bbv
MAKING VISIONS WORK.

AGILE SOFTWARE DEVELOPMENT

www.bbv.ch/agile

AGILE SOFTWARE DEVELOPMENT

SCRUM THROUGHPUT DRIVEN

VISION

The vision summarizes the project scope, including its main ideas, benefits and context. It is supposed to make the project's rationale easy to grasp and motivate Stakeholders.

DERIVE GOALS

GOALS

Goals are derived from the high-level vision by breaking it down into several achievable items. These items are described in more detail and include constraints, success criteria, and Stakeholder analyses, among others.

BREAK DOWN GOALS

PRODUCT BACKLOG

Story	Est.	Acceptance Criteria
As a client I want to deposit money so that I can increase my balance.	5	Log in, open "deposit" page, deposit CHF 10, go to "my balance" page and check whether balance has increased by CHF 10.
As a client I want to see my transaction history so that I can get information about transactions in the past.	8	Log in, click on "transactions", Make a deposit. Go back to "transactions", check whether the new deposit shows up.

Product Backlog
A list of uniquely ordered backlog items with estimates in Story Points:
- User Story: Functionality that is valuable to the user of the system. Functional and non-functional requirements.
- Spike: Brief experiment to learn more about an area of application. Timeboxing allows estimation.

PO S

SELECT PO

PLAN

RELEASE

When the product has enough value to outweigh the cost of deployment, a release is shipped to the customer.

GIVE FEEDBACK

ESTIMATE, CLARIFY, GIVE FEEDBACK

ROI

Return On Investment

SUPPORT

OPERATIONS

RELEASE

RELEASE PLANNING

Release Planning
The scope and/or the timebox for the release are/is defined.
PO SM T

SPRINT

Sprint
An iteration of work during which an increment of potentially shippable functionality is implemented.

Planning Preparation
The Product Owner gets ready to present backlog items to the Team in the next Sprint Planning Meeting.
PO SM

Sprint Retrospective Meeting
The Team and the Scrum Master reflect on what went well and what to improve in the next Sprint.
PO SM T

Sprint Review
The Team and the Product Owner show the Stakeholders what they accomplished during the Sprint, and the output is assessed against the Sprint goal.
PO S T

PLANNING MEETING

Sprint Planning Meeting
The Team and the Product Owner negotiate what will be done during the Sprint.
Part I: The Product Owner explains what is expected to be built in this Sprint. Timeboxed. Result: Sprint goal(s).
Part II: The Team breaks the User Stories down into Tasks and validates and adapts estimates. Timeboxed.
Result: Sprint Backlog.
PO SM T

ARCHITECTURE WORKSHOP

Sprint Architecture Workshop
The Team discusses the architectural changes needed to fulfill the Sprint goal.
T

DEVELOPMENT

Development
The Team realizes and tests the Stories and Tasks.
T

ACCEPTANCE

Story Acceptance
The Product Owner marks Stories as finished or gives feedback as to what else is expected.
PO

PRODUCT BACKLOG REFINEMENT

Product Backlog Refinement
The Team and the Product Owner discuss the User Stories and risks for the upcoming Sprints.
Goals:
- Team gets broader understanding of the Product Backlog
- Product Owner gets support in writing good Stories (size, acceptance criteria, understandability,...)
- Support of Product Owner in Release Planning
- Risk analysis and mitigation

PO T SM

ADAPT RELEASE PLANNING

Adapt Release Planning
Adapt the release plan based on the feedback from the completed Sprints.
PO

DAILY

Daily Scrum Meeting
Daily meeting moderated by the Scrum Master and timeboxed to fifteen minutes. Every Team member answers three questions:
1. "What have I done since the last Scrum Meeting?"
2. "What will I do before the next Scrum Meeting?"
3. "What prevents me from performing my work as efficiently as possible?"

PO T SM

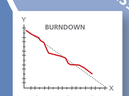
CONTINUOUS TEST DRIVEN DEVELOPMENT

CONTINUOUS INTEGRATION

VISION

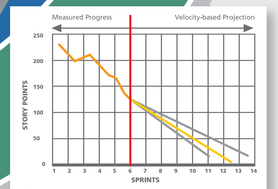
Reason for the project.
Provides a focus for the Team.

CORPORATE GOVERNANCE ACTIVITIES



Sprint Burndown Chart
Shows the progress in the Sprint (X axis: days in the Sprint, Y axis: sum of Story Points for Stories which have not yet been finished.

Story Board / Sprint Backlog
Defines the work for a Sprint – a subset of the Product Backlog and additional work items such as meetings (e.g. reviews). User Stories are divided into Tasks to organize work amongst Team members.



Release Burndown Chart
"Big picture" of a project's progress. It shows how much work was left to do at the beginning of each Sprint. The final release date can be projected based on measured velocity
(e.g. pessimistic velocity = average velocity - 0.5 * standard deviation, average, optimistic velocity = average velocity + 0.5 * standard deviation).

Product Increment
The working result of a Sprint that could be shipped to the customer.

KANBAN CYCLE-TIME DRIVEN

VISUALIZE WORKFLOW

Analyze	Implement	Test	Deploy	Done
	3	2	3	

FLOW

Kanban
Columns represent steps in the flow of a work item. The columns are highly dependent on the project set-up. The numbers are limits for work-in-progress. No more work items are allowed in a column than the WIP limit.

Allocate time and select Tasks for Team to work on using Kanban (typically maintenance work).

Incorporate changes from work done using Kanban.

DEFINITION OF DONE

There are DoDs on several levels. They define...

...when source code may be committed to the version control system (e.g. unit and acceptance tests are passed)

...when a User Story is considered done (e.g. all acceptance criteria are fulfilled)

...criteria for beta versions, release candidates and final releases (e.g. release notes are written)

VELOCITY

Measurement of how much the Team gets done in a Sprint, based on past Sprints.

ROLES

PO Product Owner
Maintains the Product Backlog and represents the Stakeholders' interests.
Mainly responsible for project success.

SM Scrum Master
Is responsible for the Scrum process and ensures its correct usage. Maximizes the Team's performance by removing any impediments that put the Sprint goals at risk. Helps the Team to improve skills. Coaches all Stakeholders to understand Scrum. Leads Scrum adaption in the organization.

T Team
An interdisciplinary and self-organized group of people responsible for meeting all the Sprint goals to which it has committed itself. Responsible for quality.

S Other Stakeholders
Other persons or organizations with an interest in the project.

Legal Disclaimer: While we have made every attempt to ensure that the information in this publication has been obtained from reliable sources, bbv Software Services AG (bbv) is not responsible for any errors or omissions, or for the results obtained from the use of this information. All information is provided with no guarantee of completeness or accuracy, and without warranty of any kind. In no event will bbv or its employees therefore be liable to you or anyone else for any decision made or action taken in reliance on the information in this publication. The information in this publication should not be used as a substitute for consultation with professional bbv advisors. Before making any decision or taking any action, you should consult a bbv professional. The names of actual companies and products (e.g. ScrumAlliance, bbv Software Services AG) mentioned in this publication may be the trademarks of their respective owners. ©2017 bbv Software Services AG

www.bbv.ch/agile