

# Agile Estimating and Planning



Too many teams regard planning as something to be avoided, and too many organizations view plans as something to hold against their development teams. Even so, planning is a key part of all projects, even agile ones. Luckily, it is possible to create a project plan that looks forward six to nine months yet remains accurate and useful. In this one-day class, discover ways to break the cycle of planning failure and learn how to create reliable plans for improved decision making.

This intensive workshop explores the common reasons why traditional planning approaches fail and introduces practices that really do work. Participants leave with a solid understanding of, and experience in, agile release and iteration planning. Multiple approaches to estimating, including unit-less points and ideal time are demonstrated. Participants also will be taught four techniques (including Planning Poker®) for deriving estimates that can dramatically increase the chances of on-time completion.

**For PMPs, this course counts for 7.5 Professional Development Units.**

## ABOUT THE INSTRUCTOR

Mike Cohn is the author of *User Stories Applied for Agile Software Development*, *Agile Estimating and Planning*, and *Succeeding with Agile: Software Development Using Scrum*. With more than 25 years of experience, Mike has been a technology executive in companies of various sizes, from startup to Fortune 40. A frequent magazine contributor and conference speaker, Mike is a founding member of both the Agile Alliance and the Scrum Alliance.



## YOU WILL LEARN



- The importance of estimating size and deriving duration
- The differences between story points and ideal time
- The advantages of an abstract measure of size
- Techniques of estimating and how and when to re-estimate
- How and when to perform release and iteration planning
- Tips for communicating about estimates and plans
- Real world tips and tricks from the instructor's fifteen-plus years of planning agile projects



## FOR MORE INFORMATION

Contact Mike Cohn at (720) 890-6110 or [mike@mountaingoatsoftware.com](mailto:mike@mountaingoatsoftware.com) or visit [mountaingoatsoftware.com](http://mountaingoatsoftware.com)

## AGENDA

### What Is Agile Planning?

*The precision trap*  
*Reliable decision making*

### Sprint Planning

*Working in priority order*  
*Velocity-driven planning*  
*Commitment-driven planning*  
*The purpose of sprint planning*  
*Improving over time*

### Techniques for Estimating

*Estimating by analogy*  
*Disaggregation*  
*Planning Poker®*  
*Anchoring*  
*When to re-estimate*

### Units for the Product Backlog

*Ideal days*  
*Story points*  
*The merits of each approach*

### Release Planning

*Estimating velocity*  
*Fixed-date projects*  
*Fixed-scope projects*  
*Using a range*

### Planning with Large Teams

*A common estimating unit*  
*Sprint planning*  
*Managing dependencies*