

Continuous Product Roadmapping & Collaborative Prioritization

Agile + DevOps EAST
A TECHWELL EVENT

CHARLOTTE CHANG

November 2022





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charlotte chang

modern product making by designing better systems
for humans.



modern experience designer thinker creator strategist
dogs. climbing. community.
100% human

industrial logic



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your name

role

why you're interested in product roadmapping and collaborative prioritization

clean as you cook or clean at the end?

We are a community of professionals & practitioners who have had different experiences.

We are here to ideate, discuss, and learn from one another.

There are many ways to achieve goals, unique to each of our own preferences & approaches.

Therefore, this will be directionally correct and likely specifically wrong.

We are 100% HUMAN.





continuous product roadmapping

CHARLOTTE CHANG

What is roadmapping? What makes it good or not?

How can roadmapping help you manage your product portfolio?

How can you break down your roadmap into ways of addressing the problem you're trying to solve?

How do you know if you should continue to follow your roadmap or pivot?

Who needs to be involved in creating the roadmap?
Who will be affected by the roadmap?

What's a product roadmap? What makes a good one?

A Product Roadmap is defined as the key problems your product is trying to address, the solution options to address them, and the current validated features in progress.

A good product **roadmap** is flow-based and thematic.

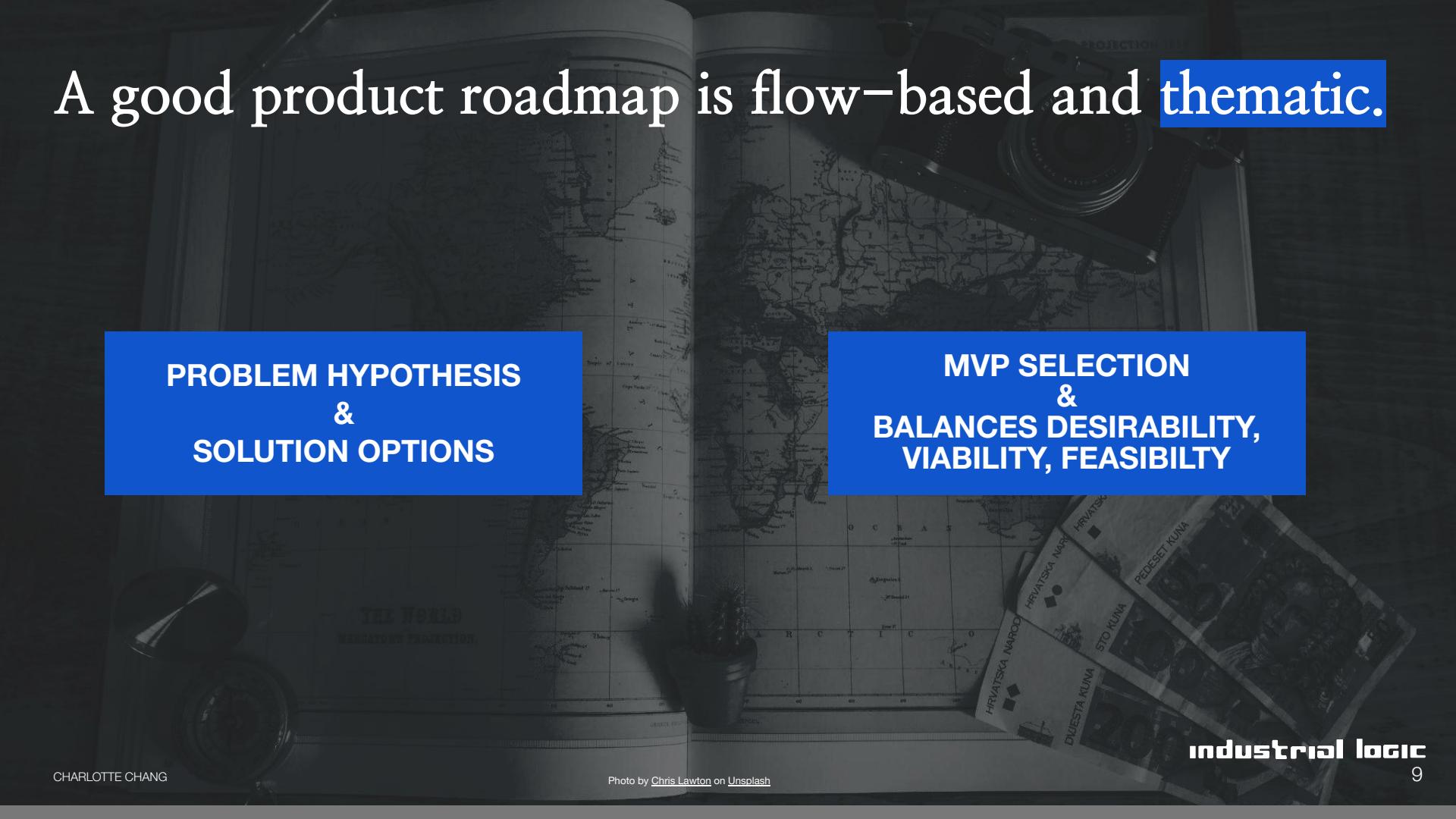
**GOAL-ORIENTED
&
VALUE/RISK-DRIVEN**

Clearly identifiable product vision and value/risk to customers, business, and/or technology

**STAKEHOLDER AWARE
&
UNDERSTANDABLE BY
CONTRIBUTORS**

Products are intentional investments (regardless of new features to running the business)

A good product roadmap is flow-based and thematic.



**PROBLEM HYPOTHESIS
&
SOLUTION OPTIONS**

**MVP SELECTION
&
BALANCES DESIRABILITY,
VIABILITY, FEASIBILITY**

A good product roadmap is flow-based and thematic.

**FOCUS
&
ENTRY/EXIT CRITERIA**

**PULL-SYSTEM w/WIP LIMITS
&
CAPACITY PLANNING**

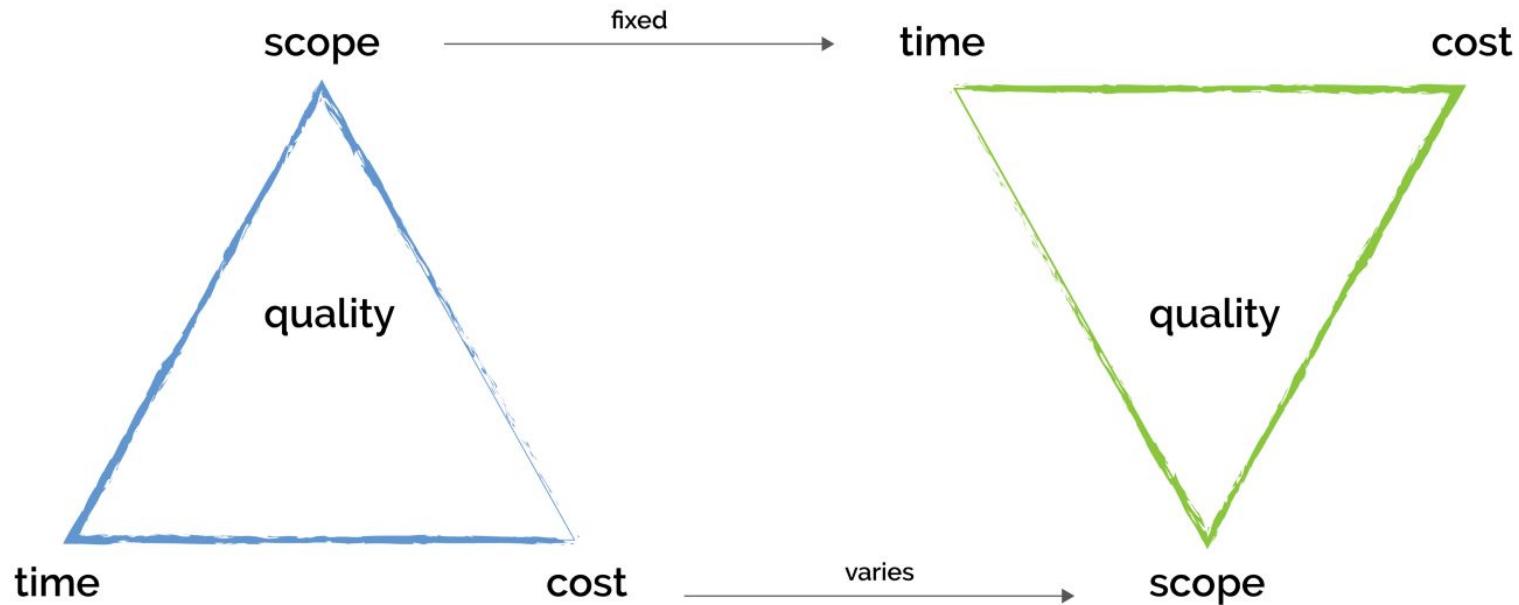
What's makes a poor product roadmap?

A Product Roadmap is not a list of unvalidated solutions that drive an unrealistic schedule.

TRUTH:

The earth revolves around the sun.

The Project Management Iron Triangle



continuous product roadmapping

FOR [TARGET CUSTOMER], WHO HAS
[CUSTOMER NEED], [PRODUCT NAME] IS A
[MARKET CATEGORY] THAT [ONE KEY BENEFIT].

UNIQUE [COMPETITOR], THE PRODUCT
[UNIQUE IDENTIFIER].

FOR [TARGET CUSTOMER], WHO HAS
[CUSTOMER NEED], [PRODUCT NAME] IS A
[MARKET CATEGORY] THAT [ONE KEY BENEFIT].
 UNLIKE [COMPETITOR], THE PRODUCT
[UNIQUE IDENTIFIER].

SMART SENSING SHOES
MKT Elderly, Athletes, Video Gamers, Orthopedic
CONSIDERATIONS B2B, B2C
Research Universities - MIT, Wearable Systems Lab
Shoe Partnerships - Nike, Adidas
Other Use - Doormats, Rugs, Carpet

KITCHEN OF THE FUTURE
MKT Parents, Microwave Millenial, Baker, Commercial Kitchen
CONSIDERATIONS B2B, B2C
Research - Honeywell, 3M Appliance Partnerships - SMEG, KitchenAid Other Use - Nonprofit feeding the homeless

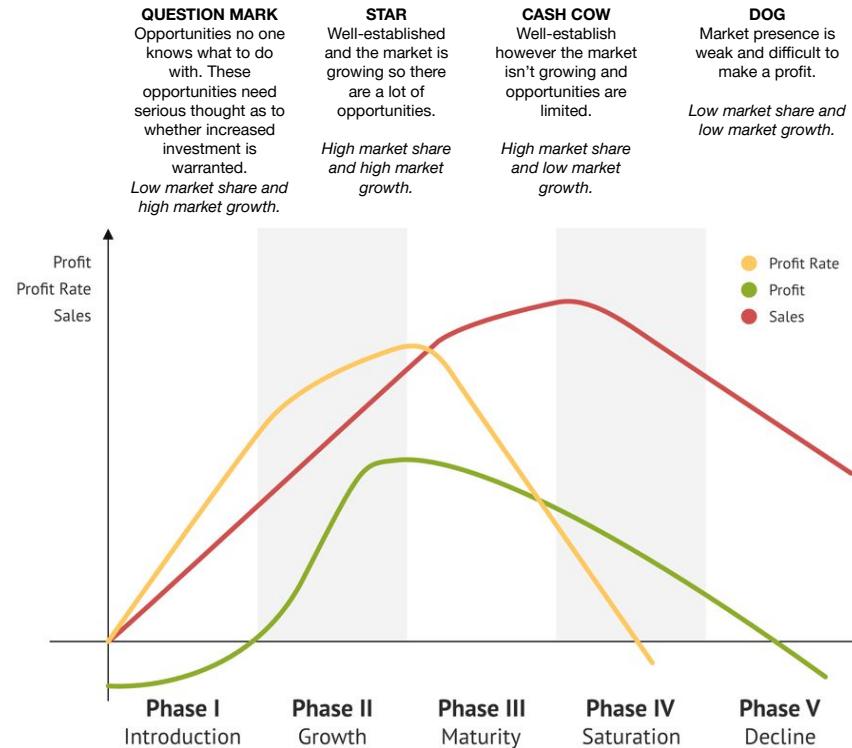
PERSONALIZED HEALTHCARE
MKT Individuals, Employees, Employers, Pharmaceutical, Insurance Companies
CONSIDERATIONS B2B, B2C, Gov
Partnerships - World Health Organization, Sensing Tech e.g. apple watch, garmin Other Use - Usage Based Insurance

COMMUNITY FOOD GARDENS
MKT Food desert areas, Farmer's Markets, Schools, Affluent Foodies
CONSIDERATIONS B2B, B2C, Gov
Distribution Partnerships - Whole Foods Supply Partnerships - Sysco, US Foods Other Use - Nonprofit feeding the homeless

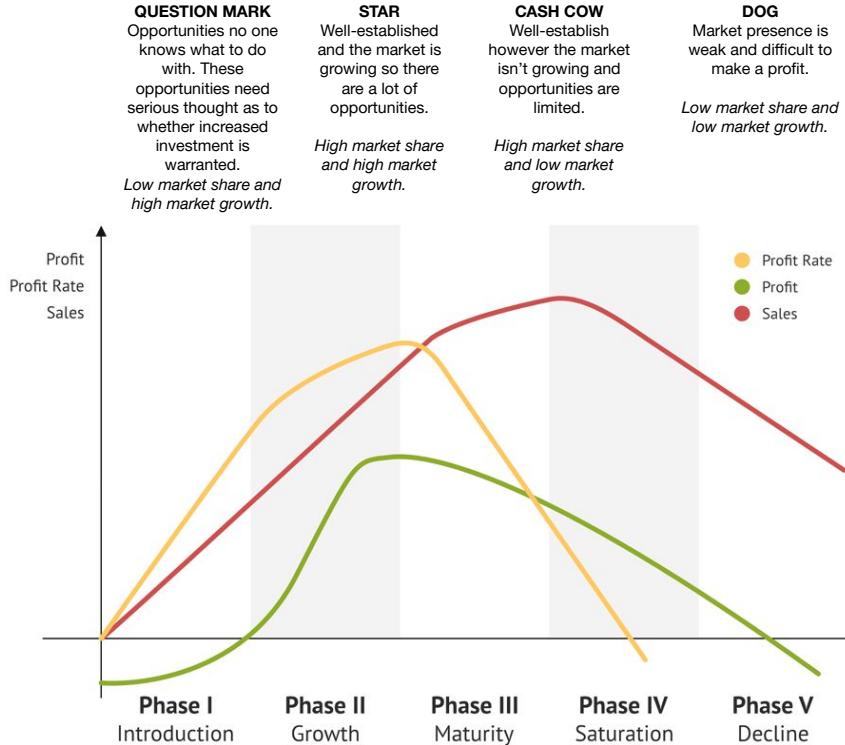
REMOTE WORK ENABLEMENT
MKT Companies (remote, hybrid), Freelancers, W2 employees
CONSIDERATIONS B2B, B2C
Supply Partnerships - IKEA, Steelcase Distribution Partnerships - FedEx, UPS, Amazon Innovation Partnerships - Rigamajig, 3D printing

Framing the roadmap

Identify items by product lifecycle categories



Identify items by product lifecycle categories



Identify the real business dates

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Photo by [Marissa Grootes](#) on [Unsplash](#)

Are there meaningful dates for your industry? Your company? Your customers?

What are other important dates to consider?

From a sequencing perspective, what are other considerations?

CONSIDERATIONS

Value at risk & cost of delay

Business impact

Cascading impacts

Purpose of dates:
feedback & decisions

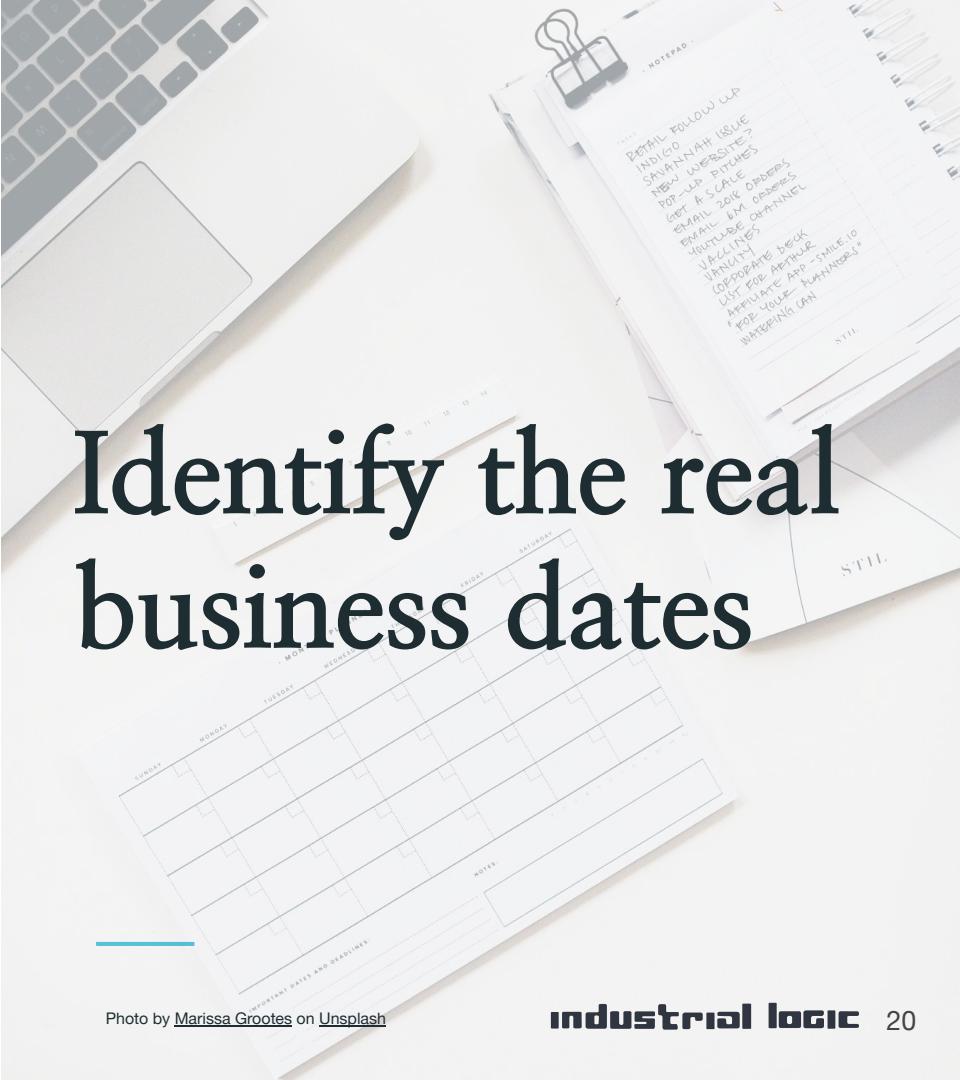


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Plan for Continuous Planning

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What are the ongoing planning sessions that currently exist? Which of them matter more? Less? Why?

Who are the stakeholders for your initiative? What do they care about? What is their style of leadership? How frequently should be getting their feedback?

What dependencies do you have?

Who is affected by your work?

CONSIDERATIONS

Strategy Design & Deployment

Stakeholder Communication

Dependencies and Impacts

Go-to-market & Launch

Plan for Continuous Planning

Thematic Roadmapping

Thematic Roadmaps

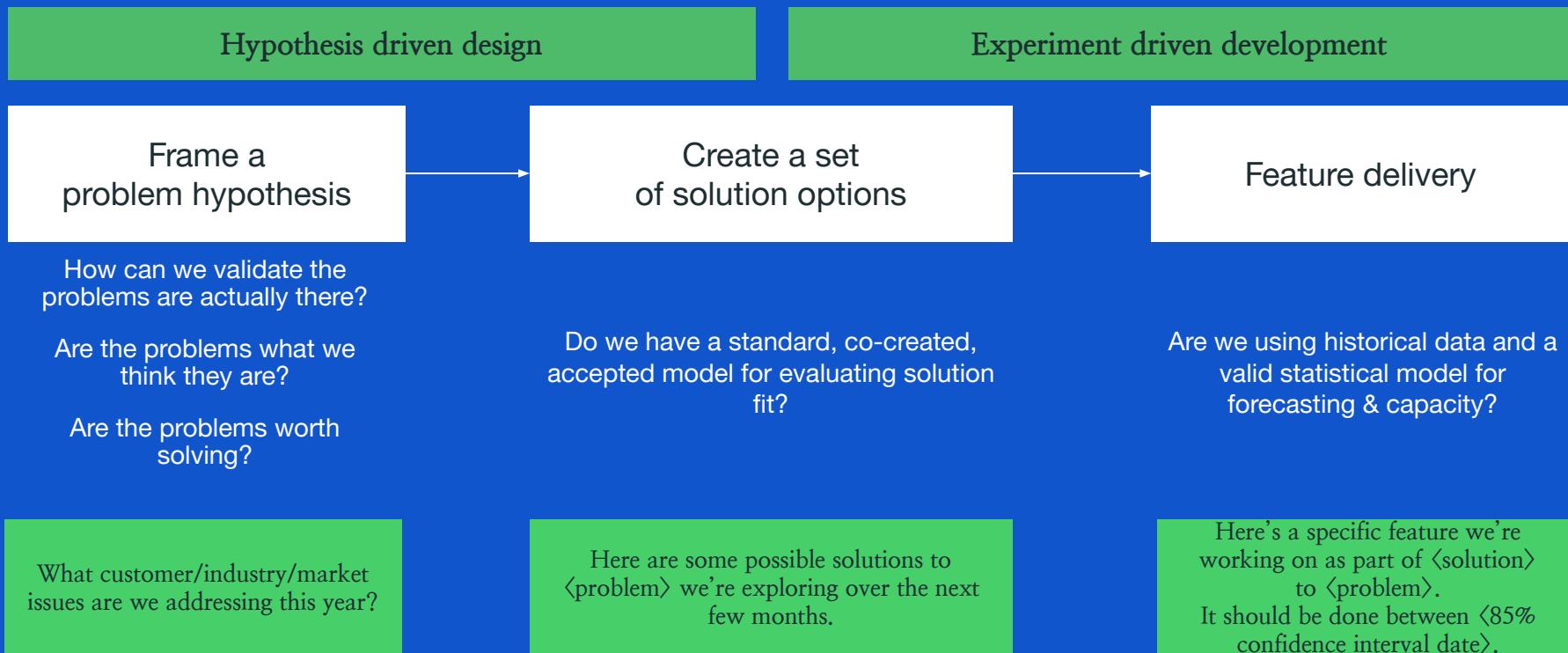
High Level Process



*Parallel solutioning may be possible with advanced deploy/assess/rollback environments

Thematic Roadmaps

Driving Questions & Communication



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Food desert areas, Farmer's Markets, Schools, Affluent Foodies

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Supply Partnerships - IKEA, Steelcase

Distribution Partnerships - FedEx, UPS, Amazon

Innovation Partnerships - Rigamajig, 3D printing

Ideate on 5 product ideas
that fit your product
elevator pitch, problem
hypothesis, & solution
options.

Product Roadmap Canvas

Created on:

Valid until:



Roadmap Item Categories

Identify item categories by product lifecycle. (e.g. features for new markets, features for existing markets, existing feature enhancements, etc.)

Significant Dates

Identify dates of real business significance. (e.g. tax season, mother's day, industry conferences, new regulations, etc.)

Continuous Planning

Identify types and frequency of meetings and membership to enable continuous planning.

End-to-end Process Map

Idea:

Being Used

For each roadmap item category, iteratively create an end-to-end process map or sequential activity list for product development workflow. Consider the progressive elaboration of desirability, viability, and feasibility.

Time-based Work States

Group tightly coupled or highly interactive process steps above into time-based, named Work States.

Entry & Exit Criteria & Constraints

For each Work State, define entry and exit criteria. Consider any talent or resource constraints per Work State and consider an appropriate work-in-progress limit.

Technical & Go-To-Market Mapping

Identify work activities for architecture, infrastructure, and operations that can overlay with the workflow. Identify work activities for other business functions that will be needed for a release or go-to-market plan.



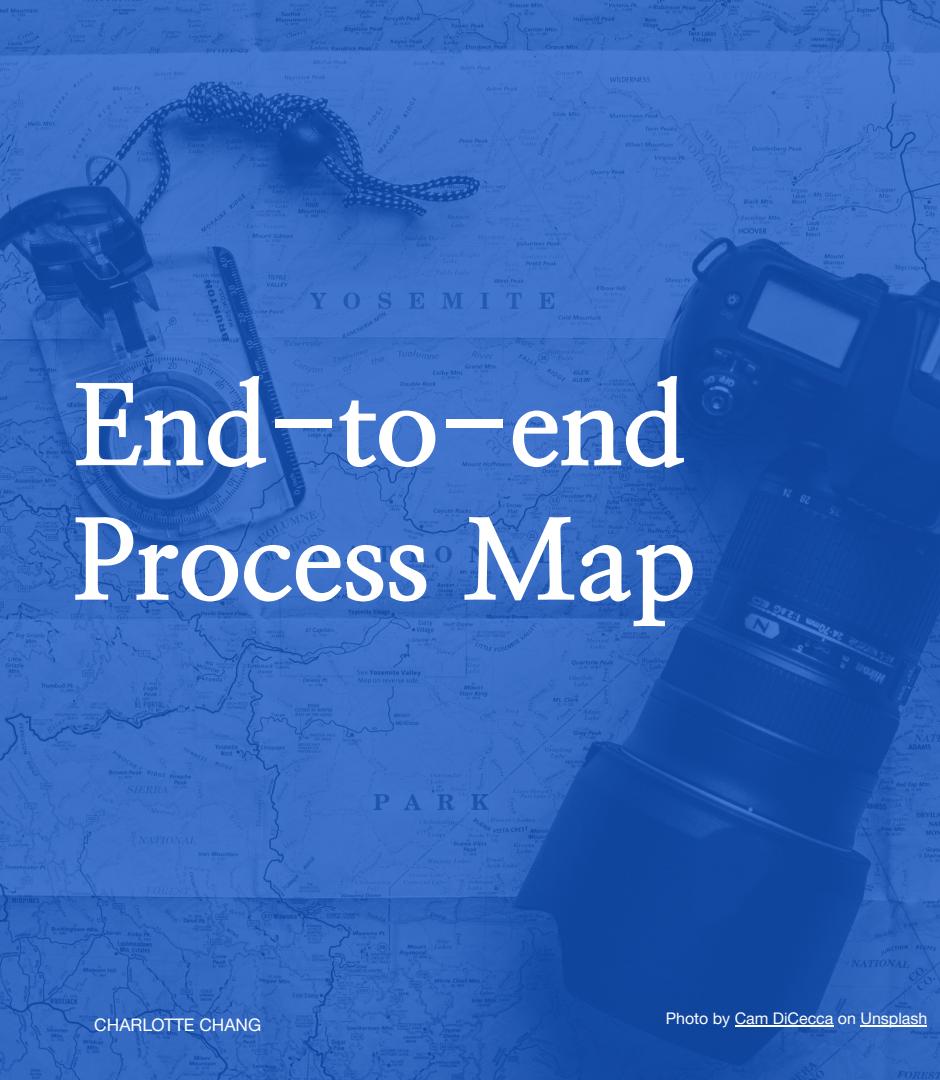
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Balanced Workflow



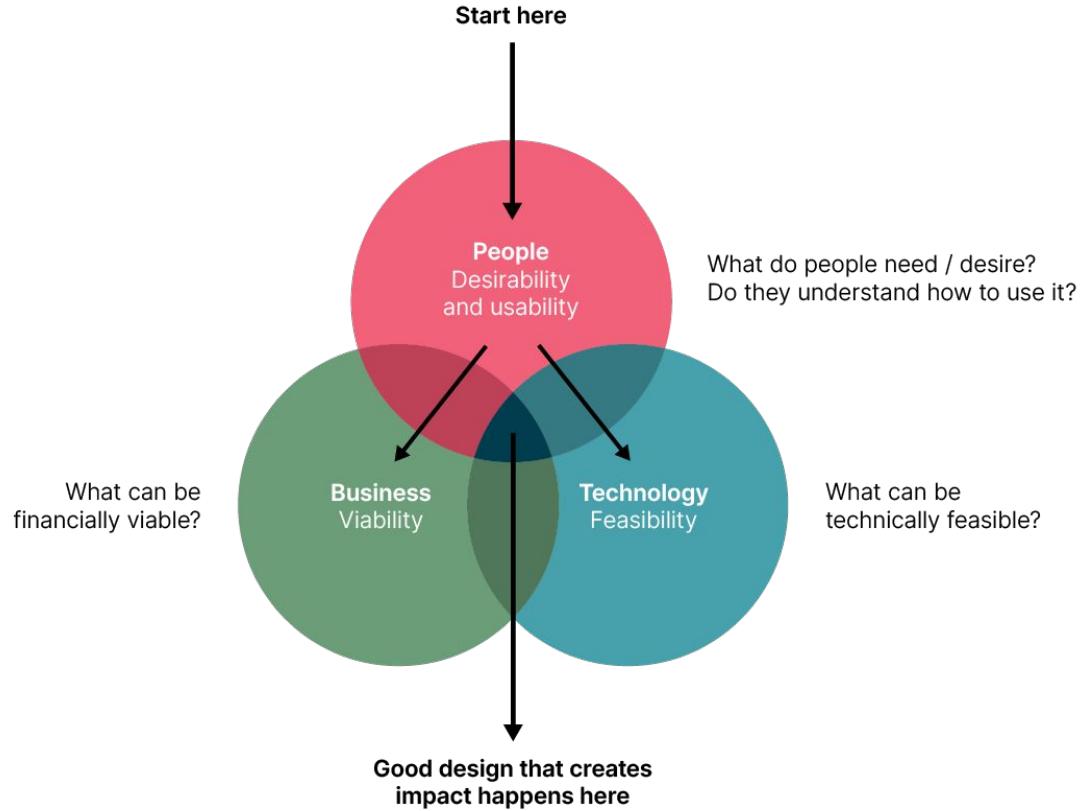
End-to-end Process Map

CHARLOTTE CHANG

Photo by [Cam DiCecca](#) on [Unsplash](#)

What does it take to start, validate, explore, deliver, get feedback on, and evaluate a product or feature idea?

Continuously address the riskiest assumptions at each phase of your product development lifecycle.



CONSIDERATIONS

Intake & Approval

Experiments/Validation

Design/Development

Feedback/Assessment

Research/Discovery

Communication

Testing/Deployment

End-to-end Process Map

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Visualizing Plans

TRADITIONAL TIME HORIZONS



TRADITIONAL FUZZY TIME HORIZONS



FLOW-BASED WORK STATES



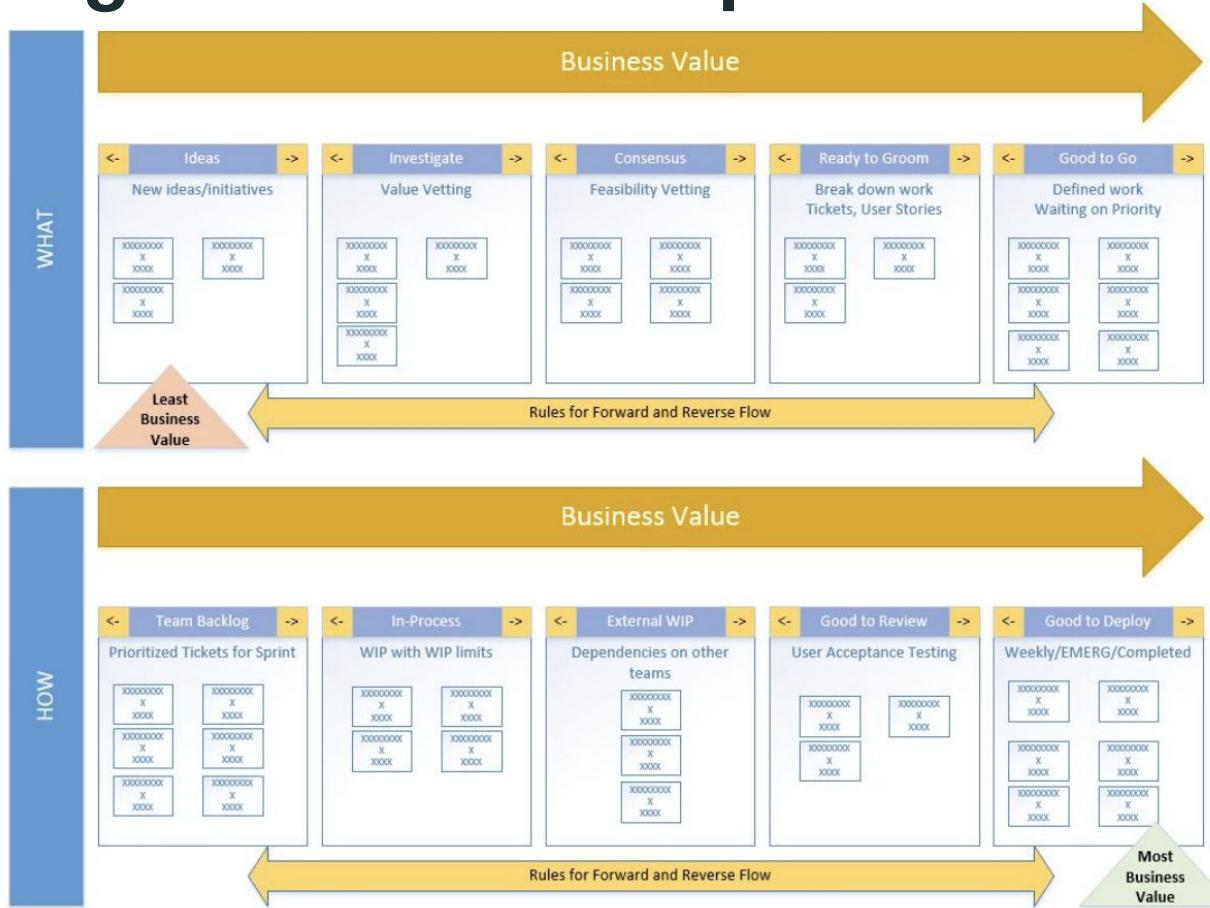
FLOW-BASED TIME HORIZONS



NAMED FLOW-BASED WORK PHASES



Visualizing Plans: An Example





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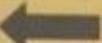
Entry/Exit Criteria

NAMED WORK "PHASE 1"	NAMED WORK "PHASE 2"
<p>Things that must be done to <u>all work</u> to exit "Phase 1"</p>	<p>Things that must be done to <u>all work</u> to enter "Phase 2"</p>
<p>Things that must be done to <u>specific types of work</u> to exit "Phase 1"</p>	<p>Things that must be done to <u>specific types of work</u> to enter "Phase 2"</p>
<p>Any known one-off needs or exceptions and their triggering conditions to exit "Phase 1".</p>	<p>Any known one-off needs or exceptions and their triggering conditions to enter "Phase 2".</p>

An example

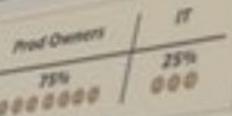


Entry/Exit Criteria

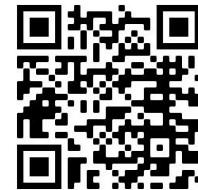


- Deprioritized
- > 6 mo. in Queue
- No Longer Consensus

Consensus



- Product Owner Deliverables
 - High Level Stories/Mockups
 - Clear Definition of "Done"
 - SME Identified
 - Decision Support Document (if needed)
- IT Deliverables
 - Technically Feasible
 - Initial Scoping & Sizing Complete
- Resource Availability for Grooming
 - IT
 - Subject Matter Expert (SME)



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Pull Systems



Agile Academy



The resource utilization trap



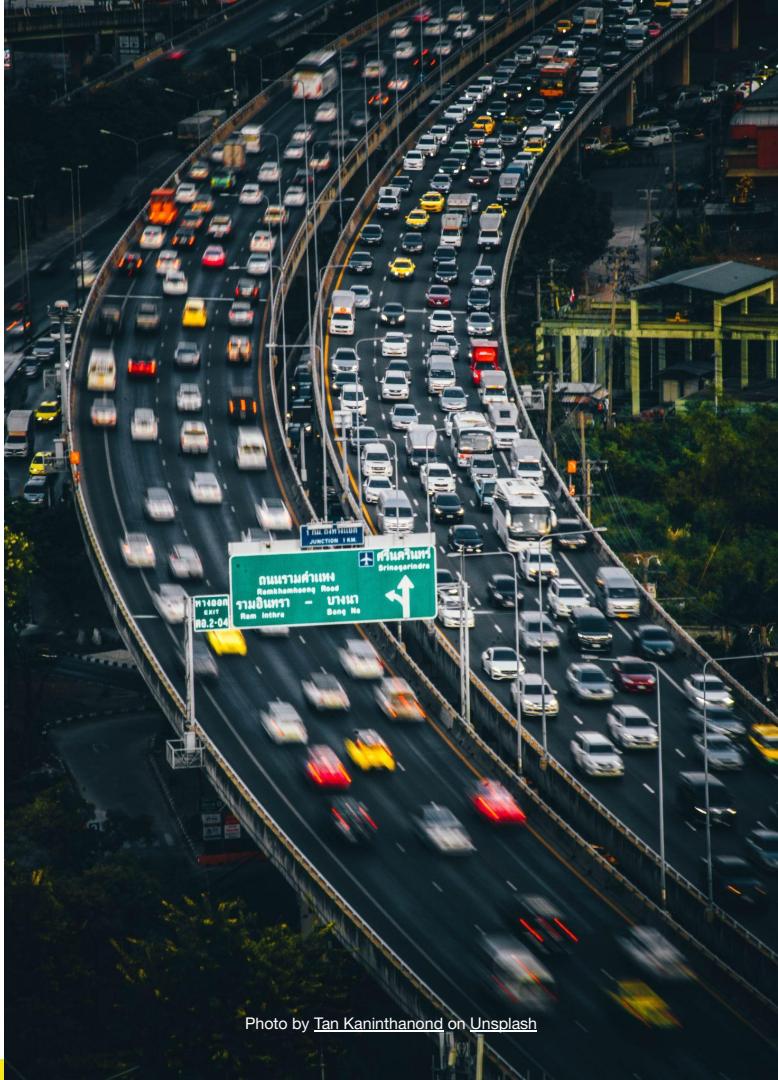
<http://www.youtube.com/crispagileacademy>

www.crisp.se

Work In Progress (WIP) Limits

Use WIP limits to optimize value delivered and to avoid waste and rework.

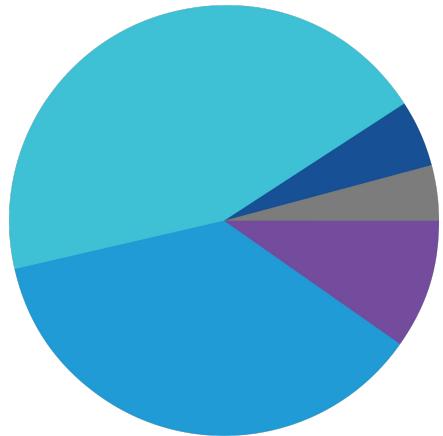
- Single piece flow for teams
- Optimize upstream limits for optionality
- Skill-based limits in each state



*We recommend 20%-50% for tech debt.

Photo by [Tan Kaninthanond](#) on [Unsplash](#)

Capacity Planning & Allocation

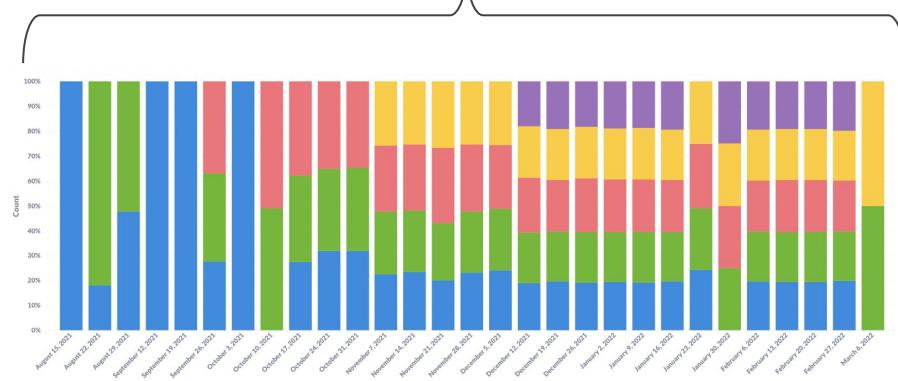


Ensure you allocate capacity for things where value comparison is difficult.

- New features
- Minor enhancements
- Tech upgrades
- Regulatory requirements
- Maintainability^[1] Improvements
(Tech Debt^[2], Big Refactors, or Rearchitecture)

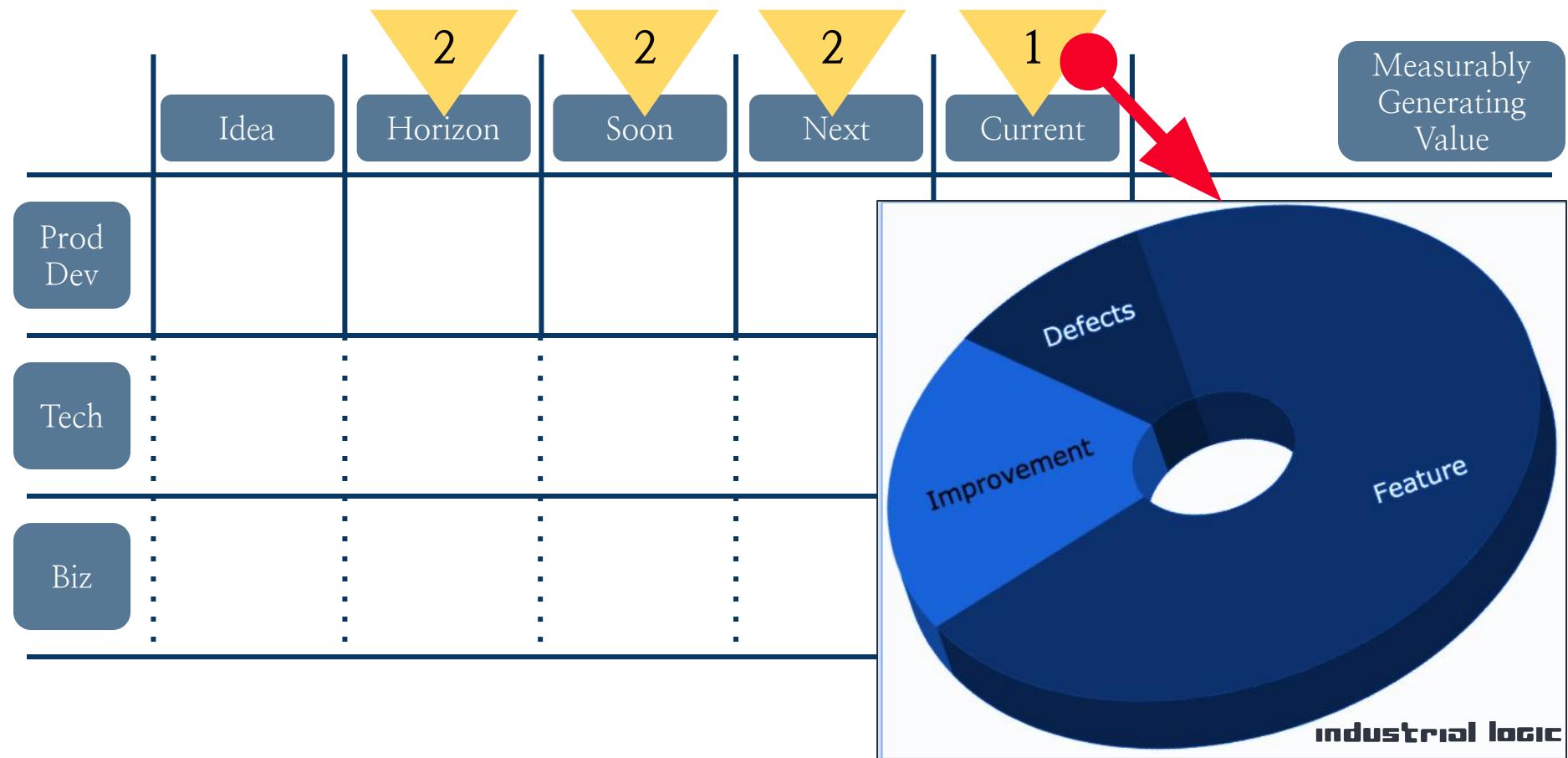
[1] We recommend 20%-50% for Maintainability Improvements

[2] Tech debt should generally be handled as you work in small batches.



Plan capacity using historical data & flow modeling

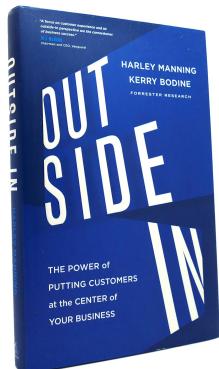
Pull-based WIP Limits



Integrating Technology Roadmaps & Go to Market Planning

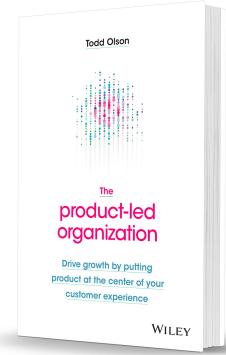
"The way you treat people is a linear relationship with the way employees treat customers."

—Bruce Daisley, former VP of Twitter Europe, YouTube UK and author of *Eat. Sleep. Work. Repeat. (The Joy of Work in the UK.)*



Product impact & Product outcomes
 > Output & Dates

Your organization might need to consider moving to a Product Oriented Structure.





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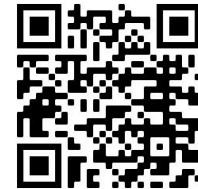
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WATERFALL WARNING!

Ensure appropriate collaboration & manage batch size.

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continuous product roadmapping

1

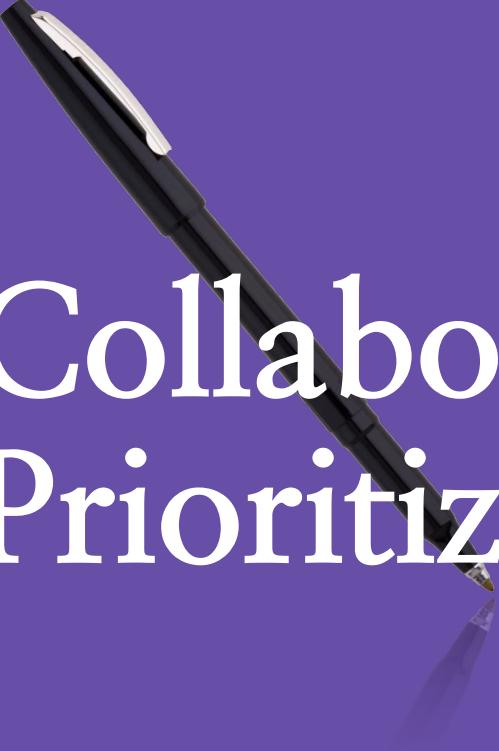
Ensure that your roadmap is addressing the largest risks: desirability, feasibility, feasibility.
(Not a list of date-driven outputs.)

2

Align the organization to support your roadmap.



I'd say you've had enough…



Collaborative Prioritization

What are some considerations for prioritization?

What are some prioritization techniques you've used or heard of?

What does value mean? What are some types of value?



Defining Value

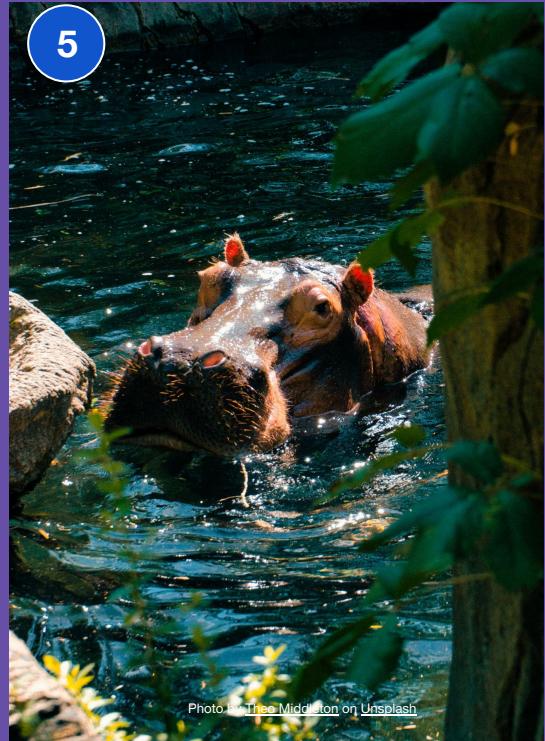
How are ideas generally selected in your organization?



Guess the Typical Prioritization Techniques!

1

ID	Description	Planned Start	Planned Finish	Actual % as of DD	3 Weeks Look Ahead Schedule												
					20	21	22	23	24	25	26	27	28	29	30	31	
4. WBS 1					x	x	x	x	x	x	x	x	x	x	x	x	
5. WBS 2					x	x	x	x	x	x	x	x	x	x	x	x	
6. WBS 3					x	x	x	x	x	x	x	x	x	x	x	x	
7. Activity 1	Activity 1	9-Jul-21	20-Jul-21	0%													
8. Activity 2	Activity 2	12-Jul-21	2-Aug-21	0%													
9. Activity 3	Activity 3	15-Jul-21	5-Aug-21	0%													
10. WBS 4																	
11. WBS 4																	
12. Activity 4	Activity 4	18-Jul-21	8-Aug-21	0%													
13. Activity 5	Activity 5	21-Jul-21	15-Aug-21	0%													
14. Activity 6	Activity 6	24-Jul-21	18-Aug-21	0%													
15. WBS 5																	
16. WBS 4																	
17. Activity 4	Activity 4	37-Jun-21	7-Aug-21	0%													
18. Activity 5	Activity 5	20-Jun-21	10-Aug-21	0%													
19. Activity 6	Activity 6	23-Jun-21	15-Aug-21	0%													



STEP 1 OF 3

Benefits Mapping

a more strategic way to prioritize

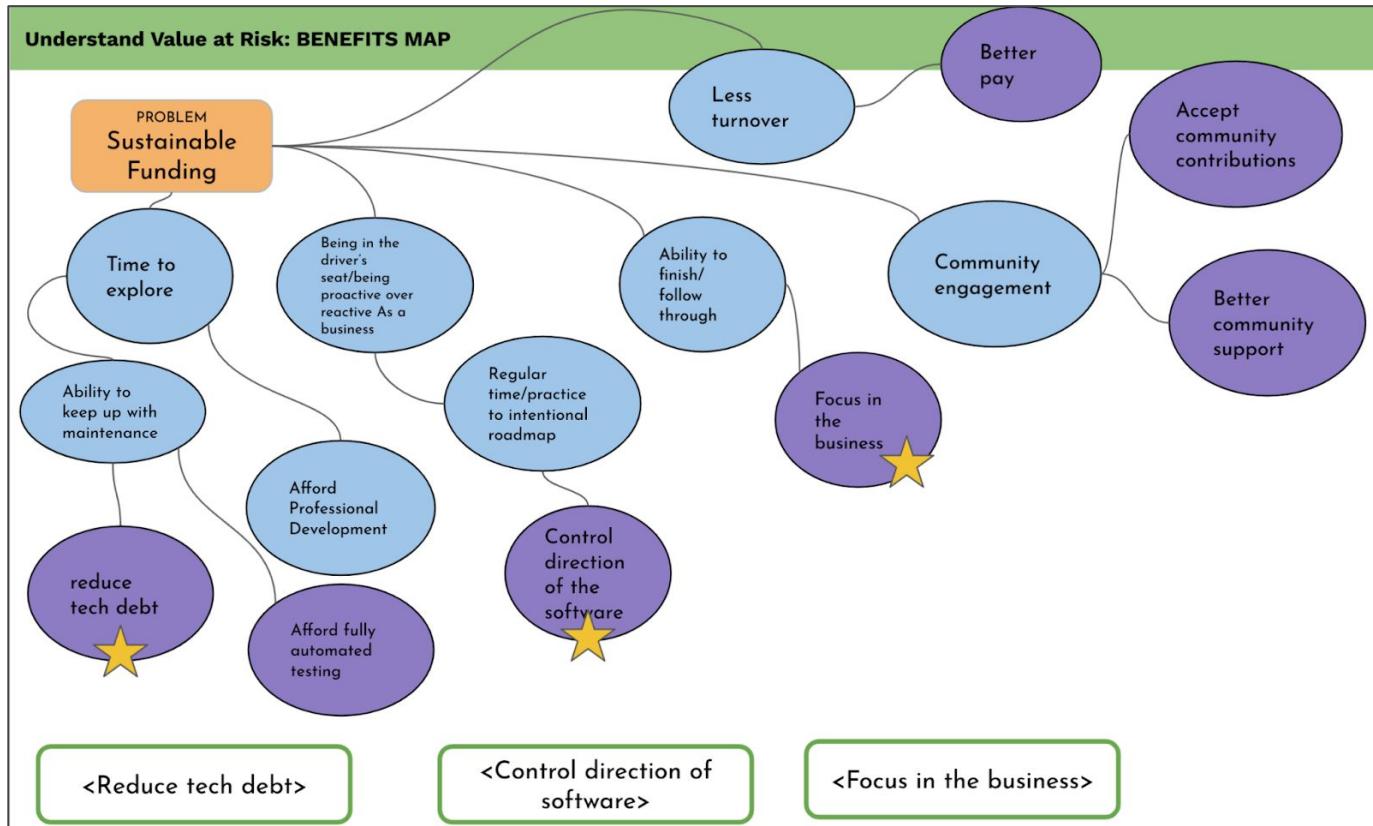
- 1 Identify the problem to solve.
- 2 Mind map benefits of solving the problem.
- 3 Continue until you reach end nodes.
- 4 Select 3-5 core benefits.

Weight for Strategic Alignment

Benefits Mapping: An example

THE ORGANIZATION

Digital archival and preservation organization that services data creators, curators, and consumers through open source software that is web-based, multi-lingual, international standards compliant to help with technology obsolescence and incompatibility.



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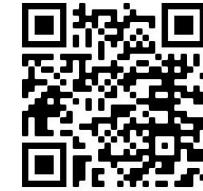
CONSIDERATIONS B2B, B2C

Supply Partnerships - IKEA, Steelcase

Distribution Partnerships - FedEx, UPS, Amazon

Innovation Partnerships - Rigamajig, 3D printing

Select a strategic challenge or problem hypothesis, benefits map, and identify 3–5 core benefits.

**Business/Product Challenge or Goal**

Strategic Challenge or Hypothesis Statement

Benefits Map

Map different aspects or drivers of benefit
Select only 3-5 key drivers. The fewer the better.

Weighted Scoring Rubric

Key Driver 1	Key Driver 2	Key Driver 3	Key Driver 4	Key Driver 5	Score
Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Use the score as a multiplier to Cost of Delay.

Cost of Delay

Identify a single, comparable unit.
Agree on standard period of time.

Duration Scale

Define a snapped scale for duration lengths.

STEP 2 OF 3

Prioritization Rubric

a more strategic way to prioritize

- 1 Allocate a percentage for each of the 3-5 benefits, totalling 100%.
- 2 For each of the 3-5 core benefits, identify how to evaluate ideas/solution on that benefit.
- 3 Create 3-5 measures for each respective evaluation.

Weight for Strategic Alignment

Prioritization Rubric

THE ORGANIZATION

Digital archival and preservation organization that services data creators, curators, and consumers through open source software that is web-based, multi-lingual, international standards compliant to help with technology obsolescence and incompatibility.

Understand Value at Risk: RUBRIC						
				PROBLEM Sustainable Funding		
Sustainable Funding		Reduce Tech Debt		Direction Of The Software		Focus For Business Initiatives
Weighted Scoring Rubric	40%	Reduce Tech Debt	30%	Direction Of The Software	30%	Focus For Business Initiatives
	1	Low	1	Low	1	Low
	2	Med	2	Med	2	Med
	3	High	3	High	3	High

% of passing tests

manage pull requests

capacity allocation

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Cost of Delay

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STEP 3 OF 3

Weighted Strategic Alignment

a more strategic way to prioritize

- 1 List ideas/solutions that address the problem.
- 2 Evaluate each idea/solution against the benefits rubric.
- 3 Prioritize based on weighted score.

Weight for Strategic Alignment

Prioritization Rubric

Weighted Scoring Rubric	40%	Reduce Tech Debt	30%	Direction Of The Software	30%	Focus For Business Initiatives	
		1		Low		1	
		2		Med		2	
		3		High		3	
Options to evaluate							Score
Org. Structure to facilitate Value delivery		3		3		3	3
Shift from Bounty to Consultative/Services Approach		3		3		2	2.7
Strategic Pricing		3		2		2	2.4
Costing analysis		2.5		2		2.5	2.35
Professional Development		3		2		1.5	2.25
Strategic Product Practices		1		3		3	2.2
Addressing Tech Debt through Modernization		3		2.5		0	1.95
Compensation Challenges for Talent							

**Business/Product Challenge or Goal**

Strategic Challenge or Hypothesis Statement

Benefits Map

Map different aspects or drivers of benefit
Select only 3-5 key drivers. The fewer the better.

Weighted Scoring Rubric

Key Driver 1	Key Driver 2	Key Driver 3	Key Driver 4	Key Driver 5	Score
Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Driver: Weight: Unit: Scale:	Use the score as a multiplier to Cost of Delay.

Cost of Delay

Identify a single, comparable unit.
Agree on standard period of time.

Duration Scale

Define a snapped scale for duration lengths.

Cost of Delay & CD3

Don Reinertsen: The Cost of Delay



Part 1



Cost of Delay

“time is money”

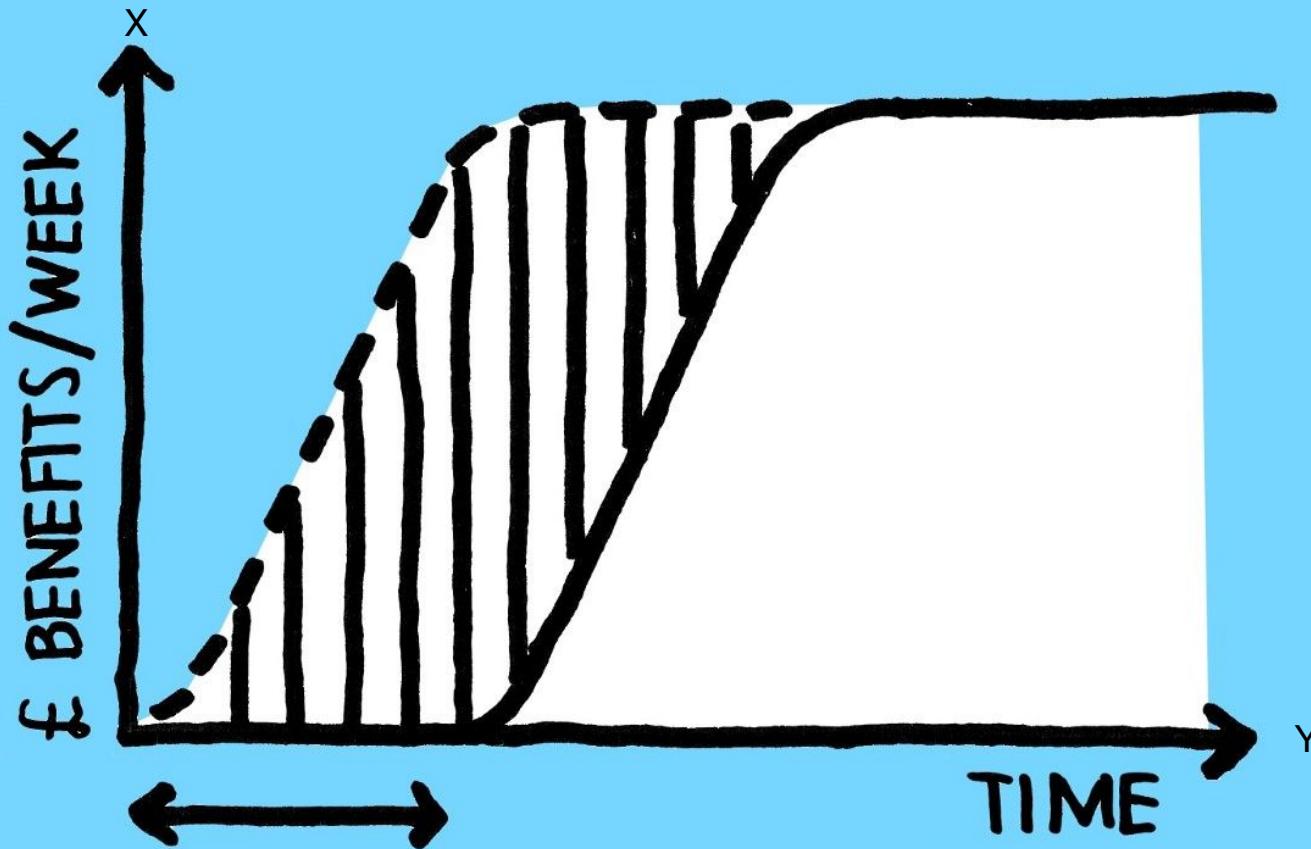


Impact of time on the outcomes we hope to achieve.

What would it cost if ‘x’ was delayed by ‘y’ time?

What would it be worth to us if we could get ‘x’ ‘y’ time earlier?

Is the effort worth the value?

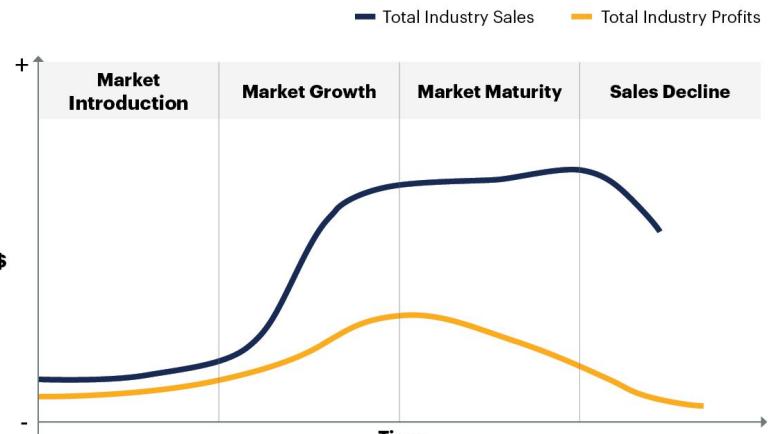


Cost of Delay

CONSIDERATIONS

- Product profitability is an equation of cost, price, demand.
- Product profit shifts based on where the product is in its life cycle. (Due to #sales, cost per unit, revenue, and pricing strategy.)
- It's hard to determine value.
- For simplicity, use the benefits rubric driver score.

Product Life Cycle and Price Strategy



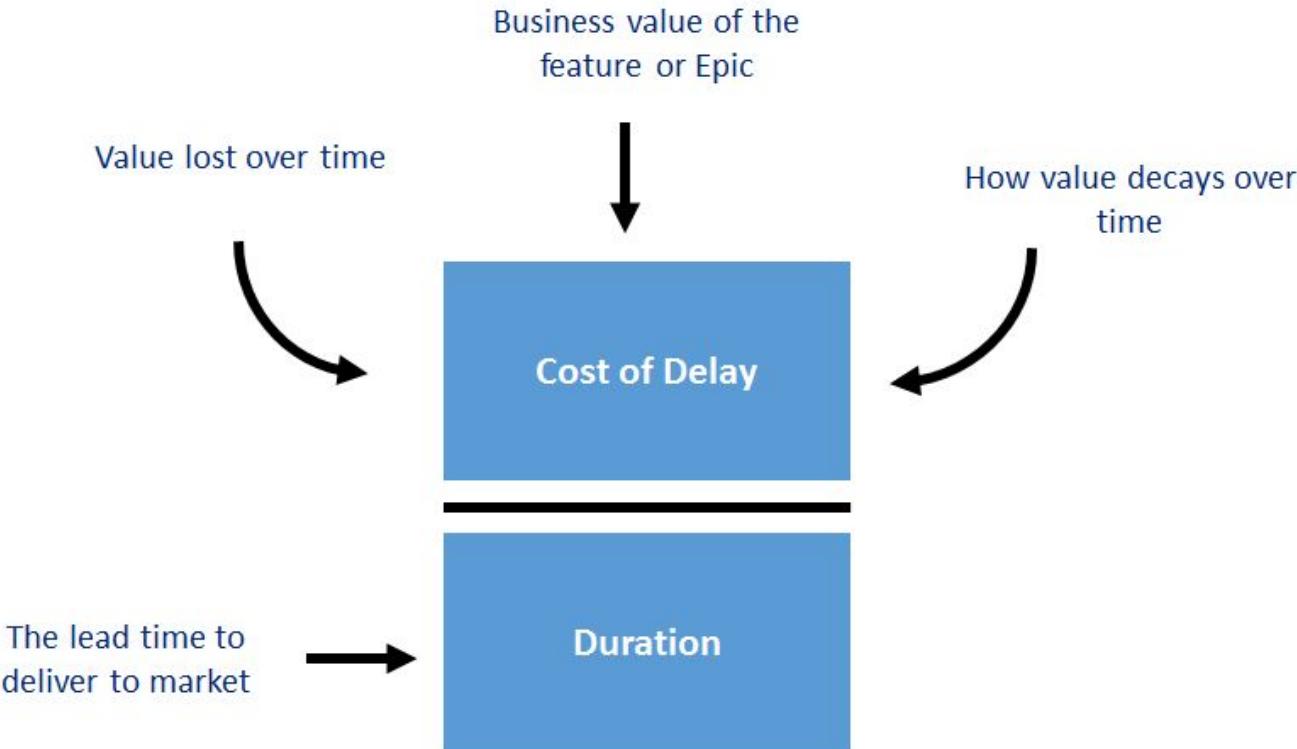
Product	One or few	Variety, build brand recognition	Little differentiation, battle of the brands	Dropouts and retirements
Price Strategy	Cost plus and skimming	Value-based pricing, price premium	Price reduction or price dealing	

gartner.com

Source: Gartner
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Gartner

Cost of Delay Divided by Duration (CD3)



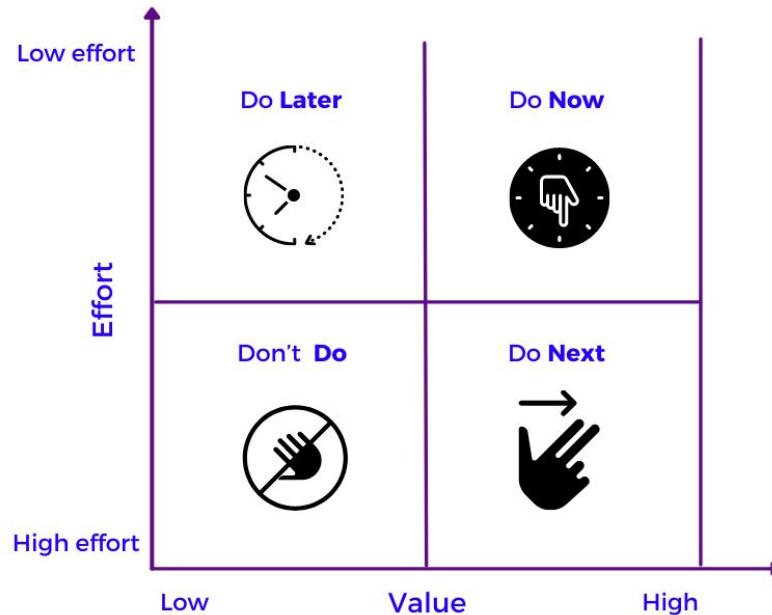
Weighted Shortest Job First (WSJF)



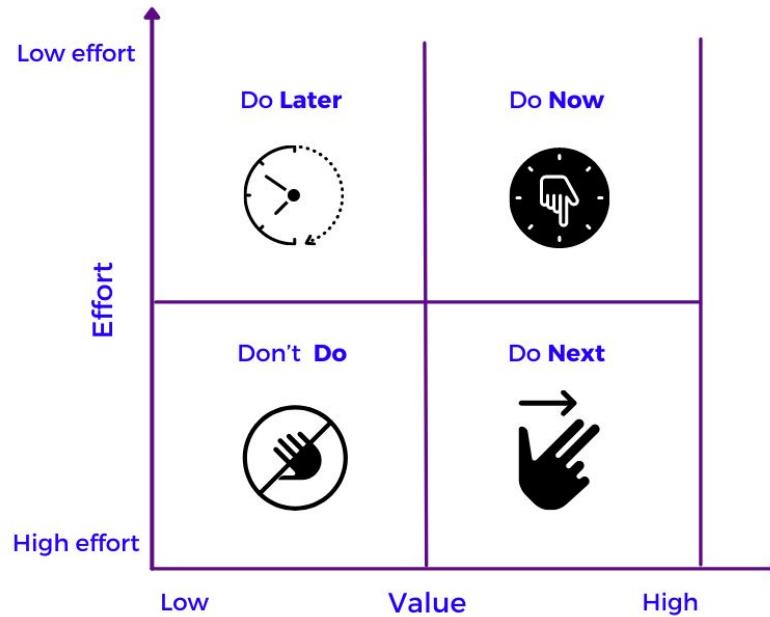
From "The Principles of Product Development Flow," by Donald G. Reinertsen.
Celeritas Publishing: 2009. Copyright 2009, Donald G. Reinertsen

Work on the most valuable thing that takes the least amount of time first.

Weighted Shortest Job First



Weighted Shortest Job First

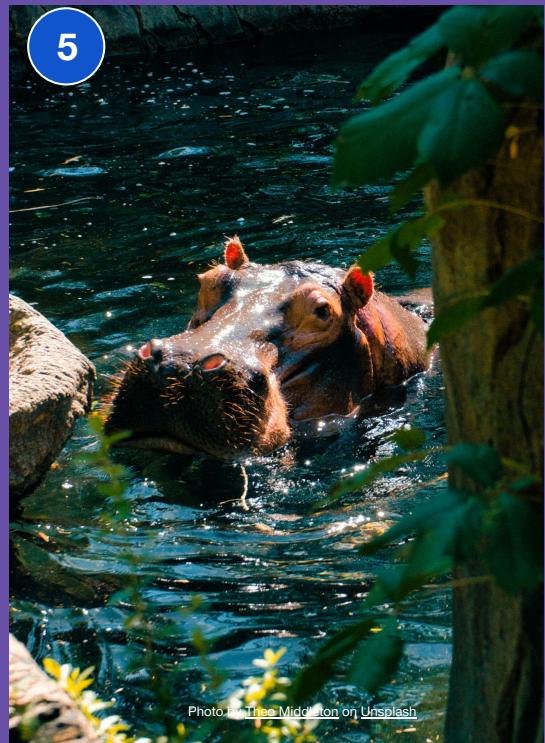


Why do we prioritize work otherwise?

Guess the Typical Prioritization Techniques!

1

ID	Description	Planned Start	Planned Finish	Actual % as of DD	3 Weeks Look Ahead Schedule		Period From: 26-Jul-21	To: 5-Aug-21	Date Due: 26-Aug-21	AD: 0%	AE: 0%	AG: 0%
					U1	U2						
4. WBS 1					X	X	26-Jul-21	27-Jul-21	28-Jul-21	X	X	X
5. WBS 2					X	X	27-Jul-21	28-Jul-21	29-Jul-21	X	X	X
6. WBS 3					X	X	28-Jul-21	29-Jul-21	30-Jul-21	X	X	X
7. Activity 1	Activity 1	9-Jul-21	20-Jul-21	0%								
8. Activity 2	Activity 2	12-Jul-21	2-Aug-21	0%								
9. Activity 3	Activity 3	15-Jul-21	5-Aug-21	0%								
10. WBS 4												
11. WBS 4												
12. Activity 4	Activity 4	18-Jul-21	8-Aug-21	0%								
13. Activity 5	Activity 5	21-Jul-21	13-Aug-21	0%								
14. Activity 6	Activity 6	24-Jul-21	16-Aug-21	0%								
15. WBS 5												
16. WBS 4												
17. Activity 4	Activity 4	37-Jul-21	7-Aug-21	0%								
18. Activity 5	Activity 5	20-Jul-21	10-Aug-21	0%								
19. Activity 6	Activity 6	23-Jul-21	13-Aug-21	0%								



Cost of delay enables value–driven conversations and quantitative trade–off decision making.



Prioritization Worksheet Last edit was yesterday at 5:05 PM

File Edit View Insert Format Data Tools Add-ons Help

15% fx

	A	B	C	D	E	F	G	H	I	J	K	L
1	Weight (must total 100)	35%	30%	15%	15%	5%	100%	← Must total 100%				
2	Units	[specific unit of measure for this driver]			CALCULATED FIELDS							
3	Scale (1-7)	[1=? 7=?]	[1=? 7=?]	[1=? 7=?]	[1=? 7=?]	[1=? 7=?]	[Unit & Period for CoD]	[Unit for duration]				
4	[options to prioritize]	Key Driver 1	Key Driver 2	Key Driver 3	Key Driver 4	Key Driver 5	Cost Of Delay	Duration	Driver Score	Weighted CoD	CD3	Weighted CD3
5	example option 1	3	2	7	5	4	1000	5	3.65	3650	200	730
6	example option 2	5	3	6	4	6	1000	5	4.45	4450	200	890
7	example option 3	5	3	6	4	6	600	5	4.45	2670	120	534
8												
9												
10												
11												
12												
13												



...or link: <https://bit.ly/3zATZ5g>

**Business/Product Challenge or Goal**

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Cost of Delay

Identify a single, comparable unit.
Agree on standard period of time.

Duration Scale

Define a snapped scale for duration lengths.

a note about
Estimation

AAAAA! I'M
SO BAD AT
ESTIMATING
HOW LONG
PROJECTS
WILL TAKE.



DON'T PANIC—THERE'S A
SIMPLE TRICK FOR THAT:
TAKE YOUR MOST
REALISTIC ESTIMATE,
THEN DOUBLE IT.



NOW DOUBLE
IT AGAIN. ADD
FIVE MINUTES.
DOUBLE IT A
THIRD TIME.



30 SECONDS HAVE GONE BY
AND YOU'VE DONE NOTHING BUT
DOUBLE IMAGINARY NUMBERS!
YOU'RE MAKING NO PROGRESS
AND WILL NEVER FINISH!



“How long will it take?”

What methods of estimation do you use?

Which methods do you like?

Which methods do you not like?

Why?

Reference class sizing techniques

Last iteration lessons

Baseline estimates

T-shirt sizing

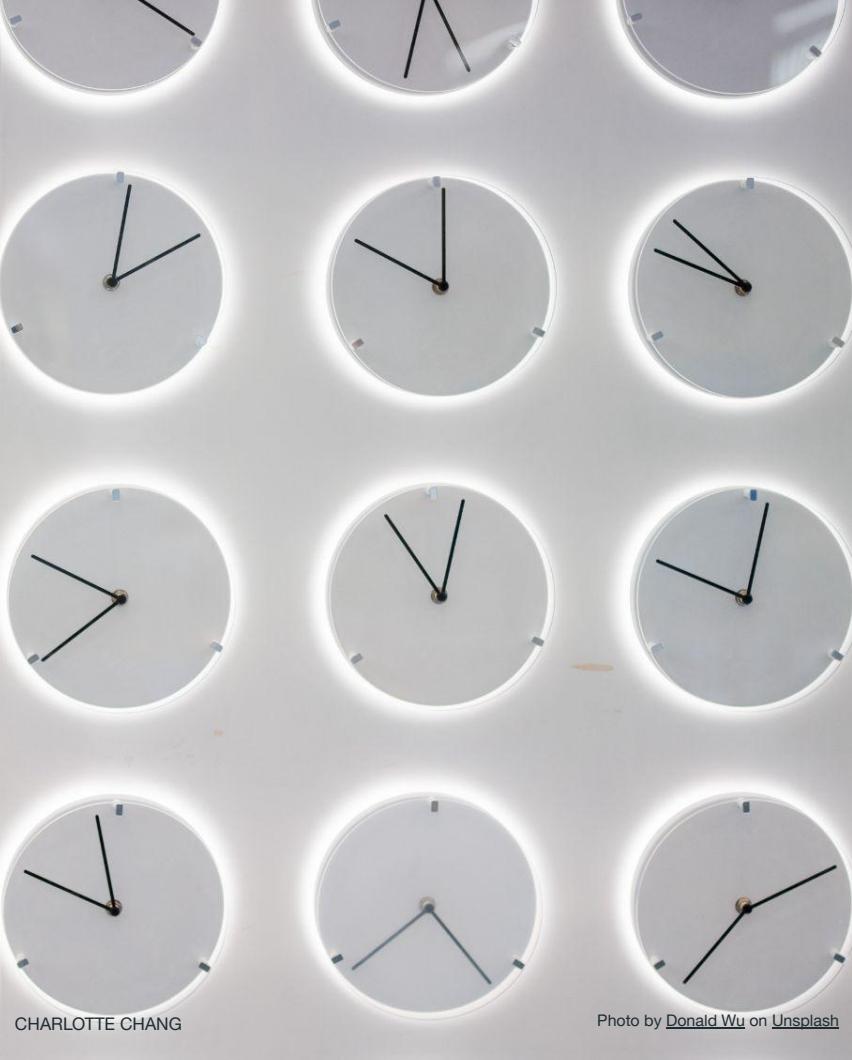
Story points (relative effort)

BSU (big, small, unknown)

Planning poker



Photo by [Derick McKinney](#) on [Unsplash](#)



CHARLOTTE CHANG

Photo by [Donald Wu](#) on [Unsplash](#)

Estimating in hours.

What do hours tell us?

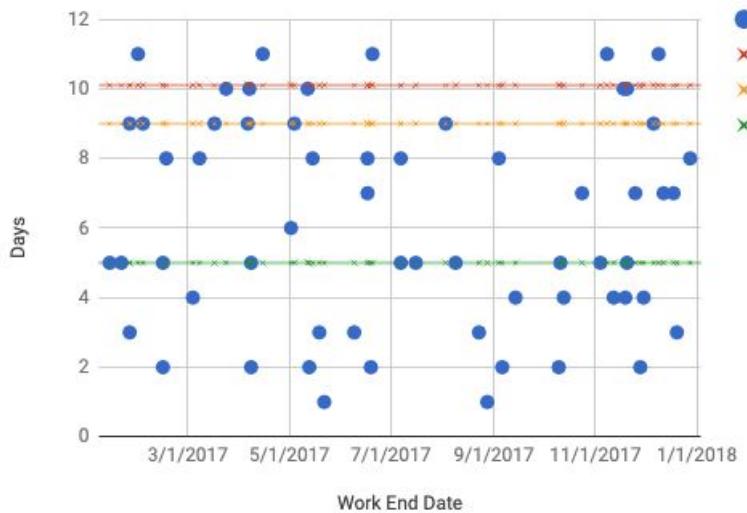
When we estimate with time, how often
are we right?

What about #noestimates?

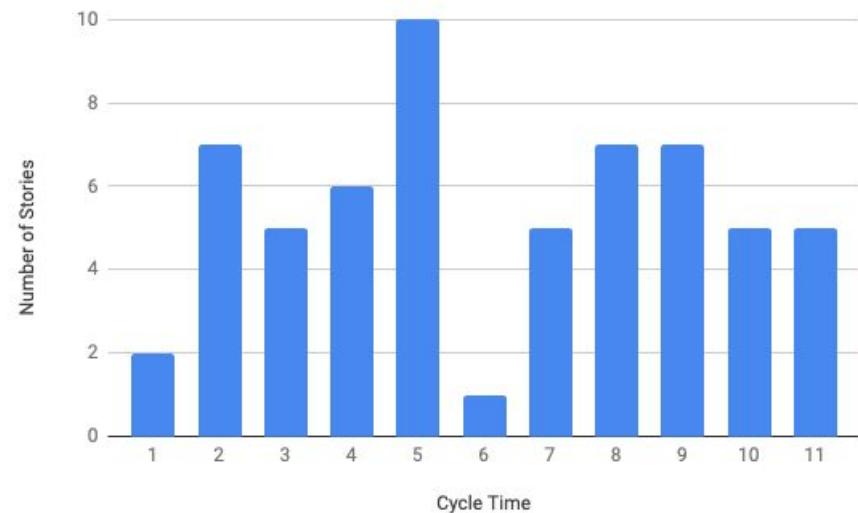
When do you know with 100% certainty
how long something will take?

Common Historical Data Team Process Health Metrics

Cycle Time Scatter With Percentiles



Cycle Time Frequency Histogram

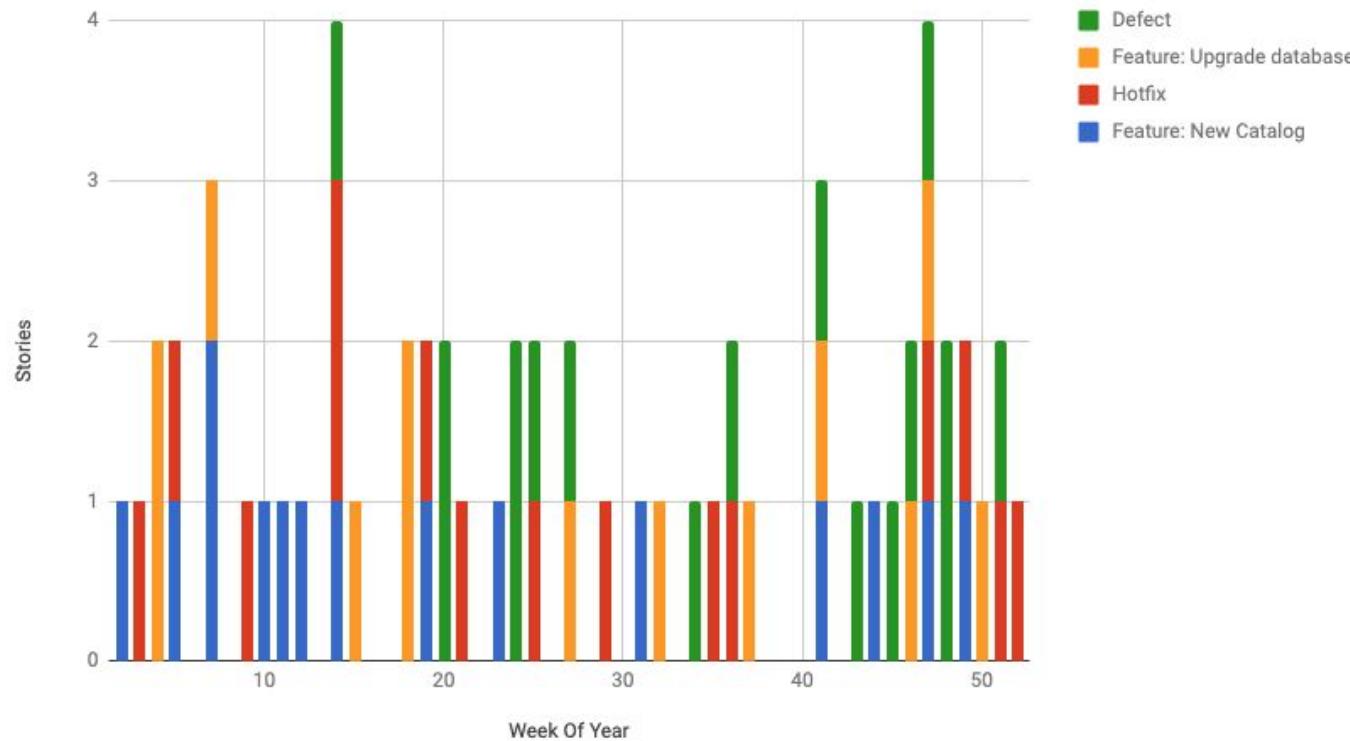


Example Google sheet with data: <https://bit.ly/3aSTh9n>

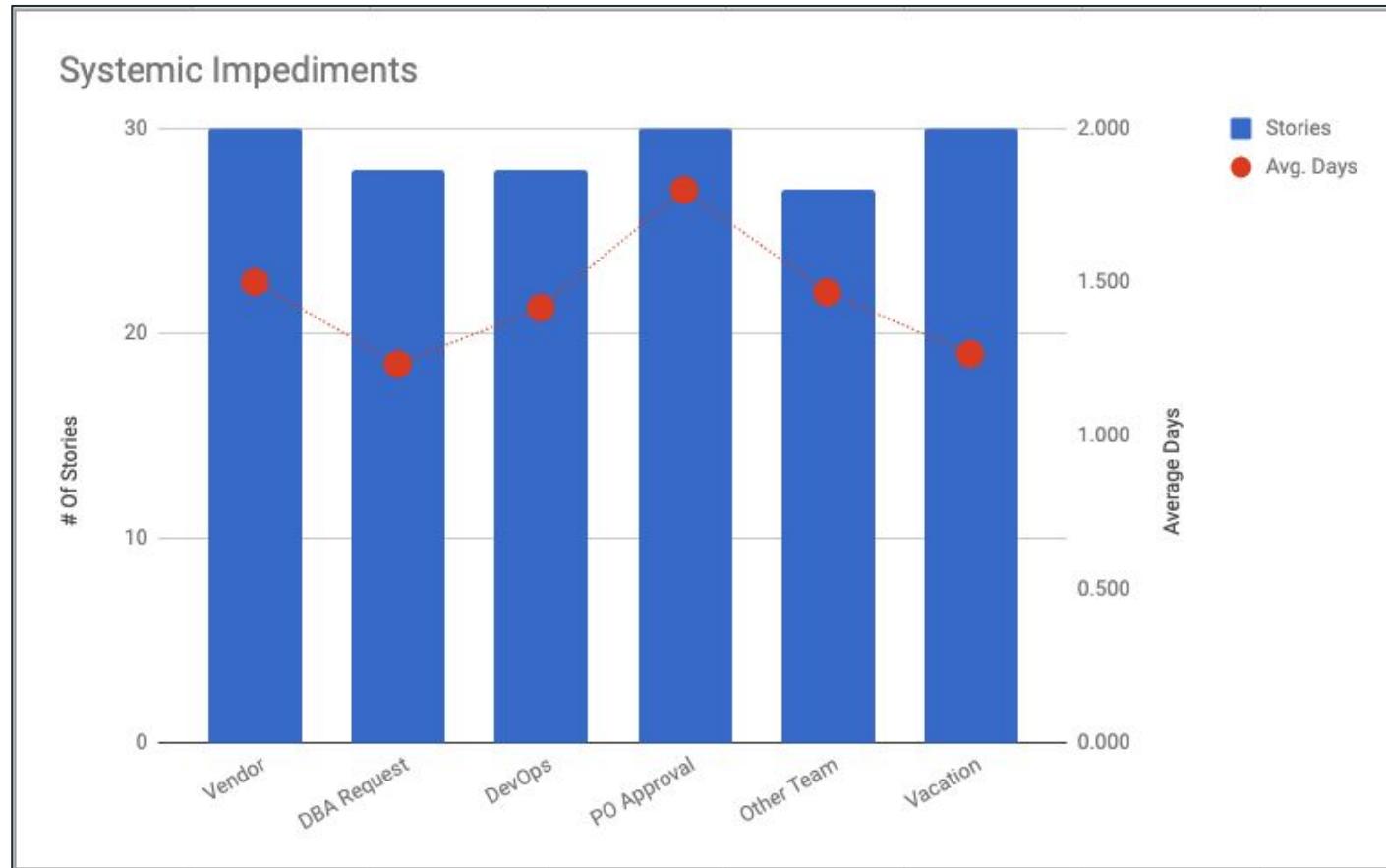


Common Historical Data Team Process Health Metrics

Throughput Allocation



Common Historical Data Team Process Health Metrics



Monte Carlo Simulation



A Monte Carlo Simulation builds a model of possible results by leveraging a probability distribution, such as a uniform or normal distribution, for any variable that has inherent uncertainty. It, then, recalculates the results over and over, each time using a different set of random numbers between the minimum and maximum values. In a typical Monte Carlo experiment, this exercise can be repeated thousands of times to produce a large number of likely outcomes.

Samples... fx Estimate

Office Update To keep up-to-date with security updates, fixes, and improvements, choose Check for Updates.

Forecast Duration and Completion Date

1. Start Date enter the values in orange cells only

2. How many stories are remaining to be completed?

low guess high guess
scope complexity (change this list and growth factors in the "Settings" worksheet)
adjusted scope

3. Stories are often split before and whilst being worked on. Estimate the split rate low and high bounds.
Often the throughput/velocity in the backlog is pre-split, but captured completed stories post-splitting by the dev team making forecasts optimistic.

low split guess highest split guess

4. Throughput. How many completed stories per week or sprint do you estimate low and high bounds?

Throughput/velocity data or estimate is for 7 days

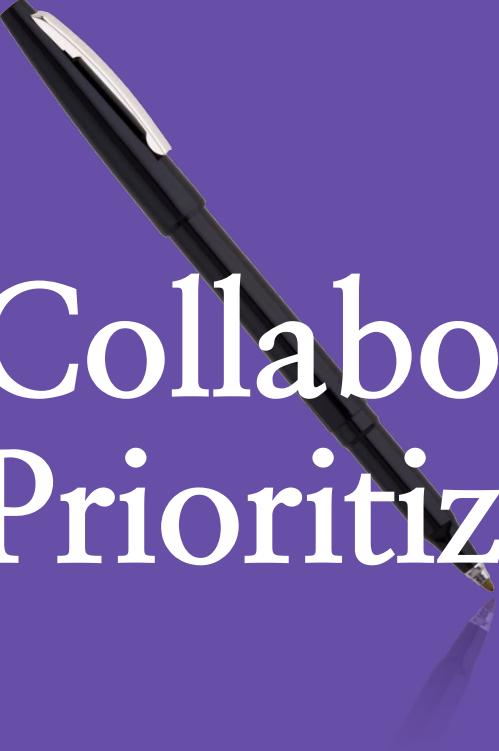
Use historical throughput/velocity data OR enter a low and high estimate below. Use: Data Input data
Estimate Use Data to use historical samples, or 'Estimate' to use the range guessed below.

worst case most often best case

Team focus on THIS work 100%

Results

Likelihood	No. of 1 week intervals	Duration	Date
100%	10	3/12/21	Almost certain
95%	9	3/5/21	
90%	8	2/26/21	
85%	8	2/26/21	
80%	8	2/26/21	
75%	7	2/19/21	
70%	7	2/19/21	
65%	7	2/19/21	Somewhat certain
60%	7	2/19/21	
55%	7	2/19/21	
50%	6	2/12/21	
45%	6	2/12/21	
40%	6	2/12/21	
35%	6	2/12/21	
30%	6	2/12/21	
25%	6	2/12/21	
20%	6	2/12/21	
15%	5	2/5/21	
10%	5	2/5/21	
5%	5	2/5/21	
0%	3	1/22/21	Less than coin-toss odds. But if you are game?



Collaborative Prioritization

1

Prioritize based on

2

Align the organization to support your
roadmap.

What challenges might you have with these approaches?

CONTINUOUS ROADMAPPING

Flow-based

Thematic

Hypothesis Driven Problem ID

Experiment Driven Solutioning

COLLABORATIVE PRIORITIZATION

Value-driven

Quantitative decision making

Historical based prediction/estimation

What challenges might you have with these approaches?

CONTINUOUS ROADMAPPING

Flow-based

Thematic

Hypothesis Driven Problem ID

Experiment Driven Solutioning

COLLABORATIVE PRIORITIZATION

Value-driven

Quantitative decision making

Historical based prediction/estimation

What's one thing you'll try?



Agile + DevOps EAST

A TECHWELL EVENT

<https://www.etsy.com/shop/Ticketyboutique>

charlotte chang

modern product making by designing better systems
for humans.



modern experience designer thinker creator strategist
dogs. climbing. community.
100% human