Managing Agility

About Me

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

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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
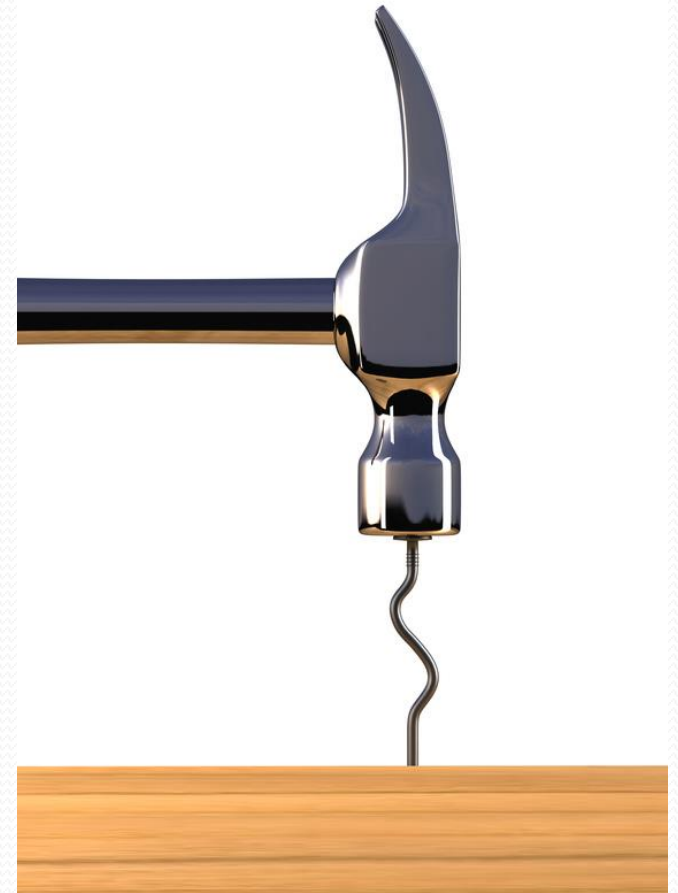- Measure: lead time

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?

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Backlog Issues

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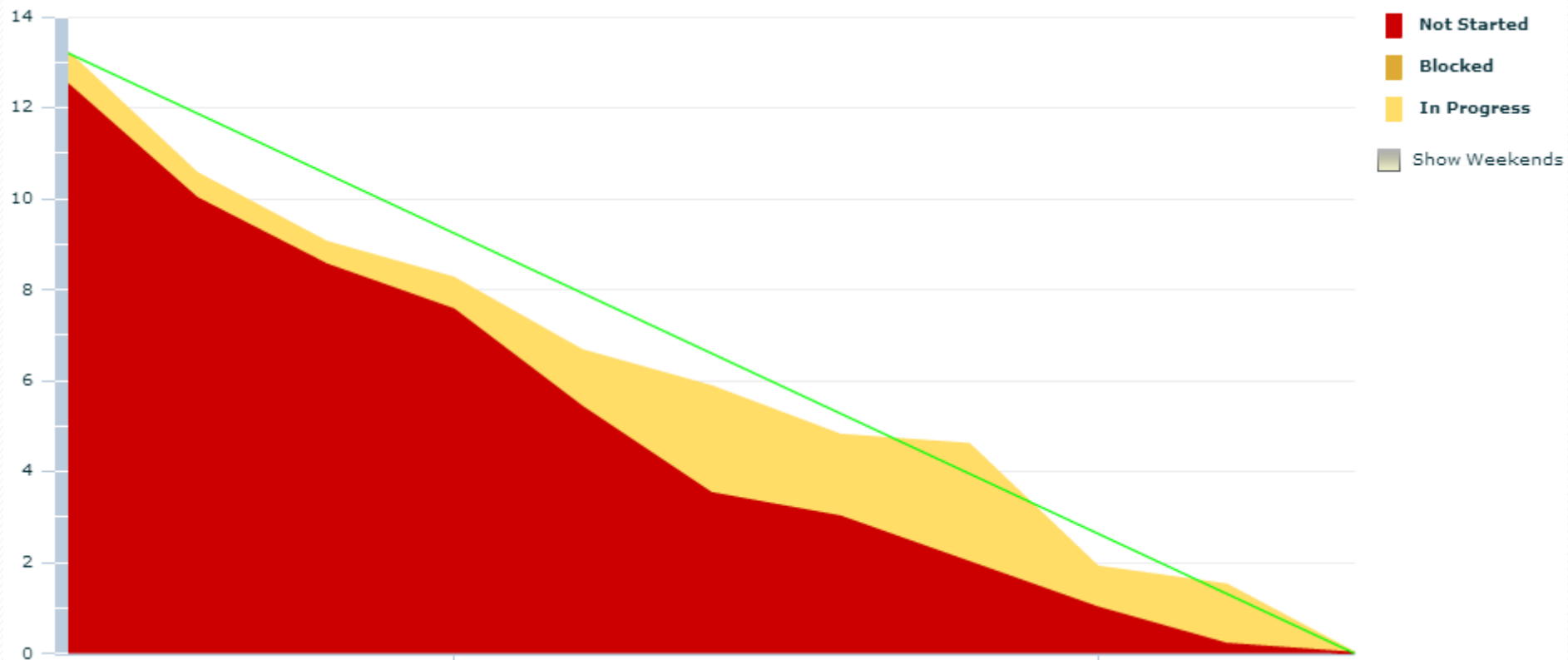- Doesn't match priorities
- Lost in the weeds

Establishing Flow

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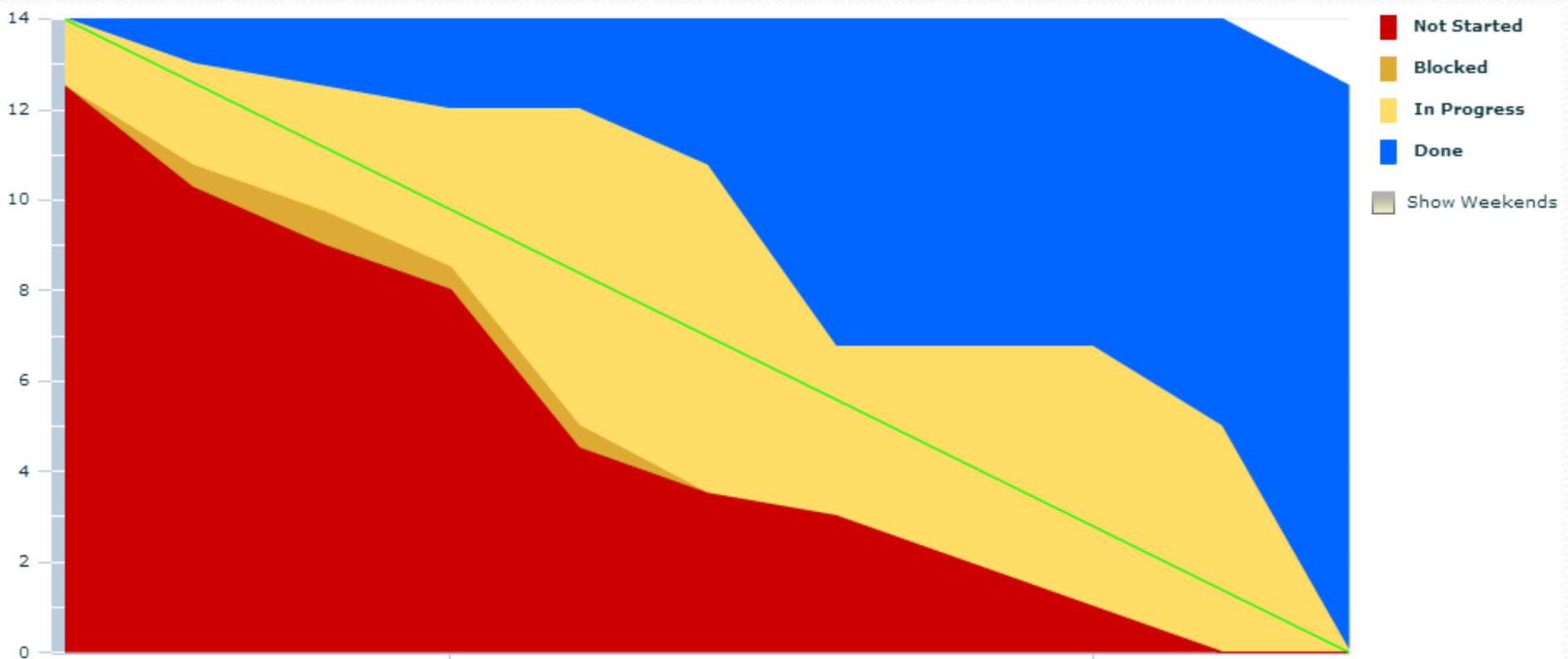- Every day is like any other
- Measure: cycle time

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Tracking Progress - Work

Tracking Progress – Tasks

Tracking Progress – Stories

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Cumulative Flow
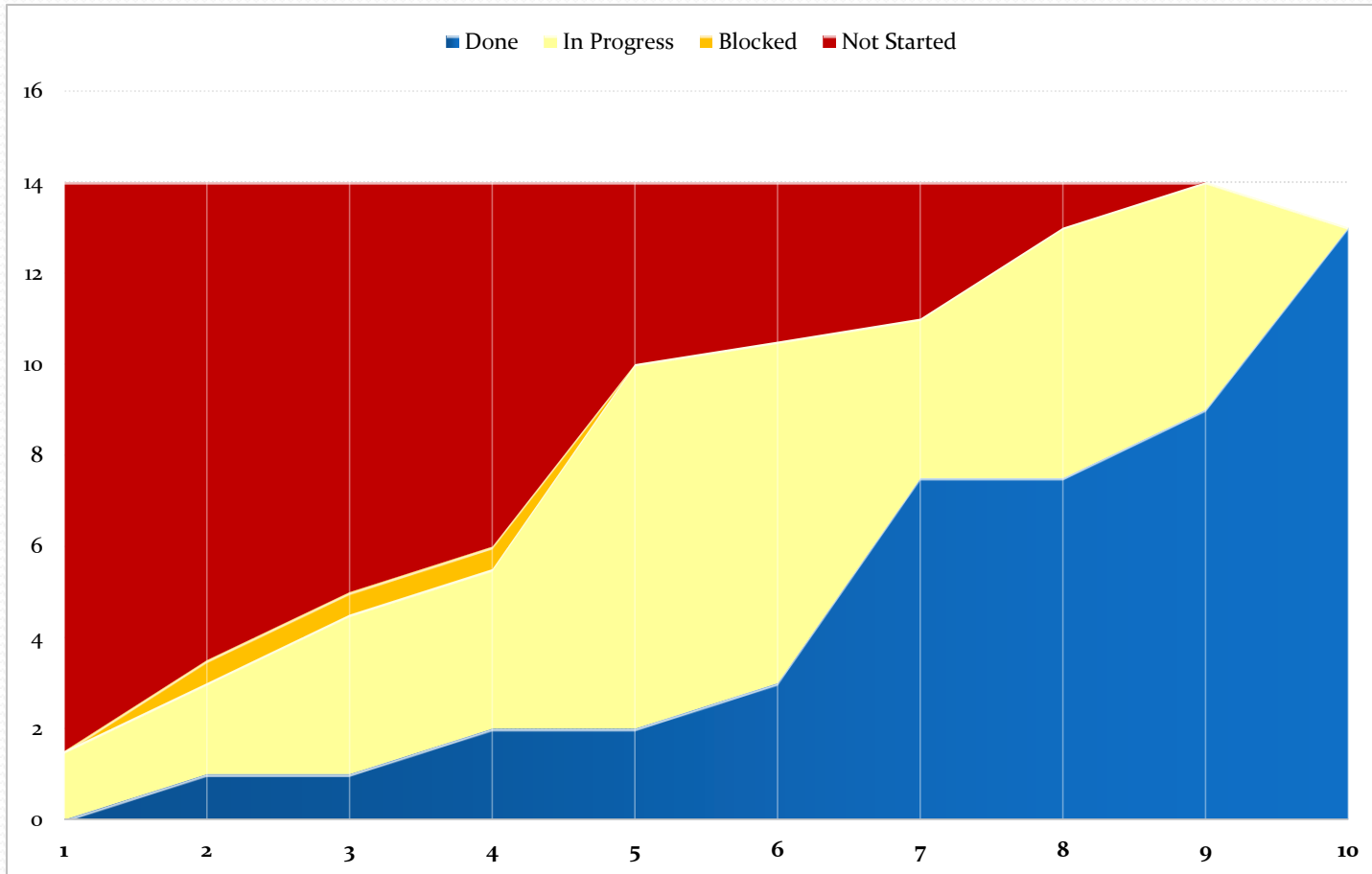
Quality

- 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

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Meetings

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

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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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