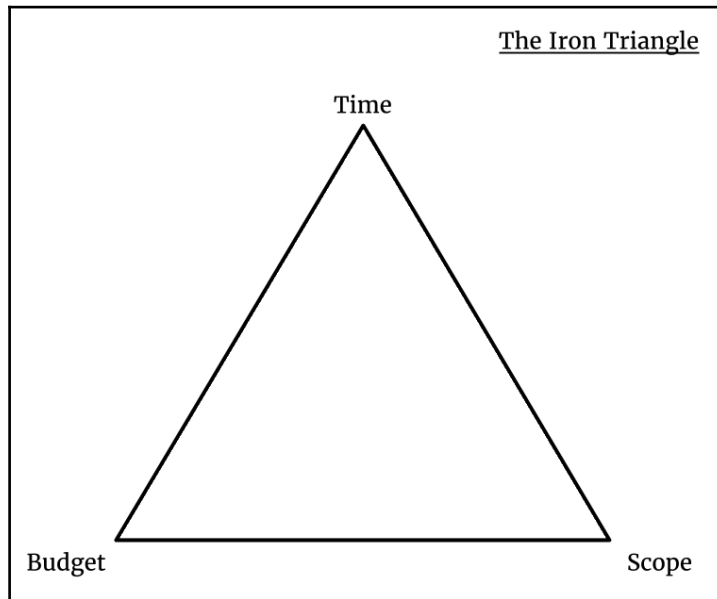
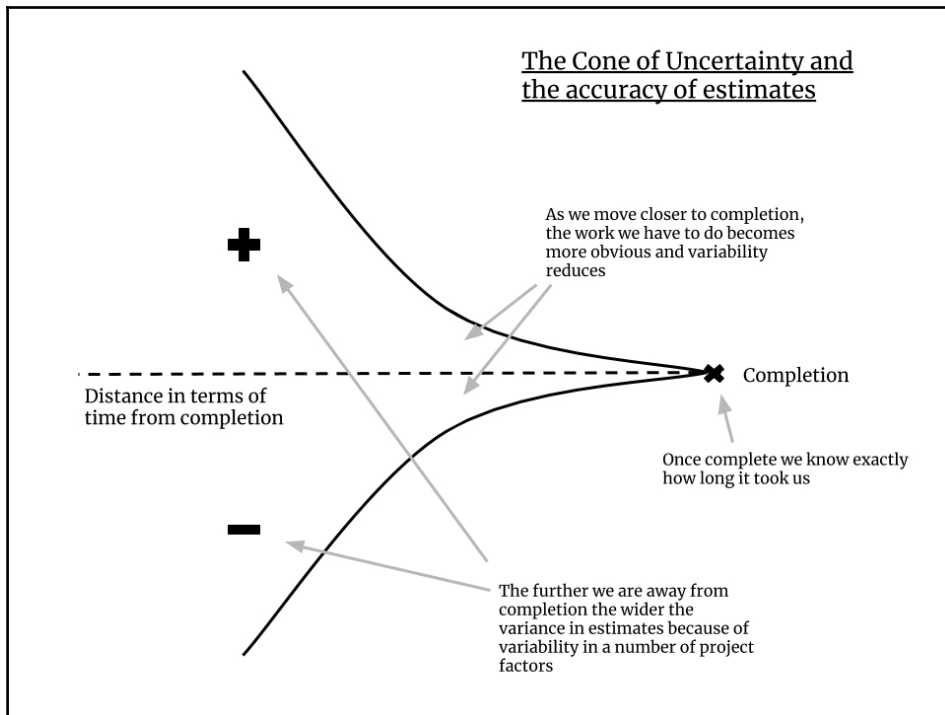
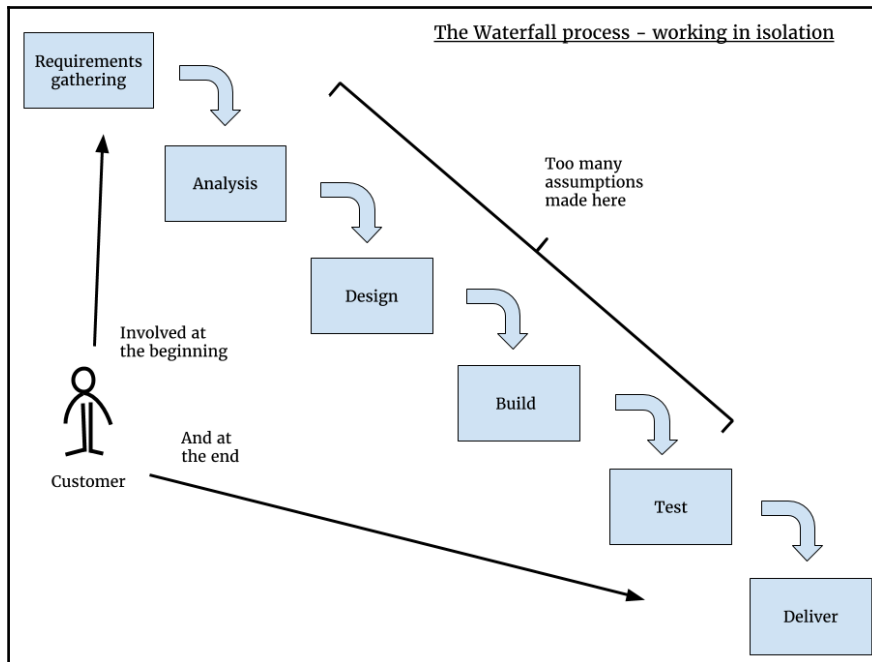


Chapter 01: The Software Industry and the Agile Manifesto







Manifesto for Agile Software Development

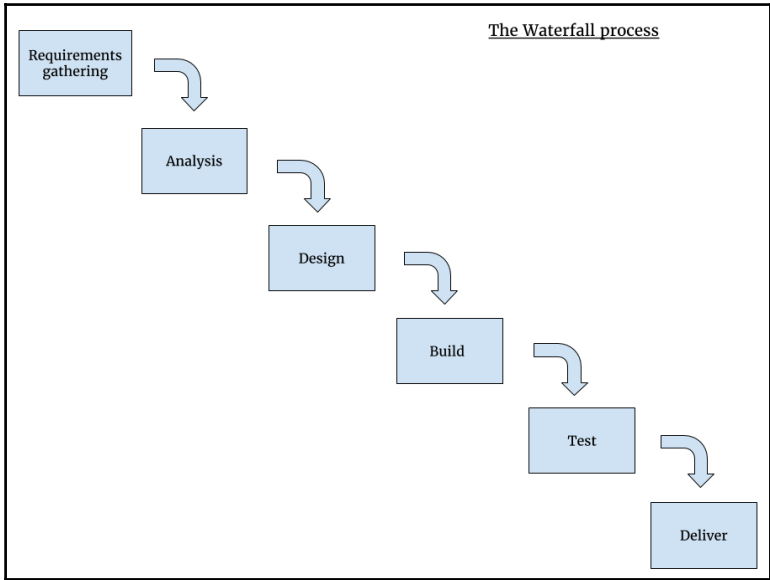
We are uncovering better ways of developing software
by doing it and helping others do it.
Through this work we have come to value:

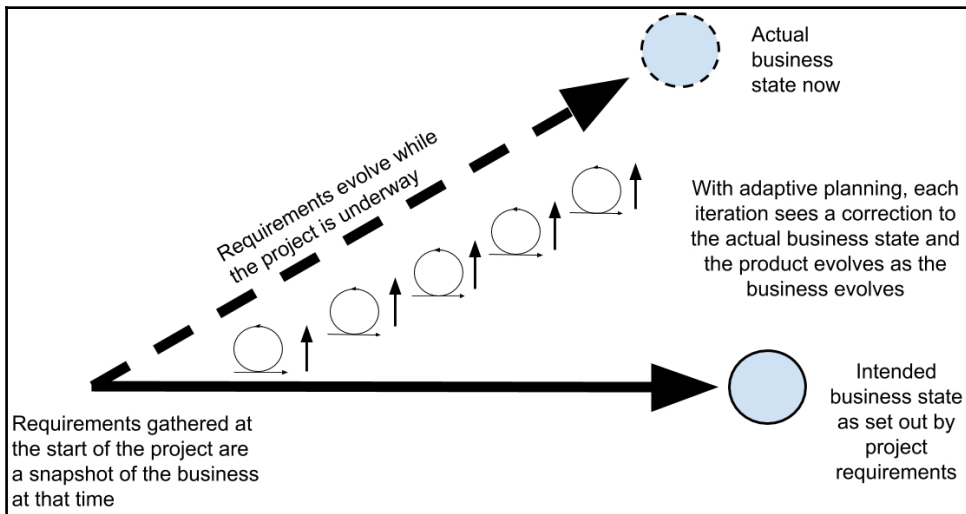
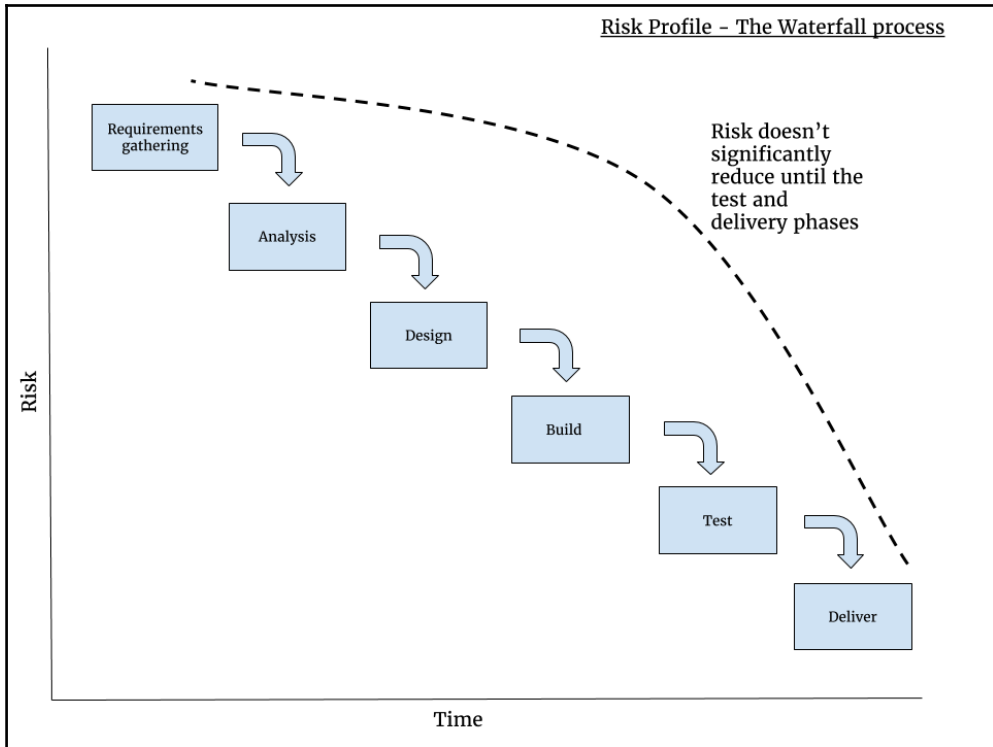
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

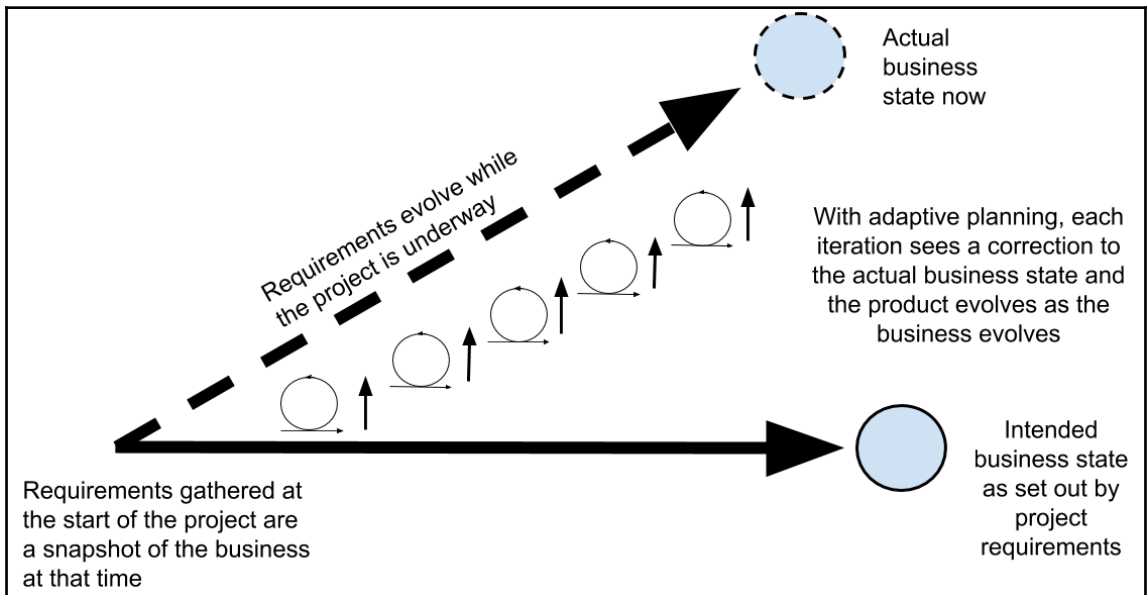
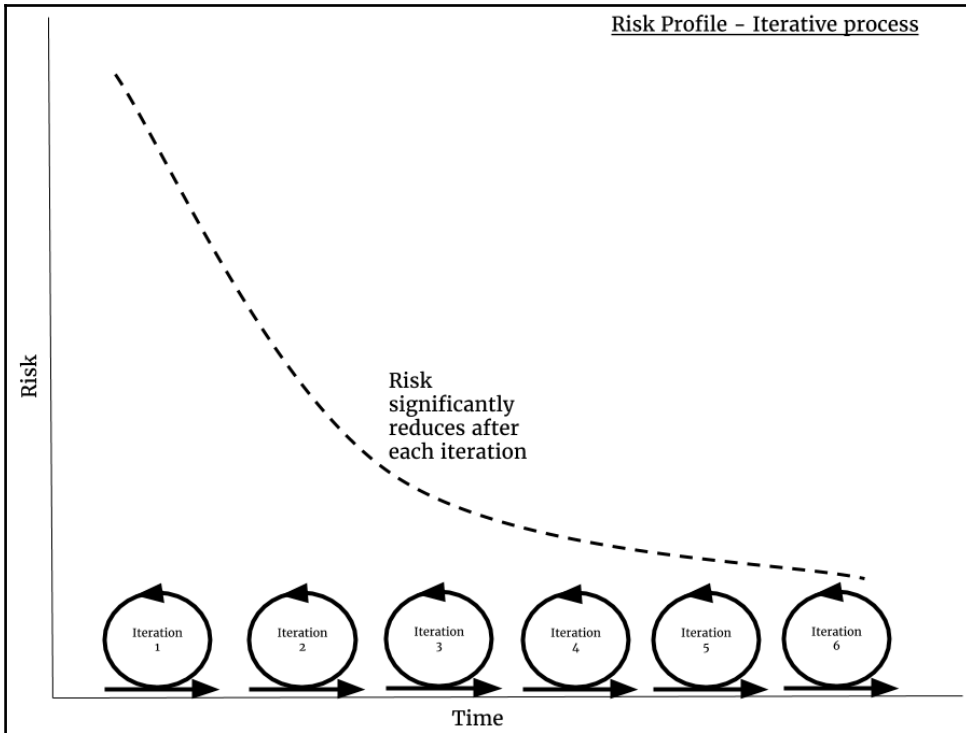
That is, while there is value in the items on the right, we value the
items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

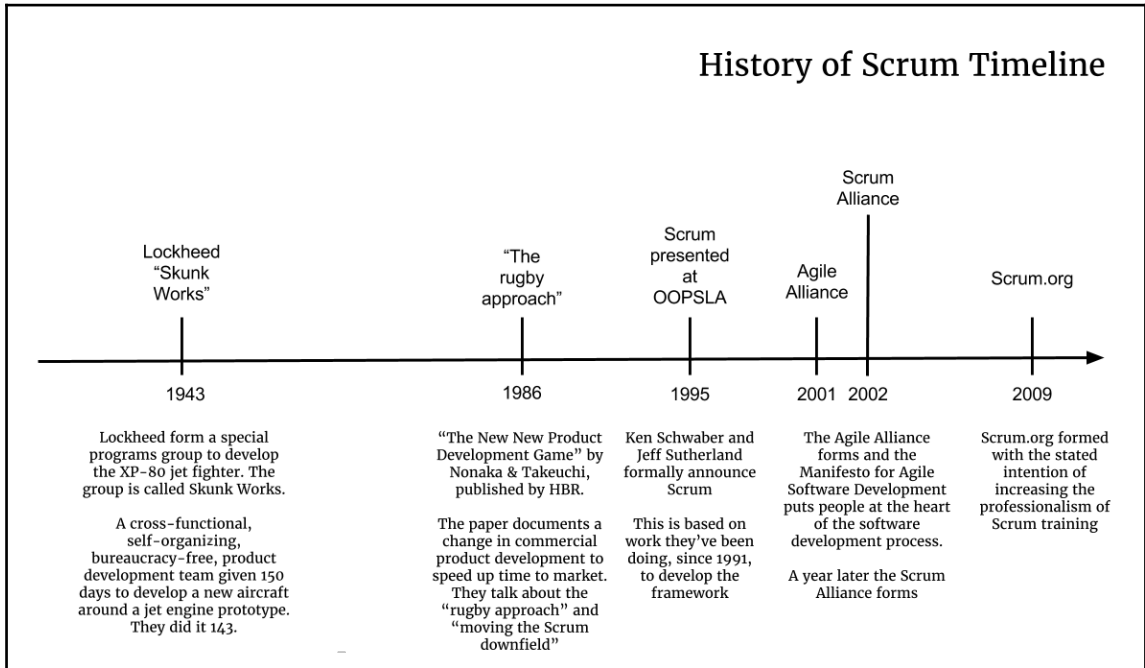
Predictive	Adaptive
Plan driven	Planning driven
Requirements / scope fixed	Requirements / scope flexible
Uses analysis over discovery	Uses discovery over analysis
Big upfront design	Initial upfront design
Architecture pre-determined	Architecture evolves
Estimates given up front	Estimates constantly revised
Forecasting based on upfront estimates	Forecasts driven by work already delivered
Requirements treated as of equal priority	Requirements prioritised by value to the business







Chapter 02: Agile Software Delivery Methods and How They Fit the Manifesto



The Scrum Team - Roles



Product
Owner

- Holds the vision for the product and controls the budget
- Works to maximize value delivered by the team
- Clearly expresses what's to be done, makes the Product Backlog visible and transparent to all
- Sets priorities for the team in terms of which Product Backlog items to work on next
- Should be a single person, not a committee



Development
Team

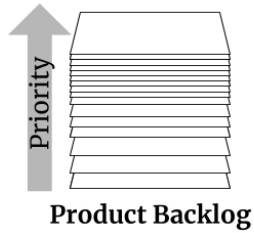
- Create working increments of “done” work
- Self-organizing - team decides how to deliver
- Cross-functional - have all the skills on the team necessary to do the job
- Individuals may have specialist skills, but are accountable as a team for delivery
- Scrum only recognises the title “developer” within the team
- Scrum doesn't ask for or recognise sub-teams within the team



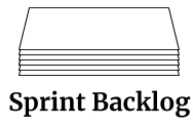
Scrum
Master

- Coaches the team in the use of Scrum
- Coaches the organization how to get best value from its interactions with the team
- Facilitates events as requested or needed (Daily Scrum, Sprint Planning)
- Removes impediments to the team's progress
- Acts as a servant leader to the team

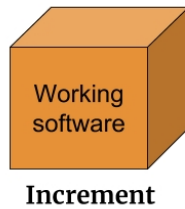
Scrum Artifacts



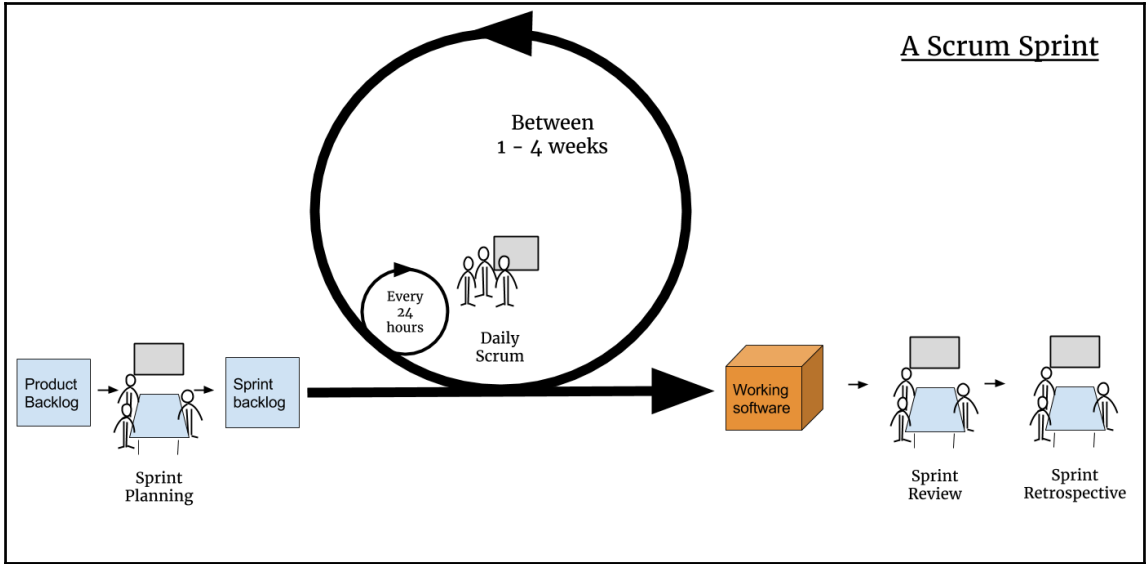
The set of requirements for the product, usually in the form of User Stories. Managed and prioritized by the Product Owner

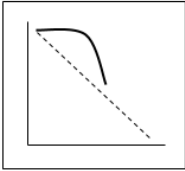


The set of requirements the team have selected from the top of the Product Backlog to complete in the upcoming Sprint

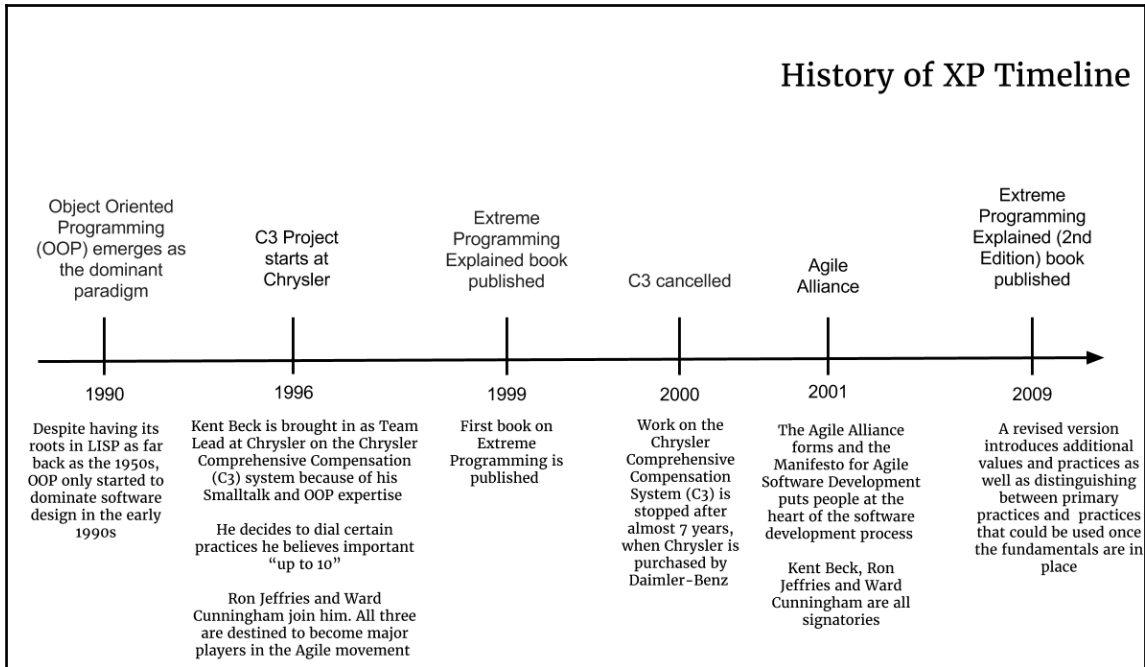


The increment of working software that we create during the Sprint from the user stories on the Sprint Backlog. This is completed work, in useable condition, which is ready to be released (or already has been)

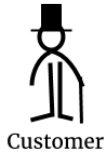


Product Backlog	Sprint Backlog	To-do	In progress	Done	<u>Sprint Objective</u>
<div data-bbox="182 372 299 442">User Story</div> <div data-bbox="318 372 436 442">User Story</div>	<div data-bbox="480 395 595 465">User Story</div>	<div data-bbox="627 384 656 419">Ta</div> <div data-bbox="656 402 685 437">Tas</div> <div data-bbox="685 419 714 455">Task</div>	<div data-bbox="831 384 889 437">Task</div>	<div data-bbox="991 384 1020 419">Tas</div> <div data-bbox="1020 402 1049 437">Task</div>	<div data-bbox="1108 372 1294 548">Simple checkout and payment process complete</div>
<div data-bbox="182 465 299 536">User Story</div> <div data-bbox="318 465 436 536">User Story</div>	<div data-bbox="480 511 595 582">User Story</div>	<div data-bbox="627 518 656 553">Ta</div> <div data-bbox="656 536 685 571">Tas</div> <div data-bbox="685 553 714 589">Task</div>	<div data-bbox="831 518 889 571">Task</div>	<div data-bbox="991 518 1049 571">Task</div>	<div data-bbox="1108 548 1294 866"> <p><u>Sprint Burndown</u></p>  </div>
<div data-bbox="182 559 299 629">User Story</div> <div data-bbox="318 559 436 629">User Story</div>	<div data-bbox="480 635 595 705">User Story</div>	<div data-bbox="627 642 656 677">Ta</div> <div data-bbox="656 659 685 695">Tas</div> <div data-bbox="685 677 714 712">Task</div>	<div data-bbox="831 659 889 712">Task</div>		
<div data-bbox="182 652 299 723">User Story</div> <div data-bbox="318 652 436 723">User Story</div>	<div data-bbox="480 728 595 799">User Story</div>	<div data-bbox="627 735 656 770">Ta</div> <div data-bbox="656 753 685 788">Tas</div> <div data-bbox="685 770 714 806">Task</div>			
<div data-bbox="182 746 299 816">User Story</div> <div data-bbox="318 746 436 816">User Story</div>	<div data-bbox="480 822 595 892">User Story</div>	<div data-bbox="627 811 656 846">Ta</div> <div data-bbox="656 829 685 864">Tas</div> <div data-bbox="685 846 714 882">Task</div>			
<div data-bbox="182 839 299 910">User Story</div> <div data-bbox="318 839 436 910">User Story</div>	<div data-bbox="480 915 595 986">User Story</div>	<div data-bbox="627 904 656 940">Ta</div> <div data-bbox="656 922 685 957">Tas</div> <div data-bbox="685 940 714 975">Task</div>			

History of XP Timeline



XP Team Roles



Customer

Writes User Stories and specifies Functional/Acceptance Tests. Sets priorities, explains stories, views design sessions. Has authority to decide questions about the stories.



Programmer

Estimates stories, defines Engineering Tasks from stories, estimates how long stories and tasks will take, implements stories and tests.



Tester

Implements and runs Functional/Acceptance/Exploratory Tests. Makes sure people know when test results fail.



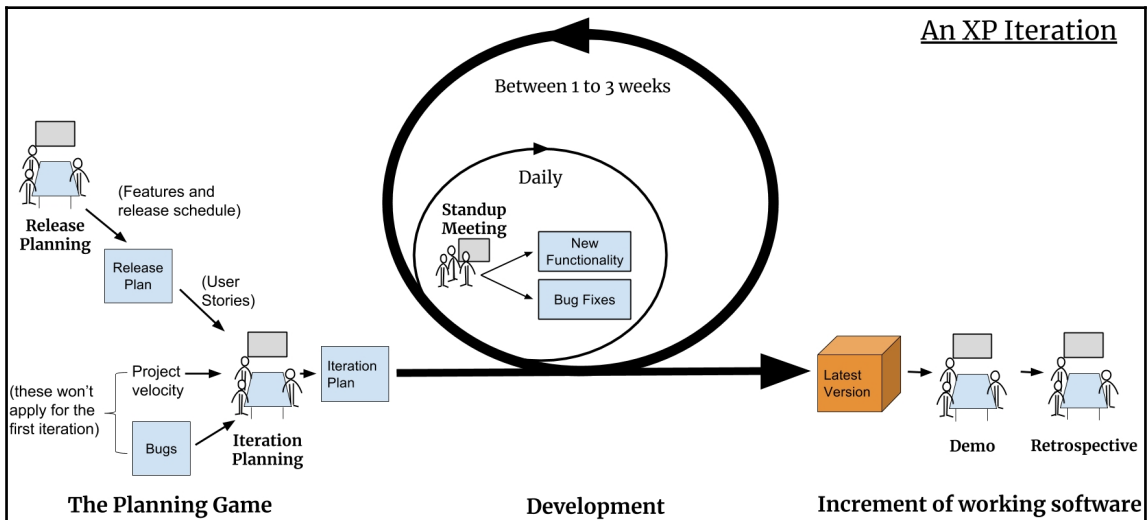
Tracker

Goes around and asks each Programmer how she's doing, listens to the answer, takes action if things seem to be going off track. Actions include suggesting a CRC session, setting up a meeting with Customer, asking Coach or another Programmer to help.



Coach

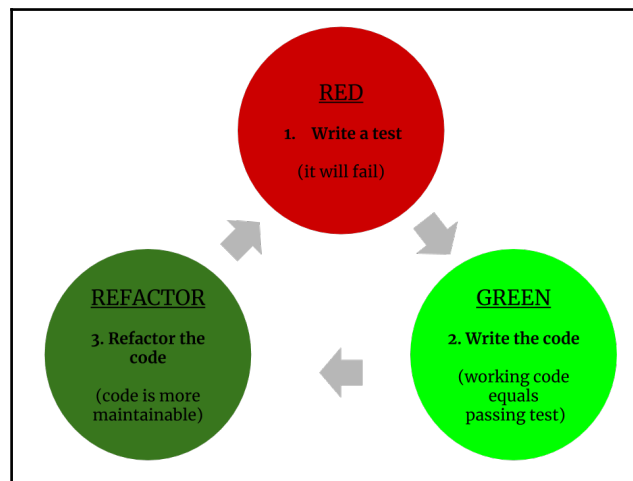
Can schedule and facilitate meetings, makes sure the proper meeting process is followed, records results of meeting for future reporting, passes to Tracker. Does not tell people what to do (Customer and Iteration Plan do that), when to be done (Commitment Schedule), or check to see how they're doing (Tracker). Mentors and coaches team!

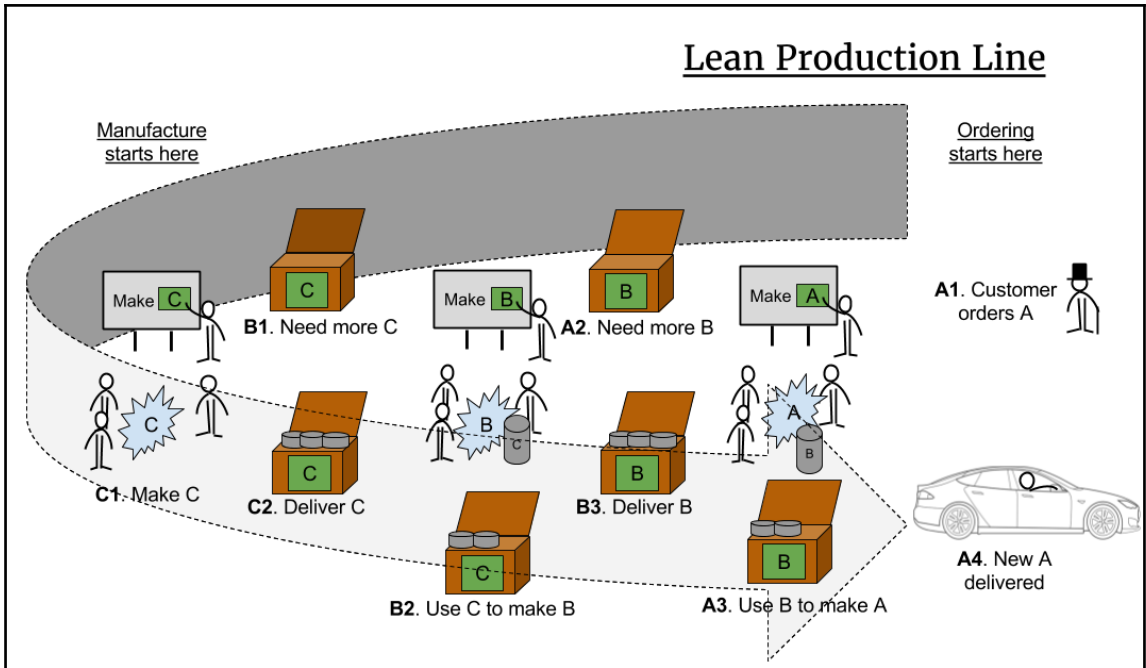
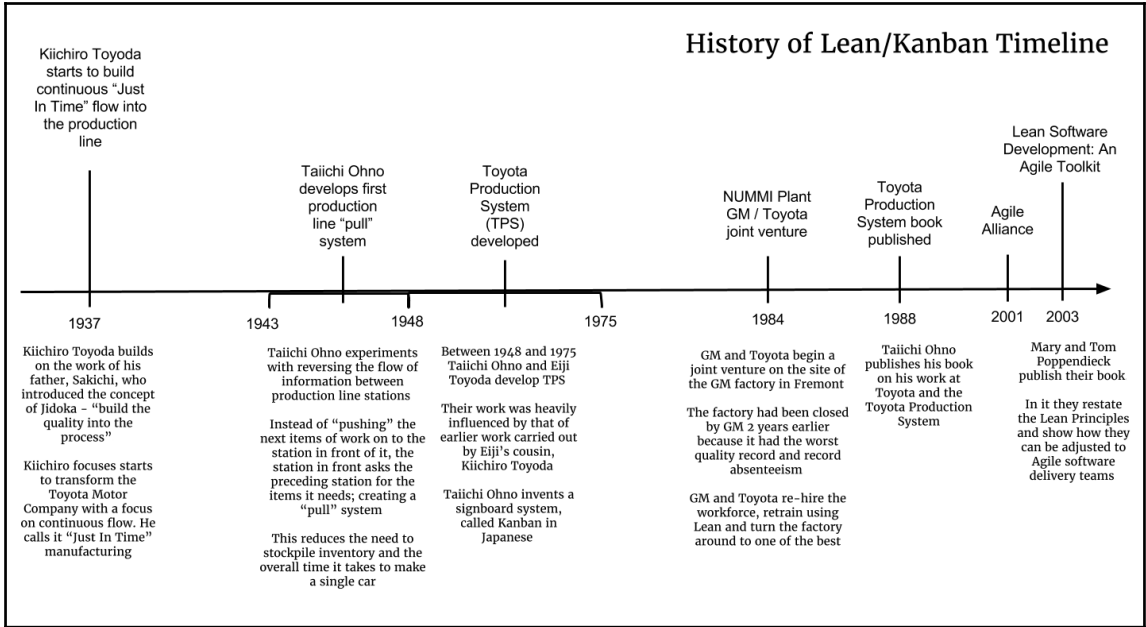


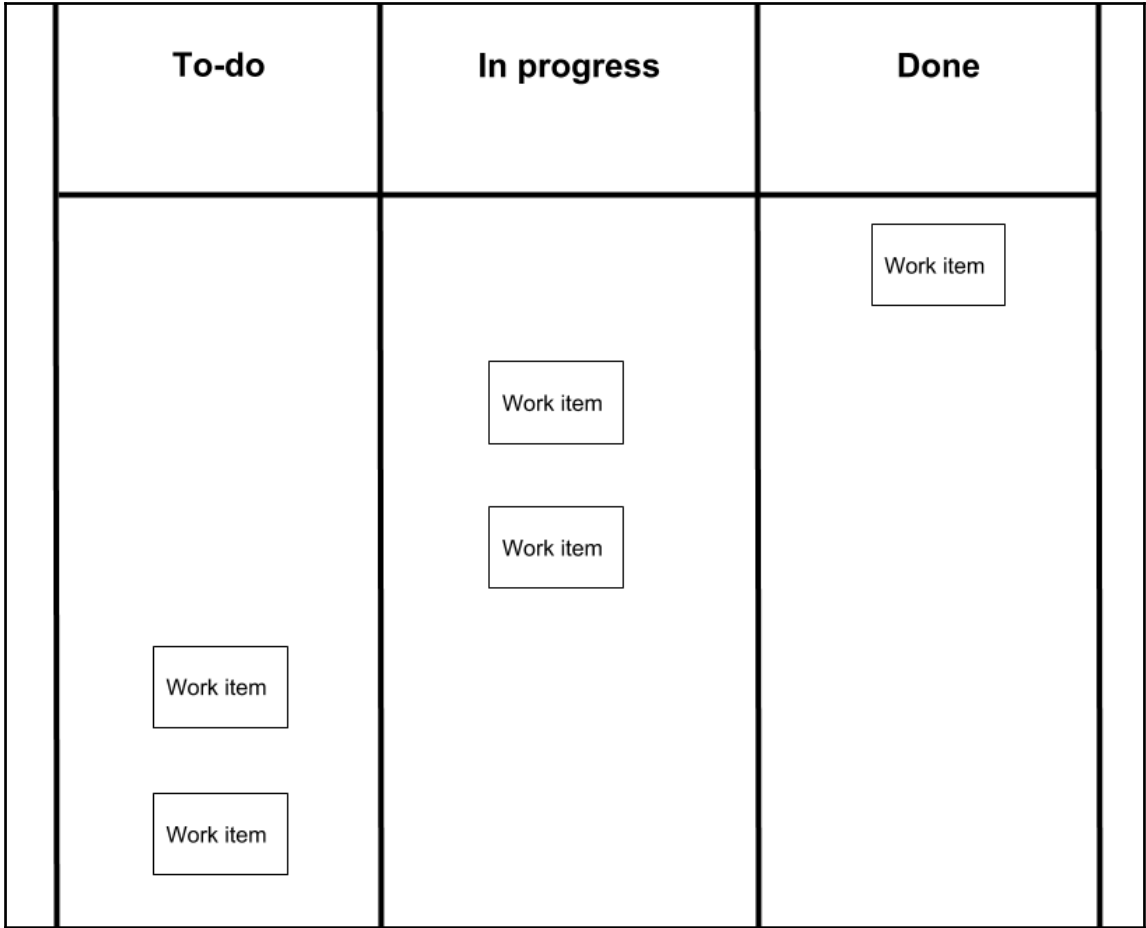
AS A CINEMA GOER
I WANT TO BE ABLE TO PURCHASE TICKETS FOR A PARTICULAR FILM AND SESSION TIME
SO THAT I CAN SEE THE FILM I WANT TO SEE AT THE TIME I WANT TO SEE IT.

ACCEPTANCE CRITERIA:

- I CAN SELECT A PARTICULAR FILM
- I CAN SELECT A PARTICULAR SESSION
- I CAN CHOOSE WHERE TO SIT (SHOW AVAILABLE SEATS)
- I CAN PAY USING CREDIT CARD
- I RECEIVE MY TICKETS WITH THE CONFIRMATION EMAIL





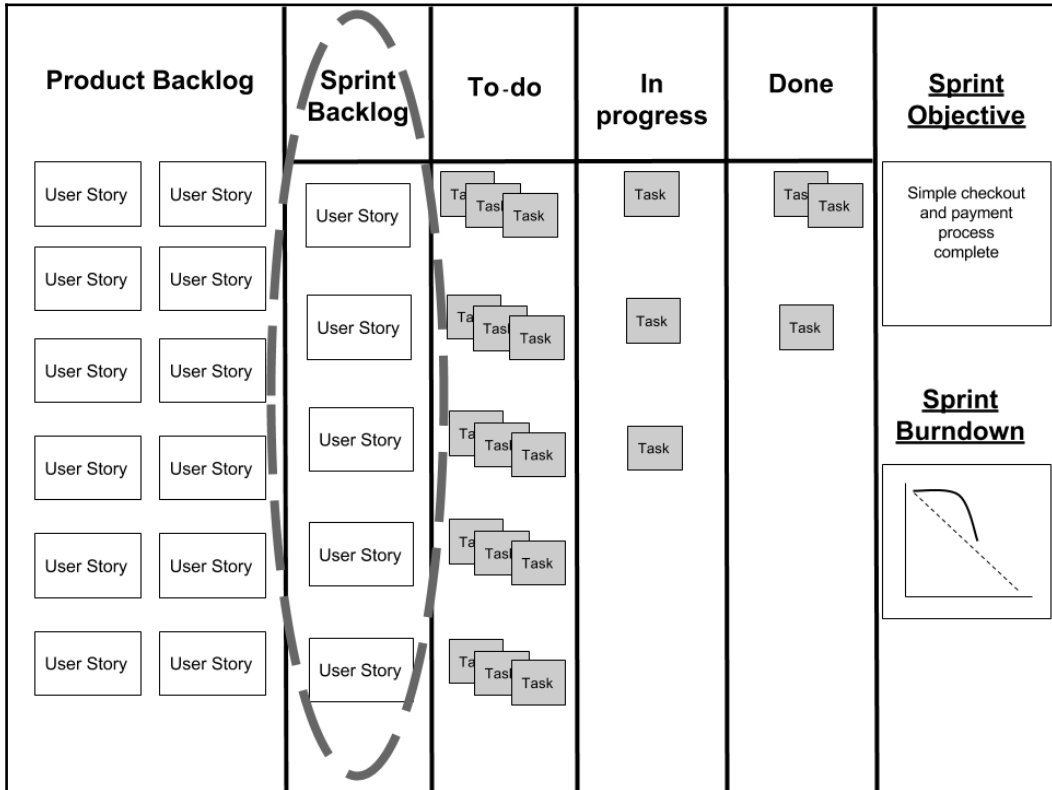


<p style="text-align: center;">To-do</p> <p>User story defined Estimated Initial user scenarios</p>	<p style="text-align: center;">In progress</p> <p>Automated tests written Code reviewed/paired Exploratory tested</p>	<p style="text-align: center;">Done</p> <p>Released to staging Acceptance tested Ready to release</p>
<div data-bbox="307 822 442 903" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80px;">Work item</div> <div data-bbox="307 966 442 1047" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80px;">Work item</div>	<div data-bbox="642 543 777 624" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80px;">Work item</div> <div data-bbox="642 684 777 765" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80px;">Work item</div>	<div data-bbox="1023 407 1158 488" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80px;">Work item</div>

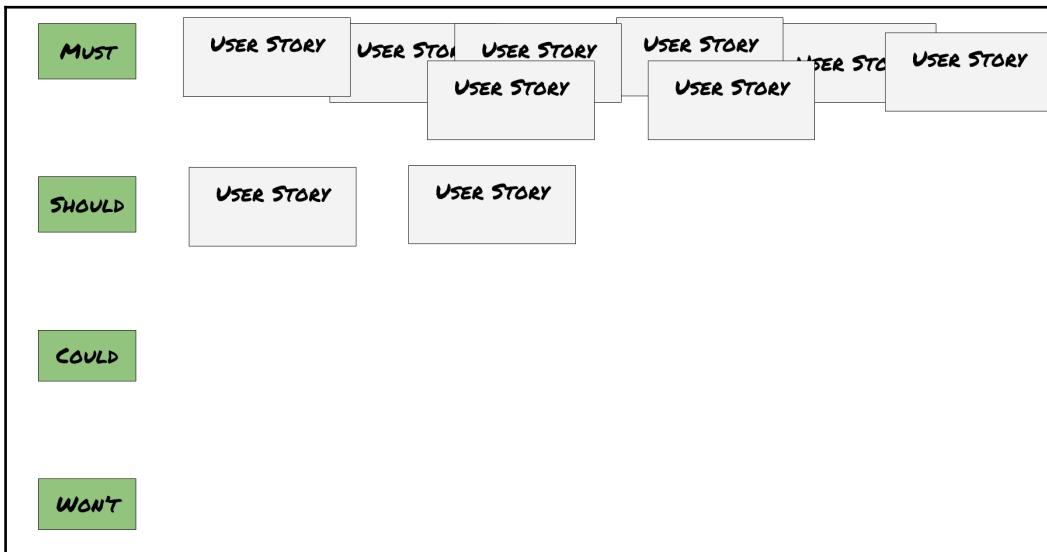
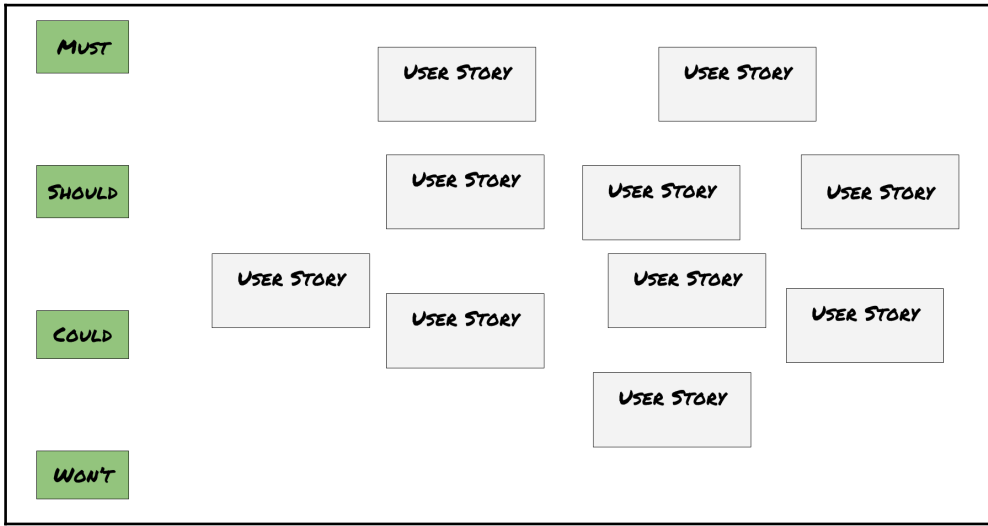
To-do	UX / Design	Code	Unit Test	Code Review	Test	Merge	Deploy Staging	UAT	Deploy Prod	Confirm	Done
Work item		Work item			Work item		Work item				Work item
Work item							Work item				Work item
Work item											
Work item											
Work item											

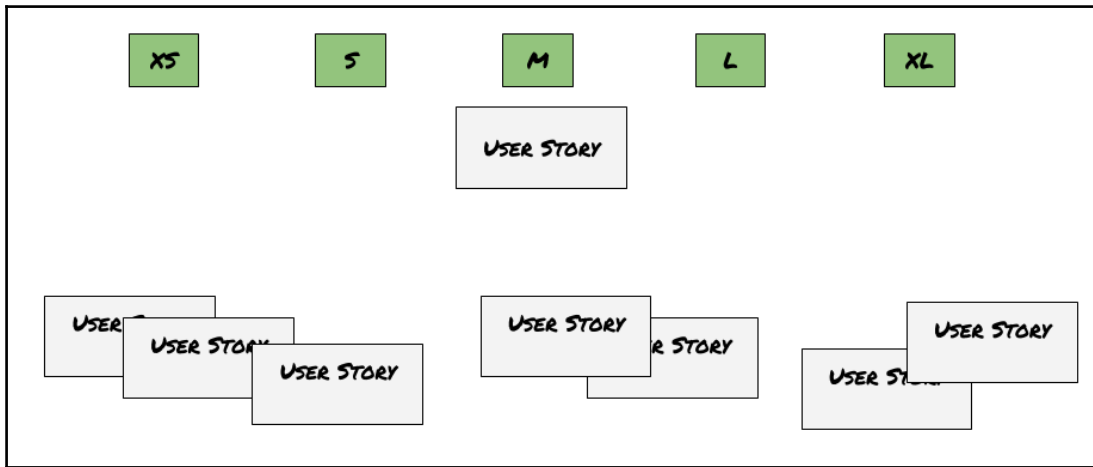
To-do	UX / Design	Code	Unit Test	Code Review	Test	Merge	Deploy Staging	UAT	Deploy Prod	Confirm	Done
Work item		Work item			Work item		Work item				Work item
Work item					Work item		Work item				Work item
Work item					Work item						
Work item					Work item						
Work item					Work item						

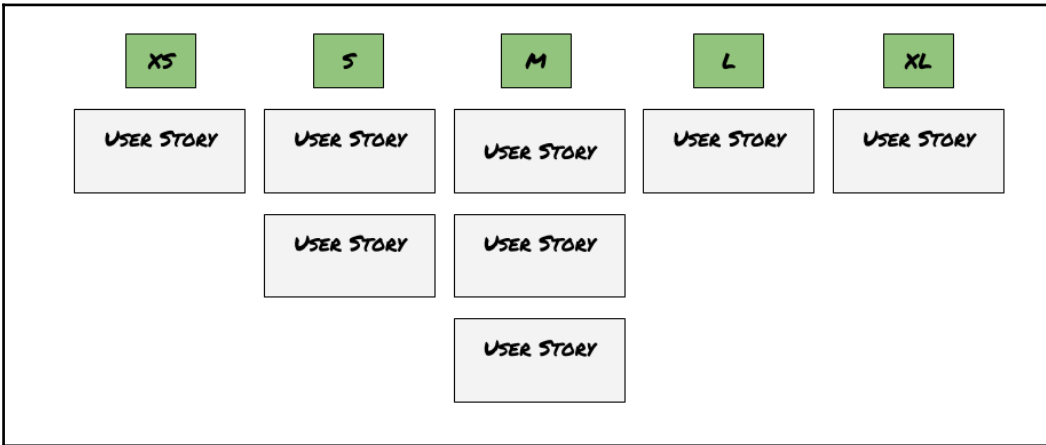
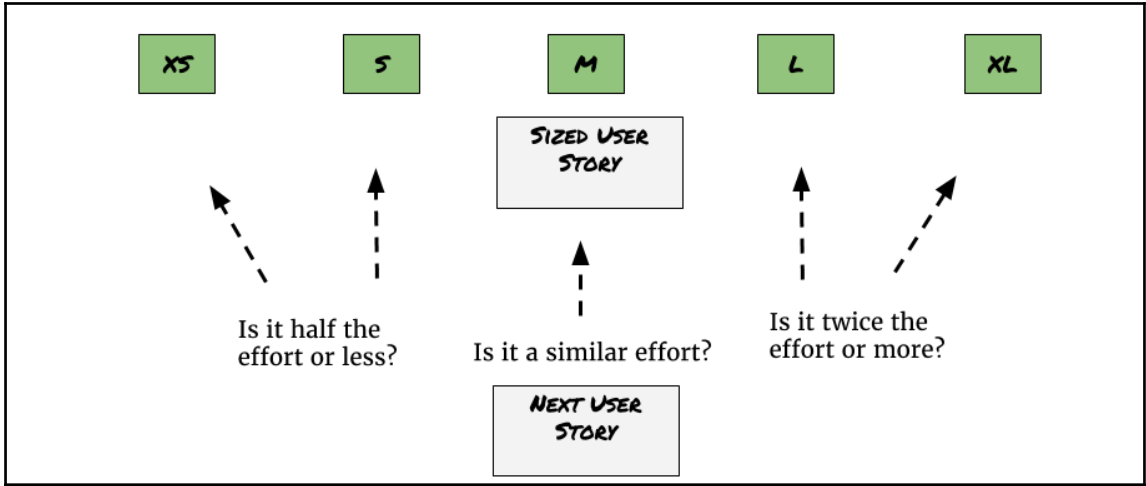
To-do	UX / Design 1	Code 3	Unit Test 3	Code Review 1	Test 3	Merge 1	Deploy Staging 1	UAT 1	Deploy Prod 1	Confirm 1	Done
Work item		Work item	Work item		Work item		Work item				Work item
Work item		Work item			Work item						Work item
Work item		Work item									
Work item											
Work item											



Chapter 03: Introducing Scrum to your Software Team








**AS A CINEMA GOER
 I WANT TO BE ABLE TO PURCHASE TICKETS FOR A
 PARTICULAR FILM AND SESSION TIME
 SO THAT I CAN SEE THE FILM I WANT TO SEE AT THE
 TIME I WANT TO SEE IT.**

ACCEPTANCE CRITERIA:

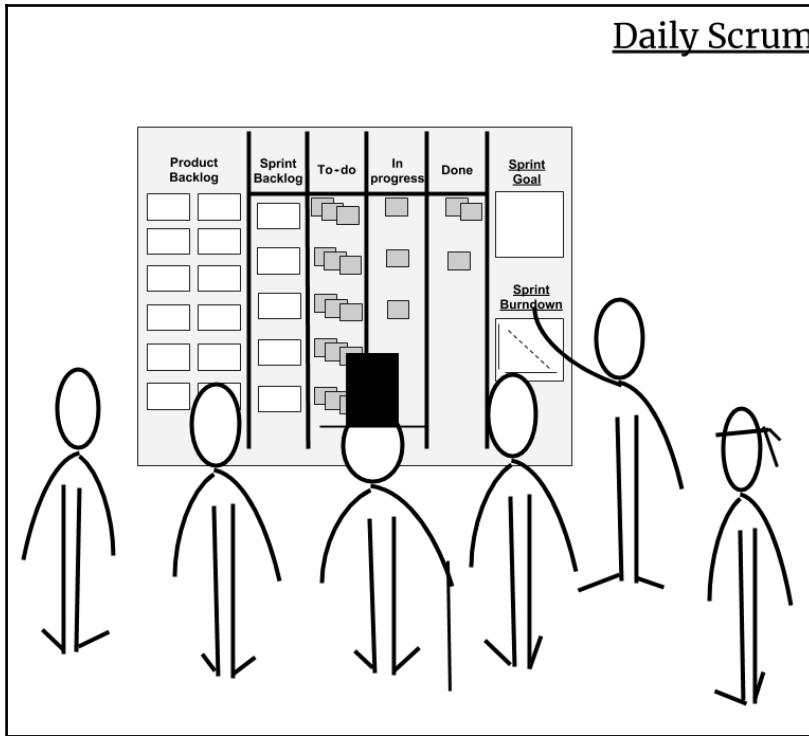
- I CAN SELECT A PARTICULAR FILM
- I CAN SELECT A PARTICULAR SESSION
- I CAN CHOOSE WHERE TO SIT (SHOW AVAILABLE SEATS)
- I CAN PAY USING CREDIT CARD
- I RECEIVE MY TICKETS WITH THE CONFIRMATION EMAIL



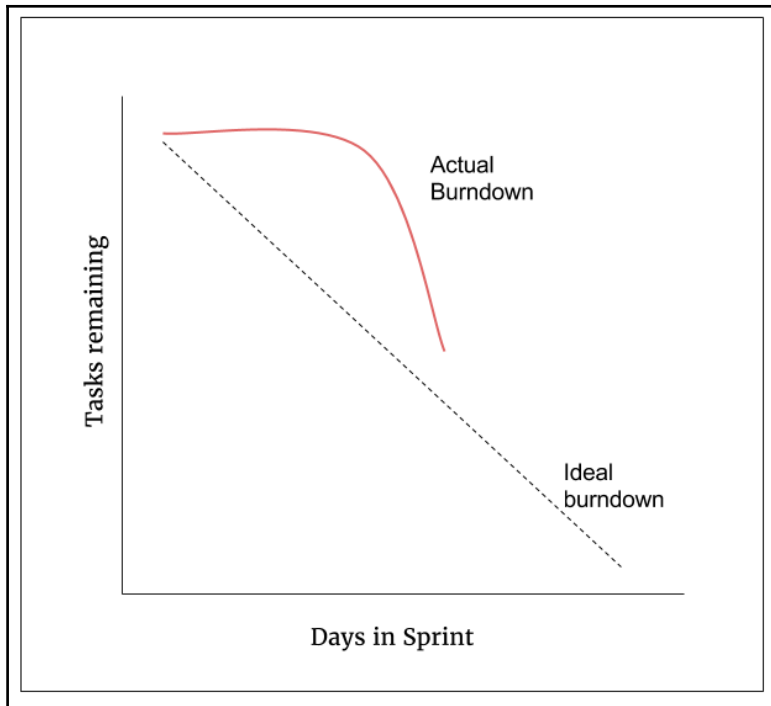
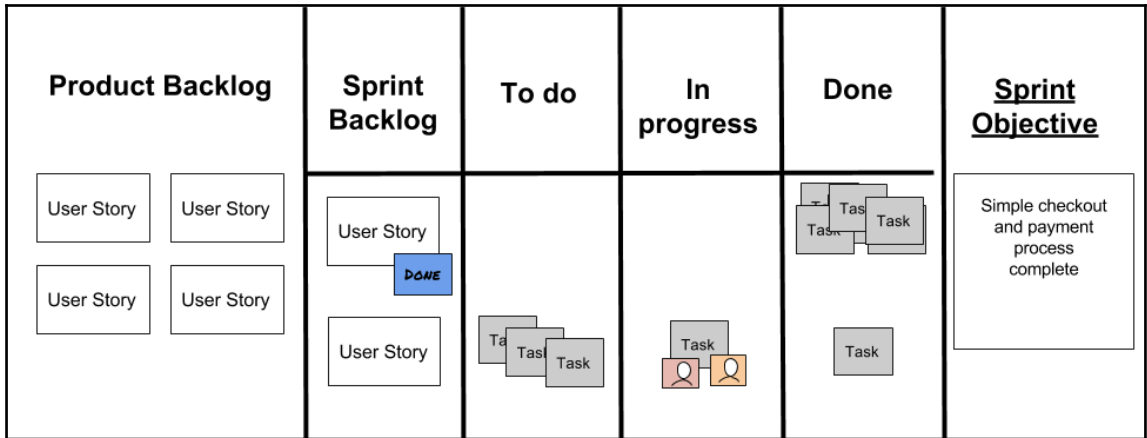
Product Backlog	Sprint Backlog	To do	In progress	Done	<u>Sprint Objective</u>
					<u>Sprint Burndown</u>

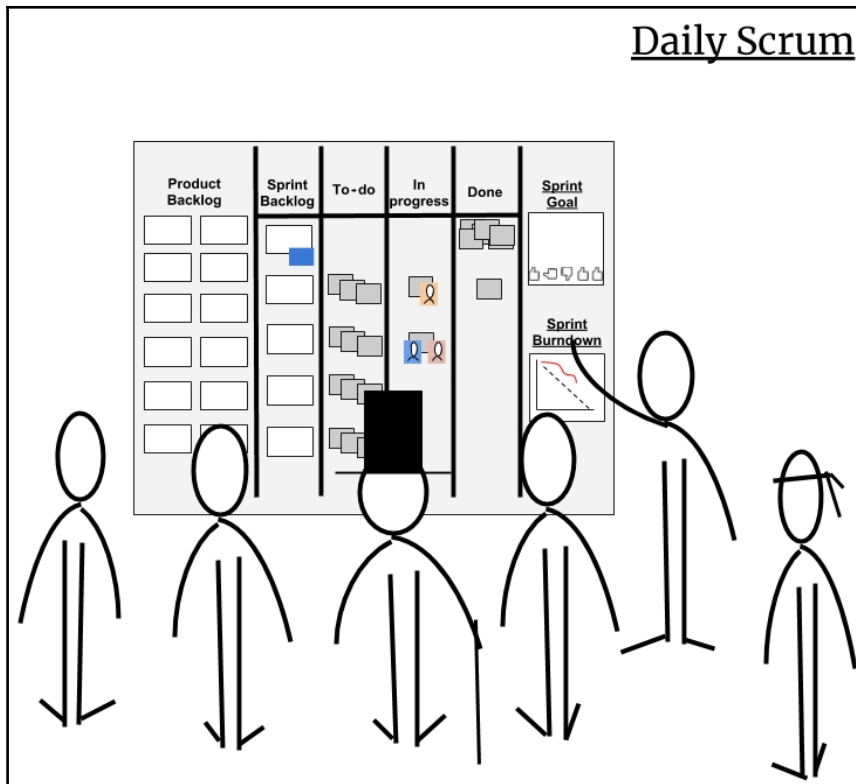
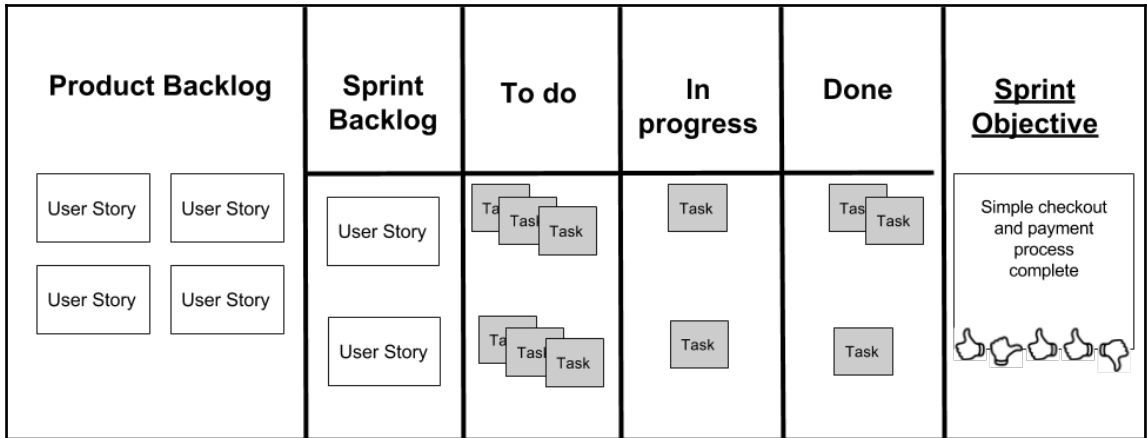
Product Backlog	Sprint Backlog	To do	In progress	Done	<u>Sprint Objective</u>
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Daily Scrum



Product Backlog	Sprint Backlog	To do	In progress	Done	Sprint Objective
<div style="display: flex; flex-wrap: wrap;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div> </div>	<div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">User Story</div>	<div style="display: flex; flex-wrap: wrap;"> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Ta</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Tas</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Ta</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Tas</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task</div> </div>	<div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task </div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task </div>	<div style="border: 1px solid gray; padding: 2px; margin: 2px;">Tas</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task</div> <div style="border: 1px solid gray; padding: 2px; margin: 2px;">Task</div>	<div style="border: 1px solid black; padding: 10px; text-align: center;">Simple checkout and payment process complete</div>





WHAT WENT WELL

AWESOME
TEAM WORK

EVOLVING
HOW WE
DELIVER
VALUE
QUICKLY

COMPLETED
SOME USER
STORIES

WHAT DIDN'T GO WELL

MEETINGS
AND
DISTRACTIONS

TOO MUCH
TALK AT
THE DAILY
SCRUM

STORIES
GOING ON
FOREVER

DIDN'T
COMPLETE
THE SPRINT
GOAL

IDEAS FOR CHANGE

LESS
DISTRACTIONS

START
DEVELOPING
AUTOMATED
TOOLS

MORE
AUTOMATED
TESTS

MORE TIME
TO FOCUS ON
WHAT WE'RE
DOING

LESS
DISCUSSION AT
STANDUP

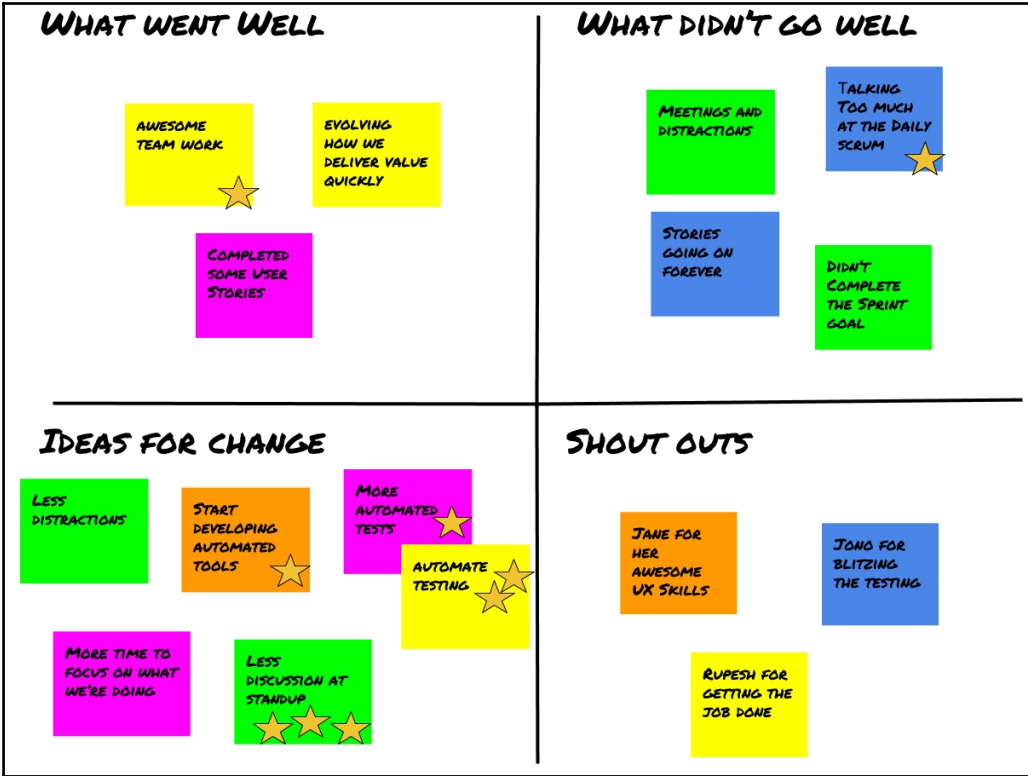
AUTOMATE
TESTING

SHOUT OUTS

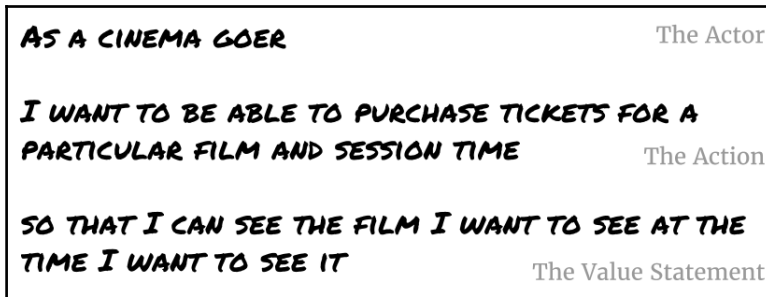
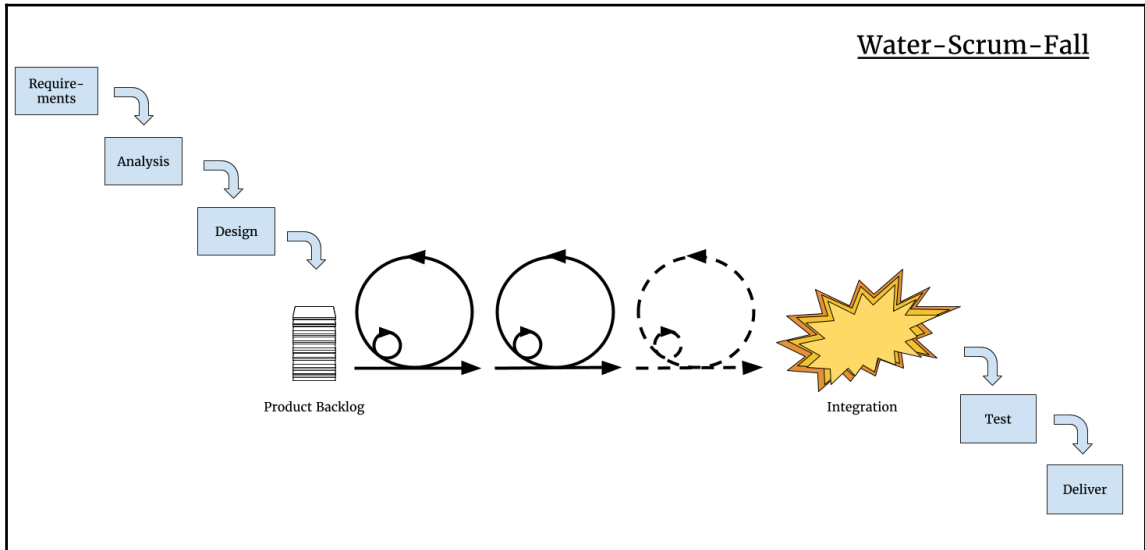
JANE FOR
HER
AWESOME
UX SKILLS

JONO FOR
BLITZING
THE
TESTING

RUPESH
FOR
GETTING
THE JOB
DONE



Chapter 04: Gathering Agile User Requirements



PURCHASE MOVIE TICKETS

Stub

AS A CINEMA GOER

User Story

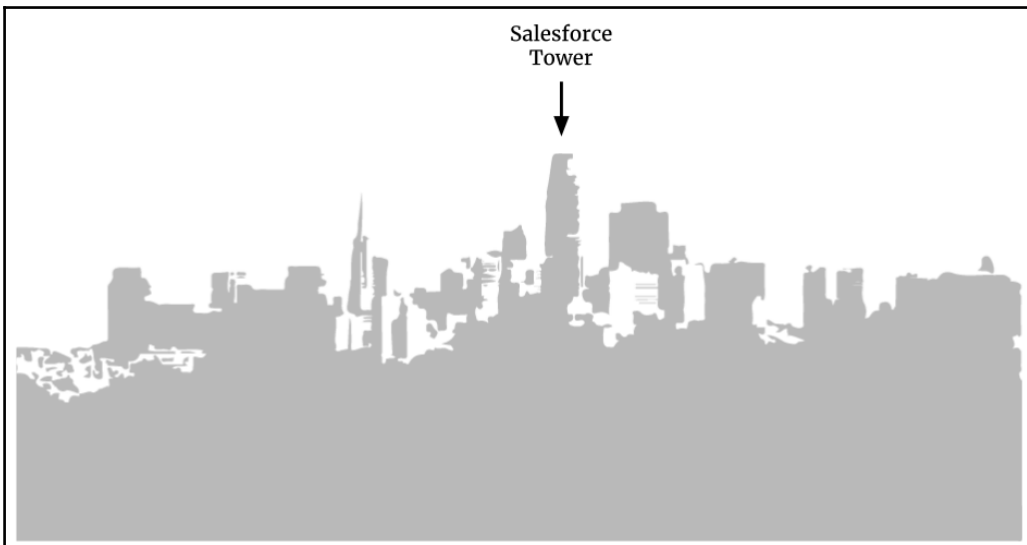
I WANT TO BE ABLE TO PURCHASE TICKETS FOR A PARTICULAR FILM AND SESSION TIME SO THAT I CAN SEE THE FILM I WANT TO SEE AT THE TIME I WANT TO SEE IT

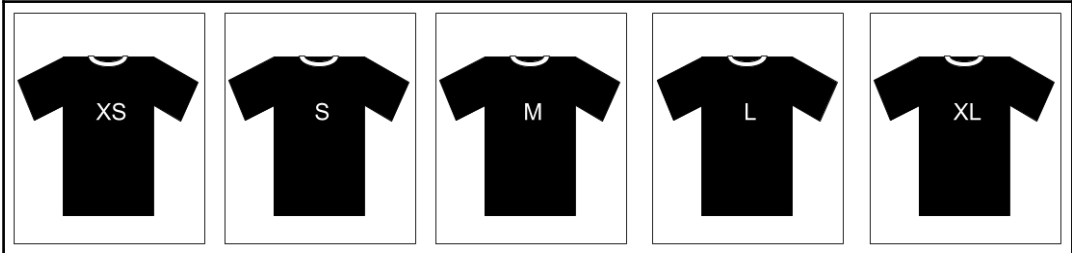
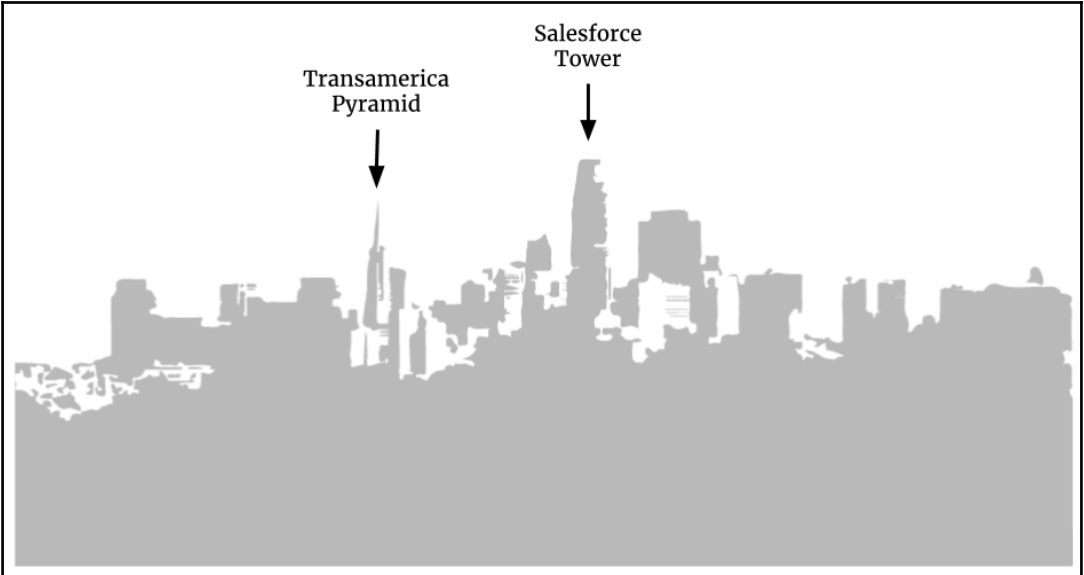
ACCEPTANCE CRITERIA:

Acceptance Criteria

- I CAN SELECT A PARTICULAR FILM
- I CAN SELECT A PARTICULAR SESSION
- I CAN CHOOSE WHERE TO SIT
- I CAN PAY USING CREDIT CARD
- I RECEIVE MY TICKETS IN A CONFIRMATION EMAIL

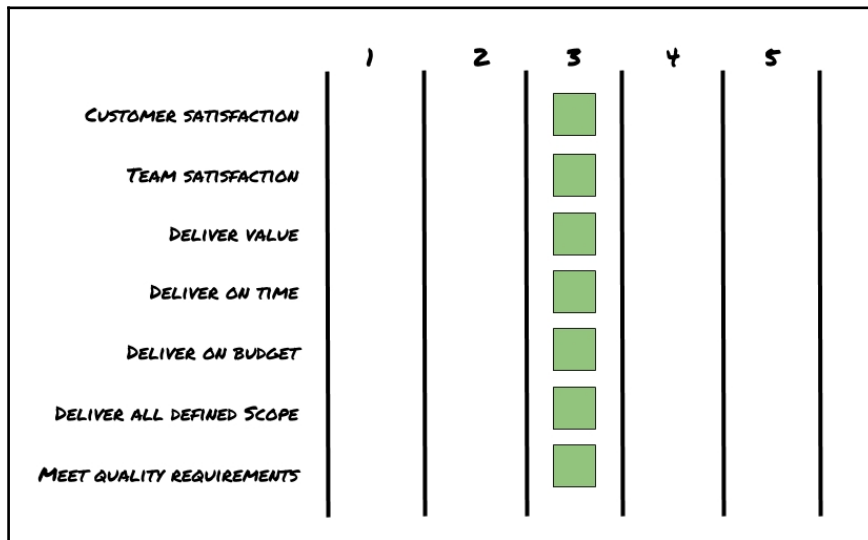
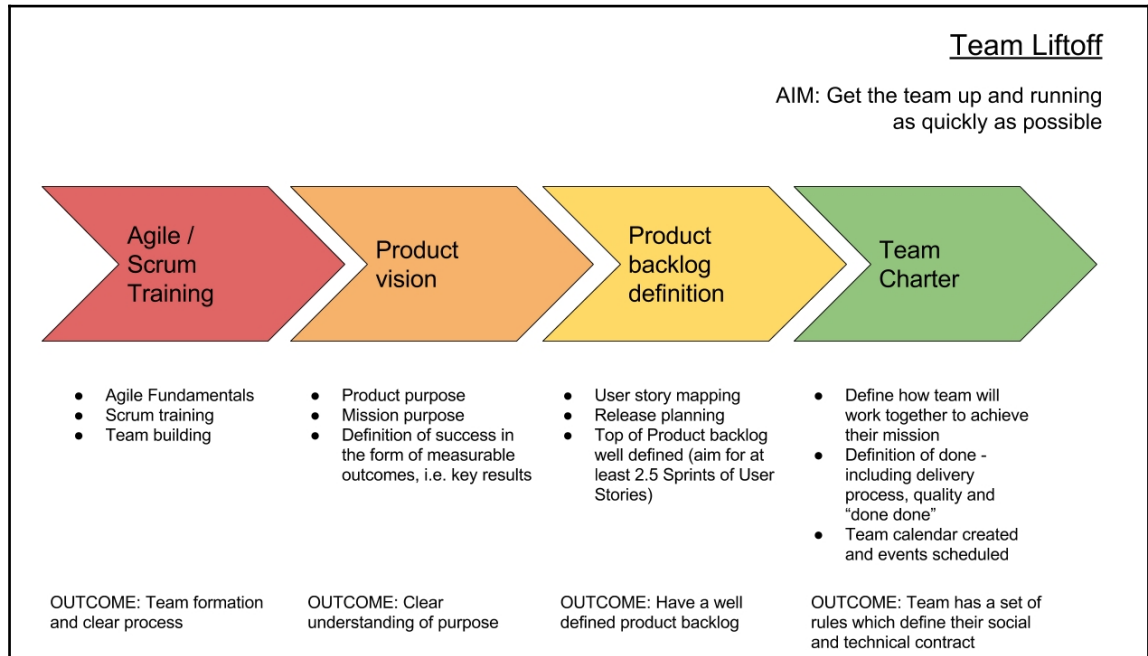
Story size

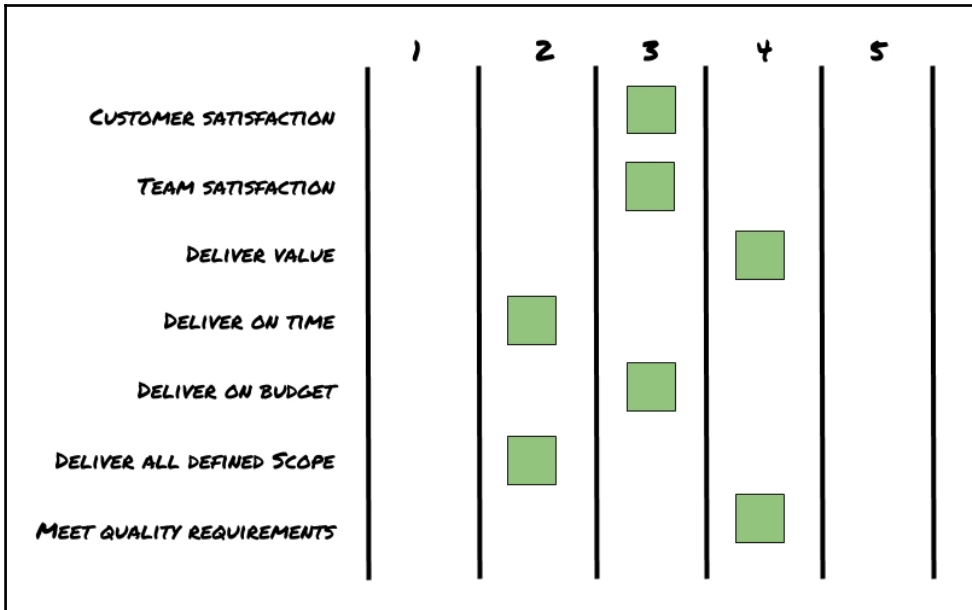




1	2	3	5	8
13	20	40	100	?

Chapter 05: Bootstrap Teams with Liftoffs





DEFINITION OF DONE

- ACCEPTANCE CRITERIA FULFILLED
- UNIT TESTS WRITTEN AND PASSING
- INTEGRATION TESTS WRITTEN AND PASSING
- CODE COMMENTED
- CODE REVIEWED OR PAIR PROGRAMMED
- USER ACCEPTANCE TESTED IN STAGING ENV AND MEETS PRODUCT OWNER EXPECTATIONS
- DOCUMENTATION UPDATED (IF NECESSARY)
- CODE COMMITTED TO RELEASE BRANCH, READY TO DEPLOY
- RELEASE NOTES UPDATED

WORKING AGREEMENT

WE WORK BEST TOGETHER WHEN...

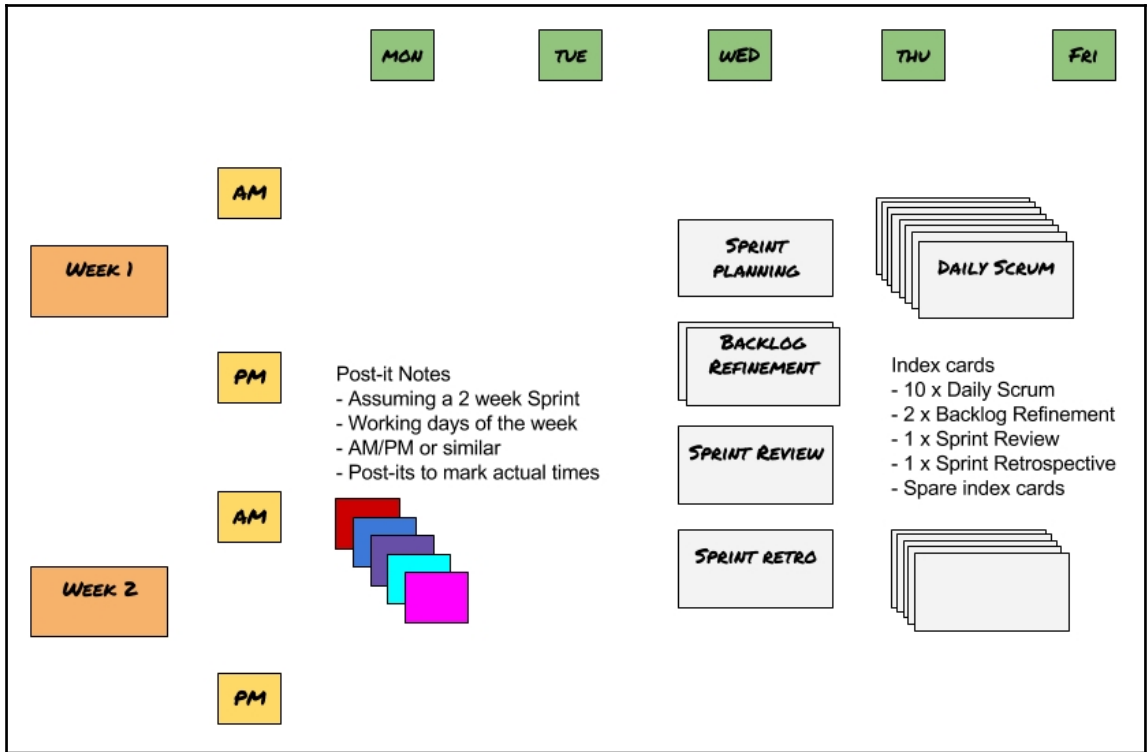
EXAMPLE TOPICS

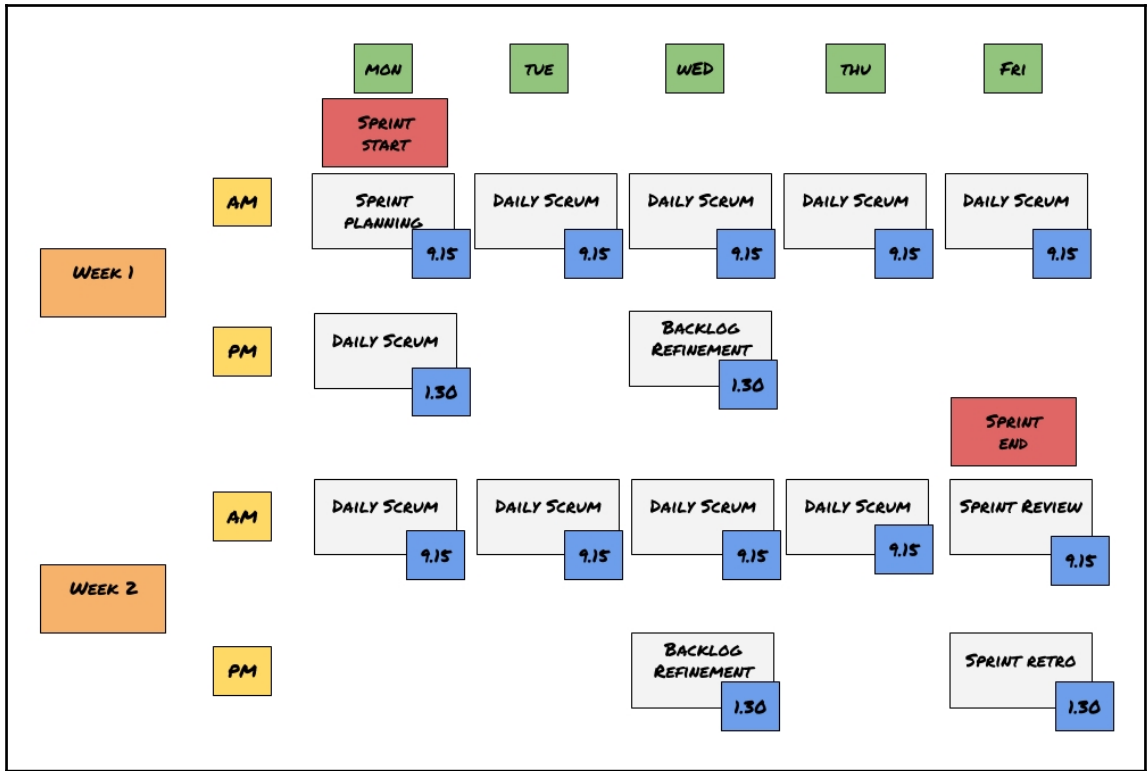
- USERS STORIES
- URGENT ISSUES
- PUNCTUALITY
- MEETINGS
- SPRINT GOALS
- DEMO PREPARATION
- TEAMWORK
- TESTING STRATEGY
- ROLES
- DOCUMENTATION
- VALUES/PRINCIPLES
- SHARING FEEDBACK

WORKING AGREEMENT

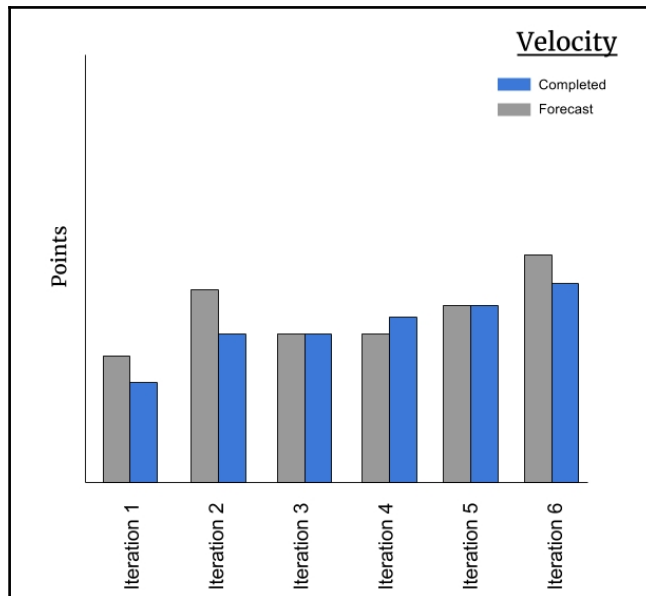
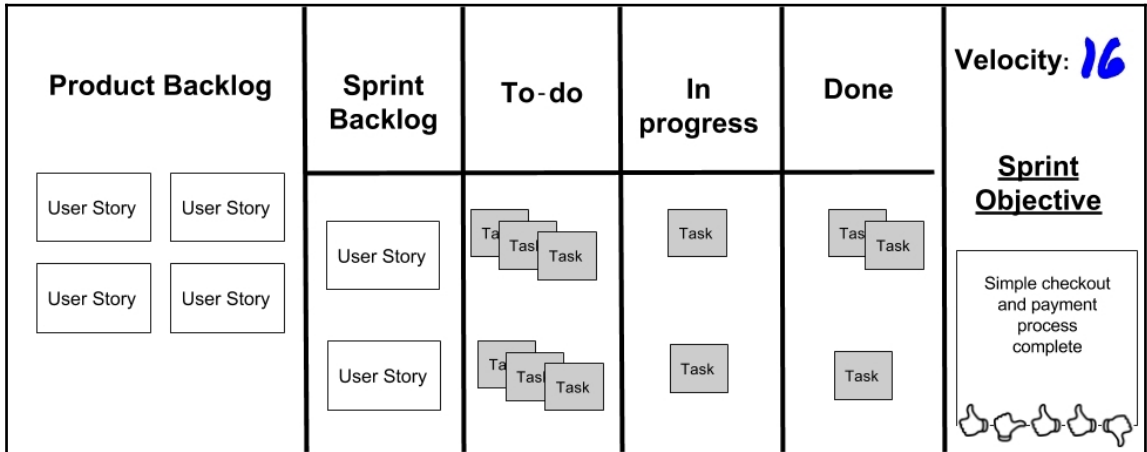
WE WORK BEST TOGETHER WHEN...

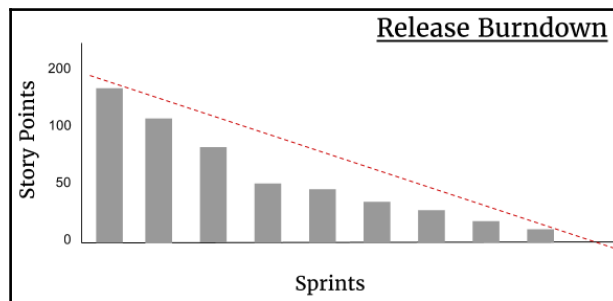
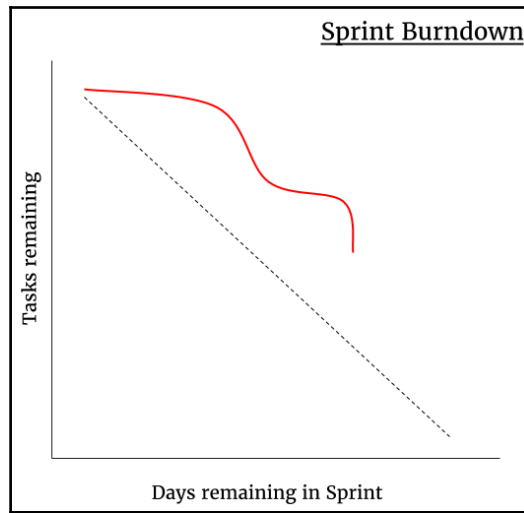
- WE'RE OPEN TO OTHER IDEAS
- WE TURN UP TO MEETINGS ON TIME
- WE'RE NOT AFRAID TO TRY NEW THINGS
- THERE ARE NO PHONES
- WE LISTEN TO EACH OTHER
- WE LEARN FROM OUR FAILURES
- SMALL CLEAR USER STORIES
- WE PAIR PROGRAM
- WE TEST AS A TEAM
- WE STICK TO OUR MEETING TIMEBOX
- WE LOOK FOR WAYS TO GET BETTER
- STORIES ARE SMALL ENOUGH TO ACHIEVE

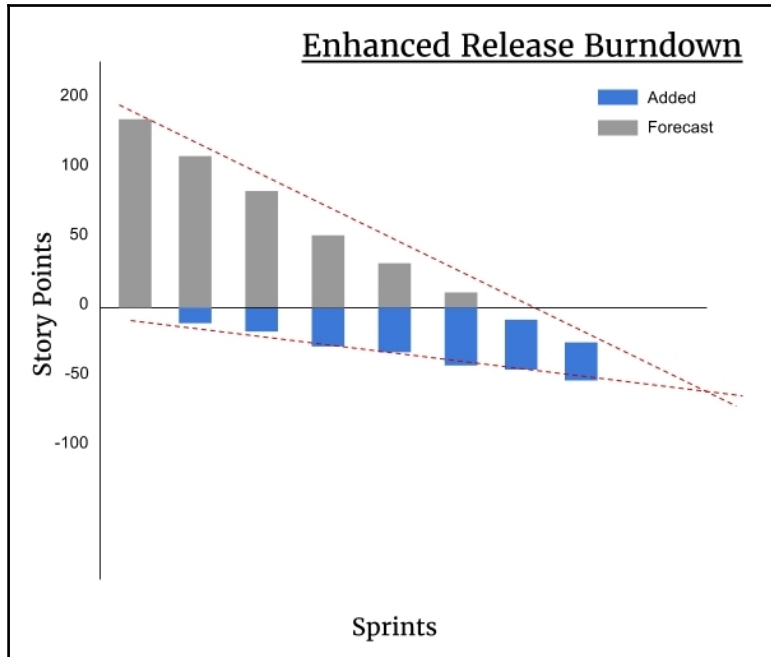




Chapter 06: Metrics that will Help your Software Team Deliver









TEAM HAPPINESS

















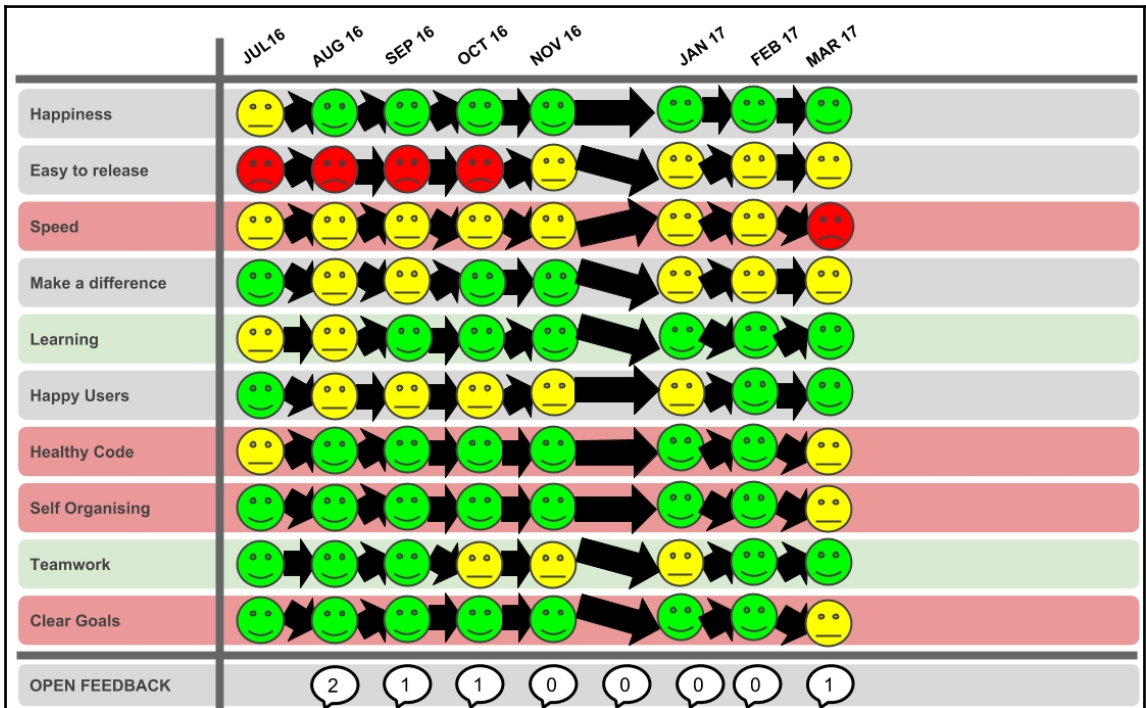
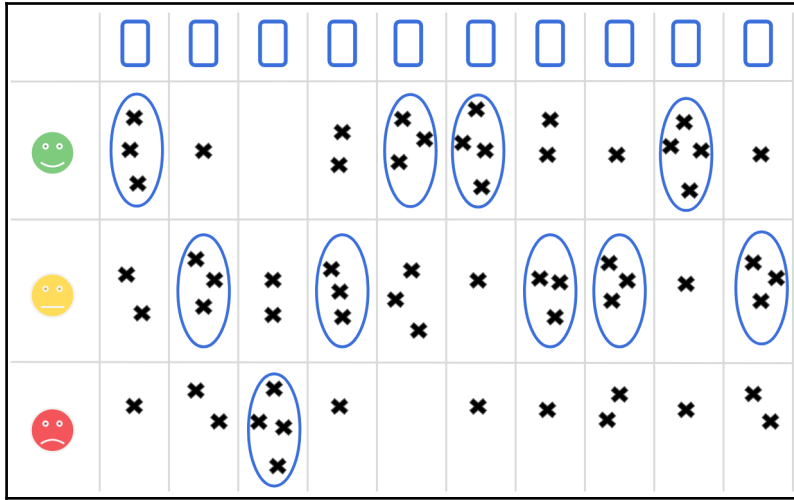
We love going to work and we have great fun working together! Cake, LOLs and beer are part of our team spirit.



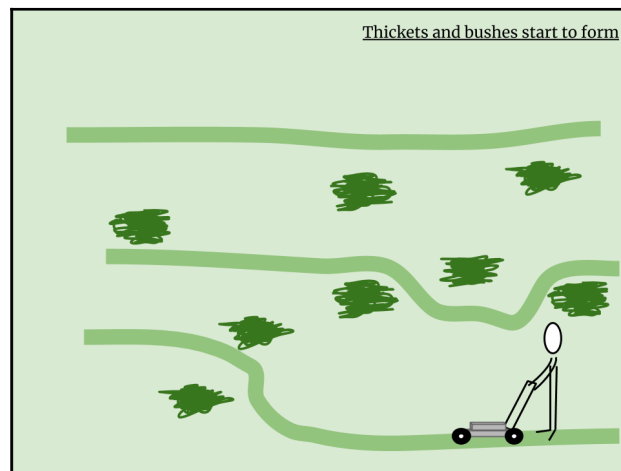
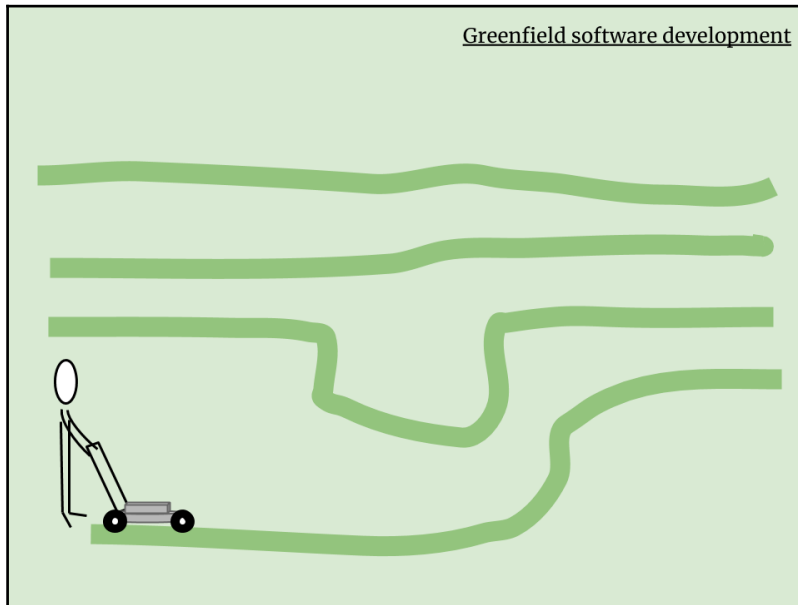
Boooooooooooooooooring...

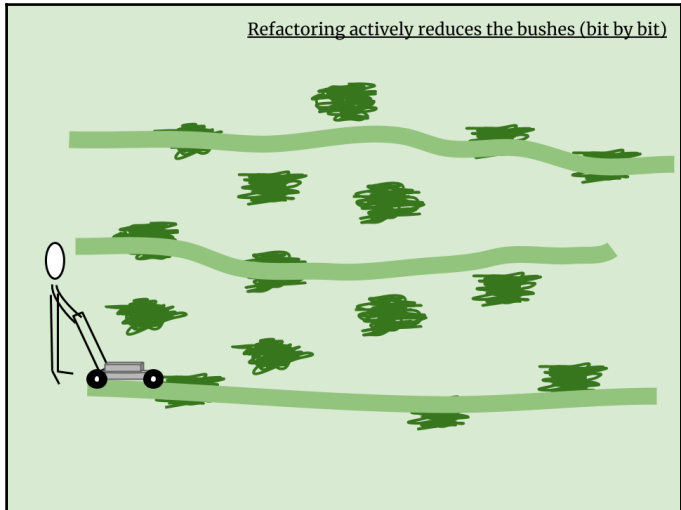
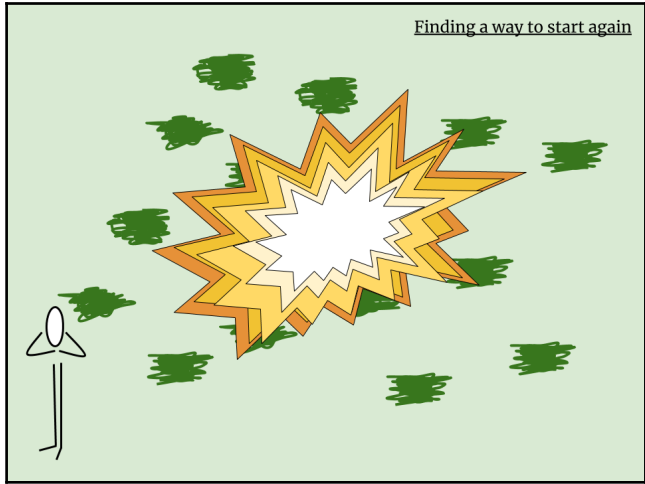
<p>HAPPINESS</p> <p> We love going to work and we have great fun working together! Cake, LOLs and beer are part of our team spirit.</p> <p> Boooooooooooooooooooring...</p>	<p>EASY TO RELEASE</p> <p> Releasing is simple, safe, painless and mostly automated.</p> <p> Releasing is risky, painful, lots of manual work and takes forever!!</p>	<p>SPEED</p> <p> We get stuff done really quickly!! no waiting and no delays, we rock!</p> <p> We never seem to get anything done. We keep getting stuck or interrupted. Stories keep getting stuck on dependencies</p>	<p>MAKE A DIFFERENCE</p> <p> We deliver great stuff!! We're proud of it and our stakeholders are really happy.</p> <p> We deliver crap. We feel ashamed to deliver it and our stakeholders hate us.</p>	<p>LEARNING</p> <p> We're learning lots of interesting stuff all the time!</p> <p> We never have time to learn anything...</p>
<p>HAPPY USERS</p> <p> We know that our users are happy and engaged. We get more and more people reading more stories.</p> <p> We have no idea of how our users feel about us.</p>	<p>HEALTHY CODE</p> <p> We are proud of the quality of our code!! It is clean, easy to read and has great test coverage.</p> <p> Our code is a pile of dung and technical debt is raging out of control.</p>	<p>SELF ORGANIZING</p> <p> We are in control of our destiny! We decide what to build and how to build it. And our way of work fits us perfectly!</p> <p> We are just pawns in a game of chess with no influence over what we build or how we build it, and our way of working sucks!</p>	<p>TEAMWORK</p> <p> We are a totally gelled super-team with awesome collaboration!</p> <p> We are a bunch of individuals that neither know nor care about what the other people in the team are doing.</p>	<p>CLEAR GOALS</p> <p> We know exactly why we are here and we're really excited about it! We have clear business goals and business values.</p> <p> There's no high level picture or focus. Our mission is completely unclear and uninspiring.</p>

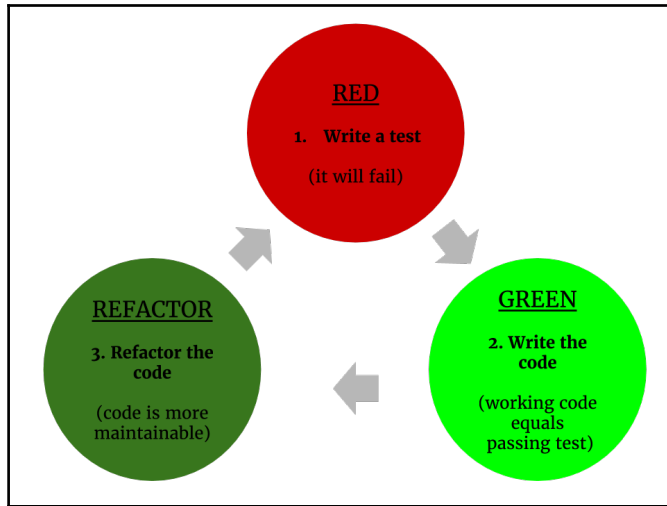
											
											
											
											



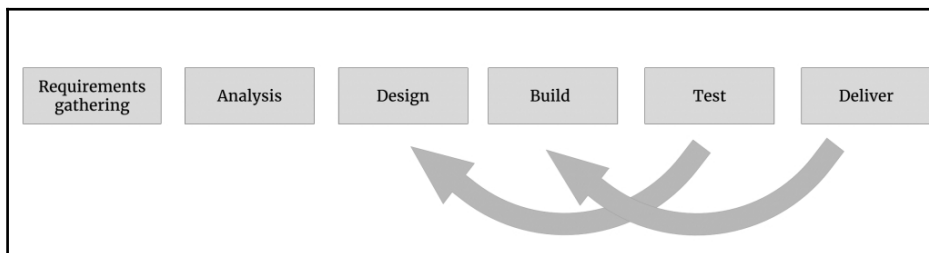
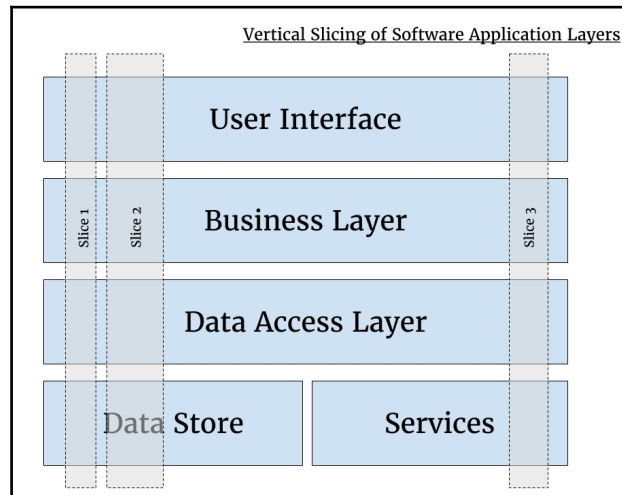
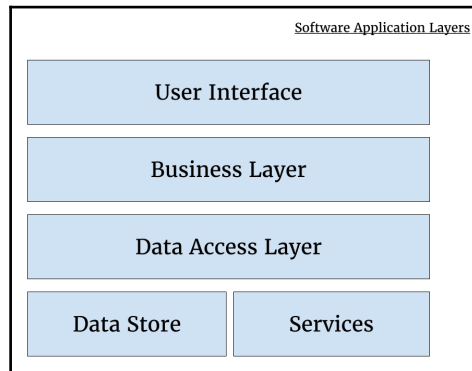
Chapter 07: Software Technical Practices are the Foundation of Incremental Software Delivery

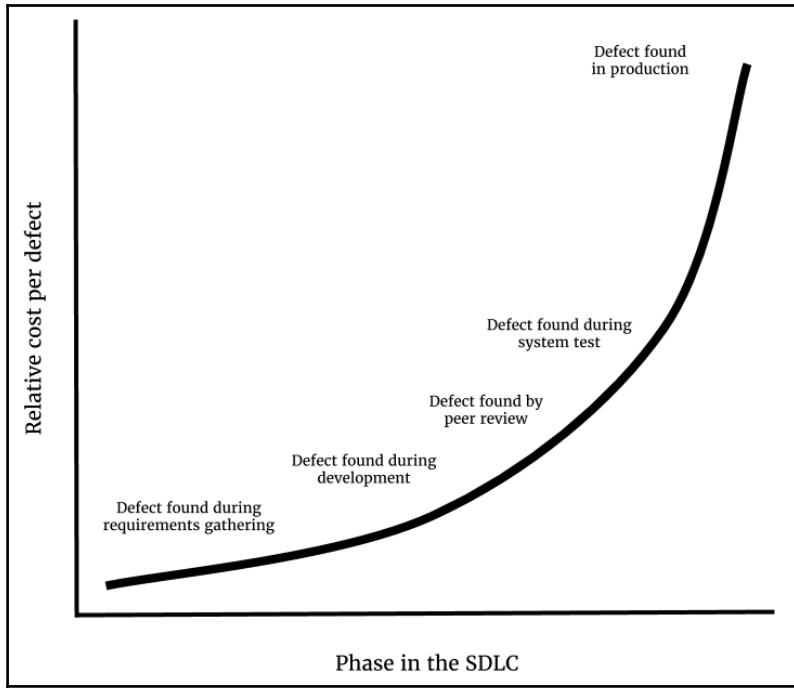


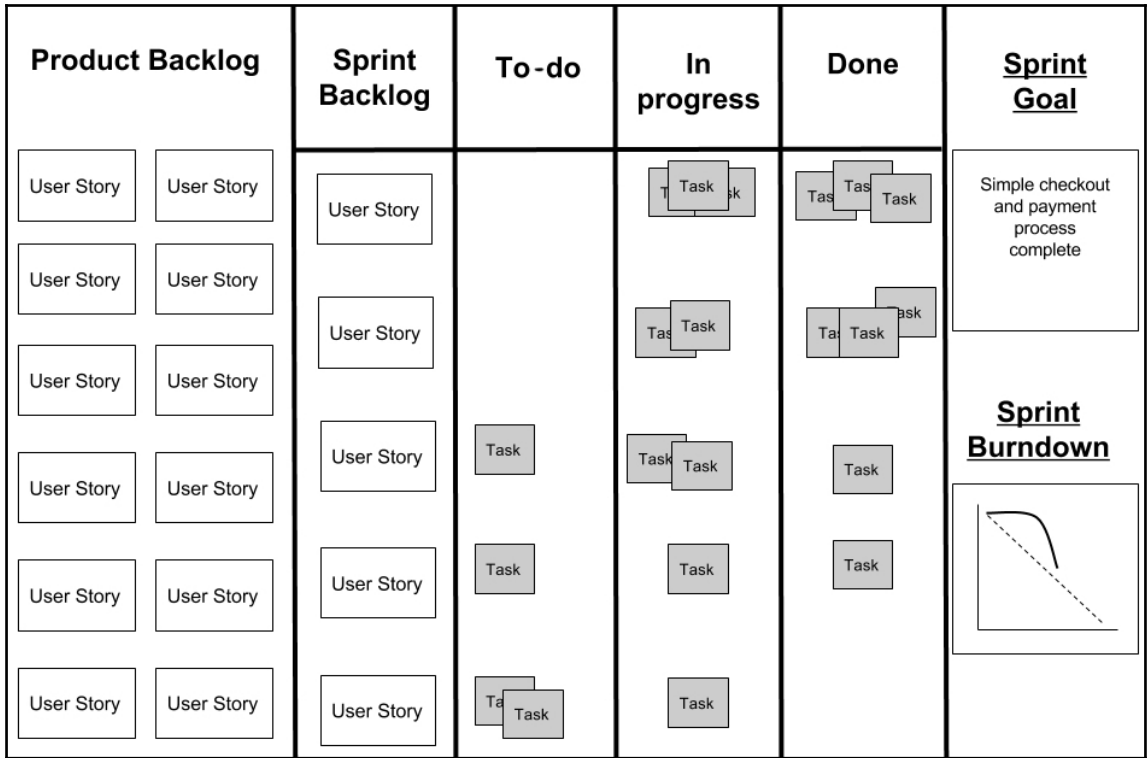


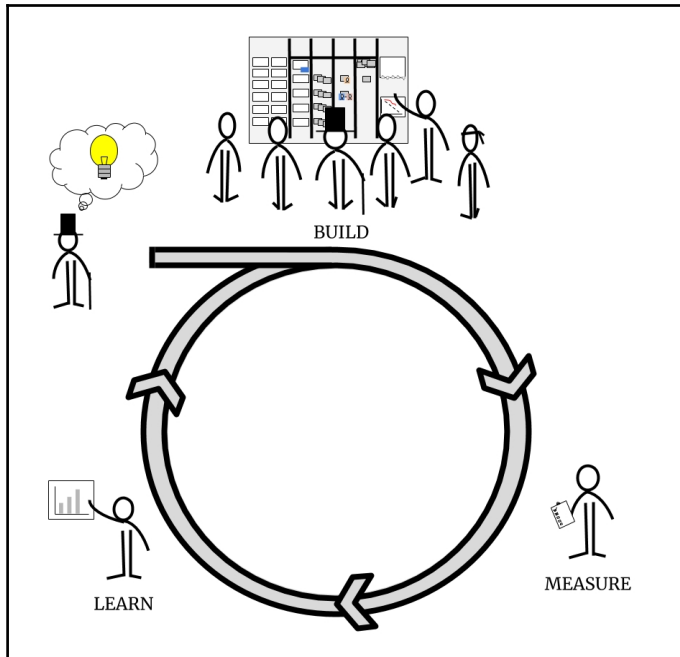


Chapter 08: Tightening Feedback Loops in the Software Development Life Cycle

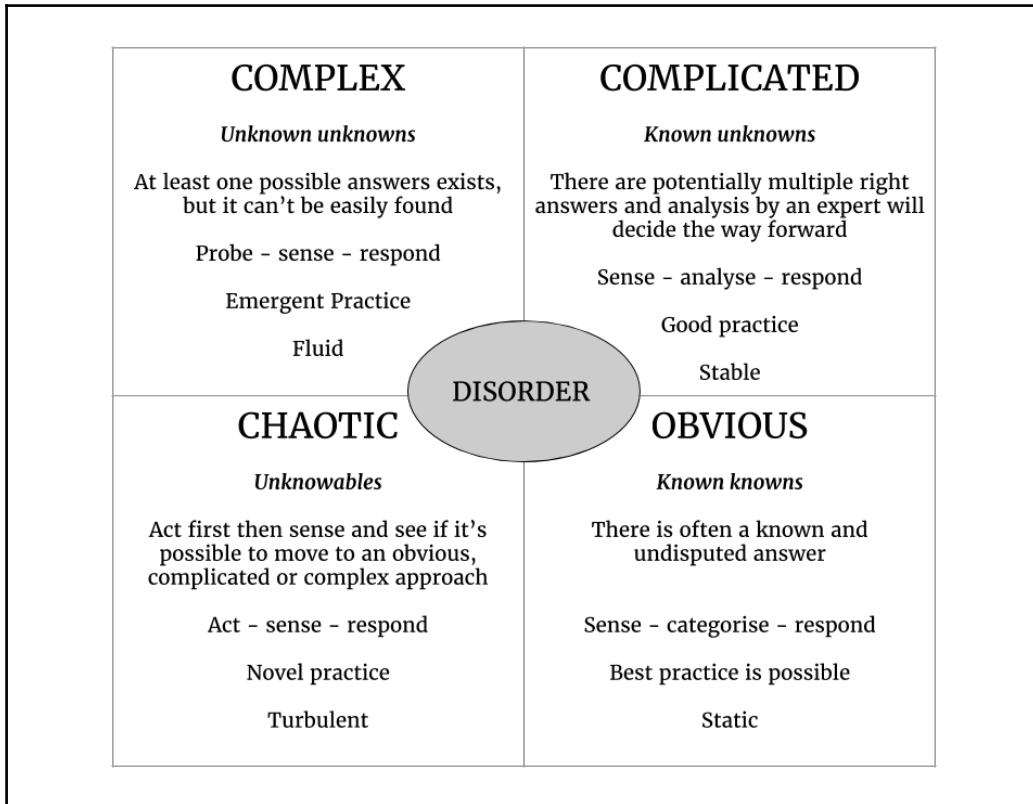


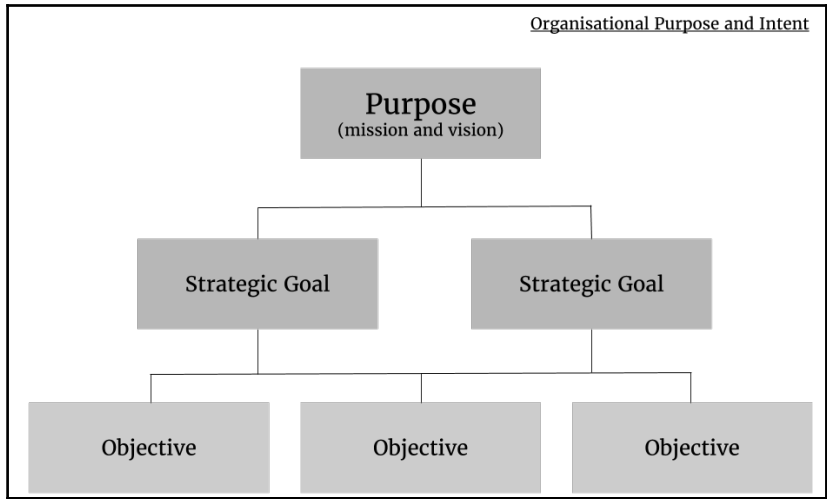




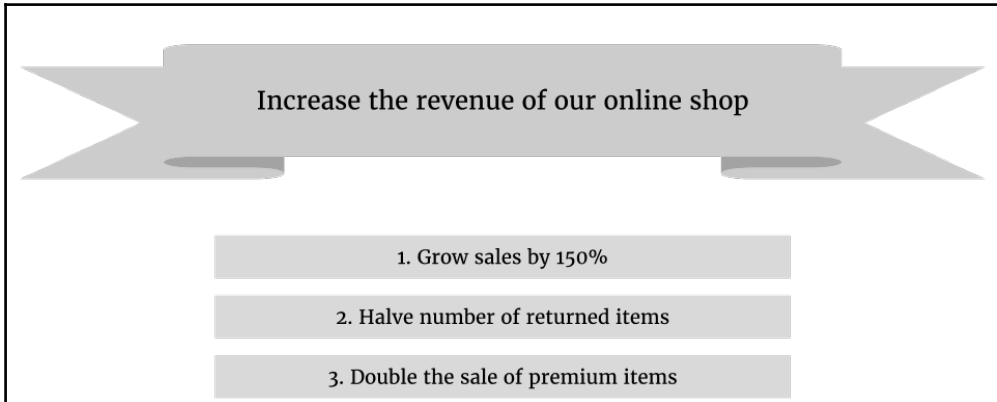


Chapter 09: Seeking Value – How to Deliver Better Software Sooner





Intent (the what)	+	Rationale (the why)	+	Constraints (any restrictions on the how)
Halve the number of returned items		It will increase customer satisfaction and reduce overheads		We have to do this in a way which increases customer satisfaction For example, we can't have a no returns policy





The template

We believe <by doing something>

For <these people>

We will <get this result>

And we'll know this is true when we see <these things happen>

An example

We believe by halving the returns of sale orders

For our online customers

We will increase our customer satisfaction and our revenue

And we'll know this is true when we see:

1. A significant increase in successful first times sales
2. Our overall revenue increases due to the lack of overheads such as return postage,
3. Our customer satisfaction index increases by 100%

DATA

A set of measurements



Premium / Free



Premium Signups
Year-to-date

INSIGHTS

Our interpretation of those measurements

ONLY A QUARTER OF USERS PAY FOR OUR SERVICE, BUT OUR MEMBERSHIP SIGNUP RATES HAVE PEAKED.

HOW CAN WE CONVERT MORE FREE MEMBERS TO PREMIUM?

BELIEFS

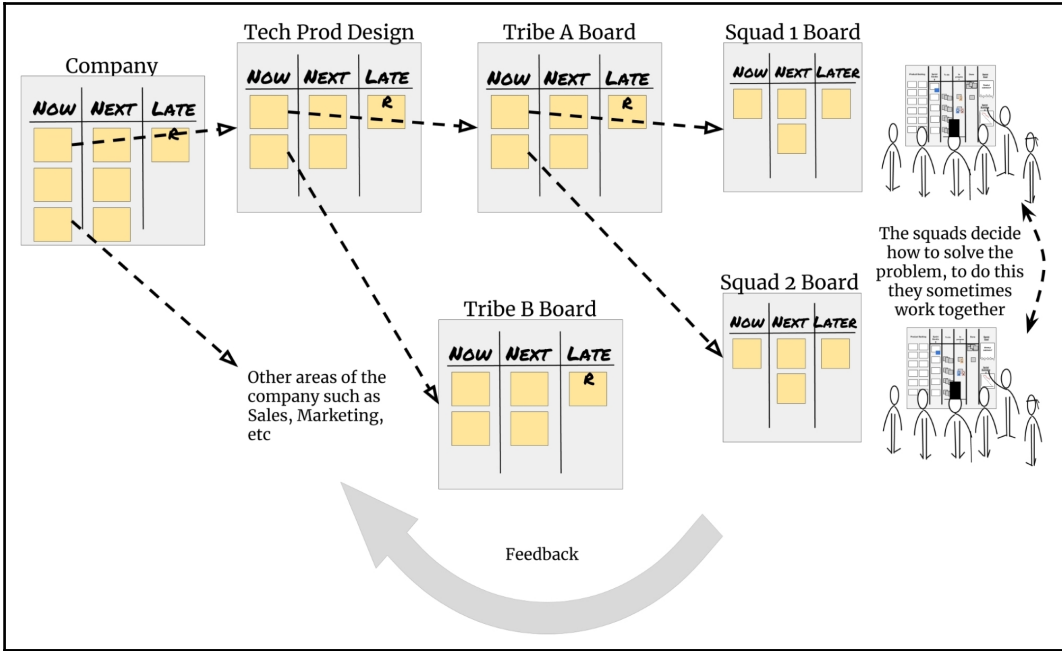
What we believe that means

















IF WE MAKE FEATURES WHICH ARE ONLY AVAILABLE FOR OUR PREMIUM MEMBERS WE'LL GET MORE SUBSCRIBERS.

BETS

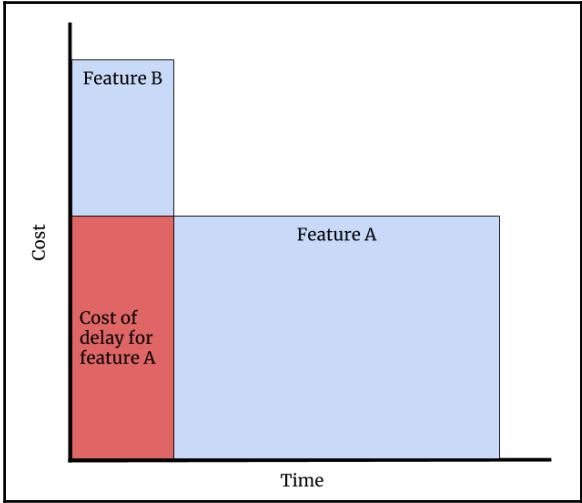
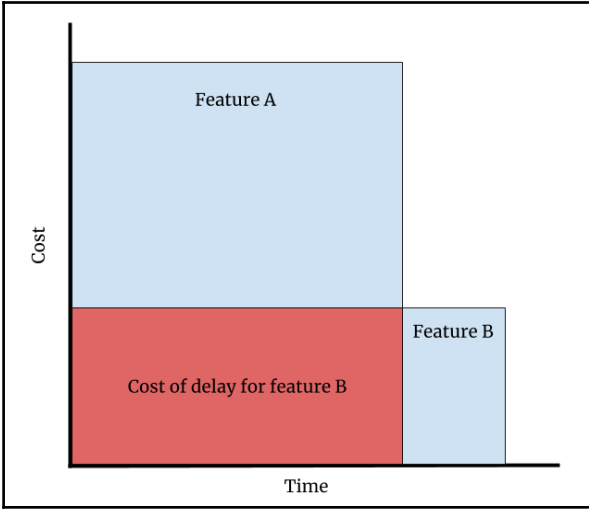
Things we can try to test our beliefs

1. *ENABLE PREMIUM MEMBERS TO DOWNLOAD MUSIC TO PLAY OFFLINE.*
2. *GUARANTEE PREMIUM MEMBERS EXCELLENT PLAYBACK QUALITY.*
3. *OFFER DAILY MIXES TO OUR PREMIUM MEMBERS, A BIT LIKE A MIXTAPE JUST FOR THEM*

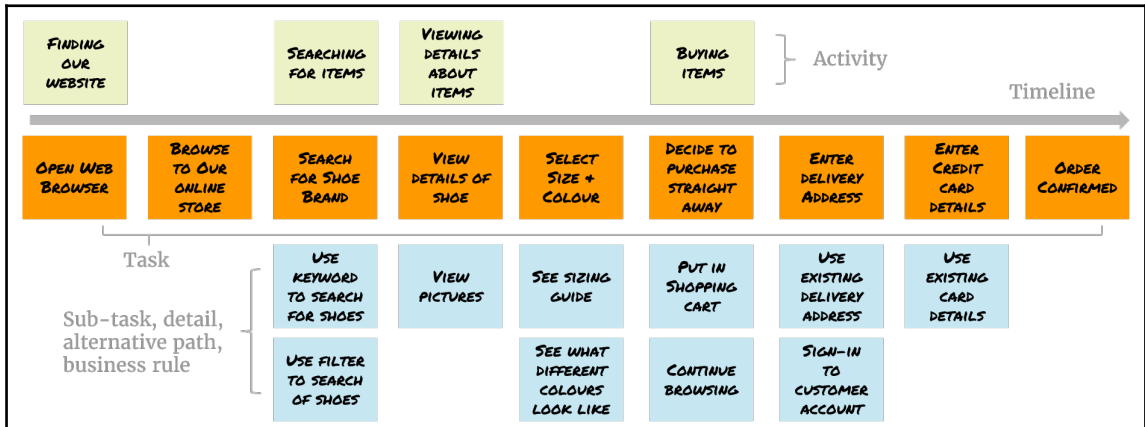
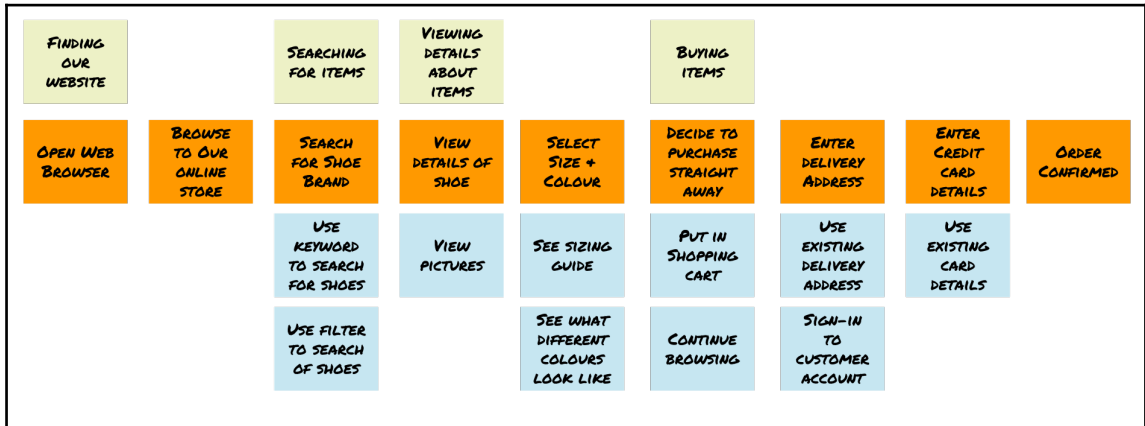


ALL OF THE TIME				
MOST OF THE TIME				
SOME OF THE TIME				
VERY LITTLE OF THE TIME				
	FEW OF THE PEOPLE	SOME OF THE PEOPLE	MOST OF THE PEOPLE	ALL OF THE PEOPLE


Source: <https://blog.intercom.com/before-you-plan-your-product-roadmap/>



Chapter 10: Using Product Roadmaps to Guide Software Delivery



PERSON'S NAME



- BACKGROUND
- NEEDS
- PAIN POINTS
- (MAXIMUM OF SIX)

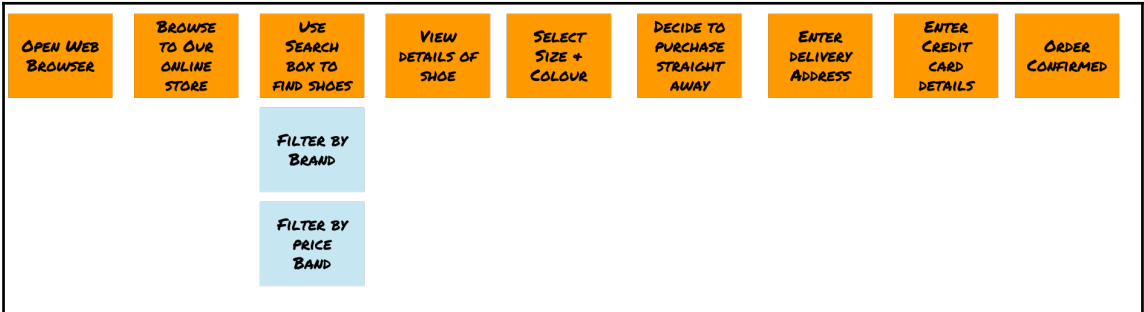
ONE LINE DESCRIPTION

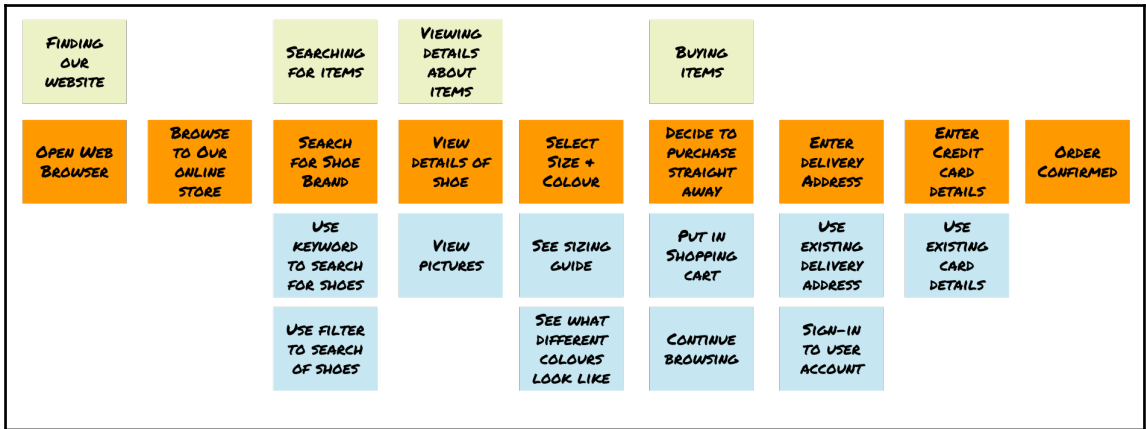
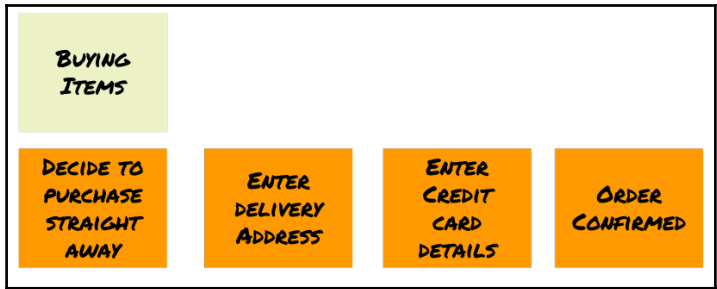
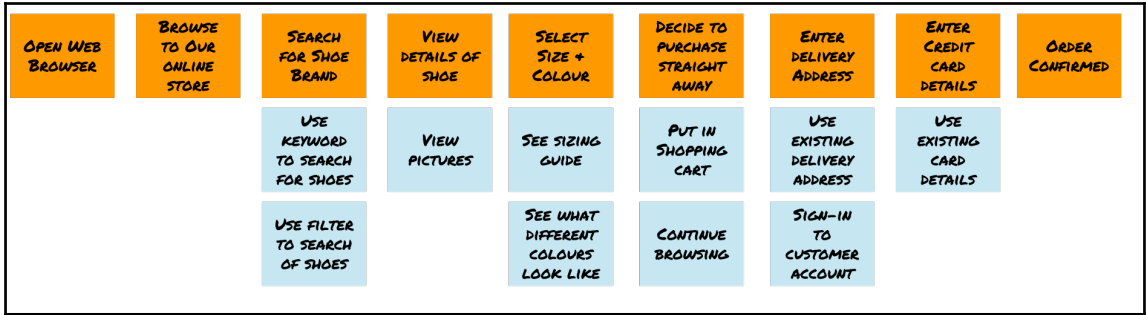
SALLY

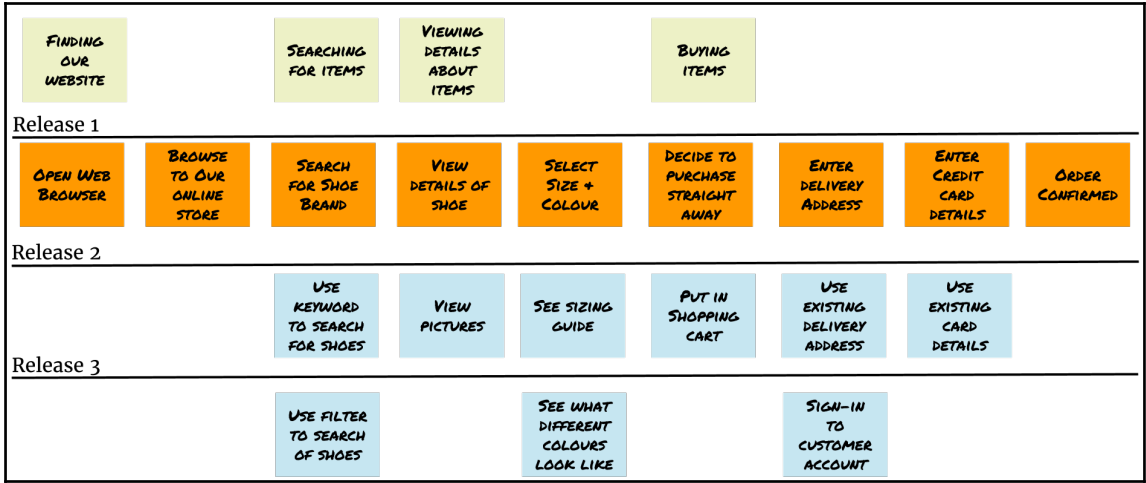


- SHOPPING IN SPARE TIME
- NEEDS CLEAR INFO
- LIKES PICTURES
- WANTS AN EASY CHECKOUT
- HATES GETTING THE WRONG SIZE SHOE

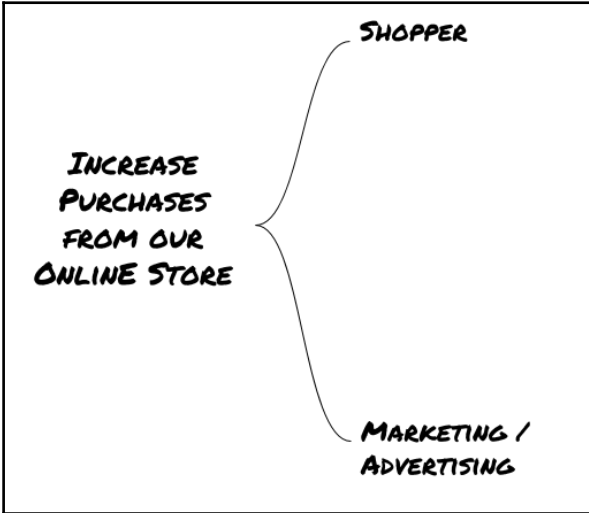
SMALL BUSINESS OWNER

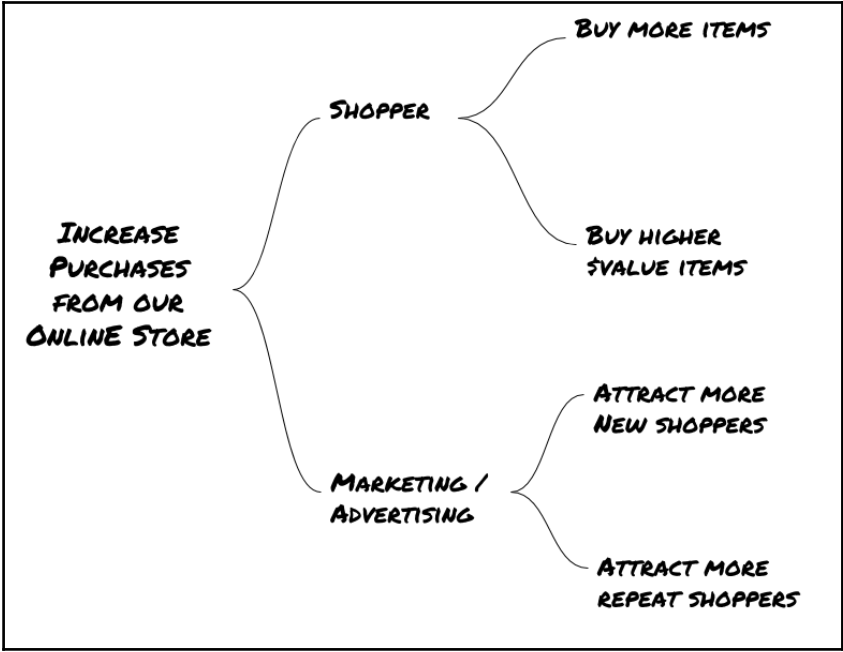


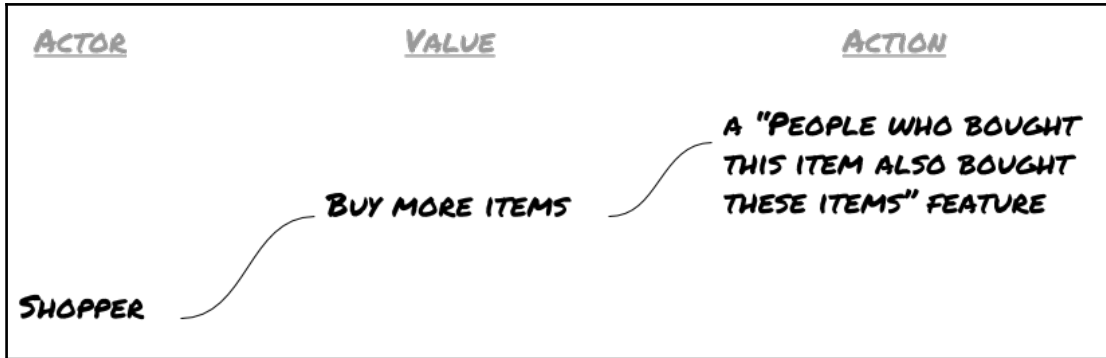
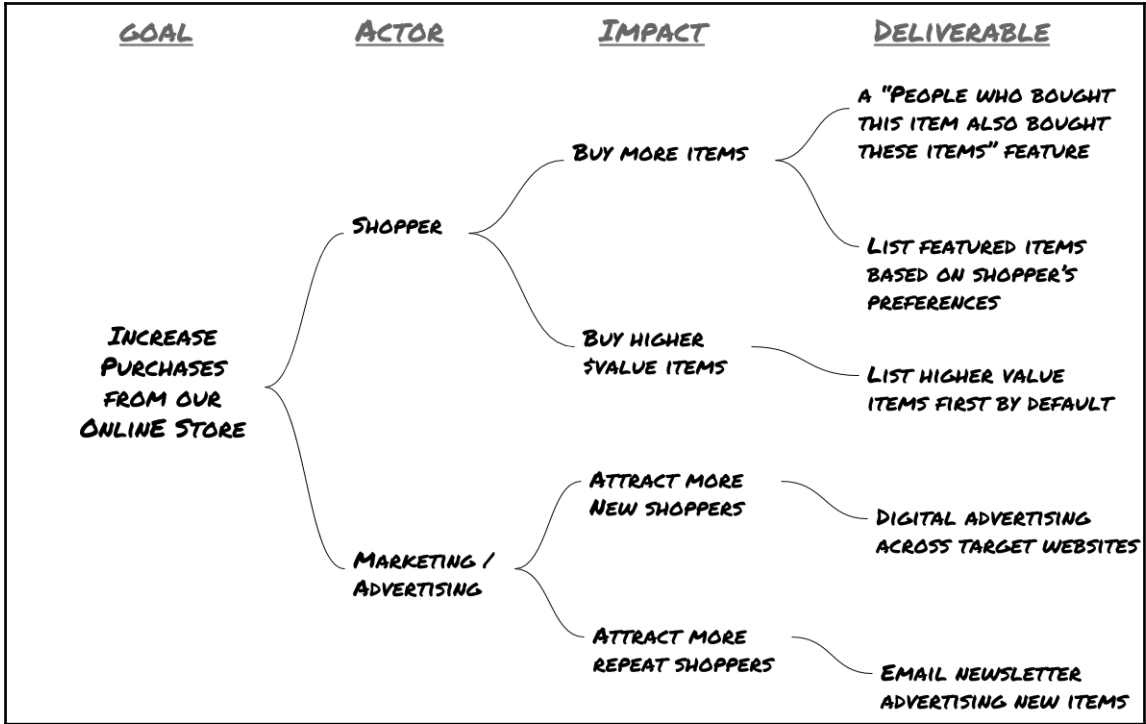


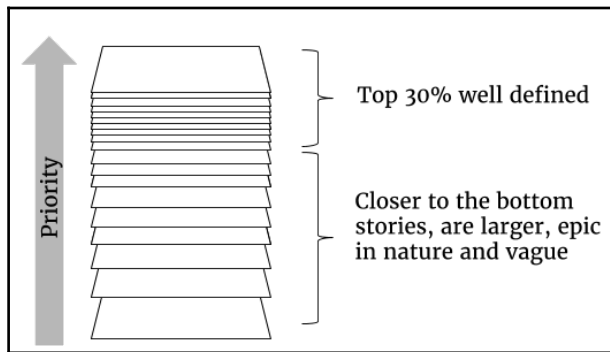
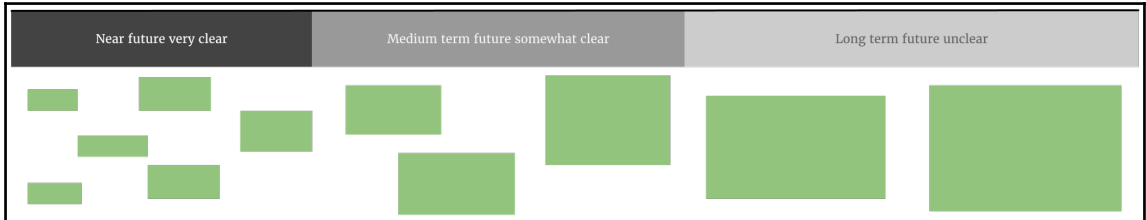
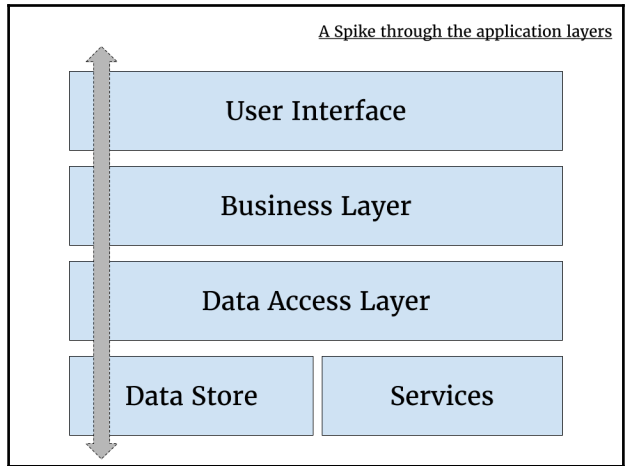


INCREASE PURCHASES FROM OUR ONLINE STORE

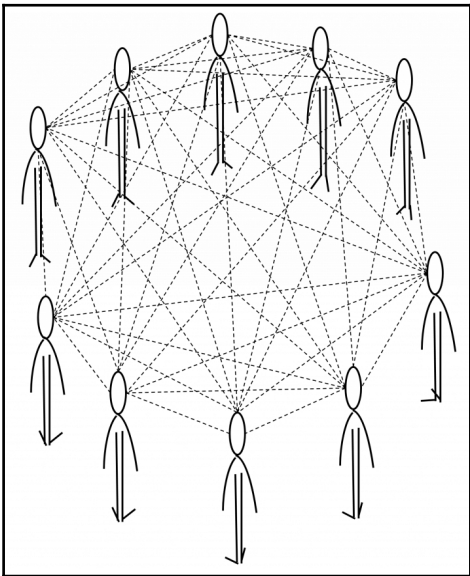
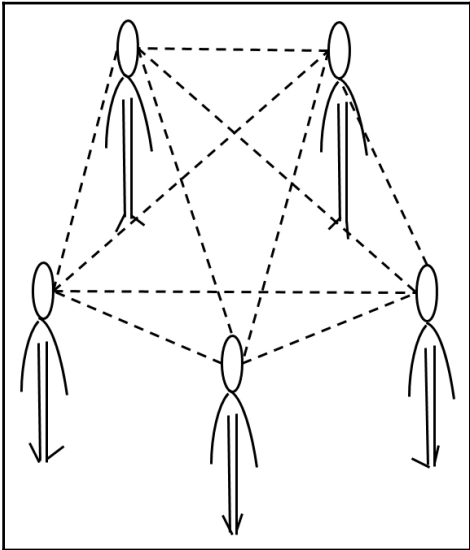






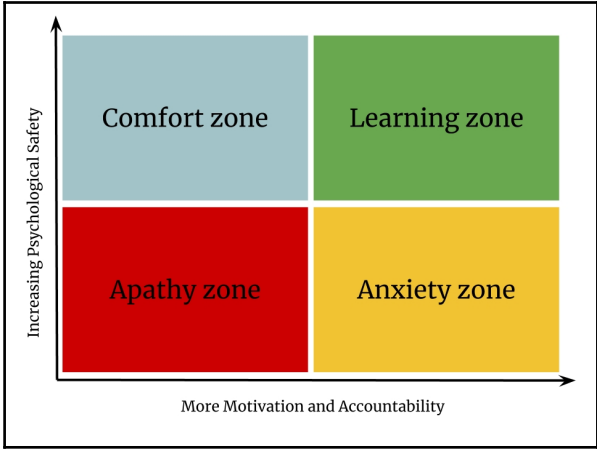


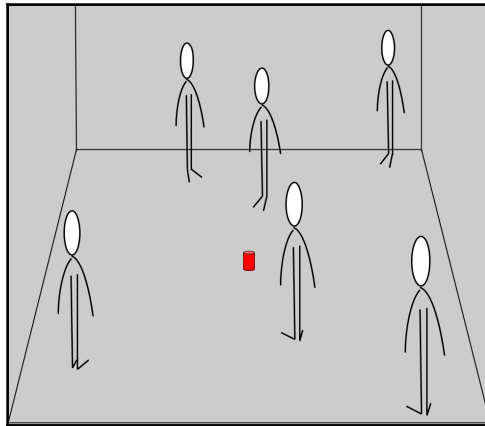
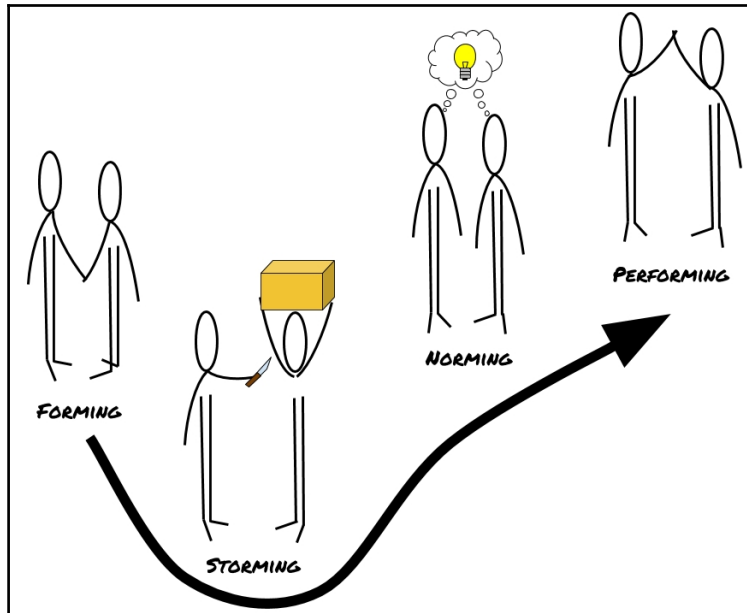
Chapter 11: Improving Our Team Dynamics to Increase Our Agility

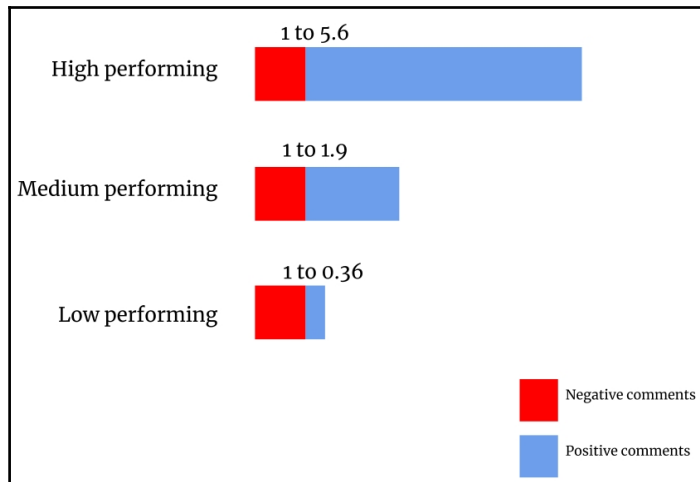


$$\text{NUMBER OF COMMUNICATION LINES} = \frac{(N^2 - N)}{2}$$

$N = \text{NUMBER IN TEAM}$







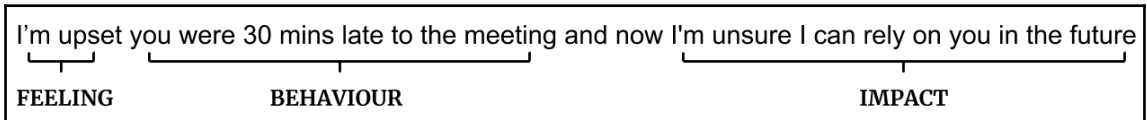
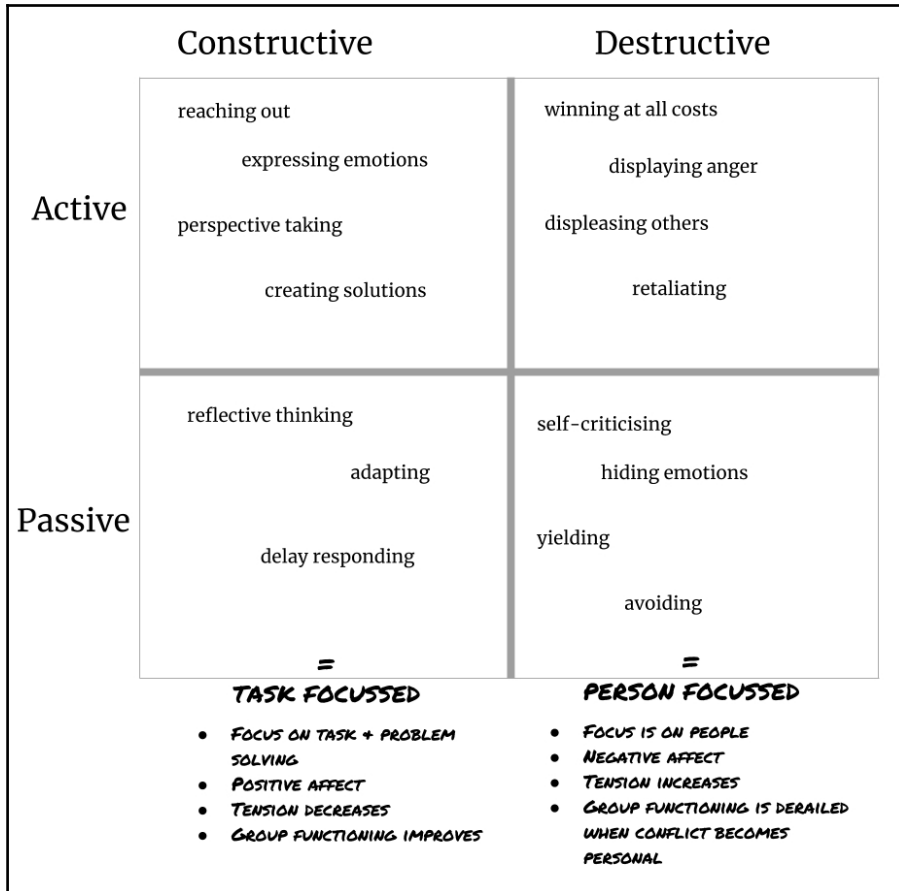
EMOTIONAL BANK ACCOUNTS

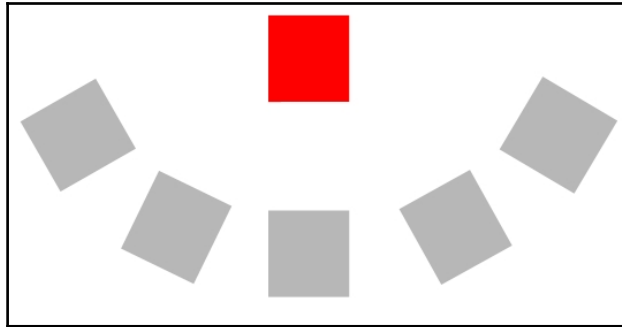
DEPOSITS

- **APPRECIATIONS**
- **ACKNOWLEDGEMENTS**
- **MORE ENQUIRY, LESS ADVOCACY**

WITHDRAWALS

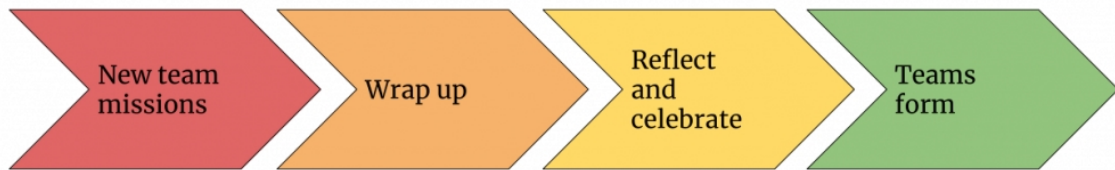
- **BLAMING**
- **DEFENSIVENESS**
- **STONEWALLING**
- **CONTEMPT**
- **EXCESSIVE ADVOCACY**





Team Landing

AIM: Get the team down to earth quickly and safely, and ready for their new mission



- New Team missions introduced
- Team membership discussions
- Team membership announced

STAGE OUTCOME:
New teams announced

- Current teams wrap up
- Ownership for ongoing work clearly defined

STAGE OUTCOME:
Current teams' contribution is ready to be picked up by its new owners

- Celebrate successes
- Team retrospective
 - What worked well
 - What didn't work well
 - Lessons learned

STAGE OUTCOME:
Reflect on our team effort, celebrate our successes, pass on our experience.

- Ongoing work is handed over
- New teams form
- Team liftoff

STAGE OUTCOME:
Our new teams are ready for their next adventure

Chapter 12: Baking Quality into Our Software Delivery

To-do	UX / Design	Code	Unit Test	Code Review	Test	Merge	Deploy Staging	UAT	Deploy Prod	Confirm	Done
Work item		Work item	Work item	Work item	Work item		Work item				Work item
Work item					Work item		Work item				Work item
Work item					Work item						
Work item					Work item						
Work item					Work item						

To-do	UX / Design	Code	Unit Test	Code Review	Test	Merge	Deploy Staging	UAT	Deploy Prod	Confirm	Done
Work item		Work item		Work item	Work item		Work item				Work item
Work item				Work item	Work item		Work item				Work item
Work item				Work item							
Work item				Work item							
Work item				Work item							





Chapter 14: Moving Beyond Isolated Agile Teams

