



THE LEAN ENGLISH PODCAST

Episode 4: Agile
Part 2



OUR AGENDA

- Scrum duties
- Tools and methods of other types of Agile
- Information radiators
- The Product Backlog and Definition of Done
- Feature prioritization
- Minimally Viable Product
- The Minimum Marketable Feature





PRODUCT OWNER DUTIES



Provides Vision of the product

Gains consensus from the team
Ensures Product Backlog is created and adds details when necessary for the team's understanding



Sets reasonable priorities and expectations for each Release and Sprint

Does not get involved in day-to-day development operations
Collaborates and works through the Scrum Master



Helps the team understand the market implications and delivery window

Defines the parameters for the Minimally Viable Product
Defines criteria for final acceptance



SCRUM MASTER DUTIES



Responsible for enabling the team and maximizing the team throughput



Humble and able to let the team get the glory without letting ego get in the way



Collaborative; creates culture of collaboration in the team



Committed; shows 100% commitment to the team even if they are not full-time Scrum Masters



Influential, able to create influence without any authority



Knowledgeable; experts in Scrum and understand the technical environment



DEVELOPMENT TEAM DUTIES

Commits to
delivering during
the Sprint

- Rejects desire to gold-plate the work
- Receives feedback and sometimes criticism from client during Sprint Review

Suggests which
stories to work
during Sprint
Planning

- Provides estimates of workload
- Finds simplest ways to develop functionality

Remains present
with the team

- Commits to co-locating with the team
- Presence is essential for osmotic communication to be effective and to develop team camaraderie

Feature Team over
Component Team

- Feature teams are critical to Scrum success
- They are cross functional and develop end to end customer-centric features



OTHER FORMS OF AGILE

Xtreme programming

- As the name indicates, provides a strong emphasis on the technical aspects of software development.

Feature Driven Development

- Focuses on delivering functionality to the client using the Domain Object Model.

Lean Kanban

- Blends Lean's philosophy and the *Kanban* pull system of work in progress (WIP) with Agile principles.

Crystal

- A lightweight Agile approach that emphasizes team collaboration and limited documentation.



POPULAR XP PRACTICES

- Test Driven Development – accelerates software development by writing an automated unit test before coding begins.
- Continuous Integration – as new code is written it is immediately adopted into the whole for automated tests and to learn what functionality is still needed.
- Pair Programming – two programmers write the same code; one writes, the other performs quality checks and suggest improvements.
- Refactoring – continuously improves code by eliminating redundancy and unnecessary functions and increasing code coherency.
- Coding standards – team shares best practice formats and styles for writing code.

Continuous Integration

- Colored lights are used as information radiators to show if the integration of the new code is successful or not.
- When the code is broken, the red light is illuminated. When the code integrates seamlessly, the green light shines.



LEAN KANBAN BOARD

- Works best when there is a lot of change and uncertainty.
- Reduces the time the team spends away from work/writing code.
- For leadership, provide a Kanban or WIP board to show the team's progress.

Week of 4/2/2025			
Program	To Do	Doing	Done
Project Job 1	Part 6 Part 5 Part 4	Part 3	Part 1 Part 2
Project Job 2	Part 6 Part 5 Part 4	Part 2 Part 3	Part 1
Project Job 3	Part 6	Part 5 Part 4	Part 1 Part 2 Part 3

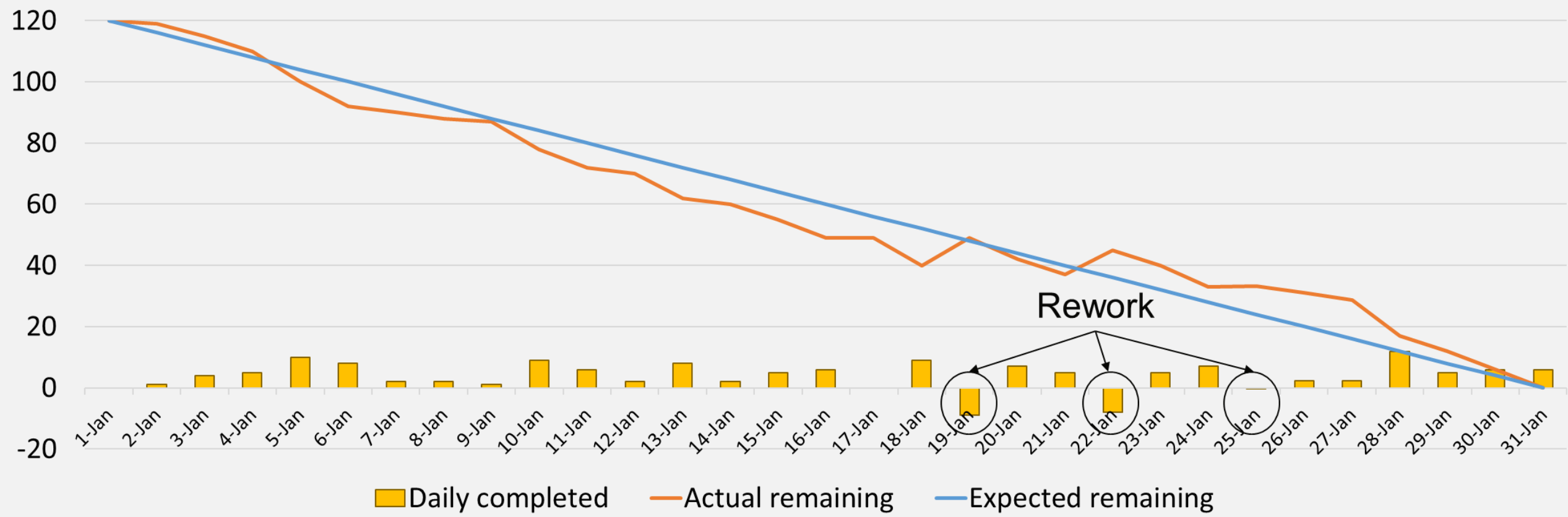
INFORMATION RADIATORS

- As Transparency is a pillar of Agile, IRs require the team to accomplish all the work they committed to during the Sprint.
- As a waste reduction tool, IRs allow the team to show their progress without interference from Leadership.
- Daily and weekly status reports to higher-ups are no longer needed as anyone can get understand the team's progress in a matter of seconds.

Impediment Log	
Resolved	Outstanding
	
	
	
	

BURNDOWN CHART

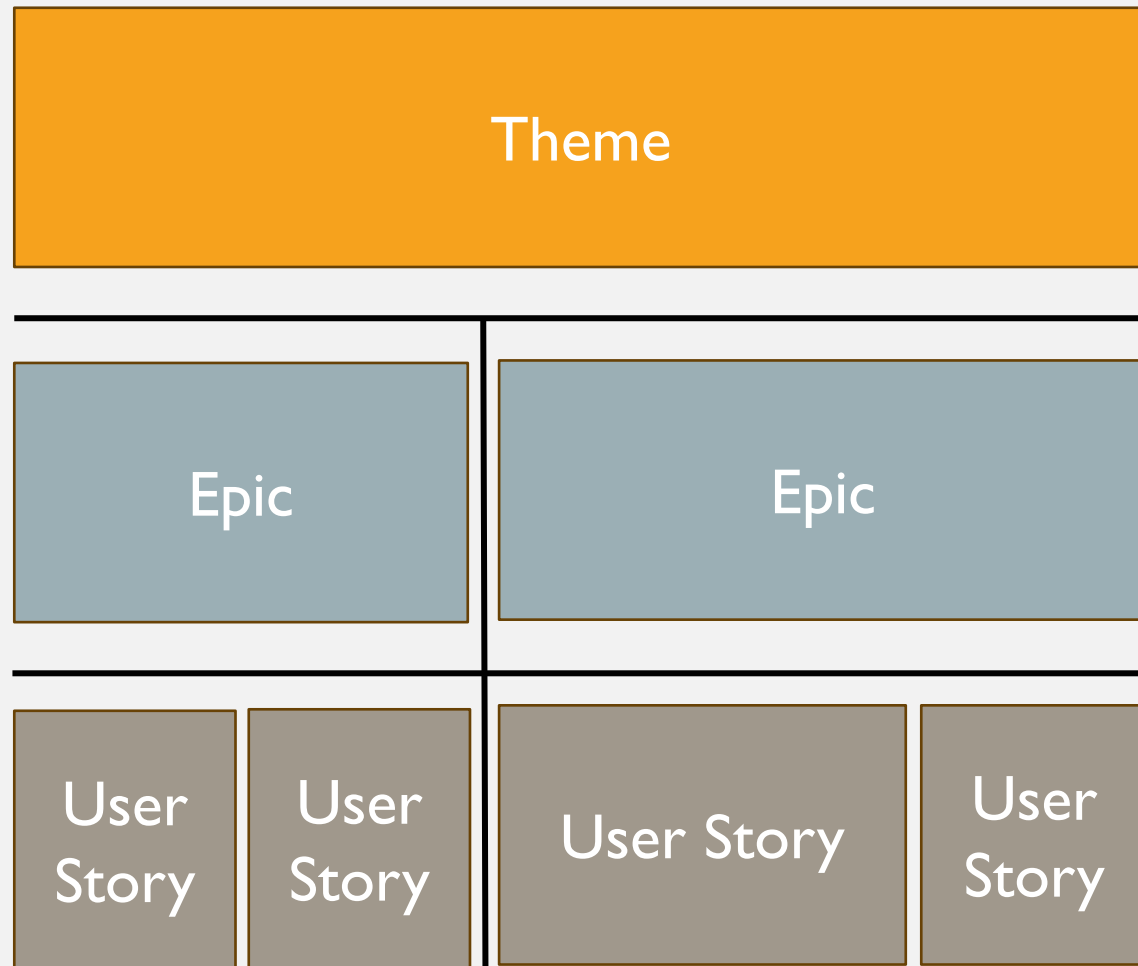
Burndown Chart





THEME, EPIC, STORY

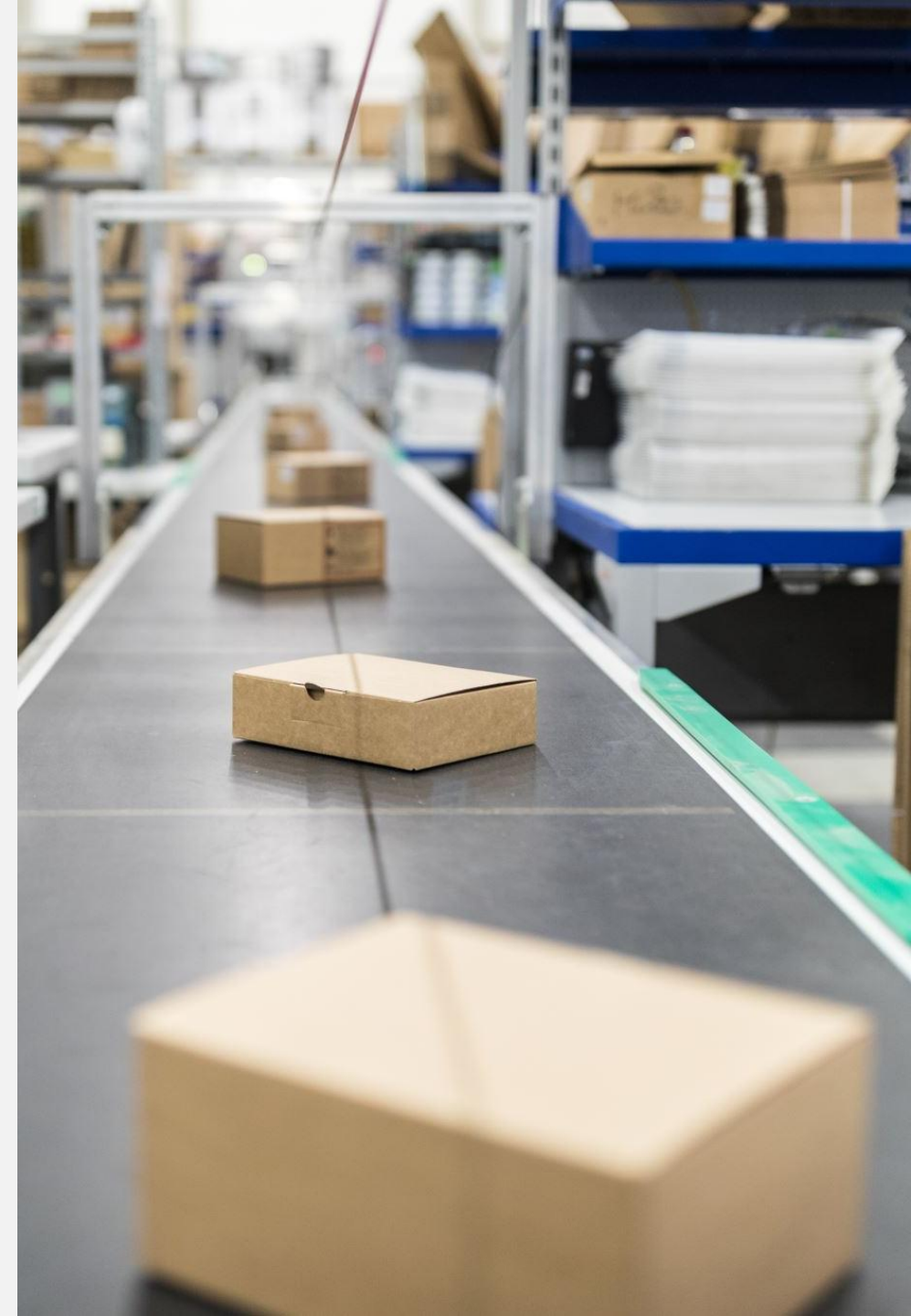
- Agile teams need to be able to see the forest for the trees; that is to say, they should see how the story they are developing fits into the larger scheme of the product. One way to do this is through Themes and Epics.
- A Theme is a set of related user stories that can be combined and treated as a single entity for ease of estimation and release planning.
- Epics are large user stories with low priority. They are too big to implement in a single iteration and therefore need to be disaggregated into smaller user stories at some point.





DEFINITION OF DONE

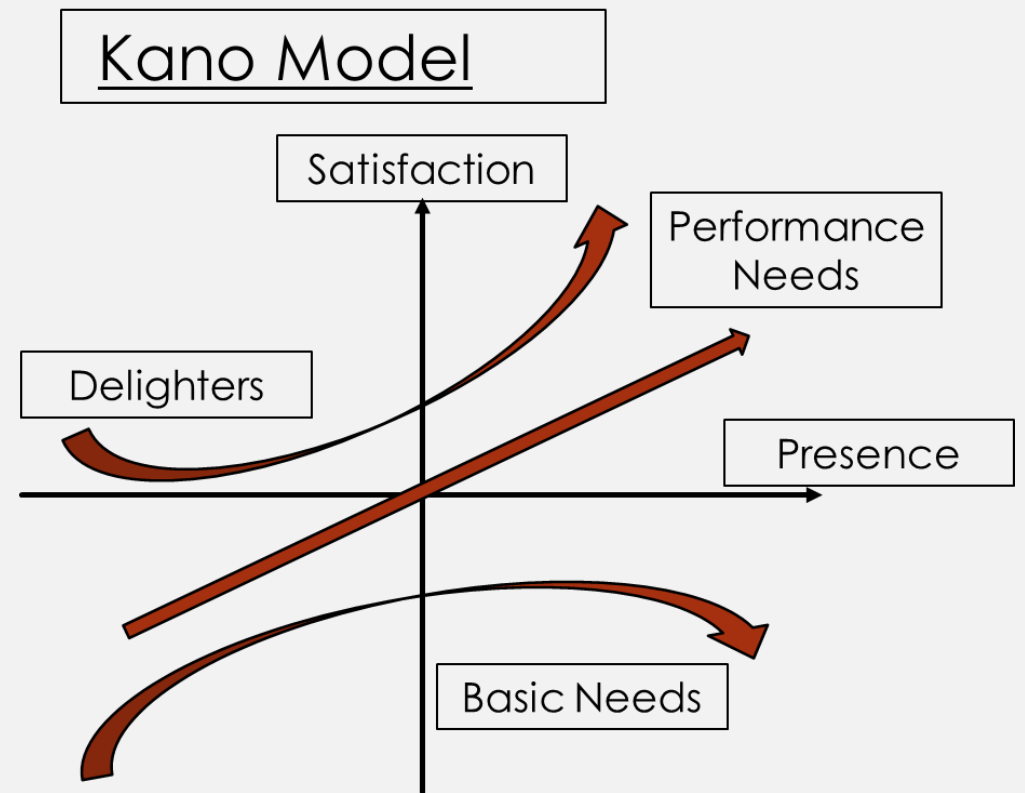
- An important technique that was brought over from Lean and other process improvement methodologies is the notion that the work should be well defined.
- The Product Owner will define the final product, and the team must agree on the definition and live up to those expectations.
- All work must add value until the product meets this well articulated definition.
- The only time that the team is allowed to “Goldplate” the product is after the product has met the definition and the team has time and resources available during the sprint.





FEATURE SELECTION METHODS

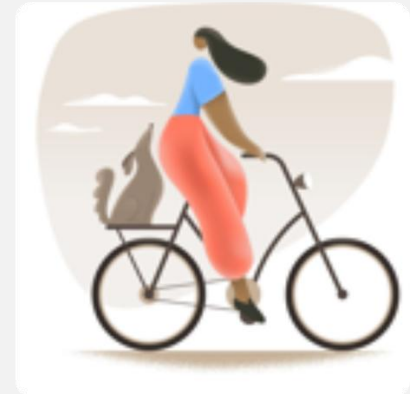
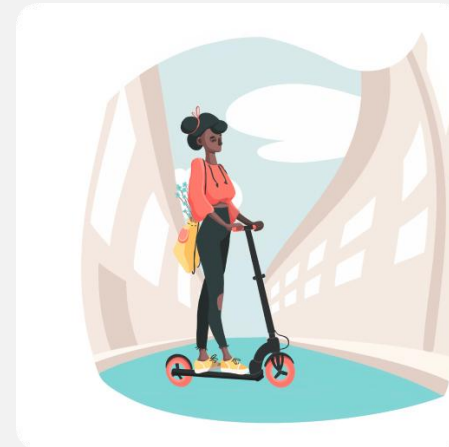
- Expectation Confirmation Theory's four outcomes:
 - + Confirmation (Keeping current customers)
 - - Confirmation (Losing new customers)
 - + Non-Confirmation (Gaining new customers)
 - - Non-Confirmation (Losing current customers)





MINIMALLY VIABLE PRODUCT

- Developing a Minimally Viable Product is a way for the team to get important feedback from the customer.
- It is essentially an early model of the final product, very basic in terms of functionality, that tries to show the customer the direction in which the team is moving.
- It is not a piece of the whole, but a simple version of the whole, and helps the team complete the Build – Measure – Learn feedback loop.





Creating an MMF is like creating the MVP in that the team is trying to deliver value to the customer as soon as possible.



However, the MMF is a completed product that is ready to be sold, not a model and contains the smallest set of functionality that provides the most value to the customer.



The Release Backlog should contain the highest priority feature sets, so that the customer receives the most value as soon as possible.

MINIMUM MARKETABLE FEATURE (MMF)



MMF STEPS

Steps:

1. Determine the MMF
 - Small set of features; highly valuable
2. Introduce Slack
 - Determined by accurately when you can predict your team's velocity
3. Manage Change
 - Feedback requires reprioritized features
4. Improve the MMF
 - Only new added features change the MMF, as cost, time and quality are fixed
5. Accommodate the New Feature
 - New features can be added since Slack was built into the timeline



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