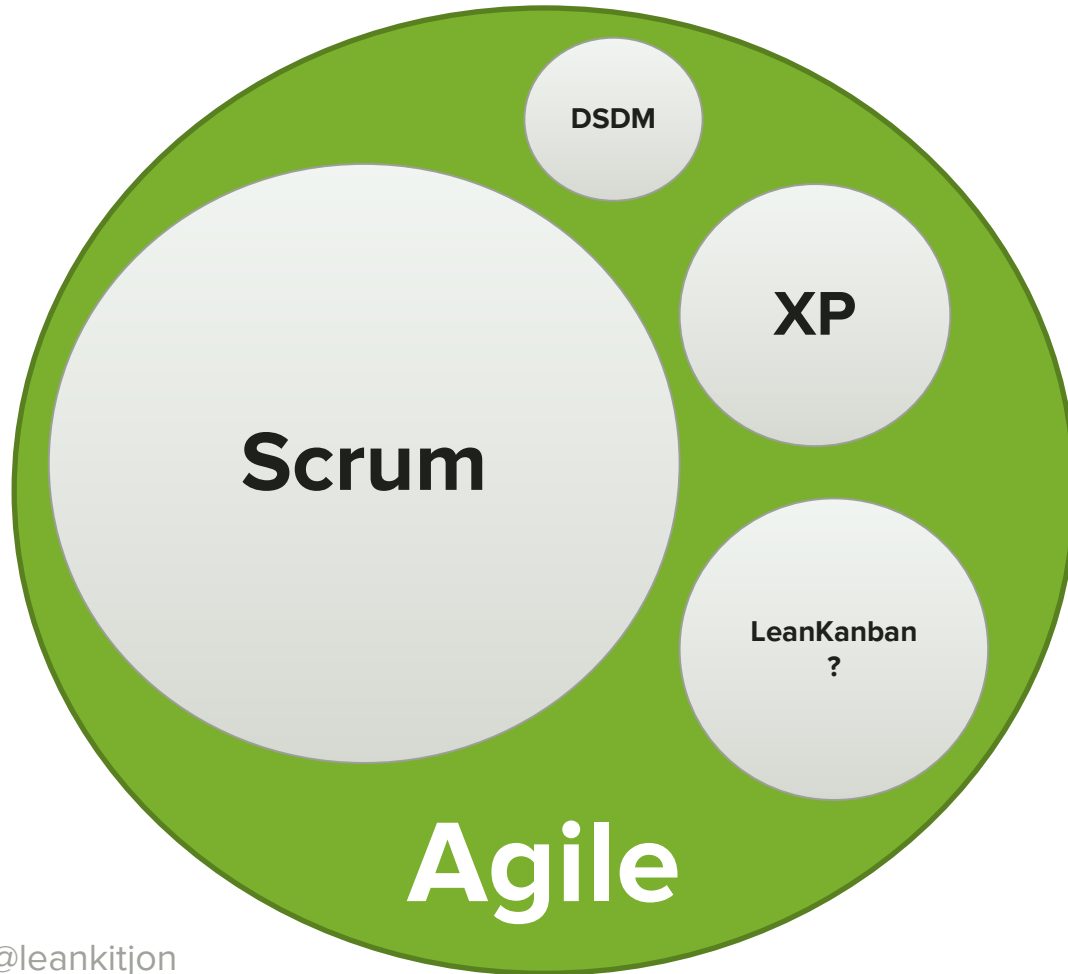


Scrumagilean

A practical introduction to Lean Principles

Jon Terry





Nope

Many people you meet will have a narrow software development centric view of modern management ideas

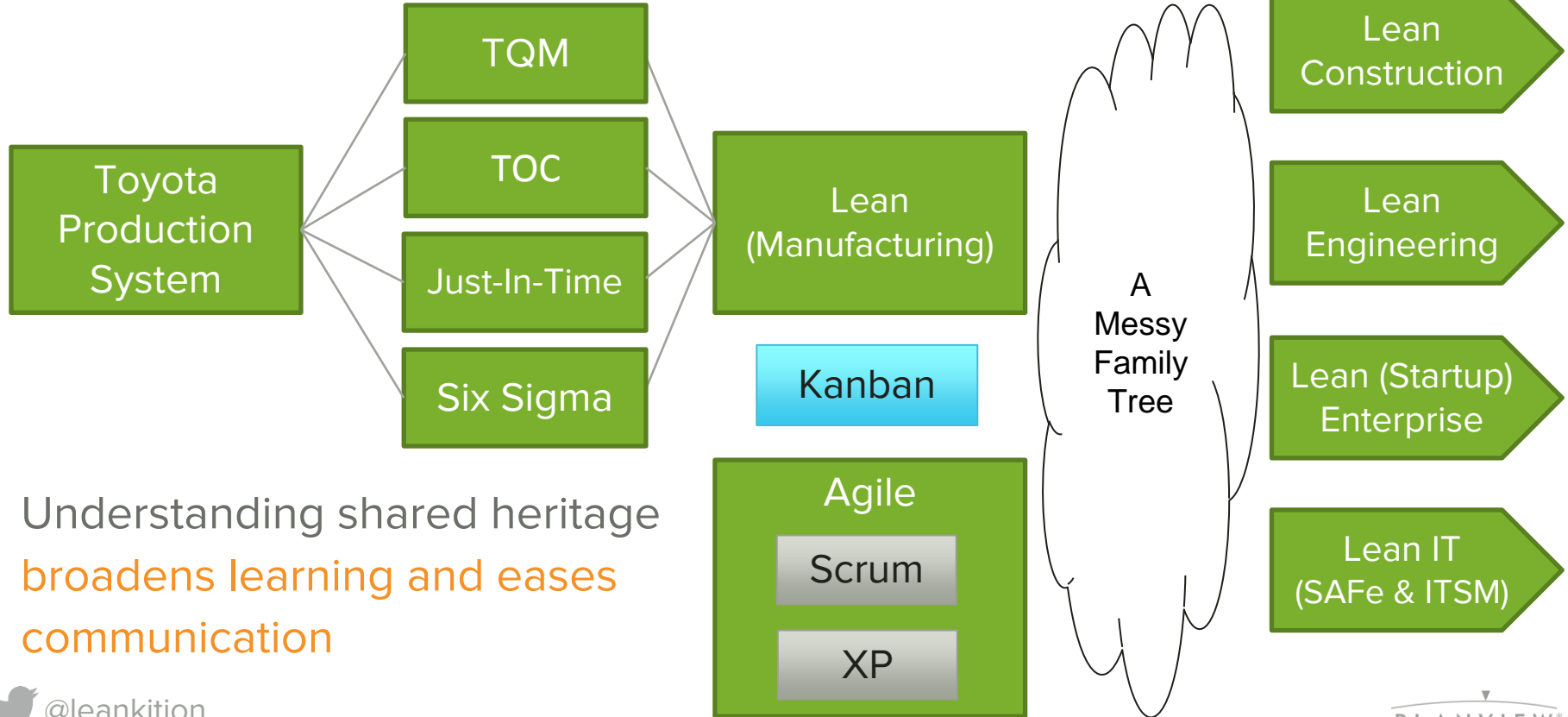
1950s-1980s

1980s

1990s

2000s

Today



Understanding shared heritage
broadens learning and eases
communication

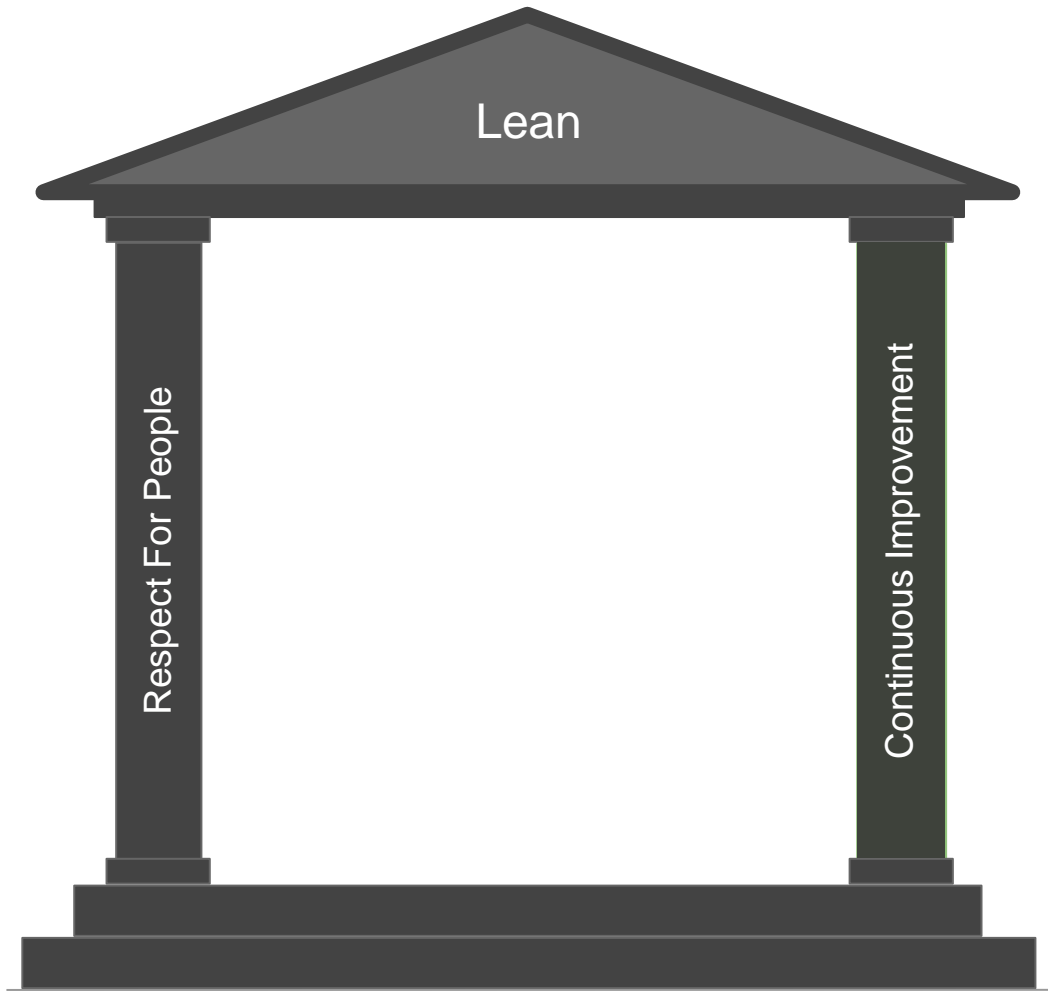
Lean Starts with Principles

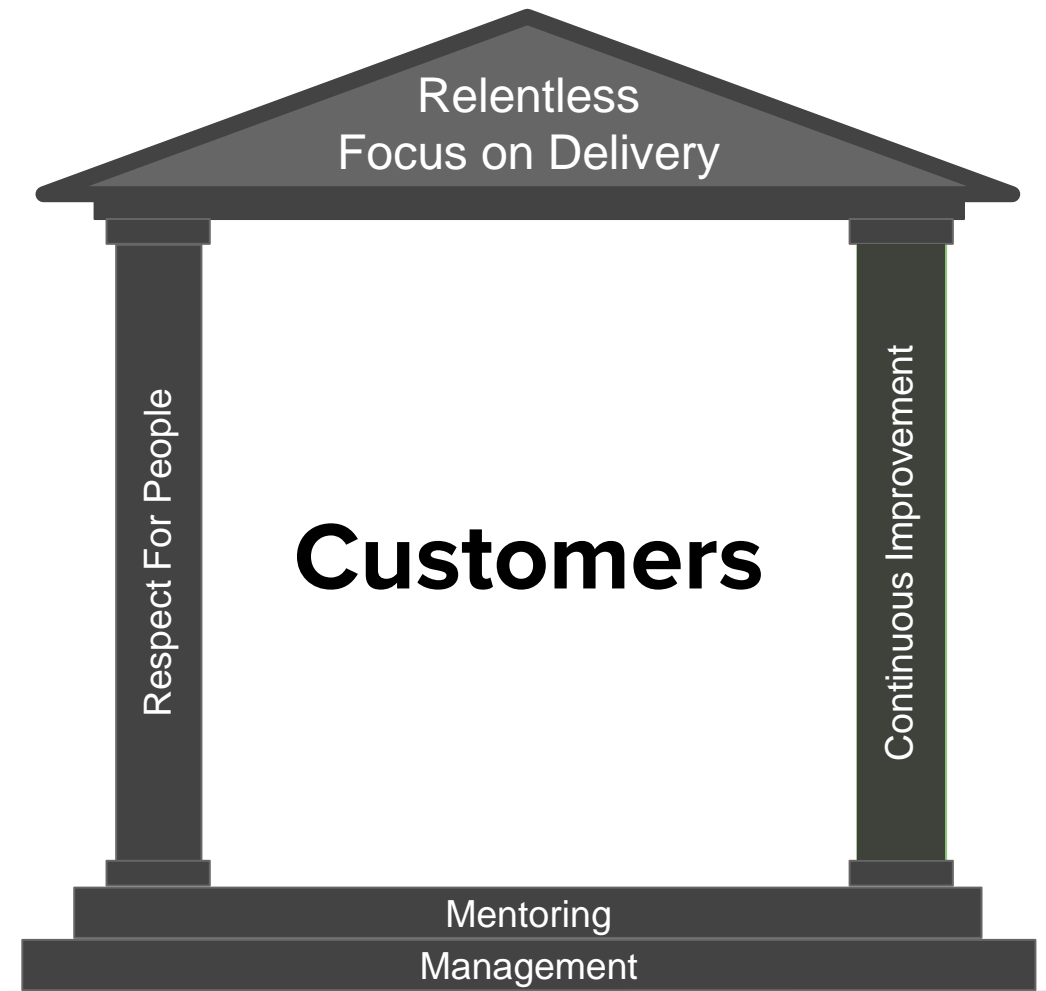
A virtuous cycle of continuous improvement





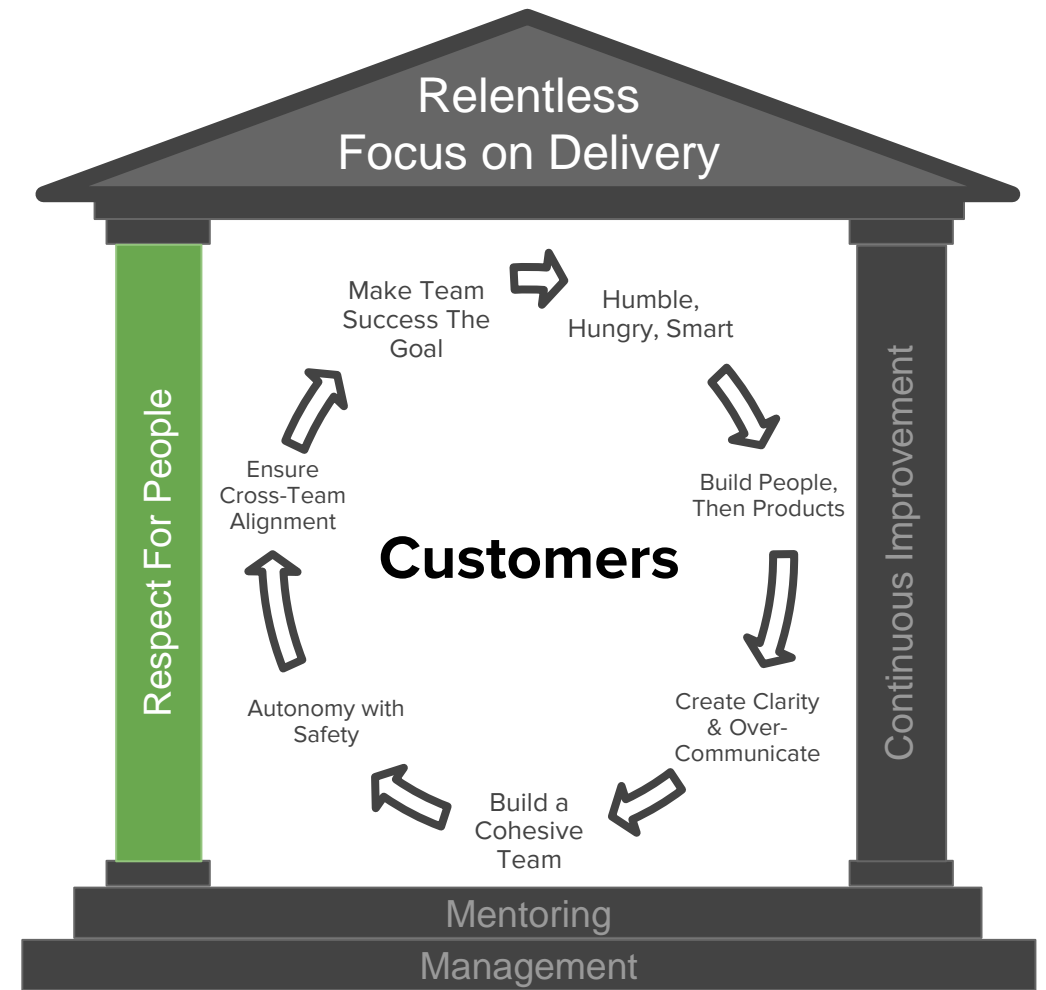
The Toyota Way has two main pillars: continuous improvement and respect for people. - Katsuaki Watanabe





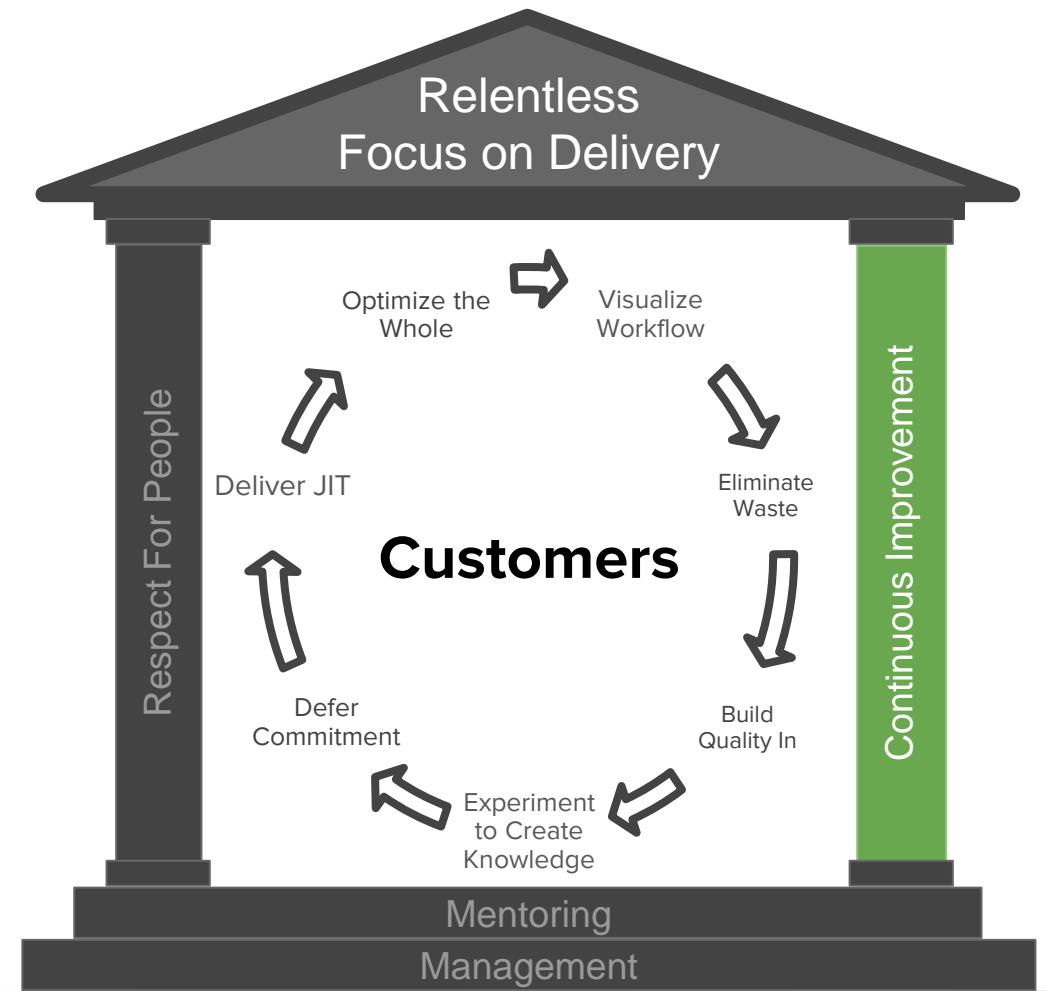
Centered on Customers

What do they want? And what must we do to deliver it?



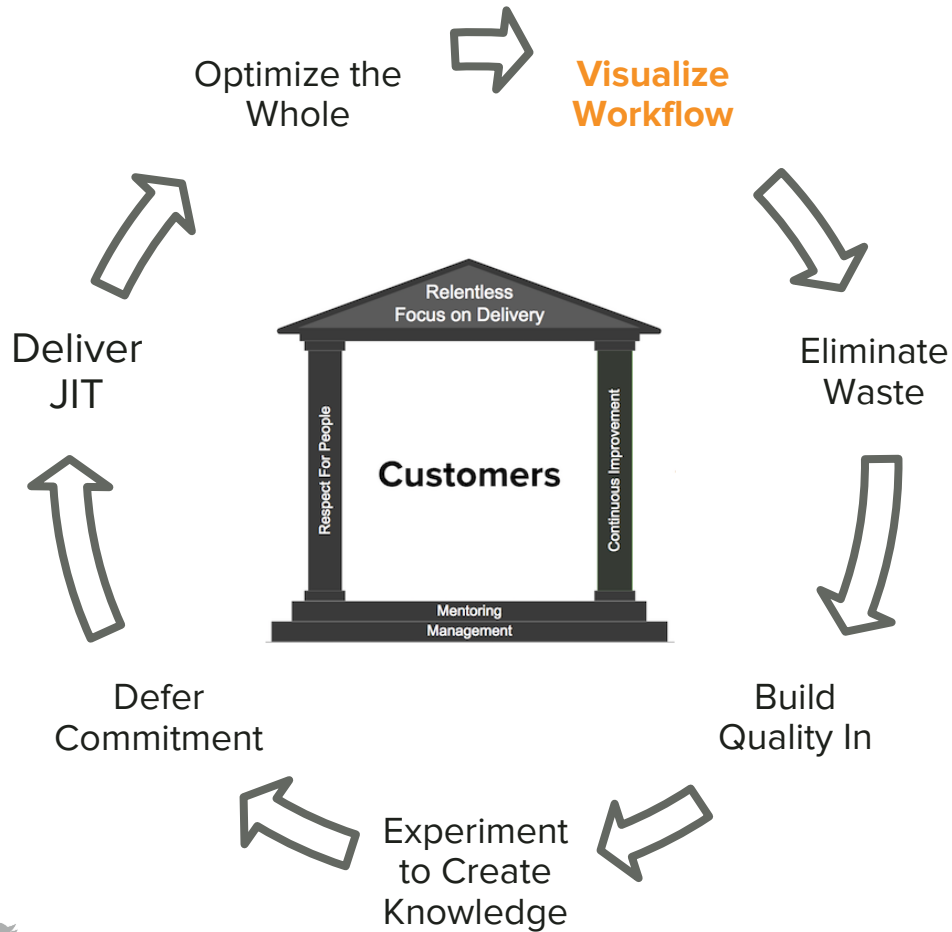
Motivation

Belief in the **intrinsic motivation of clear purpose**
vs extrinsic motivation
driven by rewards &
punishment



Measure to Manage

Focus on **rapid flow of value & fast feedback loops** vs up-front planning & high utilization of all resources



Visualize Workflow

Kanban's **transparency** is key to all other Lean change

Kanban Principles

1. Visualize the (current) workflow
2. Limit Work-in-Progress (WIP) *
3. Manage (for smooth) flow
4. Make process policies explicit
5. Implement feedback loops
6. Improve collaboratively
using Kanban to apply new models

* Often implicitly at first

Evolve

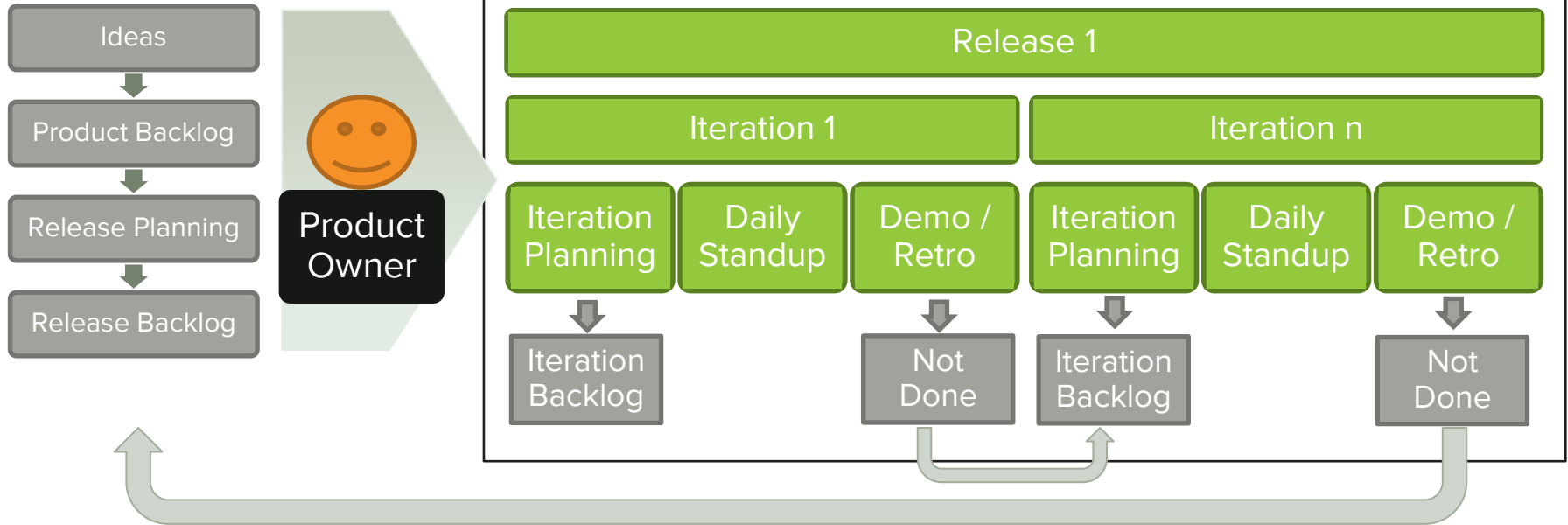
Start from where
you are today, even
(especially) if that's
Scrum

The Scrum Framework



Scrum
master

Fixed Time and People



Scrum mandates new **roles**, **“rituals”** and **cadence** for a team

Scrum

- A structure of new roles, “rituals” and cadence
- No prohibition against visualization, WIP limitation or flow measurement
- A mature Scrum team with good technical practices often looks awfully Kanban-ish

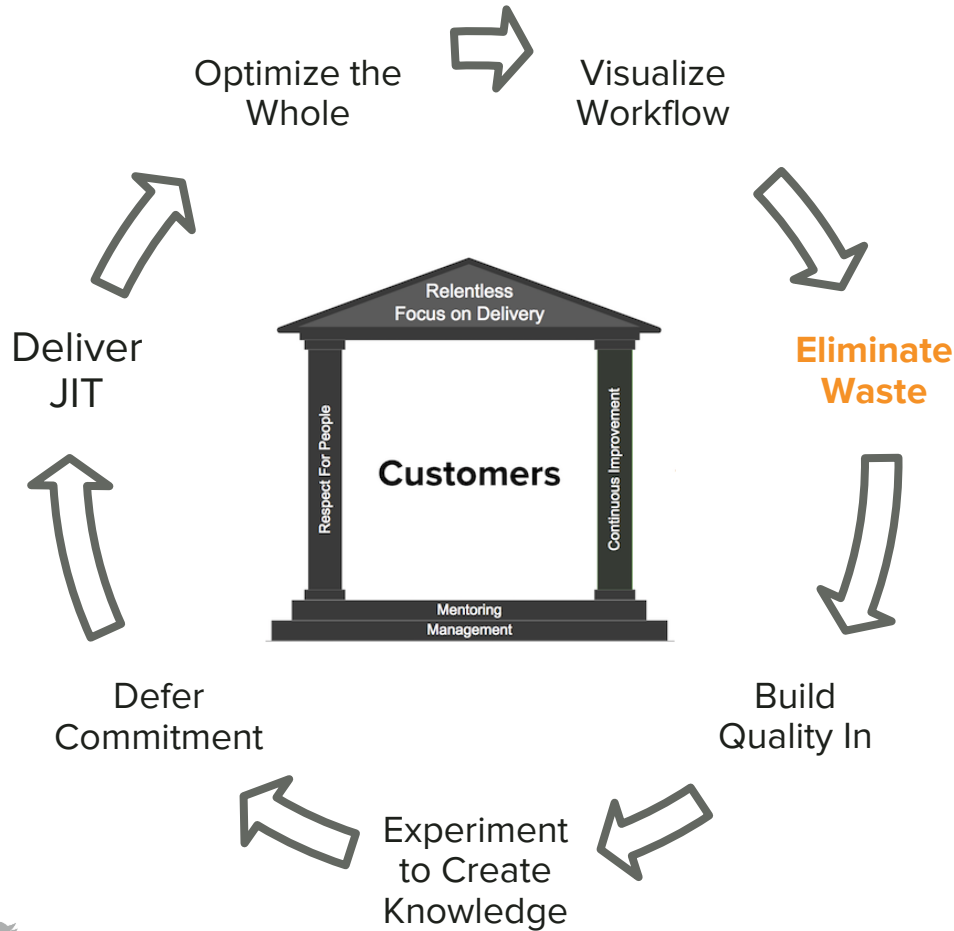
Kanban

- Evolution through measurement
- No opinion on roles, meetings or iterations
- Software dev teams who use Kanban to become more Agile often act quite Scrum-y

Do Both

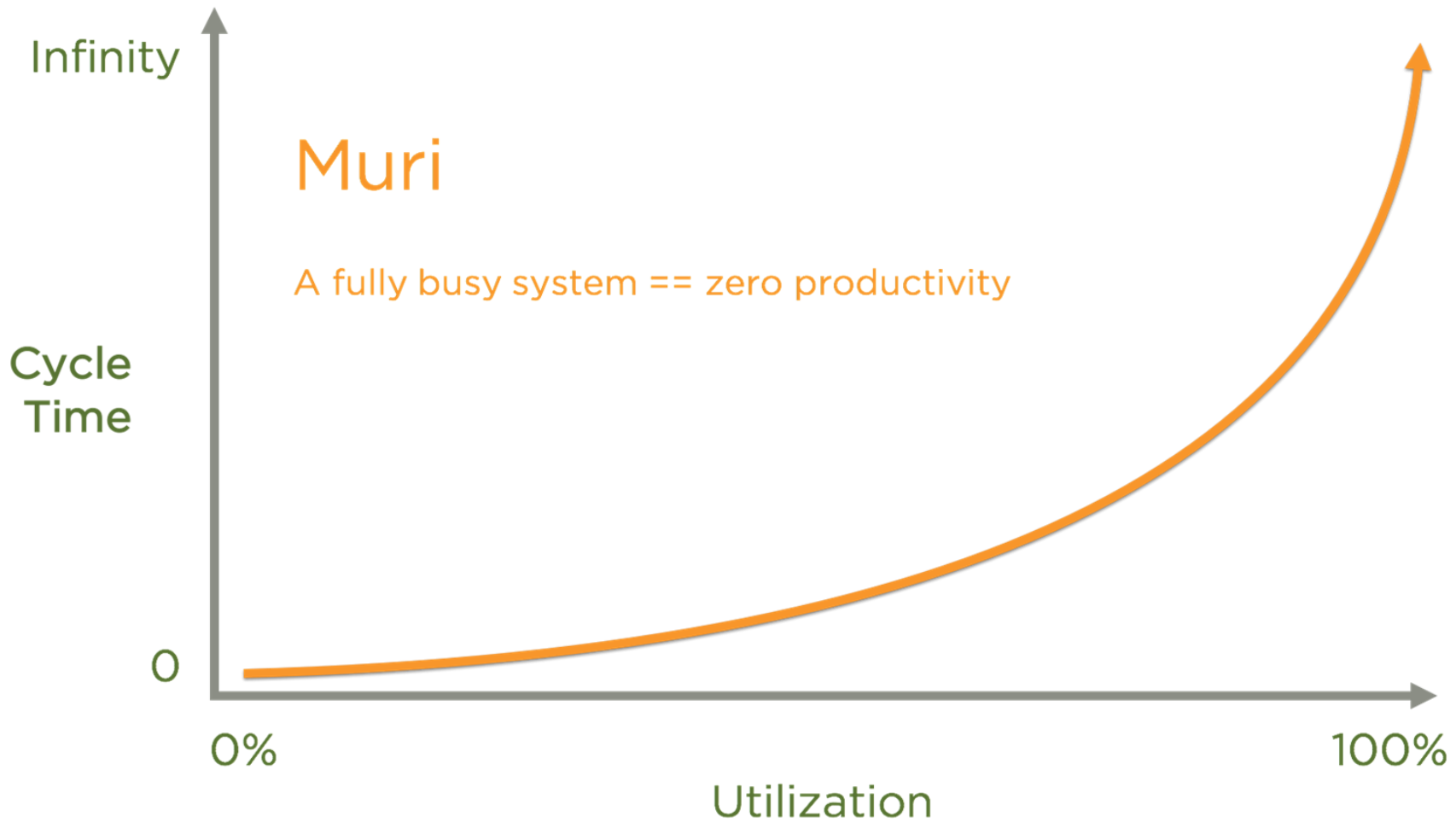
Look beyond the tactical practices to gain real value.

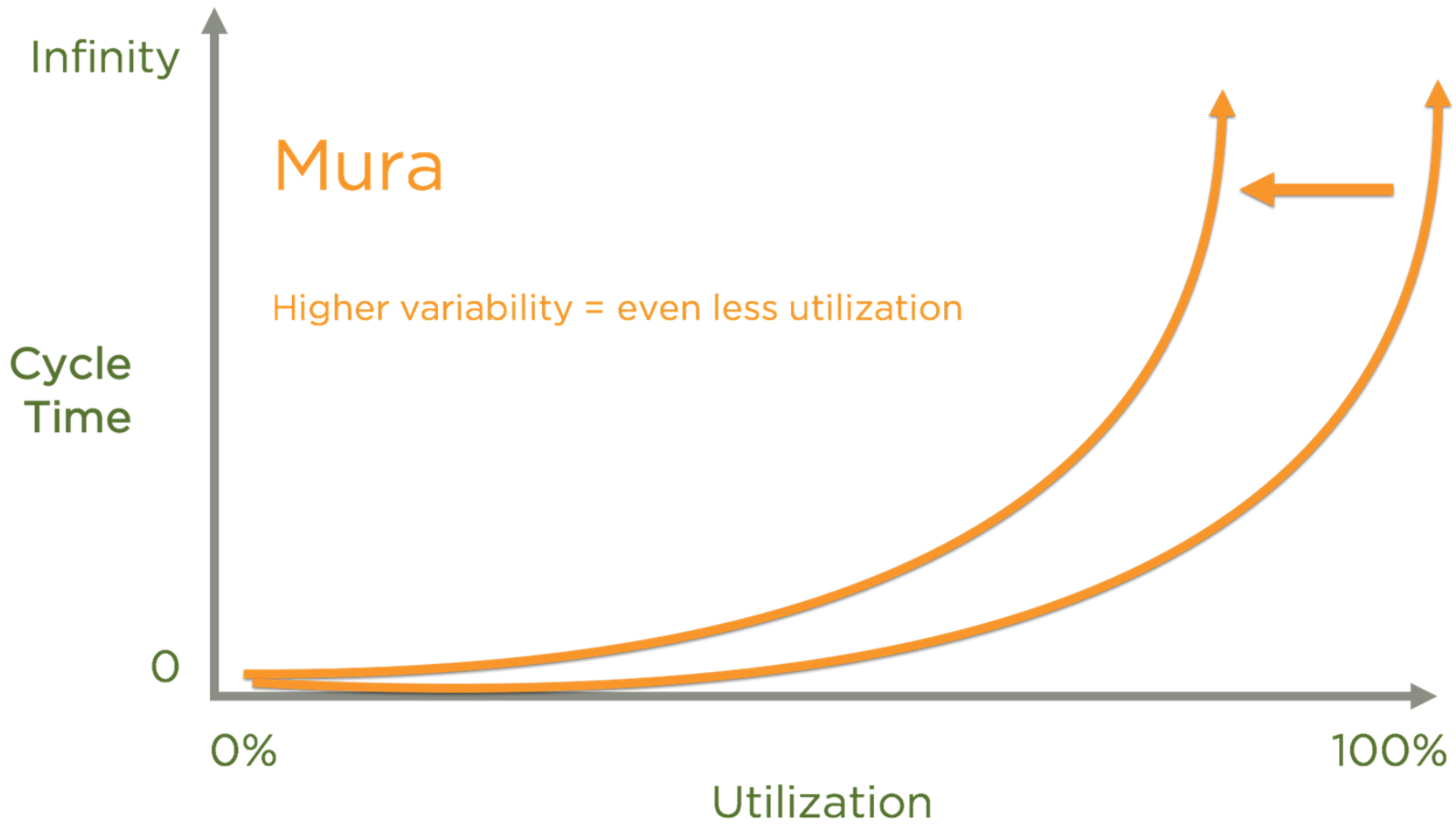
The real value is in the principles.

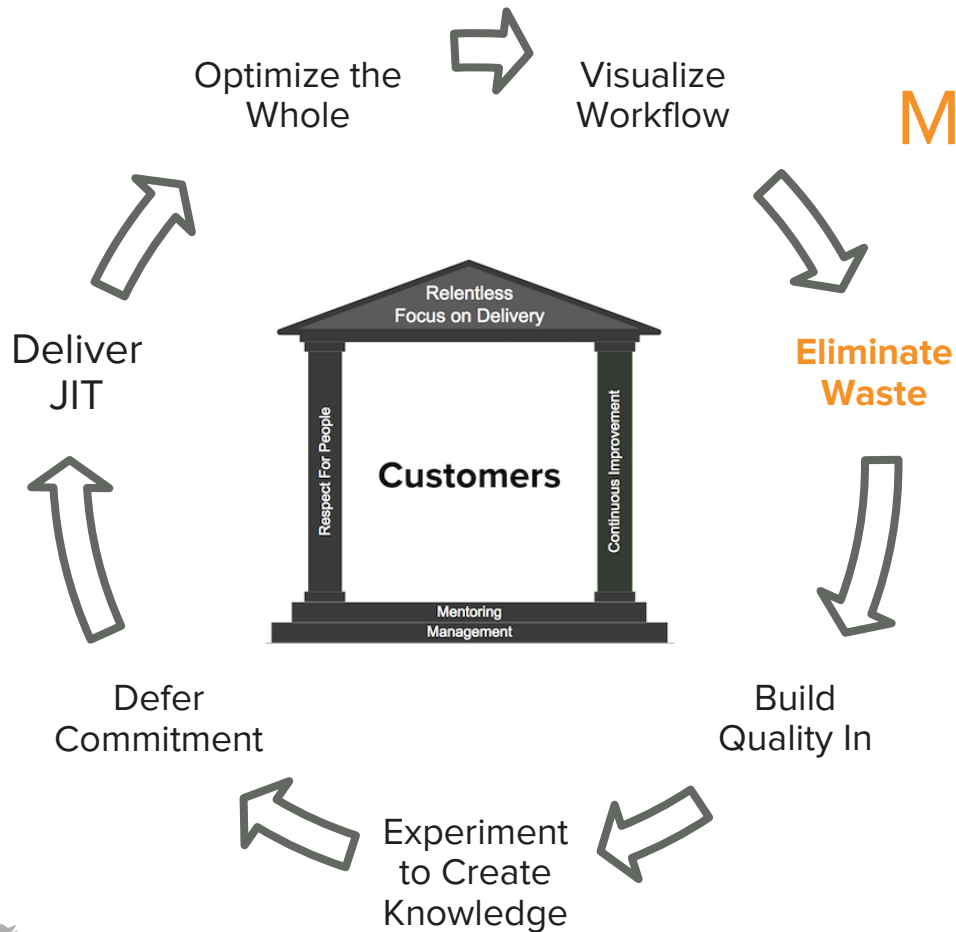


Eliminate Waste

If your **client wouldn't gladly pay** part of your itemized bill, it's waste



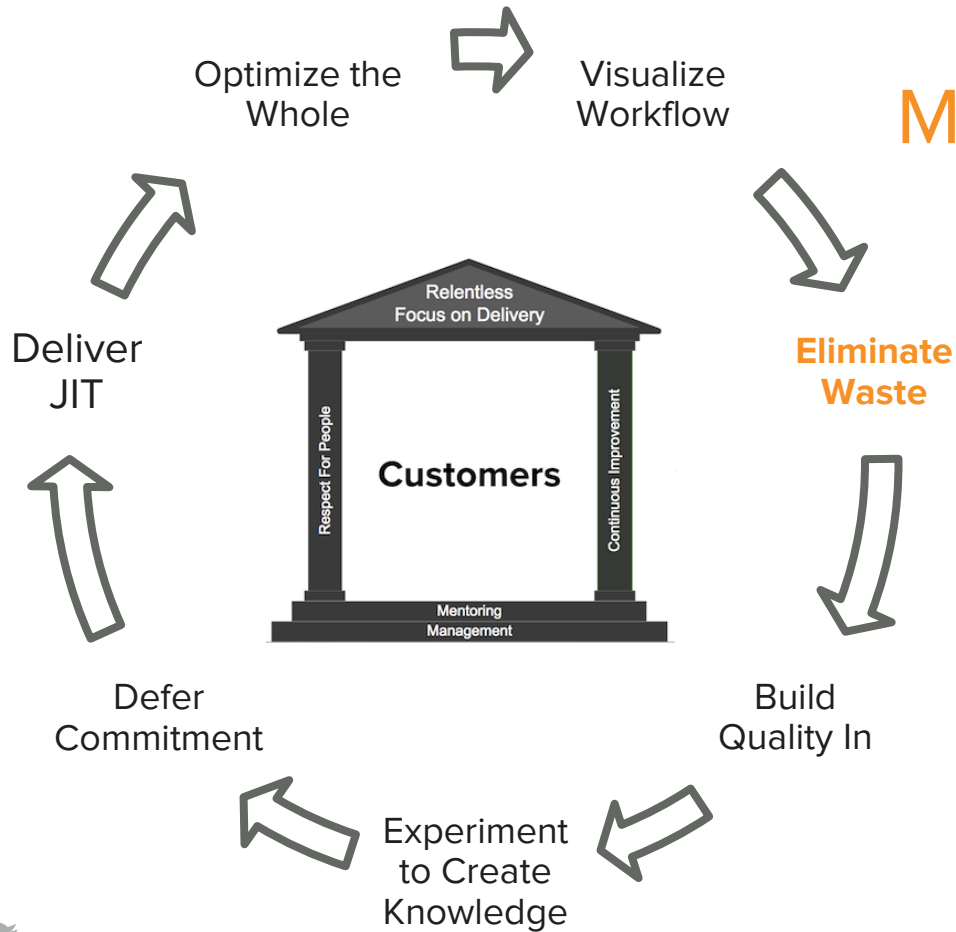




Muda

1. Work-In-Process
2. Delays
3. Extra Features
4. Technical Debt
5. Handoffs
6. Task Switching
7. Defects

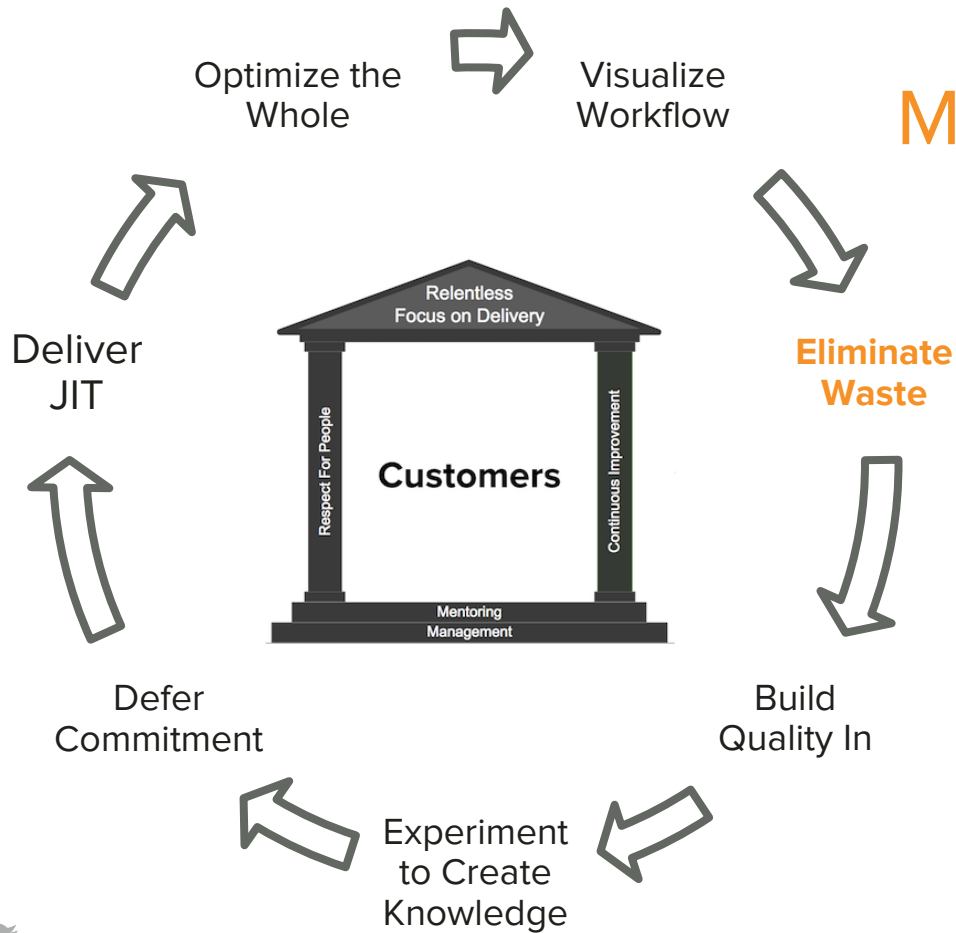
Doing has no value, only done (quickly)



Muda

1. Work-In-Process
2. Delays
3. Extra Features
4. Technical Debt
5. Handoffs
6. Task Switching
7. Defects

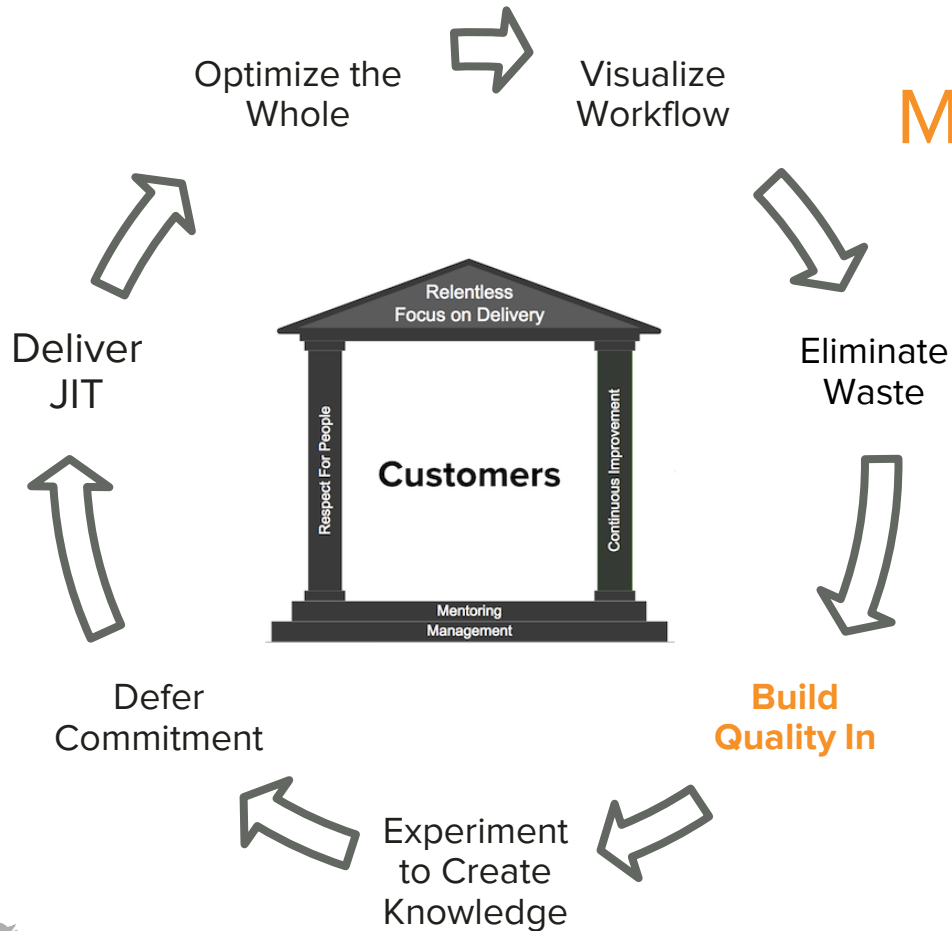
If most features aren't used & most work is support: **most work is waste**



Muda

1. Work-In-Process
2. Delays
3. Extra Features
4. Technical Debt
5. Handoffs
6. Task Switching
7. Defects

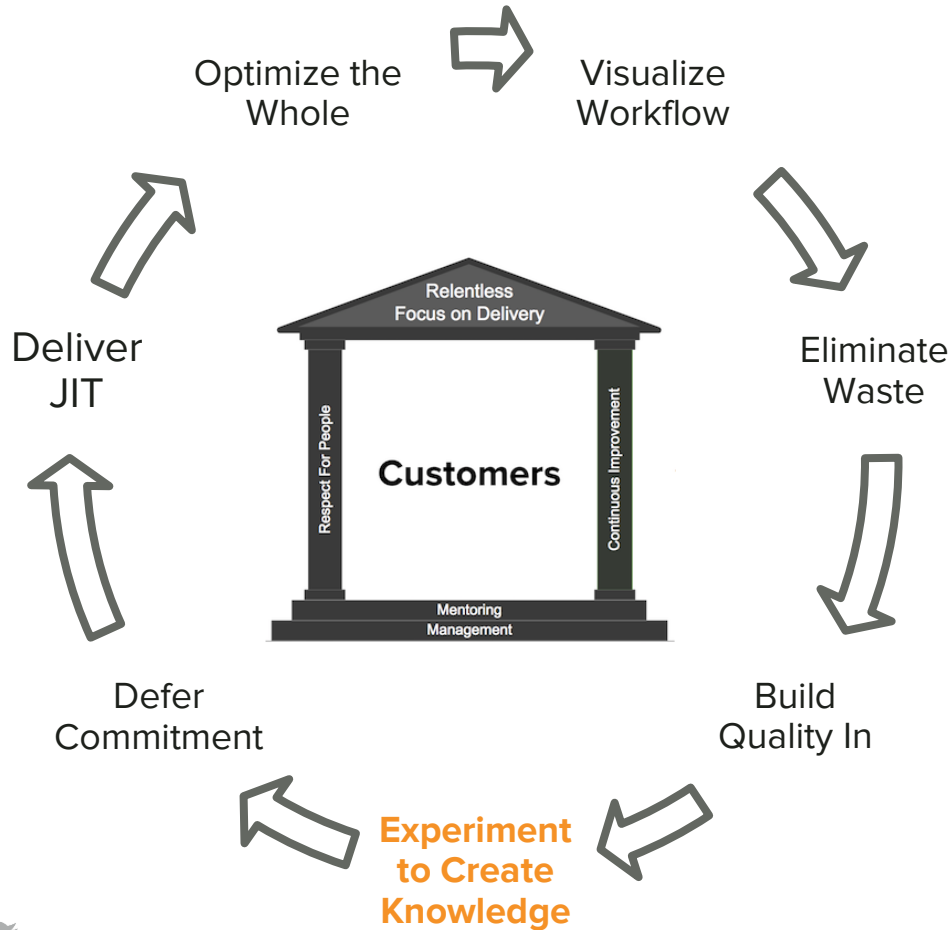
Knowledge degrades with every transfer



Muda

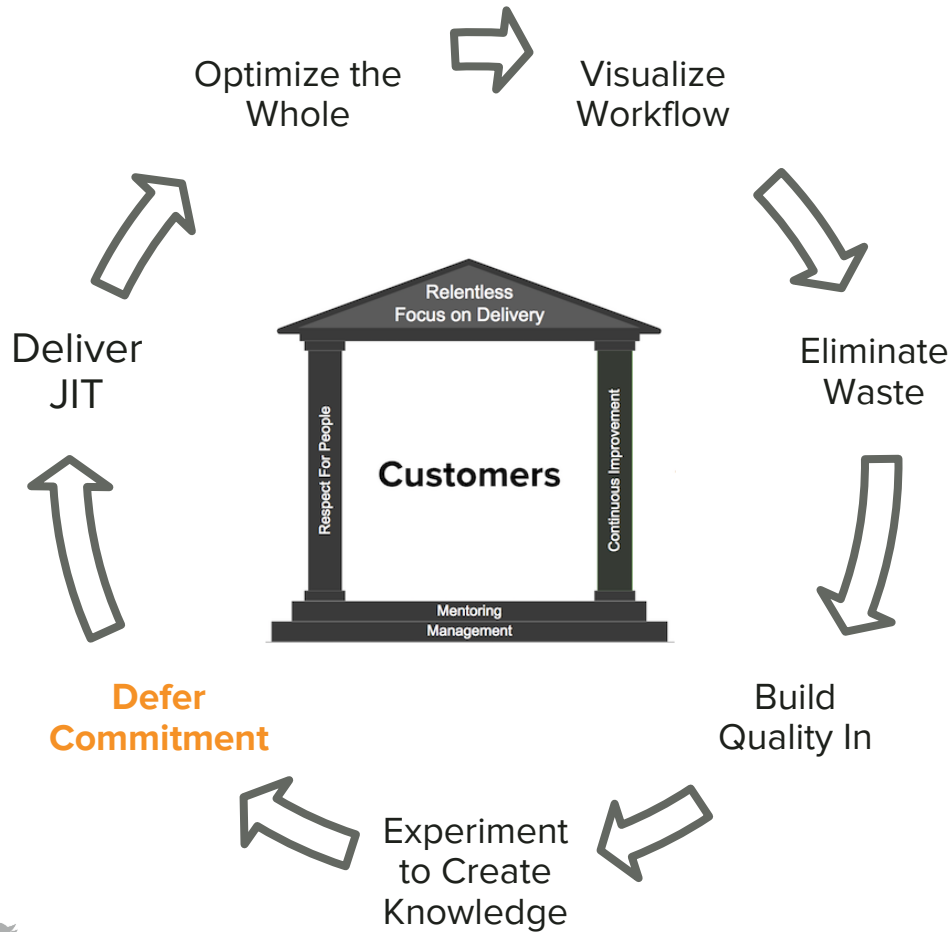
1. Work-In-Process
2. Delays
3. Extra Features
4. Technical Debt
5. Handoffs
6. Task Switching
7. Defects

Focus on failure-proofing your process rather than testing for failures



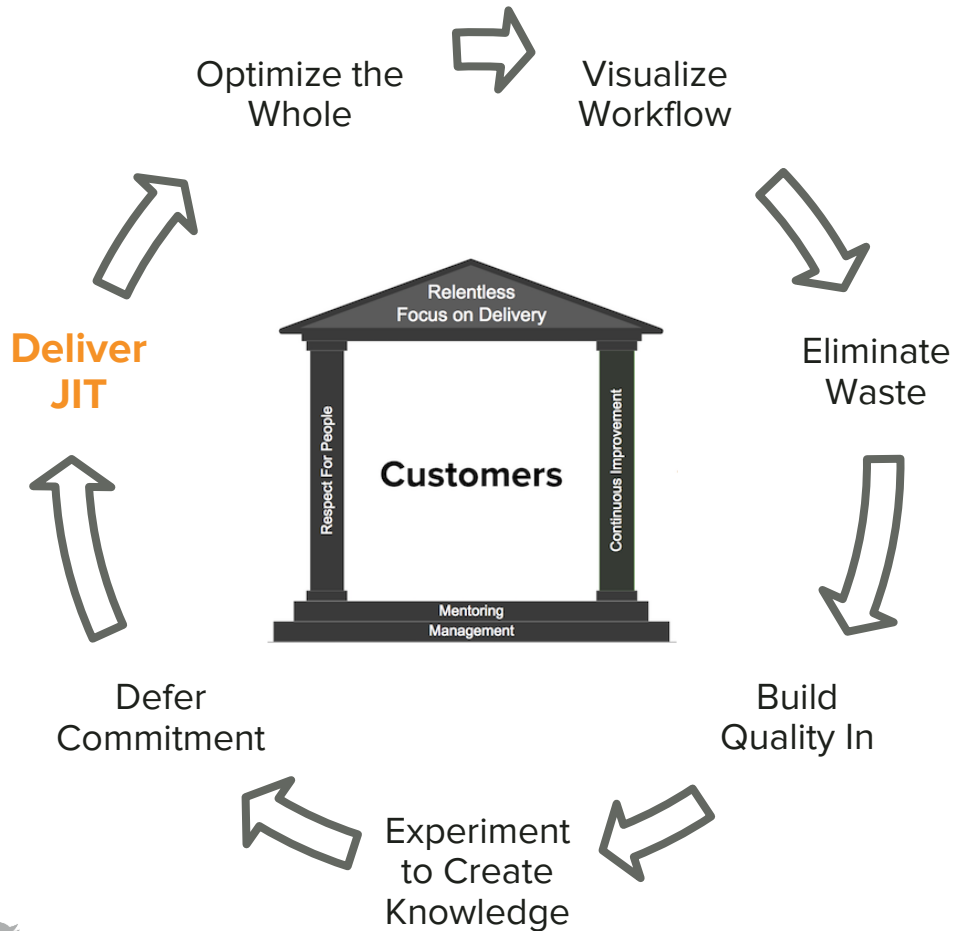
Experiment

Knowledge creation requires hypothesis and **acceptance of failure**



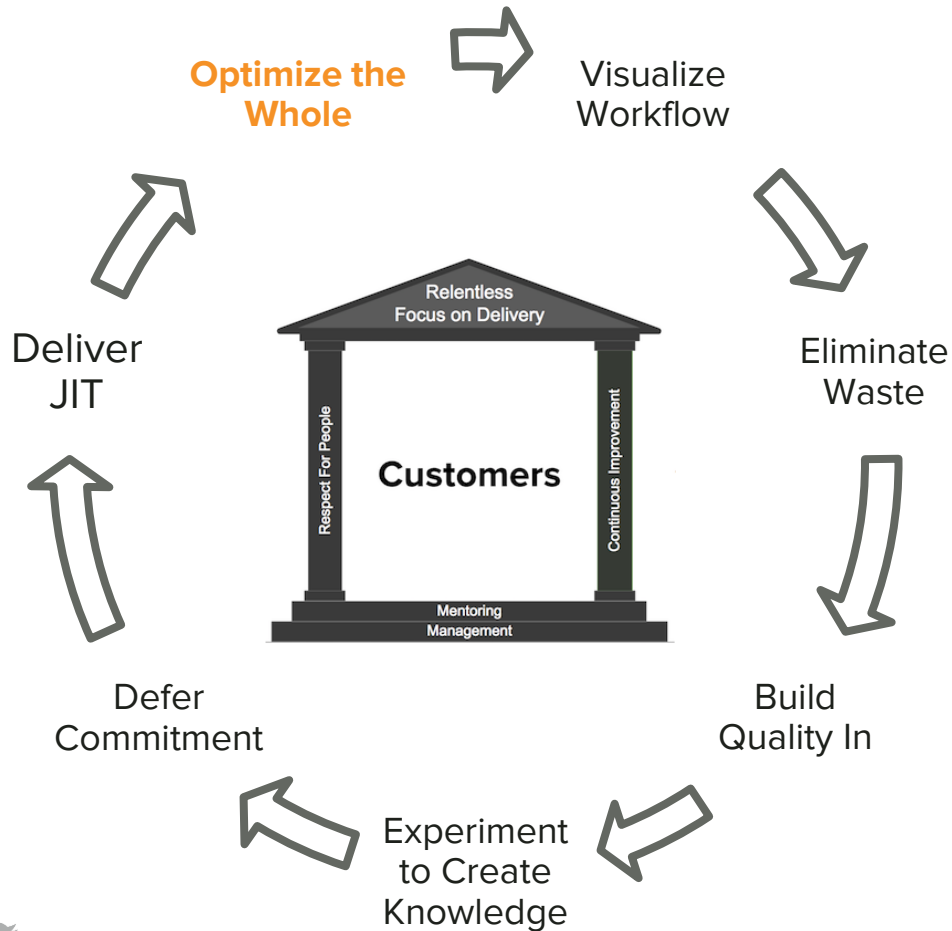
Defer Commitment

Wait. If you can't wait,
invest in parallel
experiments



Deliver JIT

Not just fast. Delivering early creates inventory and sacrifices optionality



Optimize the Whole

Your process has a bottleneck.
Improvements elsewhere may
be wasted

Key Reading

Lean Thinking: Banish Waste and Create Wealth in Your Corporation

- Jim Womack, Dan Jones

The Phoenix Project: A Novel About IT, DevOps, and Helping Your Business Win

- Gene Kim, Kevin Behr, George Spafford

OR

Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance - A Business Novel

- De Jacob, Suzan Bergland, Jeff Cox

AND LATER FOR REINFORCEMENT

The Goal: A Process of Ongoing Improvement

- Eli Goldratt, Jeff Cox

Online

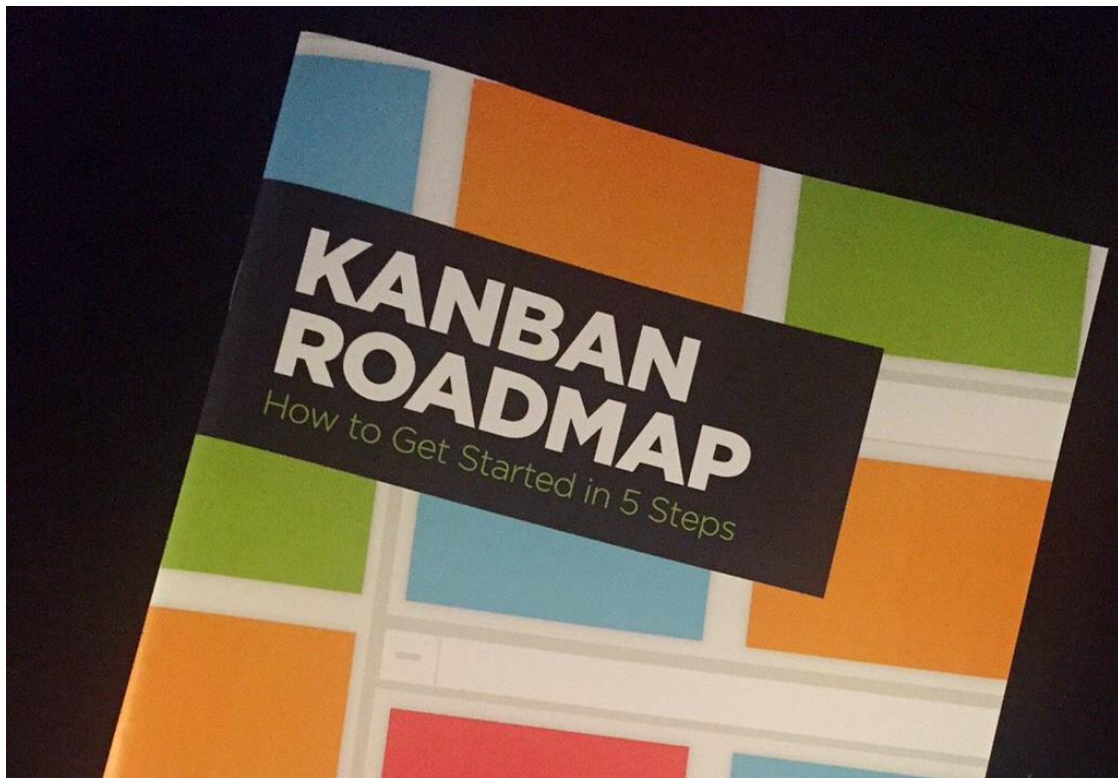
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- Case Studies



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Key Reading



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- Templates
- Case Studies

Key Reading

Kanban: Successful evolutionary change for your technology business

- David J. Anderson

Personal Kanban: Mapping Work | Navigating Life

- Jim Benson, Tonianne DeMaria Barry

Real-World Kanban: Do Less, Accomplish More with Lean Thinking

- Mattias Skarin

Lean from the Trenches: Managing Large-Scale Projects with Kanban

- Henrik Kniberg

Principles of Product Development Flow

- Don Reinertsen

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