

software pilots  
**TRIFORK.**

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## **My Agile Journey: XP, Scrum, Kanban and Back Again**

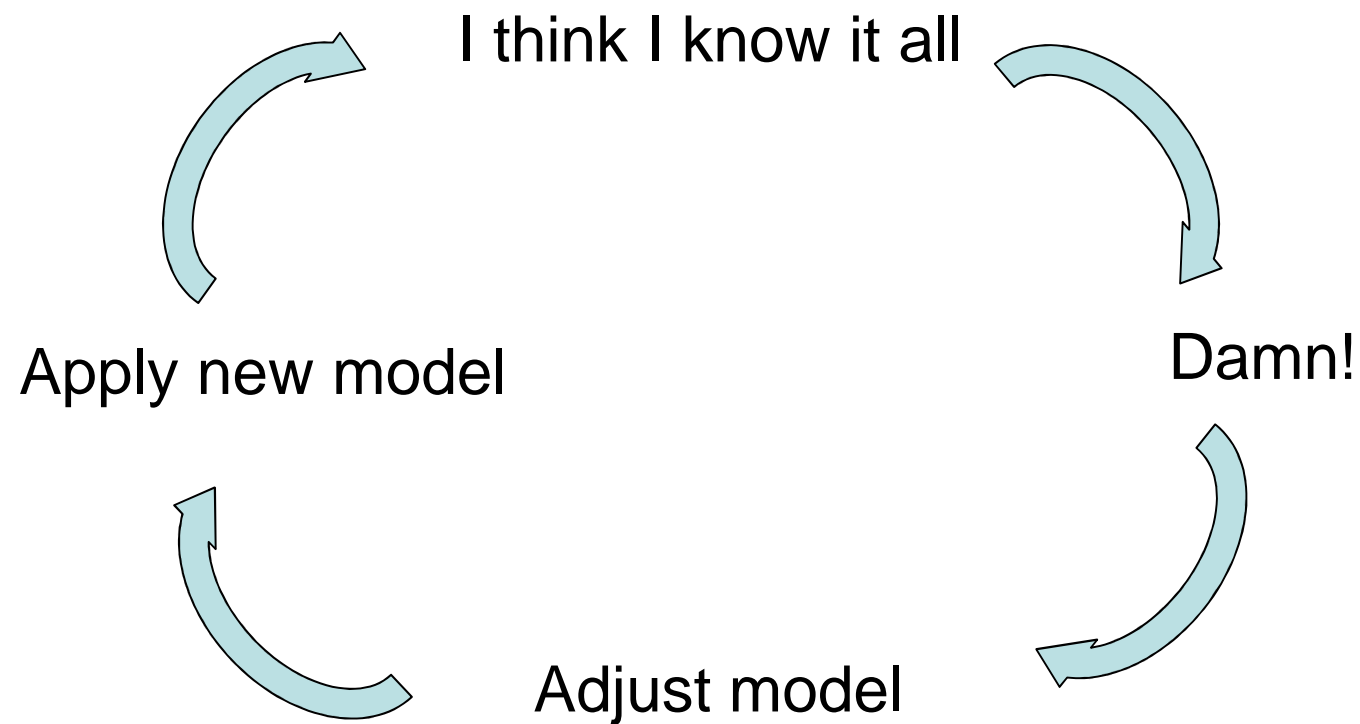
Jesper Boeg  
Twitter: @J\_Boeg

# Trifork A/S

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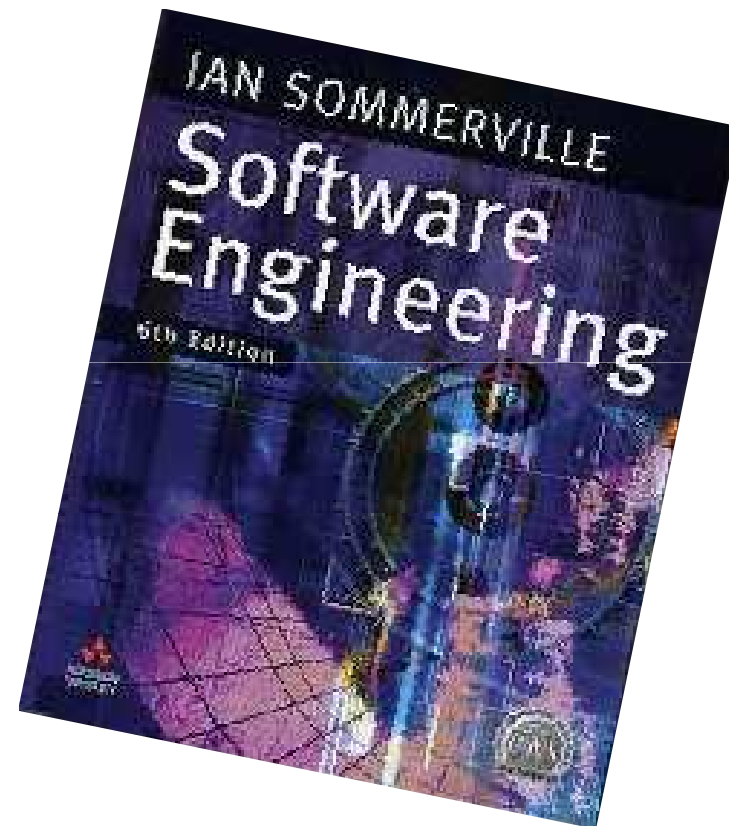
- Agile Coaching and Training
  - Kanban, Lean, Scrum, XP....
- Software development:
  - Cloud, Mobile, Agile
- Technical Training
  - Mobile, Java, .Net....
- Conferences
  - GOTO and QCon

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# 2002



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# Damn!



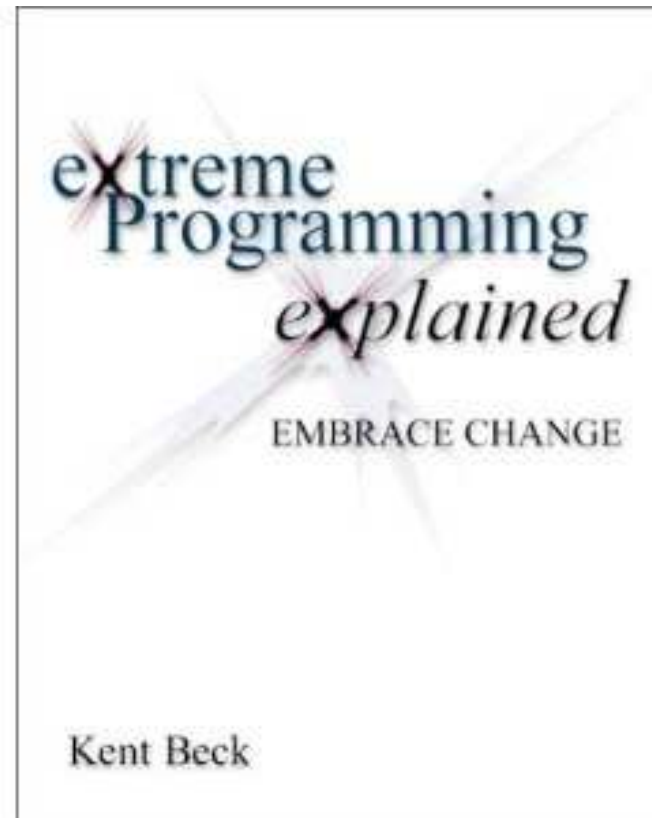
Is this what they mean by “create the world”?

Level	Component Name	Developed Size	Effort in Person-Months	Cost (K\$)	Increment
1	main	1,028	4.6	23.0	1
2	database_scripts	414	1.9	9.3	1
2	servlet	156	0.7	3.5	1
2	ui_web_testing	113	0.5	2.5	1
2	db_provider	345	1.5	7.7	1

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# 2003

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# Much Better!

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# But Why The Religious Attitude?



Thou shall use:  
Pair Programming,  
TDD, User Stories,  
Refactoring, System  
Metaphors, Onsite  
Customer.... OR

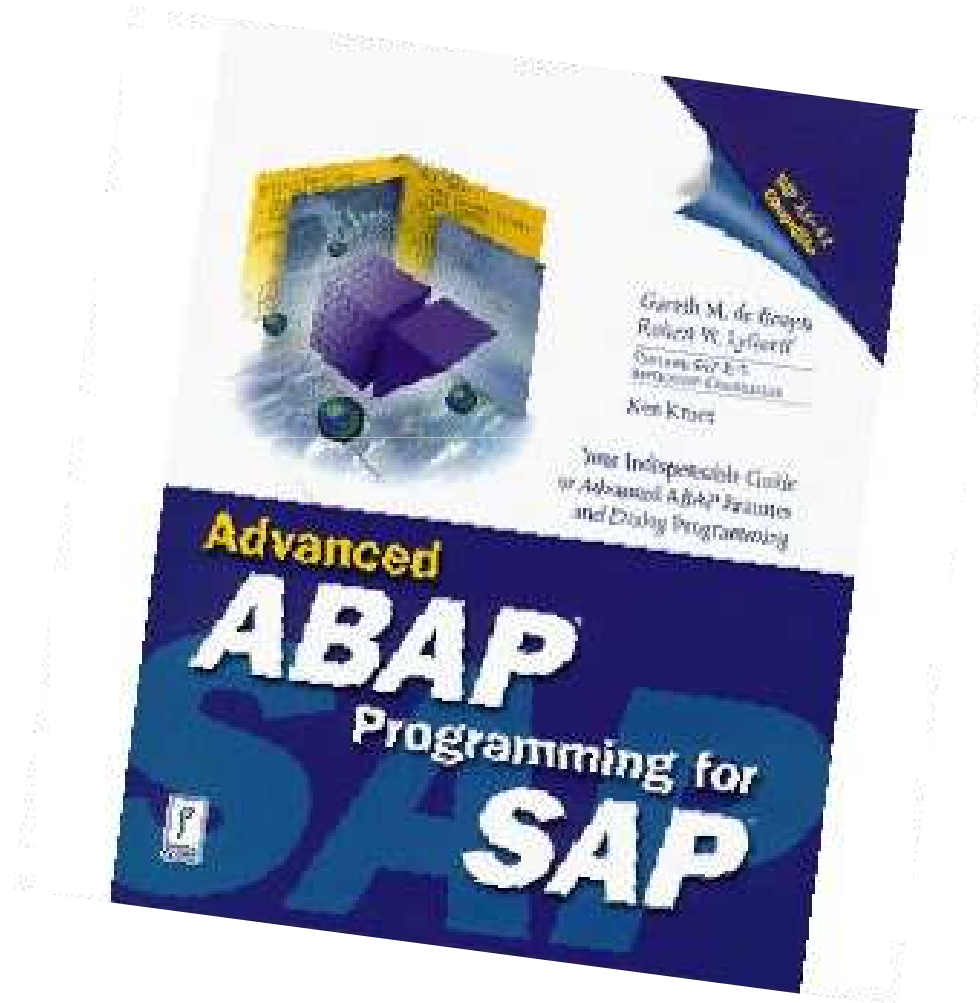


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# 2004 – First job (student)

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# First Job



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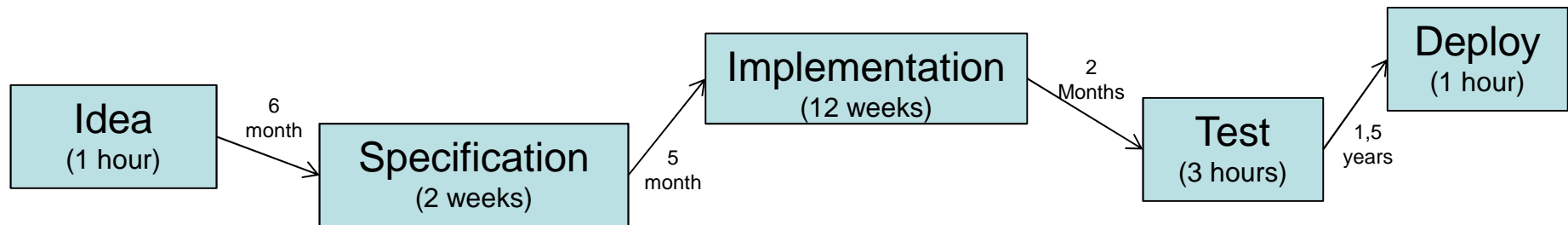
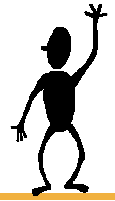
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I wonder what  
happens after I  
finish coding?



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# Value Stream



Value adding time: 2,5 months

Wait time: 31 months

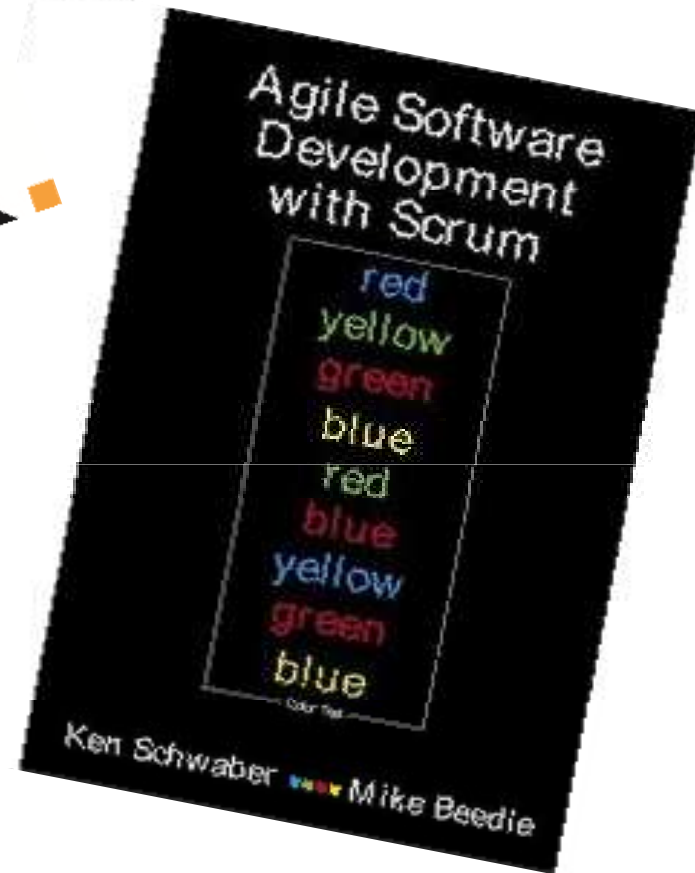
Lead time: 33,5 months

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# 2006



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# First Scrum Experience

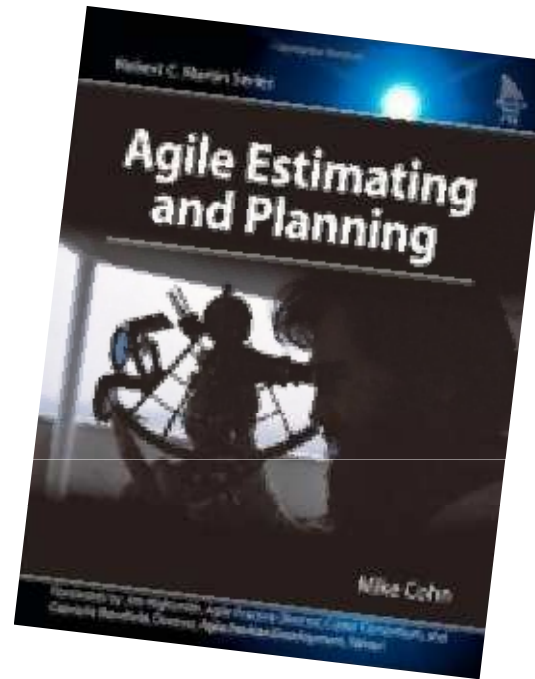
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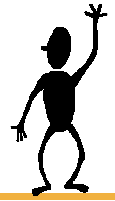
# 2007

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# 2007 – First class



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# Release Every Third Week

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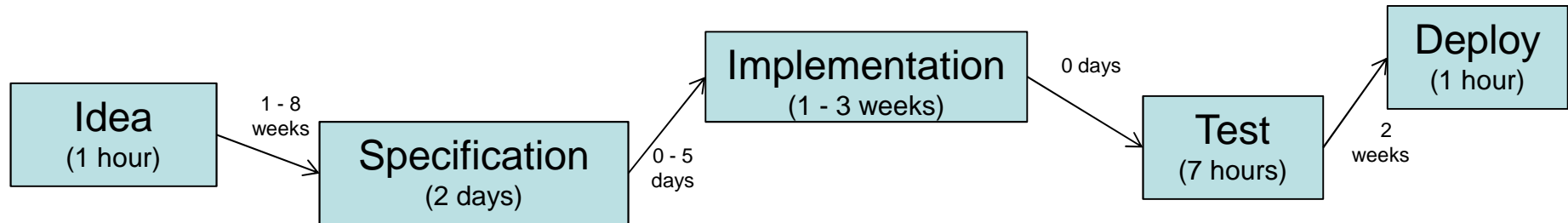
Damn we are good!



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# Value Stream



Value adding time: 1,5 – 3,5 weeks

Wait time: 3 - 10 weeks

Lead time: 5 – 14 weeks

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# 2008 - Off To Save the World

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# Success

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What you need to do is optimize sprint planning, groom the backlog better and follow these guidelines for retrospectives



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# More Success

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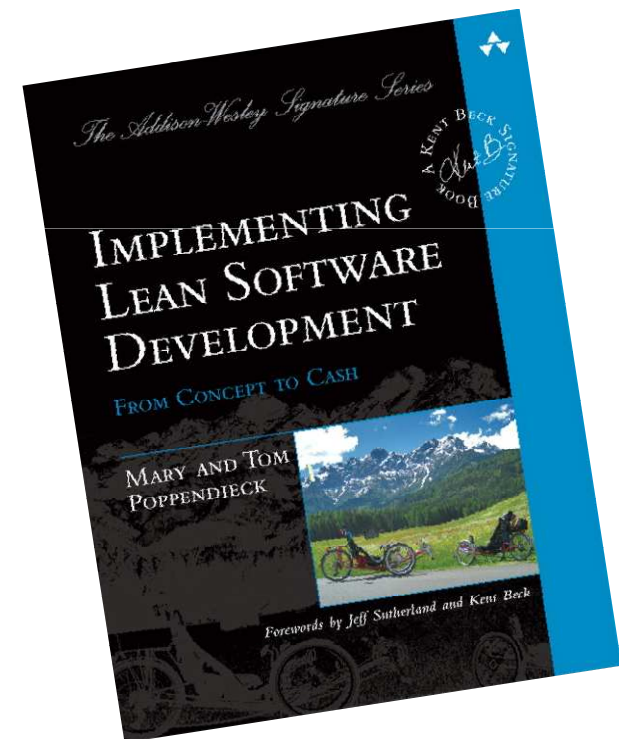
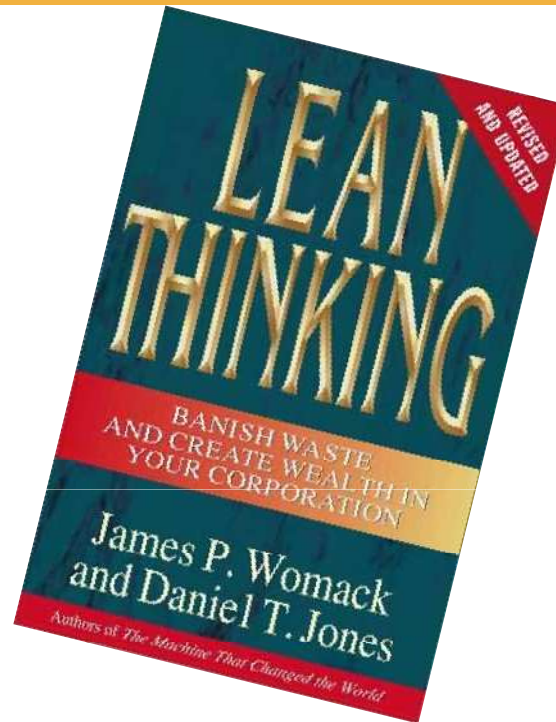
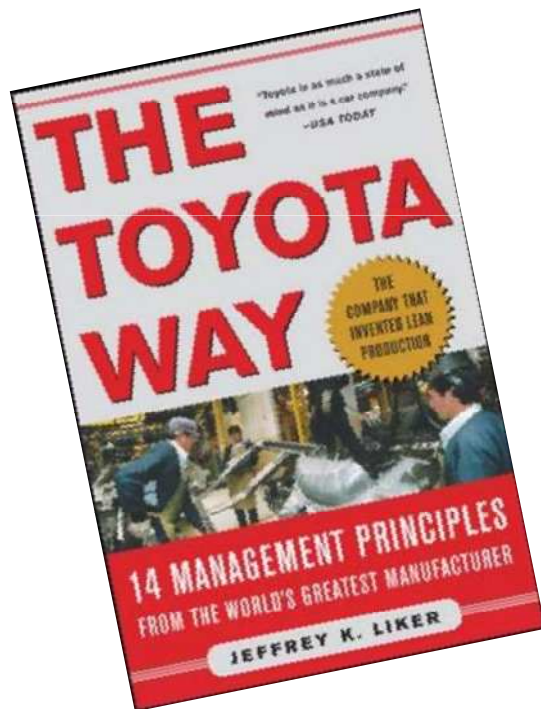
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Don't worry. He  
won't go on like  
this much longer

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# 2009



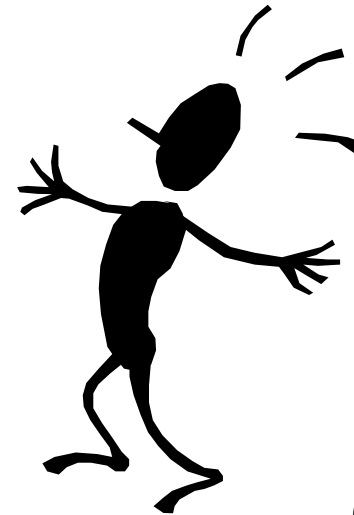
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You Seem to focus an awful lot on batch optimization in Scrum?



No, no. You have got it all wrong. Scrum is very lean



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# Surface Starts to Crack



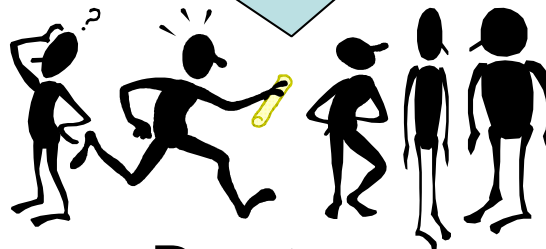
But I told you! We don't have the right PO, a real cross-functional team. We are not even following basic Agile practices!



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You want us to plan the next 3 weeks? We cannot plan the next 2 days. Does operation and maintenance ring a bell?

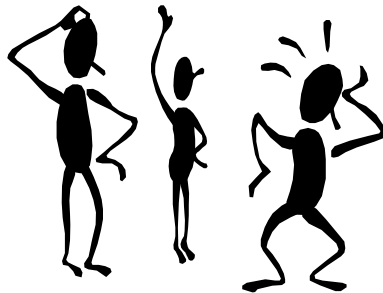


Dev teams

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We are  
behind. How  
do we keep  
them busy?



PO team

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Let's do the hack.  
They expect 220  
story pts. - hurry up!



Dev teams

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Knowledge Sharing, Pair  
Programming, Quality?  
Not if it affects our sprint  
commitment



Dev teams

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Right, like I  
have the time  
to involve end  
users.



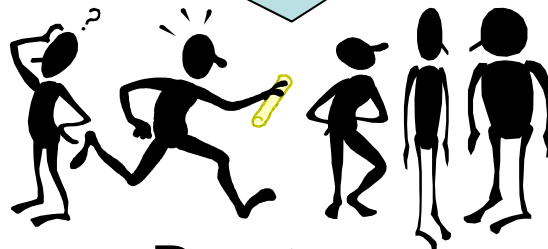
PO

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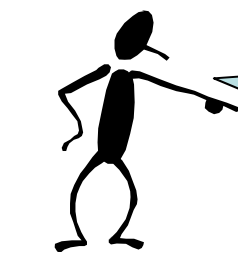
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Look. We have seen this  
before. In 6 month we  
will be back to business  
as usual



Dev teams

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Management

We are behind schedule. I have hired three new developers and I want everybody to work overtime!

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Sprint deadline  
approaching let's  
just get something  
out the door.



Dev teams

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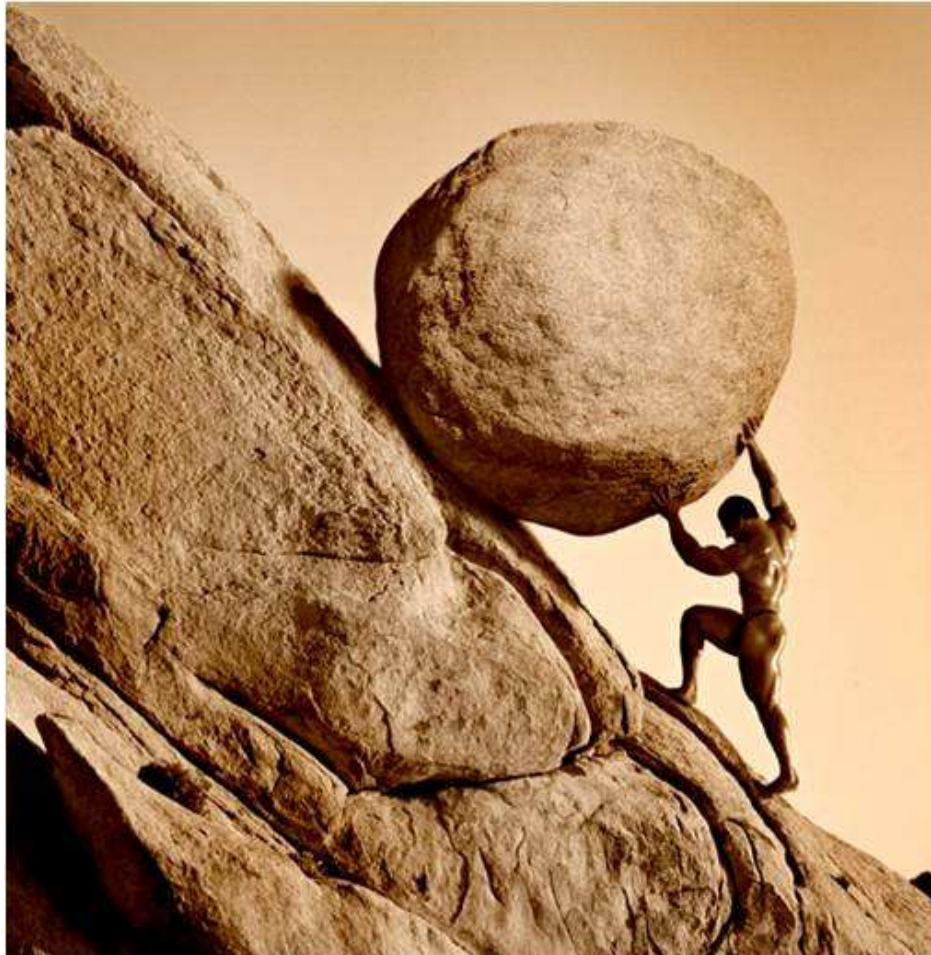
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No, no, no.  
You are all  
wrong



Me

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Kanban: Pull to Capacity, Manage Flow, Optimize the Whole, Adaptable, Visualization, Sustainable Pace, Don't just copy the mechanics....



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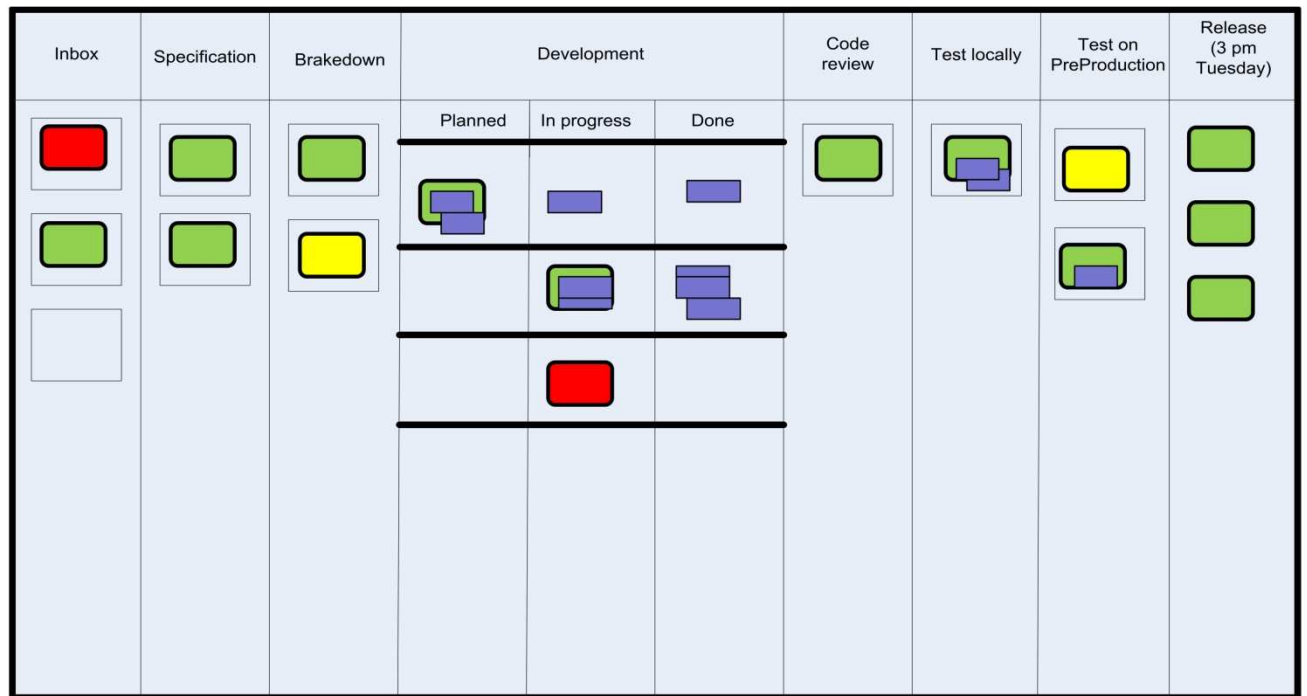
Kanban. Yes, that's it! That is exactly what we need



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Guys. This is how it is going to work from now on



Scrum

# Success

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# Late 2009

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Thank you.  
This is much  
better than  
Scrum



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# Success

I'll show all those  
religious Scrum  
fanatics



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# Presentations

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Scrum is not Agile

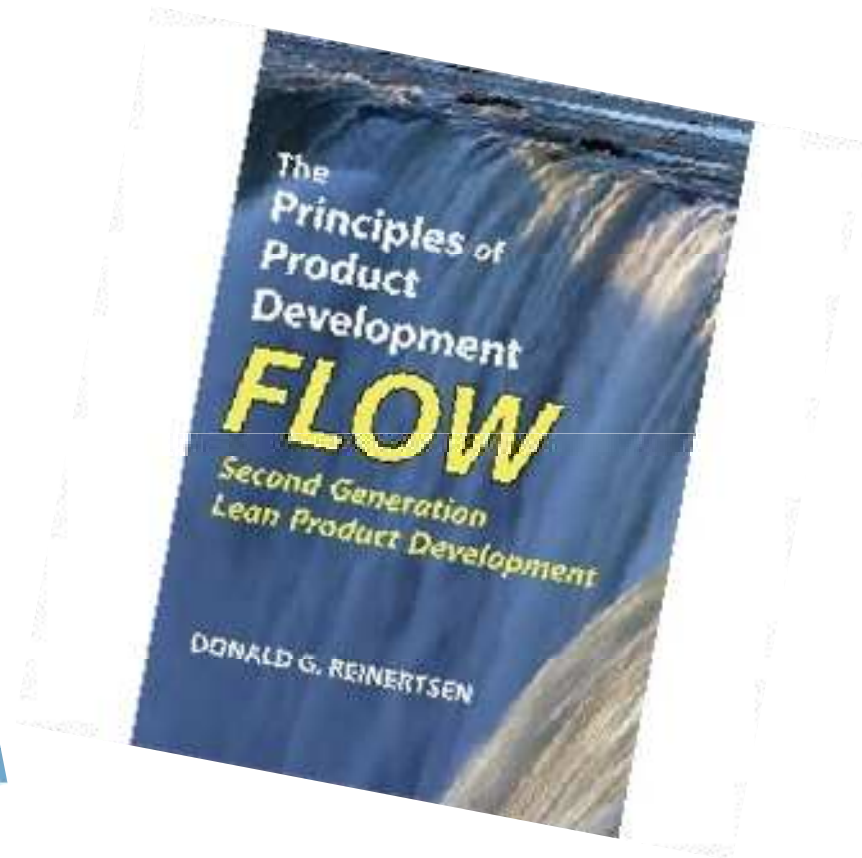
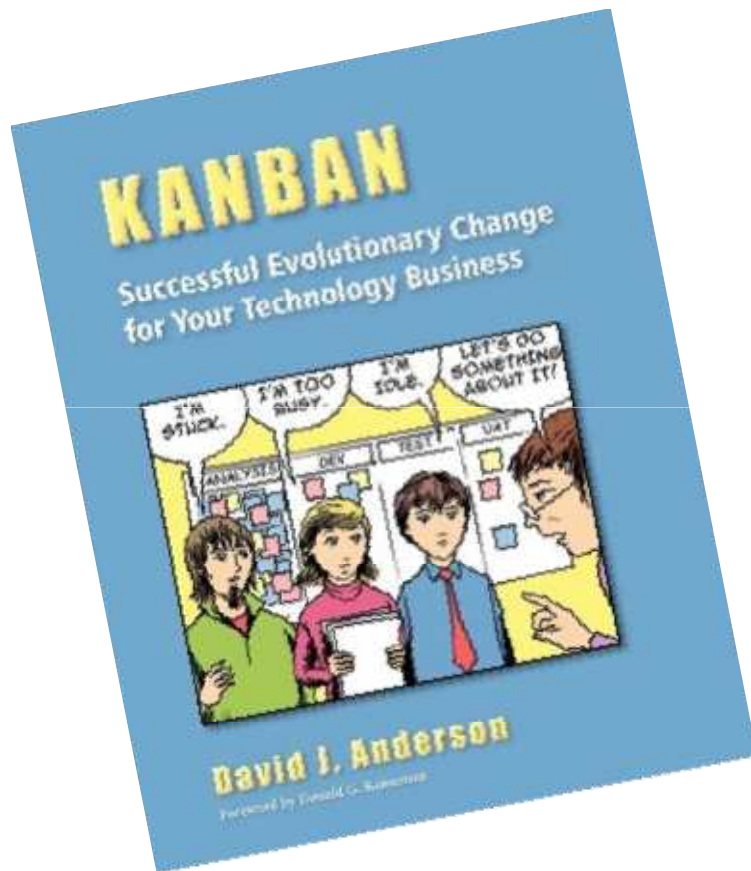
Kanban - Crossing the line, pushing the limit or rediscovering the agile vision?

Introduction to Kanban

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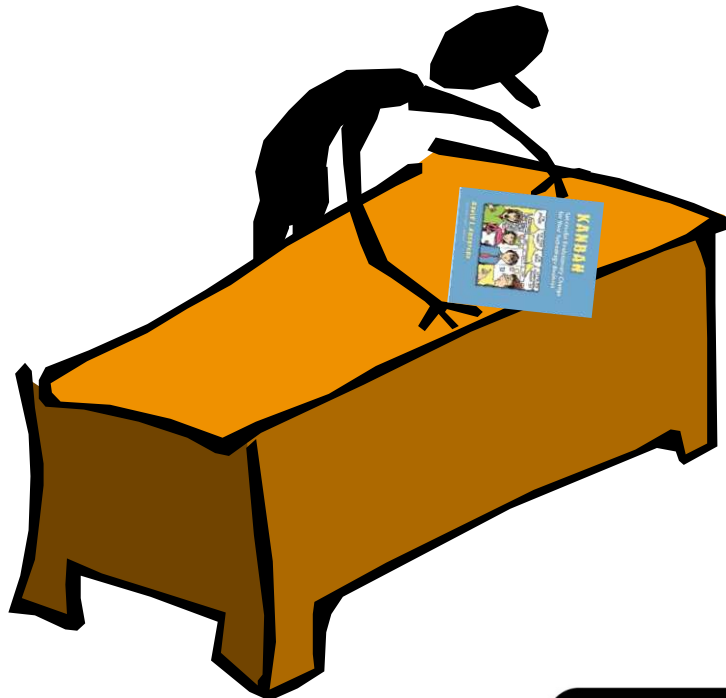
# 2010

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Excellent, but why is David talking about operational reviews and calling it an evolutionary change method?



- Visualize
- Limit WIP
- Explicit Policies
- Manage Flow
- Improve Collaboratively

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Ok, “ So start with what you do now”, but if you could just change these 5 things I’ll appreciate it.



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# Presentations

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Super optimize Agile using Kanban  
and Lean

Scrum is not religion

Kanban v. 2 - Results  
cannot be ignored

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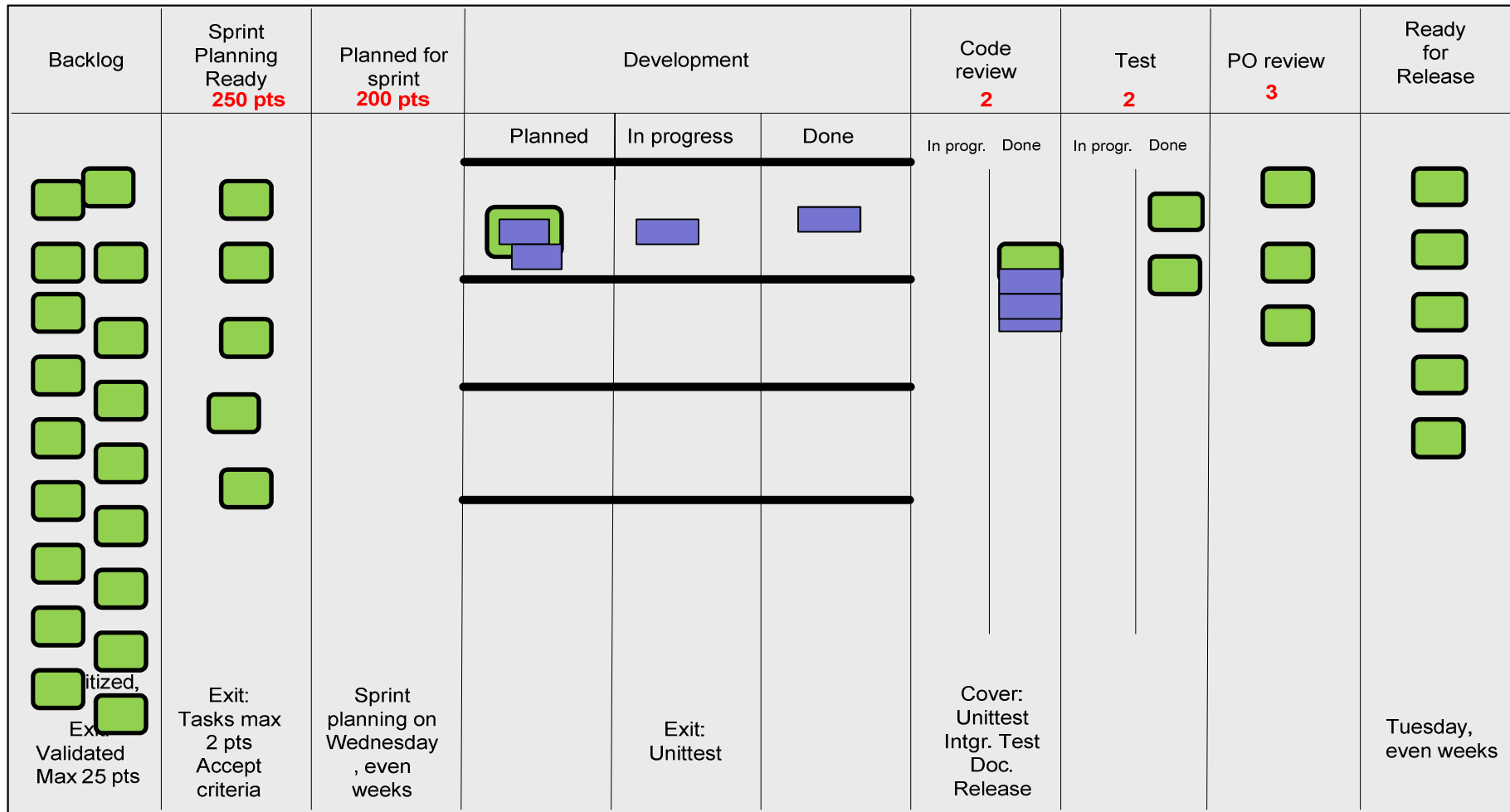
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Let's see how you can  
Visualize your Scrum process  
using Kanban principles.



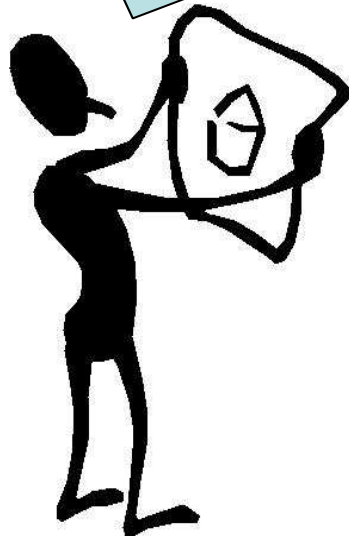
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# Kanban with Scrum



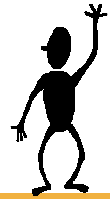
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Seems Scrum and Kanban are  
working quite well together.  
Maybe Kanban is really an  
“evolutionary change method”



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# Late 2010



Have I found the Agile bible? Is Don Reinertsen the Agile Jesus? Maybe someone just forgot to tell him?



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# 2011 Kanban Community

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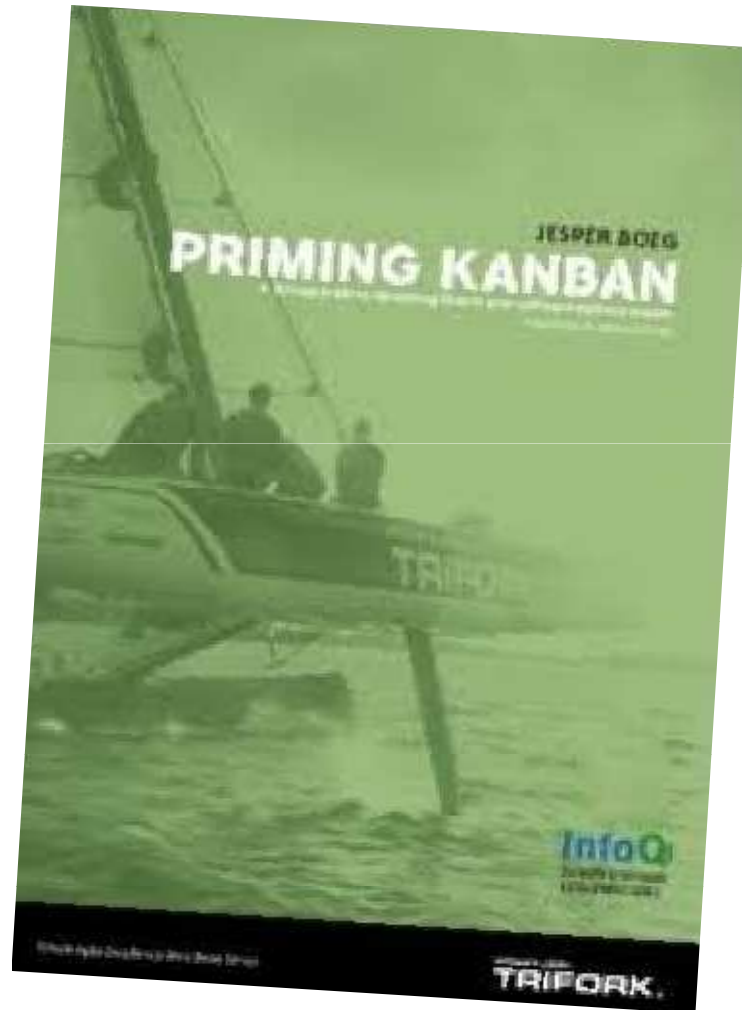
**#KLRIS**



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# Busy Summer

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Could you help us get started with Kanban?



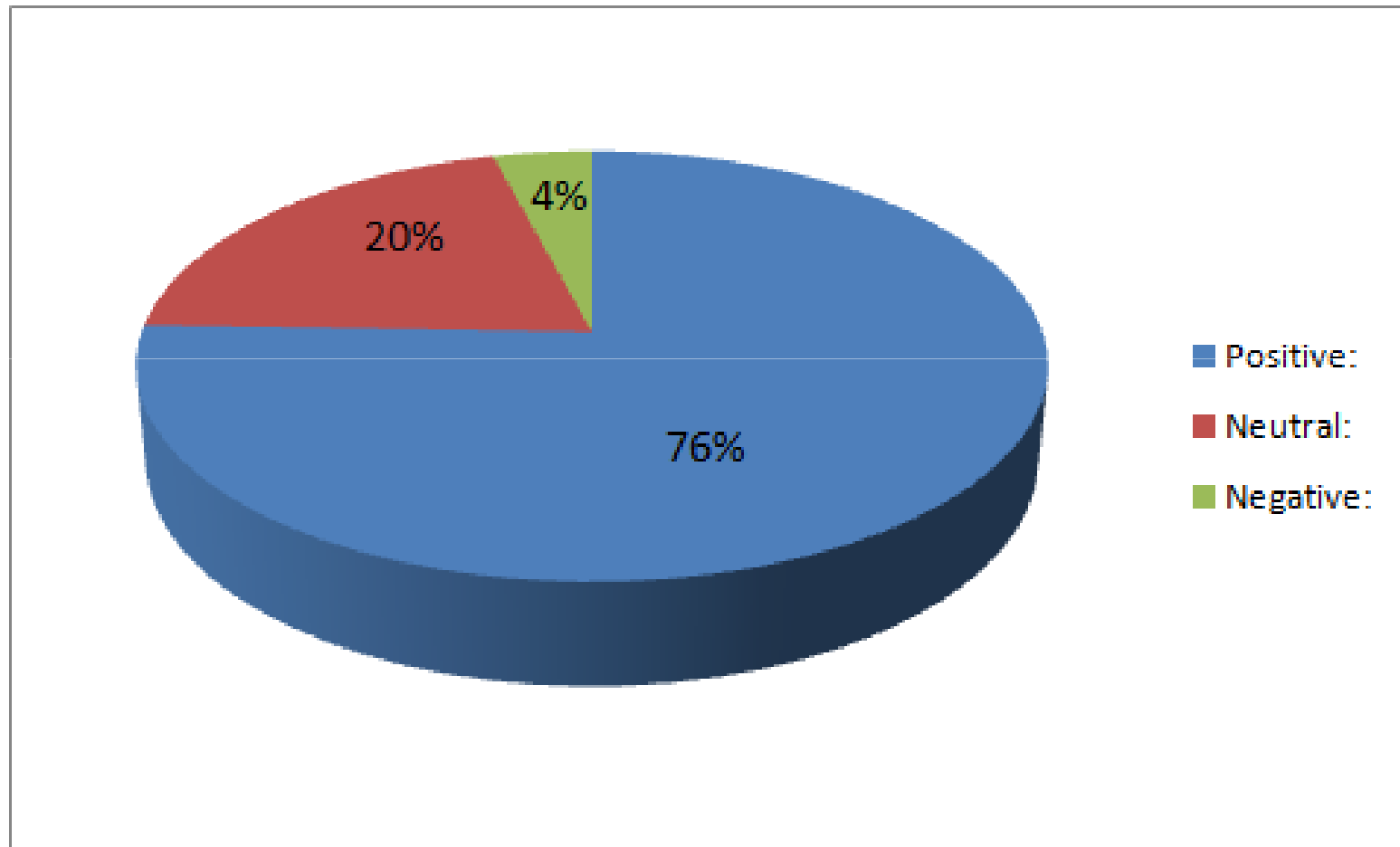
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# Yes - Sir



# Perceived Effect



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# 2012

Could you help our team transition to Scrum?



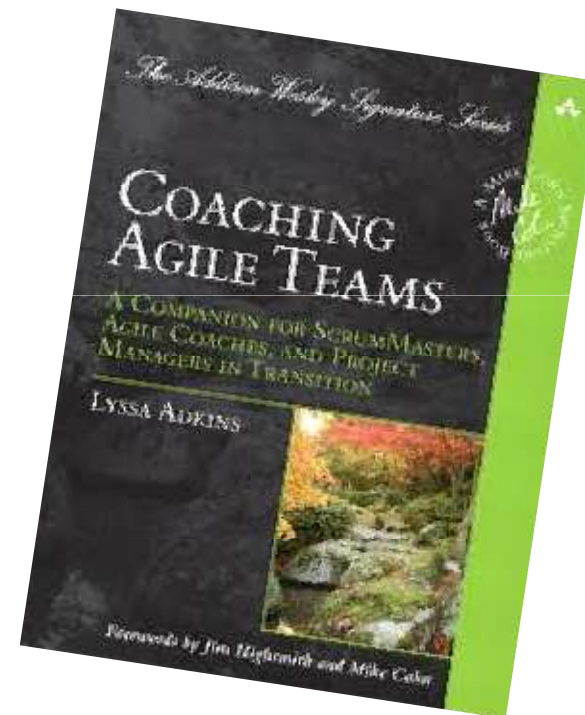
We are planning an organization wide Scrum transition.



We are not getting the full benefit of Scrum. Could you help us adjust?



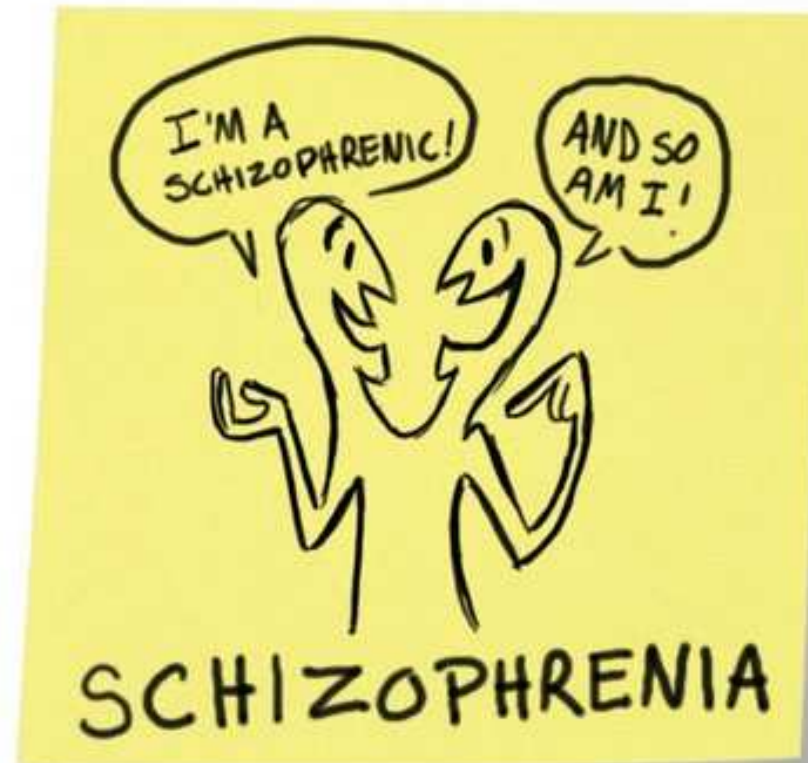
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# Schizophrenia

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Revolutionary change  
seems to be working  
quite well here



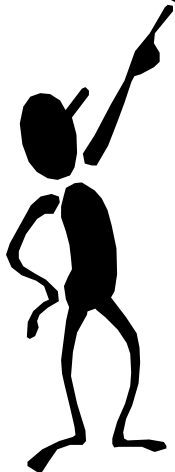
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# Evolutionary?



You are now  
a Team!



But we have  
nothing in  
common



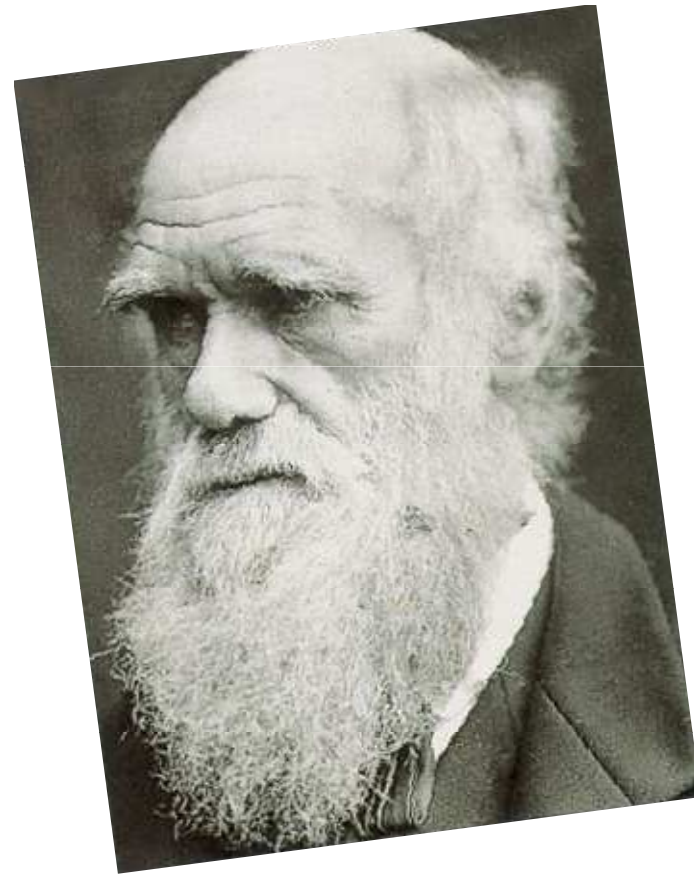
Don't worry.  
Start with  
Kanban and  
improve one  
step at a time



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# How To Approach Change?

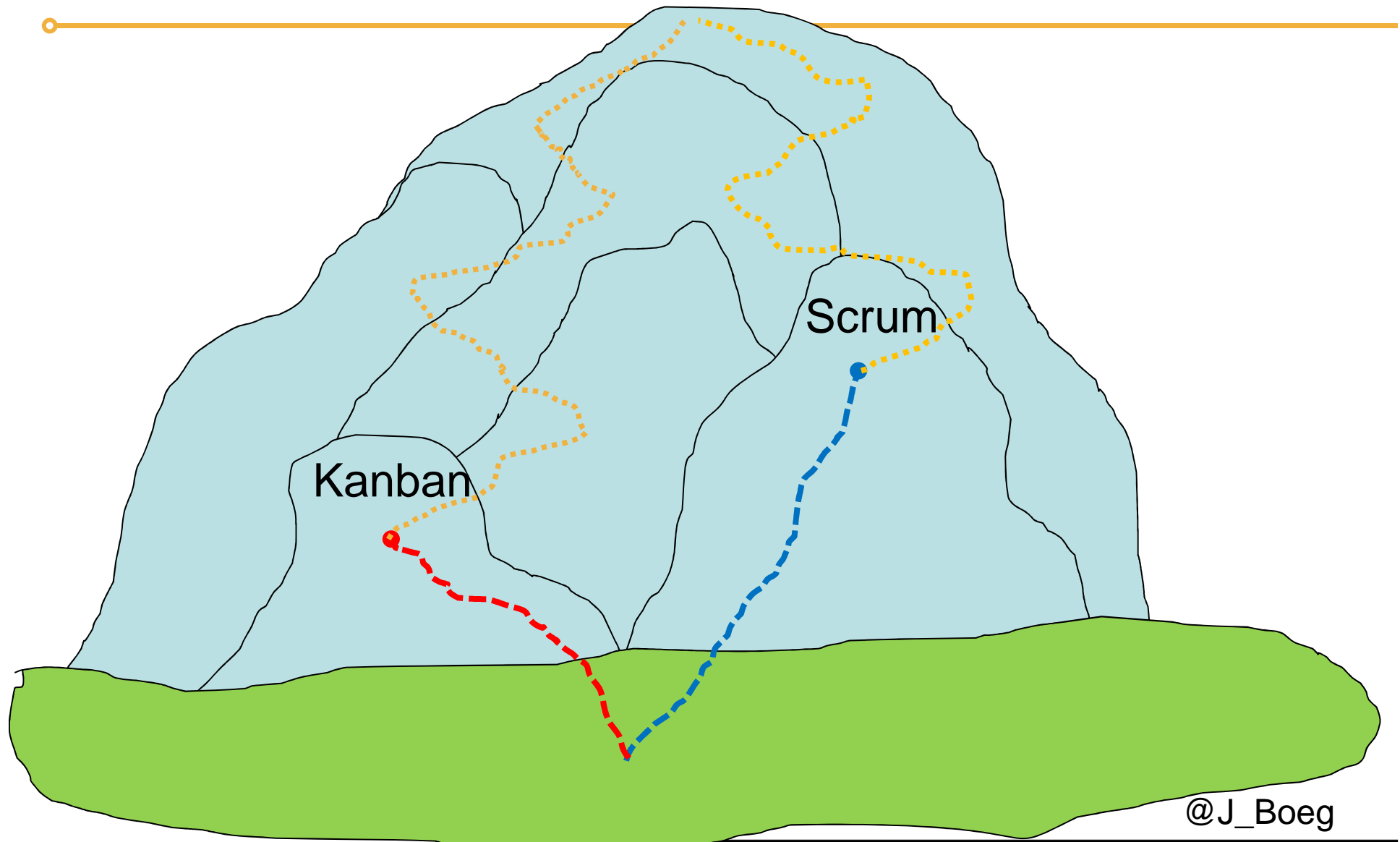
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# Scrum vs. Kanban



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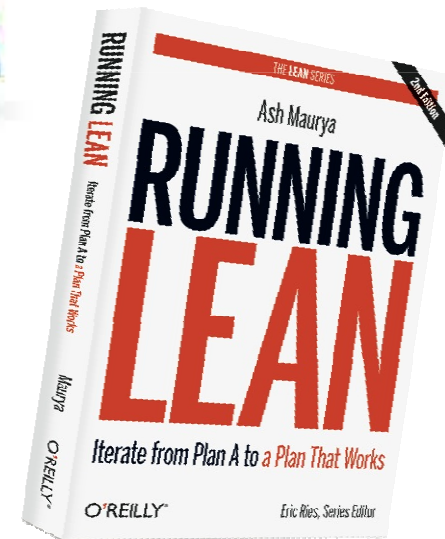
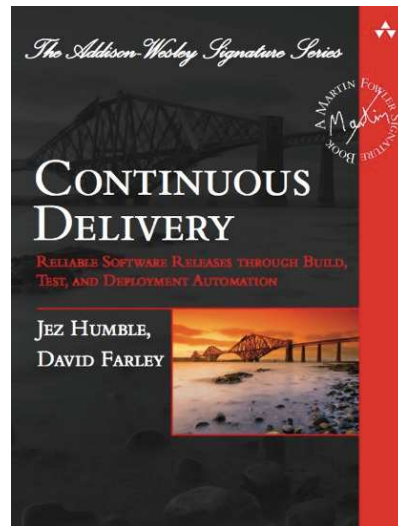
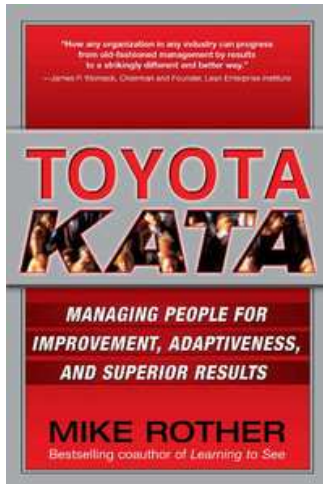
*“Kanban works in a larger set of contexts than Scrum does, even though for a subset Scrum might achieve results faster.*

*They’re still more similar than they are different... and I still like XP too”*

– Liz Keogh

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# Exploring New Ground



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# Accredited Kanban Training

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# CONCLUSION

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*Scrum is an excellent way of introducing Agile principles but be careful in thinking it is a silver bullet, getting stuck and disregarding organizational resistance*

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*Kanban is about global optimization and deals elegantly with introducing Agile and lean concepts in most context. Whether to use Scrum, XP or Flexible Scheduling on the team level is a detail you can defer to later*

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- XP practices like TDD, Refactoring, User Stories and On Site Customers are all very useful and should be part of your toolkit

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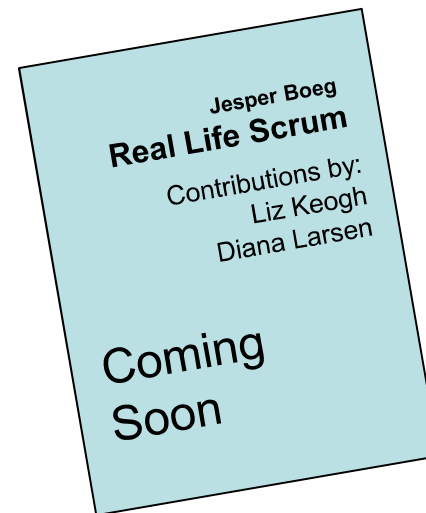
*Lean Product Development represent powerful principles that help us understand the underlying economics of Agile delivery, but it needs a catalyst and cannot stand on its own.*

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# Thank You!

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