

Agile that works



**the tools
we love**

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PARTNER AT

 **RELOAD!**



@RELOADDK

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

THE PREMISE

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?

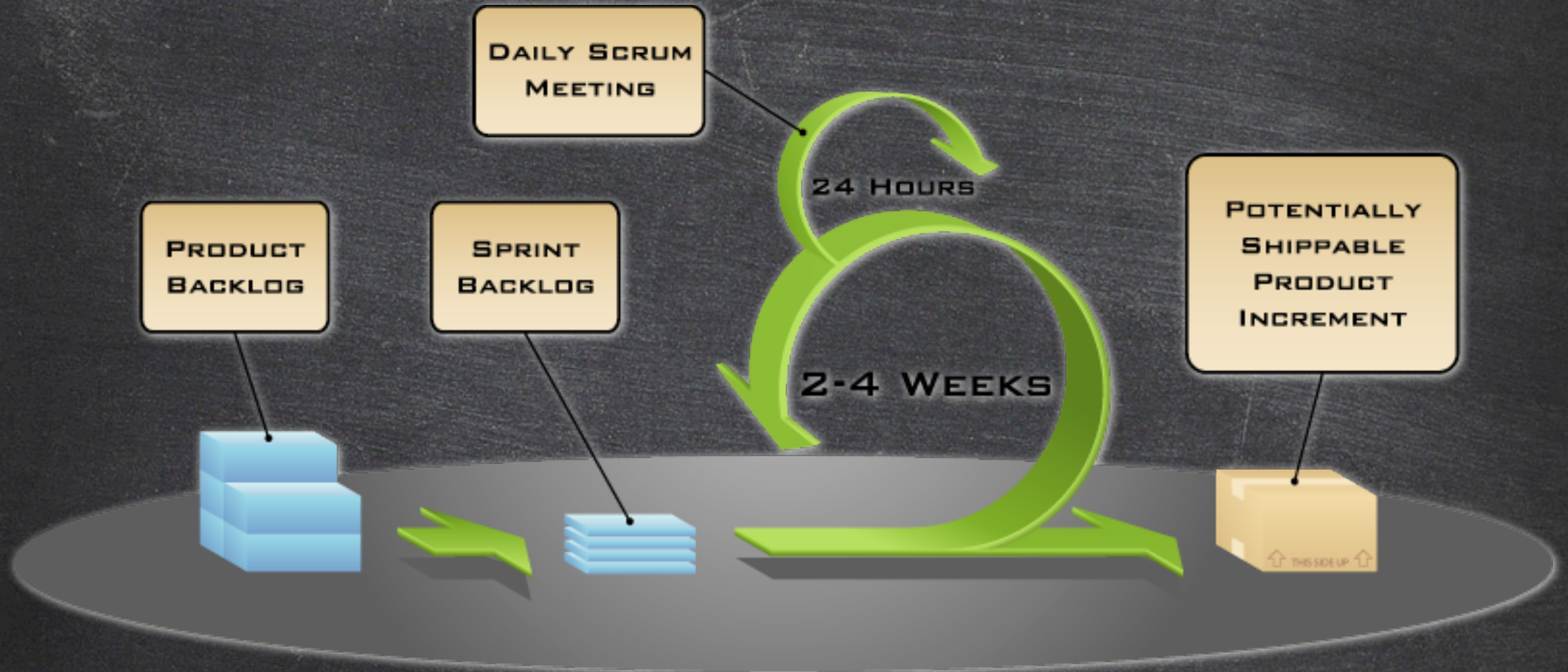
We want to
build better solutions
for the customer, providing
maximum (business) value for money,
lower the risks,
collaborate as a close-knit team
and **not** end up with a
Big Huge Fight
in the end.

WHAT IS SCRUM?

How many in here are unsure
what Scrum really is?

Raise your hands.

SCRUM PROCESS



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 (thats 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.

YOU
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...)

YOU
walk away

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!**

**WILLING TO PAY THE
IRON PRICE?**

LETS ASSUME THEY GET IT

Scope

(functionality, features)



(Quality)

Resources

(cost, budget)

Time

(deadline)

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

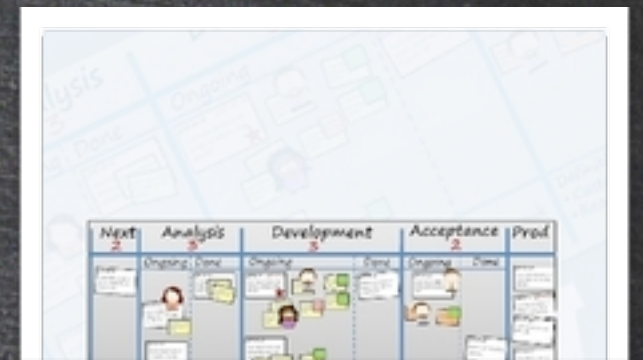
- > Scrum “by the book” cost a lot of resources and have lots of meeting activity; and customers hate to pay for meetings.

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

HOW TO DO IT

> 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 BEGINNING

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**.

THE BEGINNING

Often we end up with something quite different that what the customer had in mind to begin with.

And found a common understanding i the process.

THE BEGINNING

We end up with wireframes
and user stories.

The wireframes and user
stories are our specification.

[Om Scleroseforeningen](#)
[Kontakt os](#)
[For medlemmer og frivillige](#)

Fakta om sclerose

Livet med sclerose

Få hjælp og rådgivning

Symptomer

Diagnosen

Prognosen

Behandling

Forskning

Symptomer

1 Tidlige 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.

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

2 Gå til underside

Træthed

- Udtrætning
- Føleforstyrrelser
- Kognitive forandringer
- Lammelser
- Øjensymptomer
- Psykiske reaktioner
- Seksuelle symptomer

Fysiske symptomer

Typiske fysiske symptomer på sclerose er [hovedpine](#), [synsforstyrrelser](#), [føleforstyrrelser](#).

Psykiske reaktioner

Det er en voldsom psykisk belastning at få en kronisk sygdom som sclerose.

Kognitive forandringer

Op mod 60% af mennesker med sclerose oplever [kognitive forandringer](#). Det betyder at

Kommentarer

- 1: (SCL-22) Introtekst + billede. Tematiserer siden og giver brugeren en hurtig intro til emnet/området
- 2: (SCL-34) Direkte indgang til de enkelte undersider under denne side. Viser altid kun ét niveau under i menuhierarkiet
- 3: (SCL-27) Indgange. Giver brugeren nogle hurtige introduktioner og indgange til undersider
- 4: (SCL-70) Relateret indhold. Relateret indhold baseret på nøgleord indenfor nyheder, spørgsmål/svar fra netrådgivningen og måske også medier (Billedserier, podcast, video). Er indsatte views.
- 5: (SCL-96) "Medier" er droppet, se US.

Theming US: (SCL-86)
Mobil theming US. (SCL-151)

Tools we love

balsamiq®



THE BEGINNING

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

 JIRA

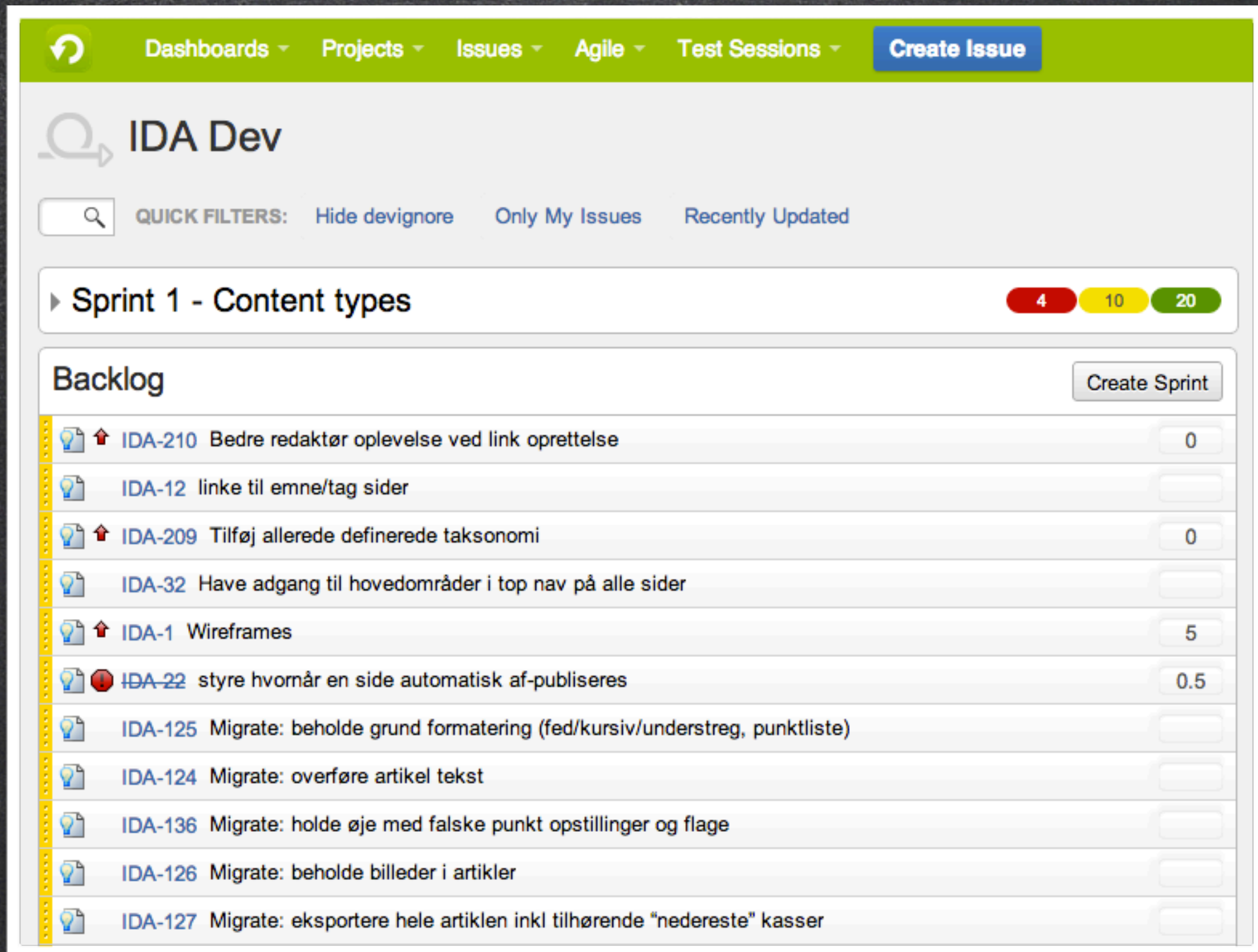
+

 GreenHopper

by

 Atlassian

THE BACKLOG - PLANNING



The screenshot shows the Jira Backlog for the 'IDA Dev' project. The interface includes a top navigation bar with links to Dashboards, Projects, Issues, Agile, and Test Sessions, along with a 'Create Issue' button. Below the navigation bar, the project name 'IDA Dev' is displayed. A search bar and 'QUICK FILTERS' (Hide devignore, Only My Issues, Recently Updated) are present. The main section is titled 'Sprint 1 - Content types' with progress indicators for 4, 10, and 20 items. The 'Backlog' section lists various issues with their IDs, descriptions, and priority values.

ID	Description	Priority
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

The screenshot displays the Backlog planning tool interface. On the left, a list of tasks is shown, each with a status icon, a title, and a priority value. The tasks are:

- SCL-155 W11-Ekstranet - Generel forside (nyhedsfeed) 3
- SCL-219 Ekstranet: Opsætning af brugergrupperolle rettigheder i fht. Organic 5
- SCL-268 W11 - Theming af extranet forside 0
- SCL-328 file_field_update fejlbesked ved opdateringer
- SCL-338 "Phone number" skal fjernes under sted
- SCL-341 Rækkefølgen af lokalafdelinger ved oprettelse af aktivitet
- SCL-343 Det bør være muligt at oprette aktivitet uden tidspunkt
- SCL-350 Opdatering af moduler
- SCL-357 Mobiltheming - mangler menu
- SCL-367 Kunne være fedt at bruge designet fra ansatte-siden til
- SCL-372 Selectliste skal holde kant
- SCL-378 Artikel skal hedde noget andet. Ligger forståelsesmæssigt
- SCL-377 Der skal være en label, der angiver hvilken indholdstype, c
- SCL-380 Kan vi flytte overskriften 'SØG' ned under søgefeltet og sk
- SCL-388 Fejlbesked ved upload af billede til billedgalleri
- SCL-389 I billedgalleriet går tal under "stregen" i overskriften
- SCL-397 Dato skal vises på råd
- SCL-398 Kan vi lave en "Husk mit password"-boks
- SCL-416 HTML-tagget "orderet list" understøttes ikke i wysiwyg-ed
- SCL-433 Når man er inde på en specific vare, så kan man ikke kom
- SCL-488 tester

On the right, a detailed view of a task is shown. The task is titled "W11-Ekstranet - Generel forside (nyhedsfeed)" and has a priority of 3. The status is "Open". The component is "No content". The labels are "No content". The affects are "No content". The version is "No content". The fix version is "No content". The user story is:

Når jeg som bruger har logget mig på extranettet, kan jeg se et nyhedsfeed 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 gruppen (se pkt. 7).

SPRINT IN PROGRESS

 IDA Dev

Plan | **Work** | Report |  Tools ▾

SPRINT: Sprint 2 - Migrering  QUICK FILTERS: [Hide devignore](#) [Only My Issues](#) [Recently Updated](#)

To Do	In Progress	Reopened (test failed)	Ready for test	Done
▶ Thomas Christensen 9 issues ▼ Troels Lenda 1 issue  IDA-6  have at siden automatisk får pæn url  2 ▼ Unassigned 8 issues  IDA-124 Migrate: fjerne font tags og p align under import 0  IDA-132 Migrate: fjerne tomme tags			 IDA-4  finde ida indhold på søgemaskiner 3	

SPRINT IN PROGRESS

The screenshot displays the Greenhopper V6 interface for a project named "Scleroseforeningen". The top navigation bar includes links for Dashboards, Projects, Issues, Agile, Test Sessions, and a prominent "Create Issue" button. A search bar labeled "Quick Search" is also present. Below the navigation bar, the project name "Scleroseforeningen" is shown, along with tabs for Plan, Work, Report, and Tools. A "QUICK FILTERS" section allows users to filter by "Open issues", "Only My Issues", or "Recently Updated".

The main content area is divided into two columns. The left column features an "Ad Hoc sprint" section with a date range from 01/Oct/12 4:34 PM to 31/Dec/12 4:34 PM, indicating 1 issue. Below this is a "Backlog" section with a "Create Sprint" button. The backlog lists several issues with their IDs, descriptions, and estimates:

- SCL-91: Taksonomi termer linker til global søgning i stedet for listevisning (Estimate: 8)
- SCL-206: Shop: Kampagneformularer (Estimate: 0)
- SCL-211: Målgruppeindgange på mobilforsiden (Estimate: 2)
- SCL-237: W30 Shop - maxgrænse på antal køb af samme vare (Estimate: 1)
- SCL-276: /bruger/navn side mangler design eller skal skjules. (Estimate: 0)
- SCL-287: Der er to titelfelter. Bør kun være ét (Estimate: 0)
- SCL-292: Pænere design af tabs (Estimate: 0)
- SCL-296: Lokaleafdeling: Nyhedsbrevstilmelding kunne godt bruge en hjælpetekst (Estimate: 0)
- SCL-306: Når man søger fra en 404 side, så kommer man ikke til søgeresultatsiden (Estimate: 0)
- SCL-311: Fejl med købsflow (Estimate: 0)
- SCL-315: Nem deling af prod (Estimate: 0)
- SCL-323: Videoboksen er for (Estimate: 0)

The right column displays a detailed view of issue "SCL-155" titled "W11-Ekstranet - Generel forside (nyhedsfeed)". It shows the project logo, the issue title, and the estimate (3) and remaining time (0h). Below this, there are icons for information, list view, comments (2), attachments (0), and other actions. The "Status" is "Open". The "Component/s" is "No content". The "Labels" are "No content". The "Affects Version/s" is "No content". The "Fix Version/s" is "No content". The "User Story" is: "Når jeg som bruger har logget mig på extranettet, kan jeg se et nyhedsfeed 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 de seneste aktiviteter (se pkt. 6 i...) og til gruppen (se pkt. 7)".

THIS IS GREENHOPPER V6

SPRINT IN PROGRESS



Gives us usable reports as
well!

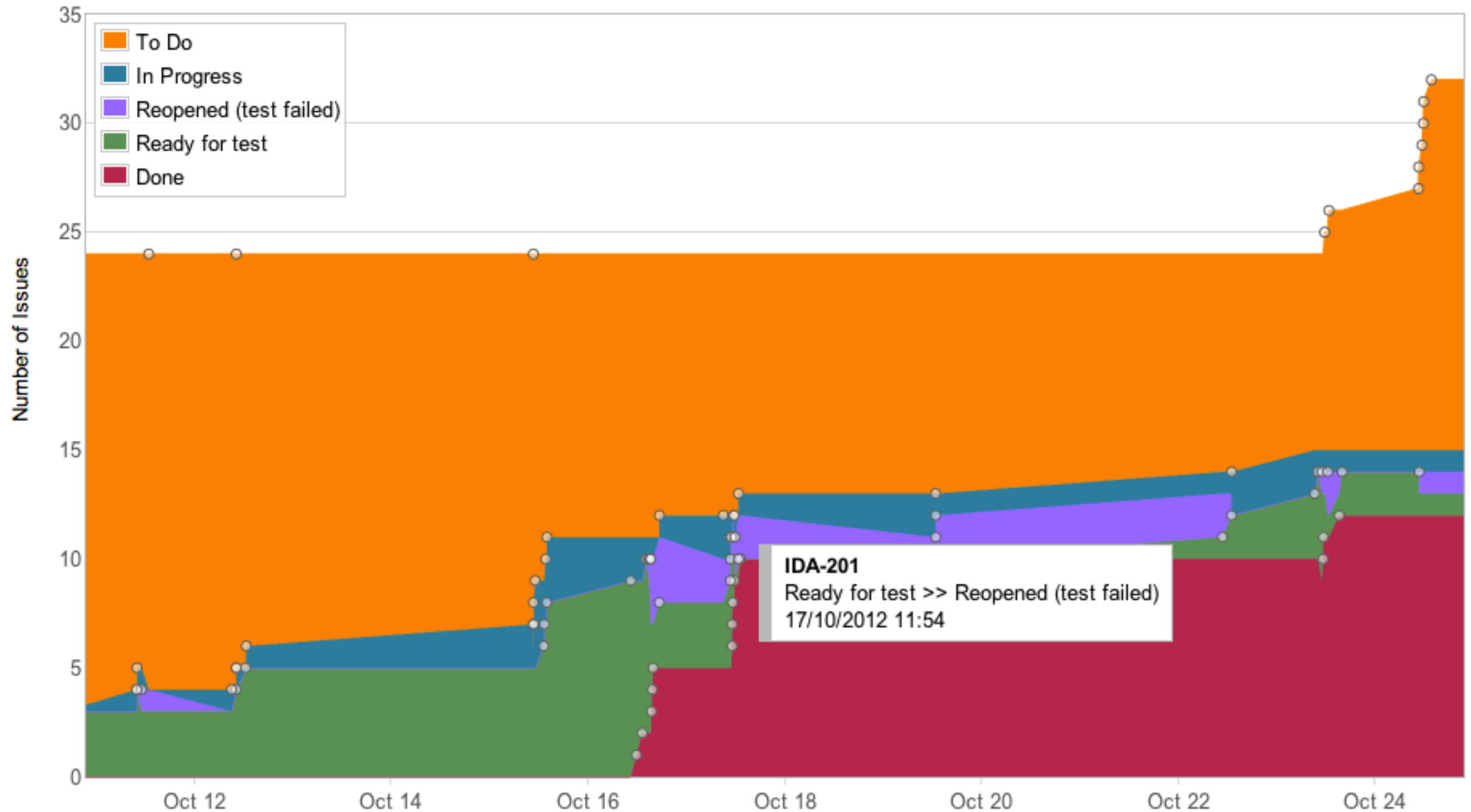
AND IT HANDLES SCOPE CHANGE NICELY.

REPORTS

Cumulative Flow Diagram ▾

10/Oct/12 to 24/Oct/12 (Past 2 Weeks)

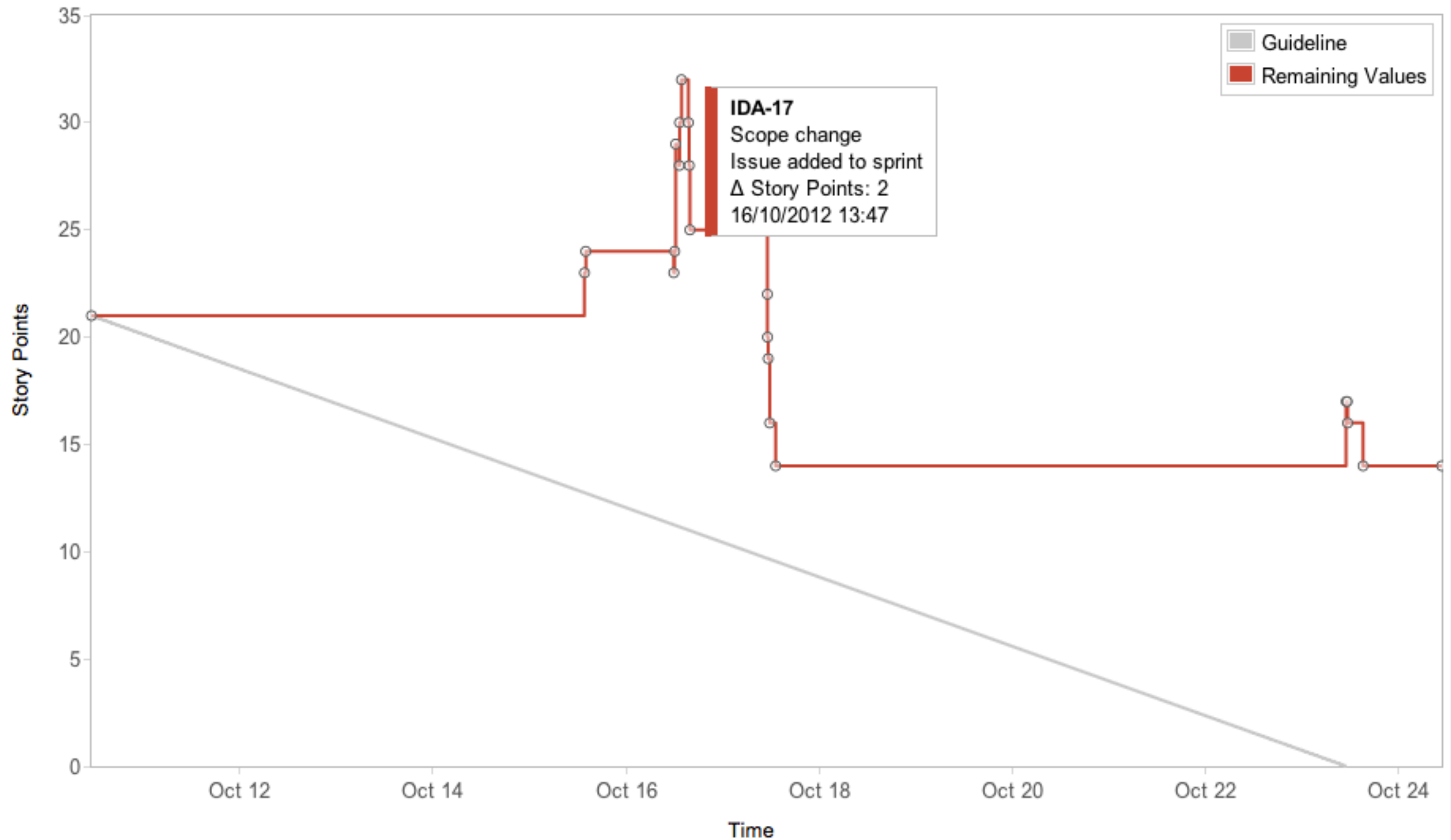
Ref



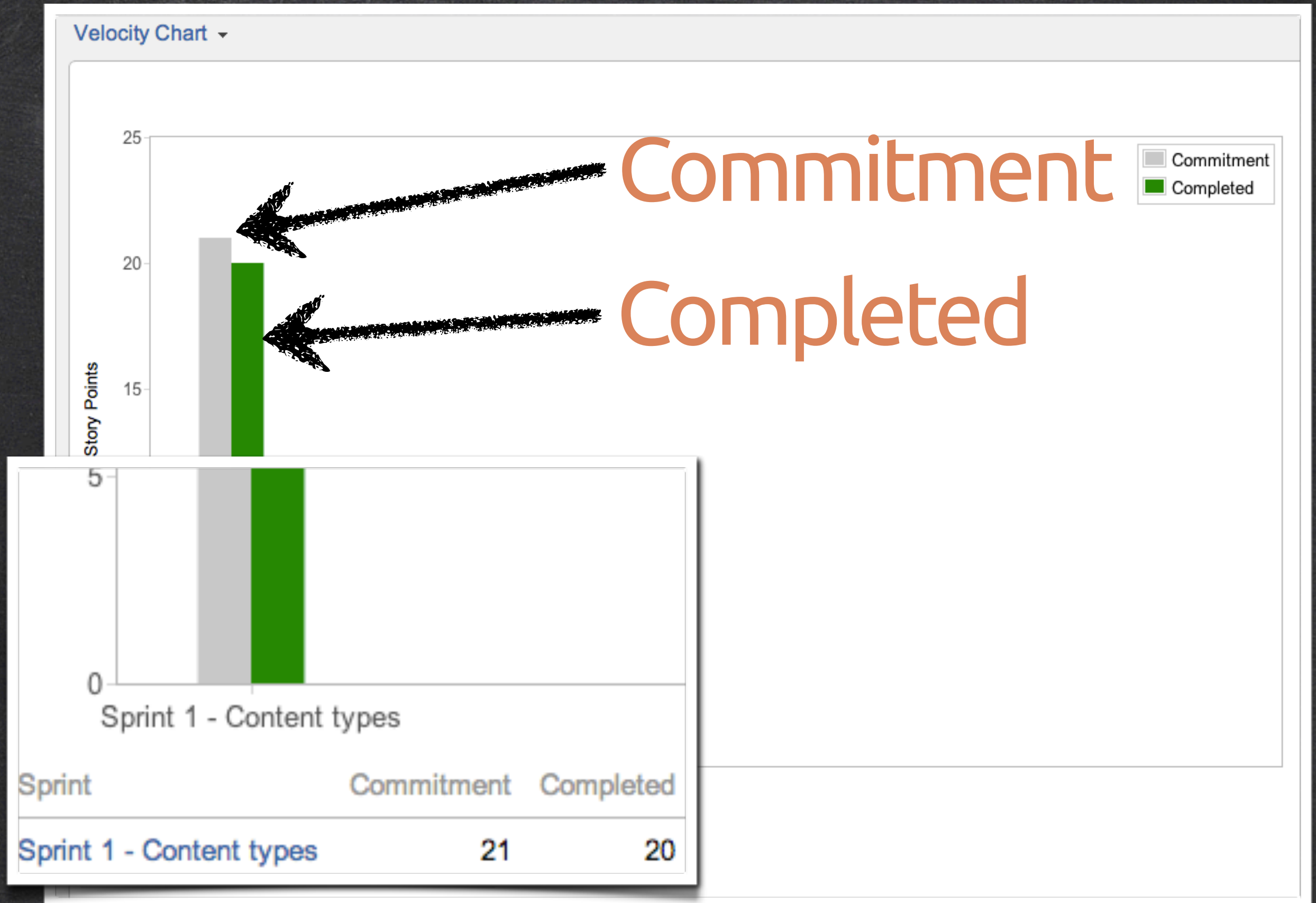
REPORTS

Burndown Chart ▾

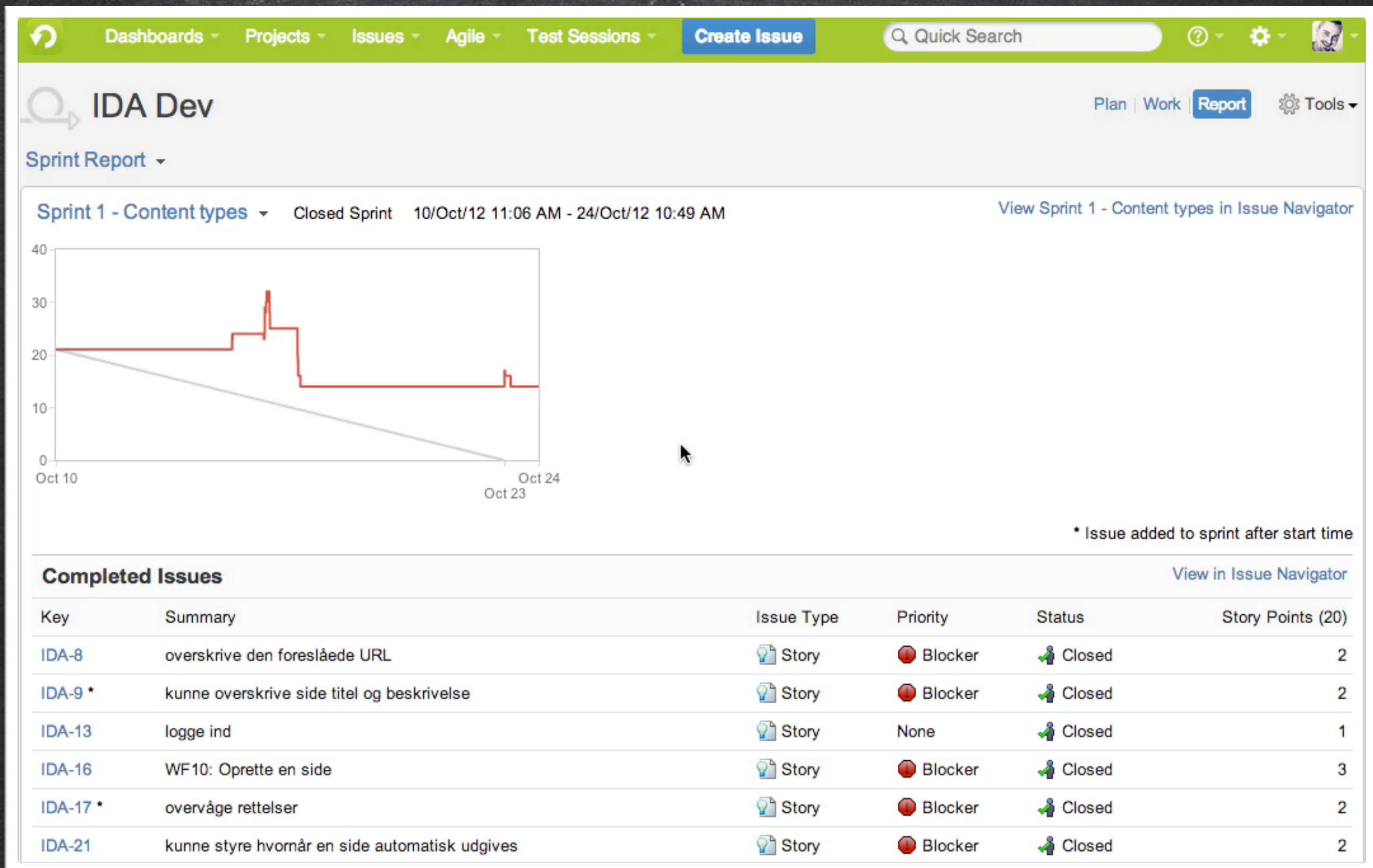
Sprint 1 - Content types ▾



REPORTS



REPORTS



MORE
Tools we love

 **Bonfire**

by

 **Atlassian**

BONFIRE - EXPLORATORY TESTING



IssuesSessionsTemplates

Create Issue

Use Template: SCL BugHunt

Attachments (1)



bonfire-screen...

Next ScreenshotAdd FileExisting...

Issue Details

ProjectScleroseforeningen.dk (SCL)

Issue TypeBug

PriorityMajor

Summary

Description

Create IssueAdvanced Fields >>

Scleroseforeningen

ShopOm ScleroseforeningenFor medlem

Søg

FAKTA OM SCLEROSE

Hvad er sclerose • Symptomer • Diagnose • Behandling • Forskning

LIVET MED SCLEROSE

Single • Parforhold • At få børn • Forældreskab • Seksualitet • Arbejdsliv • Kost • Motion

HJÆLP OG

Netrådgivning • Lovg • Lægen • Socialrådg • Frivillige informatører

MØD SCLEROSEFORSKERNE

Vi stiller skarpt på forskning og den nyeste viden indenfor scleroseområdet på en række regionale medlemsmøder i løbet af efteråret. Se hvornår vi kommer til din region.



I don't like hands.

BONFIRE - EXPLORATORY TESTING



Scleroseforeningen.dk / SCL-490

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

Edit Assign Assign To Me Comment More Actions Reopen Issue Workflow Share Views

Priority: Major Resolution: Fixed Affects Version/s: None

Labels: Testing Status: Not Started

Bonfire Environment Information

URL: http://scleroseforeningen.dk/node/253/local_de

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...



bonfire-screenshot-20120921-135

Estimated: 0h

Remaining: 0h

Logged: 0.47h

Agile

View on Board

STEEP LEARNING CURVE

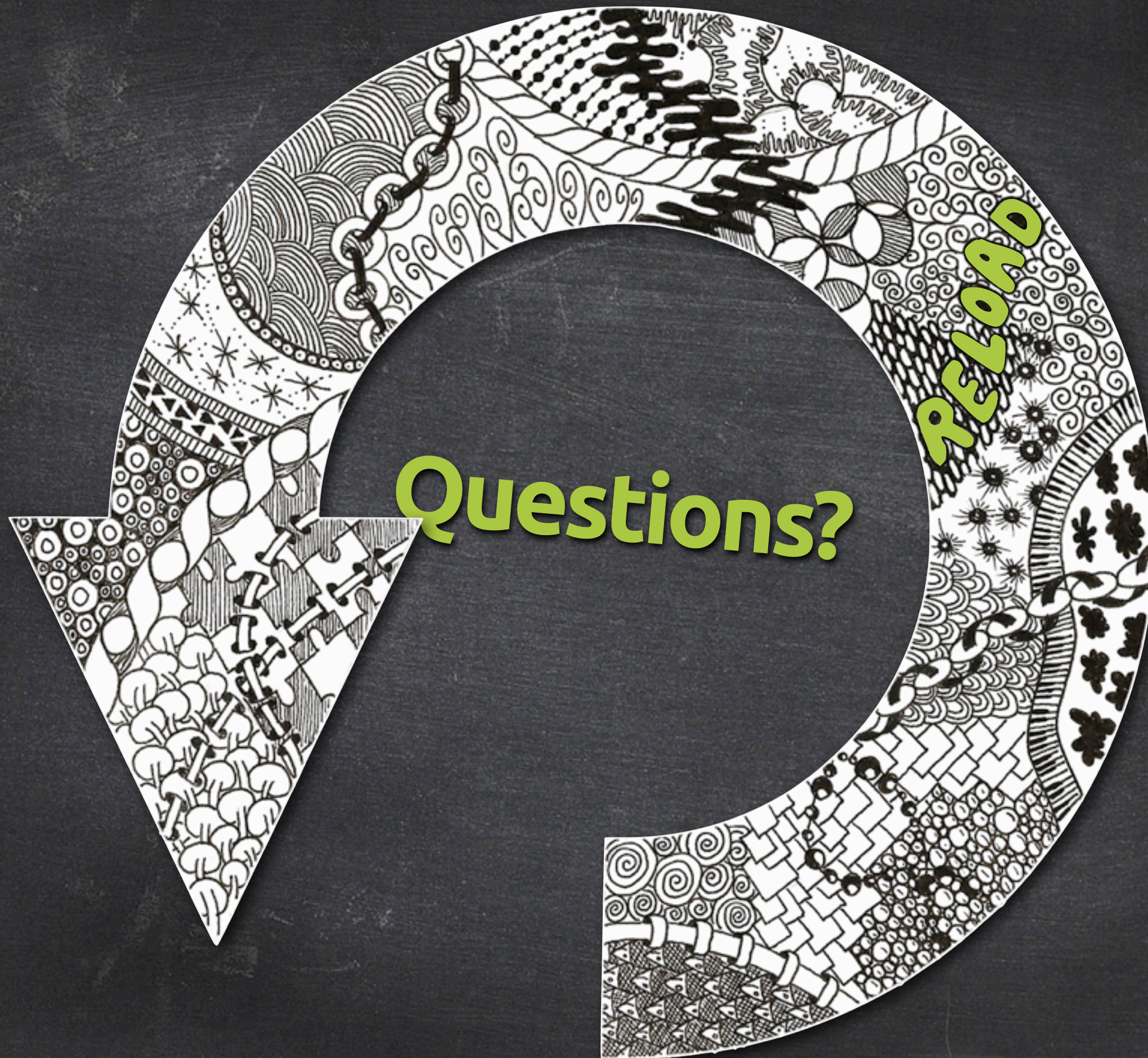
The Atlassian products have a really **nasty learning curve**.

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



**Thanks!
We're hiring :-)**

**Rasmus
Luckow-Nielsen**

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 [@reloadddk](https://twitter.com/reloadddk)

reload.dk/jobs



 **RELOAD!**