

**Retrospectives are good**

**Prespectives are better**

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# Niels Malotaux

- **Project Coach**
- **Helping projects and organizations very quickly to become**
  - More effective – doing the right things better
  - More efficient – doing the right things better in less time
  - Predictable – delivering as predicted
- **Getting projects back on track**

**Quality on Time**

# Retrospectives ?

- **Do we have retrospectives ?**
- **Why ?**
- **Do we have retrospectives on retrospectives ?**
- **Do we have prespectives ?**
- **Do we have retrospectives on prespectives ?**

# Ultimate Goal of a Project

(reference for retrospectives and prespectives)

**Quality on Time**

- **Delivering the Right Result at the Right Time, wasting as little time as possible** (= efficiently)

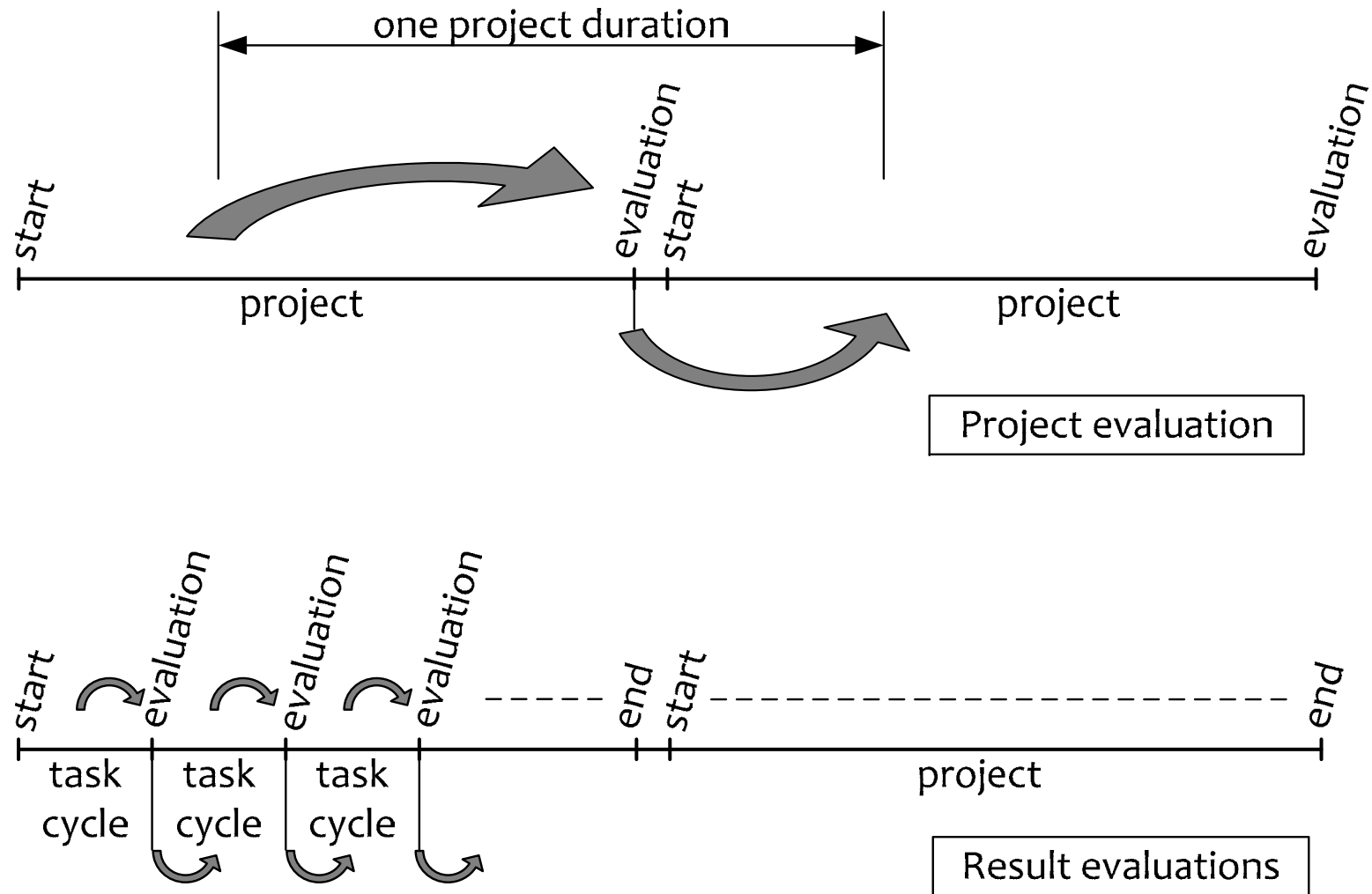
- **Providing the customer with**

- what he needs
- at the time he needs it
- to be satisfied
- to be more successful than he was without it

- **Constrained by** (win - win)

- what the customer can afford
- what we mutually beneficially and satisfactorily can deliver
- in a reasonable period of time

# Project evaluations - Post Mortem - Retrospectives



# First Do and then Think, or First Think and then Do ?

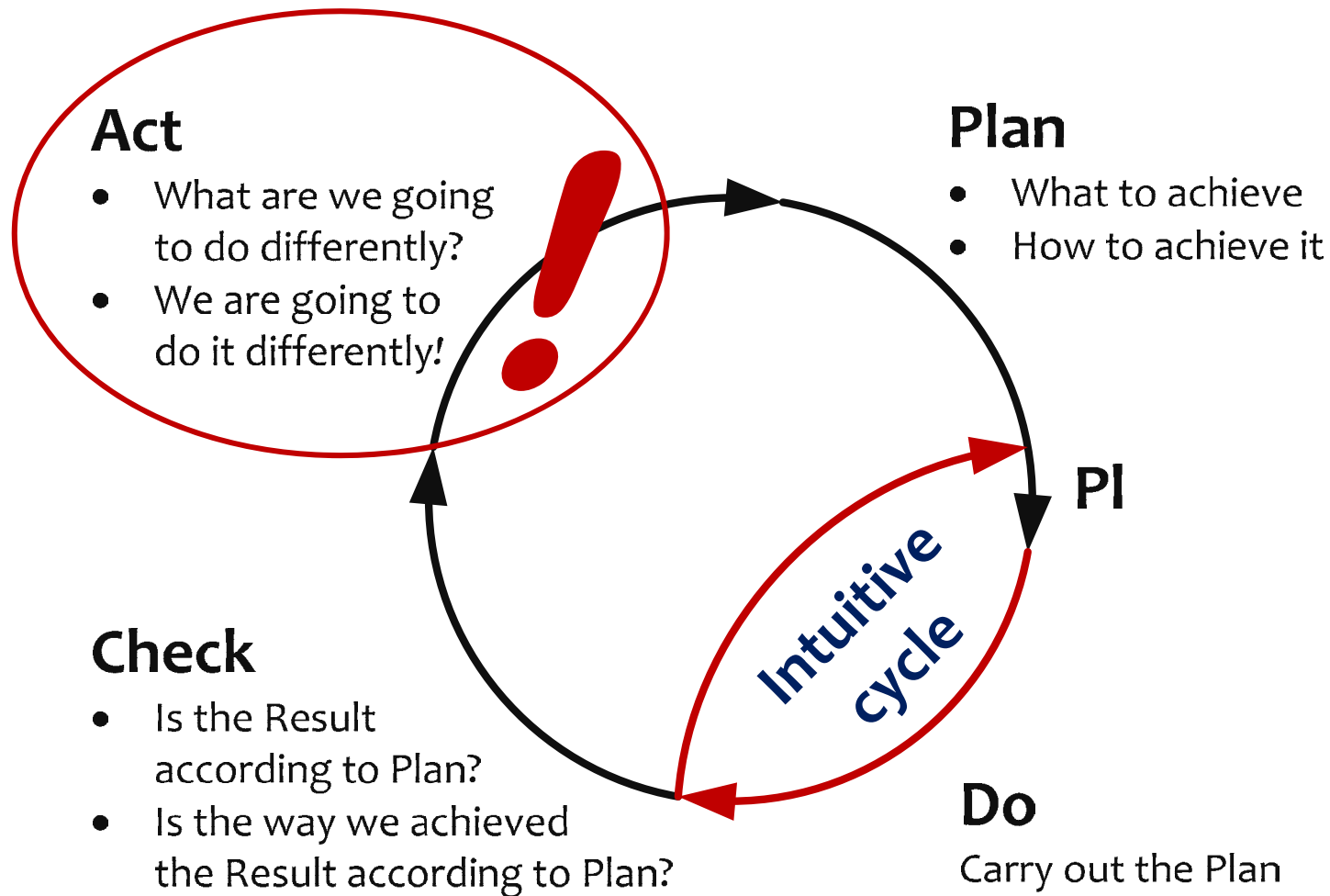
**Insanity is doing the same things over and over again and hoping the outcome to be different** *(let alone better)*

Albert Einstein 1879-1955, Benjamin Franklin 1706-1790, it seems Franklin was first

- **Only if we change our way of working, the result may be different**
  - **Hindsight is easy, but reactive**
  - **Foresight is less easy, but proactive**
  - **Reflection is for hindsight and learning → retrospective**
  - **Preflection is for foresight and prevention → prespective**
- **Only with prevention we can save precious time**
- **This is used in the Deming/Plan-Do-Check-Act cycle**

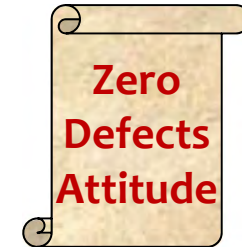
# The essential ingredient: the PDCA Cycle

(Shewhart Cycle - Deming Cycle - Plan-Do-Study-Act Cycle - Kaizen)



## Evolutionary Project Management (Evo)

- **Plan-Do-Check-Act**
  - The powerful ingredient for success
- **Business Case**
  - Why we are going to improve *what*
- **Requirements Engineering**
  - What we are going to improve *and what not*
  - How much we will improve: quantification
- **Architecture and Design**
  - Selecting the optimum compromise for the conflicting requirements
- **Early Review & Inspection**
  - Measuring quality while doing, learning to prevent doing the wrong things



- **Weekly TaskCycle**
  - Short term planning
  - Optimizing estimation
  - Promising what we can achieve
  - Living up to our promises
- **Bi-weekly DeliveryCycle**
  - Optimizing the requirements and checking the assumptions
  - Soliciting feedback by delivering Real Results to *eagerly waiting* Stakeholders
- **TimeLine**
  - Getting and keeping control of Time: Predicting the future
  - Feeding program/portfolio/resource management

## Evo Project Planning

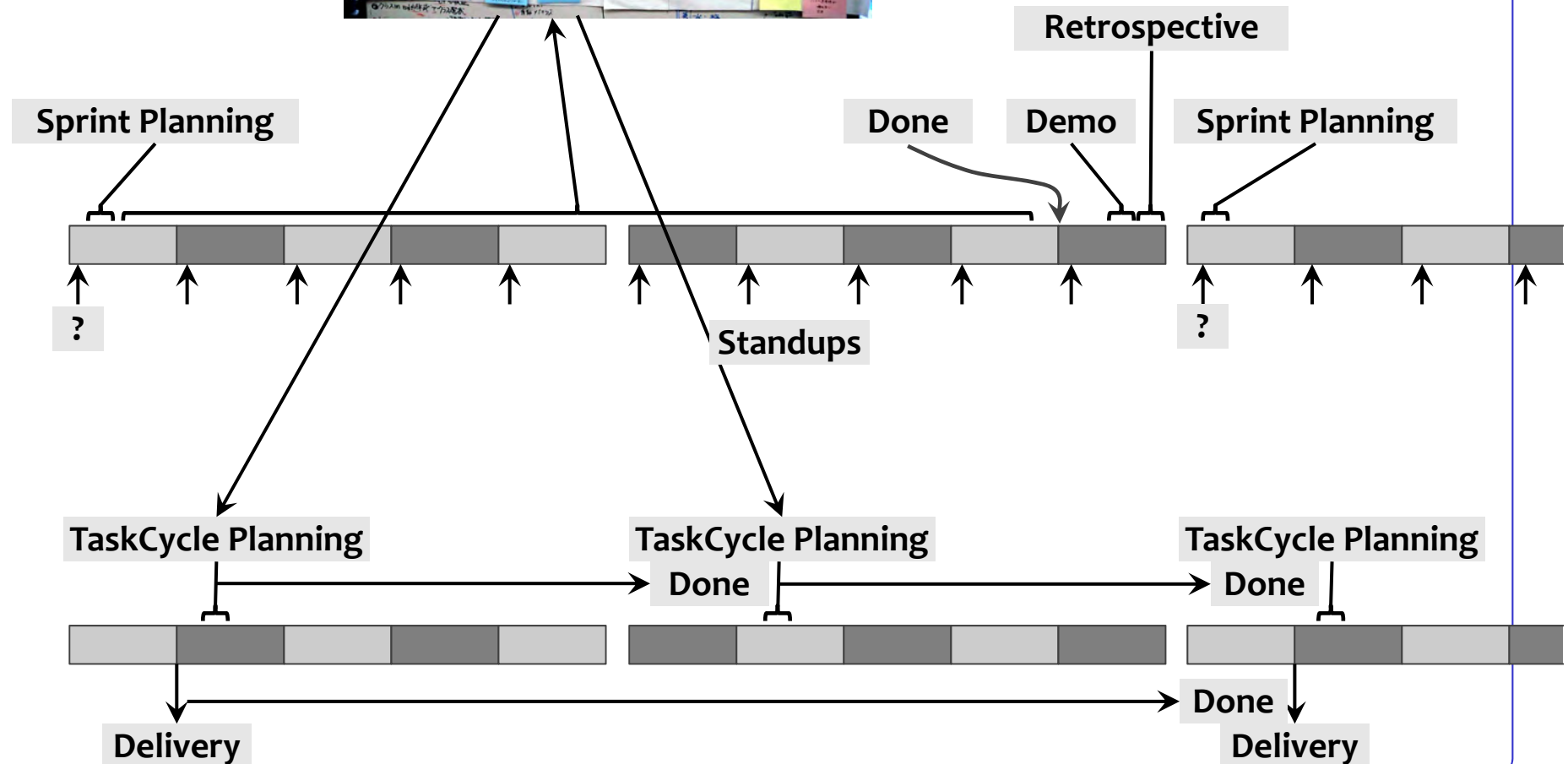
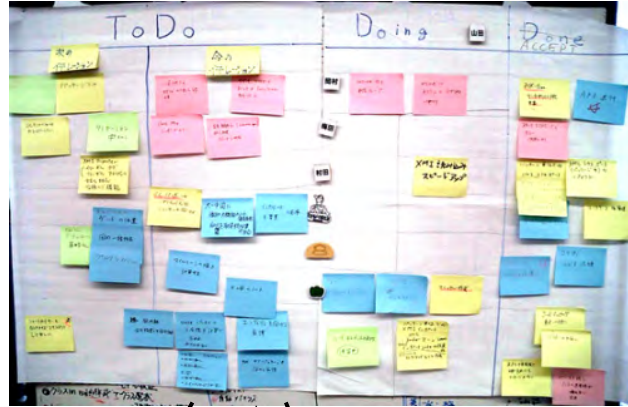
Efficiency of what we do

Effectiveness of what we do

What will happen and what will we do about it?

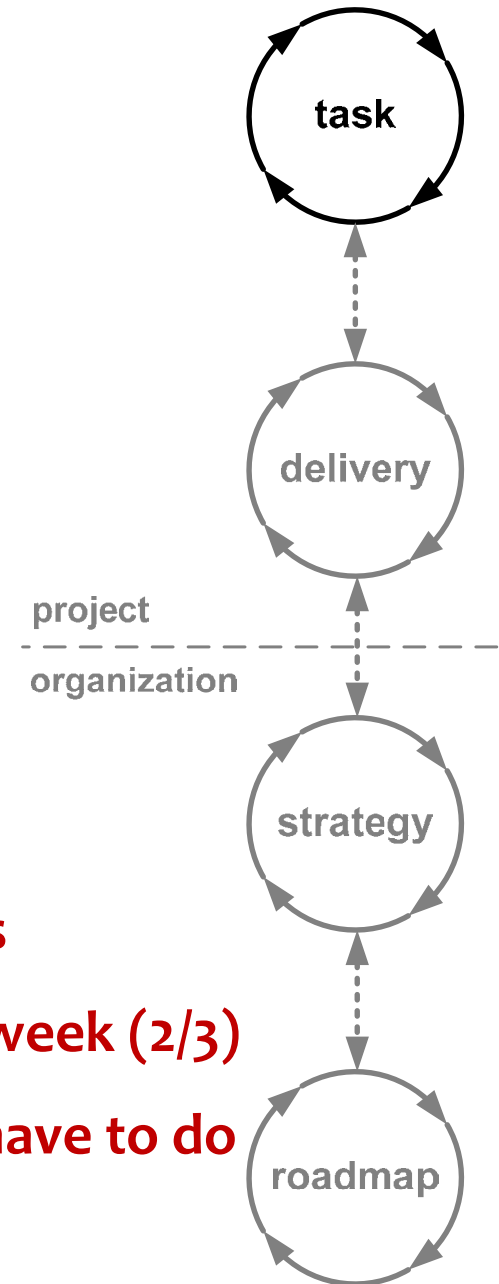


# Sprint



# Weekly TaskCycle

- **What** are we going to **do** and **why**
- Are we **doing** the right things, in the right order, to the right level of detail for now
- Optimizing estimation, planning and tracking abilities to better predict the future
- Select highest priority tasks, never do any lower priority tasks, never do undefined tasks
- There are only about 26 plannable hours in a week (2/3)
- In the remaining time: do whatever else you have to do
- Tasks are always done, 100% done



## Every week we plan

- How much time do we have available
- 2/3 of available time is net plannable time
- What is most important to do
- Estimate effort needed to do these things
- Which most important things fit in the net available time exactly (default 26 hr per week)
- What can, and are we going to do
- What are we *not* going to do
- *Not producing waste!*

2/3 is default start value  
this value works well in development projects

Task <sub>a</sub>	2	↑	do
Task <sub>b</sub>	5		
Task <sub>c</sub>	3		
Task <sub>d</sub>	6		
Task <sub>e</sub>	1		
Task <sub>f</sub>	4		
Task <sub>g</sub>	5		
<hr/>			26
Task <sub>h</sub>	4	↓	do not
Task <sub>j</sub>	3		
Task <sub>k</sub>	1		



cycle	who	task description	estim	real	done	issues
3	John	<i>Net time available: 26</i>				
		aaaaaaaaa	3	3	yes	
		bbbbbbbb [Paul]	1			
		ccccccccc	5	13	yes	
		dddddddd	2			
		eeeeeeee	3	2		
		fffffffffff	2	1		
		ggggggggg	6	7	yes	
		hhhhhhhh	4			
			<hr/>	<hr/>		
			26	26		
4	John	<i>Net time available: 26</i>				
		jjjjjjjjjjjj	3			for proj x
		kkkkkkkkk	1			for proj x
		mmmmm	5			for proj x
		nnnnnnnn	2			for proj x
		pppppppp	3			for proj y
		qqqqqqqq	12			for proj y
		rrrrrrrrrr	6			for proj y
		sssssssss	4			for proj y
		ttttttttt	4			for proj y
			<hr/>			
			40			

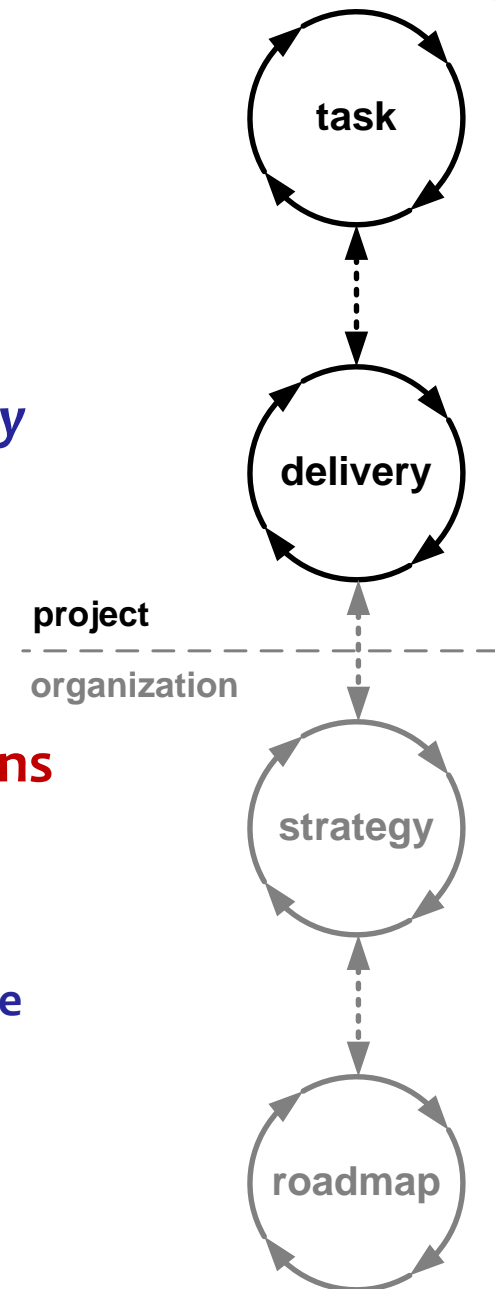
**TaskCycle Analysis  
(retrospective)**

**learning**

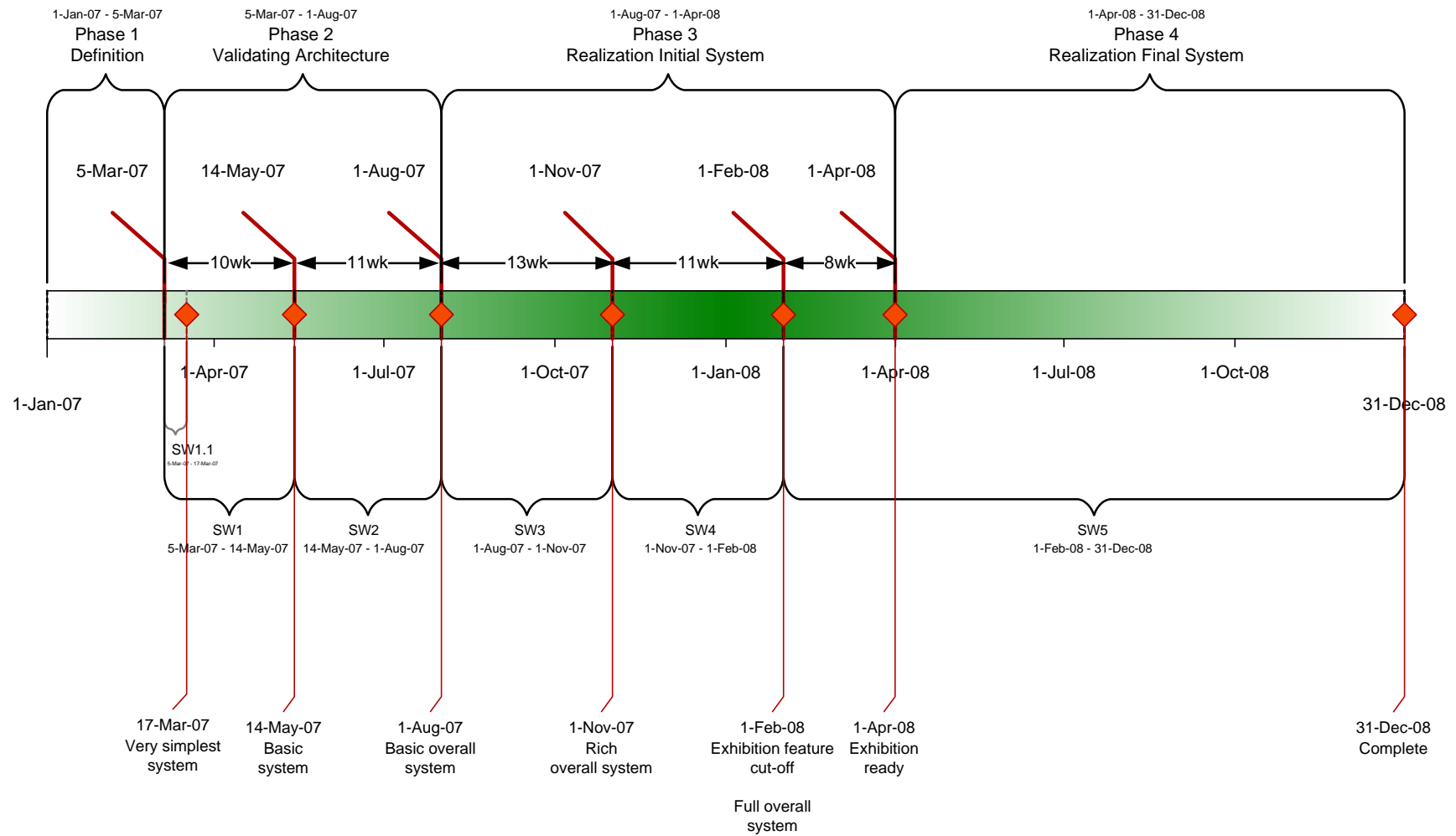
**TaskCycle Planning  
(presepective)**

# DeliveryCycle

- **What are we going to deliver to whom and why**
- **Are we delivering the right things, in the right order, to the right level of detail for now**
- **Optimizing requirements, checking assumptions**
  1. What will generate the optimum feedback
  2. We deliver only to eagerly waiting stakeholders
  3. Delivering the juiciest, most important stakeholder values that can be made in the least time
    - What will make Stakeholders more productive now
- **Making sure we understand what real value is**
- **Not more than 2 weeks**

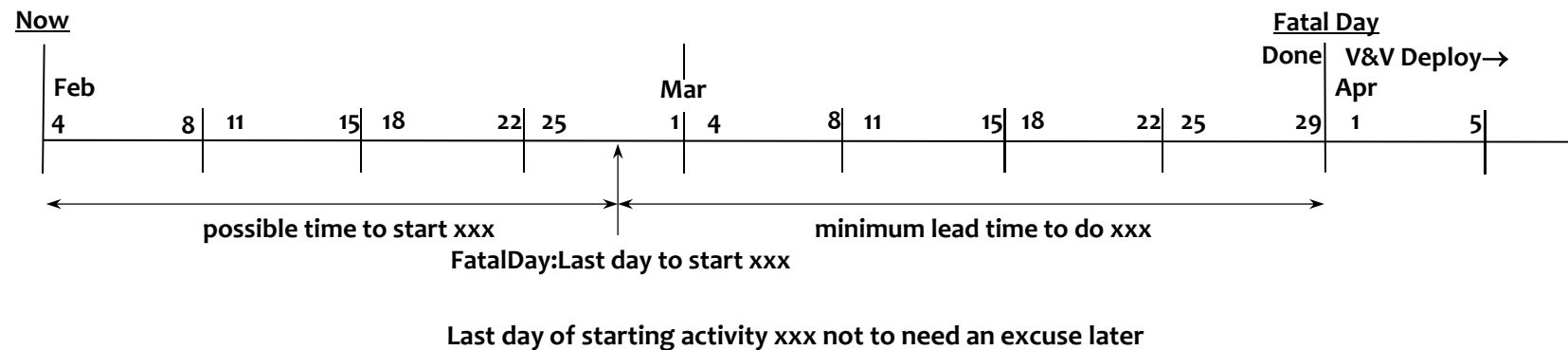


# TimeLine example



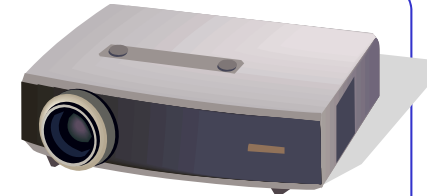
# TimeLine

- What will we have done when
- Last day of starting xxx not to need an excuse later





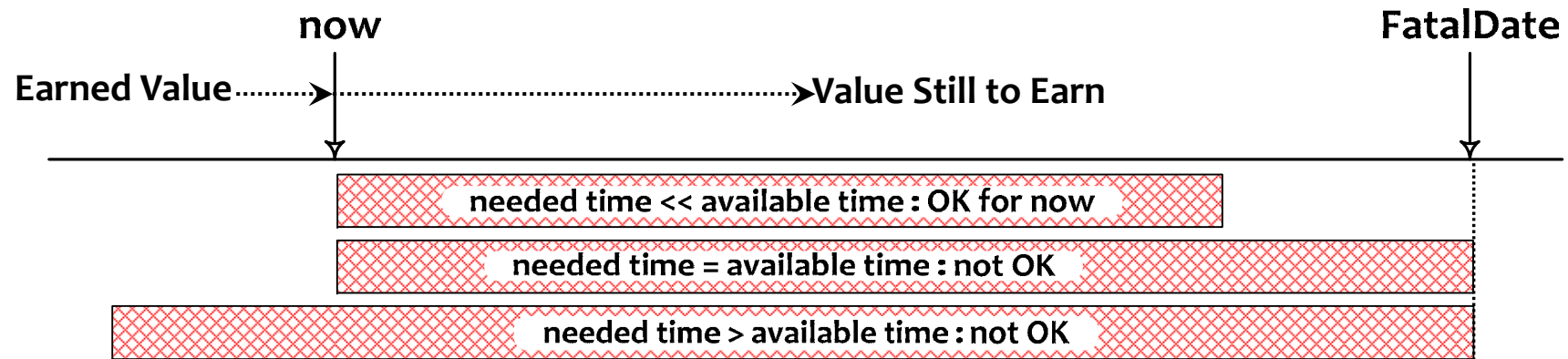
# Objectifying and quantifying the problem is a first step to the solution



Line	Activity	Estim	Alter native	Junior tester	Devel opers	Customer	Will be done (now=22Feb)
1	Package 1	17	2	17	4	HT	
2	Package 2	8	5		10	Chrt	
3	Package 3	14	7	5	4	BMC	
4	Package 4 (wait for feedback)	11				McC?	
5	Package 5	9	3		5	Ast	
6	Package 6	17	3	10	10	?	
7	Package 7	4	1		3	Cli	
8	Package 8.1	<del>26</del>	1			Sev	
9	Package 8.2	1	1			?	
10	Package 8.3	1	1			Chrt	24 Feb
11	Package 8.4	1	1			Chrt	
12	Package 8.5	1.1	1.1			Yet	28 Feb
13	Package 8.6	3	3			Yet	24 Mar
14	Package 8.7	0.1	0.1			Cli	After 8.5 OK
15	Package 8.8	18	18			Ast	
	<b>totals</b>	<b>106</b>	<b>47</b>	<b>32</b>	<b>36</b>		

# TimeLine:

What do we do if we see we won't make it on time ?



- Value Still to Earn
- versus
- Time Still Available



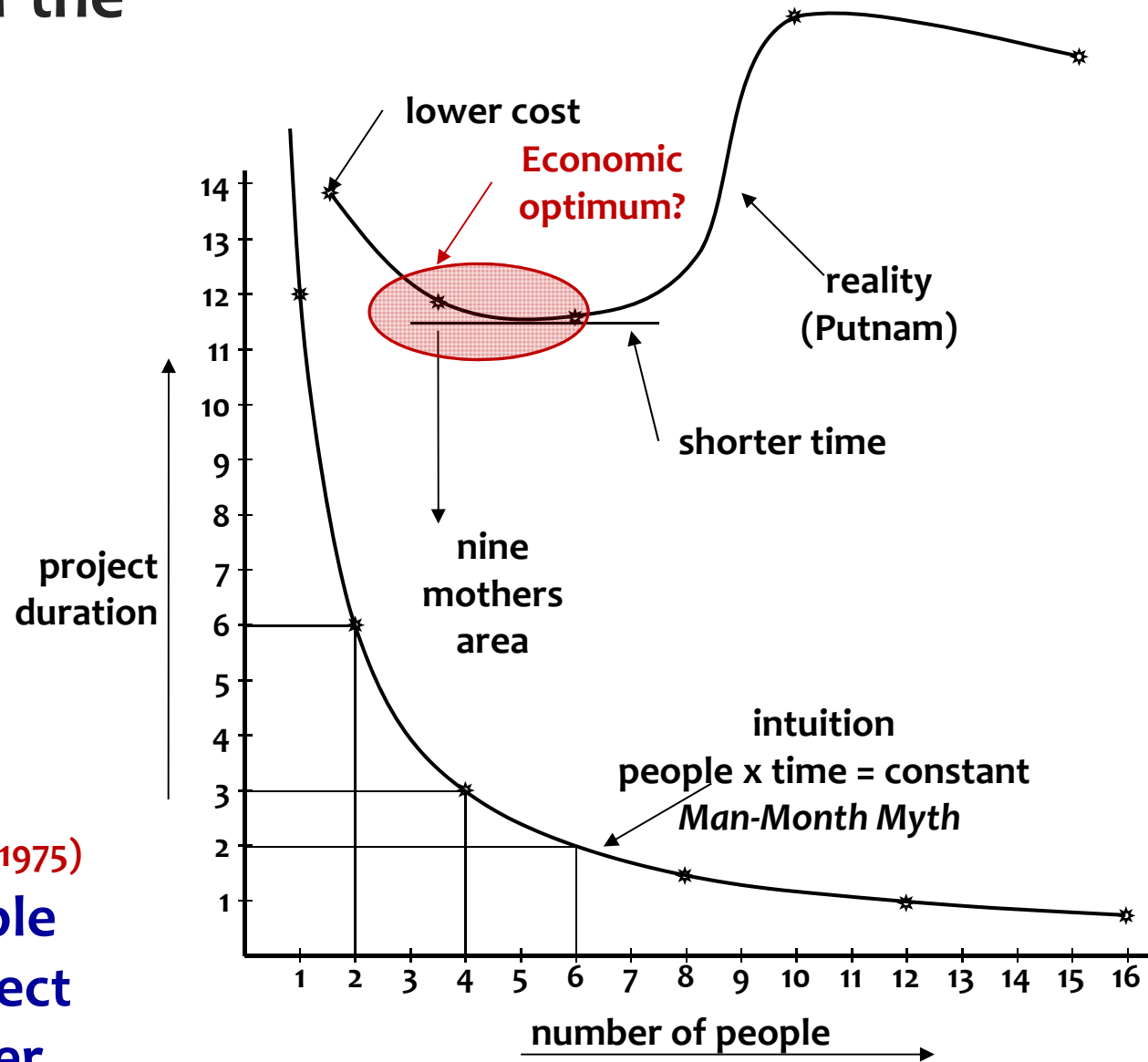
If the match is over, you cannot score a goal

# Deceptive options

- **Hoping for the best** (fatalistic)
- **Going for it** (macho)
- **Working Overtime** (fooling ourselves)
- **Moving the deadline**
  - **Parkinson's Law**
    - Work expands to fill the time for its completion
  - **Student Syndrome**
    - Starting as late as possible,  
only when the pressure of the FatalDate is really felt

# The Myth of the Man-Month

**Brooks' Law (1975)**  
Adding people  
to a late project  
makes it later





## Saving time

Continuous  
elimination of waste

**We don't have enough time, but we can save time  
without negatively affecting the Result !**

- **Efficiency in *what (why, for whom) we do*** - doing the right things
  - Not doing what later proves to be superfluous
- **Efficiency in *how we do it*** - doing things differently
  - The product
    - Using proper and most efficient solution,  
instead of the solution we always used
  - The project
    - Doing the same in less time,  
instead of immediately doing it the way we always did
  - Continuous improvement and prevention processes
    - Constantly learning doing things better  
and overcoming bad tendencies
- **Efficiency in *when we do it*** - right time, in the right order
- **TimeBoxing** - much more efficient than FeatureBoxing

**But all this prespection takes too much time !**



- **It should save time, otherwise: don't do it !**
- **It worked in many projects, statistically there is a good chance that it works for you**

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