Team capacity - example

Team of 1 prepare, 2 execute & 1 validate role
First day: 1/2 capacity, 1 unit with specialty
Last day: 1/2 capacity, only unplanned work
8 days full capacity
1 day = 2 units of work within specialty
= 17 units prepare + 34 units execute + 17 units validate
- margin for unplanned work + unforseen events!

Cycle time versus lead time

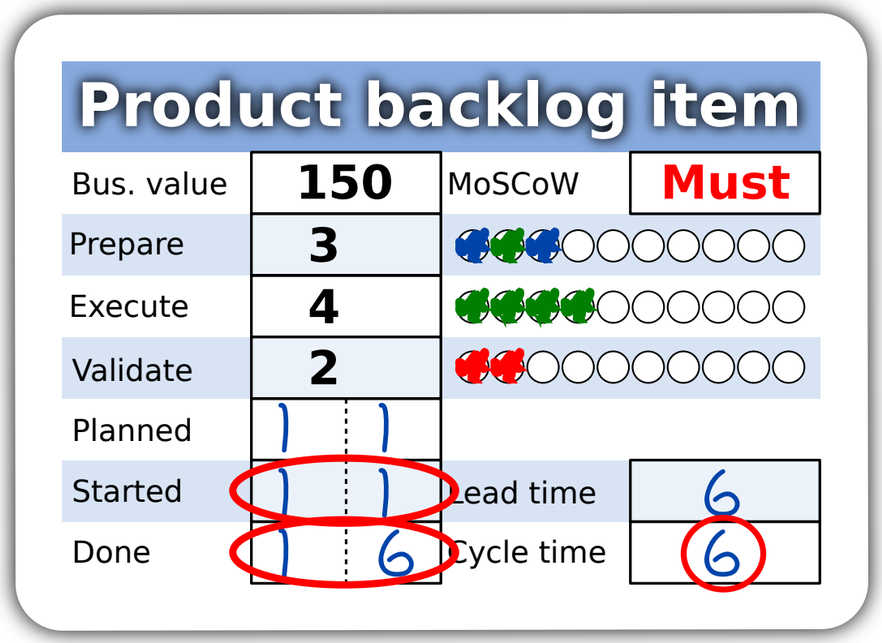
Cycle time

Planned work:

from Started to Done

Unplanned work:

from Accepted to Done



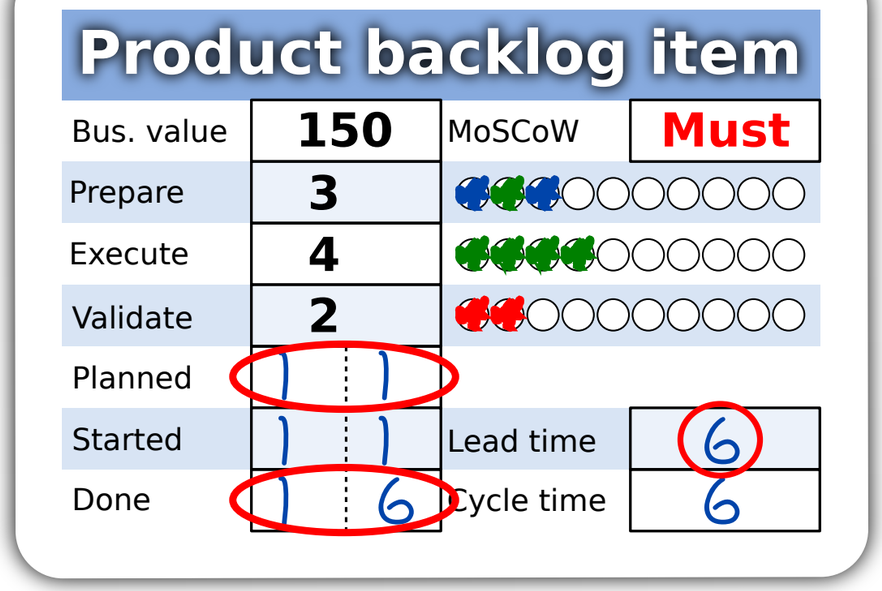
Lead time

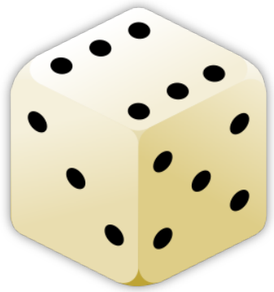
Planned work:

from Planned to Done

Unplanned work:

from Reported to Done



Evolving insight 

1: Increase workload with 1 unit
2: No action
3: No action
4: Take an event card
5: Block item you last worked on 
6: Unblock any blocked item

Day	Plan 1	2	3	4	5	|	6	7	8	9	Review/Retro 10

Only 1/2 day of work
due to iteration planning

Day	Plan 1	2	3	4	5	|	6	7	8	9	Review/Retro 10

Only 1/2 day of work,
only unplanned work
due to review and retro

Play in rounds

Prioritization

MoSCoW: what is really important

Business value: what gives the highest benefit

Workload: what gives the fastest benefit

Combination of criteria

MoSCoW principle

Must have: product is worthless without these

At most 60% of your backlog

Should have: important but not indispensible

Could have: bells and whistles

On average 20% of your backlog

Won't have - for now

Team composition & roles

Product owner - can also pick up work

Execution work

"Functional" work - prepare & validate

or separate roles for prepare & validate

Generalizing specialists

Execute tasks outside specialty

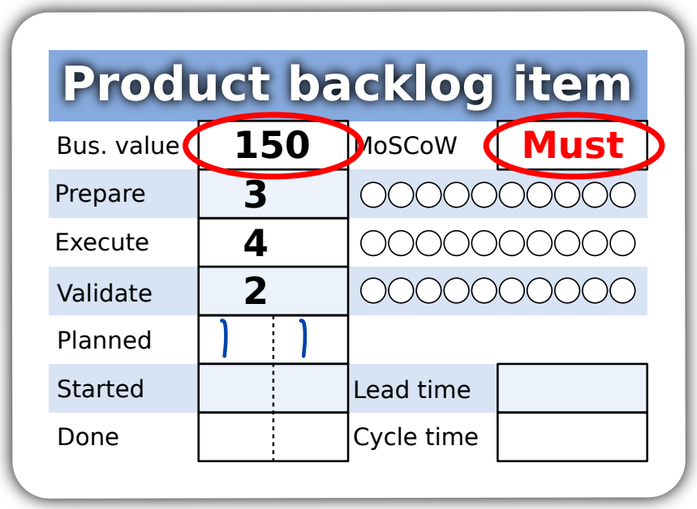
Efficiency penalty:

Within specialty: 2 units of work per day

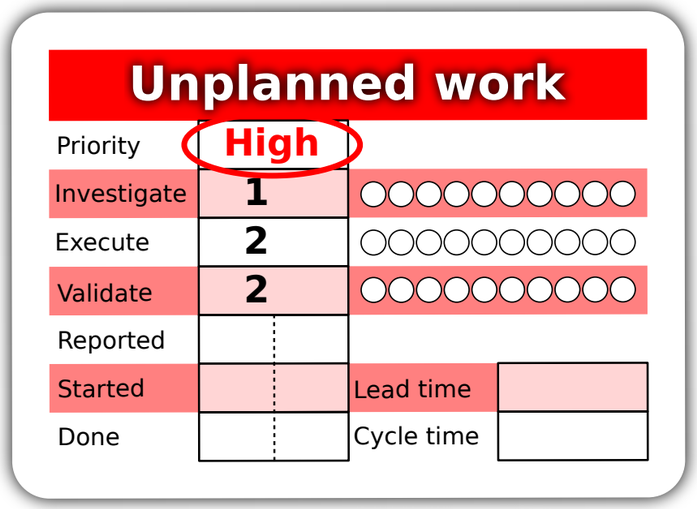
Outside specialty: 1 unit of work per day

Value creation vs. value loss

Value creation



Value loss



According to MoSCoW

Must: business value * 2

Should: business value

Could: business value / 2

Won't: 0

According to priority

penalty/day

High priority: -50

Medium priority: -10

Low priority: -1