

# Week 2: Practice makes perfect

# Agenda

## **Recap of last week's session:**

Project Mindset vs Product Mindset, Product failure, Product teams

## **Being Agile:**

Values of Agile

## **Scrum and Kanban:**

Agile methods in practice

## **Mock Project:**

Experiential learning

# Recap of last week's session

- Project Mindset vs Product Mindset
- Product failure
- Product teams

# Products fail when . . .

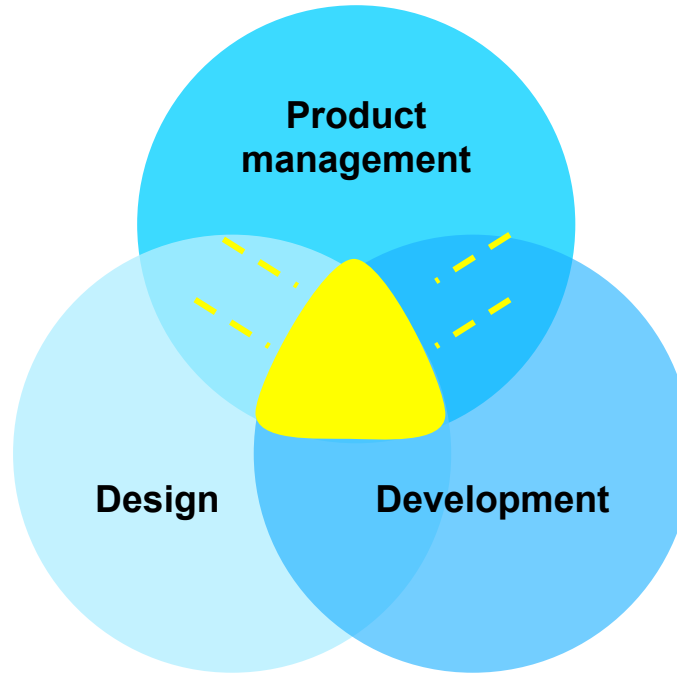
- Stakeholders drive the ideation, discovery, prioritization and execution, rather than user needs
- There's no team alignment on 'why' a product is being built
- Teams are siloed and sparsely communicate
- Teams obsess over 'Plan, finalize and execute', rather than user needs and pains
- There's complete outsourcing, no one in-house involved
- Measures of success are about 'delivering a product on time and under budget', rather than value for users

# Integrated product team

## Design

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- User experience (UX)
- Research
- Interaction design
- Visual design
- Content design
- Usability testing



## Product management

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- Requirement gathering
- High level communication
- Roadmapping
- Prioritization of tasks and issues
- Backlog management
- Stakeholder management

## Development

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- Development
- Security
- Platform decisions
- Constraints
- Testing
- Devops

# Being Agile

**Agile: a set of principles**

**Scrum: a set of roles and meetings  
that implement Agile**

# Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

Through this work we have come to value:

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

## Agile Manifesto

<https://agilemanifesto.org>

Kent Beck  
Mike Beedle  
Arie van Bennekum  
Alistair Cockburn  
Ward Cunningham

James Grenning  
Jim Highsmith  
Andrew Hunt  
Ron Jeffries  
Jon Kern

Robert C. Martin  
Steve Mellor  
Ken Schwaber  
Jeff Sutherland  
Dave Thomas



# Principles behind the Agile Manifesto

*We follow these principles:*

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals.

## Agile Manifesto

<https://agilemanifesto.org/principles.html>

## AGILE MANIFESTO - KEY TAKEAWAYS

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiations
- **Responding to change** over following a plan

# Agile values

## AGILE VALUES - OVERVIEW

- **Customer satisfaction**
- **Frequent delivery**
- **Welcoming change**
- **Working software**
- **Technical and design excellence**
- **Sustainable development**
- **Simplicity**
- **Cross-functional teams**
- **Self-organizing teams**
- **Reflecting frequently**
- **Face-to-face conversations**
- **Motivated Individuals**

## **Customer satisfaction**

**Getting a working software to users early.**

## **Frequent delivery**

**Develop products in smaller increments and focus on delivering (“shipping”) often.**

## **Welcoming change**

**Focus on constantly learning customer needs, emerging markets, and adapting to changes vs following a plan.**

## **Working software**

**Measure success by working software delivered vs detailed documentation (“it’s not done until it’s perfect” mindset).**



## **Technical and design excellence**

**Maintain a balance between delivering to customer needs and managing tech and design debt.**

## Simplicity

**Prioritize ruthlessly. Being comfortable saying *no* to ideas based on their impact and value-add is just as important as saying *yes*.**

## **Cross-functional teams**

**Business and technology teams (vendors included) consistently work in tandem to foster trust, transparency, communication and above all, alignment.**

## **Self-organizing teams**

**Teams take responsibility and ownership in collaborating and making decisions to deliver value.**

## **Reflect frequently**

**Teams welcome feedback, openness, and blameless retrospectives to learn, improve, and foster trust.**

## **Face-to-Face Conversations**

**Encourage product teams to communicate face-to-face (or video conference when teams are remote) conversations to cultivate more human interaction.**

## **Motivated Individuals**

**Include the right people with the right skill set as a part of the product team and support them to get the job done.**

## **Sustainable Development**

**Maintain a healthy work environment for the teams to avoid burnout and churn.**



# Scrum and Kanban

## **Scrum and Kanban are both methods to practice agility**

**Scrum** helps you execute on your vision, goals, and intended outcomes.

**Kanban** helps you visualize work and focuses a team on finishing work.

# Scrum

**Scrum is an Agile framework to help you execute on your vision, goals, and intended outcomes.**

# Scrum delivery cycle

1

Prioritize

2

Plan

3

Build

4

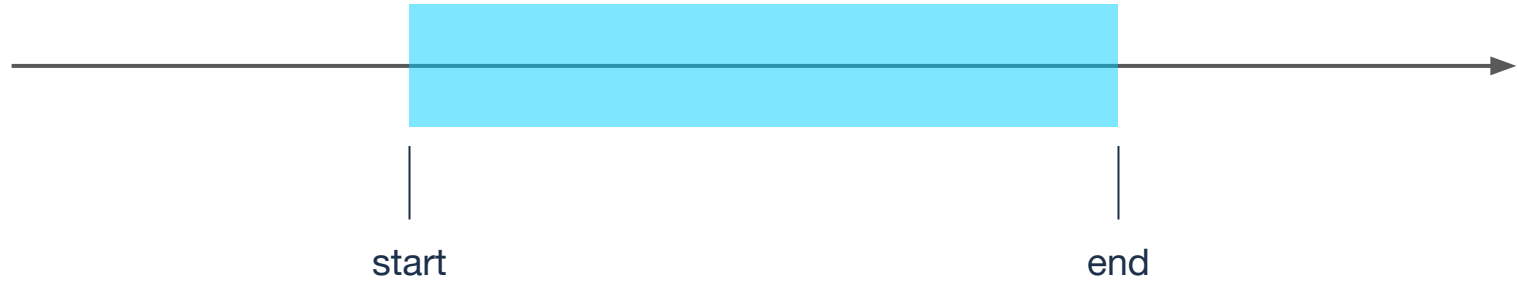
Ship

5

Reflect

## SPRINTS

The start and end points for working periods are set by the length of the sprint



## EXAMPLE

**A weekly sprint schedule might look like this...**

## EXAMPLE

	Monday	Tuesday	Wednesday	Thursday	Friday
Sprint 1	Sprint 0 review	Sprint 1 planning	Daily standup	Daily standup	Daily standup
	Sprint 0 retro				
	Daily standup	Daily standup	Daily standup	Daily standup	Daily standup
Sprint 2				Sprint 2 grooming	
	Sprint 1 review	Sprint 2 planning	Daily standup	Daily standup	Daily standup
	Sprint 1 retro				
	Daily standup	Daily standup	Daily standup	Daily standup	Daily standup
				Sprint 3 grooming	



## **Prioritized product backlog**

**Before the sprint, the product owner prioritizes the work at a high level in the form of user stories with defined acceptance criteria.**

# Backlog refinement or “grooming”

## Purpose

Ensure an always “ready” **product backlog**

## Duration

Can be a regular recurring meeting or scheduled as needed

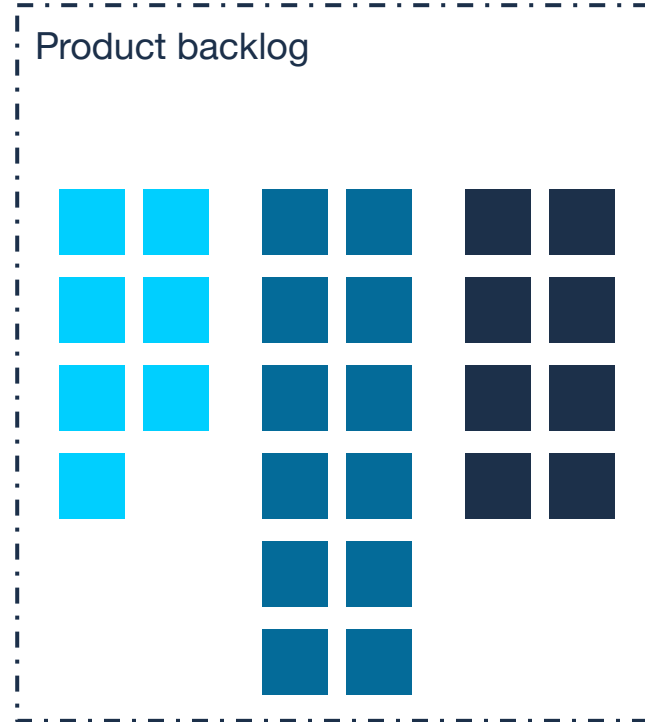
## What happens

Team collaboratively updates the **product backlog** via reprioritization, adding/deleting/rewriting stories, splitting, and estimating

## Outputs

A healthy, “ready” **product backlog**

## PREREQUISITE - GROOMED PRODUCT BACKLOG



## Plan

The prioritized work is then negotiated, agreed upon, and sometimes broken down further into smaller pieces of work. Stories prioritized and agreed upon by the product team then form the **sprint backlog**.

# Sprint planning

## Purpose

Review the prioritized **product backlog** and negotiate a **sprint backlog**

## What happens

Product manager (PM) brings a prioritized product backlog with “ready” user stories; team asks questions to understand acceptance criteria; team and PM negotiate a sprint backlog

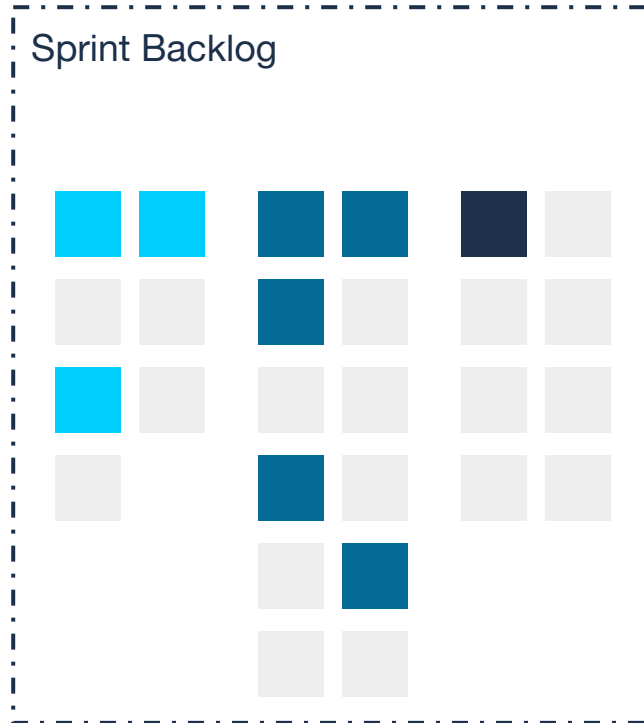
## Duration

~2 hours for a 2-week sprint

## Outputs

- Sprint goals
- **Sprint backlog**

## SPRINT BACKLOG



## Build

**During the sprint, product teams work only on those stories and check in daily to retain focus and unblock each other.**

# Daily standup

## Purpose

To surface and remove obstacles

## What happens

Each team member answers:

- What did you do yesterday?
- What will you do today?
- Are there any obstacles in the way?

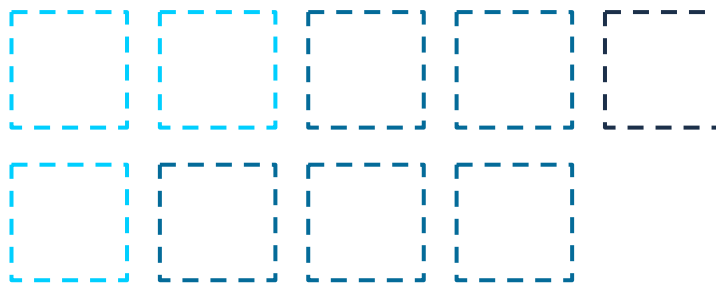
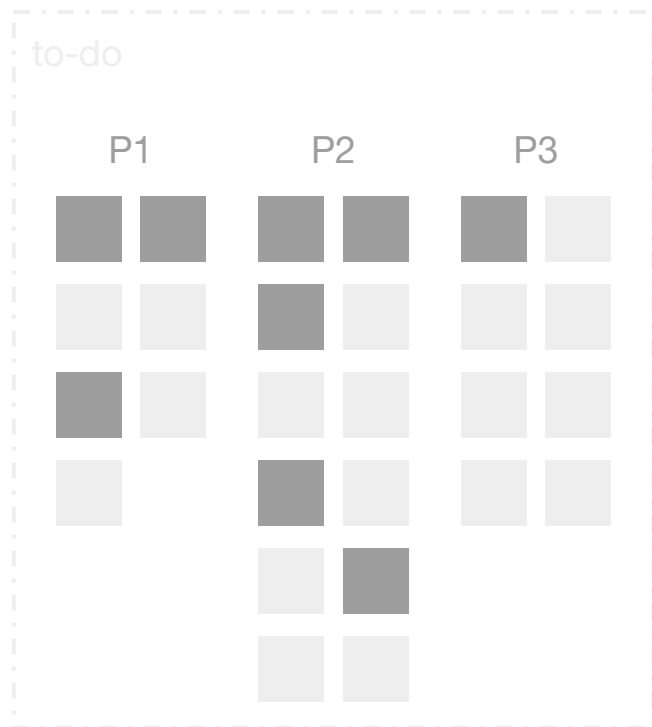
## Duration

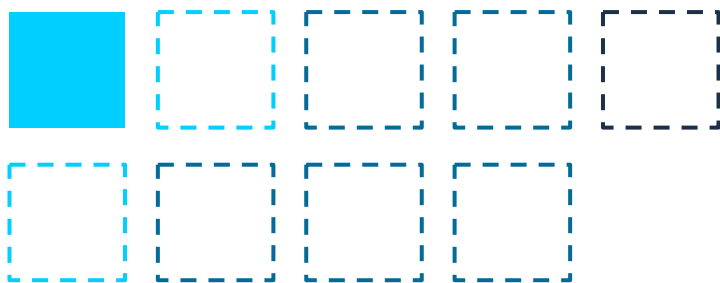
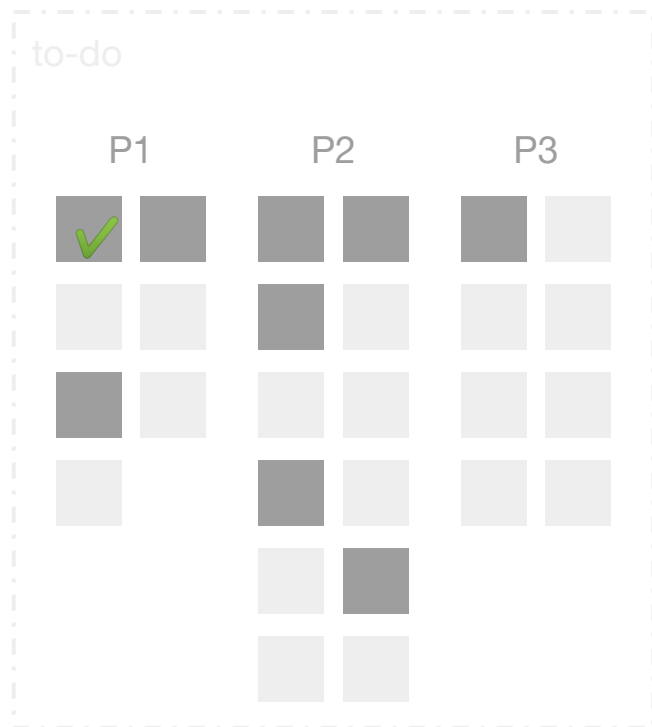
Not more than 15 minutes daily

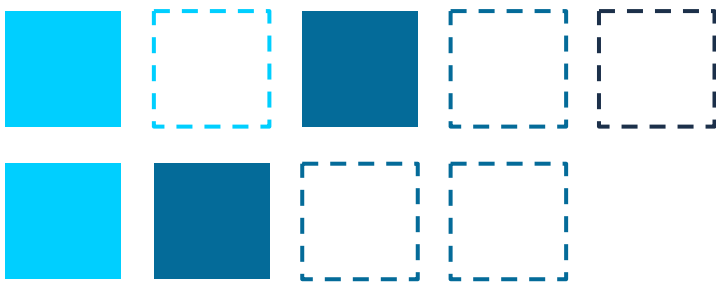
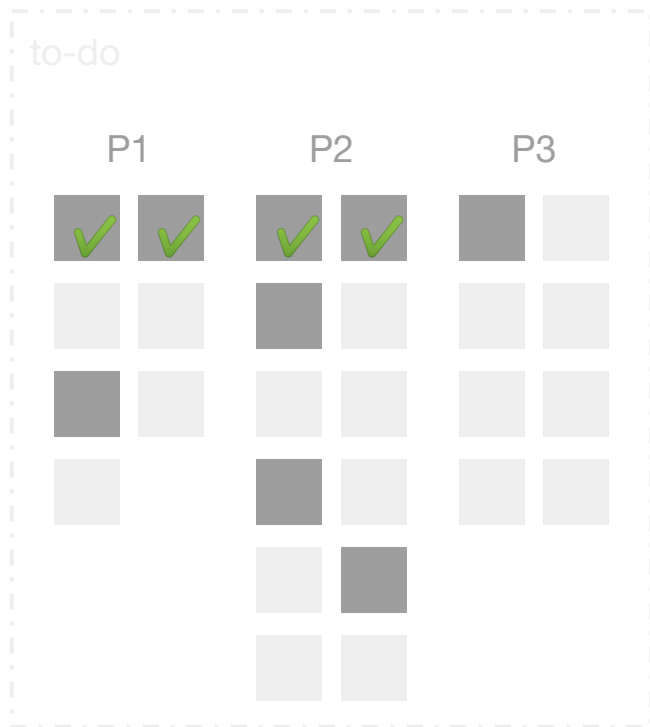
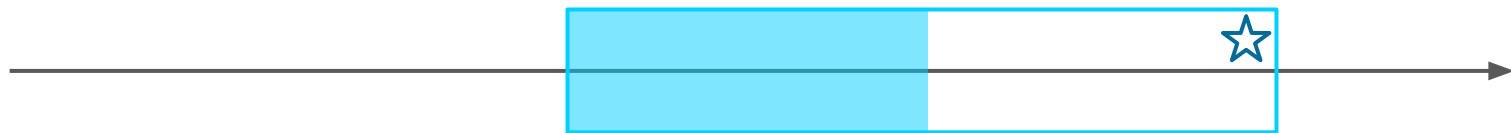
## Outputs

- List of obstacles to remove
- Potential list of more in-depth conversations to have









## Ship

**At the end of the sprint, all delivered work is reviewed by the product team and stakeholders to decide whether it's "done." If it's code, this may mean it can go to production; if it's a research question, this may mean that it's answered.**

# Sprint review or “Demo”

## Purpose

Showcase completed work to stakeholders and build buy-in

## What happens

Team demonstrates completed work to stakeholders and users

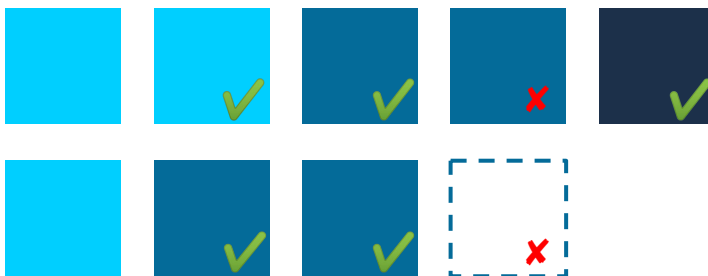
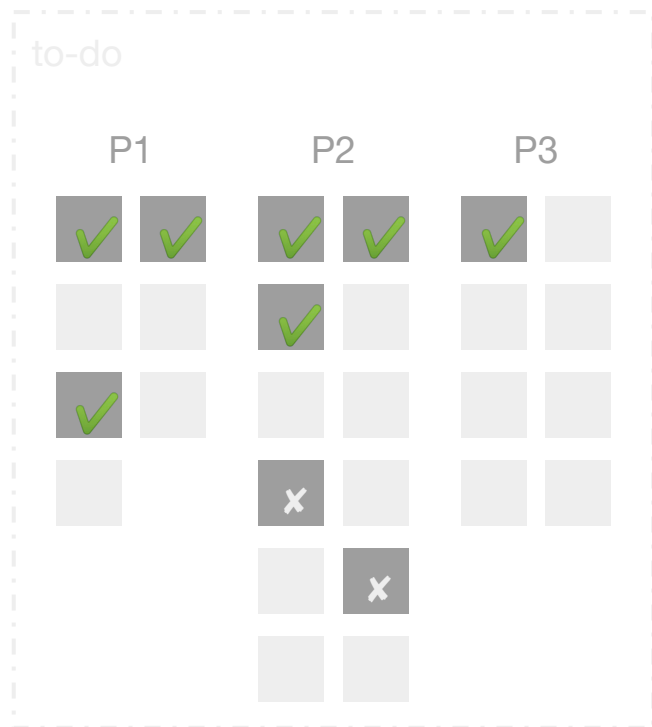
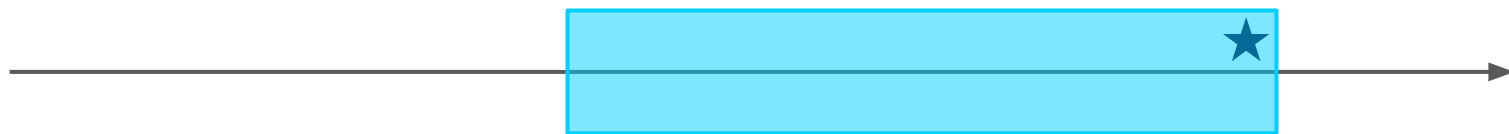
## Duration

~1 hour

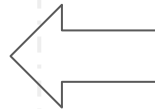
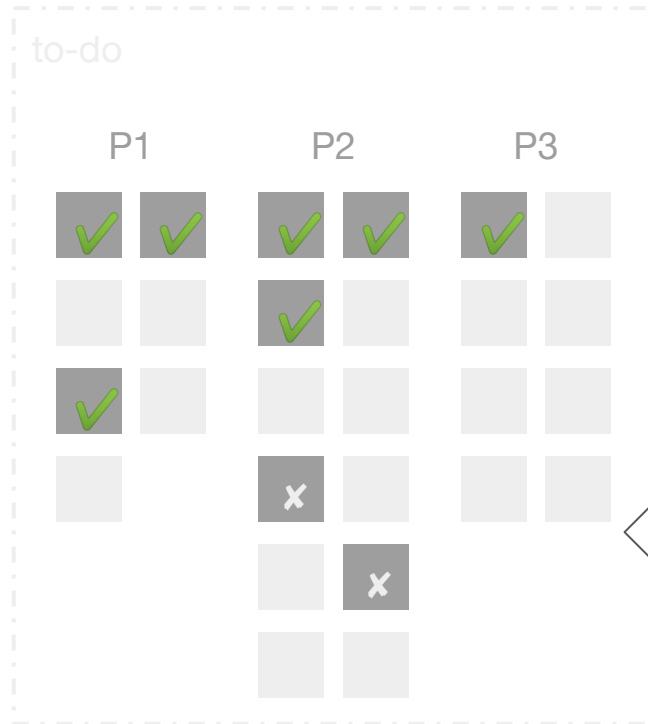
## Outputs

Actionable feedback from stakeholders and users

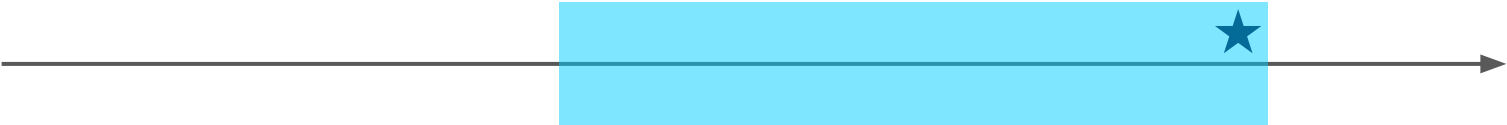
## SPRINT BACKLOG



## UNFINISHED ITEMS FROM THE SPRINT BACKLOG



SHIPPED INCREMENT



to-do



done





## Reflect

**At the end of the sprint, we take time to reflect on how we can better fulfill our mission through process improvements or by responding to feedback.**

# Sprint retrospective

## Purpose

Team reflects and can adjust practices as needed

## What happens

Team reflects on what worked during the sprint (from a process perspective) and what could be improved

## Duration

~1 hour

## Outputs


Process experiments to try

# Kanban


**Kanban is an alternative Agile method that focuses on improving efficiency and flow aka a team not accepting new work until they finish their work on hand.**


**Kanban helps teams visualizes all their work.**


# Sample Kanban Board

 Repositories (1/1) 

show all

 Labels

 Milestones


 Assignees

☒ View pull requests

☒ View closed issues

New Issue


New Issues (7)



routific #21

Update social media tag styling


EngineeringFeatureHelp WantedInvalid



routific #27

Real-time schedule updates


Help Wanted



routific #20

Feature request: Auto Discounting


DiscussionFeature



routific #1

Loading Testing API

EnhancementHelp WantedQuestion




routific #12

First Demo

DuplicateEnhancement


Backlog (6)



routific #7

Beta Testing Feedback


BugDiscussionDuplicateFeatureHelp Wanted



routific #28

Partner with GreenPlanet Conference


DiscussionHelp Wanted



routific #22

SMS delivery updates


DuplicateQuestion



routific #19

Miles / Km Popup

EngineeringWont Fix



routific #15

Increase geocoding speed

Feature

To Do (4)



routific #24

Reset password page fix

EngineeringEnhancement



routific #17

Better handling of route dispatch

Duplicate



routific #16

Feature request: Instant driver feedback

DiscussionEnhancement



routific #23

Real-time traffic data in maps

Enhancement

In Progress (3)



routific #25

Weekly analytics newsletter

InvalidQuestion



routific #18

Improve SMS dispatch system

EnhancementInvalid



routific #8

Mobile Screen View

EngineeringHelp WantedInvalid

Done (1)



routific #6

Map Load

Help Wanted

**Kanban works well for repetitive,  
well-defined tasks.**

**In Kanban, the product team limits work in progress (WIP) to ensure that WIP reaches completion before any new work is accepted. This is known as setting “WIP limits.”**



# Scrum + Kanban

**Daily standups (Scrum)**

**Continuous prioritization (Kanban)**

**Biweekly retrospectives (Scrum)**

**Sprint reviews with partner (Scrum)**

**WIP limits (Kanban)**

**One more thing...**

## Scrum ≠ Agile

Following the scrum ceremonies is not enough to make a team “agile.”

### **Agile is about:**

- Iterative development
- Continuous delivery
- Continuous improvement

# **‘Mock’ Project**

# Project details

- **What we're planning to do:** Redesign AMPD
- **Why a 'mock' project:**
  - To practice the lessons and principles we're learning and experience them first-hand
  - To gain confidence to lead with a product mindset when the vendor is on board
  - Simulate scenarios for the teams to react to
- **What we're *not* trying to do:**
  - Have a design or an MVP ready for the vendor to execute
  - Aim for a finished product
  - Repeat exercises we've conducted in the past (visioning, personas, etc.)

# Cross-functional product team

- **Product owners**
  - Jason and Joe K
- **Subject matter experts**
  - Craig, Chris, Mike H
- **Acq and project management**
  - Kim and Laurie
- **Engineering**
  - Mike, Joe T, Thuy
- **Strategy/Design/UX**
  - Andrew, Garrett, Michelle

# Getting started on our project

- **Project name:**
- **Scrum master:**
- **Sprint cadence:**
  - Sprint Planning:
  - Daily stand up:
  - Sprint review
  - Sprint retro:
- **Kanban board:**
- **Team charter:**



# Thank you!