Continuously improving using Kanban

CONVERTING A SCRUM TEAM TO KANBAN

2010-09-24
Mattias Skarin
Who am I?

Coach
- Help IT companies stay competitive

Entrepreneur
- Extreme Solutions
- Bizplant

Engineer
- 9 years software dev
- Acting CTO

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Blog:
http://blog.crisp.se/mattiasskarin

Book: “Kanban and Scrum – making the most of both”
Look out for

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

Why no reaction?

"Not sure scrum is helping"
Context – team setup

Client user specialist
Client project manager
Meeting 1/w
Product Owner/Project manager

Client Side [uk]
Q & A

Our Side [fr]

Mattias Skarin
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

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What to do first?

<table>
<thead>
<tr>
<th>Backlog</th>
<th>Estimation</th>
<th>Runnable @ Client</th>
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<tbody>
<tr>
<td></td>
<td>In queue</td>
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<tr>
<td></td>
<td>Dev</td>
<td>Merge</td>
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</table>
After two weeks of kanban
Dude – get real..
## What’s next?

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**Why is work stuck here?**

- 8+ devs
- 1.5 testers
Inject TDD

Free some space!
- Simplify estimates
- Abolish sprints – regular release cadence

+ Better qa/dev ratio
+ Much needed refactorings
+ Self confidence
## Next learning

..why are stories dropping out?
Mixing bad and good work

Changing branch policies

- Trunk - releasable
- FR – unit tested
- EN – unit tested
Adding test design for refined flow

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<tr>
<th>In queue</th>
<th>Work</th>
<th>Done</th>
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<tbody>
<tr>
<td>Test design</td>
<td>Dev</td>
<td>PO Test</td>
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Team taking charge of the process

Backlog

Estimation

Runnable

@ Client

In queue

Estimated

In queue

Work

Done

Test

Design

Dev

Test

Build

Rel.

Remember!

Unit

Func

Gui

Server

Dude-Merge!

Talk!

Tag!

SURPASS

MY

ESTIMATION

DOUBLED

MY

ESTIMATION
Small steps

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

Moving on

- Train in root cause analysis
- Train in problem solving
Why it is important to understand the problem
"Team no longer work overtime"
Improvement tracking

![Graph showing improvement tracking over weeks. The x-axis represents weeks from 19 to 38, with milestones at 22, 24, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, and 38. The y-axis represents days/percentage, ranging from 0,00 to 140,00. Two lines are plotted: one for velocity (pts) and another for focus factor. The velocity line shows fluctuations, while the focus factor line shows a steady increase.]
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
Thanks for listening!

Psst..
Kanban Coach Camp
November 9-10

Expand your improvement skills
http://www.crisp.se/kanbancoachcamp