

# ScrumBan

Coaching the effective combination of Scrum and Kanban

[www.triagile.com](http://www.triagile.com) | March 22nd



#triagile2022



<http://lithespeed.com/triagile-2022/>

Bob Payne

1



## About Me

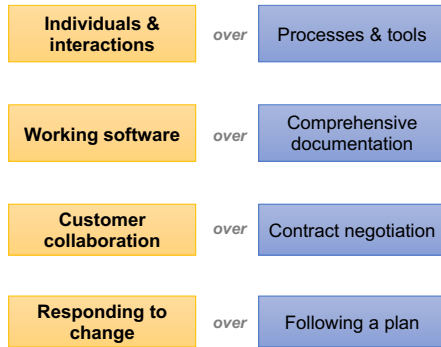
- SVP Agile Coaching and Training @LitheSpeed
- 22+ years of Agile/Lean
- Specialties: Agile, Lean, Innovation
- Practitioner, consultant, trainer, author, speaker and community organizer
- Host AgileToolkit Podcast
- Chair, AgileDC Conference



2

# Agile Software Development Manifesto

We are uncovering better ways of developing software by doing helping others do it. We have come to value:



*See the Manifesto for the 12 accompanying Agile Principles.*

<http://www.agilemanifesto.org>

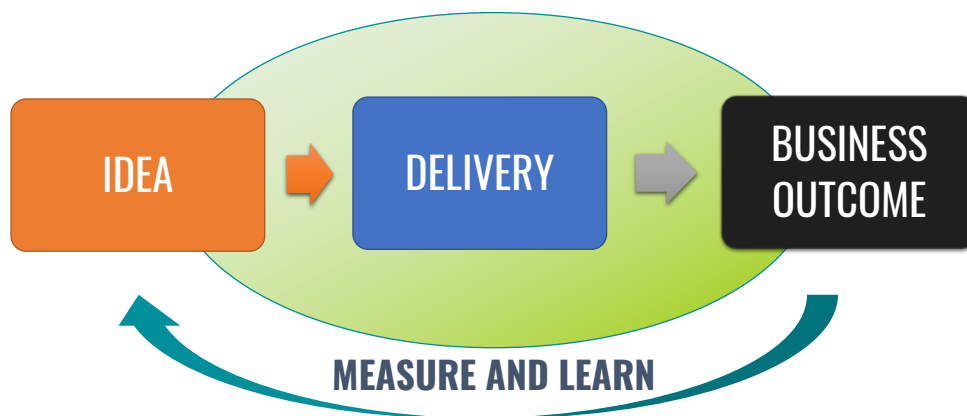
3

3

## 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*



*How fast can we learn and improve?*

4

The Deming Institute

Learning is not compulsory...  
neither is survival.

W. Edwards Deming

quotes.deming.org/quote/832

5

## Scrum – Timeboxed Delivery

### The Scrum Framework At a Glance

Version 5.0

**Product Backlog**  
An emergent, ordered list of what to build to improve the product and realize the Product Goal.

**Sprint Planning**  
The ScrumMaster facilitates the Sprint Planning, what work to do, and how the chosen work will be completed.

**Sprint Backlog**  
The Sprint Backlog is the set of Product Backlog items selected for the Sprint by the Developers, plus a plan for delivering the product Increment and meeting the Sprint Goal.

**Daily Scrum**  
The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, reordering the upcoming planned work.

**Sprint Review**  
The purpose of the Sprint Review is to inspect the outcome of the Sprint with Stakeholders and determine future adaptations.

**Increment**  
A set of usable Sprint Backlog items completed by the Developers in the Sprint that meets the Definition of Done, plus the value of all other increments that have been delivered.

**Retrospective**  
The Sprint Retrospective is where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and definitions of done. The Team identifies opportunities to make the next Sprint more effective and adaptable. The event concludes the Sprint.

**Who should participate and for how long?**

**Product Owner**  
Who: The entire Scrum Team  
Timebox: Maximum of 4 hours for a multi-day Sprint. Shorter intervals for shorter Sprints.

**Sprint Planning**  
Who: The Product Owner, the Product Owner or Scrum Master, and all members of the Scrum Team, plus all stakeholders who are available to the Scrum Team.  
Timebox: Maximum of 8 hours.

**Sprint Backlog**  
Who: The entire Scrum Team. Stakeholders are invited to provide feedback on the increment.  
Timebox: Maximum of 8 hours for a multi-day Sprint. Shorter intervals for shorter Sprints.

**Daily Scrum**  
Who: The entire Scrum Team.  
Timebox: Maximum of 15 minutes for a multi-day Sprint. Shorter intervals for shorter Sprints.

**Sprint**  
Who: The entire Scrum Team.  
Timebox: Maximum of 4 weeks for a multi-day Sprint. Shorter intervals for shorter Sprints.

**ScrumMaster**  
Who: One person on the Scrum Team.  
Timebox: Maximum of 10% of the team's total available time.

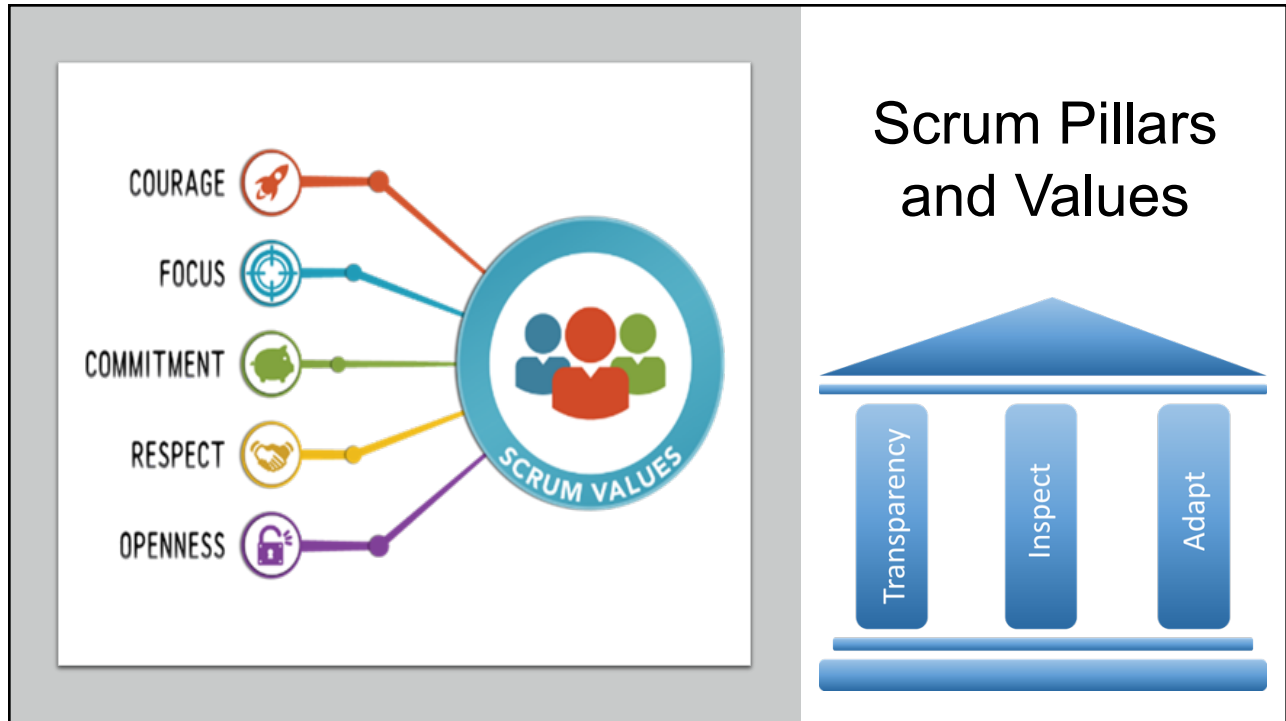
**Developers**  
Who: The entire Scrum Team.  
Timebox: Maximum of 100% of the team's total available time.

**Legend:**  

- Scrum Activities that help manage the work
- Events or ceremonies that occur inside each Sprint
- Ongoing Activity

Scrum Alliance

6



7

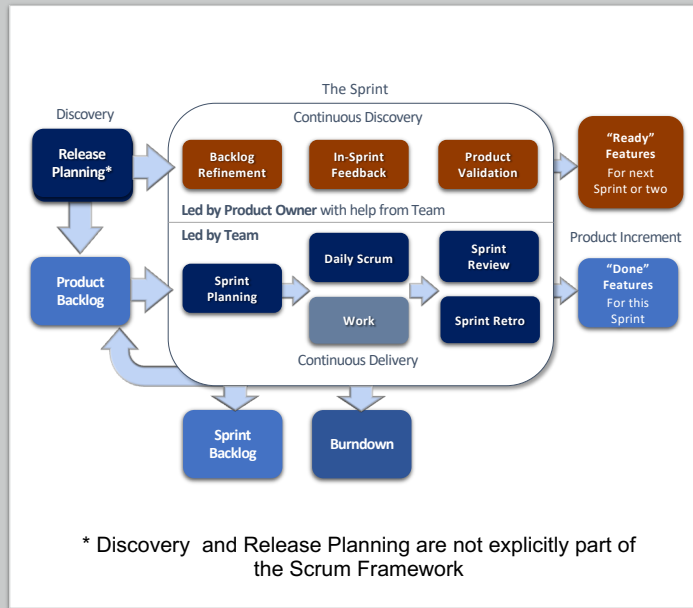
## The Scrum Team – Three Roles

Product Owner	ScrumMaster	Development Team
<ul style="list-style-type: none"> <li>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.</li> <li>Responsible for the Product Backlog</li> <li>May work with more than one team from a single Product Backlog</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Scrum Masters are true leaders who serve the Scrum Team and the larger organization.</li> <li>Generally one per team</li> </ul>	<ul style="list-style-type: none"> <li>Delivers the Product Increment</li> <li>Owns how they work together</li> <li>Around 10 or less people recommended</li> <li>Work from the sprint Backlog</li> <li>Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.</li> <li>Cross Functional</li> </ul>

8

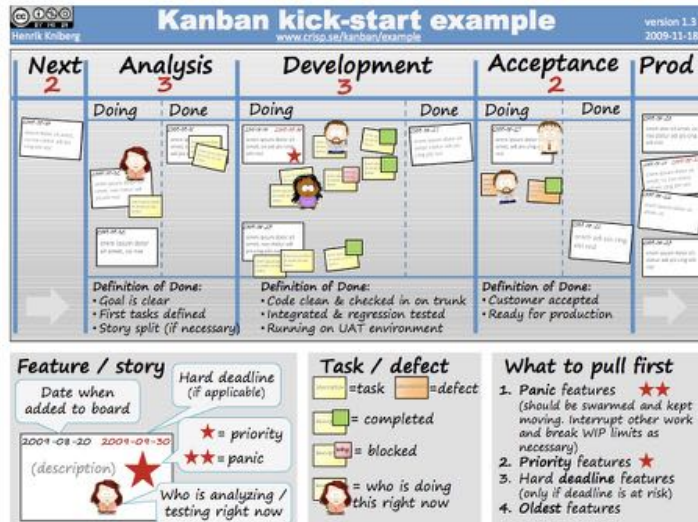
# Events and Artifacts

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




9

## Kanban – Continuous Flow Agile



10



## 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

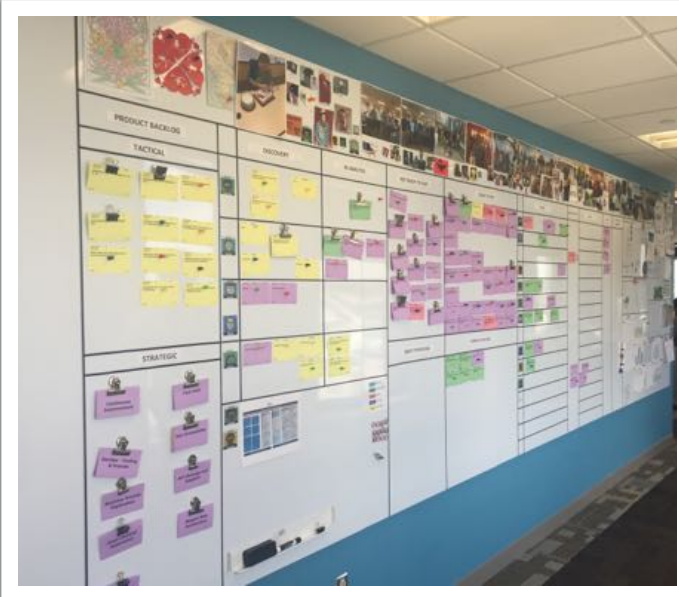
11

## Kanban Core Practices



12





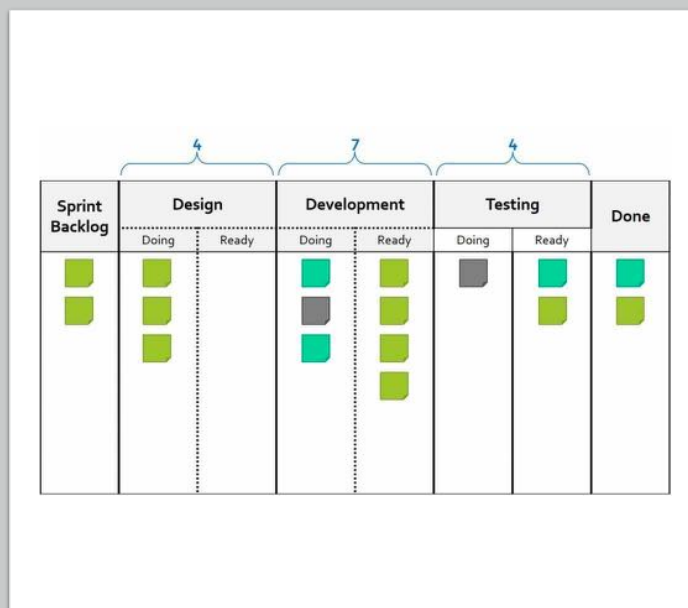
## Visualize Flow

- Visualizing Flow allows everyone to understand the state of the system
- End to End visualization creates opportunities for collaboration across
  - Business
  - Delivery
  - Operations

13

## 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.



14



## 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

15

## Make Process Policies Explicit

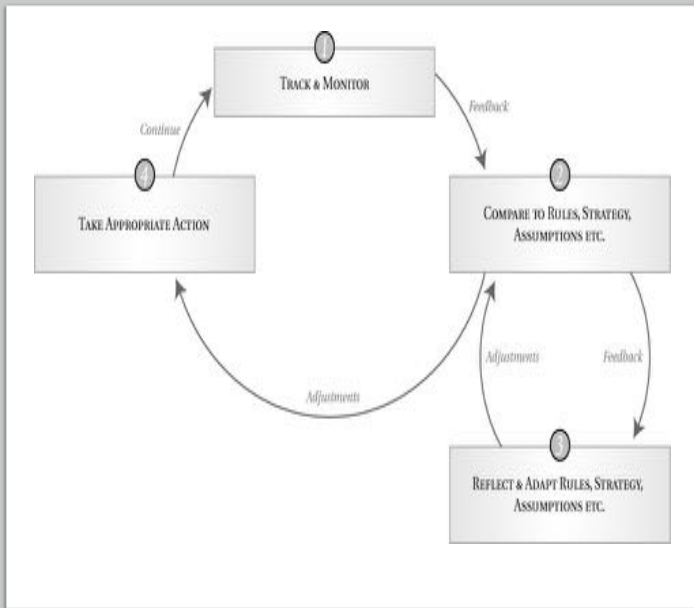
- Process policies act as guidelines
- These policies govern the team's process
- Focused on knowing how we work so that we can change process/policies for the better

Backlog	Prep sprint candidates	sprint Ready	sprint Backlog	Development	test	Ready for Demo	QA	Prod	verified
Exit Policy -US format	Exit Policy -Rough UX	Exit Policy -Estimated -Validated	Exit Policy -Discussed -with team -Pilot Prog.	Exit Policy -Code -Review -Design -Review	Exit Policy -Team -Demo -UAT test -Explorative	Exit Policy -Shown to customer -Customer's own test.	Exit Policy -Smoke test -Roll -Content	Exit Policy -UAT -validated -Value evaluated	
■	■	■	■	■	■		■		■

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

16





## 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

17

## Improve Collaboratively

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



18

## ScrumBan

A Powerful  
Chimera  
Combining  
Scrum  
And  
Kanban



19

## Team Delivery

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



20



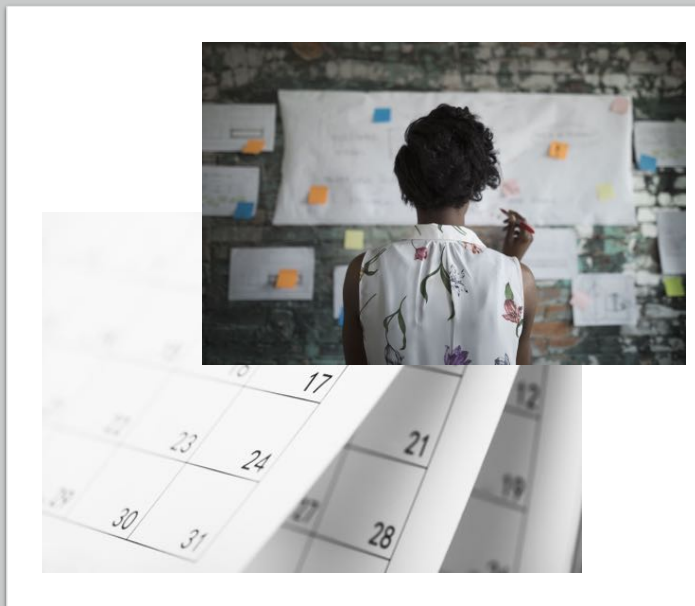
## Iteration and Cadence

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

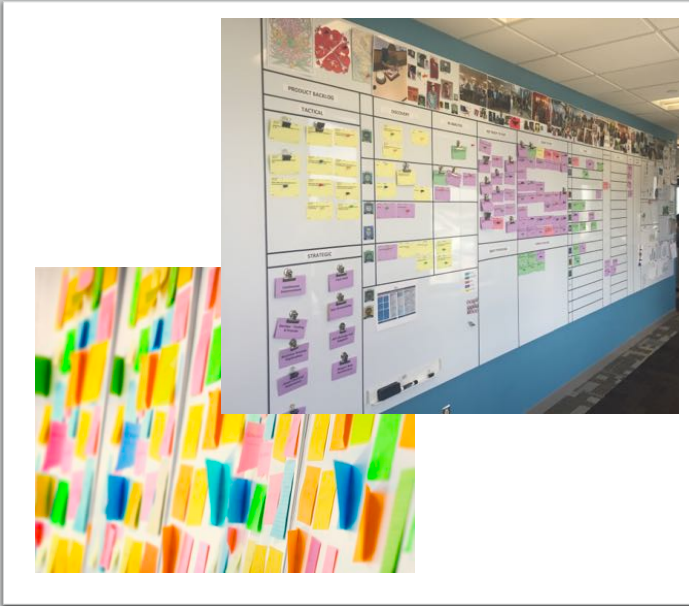
21

## 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



22



## Visualize Work

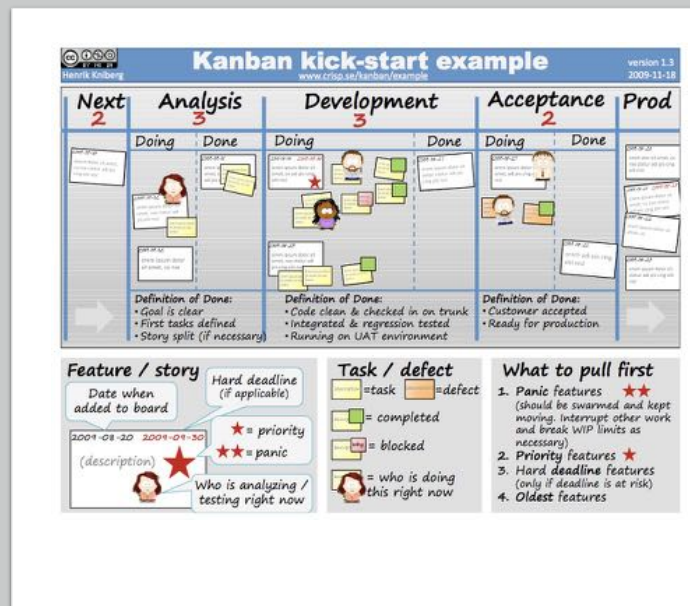
- Team Manages Work
- No Required Artifacts
- Collaboration Focused on Visual Management System
- Process Discipline
- Stakeholder Visibility

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

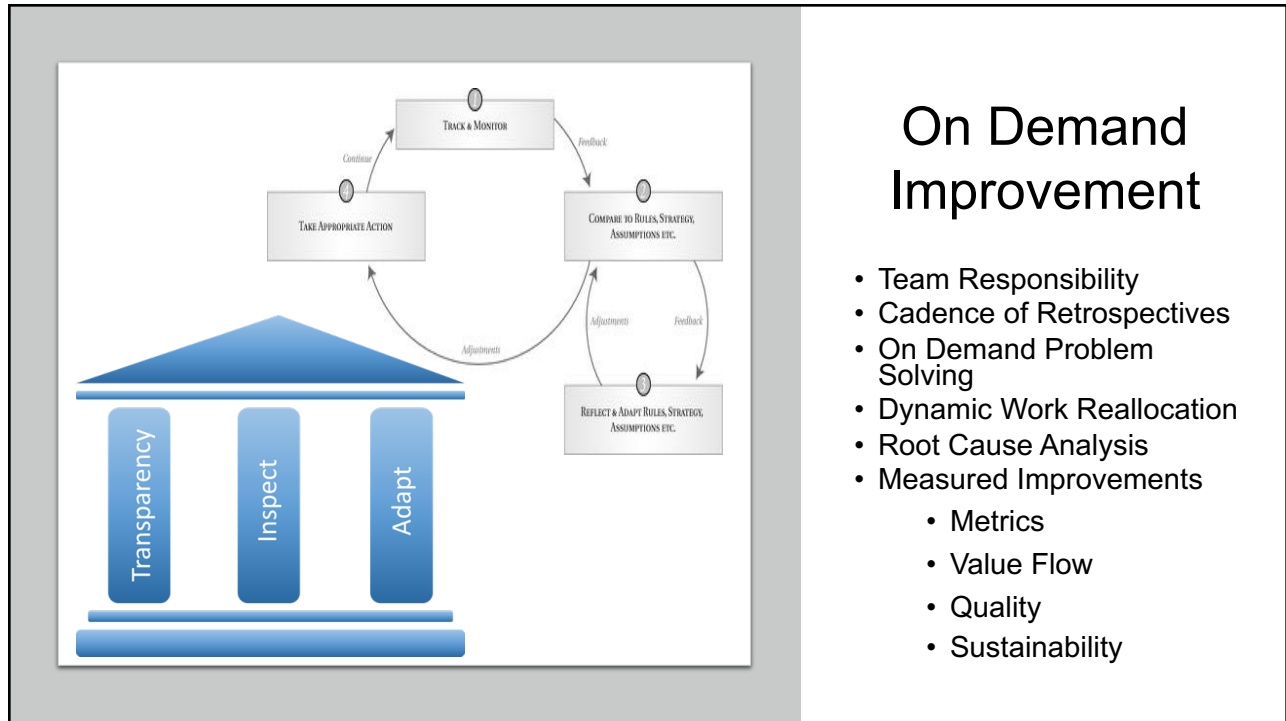
23

## Pull Principle Limit WIP

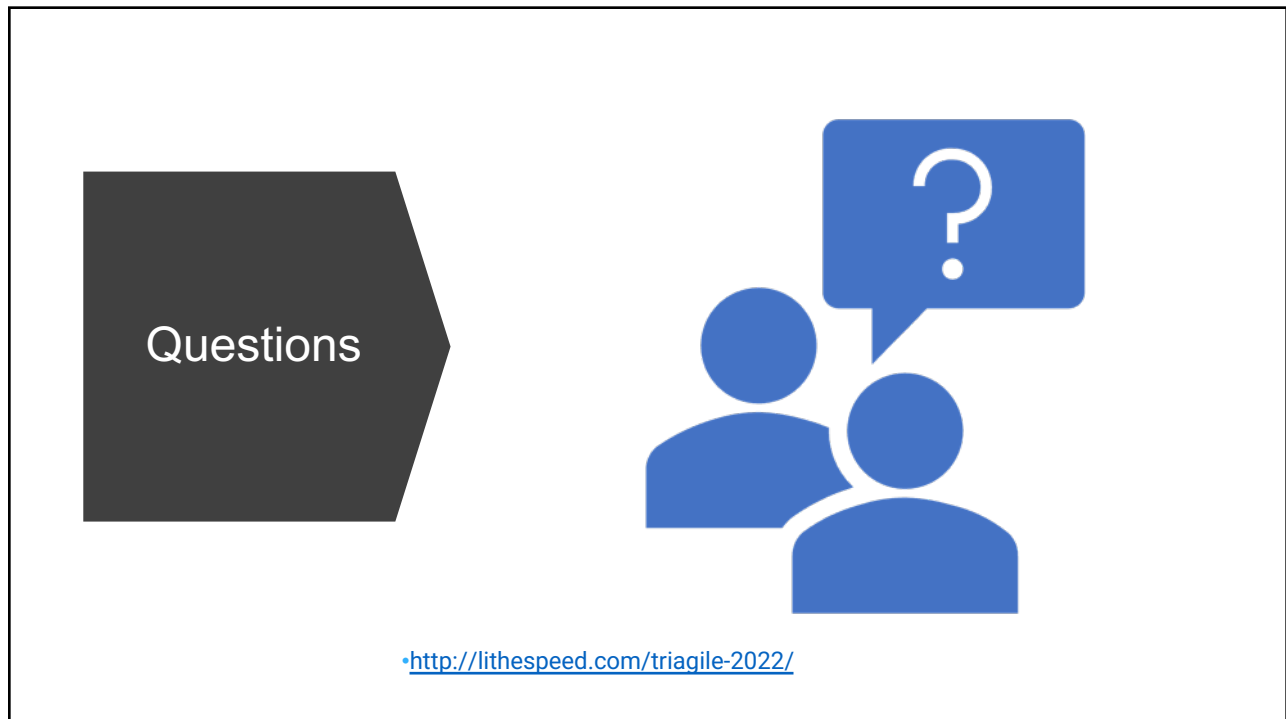
- Explicit Policies for Pulling Work
- Planned and Unplanned work Allowed
- Enforced WIP Limits
- Manage for Flow in a Cross Functional Way



24



25



26