

Meeting Practicalities

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Running a Sprint Planning Meeting

- Key thing to remember:
 - In this meeting, the PO and the team jointly agree on next sprint's goal and stories
- SM is "just a facilitator"
 - Ensuring that goals of the meeting are met
 - Time-boxing
 - Working methods

Exercise: SM Rights and Wrongs

- As a group, discuss
 - How the SM can work to increase the collaboration and communication between the team and the PO?
 - What actions or behavior from the SM will reduce that collaboration and communication?
- Based on the discussion, create
 - Top-5 lists for Do's and Don't's
- The top-5 lists are then compared to create a common list

Preparing the Product Backlog

- It makes sense to try to work on the product backlog before the meeting
 - With the PO
 - New stories?
 - Priorities up to date?
 - Small enough stories for the next sprint?
 - With the team
 - Are the estimates up to date
 - Is there some information the team would need in the next planning meeting (so that the customer can prepare for it)
- Reserve some time for this near the end of previous sprint
 - These meetings are not commitment, just preparation

Daily Scrums

- Key thing to remember:
 - In this meeting, the team coordinates its own activities.

Exercise: SM Rights and Wrongs

- As a group, discuss
 - How should the SM act in the Daily Scrum?
 - What behavior should the SM specifically avoid?
- Based on the discussion, create
 - Top-5 lists for Do's and Don't's
- The top-5 lists are then compared to create a common list

What Can the SM Do, If...

- The team obviously reports to SM?
- The daily scrums take 30min-1h every day?
- Team members arrive late and the meetings don't start on time?
- Some team members take too much time?
- Team members do other things during the meeting?

Sprint Reviews

- Key thing to remember:
 - In this meeting, the team and customer review the sprint results and share information learned during the sprint.

Exercise: Team Demonstration

- As a group, discuss how the group could demonstrate their work in following situations:
 - The completed functionality has no visible UI
 - Interface/server functionality
 - Performance
 - Quality improvements
 - Spikes that involved some highly technical solutions
 - Testing stories
 - Error corrections
 - Maintenance work

Exercise: Stakeholders

- As a group, discuss way in which you could get stakeholders more interested and involved in Sprint Reviews

Sprint Retrospectives

- Key thing to remember:
 - In this meeting, the project members reflect upon the previous sprints and evaluate improvements to the working process and practices
- Never try to improve too much at one time
 - Agree on one or two concrete actions at a time

Contracts and Customers

Example Agile Contract

- Contract provisions:
 1. Any requirement that hasn't already been worked on can be swapped out for another of equal value;
 2. Priority of requirements can be changed;
 3. Customer may request additional releases at any time at prevailing time and material fees;
 4. Customer may terminate contract early if value has been satisfied for 20% of remaining unbilled contract value
- Discussion
 - What opportunities and challenges do you see in this model?
 - How applicable could it be to your project?

General Guidelines for Agile Contracts

- Don't fix features
 - You can ask for a list of features and make an estimate based on them (the probable project duration), but tie your (and customer's) hands from change
- Ensure that the customer has a vision for the project
 - If not, help the customer to create one
- Already in the sales phase, try to prepare a high level release plan with the customer
 - Making the project Agile at that stage is very important

Sprint Abnormal Termination

- Sprints can be cancelled before the allotted Sprint is over
- Product Owner is only one that can cancel a Sprint
- Sprints may be cancelled because of changes in competition, business, or technology feasibility. More normally, scope of Sprint is adjusted.
- If a Sprint is abnormally terminated, the next step is to conduct a new Sprint planning meeting, where the reason for the termination is reviewed.

Demonstration: Abnormal Sprint Termination Ceremony

Wrap-Up

(Apply),
Inspect & Adapt

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