

# Introducción a Scrum

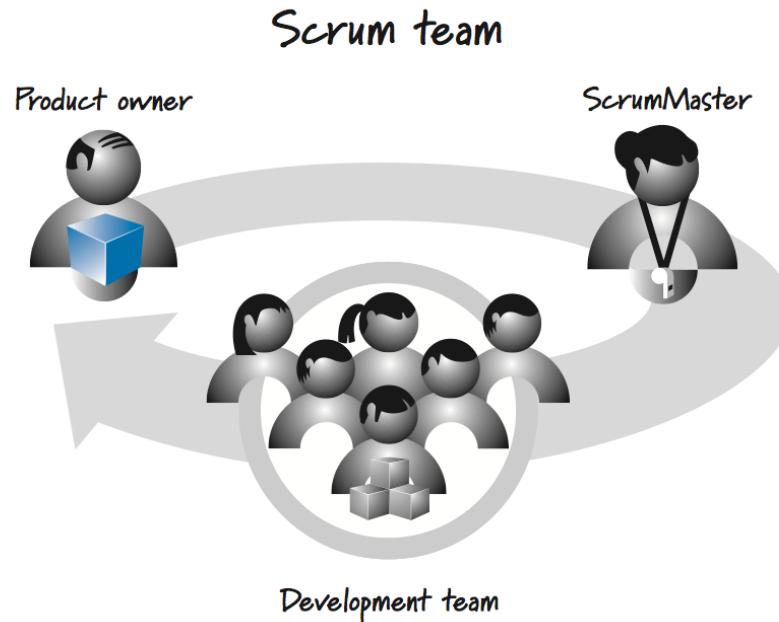


- Modelo de proceso iterativo incremental
- Desarrollado a principios de los 90's (Ken Schwaber)
- Uno de los más populares actualmente

# La esencia de Scrum

- Software se elabora en iteraciones llamadas "sprints"
- Qué va a ir en el sprint depende principalmente de la negociación con el representante del cliente (product owner)
- Cada sprint agrega un incremento y genera un producto "potencialmente entregable"
- Al final de cada iteración hay dos reuniones antes de comenzar siguiente
  - review - que es lo que se logró y que es lo que falta
  - retrospectiva - como funcionó el proceso

# Solo tres roles

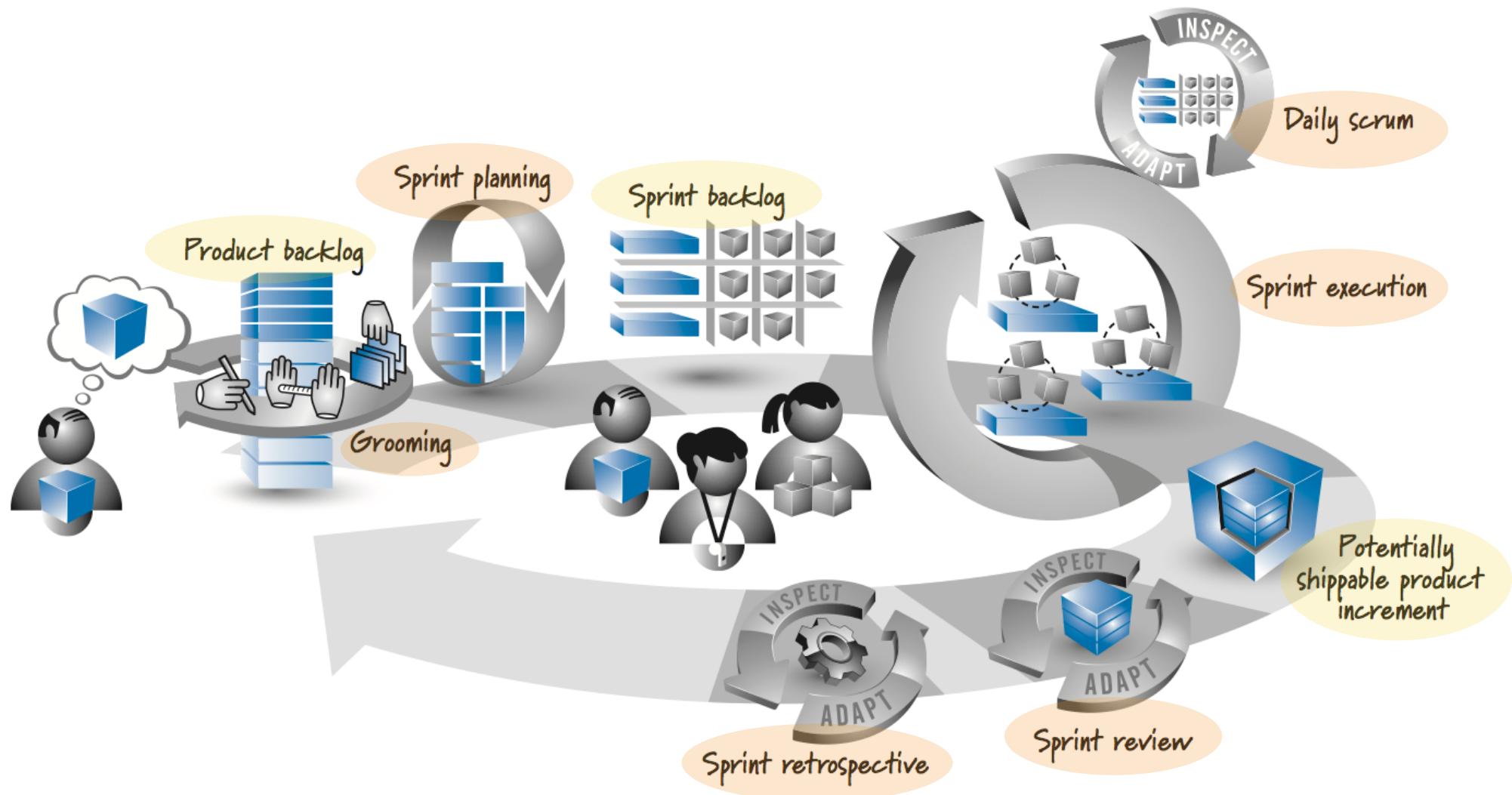


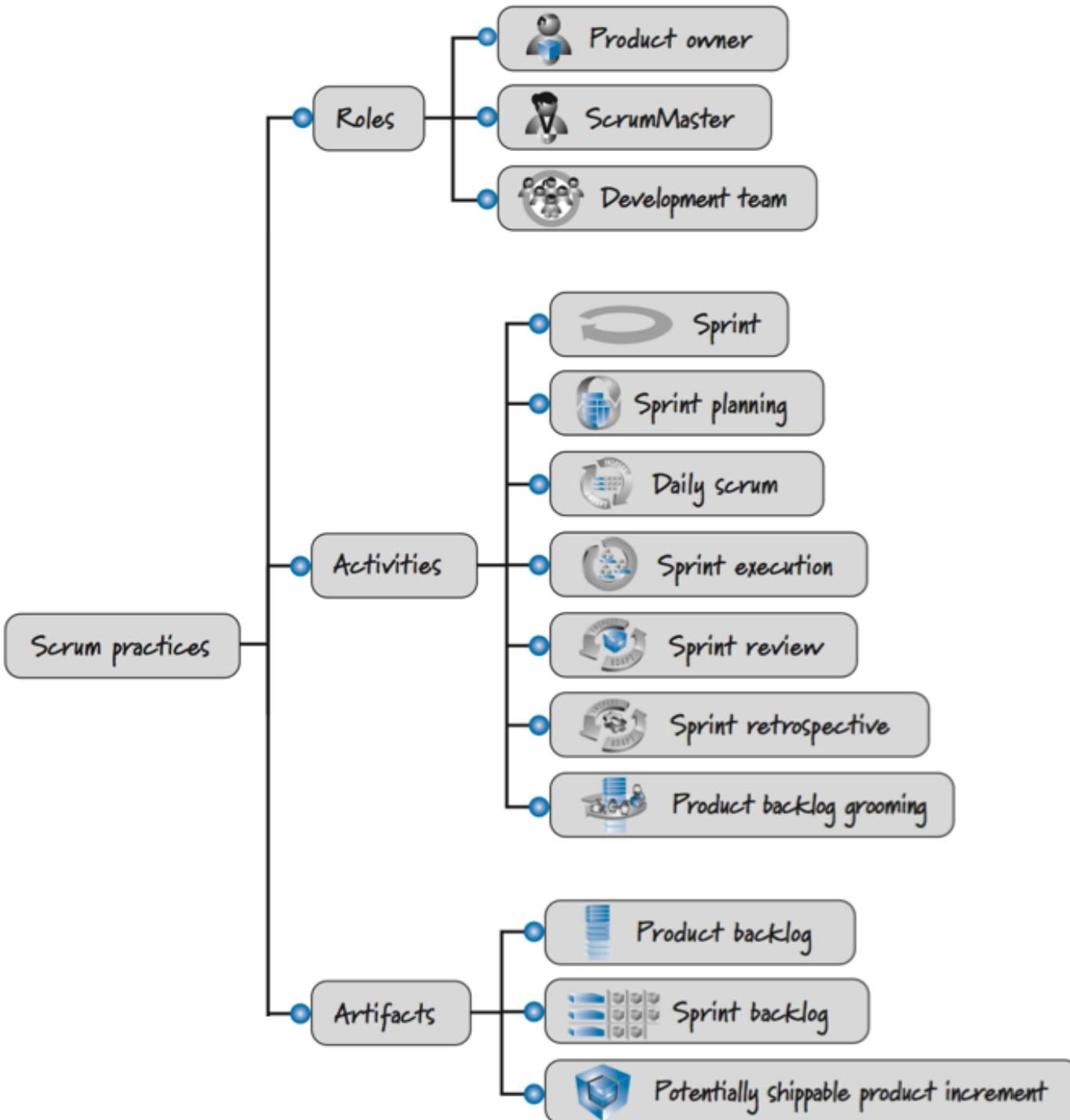
- Product Owner
  - responsabilidad del producto, del éxito o fracaso del proyecto
  - decide y prioriza features que se incorporan
- ScrumMaster
  - coach, liderazgo proceso, facilitador
  - resolvedor de problemas
- Team
  - diverse, cross functional , 5 a 8 personas

# SCRUM: Más detalles

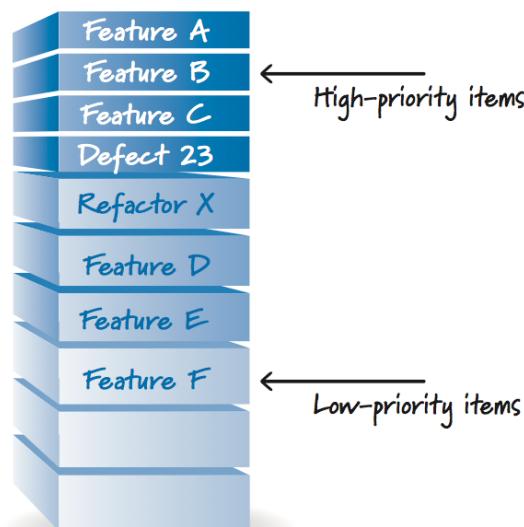
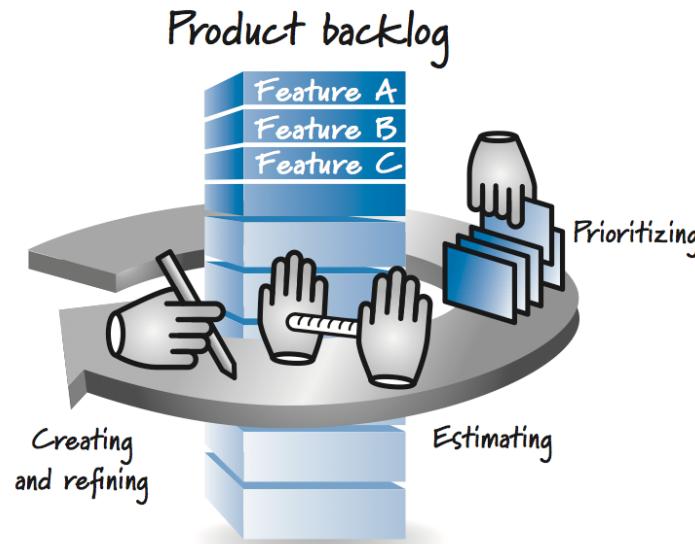
- product backlog: lista priorizada de cosas por hacer
- *timeboxed* iteration: trabajar durante un tiempo fijo dado en los items de más alta prioridad
  - al comenzar iteración se decide sobre subconjunto de features
  - lo no completado pasa a baja prioridad al fin de la iteración
- durante una iteración se hace diseño, programación y testing
- al completar iteración
  - se revisa lo logrado con interesados para obtener feedback
  - se revisa la experiencia para mejorar el proceso
- se obtiene un incremento funcional

# Actividades y Artefactos



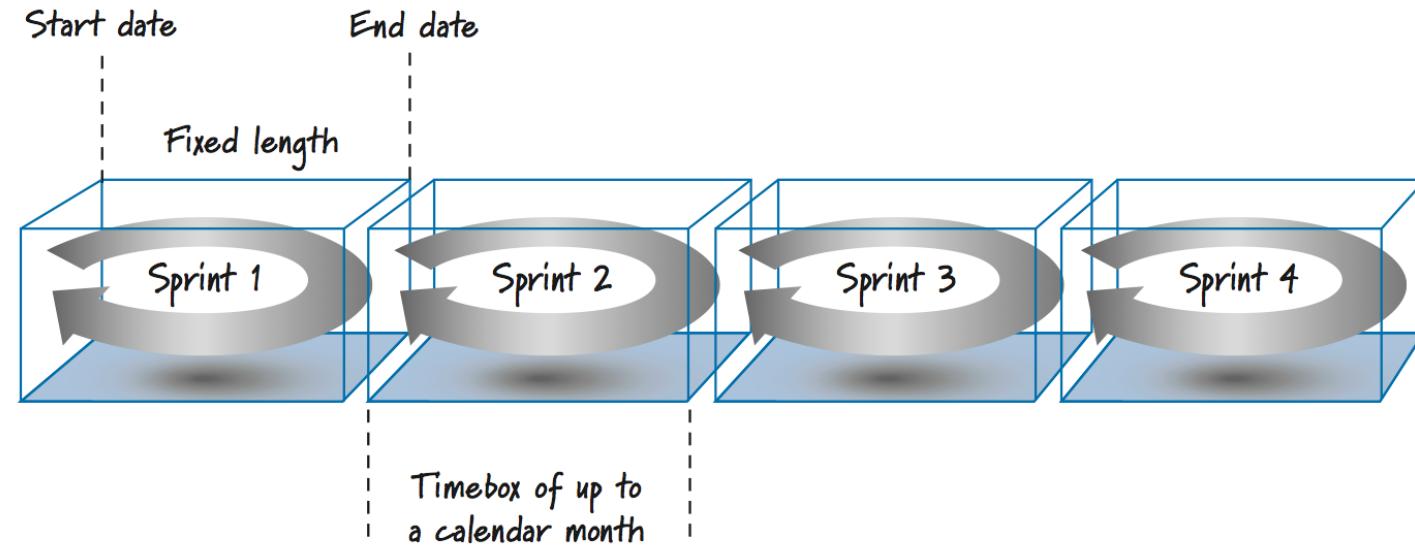


# El Product Backlog

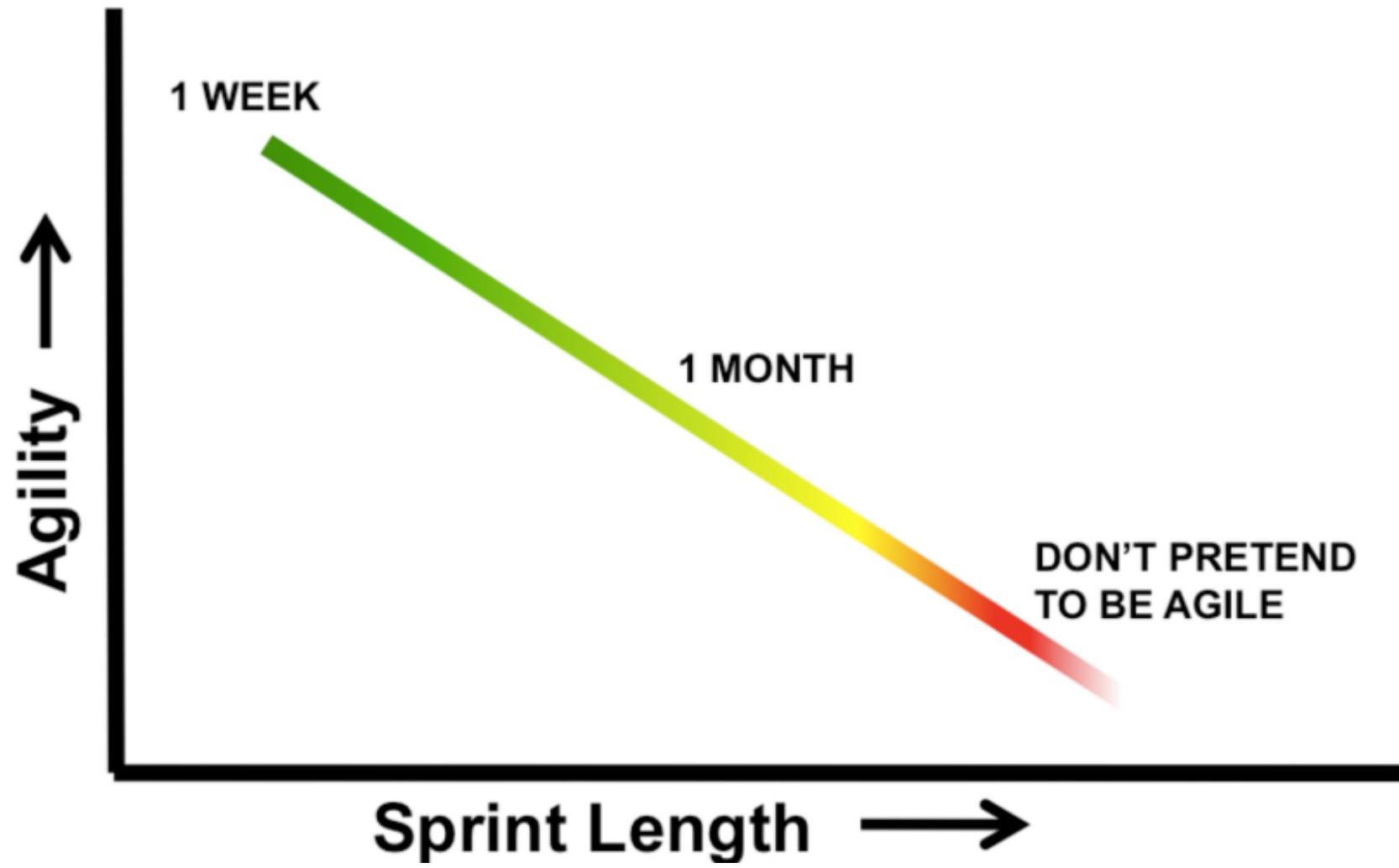


- puede incluir construcción de nuevos features, reparación o cambios de otras ya existentes
- product owner tiene responsabilidad de la priorización (consulta a interesados)
- es necesario estimar el costo de cada uno de los items (influye en priorización)

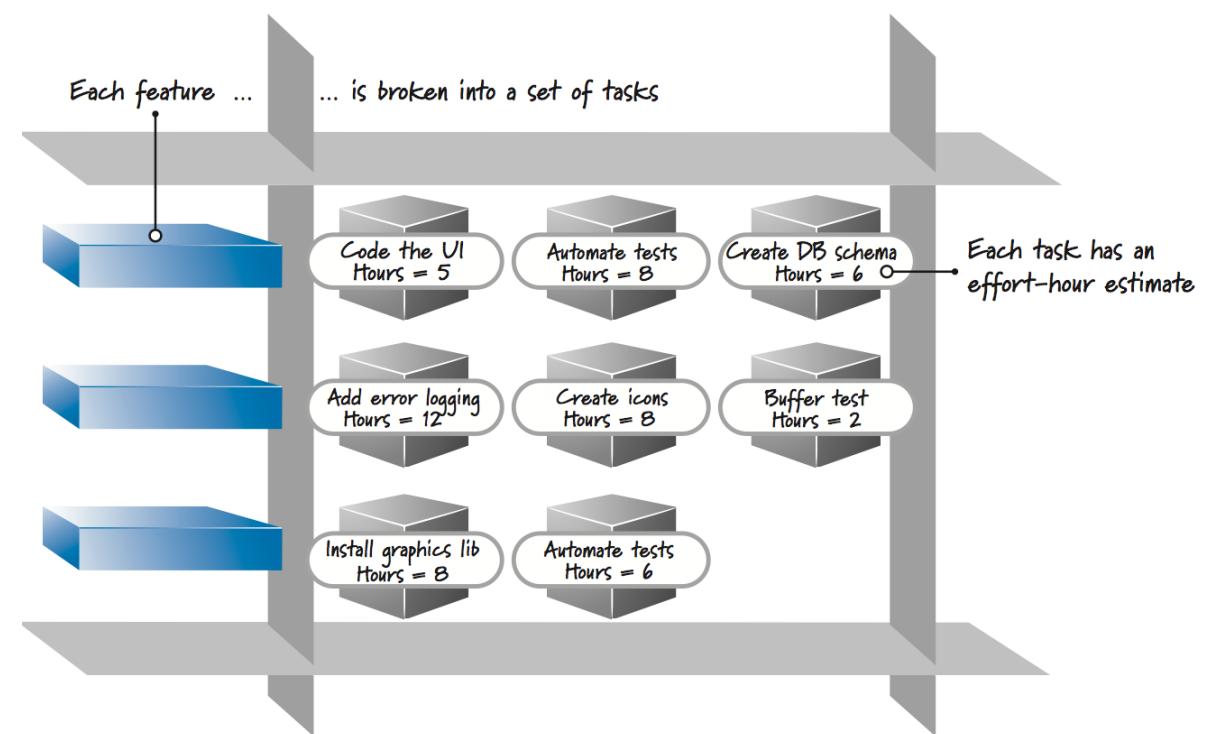
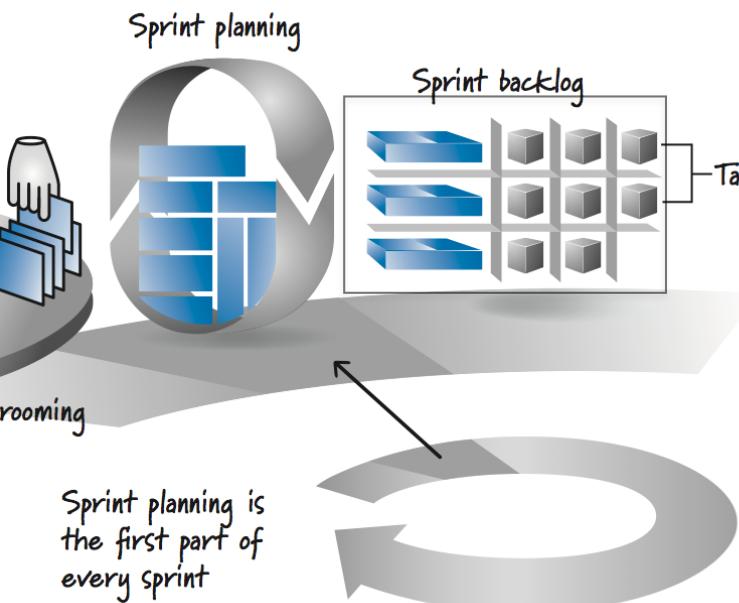
# El Sprint



- típicamente 2 a 3 semanas (todos de igual duración)
- debe crear algo tangible de valor para el cliente
- timeboxed



# Planeación del Sprint



# Ejecución del Sprint

- ejecución de las tareas en el orden que el equipo decide
- nadie dice al equipo cómo llevar a cabo las tareas
- no hay cosas “casi hechas”, es hecha o no hecha
- scrumMaster a mano para guías y consultas sobre proceso

# El Daily Scrum



- Cada día temprano reunión de 15 - 20 minutos (de pie)
- Miembros indican: que hice desde ayer, que pretendo hacer hoy y posibles obstáculos visibles
- No es momento de resolver problemas

# El Sprint Review



- inspeccionar y adaptar el producto
- conversación incluye al equipo, a los interesados, sponsors, clientes
- oportunidad para que equipo adquiera feedback de la gente relacionada con el negocio

# Sprint Retrospective



- inspeccionar y adaptar el proceso que se está usando
- mejora continua del proceso
- participan principalmente ScrumMaster y el equipo de desarrollo (mas posiblemente el product owner)

# Scrum responde a principios ágiles

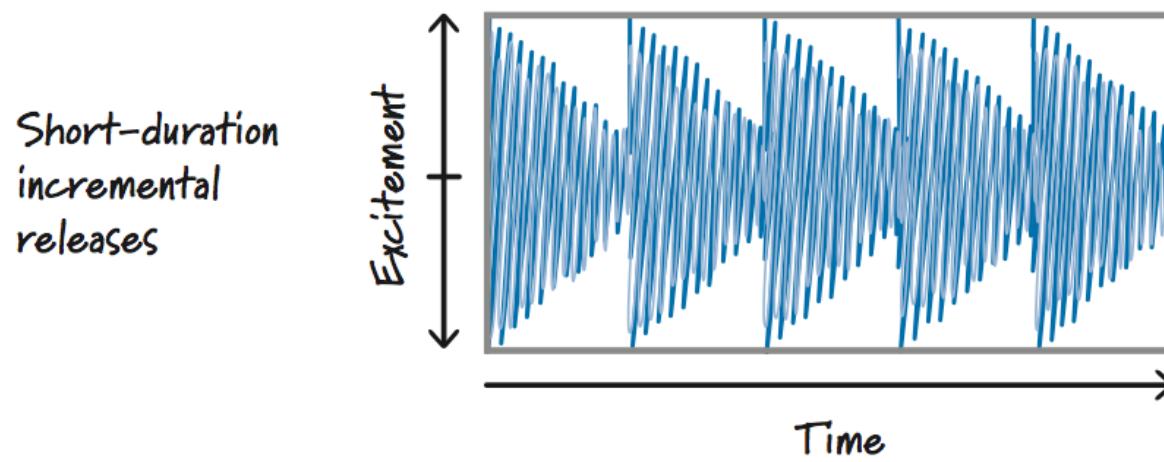
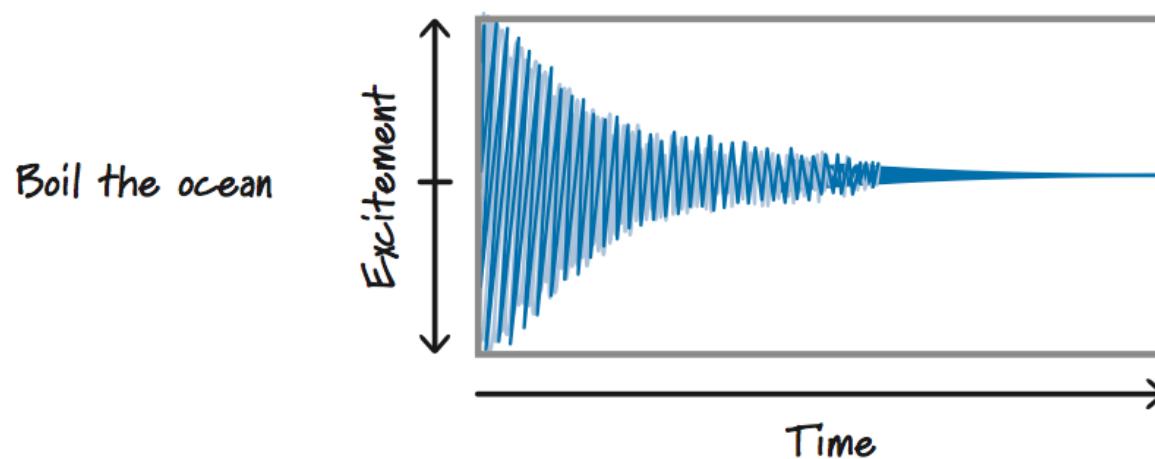
- abrazar la variabilidad
- desarrollar en forma iterativa e incremental
- inspeccionar y adaptar constantemente
- transparencia (todos saben lo que está pasando)
- reducir las incertezas

# Timeboxing



- establece un límite para el trabajo en progreso (WIP)
- obliga a la priorización
- demuestra progreso (fin de iteración)
- evita perfeccionismo innecesario
- motiva “cierre” (cosas se completan cuando hay un deadline)
- mejora predictibilidad

# Desarrollo Incremental Mantiene el Entusiasmo en el Equipo



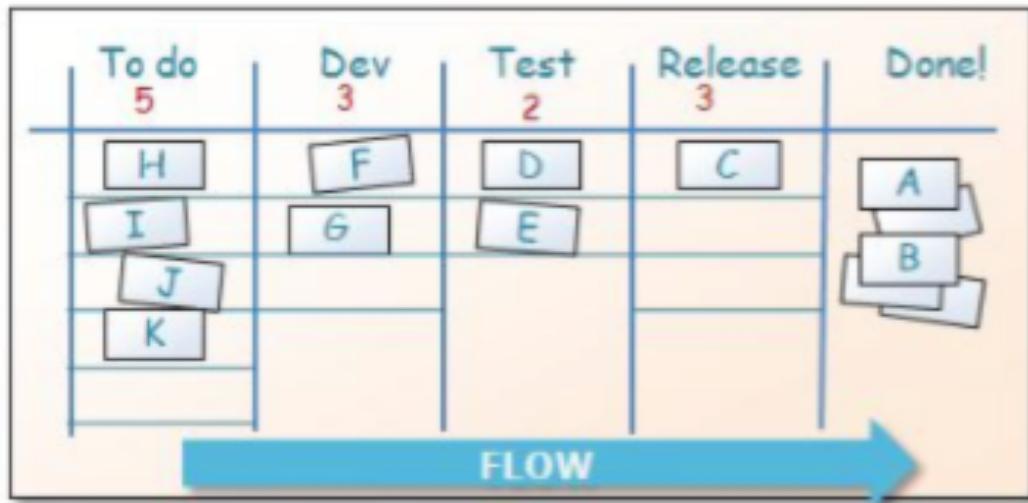
# Kanban

- Del Japonés Kan (visual) - Ban (tarjeta)
- Proceso para creación de productos con énfasis en entrega continua
- Un gran board gráfico, tarjetas y modelo evolucionario similares a Scrum
- Para muchos más que un proceso de desarrollo es un conjunto de buenas prácticas

# Los 3 Principios

- Visualiza lo que haras hoy (ver items en contexto)
- Limitar el trabajo en progreso (WIP)
- Optimizar el flujo de tareas desde *to do* a *done*

# Visualización: el tablero kanban



# Scrum y Kanban comparten mucho en lo filosófico

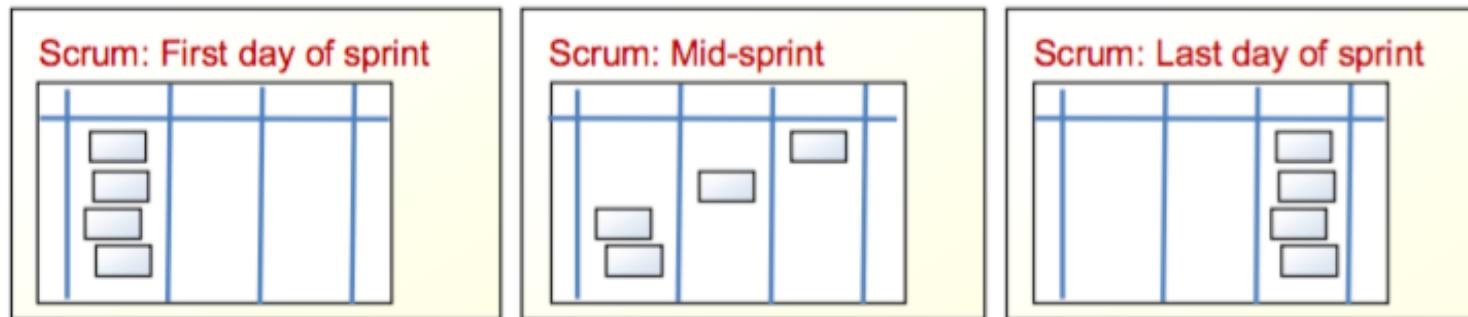
- naturaleza ágil
- enfoque "pull"
- limitar trabajo en progreso
- foco en entregas frecuentes y contínuas
- empoderar al equipo
- mejoramiento continuo

# Kanban comparado con Scrum

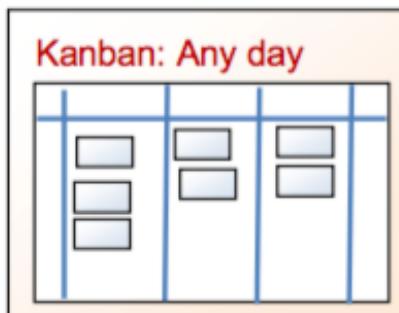
- Scrum en resumen
  - equipos multifuncionales pequeños autogestionados
  - Dividir el trabajo en pequeñas unidades concretas, priorizar y estimar el trabajo
  - Dividir el tiempo en iteraciones fijas (1 a 4 semanas) con entregas de incrementos potencialmente usables
  - Optimizar el plan de release al fin de la iteración (sprint review)
  - Optimizar el proceso al fin de la iteración (retrospective)
- Kanban en resumen
  - Visualizar el flujo de trabajo
    - dividir el trabajo en trozos pequeños y escribirlos en sticky notes
    - usar columnas para saber en qué parte del workflow está cada tarea
  - Limitar WIP (work in progress) poniendo máximos en cada columna
  - Medir el tiempo que está tomando completar cada ítem
  - Optimizar para menos tiempo y máxima predictibilidad

# Uso diferente del tablero

- En Scrum se resetea el board

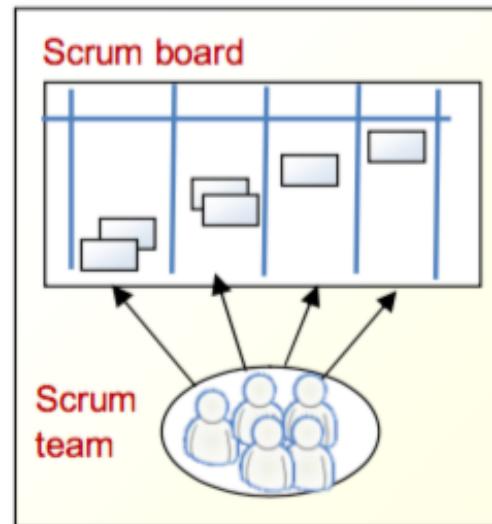


- En Kanban el board es permanente (no hay iteraciones ni timeboxing)

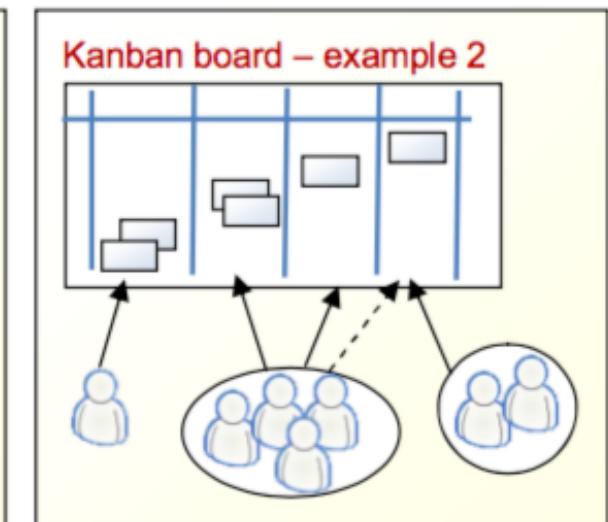
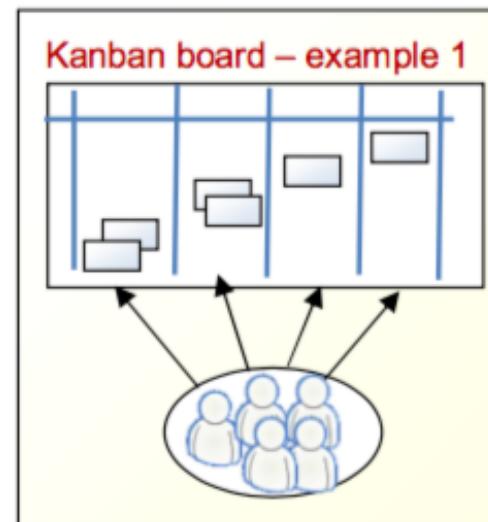


# Equipo de Trabajo

- Scrum - polifuncional

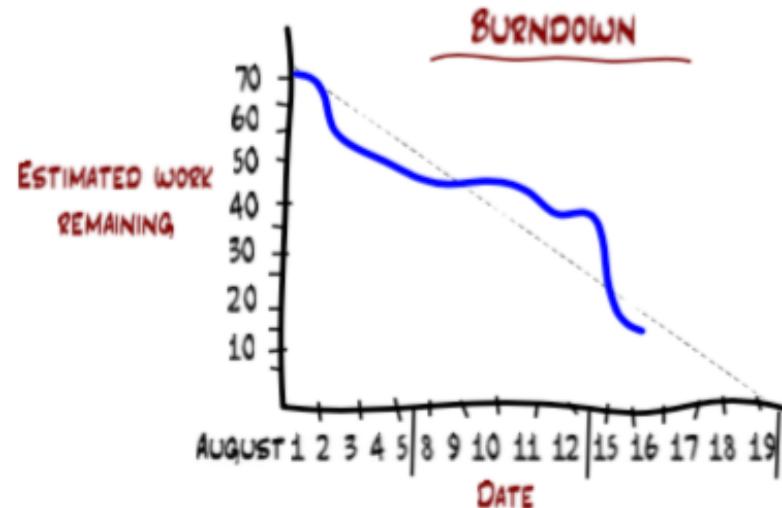


- Kanban - opcional

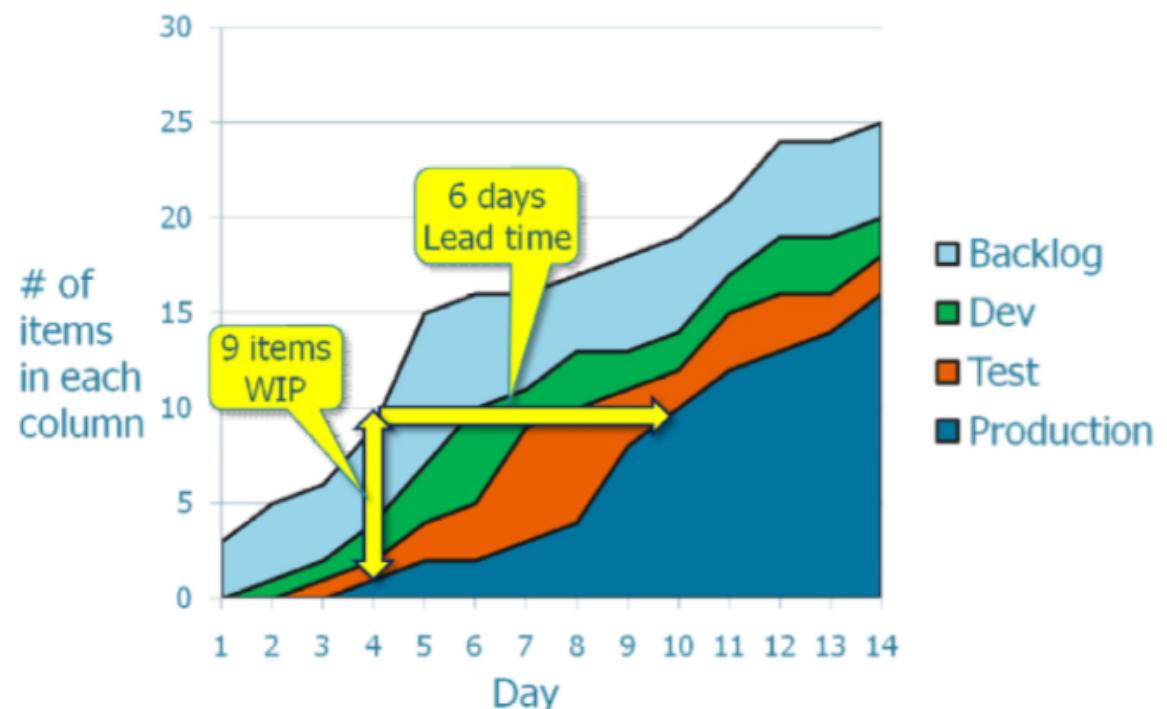


# Visualización del Avance

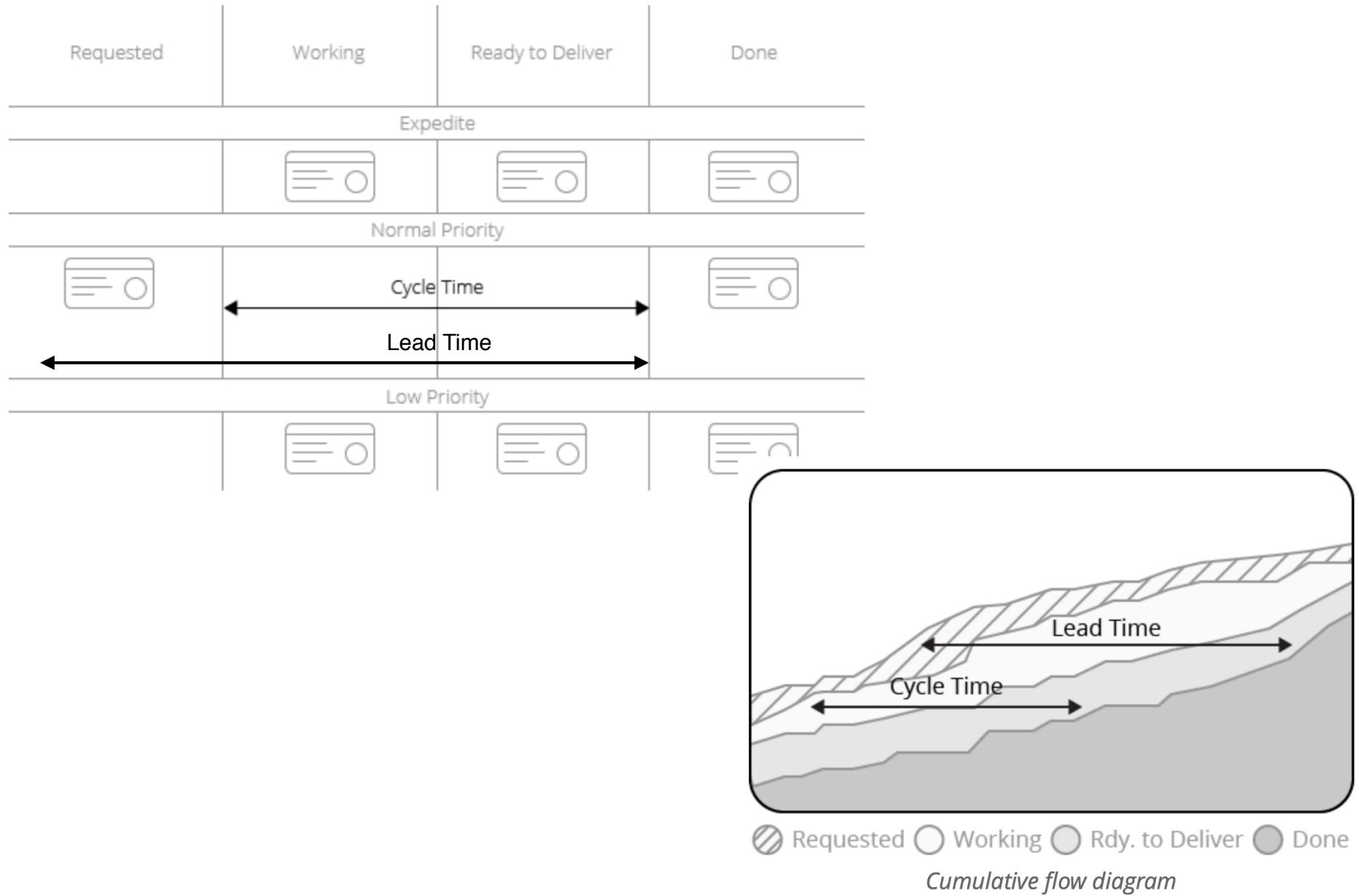
Scrum  
burnout chart



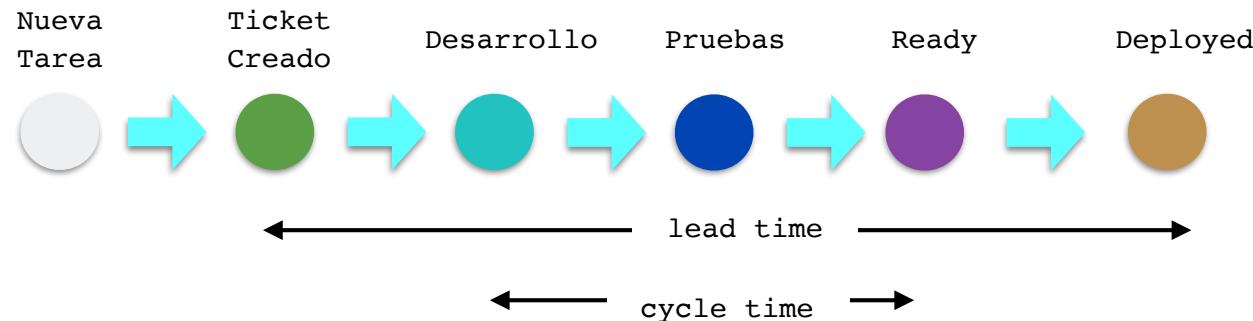
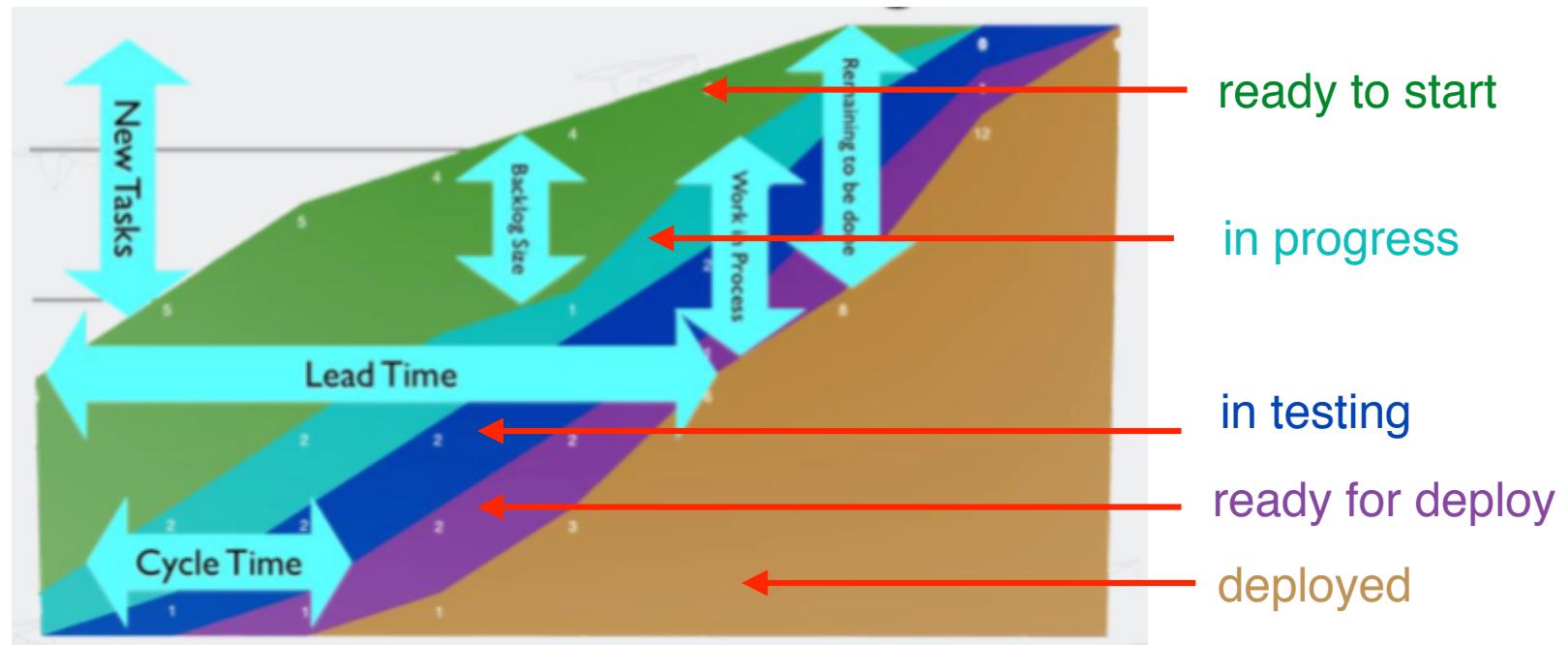
Kanban  
Cumulative flow



# Lead Time y Cycle Time

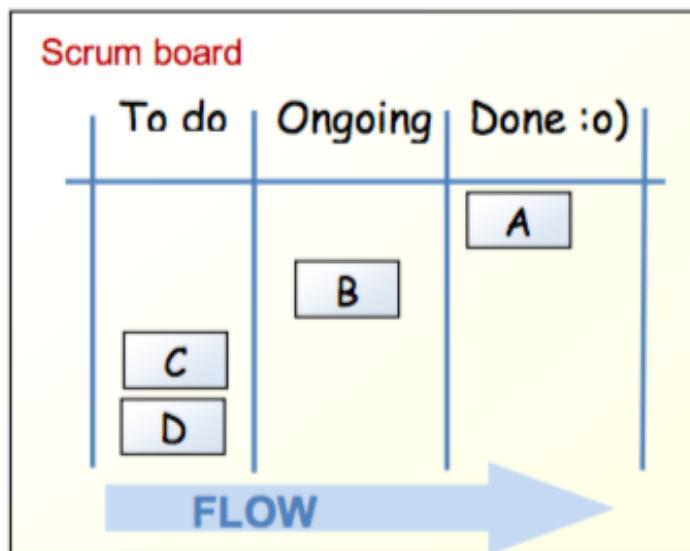


# El Diagrama de flujo acumulativo

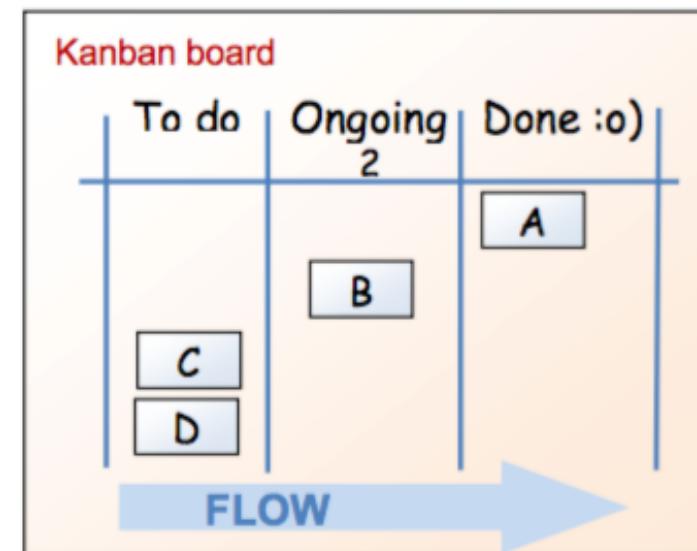


# Limitando el WIP

- Scrum limita el número de tareas en una iteración
- Kanban limita el número de tareas en un estado



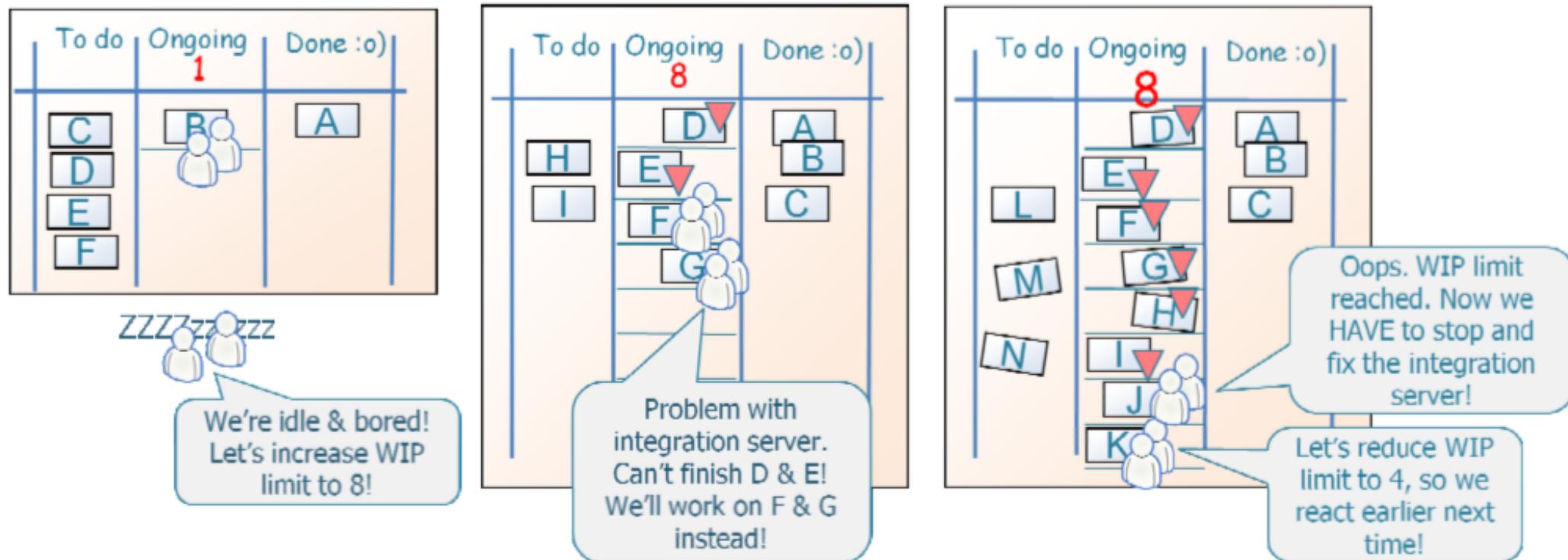
podrían haber hasta 4  
en una columna



máximo 2 en la  
segunda columna

# Ajustando los límites

- es necesario revisar permanentemente los límites en el kanban



# El tablero

- Tablero físico
  - barato, no intimida, invita a colaborar
  - puede desorganizarse rápidamente
- Software tools
  - trello, kanban tool, jira, target process, kanbanery, leankit, smartboard
  - el éxito no depende de la herramienta

# TRELLO

HOME TOUR BLOG

Trello

Sign Up Log In

Visually collaborate with anyone, anywhere. [Sign up for free](#) or learn more about Trello

Demo Kanban Board Private Team Public Show Menu

Backlog (WIP limit could be used)

As a site visitor, I can see a list of all upcoming "Certification Courses." I can page through them if there are a lot.

As a site visitor, I can see a list of all upcoming "Events." (Events are things such as the Scrum Gathering, conferences, free seminars, etc.)

As a trainer, I can create a new course or event. This includes the following information: name, description (HTML), trainer names (multiple selection from a list), start date, end date, venue name (HTML) and address, contact name, contact phone, contact email, a link for more information, and a link to register. For a certification course the name of the class is a dropdown list; for others, it is free text.

As a trainer, when I create an Other Course or Event, I am charged a listing fee for that activity. (Note: We'll need this to tie into credit card processing.)

In Definition (WIP limit could be used)

As a site editor, I can assign priority numbers to news items. Items are displayed on the front page based on priority.

Ready to Start (WIP LIMIT=3)

As a site member, I can send an email to any member via a form.

UI Design (WIP LIMIT = 2)

As a site member, I can read practicing and training applications and approve or reject them

Programming/Implementing (WIP LIMIT = 2)

As a site member, I can search for profiles based on a few fields (class attended, location, name).

Review (WIP LIMIT = 2)

As a site member, I can view profiles of other members.

<https://trello.com/b/XFZqL84W/demo-kanban-board>

# KANBANERY

The screenshot shows a Kanban board interface with five columns:

- Client Task (2)**: Contains two items: "Touchpoints map" and "New add for product X". Both items have a status of "Client: Tim" and a priority of "Low".
- To Do (3)**: Contains three items: "New claim", "New logo coherent with strategy", and "New branding strategy". All three items have a status of "Client: Tim" and a priority of "Low".
- Concept (6)**: Contains six items: "Design new blogpost template", "Prepare graphics visible in the last scene", "Design new header on the main page", "Resize a logo to promotion materials", "Design subpage template", and "Design new logo visible on the main door". The first item has a status of "Client: Tim" and a priority of "Low". The other five items have a status of "Client: Medium" and a priority of "Medium".
- Production (1)**: Contains one item: "Customer Journey". It has a status of "Client: Small" and a priority of "Medium".
- Done (3)**: Contains three items: "User experience", "Persona Profile", and "Social Media Strategy". All three items have a status of "Client: Tim" and a priority of "Low".

At the top, there is a navigation bar with links for Workspaces, Design studio, Icebox, Board, Archive, Reports, Log, Settings, Members, Contact us, Support Center, HQ, Account, and Sign out. There is also a search bar and an "Add column" button.

<https://www.kanbanery.com>

# KANBAN TOOL

Kanban Tool

board.kanbantool.com

MTVN / Project board Board Analytics Archive Settings Exit

shortcuts | feedback | tools + Search for title, card type or tag...

| - To do  | - To do   | - Accepted   | - Buffer<br>10 / 5  | - Doing   | - Working  | Done  | - Review  | - Done   |  |
|--|---|--|---|---|--|---|---|--|--|
| <a href="#">As a user I can remove an item from a basket</a>           | <a href="#">Registered User who has paid can access document</a>              | <a href="#">As a user I can remove an item from a basket</a>           | <a href="#">Registered User who has paid can access document</a>              | <a href="#">As a user I can cancel my account</a>                             | <a href="#">As a user I can log in</a>   | <a href="#">As a user I can edit my personal data</a>                         | <a href="#">In a user I can write the time</a>                                | <a href="#">Add "About us" page</a>                          | <a href="#">As a user I can ask a team member what to do</a> |
| <a href="#">As a user I can check the number of items in my basket</a> | <a href="#">Review code before updating the website</a>                       | <a href="#">As a user I can check the number of items in my basket</a> | <a href="#">Review code before updating the website</a>                       | <a href="#">As a user I can ask a team member what to do</a>                  | <a href="#">As a user I can sign out</a>   | <a href="#">As a user I can find news cards</a>                               | <a href="#">As a user I can ask a team member to join</a>                     | <a href="#">As admin I can access files</a>                  | <a href="#">As a user I may sign up now for free</a>         |
| <a href="#">As a user I can ask a team member what's next</a>          | <a href="#">Ask a team member to join my account</a>                          | <a href="#">As a user I can ask a team member what's next</a>          | <a href="#">Ask a team member to join my account</a>                          | <a href="#">As a user I can check the prices of the products and services</a> | <a href="#">All things connected to my present work can be seen by customers</a> | <a href="#">Add "Testimonials" page</a>                                       | <a href="#">Updating Contact us web page</a>                                  | <a href="#">Adding "Contact us" page</a>                     | <a href="#">As a user I may sign up now for free</a>         |
| <a href="#">Install the newest version on our website</a>              | <a href="#">Invite people to my kanban board</a>                              | <a href="#">Install the newest version on our website</a>              | <a href="#">Invite people to my kanban board</a>                              | <a href="#">As a user I can check the number of items in my basket</a>        | <a href="#">As admin I can access files</a>                                      | <a href="#">As a user I may sign up now for free</a>                          | <a href="#">As admin I can access files</a>                                   | <a href="#">As a user I can ask a team member what to do</a> | <a href="#">As a user I can ask a team member what to do</a> |
| <a href="#">Review code before updating the website</a>                | <a href="#">All things connected to my past work can be seen by customers</a> | <a href="#">Review code before updating the website</a>                | <a href="#">All things connected to my past work can be seen by customers</a> | <a href="#">As a user I can ask a team member to join</a>                     | <a href="#">Add "About us" page</a>  | <a href="#">As a user I can edit my password and check my current version</a> | <a href="#">As a user I can edit my personal data</a>                         | <a href="#">As a user I can ask a team member to join</a>    | <a href="#">As a user I can ask a team member what to do</a> |
| <a href="#">Check out latest updates</a>                               | <a href="#">Send newsletter to all users</a>                                  | <a href="#">Check out latest updates</a>                               | <a href="#">Send newsletter to all users</a>                                  | <a href="#">Add "About us" page</a>   | <a href="#">Review code connected to my present work before deploying</a>        | <a href="#">As a user I can edit my personal data</a>                         | <a href="#">Review code before implementing JS module</a>                     | <a href="#">As a user I can ask a team member what to do</a> | <a href="#">As a user I can ask a team member what to do</a> |
| <a href="#">As a user I can ask a team member to join group</a>        | <a href="#">As a user I can ask a team member what's next</a>                 | <a href="#">As a user I can ask a team member to join group</a>        | <a href="#">As a user I can ask a team member what's next</a>                 | <a href="#">As admin I can access classified files</a>                        | <a href="#">As a user I can set the time</a>                                     | <a href="#">As a user I can ask a team member what to do</a>                  | <a href="#">As admin I can access files</a>                                   | <a href="#">As a user I can ask a team member what to do</a> | <a href="#">As a user I can ask a team member what to do</a> |
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<https://kanbantool.com>