



The Agile Backlog... *A Healthy Choice*



agileinfusion

Bob Schatz

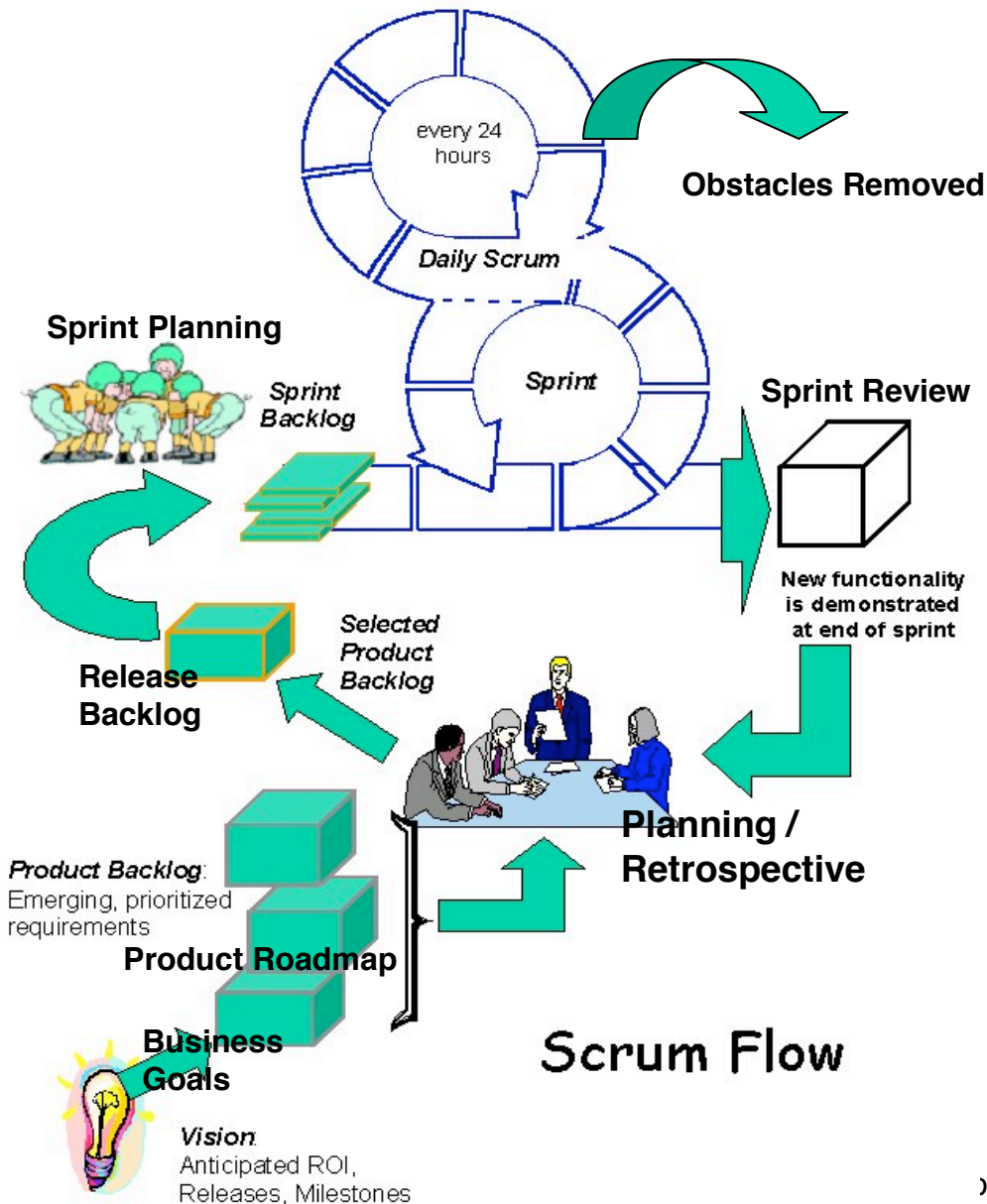
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My Background

- 26 years developing/leading in enterprise applications organizations as developer, manager, executive
- Led Primavera's successful adoption of Scrum/XP
- Work with many companies helping them successfully move to agile
 - SAP, HP, NASA, Scripps Networks, Jewelry Television, H&R Block, Xerox, Intergraph, Nortel, Intuit, & many others
- Certified Scrum Trainer and Practitioner
- Specialize in Agile Project Management, Organizational/Team Dynamics and Change
- Agile community articles and conference presentations

Scrum Workflow



Key Practices

- **Self-directed; self-organizing teams** (preferably co-located)
- **Iterative Adaptive planning**
- **Stakeholder/Customer Involvement**
- **30-calendar day iterations**
- **15 minute daily stand-up meeting**
- **Team measures progress daily**
- **Each iteration delivers tested, fully-functional software for demonstration**
- **Always 30-days from potential production release**
- **Sprint Retrospective Process**
- **Create a rhythm and flow**



Agile Project Planning



Before You Leap....



- **Project Vision**
- **Project Business Goals**
- **Project Constraints**

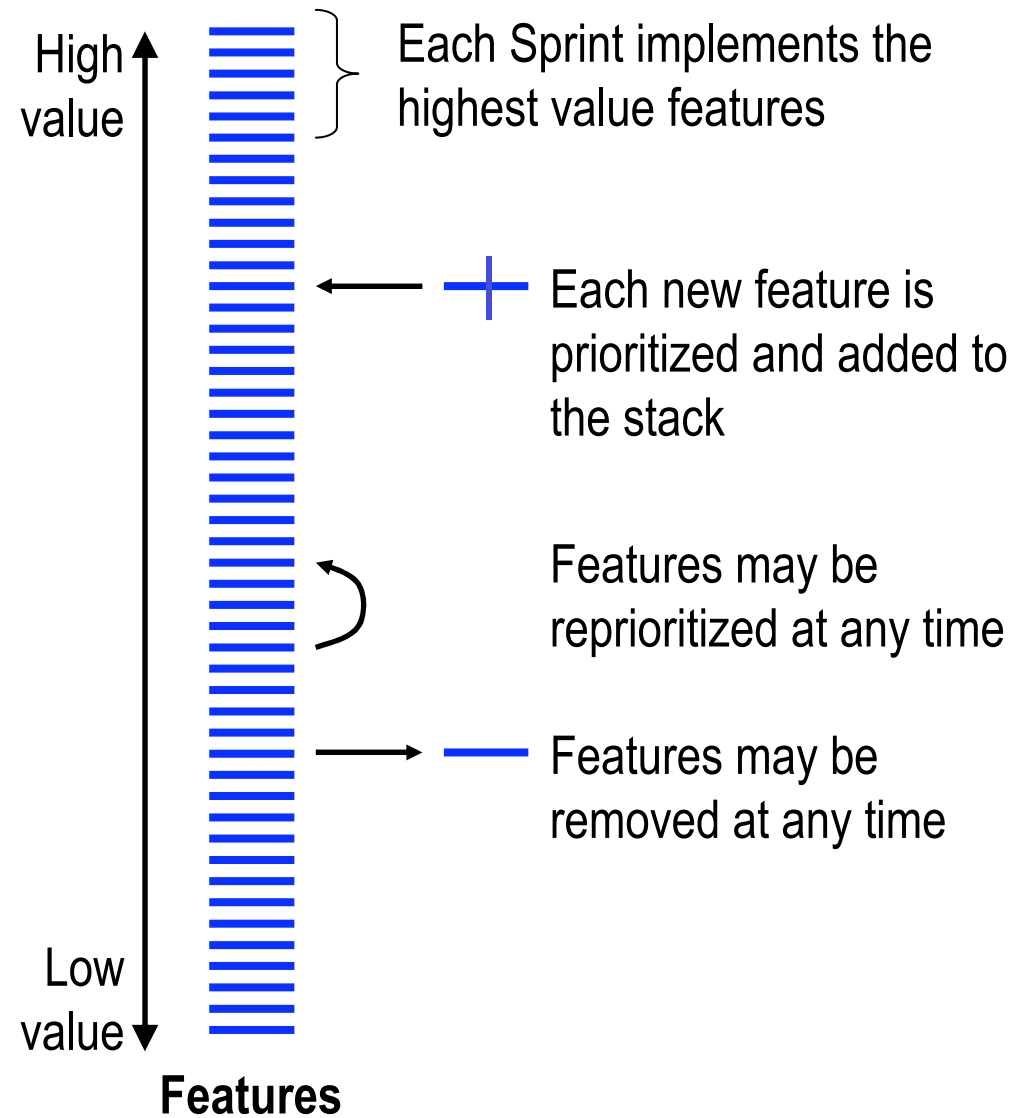
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The Product Backlog

- All possible system features are captured in a prioritized list – the Product Backlog
- New features can be added at any time to the Product Backlog by anyone
- Features have only a gross estimate of effort and value
- Product Owner prioritizes the Product Backlog





Backlog Items

- User Stories
 - **As a <actor>, I would like to <action>, so that <value>**
- Attributes
 - Size (points), Value (\$, H/M/L), Functional area, etc.
 - Conditions of Satisfaction
- FBS (Feature Breakdown Structure)



Prioritizing Backlog Items

- Prioritize based on business/release goals
- Forces stakeholders to address the relative importance of their requirements
- Leads to increased communication and consensus
- Provides a logical basis for requirements negotiation
- Enables teams to rationally schedule the development and release of large complex systems

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Prioritization Techniques

- Business Case Analysis / Return On Investment (ROI)
- Kano Model
- Pair-wise comparisons
- Prioritization working groups
- Scale of 1-to-10 rankings
- Voting schemes
- Weightings
- Quality Function Deployment (QFD)
- Many others...



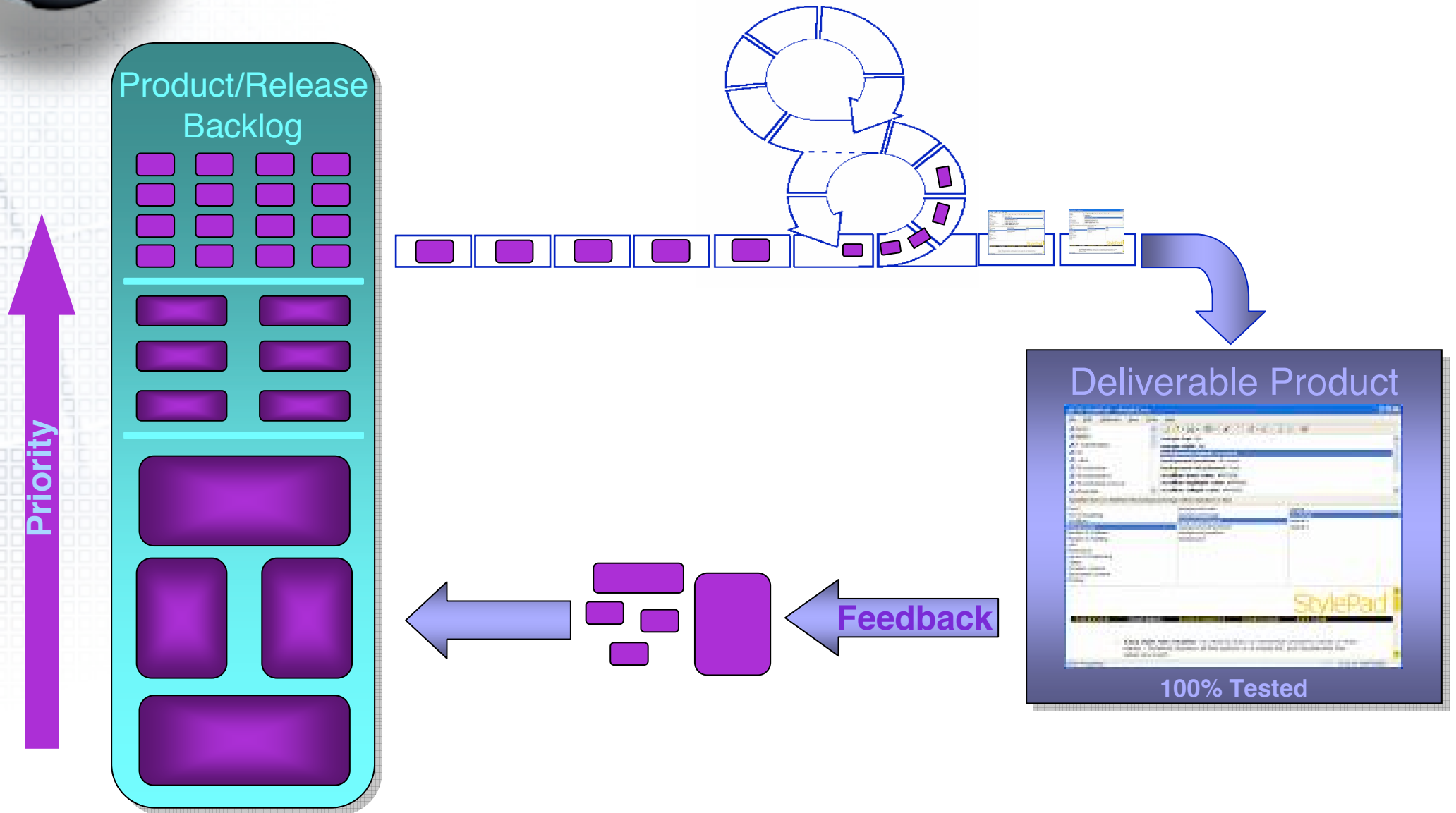
Many Dimensions of Priority

- **Business value**
- Personal preference
- Harm Avoidance
- Risk
- Cost
- Difficulty
- Time-to-Market
- Stability of requirement
- Dependencies (Internal and External)
- Legal Mandate
- Frequency of Use
- Reuse

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Backlog Lifecycle





Agile Project Planning

- **Challenge**

- Traditional planning is based on a false assumption
- Moving from “following a plan” to “converging on value”
- Moving from “activity-based” to “feature-based”
- Focus to priority of feature and ability to deliver value
- Estimation vs. Commitment
- Need to balance the high degree of uncertainty with the needs of the business
- Perceptions of agile development

- **What challenges are *you* facing in planning today?**



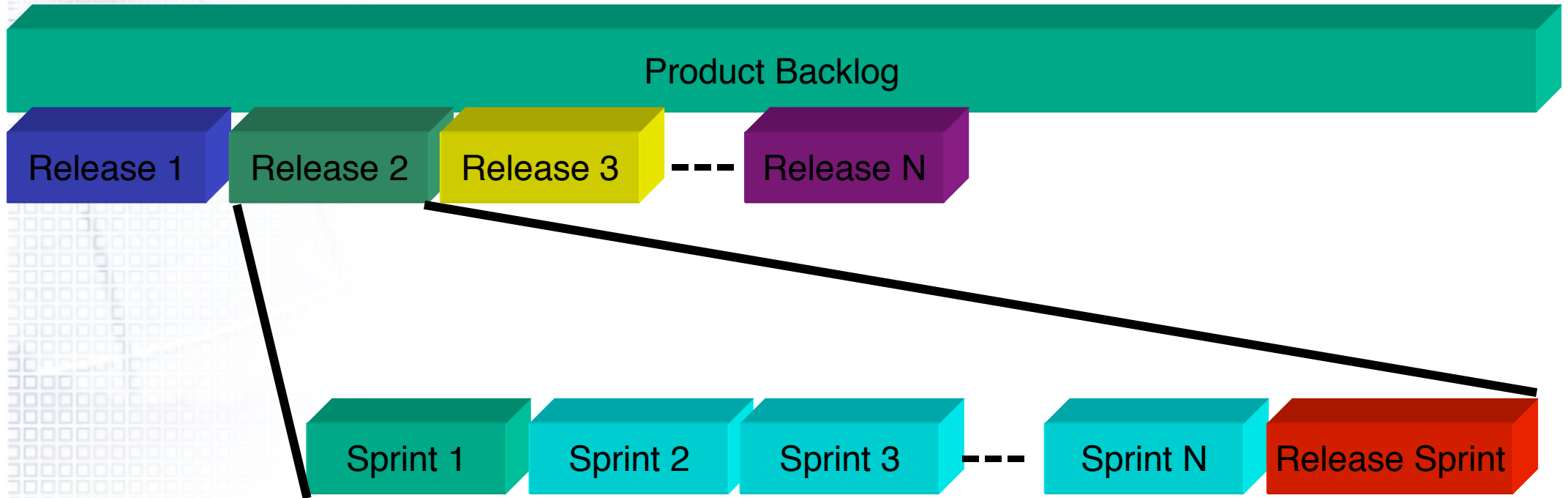
Estimation

- Agile approach to estimation
 - Separate estimates of size from estimates of duration
 - Estimates \neq Commitment
 - Don't spend too much time...it doesn't get better
- Estimate Size; Derive Duration
 - Story Points
 - Velocity
- Techniques
 - Compare
 - Triangulate
 - Break into Smaller Pieces
 - Use Planning Poker

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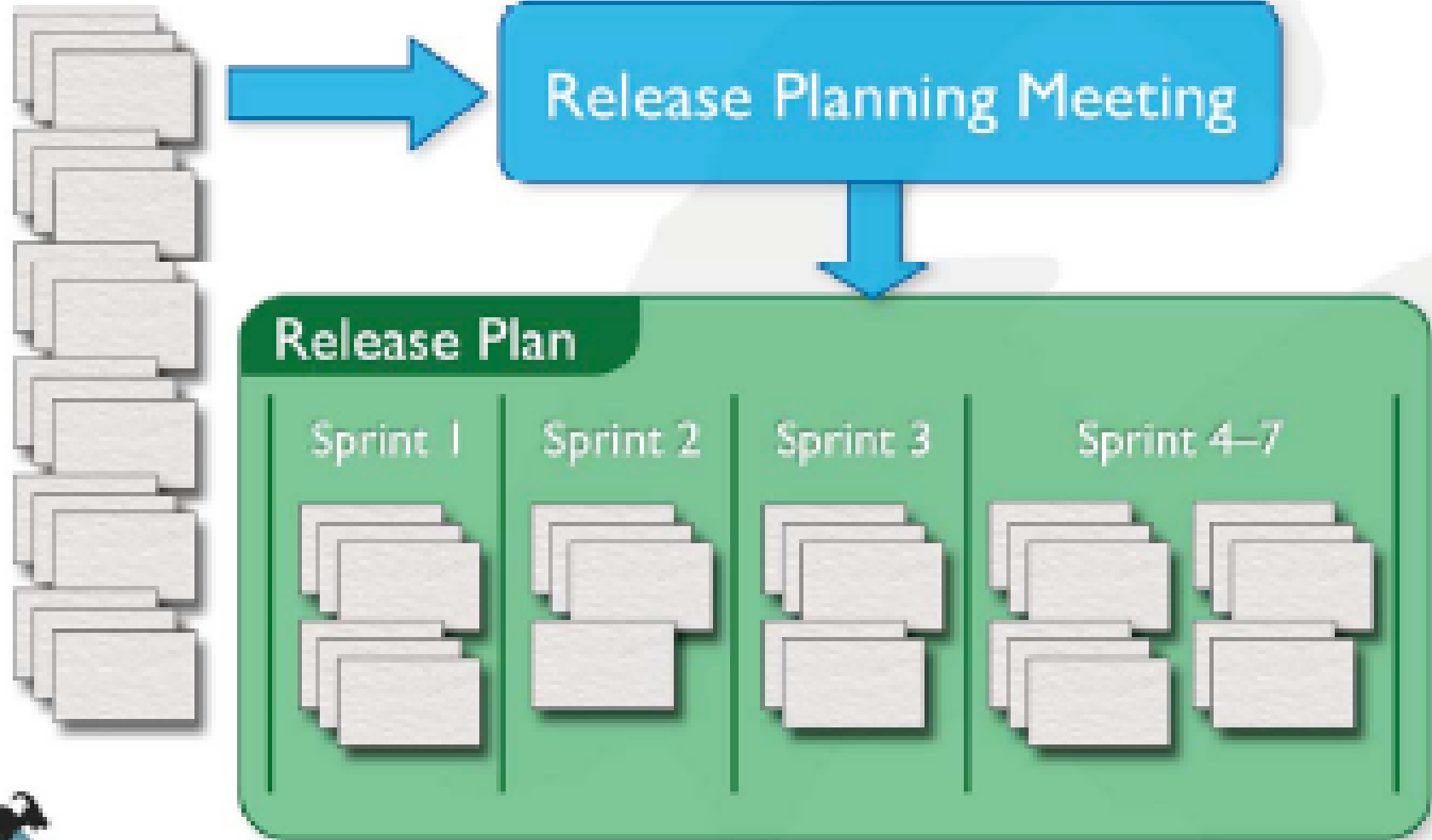


Release Planning





The Release Plan



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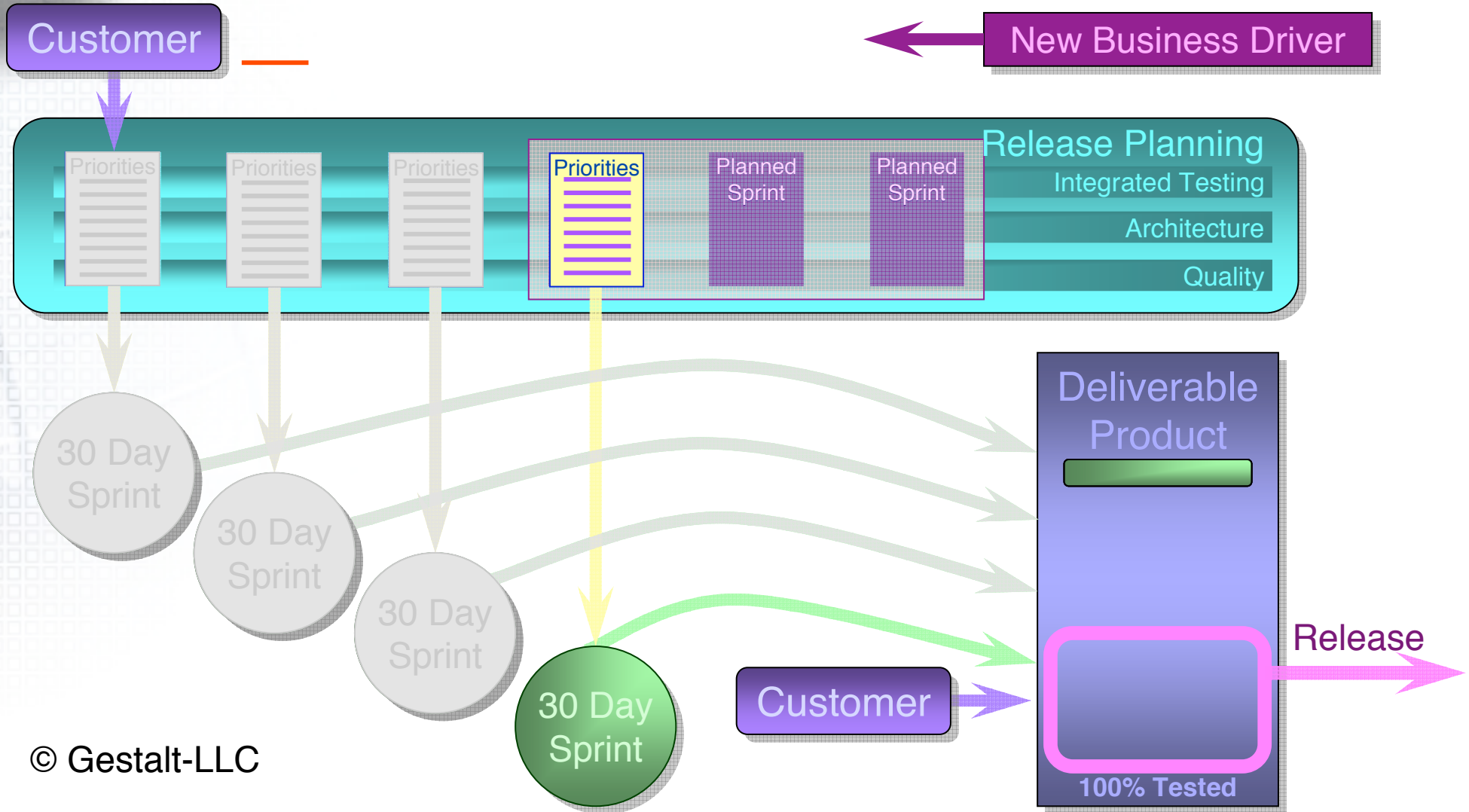


Release Management

- Product Owner determines when a release is needed, what functionality it must contain, and what is an acceptable level of quality and cost
- Product Owner works with Scrum Teams to determine how long it takes to build the release
 - Development creates preliminary estimates
 - Development refines the estimates as priority increases
 - Development selects the product backlog for development, each Sprint
- Product Owner focuses on business value derived from each iteration and then the release



What it looks like in action



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Books and Resources

Recommended Reading

Agile Project Management with Scrum	Schwaber
Agile Software Development with Scrum	Schwaber
Scrum for the Enterprise	Schwaber
Agile Estimation and Planning	Cohn
Agile Software Development	Martin
Agile Retrospectives	Derby/Larsen
Agile Project Management	Highsmith
Agile SW Development Ecosystems	Highsmith
Agile and Iterative Development	Larman
Integrating Agile Development in the Real World	Schuh
Leading Change or Our Iceberg is Melting	Kotter
Software by Numbers	Denne/Huang
Yahoo Group: Scrumdevelopment	



Questions and Feedback

THANK YOU!



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