

Experience Agile

The Agile Product Development Learning Experience

Facilitator Guide

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Great Teams and Results | Agile | Core Protocols | Open Space Technology

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Introduction

This is the facilitator guide to the Experience Agile project. I follow it as a loose script while facilitating the Experience Agile project.

Team and Product Launch

We'll start by launching your team, envisioning your product, and thinking about what it would take to implement and deliver your product.

❑ Team formation and product vision

To get started, **form into Scrum Teams**. On each team, **identify your Product Owner, Scrum Master, and Development Team**.

Articulate your product vision. What kind of product will you build? What is the purpose of your product? How will the world be different when you deliver your product? The Product Owner leads this, and the other team members assist.

Pro tip: Try “courseware” as the product category. Then decide what kind of courseware you will deliver: will it be a book, a slide set, a web site, a video series, a board game, or something else?

Identify your stakeholders. Who wants this product? Why do they want it? How will they benefit? Make a list of your target stakeholders. The Product Owner leads this, and the other team members assist.

Pro tip: Use Personas to describe your stakeholders.



Outputs from this step

- Scrum team
- Product vision
- Stakeholders

Duration: 20 minutes

❑ Create initial Product Backlog items

Create your initial Product Backlog as an unordered set of backlog items. To deliver on your product vision, what will go into your product? Don't worry about how much of it you could get done in one short Sprint--create as many backlog items as you can. And don't worry about the order of the items--we'll do that soon.

Pro tip: Define your backlog items as User Stories. Use the standard User Story opening sentence. Construct each PBI so it will yield a thin vertical slice of complete value. List good acceptance criteria for each story. Use the "3 Cs" idea and the INVEST mnemonic to guide you.

Roles and responsibilities

- Product Owner leads
- Scrum Master assists by advising on good Product Backlog preparation
- Development Team members assist by offering great ideas

Inputs to this step

- Product vision

Output from this step

- Unordered Product Backlog

Duration: 20 minutes

❑ Order your Product Backlog

Order your Product Backlog in one dimension from most valuable to your stakeholders, to least valuable.

While ordering the Product Backlog, you might notice that you need more information on the backlog items. Ask questions, get answers, and improve your Product Backlog as part of this step.

Pro tip: Order your Product Backlog using this heuristic: If you could only get one item done, what is the most valuable single item? That item goes at the top of your backlog. If you could only get one other item done, which one would it be? That item is next in your backlog. Repeat.

And don't worry about estimating your backlog items--we'll do that soon.

Roles and responsibilities

- Product Owner leads
- Scrum Master assists by advising on good Product Backlog preparation
- Development Team members assist by offering great ideas.

Inputs to this step

- Unordered Product Backlog

Output from this step

- Ordered Product Backlog

Duration: 15 minutes

❑ Estimate Product Backlog items

Estimate your Product Backlog items. How big or complex are they? Estimate them now.

Pro tip: Use the games Planning Poker or White Elephant Estimating.

While estimating your backlog items, you might notice that you need more information. Ask questions, get answers, and improve your Product Backlog as part of this step.

Roles and responsibilities

- Development Team members provide the estimates
- Scrum Master facilitates
- Product Owner is available for questions and clarification

Inputs to this step

- Ordered Product Backlog

Output from this step

- A "Ready" Product Backlog

Duration: 20 minutes

Day 1 (first day of your Sprint)

☐ Sprint Planning

Plan your Sprint! Your Sprint will last 3 simulated work days, 45 minutes of actual clock time.

What do you think you can get done in your Sprint? Which Product Backlog items do you think you can complete in 3 simulated work days? Pull them into your probable sprint backlog.

Pro tip: In this project, your Product Owner and Scrum Master will be part-time Development Team members, contributing work during the Sprint. Plan for their Development Team contributions in your Sprint Backlog.

How will you get it done? Decompose your backlog items into tasks. Optionally estimate the sizes of the tasks in minutes.

Articulate and write down your Sprint Goal. Given your backlog items (“what”) and your tasks (“how”), create a brief statement describing the desired output of your Sprint.

While planning your Sprint, you might notice that you need more information. Ask questions, get answers, and improve your Product Backlog items as part of this step.

Finally, **create a Sprint burndown chart.** On the x-axis of your burndown chart, plot 3 days. On the y-axis, plot the amount of work in your sprint. You decide what unit to burn down: story points, number of tasks, or task minutes. Draw a diagonal line from the top-right to bottom-left to represent your team’s ideal burndown.

Pro tip: “Track Done” is a great idea. On the y-axis of your burndown chart, burn down story points of Done stories.

Roles and responsibilities

- Development Team pulls Product Backlog items into the sprint backlog and decomposes them into tasks
- Scrum Master facilitates and creates burndown chart
- Product Owner assists Development Team by clarifying Product Backlog items
- Whole Scrum Team articulates the Sprint Goal.

Inputs to this step

- “Ready” Product Backlog

Output from this step

- Sprint Backlog
- Sprint Goal
- Burndown chart

Duration: 30 minutes

❑ Work

Build your product! This is your time to do it. Then, at the end of this simulated work day, make believe you went home.

Roles and responsibilities

- Development Team executes on the Sprint Backlog
- Scrum Master assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work
- Product Owner assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work

Inputs to this step

- Sprint Backlog

Output from this step

- Progress toward the product Increment

Duration: 15 minutes

Day 2

☐ Daily Scrum

Make believe you arrived at work. Check in with each other. What progress have you made together toward your sprint goal? What do you plan to get done today so you can complete your iteration by the end of simulated Day 3? Do you want any help?

Each member of the Development Team answers these three questions:

- What did I do yesterday that helped the Development Team meet the Sprint Goal?
- What will I do today to help the Development Team meet the Sprint Goal?
- Do I see any impediments that prevent me or the Development Team from meeting the Sprint Goal?

Project tip: Your Sprint is $\frac{1}{3}$ over. Are you $\frac{1}{3}$ Done with your Sprint Backlog? If not, what will you do differently today?

Update your Sprint burndown chart so it accurately reflects your progress.

Roles and responsibilities

- Development Team members share progress, plans, and impediments, and make a plan for today
- Scrum Master facilitates
- Product Owner quietly observes and participates if requested by Development Team

Inputs to this step

- Yesterday's work

Output from this step

- The plan for today's work

Duration: 5 minutes

☐ Work

Build your product! This is your time to do it. Then, at the end of this simulated work day, make believe you went home.

Roles and responsibilities

- Development Team executes on the Sprint Backlog
- Scrum Master assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work

- Product Owner assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work

Inputs to this step

- Sprint Backlog
- Daily Scrum

Output from this step

- Progress toward the product Increment

Duration: 15 minutes

Day 3 (last day of your Sprint)

☐ Daily Scrum

Make believe you arrived at work. Check in with each other. What progress have you made together toward your sprint goal? What do you plan to get done today so you can complete your iteration by the end of simulated Day 3? Do you want any help?

Each member of the Development Team answers these three questions:

- What did I do yesterday that helped the Development Team meet the Sprint Goal?
- What will I do today to help the Development Team meet the Sprint Goal?
- Do I see any impediments that prevent me or the Development Team from meeting the Sprint Goal?

Pro tip: This is the last day of your Sprint. What will it take to complete a working product increment?

Update your Sprint burndown chart so it accurately reflects your progress.

Roles and responsibilities

- Development Team members share progress, plans, and impediments, and make a plan for today
- Scrum Master facilitates
- Product Owner quietly observes and participates if requested by Development Team

Inputs to this step

- Yesterday's work

Output from this step

- The plan for today's work

Duration: 5 minutes

☐ Work

Build your product! This is your time to do it.

Project tip: Make sure your product increment is Done by the end of this 15 minutes. You will demonstrate it during the Sprint Review.

Roles and responsibilities

- Development Team executes on the Sprint Backlog

- Scrum Master assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work
- Product Owner assists Development Team as needed and can play a dual role, acting as Development Team member, contributing work

Inputs to this step

- Sprint Backlog
- Daily Scrum

Output from this step

- Progress toward the Product Increment

Duration: 15 minutes

❑ Sprint Review

Inspect, adapt and optimize your product! Review your Product Increment with your stakeholders. Is it fit for purpose? Does it meet their needs? Do they like it? Will they use it? Do they want it to be different? What else do they want?

Pro tip: Make it fun! Invite your stakeholders to a party. Entertain them with your great Product Increment. Build their confidence and trust by competently demonstrating your Product Increment.

Roles and responsibilities

- Development Team members demonstrate the new Product Increment
- Scrum Master facilitates
- Product Owner invites stakeholders to attend, observes the stakeholders' response to the Product Increment, investigates their wants and needs, and revises the Product Backlog

Inputs to this step

- Product Increment

Output from this step

- Revised Product Backlog

Duration: 5 minutes per Scrum Team

❑ Sprint Retrospective

Inspect, adapt, and optimize your team! Did you accomplish your sprint goal? What did you do that helped you succeed? What will you do differently so your team is more successful next time?

Pro tip: Try a game like PlusDelta to make a list of things that went well and things you will change. Order the list of Deltas to identify the most important improvement. Make a concrete plan for how you will implement the most important improvement.

Roles and responsibilities

- All Scrum Team members participate.
- Scrum Master facilitates.

Inputs to this step

- Everything that happened during the sprint--the behaviors, interactions, relationships, processes, etc., of the Scrum Team during the sprint

Output from this step

- 1-3 concrete things your team will do differently the next time you work together

Duration: 10 minutes