

# Team capacity - example

Team of 1 prepare, 2 execute & 1 validate role

First day: 1/2 capacity, 1 unit with specialty

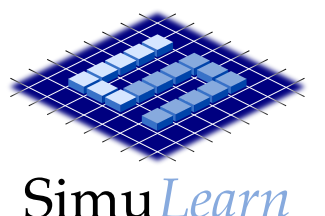
Last day: 1/2 capacity, only unplanned work

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 + unforeseen events!



# Cycle time versus lead time

## Cycle time

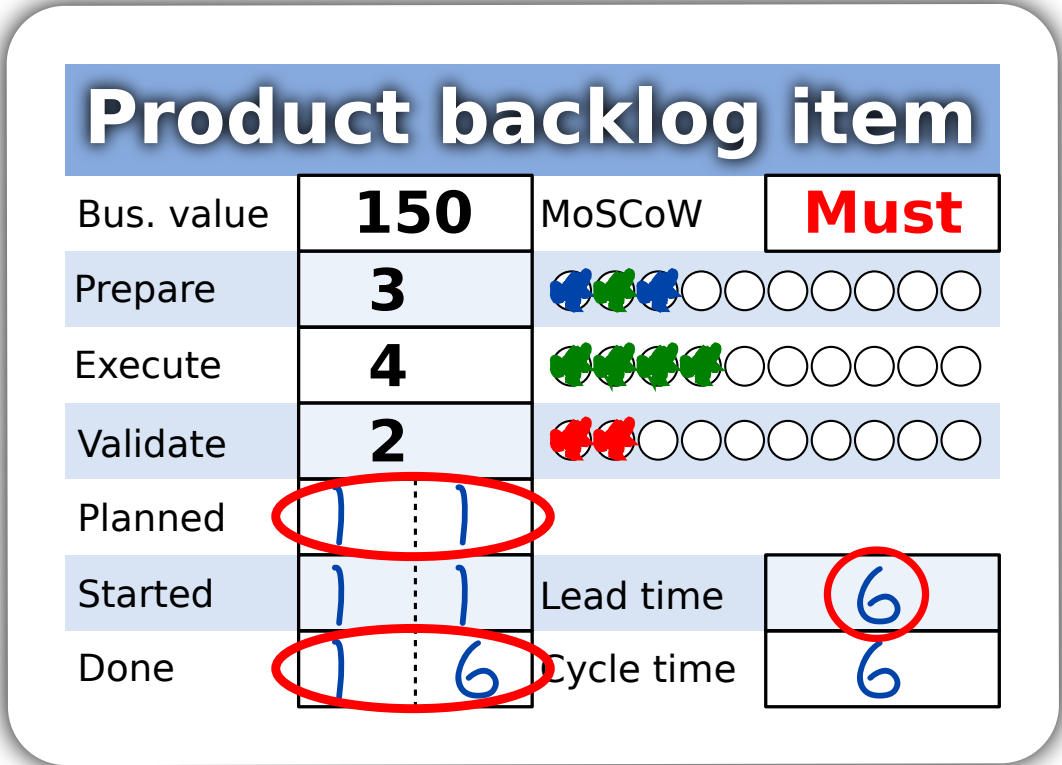
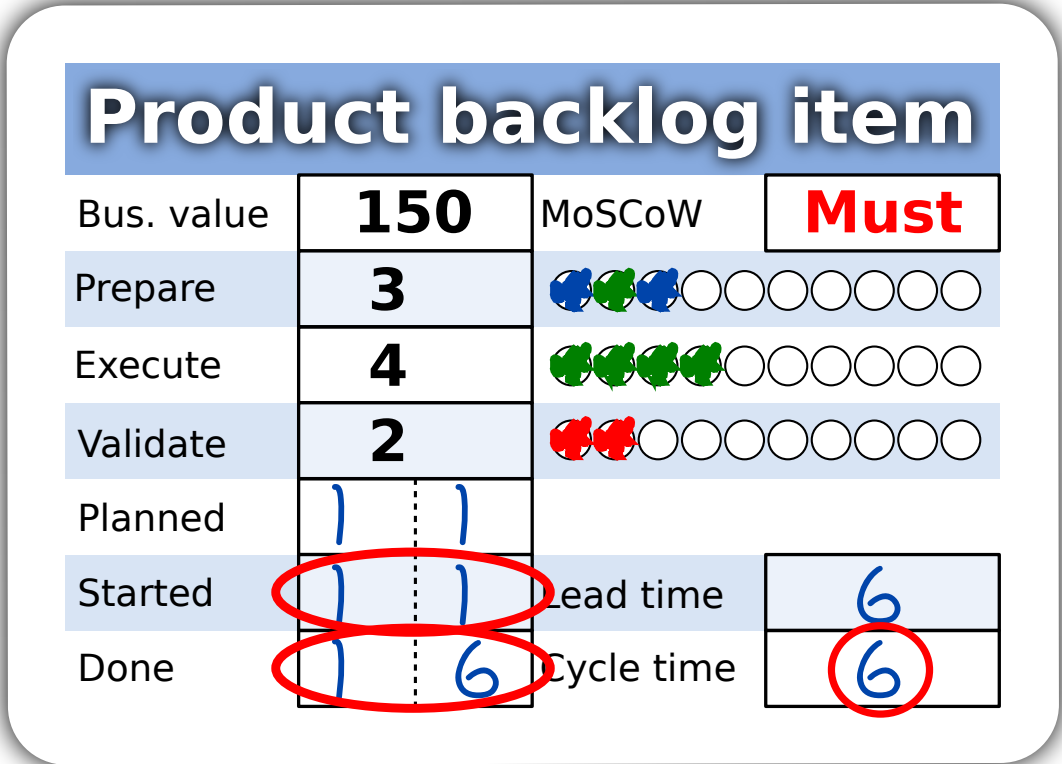
Planned work:  
from Started to Done

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 

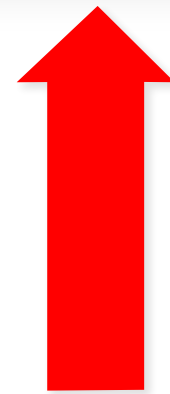
+ roll special die 

0: team cannot solve issue themselves

1-2: units of work team needs to spend to  
solve issue themselves

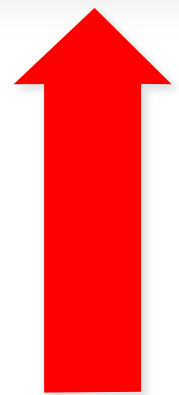
6: Unblock any blocked item

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



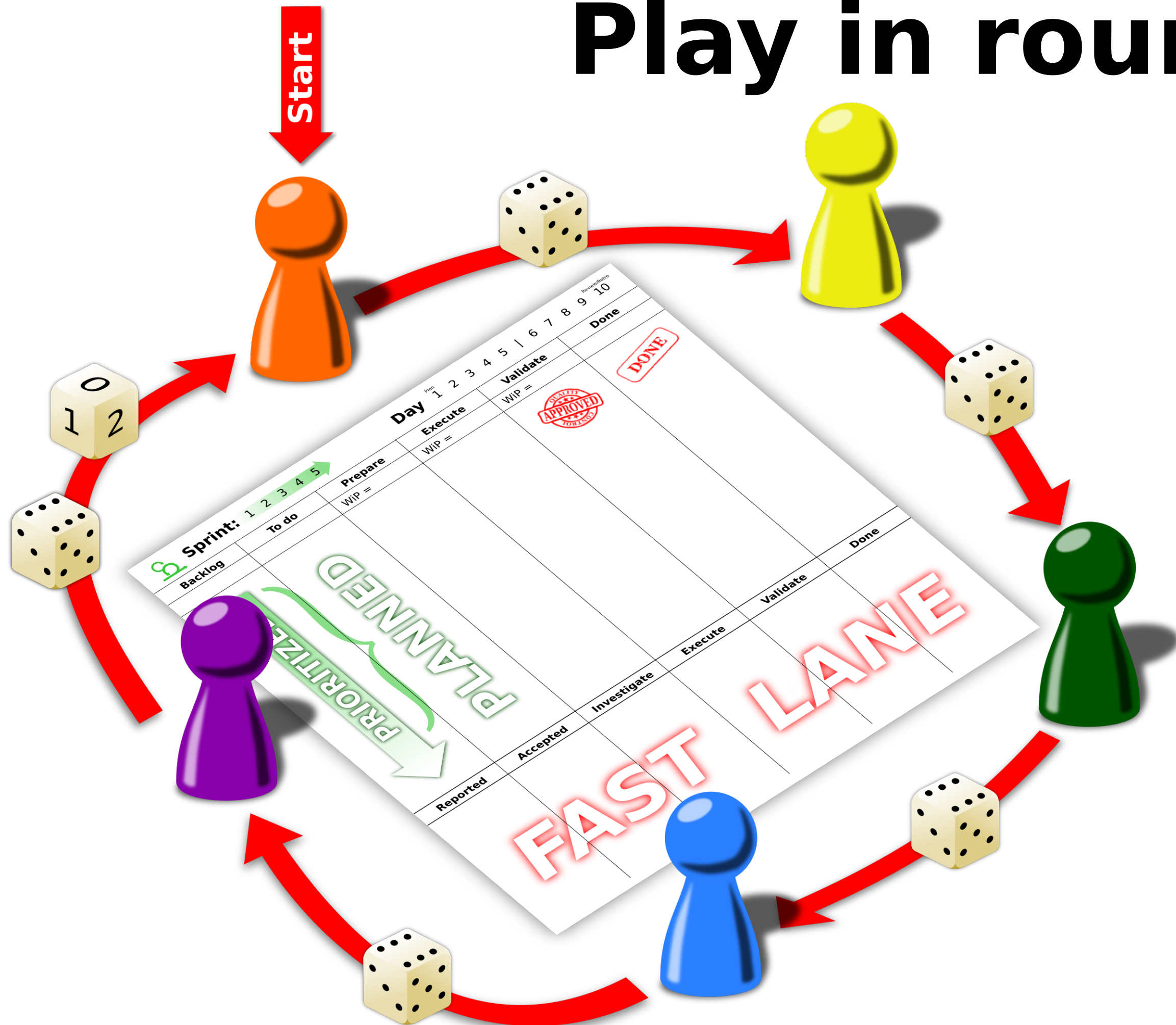
Only 1/2 day of work  
due to iteration planning

**Day** <sup>Plan</sup> 1 2 3 4 5 | 6 7 8 9 <sup>Review/Retro</sup> **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 indispensable

**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 1/2 capacity

Scrum master - can also pick up work 1/2 capacity

Team members: separate roles per activity

**or** combine at most 2 specialties per person

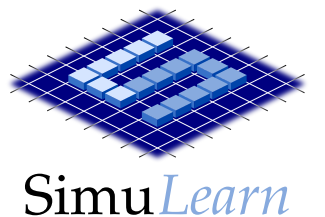
## Generalizing specialists

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

Product backlog item			
Bus. value	150	MoSCoW	Must
Prepare	3	○○○○○○○○○○○○	
Execute	4	○○○○○○○○○○○○	
Validate	2	○○○○○○○○○○○○	
Planned			
Started		Lead time	
Done		Cycle time	

## According to MoSCoW

Must: business value \* 2  
 Should: business value  
 Could: business value / 2  
 Won't: 0



## Value loss

Unplanned work			
Priority	High		
Investigate	1	○○○○○○○○○○○○	
Execute	2	○○○○○○○○○○○○	
Validate	2	○○○○○○○○○○○○	
Reported			
Started		Lead time	
Done		Cycle time	

## According to priority

penalty/day  
 High priority: -50  
 Medium priority: -10  
 Low priority: -1

