



Agile planning. Practical experience

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Contents



- **Planning approaches: code&fix, waterfall, agile**
- **Planning practices**
- **Cases**
 - In-house development
 - Product Development
 - Support

Planning

- **Find effective way to meet the goal**

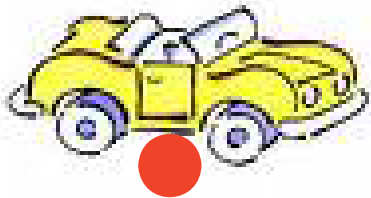


**The goal is
(supposed to be)
somewhere here**

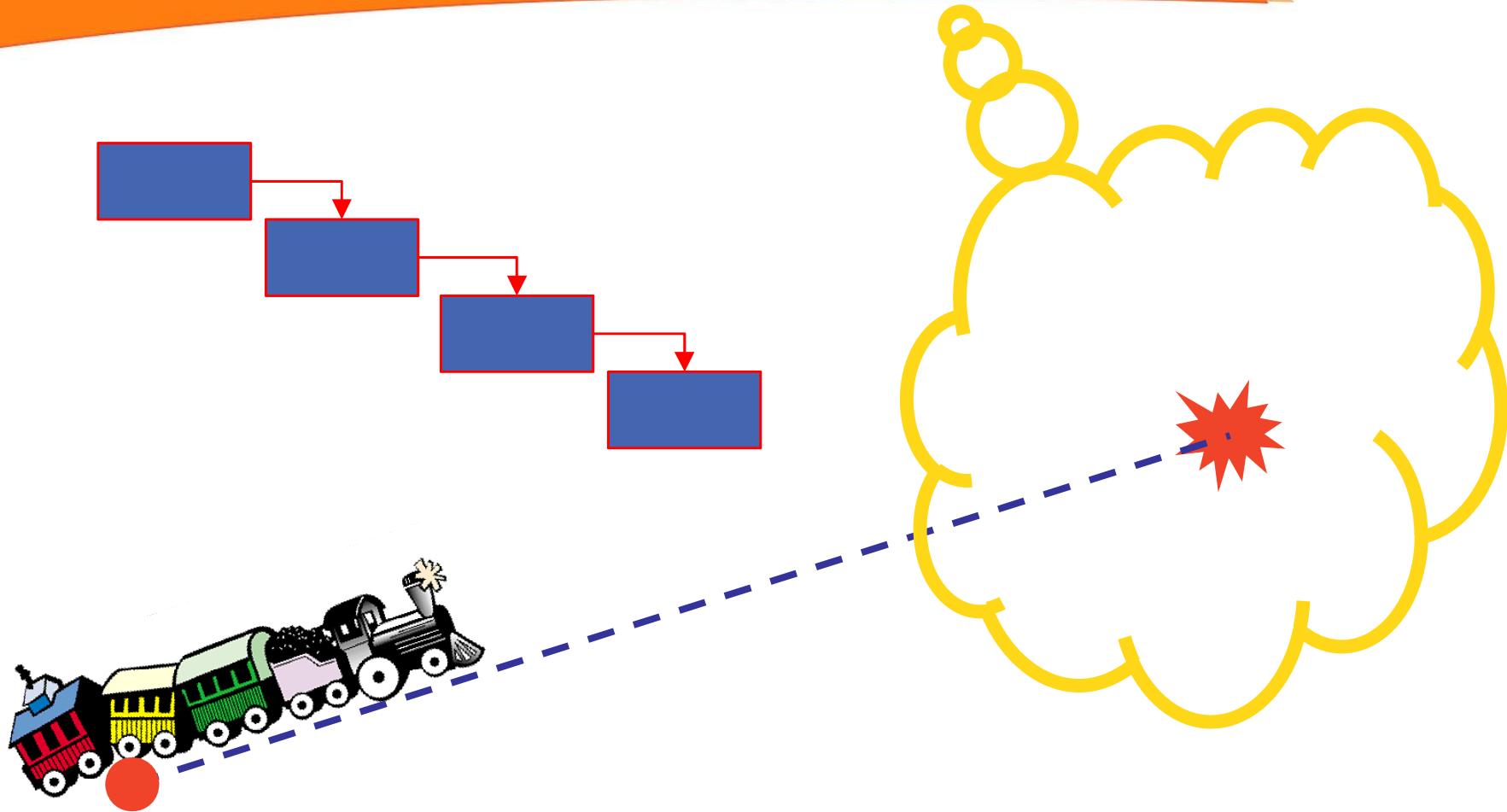
We are here



Code & fix

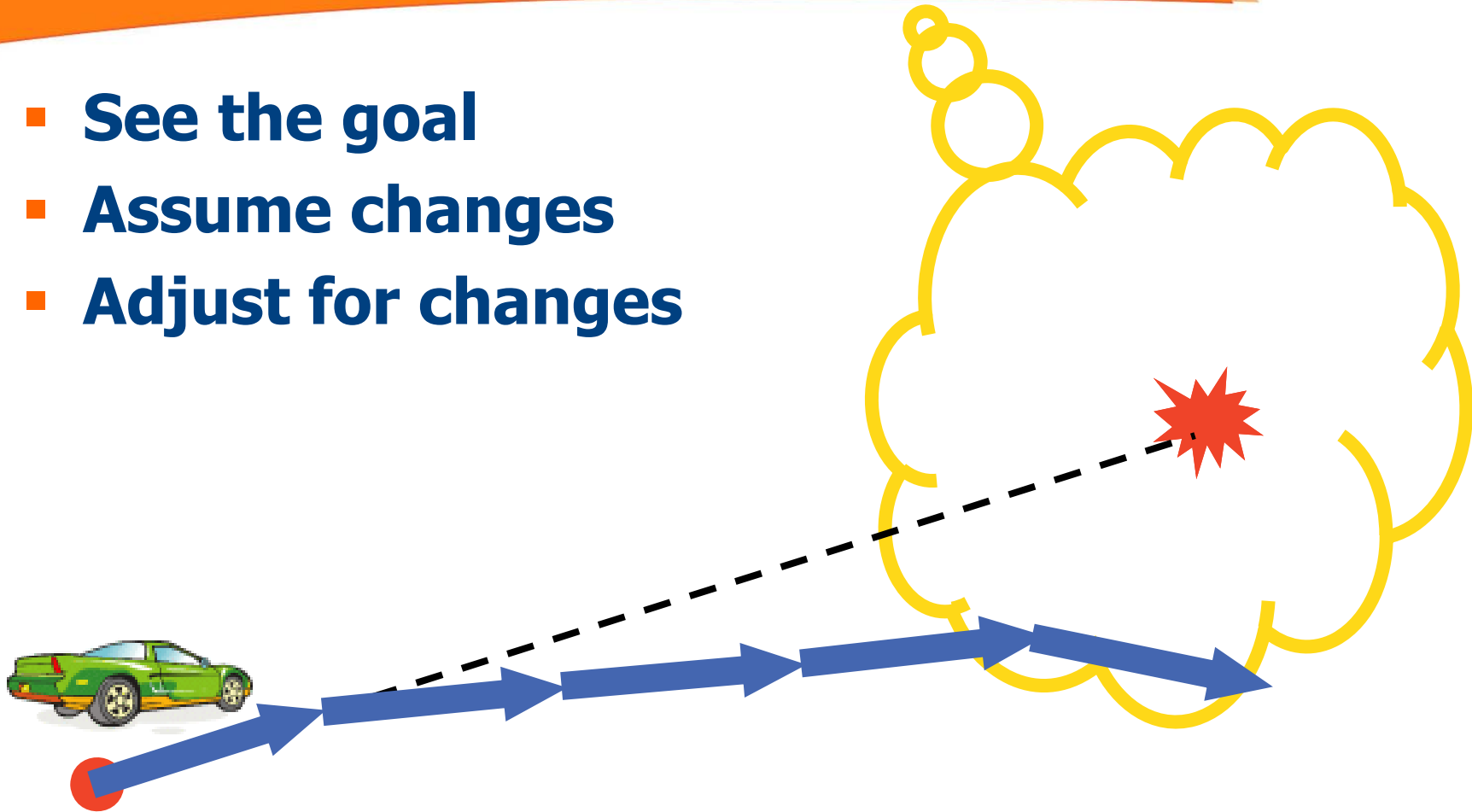


Waterfall



Agile

- **See the goal**
- **Assume changes**
- **Adjust for changes**



Case 1. In-house Development



- **Company develops software that is used internally and by some external customers**
- **The Process**
 - Customers assign tasks personally to developers
 - One developer is responsible for several tasks
 - Plans and deadlines are defined by management



Problems



- **How managers see the problems**
 - No feature can be completed quickly
 - System architecture is poor as people neither have time for refactoring nor want take responsibility for it
 - Plans are never completed, deadlines are never met
- **How developers see the problems**
 - We do not understand the goals of development
 - Context switching slows down development
 - Unreal plans demotivate people
 - Projects never “done”

Agile comes to the stage



- **Crossfunctionality**
 - We can work as a team on one feature
- **Team is responsibility for the software**
 - Team estimates and commits
- **Product Owner is responsible for Vision**
- **Real iteration plans**
- **Always something done at the end of each iteration**

Adopting principles

- **Slogans don't work**
- **Rituals work**
- **Agile practices are rituals**
 - (they work even if you don't understand them)

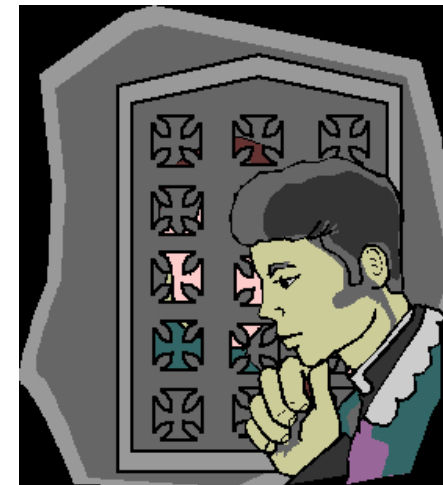
Commitment



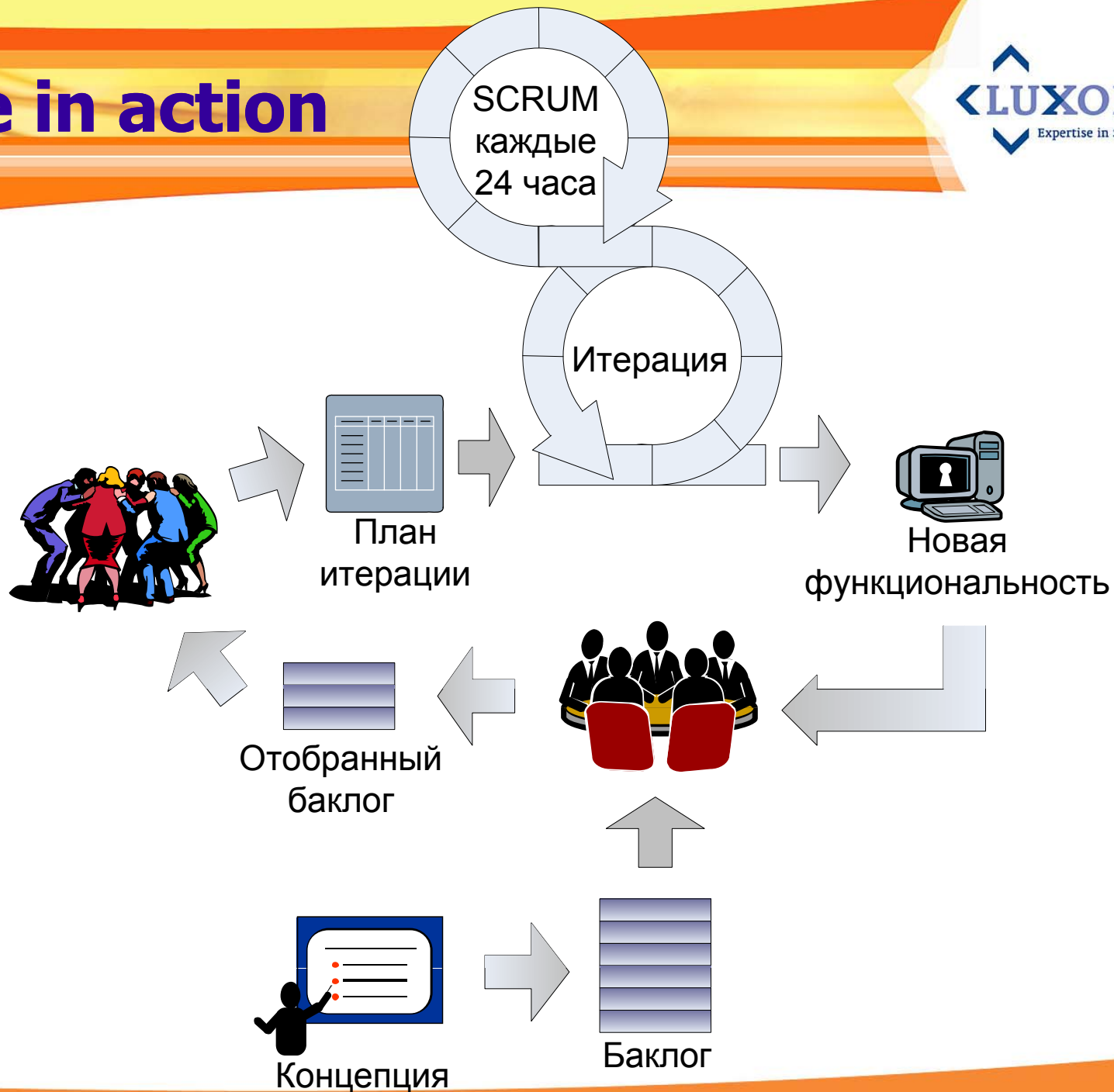
Reflection



Feedback



Agile in action



Agile process



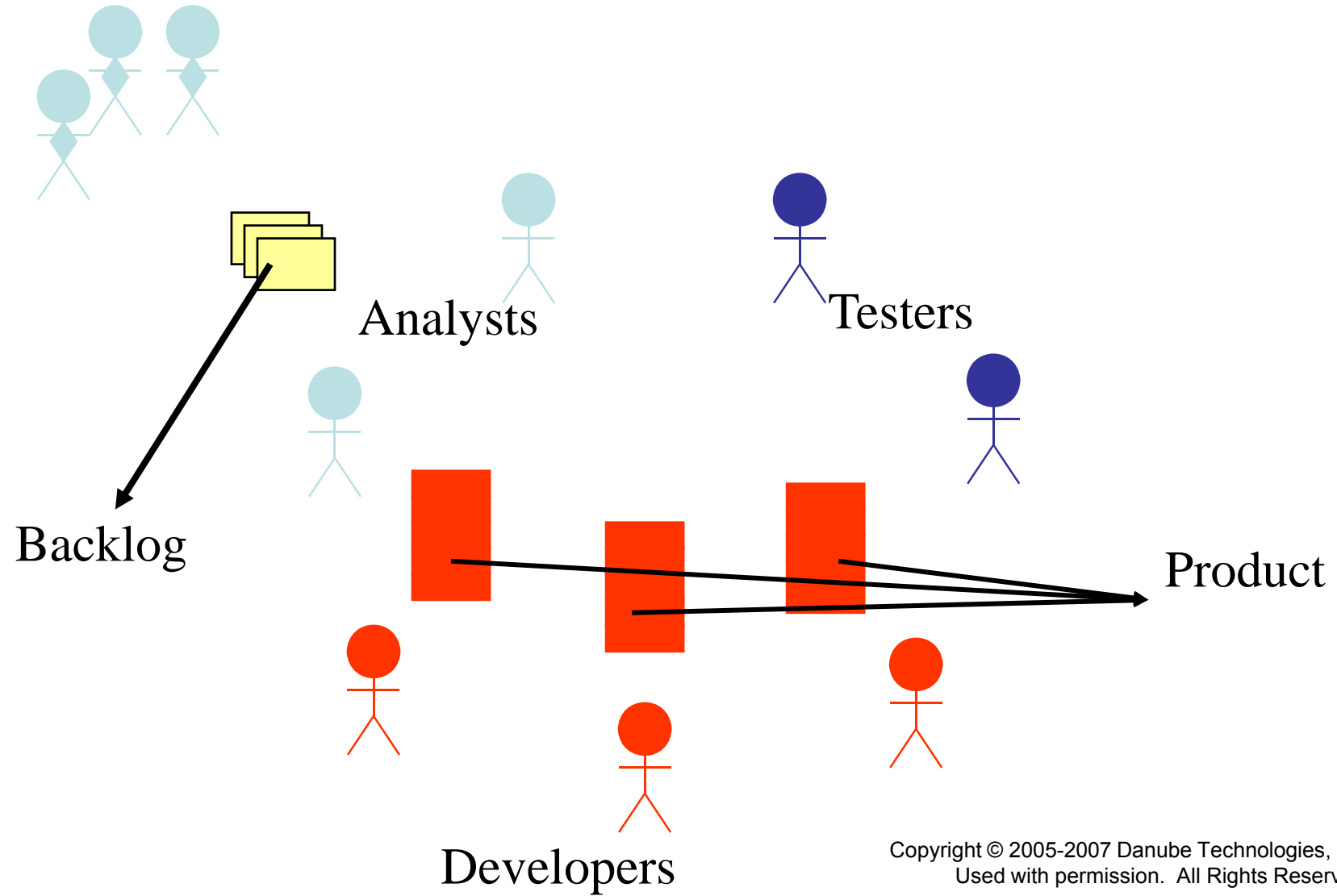
- **Product Owner is responsible for Vision**
 - Product owner uses backlog with features and their statuses
 - Product Owner assign features to the team (not individuals!)
- **Team is responsible for software**
 - Team decides how to develop features
 - Team provides estimations and commits to iteration plans

The main challenge



- **To be able to finish any work quickly we must act as a team**
- **Crossfunctionality is the answer**
 - No predefined roles and responsibilities
 - Team of engineers that commits to the iteration plan
 - Everyone can develop every module and work in any role
 - That does not deny skills!

Product Owner, customers



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Fostering crossfunctionality



- **How do we foster crossfunctionality?**
 - Task boards
 - Planning poker
 - Daily scrum

Task Board. Team volunteers for the tasks



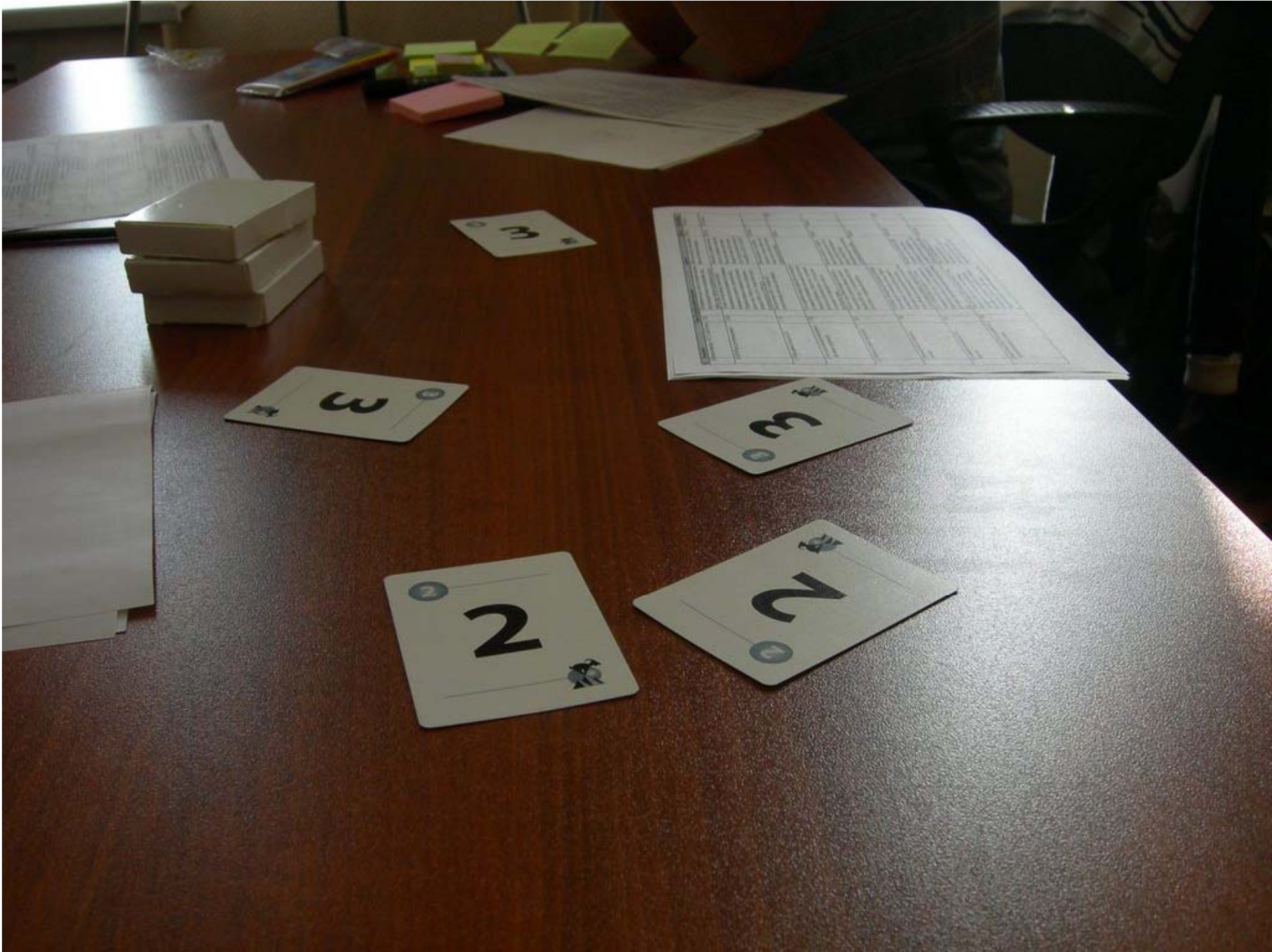
Task board



- **Task board rules**
 - When plan, team commits to the scope, not individuals
 - During the iteration team members sign up for the tasks as individuals
- **Progress is visible to everyone**
- **Everyone is engaged**
- **Crossfunctionality is encouraged**

Planning Poker





2

2

3

3

3

Stack of white cards

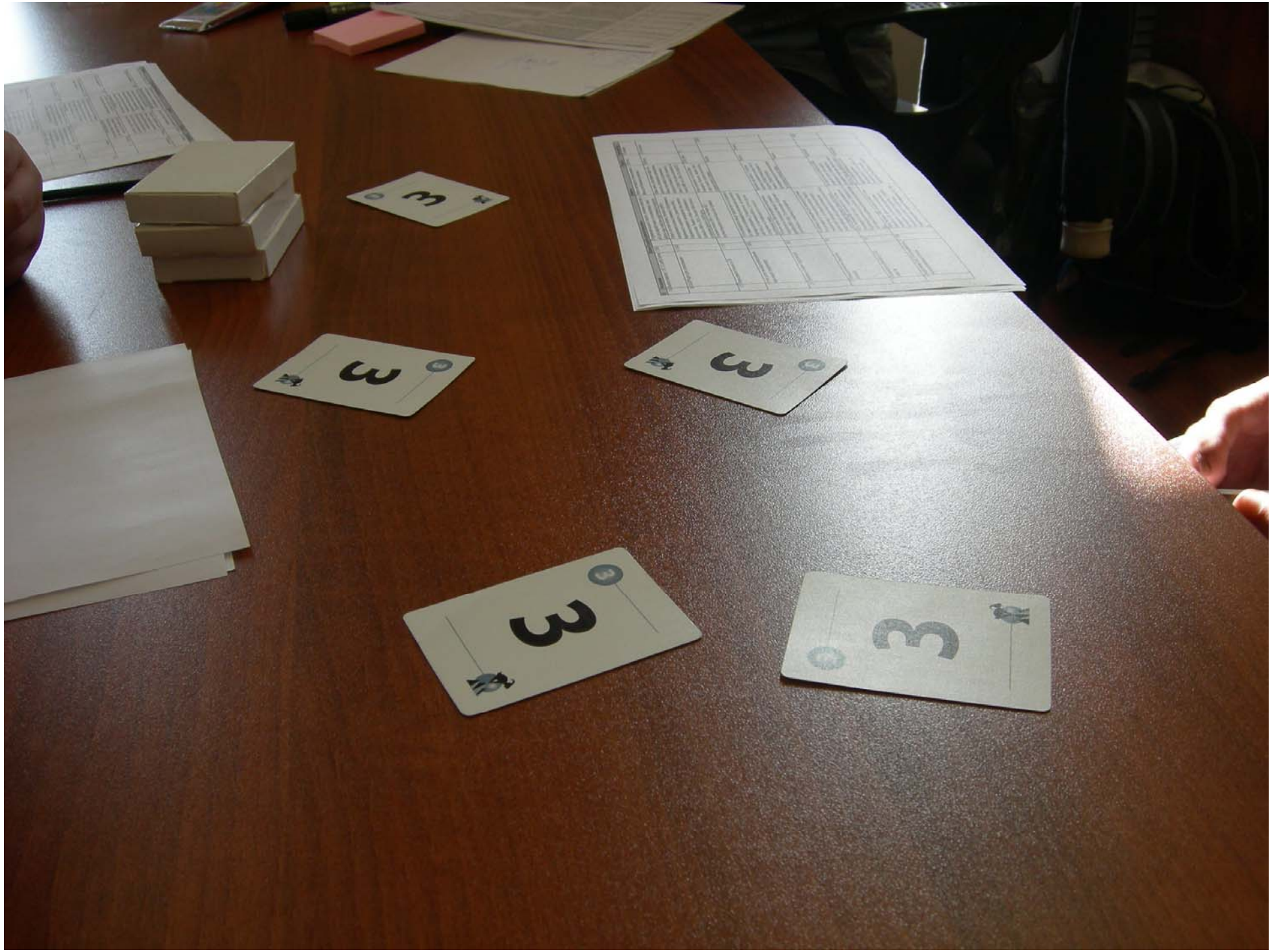
Table with columns and rows

Document on the left

Documents in the background

Yellow sticky notes

Pink sticky note



Planning poker

Петя	Лена	Вася
2	3	3
2	3	3
8	2	3
13	2	3

- **Planning poker means**
 - Commit as a team
 - Engage everybody
 - Share knowledge

Scrum. Synchronize the work Plan for the next day



Daily scrum

- **Team synchronize itself**
- **If anybody falls behind it is noted by the team**
- **Team helps itself to solve the problem**
- **Team plans the next day**



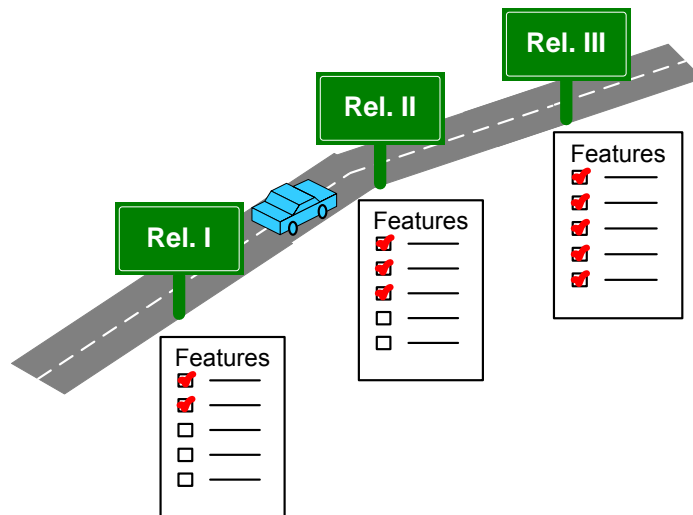
Case 2. Product Development

- **Company develops product for the market**
- **The process**
 - There are number of business features to develop (short term tasks)
 - Framework must be developed as well (long term tasks)
- **Challenges**
 - One can easily fall into working only on business features or framework (I've seen both!)

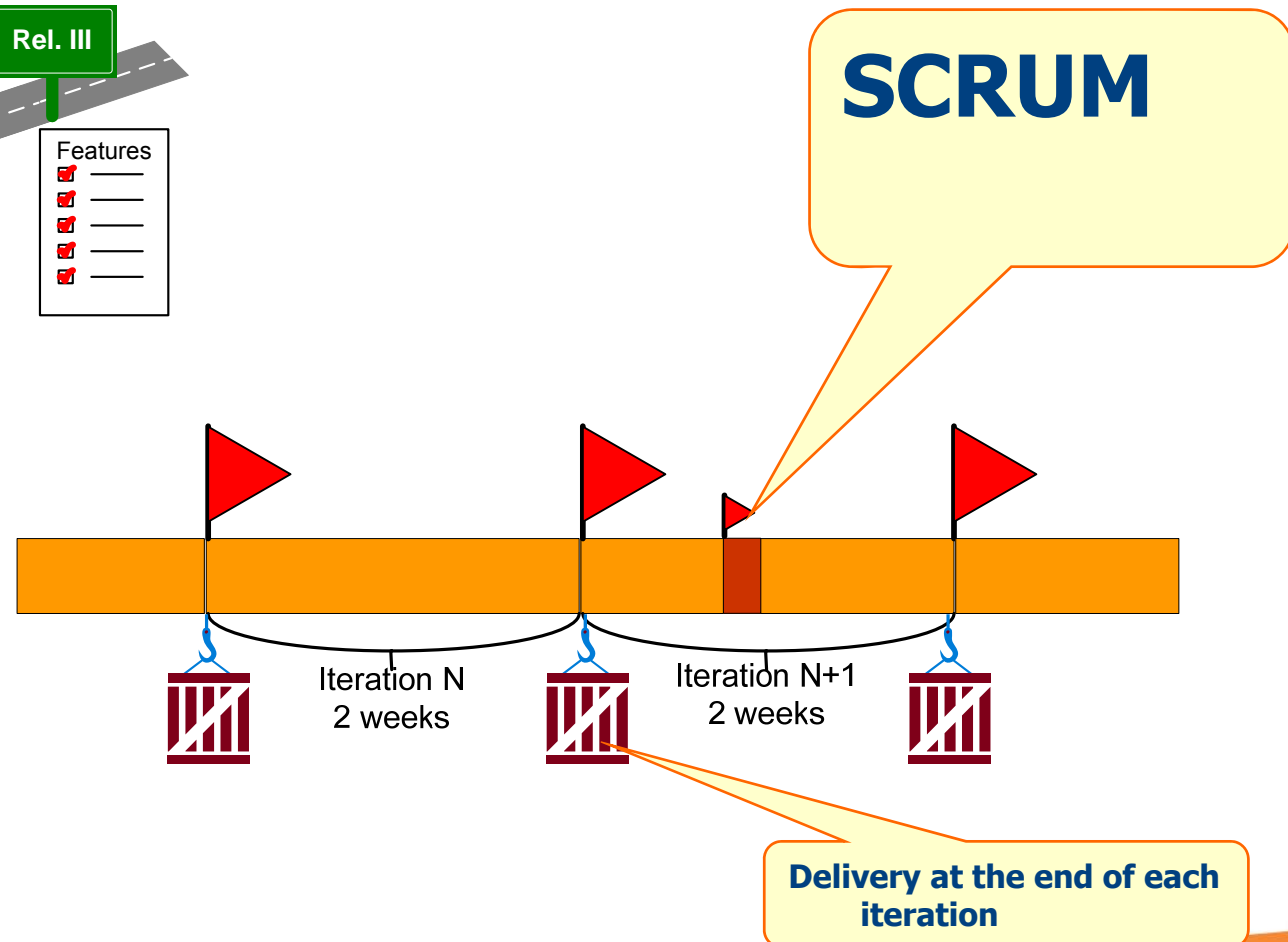


Product Development Lifecycle

Release roadmap

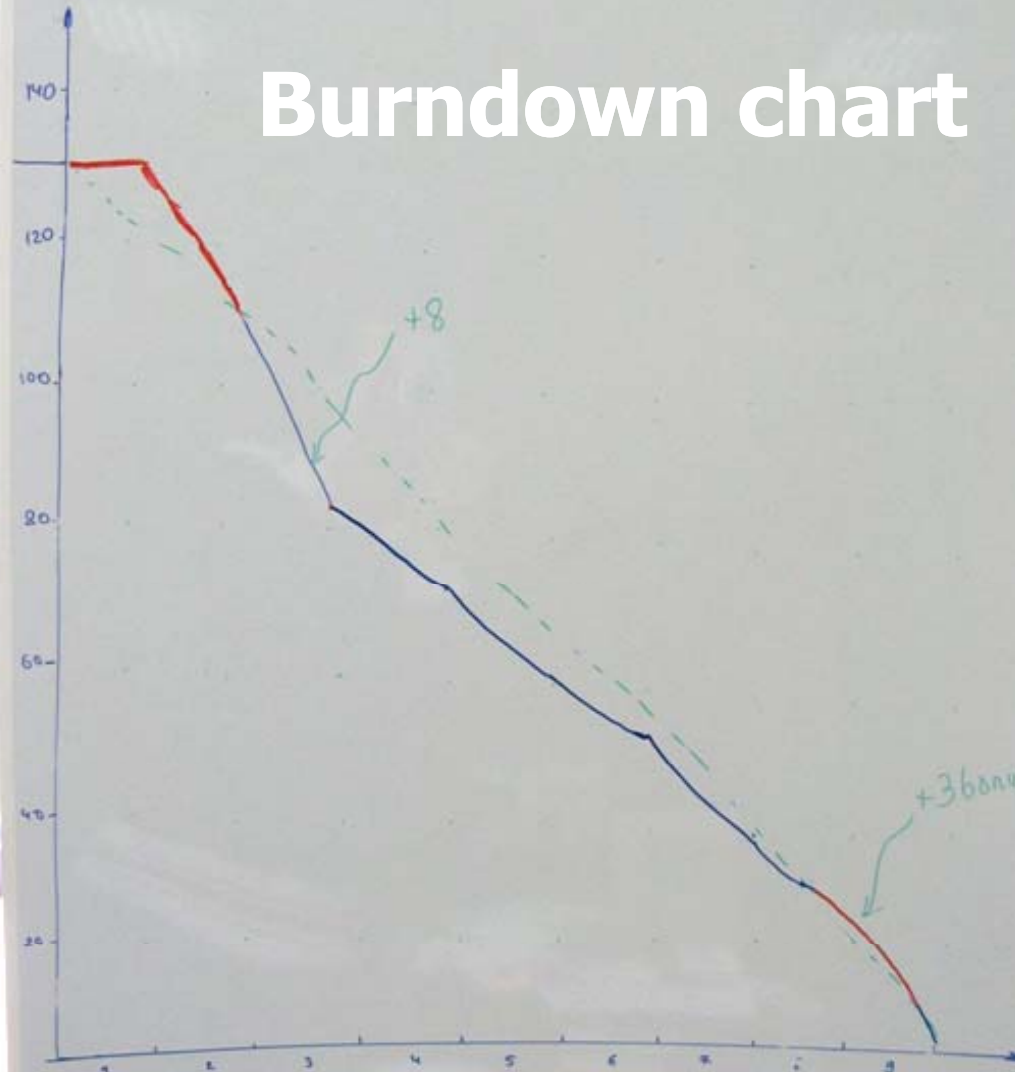


Iterations



Цмеравуся \emptyset (264 з.з. ; 130 у.з.т.)
Начало : 26 сентэбры
Закончэнне : 8 октэбры (змова з'яўляецца ў 11:00 ў пераход)
DSM : 12:00

Burndown chart



Case 3. Support



- **Team supports a number of business applications**

- **The process**
 - Change requests come in every day
 - The number of urgent tasks is great
 - Tasks are small
 - People are specialized by applications

Problem



- **Problems**
 - Tasks are boring
 - There are “lucky” and “unlucky” application
 - Performance is low
- **Challenges**
 - Chaotic development
 - Team is difficult to form

Agile process shaping



- **Agile process (as defined by team)**
 - Short iteration. The length is one day
 - Tasks are prioritized
 - The next high priority task is selected by the next available developer
 - Pairing if needed

Agile Community



- **Luxoft Agile Community – сообщество Agile практиков**
 - Обсуждение проблем в Agile проектах
 - Знакомство с новыми практиками
 - Продвижение Agile

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