

Focus

Projektnäring
9 maj, 2014

Consultant

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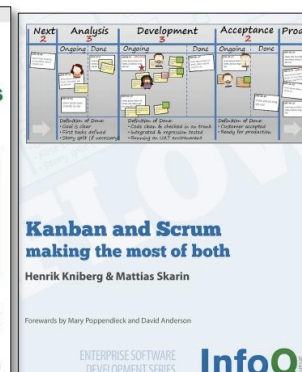
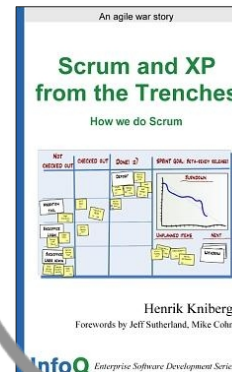
Father

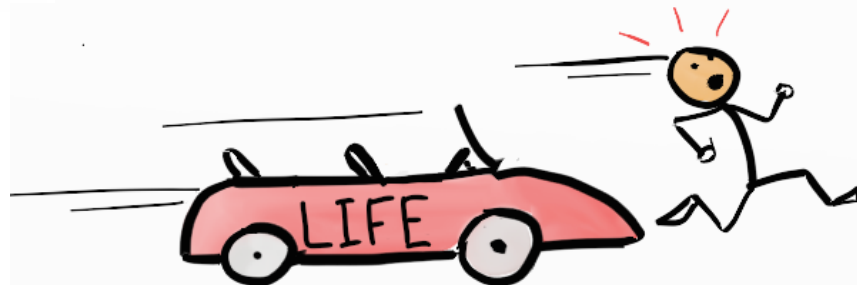
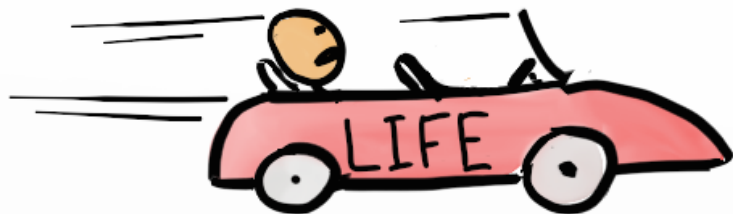
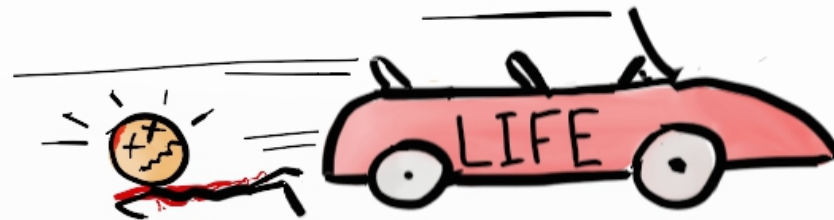


Organizational coach & mentor



Author





Chapter 1

Helping companies improve



Agile

Lean

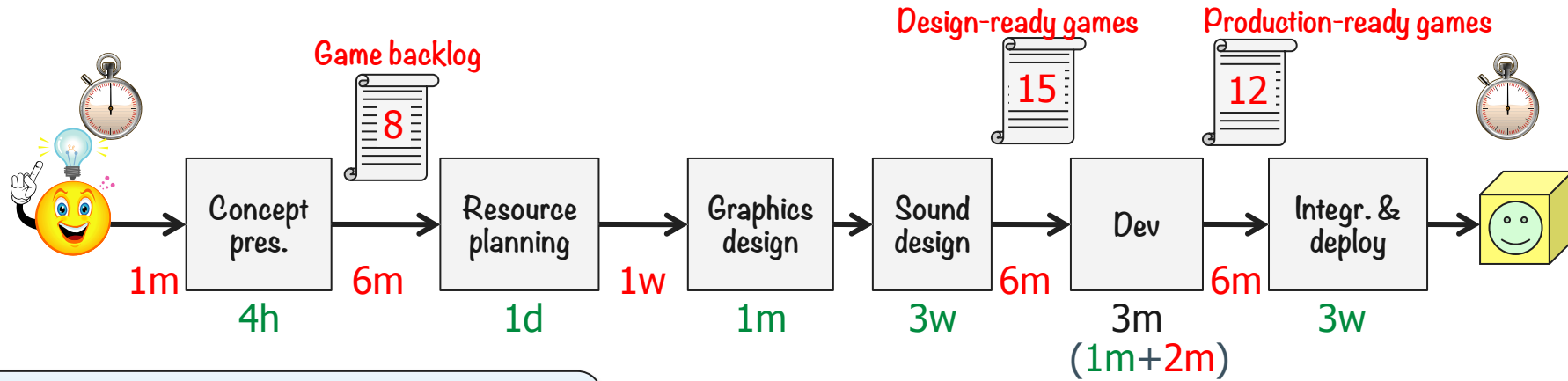
Scrum



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

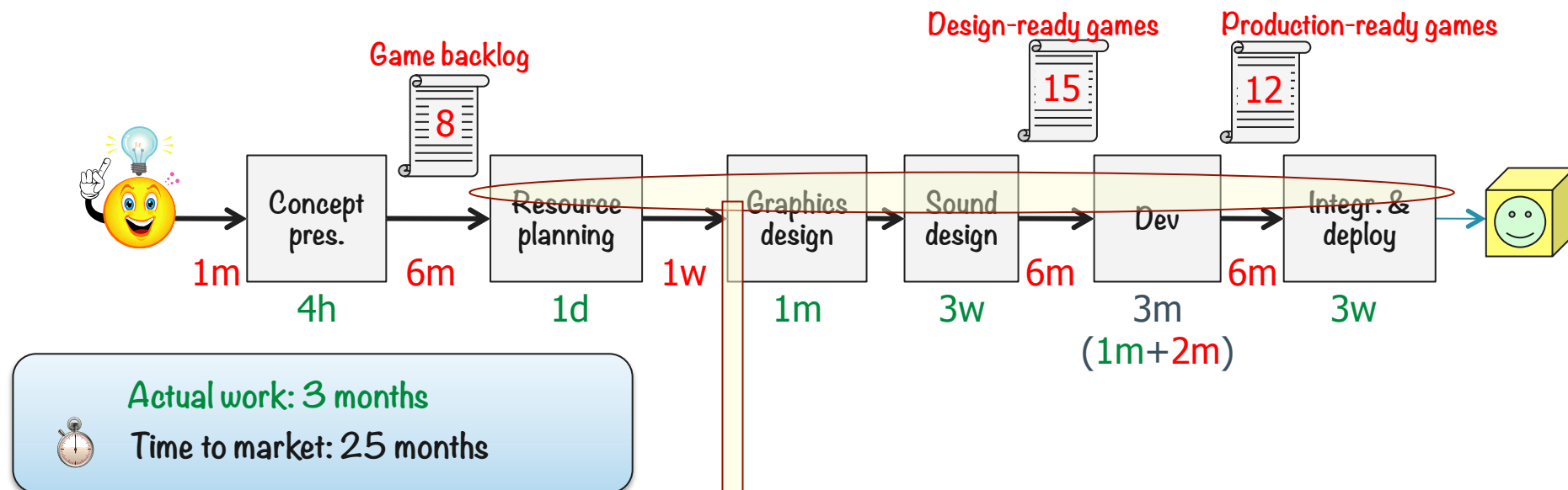
Max utilization, Slow flow



Medium utilization, Fast flow

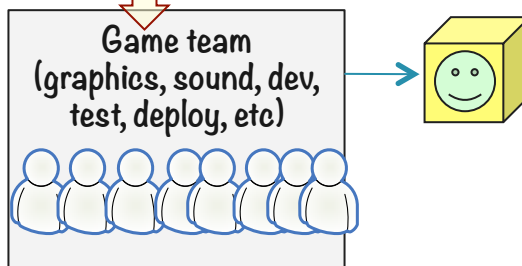


Before



After

Cross-functional game teams



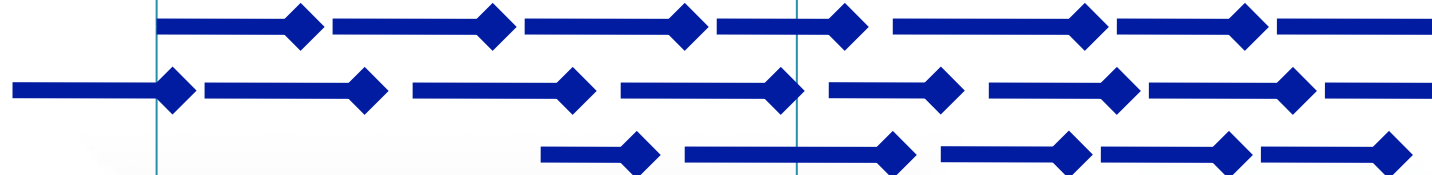
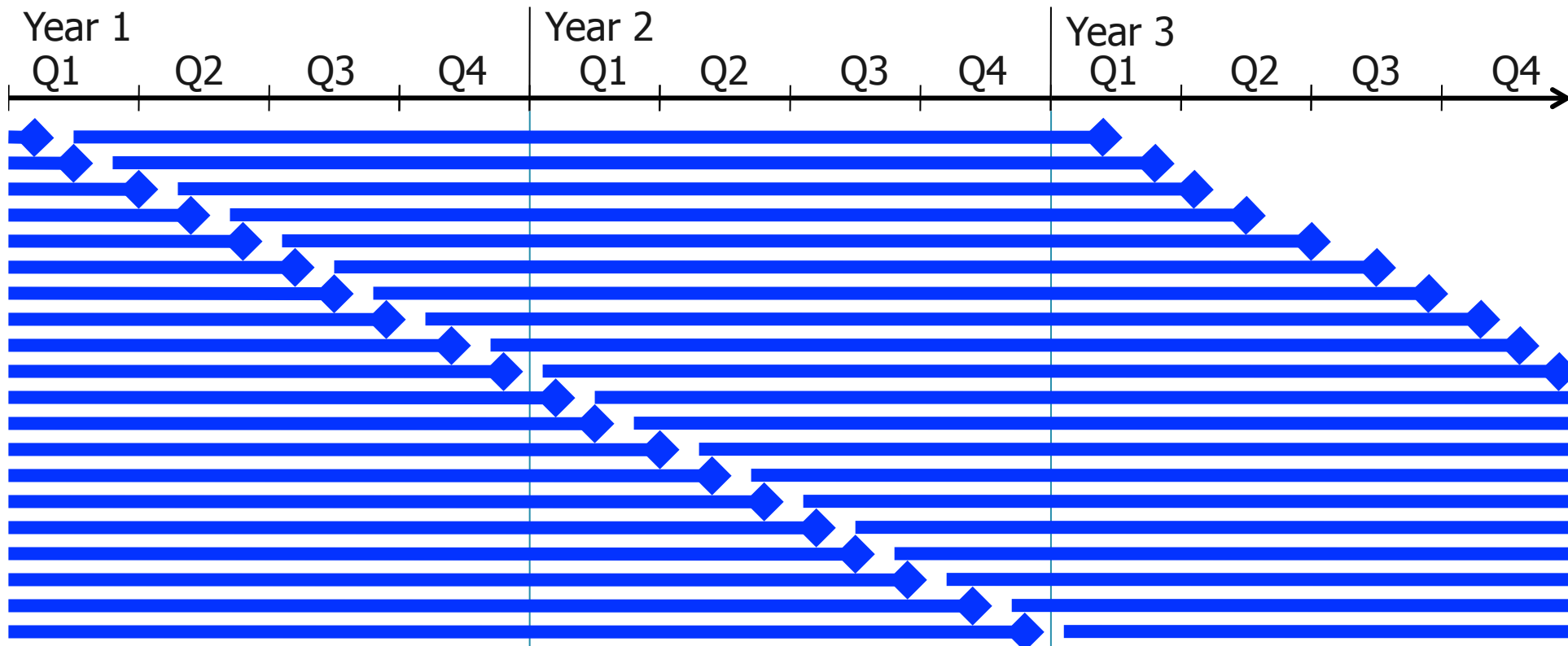
Time to market: 3-4 months

7 times faster

Better games

Less Planning

More fun





Spotify

60+ squads

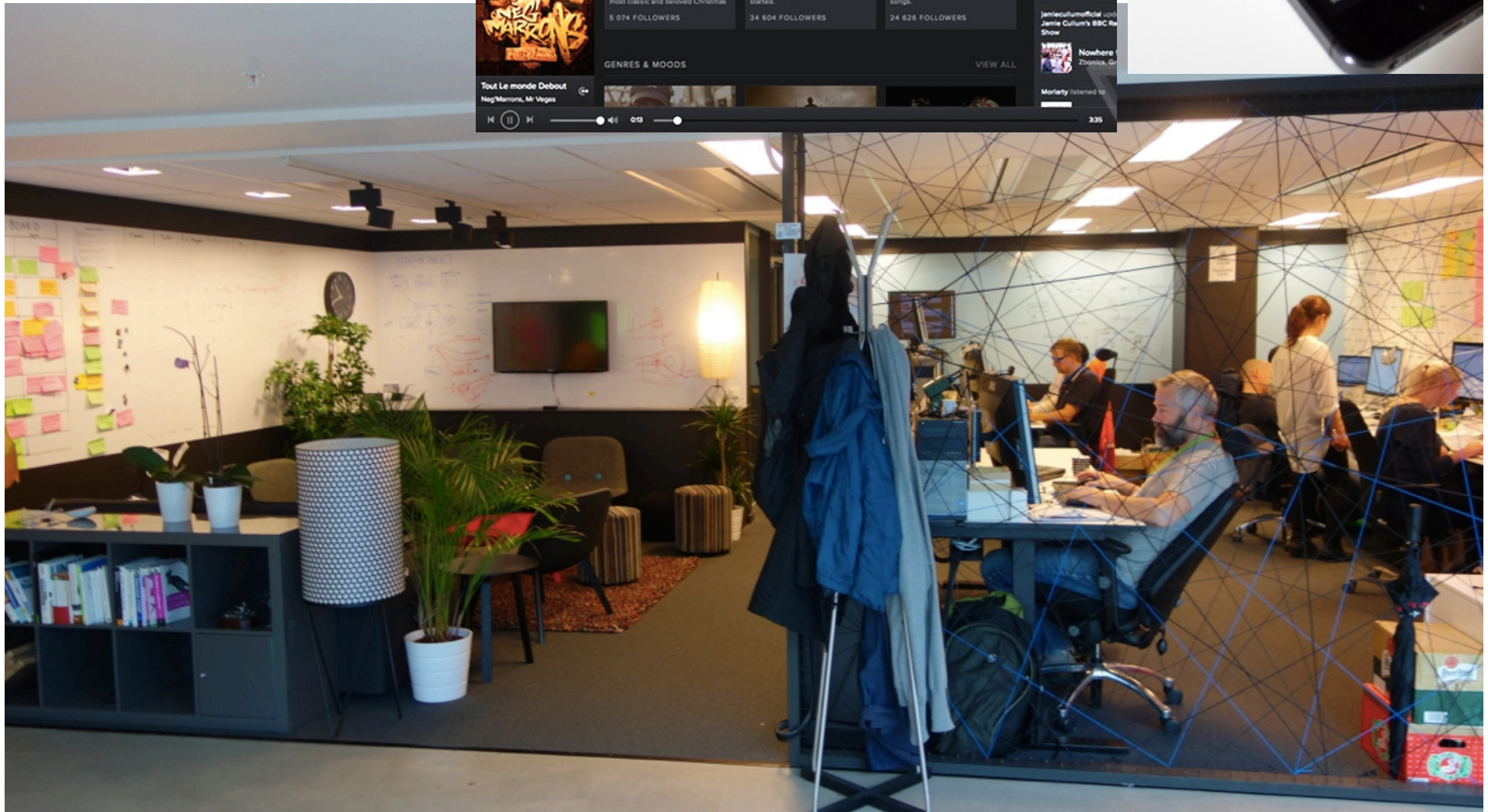
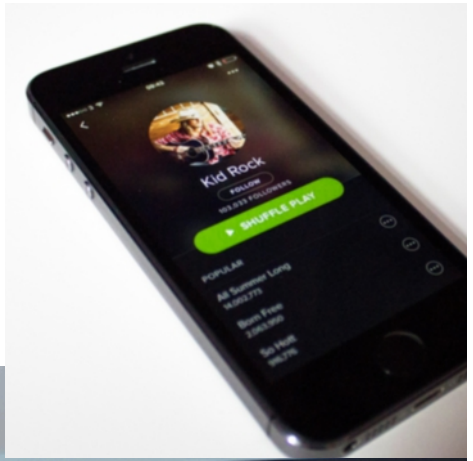
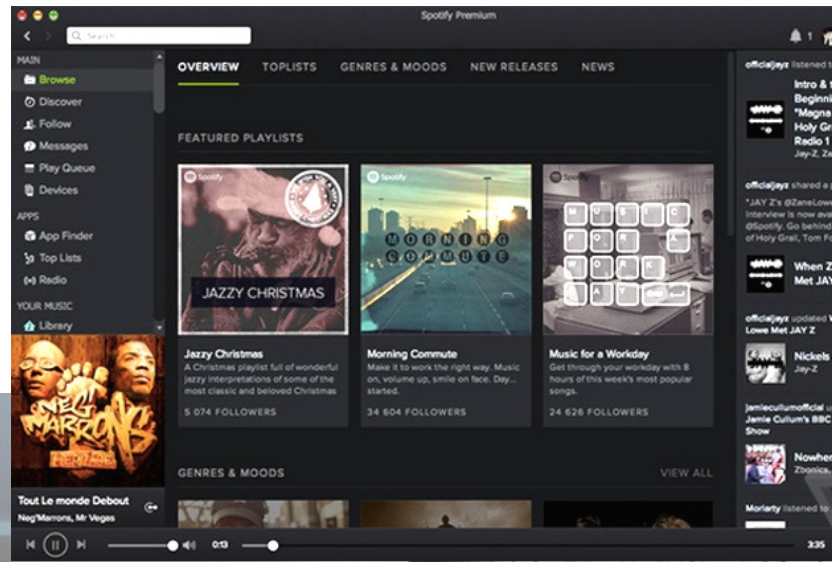
Stockholm, Gothenburg, New York, San Francisco



Henrik Kniberg

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

Pomodoro

4hr work week

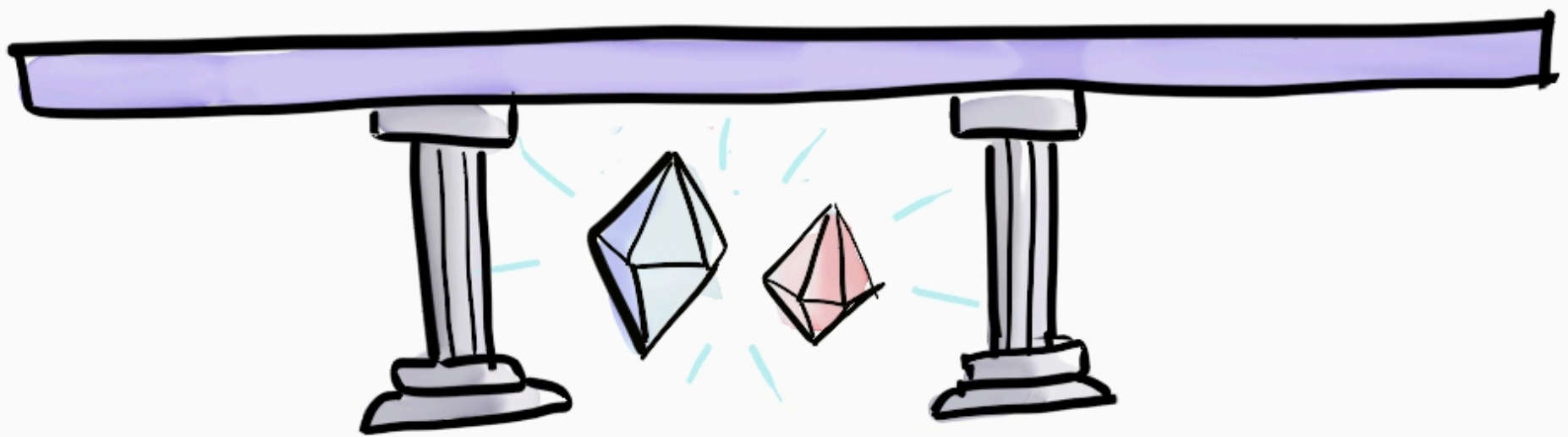
Agile

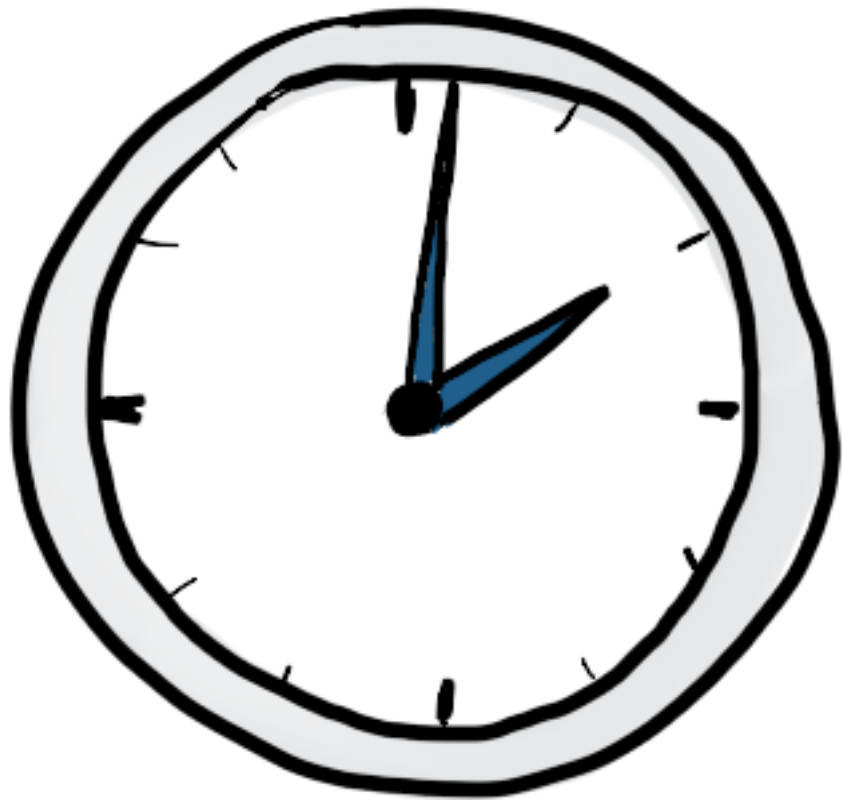
Lean

7 habits of highly effective people

GTD
(Getting Things Done)

xp



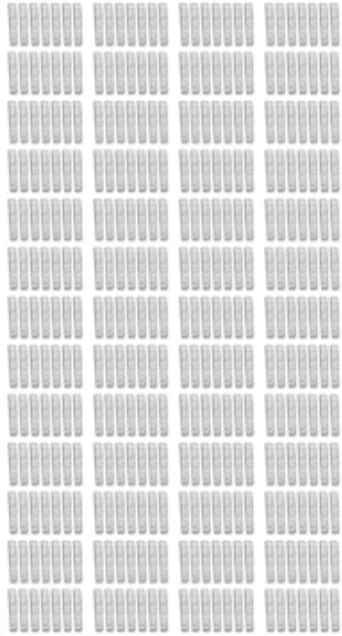


Where do you
find the time?





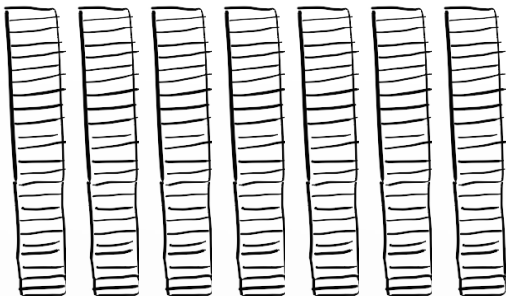
1 year = 8,766 hours



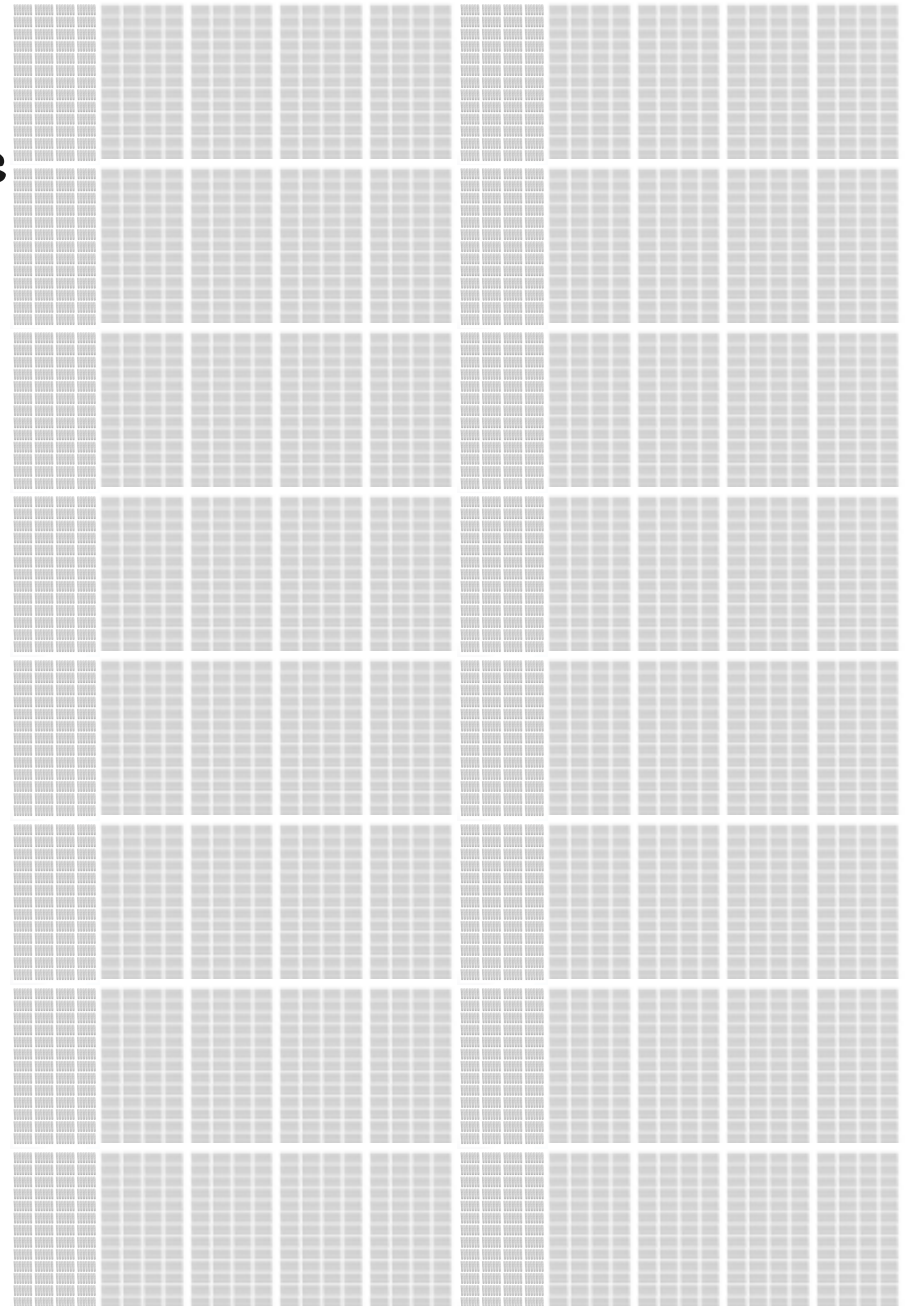
1 day = 24 hours



1 week = 168 hours

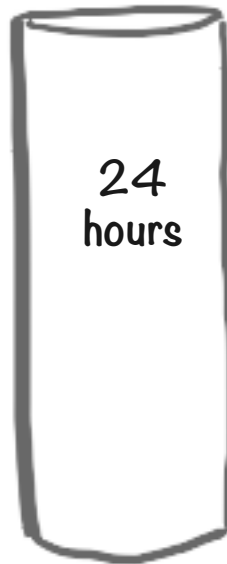


1 life \approx 700,000 hours





Stuff To Do > Available Time



Available
time



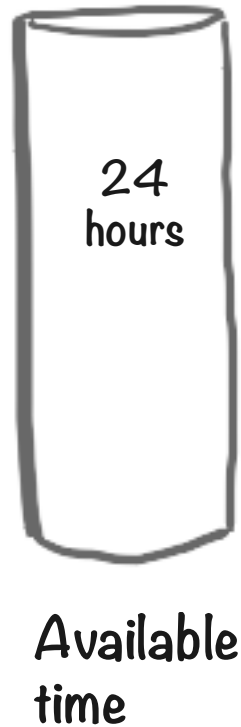
Stuff to do

Stuff you think you
need to do

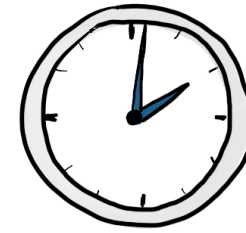
Stuff you want to do

Stuff others seem
to want you to do

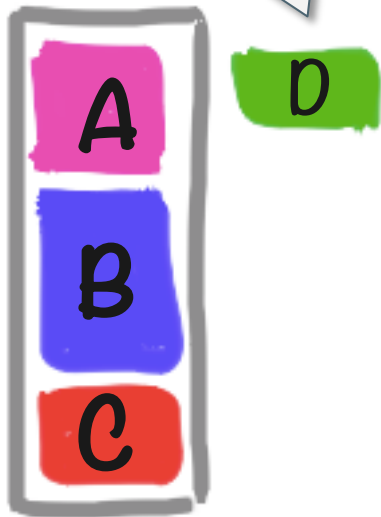
Most "musts" aren't



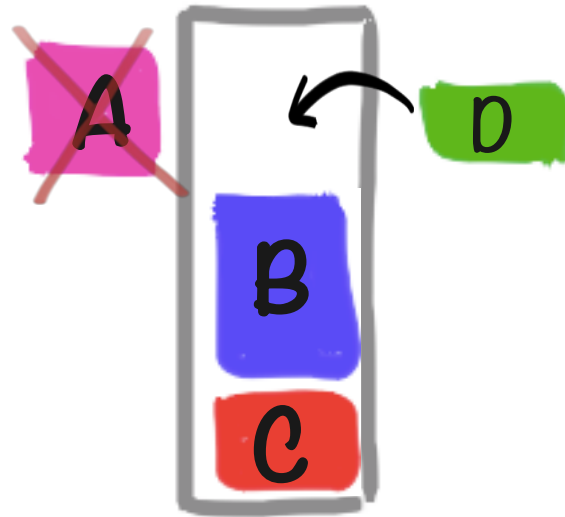
The ONLY WAY to "find time" ...
... is to do less of something else



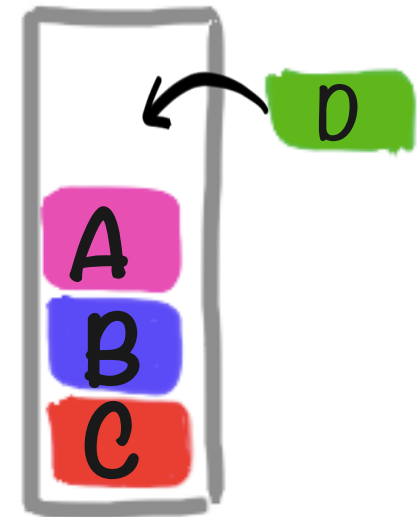
"I wish I had
time for D"



Option 1:
Do less



Option 2:
Get more effective





Mon	Tue	Wed	Thu	Fri	Sat	Sun
☰	☱	☱	☱	☱	☱	☱
☱	☱	☱	☱	☱	☱	☱
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☱	☱					



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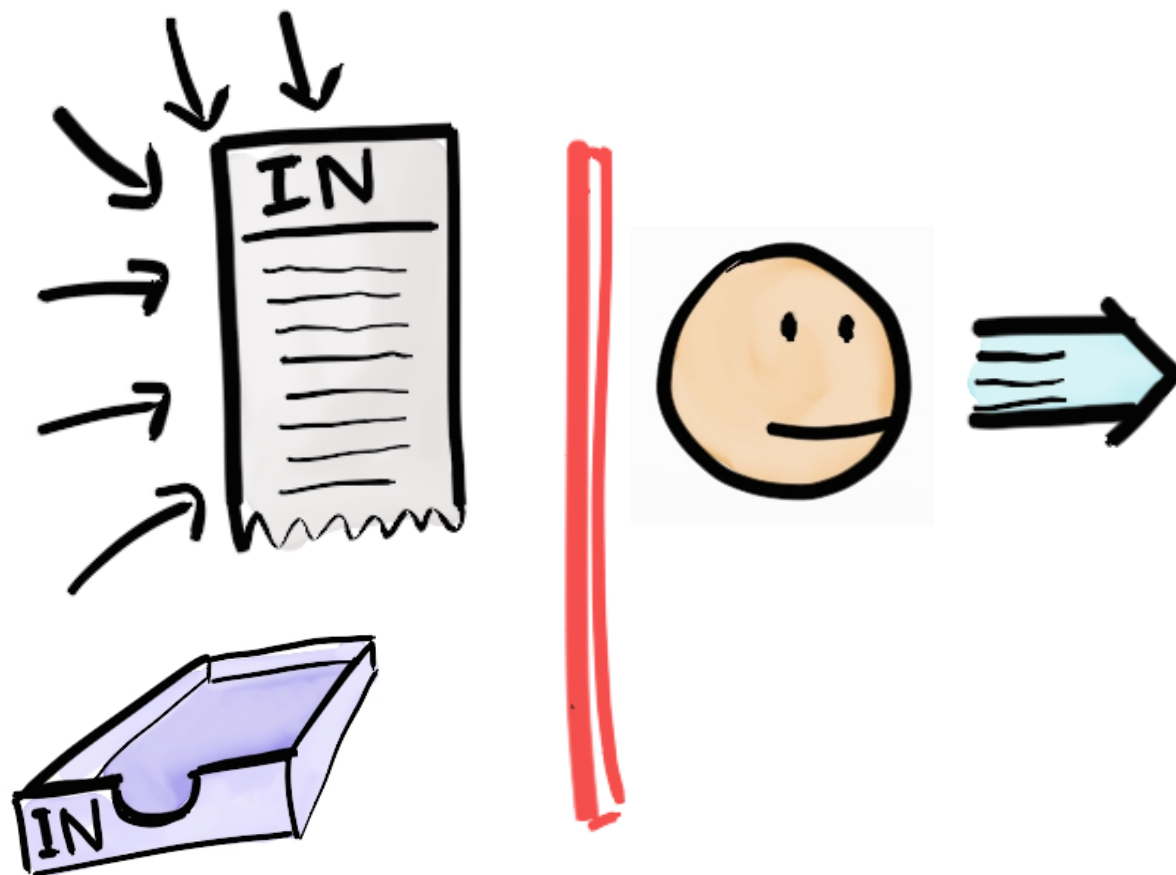


Chapter 3

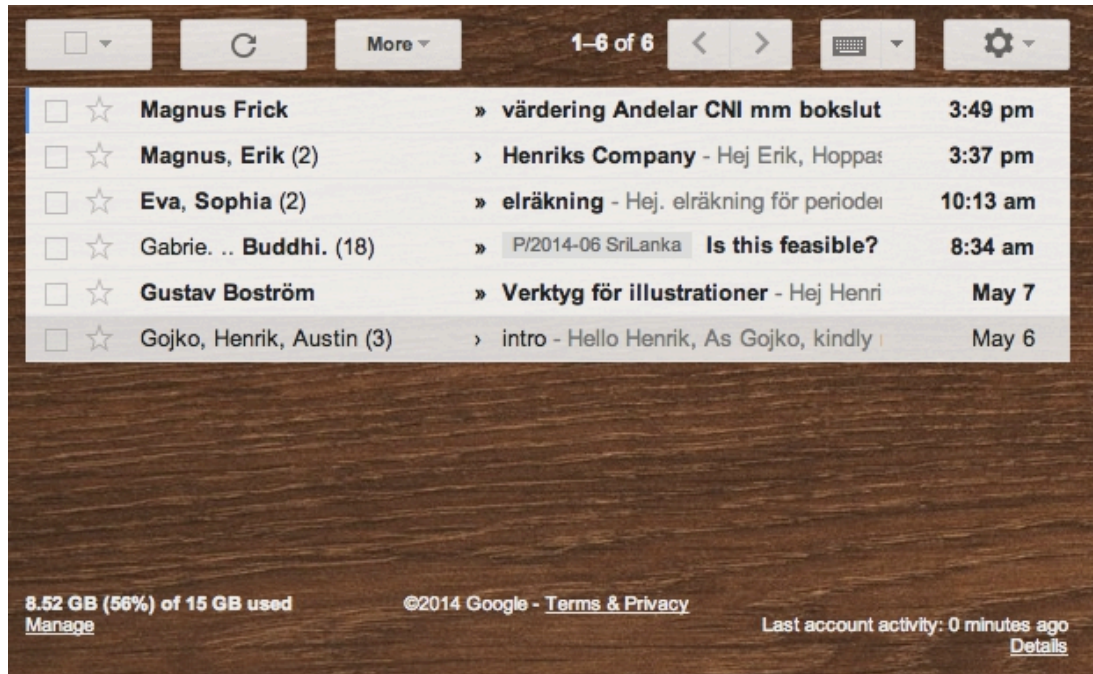
How to control the hamster wheel



First step: Isolate the noise



Inbox = ONLY new stuff!

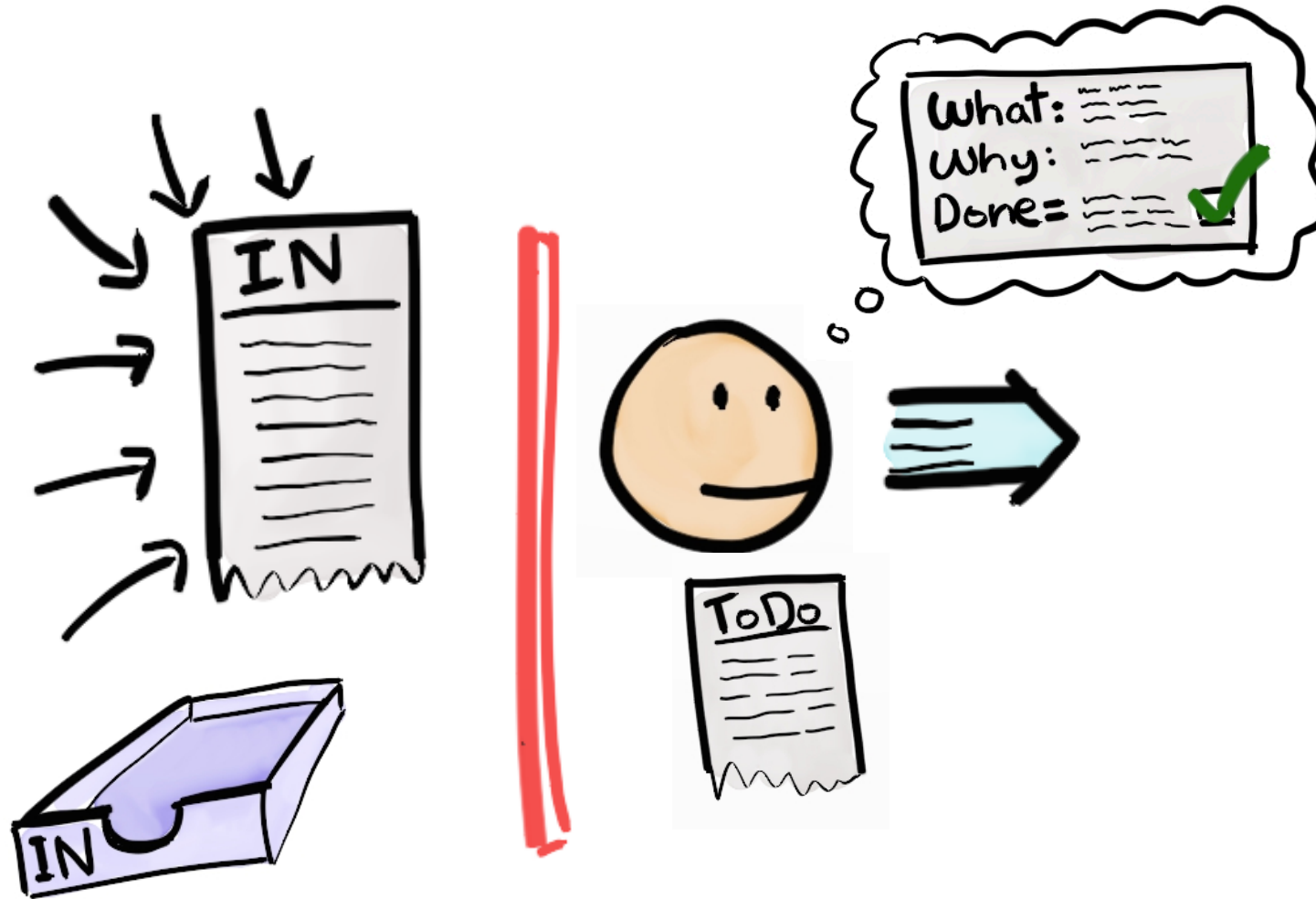


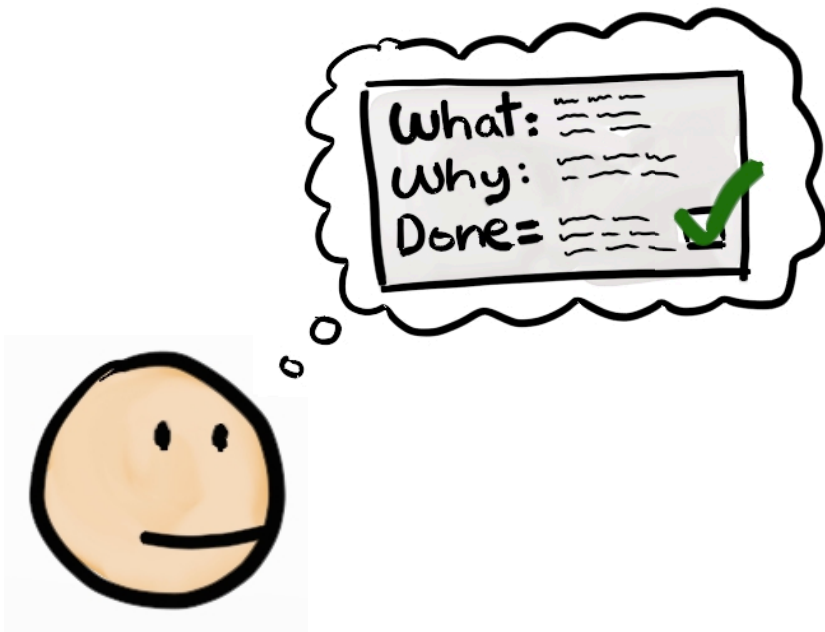
Sounds familiar?

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



Do 1 thing until Done





3.

FACEBOOK - SSO

As a: Facebook connected user.

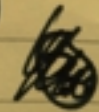
I want to: be able to login without using my facebook credentials

So that I: feel more comfortable using Spotify since they cannot see my facebook-name and pwd.

DoD: Tested and released.

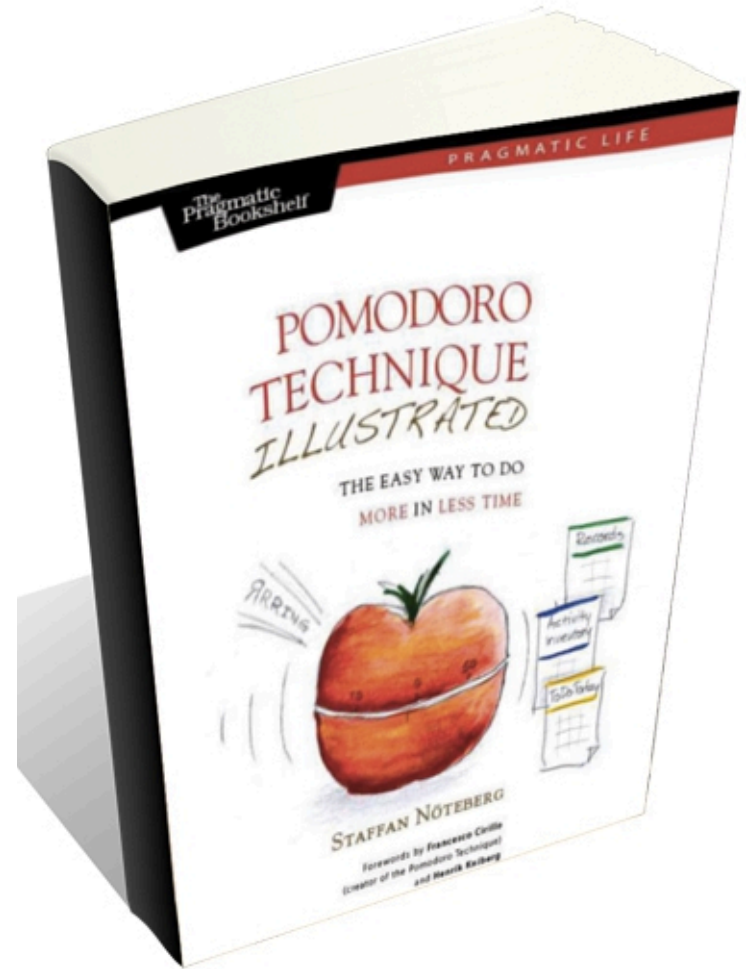
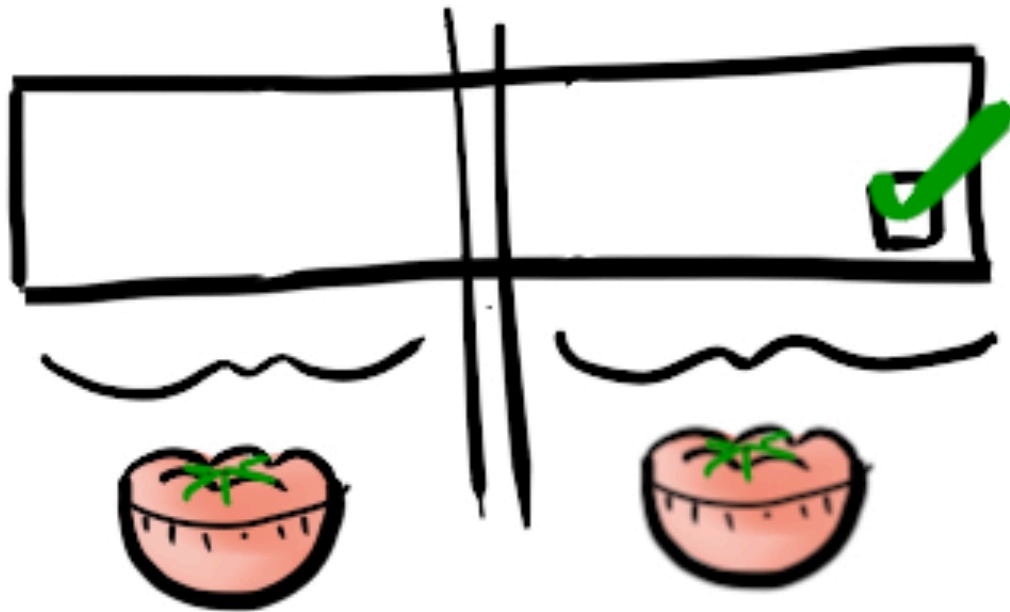
(4)

UNISHARK-219

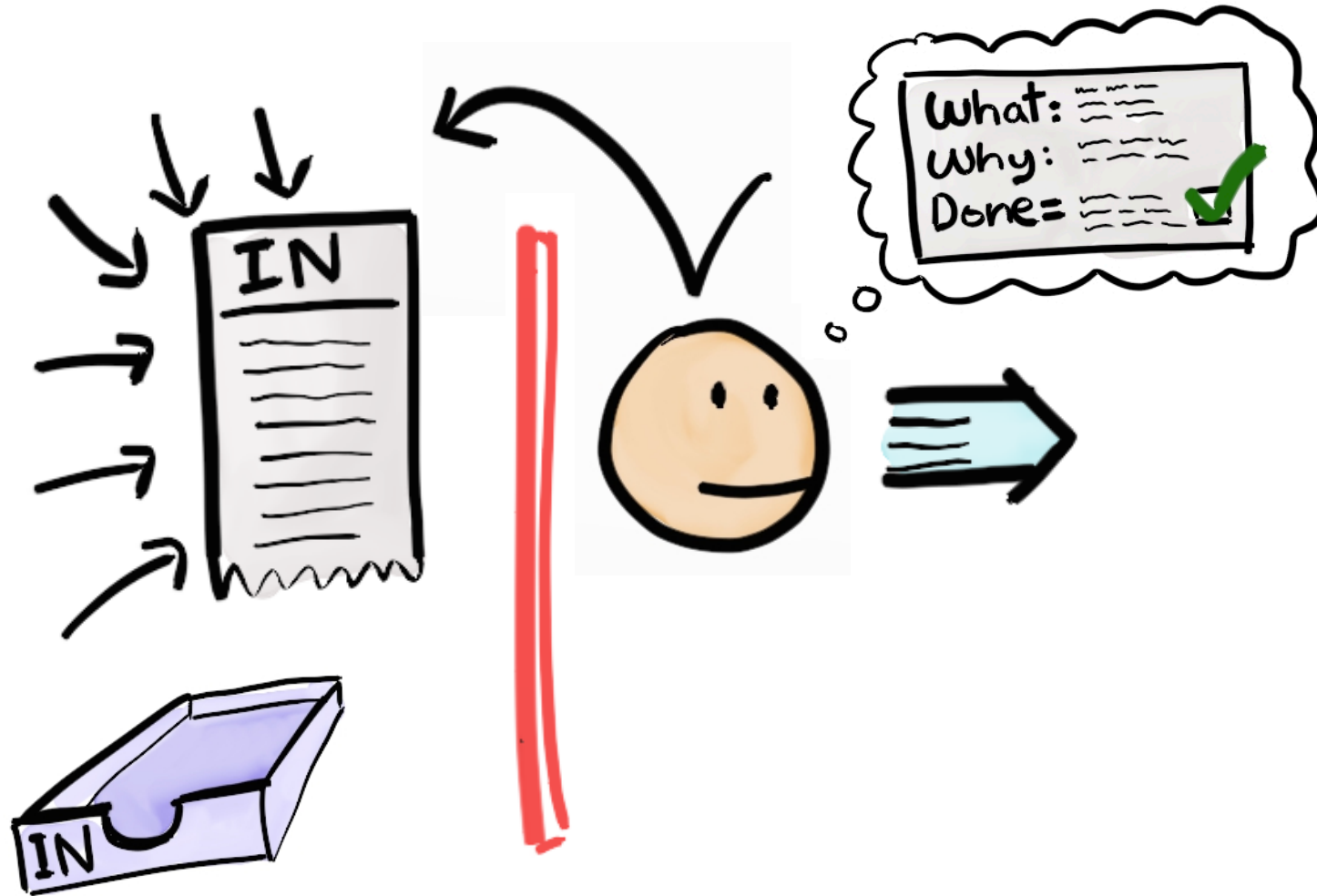


Split large tasks





Action mode = Teflon mode



Know your WIP

(work in progress)

Someday / Maybe

Check out



Blog about



Read



Ideas



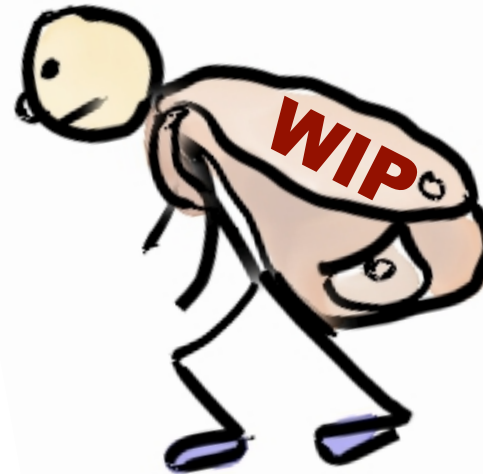
WIP

Actions, Projects,
Commitments, Promises

Appointments



Mon	Tue	Wed	Thu	Fri	Sat	Sun
■		■		■	■	■
	■		■		■	■
■	■	■		■	■	■
■		■			■	■
■	■				■	■

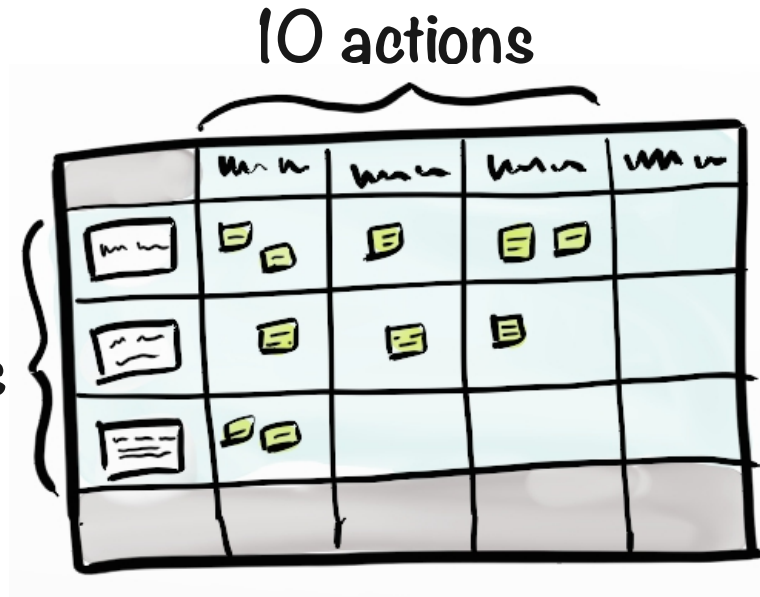


Limit WIP

How will you recognize when are overburdened?



3 projects



6 starred emails

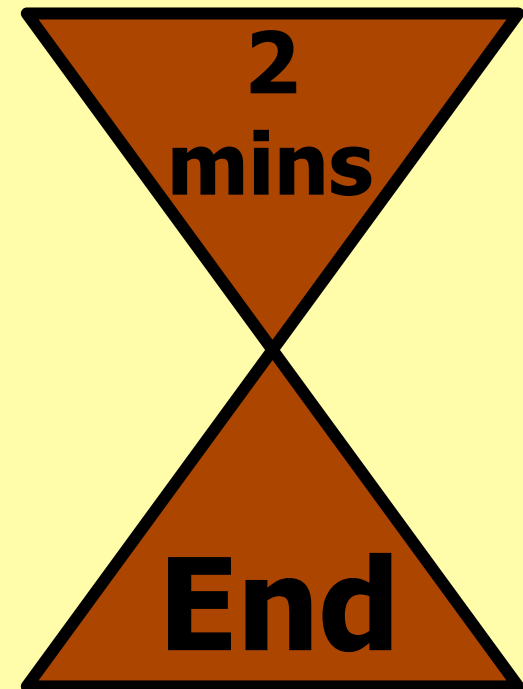
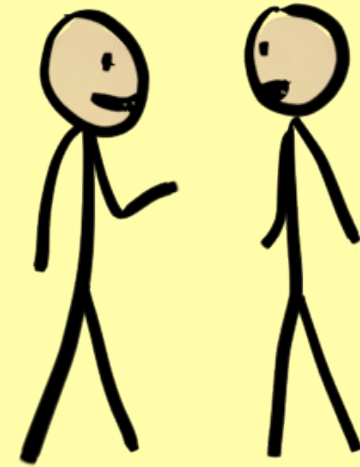
	From	Subject
★	w@...	...
★	w@...	...
★	w@...	...
★	w@...	...
★	w@...	...
★	w@...	...

60% stress

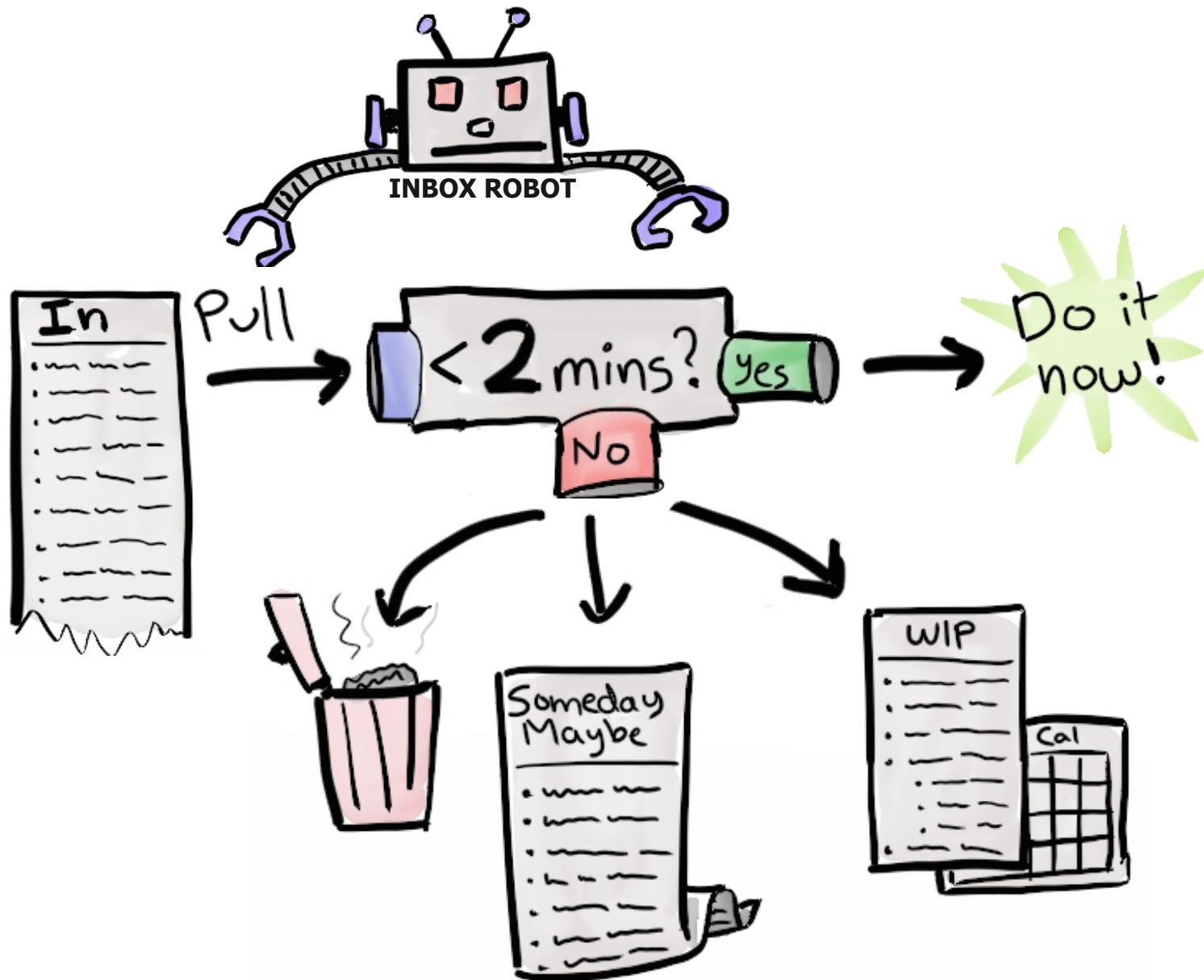


2 minute standup discussion

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



Learn how to get inbox to zero

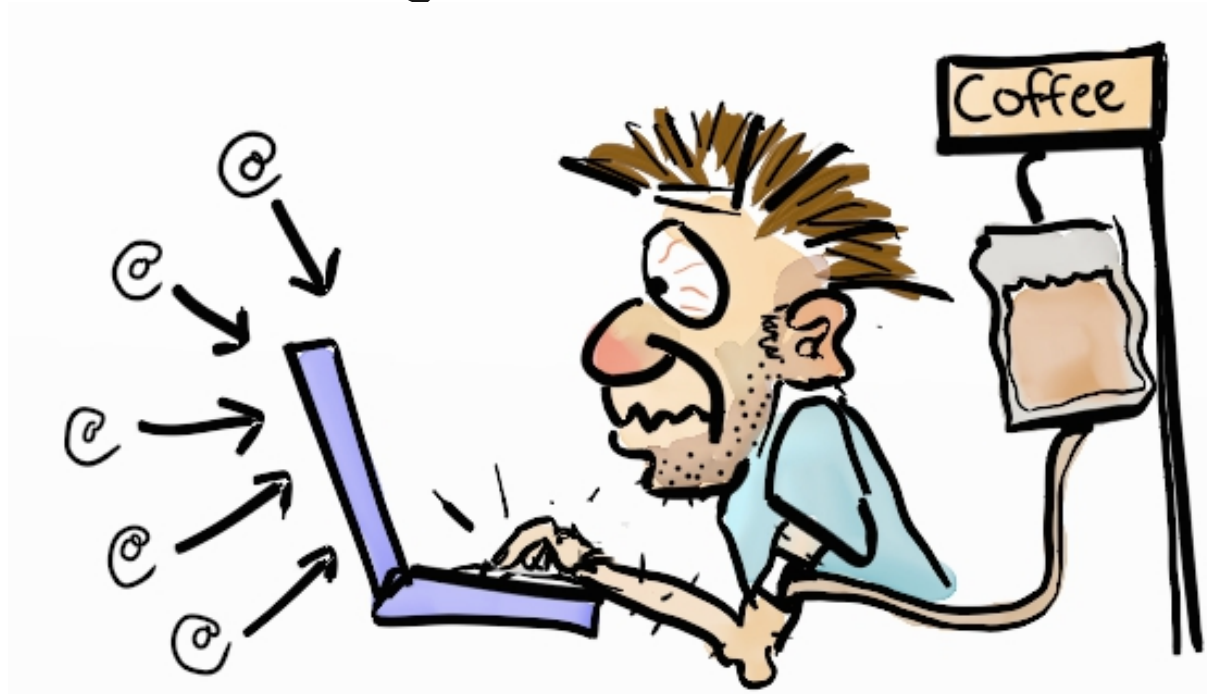


2 minute rule



A screenshot of the ActiveInbox web interface. At the top, a dark blue header contains the "ActiveInbox" logo. Below it is a toolbar with various icons: a back arrow, a left arrow, a right arrow, a trash can, a warning sign, a minus sign, a plus sign, and a grid icon. The "Action", "WaitingOn", and "SomedayMaybe" buttons are highlighted with a red oval. To the right of the grid icon is a "Project" dropdown menu. The main content area shows a task titled "intro" with a checklist item "Check if I can go to London Nov 6-7" and an "Add a Note" button. Below the task is a light blue bar indicating "Last edited 1 second ago". Underneath is a tab labeled "Inbox x". The email list shows three messages: one from Gojko Adzic, one from Henrik Kniberg, and one from Austin via kniberg.com. The email from Austin is partially visible, showing the start of the message body: "Hello Henrik, As Gojko, kindly mentioned Skills Matter are expanding our Agile Testing and BDD eXchange to encompass the dev the field in general. The eXchange, which is to take place on the 6th and 7th of November, is as much about delegat".

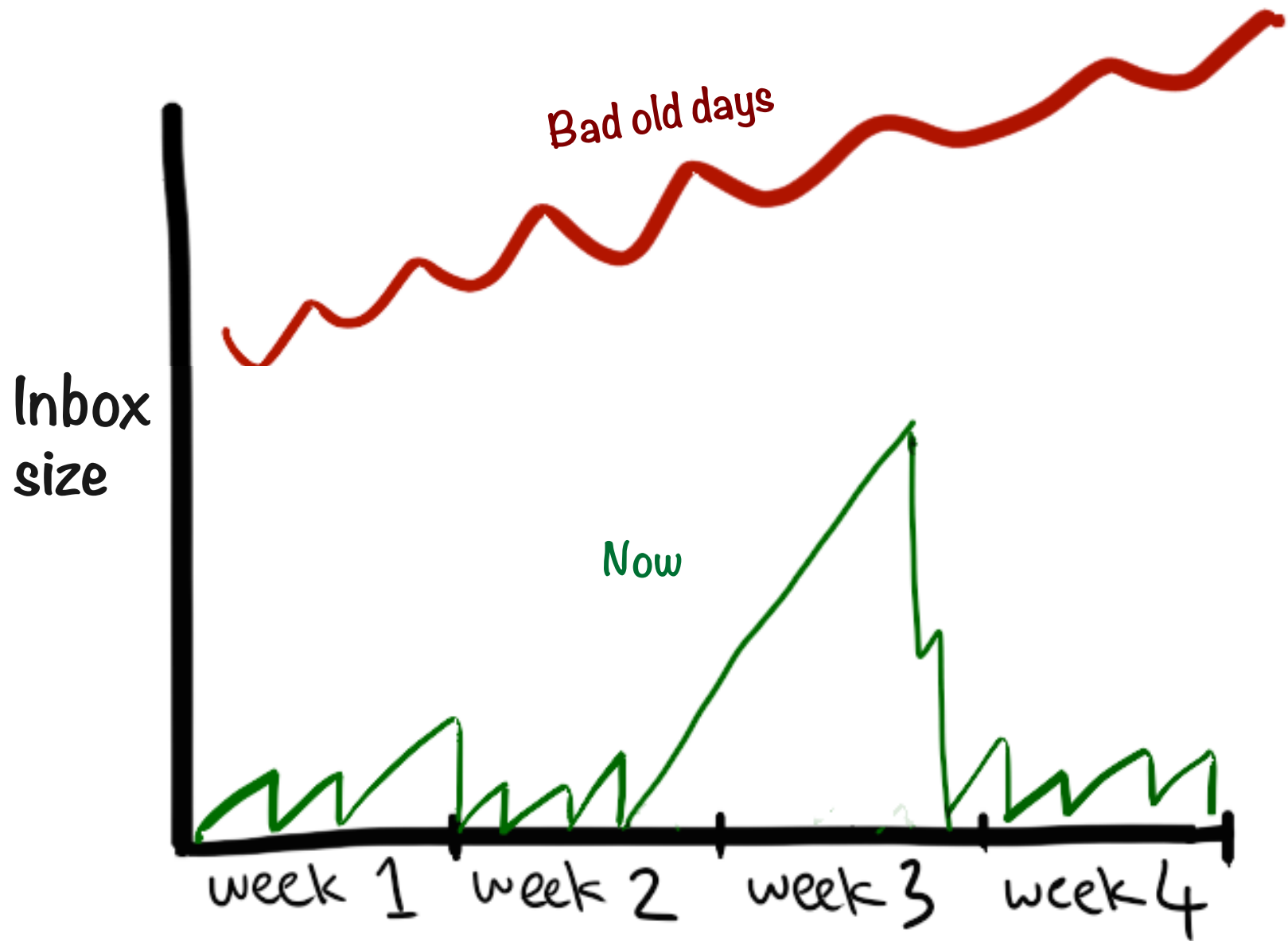
STOP when inbox is clear!
Don't be an inbox junky!

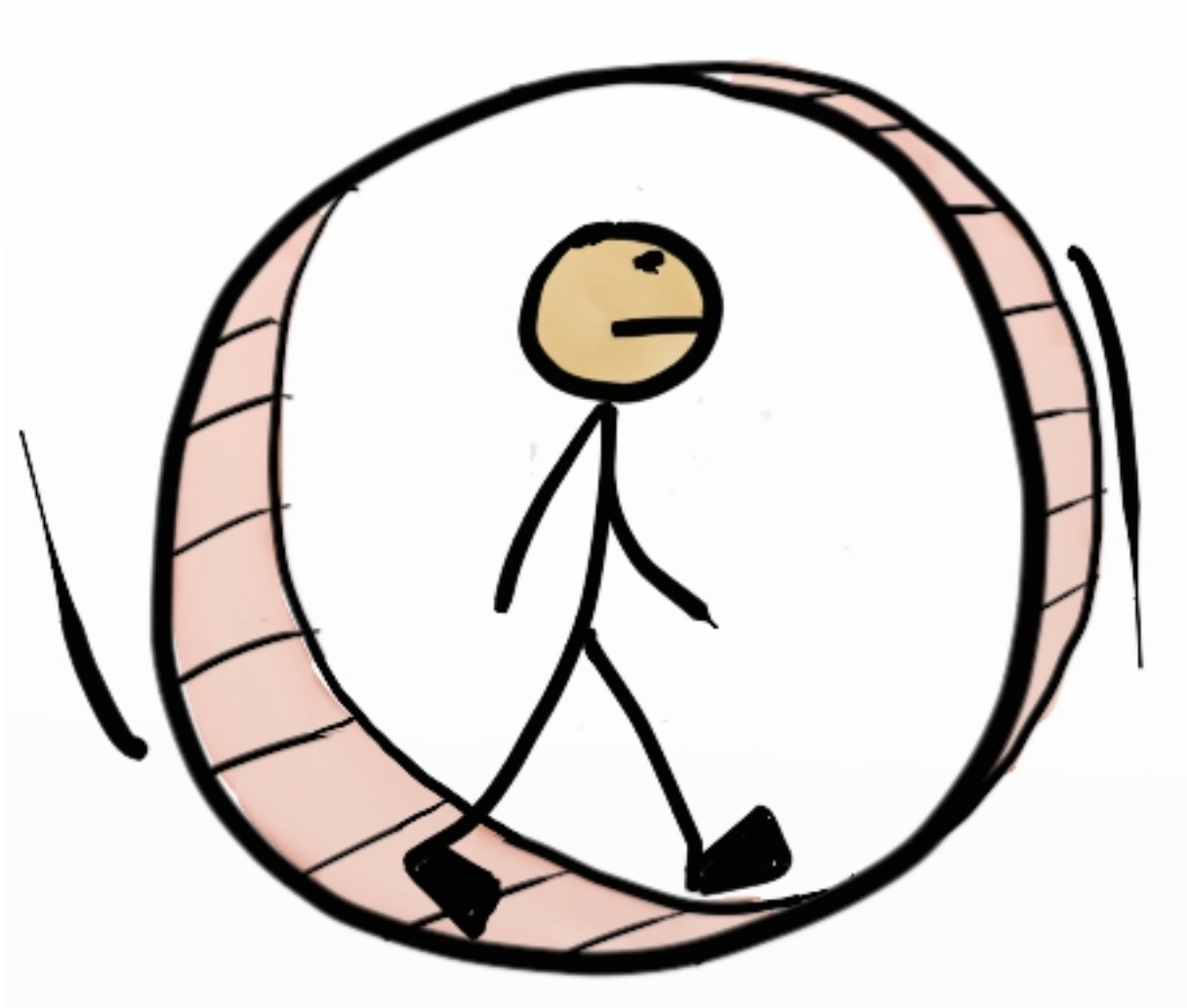


Action mode: One action at a time. Ignore inbox.

The screenshot shows the Gmail Action mode interface. On the left is a navigation sidebar with categories like Inbox (1), Sent Mail, All Mail, Drafts, Action (10), WaitingOn (2), Upcoming (0), TASKS, PROJECTS, CONTEXTS, MAIL, Preferences, and Plus. The main area is titled 'Action' and shows a list of emails under the heading 'Not In Any Group'. Each email entry includes a checkbox, a list of names, an 'Action' button, and a list of tasks. The tasks are indicated by a list icon and a count in brackets. At the bottom, there is a 'Switch to Gmail Results' link, storage usage information (8.51 GB of 15 GB used), a copyright notice (©2014 Google - Terms & Privacy), and a link for 'Last account activity'.

Checkbox	Names	Action	Tasks
<input type="checkbox"/>	Gojko, Henrik, Austin (3)	!Action	intro- Hello Henrik, As Gojko, kindly mentioned Skills Matter are expanding our Agile Testing and BDD eXcha Check if I can go to London Nov 6-7 [0/1]
<input type="checkbox"/>	Martin .. Elisabeth (13)	!Action	Eftertack- Tack för alla skratt man fått bara av den här tråden! :-):Ni är helt underbara hela högen!!!Flera per Spara Ohsbilder [0/1]
<input type="checkbox"/>	Henrik Kniberg (1)	!Action	CSM Apr 1: Maila foton!- -- Henrik Kniberghttp://www.crisp.se/henrik.kniberg+46 (0)70 492 5284 https://plus.google.com/photos/118098662269074230134/albums/6008060733243933089?authkey=CICdr6eu8qySw
<input type="checkbox"/>	Magnus, Henrik (2)	!Action	privata deklARATIONEN- Tack för infon! Och ja, jag vill gärna ha hjälp med privata deklARATIONEN :o)/Henrik2014- Skicka in deklARATIONENSUNDERLAG till Magnus [0/1]
<input type="checkbox"/>	Henrik, Lisa (2)	!Action	Here's how much the kids liked the apartment- Hi Henrik!Oh dam! Facebook won't let me view the photo ! I'd Put the video on youtube [0/1]
<input type="checkbox"/>	Magnus, me (2)	!Action	saknade kvitton företagskort- Hej! Bifogat är specar för jan och feb för ditt företagskort. Kvitton jag saknar är
<input type="checkbox"/>	Reza Farhang (1)	!Action	Bild-
<input type="checkbox"/>	Gustav, Henrik (2)	!Action	CrispCRM- Great! Jag fixar det./Henrik2014-02-07 11:48 GMT+01:00 Gustav Boström Ta ner CrispCRM och sluta betala Heroku [0/1]
<input type="checkbox"/>	Magnus Frick (1)	!Action	lön 2014- Tjena Henrik, Som i tidigare email så vill jag bara kolla hur du vill göra med lönen för 2014.Brytpu Rese-traktamenten [0/1]
<input type="checkbox"/>	Sophia Kniberg (1)	!Action	Reminder 2: DKV hälsa - birth marks- Boka tid hos hudläkare (Jan Eklind till exempel) via DKV hälsa för

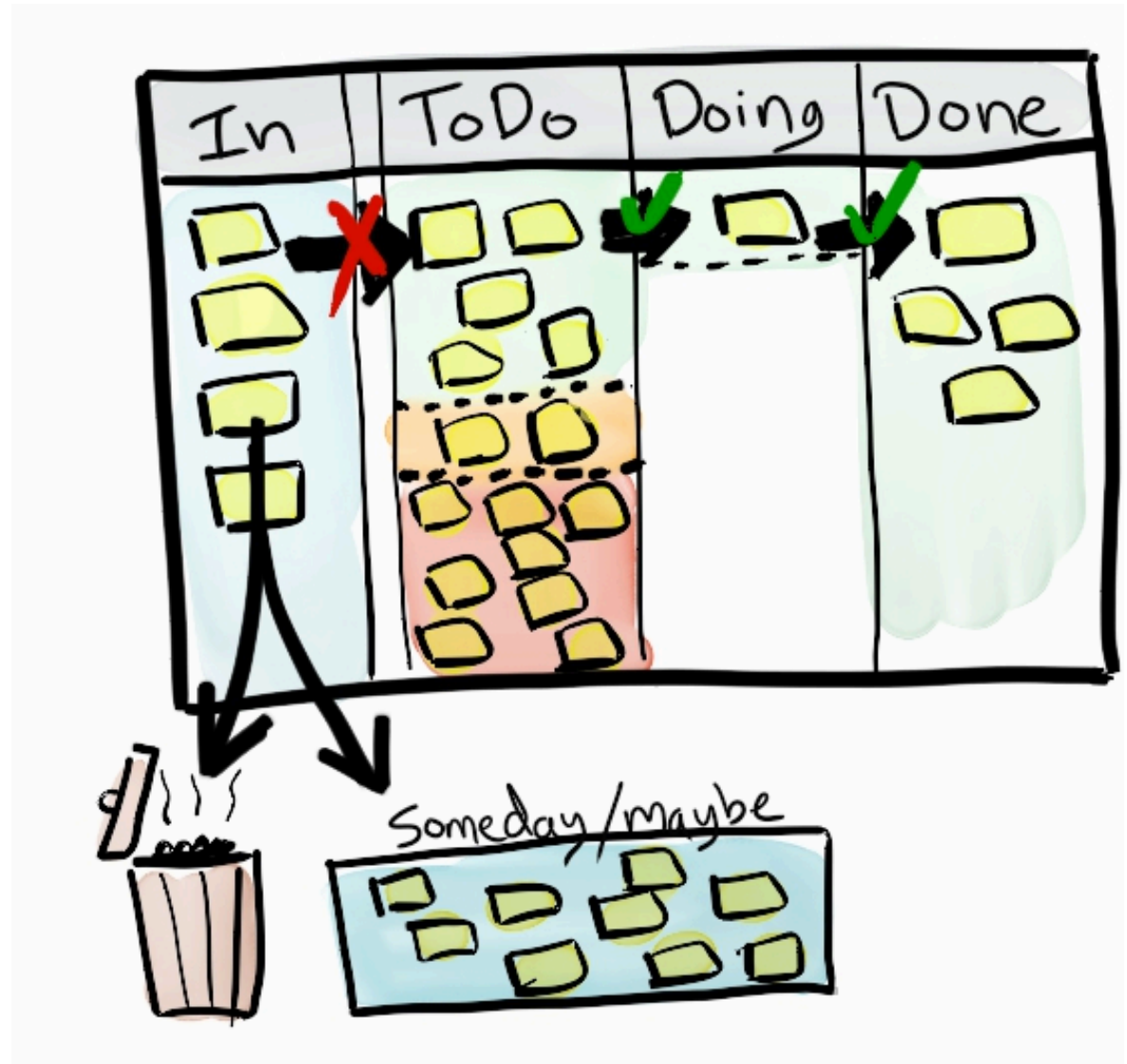




Henrik Kniberg

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"~~

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,

2 minute standup & practice!

- Ask each other for favors.

Examples:

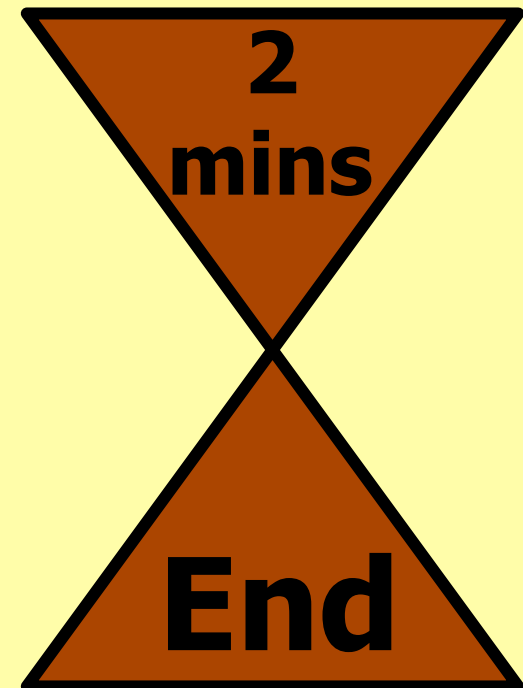
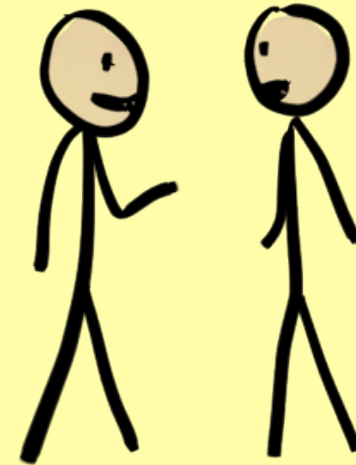
- Proof-read my presentation
- Help fix my slow computer
- Teach me to play guitar/golf/whatever
- Lead this new project

- Practice the fast & respectful No.

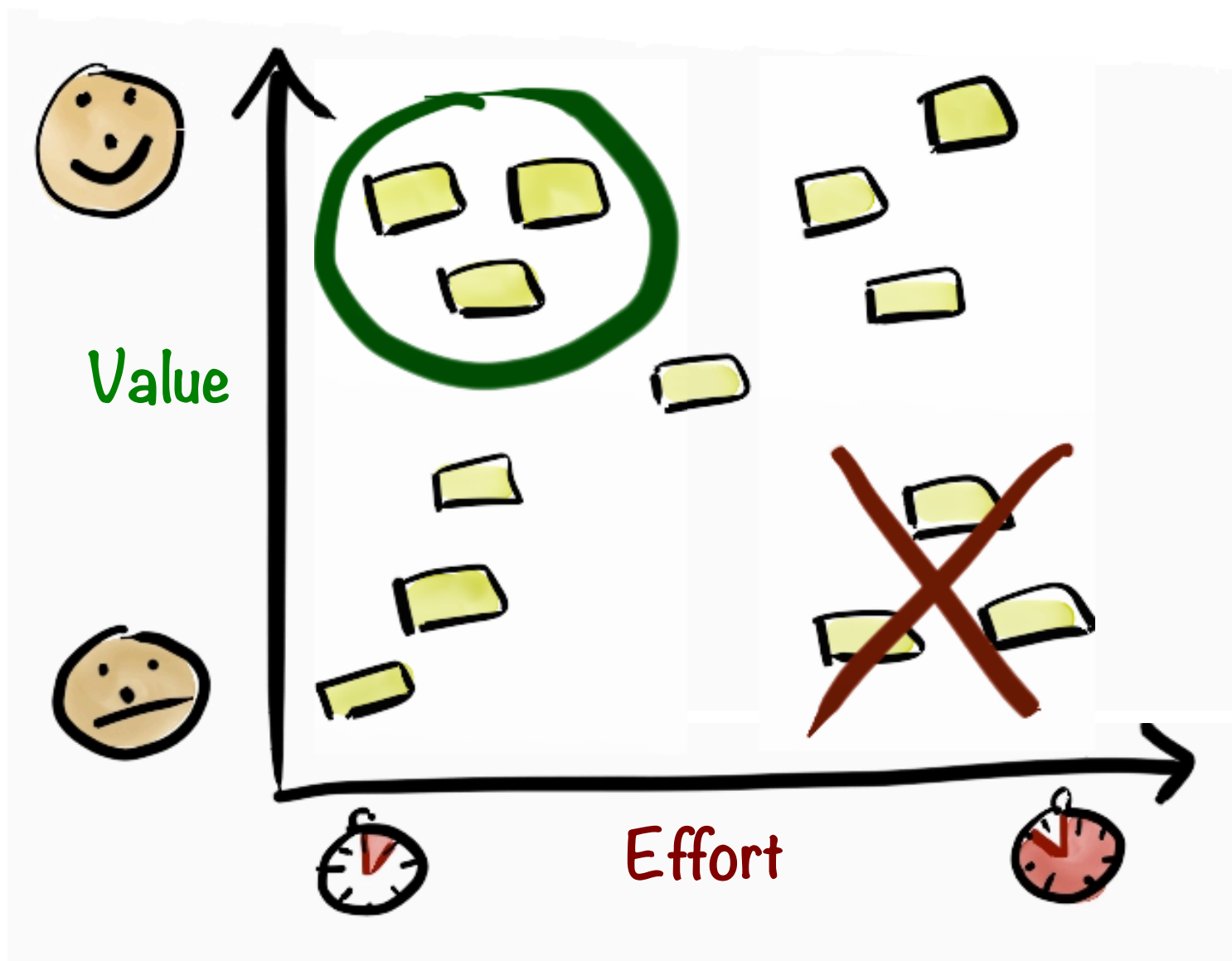
<Thank You>

<Clear No> <Honest Reason>

<Suggestion (optional)>



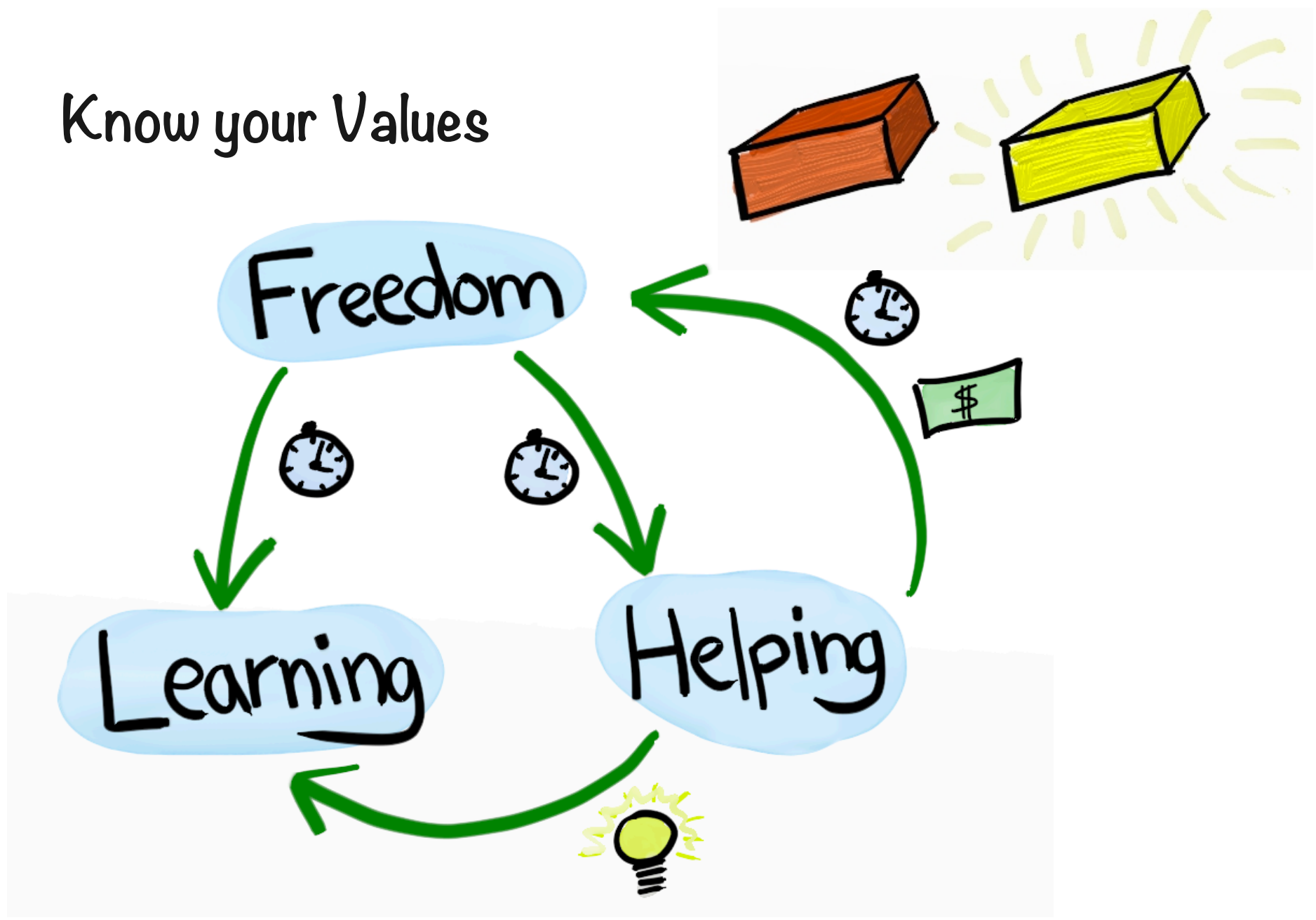
80/20 rule



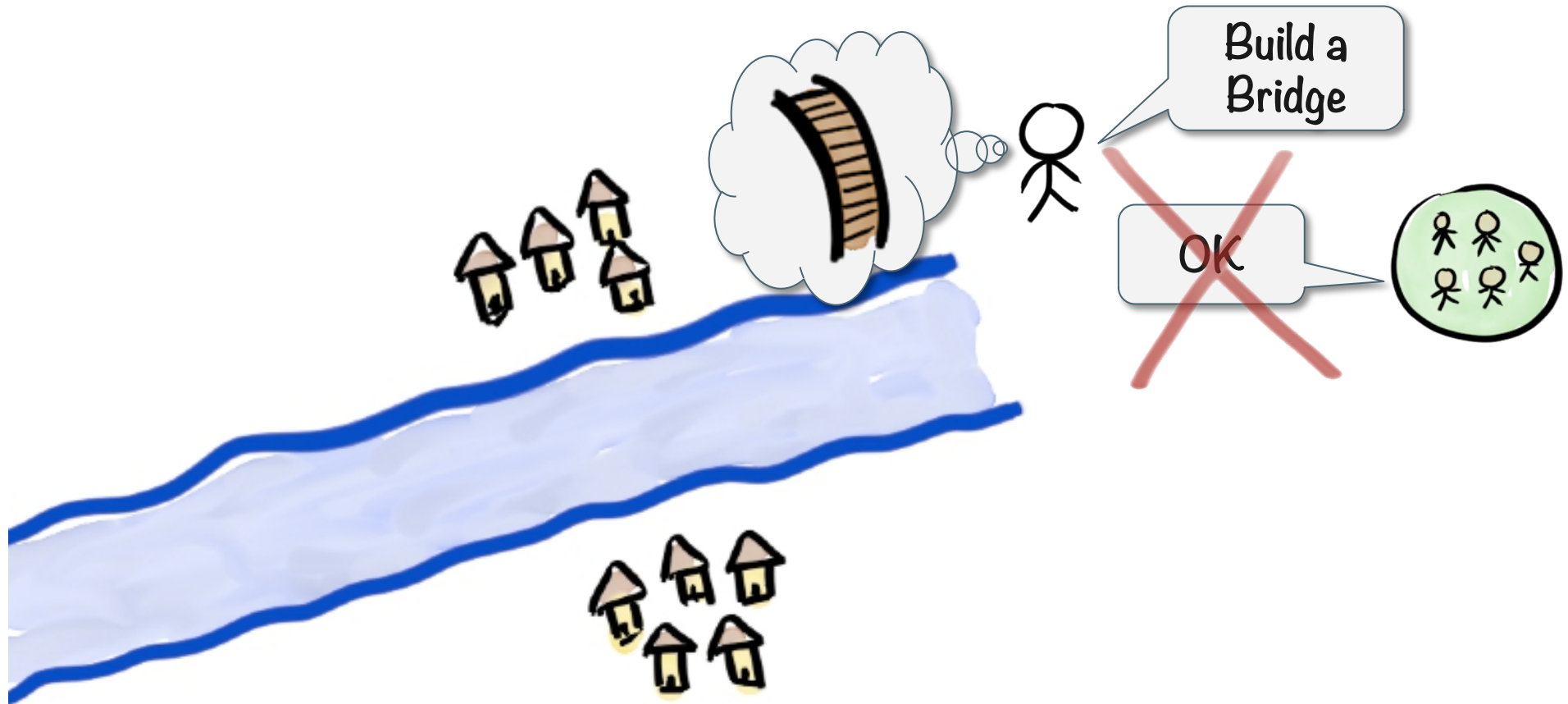
Maximize Value, not Output



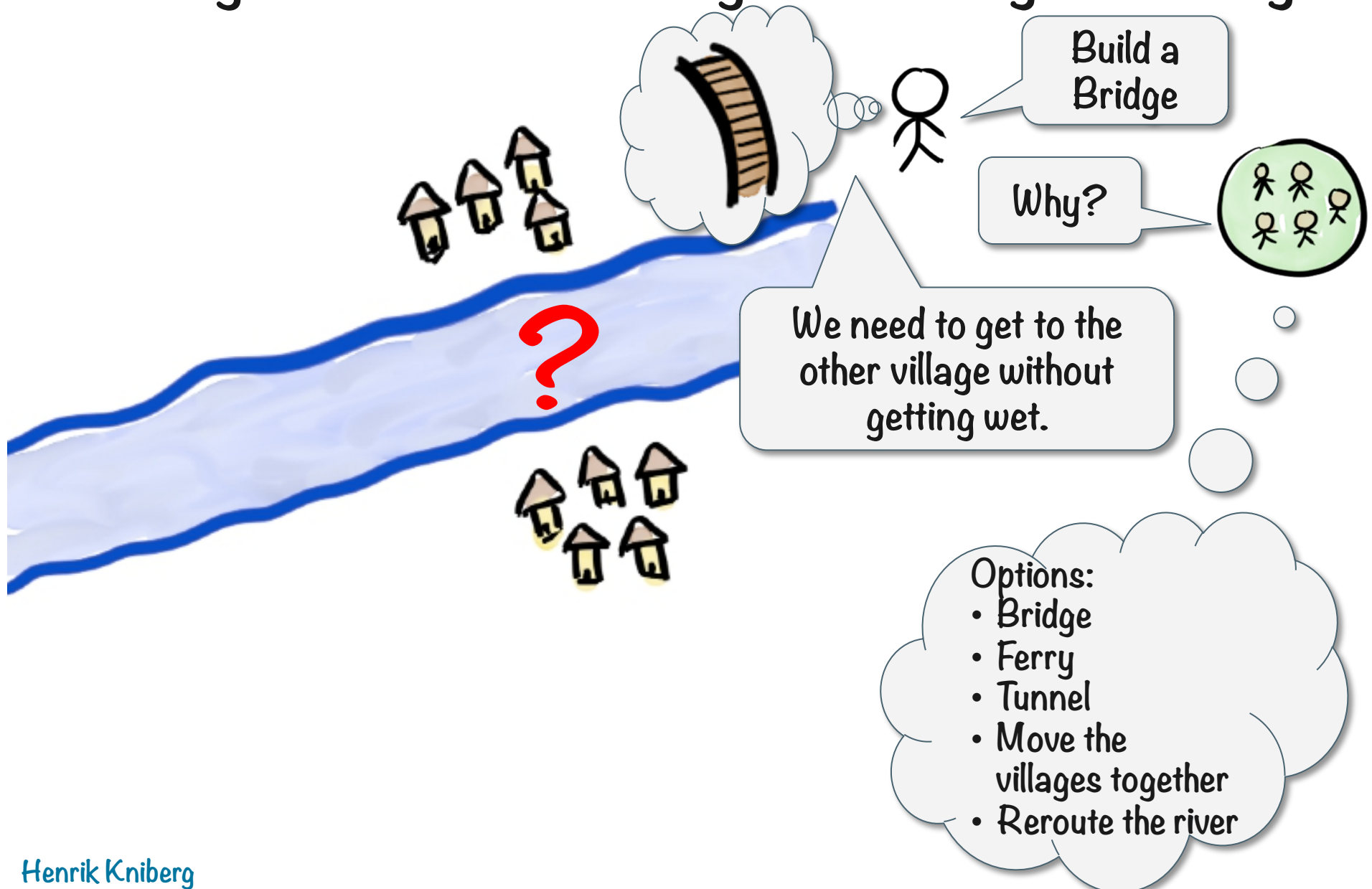
Know your Values



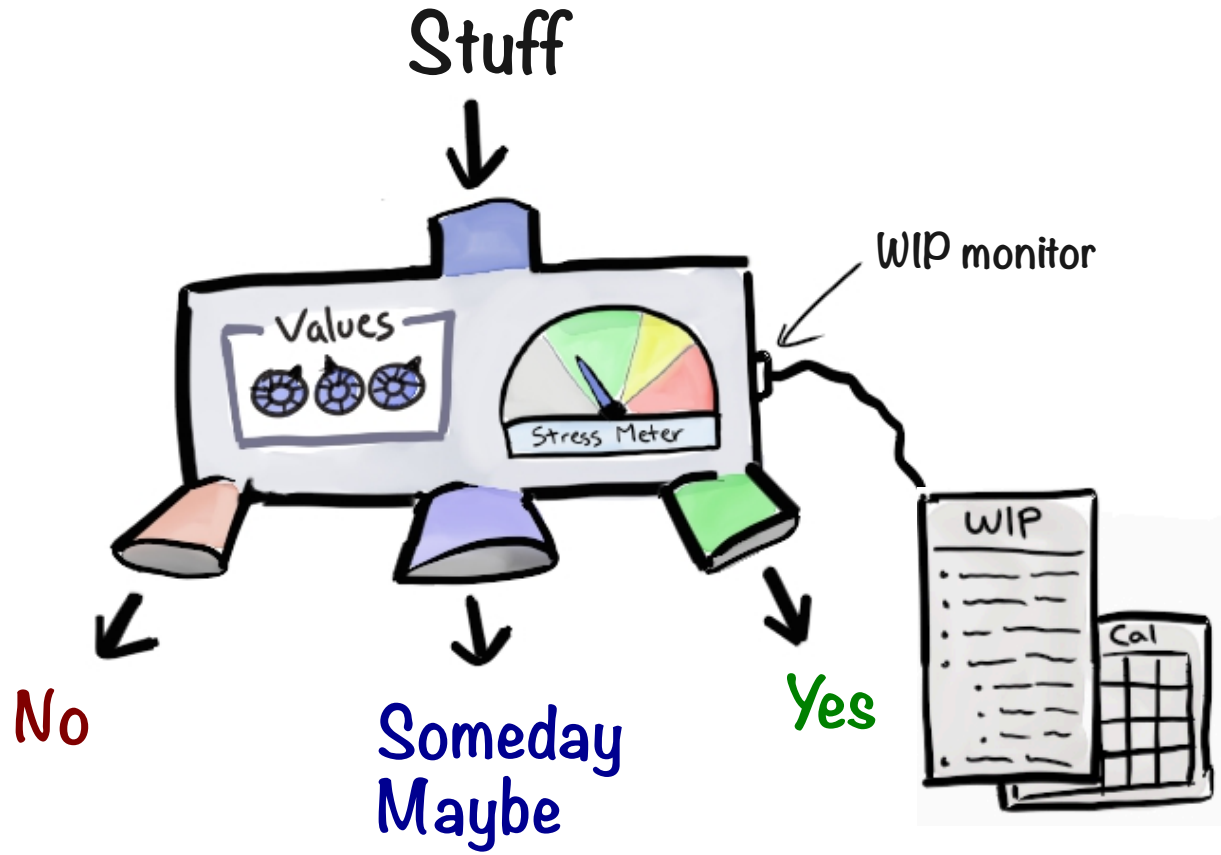
Always understand WHY you are doing something



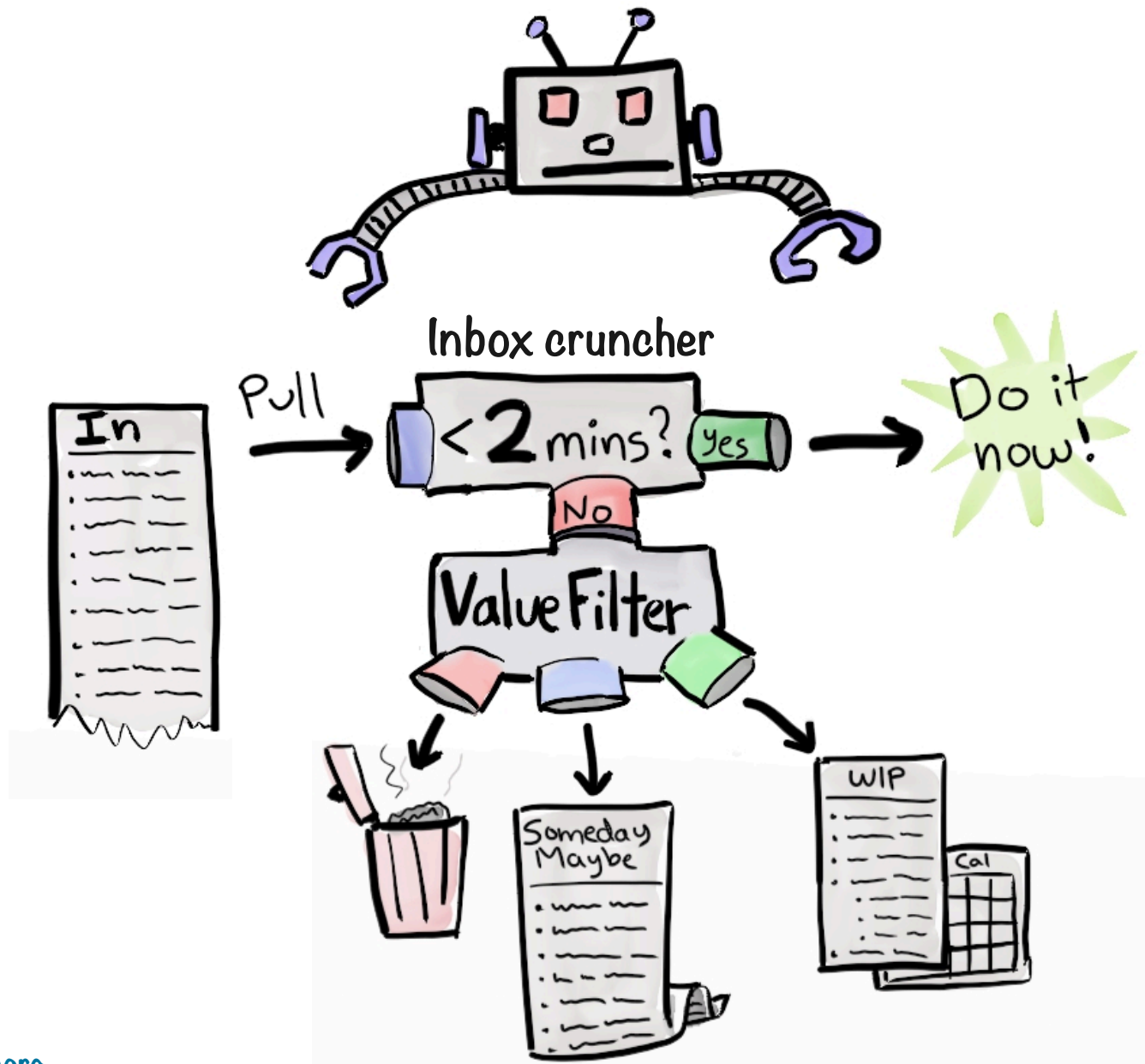
Always understand WHY you are doing something



Create a value filter

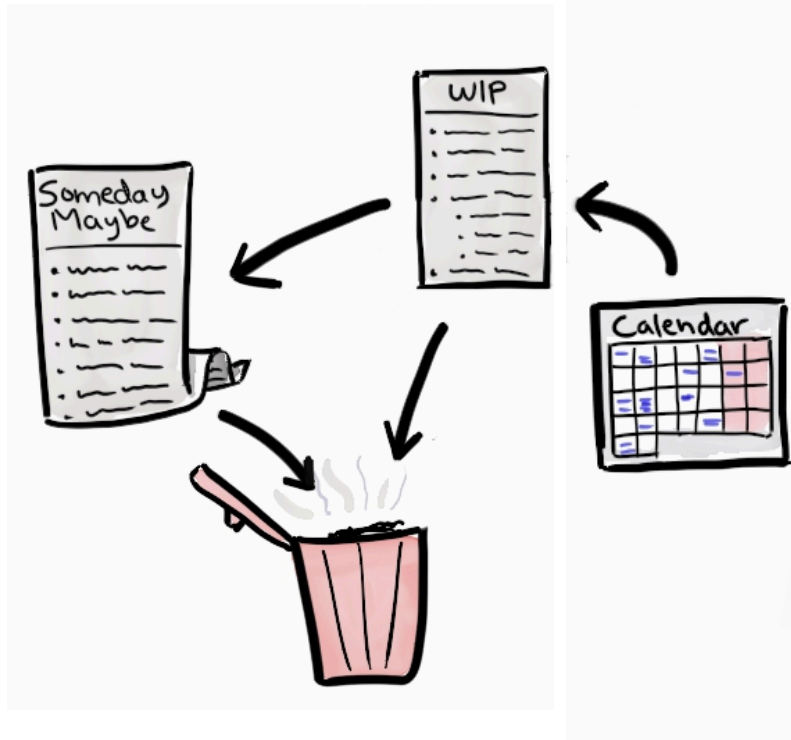


Install the value filter

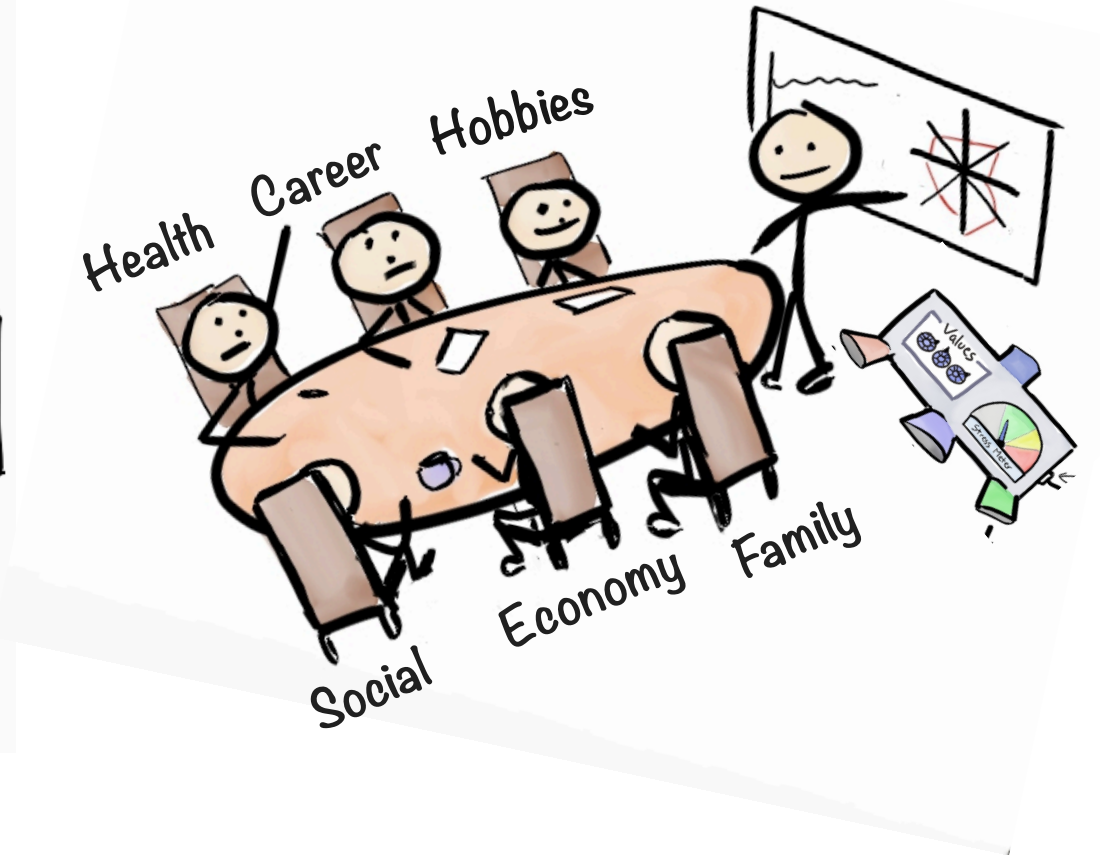


Schedule time for focused personal reflection

WIP review



Personal board meeting

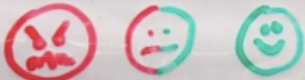


Team reflection



Visualizing Awesomeness

Branch & Build



Different core versions for iOS & Android

We fix on core release branch, not master (iOS)

Confusion regarding content and versions in builds/releases

Hard to bump core when we want to

TC is a slow-ass beeyatch

Test envs. hard to use

Distance to Core and Client Platform

ACTIONS !

- Aligned core
Fixes aligned with core release
- Changes on core master branch
- Clear Release Notes
- We can bump whenever
- Fast builds
TA in builds
Never Timeouts
- Test envs. easy to use.
we own test envs.
Shared cloud is fast
- No distance.
Alignment.
collaboration.

Fergal

TODO

- Define a Release Note template
- Scale Up Team City (speed & capacity)
- Make User Policy debuggable
- Gaia Tees
- Faster test environment
- Have Daily Builds
- Continuously Running TA-suite with ALARM
- Syntax rules for Android commit messages to make it more clear what's in a build.
- Policy: Avoid making custom builds

Lean/A3-based approach to improving stuff



Definition of Awesome!

IMPROVEMENT THEME: BUILD QUALITY INTO THE SDK

<p><u>NOW/PROBLEM</u></p> <ul style="list-style-type: none"> TeamCity always green, results not visible Quality of SW and/or tests not good enough for us to use test results Manual certification process 	<p><u>NEXT TARGET CONDITION</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> There is an example program that matches the Quick Start Guide <input type="checkbox"/> Top 3 certification tests automated
<p><u>DEFINITION OF AWESOME</u></p> <ul style="list-style-type: none"> * IF TeamCity is green, we are 99% sure that what we ship works. * Have process and tools to assess partner implementation quality. * Un-fuckup-able sdk documentation 	 <p>Targets ☺: 1</p>



- 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?

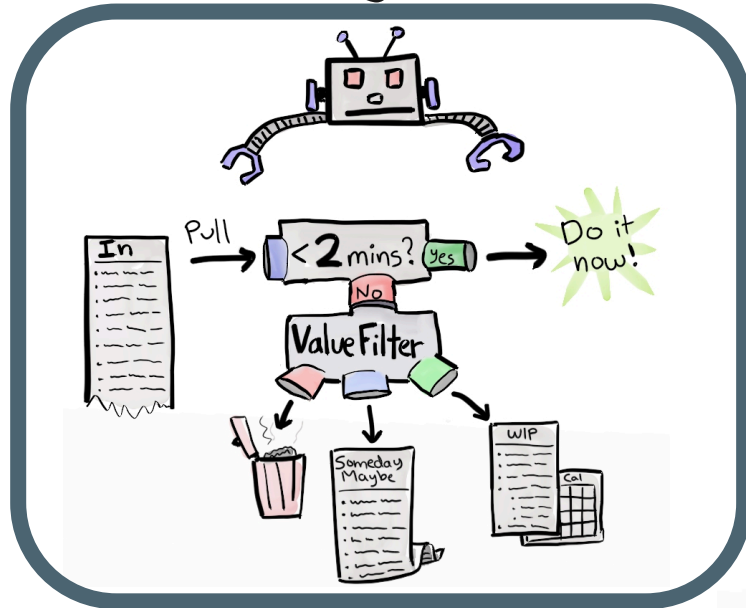


- Then do it. Now.

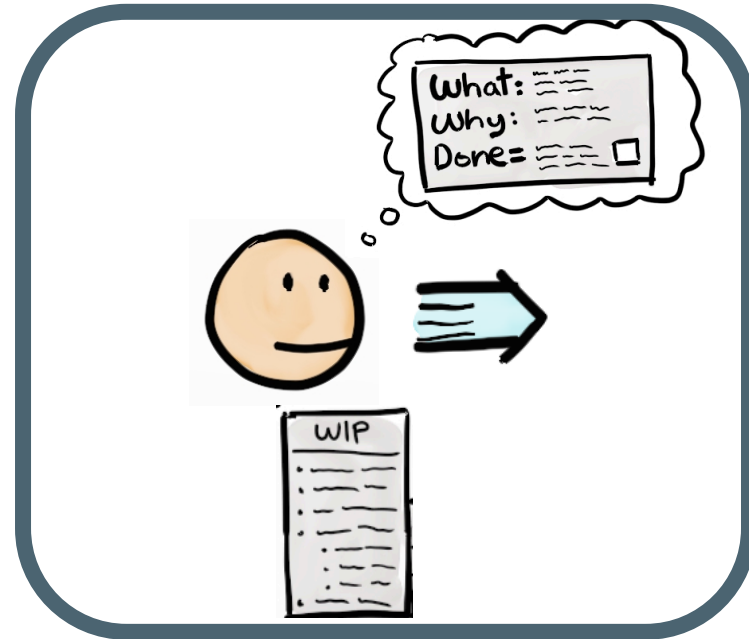


4 types of activities

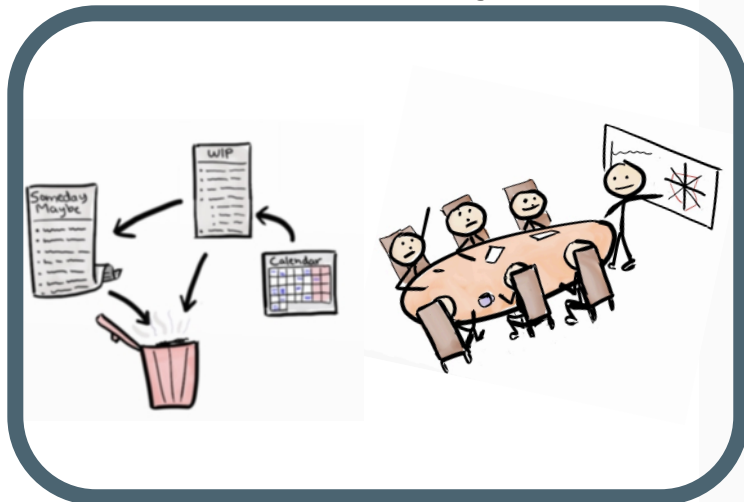
Clearing inbox



Getting Stuff Done



Reflecting



Whatever

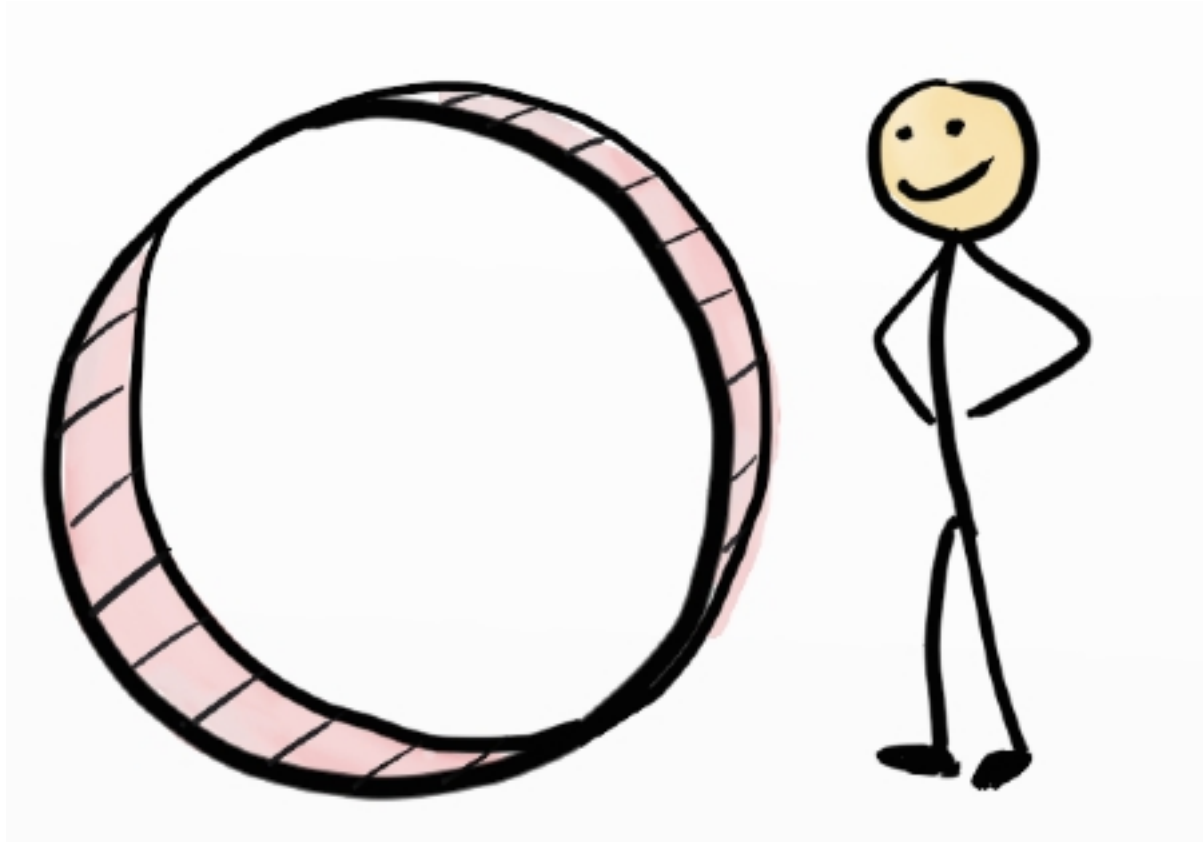




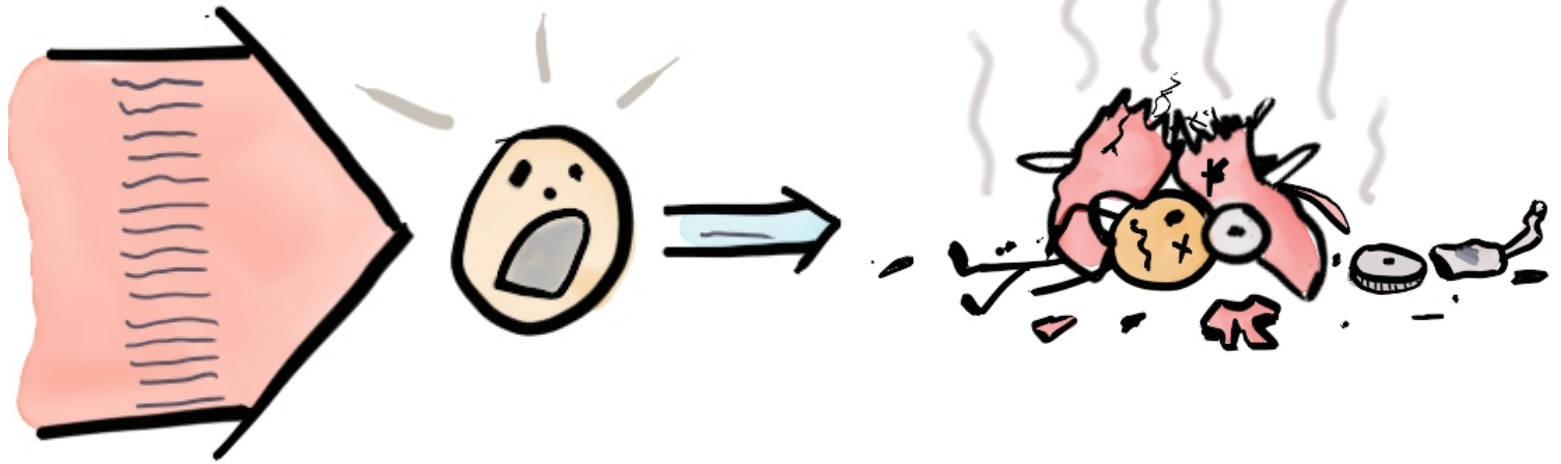
Henrik Kniberg

Chapter 5

Getting OFF the hamster wheel



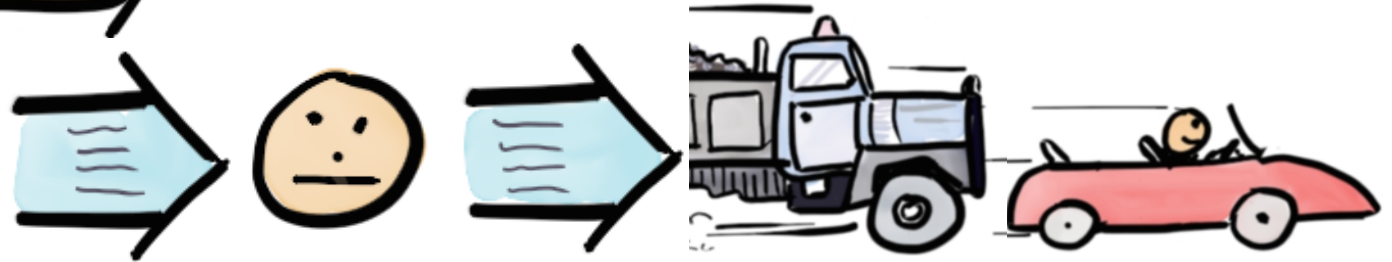
Thrashing



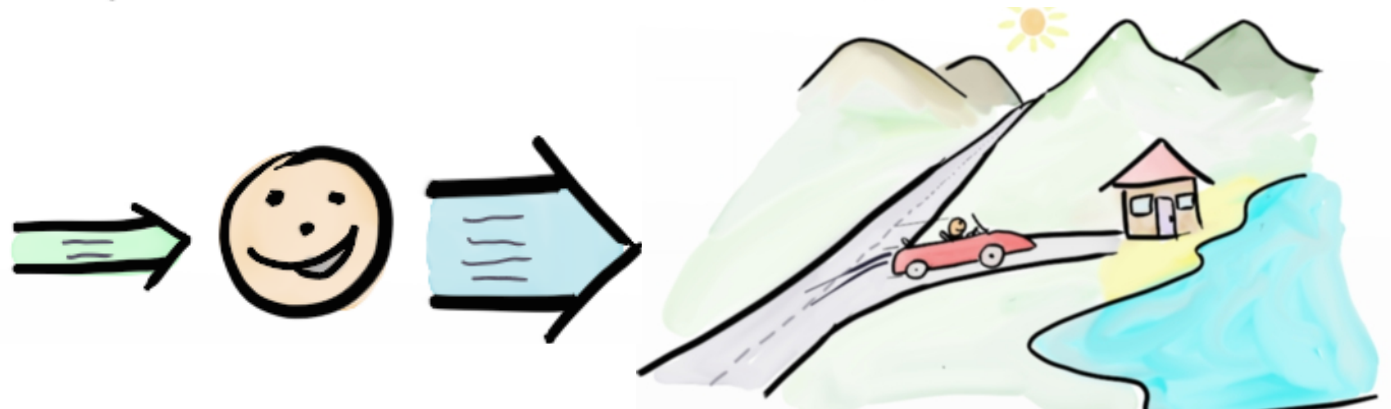
Overflow



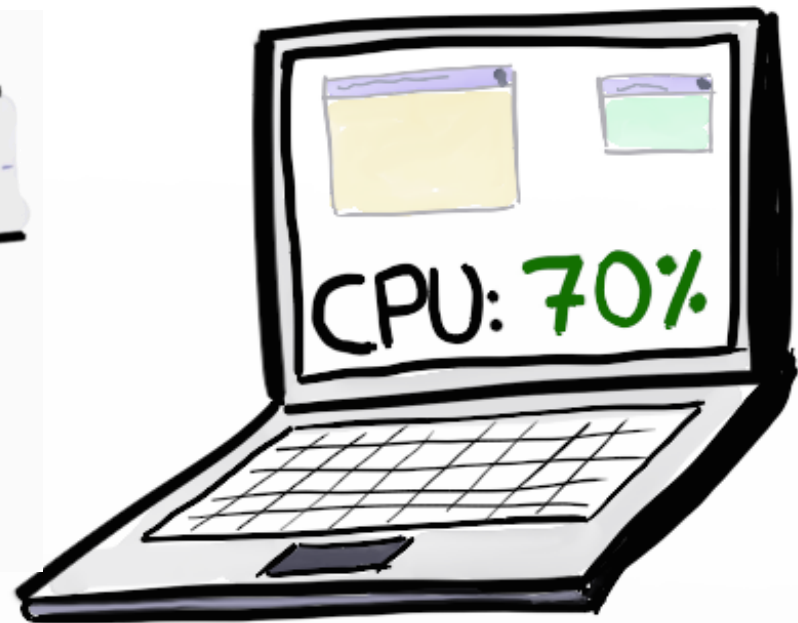
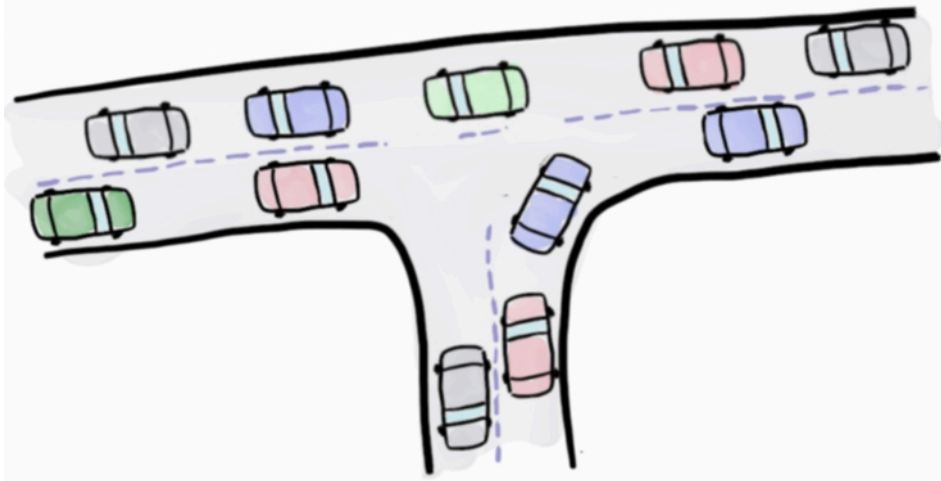
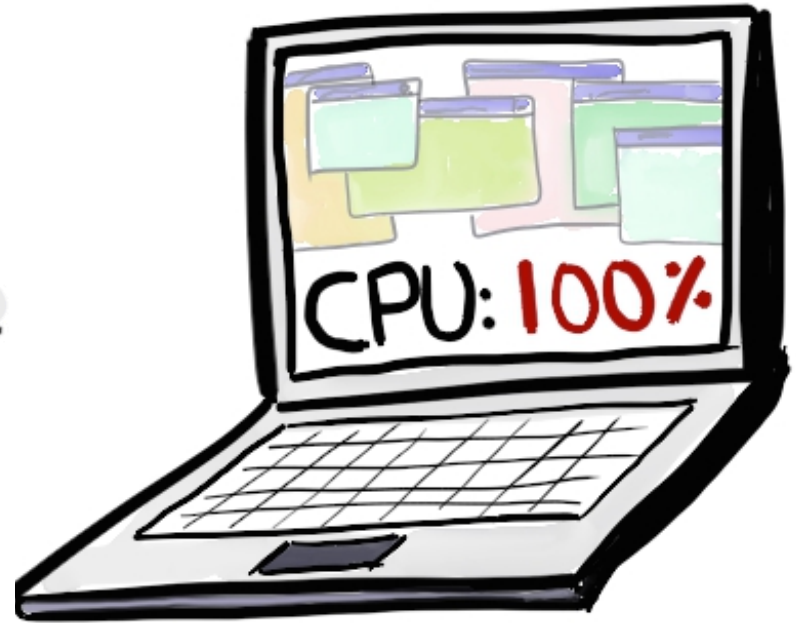
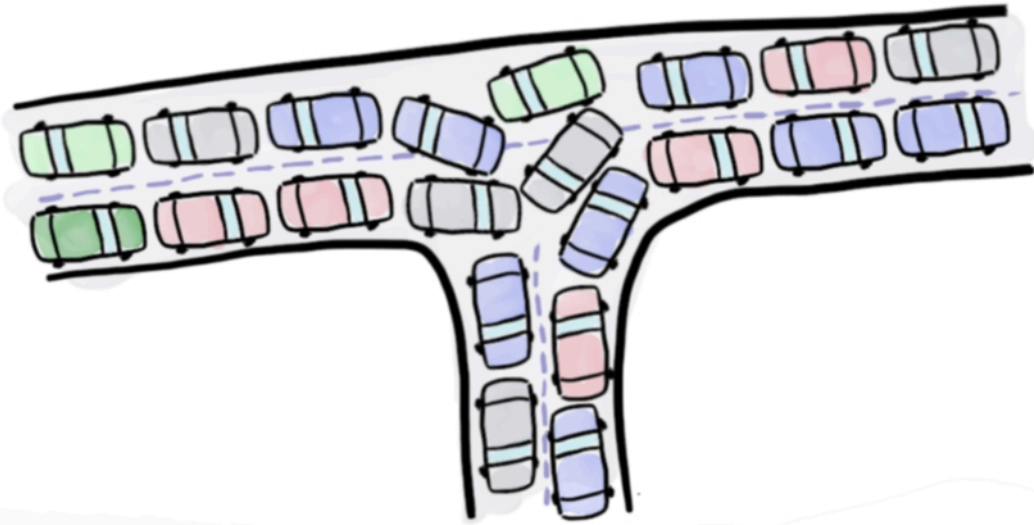
Balance



Slack



Slack

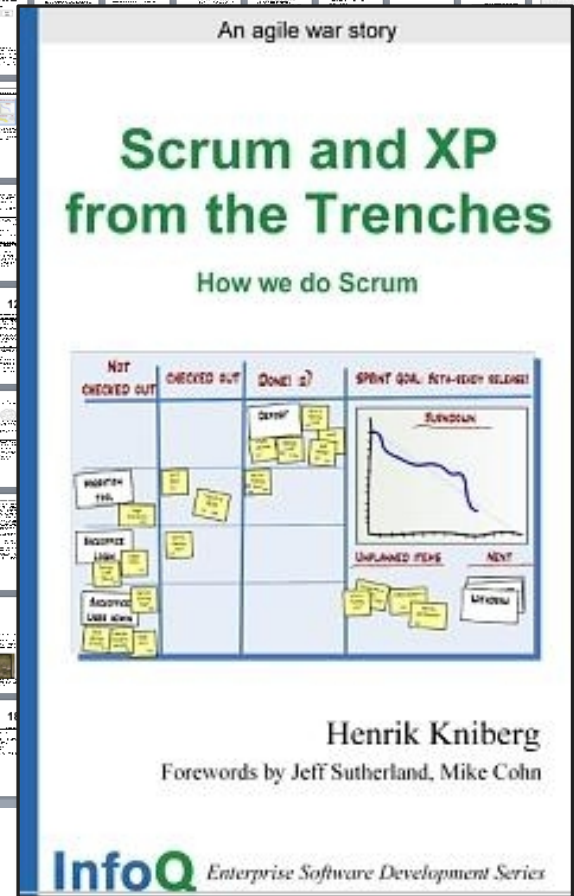


Once upon a weekend

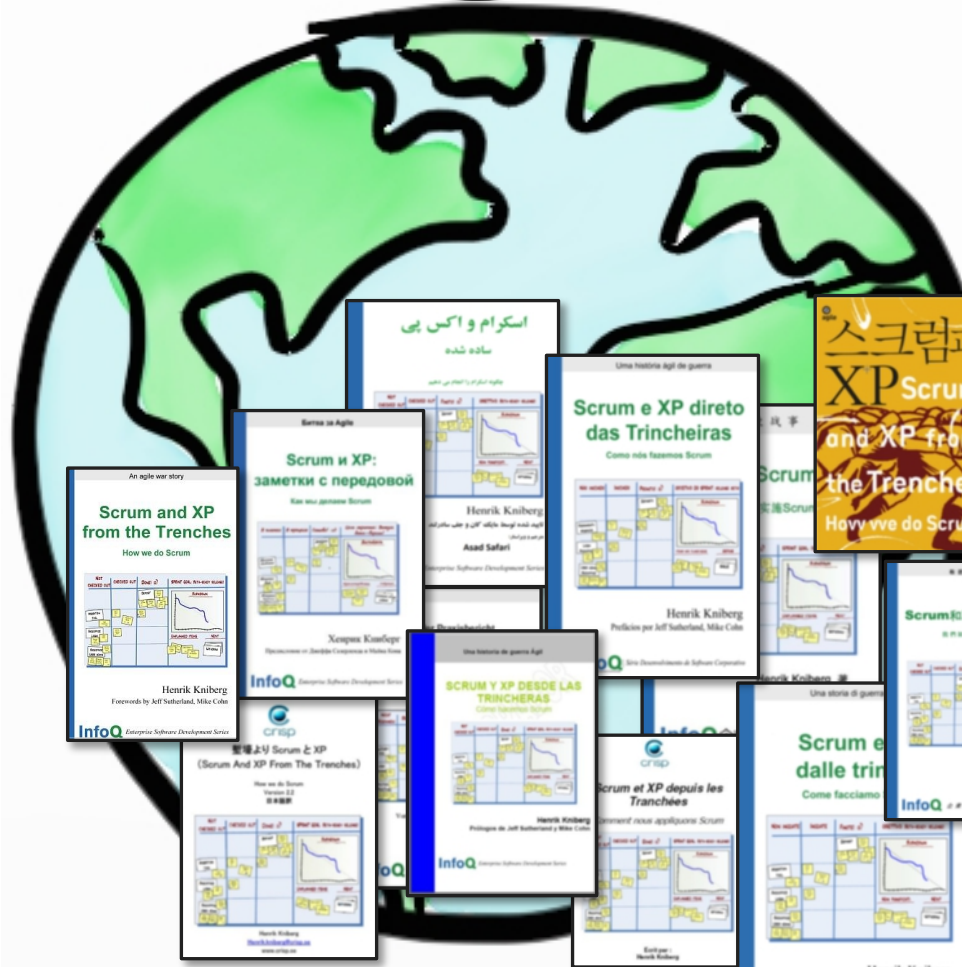
Nov 10-12, 2006



A grid of 18 small images, likely slides or documents, arranged in a 6x3 grid. The images contain various text, diagrams, and charts, including a Kanban board and a Burndown chart.



Henrik Kniberg



Mon	Tue	Wed	Thu	Fri	Sat	Sun



Henrik Kniberg

Slack rule

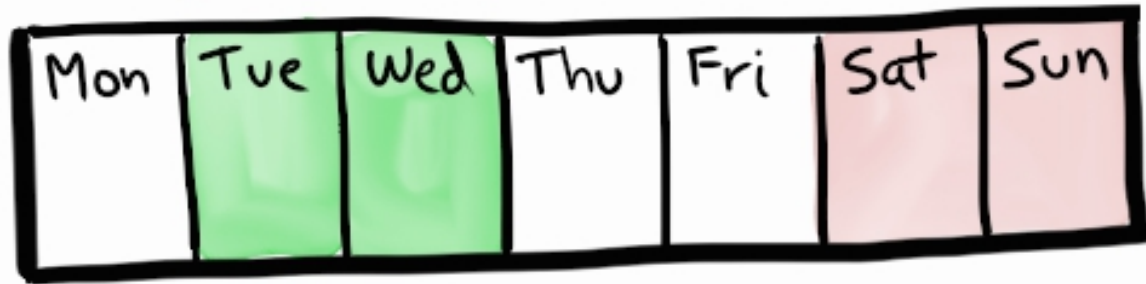


Slack rule

1 day per week



2 days per week



Next 2	Analysis 3	Development 5	Acceptance 2	Prod
Ongoing	Done	Ongoing	Done	Ongoing
Done	Done	Done	Done	Done

Kanban and Scrum making the most of both
Henrik Kniberg & Mattias Skarin

Forewords by Mary Poppendieck and David Anderson

ENTERPRISE SOFTWARE DEVELOPMENT SERIES **InfoQ**



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Lean from the Trenches

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Henrik Kniberg
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How we got rid of time reports

A story about Waste Elimination
Version 1.0, 2010-09-29

Henrik Kniberg

Agile Product Ownership

In a nutshell

Henrik Kniberg
Oct 2012

Article My Bookmarks

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

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If we have several agile development teams working on the same codebase, how do we minimize the risk of stumbling over each other? How do we ensure that there always clean, releasable version at the end of each iteration? This paper describes an example to handle version control in an agile environment with multiple teams – it is the solution 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 that to learn simple and useful ways to collaborate. It may be of interest to anyone directly 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.

Related Vendor Content

- Agile workshops and training
- Infographic: Just How Big is the Nerd Ecosystem
- Five Key Practices to Agile ALM

Spotify Engineering Culture - part 1

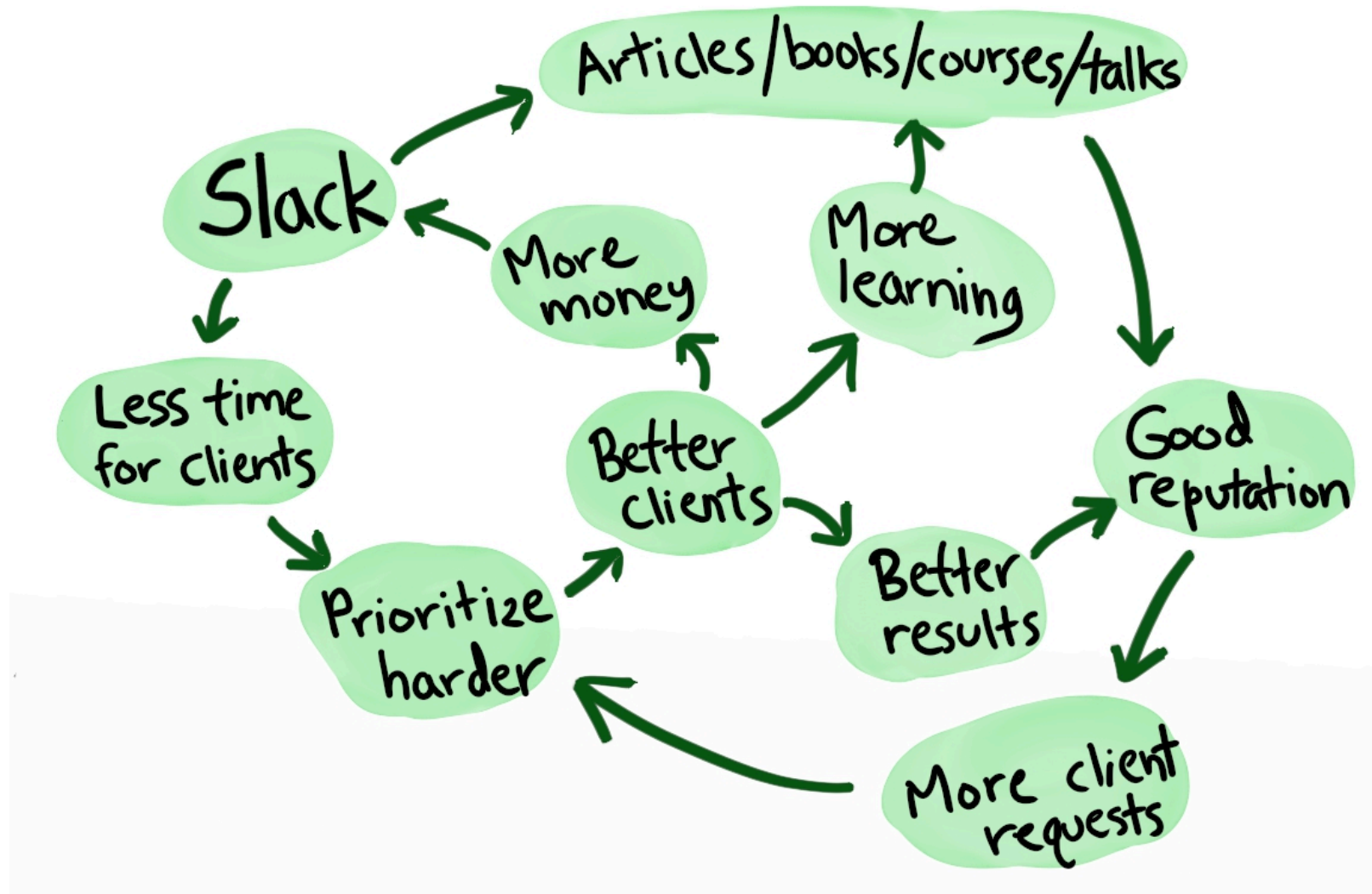
13:12

Scaling Agile @ Spotify

with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012

Slack fueled a positive feedback loop!

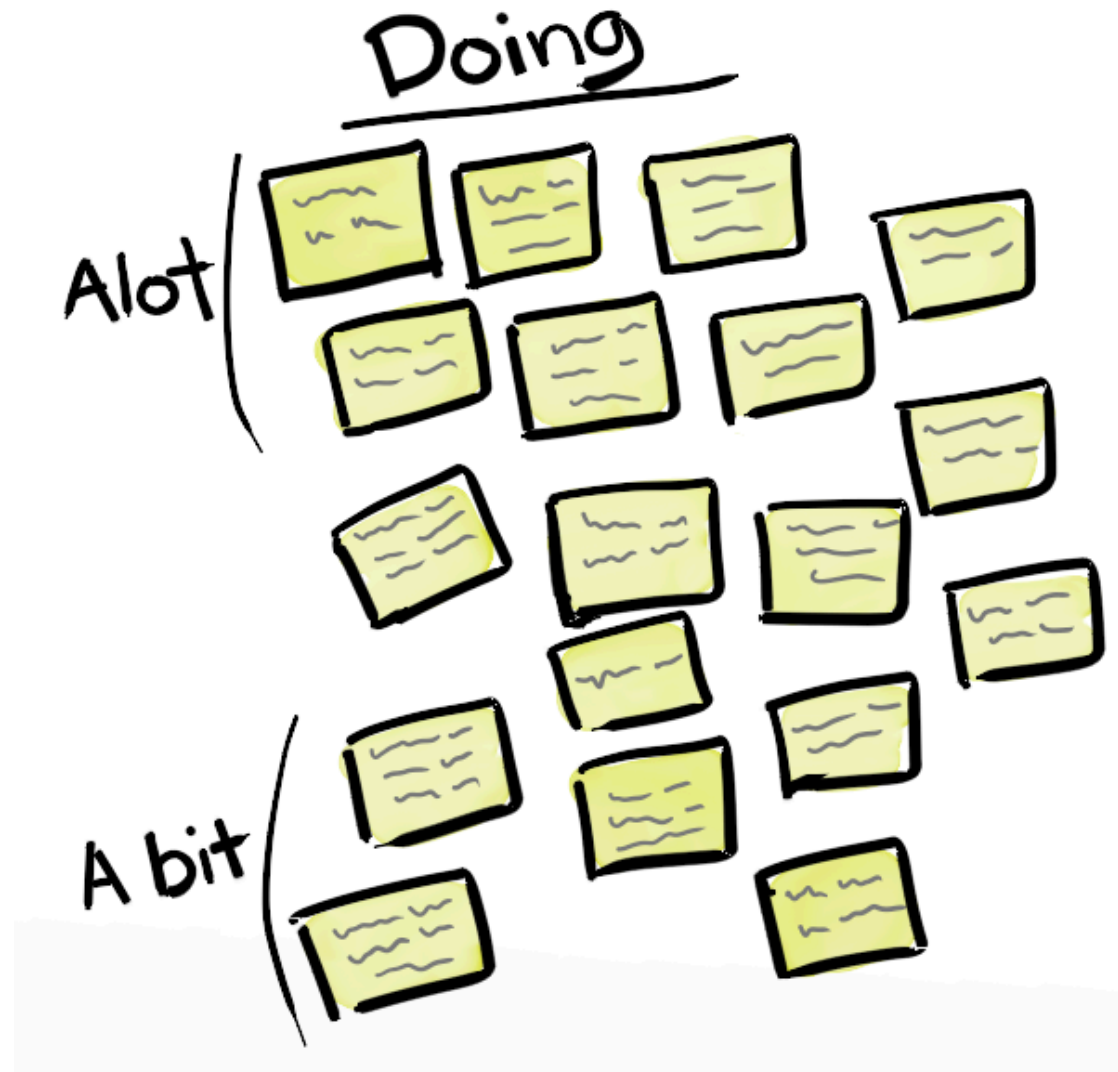


Chapter 6

Where do you want to be?



You ARE what you DO!
How do you spend your time?



How do you WANT spend your time? What is your Definition of Awesome?

do more



start doing



keep doing



do less



stop doing



outsource

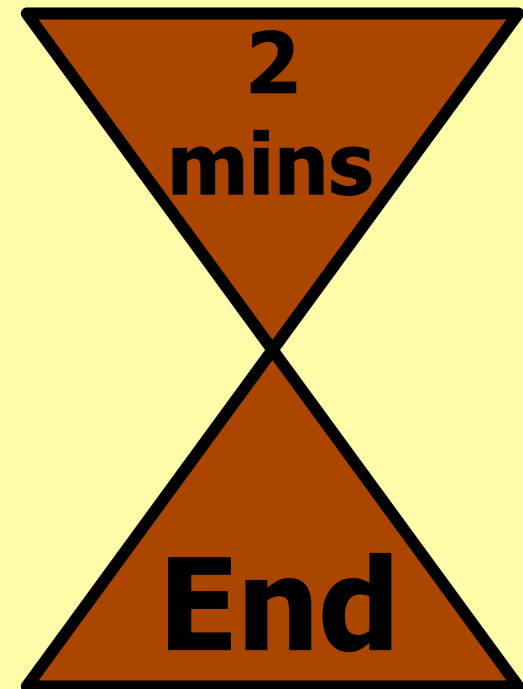
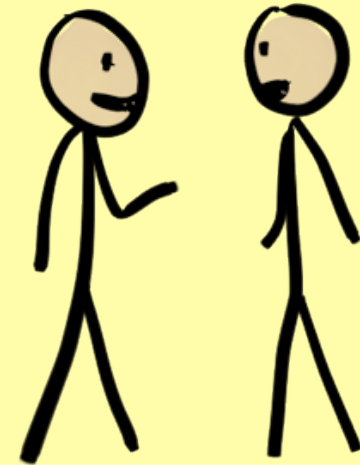


Move towards here



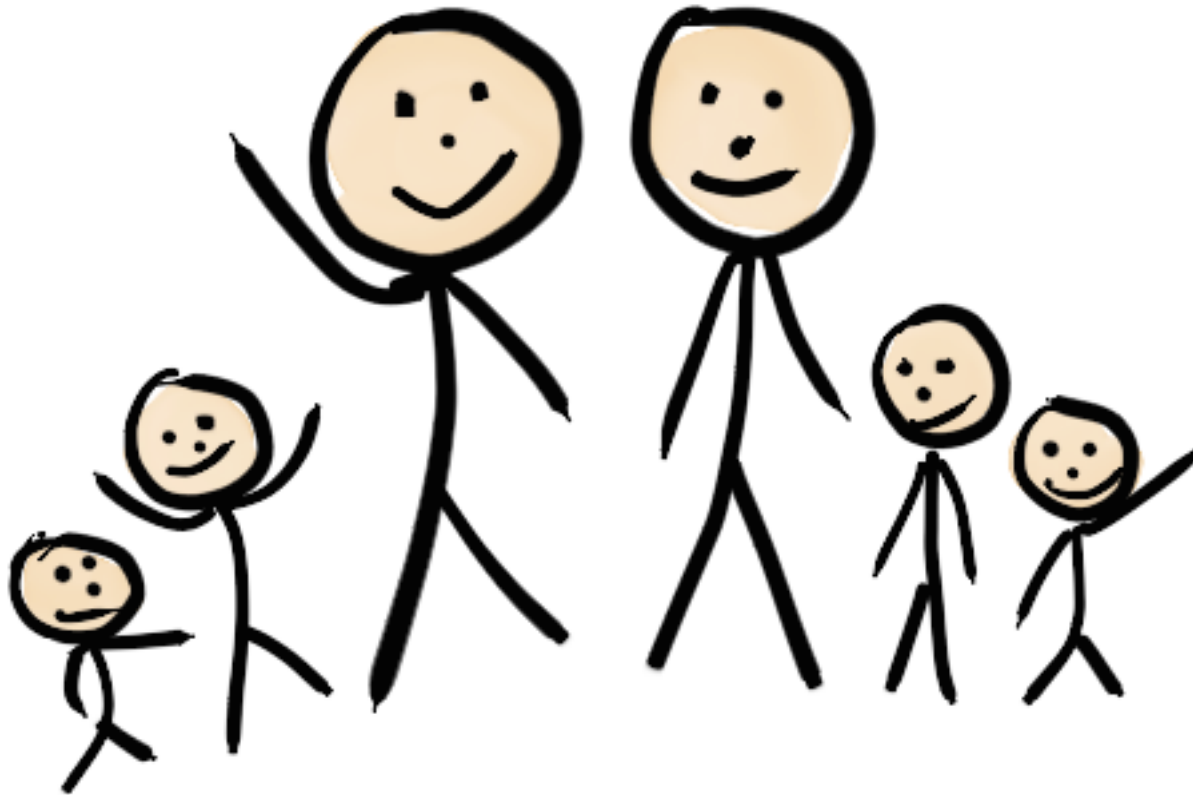
2 minute standup discussion

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



Chapter 7

A personal story...



Dilemma – Dec 2010

I like travelling...

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

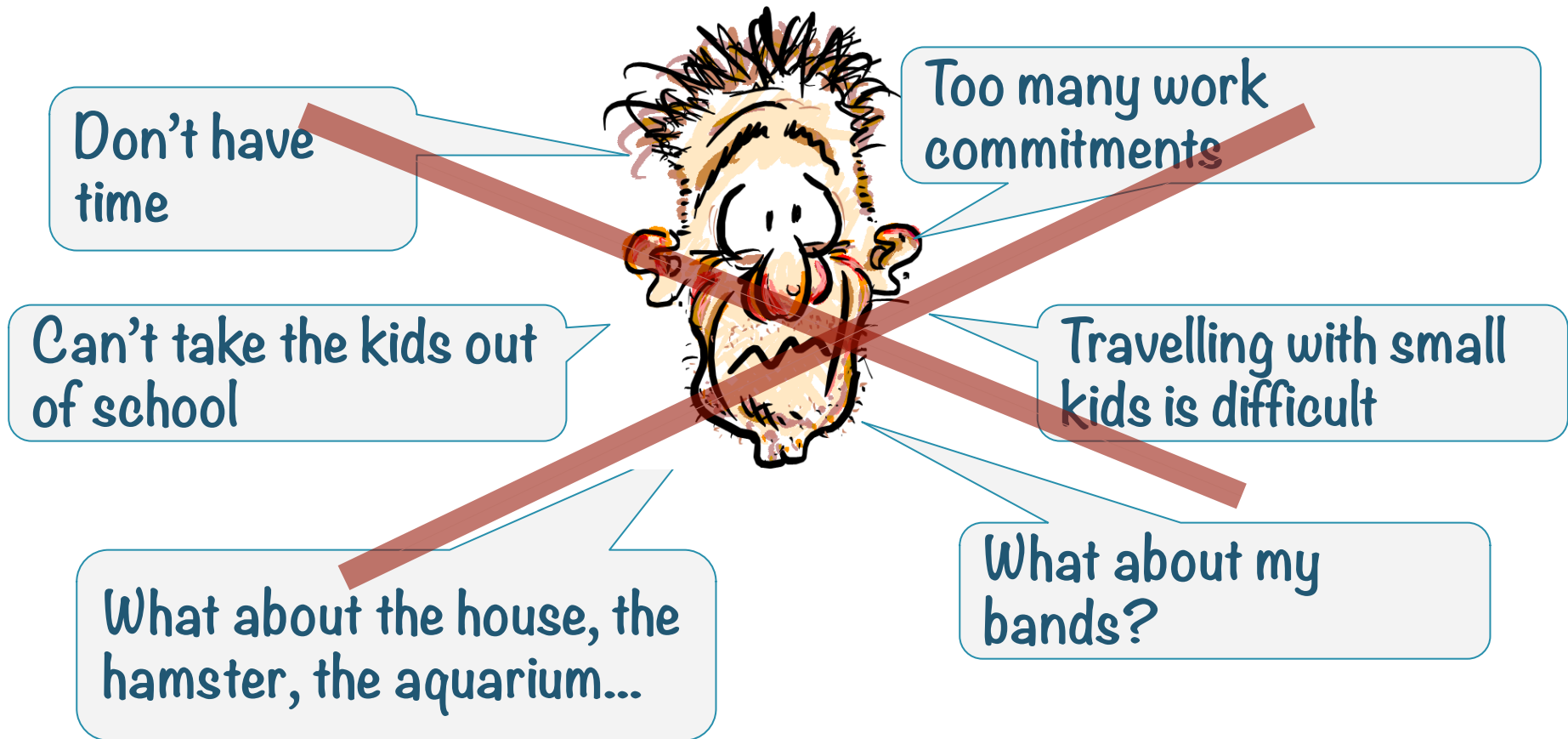


If you could do whatever you want, what would you do?

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



But we can't, because...



~~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

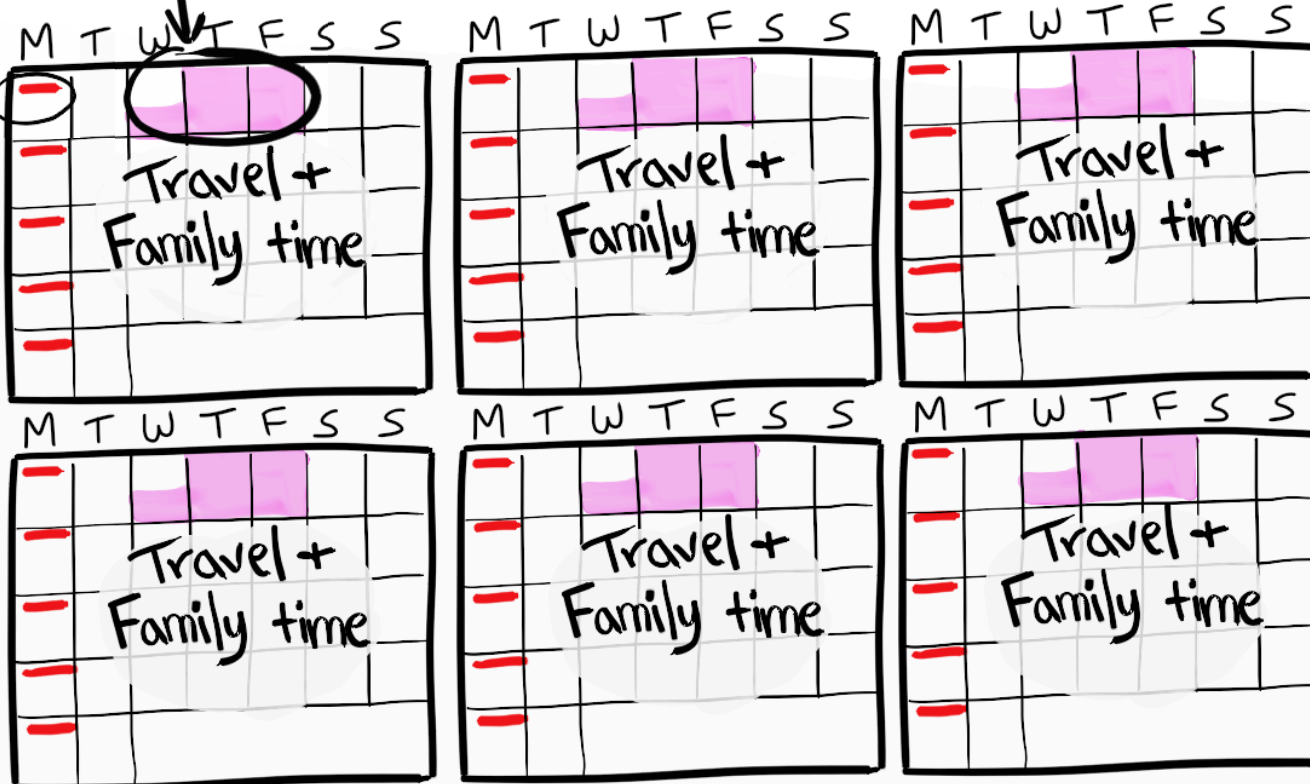
...

Vision: Big Family Trip

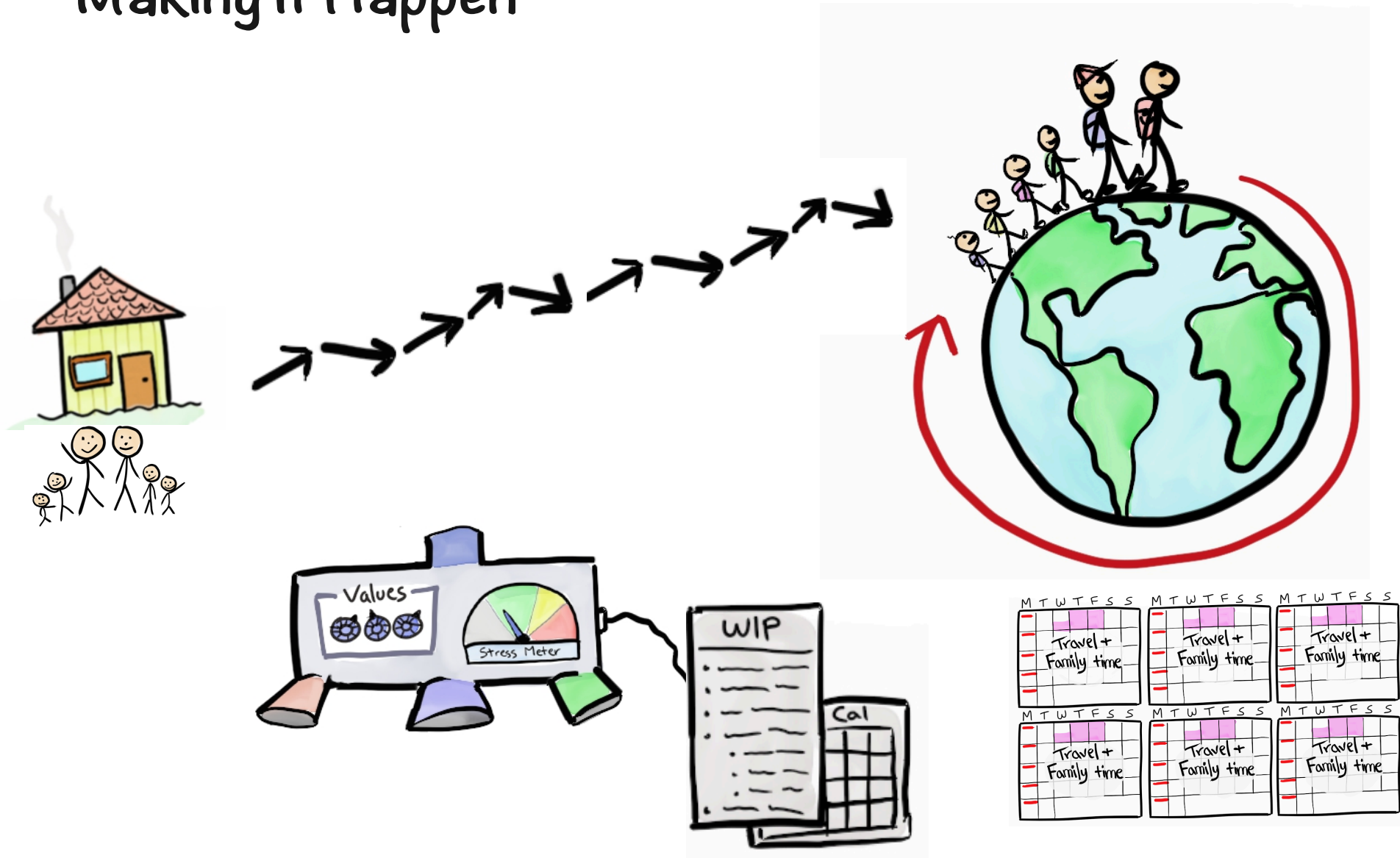


Coaching/teaching
2-3 days per month

Email
1-2 hours
per week



Making it Happen





Departure Date: Oct 1

Preparations

Must Do

Should Do

Could Do

Motive

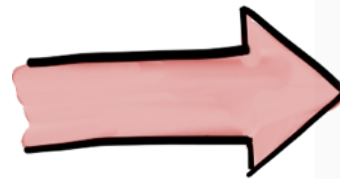
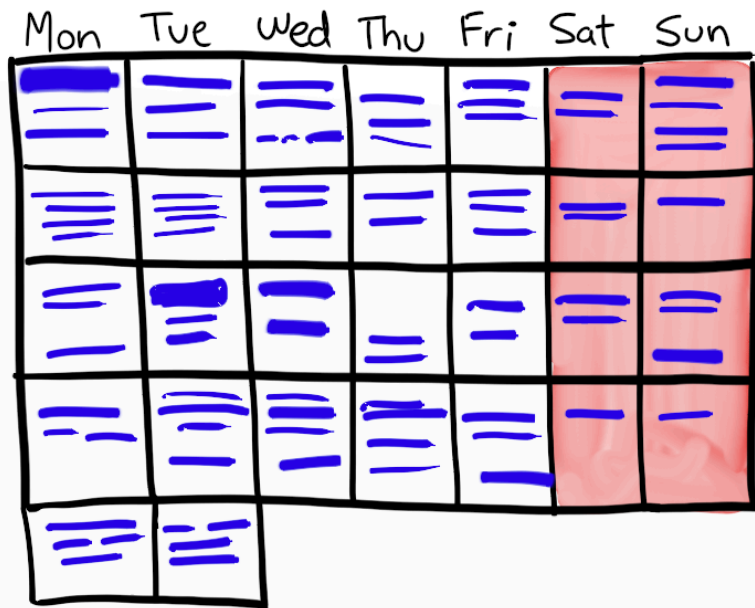
Vision

The whiteboard is organized into several sections:

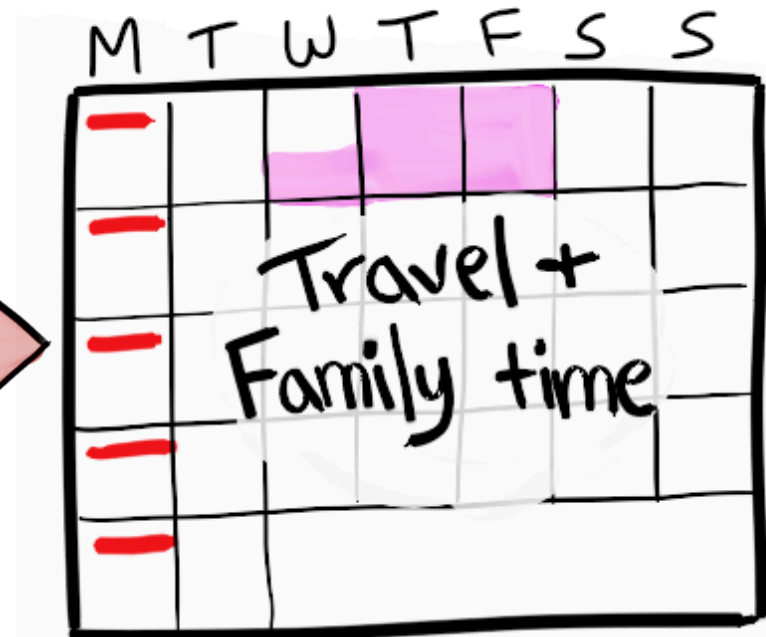
- Calendar:** At the top, showing months from September to August.
- Task Grid:** A table with columns labeled 'Nästa' (Next), 'Pågående' (Ongoing), and 'Klart!' (Done). The grid is filled with green sticky notes detailing tasks like 'Flyg', 'Fira julen runt', and 'Säg hej till föräldrar'. A large photo of a group of people is pinned at the bottom of the grid.
- Drömmar (Dreams):** A section on the right featuring a collection of photos showing various travel scenes, including beaches, people, and landscapes.
- Motive:** A cloud-shaped callout box containing a list of reasons for the trip, such as 'Vilga upptäcka nya platser', 'Söka upp', and 'Söka utmaningar'.
- Vision:** A cloud-shaped callout box with a sun icon, representing the traveler's aspirations.
- Callouts:** Several blue speech bubble callouts are overlaid on the whiteboard, highlighting specific elements: 'Departure Date: Oct 1' (pointing to the calendar), 'Preparations' (pointing to the task grid), 'Must Do', 'Should Do', and 'Could Do' (pointing to different sticky notes), 'Motive' (pointing to the 'Motive' cloud), and 'Vision' (pointing to the 'Vision' cloud).

Challenge: Reduce workload

Lots of work



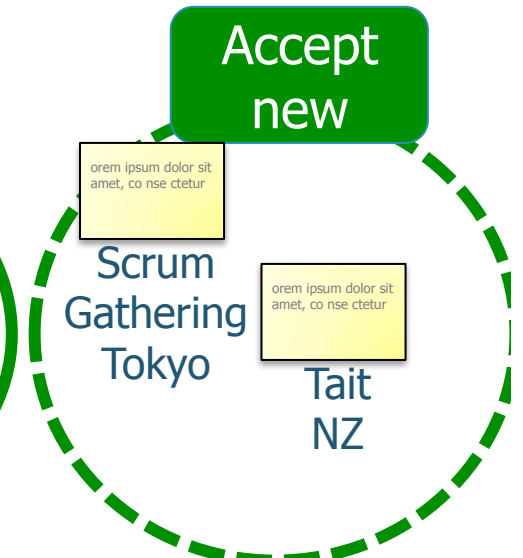
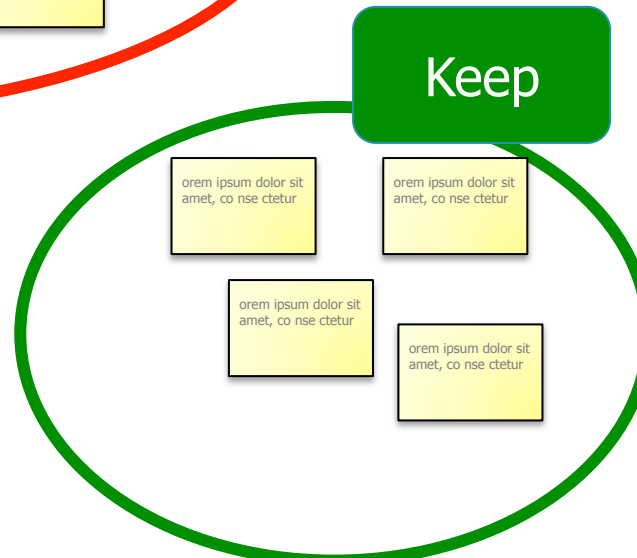
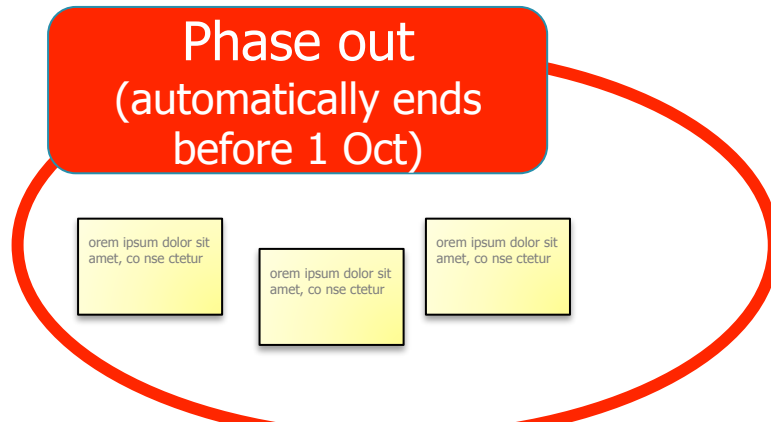
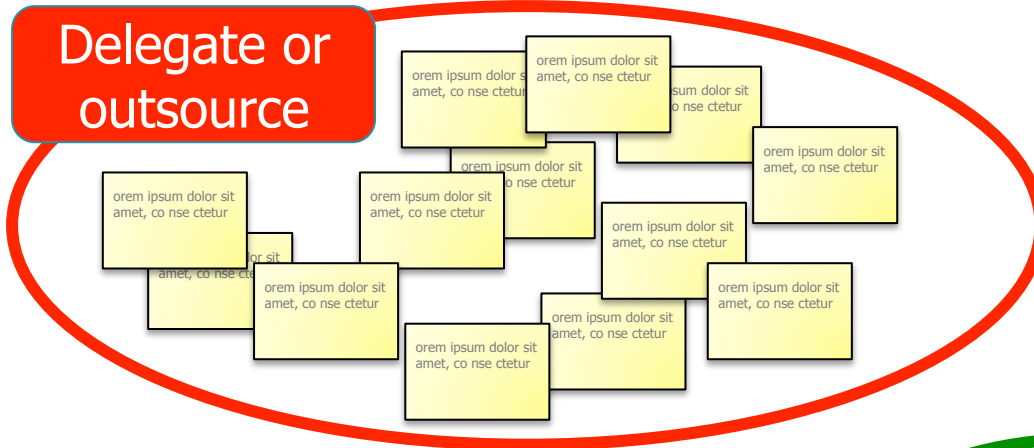
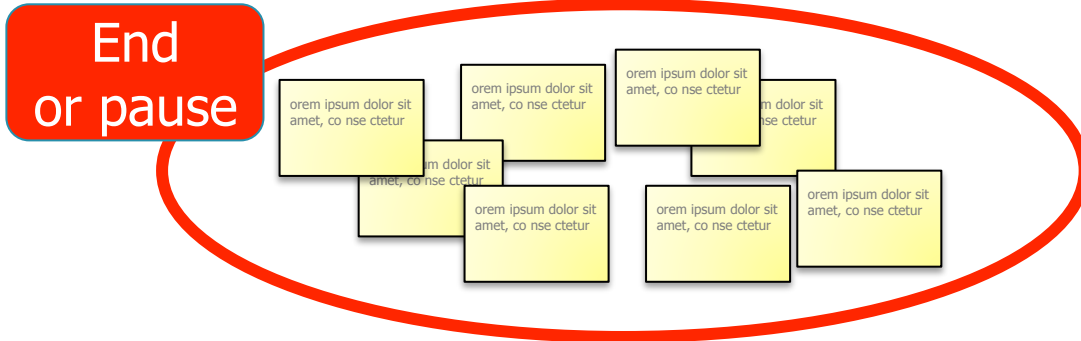
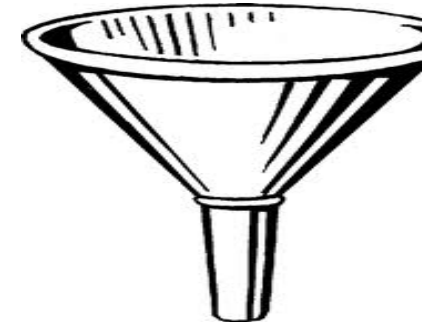
Very little work



List all commitments/projects/clients

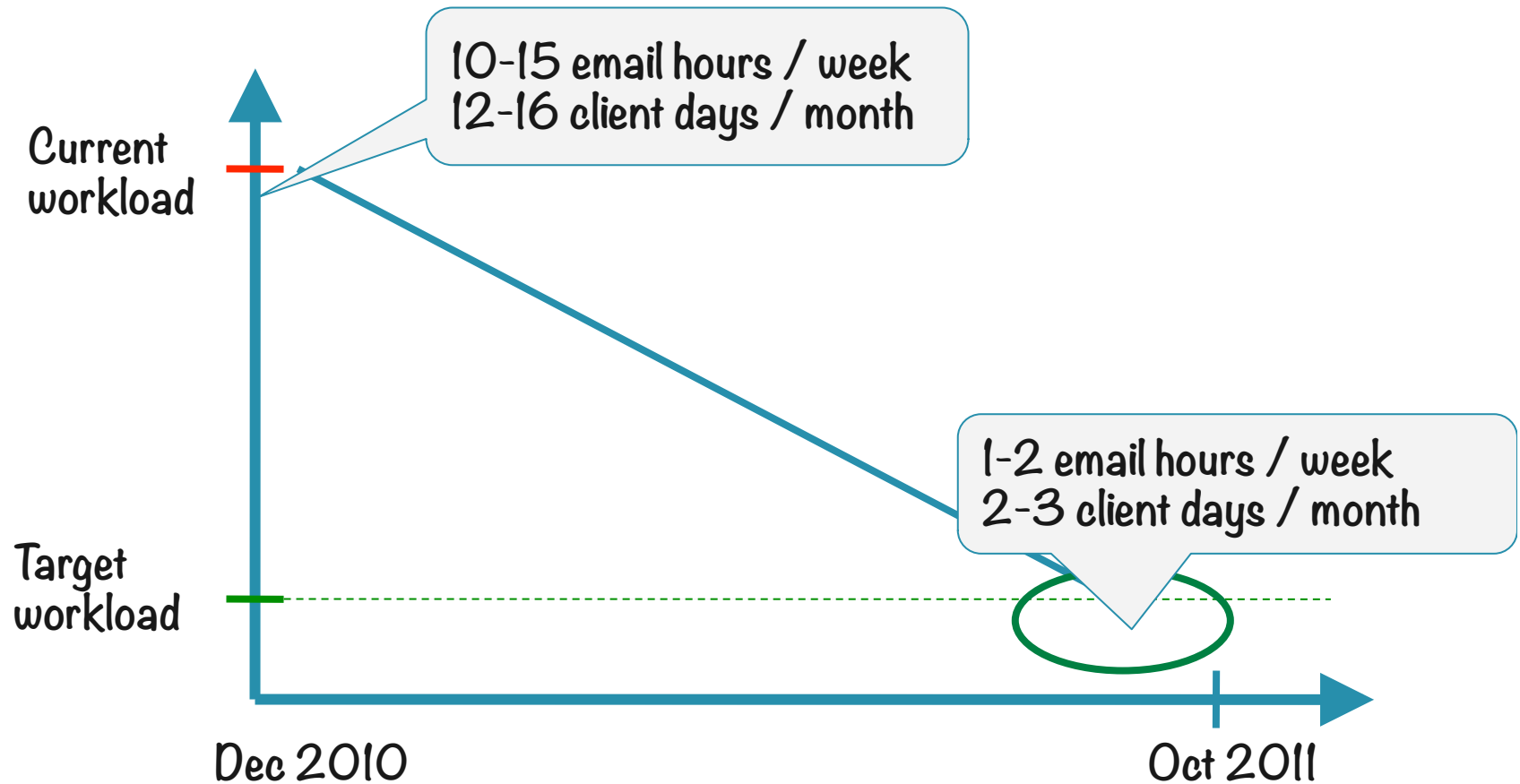


Categorize & filter

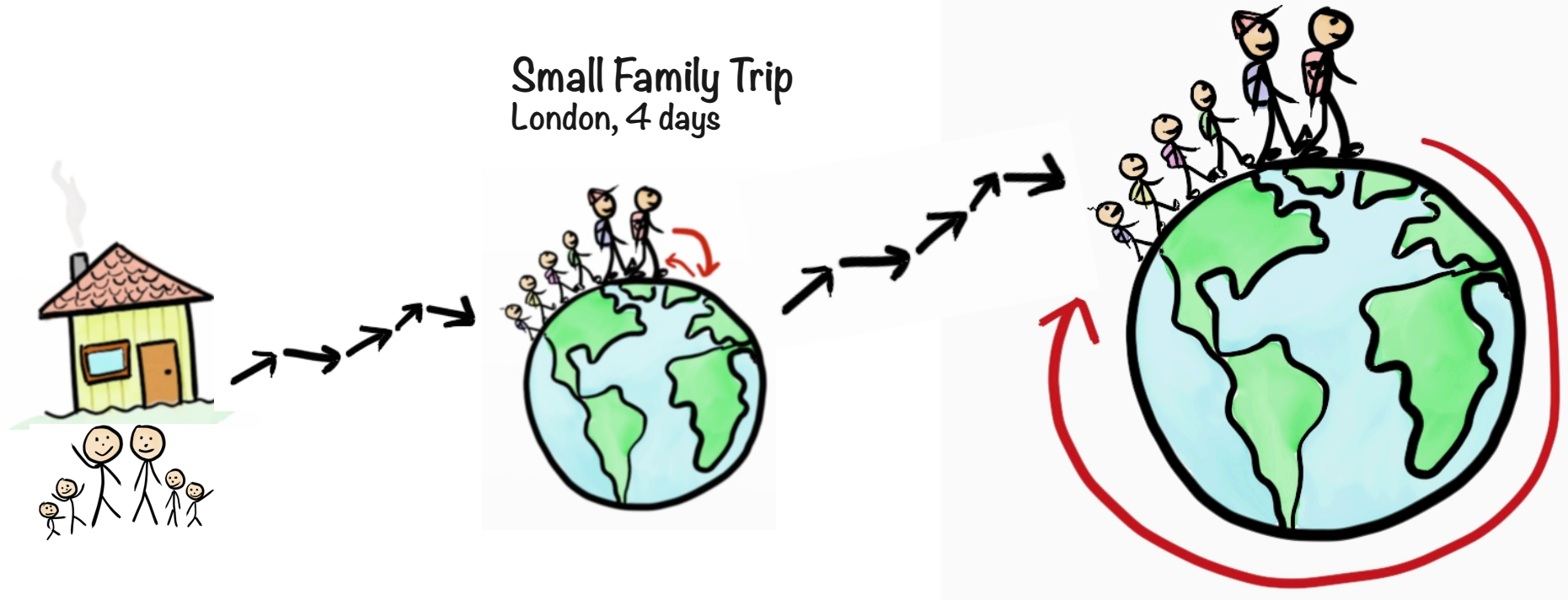


- Prioritization filter**
- Predictable workload
 - Responsibility
 - Fun & interesting
 - Matches my travel plan
 - High ROI

Measure & gradually reduce workload



Travel “spike”





Henrik Kniberg



The image shows a comprehensive project planning board on a whiteboard. At the top, there are two calendar strips for the year 2012, one for the first half (September to May) and one for the second half (June to August). The board is filled with green sticky notes detailing various tasks and milestones, such as "Se över försäkringar", "Vaccin", "Thailand Fira beende i Kun Lanta", "Sia starta företag", "Köpa bil", "Hitta hyresvärd", and "Köpa flyg". A large red oval on the left side of the board highlights a cluster of notes including "Att göra", "Håll-förstroll", "Rensa hållaren", "BVI klass", "Hitta hyresvärd", and "Köpa flyg". A pink speech bubble with the text "Won't finish all preparations!" is positioned in the upper-middle section. On the right side, there is a section titled "Drömmar" (Dreams) featuring a collage of travel-related photos and a handwritten note titled "Varför resa?" which lists reasons for traveling. At the bottom, a white marker and a yellow highlighter are visible.

Won't finish all preparations!

Drömmar

Varför resa?

- Vidga synen
- Utöka dina kunskaper
- Öka ditt självförtroende
- Öka din sociala kompetens



Focused hard on getting things done

These can be done while travelling

Skipped these

September	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
October	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31

Att göra

- Buy flight tickets
- Book accommodation
- Get visa
- Get travel insurance
- Get passport
- Get vaccinations
- Get travel documents
- Get travel insurance
- Get passport
- Get travel documents

Klart!

- Booked flights
- Booked accommodation
- Got visa
- Got travel insurance
- Got passport
- Got vaccinations
- Got travel documents
- Got travel insurance
- Got passport
- Got travel documents

Drömmar



- Vad för resor?
- Vilda resor (väster, väster)
 - Stora resor
 - Små resor
 - Resor till olika länder
 - Resor till olika städer
 - Resor till olika natur
 - Resor till olika kulturer
 - Resor till olika klimat
 - Resor till olika människor
 - Resor till olika saker







Henrik Kniberg







Clothes
"WIP
limit"



Give
away





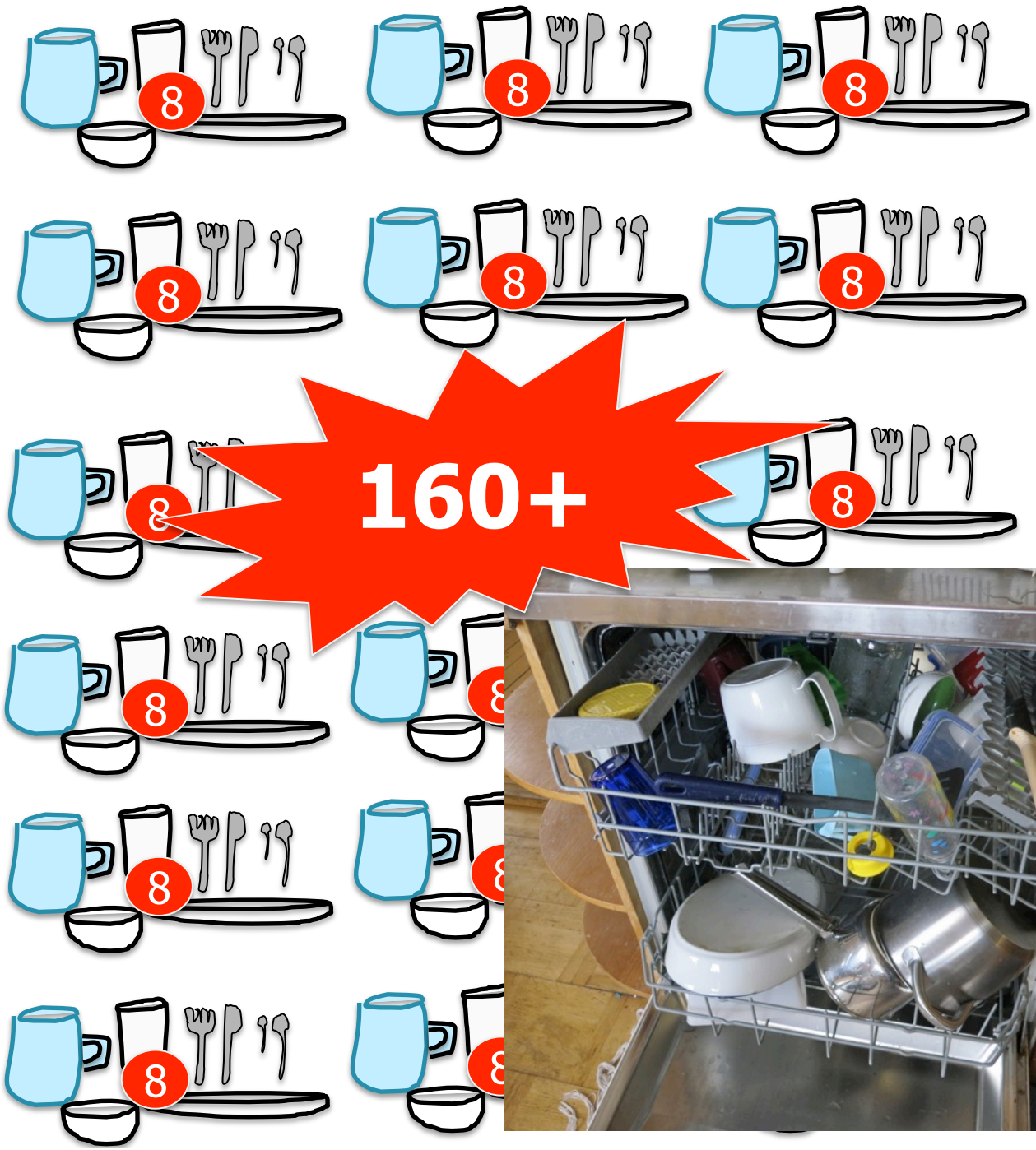
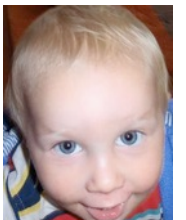
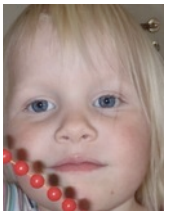
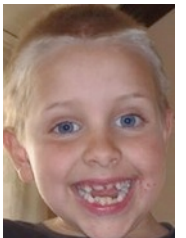
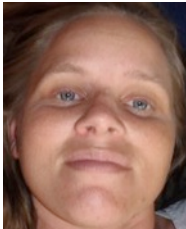
Chapter 8

WIP and Waste is everywhere!
Learn to see it.



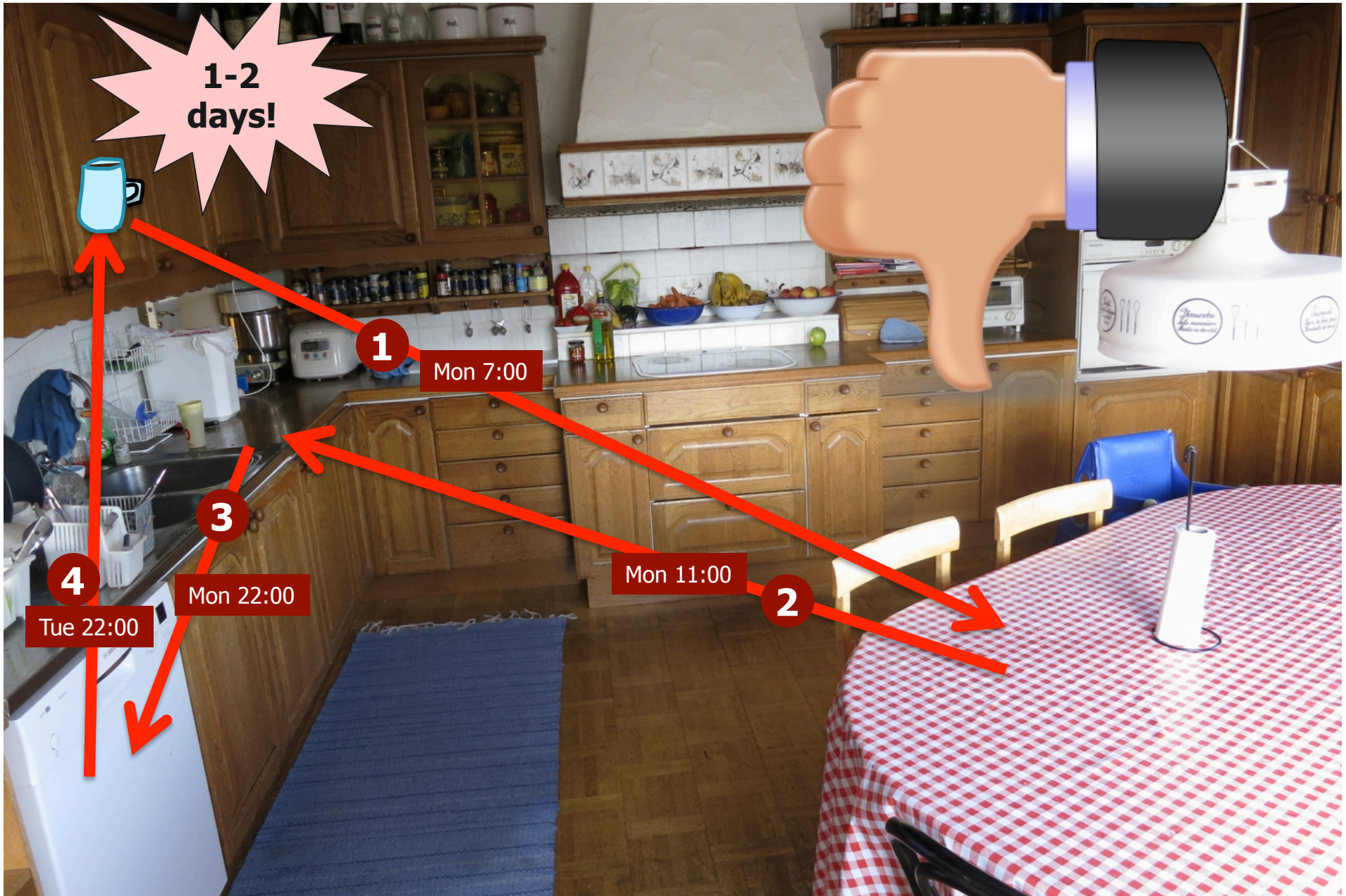


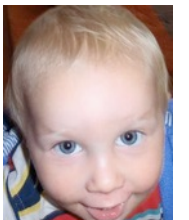
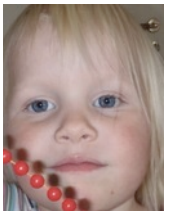
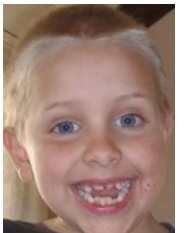
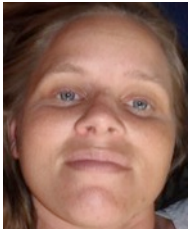
Henrik Kniberg



160+







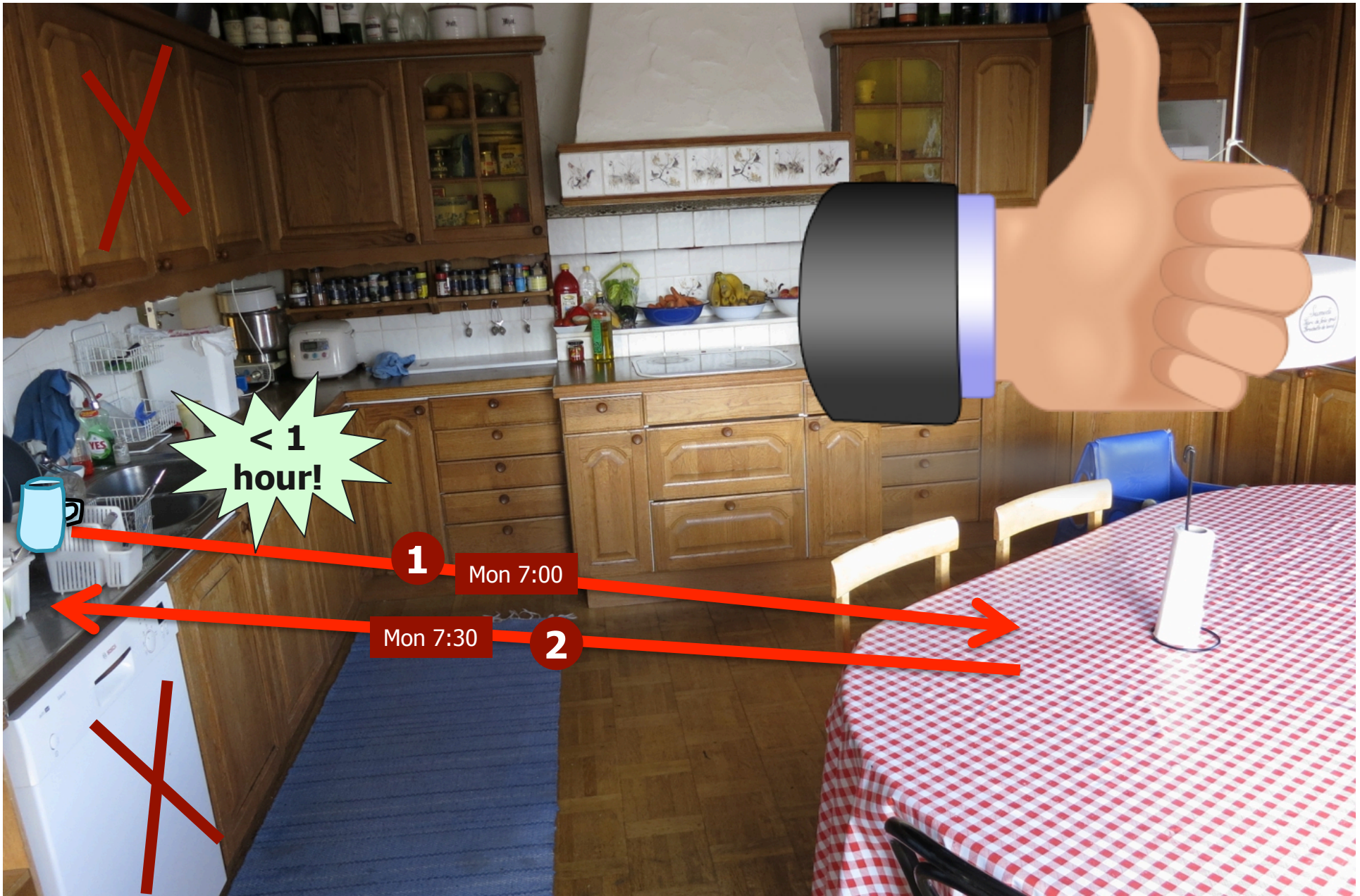


Henrik Kniberg



Henrik Kniberg





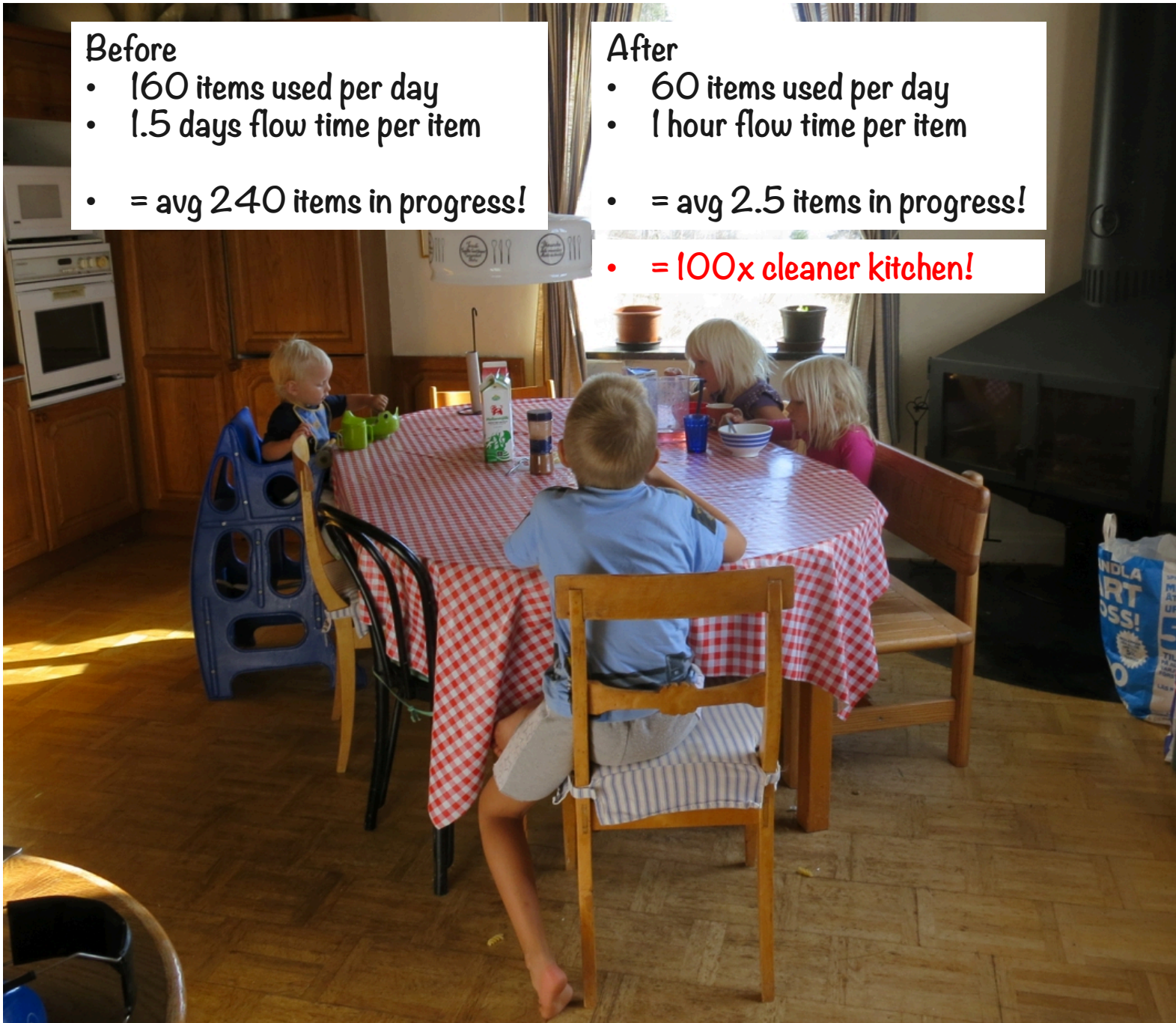
Henrik Kniberg

Before

- 160 items used per day
- 1.5 days flow time per item
- = avg 240 items in progress!

After

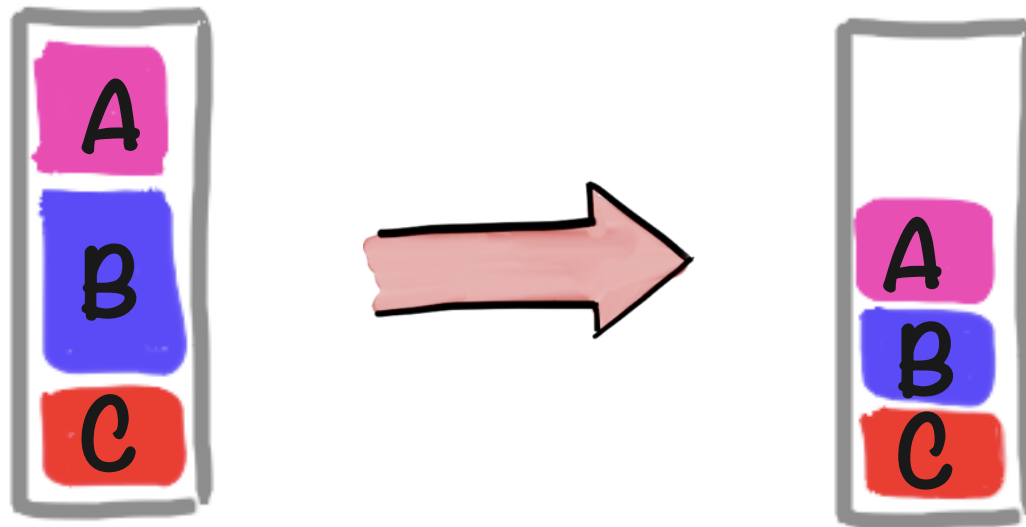
- 60 items used per day
- 1 hour flow time per item
- = avg 2.5 items in progress!
- = 100x cleaner kitchen!



Lean

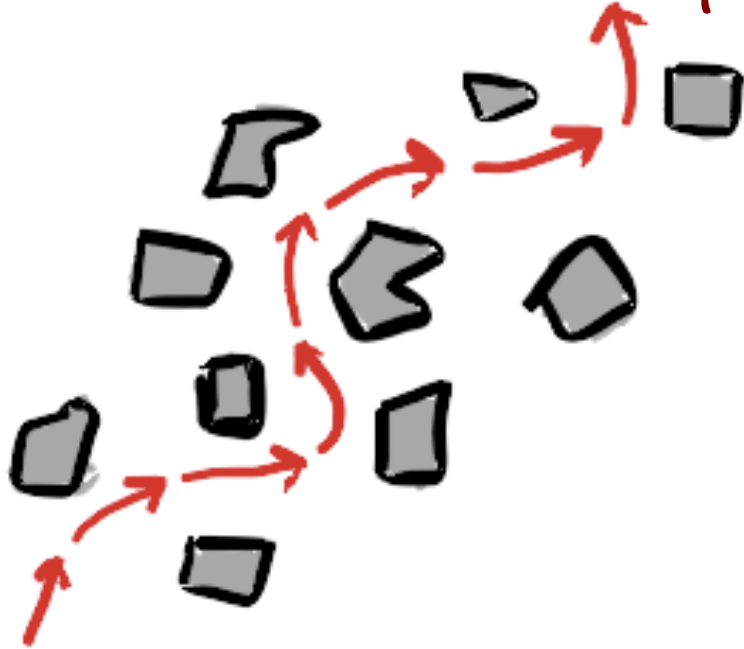
= Reduce Waste

= Achieve the same result with less effort

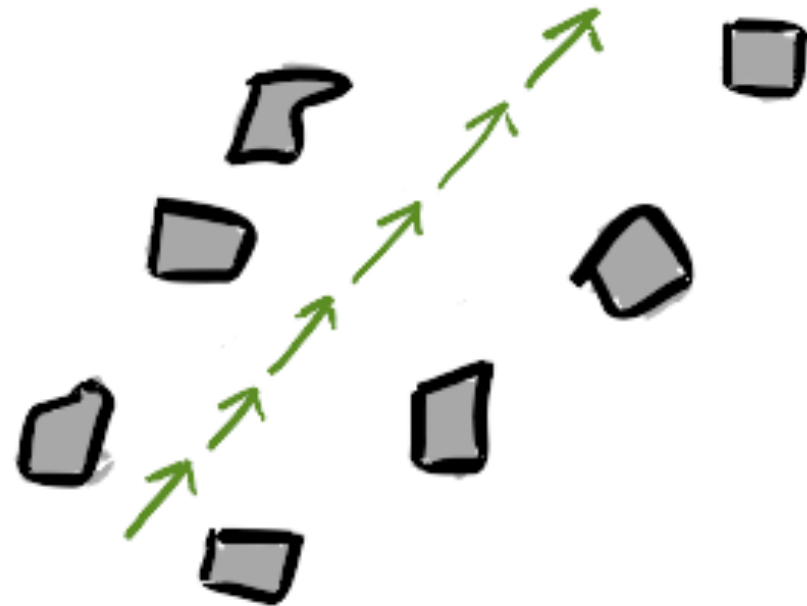


Lean = get fast by reducing waste

Don't increase the speed



Reduce the distance!



Nagging = waste

Alternative: Visual Definition of Done

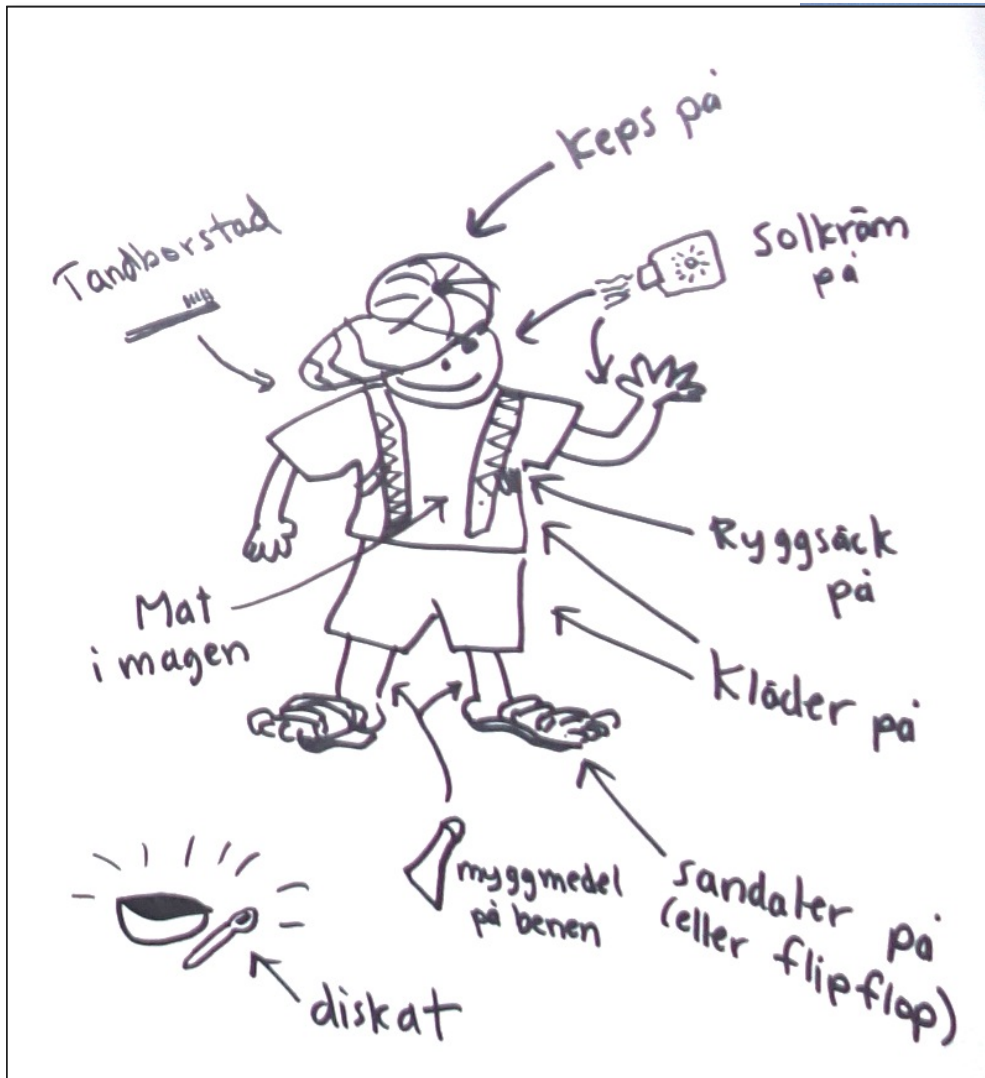
"Brush your teeth!"

"Where are your shoes?"

"Hurry up!"

"Have you eaten breakfast?"

"HEY wake up or we'll be late!"





There are no
hard problems.

Just hard
solutions



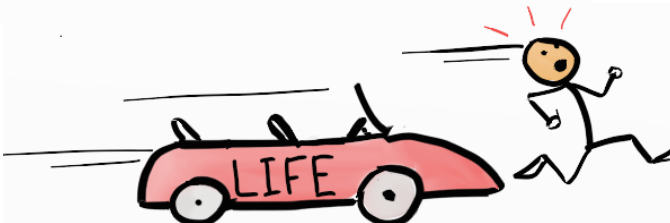
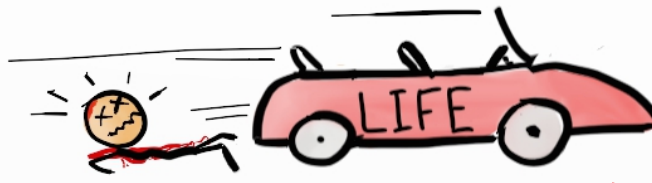
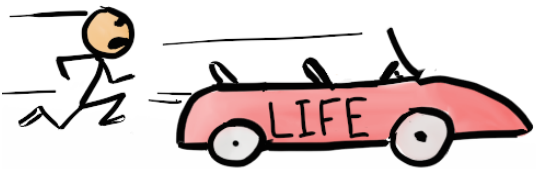
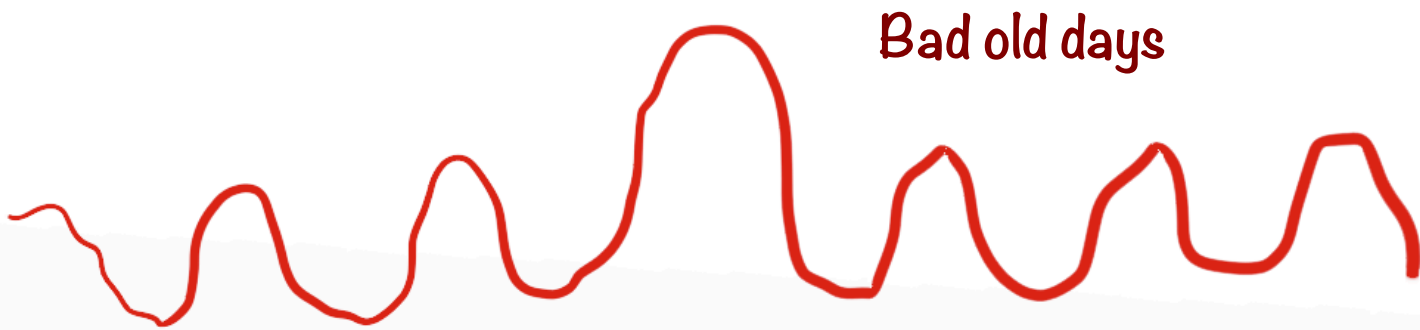
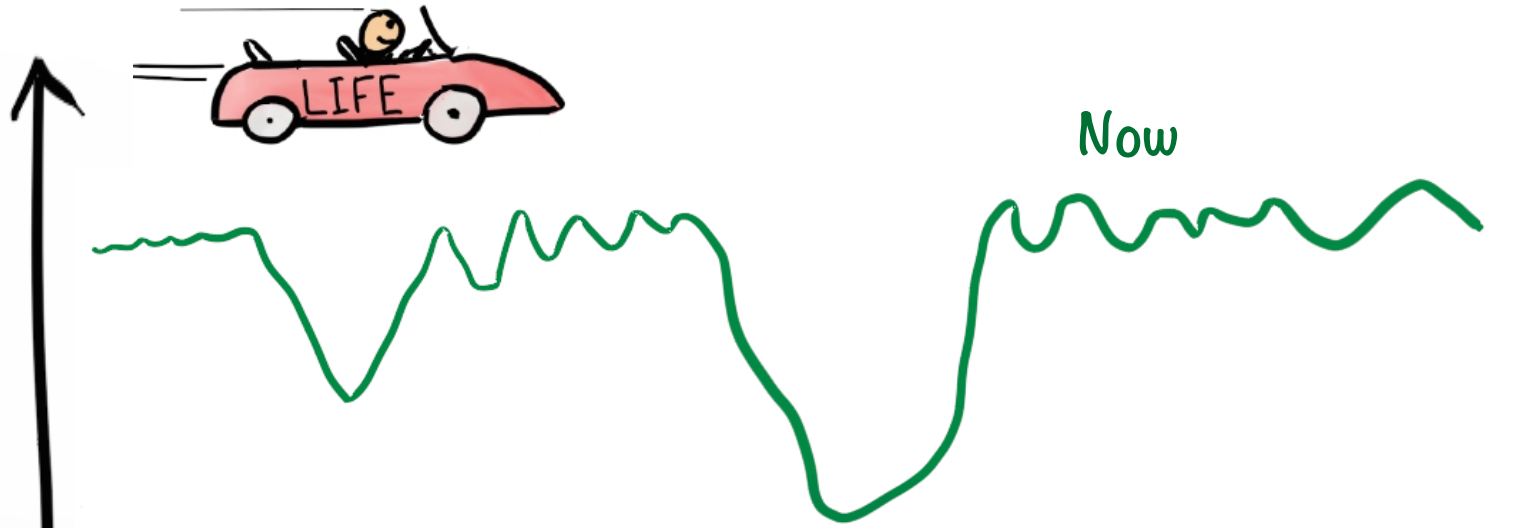
Jerry Weinberg



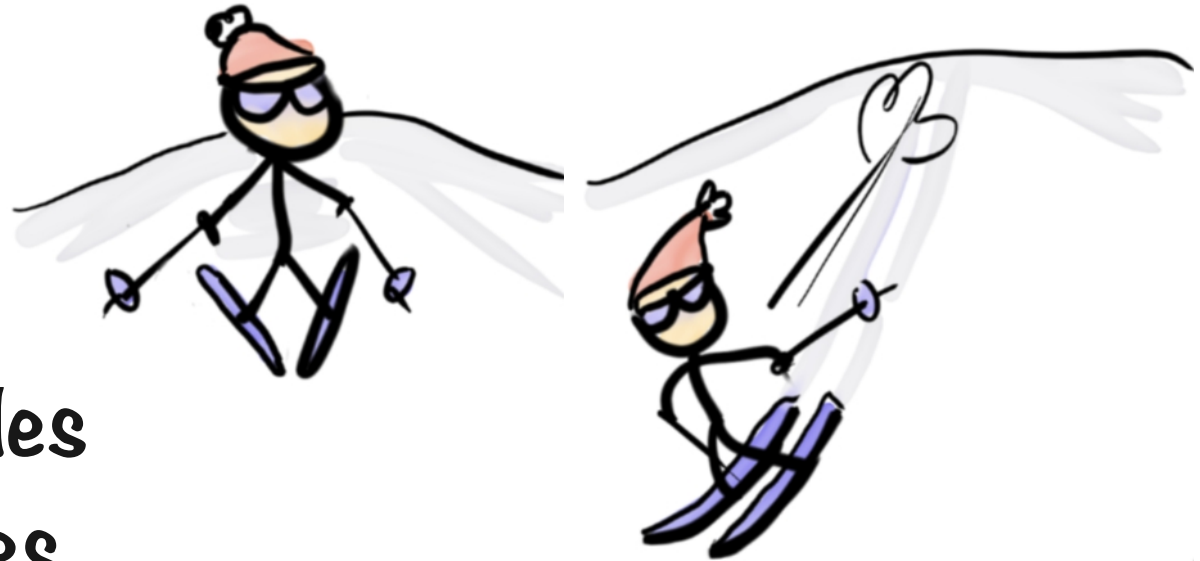
Chapter 9

Wrapup





Shu Ha Ri



Shu = Follow the rules
Ha = Adapt the rules
Ri = Ignore the rules

