Agile Provides Data

Iterations or Sprints

- Iteration Zero
 - Development environment
 - A list of tentative features collected so far, i.e., stories
 - Tentative design as initial starting point
- The first few iterations
 - Produce data for accurate measurements of velocity
 - Determine the best possible outcome given the fixed date

Manager uses data The Iron Cross, again

- Changing the schedule
 - Not always possible, but worth having a try
- Adding staff
 - Even later, more expensive
- Decrease quality
 - Anything dirty is slow; increasing quality is the only option
- Changing scope
 - Order features based on business value, then give up the least valuable ones