

Best Practices of Agile Teams

...

v5.0.1

Today:

Which practices separate great agile teams from others?

Practicalities

Not actually a Scrum talk: it's just common

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Questions welcome

Practicalities

Not actually a Scrum talk: it's just common

Questions welcome

QR-code for slides at the end

Who am I



Jakob Buis

~~Developer~~

~~Team lead~~

~~Engineering Manager~~

Management consultant

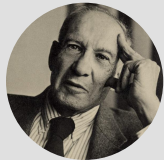
Professional team builder

www.jakobbuis.nl (now with blogging!)

1. Measure **actual** usage

There is **nothing so useless**
as doing with great efficiency
that which **should not be done** at all.

Peter Drucker

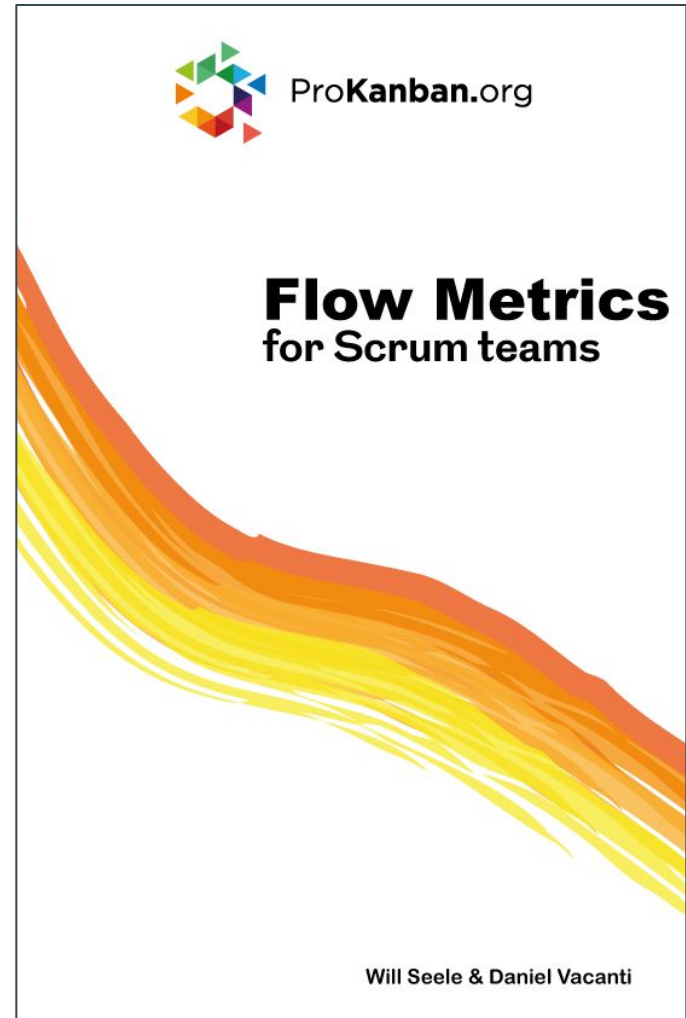


Add tracking tables

feature_foo_clicks		
id	user_id	timestamp
1	1	2025-03-10T14:30:10Z
2	2	2025-03-10T14:31:23Z
3	1	2025-03-11T09:16:00Z
4	3	2025-03-12T04:10:59Z

Board expansion

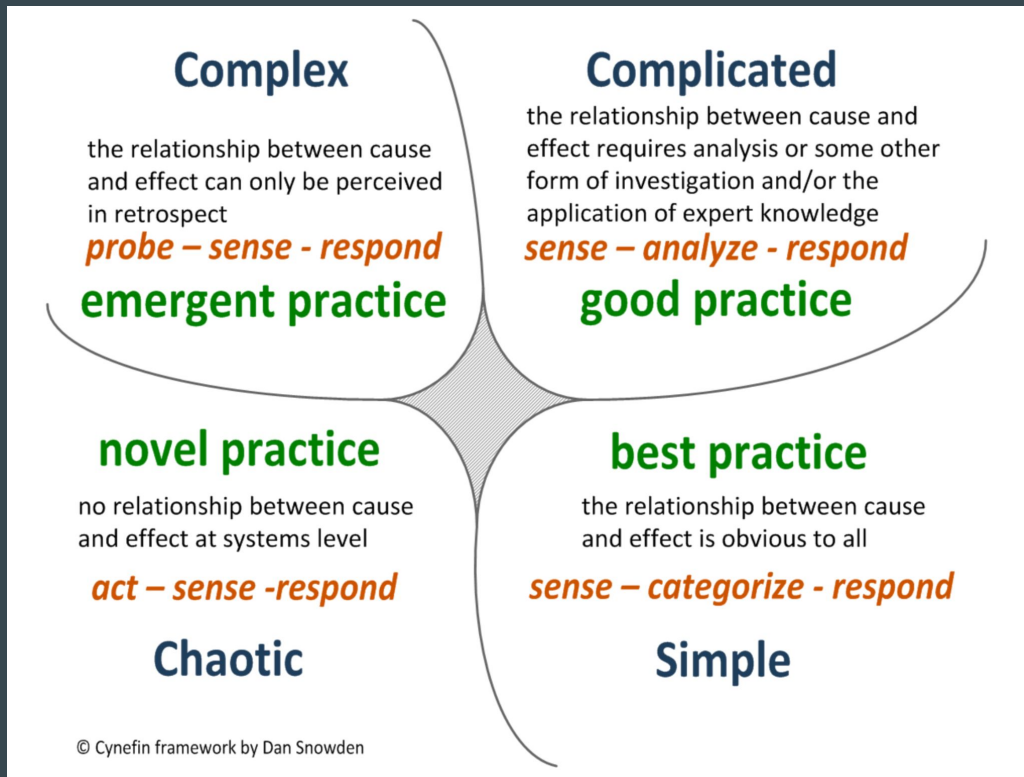
1. Options (Backlog)
2. Discovery
3. Building
 - a. Not started
 - b. Coding
 - c. Code Review
 - d. Ready for release
4. Validating
5. Done



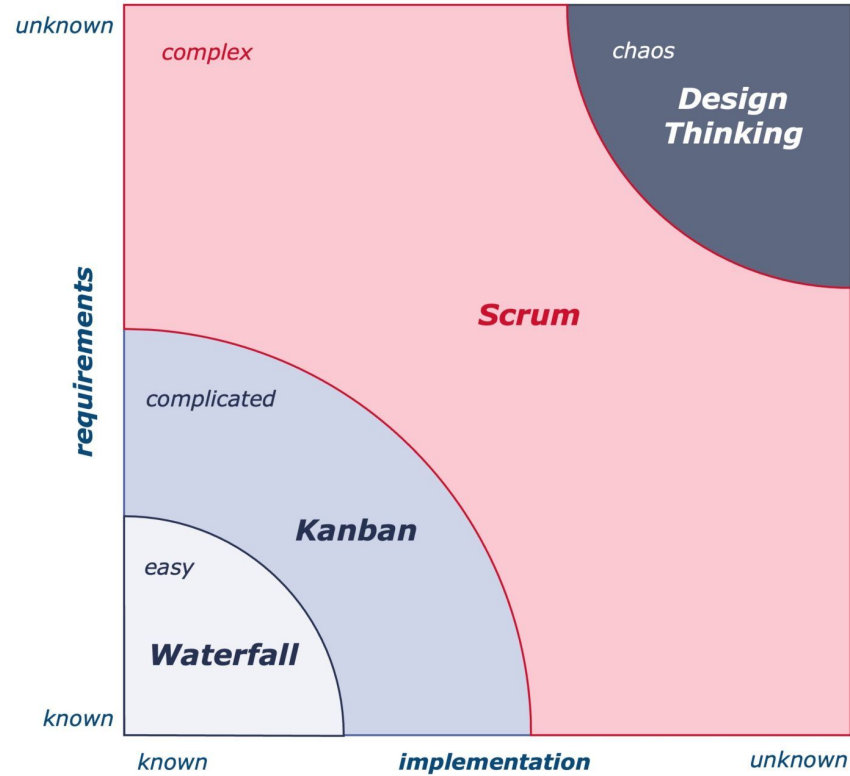
1. Measure actual usage

2. Working, tested software **every sprint**

Software development is complex work



Stacey Matrix



SPRINT REVIEW

DONE WORK



SCRUM TEAM

FEEDBACK



STAKEHOLDERS

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:

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.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

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

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[Twelve Principles of Agile Software](#)

[View Signatories](#)

[About the Authors](#)

[About the Manifesto](#)

Principle 1:

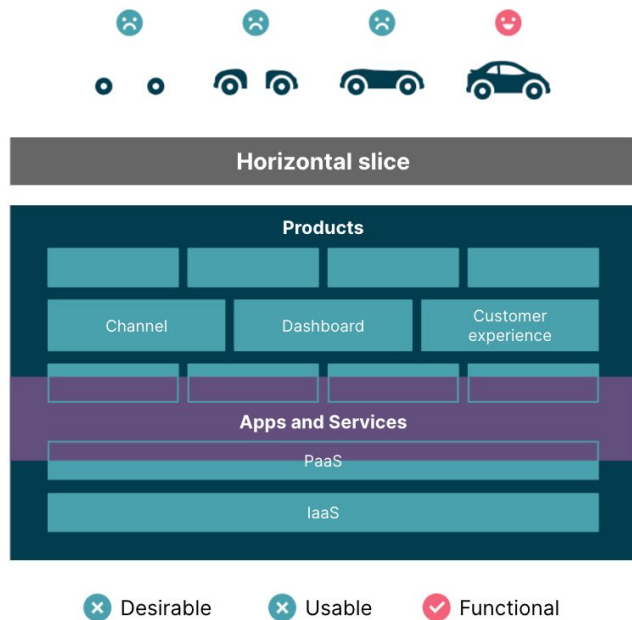
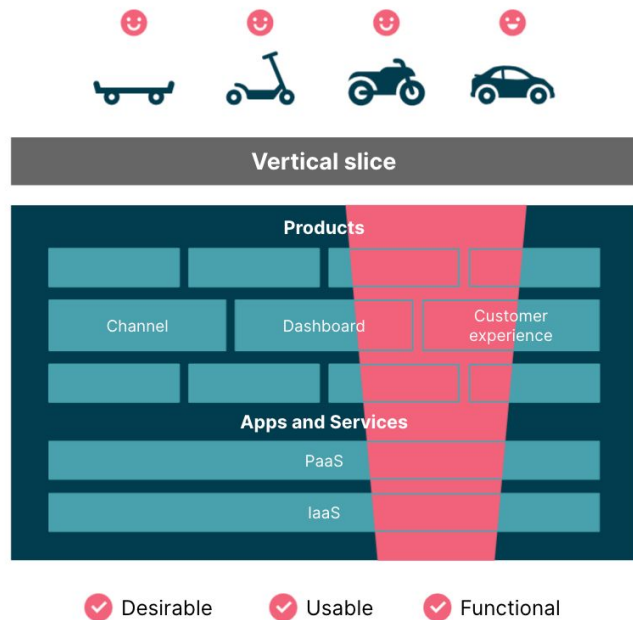
Our highest priority is to satisfy the customer through **early and continuous delivery** of valuable software.

Principle 7:

Working software is the
primary measure of **progress**.

Deliver functional slices

Delivering early with “Thin Vertical Slices”



Working tested software, every sprint

Erase all dependencies

- encode manual stage-gates earlier & shift left
- decoupling architecture
- release yourself
- team layout changes (Team Topologies)

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Better habits

- Avoid big-design up-front
- Incur (some) technical debt
- Don't optimize for personal productivity

2. Working, tested software **every sprint**

3. Data-driven estimation

This guy is a software engineer,
you can tell by his awesome
estimation skills



Subject to biases

Optimism bias

Confirmation bias

Group-think / bandwagon

Flaw of averages

Re-estimation bias

#NoEstimates

After just 3 sprints

Story Points predictive power

The true output:
349,5 SPs
completed

The **predicted**
output: 418 SPs
completed

+20%

of Stories predictive power

The true output:
228 Stories

The **predicted**
output: 220
Stories

-4%!

#NoEstimates (Allen Holub)
<https://www.youtube.com/watch?v=QVBInCTu9Ms>

Improving estimation

Good:

- make items smaller

- multi-point estimates

- same-sizing everything: "1 story point" and "too big"

- <https://mdalmijn.com/p/roman-estimation-a-simple-easy-and>

Improving estimation

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Better:

- use data

Monte Carlo simulation

Record throughput per day:

0 7 2 6 6 3 7 2 9 1 13 0 0 2 4

Monte Carlo simulation

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0 7 2 6 6 3 7 2 9 1 13 0 0 2 4

Sample next 5 days:

2 0 2 7 0

Monte Carlo simulation

Record throughput per day:

0 7 2 6 6 3 7 2 9 1 13 0 0 2

Sample next 5 days:

2 0 2 7 0 = 11

Next week, we'll finish 11 stories

Cumulative Flow
DiagramCycle Time
ScatterplotCycle Time
Breakdown ChartCycle Time
Histogram

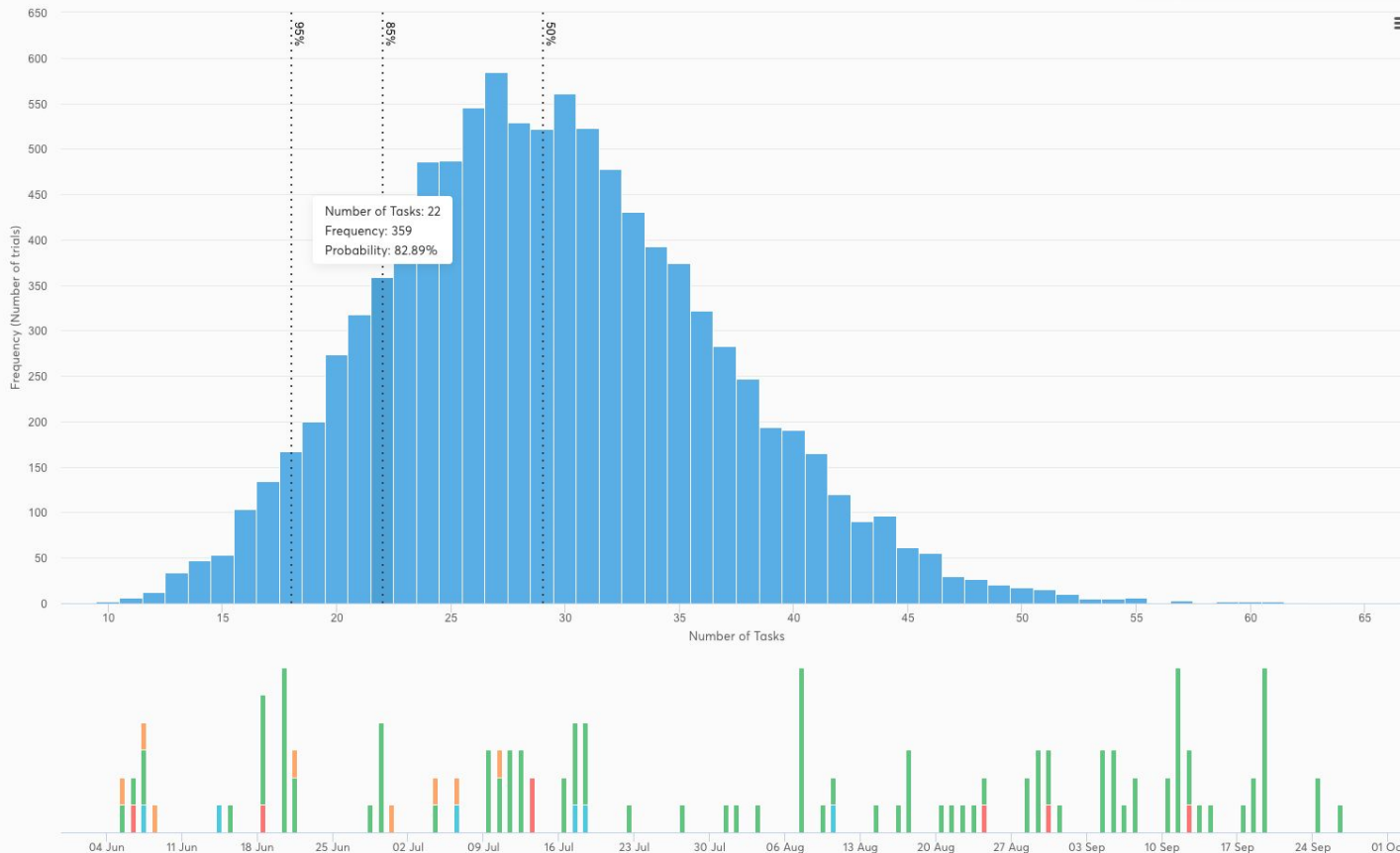
Aging Chart

Throughput Run
ChartThroughput
HistogramFlow Efficiency
ChartMonte Carlo:
Delivery DateMonte Carlo:
Number of Tasks

Monte Carlo: Number of Tasks



01 Jun 2018 - 30 Sep 2018 ▾



Simulation controls

Start Date

15 Sep 2018 ▾

End Date

15 Oct 2018 ▾

Trials

10000

Lists

- ☐ Select all
- ☐ To do
- ☒ Development
- ☒ Code review
- ☒ Code review (Done)
- ☒ Testing
- ☒ Testing (Done)
- ☒ Deployment
- ☒ Done

Labels

- ☒ Select all
- ☒ Cards without labels
- ☒ Expedite
- ☒ Fixed Delivery Date
- ☒ Intangible
- ☒ Standard

Members

Percentiles

- ☐ Select all
- ☐ 30%
- ☒ 50%



Cumulative Flow
DiagramCycle Time
ScatterplotCycle Time
Breakdown ChartCycle Time
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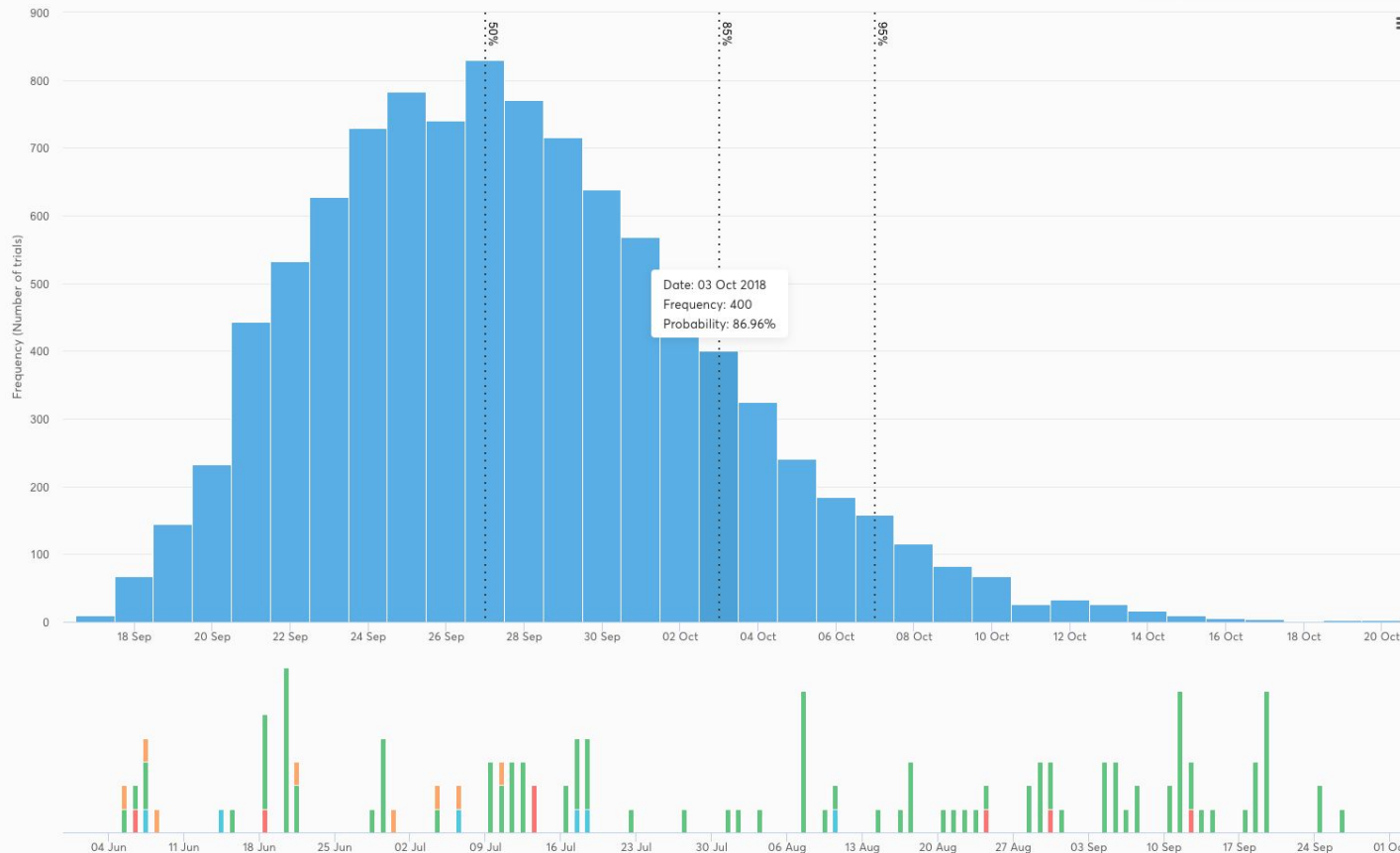
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Monte Carlo: Delivery Date



01 Jun 2018 - 30 Sep 2018 ▾



Simulation controls

Start Date
15 Sep 2018 ▾Items to complete
10Trials
10000

Lists

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Pitfalls

The future is dependent on the past



Pitfalls

The future is dependent on the past

100% certainty assholes



Pitfalls

The future is dependent on the past

100% certainty assholes

Weighted monte carlo



3. Data-driven estimation

4. **Effective** retrospectives



Make retrospectives effective

Inspect & adapt

1-2 high priority improvements,
implemented next sprint

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Escalate what you cannot solve

Make retrospectives effective

Inspect & adapt

- 1-2 high priority improvements,
implemented next sprint

Escalate what you cannot solve

Data-driven decision making

Software delivery performance metric	Elite	High	Medium	Low
 Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	On-demand (multiple deploys per day)	Between once per week and once per month	Between once per month and once every 6 months	Fewer than once per six months
 Lead time for changes For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code committed to code successfully running in production)?	Less than one hour	Between one day and one week	Between one month and six months	More than six months
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Less than one hour	Less than one day	Between one day and one week	More than six months
Change failure rate For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	0%-15%	16%-30%	16%-30%	16%-30%

<https://cloud.google.com/blog/products/devops-sre/using-the-four-keys-to-measure-your-devops-performance>

Work in Progress

HIGH



Your WIP is too high! Focus on moving current tasks along, especially the ones that are almost done:

[Under Review](#) [DEV] 2222-738[Ready for Review](#) [DEV] 5302-730[Ready for Review](#) [DEV] 9983-283

Cycle Time

STABLE

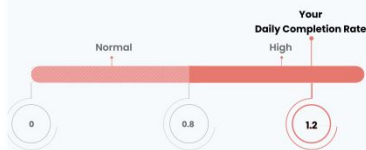


Your cycle time is stable! If you're still looking for improvement opportunities, consider reviewing the items with the longest cycle time:

[16 days](#) [DEV] 7382-849[12 days](#) [DEV] 6638-839[12 days](#) [DEV] 2673-098

Throughput

HIGH



Your throughput is too high! Review these tasks to identify what factors contributed to this boost and assess if they can be sustained in the long run:

[Aug 4th](#) [DEV] 8293-283[Aug 4th](#) [DEV] 8993-103[Aug 4th](#) [DEV] 8112-099

Work in Progress Age

AT RISK



Your WIP age is at risk! Consider prioritizing the tasks with the highest work in progress age to bring your workflow back under control:

[16 days](#) [DEV] 1232-190[12 days](#) [DEV] 3320-827

Cycle Time per Process Step

HIGH



Your Development cycle time is too high! Focus on assessing the issue that caused the delay to bring cycle time on that status back in line:

[16 days](#) [DEV] 8892-772

Flow Efficiency

STABLE



Your flow efficiency is stable! If you want to further reduce wait times, consider analyzing the following items with the lowest flow efficiency and highest cycle time:

[16 days](#) 23% [DEV] 537-009[12 days](#) 26% [DEV] 346-098

Controls for all charts

Colors

- ☐ Issue Type
- ☒ Status
- ☐ Priority
- ☐ Severity of Impact

Cycle time precision

Filters (70 cards)

Statuses (1/4)

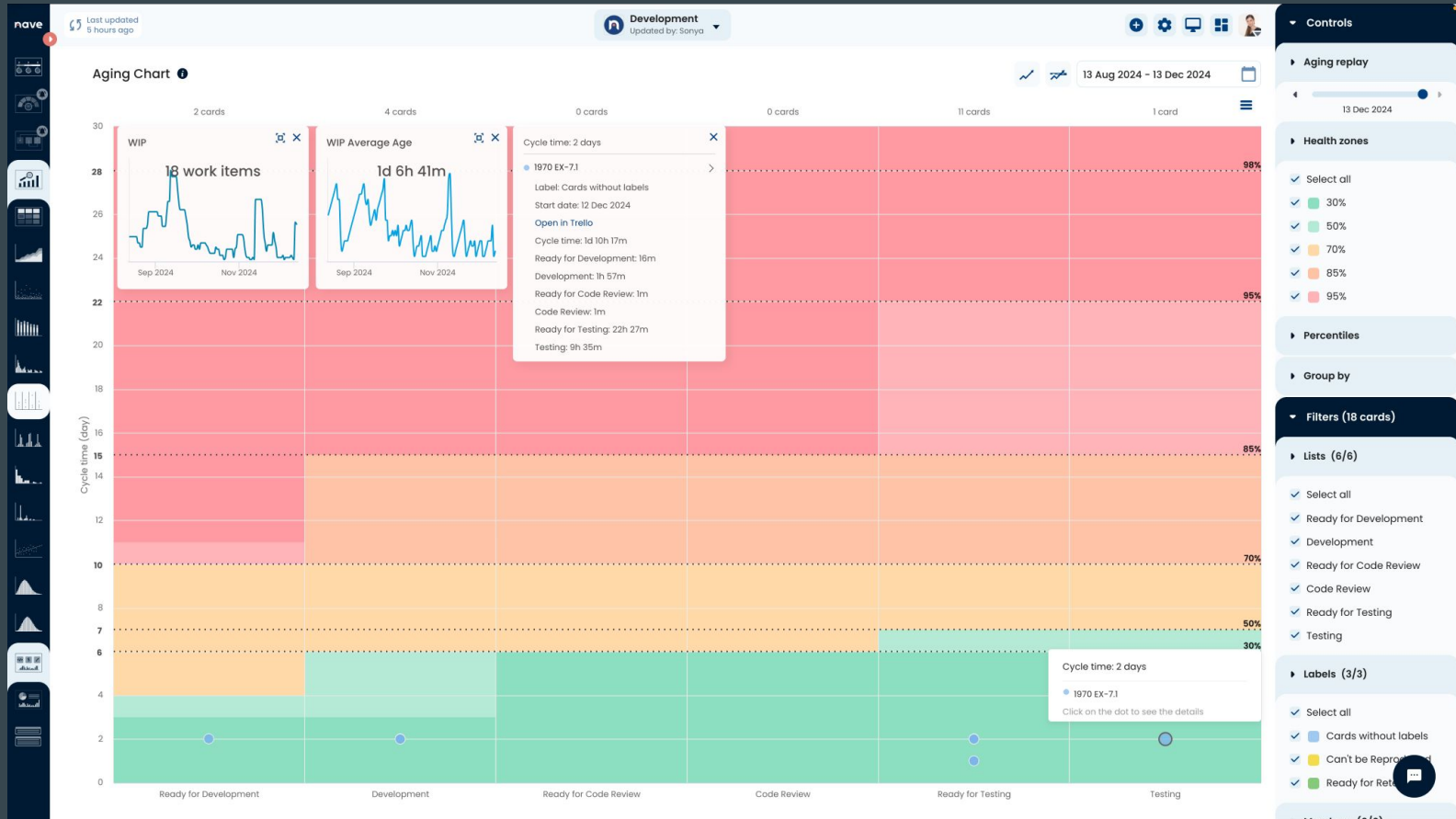
- ☒ Development
- ☐ Code Review
- ☐ Testing
- ☐ Deployment

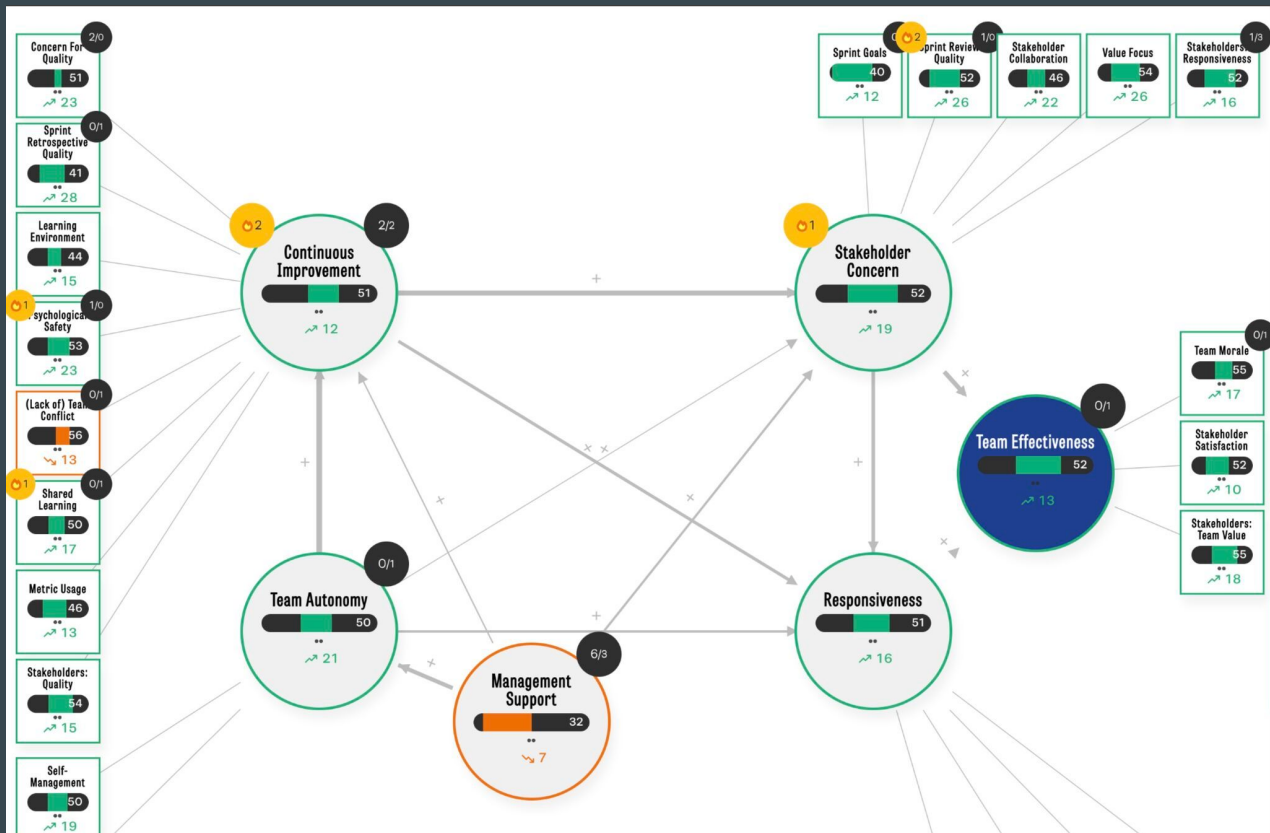
Priorities (4/4)

- ☒ Expedite
- ☒ Fixed Date
- ☒ Standard
- ☒ Intangible

Sprints (1/4)

- ☐ Sprint 01 - Launch Prep
- ☒ Sprint 02 - UI Improvements
- ☐ Sprint 03 - Bug Fixes
- ☐ Sprint 04 - UX Updates





4. **Effective** retrospectives

To do

To do:

1. Measure actual **usage**
2. **Working** tested software, every sprint
3. **Data**-driven estimation
4. Effective retrospectives

How to get started

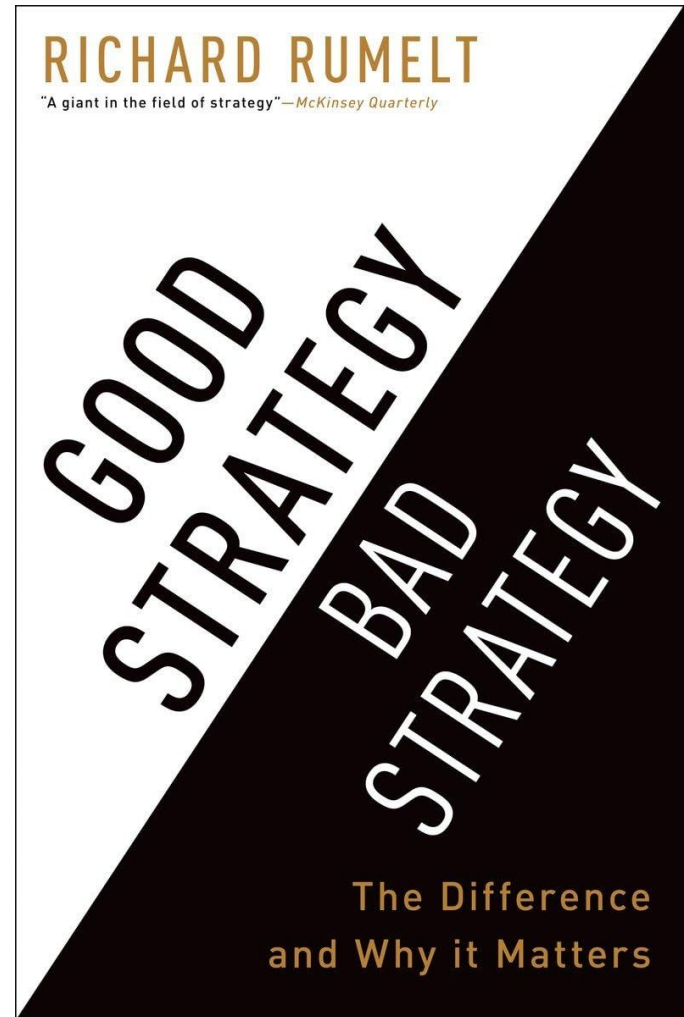
RICHARD RUMELT

"A giant in the field of strategy"—*McKinsey Quarterly*

GOOD
STRATEGY
BAD
STRATEGY

The Difference
and Why it Matters

The kernel of a strategy
contains three elements:
a **diagnosis**,
a **guiding policy**,
and **coherent action**.



That's all!

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www.jakobbuis.nl

