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6/21/2007 1:30:00 PM

"TIMELINES, ARTIFACTS AND OWNERS IN AGILE PROJECTS"

Hubert Smits
Rally Software Development

Better Software Conference & EXPO
June 18-21, 2007
Las Vegas, NV USA

Hubert Smits

Hubert Smits is an agile coach and trainer for Rally Software Development in Boulder Colorado. He's Dutch by birth, and went to university in Eindhoven, graduating in Information Technology. He spent his 20 year career working in large projects in Europe. In 2002 he joined the Agile Alliance, then became a ScrumMaster and introduced both Scrum and Lean concepts to European companies. Early 2005 he became a Scrum Trainer, and has since trained hundreds of ScrumMasters worldwide.
He has coached teams in their transitioning to agile processes and practices, and has served customers in the US, Europe, and the Middle & Far East. He has published several whitepapers: The CIO Playbook (with Ken Schwaber) and Multi-level Planning in Agile Projects.

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Timelines, Artifacts and Owners
Better Software Conference, June 21, 2007

Background — Hubert Smits

- Agile Coach & Mentor for Rally Software Development
- 20 years experience in managing large software development projects in Europe
- Mentoring Agile Implementations in the US, Europe, Israel and India
- Former university lecturer in Agile Software Development at Glasgow University
- Certified ScrumMaster (Practitioner & Trainer)
- Author of "Five Levels of Agile Planning"
- Co-author of "A CIO's Playbook for Adopting Scrum"
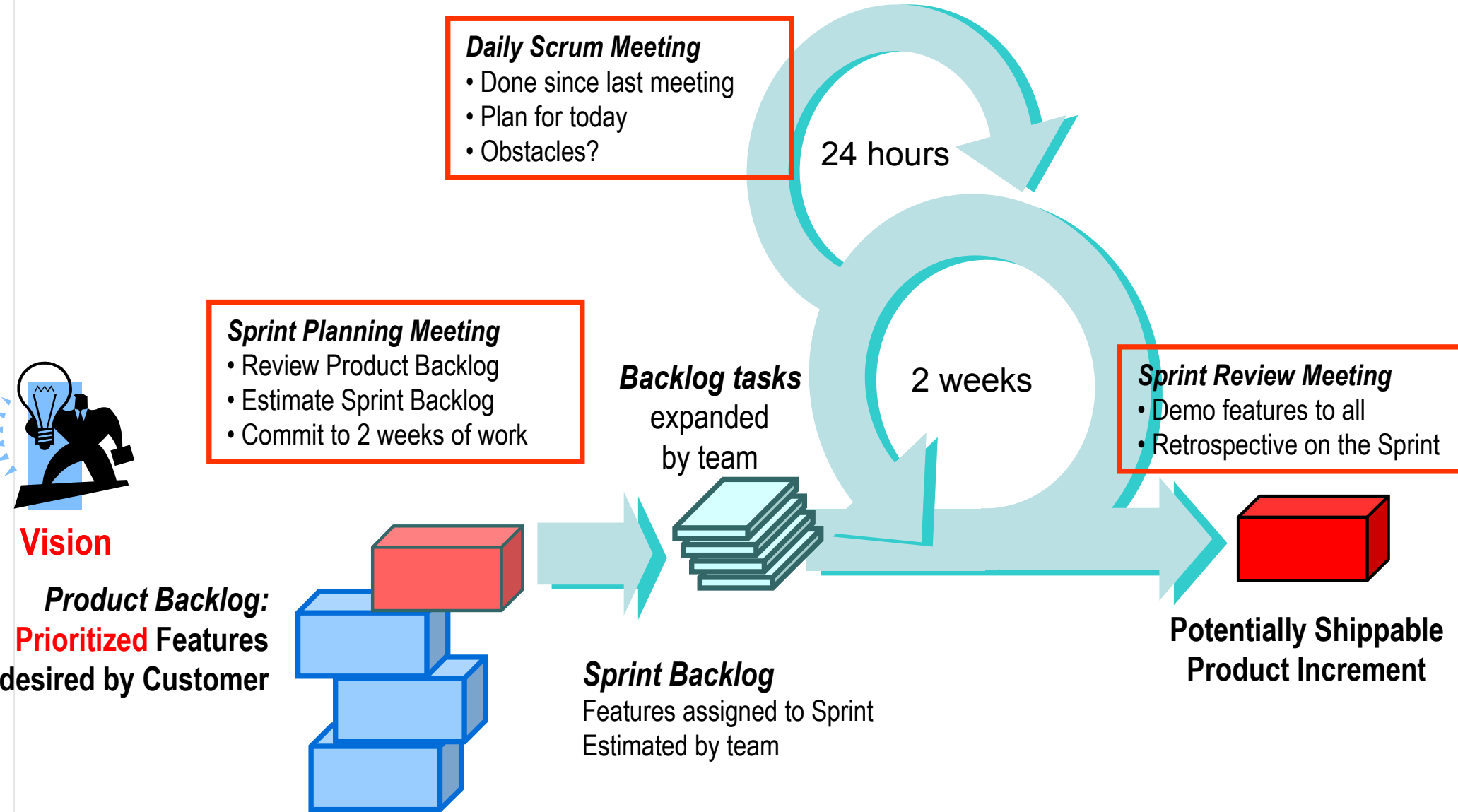
hubert@rallydev.com

Rhythm

- Greek: $\dot{\rho}\upsilon\theta\mu\acute{o}\varsigma$ = flow
- Rhythm involves patterns of duration
- Inherent in any time-dependent medium
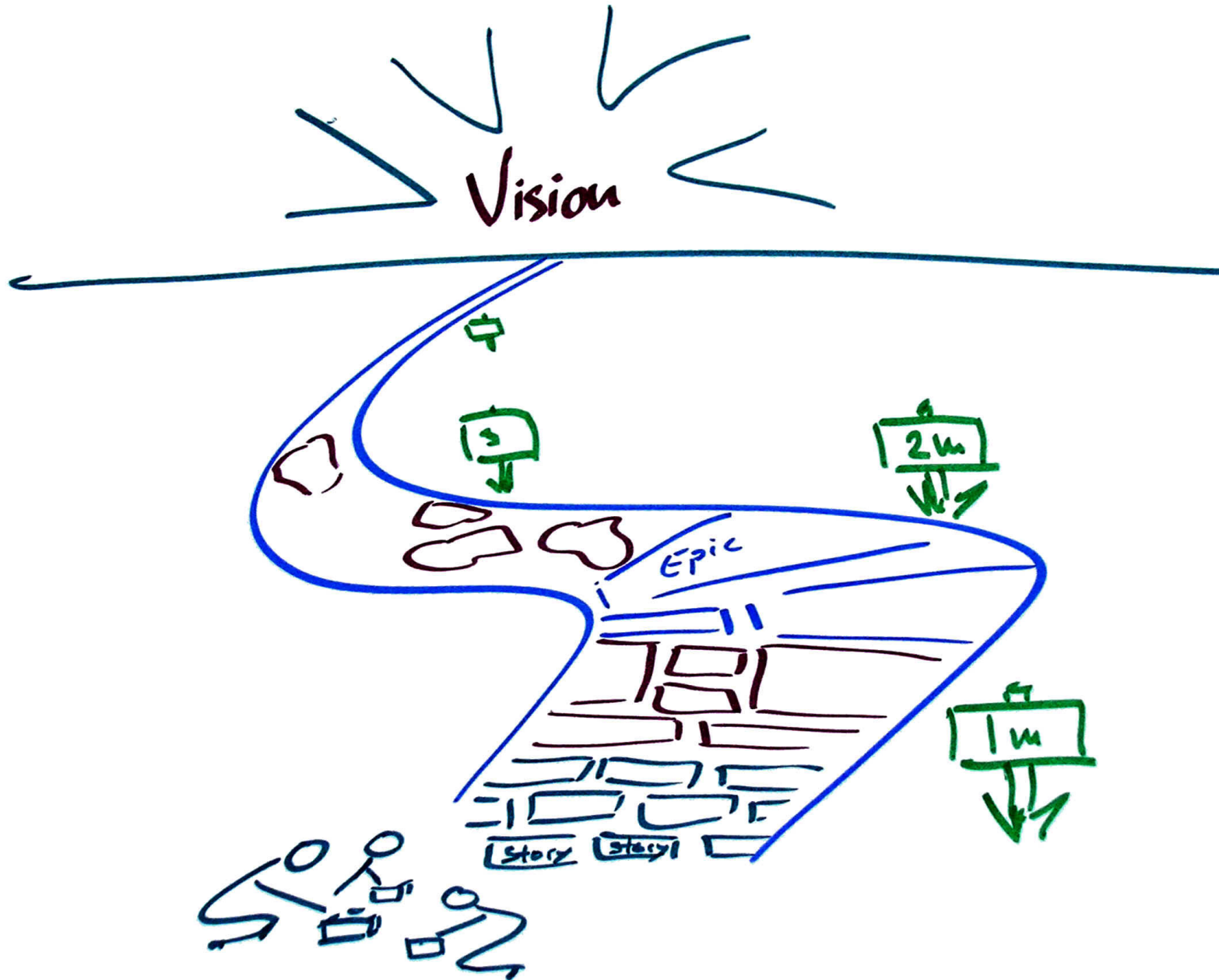- Most associated with music, dance and poetry

- Used in agile processes to have the timebox encourage the creation of the pattern
- Higher frequency of the rhythm encourages feedback, inspection and improvement

Wikipedia – interpretation by author

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Revisiting an Agile Process

Daily Scrum Meeting
- Done since last meeting
- Plan for today
- Obstacles?

24 hours

Sprint Planning Meeting
- Review Product Backlog
- Estimate Sprint Backlog
- Commit to 2 weeks of work

Backlog tasks expanded by team

2 weeks

Sprint Review Meeting
- Demo features to all
- Retrospective on the Sprint

Vision

Product Backlog:
Prioritized Features
desired by Customer

Sprint Backlog
Features assigned to Sprint
Estimated by team

Potentially Shippable Product Increment

Scaling Agile Processes

Rhythms in an Agile Process

Level	Freq	Who	What
Vision	1-2/year	Prod. Owner	Vision Statem.
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

Product Backlog – the Project Backbone

Timelines, Artifacts, Owners, © 2007, Rally Software Development

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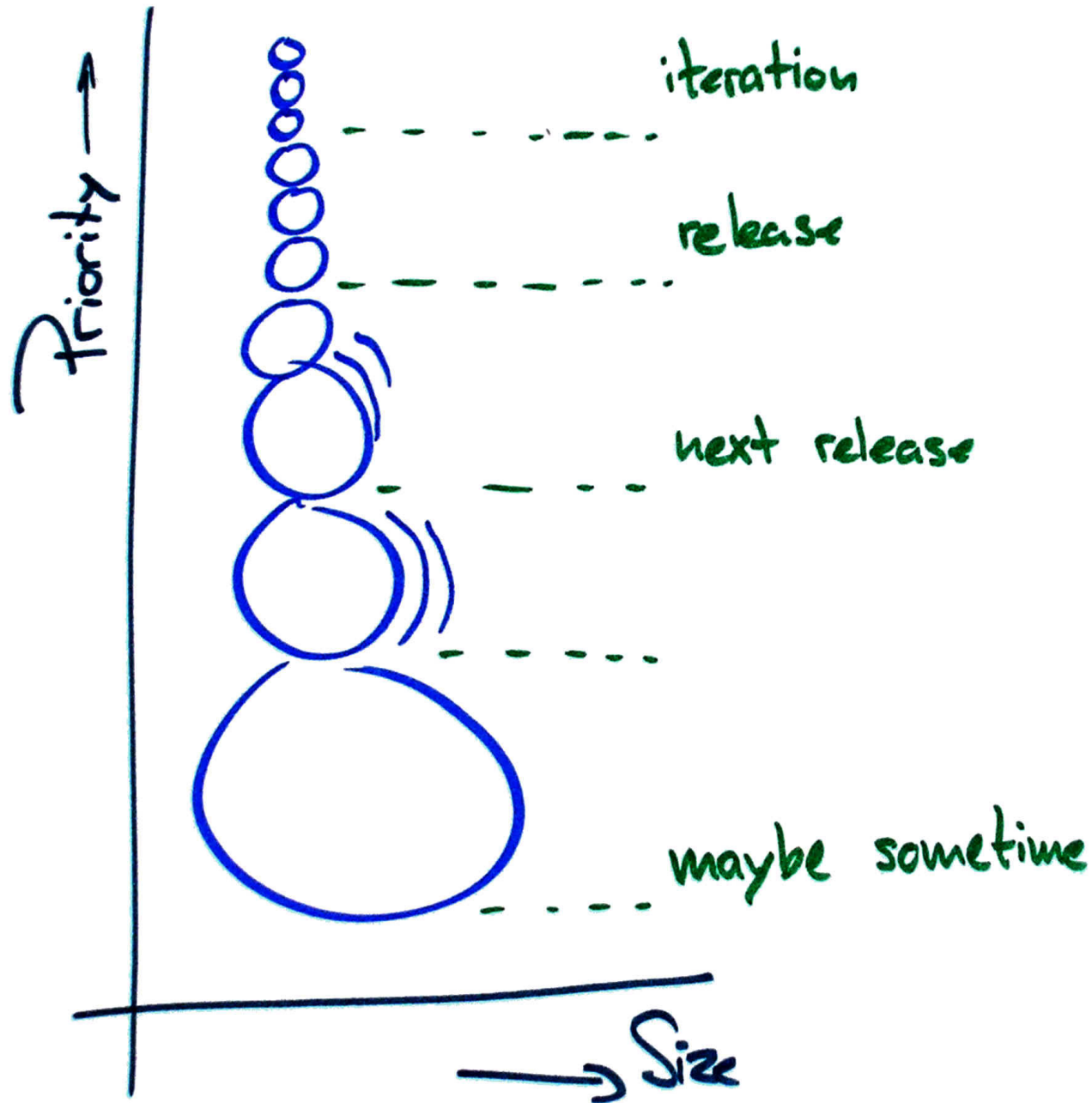
Goal of the planning process

- To load the team properly
- To create a flow of delivered features
- To discover dependencies, risks
- To confirm estimations
- To confirm priorities
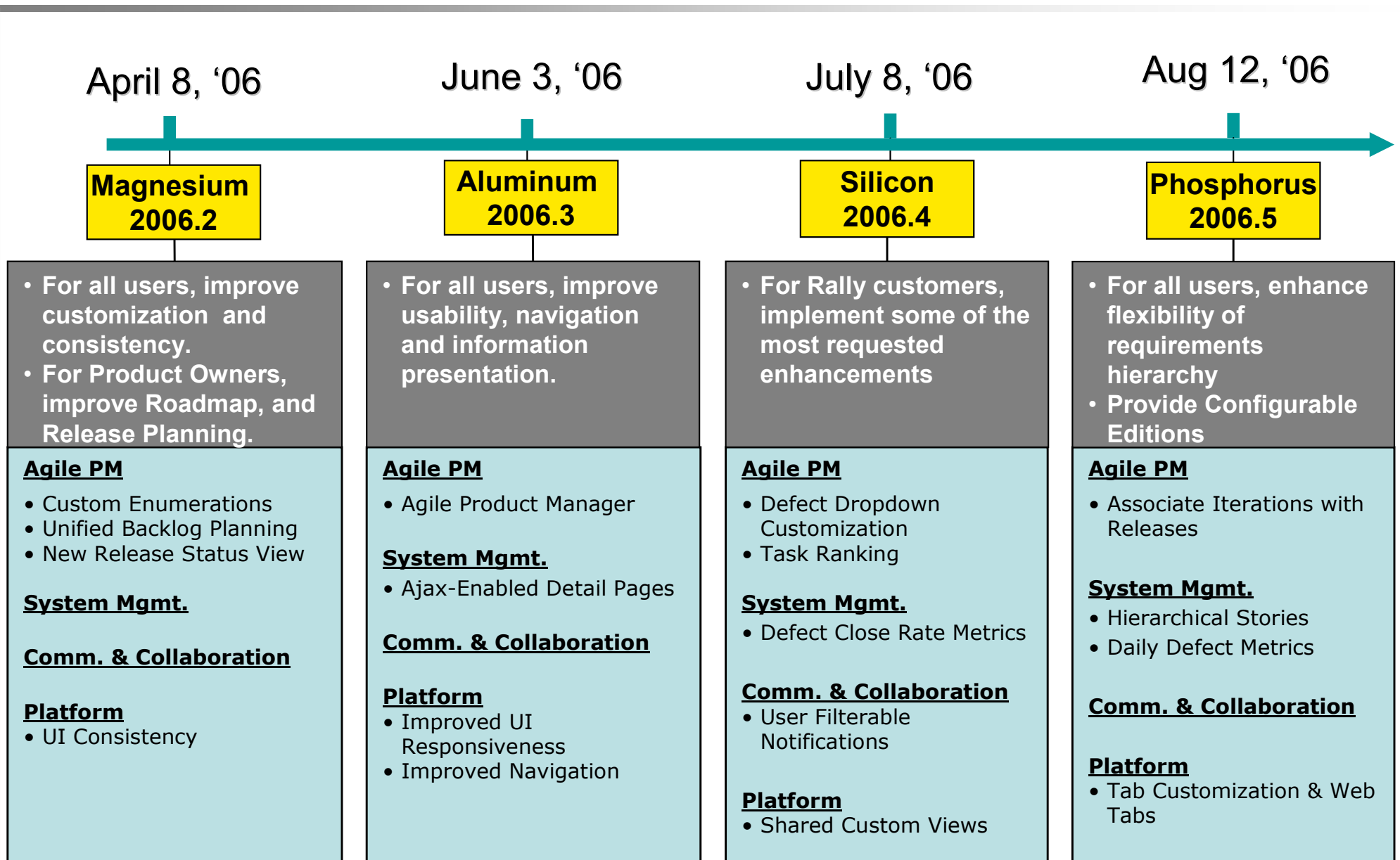- To commit to a delivery

Product Vision and the Product Backlog

- Timing: with a new product, or with significant changes in the product design
- Visioning could be:
  - An elevator statement (Geoffrey Moore)
  - A product box (Jim Highsmith)
  - A metaphor
- The product owner owns the product vision
- His peers (execs, architects) work with him
- Big deliverables (epics) appear on the backlog
- Acceptable inaccurate estimates, made by the product owner/architect
- Goal is to move the project into the portfolio

Product Roadmap

- Timing: Either during portfolio decisions or just after project approval
- Who: Product owner, assisted by an architect
- Preparations: Vision Statement and initial Product Backlog is reviewed
- What:
  - Epics appear on the product backlog
  - Complete in numbers, incomplete in detail
  - Ordered in time (priority)
  - All epics are estimated

A sample roadmap

April 8, '06 | June 3, '06 | July 8, '06 | Aug 12, '06

Magnesium 2006.2

Aluminum 2006.3

Silicon 2006.4

Phosphorus 2006.5

Magnesium 2006.2	Aluminum 2006.3	Silicon 2006.4	Phosphorus 2006.5
• For all users, improve customization and consistency. • For Product Owners, improve Roadmap, and Release Planning.	• For all users, improve usability, navigation and information presentation.	• For Rally customers, implement some of the most requested enhancements	• For all users, enhance flexibility of requirements hierarchy • Provide Configurable Editions
Agile PM • Custom Enumerations • Unified Backlog Planning • New Release Status View **System Mgmt.** **Comm. & Collaboration** **Platform** • UI Consistency	**Agile PM** • Agile Product Manager **System Mgmt.** • Ajax-Enabled Detail Pages **Comm. & Collaboration** **Platform** • Improved UI Responsiveness • Improved Navigation	**Agile PM** • Defect Dropdown Customization • Task Ranking **System Mgmt.** • Defect Close Rate Metrics **Comm. & Collaboration** • User Filterable Notifications **Platform** • Shared Custom Views	**Agile PM** • Associate Iterations with Releases **System Mgmt.** • Hierarchical Stories • Daily Defect Metrics **Comm. & Collaboration** **Platform** • Tab Customization & Web Tabs

Release plan

- Timing:
  - At the start of every release cycle
  - After approval of the project or next project stage
- Who: Product owner, delivery team, architect, other experts
- Preparations:
  - Epics on the backlog are inspected
  - Stories are written, sometimes other artifacts
  - Stories are estimated
  - Delivery team familiarizes with the stories.
- What: Highest priority stories are moved to the best iteration in the release

Sample Release Plan

Iteration Plan

- Timing: At the start of every iteration
- Who: Product owner, delivery team, architect, other experts
- Preparations: Team has to be able to decompose stories into tasks and estimate stories
- What: Iteration plan, with stories, tasks, estimates, commitments

Sample Iteration Plan
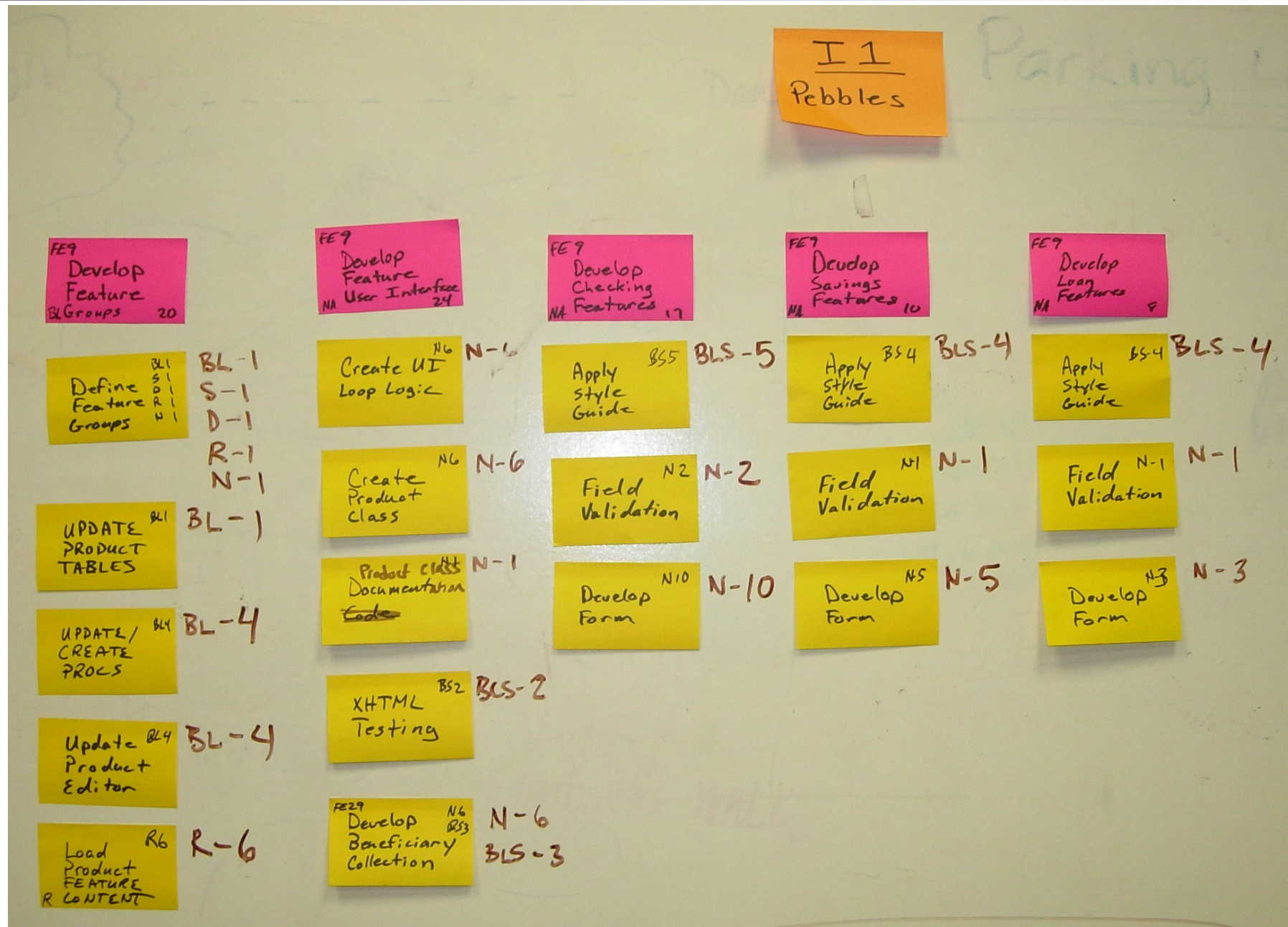
Daily plan

- Timing: Every day, same time, same place, same people

- Who: Product owner, delivery team

- Preparations: Individuals collect their achievements and impediments from the previous day

- What: Quick check-in with a report on what people did, what they plan to do and what keeps them from being successful

Demo & Review

- Timing: At the end of every iteration
- Who: Product owner, delivery team, stakeholders and all who feel welcome
- Preparations:
  - The delivered increment is prepared for demonstration
  - Metrics about the iteration are collected
- What:
  - The product owner shows the results of the iteration
  - The project manager shares the metrics
  - The attendees discuss the impact of the results on future plans

Retrospective

- Timing: Every iteration

- Who: Product owner and delivery team

- Preparations: Few, attendees bring their experiences, the facilitator prepares the agenda and room

- What: The team inspects the process and recommends improvements for the next iteration

End