

ScrumBan

Effectively Combining Scrum and Kanban

Bob Payne



<https://lithespeed.com/agile-devops-west-2022-resources/>

1

“

Making peoples' work more valued, productive and fulfilling

”



Most Outstanding Agile Training and Consulting Firm, 2020 - USA
Corporate Excellence Awards 2020



2

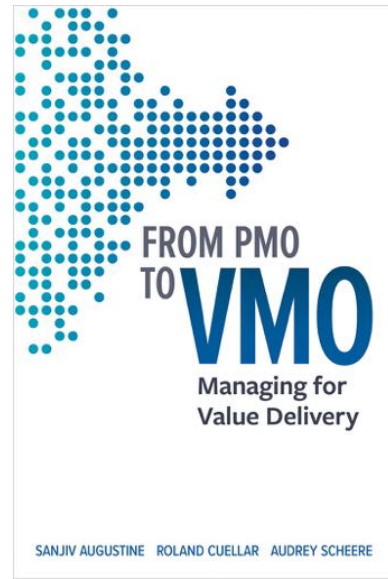
2



New Book – From PMO to VMO

- Organizing Around Value Streams
- Adaptive Planning
- Managing the Flow of Value
- Selecting MMPs on the Basis of Economics
- Lean Funding and Governance
- Managing Change

By Sanjiv Augustine, Roland Cuellar and Audrey Scheere



3

3



Agile
Toolkit
Podcast



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

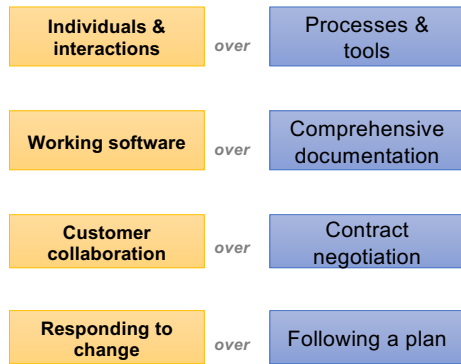


4



Agile Software Development Manifesto

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



See the Manifesto for the 12 accompanying Agile Principles.

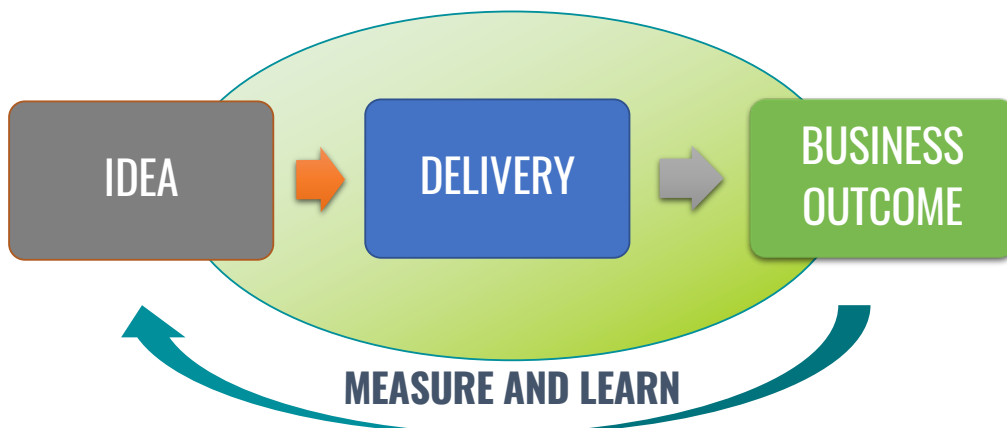
<http://www.agilemanifesto.org>



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?



Learning is not compulsory... neither is survival.

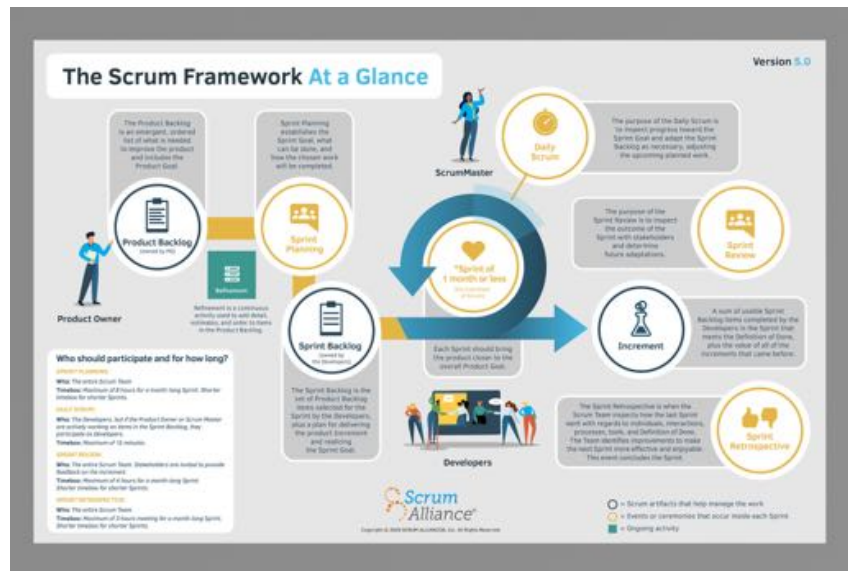
W. Edwards Deming

quotes.deming.org/quote/832

7

Scrum

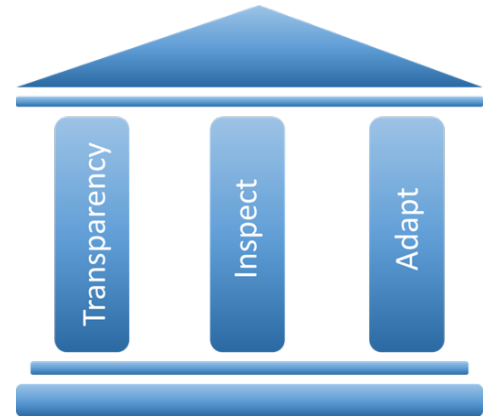
Timeboxed Delivery



8



Scrum Pillars and Values

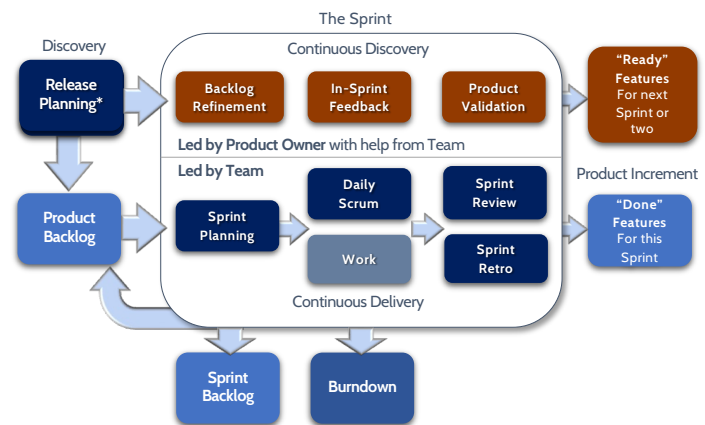


9



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

10



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

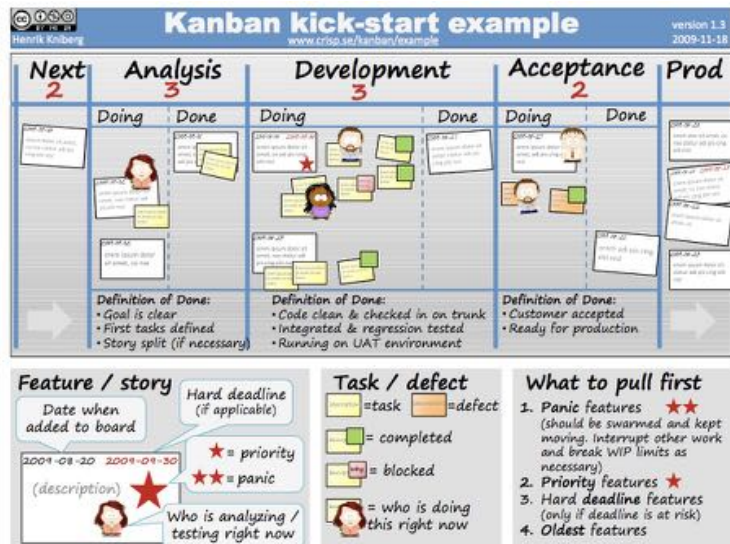
- The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.
- The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling 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.

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

Kanban

Continuous Flow Agile





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

13



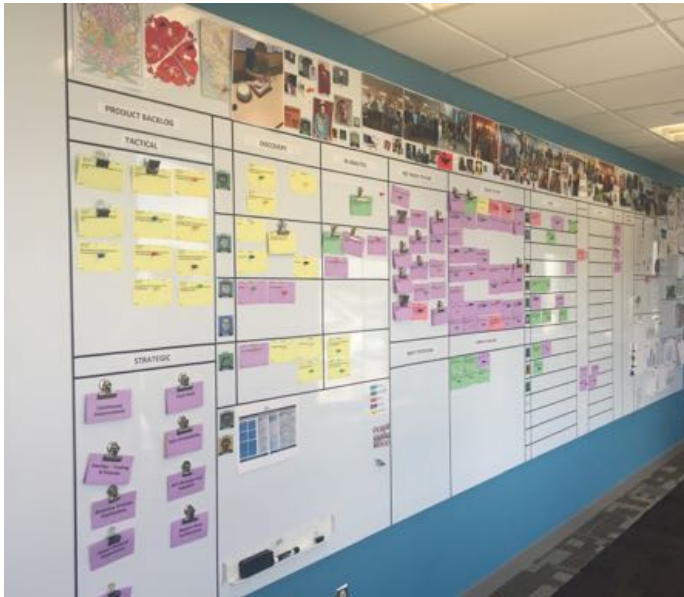
Kanban Core Practices



VISUALIZE

LIMIT WORK
IN PROGRESSMANAGE
FLOWMAKE POLICIES
EXPLICITIMPLEMENT
FEEDBACK LOOPSIMPROVE
COLLABORATIVELY

14



Visualize Flow

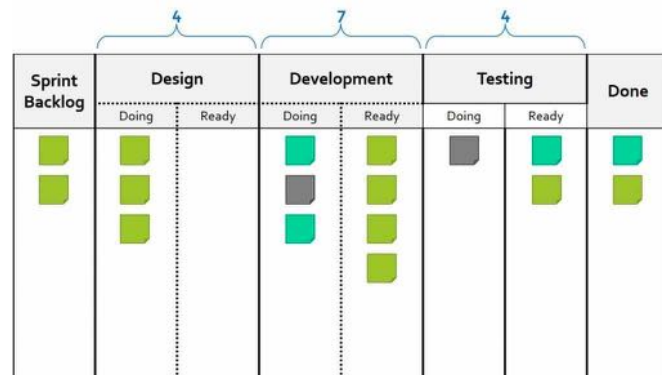
- Visualizing Flow allows everyone to understand the state of the system
- End to End visualization creates opportunities for collaboration across
 - Business
 - Delivery
 - Operations

15



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.



16



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

17



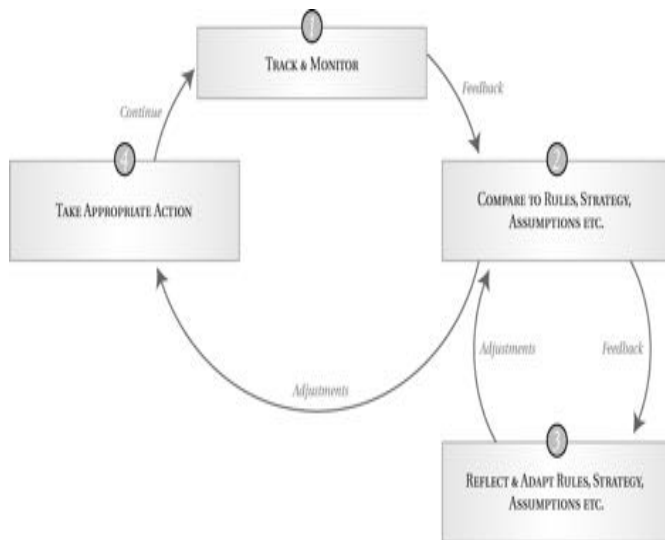
Make Process Policies Explicit

- 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	Vermed
Exit Policy -US format	Exit Policy -Rough UX	Exit Policy -Estimated -Validated -	Exit Policy -Discussed with team -Par Progr	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 -Bail 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.

18



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

19



Improve Collaboratively

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



20

Scrumban

A Powerful
Chimera
Combining
Scrum
And
Kanban



21

Team Delivery

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



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22



Iteration and Cadence

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

23

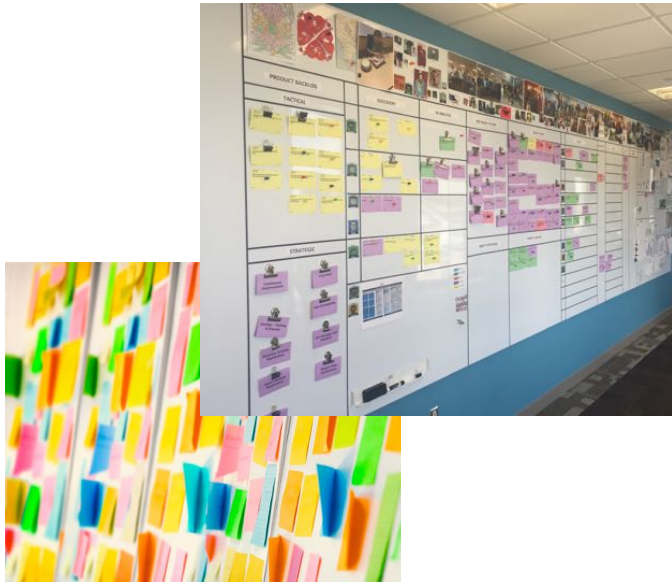


On Demand Planning and Prioritization

- 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



24



Visualize Work

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

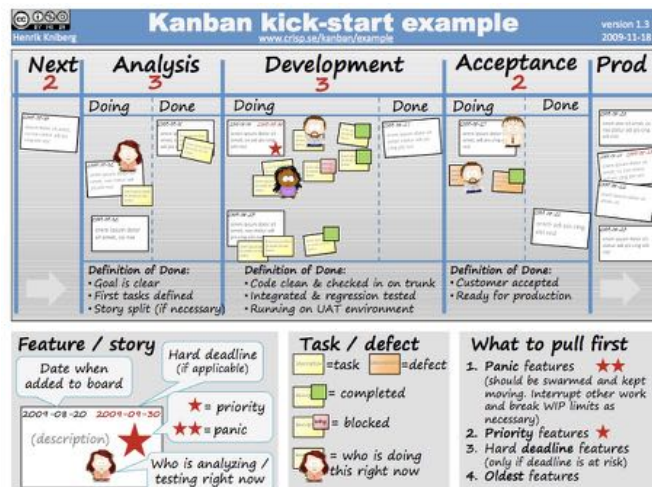
You can't manage what you can't see.

25

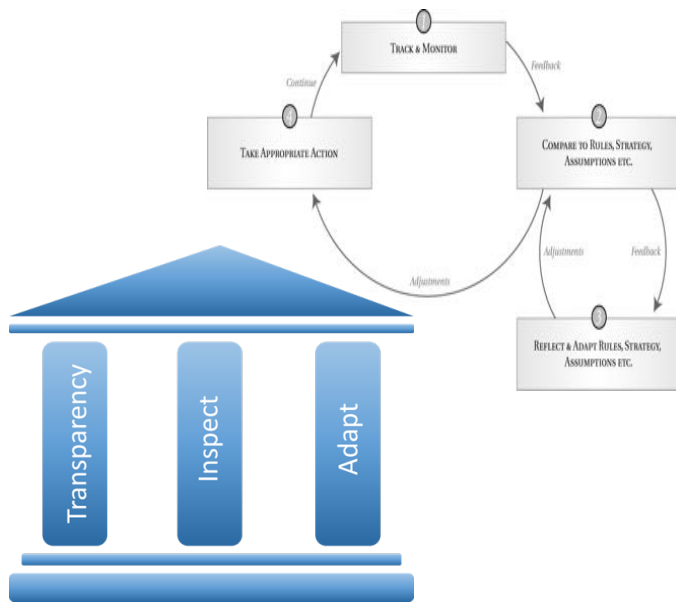


Pull Principle Limit WIP

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



26



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

27



Lets Draw



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28

28

Contact



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