

**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

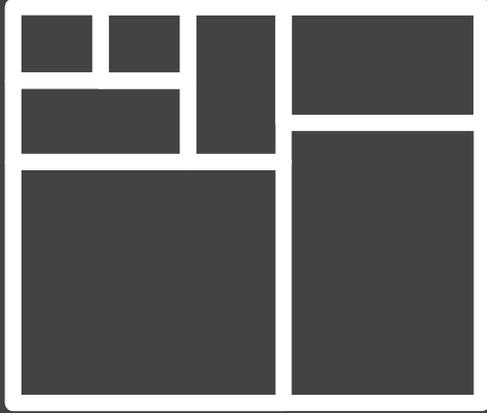


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# Exercise

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?

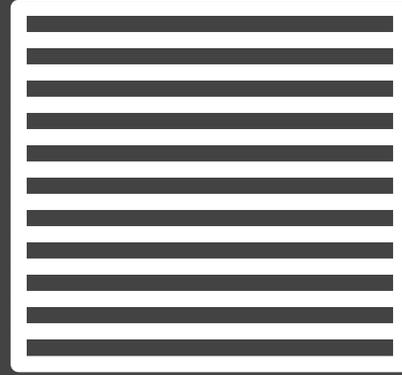


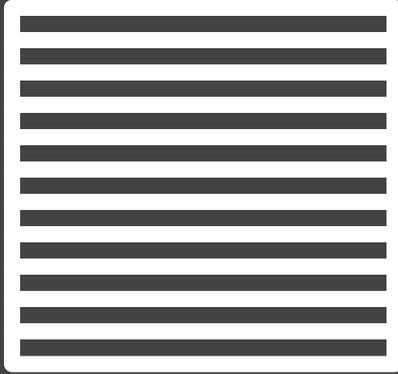
How can we find out?



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

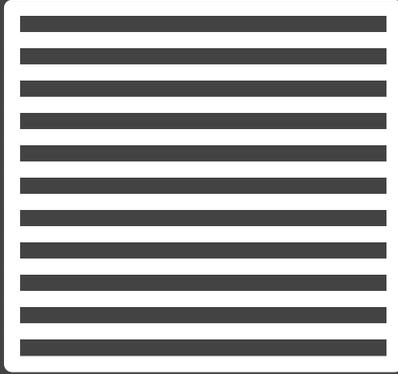






1st iteration



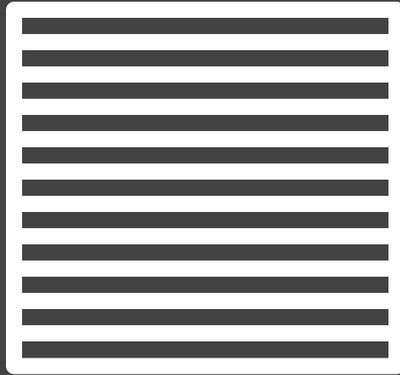


1st iteration



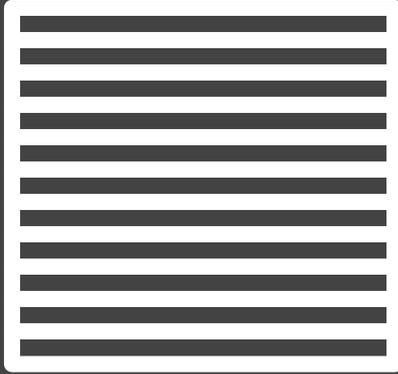
2nd iteration





- 1st iteration
- 2nd iteration
- 3rd iteration





1st iteration



2nd iteration

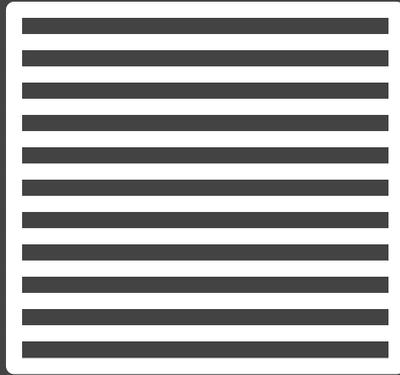


3rd iteration



4th iteration





1st iteration

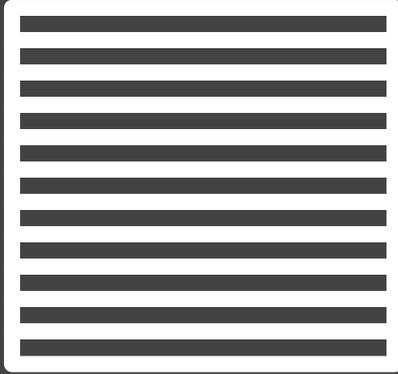
2nd iteration

3rd iteration

4th iteration

5th iteration





1st iteration



2nd iteration



3rd iteration



4th iteration

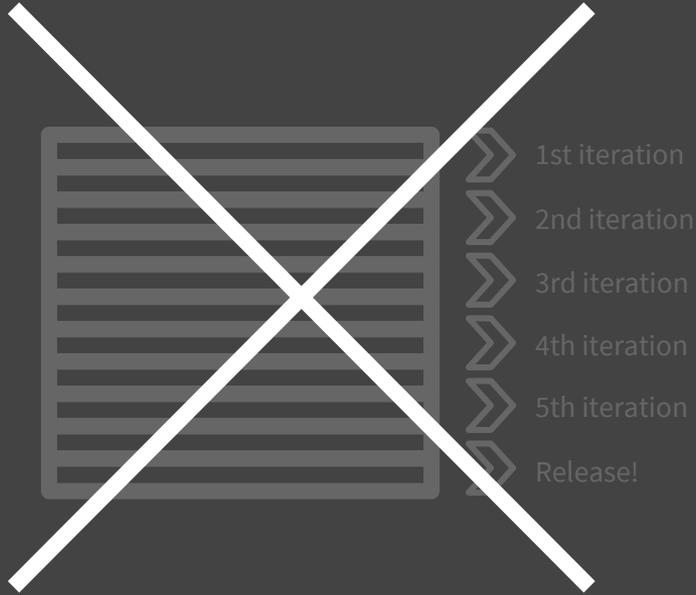


5th iteration



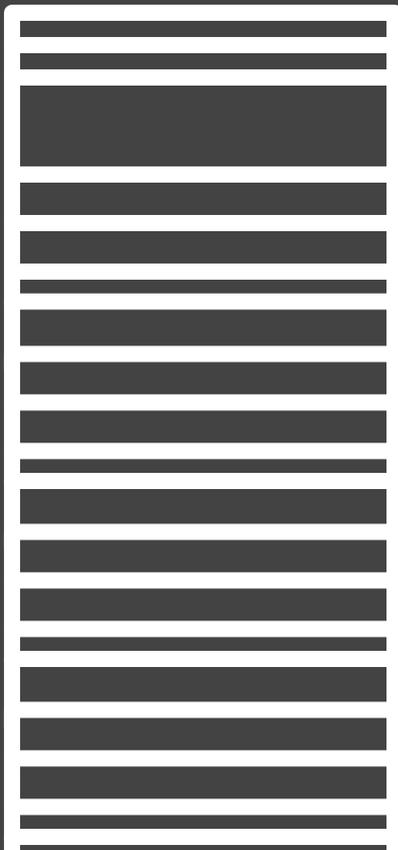
Release!





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

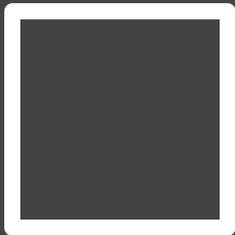
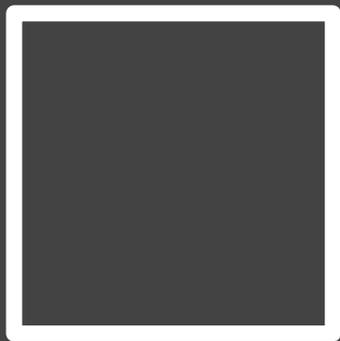


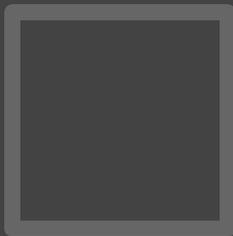
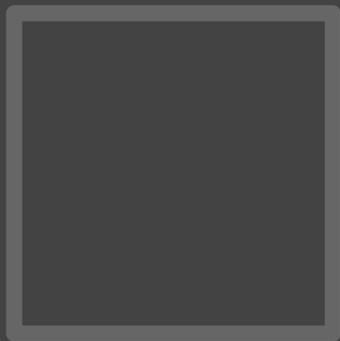
However, we **can estimate**  
**how big they are**



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







**BIG**



**BIG**



**MEDIUM**



**BIG**

**SMALL**

**MEDIUM**



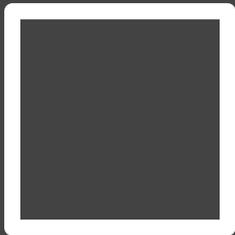
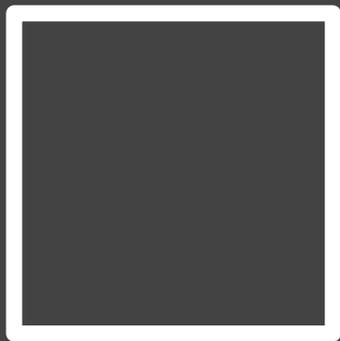
# Exercise

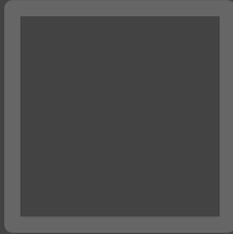
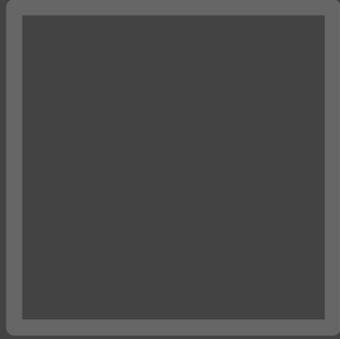
Add **big**, **medium** and **small** labels  
to the items in our backlog

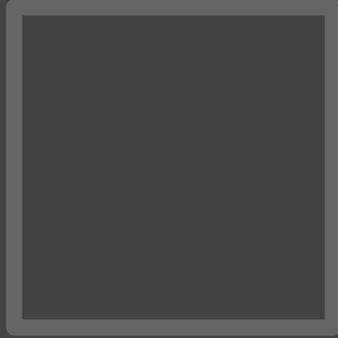


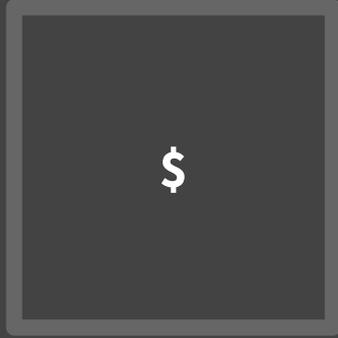
**Bonus:** We can estimate the **value**  
of backlog items in the same way

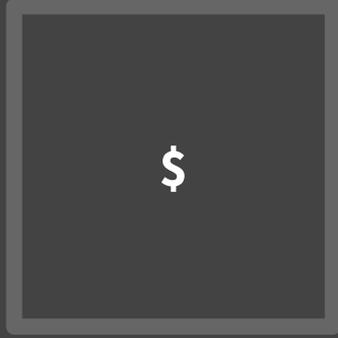












# Bonus: Exercise

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    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

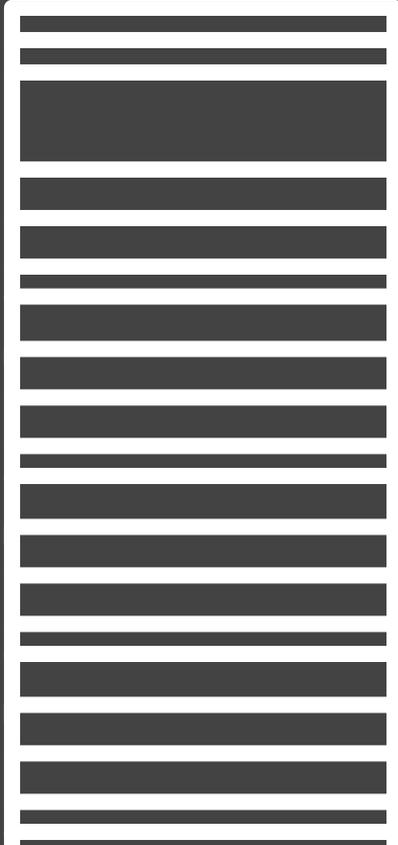
size=3    value=1    value/size = 1/3 = 0.33



# Bonus: Exercise

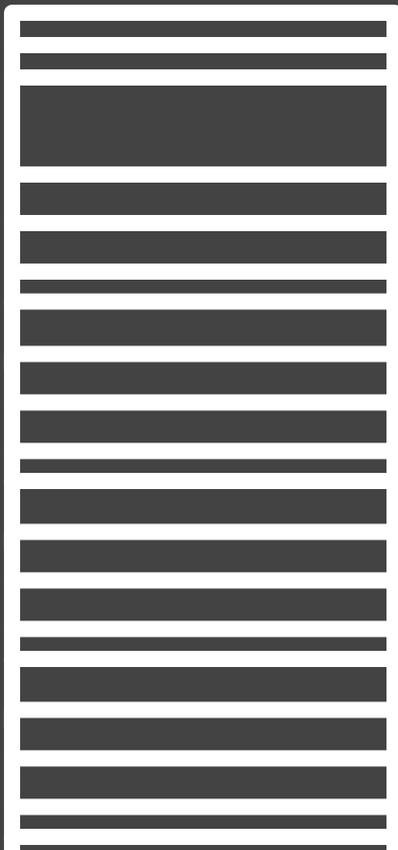
Calculate the **bang for the buck** (value/size)  
for all items in our backlog





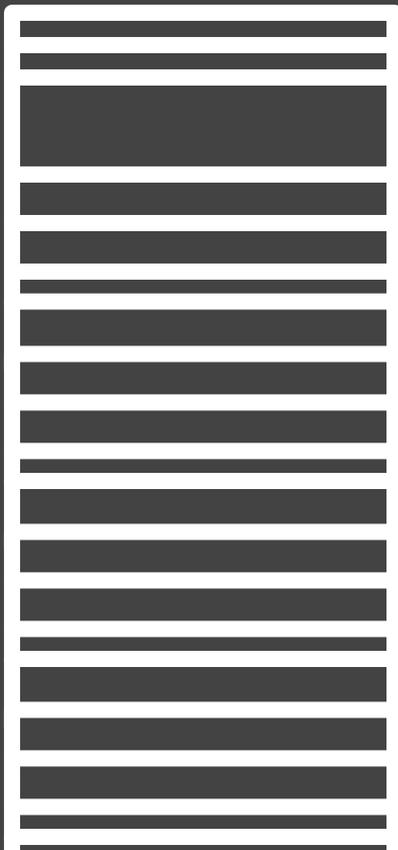
Now that we know  
**some items are**  
**small, some**  
**medium and some**  
**large** we have a  
**feeling** how big the  
project is





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?

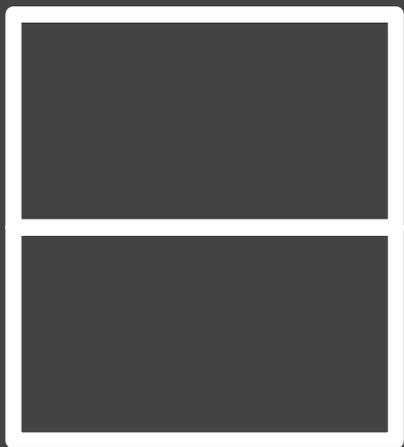


Item depended on another one?

Item was too big?

We didn't investigate beforehand?







Things that **slowed us down**





50% delivered

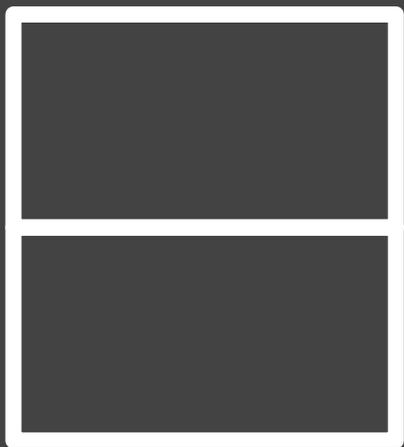


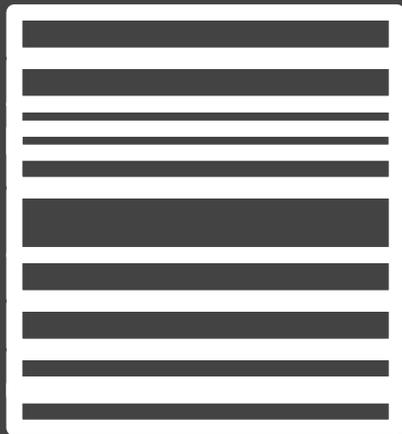
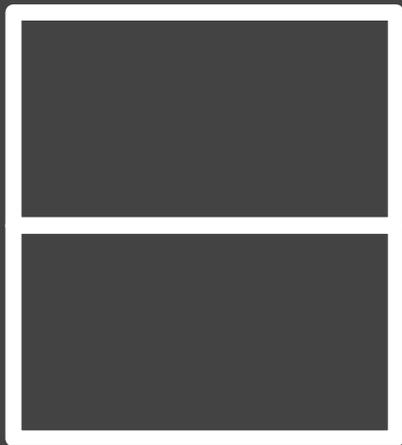
The **result**



What if ...?









Things that **slowed us down**





50% delivered





50% delivered

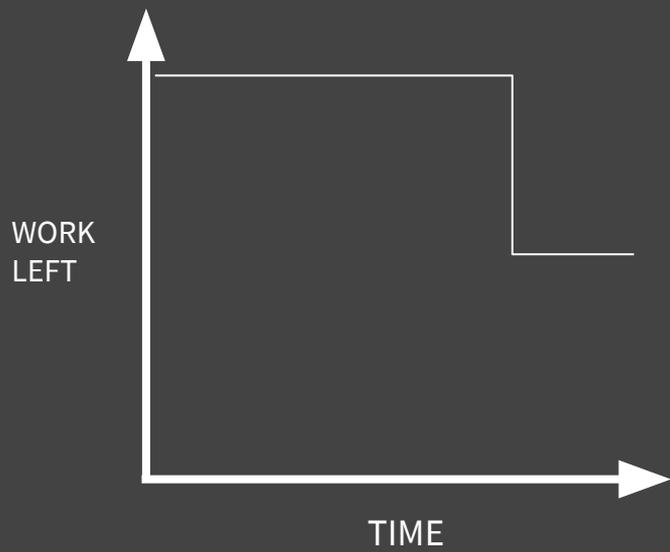


80% delivered

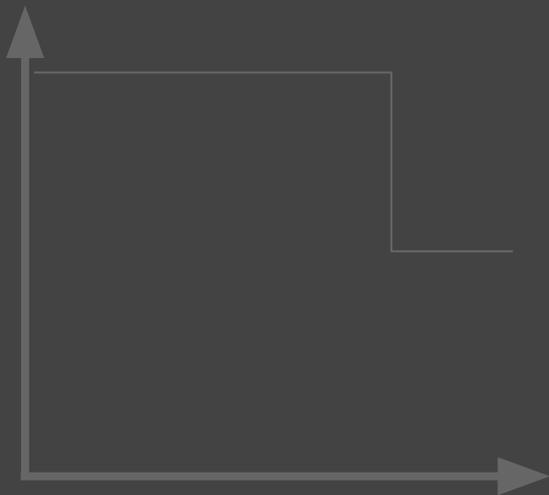


Presented different way...





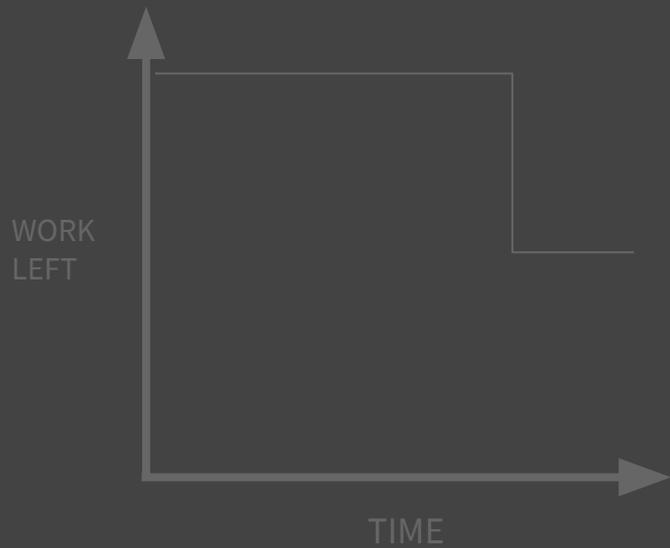
WORK  
LEFT



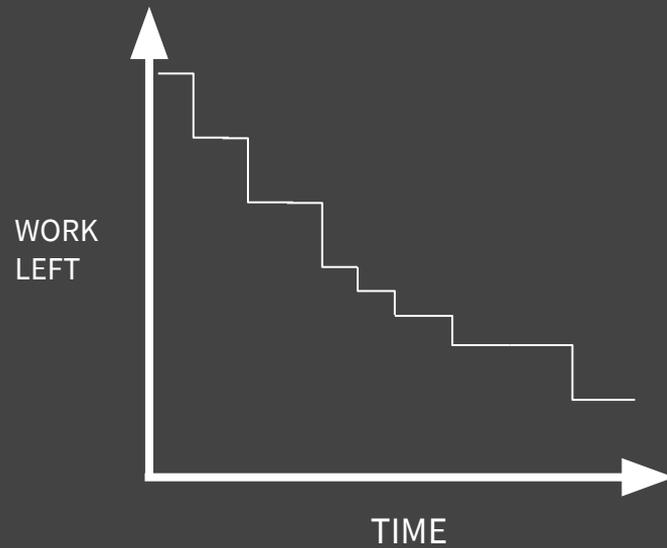
TIME

**VS**

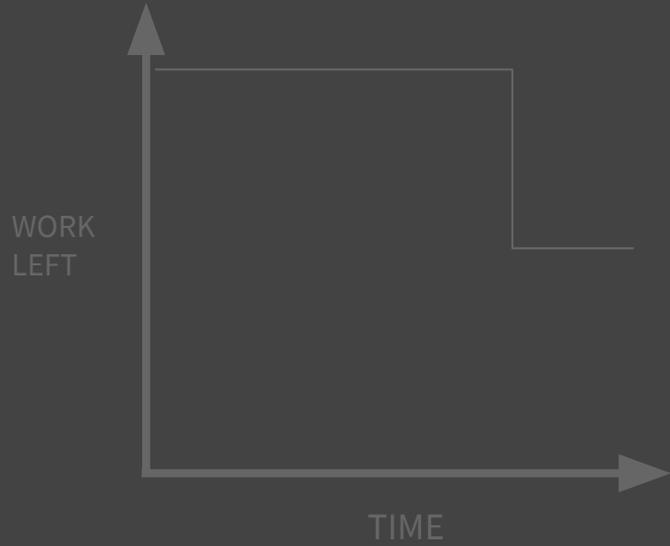




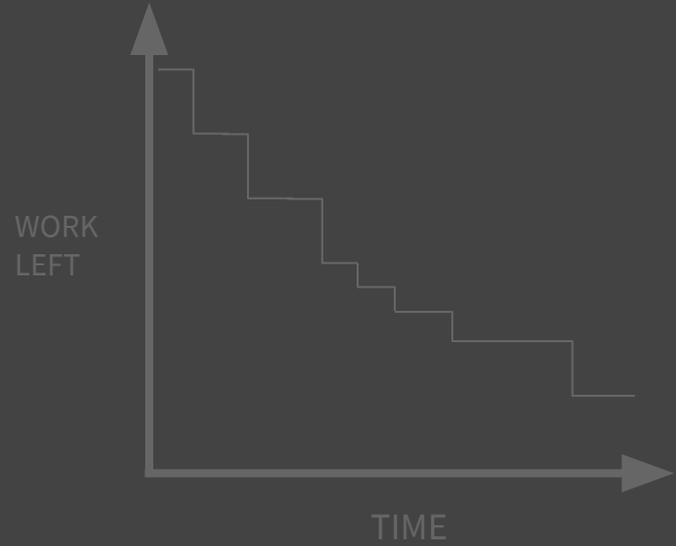
vs



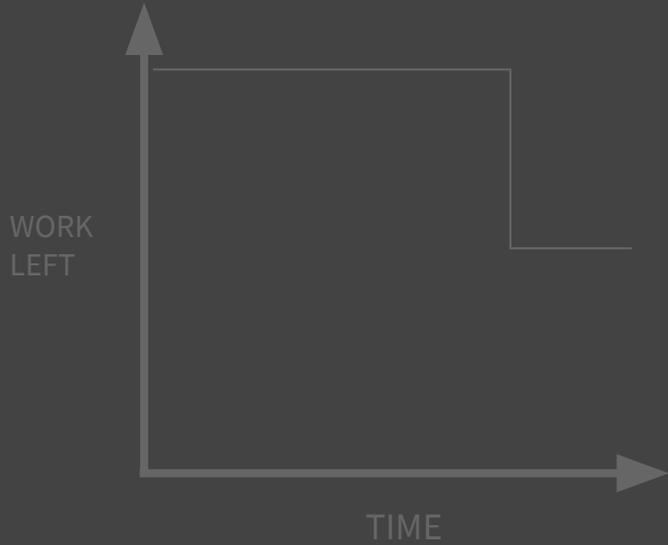
# Are we **on track**?



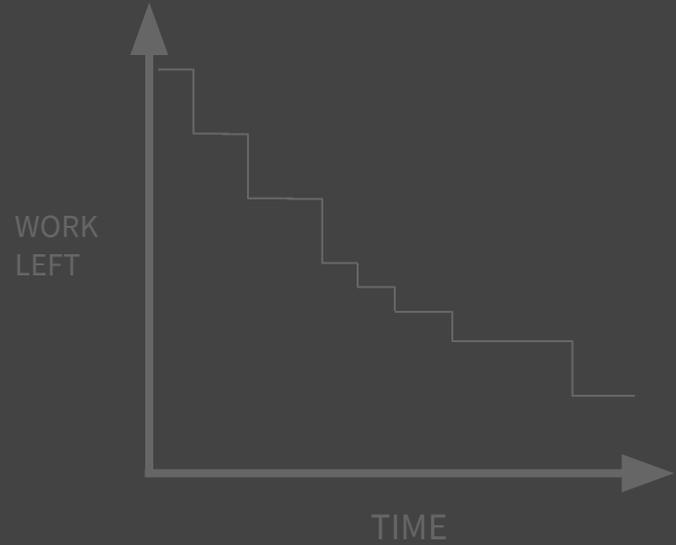
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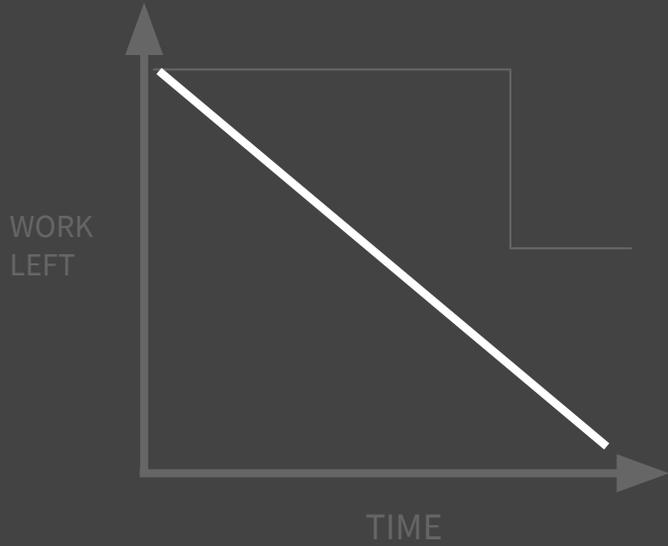
Are we **on track**?  
Are we going to **deliver**?



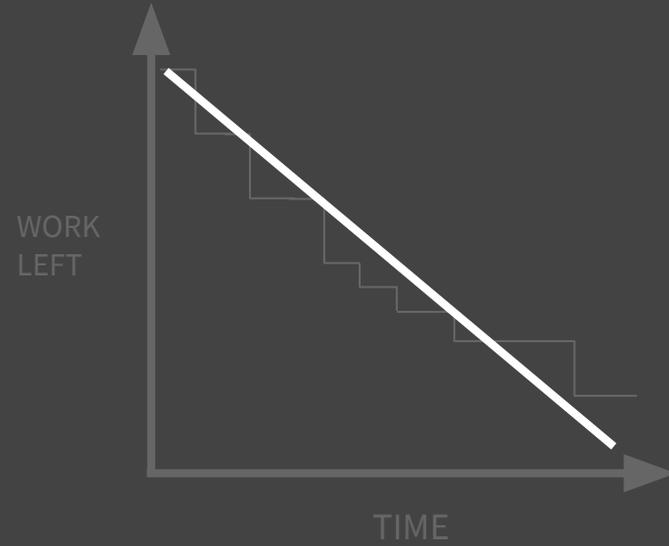
vs



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

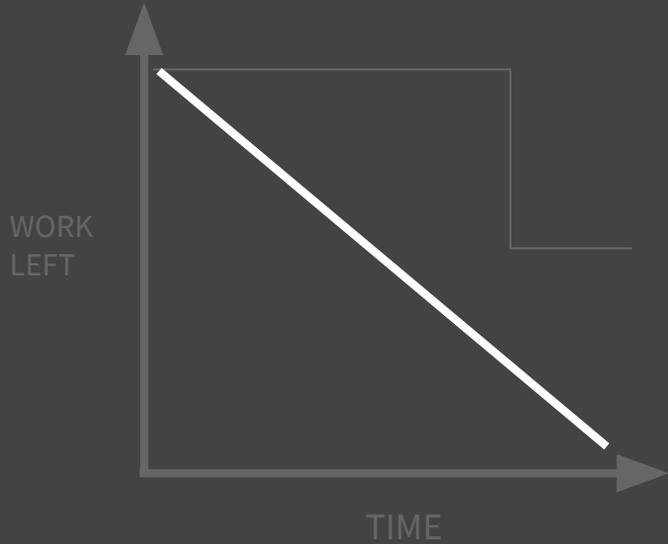


vs

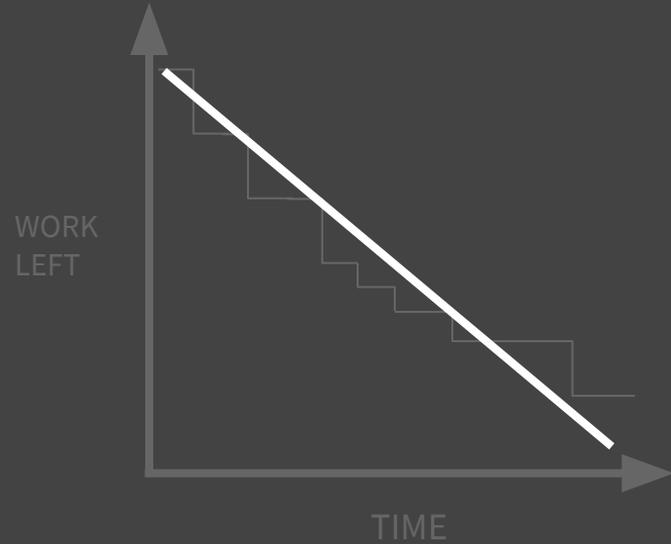


# Are we **on track**?

## Are we going to **deliver**?



vs

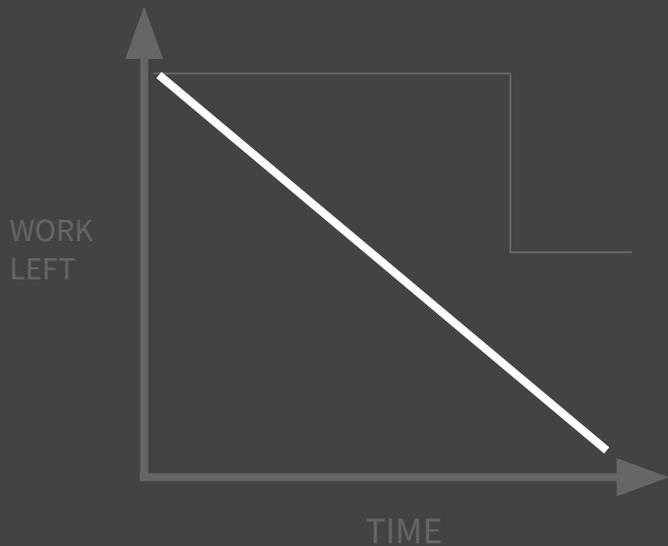


- We're working on it, do not disturb
- We'll find out when the iteration is over



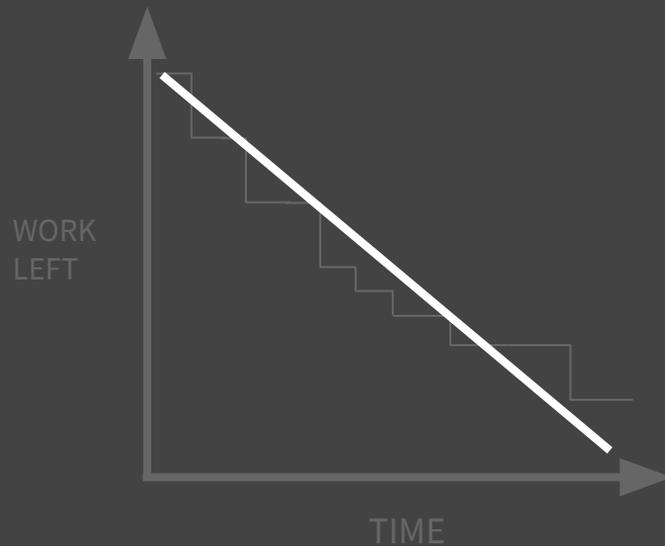
# Are we **on track**?

## 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**



**I**NDPENDENT

**N**EGOTIABLE

**V**

**E**

**S**

**T**



**I**NDEPENDENT

**N**EGOTIABLE

**V**ALUABLE

**E**

**S**

**T**



**I**NDEPENDENT

**N**EGOTIABLE

**V**ALUABLE

**E**STIMABLE

**S**

**T**



**I**NDEPENDENT

**N**EGOTIABLE

**V**ALUABLE

**E**STIMABLE

**S**MALL

**T**



**I**NDEPENDENT

**N**EGOTIABLE

**V**ALUABLE

**E**STIMABLE

**S**MALL

**T**ESTABLE



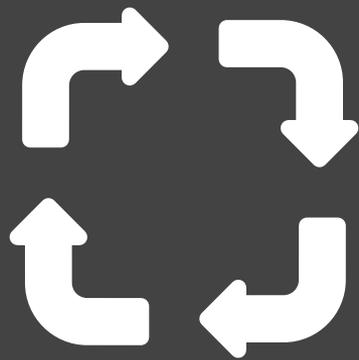
# Exercise

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

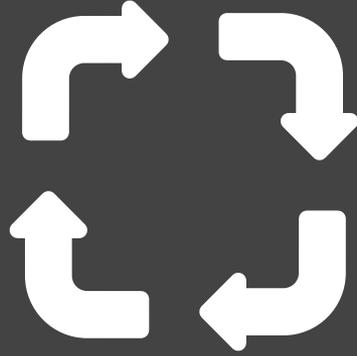


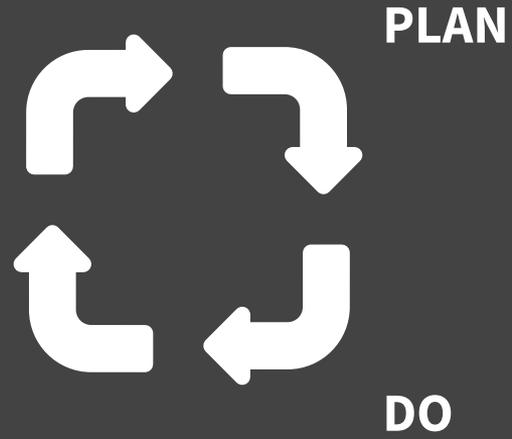
**Refine**  
**Review**  
**Retrospect**  
**Repeat**

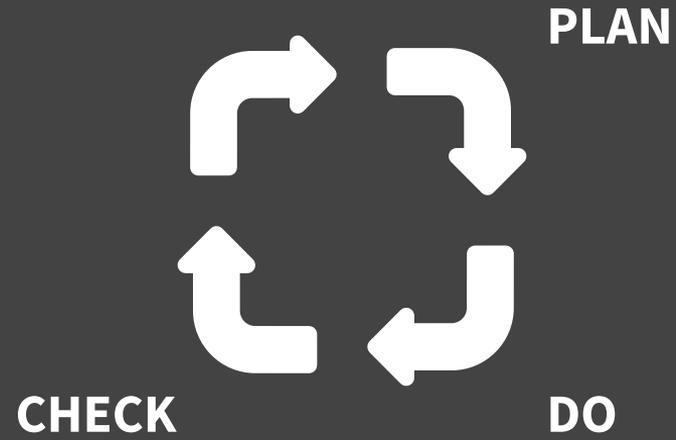


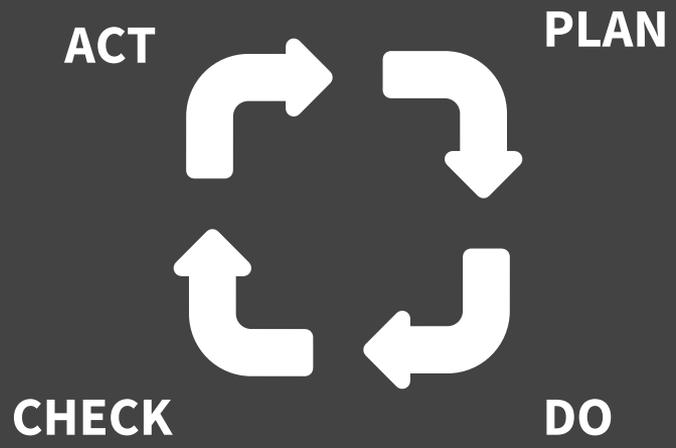


PLAN









# 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!

