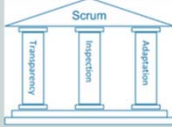



Scrum vs. Kanban:

Which Works Best Where?

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NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Consultant - RefineM

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Scrum vs. Kanban: Which Works Best Where?
4. Upcoming Learning Opportunities from RefineM
5. How to get 1 PDU for this Webinar?
6. Q & A

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.



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Your Expectations

What are your expectations from this webinar?

Why are you here today?



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into a *competitive advantage*



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 - ✓ PMI-ACP One-on-One Coaching
- * Project Management/ Process Improvement Consulting and Training
- * Products for Project Professionals
 - ✓ Essential Gear for Project Managers
 - ✓ PMP Exam Simulator
 - ✓ Agile, PDU, and PMP Videos at Vimeo

My professional journey b/f RefineM

20+ years of Successful Project Leadership

- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and executives
- * Board Member – SWMO PMI Chapter (2008-2014)

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What's New at RefineM



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What's New at RefineM

Upcoming Free Webinars	Date
Leadership Skills for Project Managers	May 2
Business Requirements Gathering for Agile Projects	Jun 6

- * New Training and Outreach
 - ✓ Several in-person and virtual PMP classes in 2018
 - ✓ New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
 - ✓ New Agile class – Kanban Fundamentals / Kanban 101
- * PMP Exam Prep Test Simulator - <https://Examprep.RefineM.com>
- * Agile Videos and PDU Bundle at Vimeo
- * Live PMP video chat sessions every 1st and 3rd Thursday

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Scrum vs. Kanban

- Agile Concepts
- Scrum
- Kanban
- Scrum and Kanban – Similarities and Differences



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Agile Concepts

- Why Use Agile? Benefits of Agile
- Agile Manifesto and Twelve Principles
- Agile Practices
- Agile Methodologies



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Why Use Agile?

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Agile Means Faster Growth & More Money

- * Agile companies grow revenue 37% faster
- * Agile companies generate 30% higher profit



Organizational agility aids business success

Source: <http://www.pmi.org/-/media/pmi/documents/public/pdf/white-papers/org-agility-where-speed-meets-strategy.pdf/>

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Agile Benefit - Speed

- * Faster delivery / time to market
 - ✓ Working potentially shippable increments created faster
 - ✓ Highest-value items created first
 - ✓ Iterative cycle allows for early stoppage



Faster project delivery with more relevant product

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Agile Benefit - Adaptability

- * More adaptability to changes
 - ✓ Backlog can be reprioritized based on changing needs
 - ✓ Backlog and iterations allow for adjustments
 - ✓ Customer involvement puts everyone on same page



Project remains relevant in changing environment

Agile Benefit – Empowerment & Learning

- * Greater team learning, cohesion
 - ✓ Teams are empowered to self-manage
 - ✓ They learn with each iteration
 - ✓ Retrospective makes learning actionable on current project



Teams develop quickly and perform at a high level

Agile Is

1. Iterative
2. Customer Focused, and
3. Data Driven

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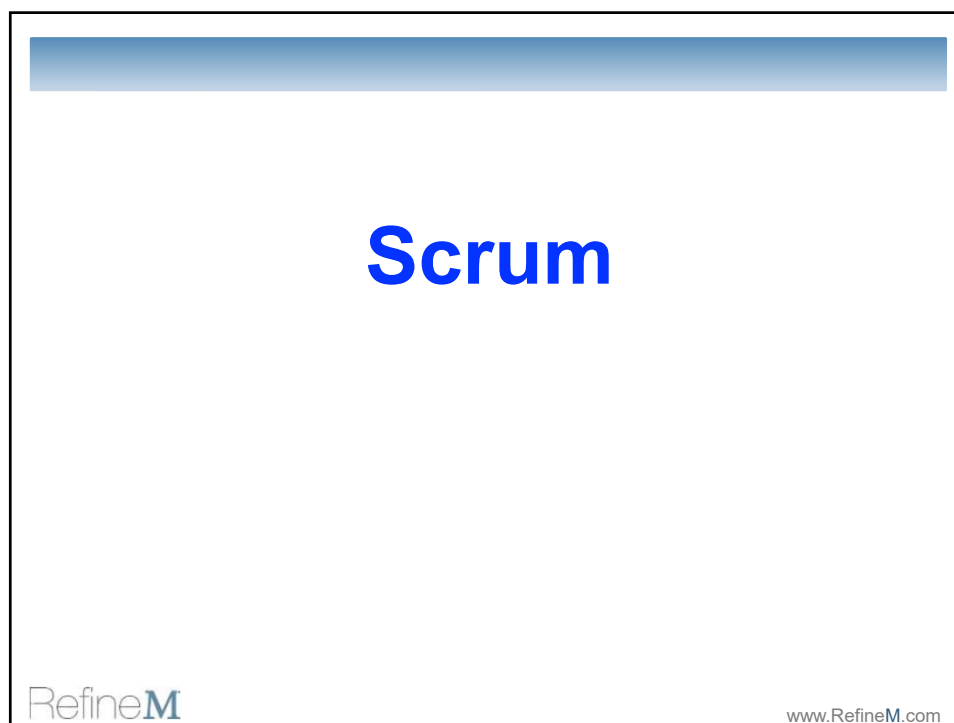
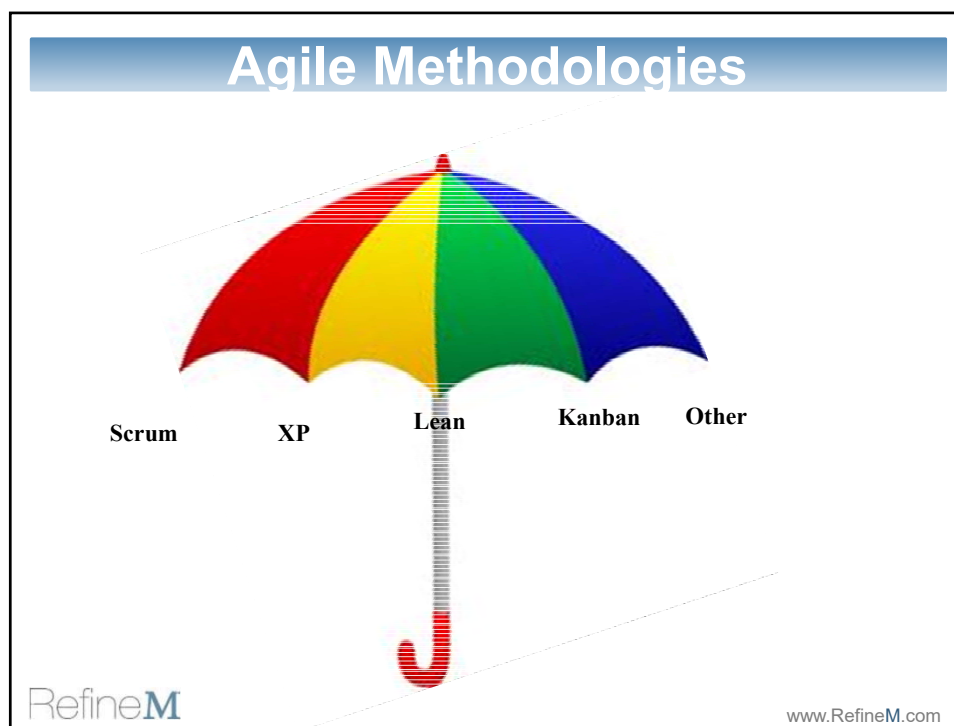
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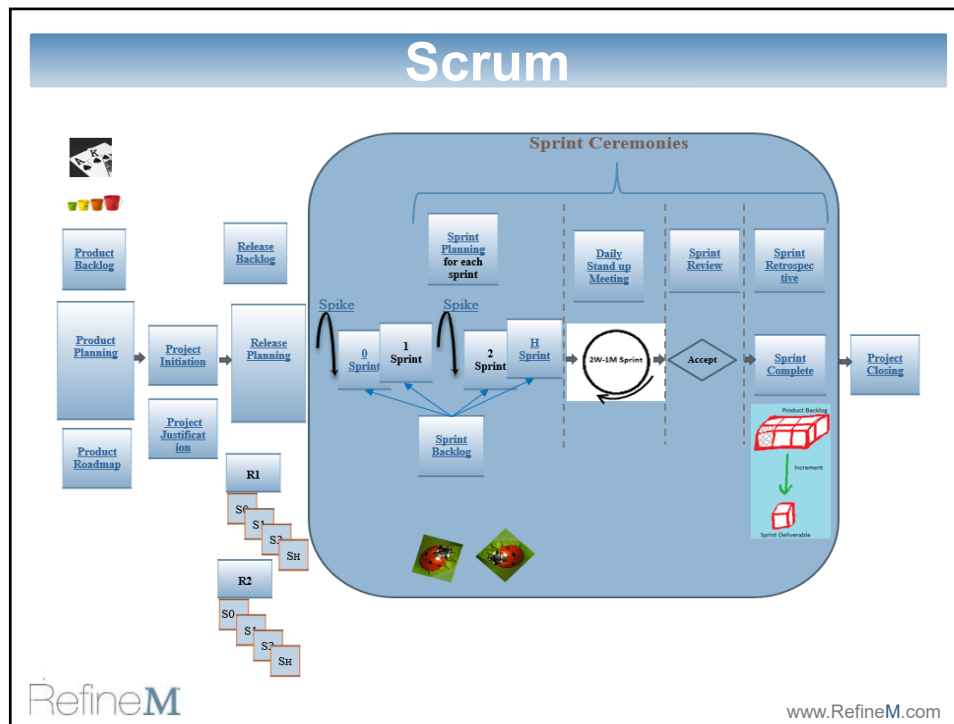
AGILE Methodologies



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Scrum

Scrum is an iterative and incremental agile software development framework that focuses on delivering the highest business value in the shortest time.

- ✓ It has been around since early 1990s.
- ✓ Its primary champions and creators were Ken Schwaber and Jeff Sutherland.
- ✓ It is built upon the three pillars of Transparency, Inspection and Adaptation.
- ✓ It is a highly iterative methodology.
- ✓ While things may repeat, that does not mean that they are identical each time. Rather, the team makes small improvements and changes throughout the project life cycle.

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Scrum Roles

- ✓ **Product owner** - represents the stakeholders and is the voice of the customer. He or she is accountable for ensuring that the team delivers value to the business. Develops and maintains product backlog.
- ✓ **Scrum Master** - Scrum is facilitated by a Scrum Master, who is responsible for helping the team follow the Scrum process. He/she is also accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables.
- ✓ **Agile teams** - are formed (mostly) of generalizing specialists. A generalizing specialist, sometimes called a craftsperson, is someone who has one or more technical specialties.

What about other roles such as BA, QA and PM?

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Kanban

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What is the Kanban method?

The Kanban Method is a set of principles and practices that are applied to an existing process.

Adapted from Kanban: Successful Evolutionary Change for Your Technology Business
by David J. Anderson, Blue Hole Press Inc. Copyright © 2010 by David J. Anderson

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Kanban Principles

The three *change management principles* of Kanban are:

1. Start with what you do now
 - Understanding current processes, as actually practiced
 - Respecting existing roles, responsibilities, and job titles
2. Agree to pursue improvement through evolutionary change
3. Encourage acts of leadership at every level, from individual contributor to senior management

The three *service delivery principles* of Kanban are

1. Understand and focus on your customers' needs and expectations
2. Manage the work; let people self-organize around it
3. Your organization is an ecosystem of interdependent services, steered by its policies; reflect regularly on their effectiveness and improve them.

Adapted from Essential Kanban – Condensed Guide by David J. Anderson and Andy Carmichael.
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Kanban Core Practices

1. Visualize
2. Limit WIP
3. Manage flow
4. Make policies explicit
5. Implement feedback loops
6. Improve collaboratively, evolve experimentally

(using models and the scientific method)

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Kanban in Action

Rules

1. Visualize the workflow
2. Limit Work in Progress (WIP)
3. Measure and Optimize the flow

Tools

1. Kanban Board

Activities

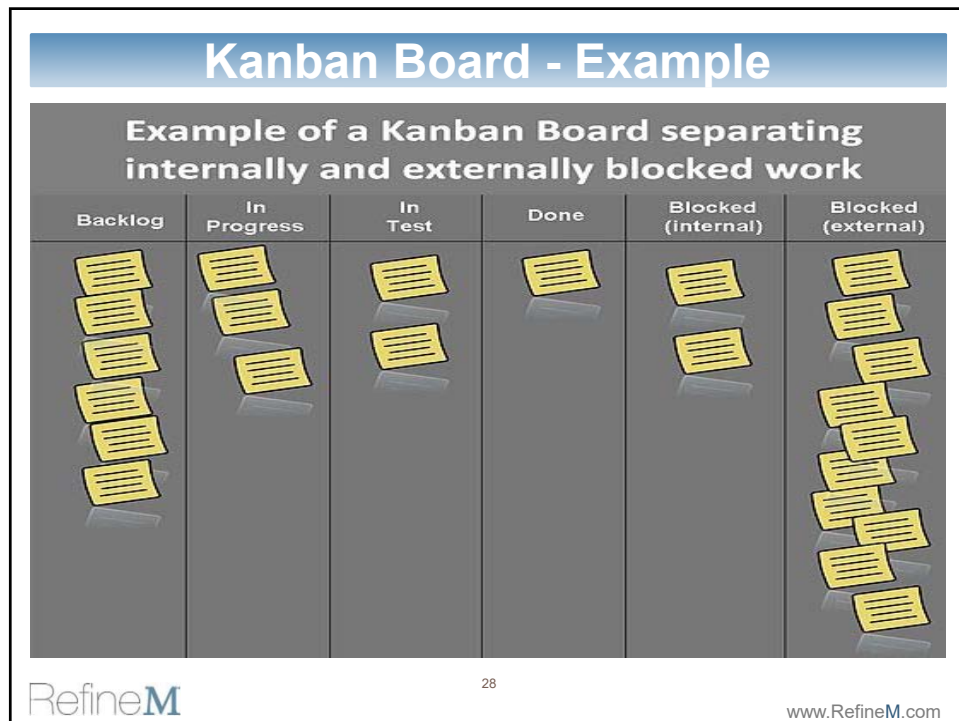
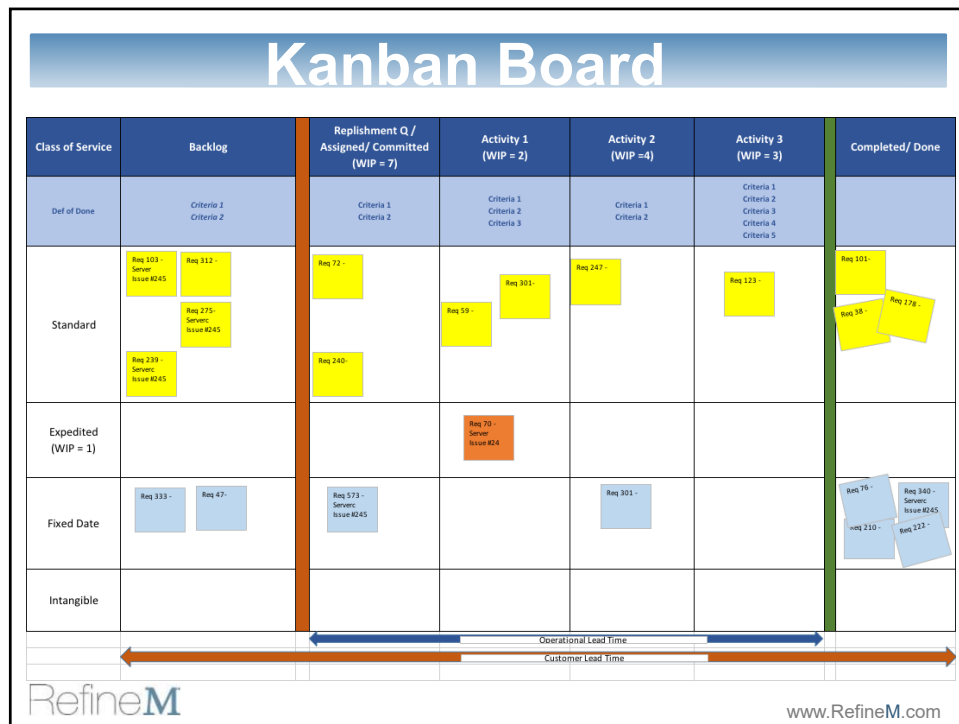
1. Move items through the states
2. Identify and resolve bottlenecks



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Adapted from *Essential Kanban - Condensed Guide* by David J. Anderson and Andy Carmichael.
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Scrum/Kanban Similarities and Differences

Similarities

- Both are Agile
- Both use Pull Scheduling
- Both limit WIP
- Both use visibility to drive process improvement
- Both focus on delivering potentially shippable increments early and often
- Both are based on self organizing teams
- Both require breaking work into pieces
- Both optimize release plan based on empirical data (velocity/cycle time)

Differences

Scrum	Kanban
Time-boxed iterations	Optional, but typically not
Team commits (usually)	Commitment is optional
Uses Velocity as default metric for planning and process improvement	Uses cycle time as default metric for planning and process improvement
Cross functional teams prescribed	Cross functional teams optional.
Items must be broken down so they can be completed within 1 sprint	No particular item size is prescribed, but small is better
Burndown chart is prescribed	No particular type of diagram is prescribed

Differences

Scrum	Kanban
WIP limited for the Sprint (Velocity)	WIP is limited per workflow state
Estimation prescribed	Estimation is optional
Cannot add items to ongoing iteration	New items can be added any time
Sprint backlog is owned by one specific team	A Kanban board may be shared by multiple teams or individuals
Prescribes 3 roles (PO/SM/Team)	Doesn't prescribe any roles
A scrum board is reset between sprints	A Kanban board is ongoing
Uses a prioritized backlog	Prioritization is optional

Where Scrum & Where Kanban?

Where Scrum?	Where Kanban?

Conclusion

- * **Scrum is suited well for product development,**
helping teams deliver value early and continuously.
- * **Kanban is suited well for service and support teams,**
reducing lead time/cycle time and increasing throughput and quality.
- * **Both are Agile and will help you improve customer satisfaction**

Both Scrum and Kanban can help you jumpstart Agile on your teams and in your organization

Next Lunch and Learn

* **Leadership Skills Overview**

- ✓ What are key leadership skills for success?
- ✓ How does emotional intelligence (EI) influence leadership?
- ✓ What leadership styles best fit certain situations?

* **Wednesday, May 2, 12:00-1:00 PM Central**

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Jun 04-15	May 16-19	Oct 03-06	Apr 25-28	May 23-26	Jul 18-21
Sept 10-21	Nov 07-10		Jul 25-28	Aug 22-25	Oct 16-19
Dec 03-14			Oct 24-27	Nov 14-17	

Please visit <https://refinem.com/pmp-exam-prep-course-public/> for more details.

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RefineM's Agile Fundamentals Videos



About the Agile Video Series:

- Four core modules cover Agile principles and mindset, planning and estimation, project execution, and more
- Scrum, XP, Lean, and Kanban are all covered in the videos
- Supplemental 1-hour videos take deeper dives into specific topics like daily standups and retrospectives
- Over 9 total hours of videos
- \$49/month for subscription to all videos

Get started on your Agile journey.

More details at <https://vimeo.com/ondemand/refinemagile>

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About the PDU Bundle:

- Over 20 1-hour videos on project management and Agile topics
- Talent Triangle categories of Technical, Strategic/Business Management, and Leadership are all covered
- More videos being added frequently
- \$9/month for access to all videos

Maintain your certifications for less than \$1 per PDU.

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How to Claim 1 PDU for this Webinar?

1. Visit ccrs.pmi.org and log in.
2. Click on "Report PDUs" link.
3. Click "Courses and Training" in upper left.
4. **Activity Name:** "Scrum vs. Kanban: Which Works Best Where?"
(complete this first, before you go to #5)
5. **Provider:** "RefineM LLC" *(don't select dropdowns)*
6. **Date started:** April 4, 2018
7. **Date completed:** April 4, 2018
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** Trainings@RefineM.com
11. **PDUs:** 1.00 Technical.
12. Click on the "I agree this claim is accurate" box and then Submit.

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Rewarding Our Star Attendees

- * Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a \$10 Amazon gift card.



**There is no winner this month.
Stay tuned for our next drawing in May.**

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Questions?



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Agile Training Opportunities From RefineM

Training Title	Online	Springfield	Kansas City	Raleigh	Los Angeles	San Diego
Agile Fundamentals / Agile 101	May 28-Jun 01	Aug 27-28	Sept 24-25	Jul 12-13	May 16-17	Jul 11-12
PMI-ACP® Exam Prep	May 28-Jun 03	Aug 27-29	Sept 24-26	Jul 12-14	May 16-18	Jul 11-13
First Steps Toward Agility	Oct 16	May 07	Aug 30			
Kanban Fundamentals / Kanban 101	May 2	Sept 19	May 5			

Please visit <https://refinem.com/training/public> for more details.

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Supporting Slides

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A Few Agile Practices

- | | |
|---|----------------------------------|
| 1. Maintaining a Backlog / Prioritized List | 1. Continuous integration (CI) |
| 2. Progressive elaboration | 2. Iteration planning meeting |
| 3. Smaller iterations | 3. Planning poker |
| 4. Daily standups | 4. Refactoring |
| 5. Retrospectives | 5. Test-driven development (TDD) |
| 6. Frequent reviews / demos | 6. User Stories |
| 7. Use of Wireframes for UI design | |
| 8. Visualizing work through Kanban Board(s) | |
| 9. Limiting Work In Process (WIP) | |
| 10. Customer involvement throughout project | |

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Source: PMI-ACP Exam Prep, Second Edition by Mike Griffiths, p. 62.

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Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Was developed in 2001 by 17 agile advocates in Snowbird, UT

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Agile Twelve Principles

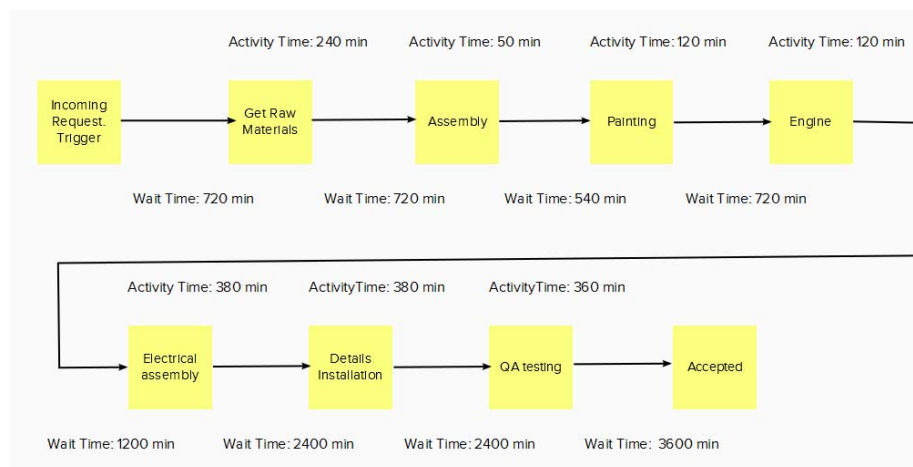
1. **Satisfy the customer** thru early and continuous delivery
2. **Welcome changing requirements** even late in development
3. **Deliver working software frequently** a couple of weeks to a couple of months
4. **Work together daily** (business people and developers)
5. **Motivated individuals**, build projects around them, and give them freedom
6. **Face-to-face conversations** is the most efficient and effective method
7. **Working software** is the primary measure of progress
8. **Sustainable development** i.e. maintain a constant pace indefinitely
9. **Continuous Attention** to technical excellence & good design enhance agility
10. **Simplicity** – the art of maximizing the amount of work not done – is essential
11. **Self-organizing teams** deliver the best architectures, requirements, and designs
12. **At regular Intervals** the team reflects on how to become more effective

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Visualize Workflow; VSM



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Value Stream Metrics

Total Activity Time (AT)	1650 minutes
Total Wait Time (WT)	12,300 minutes
Total Cycle Time (CT)	13,950 minutes

Process Efficiency (PE) – $100 \cdot \text{AT}/\text{CT}$ 11.8%

What does this # tell you?

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VSM Template

	Backlog	Ready Q	State 1	State2	Done
State					
		WT= AT=	WT= AT=	WT= AT=	WT=
Who					
Done Criteria					
Major Pain					

Lead Time = Total AT + Total WT

PE = $100 \cdot (\text{Total AT} / \text{Lead Time})$

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