



Original picture source: shirt.woot.com

Scrumban [R]Evolution

What is your next step?

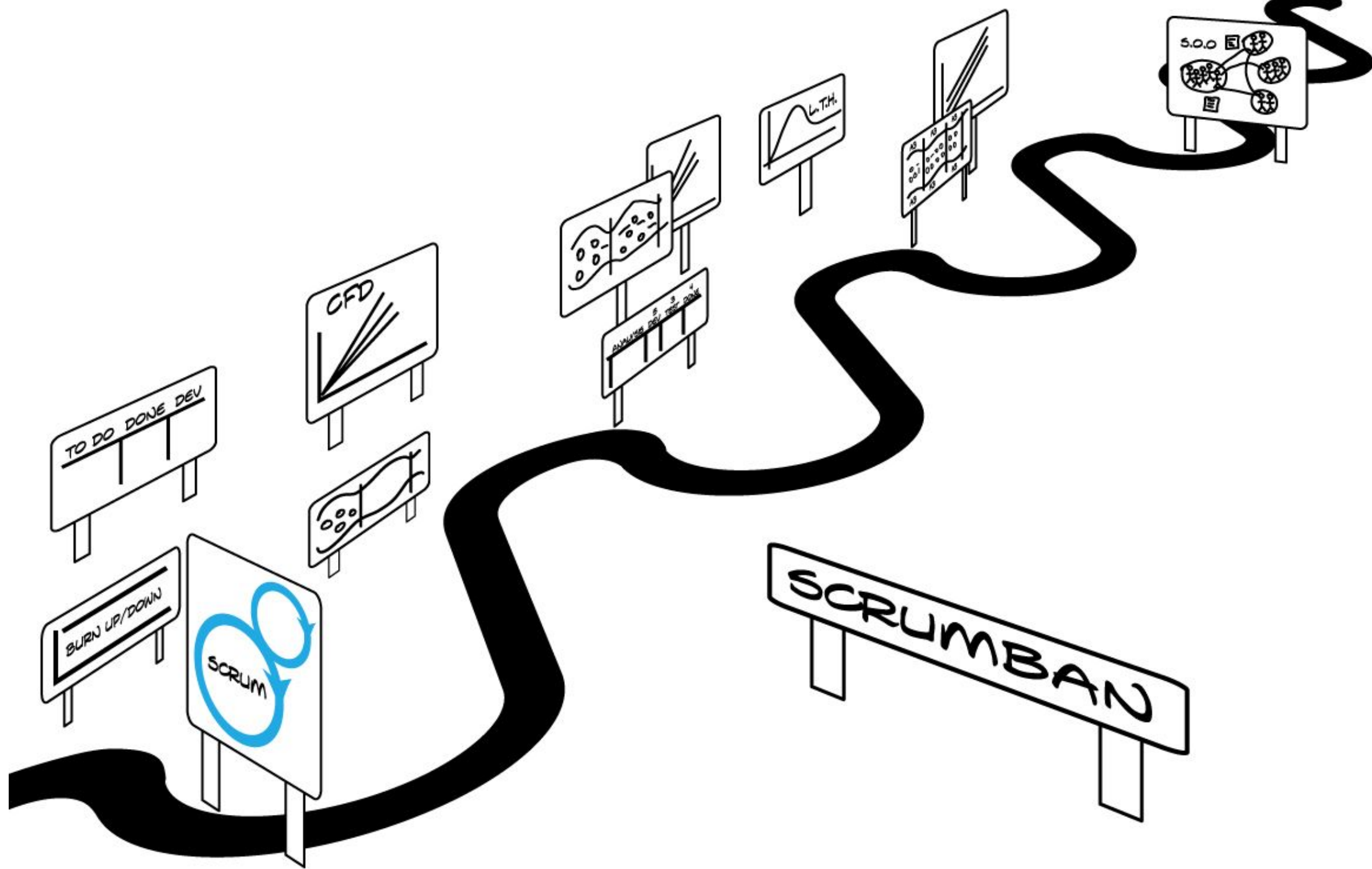
AGENDA

Scrumban

5 GUIDING QUESTIONS

5 Steps of evolution



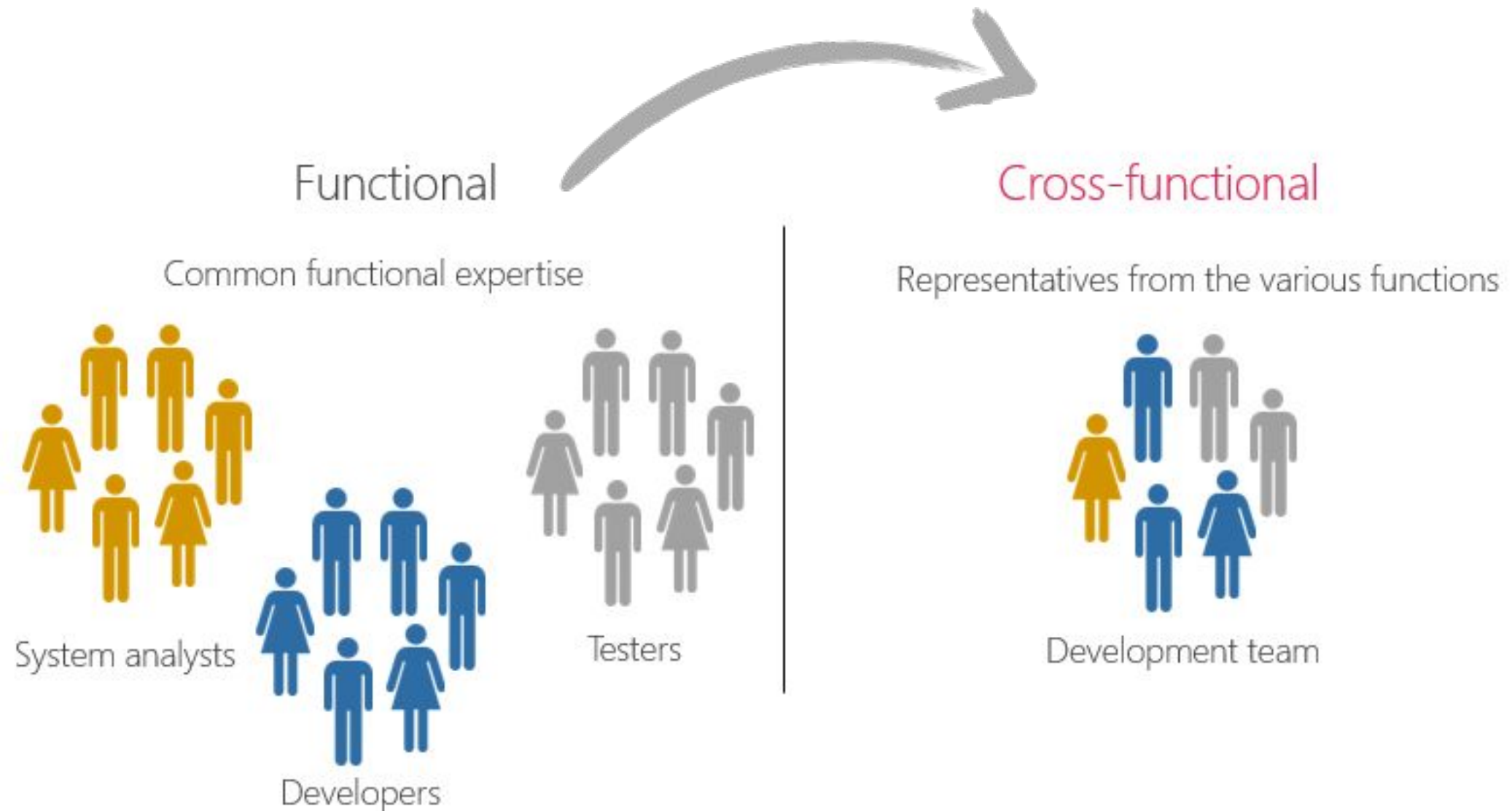


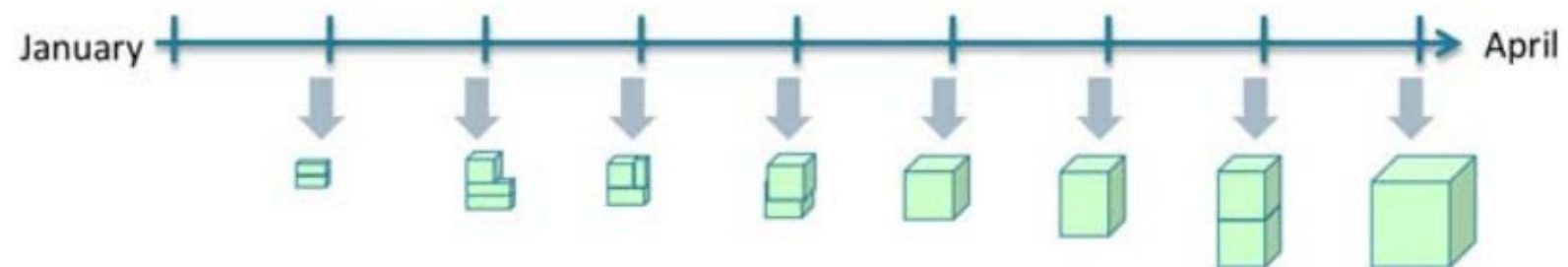
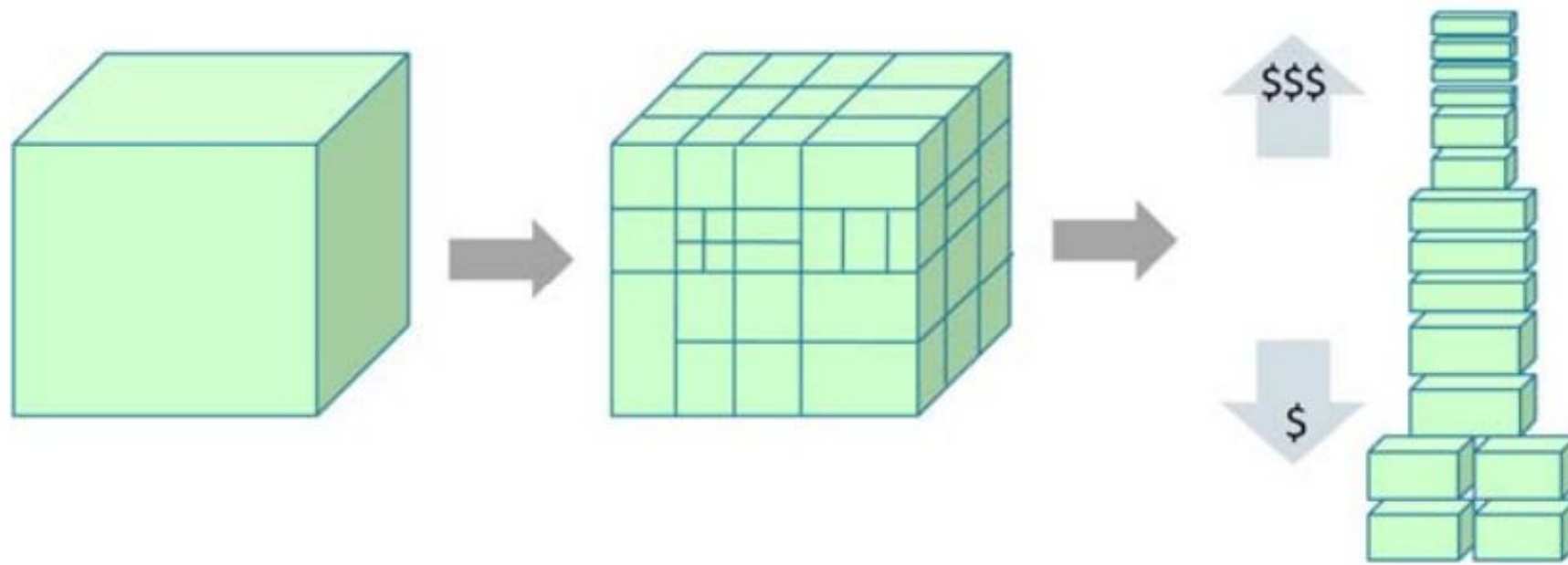
Source: <http://www.scrumban.io/>

A photograph of a coconut shell cut open to reveal the interior. The shell is a light tan color with a rough, fibrous texture. The interior is a darker brown, showing the intricate, layered structure of the coconut's endosperm. The word "SCRUM" is written in large, bold, white capital letters across the center of the image, partially obscuring the interior of the shell. The background is a plain, light gray surface.

SCRUM

Cross functional teams



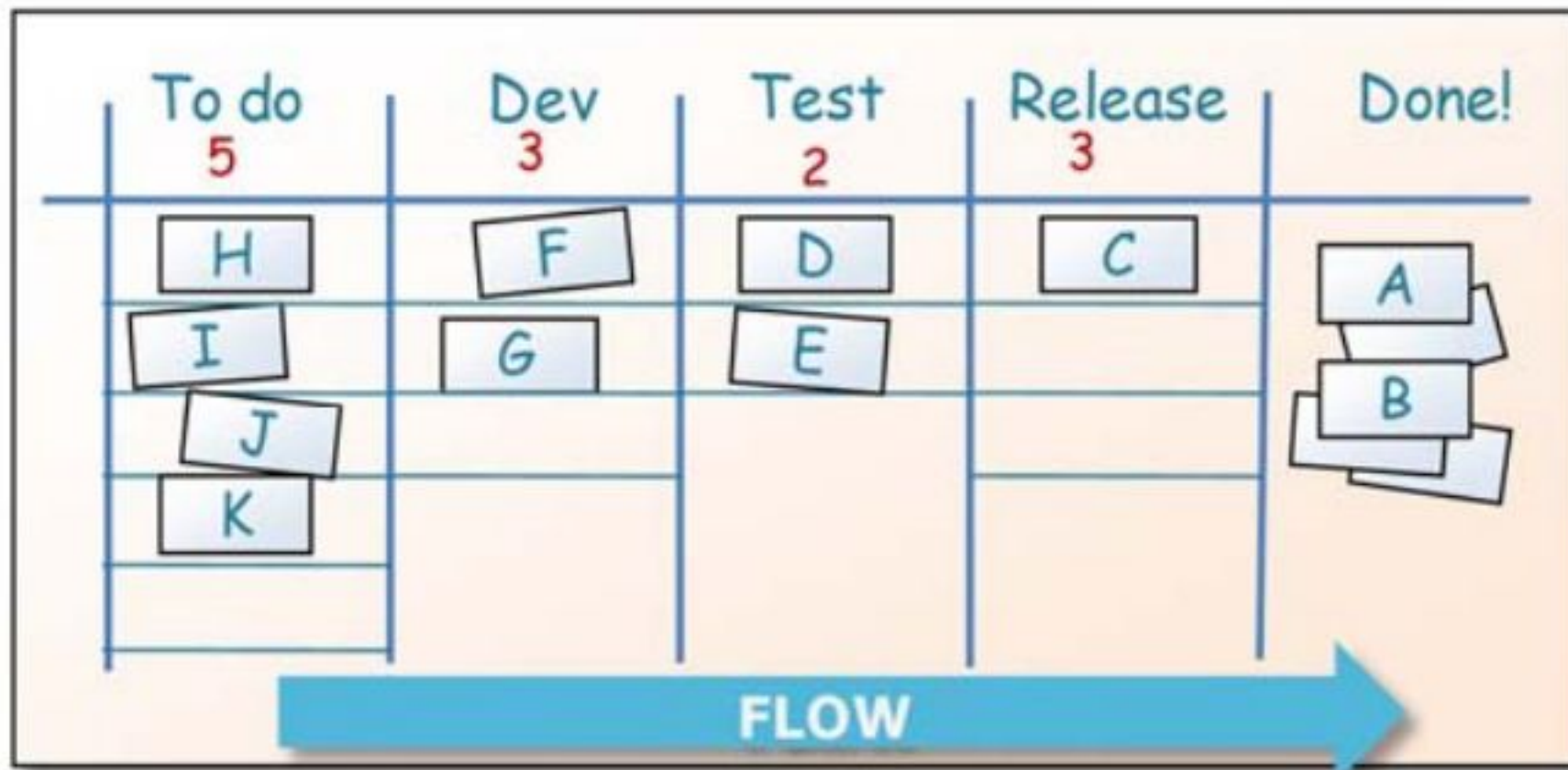


A photograph of a coconut shell cut in half, showing the dark brown, fibrous interior. The word "KANBAN" is written in large, bold, white capital letters across the center of the shell. The shell is set against a plain white background.

KANBAN

VISUALIZE_{WORKFLOW}

WIP

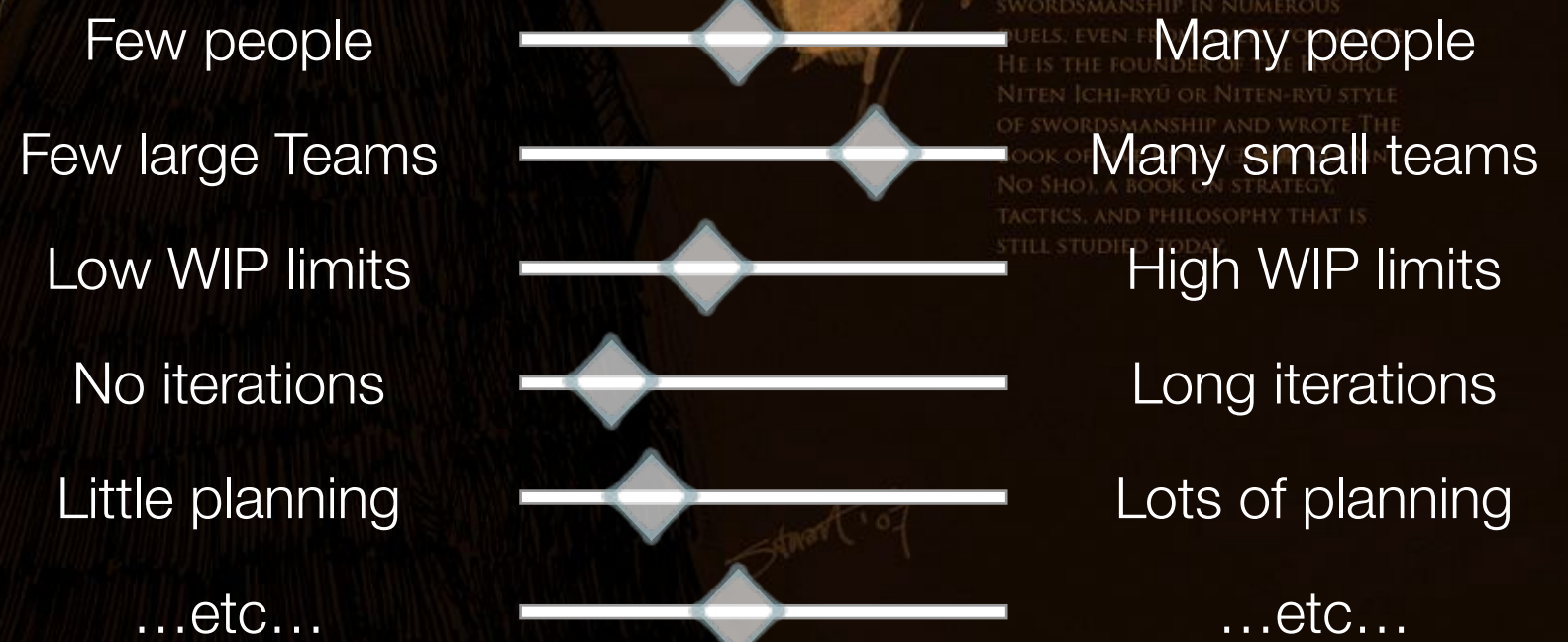


Source: <http://www.infoq.com/resource/minibooks/kanban-scrum-minibook/en/pdf/KanbanAndScrumInfoQVersionFINAL.pdf>

Measure_{Cycle Time} & Optimize

Do NOT develop an
attachment
to any one weapon or any
one school of fighting

SCRUMBAN



宮本 武蔵
MIYAMOTO
MUSASHI

C.1584-JUNE 13

PRIOR TO ADULTHOOD KNOWN SIMPLY AS TAKEZO SHINMEN, AS MIYAMOTO MUSASHI, THE MOST SKILLED SWORDSMEN IN HISTORY.

MUSASHI, AS HE IS OFTEN SIMPLY KNOWN, BECAME LEGENDARY THROUGH HIS OUTSTANDING SWORDSMANSHIP IN NUMEROUS BATTLES, EVEN FIGHTING ONE-ON-ONE. HE IS THE FOUNDER OF THE NITEN ICHI-RYU OR NITEN-RYU STYLE OF SWORDSMANSHIP AND WROTE THE BOOK OF THE FIVE RINGS (GO NO SHO), A BOOK ON STRATEGY, TACTICS, AND PHILOSOPHY THAT IS STILL STUDIED TODAY.

	Scrum	Kanban	Scrumban
<i>Board/Artifacts</i>	simple board;product backlog sprint backlog; burndown chart	board mapped on the process	board mapped on the process
<i>Ceremonies</i>	daily Scrum;sprint planning sprint review;sprint retrospective	none required	daily Scrum other Scrum related ceremonies if needed
<i>Prioritization</i>	Part of backlog grooming. Done by PO	Out of the process. There should be a prioritized backlog.	Out of the process. There should be a prioritized backlog.
<i>Who feeds WIP</i>	PO	Depends on defined roles and necessities	Depends on defined roles and necessities
<i>Iterations</i>	yes (sprints)	no (continuous flow)	not mandatory (continuous flow); could have sprints
<i>Estimations</i>	yes (in ideal days or story points)	no (similar work size items) (a)	no (similar work size items) (a)
<i>Teams</i>	recommended cross functional	cross functional or specialized	cross functional or specialized

	Scrum	Kanban	Scrumban
<i>Roles</i>	Product Owner; Scrum Master; Team	as needed	Team + as needed
<i>Teamwork</i>	collaborative	based on pull approach	based on pull approach
<i>WIP</i>	planned for the duration of the sprint	controlled by workflow state	controlled by workflow state
<i>changes scope</i>	should wait for next sprint	added as needed (JIT)	added as needed (JIT)
<i>Product backlog</i>	prioritized list of user stories (estimated)	no (JIT)	no (JIT)
<i>Impediments</i>	addressed immediately	addressed immediately (b)	addressed immediately (b)

SCRUMBAN

Emphasizes **applying Kanban systems within a Scrum context** and layering the **Kanban Method** alongside Scrum as a **vehicle for evolutionary change**.

It's about **aiding and amplifying** the capabilities already inherent in Scrum ***as well as providing new perspectives and capabilities***.

Source: <http://www.pedalinn.com/faq/>



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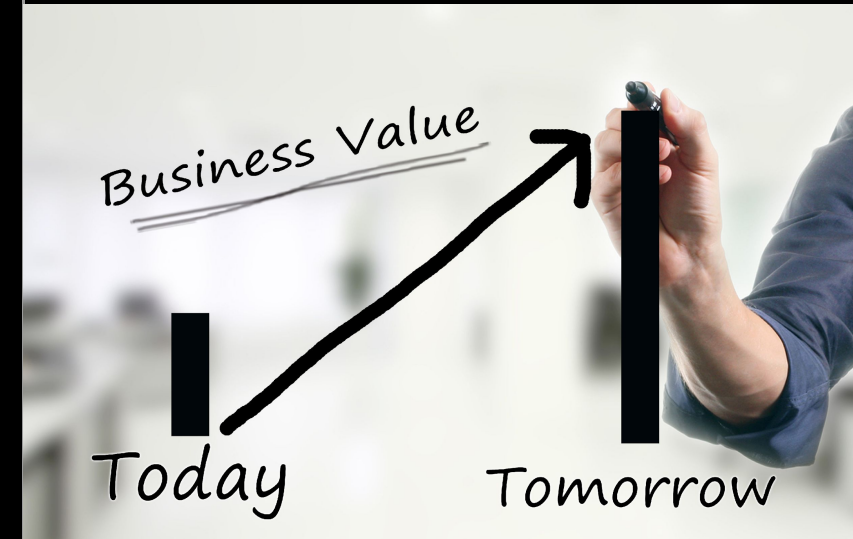
Do we **know the value** we seek to deliver and are we **consistently delivering the maximum value?**

VALUE



Source:

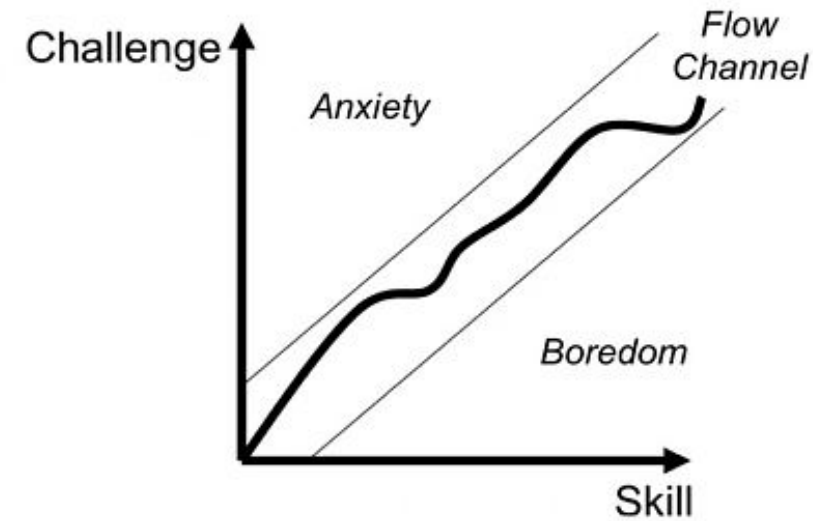
<https://www.asigovernment.com/files/images/earnedValueManagement.png>



Source: <http://www.lharrispartners.com/wp-content/uploads/2013/05/business-value-graphic.jpg>

Do we **understand**
how we reach that
value and are we
consistently **reducing**
time and/or
increasing the ease
by which we reach it?

FLOW



"Flow" concept by Mihaly Csikszentmihalyi. Drawn by Senia Maymin.

Source:

<http://www.pbs.org/thisemotionallife/blogs/flow>



Source: <http://http://www.livingyourpassion.org/wp-content/uploads/2012/08/bigstock-Spa-still-life-13202600Rev.png>

Do we understand **how good our product and workmanship needs to be** and are we consistently and demonstrably achieving it?



Source:

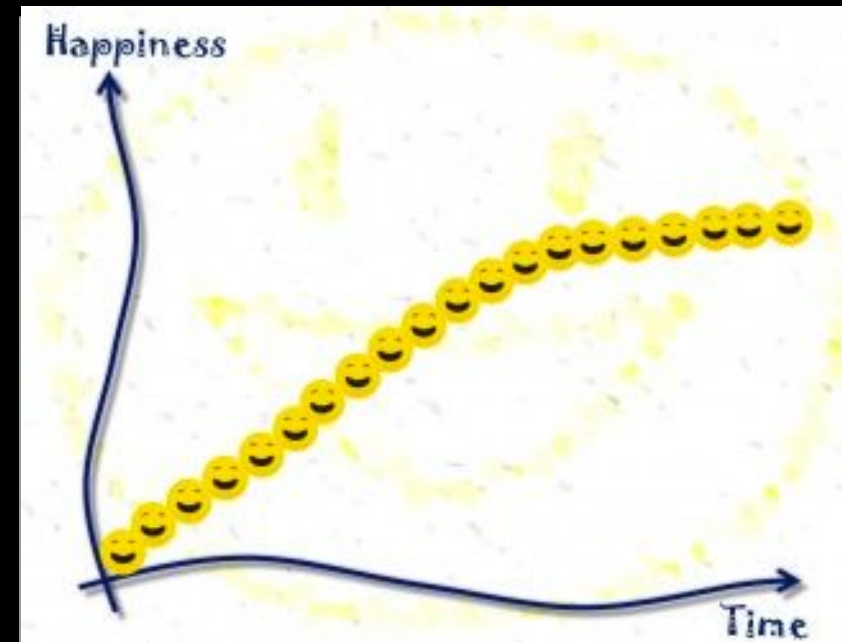
[http://www.newtonint.com/sites/default/files/Quality.i
pg](http://www.newtonint.com/sites/default/files/Quality.jpg)



Source:<http://https://www.youtube.com/watch?v=vK6JIMtceU>
c

QUALITY

Do we know what
collectively and
individually we
need to be joyful
and are we
consistently meeting
those needs?



Source:

<http://projourn.org/wp-content/uploads/2012/11/morehappiness-336x251.jpg>



Source: http://https://c1.staticflickr.com/5/4086/5206722465_b71e0a8357_b.jpg

JOY

Do we know what
we need to **improve**
across VFQJ and
are we demonstrably
pursuing those
improvements?

Figure 1 In search of continuous improvement



Source:

<http://forestpolicy.com/wp-content/uploads/2013/12/continuous-improvement.png>



Source:<http://www.kuder.com/wp-content/uploads/2014/10/Continuous-Improvement-400x240.jpg>

CONTINUOUS IMPROVEMENT



5

Original picture source: shirt.woot.com



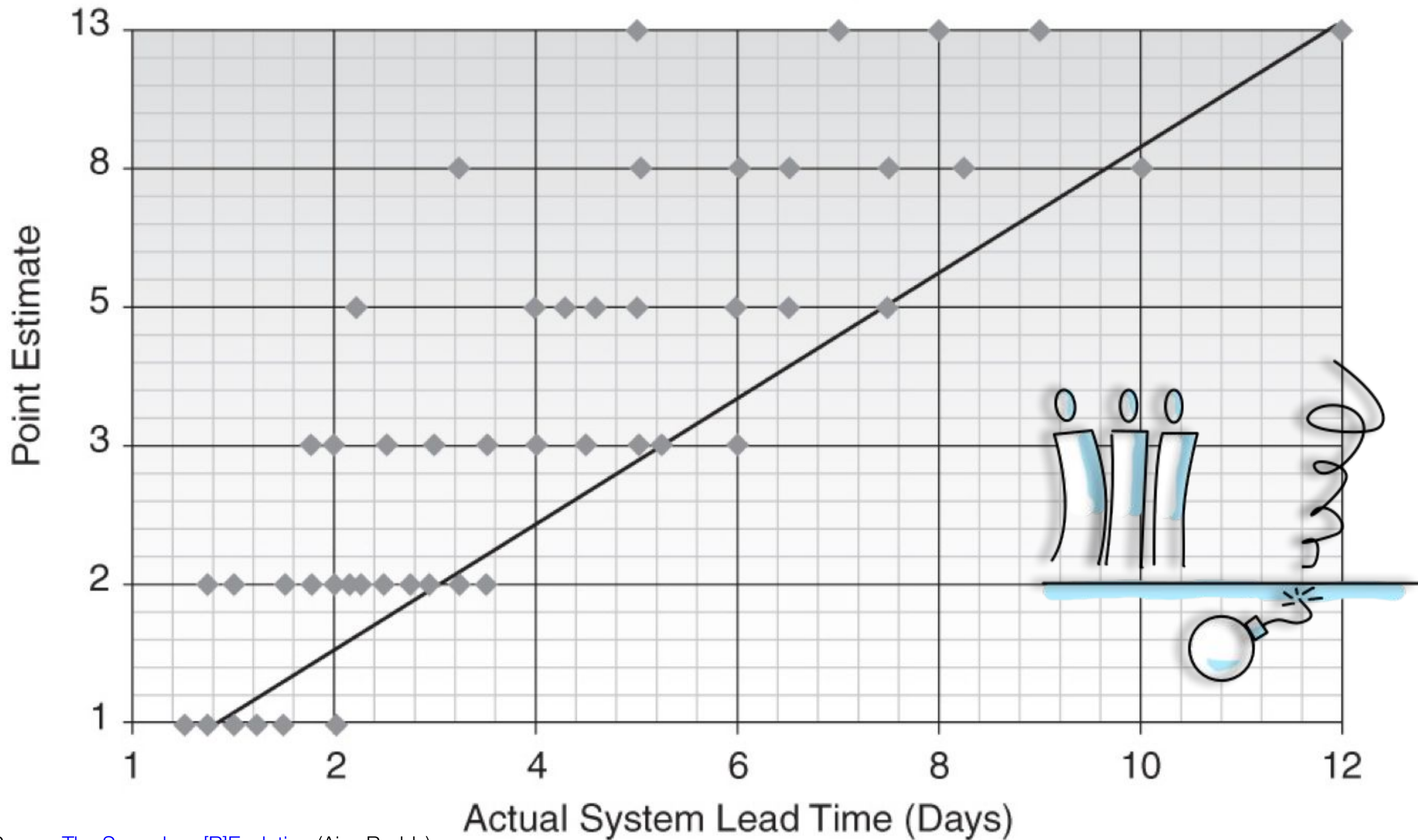
- 1 Cycle Time delays
- 2 Artificial slicing and goals
- 3 Delayed feedback
- 4 Artificial demos
- 5 Deferring revenue
- 6 Higher process complexity
- 7 Backlog waste



Stories need to be accessed for their **fitness for purpose**, NOT *estimated*

The goal is to become predictable and efficient, NOT to *hit individual estimates*

Fibonacci Based Story Points



Source: [The Scrumban \[R\]Evolution](#) (Ajay Reddy)

Estimation and Lead Time correlation

Is not about no estimation
ever, but about **the minimum
amount of estimates** that
will do, **and** then **look
carefully at ways to reduce
that need even more.**

Source: #NoEstimates book (Vasco Duarte)





Proper Slicing

S

M

L

1-3 days

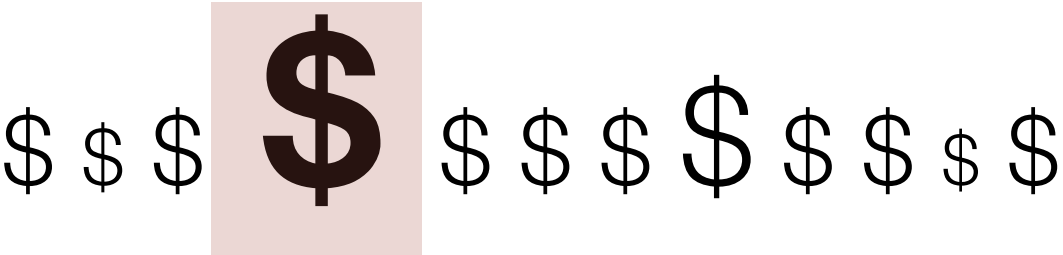
3-6 days

6-12 days

Nothing bigger than L

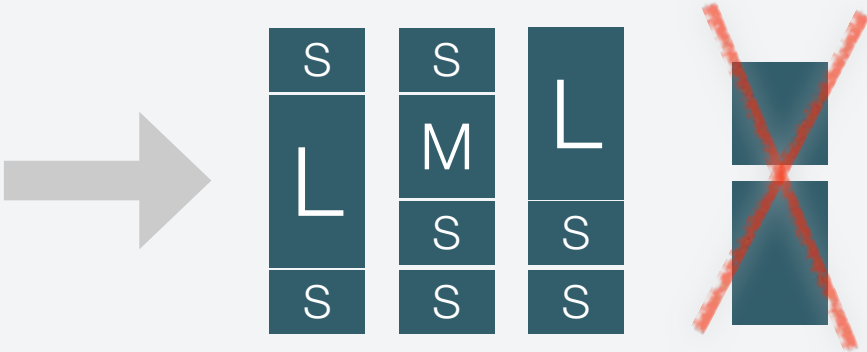
aim for delivering **6-12 stories in a 2 week period**

Find **most valuable stories**



Slice stories

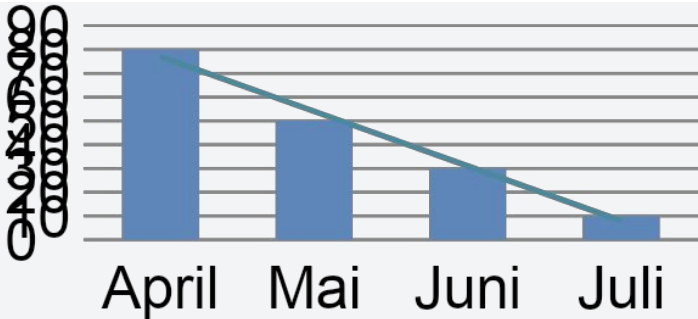
Too
BIG



Sizes in backlog come **randomly**



Forecast using **throughput**



Given the rate of progress, how much of the work can be
finalized by date X?

Retro

Zeit bis zur nächsten Retro

PLAN

DO

CHECK/ STUDY

ADJUST

DONE

22.5.
TODOs
im Code
Commit - Daten
Bzgl. Zuerst
Stunden

OPS MS.3
gemeinsames
Ideen Brain-
storming +
EXPERIMENTE

PROJEKT MS.3
Gemeinsames zu
Aufsetzen d. neuen
Produktionen zusammen
BUILD CHAIN PROJEKT

OPS MS.3
Sprint
+ optional

Meetings (cont)
MS.3
+ optional

Stony MS.3 MS.4
USE CASE Testing
- Sprint-Planning
- Groupings

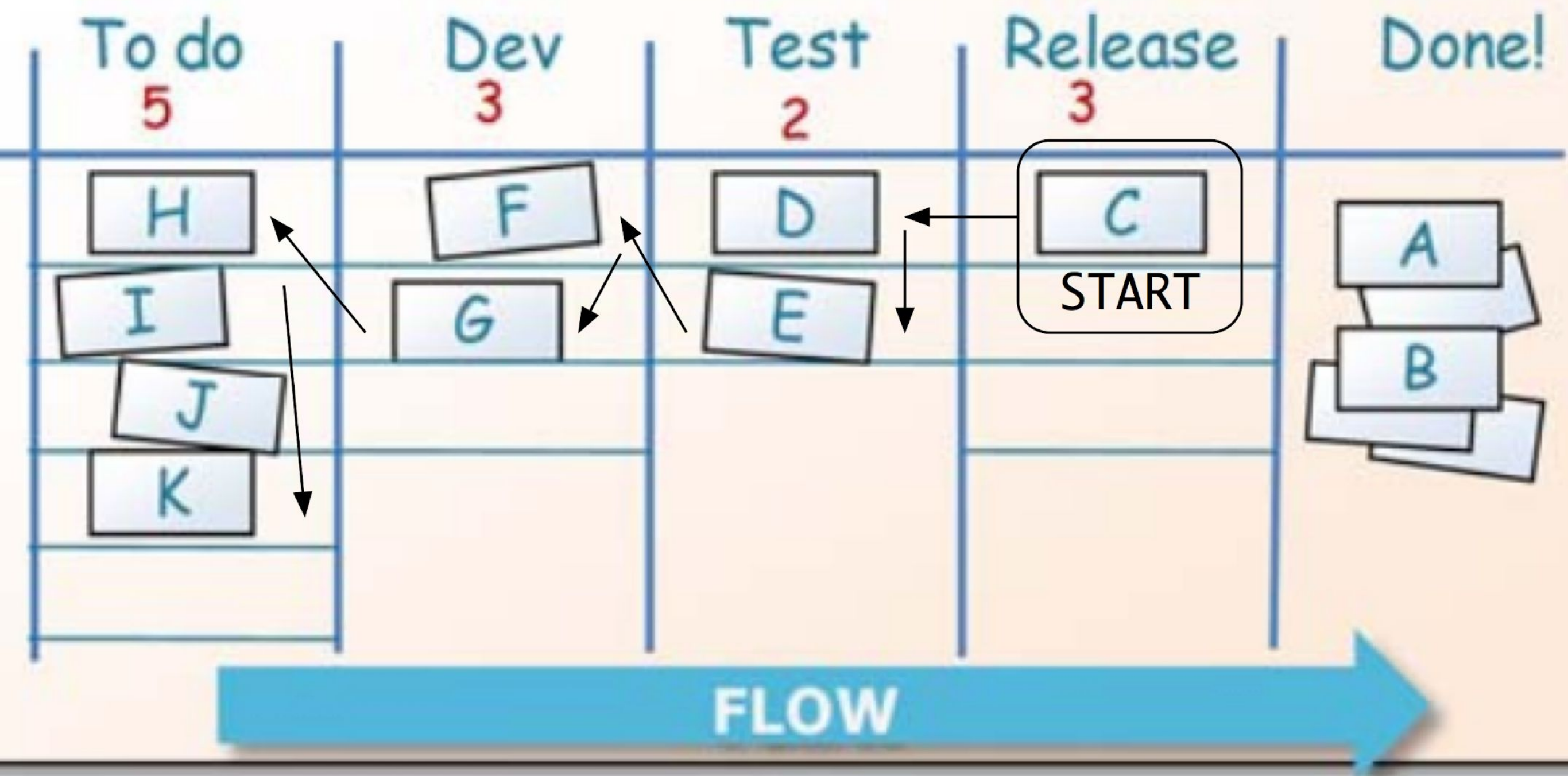
Ext MS.4
Due-Dates
+ Evaluation
- keine impliziten
Annahmen

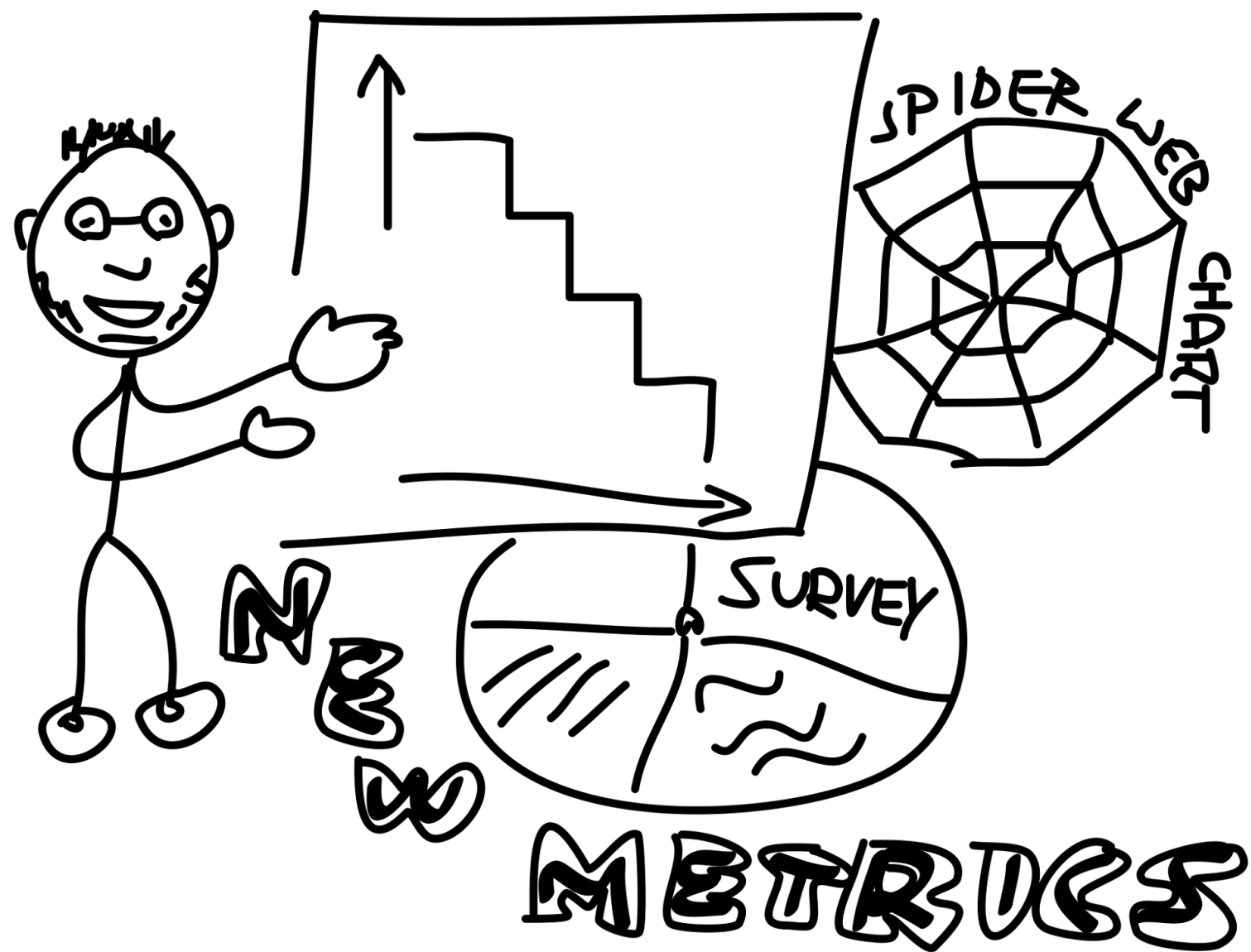
MS.4
Details für
Sprints, wo
Wichtigkeit im
Sprint Planning
hinzufügen

OPS
Build
Vorstellen
(Dashboard)

Team Tech MS.3
Diskussion (Clean Code)
- Stephan
Setup

SONAR MS.3
Build MS.3
Testen MS.3
Planung MS.3
Definition MS.3
Alte MS.3
Planung MS.3
Definition MS.3
Alte MS.3





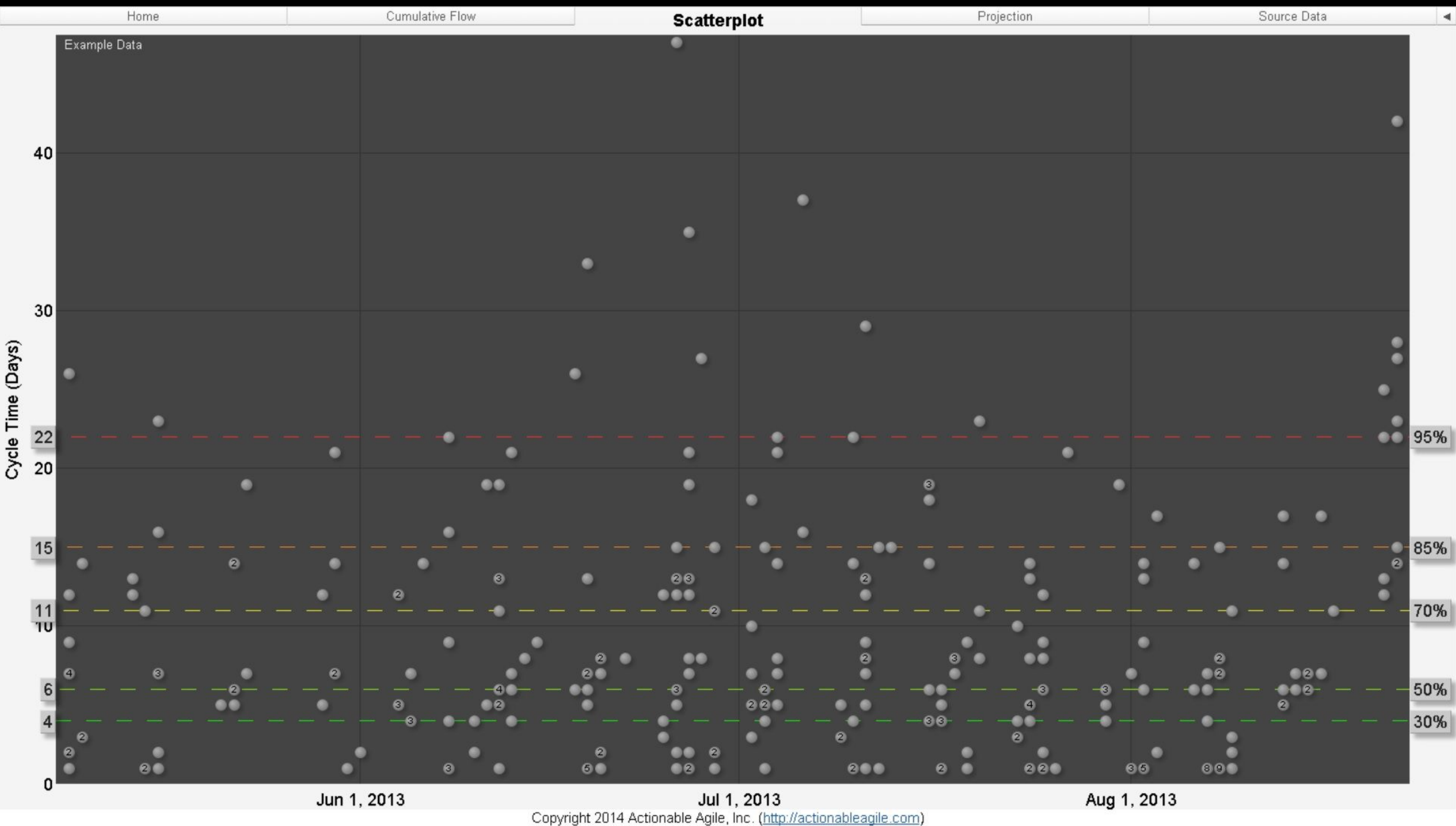
WIP

Cumulative
Flow
Diagram
Scatterpl
ot

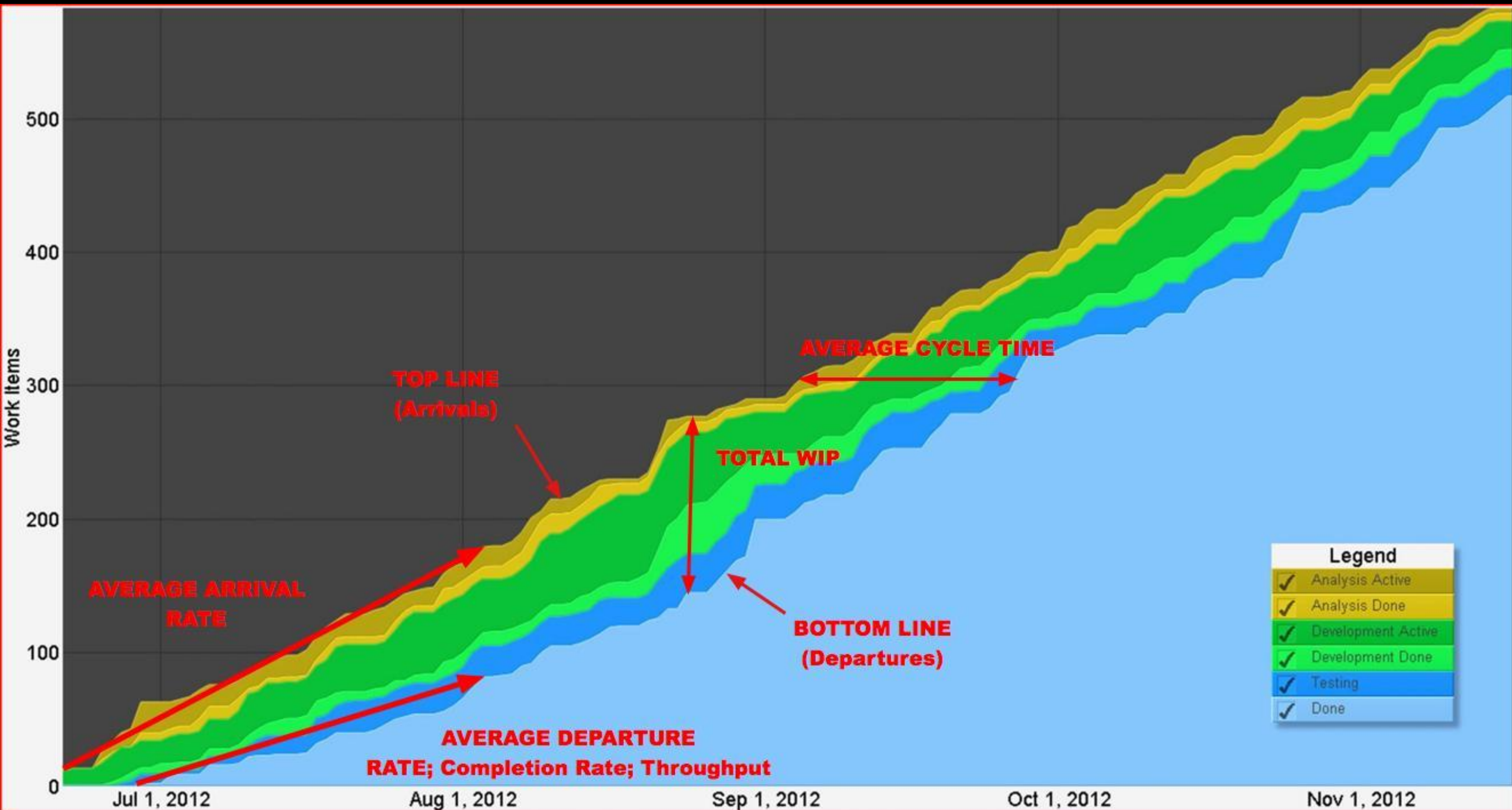
Cycle
Time

Throughp
ut

Flow
efficiency



SCATTERPLOT with cycle time & percentiles



Source: <https://www.actionableagile.com/cumulative-flow-diagrams/>

CUMULATIVE FLOW DIAGRAM

Let's play

<http://www.getscrumban.com>
/



GetScrumban

THE GAME

WHY

All Time High Scores

Full Game Mode

Team Name	Score
SebastianRadics	\$61,830
Ard	\$53,620
Routing Ninja	\$43,155

Quick Game Mode

Team Name	Score
SebastianRadics	\$28,320
Ard	\$22,560
Watch Qck	\$19,655

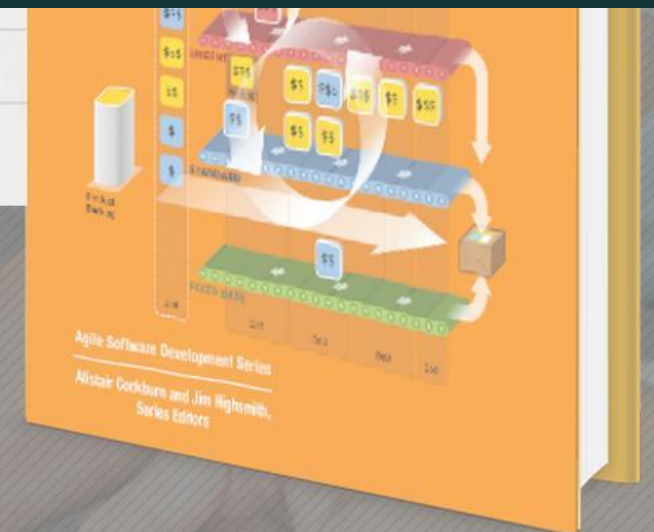
The Scrumban

TAKE THE CHALLENGE !?

Watch Qck	\$39,895	Kilter	\$15,280
Unumification	\$38,550	marcelojuca	\$14,770

WHAT'S SCRUMBAN?

SIGN UP AND PLAY



Can you beat my highscore?

Lean from the Trenches (Henrik Kniberg)

Kanban and Scrum - Making the best of both (Henrik Kniberg;Matthias Skarin)

The Scrumban [R]Evolution (Ajay Reddy)

#NoEstimates book (Vasco Duarte)



Scrumban (Corey Ladas)

Actionable Agile Metrics For Predictability (Daniel S. Vacanti)

Scrumban and it's next evolutionary
step

<http://www.ontheagilepath.net>

t



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L
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W



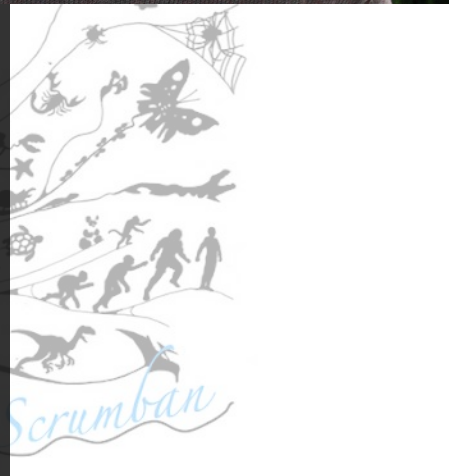
[@SebastianRadics](#)

March 12, 2015

Scrum and ScrumBan as it's next evolutionary step

Scrum and it's evolution to ScrumBan - some logical steps when thinking about lean and agility. Is it worth to consider Scrum in the beginning?

MARCH 19, 2015
The waste of scaling



idealo | Lead Agile Coach