

10 Best Graphics

from Henrik Kniberg
of Spotify

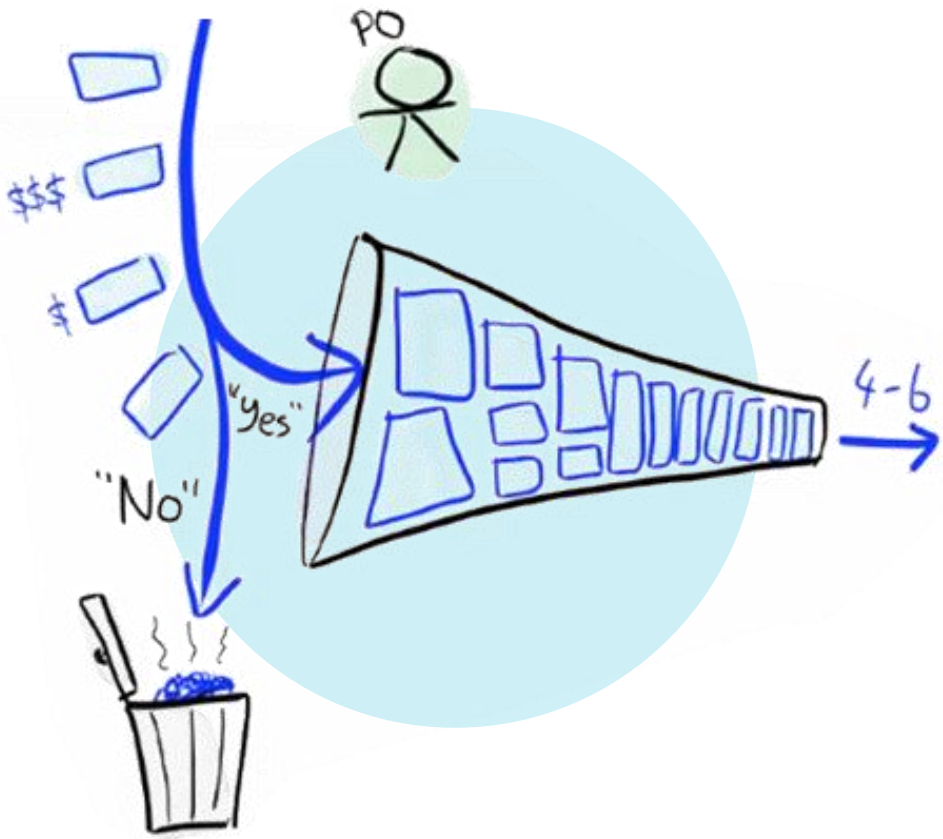
1



Maximize Value not Output

Focus on producing things that are valuable, not just creating more stuff. The Standish Group claims that 64% of features in applications are rarely or never used – this represents waste and opportunity cost.

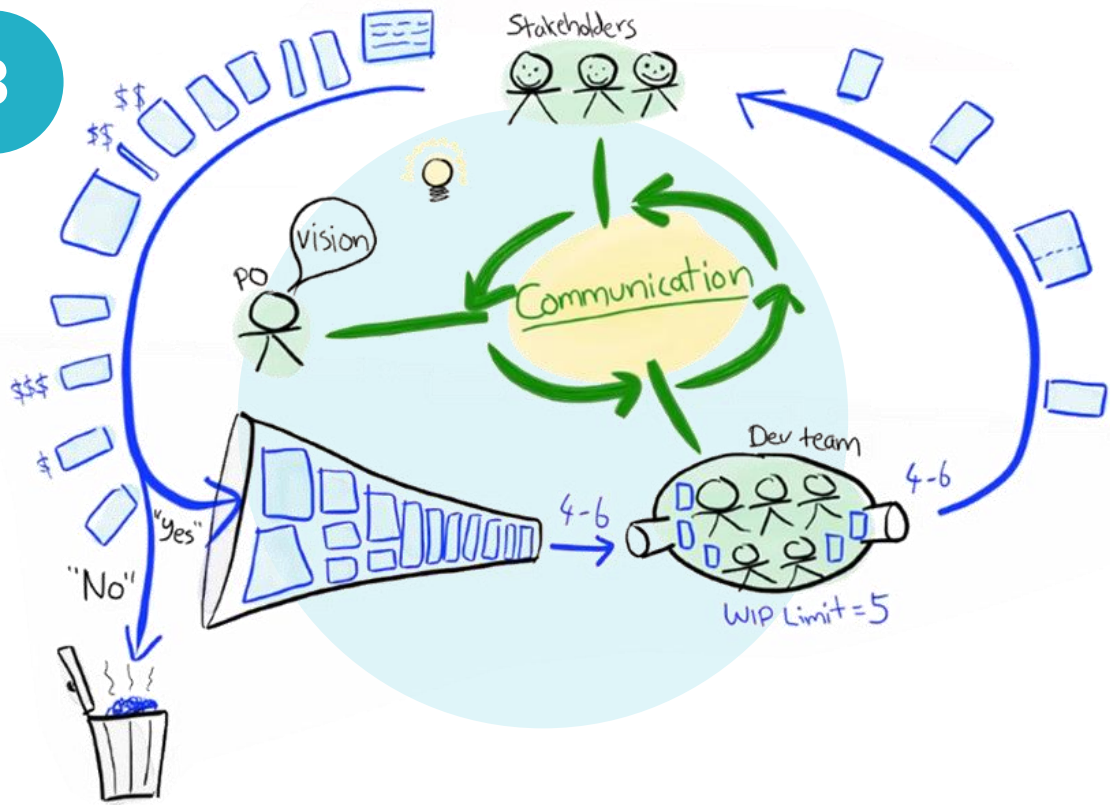
2



Product Owners Need to Say No

An important part of the Product Owner role is to say “No”, which is difficult. A backlog with requests that are over 6 months old is not very agile!

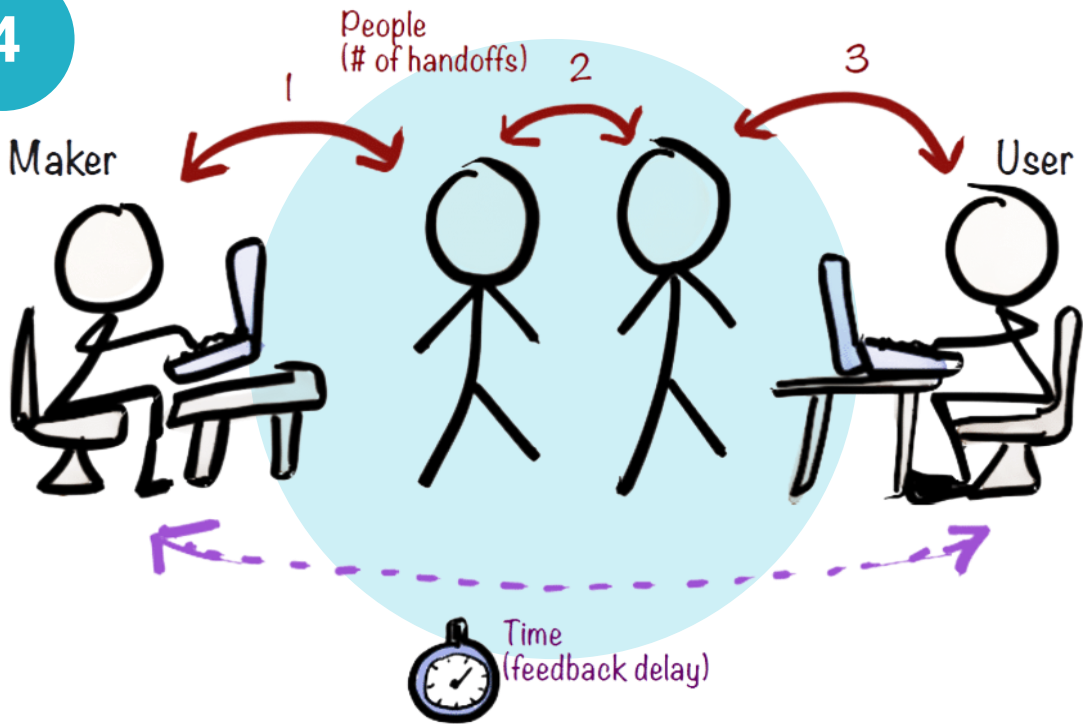
3



Backlog Refinement is Simply Communication

In product backlog refinement, the team talks directly to the users, customers or stakeholders to find out what they need. It seems simple but many people are not accustomed to working this way.

4

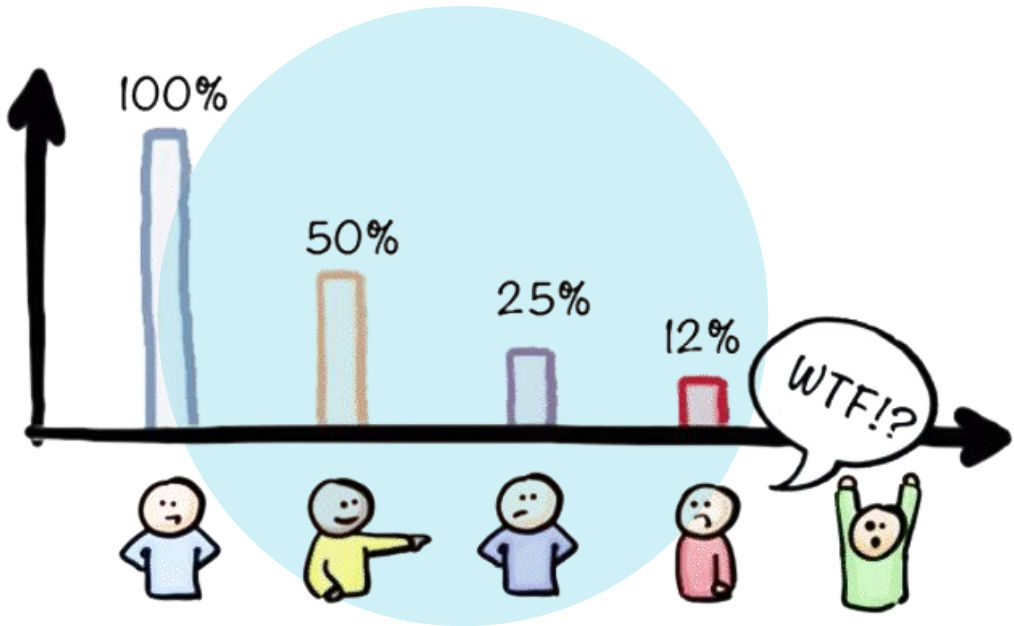


Minimize the Distance Between Maker and User

Minimize the distance (and time) between the people making the software and those using the software. Short feedback loops are essential to building the right thing.

5

Knowledge left after handoffs



Minimize Handoffs

Handoffs represent one of the biggest sources of risk and information loss. Kniberg's Crisp colleague Jimmy Janlen describes a 50% knowledge loss at each handoff.

6

Not like this....



1



2



3



4

Like this!



1



2



3



4

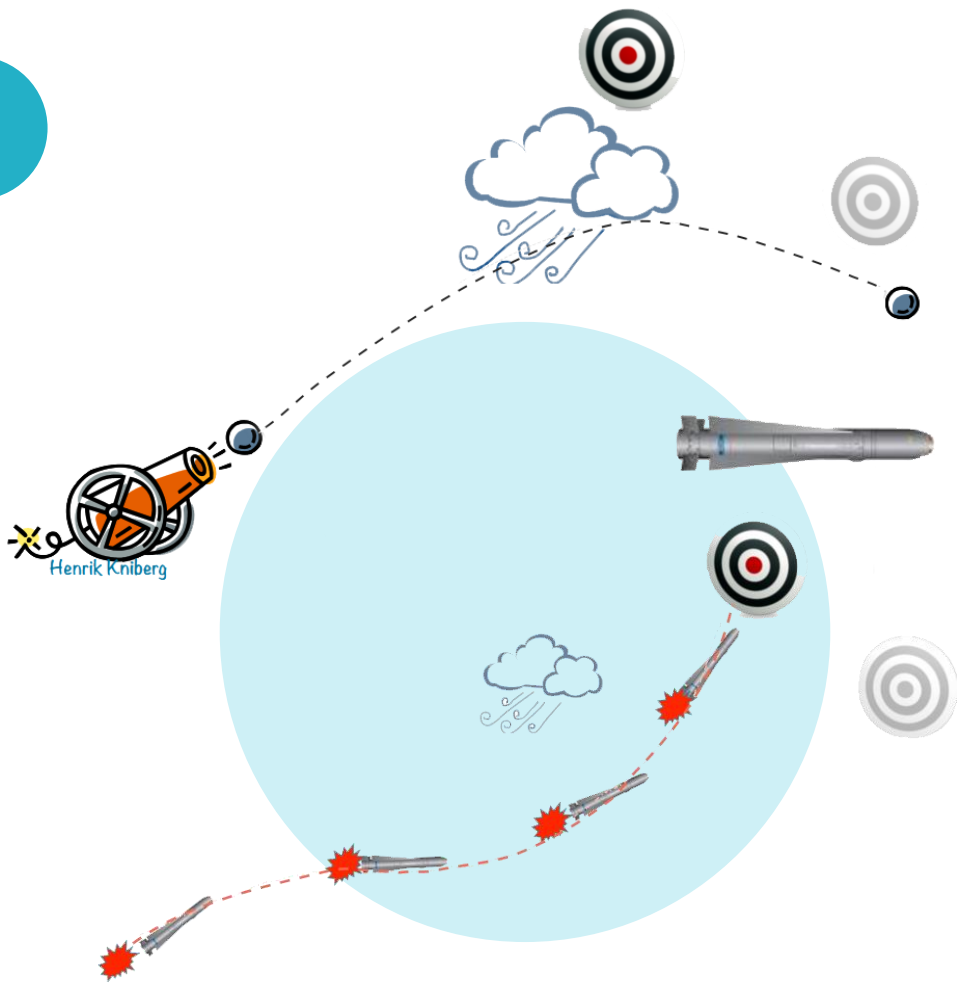


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Henrik Kniberg

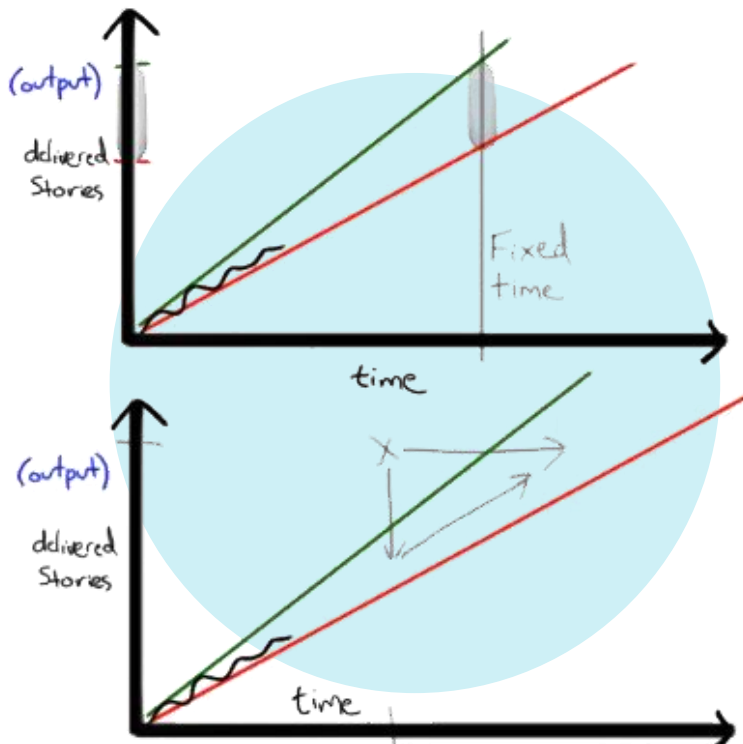
Making Sense of the MVP (Minimum Viable Product)

Build so that you maximize feedback and can course correct. MVP can mean many different things and people are often confused – Kniberg explains it well with the diagram and YouTube Video.



Cannonball vs. Missile

The cannonball or plan driven approach works great in situations where the customer knows exactly what they want, the team knows how to build it and nothing is likely to change.

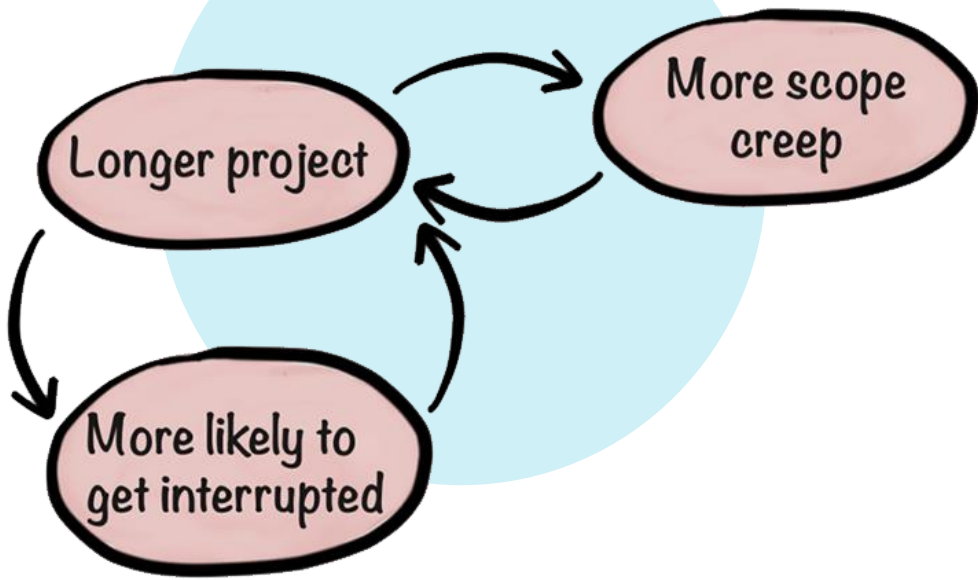


Forecasting a Release

The most honest and realistic forecasts are based on the team's actual velocity and their estimate of the size of the backlog. "If your organization doesn't like truth and honesty, it probably won't like agile."

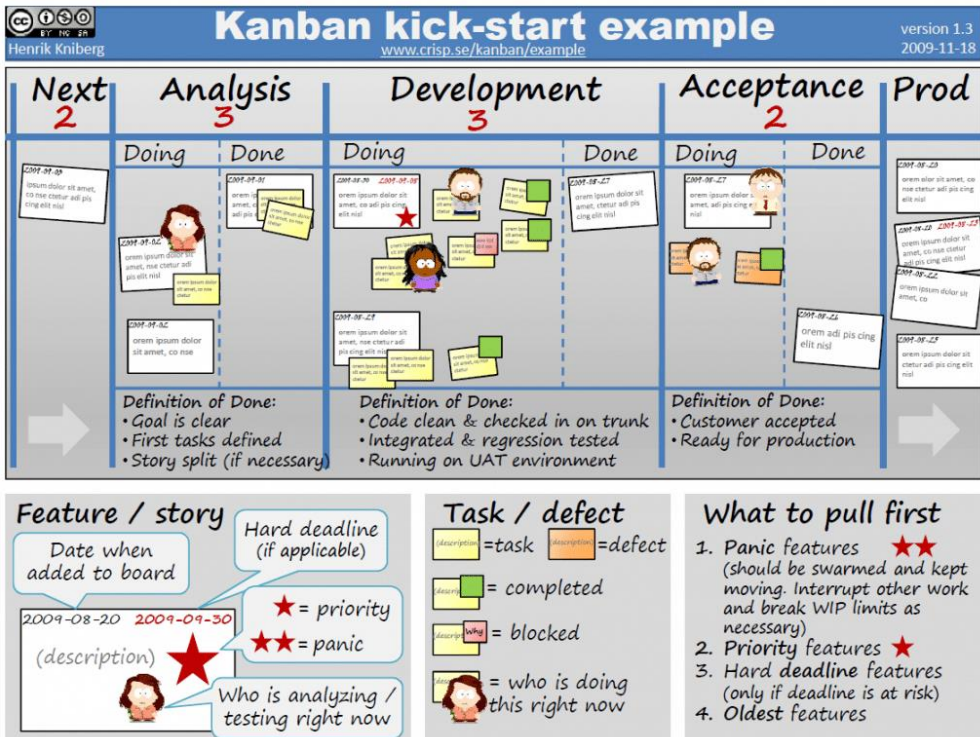
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Long projects get Longer



Long Projects Tend to Get Longer

The longer your project, the more likely you will be to have scope creep and get interrupted, which will create a vicious cycle.



Kanban

There are lots of ways to leverage Kanban to organize and improve your process. Kniberg provides suggestions from the simple to the complex.

Sources

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