The Who and What of Agile

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Agile works.

Many positives.

Good practices.

Matches the real world.

Nested feedback loops.

When don't we do that?

Two key questions for every project...

Who?

What?

How do we do that?

Personas and story maps.

Pragmatic Personas.

Alan Cooper.

http://www.cooper.com/journal/personas/

"Made up" users.

Who are we
delivering value to?

Detailed description
of a user.

Not job descriptions!

Job descriptions rarely grounded in reality!

Ever read *your* job description?

Skills, behaviors, environment, etc.

Not market segments.

Design artifact.

Comes from the UX world.

Useful for more
than just UI design!

Sometimes based on
detailed research...

But they don't have to be.

Quick and dirty is
often enough.

Day in the life of...

Characteristics.

Values.

What's a bad day like for this person?

A good day?

What bugs this person?

Should be obviously correct to the team.

Empathy is key.

Its a discussion, not
an interrogation!

Humanize them.

We respond to faces.

Give your personas a face.

Sketch, stock photo.

For example...

Let's do it!

Questions? Comments?

Researching users.

Creating good software...

Requires knowledge of your users.

Ethnography.

Study people in their environment.

What's it like?

Noisy?

Quiet?

Is it an office?

A cube?

Are they distracted?

Can they focus?

Are they on the phone?

Do they 'get' computers?

Will they be trained?

Do they want a
new system?

So how do we know?

Ask!

Better...

Best...

Actually do the job!

Trust what people do, not what they say.

Secondary users matter.

http://memeagora.blogspot.com/2008/02/rental-car-it.html

What are your users trying to do?

What are their goals?

Displaying personas.

Lots of options.

Where is your team?

Project room?

Split sites?

Ideally - on the wall.

Flip paper.

White board.

Split sites are trickier.

Wiki.

Screen savers.

Trading cards.

Duplicates?

What do you do?

What are we building?

Hard to design if we don't know what it is.

Have to identify:

Goals.

Tasks.

Subtasks.

How do we do that?

How do you do it today?
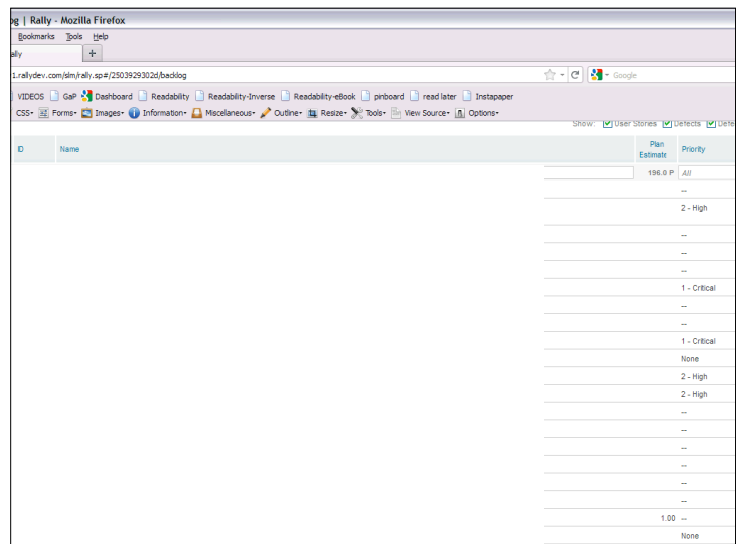
Are those meetings fun?

Story maps.

Jeff Patton

Backlogs are great.

Stack of cards...
spreadsheet of stories.

But they are flat...

Spreadsheet are worse.

Easy to miss the big picture.

How do you know
when you're done?

Dru Bloomfield

Did you get everything?

Are you sure?

Story maps help.

Helps you see the forest.

Understand the use
of the system.

Spurs conversation.

Aids discovery, planning.

Works like...well a map.

Sense of place.

Context.

What does the system do?

Did we get it all?

What does this look like?

Goal		Goal	Goal
Task	Task	Task	Task
Subtask	Subtask	Subtask	Subtask
Subtask		Subtask	

Goals across the top.

Tasks beneath that.

Subtasks/alternate flows below that.

Small things under big things.

Different colors cards.

Wait. What?

They're too small.

I can't write it all.

Feature, not a bug.

Mile wide, inch deep.

Backbone.

How do you capture requirements today?

Requirements document.

Spreadsheet.

Use cases.

User stories.

Index cards.

They're just placeholders...

For a conversation.

May be longer/shorter.

Still going to have a chat.

Short of code, nothing captures all the details.

It's telling the story, not writing the story that matters.

—Jeff Patton

"Can you search for..."

Requirement wasn't clear.

One BA said yes, other said no.

What did they do?

Had a conversation.

Then *we* had a conversation.

Sense of time.

Relationships.

Helps prioritize.

Slices of value.

"I need this flow..."

"I need delete."

Minimum viable product.

Walk the map!

Display your map.

Information radiator.

Let's do it!

First a warm up...

Describe your morning routine...

Compare notes with those around you...

What's the same?

What's different?

Point of sale.

Your turn!

Questions? Comments?

Evolve the map.

Fatten the map - write and rewrite the stories.

Walk the map - consider alternatives.

It's about telling a story.

So tell it again!

Play what if and wouldn't it be cool if games.

Look for exceptions.

Consider other users.

Add in UI elements.

After enough discussion,
we can start to plan.

Can see what should
happen early, what later.

Prioritize to learn!

How do we hit our date?

By cutting the tail.

Anyone know what was left out of the Mona Lisa?

It's a cycle...

Understand, explore, plan and deliver...then discuss!

Displaying your maps.

Where is your team?	Project room?
Split sites?	A wall is ideal.
Digital pictures...	Poster board.

Not always practical.

Some agile planning tools incorporate it now.

Need a digital tool?

Card Mapping.

http://cardmapping.com/

Rally has some support.
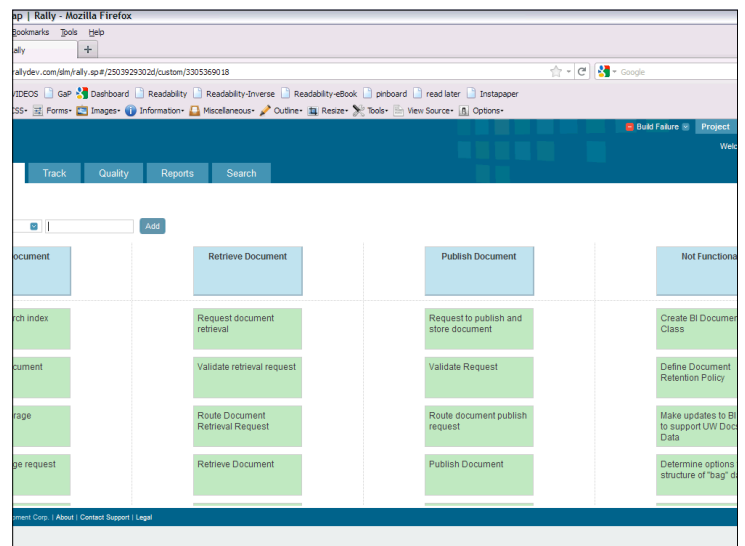
Agile works.

But we need to know who we are building for...

And what we are building them.

Personas & story maps work.

Regardless of your SDLC.

Image Credits

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Thanks!

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