

**Always
Be
Splitting**



You're going to learn how to take a project
from an idea to a working product
in a structured way



You're going to learn how to take a project
from an idea to a working product
in a structured way
through practical exercises

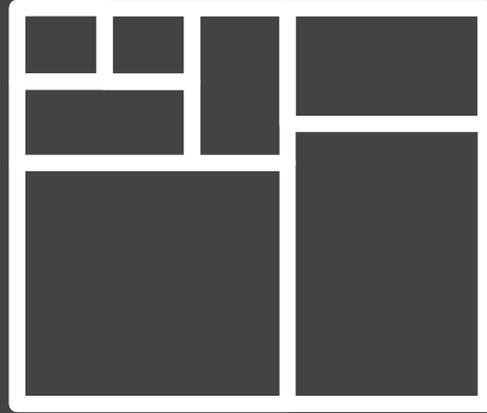


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Exercise

We're building **an ecommerce platform** from scratch.
What do we need to build?





Turns out we have **3 months** to build it.
How do we prioritise our work?



MoSCoW



MUST HAVE

o

S

C

o

W



MUST HAVE

o

SHOULD HAVE

C

o

W



MUST HAVE

o

SHOULD HAVE

COULD HAVE

o

W



MUST HAVE

o

SHOULD HAVE

COULD HAVE

o

WON'T HAVE



Exercise

Use MoSCoW to categorize items in our backlog.
Write letters **M**, **S**, **C** or **W** next to the item's name.



? ?

?



We still don't know if **3 months**
deadline is realistic, do we?

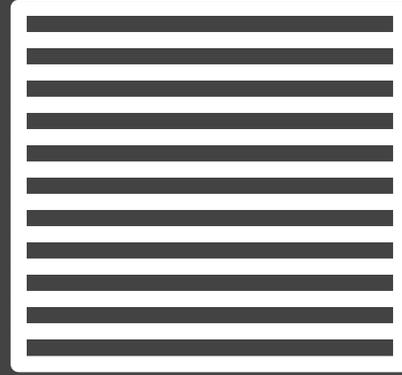


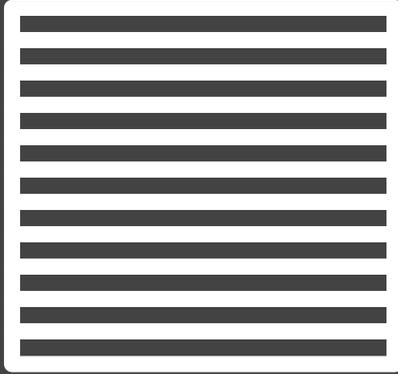
How can we find out?



We can **split our backlog**
to iterations, right?

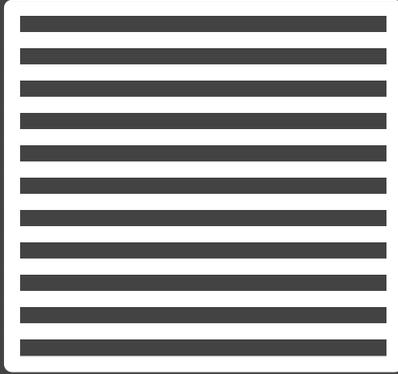






1st iteration



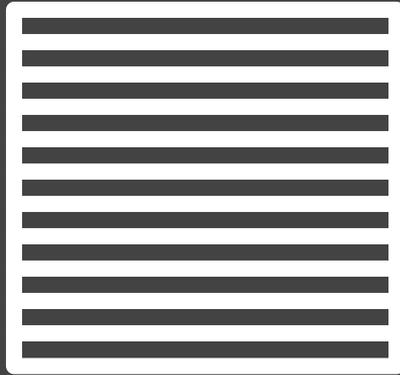


1st iteration



2nd iteration



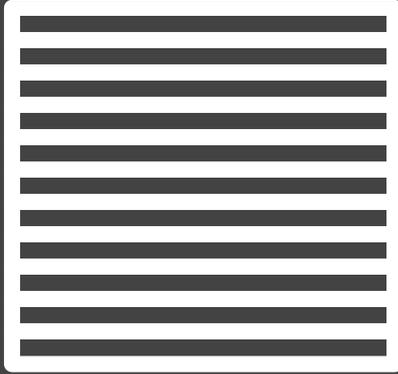


1st iteration

2nd iteration

3rd iteration





1st iteration



2nd iteration

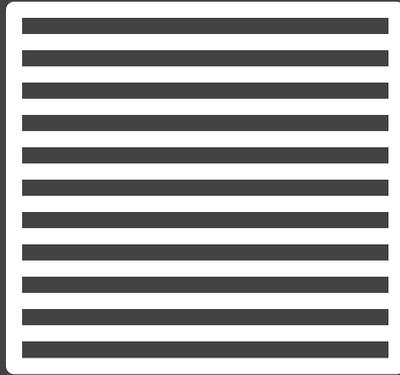


3rd iteration



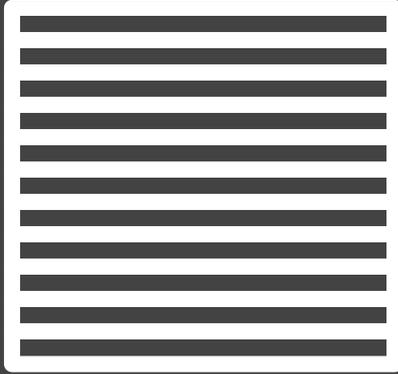
4th iteration





- 1st iteration
- 2nd iteration
- 3rd iteration
- 4th iteration
- 5th iteration





1st iteration



2nd iteration



3rd iteration



4th iteration

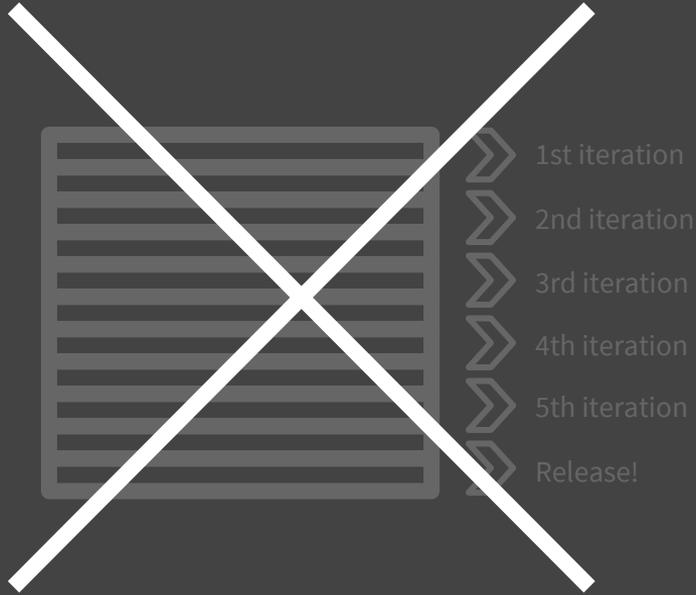


5th iteration



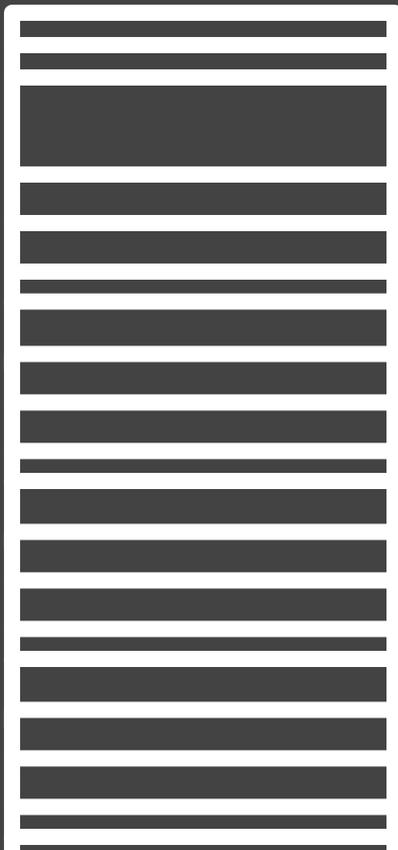
Release!





It's not realistic,
is it?





This is what backlog
items look like in
reality



We **don't know how long** will
the backlog **items take to implement**
until we define them very well

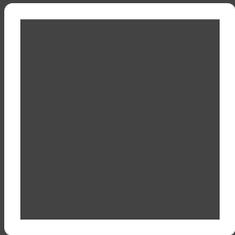
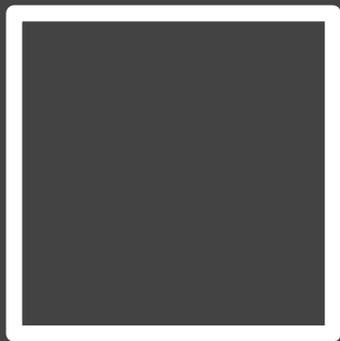


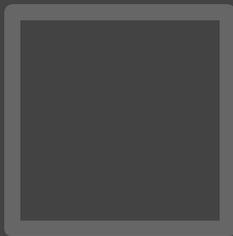
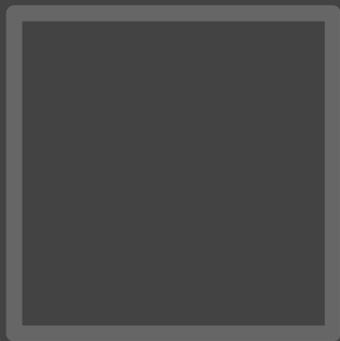
However, we **can estimate**
how big they are



So that we can **group them**
into deliverables later on







BIG



BIG



MEDIUM



BIG

SMALL

MEDIUM



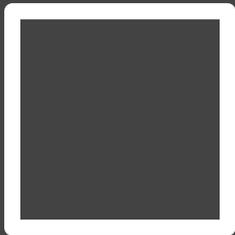
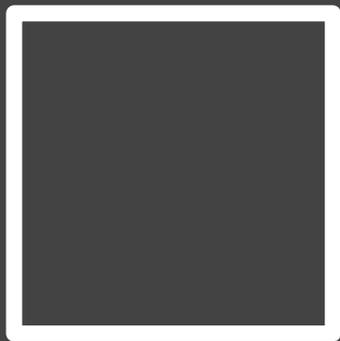
Exercise

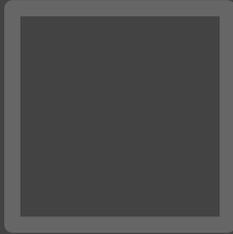
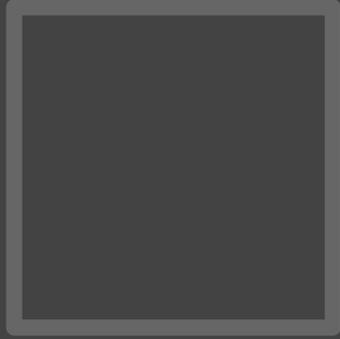
Add **big**, **medium** and **small** labels to the items in our backlog

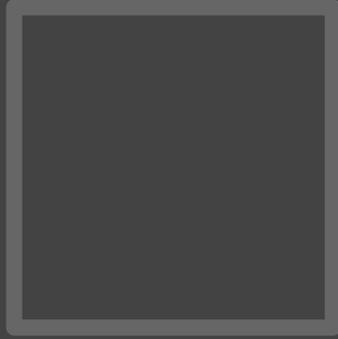


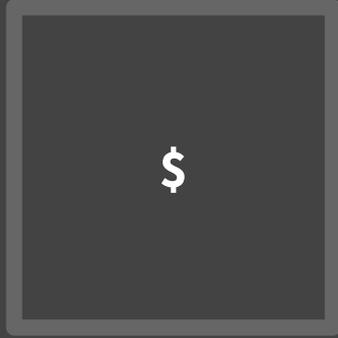
Bonus: We can estimate the **value**
of backlog items in the same way

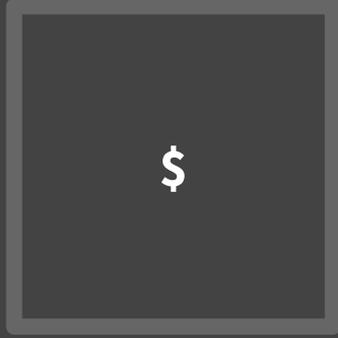












Bonus: Exercise

Add \$\$\$, \$\$ and \$ labels representing value of the item to all items in our backlog



Bonus: Bang for the buck

(value for money, same but different)



Bonus: Bang for the buck

(value for money, same but different)

Small item that brings a lot of value



Bonus: Bang for the buck

(value for money, same but different)

size=1 value=3 value/size = 3/1 = 3

Small item that brings a lot of value



Bonus: Bang for the buck

(value for money, same but different)

size=1 value=3 $\text{value/size} = 3/1 = 3$

Small item that brings a lot of value

Big item that doesn't bring a lot of value



Bonus: Bang for the buck

(value for money, same but different)

size=1 value=3 value/size = 3/1 = 3

Small item that brings a lot of value

Big item that doesn't bring a lot of value

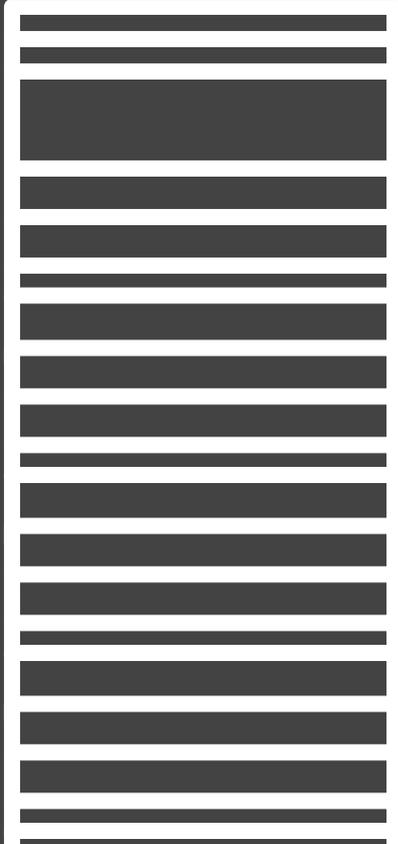
size=3 value=1 value/size = 1/3 = 0.33



Bonus: Exercise

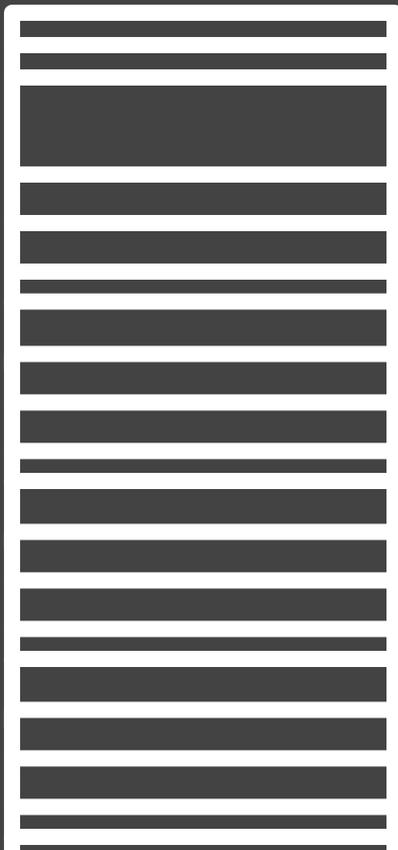
Calculate the **bang for the buck** (value/size)
for all items in our backlog





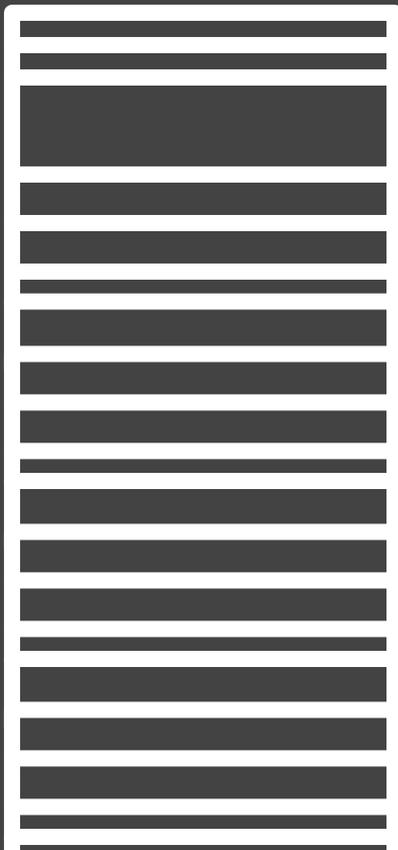
Now that we know
**some items are
small, some
medium and some
large** we have a
feeling how big the
project is





We also know
iterations might **not**
be the same every
time





But we still **feel**
we can deliver



Until this happens...



“Guys, turns out XYZ is
more complicated
than I originally thought”



“... we need to **carry this over**
to the next iteration”



Question

What happened **and why** did it happen?

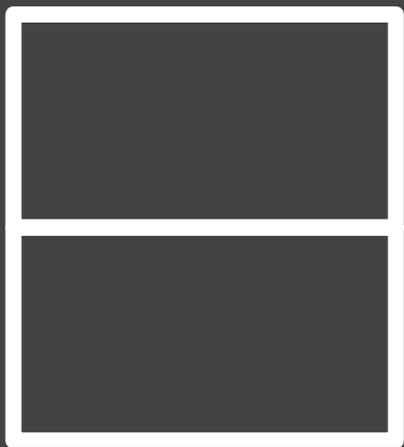


Item depended on another one?

Item was too big?

We didn't investigate beforehand?







Things that **slowed us down**





50% delivered

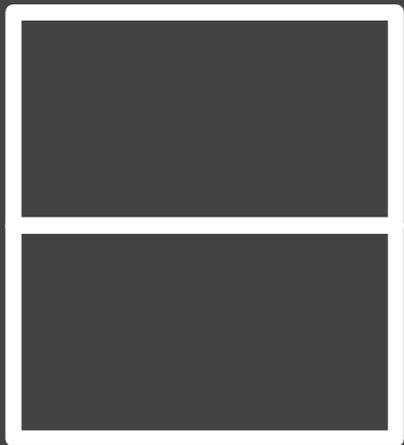


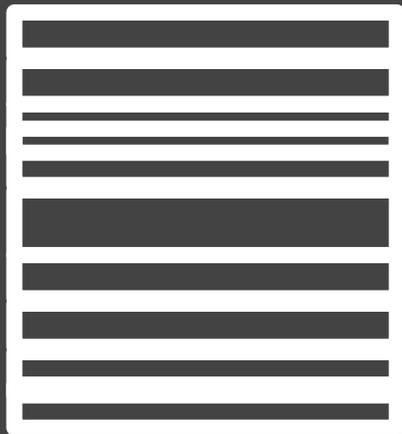
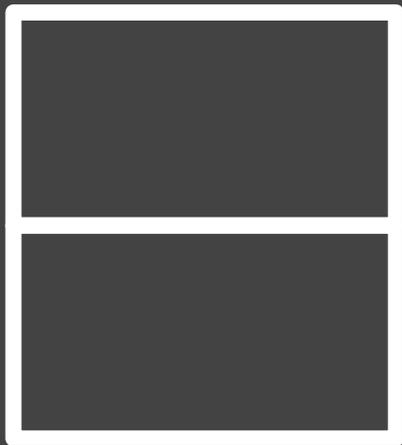
The **result**



What if ...?









Things that **slowed us down**





50% delivered





50% delivered

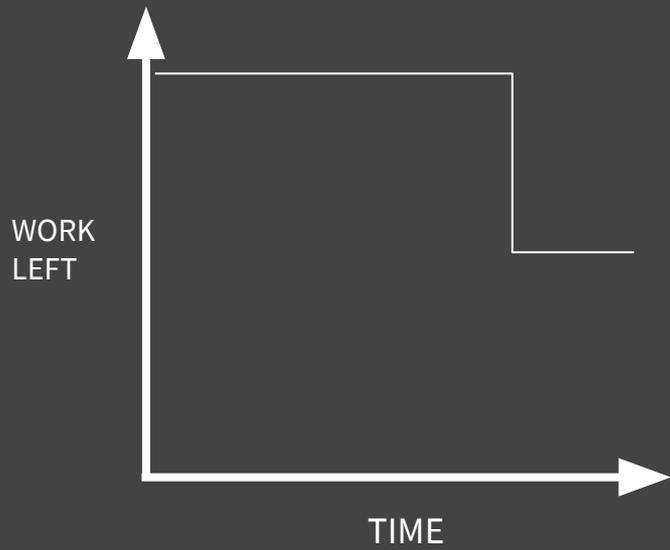


80% delivered

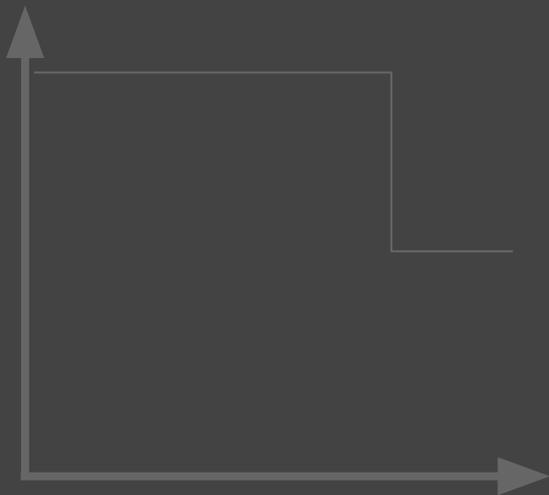


Presented different way...





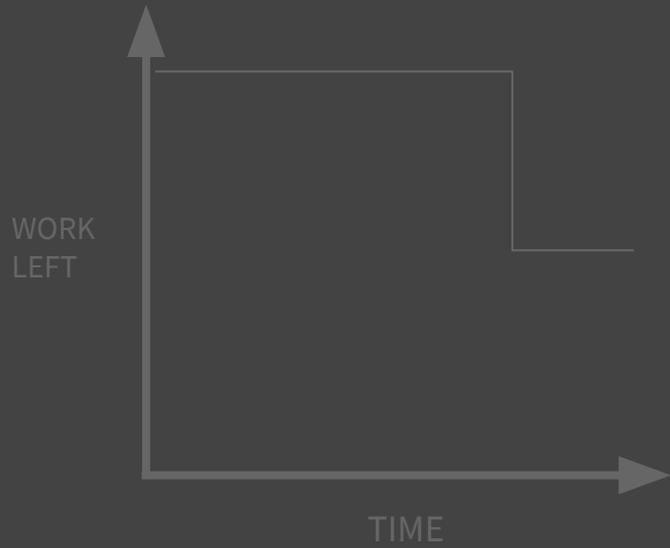
WORK
LEFT



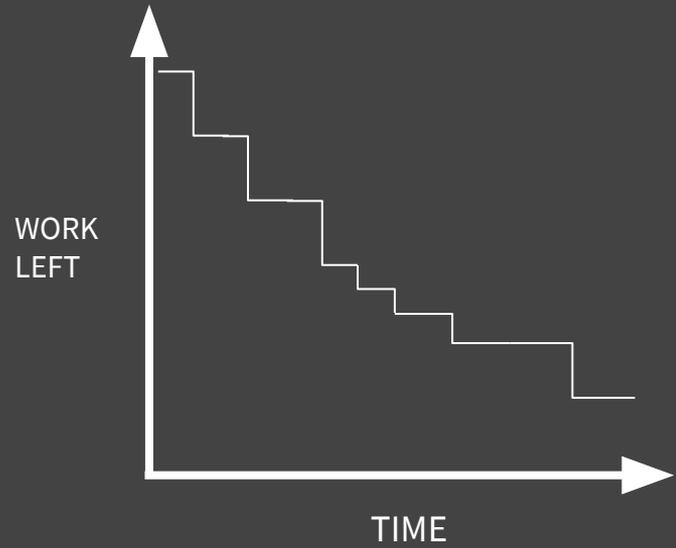
TIME

VS

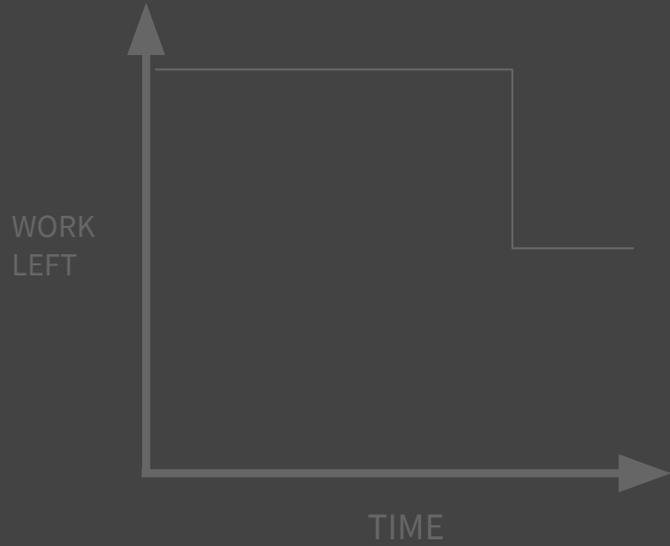




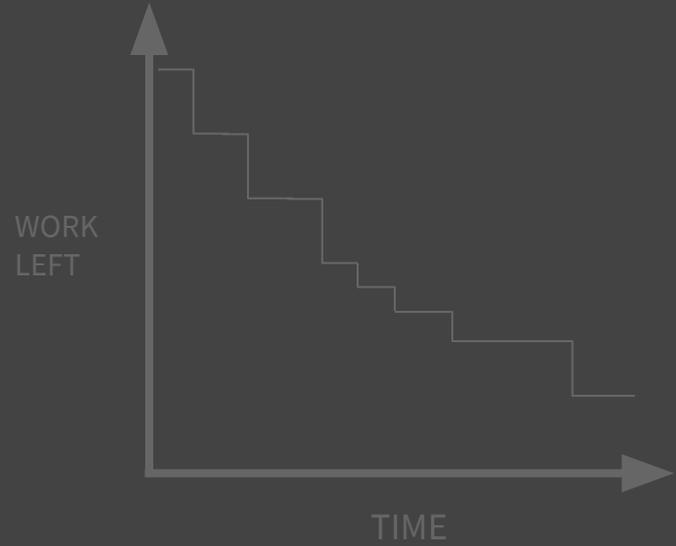
vs



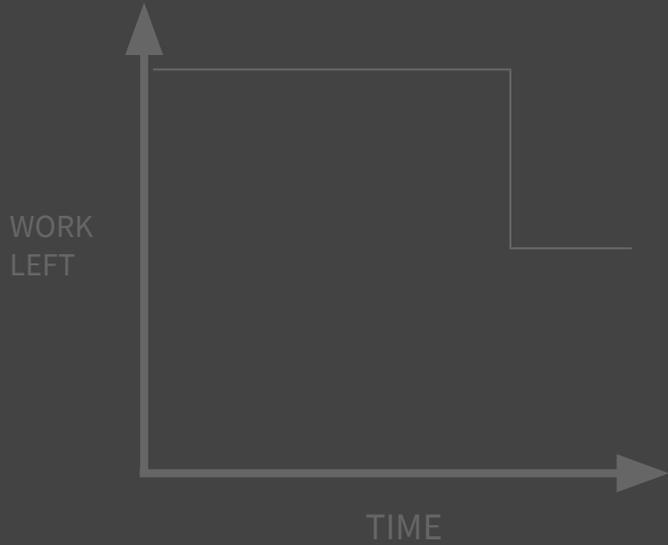
Are we **on track**?



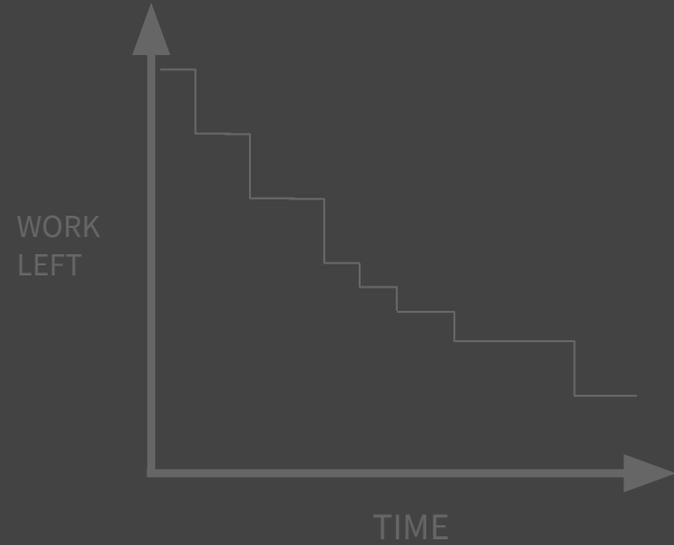
vs



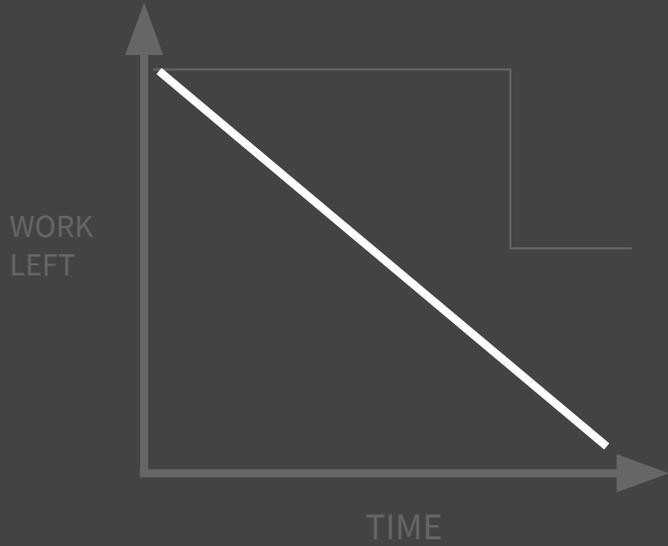
Are we **on track**?
Are we going to **deliver**?



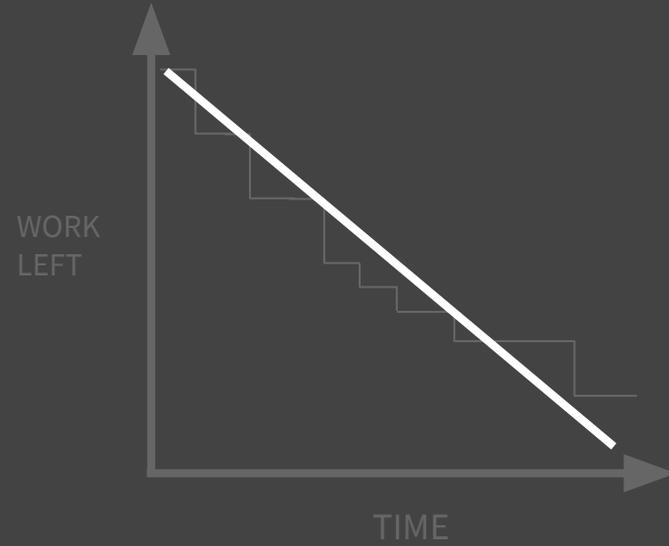
vs



Are we **on track**?
Are we going to **deliver**?

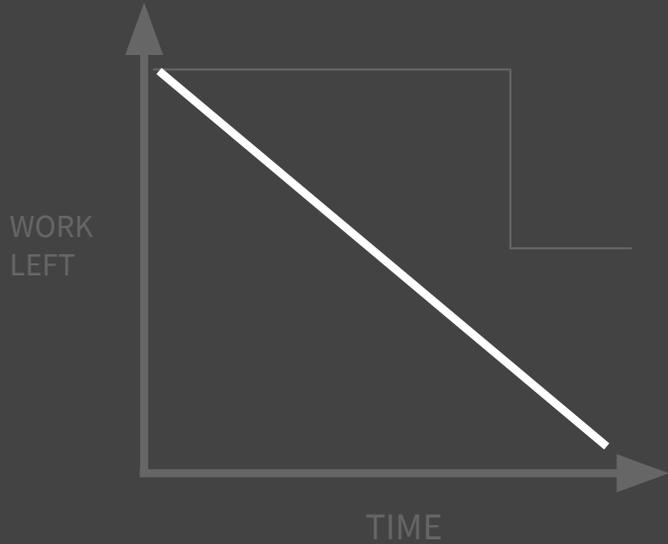


vs

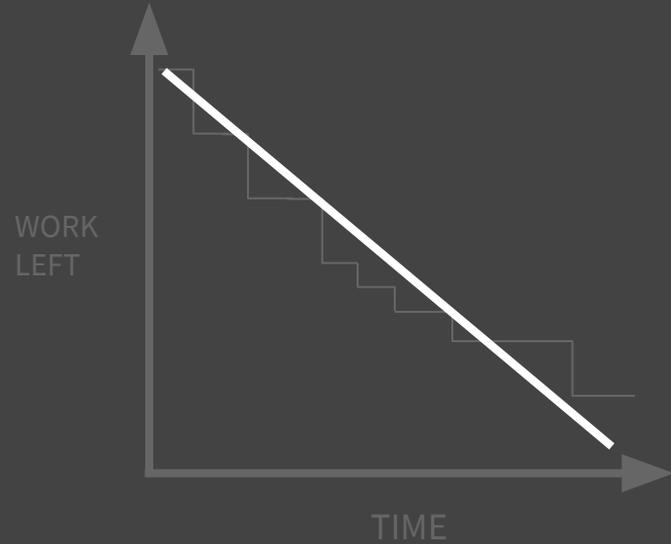


Are we **on track**?

Are we going to **deliver**?



vs

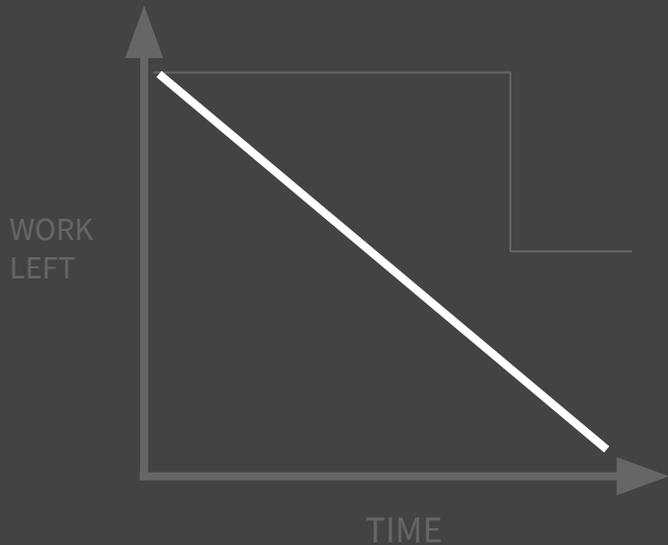


- We're working on it, do not disturb
- We'll find out when the iteration is over



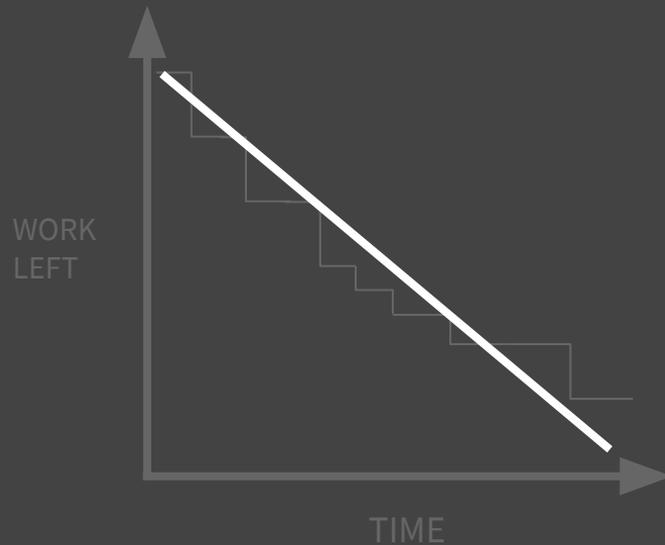
Are we **on track**?

Are we going to **deliver**?



- We're working on it, do not disturb
- We'll find out when the iteration is over

vs



- We're on track
- 80% yes, 20% maybe



Exercise

Come up with a **set of adjectives** defining a good/healthy backlog item

examples: small, testable



INVEST



INDEPENDENT

**N
V
E
S
T**



INDPENDENT

NEGOTIABLE

V

E

S

T



INDEPENDENT

NEGOTIABLE

VALUABLE

E

S

T



INDEPENDENT

NEGOTIABLE

VALUABLE

ESTIMABLE

S

T



INDEPENDENT

NEGOTIABLE

VALUABLE

ESTIMABLE

SMALL

T



INDEPENDENT

NEGOTIABLE

VALUABLE

ESTIMABLE

SMALL

TESTABLE



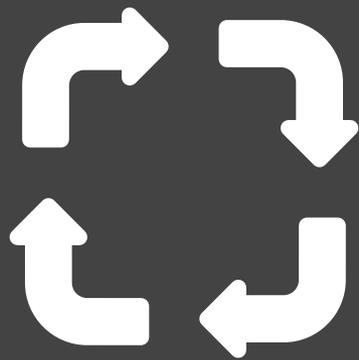
Exercise

Pick one large backlog item. **Split it to small deliverables** keeping in mind the adjectives you just defined

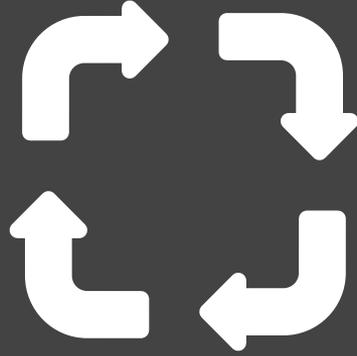


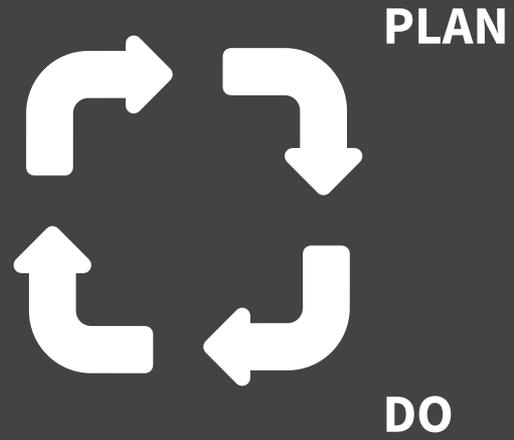
Refine
Review
Retrospect
Repeat

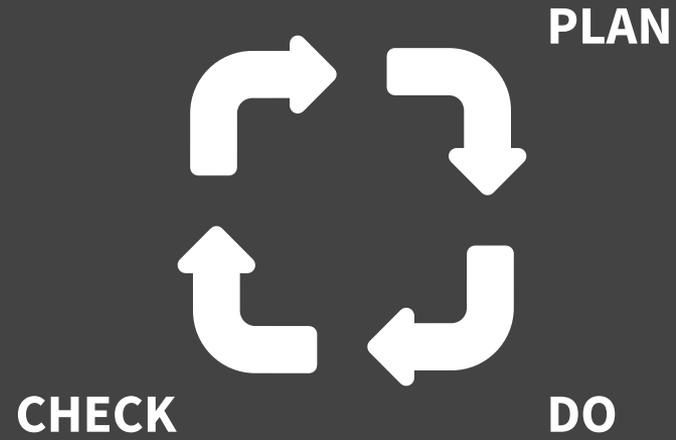


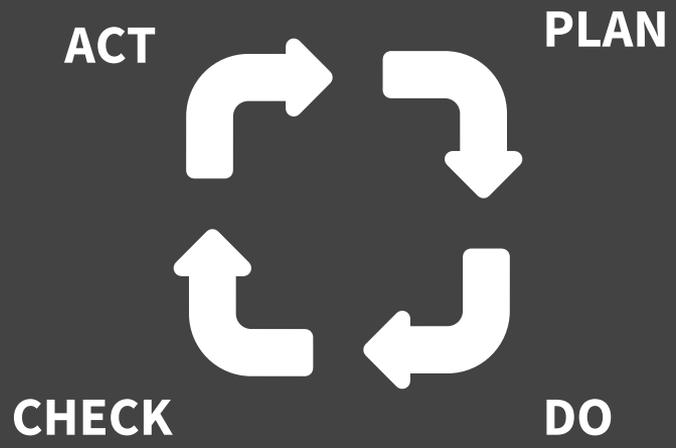


PLAN









What's next?

**Backlog Health • Backlog Grooming
Planning Poker • Affinity Estimation
The cone of uncertainty • Iteration Goals/Objectives
Negotiating Scope • Acceptance Criteria
ATDD • Spikes/Investigations**



Q&A



Thanks!

