ScrumBan

Effectively Combining Scrum and Kanban

PRESENTED BY

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2021
Agile ARIZONA

Don't forget
Use *Ulhova* for session feedback

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About Me

Agile Toolkit Podcast

LitheSpeed

AGILEDC

lithespeed.com/agile-arizona-2021/

- SVP Agile Coaching and Training @LitheSpeed
- 21+ years of Agile/Lean
- Specialties: Agile, Lean, Innovation
- Practitioner, consultant, trainer, author, speaker and community organizer
- Host AgileToolkit Podcast
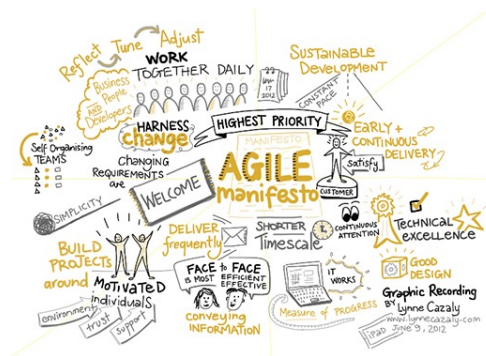- @AgileToolkit Twitter and Podcast
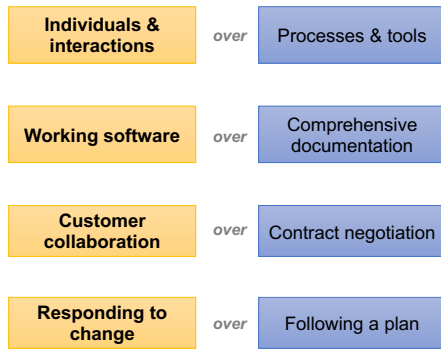- Chair, AgileDC Conference

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Agile Software Development Manifesto

We are uncovering better ways of developing software by doing helping others do it. We have come to value:
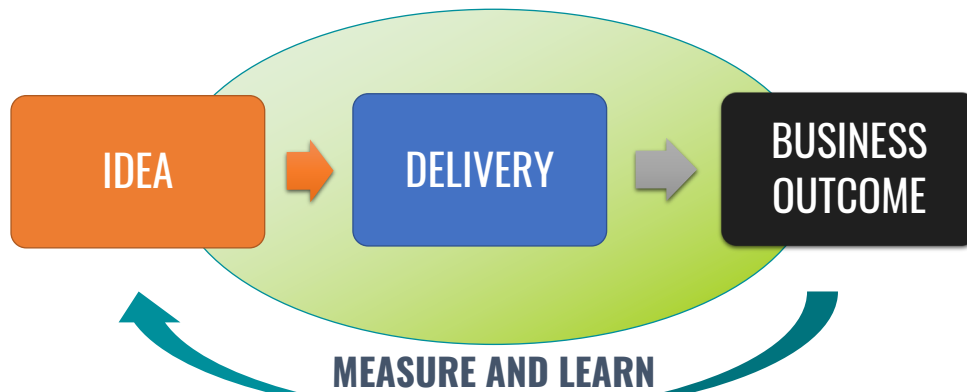
Individuals & interactions	over	Processes & tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

See the Manifesto for the 12 accompanying Agile Principles.

http://www.agilemanifesto.org

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Business Agility: Flow, Feedback and Continuous Learning

"Successful organizations are able to pivot and implement quickly in order to achieve competitive advantage."
Steve Denning via PMI Pulse of the Profession 2015

IDEA → DELIVERY → BUSINESS OUTCOME
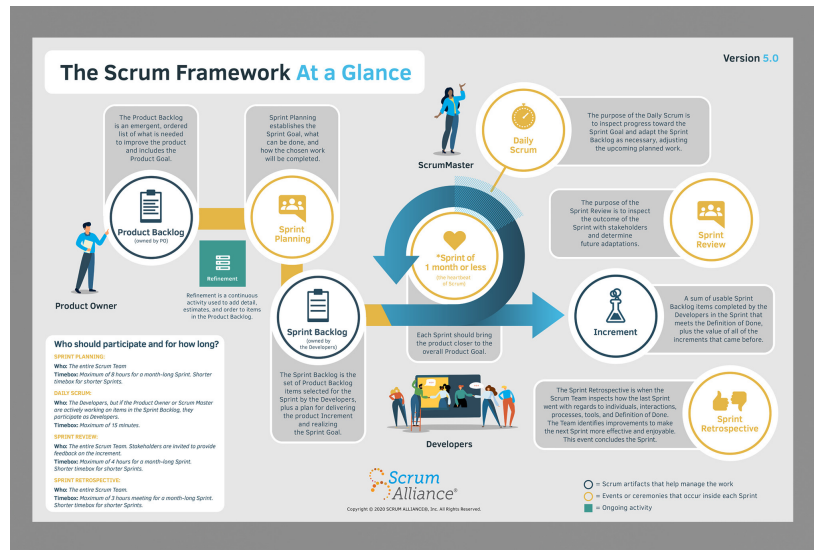
MEASURE AND LEARN

How fast can we learn and improve?

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Scrum Pillars and Values

Events and Artifacts

- Scrum Events
  - The Sprint
  - Sprint Planning
  - Daily Scrum
  - Sprint Review
  - Sprint Retro
- Scrum Artifacts
  - Product Backlog
  - Sprint Backlog
  - Product Increment

* Discovery and Release Planning are not explicitly part of the Scrum Framework

The Scrum Team – Three Roles

Product Owner

- The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.
- Responsible for the Product Backlog
- May work with more than one team from a single Product Backlog

ScrumMaster

- The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.
- The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework.
- Scrum Masters are true leaders who serve the Scrum Team and the larger organization.
- Generally one per team

Development Team

- Delivers the Product Increment
- Owns how they work together
- Around 10 or less people recommended
- Work from the sprint Backlog
- Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.
- Cross Functional

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Kanban – Continuous Flow Agile

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Kanban is based on Lean Principles

- Value is key
- Lean encourages the practice of continuous improvement and is based on the fundamental idea of respect for people.
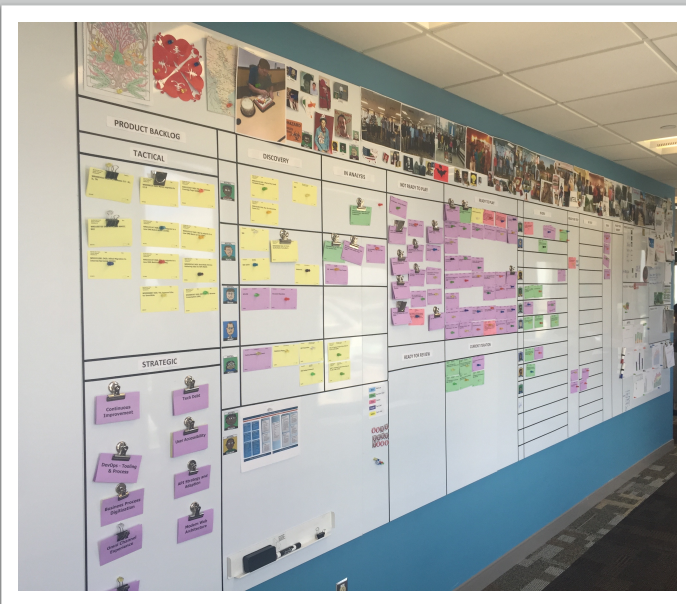- The five principles are considered a recipe for improving workplace efficiency

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Kanban Core Practices

VISUALIZE

LIMIT WORK
IN PROGRESS

MANAGE
FLOW

MAKE POLICIES
EXPLICIT

IMPLEMENT
FEEDBACK LOOPS

IMPROVE
COLLABORATIVELY

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Visualize Flow

- Visualizing Flow allows everyone to understand the state of the system

- End to End visualization creates opportunities for collaboration across
  - Business
  - Delivery
  - Operations

Limit Work in Process (WIP)

- Setting maximum items per step ensures that a card is only "pulled" into the next step when there is available capacity.

- The goal is to expose bottlenecks (problem areas) in the process so the team can identify and resolve them.
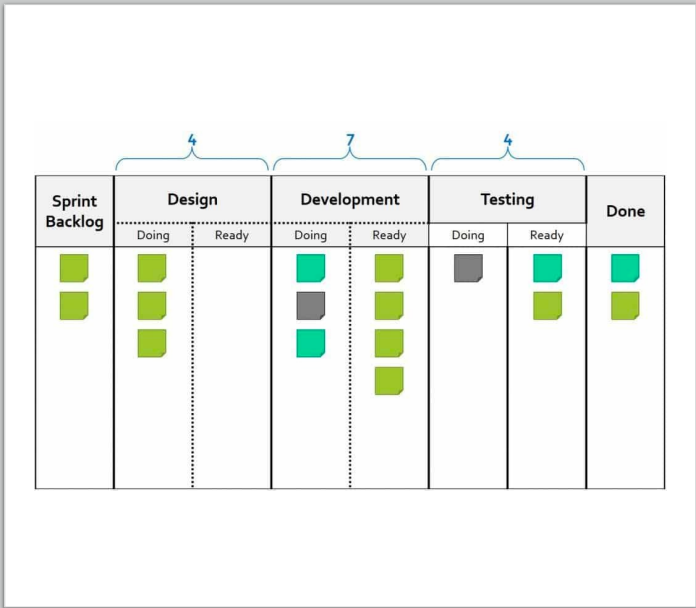
Manage Flow Not Workers

- The goal of implementing a Kanban system is to create a smooth and consistent flow.
- By flow, we mean the movement of work items through the production process.
- Teams Self Organize around Flow

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Make Process Policies Explicit

- Process policies act as guidelines
- These policies govern the team's process
- Focused on knowing how we work so that we can change process/policies for the better

You can't improve something you don't understand. This is why the process should be clearly defined, published, and socialized.

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Implement Feedback Loops

- What do we need to monitor
- Who do we need to interact with
- How can we test ideas
- Focused on Improvement
  - Product
  - Process
  - Team

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Improve Collaboratively

- The team owns their Process
- They change it to maximize effectiveness
- Always measured by outcomes
  - Value Flow
  - Appropriate Quality
  - Sustainability

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ScrumBan

A Powerful
Chimera
Combining
Scrum
And
Kanban

Team Delivery

- No required roles
    - Use Current Roles
    - Adopt Scrum Roles
    - Evolve as Needed
- Small teams
- Cross Functional
- Self Organizing
- Team Accountability

Iteration and Cadence

- Timeboxed Iteration
  - Visibility
  - Predictability
  - Metrics
- Meeting Cadence
  - Team Defined
  - Planning
  - Stakeholder Demo
  - Backlog Refinement
  - Daily Sync

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On Demand Planning and Prioritization

- Team Responsibility
- Planning
  - Iteration Start
  - On Demand
- Prioritization
  - Explicit Policies
  - Unplanned Work May be Pulled In
  - Buffer for Planned Work to Minimize Rollover of Planned work
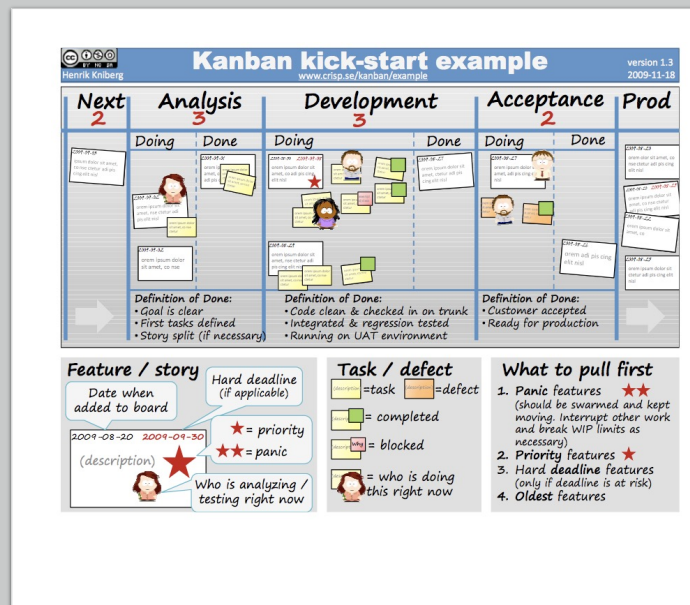

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Visualize Work

- Team Manages Work
- No Required Artifacts
- Collaboration Focused on Visual Management System
- Process Discipline
- Stakeholder Visibility

You can't manage what you can't see.

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Pull Principle Limit WIP

- Explicit Policies for Pulling Work
- Planned and Unplanned work Allowed
- Enforced WIP Limits
- Manage for Flow in a Cross Functional Way

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On Demand Improvement

- Team Responsibility
- Cadence of Retrospectives
- On Demand Problem Solving
- Dynamic Work Reallocation
- Root Cause Analysis
- Measured Improvements
  - Metrics
  - Value Flow
  - Quality
  - Sustainability

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Questions

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