Agile that works & the tools we love

Drupalhagen, Oct. 27th 2012
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This talk is about:

- Why agile & scrum rocks
- And why it’s so ‘effing difficult
- How to qualify projects
- And the customers
- The weapons of choice
  - Balsamiq, Jira, Greenhopper, Bonfire
If you don’t live up to the customers’ expectations, then the project will be considered a failure no matter what.
THE PREMISE

95% of our projects is billed by the hour.
We’ve learned this the hard way.
Why do we want agile?

Is SCRUM really the answer to everything?
We want to build better solutions for the customer, providing maximum (business) value for money, lower the risks, collaborate as a close-knit team and not end up with a Big Huge Fight in the end.
WHAT IS SCRUM?

How many in here are unsure what Scrum really is?
Raise your hands.
SCRUM PROCESS

- Product Backlog
- Sprint Backlog
- Daily Scrum Meeting
- 2-4 Weeks
- 24 Hours
- Potentially Shippable Product Increment
WHY DO SCRUM?

Scope and price aren’t fixed

We are bad at estimates, so this makes the risk lower
WHY DO SCRUM?

The customer are usually really bad at explaining what they want - but think we understand. We don’t.

Scrum makes us talk.
WHY DO SCRUM?

Developers do technical decisions.

The customer makes the business decisions.
WHY DO SCRUM?

Scrum help us manage expectations. This is the most important discipline of project management.
So what are the challenges
THE THINGS I DO FOR LOVE
THE CHALLENGES

The customer needs to trust you and the process - even the customers’ ignorant all-mighty superiors.
THE CHALLENGES

You have to demand a lot of involvement from the customer - meaning a lot of time from their (busy) Product Owner (PO).
THE CHALLENGES

The customers’ PO must be able to make a lot of decisions and fast.
THE CHALLENGES

It’s rather difficult to do scrum the right way when you are an external agency and not part of the organization you’re helping.
THE CHALLENGES

In our experience we have to act as assisting PO as well.
Identifying the right projects
AND THE ONES TO WALK AWAY FROM
THE RIGHT PROJECTS

> often have a lot of external / undefined dependencies (that's how it started for us - by necessity).
THE RIGHT PROJECTS

> have a meaningful size - the development effort is at least 2-3 months with a couple of developers

SMALL IS BAD, AS SCRUM HAVE UPSTART OVERHEAD
THE RIGHT PROJECTS

> come from an organization that’s suited for agile processes - where they dare delegate decision making responsibility to the Product Owner.
THE RIGHT PROJECTS

have an organization and team that appreciates the fact that we’ll figure out things as we go along.
And be ready to stick them with the pointy end walk away
WHAT TO DO WHEN

> you can’t make customer really understand the process and why it works.

Or if you think they don’t get it.

walk away
WHAT TO DO WHEN
you sense that the PO has no real power in the organization.
(The PO will make a lot of decisions - they need to stand up to them. If not...)
WHAT TO DO WHEN

> the budget is far too small compared to the expectations of the final result - and the customer won’t listen.

THEY WILL NEVER BE HAPPY.
YOU WILL NEVER MATCH THEIR EXPECTATIONS.

WHY DON’T YOU
walk away
WHAT TO DO WHEN

> When the customer wants to do “everything agile”, but insists on fixed deadline, fixed scope and fixed price.

THEY DO NOT GET IT, DO THEY?

YOU walk away
Stop walking & start working! Are you willing to pay the iron price?
LETS ASSUME THEY GET IT

Scope
(functionality, features)

Resources
(cost, budget)

Time
(deadline)

(Quality)
Agile and scrum without rules is just chaos and winter is coming.
Methodologies and the right tools are essential.
Do it right, and Scrum will help you manage expectations.
HOW TO DO IT

> Scrum “by the book” cost a lot of resources and have lots of meeting activity; and customers hate to pay for meetings.

IT IS KNOWN.
HOW TO DO IT

> Should we just do Kanban or full Scrum?
We do something in between.

Kanban and Scrum making the most of both

THIS WILL HELP
So which rules must we abide - and which ones are less important?
The Do's

- Daily scrum
- Sprint planning
- User story estimation
- Velocity calculation
- Sprint report

THIS IS WHERE YOU MANAGE EXPECTATIONS.
IN WRITING.
METHODOLOGY

Define your “Definition of Done”:

- Code Complete
- Unit tests written and executed
- Integration tested
- Performance tested
- Documented (just enough)
- Approved by Product Owner
METHODOLOGY

Keep the sprint-planning as short and focused as possible.

Make sure the planning is well prepared.
METHODOLOGY

Be pragmatic. Keep it light. Change what doesn’t work in your situation.
The bottom line

THINGS ARE PRETTY GOOD IF YOU ARE

> Delivering working, tested software every 4 weeks or less.
> Delivering what the business needs most.
> Continuously improving the process.
The process & the tools we use
THE RELOAD WAY
The customer often come to us with rather vague ideas: “We want to build a site to be the best XYZ site” or rebuild an existing site to better match new business demands.
THE BEGINNING

So we start off with a period of analysis. This consists of a lot of workshops where we’re drilling down in order to identify the real pains, ideas and opportunities.
Often we end up with something quite different that what the customer had in mind to begin with.
And found a common understanding in the process.
The Beginning

We end up with wireframes and user stories.

The wireframes and user stories are our specification.
Sclerose foreningen

Fakta om sclerose
Livet med sclerose
Få hjælp og rådgivning

Symptomer

Tidligte tegn på sclerose

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Dens autem dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

Fysiske symptomer

Psykiske reaktioner

Kognitive forandringer

Typiske fysiske symptomer på sclerose er...

Det er en voldsom psykisk belastning at få en kronisk...

Op mod 60% af mennesker med sclerose...

Kommentarer

1: (SCL-22) Introtekt + billede.
   Tematiserer siden og giver brugeren en hurtig intro til omsæt/området

2: (SCL-34) Direkte indgang til de enkelte undersider under denne side
   Viser et eksempel på et niveau under i menuhierarkiet

3: (SCL-27) Indgang. Giver brugeren en nogle hurtige introduktion og indgang til undersider

4: (SCL-70) Relateret indhold.
   Relateret indhold baseret på nogle/et senfor nyheder, spørgsmål/svar fra netrådgivningen og måske også medier (Billedserier, podcast, video). Bemærk, at nogle/et svar er brugt.

5: (SCL-96) "Medier" er droppet, se US.

Theming US: (SCL-86)
Mobil theming US: (SCL-151)
Tools we love
We map the user stories to the wireframes and visa versa. Get a “complete” backlog as soon as possible.
THE BEGINNING

Design is the next step, but we don’t have time for that today. But we really would like feedback on

reload.dk/drupalstyleguide
Tools we love

by

JIRA

+ GreenHopper

by

Atlassian
### THE BACKLOG - PLANNING

**Sprint 1 - Content types**

| IDA-210 | Bedre redaktør oplevelse ved link oprettelse | 0 |
| IDA-12  | linke til emne/tag sider                  |   |
| IDA-209 | Tilføj allerede definerede taksonomi       | 0 |
| IDA-32  | Have adgang til hovedområder i top nav på alle sider |   |
| IDA-1   | Wireframes                                 | 5 |
| IDA-22  | styre hvornår en side automatisk af-publiseres | 0.5 |
| IDA-125 | Migrate: beholde grund formatering (fed/kursiv/understreg, punktliste) |   |
| IDA-124 | Migrate: overføre artikel tekst           |   |
| IDA-136 | Migrate: holde øje med falske punkt opstillinger og flage |   |
| IDA-126 | Migrate: beholde billeder i artikler       |   |
| IDA-127 | Migrate: eksportere hele artiklen inkl tilhørende "nedereste" kasser |   |
THE BACKLOG - PLANNING

Status: Open
Component/s: No content
Labels: No content
Affects: No content
Version/s: No content
Fix Version/s: No content
User Story: Når jeg som bruger har logget mig på extranettet, kan jeg se et nyhedsfælde med de seneste aktiviteter i de grupper, jeg er medlem af. Aktiviteter er defineret som oprettelse af aktivitet/upload af filer eller kommentarer i diskussionsforummet. Nyeste aktivitet listes øverst. I listen linkes der til selve aktiviteten (se pkt. 6 i wireframe) og til grupper (se pkt. 7).
SPRINT IN PROGRESS
SPRINT IN PROGRESS

THIS IS GREENHOPPER V6
SPRINT IN PROGRESS

GreenHopper

Gives us usable reports as well!

AND IT HANDLES SCOPE CHANGE NICELY.
Cumulative Flow Diagram - 10/Oct/12 to 24/Oct/12 (Past 2 Weeks)

- Orange: To Do
- Teal: In Progress
- Purple: Reopened (test failed)
- Green: Ready for test
- Red: Done

IDA-201
Ready for test >> Reopened (test failed)
17/10/2012 11:54
Commitment
Completed

Sprint 1 - Content types

<table>
<thead>
<tr>
<th>Sprint</th>
<th>Commitment</th>
<th>Completed</th>
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</thead>
<tbody>
<tr>
<td>Sprint 1 - Content types</td>
<td>21</td>
<td>20</td>
</tr>
</tbody>
</table>
### IDA Dev

#### Sprint Report

**Sprint 1 - Content types**

Closed Sprint 10/Oct/12 11:06 AM - 24/Oct/12 10:49 AM

* Issue added to sprint after start time

#### Completed Issues

<table>
<thead>
<tr>
<th>Key</th>
<th>Summary</th>
<th>Issue Type</th>
<th>Priority</th>
<th>Status</th>
<th>Story Points (20)</th>
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</thead>
<tbody>
<tr>
<td>IDA-8</td>
<td>overskrive den foreslåede URL</td>
<td>Story</td>
<td>Blocker</td>
<td>Closed</td>
<td>2</td>
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<tr>
<td>IDA-9</td>
<td>kunne overskrive side titel og beskrivelse</td>
<td>Story</td>
<td>Blocker</td>
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<td>2</td>
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<tr>
<td>IDA-13</td>
<td>logge ind</td>
<td>Story</td>
<td>None</td>
<td>Closed</td>
<td>1</td>
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<tr>
<td>IDA-16</td>
<td>WF10: Oprette en side</td>
<td>Story</td>
<td>Blocker</td>
<td>Closed</td>
<td>3</td>
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<tr>
<td>IDA-17</td>
<td>overvåge retteiser</td>
<td>Story</td>
<td>Blocker</td>
<td>Closed</td>
<td>2</td>
</tr>
<tr>
<td>IDA-21</td>
<td>kunne styre hvornår en side automatisk udgives</td>
<td>Story</td>
<td>Blocker</td>
<td>Closed</td>
<td>2</td>
</tr>
</tbody>
</table>
MORE
Tools we love
by
Bonfire
by
Atlassian
BONFIRE - EXPLORATORY TESTING

I don't like hands.
BONFIRE - EXPLORATORY TESTING

Klokkeslettet bliver ikke vist på detailed activity list. Kun datoen.

Testing Status: Not Started

Bonfire Environment Information

URL: http://scleroseforeningen.dk/node/253/local_dk
Browser: Chrome 21.0.1180.89
Operating System: Windows 7 (Windows NT 6.1)
User Agent: Mozilla/5.0 (Windows NT 6.1; WOW64) Ap...
The Atlassian products have a really nasty learning curve. But that’s because it’s so damned flexible. You’ll learn to love it. We did.
To sum it up

> Manage expectations is a key factor for success
> Scrum is hard - the right tools make it easier to succeed
> It’s about continuous learning and improvement
Questions?
Thanks! We’re hiring :-) 
Rasmus Luckow-Nielsen 
@rasmusluckow 
reload.dk/jobs 
reloaddk 
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