



Rethinking time planning



Why spend time on it?





Limitations of current approaches

- Methods **or** their application **or** both are at fault
- Uncertainties related to the process (how) or the outcome (what)
- Responses to uncertainty
- Methods are not sufficiently robust





The estimating process

- Expected task time: 2 days
- Effect of multitasking: +1 day
- Interruptions: +1 day
- Other problems: +0,5 day
- The 2-day activity is now 4,5
- Rounded up to 5, just in case.....





Are people poor estimators?

- Parkinson's Law
- Student Syndrome



Problems with current approaches

1. Estimates
2. Safety margin
3. Latest start time
4. A delay is passed on
5. The PM is notified too late to impact
6. Student syndrome
7. Parkinson's Law
8. Multitasking





Consequences

