



Scrum.org™
The Home of Scrum

Get your 4x4 in Gear

Jim Sammons, PST

Jun 16th, 2021

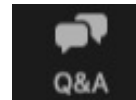
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Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
 - Submit questions by selecting the Q & A icon:



Who is Scrum.org



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



About Me

"I feel the need...the need, for speed"



- Passionate about Scrum, Kanban and Human Beings doing meaningful work.
 - Plays: Boardgames
 - Watches: Seinfeld and ~~too much~~ YouTube
 - Currently Binging: Parks and Recreation
 - Loves: Coffee, Animals, and 80's and 90's pop culture
- Fandoms: Ohio State Buckeyes, Chicago Sports, Will Ferrell movies
- Enjoys: Building things with wood and metal and learning new things



[/jamessammons/](https://www.linkedin.com/in/jamessammons/)



JamesSammons@gmail.com



Columbus, OH USA



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What I have...



Classes I teach...



Quick Poll – Use your Phone Camera

Info will also be on screen momentarily.





First...an analogy



Normal Work Items



Very Important Safety Work Items



Maintenance Work Items



Hyper Critical Innovation

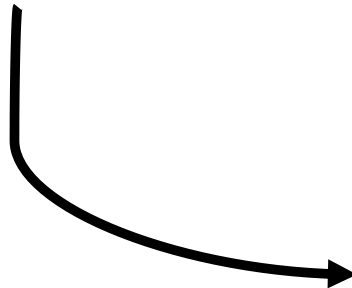
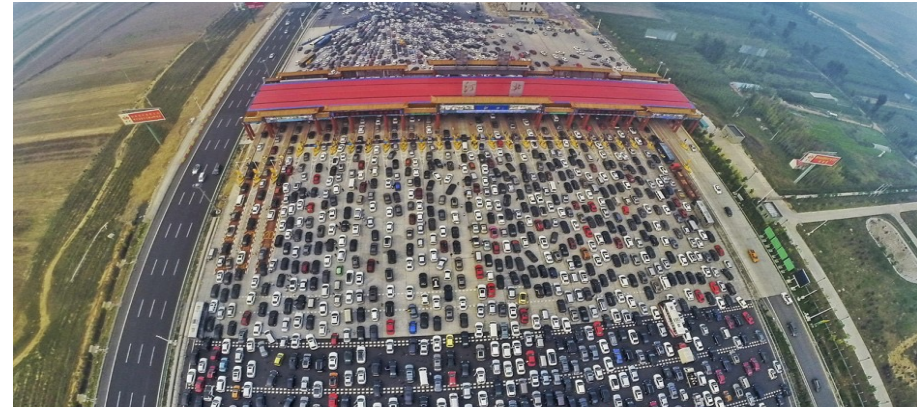
?

When will xxxx be done?

How long will this work take?

How many items can your team do in a month?

Is the project on schedule?



Focusing on flow and using the 4x4 will enable us to:

- Ask the right questions sooner.
- Answer questions with more ease and more credibility.
- Test hypotheses so we can improve faster.

The Kanban



4 Practices		4 Metrics	
Visualize the Workflow		Work in Progress	
Limit Work In Progress		Cycle Time	
Actively Manage WIP		Work Item Age	
Inspect and Adapt the Workflow		Throughput	

Kanban Goals

We are Pursuing... **Optimal Flow**

Which aims to strikes the right balance between...

Effective at delivering what people need when they need it.

Efficiency of all the aspects of our system.

Predictable so that we are better able to plan and forecast with integrity and confidence.

Our 4 x 4 is fueled by

Pool of Ideas	Feature Preparation		Feature Selected	User Story Identified	User Story Preparation		User Story Development		Feature Acceptance		Deployment	Delivered
	3 - 10		2 - 5	30	15		15		8		5	
Epic 431	In Progress	Ready			In Progress	Ready	In Progress	Ready	In Progress	Ready		Epic 254
Epic 478	Epic 444	Epic 602	Epic 602						Epic 601	Epic 609	Epic 604	Epic 386
Epic 562	Epic 589								Epic 468	Epic 577	Epic 226	Epic 419
Epic 439			Epic 302						Epic 362		Epic 339	Epic 388
Epic 328	Epic 653		Epic 335								Epic 521	Epic 287
Epic 287											Epic 582	Epic 274
Epic 606	Discarded		Epic 512									
	Epic 511	Epic 213										
Epic 723												

Policy
Business team showing value, cost or delay, one estimate and design outline.

Policy
Selection at Refinement meeting chaired by Product Director.

Policy
Small, well-understood, testable, agreed with PO & Team.

Policy
As per "Definition of Done" (see...)

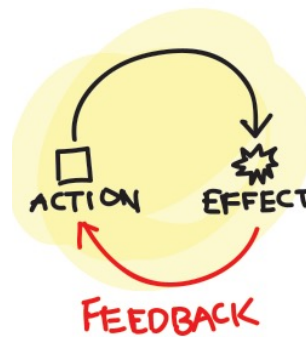
Policy
Not assigned per Continuous Deployment policy (see...)

Transparency



Inspection

Adaptation



Practice 1 and 4: Define and Visualize a Workflow and Inspect and Adapt the Workflow

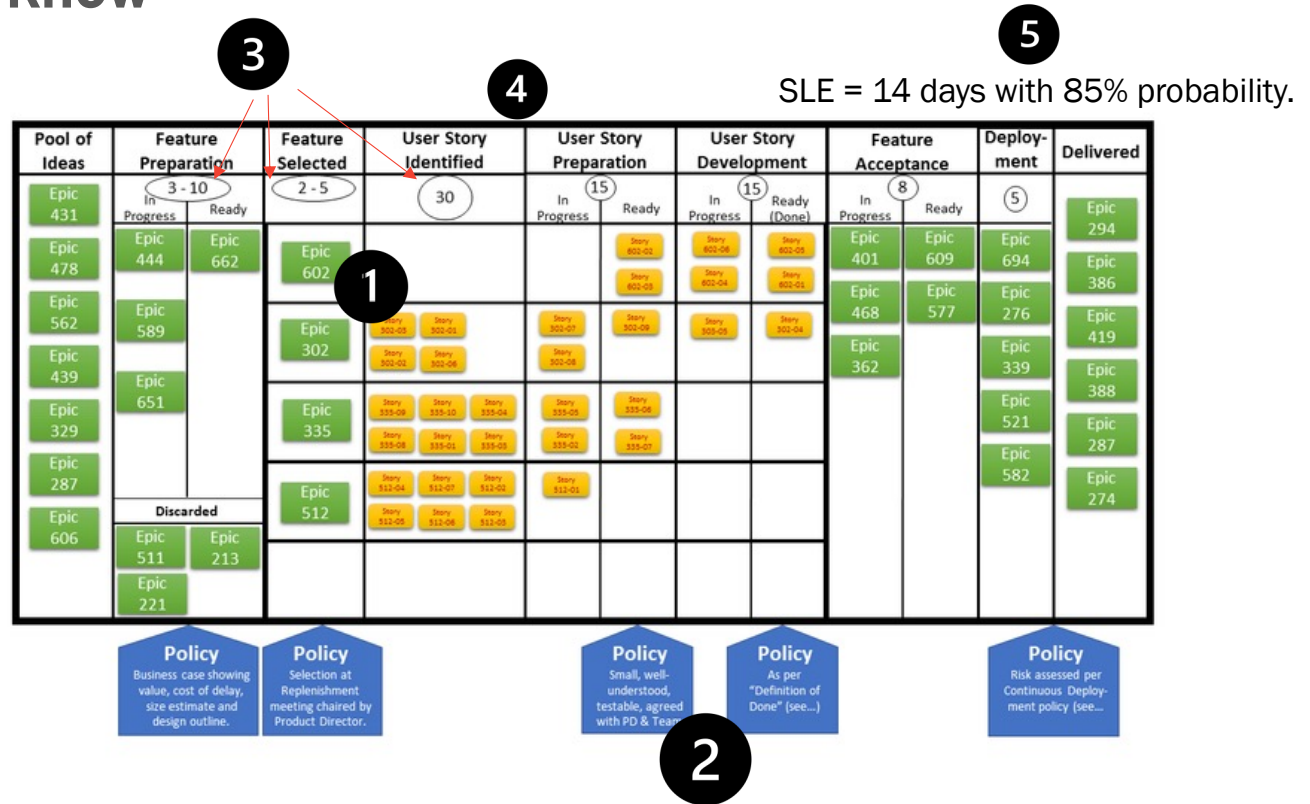
1. Work Item Types

2. Explicit Policies, including when work is considered “started” and when it is “finished”

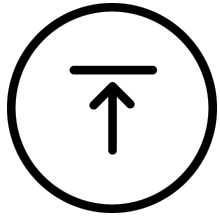
3. WIP Limits (how WIP is controlled)

4. Work States

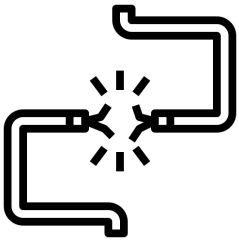
5. A Service Level Expectation, ideally based on historical data.



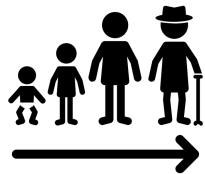
Practice 2 and 3: Actively Manage WIP and Limit WIP



- Kanban without WIP limits is not Professional Kanban



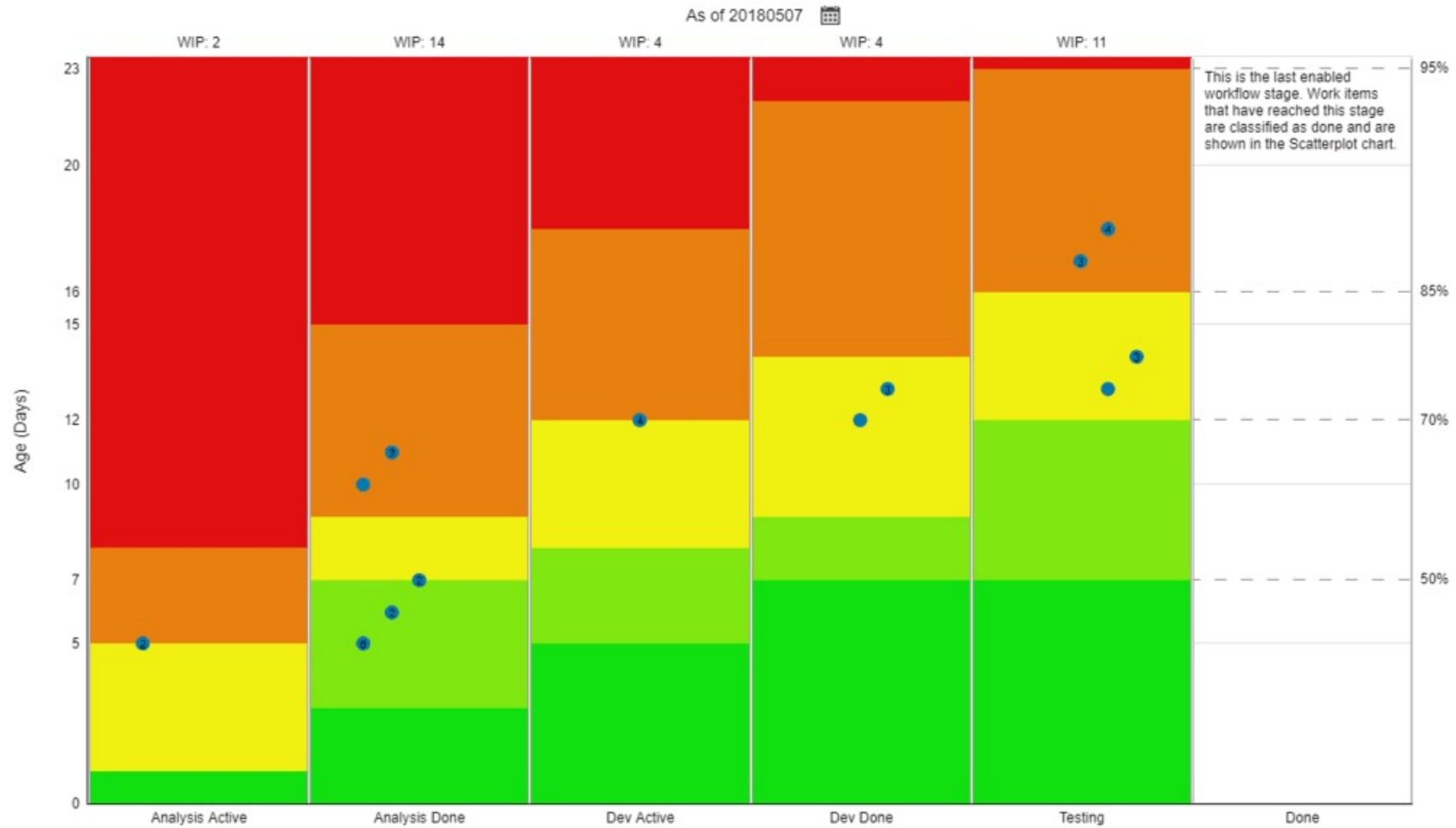
- Avoid work getting “stuck” and aggressively unblock work.



- Mind the age of WIP, compare it to historical data to spot problems early.

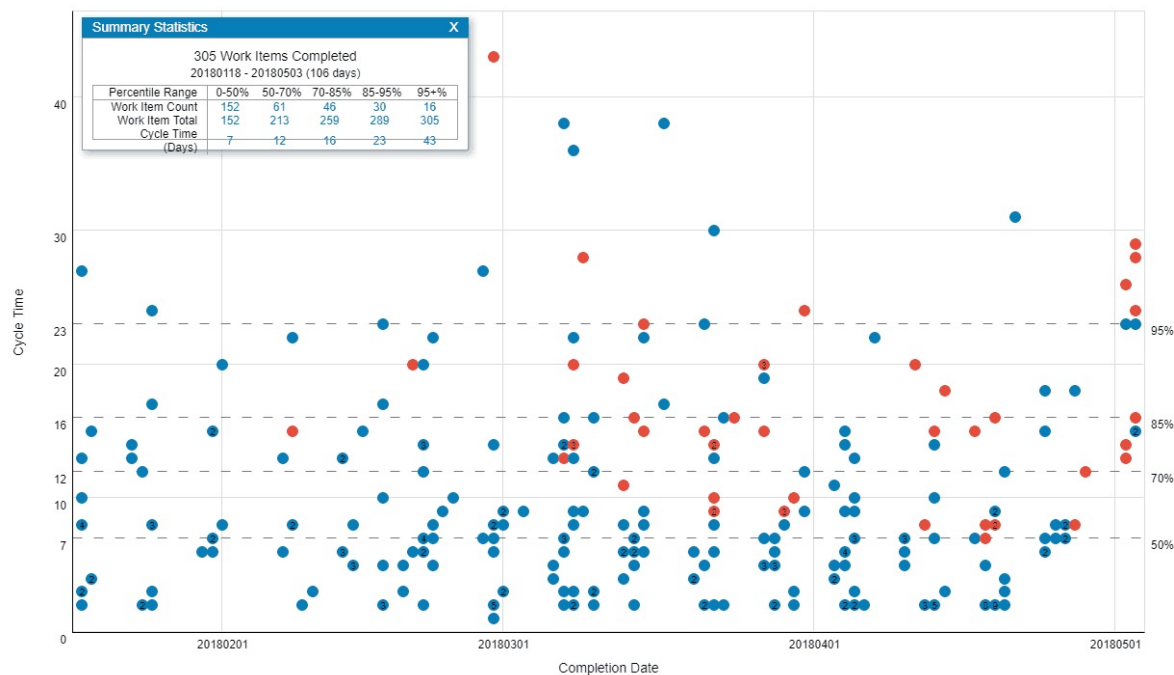
4 Kanban Metrics

Metric	Definition	Answers	Helpful to
Work In Progress	How many work items are started but not done.	What are we working on? Is it too much at once?	Create a pull system with limited WIP Achieve focus
Work Item Age	How long has each of our Work Items been in Progress?	Are things moving faster, slower or on pace compared to previous items? If slower, why?	To spot bottlenecks in the workflow To address blocked items or prod slow moving work.



4 Kanban Metrics

Metric	Definition	Answers	Helpful to
Cycle Time (ex: 7.5 days)	How long an average item takes to complete	How long does work take?	Set expectations around delivery of work items.
Throughput (ex: 37 items per month)	Count of how many work items you get done in a timebox.	How many things can you do in a given timebox?	Planning projects, product roadmaps and to make better forecasts.



Throughput Run Chart



Micromanagement?

“Jim, it feels like all of this is going to lead to micromanagement. Isn't that what you said you *don't* want?”

In short...yes. But of the work, not the people.





Scrum and Kanban are illuminators..

They make things visible.. But we still
must do the hard work

Pro Tips to Improve your Kanban Practices

- Work your board right to left at a Daily Scrum (or similar)
- Make policies explicit, visible and revisit them often
- Think about what you may need to know or answer in the future. Visualize your workflow and configure your tools accordingly.
- “Waiting to be started” isn’t the same as “blocked”
- Do not use a Blocked Column, rather, block items in place. Keep the clock running and measure blocked time (and “blocked by”)
- Consider buffer columns like “Done”

Just one more thing...

- Stop referring to people as blockers! Instead, talk about the work, their actions, behaviors, etc
 - Their actions or inactions could be a blocker.
 - Their work may block your work, or cause a dependency
 - Behaviors could block or impede.
 - Poor work quality could impede work.

People != Blockers

Closing Poll



Questions

Each role has a clear Learning Path



Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

▼ Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts

Sprint Goal

Done

Scaling Scrum

► Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings

Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

<https://www.scrum.org/pathway/scrum-master>

<https://www.scrum.org/pathway/product-owner-learning-path>

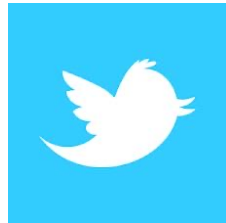
<https://www.scrum.org/pathway/team-member-learning-path>

<https://www.scrum.org/pathway/agile-leader-learning-path>

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Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!