

Welcome to #LeanAgileYVR

Stories - The Key to Agile Convergence
with Dave Kauffman @DaveTheK



The Importance of Story



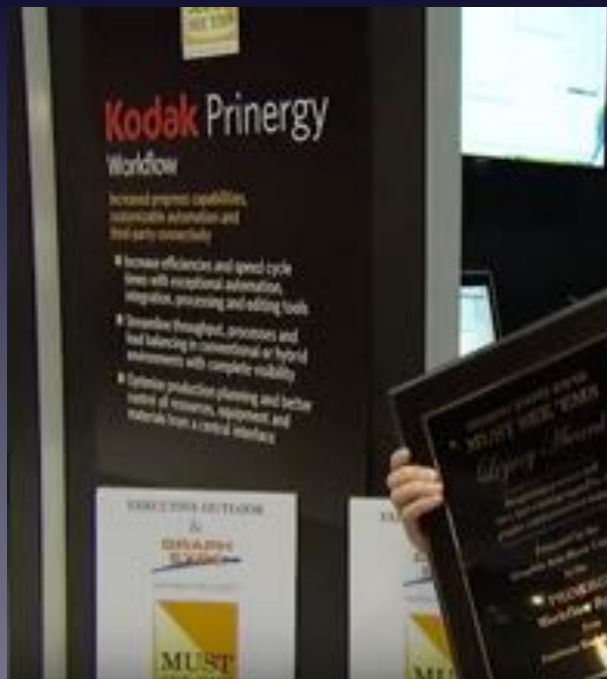
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I	D

Who Is Dave K?



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I	D

Kodak Prinergy Workflow



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What is a Story?



The Jar of Life Development



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The Lesson



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Development Big Rocks

- Platform
- Framework
- Scale

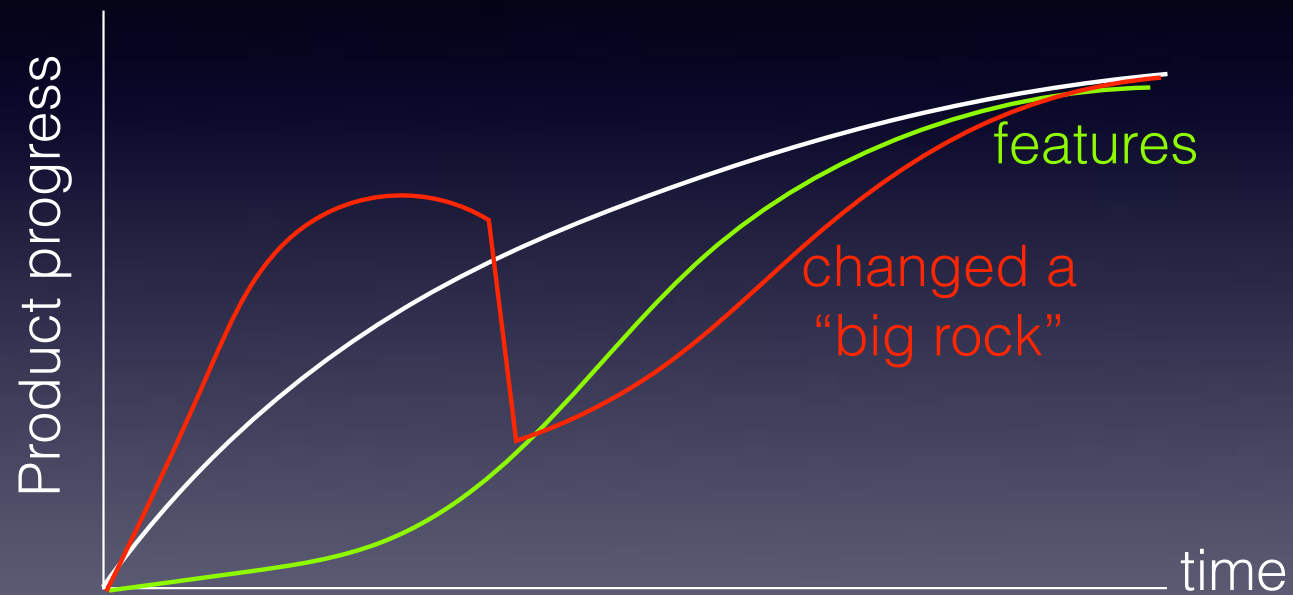


Development Big Rocks

Size = cost of
undoing a
decision



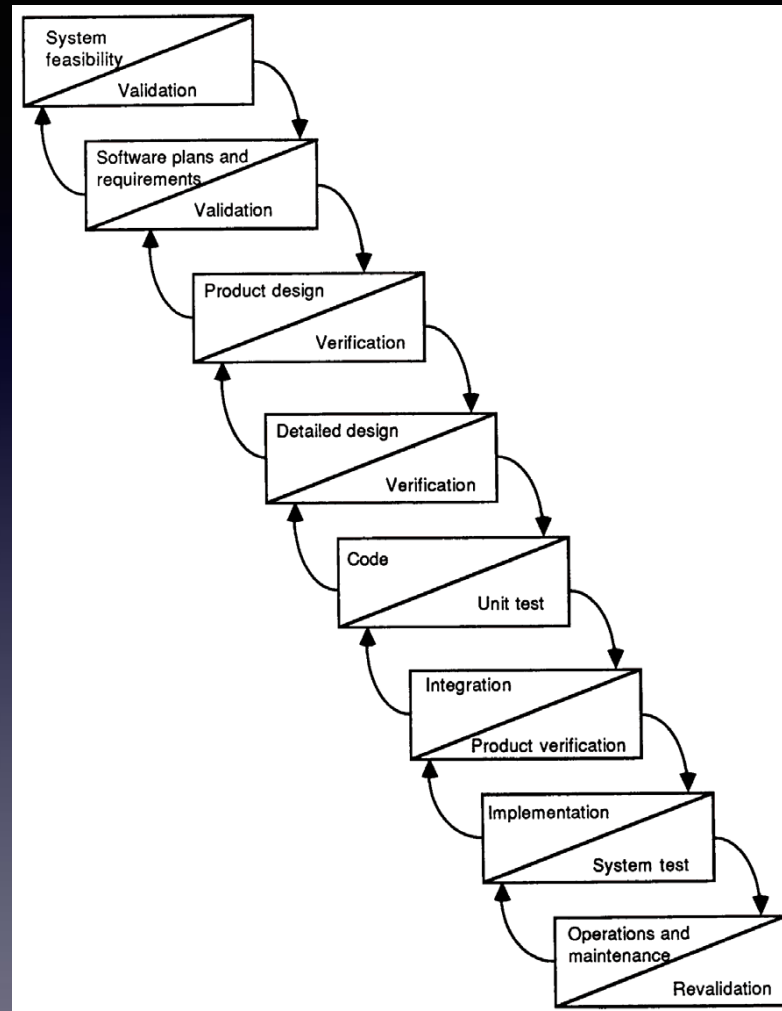
Agile Success:



Waterfall to Agile

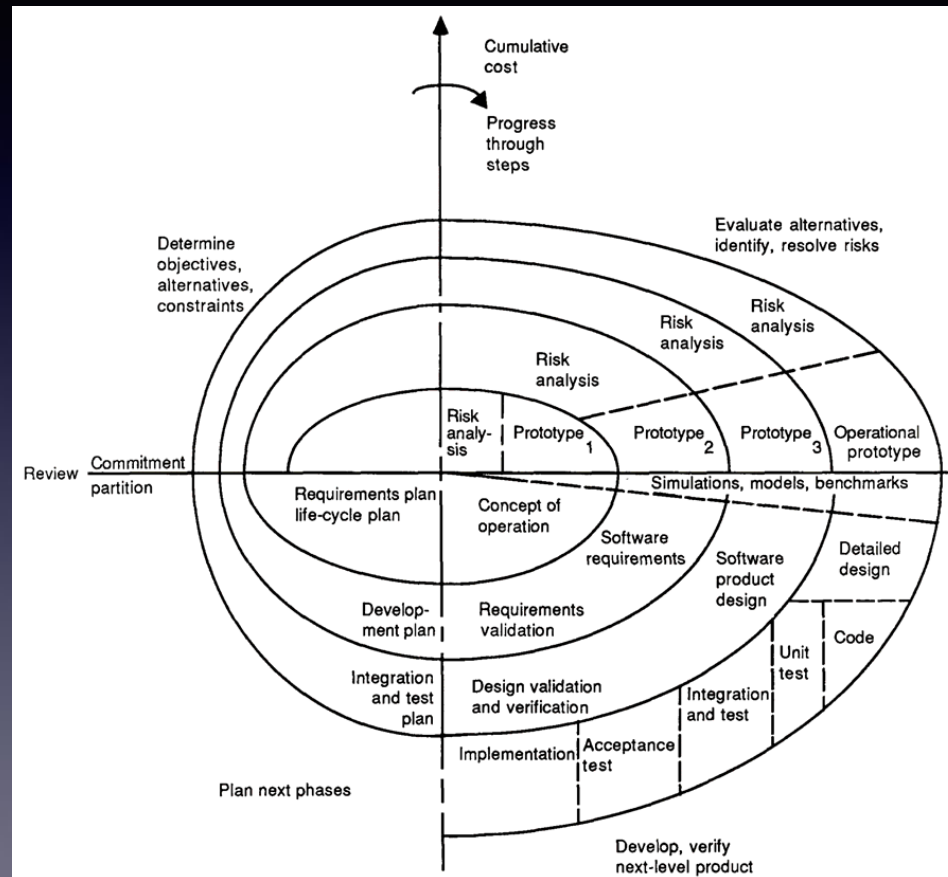
The Lean Journey

- Waterfall model of software development
- Barry W. Boehm, 1998



Early Agility: Spiral

- Spiral model of software development
- Barry W. Boehm, 1998

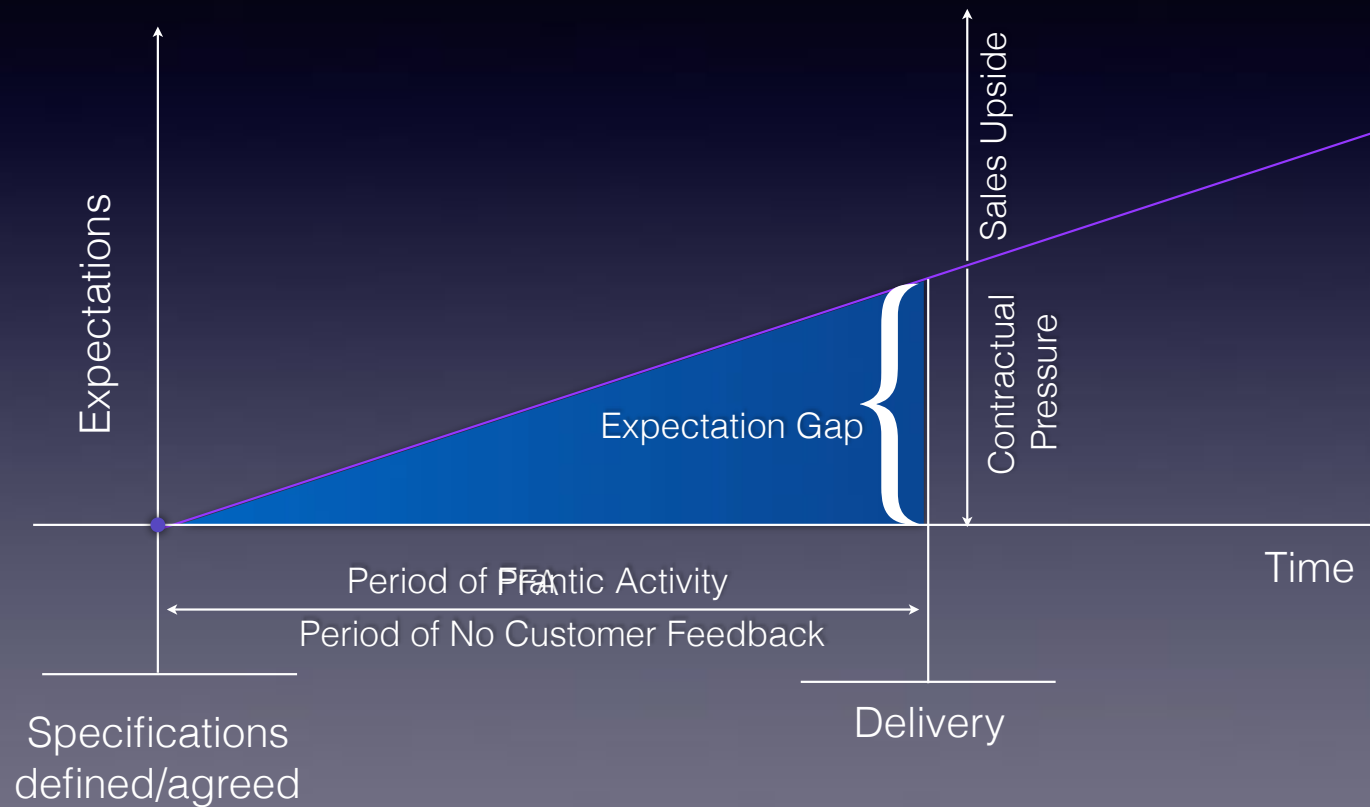


Great products



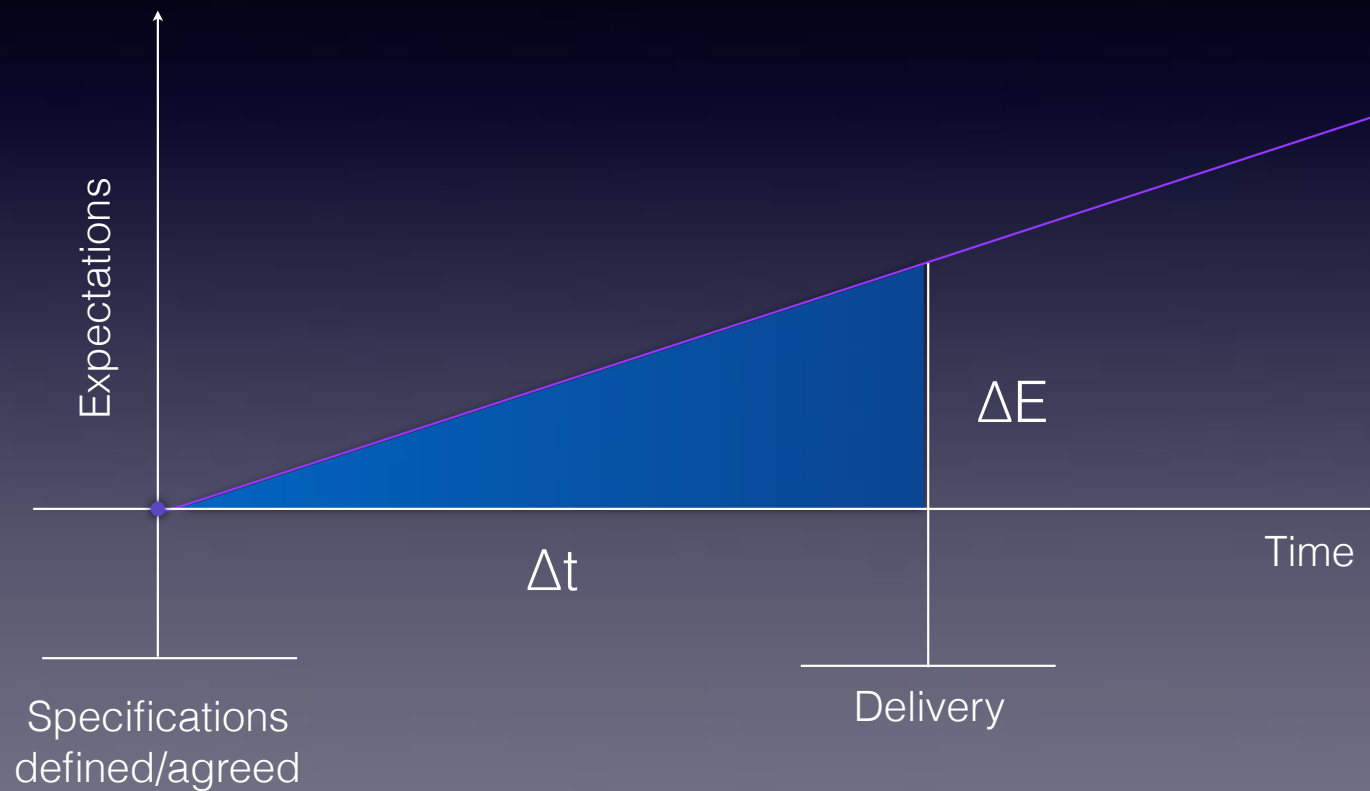
exceed expectations.

Managing Customer Expectations - Waterfall



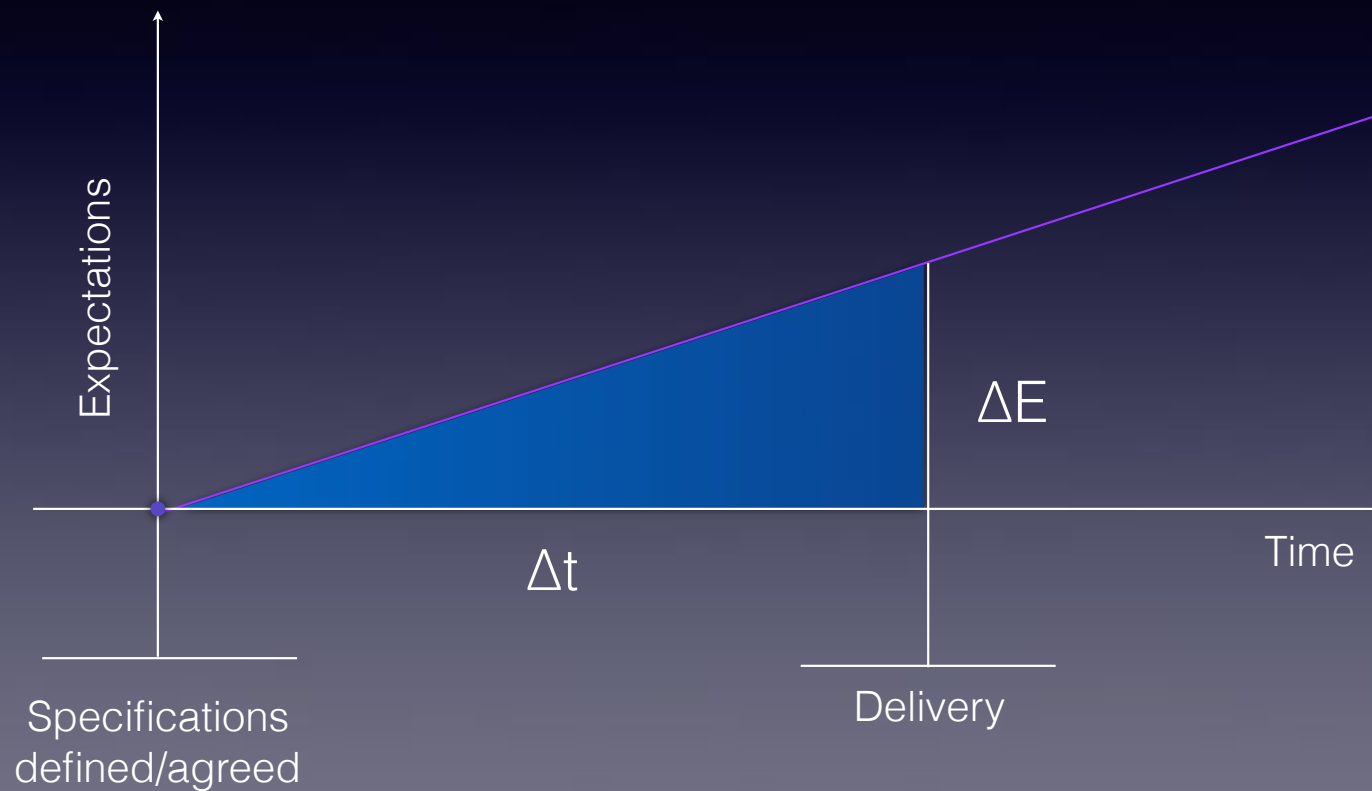
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Managing Customer Expectations - Calculus



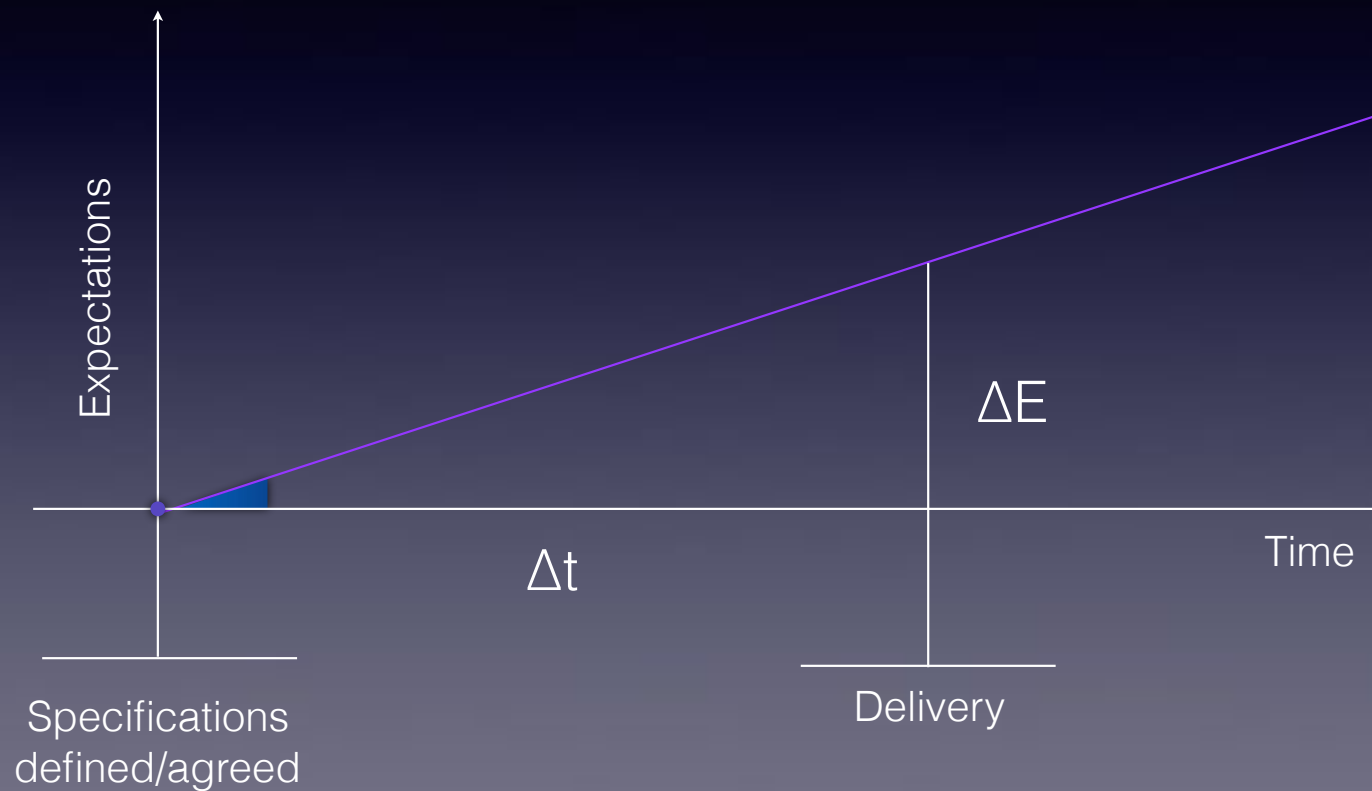
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Managing Customer Expectations: $\lim \Delta t \rightarrow 0$



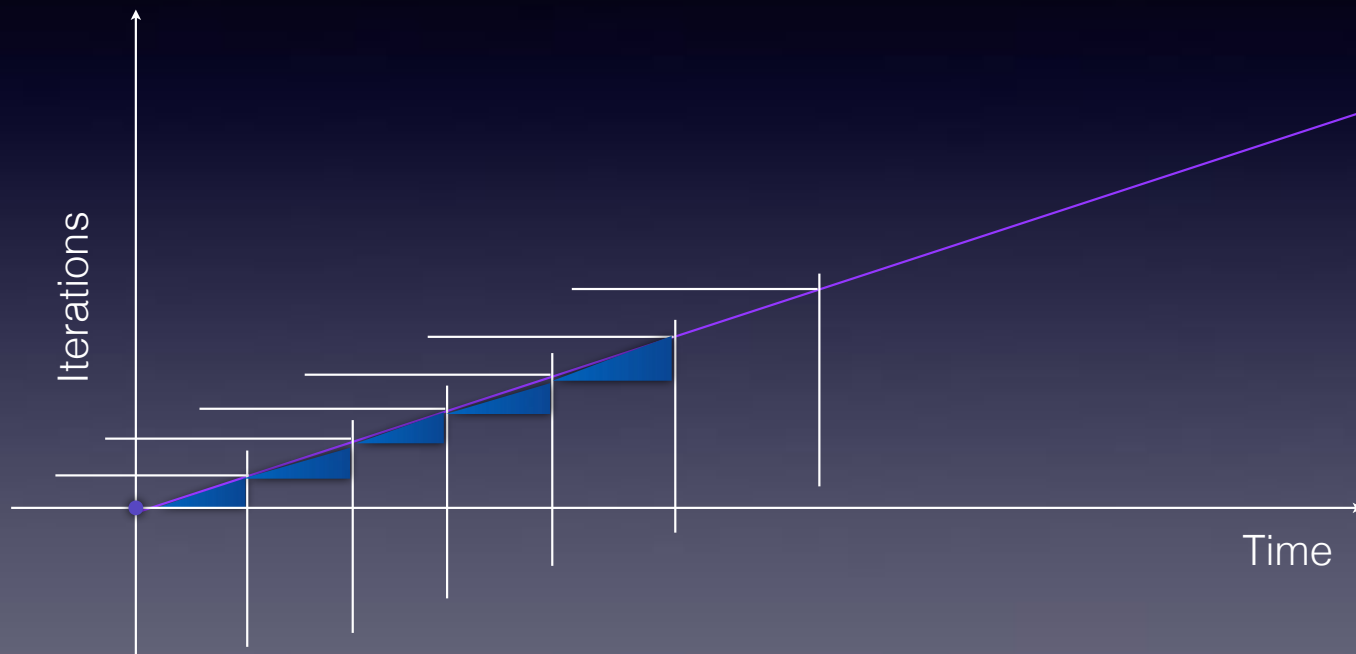
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Managing Customer Expectations: $\lim \Delta t \rightarrow 0$



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Managing Customer Expectations: Agile



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The Agile Manifesto

2001

- 1 Customer satisfaction by early and continuous delivery of valuable software
- 2 Welcome changing requirements, even in late development
- 3 Working software is delivered frequently (weeks rather than months)
- 4 Close, daily cooperation between business people and developers
- 5 Projects are built around motivated individuals, who should be trusted
- 6 Face-to-face conversation is the best form of communication (co-location)
- 7 Working software is the principal measure of progress
- 8 Sustainable development, able to maintain a constant pace
- 9 Continuous attention to technical excellence and good design
- 10 Simplicity—the art of maximizing the amount of work not done—is essential

Lean & Agile

- Lean is a meta-process, a process to improve processes
- Agile is an approach to software development
- Scrum and XP are Agile software development processes

$$y = f(x)$$

Improvement = Lean (process)

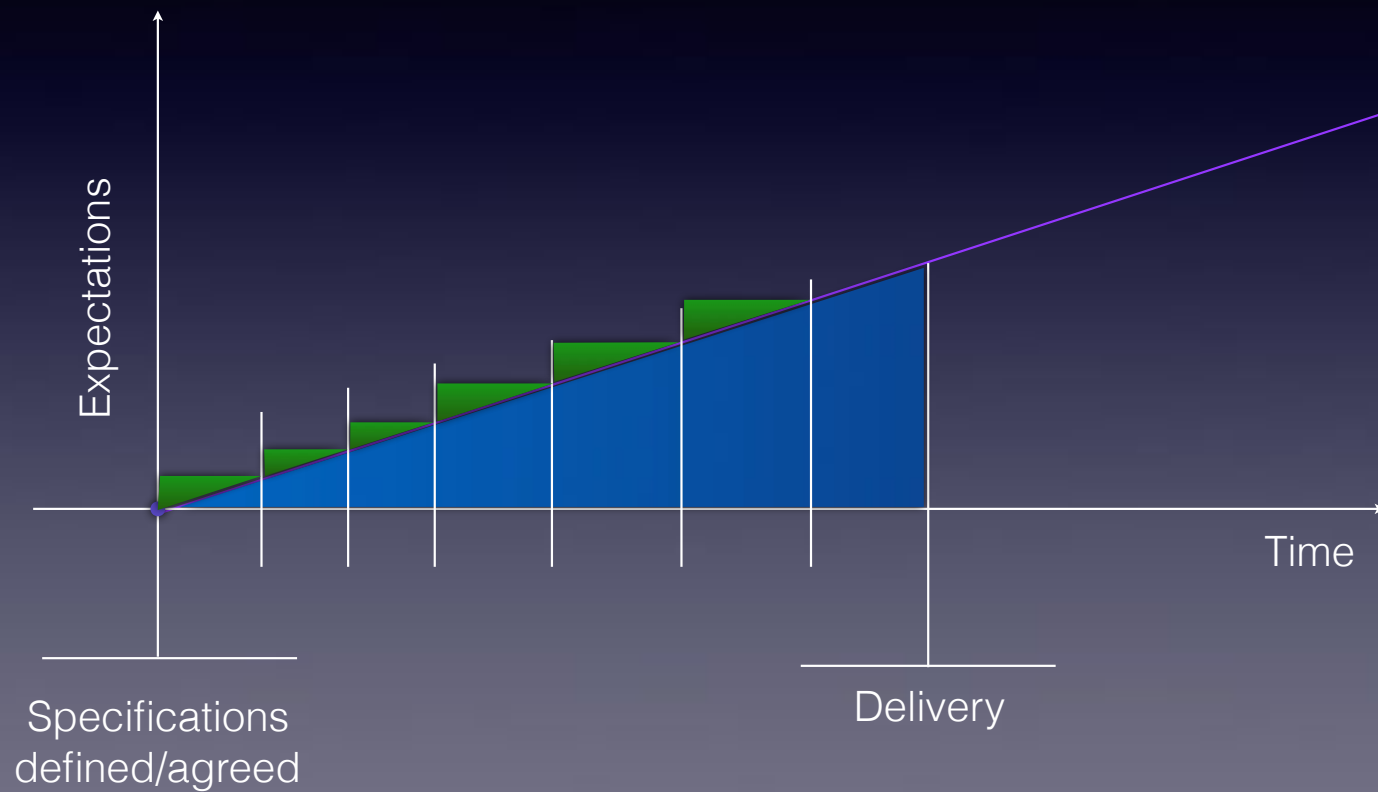
Toyota = Lean (Ford)

Agile = Lean (Waterfall)

Secrets

- Meeting expectations can exceed expectations
- Responsiveness > Completeness
- Demos promote transparency and team-building

The Power of Iteration



But...

Iteration is not Enough



Convergence needs Feedback



Convergence needs Context

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Features are not Stories

- Feature: *We need a “delete” button*
- Story: *Admin can close a user’s account.*

Features v. Stories

- We need a “delete” button
- Admin can close a user account



Searching for the Story

- Get on the shop floor (Gemba)
- Listen well, observe better
- Measure how long things take (objectively)
- Your customers are your users, not their managers

Rule: Everything is Story

- As a:
 - user
 - tester
 - developer
 - demo/sales person



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an extreme process

- Whiteboards - visibility
- Stories written by product owner
- Tasks defined by developers, written down
- Tasks estimated by developers, written down
- Daily standup: mark hours against each task
- Product owner: make decisions daily



XP Visibility, Accountability

Story complete

Story

☒ Press & hold to record a voice memo
- detect long vs. short press
- create a file

$$\begin{array}{r} 3 \\ \times 4 \\ \hline 12 \end{array}$$

Tasks

estimated task
hours

actual task
hours (so far)

Warning Signs in Agile

- I'm not working on a story...
- We'll need this someday...
- We totally underestimated this story...
- I don't know why we are doing this...

The best Stories come from the future...

- demo script
- user manual



The Best Stories...

Motivate and Inspire

Instruct and Clarify

Give Power and Agency

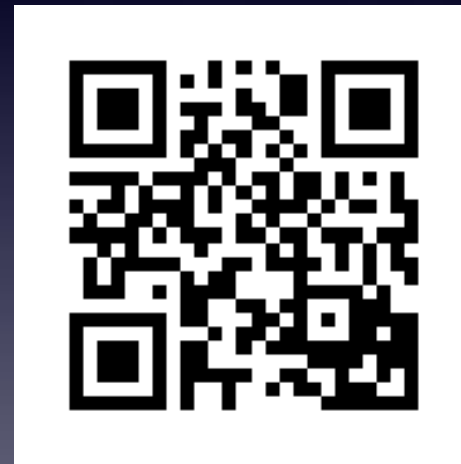


Tonight's Take-aways

- Remove technical risk early (put the big rocks in)
- Gather, harvest, hunt the stories from your users
- Write user-centered stories to drive the product
- Choose meaningful stories, everyone works on
- Build early, test often, demo every iteration

The Story Factor

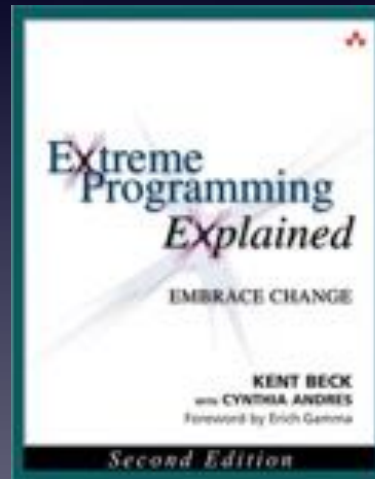
by Anette Simmons



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Extreme Programming explained

by Kent Beck



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Resources

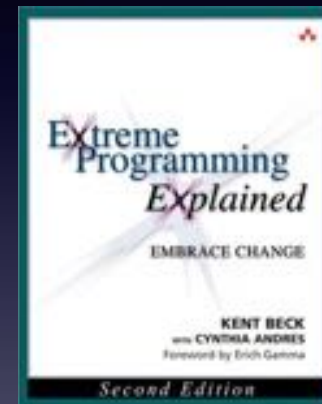


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Stories: Key to Agile Convergence



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