

# RefineM

Scrum, Kanban,  
and Scrumban:  
Which Works  
Best Where?



# Agenda

1. Introductions and Expectations
2. Scrum, Kanban, and Scrumban: Which Works Best Where?
  - a. Scrum
  - b. Kanban
  - c. Scrumban
  - d. Scrum / Kanban / Scrumban Similarities and Differences
3. Upcoming Learning Opportunities from RefineM
4. How to get 1 PDU for this Webinar?
5. Final 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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# NK Shrivastava

## PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
  - Agile Transformation/Coaching/Adoption
    - Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training
  - Products for Project Professionals
    - Essential Gear for Project Managers
    - PMP Exam Simulator
    - PMP Videos at Vimeo
- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Implemented numerous process improvements
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

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

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# What's New at RefineM

Webinar Title	Date
Requirements Gathering and Backlog Grooming for Agile	June 5
The Recipe for Successful Project Delivery ( <i>ProjectManagement.com</i> )	July 3

Learn more and register at <https://refinem.com/training/public/>.

- New Training and Outreach
  - Several in-person and virtual PMP classes in 2018
  - New BA classes – Business Analysis Fundamentals and Business Requirements for Agile Projects
  - New Agile class – Kanban Fundamentals / Kanban 101
- [Free Agility Assessment](#) – **Assess your Agility now at [Agility.RefineM.com](https://Agility.RefineM.com)**.
- [Agile](#), [PMP](#), [Business Requirements Gathering](#) Videos at Vimeo

# Scrum, Kanban, and Scrumban: Which Works Best Where?



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# Manifesto for Agile Software Development

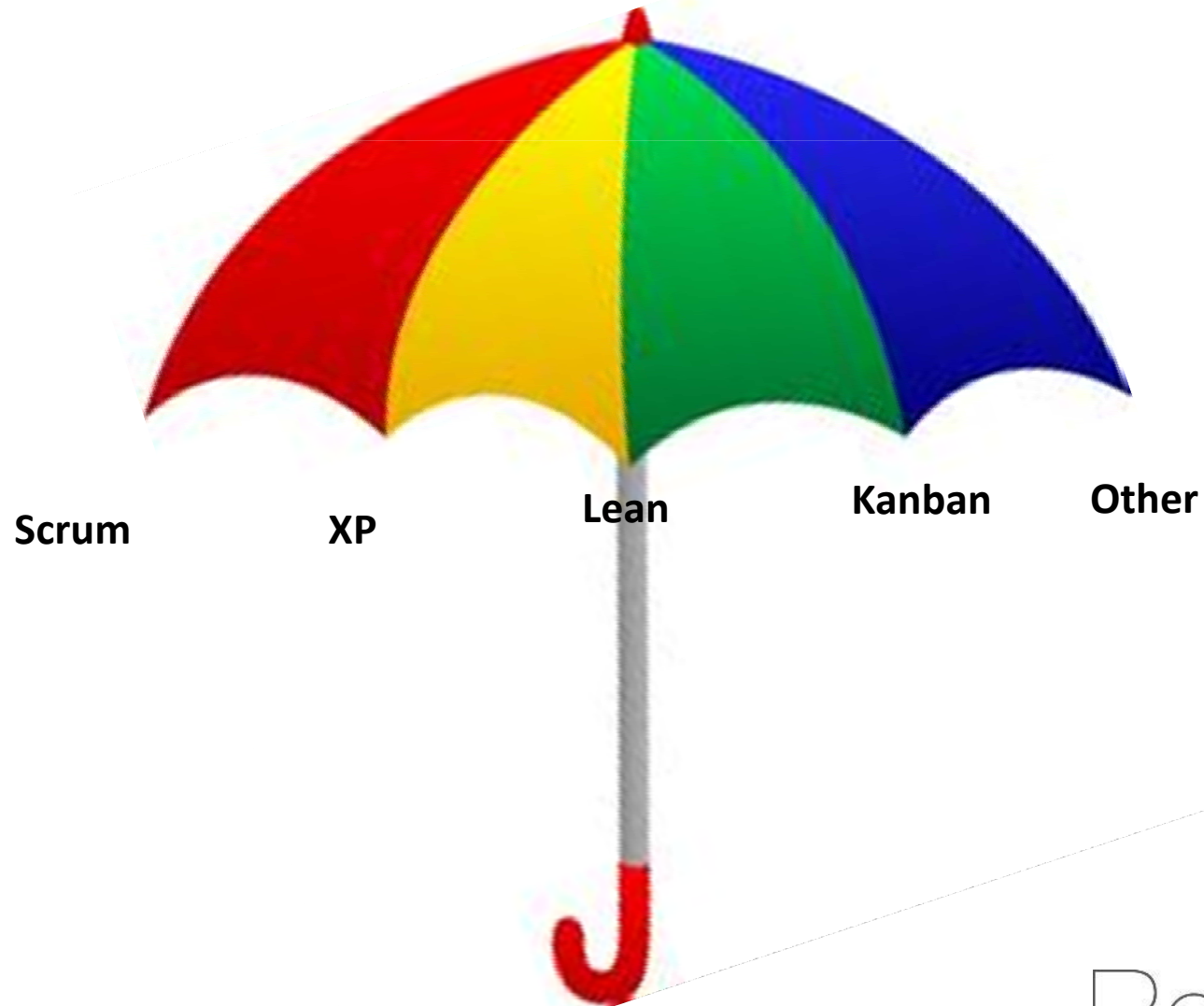
Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan



# The 12 Principles of Agile

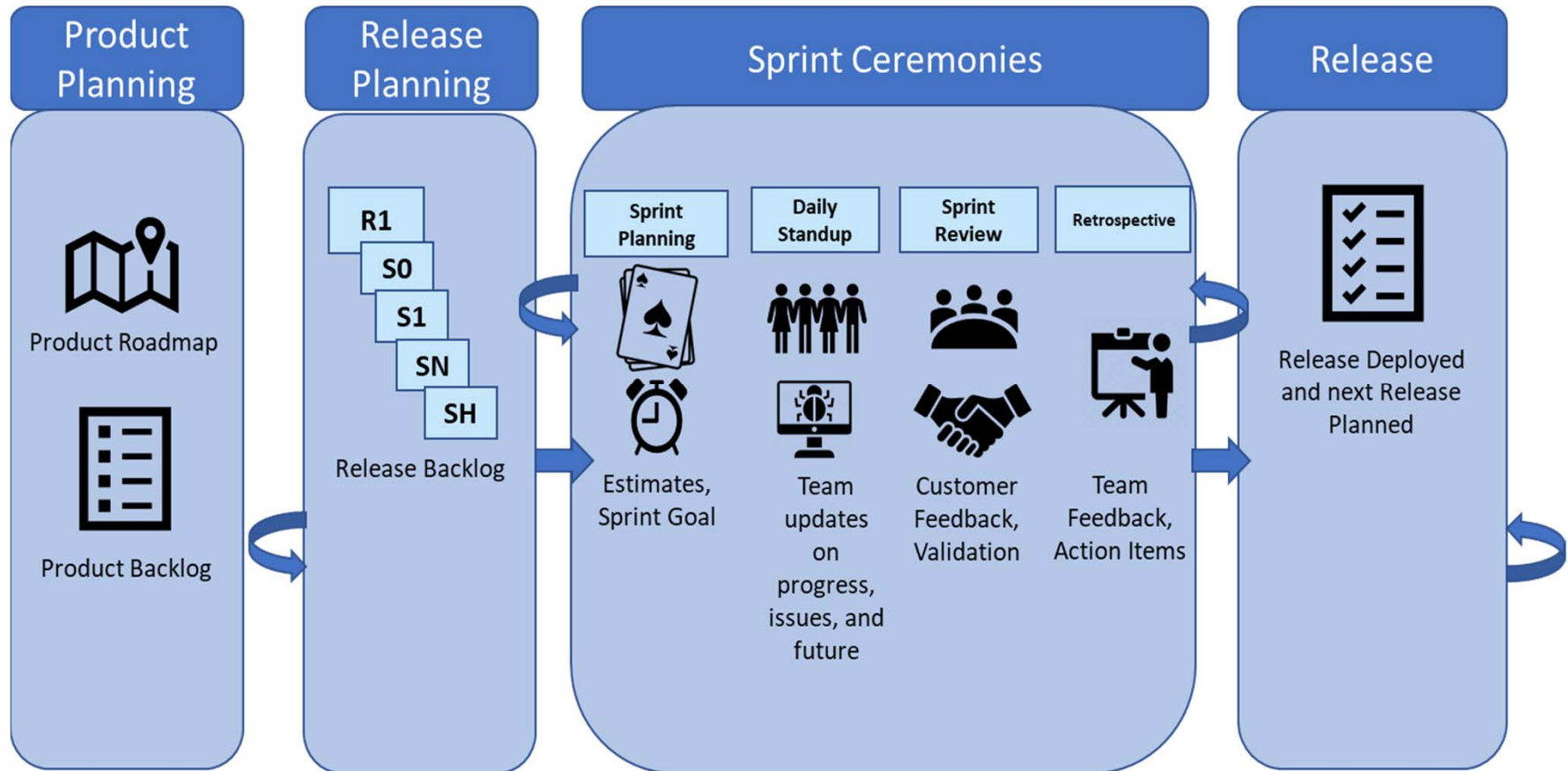
1. Satisfy the customer through early and continuous delivery
2. Welcome changing requirements even late in development
3. Deliver working software frequently, every couple weeks to every couple months
4. Work together daily (business people and developers)
5. Motivate individuals, build projects around them, and give them freedom
6. Face-to-face conversations are the most efficient and effective form of communication
7. Measure progress according by working software
8. Create sustainable development
9. Pay continuous attention to technical excellence and good design
10. Simplicity – the art of maximizing work not done – is essential
11. Self-organizing teams deliver the best architectures, requirements, and designs
12. The team reflects on how to become more effective at regular intervals

# Agile Methodologies



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# Scrum



# Scrum Roles

- **Product Owner** – represents the stakeholders and is the voice of the customer. Responsible for ensuring the team delivers value to the business. Develops and maintains product backlog.
- **Scrum Master** – responsible for helping the team follow the Scrum process. Accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables.
- **Agile/Cross-functional Teams** – formed mostly of generalizing specialists.

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

# Scrum Ceremonies

- **Sprint Planning Meeting:** Team estimates items in the backlog and commits to a sprint goal to build the selected product increment.
- **Backlog Refinement:** Product backlog items are groomed to give greater clarity to the next 1-2 sprints.
- **Daily Standup:** 15-minute meeting of the team to share information about their progress since the last meeting, their plan for today, and any issues or barriers they are encountering.
- **Sprint Review:** At the end of the sprint, the product owner demos the product increment to the customer and stakeholders, who provide feedback for the team.
- **Sprint Retrospective:** After sprint review, team meets to discuss what went well, what could have been better, and what action items will help them improve next sprint.



# What is the Kanban Method?

A set of principles and practices that are applied to an existing process and help visualize the process as well as the work

# Kanban

- Kanban literally means “visual card,” “signboard,” or “billboard”
- Toyota originally used Kanban cards to limit the amount of inventory tied up in “work in progress” (WIP) on a manufacturing floor
- Limiting WIP uncovers bottlenecks

# Kanban Board

- **Rules**

1. Visualize the workflow
2. Limit WIP
3. Measure and optimize the flow

- **Tools** – Kanban Board

- **Activities**

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

Class of Service	Backlog	Replishment Q / Assigned/ Committed (WIP = 7)	Activity 1 (WIP = 2)	Activity 2 (WIP = 4)	Activity 3 (WIP = 3)	Completed/ Done	
Def of Done	Criteria 1 Criteria 2	Criteria 1 Criteria 2	Criteria 1 Criteria 2 Criteria 3	Criteria 1 Criteria 2	Criteria 1 Criteria 2 Criteria 3 Criteria 4 Criteria 5		
Standard	Req 103 - Server Issue #245 Req 312 - Req 275 - Server Issue #245 Req 239 - Server Issue #245	Req 72 - Req 240 -	Req 59 - Req 301 -	Req 247 -	Req 123 -	Req 101 - Req 178 -	
Expedited (WIP = 1)			Req 70 - Server Issue #24				
Fixed Date	Req 333 - Req 47 -	Req 573 - Server Issue #245		Req 301 -		Req 16 - Req 210 - Req 340 - Server Issue #245 Req 222 -	
Intangible							
		Operational Lead Time					
		Customer Lead Time					



# Kanban Principles: Change Management

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

# Kanban Principles: Service Delivery

1. Understand and focus on your customers' needs and expectations
2. Manage the work and 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

# Kanban Core Practices

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

# Kanban Board Example

**DEV TEAM 3**

**BACKLOG**

- European Data center arch. communications

**PLAN**

- PR#25955** Time out when opening Operations report

**DEVELOP**

- Ready**
  - Integrate git commits
  - Feature Set - Commits
  - PR#27227** Statuses not populating when mapping integration service
  - Security audit: servers 1-10
  - Mobile Architecture Framework Concept
  - Simulation Improvements
- In Process**
  - Improvement request #522
  - Minor improvement to SSL
- Done**
  - API Improvements

**TEST**

- Broken import - csv only

**DEPLOY**

- Security Review for New Features

**DONE**

- Major improvement to SSL

**ARCHIVE**

# Scrumban

- **Developed as way to transition from Scrum to Kanban**
  - ✓ Adds the Kanban board and WIP limit to Scrum
  - ✓ WIP limit is added to each sprint
  - ✓ Each sprint could have a different WIP limit depending on how the scope is flexed
  - ✓ Iteration Backlog and Kanban board used – no burndown
  - ✓ Team pulls highest priorities to the board and sets the size of the Iteration Backlog
  - ✓ Changes are added to the board as they come

Source: <https://www.agilealliance.org/what-is-scrumban/>

# Scrum, Kanban and Scrumban Similarities and Differences

# Scrum, Kanban, Scrumban Similarities

- All are “flavors” of Agile.
- All implement some kind of WIP limit.
- All use visibility to drive process improvement.
- All focus on delivering potentially shippable increments early and often.
- All are based on self organizing teams.
- All require breaking work into pieces.
- All optimize release plan based on empirical data (velocity/cycle time).

# Scrum, Kanban Differences

Scrum	Kanban	Scrumban
Time-boxed iterations	Optional, but typically not	Time-boxed iterations
Team commits (usually)	Commitment is optional	Team commits only to iteration backlog, WIP
Uses Velocity as default metric for planning and process improvement	Uses cycle time as default metric for planning and process improvement	Uses throughput to measure progress
Cross functional teams prescribed	Cross functional teams optional.	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	No particular item size is prescribed, but small is better
Burndown chart is prescribed	No particular type of diagram is prescribed	Cumulative flow diagram is suggested

<http://leansoftwareengineering.com/ksse/scrum-ban/>

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# Scrum, Kanban Differences

Scrum	Kanban	Scrumban
WIP limited for the Sprint (Velocity)	WIP is limited per workflow state	WIP limited by individual
Estimation prescribed	Estimation is optional	Estimation prescribed
Cannot add items to ongoing iteration	New items can be added any time	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	The team owns the backlog
Prescribes 3 roles (PO/SM/Team)	Doesn't prescribe any roles	Team keeps their roles
A scrum board is reset between sprints	A Kanban board is ongoing	Scrumban board is reset when backlog is completed
Uses a prioritized backlog	Prioritization is optional	Prioritization is necessary

# Which Works Best Where?

- **Scrum works best on development teams**
  - They can focus on highest-priority batches at a time
  - They can prioritize changes as they come and keep sprint goal
  - ScrumMaster and Product Owner enhance value
- **Kanban works best on support teams**
  - Work may come irregularly and constantly so single-pull makes sense
  - Cycle time is crucial to improve efficiency
  - Visualization of process flow enhances transparency
- **Scrumban**
  - Is usually used when teams transition from Scrum to Kanban as a bridge between Scrum and Kanban
  - Can be used by teams that do dev as well as support work.

Each has a unique use case

# Where Scrum, Where Kanban, Where Scrumban?

Where Scrum?	Where Kanban?	Where Scrumban?

# Conclusion

- Use Scrum, Kanban, or Scrumban to manage knowledge work based on predictability
- Developing something new with some predictability? Use Scrum
- Supporting an existing product with unpredictability? Use Kanban
- Something in between? Use Scrumban

**Make sure you adopt the core principles**

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# Next Lunch and Learn

- ***Business Requirements & Backlog Grooming for Agile***
  - ✓ How can you gather business requirements in Agile?
  - ✓ How can you groom requirements in an Agile environment?
  - ✓ What are the best practices?
- ***Wednesday, June 5, 12:00-1:00 PM Central***

**Register Today - Don't wait for the last Minute**

# Next Online Training Course

## Kanban Fundamentals / Kanban 101



**June 22, 2019**

**One half-day over the Web.**

**Early bird price - \$125 until June 8, 2019.**

*Learn how to leverage Kanban to maximize team effectiveness.*

<https://refinem.com/kanban-fundamentals-kanban-101/>

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# RefineM's Agility Assessment

Now available: <https://Agility.RefineM.com>



## Features

- Quick 8-question test
- Bar chart of results
- Ability to email results
- Follow-up for more insight on your results

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# Agile Fundamentals Videos

<https://vimeo.com/ondemand/refinemagile/>

The screenshot shows the Vimeo on-demand interface for the 'Agile Fundamentals' series. The main video player area displays a cheetah in a blue field with the text 'Agile Fundamentals' at the top. Below the cheetah, it lists 'NK Shrivastava, PMP, RMP, ACP, CSP, SPC4' and 'CEO/Enterprise Agile Coach - RefineM'. The RefineM logo and website URL 'www.RefineM.com' are also visible. A 'Watch Trailer' button is located at the bottom right of the video player. To the right of the video player, there is a vertical sidebar with the text 'Module 1 Agile Concepts Part 1' and a 'Subscribe \$49.99/mo' button. Below the video player, the title 'Agile Fundamentals HD' is shown, along with the text 'from RefineM on February 20, 2018'. A 'Receive Updates' button is located below the title. At the bottom right, there is a 'Subscribe \$49.99/mo Unlimited streaming' button and a note: 'Watch on iOS, Android, Apple TV, Roku, and Chromecast. Learn more'.

## About the Series

- Four core modules and supplemental 1-hour videos cover Agile principles and mindset, planning and estimation, project execution, and more
- Over 9 total hours of videos
- **\$49.99/month** for access to all videos

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# Business Requirements Gathering Videos

<https://vimeo.com/ondemand/refinembusreq/>



The screenshot shows a Vimeo video player interface. At the top left is the RefineM logo with the tagline 'PROJECT MANAGEMENT CONSULTING'. The main title of the video is 'Business Requirements Gathering for Agile Projects'. Below the title is a 'Watch Trailer' button. On the right side of the player, there is a 'Subscribe \$49.99/mo' button. Below the video player, the title 'RefineM-Business Requirements Gathering for Agile Projects Workshop' is displayed, along with 'HD' quality, 'from RefineM PRO on July 31, 2018', and a 'Receive Updates' button. A secondary 'Subscribe \$49.99/mo Unlimited streaming' button is also visible, along with text indicating availability on various devices.

## About the Series

- Business Requirements Gathering for Agile Projects is a 3-hour deep dive into how business requirements are gathered in an Agile environment.
- Learn techniques to gather business requirements in an Agile way.
- **\$49.99/month** for access to all videos

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# RefineM's PMP Practice Test Simulator

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(PMP®) EXAM  
PRACTICE TEST**

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## Subscriptions (USD)

Level	Duration	Price
Bronze	2 weeks	\$30
Silver	1 month	\$50
Gold	2 months	\$75
Platinum	3 months	\$100

## Features

- 20, 40, 100, 200 question tests
- Questions written by experts
- Knowledge area-wise tests
- Score history tracking
- Stop/restart tests

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# Introducing Updated PMP® Videos

<https://vimeo.com/ondemand/refinempmpexamprep/>



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- Covers all knowledge areas to help you prepare with confidence.
- **\$99/month** for access to all videos
- **\$29/month** for individual videos.

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# How to Earn 1 PDU for this Webinar?

1. Log in to [ccrs.pmi.org](https://ccrs.pmi.org) and Click on “Report PDUs” link.
2. Click “Courses and Training” and Input the following:

Activity Name	“Scrum, Kanban, and Scrumban: Which Works Best Where?” <i>(complete before selecting provider)</i>
Provider	“RefineM LLC” <i>(key in the Provider name)</i>
Date Started	May 1, 2019
Date Completed	May 1, 2019
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	<a href="mailto:Trainings@RefineM.com">Trainings@RefineM.com</a>
PDUs	1.00 Technical.

3. Check “I agree this claim is accurate” box and then Submit.

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# Questions?

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# Training Opportunities from RefineM

Name	Online	SGF	KC	Raleigh	LA	San Diego
<b>PMP® Exam Prep</b>		<a href="#">May 28-31</a>	<a href="#">Jun 04-07</a>	<a href="#">Jun 11-14</a>	<a href="#">Jun 18-21</a>	<a href="#">Jun 04-07</a>
<b>Recipe to Deliver Projects Successfully</b>	<a href="#">May 18</a>	<a href="#">Jun 27</a>		<a href="#">May 13</a>	<a href="#">May 21</a>	<a href="#">Jun 06</a>
<b>Agile Fundamentals / Agile 101</b>				<a href="#">May 29-30</a>	<a href="#">Jun 11-12</a>	<a href="#">Jun 25-26</a>
<b>PMI-ACP® Exam Prep</b>	<a href="#">May 14-16</a>			<a href="#">May 29-31</a>	<a href="#">Jun 11-13</a>	<a href="#">Jun 25-27</a>
<b>Agile for Waterfall/Operational Work</b>		<a href="#">May 04</a>	<a href="#">May 18</a>	<a href="#">Jun 01</a>	<a href="#">Jun 15</a>	<a href="#">Jun 29</a>
<b>Backlog Grooming for Agile Requirements</b>			<a href="#">May 15</a>	<a href="#">May 29</a>	<a href="#">Jun 12</a>	
<b>Kanban Fundamentals / Kanban 101</b>	<a href="#">Jun 22</a>					
<b>Business Req. Gathering for Agile</b>			<a href="#">May 14</a>	<a href="#">May 28</a>	<a href="#">Jun 11</a>	

Click [here](#) for more details.

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