



ONAP Poker Planning or a way to make Estimate working

Gildas Lanilis – ONAP Release Manager

September 25, 2017

- Most of these materials are inspired from “Mountain Goat Software” LLC.
- You are free:
 - to Share—to copy, distribute and and transmit the work
 - to Remix—to adapt the work
- Under the following conditions
 - Attribution. You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work).

Key concepts

Accuracy & Precision

Accuracy

<u>Question</u>	<u>Estimates</u>	<u>After Task completion</u>	<u>Debriefing</u>
What is the time needed to complete this task ?	Jean's Estimate : "no longer than 1.5 hour" Robert's Estimate : "no longer than 30 minutes"	Measured value : 1 hour 14 minutes	"no longer than 1.5 hour" more accurate than "no longer than 30 minutes"

Precision

1 hour 27 minutes 26 seconds
more precise than
About 1.5 hour

Key concepts

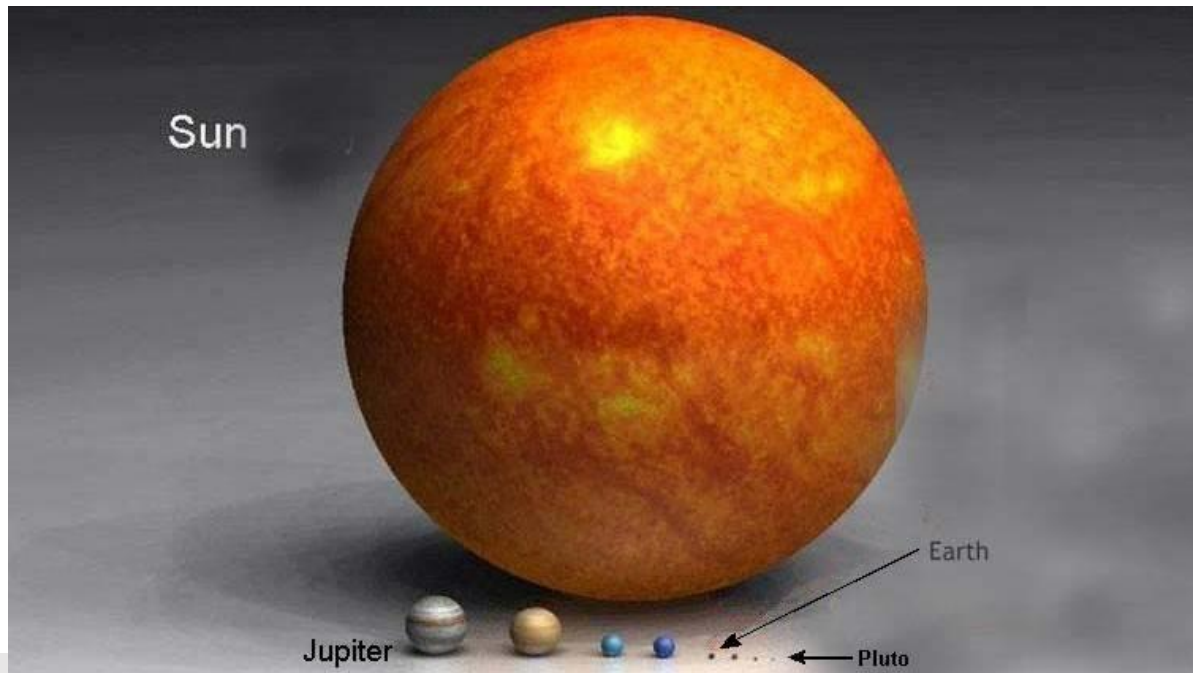
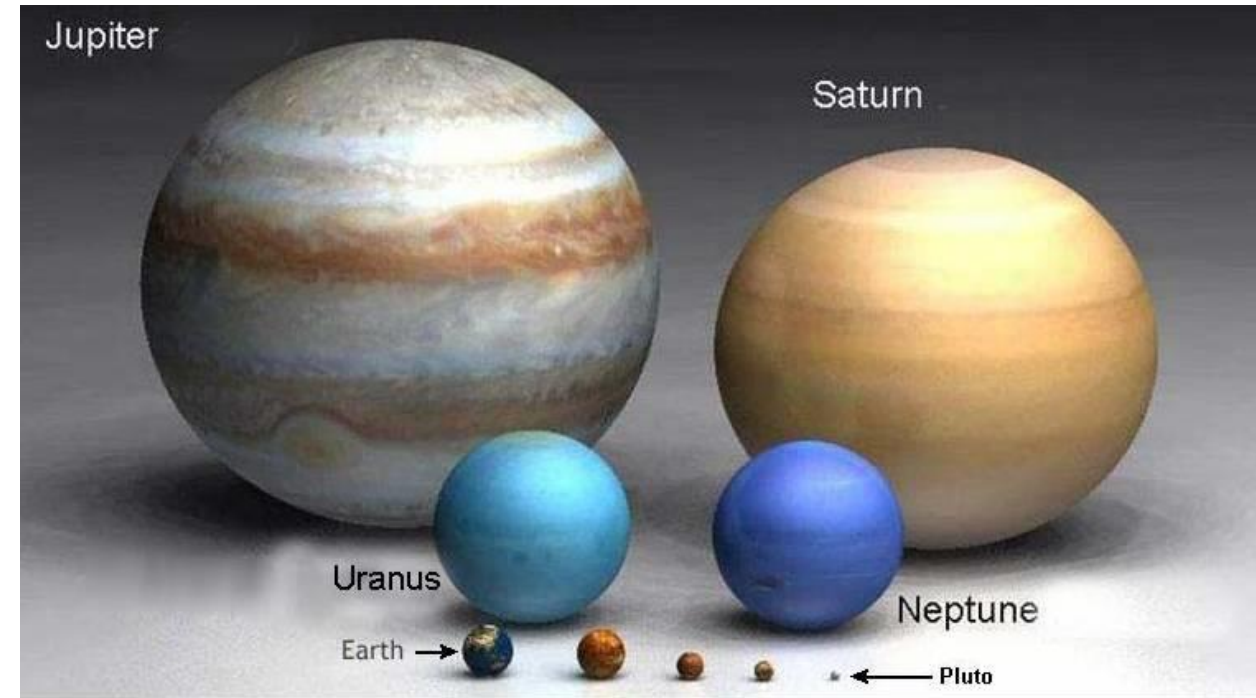
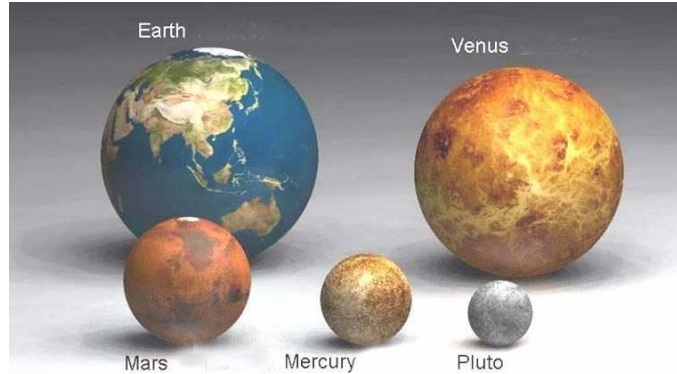
Time - Effort Estimates

- We are used to answer questions like:
 - How long it takes to drive to Paris?
 - How long it takes to read the last Horry Potter book?
- The answer is:
 - It depends

Key concepts

Relative Size estimates

It happens Human are better at Relative size Estimate



Key concepts

Ideal Days versus Relative size

Product Backlog	J o h n	P e t e r	P a u l
As an Admin, I need a tool that...	8	6	16
As an User, I need to see this...	5	3	1
As a Supervisor, I want to...	18	10	20

Consensus seems Difficult!

Product Backlog	J o h n	P e t e r	P a u l
As an Admin, I need a tool that...	2	2	2
As an User, I need to see this...	5	5	5
As a Supervisor, I want to...	8	8	8

Consensus seems Obvious!

We need a Technique to do efficient Estimates

Poker Planning

Poker Planning

- Definition: a **consensus** based estimation technique achieved by a **TEAM**, used for estimating relative size of Product Backlog in Scrum development
- A powerful tool that makes team-estimating :
 - simple
 - faster
 - more accurate
 - more funny

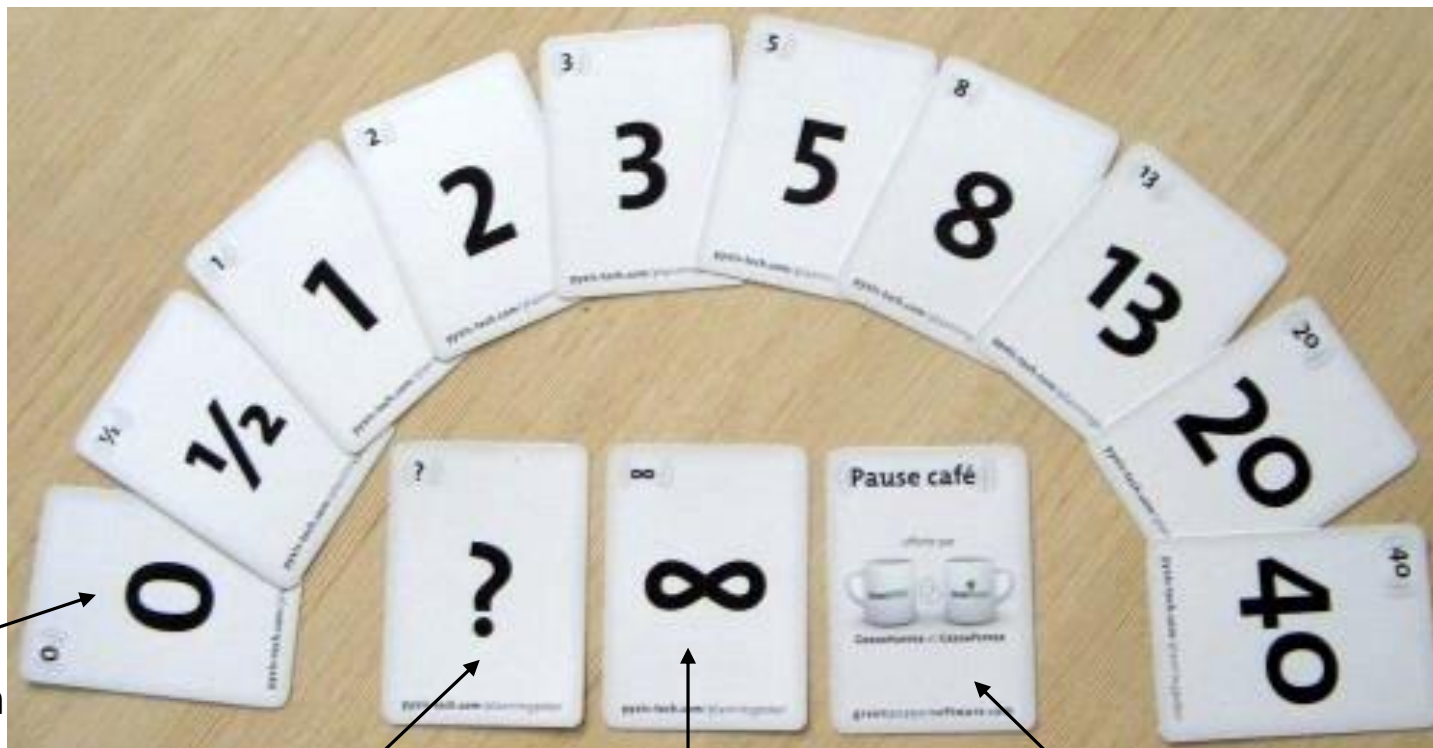
Created by James Grenning and popularized by Mike Cohn

Poker Planning Tools

1. Prioritized Product Backlog
2. A deck of Poker Card per team member
3. Timer



Poker Deck



Pretty much nothing

I absolutely have no idea at all

Way too **BIG**

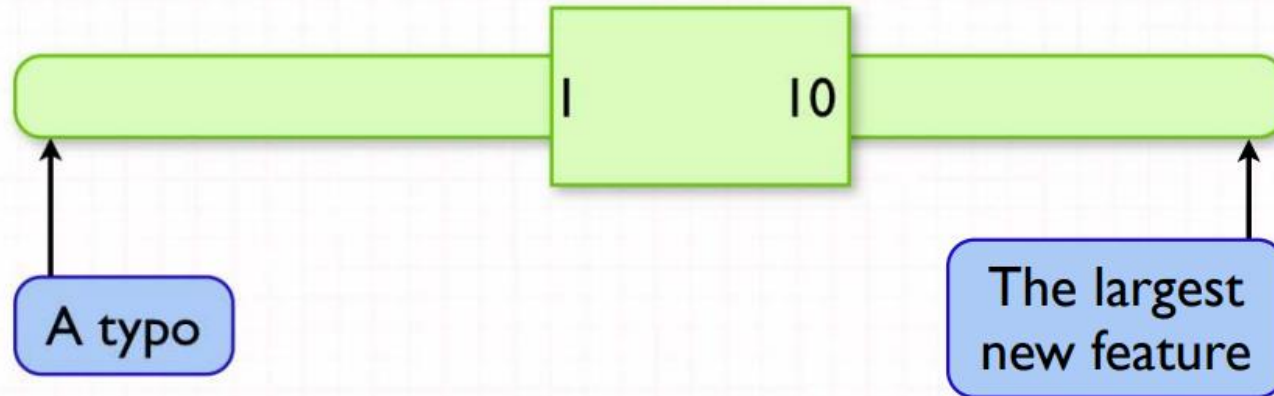
Let's have a break

- $\frac{1}{2}$ 1 2 3 5:
Same order of magnitude
- 8 13 20:
One order of magnitude greater
- 40 100:
Two order of magnitude greater

One Order of magnitude

One order of magnitude

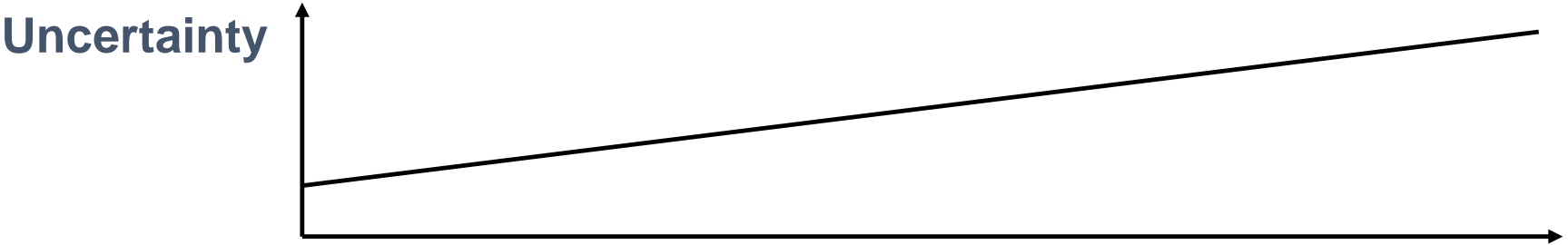
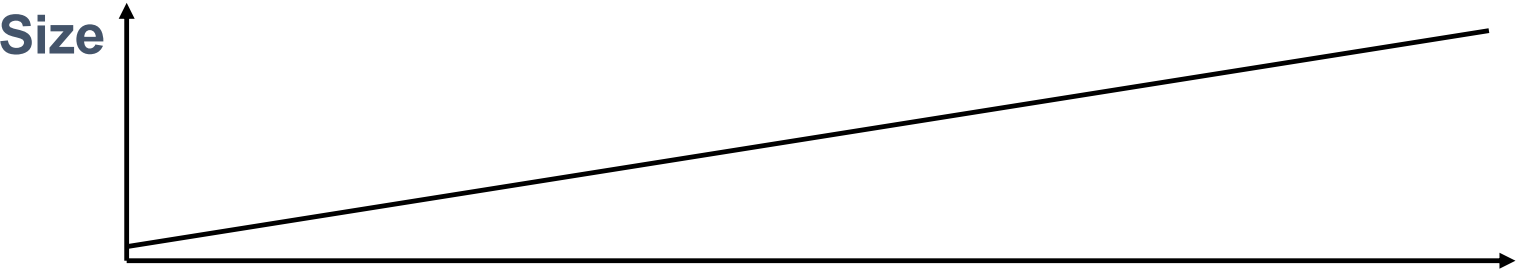
- We're good over one order of magnitude
- So think about where to place it on your product backlog



Poker Deck

Strange sequence !

---> Fibonacci-like sequence



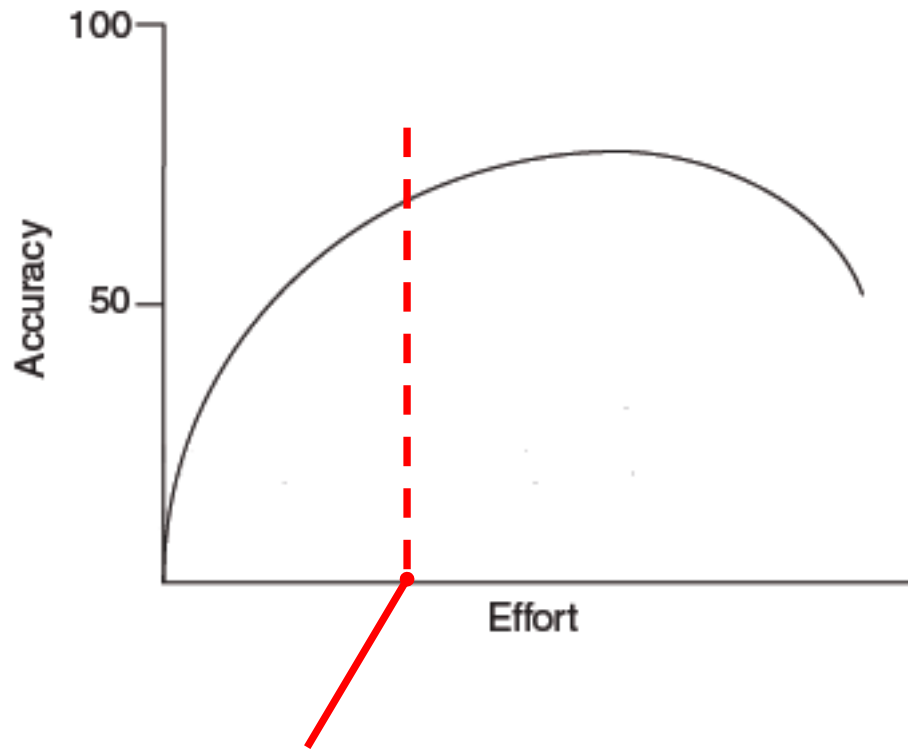
If it goes over 20 → Break it down

Point = f(size, complexity, risks)

Guesstimate !

Timer

Keep in mind: estimation effort and accuracy



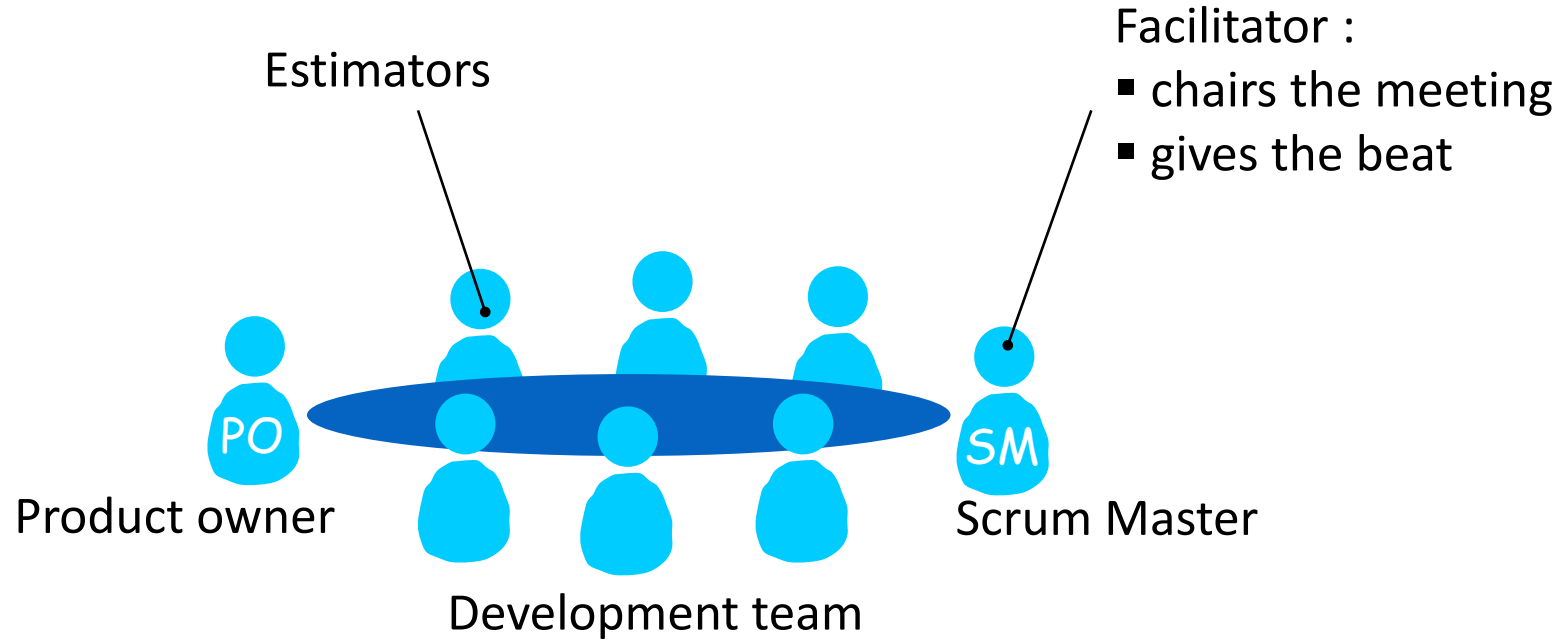
Beyond a certain point, additional estimation effort yields very little value

Timer

- To keep the beat
- Time-box is used to structure discussion
 - important issues first ...
 - and then details



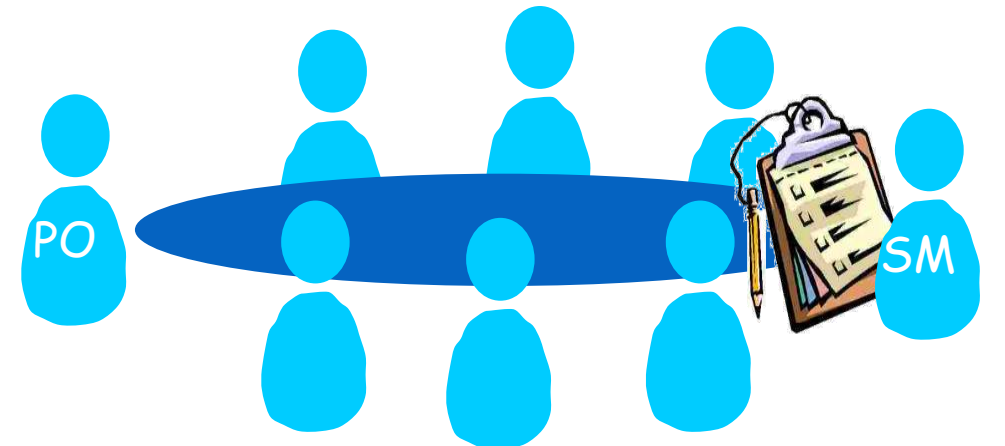
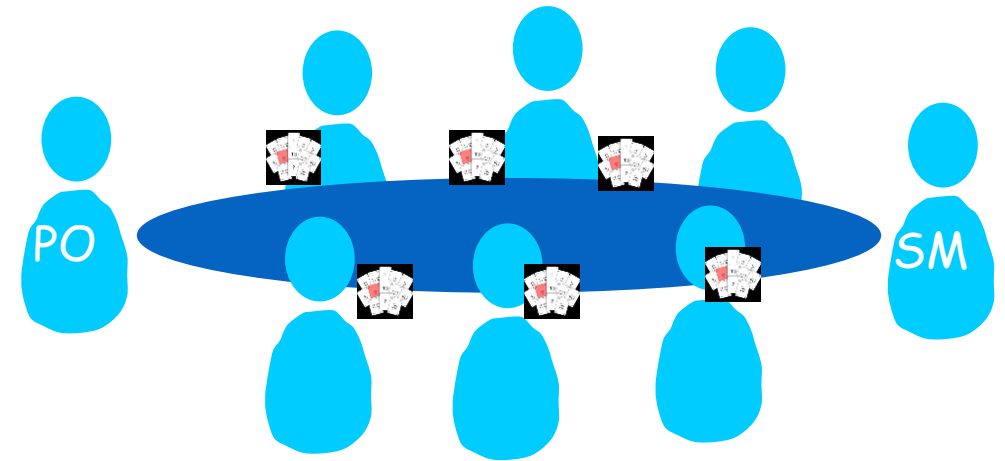
Planning Poker: Attendees



Reminder : In Scrum, estimating is a **TEAM** activity, not a manager decision.

Estimation Process Steps: Set the stage

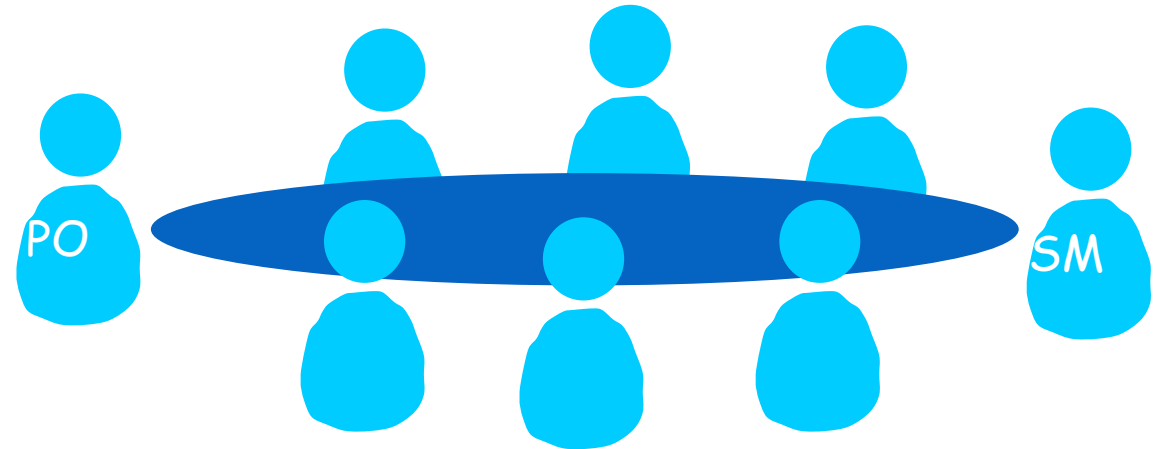
- Each estimator (development team member) is given a deck of cards
- The Scrum Master recaps the process and the rules :
 - The estimate is for a complete development of the feature (analysis, design, coding, test, ...)
 - Check that the “**Definition of Done**” is understood in the same way by everybody
 - Communication is forbidden during vote (avoid anchoring)
 - Duration of discussion time-box is defined
 - Relative estimates instead of man-days



Estimation Process Steps: Make a Reference

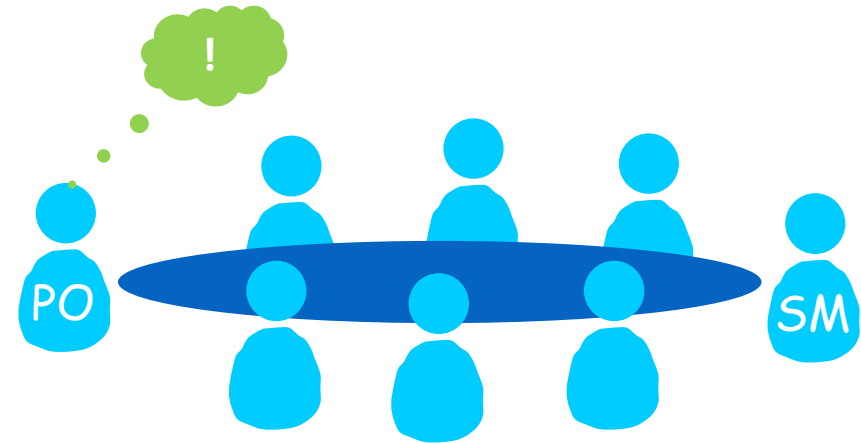
- The team picks up a reference in the product backlog

- This feature receives an estimate of 1 and is be used as a reference for the relative estimate of the other features

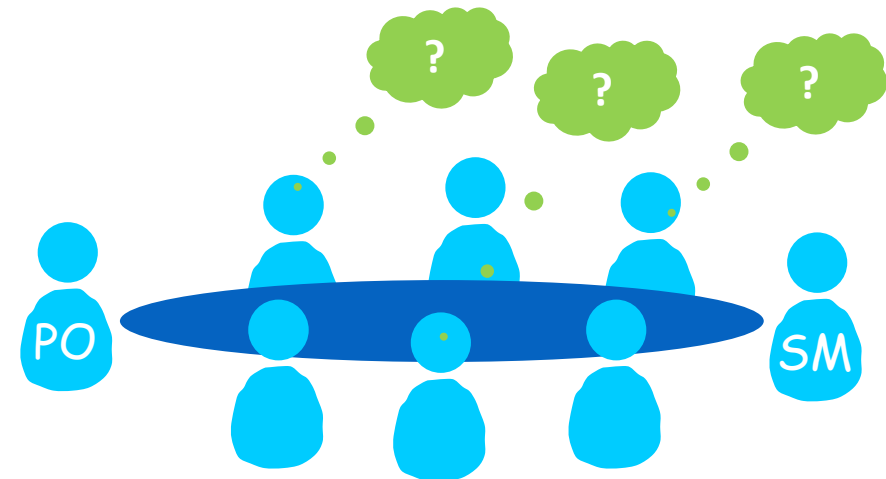


Estimation of a Feature: Feature Estimating

- The product owner provides a short overview of the feature/user story.



- The team asks questions and discusses to clarify assumptions and risks.

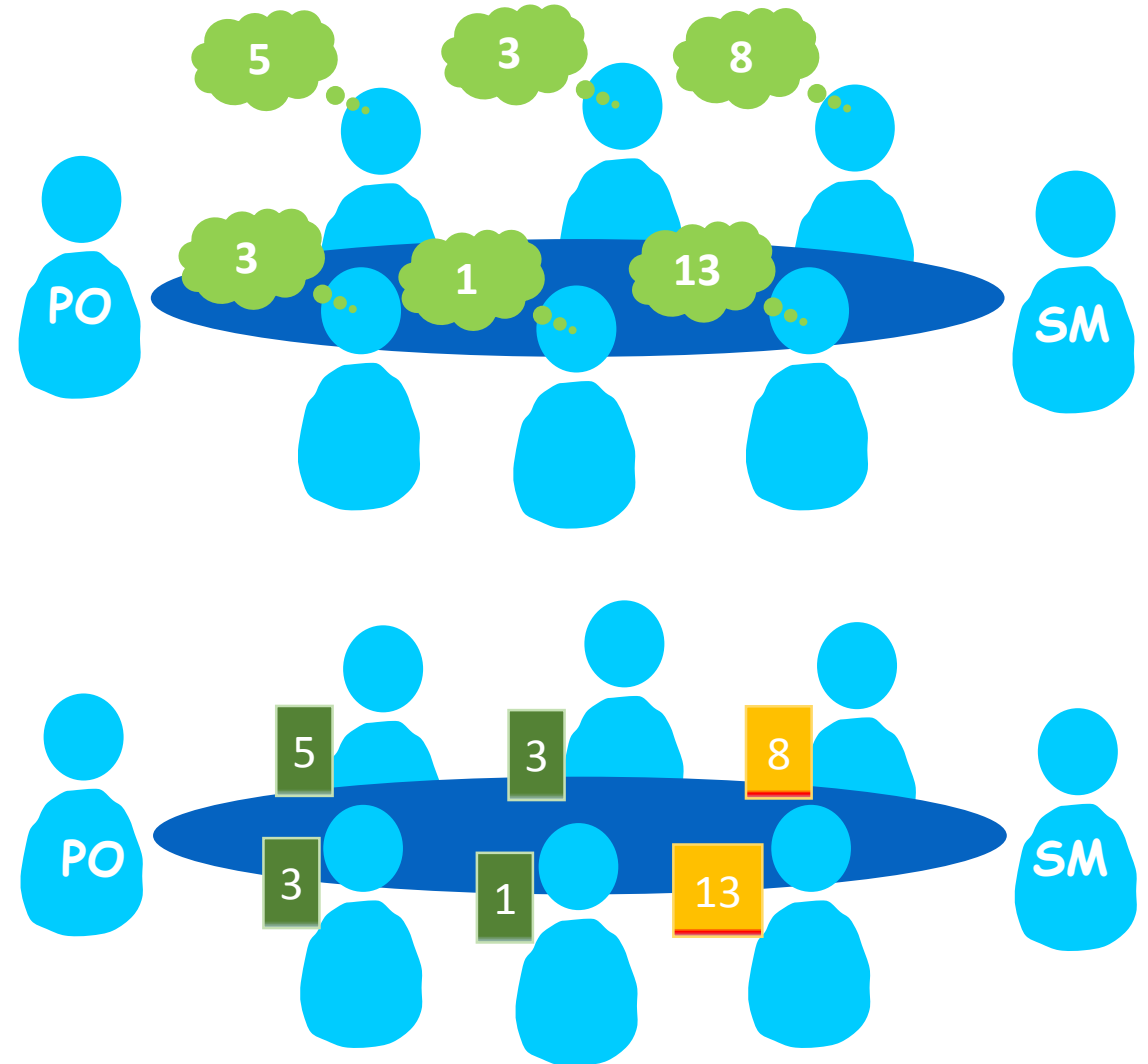


Estimation of a Feature: Individual Guess

- Each team member thinks about his/her estimate.

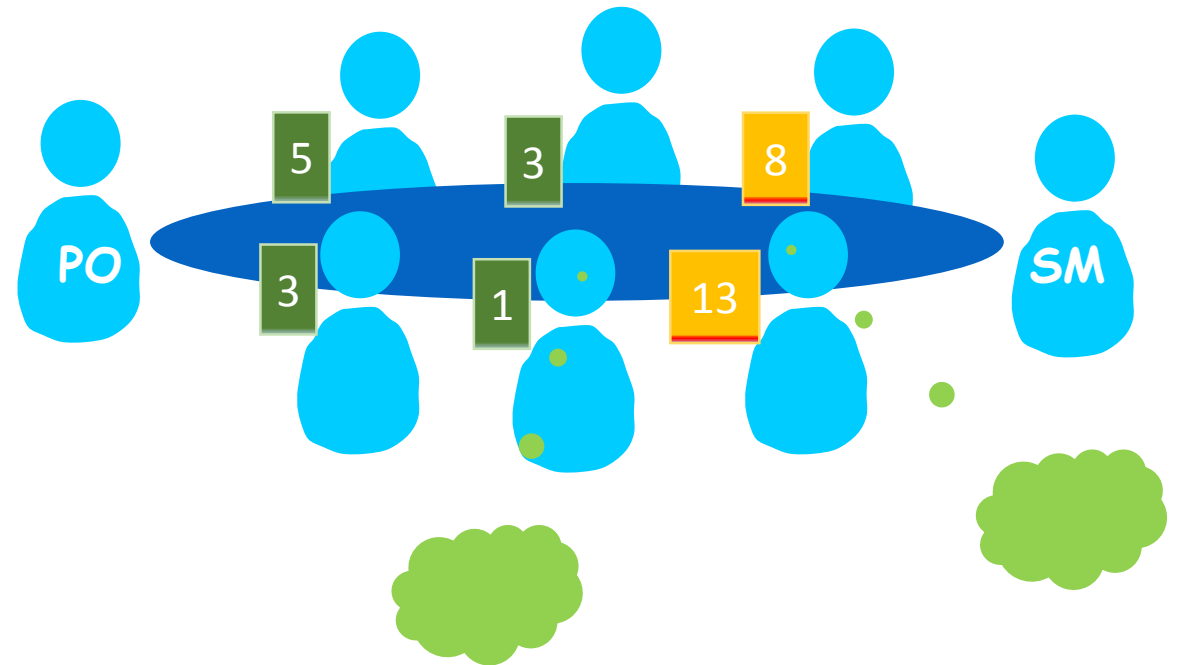
- He/she selects a card close to that estimate and lays the card face down. During discussion, numbers must not be mentioned at all in relation to feature size to avoid anchoring

- At facilitator request, all team members call their cards simultaneously by turning them over.



Estimation of a Feature: Team Discussion and new Estimate

- People with high estimate and low estimate are given a soapbox to offer their justification for their estimate and then discussion continues. The facilitator can start a timer to limit discussion time.
- Each estimator re-estimates by selecting a card.
- Repeat the “estimation & discussion” process until a consensus is reached.
 - If consensus cannot be reached by the end of the third round of voting, pick the largest size and move on.

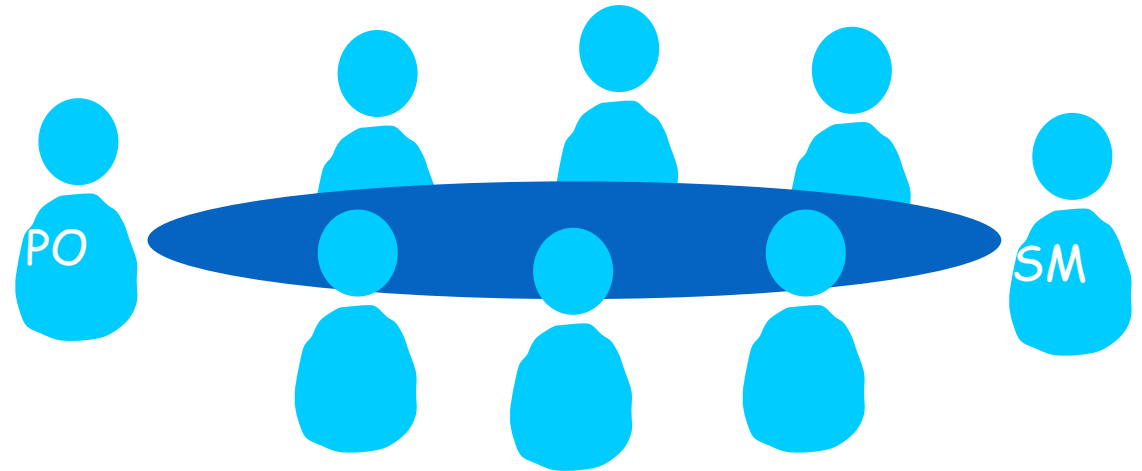


Benefits

Single expert



VS



- Better estimates :
 - No step is forgotten (cross-functional team)
 - Optimistic estimators balance pessimistic estimators
- Team commitment (**doers** involved in estimation process)
- Sharing of information :
 - The whole team understand the requirements
 - During discussion, same information is available for each member
- Fast (few minutes/item)

Velocity

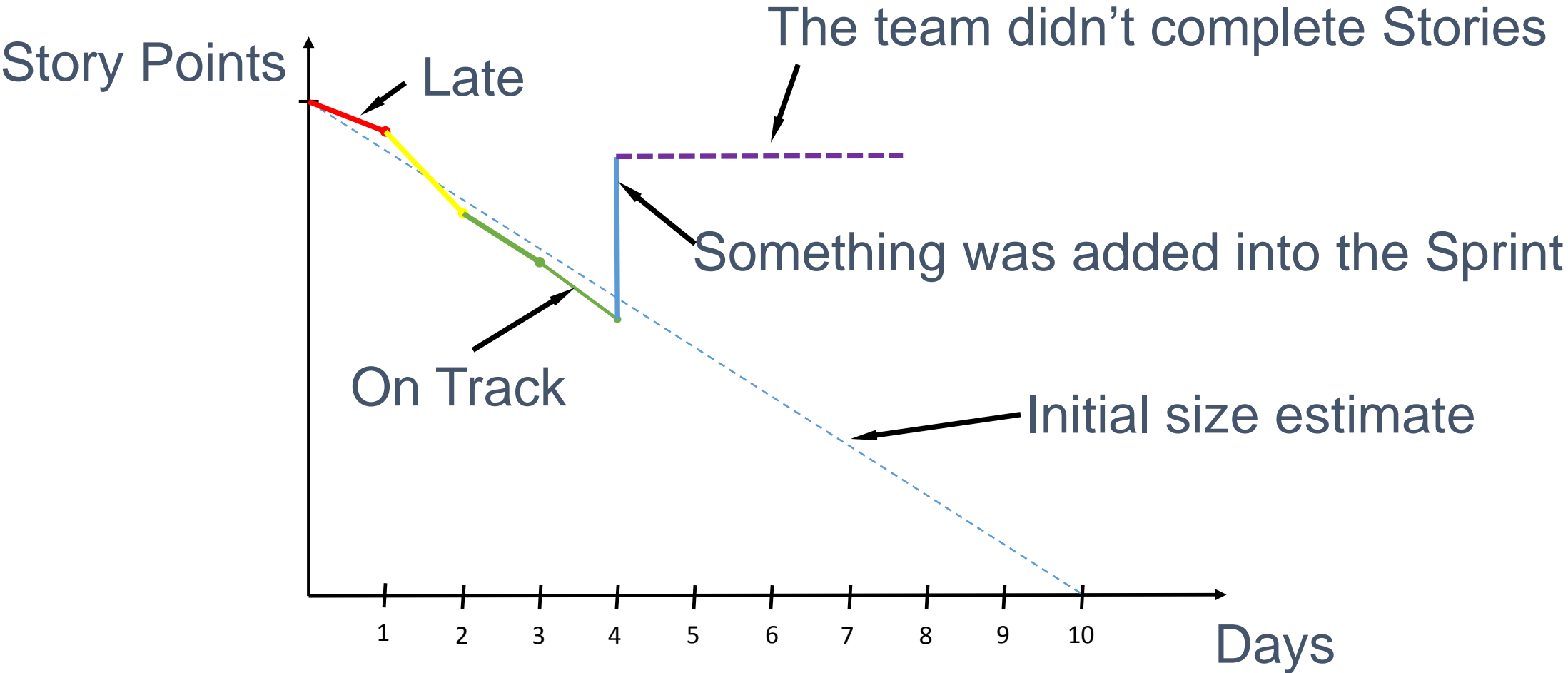
- What is it ? How to compute it ?
- Indicators
- Purpose :
 - Sprint content definition
 - Release progress tracking

How to compute Velocity?

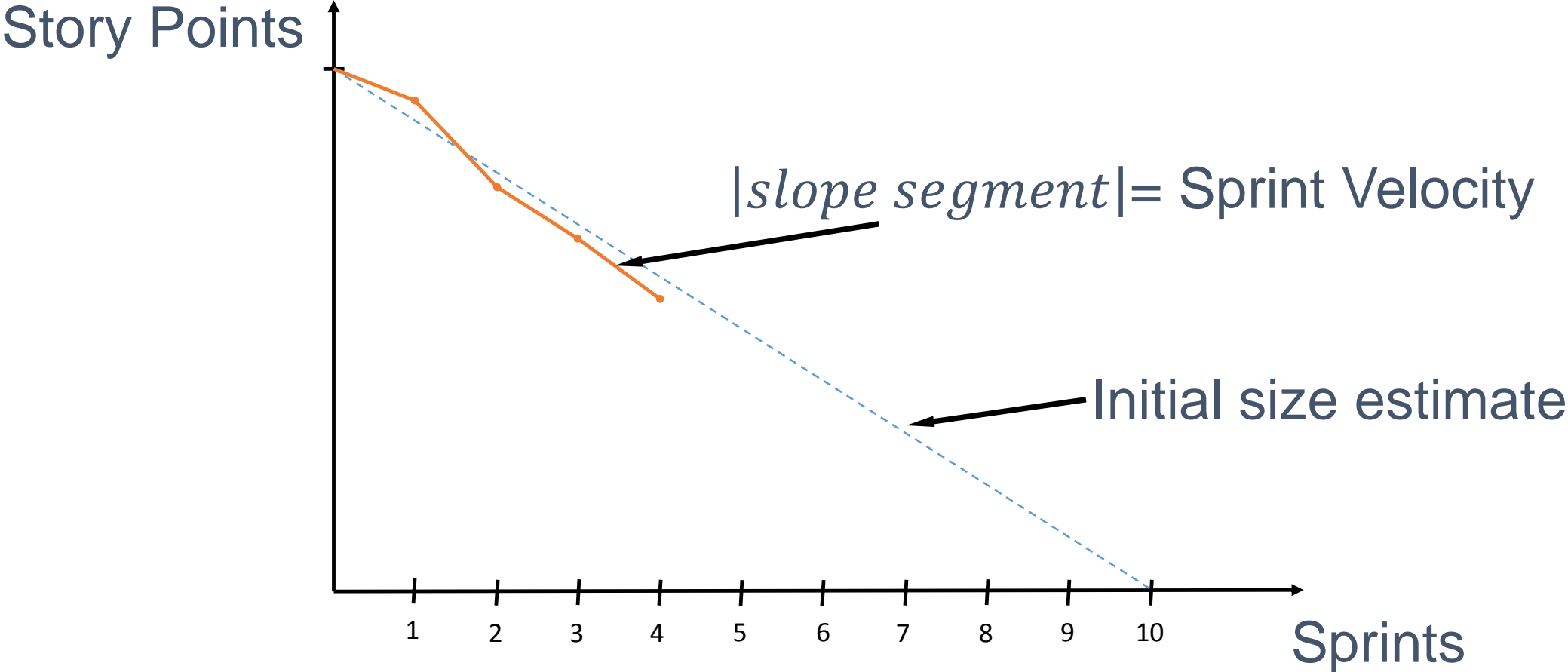
Product Backlog	Size (story Point)	Status	
As an Admin, I need a tool that...	2	Done	2
As an User, I need to see this...	5	Done	5
As a Supervisor, I want to...	13	Descoped	0
As a Supervisor, I want to...	8	Not complete	0
As a, I want to...	3	Done	3
VELOCITY			10

- Velocity = Sum of work done during a Sprint
- Velocity = Sum of the effort of the product backlog items completed in a Sprint
- Rules. No point for:
 - Uncompleted product backlog item
 - Bug fixing
 - Late refactoring
 - Technical debt

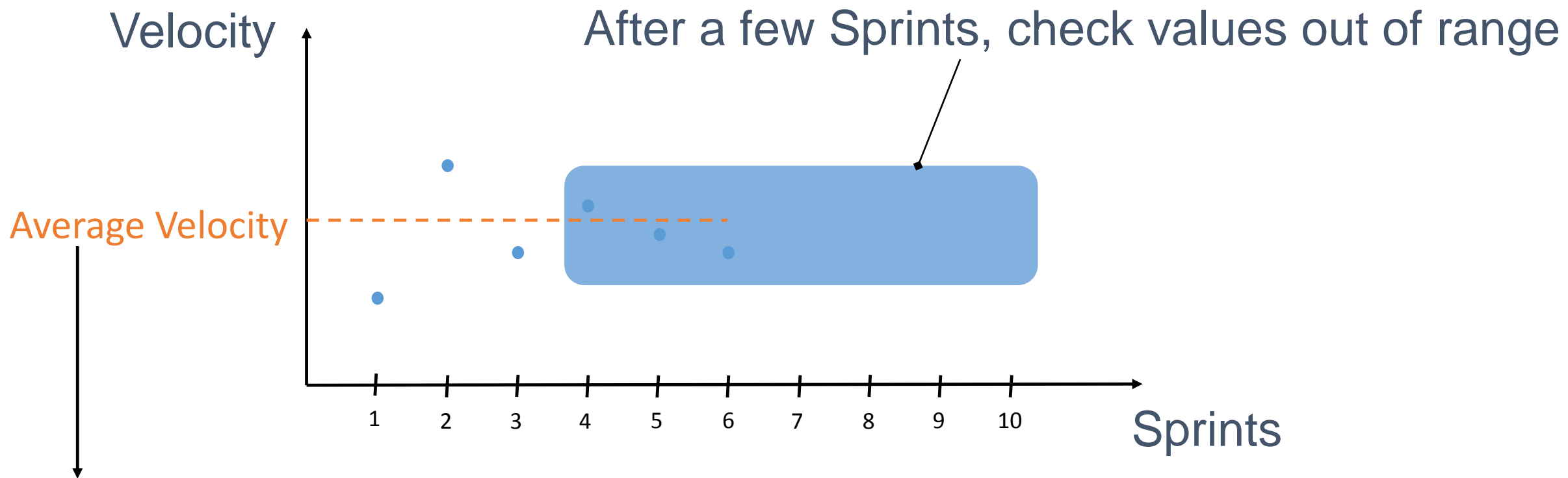
Dashboard: Sprint Burndown Chart



Dashboard: Release Burndown Chart



Dashboard: Velocity Indicator



Used by Product Owner to define the proposal of the sprint backlog

Mistakes

- There is no right or wrong size estimate
- Size Estimate may vary depending on teams
- Anchoring prevention: do not cheat

Other points

- Suggestion for estimating with a globally diverse team: When teams are big (>7-9 people) and spread out, recommendation is to breakdown team locally (team A in China works on cpts A, Team B in US on cpts B and maybe Team C in China again (other city) on Cpts C). The thing is that each team should have a manager who interact well with PTL. This is known as Scrum of Scrum.
- Not everyone shows up for the meeting due to timezones and conflicts: the team breakdown should help. The daily stand up in only 15 minutes. It is a matter of discipline to show up on time. A good Scrum Master helps here. Teams may thing to Stand up in Slack, or IRC and then everyone provides his updates.
- Cultural differences in estimating: Recognize the fact that engineers all over the planet are bad at estimating. That is why relative sizing works better.
- Rough guidance on what each number mean: Some says a “1” was about 4 hours (+/-). Scrum best practices says let each participant decide what a “1” means for him/herself, but it may help beginners to start with.
- Company should invest in training. Not just 1 hour video or train yourself online, but really get a trainer who can make the team understands the value of Agile and get their hands dirty with doing some real work.

Bibliography

- **Agile Estimating and Planning** / Mike Cohn / Prentice Hall, ISBN-10: 0131479415 / ISBN-13: 978-0131479418
- For distributed Teams <https://www.planningpoker.com/>
- Presentations by Mike Cohn about those topics :
 - Part 1 : <http://youtube.com/watch?v=fb9Rzyi8b90>
 - Part 2 : <http://youtube.com/watch?v=jeT0pOVg0EI>
- http://en.wikipedia.org/wiki/Planning_poker
- <http://www.crisp.se/planningpoker>
- <http://www.agile42.com/cms/pages/poker/>



ONAP

OPEN NETWORK AUTOMATION PLATFORM

谢谢