Merhaba

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MASTER EXPERT ANALYST EXECUTION LEAD

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SENIOR EXPERT ANALYST & SCRUM MASTER

27.11.2025

Training Objectives

- ✓ To gain fundamental knowledge about the **Agile Project Management** approach, which is widely used around the world and whose success has been proven.
- ✓ To gain knowledge about popular techniques applied to **increase success, speed, flexibility, and quality** in your projects.

As a participant, I would like to understand why change is necessary so that I can be a part of the transformation within the organization!!!

IT / Customer Questions

- How long will it take?
- When will it be ready?
- When will you work on my request?
- Are you really working?
- What should I do to get someting done?
- How can I help you?

Today's Problems

- Customers cannot clearly express what they want or are not sure about it.
- The real details of customers' requests cannot be identified at the beginning of the project and emerge as the project progresses.
- As visible results start to appear, customers tend to change their requests.
- Most projects end up with unused features being developed.
- Changing external conditions affect the projects, leading to requests for changes
- The real needs of customers are not clearly understood at the beginning of the project, and the details emerge as the project progresses.
- After the first visible outputs appear, customers tend to change their requests.

Right Side – IT / Development Teams

Empathy with the Customer

As a customer, did you like it?

Until you try this..

Introduction to the Concept of Agile

What is agility?

Adaptability to what kind of changes?

Agility is the ability to adapt to changes in the environment and in the objective.

Do we really need to be AGILE?

WHY AGILE?

Adaptability to what kind of changes?

CHANGES

Strategic Changes:
High-level changes that affect long-term goals, the vision anf the overall direction of the organization.

Tactical Changes:
Changes made to medium-term plans and processes that support the strategic objectives.

Operational Changes:
Short-term changes that directly affect Daily operations, tasks and operational workflows.

WHY AGILE?

What do we do for change in the traditional world??

CHANGES

Imposibble!

Too expensive!

Too late!

Frustraiting!

WHAT IS THE AGILE METHOD?

This means the methods, tools and processes used to apply the Agile philosophy in practice.

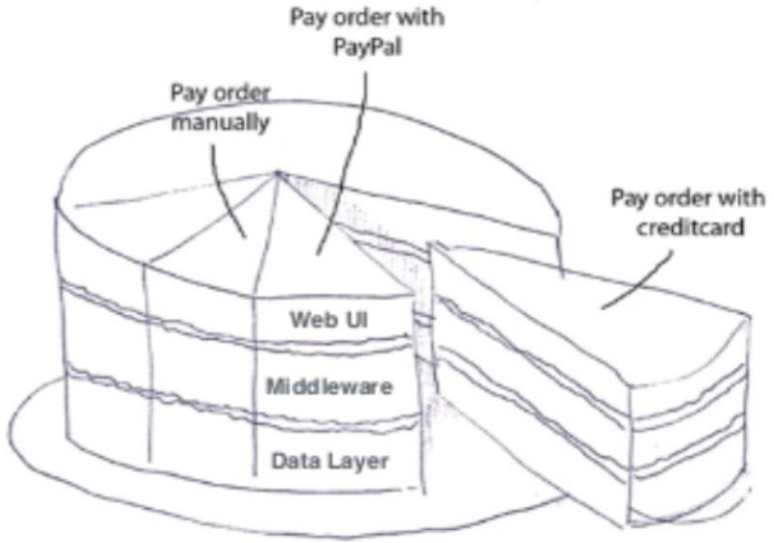
In this context; a project management approach that prioritizes developing the project incrementally, focusing on:

✓ Early and frequent delivery of business value
✓ Continuous improvement of the product and processes
✓ Flexible scope management
✓ An empowered team and close collaboration with the customer
✓ Delivering products that fully meet customer needs

Vertical Slices

over

Horizontal Slices



HOW DO WE BECOME AGILE?

- Fast sensing
- Fast decision-making
- Fast maneuvering
- Continuous motivation

HOW DO WE BECOME AGILE?

Fast sensing

- Close communication
- Early feed-back
- Early failure
- Focus
- Clear goals
- Accurate measurement
- Transparency
- Trust and alignment
- Continuous improvement

Fast decision-making

- Close communication
- Early feed-back
- Early failure
- Focus
- Clear goals
- Accurate measurement
- Transparency
- Trust and alignment
- Continuous improvement

HOW DO WE BECOME AGILE?

Fast maneuvering

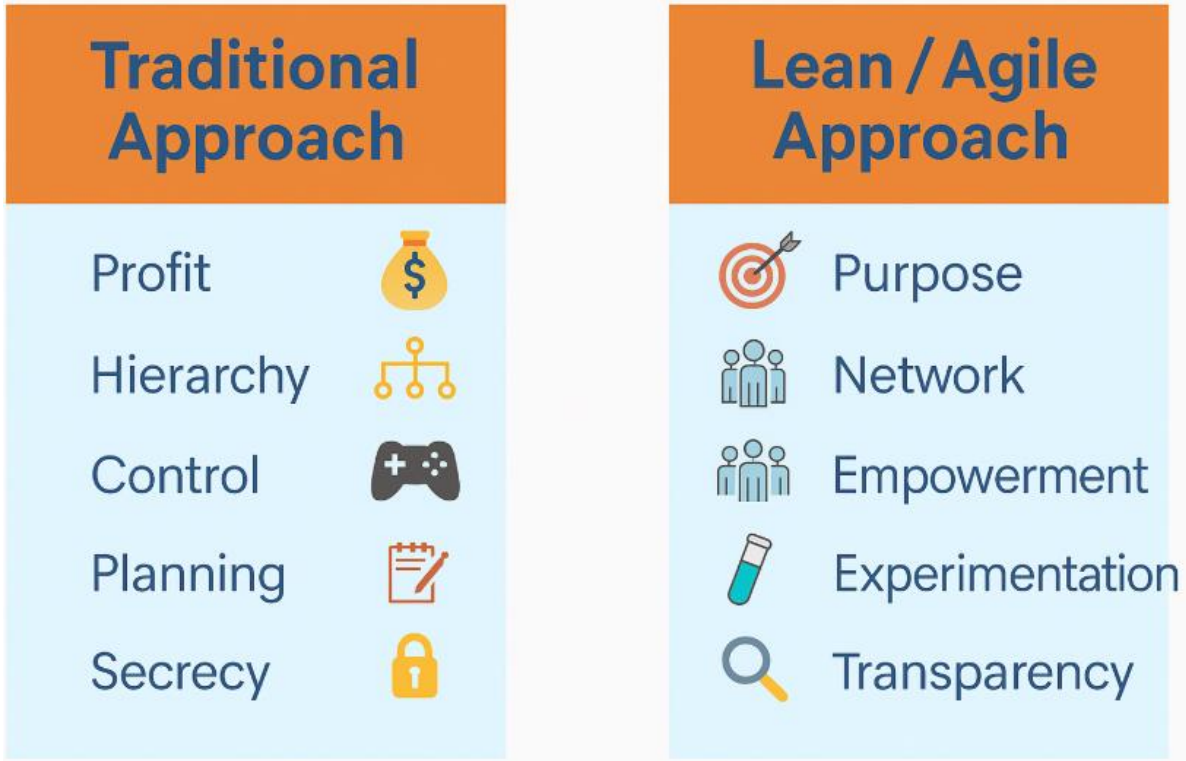
- Clear goals
- Small teams
- Intra-team alignment
- Intra-team trust
- Continuity
- Automation
- Modular architecture
- Autonomy
- Continuous improvement

Continuous motivation

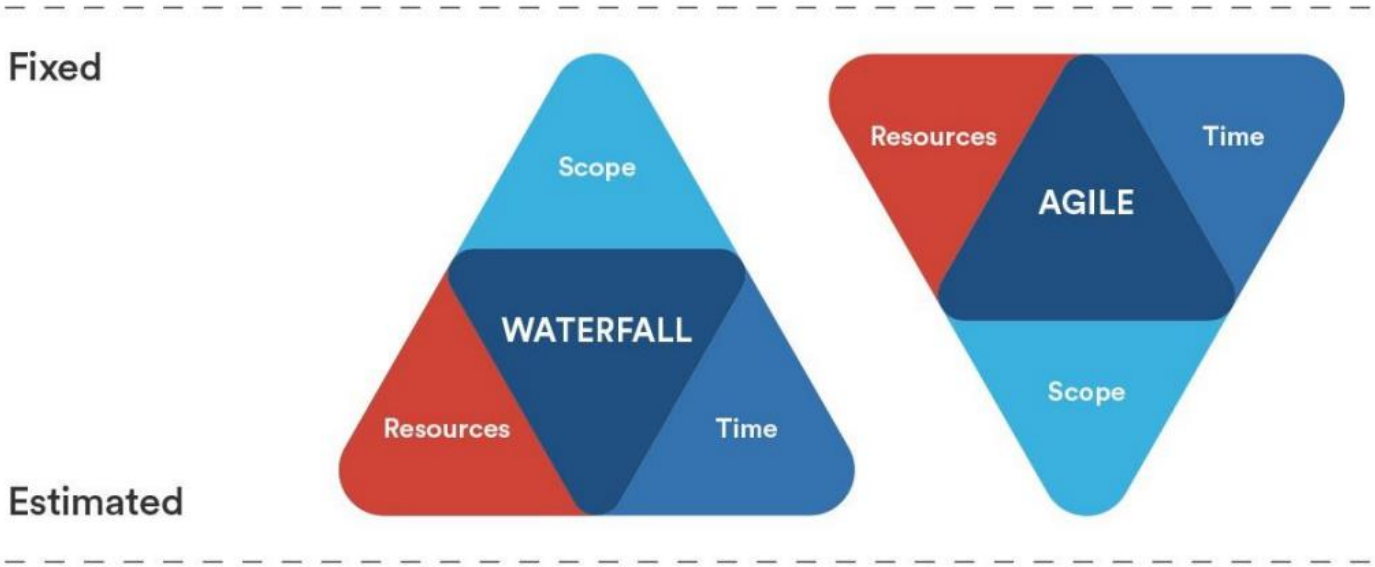
- Corporate belonging
- Sense of the importance of the work
- Responsibility & Authority
- Alignment
- Self-development
- Self-actualization
- Environment & Support
- Doing enjoyable work

Organizational Perspective Change

Traditional Approach	⇨	Lean / Agile Approach
More Static Organizaztion	⇨	More Dynamic Organization
More Function-Based Grupps	⇨	More Mission-Based Teams
More Plan Conformance	⇨	More Leadership
More Management	⇨	More Control
More Control	⇨	More Empowerment (Autonomy)
CHANGE: Prevent & Control	⇨	CHANGE: Initiate & Adapt
More Rule	⇨	More Principle
Past Performance Evaluation	⇨	Future Performance Improvement

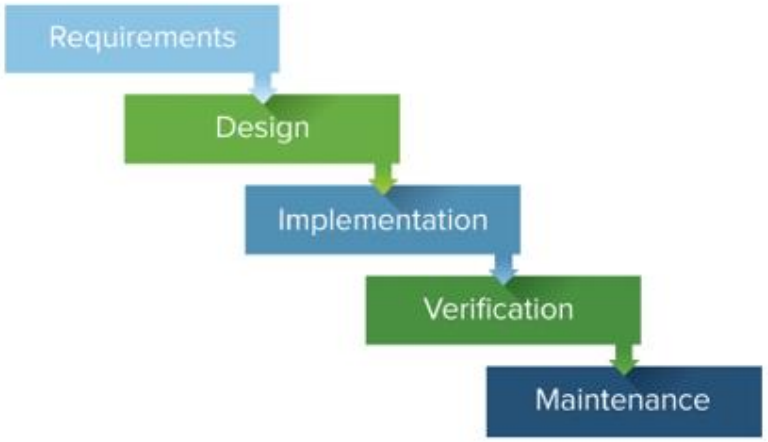


Waterfall – Agile Association

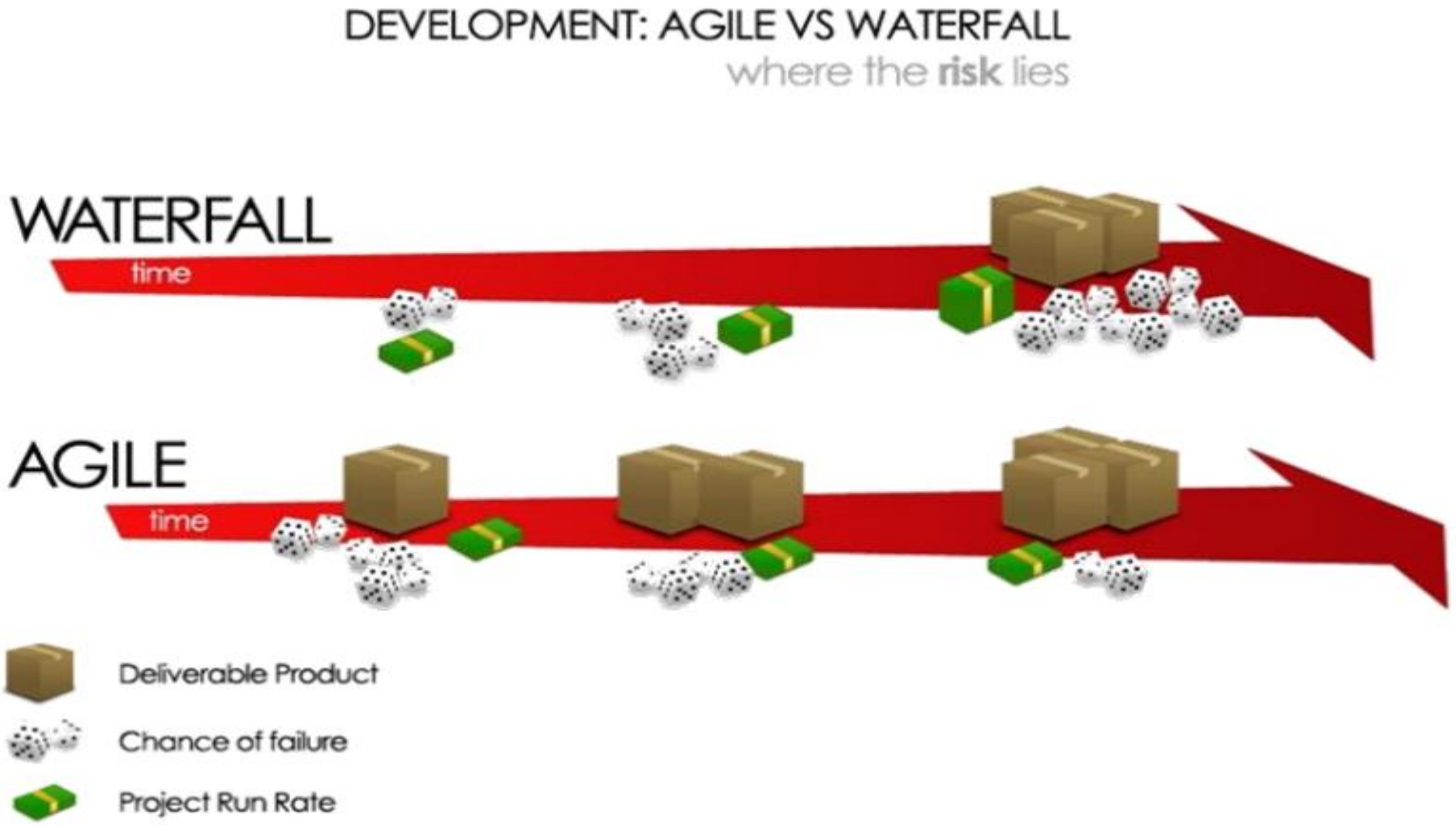


Waterfall

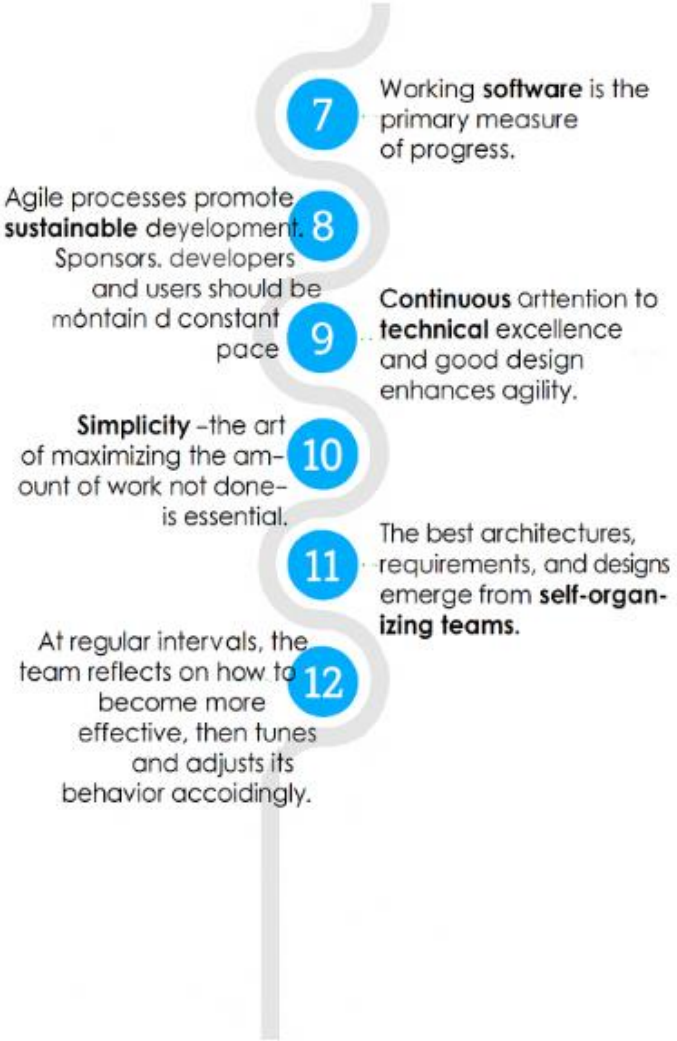
- 1970, Winston W. Royce
- Ideal for construction and engineering
- Generally proceeds with prototyping
- Requires centralized control; as complexity increases, centralized control breaks down



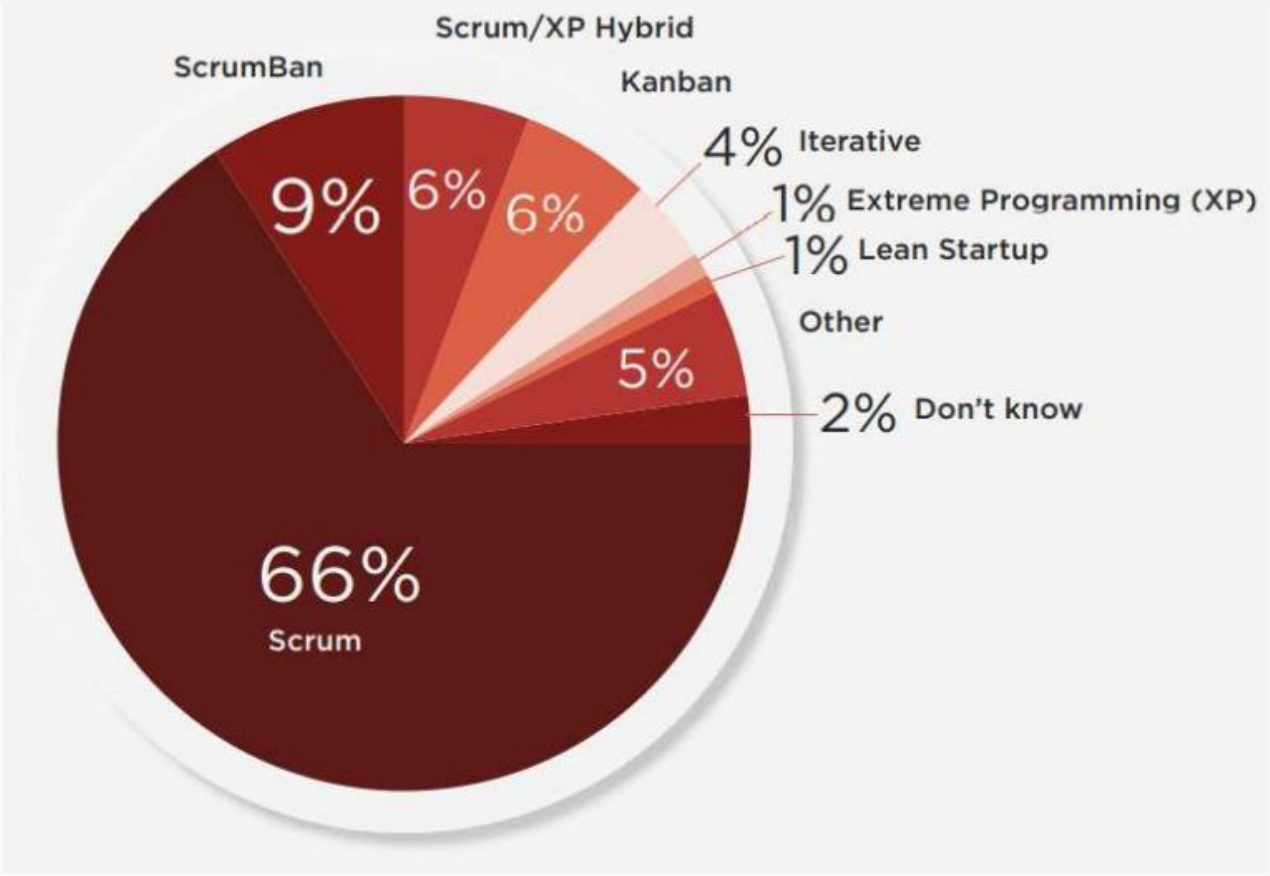
Waterfall – Agile



Agile Manifesto Principles



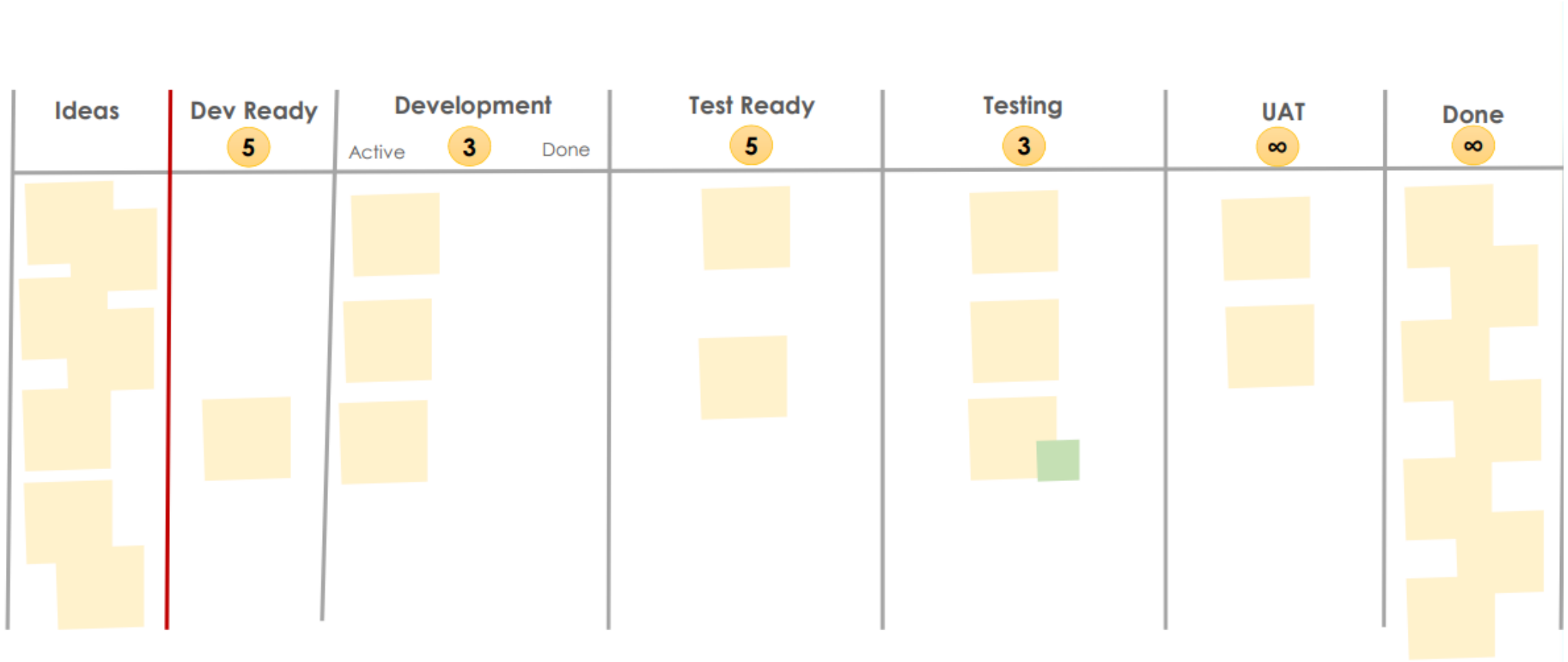
Agile-Based Methods - 2021



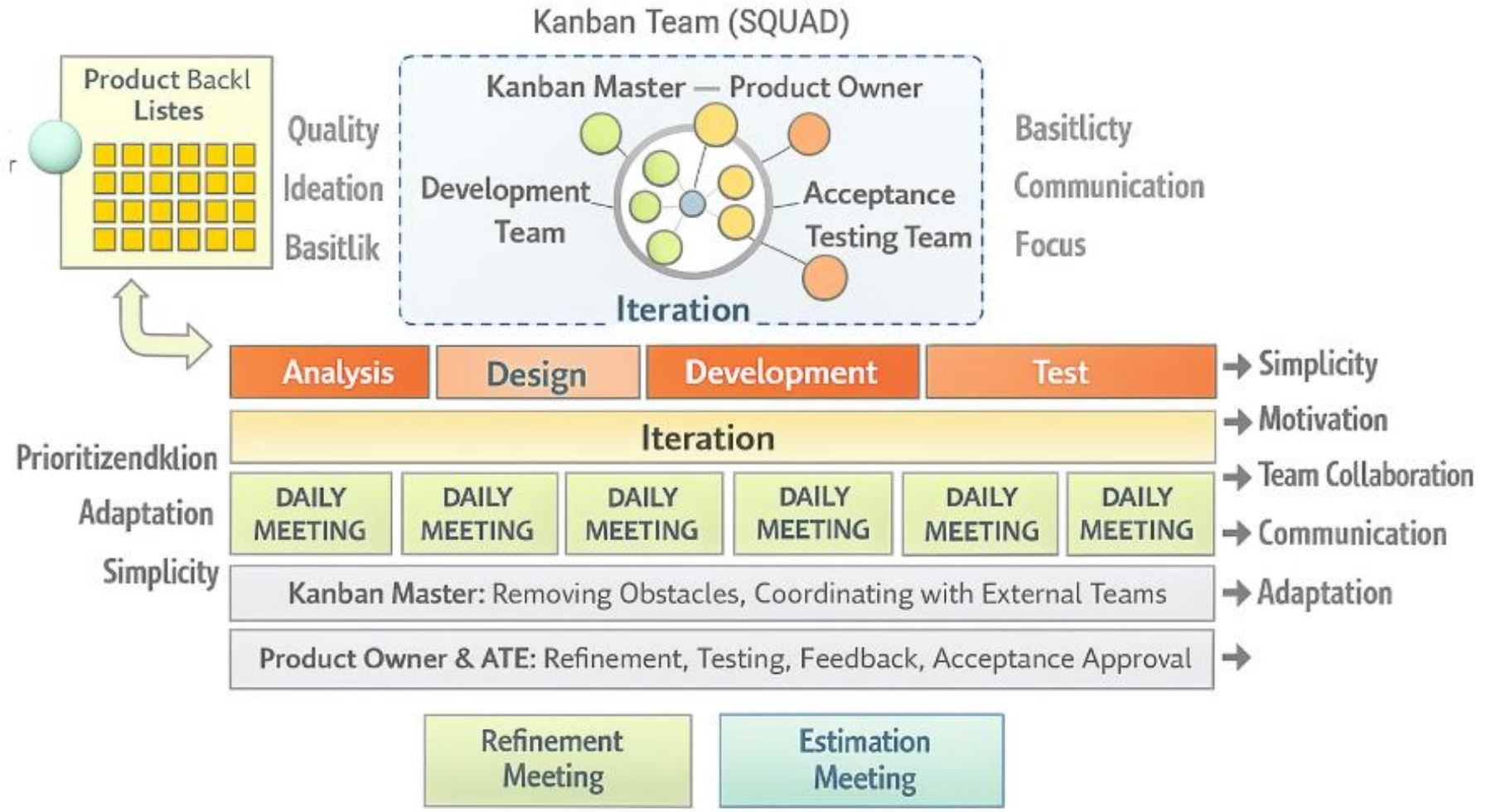
Flow Based - Kanban

- The word **Kanban** is Japanese and means **“Visual Card.”**
- The initial idea was taken from supermarket shelf management. It is known how many pieces of each product should be on the shelves, and when an item runs out, a new one is brought in. A system was established to pull products from stock when there is a shortage.
- This structure was later used on Toyota’s production lines and improved with the minimum stock principle.
- To visually control and balance the production line, a system based on principles that have been implemented at Toyota for years has almost become synonymous with Lean principles.

Kanban Classification of Jobs



Kanban ile Kendi Kendine İyileştiren Süreç



AGILE FRAMEWORS

- The most common and widely known Agile framework is **Scrum.**
- Its name comes from the sport of **rugby**.
- Just like in rugby, the team comes together, plays the **planning game** and **tasks are distributed** so that everyone workd toward **one** shared **goal**.
- Scrum also has its own **terminology**.

Scrum

Scrum

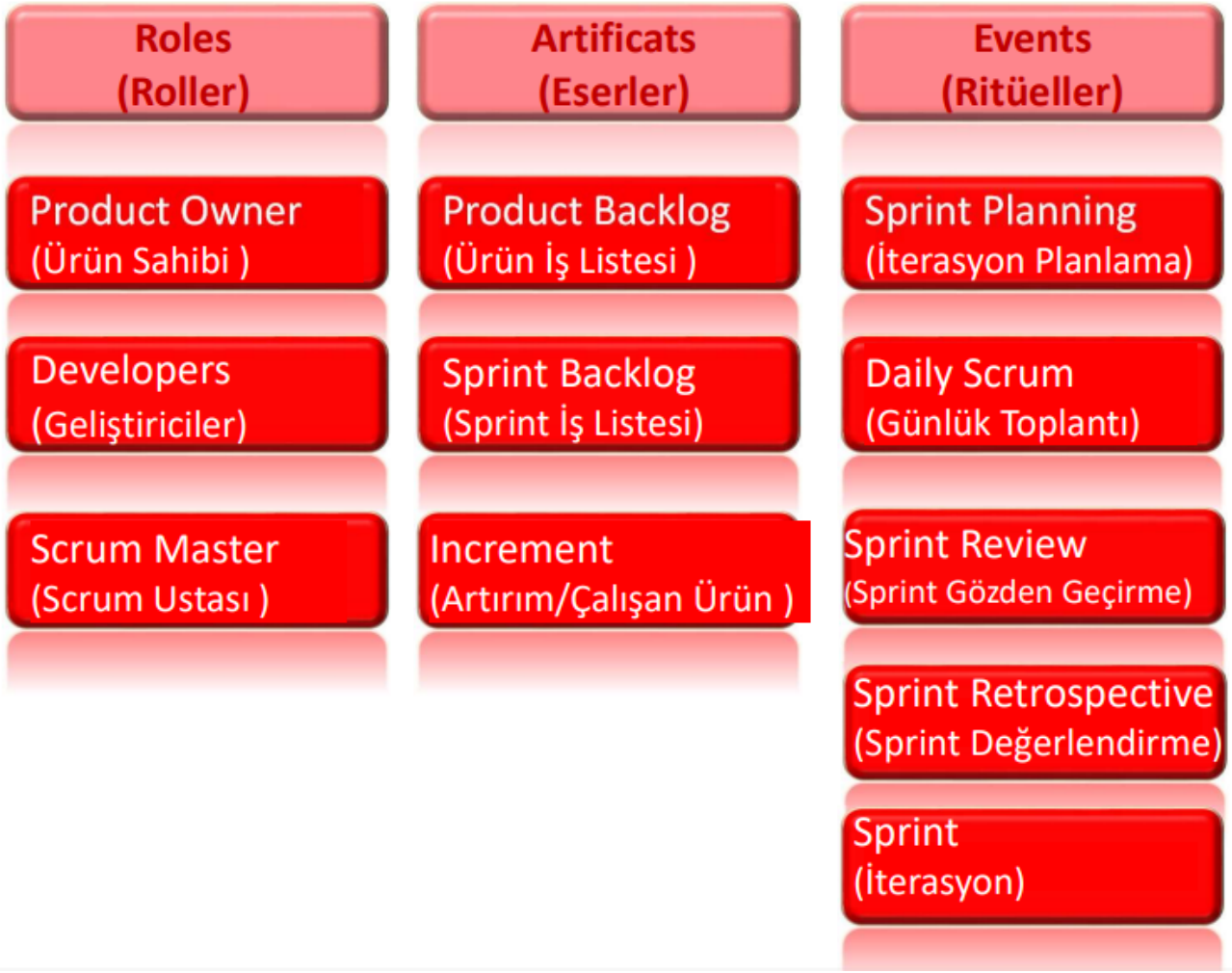
- It originated in software development, but it is not exclusive to software.
- Iterative planning
- Iterative execution

CORE ELEMENTS (3 Pillars)

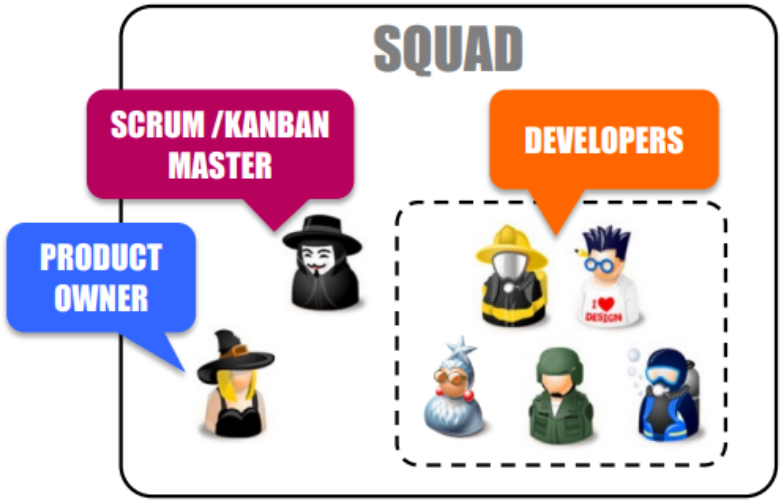
- Transparency
- Inspection
- Adaptation

SCRUM VALUES

Scrum Components

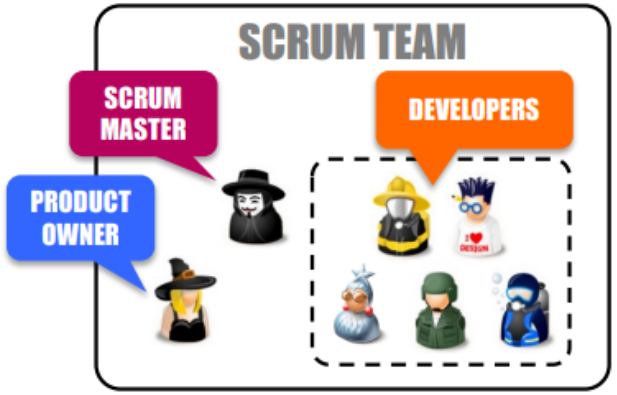


SCRUM TEAM ROLLERİ



The Scrum Team consists of

- a Product Owner
- a Scrum Master
- Developers



SELF MANAGING — ***Self-managing*** *meaning they internally decide who does what, when, and how..*

CROSS FUNCTIONAL — ***Cross-functional*** *meaning the members have all the skills necessary to create value each Sprint*

structured and empowered by the organization to manage their own work

PRODUCT OWNER

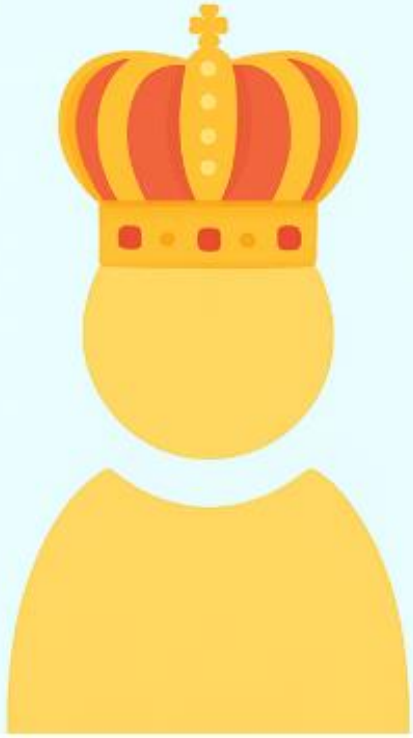
The person who defines products/ services / outcomes, prioritizes by value, and provides approval before completion to reach area and team goals while best fulfilling customer needs.

Responsible for the Product Backlog. Dominates end user perspective, and controls software development

	What They Do	What They Don't Do
Vision & Priorities • Follows extemal world, develops ideas • defines vision	• Follows external world, develops ideas, defines vision • Develops innovations for product and team • Defines viguant distinguish requirements	• Not an order-taker of the team • Doesn't create team nierarchy • Doesn't ignore tasks outside innovation • Doesn't make develop management
Product Management • Coordinates	• Defines Minimal Viable Product (DoD) • Creates Definition of Done (DoD). ensures it is met at the end of prod-uct /service/outcome • Leads Product Backlog management	• Doesn't do it all themselves, conducts them • Doesn't attend all meetings, just leadership • Doesn't randomly substitute for meetings unless needed in the program
Publications & Deliveries Product and • Sprint To Do list	• Coordinates Planning, Refinement and Review meetings • Attends Daily and Retro meetings • Attends non-synchronized meetings. it they have a parallel in the program	• Doesn't just list requests, like the Spr int To Do list • Leaves team making Roadmap plan • Doesn't make an impresise plan forexample, one without clear DoD definition • Doesn't randomly prepare SprintReview Report

PRODUCT OWNER

- Product Owner always focuses on creating more output, more impact and more value
- A well-organized Product Backlog doubles team speed
- Product Owner's correct guidance and frequent deliveries add double value to the customer
- Correct Product Owner can provide 400% more value, impact and revenue by effectively performing the job above and beyond



PRODUCT OWNER Success Factors

Accessibility

Customer/end user and team must be able to reach the Product Owner whenever needed

Knowledgeable

Must know and learn the needs and processes of the represented customer/end user

Authoritative

Must have the authority needed to make decisions and guide the team on behalf of the represented customer/end user

Decisive

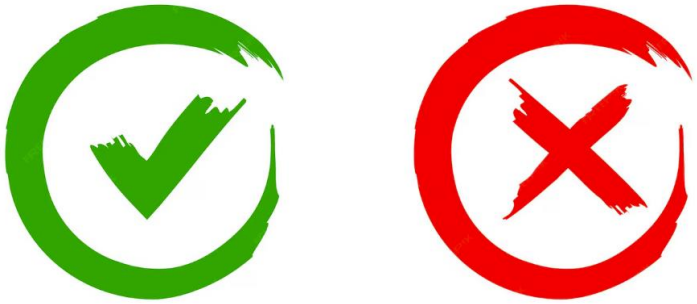
Clear prioritization and guidance will increase team motivation

Accountable

Must be determined as ultimately responsible for delivering value to the customer

SCRUM MASTER

- Enhances Team Agility
- Demonstrates Servant Leadership
- Facilitates Events
- Deliverables & Outputs



- Is not a manager or supervisor.
- Does not impose their own solutions or do the team's work for them.
- Does not take full ownership of the team's outputs.
- Does not take over the team's action items.

DEVELOPER TEAM (TAKIM ÜYESİ)

The **Team Member** is responsible for getting the work done to deliver products that meet team goals. They carry out product development within planned time, high quality and budget constraints.

Coordination with Other Roles

There is no hierarchy among team bers, nor is there one within the team. When required, they work directly and synchronously wih members of other teams.

Continuous Product Improvement

- Delivers a more refined product each sprint than the last
- Creates products/seryices/results that adhere to quality and standards at all times
- Only looks to eliminate waste in the process to ensure compliance, not cut off the product at (Cross Functional)

What They Don't Do

- Produces mediocre products/services/results
- Produces unnecessary/gerbage solutions that do not add value to the customer
- Functional development cannot be done alone, the solution should not depend on me

Personal Development

- Follows technological innovations and product development trends in the world
- is actively engaged in team and individual development activities

What They Don't Do

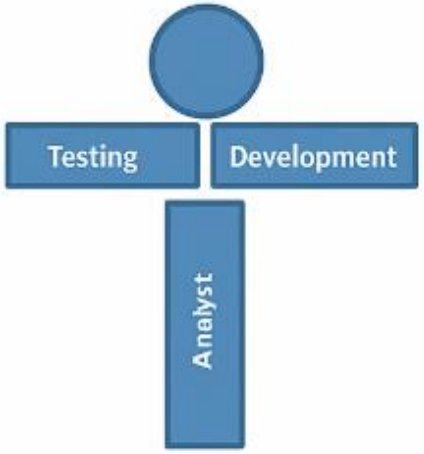
- Waits for someone to tell them about their development
- Hides information and expertise
- Accepts themselves as complete, does not undergo development

Ceremonies

- Participates in team meetings
- Participates in relevant line ceremonies of other teams.
- Sticks to ceremonies even if it

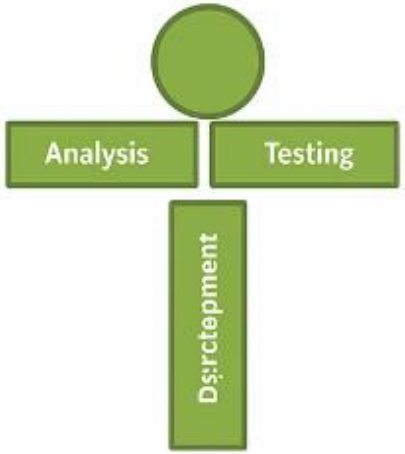
- Knows everything is described, is waiting for the Solution of the Scrum Master
- Creates Sprint Item List but only for themselves a solution dependent on the need the collective develop
- Does not actively participate in the solution

SCRUM TAKIMI NASIL OLUŞMALI?



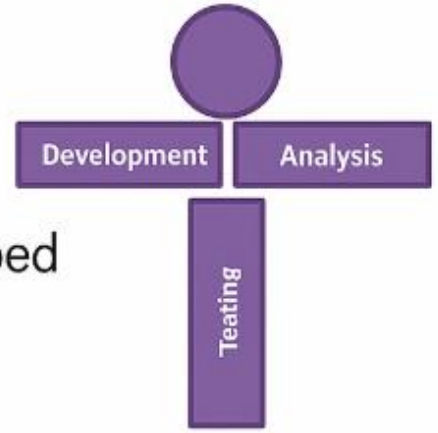
Business Analyst

- **Cross-functional** - people can work on multiple tasks
- **Self-organizing** - they determine how they will work
- **Self-managing** - they decide how much work to do in a sprint
- **Collaboration** - they work together to reach the sprint goal



Developer

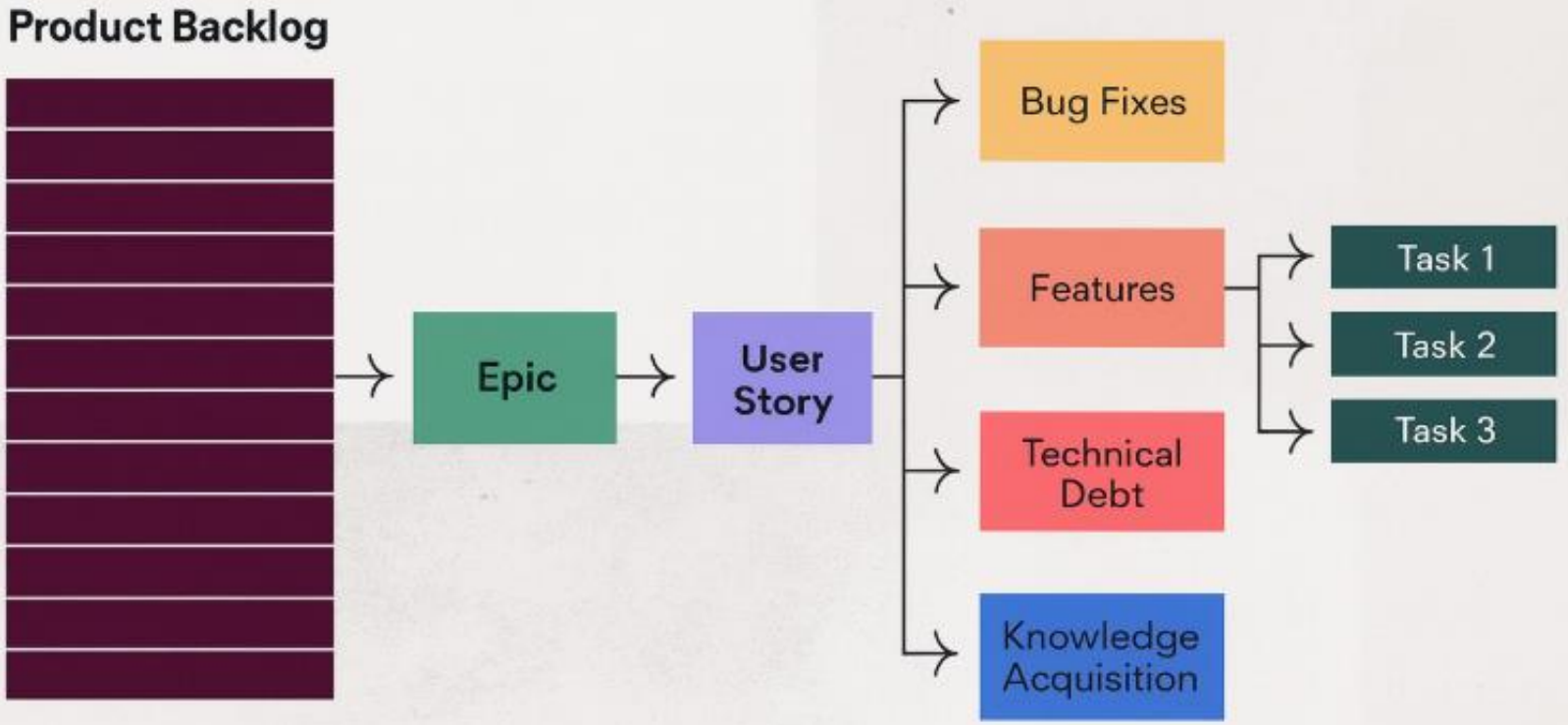
- A team size should be 3-9 people and T-shaped



Tester

Product Backlog

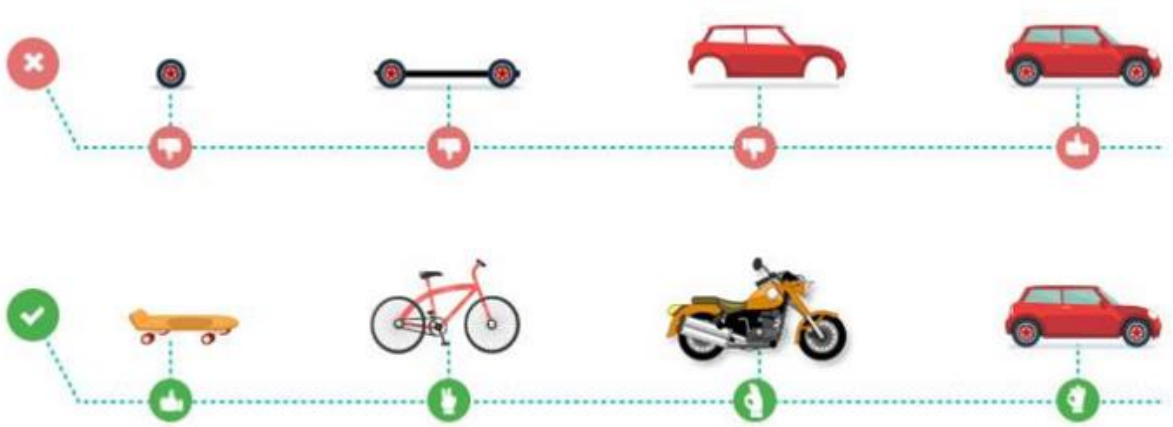
A typical product backlog includes prioritized and sized user stories, technical stories, bugs, and risk response plans.



TEMA & EPIC & USER STORY

THEME	USER STORY	TASK1
A meaningful whole of user stories (What?)	Smallest unit of requirement (What?)	Separate details of User Story into actioncble jobs. Answers the question of “How?”
Improve hiring process	As an HR Manager, I want to easily and quickly evaluate candidates. So I can use my time more efficiently	Identify elements that can be automated.
		Establish a mechanism for comparing evaluation to previous benchmarks.
Improve hiring process	A sallest unit- of requirement	Identify key terms in evaluation

MVP (Minium Viable Product)



- Reduces risk
- Features that can take the very first step to market
- The simplest product that the customer will pay for or provide feedback on
- Less time and money spent
- Testing whether ideas and concepts can be brought to life
- Prototype for subsequent products

DOR & DOD

DOR: Definition of Ready

A list of clear conditions that indicate a work item is ‘’Ready’’ to be taken into the team and started.

DOD: Definition of Done

A list of objective and measurable criteria that must be met for a work item to be considered truly ‘’Done’’.

SCRUM EVENTS

- **Sprint**
- **Sprint Planning**
- **Daily Scrum** (Daily Stand-up)
    - What did you do yesterday?
    - What will you do today?
    - Is there anything blocking your progress?
- **Sprint Review**
- **Sprint Retrospective**

TIME BOXING

The Limits

- **Sprint – Maximum 4 Weaks**
- **Sprint Planning - 4 Hours**
- **Daily Scrum - 15 Minutes**
- **Sprint Review - 2 Hours**
- **Sprint Retrospective -1.5 Hours**

These durations apply to a two-weak iteration

SPRINT PLANNING

Purpose:The Sprint Goal is defined. Decisions are made about what work will be done in the Sprint and how it will be done.

Participants: PO, SM, DT

Timing: At the beginning of the Sprint.

INPUTS:

- Product Backlog Items
- Last delivered product increment
- DT's capacity and past performance

OUTPUTS:

- Sprint Goal
- Sprint Backlog Items

ACTIONS:

- **The Product Owner lists the features expected to be in the sprint.**
- **The Squad selects the items they can complete.**
- **The Product Owner states the order of priority.**
- **The Squad states the final commitment for what they can complete.**
- **The Sprint Goal is determined by the Product Owner and the Team.**
- **Selected stories are broken down into tasks.**
- **Estimation is performed for the tasks.**
- **The team decides how the work will be done.**
- **Who will do what may be decided later.**
- **The Sprint Goal may be revised if needed by the Product Owner and the Team.**

DAILY SCRUM

Purpose:Progress toward the Sprint Goal is checked. If there are any blockers, dependencies are discussed and clarified.

Participants: PO, SM, DT

Timing: Every Day

ACTIONS:

- Squad members answer the following questions in turn.
  - What did I do yesterday to help the Squad reach the Sprint Goal?
  - What will I do today to help the Squad reach the Sprint Goal?
  - Do I see any impediment that might block me or the Squad from reaching the Sprint Goal?
- The Scrum Master facilitates the meeting.
- Participation of people outside the development team is not mandatory.
- Problems are not solved during the Daily Scrum.
- The Scrum Master records blockers in the Impediment List and ensures they are resolved the same day if possible.

SPRINT REVIEW

Purpose: The team shares the sprint outcomes with the stakeholders.

Participants: PO, SM, DT, Stakeholders

Timing: Once every sprint

INPUT: Previous sprint review raport

OUTPUT:

- Next sprint backlog items
- Stakeholders suggestions

ACTIONS: In the Sprint Review, the focus is on the product; in the Retrospective, the focus is on the process.

- The developed product is reviewed and demonstrated.
- The team focuses on the completed work.
- Progress is made visible to everyone.

SPRINT RETROSPECTIVE

Purpose: The team evaluets themselves and the sprint.

It is an opportunity for the team to observe themselves and create a plan for improvements in the upcoming sprint.

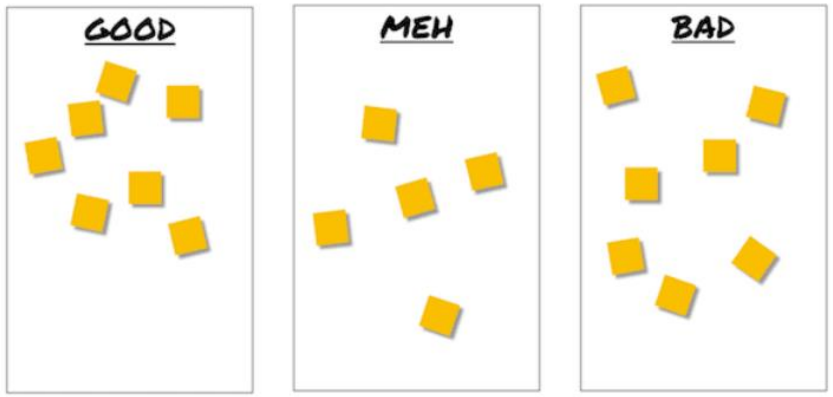
Participants: PO, SM, DT

Timing: Once every sprint

INPUT: Previous Retrospective action items

OUTPUT:

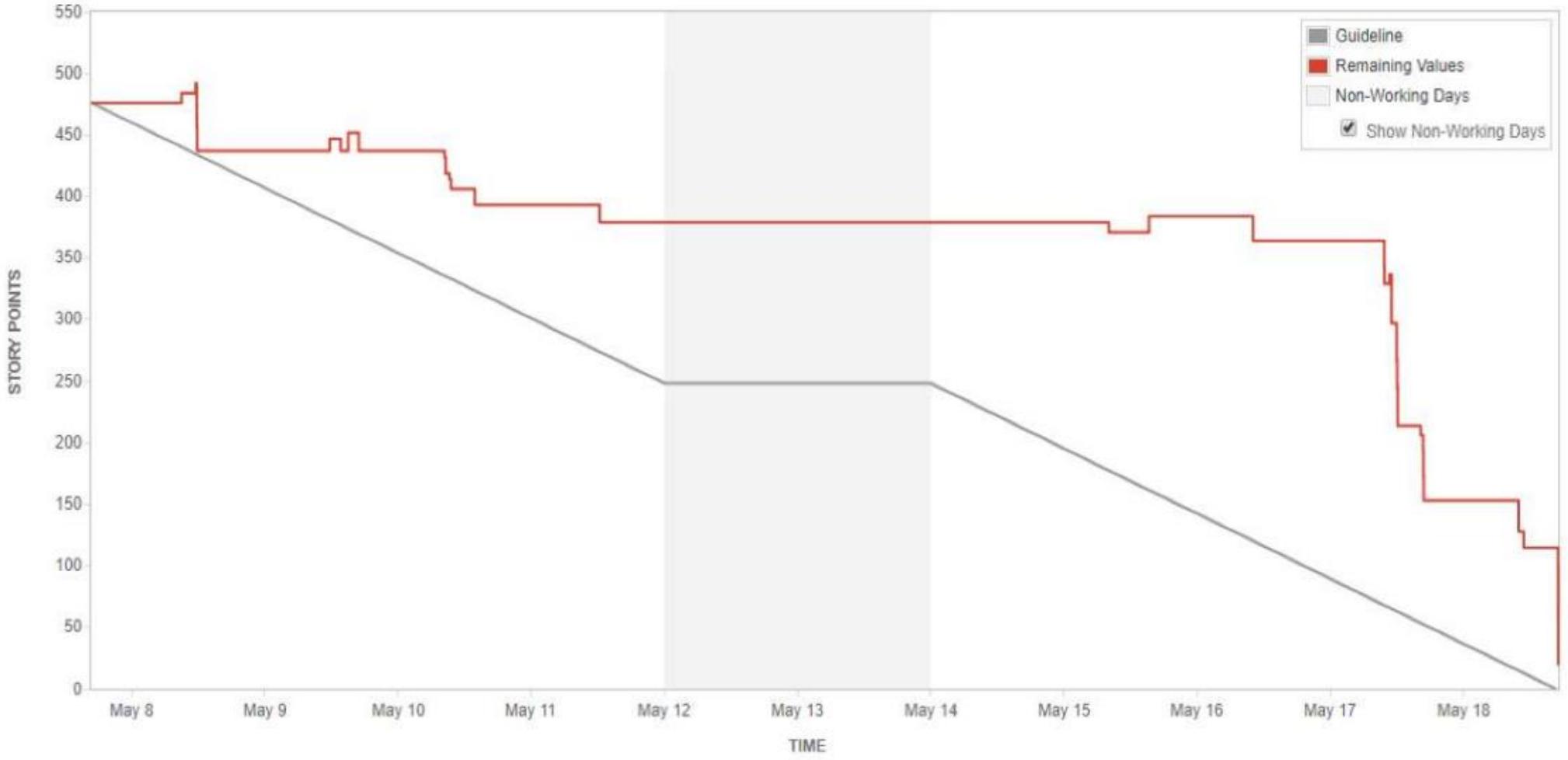
- Improvement suggestions
- Discussion and planning of action items



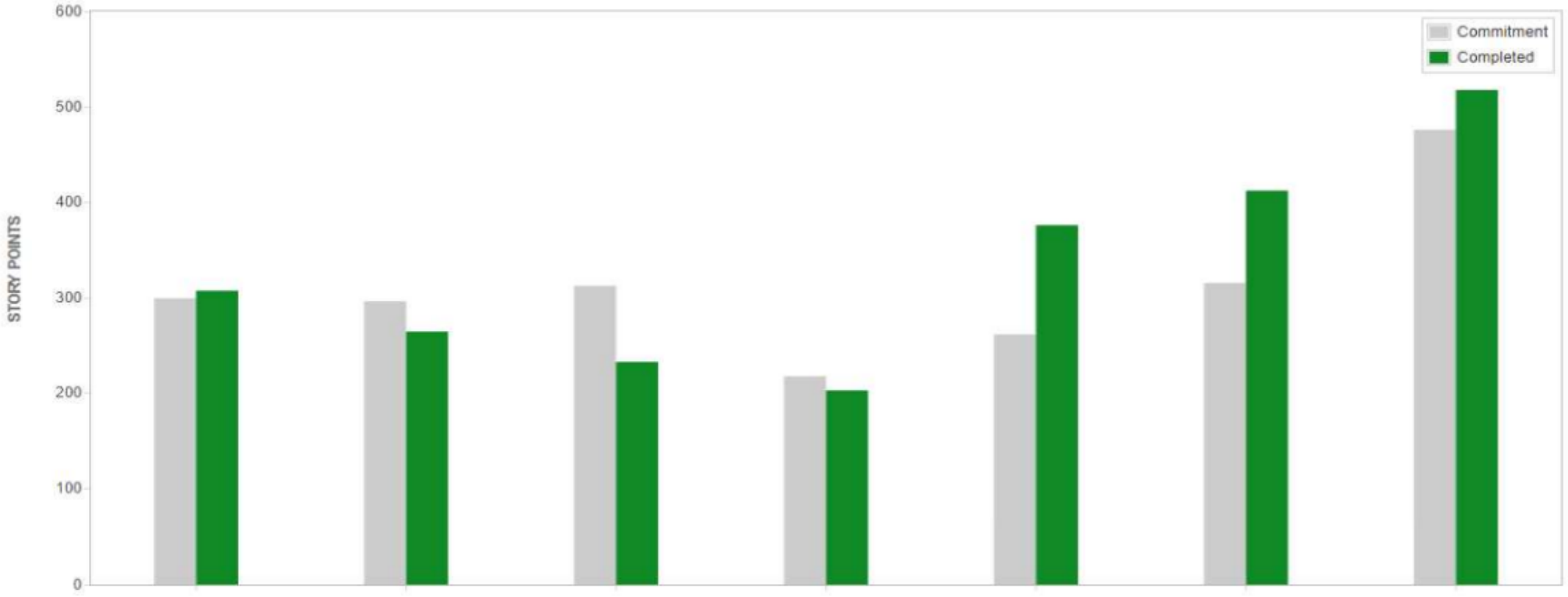
ACTIONS: In the Sprint Review the focus is on the product; in the Retrospective the focus is on the process.

- The Product Owner, Squad, and Agile Coach discuss whether there were any issues in the process or technical practices.
- Action items needed for process improvement are identified and planned.
- Previous action items are checked in the next Retrospective.
- This meeting is held after the Sprint Review and before Sprint Planning.
- The Sprint Retrospective is an official opportunity to focus on inspection and adaptation.

Sprint Burndown Chart



Team Velocity



Achievements & Important Topics

Achievements

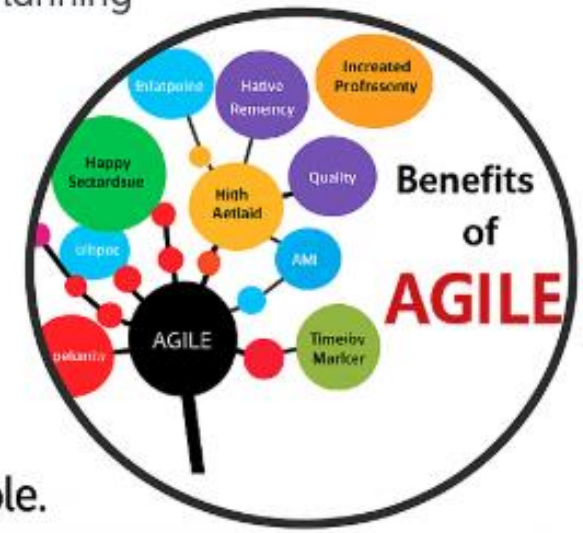
- Increased customer satisfiaction and collaboration
- Higher employee motivation and engagemont
- More quality outputs
- Ownership and empowerment
- Shorter project durations
- Faster market entry and delivery

- A team should be 3-9 people, T-shaped

Important Topics

- Leadership and Support
- Focus on what matters: Outputs, Flow, Qnality Value
- Focus on Highest Value
- More knowledge sharing among teams
- Adaptive Planning

- A team should be 3-9 people.



Thanks !