

# AGILE WORKFLOW FOR SUCCESSFUL CLIENT/AGENCY RELATIONSHIPS

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# NICK DENARDIS

Perpetual minimalist. User experience crafter. Speaker. Realist.  
Web Director at [@waynestate](#). Library Scientist. Technical  
Director for [@TEDxDetroit](#). Organizer for [@hewebMI](#) and  
[@RefreshDetroit](#). [@GDIdet](#) teacher.

# AND... NOT A TRAINED AGILIST

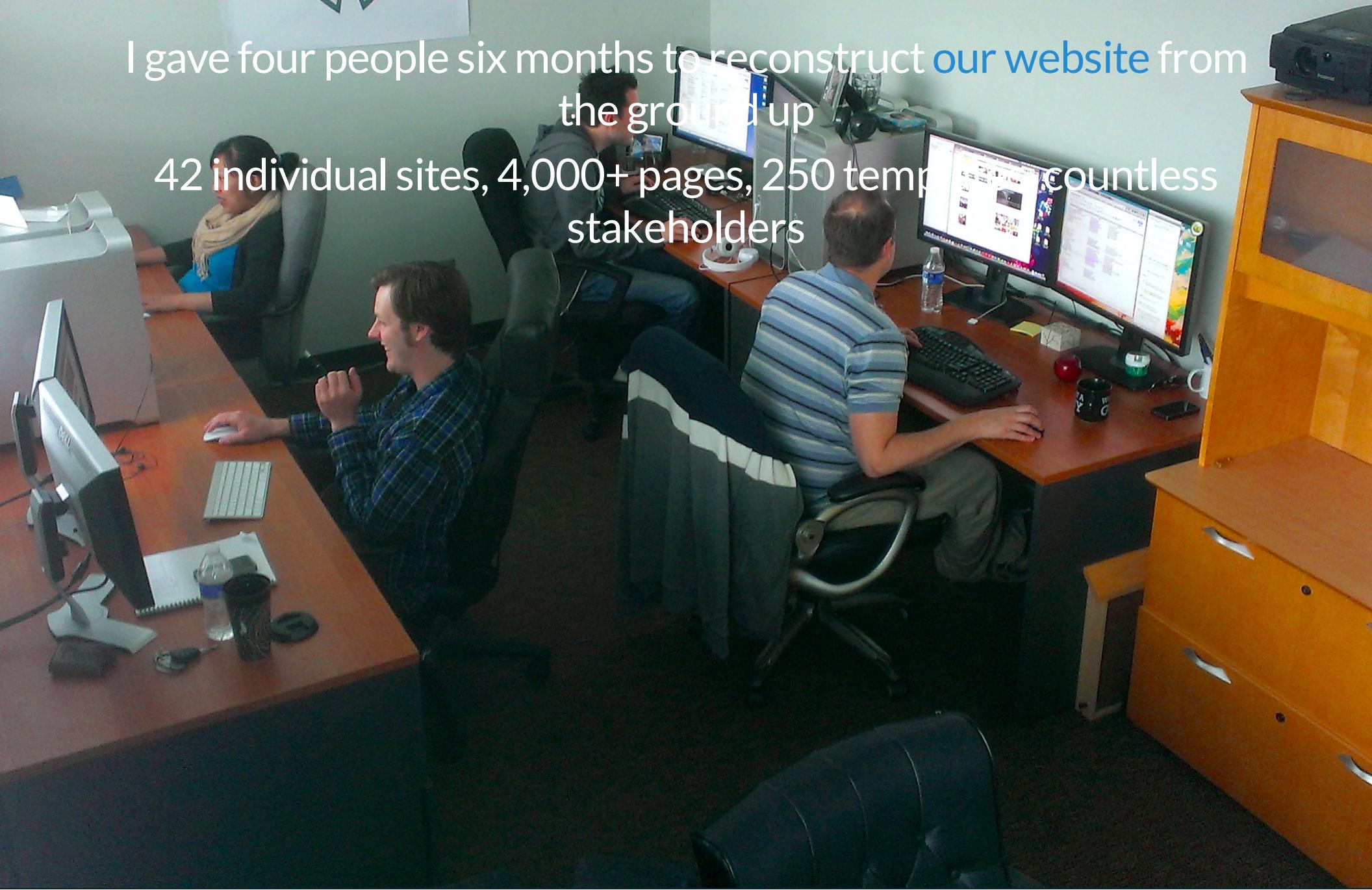
But I am a practitioner



# ONCE UPON A TIME...

I gave four people six months to reconstruct our website from the ground up

42 individual sites, 4,000+ pages, 250 temp, countless stakeholders



# THEY DID IT!

And thus begins our journey...



The image shows the Wayne State University website homepage. The header features a green bar with the university's name and a shield logo. Below the header is a navigation menu with links to About, Admissions & Aid, Campus Culture, Research, Students, News & Events, and Athletics. A yellow banner across the top provides links for Faculty, Staff, Parents & Counselors, and Alumni, along with a "GIVE to WSU" button. The main content area has a large background image of a female scientist in a lab coat working on complex machinery. Overlaid on this image are three white callout boxes: one on the left for visiting the campus, one in the center for exploring academic programs, and one on the right for becoming a Warrior.

AIM HIGHER

WAYNE STATE — EST. 1868 —

Login Search

ABOUT ADMISSIONS & AID CAMPUS CULTURE RESEARCH STUDENTS NEWS & EVENTS ATHLETICS

for Faculty | Staff | Parents & Counselors | Alumni GIVE to WSU

feedback

Visit our campus

Explore our programs

13 SCHOOLS/COLLEGES 370+ ACADEMIC PROGRAMS

IN PERSON ONLINE

VIEW PROGRAMS →

Become a Warrior

APPLY NOW →

# CONTEXT

# THIS TALK IS ABOUT TEAMS

2-10 people, local preferred

# THIS TALK IS ABOUT WEB SOFTWARE

Anything else you take away from it is a bonus

# MY TEAM != YOUR TEAM

Not a step by step guide

# 'AGENCY' WITH 'CLIENTS'

Managing a product could be it's own talk

# AND YOU?

Team size? Role? Using any agile practices?

What do you want out of this talk?

# agile, not Agile

Agile is short for "agility"

# AGILE MANIFESTO

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

*“To heal the divide between business and development” ~ Kent Beck*

# MISTAKES

I (we as a group) have made a lot.

# WHAT'S WRONG WITH WATERFALL?

## Semantic Diffusion

The original ideas, as they get passed from person to person get more diffused (more and more fuzzy).

# DO WE HAVE TO GO ALL IN?

Nope.

But all team buy-in is important

Everyone must be willing to try ideas for some time before  
dismissing them.

# RETROSPECTIVES

Start here if you do anything at all

Once a week, or every other week

It's about improving slowly over time

# FOUR QUESTIONS

1. What went well?
2. What didn't go so well?
3. What have I learned?
4. What still puzzles me?

**REPEAT.**

# INDIVIDUALS AND INTERACTIONS

Projects rarely fail because of technology

Communication (or lack of it) is the root cause of disaster projects

# CLIENT CONTACT

Project Manager? Designer? Developer? Writer? ...

All of them.

# WORKING SOFTWARE

# RELEASES, SPRINTS, ITERATIONS

Pick a cycle and stick to it

If it isn't in the cycle, it isn't important

M

Day  
Approval (NICK)  
start (2:00pm)  
Client Availability

### Line (premises)

out / Rob out

6

### ANSWER QUESTIONS

What did you accomplish?

What are you working on?

Is anything black in you?

- 39 total working hours - Subtract any Extra roles, Support, & Variation
- Stand ups at 9:30am everyday
- Ask for everyone's working time on build days
- Build days - contact clients for their availability
- Build days - make a Priority List
- Build days - make an Internal Review List

ROB # 745  
746 • • • • •  
DAN # 2458 • • • #2133 •  
  
CHIPS # 2671 • # 2672 • • Support  
ZOLARINE # 2101 • # 2330 • • Support  
Tom # 719 • • • • •

Jenn out / Nick home

Tom #719 ..

Jenn out / Ro home

- Finish internal reviews

END OF SPRINT

Nickoff/Raboff/Tambone / 21

Nickoff/Raboff/Tambone / 21

Dan off

- small tasks
- innovation
- meetings
- system's improvement

Nickoff / Danoff

- Bug Fixes
- Retrospective
- Innovation
- Blog Posts
- Meetings

~~Porting hours - Subtract any extra roles, Support, and Vacation~~

Nick off / Chris off

ROLE/SUPPORT	PERSON	TIME
SOCIAL MEDIA	JENN	10 HRS
PHOTO DESIGN		12 HRS
INFO REVIEW	NICK	3 HRS
SUPERVISOR	CHRIS	36 HRS
WEB FRAMES	JENN	5 HRS
WEB PROGRAM	TOM	2 HRS

Nick off / Chris off

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WEB PROGRAM	TOM	2 HRS

TASK #	CHRIS	TOM	RO	DAN	JENN	NICK	RUB
Student Center Prog.	36	36	36	24	24		30
ATEC contact image				3		1	7
Parking	1	x			1.1		
Guest Housing Prog.	2	x		1	2		
SLIS homepage		8	x				
RFC Prog.					4,2		10
Eng. Career Services				4			
Student Center Landing Page							
Education Content	2				1,4		
C2 Pipeline Link			1				
Diversity Content					1		
BEST launch							
Tech Solutions	4		2				
The Front Door <small>BAKEL/SETUP</small>	7						
BEST CLEAN UP	.5						-5
PQM launch							
MUISING	19.5	28	33	16	6		5

+ ADD

Any Project Any Team

Reports Time Sheet

User Guide Support



More &gt;

## Sprint - Work by Person

filter off ...

focus X

grid grid grid

Action

Work

Backlog

My Mapping

Work by Person

Sprint - My Work

Sprint - Work by Person



Future Sprint - My Work

Future Sprint - Stories

Future Sprint - Work by Person...

Current Iteration Plan

Open Bugs

Tasks

People

Future Progress

Requests Queue

Request Progress

Sprint - Backlog

Requests Backlog

Sprint - Work by Project

Task View



## Sprint - Work by Person

filter off ...

focus X

grid grid grid

Action

&lt; Person / State

&lt; To Do (Open)

35

&gt; Planned

&lt; In Progress

13

&lt; Waiting on Client

6

&lt; In Testing

8

&gt;

Chris Pelzer

11

Take the Front Door base template and

5h

Program the Macombs page to

2h

Site setup with base template

2h

Program the 3 static promos on the

2h

Program the listing and view pages for

4h

Create the display for Registrar calendar

2.5h

Create a class to use for FAQs and apply

1h

Need news items back on Parking

2h

Add the "Back to Top" link like Online

1.1h

Daniel Greco

6

Engineering Career Services e-newsletter

5h

Homepage Template Programming

4h

Fill in the yourfuture.wayne.edu

3h

Jennifer Di Sano

25

Program the Macombs page to

2h

Mockup the Parents landing page based

+1 2h

Homepage Template Programming

4h

Program the 3 static promos on the

2h

Initial Promotions

1h

Get the requirements for the schedule that

2h

Finish content migration...(Split)...

4h

FBO Procurement content review and

1h

Create a class to use for FAQs and apply

1h

FBO FP&amp;M content review and

1h

FBO Division content review and approval

1h

Redo the Information Architecture for the

1h

Content, review and approval

Content review and send to client for

Content review and approval

3h

Need news items back on Parking

2h

Contact client and ask them about

7h

Selected cards 0

About

Map

# WALKING SKELETON VS THIN VERTICAL SLICE

Walking Skeleton: tiny implementation that performs end-to-end function.

Thin vertical slice: layer of the implementation that spans every component.

# CONTINUOUS INTEGRATION/DEPLOYMENT

The screenshot shows the Codeship web interface. At the top, there's a navigation bar with the Codeship logo, a dropdown menu 'Choose a project...', a 'We're hiring' link, a 'Docs' link (marked as 'NEW'), and a user profile for 'Nick DeNardis'. Below the navigation is a message: 'Want to talk to us? Just send us a message!'. The main area displays a list of build logs for a repository named 'waynestate/go'. Each log entry includes a green checkmark icon, the author's name ('nickdenardis'), the branch ('develop' or 'feature/stats'), the commit hash, and the duration and date of the build. The logs are as follows:

Build Status	Author	Branch	Commit Hash	Duration	Date	Action
✓	nickdenardis	develop	6740c612	1 min 51 sec	4/18/2014 10:00	>
✓	nickdenardis	develop	ebd44faf	1 min 55 sec	4/18/2014 9:53	>
✓	nickdenardis	feature/stats	8ca204a1	1 min 58 sec	4/18/2014 9:49	>
!	nickdenardis	feature/stats	e08ce7d2	2 min 17 sec	4/18/2014 9:26	>
✓	nickdenardis	develop	74298df5	0 min 53 sec	4/15/2014 8:29	>
✓	nickdenardis	develop	a9b9c8c7	1 min 5 sec	4/15/2014 2:42	>
!	nickdenardis	develop	f271b47d	0 min 29 sec	4/15/2014 2:15	>

# CUSTOMER COLLABORATION

# INITIAL EXPECTATIONS

Client: This agency is going to make me more money

Agency: This client is going to pay the bills

# COLLABORATION VS COOPERATION

Introduce feedback loops as early as as often as possible.

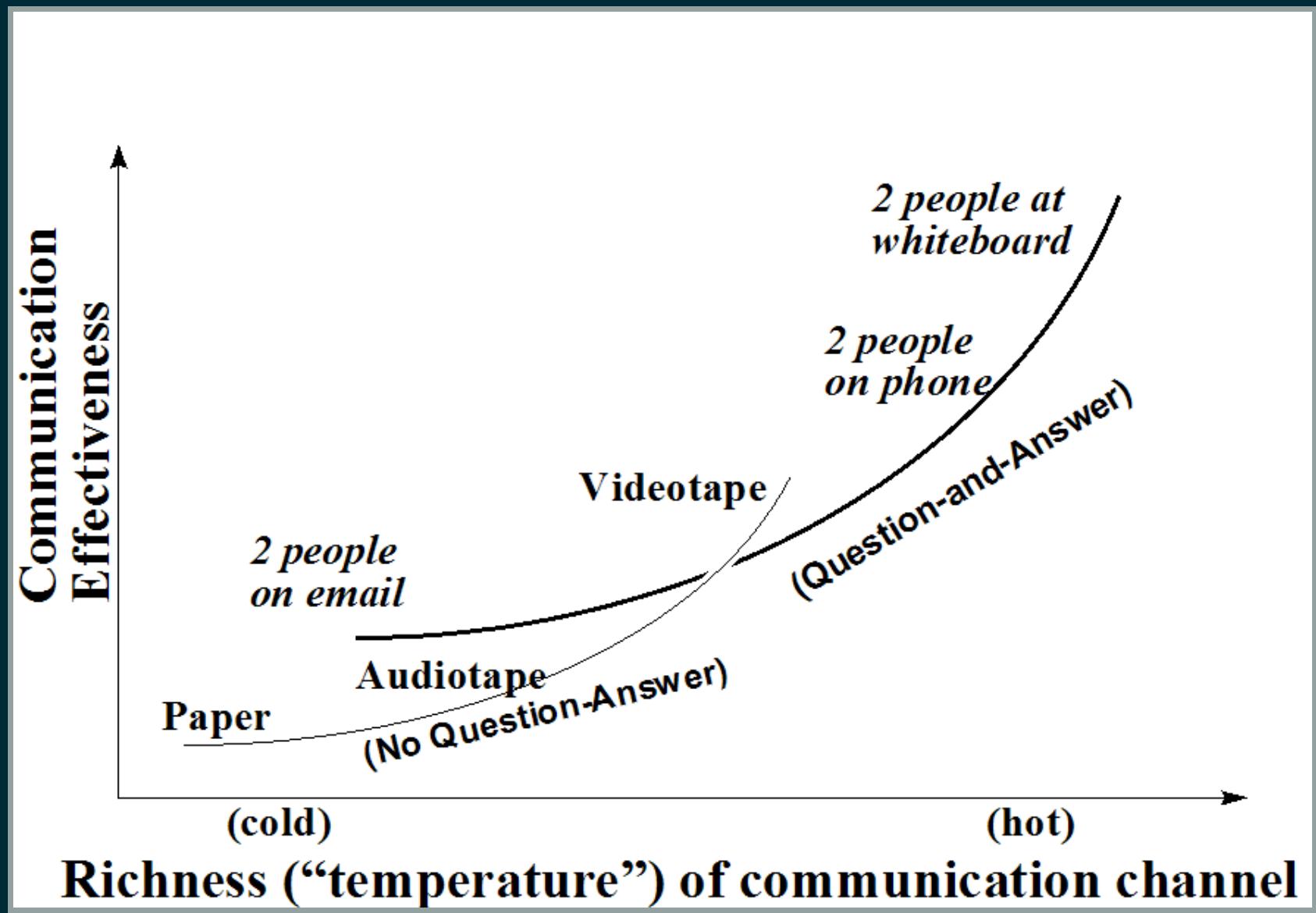
# COOPERATION

Going along with someone else's idea, they have already figured it out and you're along for the ride.

# COLLABORATION

Build something together, something new happens.

Working then handing off and pipelining means there isn't a collective knowledge unless you document it



Dr. Alistair Cockburn, 2002

# COLLABORATIVE DESIGN

- Define minimum requirements and constraints.
- Break out individually for idea generation by creating wireframe sketches (15 mins).
- Individual presentation of wireframe to the group followed by group critique on individual's wireframe with feedback focused on clarifying the presenter's design (5 mins per person).
- Break out individually for iteration on their own most well-received wireframe (15 mins).
- Presentation/group critique (5 mins per person).
- Team idea generation to be done on a whiteboard. Sketching a single solution based on ideas from wireframes that the team thinks will be the most successful in fulfilling the goal(s) (30 mins).
- After the wireframe design has been completed, pass it on to a developer/designer to get implemented.

# RESPONDING TO CHANGE

# SUCCESS

What does it look like?

# PLANNING UP FRONT

success == according to plan

# ADAPTIVE PLANNING

Plan and execute many times on a project  
(every sprint)

# POINT NORTH



<http://pointnorth.io/>

# NO ESTIMATES, ONLY BUDGETS

Basecamp just posted a good article that sums it up.

Drive development with budgets not estimates

## EXAMPLE SPRINT PROCESS

### Stages (2 weeks per sprint)

- **Sprint 1 - Discover/Scope & Information Architecture approved.**  
This includes defining and approving the menu items, templates needed, promotional areas, events calendar url, who needs access/trained on the CMS.  
Deliverable: Development base website in the CMS with menus, pages and promotional areas built. Client will have access to add content.
- **Sprint 2 - Wireframes approved**  
Using the existing College of Nursing website constraints Web Communications will create a structure that fits the C2 Pipeline program needs.  
Deliverable: Wireframe of website to accommodate all areas
- **Sprint 3 - Final design of website approved**  
Building on the wireframes Web Communications will add the visual elements and style to the website to match the existing College of Nursing website style.  
Deliverable: Final graphic design of website
- **Sprint 4 - Template programming complete**  
The approved design of the website will be programmed and meshed with the CMS website so any transitioned content will be visible in the new look  
Deliverable: A final programmed website in the CMS for Nursing to review
- **Sprint 5 - Content review/editing/approval for launch**  
All content should be in the CMS and visible in the final templates. Nursing will confirm that all content has been added before Web Communications does a final run through of all pages/links/images and stage the website for launch.  
Deliverable: A final review URL for the website and signoff to launch
- **Sprint 6 - Website launched**  
Once the signoff is signed Web Communications will push the website to production and do any post launch testing.  
Deliverable: Website will be publicly available at the final URL

# XP/PAIRING/SWARMING

**WHY WASTE THE TIME OF TWO PEOPLE ON A  
SINGLE TASK?**

# INCLUDE THE CLIENT?

As often as possible.

# HAVE YOUR CLIENTS WRITE/SIGN OFF ON ACCEPTANCE TESTS

WAT?!?

# ACCEPTANCE TESTS

A php framework for testing your business expectations.

Behat

**Scenario:** Any user should be able to view the website listing page

Given I login as a regular user

And I am on "/sites"

Then I should see "Websites"

**Scenario:** Admin users should be able to add a website

Given I login as an admin user

And I am on "/sites"

And I follow "Add Site"

Then I should see the site form

# RESOURCES

- Agile Manifesto
- Point North
- Drive development with budgets not estimates
- Codeship.io - Continious integration and deployment.
- Target Process
- This talk on GitHub
- Follow me on Twitter

# THE END

BY NICK DENARDIS / @NICKDENARDIS