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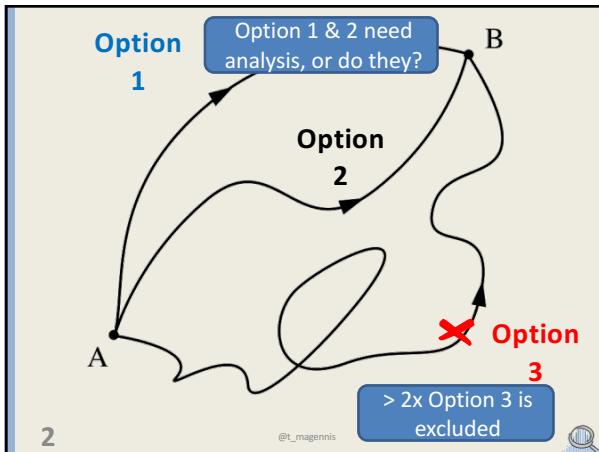
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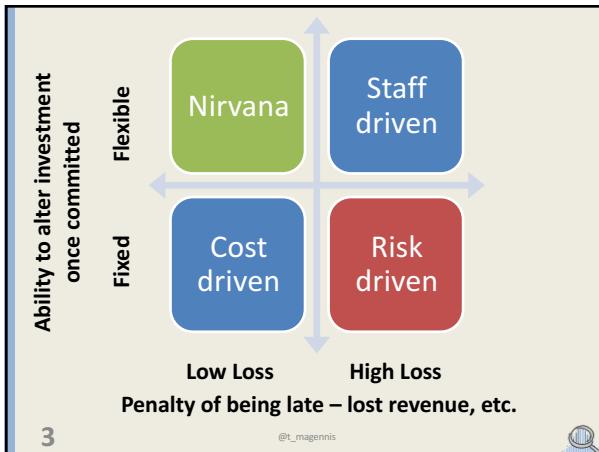
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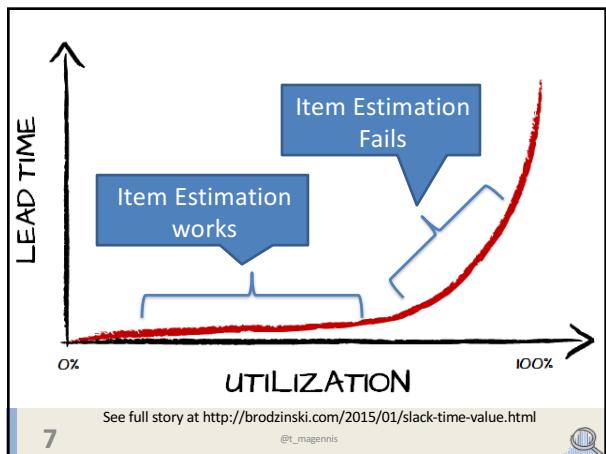
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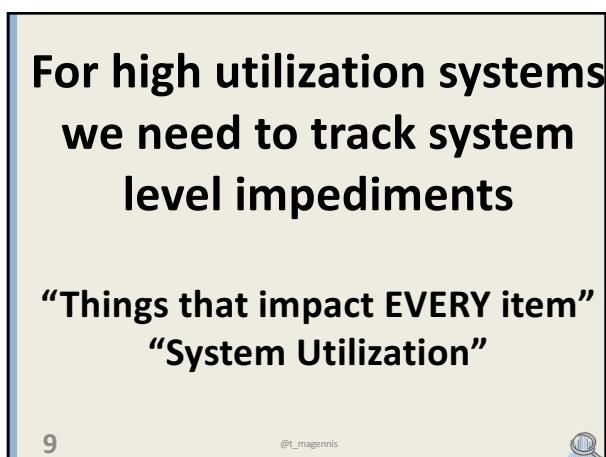
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**For the same distance:**

Time of Day  
Day of week  
Multiple lanes?  
Traffic lights (luck, #)  
Other drivers (stupidity)  
Weather / Road conditions

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**For the same project:**

When we start  
Time of year/season  
Number of teams/people  
Dependencies  
Other project timelines  
Interruptions

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**1: Missed Start Date**



Mistake when  
planning  
portfolios



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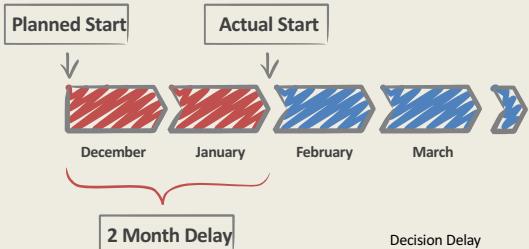
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## 1: Missed Start Date Actual Start Date > Planned Start



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## 1: Missed Start Date Actual Start Date > Planned Start



- How the planned date was chosen?
- Who signs off on the decision to do this project?
- Causes of past delays?
- Possible delays of this project?
- Give estimates as duration rather than end-date
- Keep history of planned date versus start date delay
- Model start date risk using the historical range of delays

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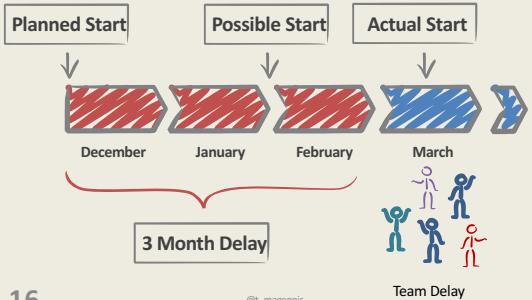
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## 2: No Team (Team not ready)



## 2: Team Not “Ready” at Start Date Actual Team = 0



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## 2: Team Not “Ready” at Start Date Actual Team = 0



- Is the team in place already? Can I see them?
- What are they working on now? Is it likely to be delayed?
- Higher priority projects?



- Plans to hire aren't always achievable by given date
- Plan environment factors: space to sit, equipment, meeting space
- What infrastructure does the team need to "start" work?

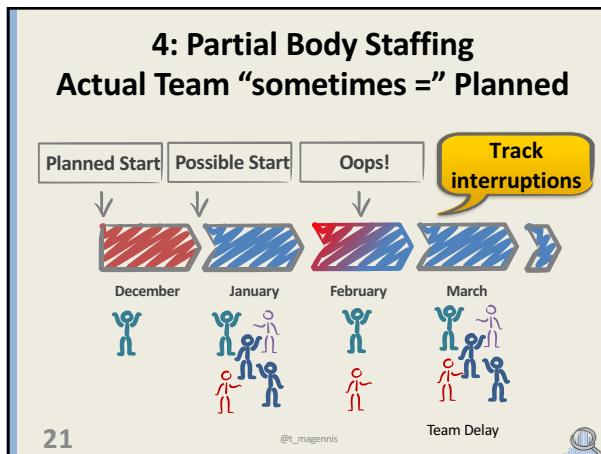
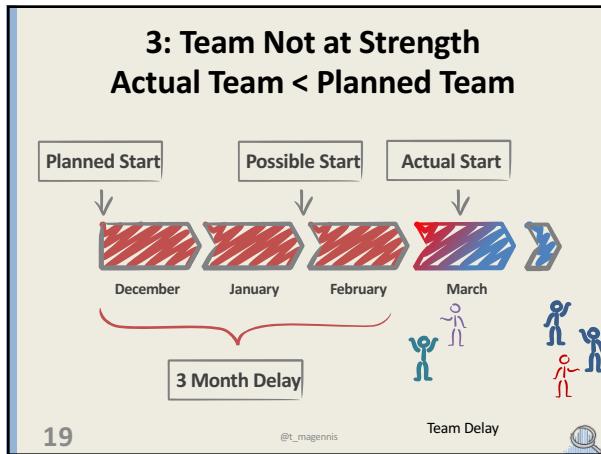
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## 3: Partial Team (Team < planned)








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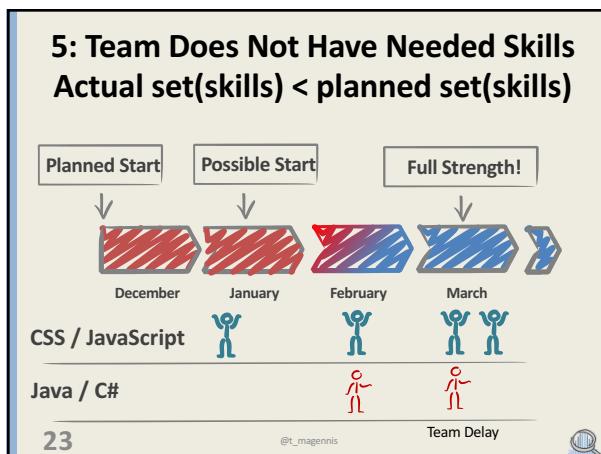
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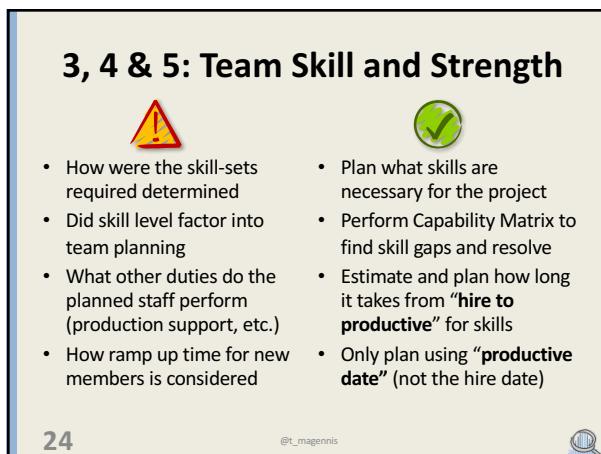
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## Capability Matrix

	CSS	Javascript	Run DB Backup / Res
Person 1	Can run and use the tools needed	Know nothing	Can run and use the
Team 1	Know nothing	Can start from nothing and create	Can tweak it or do e
Team 2	Can start from nothing and create	Know nothing	Can start from nothi
<b>Analysis:</b>			
	CSS	Javascript	Run DB Backup / Res
Player Coaches: Ability to Create	1	1	1
Players: Ability to Maintain	1	1	2
Bench: Ready to Train Up	1	0	1

General guidelines: 0 = bad, 1 = single point of failure, >2 cool!

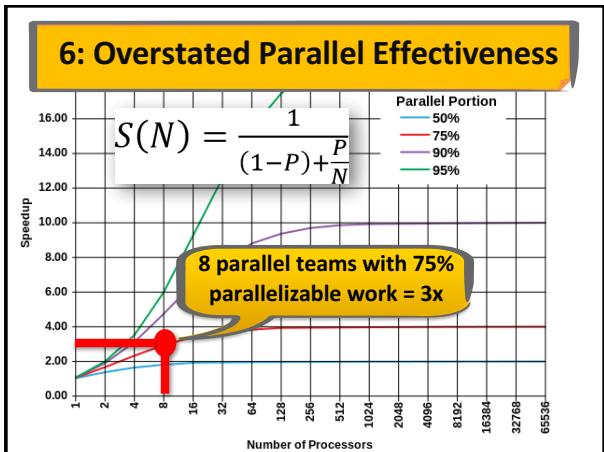
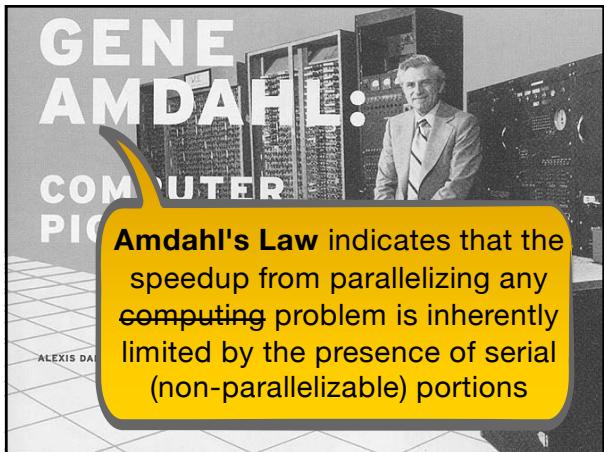
Player Coaches: These are the people/teams who can create new work and teach others. You need at least one (right?). Are you one?

Players: These are the people/teams who can maintain current work, but struggle to create new work, if new work isn't explained to them.

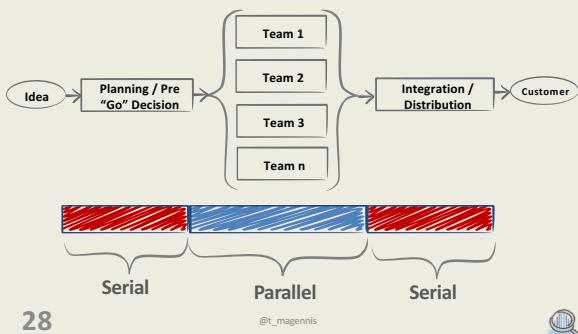
Bench: These are the people/teams who although haven't got this skill yet, have the tools required to perform this task if given the chance.

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## 6: Overstating Parallel Scalability Actual Benefit < Assumed Benefit



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## 6: Overstating Parallel Scalability Actual Benefit < Assumed Benefit



- What are the serial parts of a complete system path (often shared resources)
- How do teams plan to integrate work
- How do team co-ordinate and plan work
- What are the inter-dependencies between teams



- Find ways to eliminate serial paths
- Track and prioritize fixing blockers in serial paths
- Organize teams to reduce inter-dependencies
- Remind people non-linearity of parallel scaling

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## 7: Dependencies and Friction

Amdahl was  
an Optimist



Error for high  
team count

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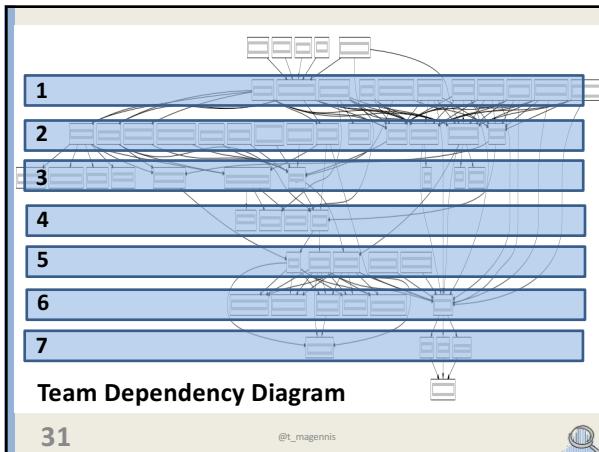
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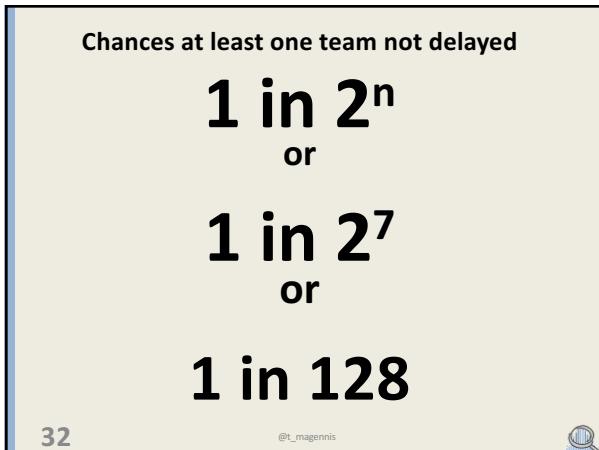
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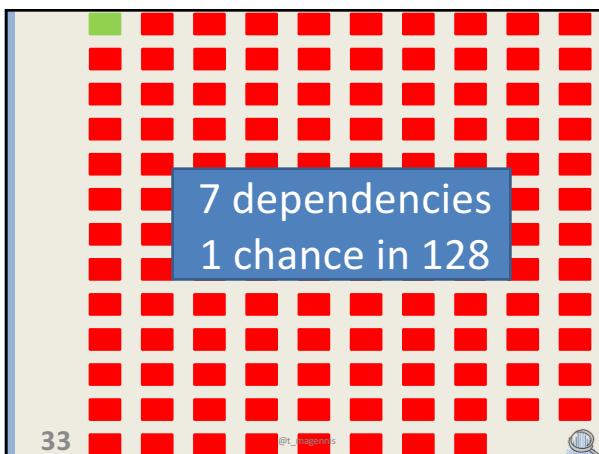
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6 dependencies  
1 chance in 64

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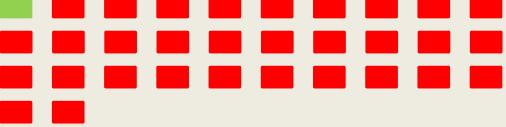
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5 dependencies  
1 chance in 32

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## 7: Dependency Impacts

Your timetable != Someone else's

- Determine complexity in build order dependencies
- Determine is-aligned priorities
- Determine what incentives are in place
- Look for re-organization opportunities to reduce dependencies
- Reduce batch sizes
- Communicate initial and updated information often
- Build incentives to align priorities

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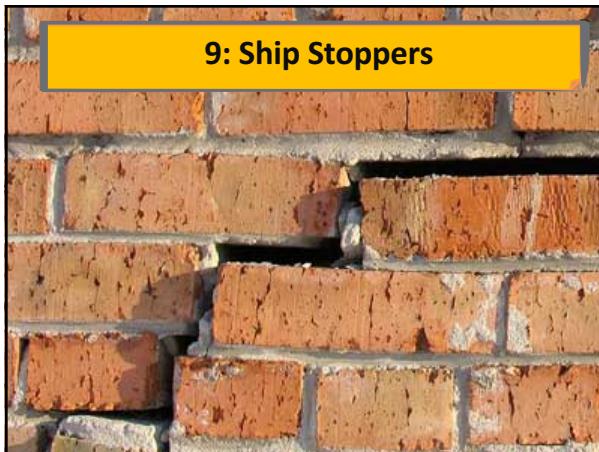
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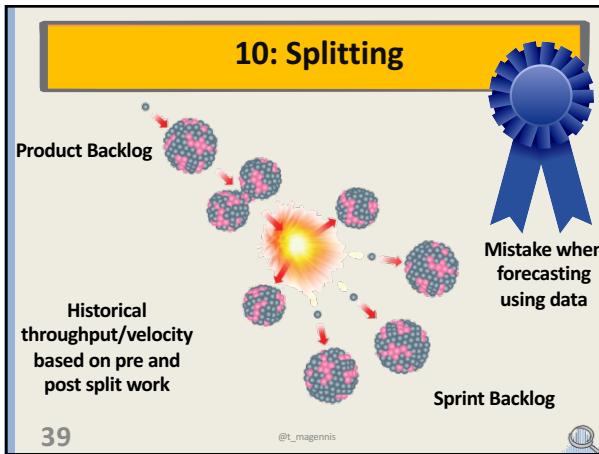
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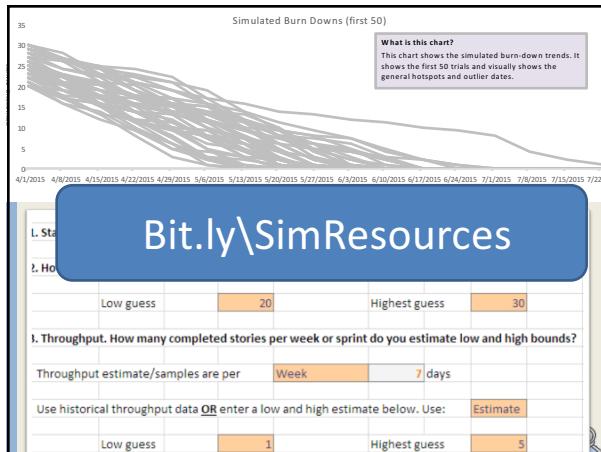
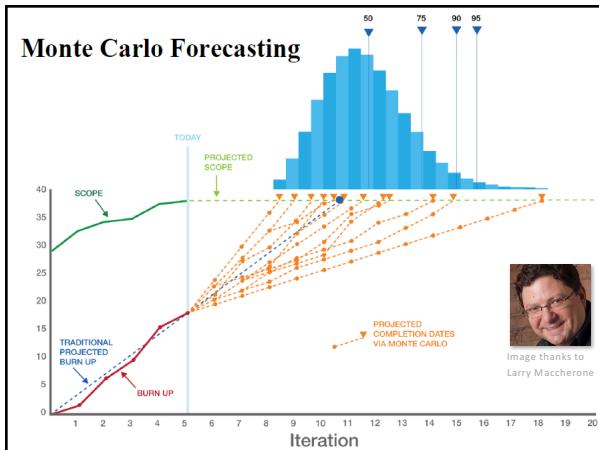
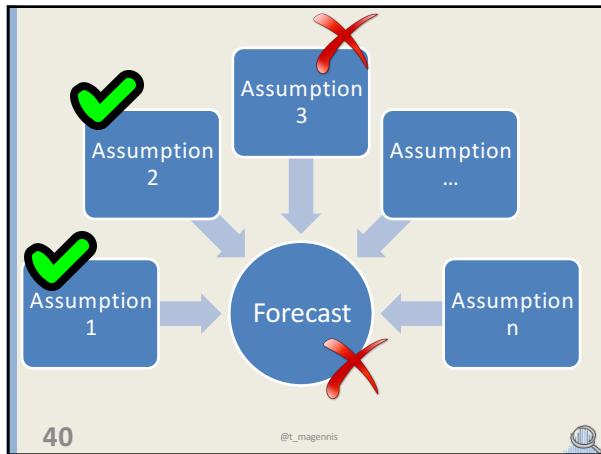
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### Calls to action...

- Understand when estimation is NOT needed
- Track failed assumptions not work item status
- Build achievable plans and goals
  - Free tools / Spreadsheets / Exercises  
[Bit.ly/SimResources](https://bit.ly/SimResources)
- Twitter: @t\_magennis
- Email: [troy.magennis@focusedobjective.com](mailto:troy.magennis@focusedobjective.com)



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