

# **Hands on Agile Practices**

**Brian H. Prince**

**Quick Solutions, Inc.  
Business Solutions Group**

**Microsoft MVP/architect  
Microsoft CSD Virtual TS**

# WARNING!

WARNING!

- This is 'OUR' take on agile. What suits us may not suit you.
- We believe that every project at every client has different needs. This forces us to let our process be flexible, to meet the needs of the client, and to always be providing value.
- If something doesn't make sense on a project, we don't do it. The converse is also true. If there is something we can do that does provide value, we do it.
- This means you should take what makes sense.
- “Process is not paint.”

**Why Have a  
Process?**

# The Process Continuum

# New Philosophies

"Do more of what works, and less of what doesn't."

Fixed Time = Fixed Cost

Change at least one thing when you go to work tomorrow

Make your project a reality show

Chaos Report: 10% of enterprise projects are a success, only 40% of features are used by users

Always focus on providing value to the user

The tighter the feedback loop the better

# New Practices

Release Planning

Feature Management

Estimating Game

Planning Game

Big Wall / BVC / Dots

Daily Stand Ups

Refactoring

TDD

Daily QA Builds / Continuous Integration

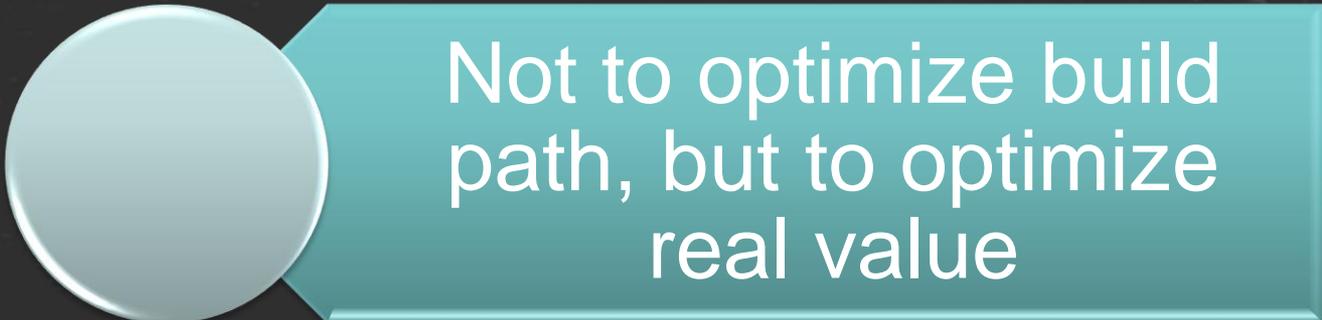
Show & Tell

Common Workspace

# Goals

A green callout box with a circular head on the left and a rectangular tail on the right. The text is white and centered within the tail.

Provide the most value, in a quality manner

A teal callout box with a circular head on the left and a rectangular tail on the right. The text is white and centered within the tail.

Not to optimize build path, but to optimize real value

A purple callout box with a circular head on the left and a rectangular tail on the right. The text is white and centered within the tail.

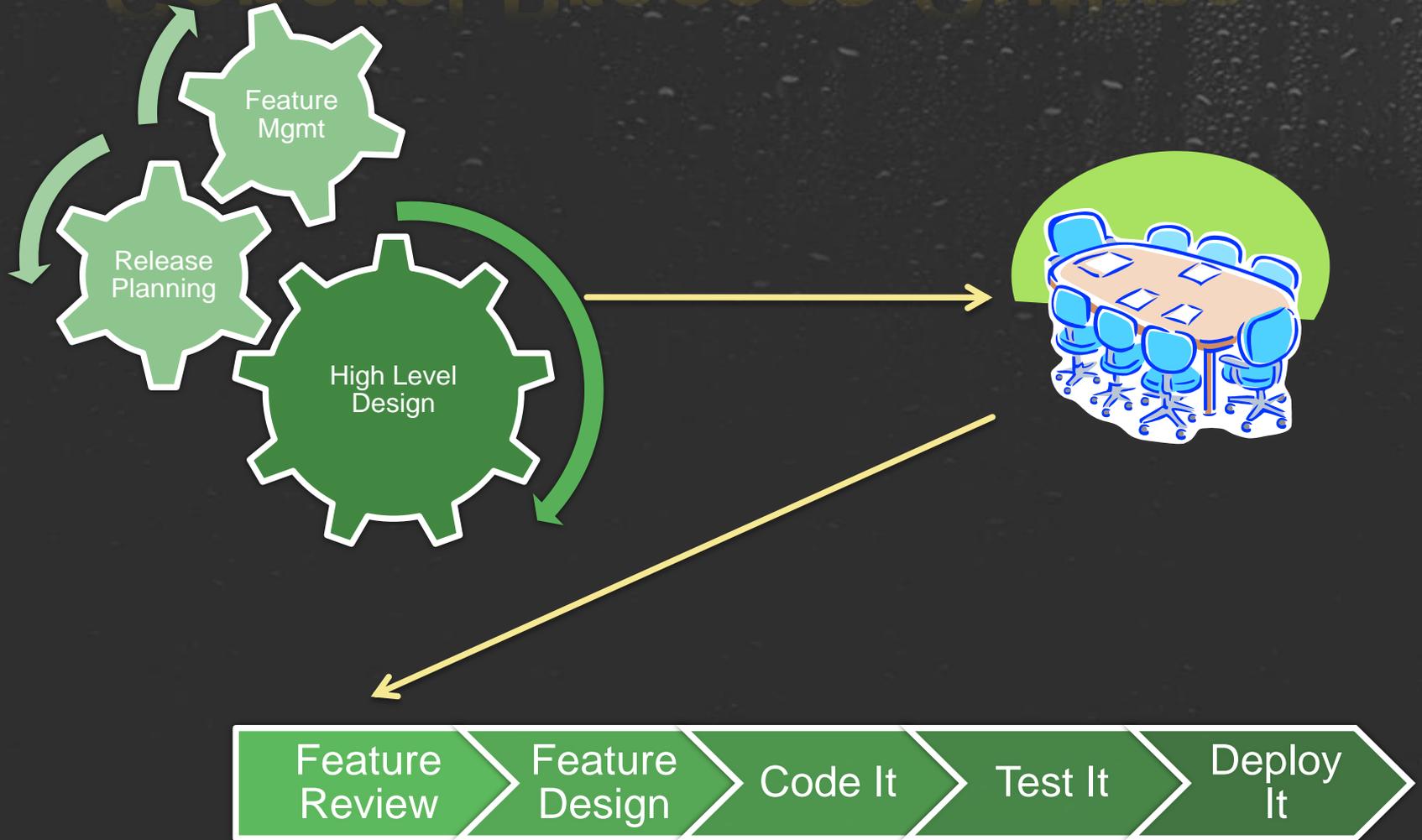
Not to be a plumber

# Simple Design

- **Don't code today what you can code tomorrow.**
- **Just like it is bad to pre-optimize system performance, it is bad to pre-optimize the design of your system until it is needed.**

# General Process Outline

GENERAL PROCESS OUTLINE



# BPFAP.com

- **Bob wants to build a B2B customer portal for his company.**
- **He wants his customers to be able to:**
  - **Place orders**
  - **Check order status**
  - **Browse catalog**
  - **View inventory and shipping details**
- **He wants to:**
  - **Manage customer accounts**
  - **Reports**
  - **Process billing**

# Release Planning

- Take your initial high level scope, and break it into chunks. These will be the themes for your releases. Each release should be a set window of time. 10 or 20 weeks is normal.
  1. User management/security
  2. Catalog (browsing and maintenance)
  3. Inventory
  4. Cart/checkout
  5. Order management (customer)
  6. Billing/Reports

# High Level Design

- This is done per release.
- Generate enough design that you have the broad brush strokes.
  - Style guide for visual
  - Wireframes (sometimes)
  - Important rules and behavior
  - Important Architecture Directions
- Break the pieces into features

Feature Tracking - MSIE

Address: http://sp.quick solutions.com/sites/cmi-polaris/Lists/Feature%20Tracking/AllItems.aspx

Home Documents and Lists Create Site Settings Help

### CMI-Polaris Feature Tracking

Select a View: All Items, My Features, PM Feature View, PM Group By View, Features by Assignee, Unassigned Features, Actions, Add to My Links, Alert me, Export to spreadsheet, Modify settings and columns

Buttons: New Row, Show in Standard View, Task Pane, Totals, Refresh Data

Feature Group	Feature Set	Feature ID	Iteral	Title	Est. Hours	Est. Risk	Status	AssignTo	Developer	Comments	Created	Completed Date	CMI Priority
Account Manager	AM	1		Workflow Provider	80	H					2/24/2006 01:44 PM		AM Phase II
Bank Location Setup	CB1.0	103	7	List locations	16	M	Complete	Tim Wingfield	Wingfield	List all bank locations in a grid	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.0	104	7	Page list	32	M	Complete	Tim Wingfield	Wingfield	Page the bank locations grid. 25 rows per page.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.0	105	8	Filter list	40	M	Testing	Tim Wingfield	Wingfield	Filter the bank locations grid.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.0	106	7	Add location	4	L	Complete	Tim Wingfield	Wingfield	Take the user to the Bank Location setup page to add a new bank location.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.0	107	7	Edit Location	4	L	Complete	Tim Wingfield	Wingfield	Take the user to the Bank Location pages to edit an existing bank location.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.1	109	1	Bank Location General Info	32	L	Complete	Dan Shultz	Shultz	Store and retrieve Bank Location information	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.1	110	4	Bank Location Contacts List	32	L	Complete	Kevin Sprague	Jordan/Sprague	Display a grid of contacts assigned to the bank location.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.1	111	4	Add Contact	8	L	Complete	Thomas Emeight	Emeight	Add a contact to the bank location via the contacts grid.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.1	112	4	Remove Contact	8	M	Complete	Kevin Sprague	Sprague	Remove a contact from the bank location. Does not delete the contact from the database.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.1	113	1	Create New Bank Contact	80	L	Complete	Thomas Emeight	Emeight	Take the user to the create new contact page and setup page to add a bank contact.	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.5	114	2	Memo	4	L	Complete	Michael Kramer	Kramer	Add a Memo field to this form. Includes save and load functionality.	2/24/2006 01:44 PM		C&B Phase I
Deleted Features	CB1.1	114		Memo	4	L	Deleted			Add a Memo field to this form. Includes save and load functionality.	2/24/2006 01:44 PM		Deleted Feature
Bank Location Setup	CB1.2	115	2	General Information	16	M	Complete	Michael Kramer	Kramer	Store and retrieve Positive Pay information	2/24/2006 01:44 PM		C&B Phase I
Deleted Features	CB1.2	116	1	Memo Field	4	L	Deleted			Add a Memo field to this form. Includes save and load functionality.	2/24/2006 01:44 PM		Deleted Feature
Deleted Features	CB1.2	117		Biz Talk interface	32	H	Deleted			Interface with Biztalk to pass configuration information to an orchestration	2/24/2006 01:44 PM		Deleted Feature
Bank Location Setup	CB1.2	118	1	Upload Positive Pay Documentation	16	M	Complete	Joel Harper	Harper	Upload positive pay documentation to the system	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.2	119	1	View Documentation	16	M	Complete	Joel Harper	Harper	View positive pay documentation	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.2	120	1	Upload Sample File	16	M	Complete	Joel Harper	Harper	Upload sample positive pay file	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.2	121	1	View Sample File	16	M	Complete	Joel Harper	Harper	View positive pay sample file	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.3	122	2	General Information	16	L	Complete	Michael Kramer	Kramer	Store and retrieve Check Status Update information	2/24/2006 01:44 PM		C&B Phase I
Deleted Features	CB1.3	123	1	Memo Field	4	L	Deleted			Add a Memo field to this form. Includes save and load functionality.	2/24/2006 01:44 PM		Deleted Feature
Deleted Features	CB1.3	124		Biz Talk interface	40	H	Deleted			Interface with Biztalk to pass configuration information to an orchestration	2/24/2006 01:44 PM		Deleted Feature
Bank Location Setup	CB1.3	125	1	Upload Documentation	16	M	Complete	Joel Harper	Harper	Upload check status update documentation	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.3	126	1	View Documentation	16	M	Complete	Dan Shultz	Shultz	View check status update documentation	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.3	127	1	Upload Sample File	16	M	Complete	Dan Shultz	Shultz	Upload check status sample file	2/24/2006 01:44 PM		C&B Phase I
Bank Location Setup	CB1.3	128	1	View Sample File	16	M	Complete	Joel Harper	Harper	View check status sample file	2/24/2006 01:44 PM		C&B Phase I
<b>Total</b>					<b>6,906</b>								

For assistance with Datasheet view, see Help.

New features can be added at any time.

# Estimating Game

- When: When there are new features to estimate.
  - The who specs for
  - Minimal 'good en
  - Each dev estimate scale.
  - Each dev measure
  - They mu needed t
  - The team getting lost in minutia. The goal is to be focused on order of magnitude.
- ks through the
- ure. The goal is
- personal
- of magnitude
- personal
- ks that are
- the group from
- to be focused on

Feature ID	Theme ID	Name	Estimate	Risk
1	E	View Item Detail	1d 2d 4d 6d 8d 10d	LMH
2	E	View items by category	1d 2d 4d 6d 8d 10d	LMH
3	E	Search items	1d 2d 4d 6d 8d 10d	LMH
4	E	view category	1d 2d 4d 6d 8d 10d	LMH
5	E	add item to cart	1d 2d 4d 6d 8d 10d	LMH
6	E	remove item from cart	1d 2d 4d 6d 8d 10d	LMH
7	E	check out cart	1d 2d 4d 6d 8d 10d	LMH
8	E	calculate tax and shipping	1d 2d 4d 6d 8d 10d	LMH
9	E	display order receipt	1d 2d 4d 6d 8d 10d	LMH
10	E	display order status	1d 2d 4d 6d 8d 10d	LMH
11	E	Display item detail and pricing	1d 2d 4d 6d 8d 10d	LMH
12	M	view list of user accounts	1d 2d 4d 6d 8d 10d	LMH
13	M	add/edit user account	1d 2d 4d 6d 8d 10d	LMH
14	M	delete a user account	1d 2d 4d 6d 8d 10d	LMH
15	R	view account activity	1d 2d 4d 6d 8d 10d	LMH
16	R	process billing	1d 2d 4d 6d 8d 10d	LMH
17	M	add catalog item	1d 2d 4d 6d 8d 10d	LMH
18	M	add category	1d 2d 4d 6d 8d 10d	LMH
19	M	manage item pricing	1d 2d 4d 6d 8d 10d	LMH

**All  
Estimates  
are  
Wrong!**

# Estimating Game

- **The estimating sheets are collected, and kept for use later.**
- **The team lead then judges the consensus estimates and risk levels, and adds these to the feature list.**
- **While the consensus is used for planning purposes, a developer will be allowed the time they originally estimated.**
- **It is important that the team buy-in to the realistic and reasonable nature of the estimates.**

# Developers are like Washing Machines



# Planning Game

- **When: Before the start of the next iteration**
- **Goal: To determine what we do next.**
- **Focus is not 'not enough time', focus is 'too much to do'**
- **Team leaders and client are involved**
- **Spatial**
- **Tangible**
- **Force tough choices now, not at the end of the project**
- **Does not insulate from change. Forces you to recognize and re-plan for the change**

# Planning Game

- Each feature is printed on a card. [feature card 6.pdf](#)
- Card height represents consensus estimate.
- A developer load sheet is prepared for each team member.
- [DevLoad Sheet 1.pdf](#) & [DevLoad Sheet 2.pdf](#)
- The worksheet is scaled to match the length of one iteration.
- Space on the worksheet is blocked off
  - Load factor
  - Availability

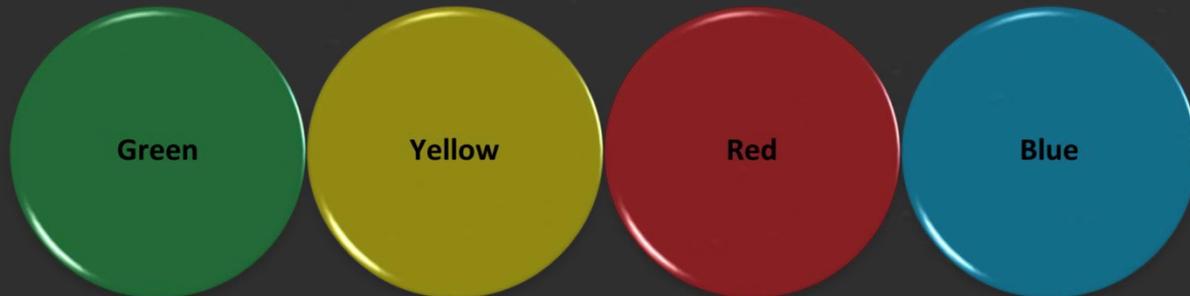
# Planning Game

- Review last iteration's results.
- "Yesterday's weather."
- Discuss sliding features, their status.
- Hold 'em or fold 'em.
- Client moves tasks from the 'table' to the 'worksheets' based on their priorities.
- The team leaders are there to guide and consult with the client.
- Parking lot features are selected.



# Big Wall

- All load sheets are kept on a wall where everyone can see them.
- Stack iterations.
- Don't try to automate/systemize the process.
- Dots are used to track progress.
- Place to gather for stand ups.



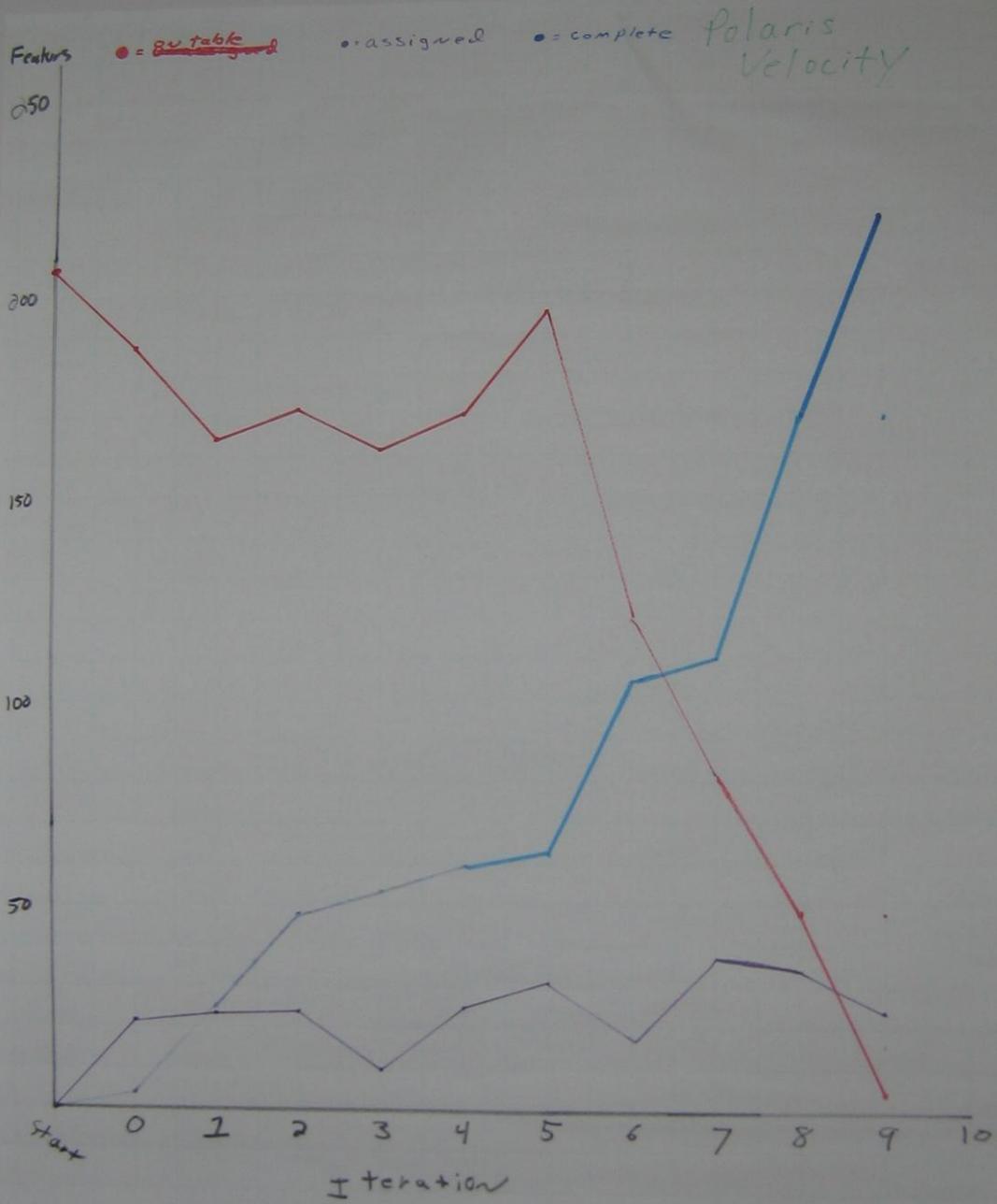


Jim	Joel	Tim	Dan	Thomas	Casey	Kevin	Michael
Yellow sticky notes		Yellow sticky note				Yellow sticky notes	
Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes
Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes
Black sticky notes	Black sticky notes	Green sticky notes	Green sticky notes	Black sticky notes	Black sticky notes	Black sticky notes	Green sticky notes
Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes	Green sticky notes

Project Management Board



Green sticky notes



# Stand Ups

- **Purpose**
  - Daily status
  - Raise issues
- **Time**
  - < 13 minutes
- **Agenda**
  - What I did yesterday
  - What I am doing today, when will I be done
  - What issues I have

# Show & Tell

- **When: End of each iteration**
- **The whole team assembles, with the client team, to demonstrate the features that were recently completed.**
- **Users never know what they want until they see it, so show it to them.**
- **Three benefits:**
  - **Reinforce planning by showing actual results**
  - **Gain immediate feedback (shared vision)**
  - **Open forum to discuss challenges and needs/direction**
  - **Reinforce the act of delivering business value to client**

# Do It Again!

- **Wash, Rinse, Repeat**
- **Learn and improve with each iteration**
- **Adjust planning as needed**

# Thoughts.flush();

- [brian.h.prince@gmail.com](mailto:brian.h.prince@gmail.com) or
- [bprince@quicksolutions.com](mailto:bprince@quicksolutions.com) or
- [V-bripri@microsoft.com](mailto:V-bripri@microsoft.com) or
- <http://brianhprince.blogspot.com>

**Thank you for your time!**