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The Client's Guide to Agile

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Agile's Core Values

We recognize all of these things have value.

We assert that the items in bold are *more* valuable.

1. **Individuals and interactions** over processes and tools

2. **Working software** over comprehensive documentation

3. **Customer collaboration** over contract negotiation

4. **Responding to change** over following a plan

Agile at a Glance

Terminology

Product Backlog

- The collection of User Stories that make up the entirety of the project/product. The product backlog can be updated, modified, and reprioritized at any time.

Epic

- A particularly large user story that cannot be accurately estimated without breaking apart into constituent stories.

Agile at a Glance

Terminology

Iteration

- A timebox during which development takes place. In **Scrum** this is called a Sprint.

Story Points

- A unit of estimating the complexity of a story that is used in lieu of "man-hours"

Agile at a Glance

Terminology

Scrum

- A process framework that implements Agile principles to manage the process of building products.

Sprint Backlog

- A complete set of work that comprises an upcoming iteration. Sprint backlogs are created from the highest priority stories in the product backlog and **cannot be modified** after the sprint begins.

Terminology

User Stories

- **Functional increments** of work divided up by the team in consultation with the customer or product owner.

Agile at a Glance

Roles

Product Owner

- Responsible for making sure the team delivers the desired outcome, the Product Owner is manages, grooms, and prioritizes the product backlog.

Scrum Master

- Responsible for the execution of Scrum ceremonies that keep the process moving. The Scrum Master defends the time, attention, and focus of the Development Team.

Agile at a Glance

Roles

Development Team

- All other members of a Scrum team responsible for the development, completion, and testing of User Stories. This includes software development, UX/Design, and QA.

Stakeholders

- Stakeholders are any members of the Scrum team that are not members of the Development Team. In most cases, everyone on our Client's team is a Stakeholder.

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Agile is a philosophy.

Scrum is a methodology (that embraces the Agile philosophy) which Lofty uses to build software.

Work is Done in Sprints

Sprints at Lofty last either 1 or 2 weeks, depending on the size of your project.

The Progression of a Sprint

Your team works with our team to define, refine, and prioritize upcoming work

The Development Team works toward the Sprint's objectives and scope remains fixed

Theteam reviews what went well in the last sprint and plans to fix any problems

Backlog Grooming → **Sprint Planning** → **Sprint Execution** → **Sprint Review** → **Retrospective**

A sprint backlog is created from the product backlog and stories are estimated.

Completed work from the sprint is demoed to your team (yay!)

Sprint Ceremonies

Backlog Grooming

Backlog Grooming is the process of defining your software's requirements, gathering details, and providing clarity on what exactly needs to be built.

Backlog grooming can happen at any time throughout a project regardless of Sprint progress. This is because changes to the Product Backlog have no effect on the active Sprint Backlog.

This allows you to shift the priorities of the work being done and adjust scope without compromising the focus of the development team resulting in costly re-work and inefficiencies.

Sprint Ceremonies

Backlog Grooming, cntd.

Our Product Owner will groom the backlog with you regularly ensuring that your feedback shapes the product from one iteration to the next.

We want you to be able to attend a Backlog Grooming session *at least* once per Sprint.

Sprint Ceremonies

Sprint Planning

Sprint planning occurs in between sprints, or as the initial ceremony for kicking off a sprint.

During Sprint planning the Product Owner selects items from the top of the backlog to put into the next sprint. The Development Team verifies that the Stories have all the required details needed to begin and estimates the complexity of each Story. We do a final check to make sure the complexity of our Sprint is realistic based on previous Sprint performance.

We assign a goal to the sprint and aim to deliver a new unit of fully working features by the time the sprint ends (1 or 2 weeks later, depending on the project's engagement structure).

Sprint Ceremonies

Daily Standup

Each day during the Sprint, the Scrum team will get together for a quick meeting to update on their progress.

- What did you work on yesterday?
- What will you work on today?
- Is anything blocking your work?

That's it. The Scrum Master will enforce that only the Development Team may **participate** in the standup. Product Owners and Stakeholders are, however, invited to **observe** as desired.

Sprint Ceremonies

Daily Standup, cont.

It is important to keep our Daily Standups short and sweet.

The Daily Standup is the only meeting that occurs during the sprint (and daily at that). This makes a poorly-managed Daily Standup the most likely place to lose efficiency as the development team works through a sprint.

Sprint Ceremonies

Sprint Review

At the end of a Sprint members of the development team demonstrate the items that were completed during the Sprint to their colleagues and your team.

This is a celebratory event where we share pride in our work and the work of our teammates and signifies the end of the iteration.

Sprint Ceremonies

Sprint Retrospective

Our team will conduct an internal review of our process and give each other honest feedback about how our process can be improved and how we can deliver better results in every Sprint we complete.

Finally, we will review the goal we set for our Sprint and grade our performance against it.
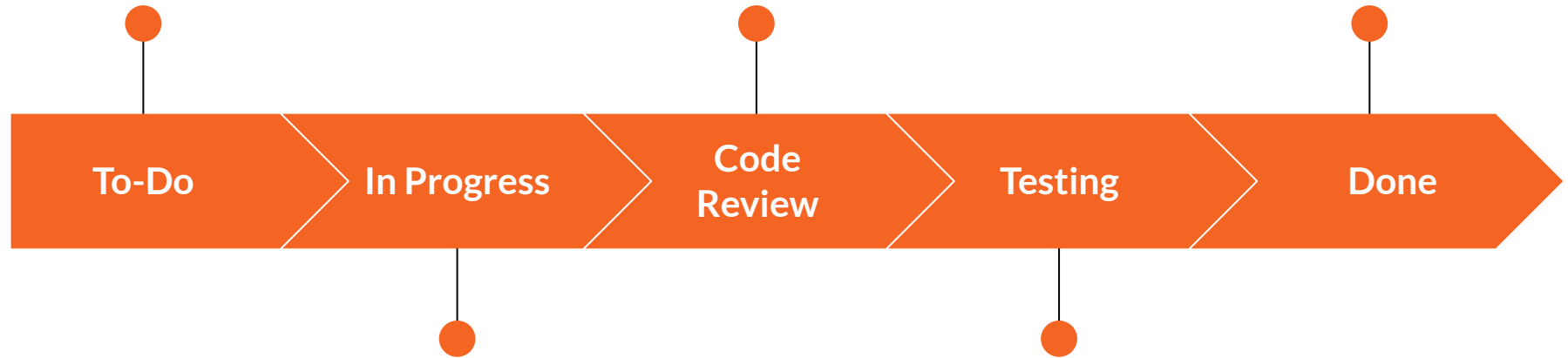
This helps us all keep realistic expectations and a sustainable pace of development from one Sprint to the next.

A User Story's Path to Done

This story is in the sprint backlog but progress has not started.

The developer believes the work satisfies the Acceptance Criteria of the Story and solicits code review from team

The PO believes the work satisfies the Acceptance Criteria of the User Story

To-Do

In Progress

Code Review

Testing

Done

The story is in progress in a place where developers can collaborate and share work

The code passed peer review and has been deployed to an environment where the Product Owner (PO) and stakeholders can provide Quality testing

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Agile doesn't imply an absence of planning.

Scrum doesn't imply an abundance of meetings and process.

Instead we plan while we work and we organize planning sessions into dedicated ceremonies that *will not* interfere with the delivery of working software.

We Look Forward
To Working With You

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