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5 - Agile - Google Slides Escucha Radioaktiva

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Agenda

- Agile Manifesto
- Scrum
- Project development
- Roles
- Meetings
- Sprints
- Scalability

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Agile Manifesto

The Agile Manifesto is a declaration of values which states:

*We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:*

The diagram illustrates the Agile Manifesto values as a list of four items on the left, each preceded by the word 'Over' and followed by three items on the right. A dotted line separates the two columns.

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.

Source: www.agilemanifesto.org

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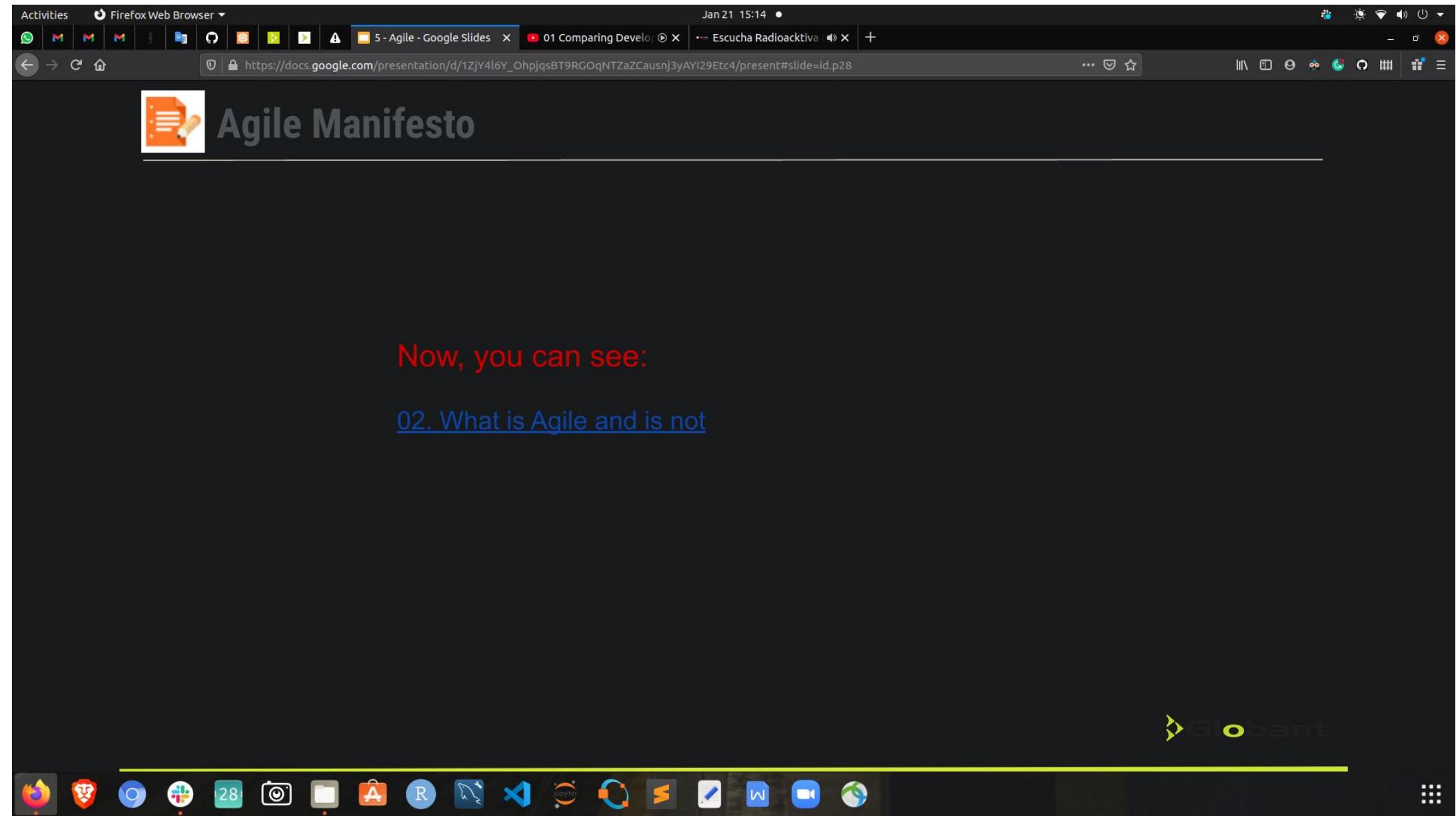
Agile Manifesto

Now, you can see:

01. Comparing Development Processes

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Scrum



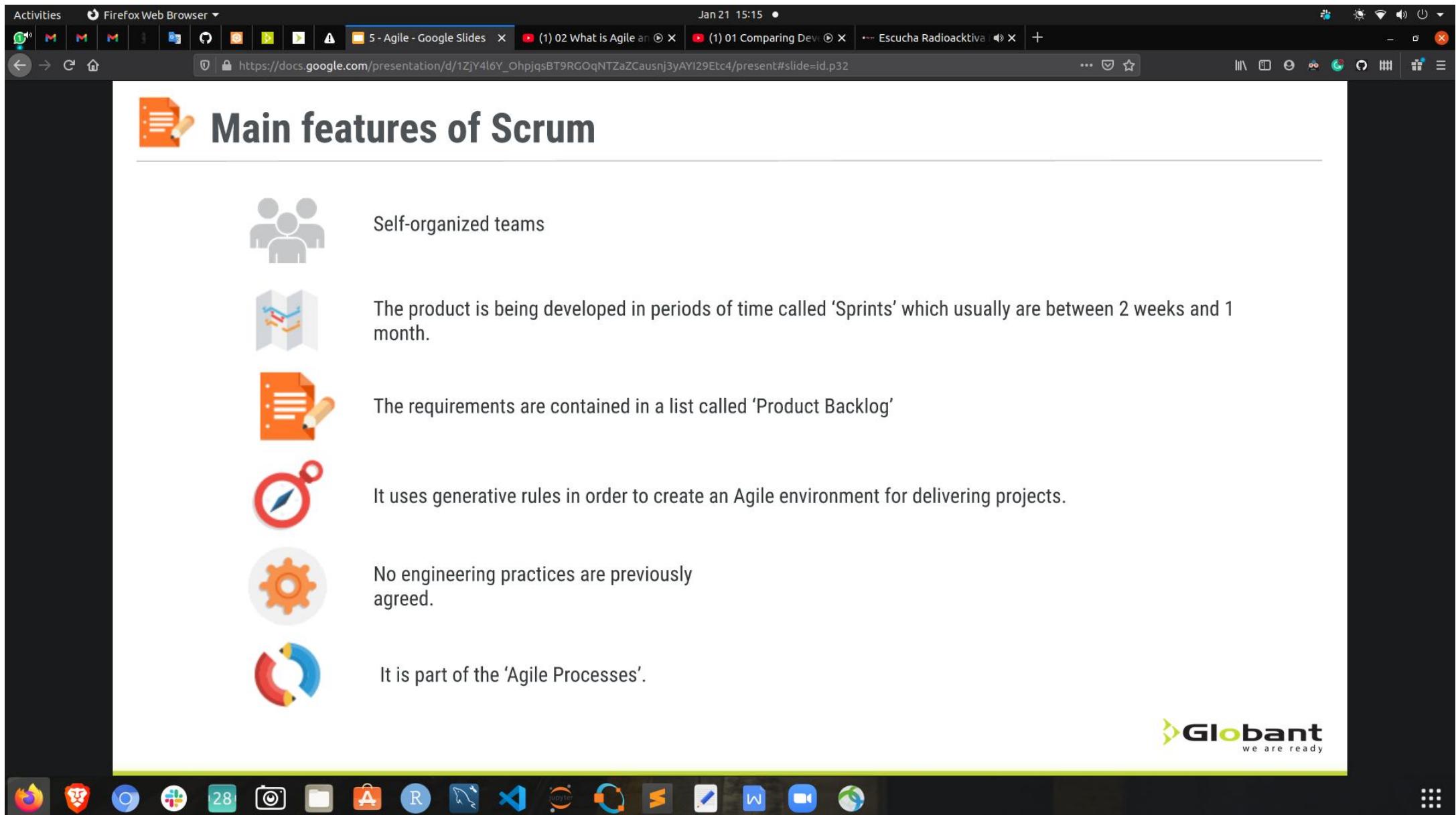
Scrum is an agile process which allows to make focus on offering the highest business value in the shortest time.

It allows us to quickly and iteratively inspect software solutions for real applications (in periods of two weeks or a month called 'Sprints').

Priorities are commonly set by the business itself. The work teams are self-organized aiming to determine the best way of delivering the highest priority functionalities.

Anyone of the stakeholders in the project is able to review the developed working product every two weeks or a month (depending on the sprint duration) so they can decide if the product is ready to be delivered or need more work to be done in the next sprint.

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Main features of Scrum

Now, you can see:

[03. Scrum](#)

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Sprints

 In Scrum the project timeline is organized in a series of 'Sprints'.
Each sprint is a period of time of 2-4 weeks, or a month depending on the initial agreement.

 All the sprints in the project have the same duration which contributes to reach a stable velocity.

 The software product is designed, developed and tested within the same sprint.



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No changes in a Sprint



Plan the sprint length in relation to how long you can keep changes out of the sprint

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Project Development: Sequential vs. Overlapped

The diagram illustrates the difference between sequential and overlapped project development. At the top, four colored boxes represent sequential phases: Requirements (purple), Design (green), Code (cyan), and Test (dark blue). A horizontal line below them represents time. Three callout boxes explain the Scrum approach: one pointing to the Requirements phase says 'Instead of focusing on just one phase at the time...'; another pointing to the Test phase says '...a Scrum team focuses on all phases during all project long.'; and a third pointing to the Test phase says 'Testing is performed during all the project, within each sprint.' Below the timeline, three overlapping bell curves (pink, green, blue) show that multiple phases are active simultaneously, representing the overlapped nature of Scrum.

Requirements

Design

Code

Test

Instead of focusing on just one phase at the time...

...a Scrum team focuses on all phases during all project long.

Testing is performed during all the project, within each sprint.

Source: "The New New Product Development Game" by Takeuchi and Nonaka. *Harvard Business Review*, January 1986.

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Agile Framework – Roles

```
graph LR; Roles[Roles] --- PO[Product Owner]; Roles --- SM[Scrum Master]; Roles --- Team[Team]; Meetings[Meetings] --- SP[Sprint Planning]; Meetings --- SR[Sprint Review]; Meetings --- SRP[Sprint Retrospective]; Meetings --- DSM[Daily Scrum meeting]; RecommendedMeetings[Recommended Meetings] --- S0[Sprint 0]; RecommendedMeetings --- PP[Pre-planning]; RecommendedMeetings --- RI[Release iteration]; RecommendedMeetings --- CC[Change control meeting]; Artifacts[Artifacts] --- PB[Product Backlog]; Artifacts --- SB[Sprint Backlog]; Artifacts --- BC[Burndown charts]
```

Roles

- Product Owner
- Scrum Master
- Team

Meetings

- Sprint Planning
- Sprint Review
- Sprint Retrospective
- Daily Scrum meeting

Recommended Meetings

- Sprint 0
- Pre-planning
- Release iteration
- Change control meeting

Artifacts

- Product Backlog
- Sprint Backlog
- Burndown charts

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Agile Framework

Now, you can see:

[04. The Scrum Framework](#)

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Agile Framework – Roles

The diagram illustrates the Agile Framework structure. It features four main components arranged in a grid:

- Roles** (Blue Box): Product Owner, Scrum Master, Team
- Meetings** (White Box): Sprint Planning, Sprint Review, Sprint Retrospective, Daily Scrum meeting
- Recommended Meetings** (White Box): Sprint 0, Pre-planning, Release iteration, Change control meeting
- Artifacts** (White Box): Product Backlog, Sprint Backlog, Burndown charts

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Scrum Master



- 1. Represents the project management
- 2. Responsible to promote Scrum values and practices
- 3. Unblock impediments
- 4. Makes sure the team is completely functional and productive
- 5. Is a facilitator aiming to improve cooperation among all project's roles and functions.
- 6. Shields and protects the team from external problems

Note: the Scrum Master role is not exclusive for the PM. The TL or any other team member with the correct technical knowledge about the product can perform this role.

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The Team



1. Usually composed by 5-9 people
2. Multi-functional: including programmers, testers, analysts, designers, etc.
3. All members must be 100% assigned to the project. Exceptions: infrastructure, SCM, etc.
4. Teams are self-managed: ideally there are no titles but it depends on the project configuration.

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Agile Framework – Roles

Now, you can see:

[05. Roles](#)

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Project cycle and the role of QC

Release Cycle

Iteration Cycle

Iteration 0

Release Planning

Iteration Planning

Iteration Development

Iteration Review

Iteration Closing

Release Iteration

Quality Control Leader:

- Defines Testing plan
- Defines test automation strategy

Quality Control Leader:

- Makes recommendations to PO regarding the release

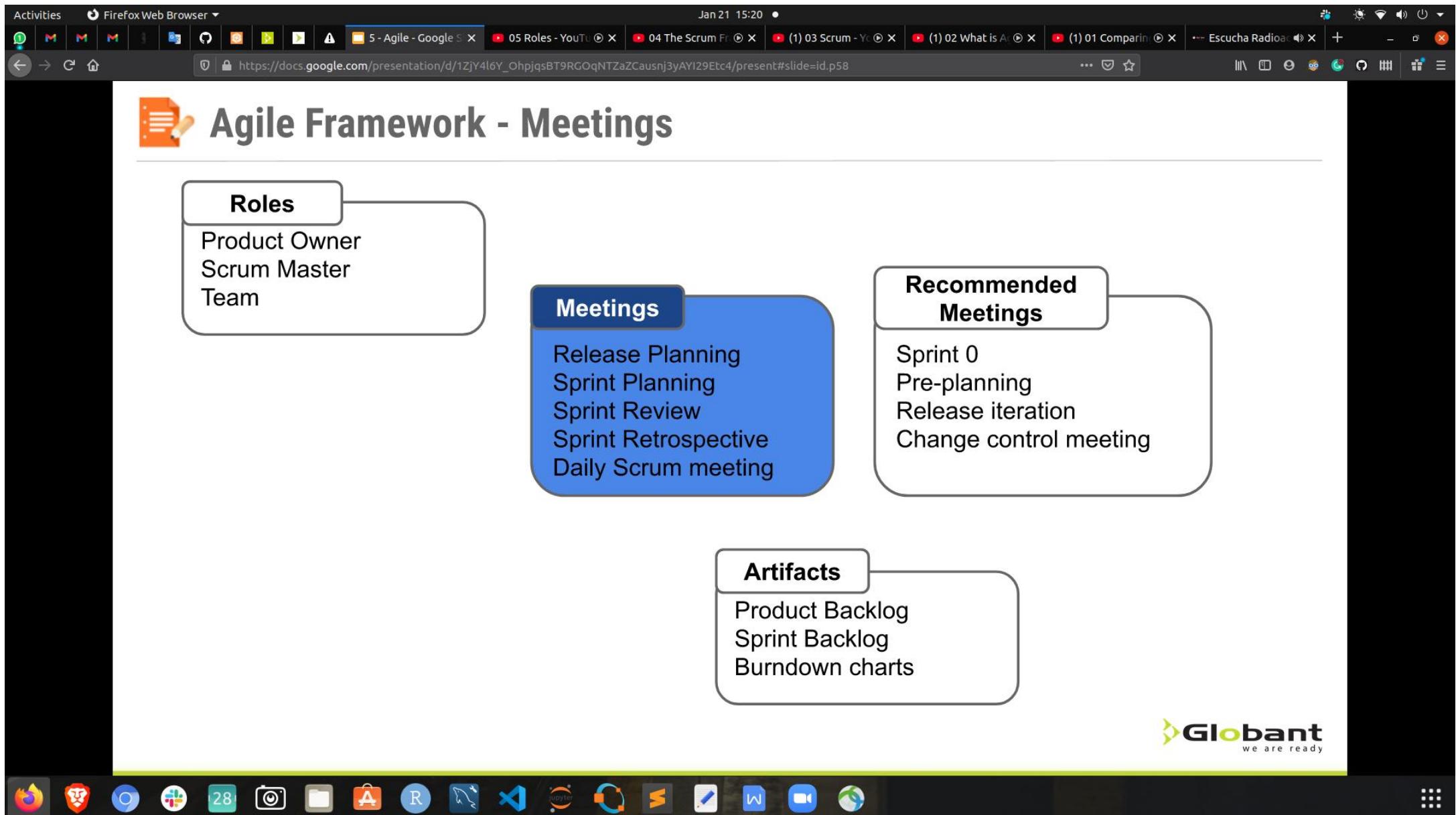
Quality Control Analyst:

- Performs testing (functional, regression and other types)

Quality Control Analyst:

- Bug fixing
- Regression testing
- UAT (User Acceptance Testing)

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Agile Framework - Meetings

Now, you can see:

[06. Agile Planning](#)

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Release Planning

The first release should be the smallest set of features that still gives value to the customer

The first step before estimating is to define an abstract unit of measure

- Points
- Rocks
- Gummi Bears

Stories are estimated only in relation to other stories

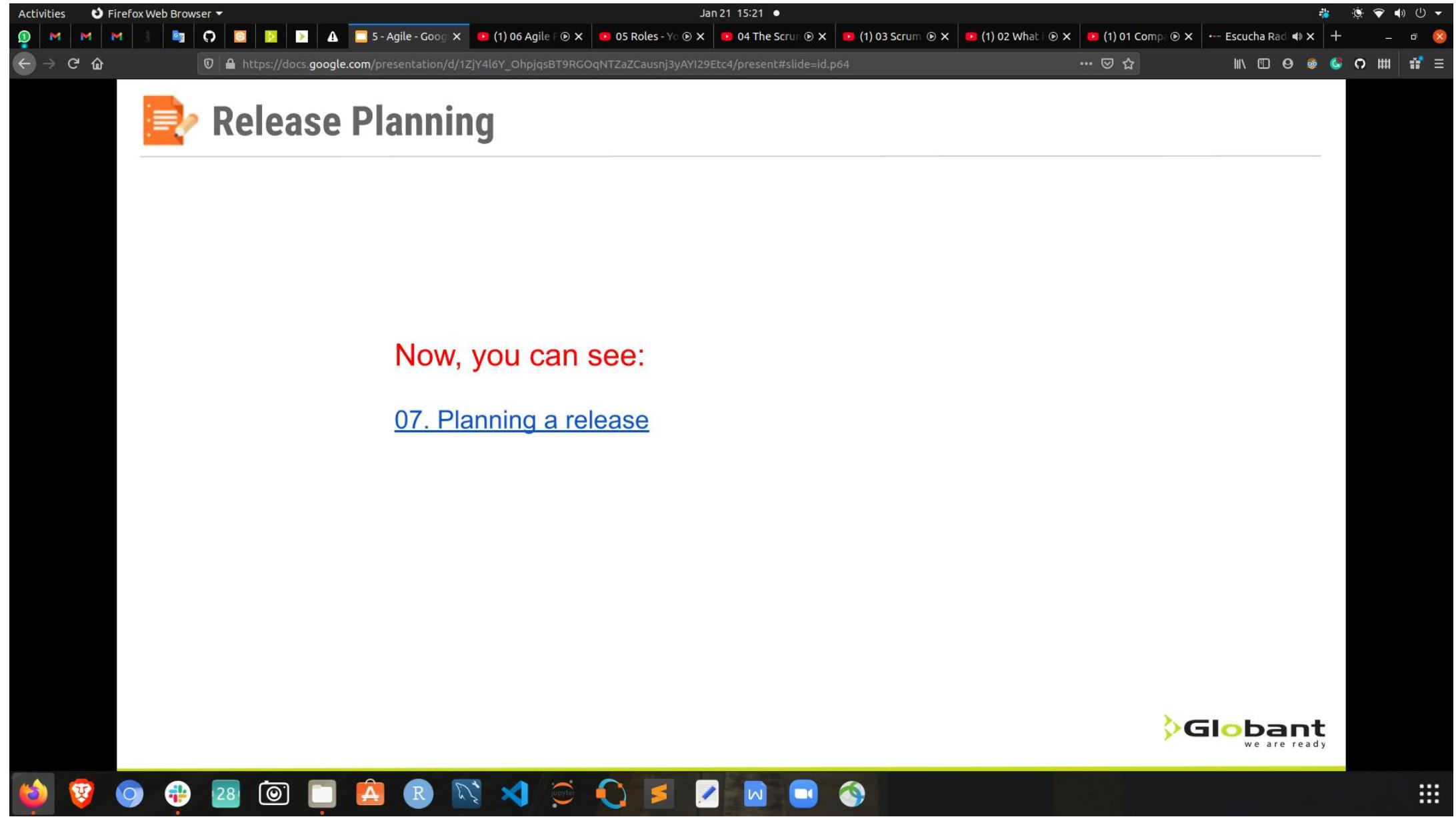
- This story is more complex than that one.
- This story is more tedious than the other one.
- These stories are equally challenging and time consuming

The customer chooses the stories to be implemented for the release

- Chooses the ones that provide the greatest business value
- Developers estimate the stories at a high level

Slide 23 / 28 O&A Notes Pointer Tips

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Release Planning – Poker Planning



The most common technique for estimating User Stories during the Release Planning is by using Poker Planning, and it's also the technique that Globant empowers to use.

The idea behind Planning Poker is simple. Individual stories are presented for estimation. After a period of discussion, each participant chooses from his own deck the numbered card that represents his estimate of how much work is involved in the story under discussion. All estimates are kept private until each participant has chosen a card. At that time, all estimates are revealed and discussion can begin again.

Estimates are based on the Fibonacci sequence so the cards values must be: 0, 1, 2, 3, 5, 8, 13, 21 and so on.



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Release Planning – Poker Planning



Benefits of Poker Planning:

- It is a technique that minimizes anchoring by asking each team member to play their estimate card such that it cannot be seen by the other players.
- If there are differences the team members can discuss the gap among the estimations to reach an agreement and also provide the rest of the team of more knowledge.

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Release Planning – Poker Planning

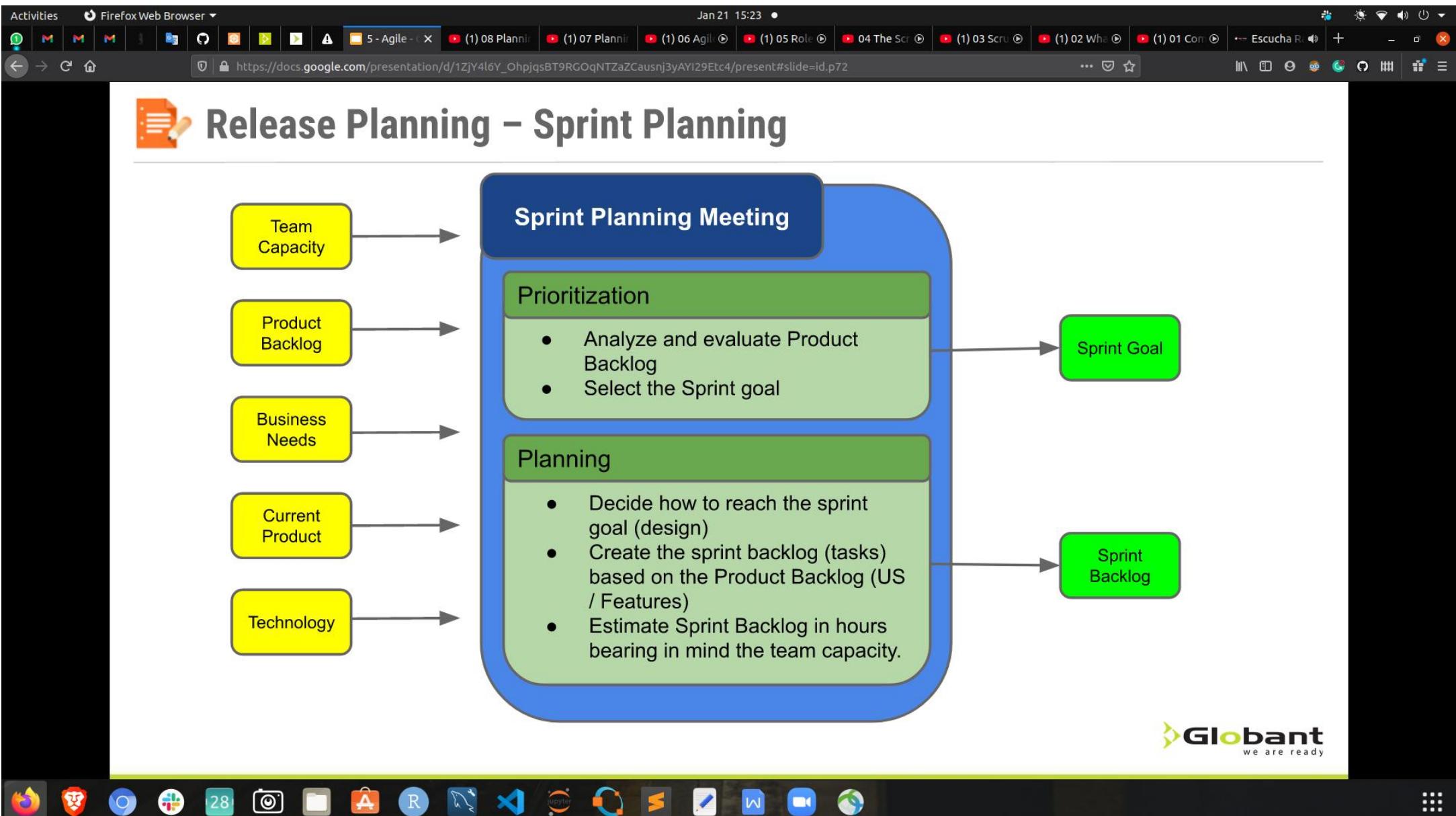
Now, you can see:

[08. Poker Planning](#)

Slide 27 | Q & A Notes Pointer Tips

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Release Planning – Sprint Planning

1. The team selects from the Product Backlog the functionalities they can commit to finish within the sprint.
2. The team considers a high level design and then splits the User Stories into tasks in order to estimate them in hours to be closer to the final estimate.
3. Sprint Backlog is created
 - a. The team identify and estimate all tasks
 - b. All team is involved in the estimation, not only the Scrum Master.

As a Vacations Planner I want to be able to see pictures of the hotels.

- Code intermediate layer (8 hs)
- Code the user interface (4 hs)
- Write test fixtures (4 hs)
- Code the 'foo' class (6 hs)
- Update performance tests (4 hs)

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Release Planning – Sprint Planning

Now, you can see:

[09. Iteration\(Sprint\) Planning](#)



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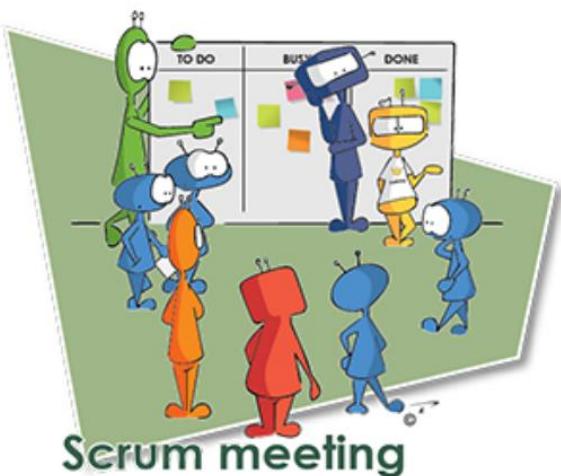
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Release Planning – Daily Scrum



A cartoon illustration of a Scrum meeting. Several stylized characters (a green worm-like figure, blue ants, a red ant, a blue ant, and a yellow ant-like figure) are gathered around a whiteboard. The whiteboard has columns labeled 'TO DO', 'BUSINESS', and 'DONE'. There are various colored sticky notes on the board. The text 'Scrum meeting' is written at the bottom of the illustration.

1. **Parameters:**
 - a. Daily basis
 - b. 15 minutes long
 - c. Stand up meeting
2. **Not oriented to problem solving:**
 - a. All stakeholders are invited
 - b. Only team members, Scrum Master and Product owner are able to talk.
 - c. Helps avoiding other unnecessary meetings

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Release Planning – Daily Scrum

All the participants need to answer 3 basic questions

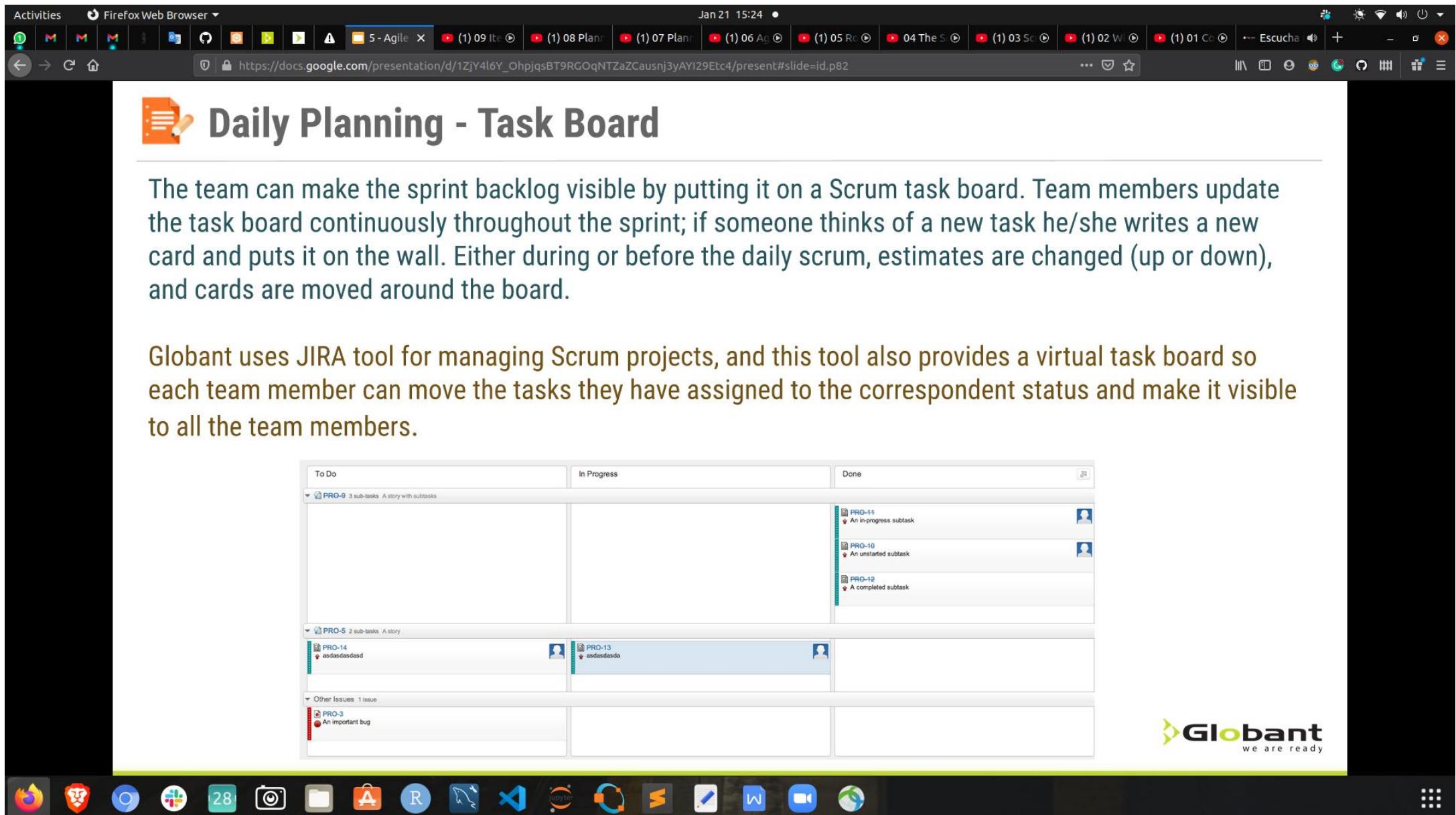
- 1 What did you do yesterday?
- 2 What are you doing today?
- 3 Do you have any blocking issue?

This is **NOT** giving status to the Scrum Master / PM

This is sharing commitments with your pairs



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Sprint Retrospective

The whole team get together to discuss they'd like to:

This is just one way to perform a retrospective meeting

Start Doing

Stop Doing

Keep on doing

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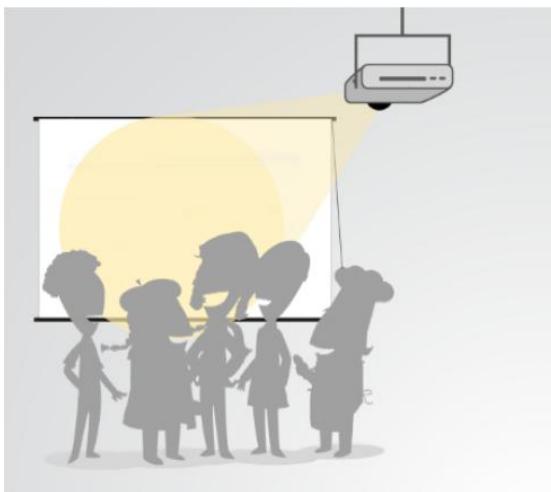
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Sprint Review

The main goal of this meeting is to get the OK from the Product Owner regarding the product developed.



- The team performs a demo for showing the product of the sprint
- This Demo will show the new added features or architectural changes.
- The review should be informal:
 - Preparation should not take more than 2 hours.
 - Do not use slides
- All team will be involved in the Sprint Review
- All project's stakeholders should be invited

After the demo is done, it's recommended to review the Release Plan in order to check if the remaining work is ok or needs to have any adjustment in the Project Plan. In this case we should review if any US is not yet completed or any change to add into the backlog. Also it helps to review the team velocity and check it towards the deadlines of the project. This way we can make the proper adjustments regarding the release milestones.

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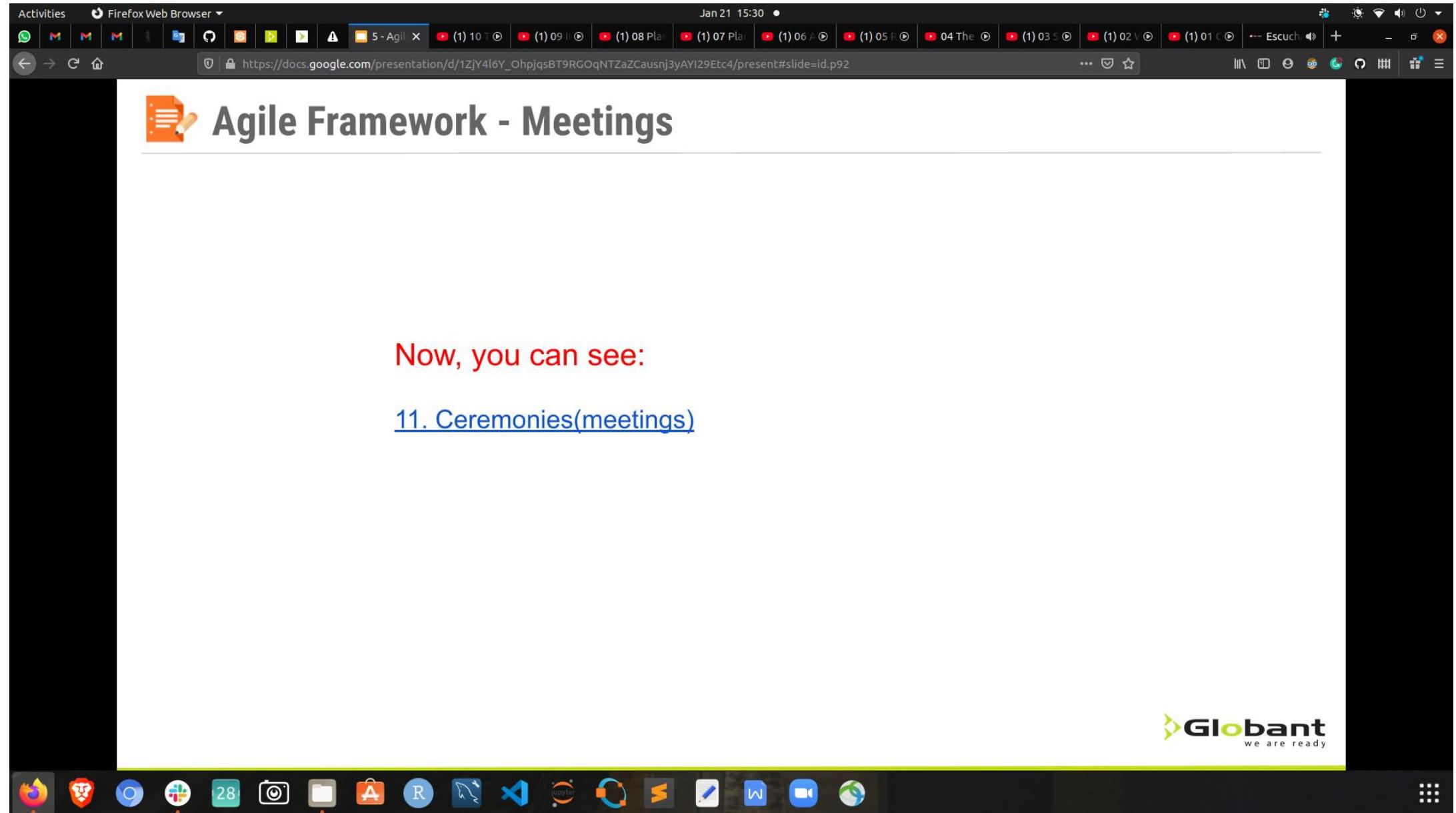
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Sprint Retrospective

- First of all the team needs to review if the actions to take from the previous Retrospective were implemented, and measure the results of implementing them.
- Periodically the team takes a look on what is working well and what needs to be improved.
- Usually this review takes about 15 - 30 minutes
- It's performed after each sprint
- The whole team is involved:**
 - Scrum Master
 - Product Owner
 - Team
- The output of this meeting needs to include actions to take in order to make improvements in the next sprint.

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Agile Framework - Recommended Meetings

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graph TD; Roles[Roles] --- ProductOwner[Product Owner]; Roles --- ScrumMaster[Scrum Master]; Roles --- Team[Team]; Meetings[Meetings] --- SprintPlanning[Sprint Planning]; Meetings --- SprintReview[Sprint Review]; Meetings --- SprintRetrospective[Sprint Retrospective]; Meetings --- DailyScrum[Daily Scrum meeting]; RecommendedMeetings[Recommended Meetings] --- Sprint0[Sprint 0]; RecommendedMeetings --- PrePlanning[Pre-planning]; RecommendedMeetings --- ReleaseIteration[Release iteration]; RecommendedMeetings --- ChangeControl[Change control meeting]; Artifacts[Artifacts] --- ProductBacklog[Product Backlog]; Artifacts --- SprintBacklog[Sprint Backlog]; Artifacts --- BurndownCharts[Burndown charts]
```

Roles

- Product Owner
- Scrum Master
- Team

Meetings

- Sprint Planning
- Sprint Review
- Sprint Retrospective
- Daily Scrum meeting

Recommended Meetings

- Sprint 0
- Pre-planning
- Release iteration
- Change control meeting

Artifacts

- Product Backlog
- Sprint Backlog
- Burndown charts

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Agile Framework - Pre-Planning

- The Pre-Planning meeting should be performed before each Sprint
- Make sure the team is informed about the requirements before starting the sprint planning.
- To make sure this will happen the team needs to work in collaboration with the Product Owner and other stakeholders in the following activities.

Have a prioritized backlog

Have dimension of the user stories before starting the sprint

Make sure the user stories have an Acceptance Criteria already defined

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Agile Framework - Release Iteration

- This milestone should be performed after all planned iterations
- The goal is:
 - Make sure the product of the iterations is acceptable and candidate to go live.
 - Has the same duration of a standard iteration.
 - It shouldn't be for bug fixing activities

Prepare the product to move it into the production phase.

Make the proper training on the Deployment process to go to Production

Make sure the resultant product of the iterations is integrated and deliverable.

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Agile Framework - Change Control

- This milestone should be performed after each change request within an iteration
- The goal is:
 - Accept the change as a natural fact and then analyze which is the best way to make it happen.
 - Analyze the risk of introducing each change in order to measure the possible impact on the iteration.

Do not accept a change if the change could invalid the iteration goal

Negotiate the scope of the change.

Deeply analyze the change impact

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Agile Framework - Artifacts

```
graph LR; Roles[Roles] --- ProductOwner[Product Owner]; Roles --- ScrumMaster[Scrum Master]; Roles --- Team[Team]; Meetings[Meetings] --- SprintPlanning[Sprint Planning]; Meetings --- SprintReview[Sprint Review]; Meetings --- SprintRetrospective[Sprint Retrospective]; Meetings --- DailyScrum[Daily Scrum meeting]; RecommendedMeetings[Recommended Meetings] --- Sprint0[Sprint 0]; RecommendedMeetings --- PrePlanning[Pre-planning]; RecommendedMeetings --- ReleaseIteration[Release iteration]; RecommendedMeetings --- ChangeControl[Change control meeting]; Artifacts[Artifacts] --- ProductBacklog[Product Backlog]; Artifacts --- SprintBacklog[Sprint Backlog]; Artifacts --- BurndownCharts[Burndown charts]
```

Roles

- Product Owner
- Scrum Master
- Team

Meetings

- Sprint Planning
- Sprint Review
- Sprint Retrospective
- Daily Scrum meeting

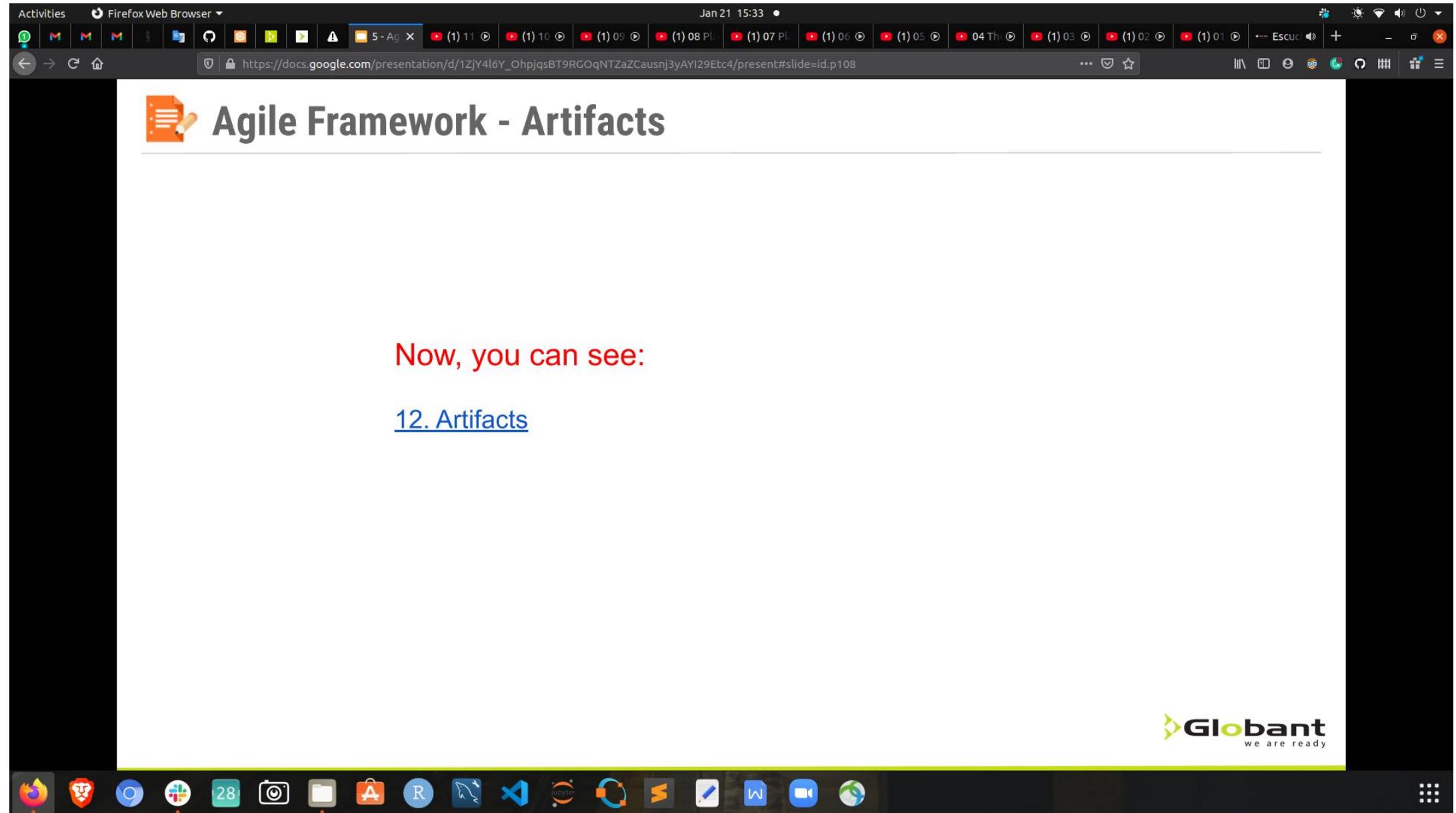
Recommended Meetings

- Sprint 0
- Pre-planning
- Release iteration
- Change control meeting

Artifacts

- Product Backlog
- Sprint Backlog
- Burndown charts

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Agile Framework - Product Backlog

- Is a collection of requirements for the product to be developed
- It is also a list of wishes the Product Owner wants to have implemented
- Ideally each item represents a value for the business, customer or users
- It should be prioritized by the Product Owner
- The initial priorities should be reviewed at the beginning of each Sprint

The diagram illustrates the Agile framework's iterative cycle. It features a central green circular arrow divided into two segments: a smaller inner loop labeled '24 HOURS' and a larger outer loop labeled '2-4 WEEKS'. To the left, a red circle highlights the 'PRODUCT BACKLOG', which is represented by a blue cube. A line connects the 'PRODUCT BACKLOG' to a 'DAILY SCRUM MEETING' box above it. To the right, a 'SPRINT BACKLOG' is shown as a stack of three blue cards, connected to the 'DAILY SCRUM MEETING' box. Further to the right, a 'POTENTIALLY SHIPPABLE PRODUCT INCREMENT' is depicted as a brown cardboard box, connected to the 'SPRINT BACKLOG' and the 'DAILY SCRUM MEETING' box. The entire process is set against a dark grey oval background.

DAILY SCRUM MEETING
24 HOURS
2-4 WEEKS
PRODUCT BACKLOG
SPRINT BACKLOG
POTENTIALLY SHIPPABLE PRODUCT INCREMENT

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Agile Framework - Sprint Goal

The sprint goal is a brief declaration which specifies the main objective of the work to be done during the Sprint

Biological Sciences

Develop technical support functions which will be needed for population genetic researches

Database application

Make the application to be able to run on SQL Server as well as Oracle.

Financial Services

Support more technical indicators that “ABC” company, in real time and by using data streaming.

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Agile Framework - Managing Sprint backlog

- Each team member pick the tasks they want to work on.
- Work items are not assigned by the Scrum Master, each team member has the responsibility of self assigning the tasks previously selected.
- The estimation of pending work to do must be updated in a daily basis.
- Anyone in the team is able to add, delete or change the Sprint Backlog.
- If the work to do is not totally clear, it's recommended to define a new Sprint Backlog item with a bigger amount of time and then split it into minor tasks.
- Update the pending work while the team is more confident about the time left.

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Agile Framework - Managing Sprint backlog

Example of the Sprint Backlog

Tasks	M	T	W	T	F
Coding UI	8	4	8		
Coding business	16	12	10	4	
Testing business	8	16	16	11	8
Write online help	12				
Write foo class	8	8	8	8	8
Add error handling			8	4	

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Agile Framework - Managing Sprint backlog

Burndown chart

- It is a graphic representation of work left to do over time
- The outstanding work (or backlog) is often on the vertical axis, with time along the horizontal.
- It is useful for predicting when all of the work will be completed.

Project XYZ Iteration 1 Burn Down

The chart displays two data series: 'Ideal Tasks Remaining' (blue line with circles) and 'Actual Tasks Remaining' (red line with circles). Both series start at approximately 28 tasks at day 0. The ideal tasks decrease more steadily than the actual tasks, which show some fluctuations. Both series reach zero by day 20. A green box labeled 'Start' is placed at the beginning of the timeline, and another green box labeled 'End' is placed at the end.

Iteration Timeline (days)	Ideal Tasks Remaining	Actual Tasks Remaining
0	28	28
2	26	26
4	23	23
6	20	24
8	18	15
10	14	13
12	12	11
14	9	9
16	7	6
18	4	5
20	0	0

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Agile Framework - Activities

Now, you can see:

[13. Activities](#)



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Agile Framework - Scalability

- Usually a Scrum Team is composed by 7 ± 2 team members.
- Scalability in Scrum is oriented to create teams of teams.
- A Project could be composed by several Scrum Teams when it was escalated according to the project needs.
- Scrum recommends small teams; however if teams are larger it is recommended that they are divided into smaller teams who can meet occasionally to discuss their status.
- Scalability in Scrum is achieved primarily through the Scrum of Scrum Meetings.
- Some factors need to be taken into account when the idea is to escalate the Scrum Team:
 - Which kind of application are we developing?
 - Which the team size is?
 - How much distributed the team is?
 - How long the project is?

Scrum was implemented in projects with more than 500 people

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Agile Framework - Scalability

Now, you can see:

[14. On Scaling Scrum](#)

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Agile Framework - Scrum of Scrums

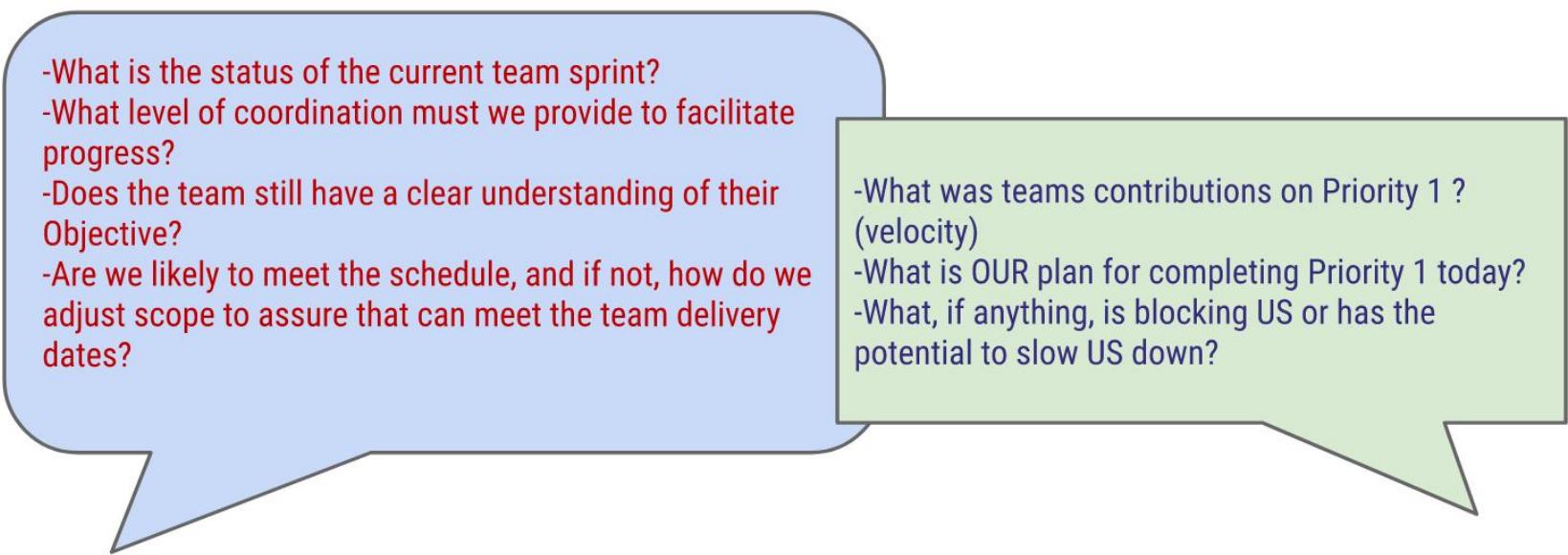
The purpose of Scrum of Scrums meetings is to tactically manage and coordinate the Sprints progress .

During the meeting some questions like these are answered:

- What is the status of the current team sprint?
- What level of coordination must we provide to facilitate progress?
- Does the team still have a clear understanding of their Objective?
- Are we likely to meet the schedule, and if not, how do we adjust scope to assure that can meet the team delivery dates?

- What was teams contributions on Priority 1 ? (velocity)
- What is OUR plan for completing Priority 1 today?
- What, if anything, is blocking US or has the potential to slow US down?

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Agile Framework - Scrum of Scrums

Now, you can see:

[15. Scrum of Scrums](#)

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Recommended Readings

- Agile and Iterative Development: A Manager's Guide by Craig Larman
- Agile Estimating and Planning by Mike Cohn
- Agile Project Management with Scrum by Ken Schwaber
- Agile Retrospectives by Esther Derby and Diana Larsen
- Agile Software Development Ecosystems by Jim Highsmith
- Agile Software Development with Scrum by Ken Schwaber and Mike Beedle
- Scrum and The Enterprise by Ken Schwaber
- User Stories Applied for Agile Software Development by Mike Cohn
- Weekly publications at www.scrumalliance.org

Source: Mike Cohn mike@mountaingoatsoftware.com

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