

1

Shift From Frantic and Stressful to Focused and Strategic Product Backlog Refinement
••••

© WisconsinAgility.com



AVOID Projects being added to your "product" backlog

TRY Starting with impact and outcome during ideation

© WisconsinAgility.com

5

AVOID Trying to make everyone happy

© WisconsinAgility.com

TRY Thinking about what you're saying "no" to...when you say "yes"

© WisconsinAgility.com

7

AVOID Starting/working on everything

© WisconsinAgility.com

TRY Visualizing intake to surface tradeoff discussions

© WisconsinAgility.cor

9

TRY Rationalizing stakeholder requests with user/customer behaviors

© WisconsinAgility.com



11

Product Goals © WisconsinAgility.com

AVOID Confusing with product vision

© WisconsinAgility.com

13

TRY Thematic summaries of impact and outcome statements

© WisconsinAgility.com

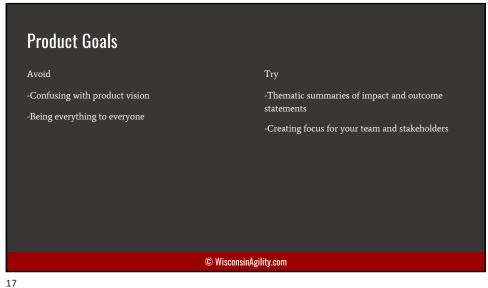
AVOID Being everything to everyone

© WisconsinAgility.com

15

TRY Creating focus for your team and stakeholders

© WisconsinAgility.com





AVOID Tasks as PBIs

© WisconsinAgility.com

19

TRY Crafting impact and outcome statements as PBIs

© WisconsinAgility.com

AVOID Dividing value between multiple PBIs

© WisconsinAgility.com

21

AVOID Slicing too thin just because you can't get done in a Sprint

© WisconsinAgility.com

TRY Working on items as an entire team vs individuals

© WisconsinAgility.com

23

AVOID Using the Product Backlog as a time tracking tool or accounting system

© WisconsinAgility.com

TRY

Focusing on the "why" and the "what" when refining and leave the "how" for Sprint Planning

© WisconsinAgility.com

25

Right Sizing

Avoid

-Tasks as PBIs

-Dividing value between multiple PBIs

-Slicing too thin just because you can't get done in a Sprint

.

-Using the Product Backlog as a time tracking tool or accounting system

Try

-Crafting impact and outcome statements as PBIs

-Working on items as an entire team vs individuals

-Focusing on the "why" and the "what" when refining and leave the "how" for Sprint Planning

© WisconsinAgility.com



© WisconsinAgility.com

27

AVOID Requirements handoffs with no conversations

© WisconsinAgility.com

TRY Diverge/merge cycles

© WisconsinAgility.com

29

AVOID A few people talking and majority listening

© WisconsinAgility.com

TRY

Shifting the majority of the talk time to the people responsible for creating the product Increment

© WisconsinAgility.com

31

AVOID Long-term detailed planning

© WisconsinAgility.com

TRY Stopping once the PBI is "actionable" or "ready"

© WisconsinAgility.com

33

AVOID Fake spikes

© WisconsinAgility.com

TRY Questions to surface understanding and summaries to clarify

© WisconsinAgility.com

35

Shared Understanding

Avoid

- -Requirements handoffs with no conversations
- -A few people talking and majority listening
- -Long-term detailed planning
- -Fake spikes

Γry

- -Shifting the majority of the talk time to the people responsible for creating the product Increment
- -Questions to surface understanding
- -Summaries to clarify understanding
- -Diverge/merge cycles
- -Stopping once the PBI is "actionable" or "ready" $\,$

© WisconsinAgility.com



AVOID Changing order only a few times a year © WisconsinAgility.com

AVOID Using calculations or processes as the only input to ordering decisions

© WisconsinAgility.com

39

AVOID Confusing "order" with "priority/categorization"

© WisconsinAgility.com

TRY Using Product Goals and Sprint Goals to help reveal order

© WisconsinAgility.com

41

AVOID Changing order during Sprint Planning

© WisconsinAgility.com

TRY Sharing order in refinement and Sprint Reviews

© WisconsinAgility.com

43

Ordering

Avoid

- -Changing order only a few times a year
- -Changing order during Sprint Planning
- -Confusing "order" with "priority/categorization"
- -Using calculations or processes as the only input to ordering decisions

Try

- -Using Product Goals and Sprint Goals to help reveal order
- -Sharing order in refinement and Sprint Reviews

© WisconsinAgility.com



45

AVOID Using averages and single date on the calendar, and using expert opinion © WisconsinAgility.com

TRY

Forecasting dates with confidence intervals and using empirical data to build your forecasts

© WisconsinAgility.com

47

AVOID Once and never updating

© WisconsinAgility com

TRY Continuously updating and sharing forecasts in Sprint Reviews and refinement sessions

© WisconsinAgility.com

49

AVOID Long time horizons

© WisconsinAgility.com

TRY Using forecasts to discuss optionality

© WisconsinAgility.com

51

Forecasting Avoid

-Using averages

-Using expert opinion

-Single date on the calendar

-Once and never updating

-Long time horizons

Try

-Forecasting dates with confidence intervals

-Using empirical data to build your forecasts

-Using Monte Carlo simulations

-Continuously updating your forecasts

-Sharing forecasts in Sprint Reviews and refinement

-Using forecasts to discuss optionality

© WisconsinAgility.com

