

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.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

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logo
TBD

Direction of Iteration

Customer objectives

Application

Functional

Conceptual

Realization



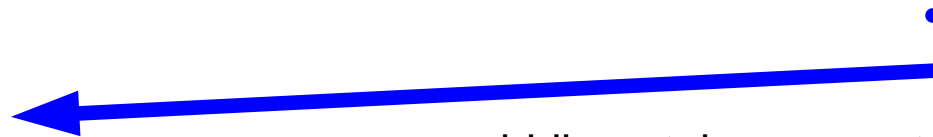
bottom up: mature products, technical audience



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

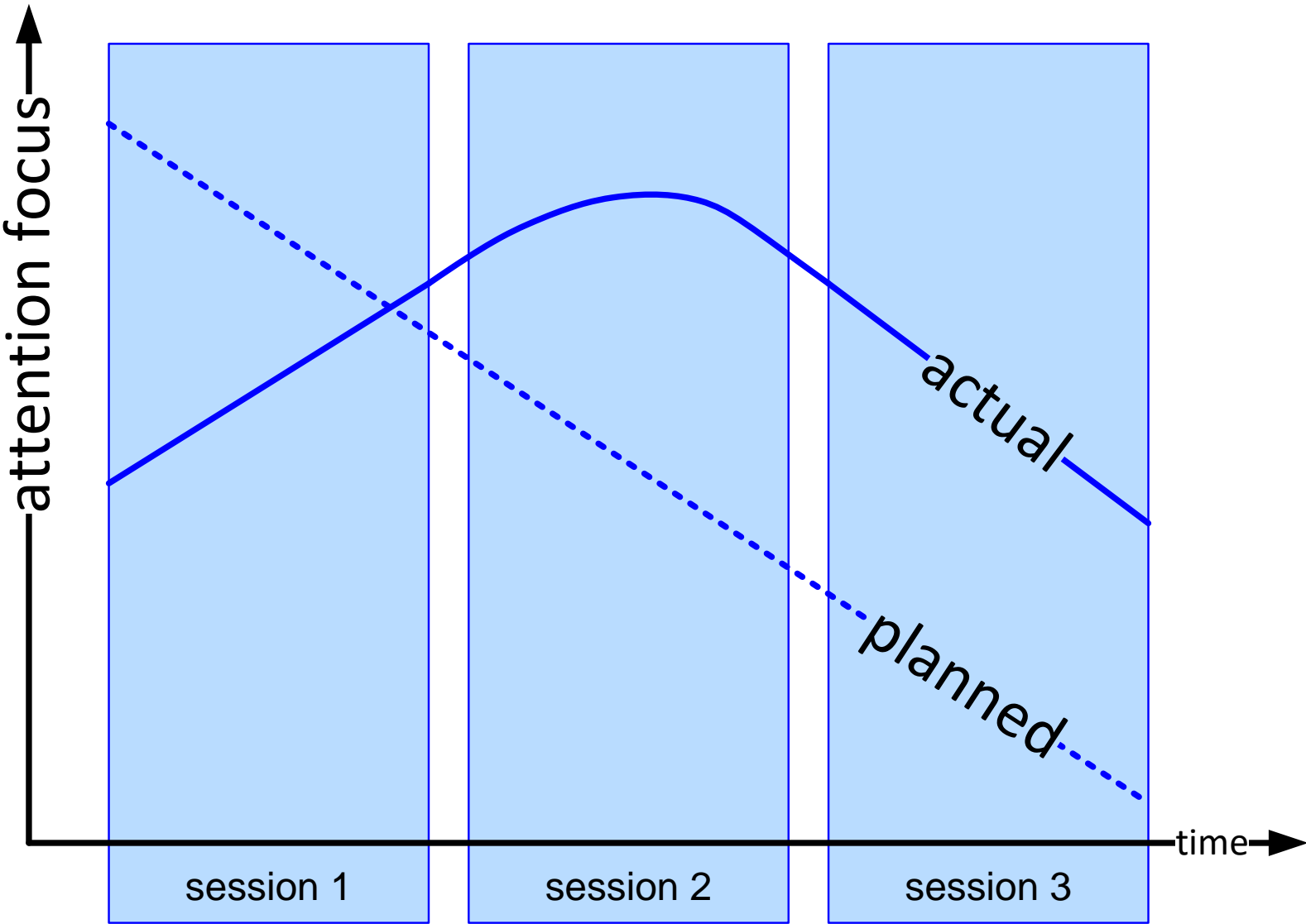
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Rationale behind Time-boxing and Iteration

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

