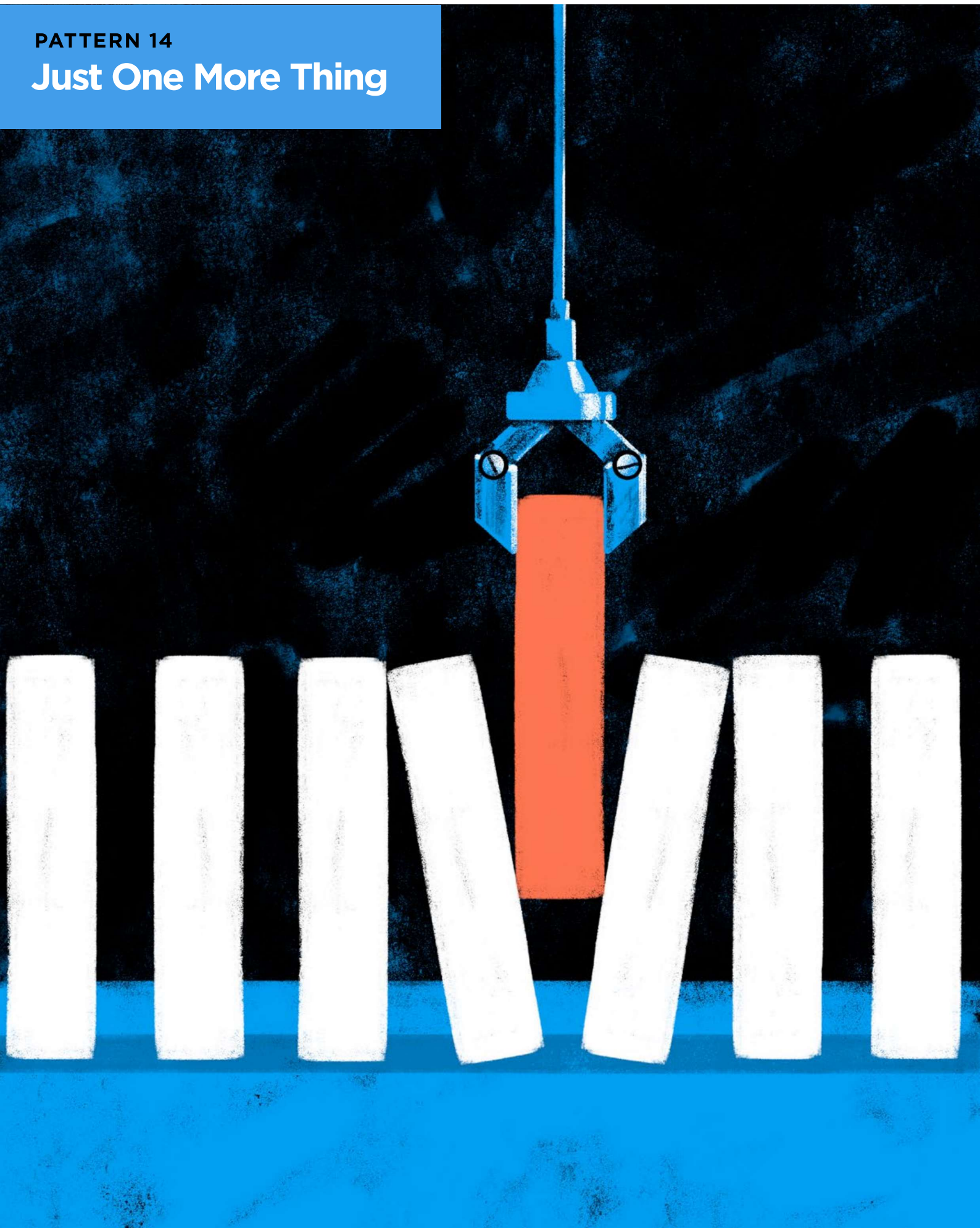


PATTERN 14

Just One More Thing

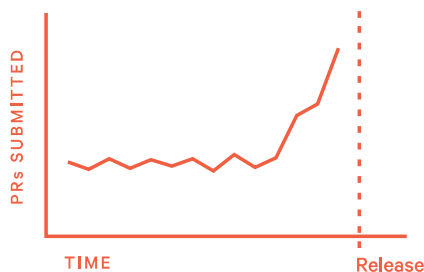


14. Just One More Thing

“Just One More Thing” refers to the pattern of late-arriving pull requests. A team submits work, but then—right before the deadline—they jump in and make additions to that work.

Sometimes only one or two individual contributors will show this pattern, but that generally points to behaviors that require a different approach. But when the **majority of the team is submitting PRs right before a deadline**, it can mean there are larger process or even cultural issues that are causing an unpredictable workflow.

This pattern can occur for a wide range of reasons, including last minute requests, poor planning or estimates, and too much work in progress.



How to recognize it

“Just One More Thing,” when appearing across a team, is characterized by a spike in PRs being submitted near the end of a sprint *after* the main PR was approved. These engineers will also show a high level of New Work.

What to do

Late-arriving PRs are a sign that work is being rushed and given less review. Even when the work is submitted by engineers who are very familiar with the code, the PRs should be treated as riskier than other equally sized PRs that are submitted earlier in the sprint.

When you notice a spike in PRs being submitted, it can be helpful to review the work submitted and decide whether it should be given an extra day’s review.

Longer-term, consider working with the team to identify any bottlenecks or process issues that could be eliminated or improved.

- If the team’s **estimates or deadlines** are causing last-minute stress, consider setting internal deadlines for projects. Another framework that some teams use is to consider ‘the three levers’ in setting a deadline: the external deadline (if any), the scope of the project, and resources available. It’s typically not realistic to change one without having to change the others, so it can help the planning process to take all three variables into account.
- If **last-minute requests** are coming in from outside the team, talking to the managers whose groups are regularly causing the problem can give you the opportunity to show the impact of the problem and understand what’s going on from their perspective.