Focus

Projektnäring
9 maj, 2014

Henrik Kniberg

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Consultant

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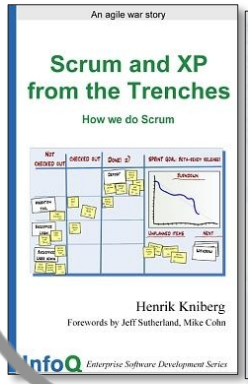
Father

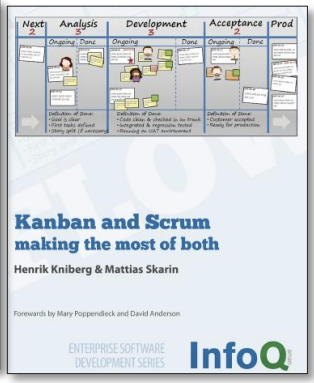
Organizational coach & mentor

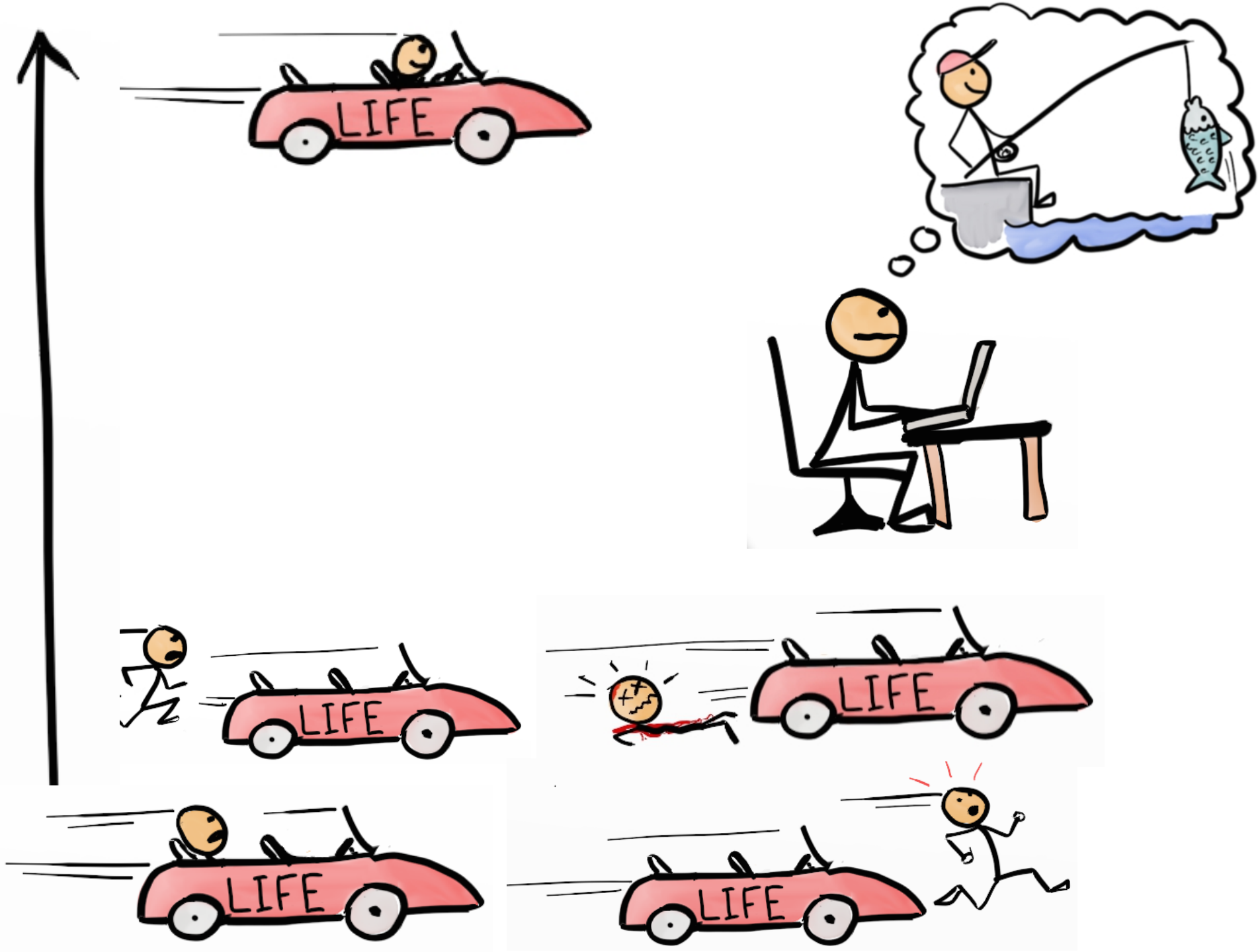
Spotify

skype

Author






LIFE
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Chapter 1

Helping companies improve

Agile

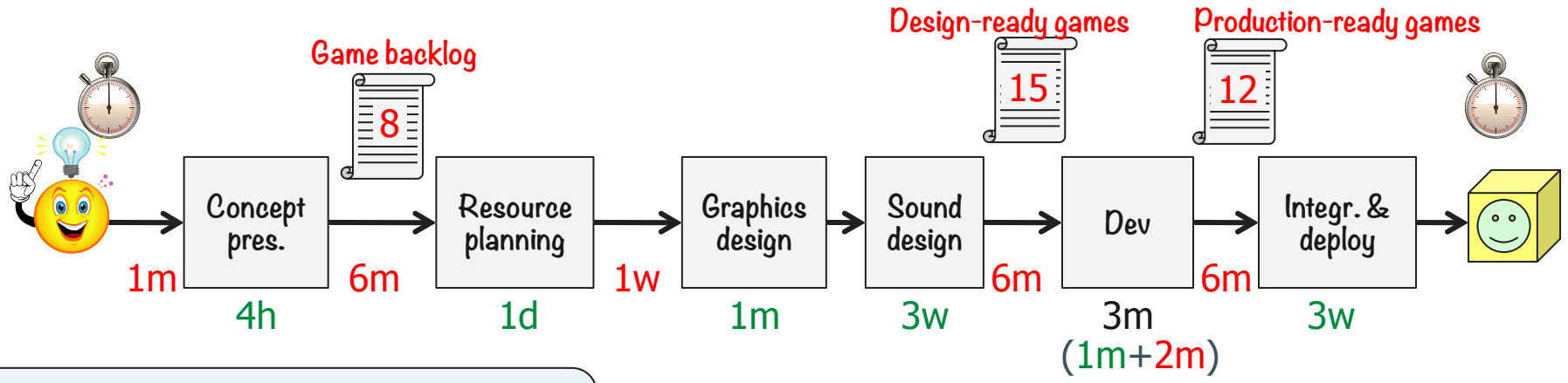
Lean

Scrum

Kanban

XP

Case study: Game development company



Actual work: 3 months

Time to market: 25 months

Needed: 5 volunteers

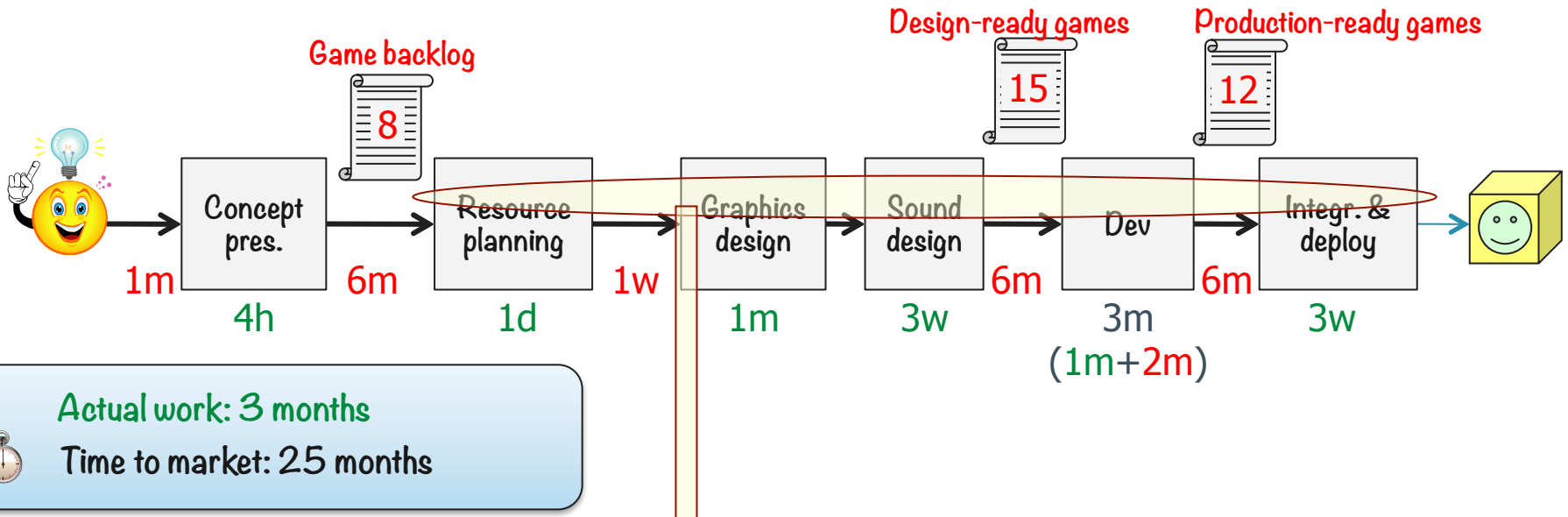
DEMO

100% resource utilization = 0% flow

Max utilization, Slow flow

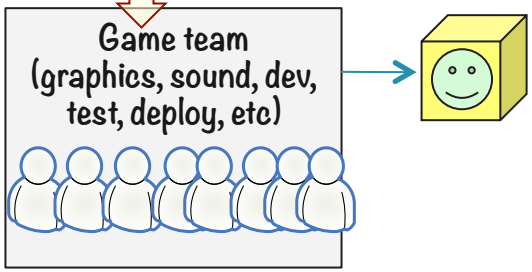
Medium utilization, Fast flow

Before



After

Cross-functional game teams



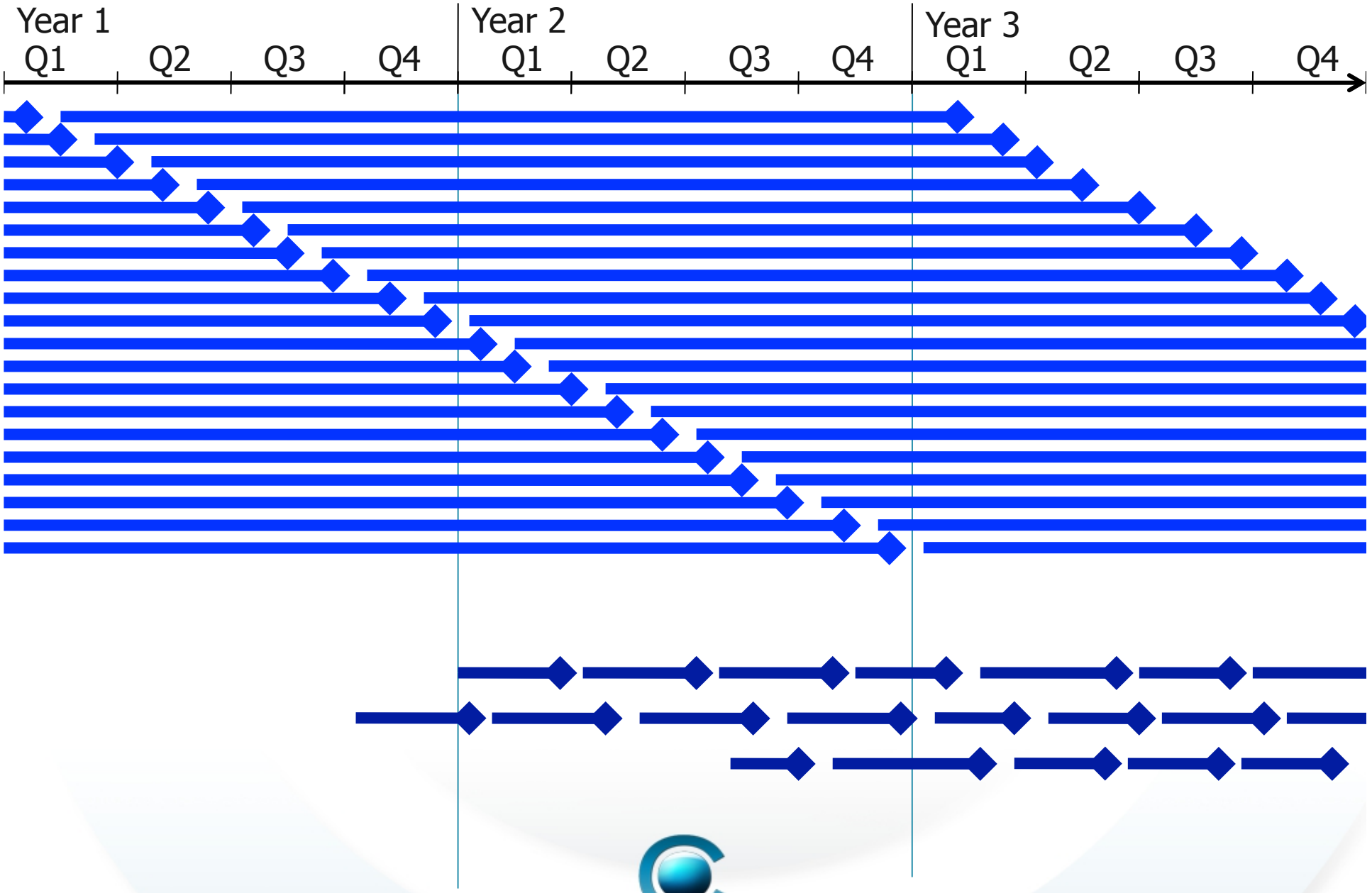
Time to market: 3-4 months

7 times faster

Better games

Less Planning

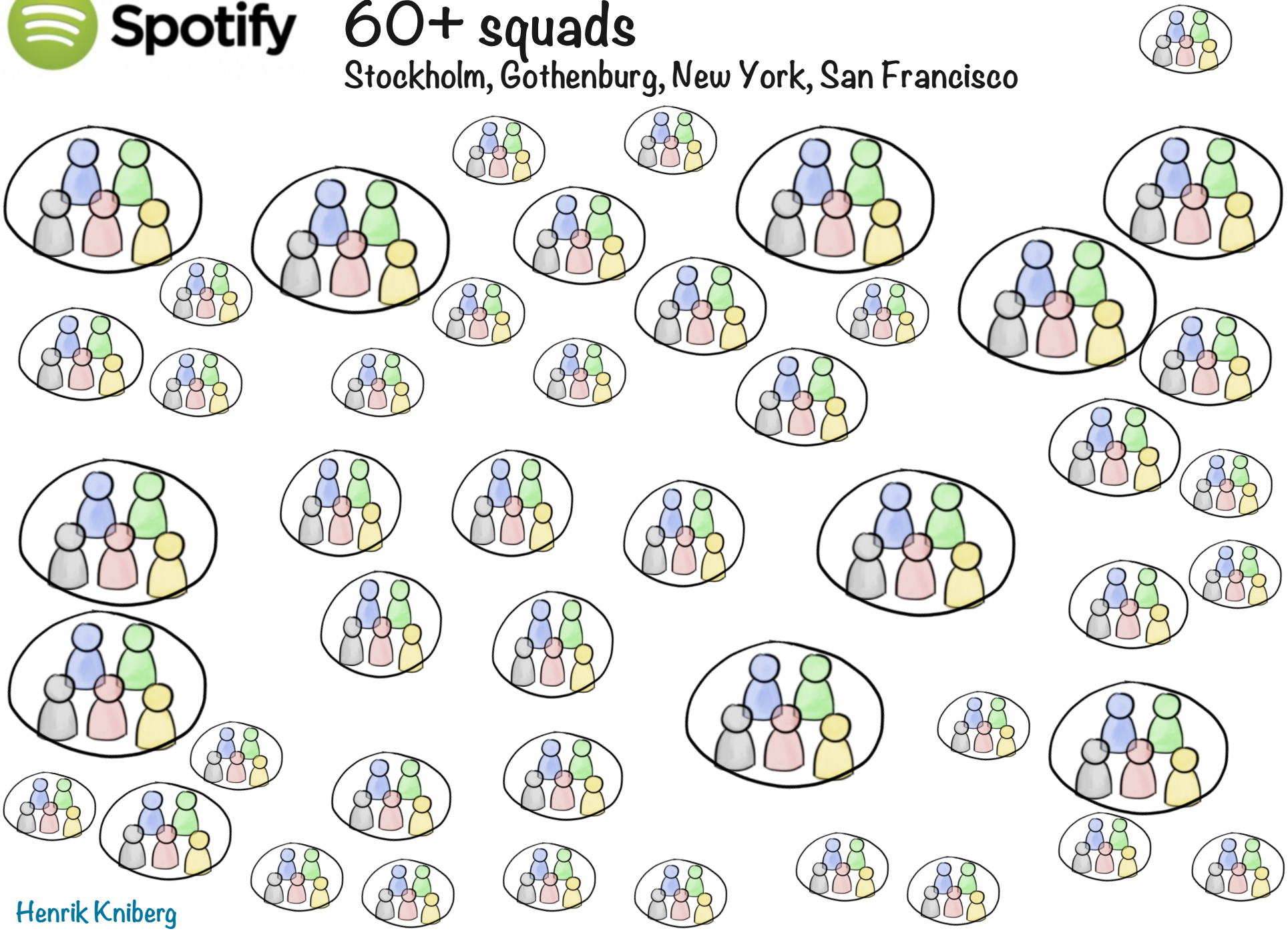
More fun


Year 1
Q1
Q2
Q3
Q4
Year 2
Q1
Q2
Q3
Q4
Year 3
Q1
Q2
Q3
Q4

Spotify

60+ squads

Stockholm, Gothenburg, New York, San Francisco



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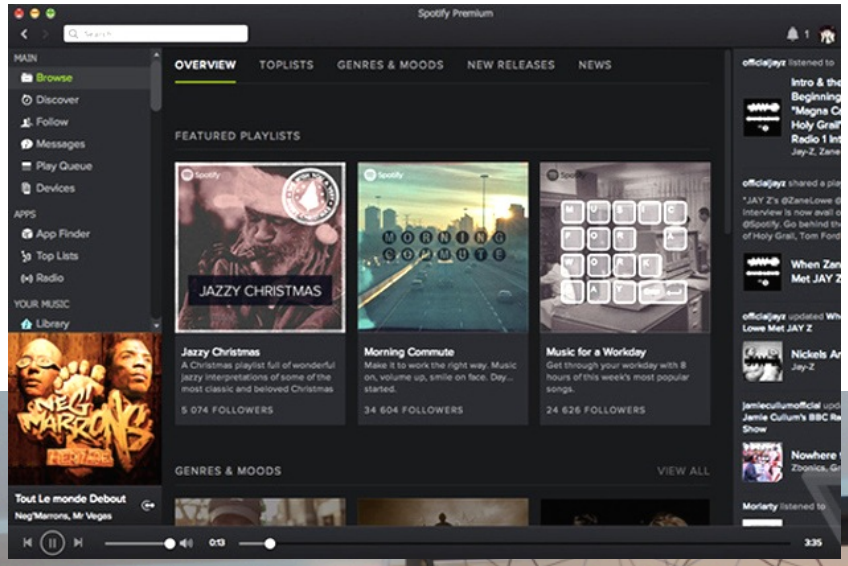
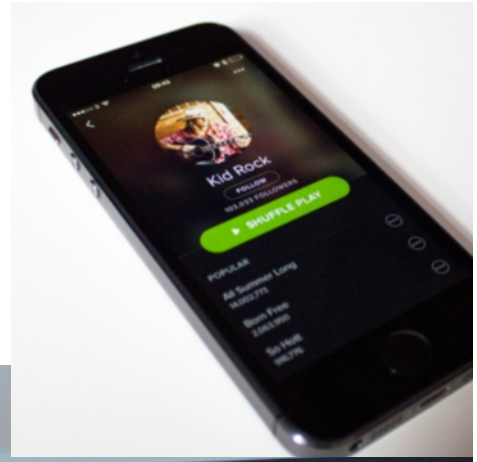
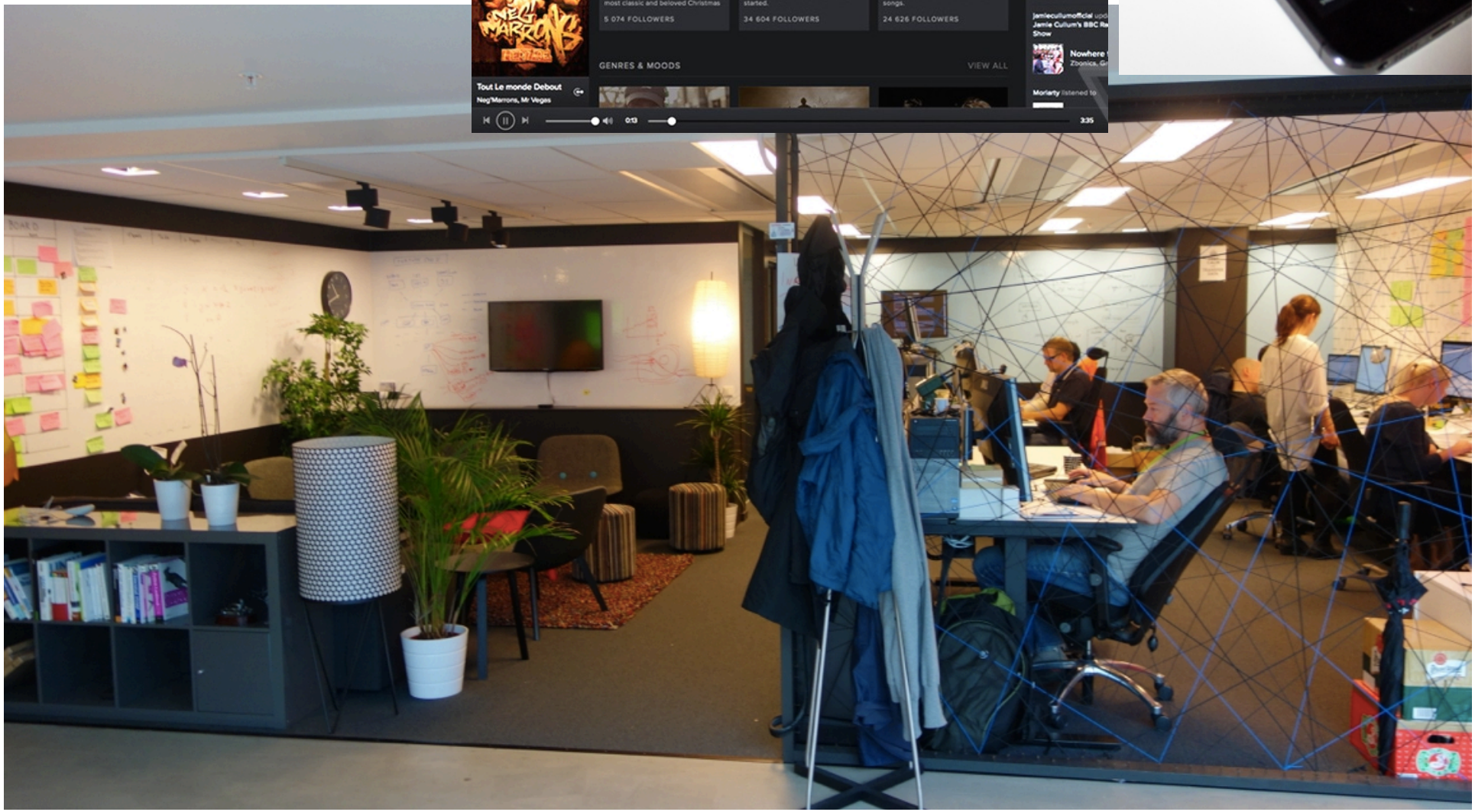
Spotify Squad

Cross-functional
Self-organizing
End to end responsibility







Some powerful principles

- Optimize for flow, not resource utilization
- Focus on value, not output
- Visualize work in progress
- Do few things at a time
- Adaptive planning

Chapter 2

Helping yourself improve

Kanban

Scrum

4hr work week

Pomodoro

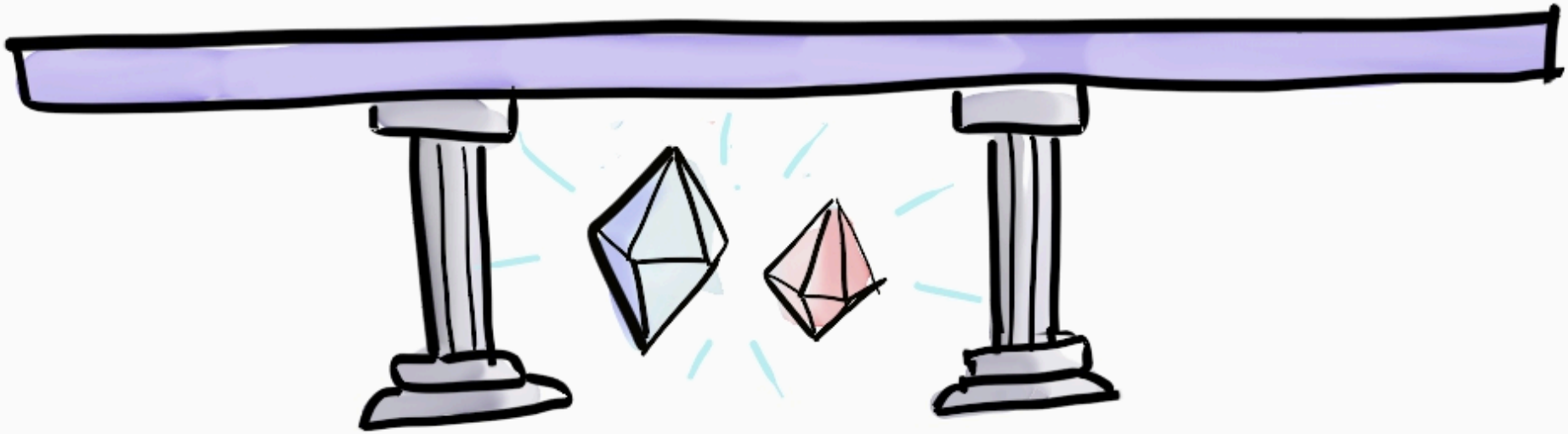
Agile

Lean

GTD
(Getting Things Done)

7 habits of highly effective people

XP



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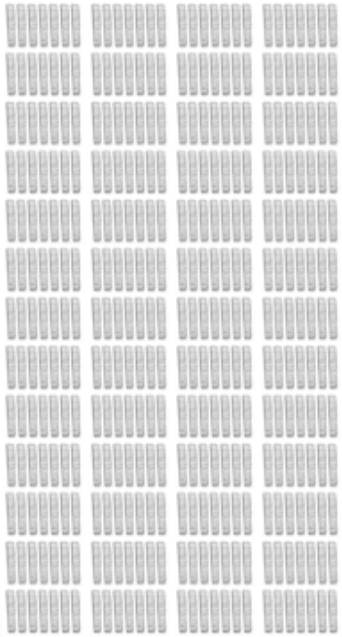
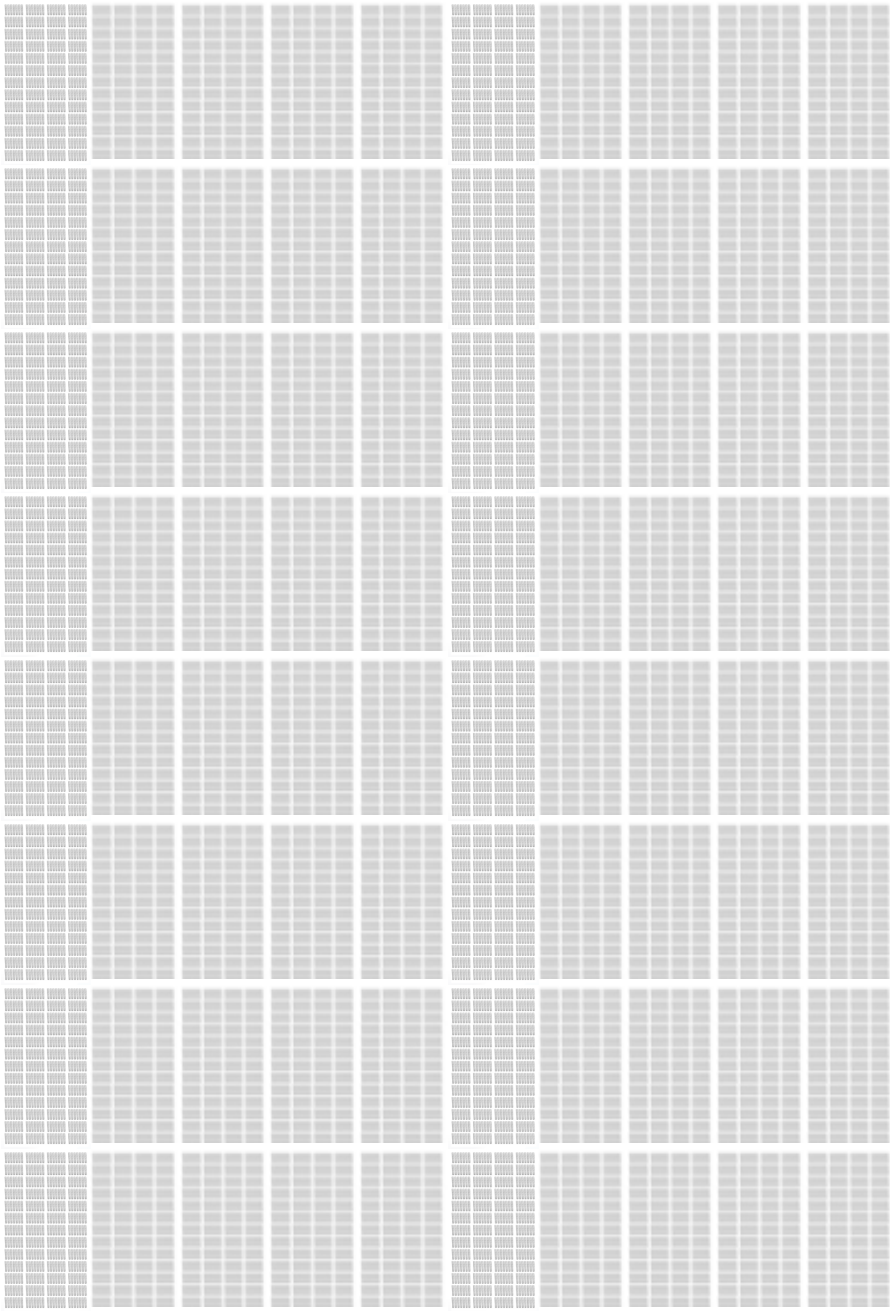
1 year = 8,766 hours

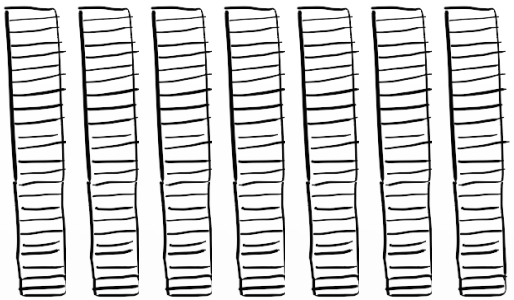


1 life ≈ 700,000 hours



1 day = 24 hours

1 week = 168 hours



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Stuff To Do > Available Time

Available time

Stuff you think you need to do

Stuff you want to do

Stuff others seem to want you to do

Stuff to do

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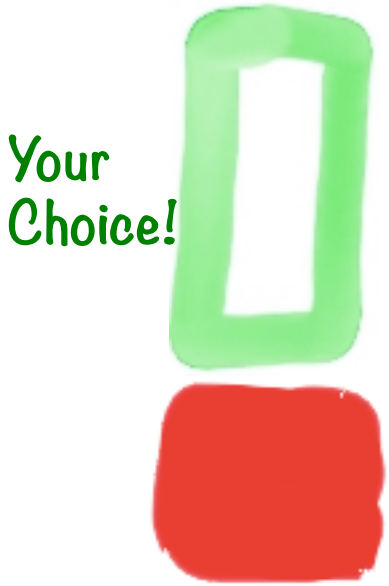
Most "musts" aren't



Stuff that you REALLY need to do

Available time

Stuff you think you need to do

Stuff you want to do

Stuff others seem to want you to do

~~Stuff to do~~

Options

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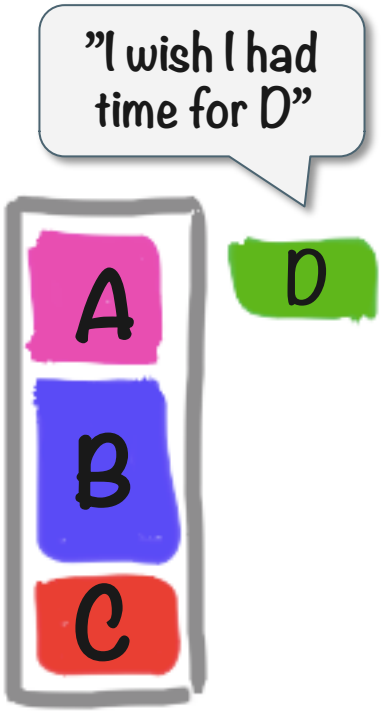
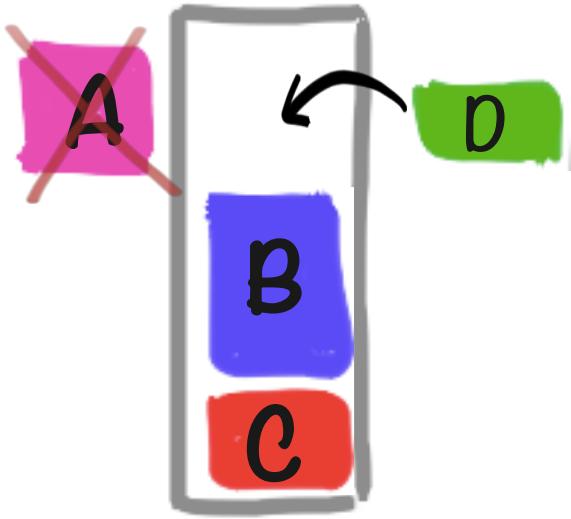
The ONLY WAY to "find time"...

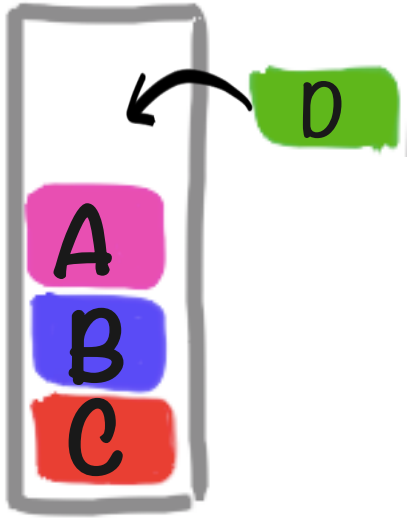
... is to do less of something else



Option 1: Do less



Option 2: Get more effective



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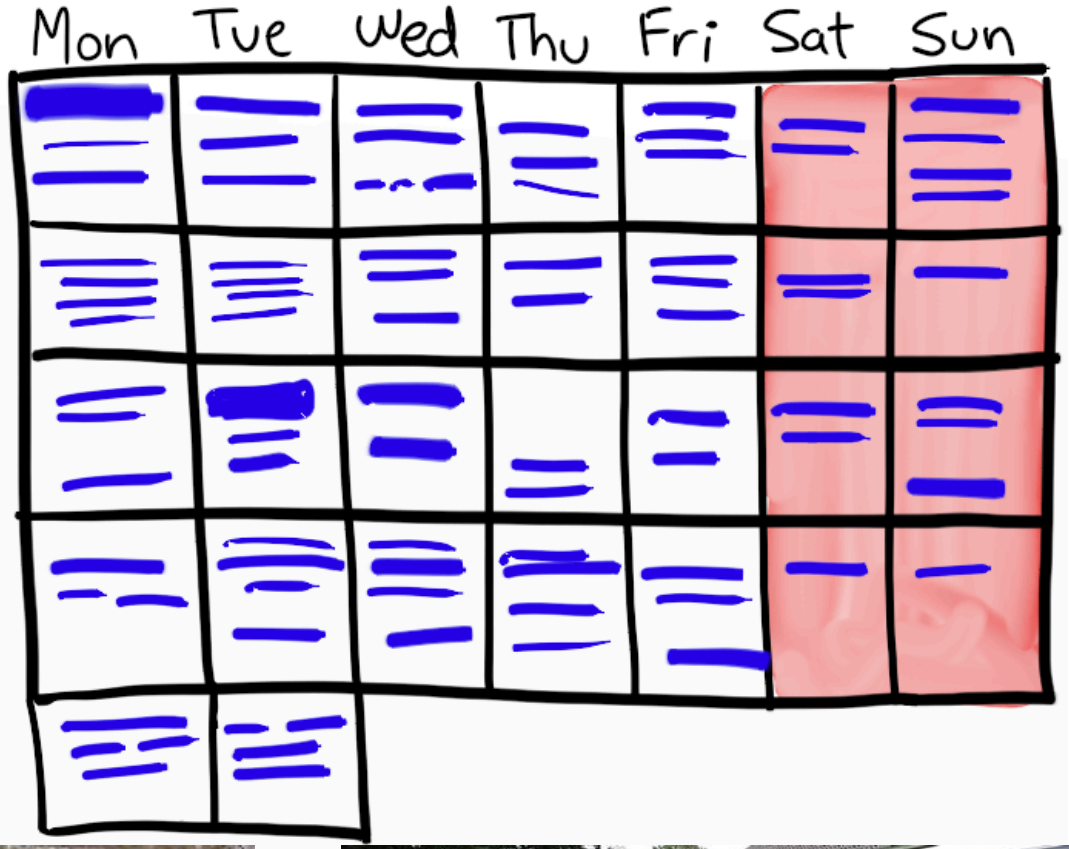
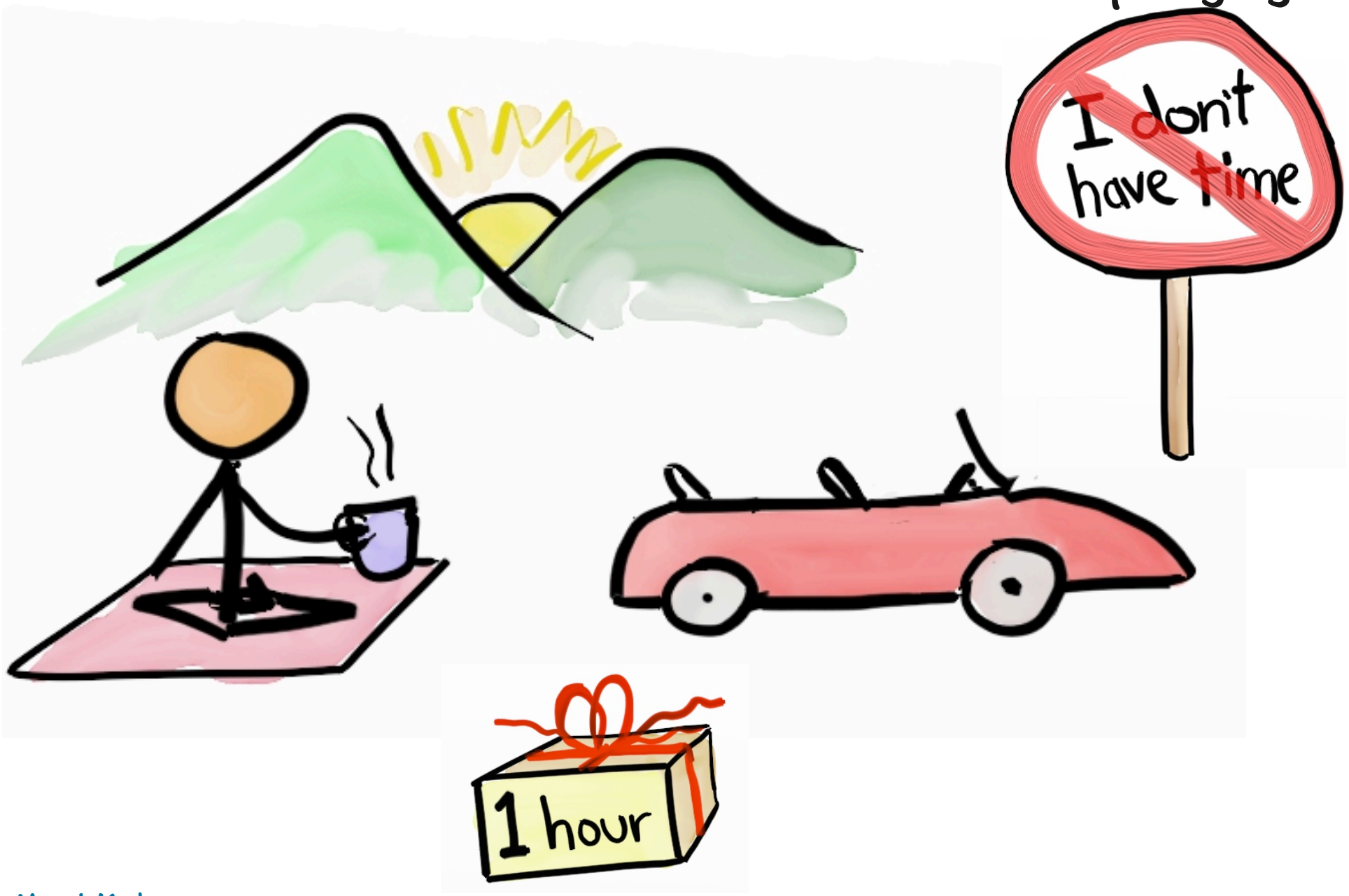


H

Pacific
HORIZON
EEH37

stop saying



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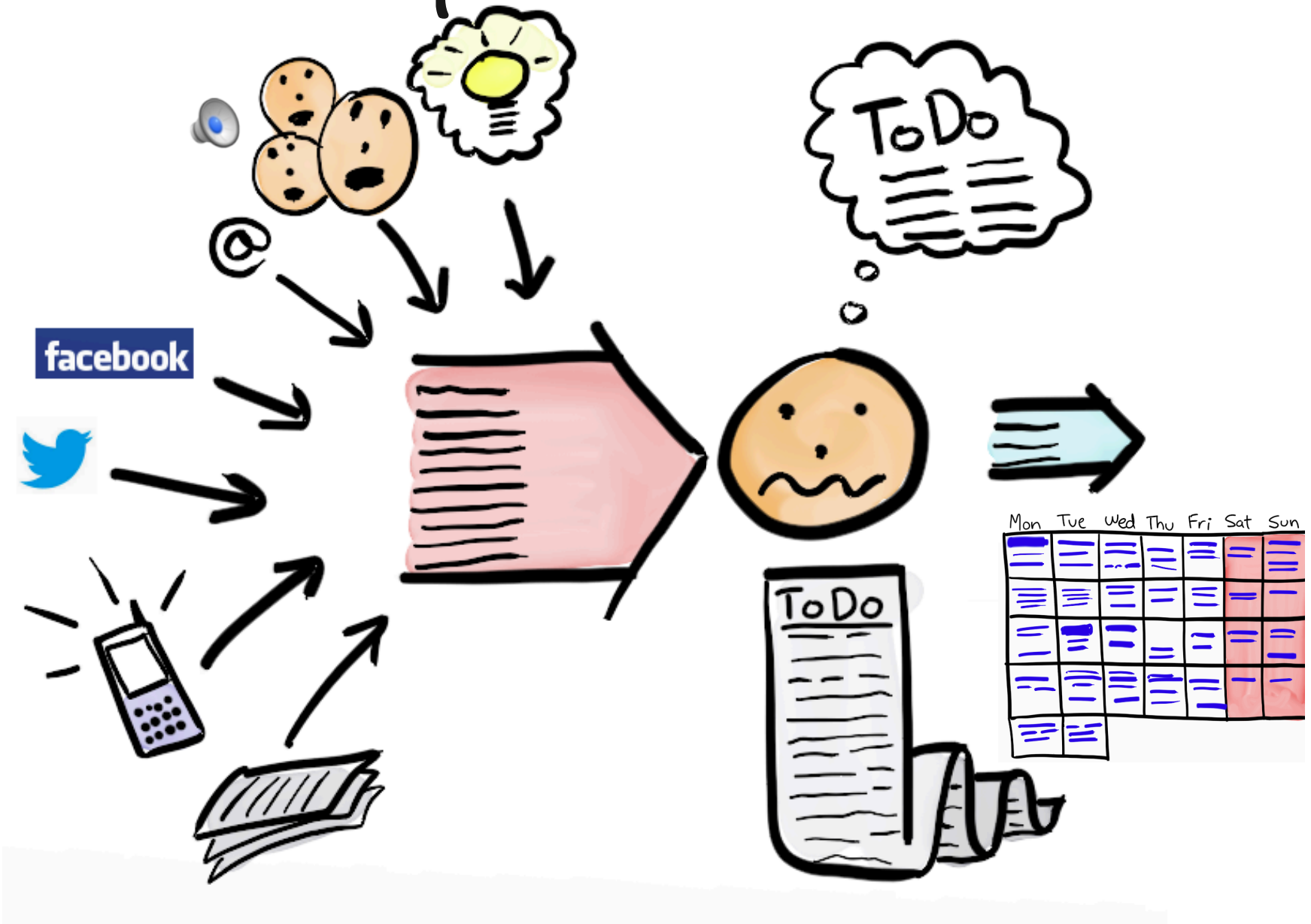
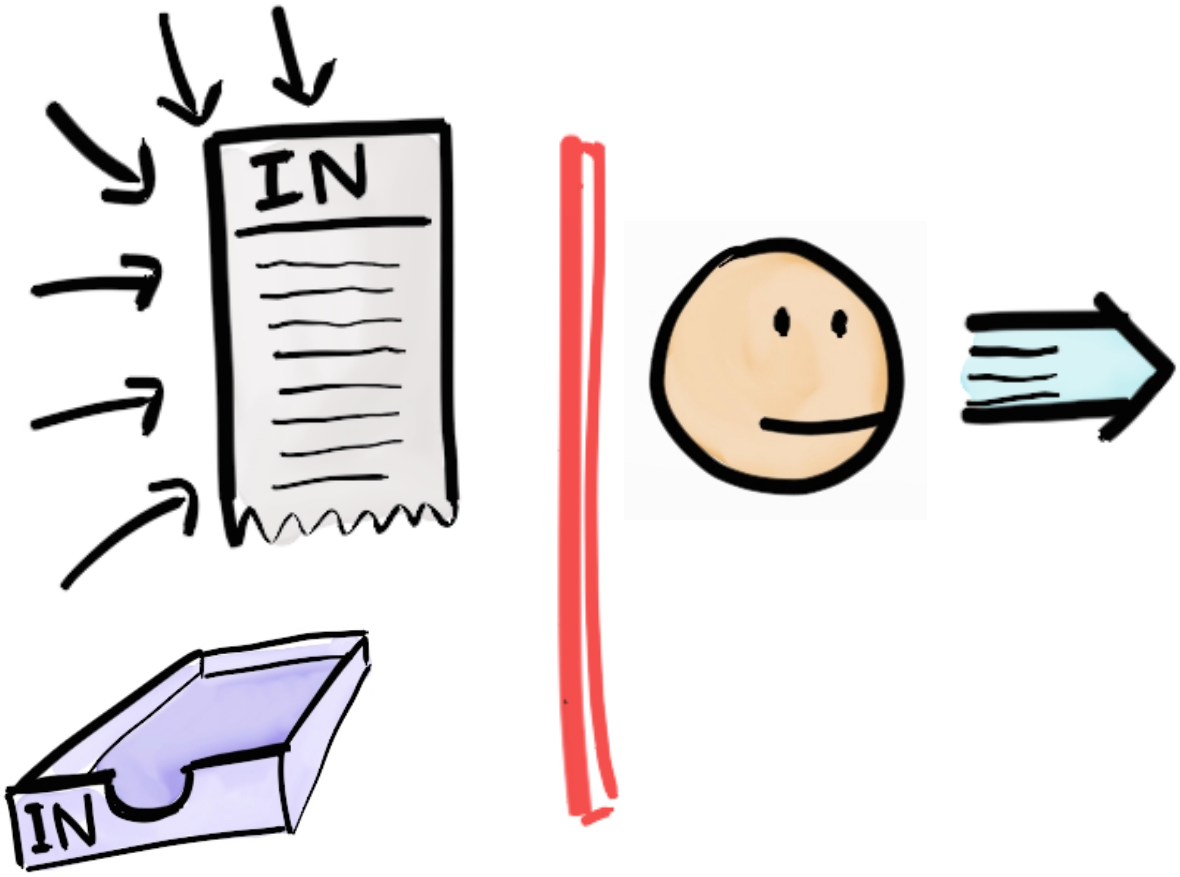
Chapter 3

How to control the hamster wheel

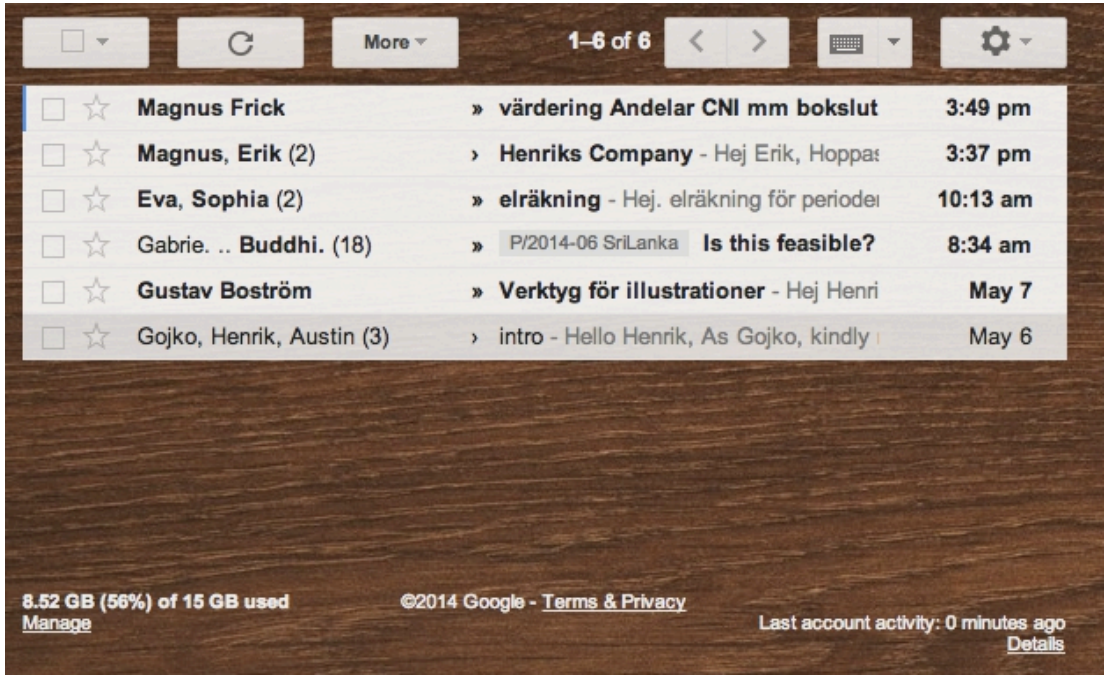
The overflow problem



First step: Isolate the noise



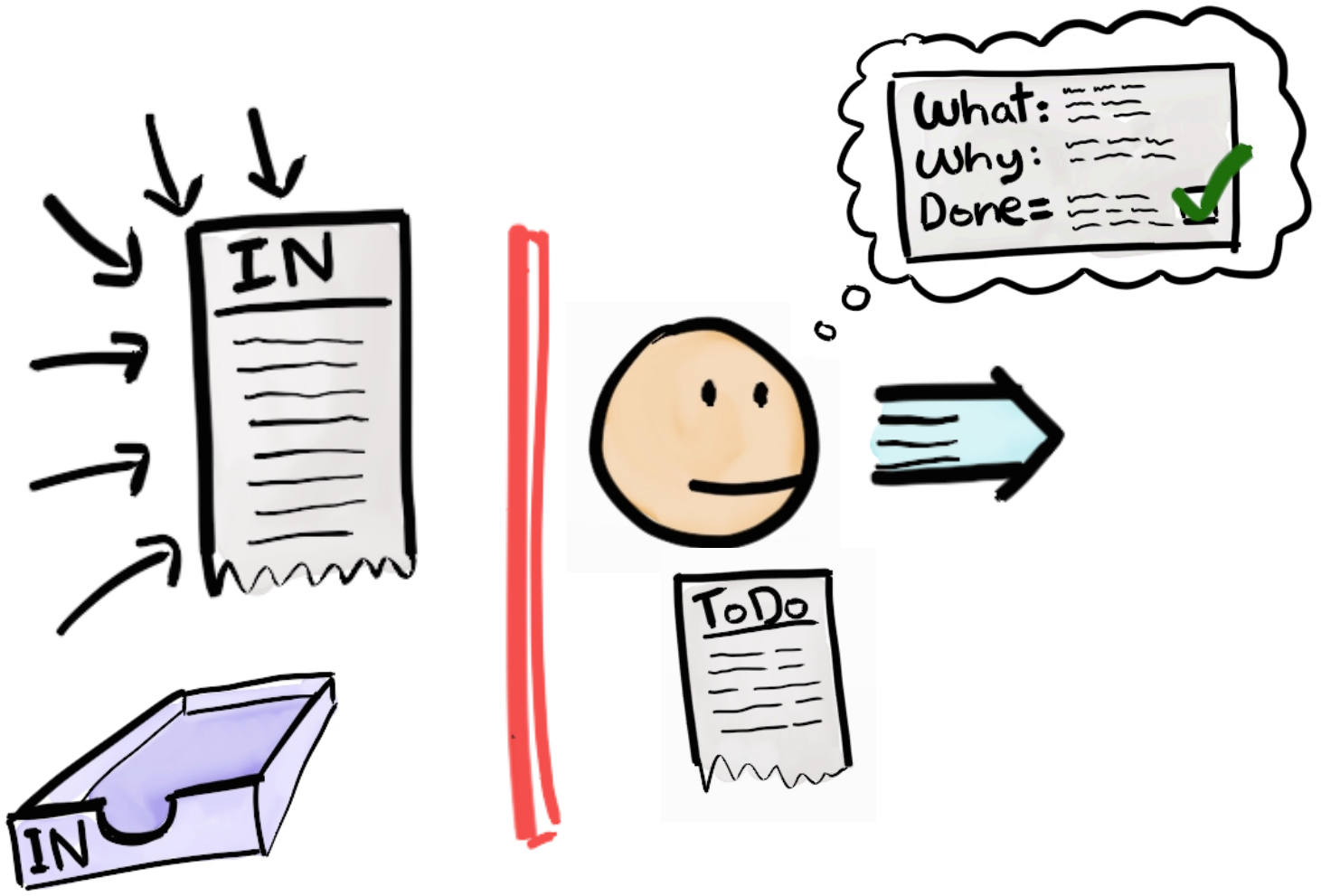
Inbox = ONLY new stuff!



Sounds familiar?

Yes, you are correct.
Most of this stuff is...

Do 1 thing until Done



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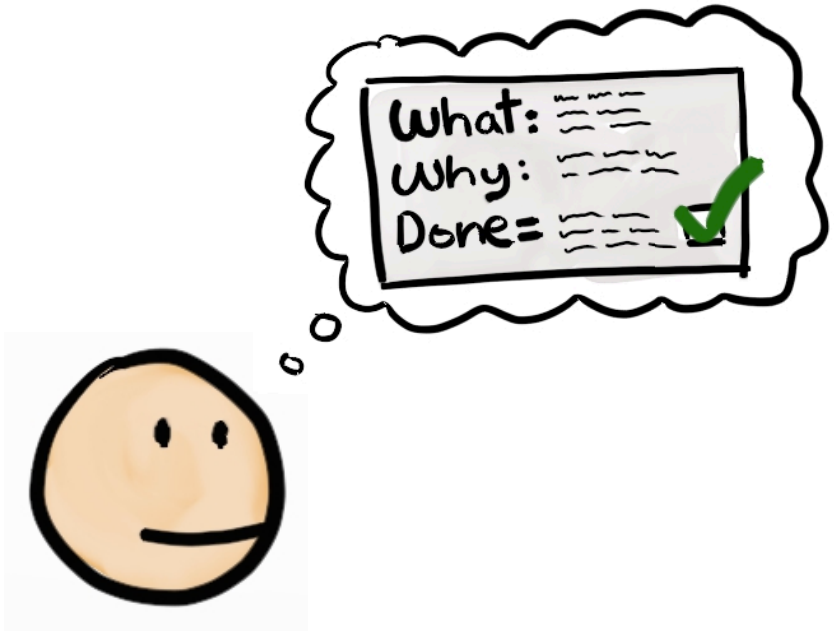
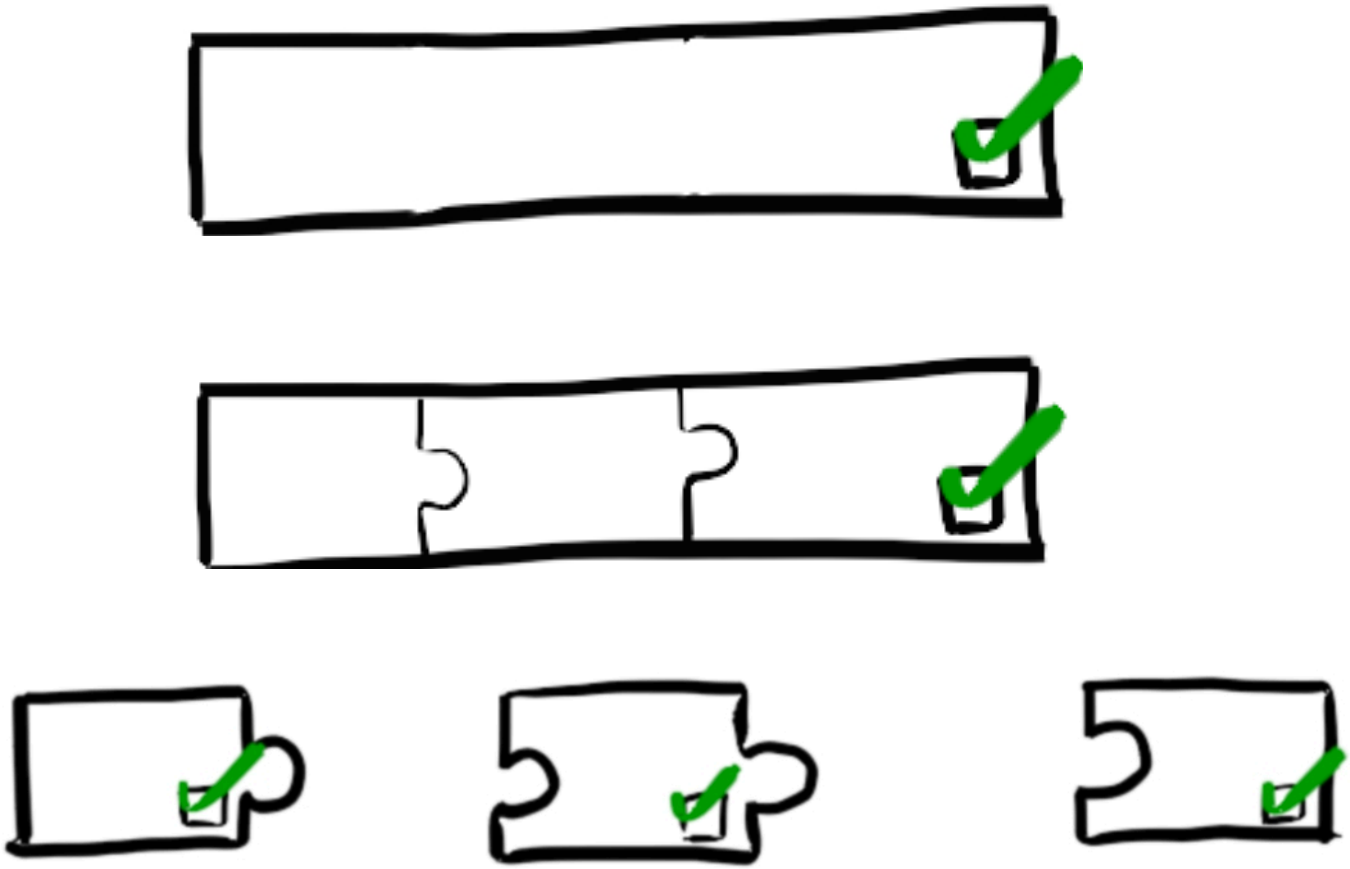

What:
Why:
Done=

3.
FACEBOOK - SSO
As a: Facebook connected user.
I want to: be able to login without using my facebook credentials
So that I: feel more comfortable using Spotify since they cannot see my facebook-name and pwd.
DoD: Tested and released.
4
UNISHARK - 219

Split large tasks



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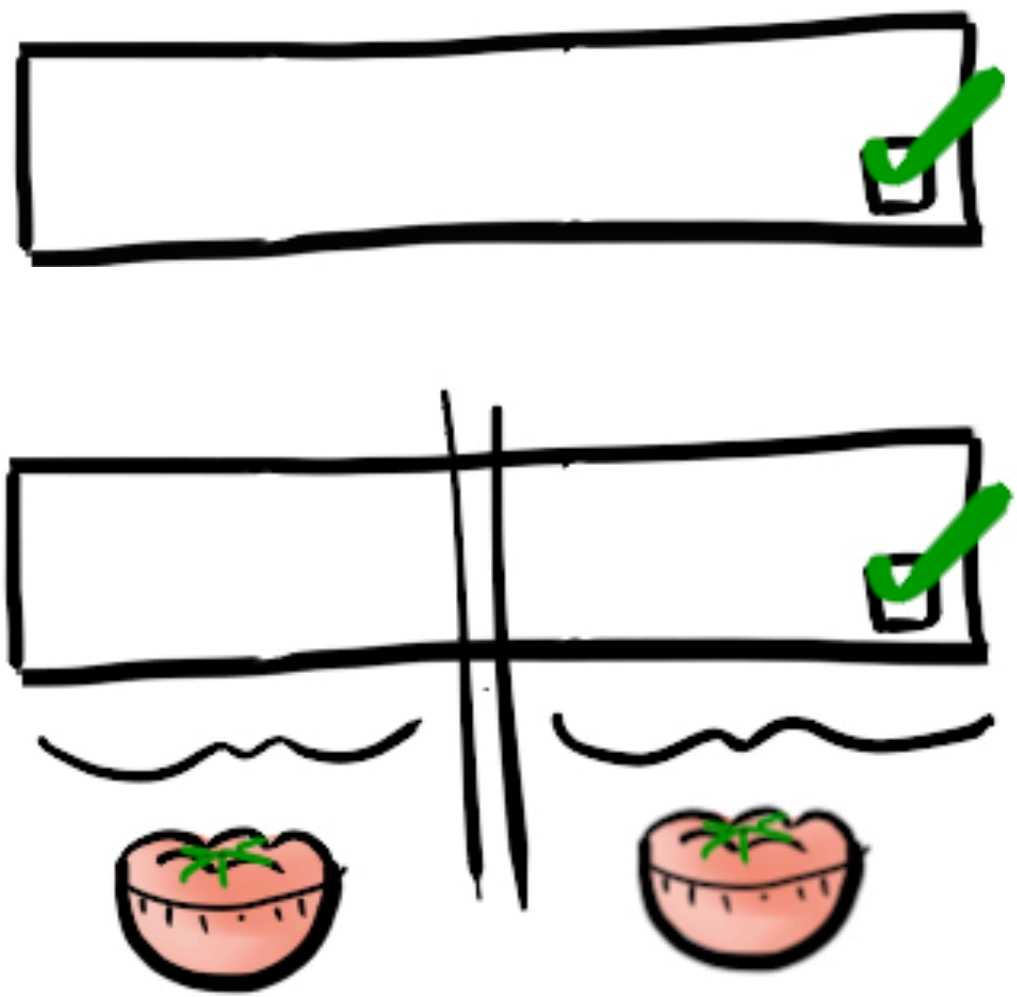

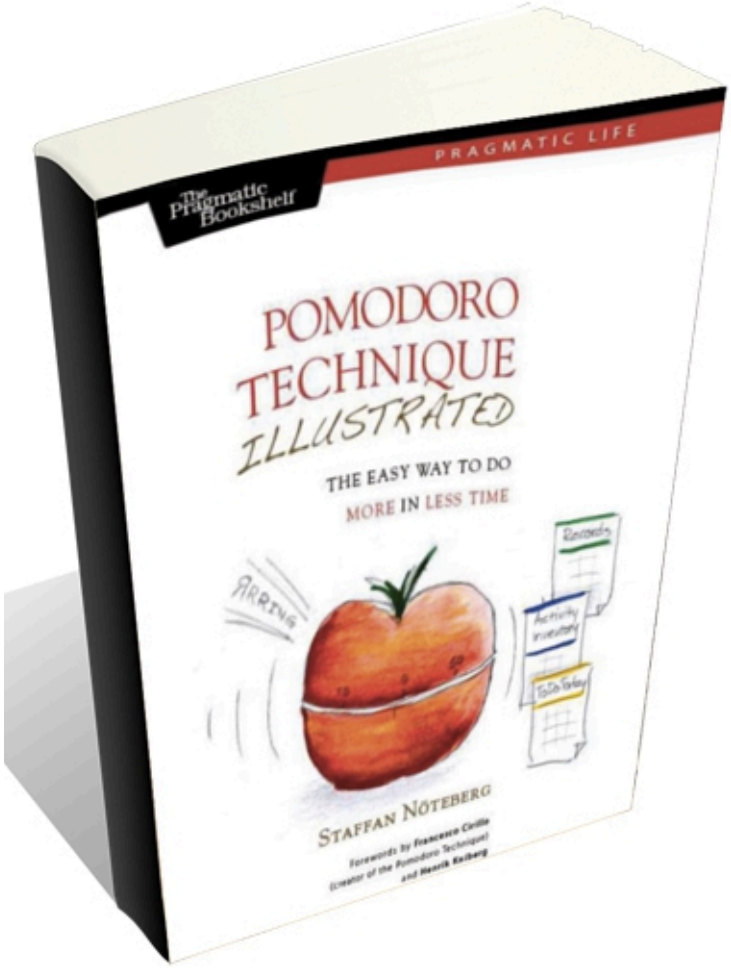

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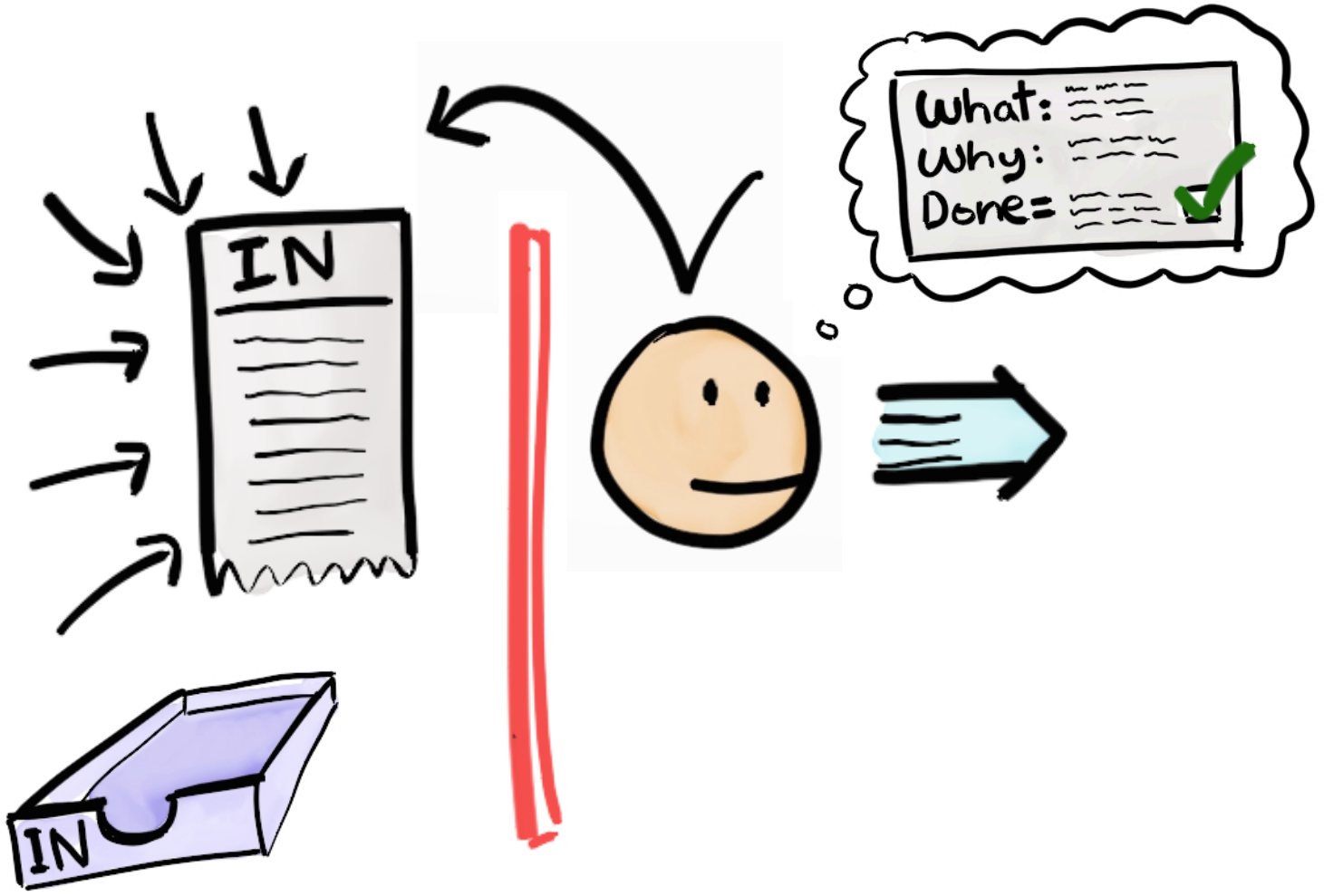
Action mode = Teflon mode



Know your WIP

(work in progress)

Someday / Maybe

Check out

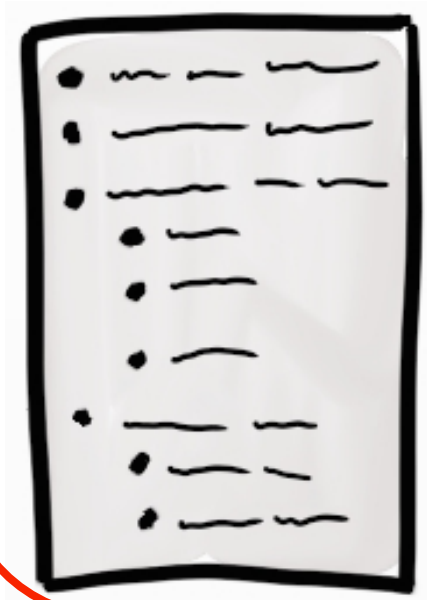
Blog about

Read

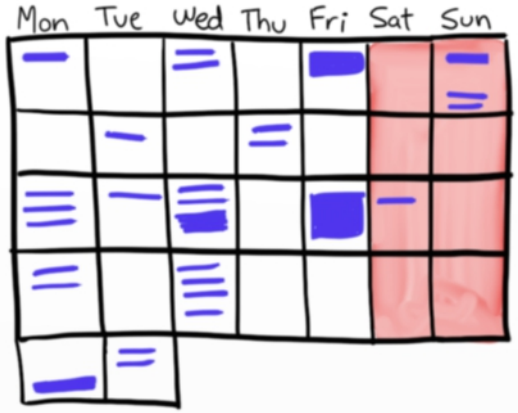
Ideas

WIP

Actions, Projects,
Commitments, Promises



Appointments



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Limit WIP

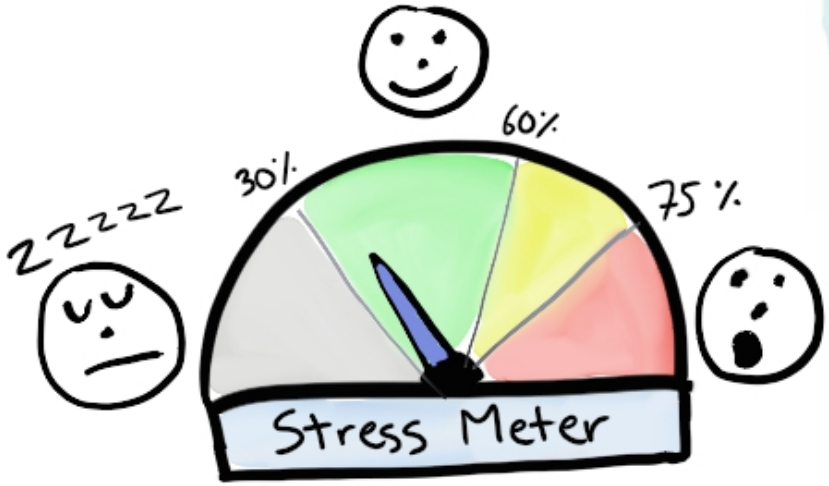
How will you recognize when are overburdened?

10 actions

3 projects

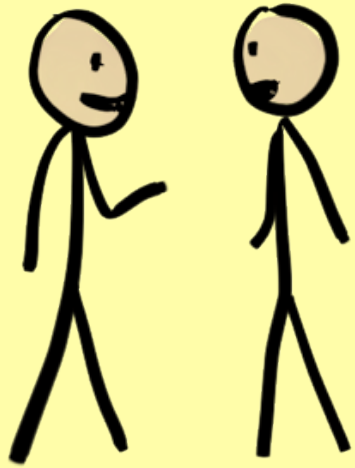
6 starred emails

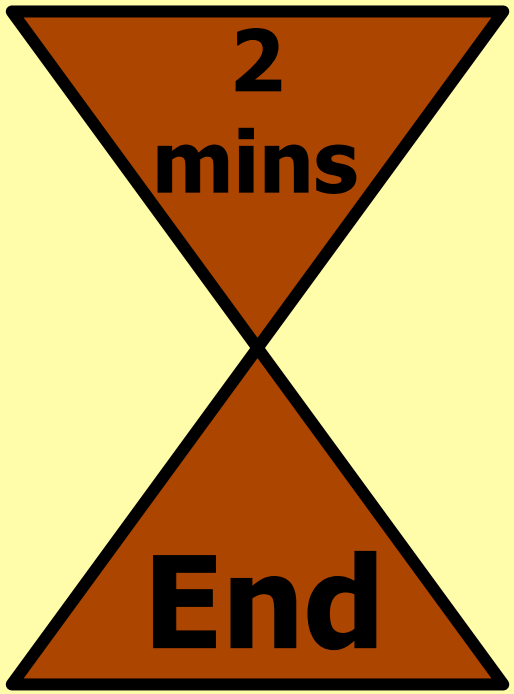
60% stress



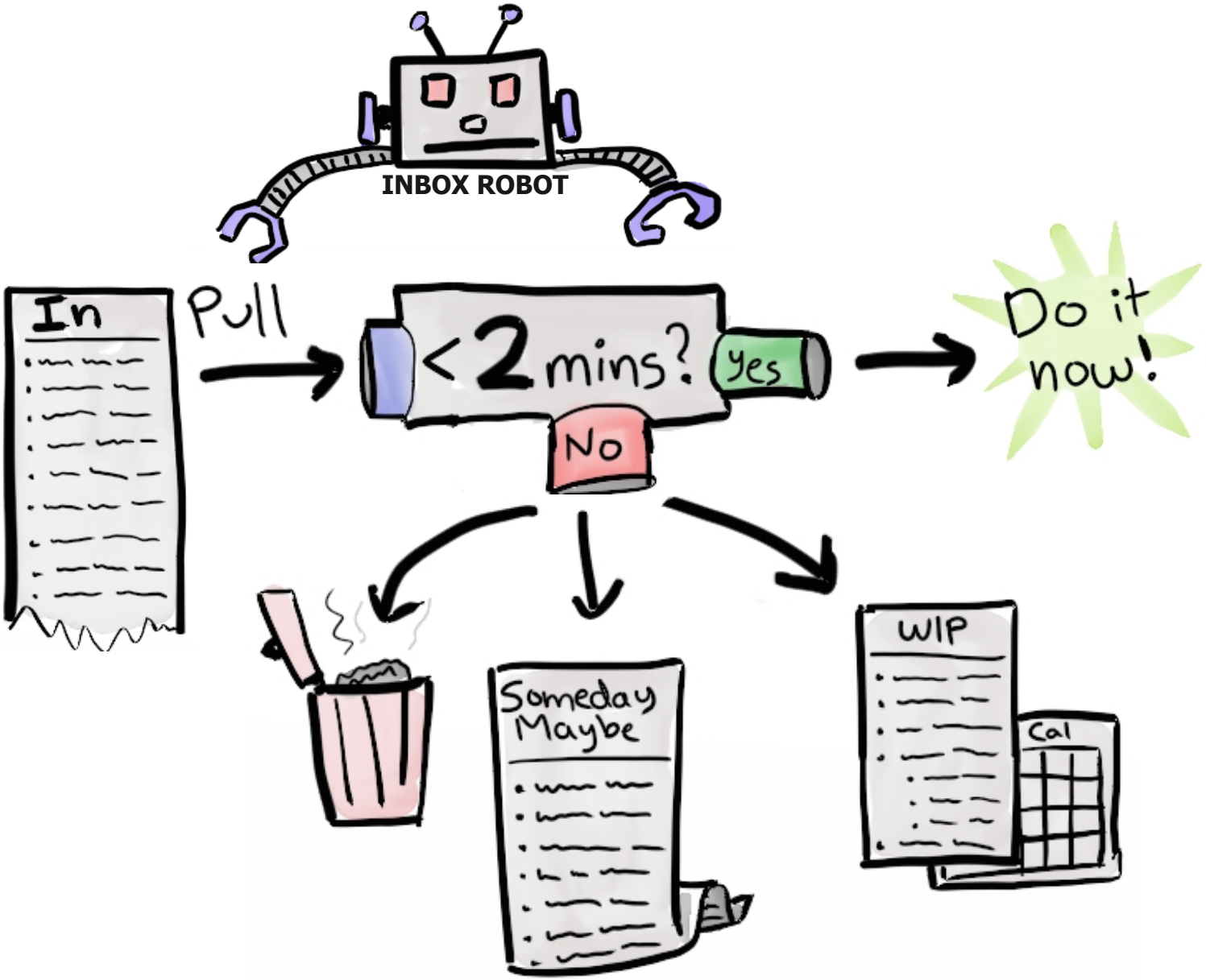
2 minute standup discussion

- How do you recognize when you are overburdened?
- How can you visualize & limit your personal WIP?

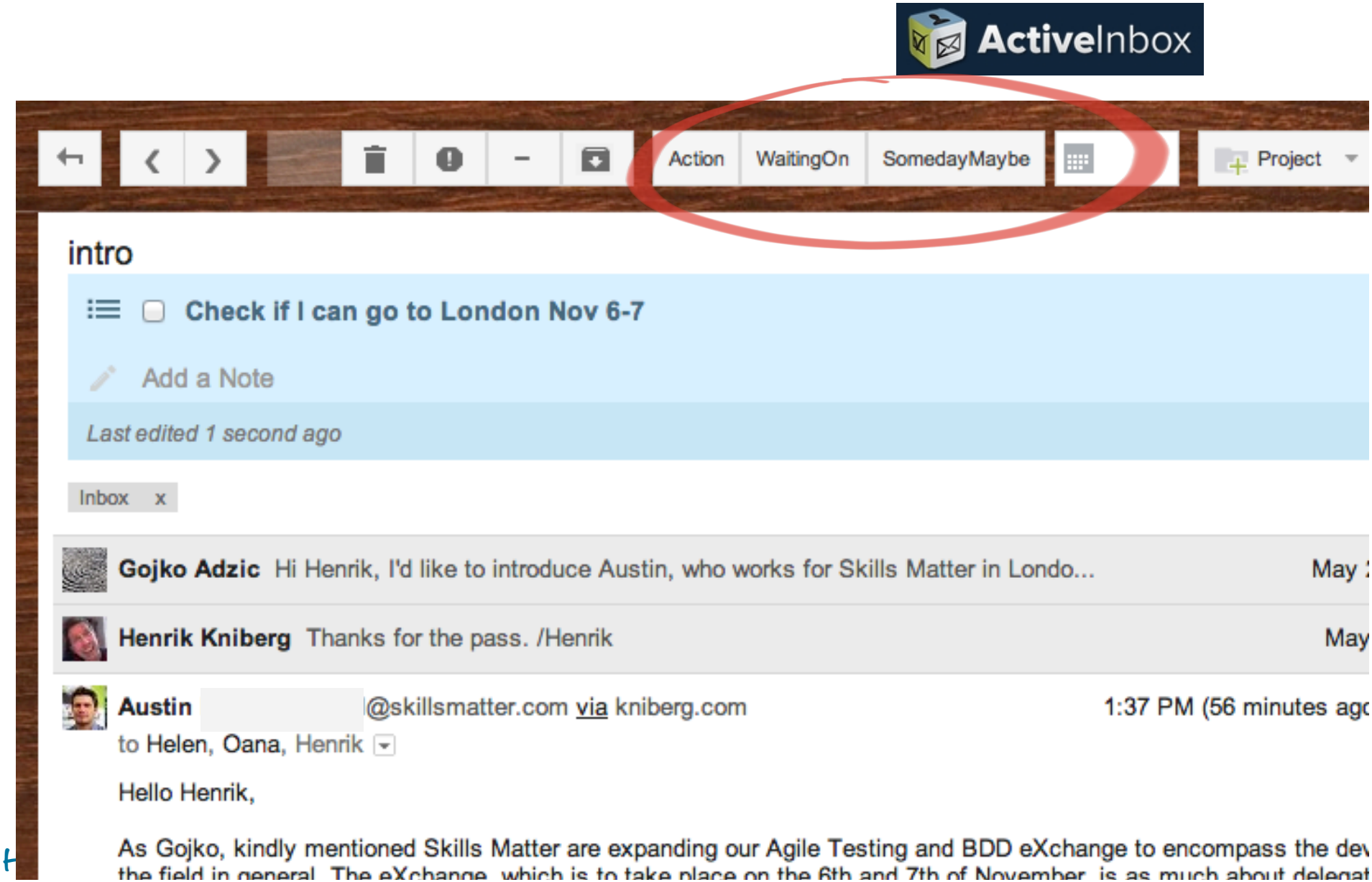




Learn how to get inbox to zero

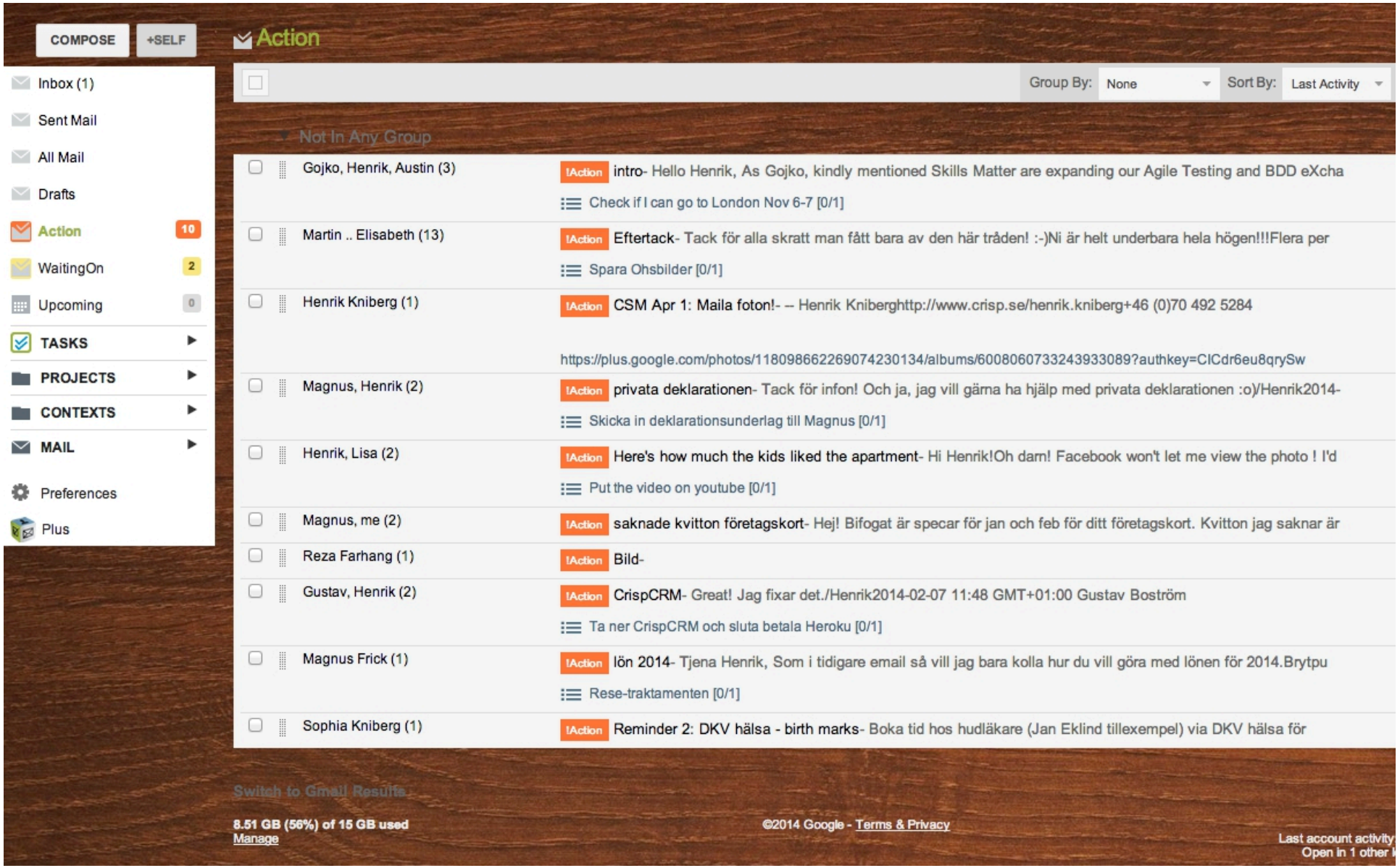


2 minute rule



STOP when inbox is clear!
Don't be an inbox junky!

Action mode: One action at a time. Ignore inbox.



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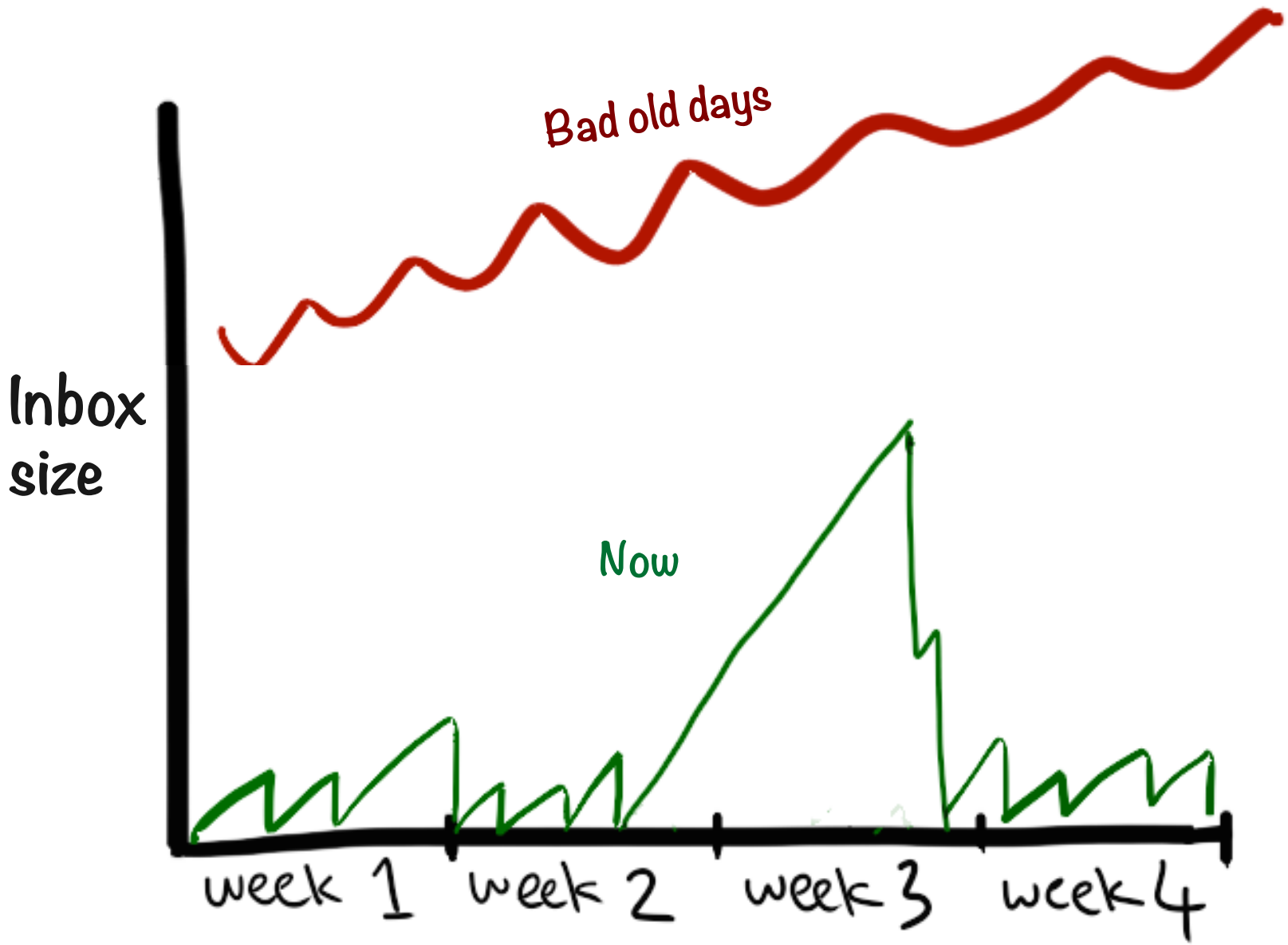

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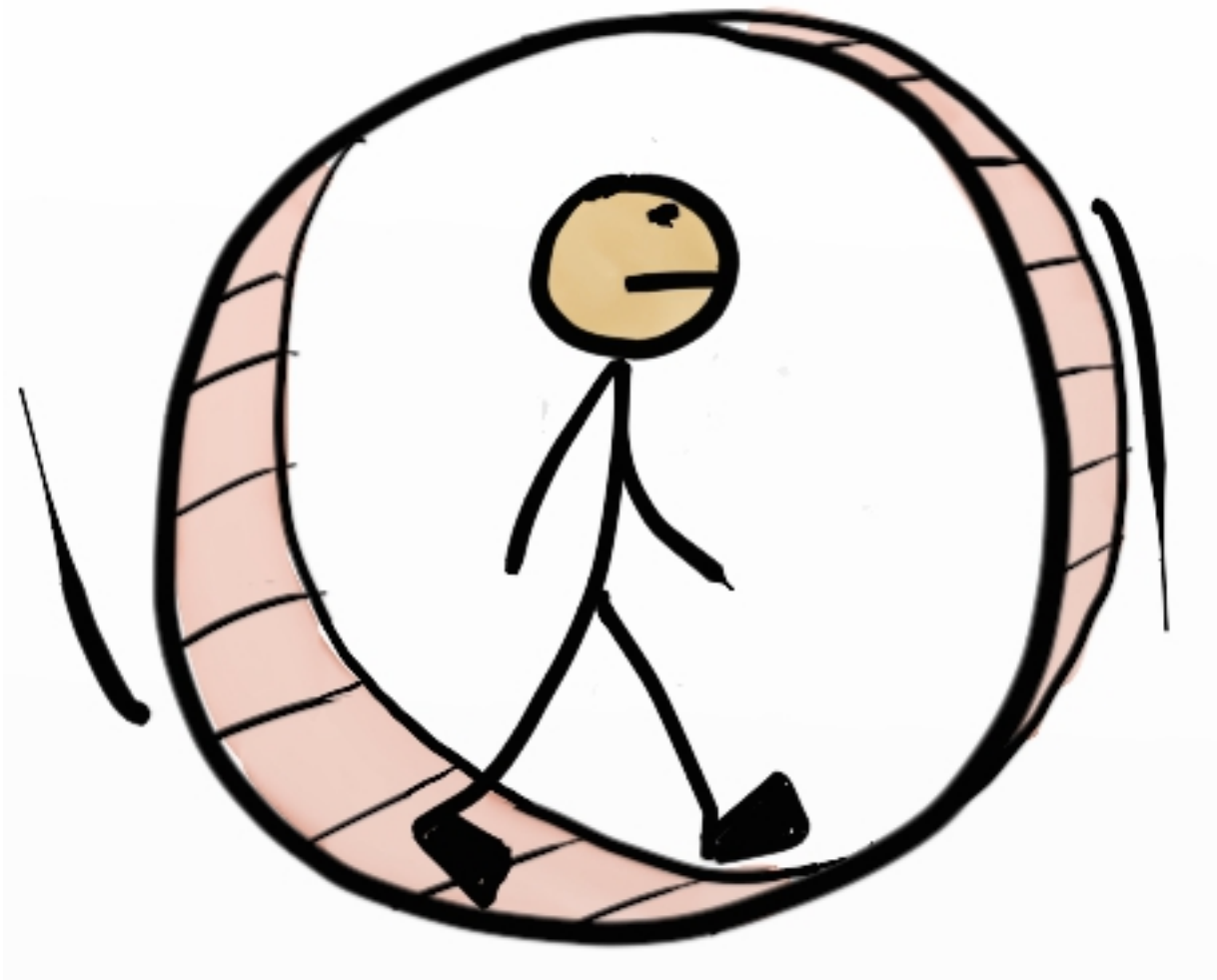

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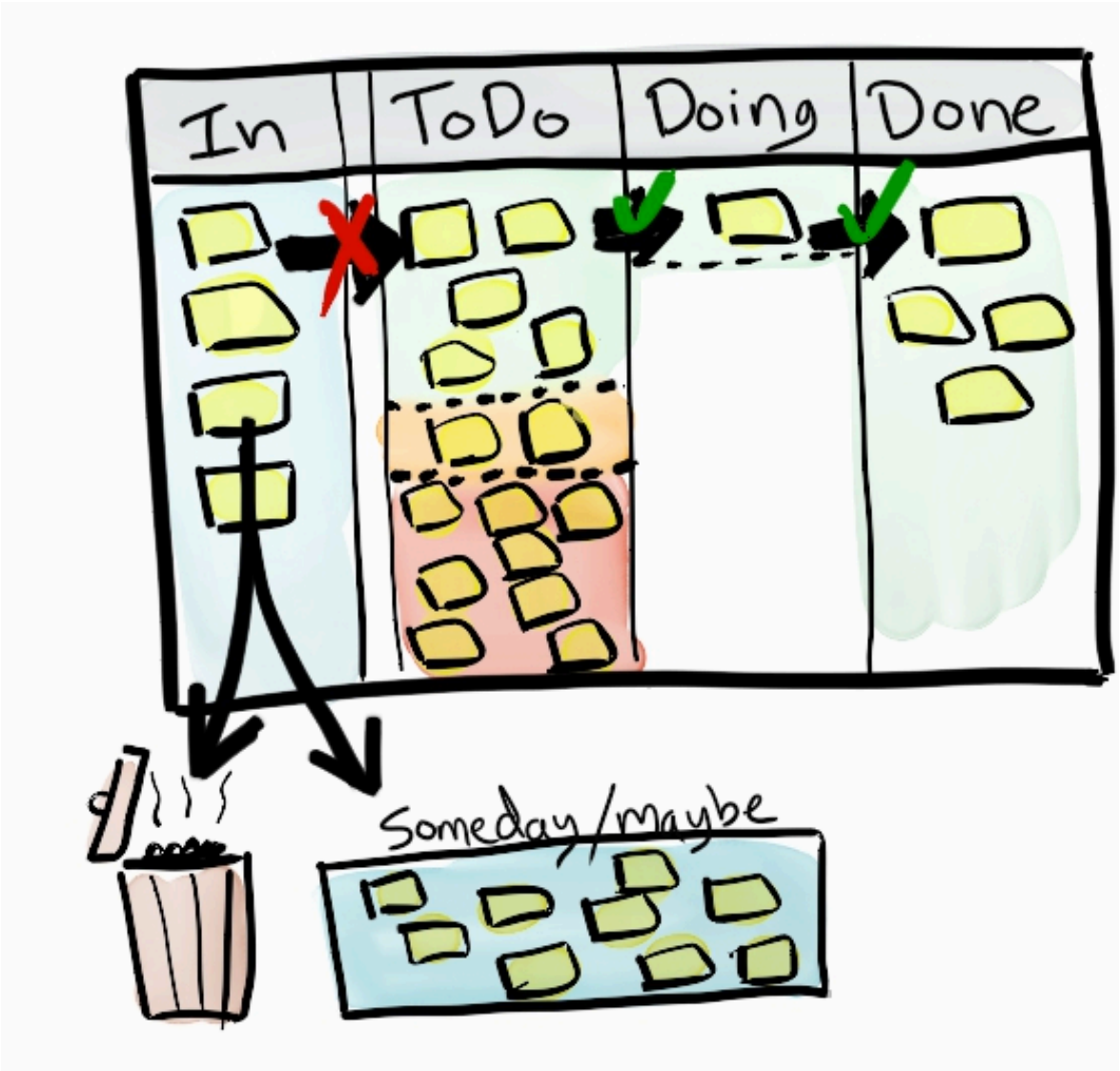
Too much WIP?

Stop Starting.
Start Finishing!



Chapter 4

The art of....

Practice!

On a count of 3, say:

“No”

Practice!

On a count of 3, say:

"No thanks"

Avoid saying "I don't have time"!

"I don't have time"

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Template for fast & respectful No

<Thank You>

<Clear No> <Honest Reason>

<Suggestion (optional)>

Re: Management workshop

Hi,

Thanks for the invite! Unfortunately I'm fully booked at the moment.

Some of my colleagues may be available, let me know if I should forward this to them.

Regards,

/Henrik

Re: Mentoring

Hi,

I'd love to help, but unfortunately this doesn't fit my priorities at the moment. Let me know if I should forward this to some of my colleagues.

Regards,

/Henrik

Re: Conference in Prague

Hi,

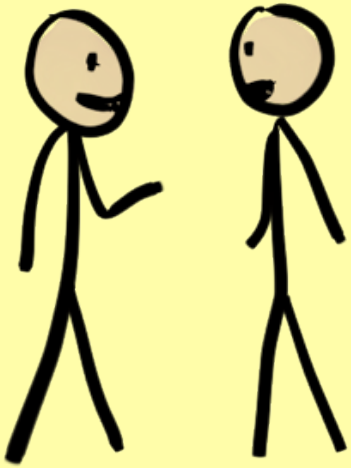
Thanks for the invite! Unfortunately my travel schedule is full so I can't make it.

Good luck with the event!

Regards,

Henrik Kniberg

2 minute standup & practice!

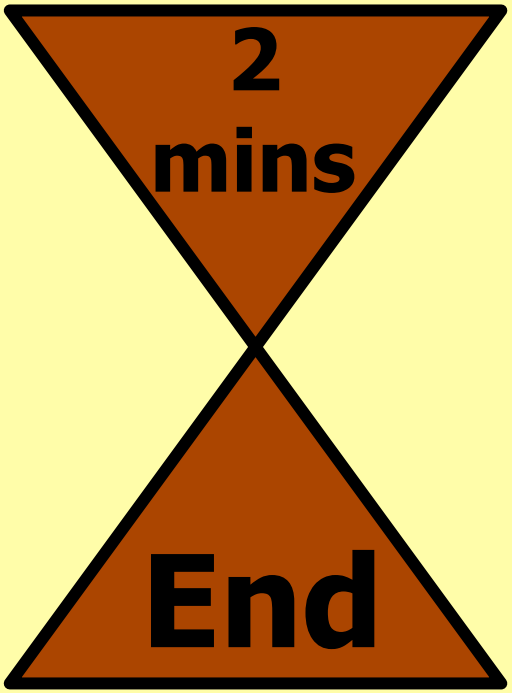


- **Ask each other for favors.**
  Examples:
  - Proof-read my presentation
  - Help fix my slow computer
  - Teach me to play guitar/golf/whatever
  - Lead this new project
- **Practice the fast & respectful No.**

<Thank You>

<Clear No> <Honest Reason>

<Suggestion (optional)>



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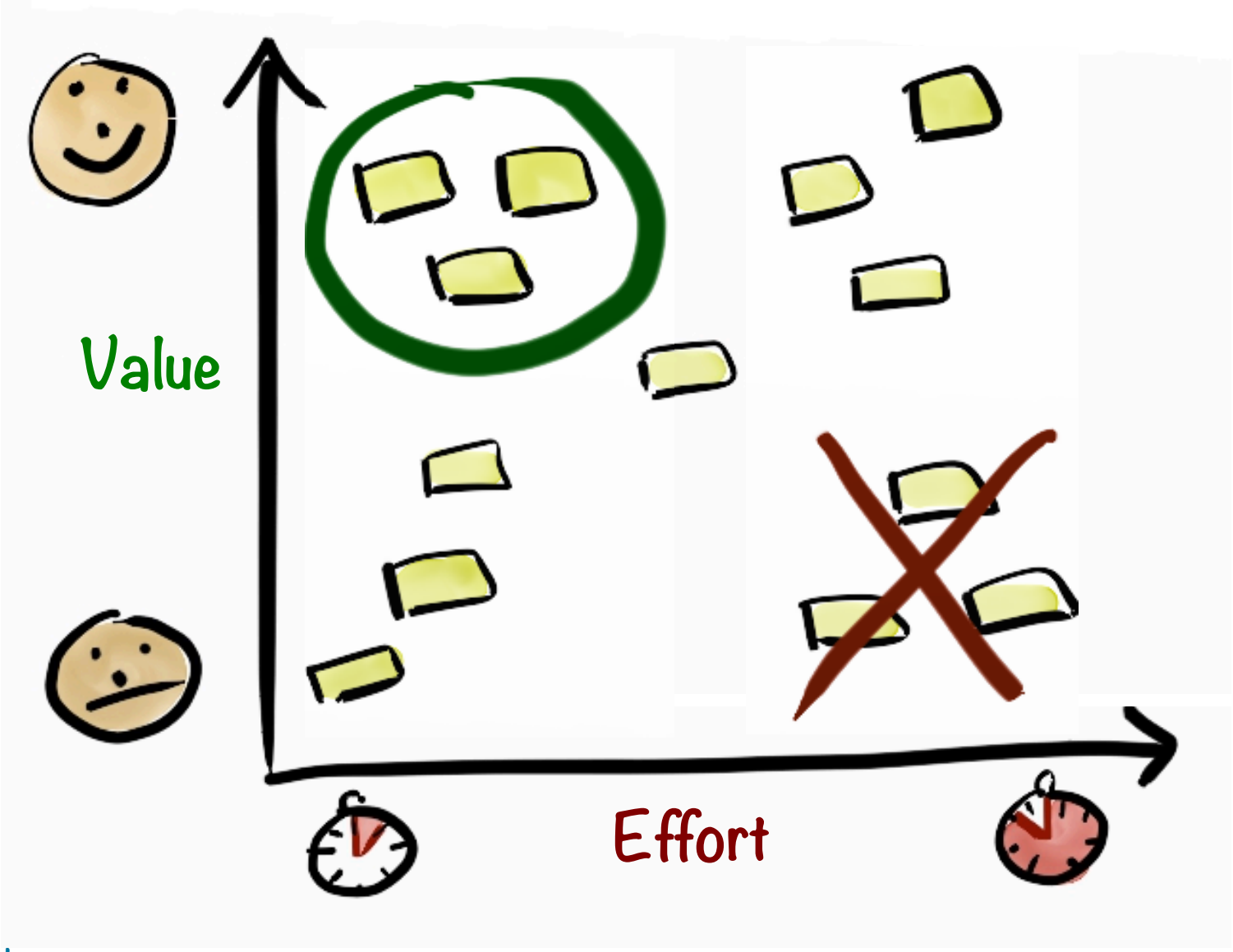
80/20 rule



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Maximize Value, not Output

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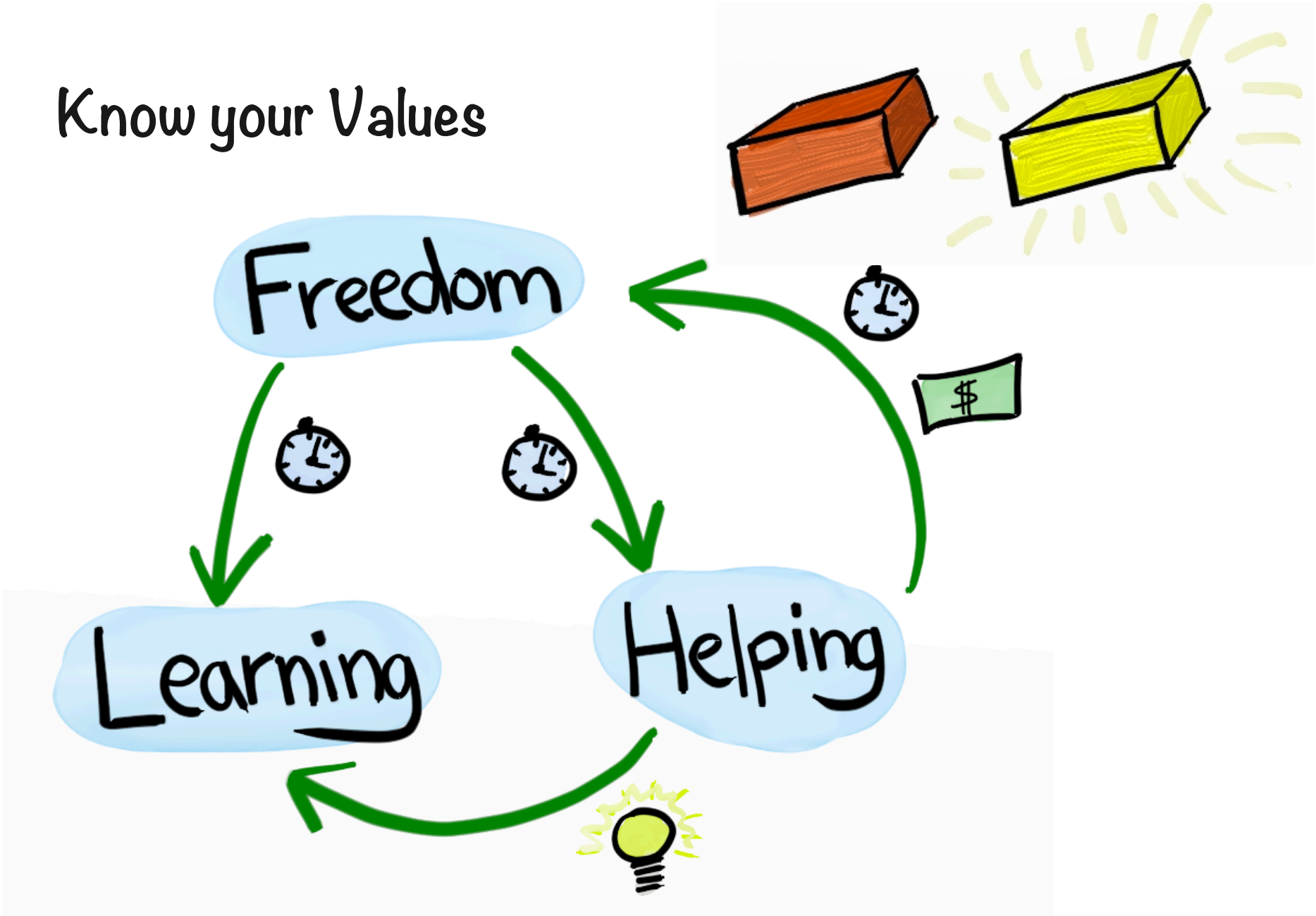
Know your Values



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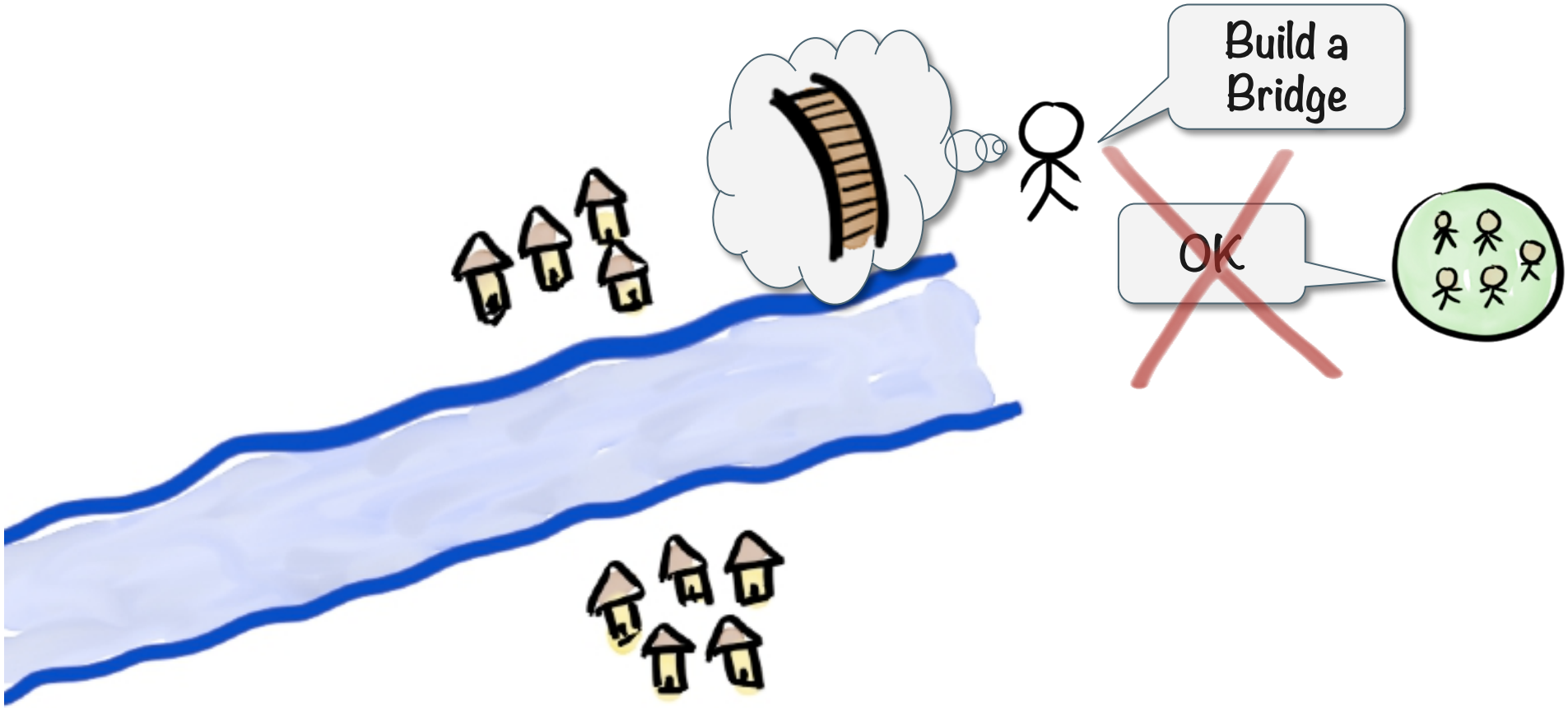
Always understand WHY you are doing something



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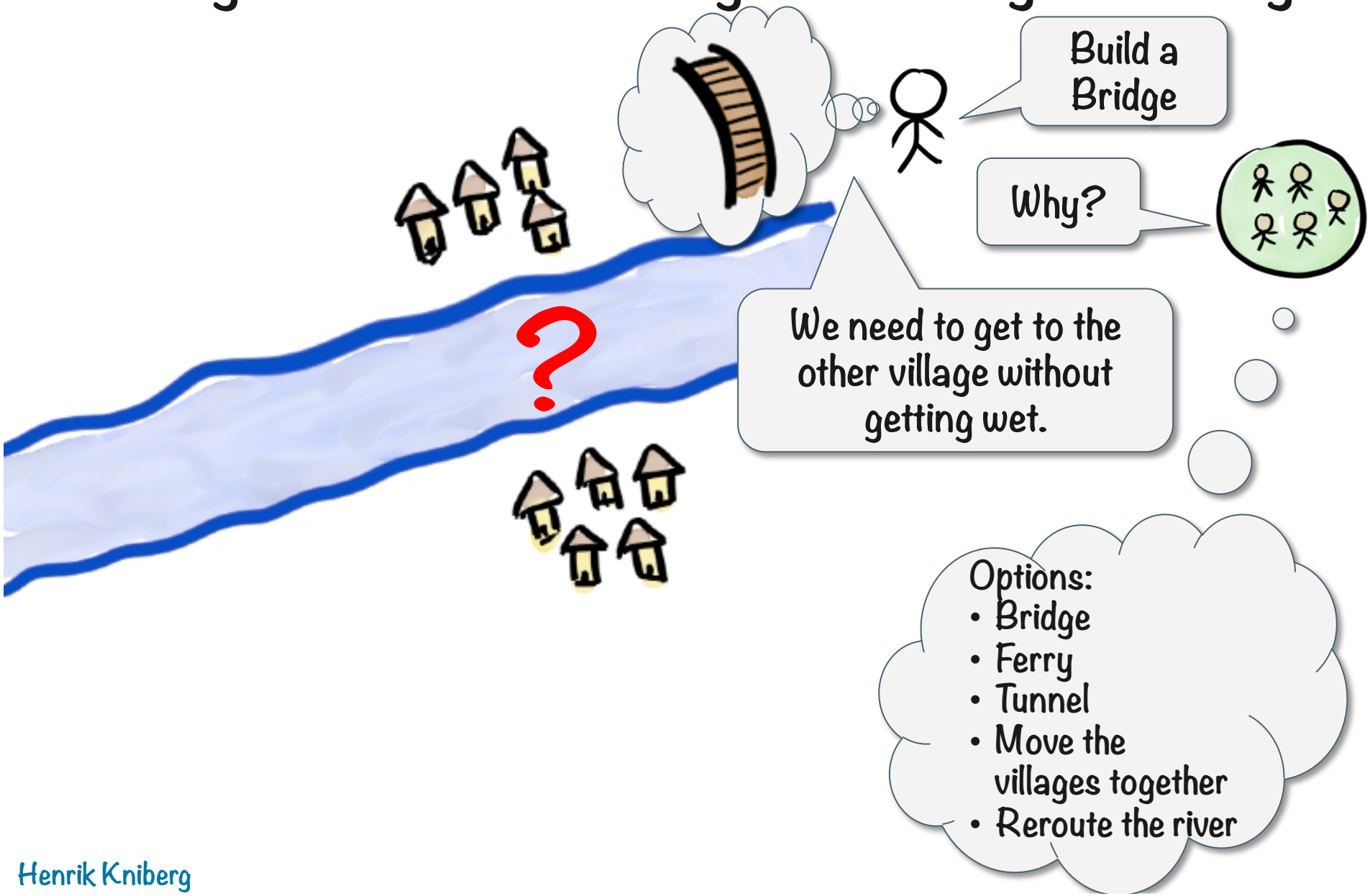
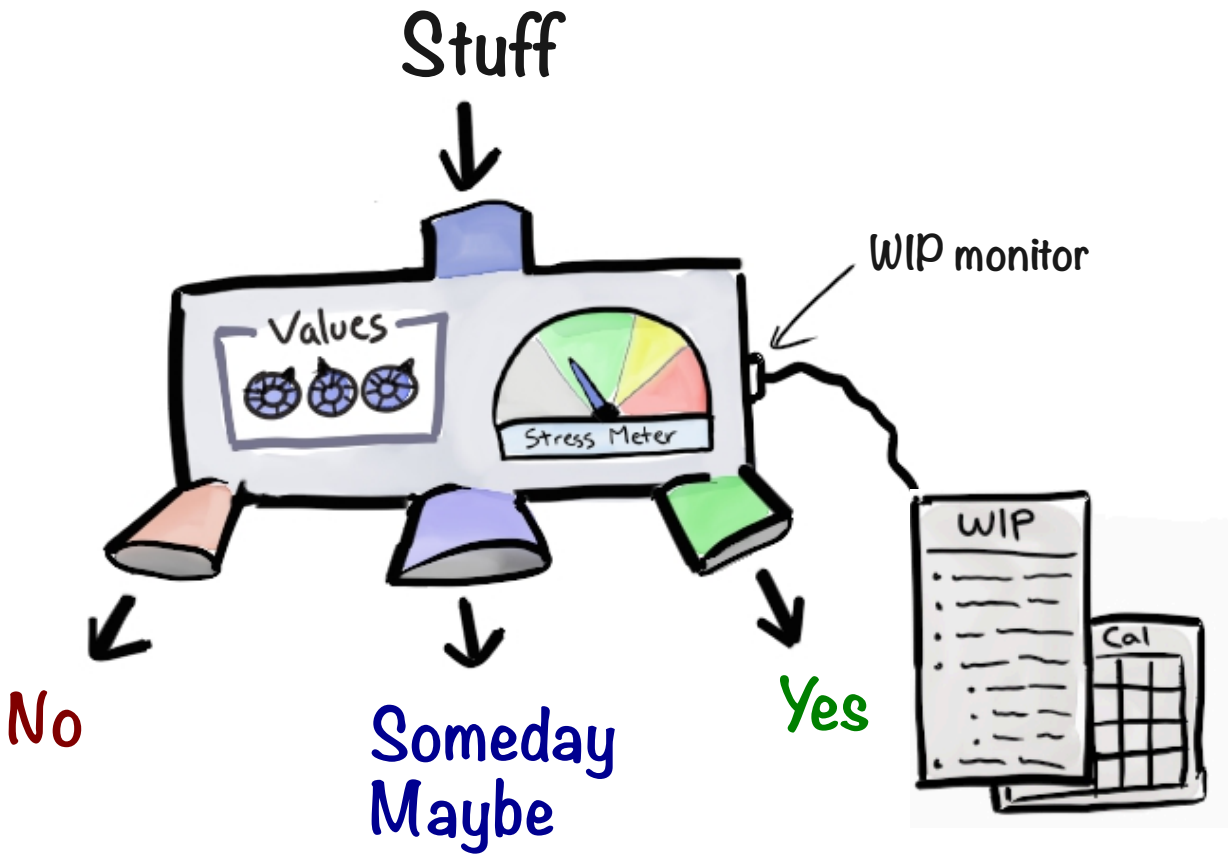
Always understand WHY you are doing something

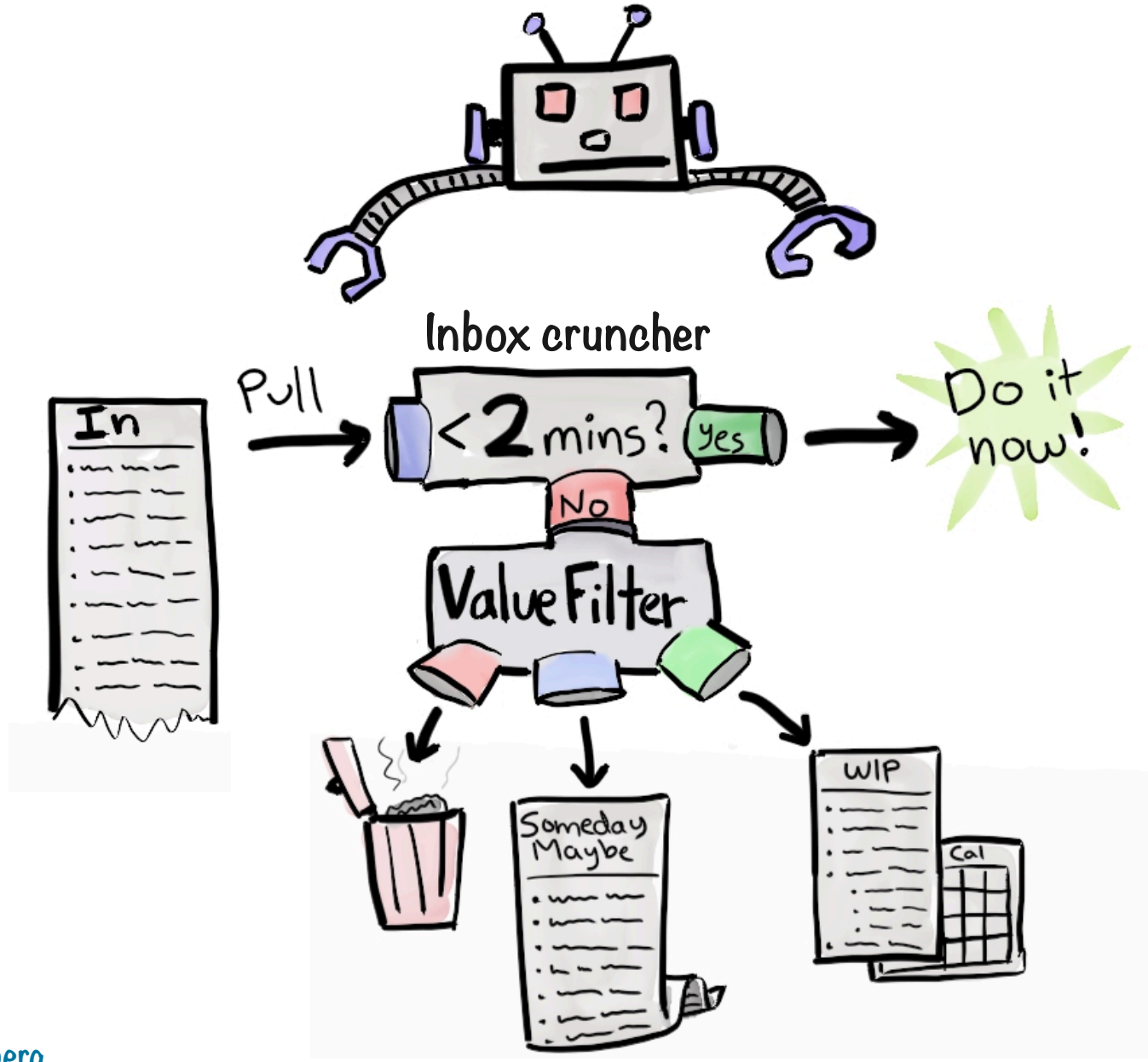


Henrik Kniberg

Create a value filter

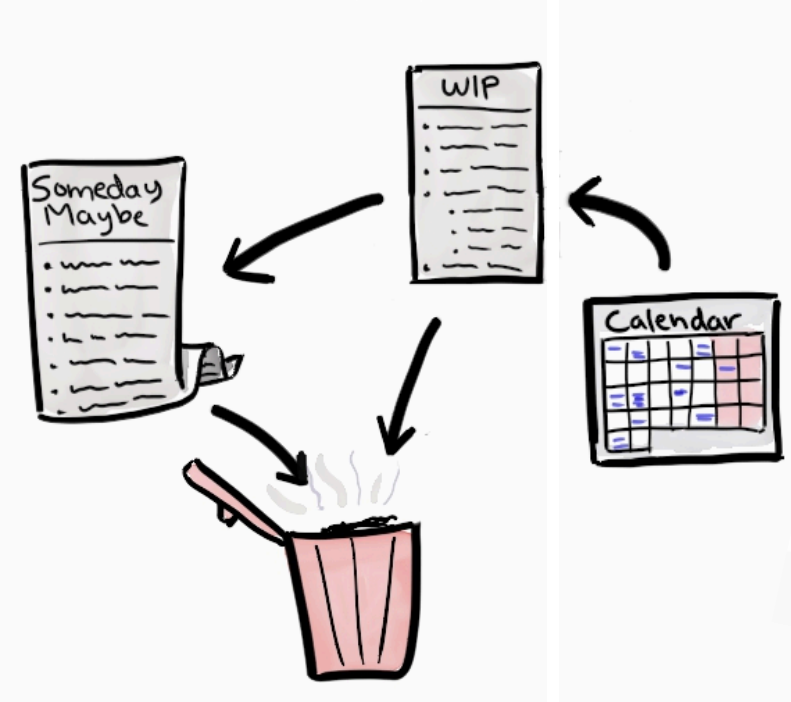


Install the value filter

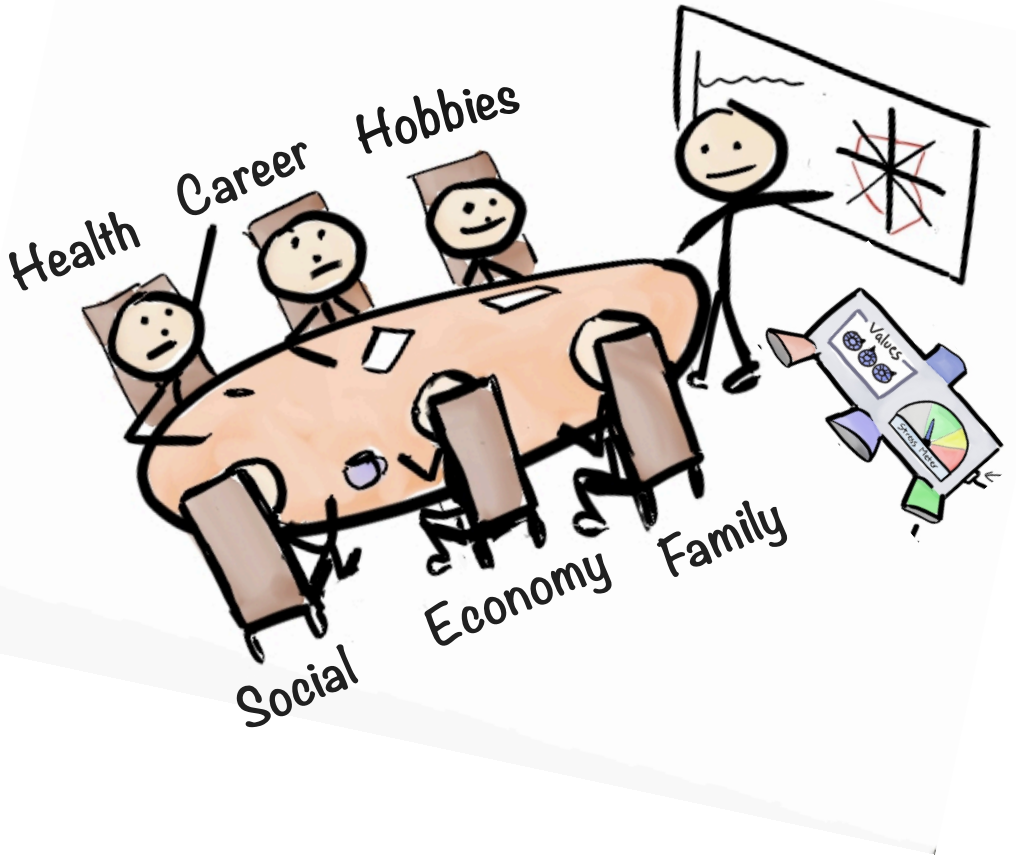


Schedule time for focused personal reflection

WIP review



Personal board meeting



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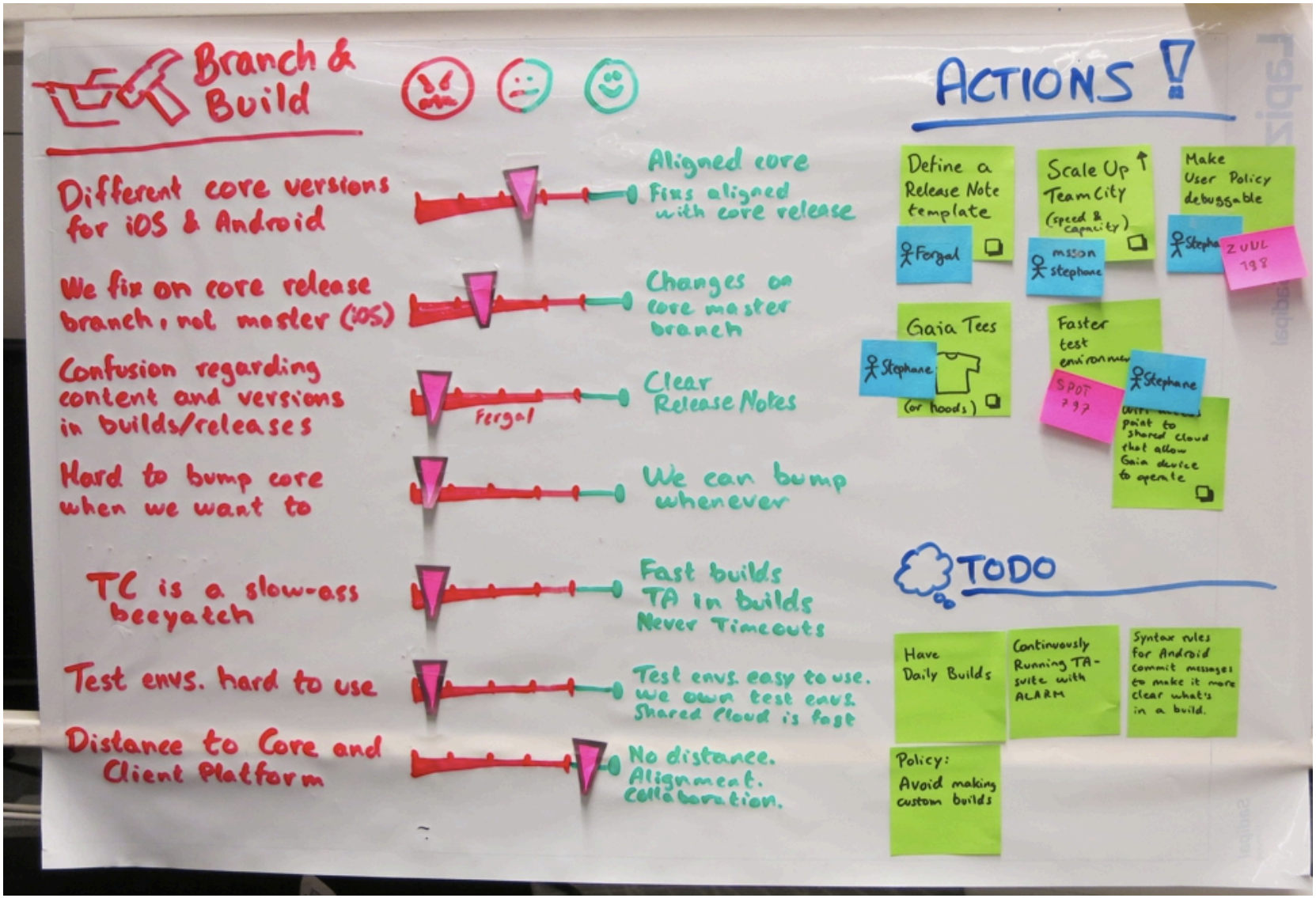
Team reflection

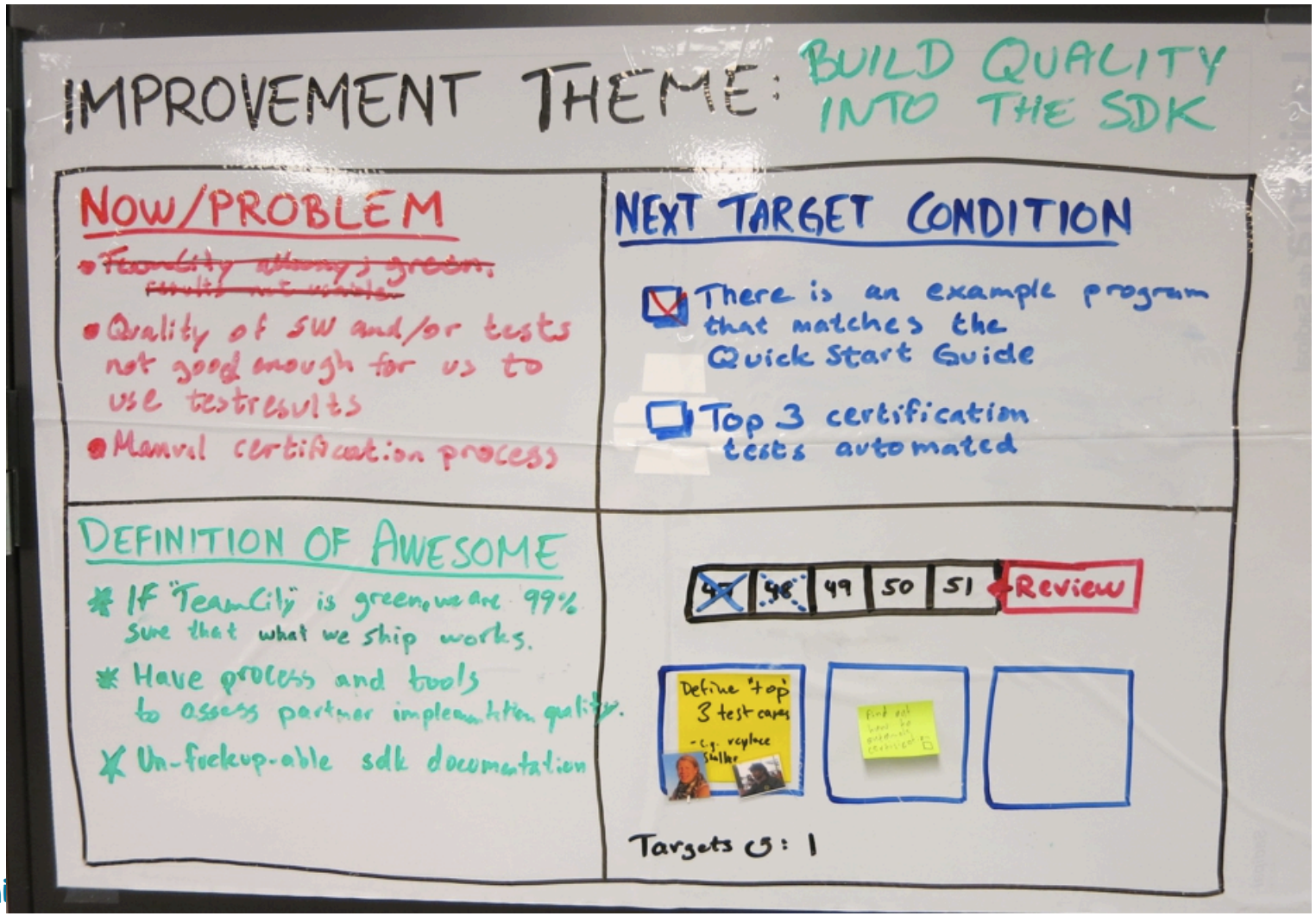
Visualizing Awesomeness



Henrik Kniberg

Lean/A3-based approach to improving stuff

Definition of Awesome!



Henrik Kni

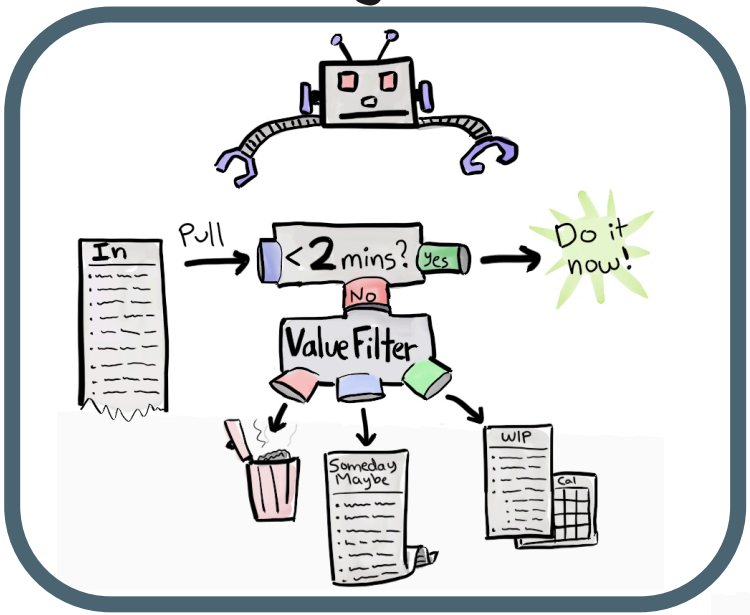
- You are awake at least 110 hours per week
- Are you willing to reserve 1% of this time, to make the other 99% more effective & pleasant?

- Then do it. Now.

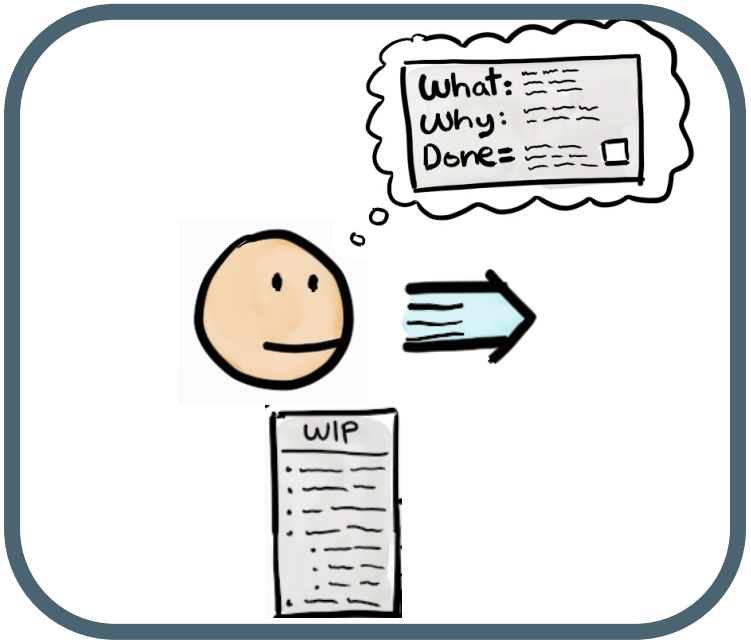
Henrik Kniberg

4 types of activities

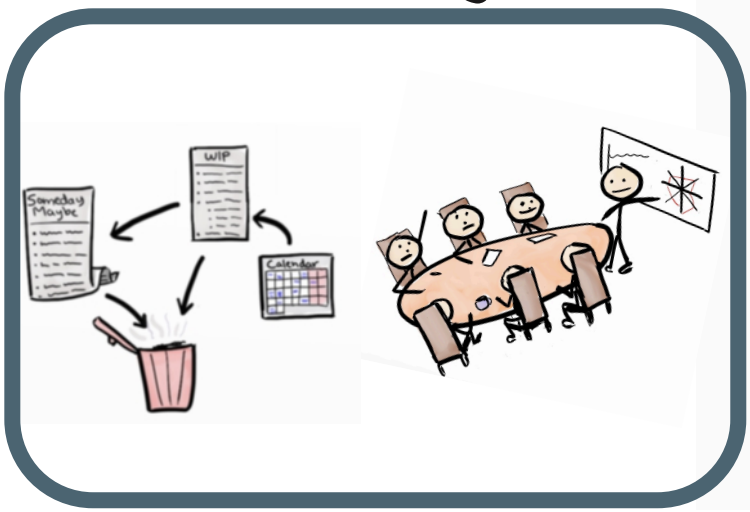
Clearing inbox



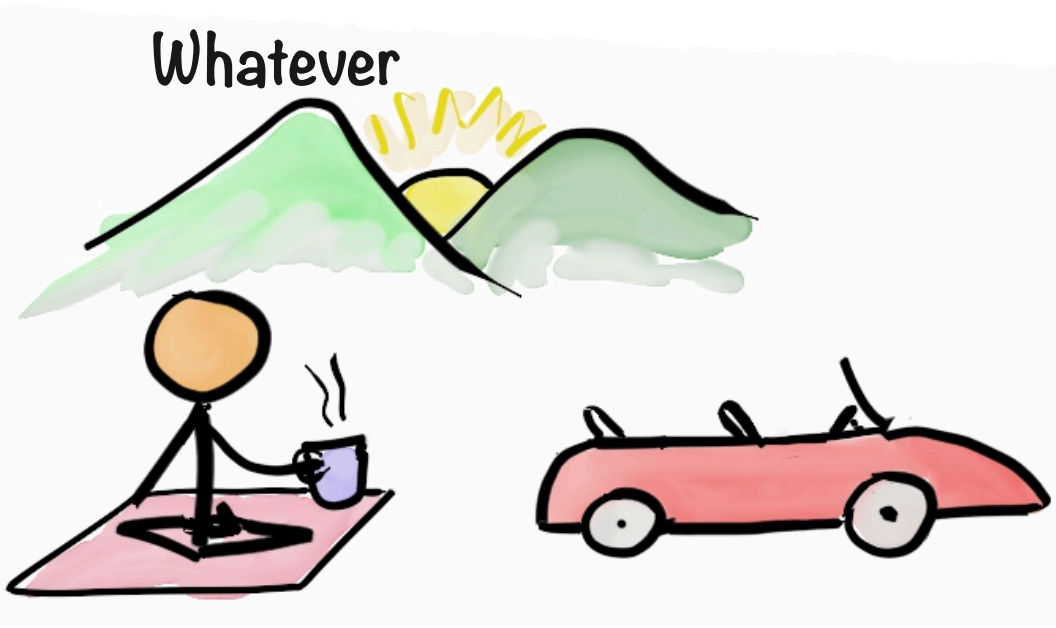
Getting Stuff Done



Reflecting



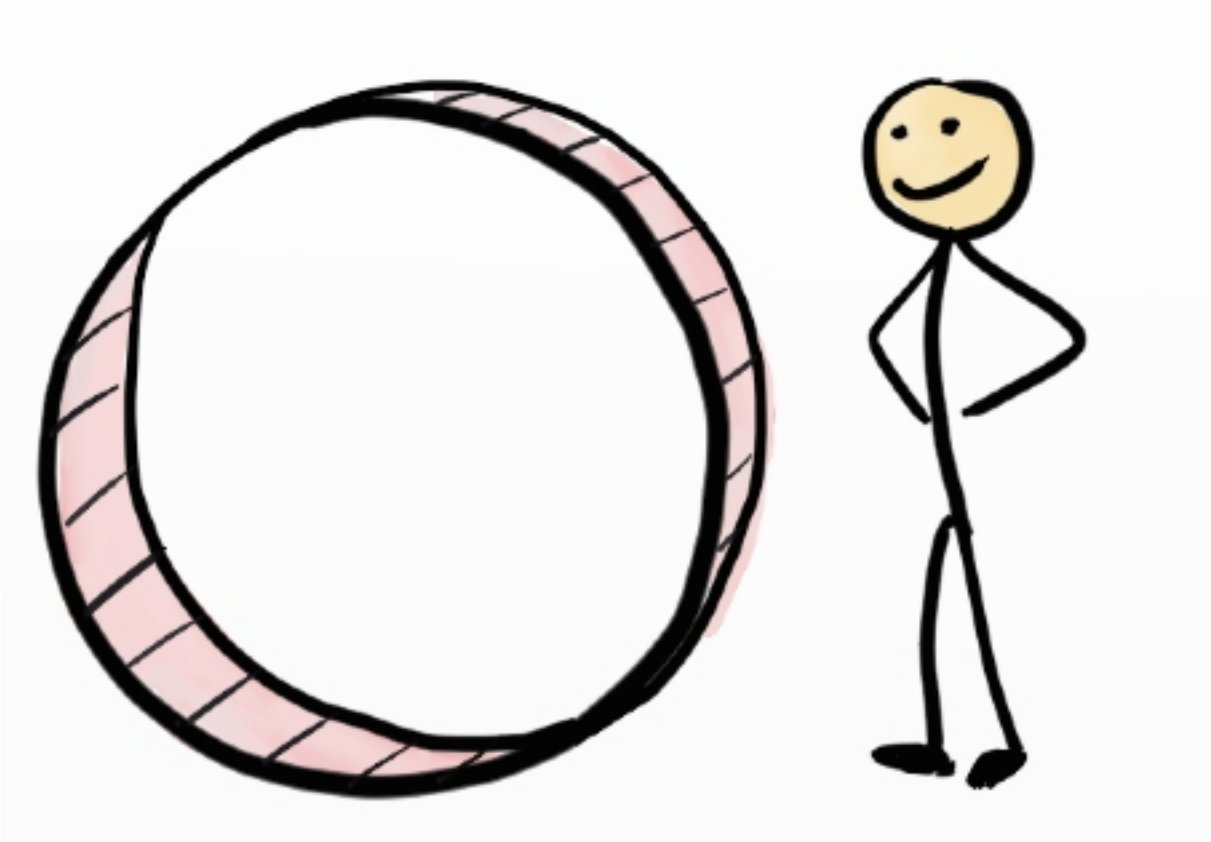
Whatever

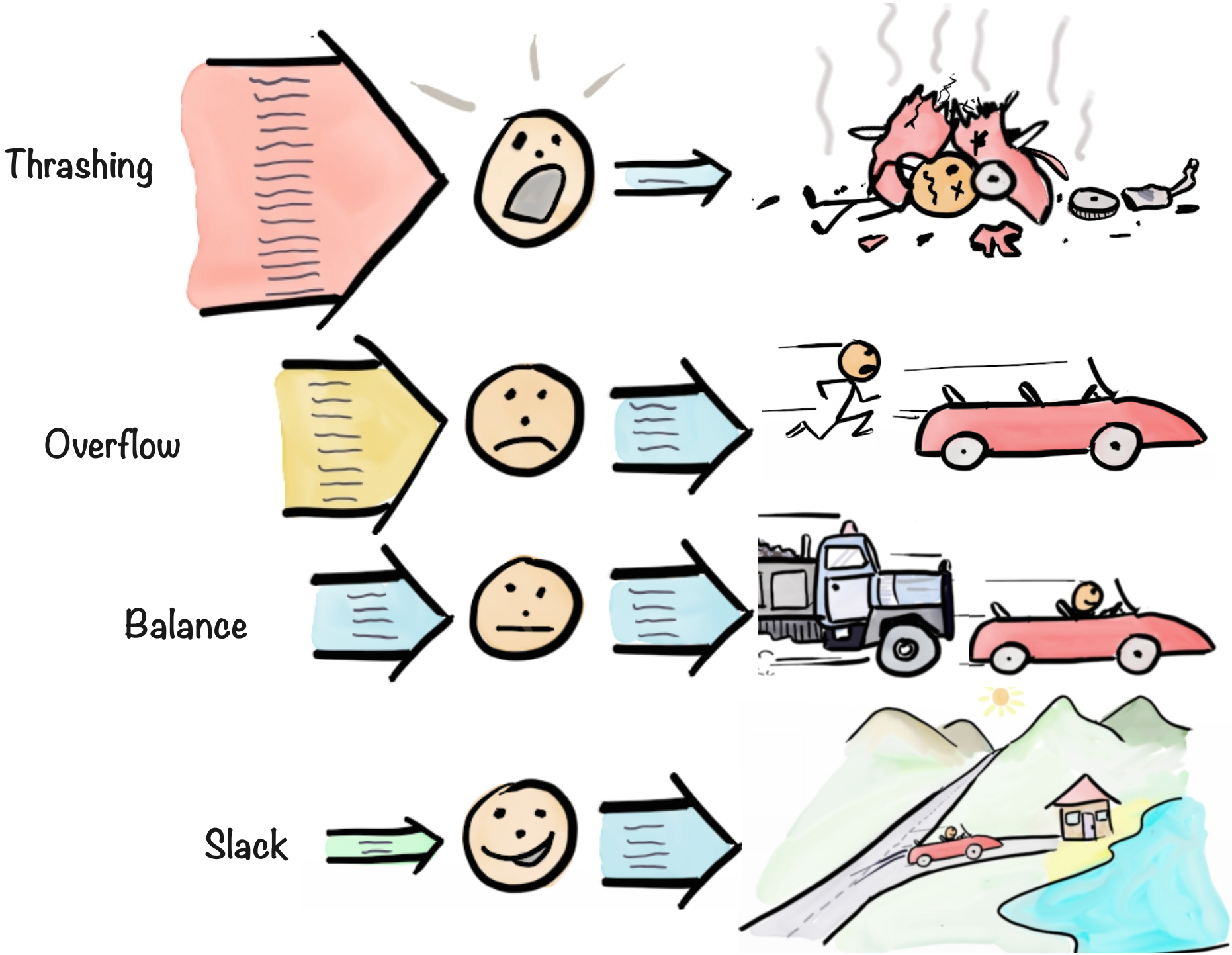


Henrik Kniberg

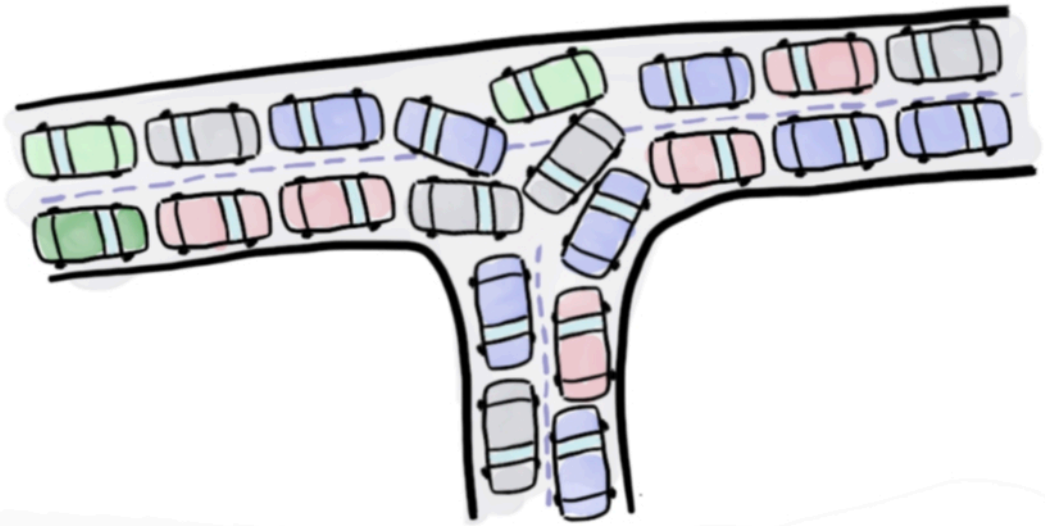
Chapter 5

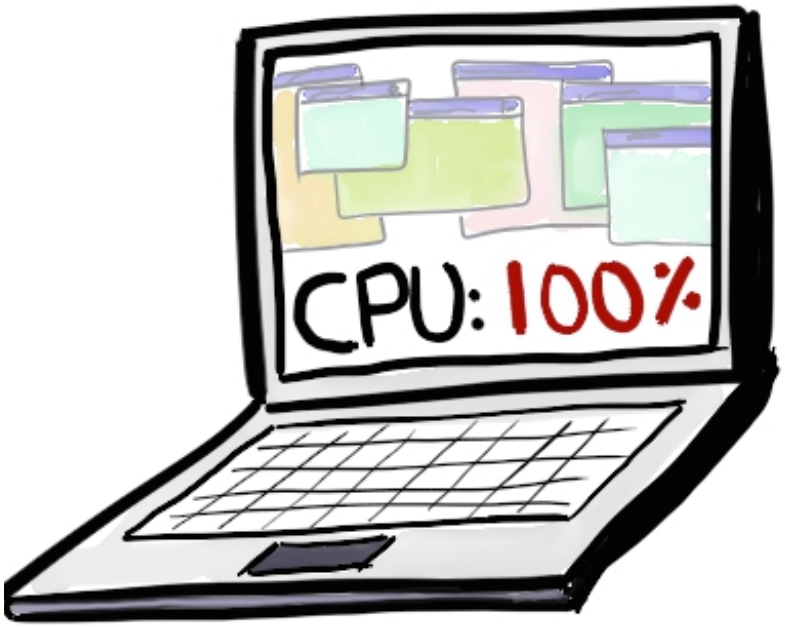
Getting OFF the hamster wheel

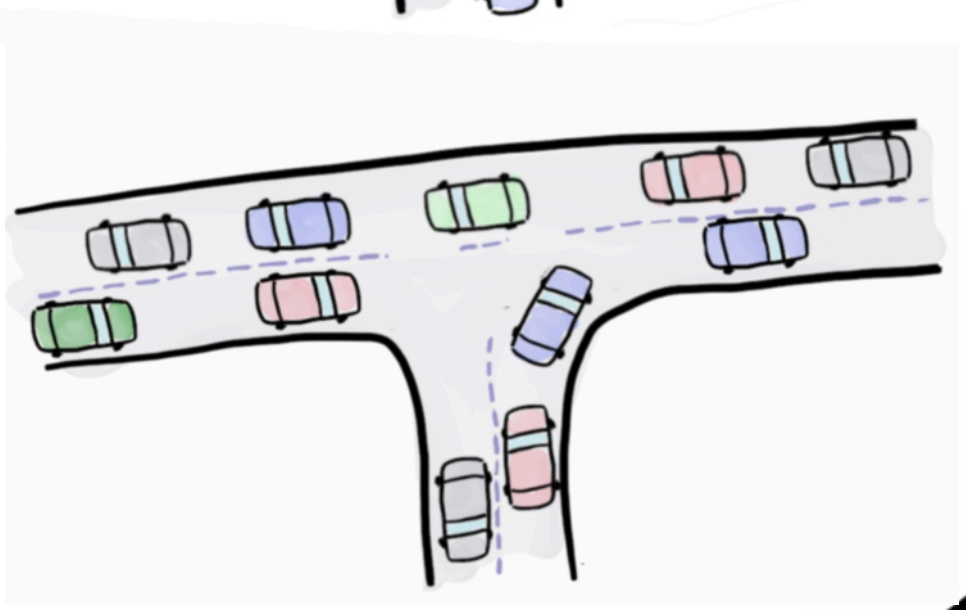


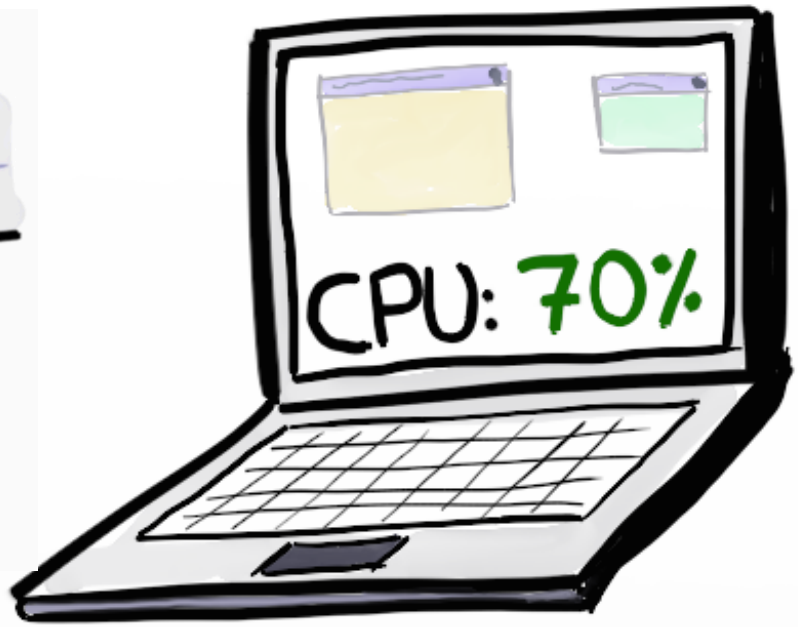

Thrashing
Overflow
Balance
Slack

Slack





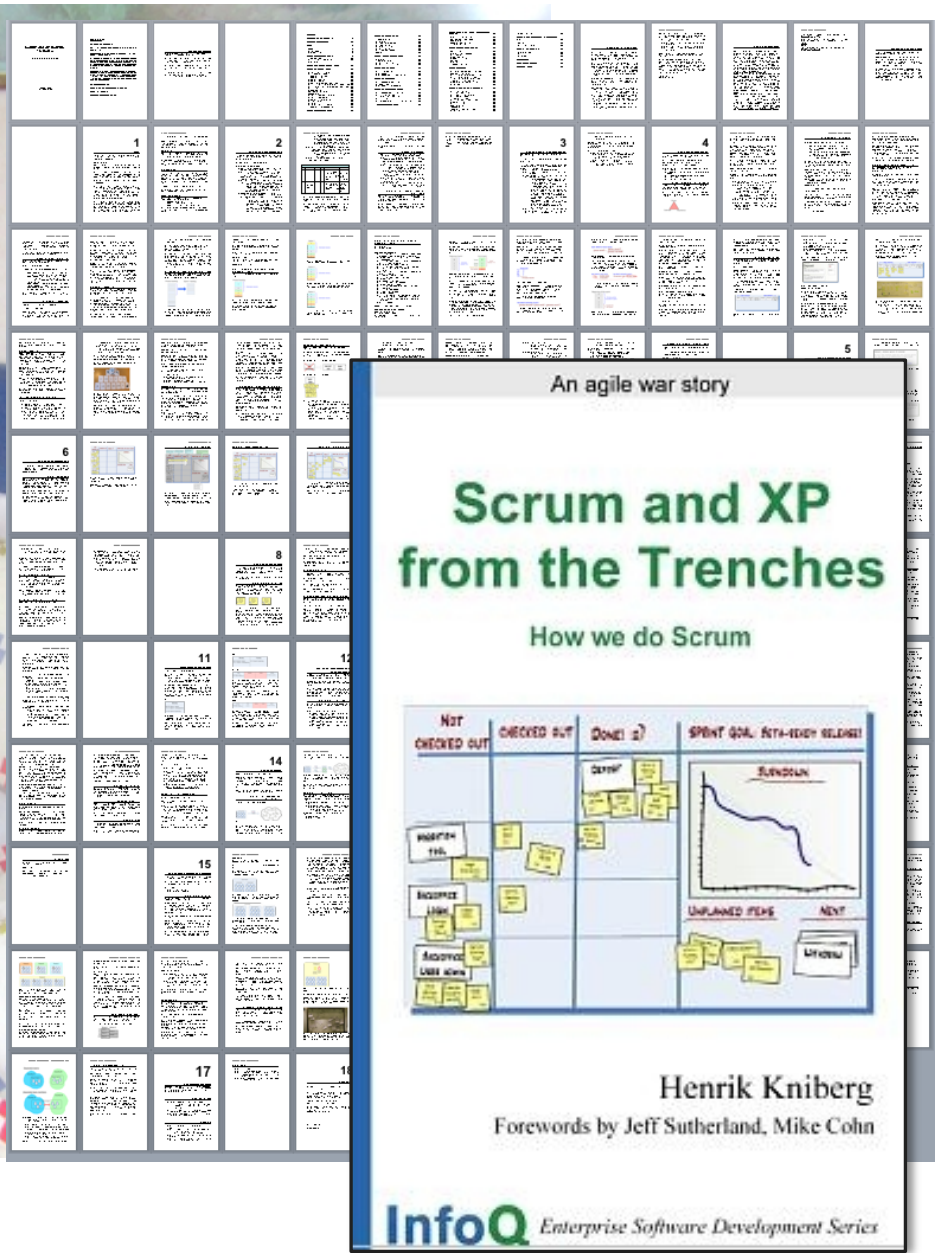


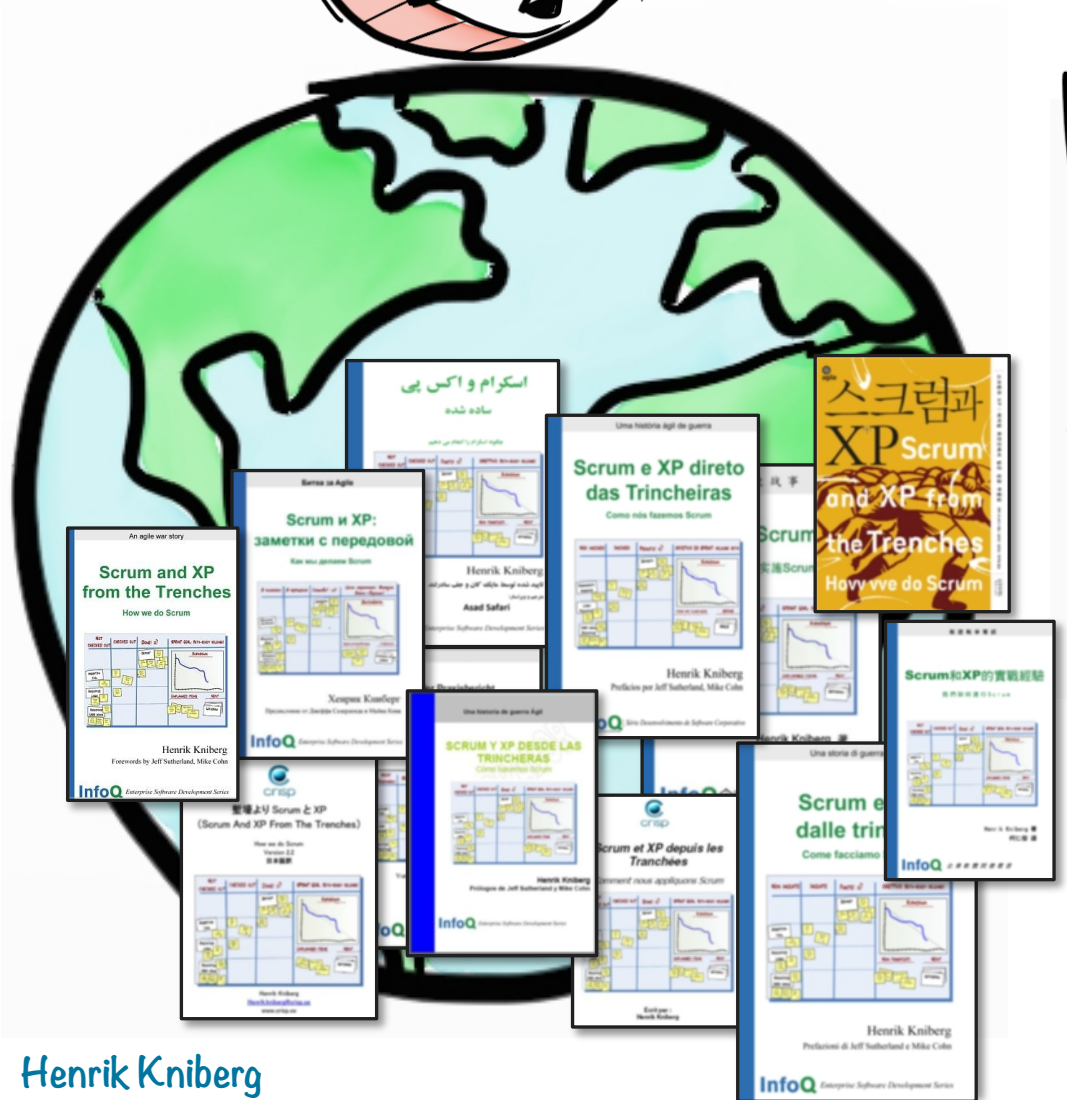


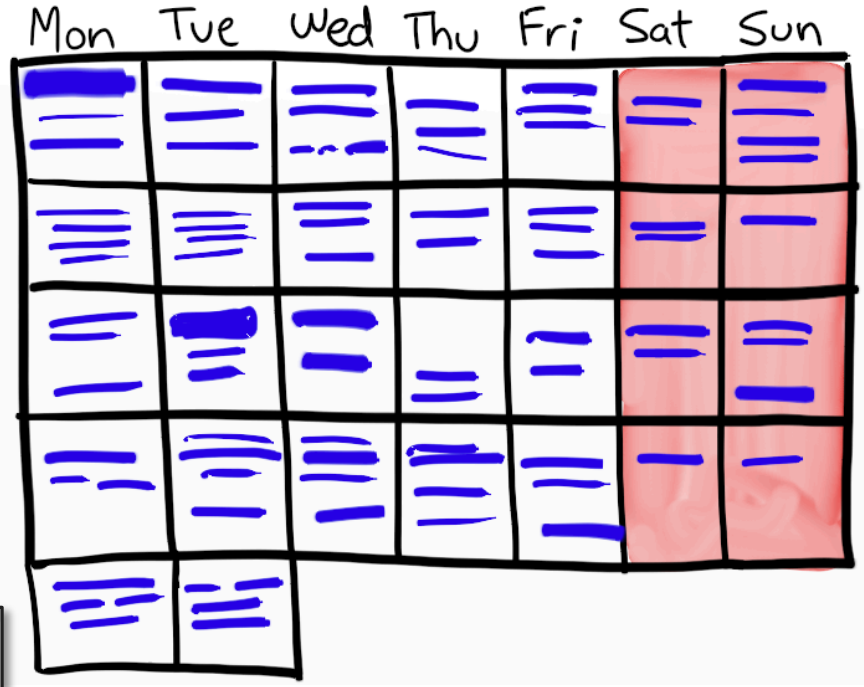
Henrik Kniberg

Once upon a weekend

Nov 10-12, 2006







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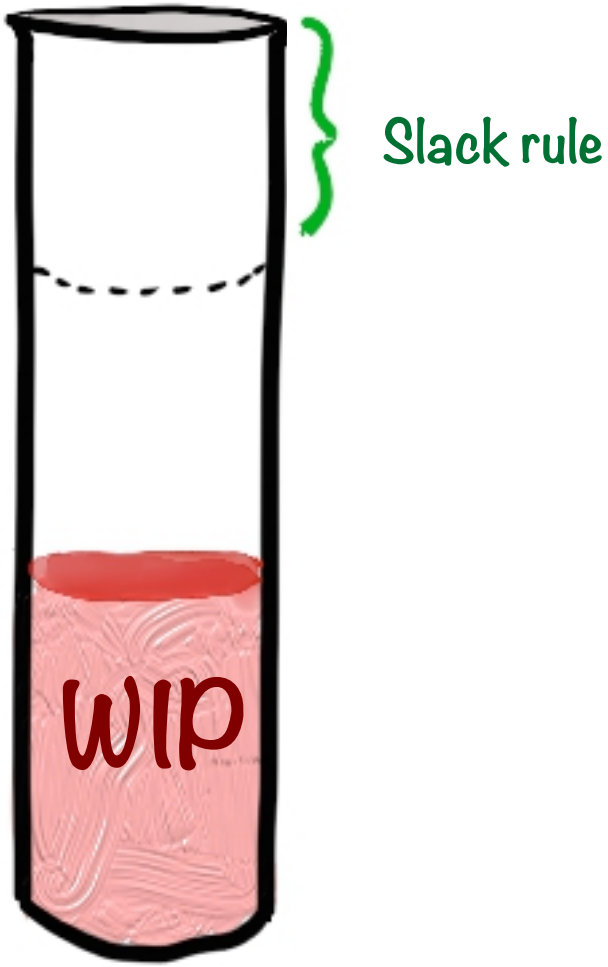
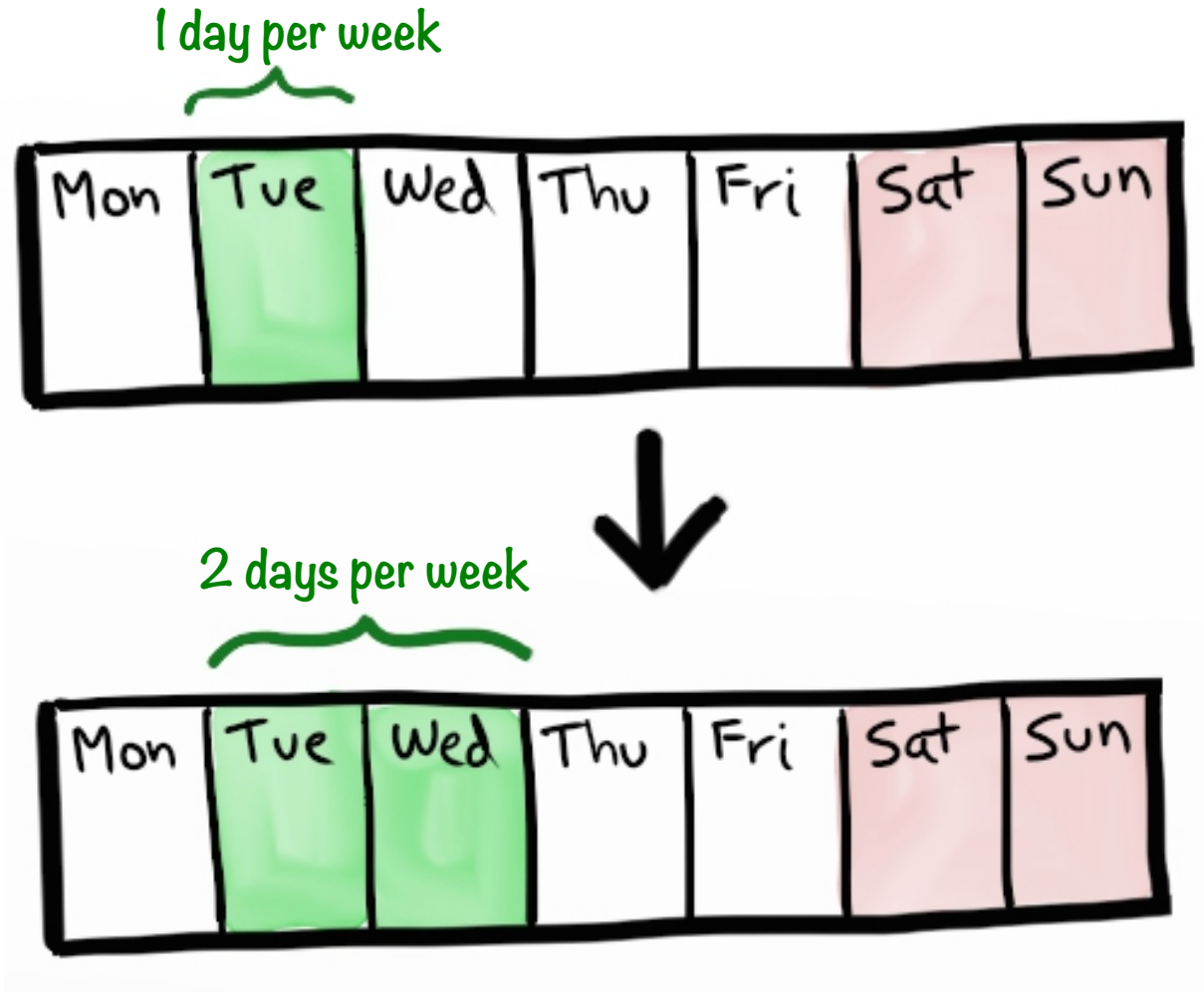
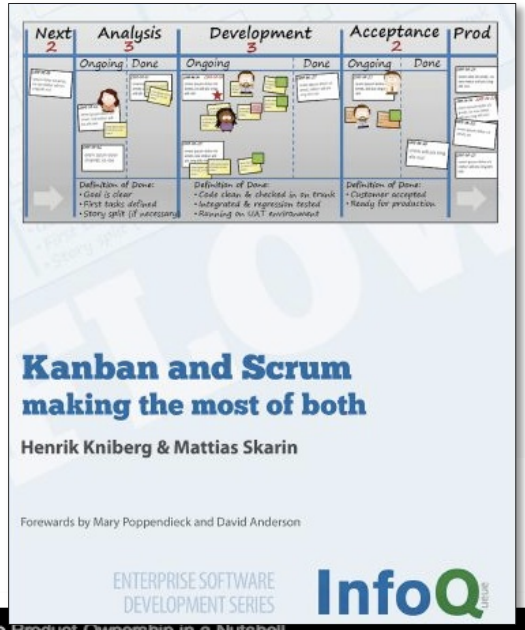
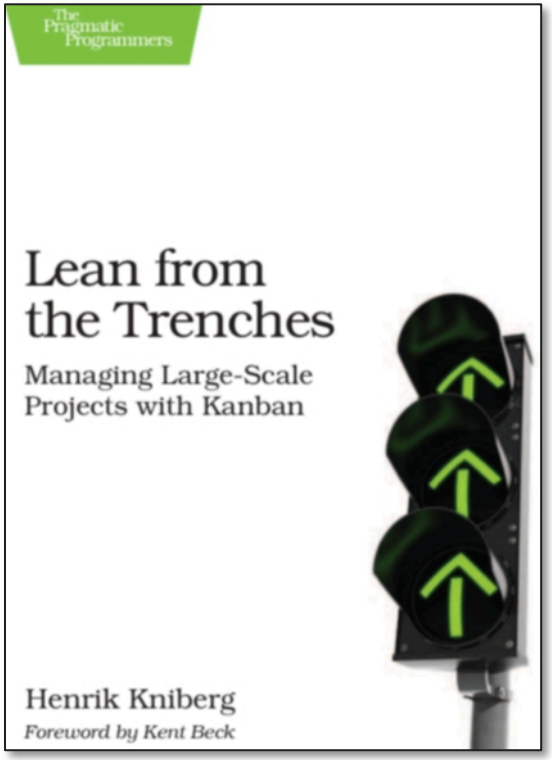
Slack rule


Slack rule
WIP


1 day per week
Mon
Tue
Wed
Thu
Fri
Sat
Sun
2 days per week
Mon
Tue
Wed
Thu
Fri
Sat
Sun


Next 2
Analysis 3
Development 3
Acceptance 2
Prod
Ongoing
Done
Kanban and Scrum
making the most of both
Henrik Kniberg & Mattias Skarin
Forewards by Mary Poppendieck and David Anderson
ENTERPRISE SOFTWARE DEVELOPMENT SERIES
InfoQ

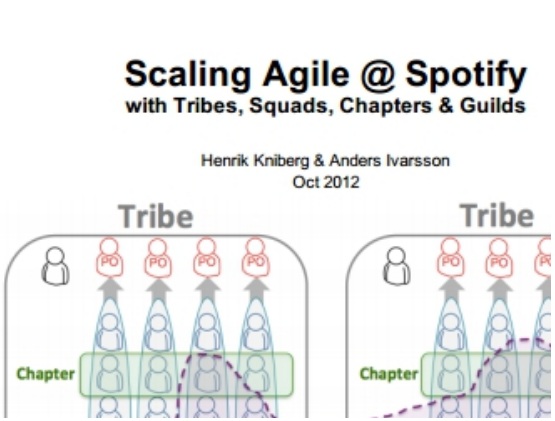

The Pragmatic Programmers
Lean from the Trenches
Managing Large-Scale Projects with Kanban
Henrik Kniberg
Foreword by Kent Beck

Agile Product Ownership in a Nutshell
Agile Product Ownership
in a nutshell
Henrik Kniberg
Oct 2012

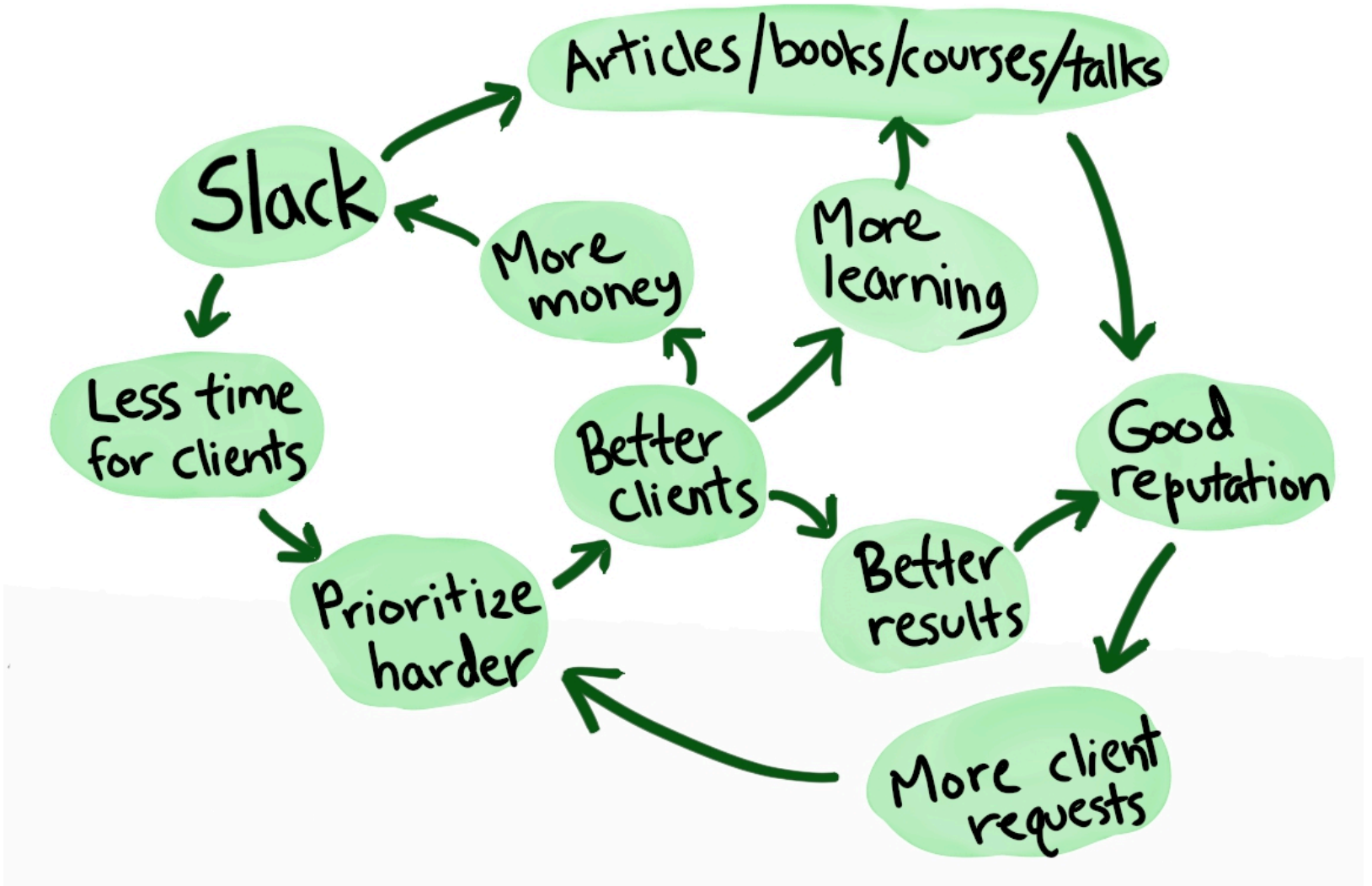
How we got rid of time reports
A story about Waste Elimination
Version 1.0, 2010-09-29
Henrik Kniberg
R.I.P.
TIME
REPORTS

Article
Version Control for Multiple Agile Teams
Posted by Henrik Kniberg on Mar 31, 2008
Sections Operations & Infrastructure, Process & Practices, Development
Topics Configuration Management, Source Control, Source Code, Artifacts & Tools, Best Practices, Automation, Testing, FEATURED Agile, Release, ALM
Share
If we have several agile development teams working on the same codebase, how do
minimize the risk of stumbling over each other? How do we ensure that there alway
clean, releasable version at the end of each iteration? This paper describes an exan
to handle version control in an agile environment with multiple teams – it is the sc
we migrated to at the company described in "Scrum and XP from the Trenches".
This paper is not primarily targeted for version control experts, in fact such expert
won't find anything new here. This paper is aimed at the rest of us, those of us tha
to learn simple and useful ways to collaborate. It may be of interest to anyone dire
involved in agile software development, regardless of role – branching and merging
everybody's business, not just the configuration manager.
If, after reading it here, you'd like a copy for reference, scroll down for downloadable pdf versions of the cheatsheet and of the entire article.
RelatedVendorContent
Agile workshops and training
Infographic: Just How Big is the Nerd Econ
Five Key Practices to Agile ALM

Spotify Engineering Culture - part 1
13:12


Scaling Agile @ Spotify
with Tribes, Squads, Chapters & Guilds
Henrik Kniberg & Anders Ivarsson
Oct 2012
Tribe
Tribe
PO
Chapter
Chapter

Slack fueled a positive feedback loop!



Henrik Kniberg

Chapter 6

Where do you want to be?

You ARE what you DO!

How do you spend your time?

Henrik Kniberg

How do you WANT spend your time?

What is your Definition of Awesome?

Henrik Kniberg

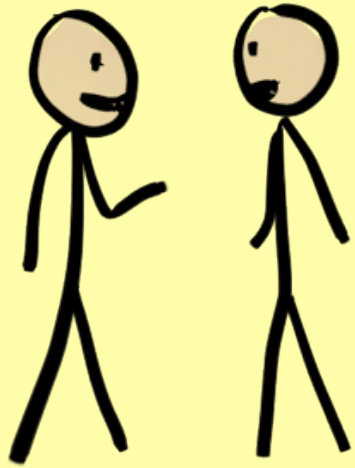
Move towards here

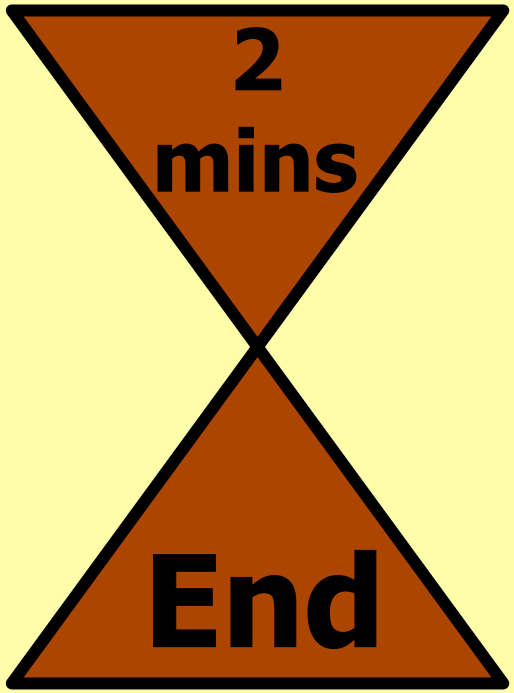
You are here

Henrik Kniberg

2 minute standup discussion

- What is one thing you like to spend more time doing?
- What can you spend less time doing, to make that possible?

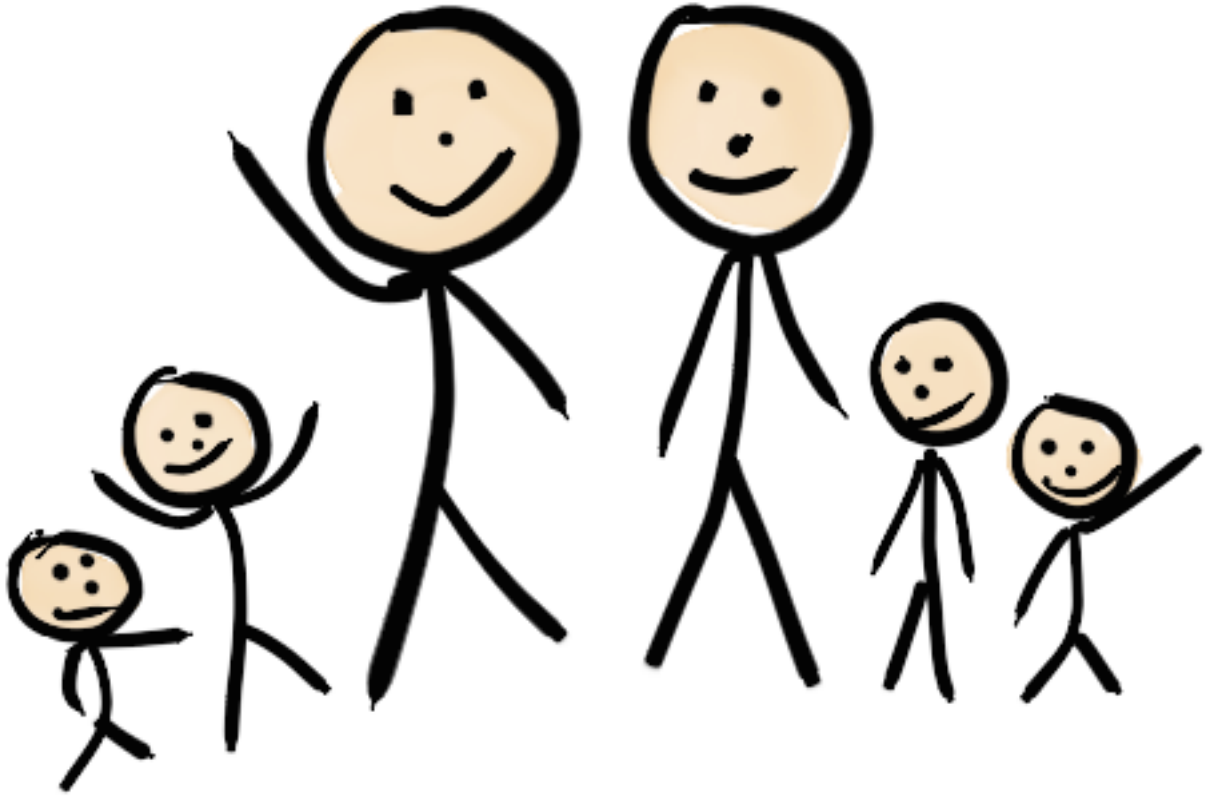




Henrik Kniberg

Chapter 7

A personal story...

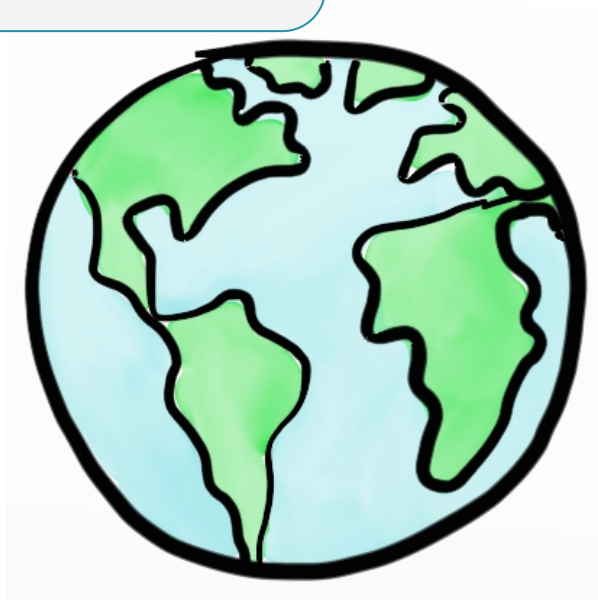


9m

Dilemma – Dec 2010

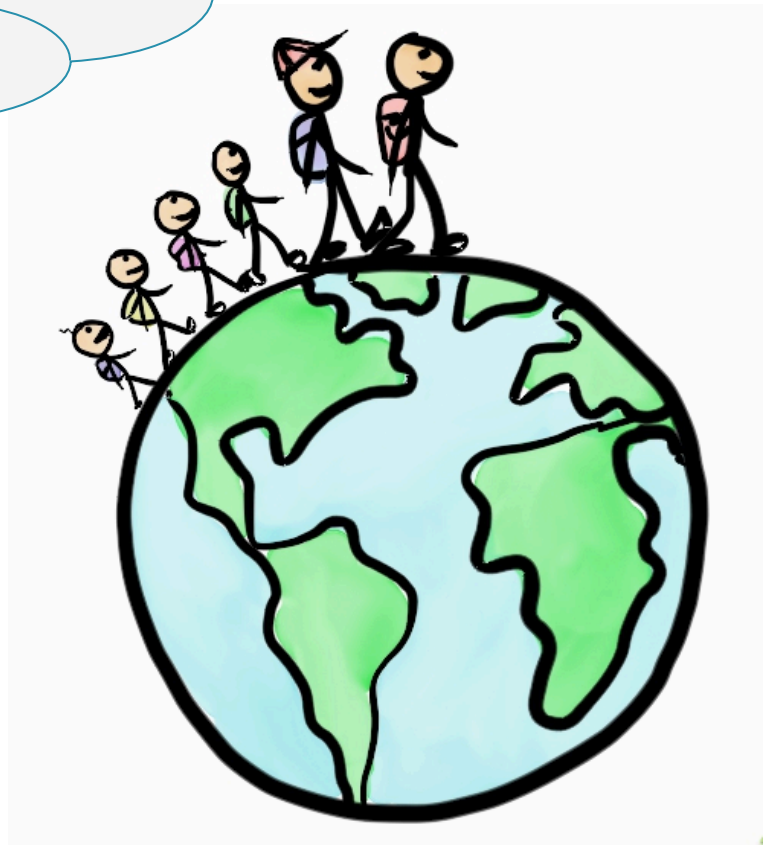
I like travelling...

...but I don't like being away from my family

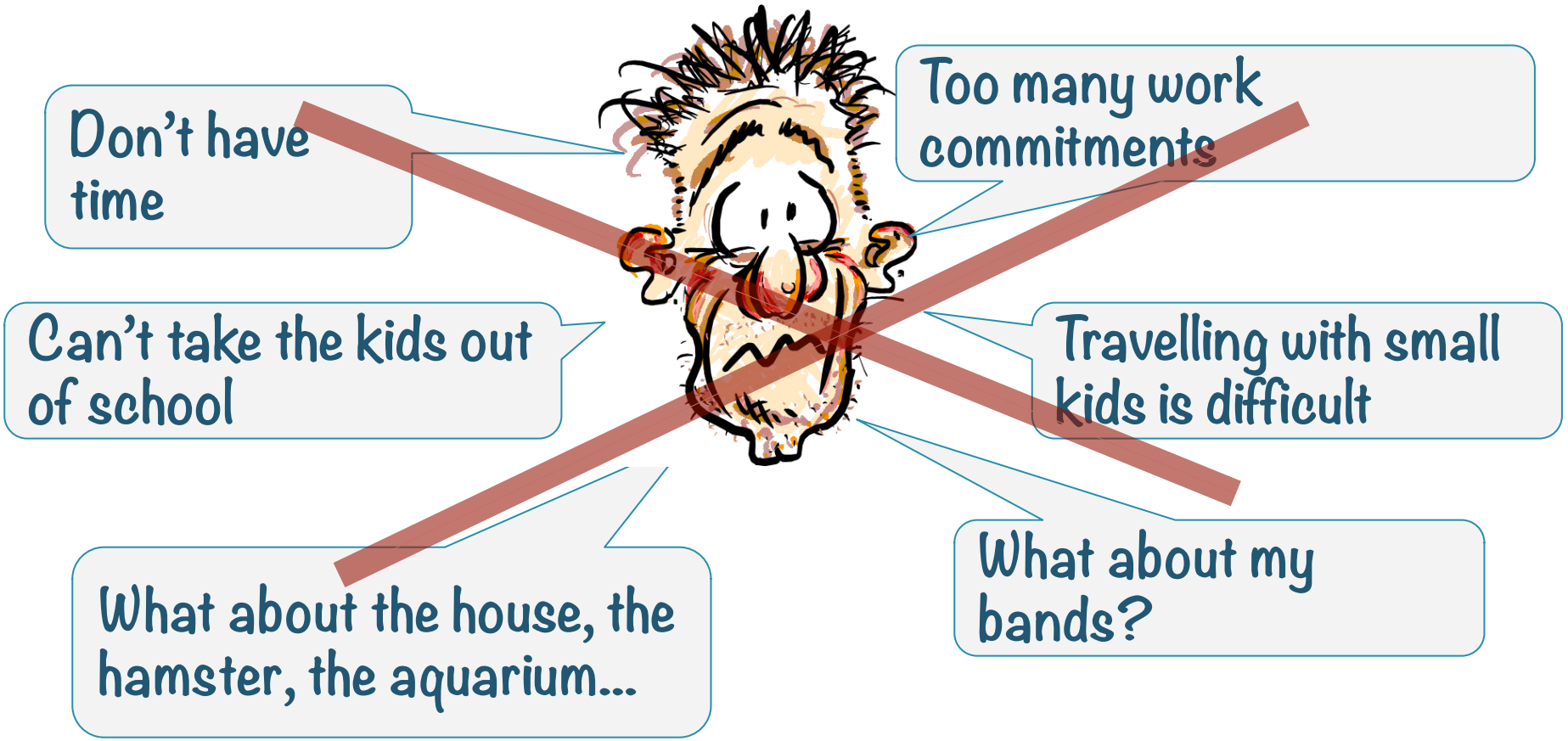


If you could do whatever you want, what would you do?

6 month round-the-world family trip!
Wouldn't that be cool?



But we can't, because...



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~~We can't because...~~
What would it take to make this happen?

Agreement from the family

A date constraint

Less work

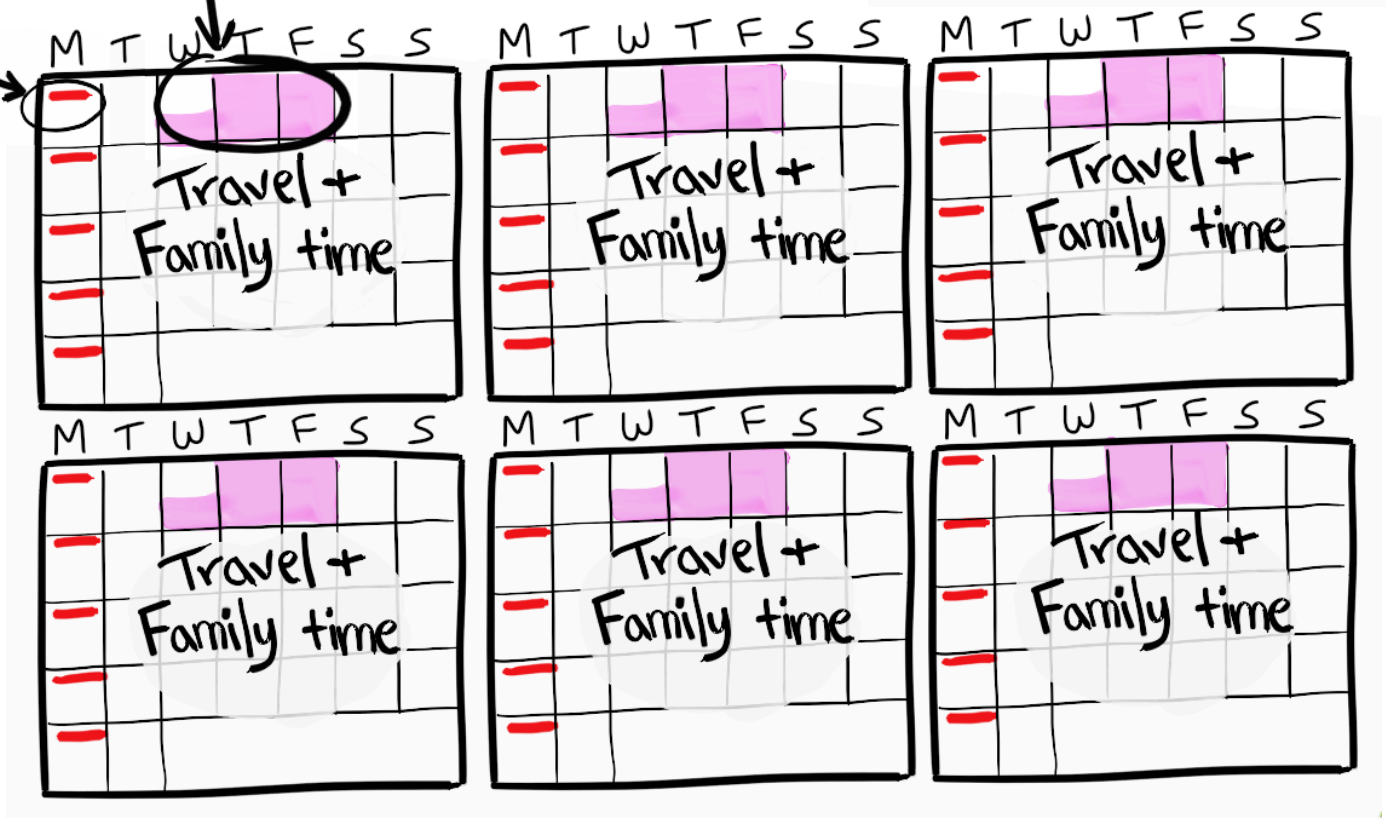
On-the-road schooling

...

Vision: Big Family Trip

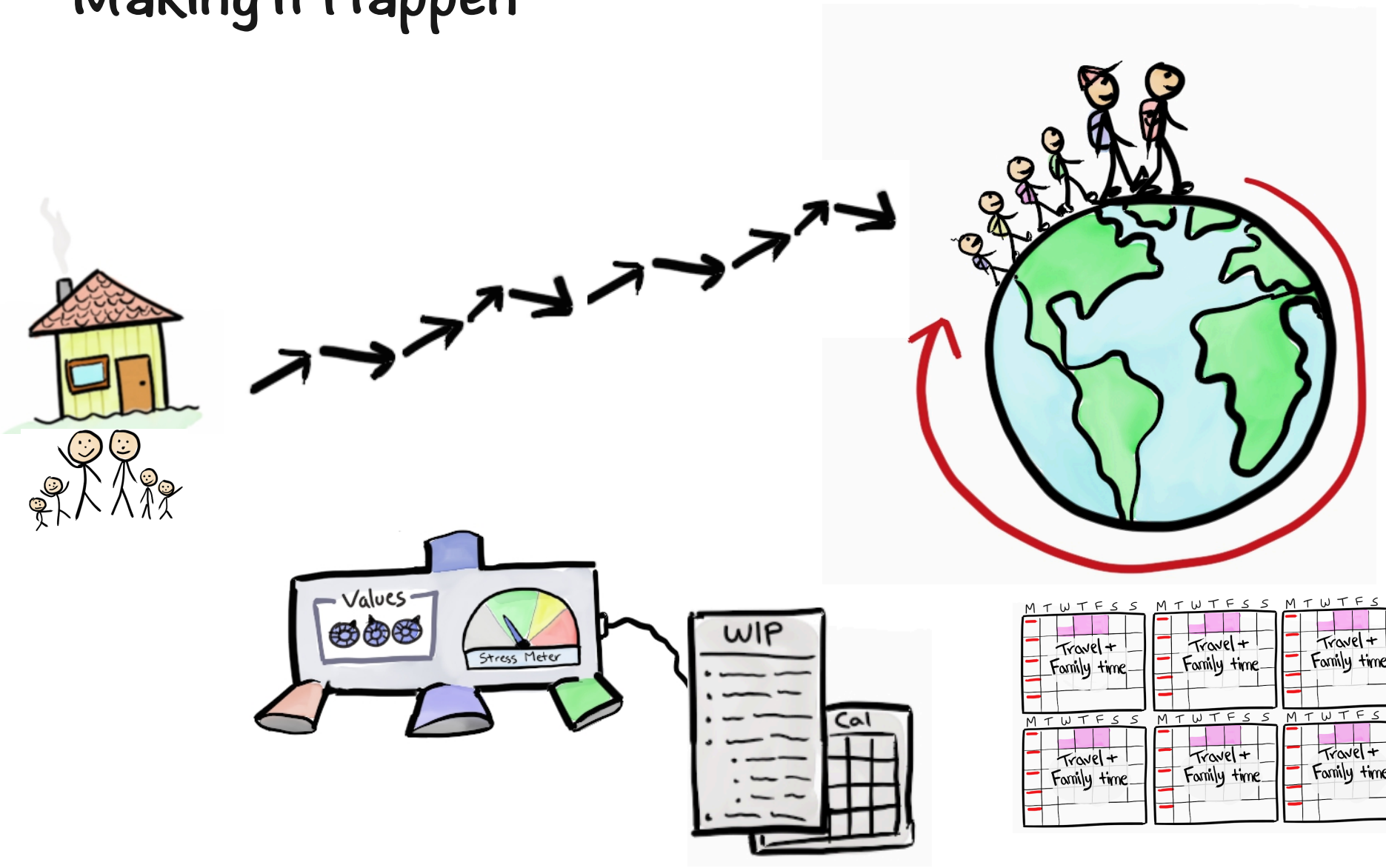
Coaching/teaching
2-3 days per month

Email
1-2 hours
per week



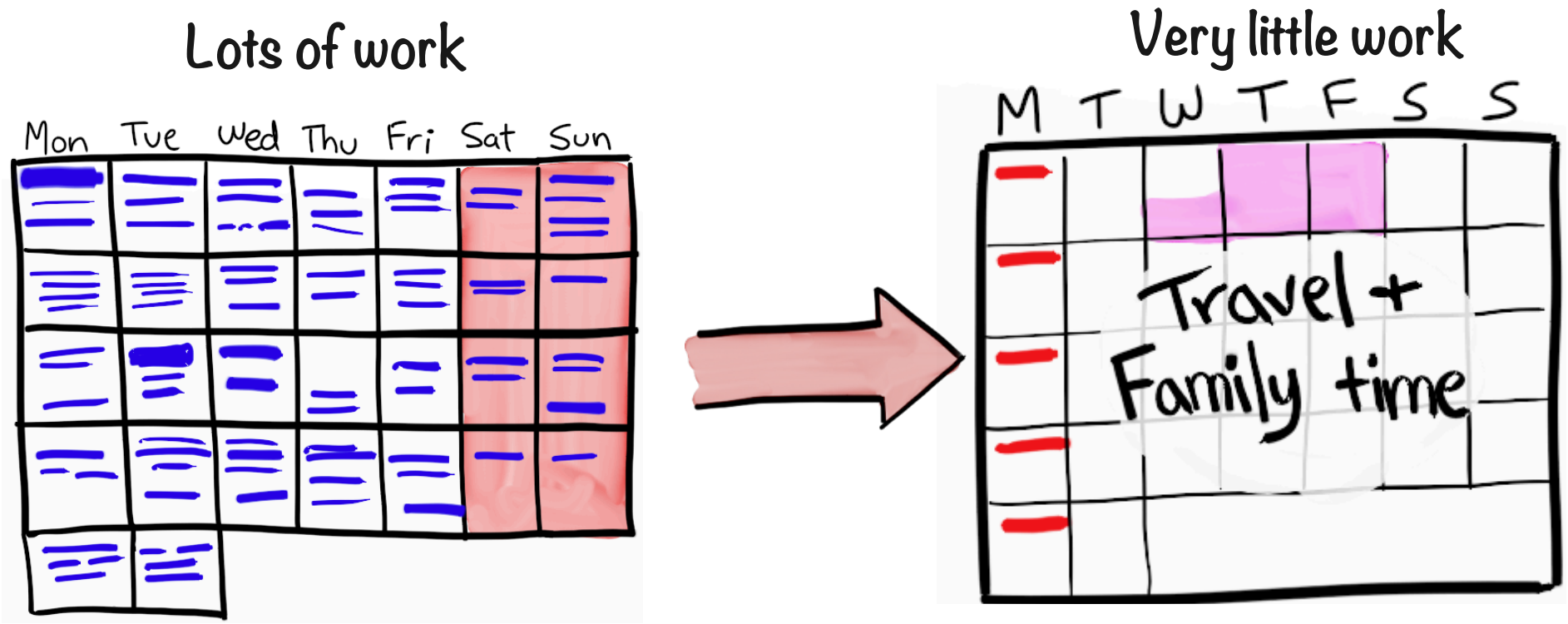
Henrik Kniberg

Making it Happen



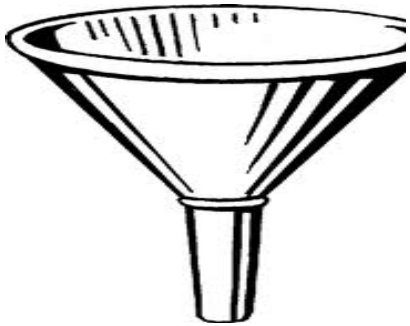
Departure Date: Oct 1
Preparations
Must Do
Should Do
Could Do
Motive
Vision
Drömmar
Att göra
Nästa
Pågående
Klart!

Challenge: Reduce workload



List all commitments/projects/clients

Categorize & filter



Prioritization filter

- Predictable workload
- Responsibility
- Fun & interesting
- Matches my travel plan
- High ROI

End or pause

Delegate or outsource

Phase out (automatically ends before 1 Oct)

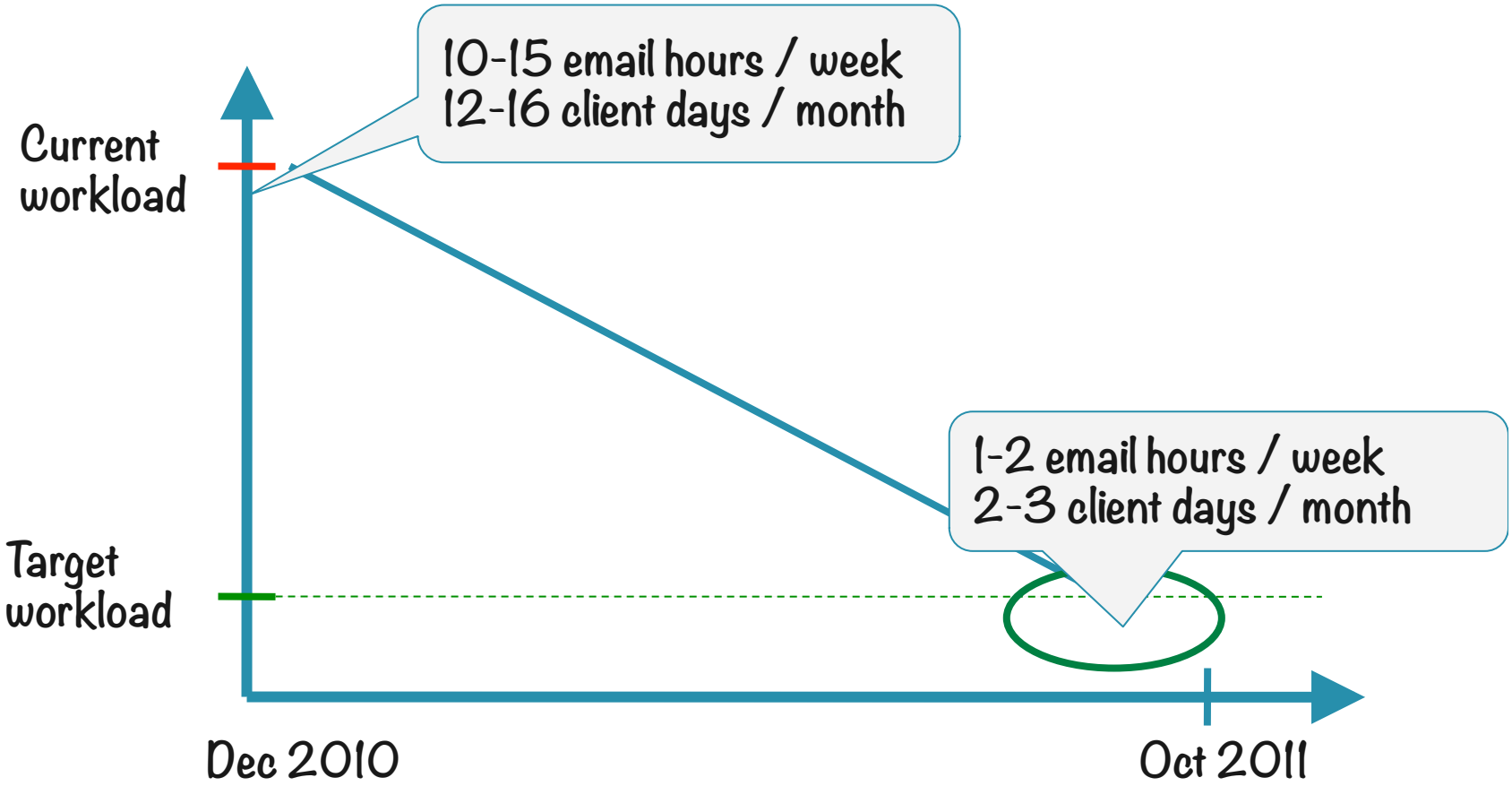
Keep

Accept new

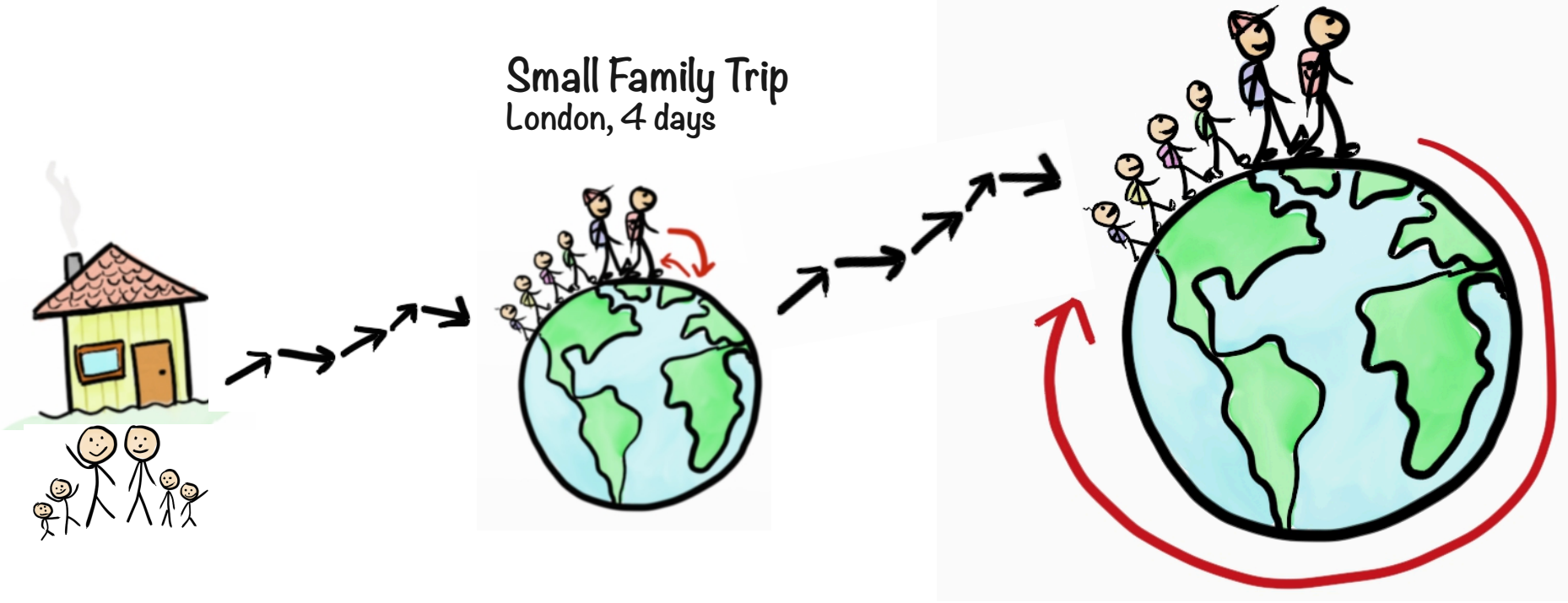
Scrum Gathering Tokyo

Tait NZ

Measure & gradually reduce workload



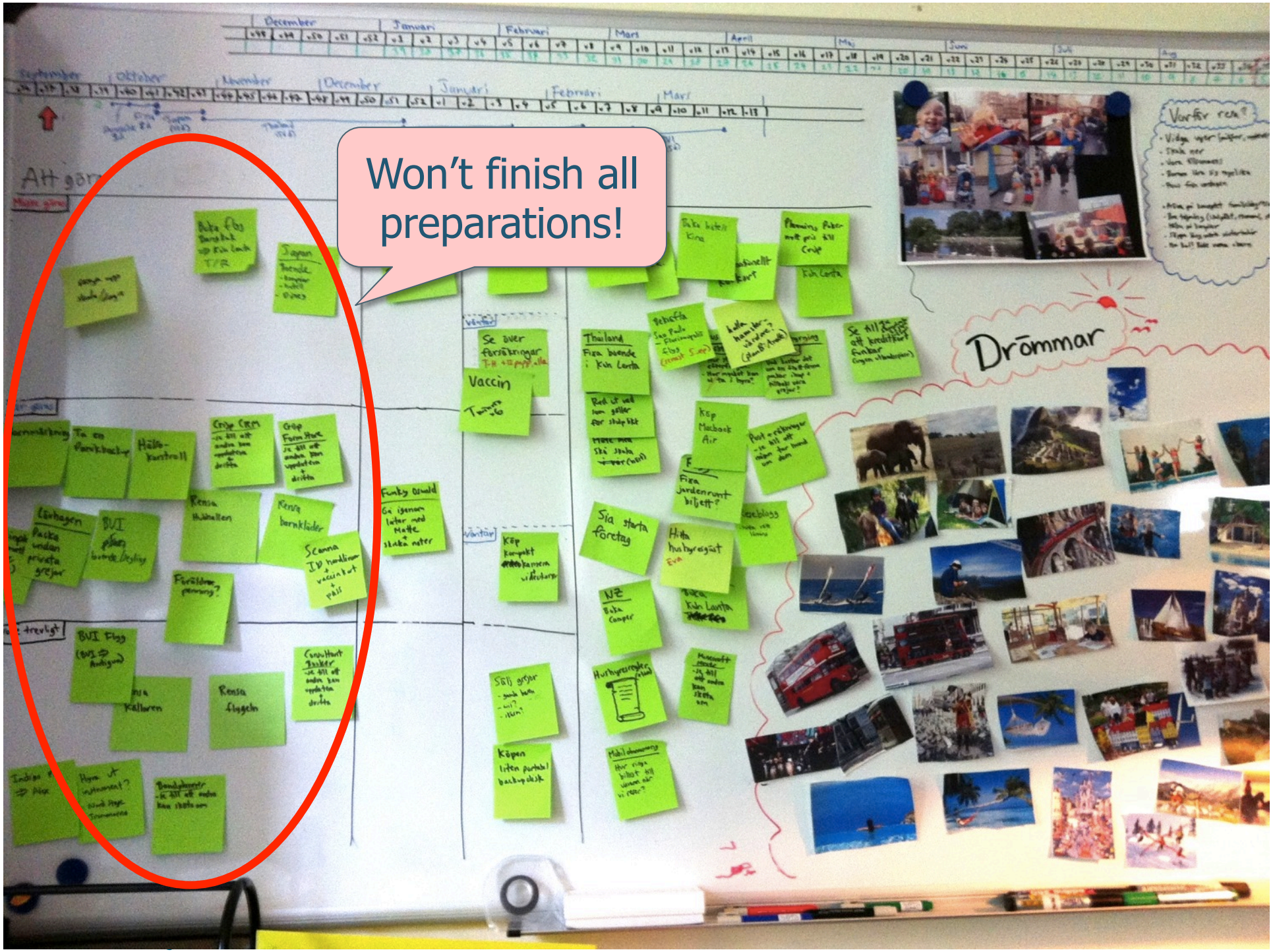
Travel "spike"



Henrik Kniberg

Henrik Kniberg

Skola
Flyg
Fixa
jordenrunt
biljett
Friendly Whiteboard


Won’t finish all preparations!
Drömmar

Henrik Kniberg

Denmark

China

Japan

West Indies

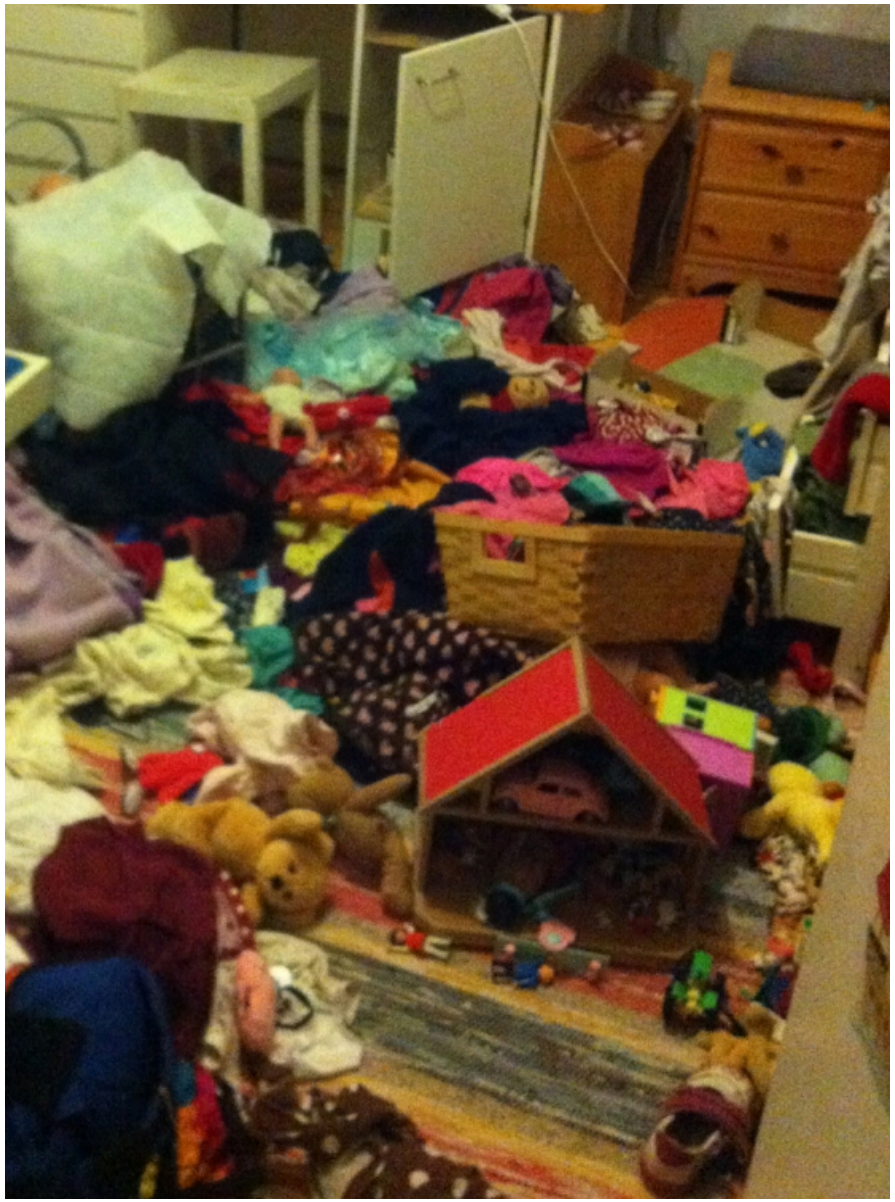
Thailand

Peru

Brazil

New Zealand

Henrik Kniberg



Clothes "WIP limit"

Give away

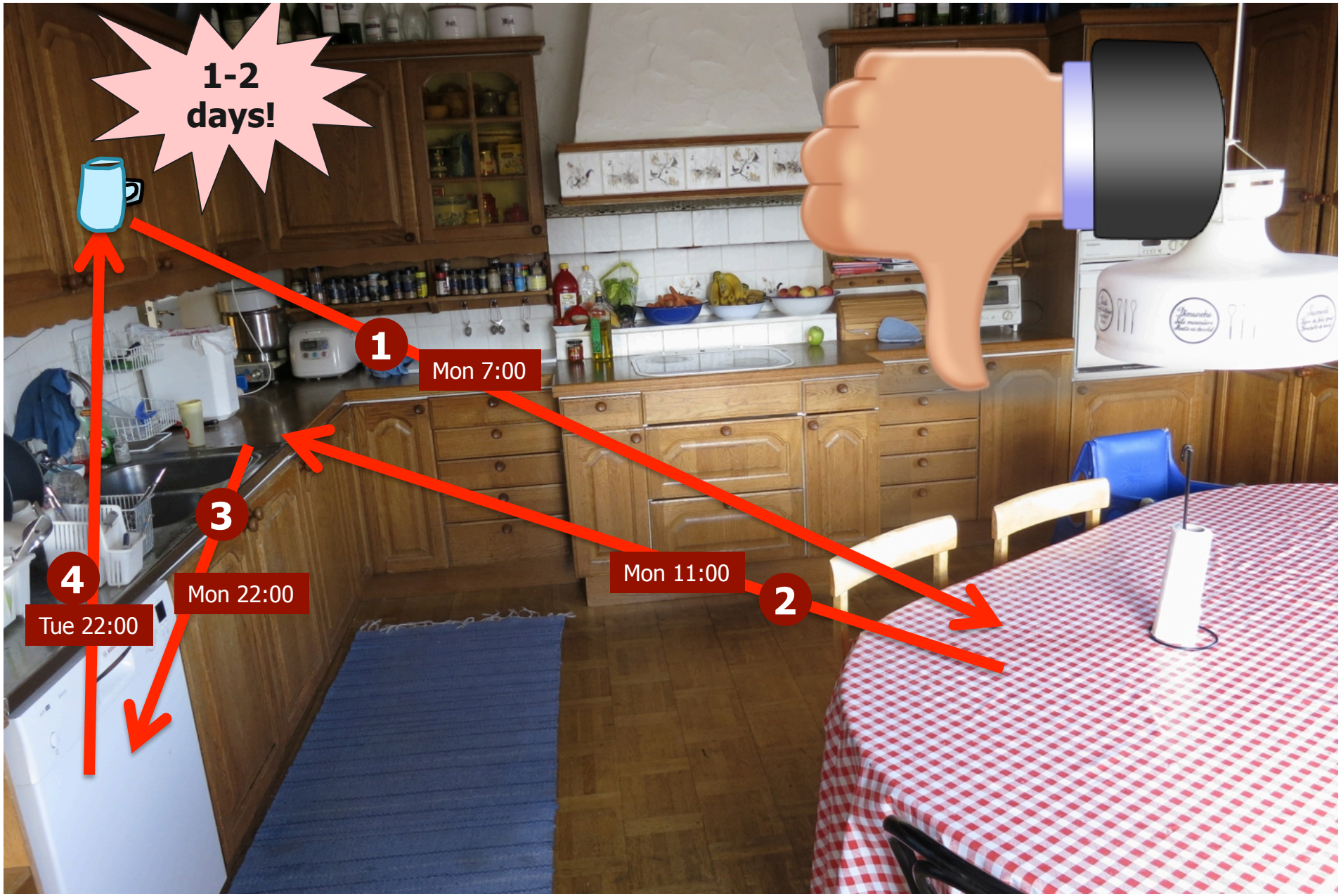
Henrik Kniberg

Chapter 8

WIP and Waste is everywhere!
Learn to see it.

Henrik Kniberg

8
16
160+



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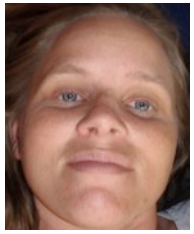
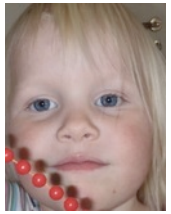
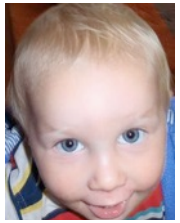
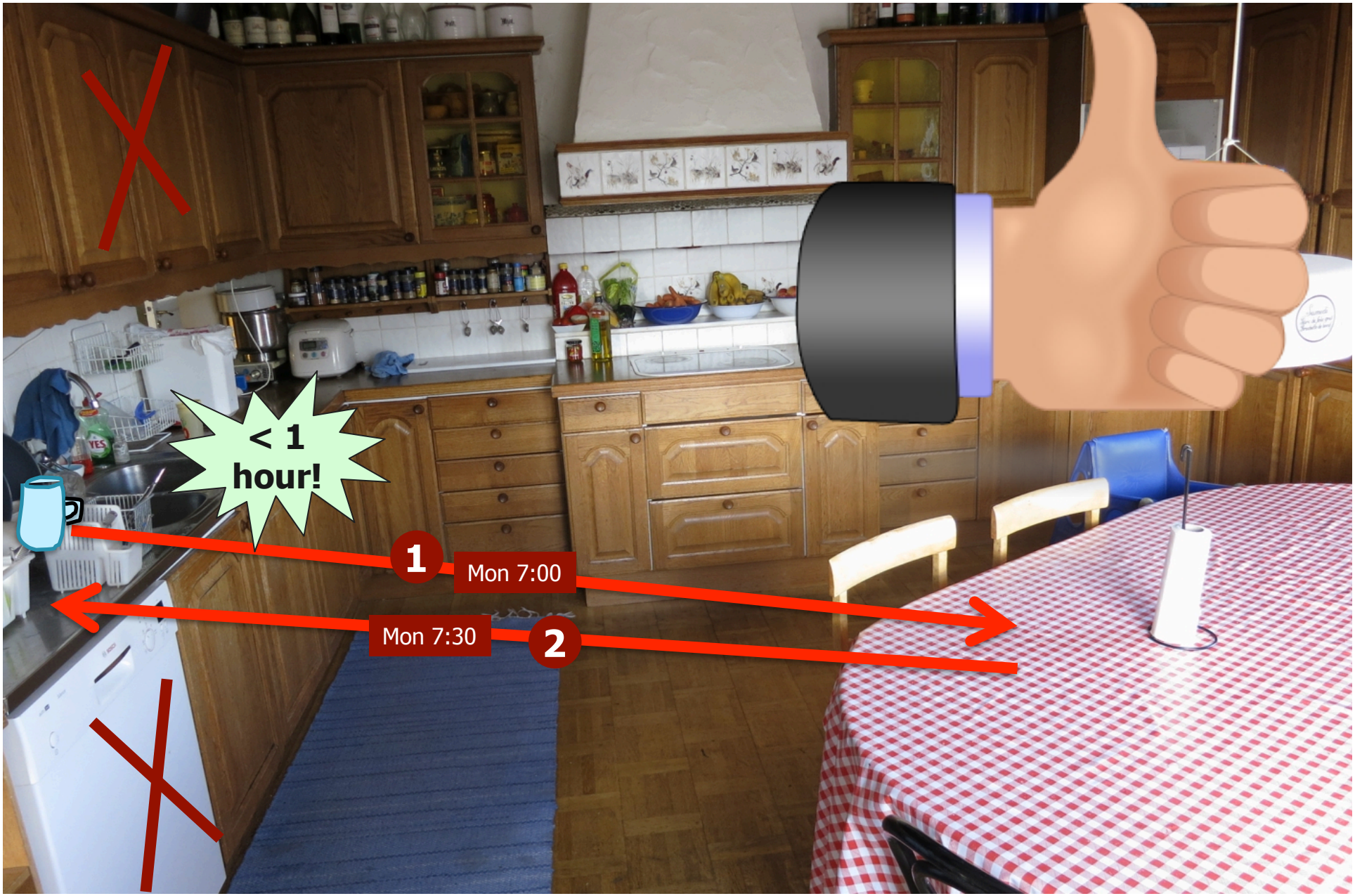


8
8
8
8
8
8
16

Henrik Ehlberg

Henrik Kniberg



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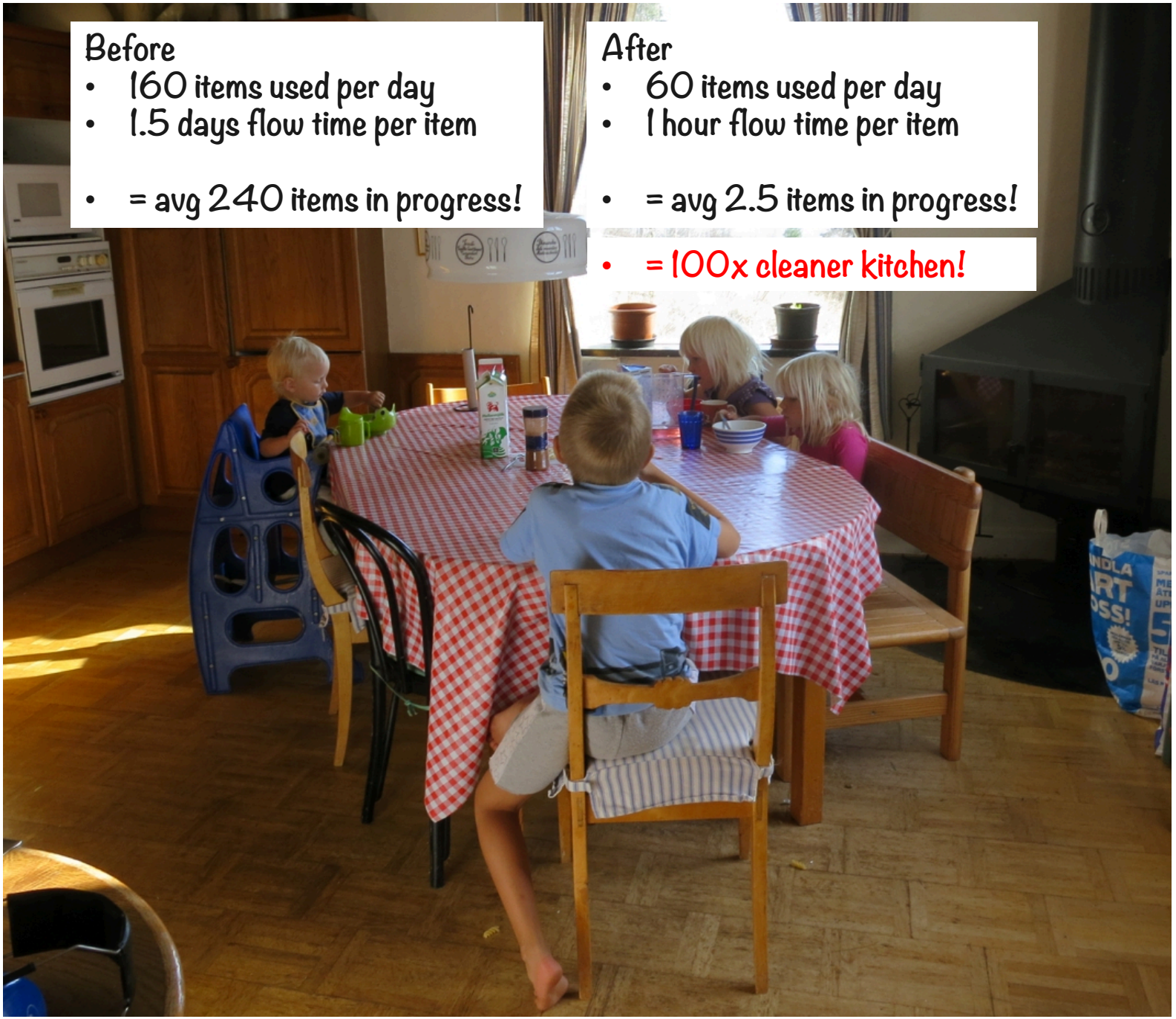

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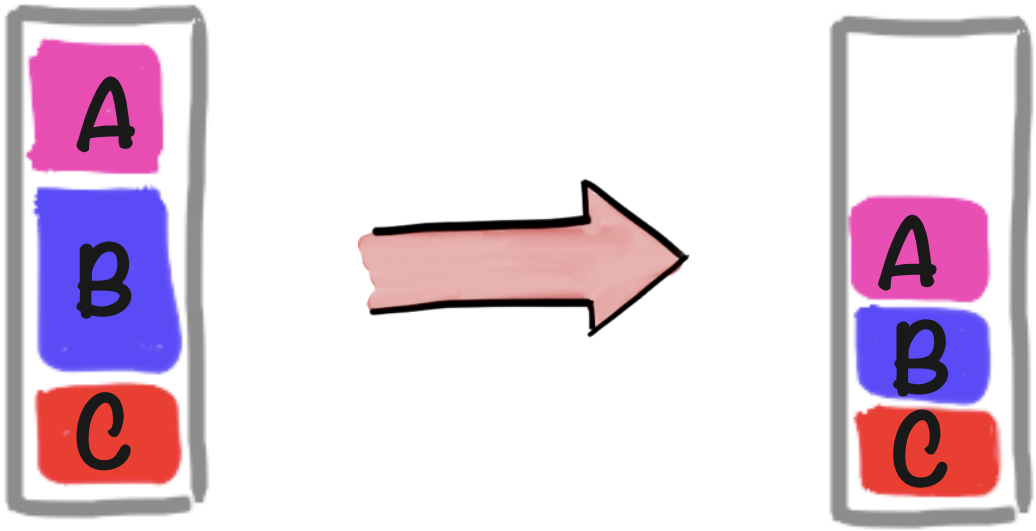
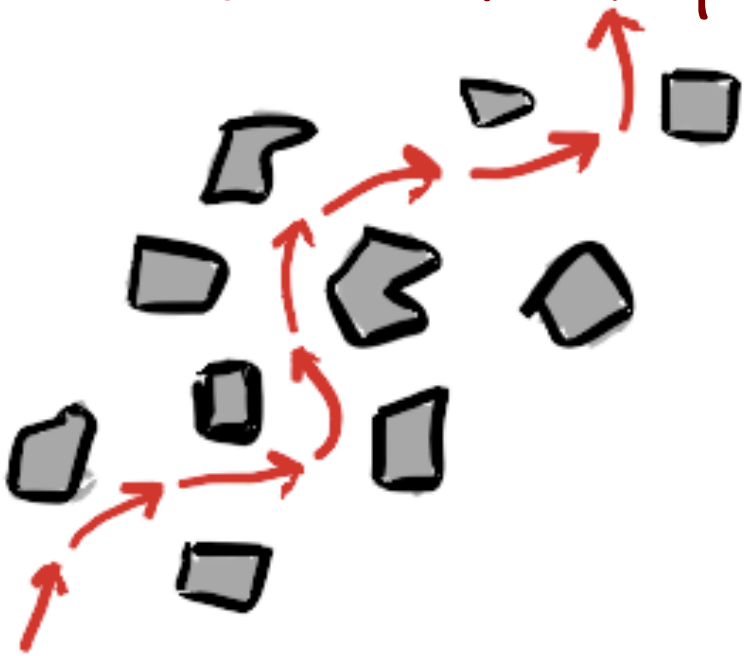
Lean
= Reduce Waste
= Achieve the same result with less effort

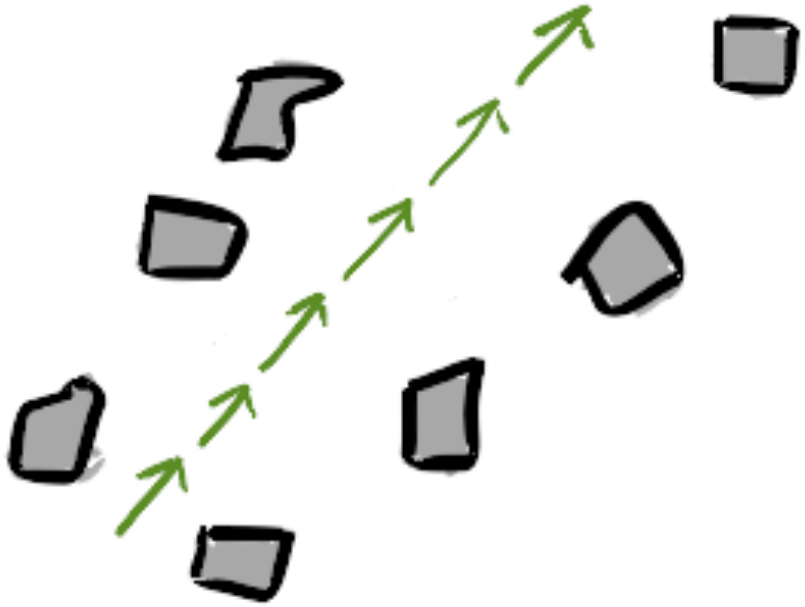


Lean = get fast by reducing waste

Don't increase the speed



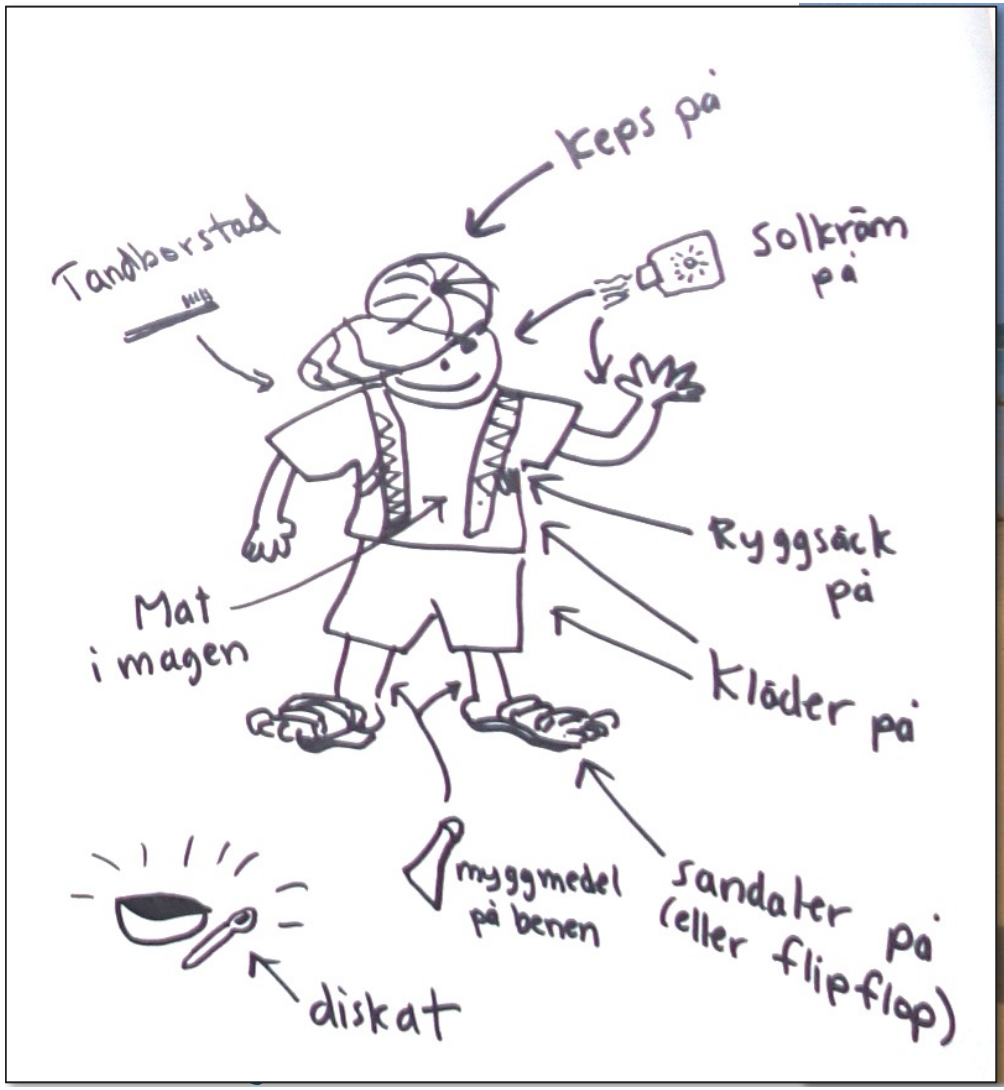
Reduce the distance!



Henrik Kniberg

Nagging = waste

Alternative: Visual Definition of Done



Keps på
Solkrim på
Mat i magen
Ryggsäck på
Kläder på
sandaler på (eller flipflop)
diskat

There are no hard problems.

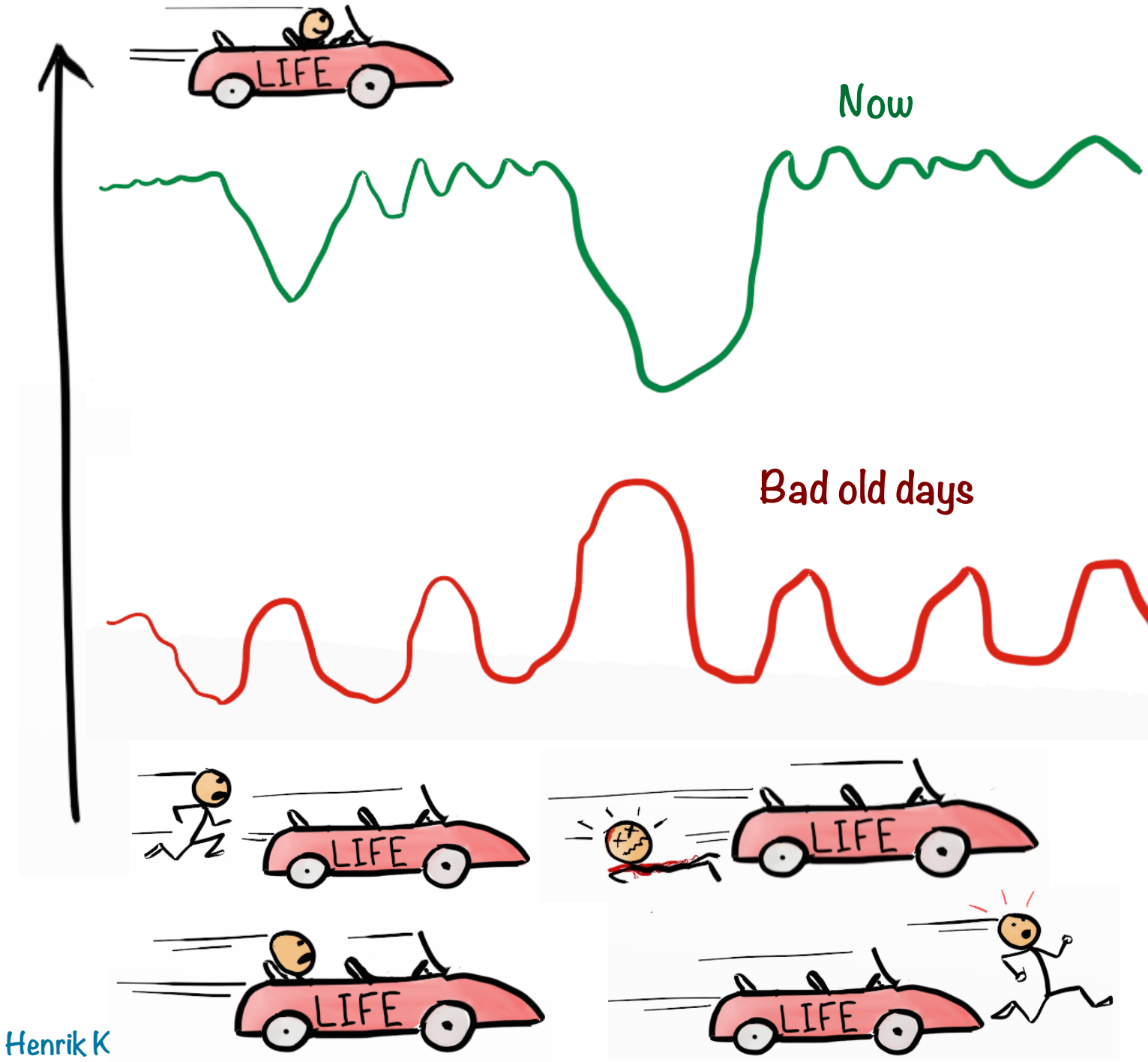
Just hard solutions

Jerry Weinberg

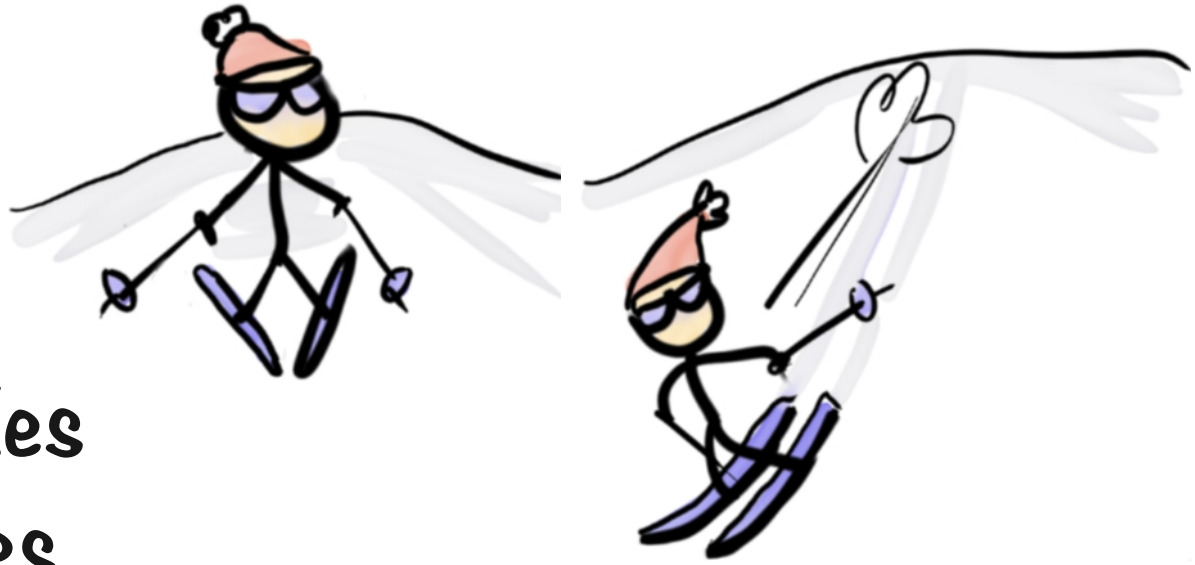
Chapter 9

Wrapup

2m


LIFE
Now
Bad old days
LIFE
LIFE
LIFE
LIFE
Henrik K

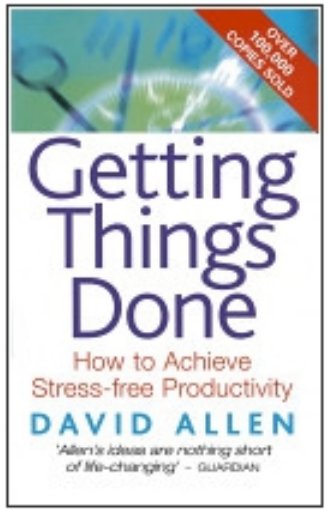
Shu Ha Ri

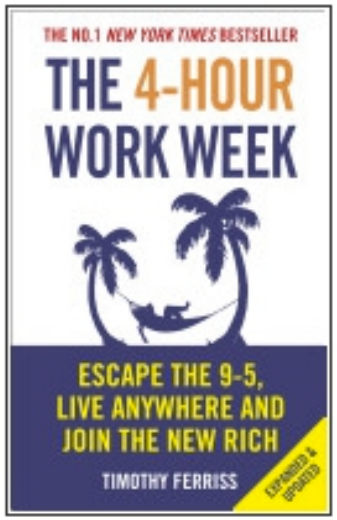


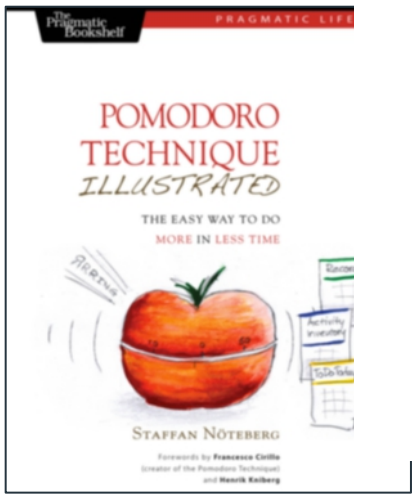
Shu = Follow the rules

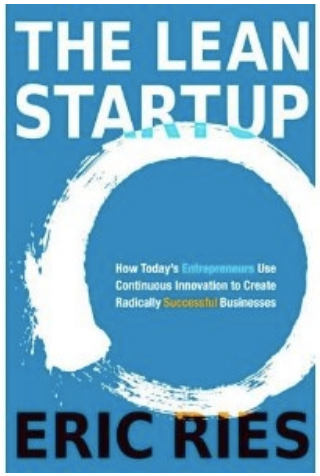
Ha = Adapt the rules

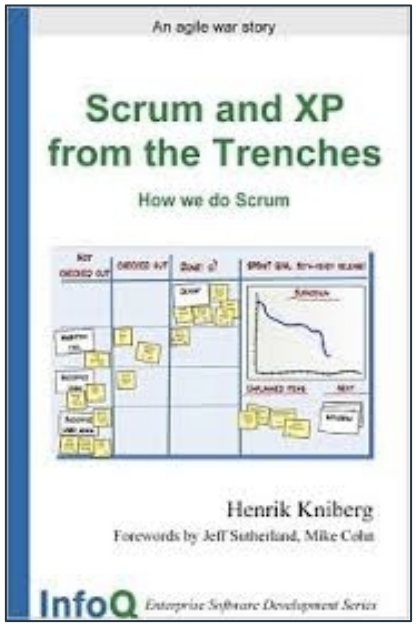
Ri = Ignore the rules

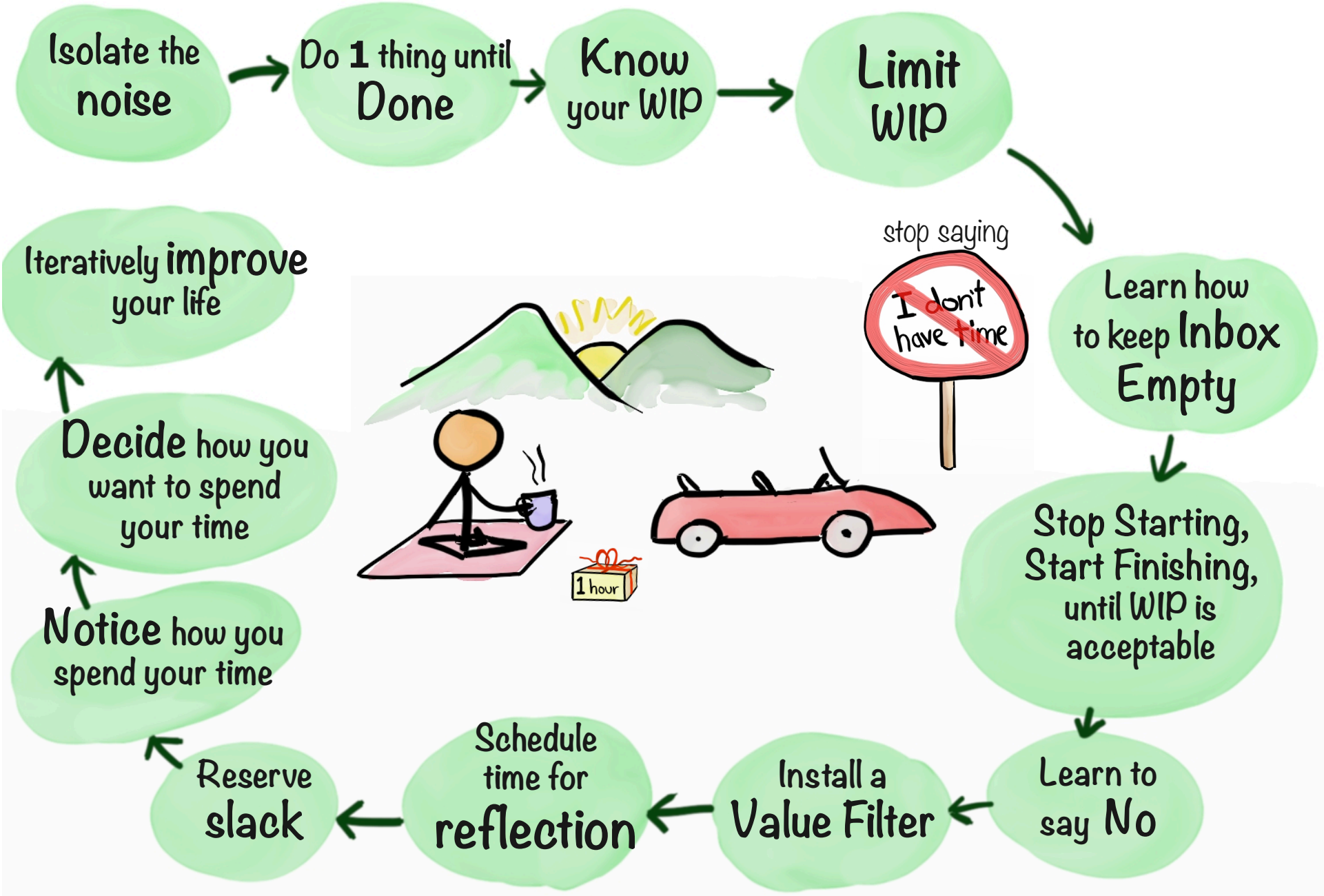











Isolate the noise
Do 1 thing until Done
Know your WIP
Limit WIP
stop saying
I don't have time
Learn how to keep Inbox Empty
Stop Starting, Start Finishing, until WIP is acceptable
Learn to say No
Install a Value Filter
Schedule time for reflection
Reserve slack
Notice how you spend your time
Decide how you want to spend your time
Iteratively improve your life
1 hour