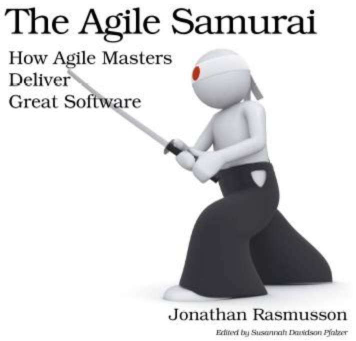
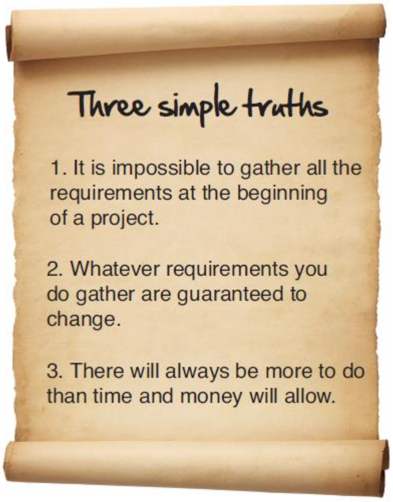
Agile Samurai Principles


The Agile Samurai
How Agile Masters Deliver Great Software
Jonathan Rasmusson
Edited by Susannah Davidson Pfalzer

Agile Development



Three simple truths

1. It is impossible to gather all the requirements at the beginning of a project.

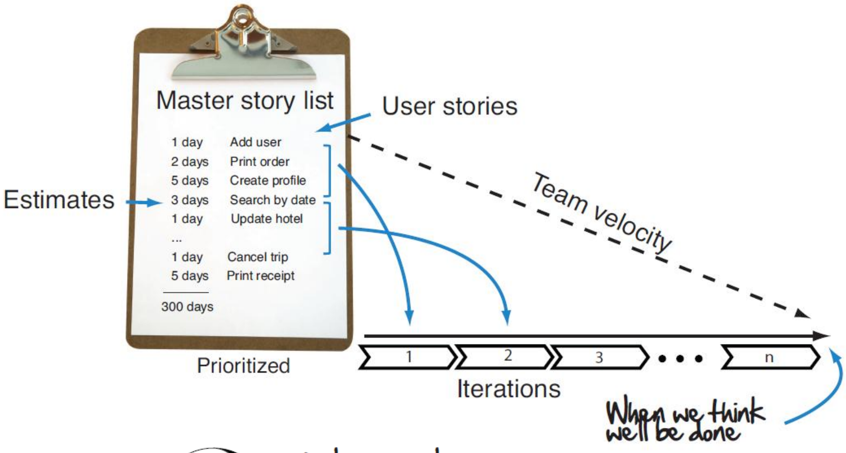
2. Whatever requirements you do gather are guaranteed to change.

3. There will always be more to do than time and money will allow.

Deliver Value Every Iteration

- Break big problems into smaller ones
- Focus on most important issues
- Deliver something that works
- Lots of customer feedback
- Change course when necessary
- You are accountable

Agile Planning



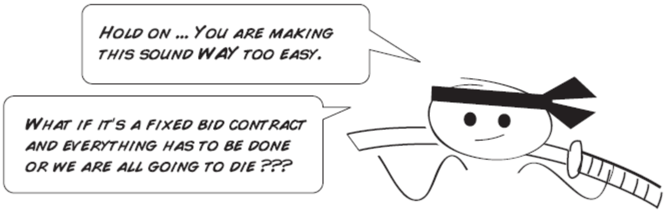
Master story list

1 day	Add user
2 days	Print order
5 days	Create profile
3 days	Search by date
1 day	Update hotel
...	
1 day	Cancel trip
5 days	Print receipt
300 days	

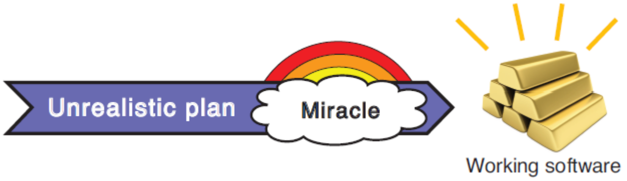
Agile principle

Working software is the primary measure of success.

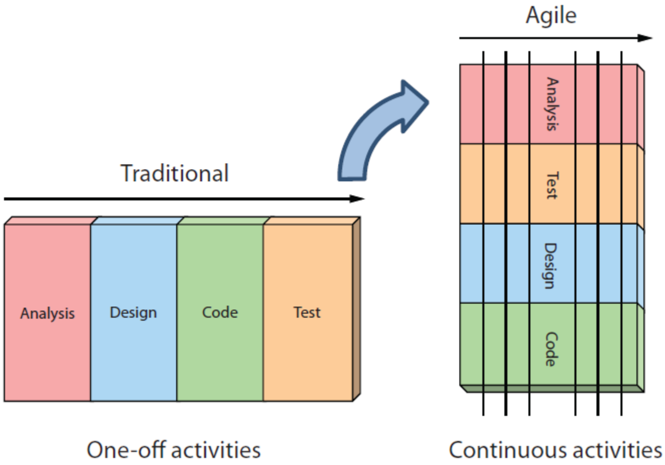
Agile Planning


HOLD ON ... YOU ARE MAKING THIS SOUND WAY TOO EASY.
WHAT IF IT'S A FIXED BID CONTRACT AND EVERYTHING HAS TO BE DONE OR WE ARE ALL GOING TO DIE ???

Agile Planning



Agile Lifecycle



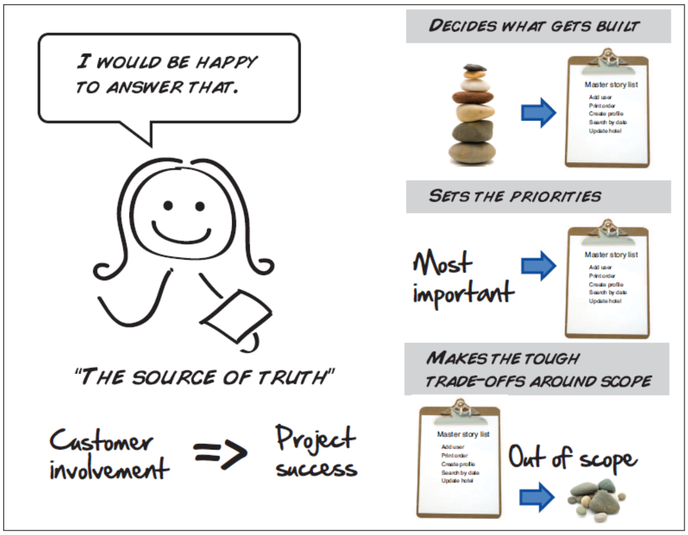
Agile Team

- Blurred instead of fixed roles
- Characteristics of successful teams
  - Co-located, at least for initial meetings
  - Engaged customer
  - Self-organizing instead of top-down
  - Accountable and empowered
  - Cross-functional

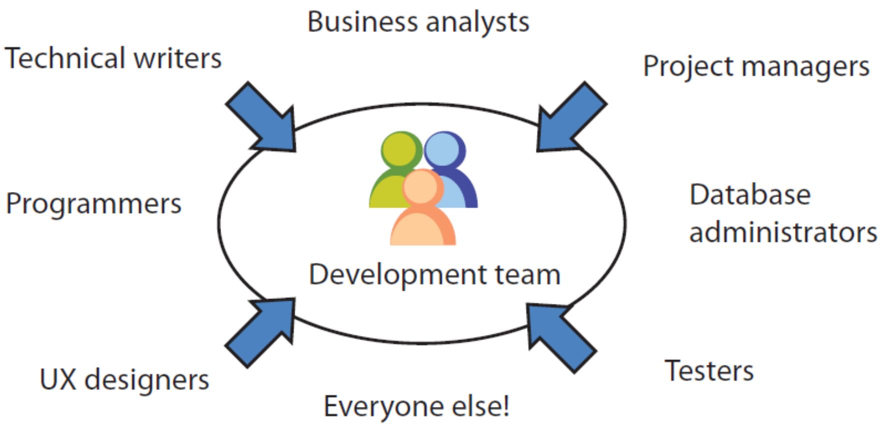
What if I don’t have an engaged customer?

- Build credibility
  - Find a problem and make it go away
  - Show you are a fierce executor that will get things done and can help them
  - Might take a few iterations but they will see your value

The Agile Customer



Agile Development Team



Business analysts

Technical writers

Project managers

Programmers

Development team

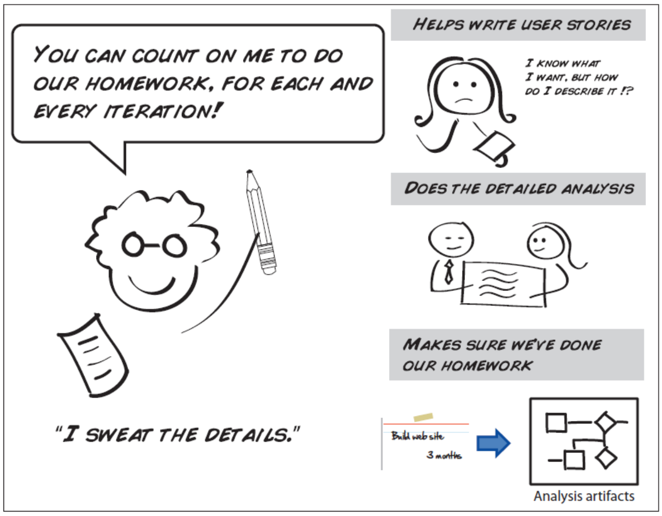
Database administrators

UX designers

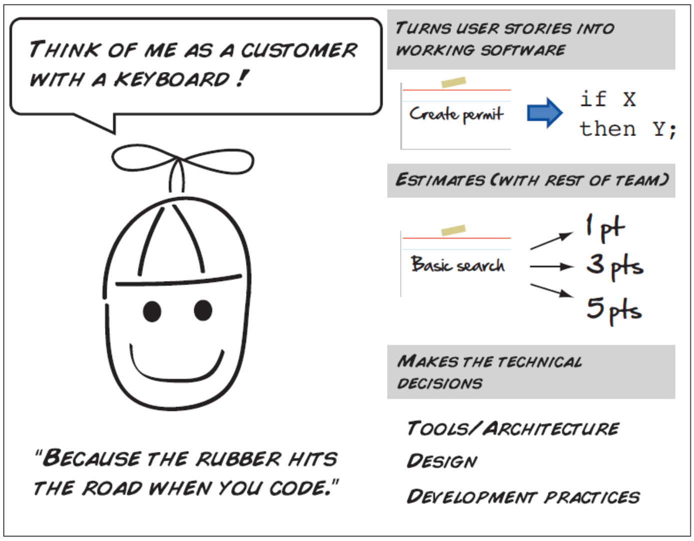
Testers

Everyone else!

Agile Analyst


YOU CAN COUNT ON ME TO DO OUR HOMEWORK, FOR EACH AND EVERY ITERATION!
"I SWEAT THE DETAILS."
HELPS WRITE USER STORIES
I KNOW WHAT I WANT, BUT HOW DO I DESCRIBE IT !?
DOES THE DETAILED ANALYSIS
MAKES SURE WE'VE DONE OUR HOMEWORK
Build web site
3 months
Analysis artifacts

Agile Programmer



THINK OF ME AS A CUSTOMER WITH A KEYBOARD!

TURNS USER STORIES INTO WORKING SOFTWARE

ESTIMATES (WITH REST OF TEAM)

MAKES THE TECHNICAL DECISIONS

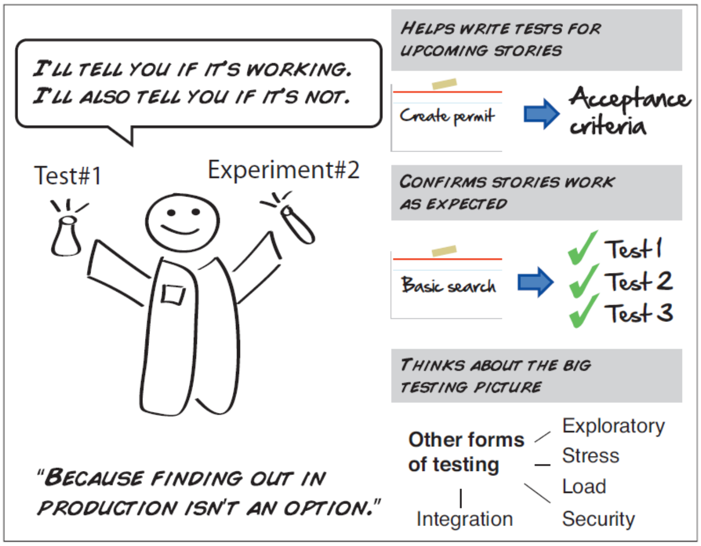
TOOLS/ARCHITECTURE

DESIGN

DEVELOPMENT PRACTICES

"BECAUSE THE RUBBER HITS THE ROAD WHEN YOU CODE."

Agile Tester



I'LL TELL YOU IF IT'S WORKING. I'LL ALSO TELL YOU IF IT'S NOT.

HELPS WRITE TESTS FOR UPCOMING STORIES

CONFIRMS STORIES WORK AS EXPECTED

THINKS ABOUT THE BIG TESTING PICTURE

Other forms of testing

Exploratory

Stress

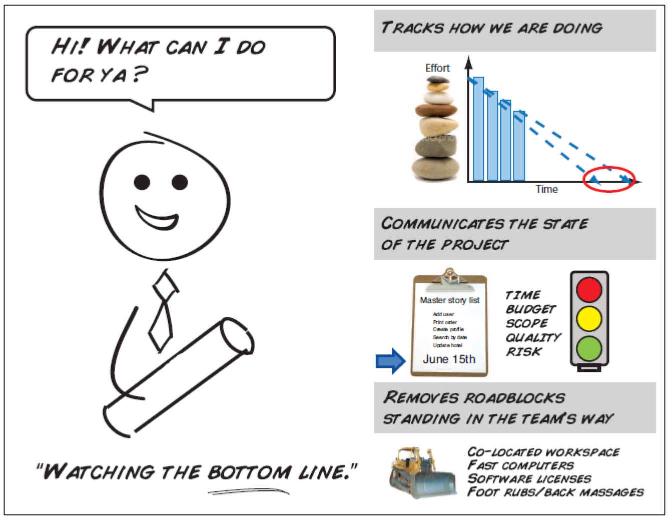
Load

Security

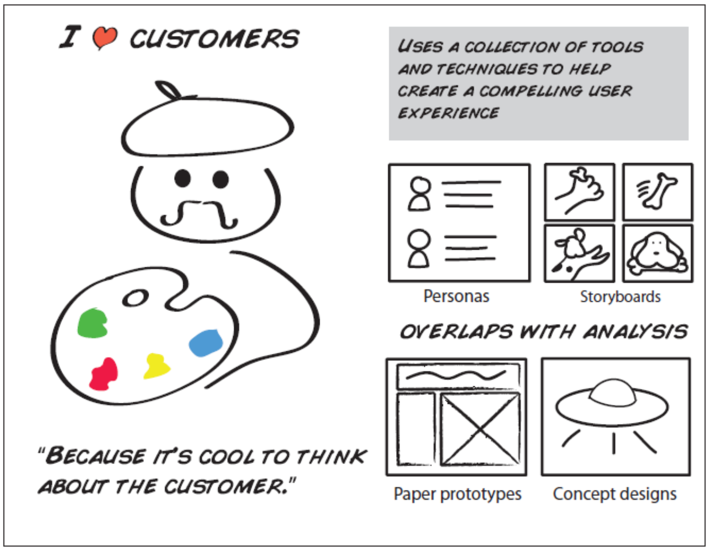
Integration

"BECAUSE FINDING OUT IN PRODUCTION ISN'T AN OPTION."

Agile Manager



Agile Usability Designer


I ❤ CUSTOMERS
"BECAUSE IT'S COOL TO THINK ABOUT THE CUSTOMER."
USES A COLLECTION OF TOOLS AND TECHNIQUES TO HELP CREATE A COMPELLING USER EXPERIENCE
Personas
Storyboards
OVERLAPS WITH ANALYSIS
Paper prototypes
Concept designs

Kicking off a project

- The Inception Deck
  - Ten questions you’d be crazy not to ask before starting any software project
  - Gets everyone pointing in the same direction
    - Shared goals, vision, context

We are all in agreement then.

Oh.

Inception Deck

- Collectively fill out a slide on to get a pretty good idea about what the project is, what it isn’t, and what it’s going to take to deliver
- Need to get customer/stakeholders involved
- It’s a living document

<Your project name>

<Your sponsors>

Why are we here?

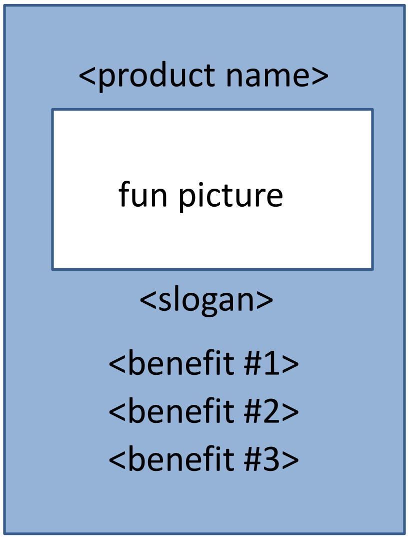
- Important reason #1
- Important reason #2
- Important reason #3

<#1 reason for doing this project>

The elevator pitch

- For [target customer]
- who [statement of need or opportunity]
- the [project name]
- is a [product category]
- that [key benefit, compelling reason to buy].
- Unlike [primary competitive alternative]
- our project [statement of primary differentiation].

Product box



<product name>

fun picture

<slogan>

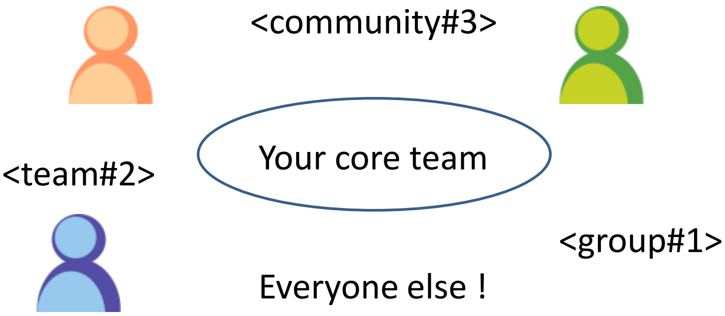
<benefit #1>
<benefit #2>
<benefit #3>

The NOT list

IN	OUT

UNRESOLVED

Your project community



<community#3>

<team#2>

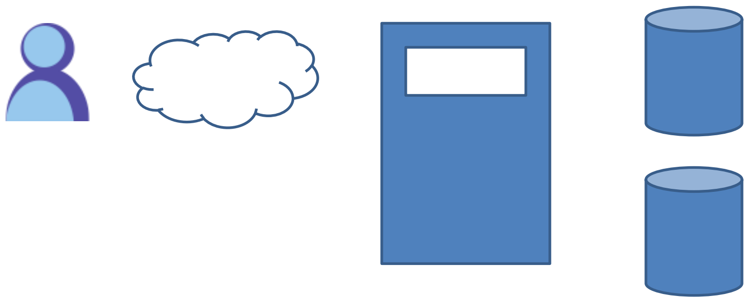
Your core team

<group#1>

Everyone else !

... is always bigger than you think!

Technical solution



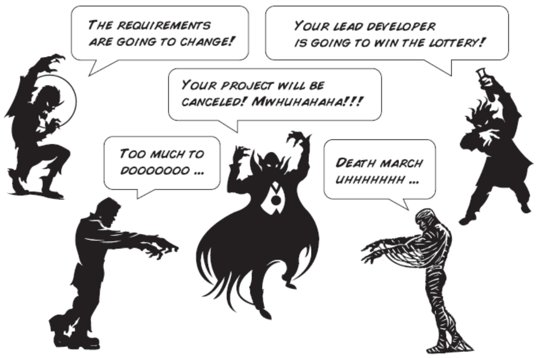
Technologies:
- <language>
- <libraries>
- <tools>
- <technology>

☠ Danger!

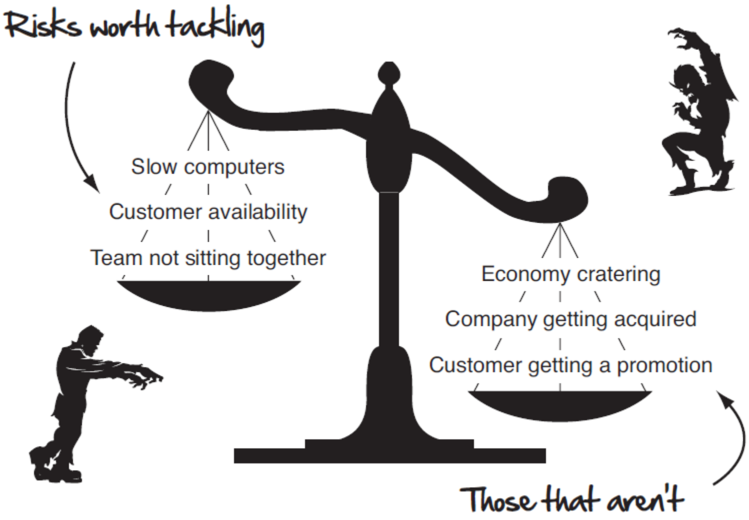
✗ Out of scope

What keeps us up at night

- <scary thing #1>
- <scary thing #2>
- <scary thing #3>


THE REQUIREMENTS ARE GOING TO CHANGE!
YOUR LEAD DEVELOPER IS GOING TO WIN THE LOTTERY!
YOUR PROJECT WILL BE CANCELED! MWHUHAHAHA!!!
TOO MUCH TO DOOOOOOO ...
DEATH MARCH UHHHHHHH ...

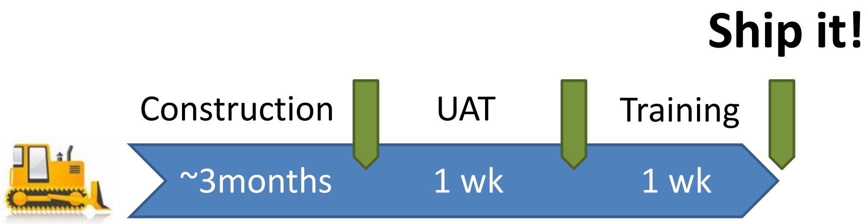
Don’t overdo it



The A-Team

#	Role	Competencies/Expectations
1	Analyst	Comfortable with just-in-time analysis. Likes to test. Comfortable with rapid iterative development.
2	Developers	C#, MVC.NET, jQuery, SQL Unit testing, refactoring, TDD, continuous integration
0.5	Project manager	Responsible for outward facing communication Status reports, scope, budget, and reporting upwards

How big is this thing?



Ship it!

Construction

UAT

Training

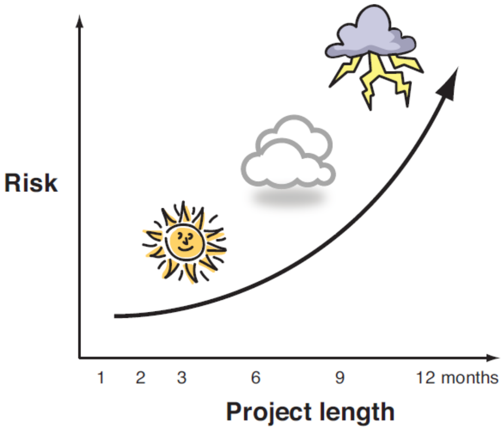
~3months

1 wk

1 wk

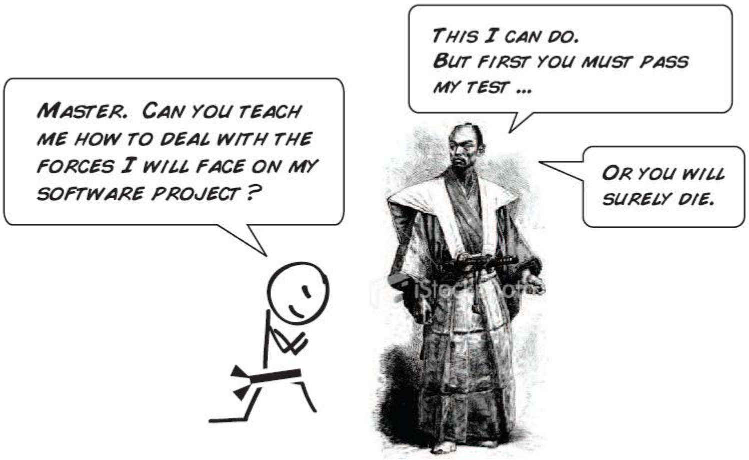
This is a guess. Not a commitment.

Risk vs. Time

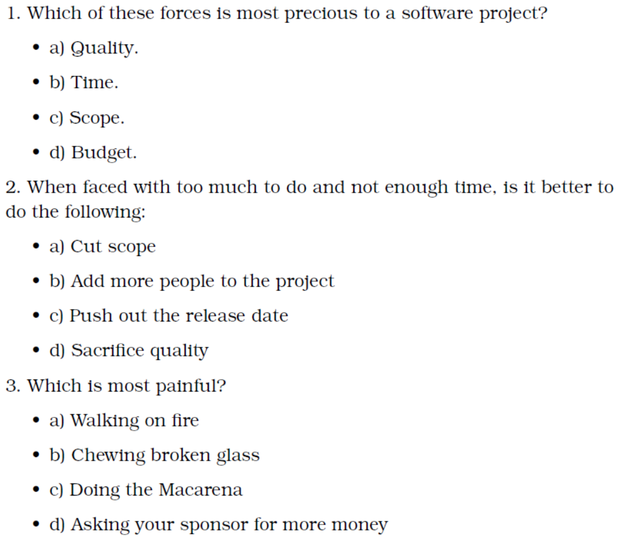


The risk of project failure increases over time – think small

The Test


MASTER. CAN YOU TEACH ME HOW TO DEAL WITH THE FORCES I WILL FACE ON MY SOFTWARE PROJECT?
THIS I CAN DO. BUT FIRST YOU MUST PASS MY TEST ...
OR YOU WILL SURELY DIE.

The Test


1. Which of these forces is most precious to a software project?

- a) Quality.
- b) Time.
- c) Scope.
- d) Budget.

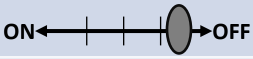
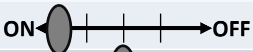
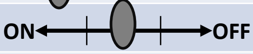
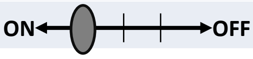
2. When faced with too much to do and not enough time, is it better to do the following:

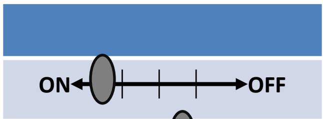
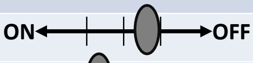
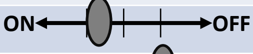
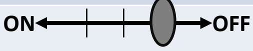
- a) Cut scope
- b) Add more people to the project
- c) Push out the release date
- d) Sacrifice quality

3. Which is most painful?

- a) Walking on fire
- b) Chewing broken glass
- c) Doing the Macarena
- d) Asking your sponsor for more money

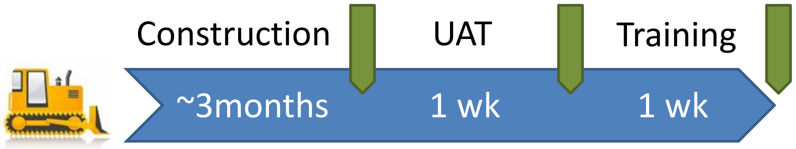
Trade-off sliders

	The classic four
	Feature completeness (scope)
	Stay within budget (budget)
	Deliver project on time (time)
	High quality, low defects (quality)

	Other important things
	Ease of use
	Community of users
	Detailed audits (log everything)
	<insert yours>

The first release

Ship it!



3 people, 3 ½ months, $250K