

Scrum, Agile, Kanban и многое другое
Что по чем?

AGILE SCRUM

Belgium



Что такое проект?

Треугольник управления проектами



Кто такой project-менеджер?

- ▶ Это специалист, чьей главной задачей является управление проектом в целом: проектирование и расстановка приоритетов, планирование выполнения задач, контроль, коммуникации, а также оперативное решение проблем.



Методология – что за слово-то такое?

- ▶ Простым языком, как понимаю я, – это **набор инструментов** из теории и практики для решения возникающих задач и проблем на проектах. Говоря еще проще – это **инструмент** (типа отвертки – не путать с коктейлем).
- ▶ Каждый, взяв отвертку, сам решает, что с ней делать – или просто подержать в руках, или шуруп закрутить, или, на худой конец, в розетку вставить)



Тяжелые методологии в управлении проектами

- ▶ - сложные
- ▶ - целые тома и книги
- ▶ - нужен не 1 эксперт для изучения
- ▶ - широконаправленные

- ▶ **PMI, MS, FIRMA**

PMBOK 6th Ed.
7 Key Changes



Master of Project
Academy

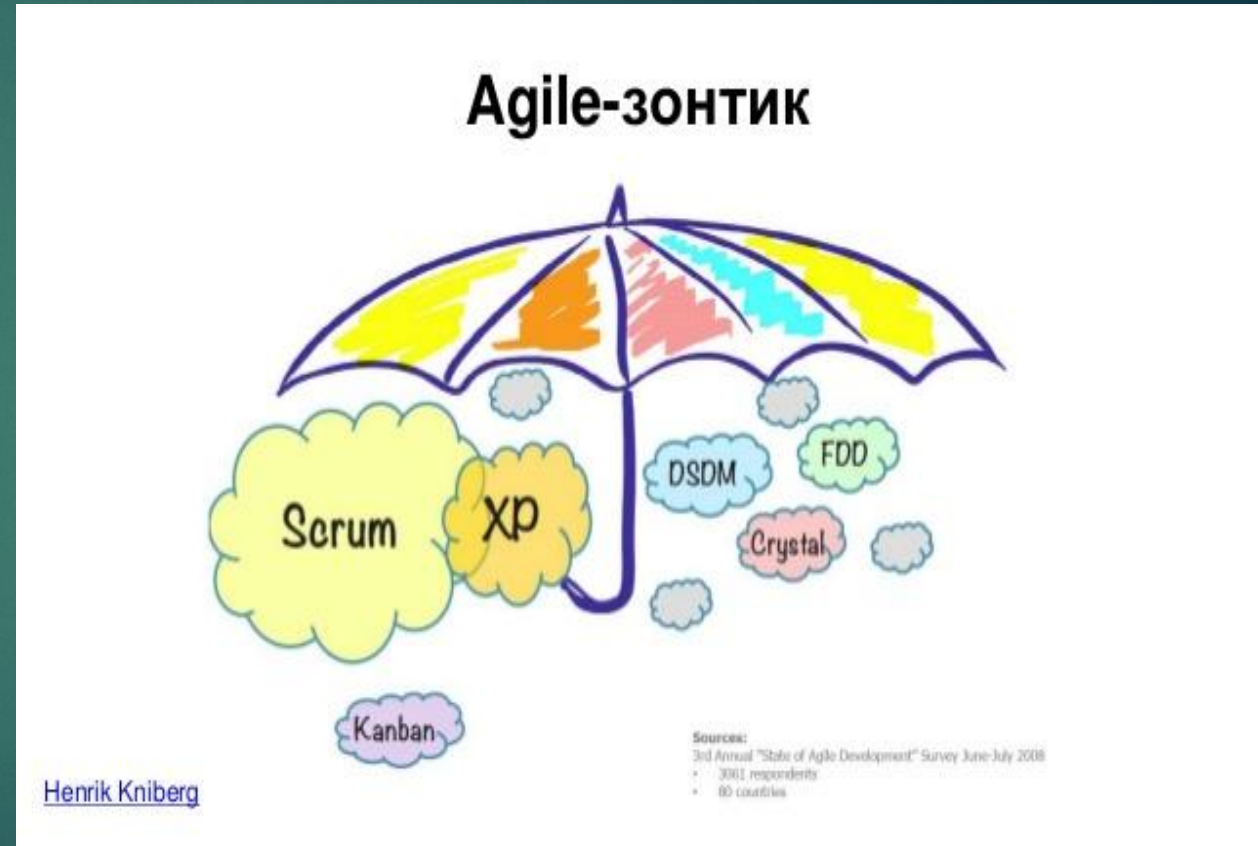


Легкие (гибкие) методологии в управлении проектами

- ▶ - простые и понятные всем
- ▶ - достаточно 30 мин чтобы вникнуть
- ▶ в суть
- ▶ - быстрые для внедрения
- ▶ в рамках организации
- ▶ - узконаправленные

- ▶ **SCRUM, Kanban, Lean, FDD,**
- ▶ **TDD,**

- ▶ **Парное программирование и т.д.**



Почему выбирают гибкие методологии в IT?

- ▶ увеличение продуктивности
- ▶ улучшение качества
- ▶ наглядность ситуации в проекте
- ▶ уменьшение рисков
- ▶ упрощение процессов
- ▶ уменьшение стоимости проектов
- ▶ лучшая поддерживаемость проектов в дальнейшем
- ▶ улучшение морали команд(ы)
- ▶ налаживание инженерных дисциплин
- ▶ организация работы распределенных команд



Scrum – мало о большом, просто о СЛОЖНОМ

- ▶ - Scrum – это итеративно-инкрементальный процесс разработки ПО
- ▶ - Появился в 90-е гг. для обеспечения процесса создания сложного ПО для ФБР
- ▶ - отцы-основатели – Джефф Сазерленд, Кен Швабер
- ▶ - Владелец продукта, Скрам-мастер, команда
- ▶ - Стендап-митинги, Ретроспектива
- ▶ - Бэклог, Спринт
- ▶ - Что я делал вчера? Что я буду делать сегодня? Что я могу улучшить?
- ▶ - самокоординирующиеся, кроссфункциональные, взаимозаменяемые

The Agile Scrum Framework at a glance

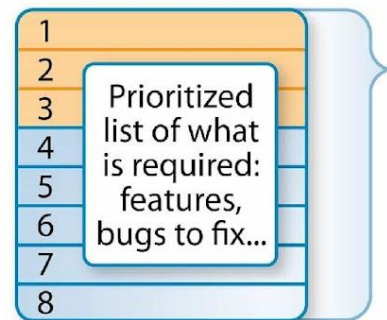
Inputs from
Customers, Team,
Managers, Execs



Product Owner



The Team



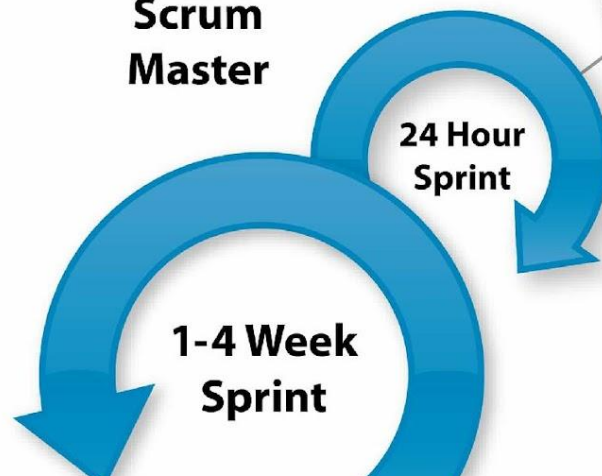
Product Backlog



Sprint Planning Meeting



Sprint Backlog



1-4 Week Sprint

Sprint end date and team deliverable do not change

Scrum Master



Burn Down/Up Chart

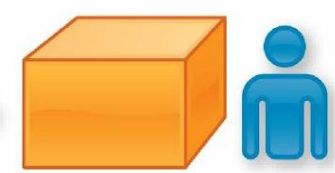
24 Hour Sprint



Daily Standup Meeting



Sprint Review



Finished Work



Sprint Retrospective



SCRUM

Scrum is a management framework that is becoming increasingly more common in the software industry. Where traditional methods focus on staying on track, Scrum is aimed at – like other **Agile methods** – delivering business value. Scrum provides a platform for people to work together effectively and relentlessly makes visible every problem that gets in its way.

Manifesto for Agile Software Development:
 Individuals and interactions *over* processes and tools
 Working software *over* comprehensive documentation
 Customer collaboration *over* contract negotiation
 Responding to change *over* following a plan

The essence of Scrum is:

- The team is given clear goals
- The team organises itself around the work
- The team regularly delivers the most valuable features
- The team receives feedback from people outside it
- The team reflects on its way of working in order to improve
- The entire organisation has visibility into the team's progress
- The team and management honestly communicate about progress and risks

Product Owner (PO) Roles

Responsible for Product backlog creation and prioritizing

- Creates Product backlog
- Prioritizes Product backlog
- Manages Releases
- Describes features to the Team
- Accepts or rejects work results

Scrum Master (SM) Roles

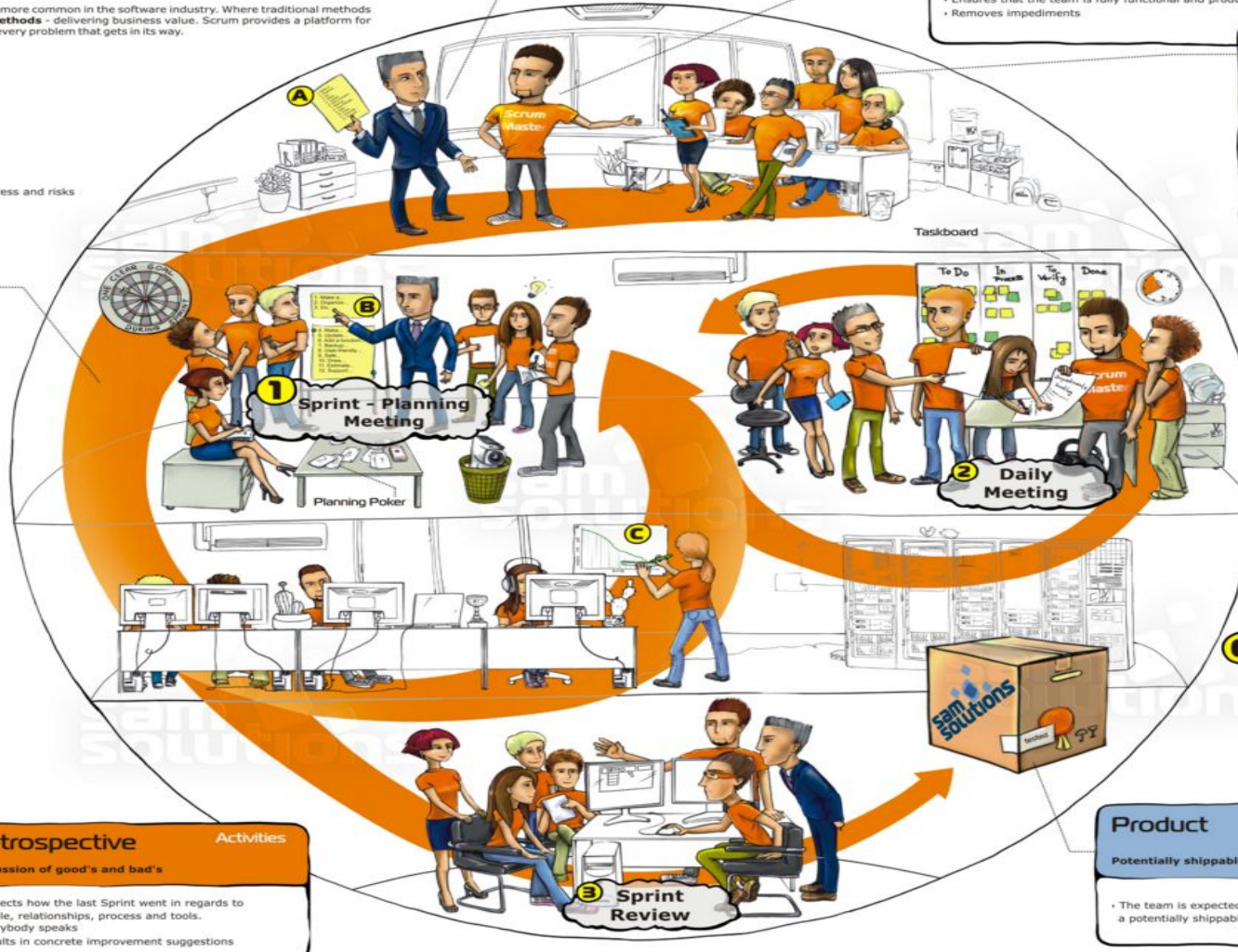
Responsible for team to follow scrum values

- Runs Sprint Planning and Daily Scrum meetings
- Ensures that the team is fully functional and productive
- Removes impediments

Scrum Team Roles

Responsible for estimation and implementing features. Highly motivated, self organized and have cross functional skills

- Estimates size of Sprint backlog items (Planning Poker)
- Turns Sprint backlog list into Potentially shippable product increment
- Tracks work progress every day (Daily Scrum Meeting)
- Communicates with product owner regularly
- Alerts when there are problems
- Demonstrates Potentially shippable product increment to Product owner



Sprint Activities

2-4 week period of work on new features of Product

- Team uses appropriate best engineering practices during sprint
- Team delivers something after each sprint

1 Sprint Planning Meeting Activities

Selecting, discussion, and estimation of features for current sprint

- Selecting, analyzing, and estimating Product Backlog for Sprint
- Product owner describes the details of the features to the Team
- Product owner answers the questions from the Team
- The Team plays Planning Poker and estimates the features
- All team members commit to them

2 Daily Scrum Meeting Activities

Status of work progress meeting

- Same time, same place every day, lasts 15 minutes.
- Everybody answers the 3 questions:
 1. What have I done?
 2. What am I going to do?
 3. What problems do I have?
- Team members address each other not Scrum Master

3 Sprint Review Activities

Demonstration of implemented features on working product

- Demo is done after each sprint
- All stakeholders and other teams can be invited to the demo
- Demo shows working product
- Product owner makes a decision whether team has achieved the goal of the sprint

Retrospective Activities

Discussion of good's and bad's

- Inspects how the last Sprint went in regards to people, relationships, process and tools.
- Everybody speaks
- Results in concrete improvement suggestions

A Product Backlog Artifacts

A list of features to be implemented in Product

- Contains User Stories, Issues, Bugs or Technical Tasks
- All the items are prioritized by Product Owner
- All the items are regularly updated by Product Owner

B Sprint Backlog Artifacts

A list of features to be implemented in current Sprint

- Features are selected from Product Backlog by Team on the basis of their priorities
- The features which are planned to be implemented in Sprint are selected
- No features can be added during Sprint

C Burndown Chart Artifacts

Graph representation of work done and left to be done in Sprint

- Team must have a burndown chart
- Burndown chart is a highly visible representation of work status
- Burndown chart is updated every day
- Team takes corrective actions when burndown is too high/low

Product Artifacts

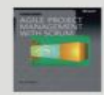
Potentially shippable product increment

- The team is expected to bring the product or system to a potentially shippable state at the end of each sprint

SaM Solutions © 2011



SaM Solutions Belarus,
 Filimonova st., 15,
 Minsk, 220037, Belarus
 Tel.: +375-17-3091709
www.sam-solutions.com



Agile Project Management with Scrum
 Ken Schwaber

Apply the principles of Scrum, one of the most popular agile programming methods, to software project management – and focus your team on delivering real business value.



Scrum and XP from the Trenches
 Henrik Kniberg

This book aims to give you a head start by providing a detailed down-to-earth account of how one Swedish company implemented Scrum and XP with a team of approximately 40 people and how they continuously improved their process over a year's time.



Succeeding With Agile
 Mike Cohn

This is the definitive, realistic, actionable guide to starting fast with Scrum and agile—and then succeeding over the long haul.

Links:

<http://www.scrumalliance.org>
<http://www.mountaingoatssoftware.com>
<http://www.agilemanifesto.org>
<http://www.agile.by>

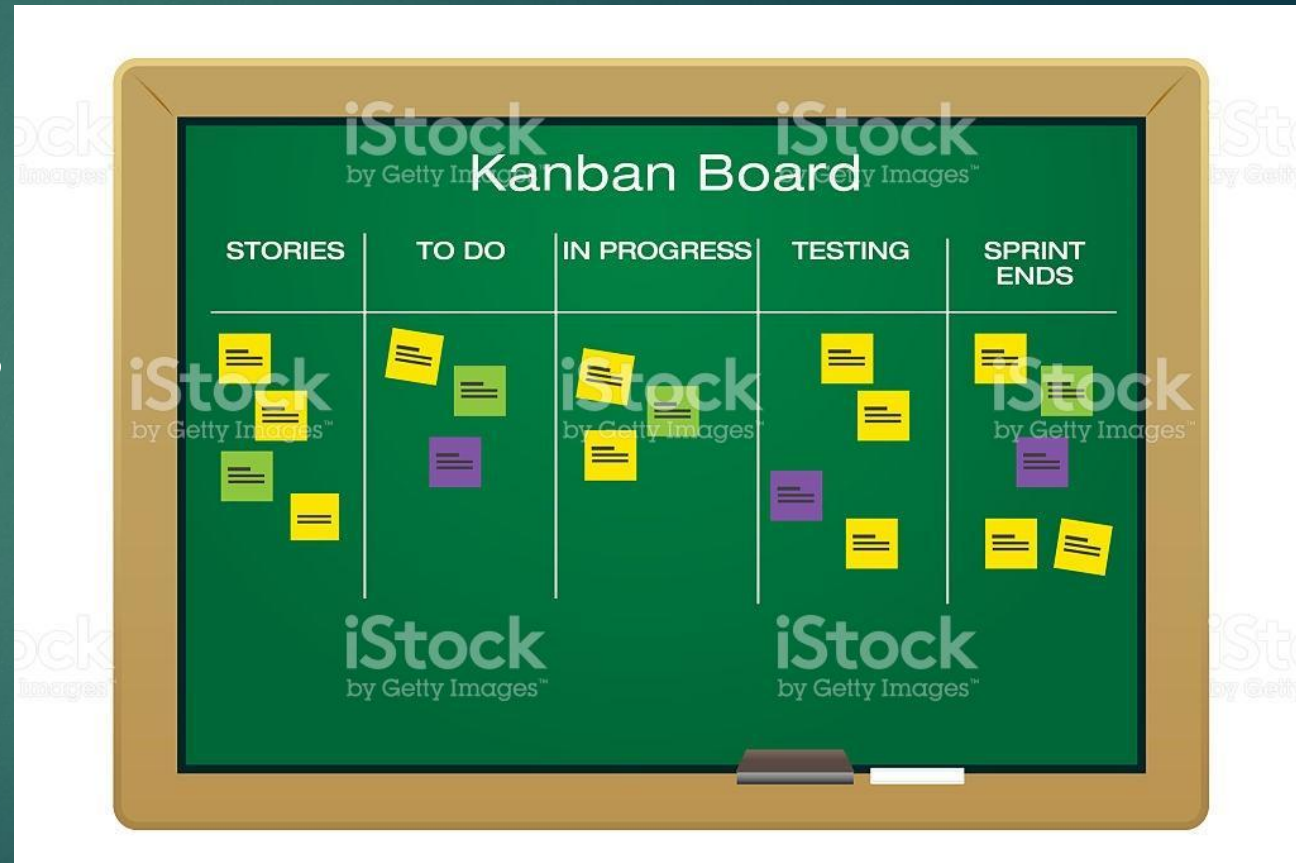
Основные положения Kanban

- ▶ - оптимизация существующих процессов
- ▶ - высококачественные релизы
- ▶ - повышение предсказуемости времени выполнения
- ▶ - повышение удовлетворенности сотрудников
- ▶ - создание резервов для дальнейшего совершенствования
- ▶ - упрощение расстановки приоритетов
- ▶ - обеспечение прозрачности дизайна и работы системы
- ▶ - создание процесса, способствующего возникновению организации высокой степени зрелости



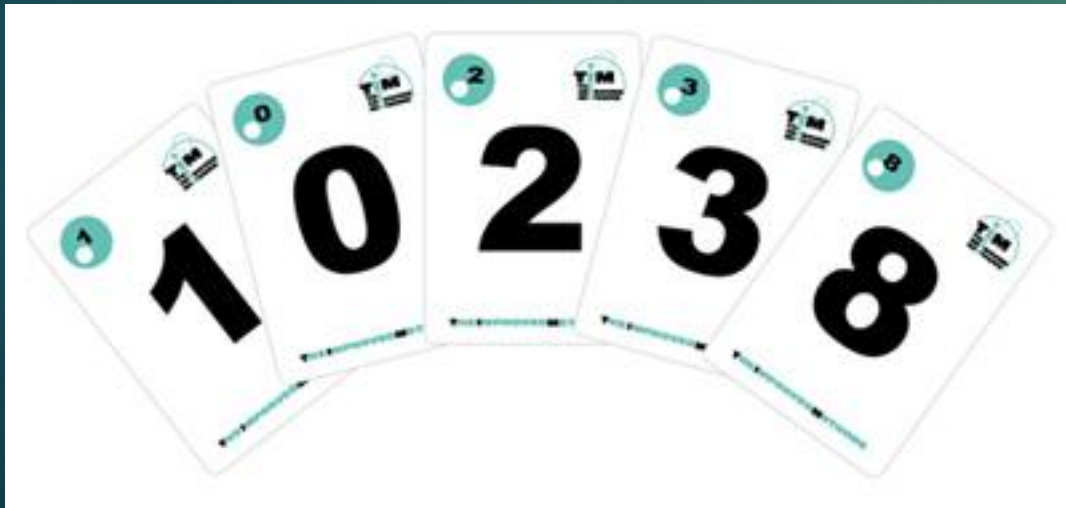
Оценка проекта и системы планирования работ

- ▶ - человеко-часы
- ▶ - сторипоинты
- ▶ - ИСР
- ▶ - Оценка по PERT $(t_e = t_o + t_m + t_p) / 3$
- ▶ - выстраивание бэклога
- ▶ - расписание на спринт
- ▶ - каденция
- ▶ - и т.д.
- ▶



Покер планирования

- ▶ Homo ludens – «человек играющий»



Инструменты project-менеджера

- ▶ - Trello
- ▶ - Jira
- ▶ - Target Process
- ▶ - MS Project

The screenshot displays a Trello board for the 'MDN Content Team Status'. The board is organized into several columns representing different stages of task completion:

- On Hold (committed but no work on it for the moment):** Contains cards for 'MercrediDocs/WednesdayDocs /MittwochDoks Q2 2015', 'Learning Area: 1st PathWay', 'Refactor HTMLElement', 'Refactor HTML "global attributes" documentation', 'Auto-generating API reference docs', 'CSS Tutorial', 'JS Tutorial', and 'Review Web Animations API docs'.
- Doing (Task committed and actively worked on this week):** Contains cards for 'Q1: Overhaul JavaScript guide', 'Follow-up triage meeting 2015-02-17/24 +03-03/10', 'Content Kits prototype content', 'Follow-up triage meeting 2015-02-10', 'Follow-up triage meeting 2015-02-03', 'Follow-up triage meeting 2015-01-27', and 'Web Components - Custom Elements'.
- Review needed:** Contains cards for 'Document Fetch API', 'Channel messaging API', 'Service Workers (Review and complete docs)', 'Apps quickstart (formerly Recroom)', 'Update Web workers', and 'CSS help in DevTools'.
- No update in the last 14 days. PLEASE UPDATE:** Contains a card for 'Contribution Pathways'.
- Completed in March 2015:** Contains cards for 'Write community blog article about MDN curriculum fellowship', 'MercrediDocs/WednesdayDocs /MittwochDoks Q1 2015', 'MDN 10th Anniversary Plan & brief', 'Content Kits meeting with tech evengalism', and 'Social Media Plan for MDN'.
- Completed in February 2015:** Contains cards for 'FOSDEM talk', 'JFokus Conf Florian Feb 2 - 4', 'Web Compat Summit Mt. View', 'Mt. View sprint APIRef / sidebar', 'Firefox 36 for developers', 'Follow-up triage meeting 2014-11-25', 'Glossary: Guidelines for using the glossary template', 'Update Learning Area Meta documentation', and 'Follow-up triage meeting 2014-11-20'.

On the right side of the board, there is a 'Menu' section with 'Members' and 'Activity' tabs. The 'Members' section shows a list of team members and an 'Add Members...' button. The 'Activity' section shows a log of recent actions, such as 'Jeremie Patonnier on MercrediDocs/WednesdayDocs /MittwochDoks Q2 2015' adding members and moving cards.

Важность project-менеджмента и используемой методологии

- ▶ - управляемость проекта и управляемость на проекте
- ▶ - выстраивание бизнес-процессов в компании
- ▶ - выстраивание сплоченности команды
- ▶ - улучшение качества кода и продукта на выходе
- ▶ - открытость по отношению к клиенту
- ▶ - прозрачность процессов
- ▶ - увеличение общей мощности команды в среде разработки
- ▶ - менеджмент – это 90% успеха любого проекта
- ▶ - важно сделать не команду звезд, а звездную команду в компании



Все получится!
Главное, стремитесь быть лучше!

