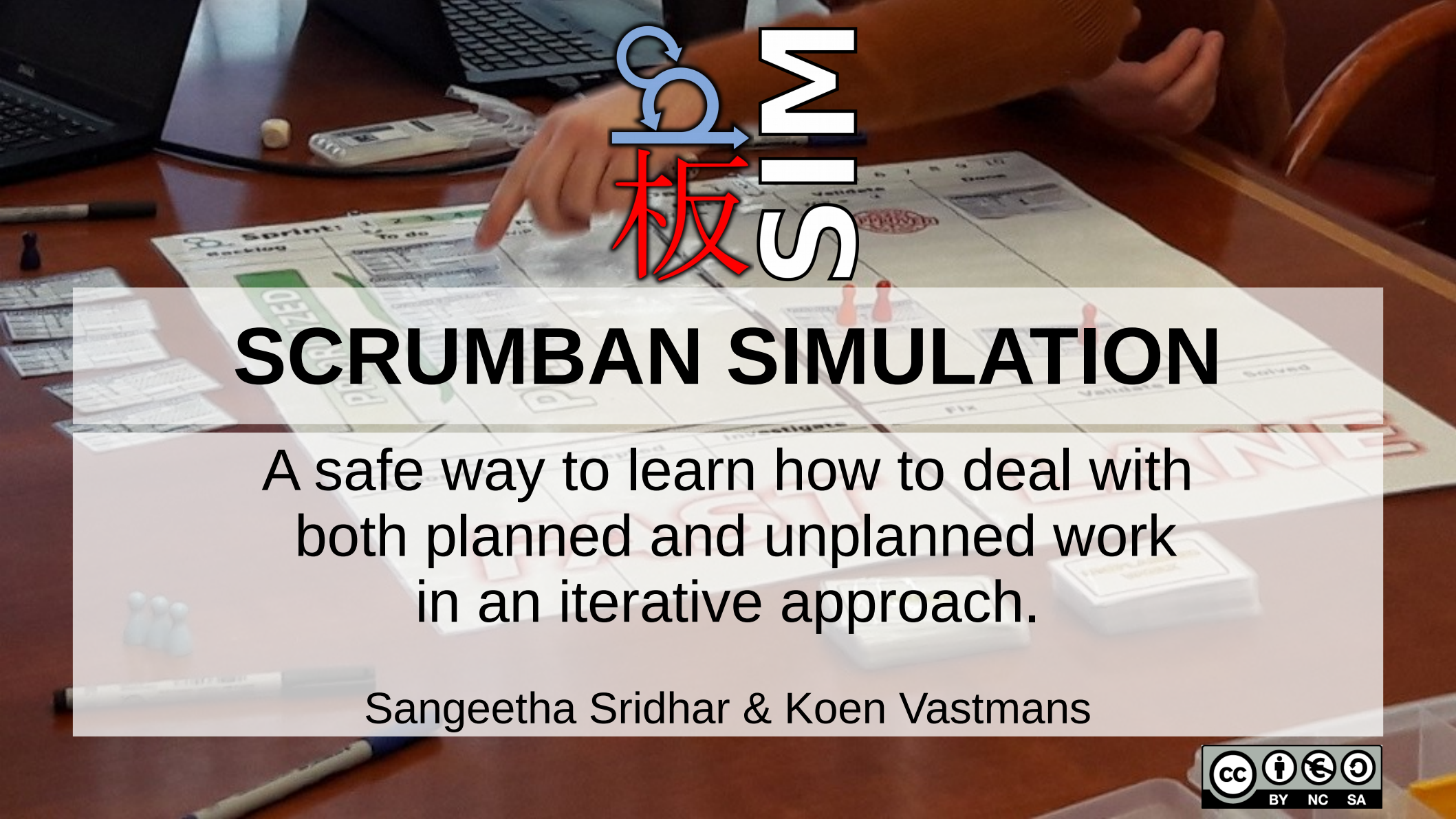


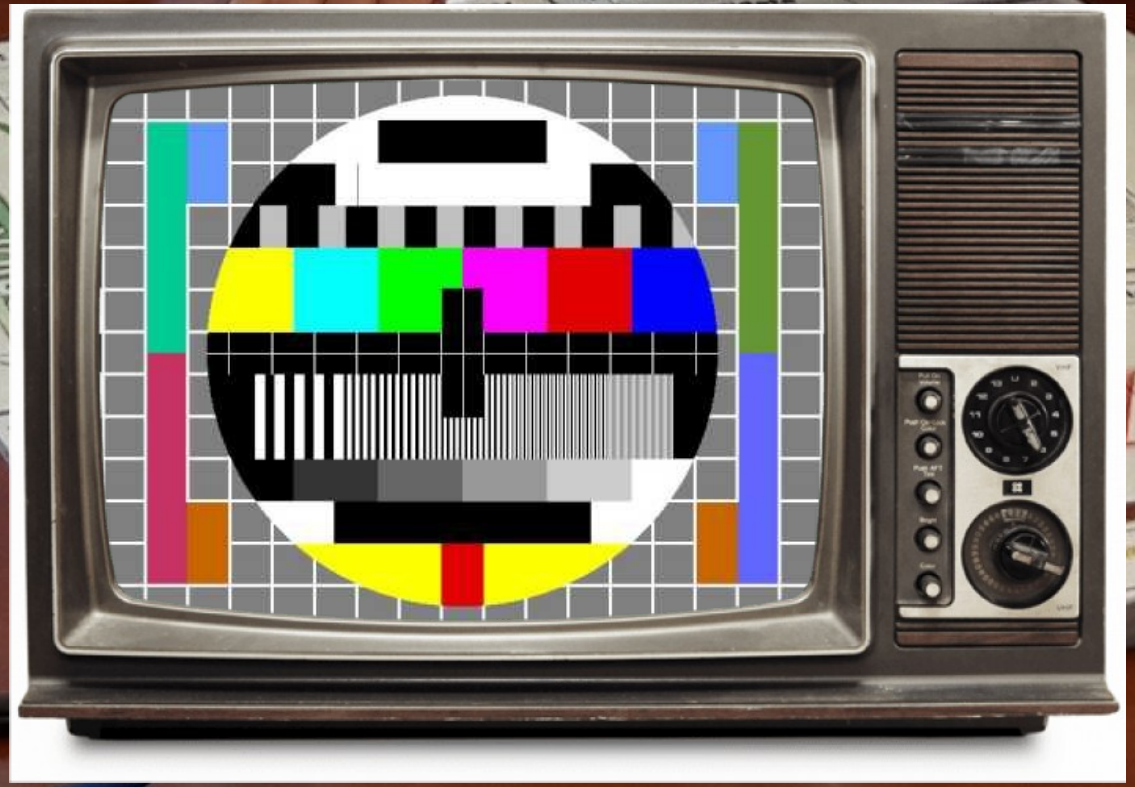
SCRUMBAN SIMULATION

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

Sangeetha Sridhar & Koen Vastmans

Scrumban: Setting the scene

Why Scrumban?



Will open a YouTube video

What is Scrumban?

- Planned work
- Timeboxed + focus

看板

- Unplanned work
- Flow

Scrumban simulation

Objective

Participants

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

The board – planned work

Sprint: 1 2 3 4 5

Day Plan 1 2 3 4 5 | 6 7 8 9 10 Review/Retro

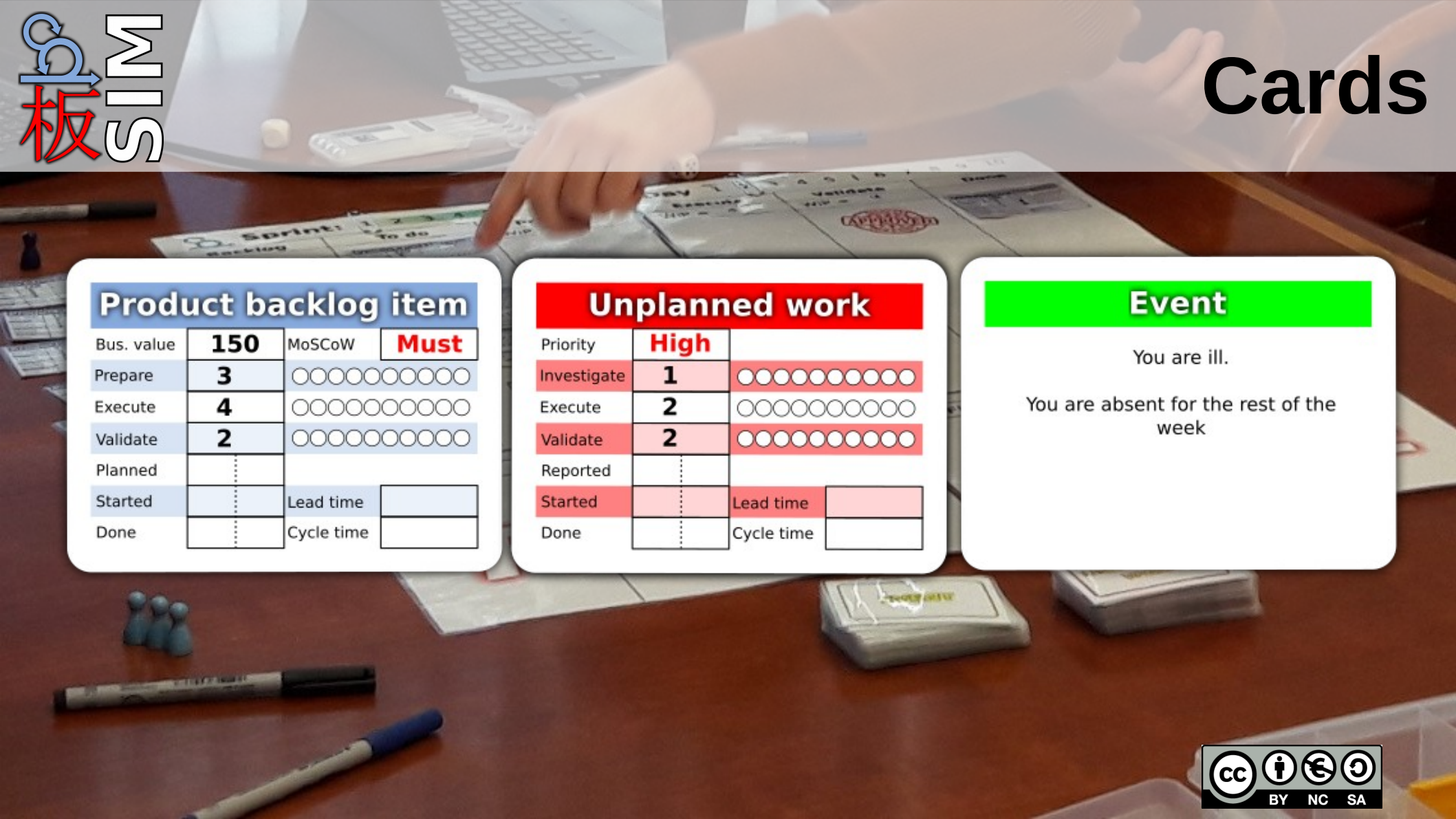
Backlog	To do	Prepare	Execute	Validate	Done
		WiP =	WiP =	WiP =	
PRIORITIZED	PLANNED				

The board – Unplanned work

Reported	Accepted	Investigate	Fix	Validate	Solved

FAST LANE

Cards



Step by step explanation

1. Preparation – Form a team

- Who will be the product owner?
- Who will do the execution work?
- Who will be more functional?
  Combines prepare and validate tasks
- Or would you prefer 3 separate roles?
- Roles determine your team capacity

1. Preparation – Team & roles

- 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

1. Preparation – WiP limits

- On activity level

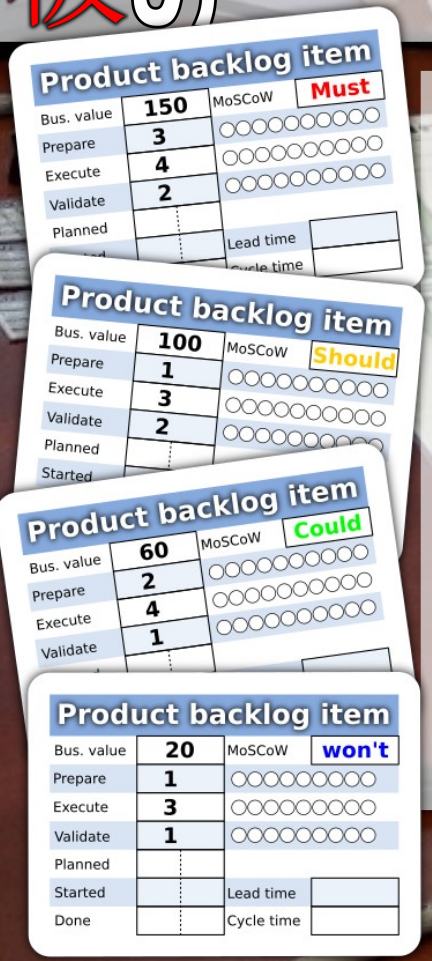
Prepare	Execute	Validate
WiP =	WiP =	WiP =

- On individual level
  3 pawns per team member

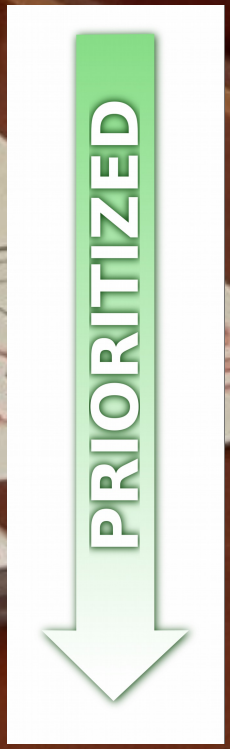
1. Preparation – WiP limits

- Why 3 pawns?
- A pawn is like an avatar
- Assign yourself to a task
- But you can only do 2 units of work per day
  - At most 2 different backlog items
- Extra pawn for e.g. events

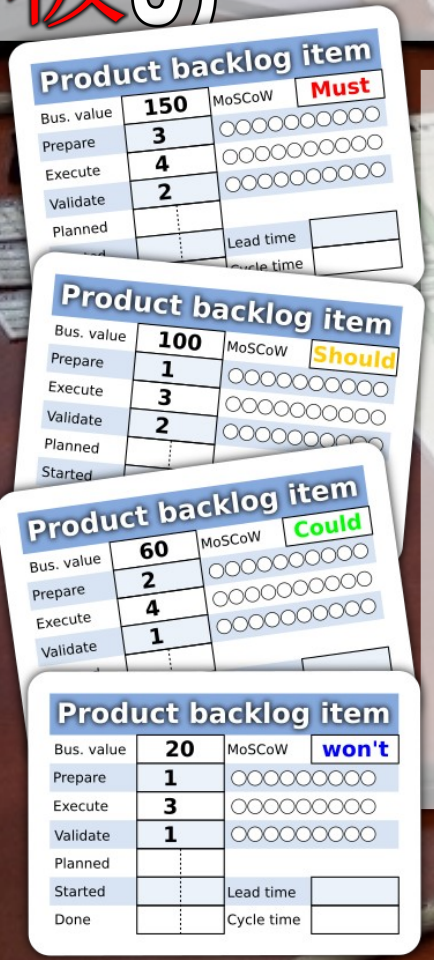
2. Prioritization



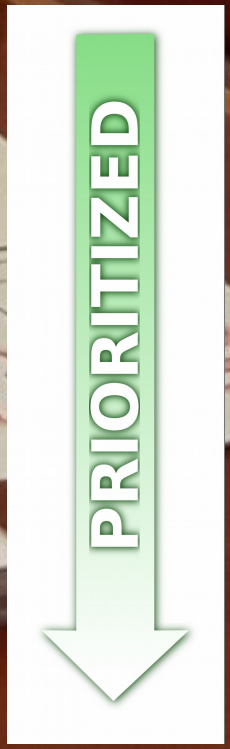
- Product owner decides priorities
- Puts the backlog items in the Backlog column
  - First set of most important items
  - Ordered by priority



2. Prioritization – How?



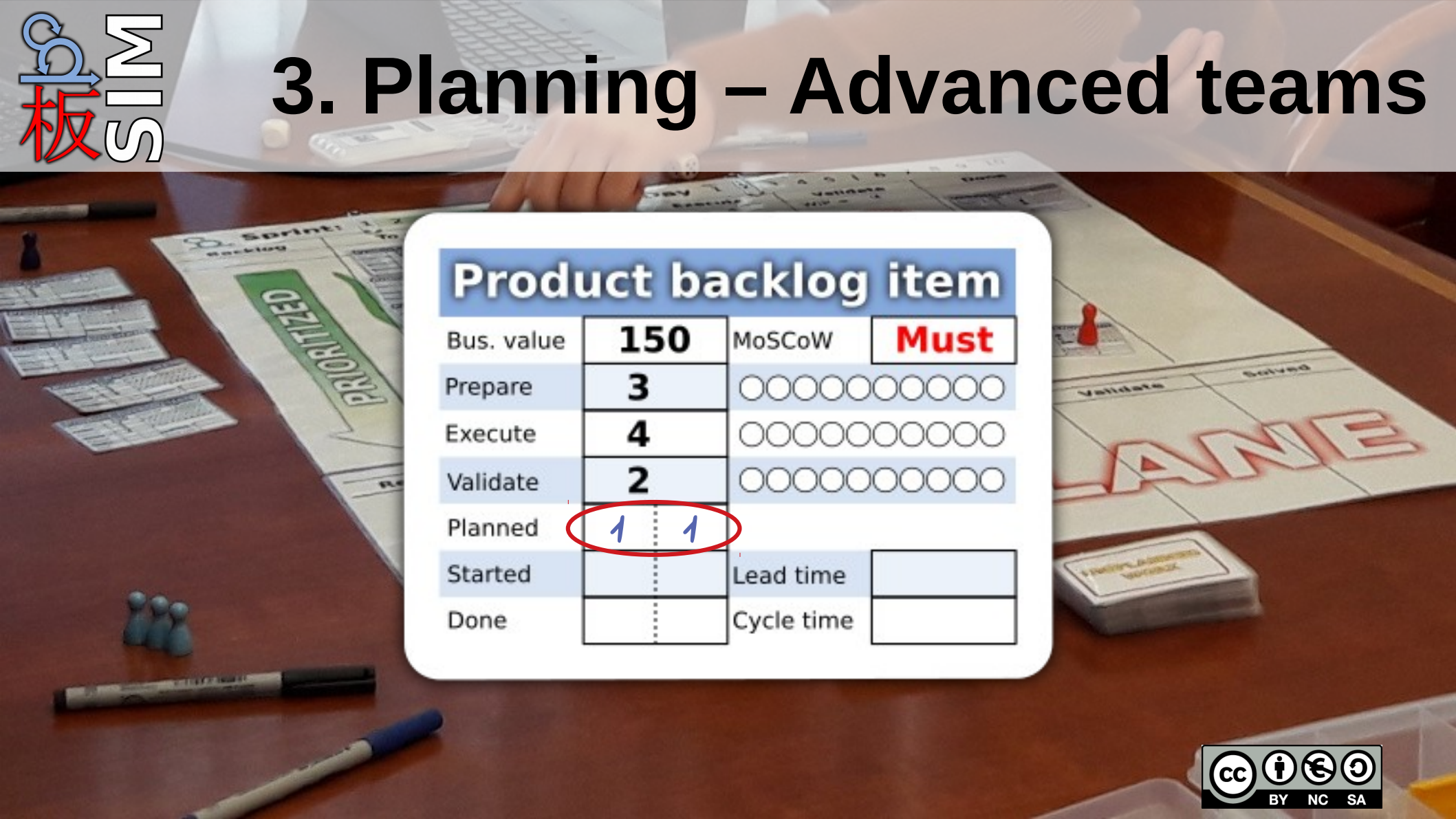
- MoSCoW score:
  what is really important?
- Business value:
  what gives the highest benefit?
- Workload:
  what gives the fastest benefit?
- Combine criteria?



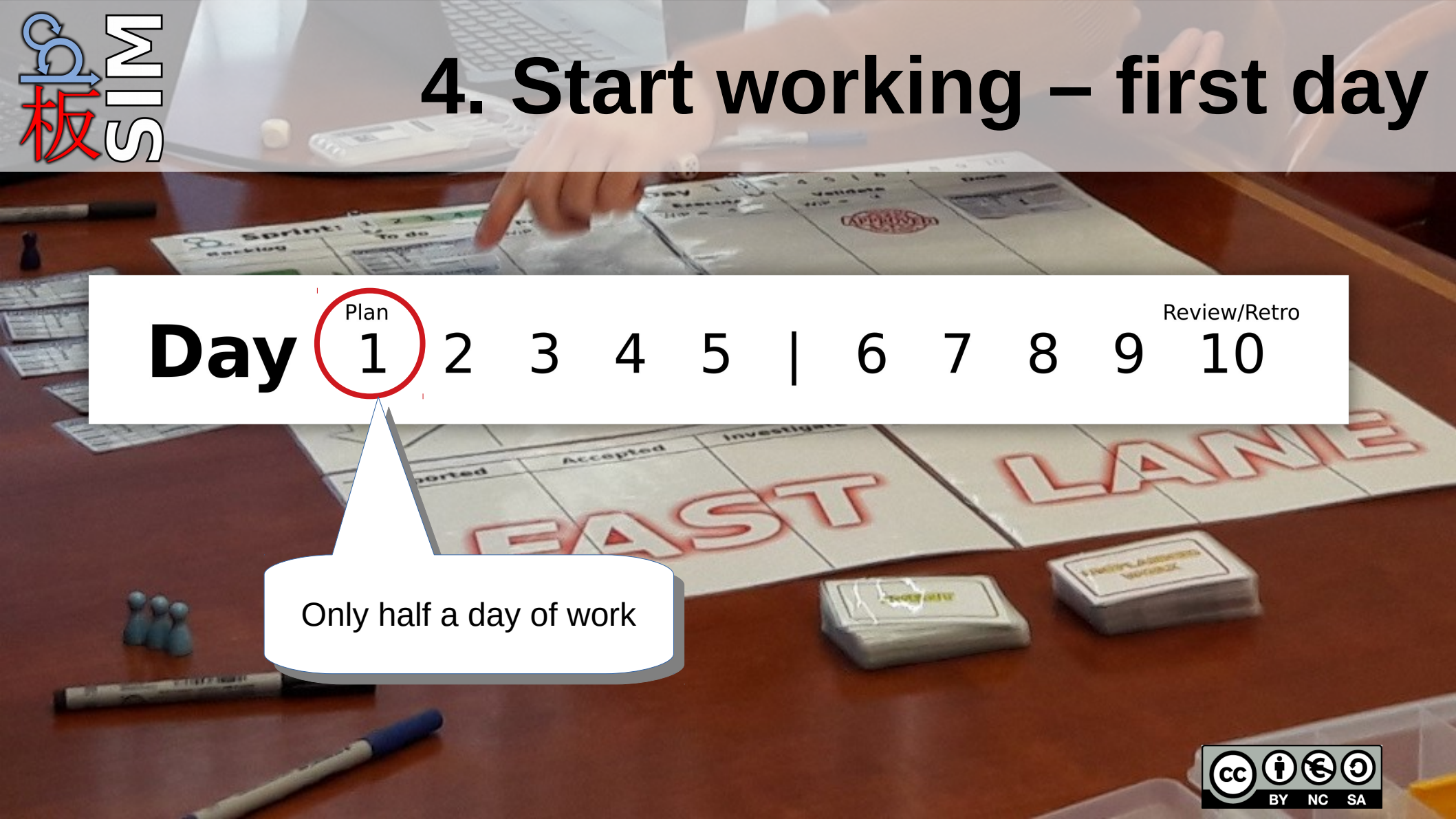
3. Planning

- Team determines capacity for next iteration
- Forecasts which backlog items they can implement according to capacity
- Move selected backlog items to To do column
- Now let the work begin...

3. Planning – Advanced teams



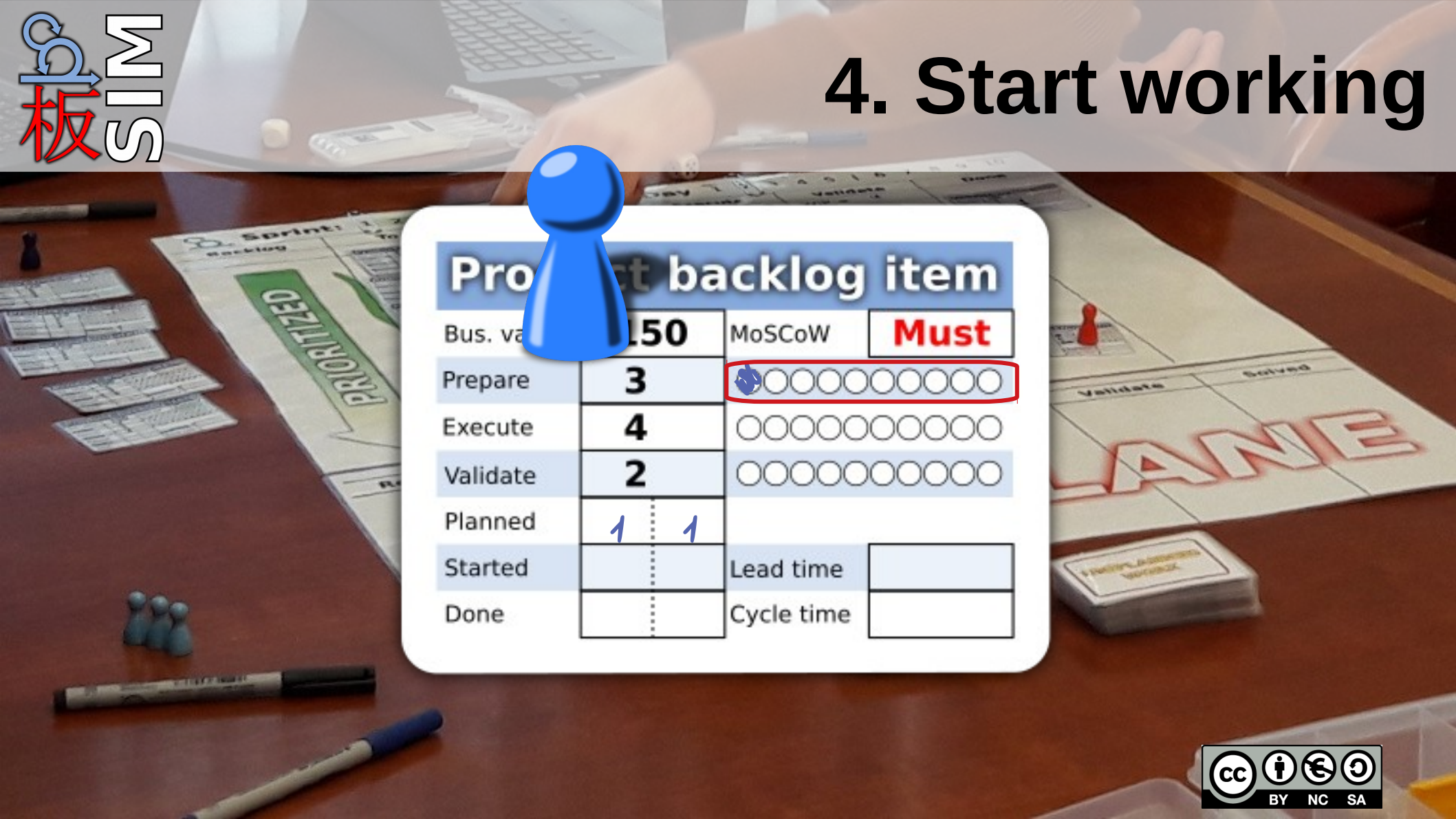
4. Start working – first day



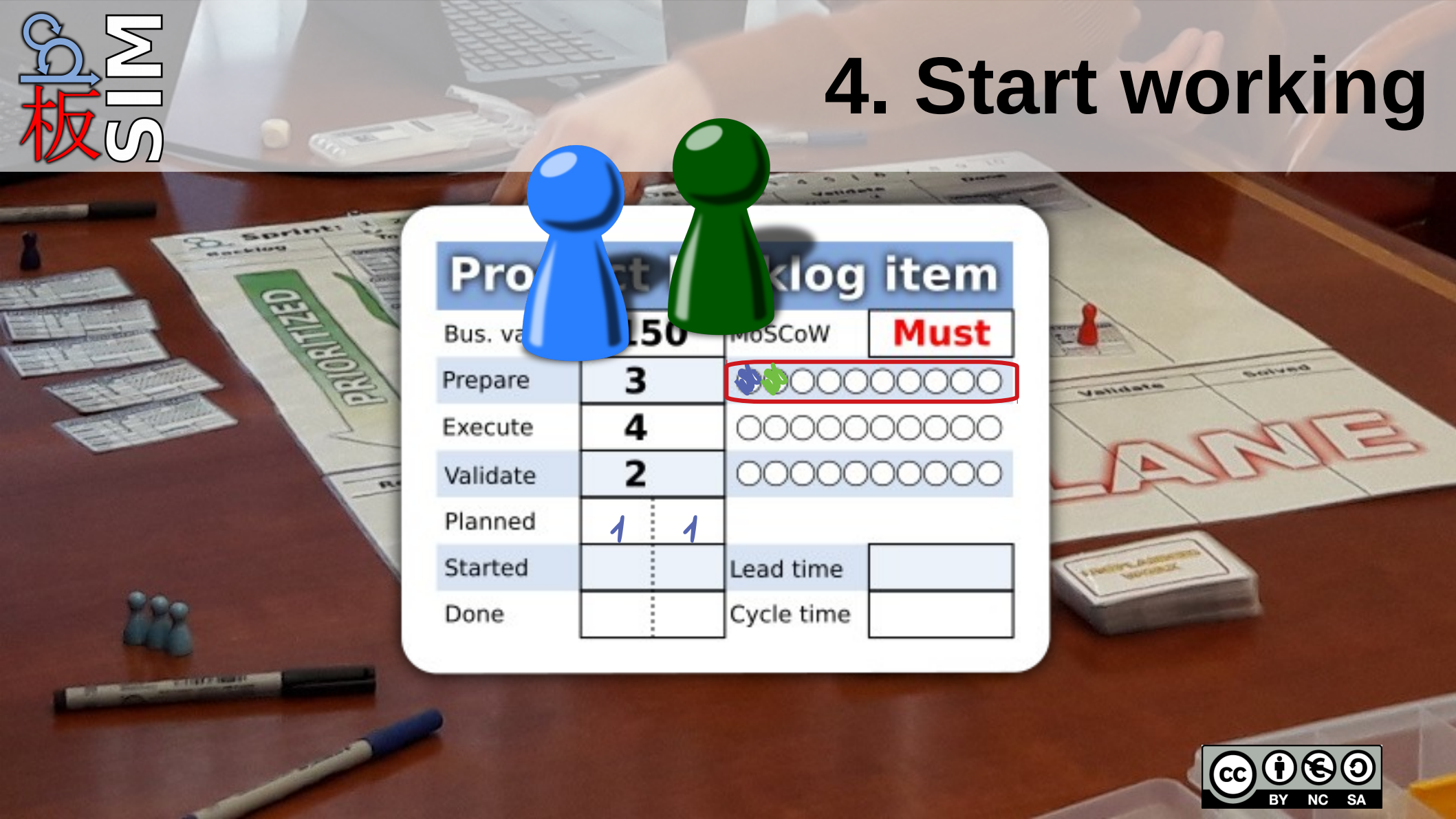
4. Start working

To do	Prepare
	WiP =

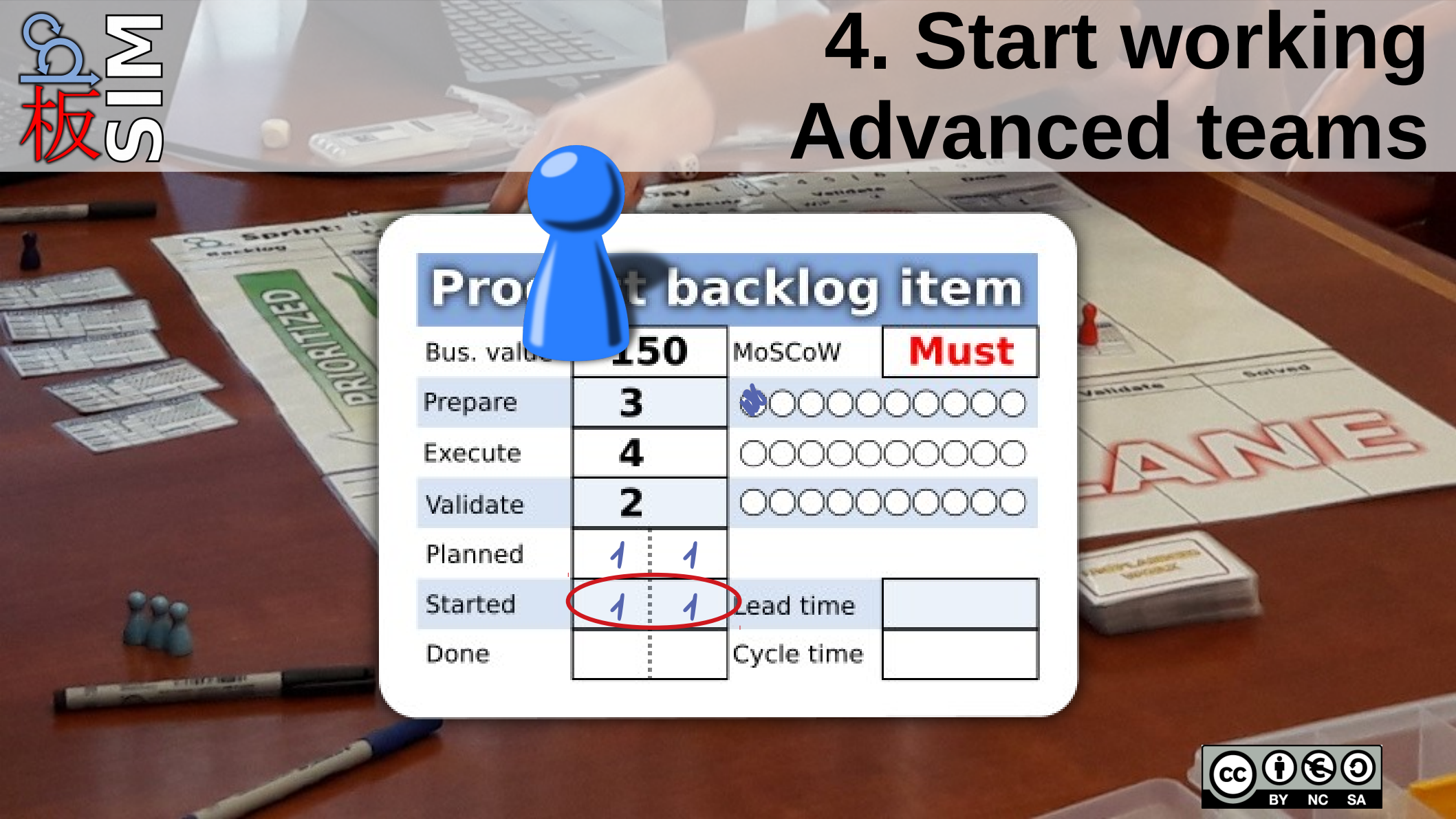
4. Start working



4. Start working



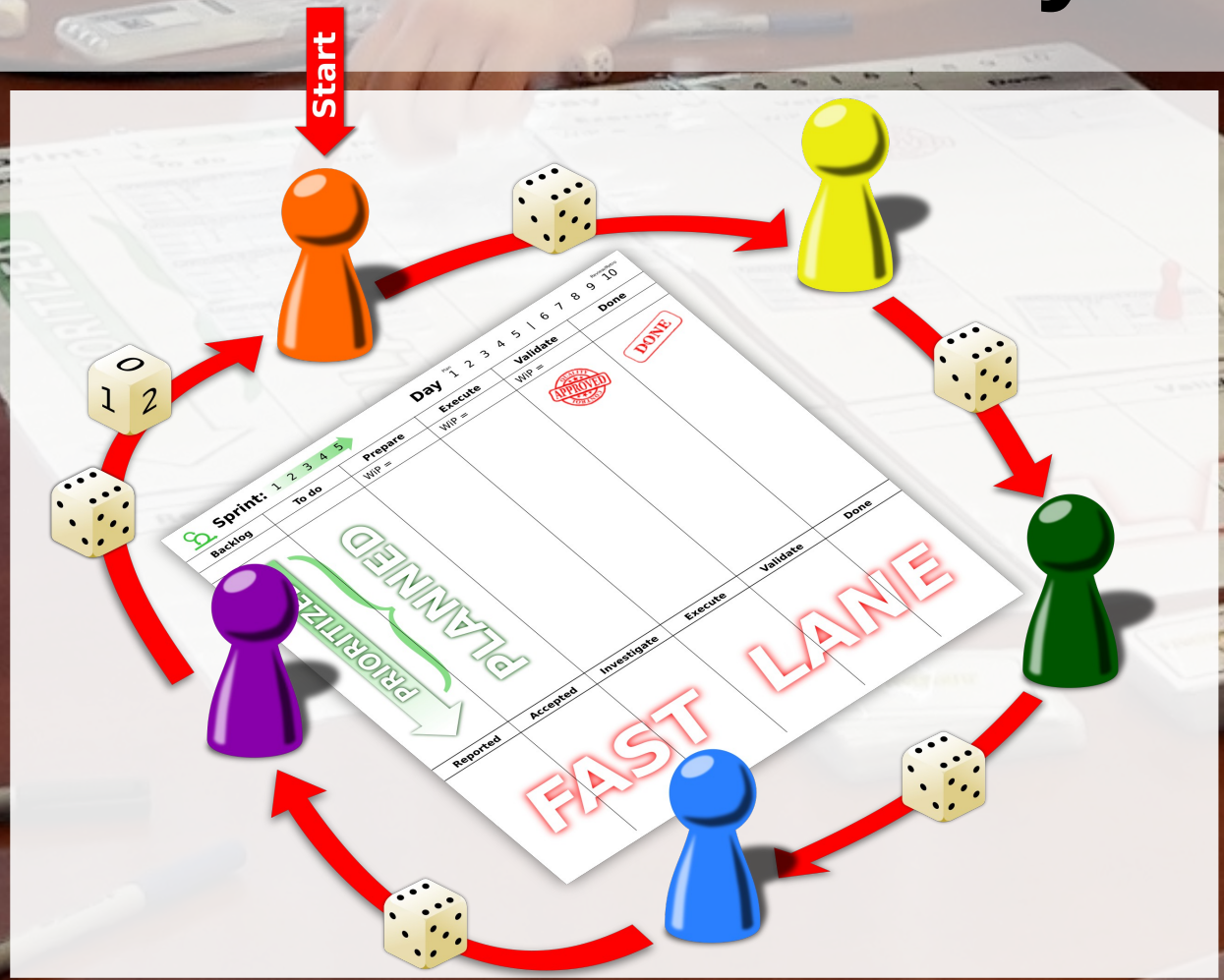
4. Start working
Advanced teams



4. 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

5. Play in rounds



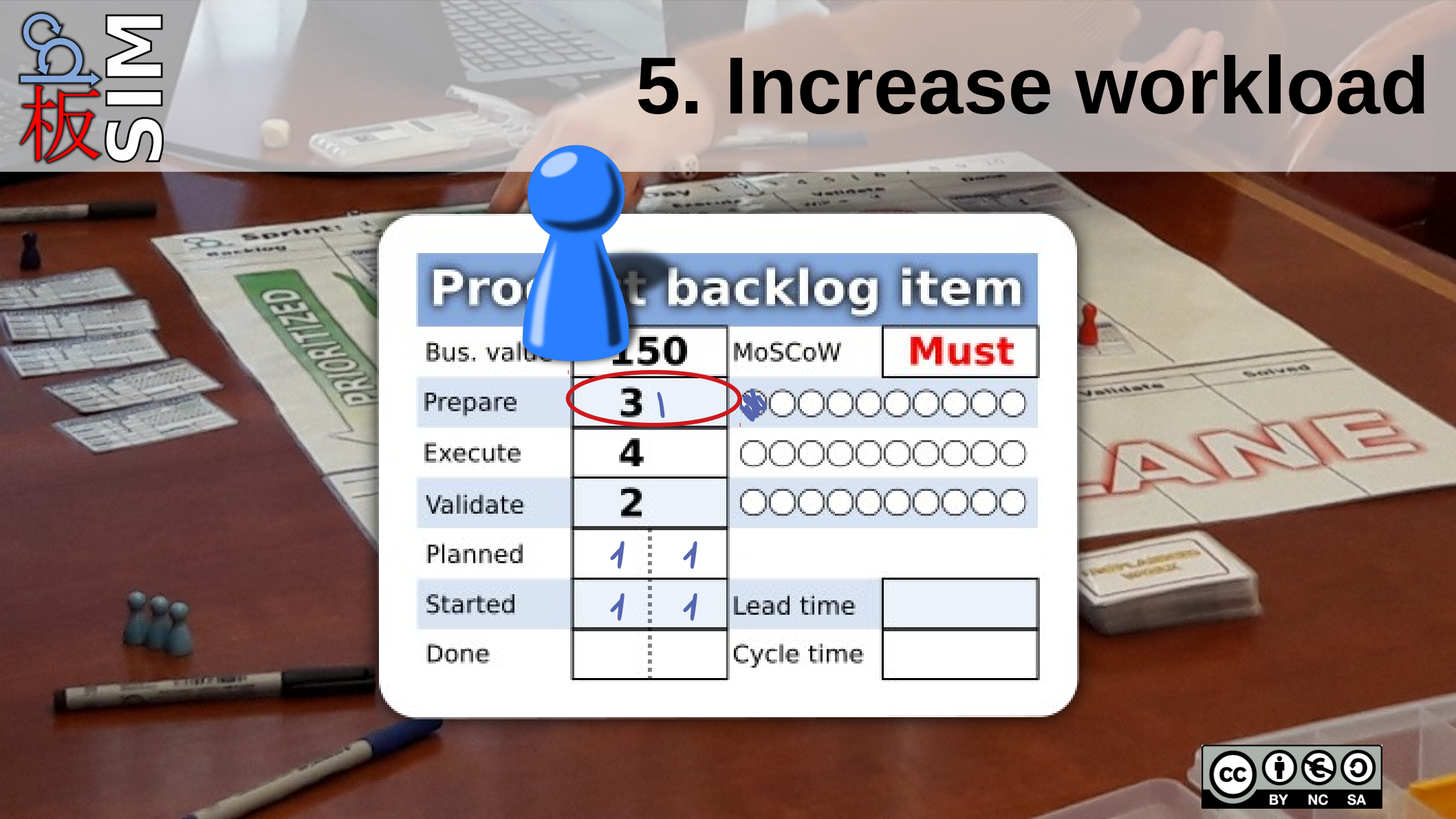
5. After each participant's round

- 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

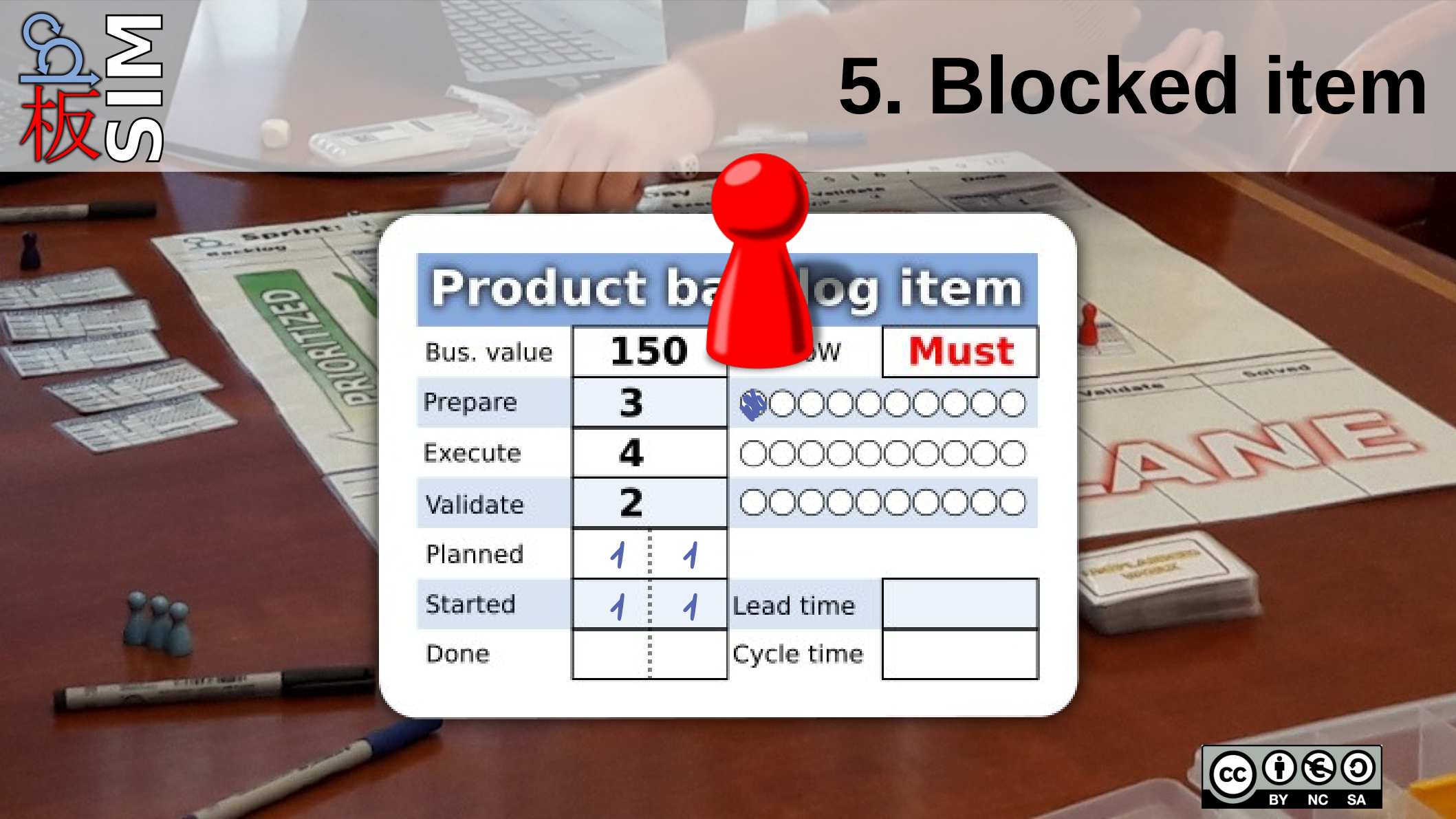
5. Why evolving insight?

- Something can take longer than expected
- You may need to wait for someone/something (a decision?)
- Or the opposite – something got clarified
- Something unforeseen can just happen (events)

5. Increase workload



5. Blocked item

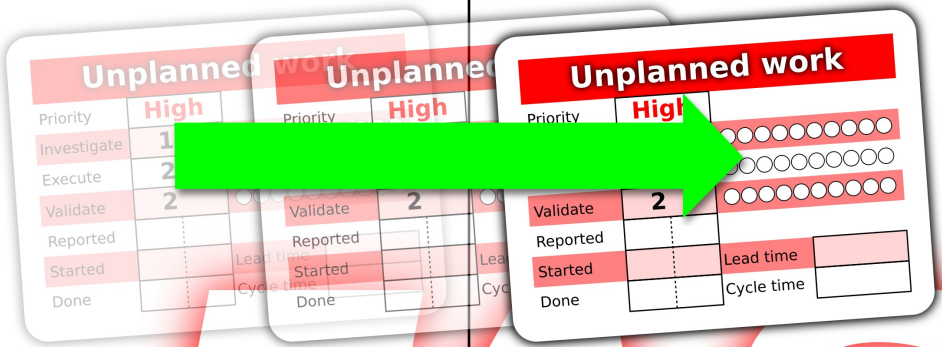


6. End of day

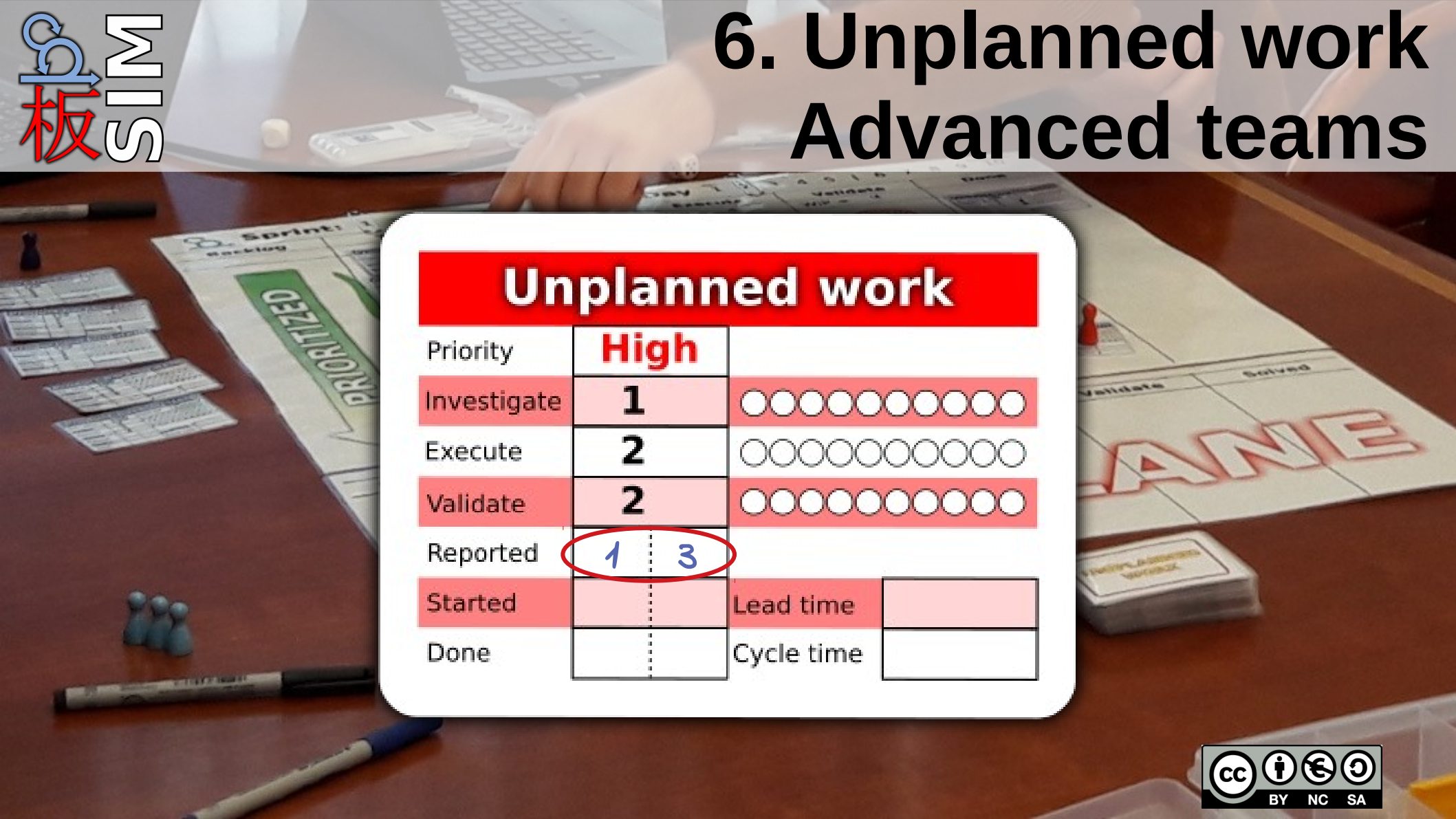
- Use the Unplanned work dice 

  - 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

6. Accepting unplanned work

Reported	Accepted
	

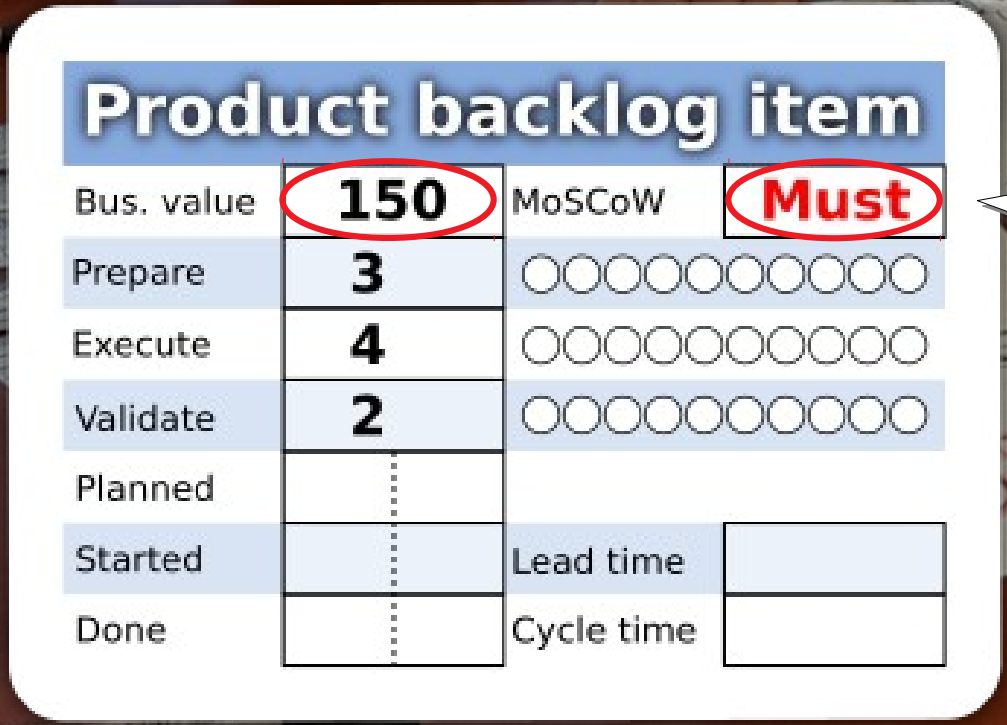
6. Unplanned work
Advanced teams



6. End of day

- Calculate value created/lost
  - Backlog item done: calculate value
  - Unfinished unplanned work: calculate penalty

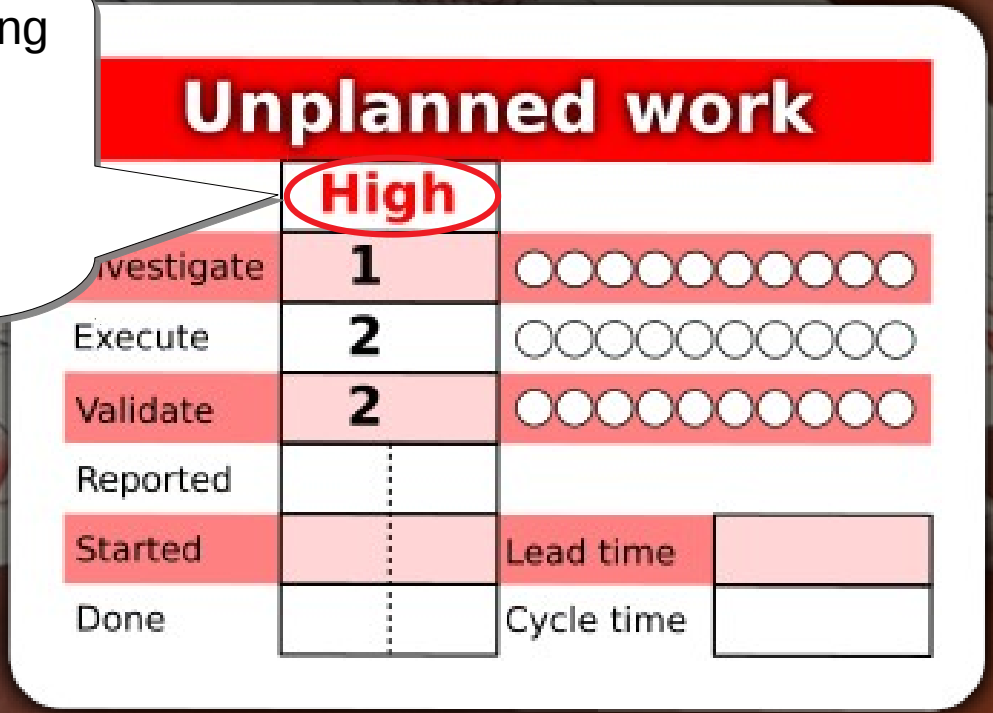
6. Create value

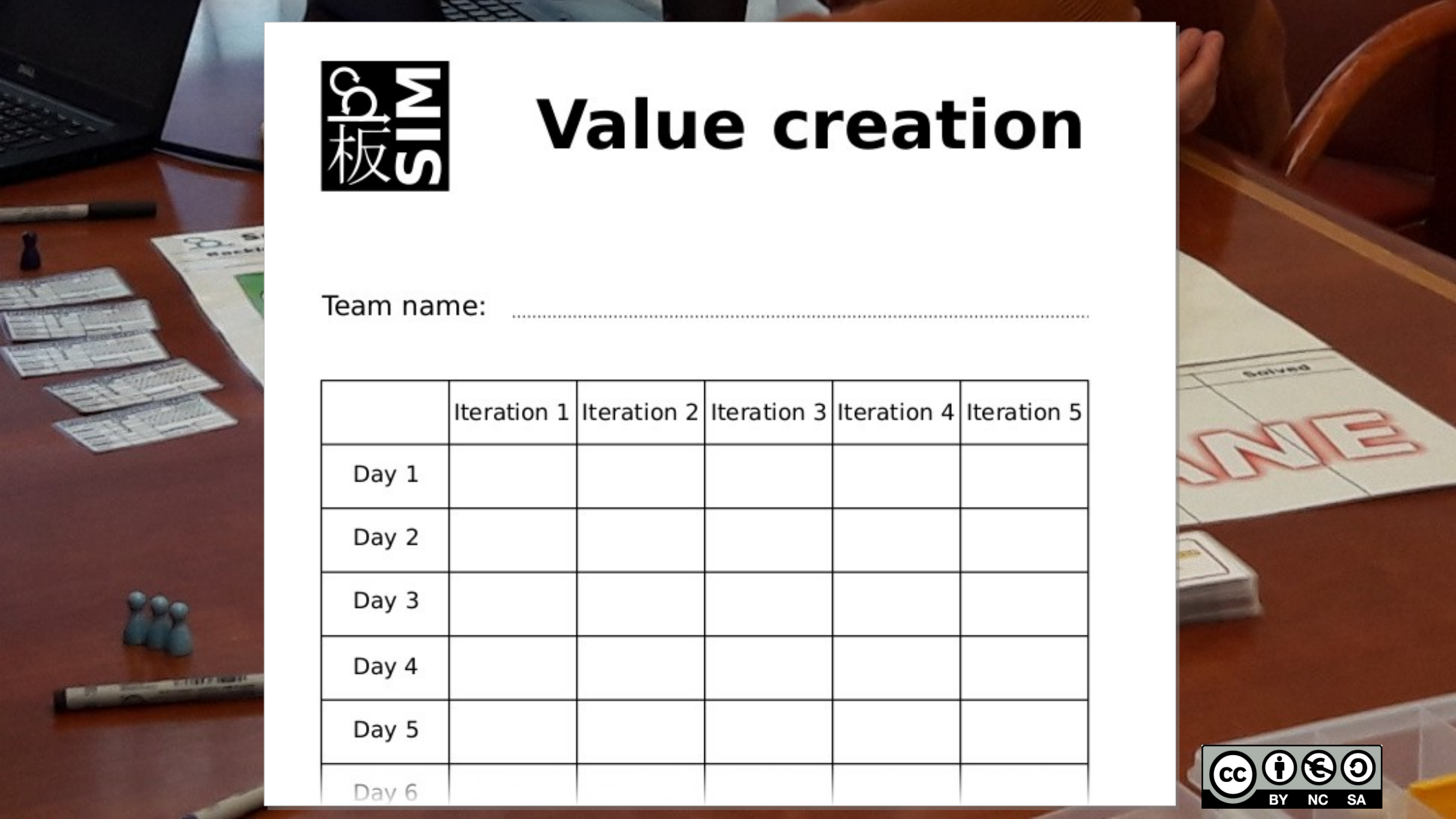


Business value x multiplier:
Must have: business value x 2
Should have: business value x 1
Could have: business value x 0,5
Won't have: business value = 0

6. Loose value

Penalty per day for not finishing unplanned work:
-1 for low priority
-5 for medium priority
-10 for high priority





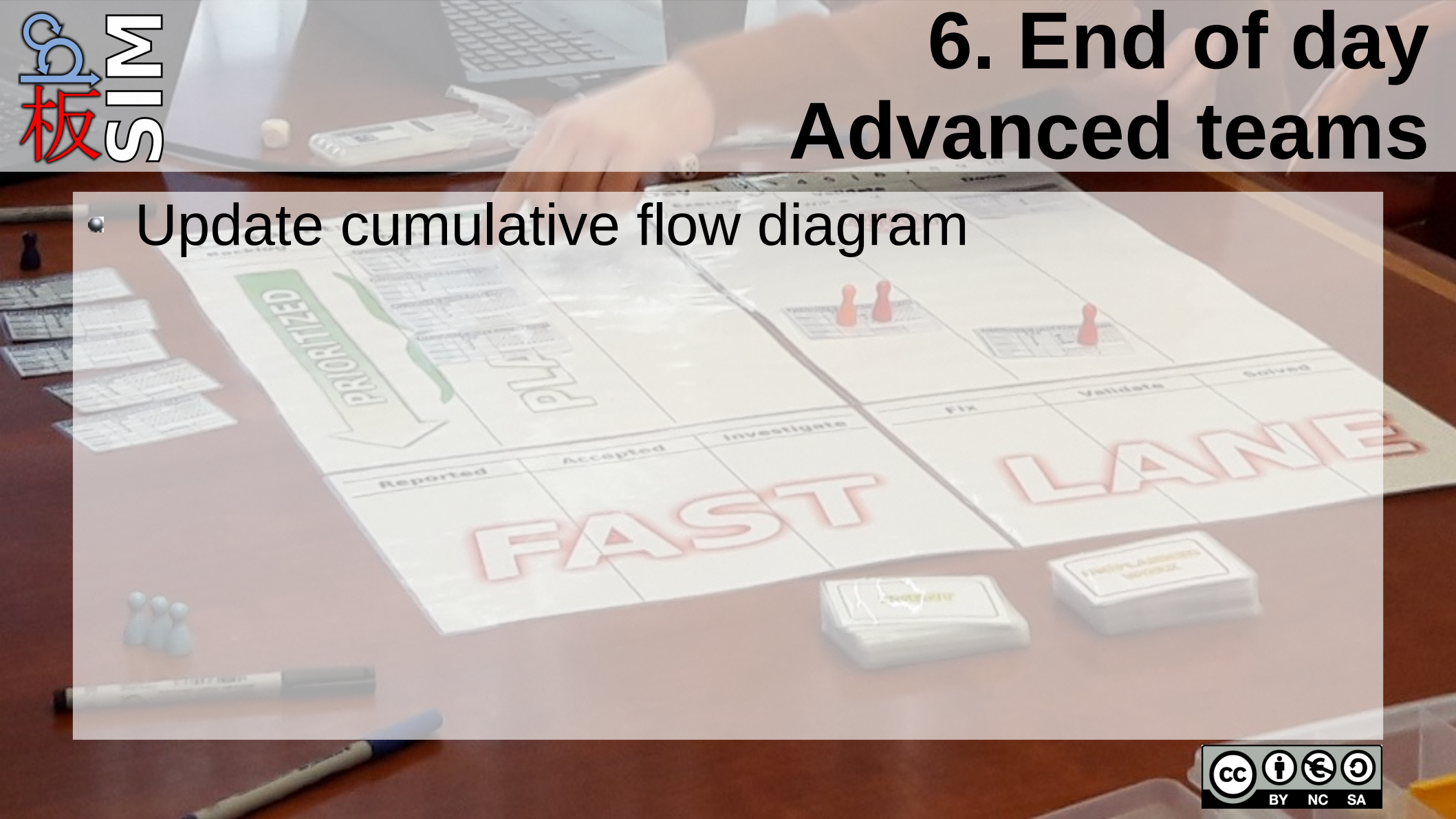
Value creation

Team name: .....

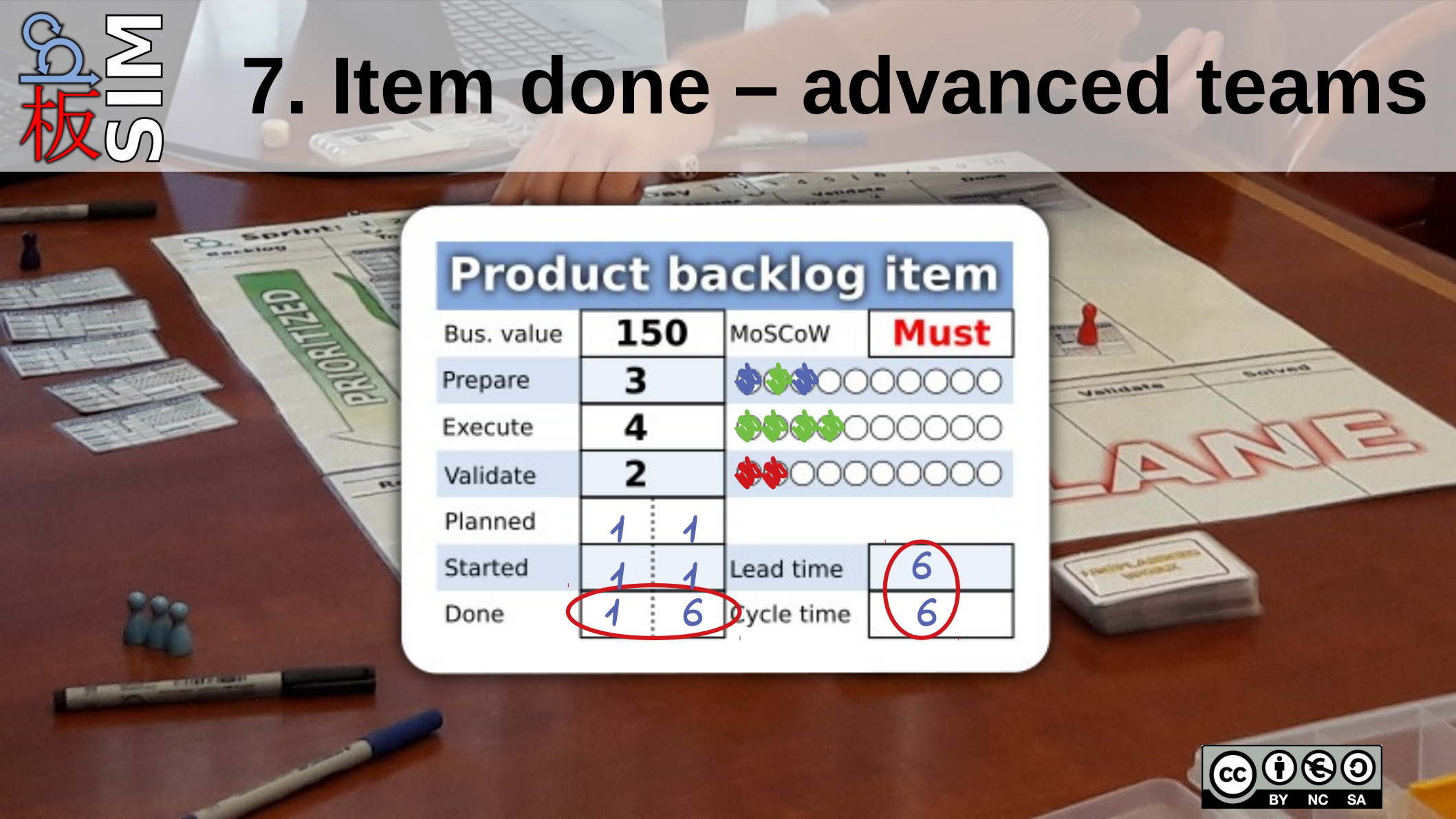
	Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5
Day 1					
Day 2					
Day 3					
Day 4					
Day 5					
Day 6					

6. End of day
Advanced teams

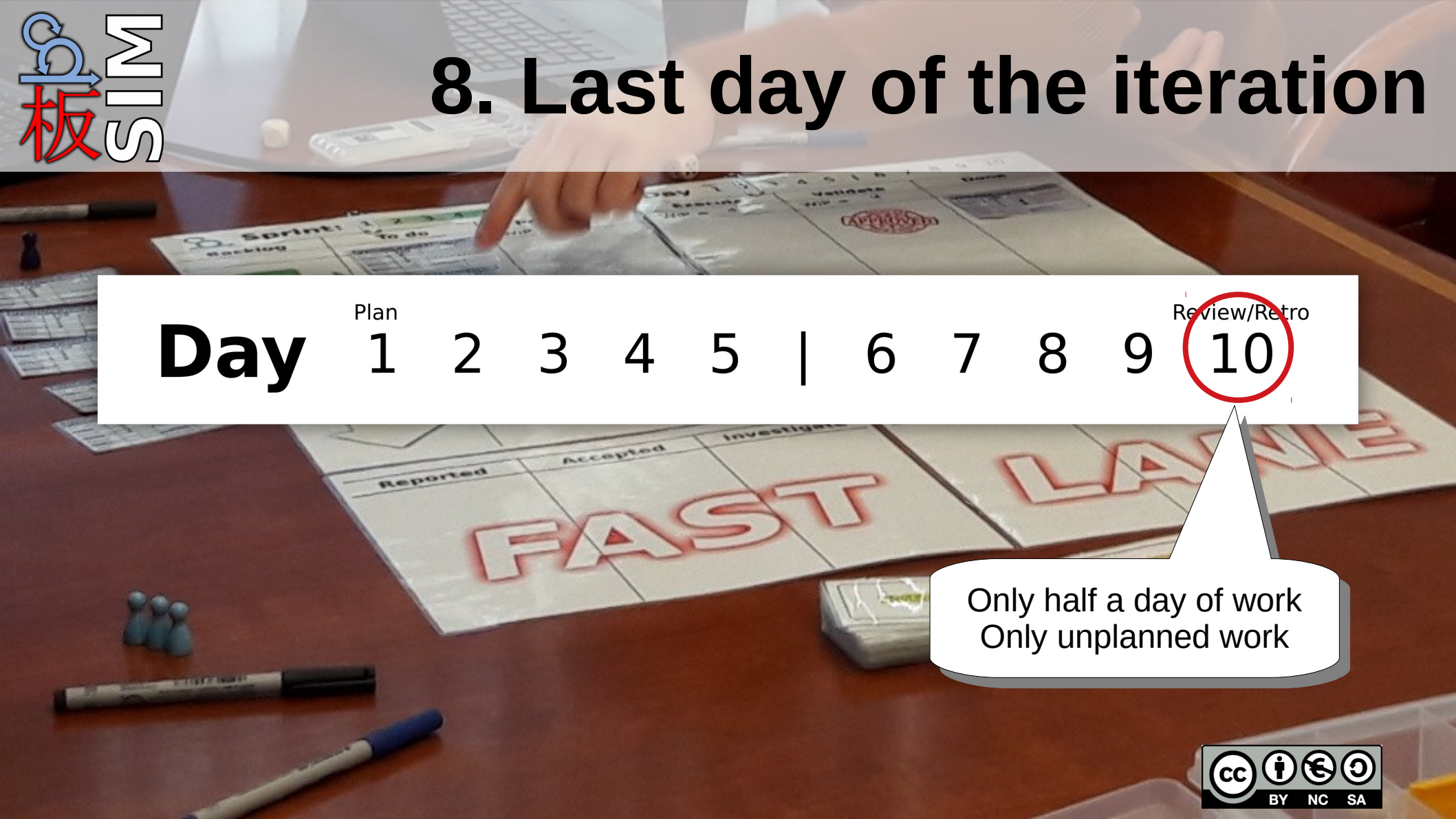
- Update cumulative flow diagram



7. Item done – advanced teams



8. Last day of the iteration



9. At the end of the iteration

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

Enjoy the simulation!