Getting The Right Product

Not iterating your way into oblivion

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2 Common Pitfalls

- "The Scatterbrain": The project has little direction, is plagued with chaos, churning, and misdirection. Who knows what product you'll end up with...Frankenstein!
- <u>"The Robot"</u>: The backlog is little more than a static checklist to be executed upon. The product you end up with is exactly what you originally planned, but unfortunately nothing like what you **need**.

The Trifecta Fix

- Project Chartering: Clarify Your Destination
- Story Mapping: Organize Your Journey
- Planning To Iterate: Embrace Feedback

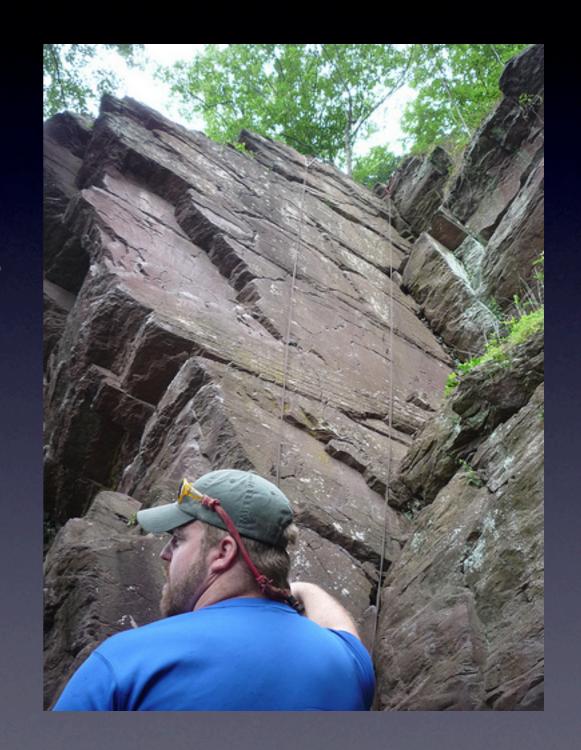
ONE:

Project Chartering

Joshua Kerievsky:

"Discover and maintain a Project Community's clarity of purpose"

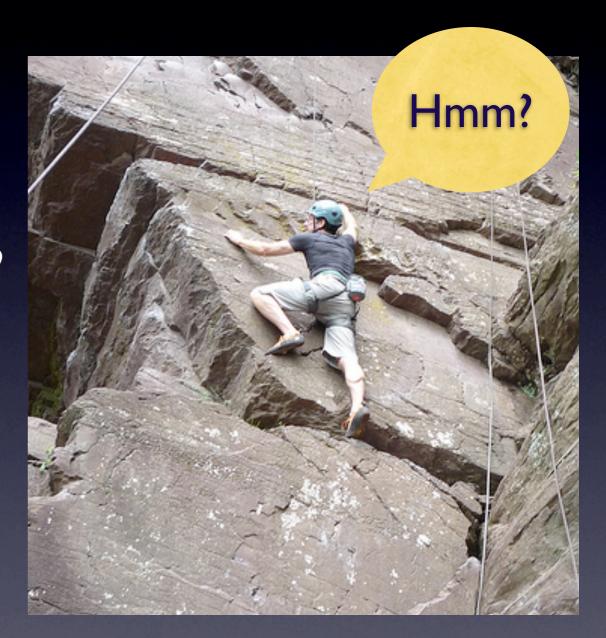
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- In business terms, "Strategy"
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- In business terms, "Strategy"
- Inspirational
- The "Guiding Light"



(, should you choose to accept it...)

- How will we go about achieving the vision?
- In business terms, "Tactical"
- High level operational objectives

(, should you choose to accept it...)

 Get a solid roping system in place



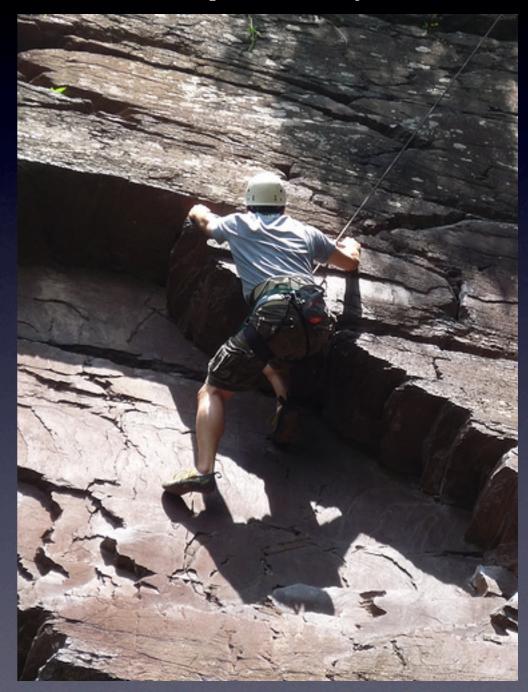
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- Get a solid roping system in place
- Learn the art of knotting

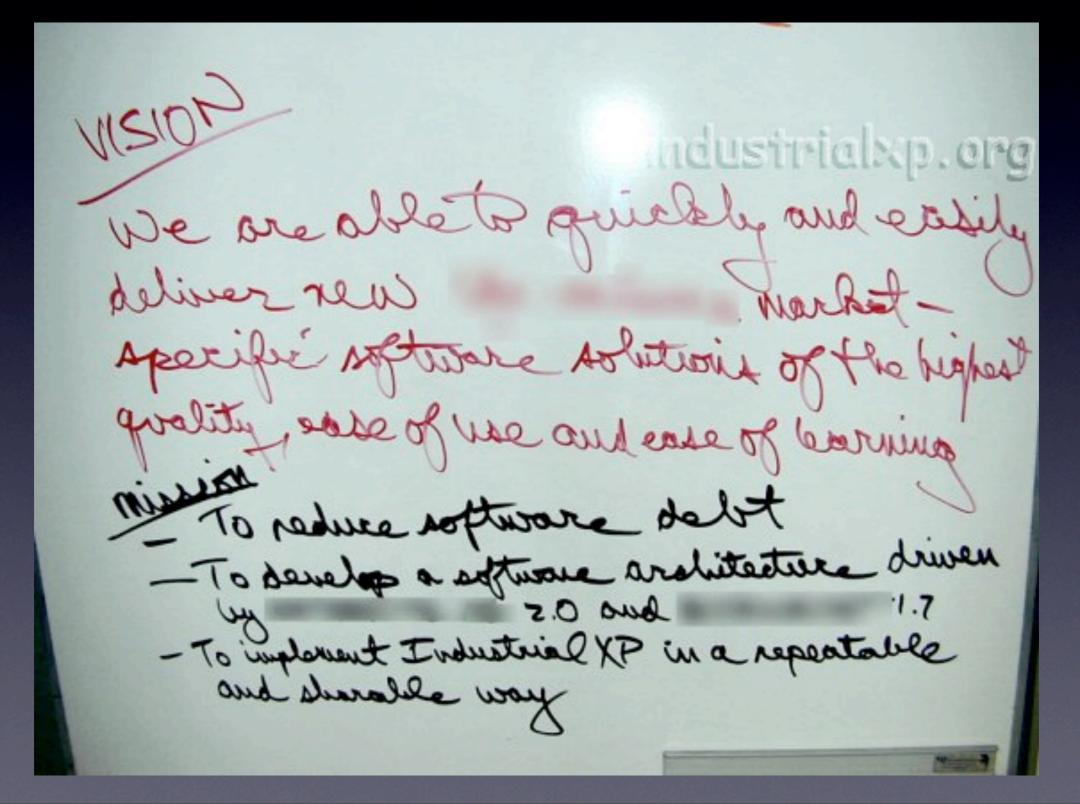


(, should you choose to accept it...)

- Get a solid roping system in place
- Learn the art of knotting
- Climb rocks!



Simple...And Visible!



- Test-Driven Management (ala Test-Driven Development)
- Project success criteria expressed as TESTS
- SMART: Specific, Measurable, Achievable, Relevant and Time-Based
- They set a destination, but don't specify how to get there

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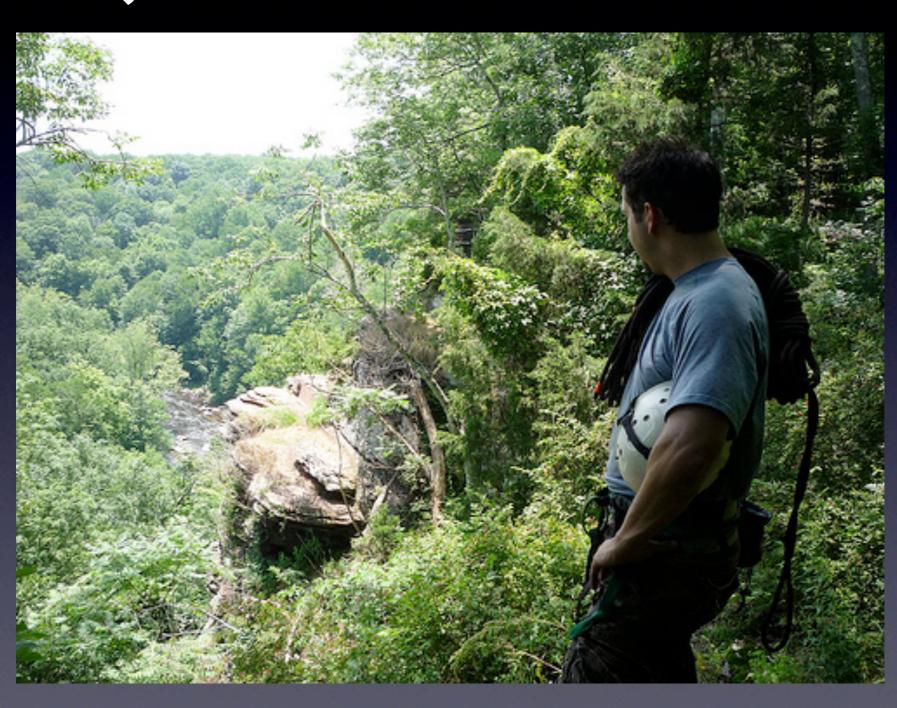
Apple's iTunes:

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Apple's iTunes: Our new service will register at least 1 million song downloads during its first month in production.

- By 9:00am, a double rope, pulley-based climbing system will be setup
- By 9:30am, we each will have successfully tied 3 triple-lundy knots
- By I lam, we will have reached the summit
 3 times each
- By 11:30am, we will have a photo of one of us at the summit

Project GREEN-BAR!



TWO: Story Mapping

The [User's] World Is **Not** Flat.

(And neither should our backlogs be!)

The Forest For The Trees







Jeff Patton: "That's what a flat backlog is to me. A bag of context-free mulch."

- User Activities
- "I wanna manage my email so I can ..."

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- User Tasks
- "send message," "read message," "delete message," "mark message as spam"

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- "I wanna manage my email so I can ..."
- User Tasks
- "send message," "read message," "delete message," "mark message as spam"
- Sub-Tasks (Details)-> Software features
- "change font..", "sort by sender",....



WFlow -



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Order from Chaos: A Map

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Order from Chaos: A Map







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Order from Chaos: A Map



Order from Chaos: A Map



Order from Chaos: A Map

A "Backbone" (Rock Solid)

WFlow



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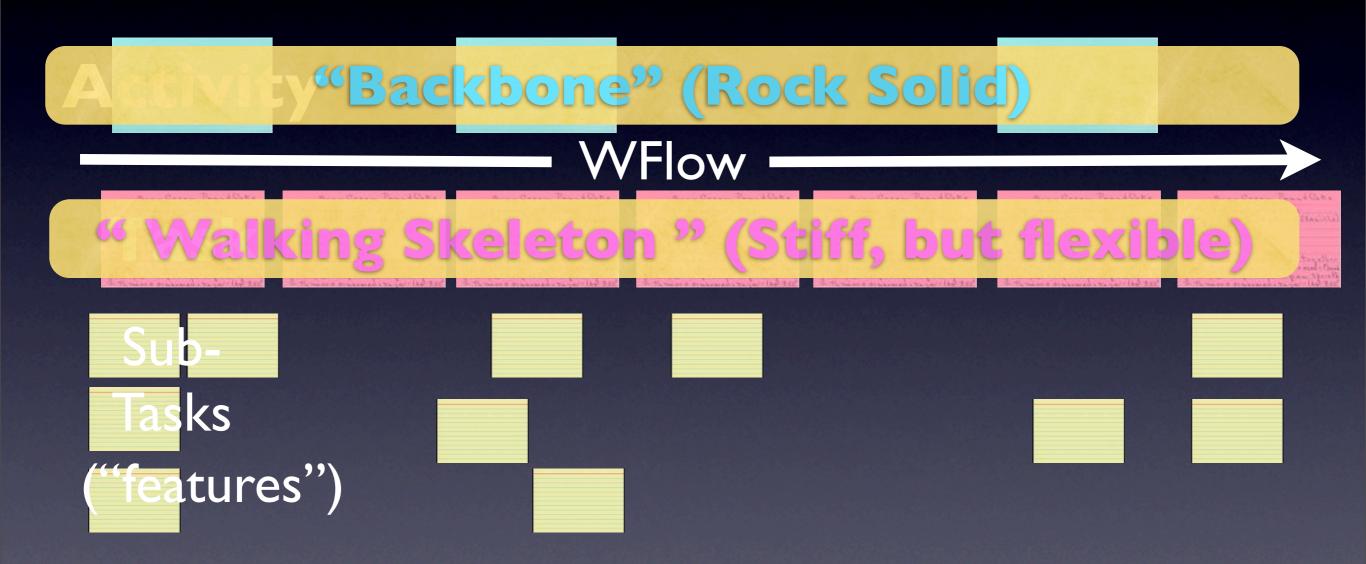








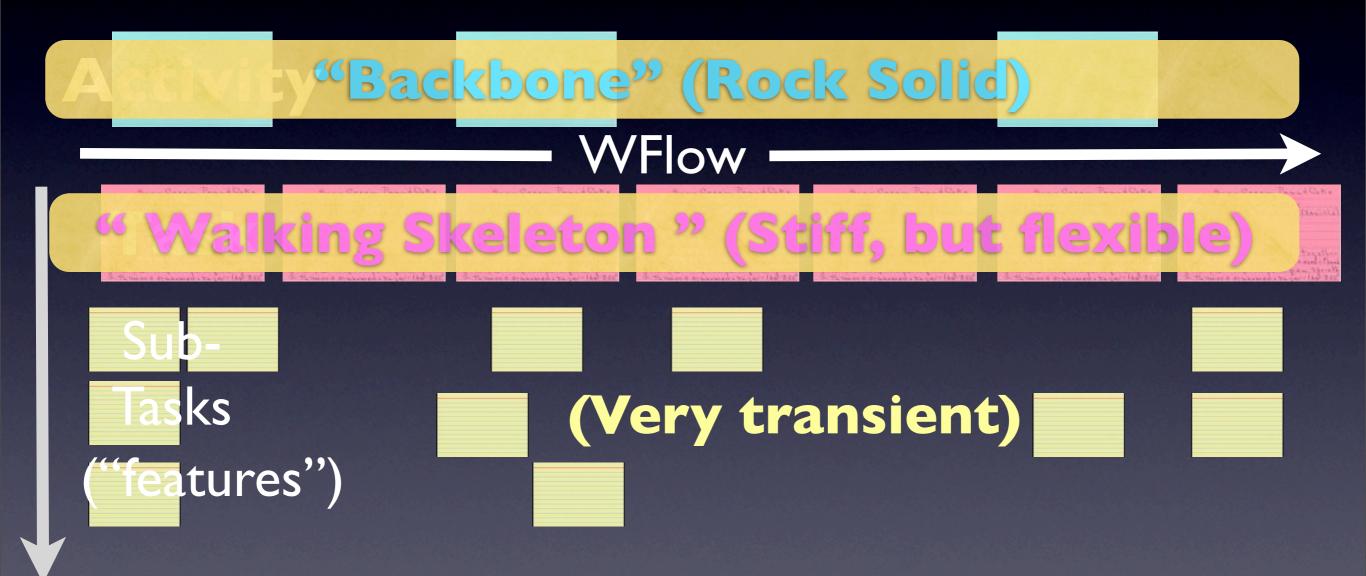








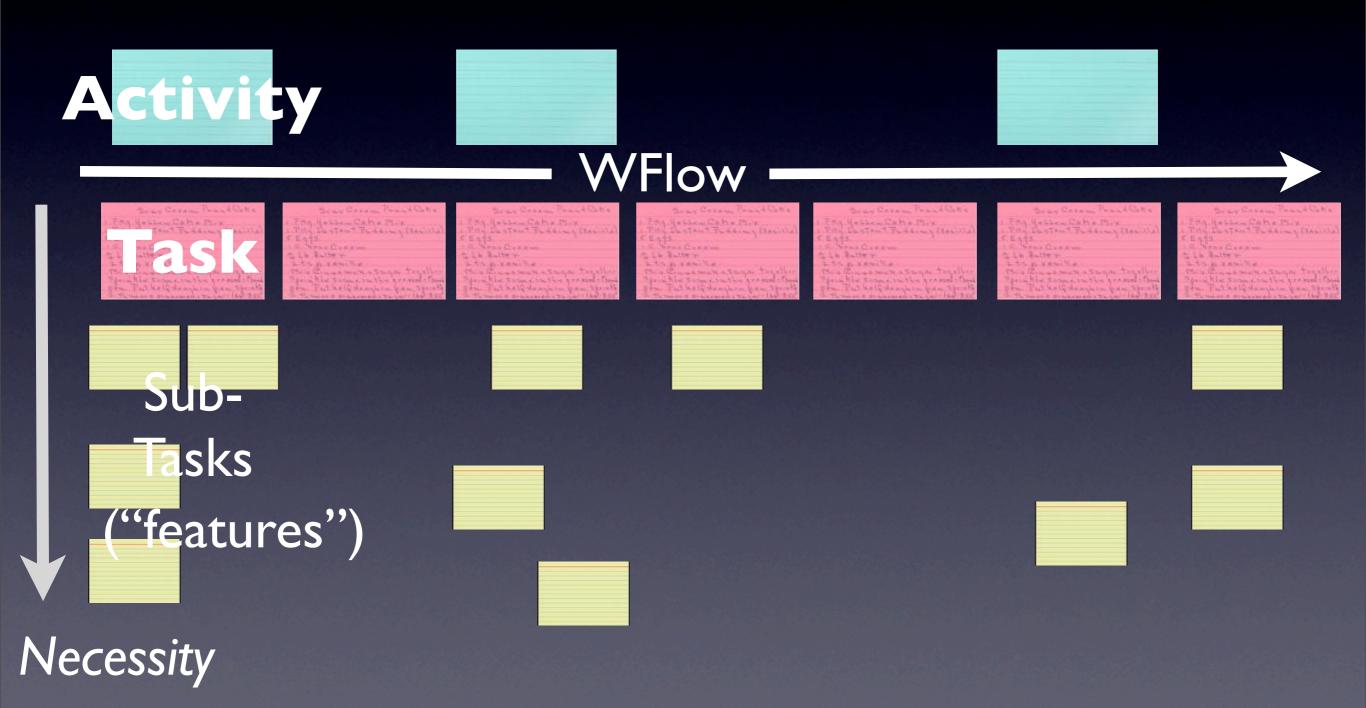




Necessity

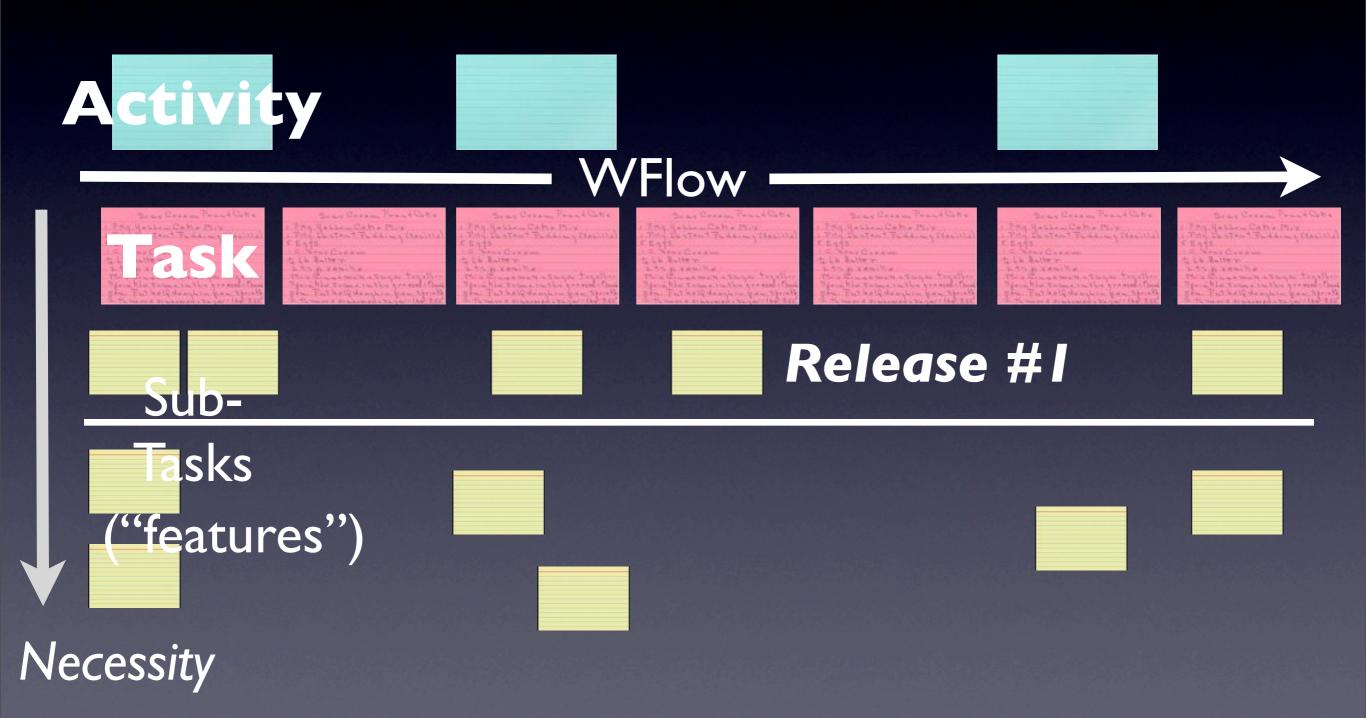


Delivering User The Whole Story





Delivering User The Whole Story



Recall, your Charter

- You may notice that your Vision and Mission help limit/focus what User's you care about and when
- You may notice that your Management Tests help limit/focus what Activities you care about and when
- You MUST notice that your Charter helps you decide what "yellow stickies" stay, go, and/or change during development

Which brings us to...

THREE: Planning To Iterate

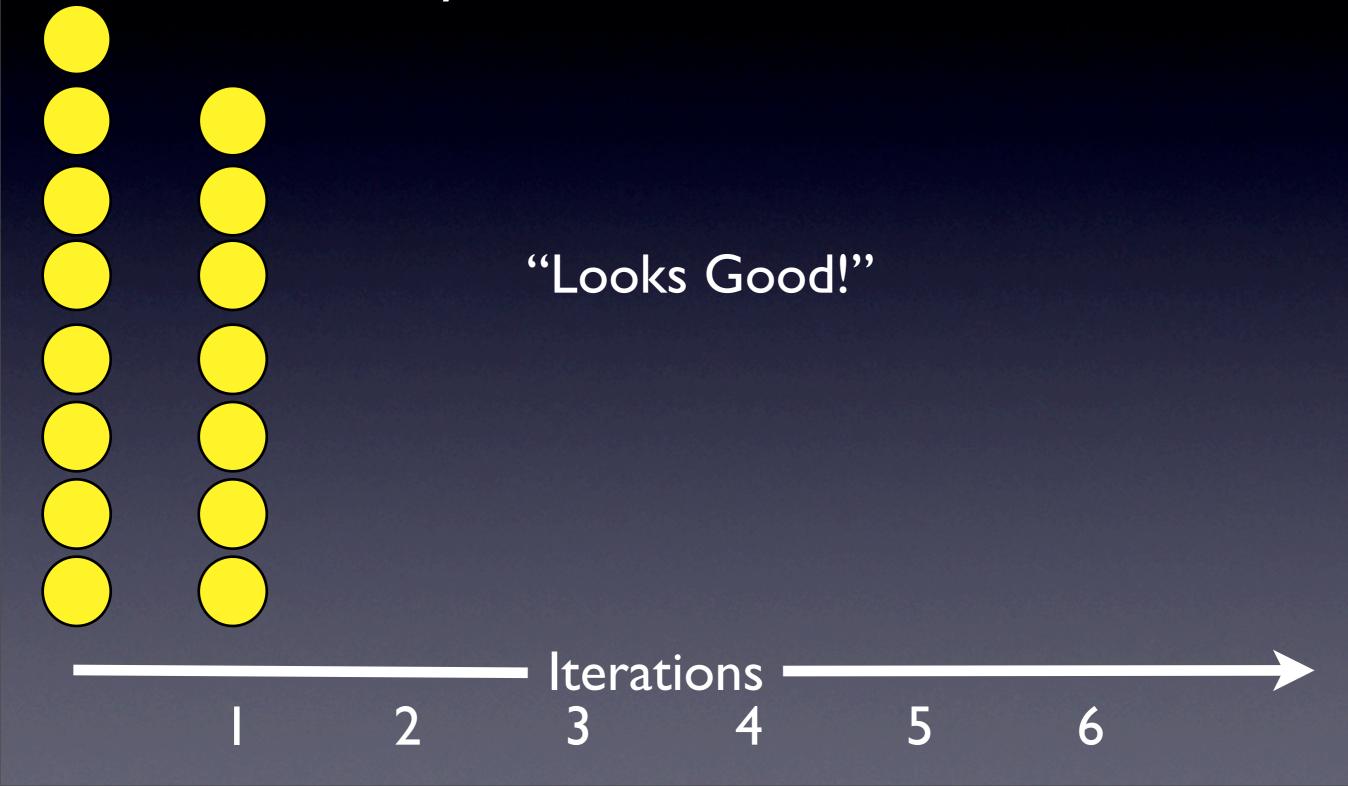
Increment: ORIGIN late Middle English: from Latin incrementum, from the stem of increscere 'grow' (see increase).

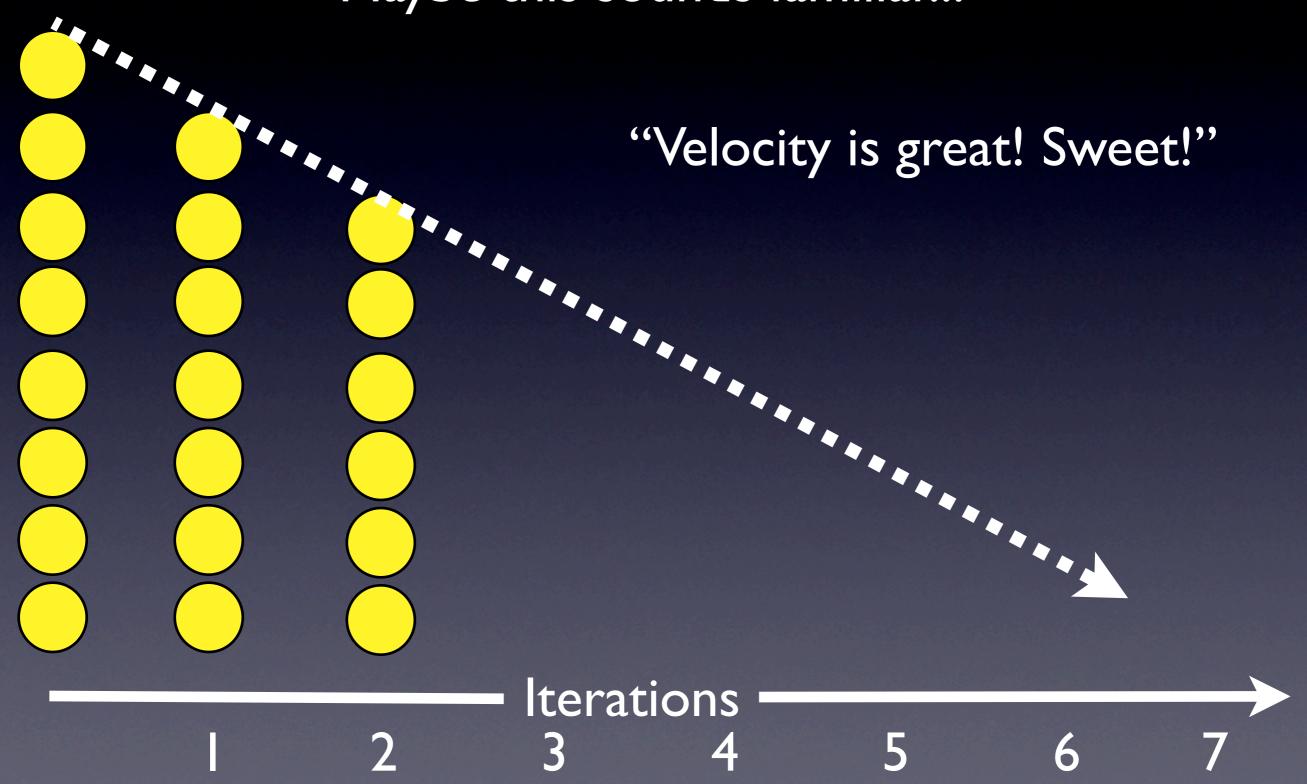
ITERATE = "to revise", INCREMENT = "add to"

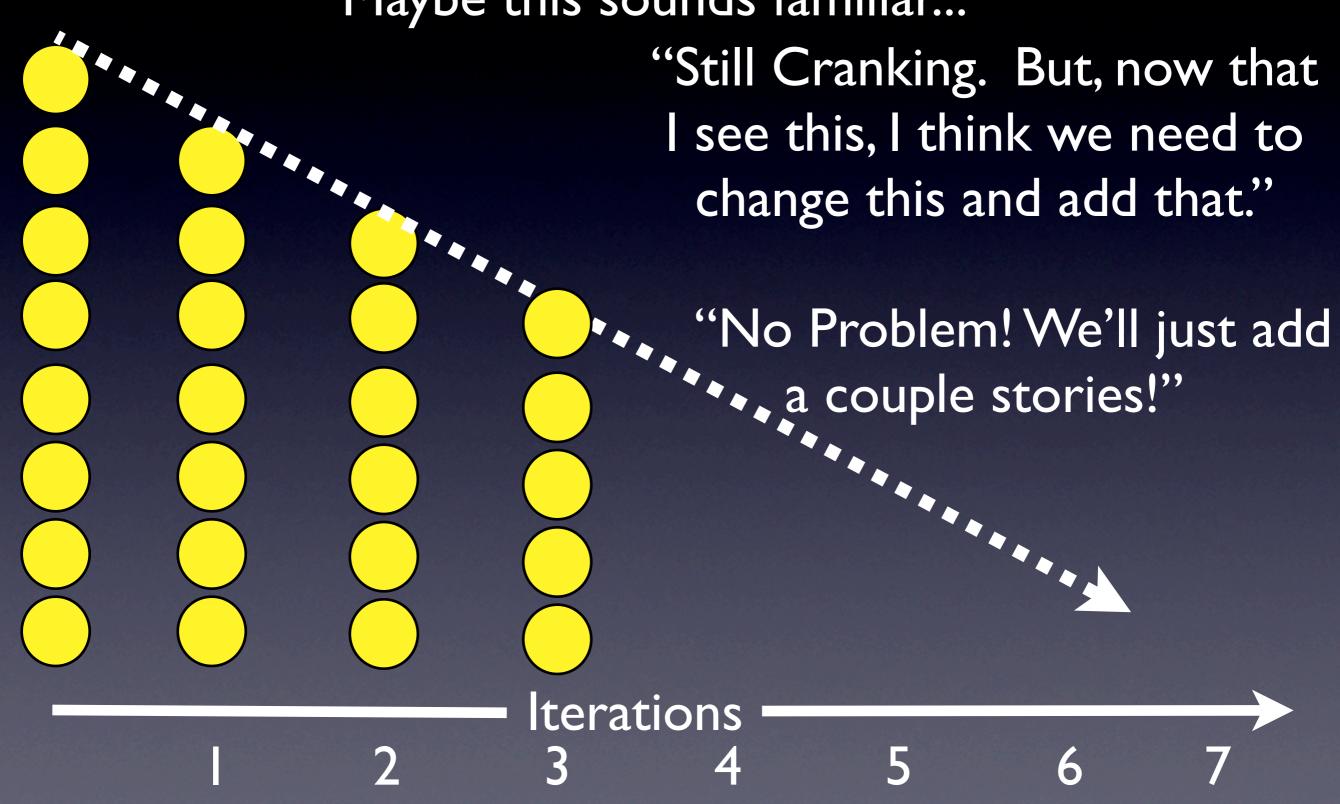
Maybe this sounds familiar...

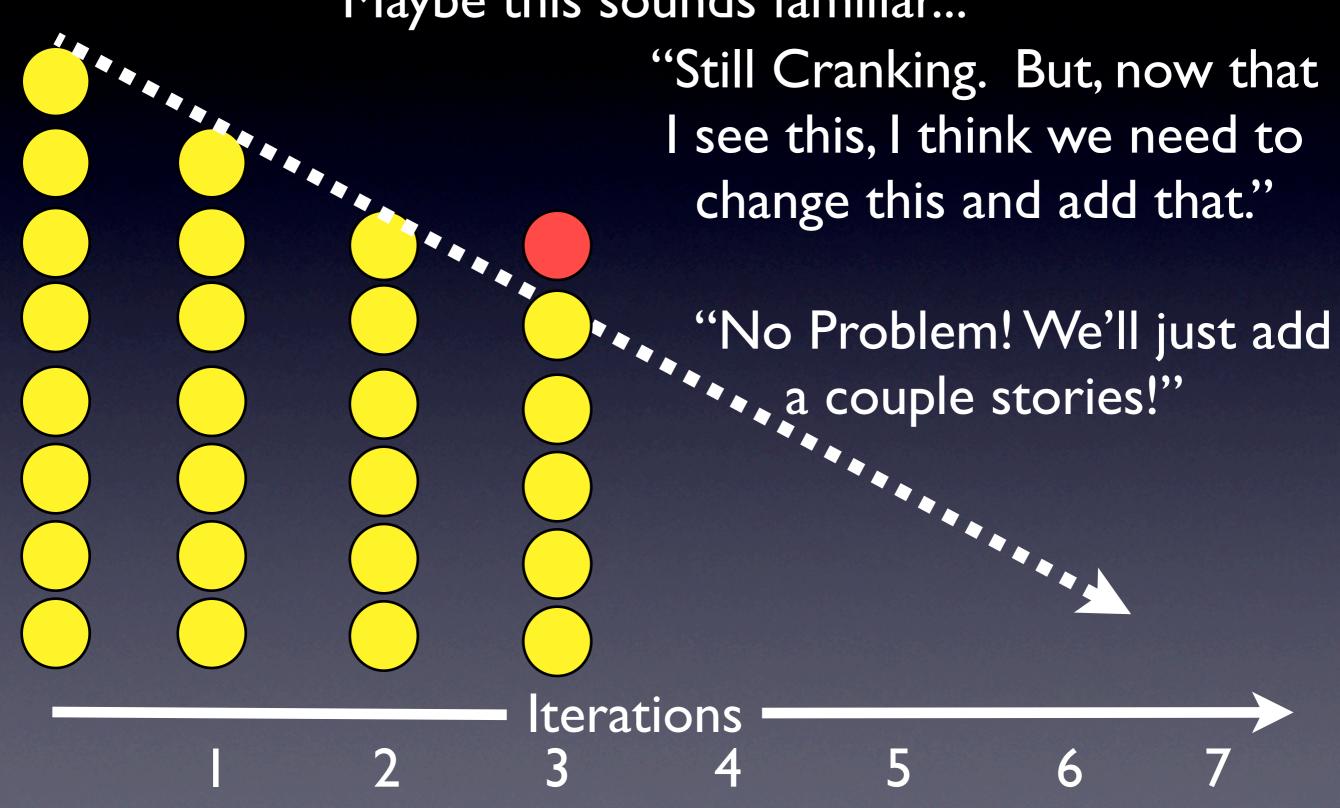
"Cool, we're gonna do XP. This is gonna rock!"

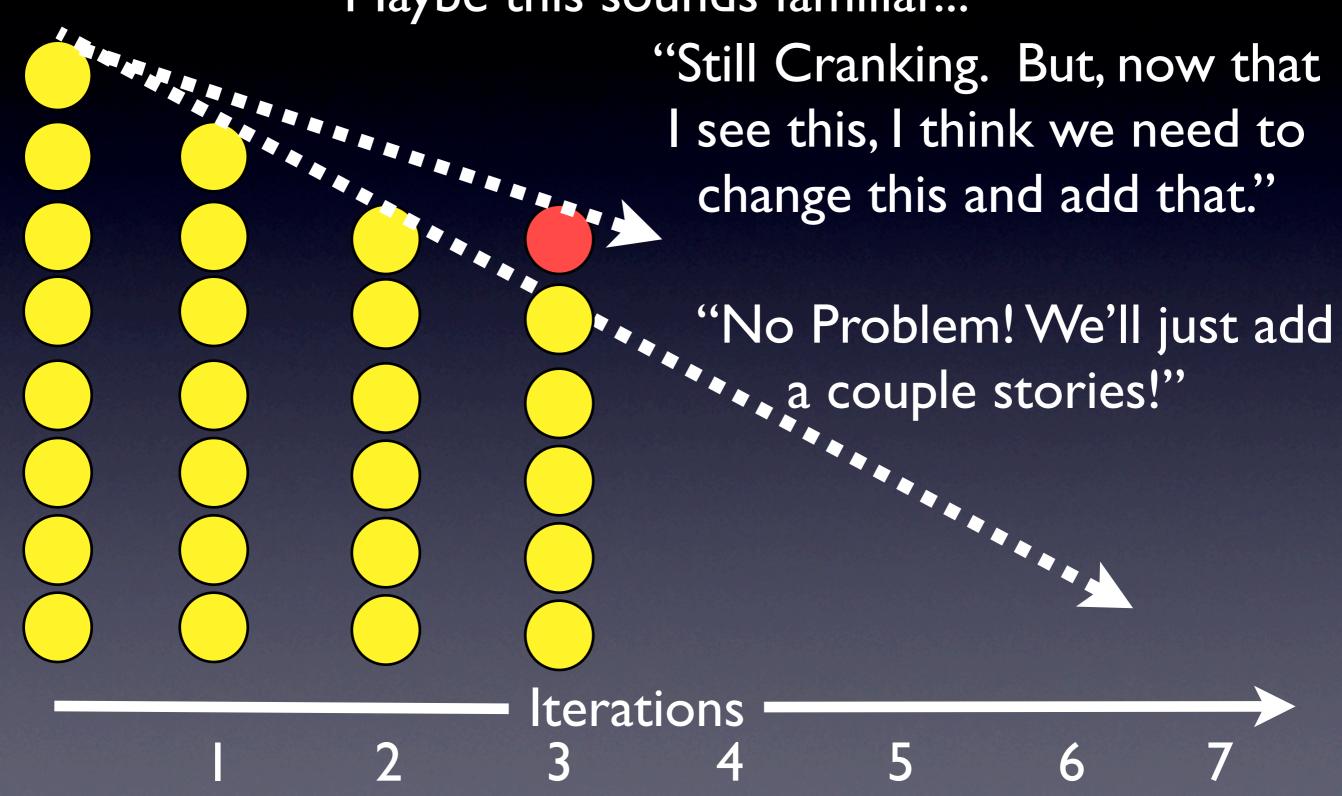
Iterations — 5 6 7

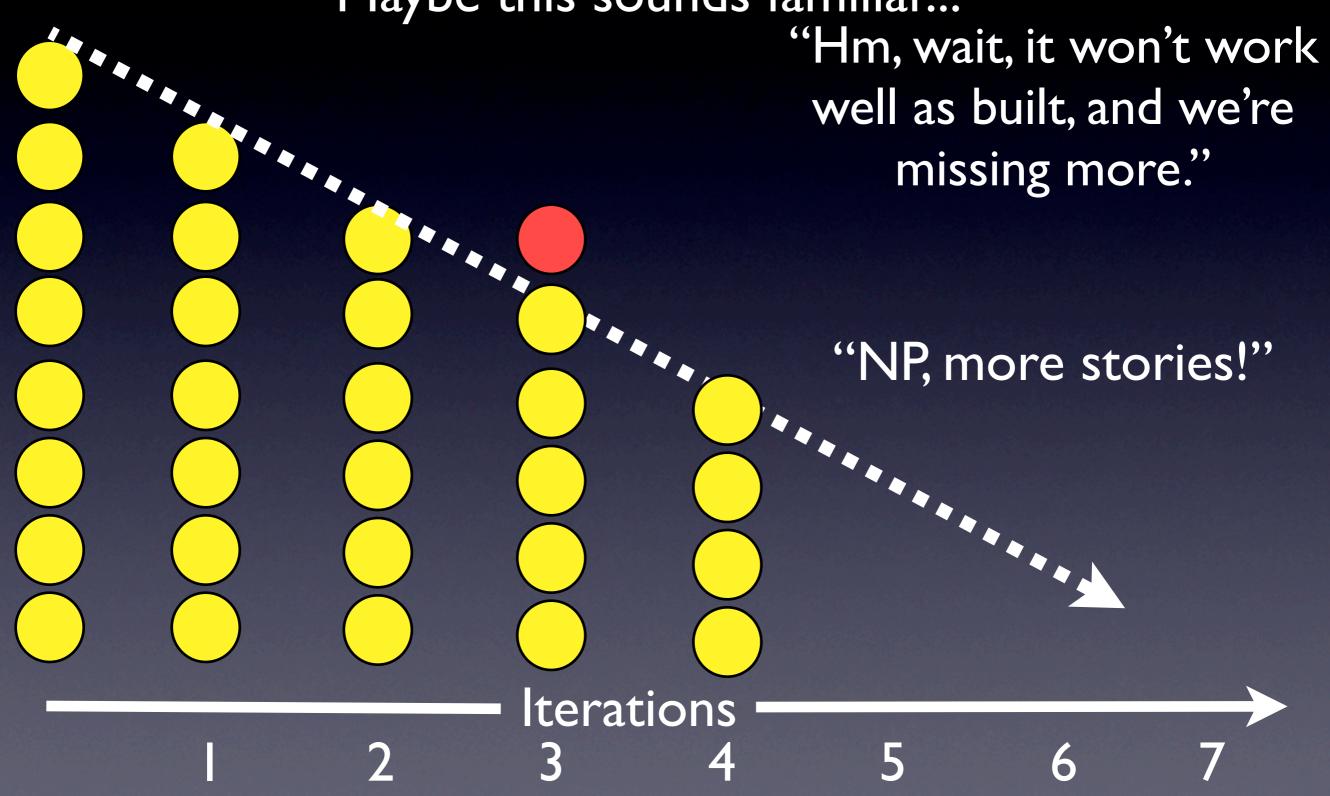


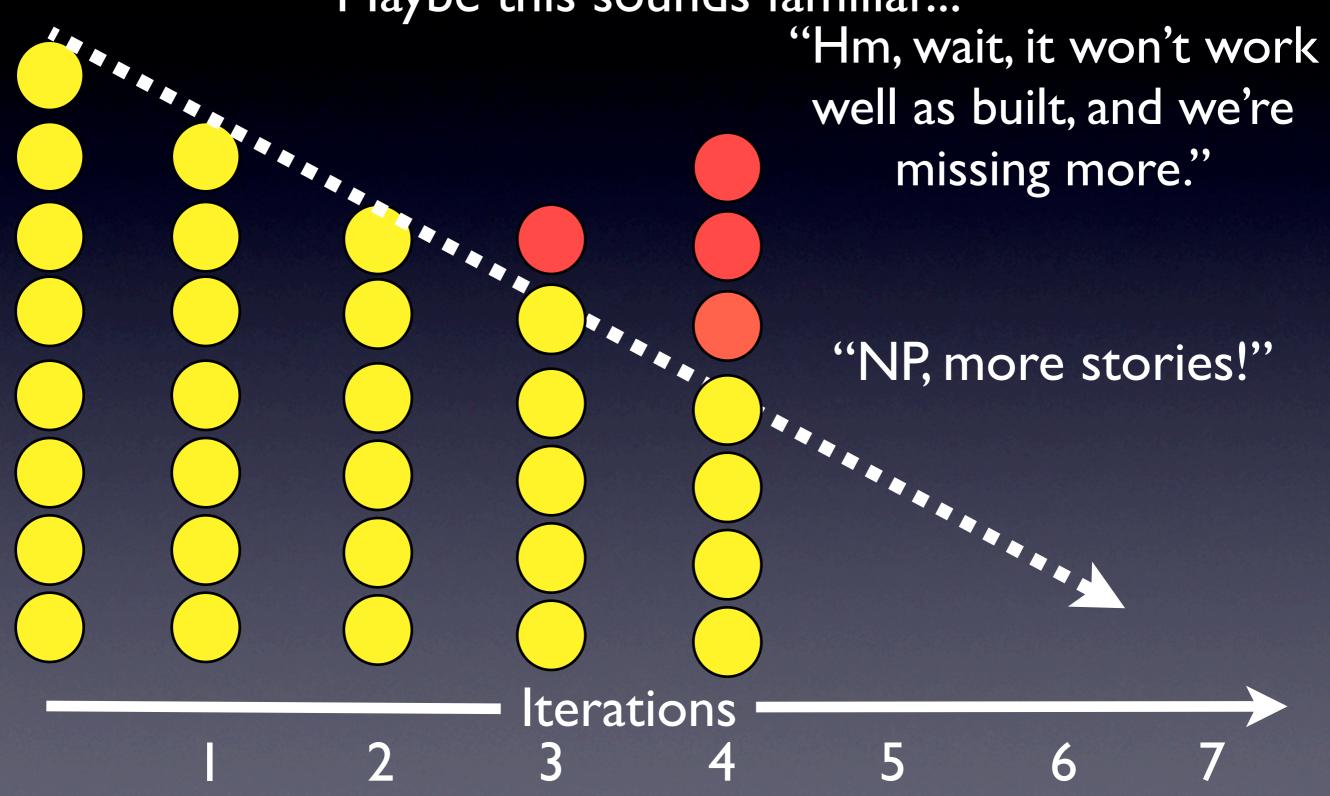


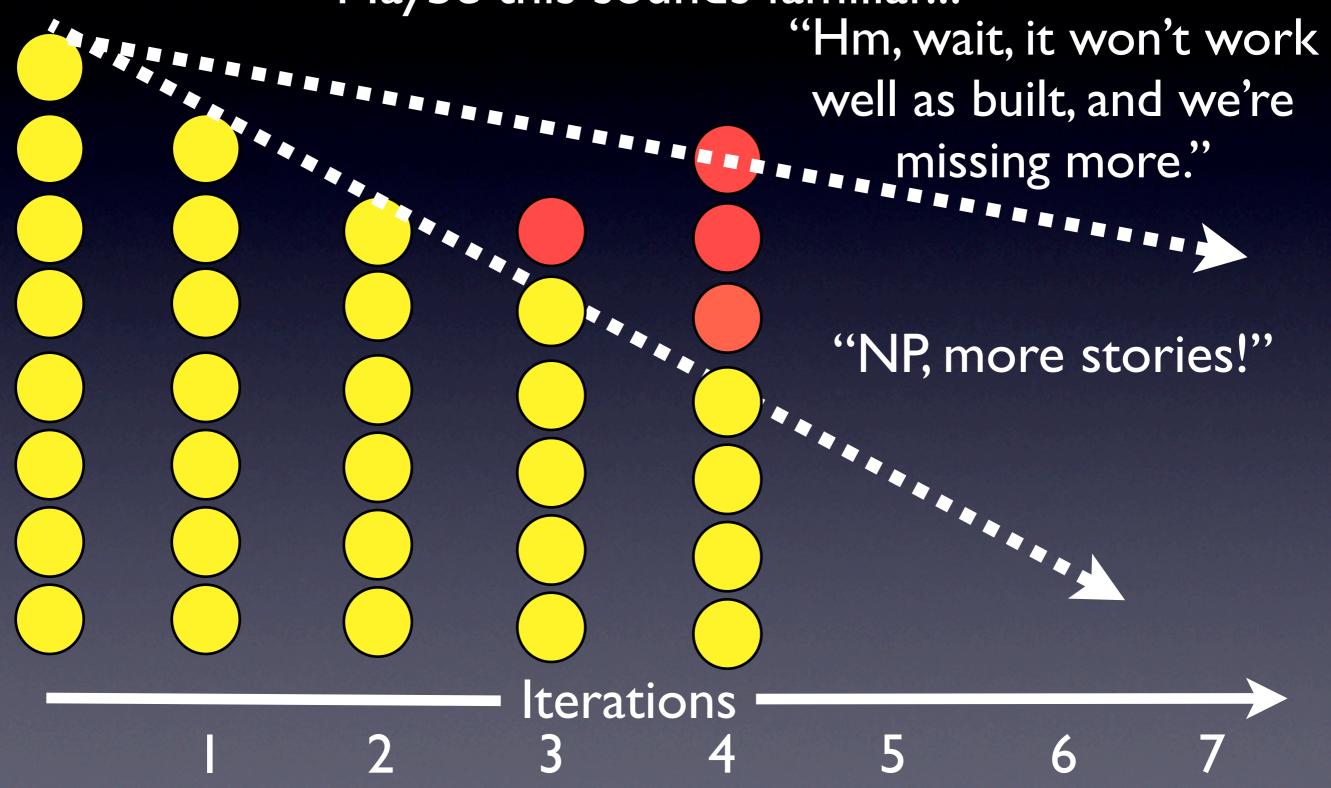


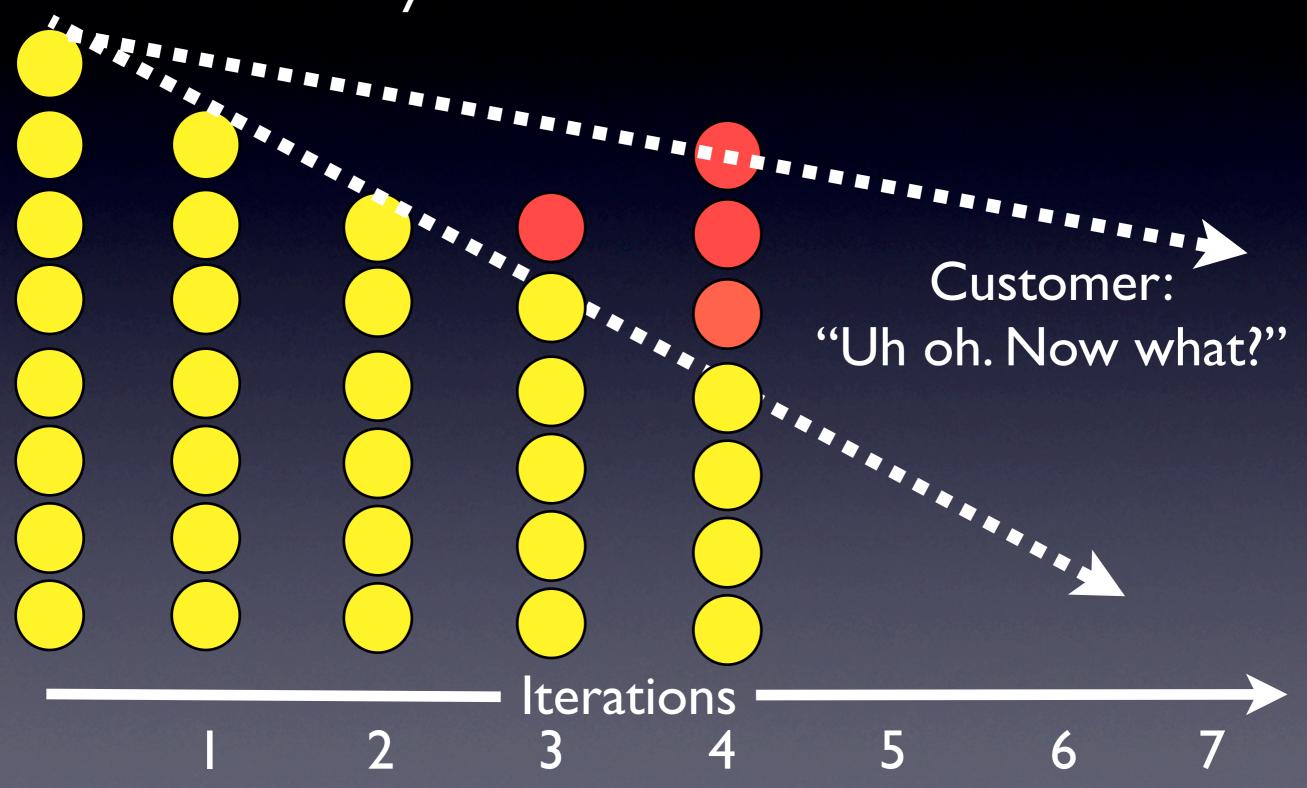


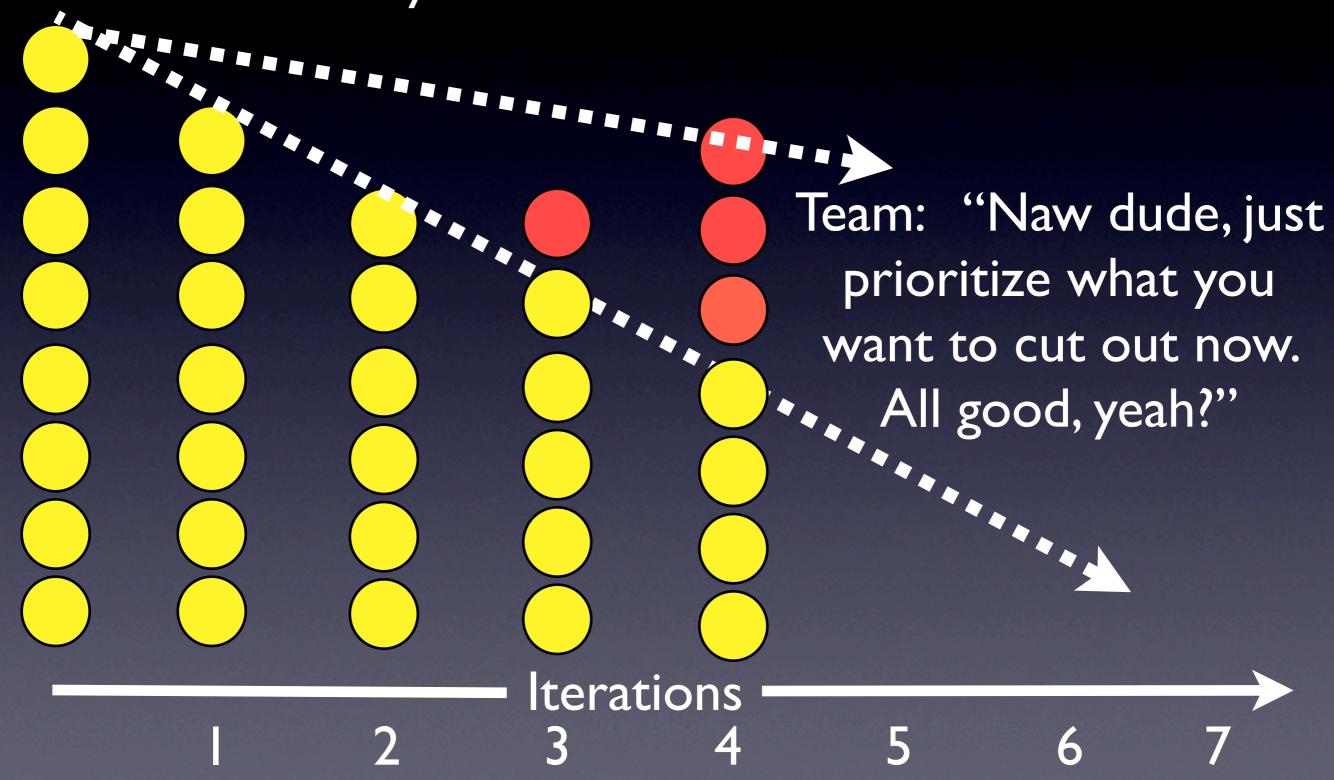


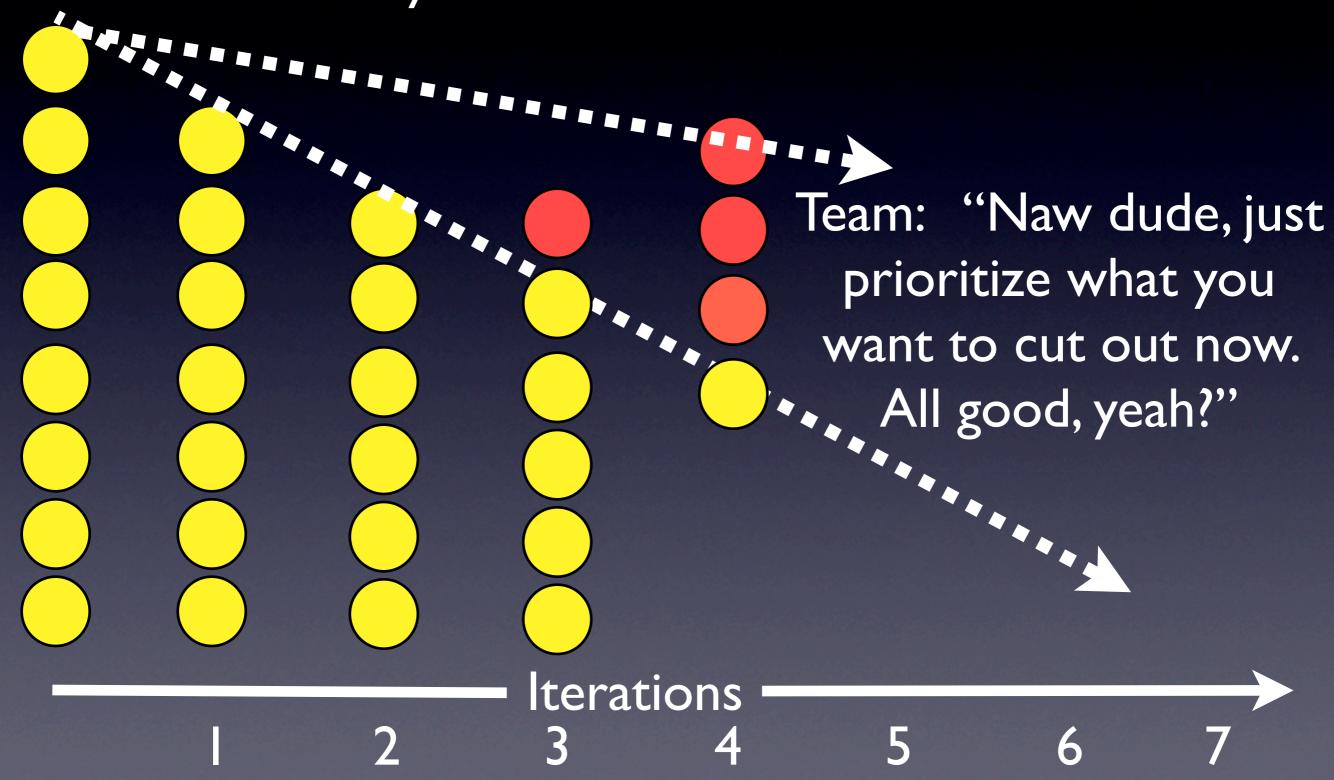


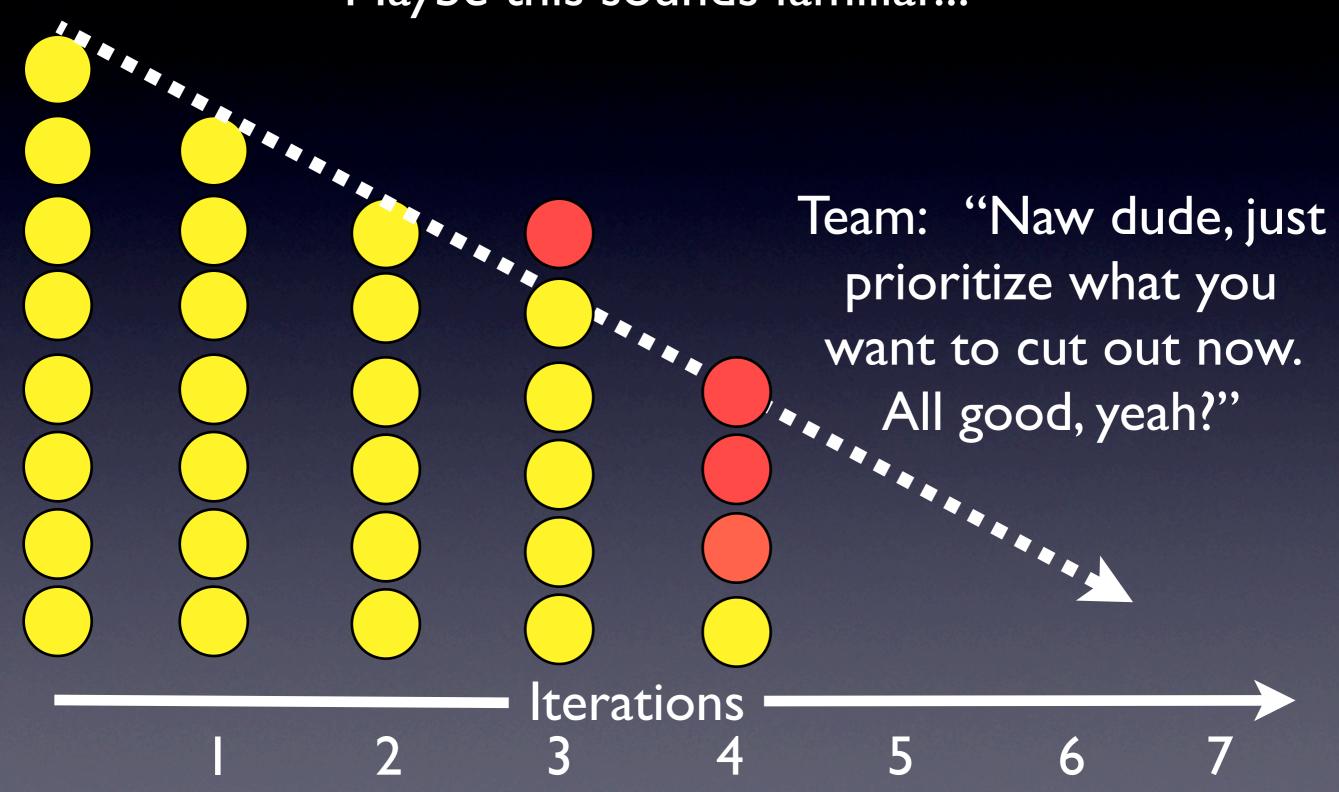


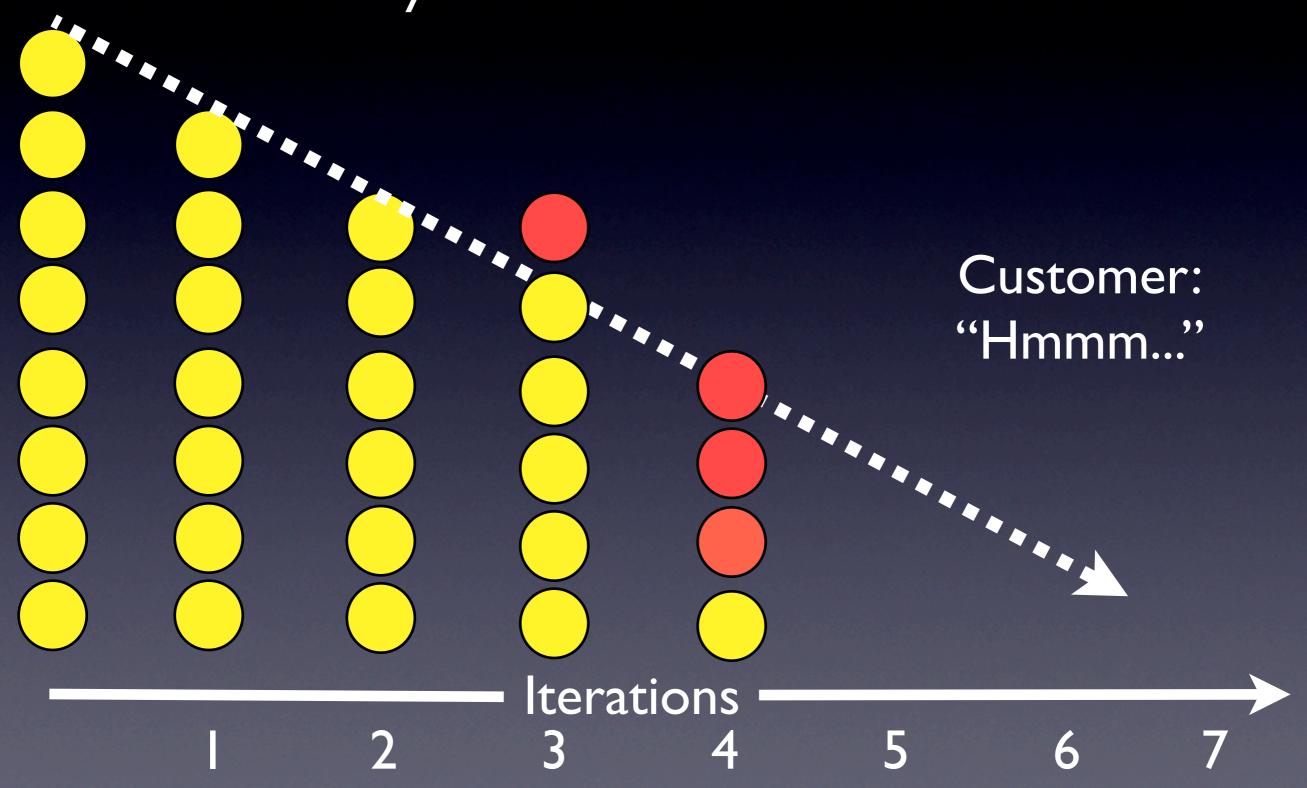








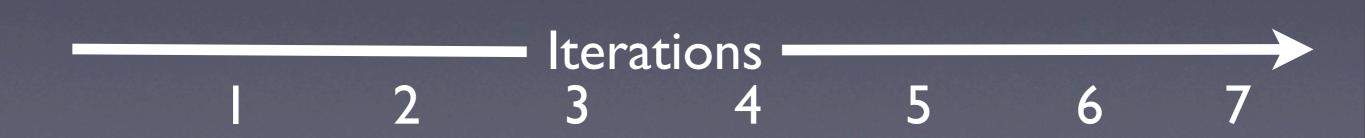




(That hurt, don't do it again)

Customer:

"That sucked, next time we'll have to spend a little more time up front thinking about what we want.



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Sorry, A for effort...but not the right idea! You're on the "Right back to Waterfall" train.

"Zero" | 2 | 3 | 4 | 5 | 6 | 7

What To Do About It?

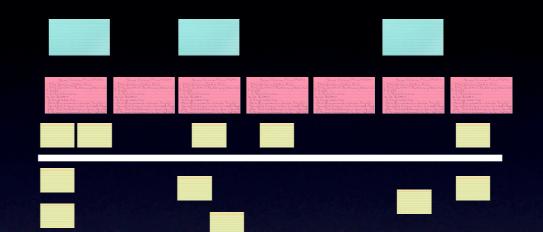
Could:

- Buffer The Plan
- Add Up-Front "Revision Cards"
- Rolling Wave Planning

What To Do About It?

Should:

Story Map!!!



- "Commit" to Management Tests, User Activities (and *maybe* some User Tasks)
- No "commitments" to anything lower

What To Do About It?

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Story Map!!!

- See Core Particles

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Most importantly, remember "iterating" is about **REVISION**...and that is what "agile" is all about!!!

"Responding To Change, over following a plan."

Thanks & Credit to...

- Joshua Kerievsky, Project Chartering
- Jeff Patton, Story Mapping
- Jeff Patton & Alistair Cockburn, "Iterating"

Thanks To YOU!



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