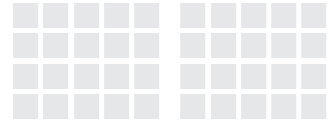


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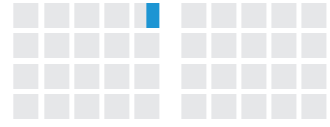


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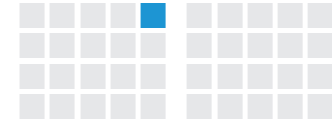


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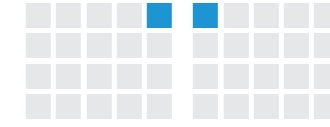


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Double effort

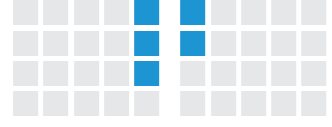


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Few days

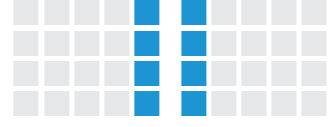


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Some days



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Risk and big story

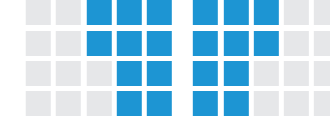


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High risk story and big



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High risk story and not ready for sprint, breakdown



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No idea at all  
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I say **NO**

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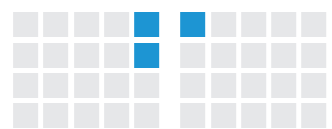
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High risk story and not ready for sprint, breakdown



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I say **YES**

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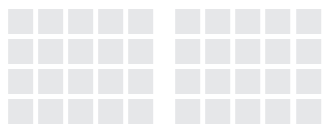
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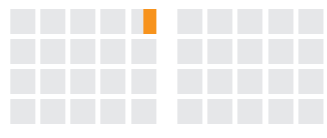


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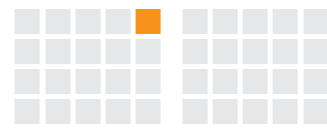


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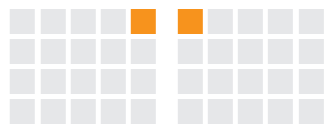


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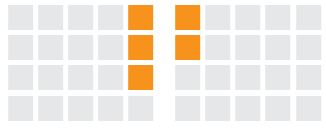


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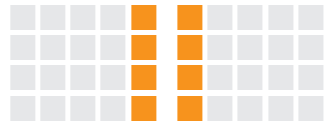


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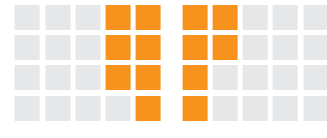


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Risk and big story



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High risk story and big



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High risk story and not ready for sprint, breakdown




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No idea at all  
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I say **NO**



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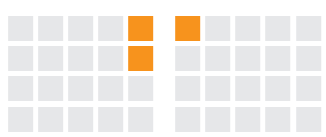
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Few days



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High risk story and not ready for sprint, breakdown



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I say **YES**



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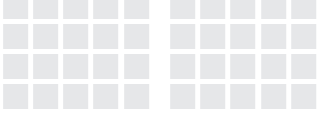
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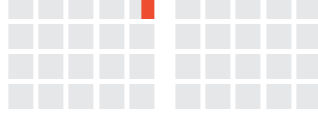


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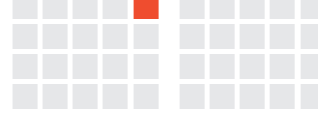


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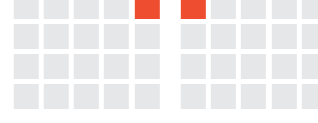


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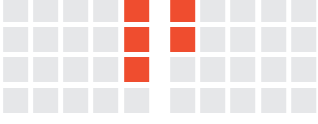


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Risk and big story



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High risk story and big



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High risk story and not ready for sprint, breakdown




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I say **NO**



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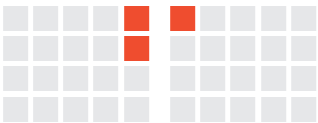
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Few days




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High risk story and not ready for sprint, breakdown



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I say **YES**



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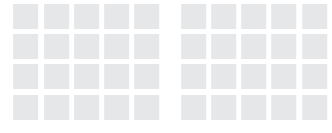
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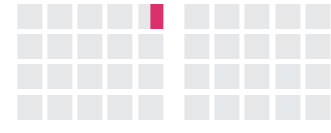


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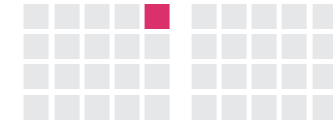


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Normal effort

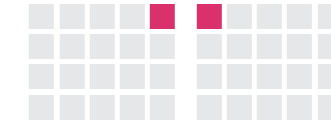


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Double effort

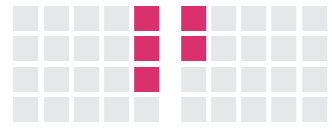


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Few days

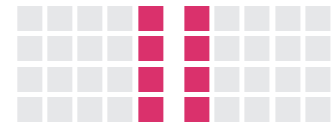


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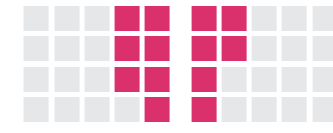


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Risk and big story



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High risk story and big



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High risk story and not ready for sprint, breakdown




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I say **NO**






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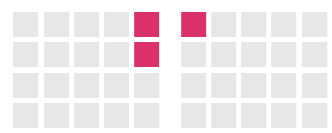


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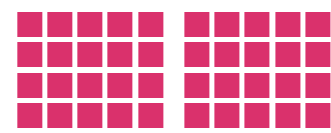


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High risk story and not ready for sprint, breakdown




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I say **YES**





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High risk story and not ready for sprint, breakdown


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No idea at all  
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I say **NO**



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High risk story and not ready for sprint, breakdown

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High risk story and not ready for sprint, breakdown

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I need a break  
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High risk story and not ready for sprint, breakdown

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Risk and big story

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High risk story and big

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High risk story and not ready for sprint, breakdown

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No idea at all  
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I need a break  
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I say **NO**

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High risk story and not ready for sprint, breakdown

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Risk and big story

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High risk story and big

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High risk story and not ready for sprint, breakdown

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**I say NO**



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High risk story and not ready for sprint, breakdown

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**I say YES**



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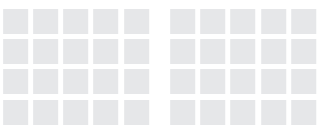
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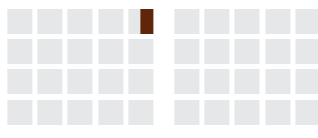


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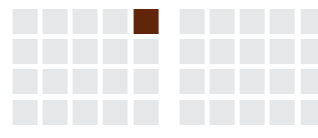


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Normal effort

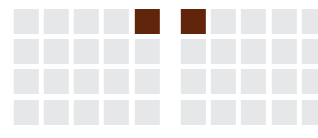


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Double effort

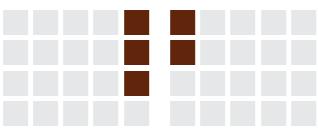


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Few days

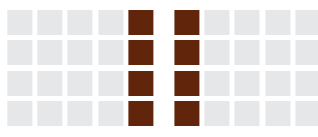


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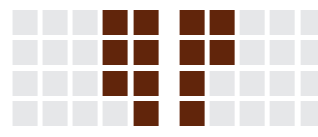


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**13**

Risk and big story



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High risk story and big



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High risk story and not ready for sprint, breakdown




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I say **NO**



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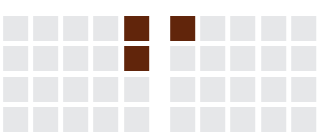
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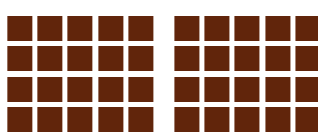


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High risk story and not ready for sprint, breakdown



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I say **YES**



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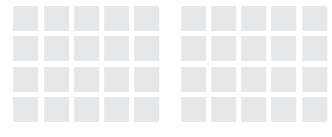
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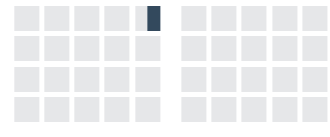


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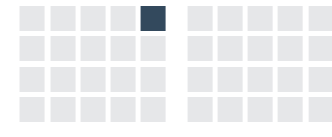


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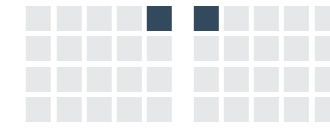


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Double effort




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Risk and big story




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High risk story and big



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High risk story and not ready for sprint, breakdown




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I say **NO**



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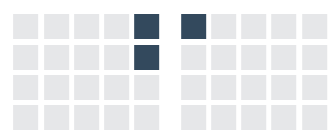
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Few days



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High risk story and not ready for sprint, breakdown



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I say **YES**



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**XXL**

Extra extra large

XXL



**AXON ACTIVE VIETNAM**  
Focusing on your agility

**TEAM**

**My Daily Questions?**

1. What did I do yesterday that helped the Development Team meet the Sprint Goal?
2. What will I do today to help the Development Team meet the Sprint Goal?
3. Do I see any impediment that prevents me or the Development Team from meeting the Sprint Goal?

1. Produce Value Early	7. Working software
2. Welcome Changes	8. Sustainable development
3. Iterative Delivery	9. Technical excellence
4. Daily Business Collaboration	10. K.I.S.S. = Smart, Sexy
5. Trust motivated team	11. Self-Organized team
6. Face to face	12. Reflect, Adjust, Adapt

**Individual and interactions over processes and tools**  
**Working software over comprehensive documentation**  
**customer collaboration over contract negotiation**  
**Responding to change over following a plan**

- Cross-functional team, 7 + 2 members (full-time membership, Team based not Project based)
- The Team has meeting, daily meeting (Daily Stand-UP)...
- everybody is there on time every day, everytime (penalty for late)
- People offer to help others

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**all for one, one for all** **Motivated and Proactive**

- There are a lot of talking and interaction, the Team is self-organized
- Be sure requirements are splitted into maximum one day item task
- Estimates are updated everyday (by remaining time)

**THE TEAM IS RESPONSIBLE FOR DELIVERING THE PRODUCT AFTER EACH SPRINT!**

- The Team selects the iteration goal and specifies work results (based on PO's priority, Customer Value, Risk)
- The Team has the right to do everything within the boundaries of the project guidelines to reach the iteration goal and business value
- The Team applies TDD, XP, DoD, Clean code and is responsible for quality
- The Team understands the business of the product and architecture
- The Team demos only **DONE** requirement to Product Owner

The flow is based on 2 week sprint

**AXON ACTIVE VIETNAM**  
Focusing on your agility

**PRODUCT OWNER**

- Only PO is responsible for product
- Define the features of the product (PBL)
- Decide release date based on estimation of content
- Be responsible for ROI
- Prioritize and change (PBL) features according to market value
- Accept or reject work results: Reviewing meeting DoD (Definition of Done)
- Be Proactive and Goal - Oriented
- Need the ability to handle uncertainties
- Need negotiation and communication skills

**PRIORITY MoSCoW**

- Must have**: MUST are critical to project success and have to be included in the current delivery timebox in order for it to be a success. If even one MUST requirement is not included, the project delivery should be considered a failure (MUST can also be considered a backronym for the **Minimum Usable Subset**).
- Should have**: SHOULD requirements are important to project success, but are not necessary for delivery in the current delivery timebox. SHOULD requirements are often not as time-critical or time-workarounds, allowing another way of satisfying the requirement, so can be held back until a future delivery timebox.
- Could have**: COULD are less critical and often seen as nice to have. A few easily satisfied COULD requirements in a delivery can increase customer satisfaction for little development cost.
- Won't have**: WON'T requirements are not planned into the schedule for the delivery timebox. WON'T requirements are either dropped or reconsidered for inclusion in later timeboxes. This, however doesn't make them any less important.

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**I am not project manager I am the driver of this project Product - Backlog (PBL)**

- Items at top are more granular than items at the bottom
- One list per product, one product backlog for one team (area product backlog)
- List of functionalities, technologies, issues
- Anyone can contribute
- Driven by Business and Vision
- The list is maintained and public posted

**User Story Construction**

As a <user role>? **WHAT?**  
I want <goal>? **WHY?**  
So that <reason>? **WHY?**  
Can I <acceptance criteria>?

**Requirement Issue Are**

**I** independent  
**N**egotiable (until sprint)  
**V**aluable (for customer)  
**S**mall  
**T**estable

**Core Rules**

- PO needs second review
- PO is not authorized
- PO is not available
- PO gets no support from Management
- PO doesn't care how you get there, just do it!
- Who wrote this story?
- Let me ask the client about this

**User Story Must-haves**

- As a user I want to be able to manage tasks, so that I can remove, aspire and delete not used tasks.
- As a Product Owner I want the possibility to delete tasks, so that the user can delete tasks.
- As a secretary I want to filter tasks.

**Common Mistake**

- Will slow down the process and will also make the planning inefficient
- Out of responsible
- Lack of trust in Agile
- Lack of goal and vision
- Lack of priorities
- Lack of clarity
- Lack of presence
- Lack of decision making

**5-Whys**

- Rule for finding the root cause
- Use the 5-Whys

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**SCRUM MASTER**

**I have to**

- Scrum**
  - Be an Example
  - Establish Scrum
  - Enable a potentially shippable product after each Sprint
  - Enable time-box
- Agile**
  - Facilitate meetings
  - Continue learning Agile & Scrum for team and myself
  - Continuously increase productivity and quality
  - Continuously improve developing, engineering practices
  - Be sure that impediments will be eliminated
- Coach**
  - Lead by serve
  - Coach agile
  - Ask indirect questions
  - Train and coach for each new and old team member, this is a continuous process (technique, framework, learn to learn...)
  - Influence but not authority
  - Mediate through conflicts
  - Enable that everybody will gather impediments
- PO**
  - Support and guide my PO with his responsibility of his backlog
  - Get developing only driven by PO
  - Remind PO about maximizing ROI
- Team**
  - Get the team self-organized
  - Get the team decide
  - Get the team responsible and motivated
  - Get the team work cross-functionally
- Scrum team**
  - Make sure everybody work full productive
  - Make sure Team & PO will work together
  - Make sure teamwork is good

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**I'm not a Team Leader I'm not a Manager I have to be Master of Scrum I'm a Facilitator**

**LEGS**

- 1 Transparency
- 2 Inspection
- 3 Adaption

**Ask the team**

- Is this useful?
- What should I do? / What can we do?
- What do you think we should do?
- What is your decision now?
- I noticed <situation> what shall we do?
- I feel <feeling> do you share that?

**Retrospective**

- Remove redundancy steps
- Get everything away that can reduce the productivity
- Don't accept status quo, ...
- What could you see? (x answer)
- What could you feel? (x answer)
- What could you learn? (3 answers)
- What should be changed? (1 sentence + plan)
- Quality, Feedback, Communication, Simply city
- Satisfaction, Team work (e.g mark 1-10)

**Use the 5-Whys**

- Rule for finding the root cause

**Order by:**

- MoSCoW
- Risk
- Customer Value

**Team**

- User story
- Pen
- Sticky note
- Teamboard
- Camera
- Index cards

**Team Structure**

- TDD
- BDD
- XP
- DOJO

**Team Management**

- Kanomodel
- Project success
- Management 3.0
- PDCA- Cycle

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