

Principes agiles dans des projets pas forcément IT

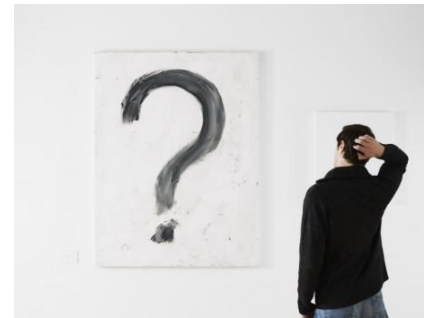


Agenda

- Hypothèse: Principes et valeurs agiles déjà présentés
- Quelques fondamentaux agiles
- Illustration résumée via la méthodologie Scrum
- Conclusion

Environnement

- Votre équipe
 - est soudée
 - cherche à atteindre un but commun
- Nécessité de composer avec l'incertitude



Murphy's law

- If anything can go wrong, it will.
 - We can't fight against this one... but we can prepare at best

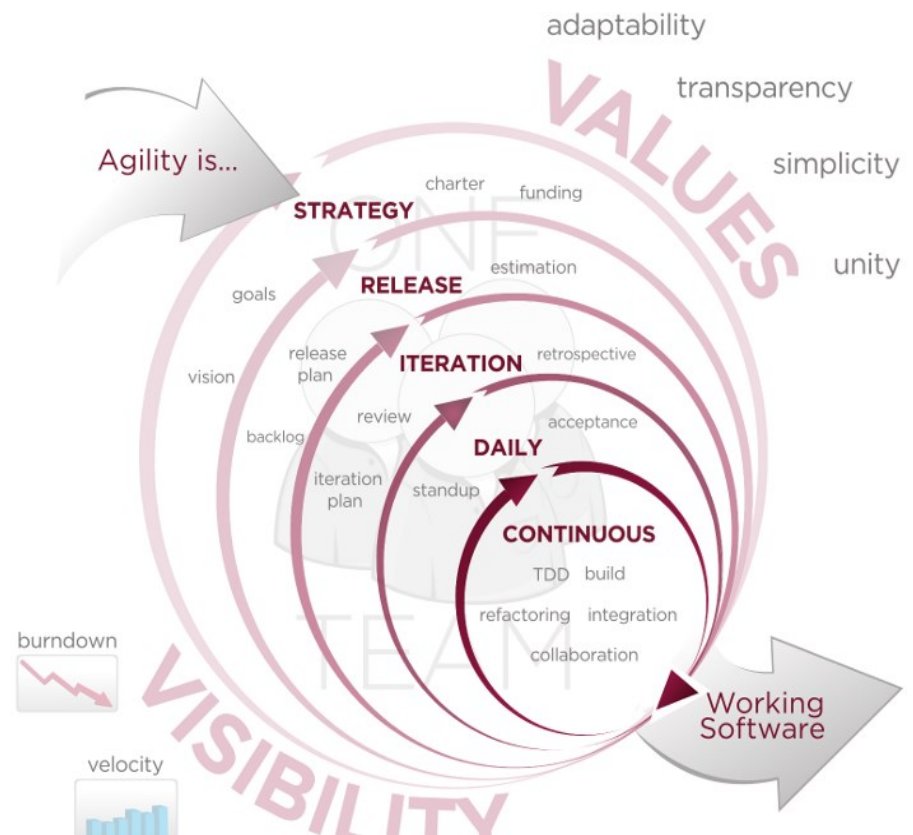
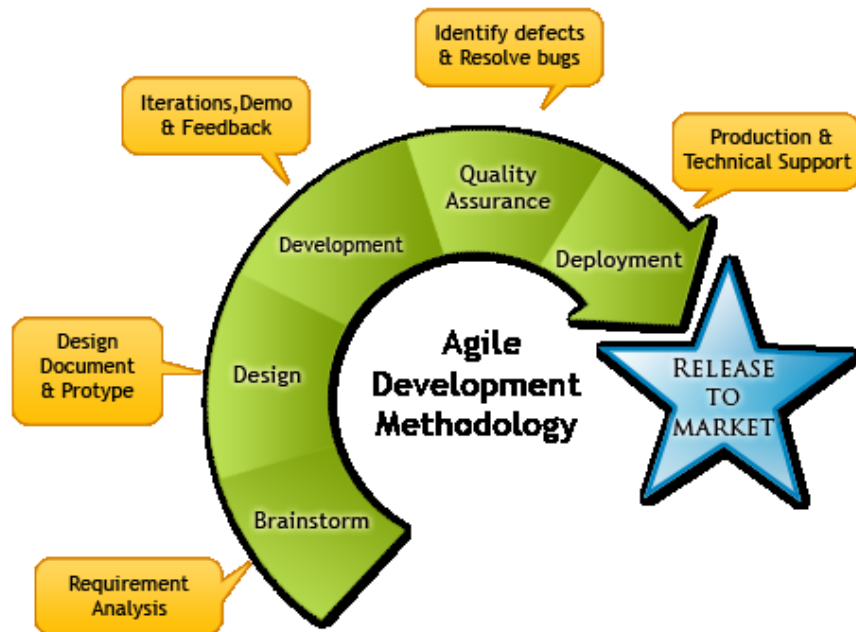


Iteration, PSPI, Team, Self-organization – Emergence, User stories

QUELQUES FONDAMENTAUX AGILES

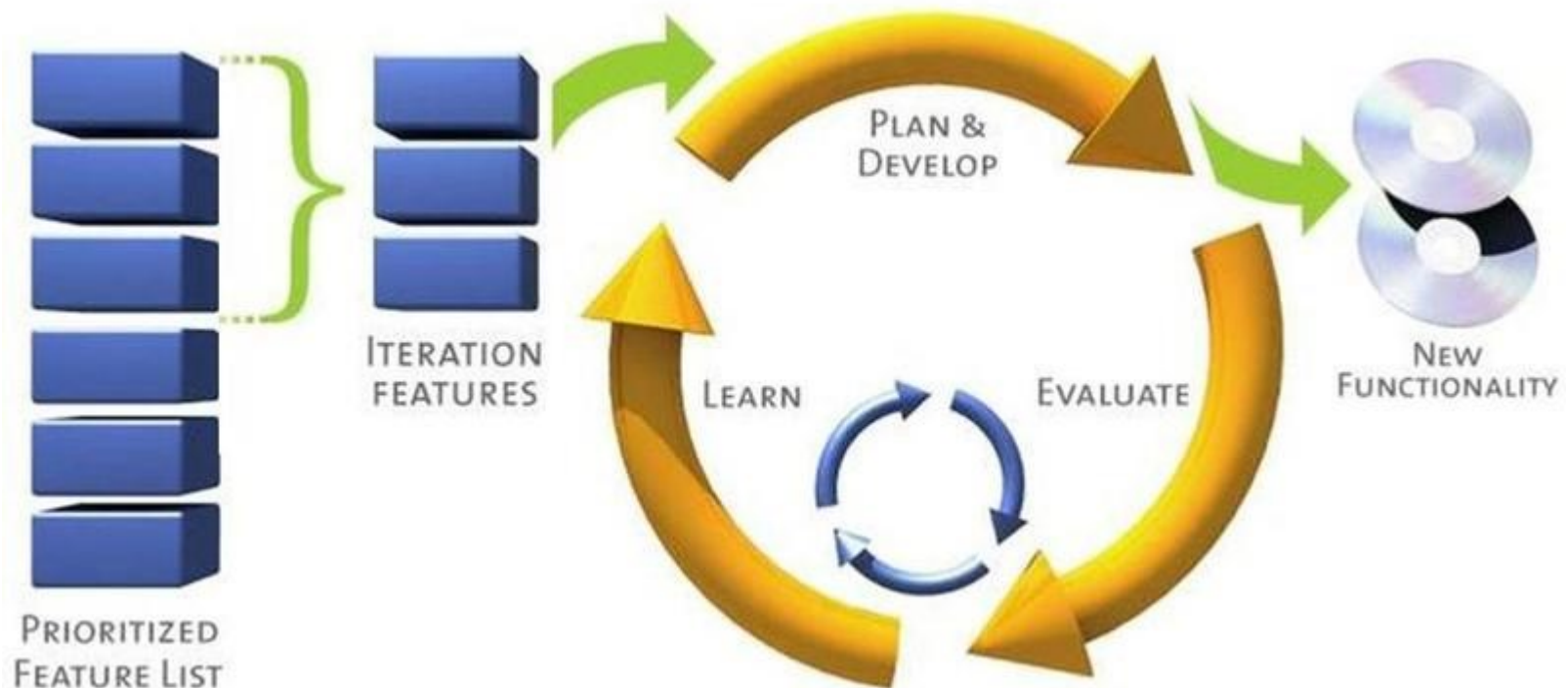
Du développement logiciel...

AGILE DEVELOPMENT



...au cycle agile

- Approche **itérative**, **incrémentale** et **adaptative**



An agile team works in short iterations

- Iterations
 - 2-4 weeks
 - Time-boxed
 - Iteration = small set of *done* user functionality
- A set of iterations defines a *release*
 - 2 to 6 months
 - Release = set of related user functionalities

The result of an iteration is a PSPI

Potentially Shippable Product Increment

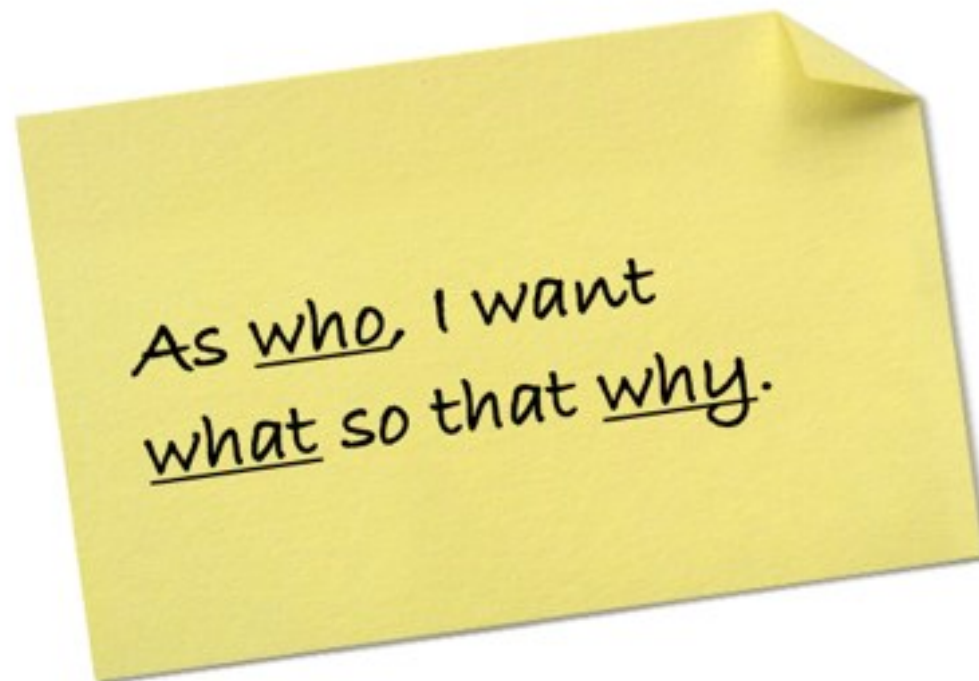
L'équipe auto-gérée



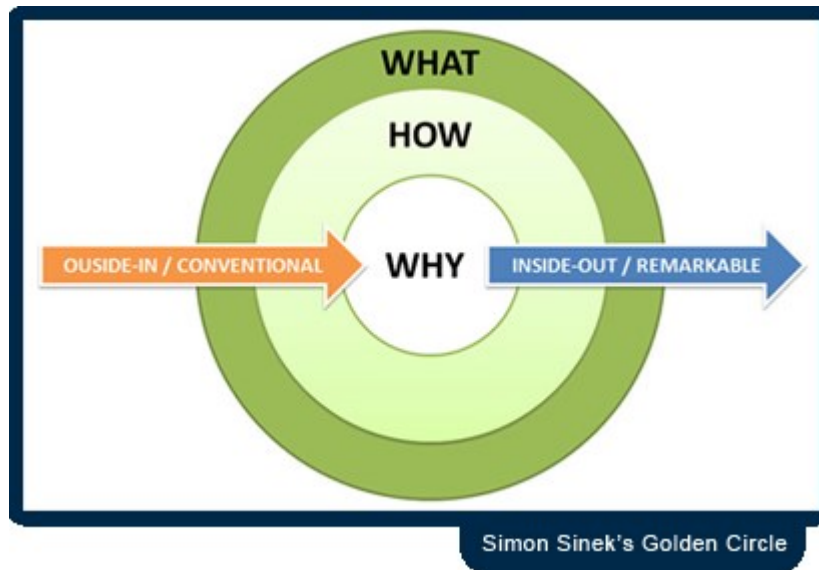
Les cérémonies



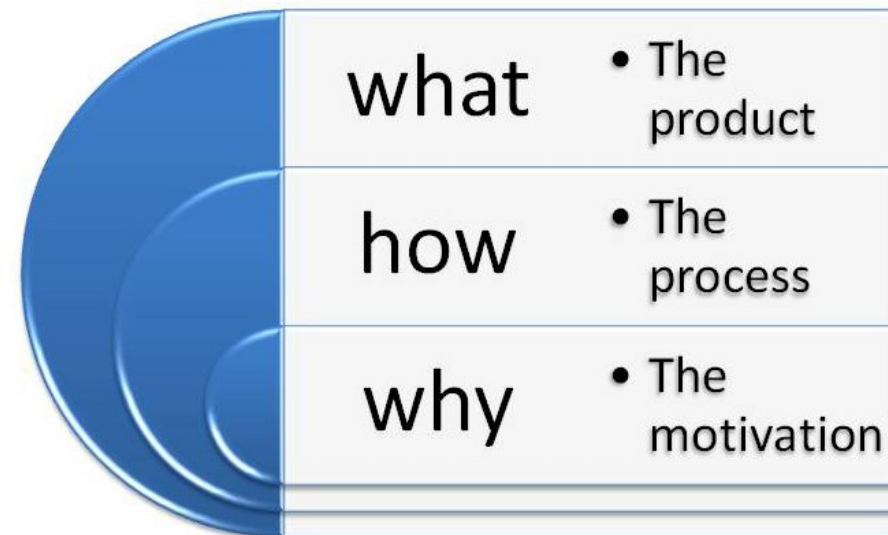
Des histoires utilisateurs



The Golden Circle



- Simon Sinek ([TED](#))



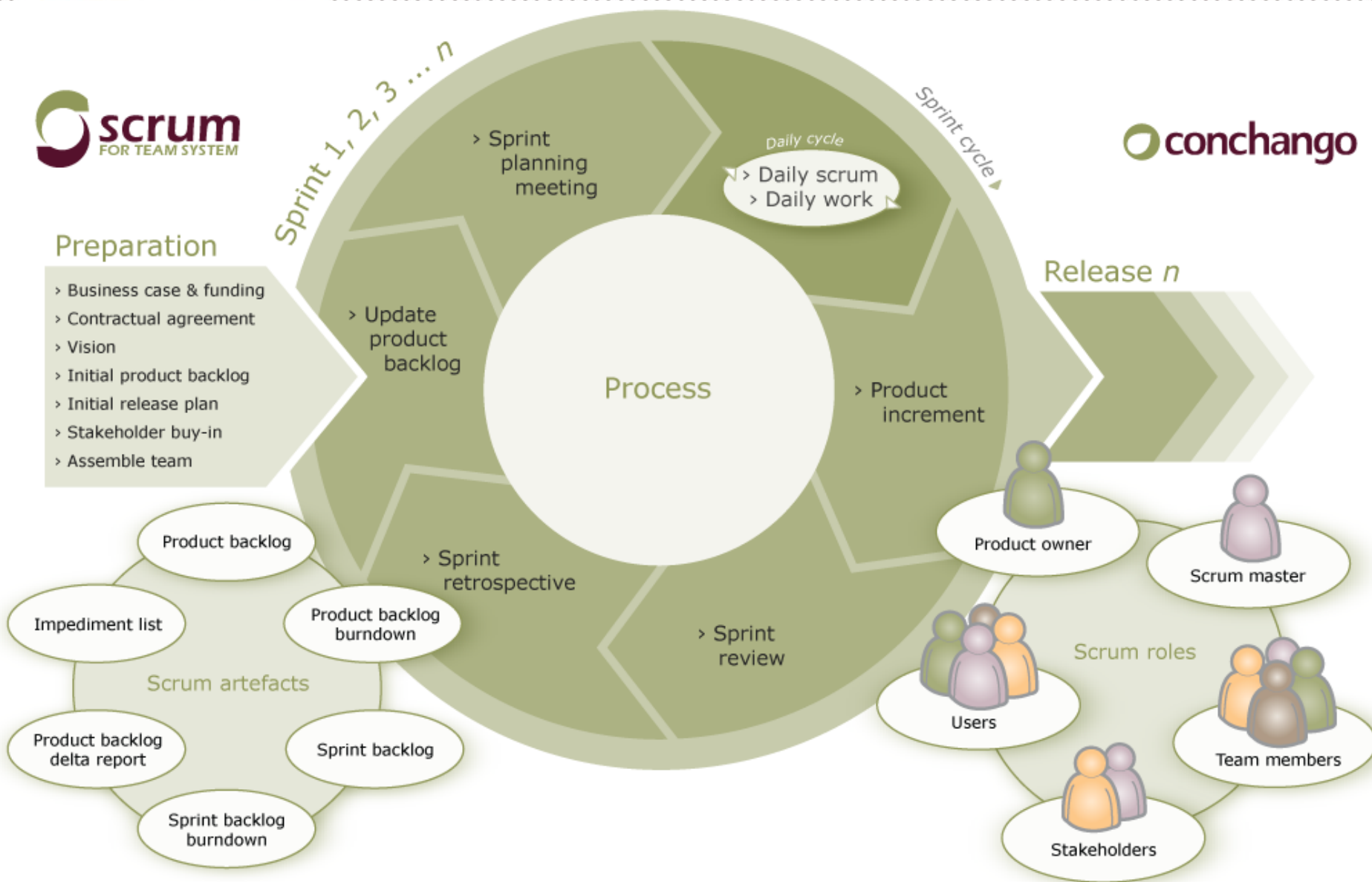
Scrum

UNE IMPLÉMENTATION AGILE

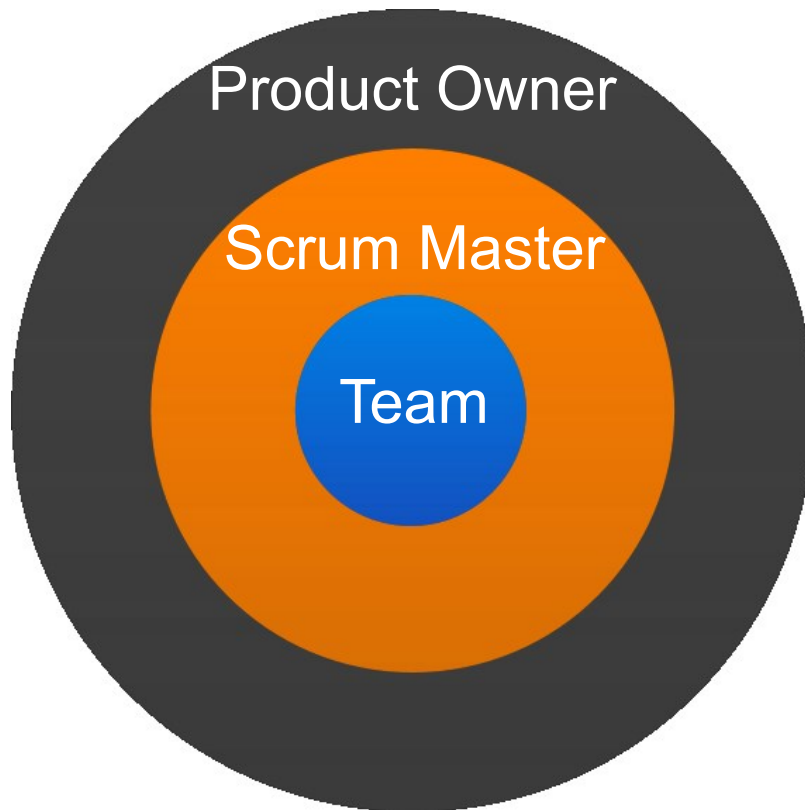


Preparation

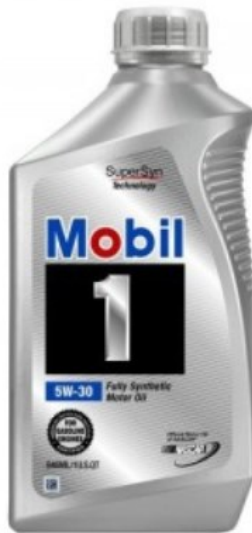
- > Business case & funding
- > Contractual agreement
- > Vision
- > Initial product backlog
- > Initial release plan
- > Stakeholder buy-in
- > Assemble team



The Scrum Team



The Scrum Master



- Specially formulated to provide
 - Protection
 - Guidance
 - Leadership
 - Impediment removal
- Will ensure a long lasting, high performance team

The Product Owner

- Providing the Fuel & Direction



The Team



Product Backlog: un exemple

Priorités

Divers

Testé
comment ?

As a

I want to

so that

Degree Course Business
Information Systems

	US Nr.	Theme	As a	I want to	so that	Testé comment ?	Priority	Status	Story Points	Sprint	US accepted
1											
2	23	Theme 1	Administrator	add a new institution	we have the institution stored in our database	- test a new institution name, test a name that already exist	1	●	2	1	05.03.2012
3	1	Theme 2	Administrator	display a member	we can see all the information	- tester l'affichage d'un membre avec nom, prénom	2	●	2	1	08.03.2012
4	14	Theme 3	Administrator	goal 14	reason 14	test scenario14	2	●	2	1	02.03.2012
5	22	Theme 3	Administrator	goal 22	reason 22	test scenario22	2	●	2	1	06.03.2012
6	72	Theme 2	Administrator	goal 72	reason 72	test scenario72	2	●	3	1	22.02.2012
7	24	Theme 3	Administrator	goal 24	reason 24	test scenario24	3	●	2	1	06.03.2012
8	2	Theme 3	Administrator	goal 2	reason 2	test scenario2	4	●	2	1	08.03.2012
9	15	Theme 3	Administrator	goal 15	reason 15	test scenario15	4	●	2	1	02.03.2012
10	27	Theme 2	Administrator	goal 27	reason 27	test scenario27	4	●	2	1	06.03.2012
11	8	Theme 2	Administrator	goal 8	reason 8	test scenario8	4	●	3	1	09.03.2012
12	9	Theme 2	Administrator	goal 9	reason 9	test scenario9	4	●	1	1	09.03.2012
13	20	Theme 2	Administrator	goal 20	reason 20	test scenario20	4	●	3	1	08.03.2012
14	21	Theme 2	Administrator	goal 21	reason 21	test scenario21	4	●	1	1	08.03.2012
15	25	Theme 3	Administrator	goal 25	reason 25	test scenario25	4	●	1	1	06.03.2012
16	26	Theme 3	Administrator	goal 26	reason 26	test scenario26	4	●	2	1	06.03.2012



Project

- Name
- Sprint length
- Teams
- Templates
- Integration

• **Scrum Master**

• Project View



Backlog

- Stories
- Themes
- Color
- Priority

• **Product Owner**

• Backlog View



Product Planning

- Releases
- Sprints
- Stories Effort

• **Product Owner**

• Planning View
• Story cards



Sprint planning

- Tasks
- Duration
- Stories to release and sprint

• **Product Owner**
• **Development team**

• Sprint View
• Story cards



Daily work

- Remaining tracking
- Bugs
- Backlog unassigned stories
- Next sprint stories
- Impediments
- Burn down charts

• **Scrum Master**
• **Development Team**

• Sprint View
• Story cards
• SideView
• Reports



Retrospective

- Ideas
- Categorization
- Voting

• **Scrum Master**
• **Development team**
• **Management**

• Retrospective View



Pour approfondir...

- ...les liens entre les valeurs prônées par l'agilité et leur implémentation dans Scrum

P1. Satisfaction du client

P4. Collaboration cross-fonctionnelle

- Plus-value à mes yeux
 - **Implication** constante du client dans tout le cycle (**itération** et **redéfinition des priorités**)
 - Illustration à partir d'un **cas associatif concret**
 - Liste d'actions exemplaires de développement durable proposées à une commune suite à un projet
 - Comment faire **aboutir** un tel projet ?

P1. Satisfaction du client

P4. Collaboration cross-fonctionnelle

- Plus-values perçues
 - Élimination des tâches inutiles
 - Et donc de **l'efficience** !
 - Itérations avec **délivrable**
 - Souvent délicat selon le contexte du projet
 - par exemple dans les associations
 - Réel plus de la communication face à face



Product Backlog: Autres exemples

- Exemple: Product backlog et **innovation**
 - Un projet de recherche appliquée
 - Plus-value pour le projet
- Exemple: Product Backlog et développement technique d'un **projet BEX**
 - RadarQuest
- Exemple : Product Backlog pour la gestion du projet: eManagement

Sprint

- Time boxing
 - Regular feedback to and from Product Owner
 - Cadence appears
- Once the work for a Sprint has been chosen and it starts, it may not be changed or expanded by external stakeholders
- The work may be reduced
 - Descope
- *People remember delay, not (or less) variance of the content*

Le backlog d'un sprint (itération)

Client A - Product Backlog		Client B - Product Backlog	
	USP		
<input checked="" type="checkbox"/> A1 - A user can see the latest blog...	2	<input checked="" type="checkbox"/> B5 - An editor can edit an article	
<input checked="" type="checkbox"/> A2 - A user can sign up to become...	1	<input checked="" type="checkbox"/> B6 - An editor can reject an article	
<input checked="" type="checkbox"/> A3 - A user can see the newest...	3	<input checked="" type="checkbox"/> B7 - An editor can write comments...	
<input checked="" type="checkbox"/> A4 - A user can see member profile...	2	<input type="checkbox"/> B8 - An author can create an article	
<input checked="" type="checkbox"/> A5 - A user can see a poll on the...	2	<input type="checkbox"/> B9 - A user view articles.	
<input type="checkbox"/> A6 - A user can sign up to become...	1	<input type="checkbox"/> B10 - A user can share/email articles	
<input type="checkbox"/> A7 - A member can log in and set up...	1	<input type="checkbox"/> B11 - A user can apply to be a member	
<input type="checkbox"/> A8 - A member can view other profiles.	2	<input type="checkbox"/> B12 - A member can comment on articles	
Client C - Product Backlog		Client D - Product Backlog	
	USP		
<input checked="" type="checkbox"/> C24 - A user can see new products...	5	<input checked="" type="checkbox"/> D143 - BUG - Fix bug 547 - not valid...	20
<input checked="" type="checkbox"/> C25 - A user can click on new product...	8	<input checked="" type="checkbox"/> D160 - A user can view the site on a mobile device...	10
<input checked="" type="checkbox"/> C26 - A user can add product to cart...	2	<input checked="" type="checkbox"/> D163 - A user can select from multiple products...	10
<input checked="" type="checkbox"/> C27 - A user can pay using Pay Pal	3	<input checked="" type="checkbox"/> D188 - A user can customize his/her profile...	10
<input checked="" type="checkbox"/> C28 - A user can pay using Google...	3		
<input checked="" type="checkbox"/> C29 - A user can recommend products...	10		

Consolidation pour
l'itération

Potentially Shippable Product Increment

- If can potentially ship at the end of each sprint, the feature must be really **done** each sprint...
 - analysed
 - designed
 - coded
 - tested
 - documented
 - ...

P3. Délivrer fréquemment

- Plus-values perçues
 - Incréments tangibles fréquents
 - Ajustements & intégration plus aisés
- Risques ? Opportunités ?
 - Habitude/capacité à penser «délivrables incrémentaux»

P8. Avance à un rythme soutenable et constant

- Plus-values à mes yeux
 - Time-box et focus durant l'itération
 - Métriques de + en + maîtrisées par l'équipe
 - Engagement de l'équipe à arriver à un résultat dans le laps de temps imparti
- Risques ?
 - ! Distractions et gestion des distractions
 - Estimation surenchérie

P7. Mesure en termes de fonctionnalités

- Plus-values à mes yeux
 - On continue à mesurer
 - Sur du tangible
 - Régulièrement
 - Et sur la globalité du projet
 - Cf. divers [reporting](#)

An agile team focuses on business priorities

- Functionalities are **prioritized** by product owner
- Team develops **user-valued features** rather than on completing isolated tasks
 - Gun bullet principle

User Story- Brief description of functionality as viewed by a user or customer of the system

- As a <type of user>, I want <capability> so that <business value>

An agile team inspects and adapts

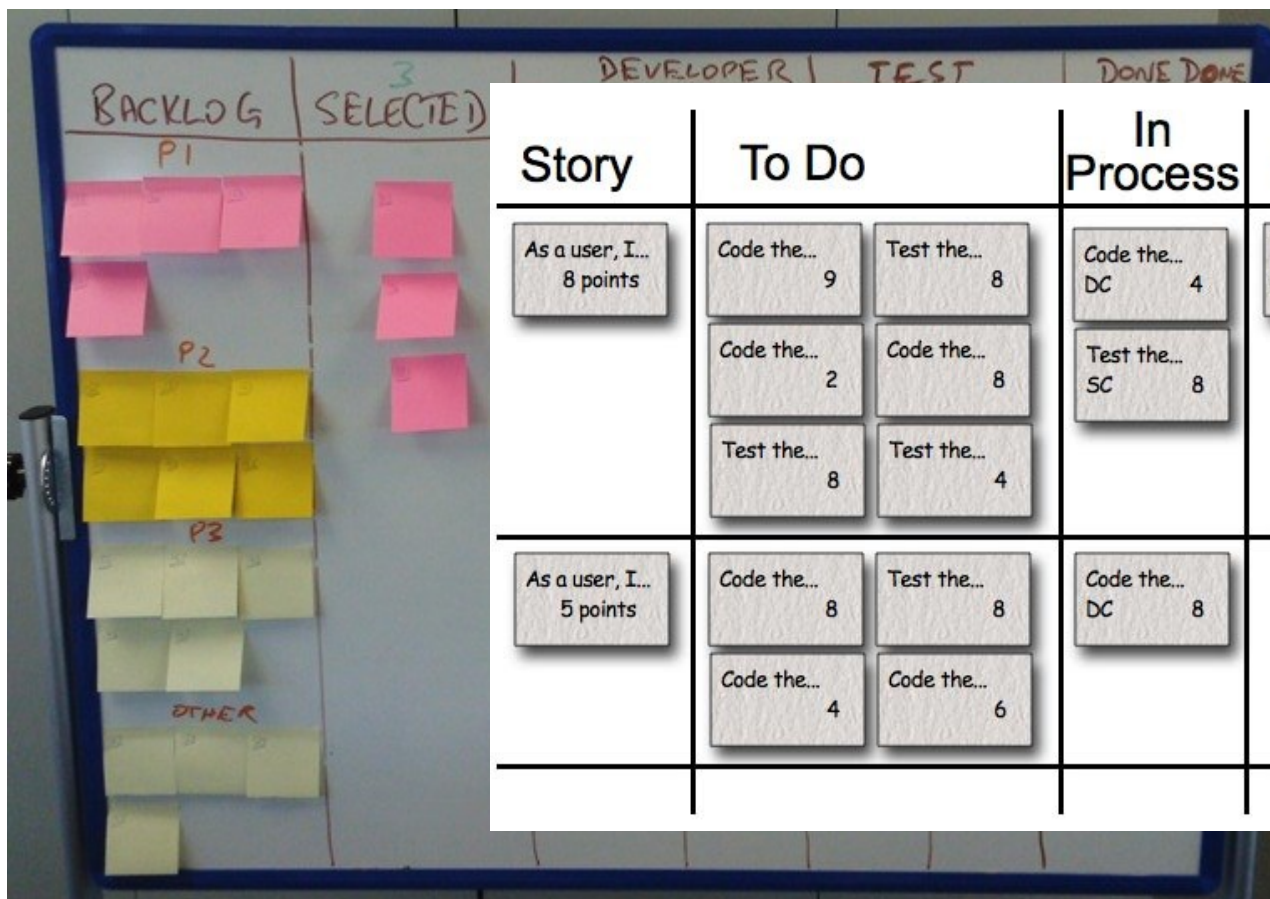
- Knowledge is gained at each iterations
- Inspection point of controls at different levels
 - daily meeting
 - *done*
 - iteration reviews
- Adaptation
 - customer feedback
 - agile methodology adaptation - *retrospective*

P12. Inspecter et adapter

- Quelques points d'inspiration
 - Daily meeting
 - Rétrospective
 - Vision par segments
 - **Priorisation** en fonction de l'évolution du contexte et des conditions externes
 - Redéfinition des **critères de réussite** ?



Le tableau Scrum



Story	To Do		In Process	To Verify	Done
As a user, I... 8 points	Code the... 9	Test the... 8	Code the... DC 4	Test the... SC 6	Code the... D Test the... SC 8 Test the... SC Test the... SC Test the... SC 6
As a user, I... 5 points	Code the... 8	Test the... 8	Code the... DC 8		Test the... SC Test the... SC Test the... SC 6
	Code the... 4	Code the... 6			

Self-organized - multi-functional teams

- The team should self-organize to realize the work
 - The team has the power and responsibility to devise the best strategies to maximize value
 - This is done through control - inspect paradigms
- The team is multi-functional
 - No strong specialization of the team

P11. Auto-organisation

- Plus-values perçues
 - Responsabilisation & Autonomie
 - Développement des compétences

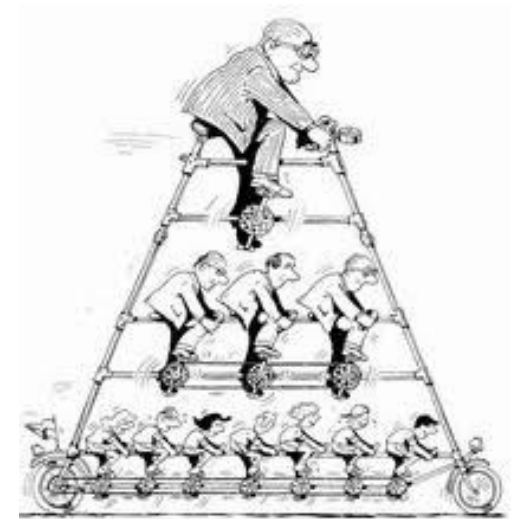


– L'intelligence collective et la co-création au service du projet



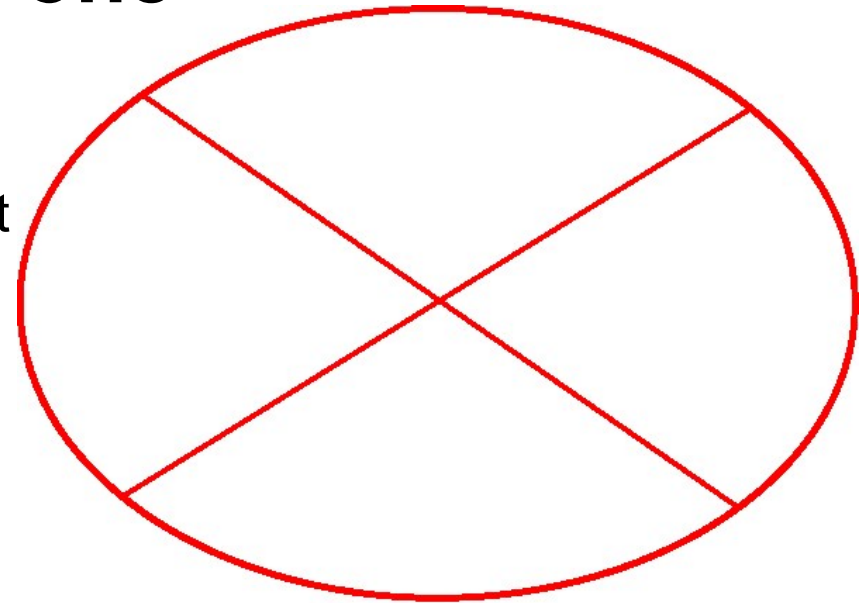
P11. Auto-organisation

- Risques ?
 - Environnements hiérarchiques
 - Culture d'entreprise
 - La transparence peut bloquer
- Opportunités ?
 - Nouvelle(s) dynamique(s) de groupe



An agile team work as one

- No more “throw it over the wall”
- “we are-all-in-this-together” mindset
- Roles
 - Client / product owner
 - common vision
 - priorities maximizing ROI
 - represent the interests of the users
 - Developer team
 - self-organizing and cross-functional
 - limited to 7 ± 2
 - Agile coach / scrum master
 - ensure that the agile principles are respected
 - coach the team
 - protect the team



P6. Conversation face à face

- Plus-values perçues
 - Efficience (par ex. eMails)
 - Tout le pouvoir du langage non-verbal et la finesse de traitement
- Risques ?
 - Culture du groupe de projet
- Opportunités ?
 - Nouveaux rituels (par ex. daily meeting)

P5. Support et confiance



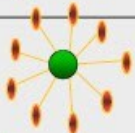


- Plus-values perçues
 - Motivation
 - Développement du potentiel des gens
 - Responsabilité de chacun
- Risques ? Opportunités ?

Conclusion (1/2)

- Résumé des idées clé
 - Client au cœur du projet
 - Esprit d'équipe
 - La communication est la clé
 - Simplicité, efficacité et qualité
 - Flexibilité aux changements
 - Avancement basé sur du concret

Conclusion (2/3)

- Transition culturelle et leadership tribal
- Difficultés à appliquer des principes nouveaux si la culture du groupe ou de l'entreprise n'est pas au bon niveau

Stage	People's Relationship	Theme	Structure
5	Team	"Life is great"	
4	Partnership	"We're great"	
3	Personal	"I'm great"	
2	Separate	"My life sucks"	
1	Alienated	"Life sucks"	

Conclusion (3/3)

- **Confiance** dans l'équipe
- Développement d'autres indicateurs de mesures? d'autres compétences ?
- «*Scrum is designed to build a backlog of stuff to get done and to get it done fast*»
– Jeff Sutherland



Et pour moi c'est **principalement...**

- Que pouvez-vous garder ?
- Questions ?

