



ADC²⁴
Bristol

**HOW LONG WILL IT TAKE...
TO CLEAN A KITCHEN?**

SIMON HOLT & ROSS CHISHOLM

How long to clean
this kitchen....



Complex vs Complicated



Complex vs Complicated

When is something Complex?

When is something Complicated?

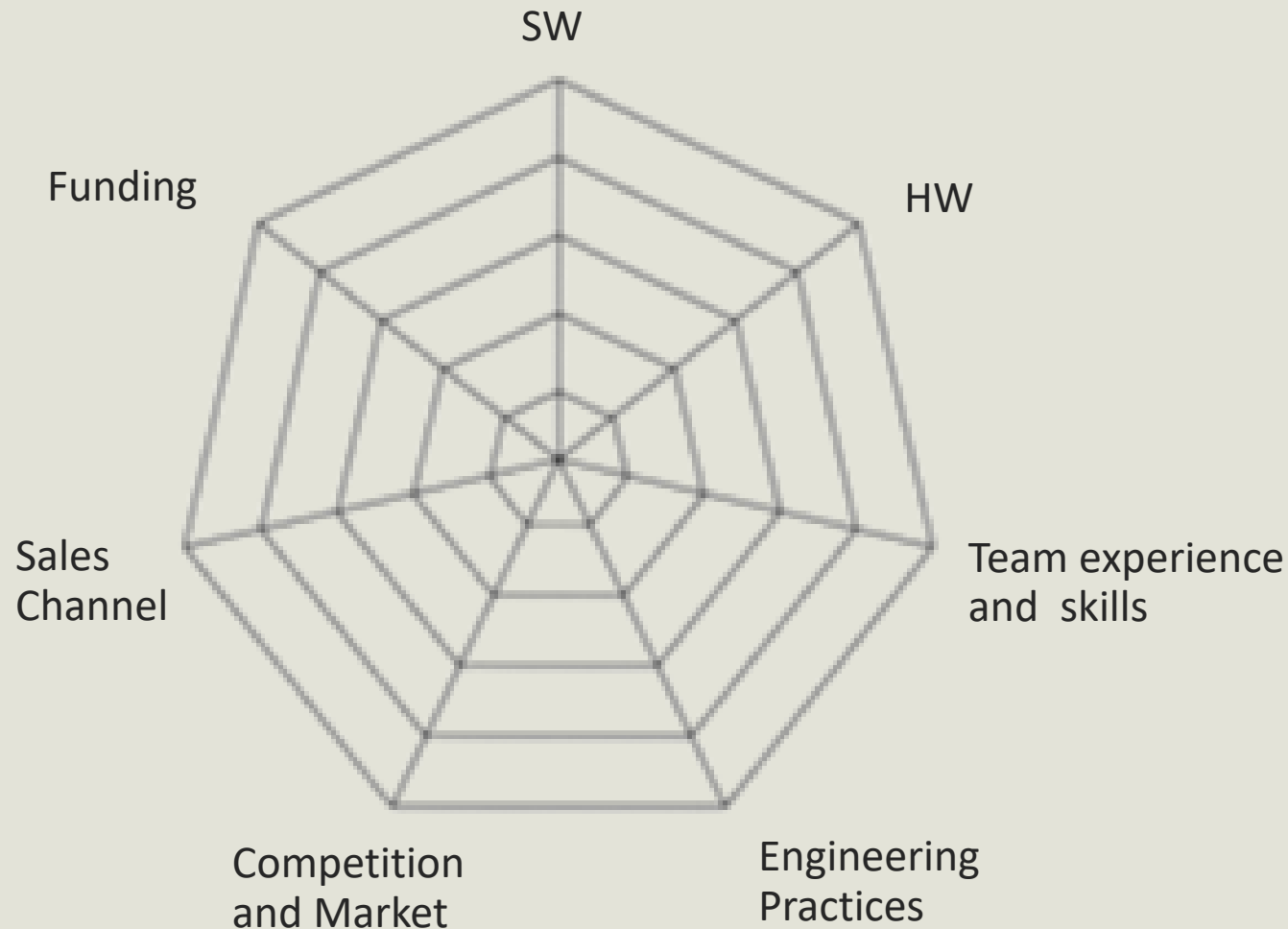
How many aspects to consider?

Are they fixed, or do they vary?

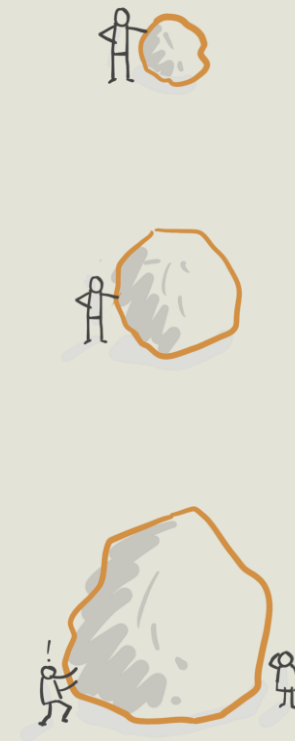


Complex vs Complicated

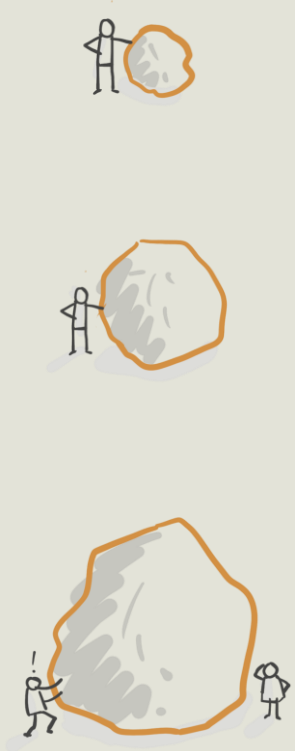
How many aspects are there to consider?



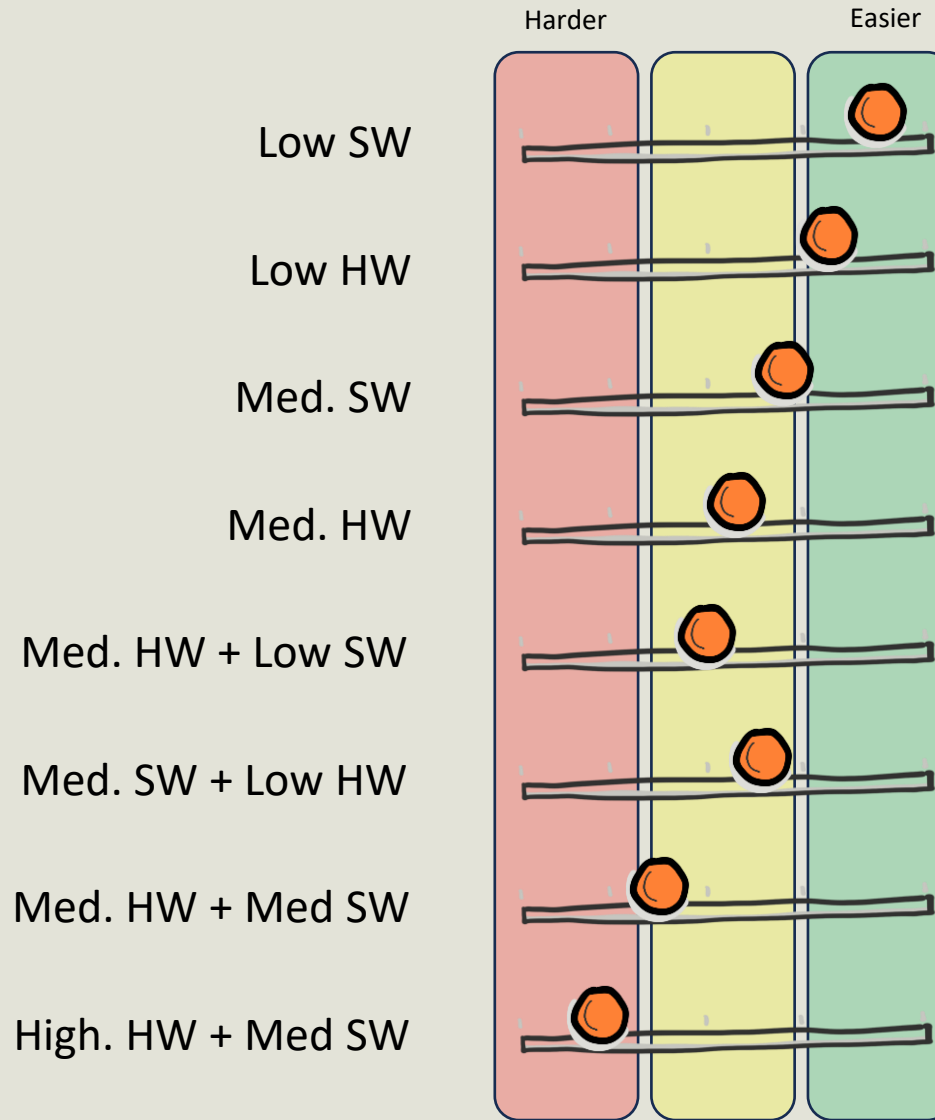
Not just scope or ambition which effects the size and type of the challenge



Scope or ambition



of elements & Likely unknowns



Complex or Complicated?



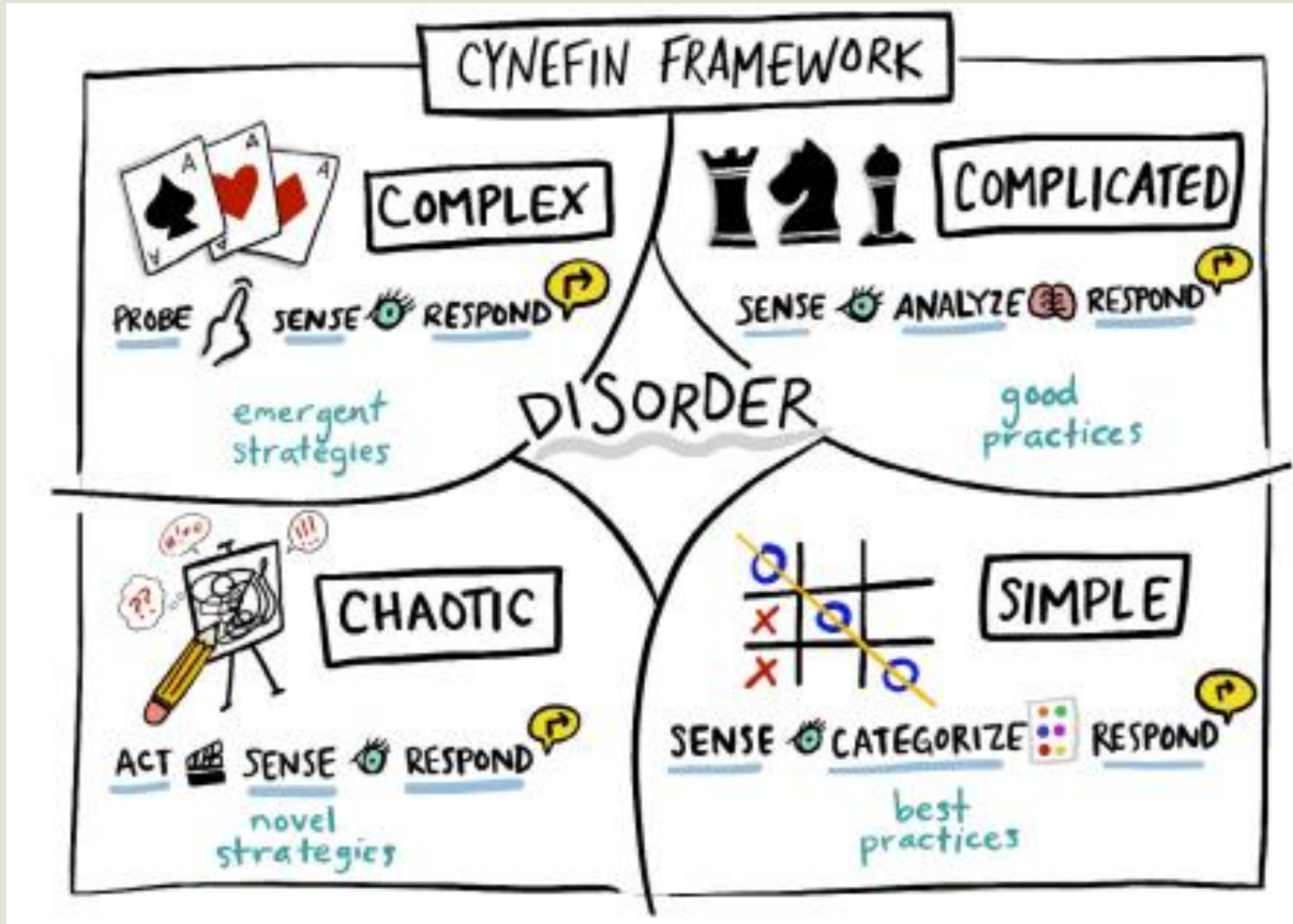
It depends!

Complex vs Complicated

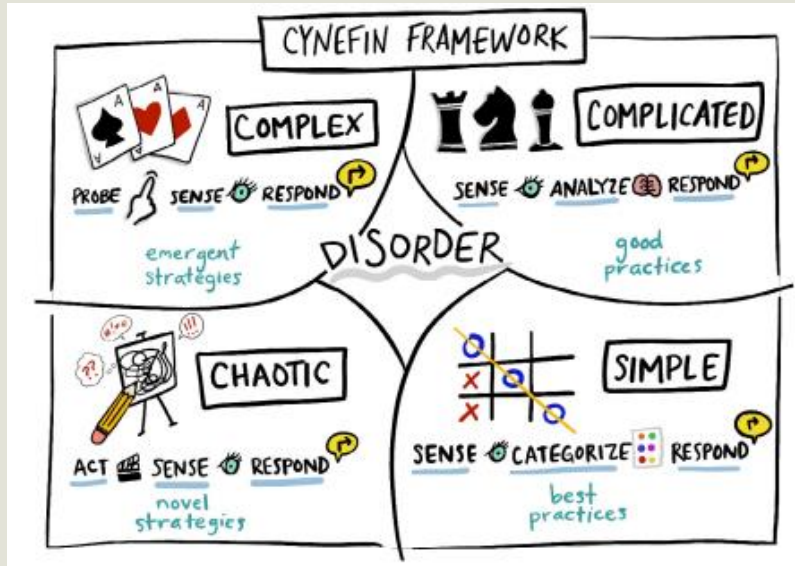
A complicated problem has lots of moving parts, but **we *know* what all the parts are** and what they do, just need to put ‘em together.

A complex problem involves many **interrelationships between factors**, along with Rumsfeld’s famous “**unknown unknowns**” — we don’t even know what all the involved pieces look like yet. Some discovery is required.

Cynefin framework – decision making



Cynefin framework



Complex and Complicated

- Tools and approach for these areas
- Software/Firmware estimating and forecasting
- In parallel with Hardware and business planning (Waterfall)
- Handling uncertainty as we try to make decisions and commitments

Forecasting



Sizing Methods



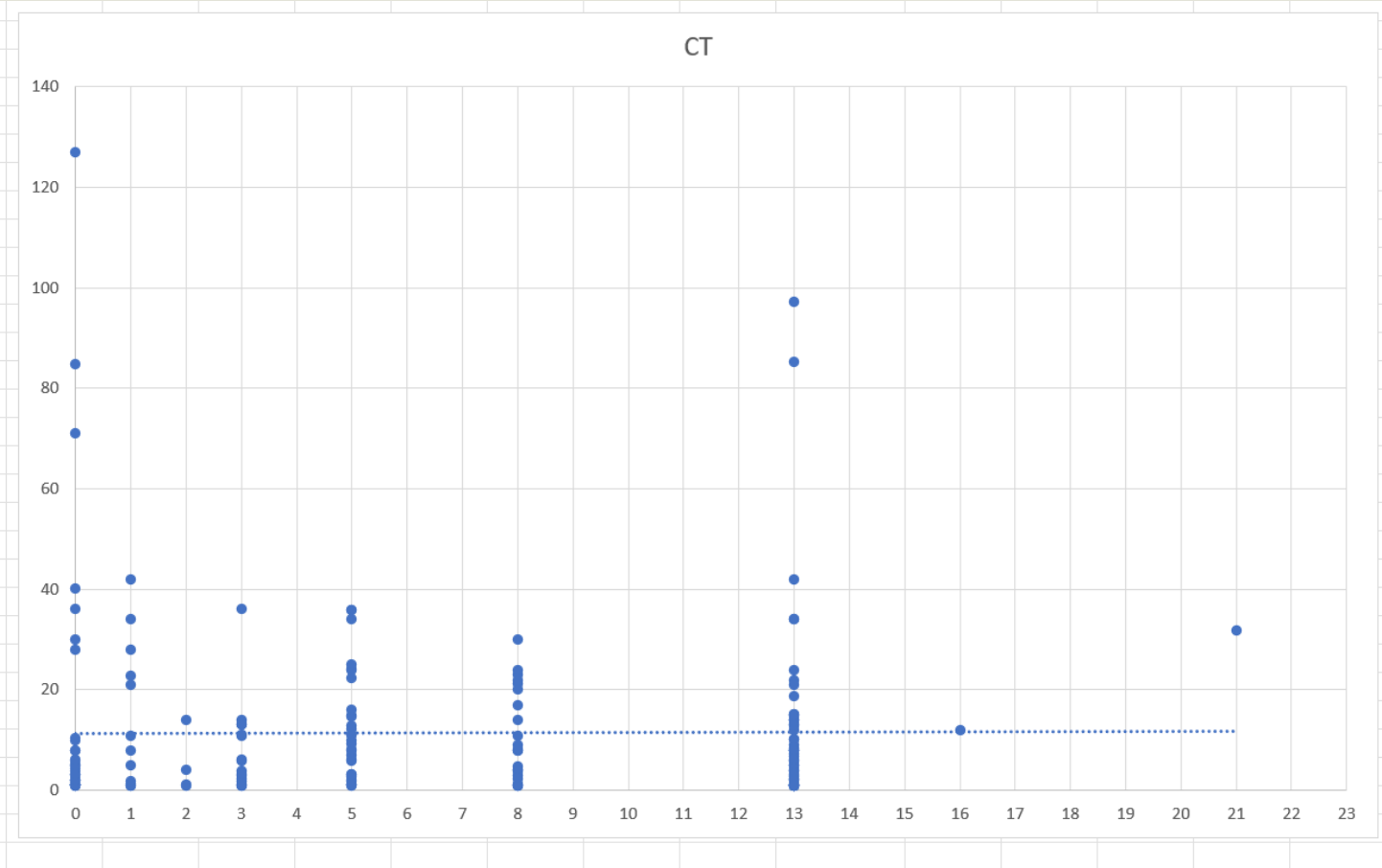
Fibonacci sequence



Task	% Complete	Week 1							Week 2						
		S	M	T	W	T	F	S	S	M	T	W	T	F	S
Feature 1	100%	█													
Feature 2	100%			█											
Feature 3	100%				█										
Feature 4	100%									█					
Feature 5	100%											█			
Feature 6	100%													█	

We still have a problem.....

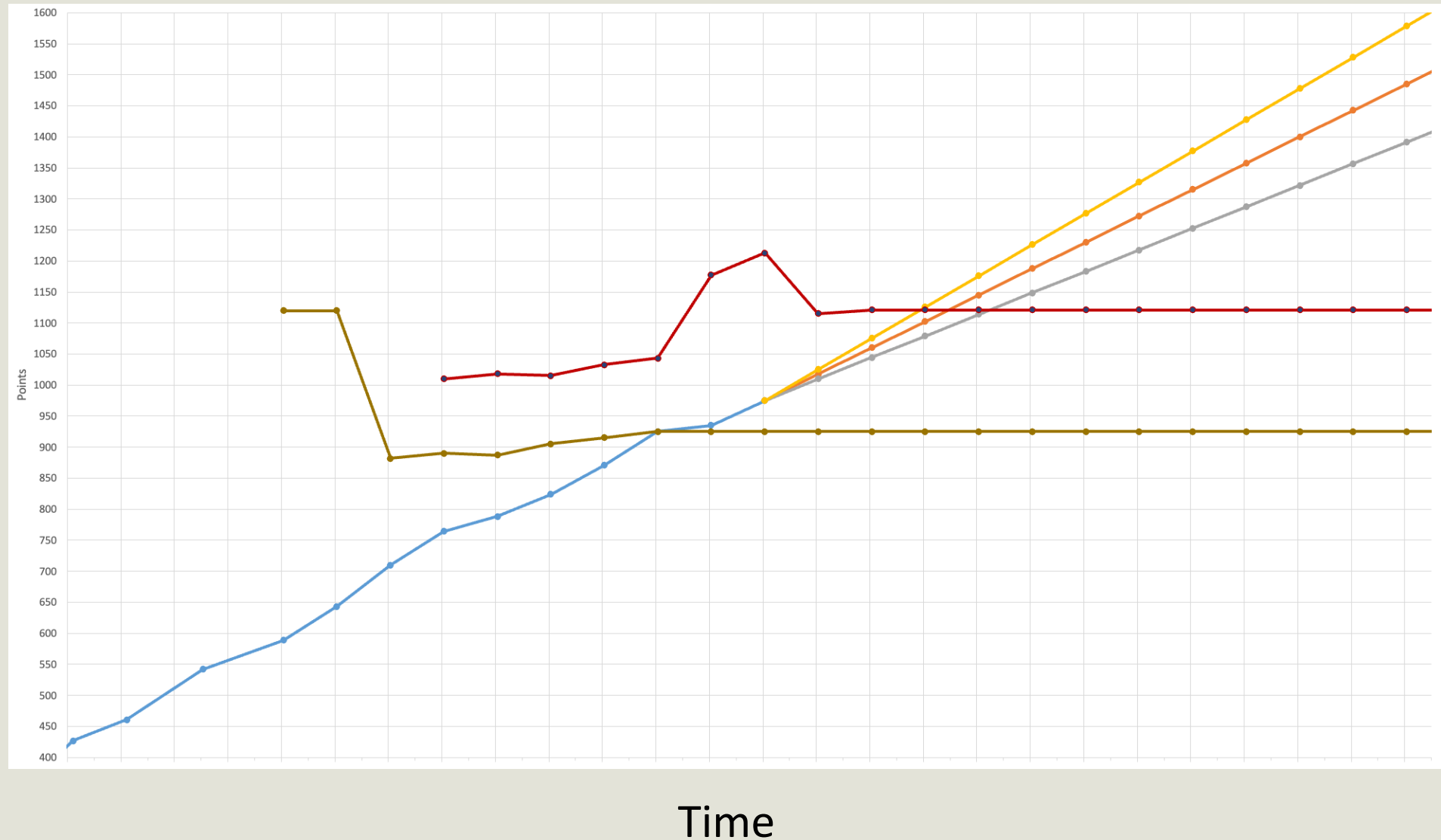
Cycle Time



Story Points

Taking account of uncertainty

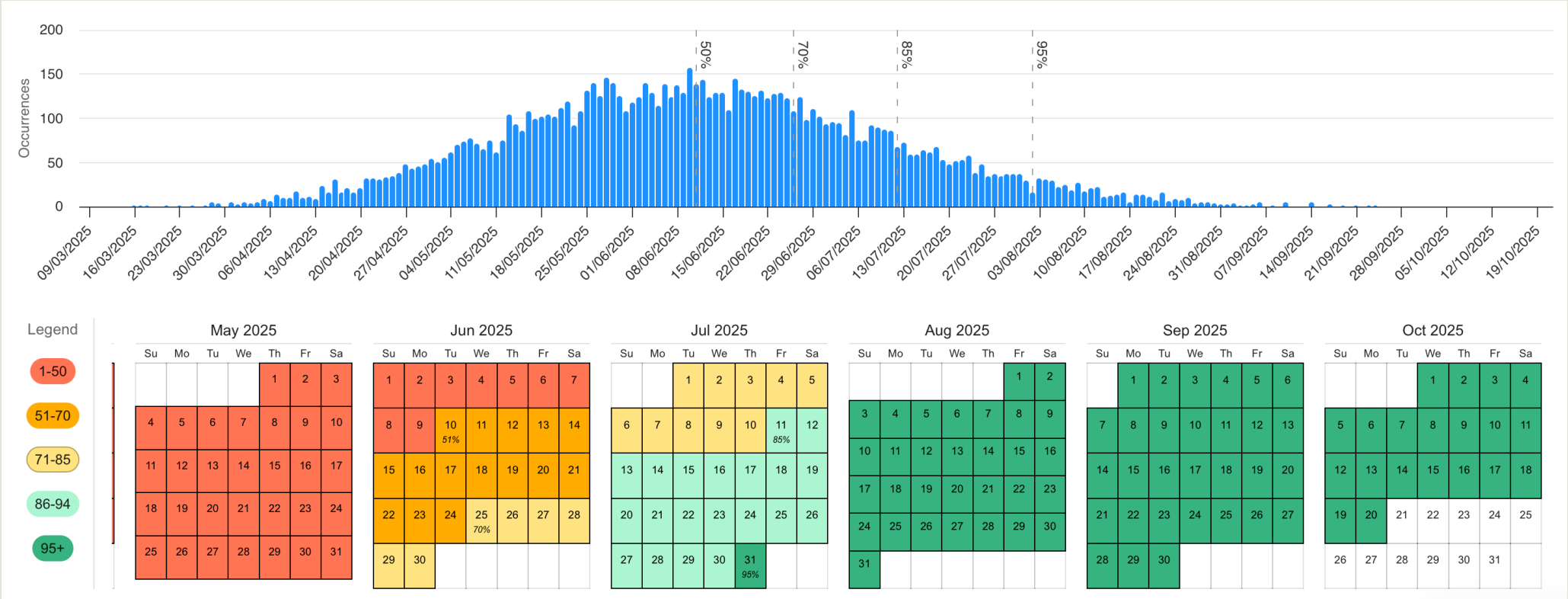
Story
Points



How much work is there...

Epic 1	Epic 2	Epic 3	Epic 4	Epic 5	Epic 6
Story	Story	Story	Story	Story	Story
Story	Story	Story	Story	Story	Story
Story		Story	Story	Story	Story
Story		Story	Story	Story	Story

How long will it take...



Actionable Agile

<https://actionableagile.com>

How long will it take...

Dart Release			
Last Updated on 11.8.2024, 06:50:47			
Feature Name	Progress	Forecasts	Updated On
SnapMap	Overall Progress	✔ 27.8.2024	11.8.2024, 06:54:48
	0% (0/7)	✔ 24.8.2024	
	Phoenix	🕒 22.8.2024	
	0% (0/7)	❗ 20.8.2024	
TapIn Gateway	Overall Progress	✔ 28.8.2024	11.8.2024, 06:54:48
	0% (0/9)	✔ 25.8.2024	
	Rebel Revolt	🕒 23.8.2024	
	0% (0/9)	❗ 21.8.2024	
BuzzFeed Hub	Overall Progress	✔ 2.9.2024	11.8.2024, 06:54:48
	0% (0/6)	✔ 30.8.2024	
	Phoenix	🕒 27.8.2024	
	0% (0/1)	❗ 25.8.2024	
	Rebel Revolt		
	0% (0/5)		

Lighthouse

<https://www.letpeople.work/lighthouse>

How long will it take...?

Key take aways:-

Context dependent – sensing your situation

Scope is important but many other factors effect Complexity v's Complicated

Choose the right tools and frameworks for forecasting

Actionable Agile and Lighthouse – Probabilistic forecasting is worth a look

Thank you!





Ross Chisholm



Careers at Focusrite



Simon Holt



Chris Graves – Agile Coach, Focusrite
Benjamin Huser-Berta, Lighthouse Developer
IBM's Dave Snowden - Cynefin framework

[Cynefin image Created by @snowded, illustration via @CANTASDcenter]
<https://thecynefin.co/about-us/about-cynefin-framework/>