



Upfront project estimation in Agile

György Tokovicz

- >6y Software development
- >9y IT management
- >4y Agile project management



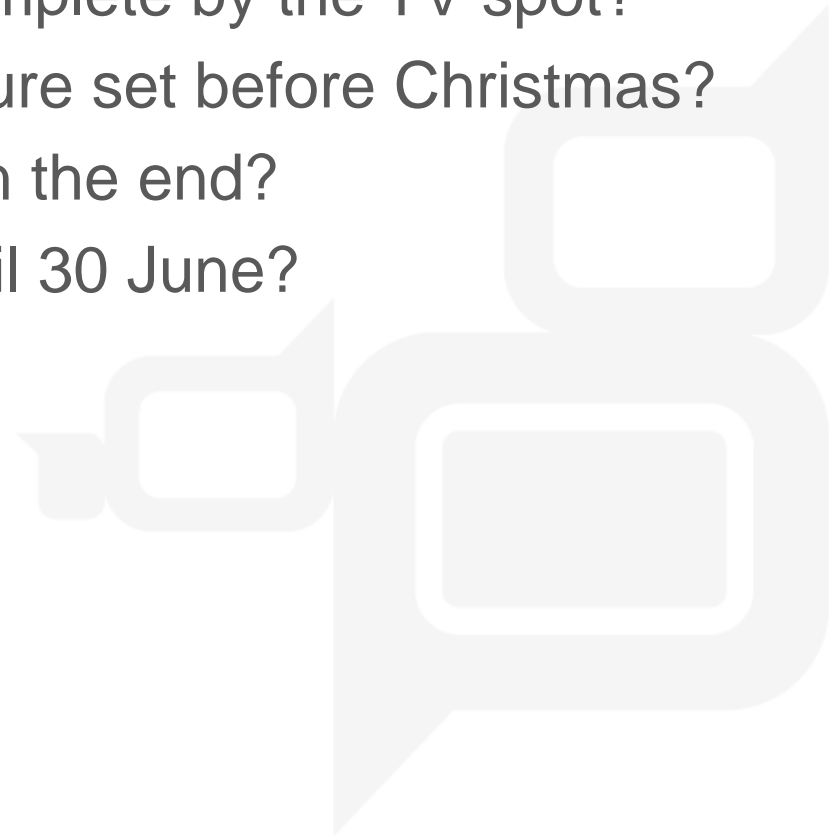
SAPIENTIA
ERDÉLYI MAGYAR
TUDOMÁNYEGYETEM



Trainees	3000+
Countries	20
Companies	2-3 dozen
Project size	3-350 people

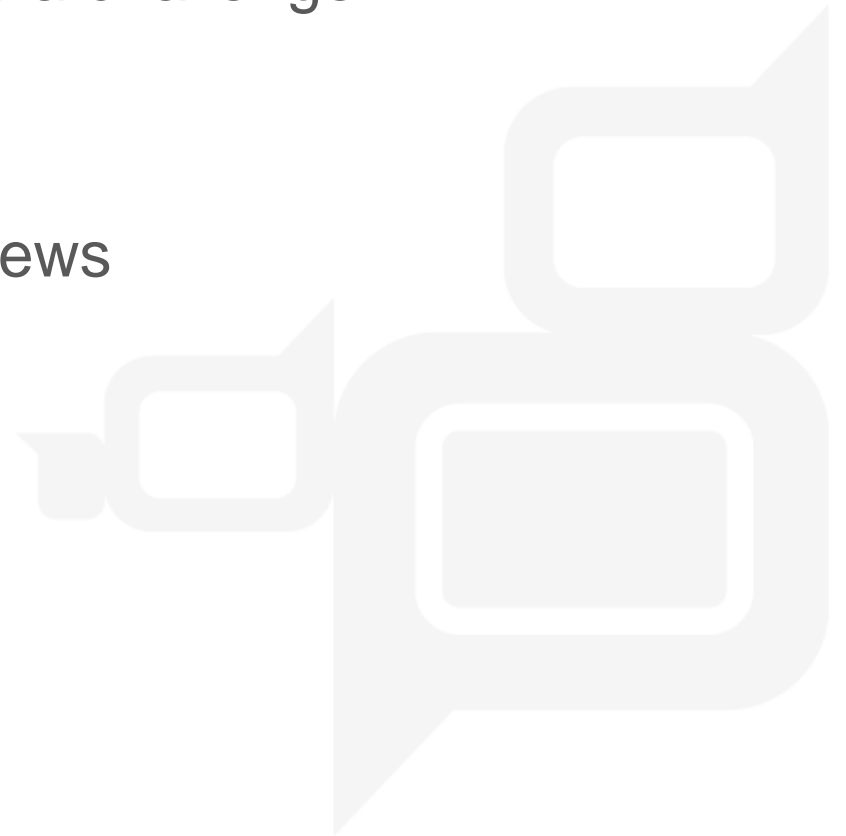
Have you ever heard these questions?

- ...When will you be done?
- ...How much of it will you complete by the TV spot?
- ...Can I have this whole feature set before Christmas?
- ...How much will it cost me in the end?
- ...Is it possible to finish it until 30 June?



Working on big (hundreds of items) and raw (not estimated and prioritized) backlogs can be a challenge:

- How to compare items?
- Where to start?
- Stakeholders with different views
- Open questions



A quick and effective technique for prioritizing and estimating large backlogs.

Expected outcome:

- how the stories relate to each other (size and priority)
- what features we will have early and what functionality will come later
- a basis for initial release planning (forecasting cost, schedule and scope).

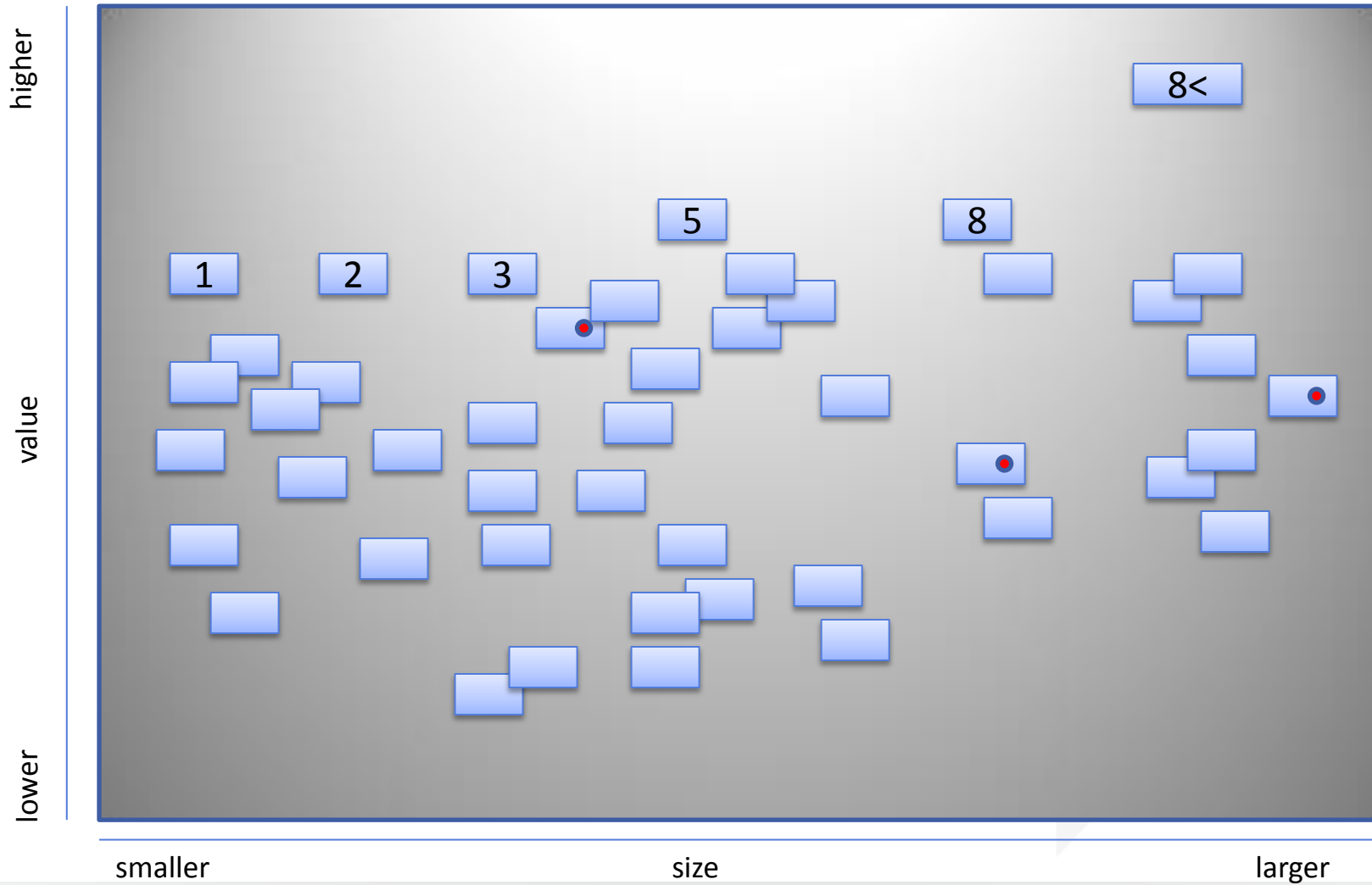
This exercise is just the first step in developing the priority ordering of the backlog!

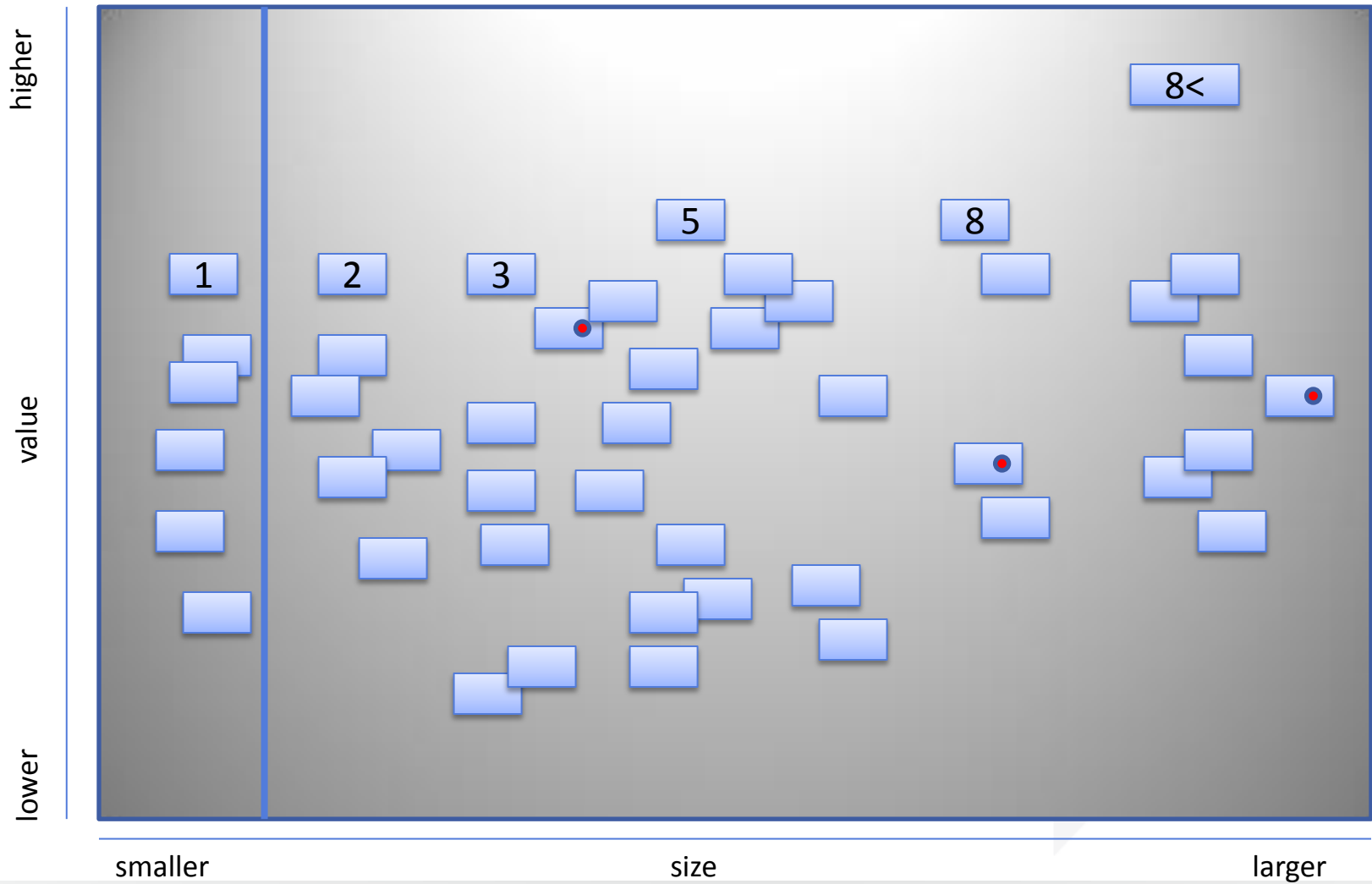
1 day long **workshop** with The Team and the Stakeholders

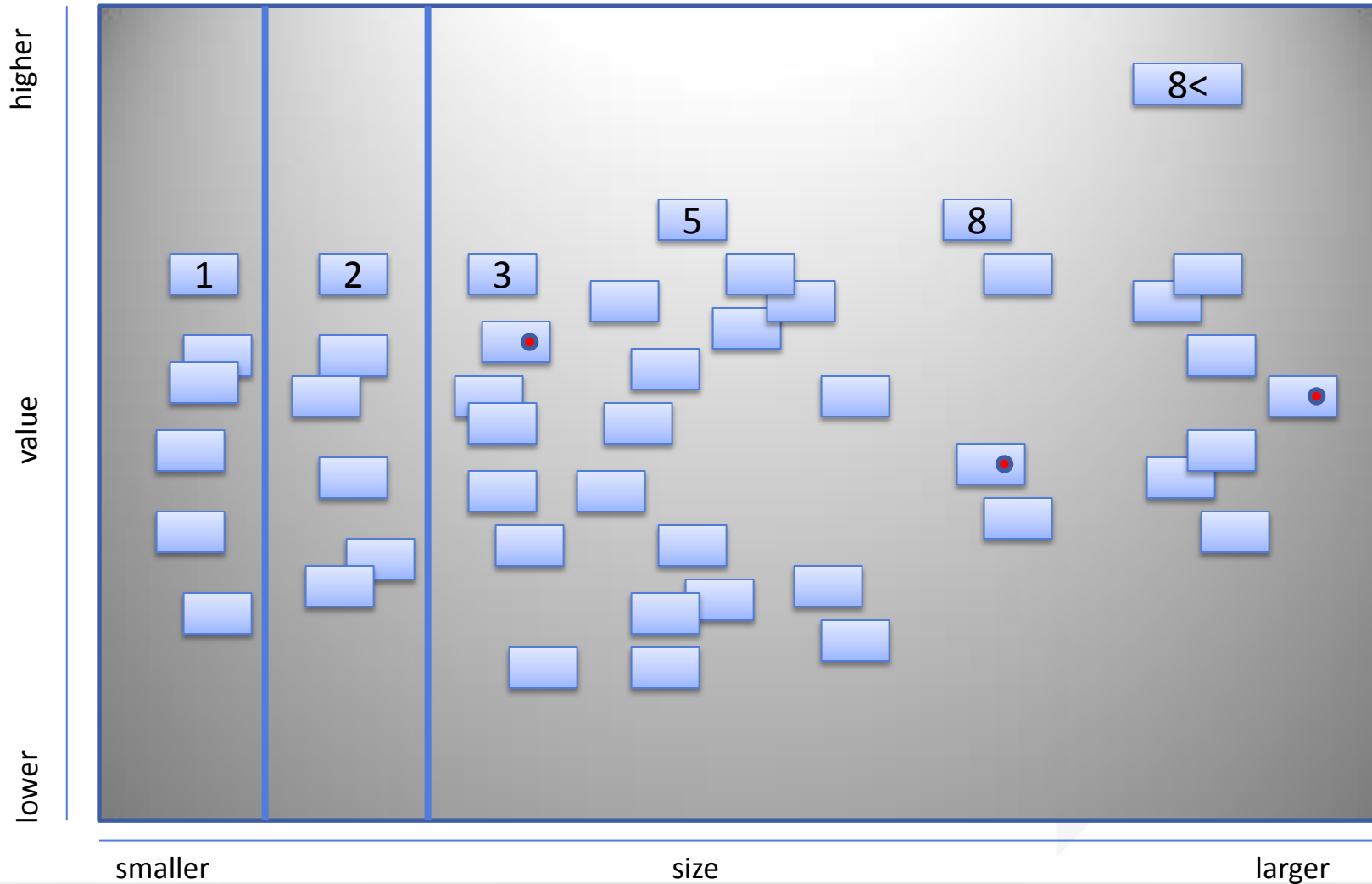
- Before lunch session: **estimation**
 - Participants: The Development Team, PO, SM
- After lunch session: **prioritization**
 - Participants: Stakeholders, The Development Team, PO, SM

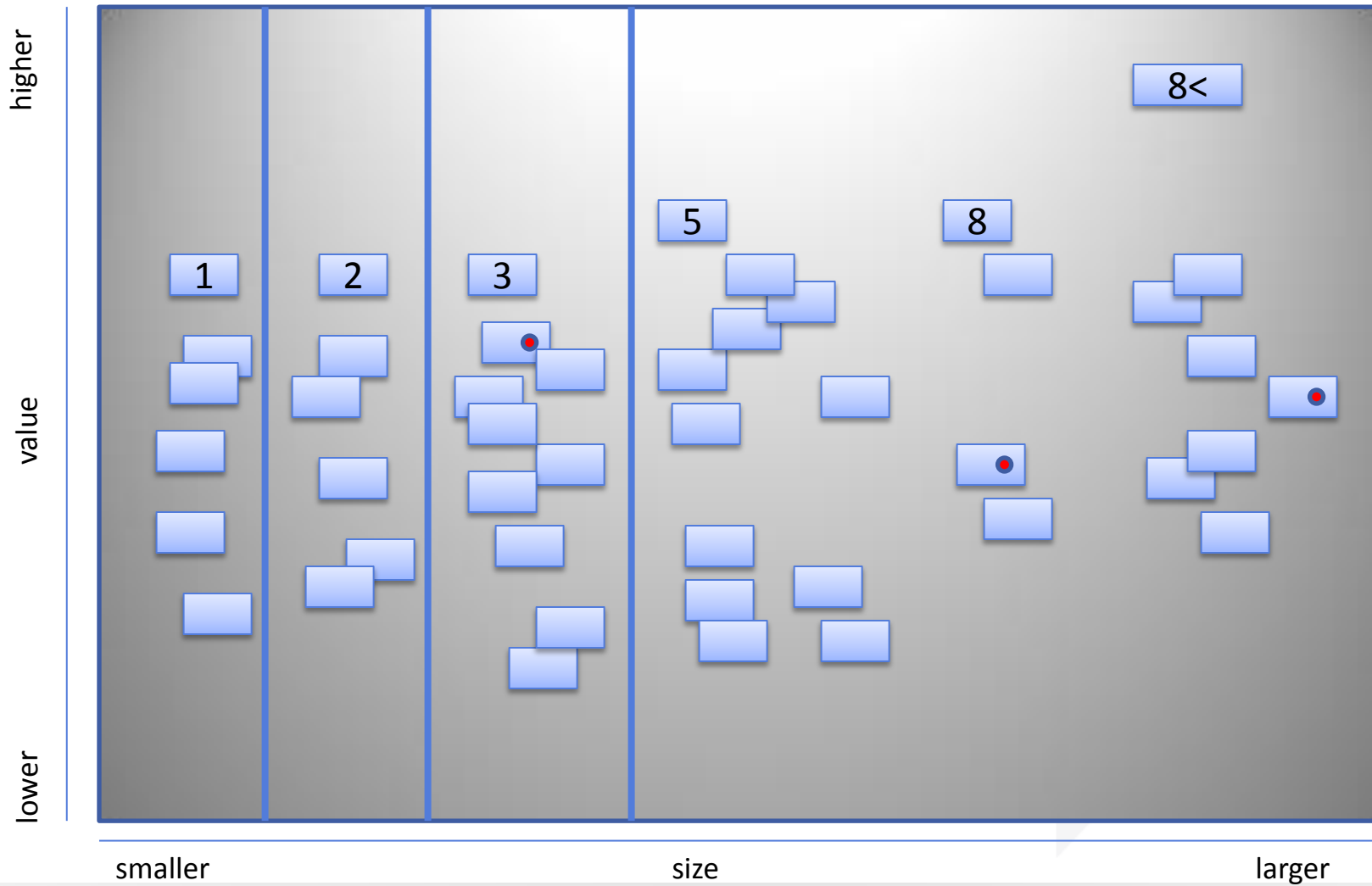
Tools needed:

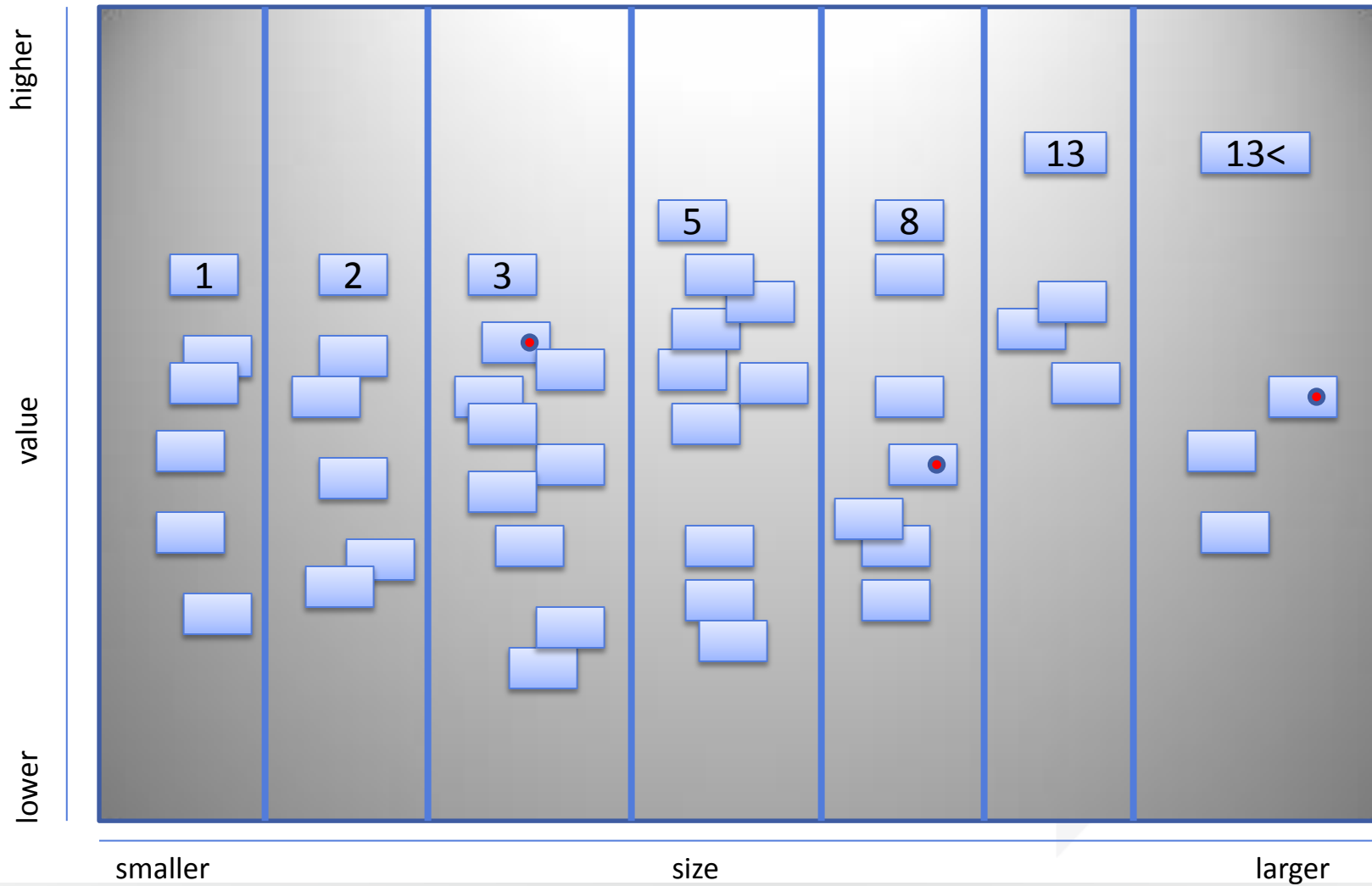
- 1 big, empty wall
- User stories preprinted on cards (or stickies)
- Additional stickies, pens, paper

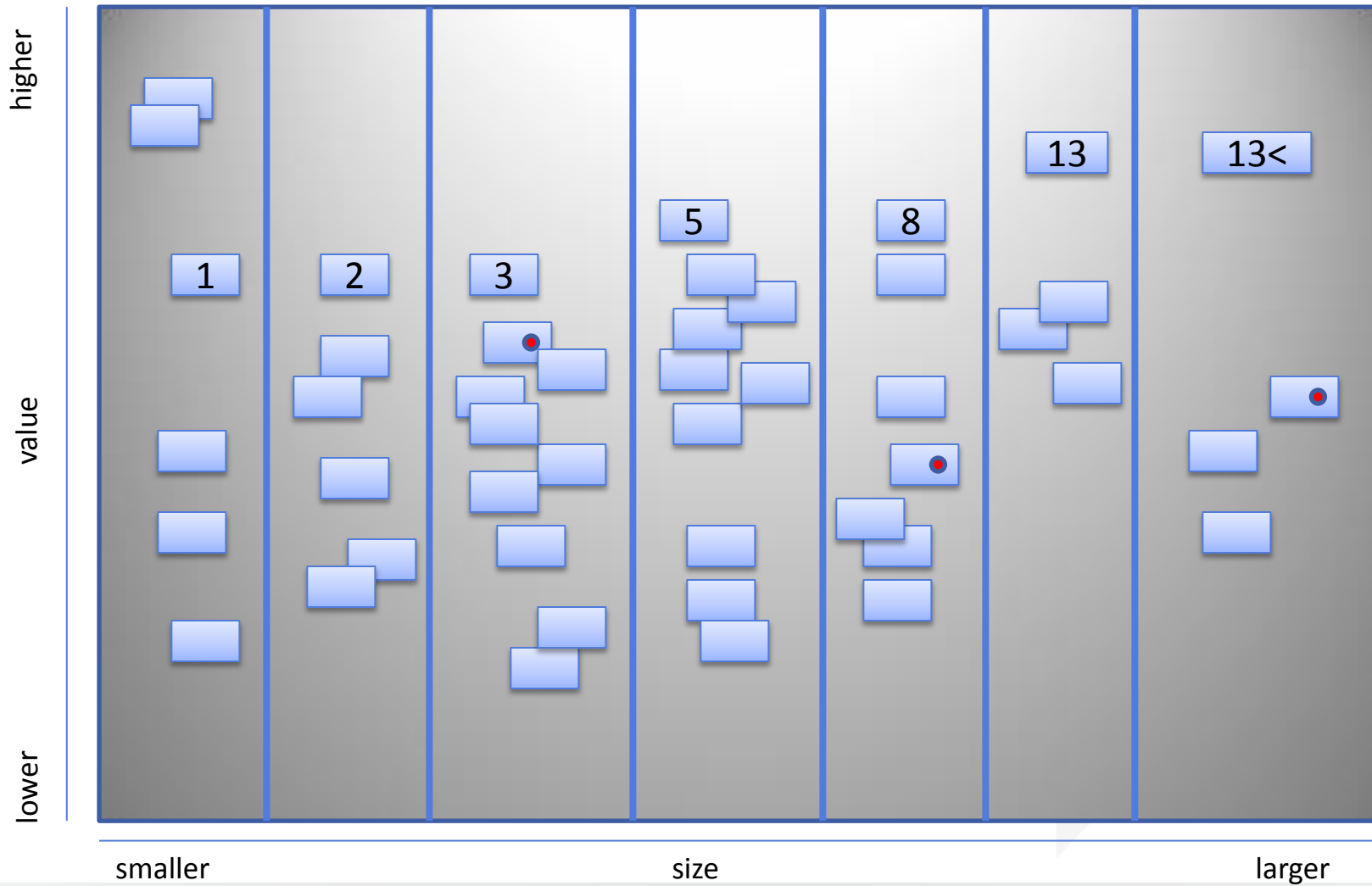


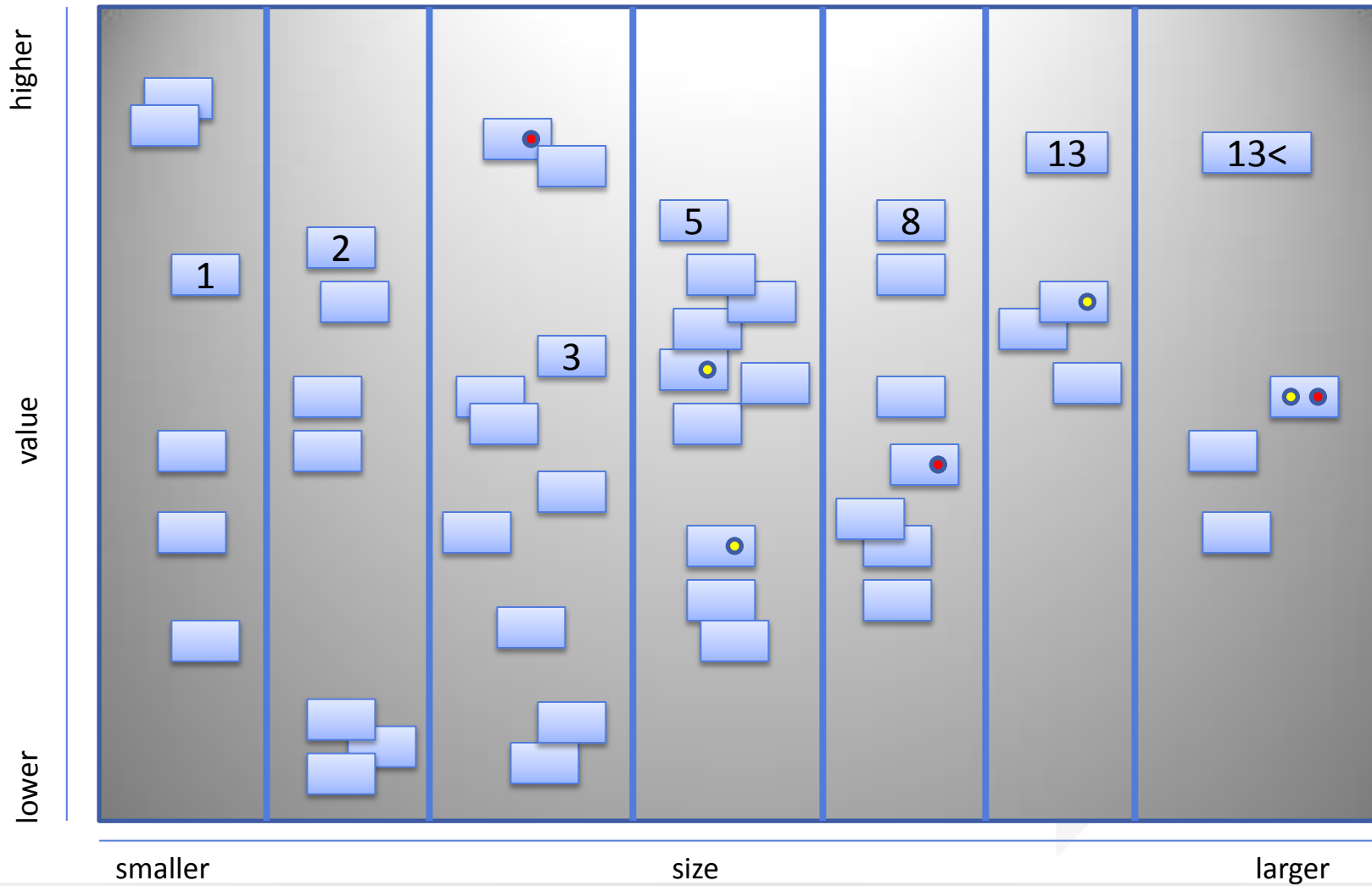


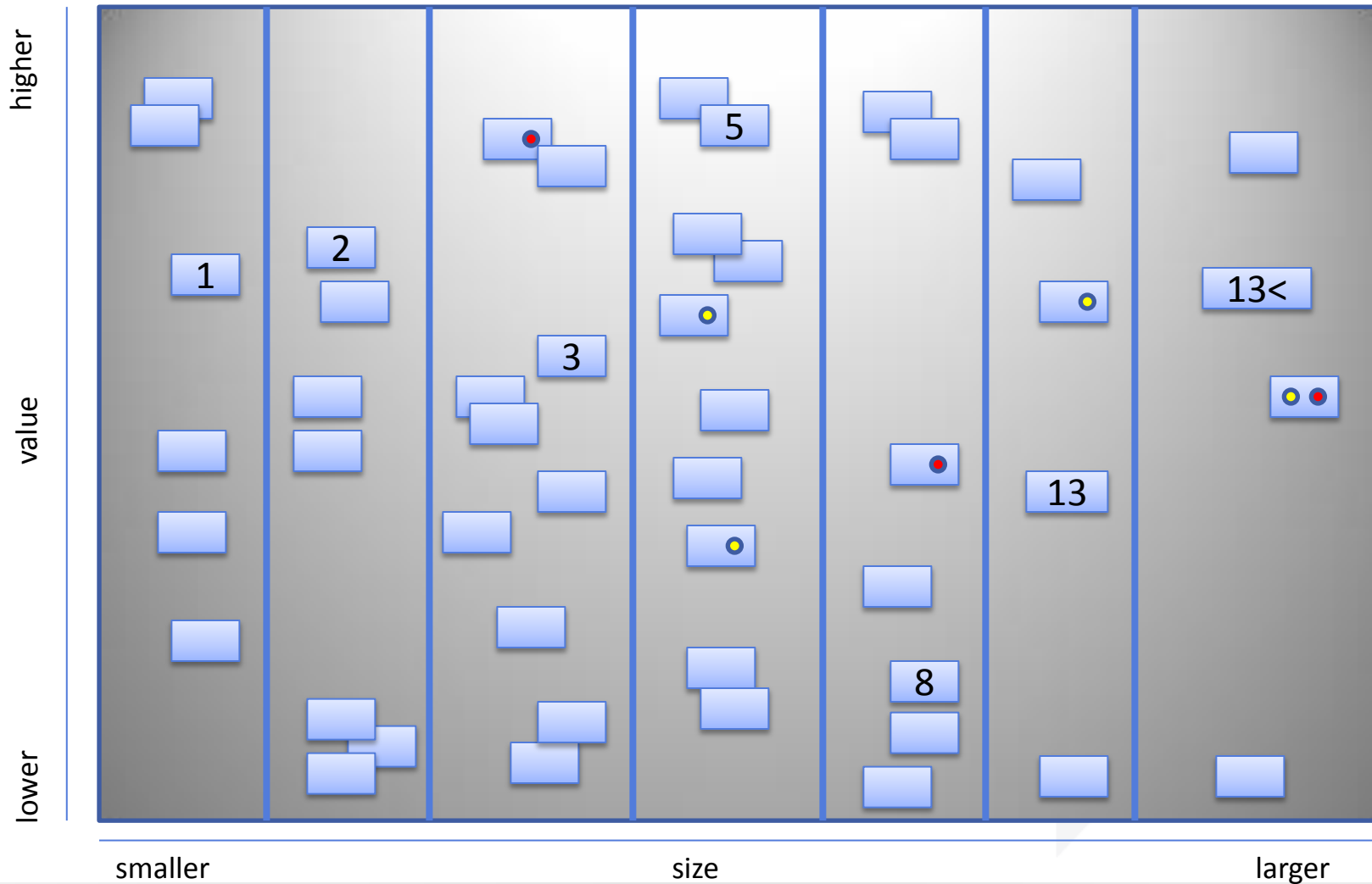


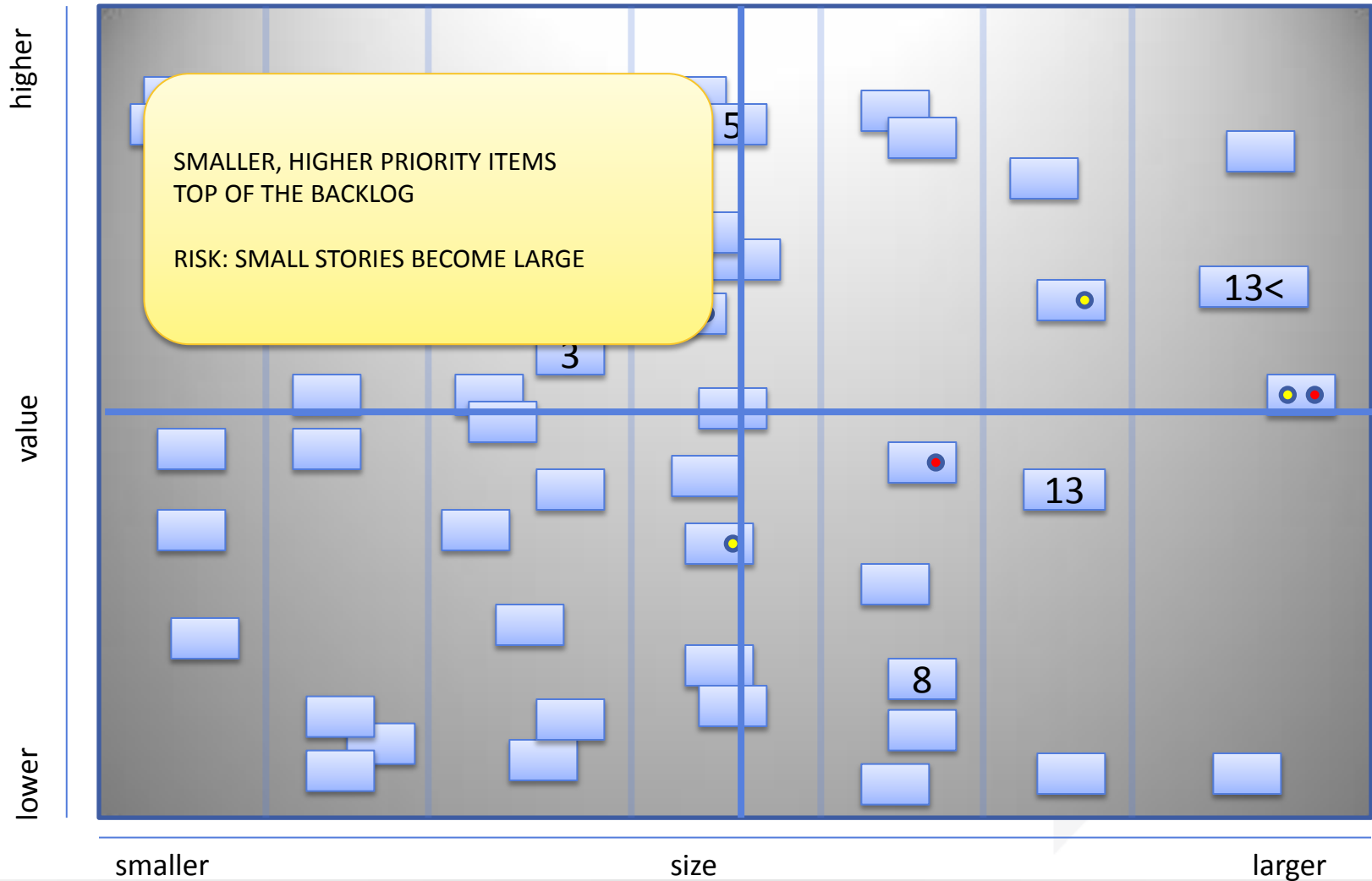


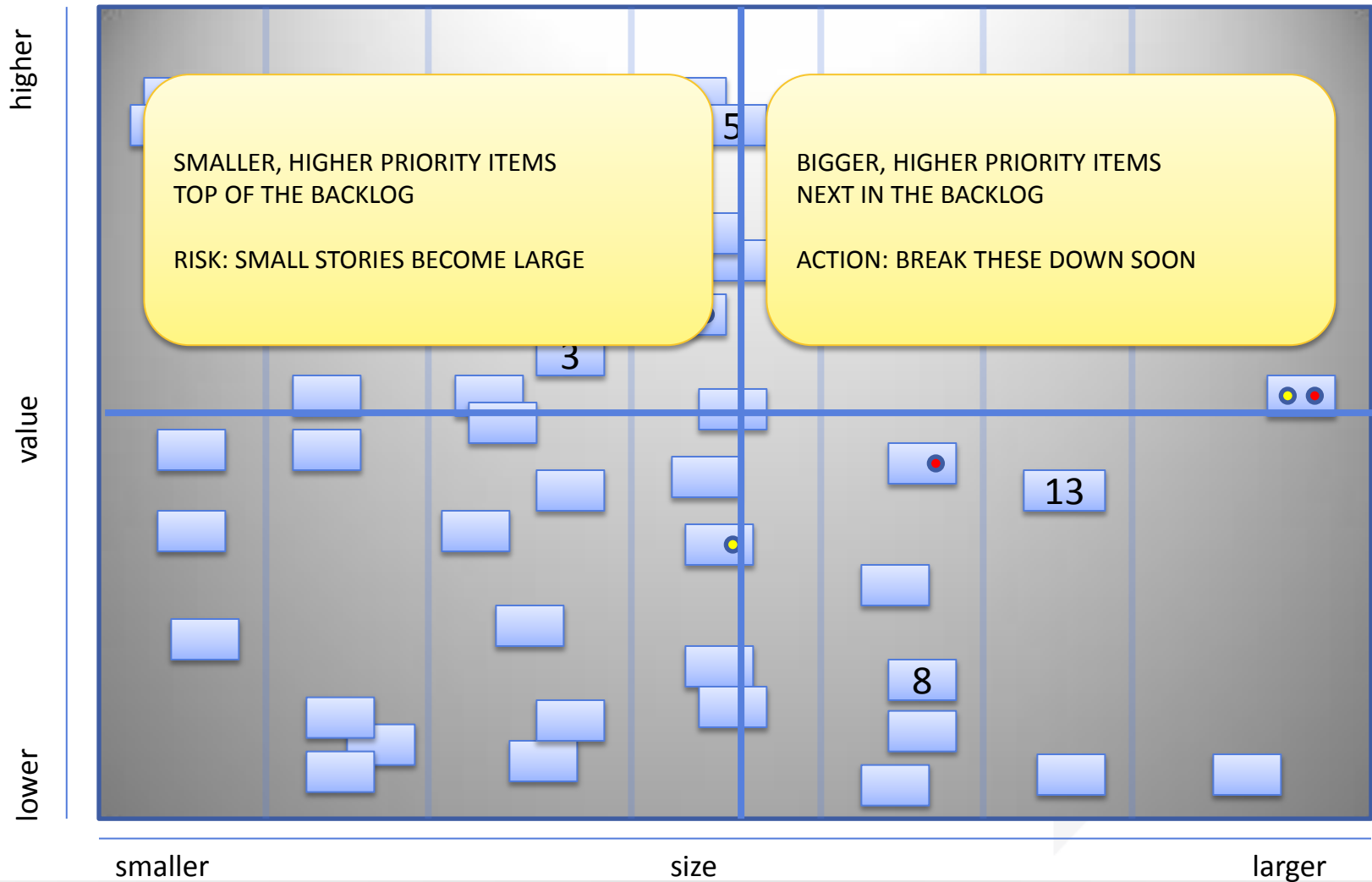




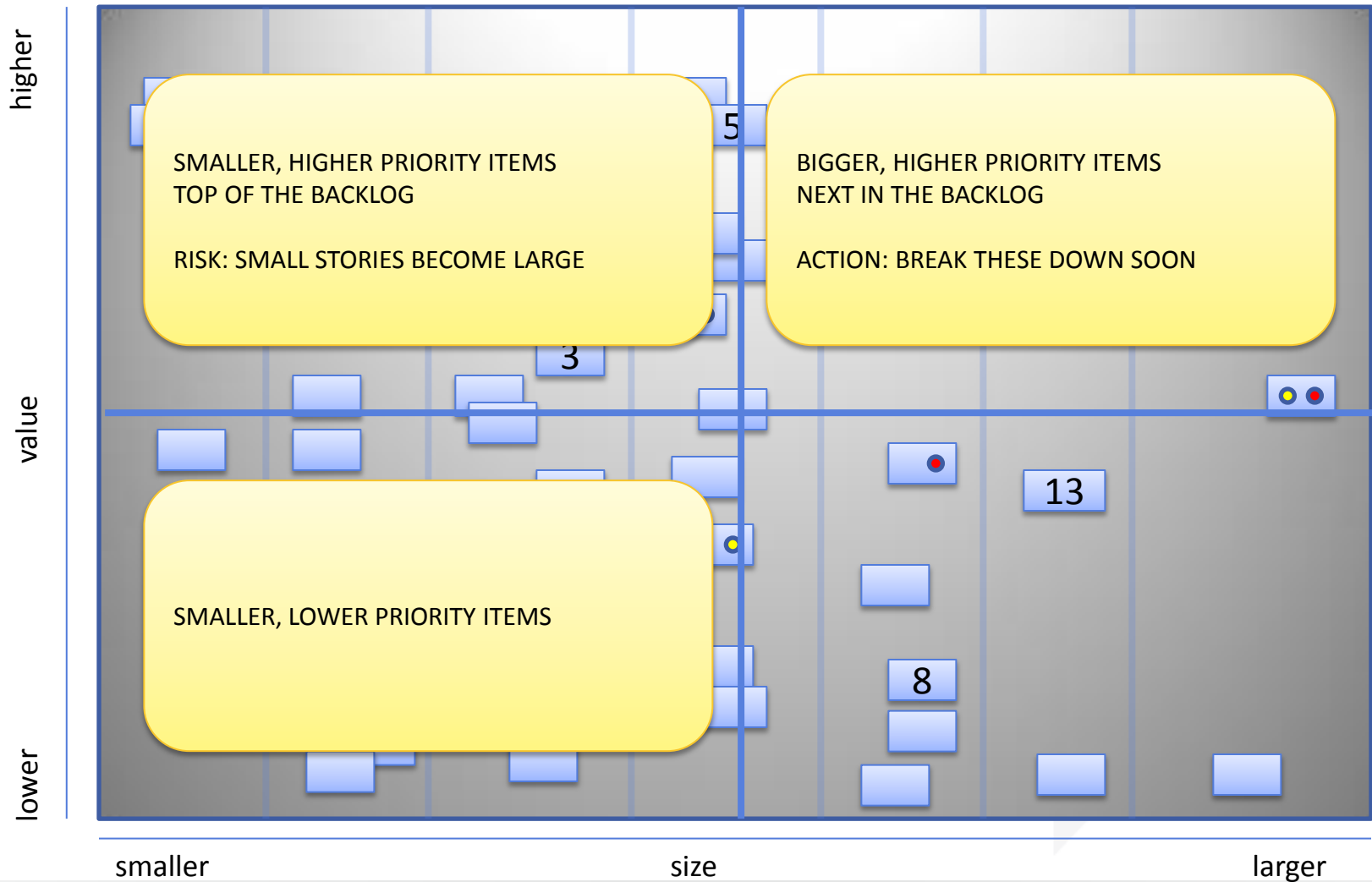




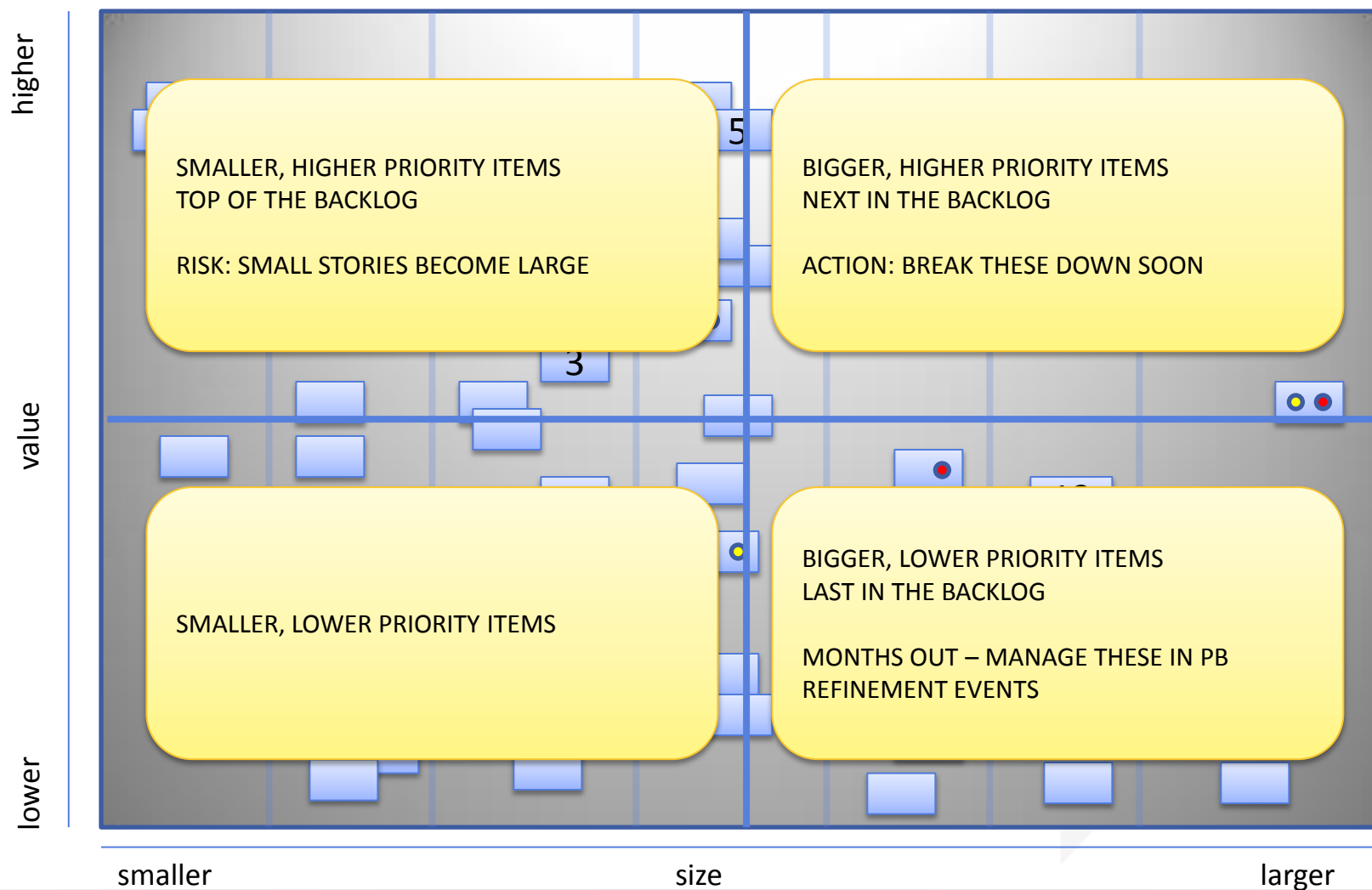


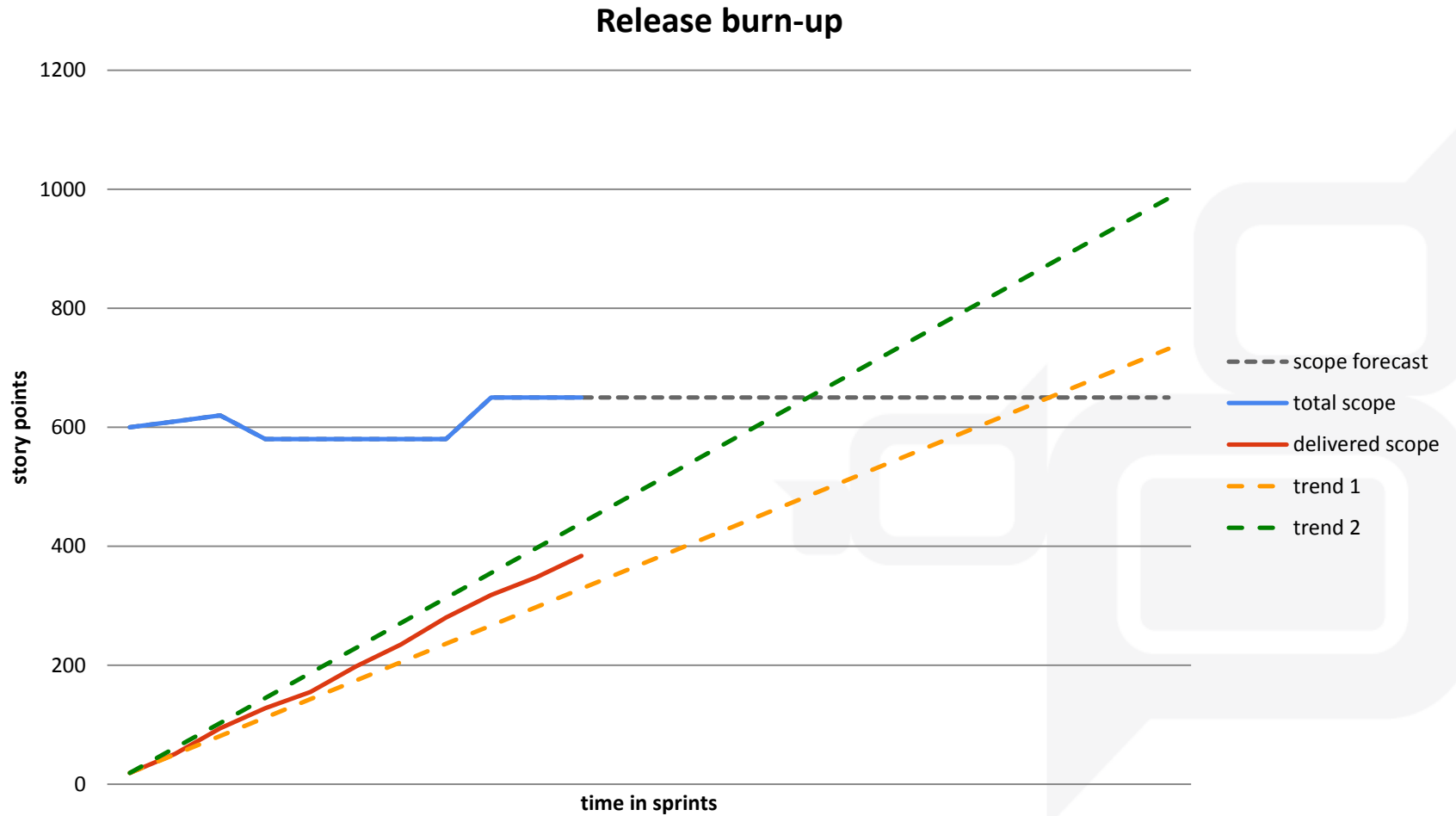


Four parts



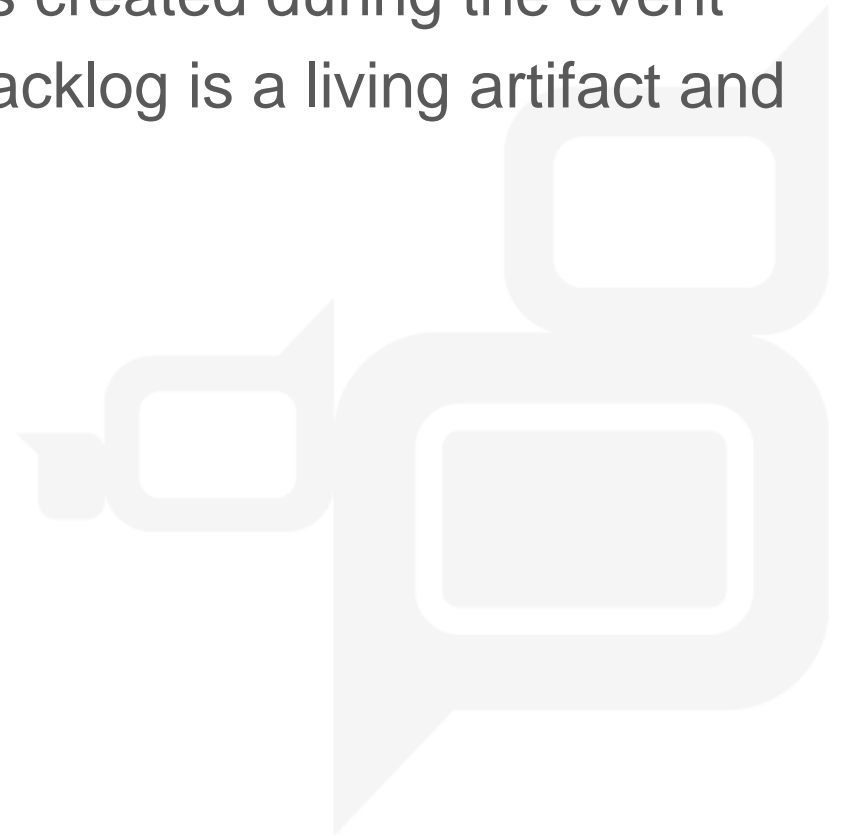
Four parts





- Preplanning
 - Communicate the purpose, the planned outcome and the rules of the meeting up-front
 - Do the prework (eg. print stories on cards)
 - Schedule breaks
- Focus discussions and set time limits
 - Team members – focus on the relative size of the story
 - Stakeholders – consider the product as a whole

- Use a parking lot for unresolvable issues
- Bring extra stickies for stories created during the event
- Remind attendees that the backlog is a living artifact and will change



- [LACEY] Lacey, Mitch. 2012. The Scrum Field Guide, Addison-Wesley. p. 331.
 - www.mitchlacey.com

