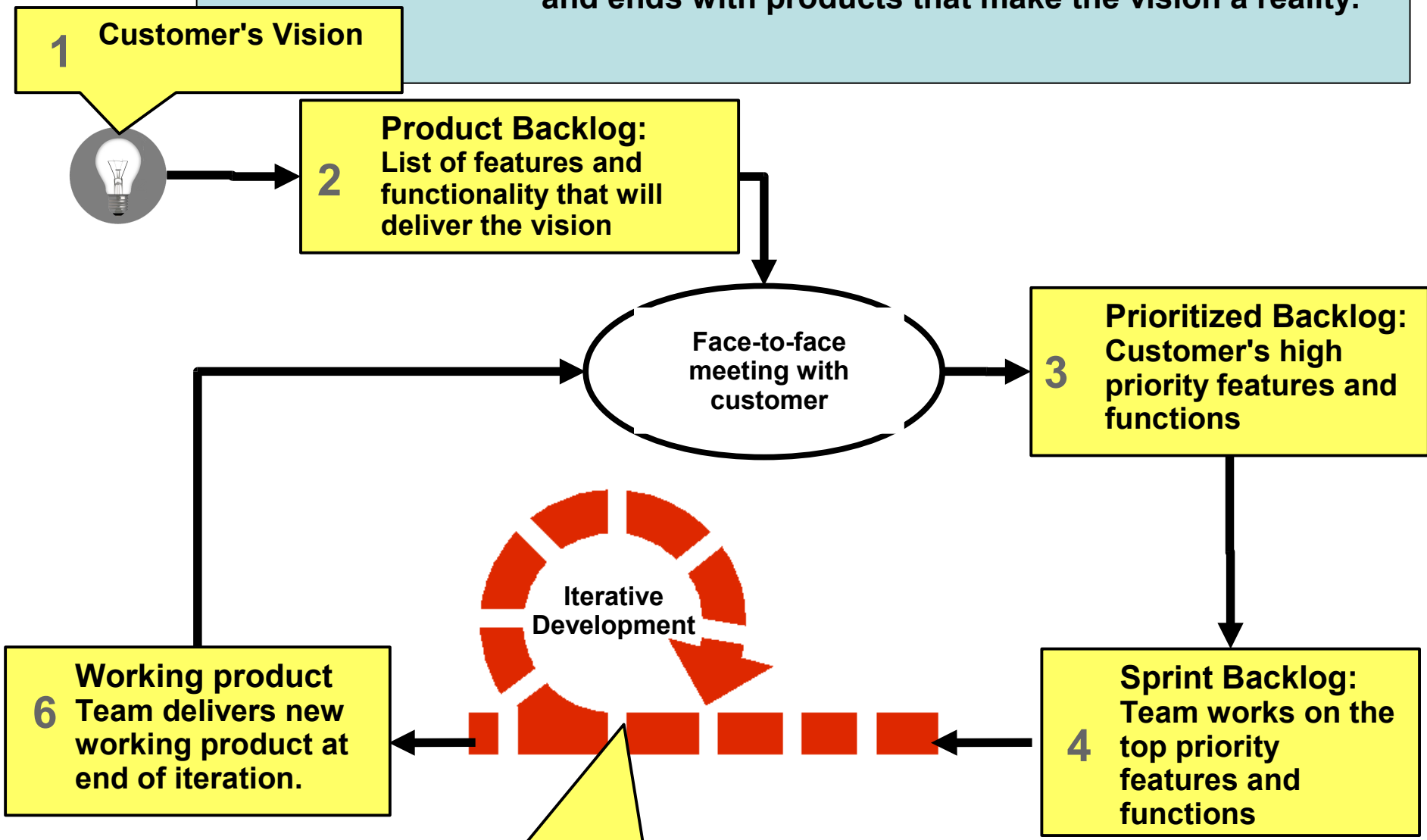


Development process is simple, iterative, and incremental
Transform vision into working products.

The Agile Development Cycle begins with the customer's vision and ends with products that make the vision a reality.



1 Customer's Vision



2 Product Backlog:
List of features and functionality that will deliver the vision

Face-to-face meeting with customer

3 Prioritized Backlog:
Customer's high priority features and functions

4 Sprint Backlog:
Team works on the top priority features and functions

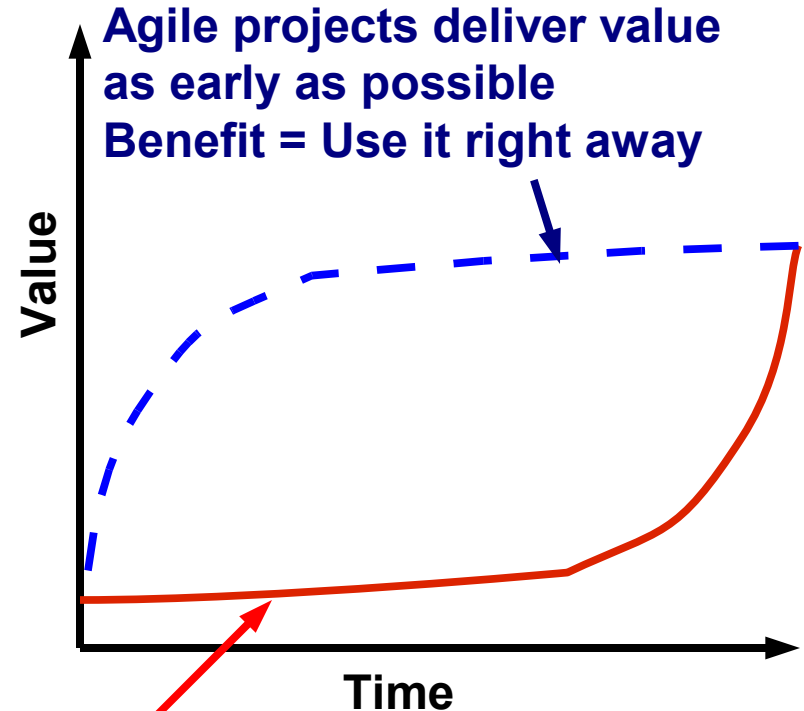


6 Working product
Team delivers new working product at end of iteration.

Burndown Chart:

Goal

- Deliver something the customer can use right away early in the delivery cycle
- Otherwise you risk delivering something that is out of date!



**Traditionally, projects deliver their value at the end.
Risk = Obsolete products**

Start with Customer's Vision

- What does the customer want?
 - What is the product?
 - Who needs it? Who will use it?
 - What are its features?
 - Why is it better than the way he/she does it now?
 - What does it improve?

Composing a Vision Statement

(Elevator Pitch version)

- You are riding in an elevator with a prospective investor. You have two minutes to make your case.
- If you can communicate your vision under those circumstances, it is probably pretty clear.

Prioritized Product Backlog

- Products, features, estimates, and priorities
- Customer describes product and features
- Customer sets priorities
- Team ensures they understand the requirement

Item #	Description	Estimate	Priority
1234	Test for Skill #1	3	1
5467	Instructor Lesson for Skill #1	4	3
8942	Storyboard for video shoot	8	4

Sprint Backlog

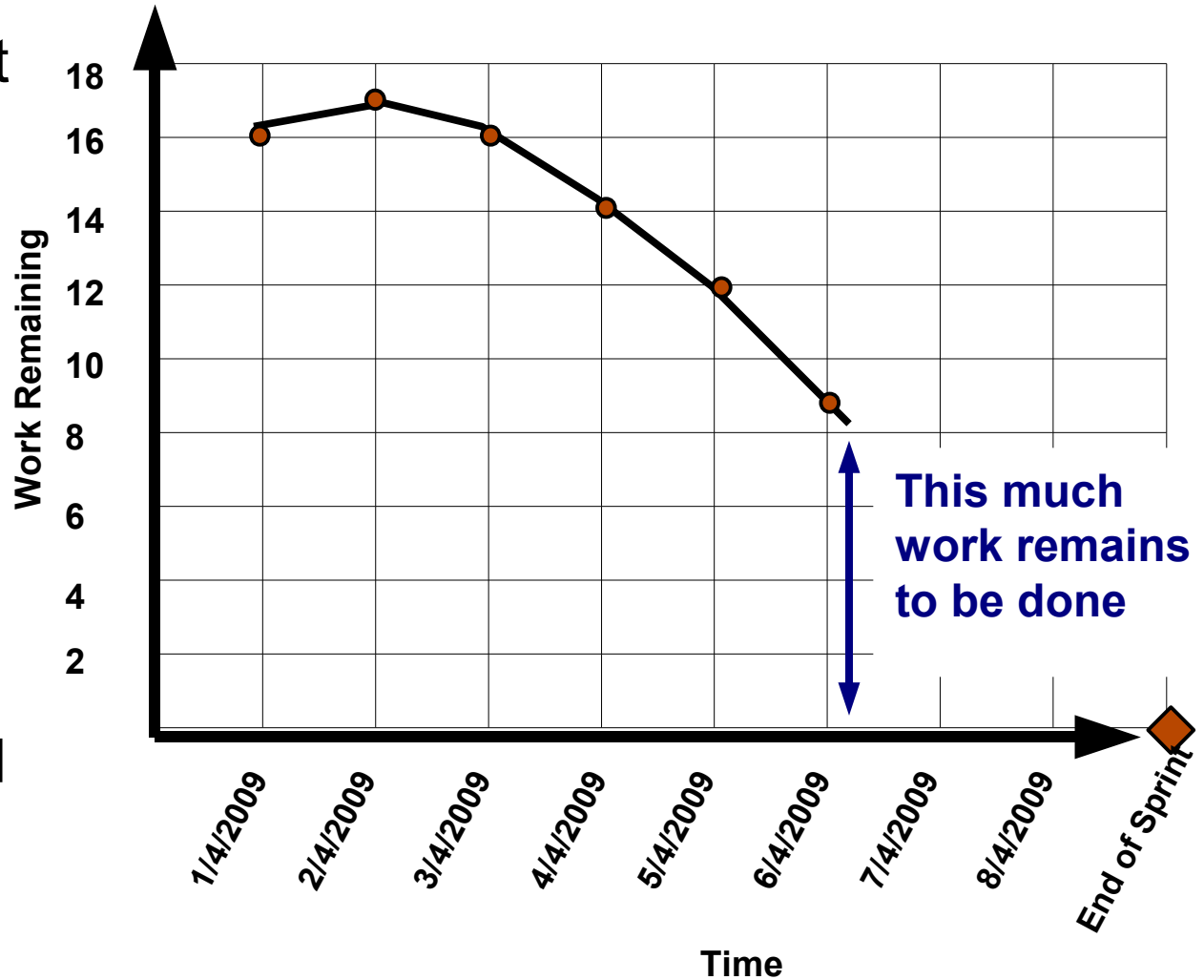
- Team decomposes the features into tasks necessary to create products and features
- For THAT sprint only

Item #	Description	Estimate	Priority
1234	Test for Skill #1	5	1
5467	Instructor Lesson for Skill #1	4	3
8942	Storyboard for video shoot	8	4

Item #	Description	Estimate
1234-1	Learning Objectives	2
1234-2	Test Item Specifications	2
1234-4	Test Instrument Blueprint	1

Burndown Chart

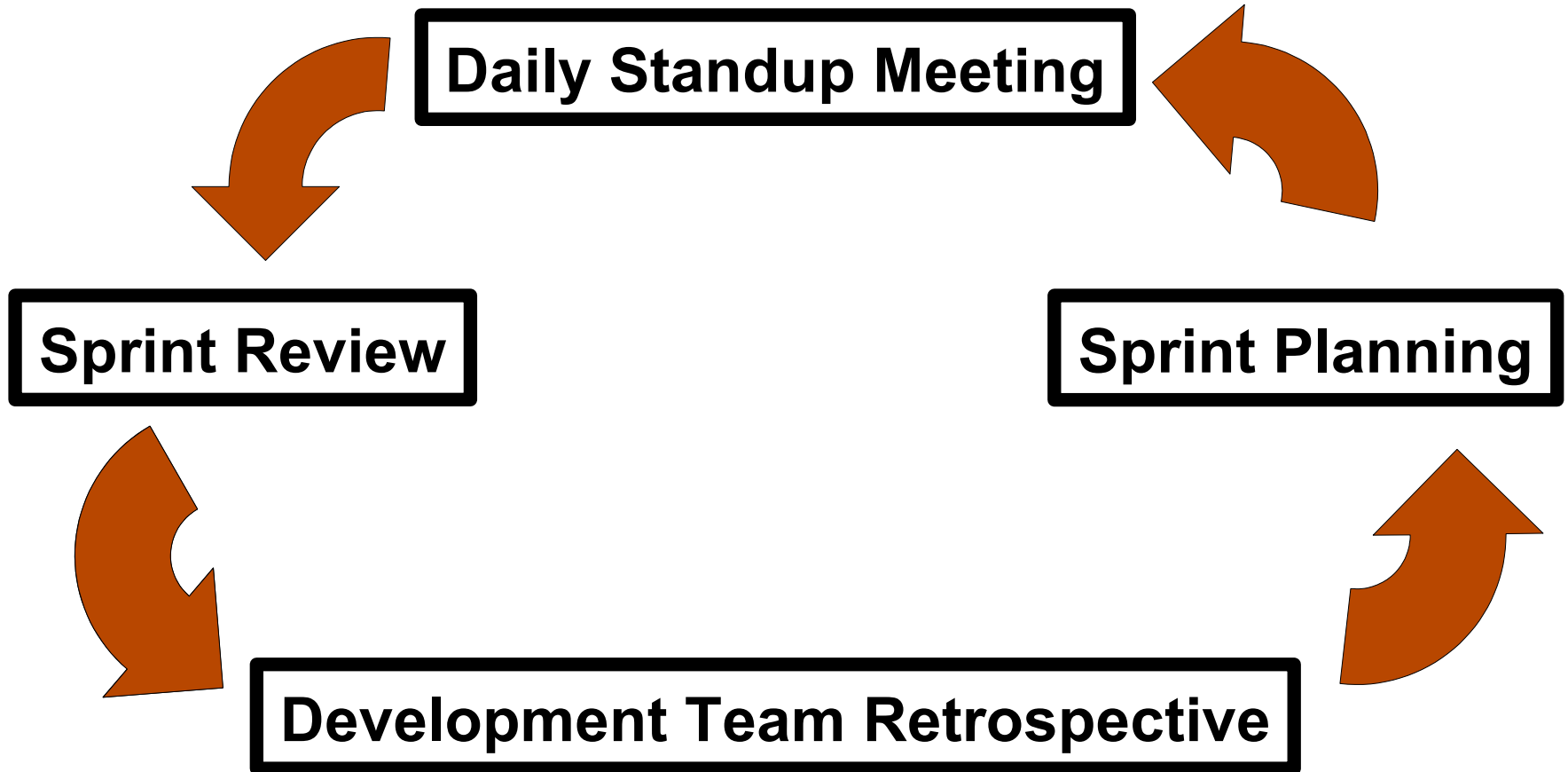
- Progress report for the sprint
- Posted each day at the stand-up meeting
- Graph work REMAINING not work accomplished



What to Do if You Are Ahead or Behind?

- Ahead of schedule
 - Reach into Project Backlog and start working on next highest priority
- Behind schedule
 - Assign more resources
 - Drop features

Four “Ceremonies”



Daily Standup

- Held standing up (keeps it short!!! 15 min)
- First inspect-and-adapt point for sprint
- Each team member participates
 - What did I work on yesterday?
 - How much work is remaining?
 - What will I work on today?
 - What is standing in my way?
- Post Burndown chart
- Get to work
 - Team works project
 - Boss fixes whatever is “in the way”

Sprint Review

- Team demonstrates what they've built
- Second inspect-and-adapt point for project
- Held every 2 weeks to 30 days (depending upon length of sprint)
- Not a sales show. No PowerPoint!!
 - Show REAL product
 - Discuss pluses and minuses

Team Retrospective

- Self-examination at end of Sprint and end of Project
- Third great inspect-and-adapt point
- After-Action Review format can work
- Balance project improvement with team process improvement

Sprint Planning

- Customer provides vision for
 - Product
 - Project
 - Sprint
- Customer provides team with details of features and functionality
- Team asks questions
- Team determines how much they can accomplish in the sprint.