

# RefineM

A close-up photograph of a person's hand resting on a red running track. The hand is positioned on a white starting block. The track has white lane markings and arrows. The background is slightly blurred, showing more of the track and the person's arm.

## Scrum vs. Kanban

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4  
CEO/Enterprise Agile Coach - RefineM

# Agenda

## 1. Introductions and Expectations

## 2. Scrum vs. Kanban: Which Works Best Where?

- a) Scrum and Kanban – Survey 1
- b) Why Use Agile?
- c) Scrum
- d) Kanban
- e) Scrum Vs. Kanban – Similarities and Differences
- f) Scrum / Kanban – Surveys 2 and 3

## 3. Summary / Q&A

# Your Expectations

What are your expectations from this webinar?

Why are you here today?

## About Me



Helping organizations turn their project management capability into a *competitive advantage*

RefineM

# NK Shrivastava, PMP, RMP, ACP, CSP, SPC4

- CEO/Enterprise Agile Coach since Dec 2011
  - Agile Transformation
    - ✓ Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training
  - Products for Project/ & Agile Professionals
    - ✓ Essential Gear for Project Managers  
<https://refinem.com/products/essential-gear-for-project-managers/>
    - ✓ PMP Exam Simulator  
<https://refinem.com/pmp-exam-prep-practice-test/>
    - ✓ Agility Assessment Tool  
<https://agility.refinem.com/>
    - ✓ Videos – PMP & Agile  
<https://vimeo.com/search?q=RefineM>
- 
- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

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# Scrum and Kanban – Survey 1

- Which of the following best describes your Scrum and Kanban experience?

1. I mostly use Scrum with no or very little Kanban
2. I mostly use Kanban with no or very little Scrum
3. I use both Scrum and Kanban
4. I do not use either Scrum or Kanban
5. I don't know what you are talking about

- Take the survey – 1 minute

# Why Use Agile?

# 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, 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**



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# 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, perform at high level**

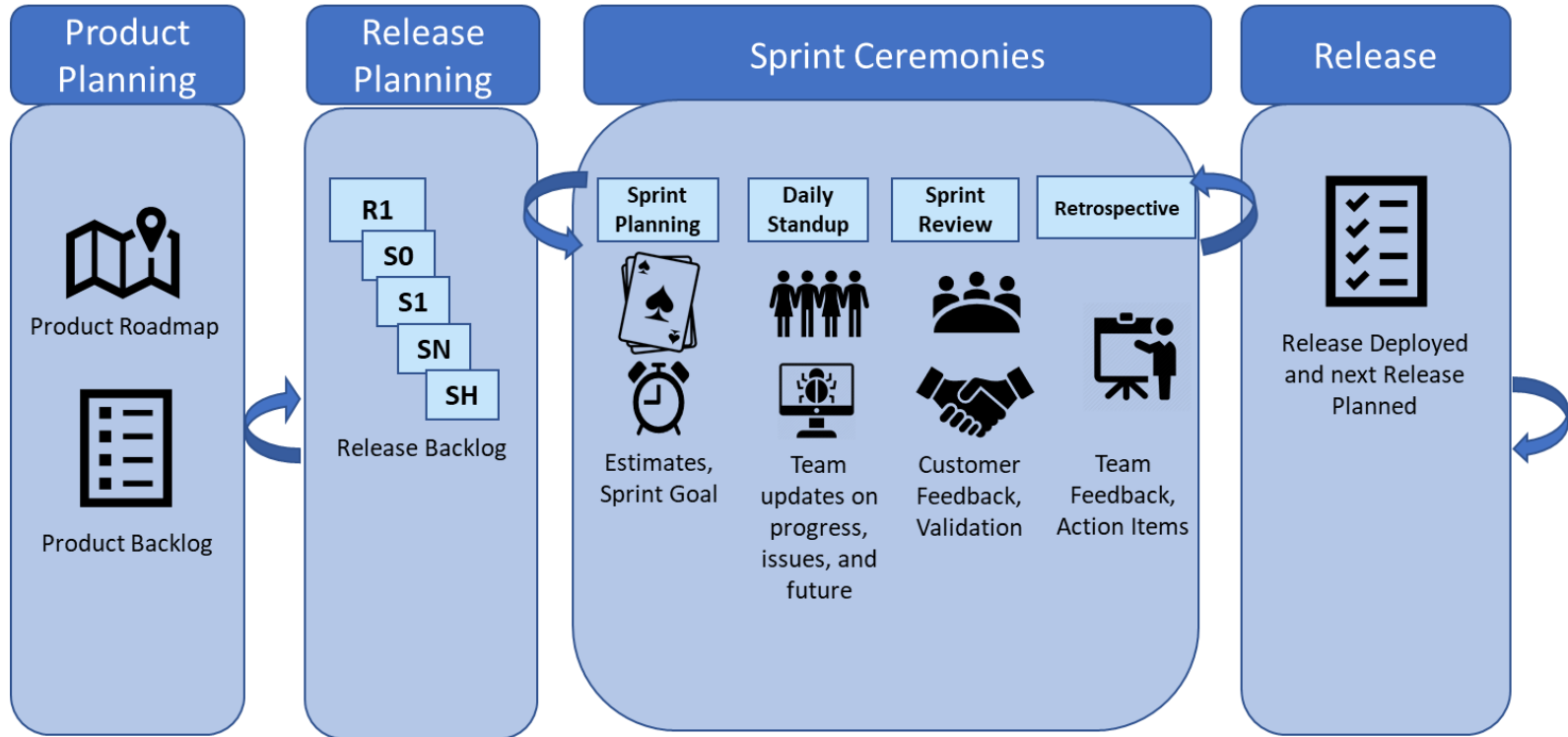
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# Agile Is

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

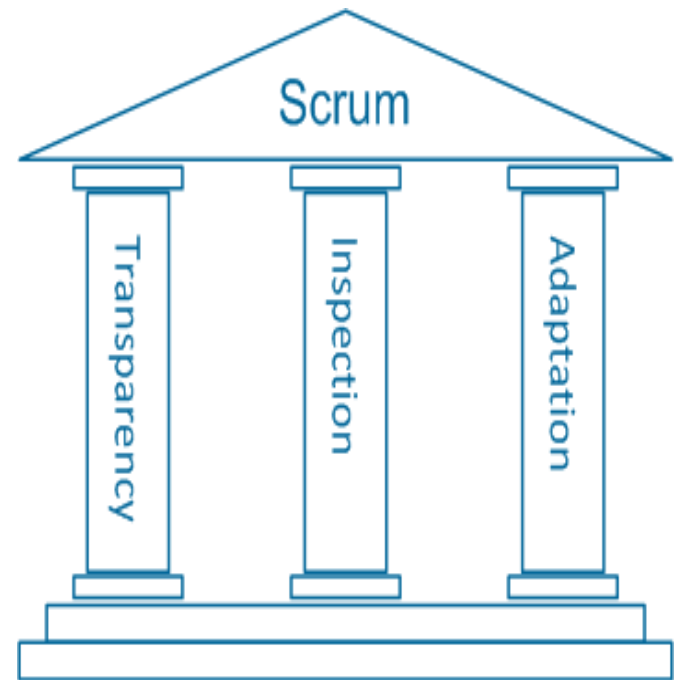
# Scrum

# 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.



# Scrum Principles – Five Core Values

- 1. Courage** – Team members are empowered to do the right thing
- 2. Commitment** – Team members personally commit to achieve Scrum team's goals
- 3. Openness** – The team will be transparent regarding the work and issues/barriers
- 4. Focus** – Everyone concentrates on the team's work and goals
- 5. Respect** – Everyone treats each other as empowered, independent people

# Key Scrum Practices

1. **Product Planning**
2. **Release Planning**
3. **Sprint Planning**
4. **Daily Standup**
5. **Sprint Review**
6. **Retrospective**
7. **Backlog Grooming / Refinement**



# Kanban

# What is the Kanban method?

- **The Kanban Method** is a set of principles and practices that are applied to an *existing process/flow* and help visualize it as well as the work done using the flow.

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

# 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**

Adapted from [Essential Kanban – Condensed Guide](#) by David J. Anderson and Andy Carmichael.  
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# Kanban Principles

- 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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# Key Kanban 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)

# Kanban in Action

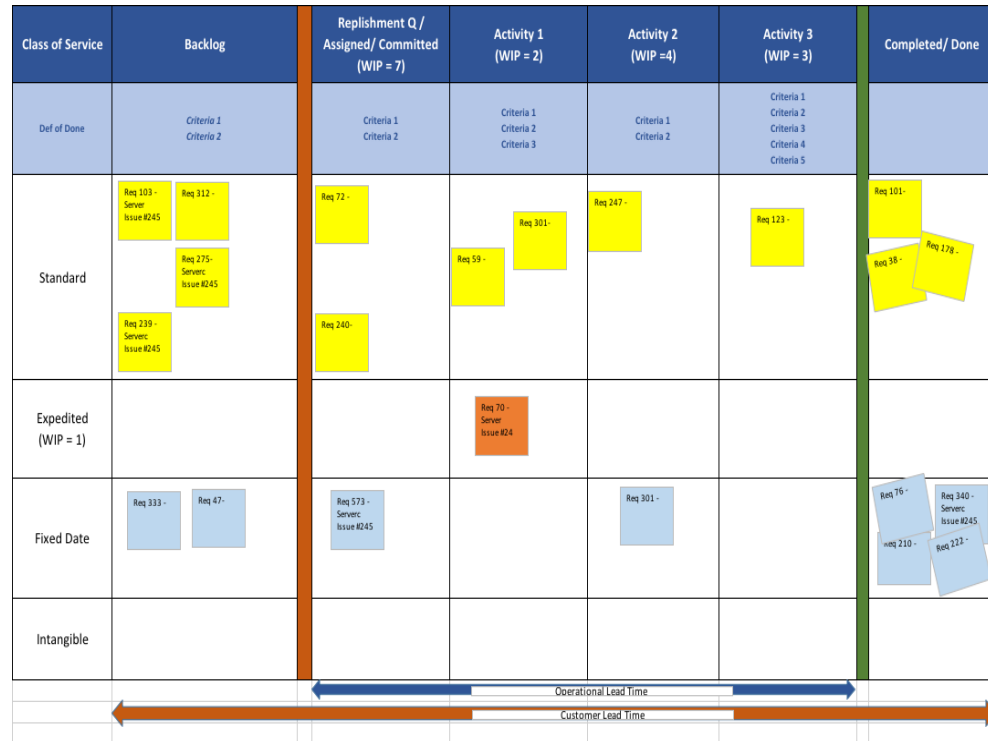
- **Rules**

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

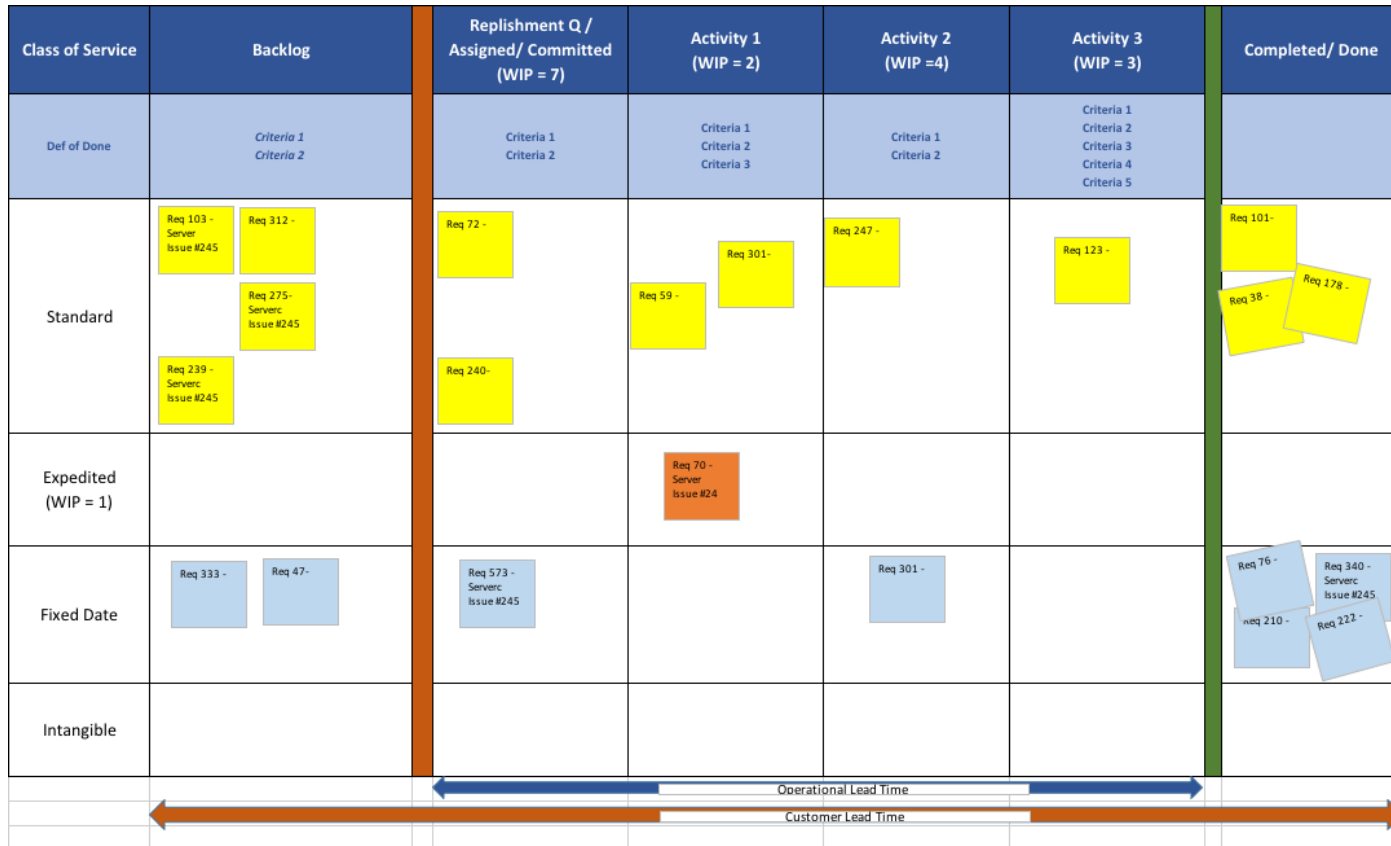
- **Tools: Kanban Board**

## Activities

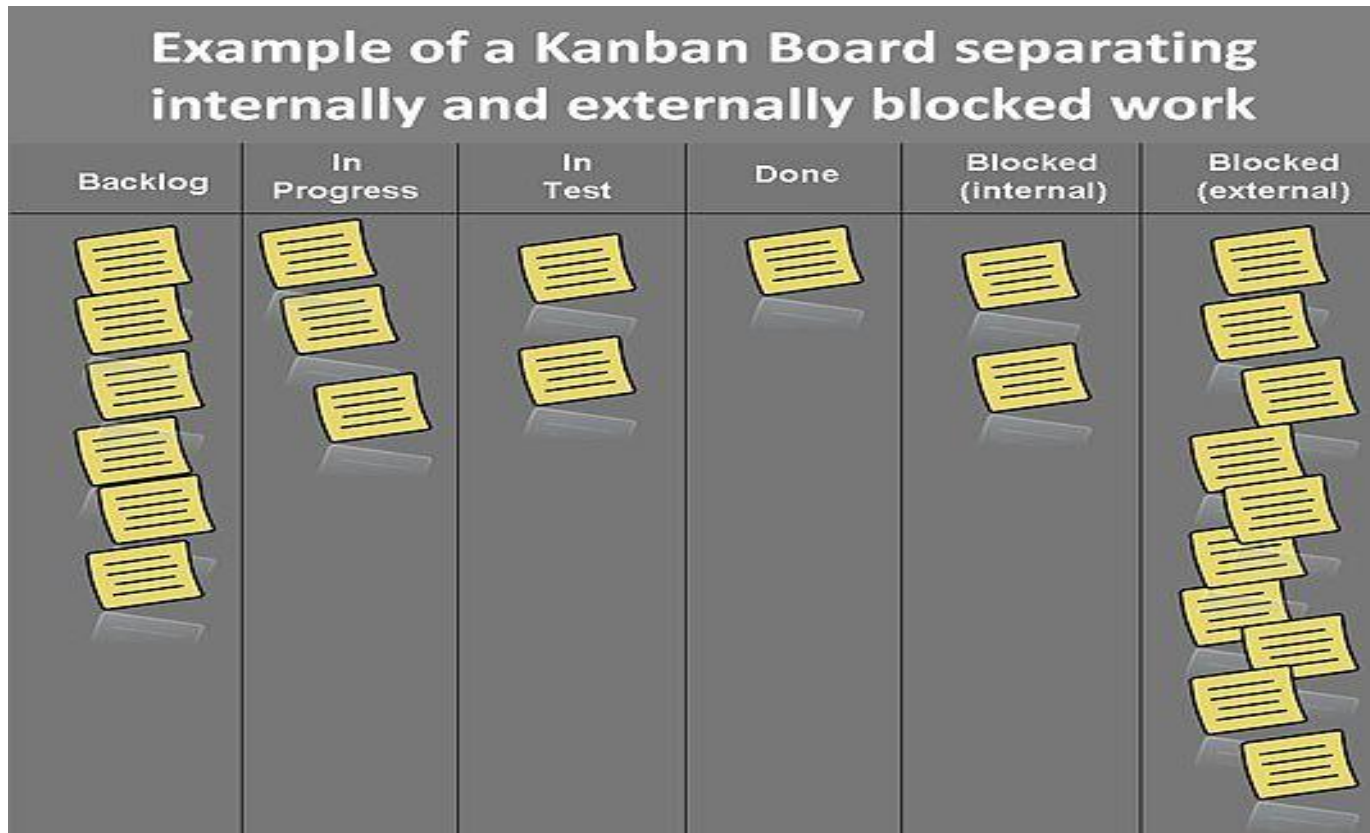
1. Move items through the states
2. Identify and resolve bottlenecks



# Kanban Board



# Kanban Board - Example





# Kanban Board - Example

**Swift Kanban** Admin > All Account Boards > Sales Pipeline > Kanban Board

**Kanban board (10)**

| Engagement (1)   | Discovery (1)  | Proposal in Progress (1)                                | Proposal Sent (3)   | Contract Sent (1)                       | Done (3)   |
|--|--|---|---|---|--|
| <b>UST10</b><br>PM Fundamentals - Manufacturing Company<br>★★★ | <b>UST9</b><br>PM Fundamentals - Pharmaceutical Company<br>★★★ | <b>UST11</b><br>Agile Fundamentals - IT Company<br>★★★★ | <b>UST14</b><br>PMP Exam Prep - Healthcare Company<br>★★★★    | <b>UST18</b><br>Consulting - IT<br>★★★★ | <b>UST17</b><br>Consulting - Government<br>★★★★              |
|  |  |   | <b>UST15</b><br>ACP Exam Prep - IT Hardware Company<br>★★★    |   | <b>UST13</b><br>PMP Exam Prep - Construction Company<br>★★★★ |
|  |  |   | <b>UST12</b><br>Agile Fundamentals - Higher Education<br>★★★★ |   | <b>UST16</b><br>ACP Exam Prep - Non-Profit<br>★★★★           |
|  |  |   |   |   | <b>Lost (2)</b>  |

# Scrum Vs. Kanban

## Similarities and Differences

# Similarities

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

# Differences

## **SCRUM:**

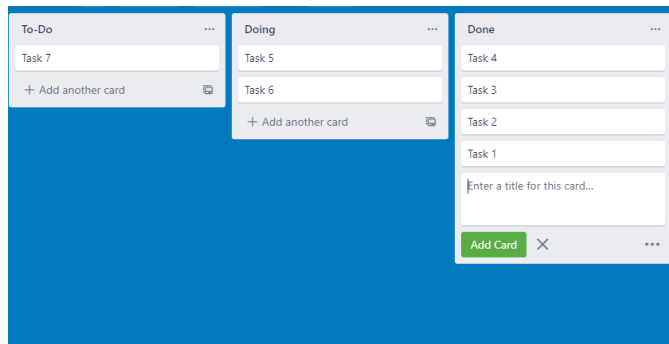
1. Time-boxed iterations
2. Velocity is the default metric
3. Items must be doable in one sprint
4. Burndown chart is prescribed
5. WIP limited for the Sprint (Velocity)
6. Cannot add items to ongoing iteration
7. One team owns their sprint backlog
8. Prescribes 3 roles (PO/SM/Team)
9. A scrum board is reset between sprints

## **KANBAN:**

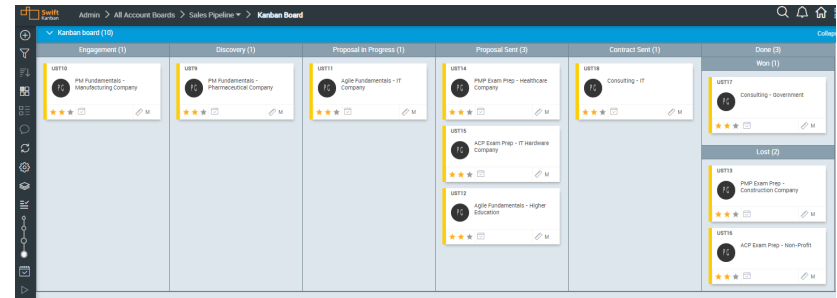
1. Typically not time-boxed
2. Cycle time is the default metric
3. No item size limit (smaller is better)
4. No diagrams are prescribed
5. WIP is limited per workflow state
6. New items can be added any time
7. Multiple teams/individuals share a Kanban board
8. Doesn't prescribe any roles
9. A Kanban board is ongoing

# Task Board vs. Kanban Board

## Task Board



## Kanban Board



**Kanban Board is *flow-based***

# Scrum and Kanban – Survey 2

- Where is Scrum Best Fit?

1. Software / Product Development
2. Software Maintenance
3. IT Infrastructure
4. Operations / Ongoing Work (such as Sales, Purchasing, HR, Helpdesk)
5. Everywhere

- Take the survey – 1 minute

# Scrum and Kanban – Survey 3

- Where is Kanban Best Fit?

1. Software / Product Development
2. Software Maintenance
3. IT Infrastructure
4. Operations / Ongoing Work (such as Sales, Purchasing, HR, Helpdesk)
5. Everywhere

- Take the survey – 1 minute

# Where Scrum & Where Kanban?

| Where Scrum?                            | Where Kanban?                         |
|---|---------------------------------------|
| Product development work                | Operational work                      |
| Where inflow of work can be controlled  | Where inflow of work is unpredictable |
| Priority changes can wait for 1-2 weeks | Priority changes multiple times a day |
| Estimation is of work items is doable   | Estimation is not realistic           |



# Conclusion

- \* **Scrum is suited well for product development,** helping teams deliver value early and continuously.
- \* **Kanban is suited well for operational work,** reducing lead time and increasing throughput and quality.

**Both are Agile and will help your team/organization improve business results and customer satisfaction**

# Questions?

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 @justrightpm

Download the slide deck: <http://bit.ly/scrum-kanban-feb20>