FIIT STU, Bratislava 26.11.2013

Peter Šinkovič

AGILE INTRO (SCRUM & MORE)

Agenda

- Couple words about EGIT
- About me
- Some theory
- Its sexy to be Agile and use SCRUM
- Why does it work?
- Specification
- Planning and estimation
- SCRUM process + Key words (or what should you know)
- Roles
- Free discussion

ČESKÁ
SPOŘITELNA

Branches:	658
Customers:	5.3 m
Market share based on	
Retail deposits:	27.7 %
Retail loans:	23.8 %

SLOVENSKÁ
SPORITELŇA

Branches:	297
Customers:	2.4 m
Market share based on	
Retail deposits:	25.7 %
Retail loans:	26.5 %

ERSTE
Hungary

Branches:	141
Customers:	0.9 m
Market share based on	
Retail deposits:	8.3 %
Retail loans:	14.3 %

ERSTE
Ukraine

Branches:	120
Customers:	0.3 m
Market share based on	
Retail deposits:	0.4 %
Retail loans:	1.2 %

ERSTE
SPARKASSE

Branches:	1006
Customers:	3.3 m
Market share based on	
Retail deposits:	18.9 %
Retail loans:	19.3 %

ERSTE
Croatia

Branches:	150
Customers:	1.0 m
Market share based on	
Retail deposits:	13.0 %
Retail loans:	14.0 %

ERSTE
Serbia

Branches:	68
Customers:	0.3 m
Market share based on	
Retail deposits:	2.5 %
Retail loans:	3.3 %

BCR

Branches:	623
Customers:	3.5 m
Market share based on	
Retail deposits:	20.4 %
Retail loans:	18.3 %

Total population	120mn
Bankable population	92mn
Erste Group clients	~17mn
whereof within EU	16.1

Retail market share
of 20-30% AUT, CZ, RO, SK
of 5-15%   HU, CRO

17 million clients

SLOVENSKÁ
SPORITELŇA

ERSTE
Group IT

ČESKÁ
SPOŘITELNA

3

Erste Group IT Slovakia

- In-house provider covering all IT services

- Develops, Integrates and Operates IT solutions

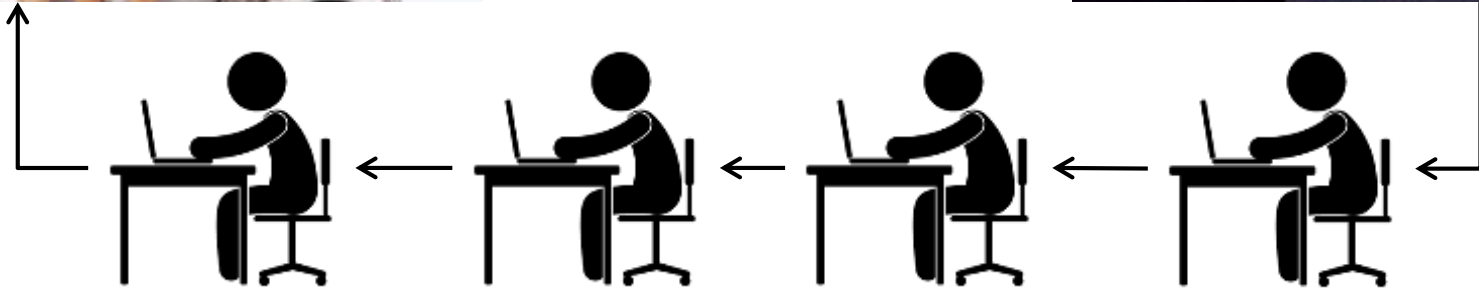 for Slovenská sporiteľňa and other banks within the group

We have it all

- **Big IT projects**

- **Integration complexity**

- **Stress on Security and Testing**

- **24/7 Operations**

- **International exposure**

- **Focus on Inovations**

- **High-end technologies**

Daily routine

Process Theory

- How to manage a system, which we do not fully understand?
    - When we can not make the perfect upfront plan

- It is typical to adopt the defined (theoretical) modeling approach, when the underlying mechanisms, by which a process operates, are reasonably well understood. When the process is too complicated for the defined approach, the empirical approach is the appropriate choice." Process Dynamics, Modeling, and Control.
    - Ogunnaike and Ray,Oxford University Press, 1992

- The "Empirical process control model" is necessary in most real life scenarios of product or system development

Project Complexity
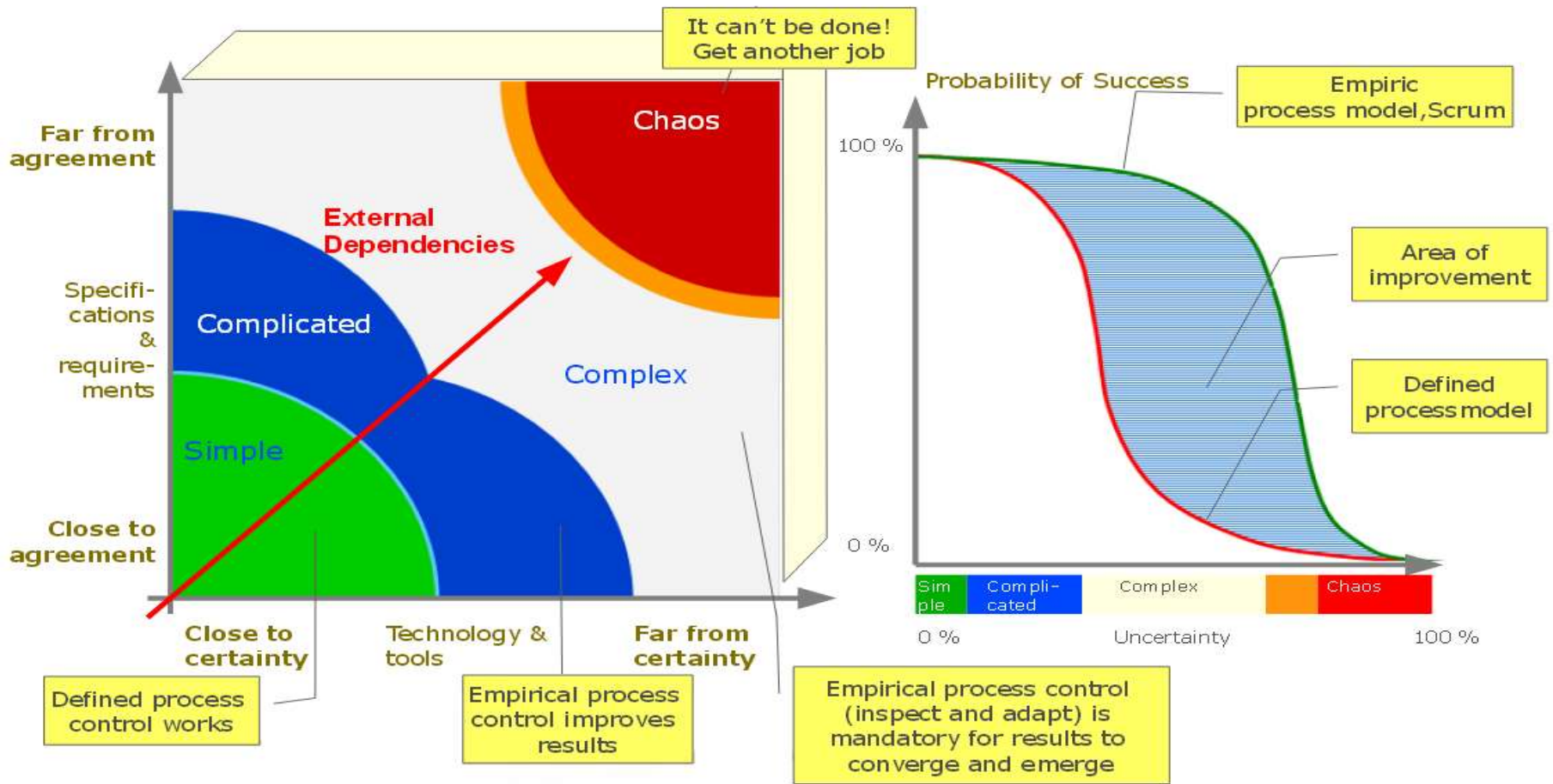
Let's be sexy, ehm, I mean Agile

Superficial knowledge leads to premature changes into agile processes, wrong goals and expectations.

Agile Manifesto

Individuals and interactions over **Process and tools**

Working software over **Comprehensive documentation**

Customer collaboration over **Contract negotiation**

Responding to change over **Following a plan**

Iterative Development. Why does it work?

Specification vs. Story

A Good "User Story"

❖ As a <**so-and-so user Role** > I want to be able to do <**this-and-that Functionality**> In order to achieve <**this-and-that Biz Value**>

Why is it powerful?

- It is simple, business people and techies understand it
- It has the right size for planning purposes
- It provokes communication – and learning
- It provokes participatory design
- States things in clear terms, not vague
- Extra information to the User Stories are typically
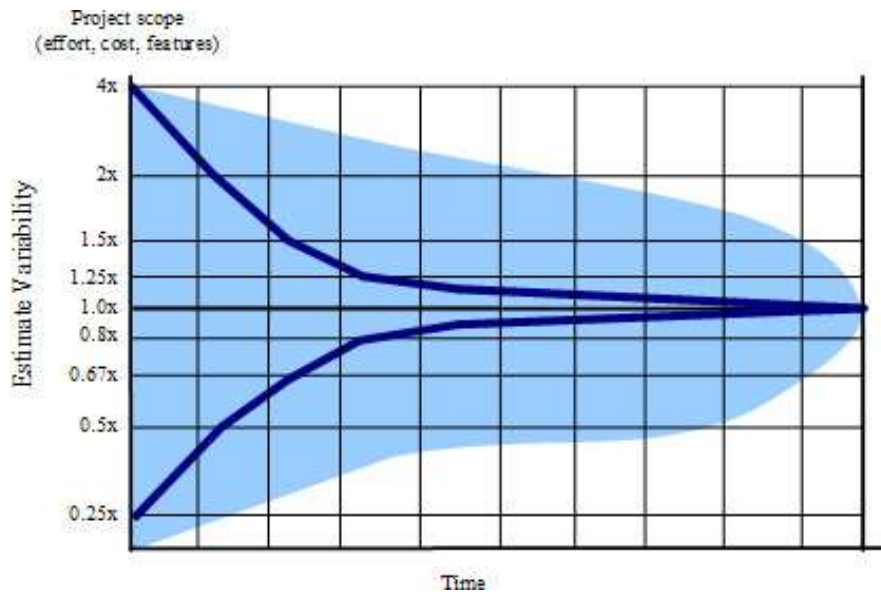
Some facts I.
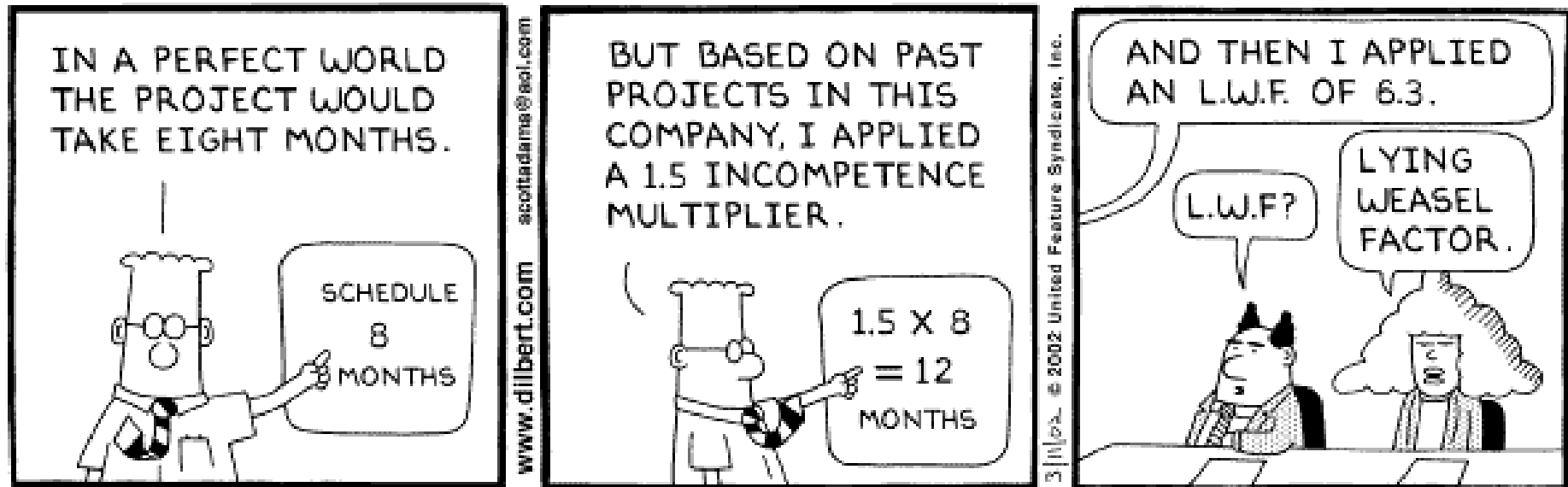
Copyright © 2002 United Feature Syndicate, Inc.

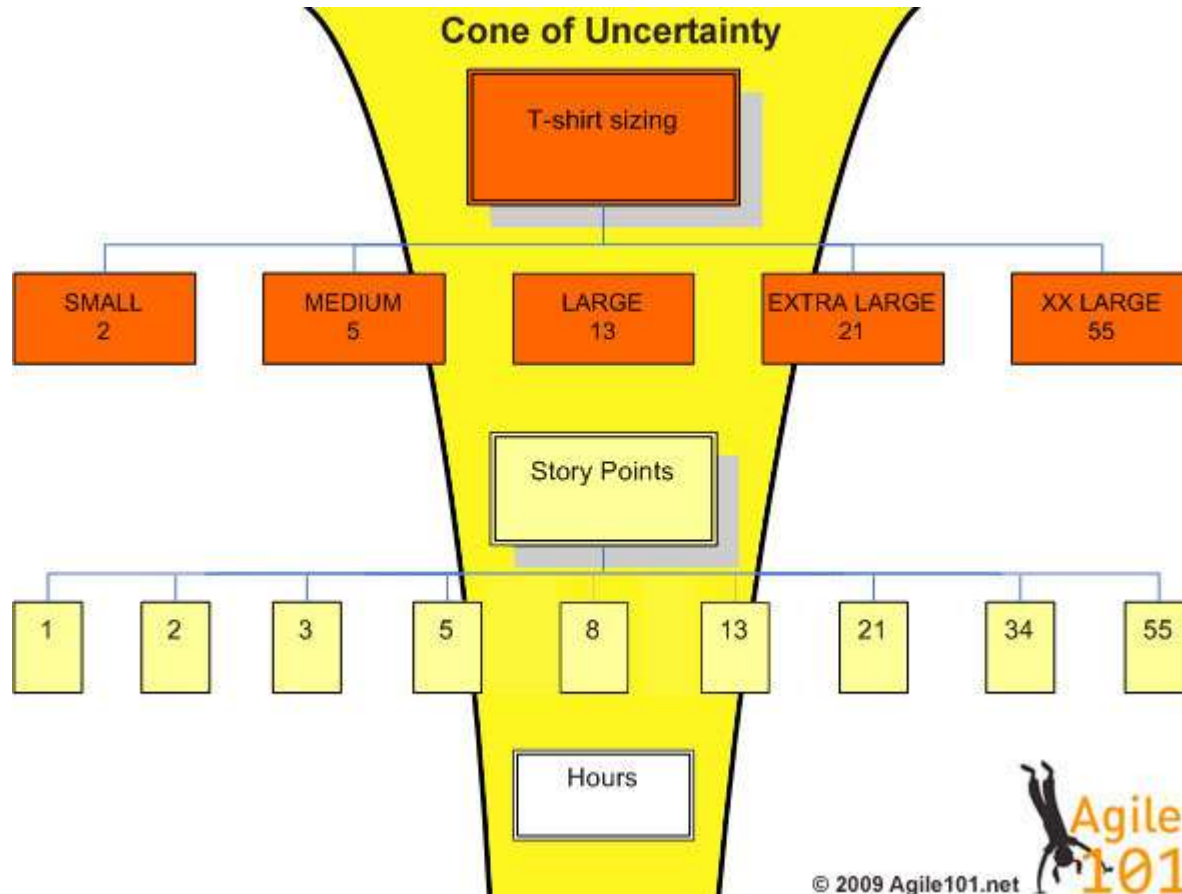# Purpose of planning

- Reducing risk (*questions are raised*)
- Supporting better decision making(*trade-offs*)
- Establishing trust (*reliable est.*)
- Conveying information (*baseline expectations*)
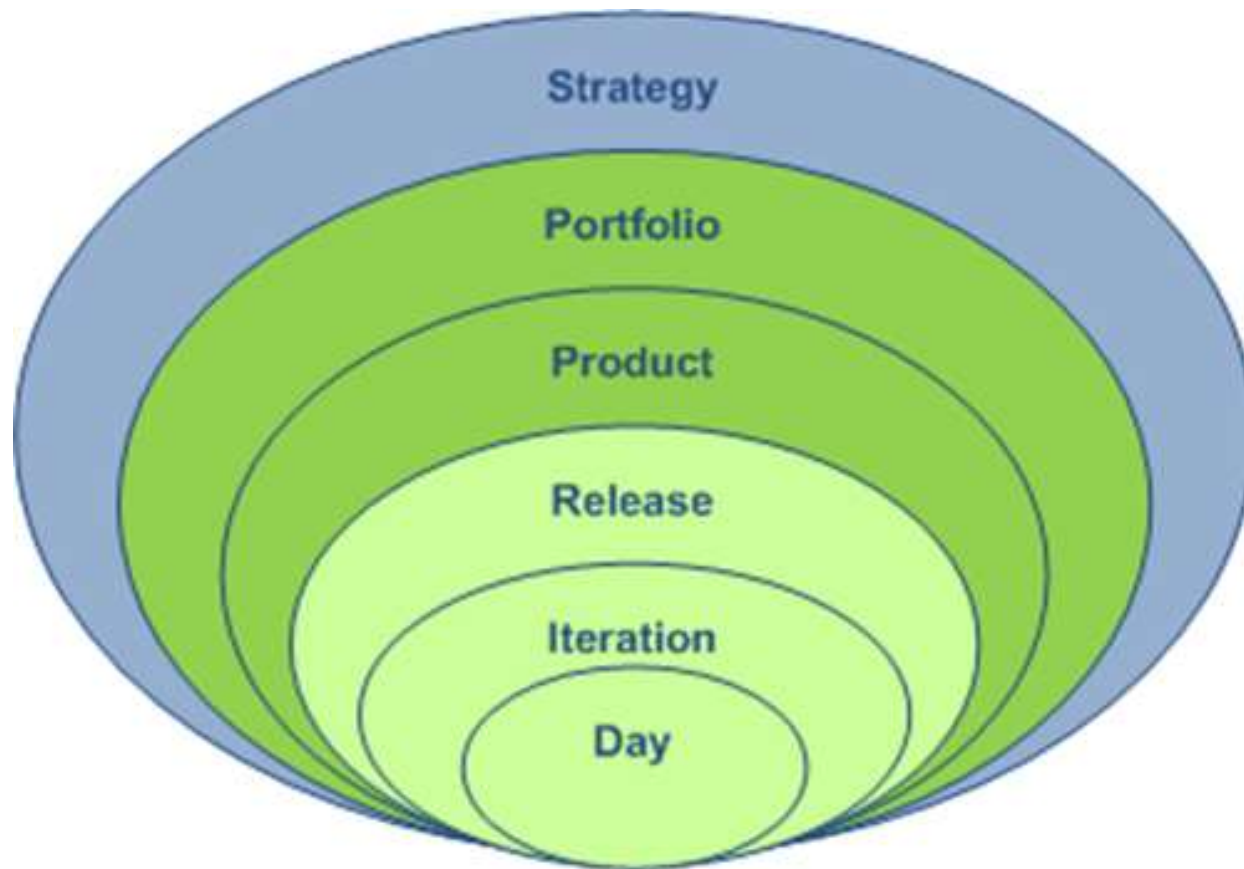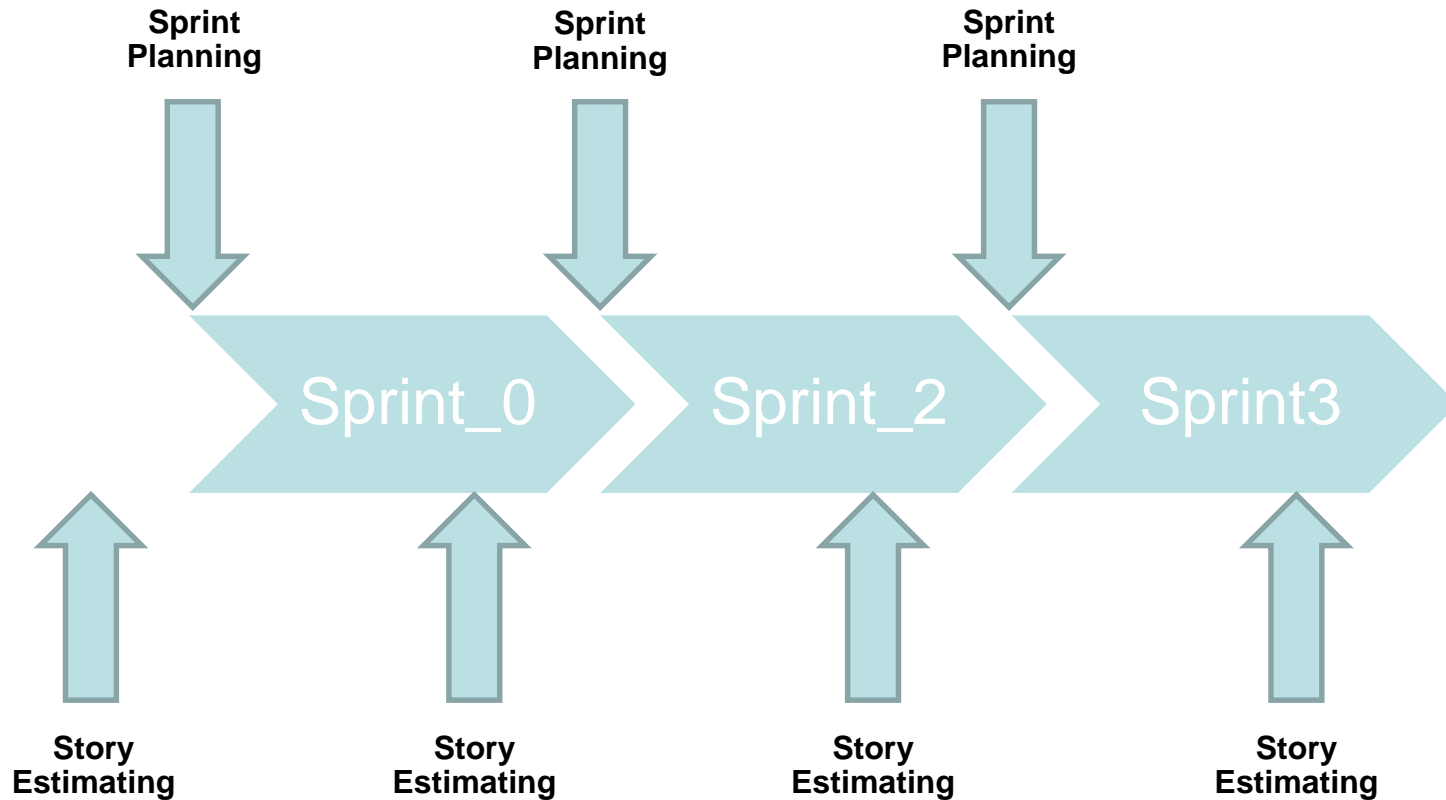
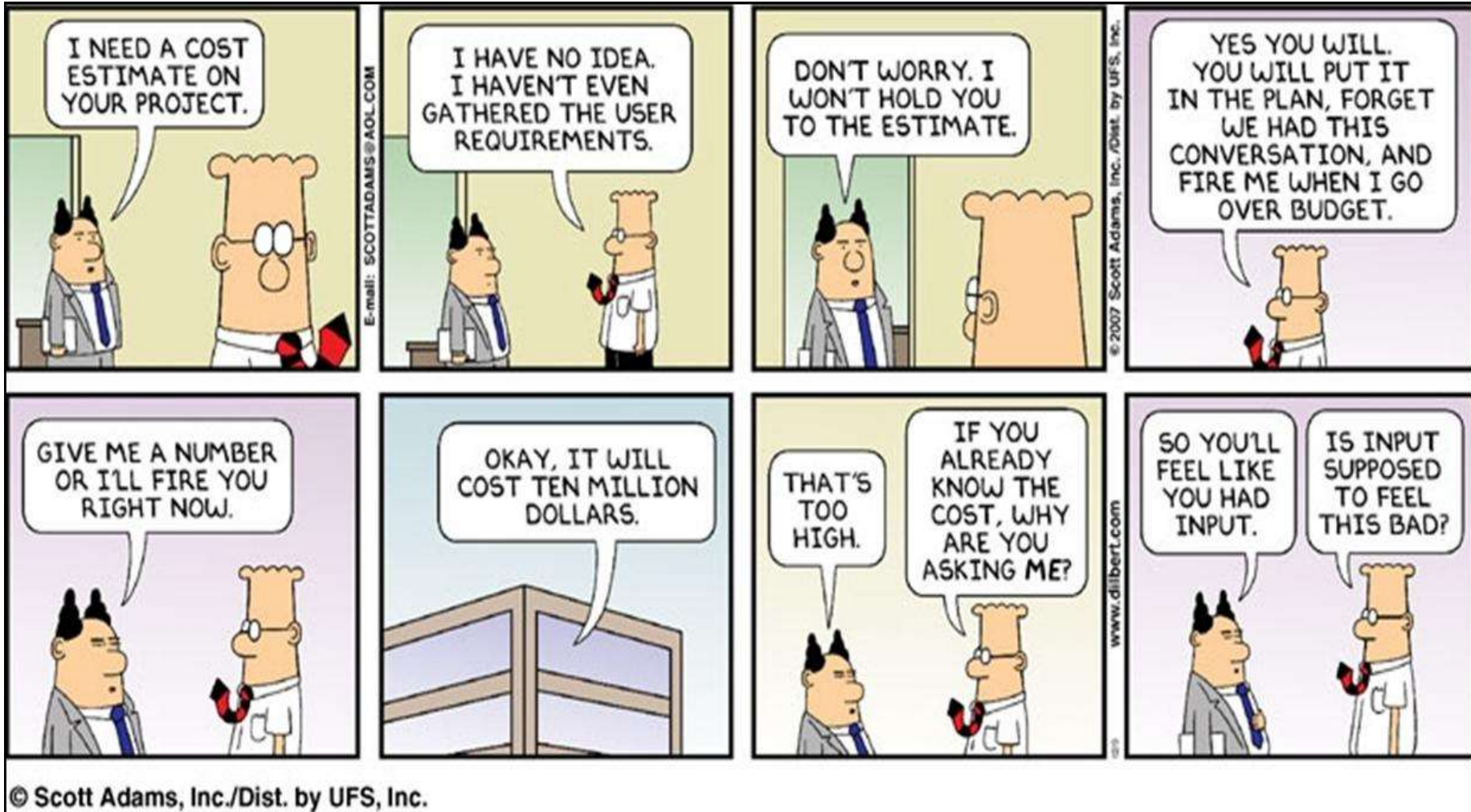# Cone of Uncertainty
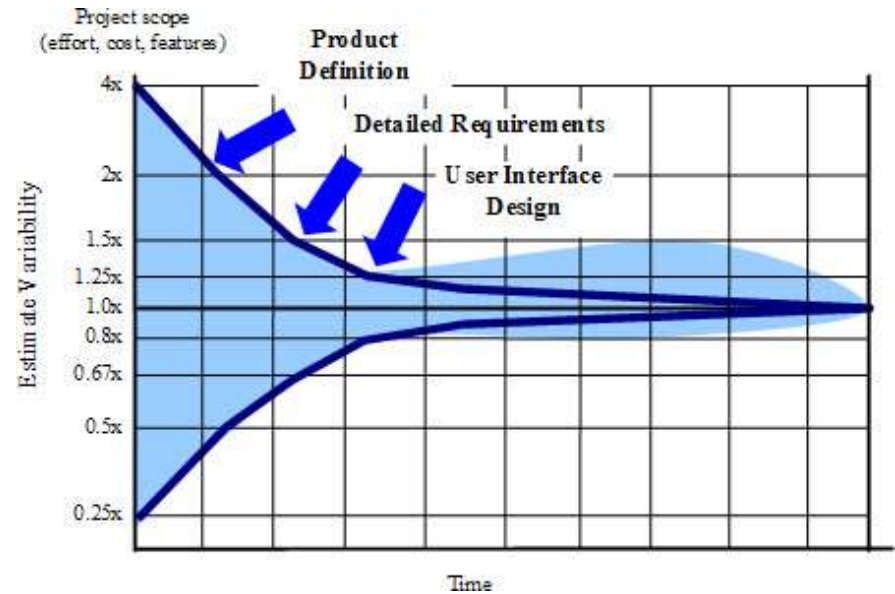
Cone of Uncertainty

When to plan

When to plan and estimate

Some facts II.

Ideal Man Days

How long does hockey game take?

Story points

- Cross functional behavior
- SP do not decay
- Pure measure of size
- Faster estimations
- My ideal MDs are not your ideal MDs

Estimating techniques

- – Do not spend too much time
- – Estimates are shared
- – Estimation scale
- – Stories, epics, themes
- – Deriving estimate
    - – Expert / Analogy / Disaggregation
- – Planning poker

Accuracy vs Effort graph with 100 and 50 marked on the Accuracy axis.
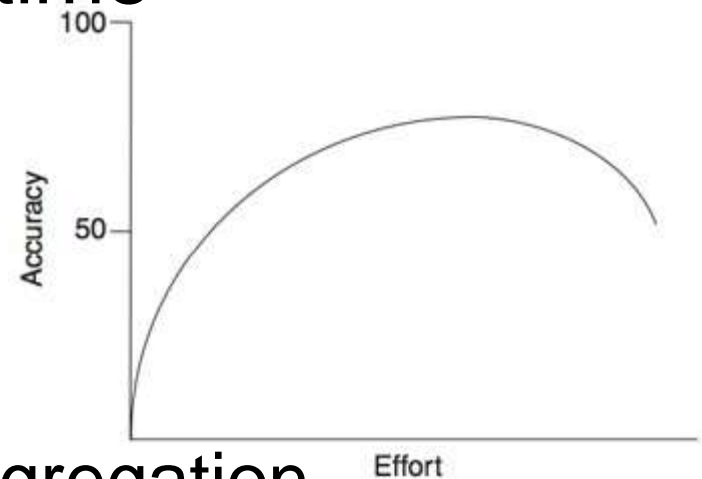
Planning poker

- Best way hot to combine expert opinions, analogy and disaggregation
- Should not take more than hour
- List of stories must be present
- PO should be present

SCRUM in 100 words

- Scrum is an agile process that allows us to focus on delivering the **highest business** value in the shortest time.
- It allows us to rapidly and repeatedly **inspect actual** working software (every two weeks to one month).
- The **business sets the priorities**. Teams self-organize to determine the best way to deliver the highest priority features.
- Every two weeks to a month anyone can see real **working** software and decide to **release** it as is or continue to enhance it for another sprint.
- Please, do not count the words, focus on content ☺

SCRUM where to start

- **Self-organizing** teams
- Product progresses in a series of "**sprints**"– NO CHANGES during IT, mate!
- Requirements are captured as **items**
- No specific **engineering practices** prescribed
- One of the "**agile processes**"

SCRUM process
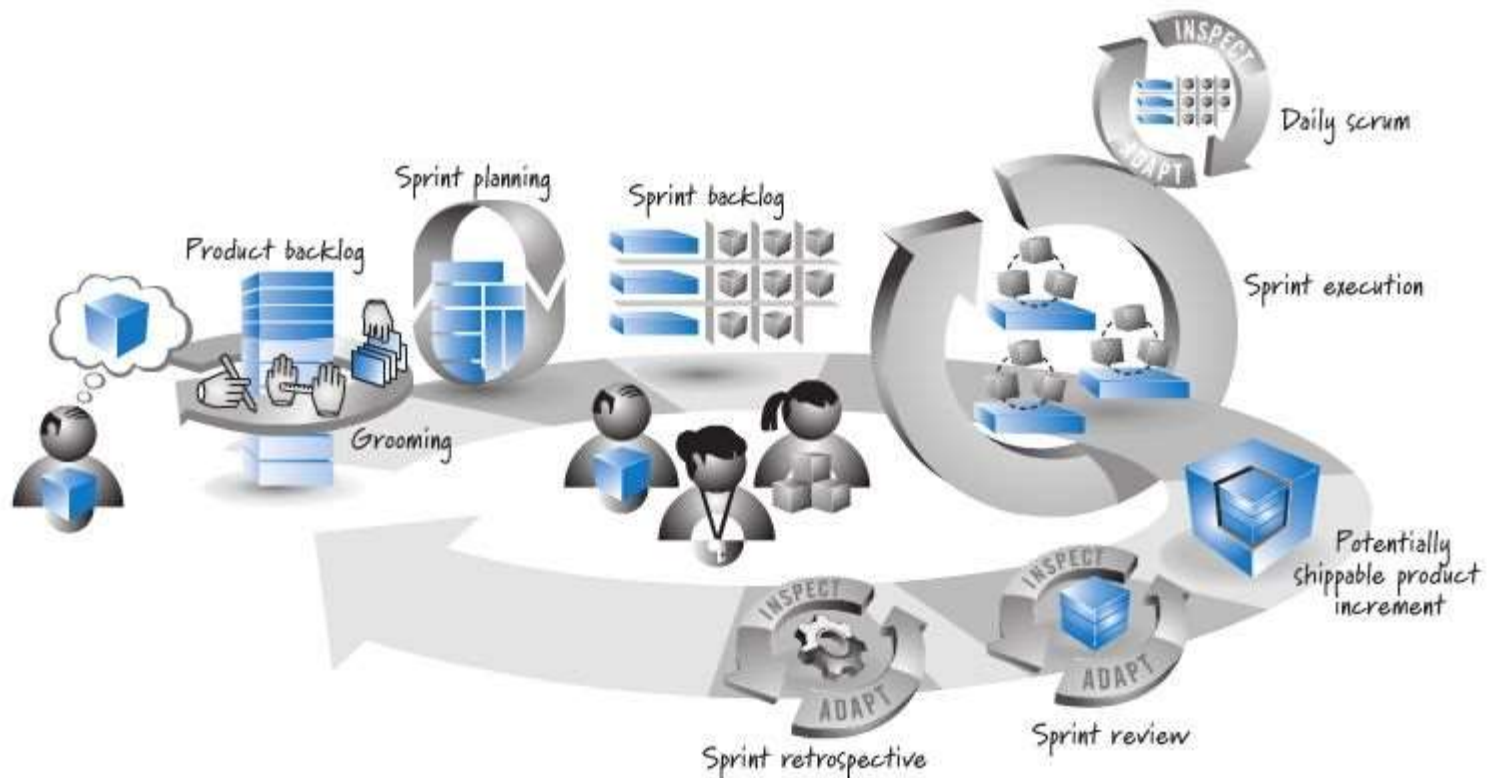
Key words…

Roles

- Product owner
- ScrumMaster
- Team

Ceremonies

- Sprint planning
- Sprint review
- Sprint retrospective
- Daily scrum meeting

Artifacts

- Product backlog
- Sprint backlog
- Burndown charts

Product owner

- Defines the features of the product
- Decides on release date and content
- Is responsible for the profitability of the product (ROI)
- Prioritizes features according to market value
- Adjusts features and priority every iteration, as needed
- Accepts or rejects work results

The ScrumMaster

- – Represents management to the project
- – Responsible for enacting Scrum values and practices
- – Removes impediments
- – Ensure that the team is fully functional and productive
- – Enable close cooperation across all roles and functions
- – Shield the team from external interferences

The team

– Typically 5-8 people

– Cross-functional:

  – Programmers, testers, user experience designers, analytics, etc.

– Members should be full-time

  – May be exceptions (e.g., database administrator)

– Different Skill-set