A story that is "**ready**"

is defined clearly enough that all members of the team understand what must be done

includes a clear statement of resulting business value that allows the product owner to priortise

includes any required enabling specifications, wireframes etc

fully meets the INVEST criteria for user stories

is estimated and sized such that it can be completed easily within a single iteration and

is free from external dependencies, i.e. there is nothing beyond the team's control that must be done first in order to complete the story

A story is **not "ready**" if it depends on something outside the team’s control. Putting a story that depend on something outside the team's control on the Iteration Backlog can greatly increase the risk of an iteration failing to achieve its goal, and you can’t do anything about it!

**“Done”** is a set of special conditions of satisfaction added to every item on the product backlog.

Aspects considered might include:

Well written code i.e. team doesn’t feel need to refactor or rewrite it

Code is checked in

Code includes automated tests at all appropriate levels

Code has been inspected or reviewed

All documentation for the feature the code implements is complete, e.g. end-user or maintenance documentation

For example, the user story “As a user, I am required to login before using the site” might include conditions of satisfaction such as:

User can only log in when proper credentials are provided

Includes a “remember me” option

User can request a password reminder

**What** does it mean to be "done"?

"Done" is a set of special conditions of satisfaction added to every user story, iteration, and release. The DoD may vary depending on whether it relates to a story, an iteration, a release or the whole product.

When applied to a story, "done" means the feature has been developed, AND tested AND meets all required acceptance tests AND anything else that is included in the DoD for that particular story. Ideally it means the story could be shipped to the customer.

A team’s definition of done is an agreed-upon set of things that must be true before any product backlog item is considered complete. In some ways, "done" is like a rubber stamp applied after it has been independentily verified as meeting all the requirements of "done".

**Benefits** of "done"

When your supervisor asks “Are you done yet?” how do you answer Yes: you may have to do more work No: you’re labelled as slow, someone who can’t get things finished Establishing a common understanding upfront of what it means to be “done” can save hours of refactoring, mis-work, busy-work, miscommunication, hidden work.

“Done” is a commitment to quality Provides a means to communicate Everyone understands what the answer means

Using "done" Don’t demonstrate stories in the Iteration Meeting that don’t meet DoD.

“Done” is about product quality, not approval from external parties.

If teams don’t get many stories “done” in their iterations it may indicate poor story writing Too large or too many external dependancies Multiple teams working on the same product will need a shared DoD

A Comparison of Management & Leadership Competencies 5

|  |  |
| --- | --- |
| Management produces order and consistence | Leadership produces change and movement |
| Planning and budgeting | Establishing direction |
| Establishing agendas | Creating a vision |
| Setting timetables | Clarifying the big picture |
| Allocating resources | Setting strategies |
| Organising and Staffing | Aligning People |
| Provide structure | Communicating goals |
| Making job placements | Seeking commitment |
| Establishing rules and procedures | Building team and coalitions |
| Controlling and Problem Solving | Motivating and Inspiring |
| Developing Incentives | Inspiring and energise |
| Generating creative solutions | Empowering subordinates |
| Taking corrective action | Satisfying unmet needs |

A Comparison of Managing or Leading a Project 6

|  |  |
| --- | --- |
| Managing = coping with complexity | Leading = coping with change |
| Formulate plans and objects | Recognise the need to change to keep the project on track |
| Monitor results | Initiate change |
| Take corrective action | Provide direction and motivation |
| Expedite activites | Innovate and adapt as necessary |
| Solve technical problems | Integrate assigned resources |
| Serve as a peacemaker |  |
| Make tradeoffs among time, costs, and project scope |  |

Defining Characteristics of Leadership & Management 3

|  |  |  |
| --- | --- | --- |
| Category | Leadership | Management |
| Thinking Process | Focuses on people Looks outward | Focuses on things Looks inward |
| Goal Setting | Articulates a vision Creates the future Sees the forest | Executes plans Improves the present Sees the trees |
| Employee Relations | Empowers Colleagues Trusts and develops | Controls Subordinates Directs and coordinates |
| Operation | Does the right things Creates change Serves subordinates | Does things right Manages change Serves superordinates |
| Governance | Uses influence Uses conflict Act decisively | Uses authority Avoids conflict Acts responsibly |