Speculate

Plan implies you know too much…

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Speculation Resources

Agile Project Management: Creating Innovative Products (2nd Edition), Jim Highsmith

User Stories Advantages
http://www.mountaingoatsoftware.com/articles/advantages-of-user-stories-for-requirements
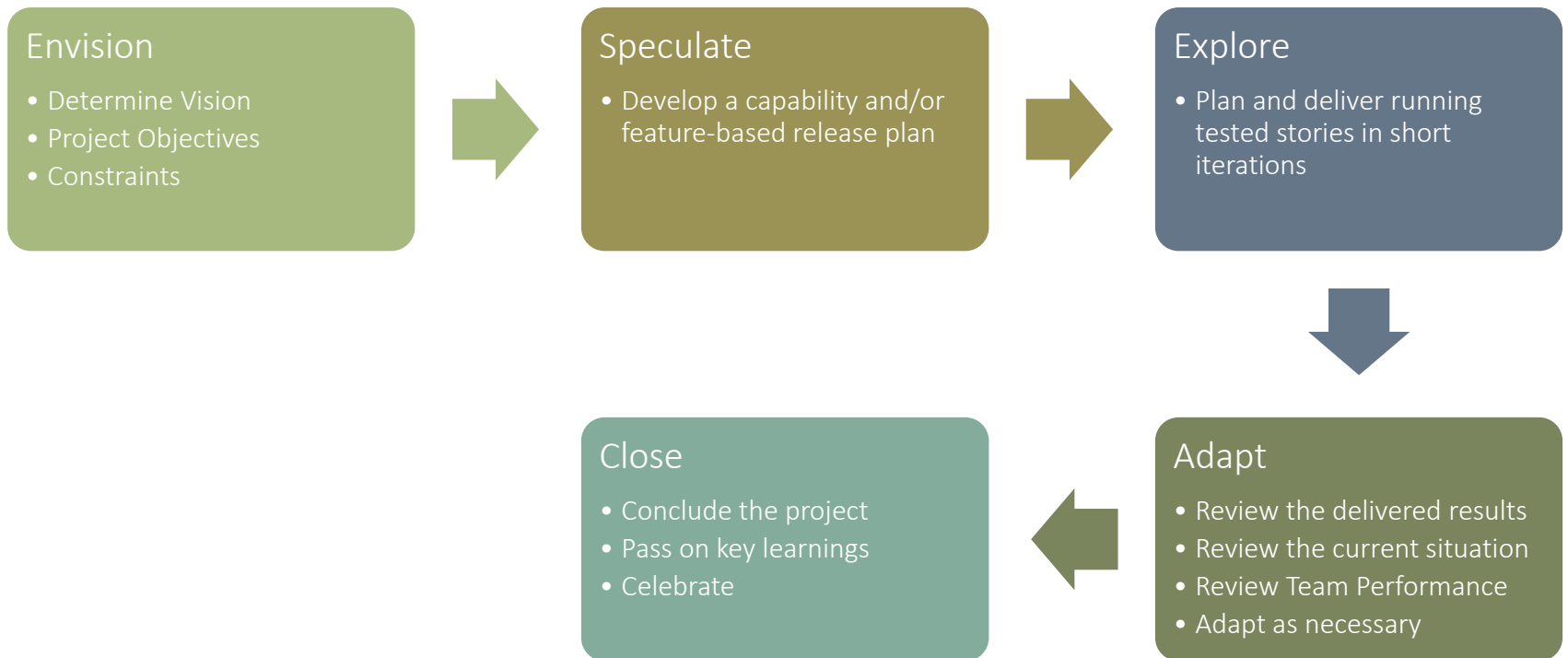
Kent McDonald -
http://www.slideshare.net/kentjmcdonald/estimating-in-software-development-no-silver-bullets-allowed

Dan North –

http://dannorth.net/2009/07/01/the-perils-of-estimation/

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An Agile Delivery Framework

Agile Project Management 2nd Edition, Jim Highsmith

Envision
- Determine Vision
- Project Objectives
- Constraints

Speculate
- Develop a capability and/or feature-based release plan

Explore
- Plan and deliver running tested stories in short iterations

Adapt
- Review the delivered results
- Review the current situation
- Review Team Performance
- Adapt as necessary

Close
- Conclude the project
- Pass on key learnings
- Celebrate

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Can you define "plan" as "a loose sequence of manifestly inadequate observations and conjectures, held together by panic, indecision, and ignorance"? If so, it was a very good plan.

Jonathan Stroud

91

In complex situations, we may rely too heavily on planning and forecasting and underestimate the importance of random factors in the environment. That reliance can also lead to delusions of control.

Hillel J. Einhorn

92

In preparing for battle I have always found that plans are useless, but planning is indispensable.

Dwight D. Eisenhower

93

A good plan violently executed now is better than a perfect plan executed next week

George S. Patton

94

Speculate

Plans are guides, not straightjackets

Plans must adapt

  Customers understanding of the requirements change

  Estimates of work effort vary

  People arrive/depart

  And many other reasons...

Establish a target and a direction – we expect change over the life of the project

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Agile Project Speculating

Determine how the product and its features will evolve in the current release

Balance anticipation with adaptation

Focus on the highest value features early

Think about business goals

Provide necessary cost and schedule information to management

Establish priorities and tradeoffs

Consider alternatives

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Speculate Practices

Build a product backlog

Release Planning

Candidate Architecture

Estimating

First Feasible Deployment

97

Building a Product Backlog

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Incremental – But Not Like This
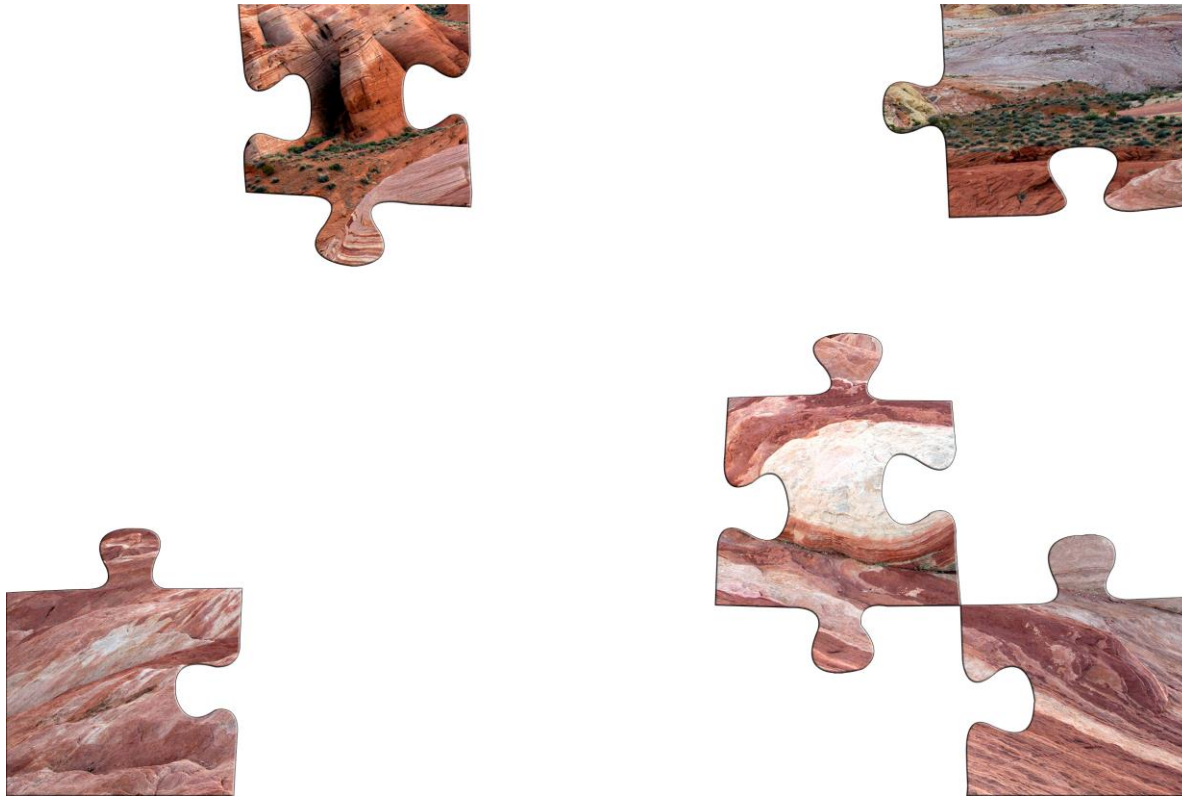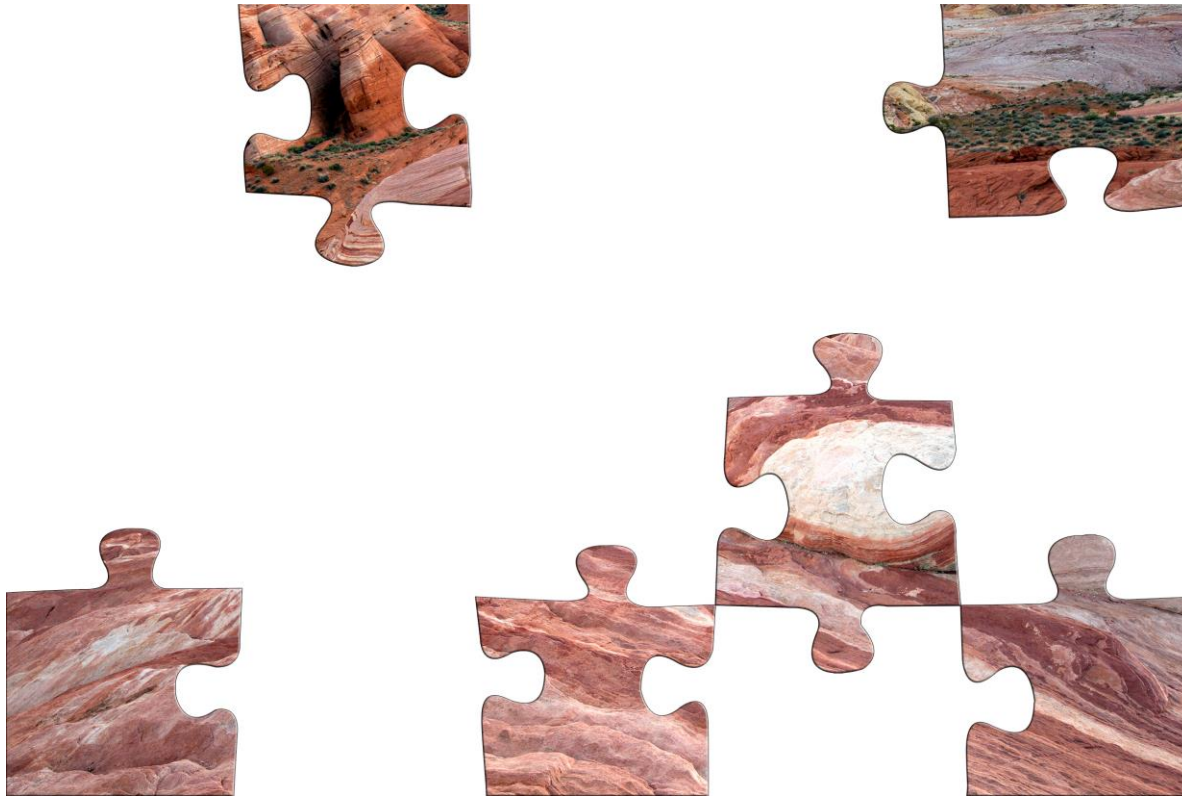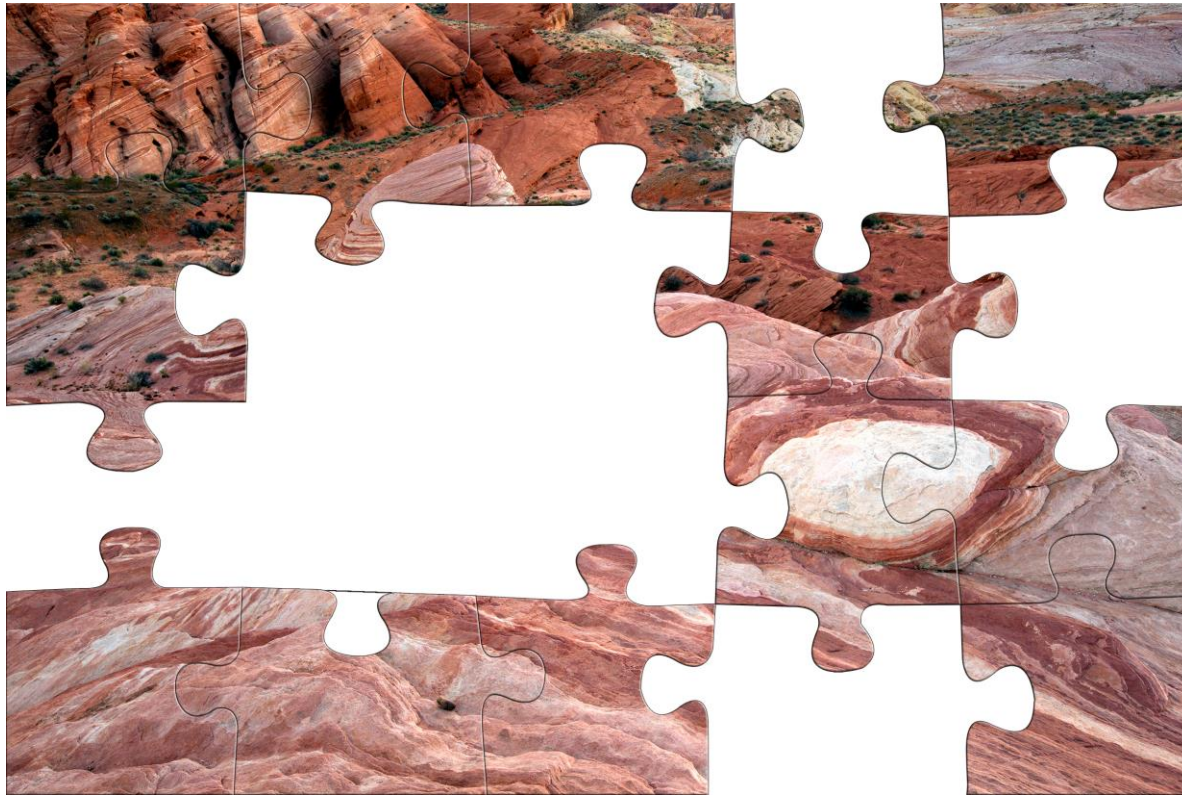
99

Incremental – But not like this

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Incremental – But not like this

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Incremental – But not like this

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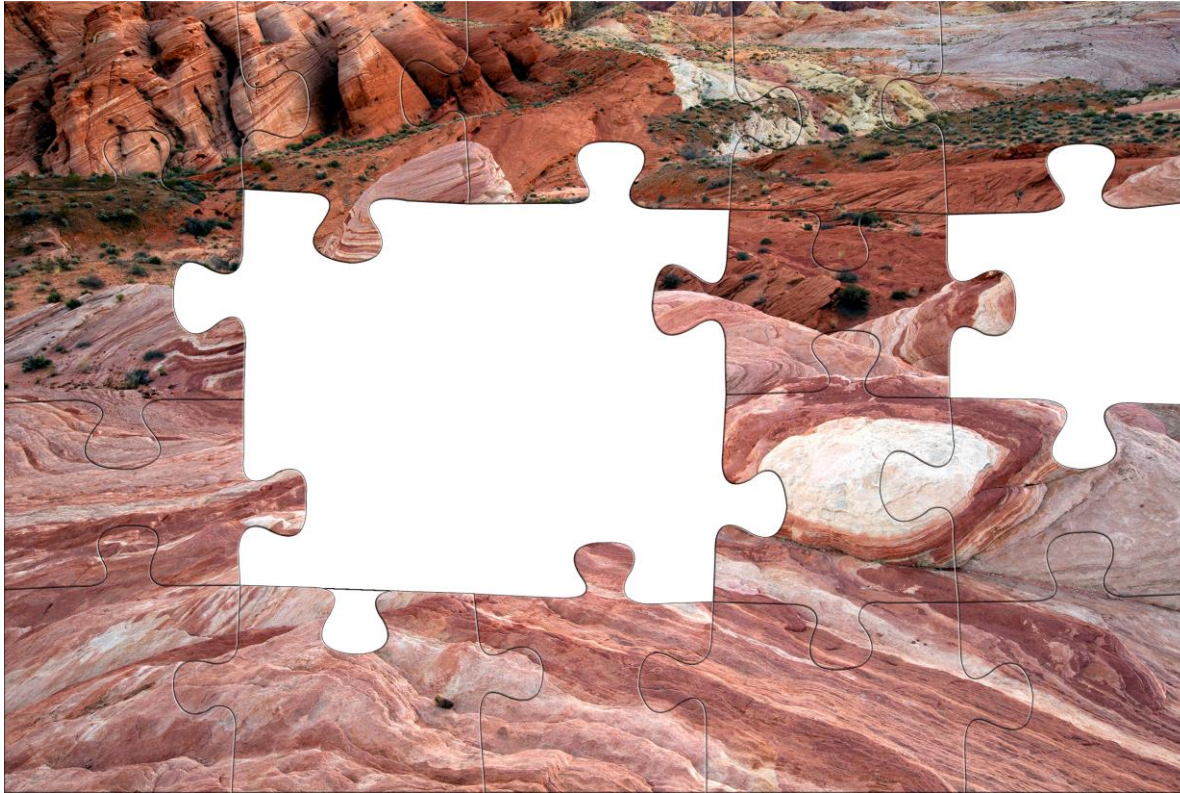
Incremental – But not like this

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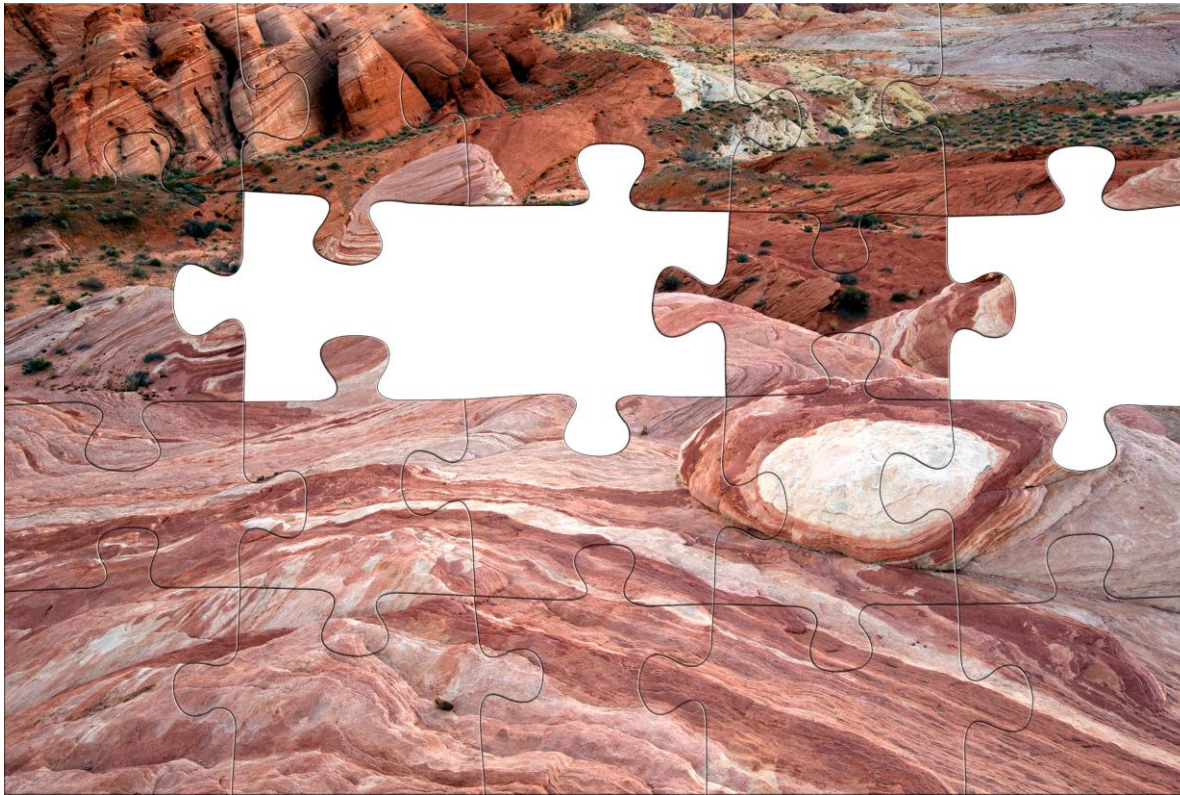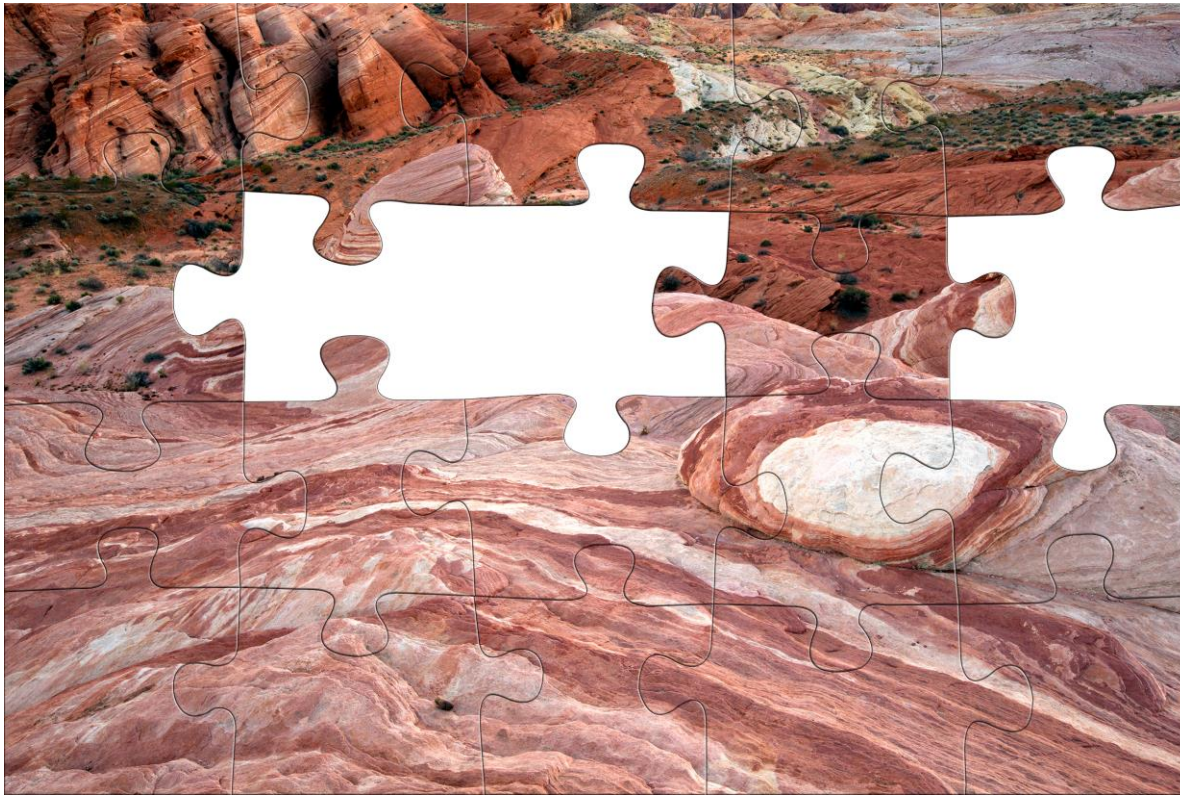# Incremental – But not like this

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Incremental – But not like this

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Incremental – But not like this

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Incremental – But not like this

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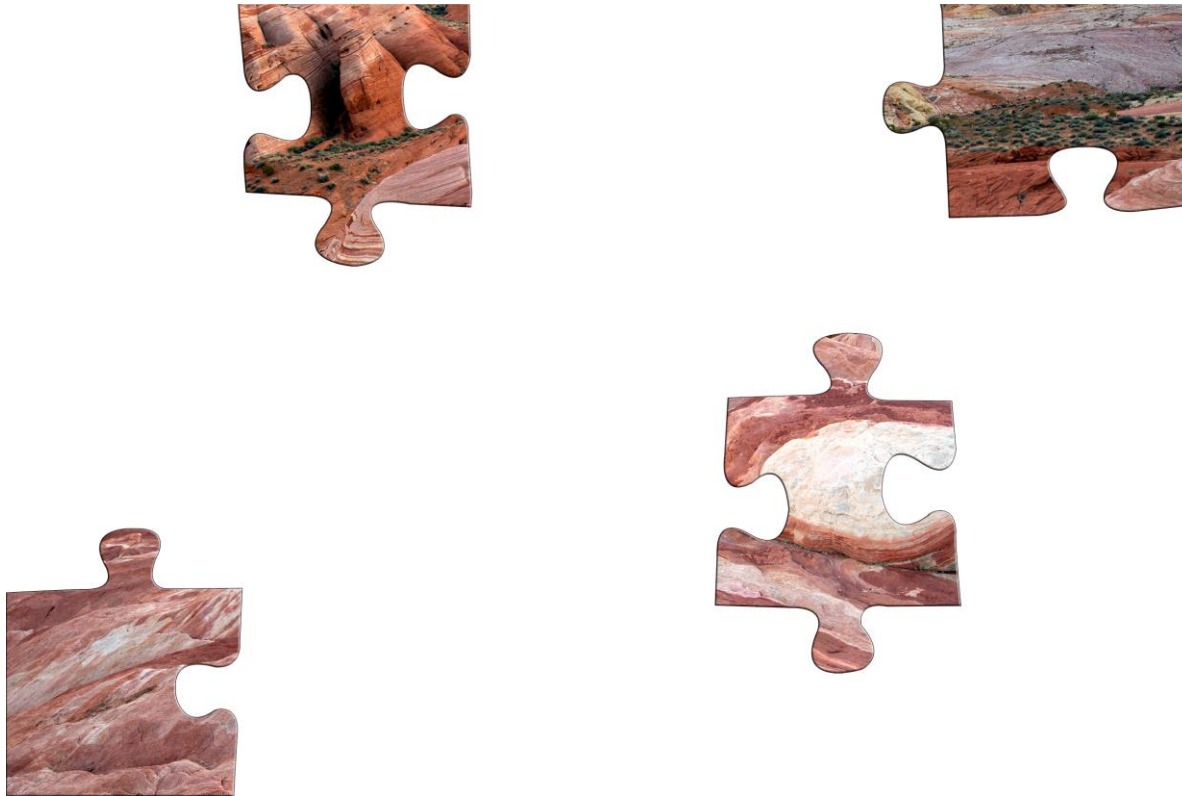
Progressive

Progressive

113

Progressive
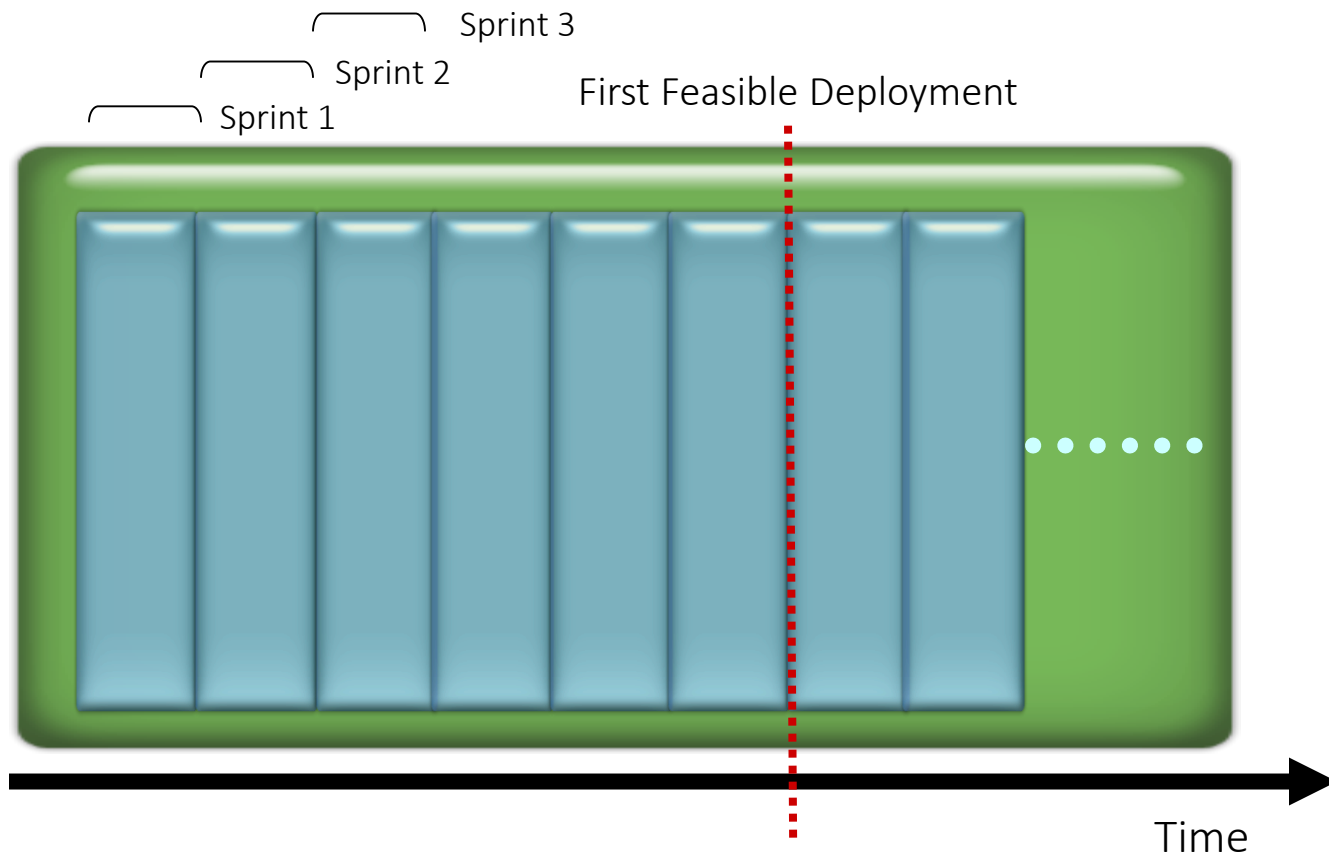

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Progressive

115

Progressive

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Progressive

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Agile in Practice

User Story Examples – Recruiting Website

As an applicant I can post my resume on the web site so that it will be visible to a company looking for people.

As an applicant I can search through posted jobs so that I can see if they are interesting to me.

As a recruiter I can post job openings on the web site so that the job opening will be visible to applicants looking for jobs.

As an applicant I can limit the list of recruiters who can see my resume – why?

As an applicant I can limit the other applicants who can see my resume – why?

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What Makes up a User Story

Written description of the story, primarily a reminder of a conversation.

  A Story: As a <role> takes an <action> and gets <value>

  Example: As an administrator I want to look up this month's patient report to see who is over the user defined threshold

  Have business value

  Are easily identifiable by the Product Owner, customers and the team

Conversations about the story that serve to flesh out the details of the story

Tests that convey and document details that can be used to determine when a story is complete
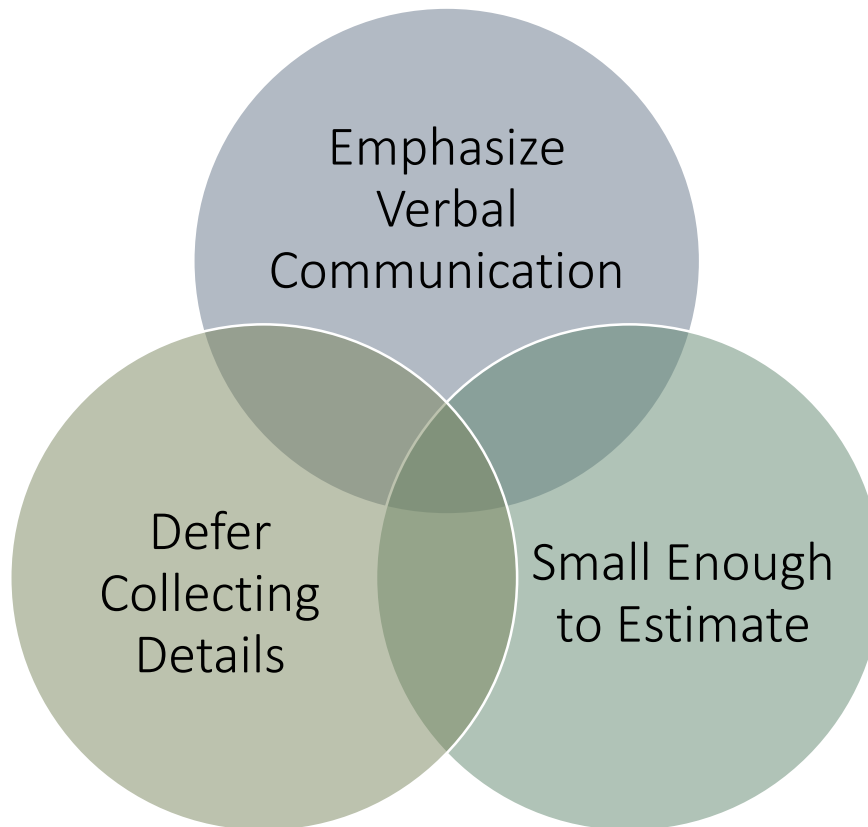
121

Card, Conversation, Confirmation

The card is a physical manifestation of the user story

The conversations that make up the user story are the shared understanding of the user stories.

The confirmation aspects of the card are the way that we would figure out whether or not we completed the card.

Ron Jeffries, "Essential XP: Card, Conversation, and Confirmation," *XP Magazine*, August 30, 2001.

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Why User Stories?

Emphasize Verbal Communication

Defer Collecting Details

Small Enough to Estimate

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Written Language Complexity

Often very imprecise

Open to interpretation

We act as though written words are precise, yet they often aren't.

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Example

Entrée comes with choice of soup or salad and bread

Which of these did it mean I could choose?
Soup or (salad and bread)
(Soup or salad) and bread

More Examples

"The user can enter a name. It can be 127 characters."

"I handed in a script last year and the studio didn't change one word." -- Steve Martin

The word they didn't change was on page 87

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What are we building?

The product shall have a gas engine.

The product shall have four wheels.

The product shall have a steering wheel.

The product shall have a steel body

Source: Adapted from *The Inmates are Running the Asylum* by Alan Cooper (1999).

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Riding Lawnmower

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Exercise: Communication

Setup: Teams of 4 – Choose 2 developers

Rules

    The originals cannot leave the room

    Specifications can be delivered as often as desired.

    There is no limit on the number of specifications that can be delivered

    Specification Writers can ONLY hand over the specifications

    No verbal or Non-Verbal Communication

    Specification writers can look at what the developers are doing

Duration: 30 Minutes

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