

Managing Agility



About Me

- Doing agile since 1999
- Start ups / Enterprises
- Planigle - Consulting and Training
- Qcue – VP, Engineering



The Goal

- Maximize the business value created by the team



Who?

- People Manager
- Project Manager
- Product Manager
- Scrum Master
- Team Members



How?

- Work Product
- Execution
- Repeat; This Time Better



Backlog

- Captures everything the team could be working on
- Makes visible the relative priorities
- What will make a difference?
- Smaller at the top, bigger at the bottom
- Measure: lead time



The screenshot shows a Jira backlog for the 'Online Bookstore' project. The interface includes a navigation bar with tabs for 'Stories', 'Reports', 'Schedule', 'People', and 'Changes'. The current view is 'All Releases' for 'Iteration 3' with 'All Owners' and 'All Statuses' selected. The backlog summary shows 3 stories, 7 of 9 (77%) velocity allocation, and 0 of 33 (0%) utilization. The backlog table lists three stories, all with a 'Not Started' status and a rank of 1, 2, and 3 respectively.

Name	Owner	Size	To Do	Status	Rank	Actions
User removes book from shopping cart	Ed Owner	1		Not Started	1	🗑️ ❌ ⬆️ ⬆️ ⬆️ 🌐
User chooses shipping option	Ed Owner	1		Not Started	2	🗑️ ❌ ⬆️ ⬆️ ⬆️ 🌐
User views order status	Ed Owner	5		Not Started	3	🗑️ ❌ ⬆️ ⬆️ ⬆️ 🌐

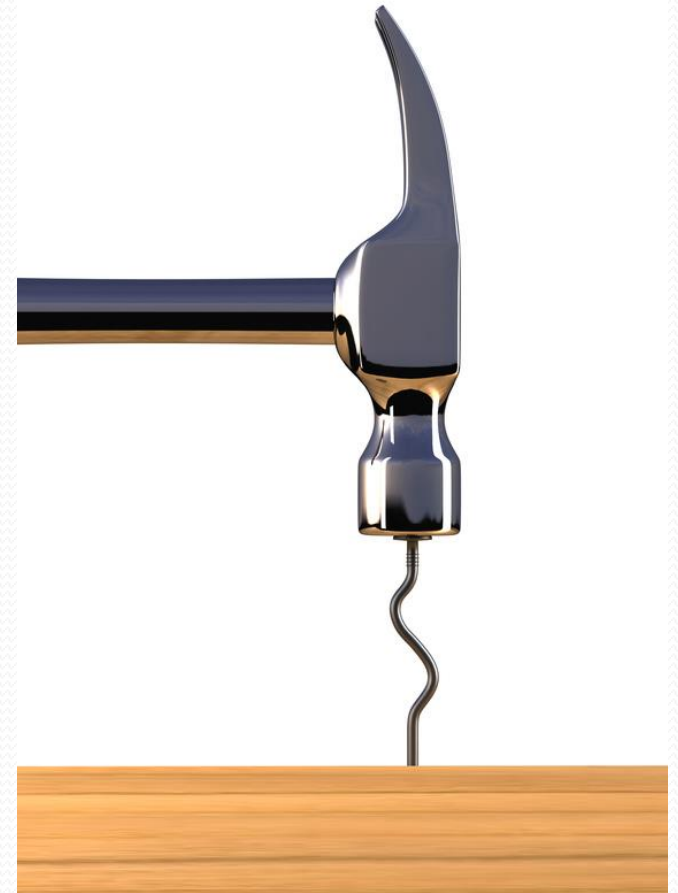
Grooming the Backlog

- Regularly meet and make sure the upcoming stories are sized
 - We understand what it is
 - We understand what it will likely take
 - Is this important?



Backlog Issues

- Not visible
- Items too big / poorly defined
- Too fluid
- Too shallow / deep
- Doesn't match priorities
- Lost in the weeds



Establishing Flow

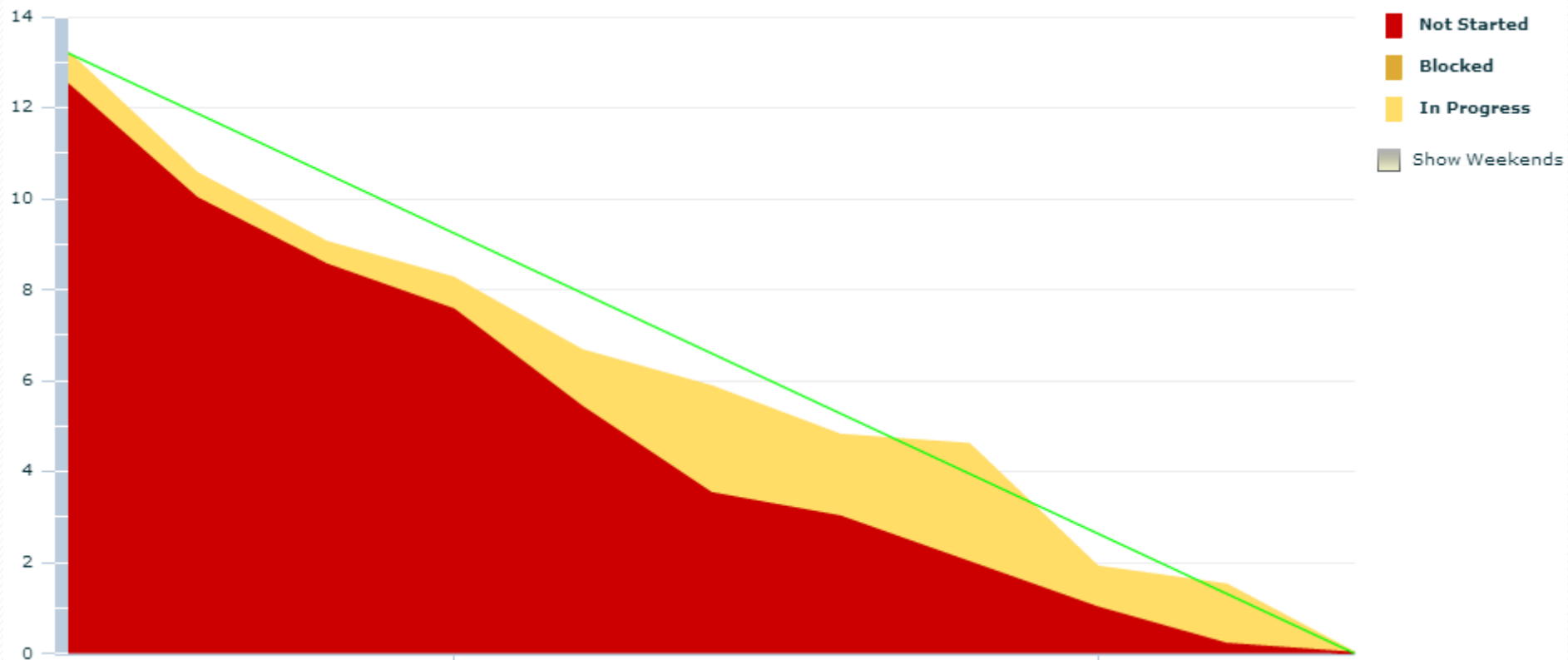
- Small stories
- Constantly starting / finishing
- Every day is like any other
- Measure: cycle time



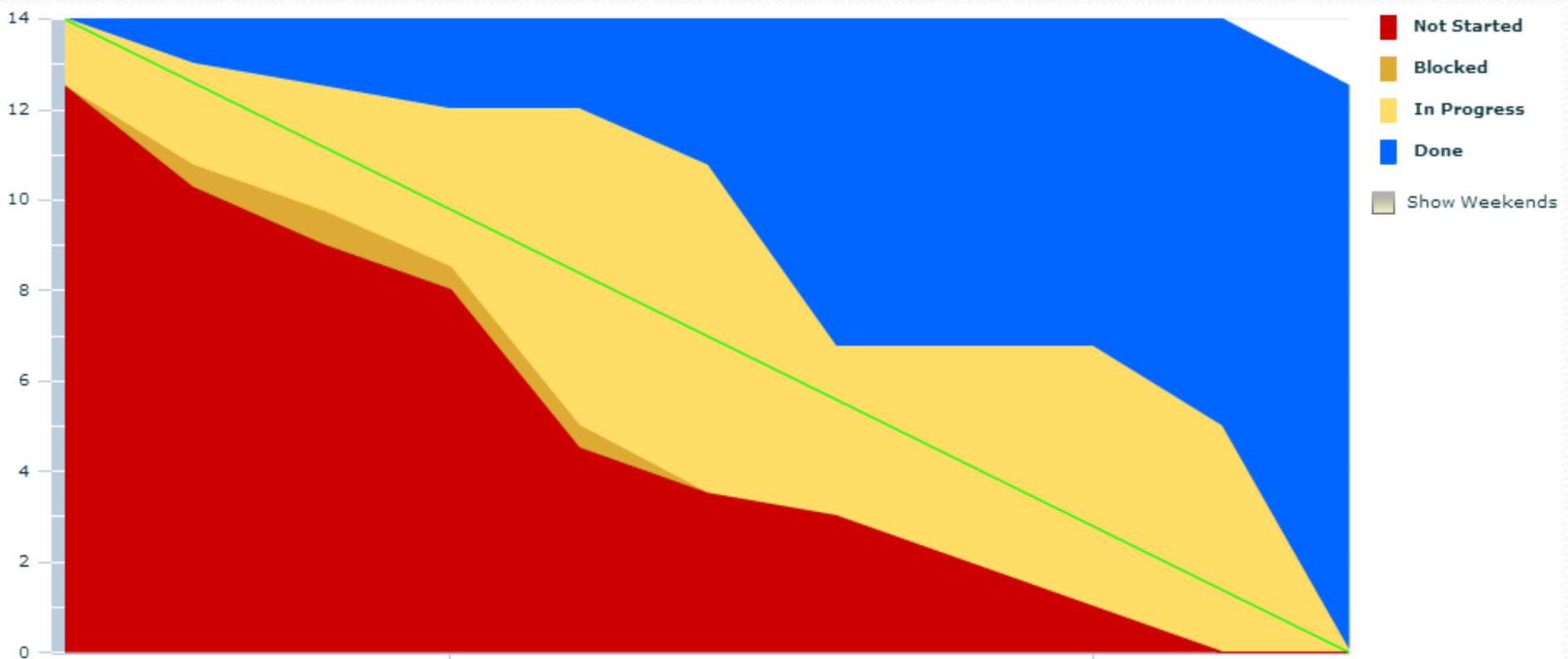
Tracking Progress - Work

Stories Reports Schedule People Changes Refresh Log out 							
All Releases Iteration 2 All Owners All Statuses 							
Number of Stories: 5 Velocity Allocation: 10 of 9 (111%) - Online Bookstore Utilization: 31 of 33 (93%) - Online Bookstore							
	Name	Owner	Size	To Do	Status	Rank	
-	User logs in	Ed Owner	2	6	In Progress	1	
	Create user table	No Owner		0	Done		
	Show login screen	Fred Hacker		2	In Progress		
	Show user info on existing screens	Suzy Coder		2	In Progress		
	Test login	No Owner		2	Not Started		
+	User creates profile	Ed Owner	3	7	Not Started	2	
+	User updates profile	Ed Owner	2	4	Not Started	3	
+	User forgets password	Ed Owner	1	5	Not Started	4	
+	User adds book to shopping cart	Ed Owner	2	7	Not Started	5	

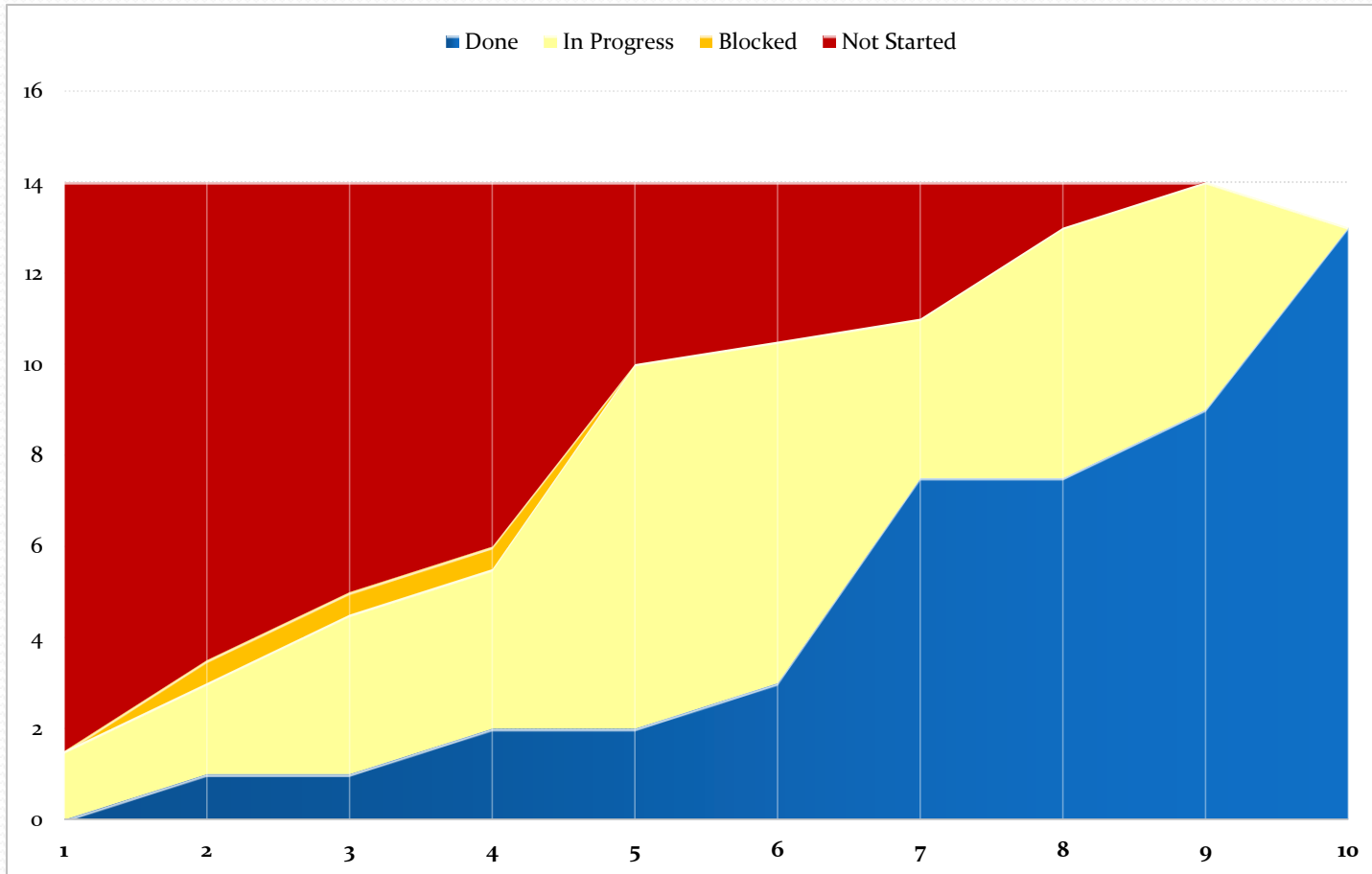
Tracking Progress – Tasks



Tracking Progress – Stories



Cumulative Flow



Quality

- Peer Review
 - Is your code / test good?
 - Does everyone understand it?
- Automation
 - Are you catching things?
 - Is it slowing you down?
- Measure: build success, defects



Defects

- Most important: anything that would prevent shipping
- Defects can be stories or tasks on stories they impact
- Goal: keep up with defects as you go
- Don't give points for defects; keep your velocity honest



Meetings

- Grooming, planning, stand ups, demo, retrospective
- Each should add value for every minute
- If not, discuss how to fix



Execution Issues

- Stories / tasks too big
- Stories blocked
- Work keeps coming back
- Unplanned work



Predictability

- Do we know how long it will take?
- Measures: Velocity, Attempted / Done



Continuous Improvement

- Regularly talk about how things are going
- How can we do better?
- Don't limit yourselves unnecessarily



People Issues

- Won't break things down
- Won't focus on most value
- Disruptive / hurts morale
- Issues between individuals



Resources

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