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purusing a common vision for the project, establishing priorities so that the highest-valued functionality is al-ways being worked on, and making decisions that lead to a good return on the

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Praise for Agile Estimating and Planning "Traditional, deterministic approaches to planning and estimating simply don't cut it on the slippery slopes of today's dynamic, change-driven projects. Mike Cohn's breakthrough book gives us not

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only the philosophy, but also the guidelines and a proven set of tools that we need to succeed in planning, estimating, and scheduling projects with a high uncertainty factor.

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"In Agile Estimating and Planning, Mike Cohn has, for the first time, brought together most everything that the Agile community has learned about the subject. The book is clear, well organized, and

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a pleasant and valuable read. It goes into all the necessary detail, and at the same time keeps the reader's burden low.

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Agile Estimating and Planning is
the definitive, practical guide to
estimating and planning agile
projects. In this book, Agile
Alliance cofounder Mike Cohn

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discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies.

Cohn, Agile Estimating and
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Agile projects, by contrast, use a “top-down” approach, using gross-level estimation techniques on feature sets, then employing progressive elaboration and rolling-wave planning methods to drill down to the task level on a just-in-time basis, iteratively

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uncovering more and more detail
each level down.

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enough planning and estimating, and shows readers how to make agile practices truly work organizationally. ° Save time, conserve organizational resources, and manage software projects more efficiently by learning to anticipate future

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Alliance cofounder Mike Cohn discusses the philosophy of agile estimating and planning and shows you exactly how to get the job done, with real-world examples and case studies.

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Quotes by Mike Cohn

Agile Estimating and Planning fills a gap left by most of the other books and gives you important, practical, down-to-earth techniques needed to be successful on Agile development projects." -Steve Tockey, Principal

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Consultant, Construx Software
"Estimation, planning, and
tracking is a trinity.

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Robert C. Martin: Agile Estimating
and Planning by Mike ...

— Mike Cohn, Agile Estimating
and Planning “The cone of
uncertainty shows that during the
feasibility phase of a project a
schedule estimate is typically as

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far off as 60% to 160%. That is, a project expected to take 20 weeks could take anywhere from 12 to 32 weeks.

Agile Estimating and Planning
Teams starting out with story
points use an exercise called

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planning poker. At Atlassian, planning poker is a common practice across the company. The team will take an item from the backlog, discuss it briefly, and each member will mentally formulate an estimate. Then everyone holds up a card with the

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number that reflects their estimate.

Agile estimation techniques - PMI
The Bucket System is a much faster Agile estimation technique than Planning Poker because there is a "divide-and-conquer"

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phase. The Bucket System can also be used with larger groups than Planning Poker and with very large numbers of items to be estimated (50 to 500).

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Mike Cohn: 9780131479418 ...

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