

Adaptive Planning

Traditionally IT delivery planning would be described as predictive planning; with a plan defined at the beginning of a project and then managing the project to the plan.

Adaptive planning will also start defining a plan but acknowledges that once work starts the plan will change, and the plan needs to reflect this new knowledge.

Plans for an Agile team will be adapted based on the delivery each iteration. As each iteration delivers a working, tested increment teams have an accurate measure on what can be delivered.

For adaptive planning to be effective teams must:

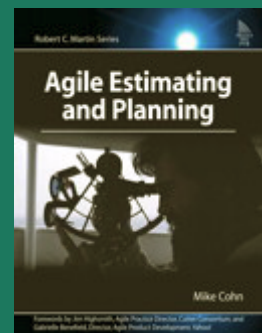
- Work off a prioritised backlog
- Have close collaboration with the customer
- Deliver a working, tested increment every iteration
- Understand that the direction will change and the team will respond
- Maintain consistent staffing

The two tools to drive adaptive planning are:

1. **Velocity**—the sum of the story points for delivered stories in an iteration ie. stories that are developed, tested and signed off by the customer.
2. **Burn up charts** —a simple way to track delivery based on velocity showing the time the required scope will be delivered in.

Why Planning Fails?

- Planning is by activity rather than feature
- Multitasking causes delays
- Features not developed by priority
- Ignoring uncertainty
- Estimates become commitments



The Definitive book on
Adaptive Planning:

Agile Estimating and Planning –
Mike Cohn 2006