

Agile Cultures

USe Cases and User Stories

Goal: compare organizations and cultures in plan driven and agile organizations.

Plan Driven Cultures	Agile Cultures
Managers assign teams	Self organizing teams
Individuals work for the manager	Individuals work for the team
Individuals measured on individual achievements	Individuals measured on team achievements
Manager assigns tasks	Team members select tasks
Manager responsible for improvement	Team responsible for reflection and continuous improvement
Infrequent deliveries	Frequent/continuous deliveries
Infrequent feedback from customers	frequent/continuous feedback from customers
Us and them	Us

What can go wrong with the team? Dysfunctional teams, fail to self organize, inability to adapt to change and lacking commitment.

Role of managers

Plan Driven	Agile
Define solutions to be implemented by the team	Asking questions while allowing the team to create the solution
Define roles	Help self organize
Leading the effort	Enabling the team while clearing roadblocks to success
Command and control of the team	Trusting the team
Manager owns the problem	Team owns the problem
Role Exec: plan driven	agile

Clear unchanging direction	Embraces changes
Manage by business case	Rapid delivery

Agile does not work for everyone. Failure to: lack of clarity, using only the worst of waterfall and agile, not enough training, failure to use automated testing

Gathering Requirements

Goal: gather features and requirements

Use cases: rup approach for capturing requirements

User Stories: agile approach for capturing requirements

Use cases and user stories are designed to be written for business people

Business Requirements Document: Formal contract between the customer and the team delivering the product

- All requirements are gathered and reviewed by the business analysts before handing over to development. Describes all of the features needed by the customer and there are limitations (assumption of completeness, difficult to change, not created by developers and thrown over the wall to devs)

Use Cases: describes a scenario, the actors in the scenario

1. Identify the actors: who is using the system? Who gets information from the system? Who provides information to the system? Who supports the system?
2. Identify the use cases: give a one sentence description and give a descriptive name
3. Identify actor/use case relationships
4. Outline scenarios: draw sequence of events in basic flow and describe sequences of events in alternate flows

Use Case Template: name, brief description, actors, basic flow, alternative flow

User Stories: Agile Approach

Customers communicate their needs via short statements

Customers provide the user stories with help from developers. Each user story is a reminder for the customer and developer to discuss the issue. "As a user I want to "
Customers should decide the priority of each user story.

The Three C's: The card, conversation, confirmation

A developer estimates the effort required for each user story. Sometimes user stories need elaboration to explain exactly what is needed.

User story components: title, acceptance test, priority, story points, description

Criteria for user stories: each story should add value to the customer. Customers can write user stories and stories need to be small enough that several can be completed per iteration. Replace big stories with several smaller stories. Stories should be independent and stories must be testable. Include non-functional requirements as user stories.

INVEST in user stories: independent, negotiable, valuable, estimable value to customer, small in scope, testable

Estimating time for user stories

- Developers estimate how long each story will take. Estimates are expressed in Story Points.

Planning Poker

- Goal: estimate relative effort for each user story. **Participants:** developers estimate effort, scrum master optimizes the process, product owner answers questions.
- For each user story: describe the user story, each developer assigns effort, continue until consensus

Limitations: lack of look ahead, lack of context, lack of completeness; small teams with engaged customers (user stories come from XP)