

Planning and Tracking

Petri Heiramo

Agile Coach, CST

COLLABNET®

Exercise: Initial Release Plan

- As a group, create an initial release plan for the MyBooks.com site.
- The team has estimated that it can complete
 - 15 story points worth of functionality in the first sprint
 - 25 story points in the second sprint
 - 30 story points indefinitely thereafter
- Business side constraints
 - The beta release of the site should be up after three sprints
 - The official release should be after 5 sprints
 - Development beyond 5 sprints is not considered
- The plan should optimize value and minimize risks

Questions Based on the Plan

- Is the business target of release after three sprints feasible?
- How good a feature set can the site get by official release?

Exercise: Charting Out the Future

- As a team, based on your initial release plan, draw value/time diagram for your project
- Draw the diagram by counting the amount of relative value (to be) delivered in each sprint
- What does the diagram look like?
- What conclusions can you draw from it?

Exercise: "Surprise, Surprise"

- In the middle of the first sprint the ScrumMaster of the team delivering the MyBooks.com comes to you with bad news – three of the developers had been car-pooling and got into a serious accident. They will be out of development until sprint four. The velocity of the team will halve until they come back.
- Use replanning to evaluate the impact of the situation to your project
- What options do you have and what would actions would think the most reasonable?

Balance Sheet vs. Cash-Flow

Balance sheet thinking

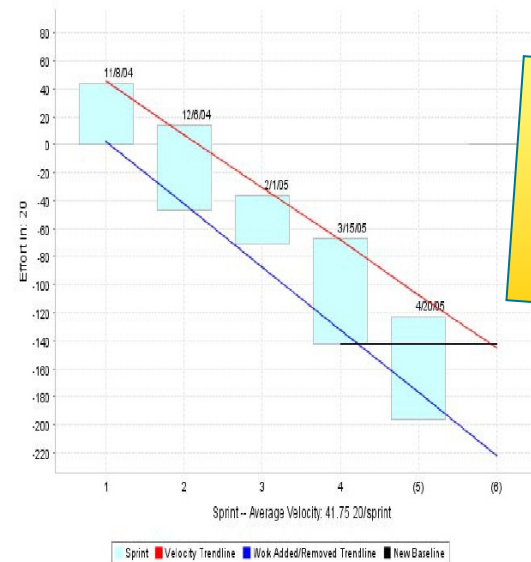
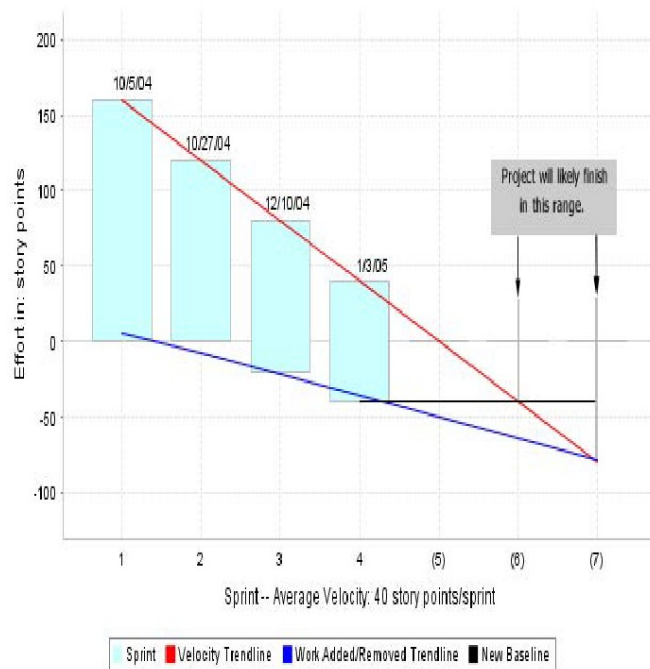
- Delay does not matter
- Just in case is wise
- Work in process has value
- Queues support better decisions

Cash flow thinking

- Delay creates waste
- Just in time is wiser
- Work in process is waste
- Queues gum up the work and slow things down

Martine Devos

Converging vs. Diverging Burndown

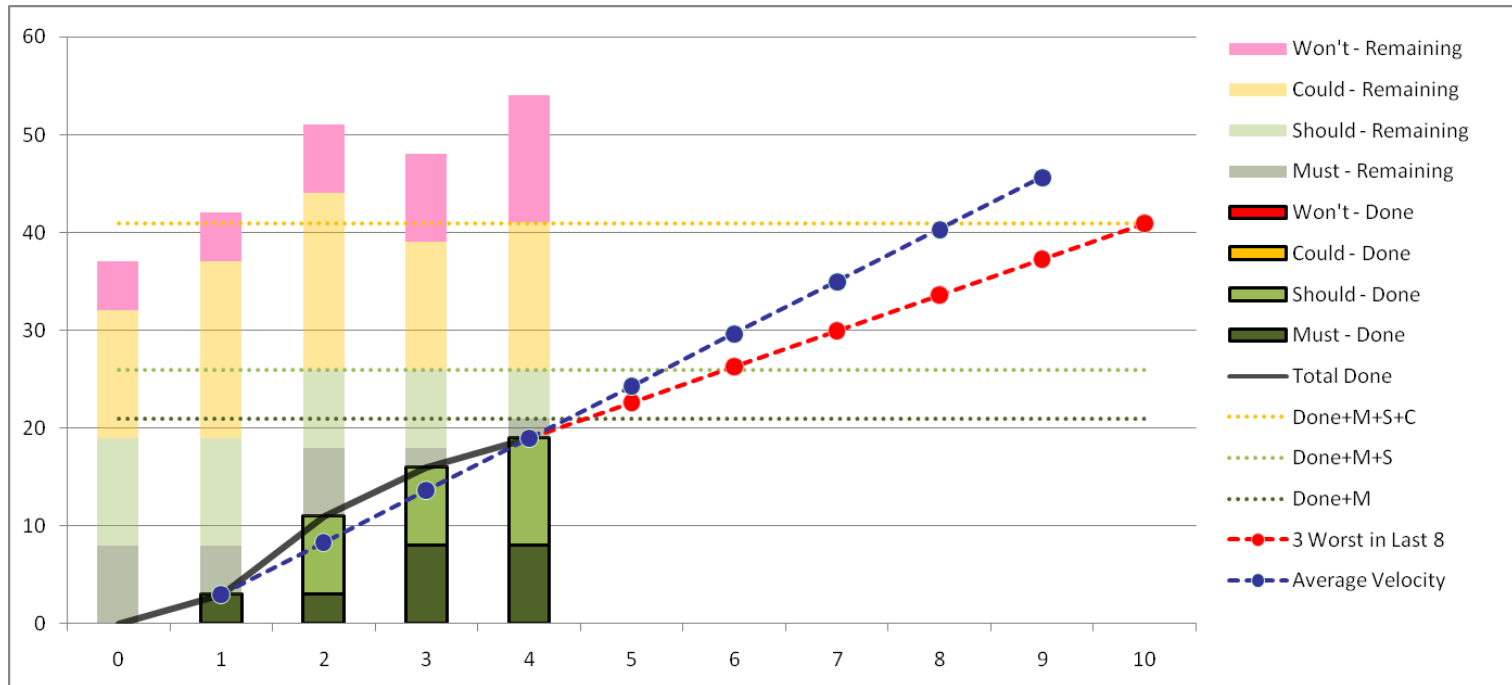


Is this bad?
Where might this
be expected?

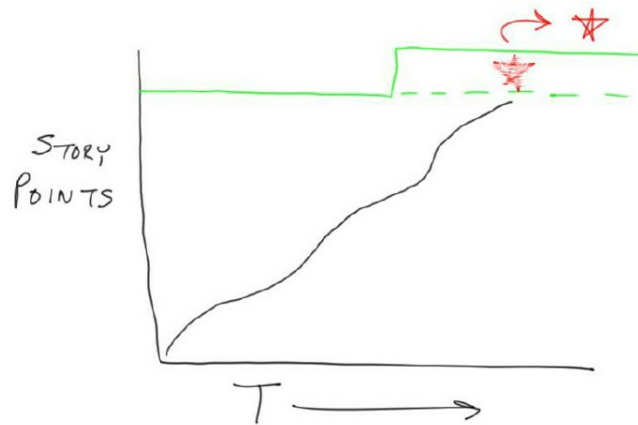
Burn-Ups

- Many Agile practitioners prefer burn-ups when tracking project progress
 - Burndowns make more sense within sprints
- Starts from zero, just like project implementation
- Always shows velocity correctly
- Easier (and more logical) exploration and visualization of different possible scopes and levels of completeness

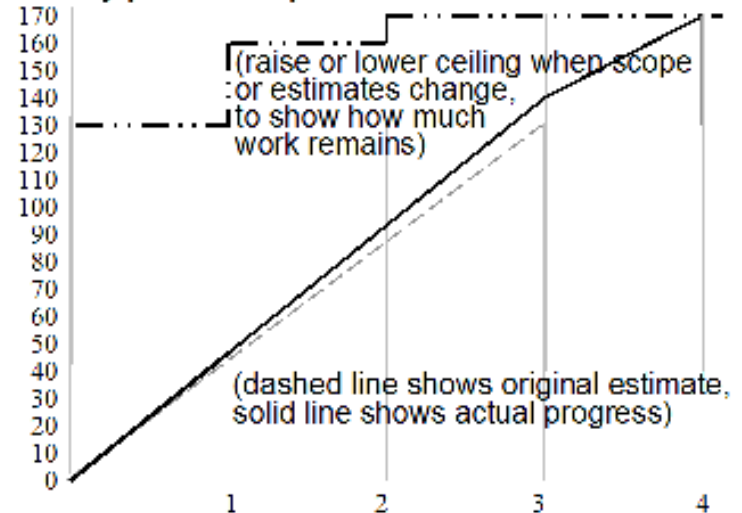
Example Burn-Up with MoSCoW



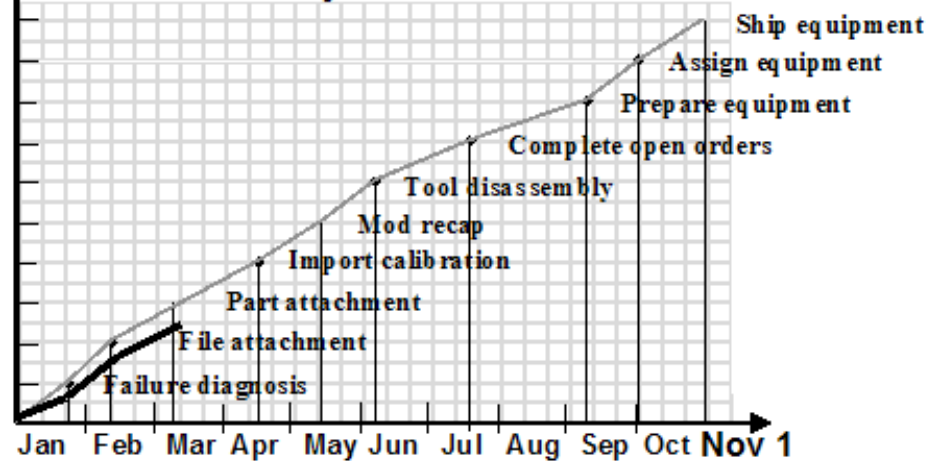
Other Burn-Ups



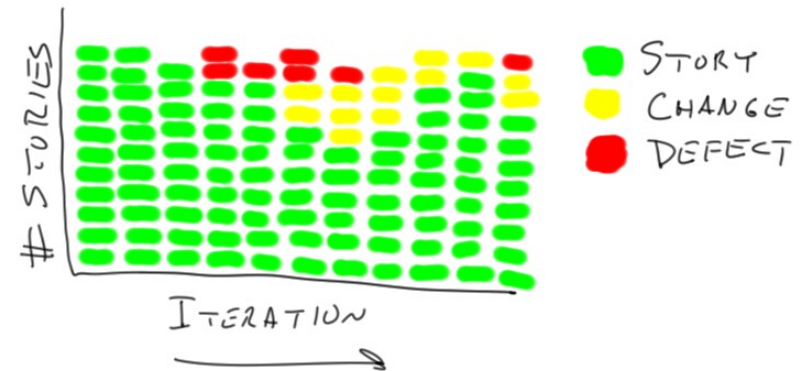
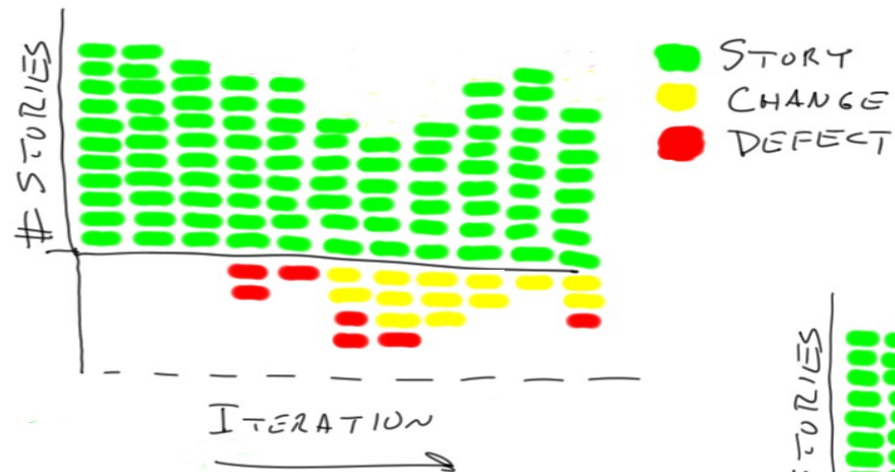
story points completed



100% functionality

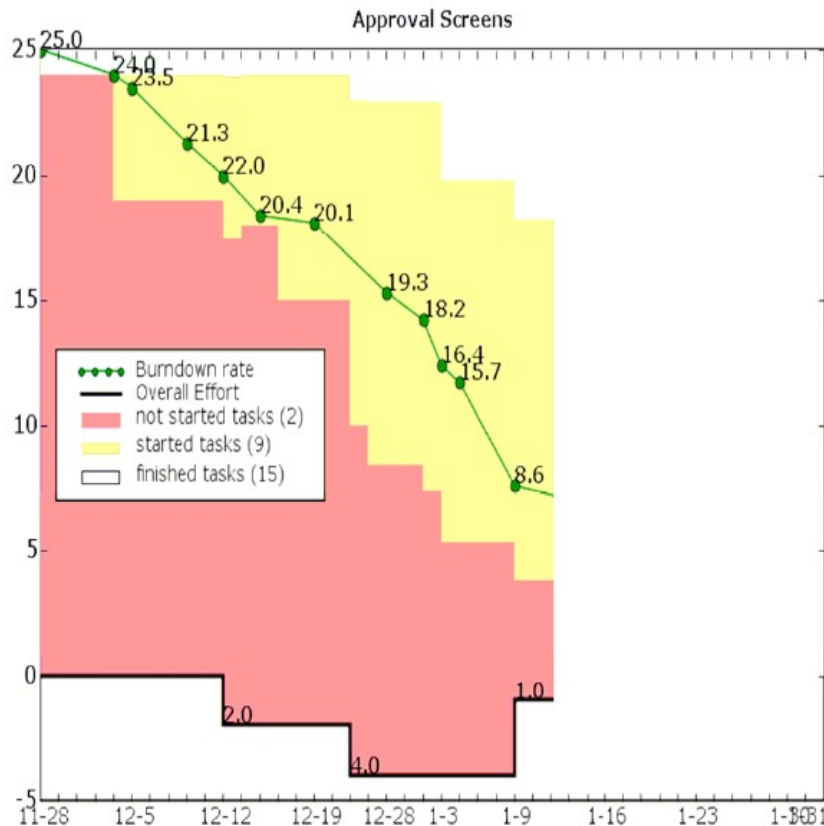


Alternative Diagrams



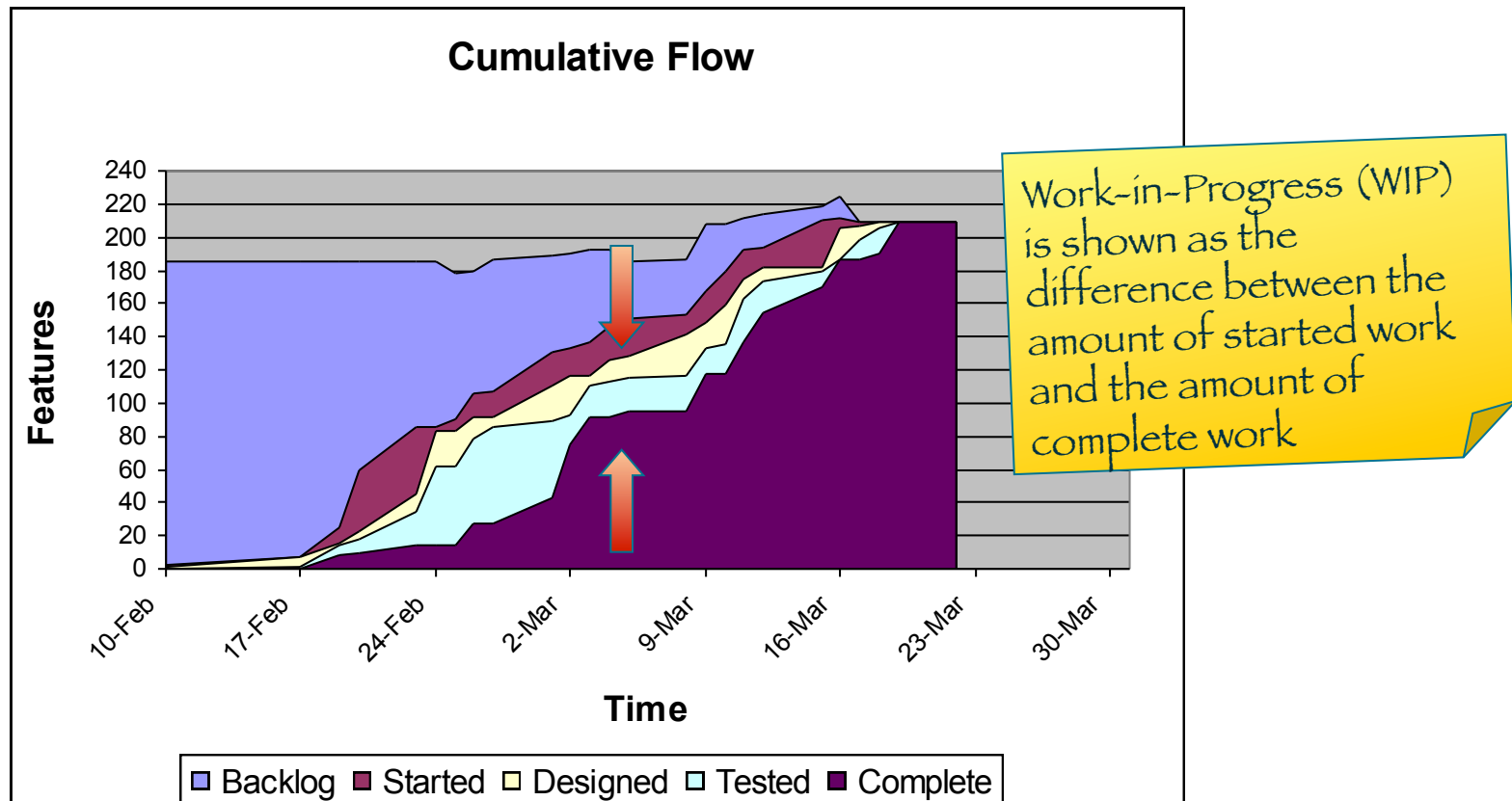
Progress by number of
implemented stories
When would this work
nicely?

Chart Tracking Work-in-Process

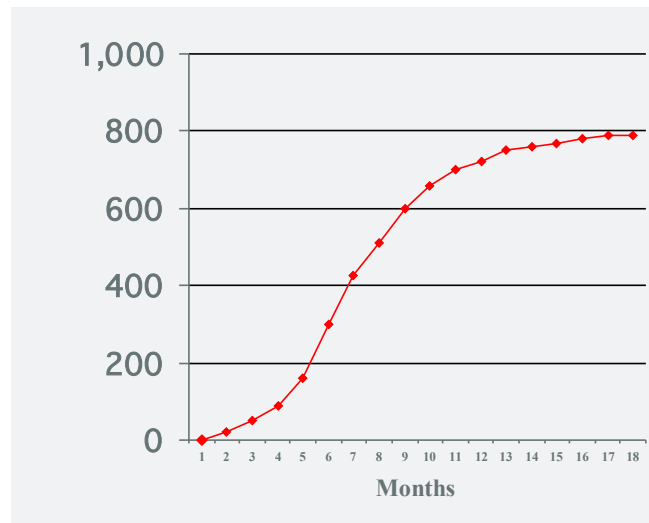


Work-in-Process (WIP) is considered waste as there is already expended effort in it, but it has not yet been realized as business value.

Burn-Up Chart with WIP



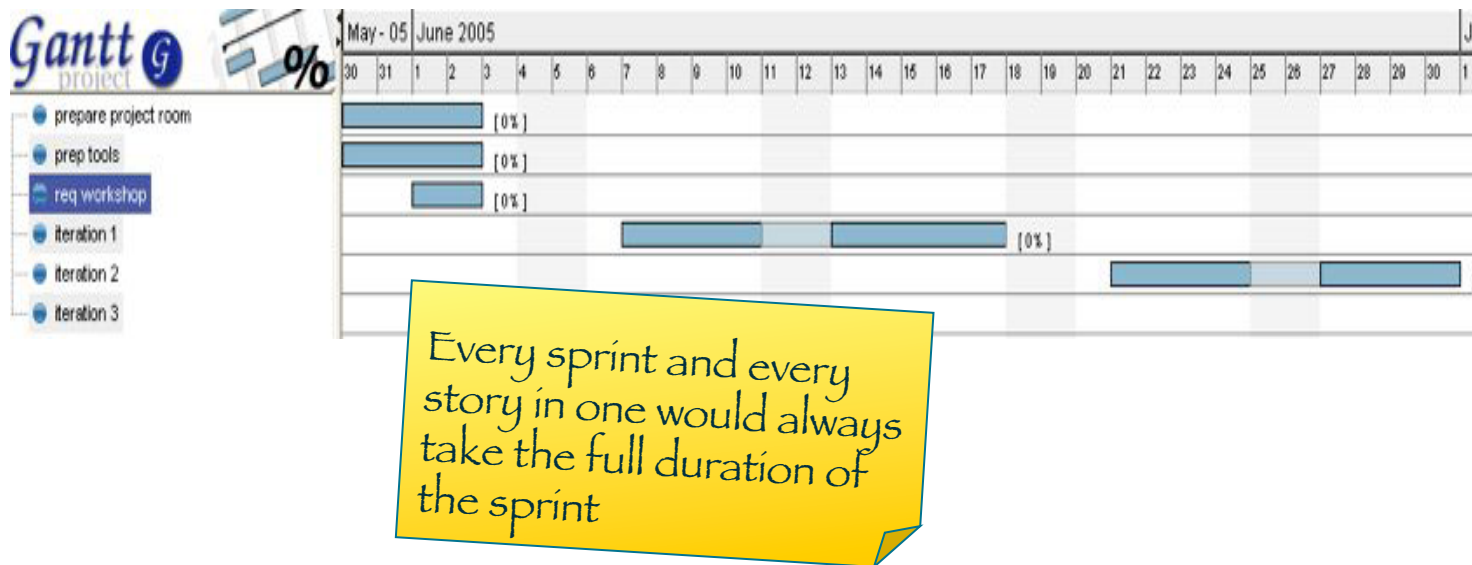
Tracking Delivered Business Value



When would you start considering stopping the development?

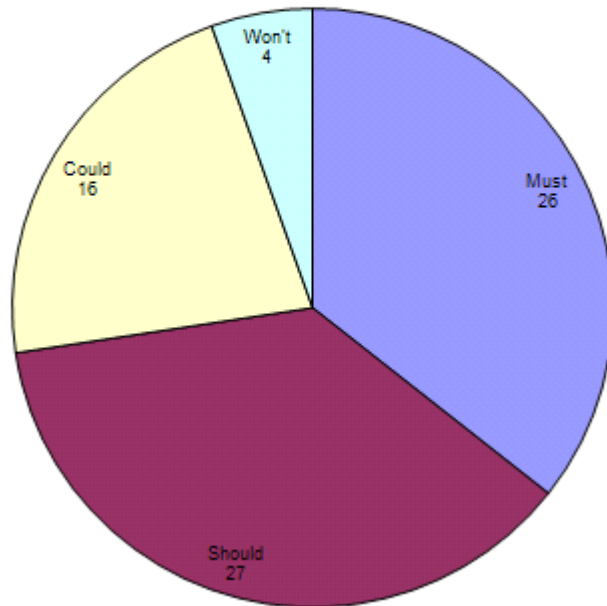
Gantt Chart?

- **Gantt charts are rarely/never used in adaptive iterative planning (i.e., in Agile Methods)**, because the content of the next iteration is decided at the last possible moment, to be as risk-driven and value-driven as possible (maximum insight / information) and future iterations are not seriously predicted.
- If you really wanted to draw one, it would look something like this:

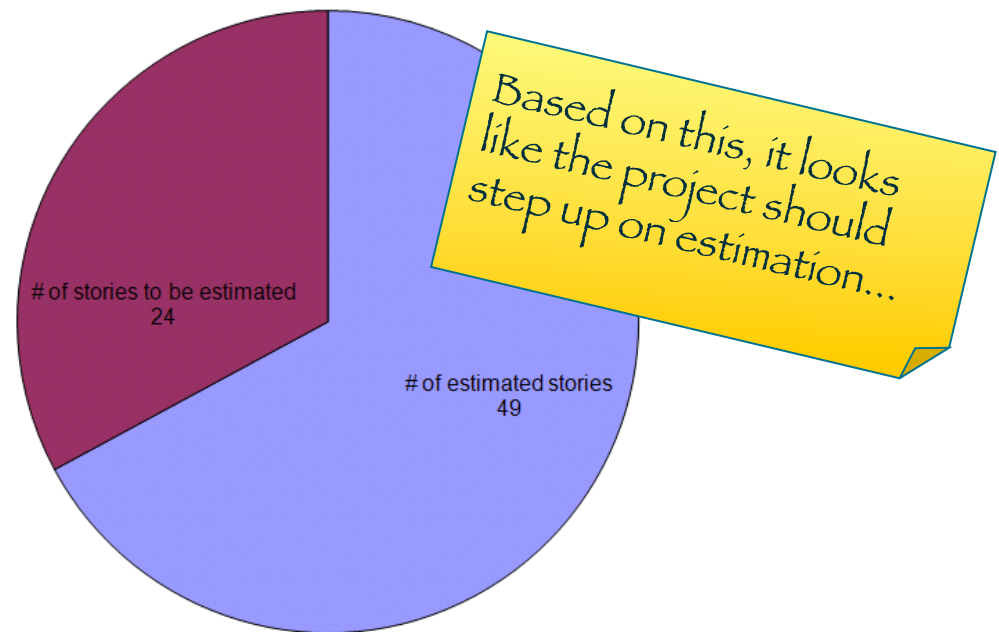


SM Shouldn't Feel Constrained to Burndowns...

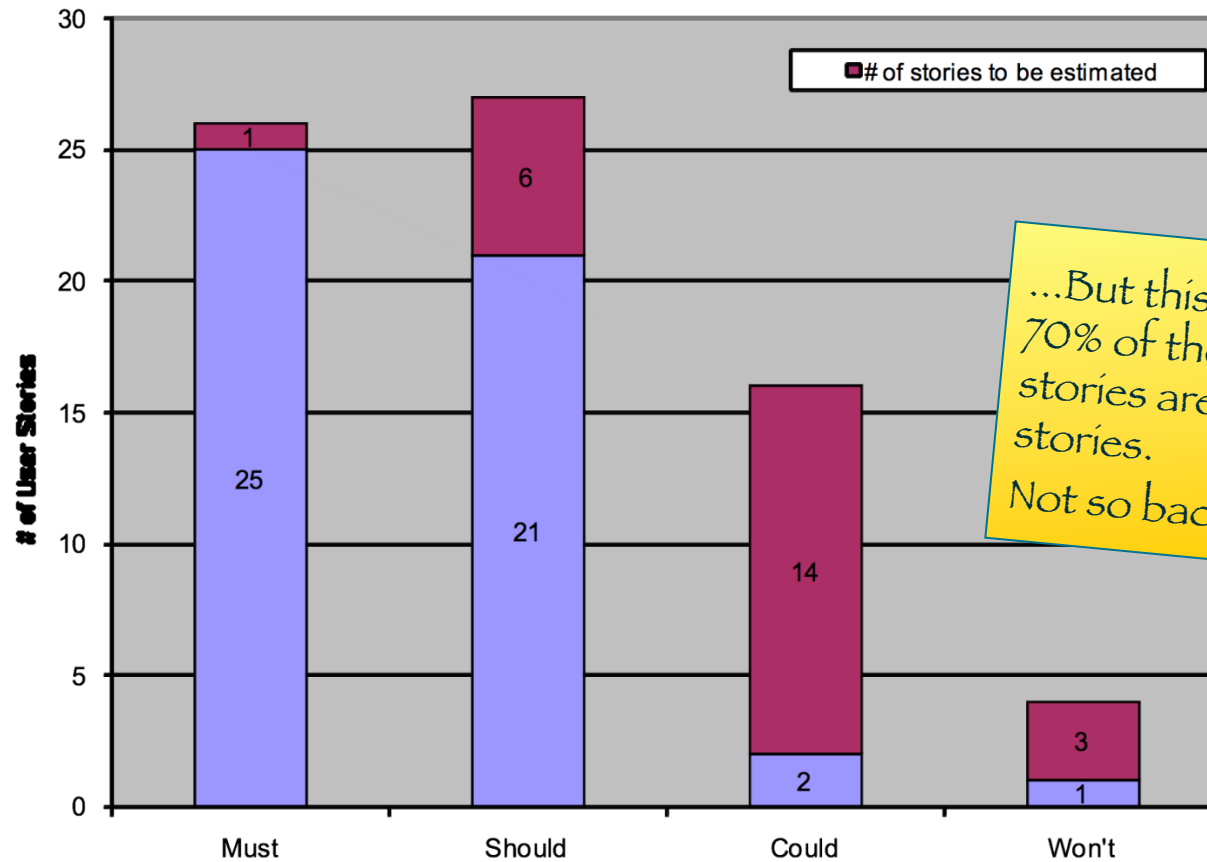
of User Stories



Status of Estimation



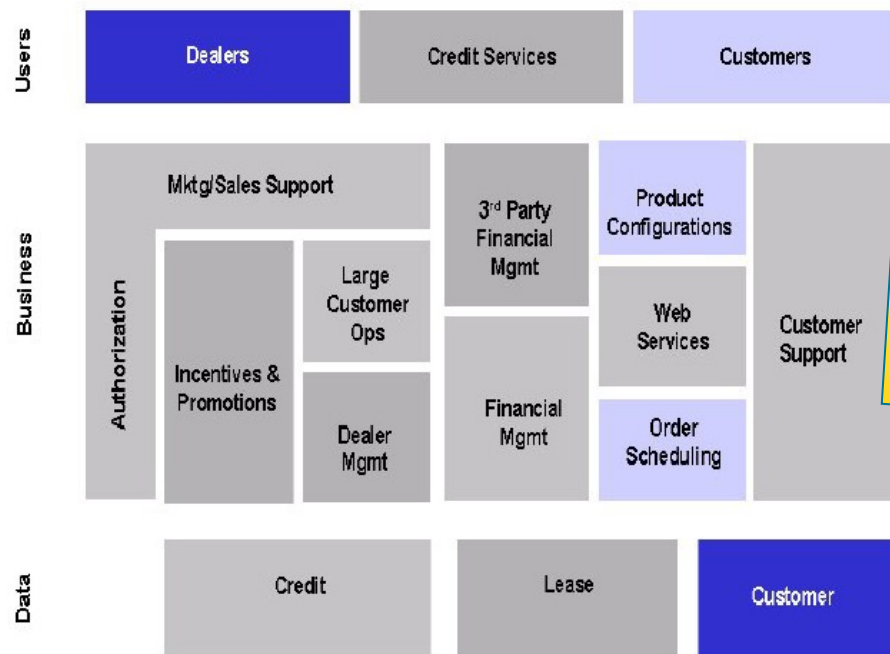
of User Stories estimated resp. still to be estimated



...But this shows that
70% of the unestimated
stories are in low priority
stories.
Not so bad after all.

Parking-Lot Style Report on Progress

Business Architecture – Leasing Operations



Reports like this can give top management a good view of overall progress in a large project.

Key:

May 1

Jul 1

Sep 15

Phase II



Completed This Phase

Thank you

For more info:
petri.heiramo@gmail.com