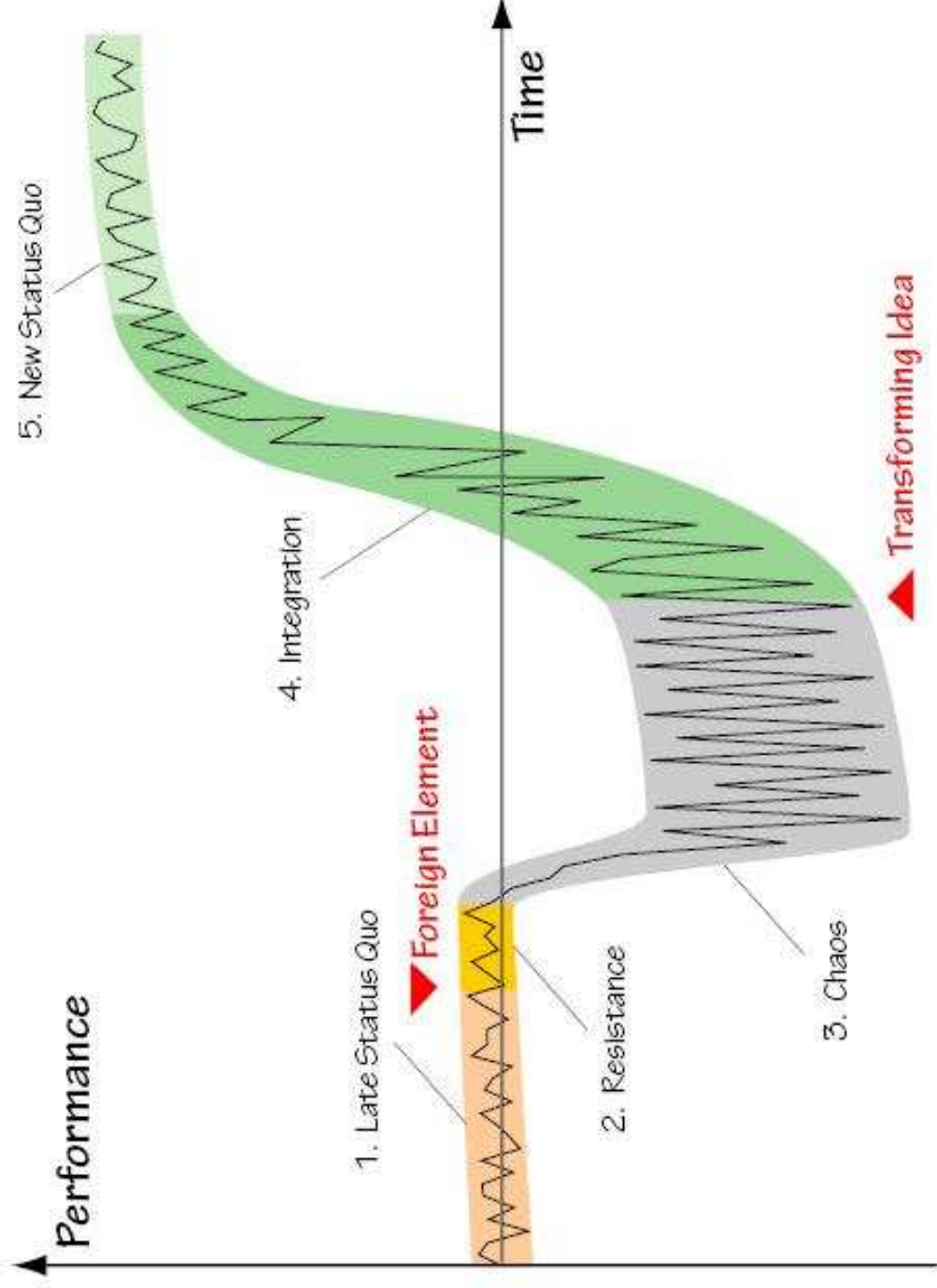


▶ Product Feedback

- Product demonstrations
- Frequent user testing
- Non-functional testing
- Frequent releases

Things Get Worse Before They Get Better

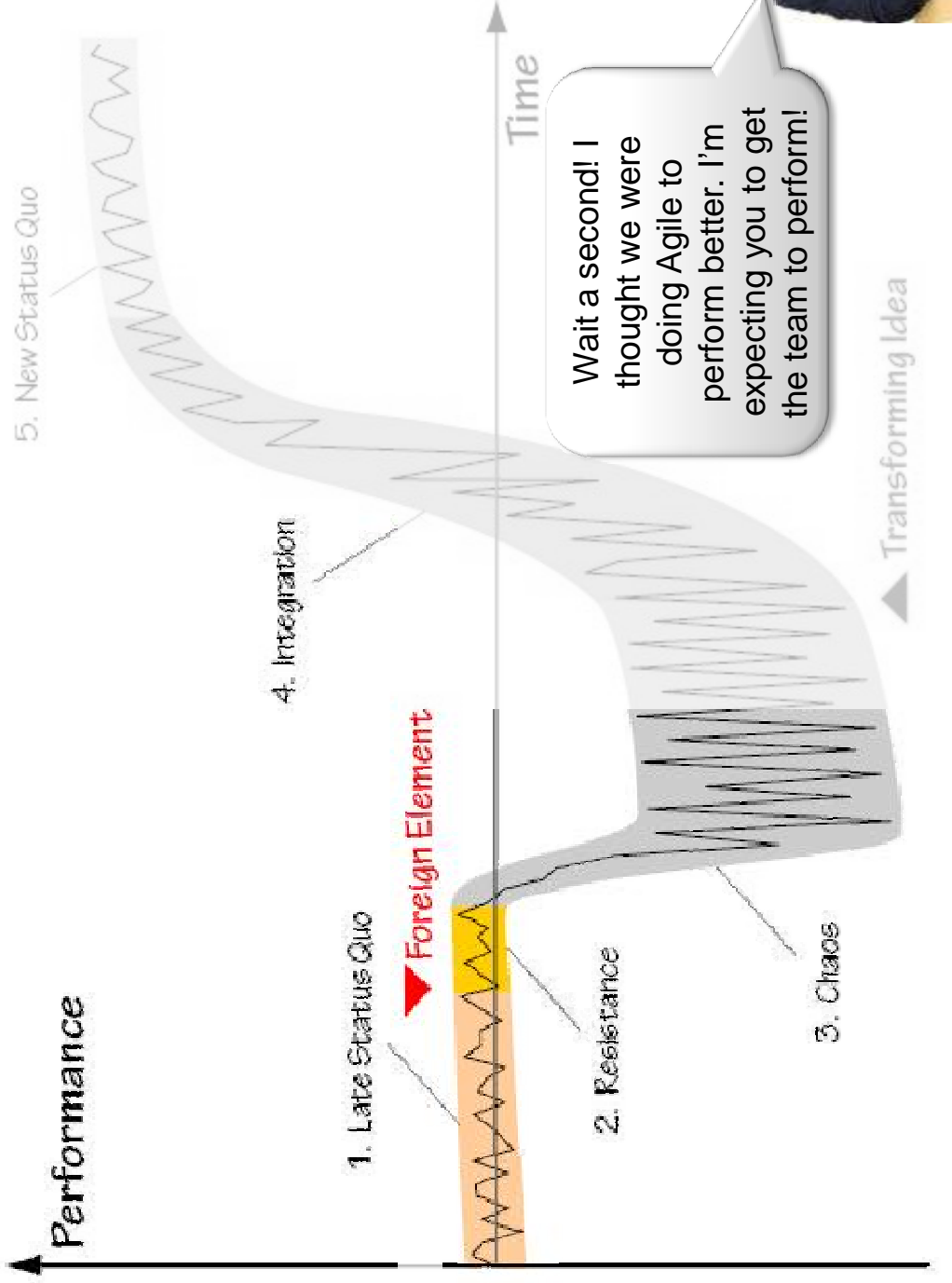
Your First Agile Project



Satir Change Model

The Risk of Any Transformation

Your First Agile Project



Satir Change Model

© 2011 BigVisible Solutions, Inc.. All Rights Reserved





“*Things are the way they are because they got that way*”

-Jerry Weinberg

- What pressures have gotten the organization where it is today?
- How will they respond to the change introduced by Agile?

- ▶ Dimensions upon which we can change
 - Size of Work Packages
 - Team Composition
 - Process & Standards
 - Technical Practices

- ▶ Generally, start at the top & work down

- ▶ You will need to address them all

What Impediments Do You See?

Your First Agile Project

- ▶ **Structural**
 - Staffing models
 - Geography of team members
 - Allocation of people across teams
 - Ability to get feedback from the market place
- ▶ **Cultural**
 - Reward structures
 - Organizational behavior
- ▶ **Technical**
 - Technical limitations
 - Hard skills of individuals



- ▶ **Revolutionary Models**
 - Scrum – focused on rapid sprints where the team builds working product
 - XP – focused on engineering practices and iterative development
- ▶ **Evolutionary Models**
 - Kanban – evolutionary change through visual flow and management of WIP
- ▶ **Important concepts when picking a framework**
 - Don't reinvent the wheel
 - Agile frameworks neglect a lot of the details
 - Be willing to change as you go (remember the only point of standardizing is to improve upon the standard)
 - The framework should cause some pain! Otherwise you won't change

Based on the level of resistance, you may wish to choose evolutionary over revolutionary

What Level of Buy In is Required?

Your First Agile Project

► Stealth Approach



► Solemn Oath

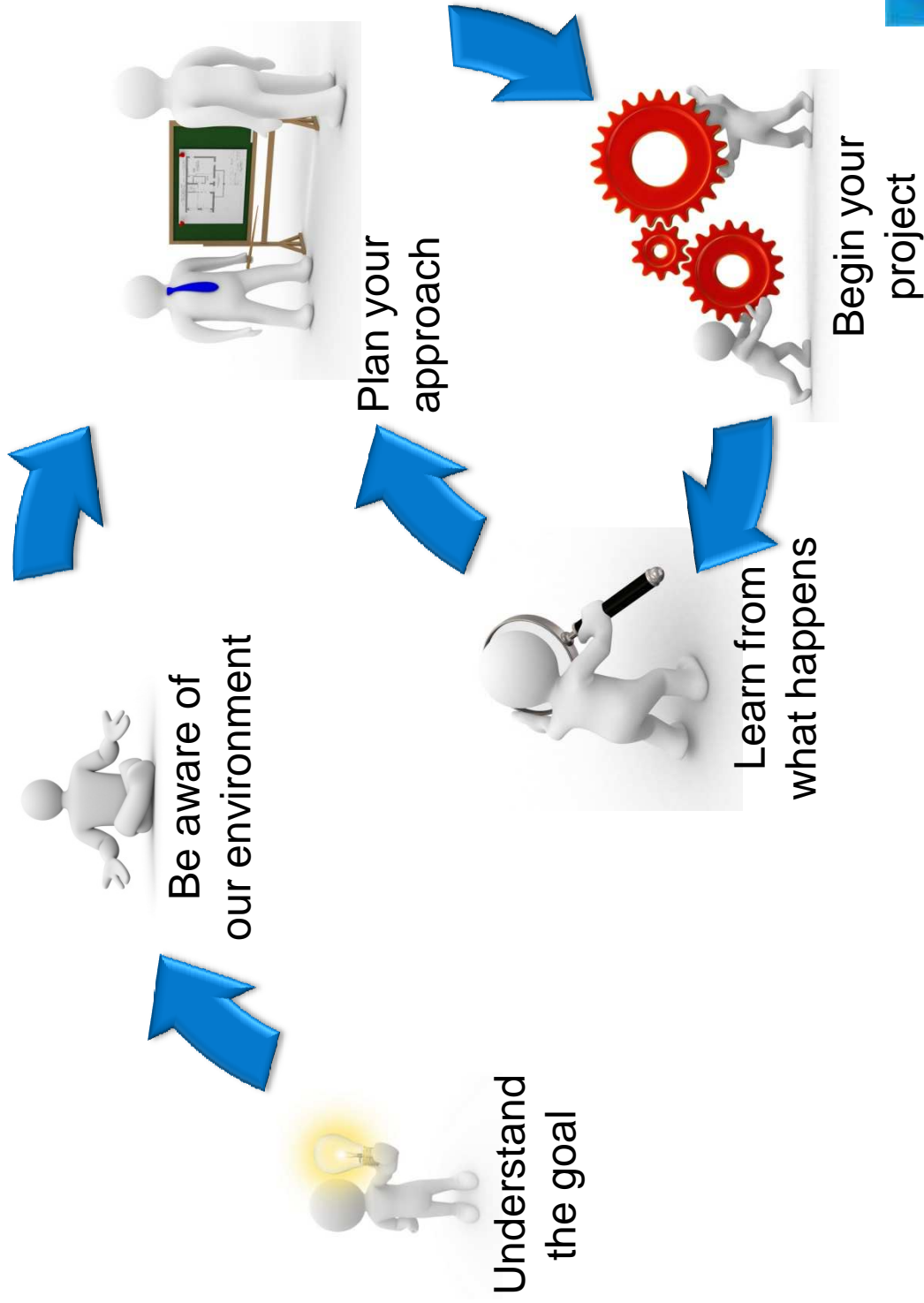


- ▶ **Characteristics to consider**
 - Is it typical for the organization or not?
 - Will people be impressed if it is a success?
 - What level of support from the business is there? Will they champion it?
 - Is it relatively self contained?
 - What's the likelihood of success?
- ▶ **What's the point of your pilot?**
 - Learn about how Agile will work in your organization?
 - Build up expertise?
 - Prove the value to others?



Putting it All Together

Your First Agile Project



Some Words of Caution

Your First Agile Project



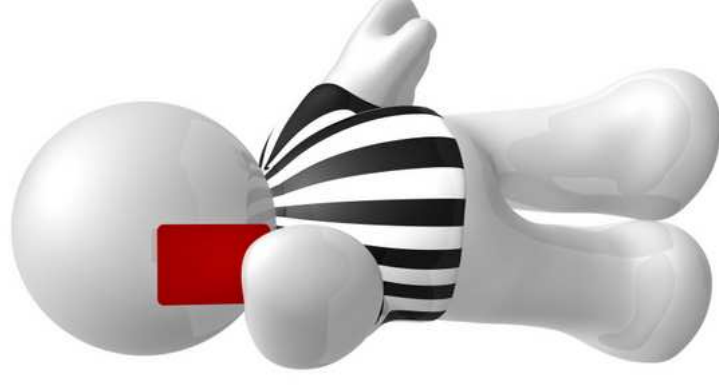
MISTAKES

IT COULD BE THAT THE PURPOSE OF YOUR LIFE IS
ONLY TO SERVE AS A WARNING TO OTHERS.

“Trust Me, I’m an EXPERT”

Your First Agile Project

- ▶ Human learning patterns
- ▶ Limits to capacity for change
- ▶ Benefits of experimentation
- ▶ Agile projects will vary across companies and teams



How do you reconcile general advice with the need for the team to learn?

- ▶ Imagine painting the Sistine Chapel in small increments



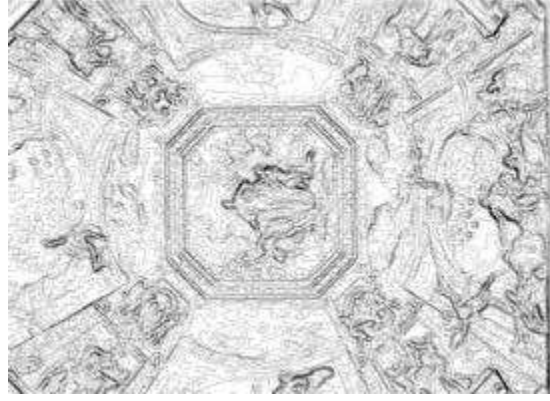
- ▶ What assumptions do we make when working this way?

- We know the complete solution
- We will have enough time to get to the end

Managing Scope – Iterating

Your First Agile Project

- ▶ Now imagine the same work of art, but done by a series of successive Sprints, each one adding more quality



- ▶ What assumptions are we making this time?

- Our vision of the product may change over time
- We may achieve what we need and be able to stop early

© 2011 BigVisible Solutions, Inc.. All Rights Reserved



An Example – Our Online Bookstore

Your First Agile Project

High level structure
(or “skeleton”) of our system

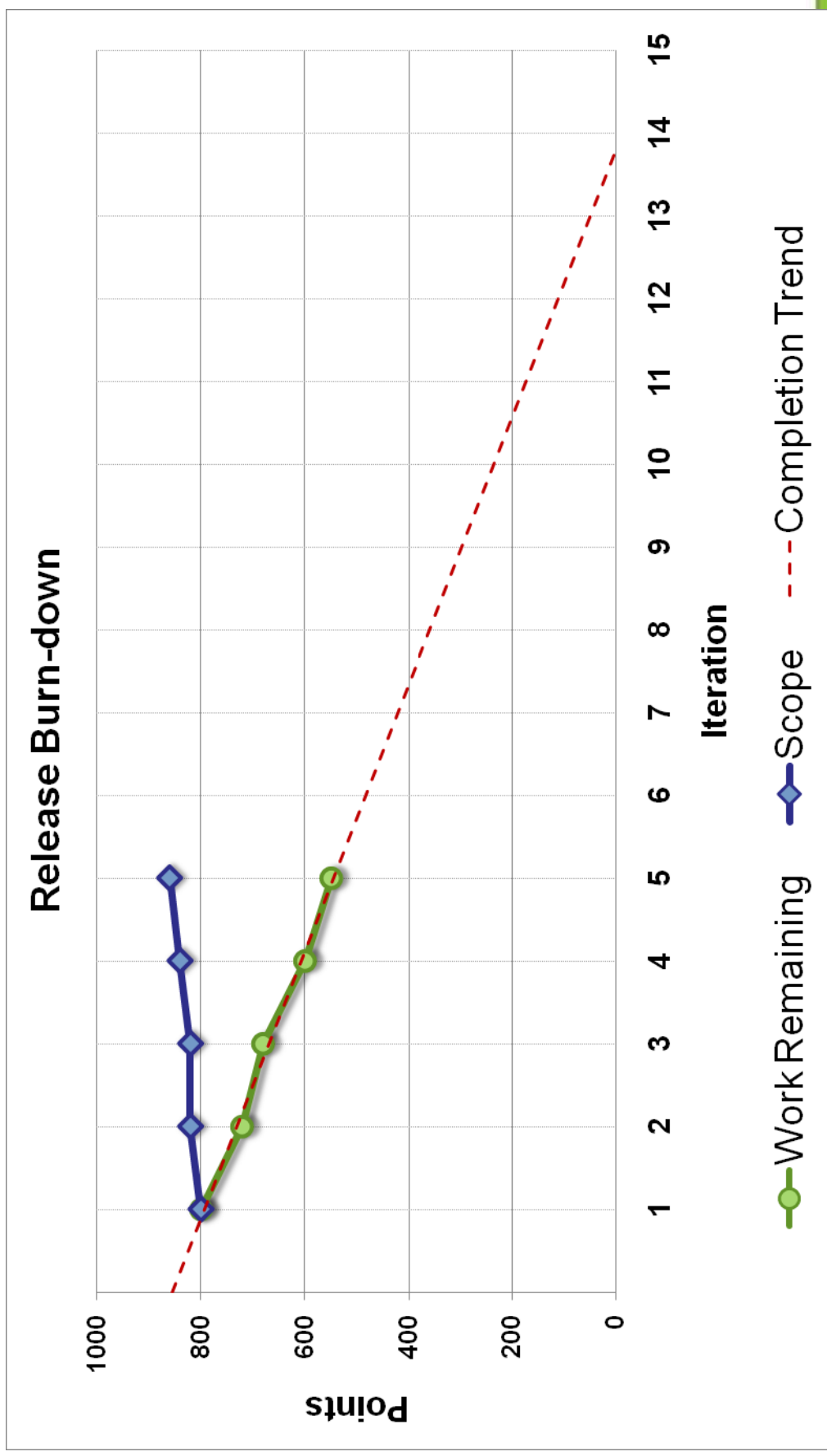


	Add to Cart	Enter Shipping Info	Enter Billing Info	Get Confirmation
Bare Minimum	<ul style="list-style-type: none"> •Purchase single item 	<ul style="list-style-type: none"> •Manually type full address 	<ul style="list-style-type: none"> •Use shipping info for billing 	<ul style="list-style-type: none"> •Email confirmation
Improved Capability	<ul style="list-style-type: none"> •Add to cart •Specify quantity 	<ul style="list-style-type: none"> •Use my saved address 	<ul style="list-style-type: none"> •Real time validation of credit card •Specify billing address 	<ul style="list-style-type: none"> •Page showing status
Superior Capability	<ul style="list-style-type: none"> •Image of product •Drag & Drop 	<ul style="list-style-type: none"> •Use saved address of a friend 	<ul style="list-style-type: none"> •Save credit card info 	<ul style="list-style-type: none"> •Status updates with UPS tracker

So When Will We Be Done?

Your First Agile Project

- ▶ How long will it take to release these features?



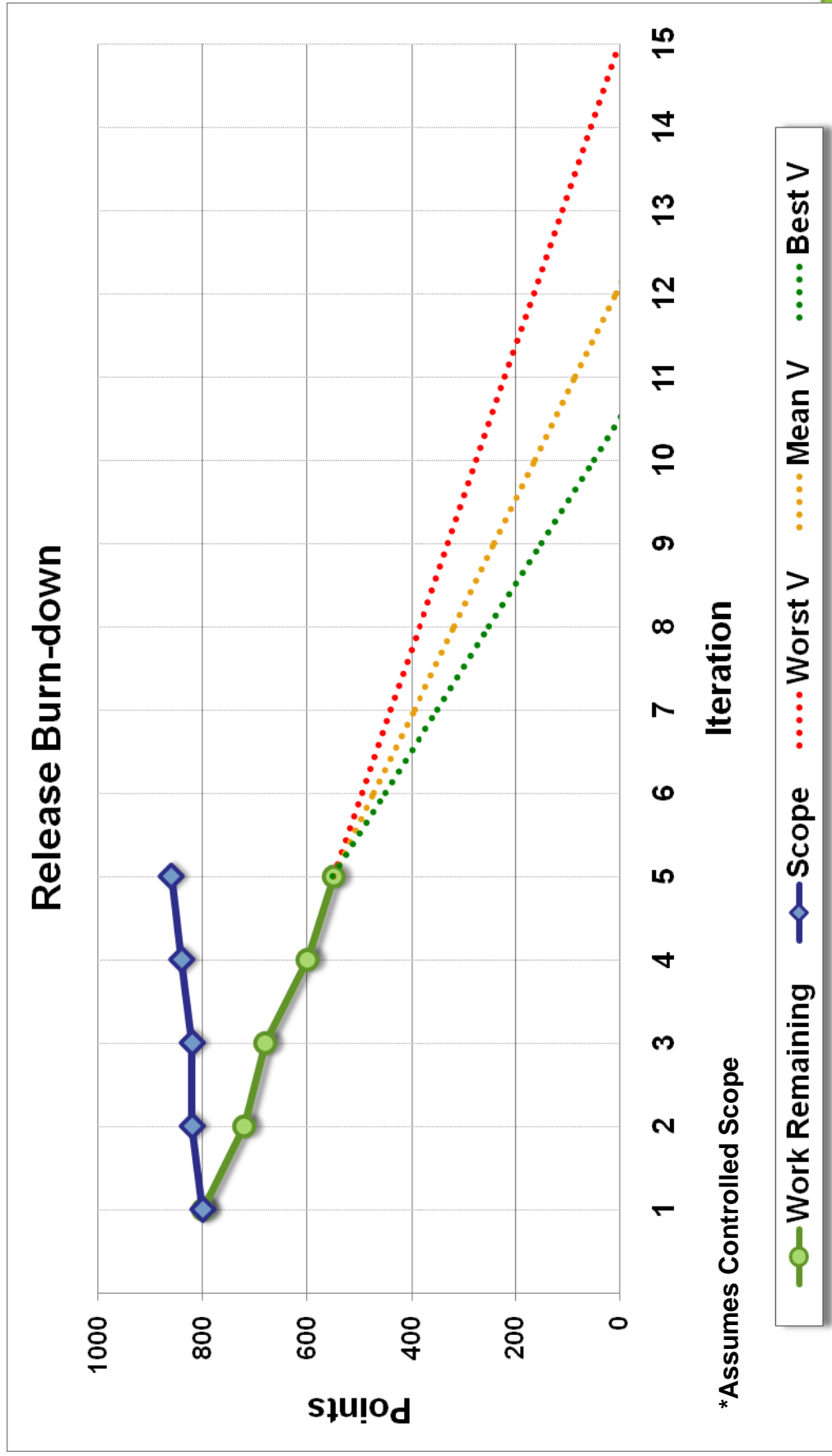
© 2011 BigVisible Solutions, Inc.. All Rights Reserved



Release Burn-Down – Multiple Velocities

Your First Agile Project

► Forecasting with Different Velocities



© 2011 BigVisible Solutions, Inc.. All Rights Reserved



What Will We Get?

Your First Agile Project

Product Backlog

#	Story	Priority	Size
2	As a user, I want to...	1	2
5	As a user, I want to...	2	3
8	As a user, I want to...	3	2
3	As a user, I want to...	4	3
16	As a user, I want to...	5	5
19	As a user, I want to...	6	5
1	As a user, I want to...	7	2
13	As a user, I want to...	8	3
9	As a user, I want to...	9	5
21	As a user, I want to...	10	1
22	As a user, I want to...	11	2
6	As a user, I want to...	12	5
7	As a user, I want to...	13	3
10	As a user, I want to...	14	1
15	As a user, I want to...	15	5
31	As a user, I want to...	16	8
32	As a user, I want to...	17	3
33	As a user, I want to...	18	5
24	As a user, I want to...	19	7
33	As a user, I want to...	20	1
4	As a user, I want to...	21	5
11	As a user, I want to...	22	3
12	As a user, I want to...	23	8
14	As a user, I want to...	24	1
27	As a user, I want to...	25	2
29	As a user, I want to...	26	2
28	As a user, I want to...	27	2
35	As a user, I want to...	28	5
36	As a user, I want to...	29	5
25	As a user, I want to...	30	3
26	As a user, I want to...	31	2
30	As a user, I want to...	32	5

Lower Bound

Expected

Upper Bound



For more information, please
see our site
www.BigVisible.com

