From Wish List to Running System:
How to Get What You Want

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Your Guide

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www.scrum-breakfast.com

dasScrumTeam.com

- 1982-85 Software Engineer, Microsoft

- 2005 discovered Scrum
  - NZZ Executive
  - Publicjobs.ch
  - Dynamic-Pricing.ch

- April 2008, Independent Scrum Coach
  - On-Site Scrum Training E/F/D

- Certified Scrum Practitioner

- Scrum Evangelist
  - Scrum-Breakfast.com
  - agilesoftwaredevelopment.com
  - Lean-Agile-Scrum SwissICT Group

You won't get everything you want
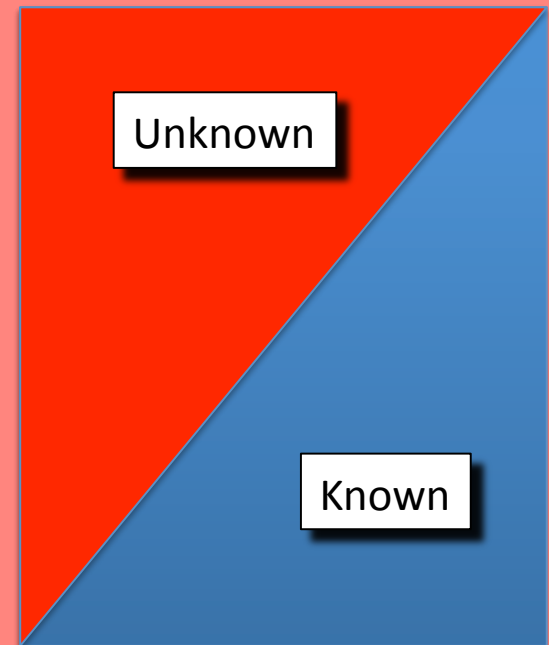
How do you achieve your goals anyway?

Understand the Nature of the Software Development Process
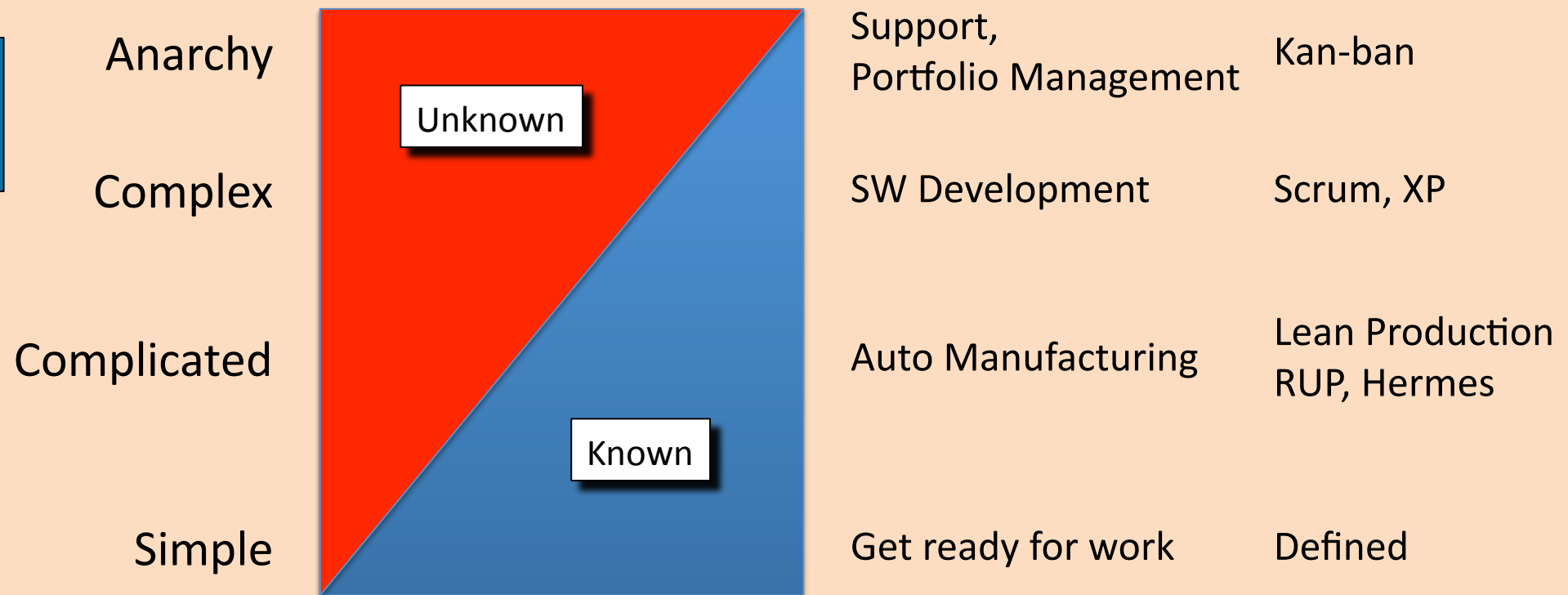
How to Communicate Your Vision

How to Test Against Your Vision

Software Development is a Complex Process

Anarchy

Complex

Complicated

Simple

Unknown

Known

Scrum and XP trace their existence to the realization that Creating Software ≠ Assembling a Car

Anarchy	Unknown	Support, Portfolio Management	Kan-ban
Complex		SW Development	Scrum, XP
Complicated		Auto Manufacturing	Lean Production RUP, Hermes
Simple	Known	Get ready for work	Defined

To achieve satisfactory results, reduce the complexity

1 x 1 = ?
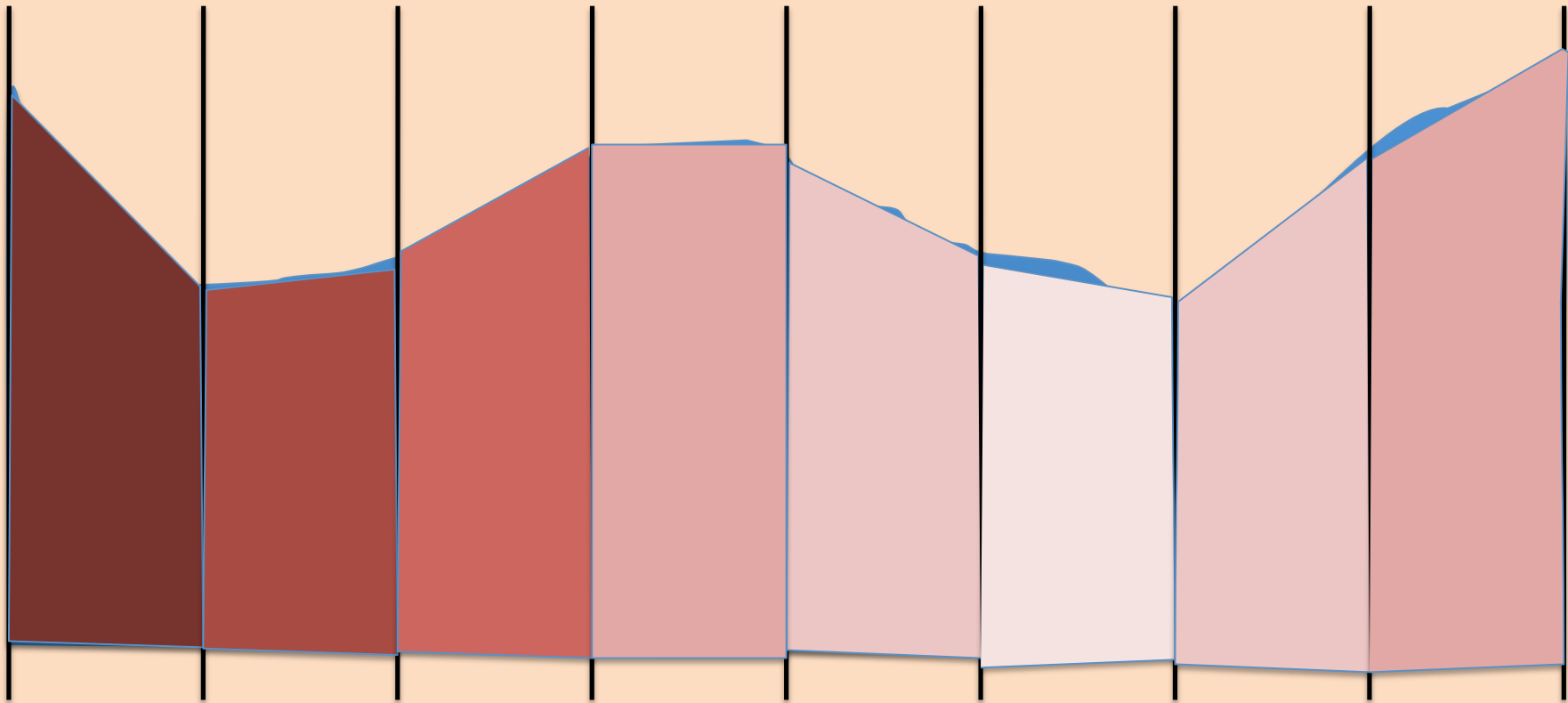
h * W / 2

H * W

h * W / 2

H * W

You deal with complexity effectively
by breaking complex projects into smaller sub-projects

Communicate

Your Vision

Picture courtesy of westman@flickr

Work closely with your team

Photo © Michael Chamberlin - Fotolia

User Stories are an effective way to
communicate and prioritize what the system should do.

An unemployed job hunter

    can document his applications,

    so that he can qualify for unemployment insurance benefits

A job hunter

    can upload his résumé

    so that he can apply for jobs more quickly and easily

Acceptance tests ensure conformity with customer intent.

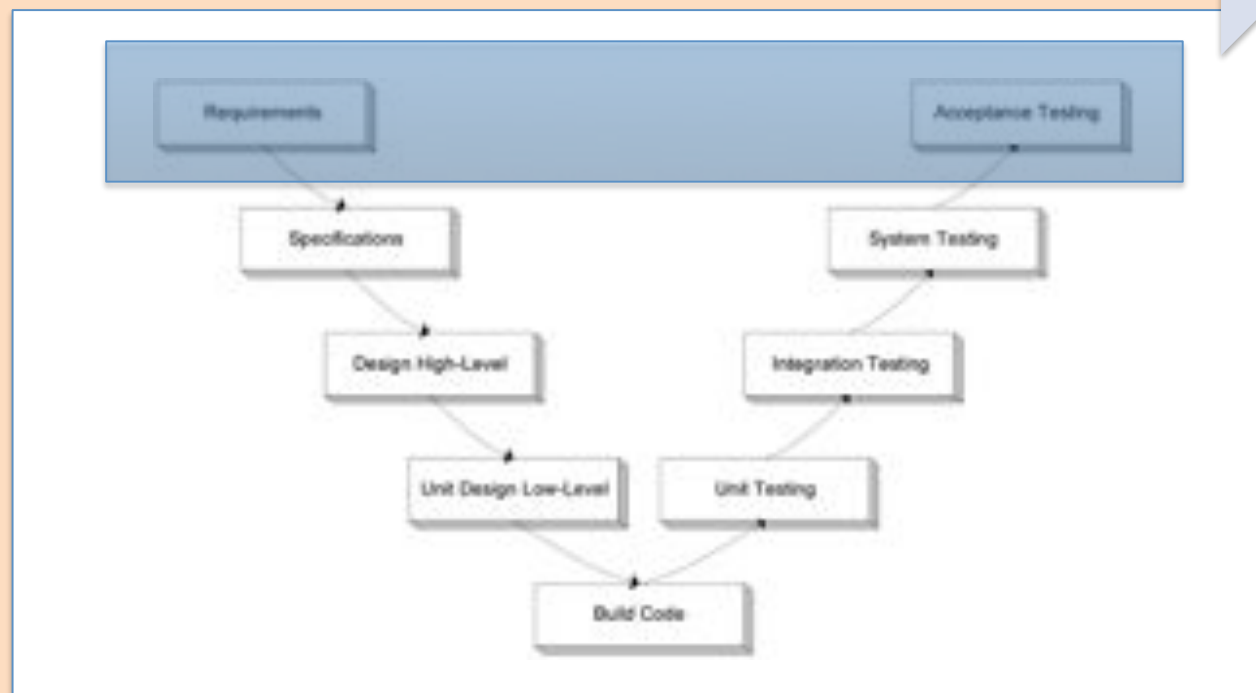| User / Stakeholder	Goal / Reason	Status
As a passenger	I want to be cool in the summer	OK
As a driver	I like to shift the gears, so I have control over the car	OK
As a driver	I want to know where I am	OK
As a parent	I want seats for the whole family	OK
As a customer	I want my favorite color combination	OK
As a fleet operator	I want fuel consumption ≤ 7 l/100km to minimize operating costs	Failed

Test First: Define Acceptance Tests
Before Implementing the Corresponding Feature

| Define Requirement | Define Acceptance Tests | Implement Feature | Verify Feature |

Requirements → Specifications → Design High-Level → Unit Design Low-Level → Build Code → Unit Testing → Integration Testing → System Testing → Acceptance Testing

Source: http://www.tfhrc.gov/safety/pubs/04080/02.htm

How to ensure

that you get

what you asked for

Photo courtesy of **thmcmahon**@**flickr**

sierra-charlie.com
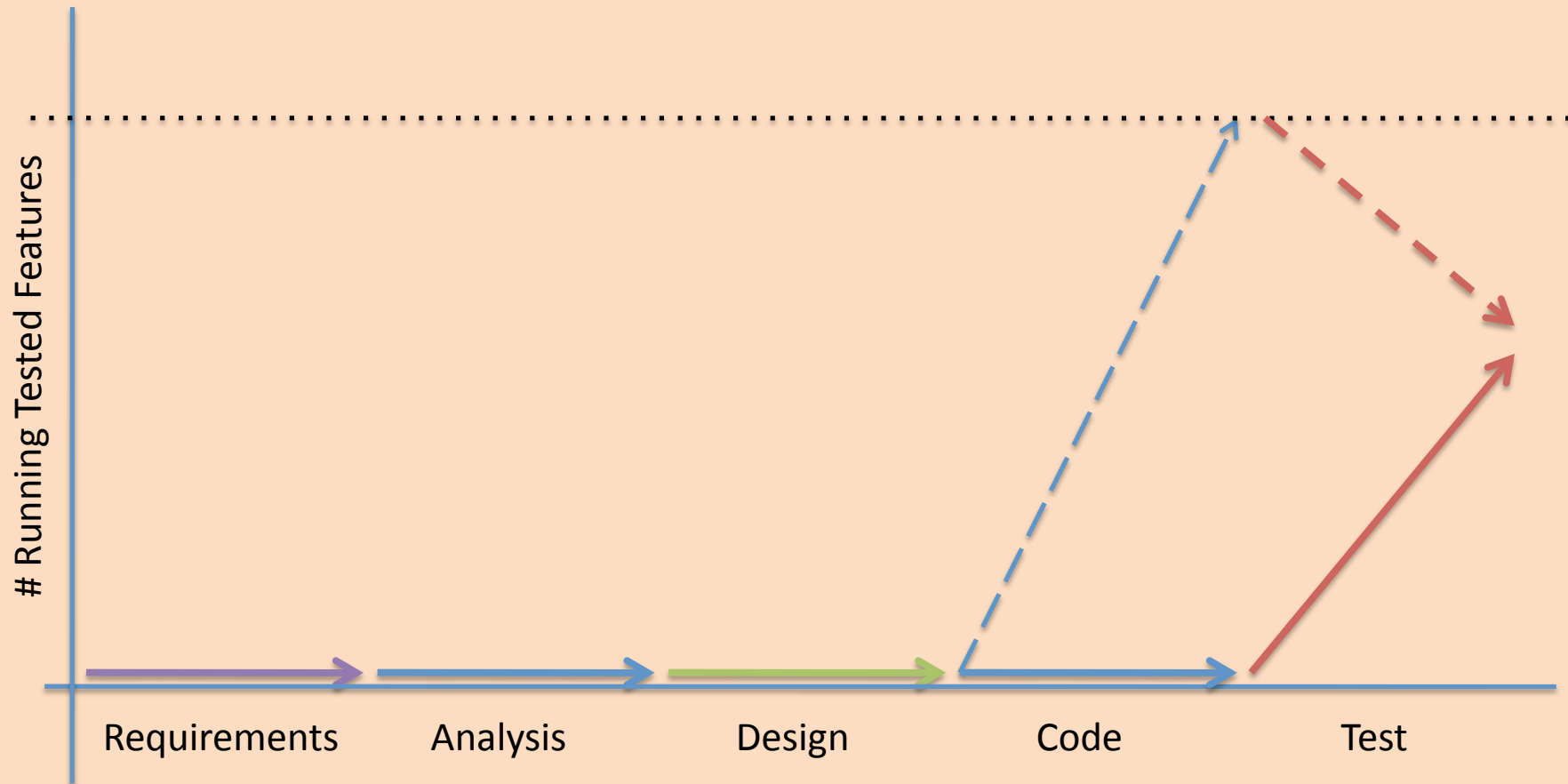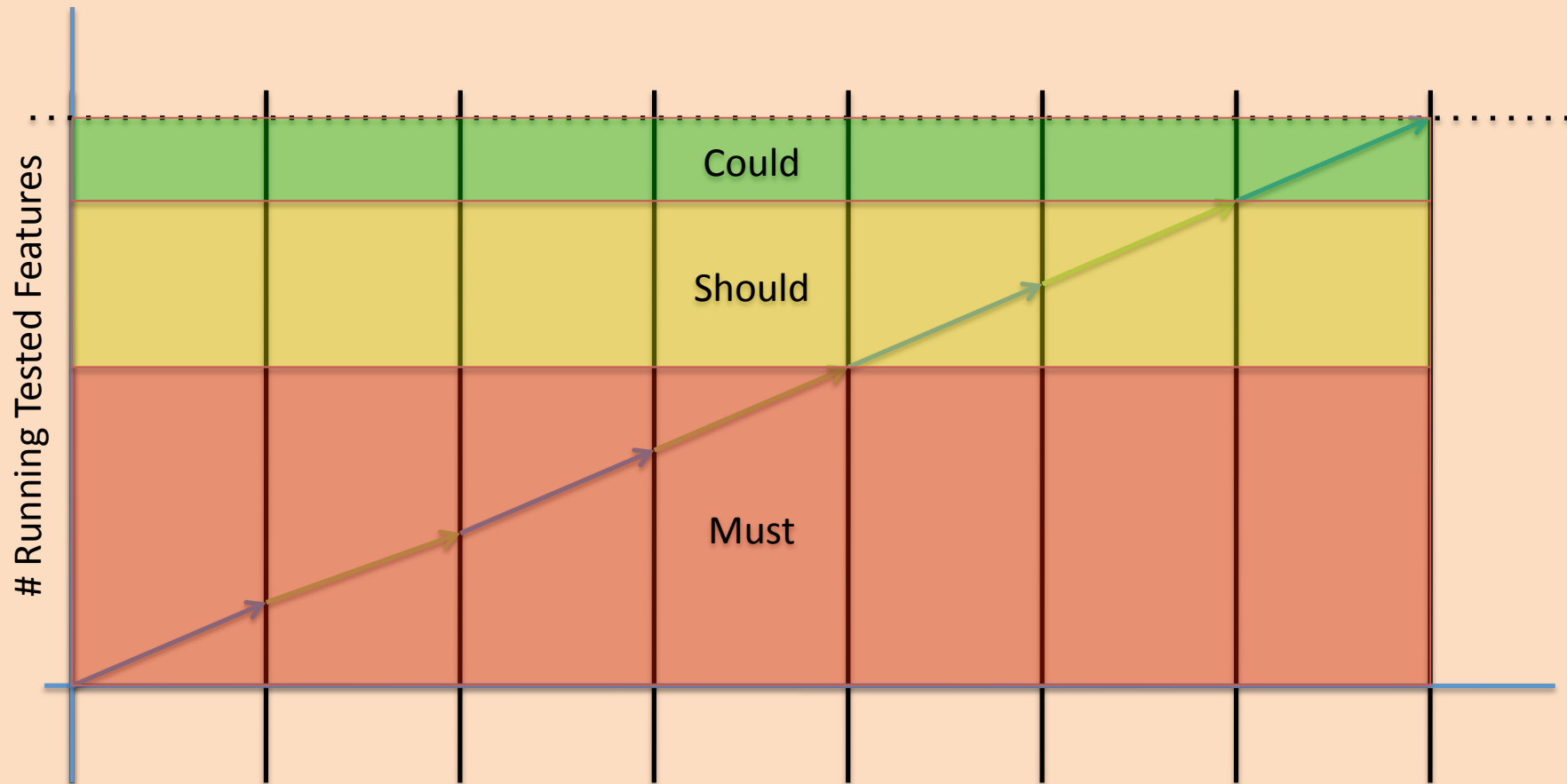
A development team should produce running tested features (RTFs).

As a passenger, I want to be cool in the summer	OK
All seals correct	OK
Condenser Temperature < XXX°C	OK
Fan throughput = X l/min in low setting	OK
Fan throughput = Y l/min in high setting	OK
Cooled Air Temperature = Ambient - 10±2°C	OK

A project is 50% complete when
50% of the features are running and tested.

Requirements · Analysis · Design · Code · Test

(Y-axis: # Running Tested Features)

Automated tests ensure that running tested features stay running and tested.

Summary

- Work Closely with Your Team

- Have a Clear Vision of What the Product Should Accomplish

- Communicate your Requirements with User Stories

- Prioritize Features by Business Value & implement in that Order

- Apply Iterative, incremental development practices

- Define Acceptance Tests Before Coding Starts (JIT)

- Insist on Adequate Developer Tests

- Automate testing whenever possible

- Measure Progress Based on Completed Functionality

This Afternoon's Workshop

Specification Game

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Thank you!

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http://tinyrurl.com/Scrum-Courses

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