

Kayaking the Value Stream

ROAD TO MASTERY
VIRTUAL EDITION

FOR GUIDES





Kayaking the Value Stream

GO WITH THE FLOW

Kayaking the Value Stream

Learn how to translate vision to value with validation. How to communicate visions clearly, and visually? How to foster focus toward that vision through effective goal setting? How do you manage expectations when your value stream is full of uncertainties and unknowns? How to get your organization on board with *product* over *project* thinking, shifting the emphasis from output to measurable outcome?

We'll search for these answers by paddling down this stream together.

We may refer to participants as travelers, kayakers, or paddlers. Oh, just a fun fact, a group of kayakers may be called a Wobble (beginners), Brace (intermediate), or a Swell (advanced).

- Eliminating waste and blockers from the Value Stream;
- Shifting the culture from delivery to learning;
- Visualize vision and collective goal setting;
- Using metrics for evidence-based empirical Product Planning;
- Communicating stakeholder requirements;
- Expanding and applying Product Owner influence.



Paddle...

A current may sweep things away, yet it may also take us to new places. So do ideas. What enables some ideas to flow? And what increases opportunities for those ideas to flow towards somewhere meaningful and valuable? In what ways can ideas embody their destiny? The river never yields. It's relentless. Rock does not stop water because it will find a way around it. That said, water may be trapped in a pool, container or a silo. I find this is often a disastrous strategy to control the flow of value. Sadly it makes water idle, trapped, and stale. A Value Stream cannot be preserved through containment. Water must flow. With this flow comes renewal. Without sustainable circulation, even rivers may run dry. So, sustaining a Value Stream through circulation rather than isolation will be better.

All too often, I am uncertain about where I stand in life. I find myself stranded. I am still determining the way things are flowing. I am caught in a rapid at times. I may long for a place of belonging and a cadence I can rely on. That, too, I can achieve through circulation. When kayaking, I can only control my flow by surrendering to the flow. That involves accepting how the river flows rather than how you would like it to. Only then can you direct yourself to where you want to move towards. When you realize what is transferred from your paddle to what it interacts with and what that means, you will achieve more with less resistance.

Inspiration from 365 TAO, Daily Meditations, by Deng Ming-Dao





Step in

A *Step in* is a small, short, simple activity for learners as they enter or begin.

By stepping in, the travelers instantly and actively immerse into the topic and don't have to stay idle when waiting for others to join.

So, let's step into our Kayaks to turn our travel group into a Wobble.

3 minutes

Write down five things on our kayak that come to mind about Flow.

5 minutes

When everyone has stepped into their kayak, they may review and discuss their input. Do any of the statements make for a good name for their kayak?



Value Pyramid

Scrum exists to encourage people to continuously find better ways to develop products of the highest possible value.

The Value Pyramid is an aide for Product Owners to help create transparency on how a Product is of value and how realizing a Product Goal and Product Backlog items may add future value.

5 minutes

Before introducing the Value Pyramid, ask the kayakers to write down, in a nutshell, what value means to them.

15 minutes

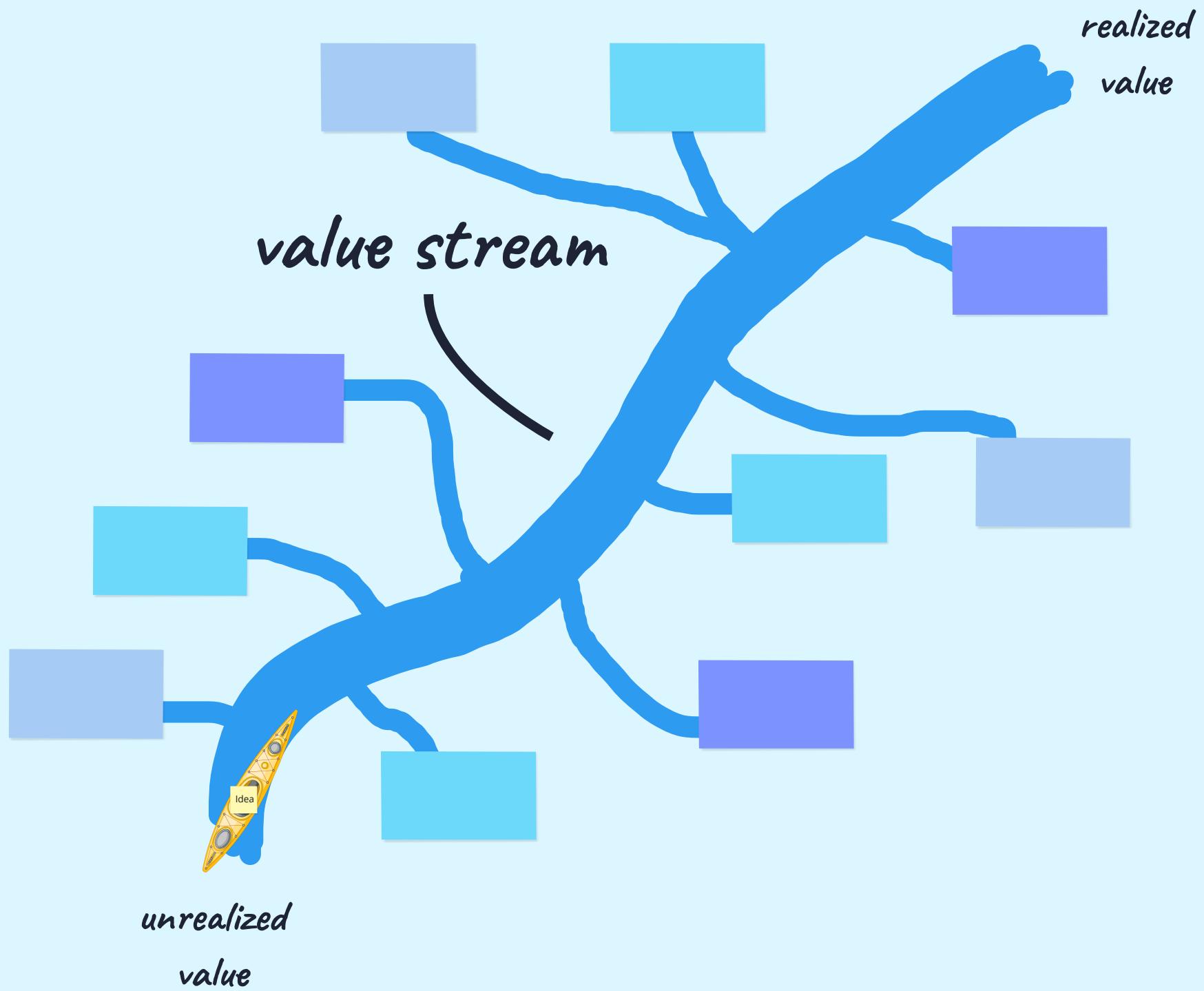
Introduce the Value Pyramid to the kayakers. Invite the kayakers to pair up and answer briefly:

- How is the product (you are working on) making a social impact?
- How is the product making a life-changing impact?
- How does the product impact its users emotionally?
- How does the product enable its users to function more effectively?

Some consider money to be the ultimate representation of value. Although money facilitates the exchange of value, it is not synonymous with value. If money were the sole purpose, we'd be like dragons hoarding gold for the sole purpose of sleeping on it. Money flows. It's what you use the money for that is ultimately of value. Some things we value do not require any exchange of money at all.

5 minutes

Ask our kayakers to share one thing they value that cannot be expressed in money.



Value Stream

The flow from the conception of a product idea to value (market) is as vital to a product's success as the idea itself. Therefore, we seek to optimize (our navigation in) the flow, where various streams and currents converge, to deliver ever-increasing value through an ever-evolving product.

Let's visualize what our value stream may look like: turning an idea into value through Scrum. The way we do this is by picturing a kayak on a river. The kayak contains an idea that it would deliver value when it reaches the other end of the stream.

5 minutes

Individually write down as many things that must happen to turn an idea into value. These events and actions do not have to be in chronic order.

5 minutes

Pair up. Merge your list into one list, removing duplicates and grouping similar items. Now merge with another pair and do the same.

5 minutes

With the whole group (the wobble), create one master list and visualize the times along a stream (from idea to value).

This play is loosely based on 'Value Stream' a Scrum Pattern published at scrumlop.org.



Polluted Value Stream

In that same Value Stream, the idea may encounter challenges as it flows toward a valuable outcome. What may slow down, disrupt, distract, or impede it from ever being turned into value?

Not all ideas are viable. They may get stuck. There may be other forms of waste polluting the Value Stream. Eliminating wasteful activities is an important activity in Scrum. Scrum inherits this from Lean thinking and originates from the Toyota Production System. Taiichi Ohno described three major wastes that can pollute a value stream or disrupt the flow: Muda (wasteful activities), Muri (overburden), and Mura (unevenness).

2 minutes

Individual kayakers are assigned Muda, Muri, and Mura. Ask the kayakers to list examples related to their waste type.

5 minutes

Form triads or quads with individuals representing different waste types. It is okay if one type of waste is represented twice. They may review and complement

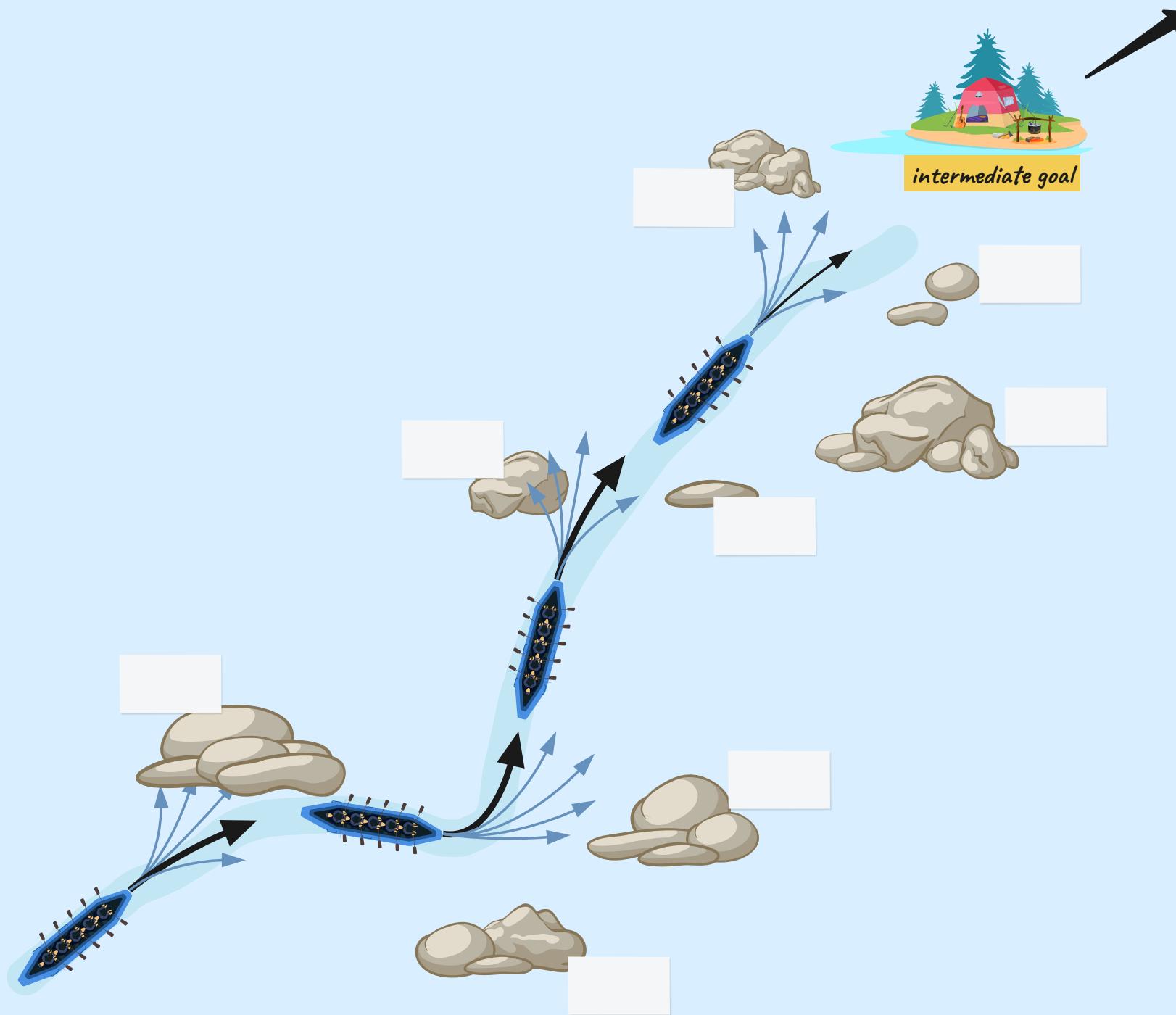
In the list below, we find (potential) sources of waste. In each, we may discover wasteful activities, overburden, and unevenness.

1. Transportation (context switching)
2. Inventory (backlogs, queuing)
3. Motion (unnecessary steps, unproductive meetings, limiting protocols)
4. Waiting (waiting for approvals, waiting for more information)
5. Overproduction (by-products/artifacts as unused documentation, reporting, and features deferring capacity from the main product)
6. Over-processing (unnecessary complexity in solving problems, micro-level refinement leading to micromanagement of simple tasks)
7. Defects (bugs, misapplication, undesirable variances or problems)

8 minutes

All together, create one master list from the lists created in the triads. Can the items be categorized into the seven waste sources mentioned above?

strategic direction



Impaddlements

A Scrum Team is expected to adapt the moment it learns anything new. Adaptation becomes more difficult when the people involved are not empowered or self-managing.

In this play, we invite our kayakers to picture and visualize what they may come across during a Sprint (where ideas turn into value) that, according to them, disrupts or impedes them from adapting and self-managing. What are these impediments, and how do they impair them from adapting course? (let's call them impaddlements)

3 minutes

Individual kayakers write down as many impaddlements they might be, have been, or are experiencing.

3 minutes

Form pairs. Merge both lists. Consolidate duplicates and group similar items.

3 minutes

Merge pairs. Merge both lists. Consolidate duplicates and group similar items.

6 minutes

All together, merge lists to create a master list. Once more, consolidate duplicates and group similar items. Visualize them along a stream on a board.



Stretchbreak: Do the Wave!

1. In turns, raise both your hands in the air and lower them, creating a wave effect throughout the whole group.
2. Stretch both your arms to the sides. Make an 'Egyptian Wave' starting from your left hand, through the left arm, through your shoulders, all the way to the right arm, ending the wave with your right hand, passing it on to the next person.
3. All together, simultaneously stretch both hands forward with flat hands. Now wave them together up and down quickly.
4. Wave to each other.



Checkpoint 1

The stream is calm. Reel in those paddles and keep going with the flow. You've identified several things you may come across while kayaking value streams. I'm sure you noticed some waste floating in the river, but I bet you have seen beauty too.

5 minutes

1. What helped you get here?
2. Would you paddle back in this training and try anything different?
3. What are your expectations for what's downstream?

It's wonderful to be adaptable to change and able to adapt your heading. But it's pretty useless if you have no sense of direction or destination to reach. So next, we will try some techniques to support goalsetting and charting ambitions. How can we clearly define our aspirations so everyone paddles in the right direction?





“I am building a cathedral!”

why do you build
your cathedral?

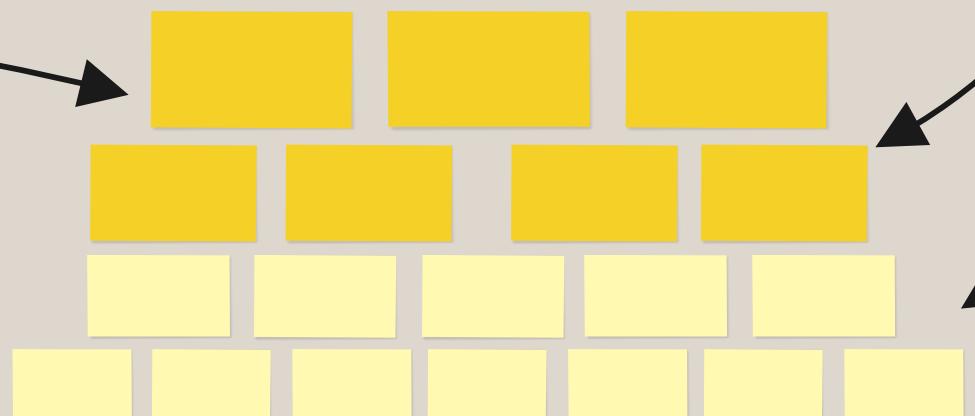
(purpose)

what's the highest ambition?

why does it make you proud?

what does it do?

mastery,
craftsmanship



The Cathedral

"A man came upon a construction site where three people were working. He asked the first, "What are you doing?" and the man replied: "I am laying bricks." He asked the second, "What are you doing?" and the man replied: "I am building a wall." As he approached the third, he heard him humming a tune as he worked, and asked, "What are you doing?" The man stood, looked up at the sky, and smiled, "I am building a cathedral!" – Attributed to Christopher Wren

'The Cathedral' is a play designed to get team members on the same page visualizing their 'cathedral' using layers of sticky notes. The answers to a series of questions are visualized on sticky notes and arranged from top to bottom:

1. What's the highest ambition?
2. Why do you build your cathedral?
3. Why does it make you proud?
4. What is your cathedral, what defines it?
5. What does it do?
6. How is your cathedral built?
7. What skills/mastery/craftsmanship is involved?
8. What autonomy do participants enjoy?

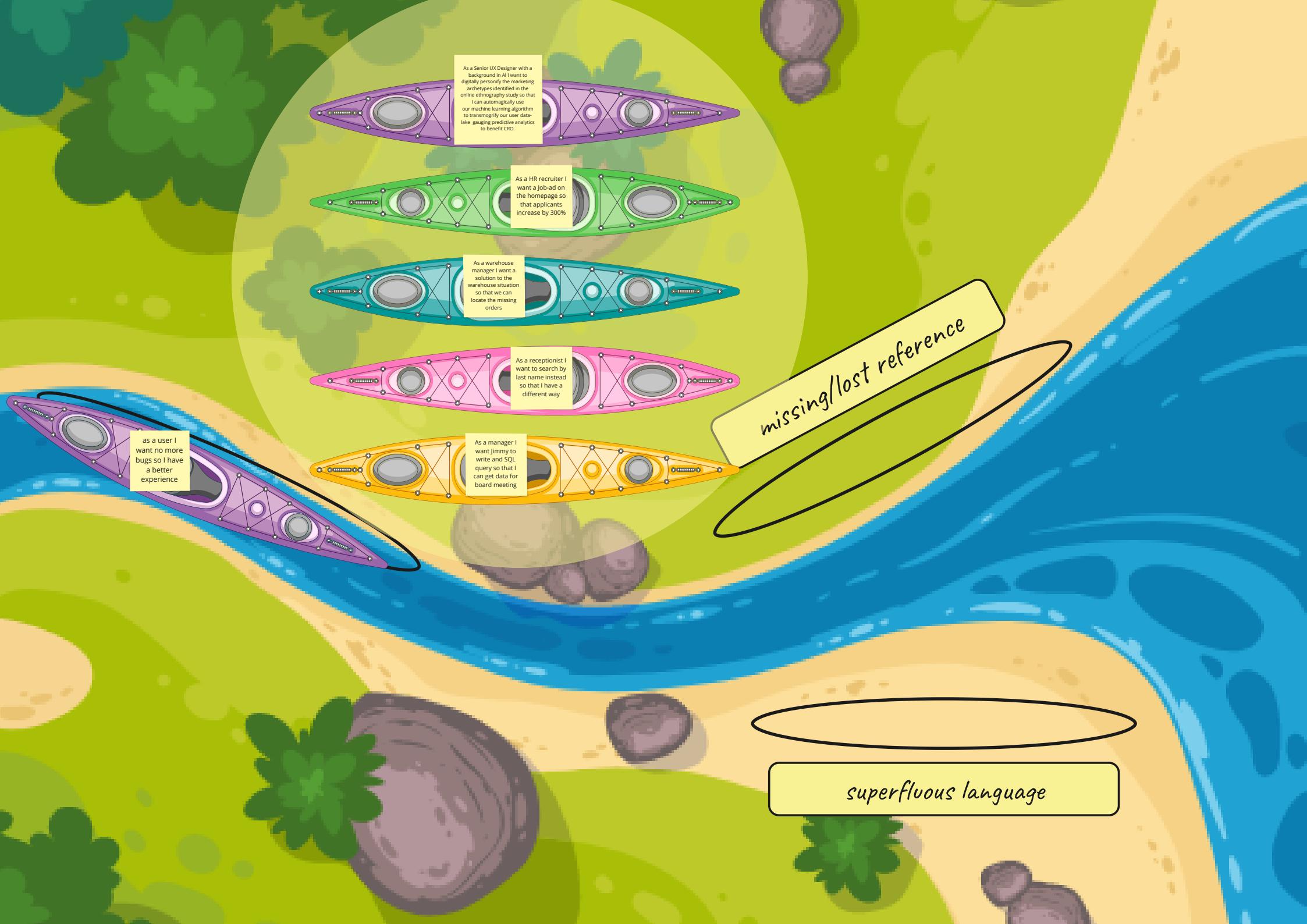
"A rock pile ceases to be a rock pile the moment a single man contemplates it, bearing within him the image of a cathedral." – Antoine de Saint-Exupery

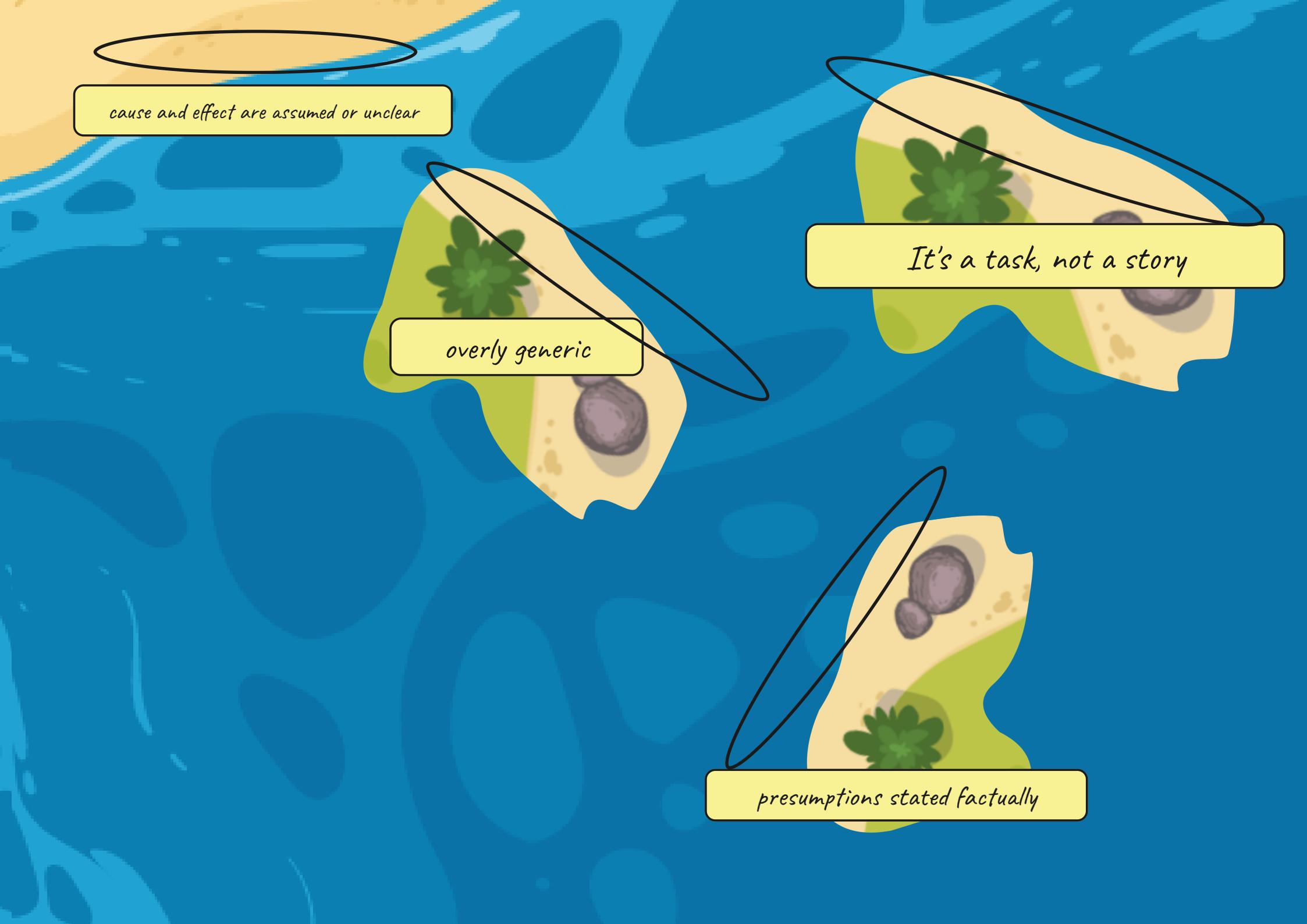
16 minutes

Given around two minutes per questions, participants visualize their own cathedral individually. The cathedral may represent a product, service or

A 'Cathedral' may also be co-created if the participants share the same cathedral (ie. when they are working on the same product).

"A great team has "ba" —the potential for doing great things starts by aligning around a shared purpose. Team members need to know their work matters and have a say in how it's done. The Scrum Team controls its own destiny, so this work





cause and effect are assumed or unclear

overly generic

It's a task, not a story

presumptions stated factually

Clear the Way

"The Sprint Goal is the single objective for the Sprint. Although the Sprint Goal is a commitment by the Developers, it provides flexibility regarding the actual work needed to achieve it. The Sprint Goal also creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives." – The Scrum Guide (2020)

Scrum Teams may need help when defining meaningful, outcome-oriented Sprint Goals. This play guides the Scrum Team in establishing a Sprint Goal and outlining an initial plan by answering coaching questions.

**2 minutes
per question**

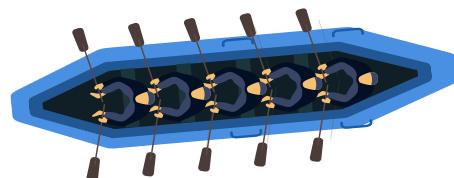
Given around two minutes per question, participants visualize their answers. To do this with your kayakers, you may replace *this Sprint* with *this adventure*.

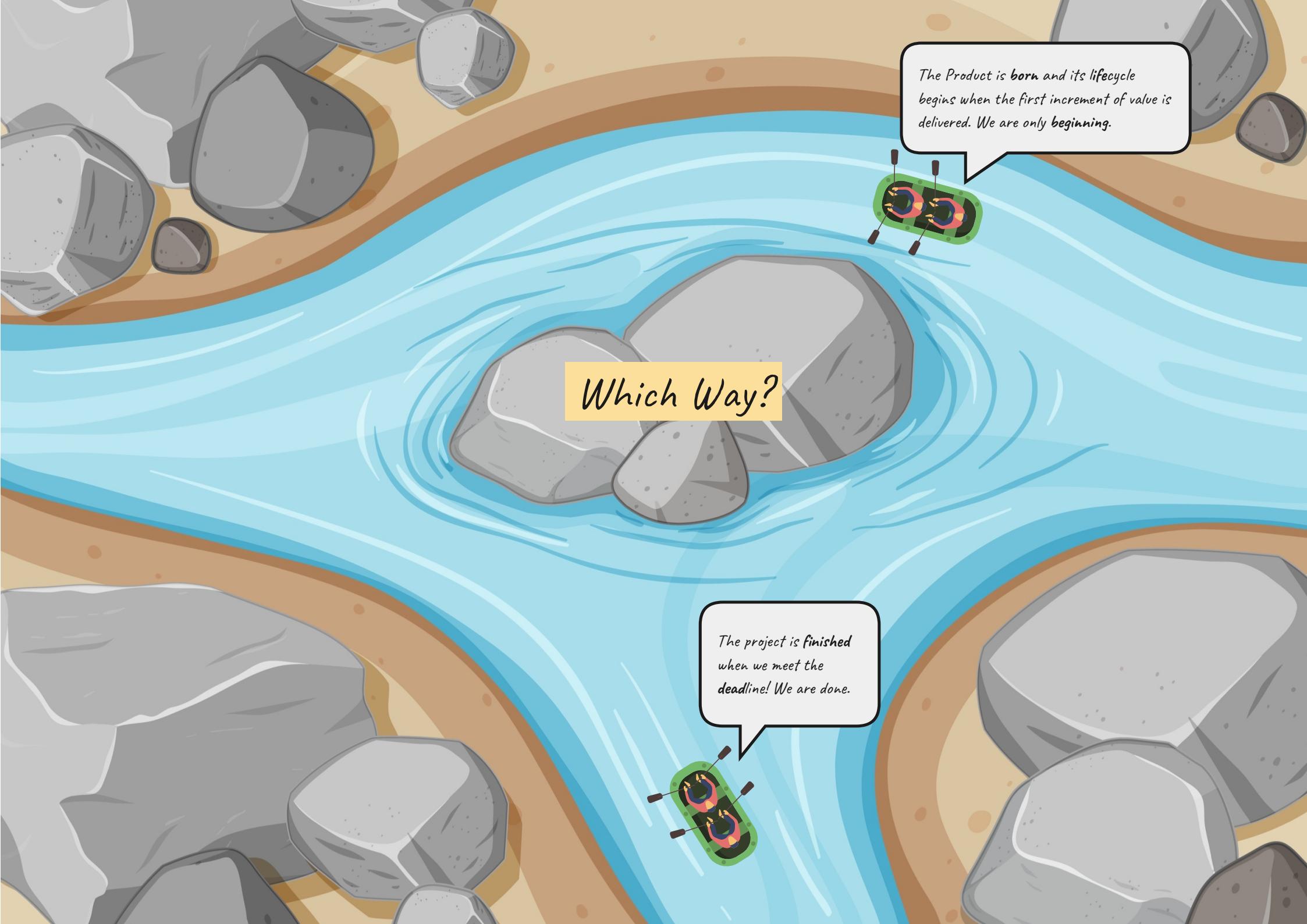
It can be stimulating to play background music. As a guide, you may tape the questions to actual bricks and reveal them one by one every two minutes.

5 minutes

All together, review the visualized input. Group related answers and remove duplicates. Allow for some clarifying questions but ask to keep it short. If a discussion occurs, explain that it's enough (for now) to mark the items that are either unclear or disputed.

Some rivers are calm, and others are wild, so how this will play out naturally depends on the context.





The Product is born and its lifecycle begins when the first increment of value is delivered. We are only beginning.

Which Way?

The project is finished when we meet the deadline! We are done.

AMBITION

1 Who are we empathizing with?

What is the situation they are in?
What is their role in this situation?



2 What do they need to DO?

What do they need to do differently?
What job(s) do they need or want to get done?
What decision(s) do they need to make?
How will they know they were successful?

3 What do they SEE?

What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

6 What do they HEAR?

What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

7 What do they THINK and FEEL?

pains

What are their fears,
frustrations, and anxieties?

gains

What are their wants, needs,
hopes, and dreams?

.....
What other thoughts and feelings
motivate their behavior?

4 What do they SAY?

What have we heard them say?
What can we imagine them saying?

5 What do they DO?

What do they do today?
What behavior have we observed?
What can we imagine them doing?

Empathy Map

An Empathy Map is a way for a Scrum Team to empathize with its audience by creating a canvas of a persona's ambitions, needs, feelings, motivations, etc. It should not replace empathizing with users and other stakeholders through direct interactions. Creating an Empathy Map should not just be a creative activity where participants dream up what *might* or *could* be. It involves doing research and interacting directly with the relevant audience.

Creating an Empathy Map helps guide a Scrum Team toward valuable outcomes for its audience. That will make a Scrum Team less dependent on external intermediates and thus increase their degree of self-management.

8 minutes

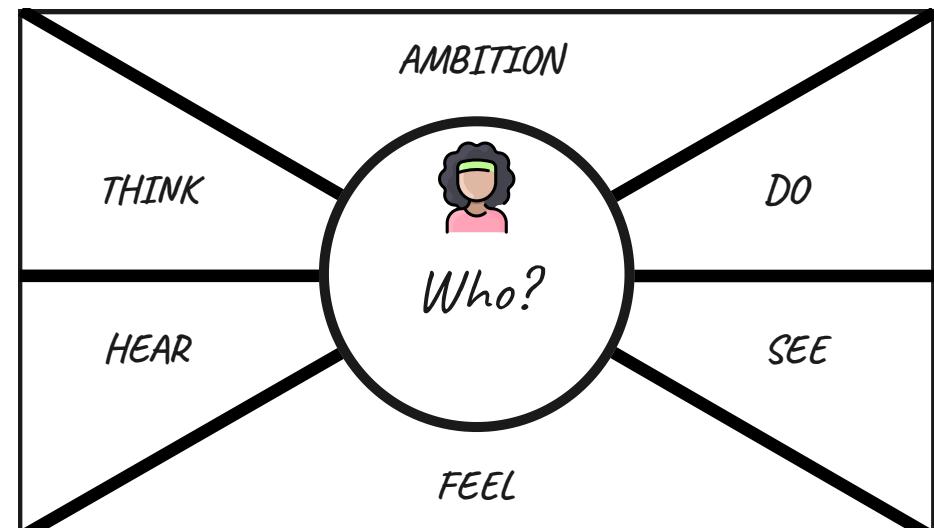
Invite the kayakers to pair up and run through the various questions on the canvas. Can they identify the question they believe their Scrum Team will not (yet) be able to

2 minutes

All together, the kayakers may highlight some of the hardest questions to answer.

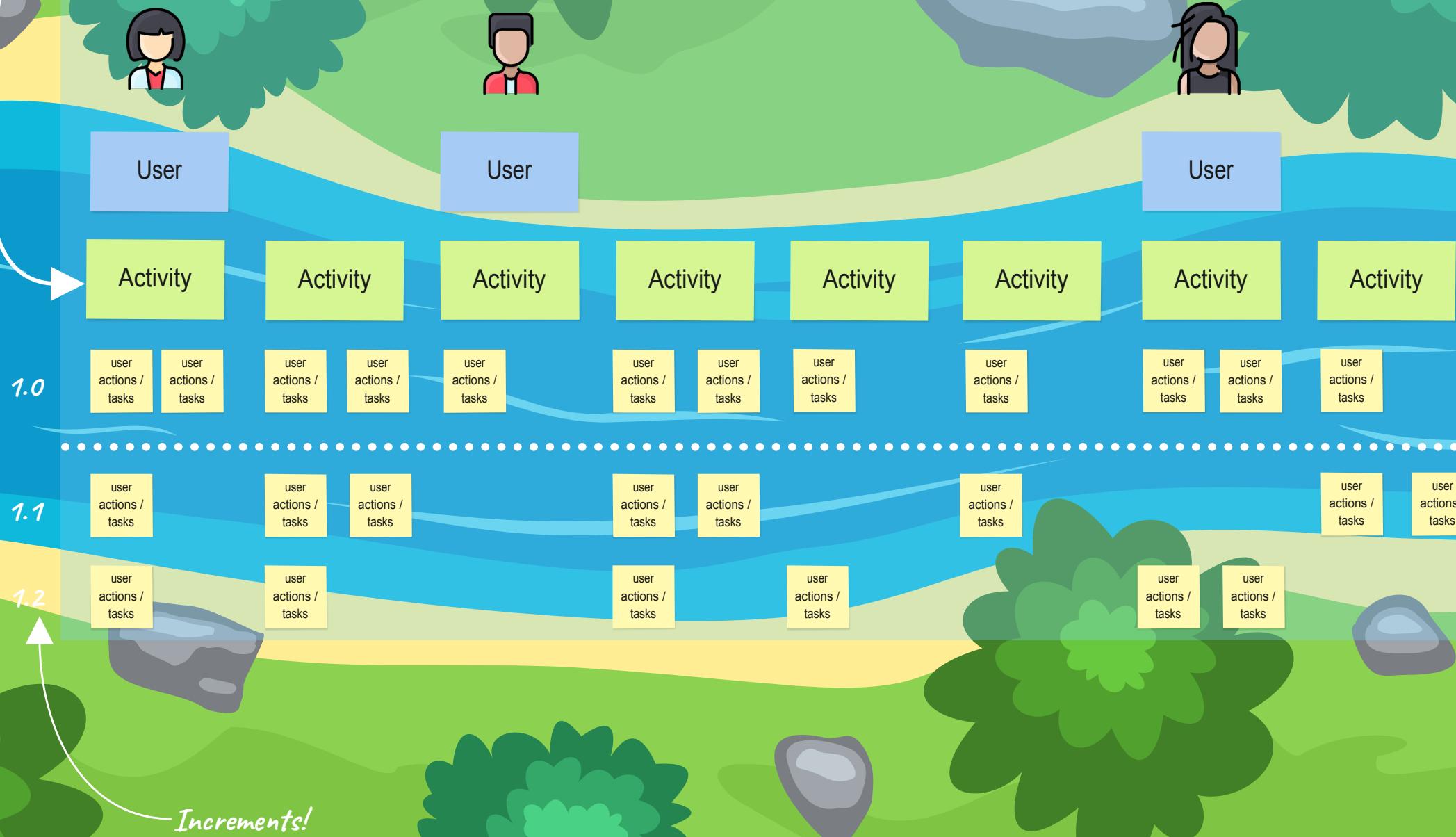
Consider a lighter version of the canvas (to the right).

"As opposed to working alone, empathy mapping allows a small team of contributors who have some insights into the audience being explored to create a relatively robust picture of the persona." – Tim May.



Attribution: The empathy map was developed by Dave Gray and published in the 2010 facilitation playbook "Gamestorming," co-authored by Sunni Brown and James Macanufo.

Narrative Flow



Story Mapping

Story Mapping is another group activity to develop transparency over the narrative of a user journey.

First popularized by Jeff Patton in 2005, the User Story mapping technique aids the management and emergence of Product Backlogs. It's the act of mapping out specific ambitions in a visual way. You can break the narrative into smaller objectives and map them across a customer journey. This visual map helps increase transparency about product development with stakeholders.

The personas of the represented users are placed at the top of the map. Outlined below each persona's specific (desired) behaviors are activities. Detailed actions, behaviors, and triggers may be outlined for each of these activities. These are divided by release slices.

A Story Map is not a roadmap nor a definitive release plan. A Story Map is not a requirements phase artifact. It must be refined continuously throughout development.

Think critically about what limited scope is needed to be defined per increment. Plan a manageable amount of increments and keep the scope as narrow as possible.

5 minutes

Invite the kayakers to share what experience they have with Story Mapping.

5 minutes

Invite Kayakers to look up online examples (or share their own) of Story Maps. Create a (virtual) wall displaying the various examples.

Attribution: (User) Story Mapping by Jeff Pat-



As a Kayaker ...



I want ...



so that...



User Story

User Stories are told stories by real users that define actual valuable outcomes. The essence of the story is written down on a card, shifting the focus from writing and reading about requirements to talking about them. From these conversations, a record of User Stories is created and visualized on a board. The written card is not the end of the conversation. The card may also be the trigger for a conversation. The conversation is over when it is confirmed that the story is well-defined and understood.

The written format of the User Story is short and simple.

As a < type of user >, I want < some goal > so that < some reason >

This format makes it easy to get the who, what, and why. The intention behind User Stories is that those developing the product (value creators) are listening directly to the users' voice (value consumers).

Although the format is simple, there are many ways to get it wrong. Watch out for these five pitfalls when defining User Stories:

1. It's a task, not a story
2. superfluous language
3. presumptions stated factually (cause–effect)
4. overly generic
5. missing/lost references

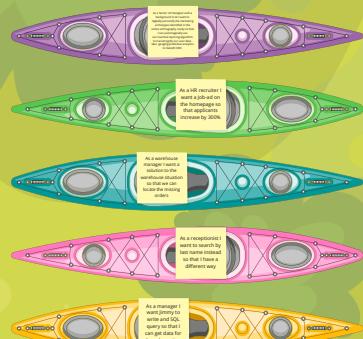
5 minutes

Can our kayakers identify which of the five pitfalls apply to the following Stories?
What do the kayakers think? Do these qualify as User Stories?

- As a Senior UX Designer, with a background in AI, I want to digitally personify the marketing archetypes identified in the online ethnography study, so that I can automatically use our machine-learning algorithm to transmogrify our user data-lake gauging predictive analytics to benefit CRO.
- As a warehouse manager, I want a solution to the warehouse situation, so that we can go back to working normally again!
- As a user, I want no more bugs, so I have a better experience!!!
- As a project manager, I want Jimmy to write an SQL query so that I can get the data for the MT meeting.
- As an HR recruiter, I want a Job-ad on the homepage so that applicants increase by 300%

Attribution: User Stories were introduced by Kent Beck in 1997, refined by Ron Jeffries using the 3-C's in 2001 and popularized by Mike Cohn in 2004 in his book "User Stories Applied: For Agile Software Development".

Stranded Stories



As a user I want to see my bugs so I have a better experience

As a UI designer I want a grid on the homepage set to 12 columns to increase by 200%

As a developer I want a design to work in a web browser situation because the missing colors

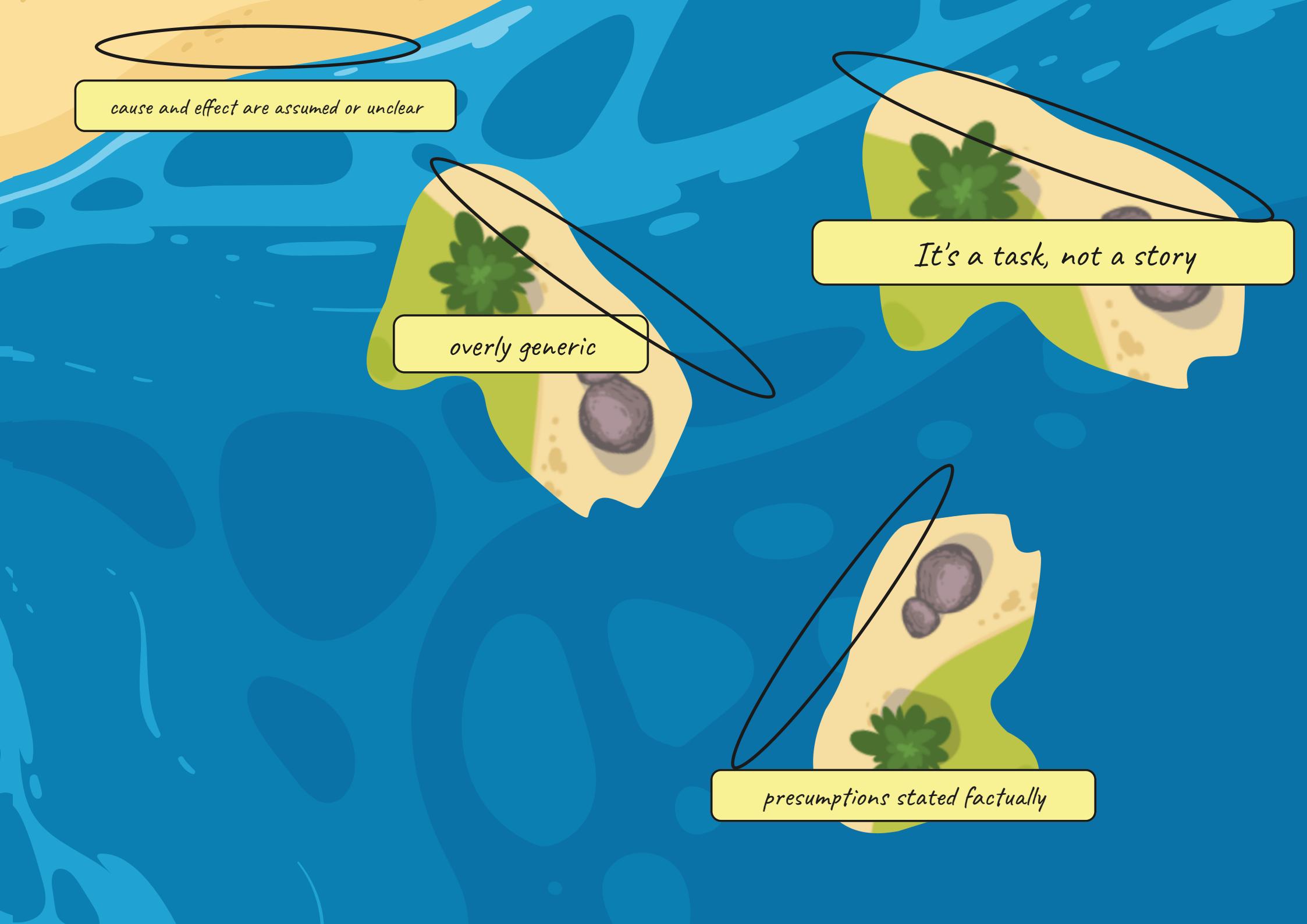
As a receptionist I want to search by name so that I have a different way

As a manager I want pretty icons for each query so that I can use them in a board meeting

as a user I want to see my bugs so I have a better experience

missing/lost reference

superfluous language



cause and effect are assumed or unclear

overly generic

It's a task, not a story

presumptions stated factually



We believe
that ...

will achieve ...

doing ...

Hypotheses Statement

"Every feature and every requirement really represent a hypothesis about value. One of the goals of an empirical approach is to make these hypotheses explicit and to consciously design experiments that explicitly test the value of the features and requirements." - Evidence-Based Management Guide for Scrum.

Evidence of whether an organization embraces empirical product planning can be found in how it defines its hypothesized unrealized value, such as the items in the Product Backlog.

Often requirements are stated definitively. These requirements emerge from the thinking that stating something will make it so. An example of a definitive statement is: "Place a vacancy banner on the homepage so that applications will increase by 300%". This is not stated as if it were a hypothesis.

To embrace empirical product planning, consider using Hypotheses Statements instead.

1. We believe that [doing this],
2. for [these people]
3. will achieve [this outcome].
4. We will know this is true when we see [this behavior/response]

5 minutes

Ask if our kayakers can look up and share an item from their Product Backlog (or prepare one as a guide). They should not share anything sensitive.

5 minutes

Choose one item from the group. Can they draft a Hypothesis Statement from the information provided in this item? If not, select another one.

Water Sports Stretch Break

Play some uplifting music.

Invite the players to mimic the
following watersports moves (one by one)

1. Swim (butterfly strokes)
2. Paddle (left)
3. Paddle (right)
4. Water Skiing
5. Fly Fishing
6. Kayaking (both sides)
7. Rowing (both sides)
8. Surfing



Key performance indicators are: velocity, billability, productivity, resource efficiency, predictability.

Which Way?

Key value indicators are: satisfaction, usage, cost ratio, time to market, ability to innovate, flow efficiency, sustainability.

Sizing



Item A

Item Q

Item S

Item E

Item L

Item H

Item O

Item J

Item P

Item N

Item U

Item W

Item F

Item D

Item B

Item G

Item I

Item K

is relative



Item C



Item R

Item T



Sizing



The work needed to improve the product is defined in items on a Product Backlog: Product Backlog Items (PBIs). These PBIs may be of various size. These items may be refined into smaller items. They should remain large enough so that they still deliver value. They should at least be small enough that developers believe they can complete it within a Sprint.

When a team is sizing its items, they are working towards creating a shared understanding of what is known at the time about what is needed to deliver value and how that can be achieved. This generally requires collaboration between developers who understand that working through it is the best way to learn more about a complex problem.

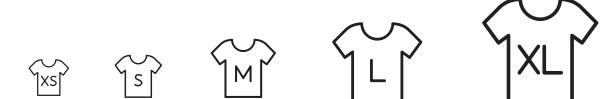
Sizing is performed by developers. They are an indicator of what is known at the time. Developers should never be held accountable over the accuracy of a size, only over their ability to adapt to what more is learned over time as they are working towards a resolution

The size of an item should be relative to other items. Developers estimate whether or not an item is expected to be more work, complex, and uncertain compared to other items. Visualizing and mapping them on a board provides a clear overview.

To inspect and improve at sizing, a team should regularly reflect on how they would size work after completion. Comparing completed items with items in the backlog will also help a team improve at sizing.

It's up to developers how they approach refining and sizing the items. For example:

- T-Shirt Sizes (XS, S, M, L, XL, XXL)
- Fibonacci based: (0, 1/2, 1, 2, 3, 5, 8, 13, 20, 40, 100)
- Dog sizes (Chihuahua, Maltese, Beagle, Golden Retriever, Saint Bernard, Great Dane)
- Other types of sizes: (ships, food, cars, houses, animals)



15 minutes

Can our kayakers provide their best estimate on how large these pups (on the left) will grow up to be? Can they rank them from left (small) to right (largest)?

At the end, you may share this link with Kayakers:

source: <https://www.entirelypets.com/dog-breed-guide.html>

Checkpoint 2

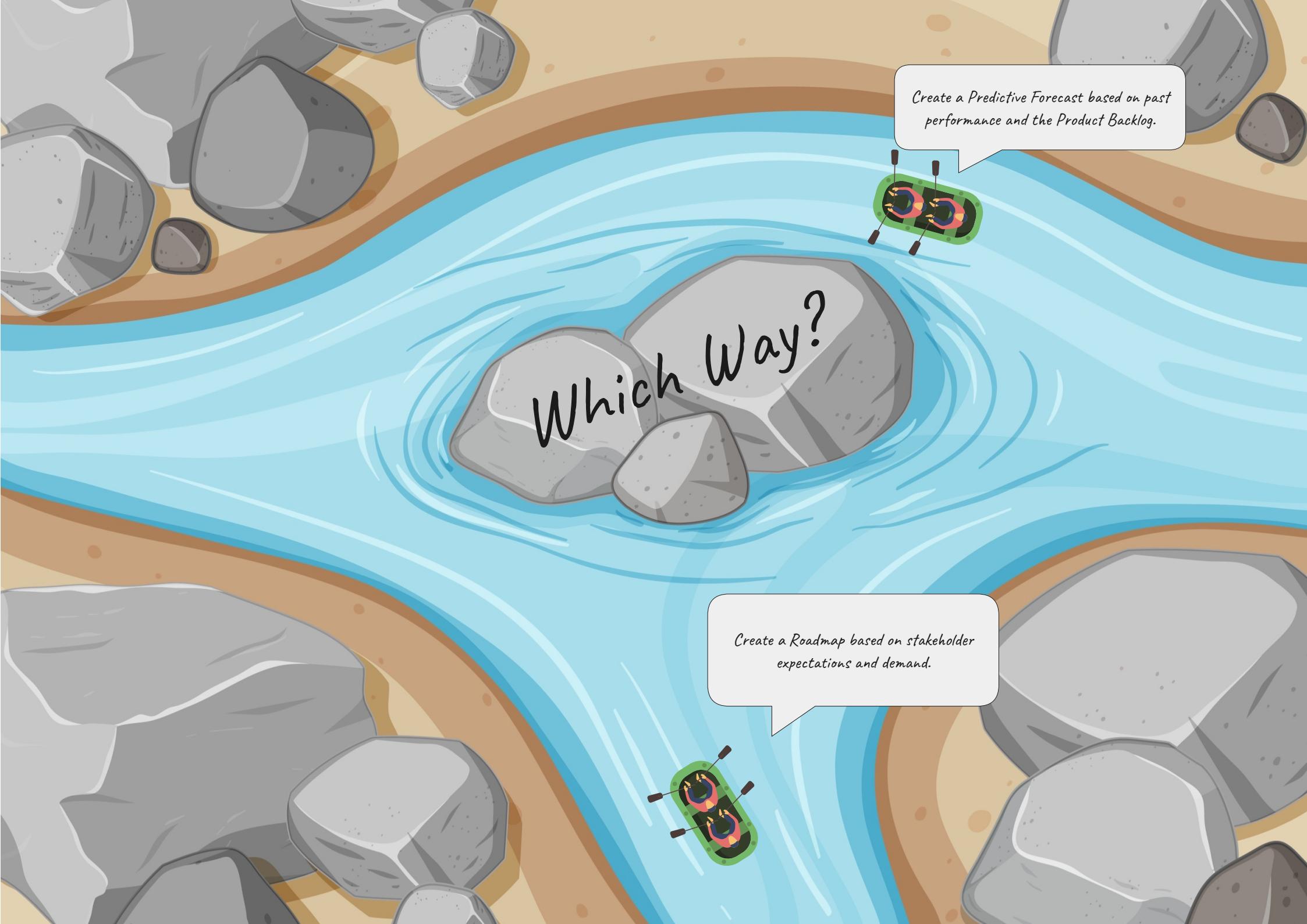
So far, our kayakers have learned how to chart their course and align their approach. These plays, maps, and techniques help them orient toward value and avoid getting stranded.

5 minutes

1. What techniques are you bringing along in your kayak?
2. Did you struggle through any parts of the stream?
3. Which plays did you want to speed up or slow down?

How far down the Value Stream is the Product Owner currently?
I hope they aren't stranded somewhere.



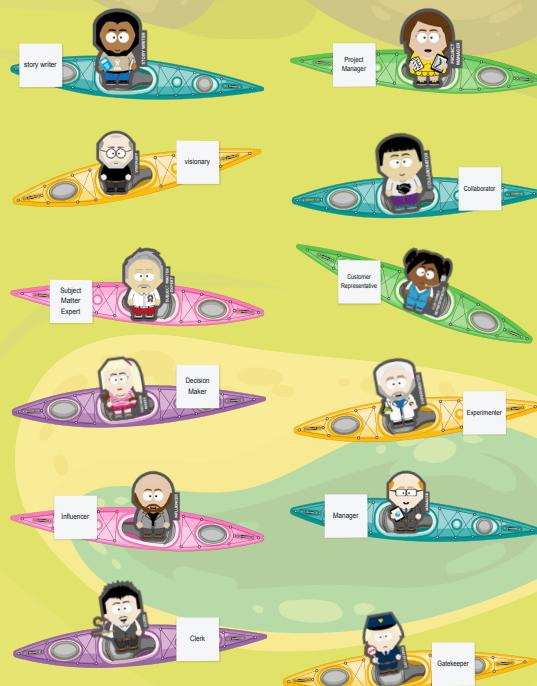


Create a Predictive Forecast based on past performance and the Product Backlog.

Which Way?

Create a Roadmap based on stakeholder expectations and demand.

Stranded Product Owners



Can our kayakers tell where which Product Owner is stranded?

Knowing what we know today we'll go for X first, which best aligns with our values and vision.

"Let's fail fast!"

"No! it's not ready for deployment until I see it first!"

"No one ever listens to me anyway, but has anyone considered that..."

"I needed to have Feature X ready by yesterday!"





I am just a scribe for stakeholders

I manage the project

What vision?

I can write a User Story

I am proxy for key stakeholders

I am a team owner

I am inspired by a vision set by others

I can maintain a Product Backlog

I am an empowered representative to a key stakeholder

I am a Product Manager

I am the ambassador for the vision

I know how to measure Outcomes through evidence-based management

I have full decision making autonomy

I have full ownership of the product

I define and live the VISION!

I enact empirical product planning through predictive forecasting!

Stand in the Sand

With this play, one can quickly assess the level of ownership a Product Owner enjoys.

Consider, for example:

“Where do you stand in your journey as a Product Owner in managing product(s)?”

A guide can prepare this play by drawing lines in (virtual) sand to create various sections with possible answers. Participants may also draw their sections in the sand.

Consider some basic areas such as:

- I'm stuck at the start!
- Slow but steady!
- I'm on my way!
- I'm ready to roll!

1 minute

Aks the kayakers: “Where do you (or your Product Owner) stand in the sand?”
Invite the kayakers to explore the various options you prepared in the sand.

1 minute

The kayakers may choose to stand in the sand. They may also draw and write their place in the sand and stand there.

BHUVAN

GERHARD

IGNACIO

BISHWA

VAISHALI

STUART

DANNY

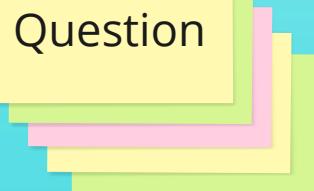
THOMAS

IDRIS

SYLWIA

RANI

DEMERSON



What the Duck?!

This is quacking great!

Let's see how much our kayakers picked up along the way. There is more to grab still!

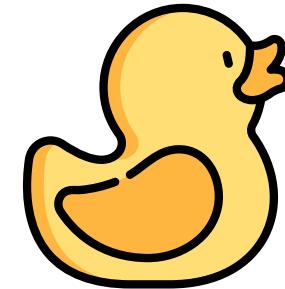
Prepare a deck of questions related to this adventure. You may mix this with duck, frog, or flamingo trivia.

Here are some example questions:

- Ducks can't get cold feet, true or false? (true)
- Name three things you liked doing during this adventure
- Why are flamingos pink? (because of the food they eat)
- Duck quacks don't echo, true or false? (false)
- What from this adventure will you try in practice?
- What is a group of flamingos called? (a flamboyance)
- What didn't you know about before this adventure that you are happy to know now?
- Ducks can see in color, true or false? (true)
- How many people could be killed from one gram of the toxin produced by the skin of the golden poison dart frog? (the person closest to the actual number (100.000) wins the frog.
- What confused you during this training?
- A frog completely sheds its skin about once a week. True or false? (true)

Here's how to facilitate:

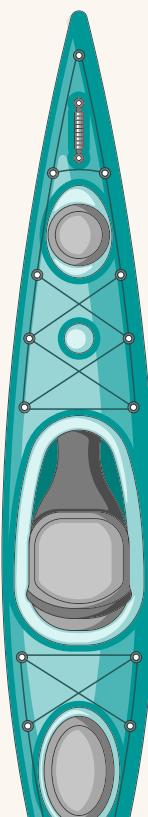
10 minutes



1. The travelers gather around a virtual table by placing their tokens around it.
2. Place an item (a rubber duck, frog, or flamingo) in the middle of the (virtual) table.
3. The travelers must keep their hands away from their keyboard and mouse.
4. The guide poses a question.
5. Those who believe they know the answer try to grab the item.
6. The person who grabs it gets to answer the question. (virtual: move the item to your token)
7. If it's correct, the person gets to keep the item. If it's incorrect, the person returns the item.
8. The sequence may be repeated for the next item and question.

Maximilian

Kayaking



Travel Journal

I hope our kayakers managed to keep their journals dry during this adventure. Together our kayakers started as Wobble (beginners), but now they are pretty Swell (advanced).

These questions may help the kayakers to record their journal:

- What was the craziest thing you experienced during this adventure?
- What techniques did you learn about that will help define and align on value?
- What may have caused your kayak to flip during this adventure?

5 minutes

Individually record your journal.

Appendix: 4C Map

C1 Connections - C2 Concepts - C3 Concrete Practice - C4 Conclusions

The R2M-VE applies a 4C baseline from Training From the Back of the Room, Virtual Edition (TBR-VE) by Sharon Bowman.

1. Value Stream

LEARNING OUTCOMES:

1. Applying questions from the Value Pyramid to define the value of PBIs;
2. Identify key events in turning ideas into a valuable outcomes;
3. Identify and map types of waste;
4. List impediments that disrupt the flow of value.

PLAYS:

1. Tao Meditation (C1)
2. Step in (C1)
3. Value Pyramid (C2)
4. Value Stream (C2)
5. Polluted Value Stream (C2)
6. Impaddlement (C3)
7. Stretchbreak (C4)
8. Checkpoint 1 (C4)

2. Goal Setting & Product Backlog Management techniques

LEARNING OUTCOMES:

1. Create a Product Cathedral to connect craft to a shared purpose;
2. Use coaching questions to clear the way towards defining a meaningful and valuable Sprint Goal;
3. Make an empathy map and define what's needed to answer the difficult questions;
4. Looking up various examples of Story Maps;
5. Creating a template for a Story Map;
6. Applying the NLP Meta Model for language to detect anti-patterns in defining User Stories;
7. Write hypotheses statements for Product Backlog items.
8. Identify key value metrics;
9. Familiarize with Effective sizing techniques and templates;
10. Practice relative sizing;

PLAYS:

1. Cathedral (C2)
2. Clear the Way (C3)
3. Empathy Map (C1/C2)
4. Story Mapping (C1 / C2)
5. User Story (C1/C2)
6. Stranded Stories (C1/C2)
7. Hypotheses Statement (C2/C3)
8. Stretchbreak (C4)
9. Which Way (C2)
10. Sizing (C2 / C3)
11. Checkpoint 2 (C4)

3. Accountabilities

LEARNING OUTCOMES:

1. List the differences between a Roadmap and a Predictive/Probabilistic Forecast;
2. Identify and map various Product Owner stances and positions;
3. Learn random fun duck, frog and flamingo facts;
4. Capture key learnings in the travel journal;

PLAYS:

1. Which way (C1)
2. Stranded (C2)
3. Stand in the Sand (C3)
4. What the Duck (C4)
5. Travel Journal (C4)



Find examples of "stranded" User Stories and/or Product Backlog Items.

Invite Developers to size the top 10 items in the Product Backlog using one of the various sizing techniques they prefer.

Clear the way towards a Sprint Goal with your Scrum Team.

Identify and visualize the waste in your value stream.

Find a requirement that is not stated hypothetically (wishful) and re-state it to an hypotheses (empirical).

Build a 'Cathedral' with your Scrum Team.

Call to Adventure!



The Road to Mastery (R2M) is a Scrum Learning Journey containing 12 adventures (modules) from Basecamp to Bootcamp.

1. Basecamp
2. Agile Backpacking
3. The Game of Scrum
4. Living the Scrum Values
5. Mountaineering Scrum together
6. Kayaking the Value Stream
7. Surviving Self-Management
8. Deep Diving Developer Culture
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Coaching Dojo
12. Bootcamp



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- Project Zero: a research center at the Harvard Graduate School of Education;
- Scrum Patterns; Jeff Sutherland, James Coplien e.o.
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- Freepik for vector illustrations;
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Comment on attribution:

"I aim to diligently attribute anyone who deserves credit or reference and refer to those sources of inspiration from which the Road to Mastery emerged. Please reach out with suggestions and comments on where this can and should be improved." – Sjoerd Nijland.

Serious Scrum *R2M*

Kayaking the Value Stream

SJOERD NIJLAND

WWW.ROAD2MASTERY.COM