BIG ROOM PRIORITIZATION

Aligning varying goals into a prioritized list

YOUR PRESENTERS

- Tricia Mulcahy – Program Manager at Marriott International



- Steve Moubray – Enterprise Agile Coach at Cprime



WHY PRIORITIZE?

Biggest risk ALL develop projects have is developing the wrong thing!

WHAT'S THE PROBLEM?

- Different people have different priorities
- Priorities may not align with organizational goals
- Difficult to compare unlike things



LET'S BE REALISTIC

Realistic Product Roadmap

Current Quarter *Commitments are Clear*	**Next Quarter** *Some Clarity*	**After That Quarter** *Not so Clear, Can Change a Lot*	**Wishful Quarter** *We Rarely Know What's Here*
• Feature 1 • Feature 2 • Feature 3 • Feature 4 • Feature 5 • Feature 6 • Feature 7 • Feature 8	• Feature 1 • Feature 2 • Feature 3 • Feature 4 • Feature 5	• Feature 1 • Feature 2	• Feature 1 • Feature 2

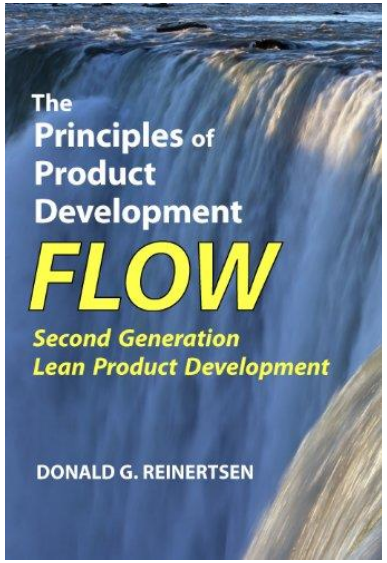
A FEW PRIORITIZATION METHODS

- HiPPO (Highest Paid Opinion)
- ROI (Return on Investment)
- MoSCoW (Must, Should, Could, Won't or Wish)
- WSJF or CD3 (Weighted Shortest Job First)



COST OF DELAY

If you only quantify one thing, quantify the Cost of Delay. —Don Reinertsen



- **User-business value** – Do our users prefer this over that? What is the revenue impact on our business? Is there a potential penalty or other adverse consequences if we delay?
- **Time criticality** – How does the user/business value decay over time? Is there a fixed deadline? Will they wait for us or move to another solution? Are there Milestones on the critical path impacted by this?
- **Risk reduction-opportunity enablement value** – What else does this do for our business? Does it reduce the risk of this or a future delivery? Is there value in the information we will receive? Will this feature open up new business opportunities?

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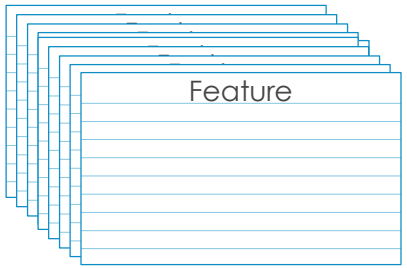
SIMULATION SITUATION

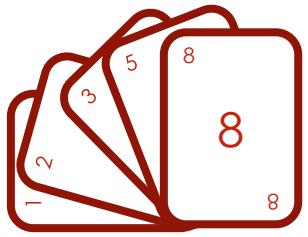
- You just purchased a “fixer-upper” vacation home with some friends on a beautiful lake
- You can’t fix everything at once and you’re going to decide what to do first
- It’s on a lake and big enough for more than one family at a time
- It’s spring and you want to use the home this summer



EQUIPMENT

- You get a deck of "Feature Cards", Poker Planning Cards & Printed Spreadsheet
- You will organize them on multiple aspects but only 1 aspect at a time
- Look at your fixer-upper cards
- First take the one with the lowest score and it will be a value of 1
- Next place the rest based on how they compare to the first feature

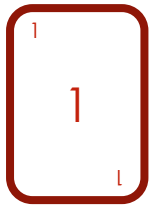


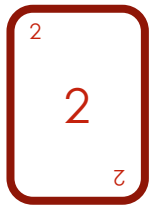


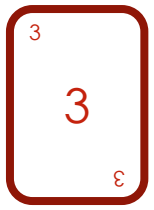
	Value	Time Criticality				
Asphalt Roof	#	#				
Build a 10-Foot Dock	#	#				
Build a 30-Foot Fishing Peer	#	#				
Update the Front Porch	#	#				
Replace All Furniture – IKEA	#	#				
Replace All Furniture – Pottery Barn	#	#				
Install Ceiling Fans	#	#				
Build a Large Back Deck	#	#				
Build a Small Screened in Porch	#	#				
Update Kitchen Appliances	#	#				
Remove Wall & Open Kitchen	#	#				
Replace Boats	#	#				

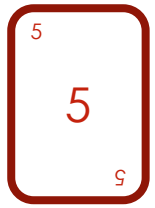
WHEN YOU START TO ORGANIZE

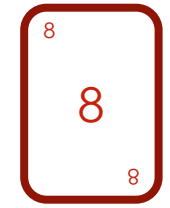
You will always start with a Feature of the lowest score and make it a 1







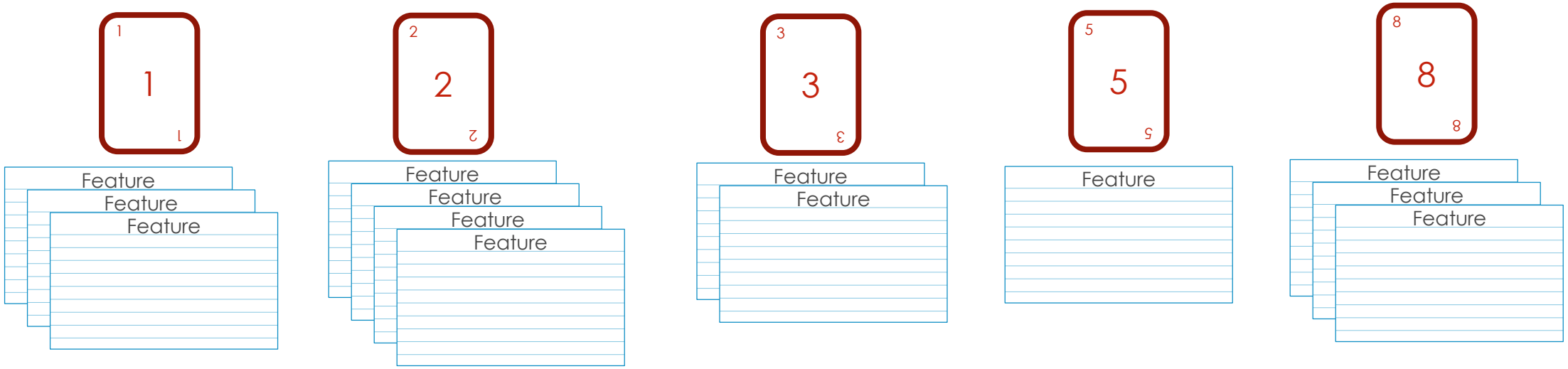






ORGANIZE YOUR FEATURES

All other Features compare to your 1



STEP 1 - VALUE

	Value					
Asphalt Roof	#					
Build a 10-Foot Dock	#					
Build a 30-Foot Fishing Peer	#					
Update the Front Porch	#					
Replace All Furniture – IKEA	#					
Replace All Furniture – Pottery Barn	#					
Install Ceiling Fans	#					
Build a Large Back Deck	#					
Build a Small Screened in Porch	#					
Update Kitchen Appliances	#					
Remove Wall & Open Kitchen	#					
Replace Boats	#					

STEP 2 –TIME CRITICALITY

	Value	*Time Criticality*				
Asphalt Roof	#	#				
Build a 10-Foot Dock	#	#				
Build a 30-Foot Fishing Peer	#	#				
Update the Front Porch	#	#				
Replace All Furniture – IKEA	#	#				
Replace All Furniture – Pottery Barn	#	#				
Install Ceiling Fans	#	#				
Build a Large Back Deck	#	#				
Build a Small Screened in Porch	#	#				
Update Kitchen Appliances	#	#				
Remove Wall & Open Kitchen	#	#				
Replace Boats	#	#				

STEP 3 – RISK OR ENABLEMENT

	Value	*Time Criticality*	*Risk Reduction or Opportunity Enablement*			
Asphalt Roof	#	#	#			
Build a 10-Foot Dock	#	#	#			
Build a 30-Foot Fishing Peer	#	#	#			
Update the Front Porch	#	#	#			
Replace All Furniture – IKEA	#	#	#			
Replace All Furniture – Pottery Barn	#	#	#			
Install Ceiling Fans	#	#	#			
Build a Large Back Deck	#	#	#			
Build a Small Screened in Porch	#	#	#			
Update Kitchen Appliances	#	#	#			
Remove Wall & Open Kitchen	#	#	#			
Replace Boats	#	#	#			

STEP 4 – COST OF DELAY

	Value	*Time Criticality*	*Risk Reduction or Opportunity Enablement*	*Cost of Delay*		
Asphalt Roof	#	#	#	*Sum*		
Build a 10-Foot Dock	#	#	#	*Sum*		
Build a 30-Foot Fishing Peer	#	#	#	*Sum*		
Update the Front Porch	#	#	#	*Sum*		
Replace All Furniture – IKEA	#	#	#	*Sum*		
Replace All Furniture – Pottery Barn	#	#	#	*Sum*		
Install Ceiling Fans	#	#	#	*Sum*		
Build a Large Back Deck	#	#	#	*Sum*		
Build a Small Screened in Porch	#	#	#	*Sum*		
Update Kitchen Appliances	#	#	#	*Sum*		
Remove Wall & Open Kitchen	#	#	#	*Sum*		
Replace Boats	#	#	#	*Sum*		

Add the numbers in the 3 columns

ADD COST

Write these numbers on your cards

- $8,000 - Asphalt Roof
- $5,000 - Build a 10-Foot Dock
- $10,000 - Build a 30-Foot Fishing Peer
- $10,000 - Update the Front Porch
- $4,000 - Replace All Furniture – IKEA
- $8,000 - Replace All Furniture – Pottery Barn
- $500 - Install Ceiling Fans
- $3,000 - Build a Large Back Deck
- $8,000 - Build a Small Screened in Porch
- $1,500 - Update Kitchen Appliances
- $5,000 - Remove Wall & Open Kitchen
- $2,000 - Replace Boats

STEP 5 – JOB SIZE

	Value	Time Criticality	Risk Reduction or Opportunity Enablement	Cost of Delay	Job Size	
Asphalt Roof	#	#	#	Sum	#	
Build a 10-Foot Dock	#	#	#	Sum	#	
Build a 30-Foot Fishing Peer	#	#	#	Sum	#	
Update the Front Porch	#	#	#	Sum	#	
Replace All Furniture – IKEA	#	#	#	Sum	#	
Replace All Furniture – Pottery Barn	#	#	#	Sum	#	
Install Ceiling Fans	#	#	#	Sum	#	
Build a Large Back Deck	#	#	#	Sum	#	
Build a Small Screened in Porch	#	#	#	Sum	#	
Update Kitchen Appliances	#	#	#	Sum	#	
Remove Wall & Open Kitchen	#	#	#	Sum	#	
Replace Boats	#	#	#	Sum	#	

Note: We are using $ for this exercise alone. Normally Dev Teams would vote on Job Size

STEP 6 – CALCULATE WSJF

	Value	Time Criticality	Risk Reduction or Opportunity Enablement	Cost of Delay	Job Size	WSJF
Asphalt Roof	#	#	#	Sum	#	CoD/Job Size
Build a 10-Foot Dock	#	#	#	Sum	#	CoD/Job Size
Build a 30-Foot Fishing Peer	#	#	#	Sum	#	CoD/Job Size
Update the Front Porch	#	#	#	Sum	#	CoD/Job Size
Replace All Furniture – IKEA	#	#	#	Sum	#	CoD/Job Size
Replace All Furniture – Pottery Barn	#	#	#	Sum	#	CoD/Job Size
Install Ceiling Fans	#	#	#	Sum	#	CoD/Job Size
Build a Large Back Deck	#	#	#	Sum	#	CoD/Job Size
Build a Small Screened in Porch	#	#	#	Sum	#	CoD/Job Size
Update Kitchen Appliances	#	#	#	Sum	#	CoD/Job Size
Remove Wall & Open Kitchen	#	#	#	Sum	#	CoD/Job Size
Replace Boats	#	#	#	Sum	#	CoD/Job Size

Note: We are using $ for this exercise. Normally Dev Teams would vote on Job Size.

SHARE YOUR PRIORITIES

- What's your highest priority?
- What's your lowest?
- Is this what you thought?
- What impacted the change?
- How could you make your favorite item more attractive?



ARRANGE IN QUADRANTS

Must Have	**Should Have**
Could Have	**Won't Have**

WHAT'S YOUR BUDGET?

- BTW – The budget is $20,000 for this summer
- How does that change priorities?



NEW INFORMATION

- Just found out the roof is leaking
- How does that change priorities?



LESSONS LEARNED

- Spend a few minutes thinking about what you learned.
- Be prepared to share with the group.

