

Turning Visions
into Business.



Scrum or Kanban – which is better?

Let's supercharge Scrum with Kanban.



I, Malte, work 25 years in agile transformations. I am Certified Scrum Trainer.

Developer and architect with IBM.

Founder of wibas, a 100-person consulting company for agile transformations.

Developer of agile organizations (IBM, customers, and ourselves).

Author on Change Management, Scrum, Agile and Scaled Agile.

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I, Julia, develop agile teams since 7 years.
I am a Kanban Management Professional.

Sorry, Julia is ill.

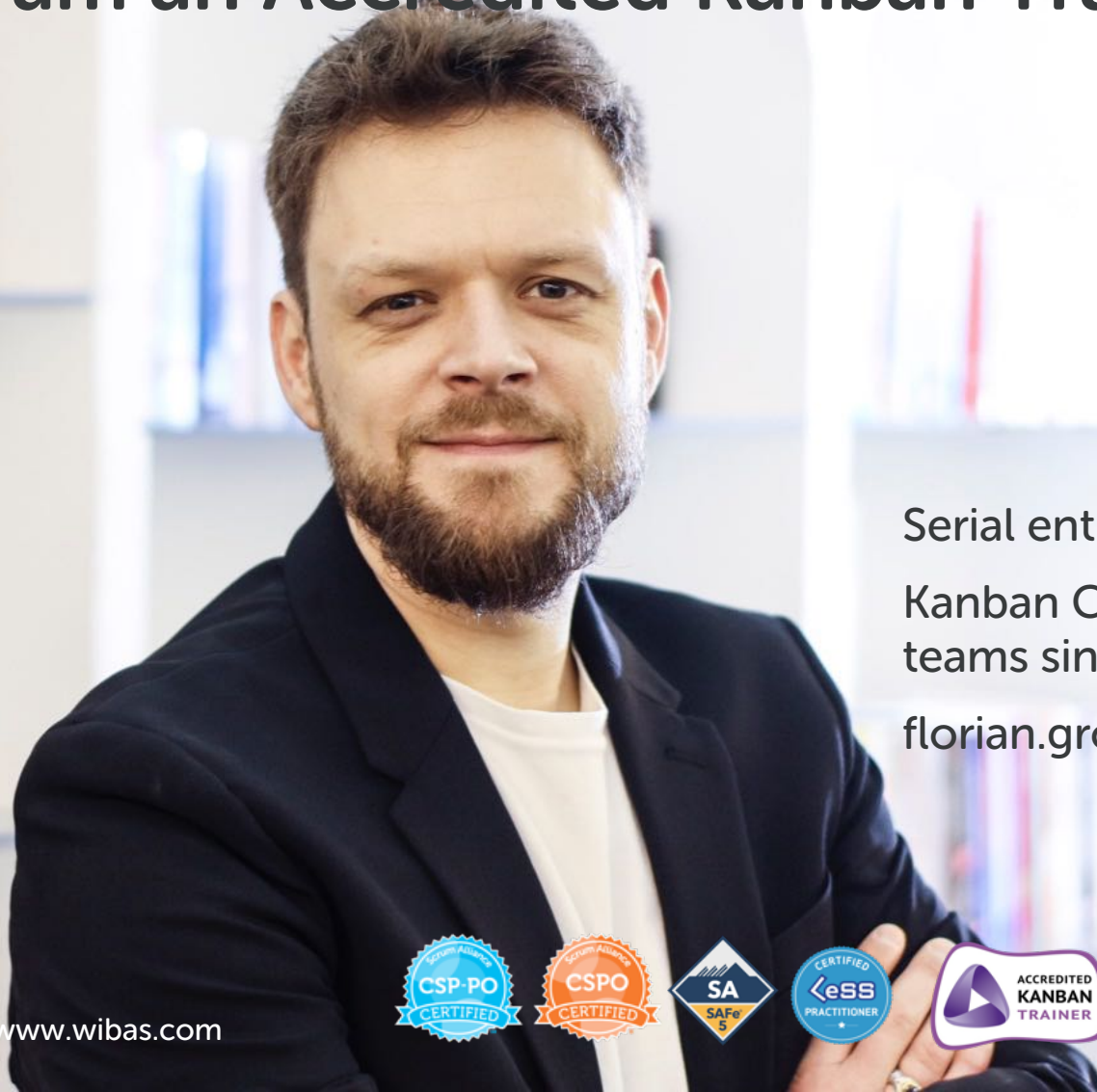
Service Delivery Manager of wibas
Service team for 5 years.

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We at wibas improve work and business.

We coach teams.

We develop agile organizations.

We facilitate agile transformations.

We are open to anything agile. We love Kanban and Scrum. We take patterns from SAFe or LeSS. We do flight levels.

Our customers build cameras, cars, musicals with agile. Software, too.



Gemeinsam zum Erfolg



BORIS GLOGER®

Wir beraten & begleiten
Unternehmen bei agilen
Transformationen und Change
Management.



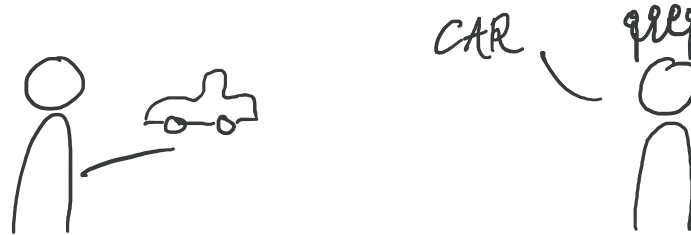
Wir sind Ihr Partner für
Neues Arbeiten und
Agilität.

Unsere Stärken:

Breiter Beraterpool

Tiefgehendes Know-How in allen agilen Bereichen

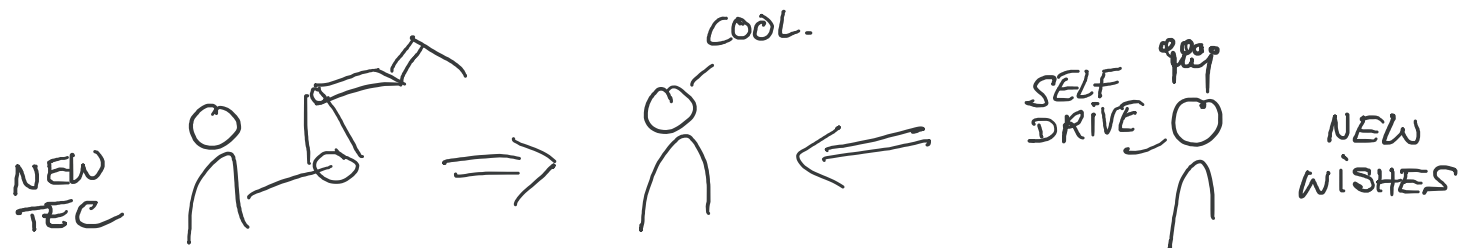
Umfangreiches Trainingsportfolio



**Agile is delivering
what customers want at the right time.**

&

**Agile is being responsive
in a complex environment.**



**Most comparisons between Scrum and
Kanban are flawed.
They get Scrum wrong.
They get Kanban wrong.**

	Kanban	Scrum
Roles and Responsibilities	There are no pre-defined roles for a team. Although there may still be a Project Manager, the team is encouraged to collaborate and chip in when any one person becomes overwhelmed.	Each team member has a predefined role, where the Scrum master dictates timelines, Product owner defines goals and objectives and team members execute the work. NO
Due Dates / Delivery Timelines	Products and processes are delivered continuously on an as-needed basis (with due dates determined by the business as needed). CADENCE?	Deliverables are determined by sprints, or set periods of time in which a set of work must be completed and ready for review. NO
Delegation & Prioritization	Uses a "pull system," or a systematic workflow that allows team members to only "pull" new tasks once the previous task is complete.	Also uses a "pull system" however an entire batch is pulled for each iteration. NO
Modifications / Changes	Allows for changes to be made to a project mid-stream, allowing for iterations and continuous improvement prior to the completion of a project.	Changes during the sprint are strongly discouraged. NO
Measurement of Productivity	Measures production using "cycle time," or the amount of time it takes to complete one full piece of a project from beginning to end.	Measures production using velocity through sprints. Each sprint is laid out back-to-back and/or concurrently so that each additional sprint relies on the success of the one before it. NOT IN SCRUM
Best Applications	Best for projects with widely-varying priorities.	Best for teams with stable priorities that may not change as much over time. NO



Scrum and Kanban

A comparison of Agile methodologies

	Scrum	Kanban
Origin	Software development	Lean manufacturing
Ideology	Solve complex problems while delivering valuable products	Use visuals to improve work flows and processes
Practices	Sprint planning Sprint Daily scrum Sprint review Sprint retrospective	Visualize the flow of work Limit work in progress Manage flow Make process policies explicit Implement feedback loops Improve, experiment
Roles	Product Owner Scrum Master Development Team	No formal roles
Metrics	Velocity Burndown	Cycle time Throughput & WIP

No

Scrum is lean too.

That's not the key ideology of Kanban. That's practices.

Those are events.

Kanban has meeting, too.

Artefacts? Commitments?

Kanban has roles, too.

Scrum Team

can be used by both.

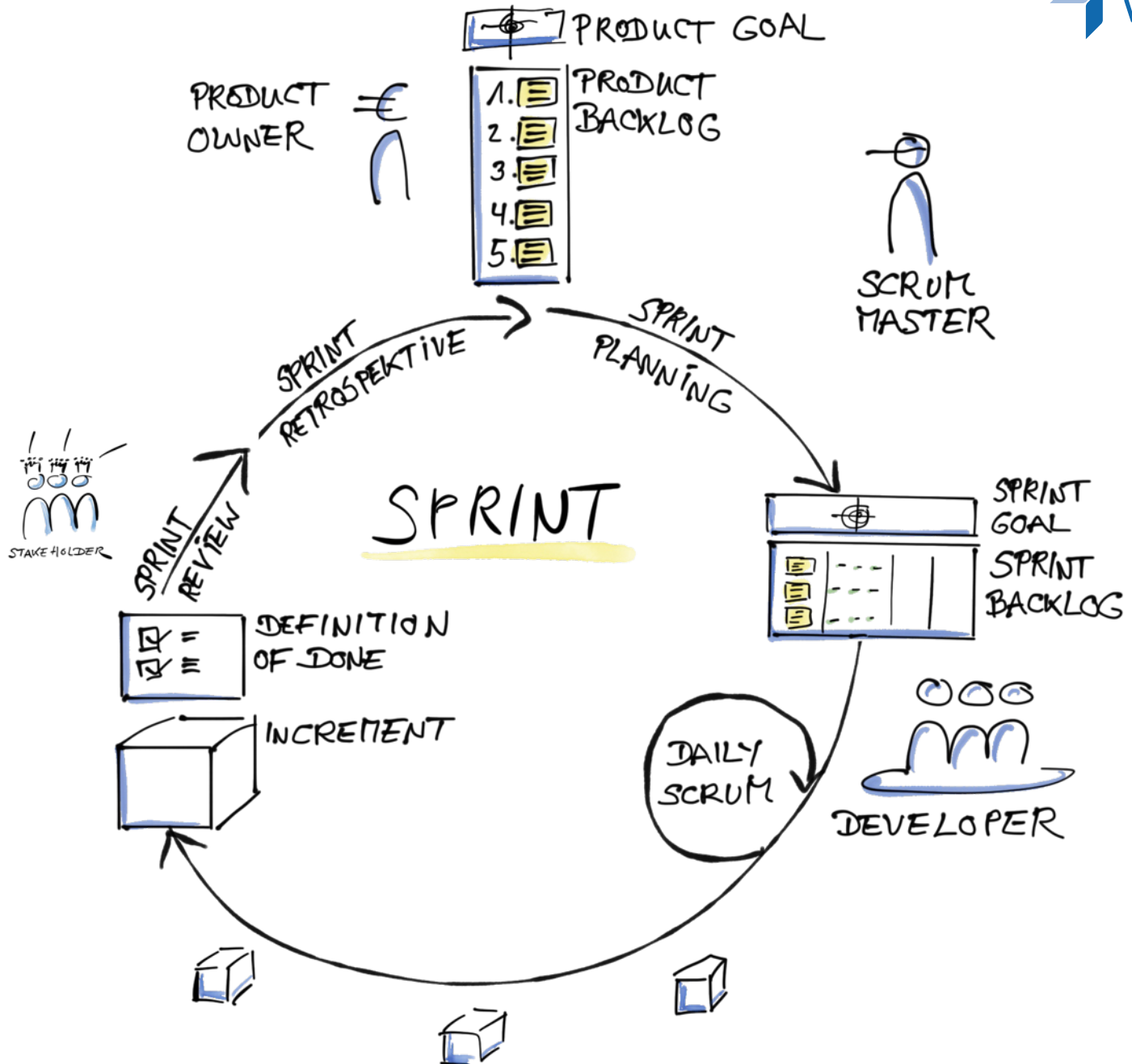
Neither Scrum nor Kanban define metrics.



Real Scrum



Scrum

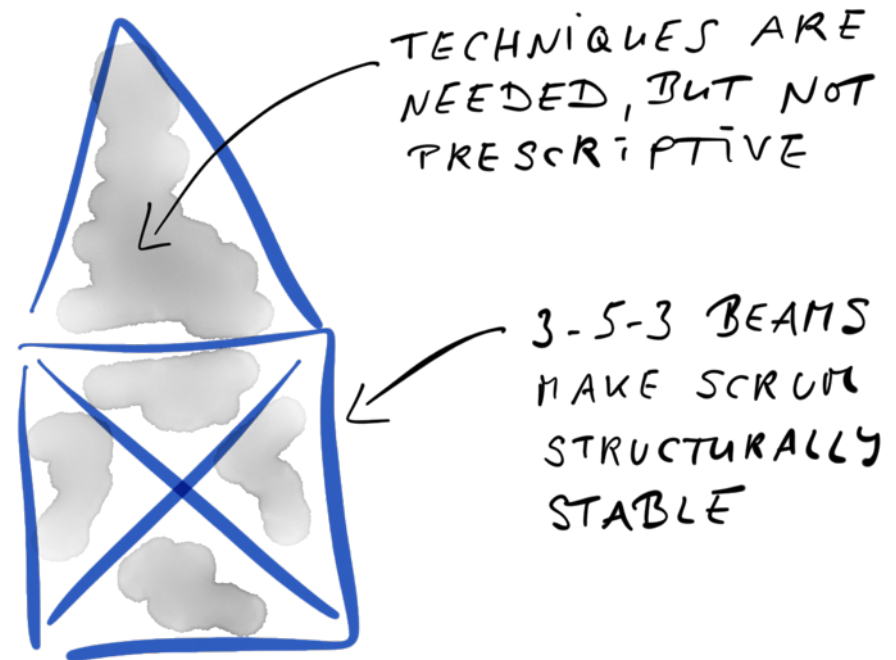


Scrum is a framework.

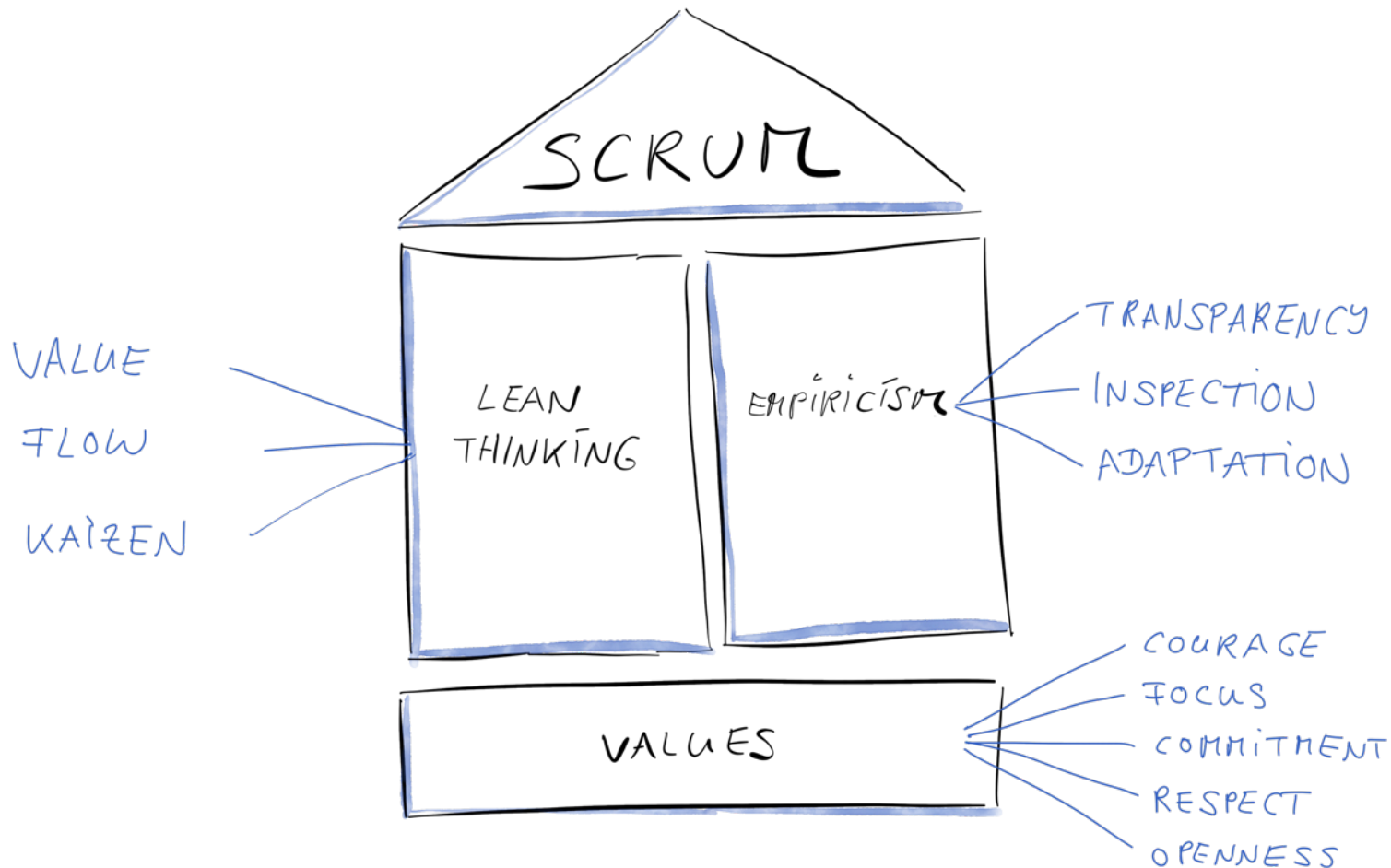
Unless all 3-5-3 "beams" are there, it is not Scrum.

Everything else beyond the 3-5-3 is not mentioned in Scrum.

Techniques are needed to do the work. They are not prescriptive. You can choose from many options.



Scrum is founded on lean thinking and empiricism.

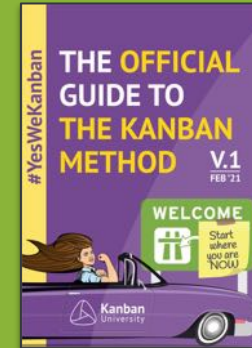
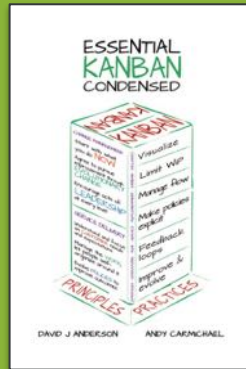


Scrum is useful for developing adaptive solutions for complex problems.

The Scrum Guide offers clear guidance what it means to work agile. This clarity is helpful to make a switch to agile.

Three responsibilities help to establish and improve Scrum.

Scrum addresses the human side with its values.



Real Kanban

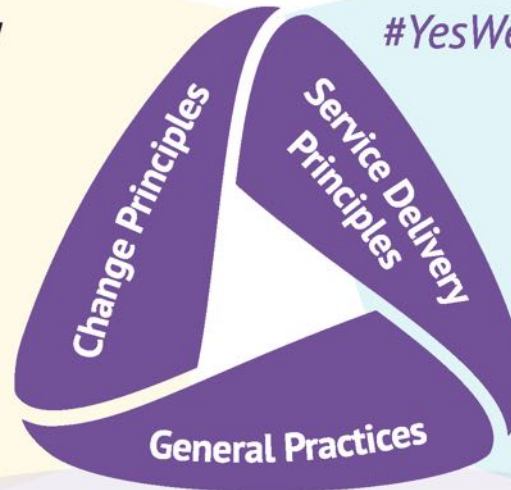




THE KANBAN METHOD



#YesWeKanban



1. START WITH WHAT YOU DO NOW

- Understanding current processes, as actually practiced
- Respecting existing roles, responsibilities & job titles

2. GAIN AGREEMENT

to pursue improvement through evolutionary change

3. ENCOURAGE ACTS OF LEADERSHIP at all levels

1. UNDERSTAND AND FOCUS on the customer's needs and expectations

2. MANAGE THE WORK; let workers self-organize around it

3. REGULARLY REVIEW THE NETWORK and its policies to improve outcomes

COLLABORATION · UNDERSTANDING · LEADERSHIP

Yes We KANBAN

VISUALIZE



Show work and its flow. Visualize risks. Build a visual model that reflects how you work.

LIMIT WORK IN PROGRESS



Stop starting, start finishing! Left yields to right. Limit work in the system to available capacity. Data-driven.

MANAGE FLOW



Flow is the movement of work. Manage flow to be smooth and predictable. Use data.

MAKE POLICIES EXPLICIT



Have agreed policies, visible to everyone involved.

- Pull Criteria
- WIP Limits
- Classes of Service
- And others as appropriate

ESTABLISH FEEDBACK LOOPS



Establish feedback loops at an appropriate cadence. Foster collaboration, learning, and improvements. Data-driven.

IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY



Using the scientific method. Hypothesis-driven change. Run safe-to-fail experiments.

CUSTOMER FOCUS · TRANSPARENCY · WORKFLOW · AGREEMENT · BALANCE · RESPECT

VISUALIZE



Show work and its flow.
Visualize risks.
Build a visual model that reflects how you work.

LIMIT WORK IN PROGRESS



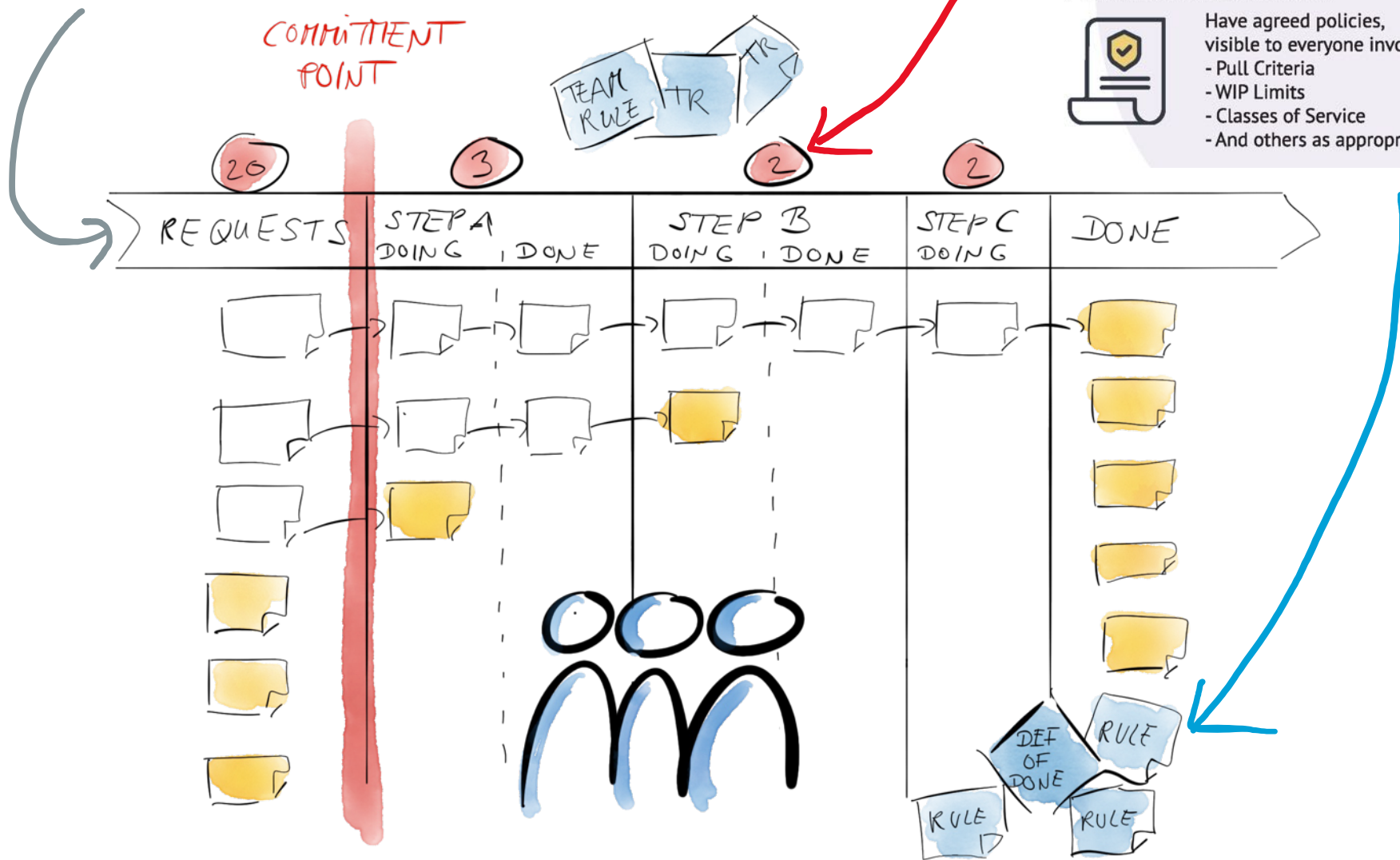
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Work flows upstream and downstream, passing the Commitment Point.

Upstream: discovering and ordering what we could work on



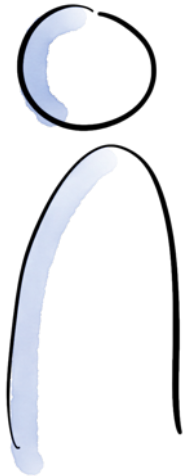
Source of picture: Kanban System Design Training of Kanban University

Downstream: getting committed stuff out of the door

Two roles have emerged from common practice.



Upstream: discovering and ordering what we could work on

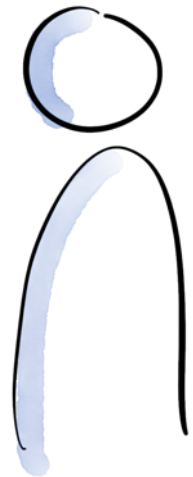


"The Service Request Manager is responsible for understanding the needs of customers, and for selecting and ordering work items."

"Alternative name is Product Owner."

"The Service Delivery Manager is responsible for the flow of work and for facilitating meetings."

"Alternative name is Flow Master."



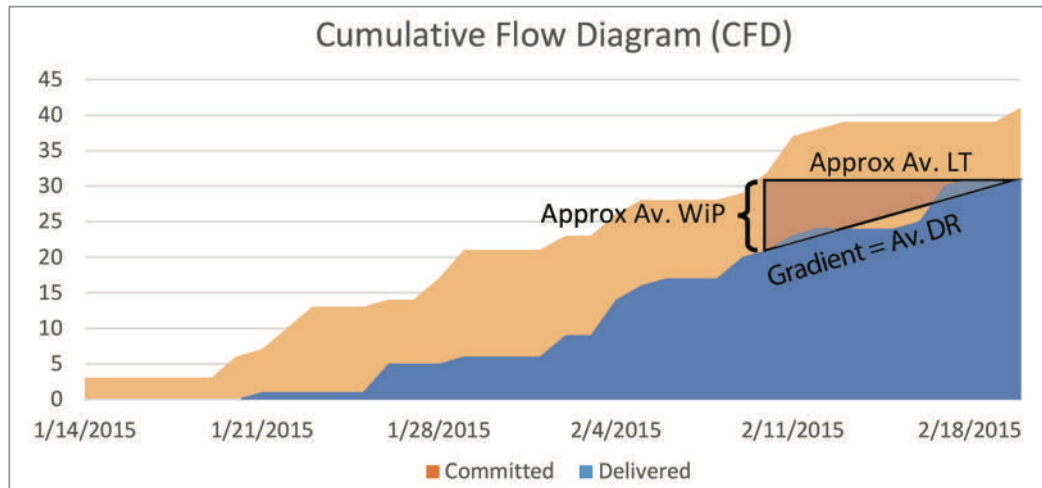
Downstream: getting committed stuff out of the door

Kanban uses data to manage flow.

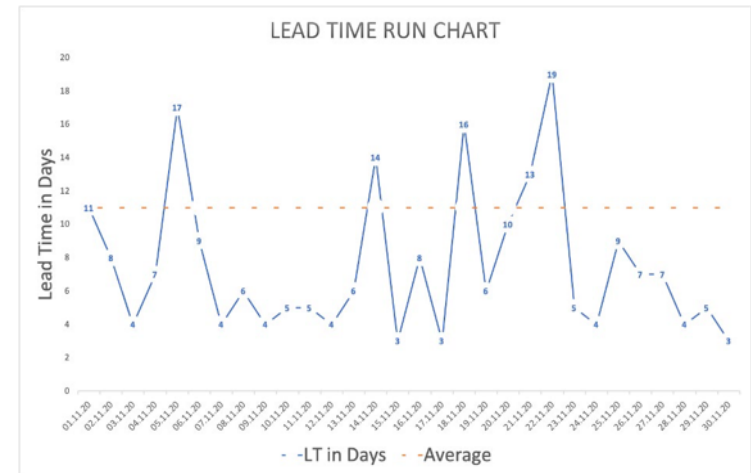
MANAGE FLOW



Flow is the movement of work. Manage flow to be smooth and predictable. Use data.



Source: Essential Kanban Condensed



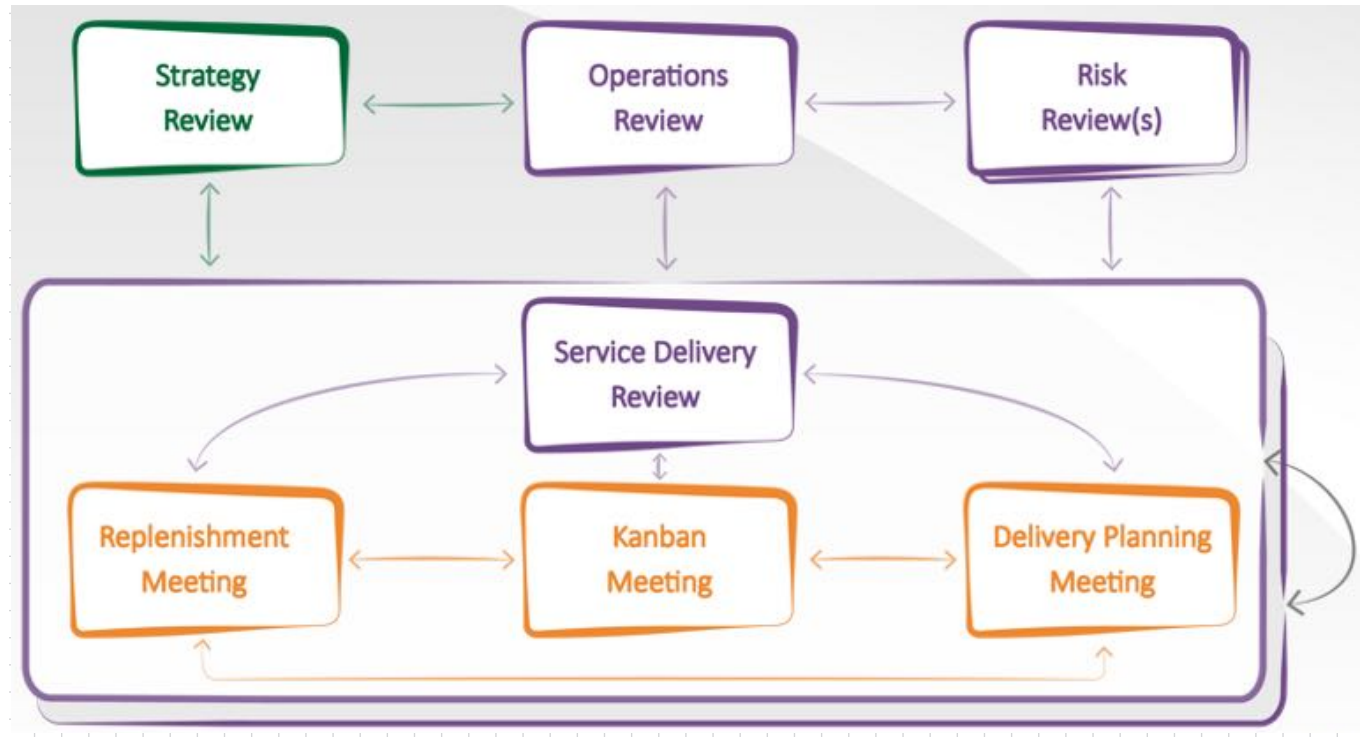
Source: The Official Kanban Guide

Kanban has seven cadences/meetings as feedback loops.

ESTABLISH FEEDBACK LOOPS



Establish feedback loops at an appropriate cadence. Foster collaboration, learning, and improvements. Data-driven.



Source: Essential Kanban Condensed, updated picture from Kanban Systems Improvement training.

Kanban uses hypothesis-driven change and experiments to drive change.

**IMPROVE COLLABORATIVELY,
EVOLVE EXPERIMENTALLY**



Using the scientific method.
Hypothesis-driven change.
Run safe-to-fail experiments.

We believe that ...

Hypothesis

In order to test that we ...

Experiment / Test

We measure ...

Metrik

We disprove the hypothesis if ...

Criteria

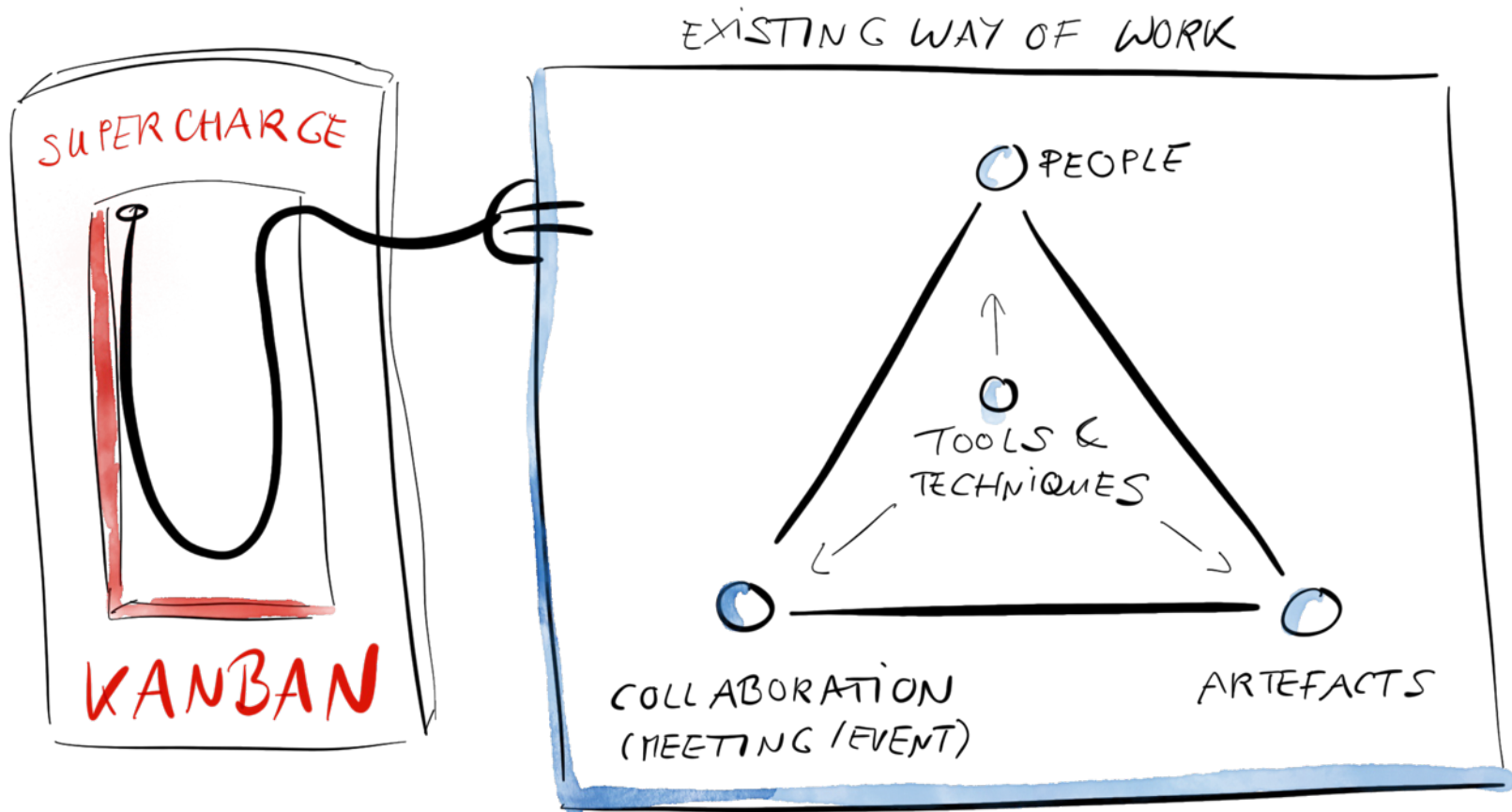
STATIK is a six-step process to establish Kanban.

1. Identify sources of dissatisfaction
2. Analyze demand
3. Analyze system capabilities
4. Model the workflow
5. Identify classes of service
6. Design the Kanban system



Source: The Official Kanban Guide

Kanban is a method. It is applied to an existing way of work.



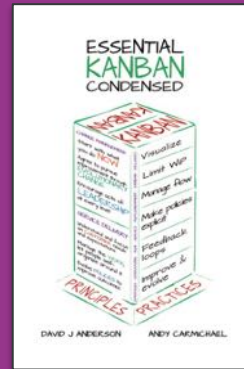
Kanban is useful to manage all types of knowledge work.

Kanban starts with what teams are currently doing and becomes better with incremental changes.

Meetings can have different cadences.

Work can be pulled item by item.

(Note: We discussed in this presentation “Kanban for knowledge work” (White Collar Kanban). This emerged from Kanban for Production (Blue Collar Kanban). While related, white collar Kanban is different from blue collar Kanban.



Understanding Scrum better with the help of Kanban



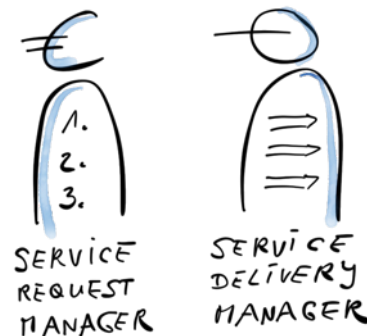
And debunking
Scrum myths.

Kanban

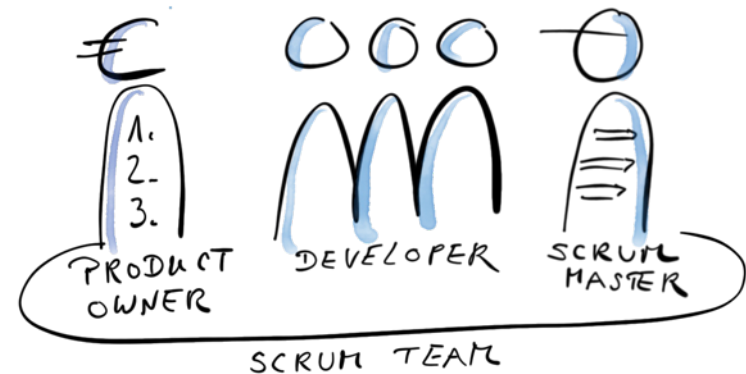
Accountabilities

Scrum

- No required roles.
- Two Roles often emerge: Service Request Manager and Service Delivery Manager.
- The purpose of the roles is important. "Think of the roles as 'hats' people wear in carrying out these functions."

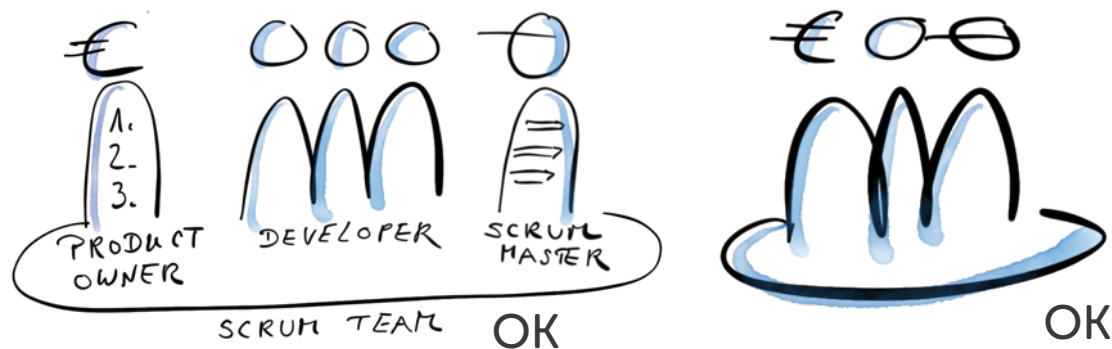


- Required accountabilities: Product Owner, Scrum Master, Developer.
- No roles.
- Only one team: Scrum Team.
- Team is fundamental unit.



Recognize it is “accountabilities” and not roles in Scrum.

Understand the “accountabilities” in Scrum as “hats”.



DEBUNK!

- Scrum Master cannot be a Developer.
- Developers are the team.
- Product Owner writes the Product Backlog.

Kanban

Commitment

Scrum

- Commitment points are a key element of Kanban.
- After the commitment point, teams commit to produce and deliver what they pulled.

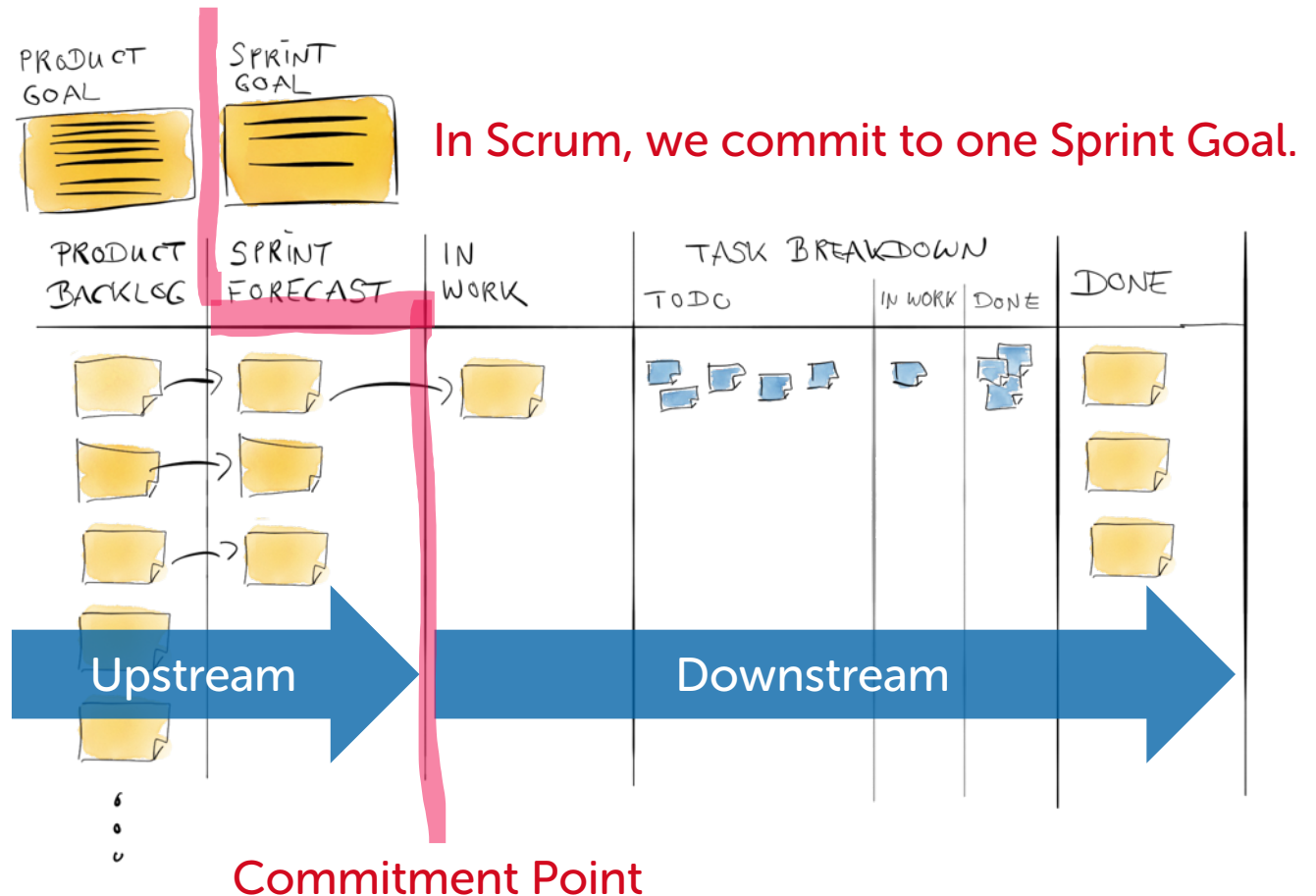
- 3 Commitments:
 - » Product Goal,
 - » Sprint Goal,
 - » Definition of Done.
- No commitment of product backlog items for upcoming Sprint. Only a forecast.

DEBUNK!

- Product Backlog items are committed at Sprint Planning.
- Everything forecasted must be delivered.
- Nothing can be pulled from Product Backlog into the Sprint once the Sprint has started.

Recognize upstream and downstream in Scrum.

We do not commit a batch of Product Backlog Items in Sprint Planning. They are pulled during the Sprint.

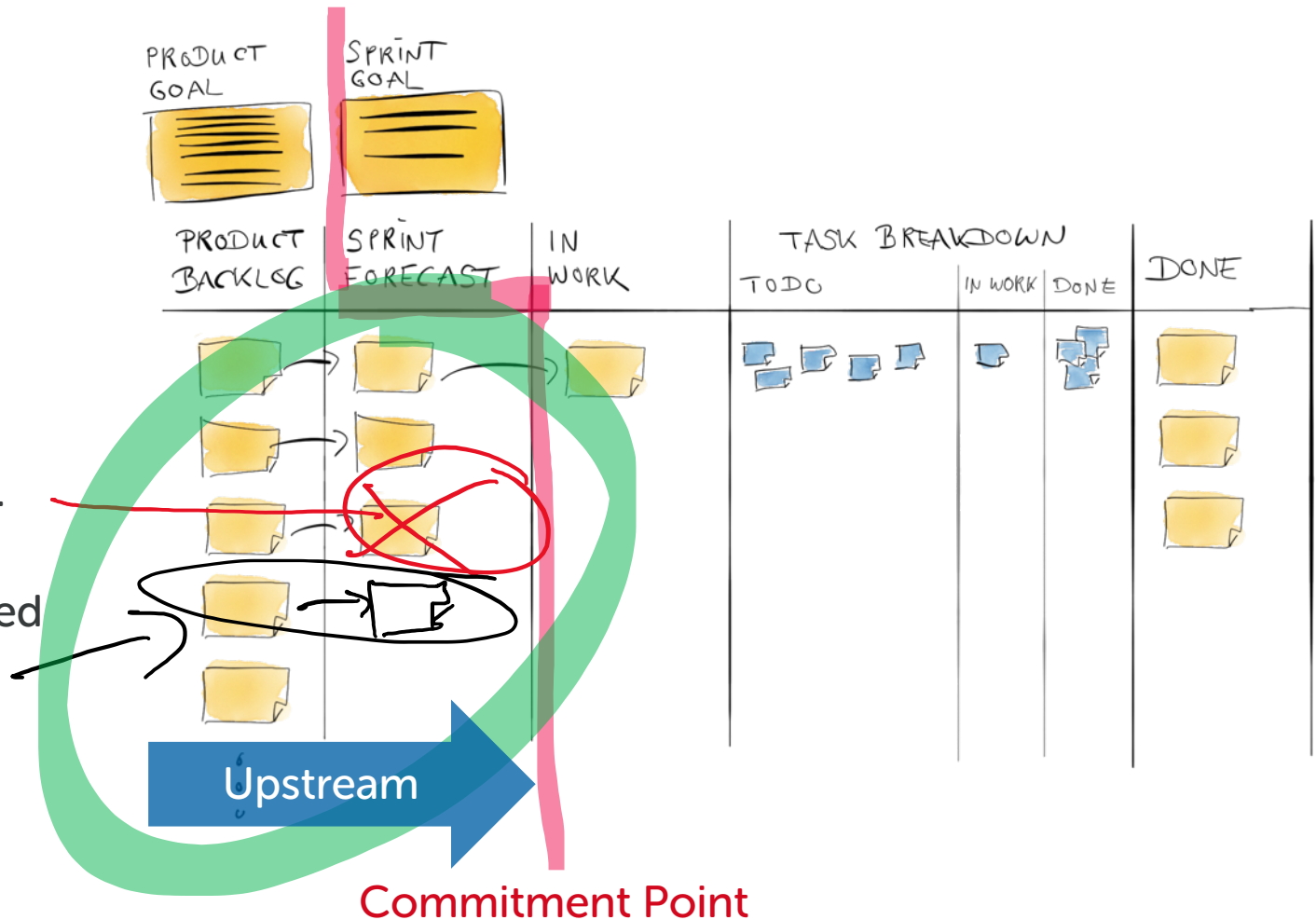


Product Backlog Items may change as long as we keep the Sprint Goal.

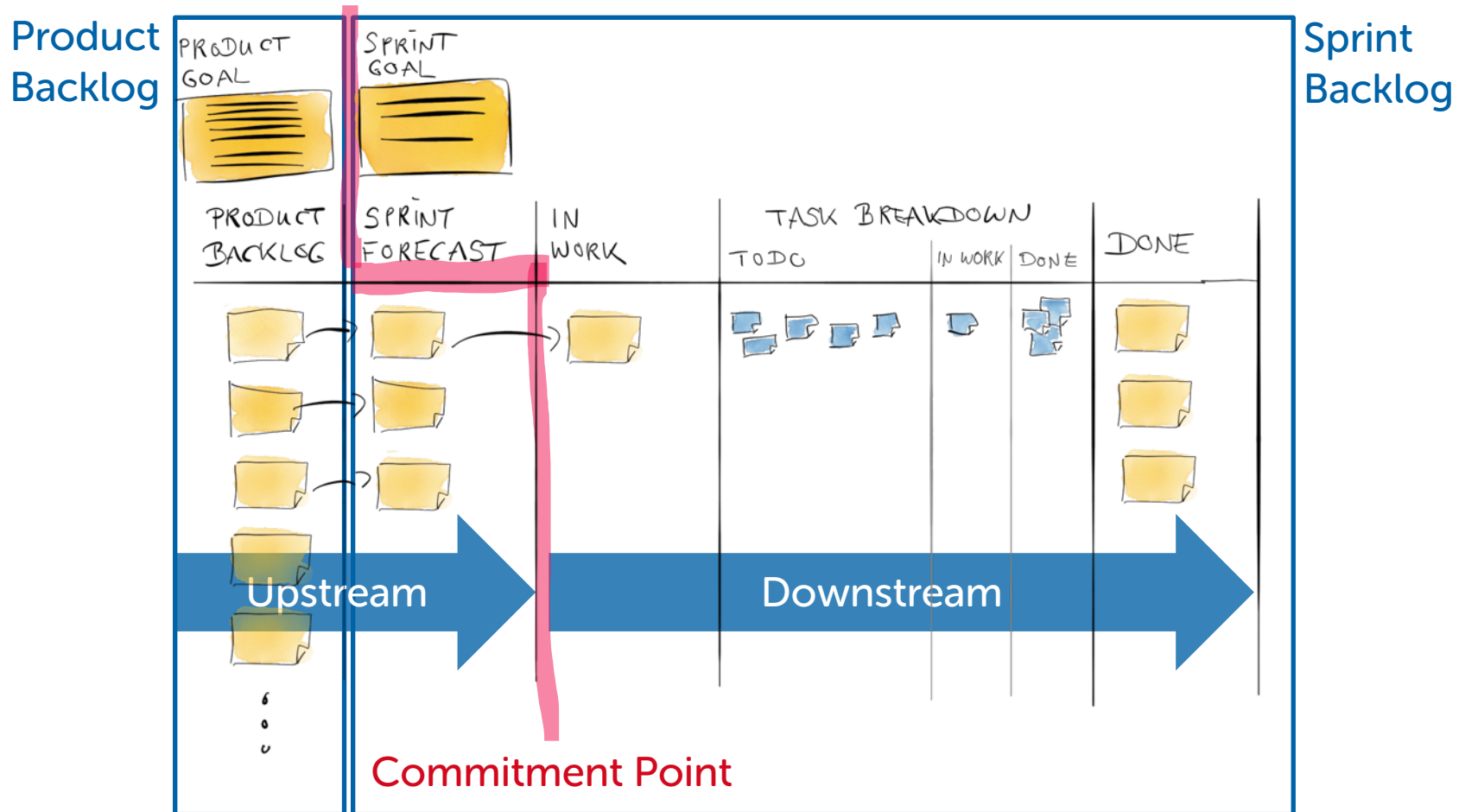
Forecasts change.

Forecasted items may not be pulled.

Items not forecasted may be pulled.



Recognize the continuous flow in the Sprint.



Sprint Planning 

 Daily Scrum

Kanban

Planning

Scrum

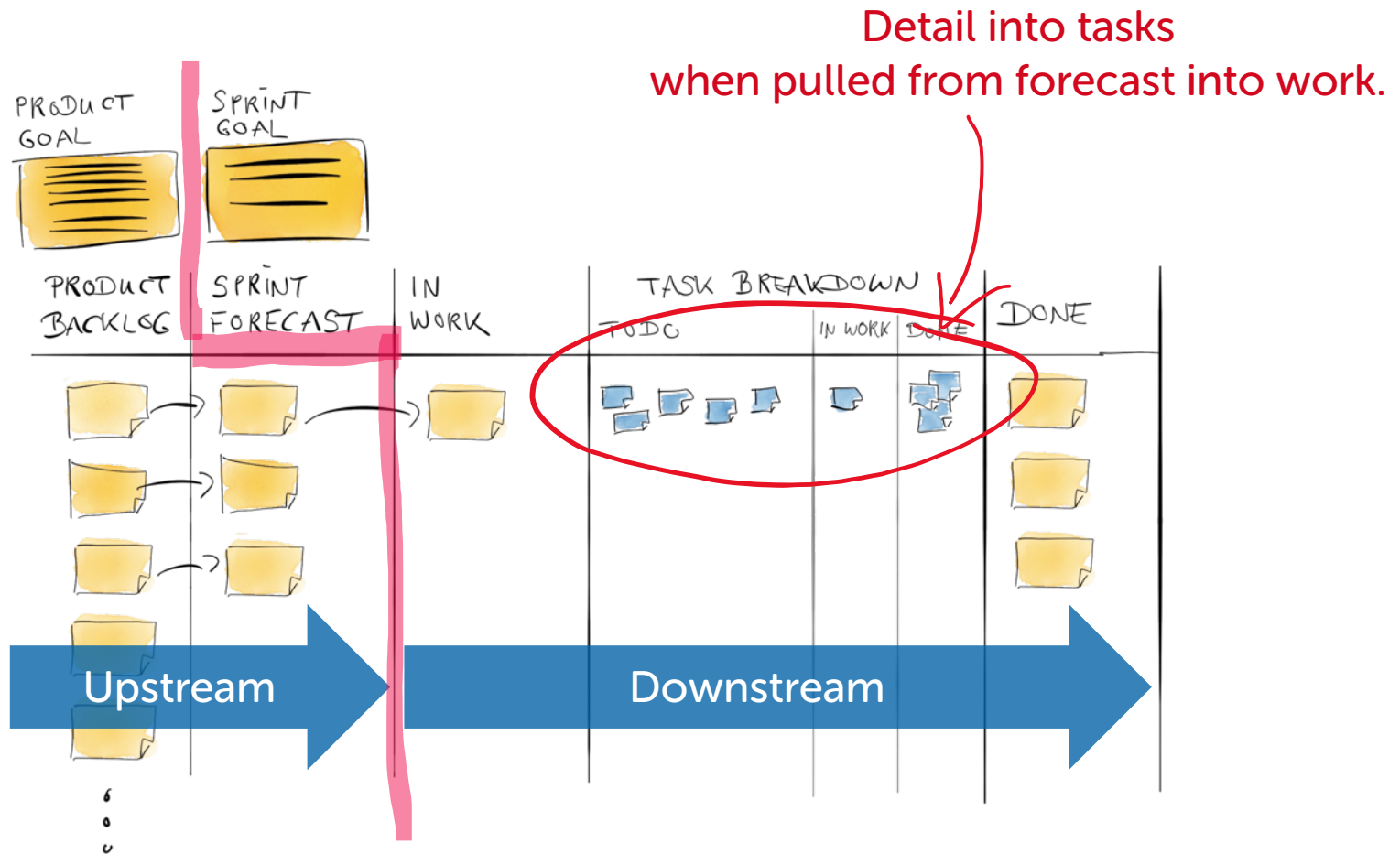
- Just in time

DEBUNK!

- Every forecasted product Backlog item must be broken down into tasks at Sprint Planning.

- Often done by decomposing Product Backlog items into smaller work items.
- But can be different ... How this is done is at the sole discretion of the Developers.
- Expected that the plan changes and is detailed during Sprint.
- Just in time planning after pull from forecast into work is Scrum.

Just in time detailing of product backlog items is just fine.



Kanban

Metrics

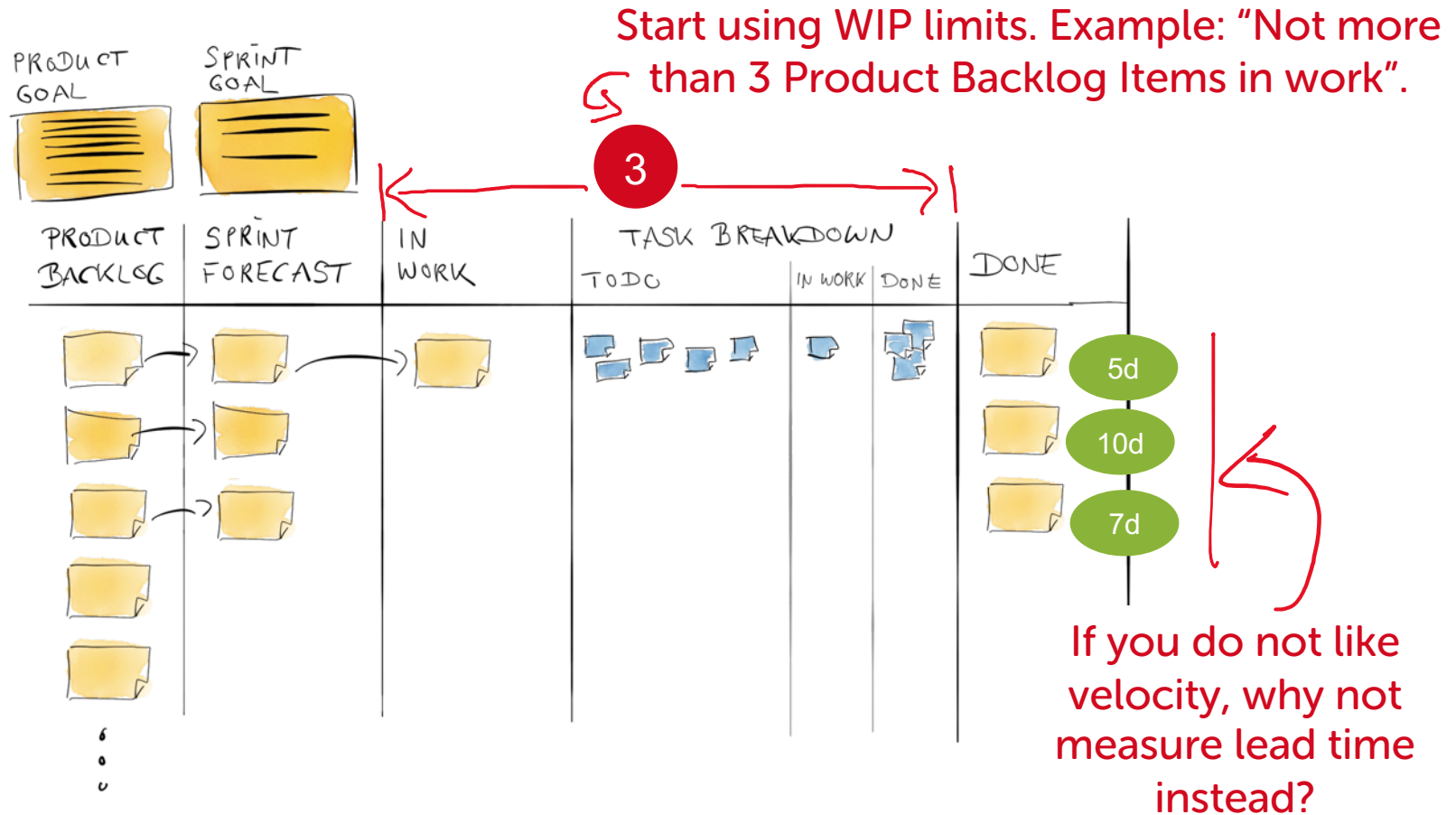
Scrum

- Propagates metrics to manage flow.
 - There are expected metrics: lead time, cumulative flow and work in progress (see Official Kanban Guide).
 - More metrics are often used.
- Empiricism is required. That means: Knowledge comes from experience. Decisions are based on what is observed.
 - There are no prescribed metrics.
 - Often burndowns and velocity are used.
 - Cumulative flow diagram and lead time measurement would be just as fine.

DEBUNK!

- Burndowns are part of Scrum.
- Planning Poker is part of Scrum.
- Velocity is part of Scrum.

Start measuring work-in-progress (WIP).



Kanban

Cadence and Meetings

Scrum

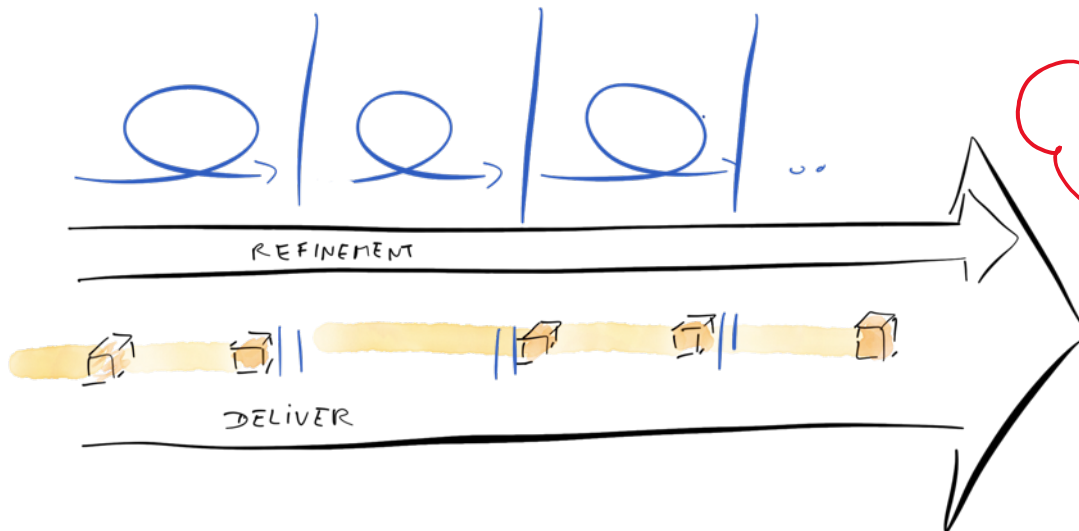
- Kanban meetings are recommended.
- Each meeting can have its own cadence.
- Addresses meetings across several services.

- Scrum meetings (“events”) are obligatory (to reduce risks and to reduce other meetings).
- Sprint gives all meetings the same cadence (+ Daily Scrum).
- Scrum meetings are focused on one product/service.

Recognize that cadence and delivery are independent in Scrum.

- In Scrum, increments are delivered continuously.
- “The moment a Product Backlog item meets the Definition of Done, an Increment is born.”
- „The Sprint should never be considered a gate to releasing value.”

Quote: Scrum Guide



DEBUNK!

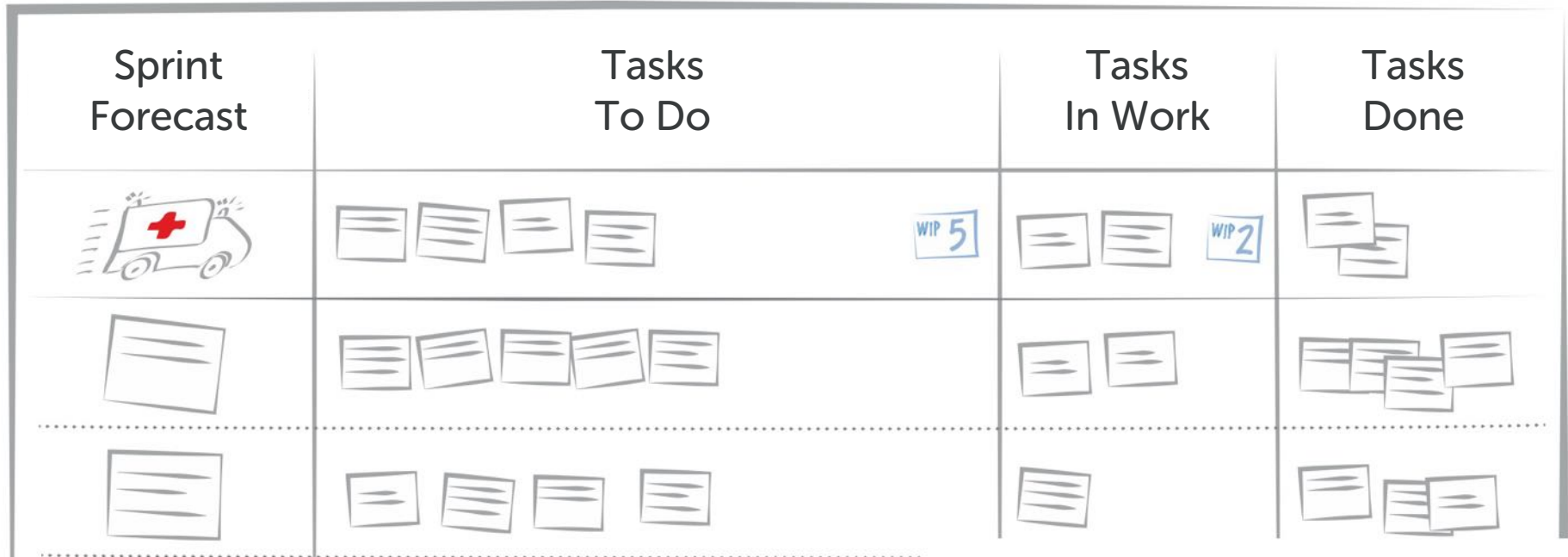
- You wait until Sprint end to deliver.
- Everything must be finished at Sprint end.

Rethink your Scrum events/meetings.

- Make the Sprint cadence more flexible. Give events a different format: E.g., Sprint Review with key stakeholders every 3rd Sprint.
- Use Scaled Kanban Meetings to improve product delivery organization-wide.

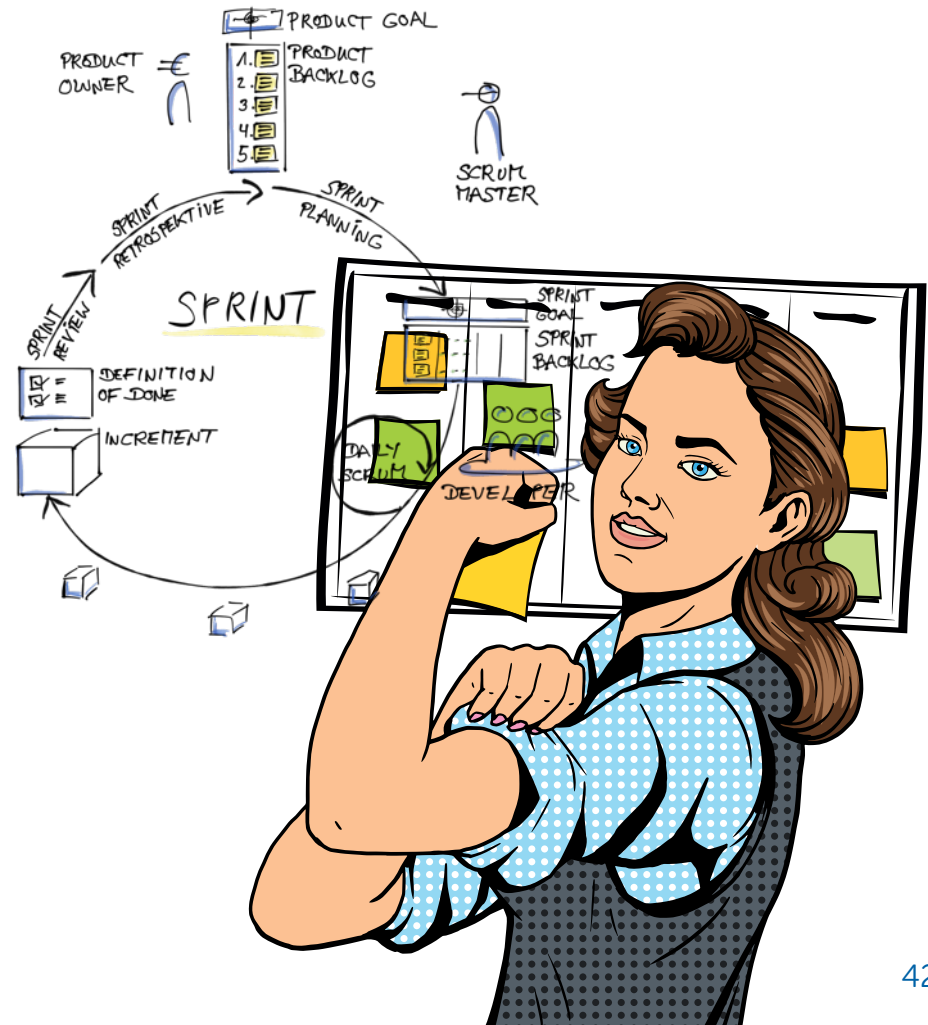


Recognize different value streams in your teams' work e.g., emergency lane.



Use STATIK to set up your Scrum. Improve further with Kanban's change approach.

- Set up a prototypical Scrum with STATIK.
- Continue with small evolutionary improvements.
- FOREVER.



When Kanban? When Scrum?

Prefer Kanban if ...

1. You run a service. Or a product as a service.
2. Your Scrum doesn't flow.
3. A standardized workflow can evolve.
4. Your organization is better with evolutionary change.
5. You need to focus more on metrics.

Prefer Scrum if ...

1. You develop adaptive solutions for complex problems.
2. Your Kanban is just a board.
3. Each product backlog item is broken down into unique tasks.
4. You need clarity how to start with agile product delivery now.
5. You need to focus more on people.

Scrum Guide 2020. Explained in our book.

