

Iteration How To

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Abstract

This presentation explains iteration: where to start, what order, when to stop, what duration of time-boxes.

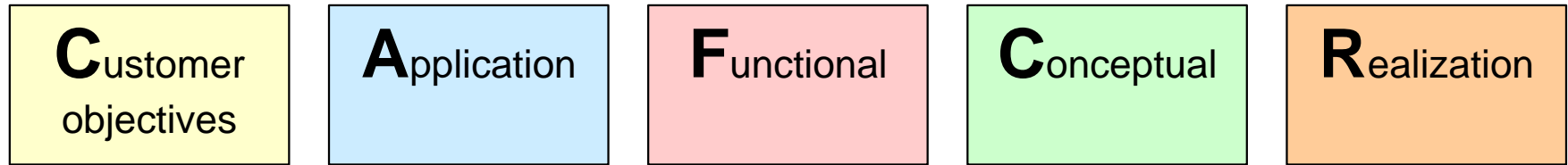
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Direction of Iteration



← bottom up: mature products, technical audience

→ top-down: new products, markets, applications

← middle-out: significant change, mature team

← middle-out: legacy systems, mature team

How Fast to Iterate?

- First iteration: 5..15 minutes per time-box
- main purpose: explore the “playing field”
 - 5 minutes for mature team
 - 15 minutes for less experienced audience
- Next iterations: 30..40 minutes per time-box
- after 30..40 minutes, people need a break
 - discussion starts to run in circles
 - other views provide validation and new insights
- Depth analysis: maximum few days per time-box
- real analysis, e.g. using quantified models, takes hours
 - do not extend a full iteration over more than 2 weeks
 - validation in other views may take short time-boxes

Recommendations for Starting

If you **iterate fast** enough, then the starting point is not so relevant!

Start in the **comfort zone** of the participants

Make **implicit** ideas and assumptions **explicit** early

Recommendations for Iterating

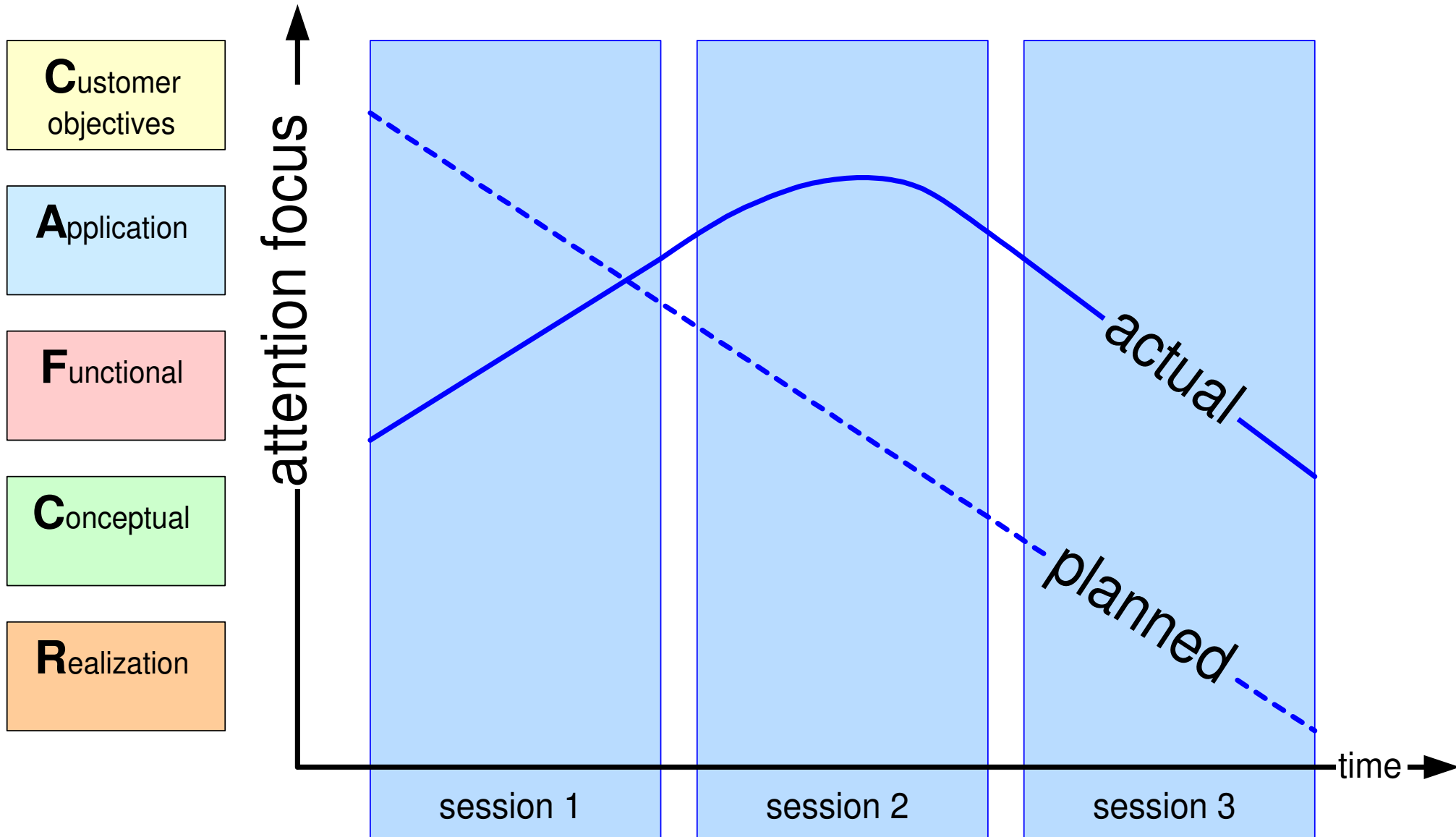
Work on the views and models with multiple stakeholders; share and communicate frequently.

Communicate clearly that data, specifications, concepts, etc. will change during the iteration.

Evolve the contents of the views with increasing insight; do not get stuck with an initial idea.

Be aware of “hysteresis”; team members that need time to switch from one view to the next.

Hysteresis Effect



Rationale behind Time-boxing and Iteration

Learn faster by “sampling” and seeing multiple perspectives

Identify the most relevant issues as early as possible

A time-box is always too short

A specification, design, model, or analysis is never complete or finished

With many uncertainties and unknowns it does not make sense to be perfect

After some time progress slows down; it is more efficient to switch topic

Every view needs feedback from other views

Long time-boxes can waste lot of time

“wasting” a time-box is no problem when it is short and when you learn

