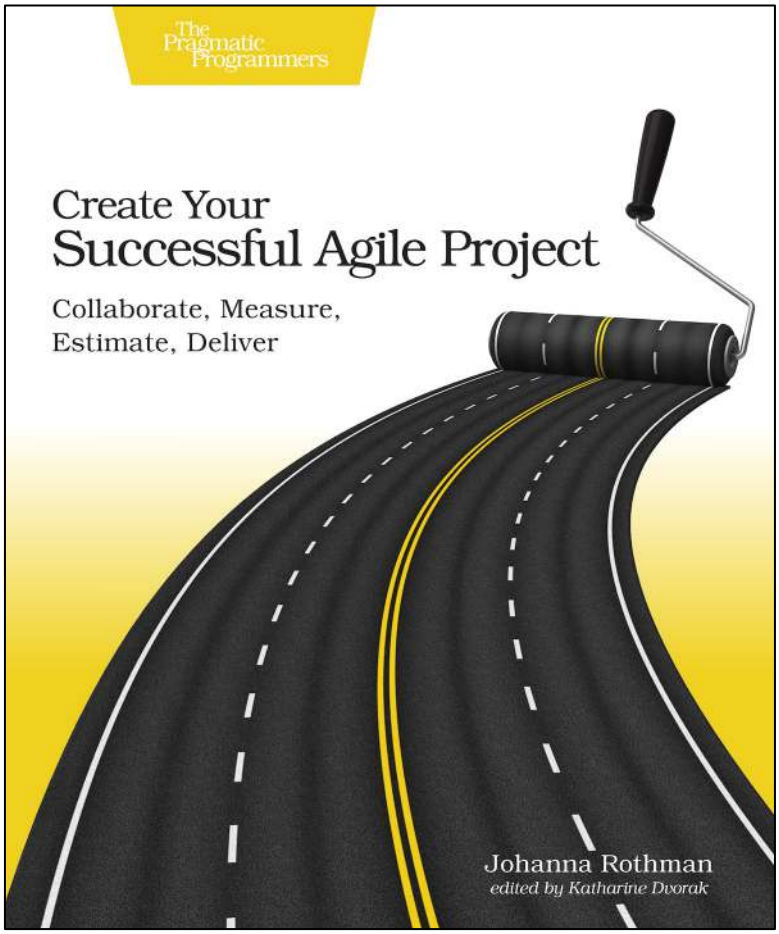
Supplemental Materials for

Create Your Successful Agile Project:

Collaborate, Measure, Estimate, Deliver



See all my books at http://www.jrothman.com.

Figure 1.1: General Agile Picture

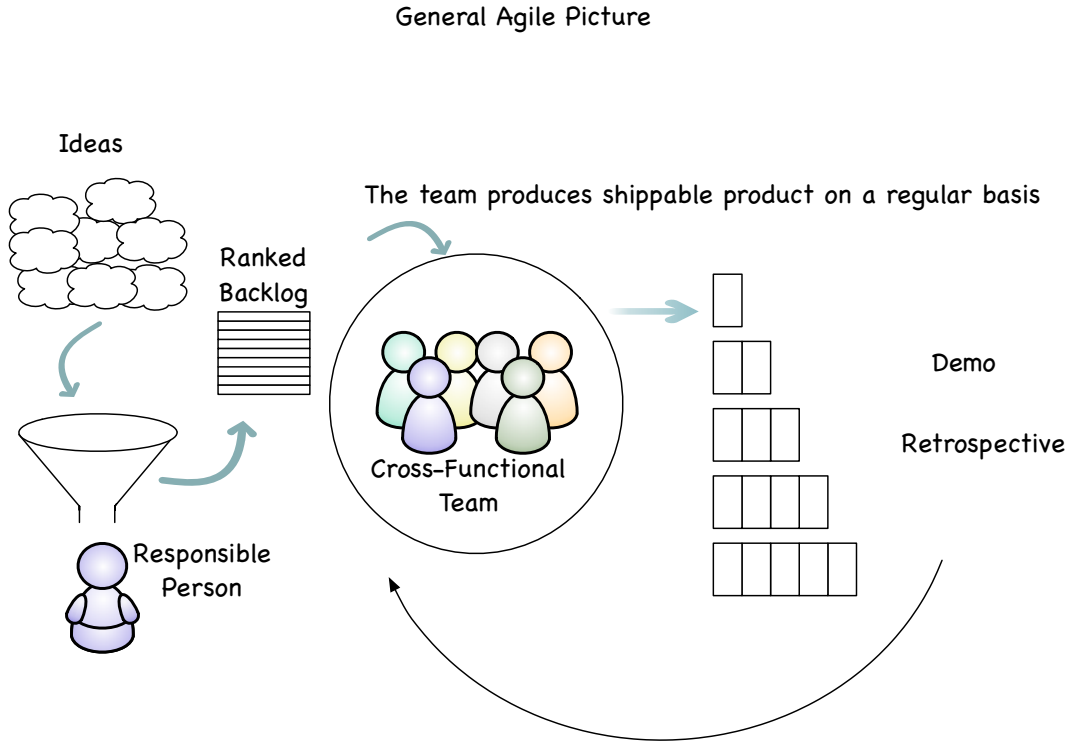


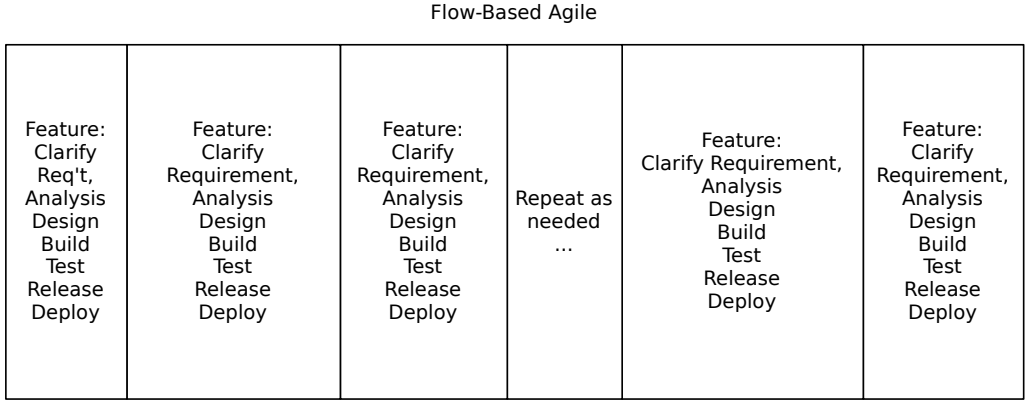
Figure 1.2: Iteration-Based Agile Approach

Iteration-Based Agile

Requirements Analysis Design Build Test Release Deploy	Requirements Analysis Design Build Test Release Deploy	Requirements Analysis Design Build Test Release Deploy	Requirements Analysis Design Build Test Release Deploy	Repeat as needed ...	Requirements Analysis Design Build Test Release Deploy	Requirements Analysis Design Build Test Release Deploy

Each timebox is the same size. Each timebox results in running tested features.

Figure 1.3: Flow Based Agile Approach



In flow, the team limits the number of features active at any time with WIP limits for each team activity. There is no timeboxing built into flow.

Figure 1.4: Some Agile Approaches

Named Approach	How the Approach Works
Extreme Programming	Primarily a collection of technical practices guided by these values: communication, simplicity, feedback, courage, and respect.
Scrum	Timebox-based project-management framework for delivering working product often.
DSDM (Dynamic Systems Development Method)	Timeboxed approach to delivering functionality. Facilitated workshops to determine the requirements and gain agreement on them.
Crystal	Focus on the people. Depending on the size of the project team and the product criticality, select the approach that fits for the team, the business people, and customers.
Feature-Driven Development	Deliver functionality incrementally after creating a (low-fidelity) framework for the architecture or object modeling. Focus on building value for the customer.
Kanban	Visualize the flow of work, work by value, and manage the work in progress. Deliver incremental value as the team completes the value.

Figure 1.5: Build-Feedback-Learn Loop

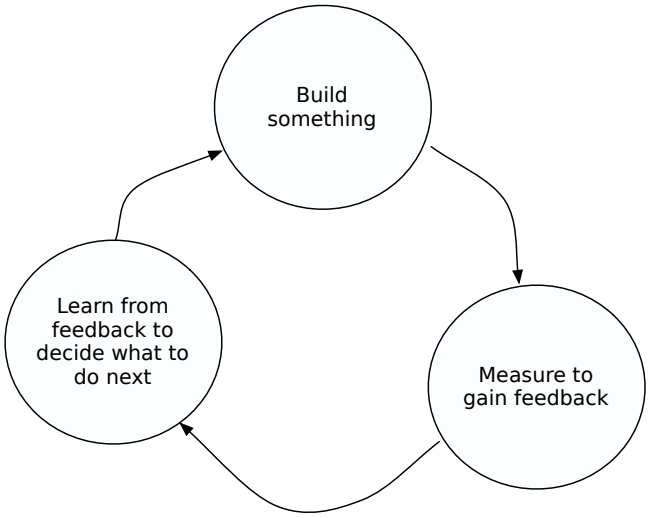


Figure 1.6 Fixed vs. Growth Mindset

Fixed Mindset	***Growth Mindset***
We are born with fixed skills or talents.	Skills arise from hard work. We can improve.
Avoid challenges. In the face of challenge, give up.	Challenges are an opportunity. Persist until we get it right.
Coast by, don't bother with effort.	Effort is essential to mastery.
Get defensive with feedback.	Learn from feedback.
Blame others for setbacks. Get discouraged by setbacks.	Setbacks are something we use to try harder the next time.
Feel threatened by others' success.	Find inspiration in others' success.

Figure 2.1: Six Person Team Communication Paths

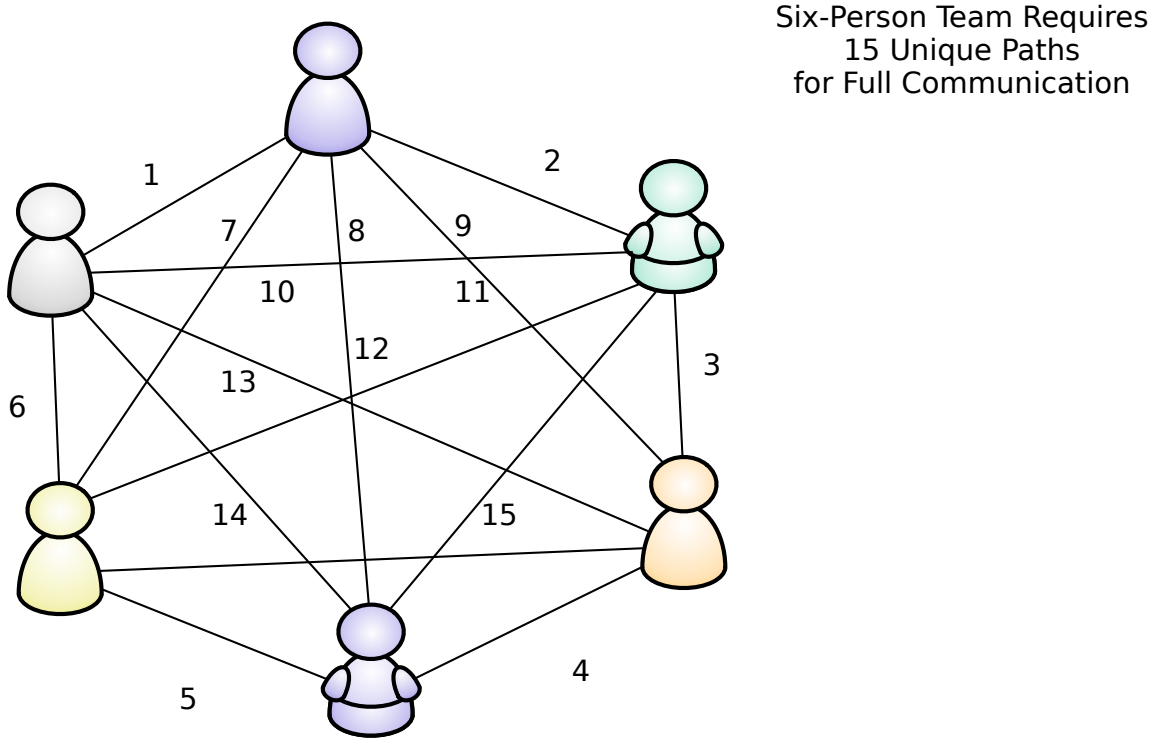


Figure 2.2 Calculate Team Communications Paths

Team Members	Communication Paths
4 people	(4*3)/2=6
5 people	(5*4)/2=10
6 people	(6*5)/2=15
7 people	(7*6)/2=21
8 people	(8*7)/2=24
9 people	(9*8)/2=36
10 people	(10*9)/2=45

Figure 2.3: Adaptation of Hackman's Type of Teams

Adaptation of Hackman's Type of Teams

Who is Responsible for	Manager-Led Teams	*Self-Directed Teams*	Self-Managing Teams	Self-Governing Teams
Set overall direction	Manager	*Manager*	Manager	Team
Design the team and its organizational context	Manager	*Manager*	Team	Team
Monitor and manage work process and progress	Manager	*Team, with the exception of hiring and firing*	Team	Team
Execute team task	Team	*Team*	Team	Team

Figure 2.4: Tuckman's Diagram

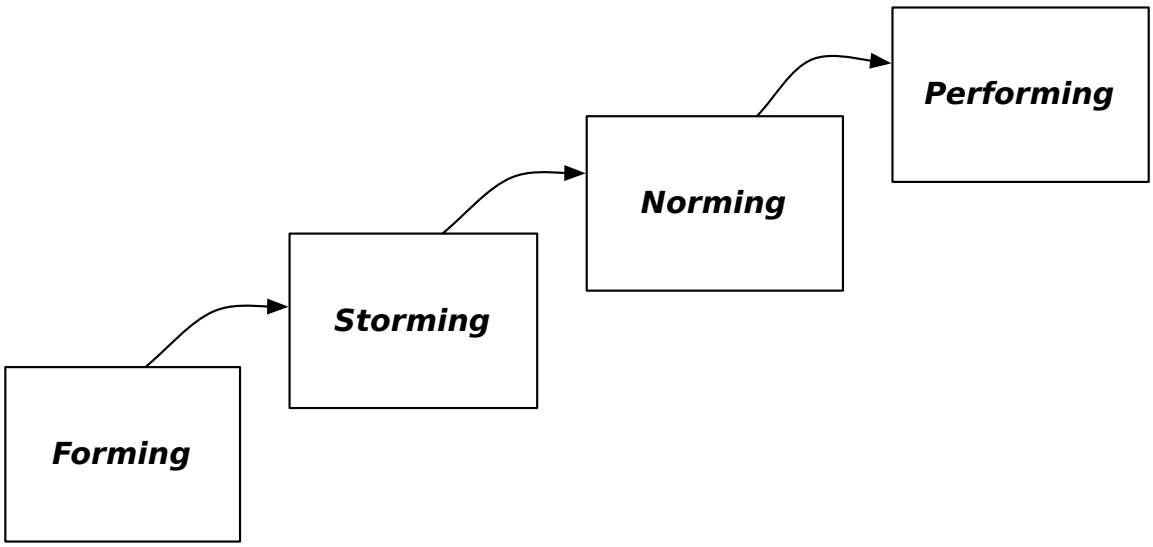


Figure 2.5: People and Their Capabilities

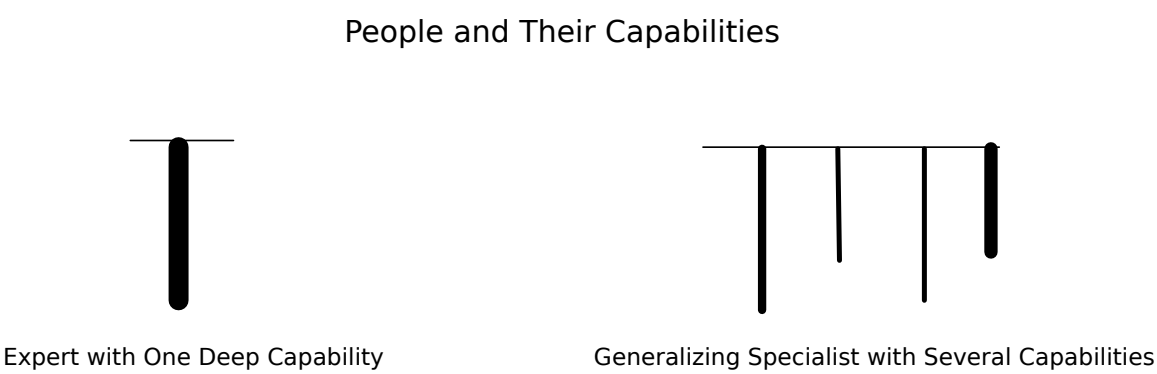


Figure 2.6: Staggered Development and Testing

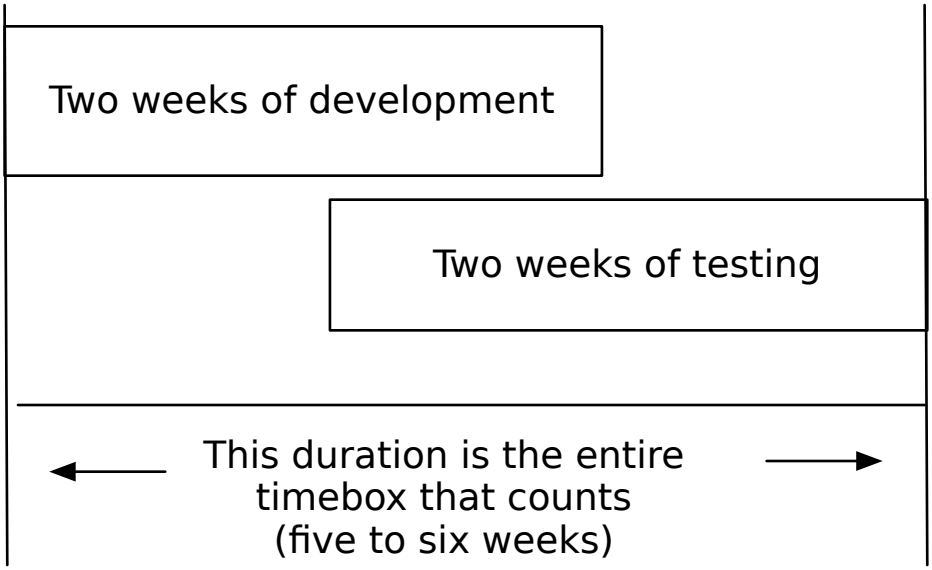


Figure 3.1: Possible Consulting Roles

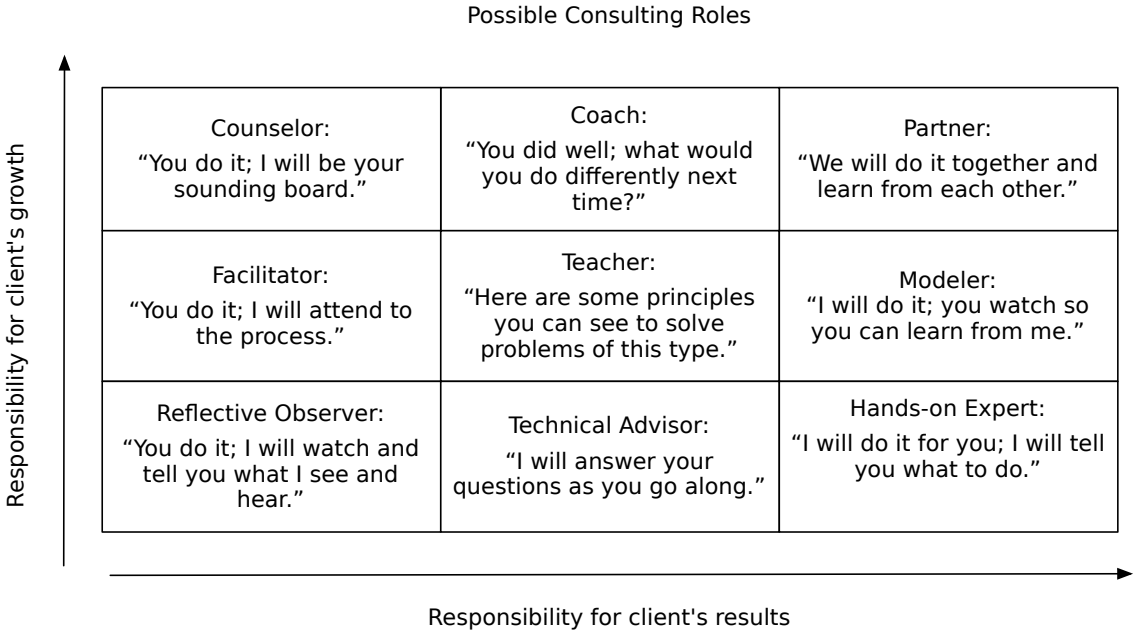


Figure 3.2: Possible Collaboration Board

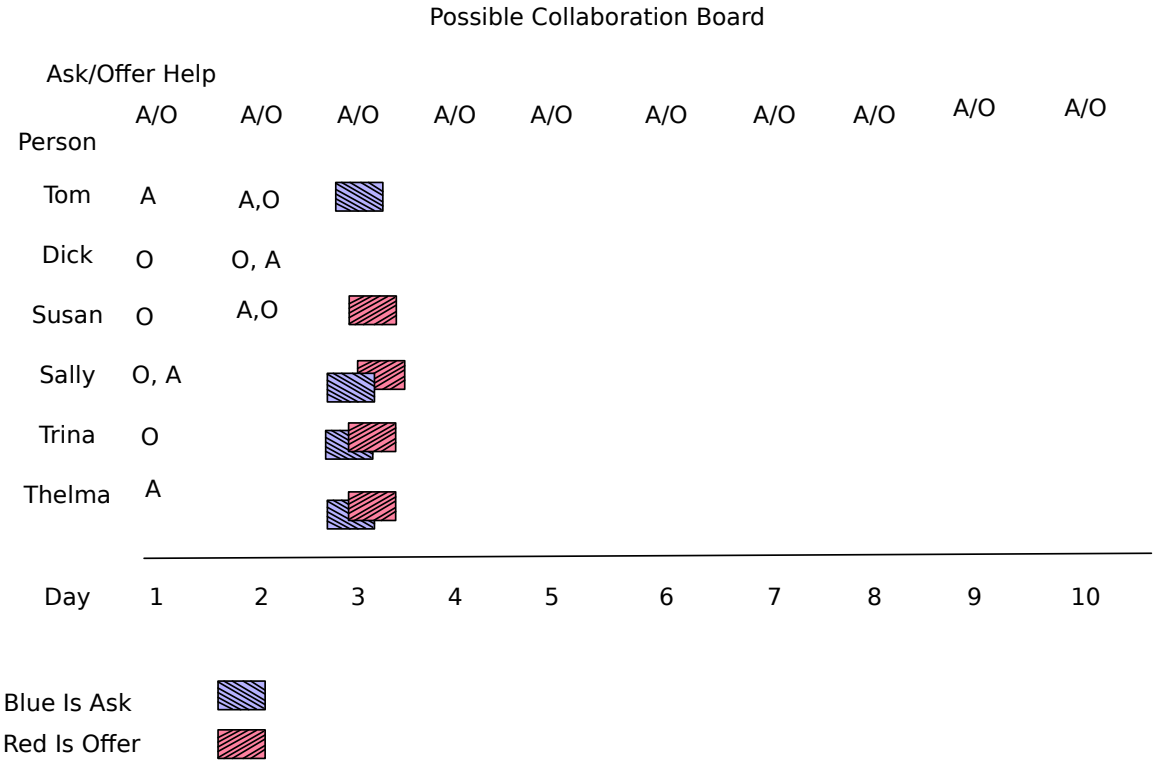


Figure 5.1: Possible Scenarios for Release Criteria

Type of Scenario	Example Description
Performance	For a given scenario (*describe it in some way*), the query returns results in a minimum of two seconds.
Reliability	The system maintains uptime under these conditions. (*Describe them.*)
Scalability	The system is able to build up to 20,000 simultaneous connections and scale down to fewer than 1,000 connections.

Figure 5.2 Potential for Release Frequency

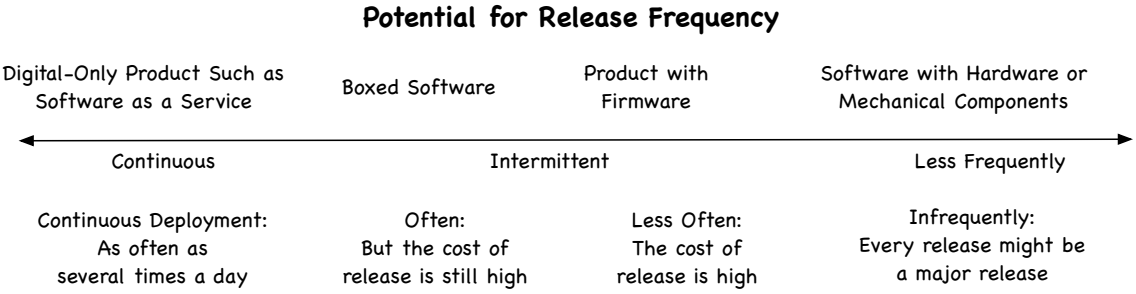


Figure 5.3 Project Pyramid

Project Pyramid: Tradeoffs and Potential Risks for Projects

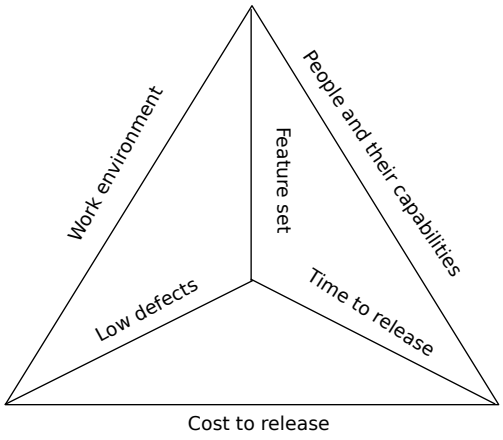


Figure 6.1: Agile Roadmap for a Product: Six-Quarter View

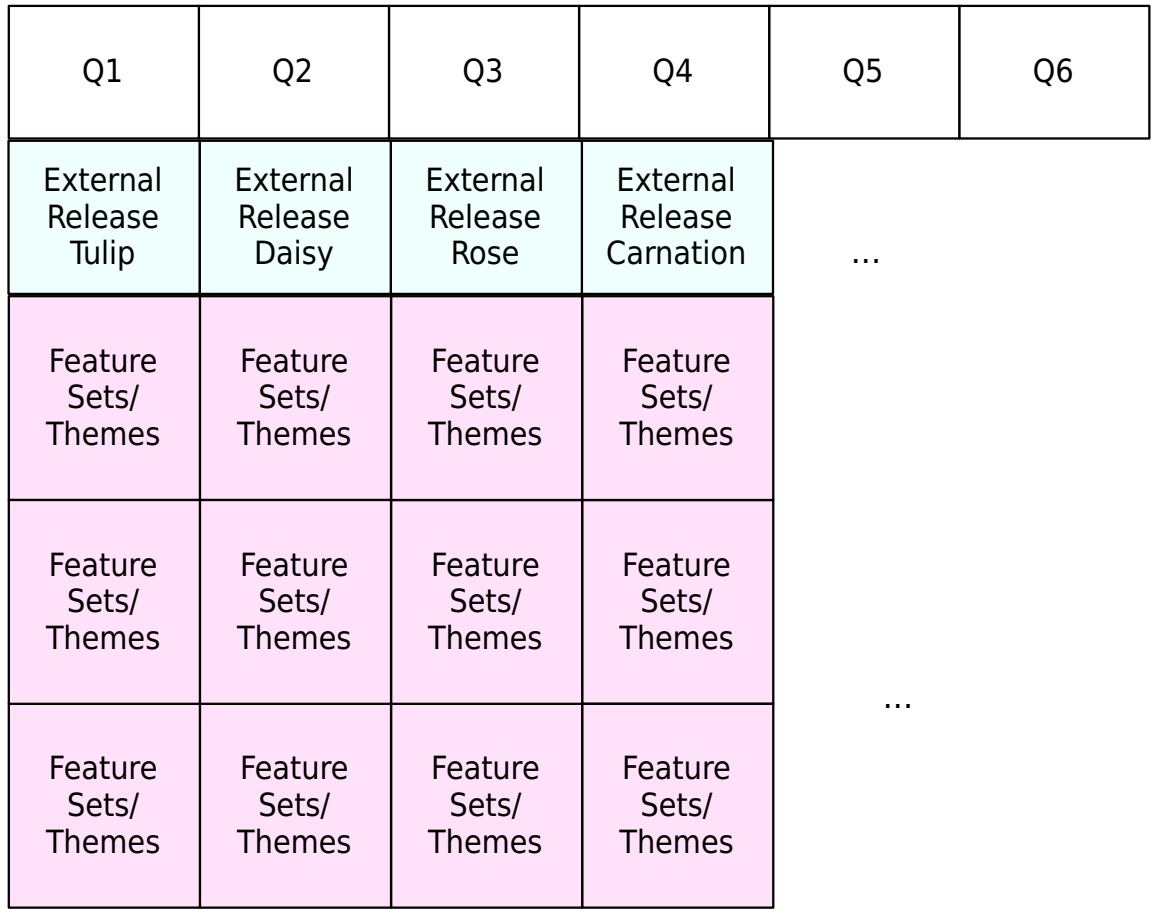


Figure 6.2: Agile Roadmap: Six-Month View

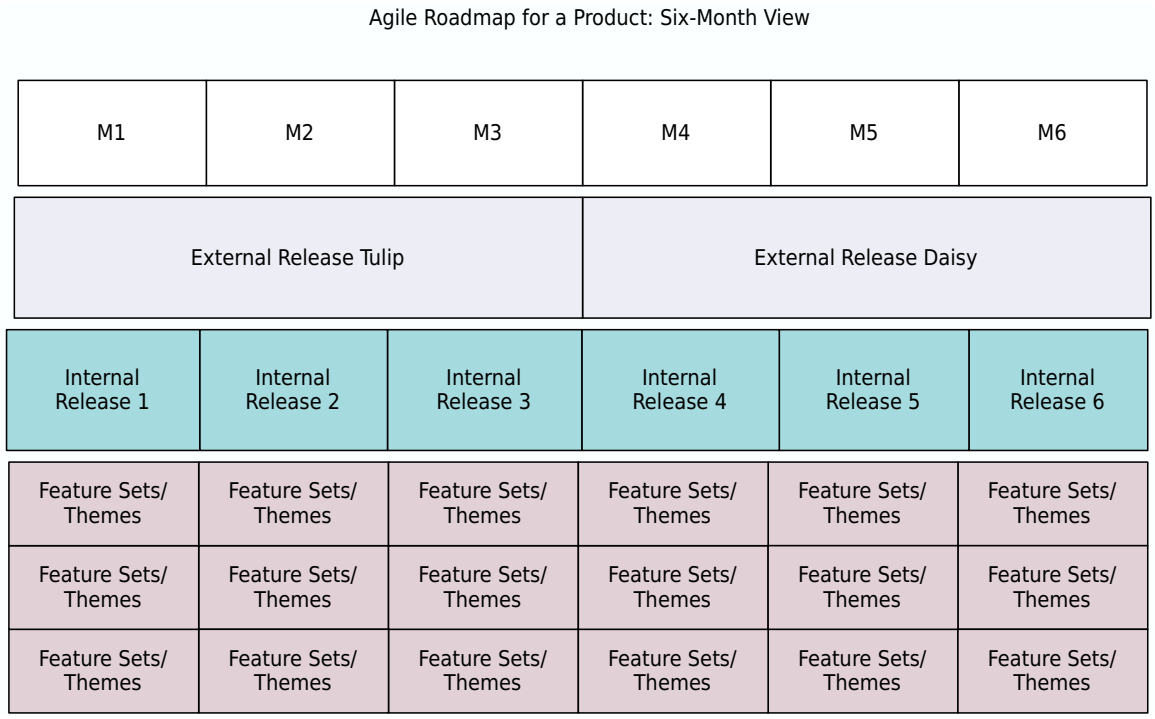


Figure 6.3 Implement by Feature Through the Architecture

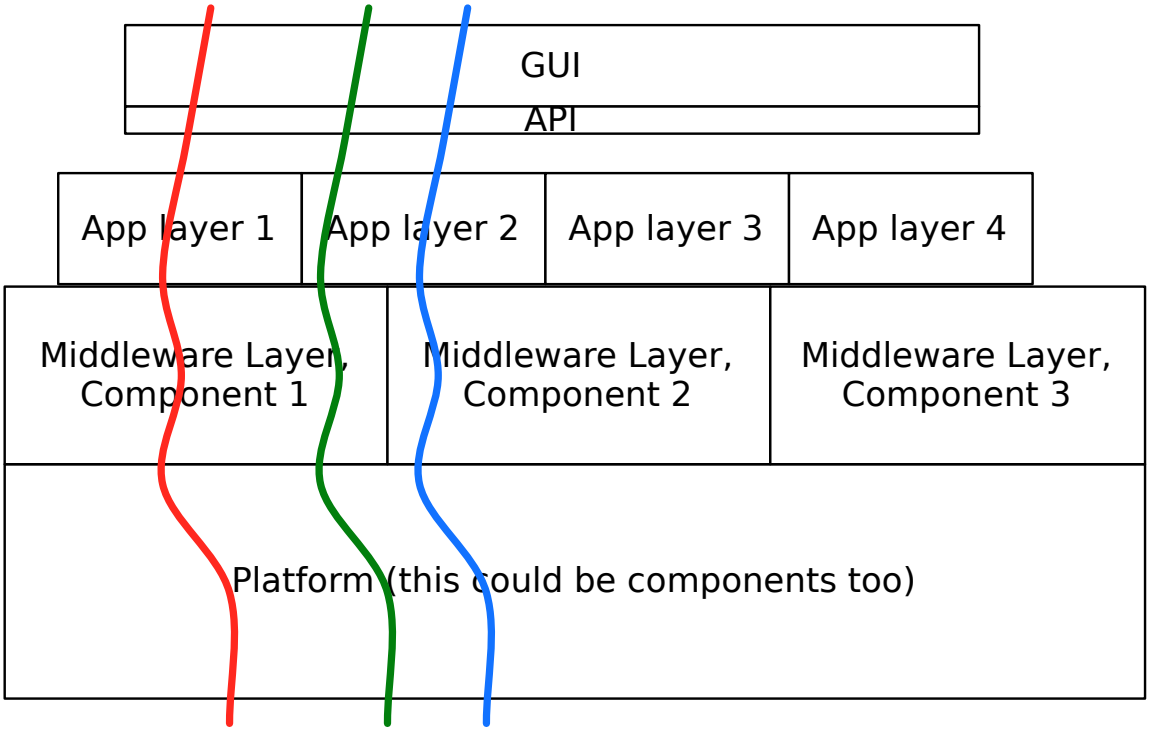


Figure 6.4: Contrasting Story Types

User Story	FDD Alternative
As a system, monitor race conditions so I can reboot the master processor.	Reboot the master when I discover a race condition between processors two and three.
As a buyer, I want to cancel a sale within three days of buying the car. (Note: some states require that a buyer can cancel a sale and return the car.)	Cancel a sale.
As a machine-learning system, generate a list of possibilities for the future so I can examine them later.	Generate list of possibilities and log them for future consideration.

Figure 6.5: Rolling Wave Example: One-Quarter Agile Roadmap

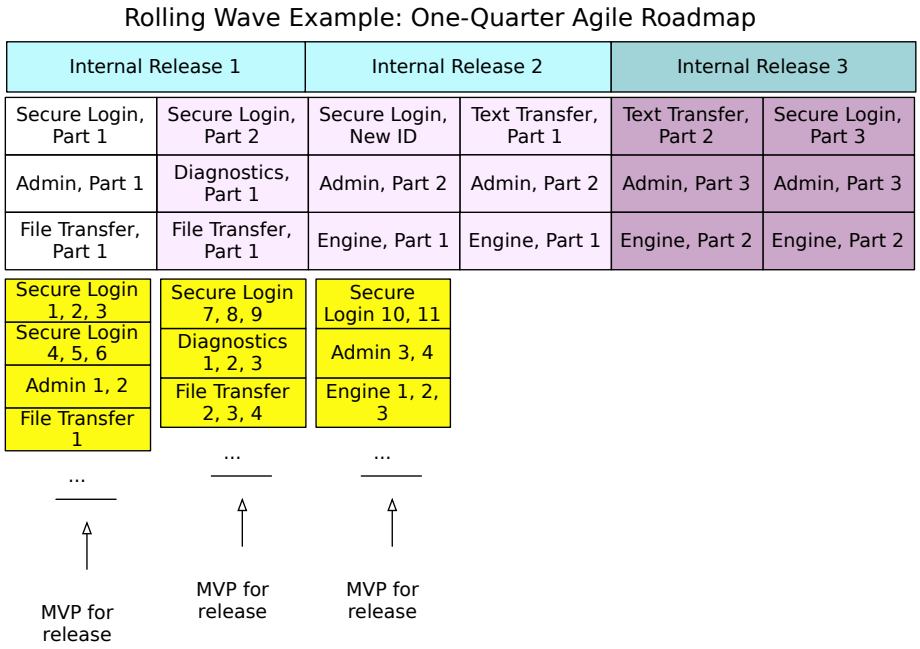


Figure 6.6: One-Month Agile Roadmap & Rolling-Wave Plan for Next Month

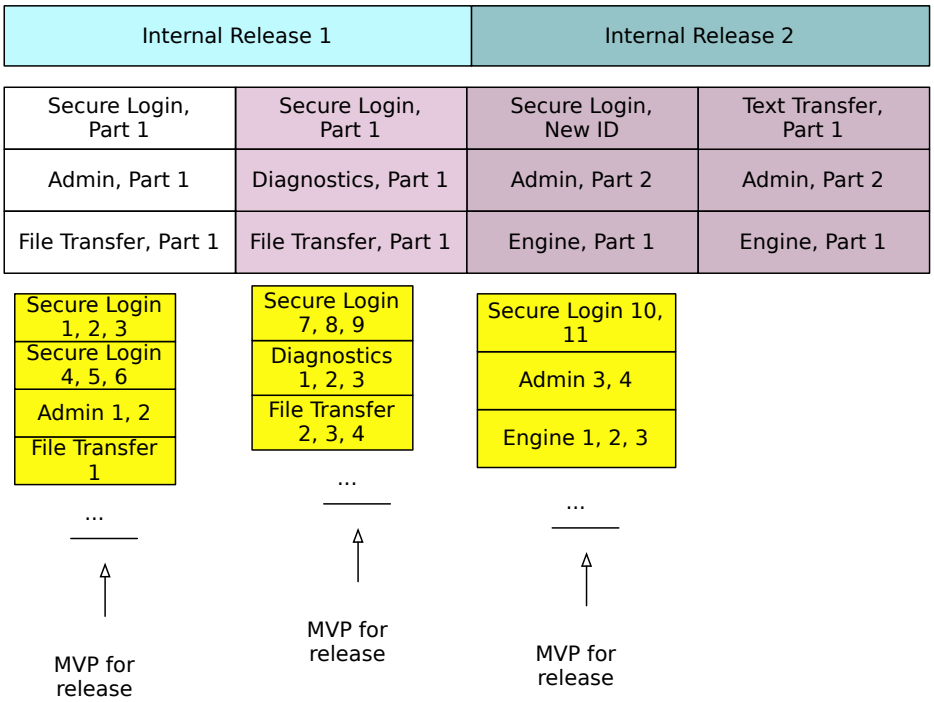


Figure 6.7: Original Sequence: Two Months

Original Sequence: Two Months

Internal Release 1		Internal Release 2	
Secure Login, Part 1	Secure Login, Part 1	Secure Login, New ID	Text Transfer, Part 1
Admin, Part 1	Diagnostics, Part 1	Admin, Part 2	Admin, Part 2
File Transfer, Part 1	File Transfer, Part 1	Engine, Part 1	Engine, Part 1

Changed Sequence After One Iteration/Cadence: Plan for Remainder of Time

Internal Release 1		Internal Release 2	
Secure Login, Part 1	Secure Login, Part 1	Text Transfer, Part 1	Secure Login, New ID
Admin, Part 1	Diagnostics, Part 1	Diagnostics, Part 2	Admin, Part 2
File Transfer, Part 1	File Transfer, Part 1	Engine, Part 1	Engine, Part 1

Figure 6.8: Feature Parking Lot

Idea	Date Added	Value to Us	Why
Engine automation at scale	January 12	Might be able to capture the vertical we keep talking about	No one else does this
Cloud-based search	February 2	??	Danny, CTO, wants us to do this
Calendar integration	June 15	Need to integrate calendar and email at some point	Customers have been requesting this

Figure 6.9: Eric Ries' Build-Measure-Learn Feedback Loop

Eric Ries's Build-Measure-Learn Feedback Loop

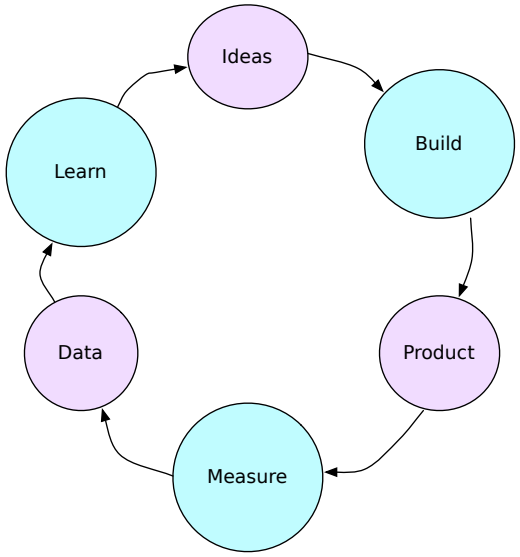


Figure 7.1 Cost of Delay

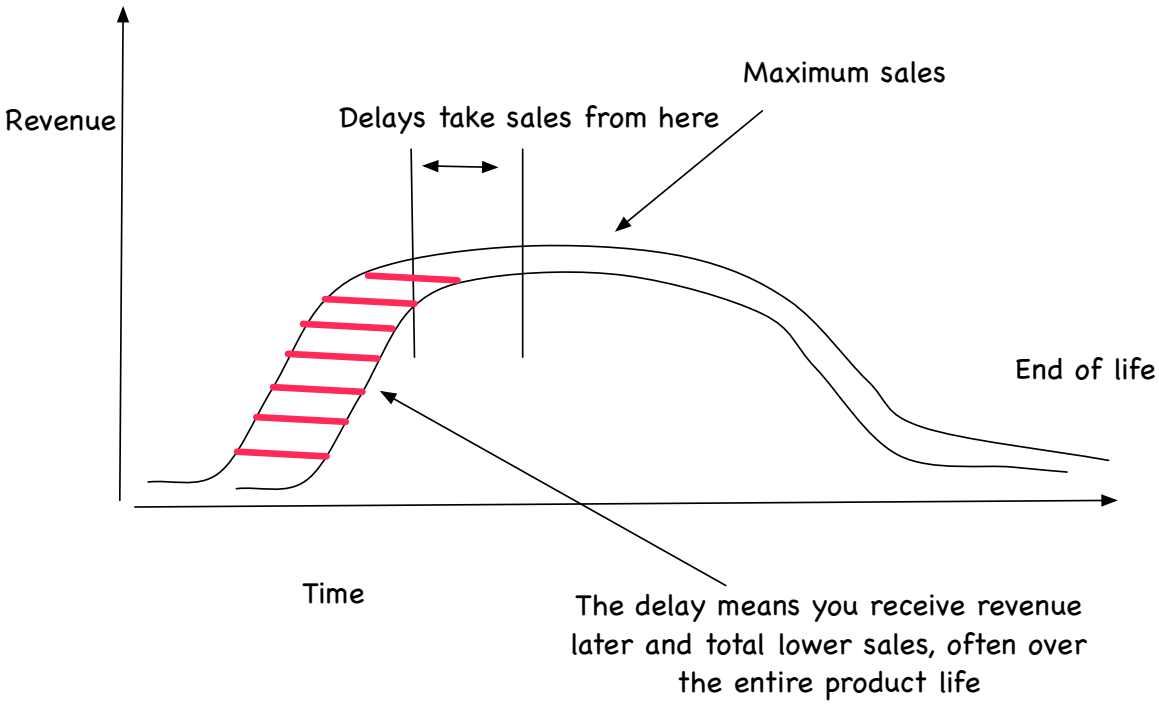


Figure 7.2: Expected Value Over Time

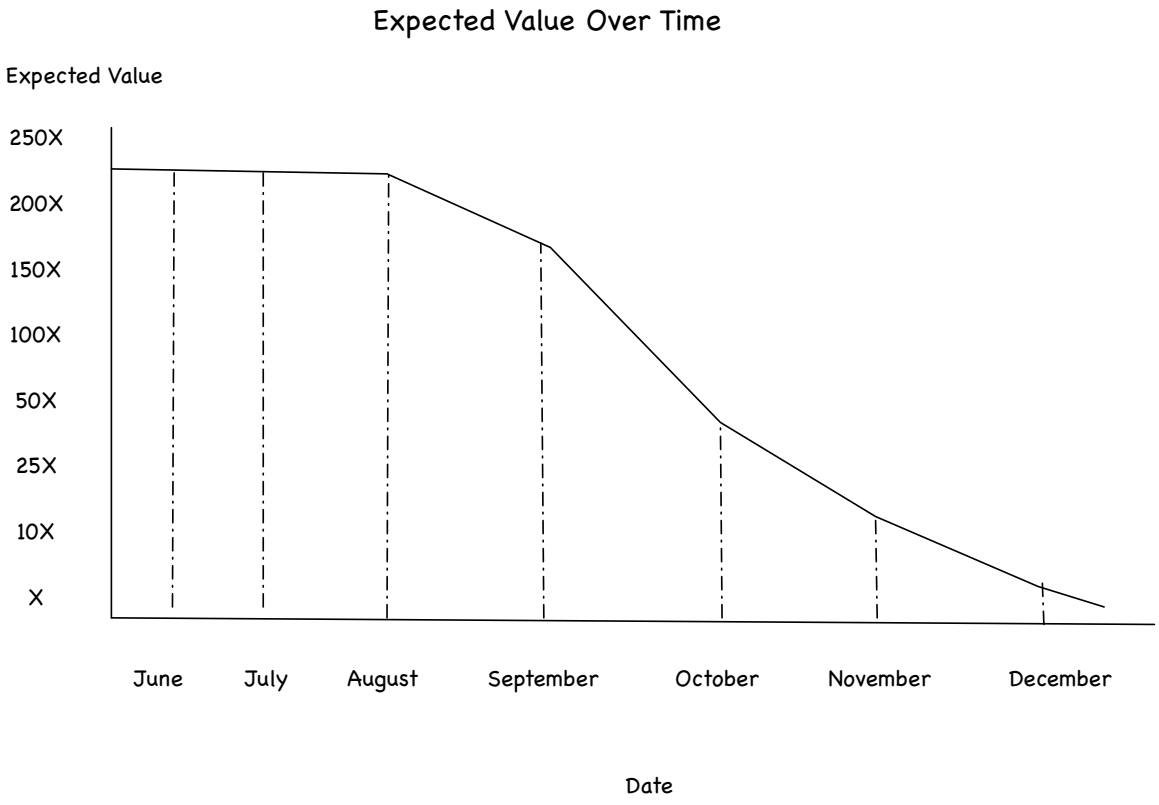


Figure 8.1: Scrum Board

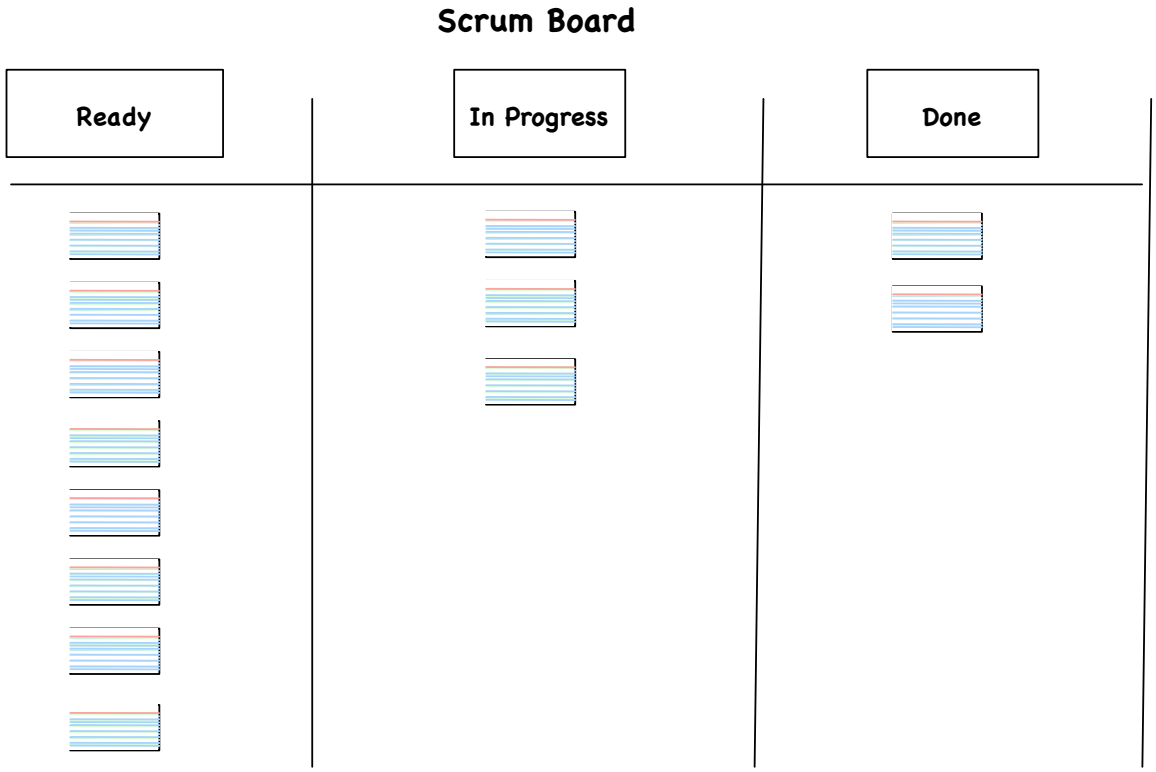


Figure 8.2: "ScrumFlow" Board

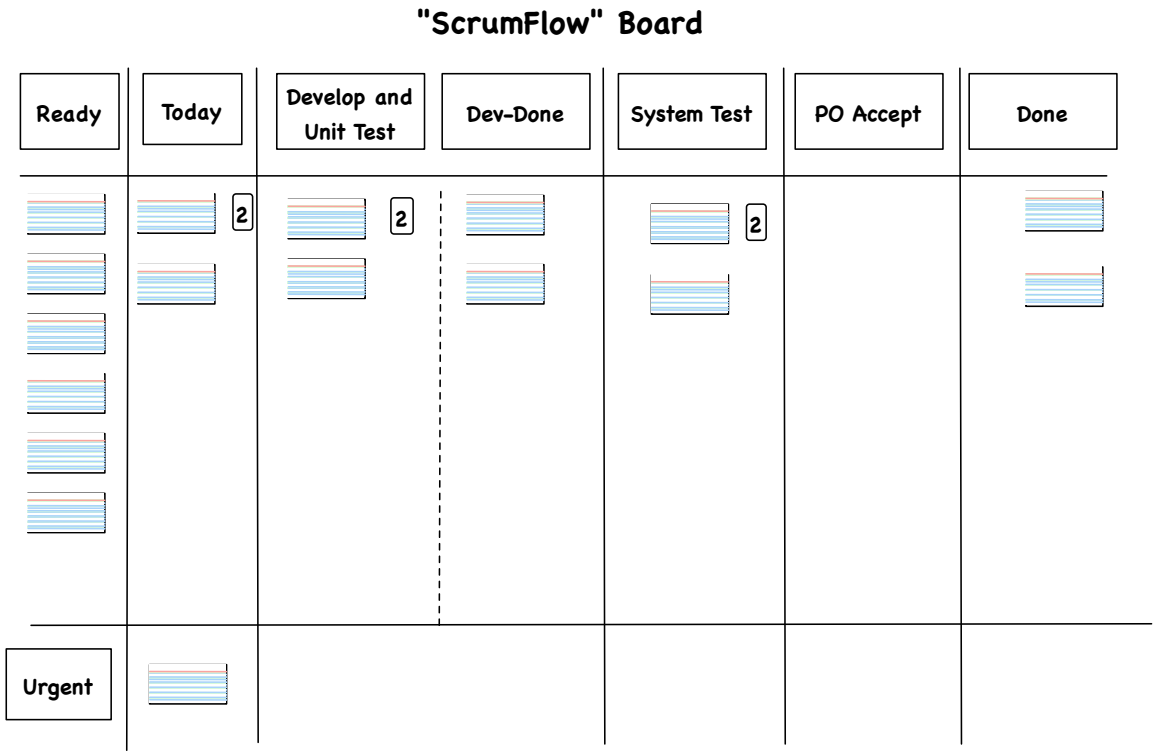


Figure 8.3: Possible Kanban Board

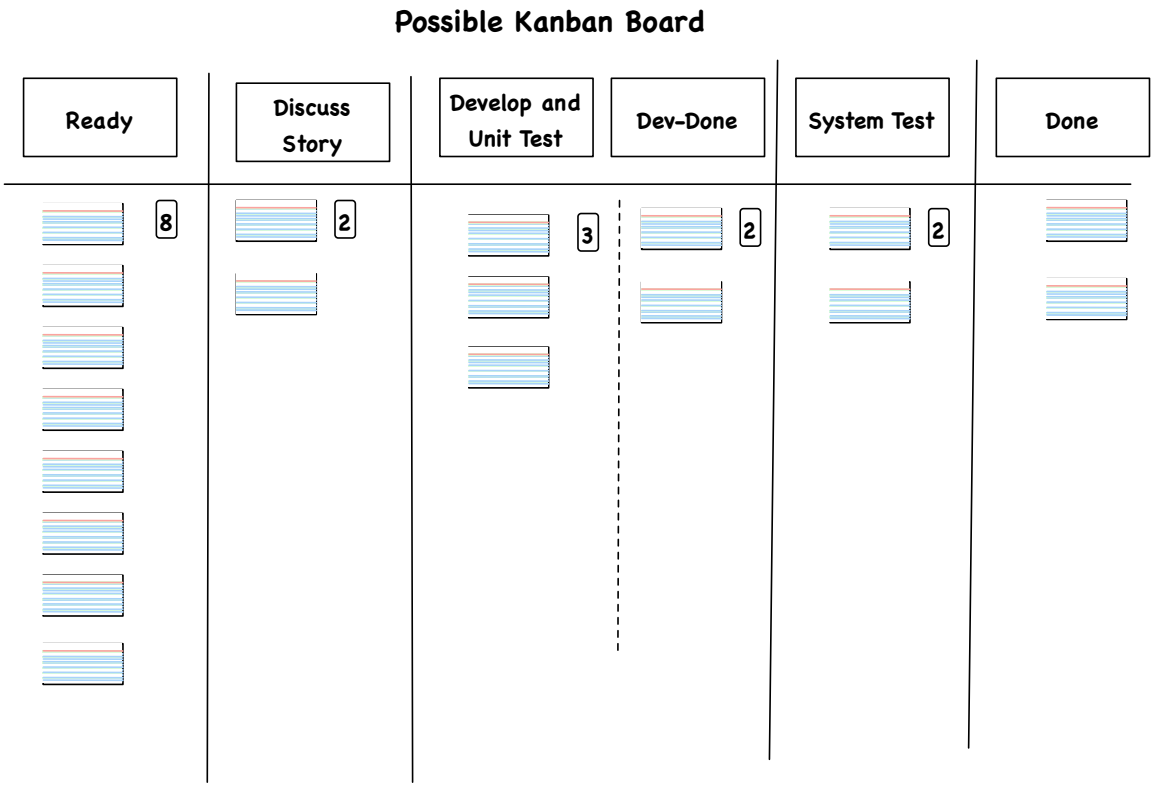


Figure 8.4: (Overloaded) Scrum Board

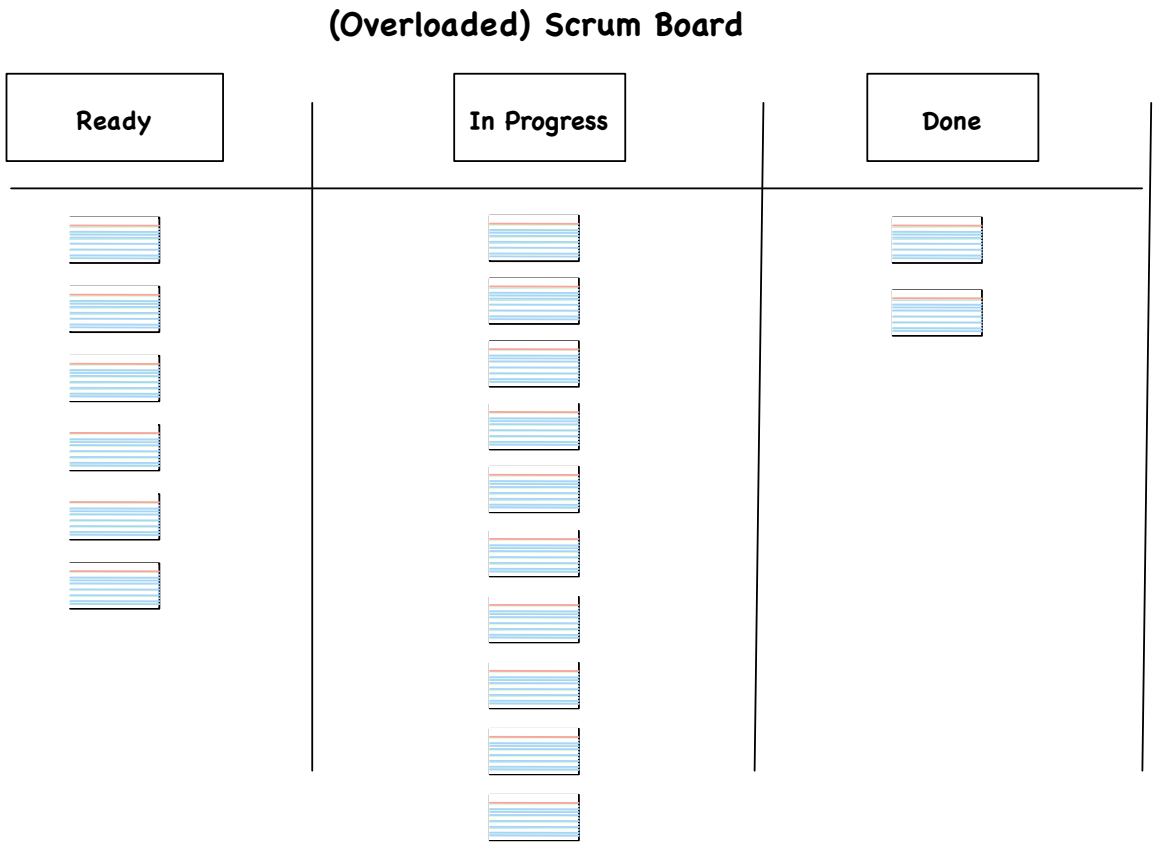


Figure 8.5: Overloaded/Full Kanban Board

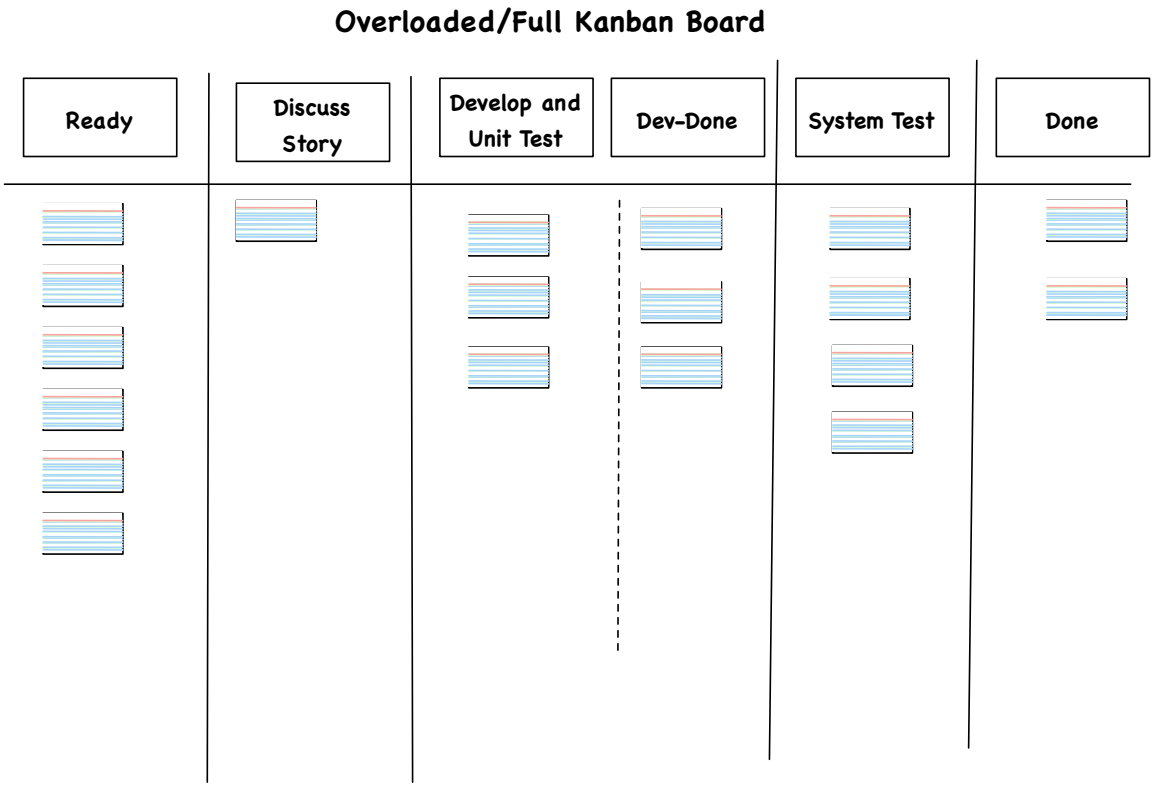


Figure 8.6: Possible Kanban Board

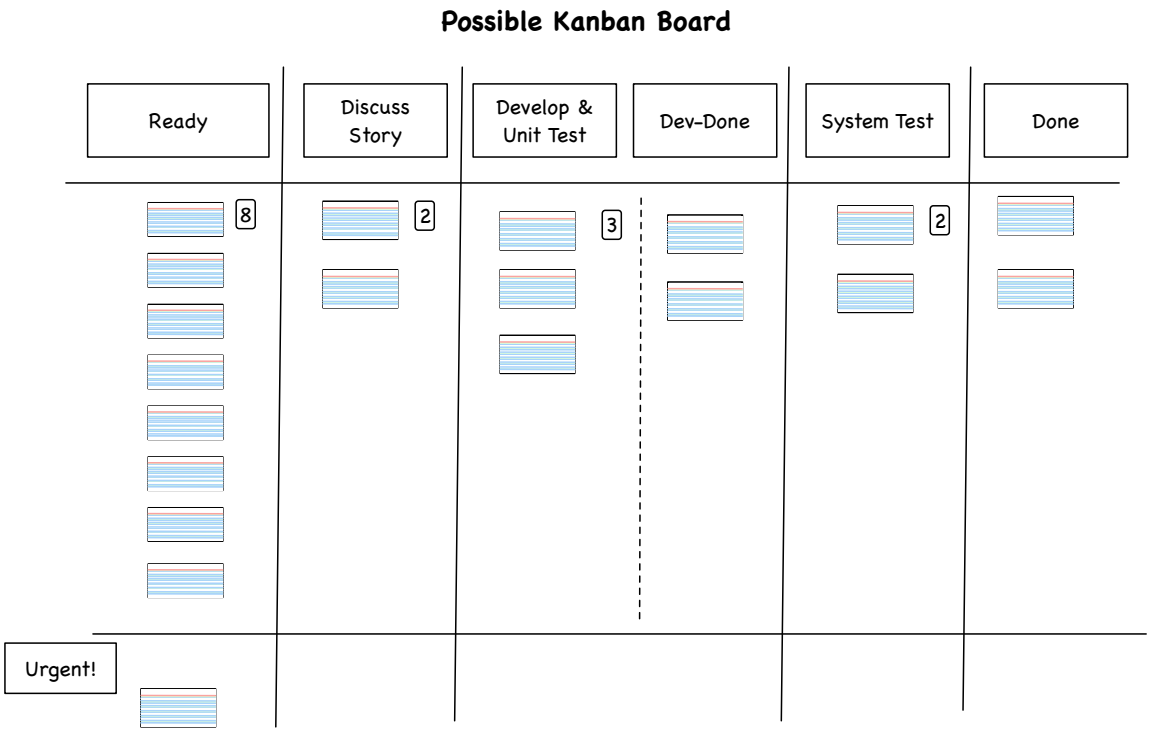


Figure 8.7: Risk/Problem/Obstacle Board

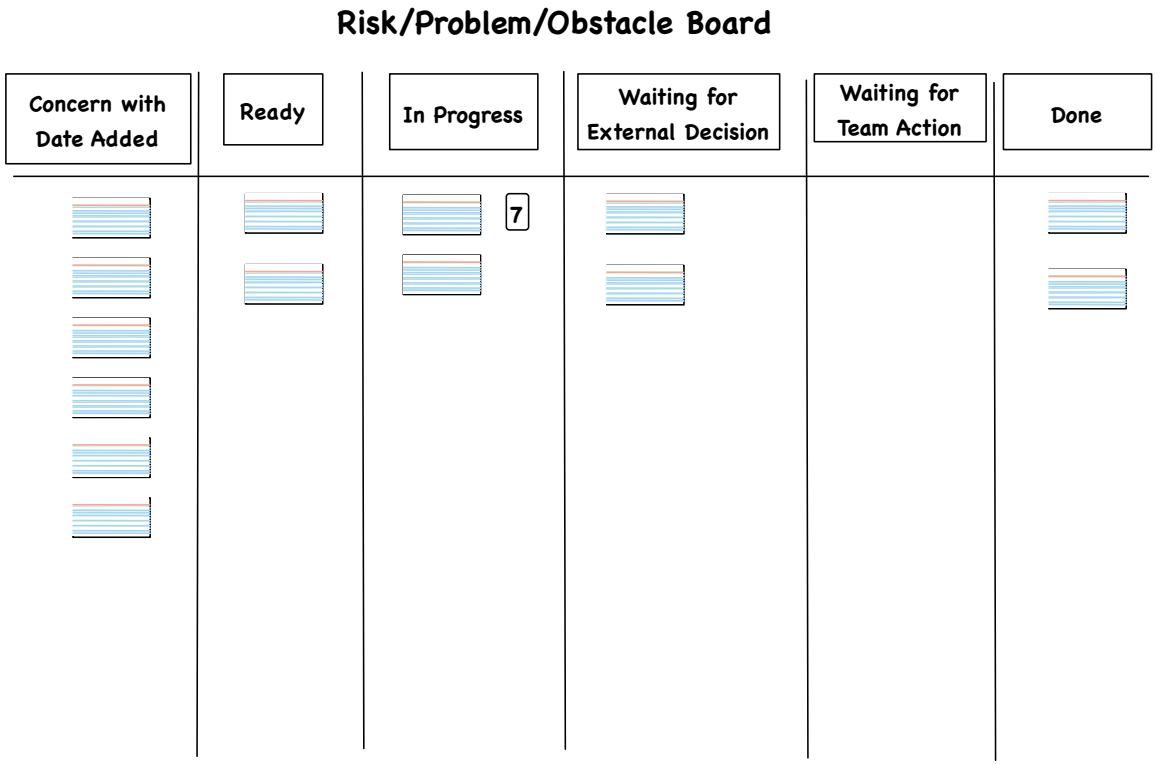
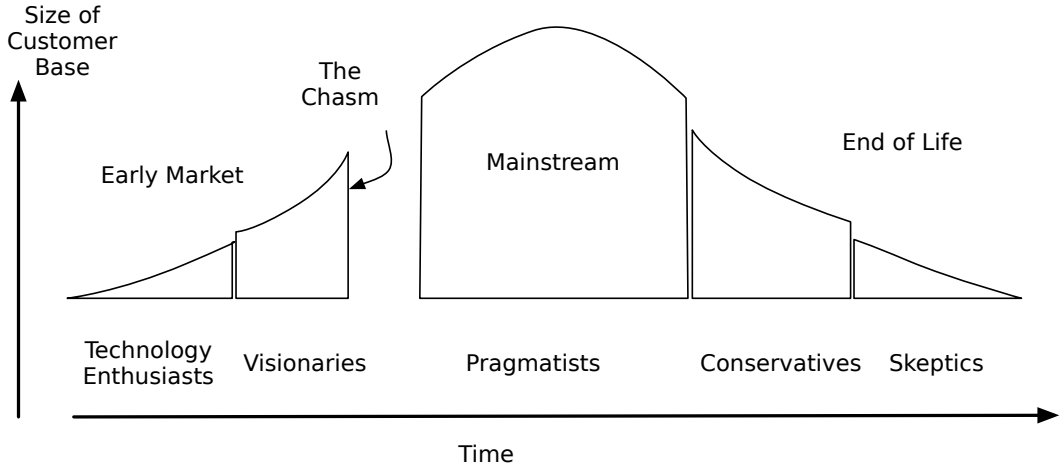


Figure 9.1: Quality over Product Lifetime



What Customers Care About at Different Times:

Enthusiasts:	Visionaries:	Pragmatists:	Conservatives:	Skeptics:
1. Time to Release 2. Low Defects 3. More Features	1. Time to Release 2. More Features 3. Low Defects	1. Low Defects 2. Time to Release 3. More Features	1. Low Defects 2. More Features 3. Time to Release	1. Low Defects 2. More Features 3. Time to Release

Figure 9.2: Initial Agile Practice Chart

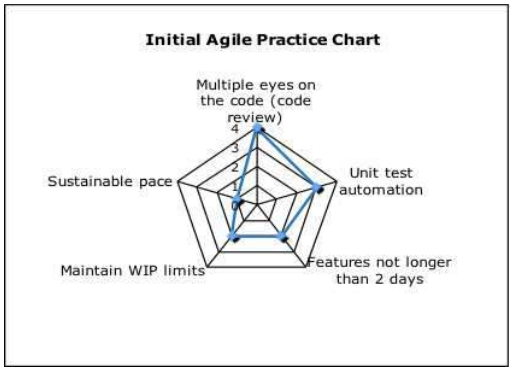


Figure 9.3: Agile Practice Chart Three Months Later

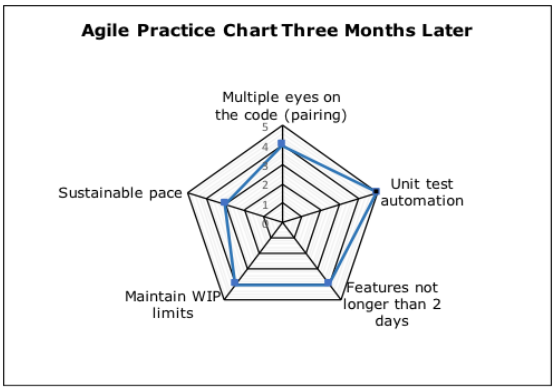


Figure 10.1: How to Use Cycle Time for Estimation

How to Use Cycle Time for Estimation

Story	Story Start Day	Story End Day	Story Duration
1	Day 1	Day 3	2 days
2	Day 3	Day 4	1 day
3	Day 4	Day 6	3 days
4	Day 7	Day 8	2 days
5	Day 8	Day 10	2 days
Totals:			
5 Stories	10 days	Average Cycle Time:	2.4 days

Figure 10.2: One Team's Varying Cycle Time

One Team's Varying Cycle Time

Story	Story Start Day	Story End Day	Story Duration
1	Day 1	Day 3	2 days
2	Day 3	Day 7	4 days
3	Day 7	Day 15	8 days
4	Day 15	Day 16	1 day
5	Day 16	Day 19	3 days
Totals:			
5 Stories	19 days	Average Cycle Time:	3.6 days

Figure 10.3: One Team's Project Estimate

One Team's Project Estimate

Feature Set	# Stories	Relative Estimate for Stories	Total Story Estimate	Confidence Level
1	16	2 or 3 for each story	40	High
2	8	1	8	High
3	12	2 or 3 for each story	30	High
4	15	5 or 8?	120	Medium
5	12	13?	156	Low
Totals:				
5 Feature Sets	63 Stories	Unclear	354 points	Medium

Figure 12.1: Burndown Chart

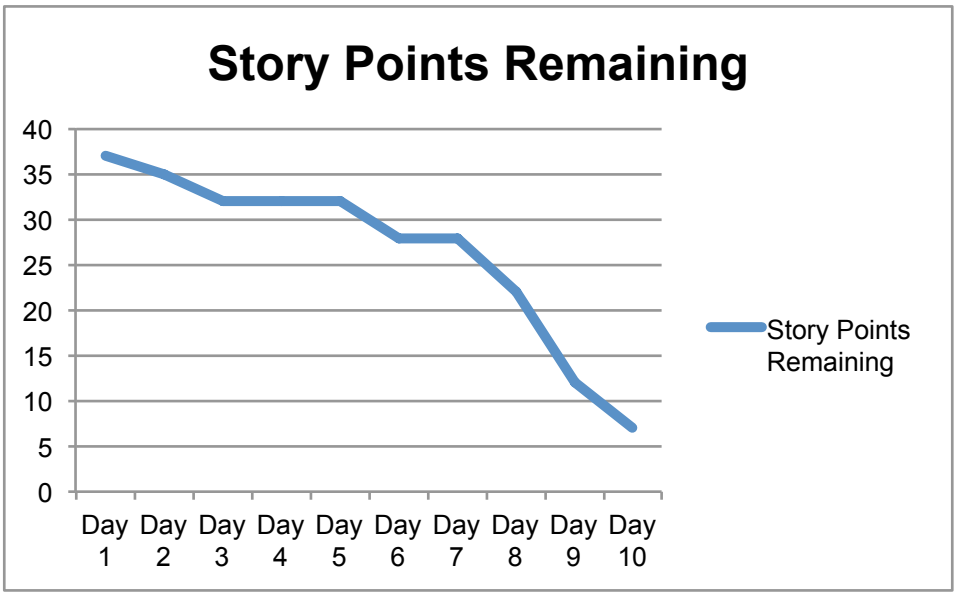


Figure 12.2: Burndown Chart with Ideal Line

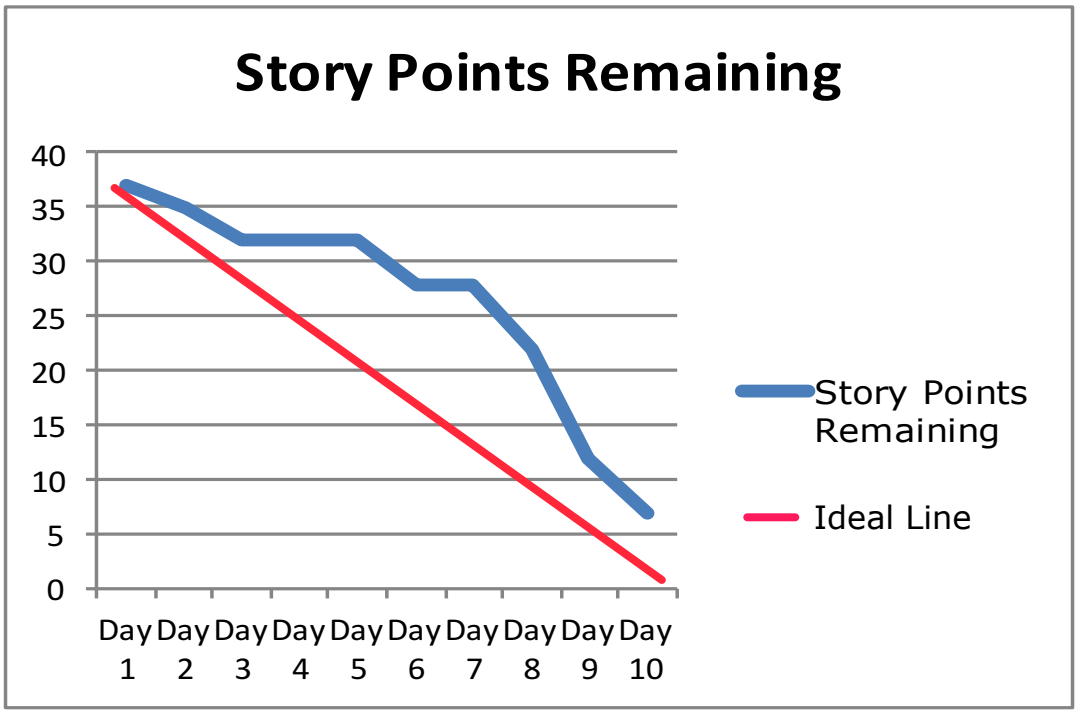


Figure 12.3: Burnup Chart

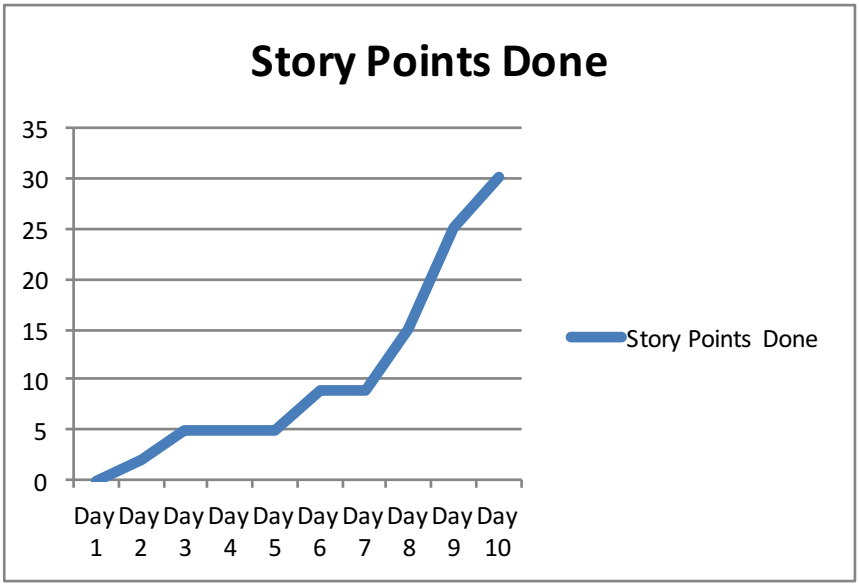


Figure 12.4: Burnup with Ideal Line

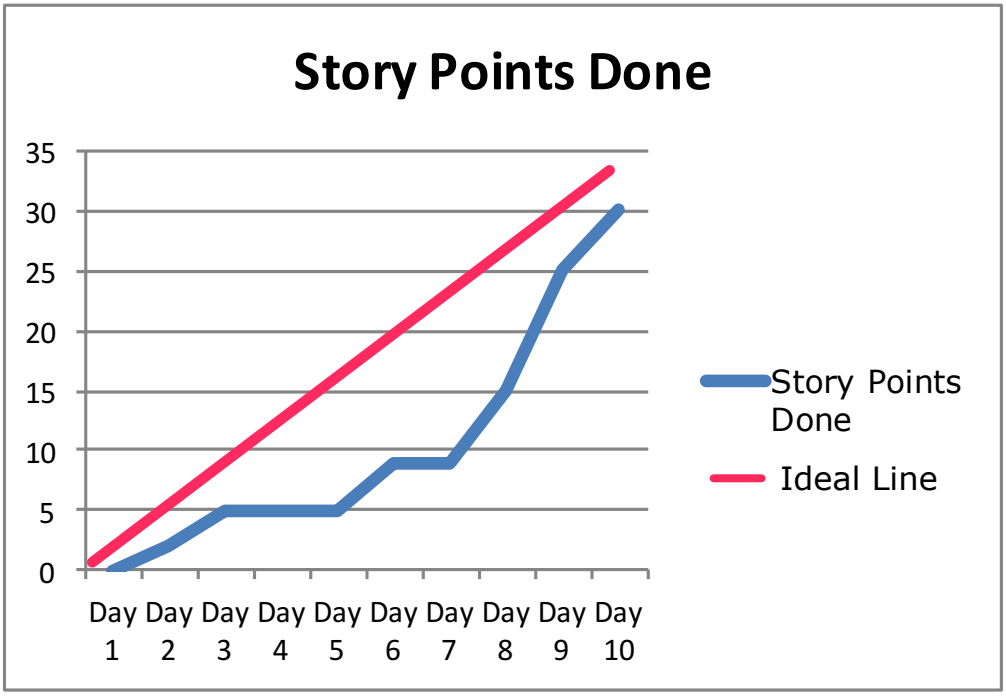


Figure 12.5: Cumulative Story Points Completed: Hockey Stick

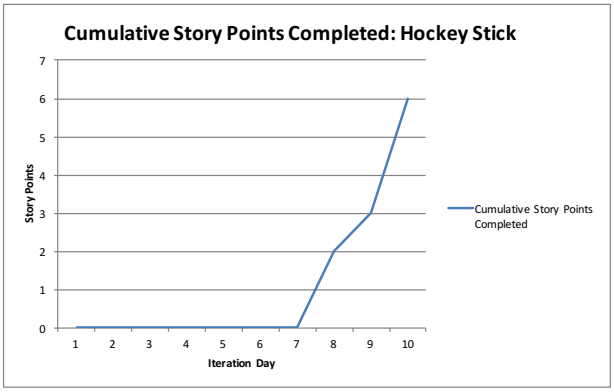


Figure 12.6: Cumulative Story Points Completed: Steady Progress

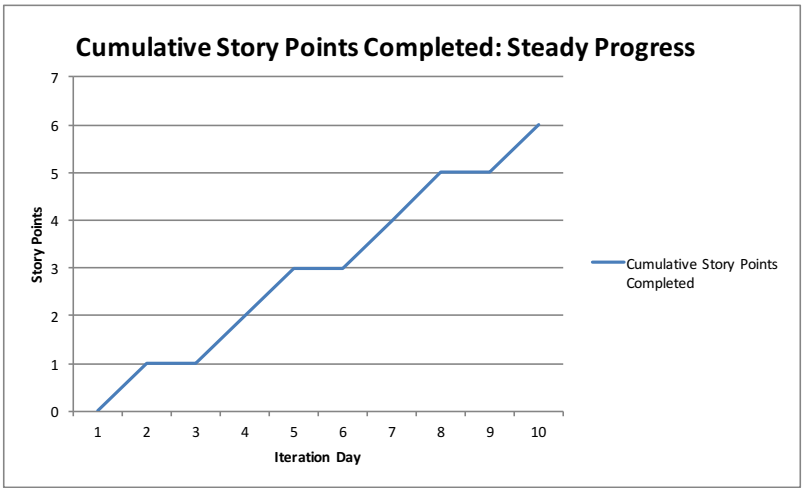


Figure 12.7: Hockey Stick: story Points vs. Stories Completed

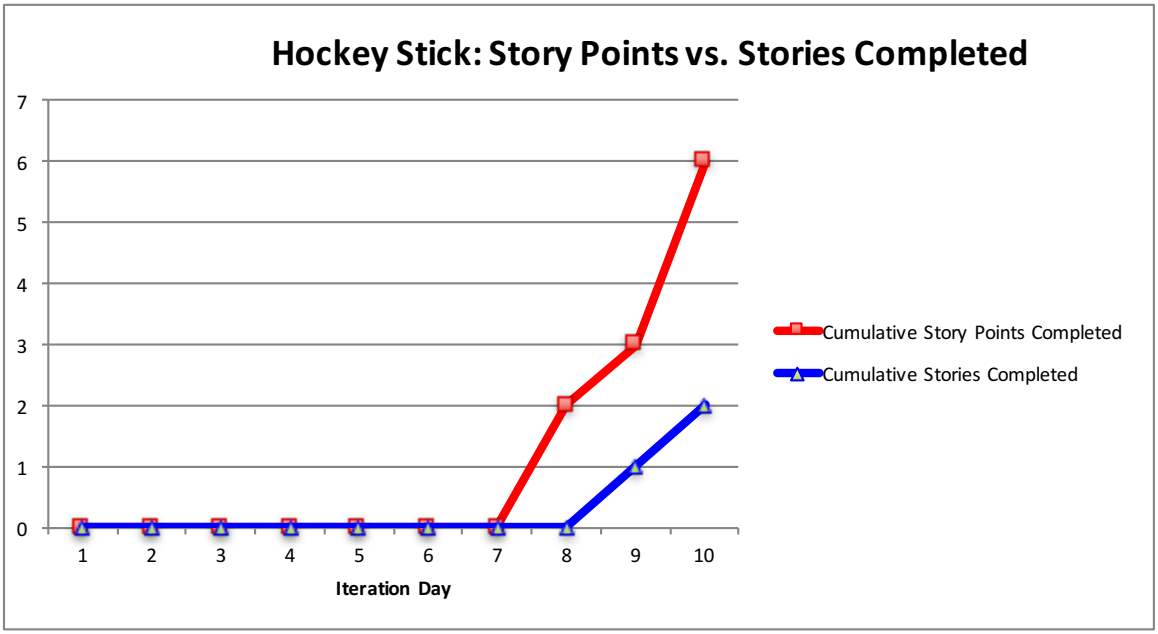


Figure 12.8: Steady Progress: Story Points vs. Stories Completed

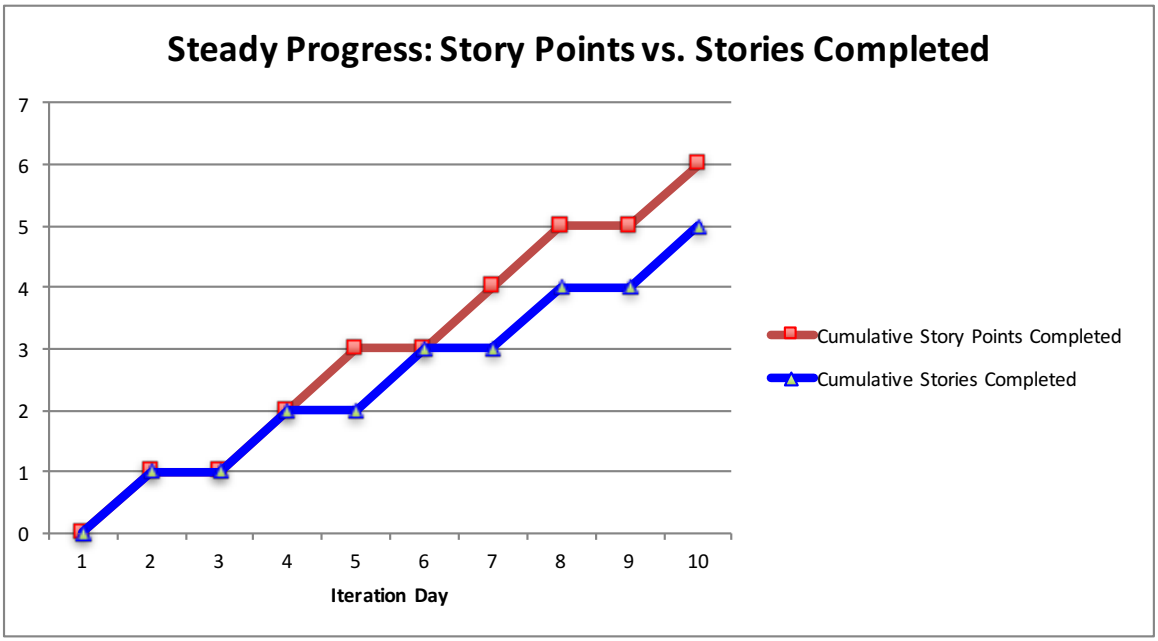


Figure 12.9: Iteration Contents

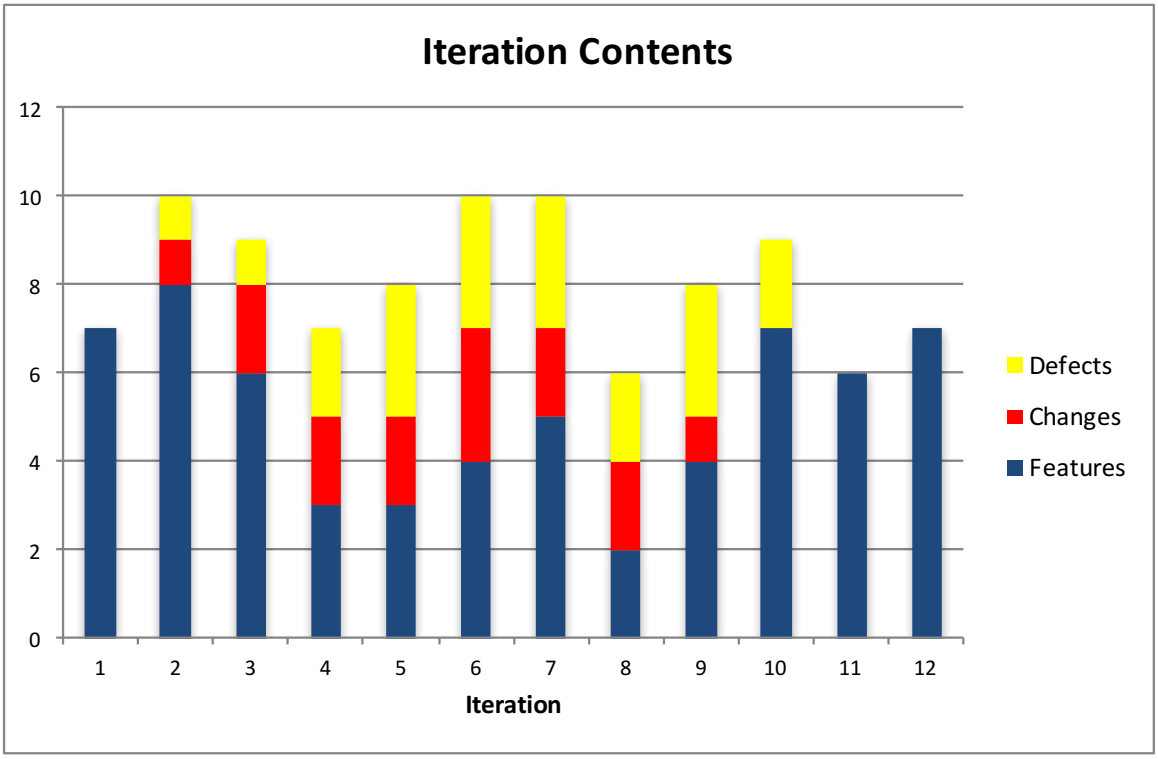


Figure 12.10: Hand-Drawn Progress Chart

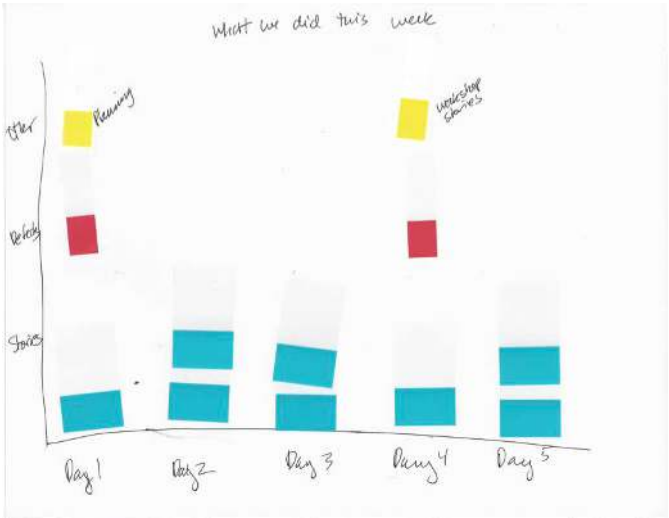


Figure 12.11: Cumulative Flow, First Three Iterations

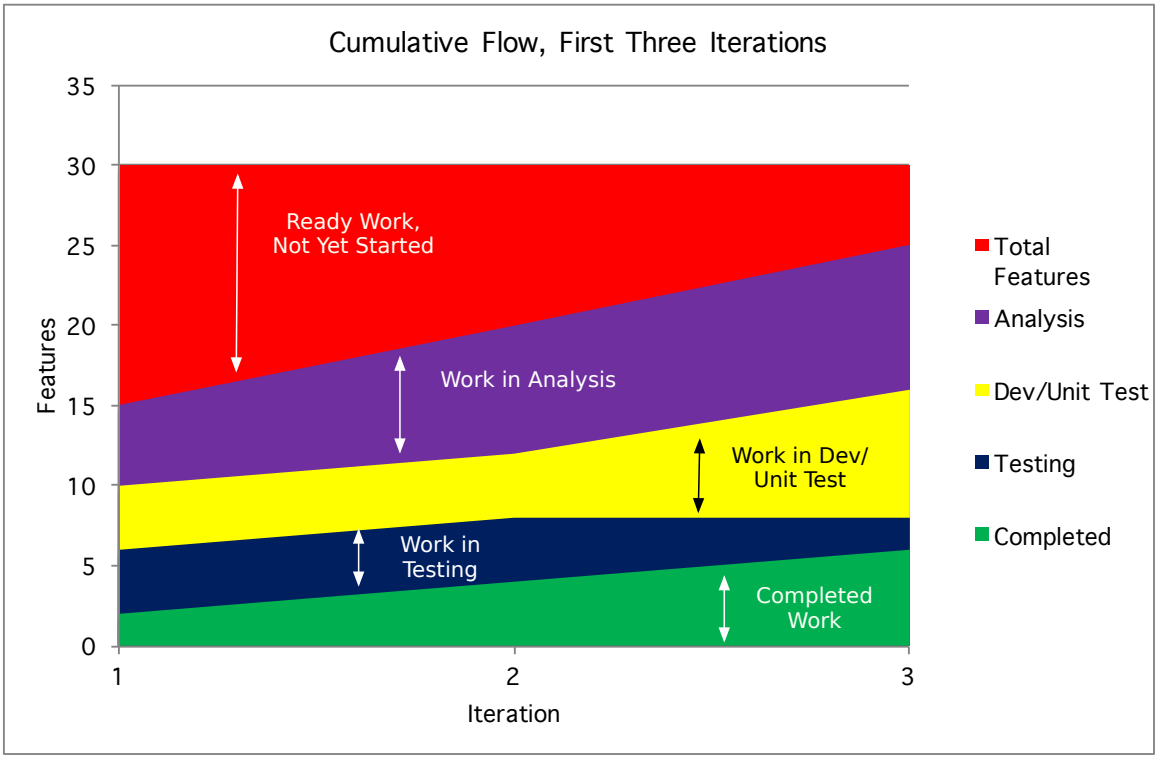


Figure 12.12: Cumulative Flow for the Entire Project

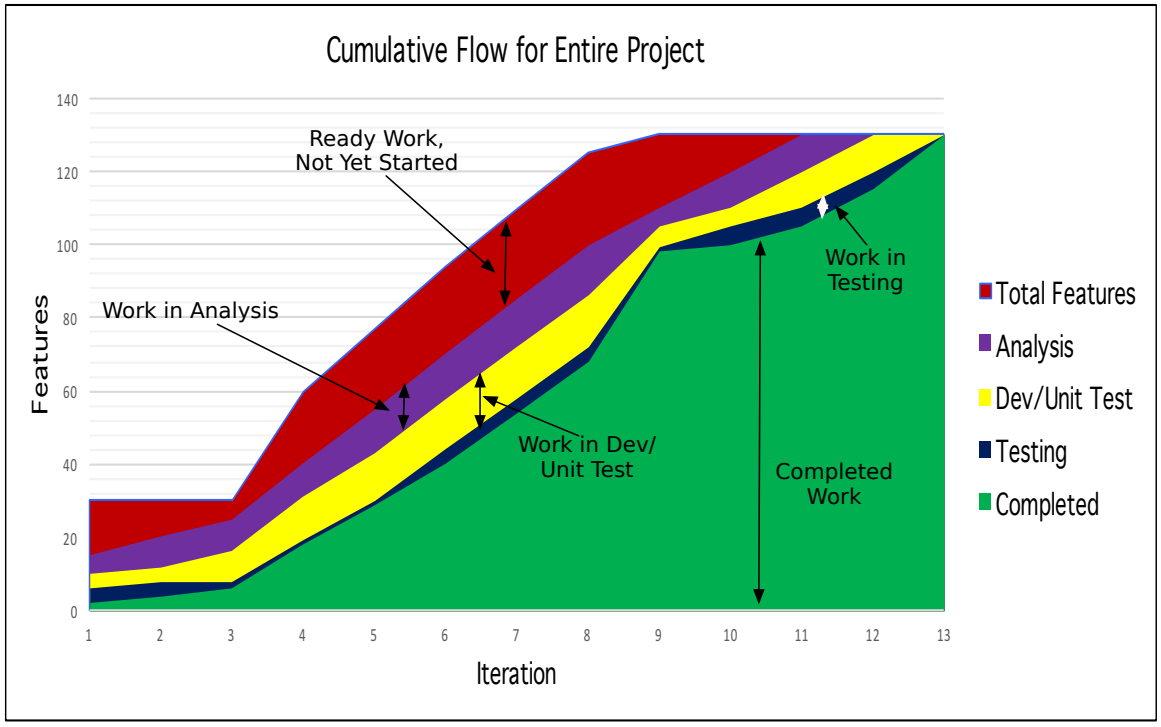


Figure 12.13: Difference between lead time and cycle time

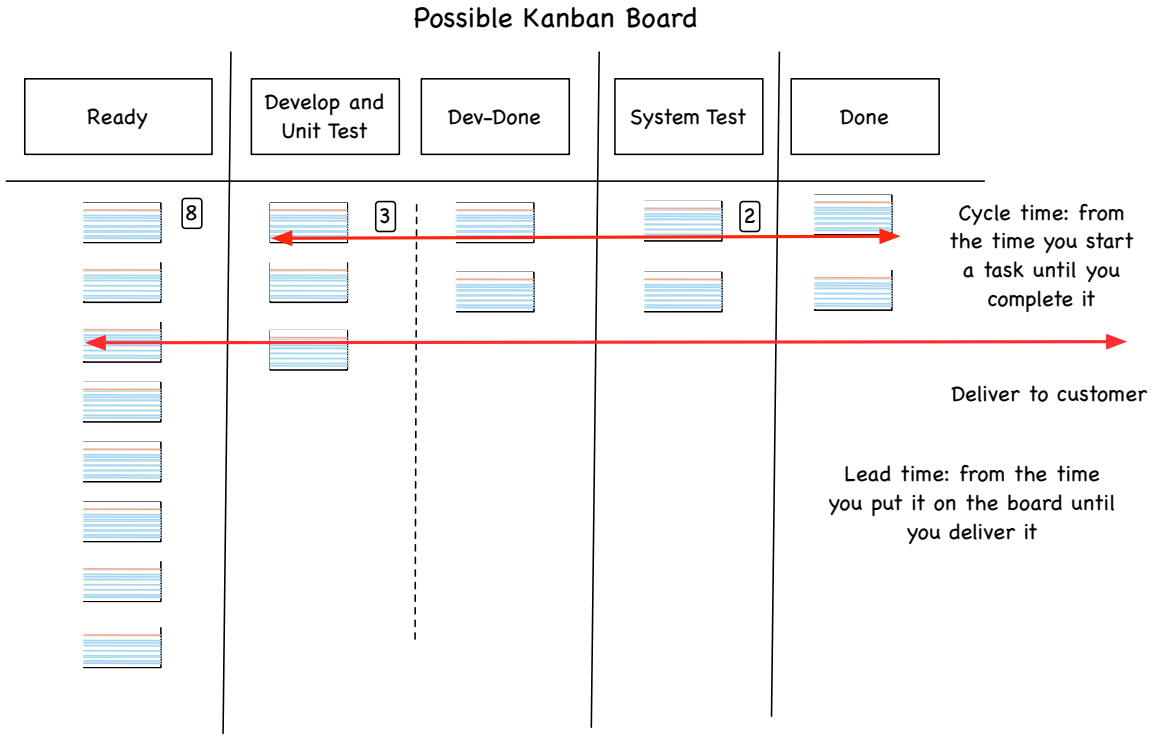


Figure 12.14: How One Team Tracked Its Progress Through Their Board

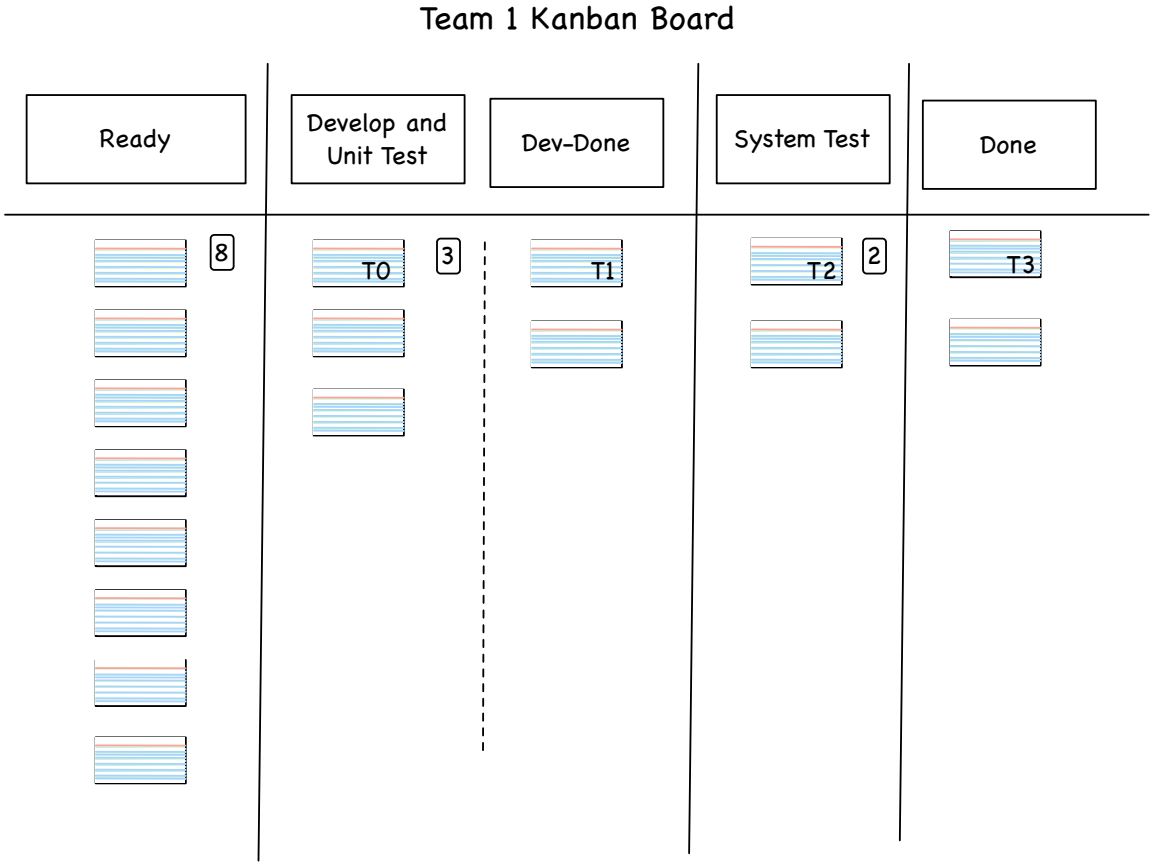


Figure 12:15: That Team's Cycle Time for One Iteration

One Team's Cycle Time, One Iteration

Story	Duration
Story 1	1 Day
Story 2	2 Days
Story 3	3 Days
Story 4	3 Days
Story 5	Started, not done
Story 6	Started, not done
Story 7	Not started, not done
Story 8	Not started, not done

Figure 12.16: Updated Board, Showing Dependencies

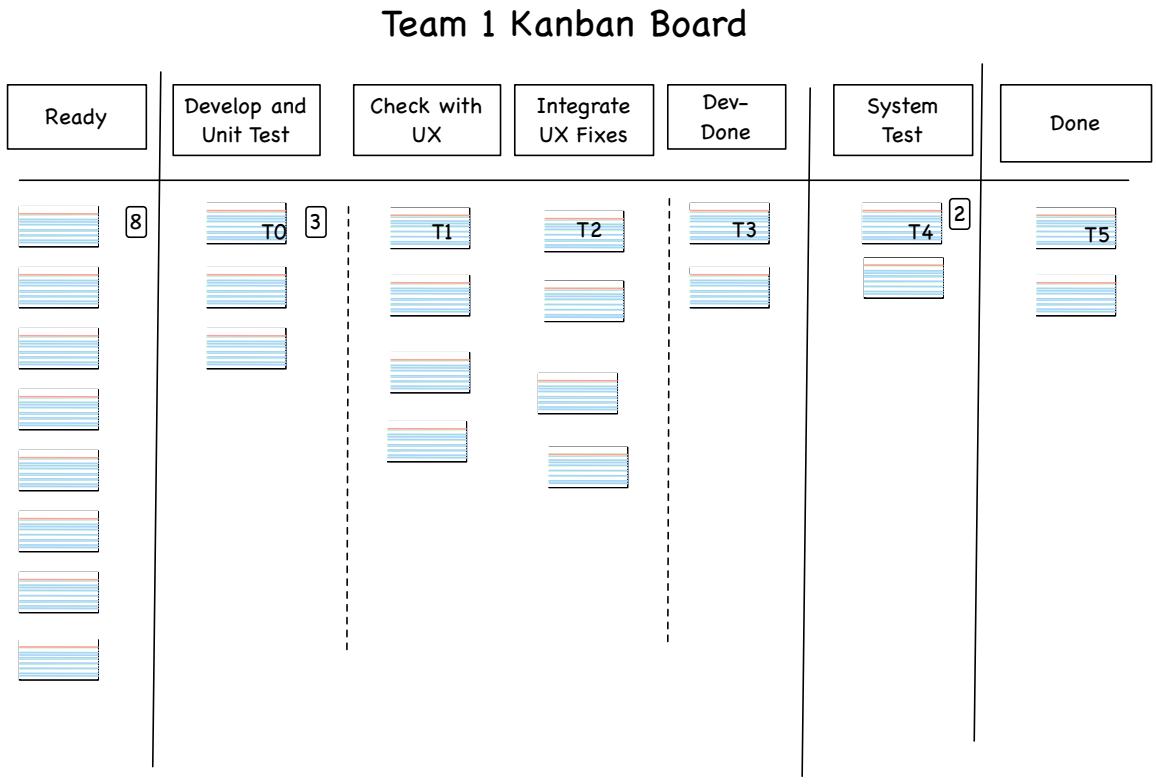


Figure 12.17 Defect Cumulative Flow, Line Chart

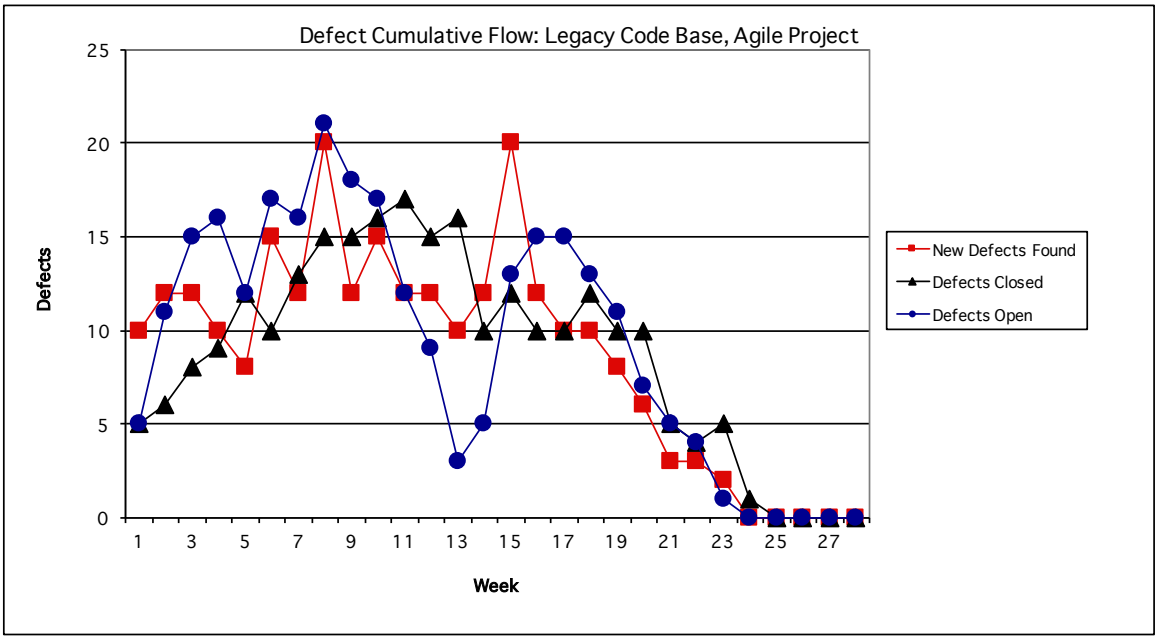


Figure 12.18 Defect Cumulative Flow, Stacked Chart

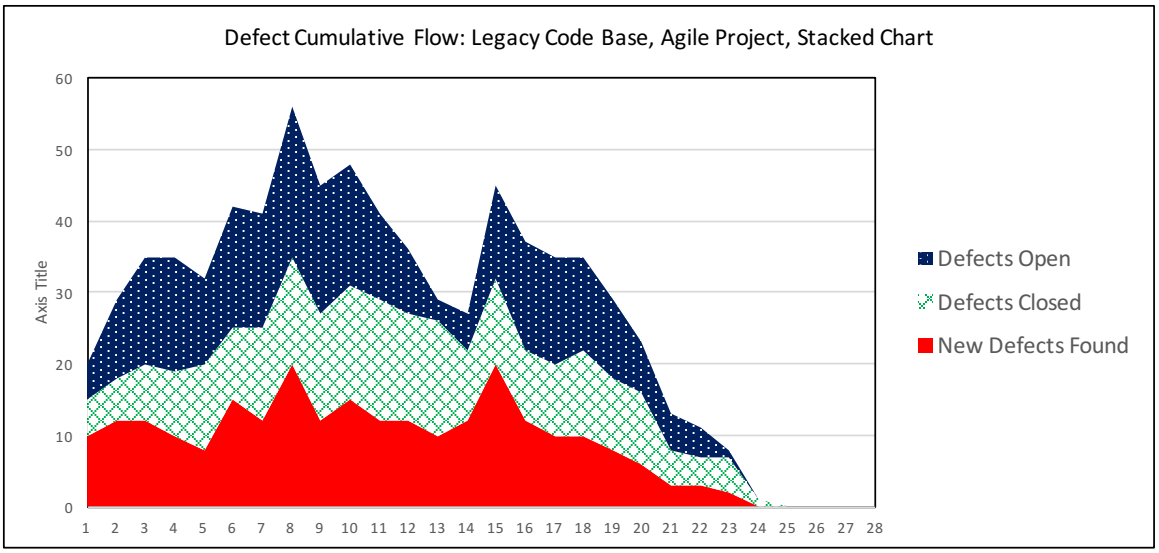


Figure 13.1: Single-Loop Learning

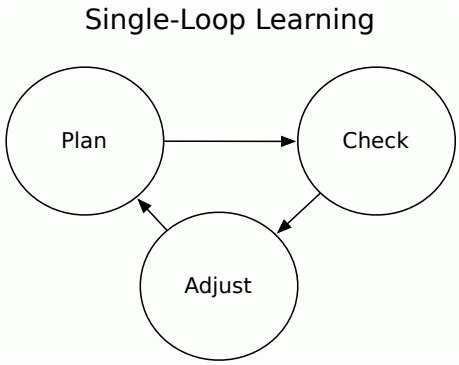


Figure 13.2: Double-Loop Learning

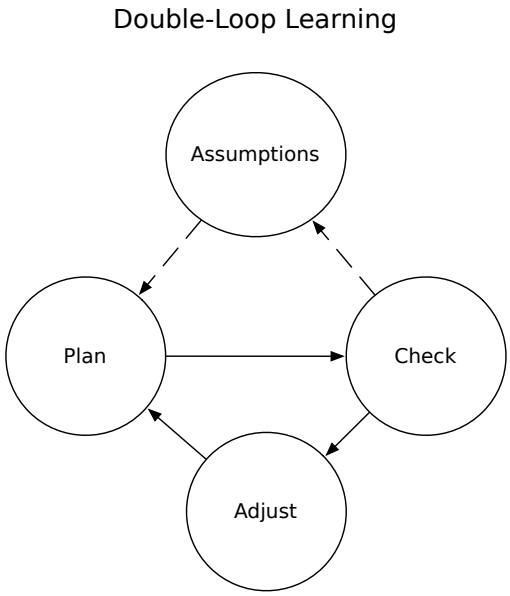


Figure 13.3: Possible Improvement Parking Lot

Idea	Date Added	Value to Us	Notes	Progress
Figure out how to build learning into our normal week.	Feb. 10	We would have time to learn.	We are so full of WIP and new work we don't seem to have time to do this. If not started by Aug. 10 (six months) do something different.	Goal: Some kind of learning every week
Smoke test automation from API.	May 2	We would know about the builds.	Full API smoke tests take a few weeks. Chip away?	Goal: For all new features, another 10% every two weeks
Full system test automation from API.	May 2	We would have support for frequent changes.	Start with engine, add email, admin ASAP.	Goal: For all new features, another 10% every two weeks
Mob.	June 15	Improve throughput?	Mary to learn and explain.	None yet.
Track cycle time as well as velocity.	May 15	Story size.	Just talking about it made some progress.	Need to change board. Tool doesn't allow us to do both.

Figure 13.4: ROTI Ratings

ROTI Ratings

0: No benefit received for time invested.

1: A little better than 0. Some benefit, but not commensurate with time invested.

2: Value received equal to time invested.

3: A little better than even return.

4: High benefit. Value received greater than time invested.

Figure 13.5: ROTI Histogram

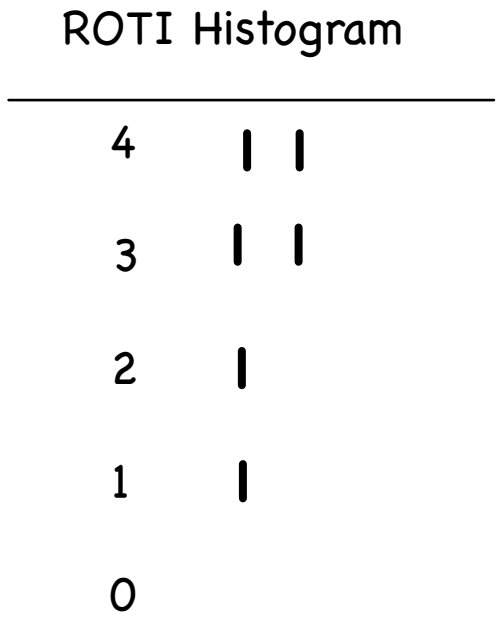


Figure 14.1: Product Backlog Burnup Chart

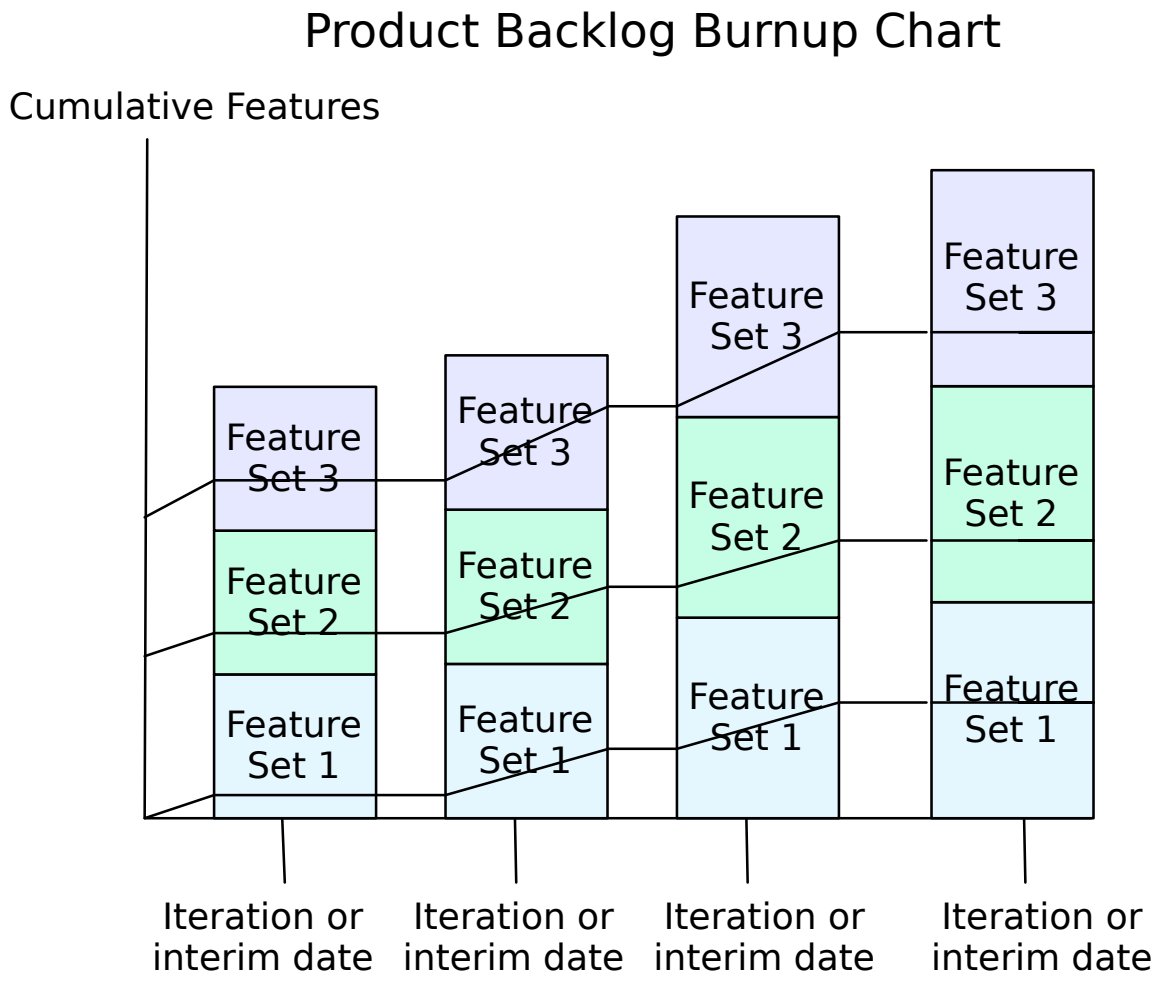


Figure 14.2: Product Features Chart

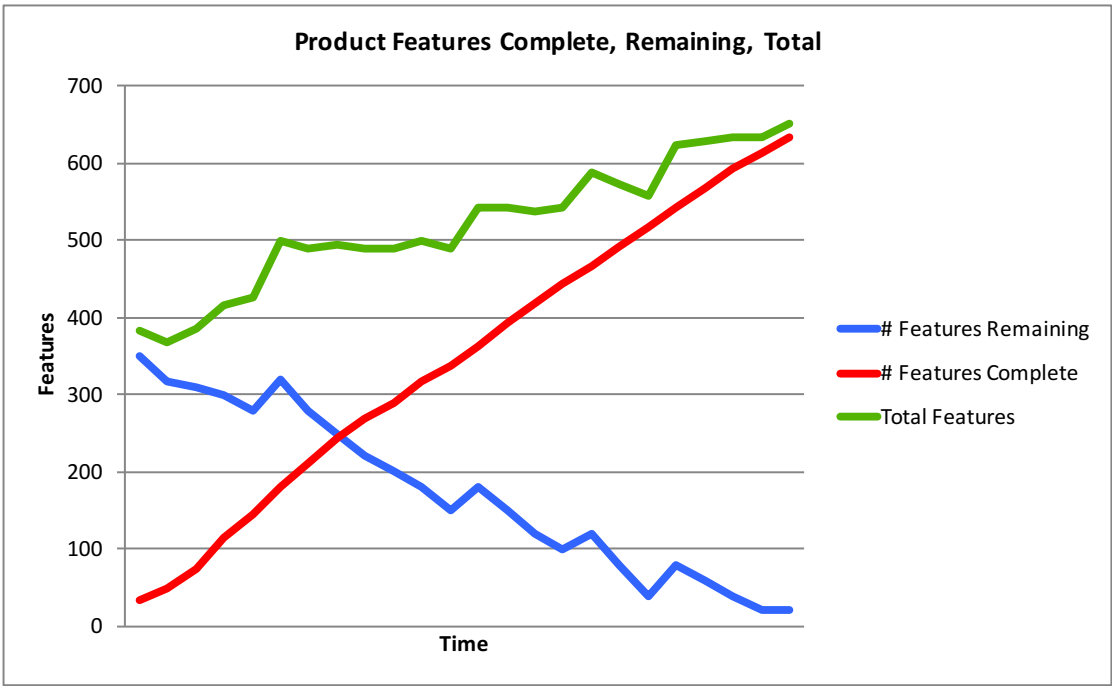


Figure 14.3: Other Requests to the Team

Day	Number of Requests	Individual or Team?	Notes
Day 1	2	Individual and team	Sandy for Project B and the team for support
Day 2	1	Individual	Sandy for Project B
Day 5	5	Individual	Each person for a different project
Day 6	2	Individual	Sandy for Project B again
Day 8	1	Individual	Sandy for Project B again

Figure 14.4: Work That's Done and Not Yet Released

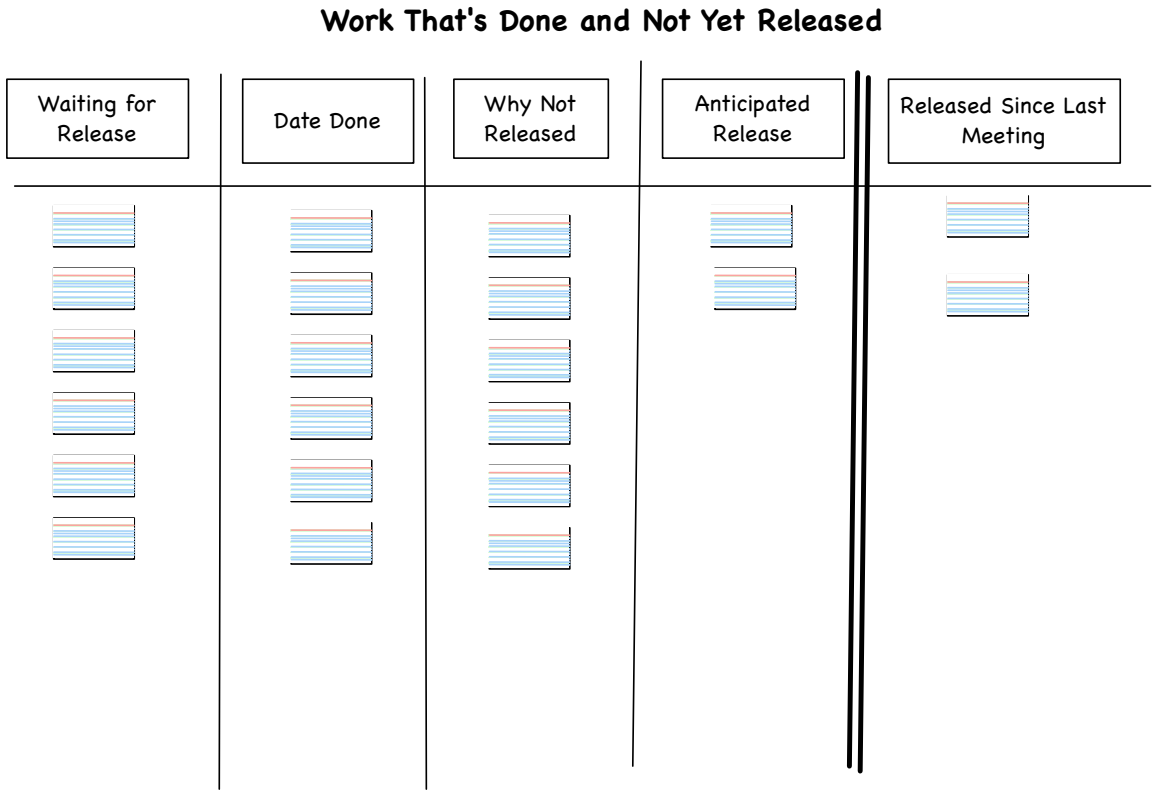


Figure 14.5: Organizational Lead and Cycle Time

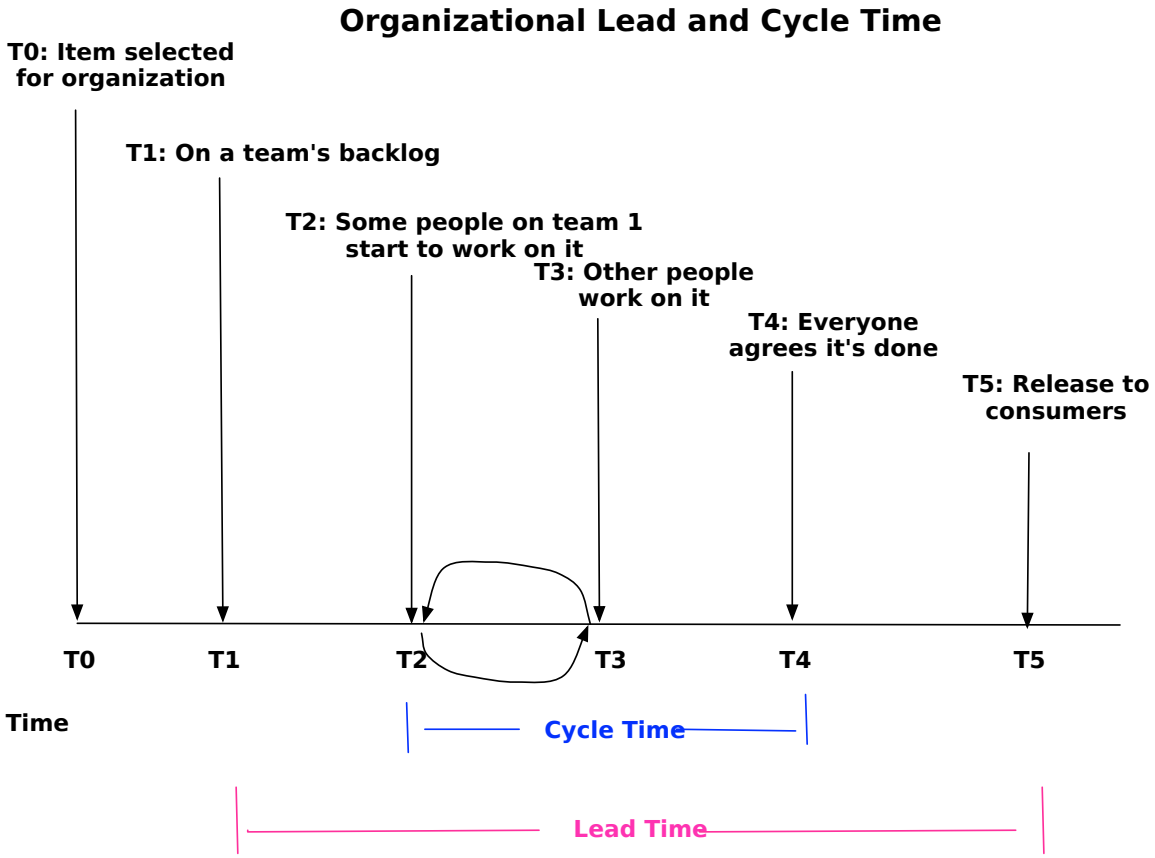


Figure 14.6: Calculating the Cost of Delay for Each of Three Features

Feature	Estimated Duration	Estimated Value	CD3
Feature 1	2 weeks	$5,000	$5,000/2=$2,500/week
Feature 2	5 weeks	$10,000	$10,000/5=$2,000/week
Feature 3	8 weeks to an MVP	$100,000	$100,000/8=$12,500/week

Figure 15.1: Possible Work Group (Support) Kanban with WIP Limits

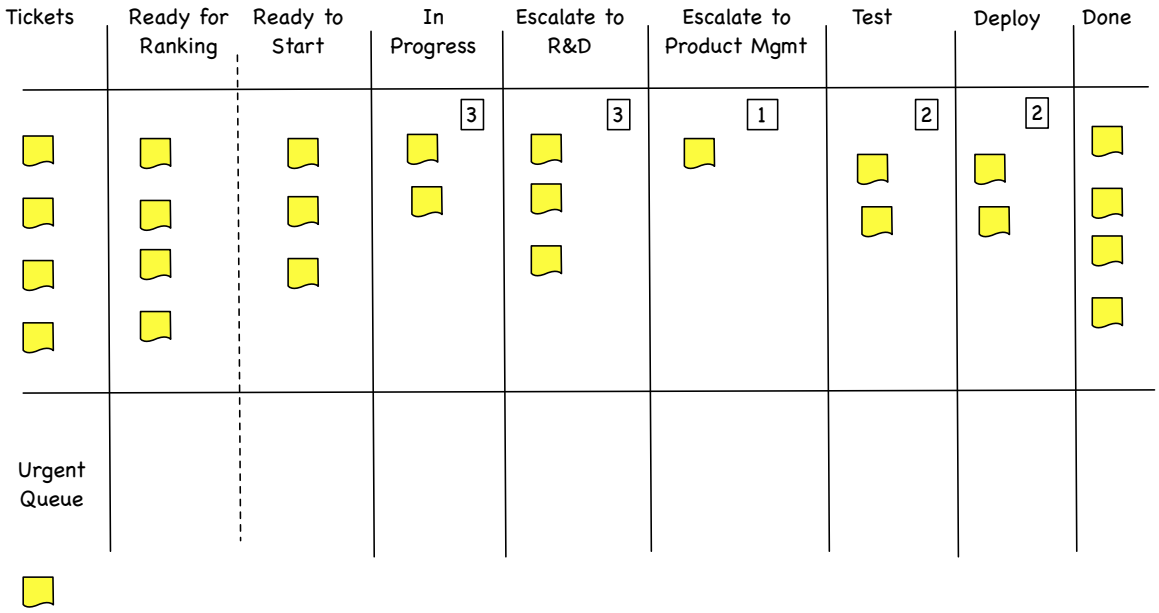


Figure 15.2: Possible Kanban Board for Functional Team, Such as HR

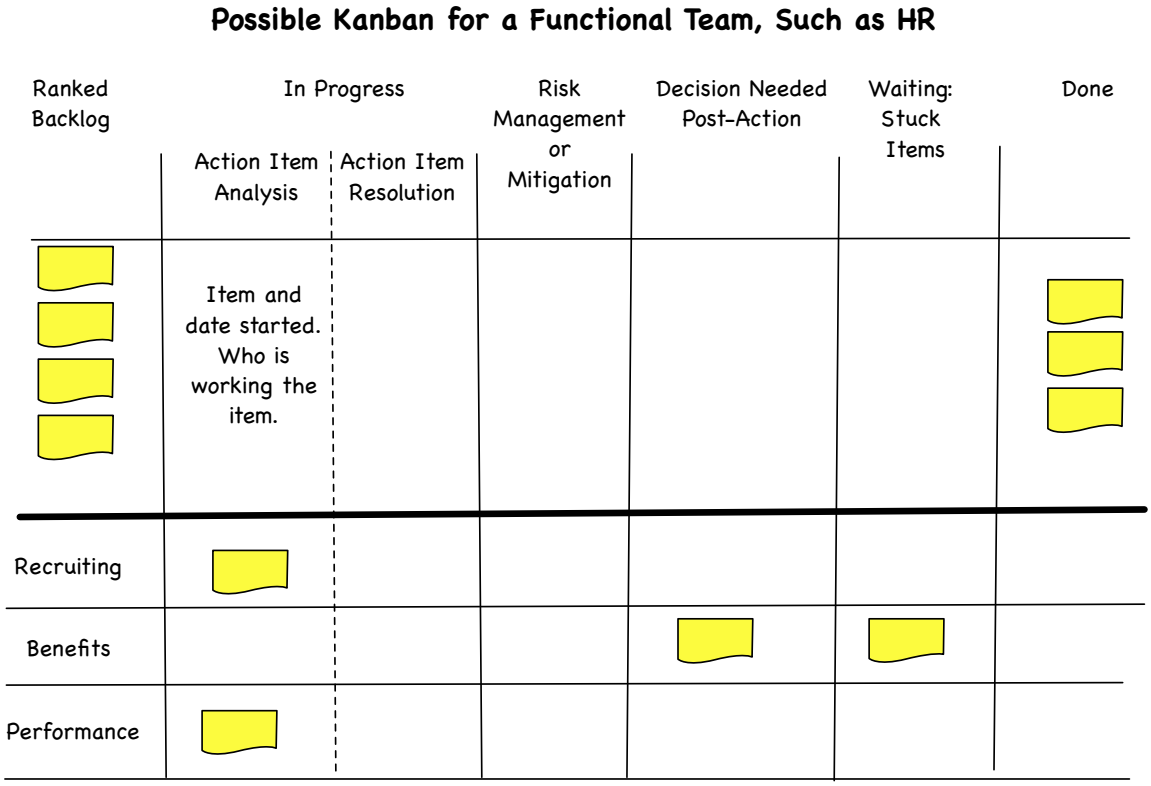


Figure 15.3: Possible Management Kanban Board

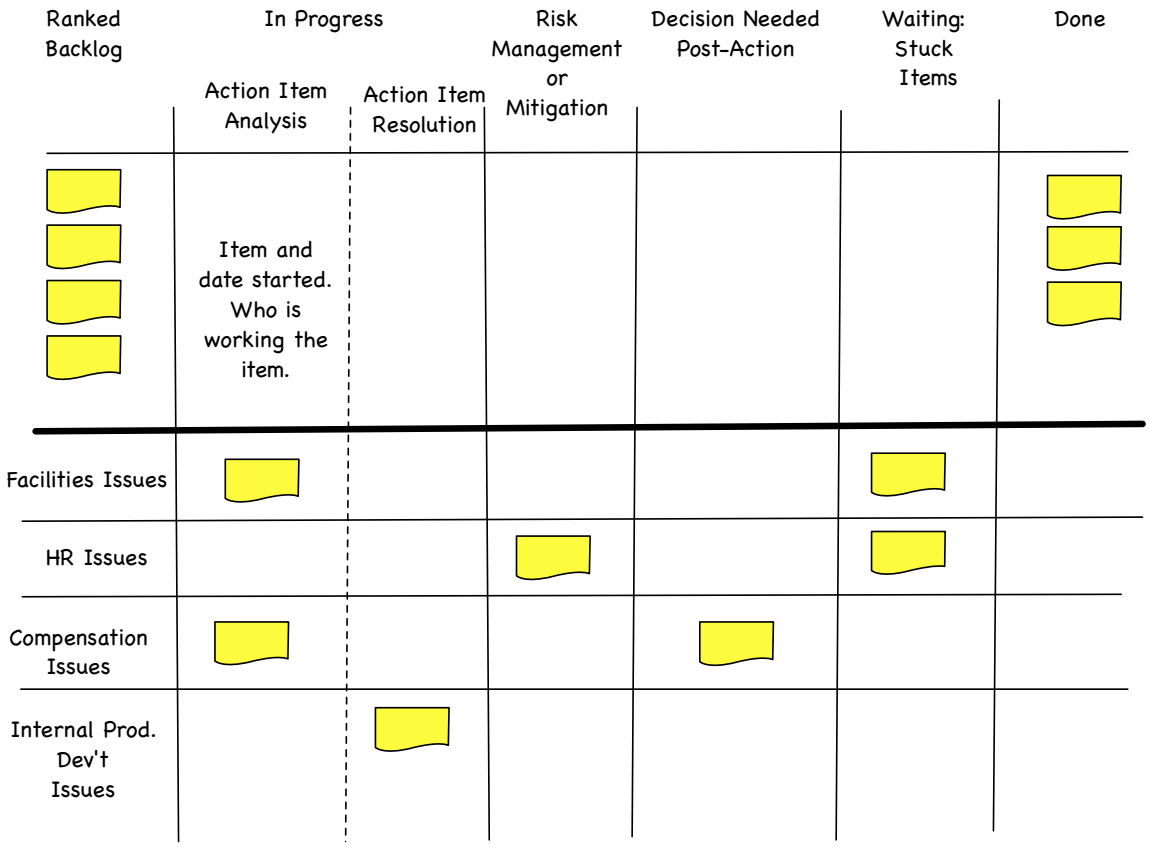


Figure 16.1: Resource Efficiency

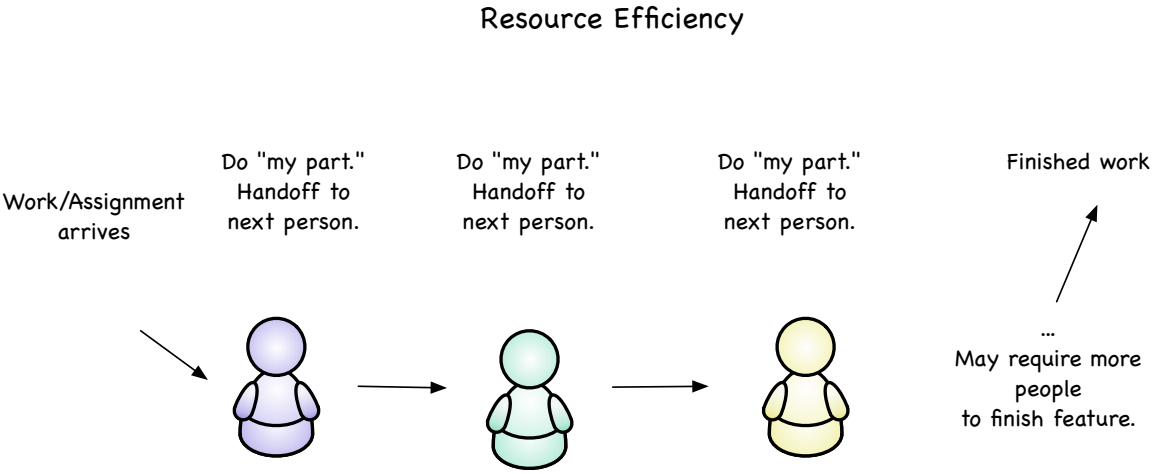
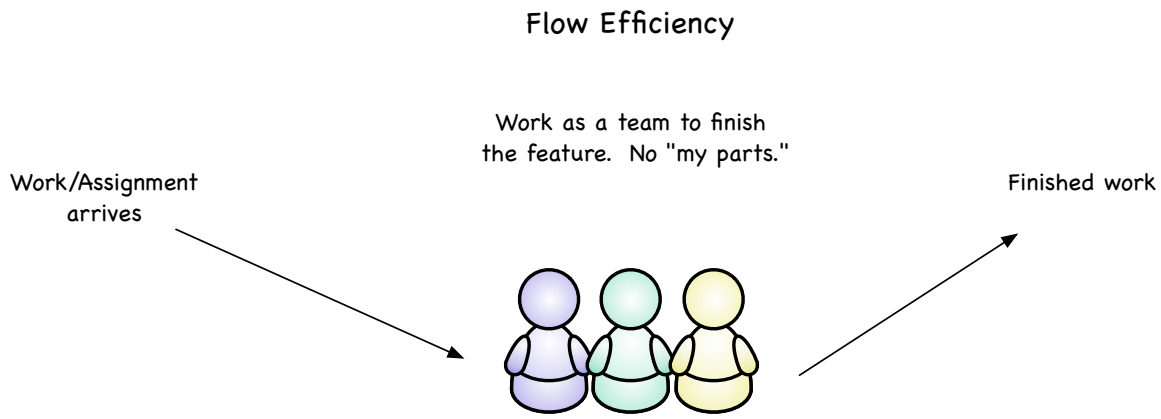


Figure 16.2: Flow Efficiency



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