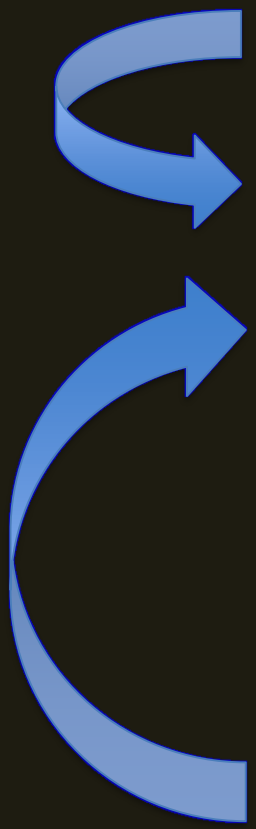
Kanban or Scrum?

Scrum in a nutshell



Form a team

Collect Work

Prioritize Work

Pick up some of the work

Do this work in a Sprint

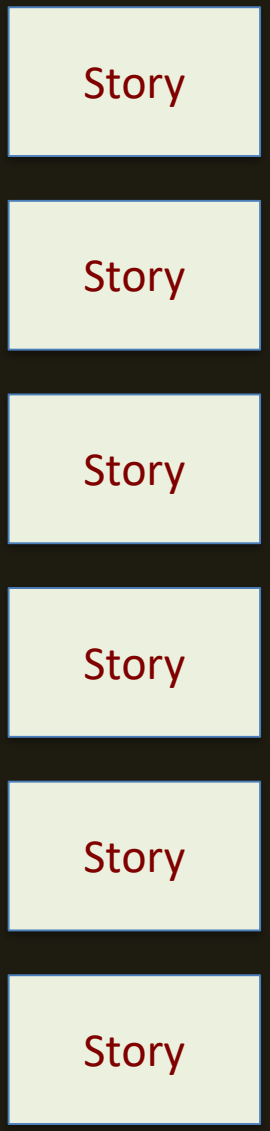
Show what you did

Reflect on how well you did

Form a Team

- Product Owner
  - The voice of the customer
- Scrum Master
  - Removes impediments
- Scrum Team
  - People who can Pull
- Project Manager
  - Not really

Collecting Work



Product Backlog: prioritized

Story: something that needs to be done, that can be done in a Sprint

“As a small business owner, I want a single place to file all my quarterly reports, so I don’t have to deal with multiple agencies.”

Writing a Good Story

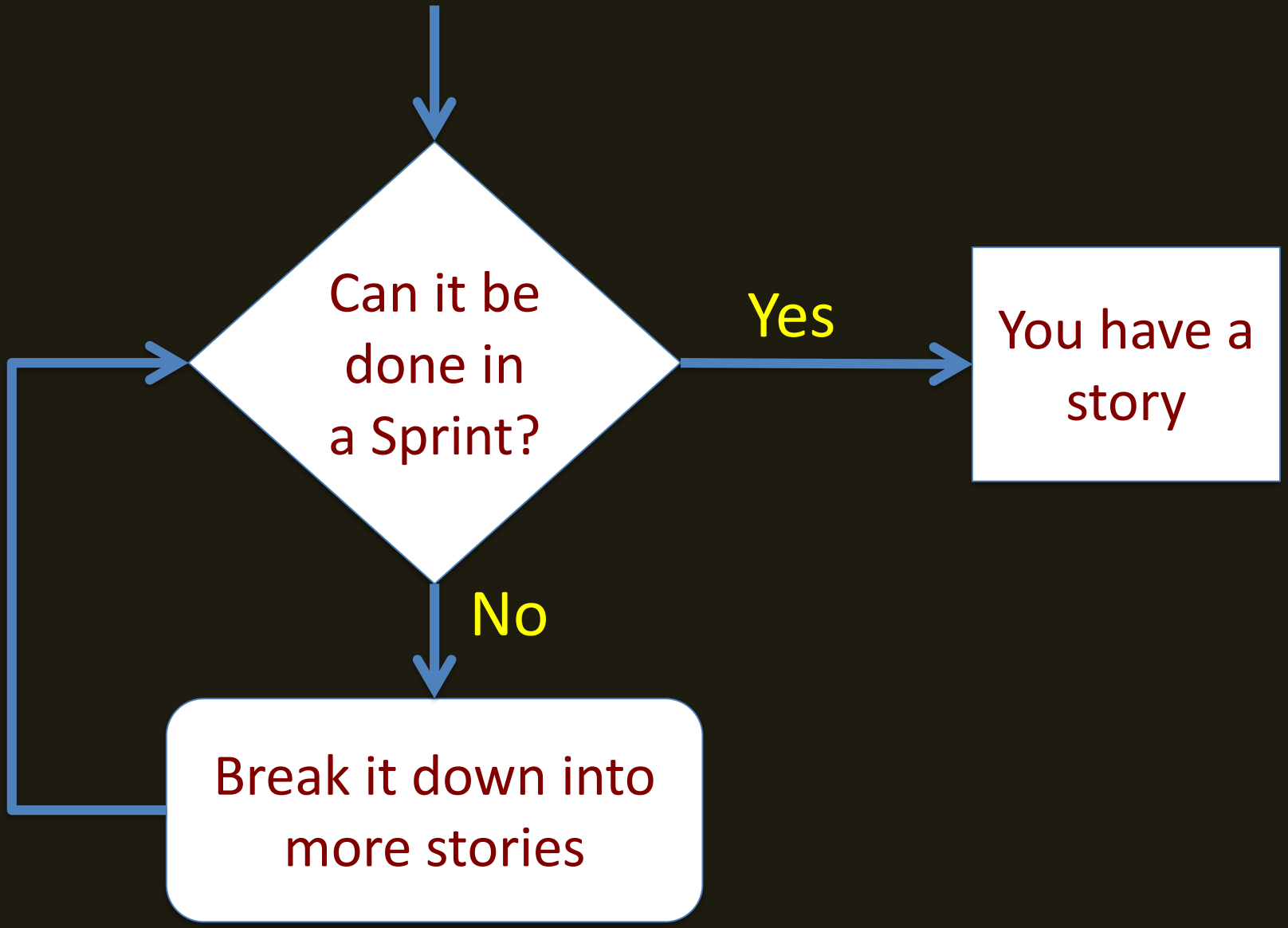
"As a …, Who?

I want to … What?

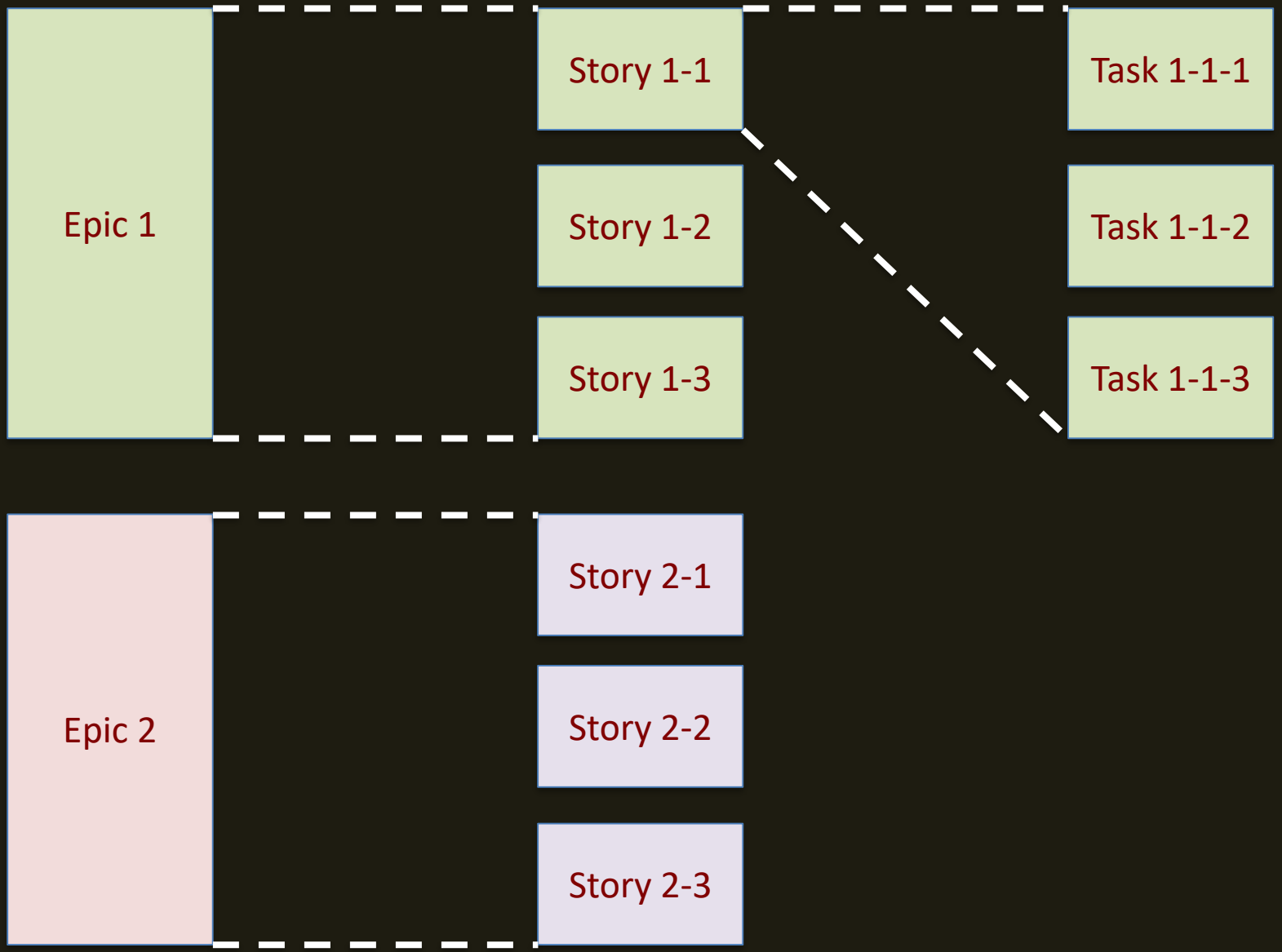
so that I can …" Why?

(But not how)

Epics & Stories



Epics, Stories, Tasks



Example

Epic: create a mobile-friendly version of the OFM agency website

- Story 1: “As a citizen, I want to be able to look up salaries from my phone”
- Story 2: “As an employee, I want to be able to access HR docs from my phone”

Task 2-1: Reformat Sick Leave page.

Planning Work

- Estimate relative complexity using story points

  Story Points ≠ Hours or Days

- Complexity has a non-linear impact

  2x as hard? More than 2x as long

- Fibonacci Series helps

  1, 2, 3, 5, 8, 13, 21

In a Sprint

- Prep: Groom the Backlog
  - Product Owner does this
- Start: Sprint Planning
  - Pick a doable set of prioritized stories
- Work: Daily Standups
  - Track progress with burndown
- Deliver: Sprint Ends
  - Only completed stories are Done
- Reflect: Sprint Retrospective
  - How did we do?

How long is a Sprint?

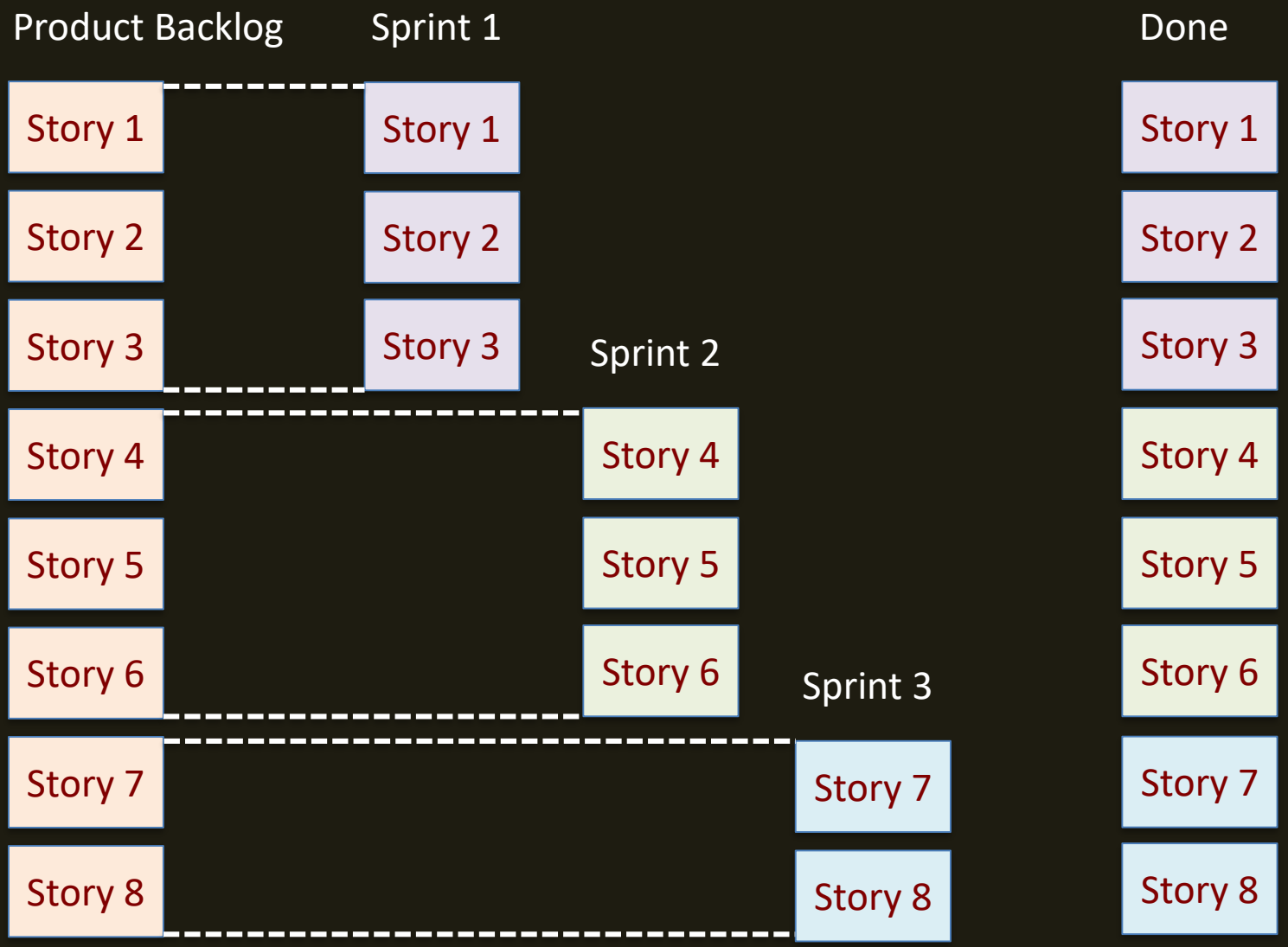
Depends…

- 1 week is short
- 1 month is long
- 2 weeks is usually good

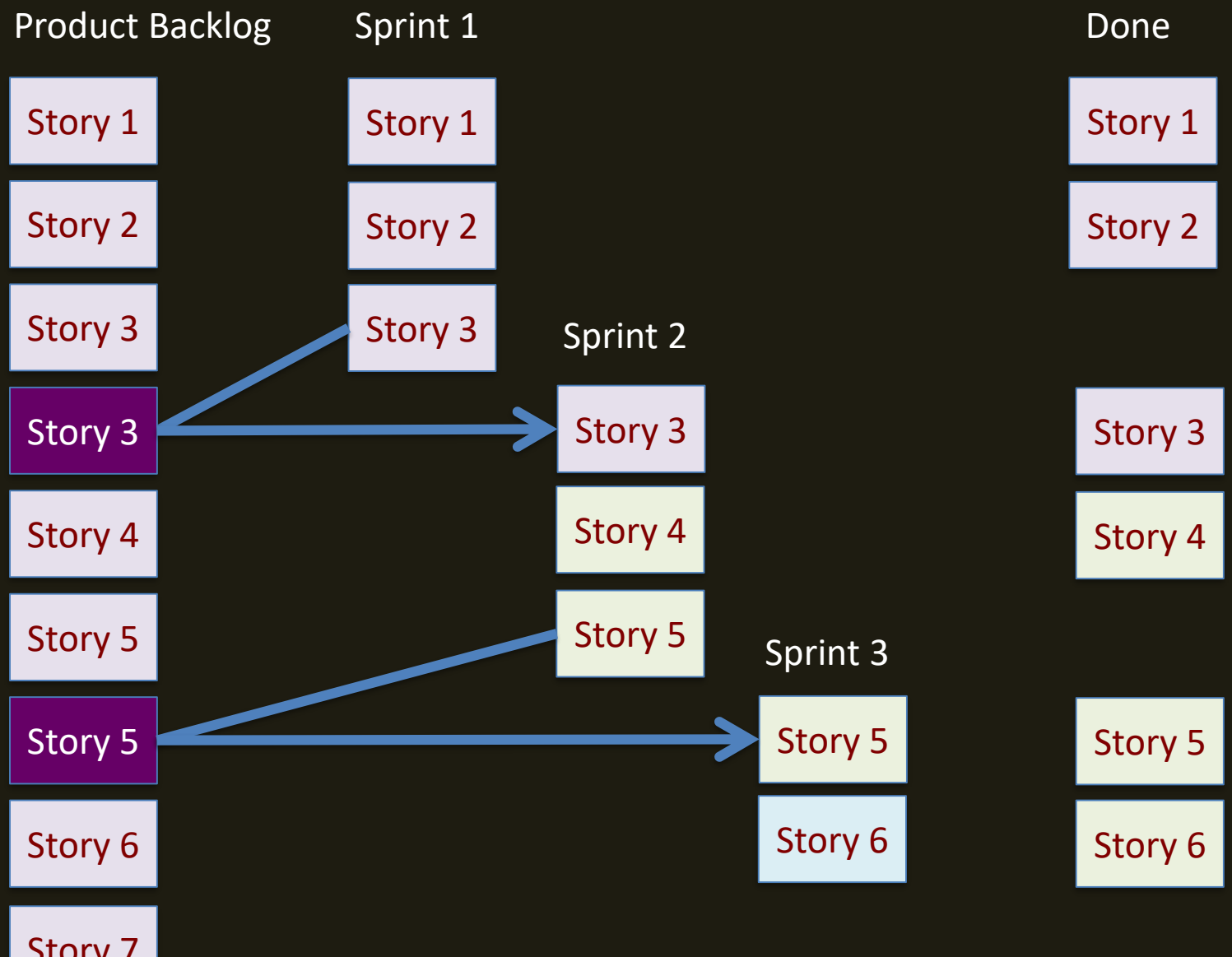
You need to be able to do at least 1+ stories in one Sprint

You need consistency across Sprints

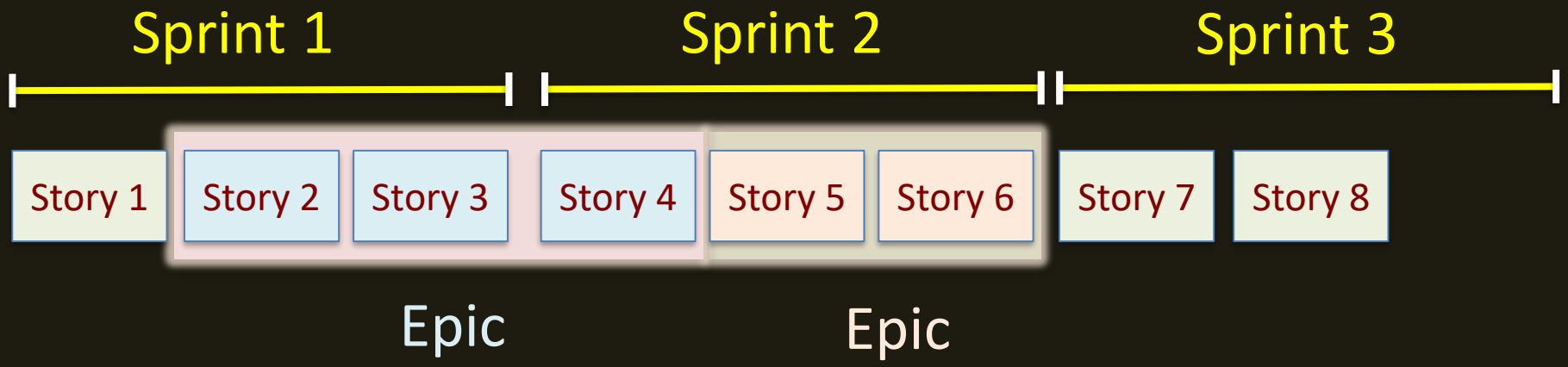
Ideal Sprints



Real-life Sprints



Epics Across Sprints



Run the Sprint

- Protect the team
  - No new commitments
- Measure output
  - Use Burndown Chart for early warning
- Show & Tell
  - Product Owner must accept what's Done
- End Sprint
  - Use Retrospective to reflect
  - Calculate Velocity of the team

Daily Standups

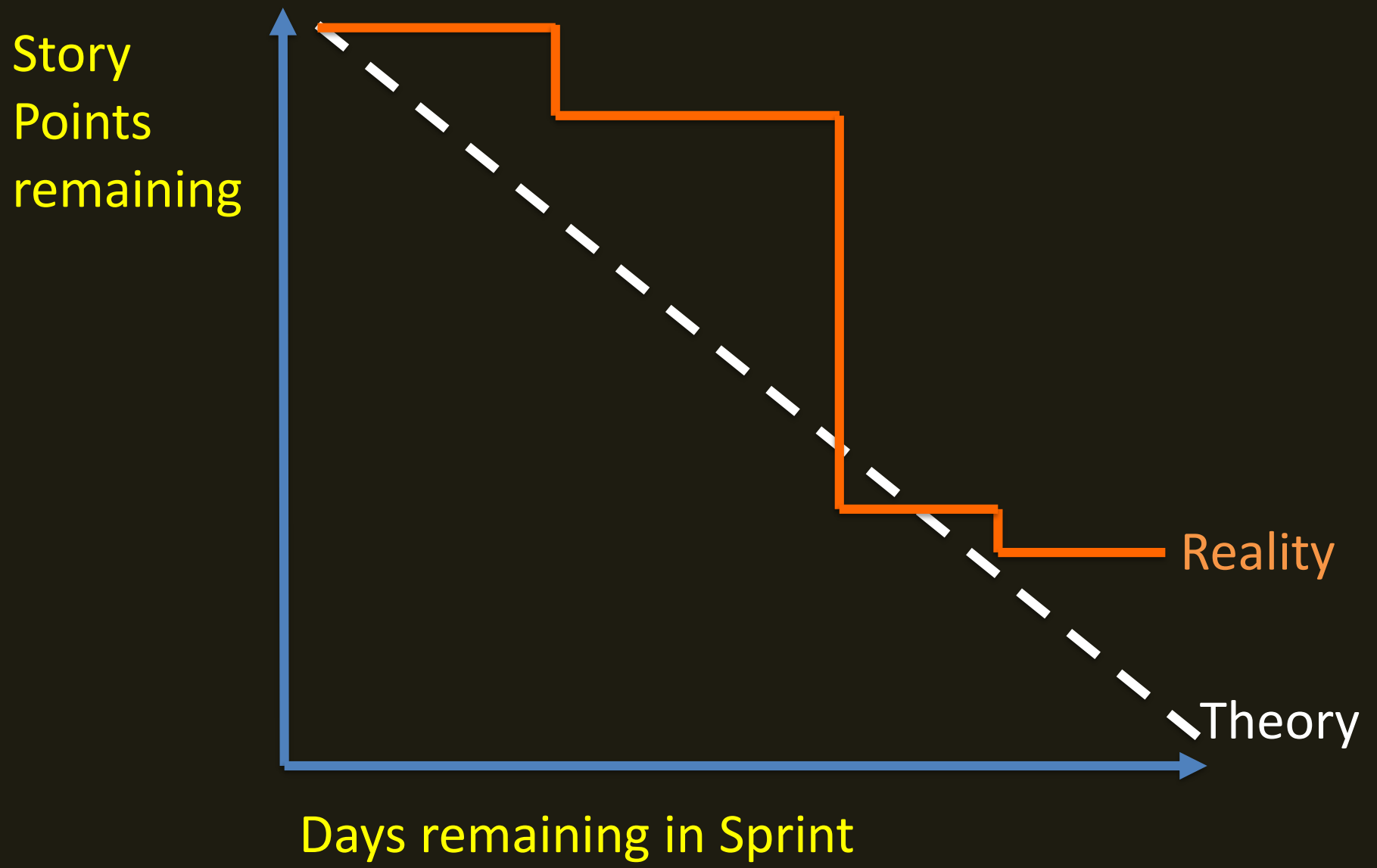
In 2 minutes each:

- What did you get done, since yesterday?
- What will do to today?
- What is blocking you?

Scrum Master:

- Remove impediments
- Update Burndown
- Not a Project Manager
- Not a full-time job

Burndown


Story Points remaining
Reality
Theory
Days remaining in Sprint

Velocity

- Capacity of team, measured as historical average of Story Points delivered in past 3 Sprints
- Useful for planning future Sprints
  - Guide to capacity of current team
  - Not known at the beginning
- Will flatline eventually
  - Stable team, consistent Sprints

Scrum Retrospectives

- What worked, what didn't
  - Were stories clear?
  - Was Product Owner supportive?
  - Was Scrum Master helpful?
- Did velocity change?
  - Why?

Getting Scrum Right

- Deal with distributed teams
  - Fluid collaboration networks
  - Notifications, awareness
- Deal with differences in skills
  - Not everyone can do everything
- Deal with chores and defects
  - Treat them like stories
- Have a sprint theme
  - Not a random collection of stories
- Deal with scale
  - Many cards, many boards

The Nuclear Option

Where Scrum Works Best

- Work is new
  - Strategy, tactics are uncertain
- Environment is fluid
  - Requirements / market / policy uncertainty
  - New partnerships are being tried
- Process improvement is rhythmic
  - Re-prioritize work episodically
- Examples:
  - Any & all software development

Scrum in Government

- Need regulatory flexibility in purchasing services
- Need budget flexibility in planning
- Need organizational flexibility in roles, career path, rewards

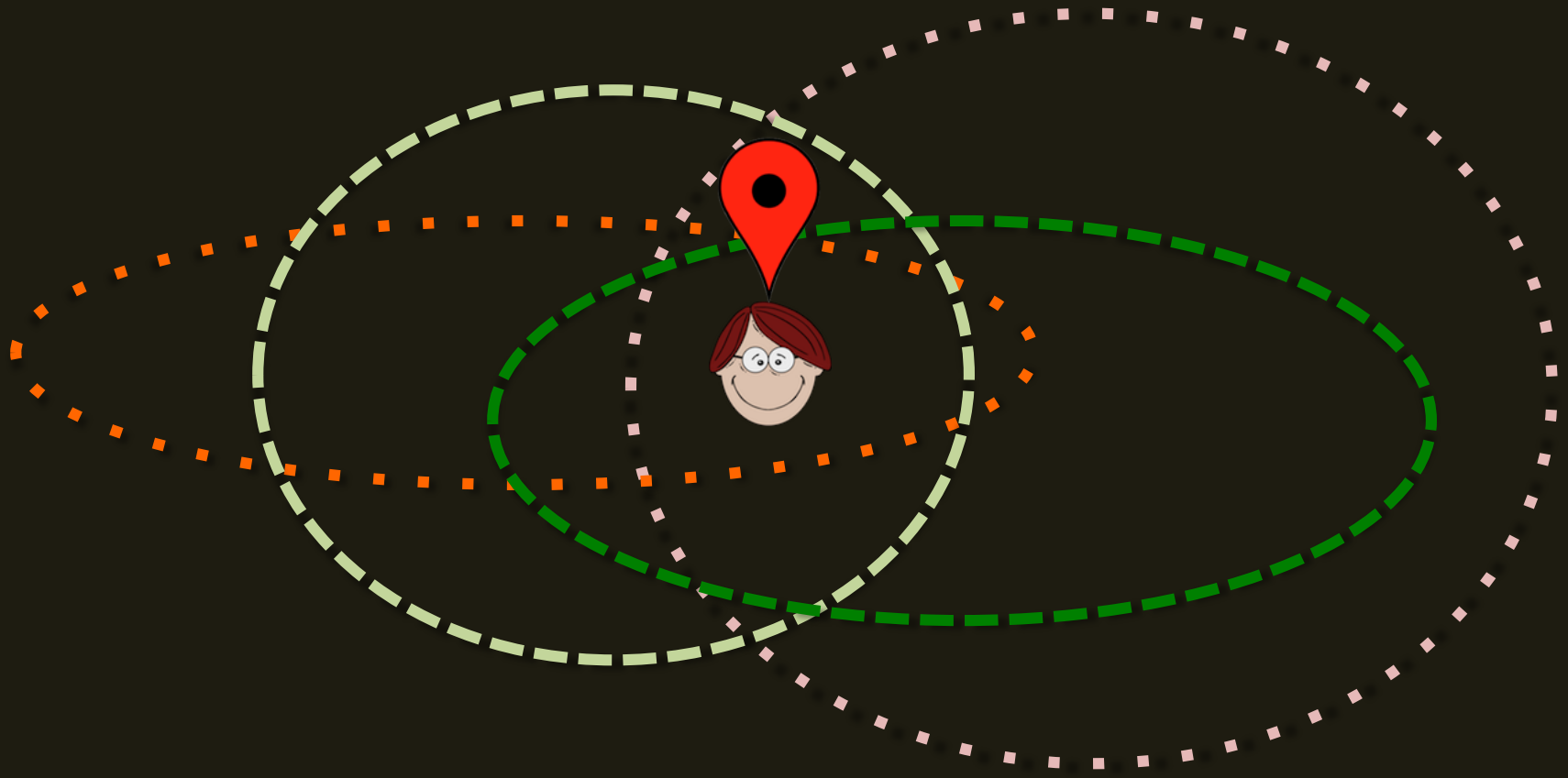
Getting Kanban Right

- Deal with distributed teams
  - Fluid collaboration networks
  - Notifications, awareness
- Integrate Tasks + Content + Conversations
  - Critical elements of system
- Manage capacity with WIP
  - WIP for today, WIP for function
- Optimize for smooth flows
  - Avoid rework, waste

Where Kanban Works Best

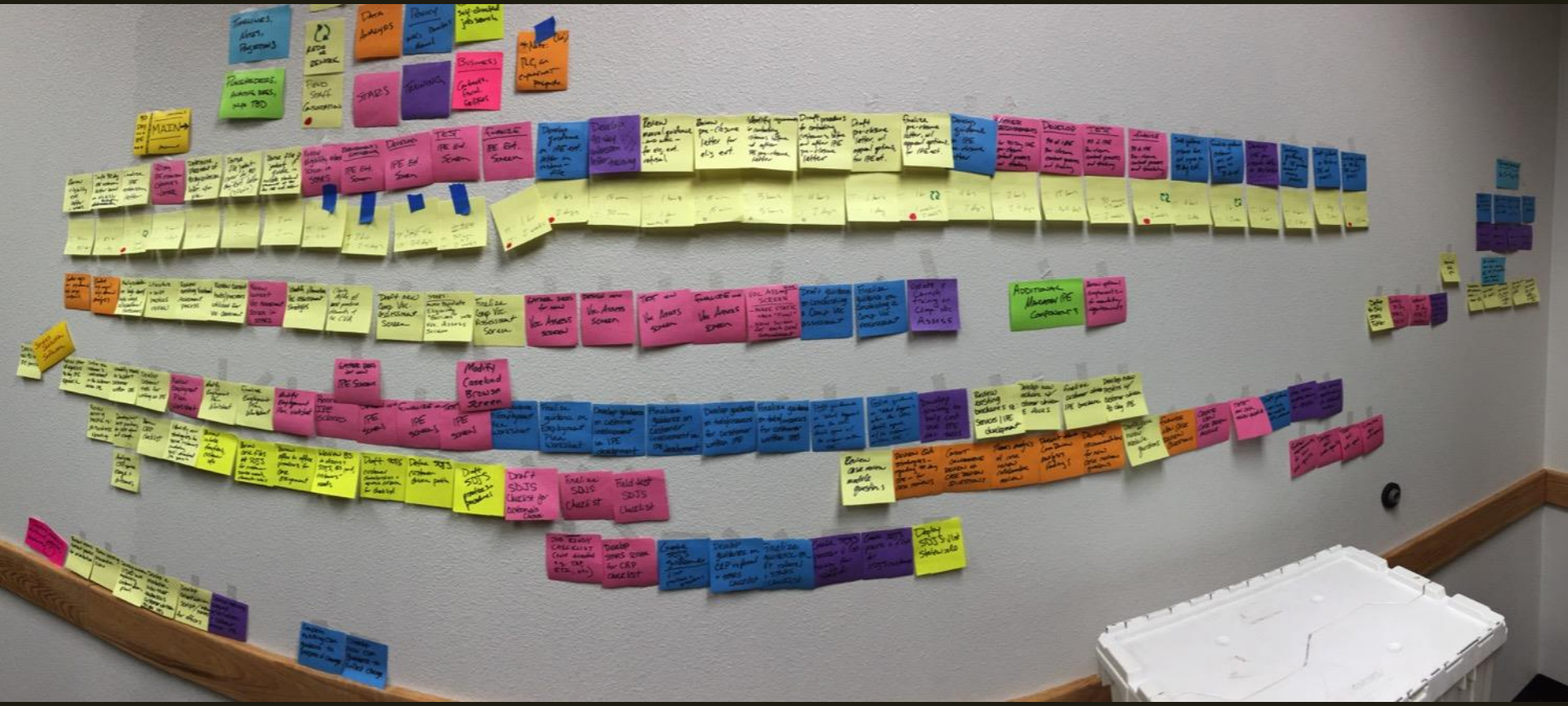
- Work flows in continuously
  - Similar size and shape
  - Can be done by anyone
  - Is re-prioritized very frequently
- Work is well understood
  - You are not inventing (much)
- Examples:
  - Case Management, Help Desk

Collaboration Networks

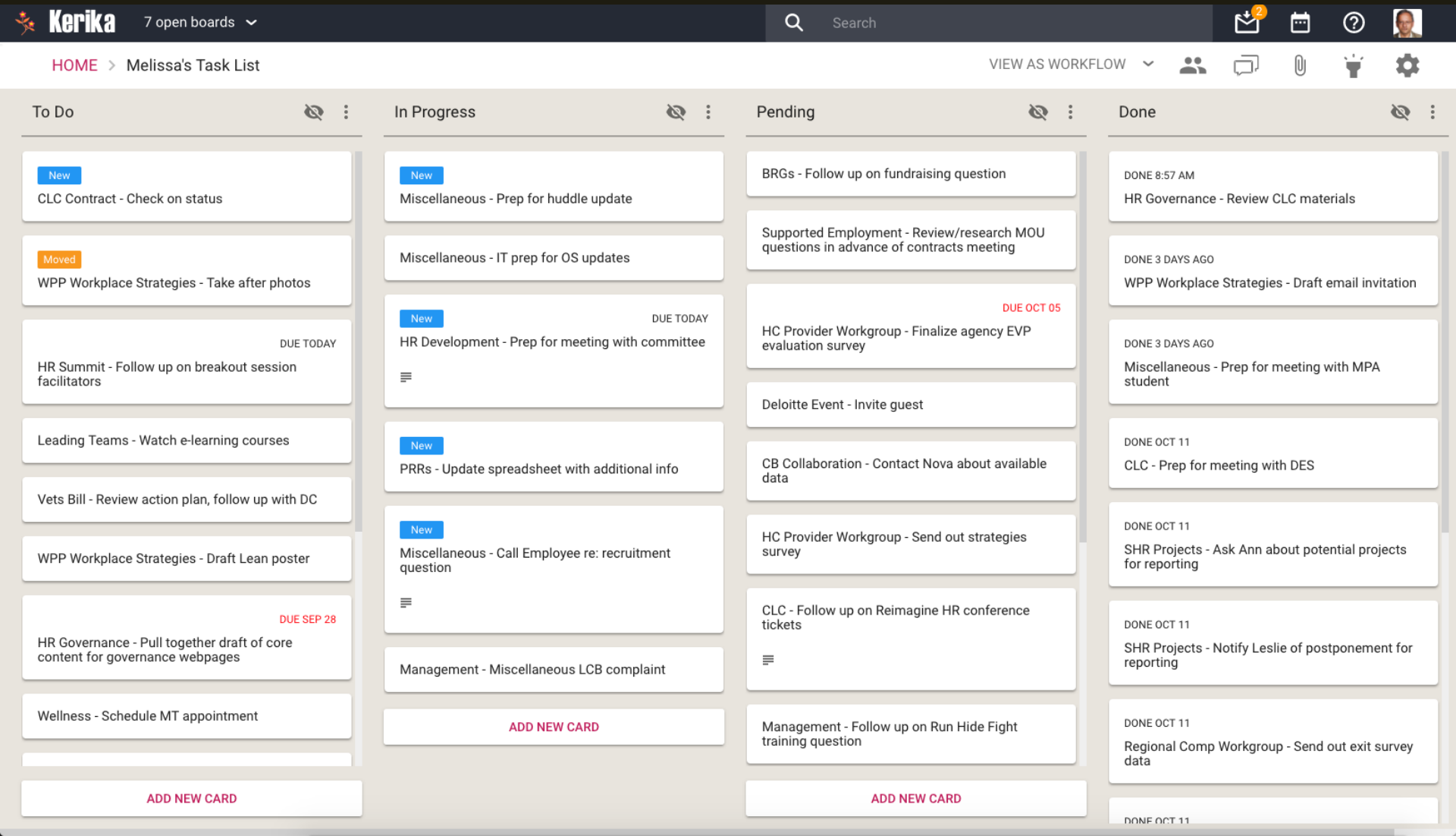


(You are here)

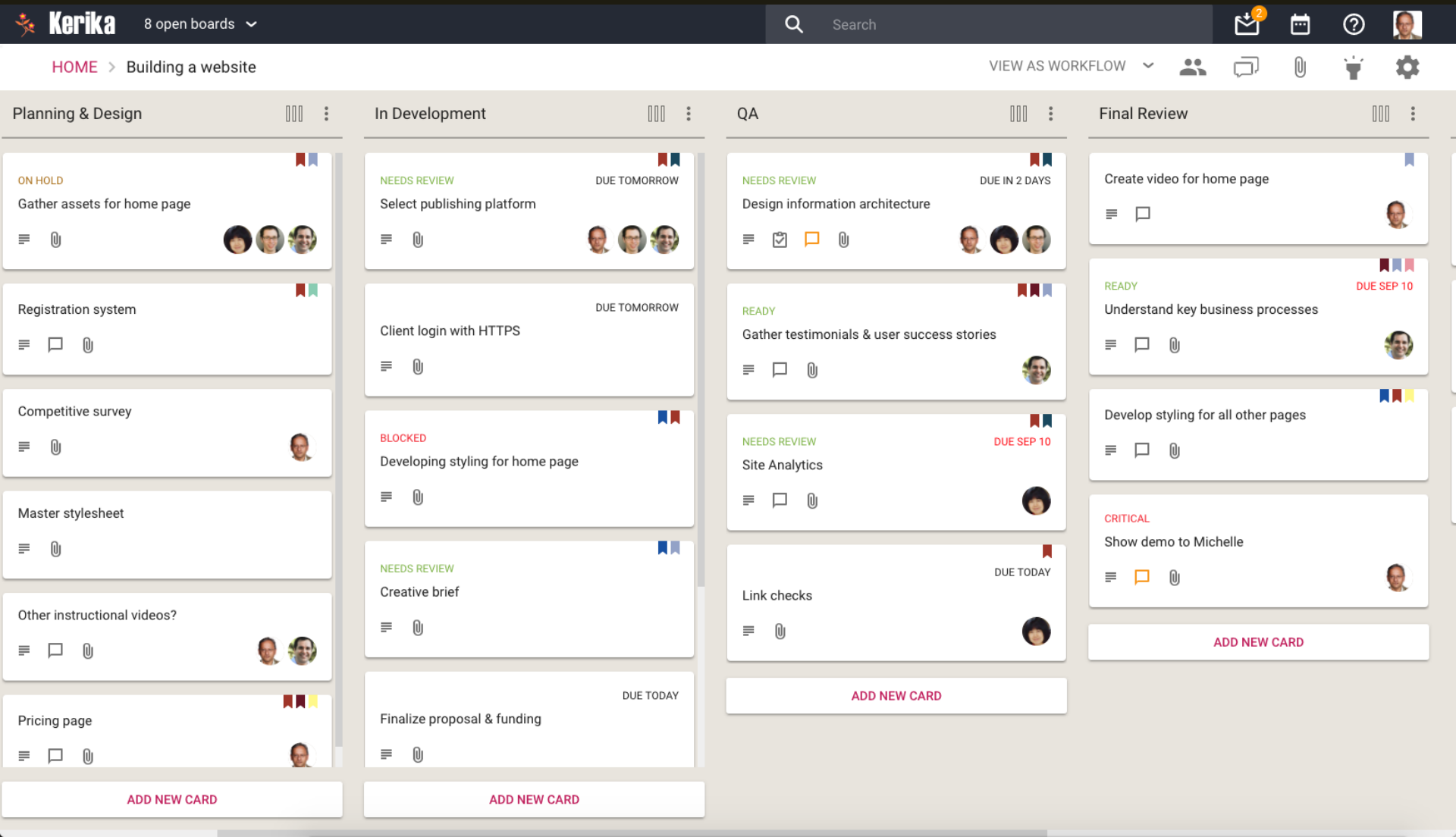
Try Technology



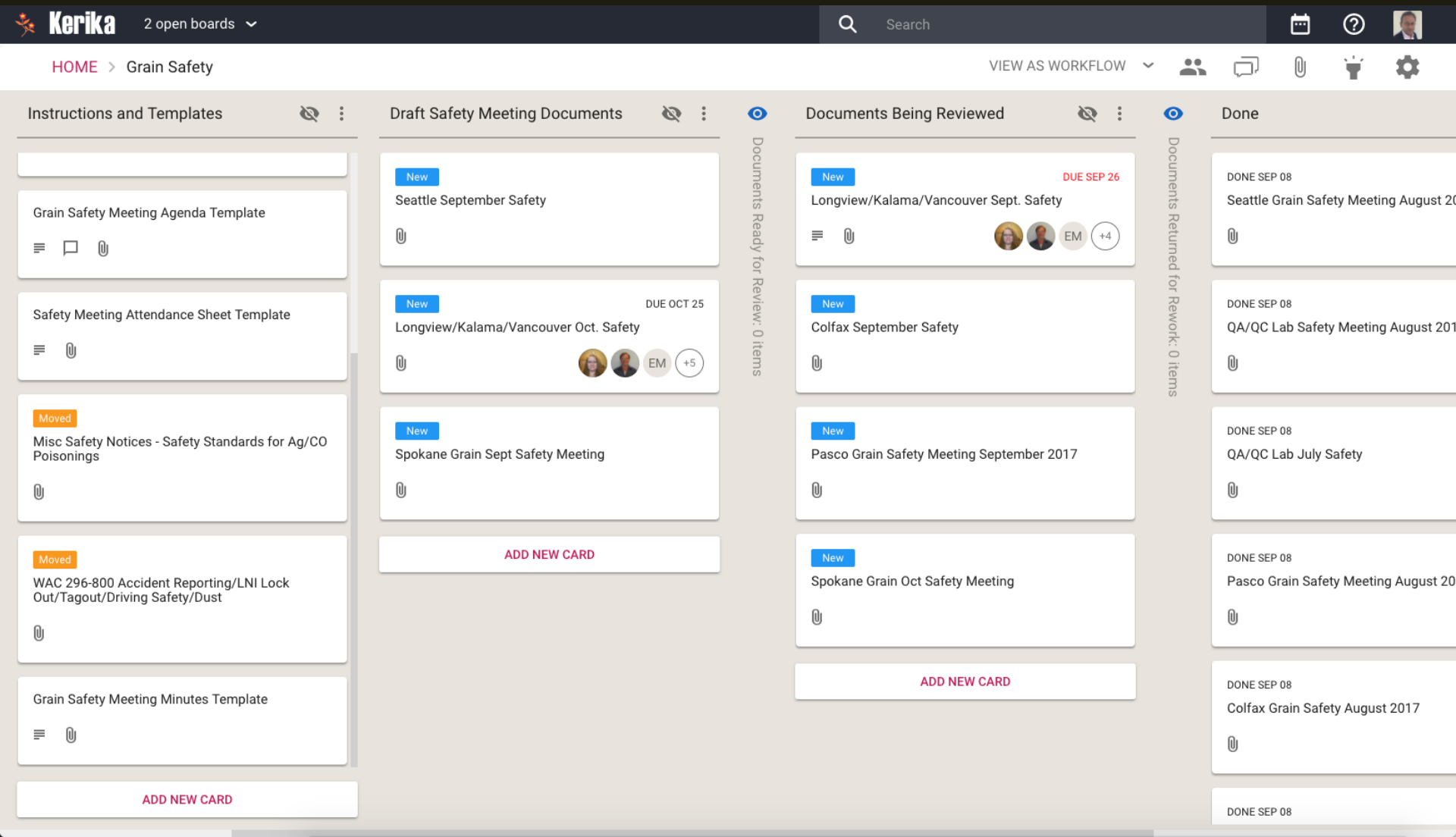
Example: Personal Kanban



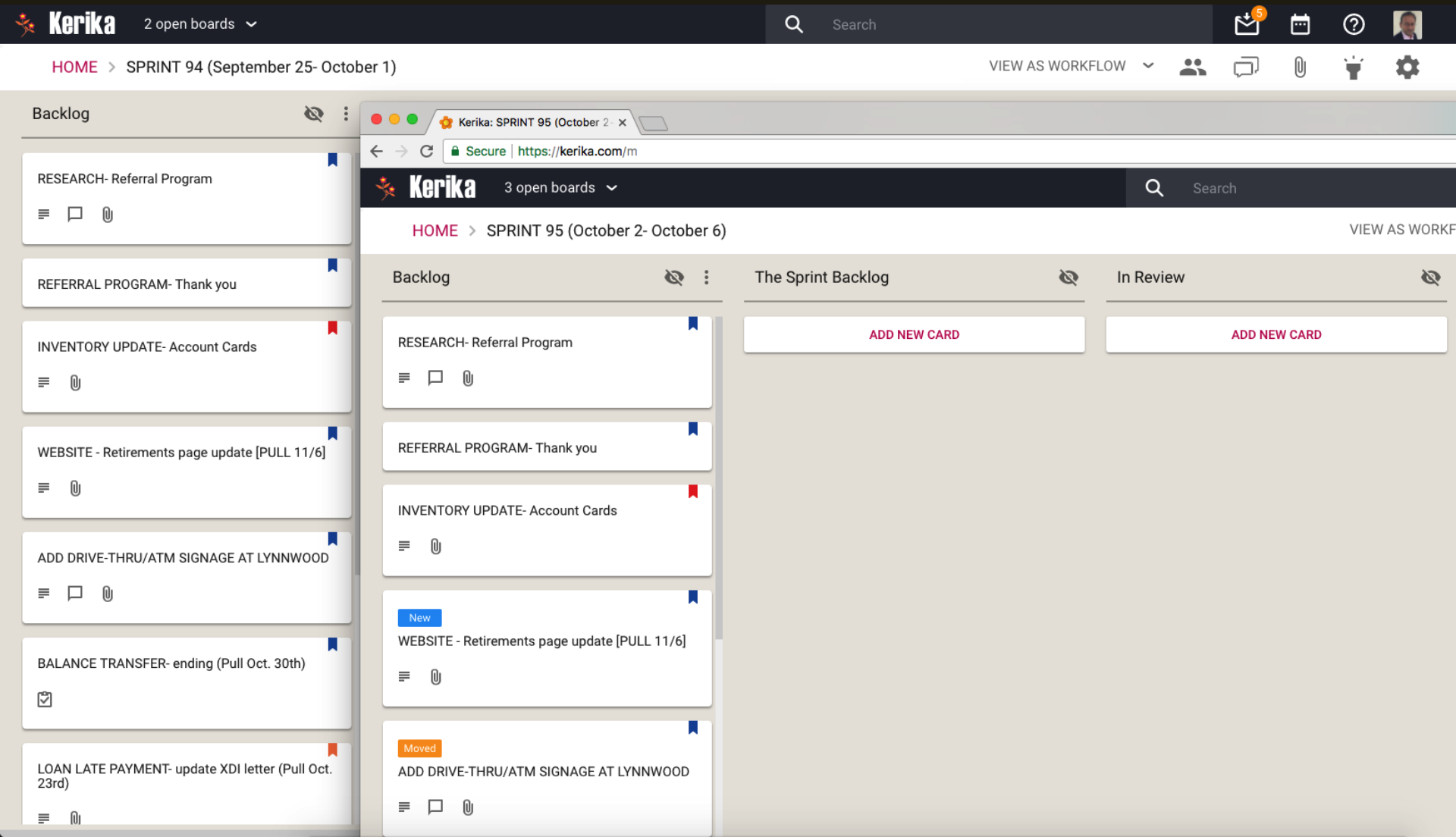
Example: Team Kanban



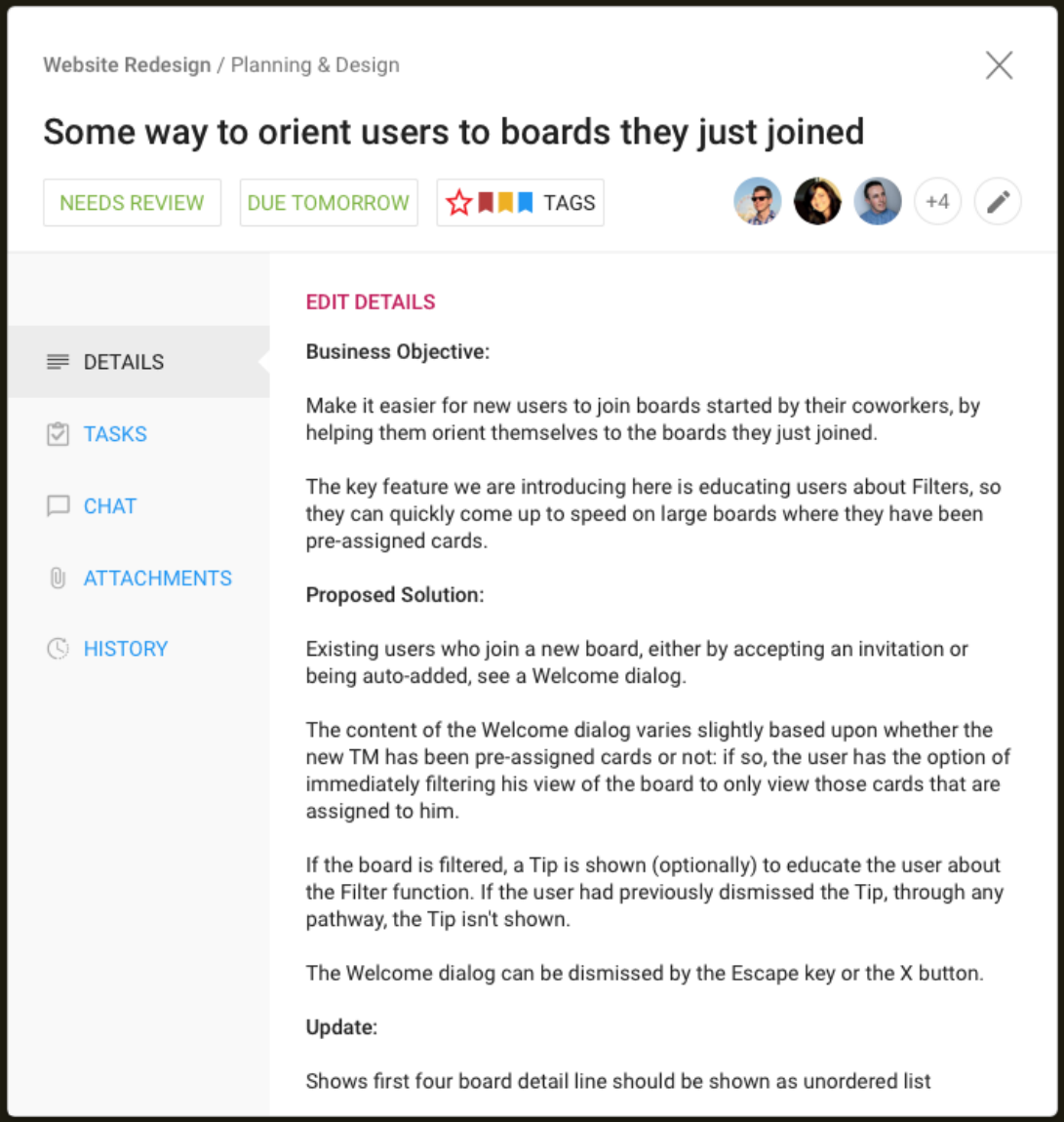
Example: Agency



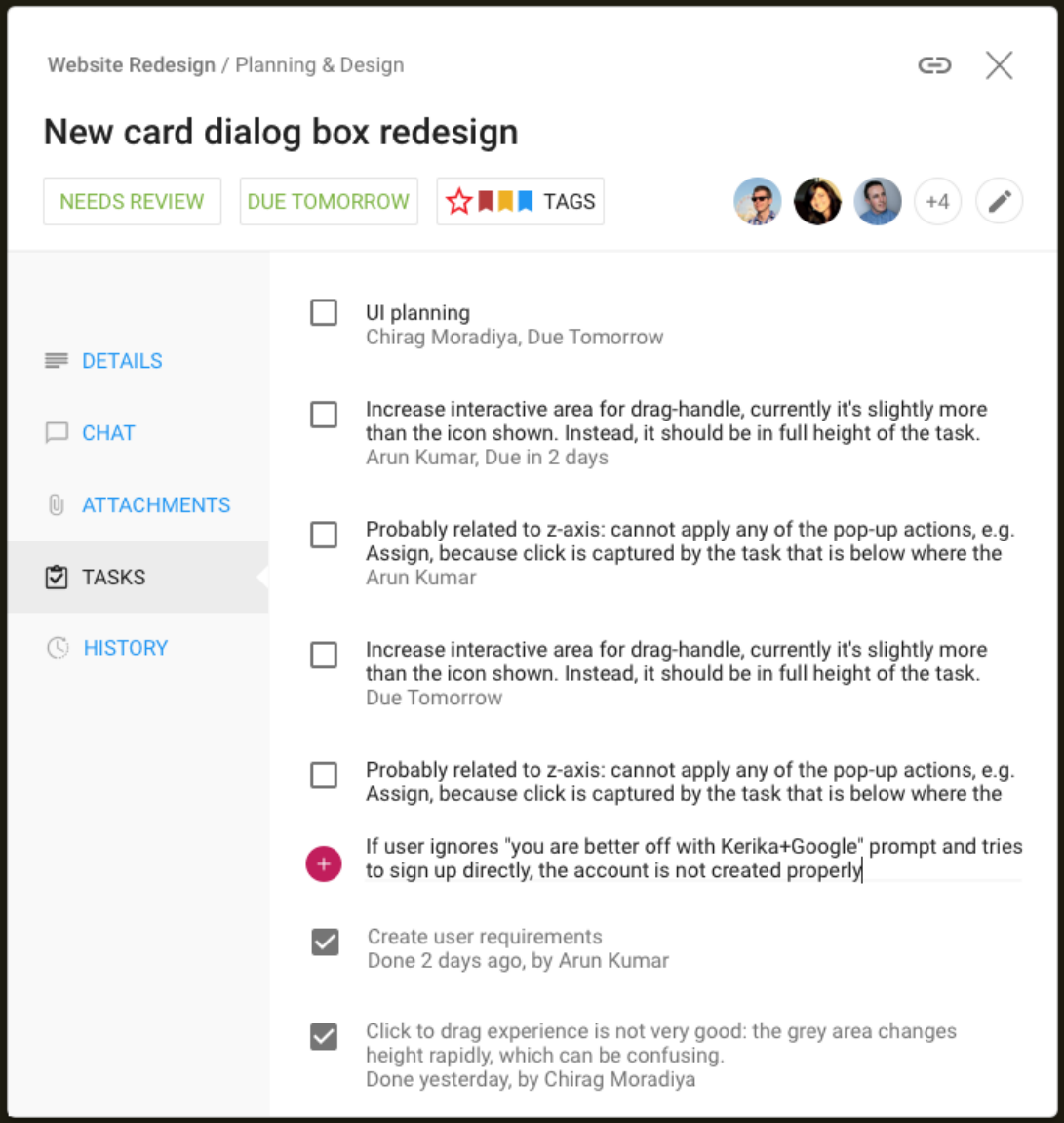
Example: Marketing Scrum



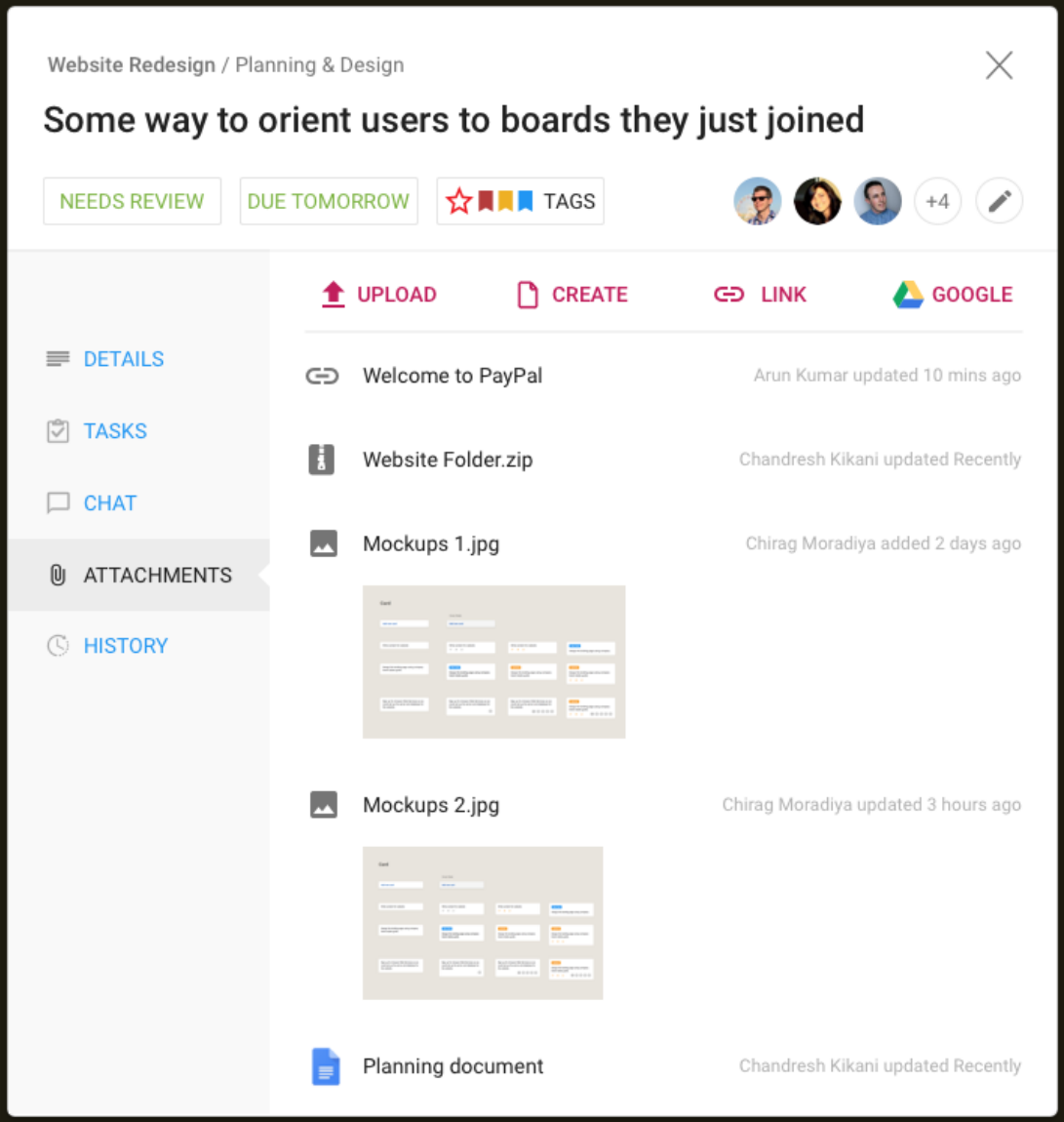
Stories


Website Redesign / Planning & Design
Some way to orient users to boards they just joined
NEEDS REVIEW
DUE TOMORROW
TAGS
+4
DETAILS
TASKS
CHAT
ATTACHMENTS
HISTORY
EDIT DETAILS
Business Objective:
Make it easier for new users to join boards started by their coworkers, by helping them orient themselves to the boards they just joined.
The key feature we are introducing here is educating users about Filters, so they can quickly come up to speed on large boards where they have been pre-assigned cards.
Proposed Solution:
Existing users who join a new board, either by accepting an invitation or being auto-added, see a Welcome dialog.
The content of the Welcome dialog varies slightly based upon whether the new TM has been pre-assigned cards or not: if so, the user has the option of immediately filtering his view of the board to only view those cards that are assigned to him.
If the board is filtered, a Tip is shown (optionally) to educate the user about the Filter function. If the user had previously dismissed the Tip, through any pathway, the Tip isn't shown.
The Welcome dialog can be dismissed by the Escape key or the X button.
Update:
Shows first four board detail line should be shown as unordered list

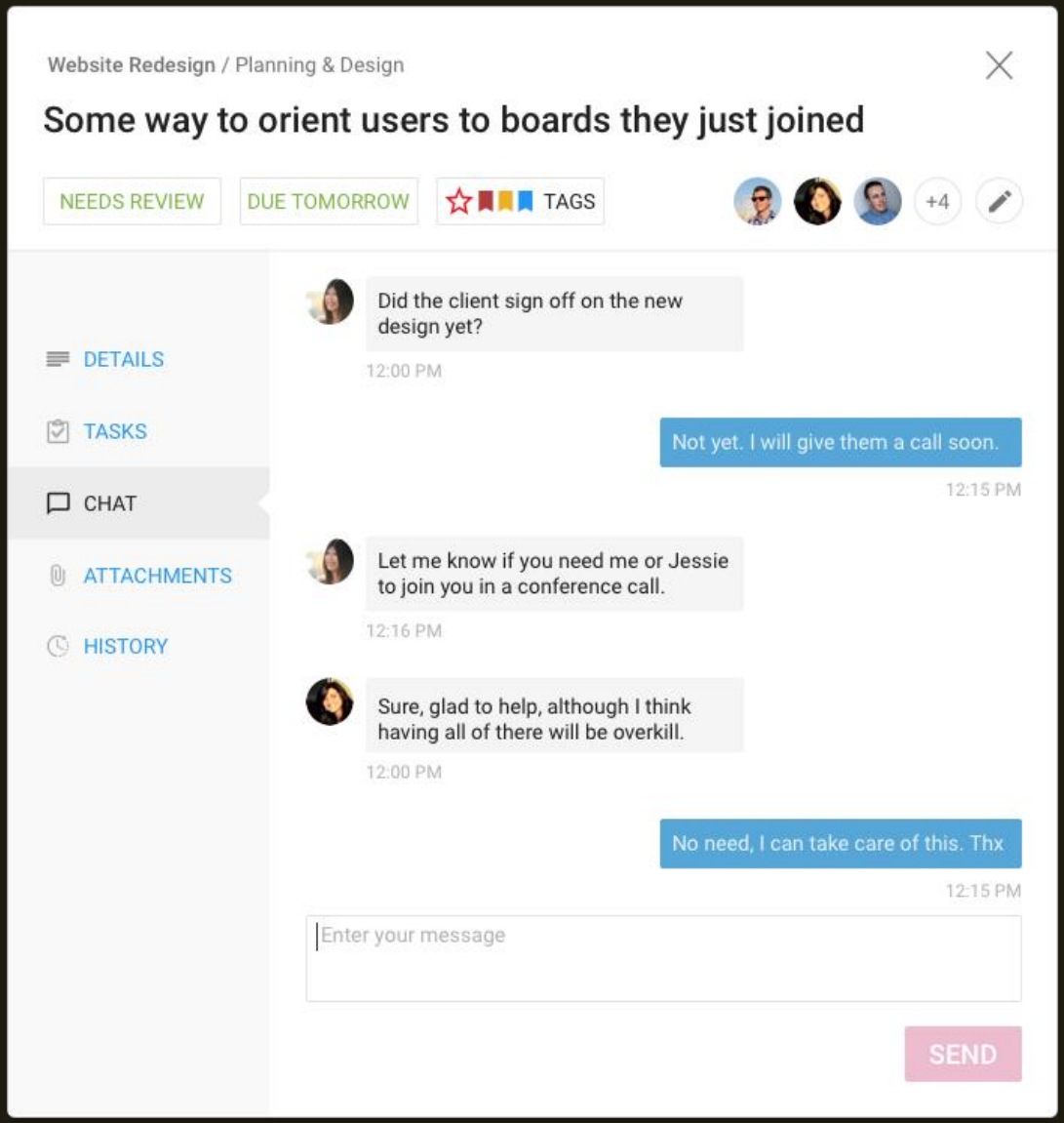
Tasks


Website Redesign / Planning & Design
New card dialog box redesign
NEEDS REVIEW
DUE TOMORROW
TAGS
+4
DETAILS
CHAT
ATTACHMENTS
TASKS
HISTORY
UI planning
Chirag Moradiya, Due Tomorrow
Increase interactive area for drag-handle, currently it's slightly more than the icon shown. Instead, it should be in full height of the task.
Arun Kumar, Due in 2 days
Probably related to z-axis: cannot apply any of the pop-up actions, e.g. Assign, because click is captured by the task that is below where the
Arun Kumar
Increase interactive area for drag-handle, currently it's slightly more than the icon shown. Instead, it should be in full height of the task.
Due Tomorrow
Probably related to z-axis: cannot apply any of the pop-up actions, e.g. Assign, because click is captured by the task that is below where the
If user ignores "you are better off with Kerika+Google" prompt and tries to sign up directly, the account is not created properly
Create user requirements
Done 2 days ago, by Arun Kumar
Click to drag experience is not very good: the grey area changes height rapidly, which can be confusing.
Done yesterday, by Chirag Moradiya

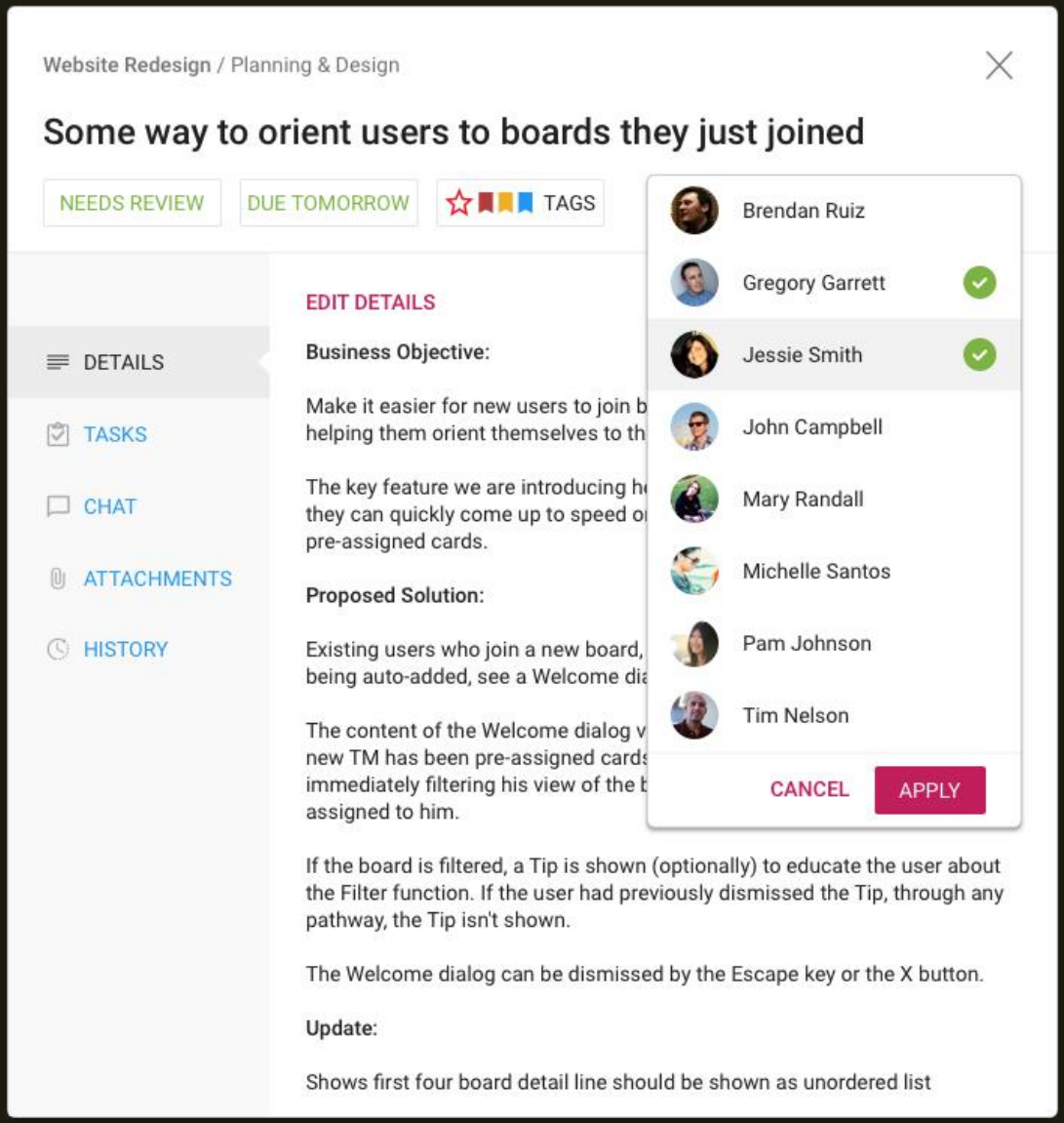
Content


Website Redesign / Planning & Design
Some way to orient users to boards they just joined
NEEDS REVIEW
DUE TOMORROW
TAGS
+4
DETAILS
TASKS
CHAT
ATTACHMENTS
HISTORY
UPLOAD
CREATE
LINK
GOOGLE
Welcome to PayPal
Arun Kumar updated 10 mins ago
Website Folder.zip
Chandresh Kikani updated Recently
Mockups 1.jpg
Chirag Moradiya added 2 days ago
Mockups 2.jpg
Chirag Moradiya updated 3 hours ago
Planning document
Chandresh Kikani updated Recently

Conversations



People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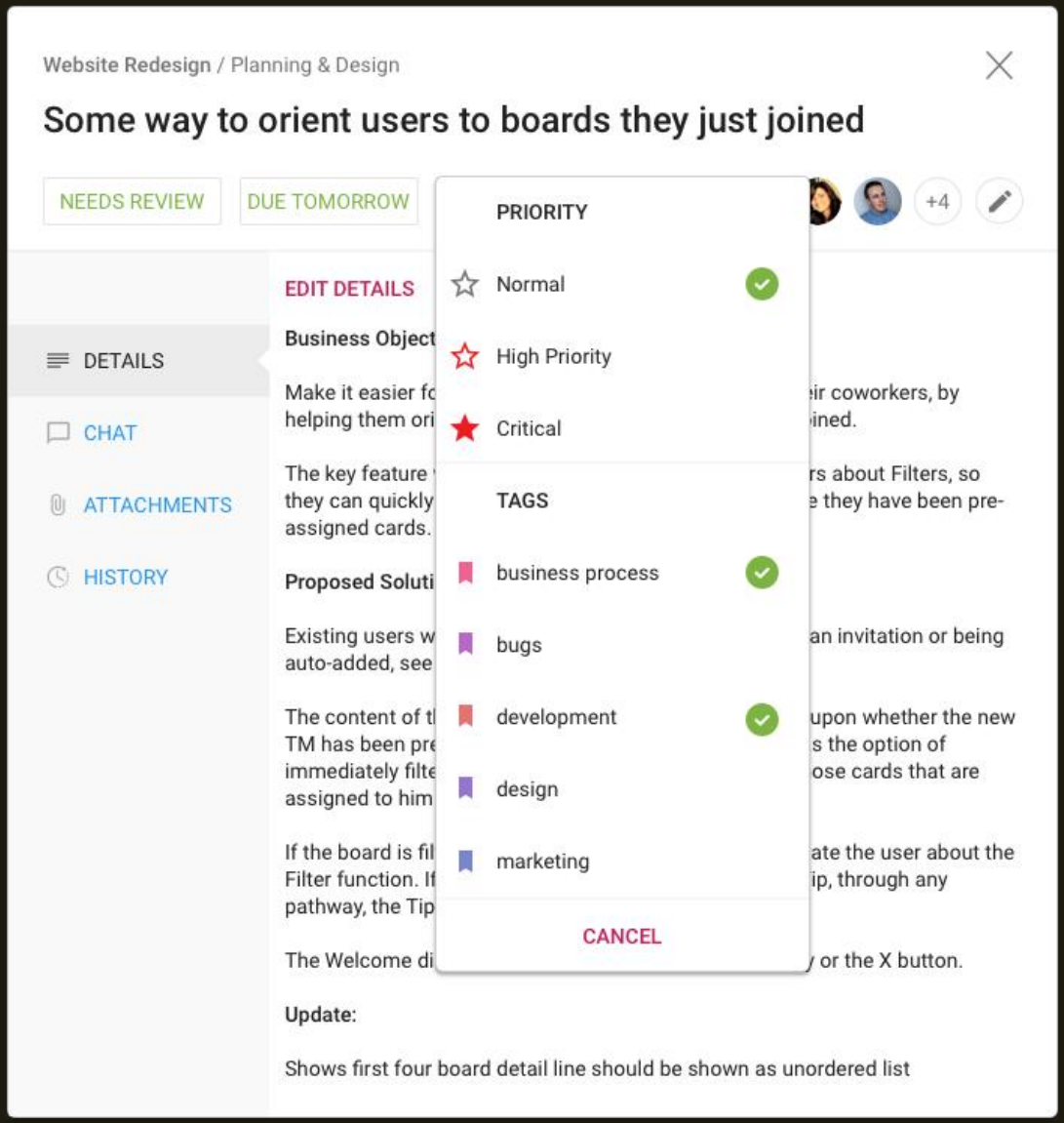
Update:
Shows first four board detail line should be shown as unordered list
Brendan Ruiz
Gregory Garrett
Jessie Smith
John Campbell
Mary Randall
Michelle Santos
Pam Johnson
Tim Nelson
CANCEL
APPLY

Tags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DUE TOMORROW
+4
DETAILS
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Business Object
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Proposed Soluti
Existing users w
auto-added, see
The content of t
TM has been pre
immediately filte
assigned to him
If the board is fil
Filter function. If
pathway, the Tip
The Welcome di
Update:
Shows first four board detail line should be shown as unordered list
PRIORITY
Normal
High Priority
Critical
TAGS
business process
bugs
development
design
marketing
CANCEL
eir coworkers, by
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rs about Filters, so
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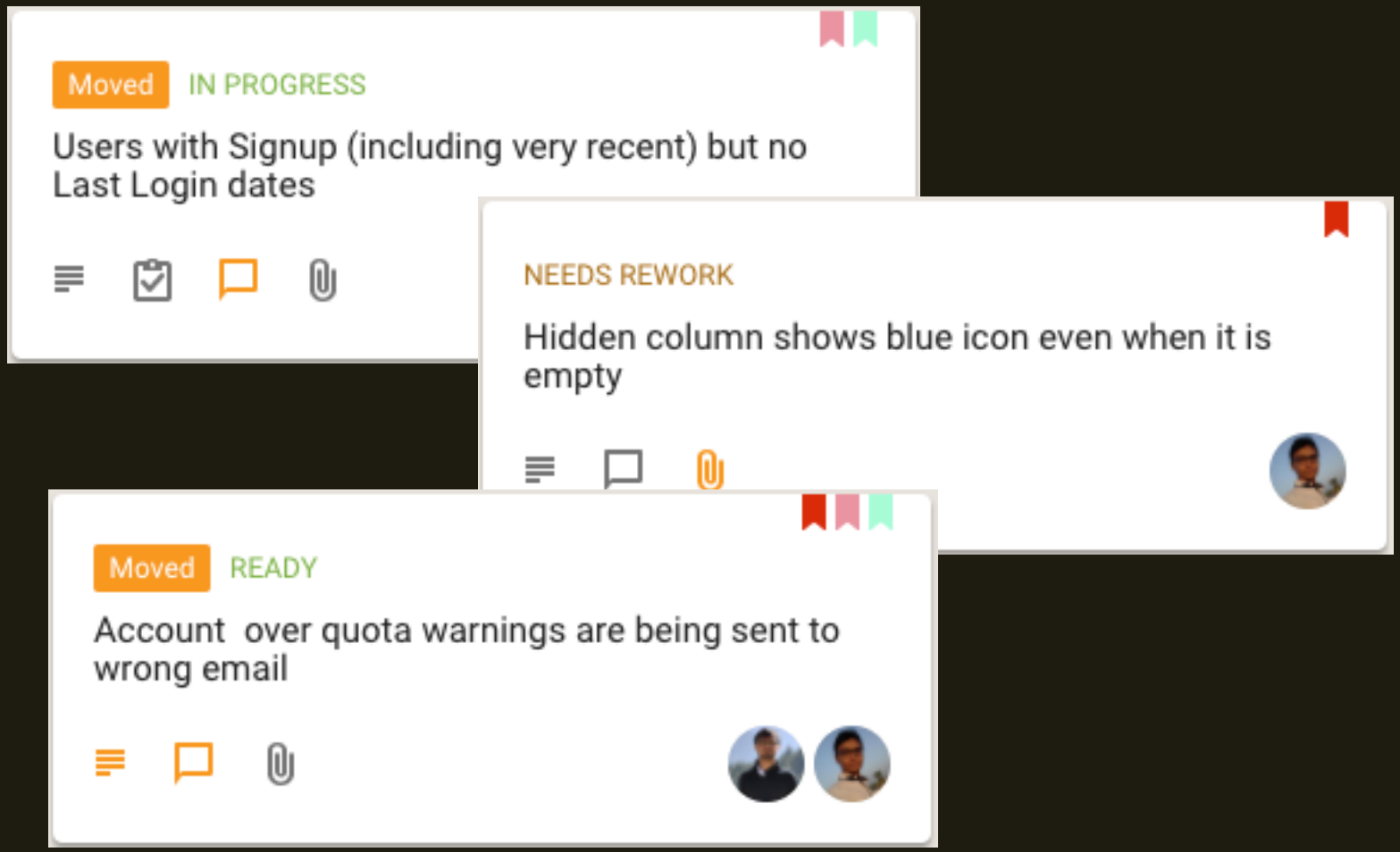
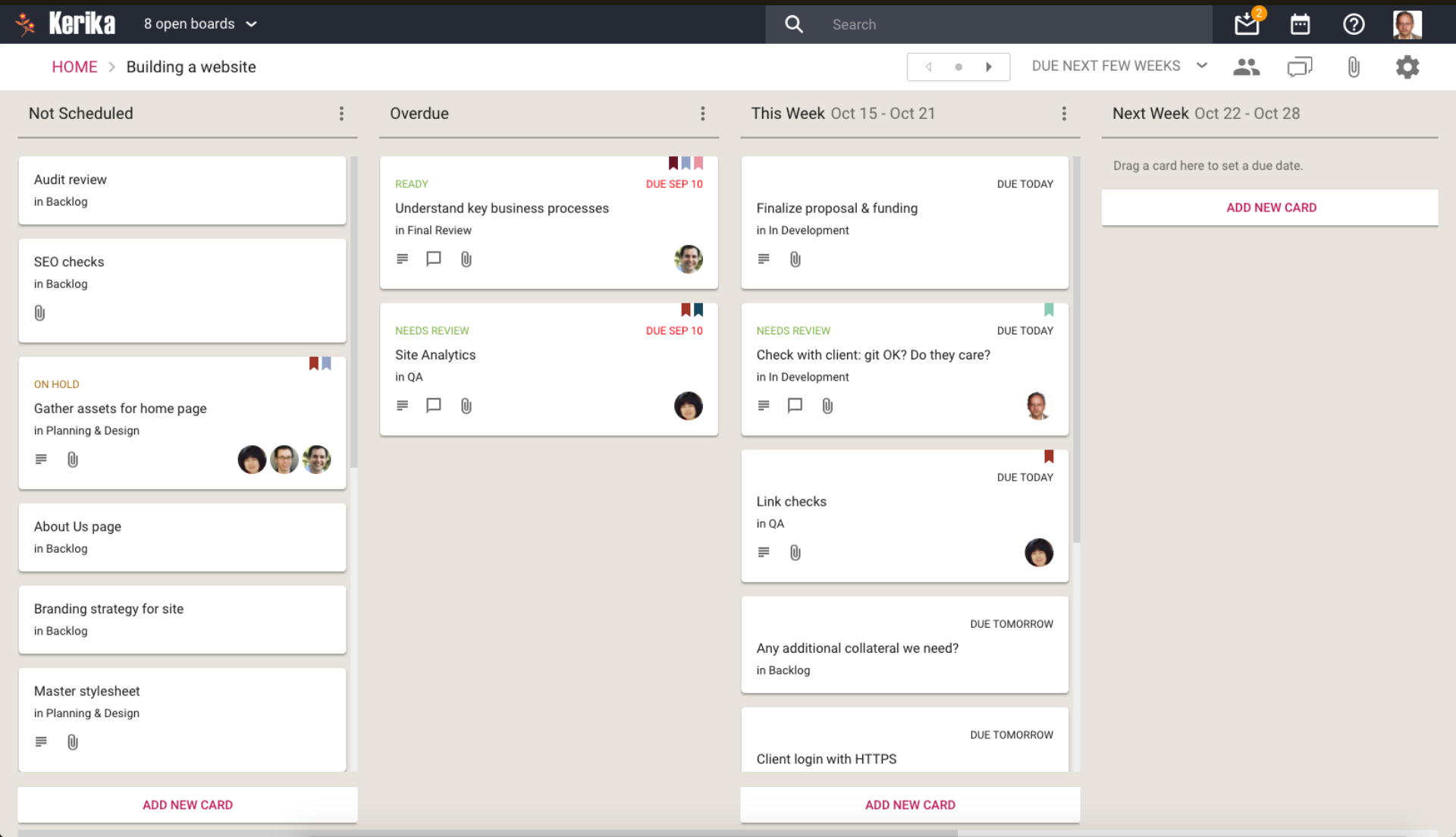
or the X button.

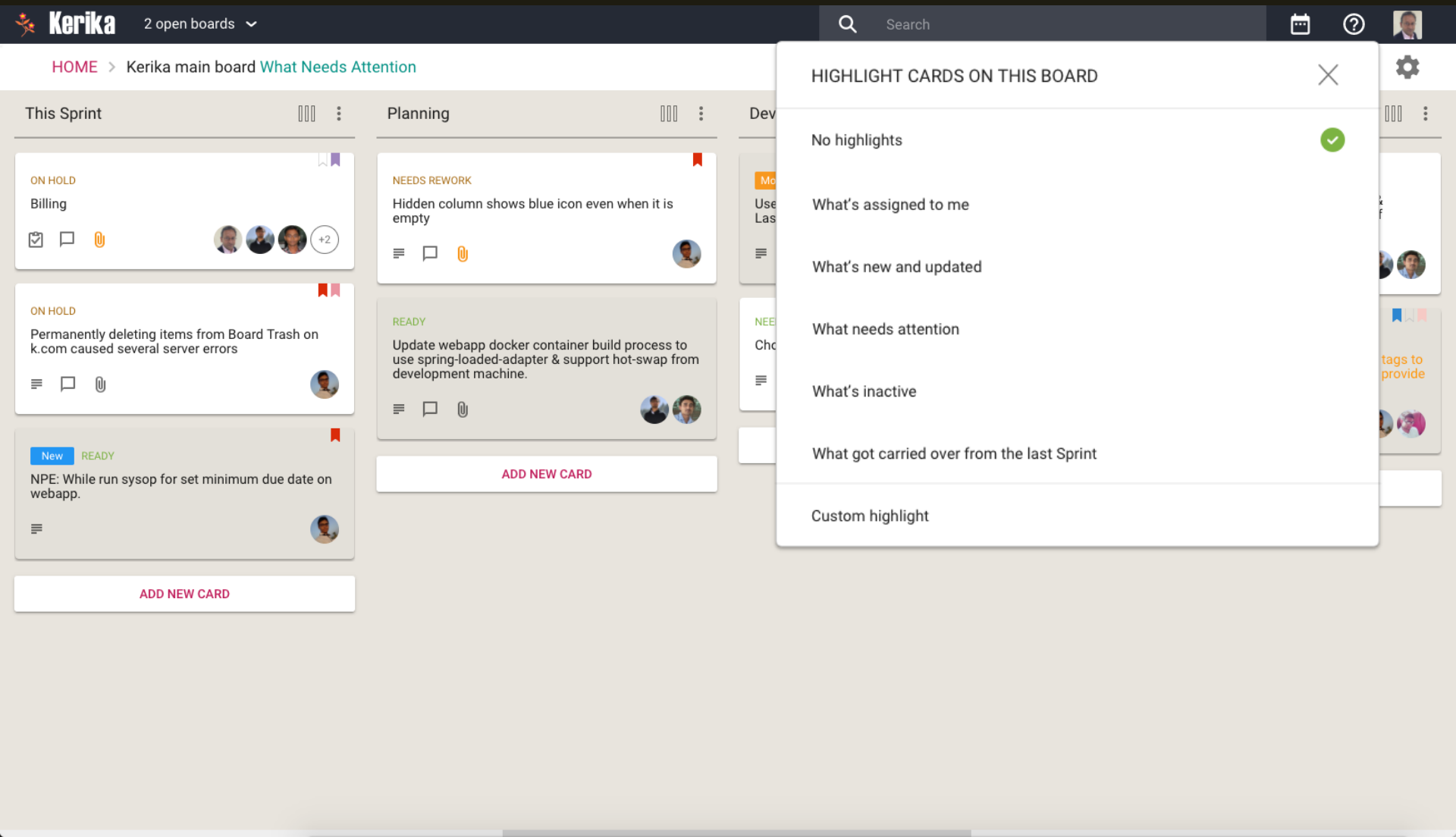
Awareness


Moved
IN PROGRESS
Users with Signup (including very recent) but no Last Login dates
NEEDS REWORK
Hidden column shows blue icon even when it is empty
Moved
READY
Account over quota warnings are being sent to wrong email

Pivoting Your View

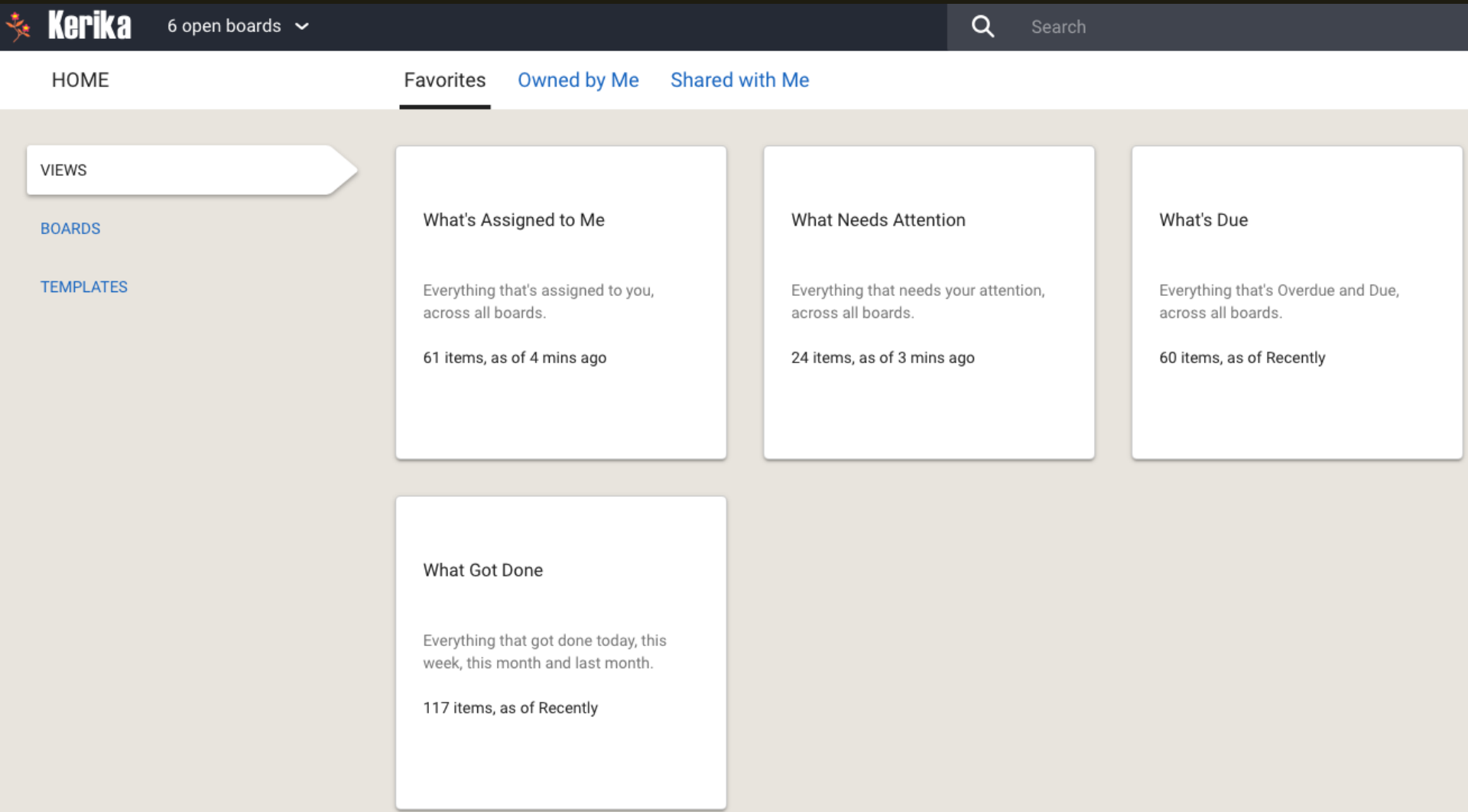


At Scale

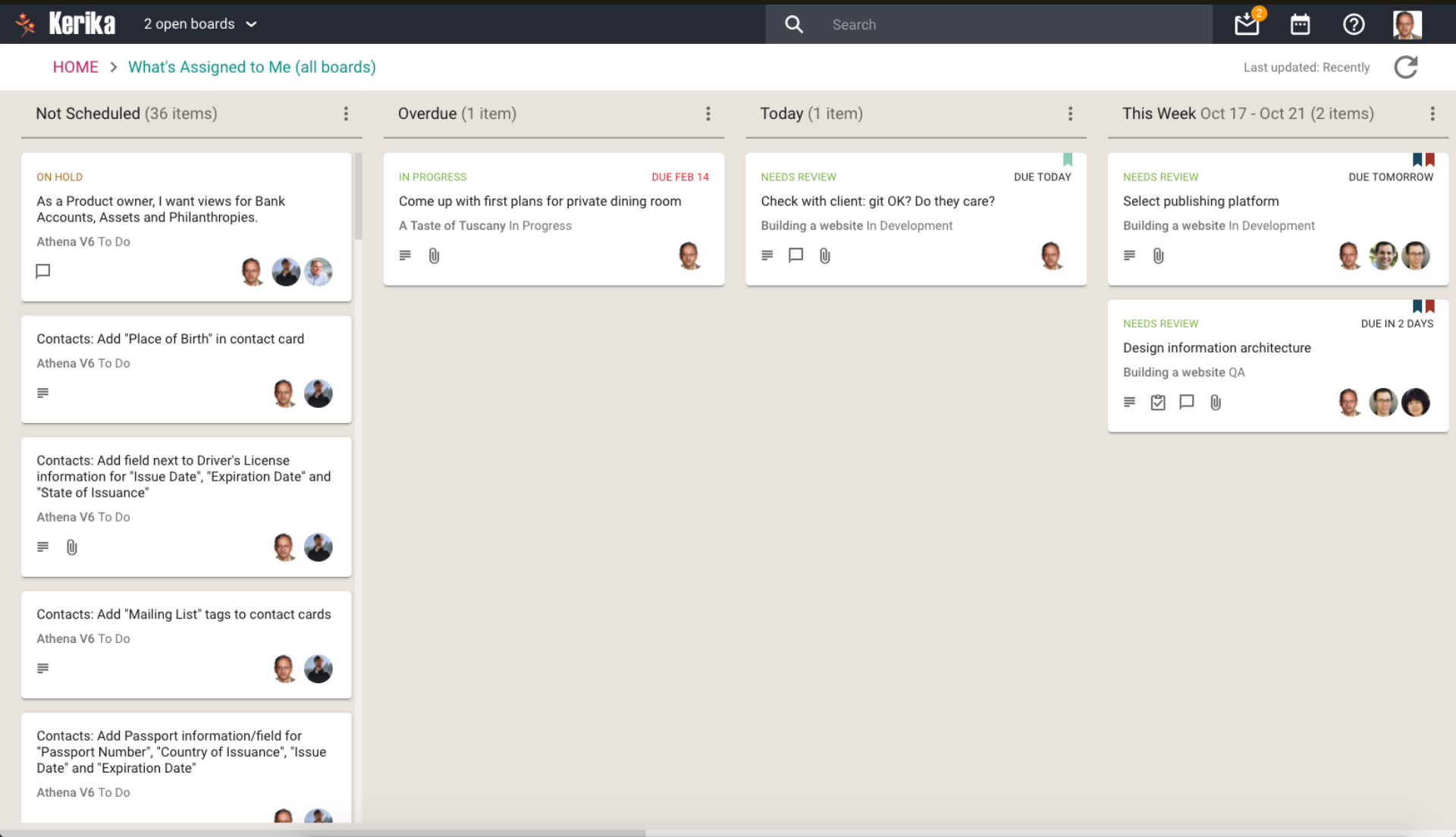

Kerika
2 open boards
Search
HOME > Kerika main board What Needs Attention
This Sprint
ON HOLD
Billing
+2
ON HOLD
Permanently deleting items from Board Trash on k.com caused several server errors
New
READY
NPE: While run sysop for set minimum due date on webapp.
ADD NEW CARD
Planning
NEEDS REWORK
Hidden column shows blue icon even when it is empty
READY
Update webapp docker container build process to use spring-loaded-adapter & support hot-swap from development machine.
ADD NEW CARD
HIGHLIGHT CARDS ON THIS BOARD
No highlights
What's assigned to me
What's new and updated
What needs attention
What's inactive
What got carried over from the last Sprint
Custom highlight

Across Projects

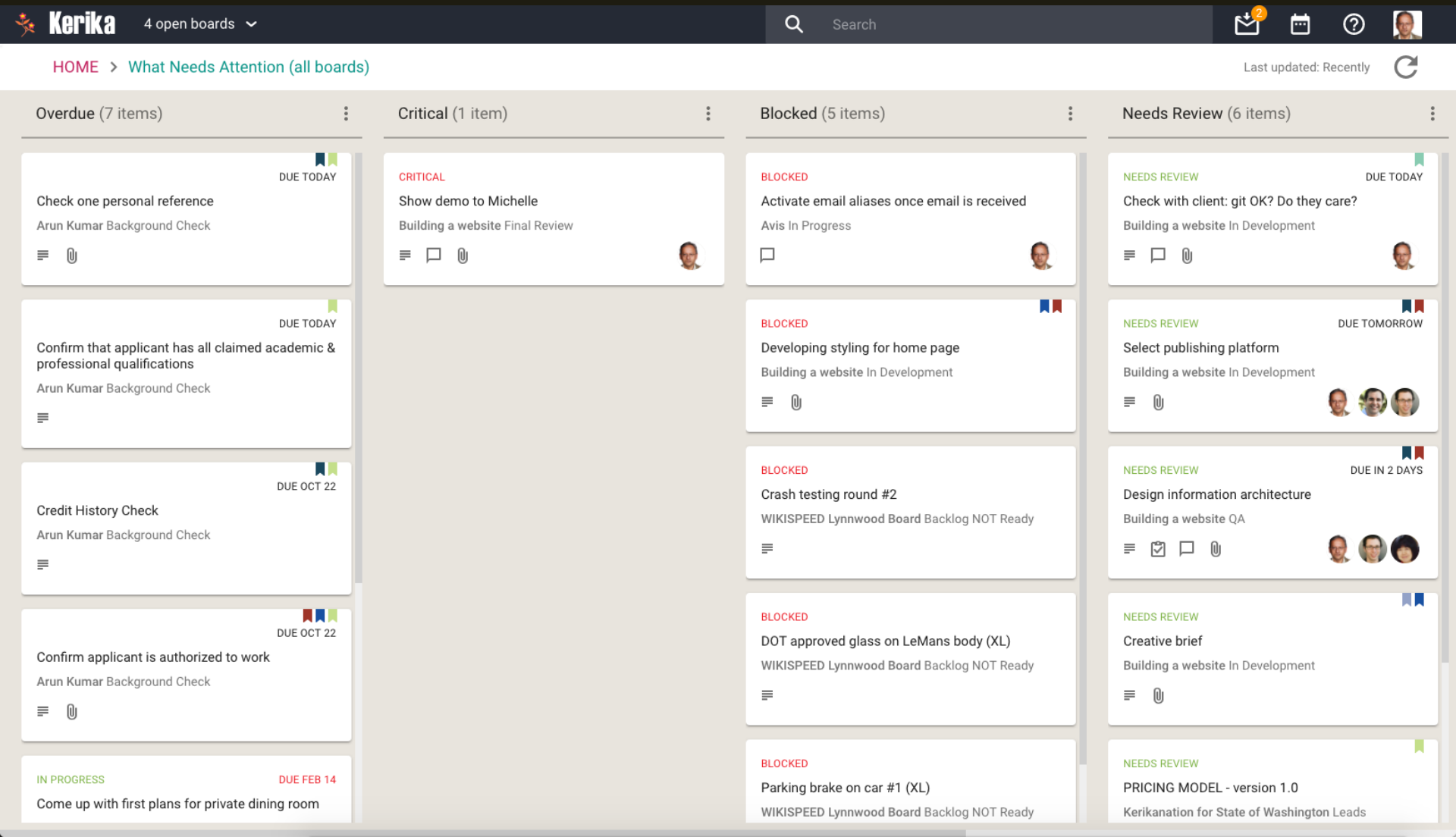
What’s happening?



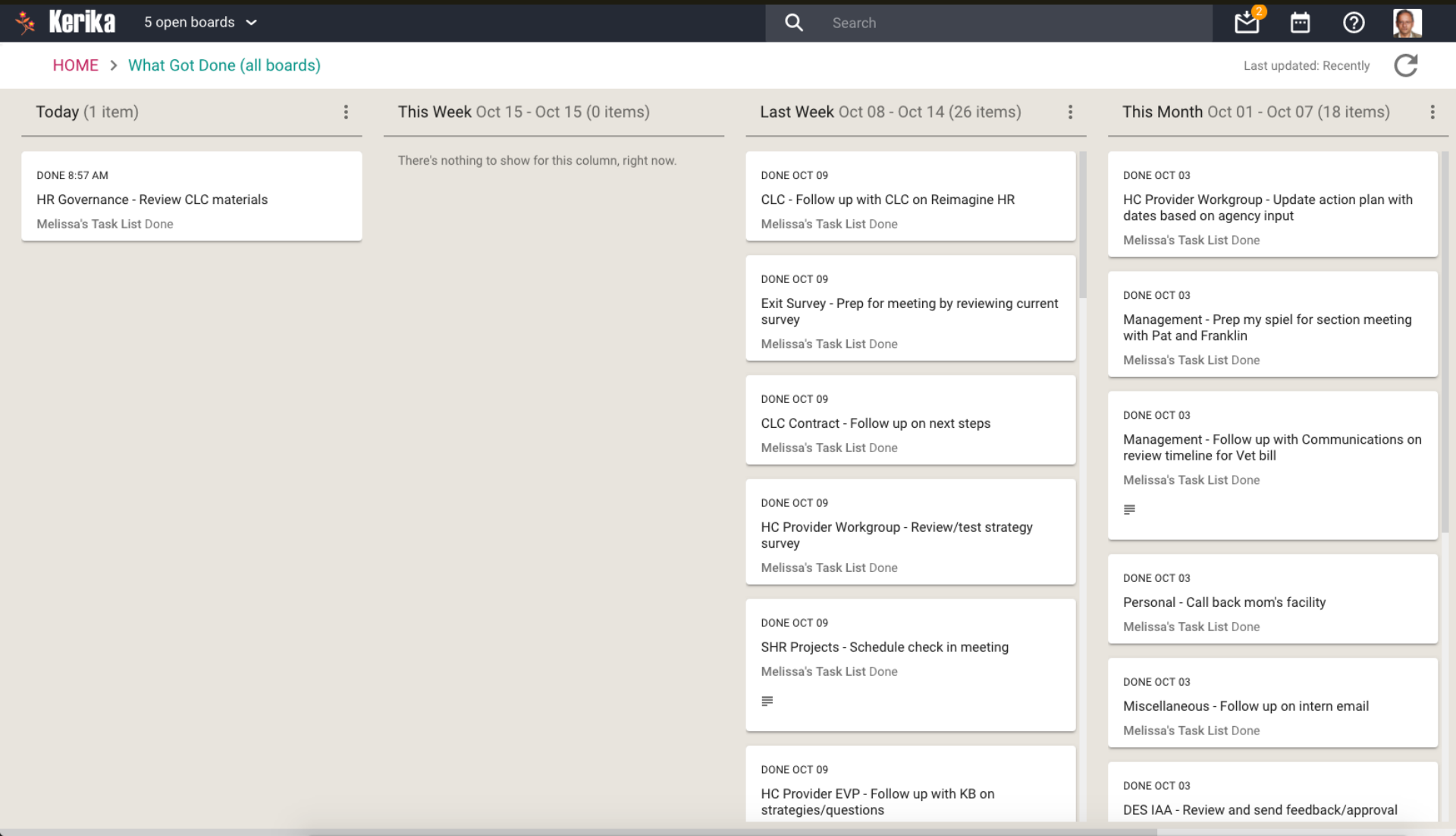
What's Assigned to Me?



What Needs Attention?



What Got Done?



Summary

- You need technology to scale
  - Paper doesn't scale
- Be pragmatic, not dogmatic
  - The perfect team doesn't exist
- Remember to reflect, improve
  - Every Sprint with Scrum
- Get buy-in, get support
  - Management, policy, technology

As with any religion, you need to understand the philosophy before you follow the rituals

Questions?

Arun@Kerika.com