



Original picture source: shirt.woot.com

Scrumban Evolution

What is your next step?

# AGENDA

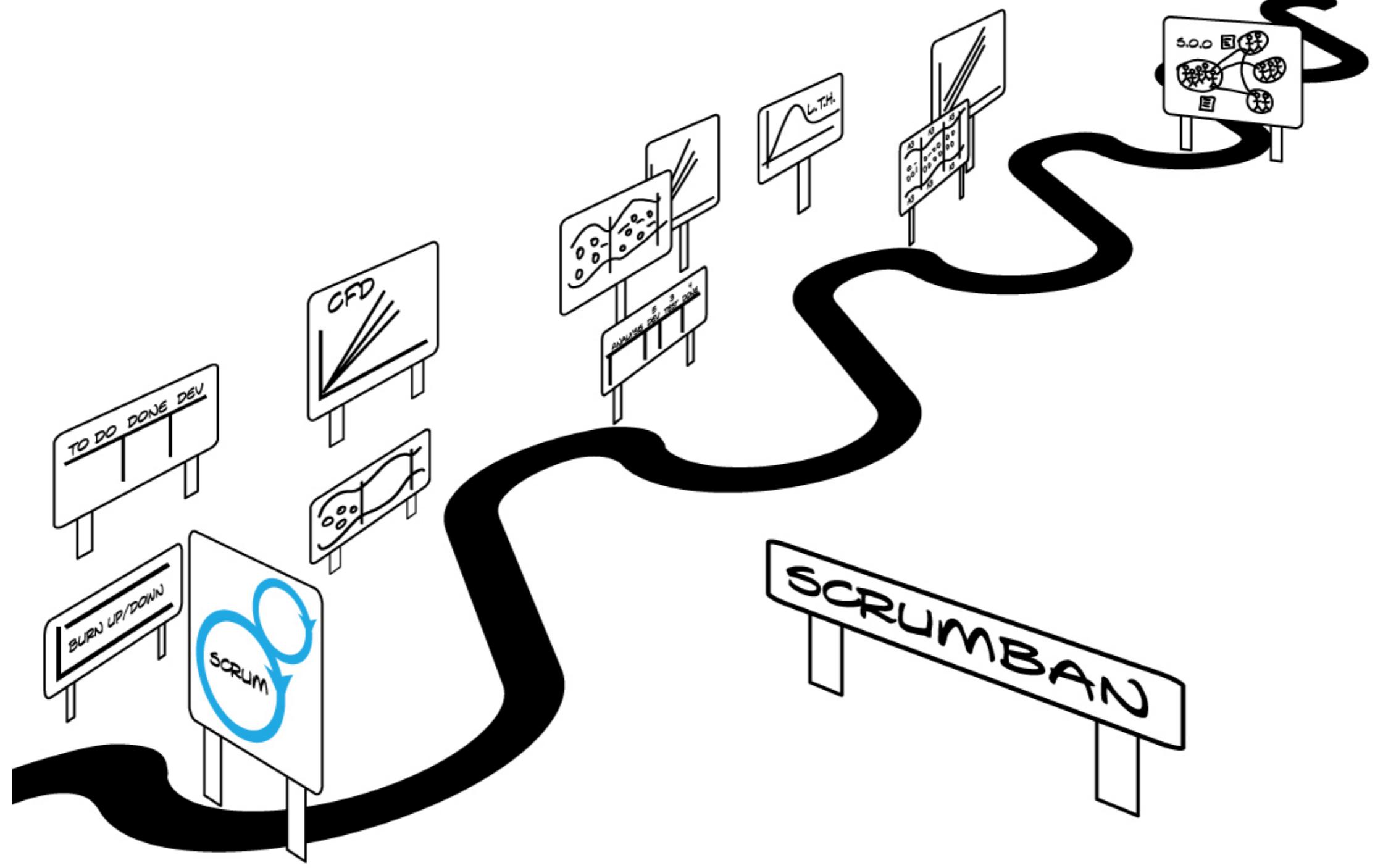
## OVERVIEW

## 5 GUIDING QUESTIONS

## 5 Steps of evolution

## WORLD CAFE





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

# SCRUM+KANBAN=SCRUMBAN

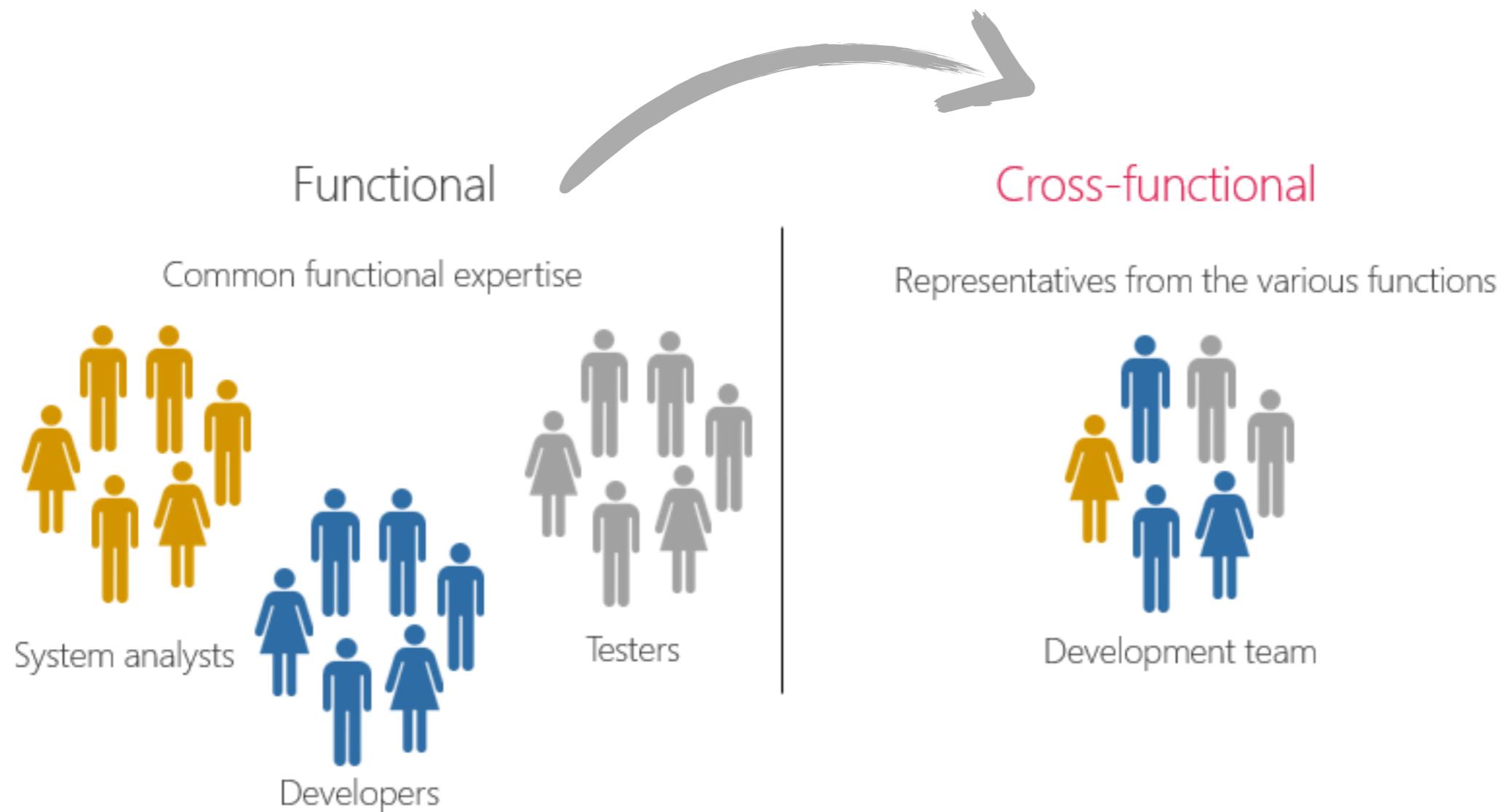
An overview

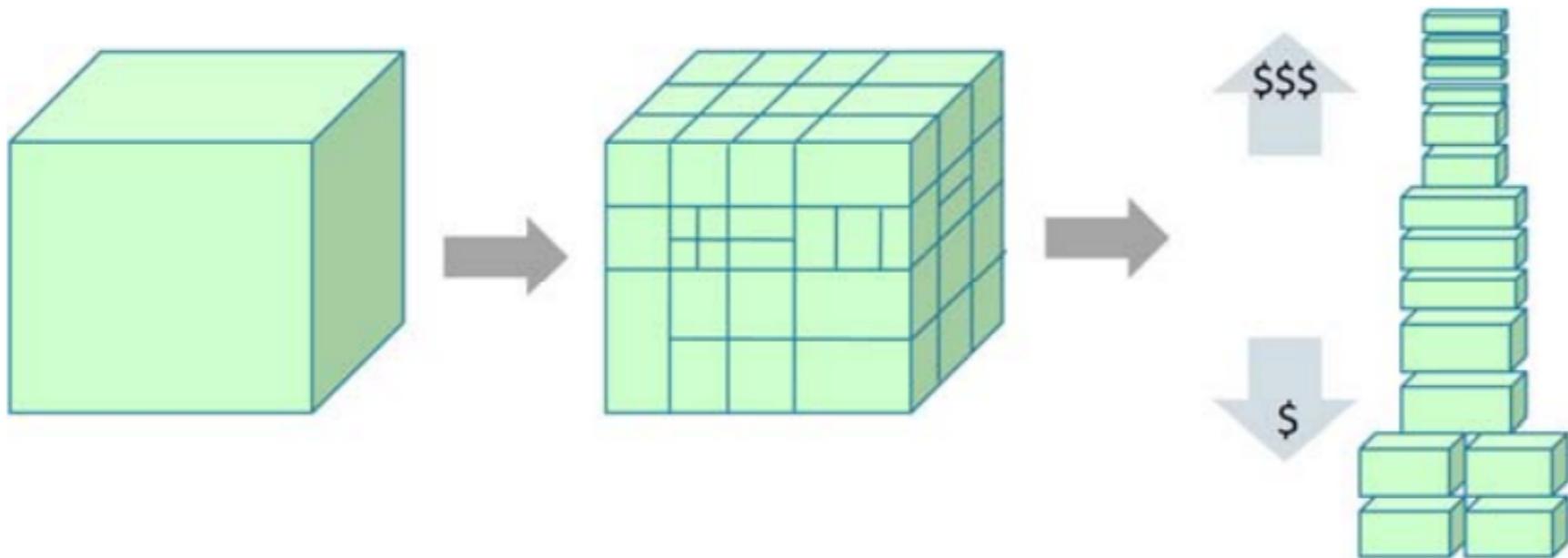


**SCRUM**

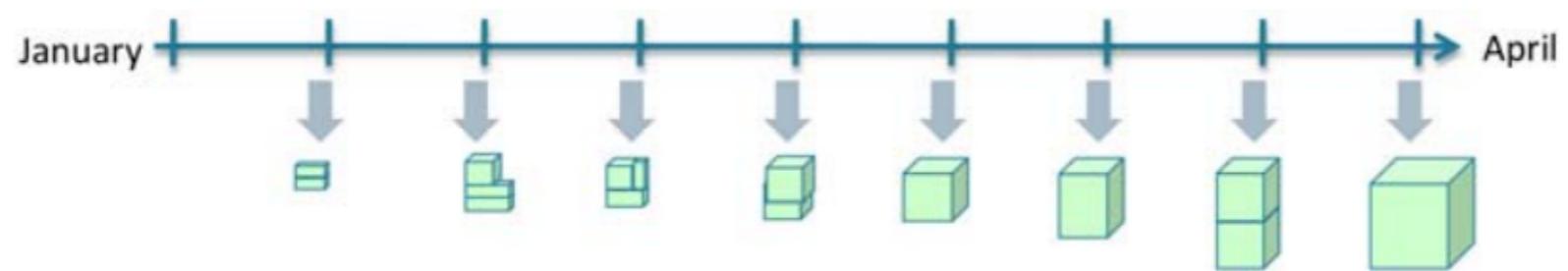
# Cross functional teams

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**Small value  
adding Pieces**



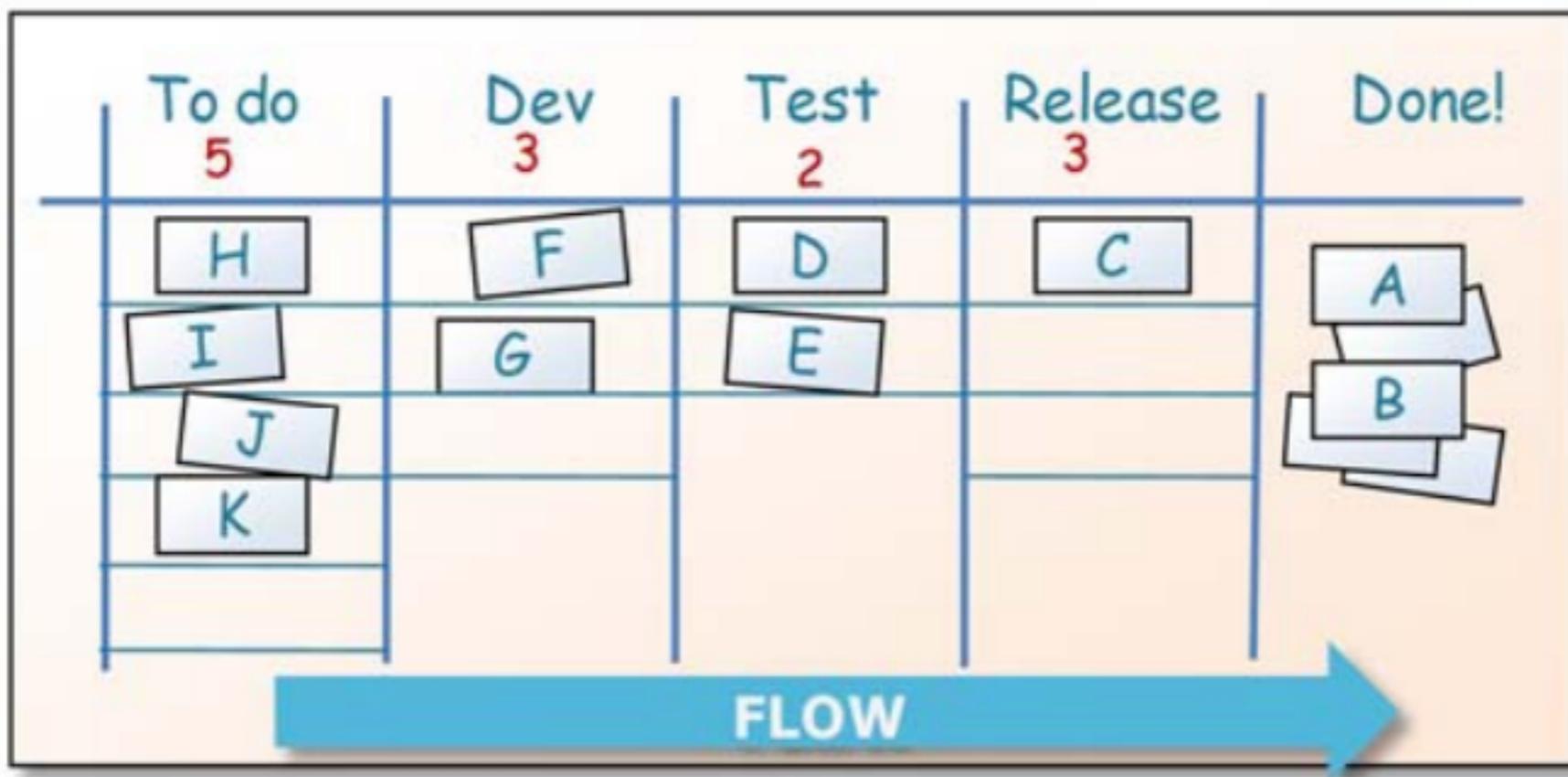
**Incremental  
Releases**



KAN BAN

# 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...

宮本 武藏

MIYAMOTO  
**MUSASHI**

c.1584-JUNE 13

PRIOR TO ADULTHOOD KNOWN SIMPLY AS TAKEZO SHINMEN, AS MIYAMOTO DENNO, OR MIYAMOTO MUSASHI, WAS A FAMOUS JAPANESE SAMURAI, AND IS CONSIDERED BY MANY TO HAVE BEEN ONE OF THE GREATEST KILLED SWORDSMEN IN HISTORY.

MUSASHI, AS HE IS OFTEN SIMPLY KNOWN, BECAME LEGENDARY THROUGH HIS OUTSTANDING SWORDSMANSHIP IN NUMEROUS DUELS, EVEN FIGHTING AGAINST HIMSELF. HE IS THE FOUNDER OF THE NITEN NITEN ICHI-RYŪ OR NITEN-RYŪ STYLE OF SWORDSMANSHIP AND WROTE THE BOOK OF FIVE VICTORIES (GO NO SHO), A BOOK ON STRATEGY, TACTICS, AND PHILOSOPHY THAT IS STILL STUDIED TODAY.

*Stewart '07*

	<b>Scrum</b>	<b>Kanban</b>	<b>Scrumban</b>
<b>Board/ Artifacts</b>	simple board; product backlog sprint backlog; burndown chart	board mapped on the process	board mapped on the process
<b>Ceremonies</b>	daily Scrum; sprint planning sprint review; sprint retrospective	none required	daily Scrum other Scrum related ceremonies if needed
<b>Prioritization</b>	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.
<b>Who feeds WIP</b>	PO	Depends on defined roles and necessities	Depends on defined roles and necessities
<b>Iterations</b>	yes (sprints)	no (continuous flow)	not mandatory (continuous flow); could have sprints
<b>Estimations</b>	yes (in ideal days or story points)	no (similar work size items) (a)	no (similar work size items) (a)
<b>Teams</b>	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)



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

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# 5 GUIDING QUESTIONS

Source: Mike Sutton

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

**VALUE**

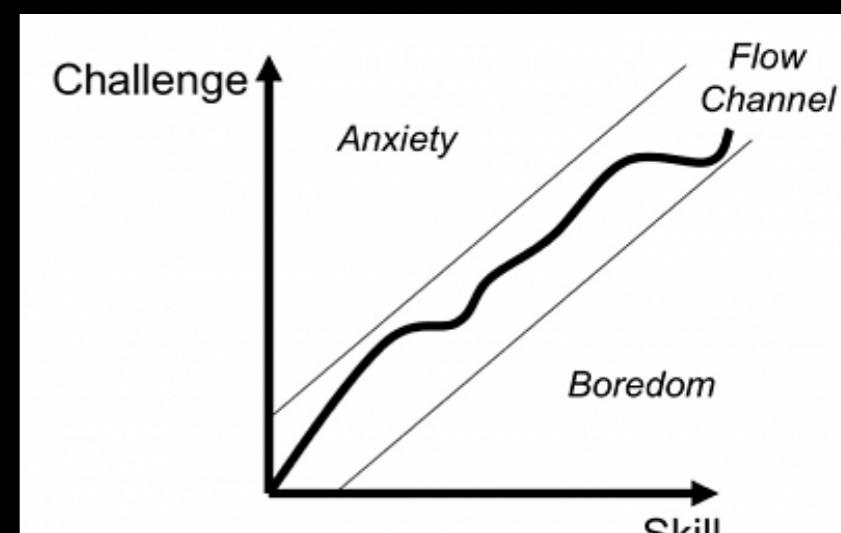


Source: <https://www.asigovernment.com/files/images/earnedValueManagement.png>



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

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](http://www.pbs.org/thisemotionallife/blogs/flow)



Source: [http://www.livingyourpassion.org/wp-content/  
uploads/2012/08/bigstock-Spa-still-life-13202600Rev.png](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?**



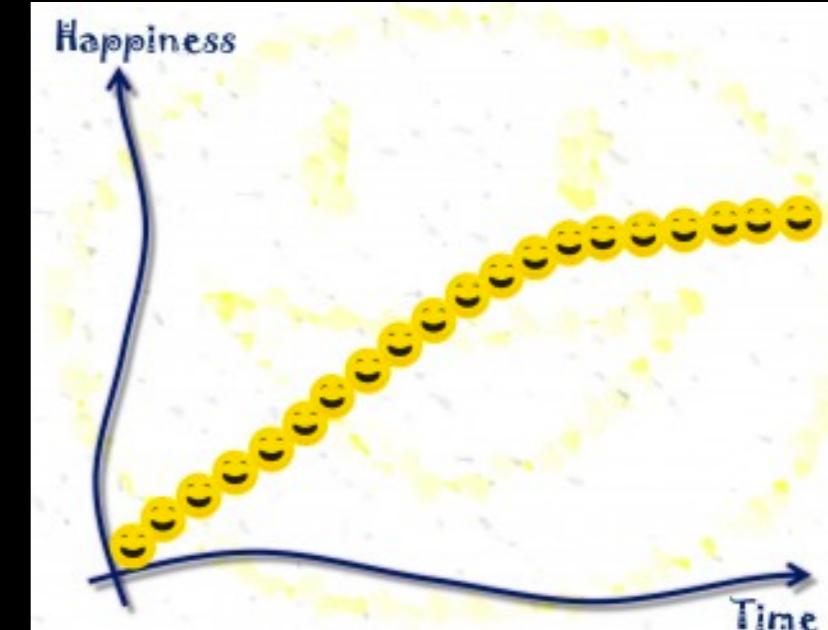
Source: <http://www.newtonint.com/sites/default/files/Quality.jpg>



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)

## 5 STEPS OF EVOLUTION



# 7 REASONS

why you don't need sprints

- 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

The goal is to become predictable and efficient, NOT to hit individual estimates

FOCUS ON PREDICTABILITY AND FITNESS FOR PURPOSE

## Retro

**PLAN**

**DO**

**CHECK/  
STUDY**

**ADJUST**

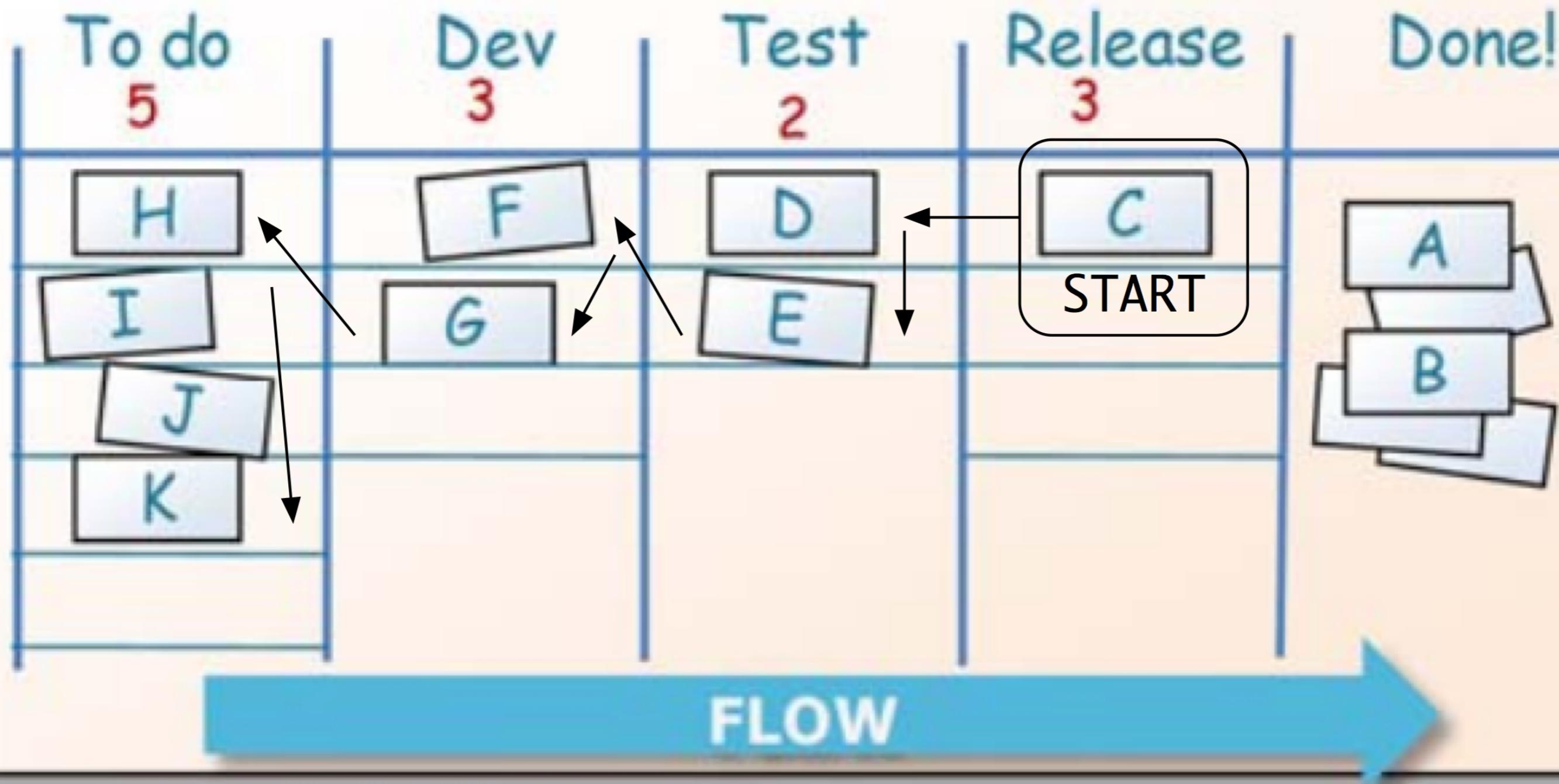
**Done**

Zeit bis zur nächsten Retro



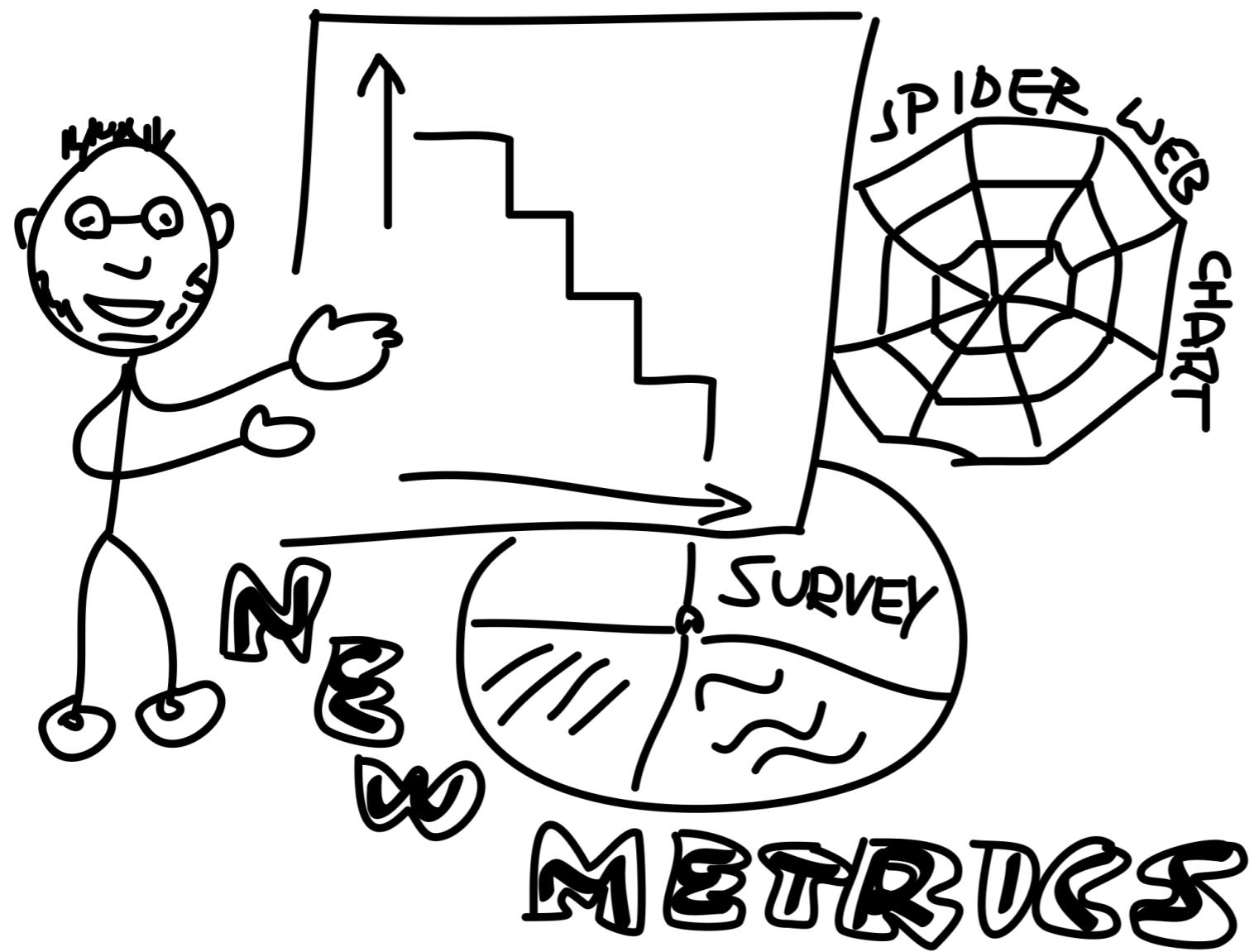
# RETROSPECTIVE on demand

PDCA board



# Standups

Work Item focussed



# ACTIONABLE AGILE METRICS

WIP

Cumulative Flow  
Diagram

Scatterplot

Cycle Time

Throughput

Flow efficiency

Home

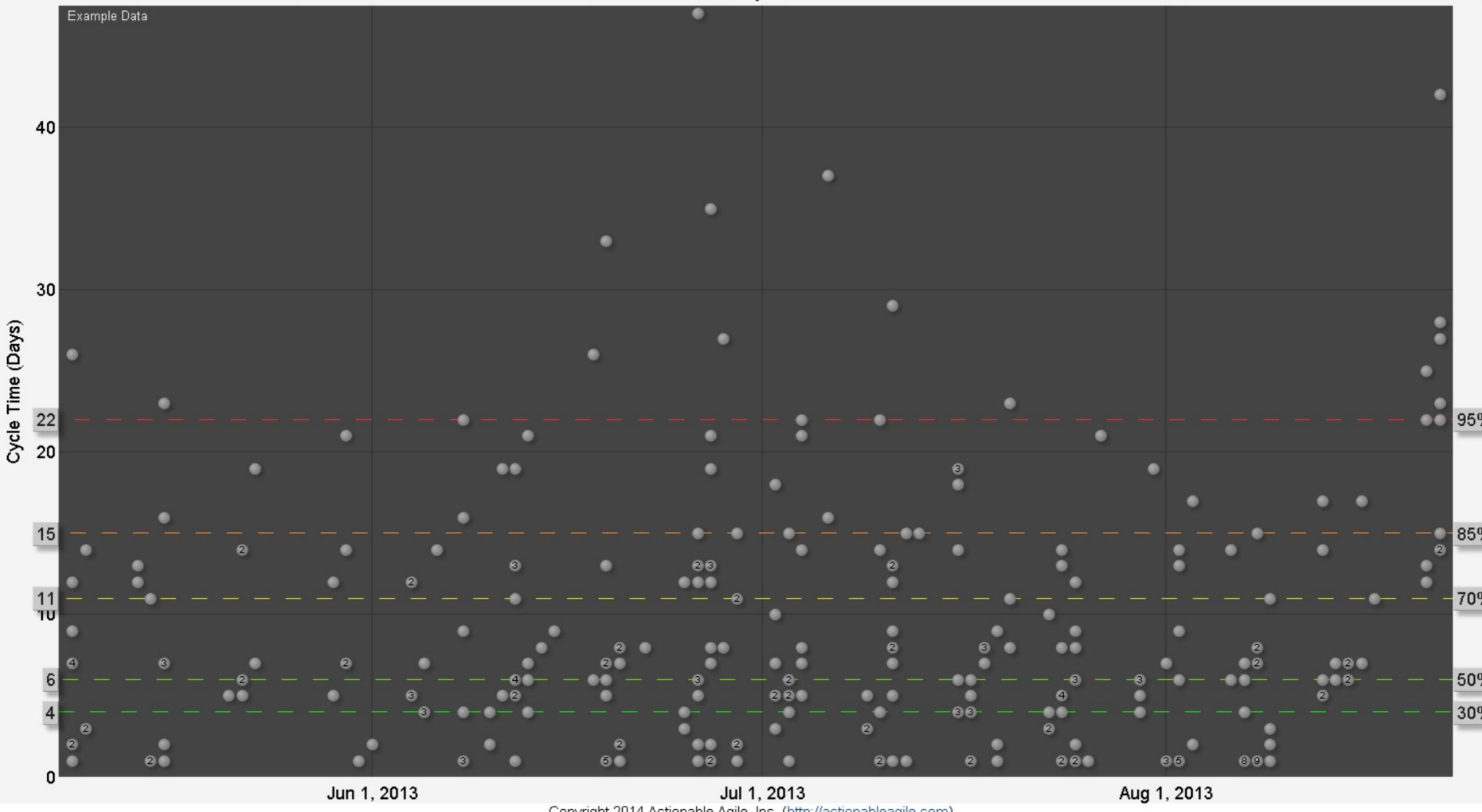
Cumulative Flow

**Scatterplot**

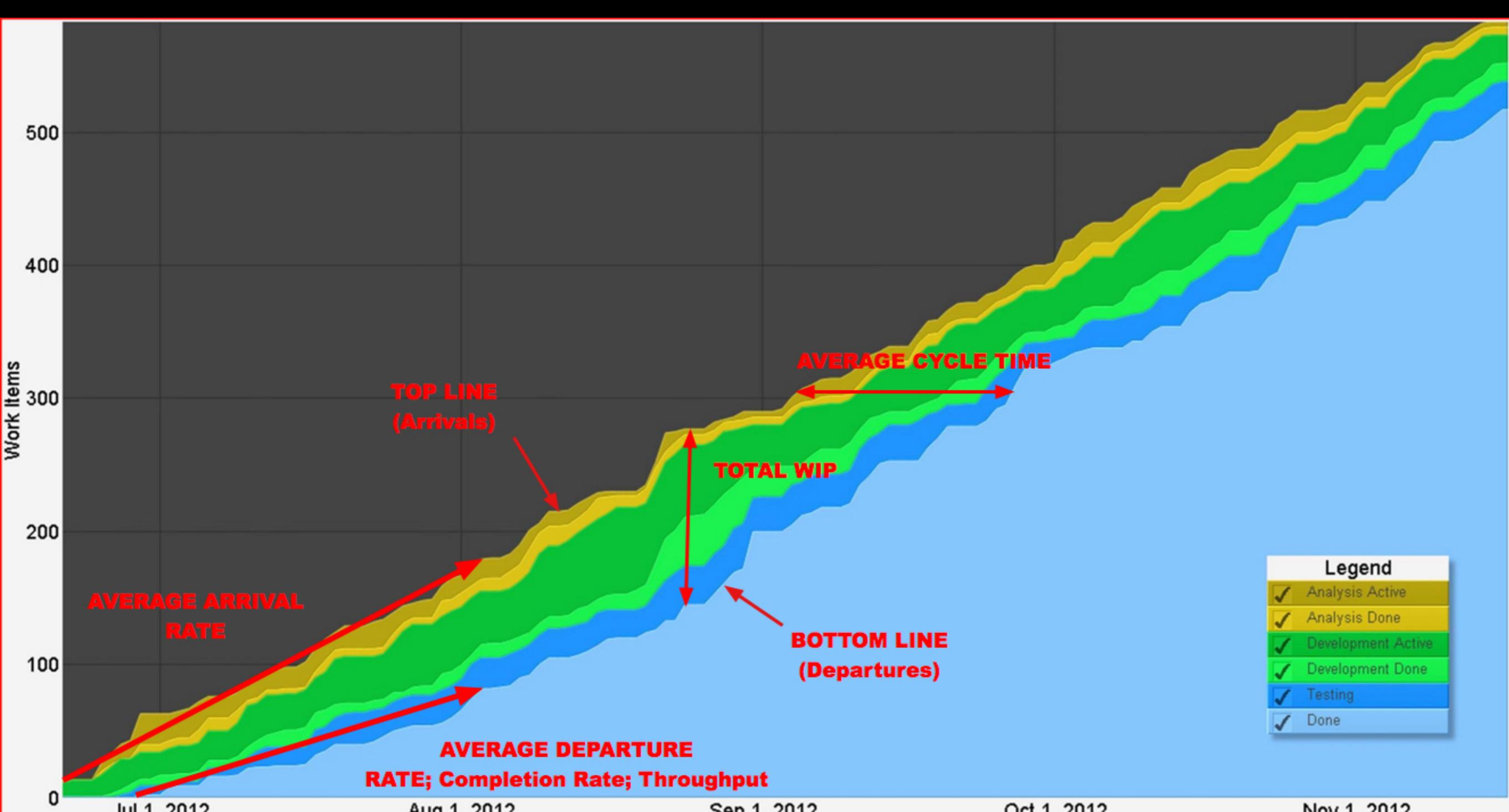
Projection

Source Data

Example Data



# SCATTERPLOT with cycle time & percentiles



Source: <https://www.actionableagile.com/cumulative-flow-diagrams/>

# CUMULATIVE FLOW DIAGRAM

Lean from the Trenches (Henrik Kniberg)

Kanban and Scrum - Making the best of both (Henrik Kniberg; Matthias Skarin)

The Scrumban [R]Evolution (Ajay Reddy)

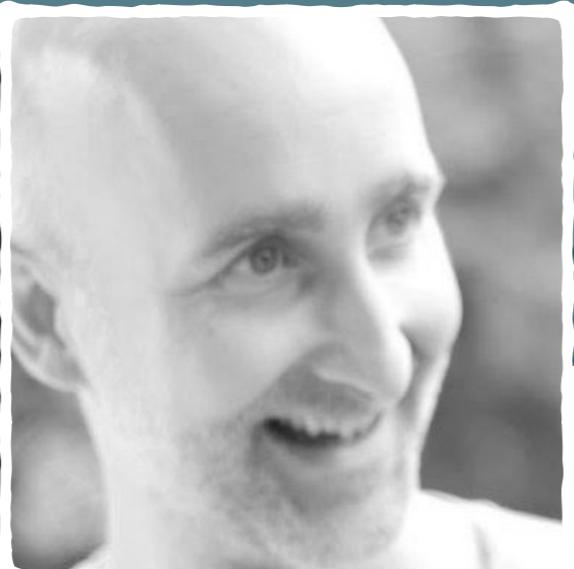


Scrumban (Corey Ladas)

Actionable Agile Metrics For Predictability (Daniel S. Vacanti)

Scrumban and it's next evolutionary step

<http://www.ontheagilepath.net>



@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

ScrumBan evolution

