Agile Walkthrough

HDI Scrum Framework Orientation – Part 1

26 August 2022

Creating value. Building future

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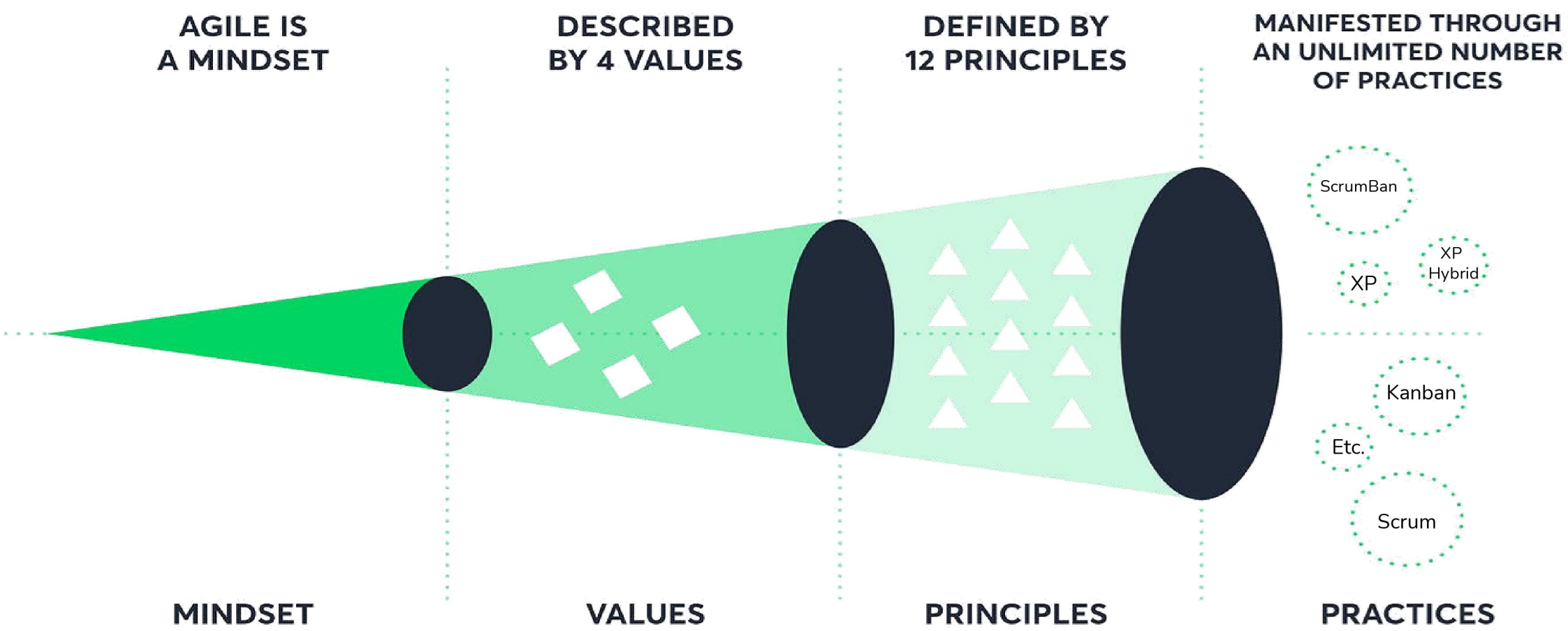
Agile Overview

BRIEF INTRODUCTION ABOUT AGILE

Agile Key Concepts

- Agile is **not a framework**, **not a process or methodology**, **not a specific way of developing software**, not a stand-up meetings.
- Agile is a **"MINDSET"** and a set of Values and Principles that helps organization to create great products



Agile Manifesto: Values and Principles

- Agile is **not a framework**, **not a process or methodology**, **not a specific way of developing software**, not a stand-up meetings.
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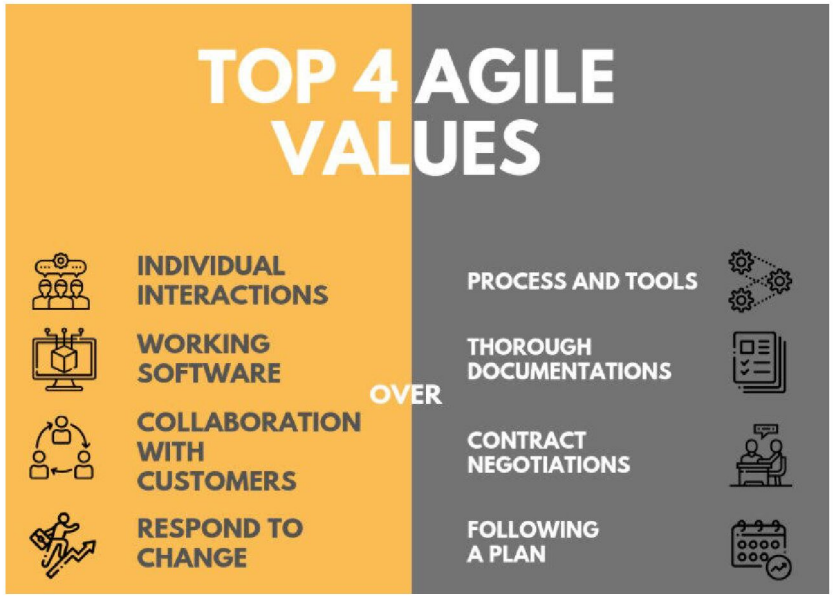


"That is, while there is value on the items in the right, we value the items on the left more."

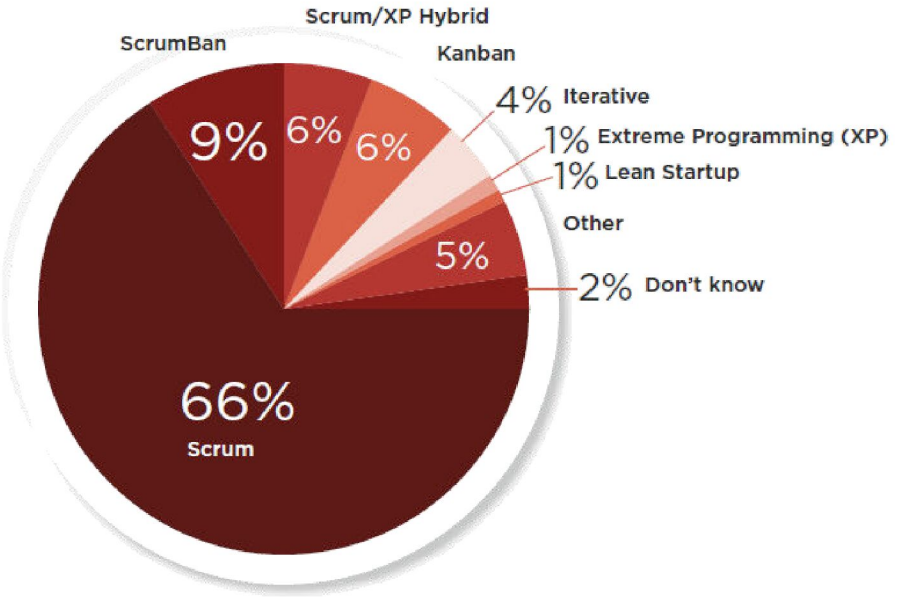
#	Agile Principles	
1	**Customer Satisfaction**	*Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.*
2	**Embrace Change**	*Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.*
3	**Speed Delivery**	*Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.*
4	**Collaboration**	*Business people and developers must work together daily throughout the project.*
5	**Empowerment**	*Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.*
6	**Effective Communication**	*The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.*
7	**Good Metrics**	*Working software is the primary measure of progress.*
8	**Steadiness**	*Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.*
9	**Operational Excellence**	*Continuous attention to technical excellence and good design enhances agility.*
10	**Simplicity**	*Simplicity--the art of maximizing the amount of work not done--is essential.*
11	**Self-Organization**	*The best architectures, requirements, and designs emerge from self-organizing teams.*
12	**Continuous Improvements**	*At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.*

Benefits of using Agile

- **It changes the way organizations work. The agile method introduces a new way of thinking and working**. The agile method proposes flexibility and team-based approach to development.
- **It creates more productive ways of working. Instead of creating tasks and schedules, work is divided into various phases called "sprints."** Each sprint usually lasts for a few weeks, and team members follow a running list of deliverables. When the sprint ends, all work can be reviewed and evaluated by the project team.
- **There's faster and more regular feedback.** As agile teams don't work from development plans that are reviewed once every few months, they need to provide results within weeks..
- **It encourages knowledge sharing. During** each sprint, team members can learn something new and share information as they make progress. The agile method is a collaborative process and offers an opportunity for growth and close contact with colleagues. There's also constant feedback from the customer which reduces the chances of delivering an inferior product.
- **It can lead to higher revenue**. Constant feedback, knowledge sharing between team members, and time-boxed sprints, the company has greater chances of accumulating higher revenue from product sales.

There are various Agle Framework and based on 15th State of Agile Report, following is the result of the survey:

- **66% use the Scrum methodology.** They like using Scrum because it divides complicated tasks into user stories and visualizes them on a workflow.
- 9% use ScrumBan. Scrumban is a popular hybrid of Scrum and Kanban.
- **6% use the Kanban method**. Kanban teams use a visual planning tool, the kanban board, that shows each project on a card. The cards are moved through columns as the project progresses.
- **6% use Scrum/XP Hybrid.** These are two agile processes that work well together.
- The remaining percentage is using Iterative, XP, Lean Startup where 2% of which is unclassified or "Don't know"



The State of Agile survey is the longest continuous annual survey of agile techniques and practices, now in its 15th iteration. The 15th State of Agile Survey report highlights important milestones along agile's journey, from its roots in software development to its current widescale adoption, driving business value by increasing performance and quality in software development.

Chapter Completed. Any Questions or Concerns?

The Scrum Framework

Industries using Scrum

Scrum has made a major impact on the software development world in recent years by enabling teams to complete projects using an agile methodology.

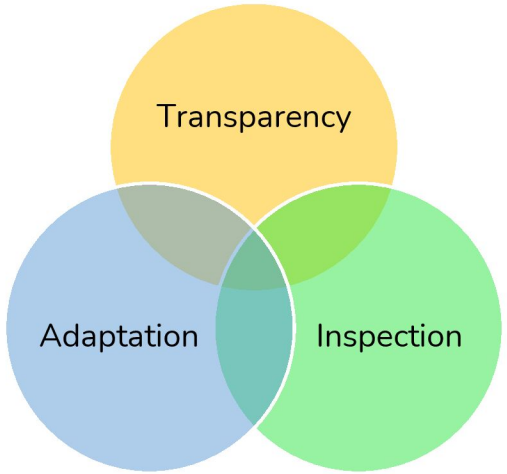
Now other industry sectors outside of software development are benefiting from the Agile Scrum approach. Some of the industries using Scrum are as follows:

- Financial Services
- Legal & Consultancy
- Construction Planning/ Design
- Data Analytics
- Pharmaceuticals
- Engineering
- Food and Beverage
- Hospitality
- Travel & Tourism
- Telecommunications
- Government Agencies
- Transportation
- Medical Devices
- Customer Support
- Education
- Insurance
- Automotives

The figure at the right shows some of the big companies who have adopted Scrum framework.

Scrum Pillars and Values

- Scrum is a lightweight framework that helps people, teams and organizations **generate value** through adaptive solutions for complex problems.
- Scrum is founded on **empiricism and lean thinking**. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.
- Scrum employs an iterative, incremental approach to optimize predictability and to control risk.
- Scrum **engages groups of people** who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.
- Scrum combines several events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical **Scrum pillars of transparency, inspection, and adaptation**



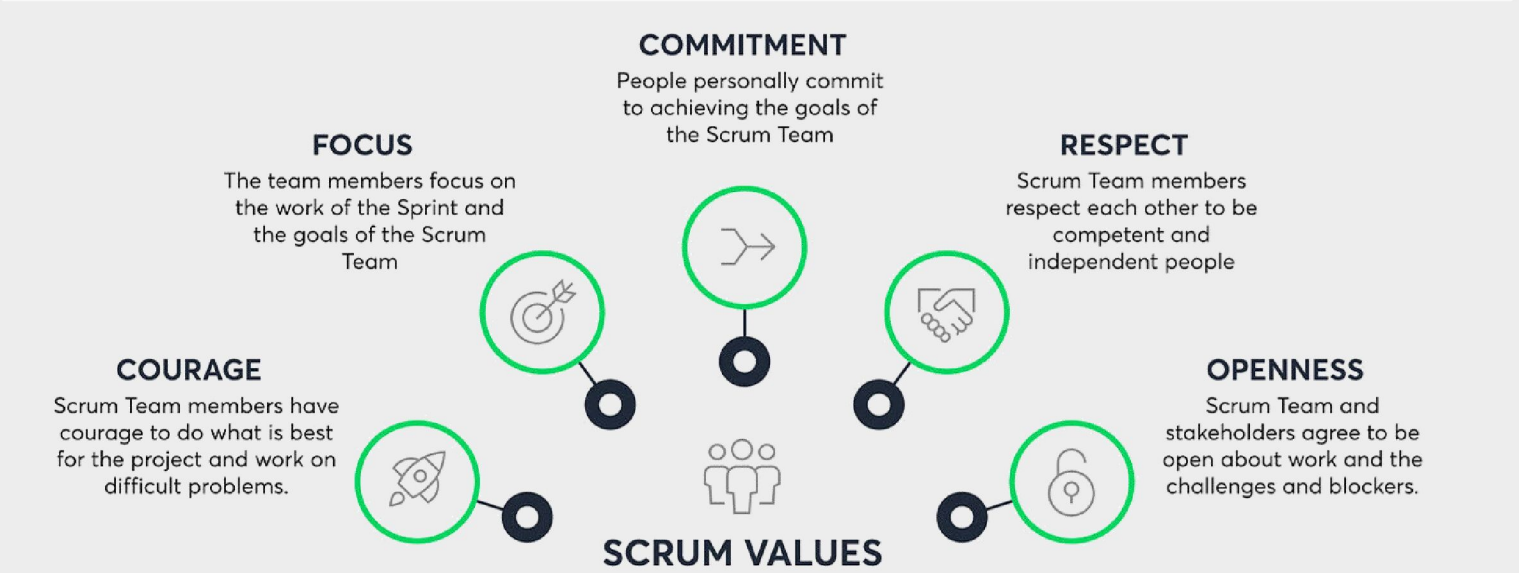
The Three (3) Pillars of Scrum

Transparency – Provides visibility to the significant aspect of the process. Transparency in Scrum can be realized by scrum tools such as, Product Backlog, Task Boards and Burndown charts, Daily Stand-ups, Retrospectives, Definition of done, Sprint Reviews and etc

Inspection – Timely checks on the progress toward a sprint goal to detect undesirable variance. (Use of Scrum Board, Product Backlog Prioritization, Product Backlog grooming, etc.)

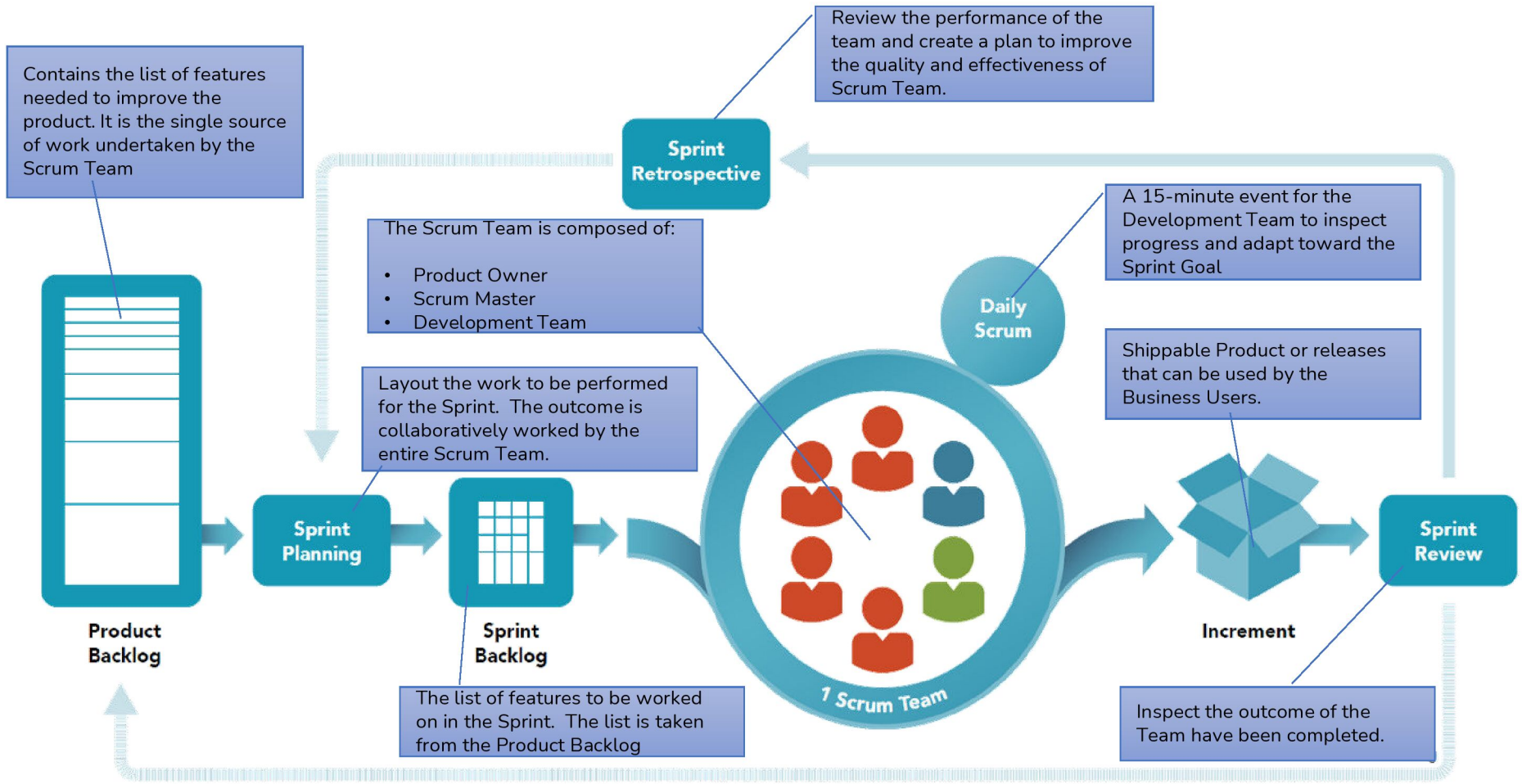
Adaptation – Adjusting a process as soon as possible as soon to minimize any further deviation or issues. (Daily Scrum Meeting, Sprint Review, Retrospective Review, etc.)

The Five (5) Values of Scrum



The Scrum Framework

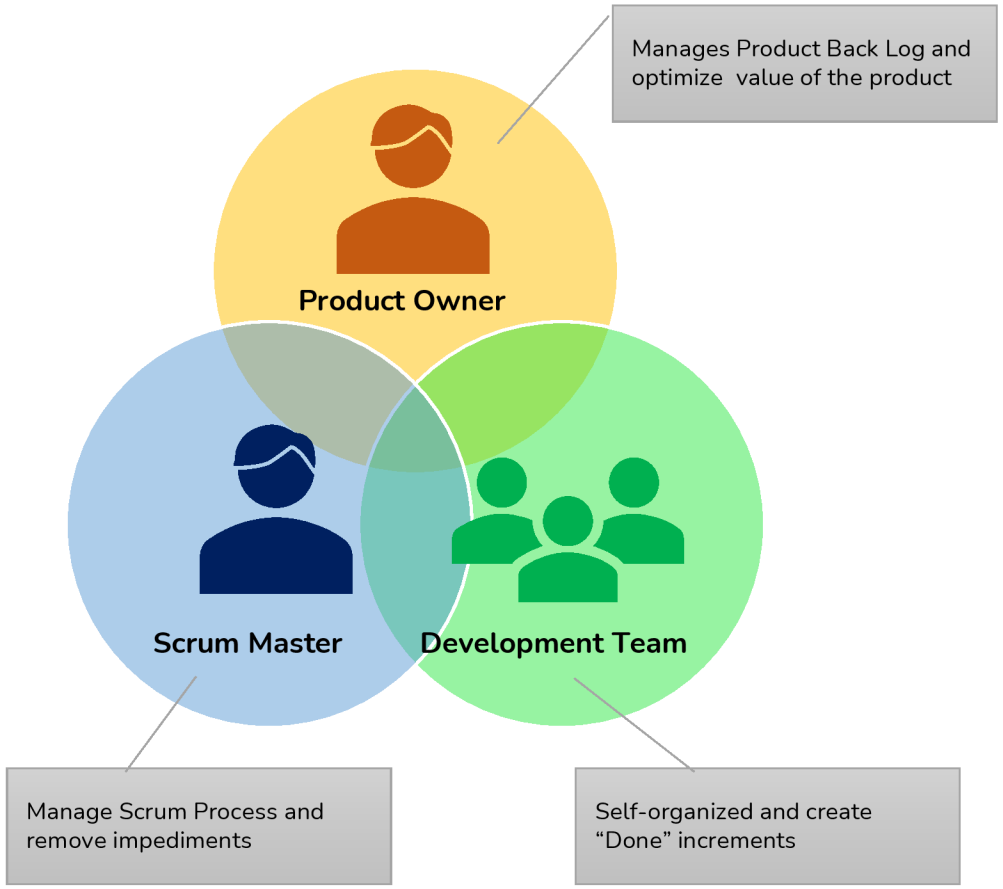
- The Scrum Framework is depicted in the figure at the right. **The Scrum framework is purposefully incomplete**, only defining the parts required to implement Scrum theory.
- Scrum is built upon by the collective intelligence of the people using it. Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions.
- **Various processes, techniques and methods can be employed within the framework**. Scrum wraps around existing practices or renders them unnecessary.
- Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.



Chapter Completed. Any Questions or Concerns?

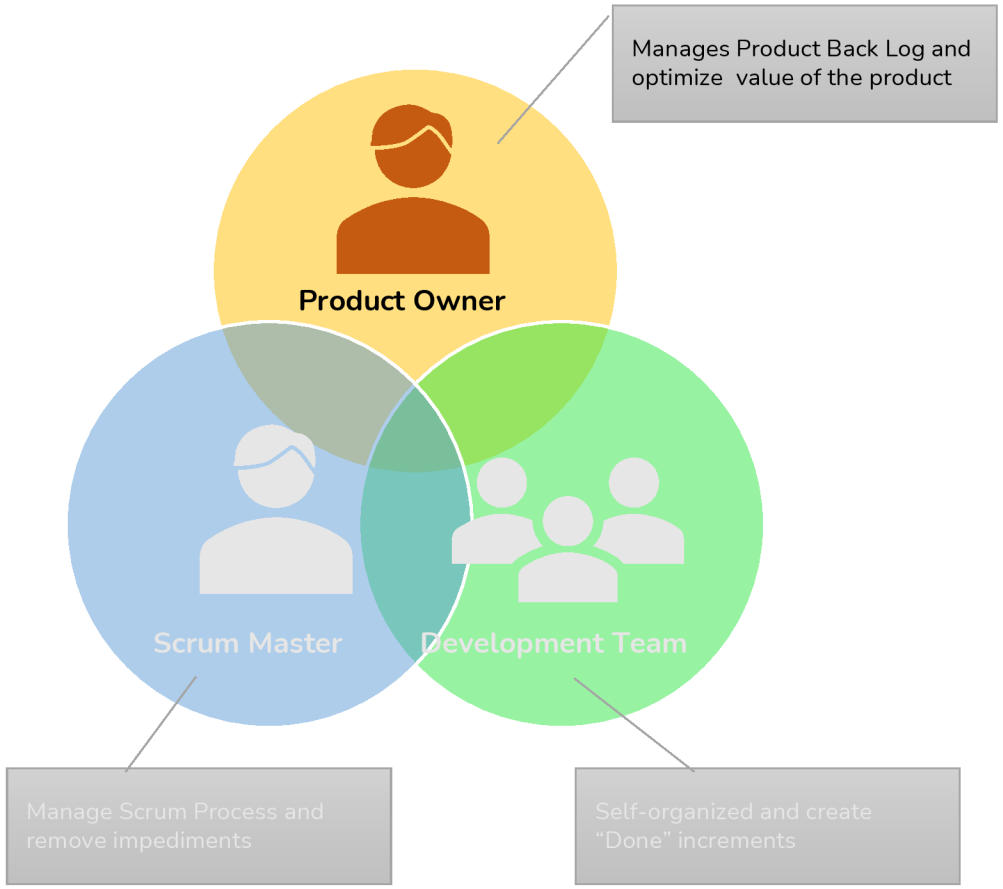
The Scrum Team

The Scrum Team



- Scrum Team is **cross-functional,** meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.
- Small enough to remain nimble and large enough to complete significant work within a Sprint, **typically 10 or fewer people**. In general, smaller teams communicate better and are more productive. The ideal Team Size is **7 + 2** or **7 - 2**
- The Scrum Team is **responsible for all product-related activities** from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.
- Scrum Team is **structured and empowered by the organization** to manage their own work. Working in Sprints at a sustainable pace improves the Scrum Team's focus and consistency. The entire Scrum Team is **accountable for creating a valuable, useful Increment** every Sprint.
- To minimize unnecessary communication overhead, each **Scrum Team should be collocated**. If the work must spread over multiple geographical locations, independent Scrum Teams need to be created. These teams need to align and correlate their goals and user stories.

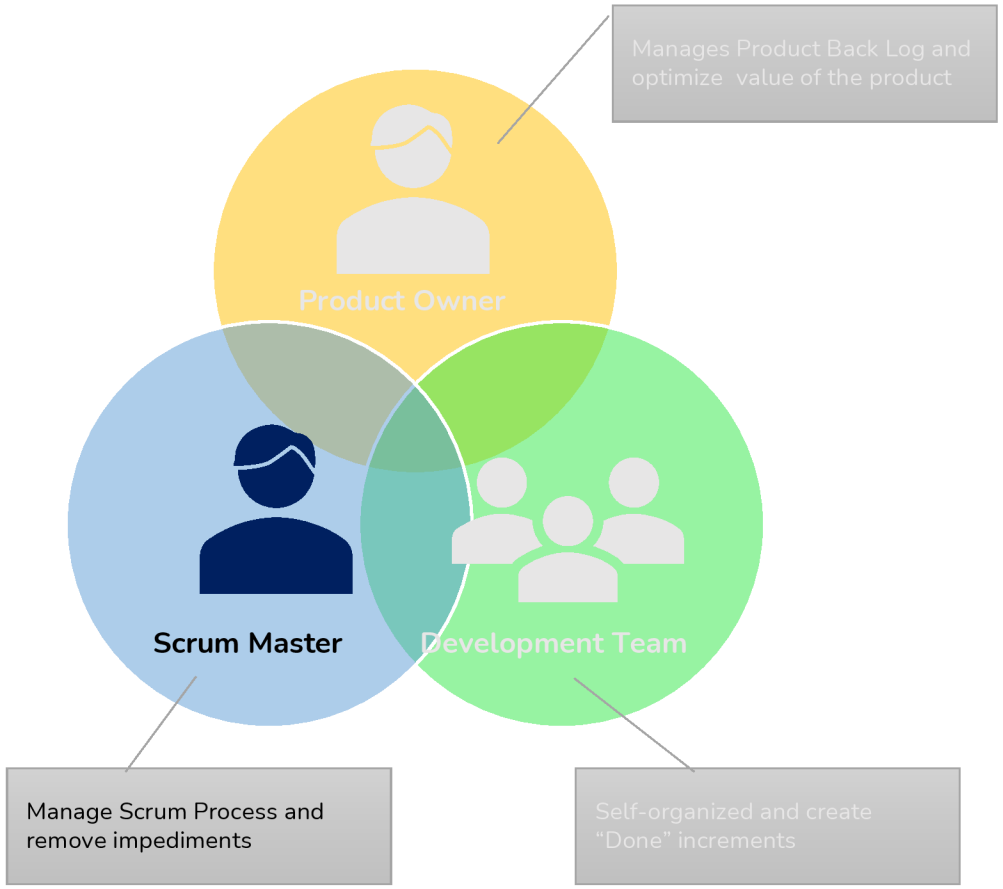
The Scrum Team – Product Owner



- The Product Owner is **one person, not a committee**.
- Works with stakeholders, customers, and the teams to define the product direction. Typically, product owners have a business background and bring deep subject matter expertise to the decisions.
- Accountable for effective **Product Backlog management**, which includes:
  - ✓ Developing and explicitly communicating the Product Goal;
  - ✓ Creating and clearly communicating Product Backlog items;
  - ✓ Ordering Product Backlog items; and,
  - ✓ Ensuring that the Product Backlog is transparent, visible and understood.
- Accountable for **maximizing the value of the product** resulting from the work of the Scrum Team.
- **Work with Scrum Team daily** by providing product feedback and setting direction on the next piece of functionality to be developed/delivered. That means the work is small, often small enough to be described on one index card.
- **Represent the needs of many stakeholders** in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.
- Sometimes, the product owner requests help from people with deep domain expertise, such as architects, or deep customer expertise, such as product managers. Product owners need training on how to organize and manage the flow of work through the team.

Strong Product ownership is critical for the success of Scrum Team. Without attention to the highest value for the customer, the agile team may create features that are not appreciated, or otherwise insufficiently valuable, therefore wasting effort

The Scrum Team – Scrum Master



- **Accountable for the Scrum Team's effectiveness**, enabling the Scrum Team to improve its practices, within the Scrum framework.

- **Serves the Scrum Team** in several ways as follows:

  - ✓ Coaching the team members in self-management and cross-functionality;
  - ✓ Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
  - ✓ Causing the removal of impediments to the Scrum Team's progress; and,
  - ✓ Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.

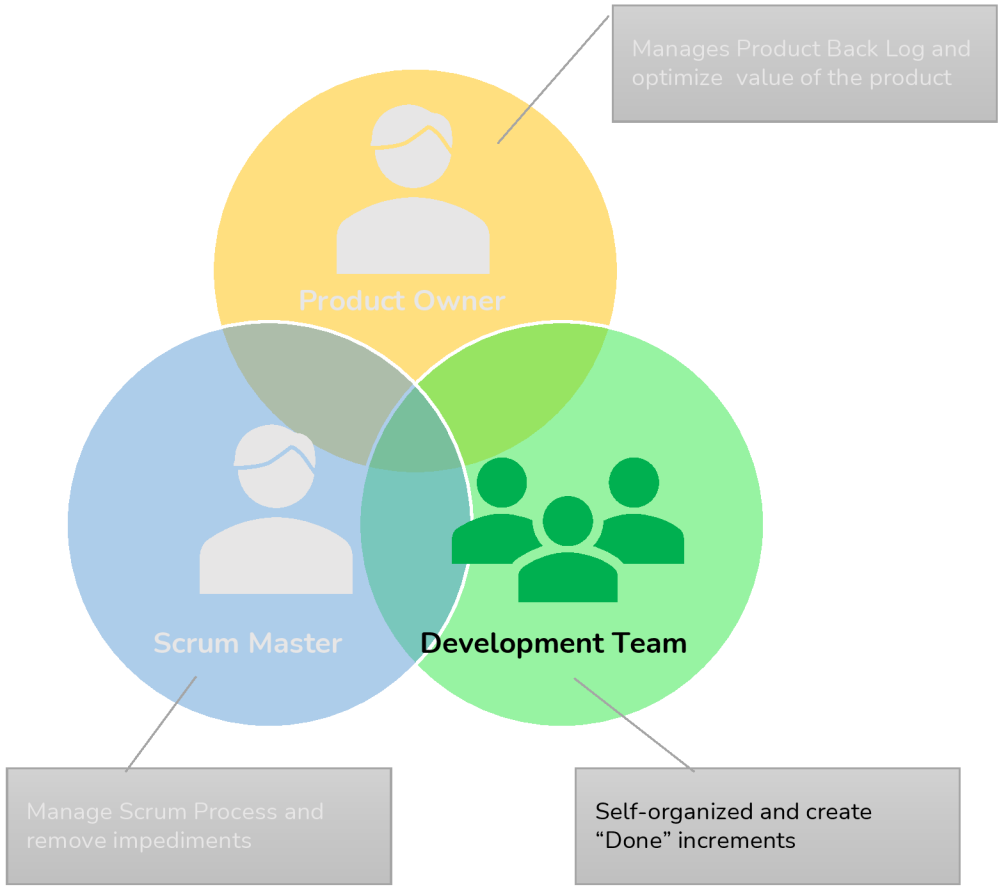
- **Serves the Product Owner** in several ways, including:

  - ✓ Helping find techniques for effective Product Goal definition and Product Backlog management;
  - ✓ Helping the Scrum Team understand the need for clear and concise Product Backlog items;
  - ✓ Helping establish empirical product planning for a complex environment; and,
  - ✓ Facilitating stakeholder collaboration as requested or needed.

- **Serves the organization** in several ways, including:

  - ✓ Leading, training, and coaching the organization in its Scrum adoption;
  - ✓ Planning and advising Scrum implementations within the organization;
  - ✓ Helping employees and stakeholders understand and enact an empirical approach for complex work; and,
  - ✓ **Removing barriers** between stakeholders and Scrum Teams.

The Scrum Team – Development Team



- The Development Team are the people in the Scrum Team that are **committed to creating any aspect of a usable Increme**nt each Sprint. They jointly build and deliver great software and accountable for:

  ✓ Creating a plan for the Sprint, the Sprint Backlog;
  ✓ Instilling quality by adhering to a Definition of Done;
  ✓ Adapting their plan each day toward the Sprint Goal; and,
  ✓ Holding each other accountable as professionals

- The specific skills needed by the Development Team are often broad and will vary with the domain of work. A high performing Development Team has most of the software engineering skills typically in it.

- The Development Team is normally composed of Software Developers, Business Analysts, Testers, UI/UX Designers, Architects, Database administrators, and the related skills to build the end product..

- **Implement the software** and jointly decide the number of requirements that they can undoubtedly deliver during a particular product increment called "Sprint".

Chapter Completed. Any Questions or Concerns?

HDI Scrum Process Overview

The HDI Scrum Process Overview

Sprints are the heartbeat of Scrum, where ideas are turned into value. They are **fixed length events of one month or less** to create consistency.

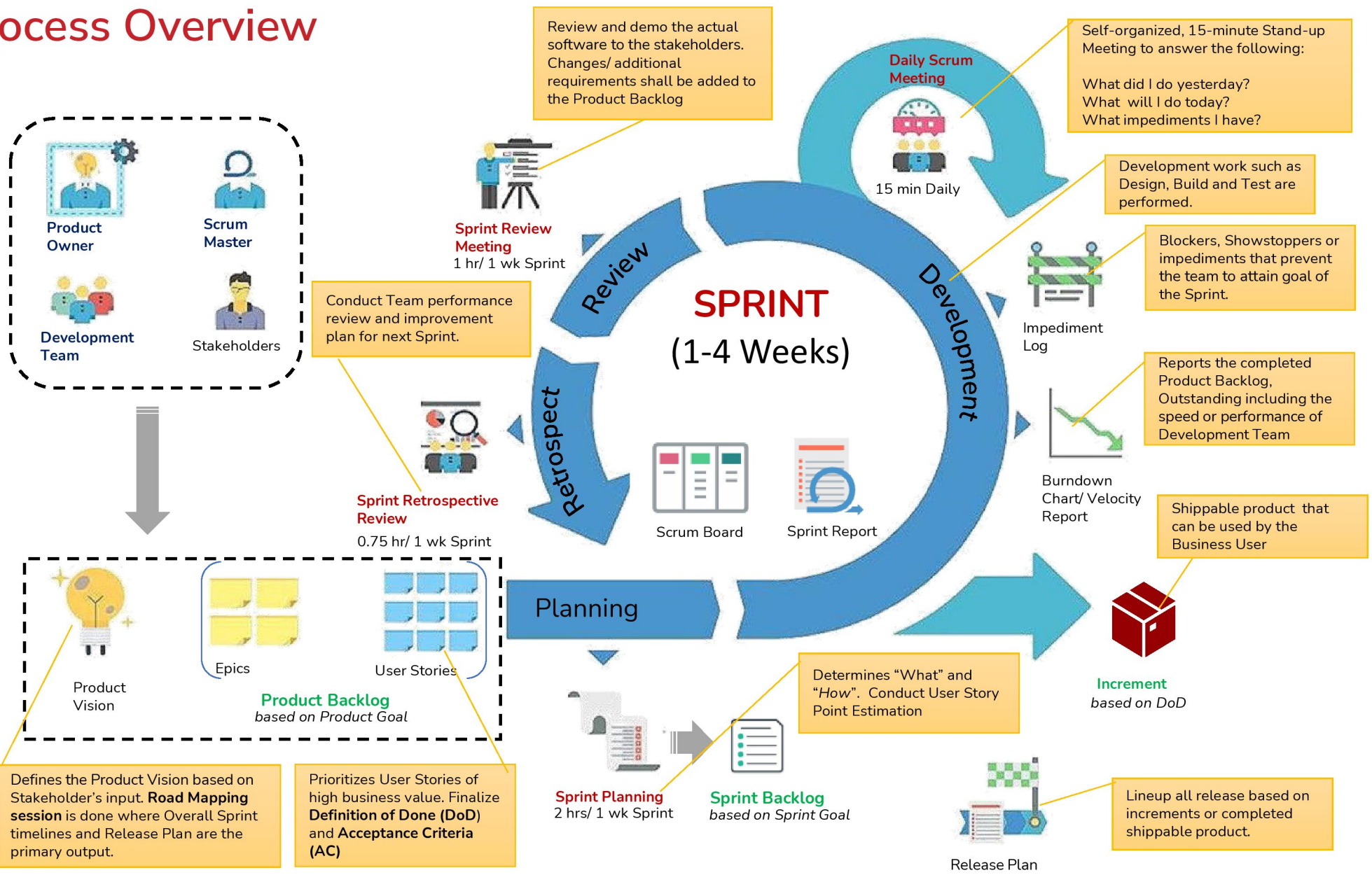
A new Sprint starts immediately after the conclusion of the previous Sprint.

All the work necessary to achieve the Product Goal, including Sprint Planning, Daily Scrums, Sprint Review, and Sprint Retrospective, happen within Sprints. During the Sprint:

- ✓ **No changes are made** that would endanger the Sprint Goal;
- ✓ Quality does not decrease;
- ✓ The **Product Backlog is refined as needed**; and,
- ✓ **Scope may be clarified and renegotiated** with the Product Owner as more is learned.

When a **Sprint's horizon is too long the Sprint Goal may become invalid**, complexity may rise, and risk may increase.

A **Sprint could be cancelled** if the Sprint Goal becomes obsolete. **Only the Product Owner** has the authority to cancel the Sprint.

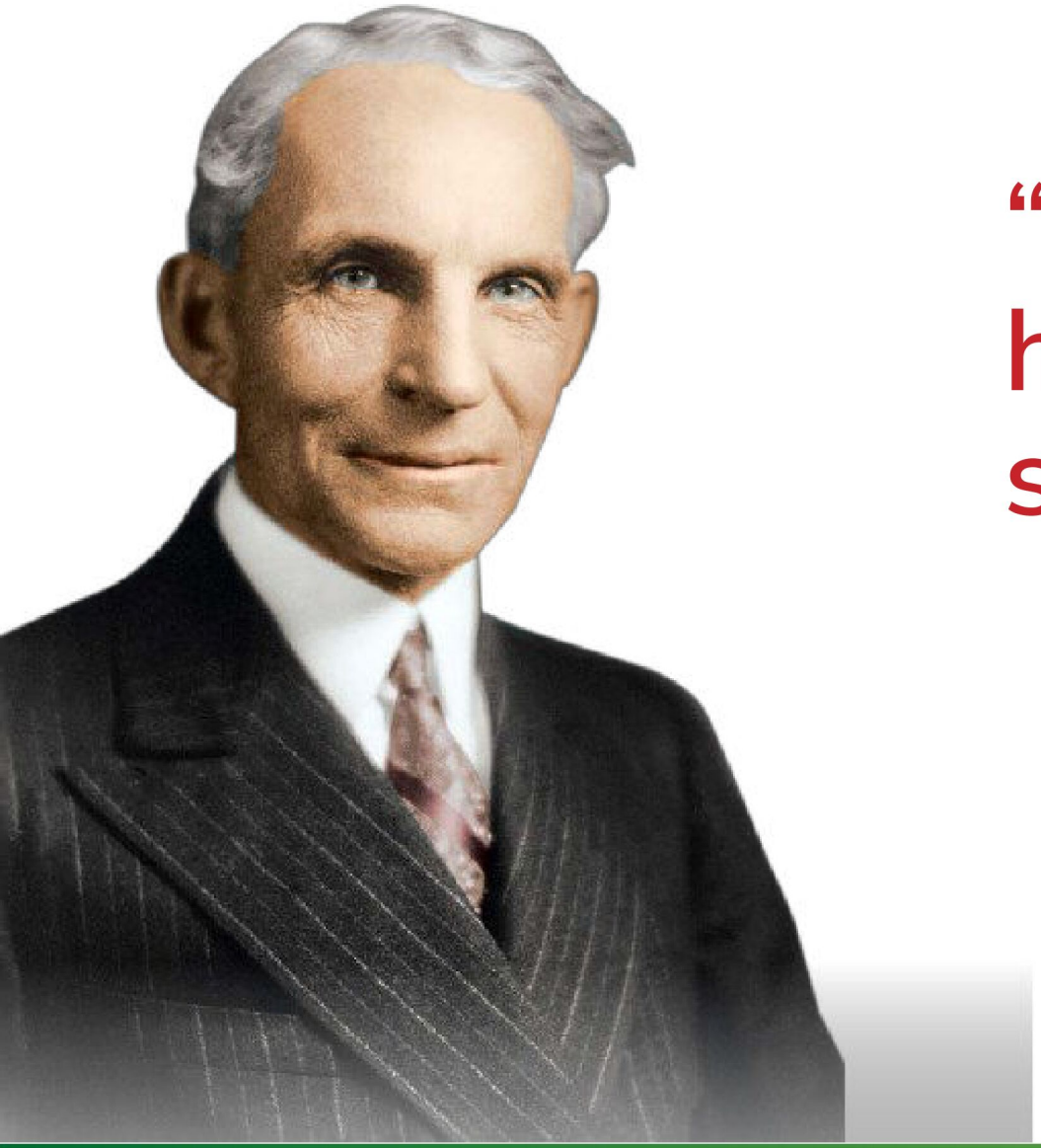


Chapter Completed. Any Questions or Concerns?

Next Steps

HDI Scrum Framework Orientation – Part 2

- Create Detailed Scrum Process for HDI
- Conduct Workshop for each Scrum Process to Digital Team
- Cascade to HDI BU



“Nothing is particularly hard if you divide it into small jobs.”

-- Henry Ford

HDI Insurance

Thank You!