

A series of thin, black, overlapping lines forming various geometric shapes like triangles and polygons, creating a complex, abstract pattern in the upper left corner of the slide.

PREPARED, STABLE, CERTAIN

JAMES SMITH



AGENDA

Introduction

Good Scrum is the Key

How to get to Good Scrum

Understanding Acceptance Criteria

Prioritizing the Backlog

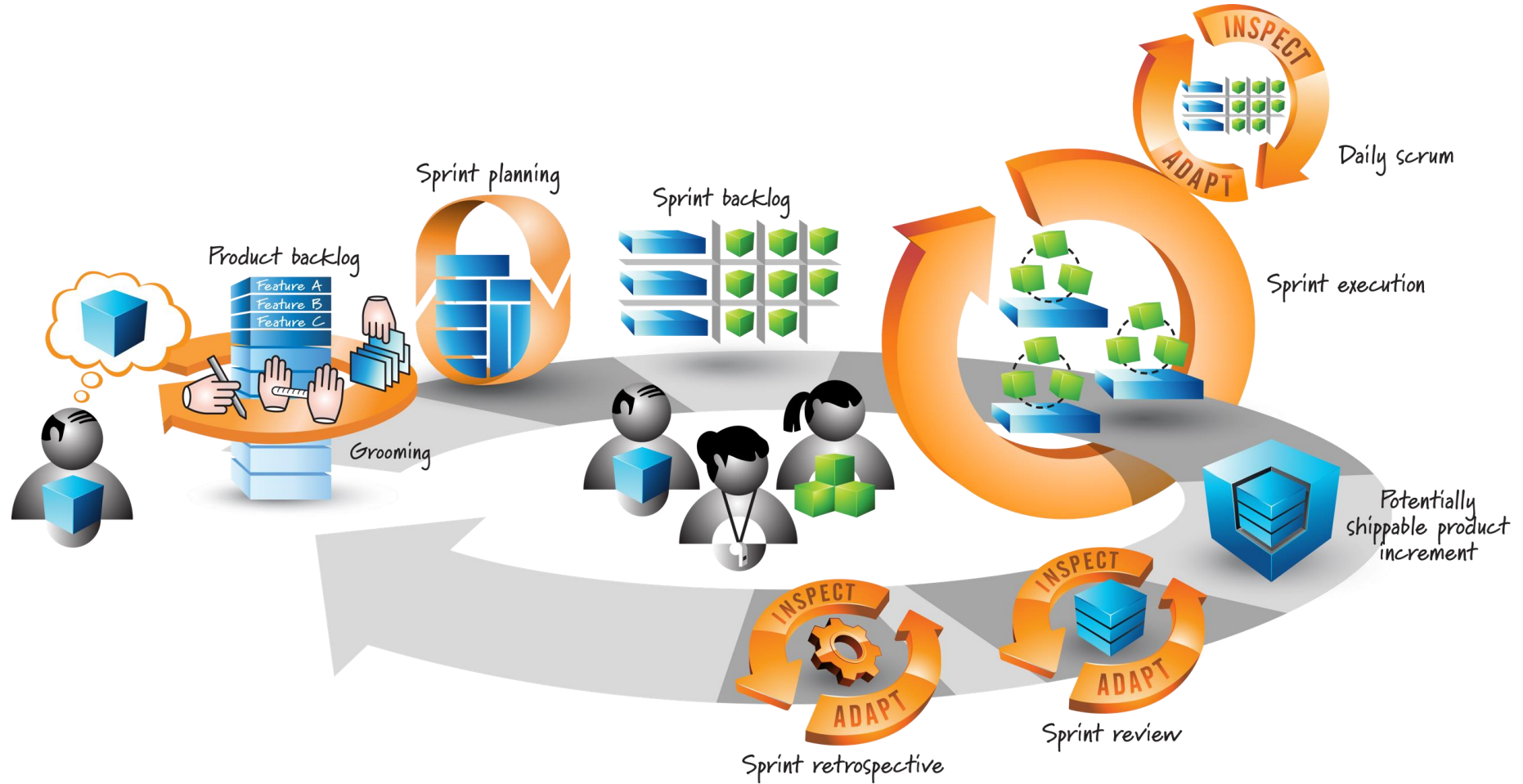
From Big Room Planning to
Continuous Planning

INTRODUCTION

Institutional investors look for companies that deliver value in a stable and certain way. Buffet and Munger have created an empire with this simple strategy.

How do you originate a company's certainty and stability? And how do you prepare for it?

GOOD SCRUM IS THE KEY – THE FRAMEWORK

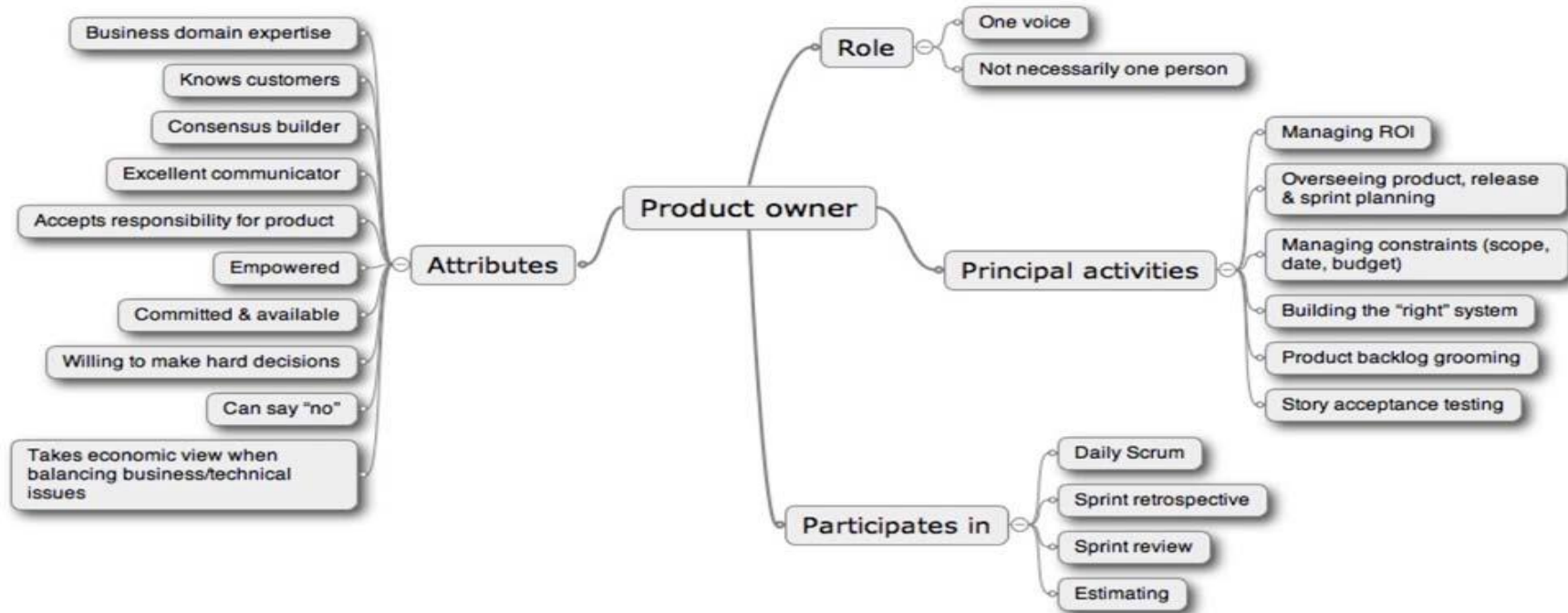


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GOOD SCRUM IS THE KEY – THE PRODUCT OWNER



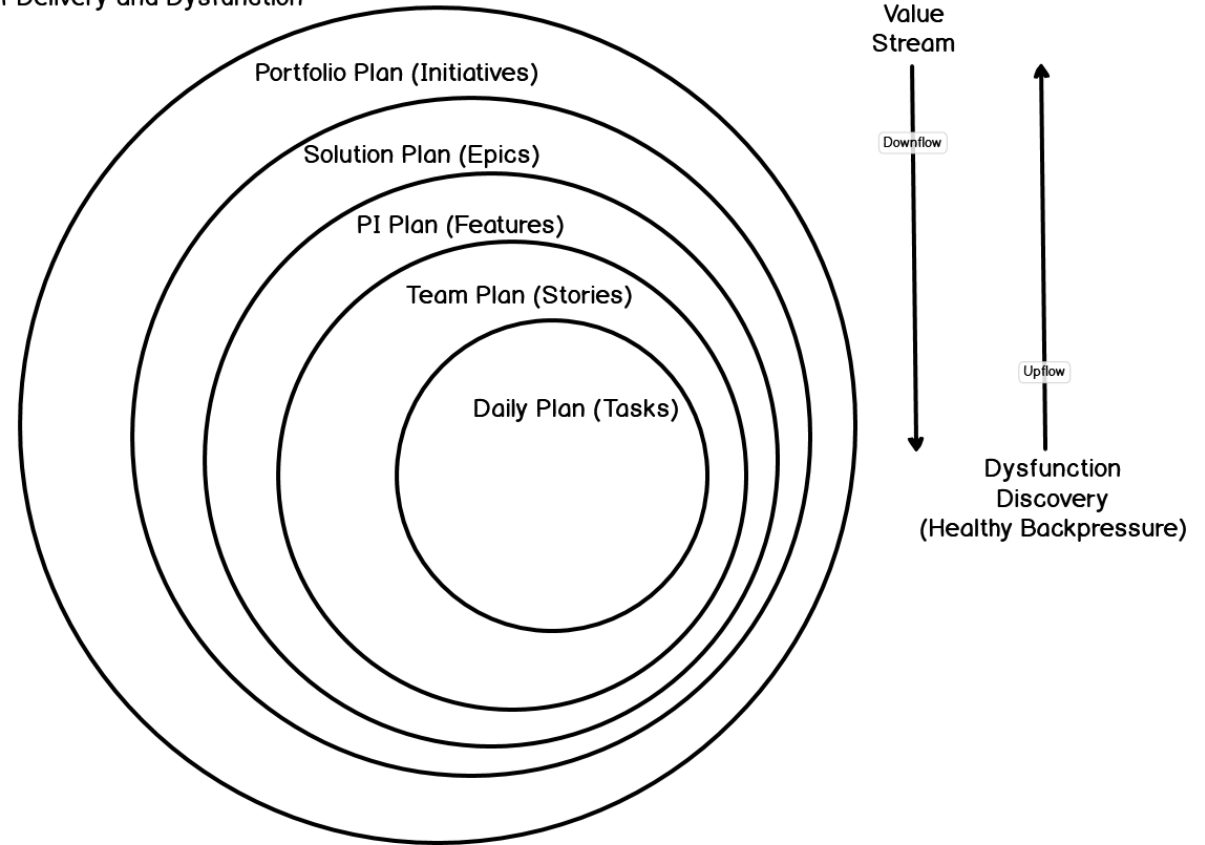
Empowered central point of product leadership



HOW TO GET TO GOOD SCRUM

Good scrum teams are like
the canary in the coal mine

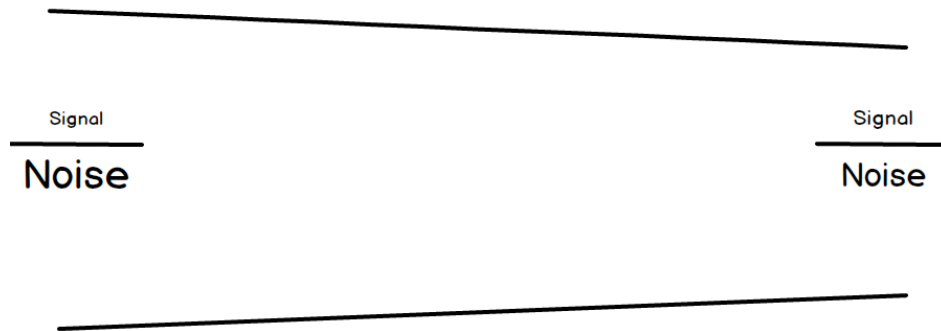
Development Delivery System
Flows of Delivery and Dysfunction



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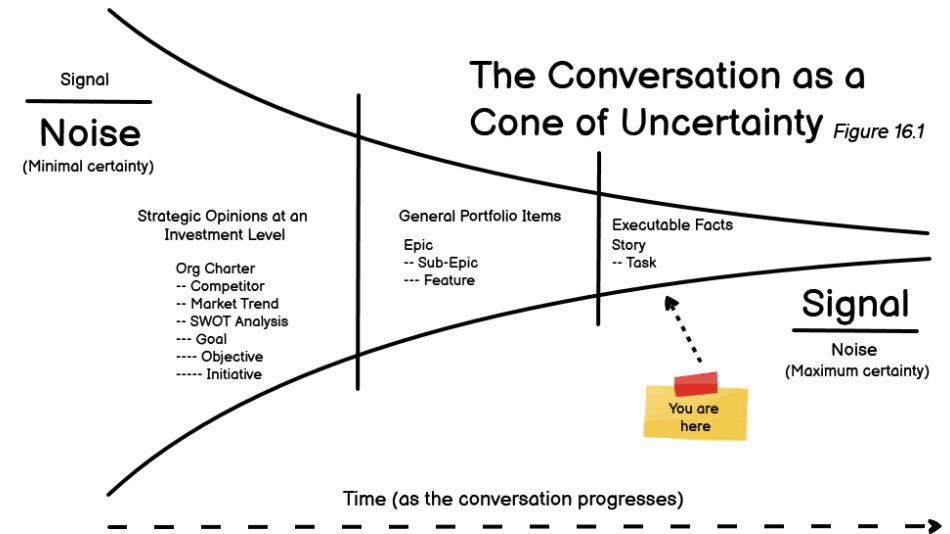
SCRUM TEAMS DEPEND ON YOU!

The Way Most Cones End Up Looking



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Scrum teams can't
work with this backlog



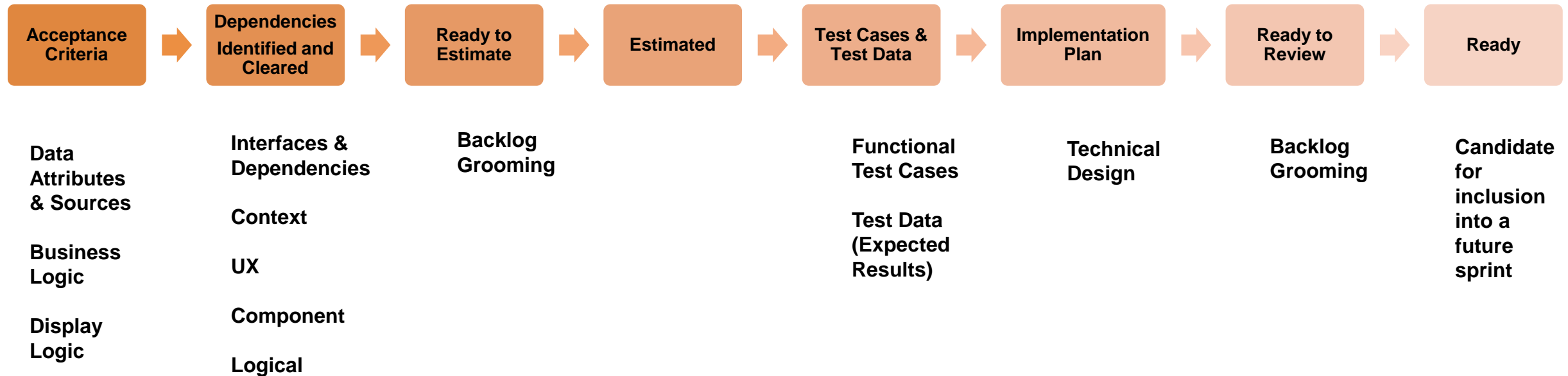
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A good value elaboration
stream for a scrum team

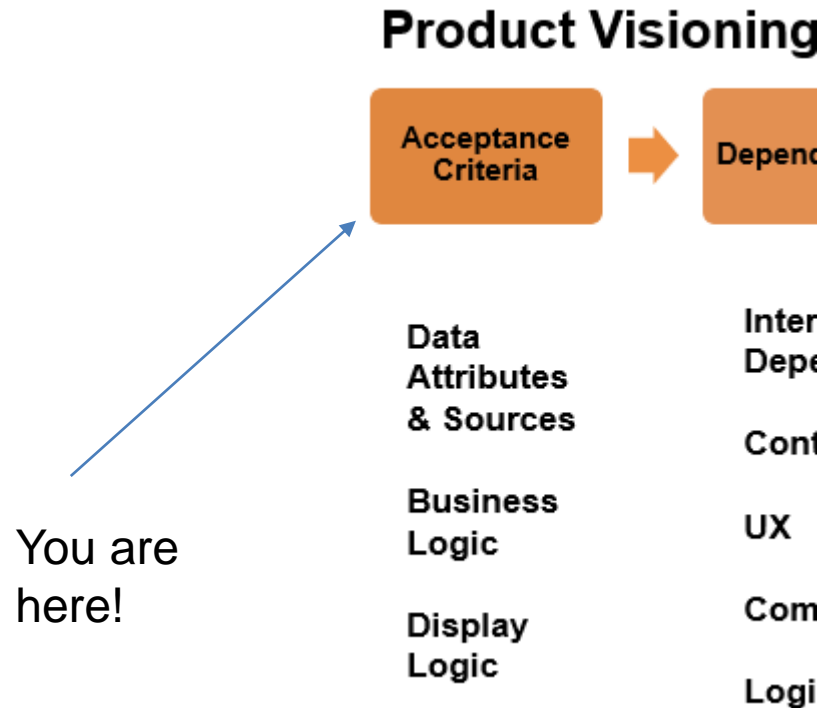
HOW TO MAKE SCRUM TEAMS HAPPY

Product Visioning

Progressive Elaboration & Backlog Grooming



UNDERSTANDING ACCEPTANCE CRITERIA



Acceptance criteria are “requirements lite.” They only describe “what” is needed, not how a requirement is implemented.

Example. Which is better?

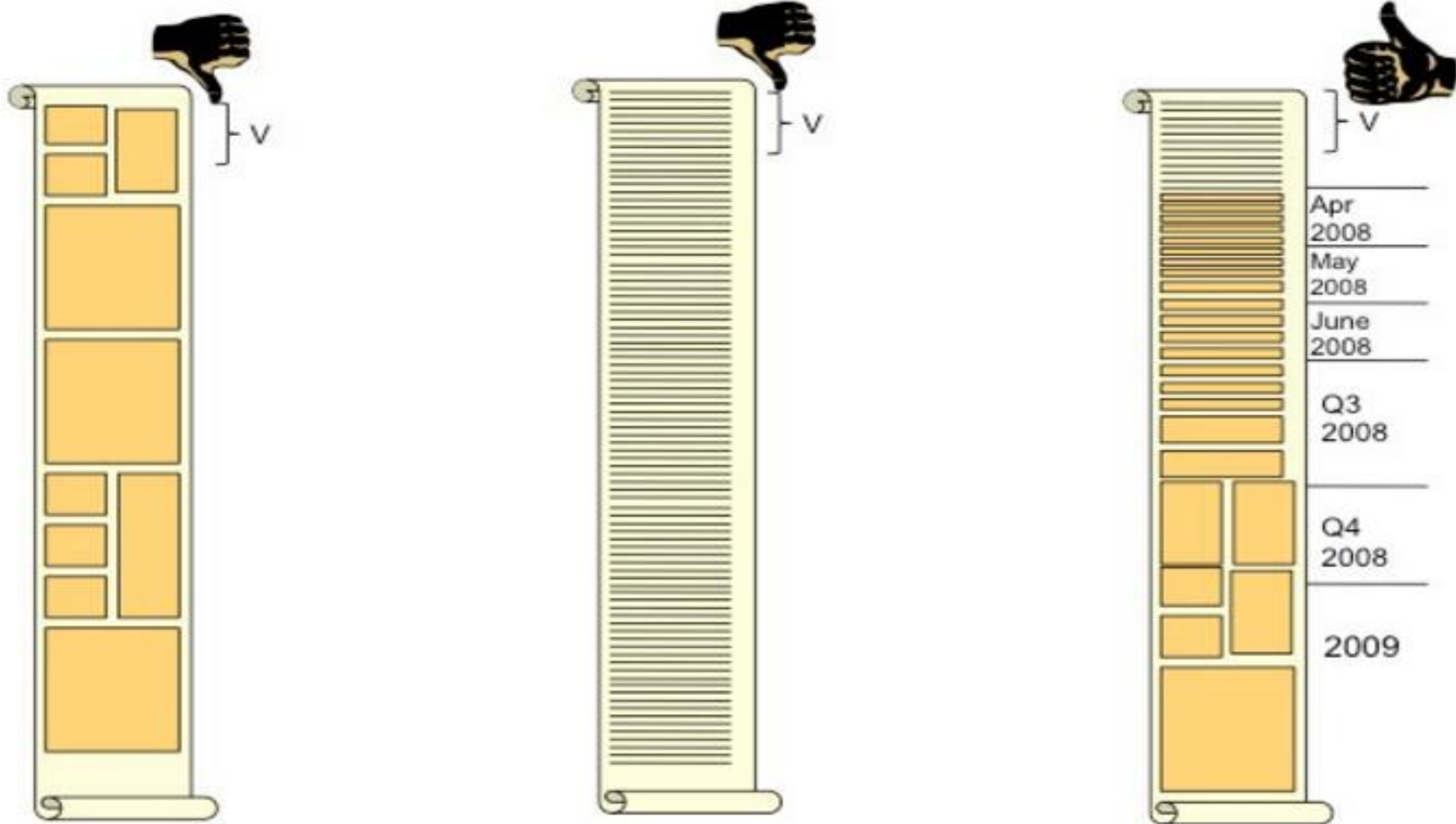
- 1) Need a button to click that pops up a window to show account and routing numbers.
- 2) Need to provide user with easy ability to show account and routing numbers.

<https://www.youtube.com/watch?v=KP0U3I-f9-Y>

ACCEPTANCE CRITERIA SUPERPOWERS

- Acceptance criteria for an Epic are kinda stubs for features.
- Acceptance criteria for a Feature are kinda stubs for stories.
- Acceptance criteria for stories each frame a test. Each criterion should have at least one associated test. That's 100% acceptance test coverage!

CONSERVE ENERGY – WORK ON WHAT’S IMPORTANT



Prioritization Techniques

Initiatives = Guardrail Weight (Cost of Barriers/Portfolio Capacity)

Epics = Cost of Delay (Business Value + Time Criticality + Risk Reduction/Opportunity Enablement)

Features = Cost of Delay/Effort (WSJF)

Stories – Effort Estimation (Effort to do something based on volume, risk, uncertainty, and complexity)

Work on the most important stuff first!

So when does prioritization happen? All the time!

How a Scrum Team Validates Story Effort Estimations

(7) Implementation Plan

Figure 17.8

Story #	Description	Points	Tasks	Est. Hours
S744	Create Locomotive Inspection	8	T1 Build questionnaire UI	16
			T2) Save Data to DB	7
			T3) Implement crd in api ca	12
			T4) Write acceptance test c	12
S745	Download Inspection Issue	5		
S751	Inspection Metrics Report	8		
S756	Enter inspection data via mobile device	8		
S760	Warehouse inspection 90 days	3		

(8) Capacity Plan

Figure 17.9

Team Member	Hours
Charles	64
Arun	12
Harrison	40
Dennis	32
Thomas	50
Sanjay	48

- If implementation plan blows out capacity plan by 130%, that's a red flag. Drop lowest priority story.
- If capacity is greater than implementation, add another ready story!

“PLANS ARE WORTHLESS, BUT PLANNING IS INDISPENSABLE”

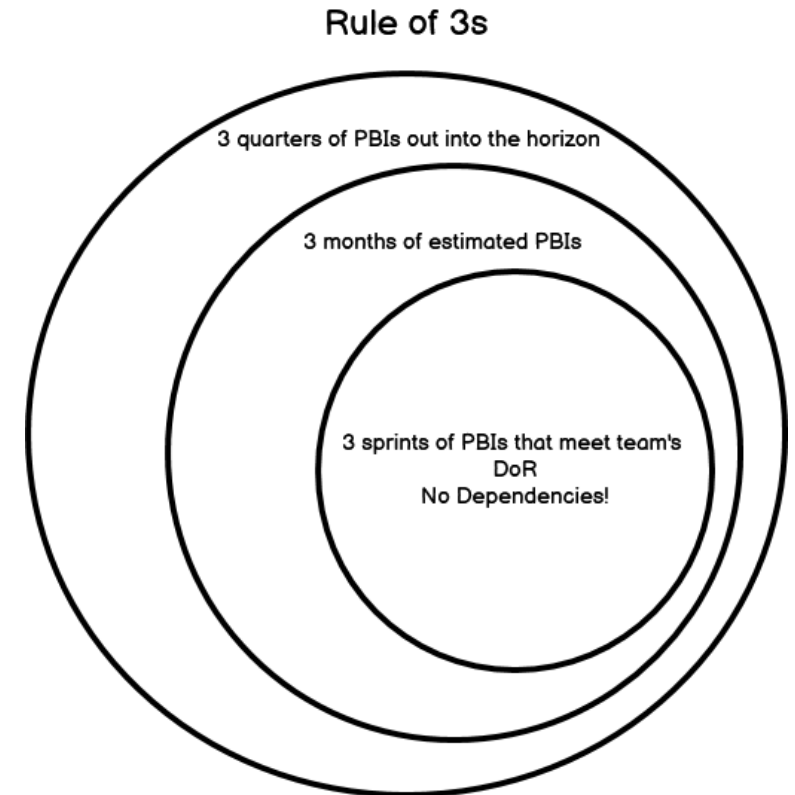
DWIGHT EISENHOWER

Quarterly Planning Session (Fake Agile!)

- 1) Help team identify prioritization of features.
- 2) Calculate team capacity for 3-6 sprints.
- 3) Break down features into stories that expose dependencies.
- 4) Have the teams do pre-planning with partners to determine predecessor commitments.
- 5) Have teams plan 3 sprints worth of work.

Which is less fragile?

The Quarterly Planning Killer...





FOLLOWUP

- END-TO-END WORKSHOP COVERING:
 - NEW WORK
 - BUGS



THANK YOU

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Drive up time Tue, Wed, Thu at noon eastern