



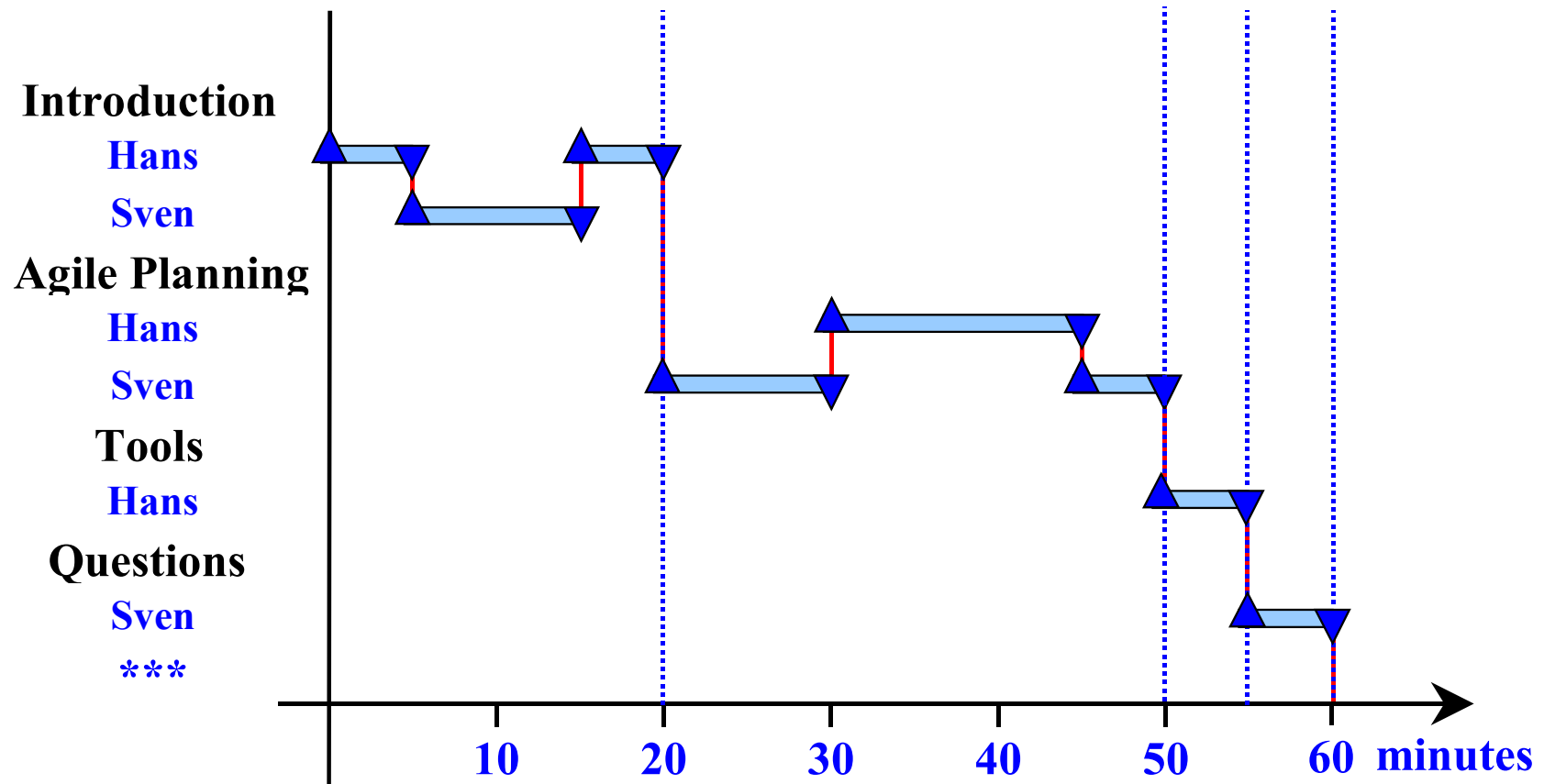
Agile Planning


approaching a moving target


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Agenda







Planning

What Is Planning ?

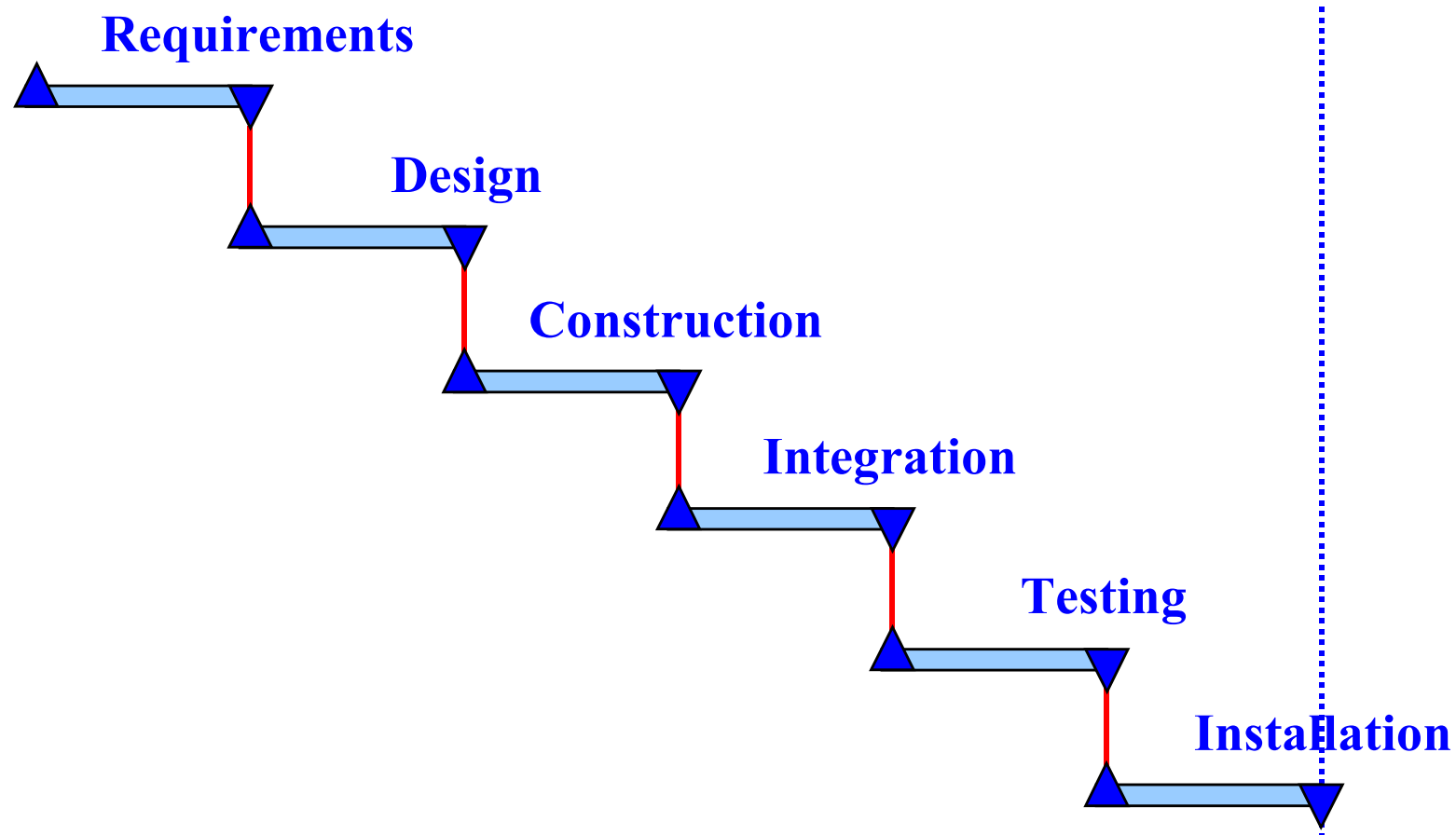
plan·ning

transitive verb

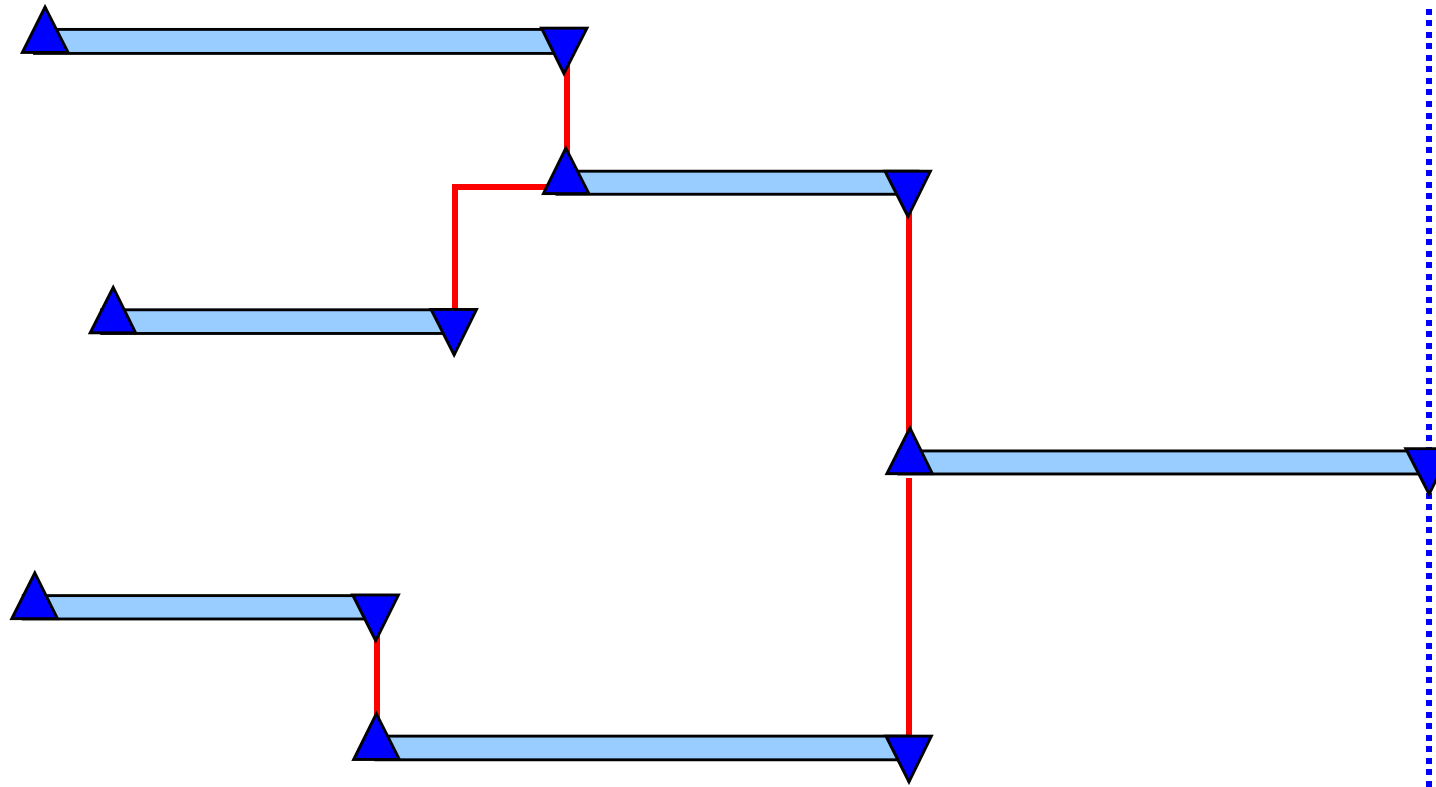
- 1 : to arrange the parts of : DESIGN
<plan a new layout>
- 2 : to devise or project the realization or achievement of <planned their escape>
- 3 : to have in mind : INTEND
<plans to leave soon>

Source: Merriam-Webster Online Dictionary

What Is A Plan ?

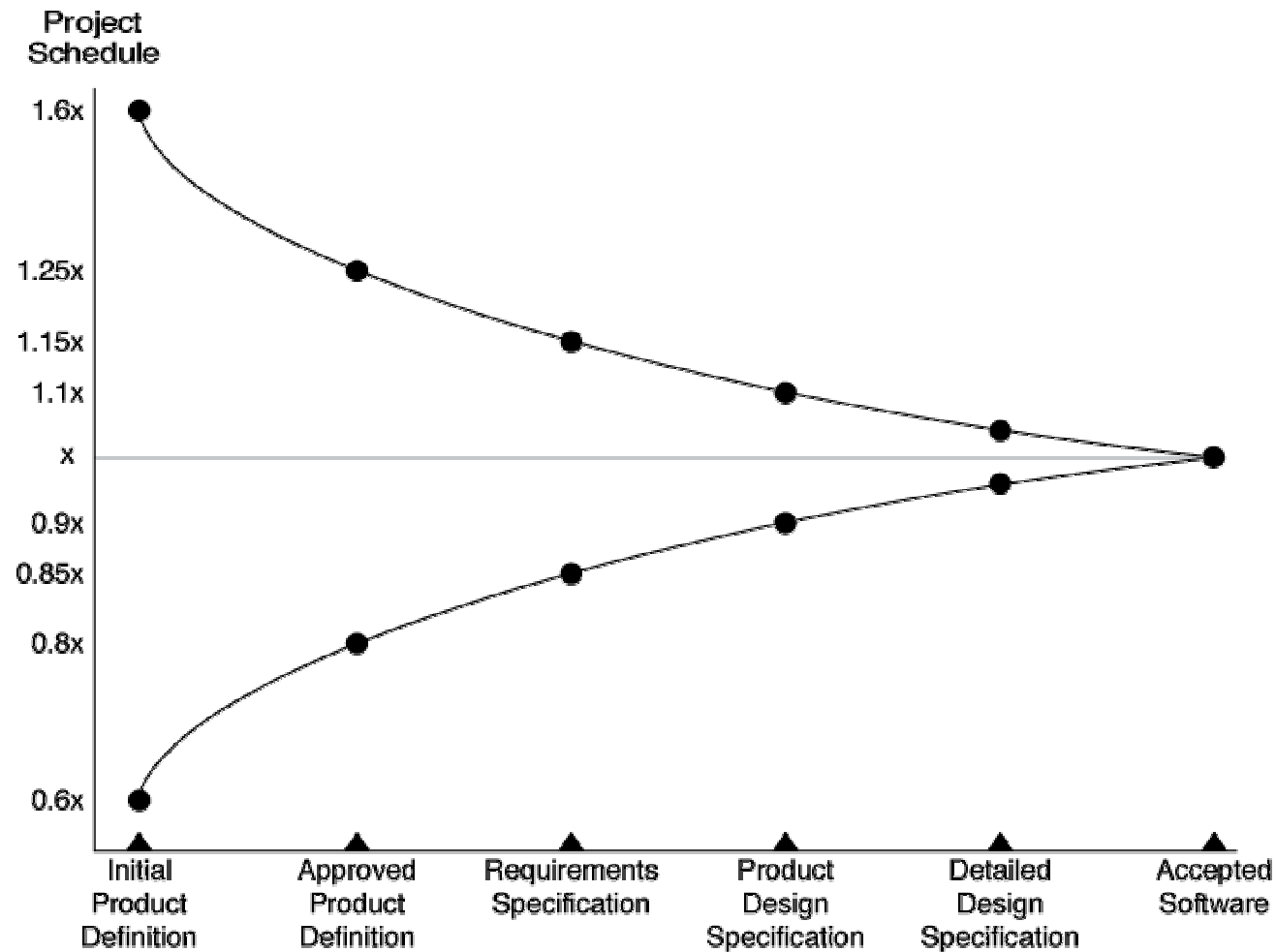


Story: Stick To The Plan



'Stick to the plan, it's important!'

Why Planning Is Difficult



Plans Are Often Wrong

Because

- late requirement changes or extra requirements
- implementation takes longer than expected
- environmental problems: network problems, disk crash, ...
- unexpected rework, regressions

No Planning At All

- We start coding
- Solve problems as they come

But

- When will the project be finished ?
- How many resources do we need ?
- Do we proceed with this project ?

So We Need A Plan

- Reduce risk
- Reduce uncertainty
- Support better decision making
- Establish trust
- Convey information

But

- Danger of being overly detailed

Why A Plan Fails

- Planning Is By Activity Rather Than Feature
 - Activities Don't Finish Early
 - Lateness Is Passed Down the Schedule
 - Activities Are Not Independent
- Multitasking Causes Further Delays
- Features Are Not Developed By Priority
- We Ignore Uncertainty
- Estimates Become Commitments



Agile Planning

Agile Manifesto

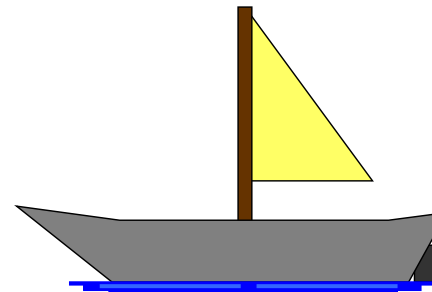
We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

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.

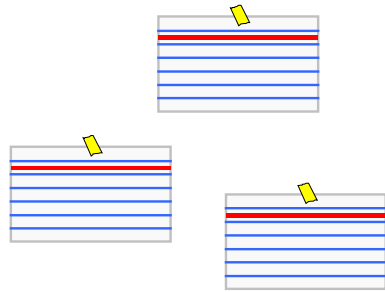
Agile Planning Principles

- planning as an activity
- encourages change
- observe and steer

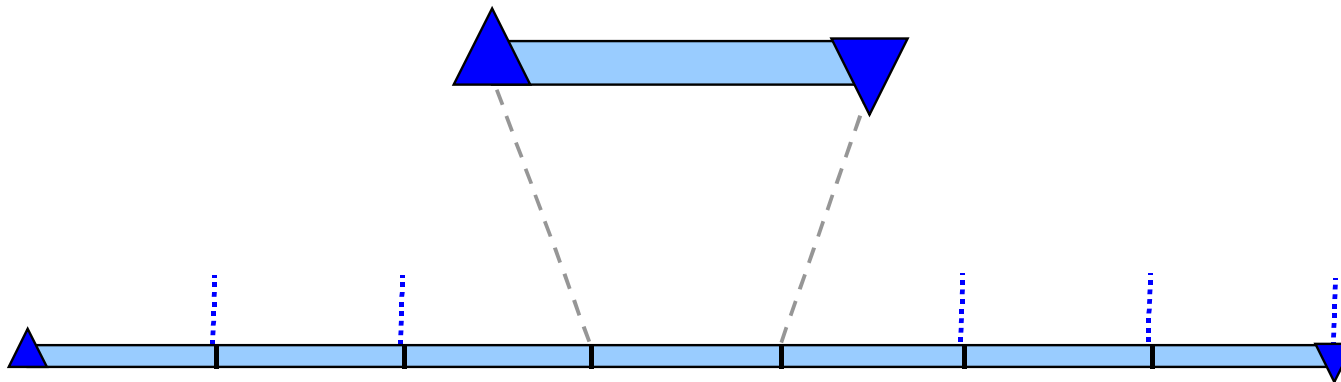
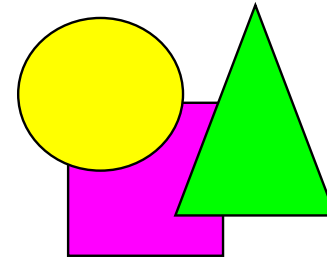


What Is A Plan

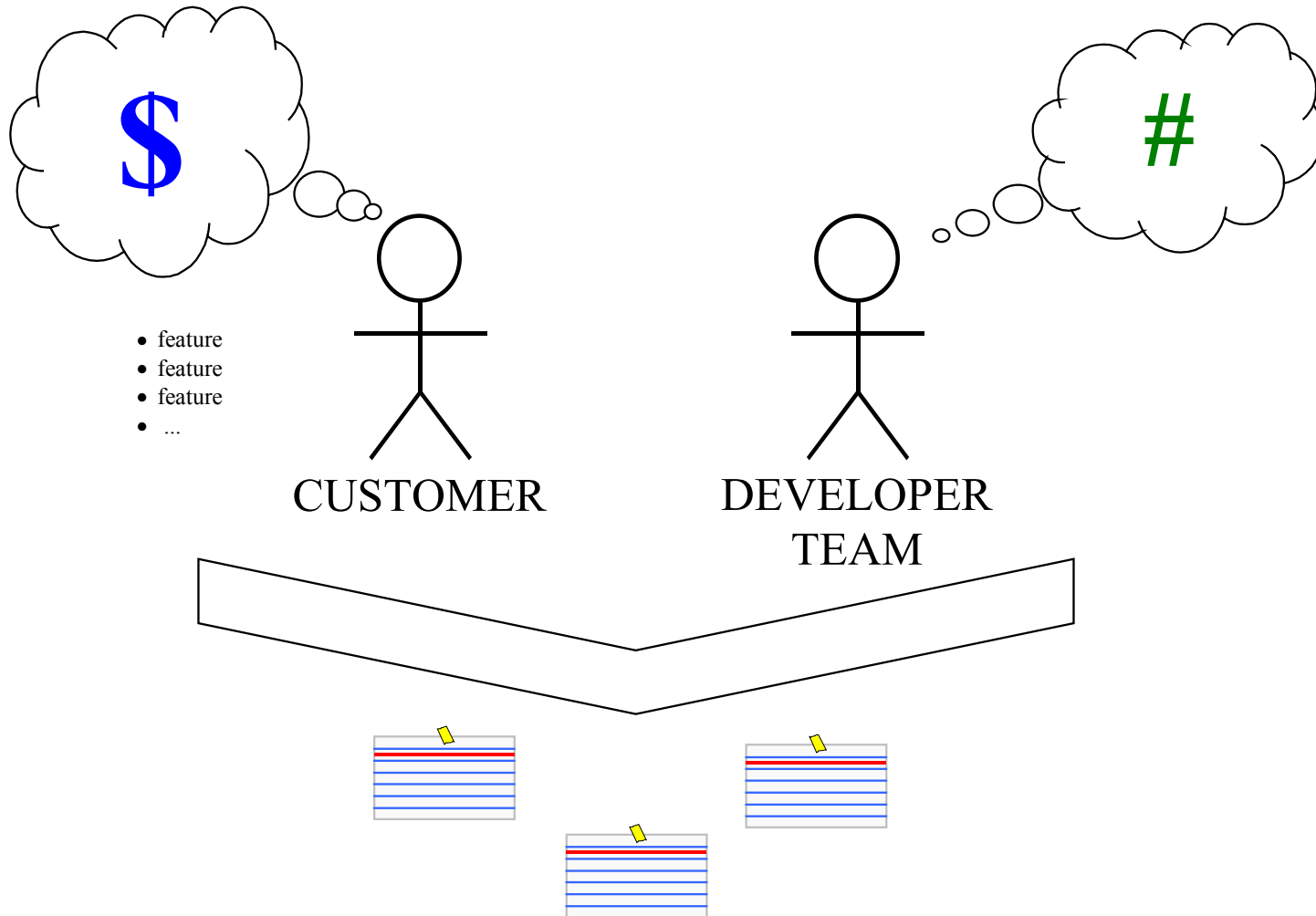
Stories



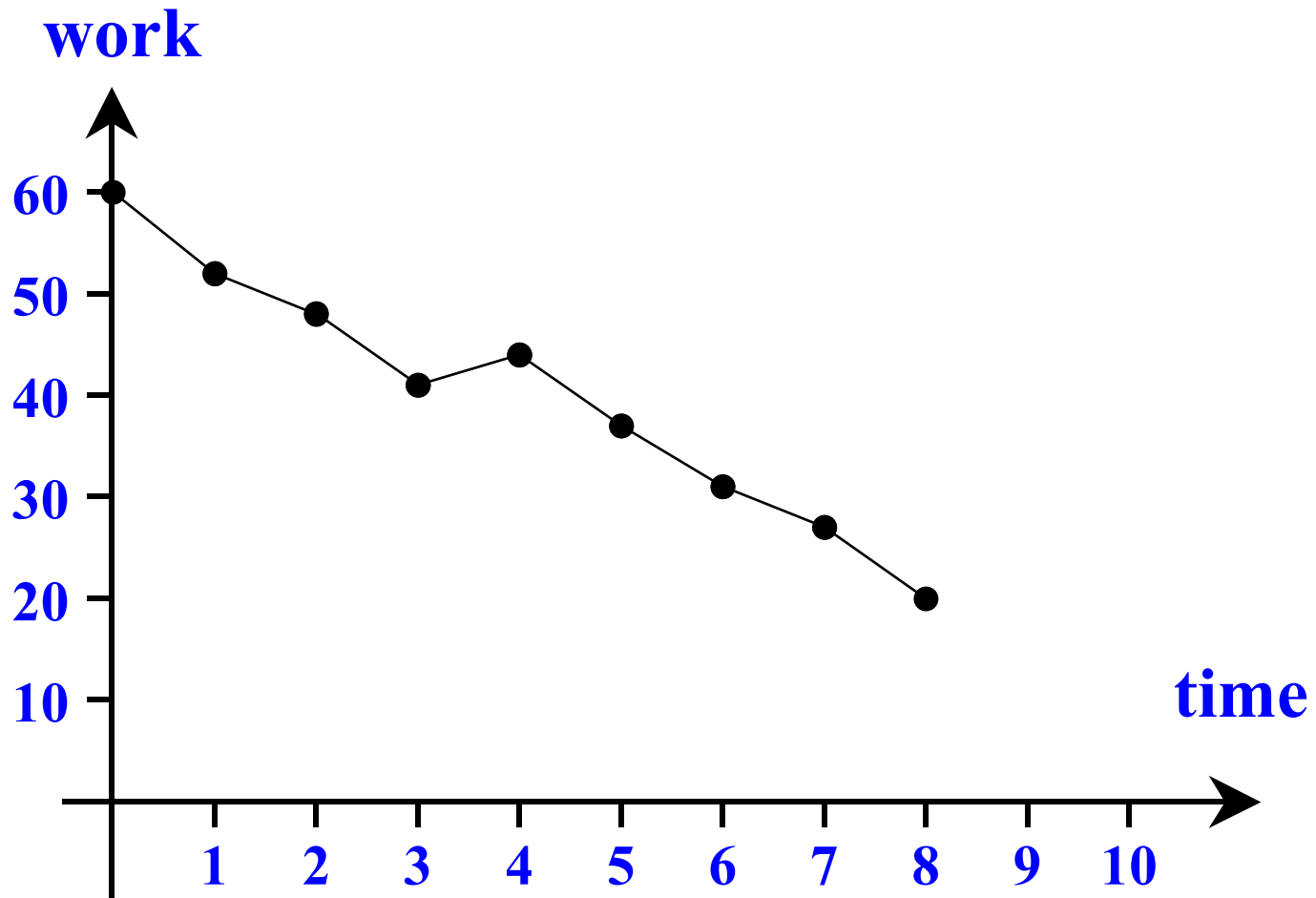
Features



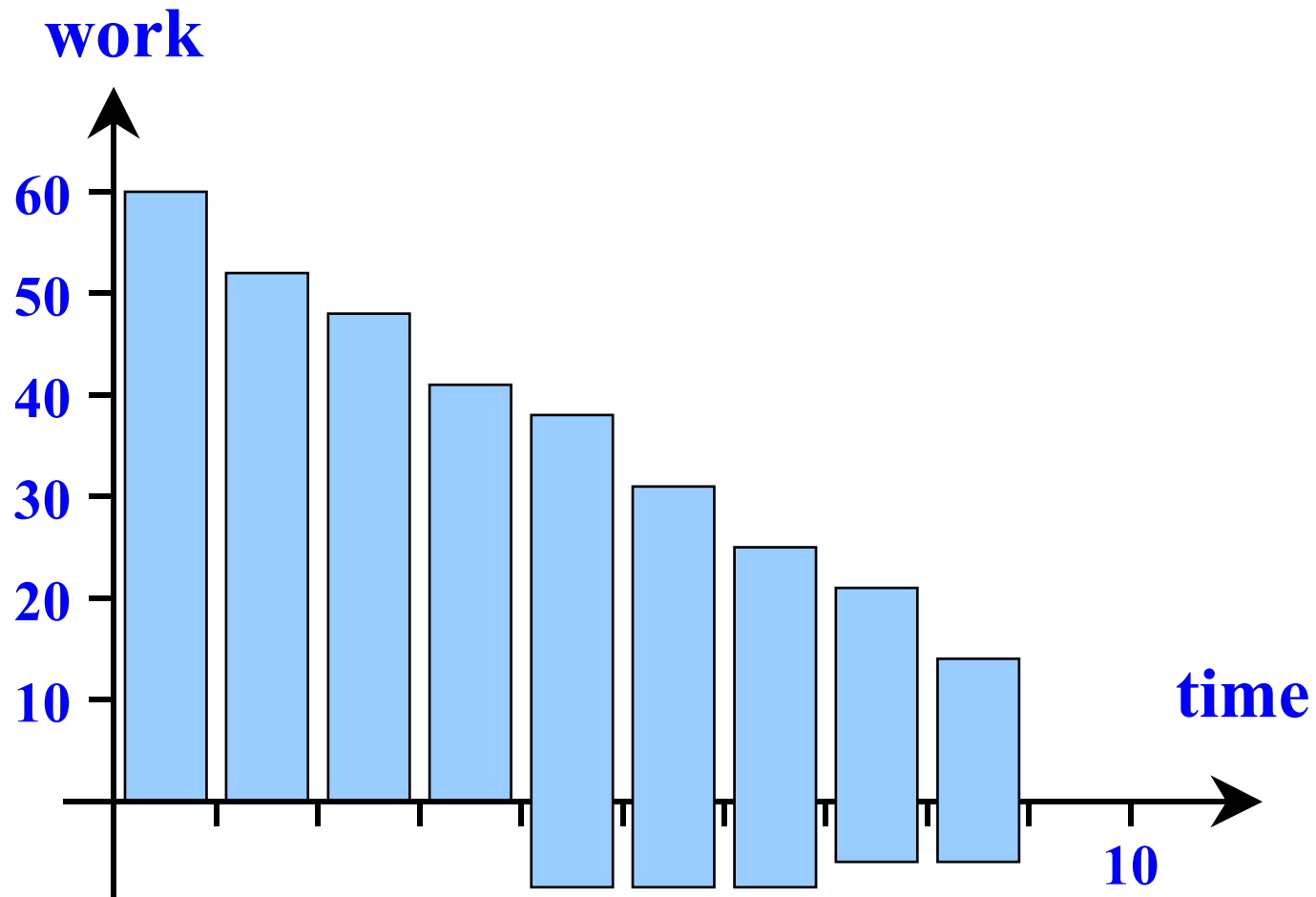
Iteration Planning



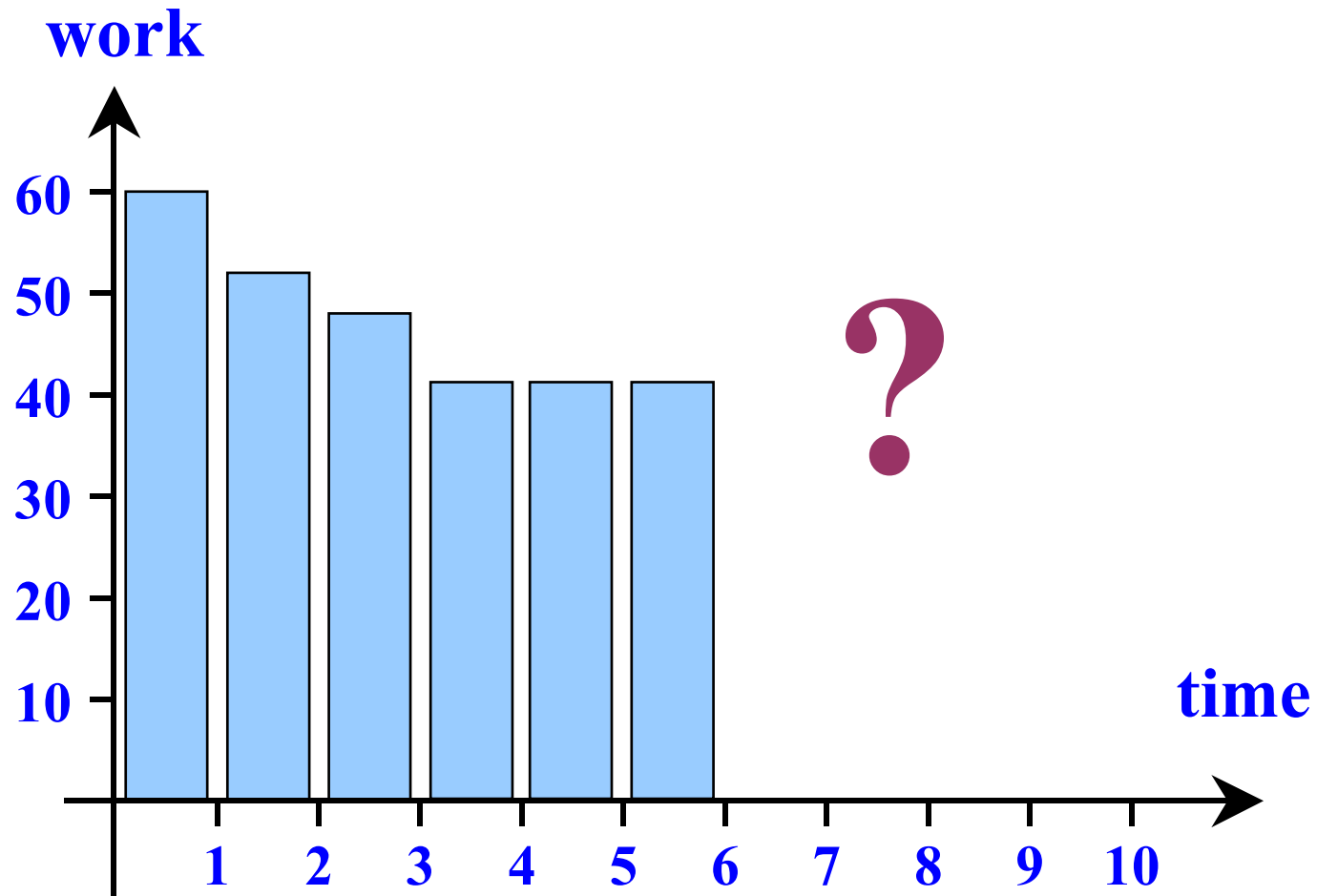
Burndown Chart



Burndown Bar Chart

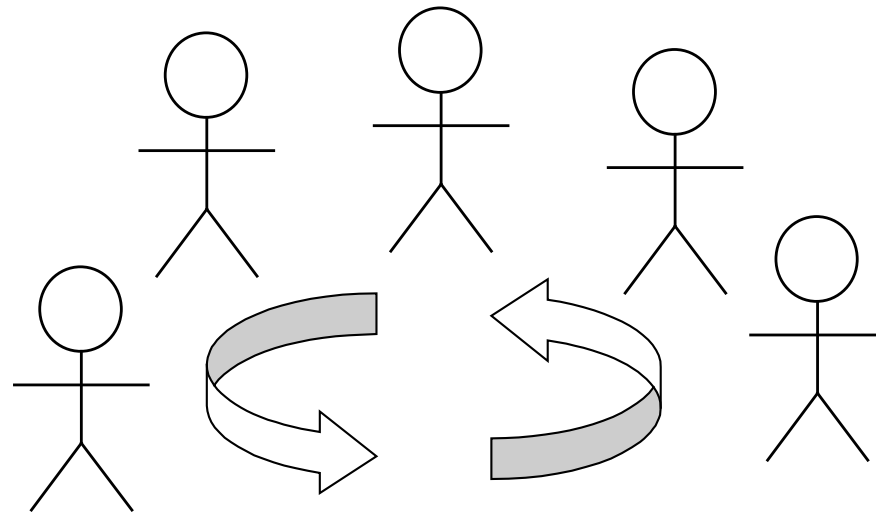


Story: The Plan Is Wrong




Daily Standup


- * *Yesterday I worked on ...*
- * *Today I'll be working on ...*
- * *What blocks me is ...*



Story Cards



<i>Add New Contact</i>
<i>Enter a persons contact information into the address book</i>



<i>Search Address Book</i>
<i>Search function for the address book so that detailed contact data can easily be retrieved.</i>

■ Story versus Tasks

■ User Story Template

*As a <type of user>, I want <some goal>
[so that <some reason>]*

Estimate Of Complexity

Add New Contact

Enter a persons contact information into the address book

#2

<

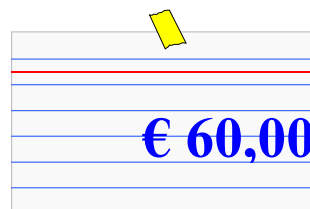
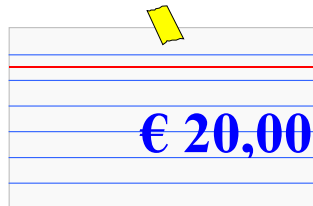
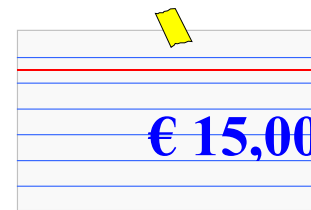
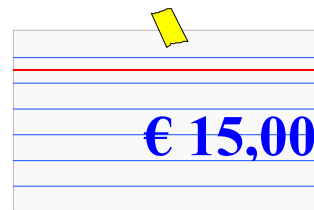
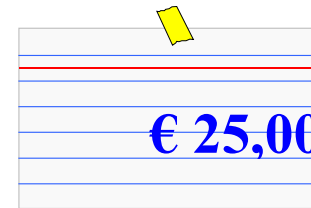
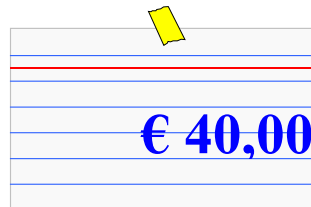
Search Address Book

Search function for the address book so that detailed contact data can easily be retrieved.

#4

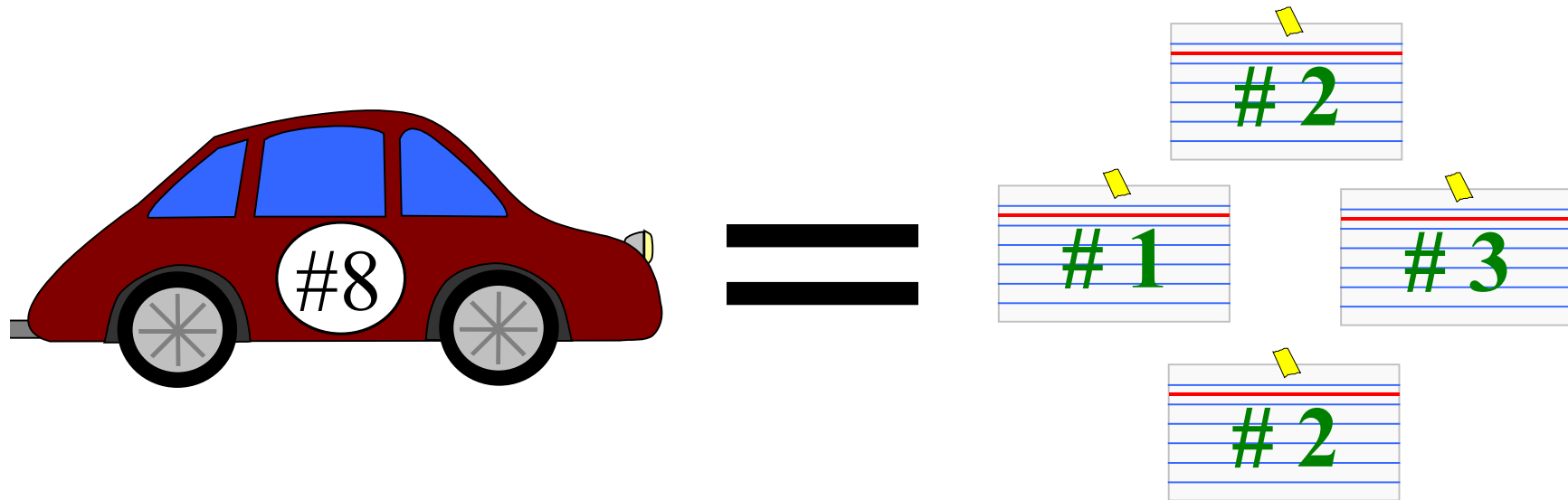
- Story Points
- Relative Complexity
- Team Estimates

Customer Value



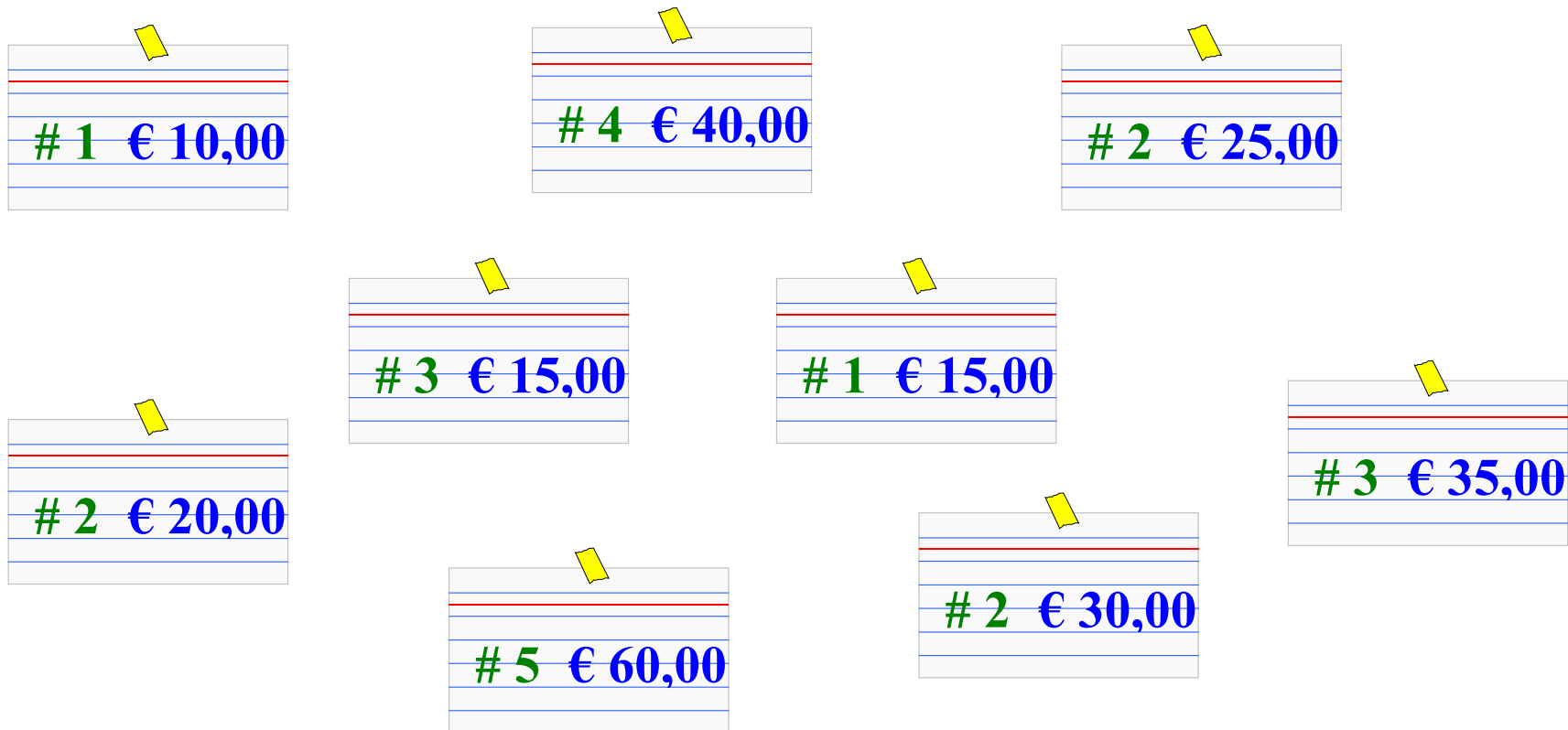
Which four would you choose ?

Velocity



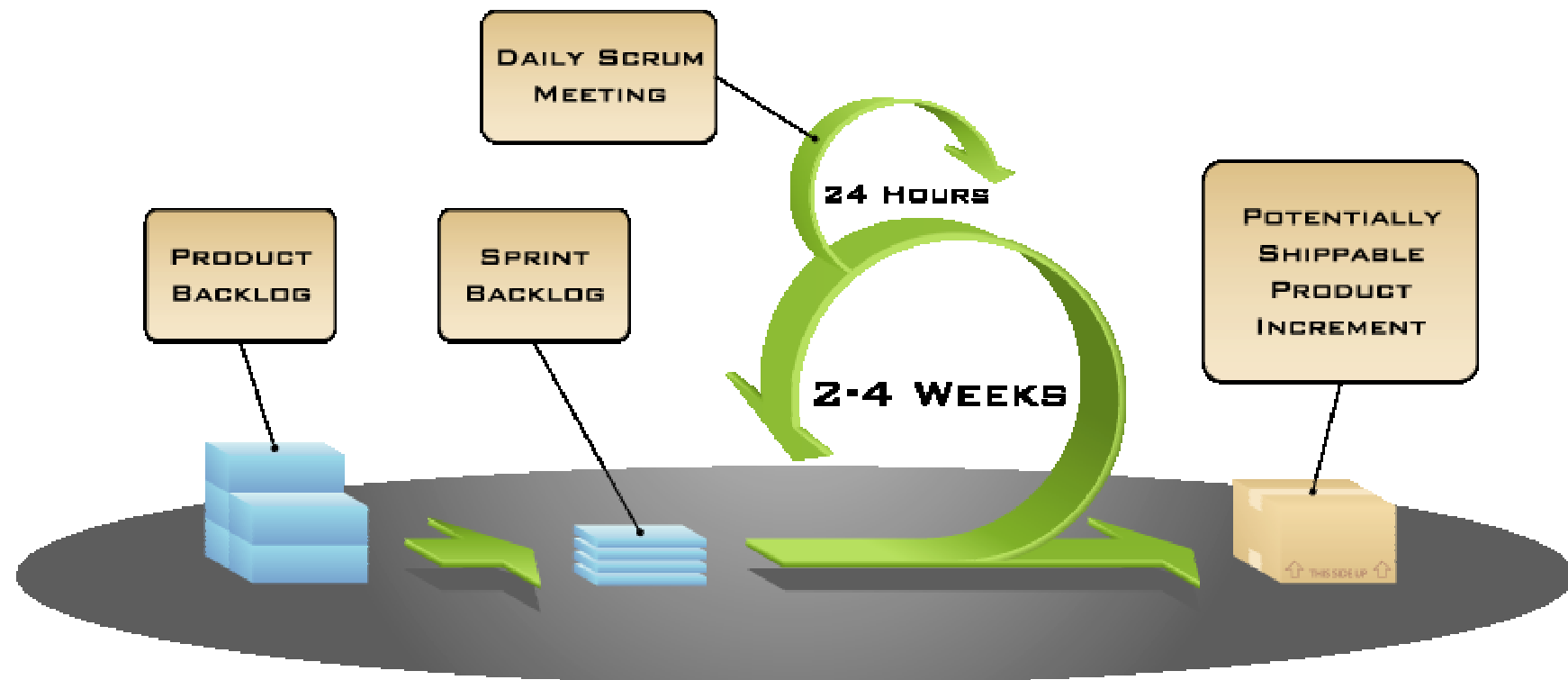
- work done / time
- complexity
- yesterday's weather

Selecting Stories

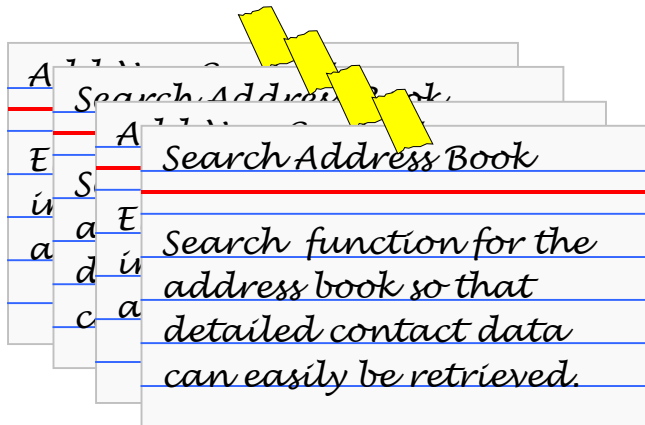


What if you could choose for a total velocity of #8 ?

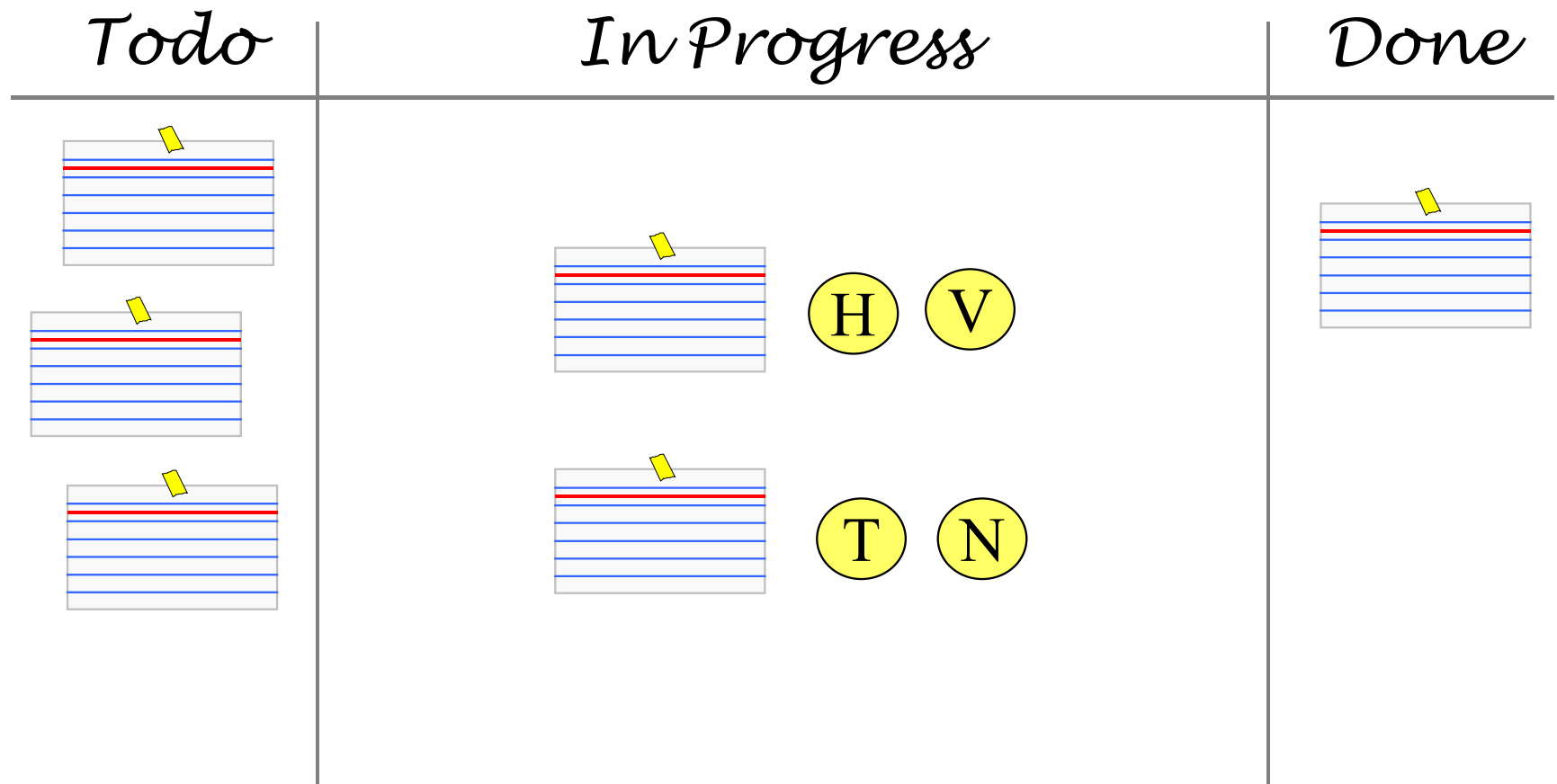
Big Picture



Tools For Agile Planning



The Whiteboard



References

[<www.refactoring.be>](http://www.refactoring.be)

- Agile Estimating and Planning
(Mike Cohn)