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Agile, Scrum, Kanban

“Agile (upper case A) is mostly concerned with the method an organization uses to deliver new products, services, or outputs, whereas agile (lower case a) is a description of the mindset an organization adopts when undertaking this work.”

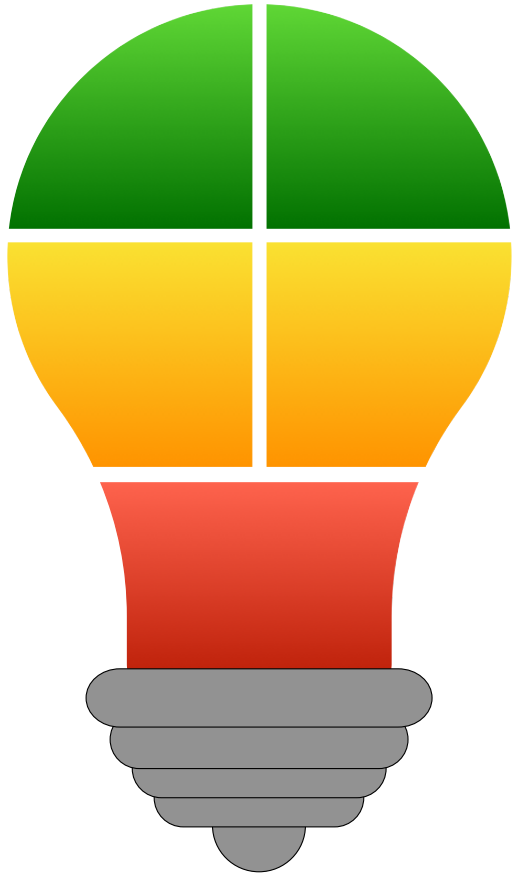
Axelos

“A Guide To AgileSHIFT”

Agile History

Agile is not new – discussed as early as 1970

Popularized in software development as an alternative to traditional 'waterfall' approaches to project management



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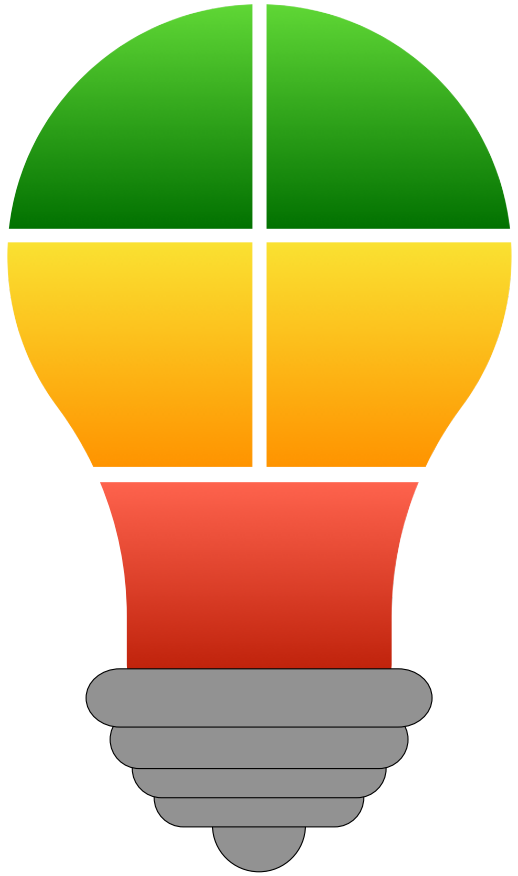
Agile History

Focuses on iterative development and continuous customer involvement

Originally known as lean PM or rolling wave planning



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Agile in brief

Agile is a set of methods and methodologies optimized to help teams with specific problems.

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Agile in brief

These methods are intentionally kept as simple as possible so they are straightforward to implement.

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Agile in brief

It is NOT limited to software development

It is NOT a lack of planning or documentation

It is NOT devoted to improving everything at once

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Traditional PM vs Agile

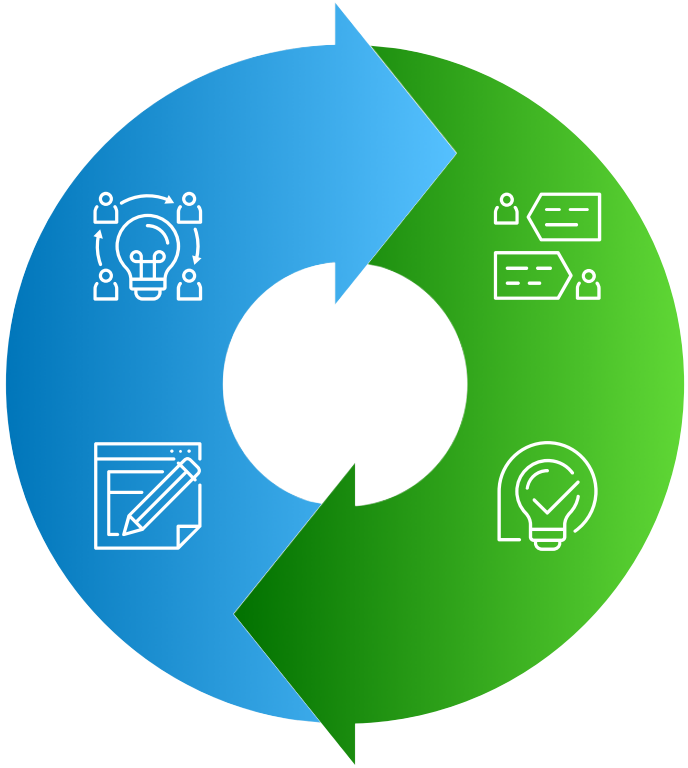
Waterfall vs Agile

TRADITIONAL (WATERFALL)

Delivers stakeholder requirements as a single project

Plan is updated in response to changing environments

MYTH: Waterfall projects cope poorly with opportunity realization



ITERATIVE (AGILE)

Delivers stakeholder requirements in small successive mini-projects

Requirements updated in response to iterative feedback

MYTH: You must choose either Waterfall or Agile

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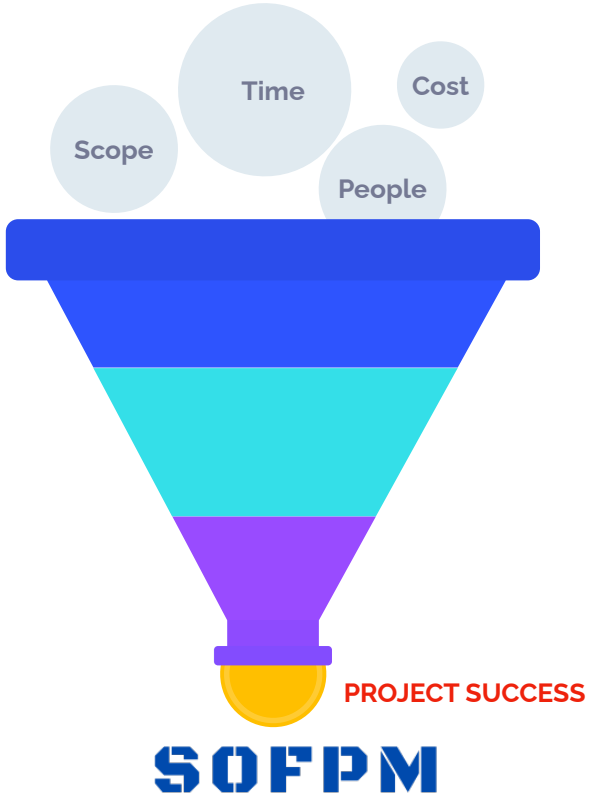
Agile and “Waterfall”: THE Key Difference

“Waterfall:”

In planning: **REQUIREMENTS** are fixed and **RESOURCES** and **TIME** are **ESTIMATED**



Agile:

In planning: **RESOURCES AND TIME** are fixed and **REQUIREMENTS/ FEATURES** are **ESTIMATED**

DISCUSSION

What are some of the similarities and differences between how “traditional” and agile projects are initiated?

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Agile and Change Management

When the team delivers outputs early and often to the end users of the project there is a greater chance to find needed changes and make them early - when they are much easier to make.

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Agile Solutions

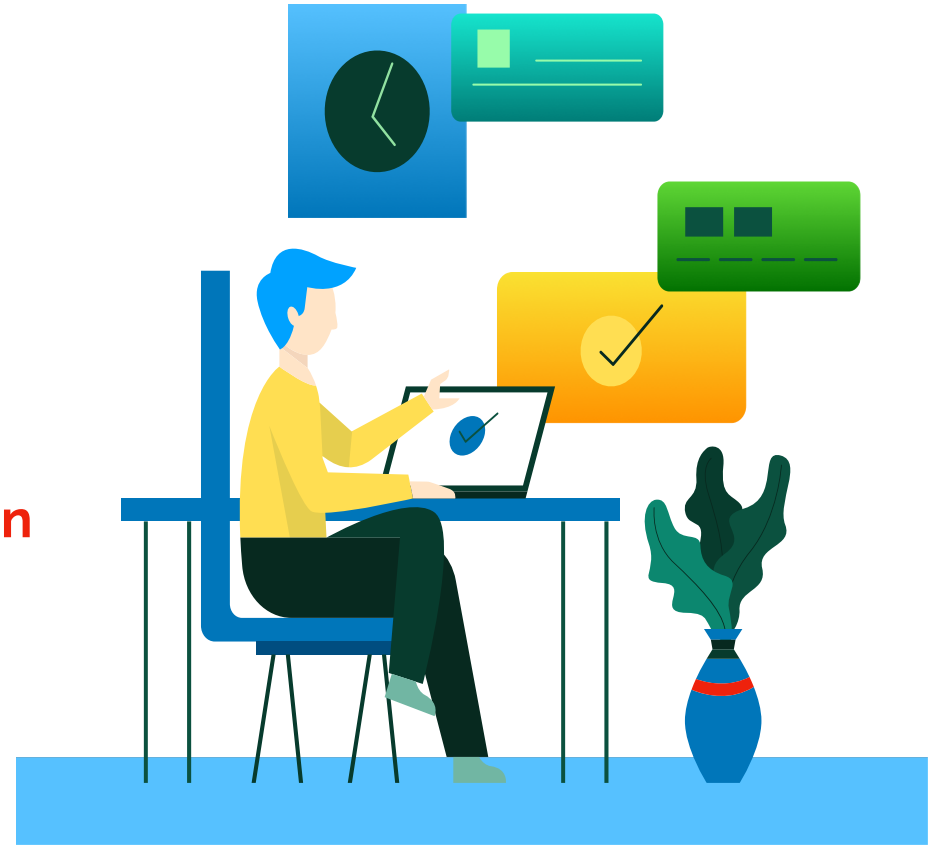
For... (target customers / stakeholders)

Who are dissatisfied with... (the current situation / alternative)

Our project will... (project outcome)

Our project provides... (key benefit / compelling reason to buy or use / solution to a problem)

Unlike... (the alternative / current state / competitor option)



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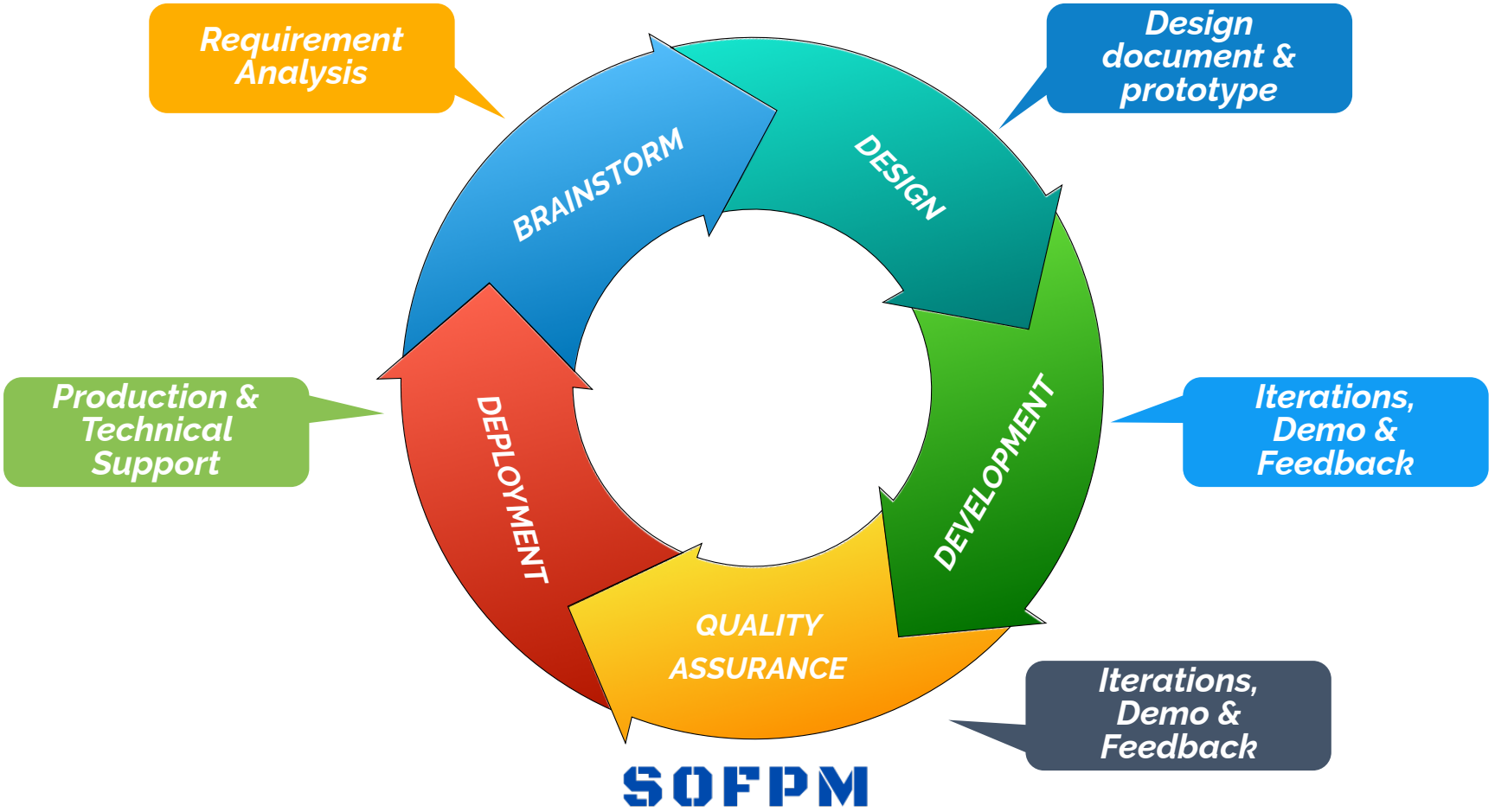
An Example Agile Workflow



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Scrum

“A scrum team typically consists of around seven people who work together in short, sustainable bursts of activity called ‘sprints’ with plenty of time for review and reflection built in.”

Chris Sims and Hillary Louise
“Scrum”

Scrum

Scrum is the most popular approach to Agile

Designed to help teams deliver high-value products iteratively and incrementally

Structured yet flexible, emphasizing collaboration, transparency, and rapid adaptation to change.

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Scrum

Scrum is especially common in sofware development, but also widely used in marketing, product design and operations.

It's not a methodology, it's a framework that gives teams a lightweight structure to build on.

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Scrum

Every Scrum project follows the same pattern of behavior, which is defined by a series of time-boxed events that always happen in the same order.

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Scrum

Every Scrum project is organized into time-boxed iterations called Sprints.

Many teams use 30-day Sprints, but it's common to see two-week Sprints

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Core Elements of Scrum: Roles

ROLE	RESPONSIBILITY
Product Owner	Owns the product backlog, sets priorities, represents stakeholders
Scrum Master	Facilitates the process, removes blockers, protects the team
Development Team	Cross-functional team members who build and deliver the product

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Core Elements of Scrum: Events (the Scrum Ceremonies)

EVENT	PURPOSE	FREQUENCY
SPRINT	Fixed length development cycle (usually 1-4 weeks)	Recurring
SPRINT PLANNING	Plan what will be delivered and how	Start of Sprint
DAILY SCRUM	15 min stand-up to inspect progress and adjust plans	Daily
SPRINT REVIEW	Show working product to stakeholders for feedback	End of Sprint
SPRINT RETROSPECTIVE	Reflect on team performance and improve for next sprint	End of Sprint

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Core Elements of Scrum: Artifacts (Scrum Deliverables)

ROLE	RESPONSIBILITY
Product Backlog	The prioritized list of everything that might be built
Sprint Backlog	The items selected for a specific sprint + plan to deliver them
Increment	The sum of all completed work - must be potentially shippable and usable.

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Why Scrum Works

Delivers value early and often

Encourages continuous feedback and improvement

Builds accountability through short cycles and transparency

Handles change without chaos

Drives better engagement through empowered teams.

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What Scrum Is NOT

SCRUM IS NOT	COMMON PITFALLS
A command and control system	Skipping retrospectives or reviews
A waterfall approach broken into sprints	Not having a real Product Owner
Just “daily standups” without the full structure	Overloading the team or ignoring capacity
A one-size-fits-all framework	Treating sprints as mini-waterfalls (with no flexibility)

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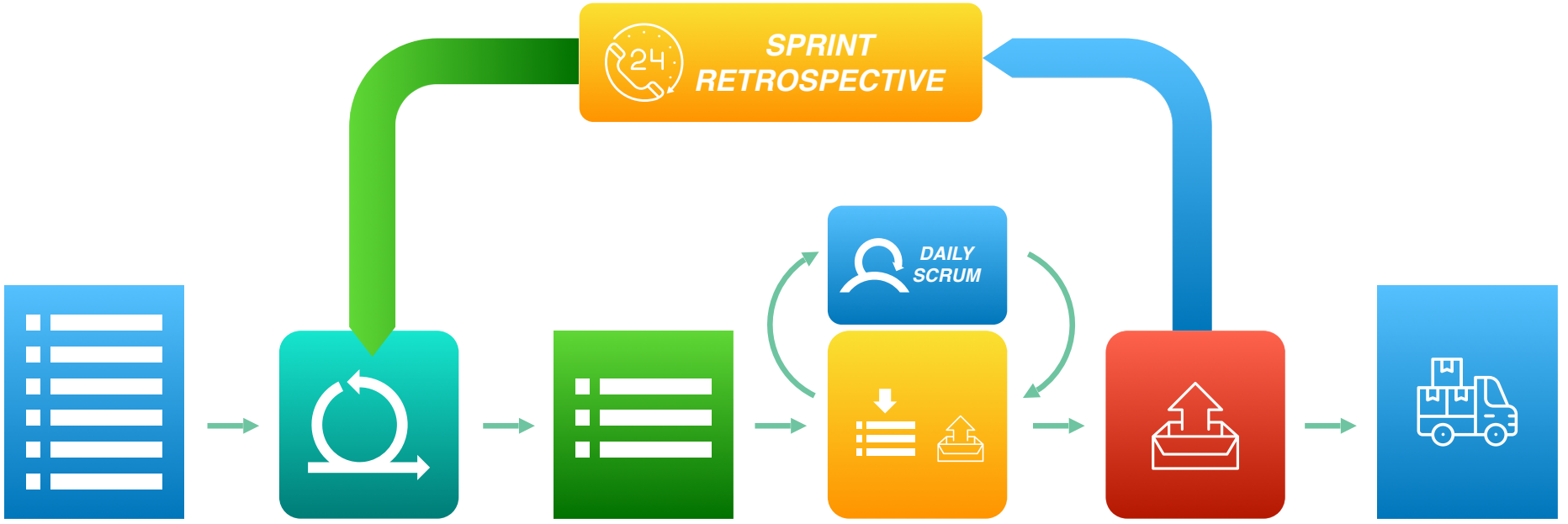
SCRUM Lifecycle



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DISCUSSION

What are some of the things you should consider when planning a sprint?

What's the MAIN thing you should consider?

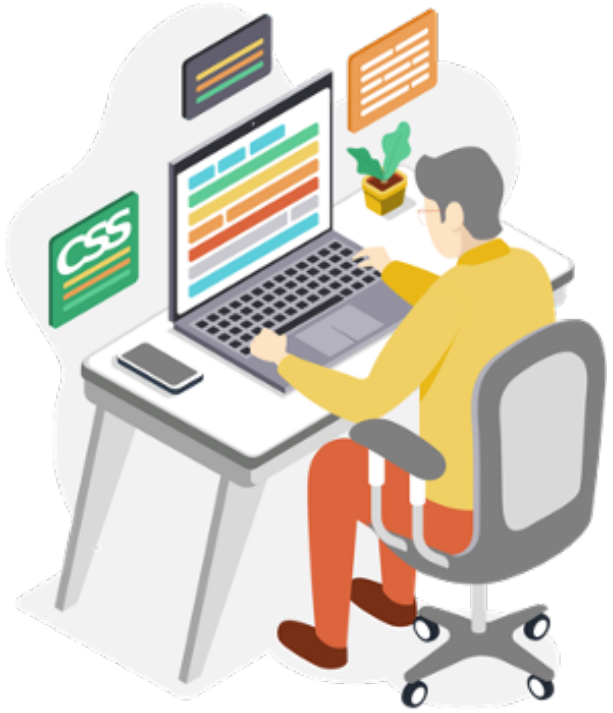
Features

FEATURES

Also called outputs or initiatives – directly relate to the project vision

Includes new features, changes to existing features and bug fixes

Defined by end-users (not by the project team)



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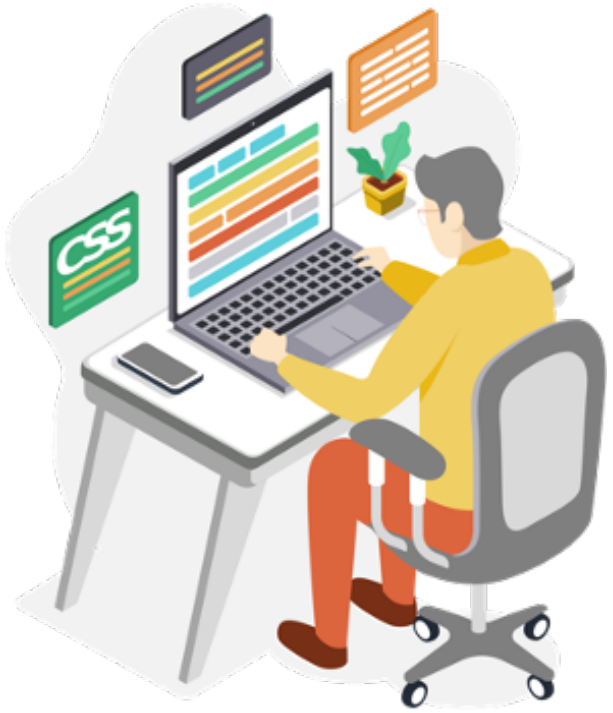
User Stories

USER STORIES

Short, simple descriptions of a feature

Told from the perspective of the person who desires the new capability



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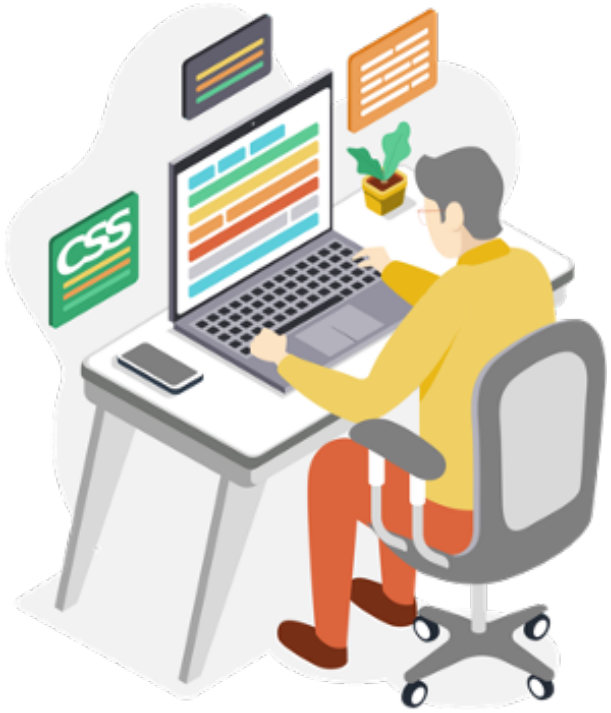
User Stories

For example:

As a <type of user>, I want <some goal> so that <some reason>



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4 ELEMENTS OF USER STORIES

CARD

Tells the reader what you are out to do.

PRE-CONDITIONS

Ensures only User Stories that are READY to be developed

CONVERSATION

Tracks changes and updates.

CONFIRMATION

What does “Done” look like.

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User Stories Criteria: INVEST

INDEPENDENT

Each User Story stands on its own.

NEGOTIABLE

Details are worked out collaboratively by the team.

VALUABLE

Must bring value to the customer.

ESTIMATABLE

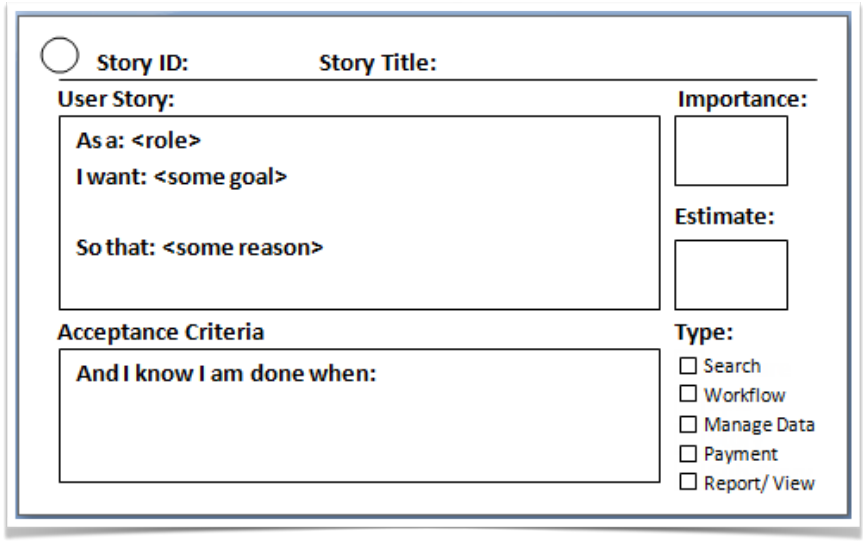
Teams are able to define the effort to deliver the story.

SIZED

The story can be completed within the sprint.

TESTABLE

The work can be verified.



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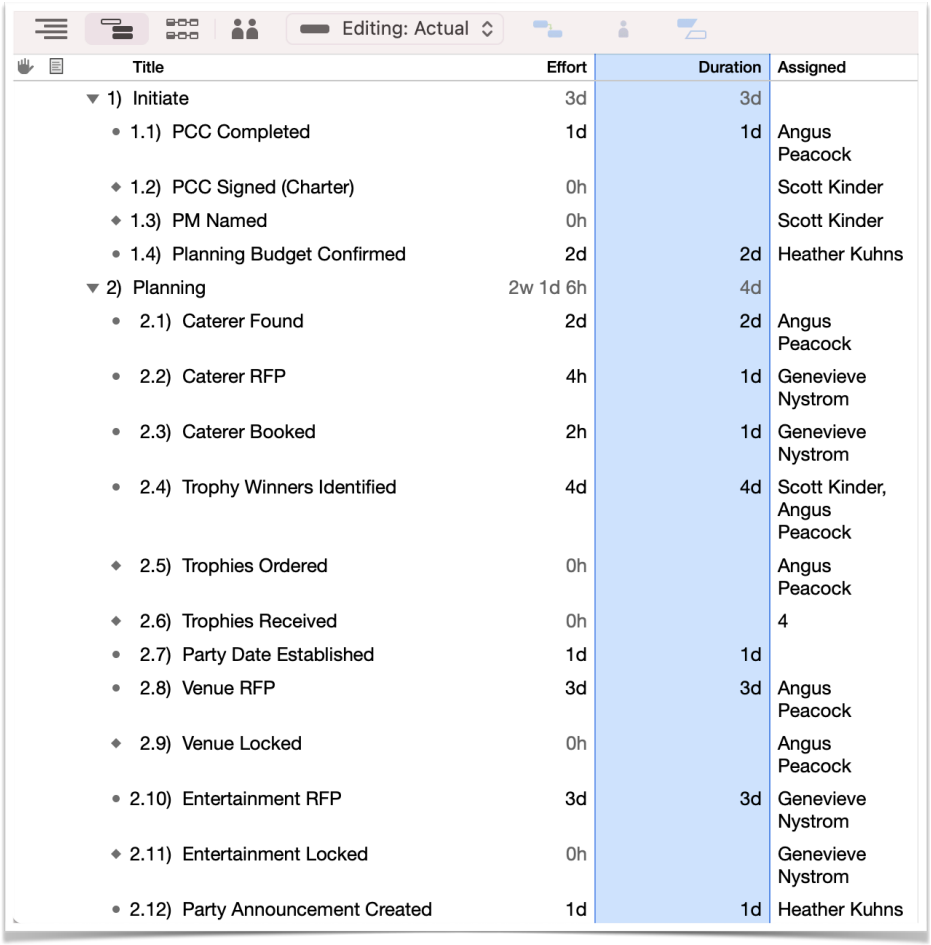
Backlog and Product Backlog

The Backlog is a list of tasks waiting to be worked on.

The Product Backlog is similar to the comprehensive Work Breakdown Structure (WBS)



Title	Effort	Duration	Assigned
1) Initiate	3d	3d	
1.1) PCC Completed	1d	1d	Angus Peacock
1.2) PCC Signed (Charter)	0h		Scott Kinder
1.3) PM Named	0h		Scott Kinder
1.4) Planning Budget Confirmed	2d	2d	Heather Kuhns
2) Planning	2w 1d 6h	4d	
2.1) Caterer Found	2d	2d	Angus Peacock
2.2) Caterer RFP	4h	1d	Genevieve Nystrom
2.3) Caterer Booked	2h	1d	Genevieve Nystrom
2.4) Trophy Winners Identified	4d	4d	Scott Kinder, Angus Peacock
2.5) Trophies Ordered	0h		Angus Peacock
2.6) Trophies Received	0h		4
2.7) Party Date Established	1d	1d	
2.8) Venue RFP	3d	3d	Angus Peacock
2.9) Venue Locked	0h		Angus Peacock
2.10) Entertainment RFP	3d	3d	Genevieve Nystrom
2.11) Entertainment Locked	0h		Genevieve Nystrom
2.12) Party Announcement Created	1d	1d	Heather Kuhns

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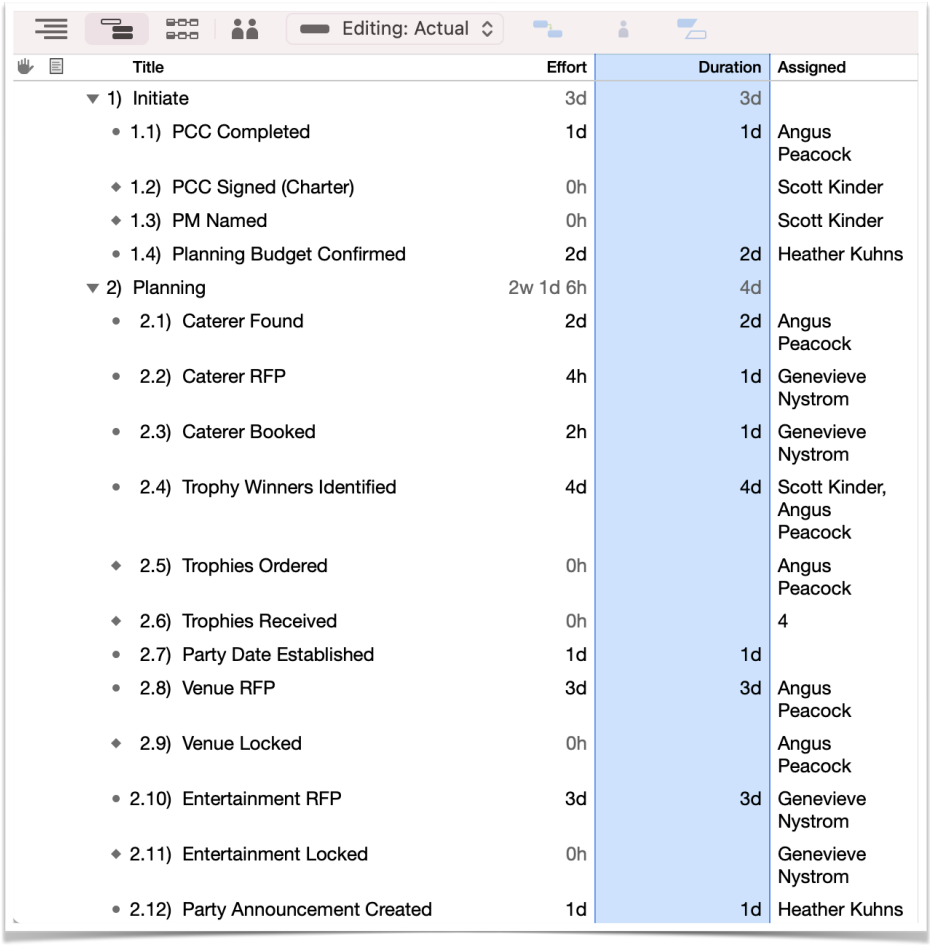
Backlog and Product Backlog

Every item in the Product Backlog has 4 pieces of information:

- **Order (think WBS identifier)**
- **Description**
- **Estimated effort**
- **Value**



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Iterations

Iteration: repeatedly performing all project activities to constantly deliver project outputs

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Timeboxed

Timeboxed: setting a hard deadline for an activity to be completed and adjusting the scope of that activity to meet the deadline.

Any item that hasn't been included in an interaction is able to be changed by users or the Product Owner

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Sprints

Sprints are 1-4 week iterations.

When planning a Sprint – the Sprint Backlog are the tasks pulled from the Product Backlog that the team feels they can accomplish during the upcoming 2-4 week Sprint.

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Sprints

Each Sprint starts with Sprint planning, a time-boxed meeting used to decided which features will be included in the Sprint Backlog.

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Sprints

NOTE: during Sprint Planning Teams do not decompose tasks to their lowest level.

Instead they use a commonly understood Definition of Done (DOD).

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Definition of Done (DOD)

The Definition of Done (DoD) is a shared agreement among the team that outlines the criteria a user story, feature, or product increment must meet before it is considered complete.

It ensures that all work meets a certain standard of quality and is fully deliverable.

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Self-Organizing Teams

The whole Scrum team works together to plan the project and how they'll meet project goals.

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Self-Organizing Teams

These teams constantly adapt their plan by checking in with each other at the Daily Scrum.

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Self-Organizing Teams

If a teammate sees a problem with the approach, they'll work together that day to fix it.

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Generally Accepted Scrum Practices (GASPs)

Scrum teams plan their projects together so that everybody on the team commits to each sprint's goal.

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Generally Accepted Scrum Practices (GASPs)

Planning, estimating, and tracking need to be simple and easy for the whole team to do as a group.

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Generally Accepted Scrum Practices (GASPs)

From user stories to burn-down charts, Scrum teams always know what they've done and what's left to do.

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Burn-down Charts

Everyone on the team can see how much work has been done and how much is left.

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Burn-down Charts

It is a great tool for identifying how much work is left to do, or if the team will finish all of the work planned for the Sprint.

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Daily SCRUM Agenda

YESTERDAY

TODAY

BLOCKERS

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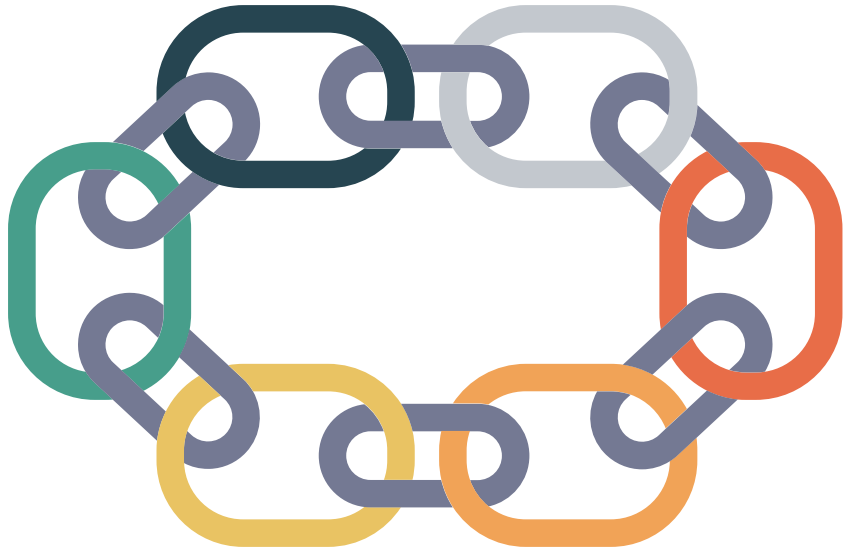
Scrum Meetings: Critical Success Factors

1: Effective when used to capture information

2: No sensitivities when named as the blocker

3: Focus on removal of blockers with follow on meetings as needed.



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Closing the Sprint - Reviews

Inspect

New functionality presented to product owner (*handover*)

What has been done (or has not been done?)

What was added / removed?

User acceptance test (UAT)

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Retrospectives

At the end of each sprint, the team reflects and works together to fix any identified issues.

Retrospectives focus on how things are going and stay focused on making things better with each sprint.

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Closing the Sprint - Retrospective

Adapt

Post-mortem reflection

What should we...

...start doing?

...stop doing?

...continue doing?

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DISCUSSION

Are you formally or informally using any Scrum practices at work?

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Kanban

Kanban Overview

Iterative, not incremental

Work in progress is limited by a number of concurrent tasks

Tasks are added only after one that is already in progress has been completed

Improvement is evolutionary

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Kanban Roles

Kanban does not prescribe roles

Roles you may see

Service Delivery Manager
Similar to but not the same as a Scrum master

Service Request Manager
Similar to but not the same as a Product Owner

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Kanban Daily Standup

Unlike Scrum, the standup is focused on what needs to be discussed, rather than a prescribed formula

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Kanban Daily Standup

Like Scrum it should be limited to 15 minutes

Unlike Scrum they are not required, and should not be held if they are not value add

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Kanban Board

Highly Visual Scheduling Technique

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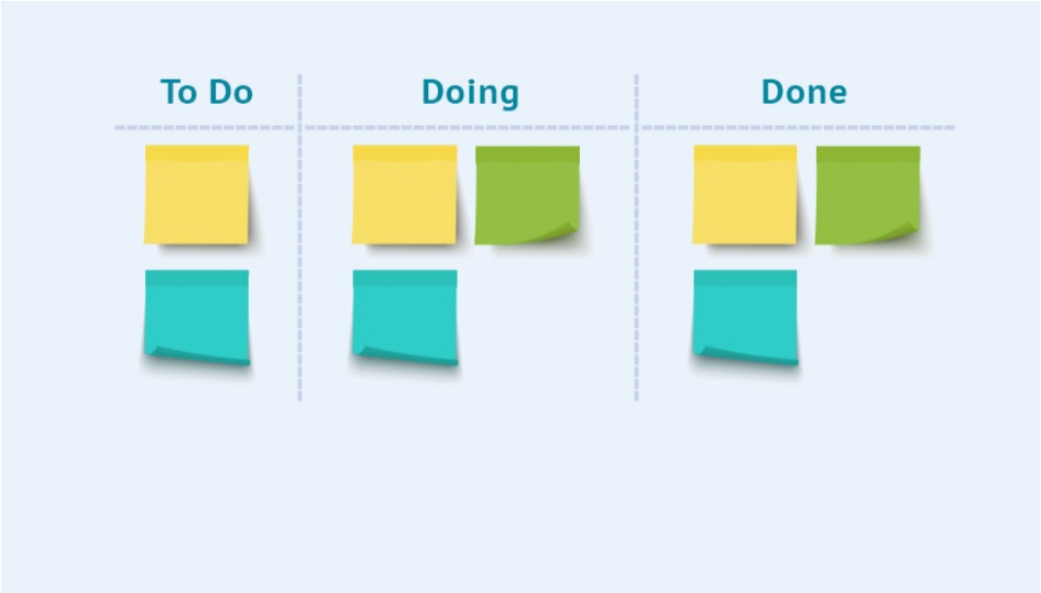
Kanban Board

Limits Work In Progress (WIP)



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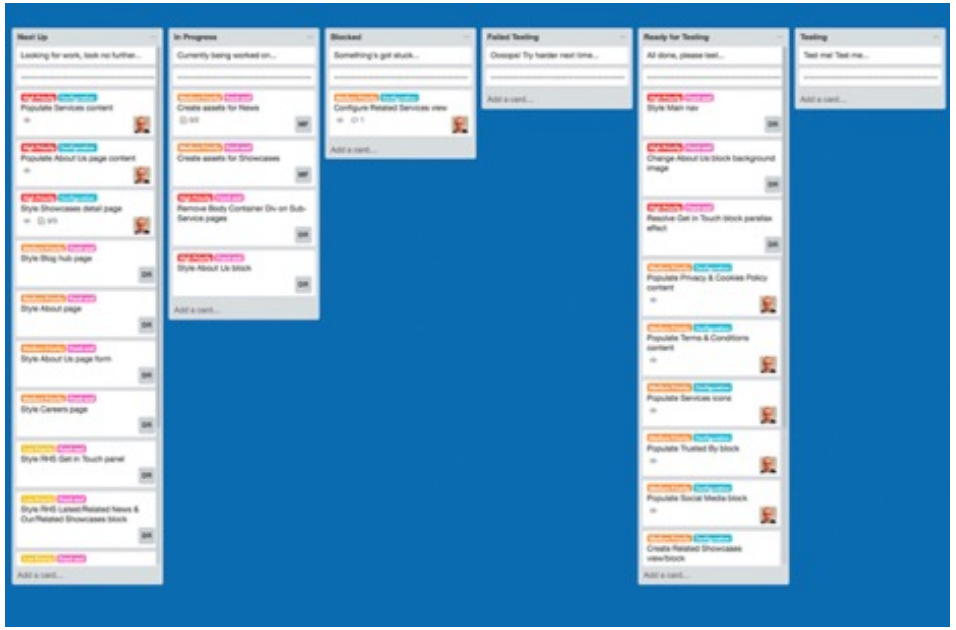
Kanban Board

Limits Work In Progress (WIP)

Teams help clear bottlenecks when they can



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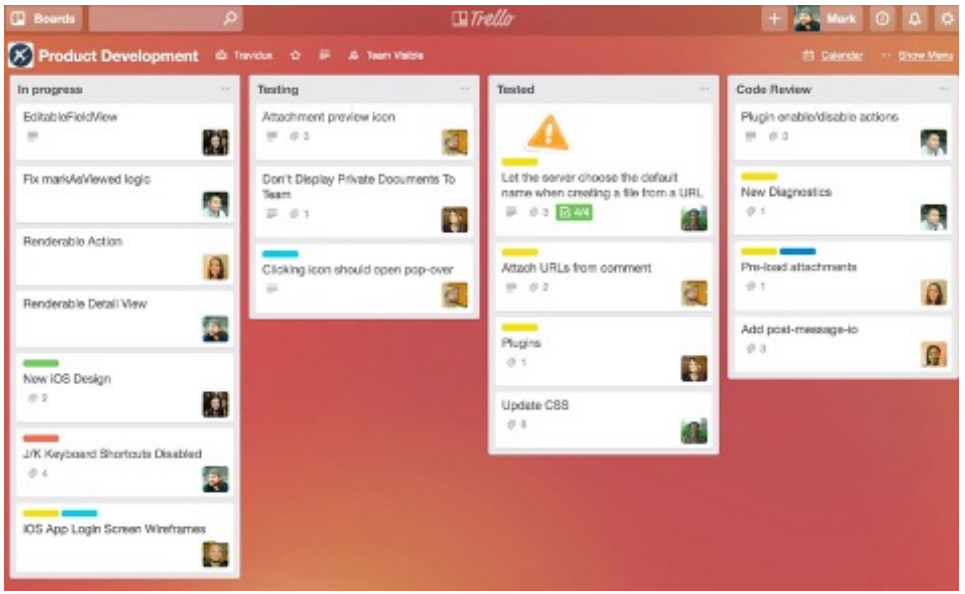
Kanban Board

Limits Work In Progress (WIP)

Teams help clear bottlenecks when they can

Dependencies NOT explicit



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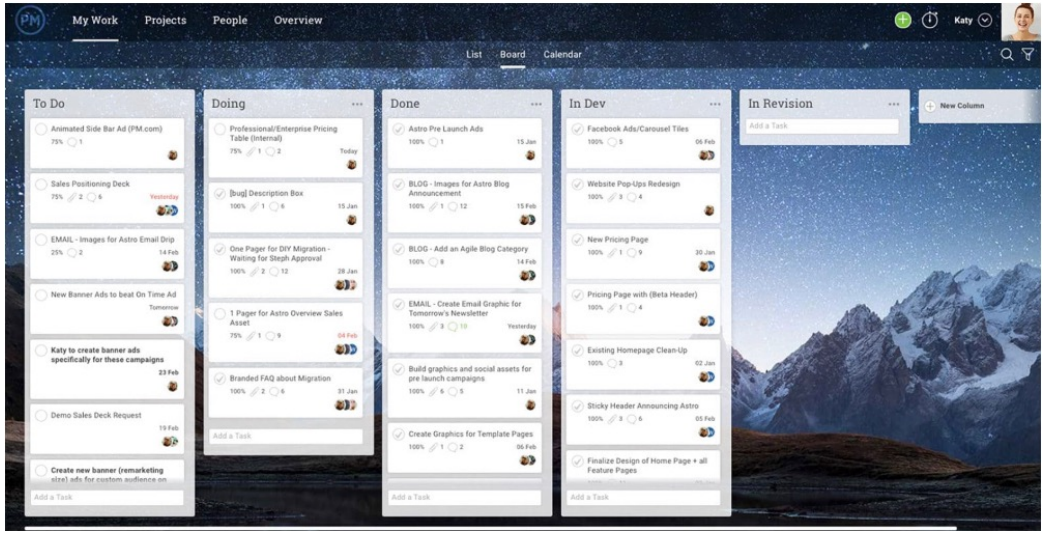
Kanban Board

Limits Work In Progress (WIP)

Teams help clear bottlenecks when they can

Dependencies NOT explicit

Great tool for managing Stakeholder Expectations



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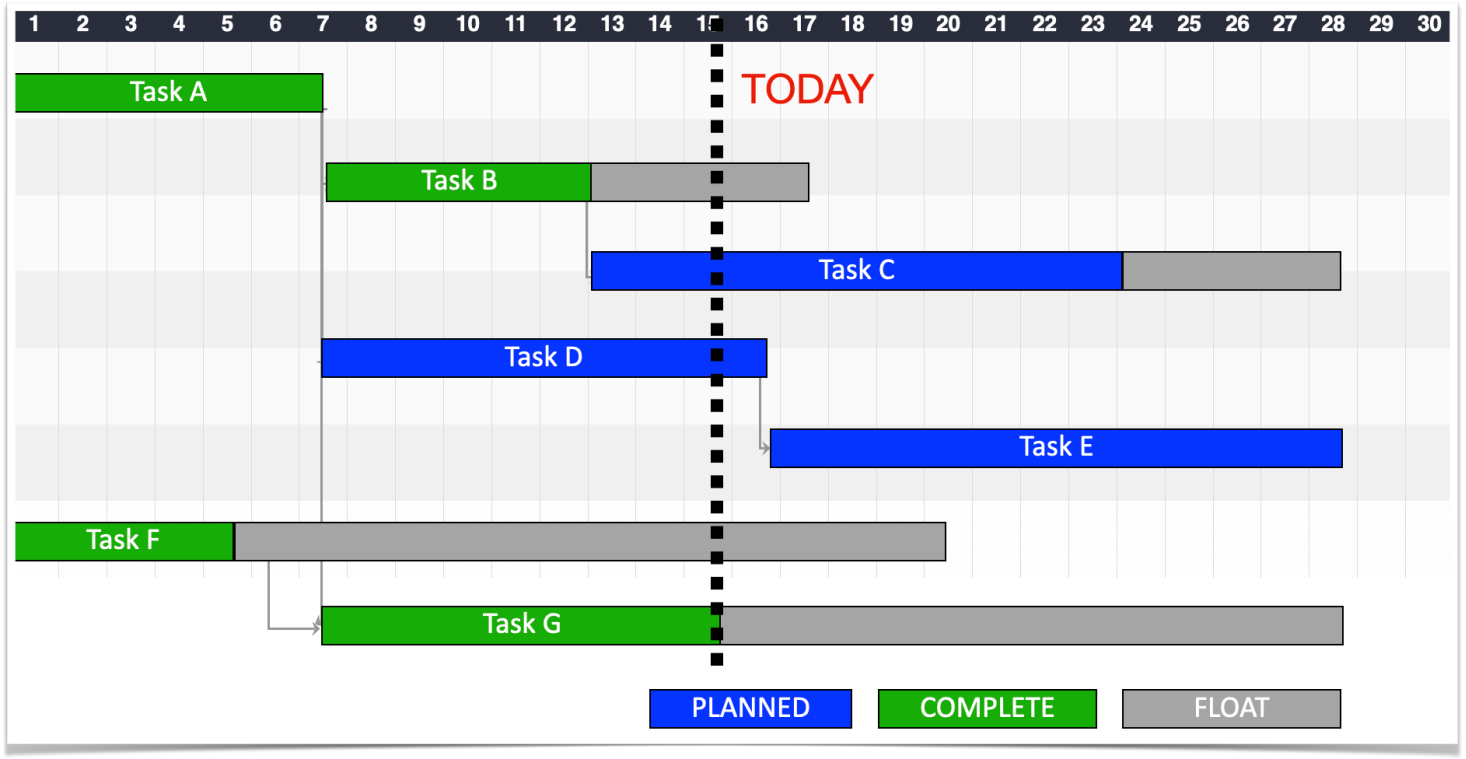
How is our project going?



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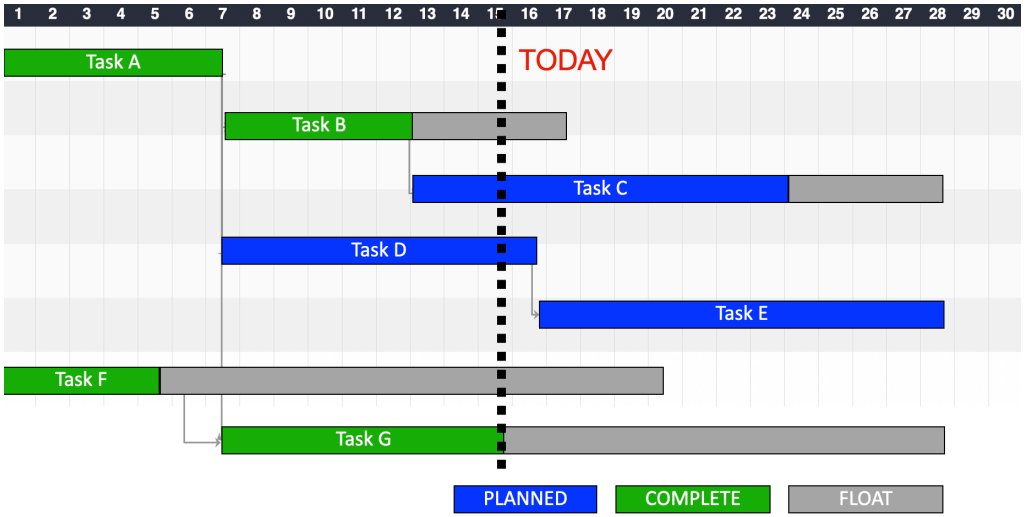
Turns THIS



TO THIS

TO DO	DOING	DONE
D	B	A
E	C	F
		G

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Scrum and Kanban Differences

Scrum Vs Kanban

SCRUM

Limits Time

Iterative

“Radical”

KANBAN

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Scrum Vs Kanban

SCRUM

Limits Time

Iterative

“Radical”

KANBAN

Limits WIP

Incremental

“Gradual”

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Scrum Vs Kanban

SCRUM

Empowers Teams To Self-Manage

KANBAN

Respects Current Processes and Roles

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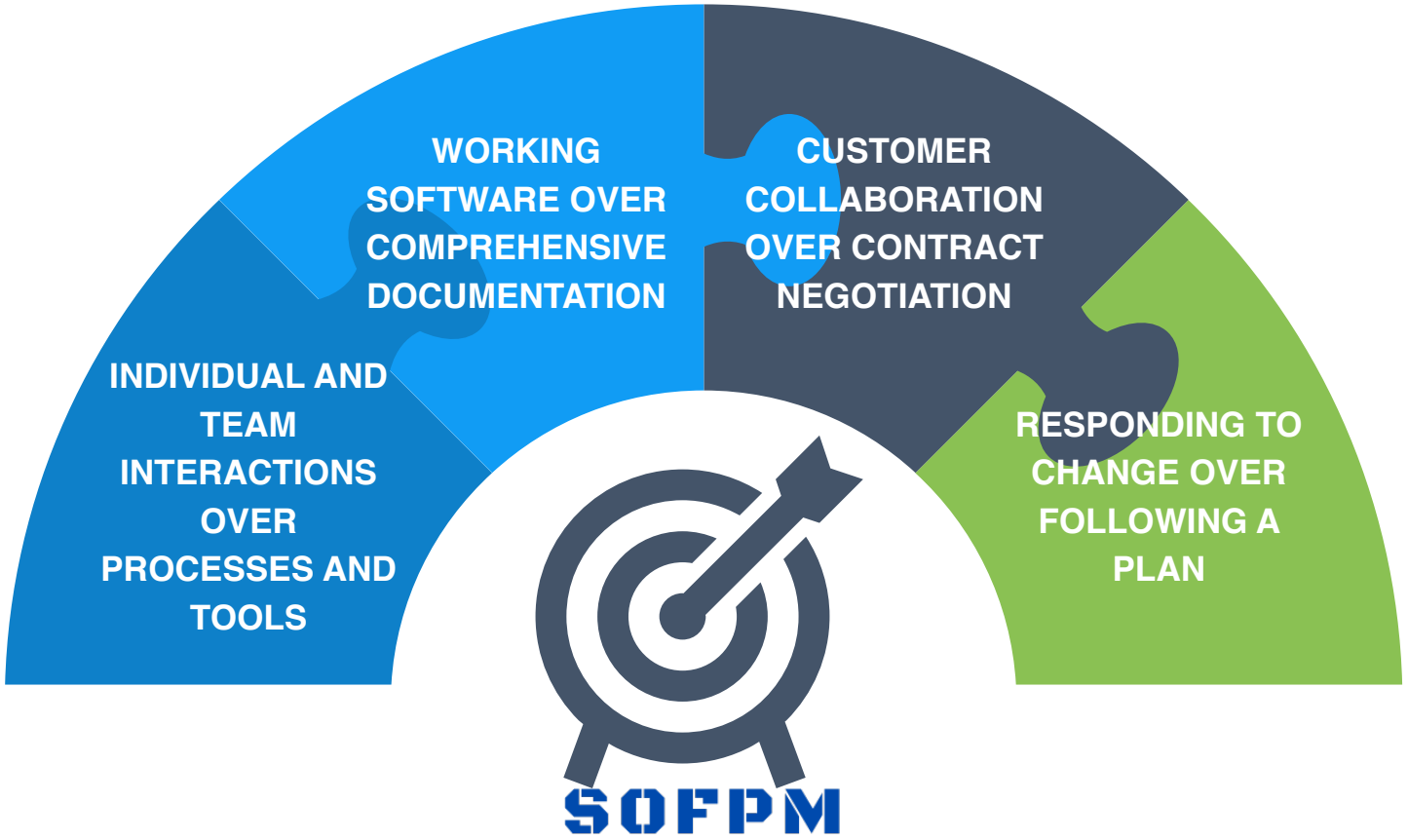
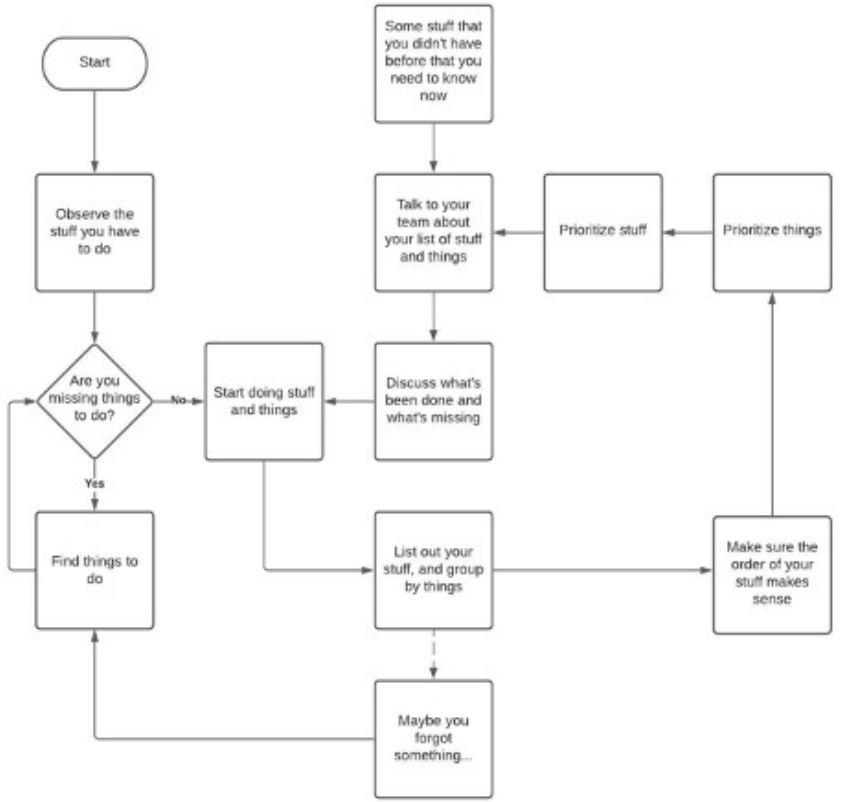
Agile Core Values

AGILE CORE VALUES



Signs to go Agile

Change requests are constantly made for your projects



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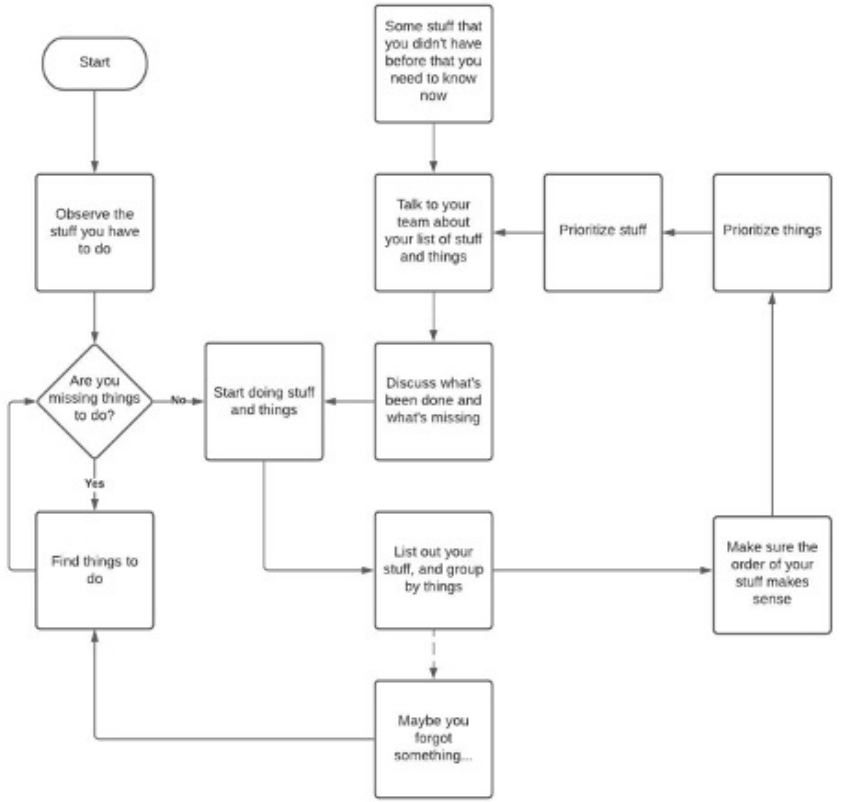
Signs to go Agile

Change requests are constantly made for your projects

Work is consistently being **added** to or **removed** from to the project



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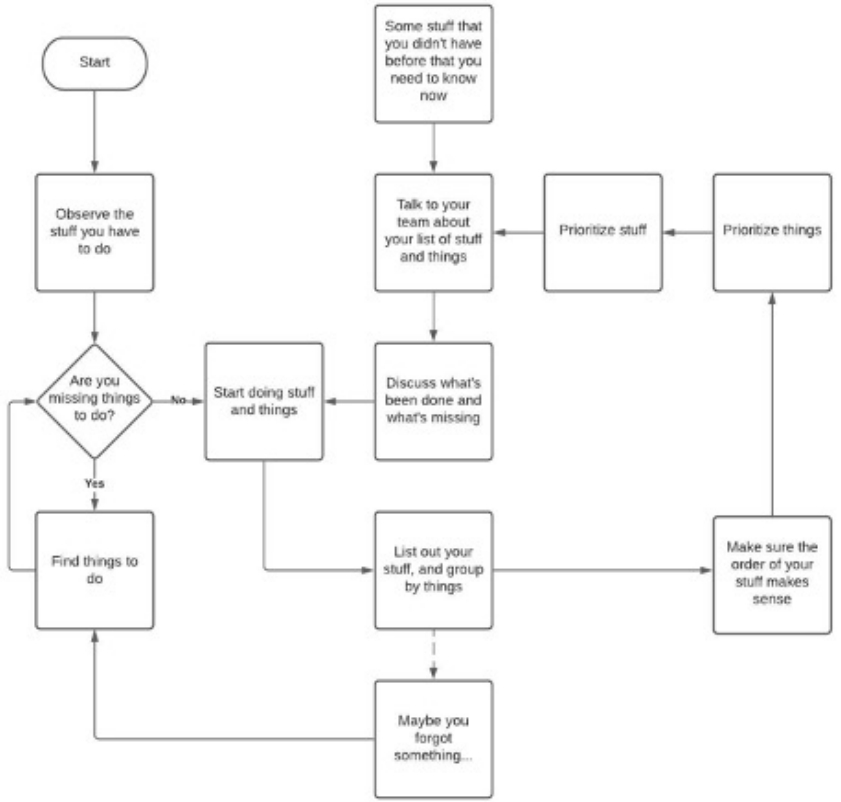
Signs to go Agile

Change requests are constantly made for your projects

Work is consistently being **added** to or **removed** from to the project

Customer engagement needs to be throughout the project



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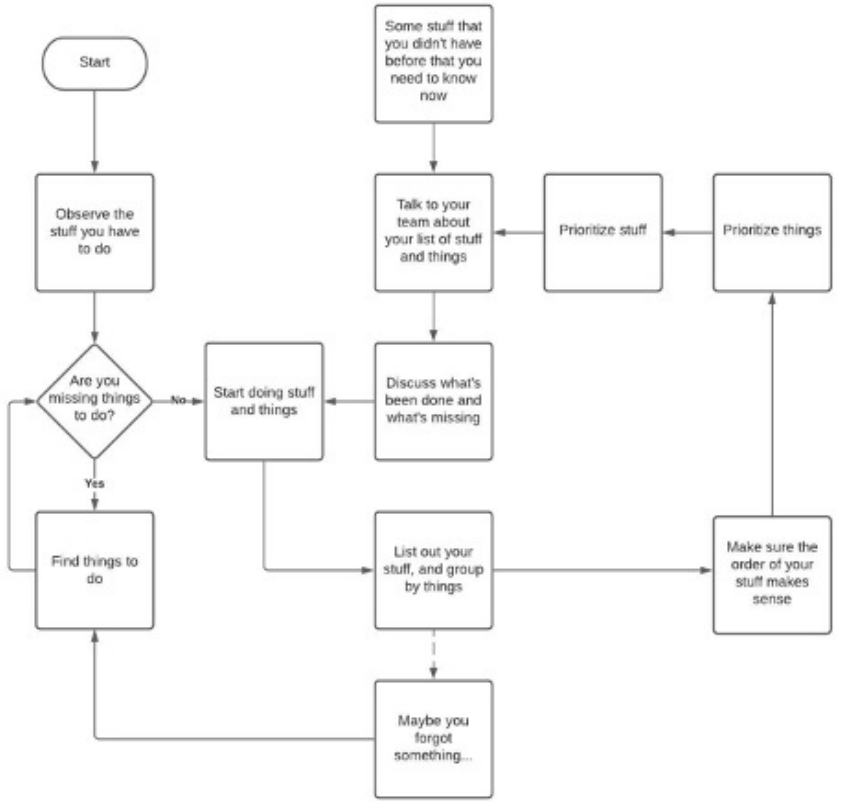
Signs to go Agile

Change requests are constantly made for your projects

Work is consistently being **added** to or **removed** from to the project

Customer engagement needs to be throughout the project

Your project seems to **restart** when you reach the end after delivering the project to the customer.



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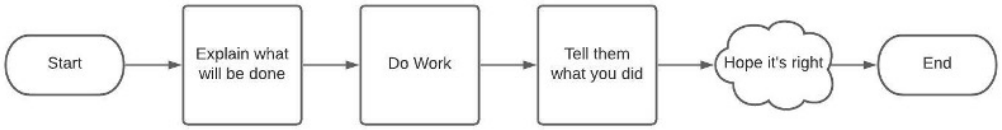
A potential trap

Sometimes organizational leadership won't know how to pivot so they'll say things like "It's time to get back to the basics."



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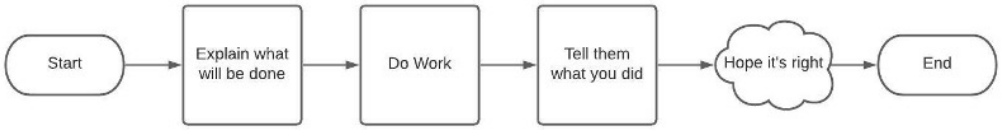
A potential trap

While this may sound like it'll make life easier, it's likely going to drive problems and confusion due to critical steps not being properly evaluated or even removed.



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Agile Critical Success Factors

Strong business case – clearly defined and measurable outcomes

Acceptance of uncertainty and effective risk management

High levels of intra-team communication and collaboration

Full focus

Good cultural fit

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Agile Pros and Cons

PROS

- Effective Meeting Methodology
- Encourages Creativity
- Simplifies complexity
- Highly responsive to evolving markets
- Tolerant of failure

CONS

- Vulnerable to key dependencies
- Challenges at scale
- Lack of documentation
- Buzz words and blind adherence to “agile”
- Project ends when money runs out - not when complete

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Key Points: Agile, Scrum and Kanban

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Agile isn't new

You don't have to choose Agile or Waterfall – they both have pros and cons.

Scrum and Kanban are great tools to use in your projects.