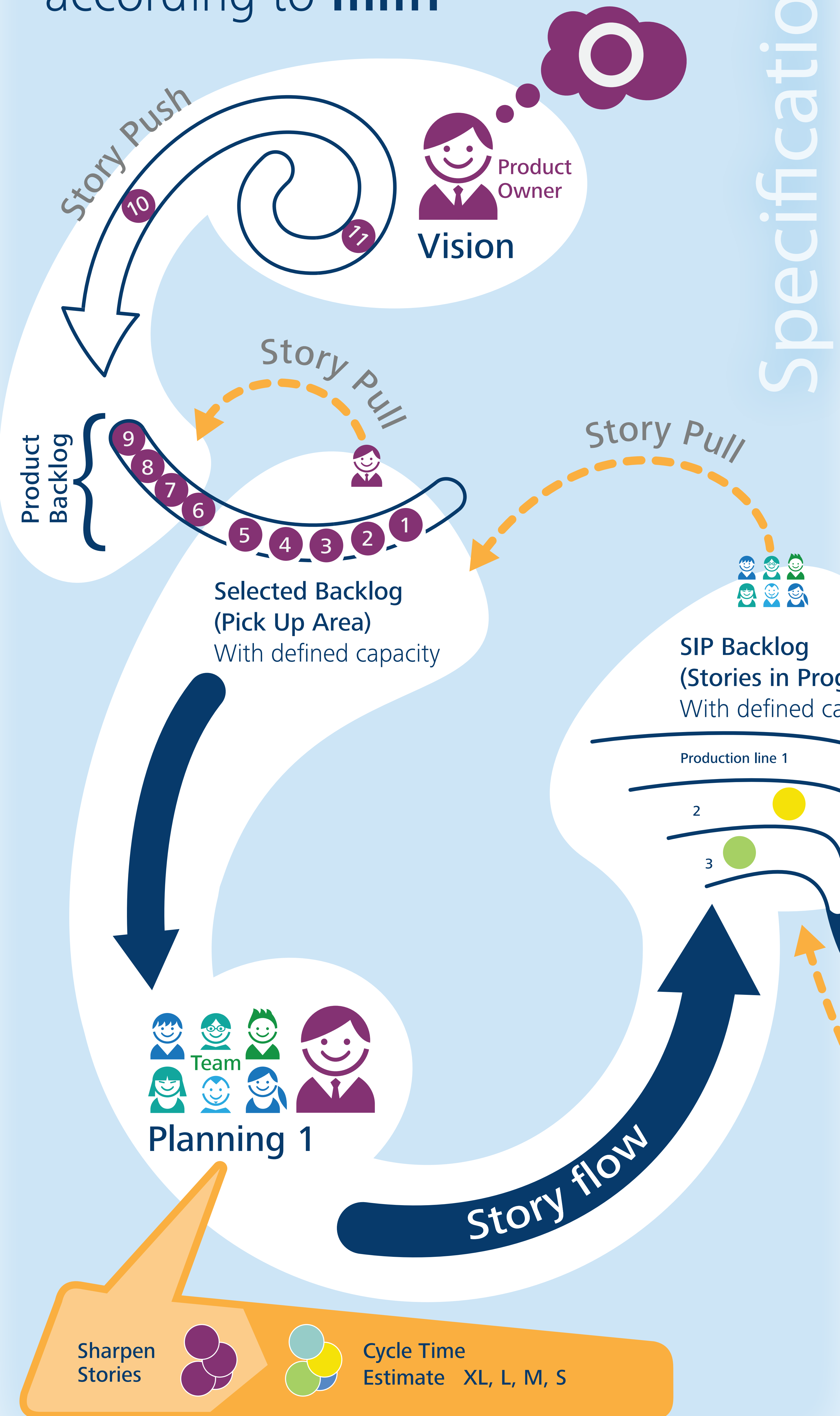


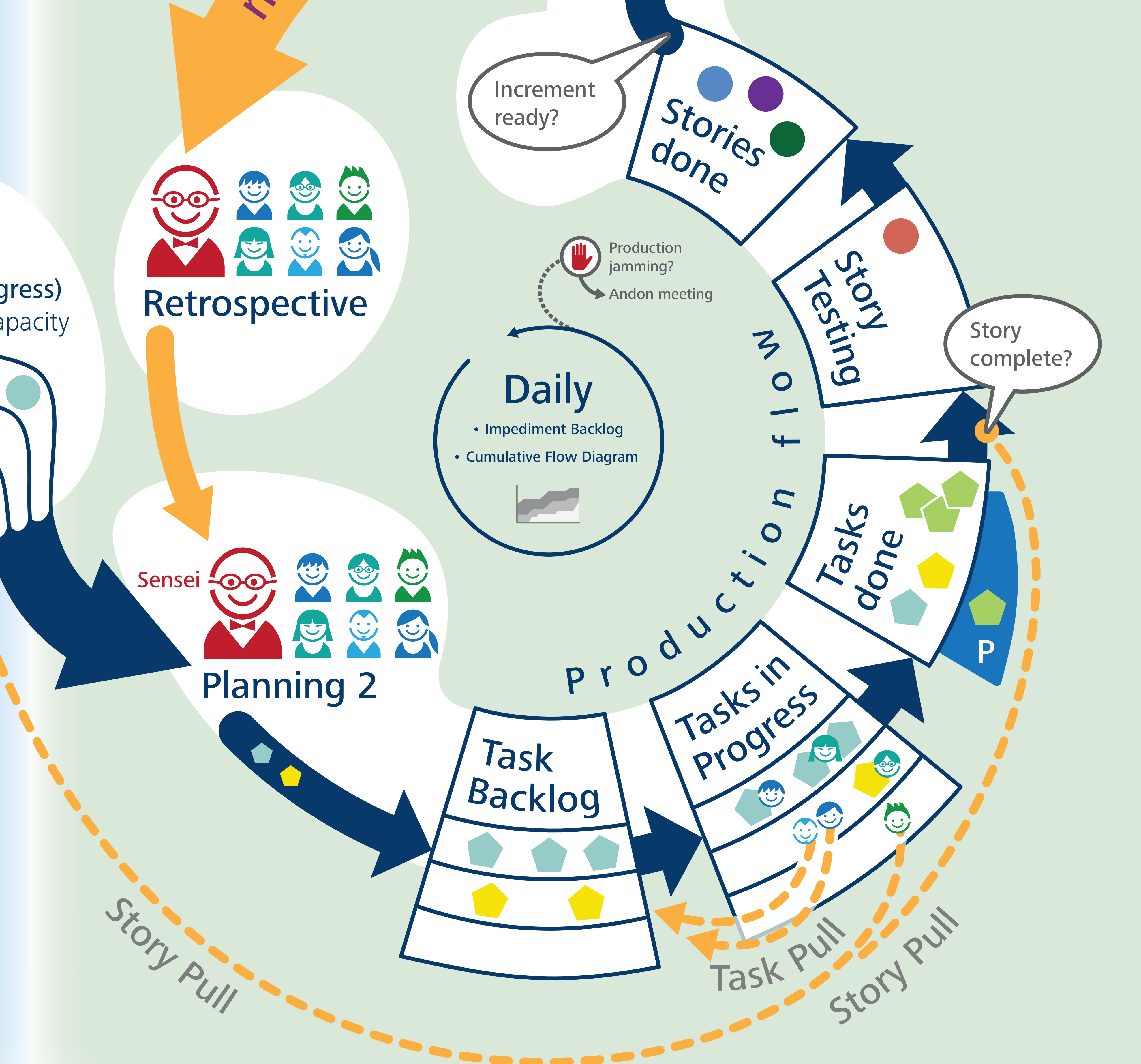
Scrumban

according to mm1



Specification

Production



Roles

- Product owner:** the person responsible for maintaining the product backlog by representing the interests of the stakeholders, ensuring the value of the work the development team does.
- Scrumban sensei:** the person responsible for correct use of the scrumban process. Although the designation of a scrumban sensei and its presence in (scrumban) meetings is generally advisable, teams with a lot of scrumban experience may also work without this role.
- Development team:** a cross-functional group of people responsible for delivering potentially shippable increments of the product (at the end of every production cycle).
- Stakeholders:** the people enabling the project. They are only directly involved in the process during the reviews. Aside from that, they may solely influence the team by discussing their needs with the product owner. Typically, the main stakeholders are managers, customers and users.

Artifacts

- Product backlog:** an ordered list of requirements that the team maintains for a product. In Scrumban, one should document requirements in 'user story' format. Anyone can edit the backlog, but the product owner is ultimately responsible for ordering the user stories. Stories in the product backlog contain rough estimates of both business value and development effort.
- Selected backlog:** a list of work the development team must address next. It has a defined capacity limit (also known as work-in-progress). As soon as capacity is available, it is filled up with user stories/features from the top of the product backlog.
- Story in Progress (SIP) Backlog:** a list of user stories, which the development team currently addresses. Team members pull user stories from the selected backlog when there are no more remaining tasks in the task backlog.
- Task backlog:** a table structured along the phases that are necessary for completing the project, e.g. design, development, and test. The development team breaks the user stories/features from the SIP backlog down into single tasks. Once a task has finished one phase, a team member from the consecutive phase eventually pulls the task to process it further.
- User Story:** a description of a certain product feature or behavior, written strictly from the user's point of view. Usually, the product owner writes the user stories.
- Task:** a unit of work, which should be feasible within one working day or less. To implement a user story, you must accomplish all associated tasks.
- Parking lot:** for tasks, which the team cannot finish due to external dependencies. For example, another team has to review a document. Placing a task in the parking lot prevents the team from deadlocks, where unfinished tasks block production lines.
- Cumulative flow diagram (CFD):** a publicly displayed chart showing a detailed view of the teams' past and present performance. The CFD allows identifying bottlenecks in the production flow. It also enables the product owner to predict the time a new requirement will most probable need to complete.
- Impediment backlog:** a list maintained by the sensei including all current impediments.

Meetings

- Planning 1:** (The "what": Whenever the product owner pulls new user stories into the selected backlog.) The product owner holds it to select the next user stories to work on, explaining the user stories of the product backlog and answering open questions. After this analysis, the development team should understand the requirements. Therefore, the team is able to estimate the complexity of each user story.
- Planning 2:** (The "how": Whenever team members pull new user stories into the production flow.) Here, the team discusses solutions for new user stories in the SIP backlog and creates tasks for each user story accordingly.
- Daily:** (15 min max.) A short, time-boxed meeting, taking place every day at the same time. Every team member answers three questions:
1) What have I done since yesterday?
2) What am I planning to do today?
3) What are my impediments?
- Review:** (Whenever the team ships an increment.) The team uses this meeting to present and review the work it has completed since the last delivery. Usually, it also includes a demonstration of the features created in the last product increment.
- Retrospective:** (After any review.) The scrumban sensei holds the retrospective to reflect on the past production cycle in order to ensure continuous process improvements. The sensei always asks two questions in the retrospective:
1) What went well during the last cycle?
2) What should improve in the next cycle?
- Andon:** (Whenever a problem occurs.) The scrumban sensei organizes an andon meeting whenever problems in the production flow occur. For example, a story is over the expected cycle time, or a task is frequently re-assigned and not yet solved. Both the development Team and the product owner take place in this meeting and work on a solution to solve the open issue.

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