BACKLOG

DOING

REVIEW

DONE

Read Me

Do not use permanent marker !!!

🟨 **Read Me**

My experience

As a: Presenter

I want to: Show my audience that I'm knowledgeable and have credibility

So that: They'll have confidence in me

Fleming

Financial Publishing

Microsoft

Methodologies

As a: Presenter

I want to: Help my audience understand Waterfall and Agile

So that: They'll have a foundation for understanding Scrum

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Waterfall

Agile

Empirical

Story

Product Owner

Developer

You

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Jamf

Apple

Fleming

Automated Pages

Keep your eye on the project manager

- Weekly grocery store ads for newspapers or mailings
- A system that can automatically build 90% of the ads
- $1 million to build a system in one year
- Complexity and scope creep
- The developer sold our business a year later

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Microsoft

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Apple

Financial Publishing

Company X

A project to upgrade every 3-5 years

- Government compliant legal documents
- Mistakes were expensive
- Heavy investment in custom QuarkXPress XTensions
- Upgrades were a 1-2 year project every time
- Developer was acquired and could no longer upgrade

FUND FACTS

XYZ Canadian Equity Fund —

Ju
Fund Co

XYZ Mutual Funds

This document contains key information you should know about XYZ Canadian Equity Fund. You can find more details in the fu prospectus. Ask your dealer representative for a copy, contact XYZ Mutual Funds at 1-800-555-5556 or investing@xyzfunds.co www.xyzfunds.com.

Quick facts

Date series started:	March, 31, 2000	Fund manager:	XYZ M
Date fund started:	January 1, 1996	Portfolio manager:	Capital Asset Mana
Total value of series on June 1, 20XX:	$350 million	Distributions:	Annually, on
Total value of fund on June 1, 20XX:	$1 billion	Minimum investment:	$500 initial, $
Management expense ratio (MER):	2.25%		

What does this fund invest in?

The fund invests in Canadian companies. They can be of any size and from any industry. The charts below give you a snap fund's investments on June 1, 20XX. The fund's investments will change.
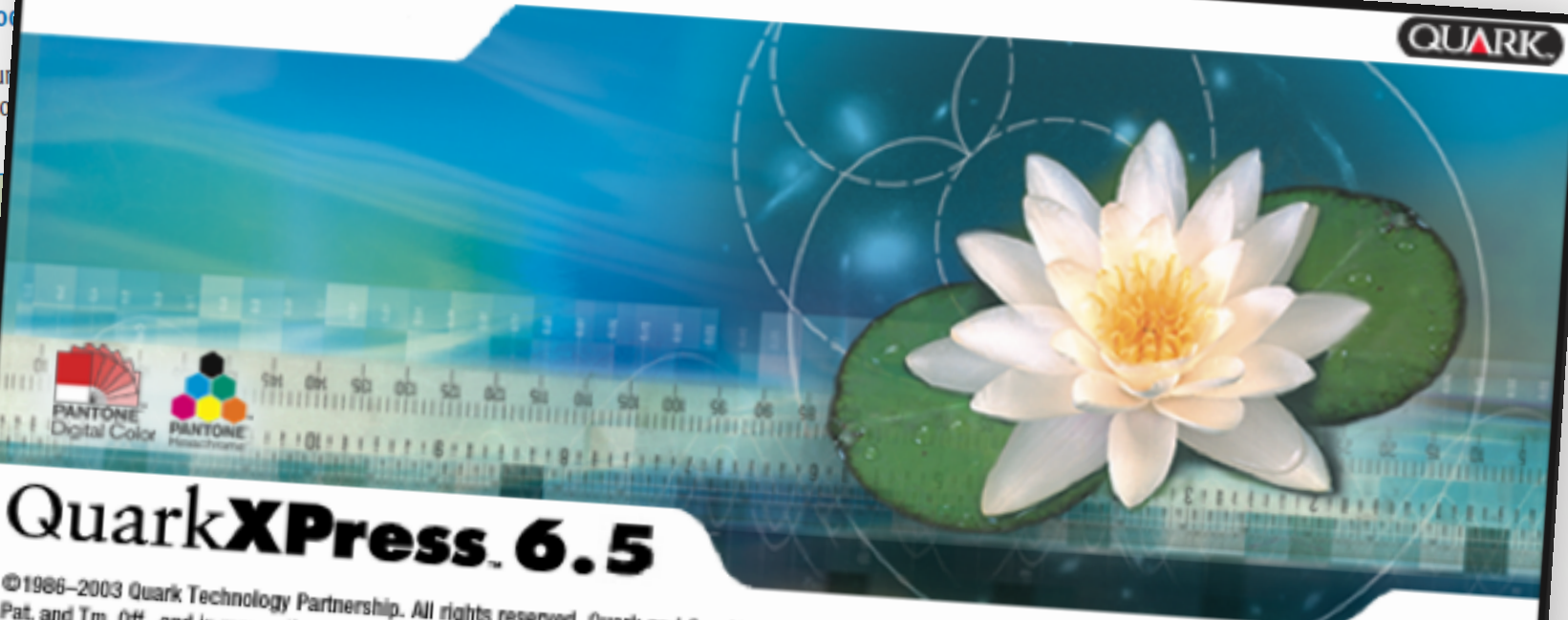
Top 10 investments (June 1, 20XX)

1.	Royal Bank of Canada	7.5%
2.	Toronto-Dominion Bank	7.1%
3.	Canadian Natural Resources	5.8%
4.	The Bank of Nova Scotia	4.1%

Investment mix (June 1, 20XX)

Industry

- Financial services
- Energy
- Industrial goods

QUARK

QuarkXPress 6.5

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Jamf

Apple

Microsoft

Office for Mac

Always behind Windows

- Office **'97** / Office **'98** for Mac
- Office **XP** / Office **X** for Mac
- Office **2000** / Office **2001** for Mac
- Office **2003** / Office **2004** for Mac
- Office **2007** / Office **2008** for Mac
- Office **2010** / Office **2011** for Mac
- Office 2016 for Windows **and** Mac

- MacBU ported Office code to Mac
- "This doesn't make sense!"
- Started converging for Office 2008
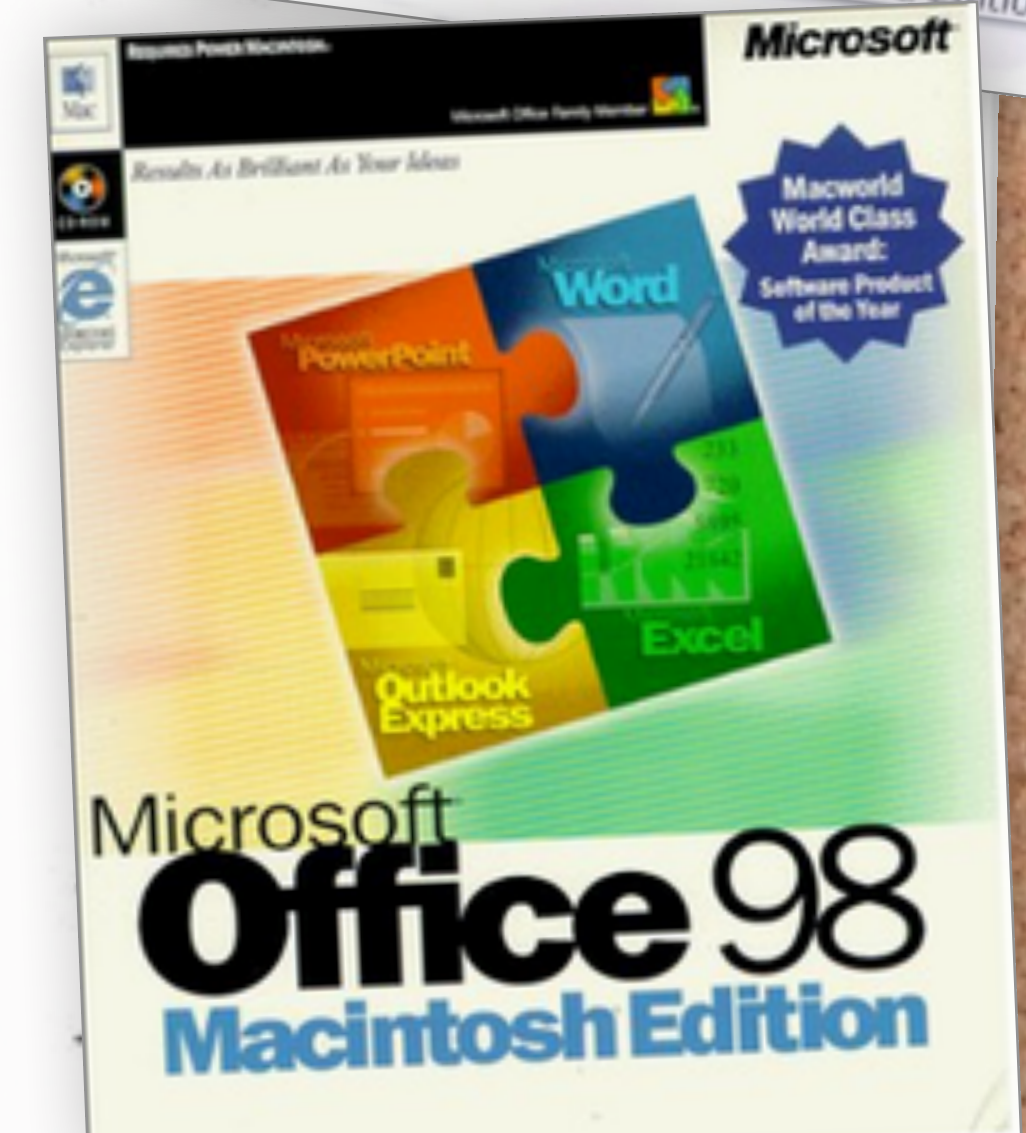
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Jamf

Choice changes XML

Worth the effort?

- Open since 2015 with more than 200 upvotes
- Command line option to change an installer's selected choices when installing software
- My opinion: It's not worth it
- What would customers expect?

Apple

jamf NATION   **Jamf Nation Feature Requests**

Search all feature req...

⌂ Home / Search results /
JN-I-22459

Add a new

214

VOTE

Support for choices.xml during pa...

I would like to see support for using a choices.xml...
This could be in the form of having to upload a c...
manually inputting the fields in the policy, or eve...
dynamically evaluate the .pkg file to determine
Then when defining the policy in JSS the admin...
proper choices.xml or choice selections to app...

This would be very useful for things like MS O...
do not want the package to modify the dock a...
of course many other packages where this w...

Status	Reviewed
Categories	Jamf Pro
Created by	Charles Hitch
Created on	Apr 27, 2015

🔶 Install Microsoft 365 and Office for Mac

Custom Install on "Macintosh HD"

- Introduction
- License
- Destination Select
- **Installation Type**
- Installation
- Summary

Package Name	Action	Size
☑ Microsoft Word	Install	484.5 MB
☑ Microsoft Excel	Install	619.2 MB
☑ Microsoft PowerPoint	Install	300.9 MB
☐ Microsoft OneNote	Skip	101.8 MB
☑ Microsoft Outlook	Install	224 MB
☐ Microsoft OneDrive	Skip	1.11 GB
☑ Microsoft AutoUpdate	Install	12.9 MB

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Apple

macOS releases

In it for the long-haul

- Erase All Content and Settings!
- Annual releases | Mac OS X Mountain Lion in 2012
- Apple file system changes | OS X El Capitan in 2015

OS X El Capitan
10.11
2015

macOS High Sierra
10.13
2017

macOS High Sierra
10.13.4
March 2018

macOS Catalina
10.15
2019

macOS Big Sur
11.0
2020

macOS Monterey
12.0
2021

System Integrity Protection
(SIP)

Apple File System (APFS)
Firmware requirements

startosinstall --eraseinstall

Read-only
system volume

Signed
system volume

Erase All Content
and Settings

T2 Security Chip

2017

Apple Silicon Chip

2020

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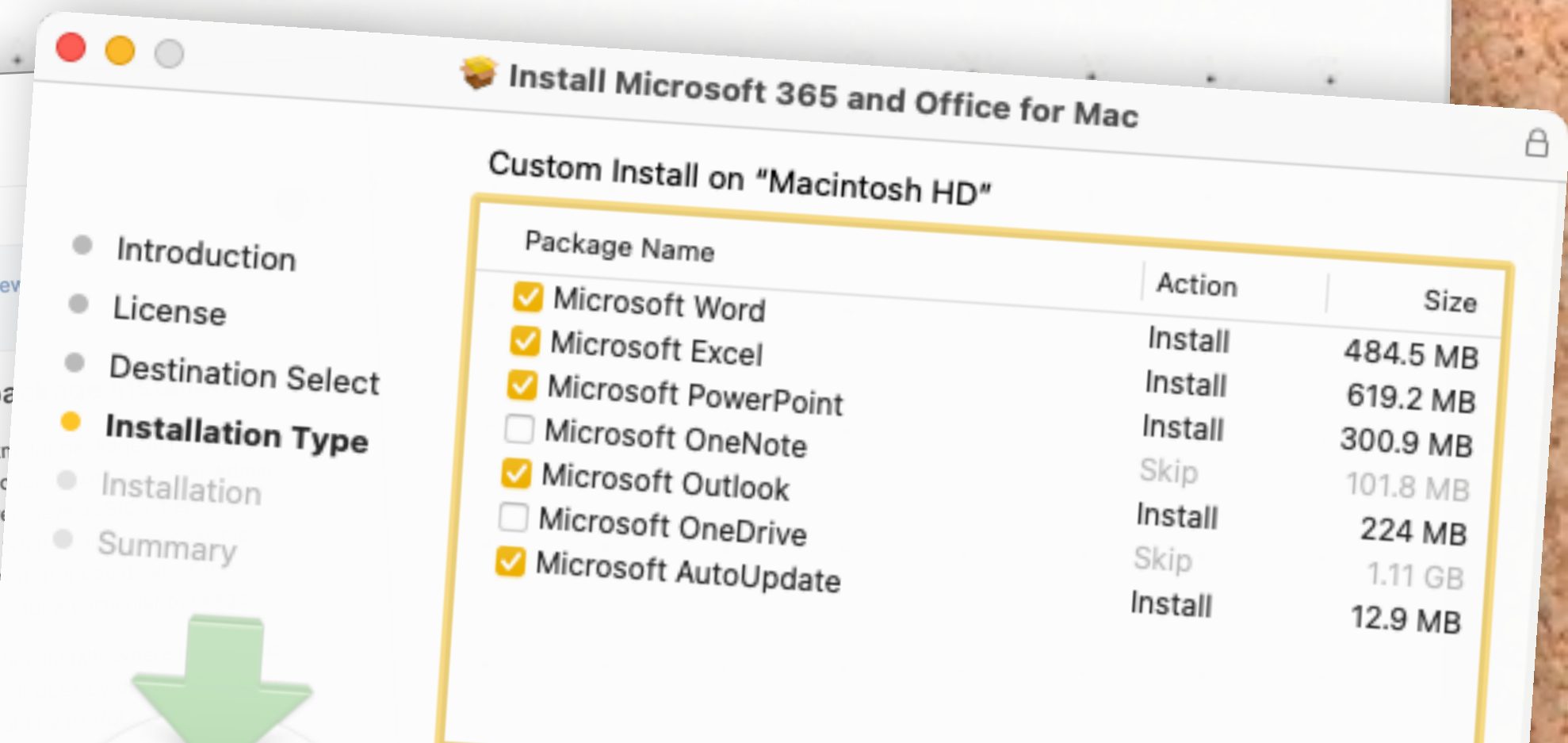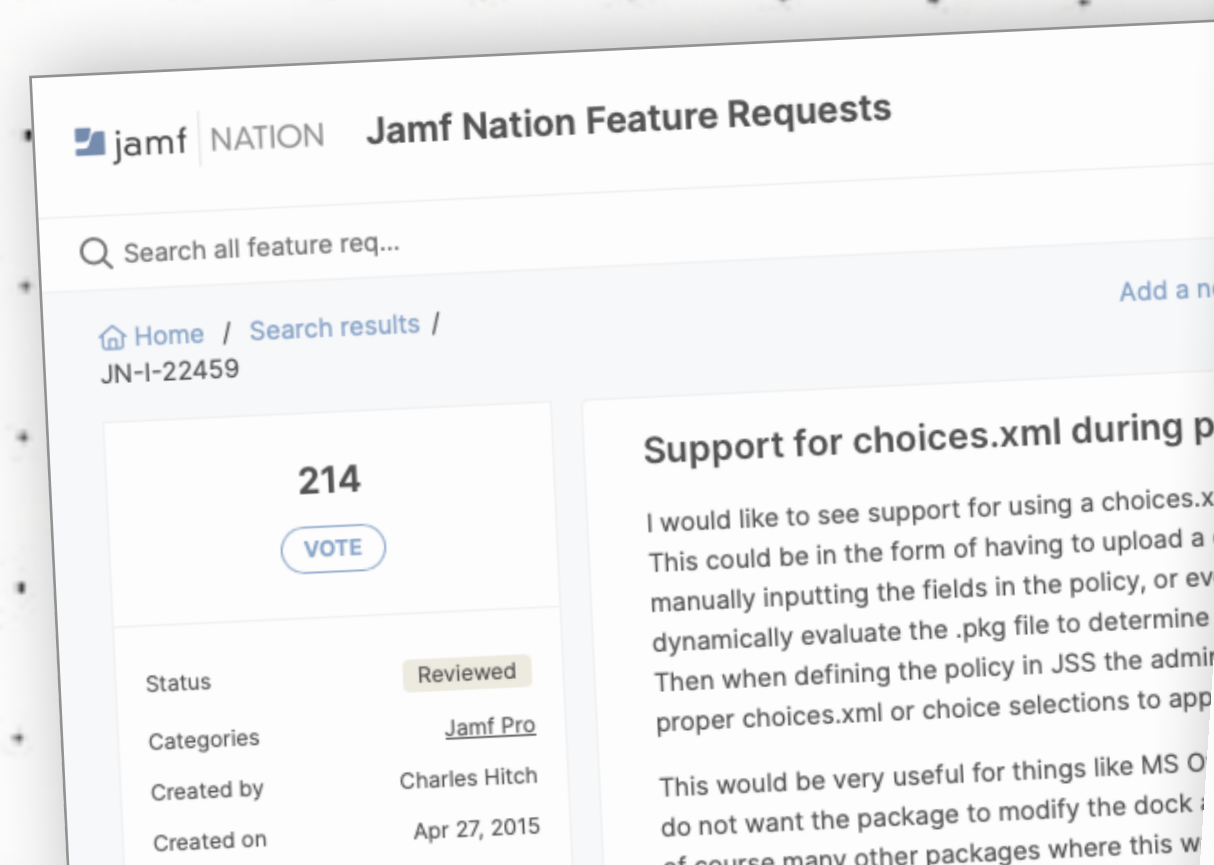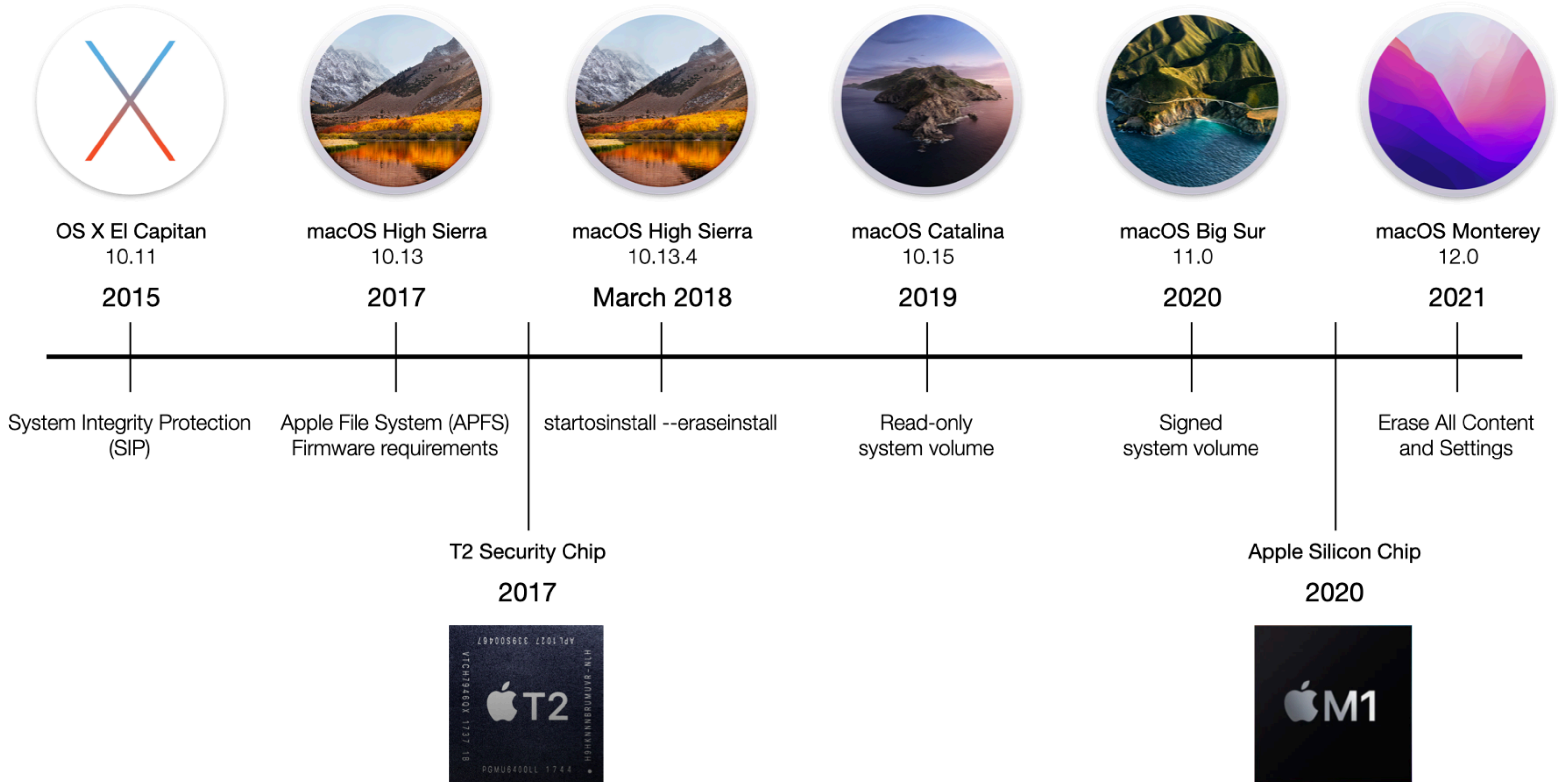
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Lessons Learned

- A customer can't wait a year to realize value for their investment

- Invest in short-term updates rather than long-term projects

- Dependencies delay value to customers

- Doing your own thing leads to technical debt

- Technical debt is expensive to pay off

- What sounds like a simple feature may require heavy investment

- Implement features that will yield the highest return on investment

- Changes to software are rarely arbitrary and standalone

- Executing a long-term plan should still show short-term benefits

Do not use permanent marker !!!

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Waterfall

Project management
Traditional

- Designing a computer, remodeling, or moonshots

Agile

Methodologies

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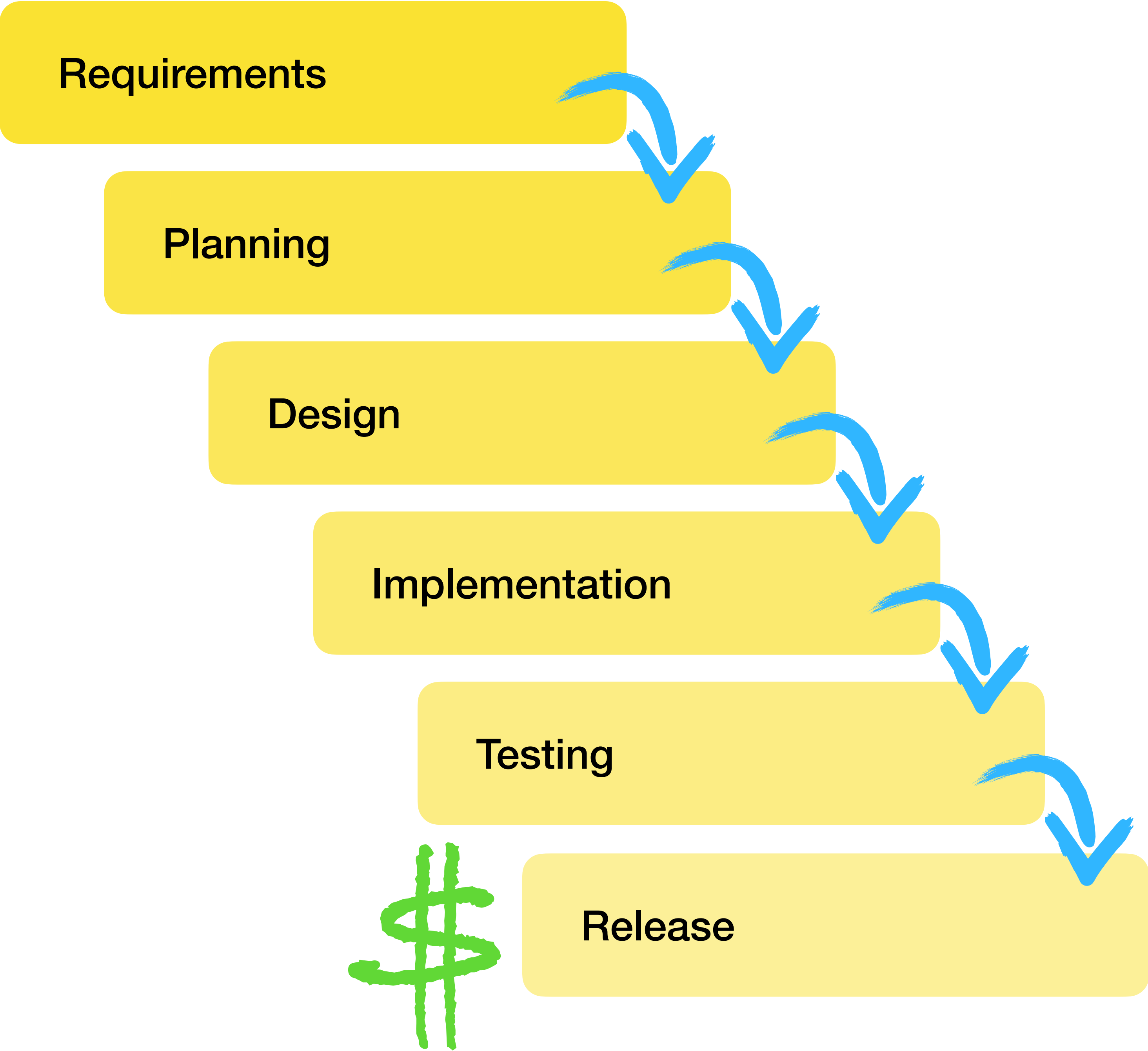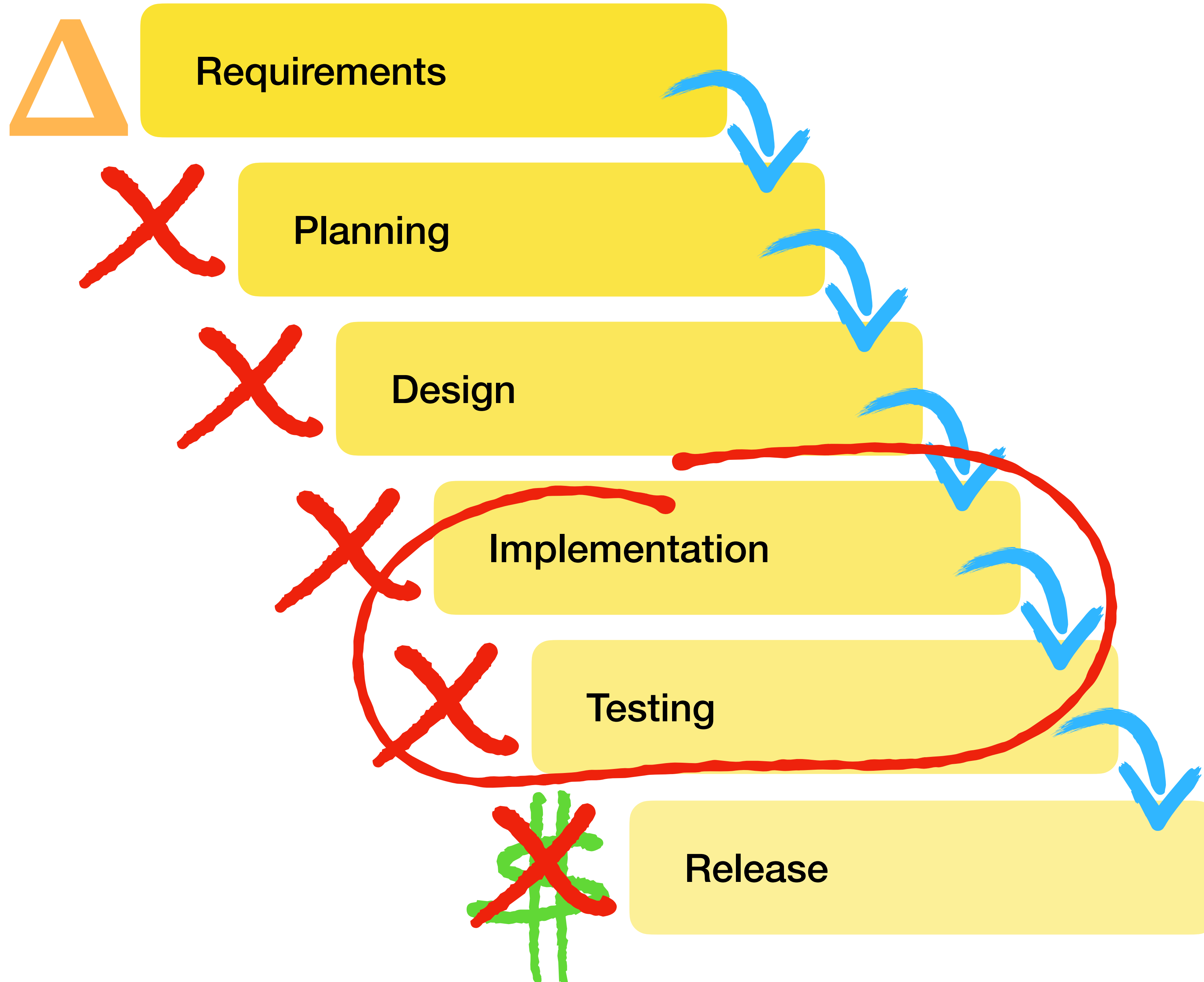**So that:** They'll have a foundation for understanding Scrum

Waterfall

Agile

Project management
Traditional

- Designing a computer, remodeling, or moonshots
- NASA — discovery, scoping, documentation, development, testing, and launch
- Meetings, planning, strategizing, and sign-offs
- Fuji-Xerox tried NASA's method
- Quality dropped. Failure rates rose. Delivery tanked.

FILE TASK RESOURCE REPORT PROJECT VIEW DEVELOPER FORMAT

📒 **Read Me**

Text Styles | Gridlines | Layout | Insert Column | Column Settings | Custom Fields | Format | ☑ Critical Tasks | ☐ Slack | ☐ Late Tasks | Task Path | Baseline | Slippage

Format | Columns | Bar Styles | Gantt Chart Style

Notice to Proceed

#		Task Mode	Task Name	Duration	Start	Finish
1	📋	➡	Notice to Proceed	0 days	6/3/2019	6/3/2019
2	📋	➡	Project Start	0 days	6/4/2019	6/4/2019
3	📋	➡	Project Complete	0 days	9/10/2019	9/10/2019
4		➡	⊿ **Mobilization**	**10 days**	**6/5/2019**	**6/20/2019**
5	📋	➡	Mobilize	10 days	6/5/2019	6/20/2019
6		➡	⊿ **Construction**	**31 days**	**6/24/2019**	**8/14/2019**
7		➡	⊿ **Below Grade**	**13 days**	**6/24/2019**	**7/15/2019**
8	📋	➡	Grade Site	8 days	6/24/2019	7/4/2019
9	📋	➡	Set Foundation	9 days	6/24/2019	7/8/2019
10	📋	➡	Install Conduit	3 days	7/8/2019	7/10/2019
11	📋	➡	Dig Cable Trench	4 days	7/9/2019	7/15/2019
12		➡	⊿ **Above Grade**	**20 days**	**7/11/2019**	**8/14/2019**
13	📋	➡	Erect Steel Structures	8 days	7/11/2019	7/24/2019
14	📋	➡	Install Equipment	6 days	7/16/2019	7/24/2019
15	📋	➡	Install Grounding	2 days	7/25/2019	7/29/2019
16	📋	➡	Install Bus and Jumpers	8 days	7/25/2019	8/7/2019
17	📋	➡	Lay Control Cable	12 days	7/25/2019	8/14/2019
18		➡	⊿ **Fence**	**7 days**	**7/8/2019**	**7/17/2019**
19	📋	➡	Install Fence	7 days	7/8/2019	7/17/2019
20		➡	⊿ **Site Restoration**	**23 days**	**7/16/2019**	**8/22/2019**
21	📋	➡	Remove Equipment	5 days	8/15/2019	8/22/2019
22	📋	➡	Lay Stoning	2 days	7/16/2019	7/17/2019
23	📋	➡	Lay Roadway	4 days	7/16/2019	7/22/2019
24		➡	⊿ **Project Closeout**	**10 days**	**8/26/2019**	**9/10/2019**
25	📋	➡	Substantial Completion	10 days	8/26/2019	9/10/2019

STANDARD GANTT VIEW

Gantt chart timeline columns: June (5/26, 6/2, 6/9, 6/16, 6/23), July (6/30, 7/7, 7/14, 7/21, 7/28), August (8/4, 8/11, 8/18, 8/25), September (9/1, 9/8, 9/15, 9/22)

6/3 6/4 9/10

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- Quality dropped. Failure rates rose. Delivery tanked.

- A map is not the terrain
- 'No plan survives first contact with the enemy.'
- Standards are often lower at the end of a project than the beginning.

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Agile

Product management
Reimagined

- Microsoft 365 16.9 in January 2018
- Microsoft 365 16.75 in July 2023
- macOS frequent delivery has forced third-party developers to update and release more frequently
- Lost market share, leave the market, or die

Agile Manifesto

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

https://agilemanifesto.org/

Principles behind the Agile Manifesto

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity — the art of maximizing the amount of work not done — is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

https://agilemanifesto.org/principles.html

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- Feedback loop
- OODA — Observe, Orient, Decide, and Act

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You

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Lessons Learned

- Waterfall development can include a lot of bureaucracy

- It assumes the project plan is perfect and won't change

- Any change in the waterfall upsets the rest of the project plan

- Value is only realized when a project finishes

- Project success is often the result of lowered expectations

- "The map is not the terrain."

- "No plan survives first contact with the enemy."

- Agile development encourages tight feedback loops

- Observe. Orient. Decide. Act.

Apple

Do not use permanent marker !!!

Scr

As a: Presenter

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Scrum methodolog

So that: They'll und
development deci

Spri

Scrum

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Story

Sprint

Empirical

Just the facts, ma'am

Getting perspective

- Fact-based, evidence-based, and transparent

- Feature requests
- Customer interviews and focus groups
- Customer weight
- Subject matter experts
- Discussion boards
- App metrics

- Observe. Orient. Decide. Act.
- No blame

Scrum

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Sprint

Story

Once upon a time...
Translating facts to stories

- Understand what customers **think** not what they **say they want**
- ~~"Build credit card fields to capture card number, expiration date, and verification code."~~
- "I want to pay online."

- As a _____,
  I want to _____
  So that _____.

- Backlog

Scrum

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Sprint

Lather. Rinse. Repeat.

The cycle of development

- Generally two weeks but not more than a month
- Purposely time-blocked

JULY 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
25	26	27	28	29	30	1
2	3 *Planning*	4 Daily Standup	5 Daily Standup	6 Daily Standup	7 Daily Standup	8
9	10 Daily Standup	11 Daily Standup	12 Daily Standup	13 Daily Standup	14 Review Retrospective	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Sprint 27

Sprint 28

Send command to update software and get feedback

As a: Desktop administrator

I want to: Send a command to a computer to install software and receive feedback

So that: I know it succeeded or failed

'Error XO1011: Packet overrun'

Improve feedback from software update command

As a: Network administrator

I want to: Better understand the feedback I receive when sending a command to a computer

So that: I can remediate errors

'No Network Connectivity'

Scrum

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Sprint

Lather. Rinse. Repeat.

The cycle of development

- Generally two weeks but not more than a month
- Purposely time-blocked
- Iterative releases

JULY 2023

Sun	Mon	Tue	Wed	Thu	Fri	Sat
25	26	27	28	29	30	1
2	3 *Planning*	4 *Daily Standup*	5 *Daily Standup*	6 *Daily Standup*	7 *Daily Standup*	8
Sprint 27	10 *Daily Standup*	11 *Daily Standup*	12 *Daily Standup*	13 *Daily Standup*	14 *Review* *Retrospective*	15

Read Me

Lessons Learned

- Scrum is about teamwork

- Developers have probably never been end users of their products

- Scrum is empirical — relying on facts collected from customers

- Observe. Orient. Decide. Act.

- What customers say they want isn't always what they think

- A story is the best method to relay what customers need

- Sprints are quick and iterative, which encourages faster feedback

- Iterative development means not having to wait years for new features or to give feedback

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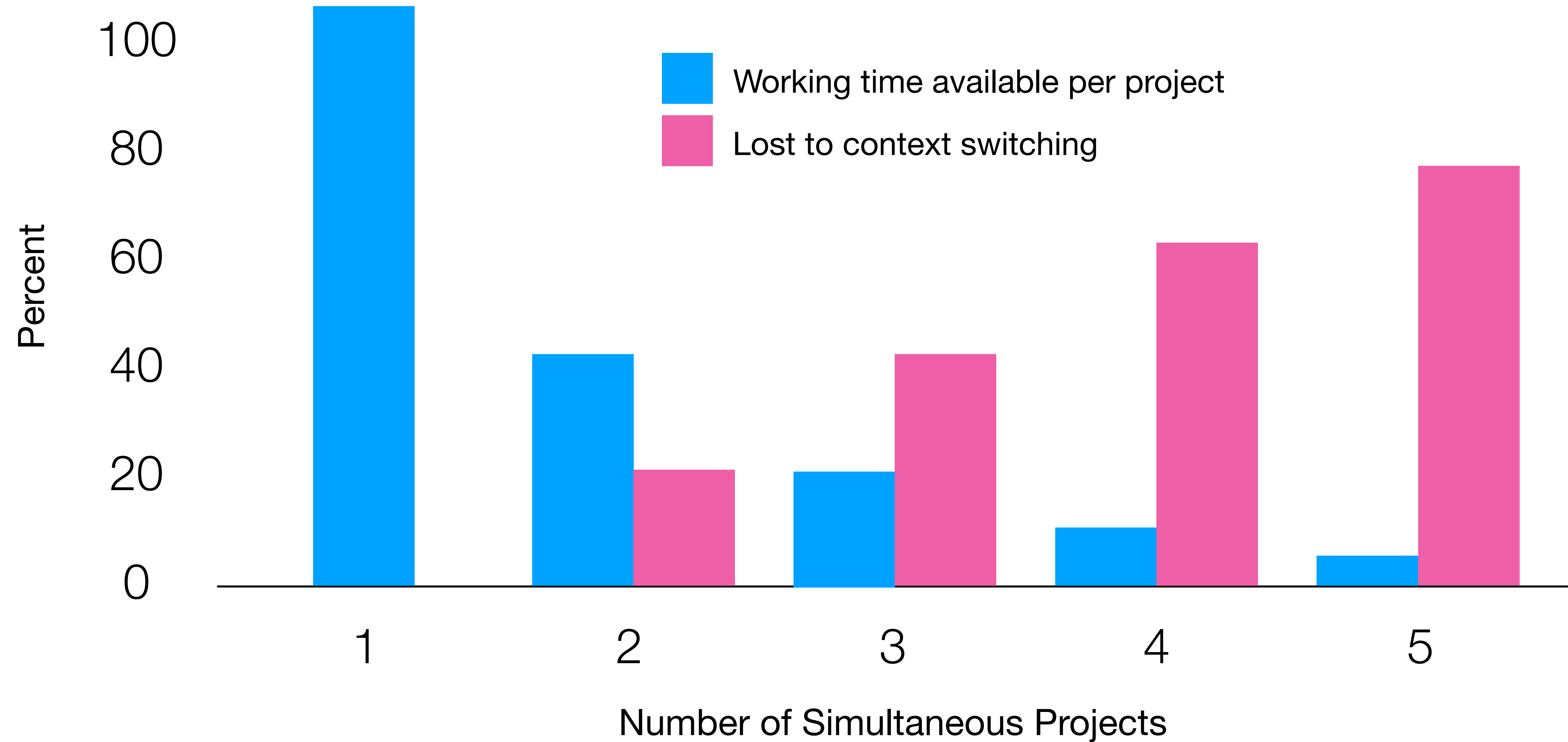
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Financial ish

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Apple

Agile

Pro

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Do not use permanent marker !!!

Scrum Team

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Product Owner

Domain expert
Story teller

Scrum Master

Developer

- Keeper of the backlog
- Represents the customer
- Not the same as a Product Manager
- PMs are responsible for long-term vision
- POs are responsible for short-term execution
- Not a committee but one person

Scrum Team

As a: Presenter

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Scrum Master

Scrum team sensei
Herder of cats

- Servant leader
- Guides the team through the Scrum process

- What did you do yesterday?
- What will you do today?
- Are there any impediments in your way?

- Removes anything blocking a developer's progress

Developer

Scrum Team

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Developer

Coders and testers

10-foot tall Oompa Loompas

- Self-managing
- Cross-functional with a diverse set of skills

2 X 5 = 10

senior developers | units of work | units of work

3 X 3 = 9

junior developers | units of work | units of work

19

units of work

21

13

8

5
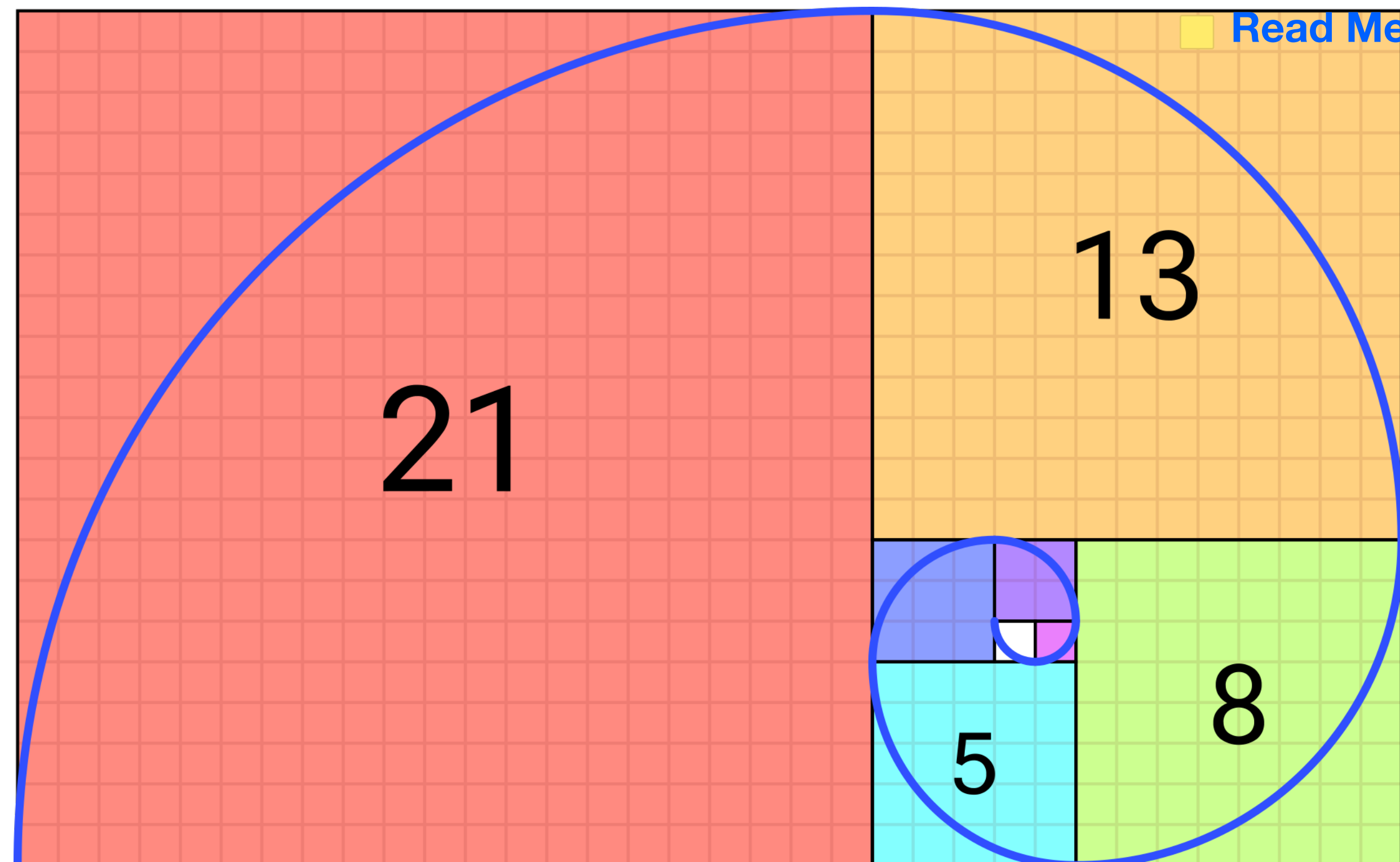
Fibonacci sequence

0 + 1 = 1
1 + 1 = 2
2 + 1 = 3
3 + 2 = 5
5 + 3 = 8
8 + 5 = 13
13 + 8 = 21

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Developer

Coders and testers
Herder of cats

- Self-managing
- Cross-functional with a diverse set of skills

- Avoid context switching
- Changing working data in our brains takes time
- 100% - 20% / 2 = 40%

Context Switching

Percent

Legend:
- Working time available per project (blue)
- Lost to context switching (pink)

Number of Simultaneous Projects

The Professional Product Owner, Don McGreal and Ralph Jocham, page 76

Scrum Team

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Developer

Coders and testers

Heads down

- Self-managing
- Cross-functional with a diverse set of skills

- Avoid context switching
- Changing working data in our brains takes time
- 100% - 20% / 2 = 40%
- Context switching delays release and delays ROI

- 2 developers x 1 project = Half the time?
- The Mythical Man-Month — Brooks's Law

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Lessons Learned

- Product Owners are responsible for short-term execution

- Customers requesting new features want to influence POs

- Scrum masters are the servant leaders of developers

- "What did you do yesterday?"

- "What will you do today?"

- "Are there any impediments in your way?"

- Developers are self-managing and choose work for each sprint

- Context switching is detrimental to software development

- Brooks's Law: Nine women cannot make a baby in one month

Apple

Agile

Story | Sprint

Do not use permanent marker !!!

You

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Constraints

Time, money, quality

Pick any two

- Changing any two variables constrains the third

Feedback Channels
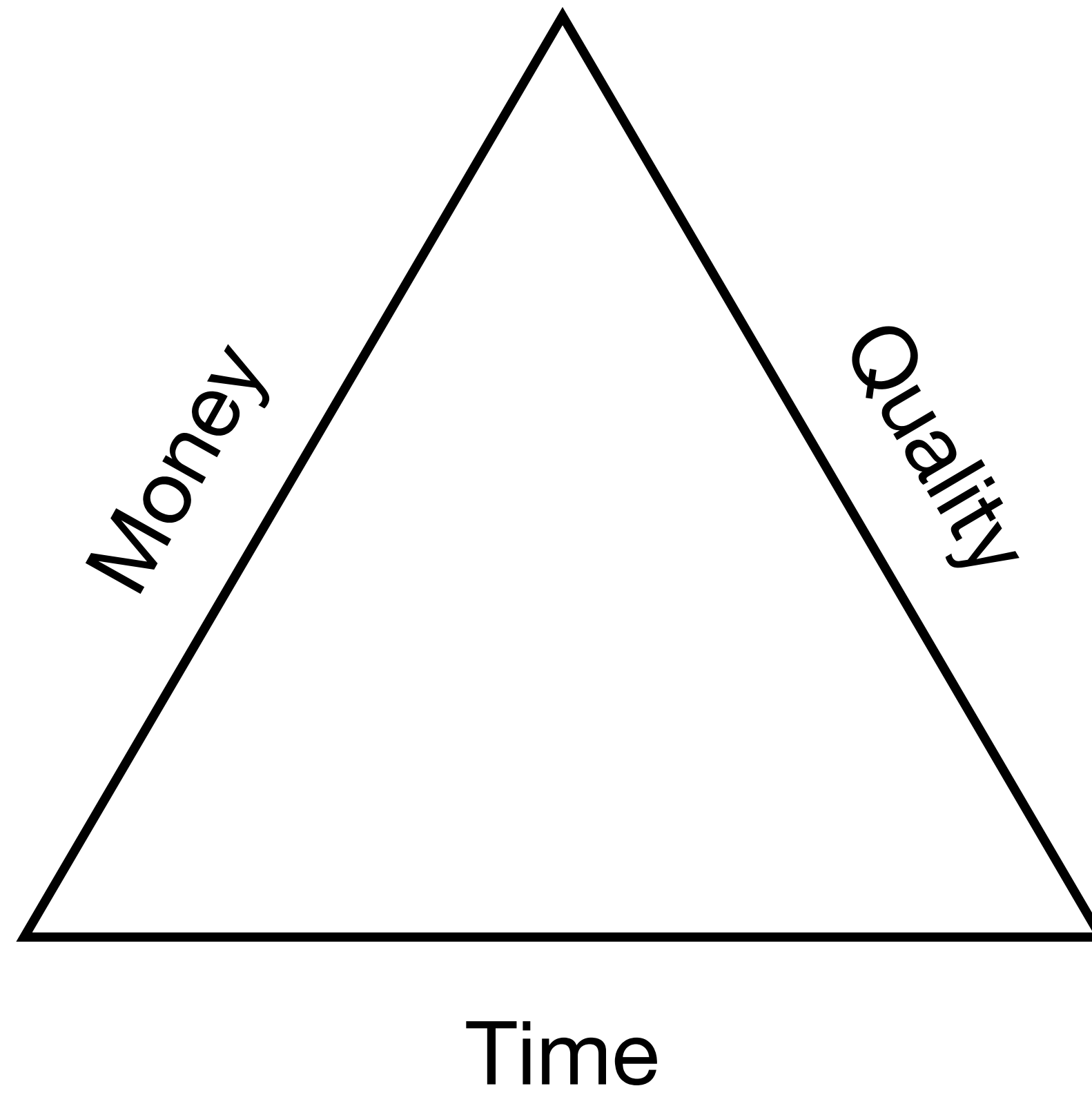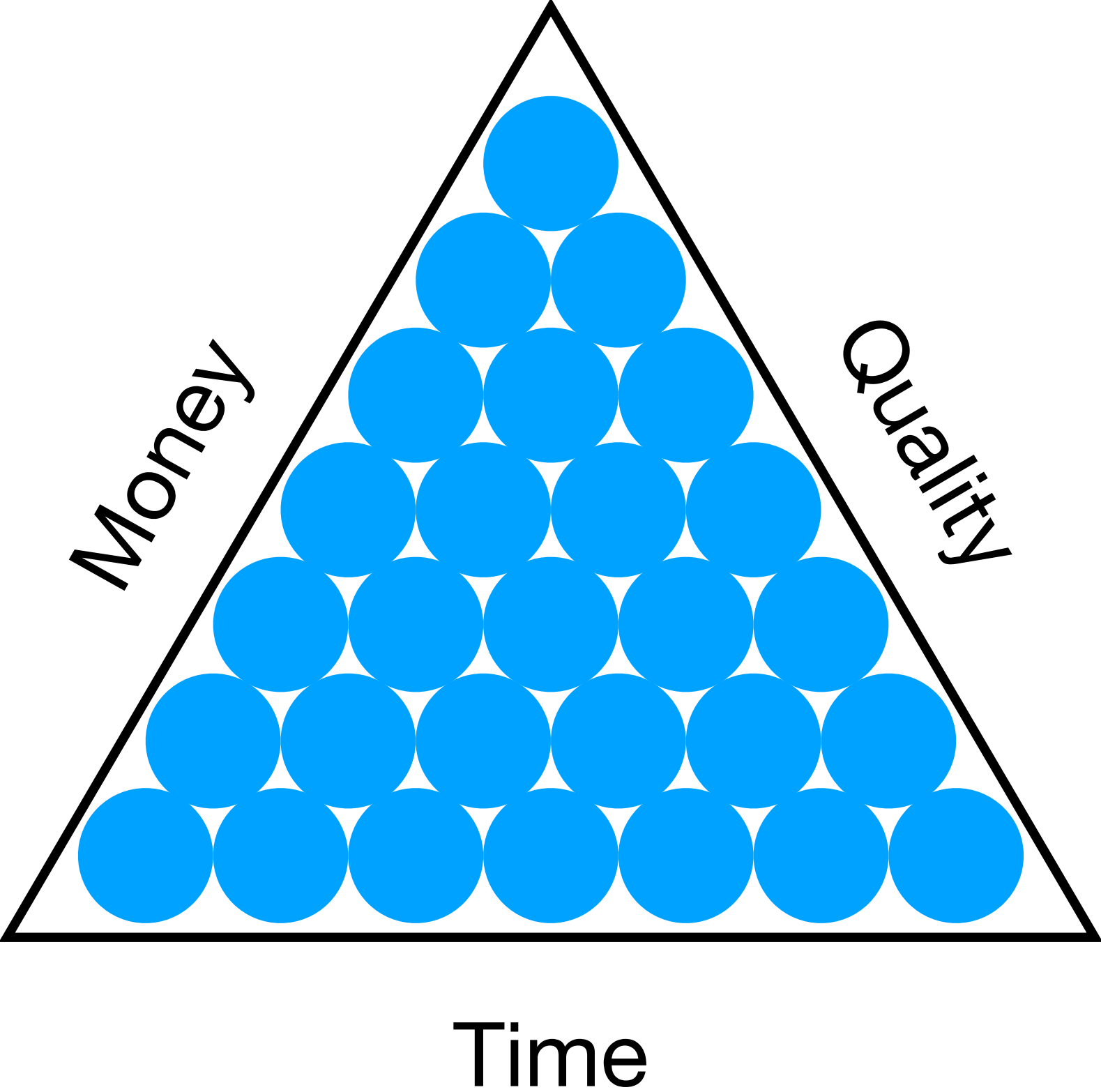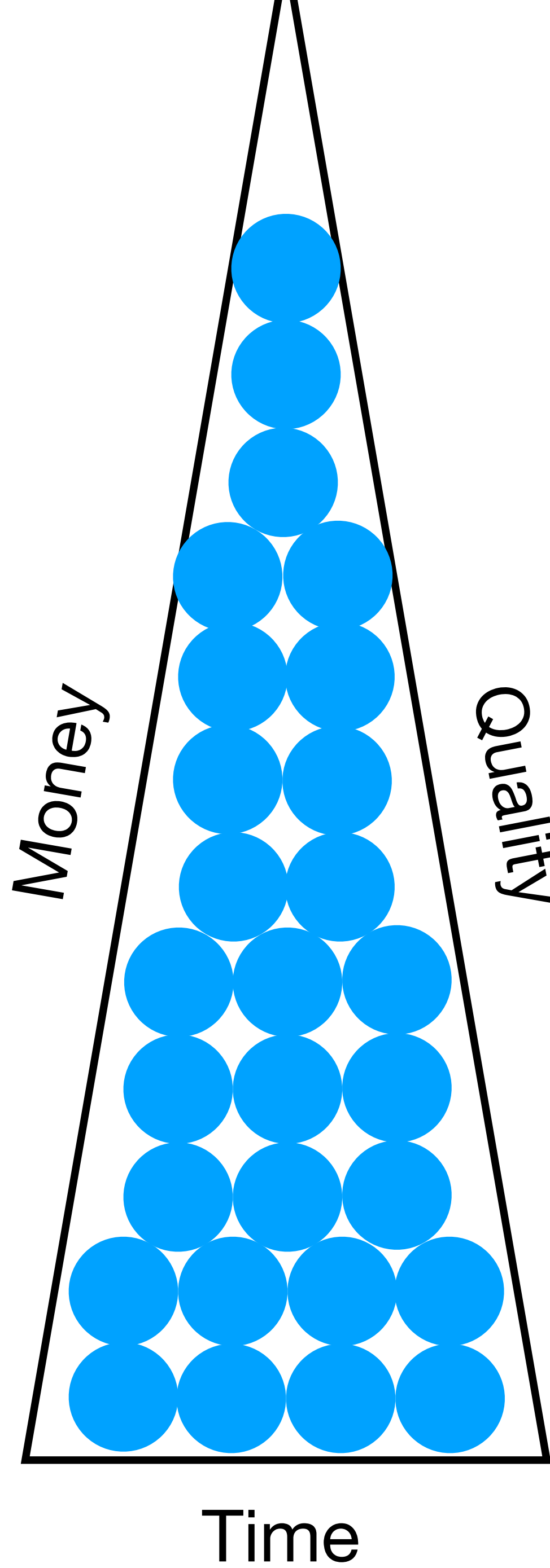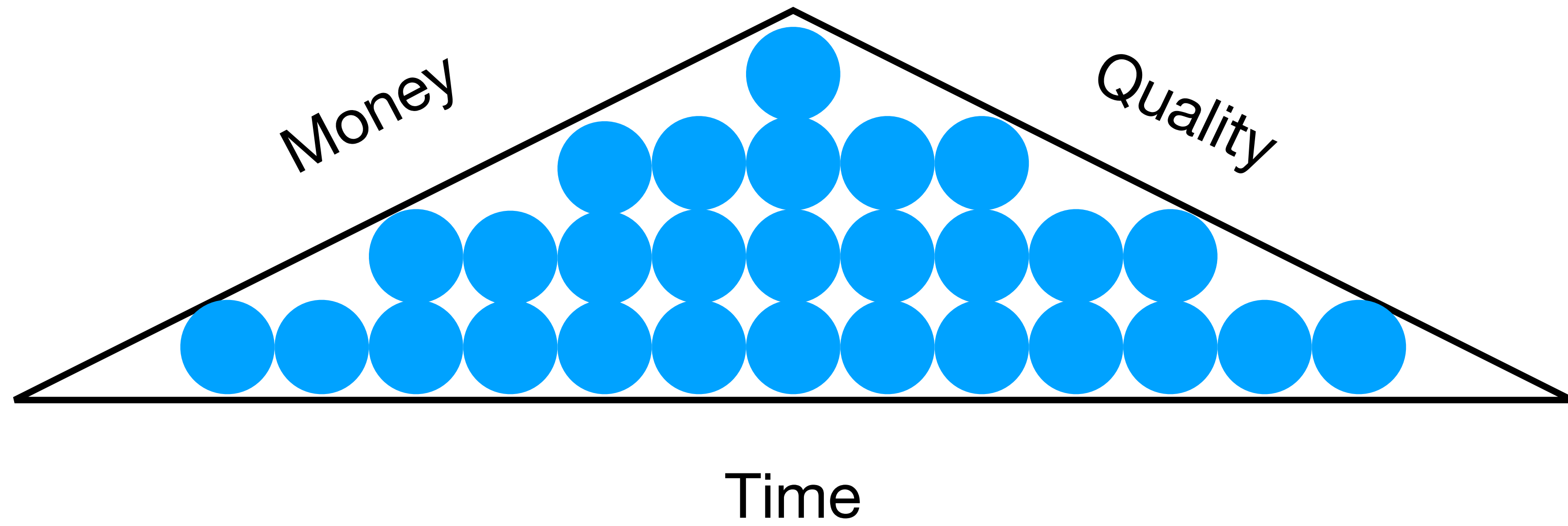
Your fleet

Telemetry

Money

Quality

Time

Money

Quality

Time

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Constraints

Time, money, quality

Pick any two

- Changing any two variables constrains the third
- Cold hard facts

- "Do more with less" still requires sacrifice
- Software developers are empirical

Feedback Channels

Your fleet

Telemetry

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Feedback Channels

They are among us

Hello, neighbor!

- Communities and support forums
- Public and private betas
- Betas are not the time to ask for new features
- Feature requests

Your fleet

Telemetry

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Your fleet

Stay up-to-date
N-2

- Operating system versions affect installed software versions
- Less incentive to release new software
- Some features rely on the latest operating system
- Software maintenance redirects resources away from developing new features
- Microsoft Office N-2 policy

Telemetry

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Telemetry

Shoulder surfing
Automatic feedback

- "Help us improve our products by sharing data with us"
- Office for Mac phones home with every launch
- Sounds suspicious?
- Product features and buttons
- Online access often means automatic opt-in
- Telemetry is objective
- Understand just what data is shared

Updates: ☑ Check for updates automatically
☐ Automatically download updates when available

Check For Updates Now...

☑ Send anonymous system profile information

☐ Allow automatic updates to beta versions

If disabled, you can still find beta versions by doing a manual check for updates.

Threads

Mastodon

App Privacy   See Details

The developer, **Instagram, Inc.,** indicated that the app's privacy practices may include handling of data as described below. For more information, see the developer's privacy policy.

> ### Data Linked to You
> The following data may be collected and linked to your identity:
>
> ♥ Health & Fitness   🛍 Purchases
>
> 💳 Financial Info   📍 Location
>
> ⓘ Contact Info   ⊙ Contacts
>
> 🖼 User Content   🔍 Search History
>
> 🕐 Browsing History   📇 Identifiers
>
> ▮▮ Usage Data   👁 Sensitive Info
>
> ⚙ Diagnostics   ⋯ Other Data

Privacy practices may vary, for example, based on the features you use or your age. Learn More

App Privacy   See Details

The developer, **Mastodon,** indicated that the app's privacy practices may include handling of data as described below. For more information, see the developer's privacy policy.

> ### ✓ Data Not Collected
> The developer does not collect any data from this app.

Privacy practices may vary, for example, based on the features you use or your age. Learn More

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Telemetry

Shoulder surfing
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- "Help us improve our products by sharing data with us"
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Lessons Learned

- Time, money, quality — Pick any two

- There is no such thing as "doing more with less"

- Participate in feedback channels — forums and communities

- Betas aren't the time to ask for new features

- Keep up with updates to avoid supporting multiple OSes

- Allow telemetry to collect anonymized data for developers

- Review your software developer's privacy policies about data they collect

Apple

Agile

Story   Sprint

Developer   Scrum Master

BACKLOG

DOING

REVIEW

DONE

My experience

As a: Presenter

I want to: Show my audience that I'm knowledgeable and have credibility

So that: They'll have confidence in me

Methodologies

As a: Presenter

I want to: Help my audience understand Waterfall and Agile

So that: They'll have a foundation for understanding Scrum

Scrum

As a: Presenter

I want to: Show my audience the Scrum methodology

So that: They'll understand how development decisions are made

Scrum Team

As a: Presenter

I want to: Show my audience how a Scrum team works together

So that: They'll gain an appreciation for the process

You

As a: Member of the audience

I want to: Learn how I can influence developers to add features I want

So that: I gain more value from the software I'm already familiar with

Fler... Financial ...ish ...osoft

Jamf

Apple

Waterfall

Agile

Empirical

Story

Sprint

Product Owner

Developer

Scrum Master

Constraints

Feedback Channels

Your fleet

Telemetry

Do not use permanent marker !!!