



Original picture source: shirt.woot.com

Scrumban [R]Evolution

What is your next step?

# AGENDA

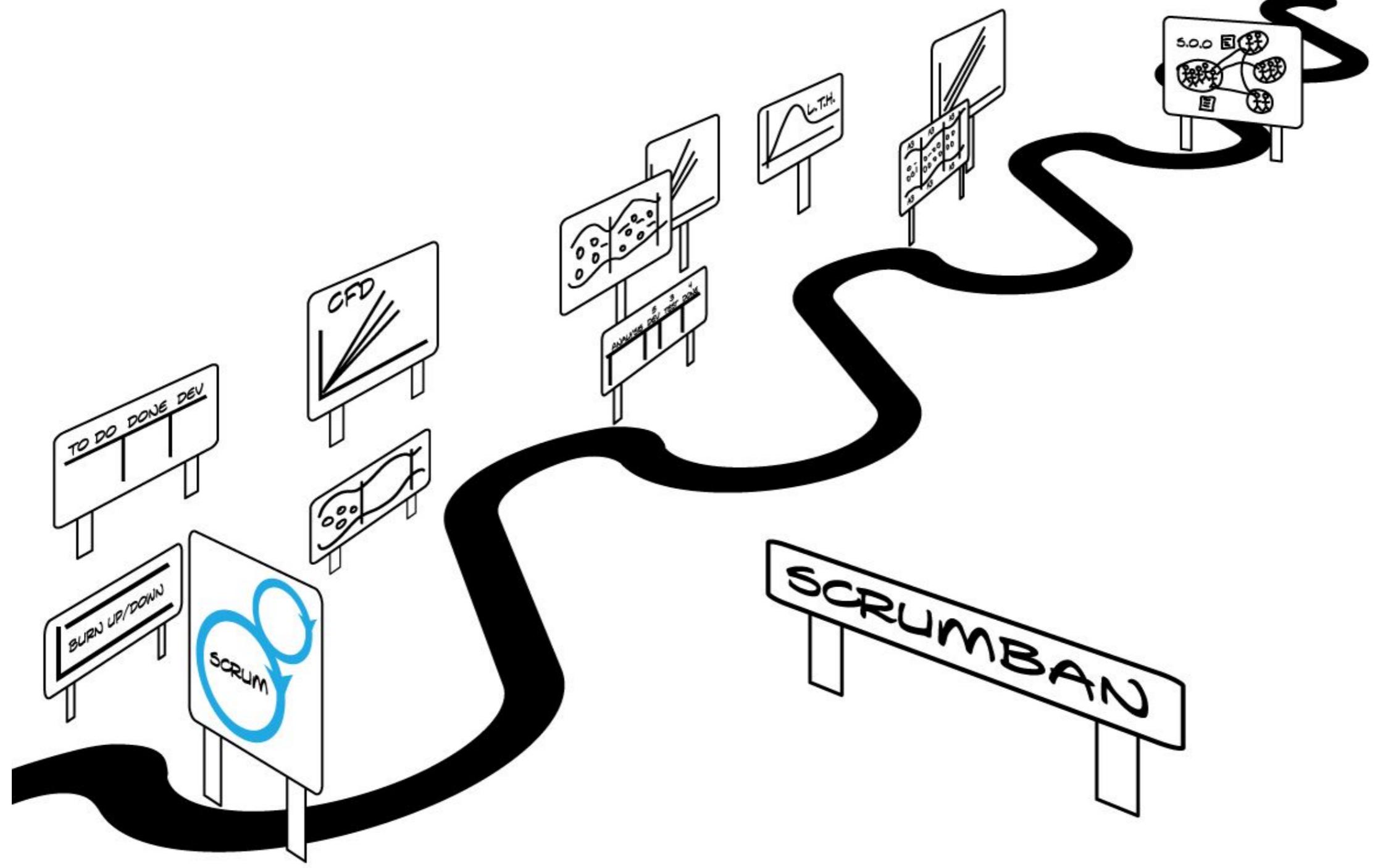
## Scrumban

## 5 GUIDING QUESTIONS

## 5 Steps of evolution



Source:  
<http://pictures4ever.eu/people/view-of-rocks-166489>



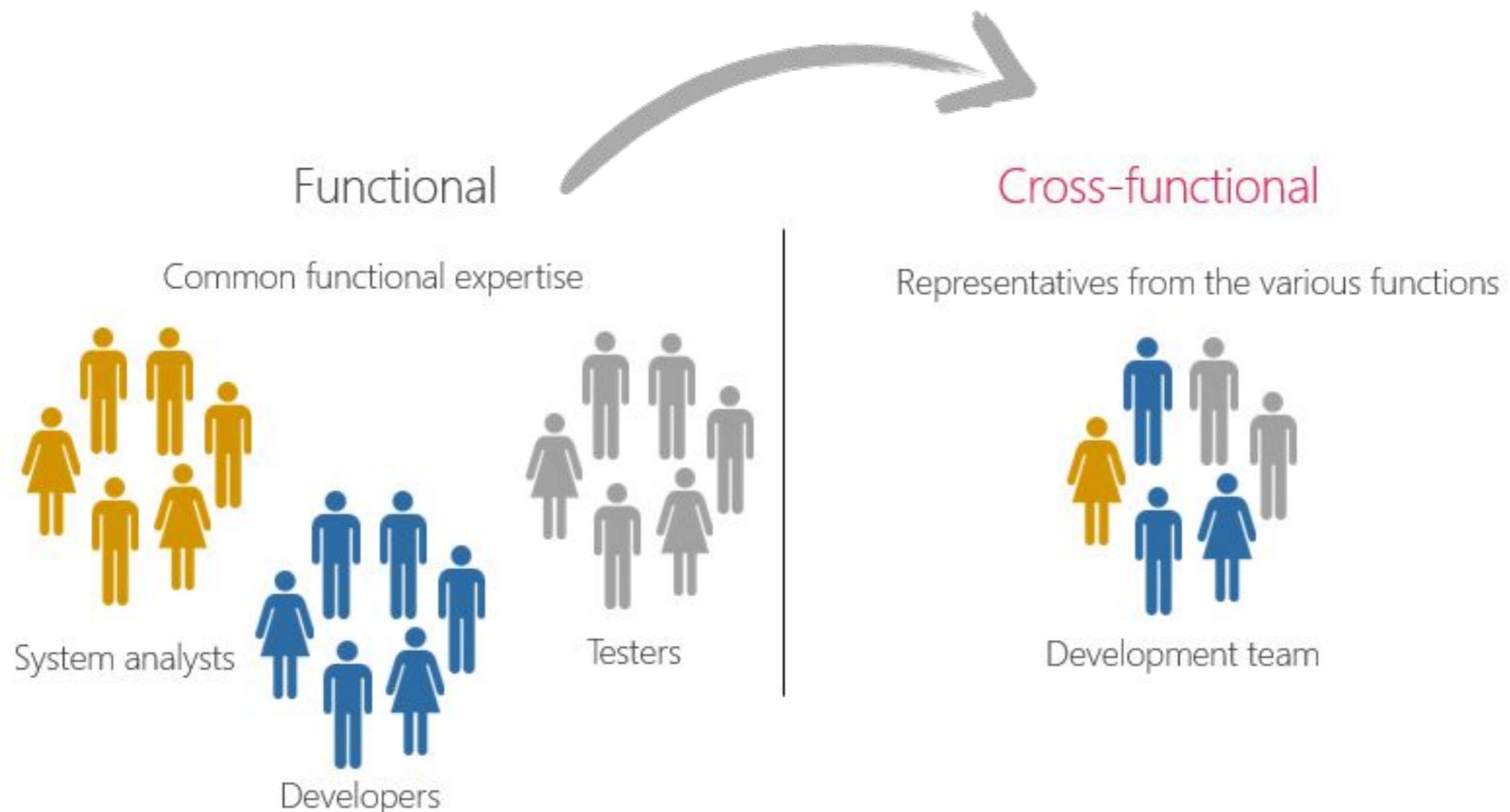
Source: <http://www.scrumban.io/>

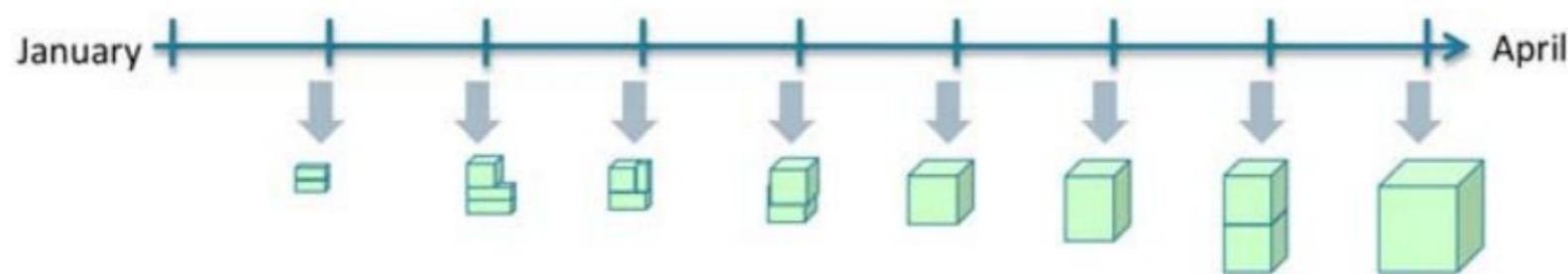
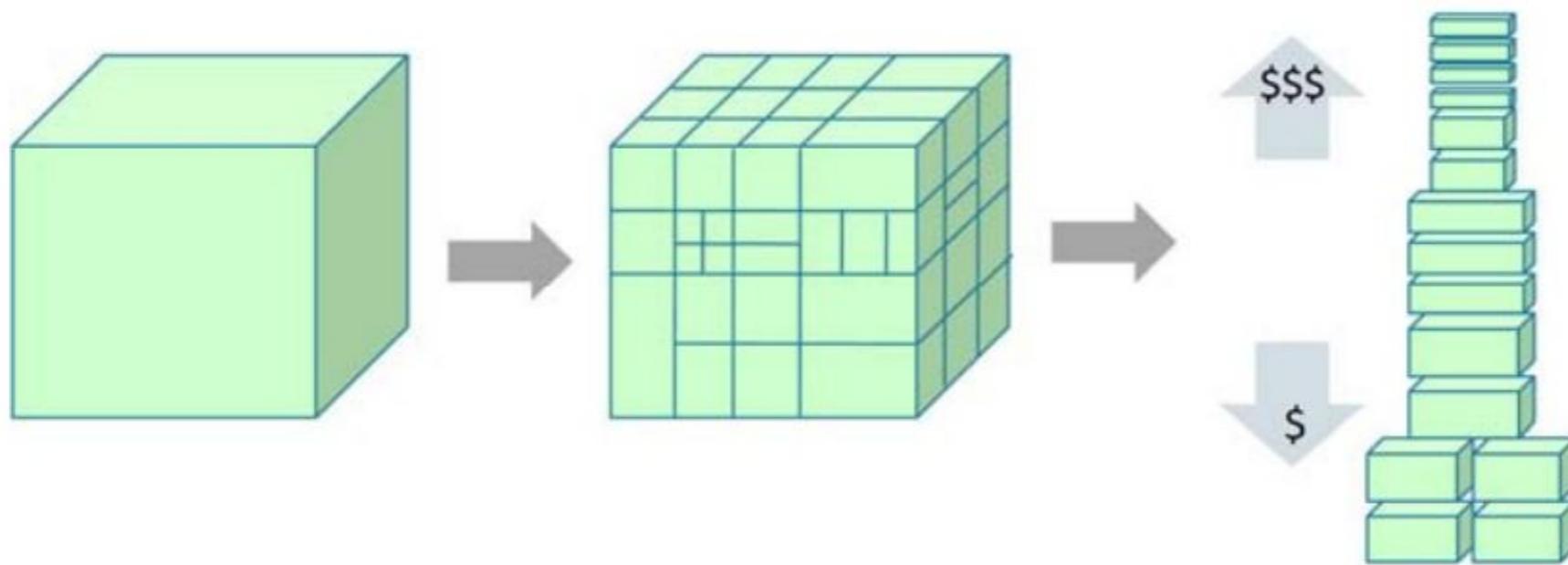


**SCRUM**

# Cross functional teams

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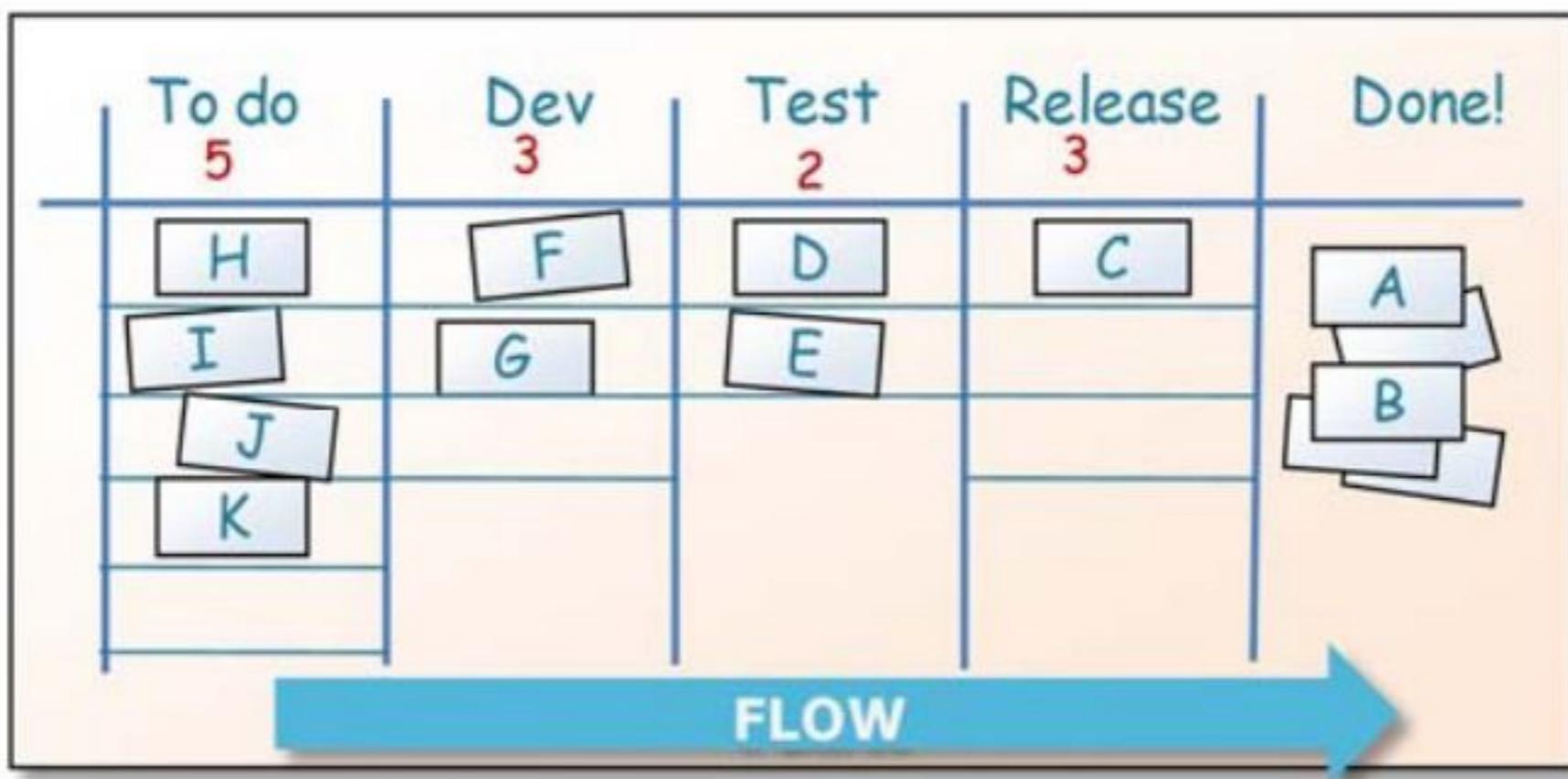




# KANBAN

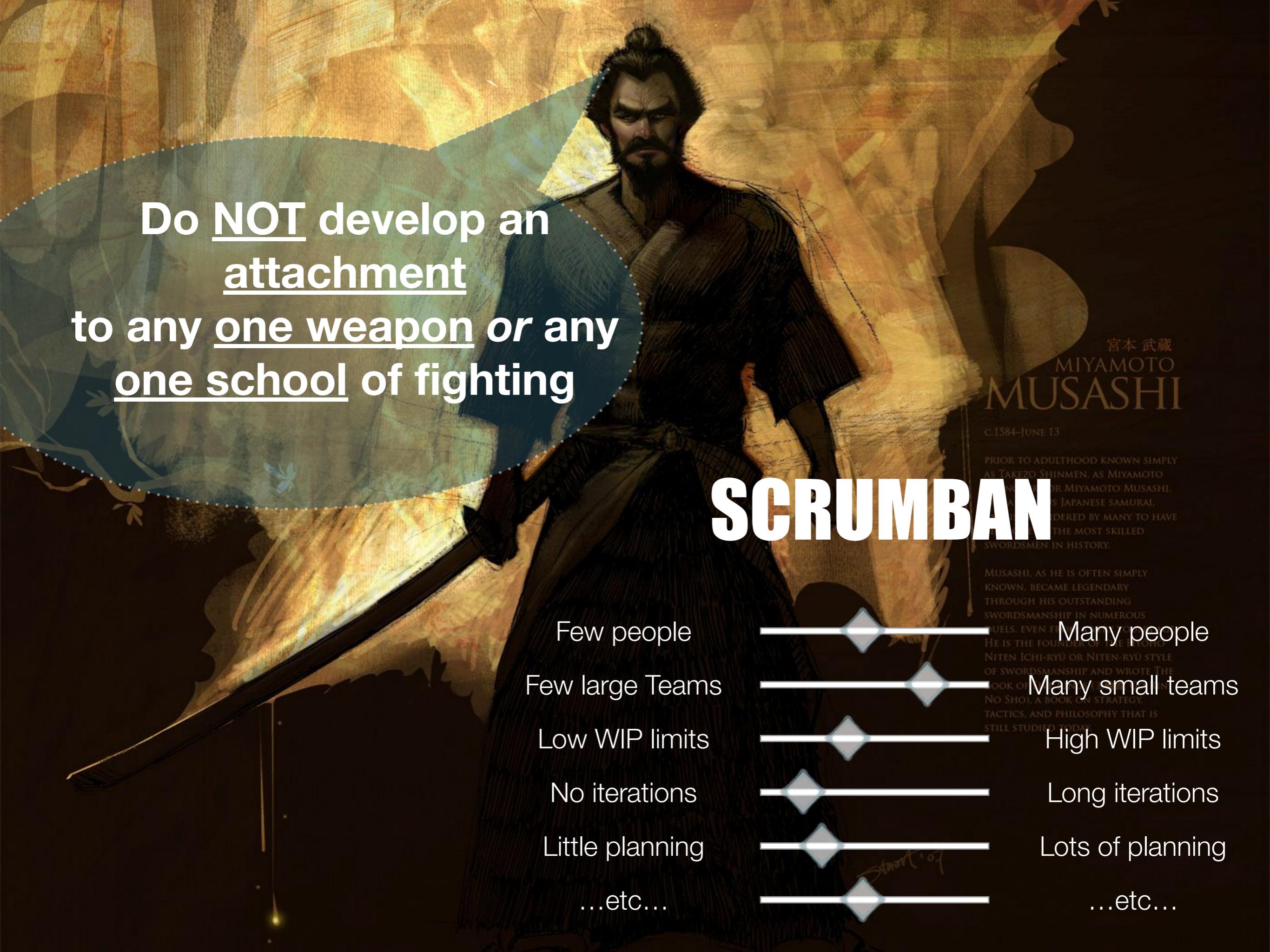
# VISUALIZE WORKFLOW

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

Few people

Few large Teams

Low WIP limits

No iterations

Little planning

...etc...

Many people

Many small teams

High WIP limits

Long iterations

Lots of planning

...etc...

	<b>Scrum</b>	<b>Kanban</b>	<b>Scrumban</b>
<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

	<b>Scrum</b>	<b>Kanban</b>	<b>Scrumban</b>
<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**.



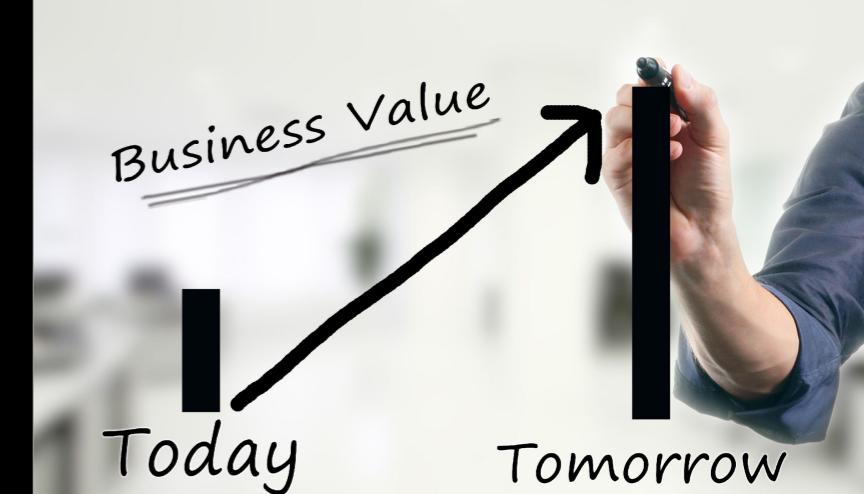
Source: <http://www.pedalinn.com/faq/>

5

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



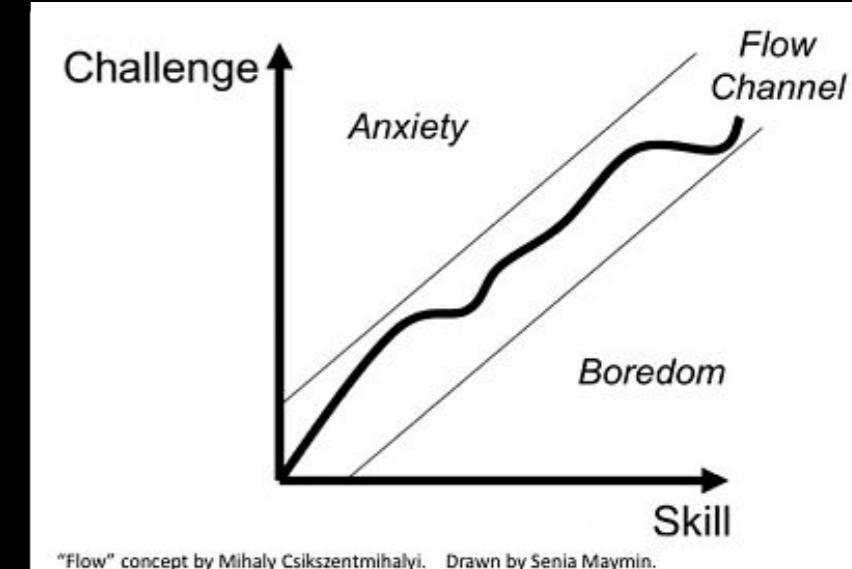
Source:  
<https://www.asigovernment.com/files/images/earnedValueManagement.png>



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

VALUE

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" concept by Mihaly Csikszentmihalyi. Drawn by Senia Maymin.

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



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

# FLOW

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



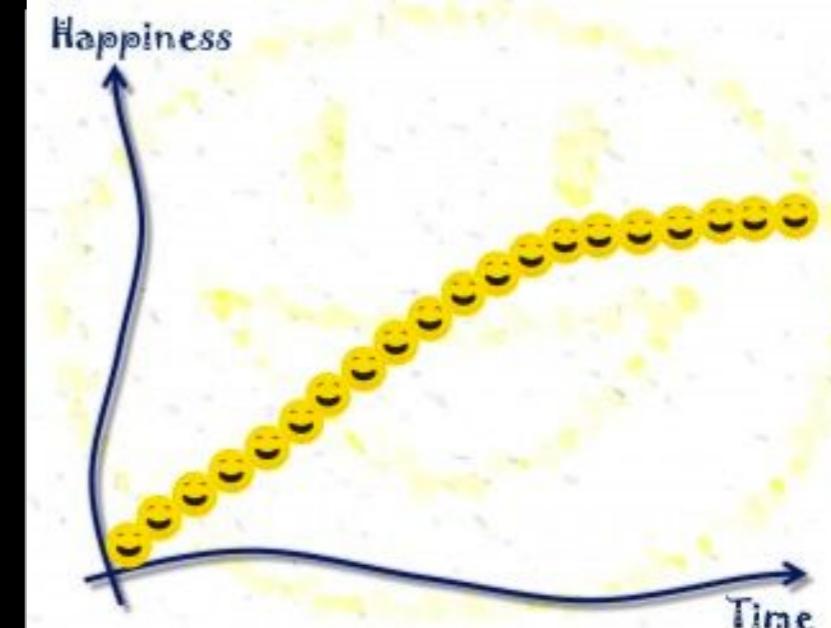
Source:  
<http://www.newtonint.com/sites/default/files/Quality.jpg>



Source:  
<https://www.youtube.com/watch?v=vK6JIMtceUc>

**QUALITY**

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



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

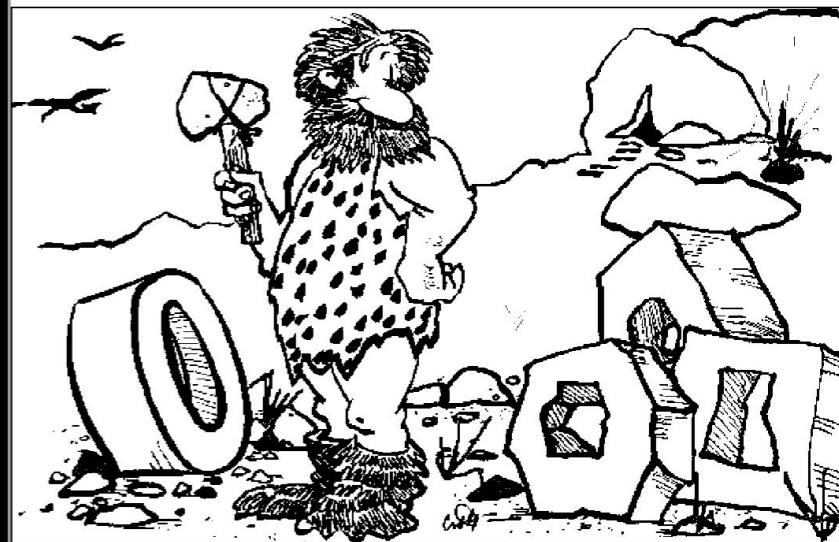


Source:[https://c1.staticflickr.com/5/4086/5206722465\\_b71e0a8357\\_b.jpg](https://c1.staticflickr.com/5/4086/5206722465_b71e0a8357_b.jpg)

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://forestpolicypub.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](http://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

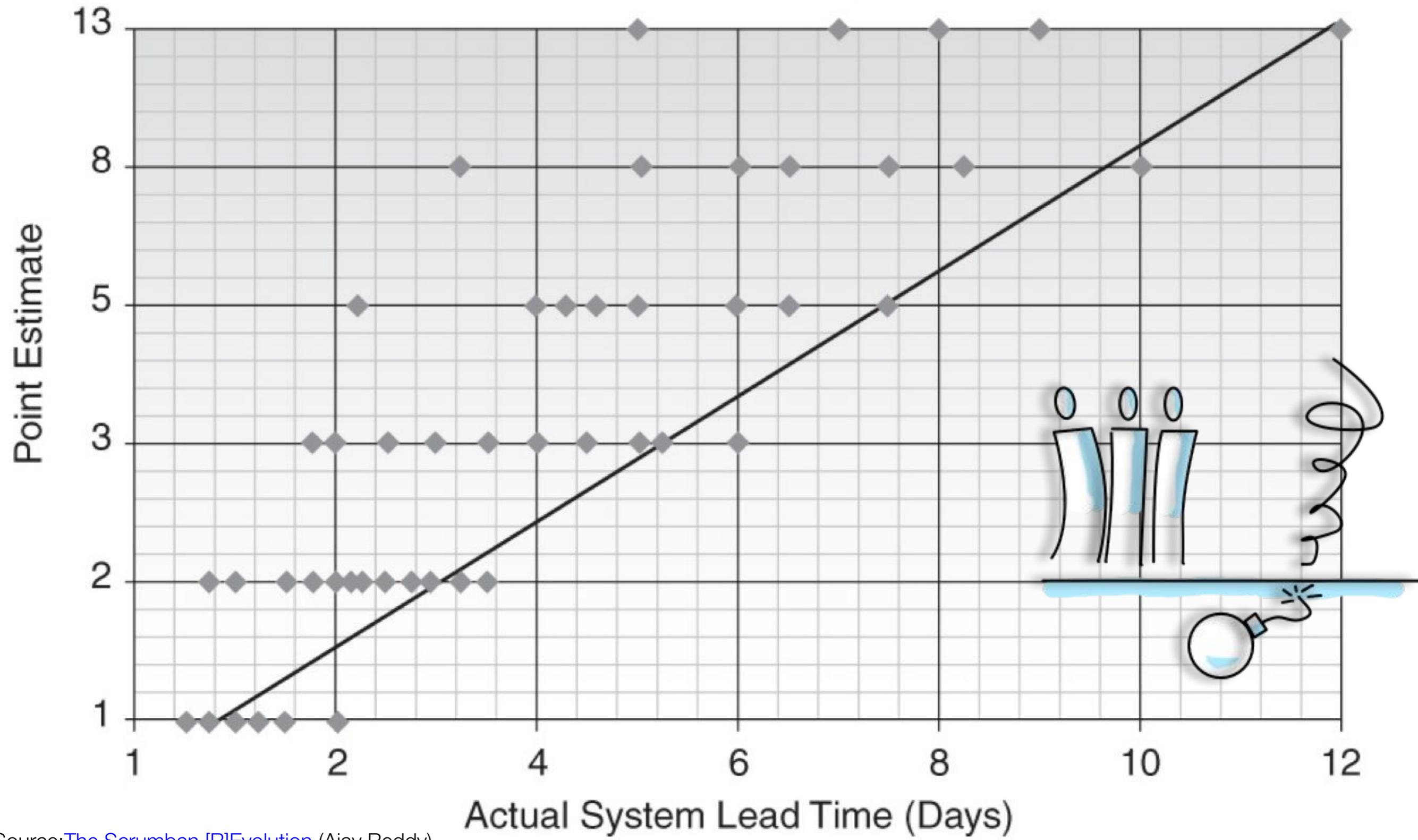


**Stories** need to be accessed for their **fitness for purpose**, NOT estimated

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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.**



waste

Source: [#NoEstimates book](#) (Vasco Duarte)



# Proper Slicing

S

M

L

**1-3 days**

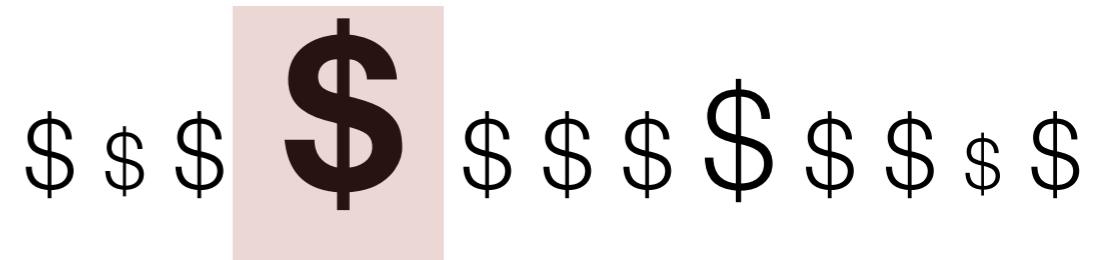
**3-6 days**

**6-12 days**

Nothing bigger than L

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

Find **most valuable stories**



**Slice** stories

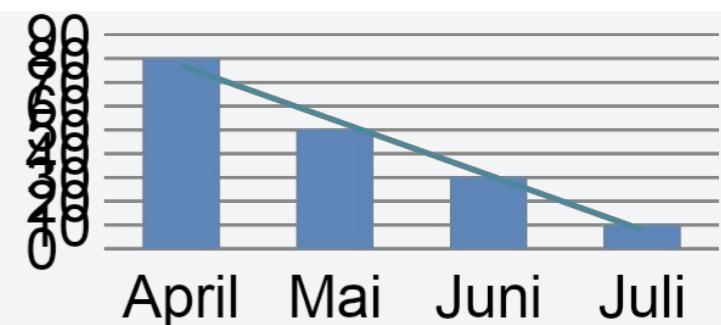
Too  
BIG



**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**

**TODOS**  
im Code  
Comment - Daten  
Engl. Wörter -  
Städte

**OPS** MT:3

gemeinsames  
Ideen Brain-  
Storming +  
**EXPERIENCE!**  
→ PROJEKT  
Gemeinsame → zu  
Projekten O. neuen  
Produktiven zusammen  
BUILD CHAIN PROJEKT

**OPS** MT:3 Meetings (cont.)  
101  
5 min  
+ more optional

**OPS** MT:3  
USE CASE Bezug  
• Sprint-Planung  
• Groomings

**OPS** MT:3  
Build  
vorstellen  
(Dashboard)

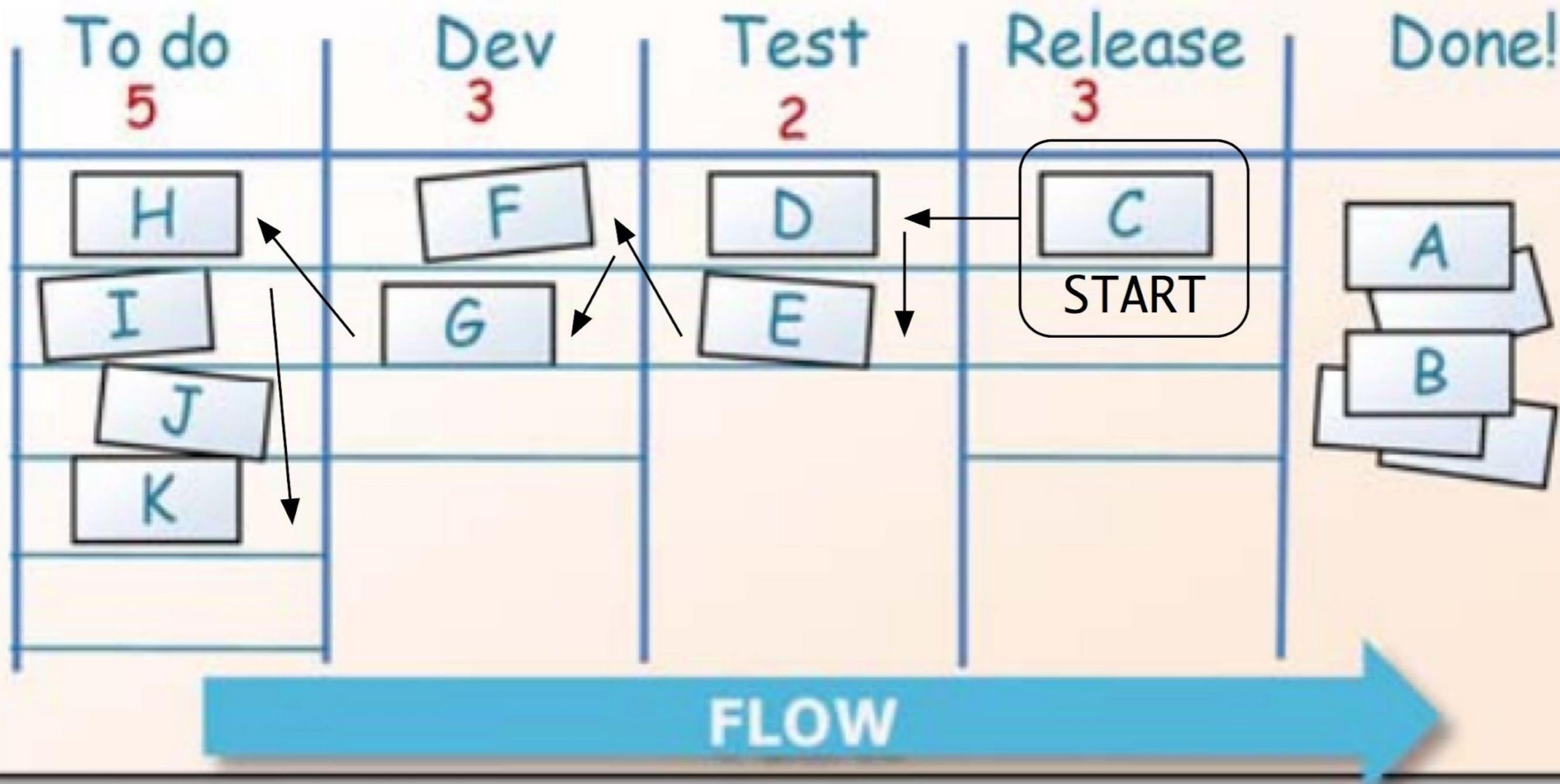
**OPS** MT:3  
Team Tech  
Rückblick (Clean Code)  
- Stephan  
Setup

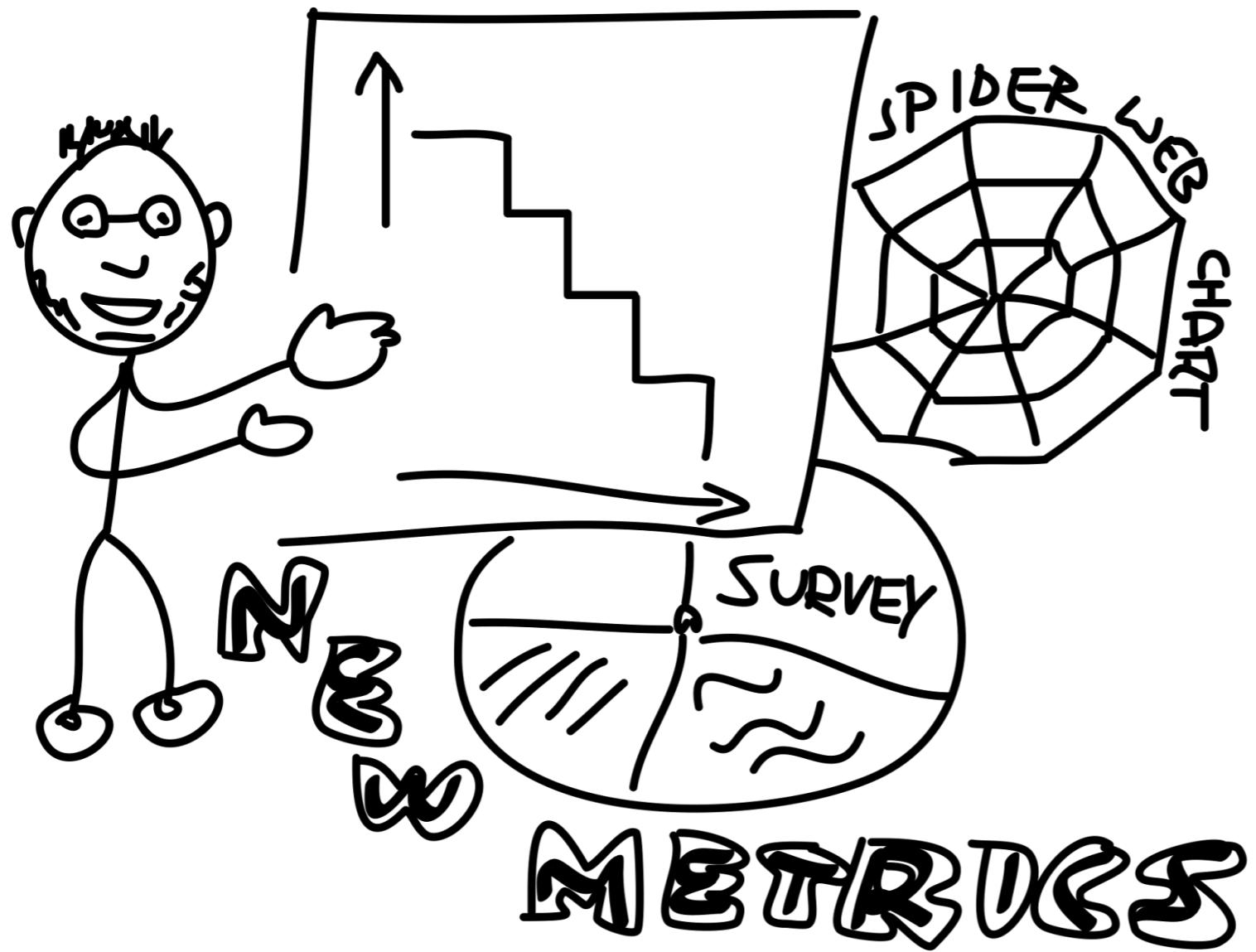
**OPS** MT:4  
Sync

**OPS** MT:4  
Build  
vorstellen  
(Dashboard)

**SOPR** MT:4  
Rekord  
GP Hele  
Sprint  
Review  
→ PROJEKT

**OPS** MT:4  
Sync  
Build  
vorstellen  
(Dashboard)





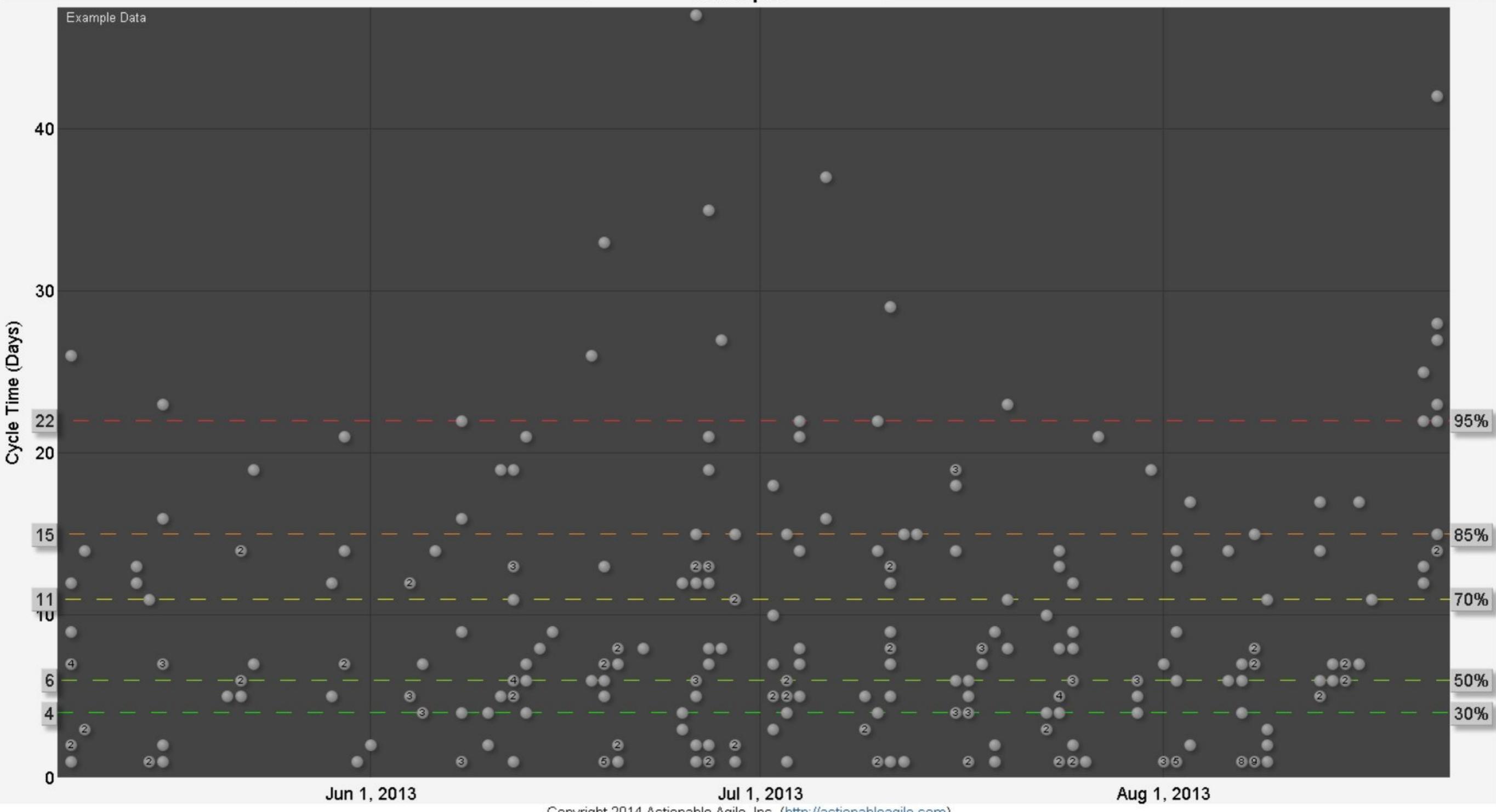
WIP

Cumulative  
Flow  
Diagram  
Scatterpl  
ot

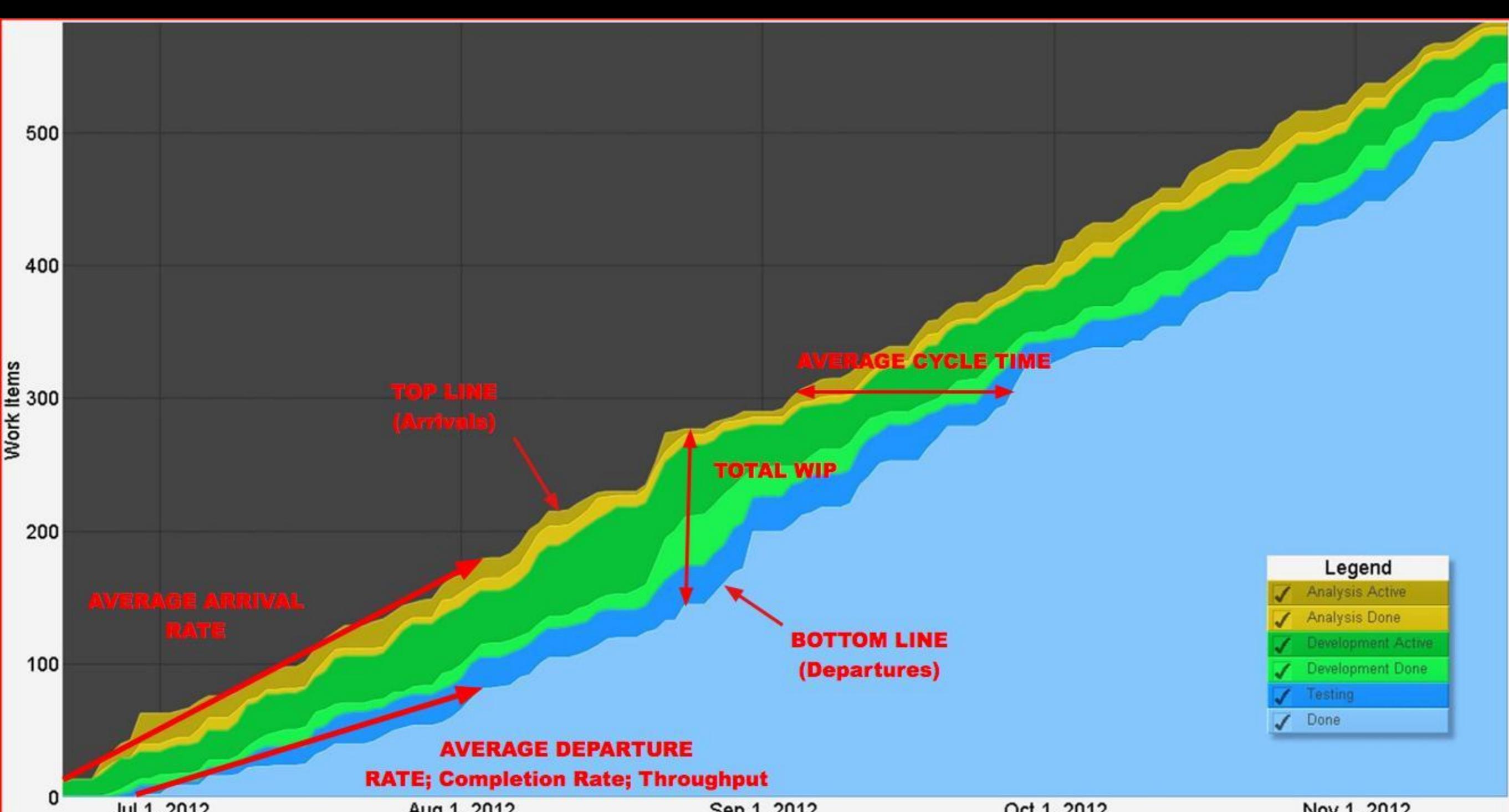
Cycle  
Time

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>

/

The screenshot shows the 'All Time High Scores' section of the GetScrumban website. It is divided into two main sections: 'Full Game Mode' and 'Quick Game Mode'. Each section has a table with 'Team Name' and 'Score' columns.

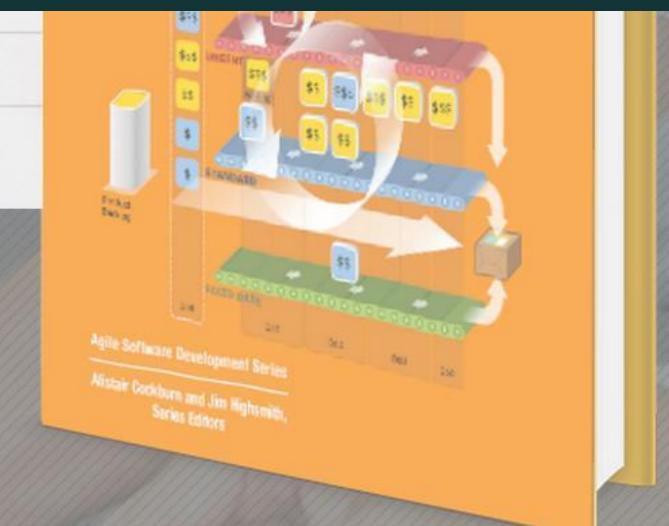
Team Name	Score
SebastianRadics	\$61,830
Ard	\$53,620
Routing Ninja	\$43,155

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



# TAKE THE CHALLENGE!?

Watch Qck	\$39,895
Unumification	\$38,550
Kilter	\$15,280
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>

F  
O  
L  
L  
O  
W



t

@SebastianRadics

March 12, 2015

# Scrum and ScrumBan as it's next evolutionary step

Scrum and its 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

M  
E

