
Contents

About the Author	xvii
Foreword by Robert C. Martin	xix
Foreword by Jim Highsmith	xxi
Foreword by Gabrielle Benefield	xxv
Acknowledgments	xxvii
Introduction	xxix

Part I: The Problem and the Goal **1**

<i>Chapter 1:</i>	<i>The Purpose of Planning</i>	<i>3</i>
	Why Do It?	5
	What Makes a Good Plan?	8
	What Makes Planning Agile?	9
	Summary	10
	Discussion Questions	10
 <i>Chapter 2:</i>	 <i>Why Planning Fails</i>	 <i>11</i>
	Planning Is by Activity Rather Than Feature	12
	Multitasking Causes Further Delays.	15
	Features Are Not Developed by Priority	17
	We Ignore Uncertainty	17
	Estimates Become Commitments	18
	Summary	18
	Discussion Questions	19

<i>Chapter 3:</i>	<i>An Agile Approach</i>	<i>21</i>
	An Agile Approach to Projects	23
	An Agile Approach to Planning	27
	Summary	31
	Discussion Questions	32

Part II: Estimating Size 33

<i>Chapter 4:</i>	<i>Estimating Size with Story Points</i>	<i>35</i>
	Story Points Are Relative.	36
	Velocity	38
	Summary	40
	Discussion Questions	41
<i>Chapter 5:</i>	<i>Estimating in Ideal Days</i>	<i>43</i>
	Ideal Time and Software Development.	44
	Ideal Days as a Measure of Size	46
	One Estimate, Not Many	46
	Summary	47
	Discussion Questions	47
<i>Chapter 6:</i>	<i>Techniques for Estimating.</i>	<i>49</i>
	Estimates Are Shared	51
	The Estimation Scale	52
	Deriving an Estimate	54
	Planning Poker.	56
	Why Planning Poker Works	59
	Summary	60
	Discussion Questions	60
<i>Chapter 7:</i>	<i>Re-Estimating</i>	<i>61</i>
	Introducing the SwimStats Website	61
	When Not to Re-Estimate.	62
	When to Re-Estimate	64
	Re-Estimating Partially Completed Stories.	66
	The Purpose of Re-Estimating.	67
	Summary	67
	Discussion Questions	67
<i>Chapter 8:</i>	<i>Choosing between Story Points and Ideal Days</i>	<i>69</i>
	Considerations Favoring Story Points	69
	Considerations Favoring Ideal Days.	72
	Recommendation.	73

Summary	74
Discussion Questions	75

Part III: Planning for Value **77**

<i>Chapter 9:</i>	<i>Prioritizing Themes</i>	<i>79</i>
	Factors in Prioritization	80
	Combining the Four Factors	86
	Some Examples	86
	Summary	88
	Discussion Questions	89
<i>Chapter 10:</i>	<i>Financial Prioritization</i>	<i>91</i>
	Sources of Return	93
	An Example: WebPayroll	96
	Financial Measures	102
	Comparing Returns	108
	Summary	109
	Discussion Questions	109
<i>Chapter 11:</i>	<i>Prioritizing Desirability</i>	<i>111</i>
	Kano Model of Customer Satisfaction	112
	Relative Weighting: Another Approach	117
	Summary	119
	Discussion Questions	120
<i>Chapter 12:</i>	<i>Splitting User Stories</i>	<i>121</i>
	When to Split a User Story	121
	Splitting across Data Boundaries	122
	Splitting on Operational Boundaries	124
	Removing Cross-Cutting Concerns	125
	Don't Meet Performance Constraints	126
	Split Stories of Mixed Priority	127
	Don't Split a Story into Tasks	127
	Avoid the Temptation of Related Changes	128
	Combining Stories	128
	Summary	129
	Discussion Questions	129

Part IV: Scheduling**131**

<i>Chapter 13:</i>	<i>Release Planning Essentials</i>	<i>133</i>
	The Release Plan	134
	Updating the Release Plan	138
	An Example	139
	Summary	142
	Discussion Questions	143
<i>Chapter 14:</i>	<i>Iteration Planning</i>	<i>145</i>
	Tasks Are Not Allocated During Iteration Planning	147
	How Iteration and Release Planning Differ	148
	Velocity-Driven Iteration Planning	149
	Commitment-Driven Iteration Planning	158
	My Recommendation	162
	Relating Task Estimates to Story Points	163
	Summary	165
	Discussion Questions	166
<i>Chapter 15:</i>	<i>Selecting an Iteration Length</i>	<i>167</i>
	Factors in Selecting an Iteration Length	167
	Making a Decision	171
	Two Case Studies	173
	Summary	175
	Discussion Questions	176
<i>Chapter 16:</i>	<i>Estimating Velocity</i>	<i>177</i>
	Use Historical Values	178
	Run an Iteration	179
	Make a Forecast	181
	Which Approach Should I Use?	185
	Summary	186
	Discussion Questions	186
<i>Chapter 17:</i>	<i>Buffering Plans for Uncertainty</i>	<i>187</i>
	Feature Buffers	188
	Schedule Buffers	189
	Combining Buffers	198
	A Schedule Buffer Is Not Padding	199
	Some Caveats	199
	Summary	200
	Discussion Questions	201

Chapter 18:	<i>Planning the Multiple-Team Project</i>	203
	Establishing a Common Basis for Estimates	204
	Adding Detail to User Stories Sooner	205
	Lookahead Planning	206
	Incorporating Feeding Buffers into the Plan	208
	But This Is So Much Work	210
	Summary	210
	Discussion Questions	211

Part V: Tracking and Communicating **213**

Chapter 19:	<i>Monitoring the Release Plan</i>	215
	Tracking the Release	216
	Release Burndown Charts	219
	A Parking-Lot Chart	224
	Summary	225
	Discussion Questions	226
Chapter 20:	<i>Monitoring the Iteration Plan</i>	227
	The Task Board	227
	Iteration Burndown Charts	230
	Tracking Effort Expended	231
	Individual Velocity	232
	Summary	232
	Discussion Questions	233
Chapter 21:	<i>Communicating about Plans</i>	235
	Communicating the Plan	237
	Communicating Progress	238
	An End-of-Iteration Summary	241
	Summary	244
	Discussion Questions	245

Part VI: Why Agile Planning Works **247**

Chapter 22:	<i>Why Agile Planning Works</i>	249
	Replanning Occurs Frequently	249
	Estimates of Size and Duration Are Separated	250
	Plans Are Made at Different Levels	251
	Plans Are Based on Features, Not Tasks	252
	Small Stories Keep Work Flowing	252
	Work in Process Is Eliminated Every Iteration	252

Tracking Is at the Team Level	253
Uncertainty Is Acknowledged and Planned For	253
A Dozen Guidelines for Agile Estimating and Planning	254
Summary	256
Discussion Questions	257

Part VII: A Case Study

259

Chapter 23: <i>A Case Study: Bomb Shelter Studios</i>	261
Day 1—Monday Morning	262
Estimating the User Stories	270
Preparing for Product Research	281
Iteration and Release Planning, Round 1	284
Two Weeks Later	302
Planning the Second Iteration	303
Two Weeks Later	305
Revising the Release Plan	305
Presenting the Revised Plan to Phil	308
Eighteen Weeks Later	312

Reference List	313
Index	319