

# *Scrum and Kanban Like Chocolate and Peanut Butter*

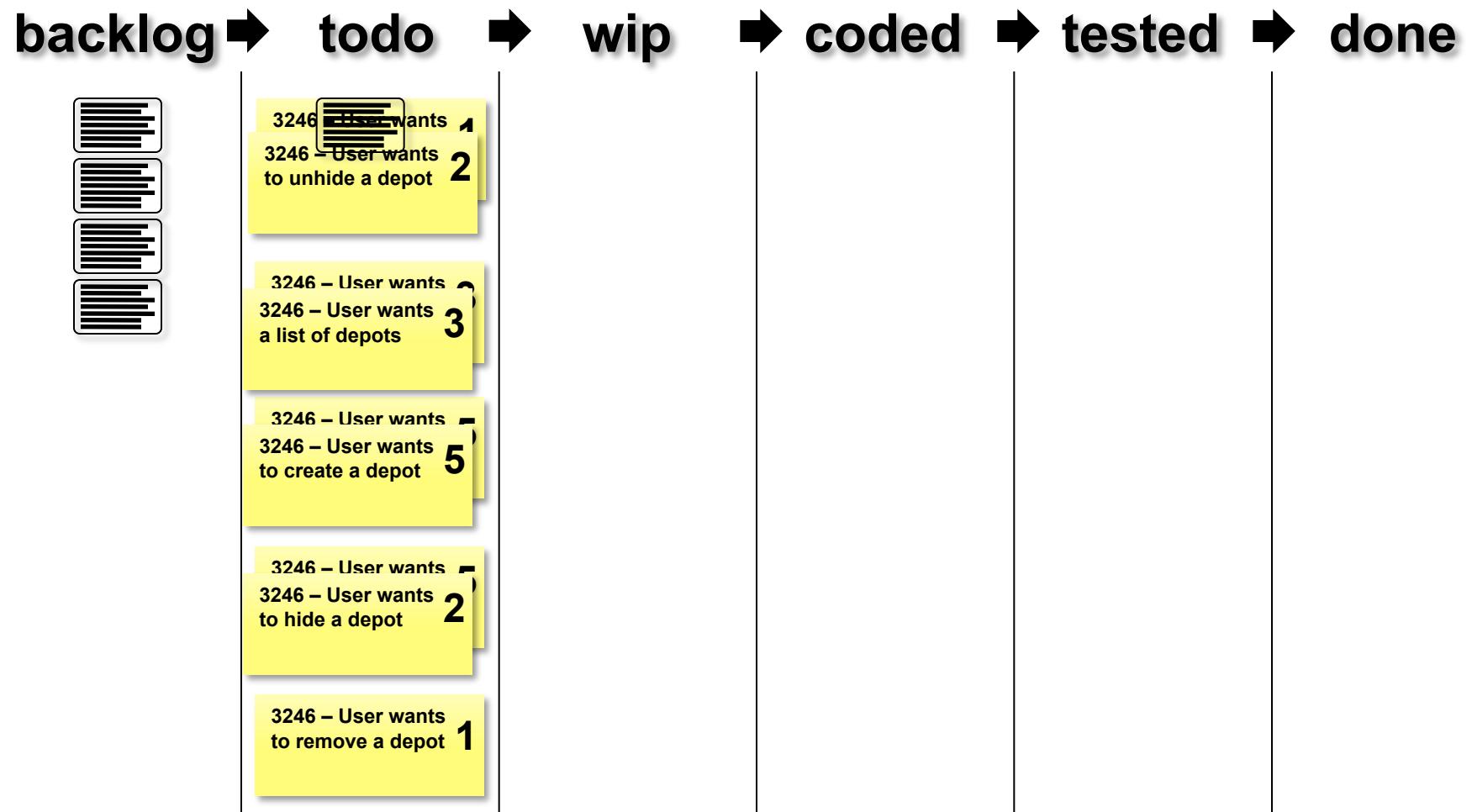


*Damon Poole – CTO, AccuRev*

# Overview

- Bird's eye view of Scrum
- Brief intro to KanBan
- Three categories of Scrum problems
  - Too much WIP
  - Rigidity
  - Scaling
- Q&A

# Scrum



# Scrum

**backlog** → **todo** → **wip** → **coded** → **tested** → **done**



3246 – User wants  
to rename a depot **1**

3246 – User wants  
to unhide a depot **2**

3246 – User wants  
a list of depots **3**

3246 – User wants  
to hide a depot **2**

3246 – User wants  
to create a depot **5**

3246 – User wants  
to copy a depot **3**

3246 – User wants  
to combine depots **5**

3246 – User wants  
to split a depot **5**

3246 – User wants  
to remove a depot **1**

# Scrum

**backlog ➔ todo ➔ wip ➔ coded ➔ tested ➔ done**



3246 – User wants 1  
3246 – User wants 2  
to unhide a depot

3246 – User wants 3  
3246 – User wants 3  
a list of depots

3246 – User wants 5  
3246 – User wants 5  
to create a depot

3246 – User wants 2  
3246 – User wants 2  
to hide a depot

3246 – User wants 1  
to remove a depot

# Scrum Values

- **Self Organization**
- **Product Owner**
- **Short Iterations**
- **Xfunctional Teams**



**Don't abandon Scrum for  
Kanban because  
“Scrum isn't working”**

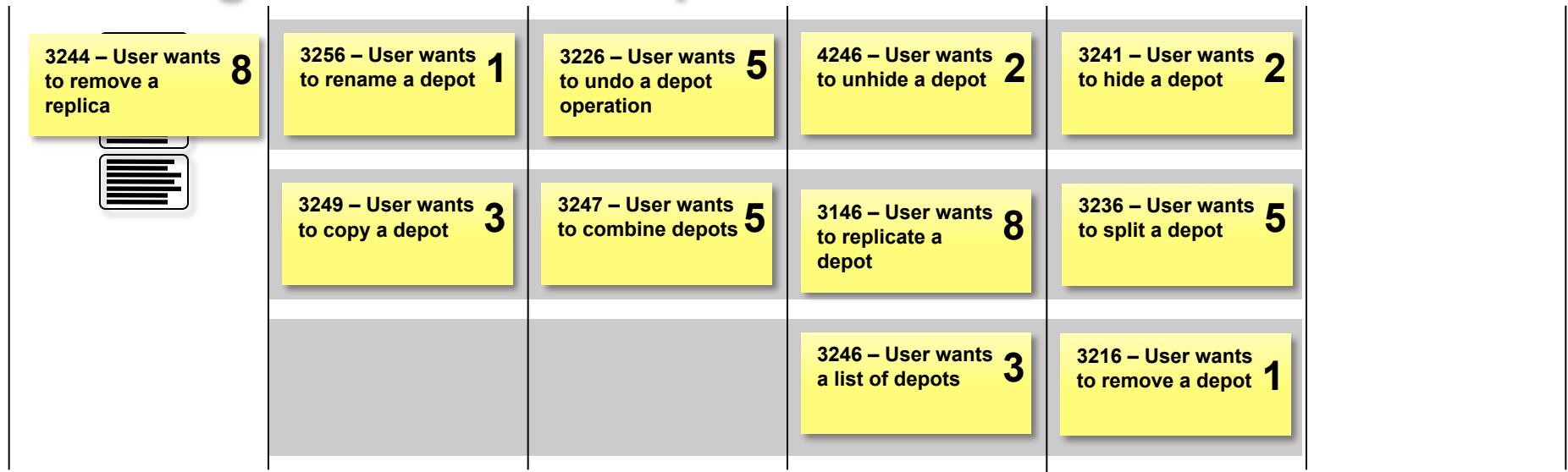


# What is Kanban?

- Kanban is a Japanese word for “sign board”
- Concept is from Lean manufacturing, adapted for software
- Lean and Scrum influenced by W. Edward Demming
- Main proponents
  - David Anderson
  - Karl Scotland
  - Alan Shalloway

# Kanban

**backlog → todo → wip → coded → tested → done**



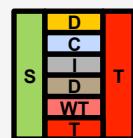
- 1) Visual system of managing work**
- 2) Limited work in progress**
- 3) Work is pulled through the system**

# Helpful Tools for 3 Challenges

## Too Much WIP



Limited WIP

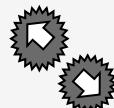


One Piece Flow



Task board

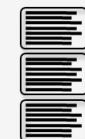
## Rigidity



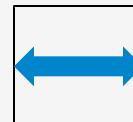
Decoupling



Stop the Line



Backlog Grooming



Per-Story Timeboxing

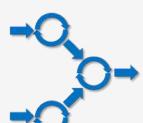
## Scaling



Flow



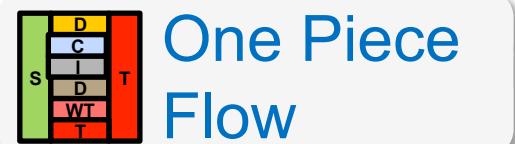
Team Workflow



Multi-Stage CI

# Too Much Work in Progress

## Challenges



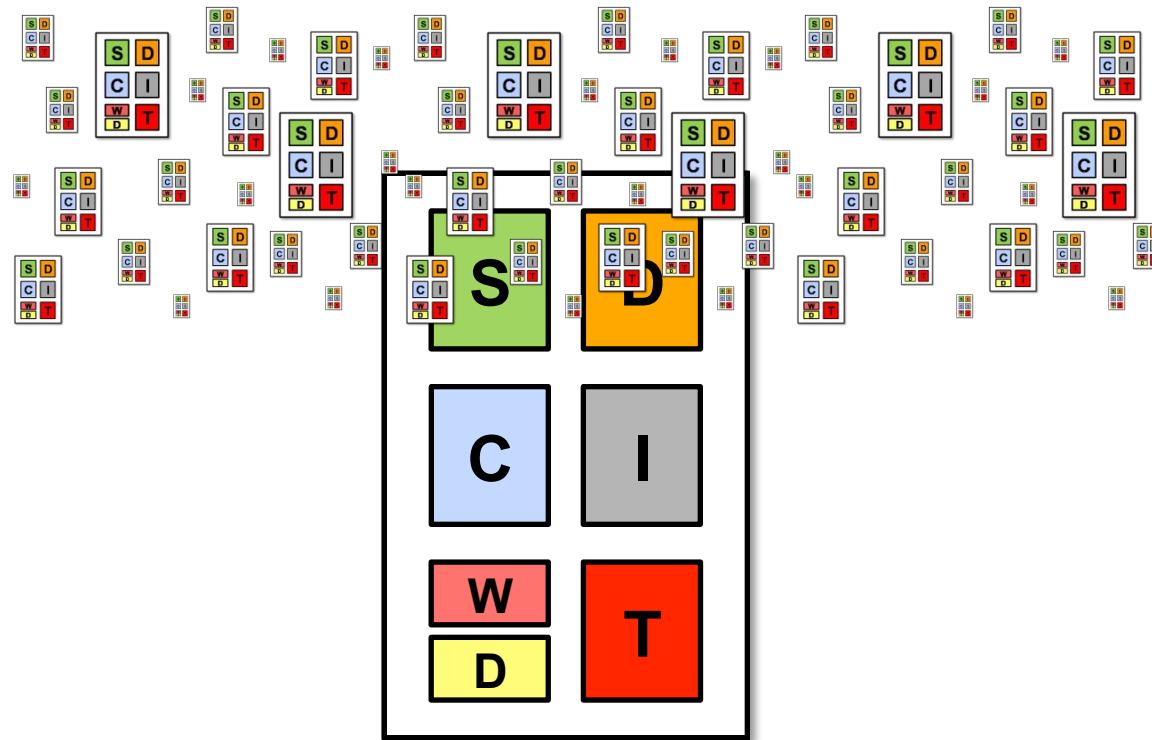
- Not all stories “done” at the end

## Helpful Tools

into the

until near the  
end

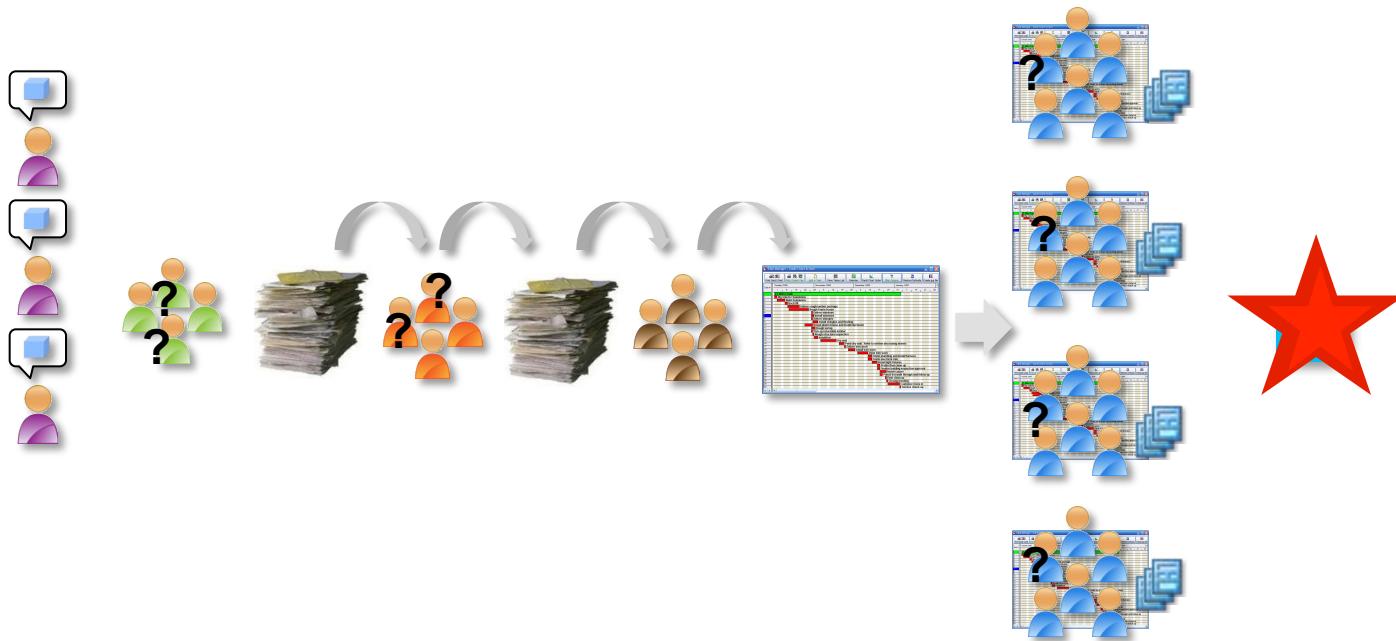
# The Structure of the Work



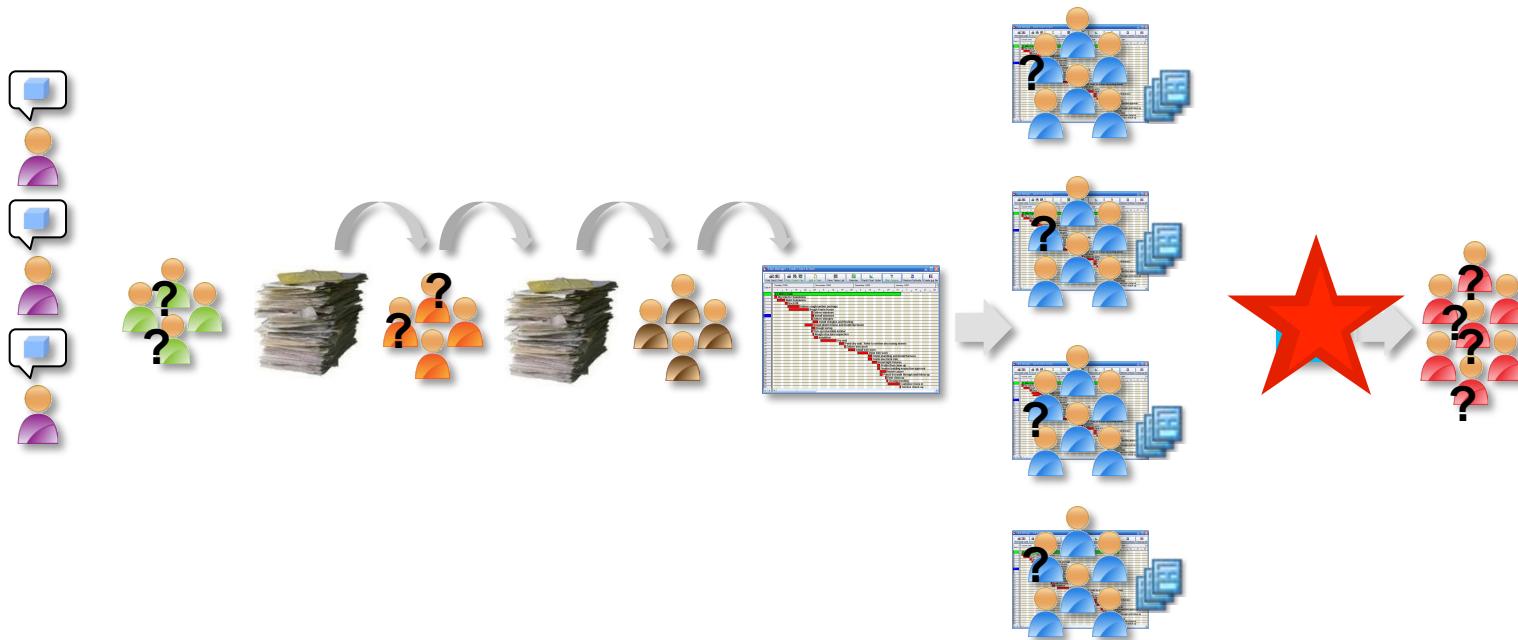
# Traditional Development



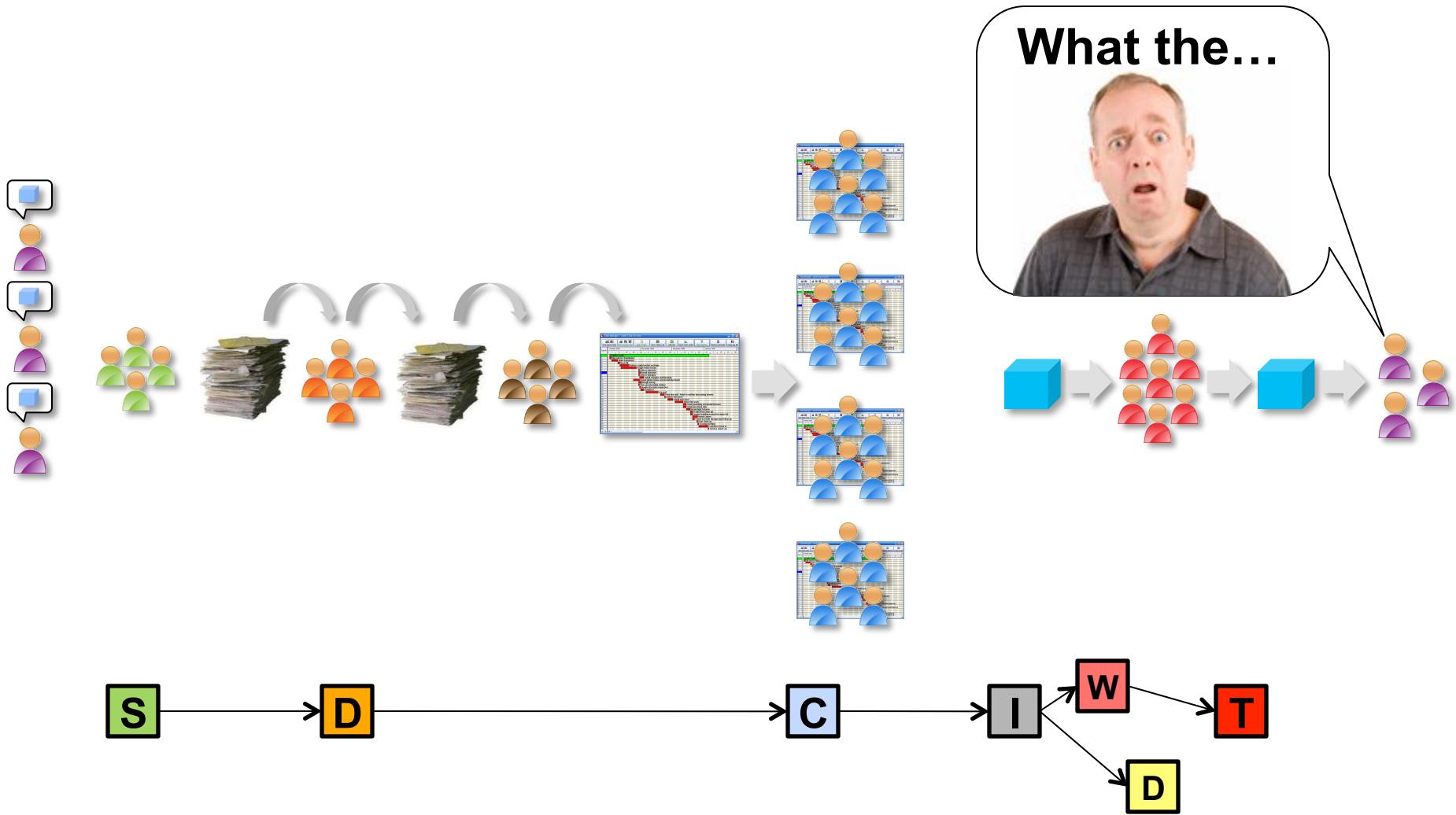
# Traditional Development



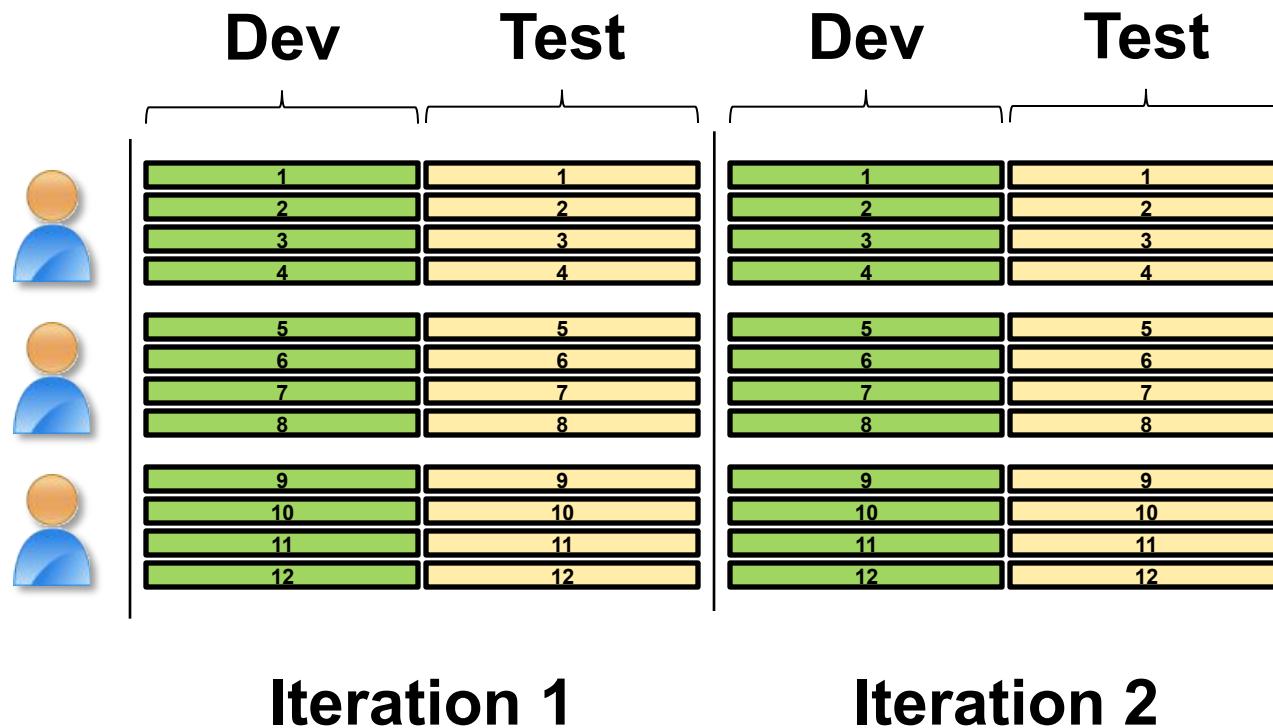
# Traditional Development



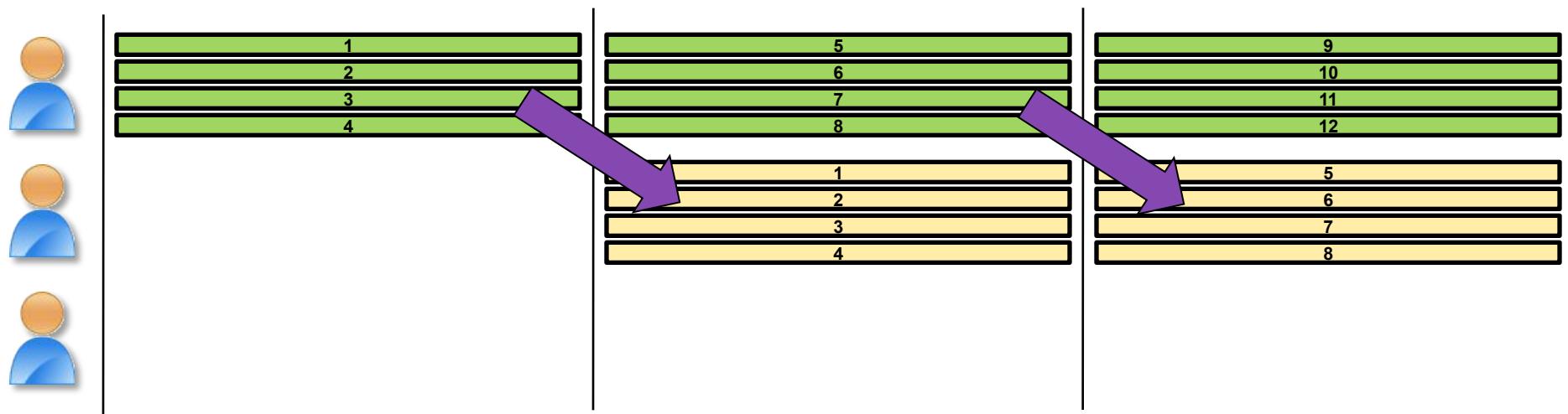
# Traditional Development



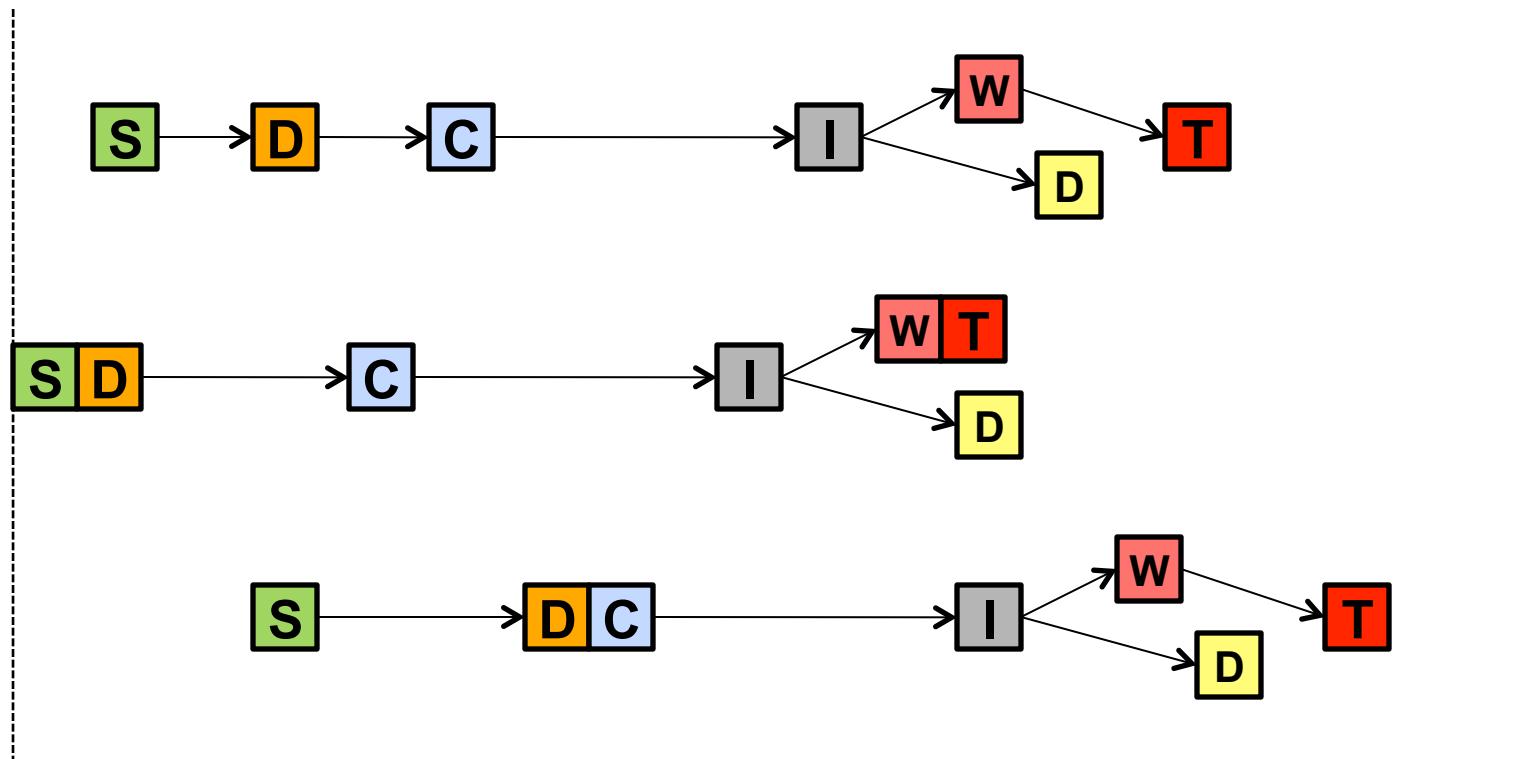
# Mini-Waterfall



# Dev and QA Offset by an Iteration

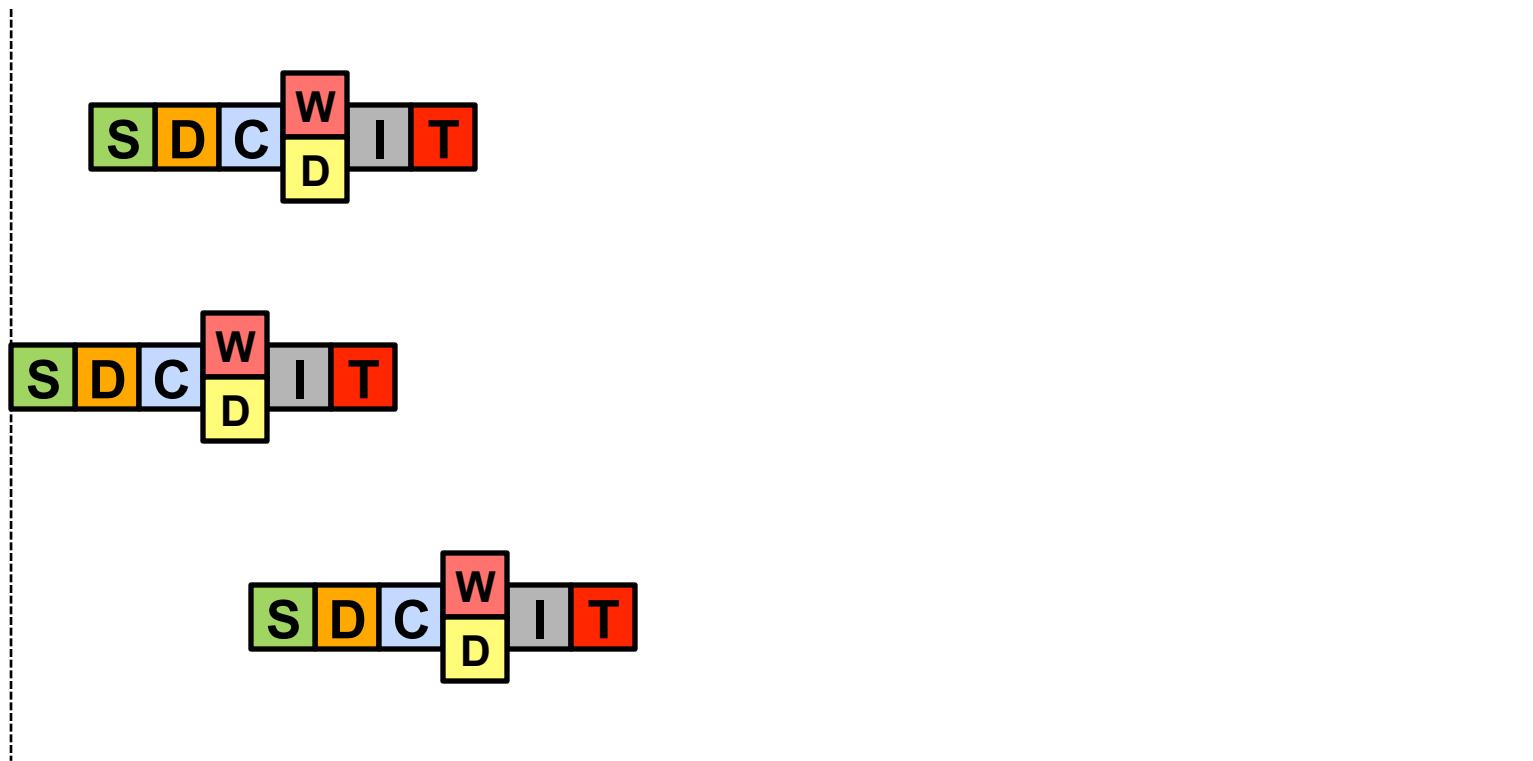


# One Piece Flow



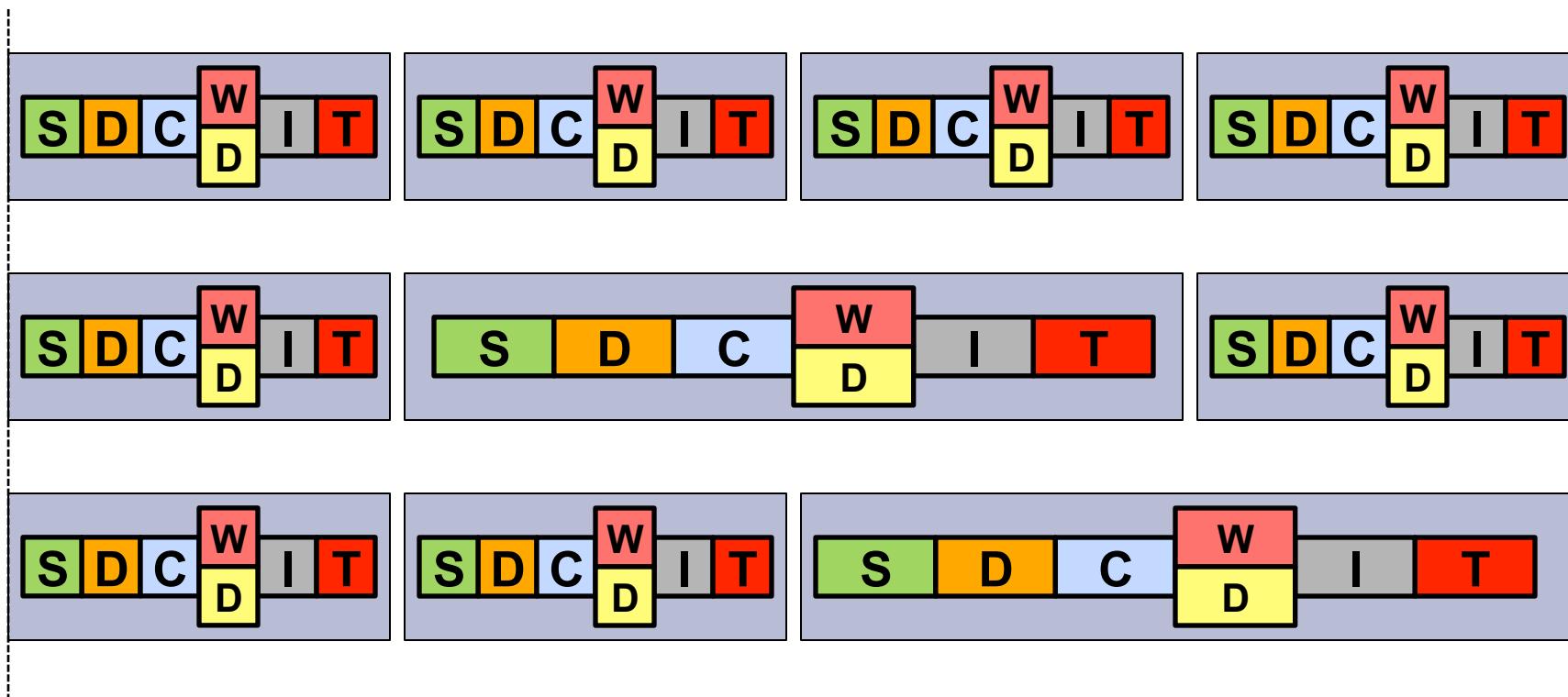
**Within an Iteration**

# One Piece Flow



**Within an Iteration**

# One Piece Flow



Within an Iteration

# One Piece Flow

# Taskboard/Limited WIP/Pull

**backlog** → **todo** → **wip** → **coded** → **tested** → **done**



3256 – User wants  
to rename a depot **1**

3249 – User wants  
to copy a depot **3**

3246 – User wants  
to create a depot **5**

3246 – User wants  
to combine depots **5**

3226 – User wants  
to undo a depot  
operation **5**

3247 – User wants  
to combine depots **5**

4246 – User wants  
to unhide a depot **2**

3146 – User wants  
to replicate a  
depot **8**

3246 – User wants  
a list of depots **3**

3241 – User wants  
to hide a depot **2**

3236 – User wants  
to split a depot **5**

3216 – User wants  
to remove a depot **1**

# Rigidity

## Challenges

- Long planning meetings
- Accommodating shifting priorities
- Iteration gaps
- Choosing work so that all work finishes all at the same time

## Helpful Tools



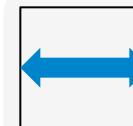
Decoupling



Stop the  
Line

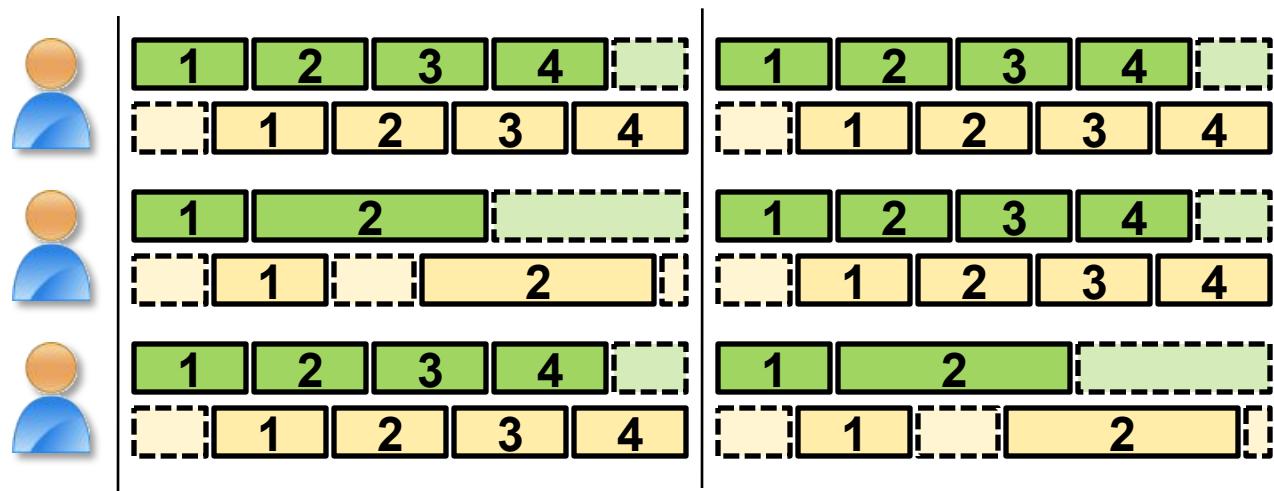


Backlog  
Grooming



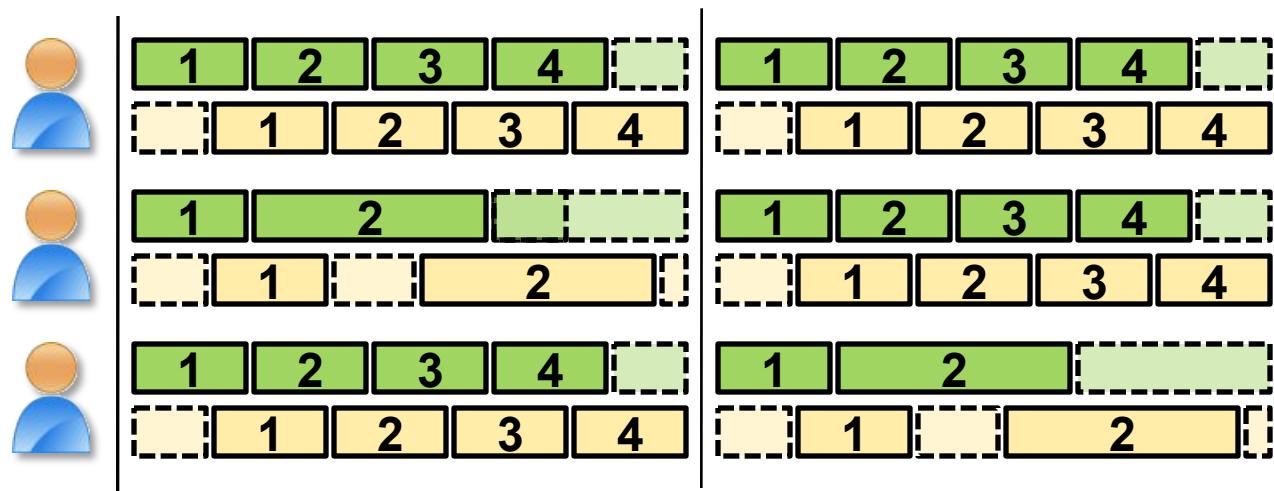
Per-Story  
Timeboxing

# Iteration Gaps



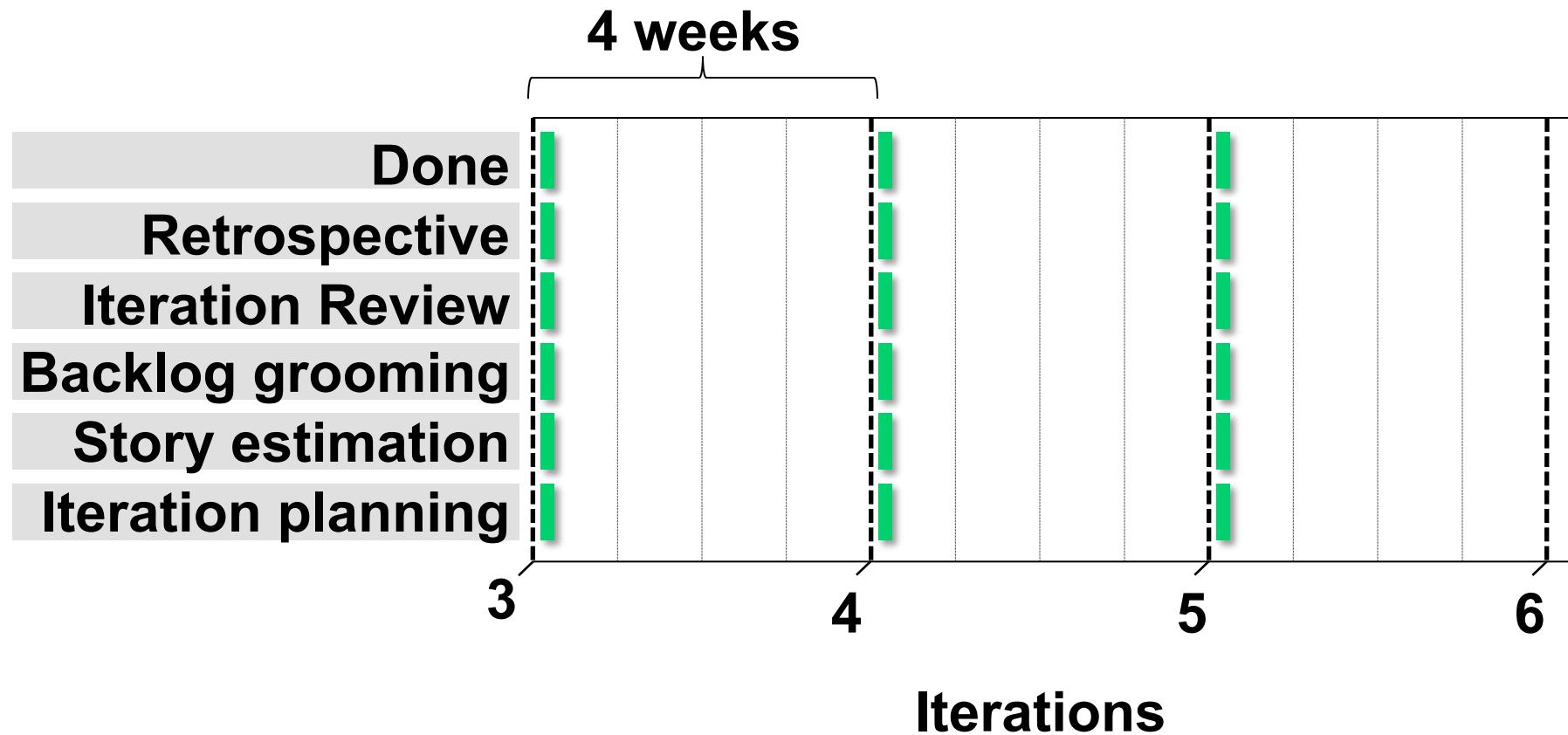
**Mostly at start of story**  
**Mostly at end of story**

# Iteration Gaps

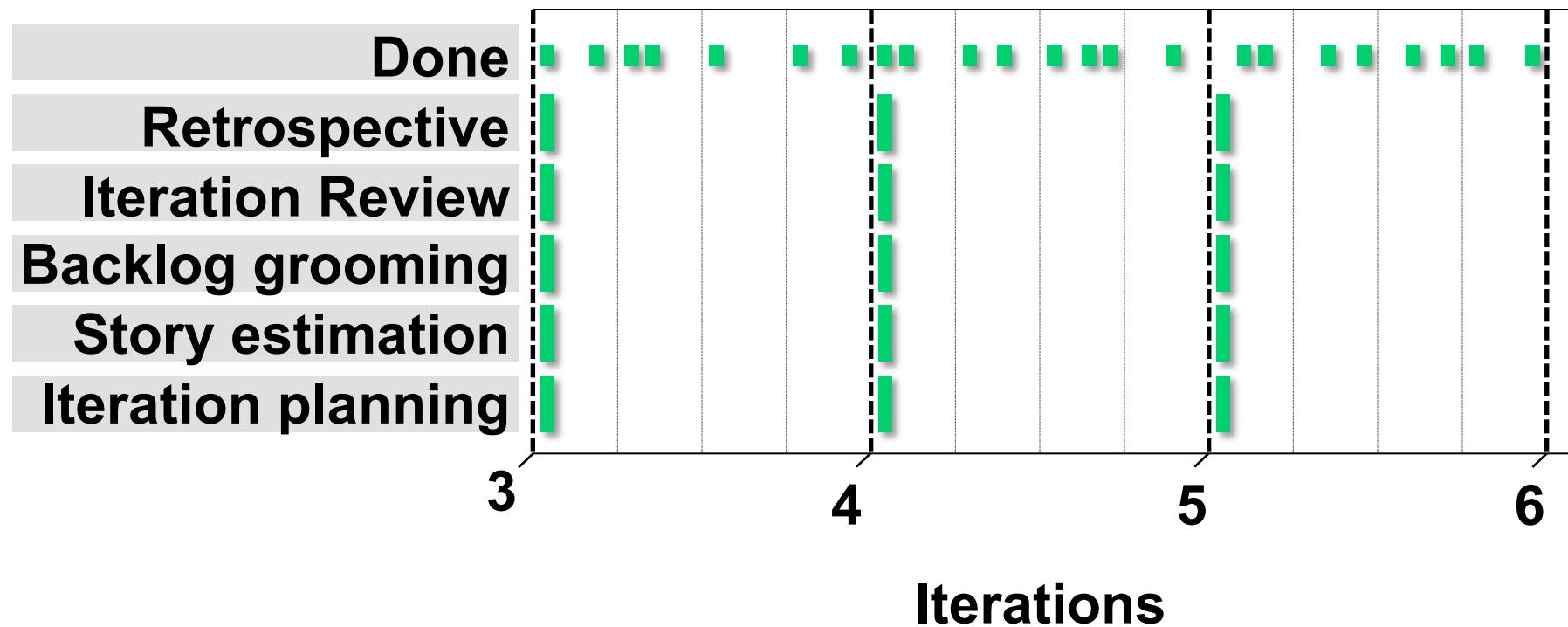


**Mostly at start of story**  
**Mostly at end of story**

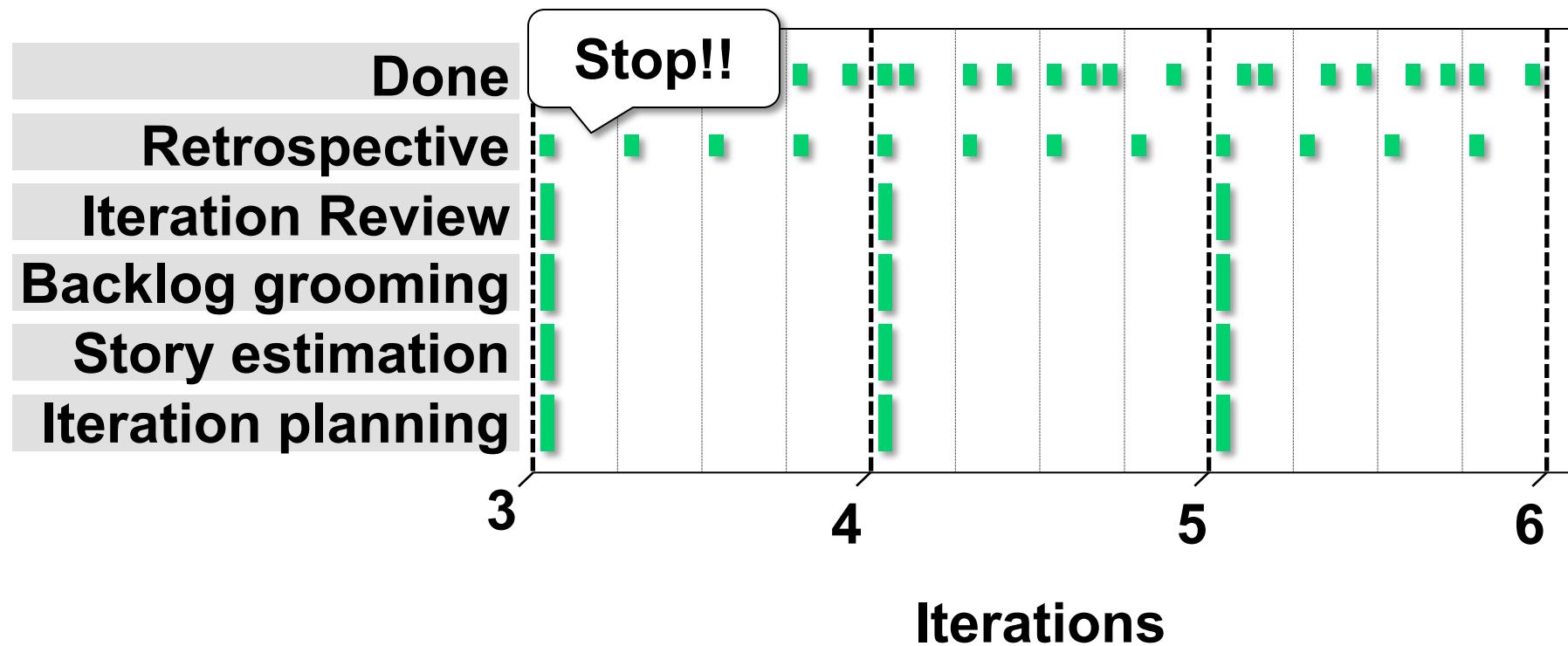
# Decoupling



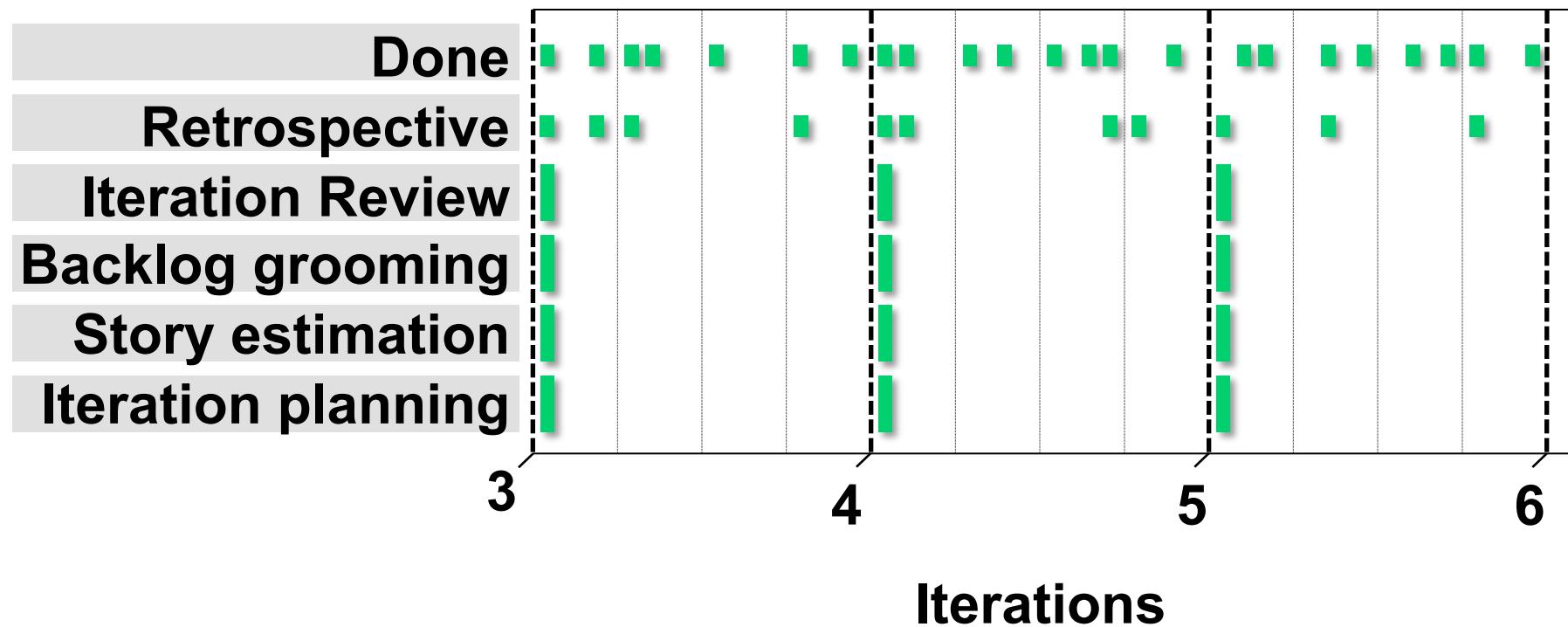
# Decoupling



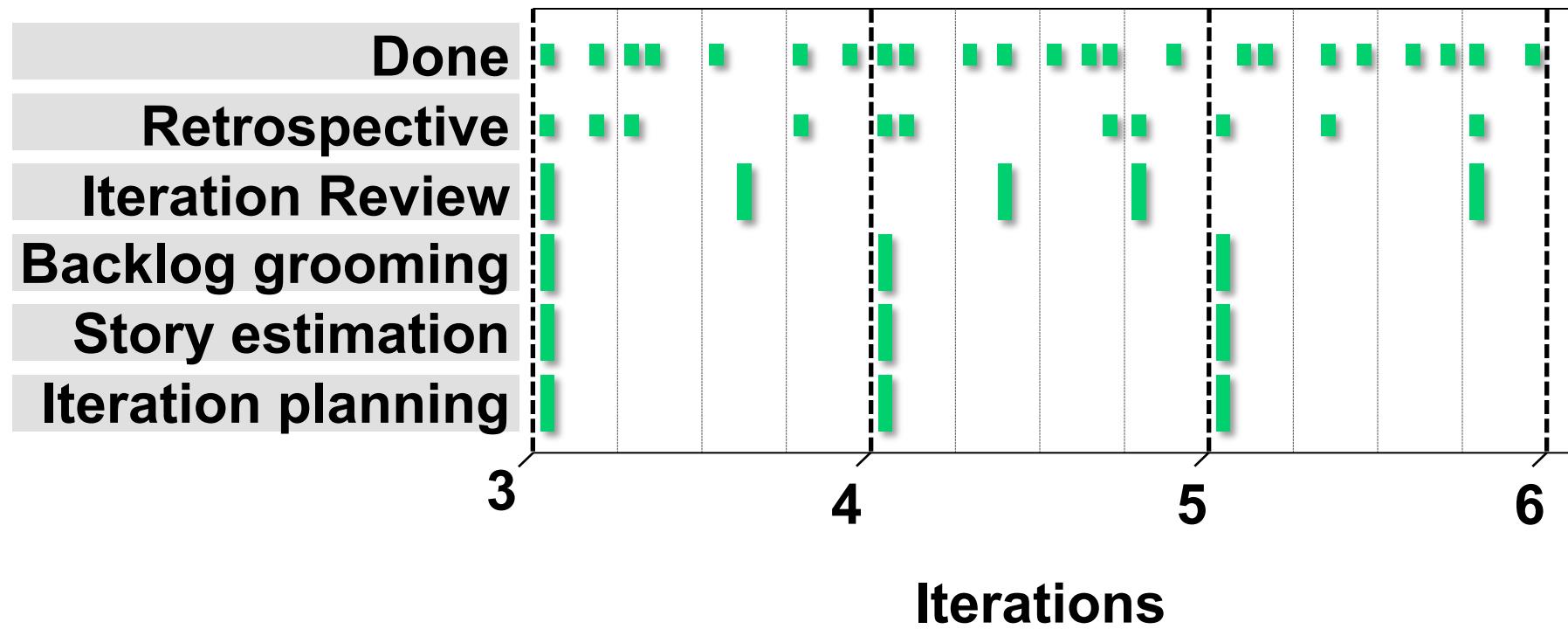
# Decoupling



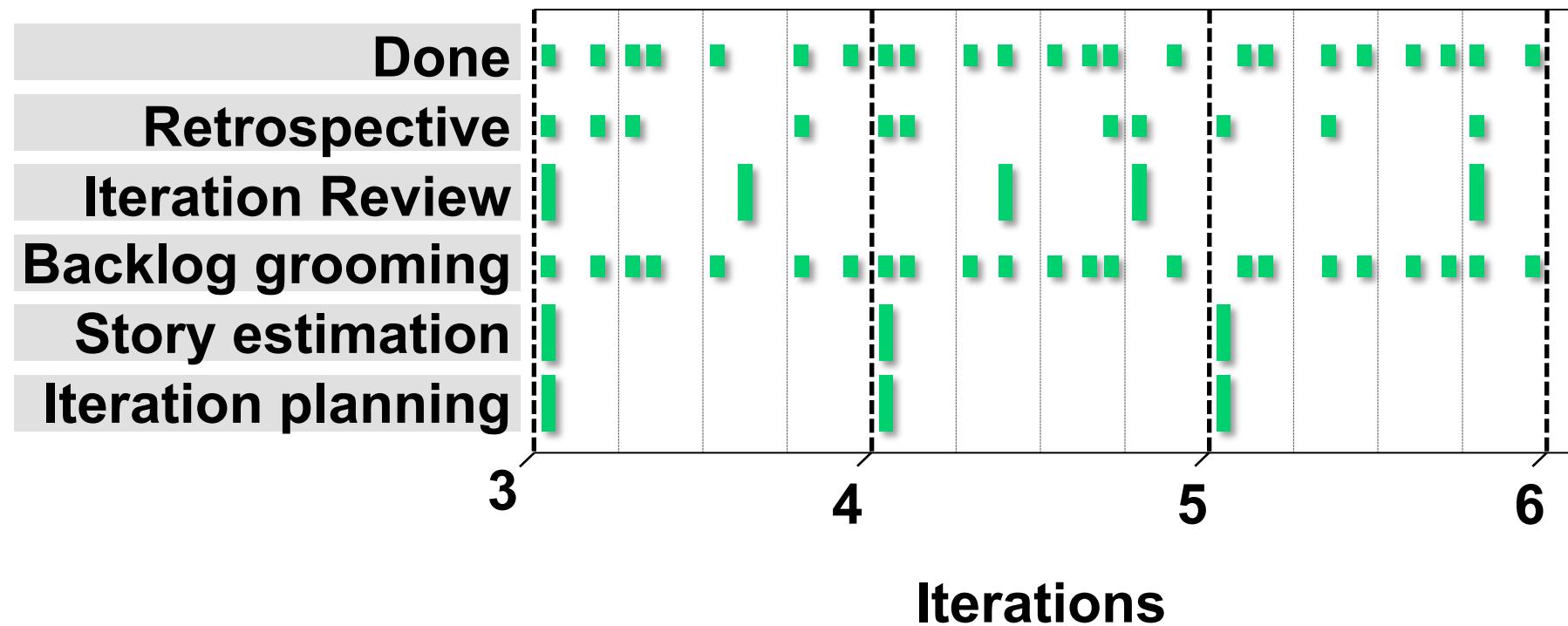
# Decoupling



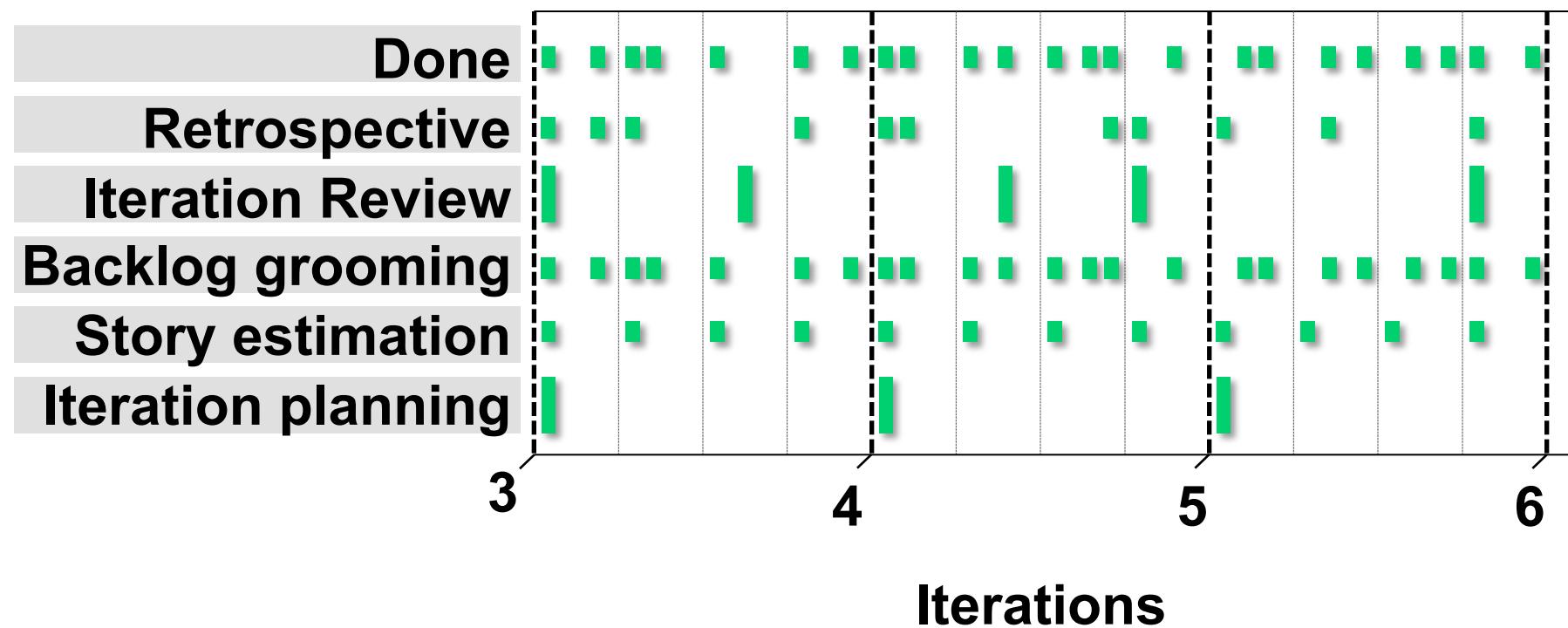
# Decoupling



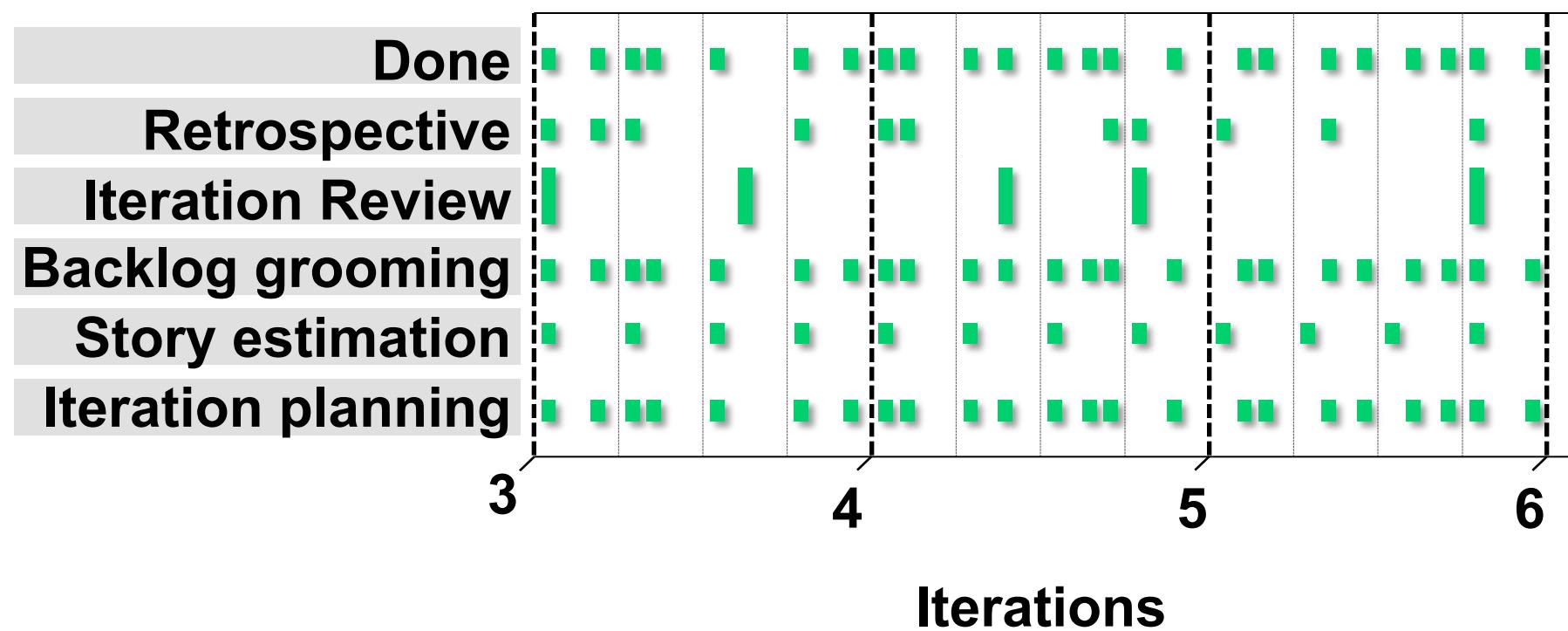
# Decoupling



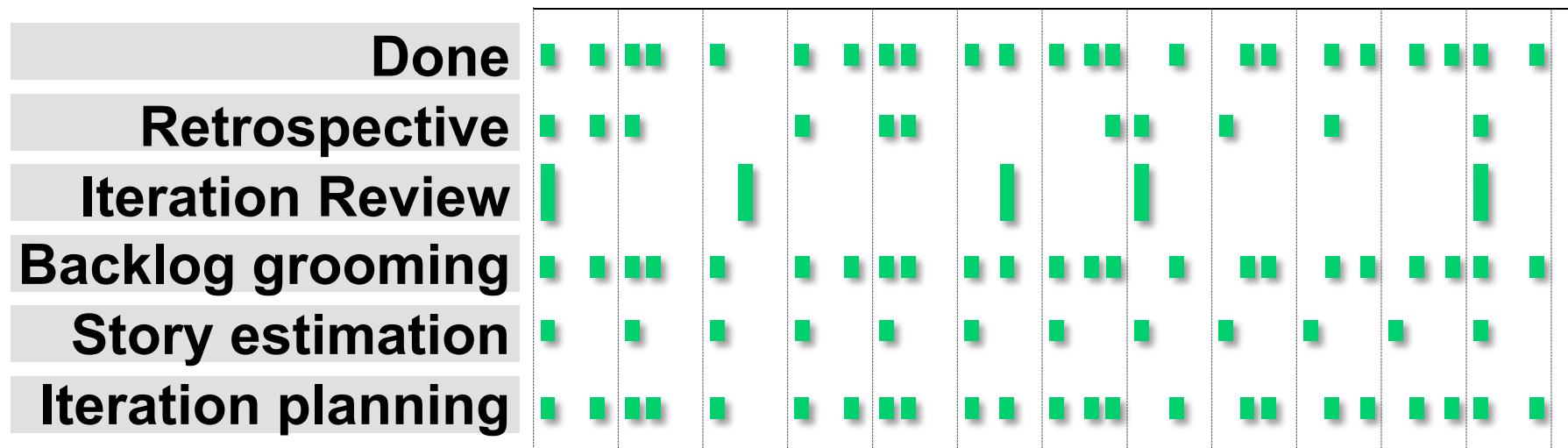
# Decoupling



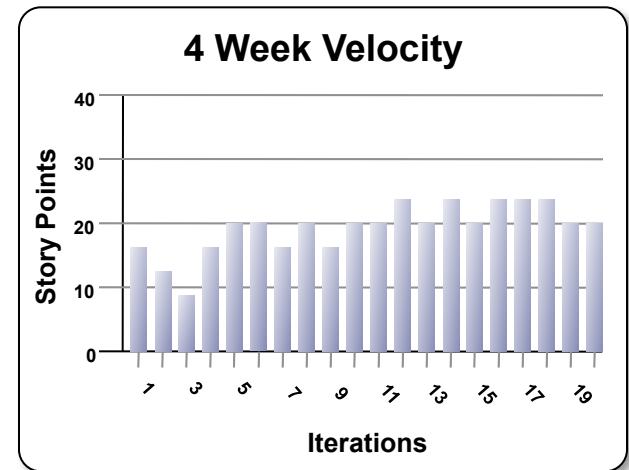
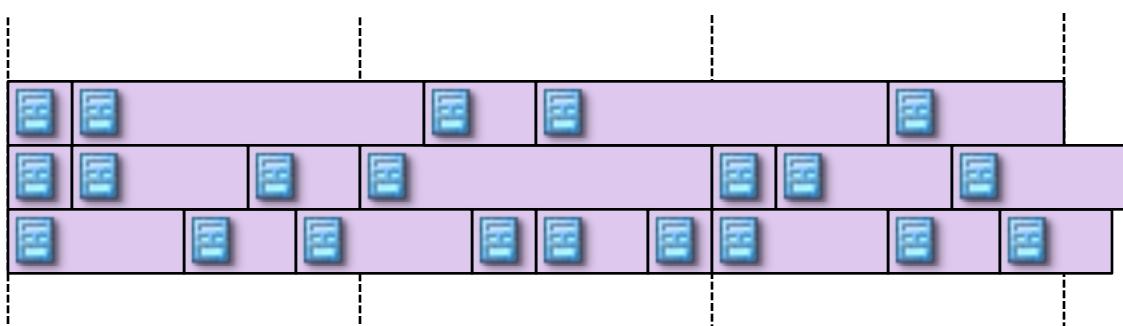
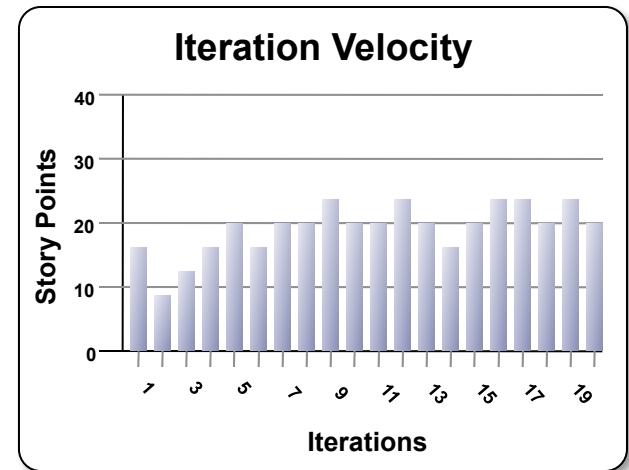
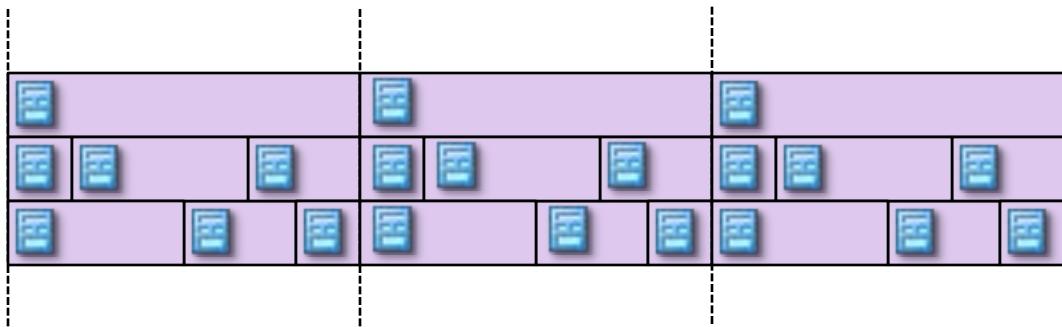
# Decoupling



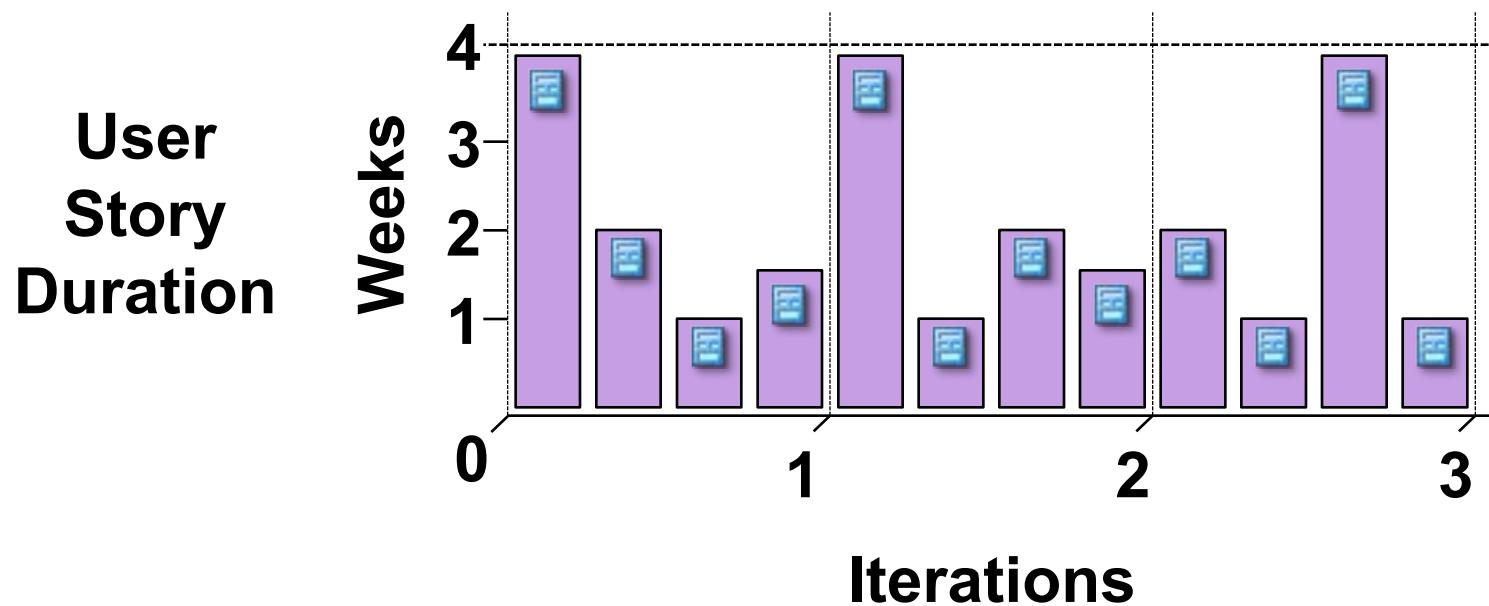
# Decoupling



# Calculating Velocity



# Use Per Story Time-boxing



# Scaling

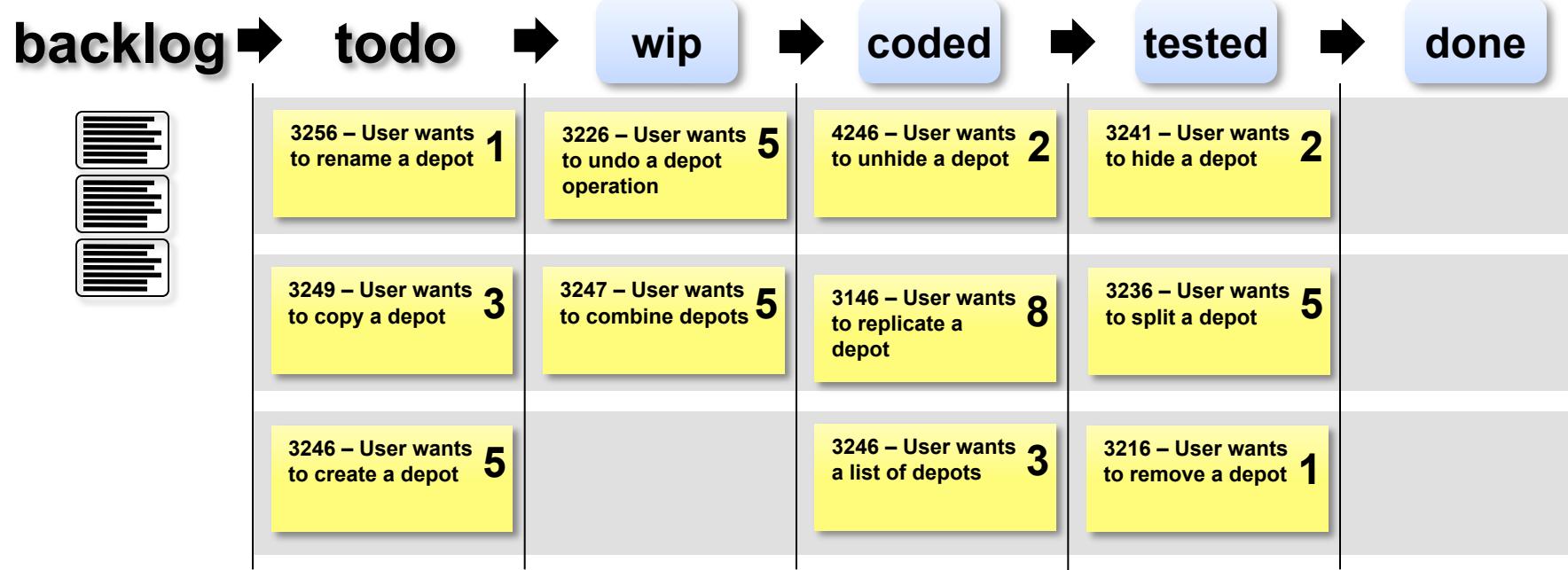
## Challenges

- Lack of a stable build until the end of the iteration
- Integration with other teams
- Who broke the build?

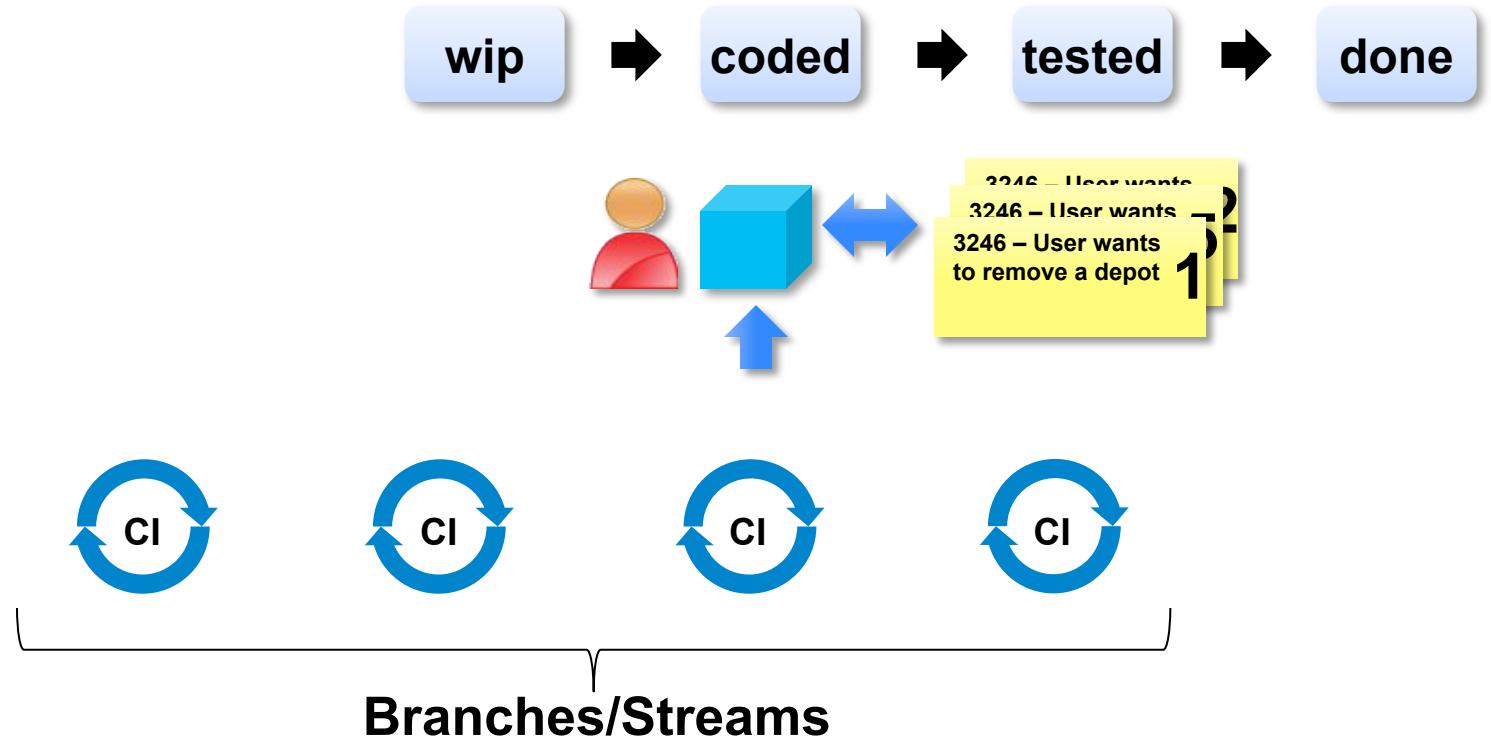
## Helpful Tools



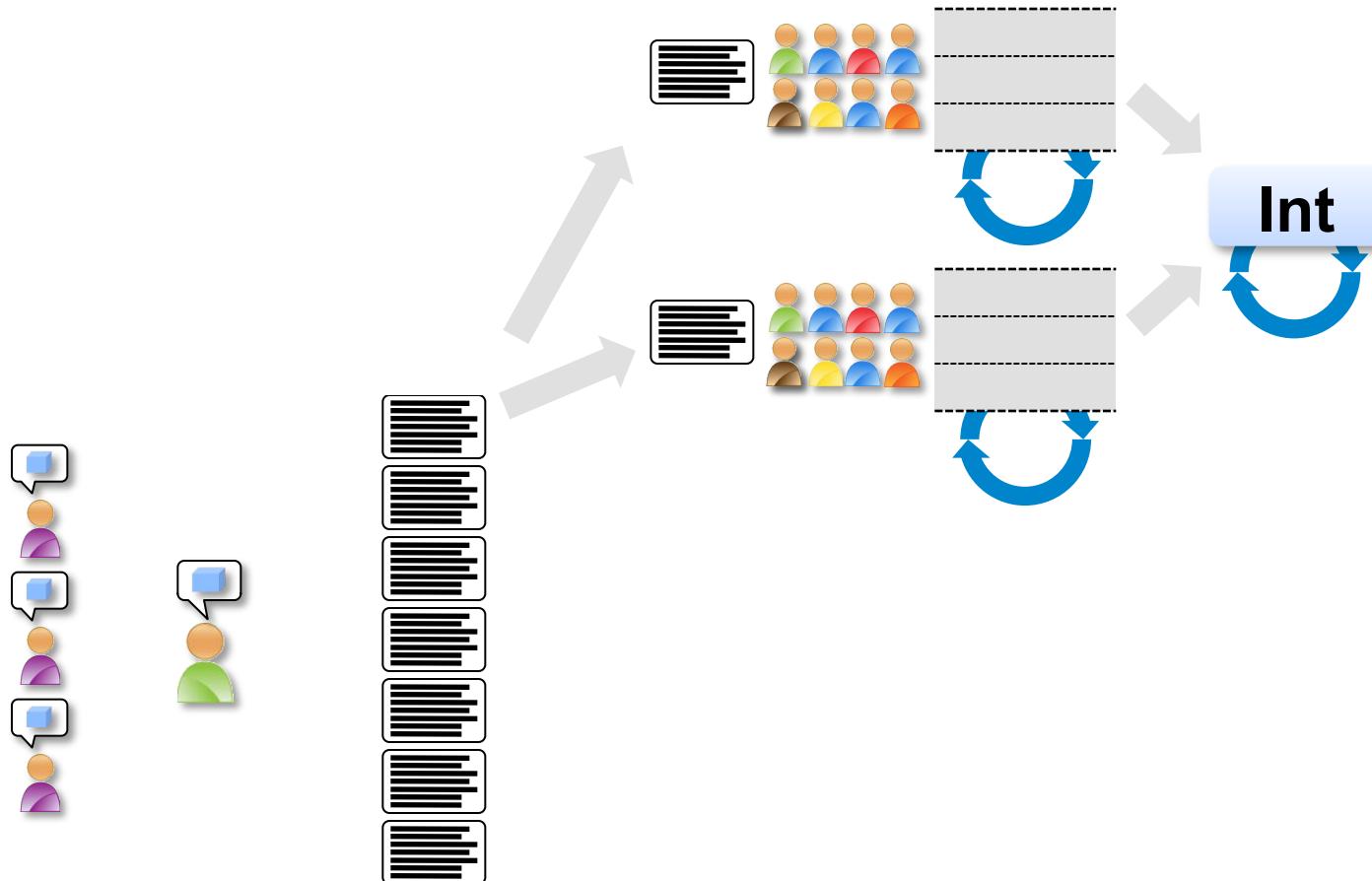
# Team Workflow



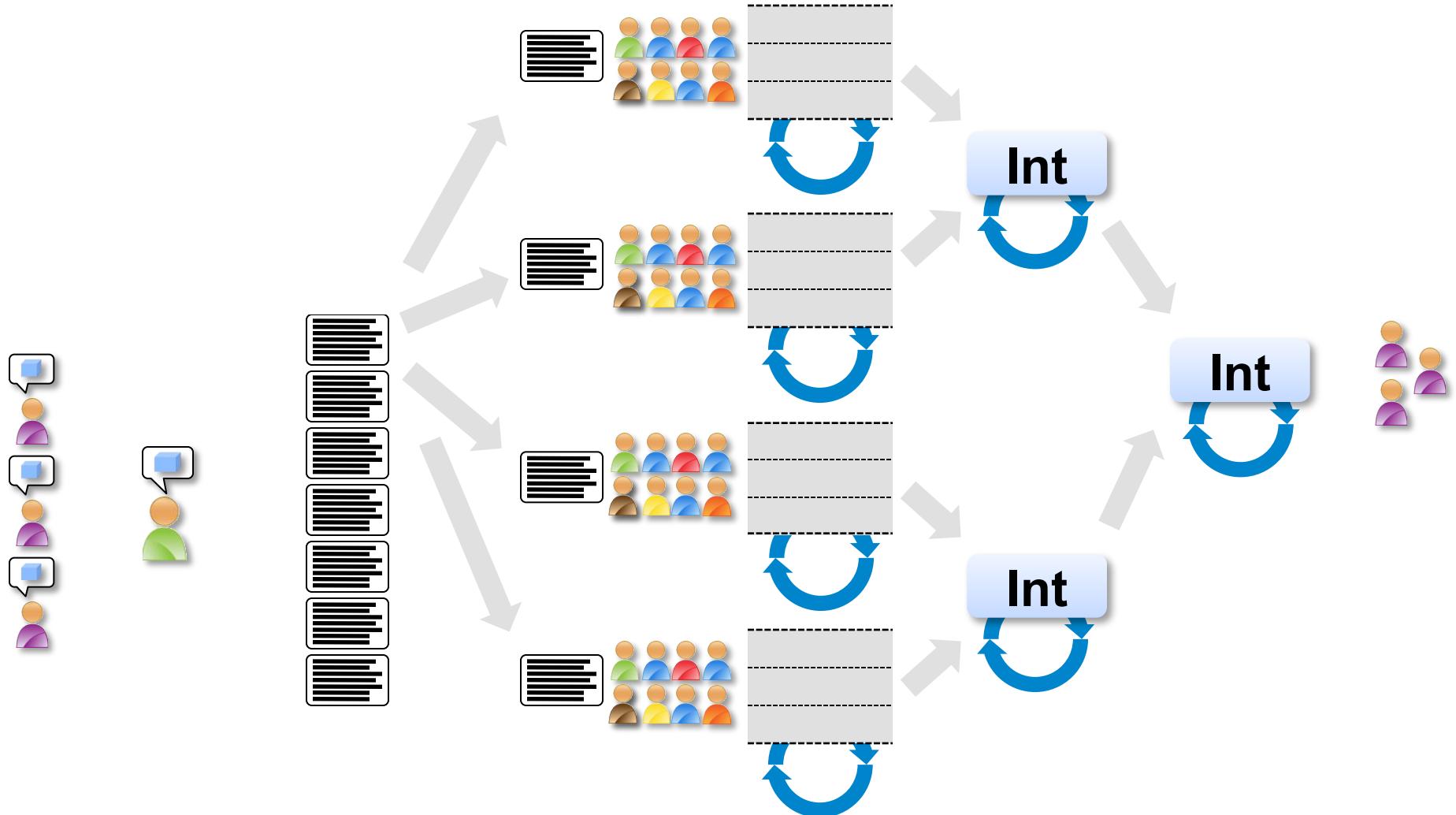
# Team Workflow



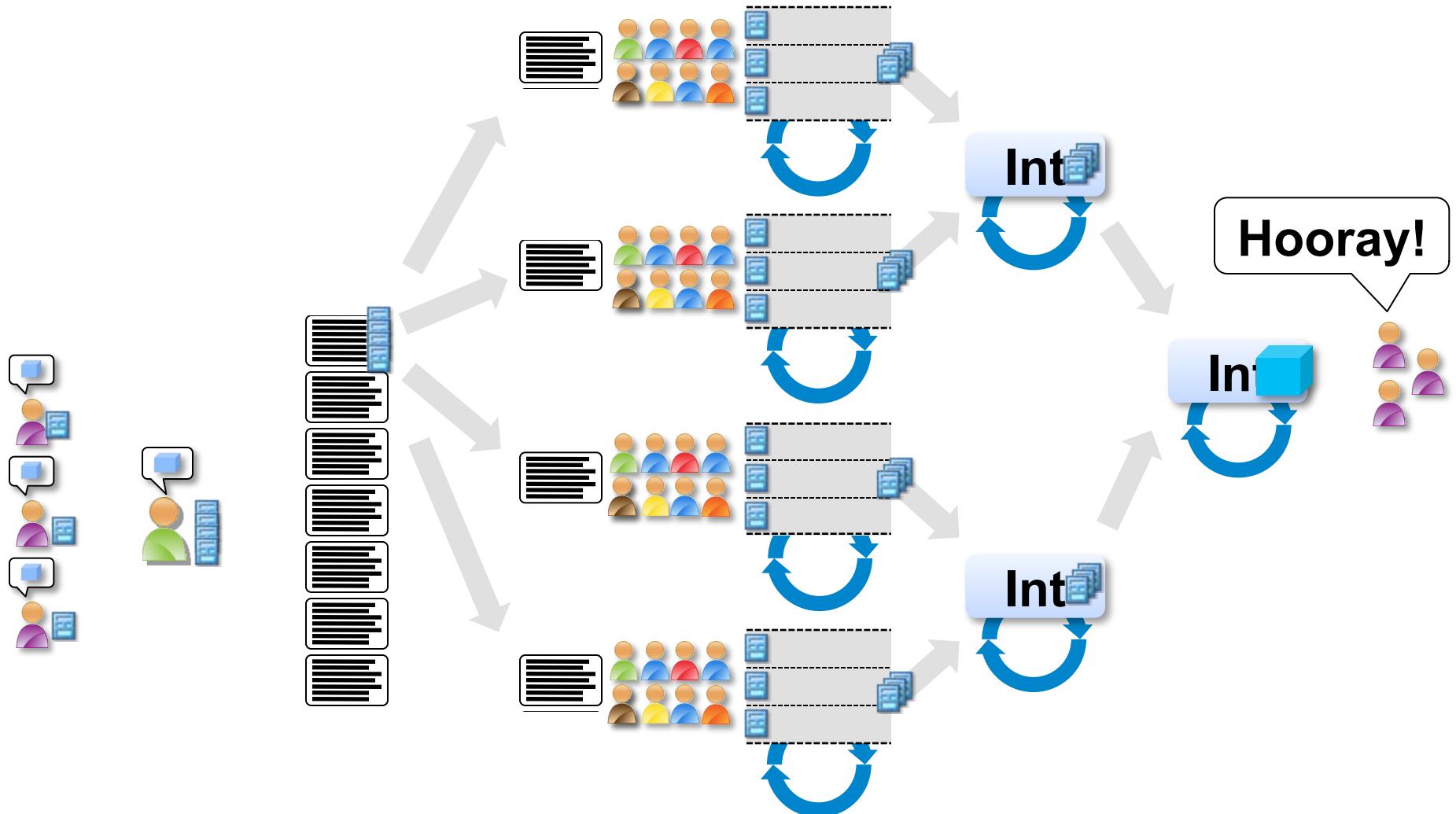
# Multi-Team Coordination



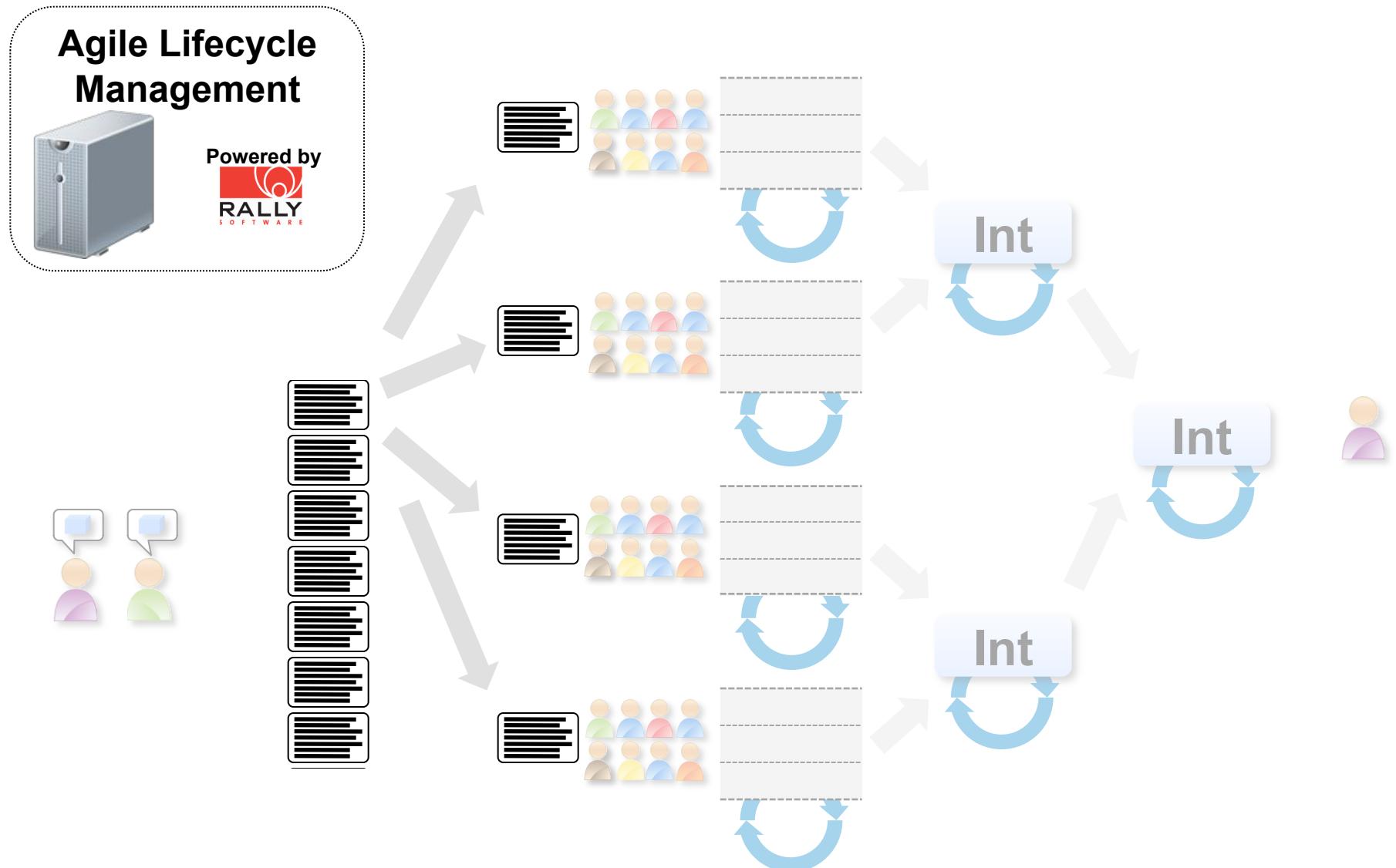
# Agile Development



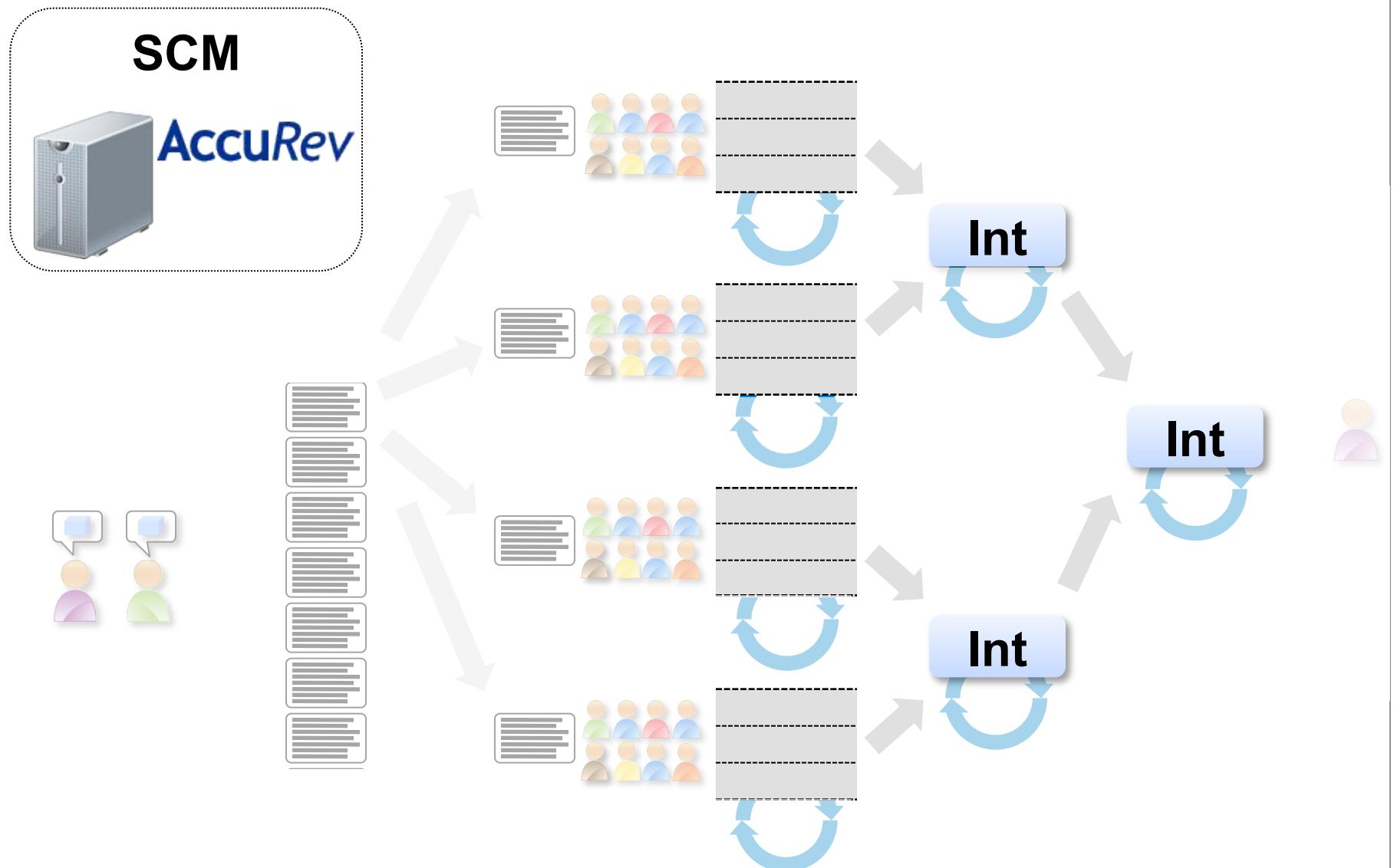
# Flow



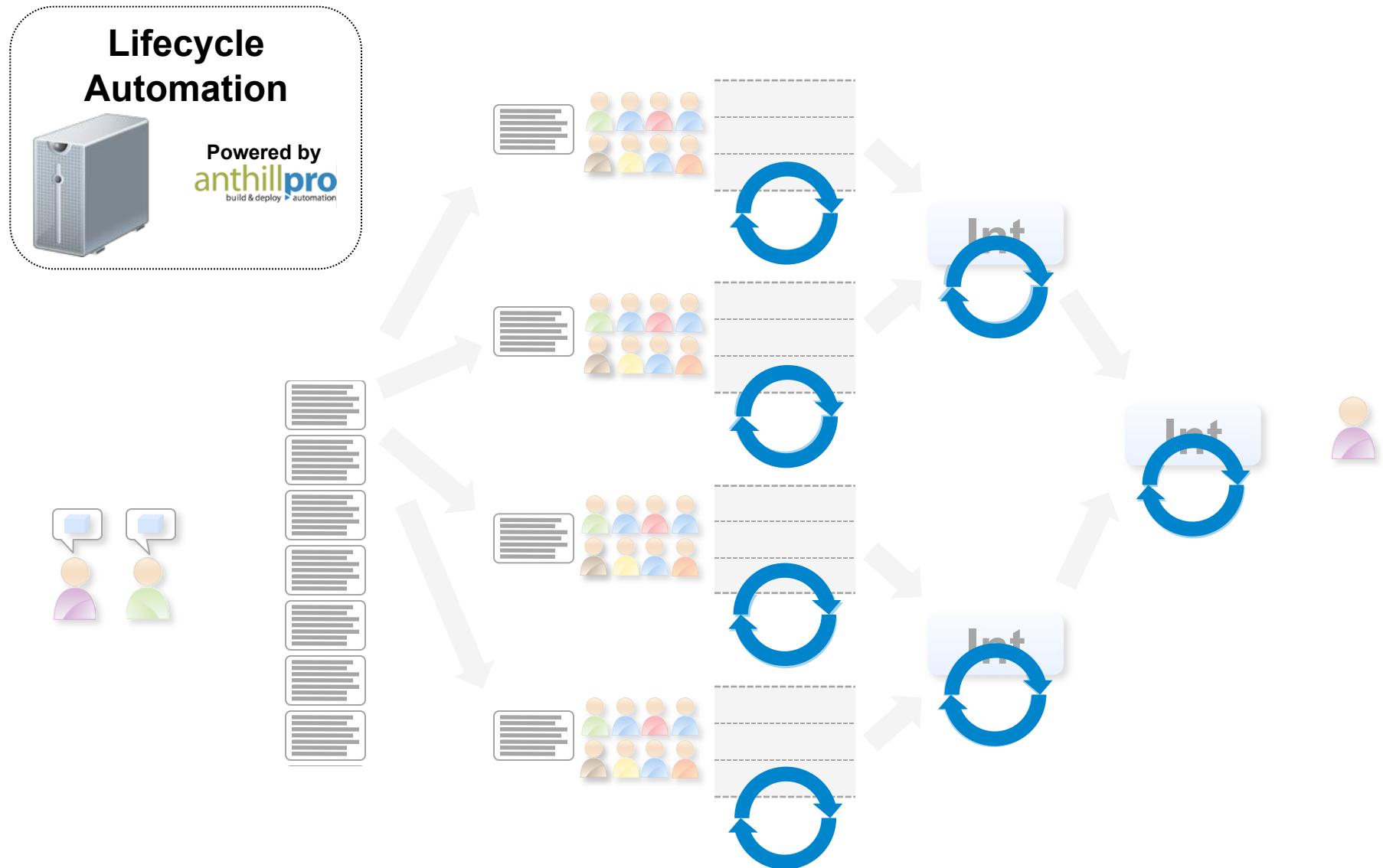
# Agile Lifecycle Management



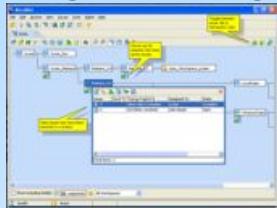
# Change-Aware SCM Support



# SCM Supported Continuous Integration



## Workflow with Change Packages



SCM



AccuRev

## Backlog Items



AccuSync  
for Rally



AgileCycle

## Agile Lifecycle Management



Powered by  
**RALLY**  
SOFTWARE

Build and Test Status



Automated CI

Build #	Workflow	Latest Stamp	Status	Date
8214	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8215	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8216	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8217	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8218	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8219	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8220	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8221	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8222	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8223	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8224	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8225	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8226	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8227	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8228	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8229	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM
8230	Build workflow	Dec 0505	Complete	12/12/09 10:44 AM

Anthing Pro  
Integration

Automated Testing



## Lifecycle Automation



Powered by  
**anthillpro**  
build & deploy automation

# Resources/Q&A

- **Damon Poole – dpoole@accurev.com**
- ***Do It Yourself Agile – Damon Poole***  
<http://damonpoole.blogspot.com> (free, 188pg)
- ***Lean Software Development, Mary Poppendieck and Tom Poppendieck***
- ***Scrumban - Essays on Kanban Systems for Lean Software Development, Corey Ladas***
- ***Kanban and Scrum – Making the Most of Both, Henrik Kniberg & Mattias Skarin***
- ***Agile Software Development with Scrum, Ken Schwaber & Mike Beedle***