



# How to mix in Kanban concepts to make Scrum better

Jill Stott



## TRAINING

|                |                                                                                                                                                                                                                                                                                                                                |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scrum          |                                                                                                                                                                                                                                               |
| Kanban         |  <div>  Kanban System Design<br/>  Kanban System Improvement         </div> |
| SAFe           |                                                                                                                                                                                                                                               |
| Agile Testing  |                                                                                                                                                                                                                                               |
| Agile Coaching |                                                                                                                                                                                                                                             |
| DevOps         |                                                                                                                                                                                                                                             |

## COACHING

Agile Transformation

Agile Assessments

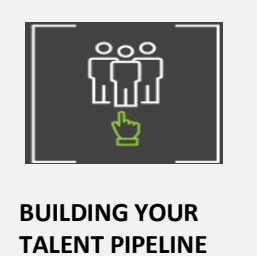
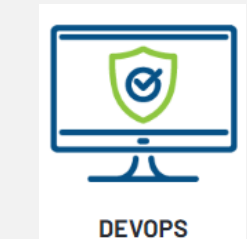
Public Sector Agile

Team Coaching

Enterprise Coaching

Agile Consulting

## CUSTOM SOFTWARE SOLUTIONS





**Jill Stott**

Vice President, Innovation  
<https://www.linkedin.com/in/jillstott/>

30 yrs. in IT

15 yrs. working on Scrum Teams

Sr. Agile Coach

Certified Trainer in:

- Kanban
- DevOps
- Facilitation
- Coaching
- Agile Testing and Test Automation
- SAFe

Amateur podcaster

Chocolate chip cookie enthusiast\*

A close-up, low-angle shot of a Mandalorian helmet and shoulder armor. The helmet is dark, metallic, and highly detailed with various plates and rivets. The shoulder armor is a reddish-brown color with a circular, cracked section. The background is a bright, hazy sky with soft clouds. The text "THIS IS THE WAY?" is overlaid in white, sans-serif font at the bottom center.

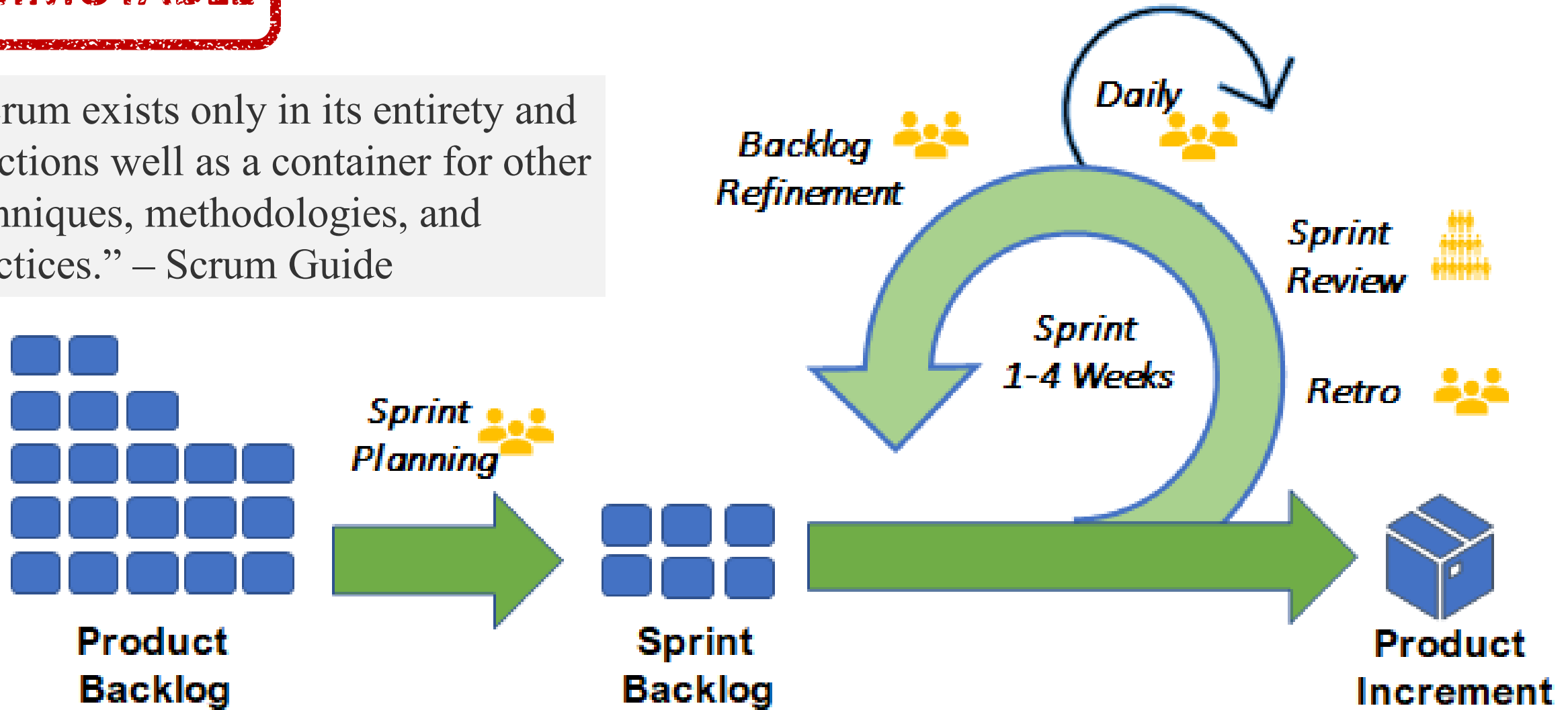
THIS IS THE WAY?

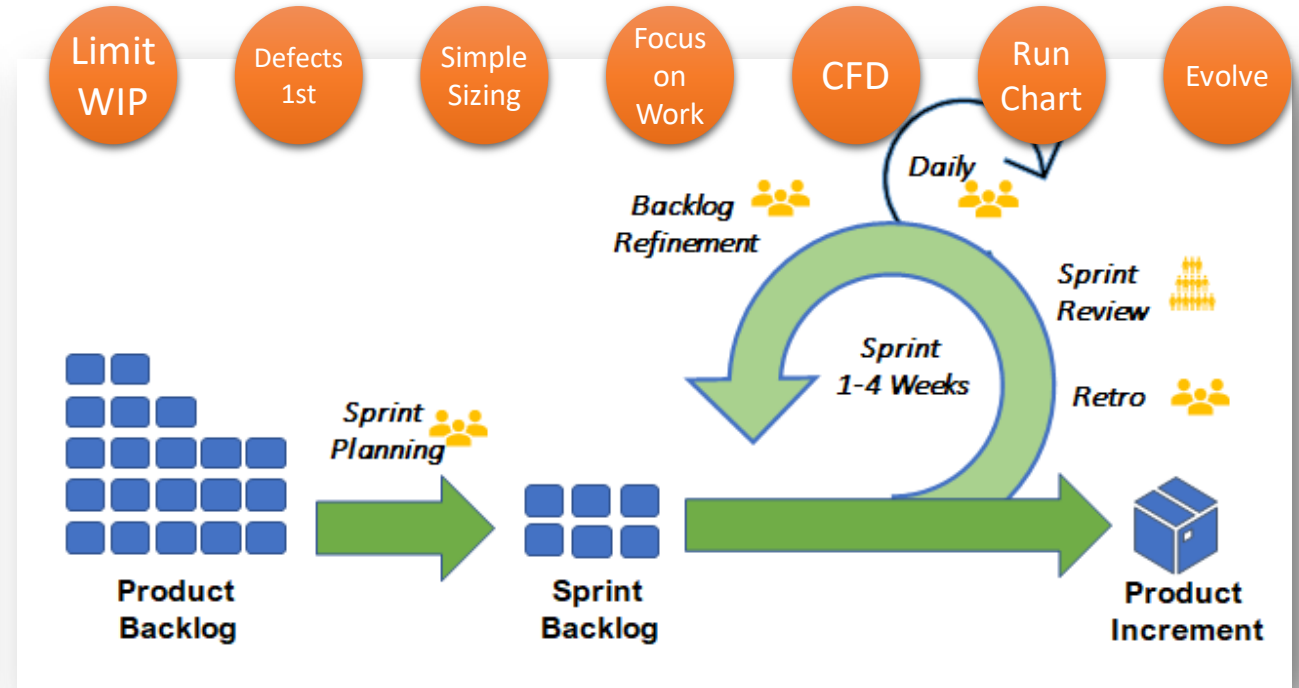
# Sprint Classic

In Scrum

# IMMUTABLE

“Scrum exists only in its entirety and functions well as a container for other techniques, methodologies, and practices.” – Scrum Guide







# Experience Sprint Classic





# Scrum. Even better

With Kanban mix-ins!

# Visualize The work *and* The workflow

### Team Board

Saved Views: Select or Add Saved and Shared Views

Search Work Items:  + Add New Show Filters Swimlanes Show Fields

View: Team Board Show Work Rules

**Sprint Backlog** 8/∞

- US1**  
Browse safaris  
Owned By: No Owner
- US2**  
Show availability of safaris  
Owned By: No Owner
- US3**  
Register for Frequent Adventurer card  
Owned By: No Owner
- US4**  
Complete the "You may get eaten" waiver  
Owned By: No Owner
- US5**

**Dev Doing** 0/∞

**Dev Done** 0/∞

**QA** 0/∞

**Accepted** 0/∞



### My Dashboard

ITERATION TRACKING CORE

Unscheduled

+ Add New Select or Add Saved View...

|                          | RANK | ID  | NAME                                    | SCHEDULE STATE | BLOCKED                             | PLAN ESTIMATE | TASKS | TASK ESTIMATE | TO DO | OWNER |
|--------------------------|------|-----|-----------------------------------------|----------------|-------------------------------------|---------------|-------|---------------|-------|-------|
| <input type="checkbox"/> | 1    | US1 | Browse safaris                          | D              | <input checked="" type="checkbox"/> | 4.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 2    | US2 | Show availability of safaris            | D              | <input checked="" type="checkbox"/> | 4.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 3    | US3 | Register for Frequent Adventurer card   | D              | <input checked="" type="checkbox"/> | 2.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 4    | US4 | Complete the "You may get eaten" waiver | D              | <input checked="" type="checkbox"/> | 4.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 5    | US5 | View jungle miles account               | D              | <input checked="" type="checkbox"/> | 2.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 6    | US6 | Choose dietary plan                     | D              | <input checked="" type="checkbox"/> | 8.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 7    | US7 | Manage special offers                   | D              | <input checked="" type="checkbox"/> | 8.00          | 0     | 0.00          | 0.00  |       |
| <input type="checkbox"/> | 8    | US8 | Order picture package                   | D              | <input checked="" type="checkbox"/> |               | 0     | 0.00          | 0.00  |       |



# Mix-in Kanban to prevent...



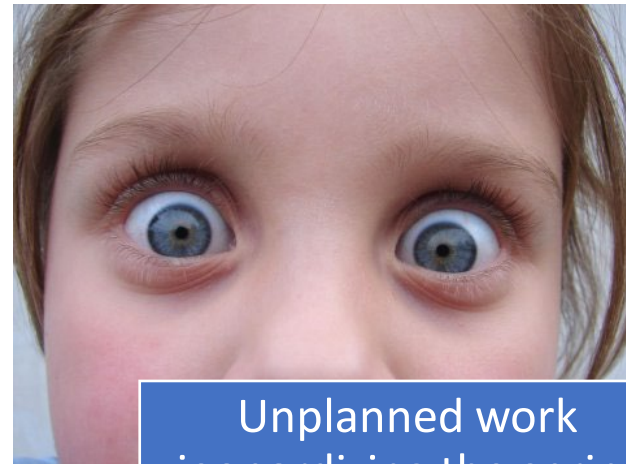
Added cost of juggling multiple tasks



Waterfallish sprints



Added cost of delaying fixing defects



Unplanned work jeopardizing the sprint



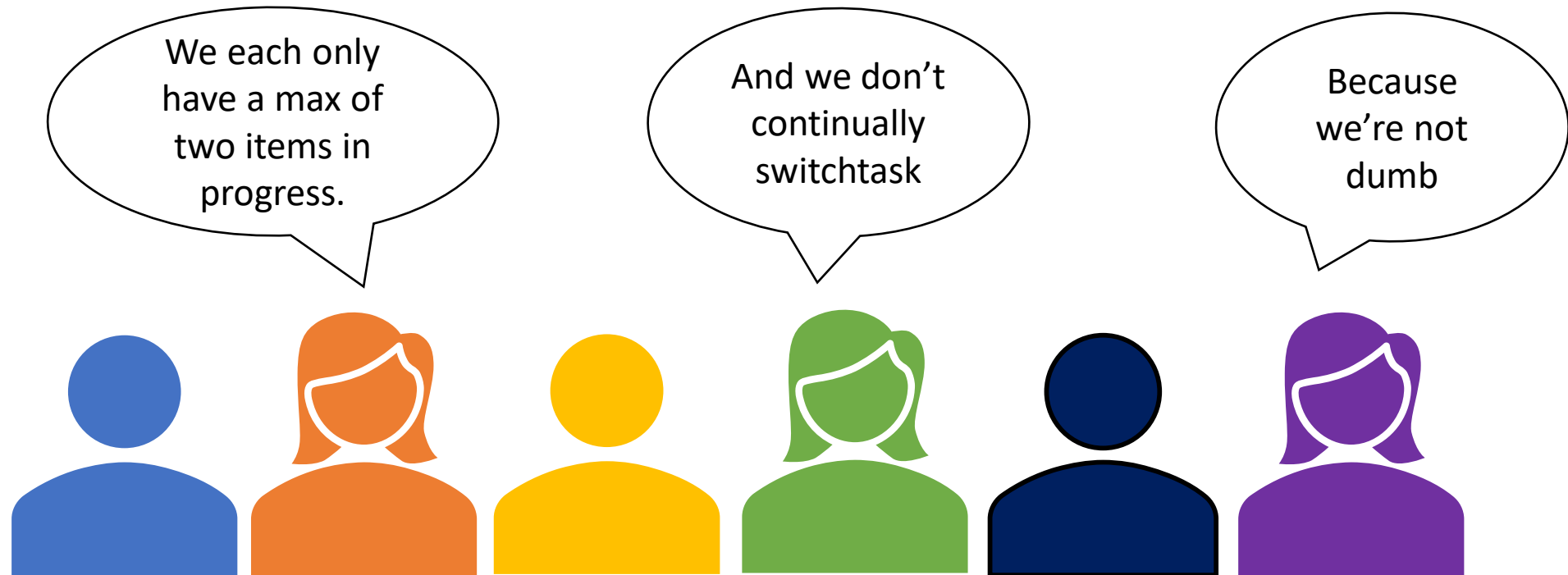
# Juggle multiple tasks at once

Get a piece of 8½" x 11" paper  
and something to write with

Fold each paper in half---hotdog bun style

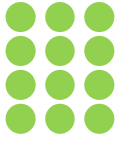


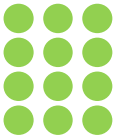
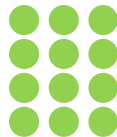
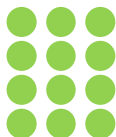
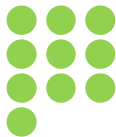
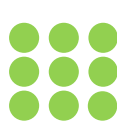
# Kanban Mix-in: Per-person WIP limits



# A waterfallish sprint

**Sprint  
Backlog**

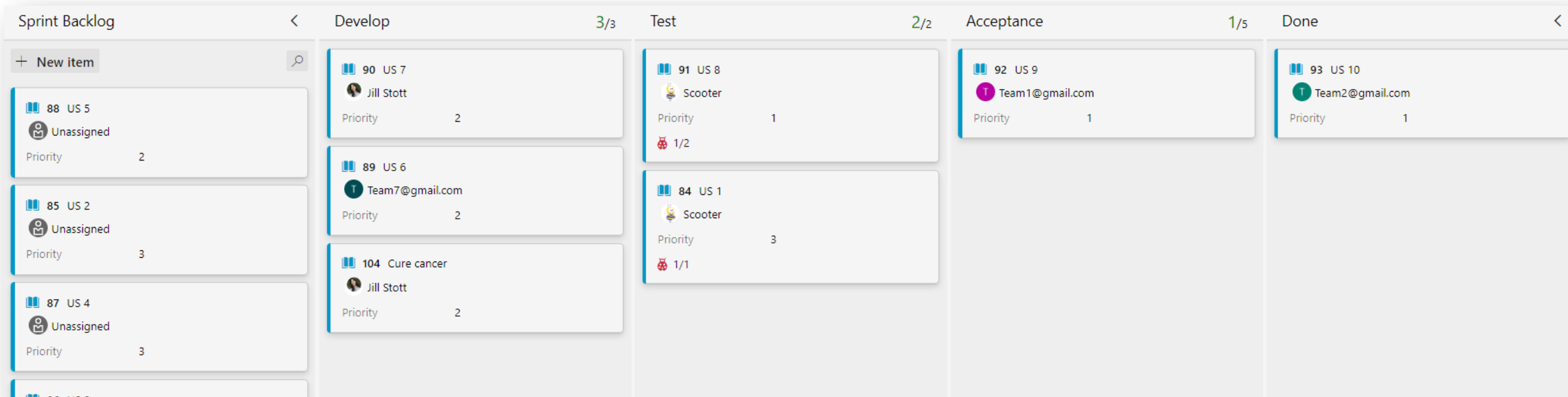


| Day 1                                                                              |                                                                                     |    | Day 2                                                                               |                                                                                     |    | Day 3                                                                                 |                                                                                       |    | Day 4                                                                                 |    |    | Day 5                                                                                 |    |    |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------|----|----|---------------------------------------------------------------------------------------|----|----|
| Dev                                                                                | QA                                                                                  | AC | Dev                                                                                 | QA                                                                                  | AC | Dev                                                                                   | QA                                                                                    | AC | Dev                                                                                   | QA | AC | Dev                                                                                   | QA | AC |
|                                                                                    |                                                                                     |    |    |                                                                                     |    |    |                                                                                       |    |    |    |    |    |    |    |
| Day 6                                                                              |                                                                                     |    | Day 7                                                                               |                                                                                     |    | Day 8                                                                                 |                                                                                       |    | Day 9                                                                                 |    |    | Day 10                                                                                |    |    |
| Dev                                                                                | QA                                                                                  | AC | Dev                                                                                 | QA                                                                                  | AC | Dev                                                                                   | QA                                                                                    | AC | Dev                                                                                   | QA | AC | Dev                                                                                   | QA | AC |
|  |  |    |  |  |    |  |  |    |  |    |    |  |    |    |



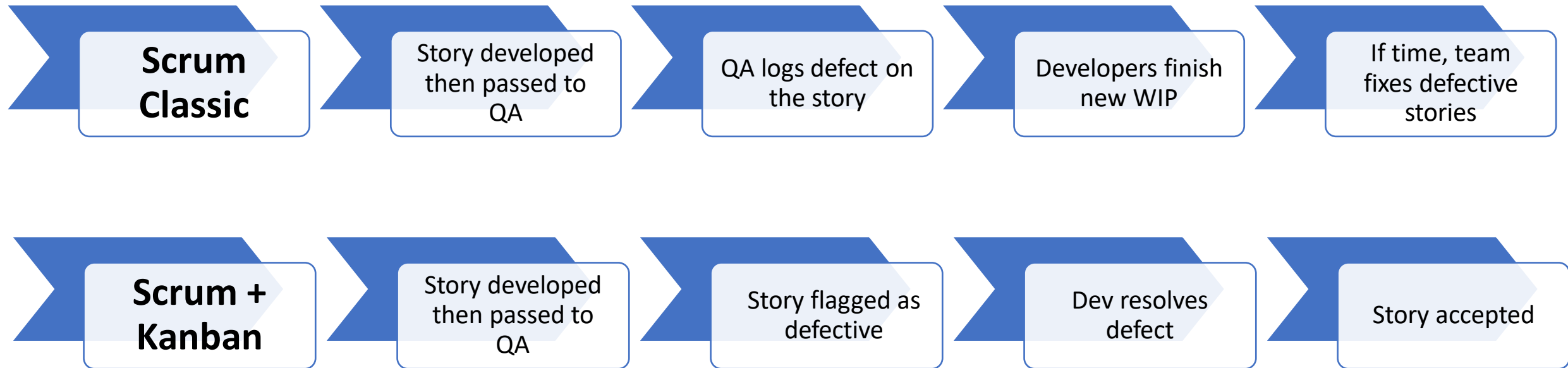
# Stop waterfalloing the sprint: Kanban mix-in: WIP limits for each step

Stop starting, start finishing



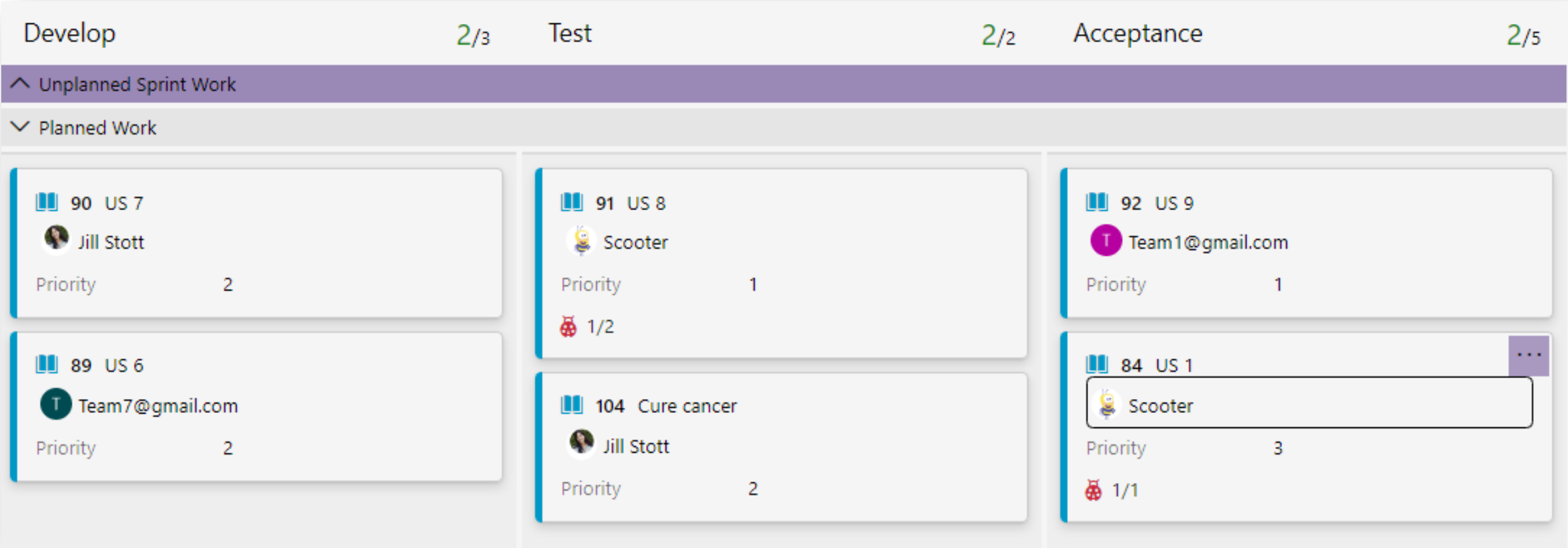
# Defects.

## Scrum Classic vs Scrum+Kanban Mix-in



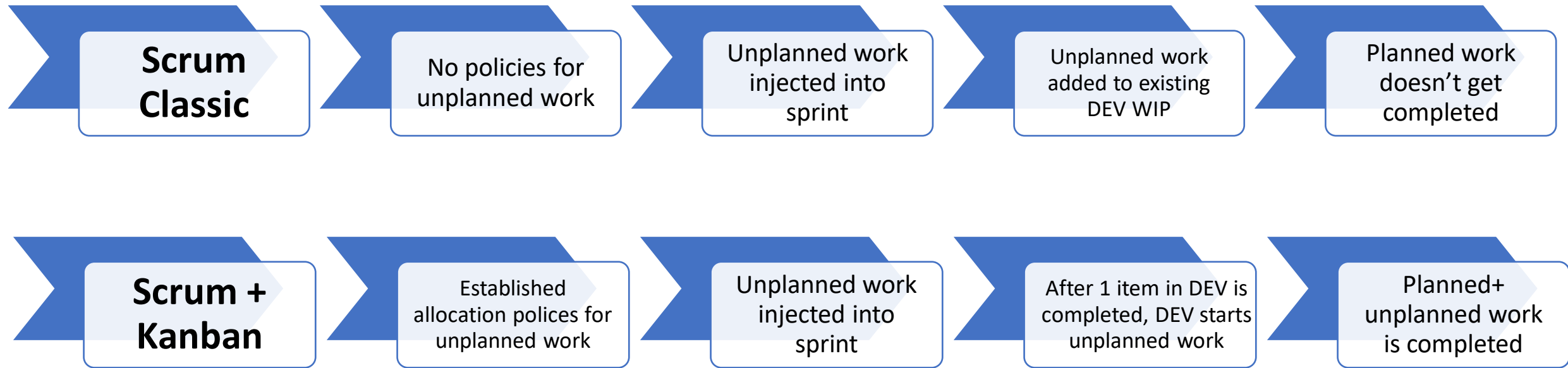
Stop starting, start finishing

# Defects. Kanban mix-in---prioritize US with defects



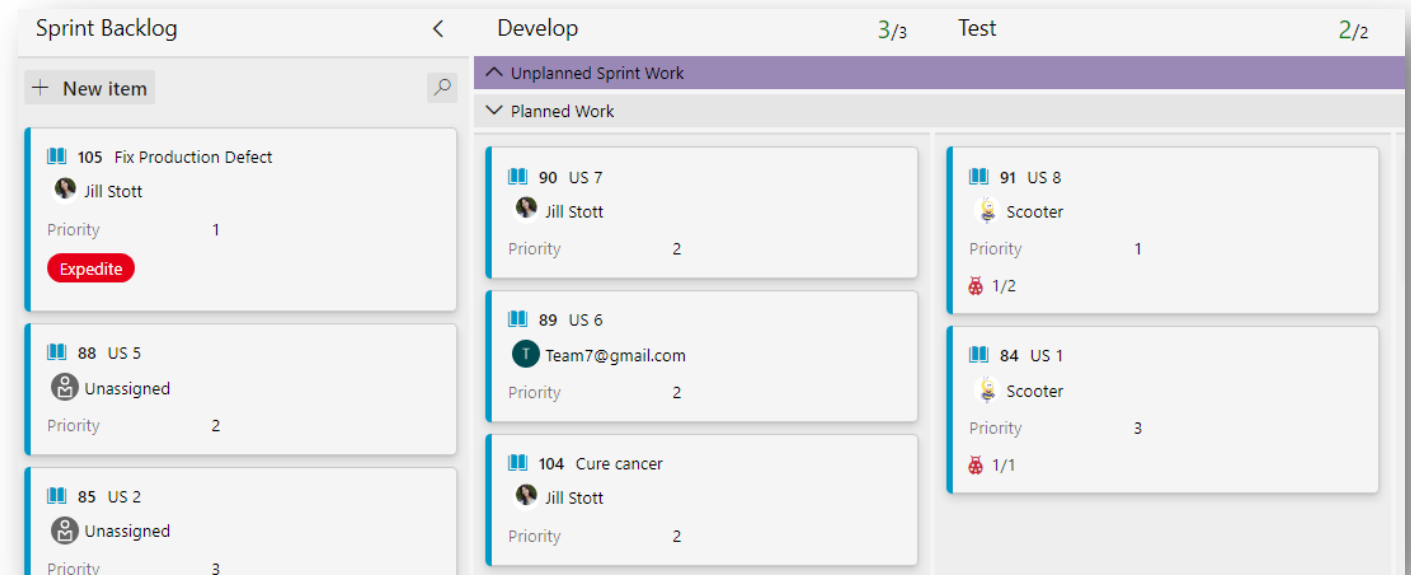
# Unplanned work.

## Classic Scrum vs Scrum+Kanban Mixins

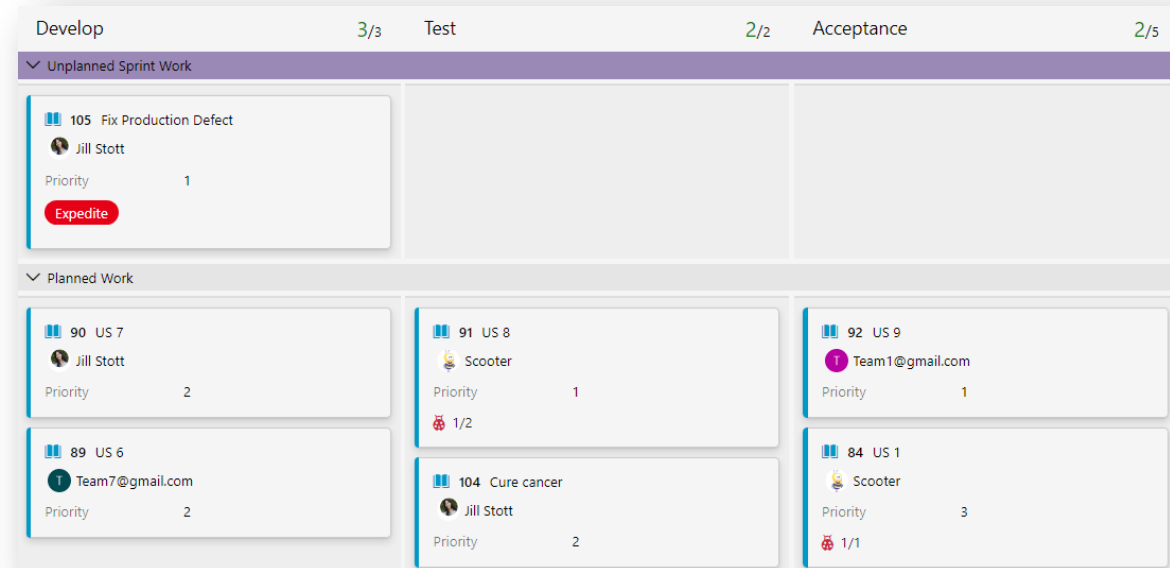


# Unplanned work. Kanban mix-ins

Agree on “unplanned work” policies



Finish Dev WIP, then start unplanned work





# Experience Scrum+Kanban Mix-ins



# Simplify Scrum events

With Kanban mix-ins





# Simplify sizing

# Retrospectives

Kanban mix-ins: Visualize DONE work. Capture emerging ideas in-sprint

Done

91 US 8

Scooter

Priority 1

2/2

+ Add Bug

Bug

broked

84 US 1

Scooter

Priority 3

1/1

92 US 9

Team1@gmail.com

Priority 1

93 US 10

Team2@gmail.com

Priority 1

Sprint Backlog0

Dev Doing0

Dev Done0

QA

Sprint X ( 0/5 in progress)

Retro Ideas

Discuss3

Action items1

Done

650None

Review policiesN

△ 0d

New subtask...

External link:

649None

Improve requirement gatheringN

△ 0d

New subtask...

External link:

648None

Refactor cat searchN

△ 0d

New subtask...

External link:

651None

Have donuts at retroN

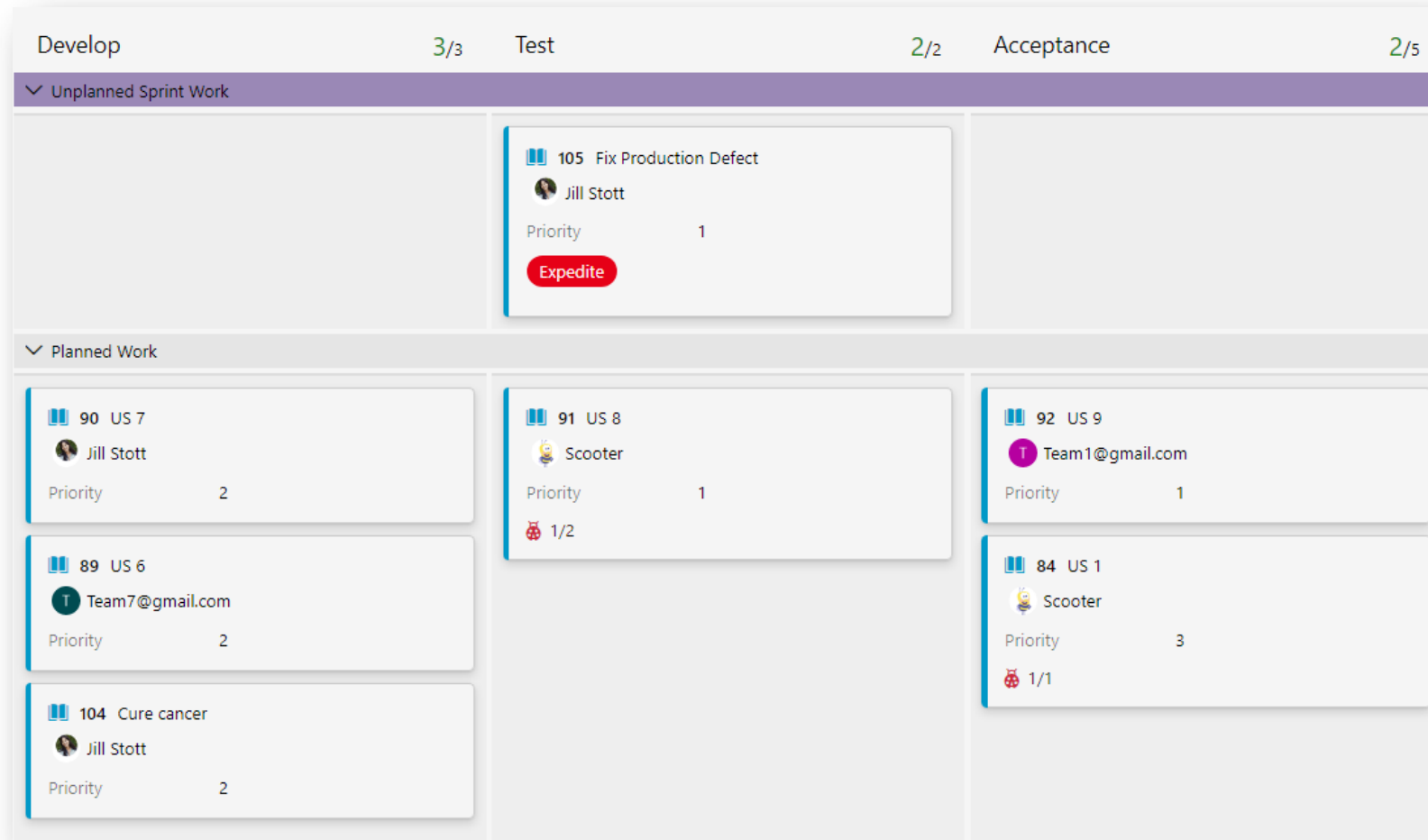
△ 0d

New subtask...

External link:

# Daily Scrum

Kanban mix-in: Focus on the work, not the worker

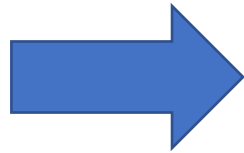


# Backlog Refinement

## Kanban mix-in: simplify sizing

### Fibonacci

1  
2  
3  
5  
8  
13  
21



### T-shirt sizing

S  
M  
L

How do we know how much work to commit to in this sprint?

Use average number of completed stories  
As your velocity!\*

# Mix Kanban metrics

In Scrum

# Metrics for work sizes

| Task ID | Size | Days |
|---------|------|------|
| T11     | L    | 8    |
| T12     | L    | 6    |
| T13     | L    | 7    |
| T19     | L    | 6    |
| T2      | L    | 10   |
| T25     | L    | 4    |
| T26     | L    | 5    |
| T28     | L    | 9    |
| T4      | L    | 9    |
| T1      | M    | 3    |
| T10     | M    | 4    |
| T15     | M    | 3    |
| T20     | M    | 3    |
| T22     | M    | 3    |
| T23     | M    | 4    |
| T24     | M    | 3    |
| T27     | M    | 3    |
| T29     | M    | 2    |
| T30     | M    | 2    |
| T33     | M    | 3    |
| T35     | M    | 3    |
| T5      | M    | 4    |
| T8      | M    | 3    |
| T14     | S    | 2    |
| T16     | S    | 1    |
| T17     | S    | 2    |
| T18     | S    | 2    |
| T21     | S    | 4    |
| T3      | S    | 1    |
| T31     | S    | 1    |
| T32     | S    | 2    |
| T34     | S    | 1    |
| T6      | S    | 2    |
| T7      | S    | 3    |
| T9      | S    | 2    |

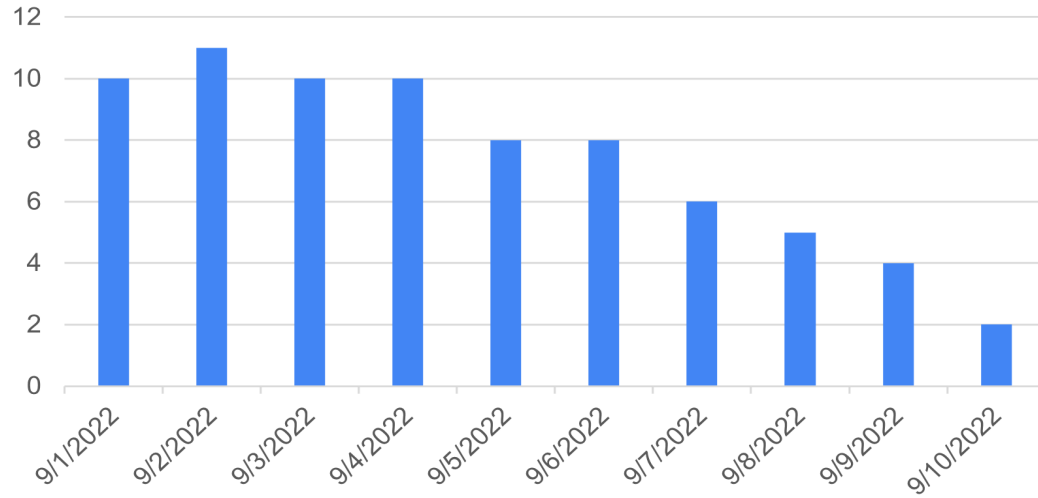
|          | Avg Lead Time |
|----------|---------------|
| <b>S</b> | 2             |
| <b>M</b> | 3             |
| <b>L</b> | 7             |

|          | Avg Size Dist |
|----------|---------------|
| <b>S</b> | 12            |
| <b>M</b> | 14            |
| <b>L</b> | 9             |

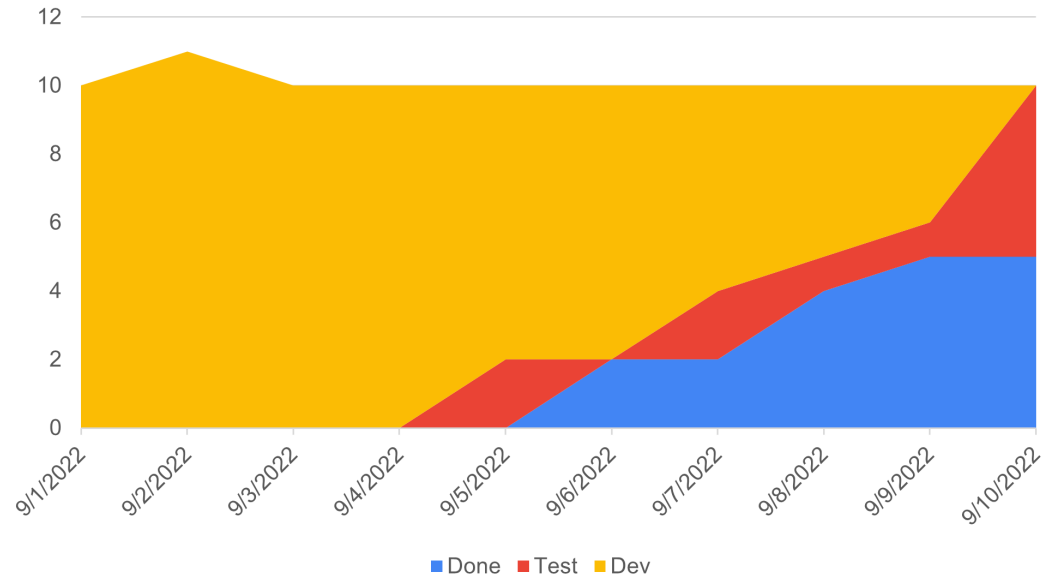
| Avg Stories/Sprint |
|--------------------|
| 12                 |

# Sprint Classic Charts

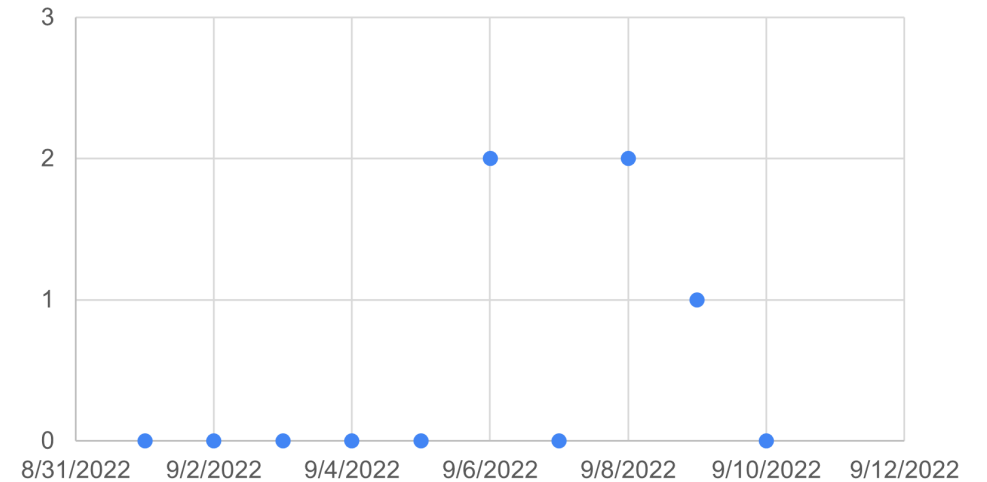
## Sprint X Burndown



## Sprint X CFD

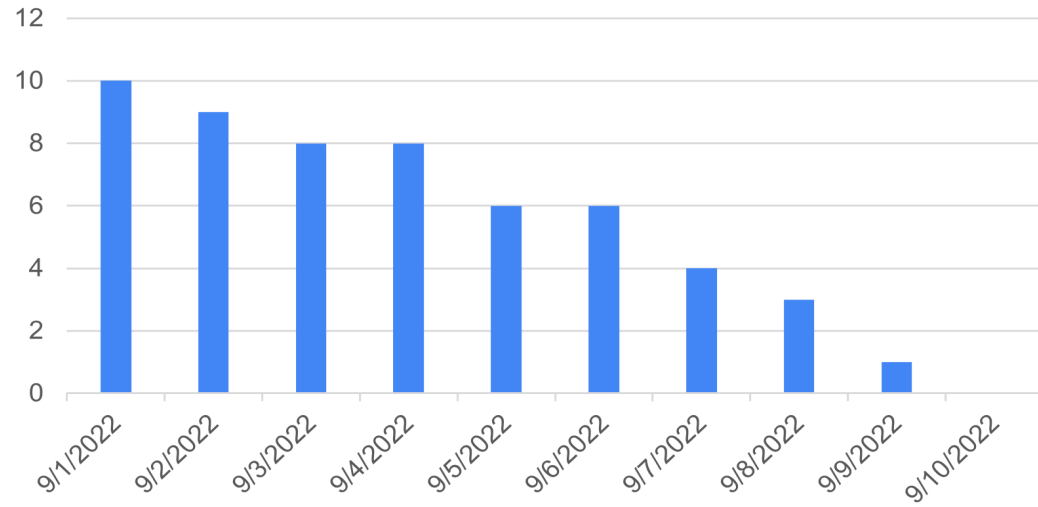


## Sprint X Throughput Chart

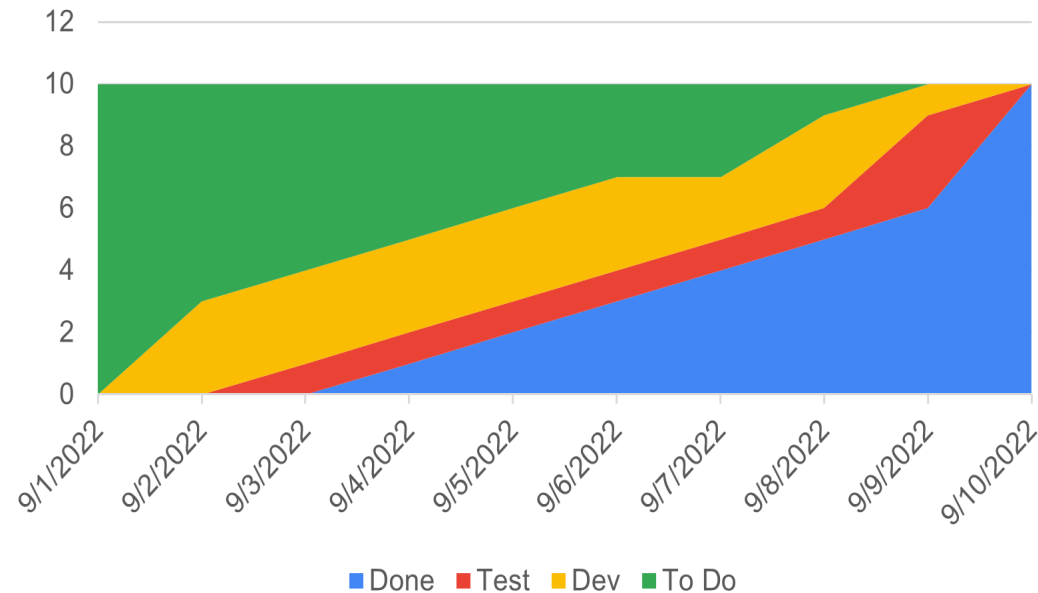


# Scrum+Kanban Charts

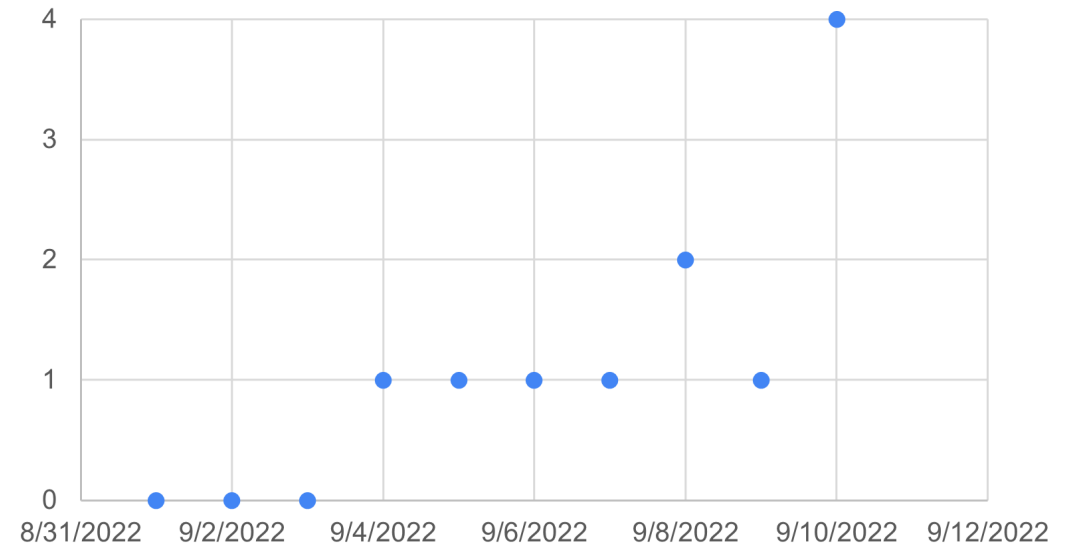
## Scrum+Kanban Burndown



## Scrum+Kanban CFD Chart



## Scrum+Kanban Throughput





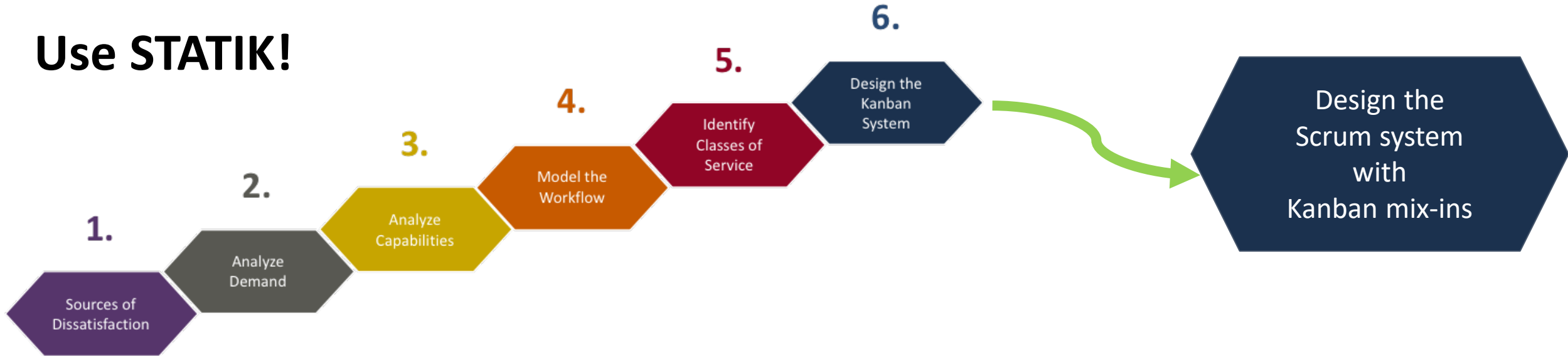
# How to Effectively Integrate Kanban Mix-Ins

Without pissing people off

# Reveal the system to itself

## #1. Get buy-in!

### Use STATIK!



## Give management the data they need

- Predictability
- Improved throughput
- Increased quality

# Collaborative, experimental process improvement

In Scrum



1. Visualize sprint work
2. Stop switchtasking
3. Limit per-person WIP
4. Limit WIP on each step
5. Prioritize WIP defects
6. Simplify: eliminate waste
7. Identify and remove bottlenecks
8. Have more fun

And so on, and so on, and so on.....



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TRANSFORMATIVE AGILE TRAINING

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