



Collaboration at Scale: Release Planning Tips and Techniques

11-Apr-2018

conteneo

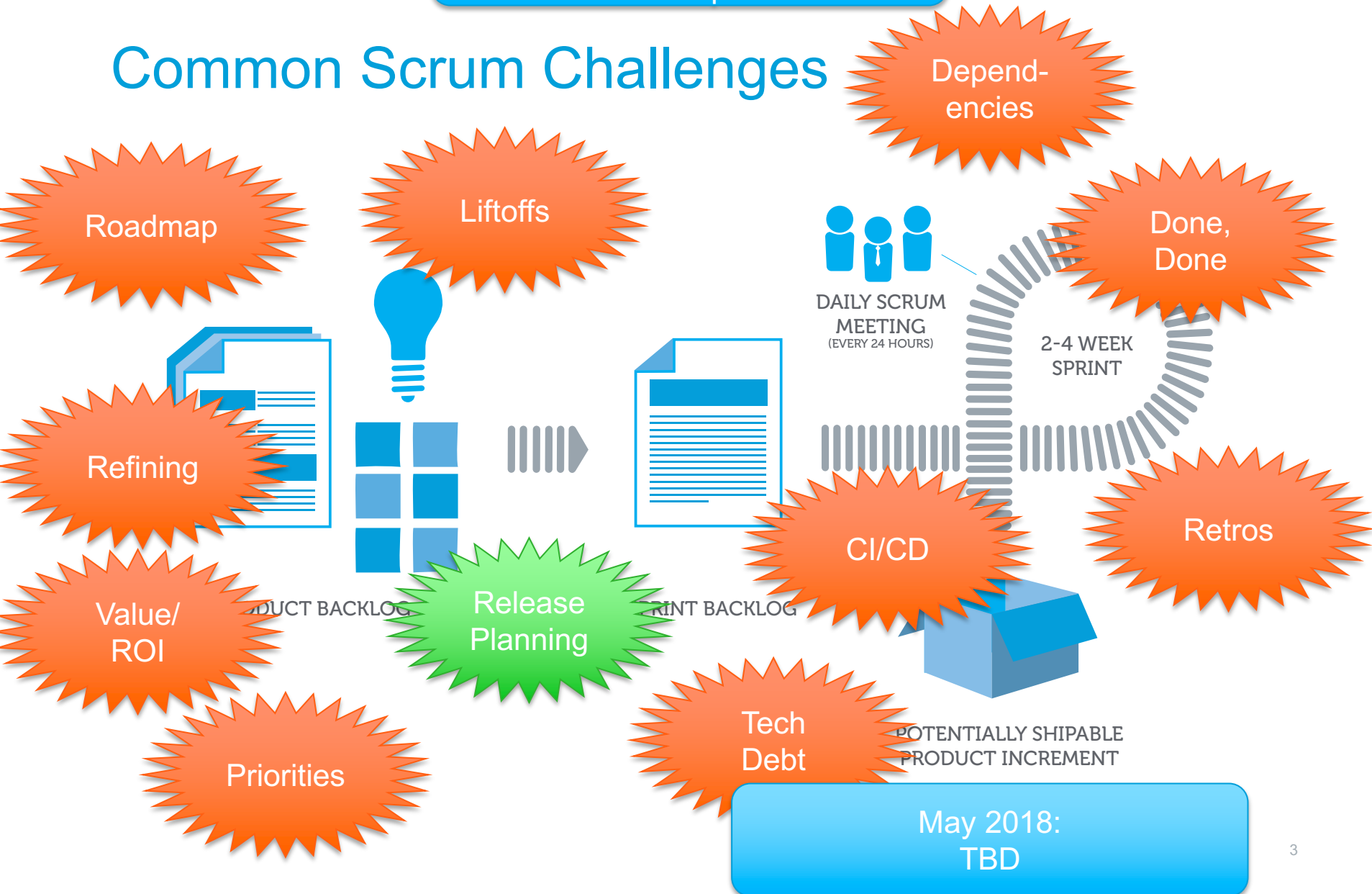


Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who will be joining our series.

Common Scrum Challenges



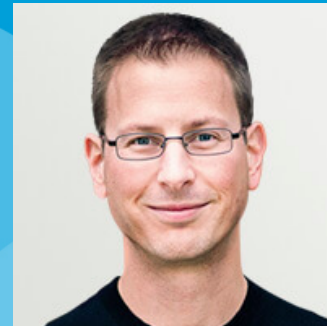
Agenda

Do the
Basics
Every time!

Intermediate
Techniques

Advanced
Techniques

Special Sprints



John Heintz



Luke Hohmann

Don't forget: Distributed Team Release Planning:
<http://bit.ly/2GNtw6q>

What's Your Tip?

You're being interviewed for the job of the lead Scrum Master to a company who has 18 Scrum teams in 3 locations working on a mix of products.

How would you answer the following question?

What is one piece of advice that you can share to improve release planning?

We'll collect and share your advice in the webinar follow-up!

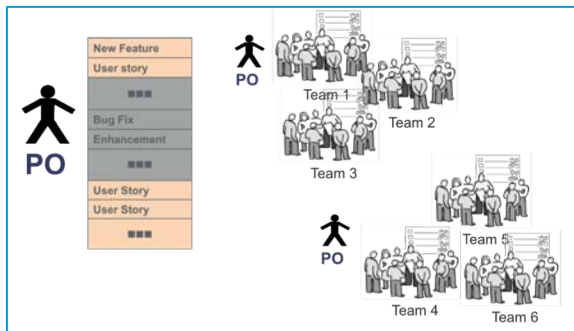
Do the Basics, Every Time!



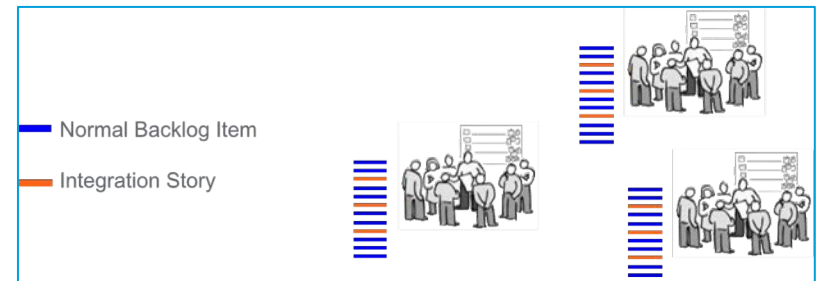
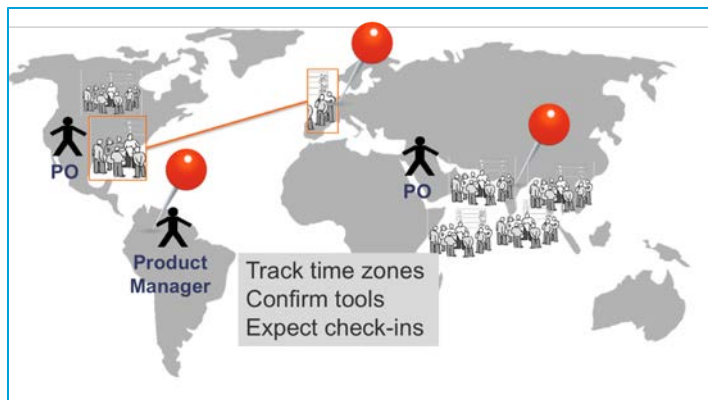
**A release plan is a high level plan
for achieving releasable value
(typically across multiple sprints).**

In other words... “Release” means “customers and stakeholders can use it – it is in production...”

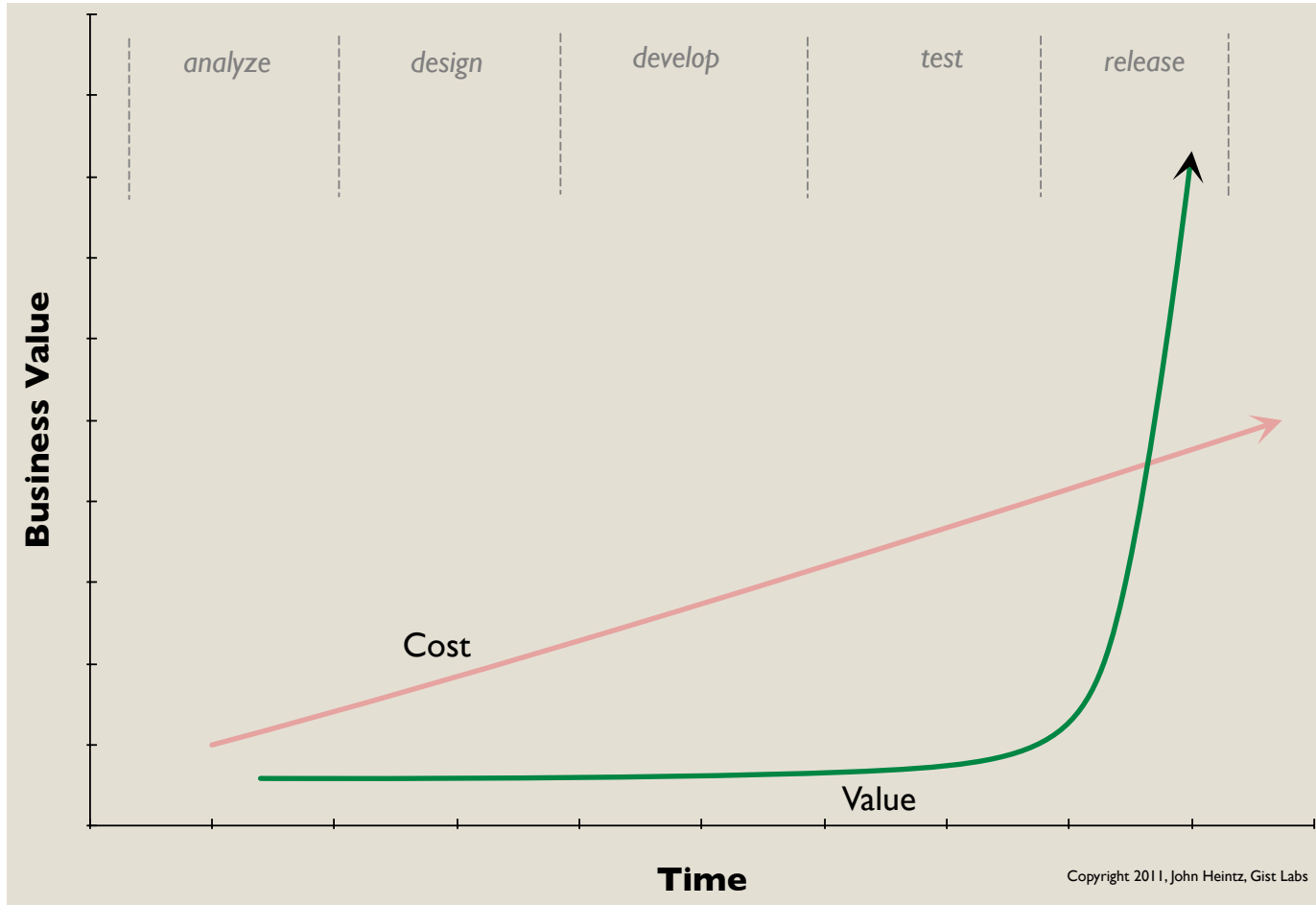
Backlogs, Teams, Plans, Integrations



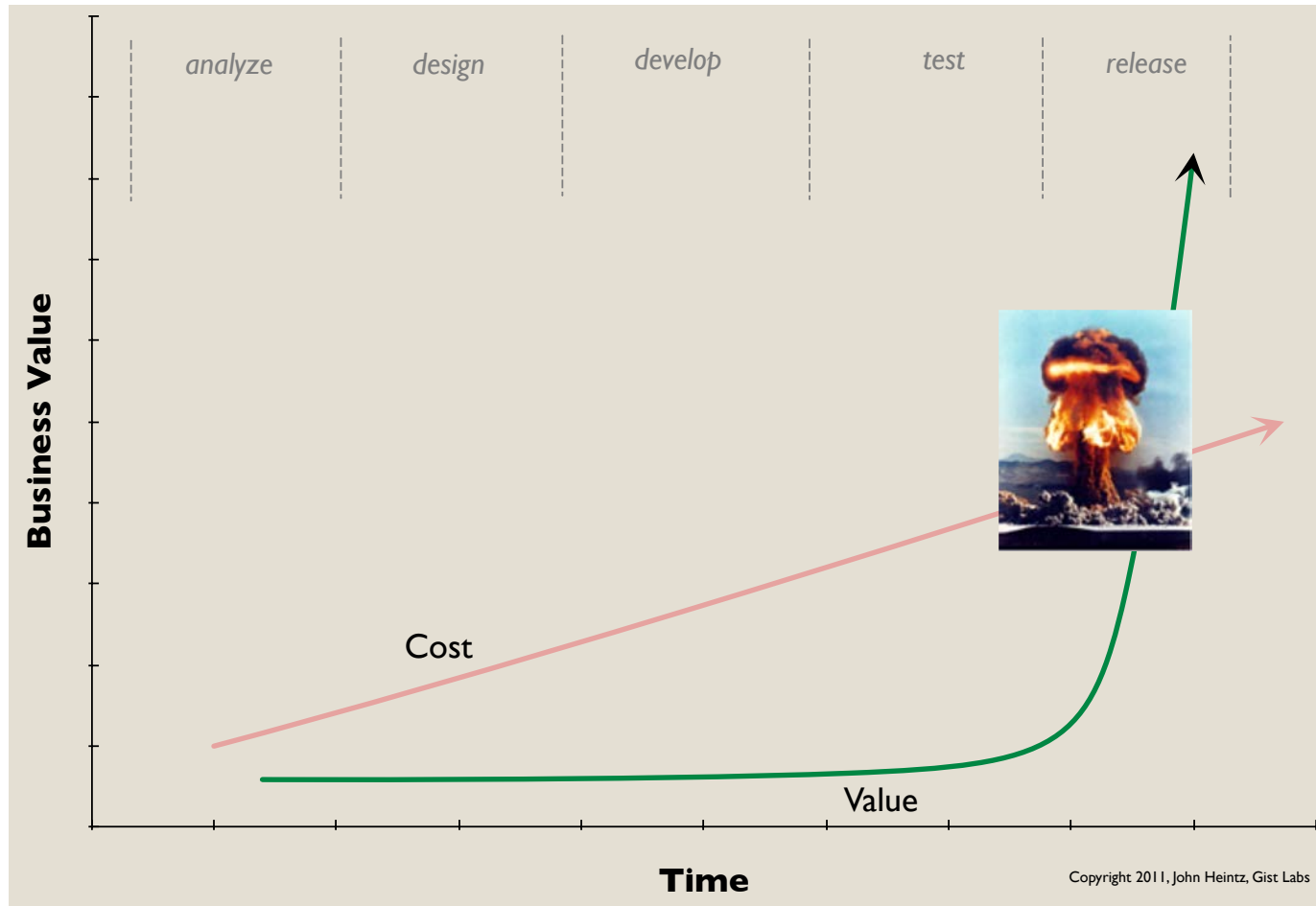
A. New Feature	8	Sprint	Sprint	Sprint	Sprint	Sprint
C. Bug Fix	2					
E. User Story		A	E.1	E.6	H.1	H.4
E.1, -----	3					
E.2, -----	2	C	E.2	E.7	H.2	
E.3, -----	2					
E.5, -----	1		E.3		H.3	
E.6, -----	2					
E.7, -----	3		E.5			
Integration						
H. New Feature						
H.1, ----	3			I		
H.2, ----	3					
H.3, ----	3					
H.4, ----	2					
M. User Story	8					



End of Plan Integration (don't try this)



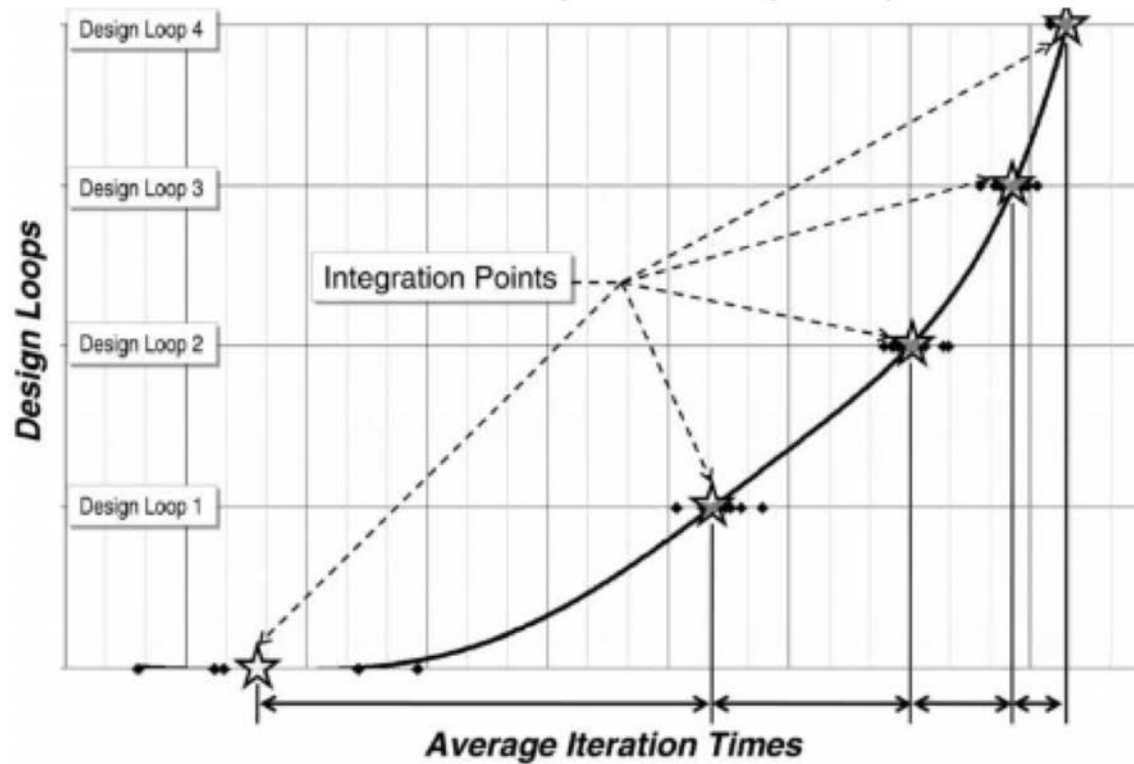
End of Plan Integration (don't try this)



Meaningful Integration

Figure 10.3

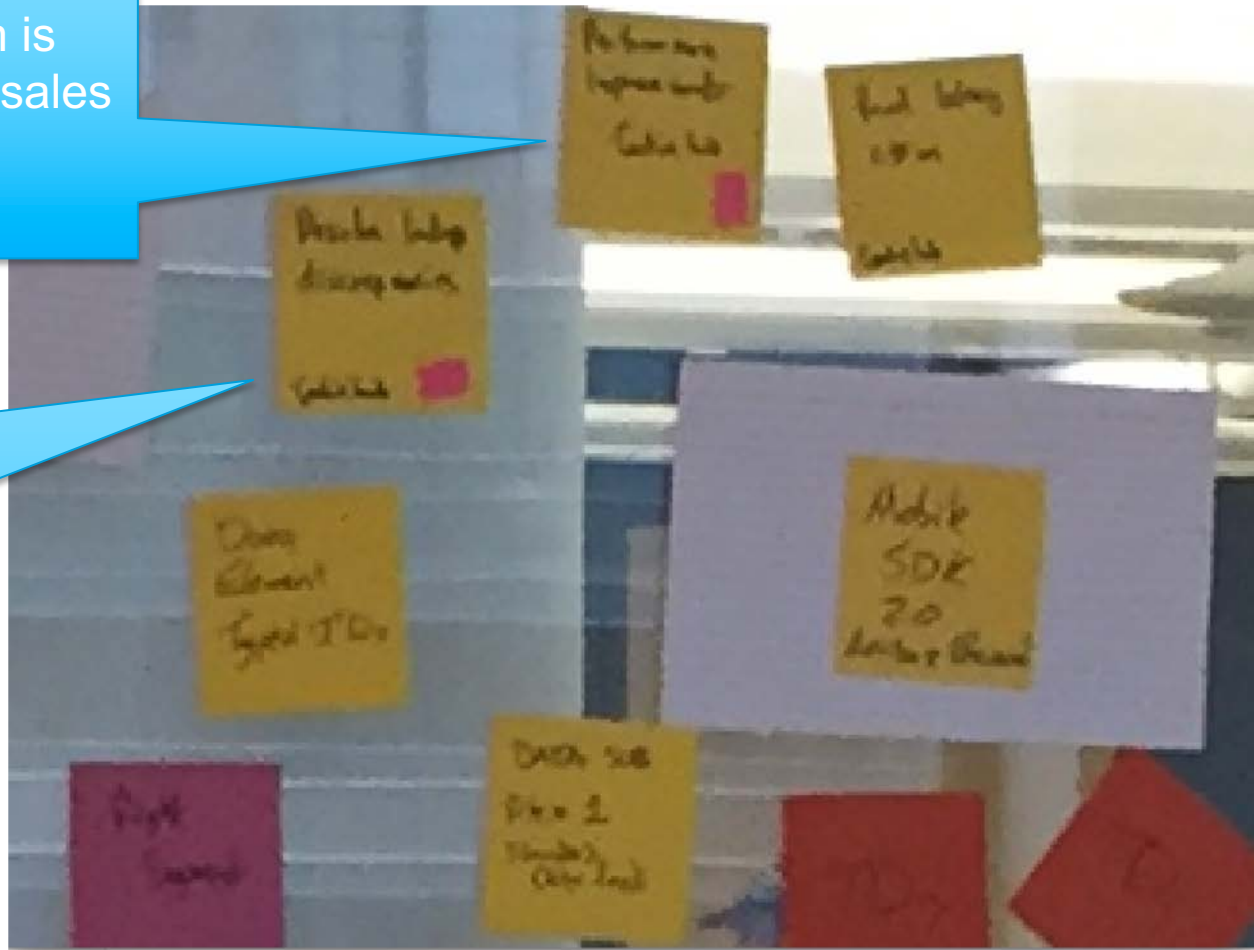
Product Development Design Loops



Flag the Risky Things (pink sticky flags)

This item is critical to a sales deal!

The team is struggling to estimate this item.



Churn: How Much Will Change?



Include a Buffer

A. New Feature	8	Sprint	Sprint	Sprint	Sprint	Sprint
C. Bug Fix	2	A	E.1	E.6	H.1	H.4
E. User Story		C	E.2	E.7	H.2	
E.1. -----	3		E.3		H.3	
E.2. -----	2		E.5			
E.3. -----	2					
E.5. -----	1					
E.6. -----	2					
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Integration				I		
H. New Feature						
H.1. ----	3					
H.2. ----	3					
H.3. ----	3					
H.4. ----	2					
M. User Story	8					

BUFFER!

We recommend one buffer Sprint for every 5 planned Sprints.

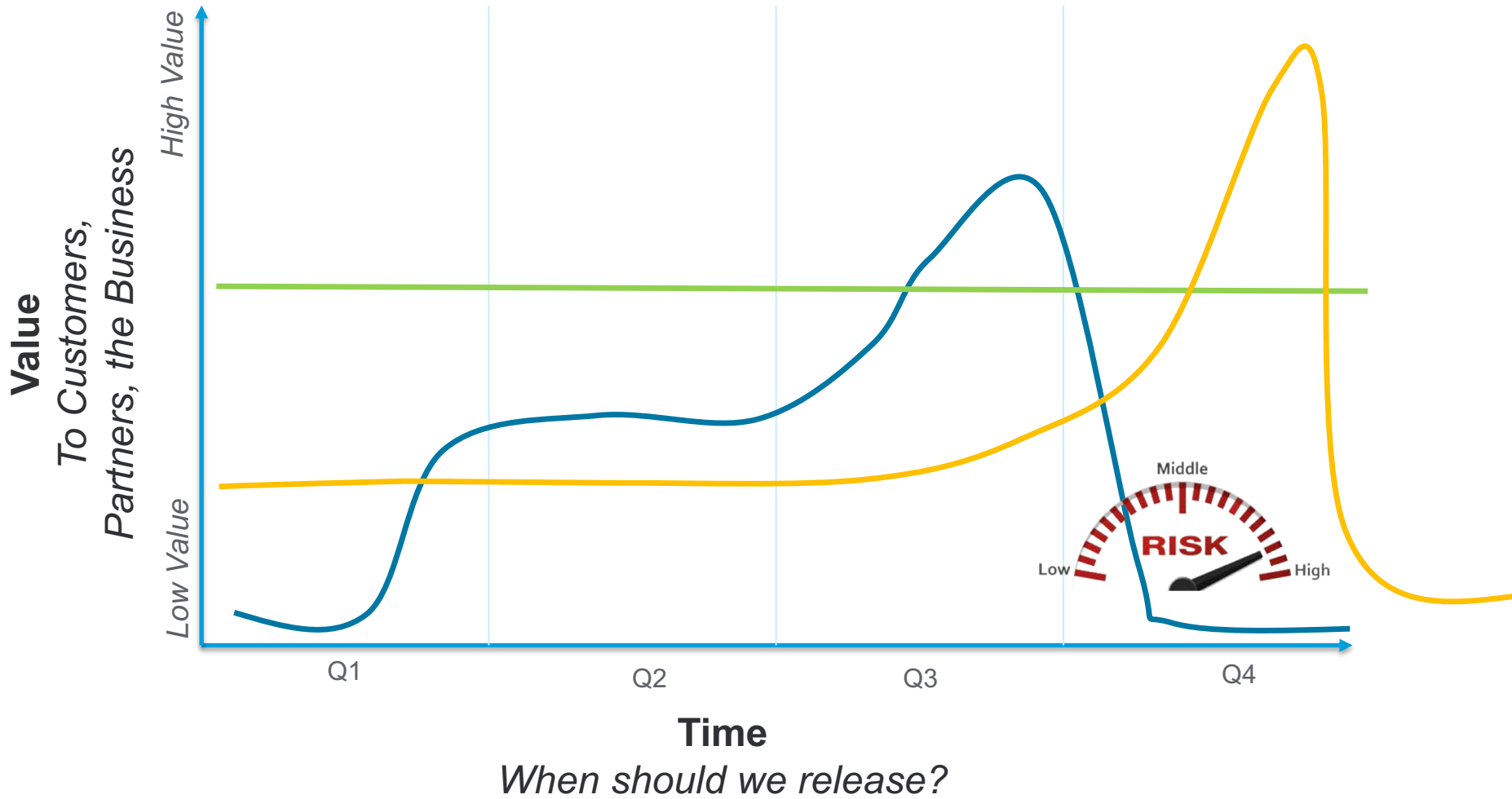
Sometimes two!

Intermediate Techniques

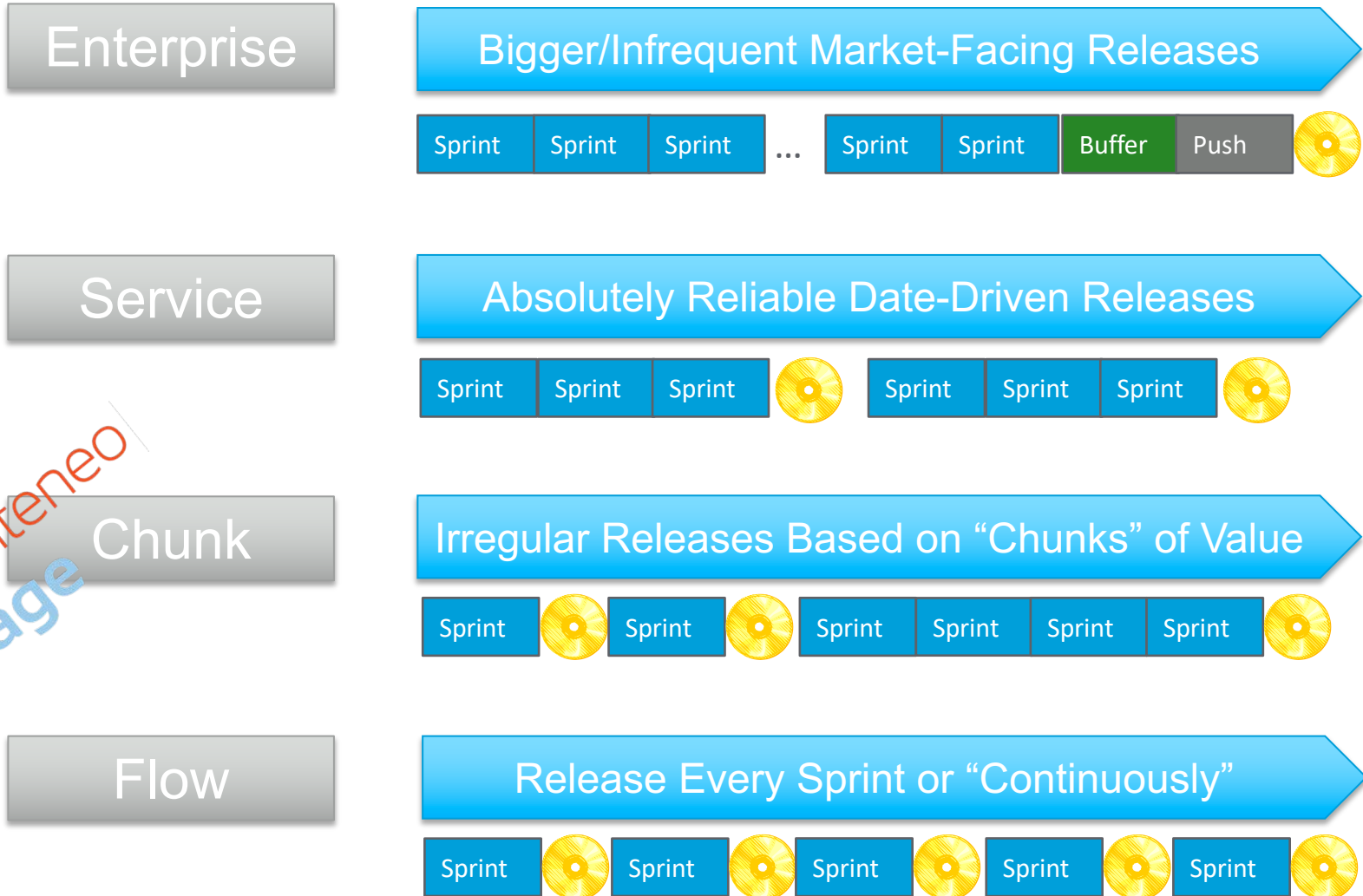


Market Rhythms and Release Value

- B2B Retail Software
- B2C (Facebook, MMOs)
- Toys (with spikes)



Shape of Releases

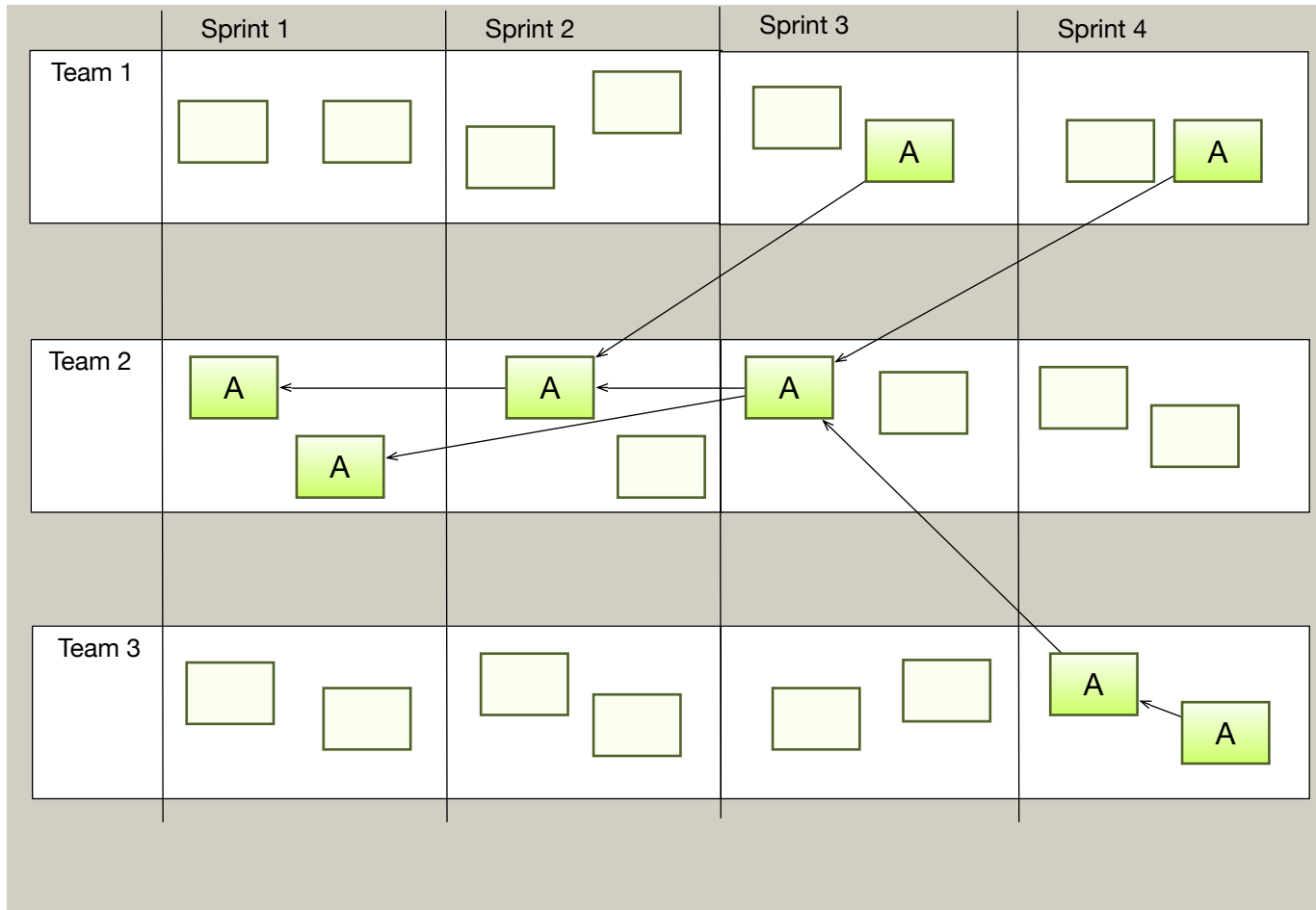


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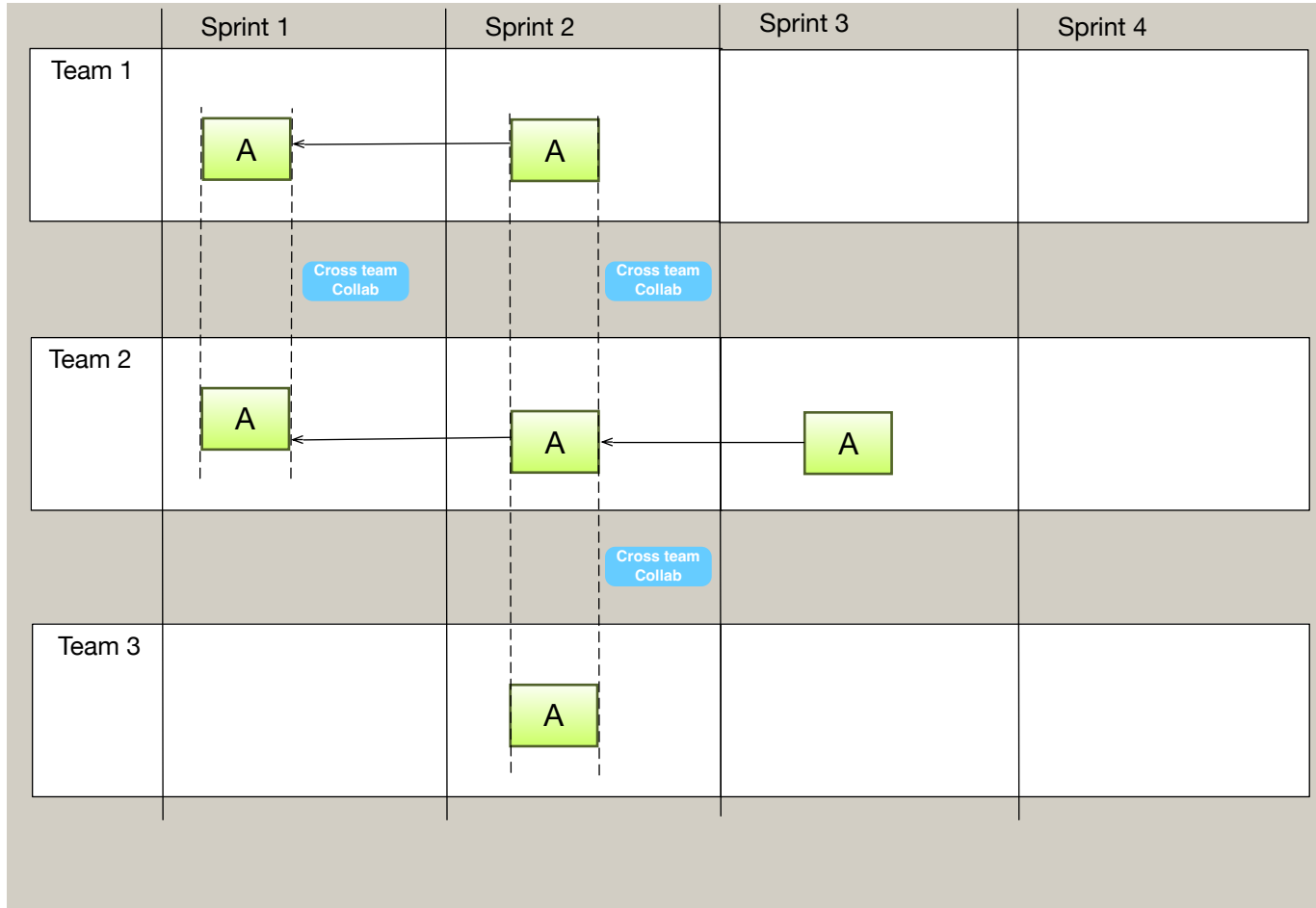
Which Shape is Best?

Enterprise	Designed to hit market windows defined in roadmaps, Enterprise projects have release plans consisting of multiple sprints based on thorough release planning. Maps nicely to traditional PMI-style project management. Emphasizes learning and adjustment.
Service	Date-driven projects with heavy up front planning; closely associated with service platforms.
Chunk	Shorter, irregular release cycles based on “chunk” of business value that are pushed to production is ready. Intense interactions with PO and team. Closely aligned with Lean Kanban and startups.
Flow	Continuous release cycles (release after every Sprint); continuous planning. Backlogs need MORE grooming.

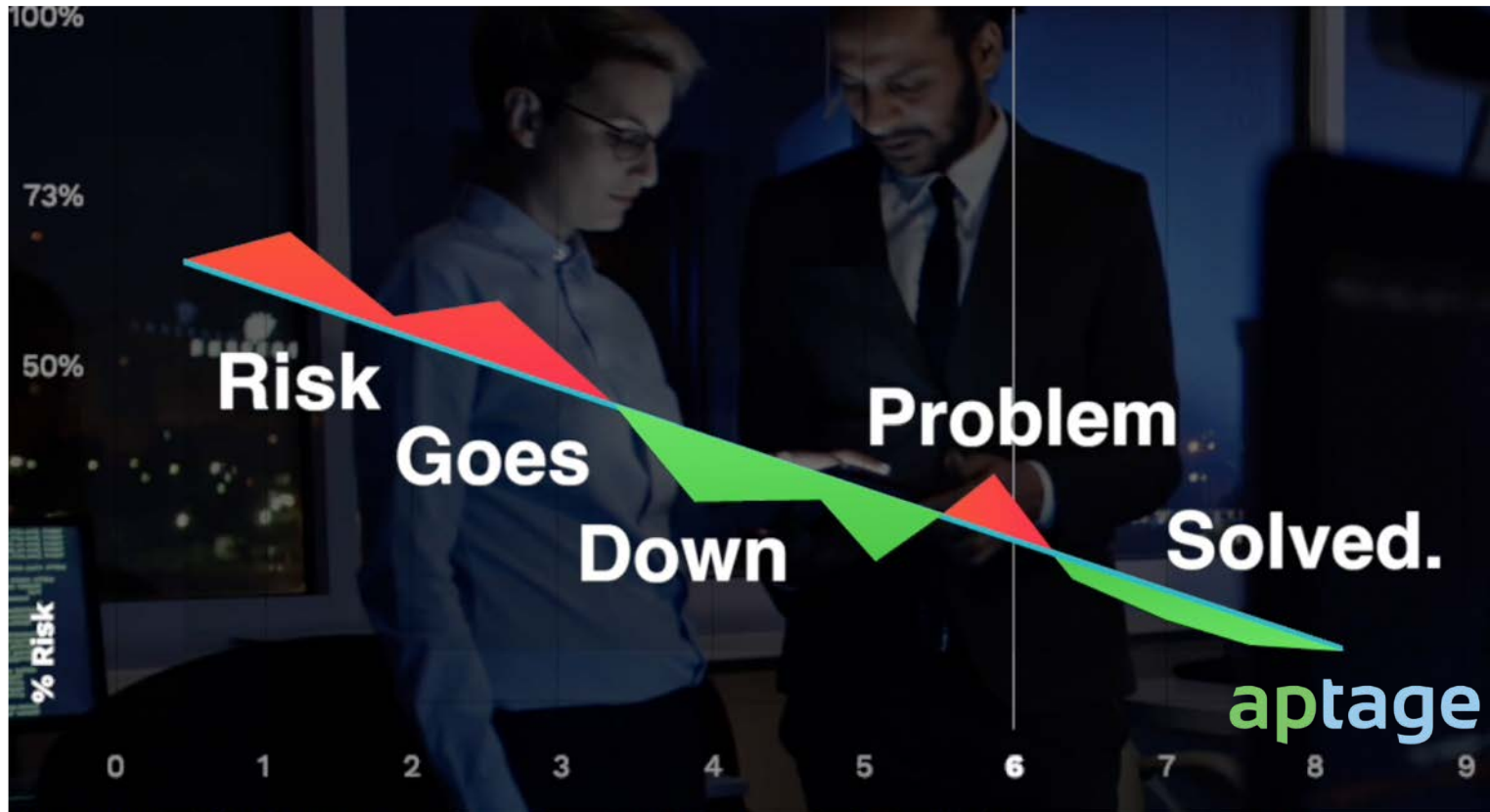
Explicit Dependencies, Handoffs



Explicit Dependencies, Collaborative



Start in the **RED** – Work to **Green**



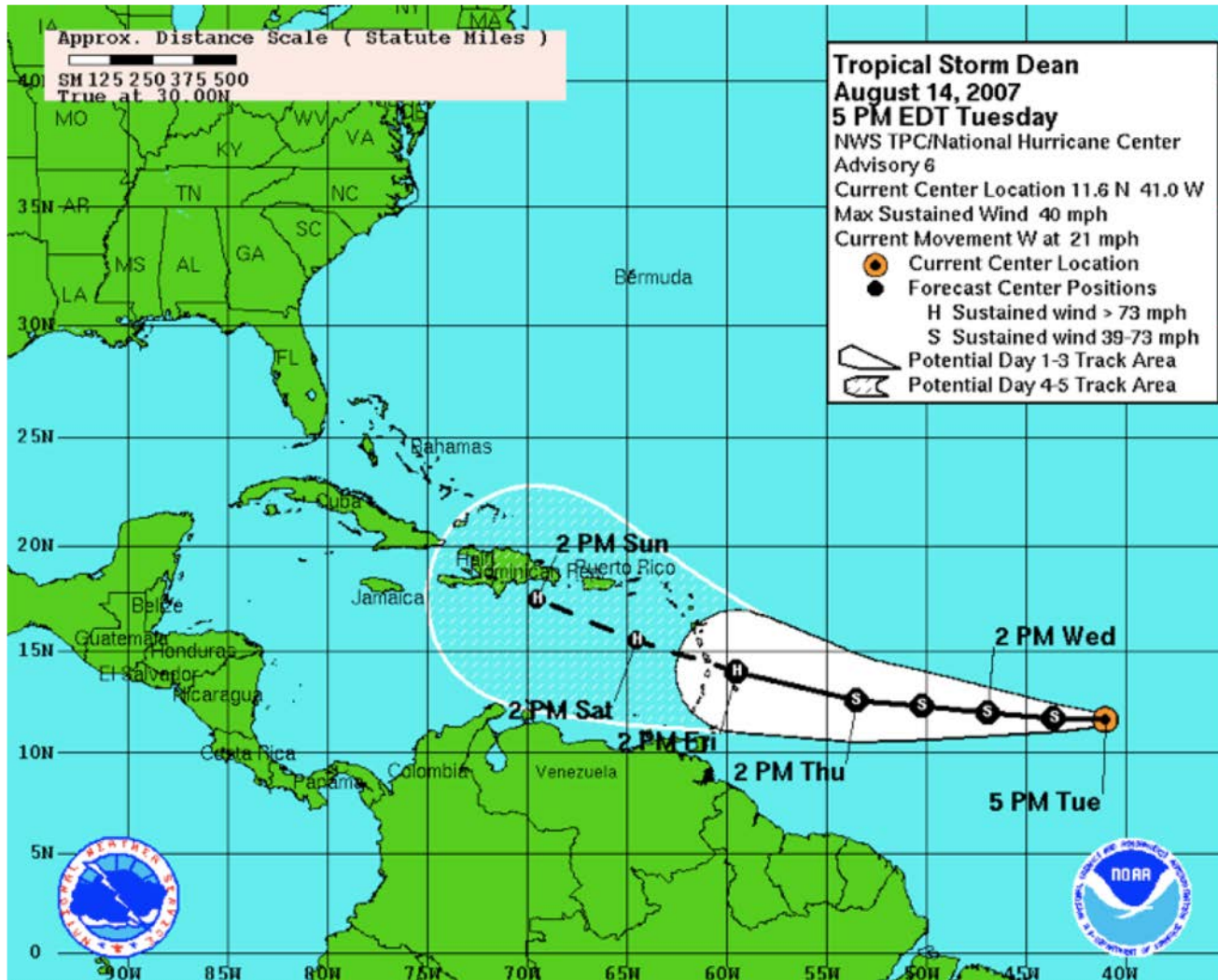
Advanced Techniques



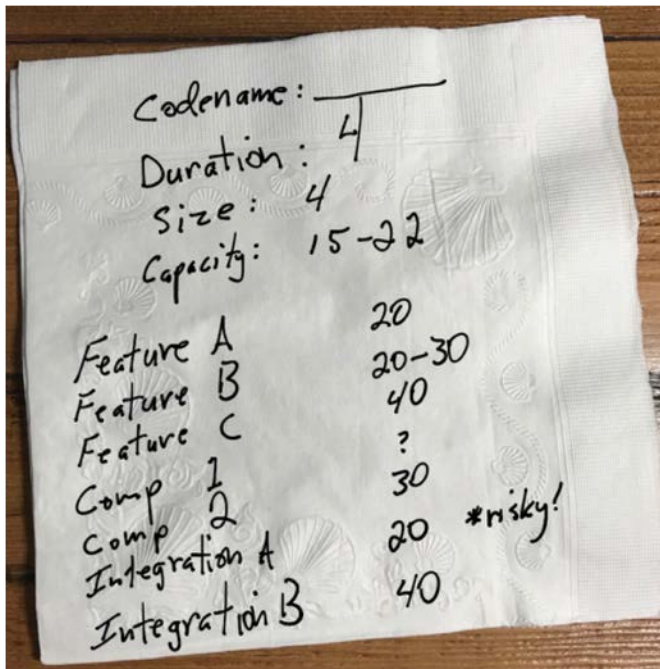
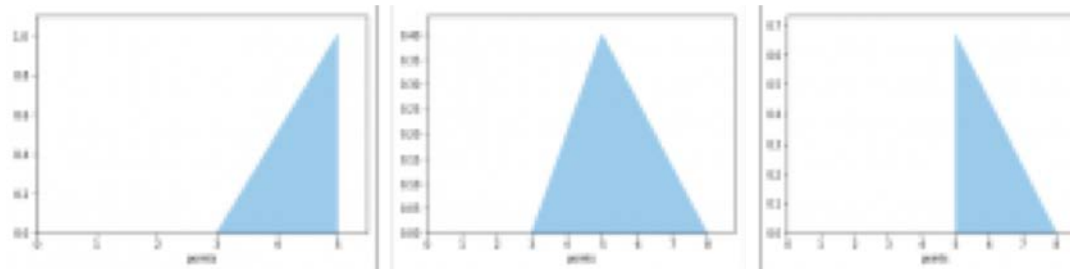
Assuming resources are constant, which best describes your environment?

- Scope and schedule are fixed
- Scope can change – schedules are fixed
- Scope is fixed – schedules can change
- Scope and schedules evolve together

The Cone of Uncertainty



Measure Uncertainty, Quantify Risk



Ensure Implementation Matches Needs



Dirt



Cobble



Tarmac

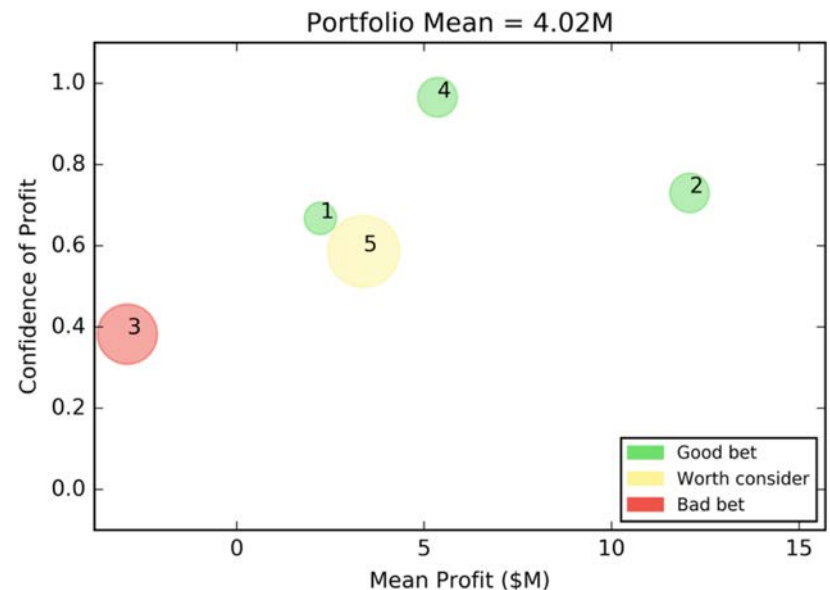
Set Your Release Quality Level

A predetermined quality level that sets expectations regarding the intrinsic and extrinsic quality of a release.

Intrinsic Quality		Extrinsic Quality	
5	<ul style="list-style-type: none"> • Everything certified! • Lots of automation! 	5	<ul style="list-style-type: none"> • Customers will rave about this!
4	<ul style="list-style-type: none"> • All new stuff tested by QA • Full regression testing 	4	<ul style="list-style-type: none"> • Consistency very high • Simple and sophisticated tasks
3	<ul style="list-style-type: none"> • All new stuff tested by QA • Almost full regression testing 	3	<ul style="list-style-type: none"> • Documented • Complete for basic tasks
2	<ul style="list-style-type: none"> • Most new stuff tested by QA • Partial regression tested 	2	<ul style="list-style-type: none"> • Not documented • Complete for basic tasks
1	<ul style="list-style-type: none"> • Not tested by QA • Not regression tested 	1	<ul style="list-style-type: none"> • Not documented • Possibly incomplete

Innovate, Try, Risk, Learn, Reward

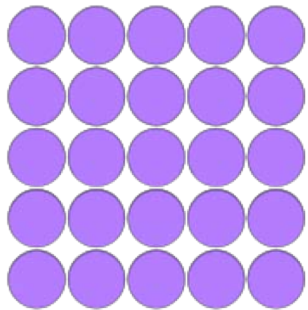
- Your competition is innovating
- The best way to learn is try things
- Not everything will work smoothly
- Accept some failures to reach greater success



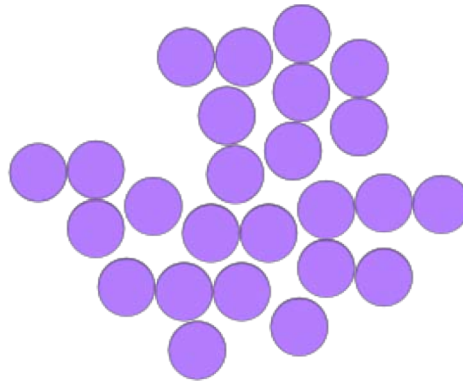
Special Sprints



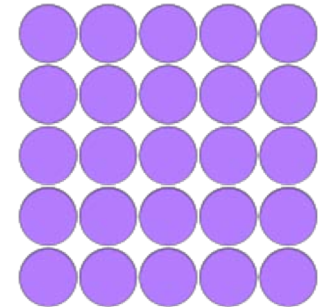
Entropy Reduction



We start here...



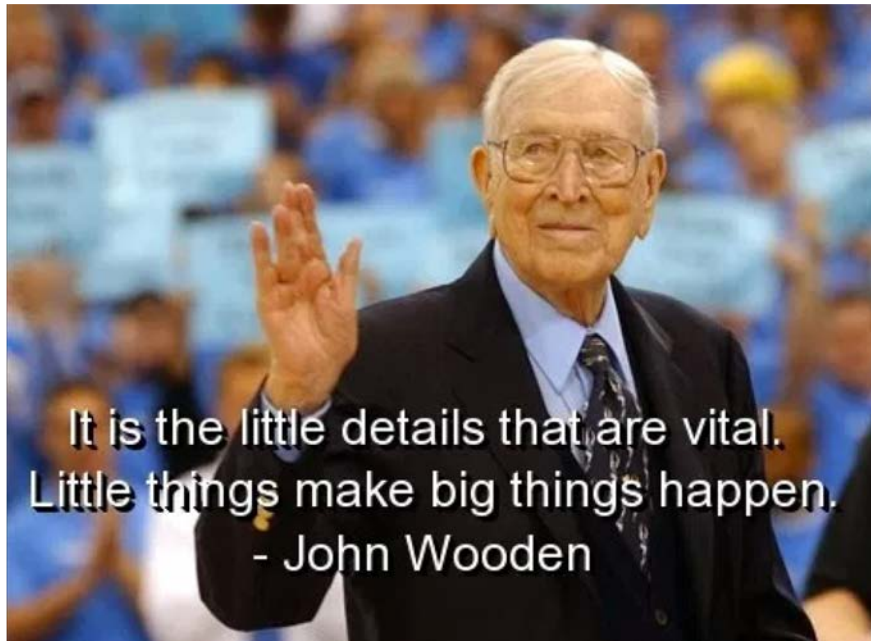
Over time we end up here!



So we create a sprint to get back to here!

A Sprint designed to reduce “the state of disorder in our code”..

Little Things Add Up

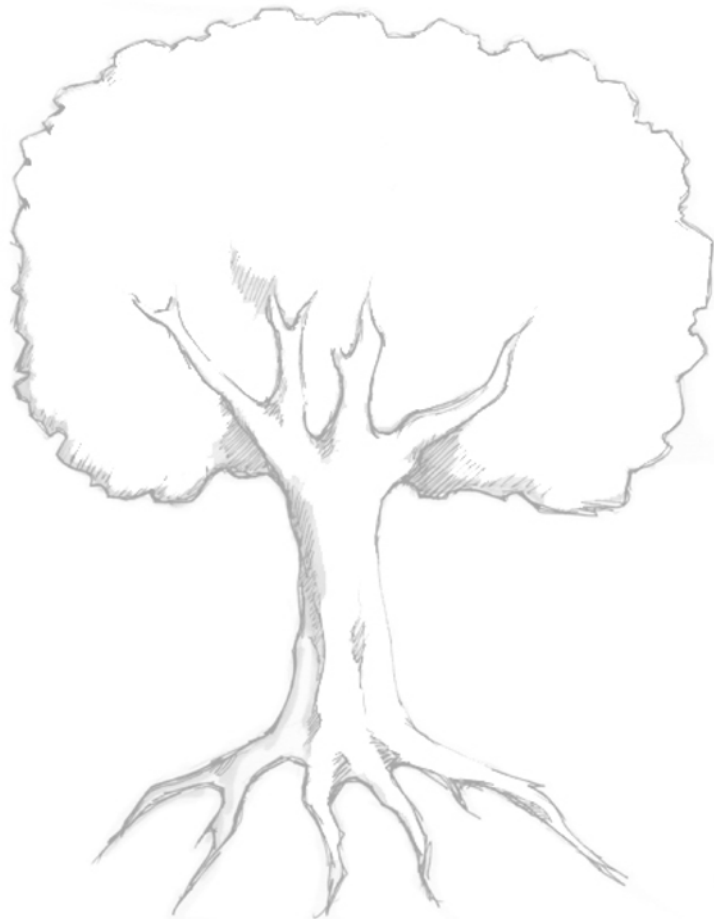


John Robert Wooden (October 14, 1910 – June 4, 2010) was an American basketball player and head coach at the University of California at Los Angeles. Nicknamed the "Wizard of Westwood," he won ten NCAA national championships in a 12-year period as head coach at UCLA, including a record seven in a row.

A Sprint designed to handle the “little things” that get deferred in the product.

At Conteneo we tend to have one of these about every 6 – 9 months.

Prune the Features



<http://bit.ly/try-ptpt>

A Sprint designed to remove functionality that just isn't working or is obviated.

These are not refactorings, but instead explicit removal of features.

It helps if you can monitor feature use!

Design Spikes (Design Sprints)



A design spike is a bubble of time during which the designers and potentially other team members focus primarily on design questions. [They] give UX teams a framework to conduct big-picture design within the Scrum process. They allow for comprehensive design bubbles that focus on holistic issues, rather than the granular design concerns that scrum sprints sometimes emphasize.

Which special sprint would have the greatest impact?

- Entropy Reduction
- Little Things Add Up
- Prune the Features
- Design Spikes

Summary



Basics	Intermediate	Advanced
Backlogs & Teams	Market Rhythms	Measure Uncertainty and Risk
Meaningful Integration	Select Your Shape	
Flag Risky Things	Explicit Dependencies	Include Some Innovation
Discuss Your Churn	Work Red to Green	
Buffers!	Explicit Quality	

Special Sprints

Little Things Add Up, Design Sprints, Entropy Reduction,



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aptage.com



Luke Hohmann
conteneo.co

Thank you for attending

Our next webinar will be **Six
Tips for Effective Product
Ownership at a Distance.**

