

# Estimating and planning

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# Summary

- Planning
- Agile planning
- Estimating
- Agile estimating

# Planning

*“Planning is everything. Plans are nothing.”*

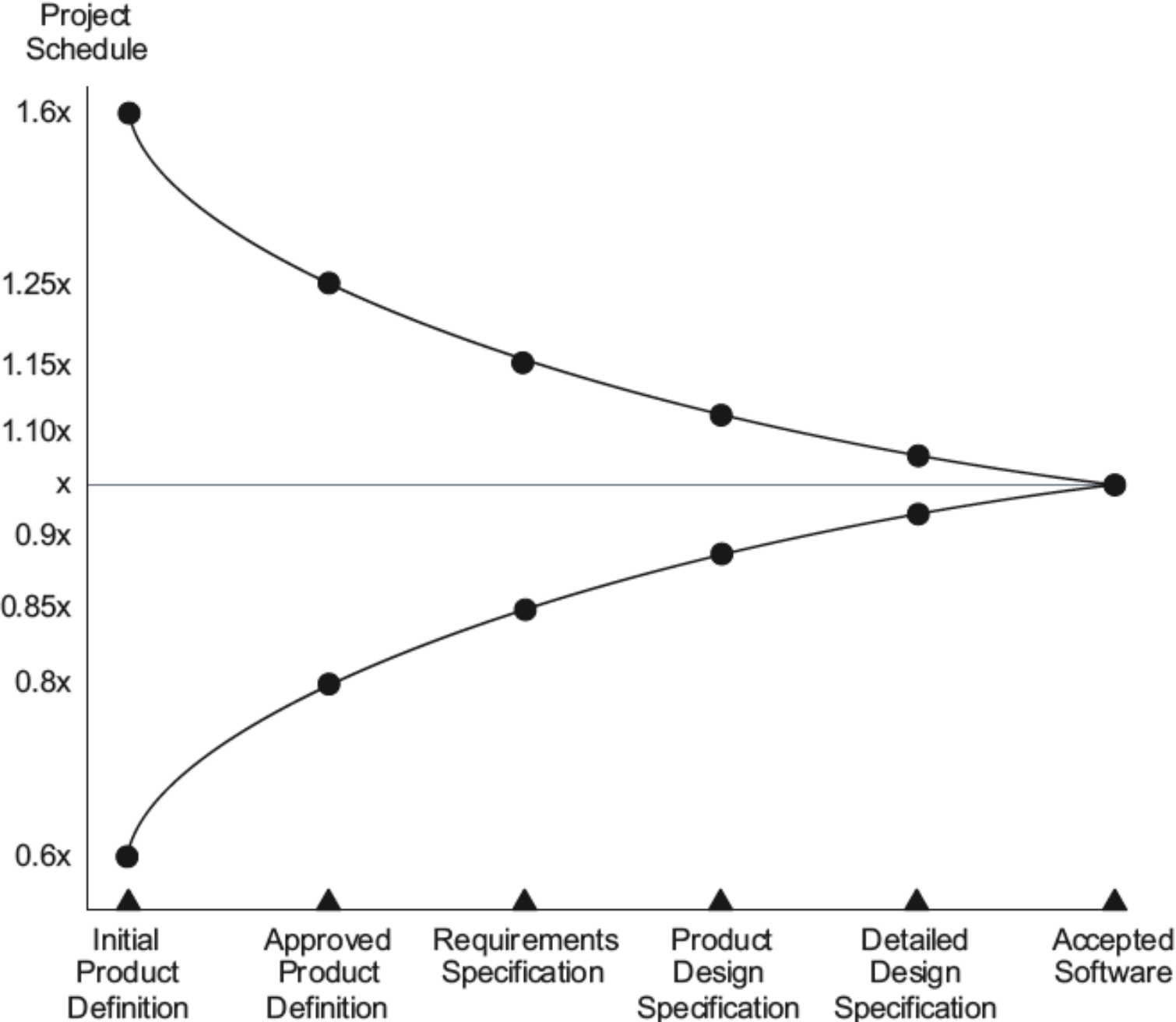
- Field Marshal Helmuth Graf von Moltke[1]



[1] [http://it.wikipedia.org/wiki/Helmuth\\_Karl\\_Bernhard\\_von\\_Moltke](http://it.wikipedia.org/wiki/Helmuth_Karl_Bernhard_von_Moltke)

# The Cone of Uncertainty

It is difficult!



# Why do it then?

- reducing risk
- reducing uncertainty
- supporting better decision making
- establishing trust
- conveying information

# What Makes a Good Plan?

A good plan is one that stakeholders find sufficiently reliable that they can use it as the basis for making decisions

*A good plan violently executed now is better than a perfect plan executed next week.”*

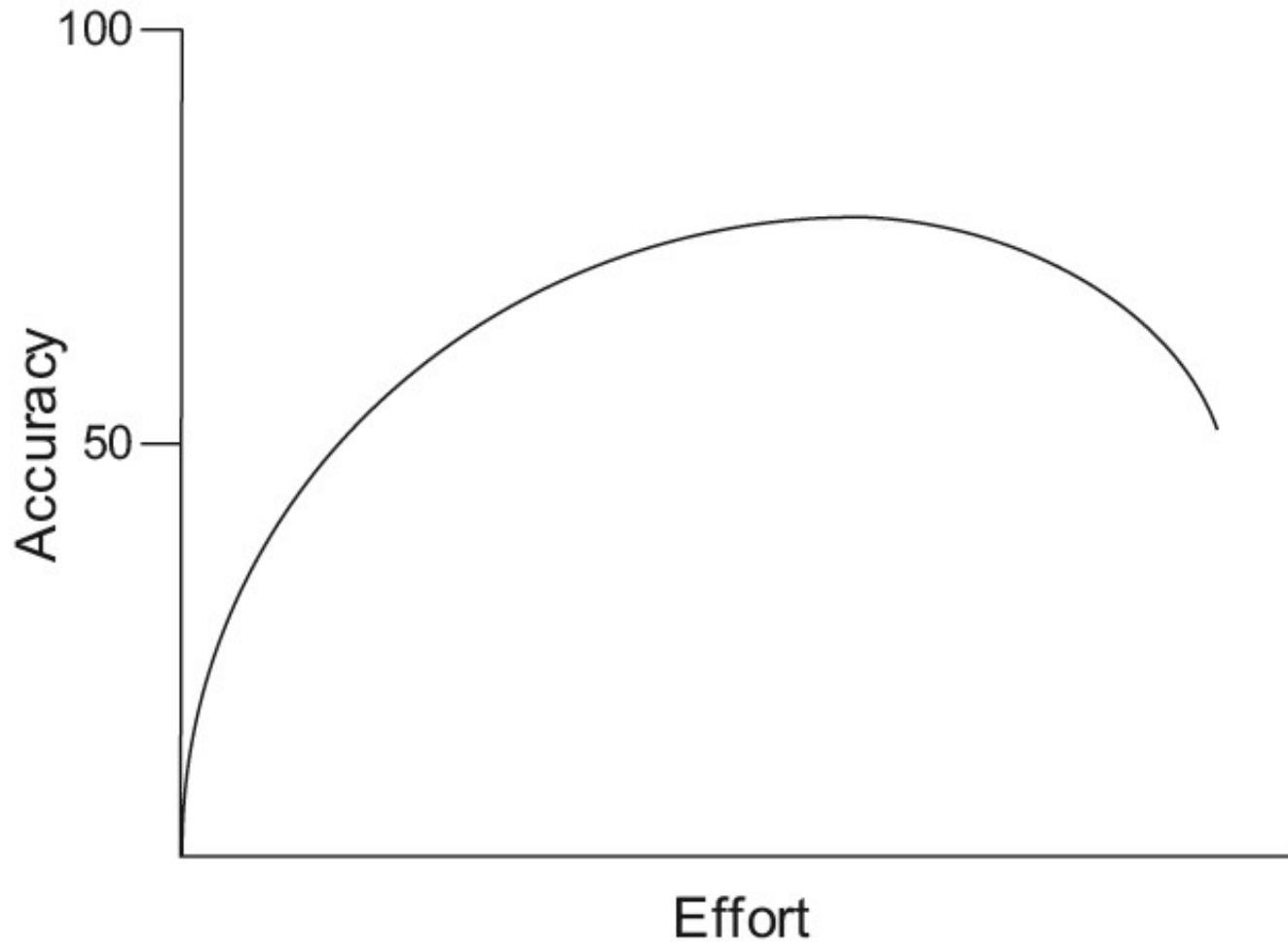
–General George S. Patton

# What Makes Planning Agile?

Agile planning balances the effort and investment in planning with the knowledge that we will revise the plan through the course of the project

*“No plan survives contact with the enemy.”*  
–Field Marshal Helmuth Graf von Moltke

# Estimating User Stories



*“Predictions are very difficult, especially about the future.”*

–Niels Bohr, Danish physicist



# Estimating in Ideal Days

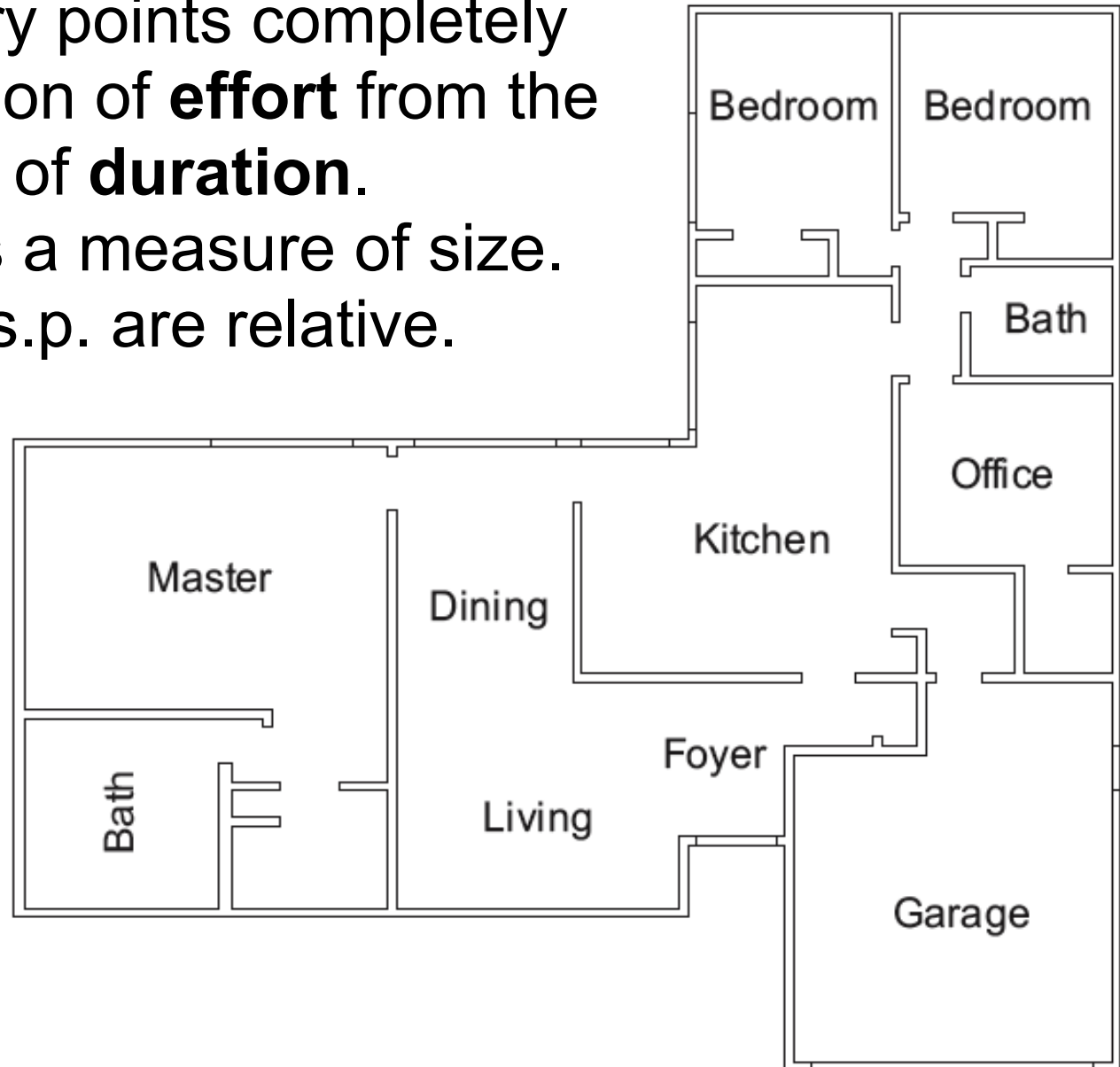
**Ideal time** is the amount of time that something takes when stripped of all peripheral activities.

**Elapsed time**, on the other hand, is the amount of time that passes on a clock (or perhaps a calendar).

# Estimating in Story Points

Estimating in story points completely separates estimation of **effort** from the estimation of **duration**.

The story point is a measure of size.  
Estimates in s.p. are relative.



# Story Points vs Ideal Days

- Story points help drive cross-functional behavior
- Story point estimates do not decay
- Story points are a pure measure of size
- Estimating in story points is typically faster
- My ideal days are not your ideal days
- Ideal days are easier to explain outside the team
- Ideal days are easier to estimate at first
- Ideal days make velocity predictions easier

# The Estimation Scale

1 2 3 4 5 6 7 8 9 10 ...

1 2 3 5 8 16 32 ...

1 2 3 5 8 13 21 34 ...

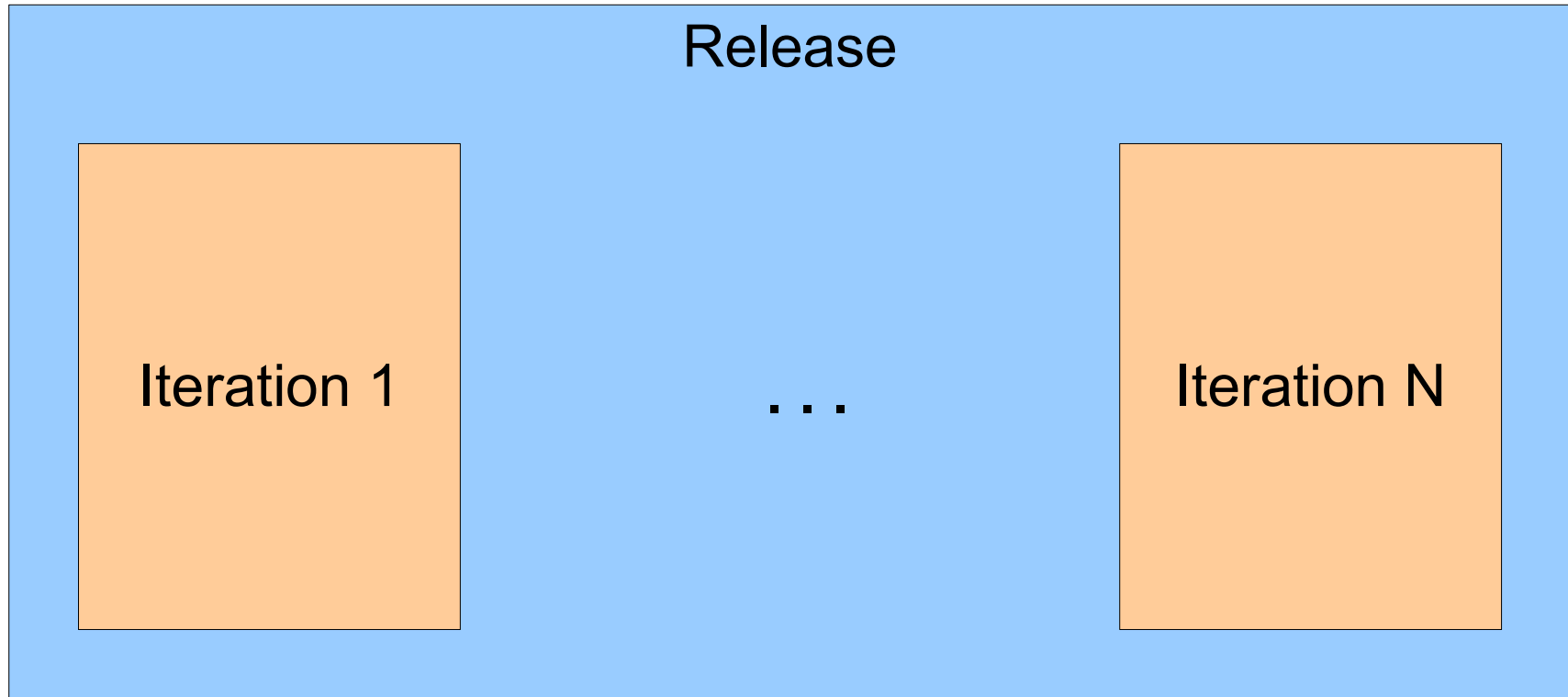
0  $\frac{1}{2}$  1 2 3 5 8 13 20 40 100 ?

note:  $13 \times 0 \neq 0$

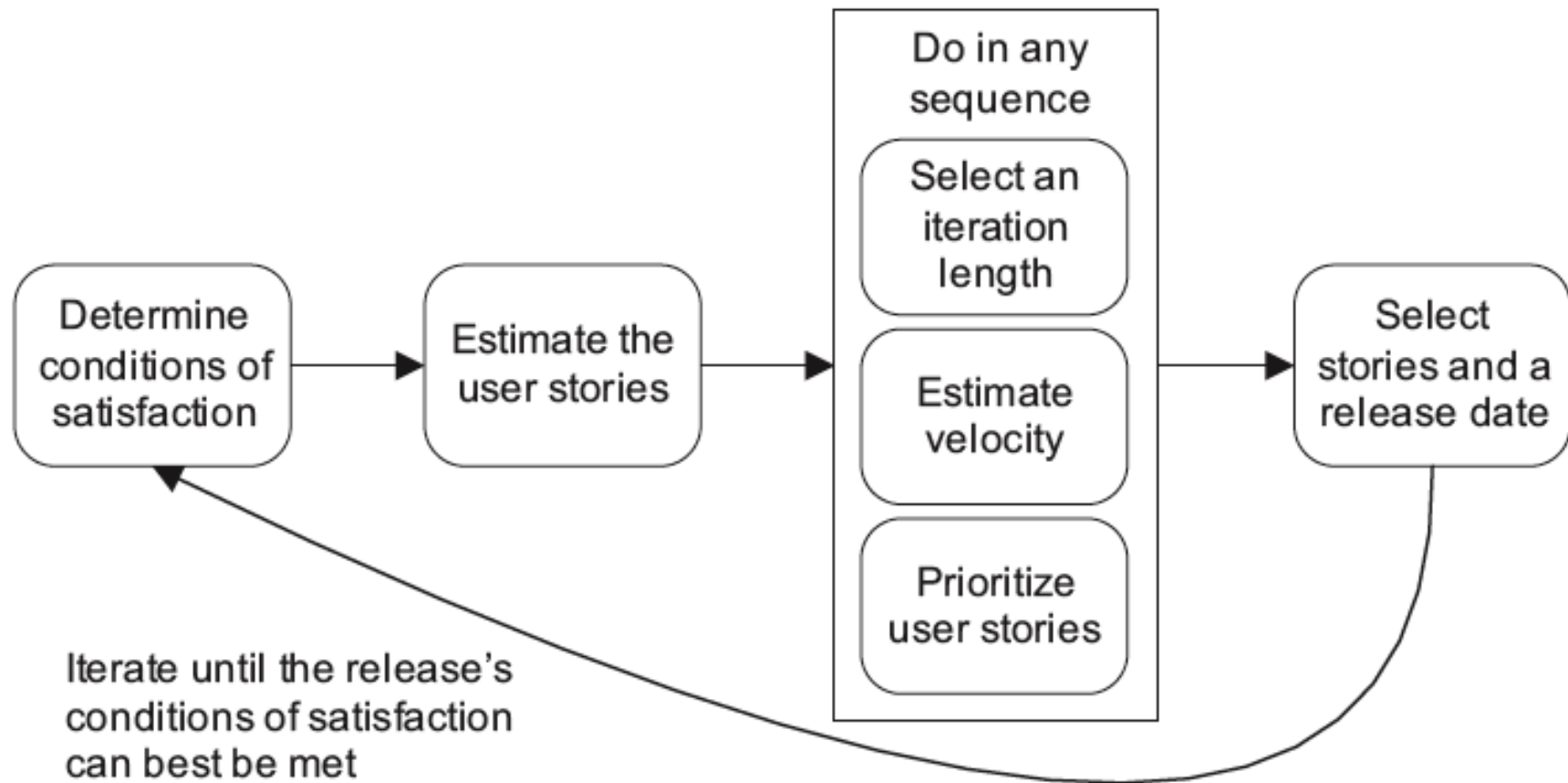
# The Planning Poker



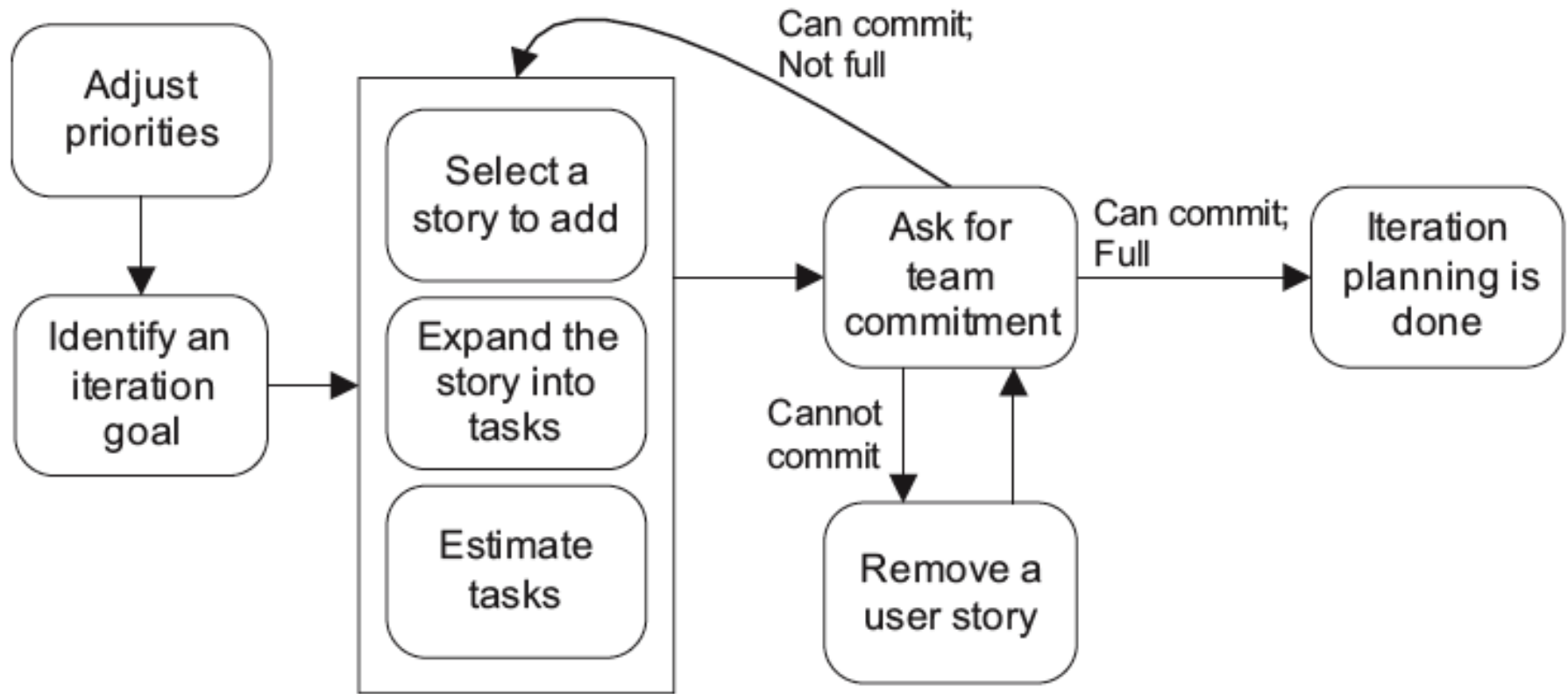
# What do we Plan?



# Release planning



# Iteration planning





# Resources

Agile Estimating and Planning, Mike Cohn, Prentice Hall, 2006