A #NoEstimates Playbook For Teams and Their Customers

Insanity: doing the same thing over and
Over again and expecting different results.

-Albert Einstein



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//dsi.





















What Do I Do?

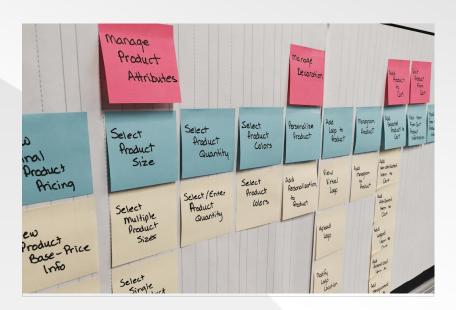


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Estimation Dysfunction

Two Types of Estimation Dysfunction:

- 1. Social
- 2. Process/Planning

The Estimation Dysfunction Spiral

Start Here! Detailed Estimation/planning Customer is disappointed estimating takes longer We need to Team get better at commits to an estimating estimate Team works overtime Unfinished Team works

Communicate date to customer

work

the sprint

PO/SM's hold team to their commitment (applying pressure)

Is this the "Agile Experience"?

Estimation Challenges

"Schedule Estimation and Uncertainty"
IEEE Software, May/June 2006
-Todd Little

Little's statistical analysis compared developer's estimates to the actual task durations. (for example: estimate was 4 hours, it actually took 7 hours)

Actual durations exceeded estimates by an average 2.2 times.

"Ranges that are given as +/- a constant time or constant percent are missing the problem's exponential nature."

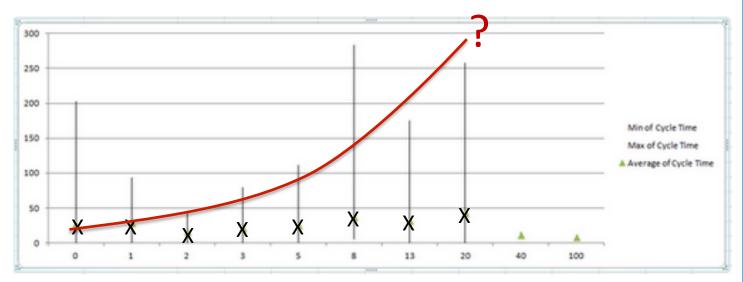
"It's not just good enough to double the initial estimate—some teams have found it appropriate to multiply by 3, 4, or even Pi."

To Story Point or Not to Story Point



Cory Foy @cory_foy · 10h

A chart I just ran for a team. Bottom numbers are the story point estimates, left numbers are cycle time in *days* pic.twitter.com/hiJQDtVOLK



FAVORITE



1:04 PM - 27 Jan 2014 · Details

Flag media





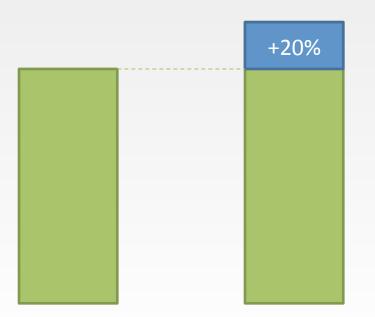
Does Velocity Provide Predictability?

After 3 Sprints:

Story Points predictive power

The true output: 349 SPs completed

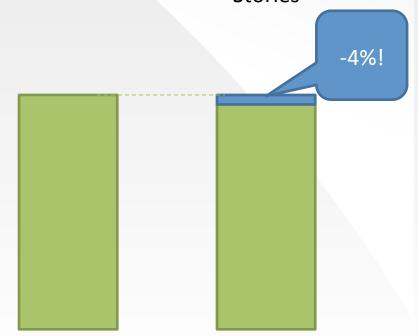
The predicted output: 418 SPs completed



of Stories predictive power

The true output: 228 Stories

The predicted output: 220 Stories



-Vasco Duarte
http://bit.ly/vasco_blog

Does Velocity Provide Predictability?

After 5 Sprints:

Story Points predictive power

The true output: 349 SPs completed

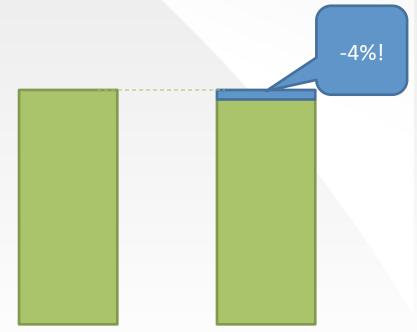
The predicted output: 396 SPs completed



of Stories predictive power

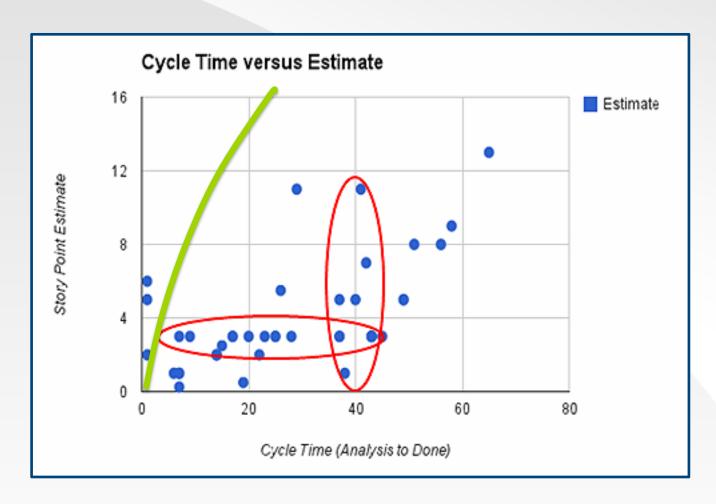
The true output: 228 Stories

The predicted output: 220 Stories



-Vasco Duarte
http://bit.ly/vasco_blog

Story Point Predictability?





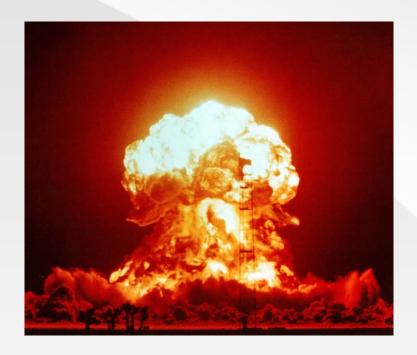
Courtesy of Bennet Vallet
Director of Development
Siemens Health Services

Should We Just Stop Estimating?

Information is still needed to make important product decisions.

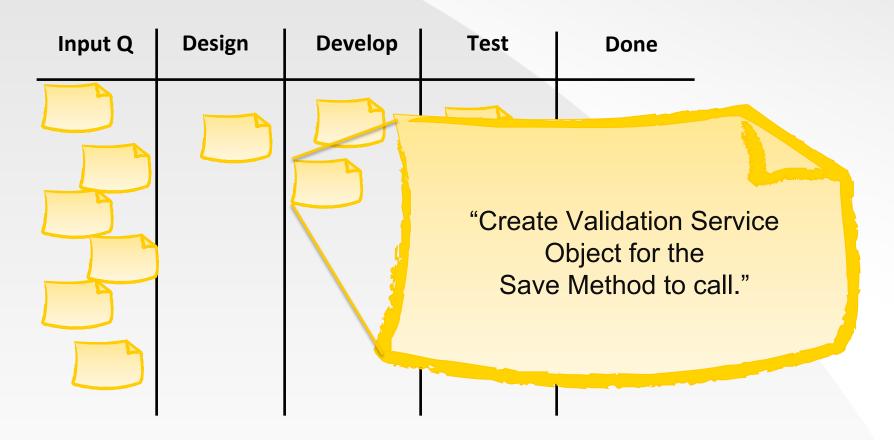
A NoEstimates approach requires a higher level of team discipline.

NoEstimates Anti-patterns



NoEstimates Anti-pattern #1

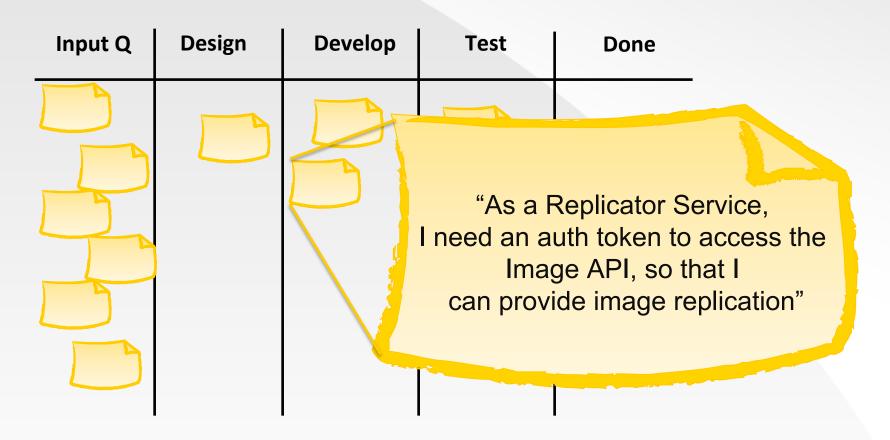
Working in, and Reporting on, the "How" (tasks)



Task-based tracking means <u>nothing</u> to your customer!

NoEstimates Anti-pattern #2

Using Poorly Written User Stories



Organize work around solving business problems.

NoEstimates Anti-pattern #3

Allowing large batches to define delivery

Input Q	Design	Develop	Test	Done	Calendar:
					Week 1
A					Week 2
В					Week 3
С					Week 4
A					Week 5
D					Week 6
E					Week 7
					Week 8

Lack of consistent flow erodes customer trust.

So, Should We Just Stop Estimating?

Not until we build in the capability to stop estimating.

A NoEstimates Playbook

Slice > Deliver > Measure > Plan

A NoEstimates Playbook: Slice



As a website user, I need to be able to log in, so that I can gain access to protected content.

Given: When the login screen is loaded and user is logged out.

When: User enters valid username & password and clicks Login.

Then: User sees content landing page.

Given: When the login screen is loaded and user is logged out.

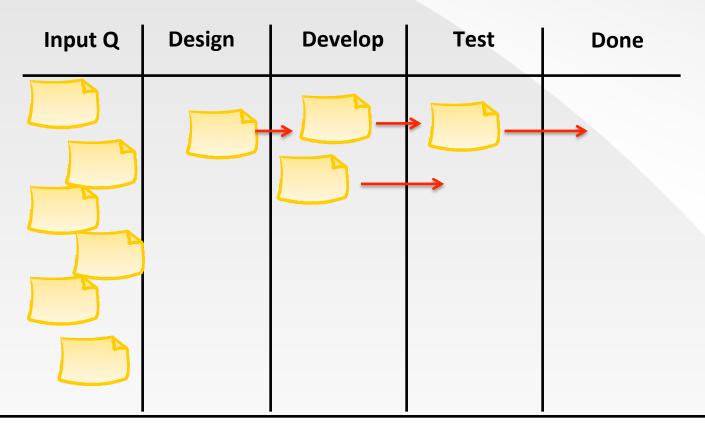
When: User enters *invalid* username & pwd and clicks Login.

Then: User sees login error message.

How many stories are here?

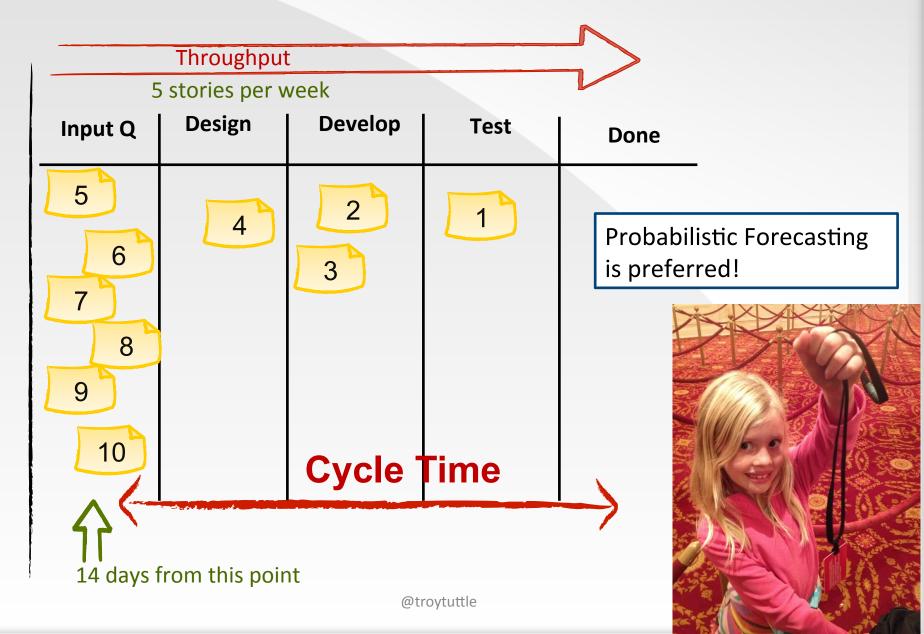
A NoEstimates Playbook: Deliver

Once your work is sliced small, focus and deliver.

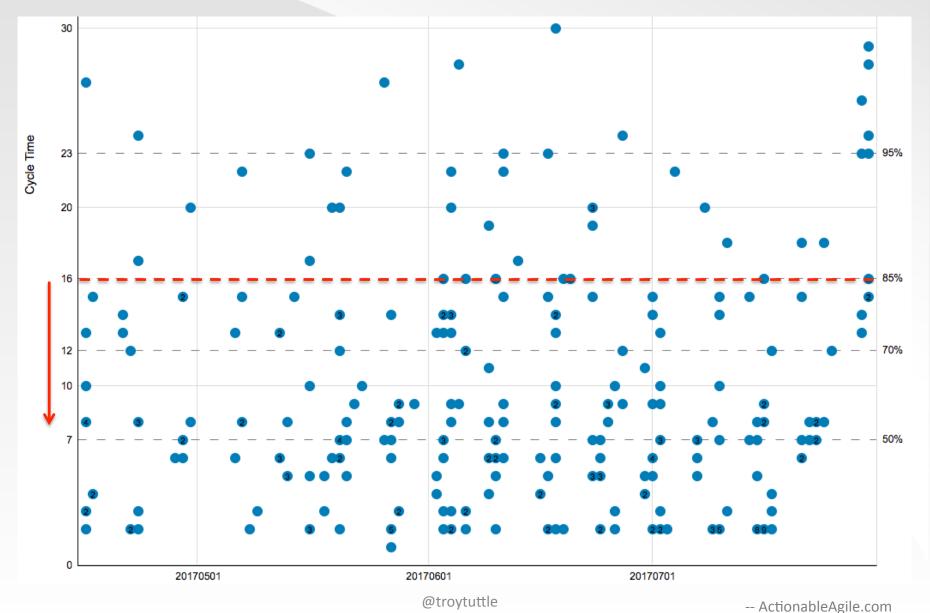


Build trust with your customer by delivering faster than they can absorb the changes.

A NoEstimates Playbook: Measure



A NoEstimates Playbook: Measure



A NoEstimates Playbook: Plan

Use measurements to answer the traditional planning questions: How long will it take, how much will it cost?

Throughput helps answer the question of how many things will be done in a time period.

Lead Time helps answer the question of how long will a single thing take to be done?

A NoEstimates Playbook Summary

Slice > Deliver > Measure > Plan

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