

AGILE SONGS

Chad Beier

Jeff Bubolz

THE AGILE WIRE PODCAST

Professional certifications: APS, PSM, PSM II, PALE, PSPO, PSPO, PSU, PSK, APK, Professional Training Network Member.

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

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Intake

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AVOID
Projects being added to your
“product” backlog

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TRY
**Starting with impact and
outcome during ideation**

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AVOID
**Trying to make everyone
happy**

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

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AVOID
Starting/working on
everything

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TRY
**Visualizing intake to surface
tradeoff discussions**

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TRY
**Rationalizing stakeholder requests
with user/customer behaviors**

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Intake

Avoid

- Projects being added to your “product” backlog
- Trying to make everyone happy
- Starting/working on everything

Try

- Starting with impact and outcome during ideation
- Thinking about what you’re saying “no” to...when you say “yes”
- Visualizing intake to surface tradeoff discussions
- Rationalizing stakeholder requests with user/customer behaviors

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Product Goals

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AVOID
Confusing with product vision

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TRY
**Thematic summaries of impact
and outcome statements**

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AVOID
Being everything to everyone

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TRY
**Creating focus for your team and
stakeholders**

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Product Goals

Avoid

- Confusing with product vision
- Being everything to everyone

Try

- Thematic summaries of impact and outcome statements
- Creating focus for your team and stakeholders

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Right Sizing

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AVOID
Tasks as PBIs

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TRY
Crafting impact and outcome
statements as PBIs

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AVOID
**Dividing value between
multiple PBIs**

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

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TRY
**Working on items as an entire
team vs individuals**

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

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TRY

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

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Right Sizing

<p>Avoid</p> <ul style="list-style-type: none"> -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 	<p>Try</p> <ul style="list-style-type: none"> -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
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Shared Understanding

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AVOID
Requirements handoffs
with no conversations

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TRY
Diverge/merge cycles

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AVOID
**A few people talking
and majority listening**

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

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AVOID

Long-term detailed planning

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TRY
Stopping once the PBI is
“actionable” or “ready”

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AVOID
Fake spikes

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TRY

Questions to surface understanding and summaries to clarify

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Shared Understanding

Avoid	Try
-Requirements handoffs with no conversations	-Shifting the majority of the talk time to the people responsible for creating the product Increment
-A few people talking and majority listening	-Questions to surface understanding
-Long-term detailed planning	-Summaries to clarify understanding
-Fake spikes	-Diverge/merge cycles
	-Stopping once the PBI is "actionable" or "ready"

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Ordering

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AVOID
Changing order only
a few times a year

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

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AVOID
Confusing “order” with
“priority/categorization”

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TRY
**Using Product Goals and
Sprint Goals to help reveal order**

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AVOID
**Changing order during
Sprint Planning**

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Sharing order in refinement and Sprint Reviews

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Ordering

Avoid	Try
-Changing order only a few times a year	-Using Product Goals and Sprint Goals to help reveal order
-Changing order during Sprint Planning	-Sharing order in refinement and Sprint Reviews
-Confusing “order” with “priority/categorization”	
-Using calculations or processes as the only input to ordering decisions	

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Forecasting

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AVOID

Using averages and single date on
the calendar, and using expert
opinion

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

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AVOID
Once and never updating

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

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AVOID
Long time horizons

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TRY

Using forecasts to discuss optionality

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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 sessions
- Using forecasts to discuss optionality

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