Abstract

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

- Customer objectives
- Application
- Functional
- Conceptual
- Realization

Actual vs. planned attention focus over time:

- session 1
- session 2
- session 3

Iteration How To
6 Gerrit Muller

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AREOhysteresis
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