

SCRUMBAN SIMULATION

A safe way to learn how to deal with both planned and unplanned work in an iterative approach.

Sangeetha Sridhar & Koen Vastmans

Participants

- 1 product owner
- Team members
 - At least 2
 - At most 6
 - Can be generalizing specialist

Team members and roles

- 1 role is specialized in preparation & validation
- 1 role is specialized in execution
- People can take up tasks outside their specialty
- Efficiency penalty:
 - Within specialty: 2 units of work per day
 - Outside specialty: only 1 unit of work per day

The board – planned work



Sprint:

1 2 3 4 5

Day

Plan

1 2 3 4 5 | 6 7 8 9 10

Review/Retro

Backlog

To do

Prepare

Execute

Validate

Done

WiP =

WiP =

WiP =

CRITICIZED

FINISHED



The board – Unplanned work

Reported	Accepted	Investigate	Fix	Validate	Solved
FAST LANE					

Cards

Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3	○○○○○○○○○○	
Execute	4	○○○○○○○○○○	
Validate	2	○○○○○○○○○○	
Planned			
Started		Lead time	
Done		Cycle time	

Unplanned work

Priority	High		
Investigate	1	○○○○○○○○○○	
Execute	2	○○○○○○○○○○	
Validate	2	○○○○○○○○○○	
Reported			
Started		Lead time	
Done		Cycle time	

Event

You are ill.

You are absent for the rest of the week

Prioritization

- Product owner decides priorities
- Puts the backlog items in the Backlog column
 - First set of most important items
 - Ordered by priority

PRIORITIZED

Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3		
Execute	4		
Validate	2		
Planned			
Lead time			
Cycle time			

Product backlog item

Bus. value	100	MoSCoW	Should
Prepare	1		
Execute	3		
Validate	2		
Planned			
Started			

Product backlog item

Bus. value	60	MoSCoW	Could
Prepare	2		
Execute	4		
Validate	1		
Planned			
Started			

Product backlog item

Bus. value	20	MoSCoW	won't
Prepare	1		
Execute	3		
Validate	1		
Planned			
Started			
Lead time			
Cycle time			

Planning

- Team determines capacity for next iteration
- Forecasts which backlog items they can implement according to capacity
- Move selected backlog items to To do column

Limiting work in progress

- On activity level

Prepare	Execute	Validate
WiP =	WiP =	WiP =

- On individual level
3 pawns per team member





Sprint: 1 2 3 4 5

Backlog

To do

Prepare
WIP =

Execute
WIP =

Validate
WIP =

Done

Work

Product backlog item			
Bus. value	150	MoSCoW	Must
Prepare	3		
Execute	4		
Validate	2		
Planned			
Started			
Done			

Product backlog item			
Bus. value	100	MoSCoW	should
Prepare	1		
Execute	3		
Validate	2		
Planned			
Started			
Done			

Product backlog item			
Bus. value	60	MoSCoW	Could
Prepare	2		
Execute	4		
Validate	1		
Planned			
Started			
Done			

Product backlog item			
Bus. value	20	MoSCoW	won't
Prepare	1		
Execute	3		
Validate	1		
Planned			
Started			
Done			

Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3	○○○○○○○○○○○○○○○○	
Execute	4	○○○○○○○○○○○○○○○○	
Validate	2	○○○○○○○○○○○○○○○○	
Planned			
Started		Lead time	
Done		Cycle time	

Increment if needed

Fill the dots

Iteration

Day of the iteration

After each participant's round

- Evolving insight - use the normal dice




- 1: increase workload with 1 unit
- 2: no action
- 3: no action
- 4: take an event card
- 5: block item you last worked on
- 6: unblock any blocked item



When an activity is done...

- You can remove your pawn
- Don't push items to the next stage
 - Pull the work
- Don't validate yourself what you implemented
 - Four eyes principle

At the end of the day

- Use the Unplanned work dice 
- 0: lucky you – no unplanned work
- 1: take 1 unplanned work card
- 2: take 2 unplanned work cards
- Product owner decides what to do
 - Act immediately, plan or park

Create value

Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3		
Execute	4		
Validate	2		
Planned			
Started			
Done			

Lead time

Cycle time

Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3		
Execute	4		
Validate	2		
Planned			
Started		Lead time	
Done		Cycle time	

Loose value

Penalty per day for not finishing unplanned work:

- 1 for low priority
- 3 for medium priority
- 5 for high priority

Unplanned work

	High	
Investigate	1	○○○○○○○○○○○○○○
Execute	2	○○○○○○○○○○○○○○
Validate	2	○○○○○○○○○○○○○○
Reported		
Started		Lead time
Done		Cycle time



Value creation

Team name:

	Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5
Day 1					
Day 2					
Day 3					
Day 4					
Day 5					
Day 6					

At the end of the iteration

- Retrospective

- Planned versus done
- Flow?
- Unplanned work – right decisions?
- WiP limits respected?
- Metrics?

Enjoy the simulation!