

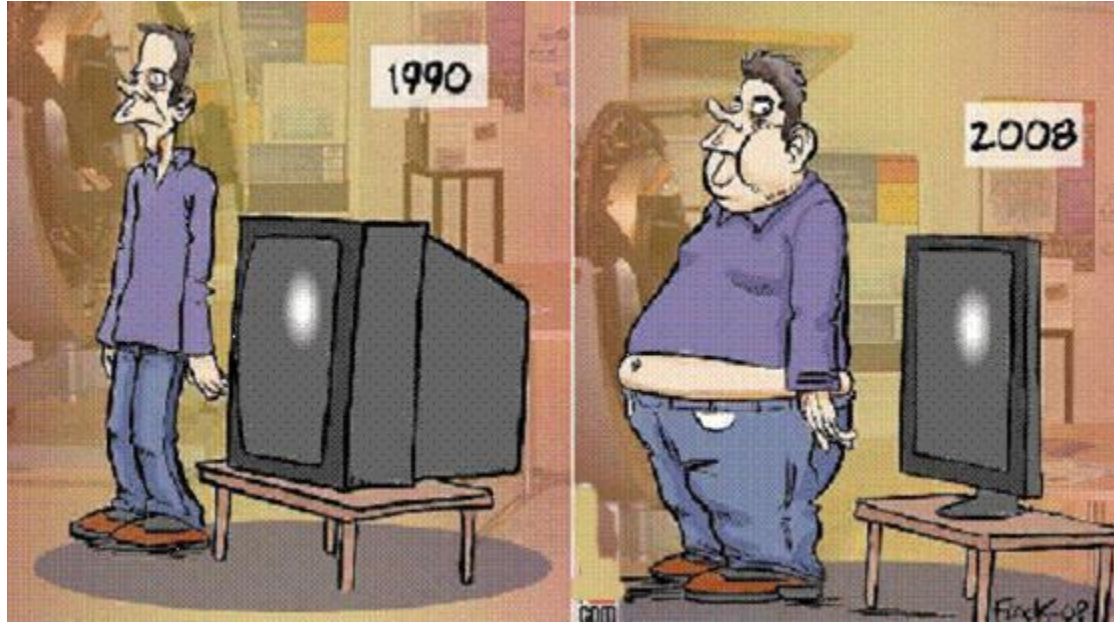
Continuously improving using Kanban

CONVERTING A SCRUM TEAM TO KANBAN

2010-09-24

Mattias Skarin





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Who am I?



Coach



- Help IT companies stay competitive

Entrepreneur

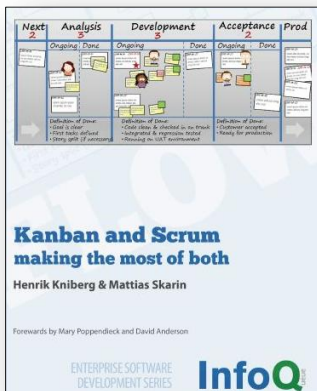


- Extreme Solutions
- Bizplant

Engineer



- 9 years software dev
- Acting CTO



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Book: "Kanban and Scrum – making the most of both"



Blog:
<http://blog.crisp.se/mattias skar in>

Look out for

- **How we are learned the right process
(and what problems to solve)**

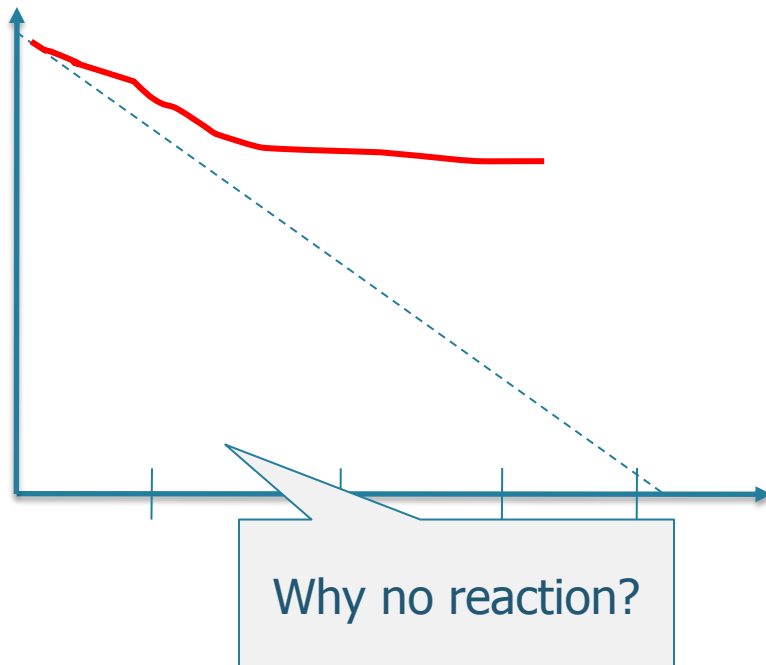
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Situation

Sprint burndown



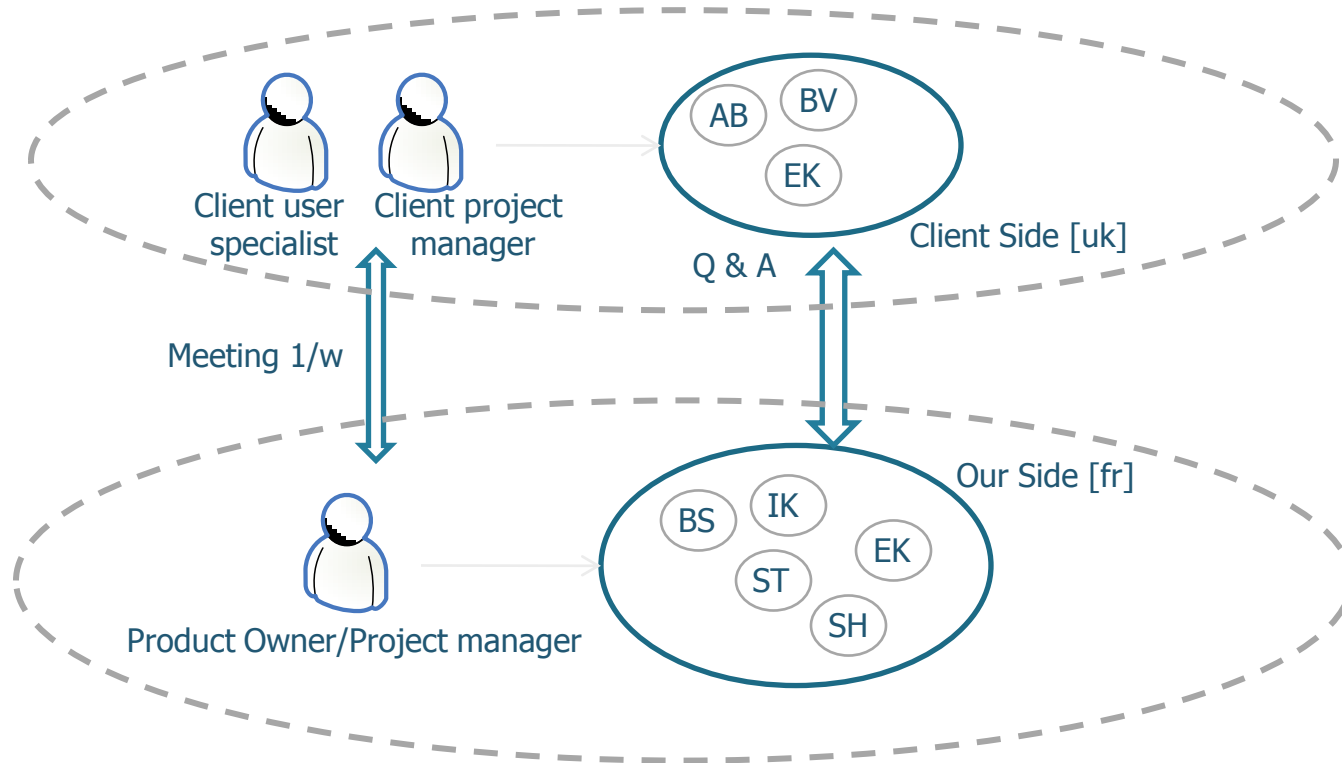
"Not sure scrum is helping"

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Context – team setup



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What is the problem?

Product owner

- Deliver something with quality
- Team overstressed
- Estimates wrong, up to 5 times off

Team

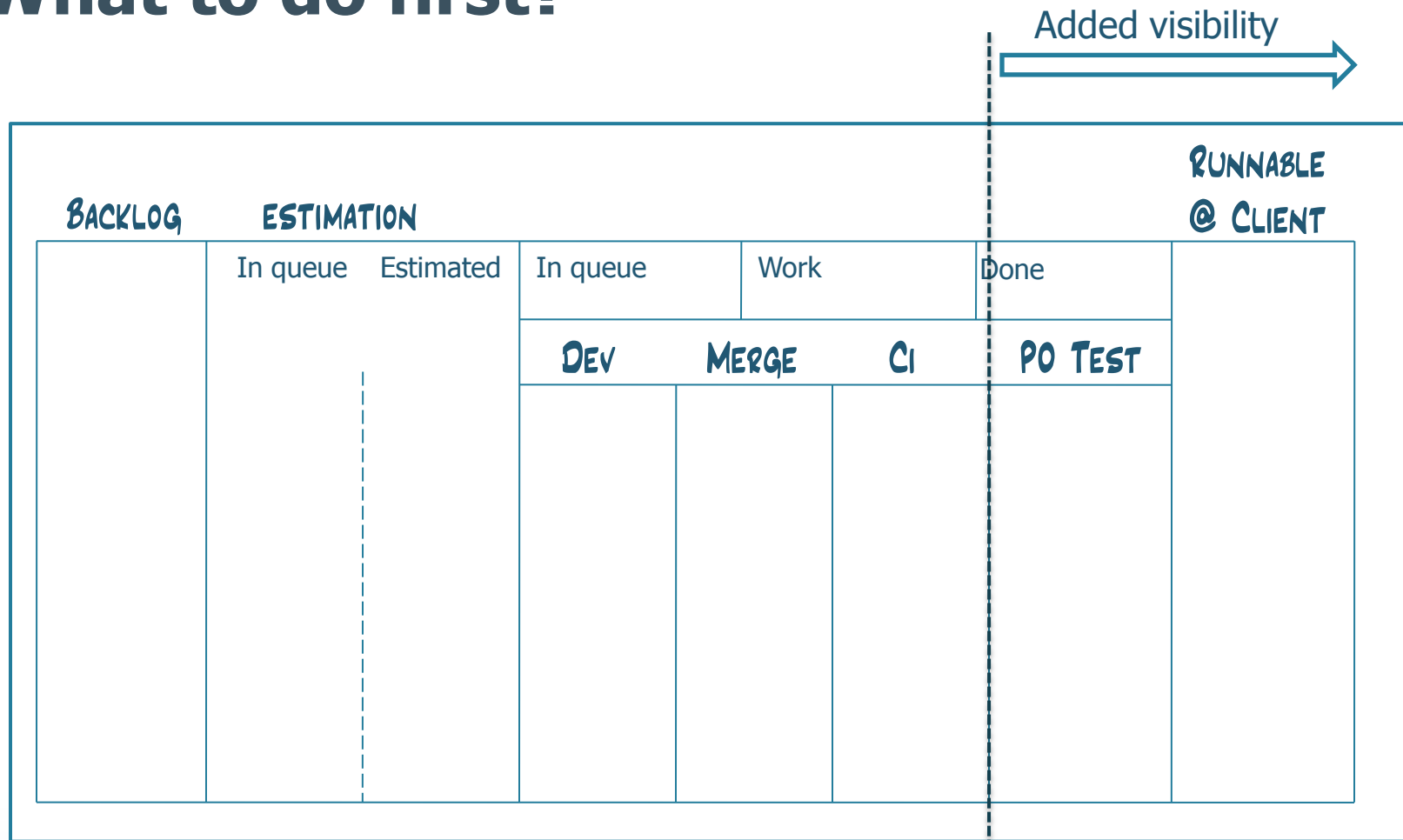
- Switching too much between tasks
- Doing too much at the same time

Client

- Descoped too far
- Project above team's capacity



What to do first?

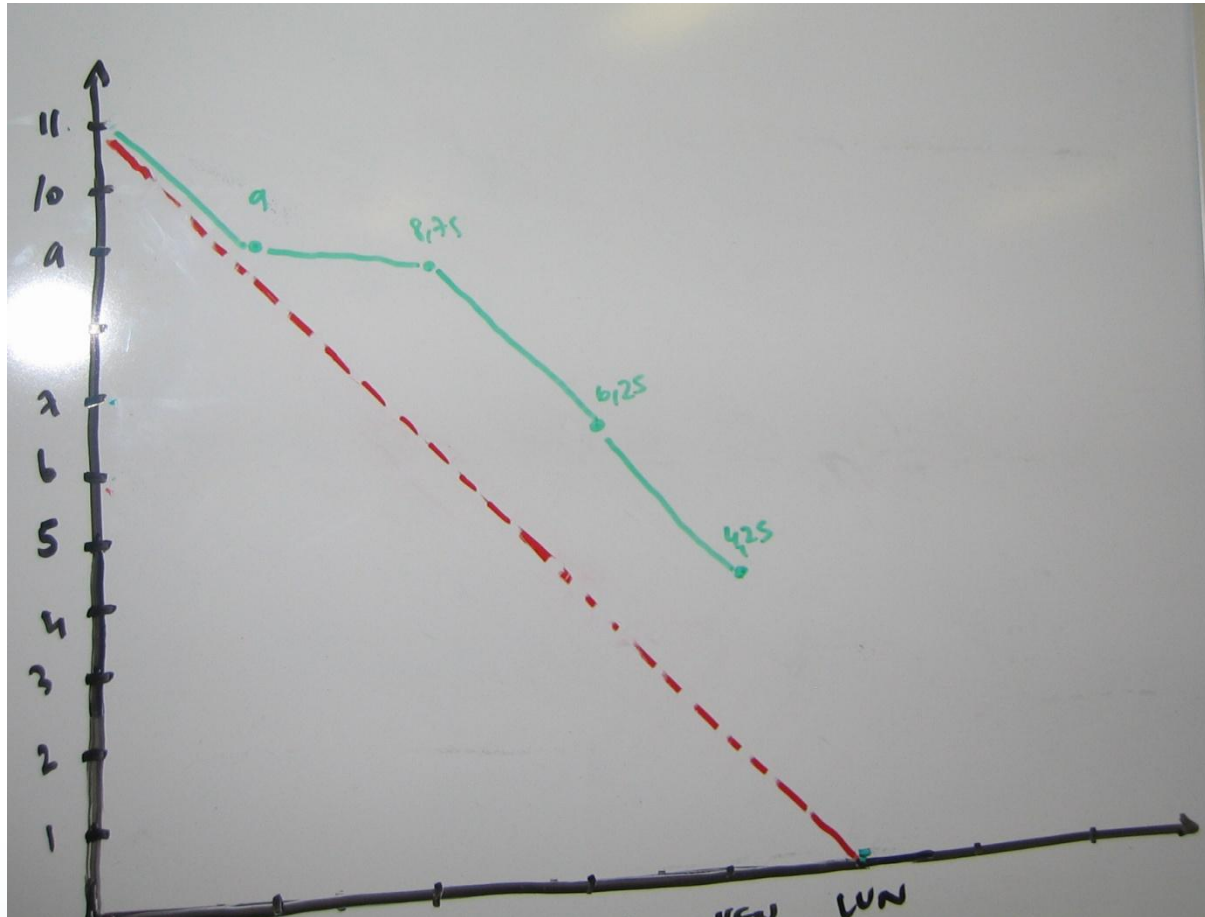


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After two weeks of kanban

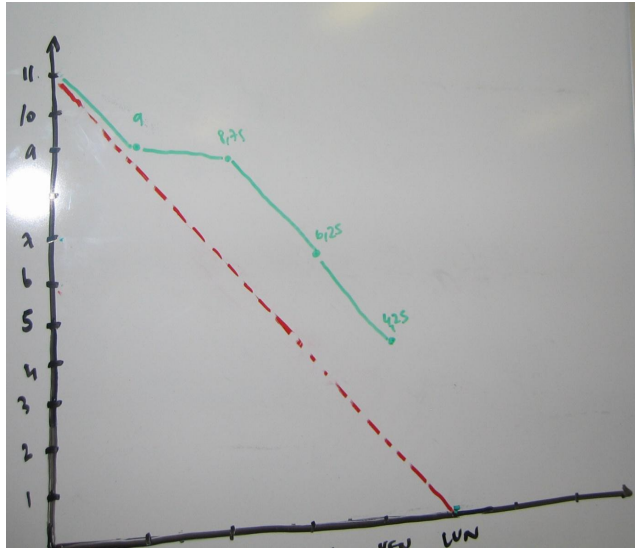


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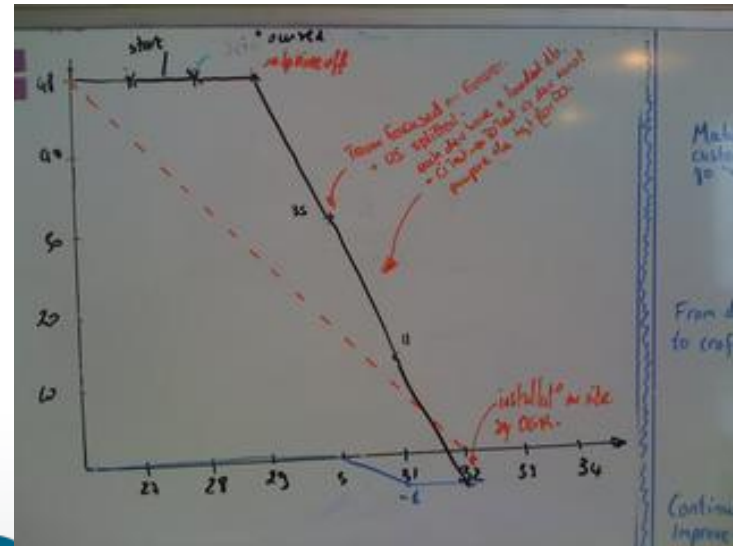


Dude – get real..

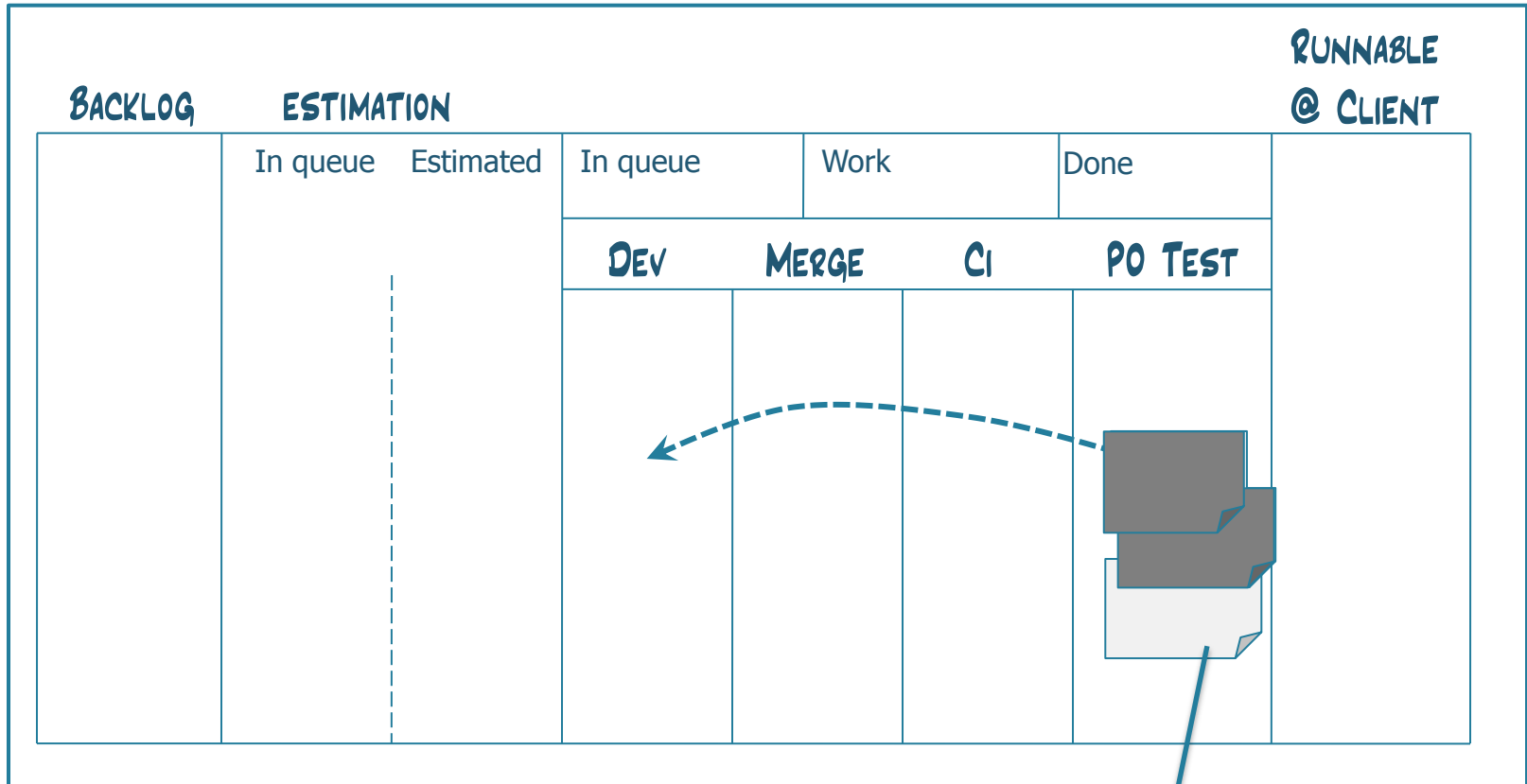


Team 1

Team 2



What's next?



8+ devs



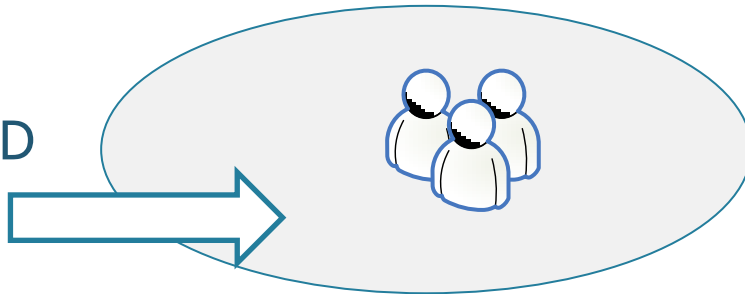
1.5 testers

Why is work stuck here?

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Inject TDD

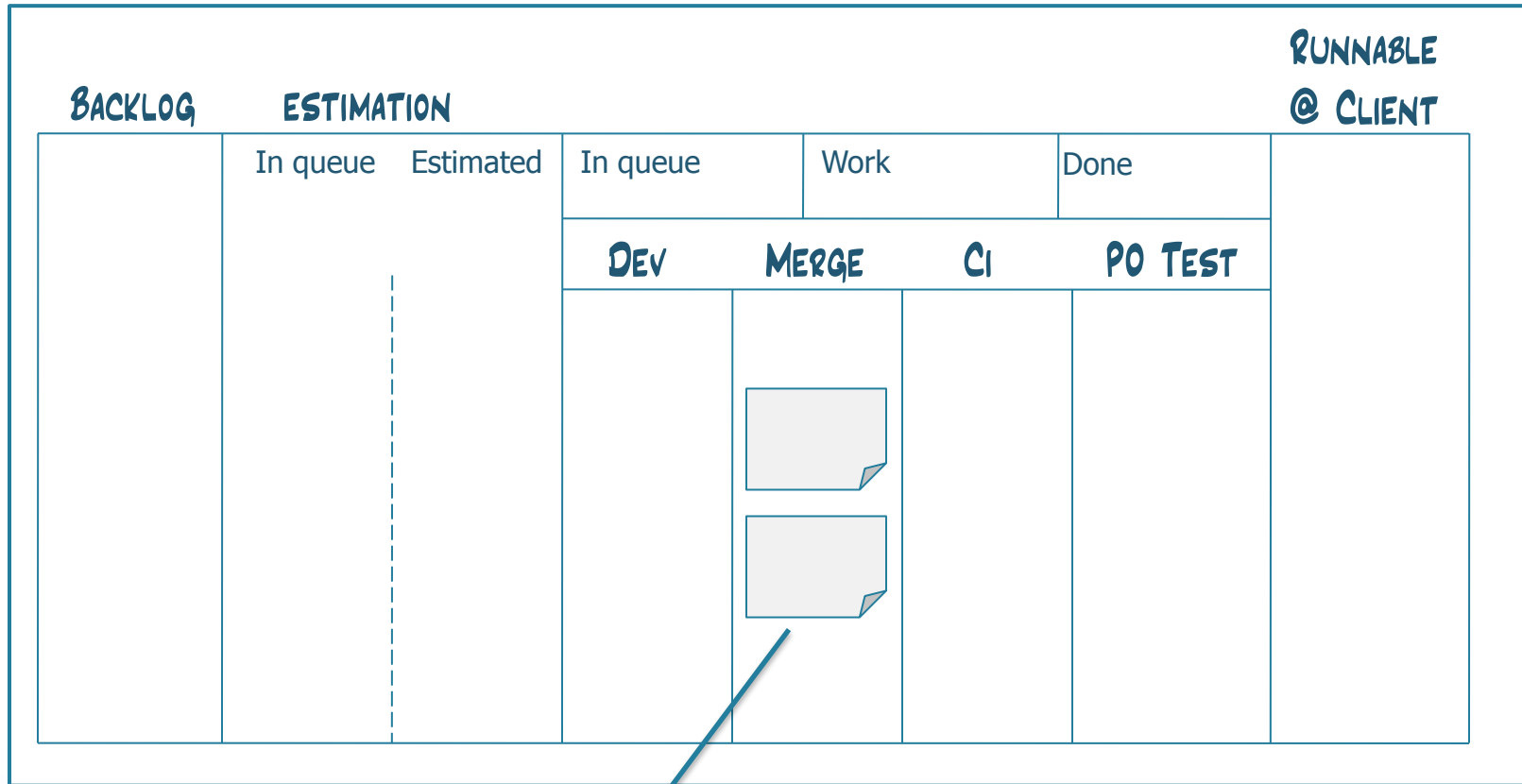


- + Better qa/dev ratio
- + Much needed refactorings
- + Self confidence

Free some space!

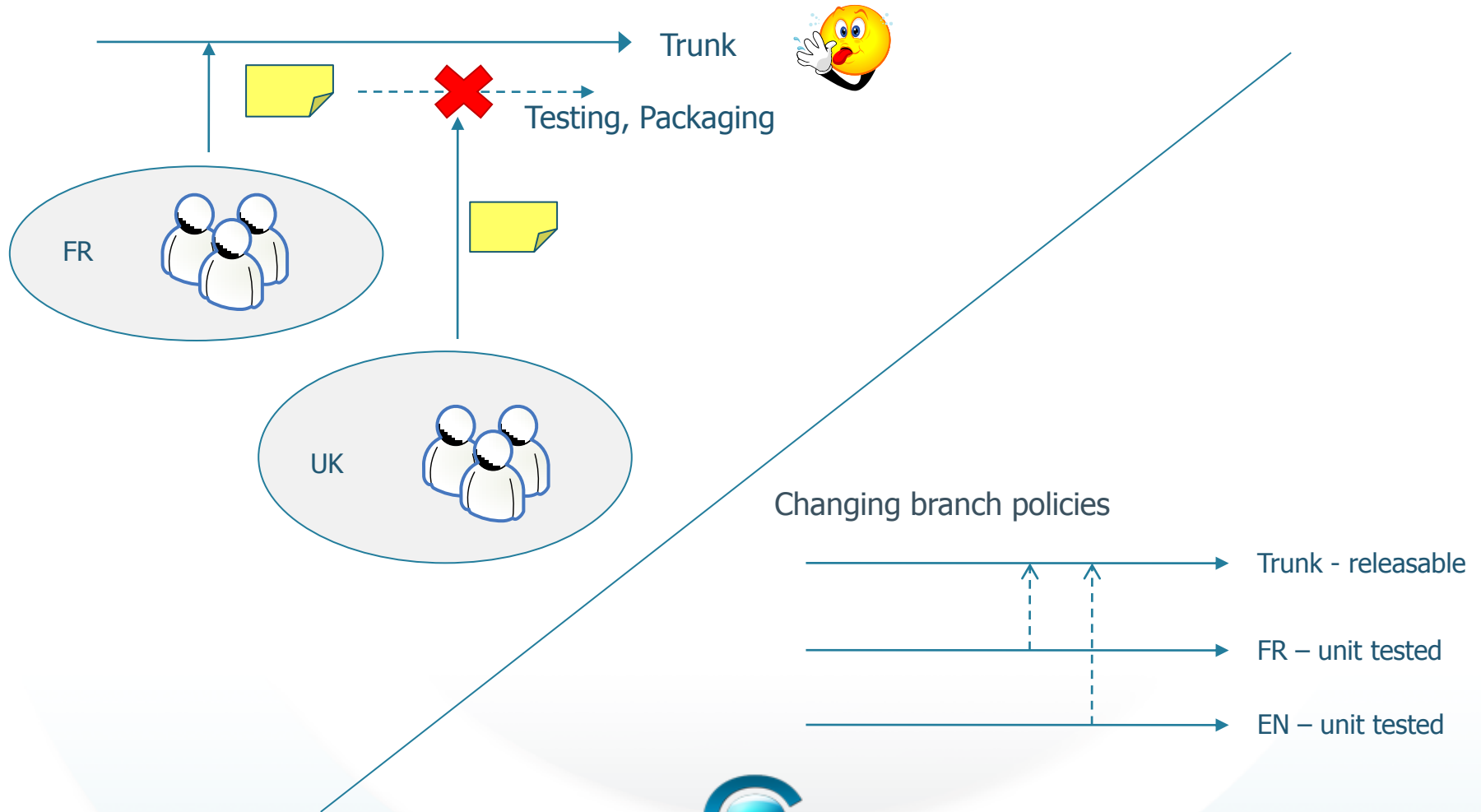
- Simplify estimates
- Abolish sprints – regular release cadance

Next learning

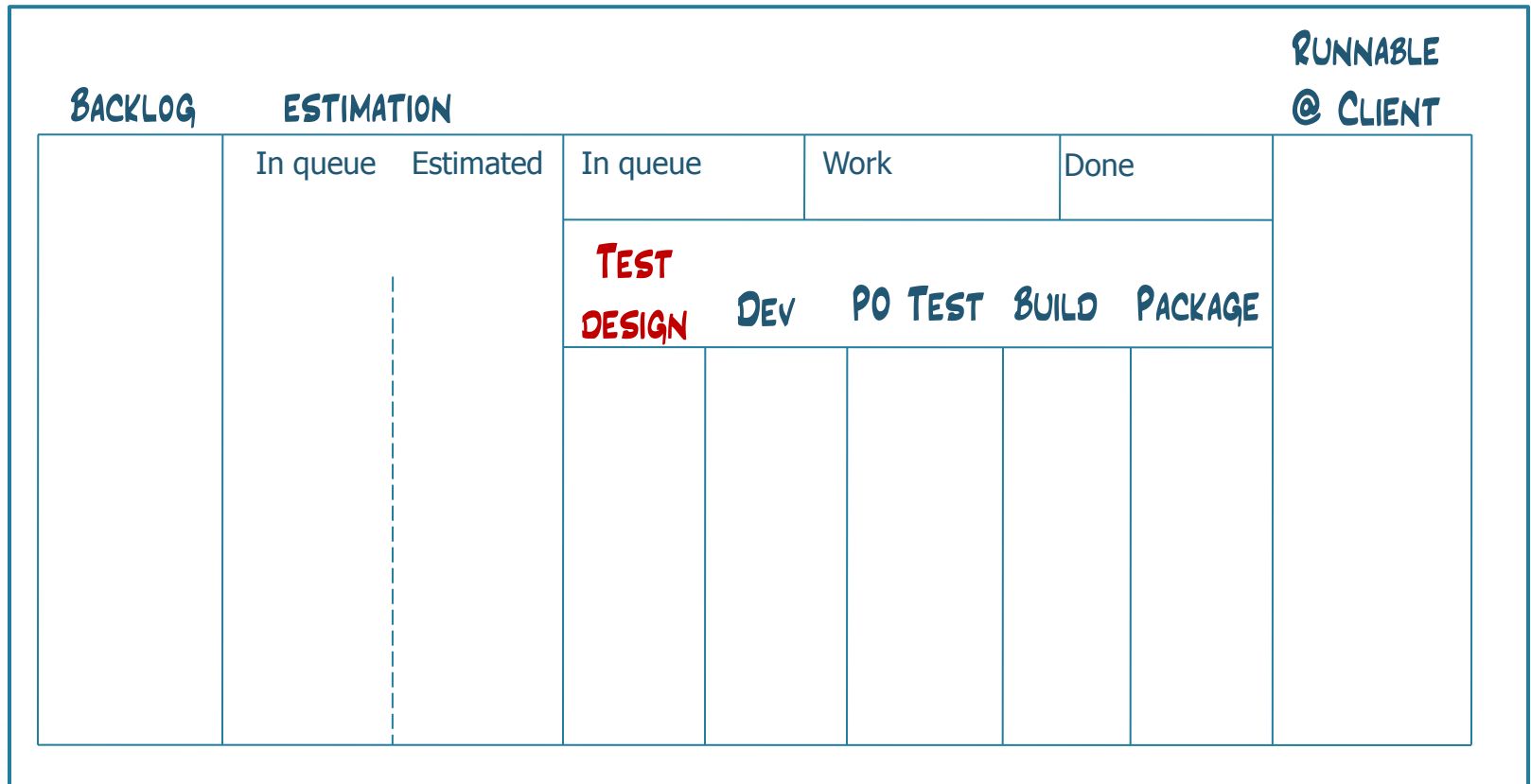


..why are stories dropping out?

Mixing bad and good work



Adding test design for refined flow

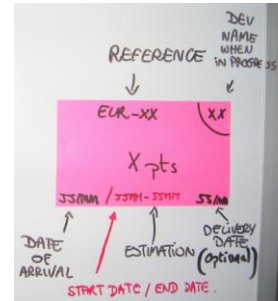
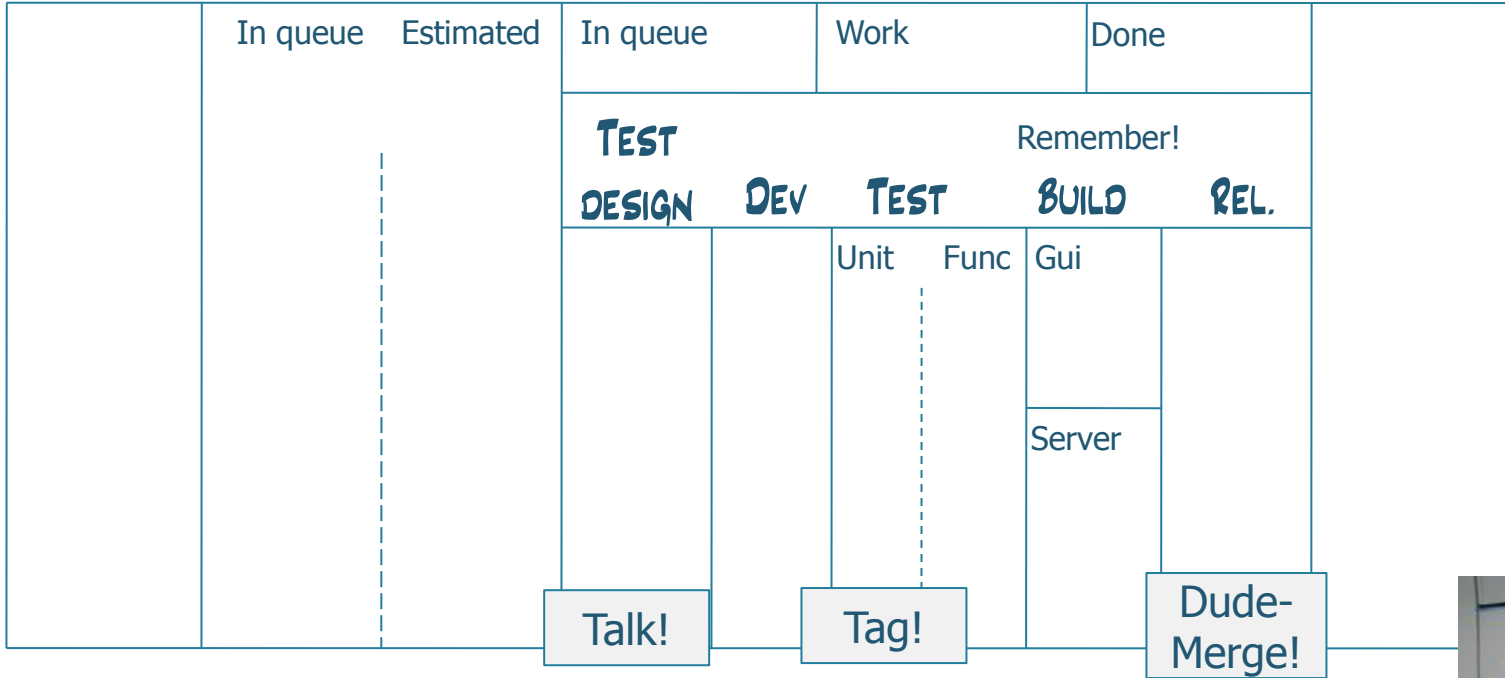


Team taking charge of the process

BACKLOG

ESTIMATION

RUNNABLE
@ CLIENT

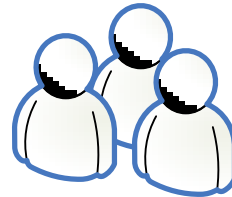


Small steps



Project manager

You know what? Customer now trust me when I say we are going to deliver something

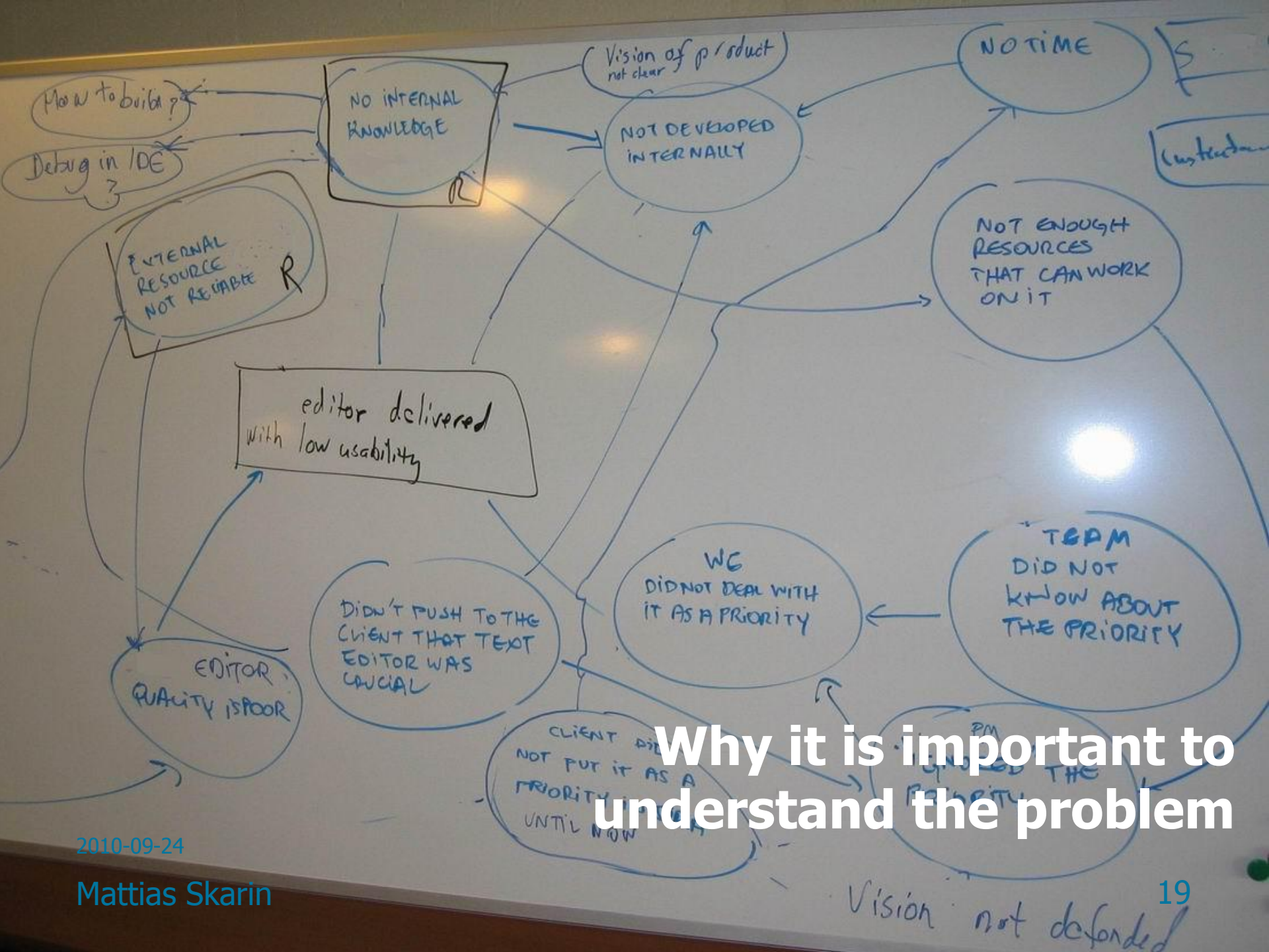


Team

What is this shit in our code?

Moving on

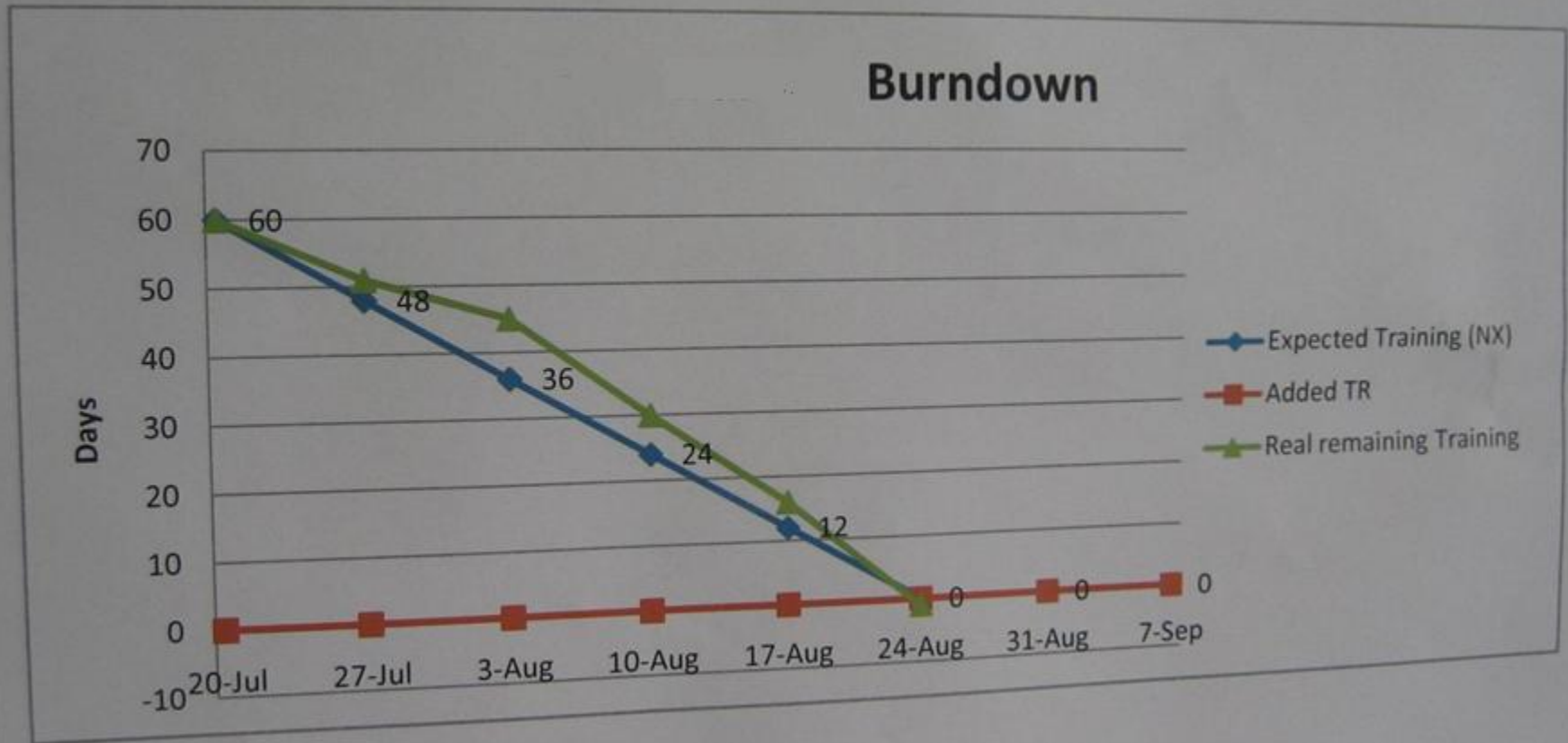
- Train in root cause analysis
- Train in problem solving



Why it is important to understand the problem



"Team no longer work overtime"

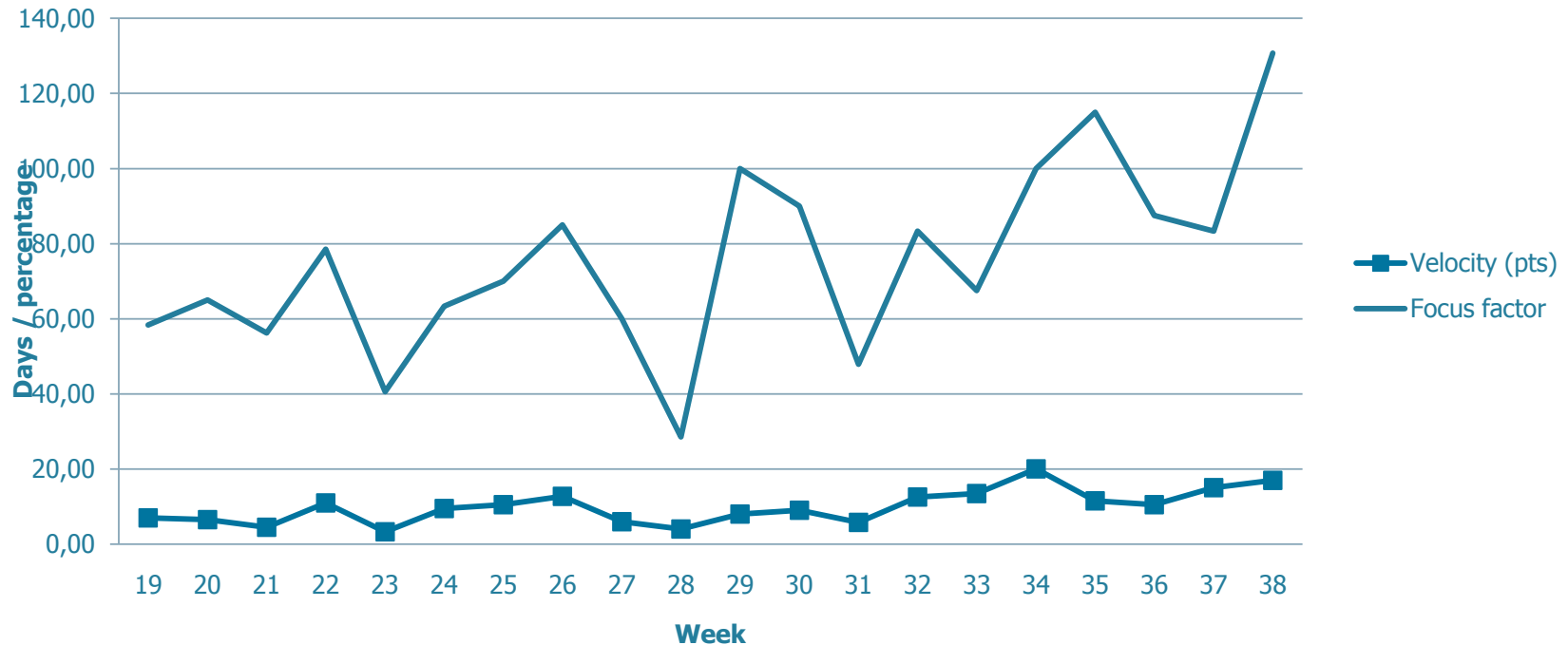


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Improvement tracking



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Café Martin

Café Martin

Us - one
year later



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What is different?

Before

- Sprints
- Little teamwork, multiple projects in sprint
- Planning & sp estimation
- Dispair over improvement

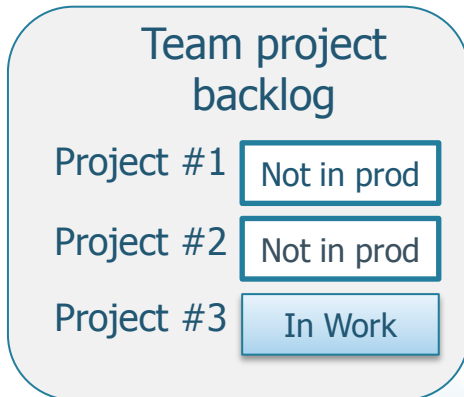
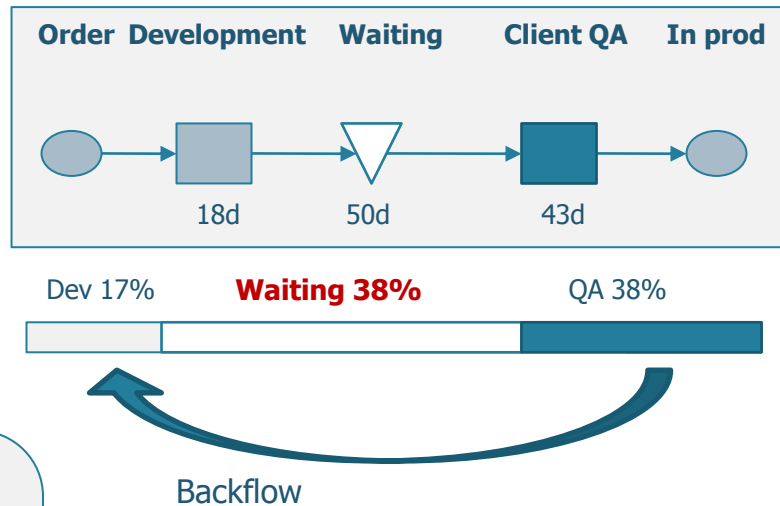
After 1 year

- Release when ready (needed)
- Teamwork, despite multiple projects
- T-shirt sizing
- Team focused, management supported improvements
- Key tech debts solved

Nailing down the problem behind the improvement is getting harder - requires more effort and thinking..

What is same?

- Still multiple projects (but better risk mix)
- External clients behaviour not changed



.. but management are working on it
and no longer considers this a team problem



Meet the team



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Thanks for listening!

Psst..
Kanban Coach Camp
November 9-10



Expand your improvement skills

<http://www.crisp.se/kanbancoachcamp>

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