

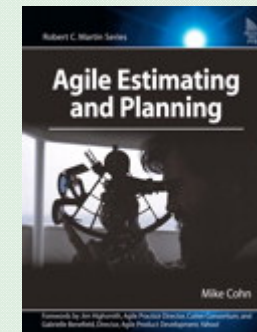
Agile Practices Help-sheet

Adaptive Planning - Responding to change-over following a Plan

- » 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:
 - **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.
 - **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**



Agile Estimating and Planning – Mike Cohn 2006