Lean-Agile in a Non-IT Environment
by
Keith Bollig
Founder, Business and IT Agility Coach, Global Balance, Inc.

Abstract

A 30-year study identified four routines that distinguish outperforming organizations from the rest. The outperformers had the ability to:

- Strategize dynamically
- Accurately perceive changes in the external environment
- Test possible responses to these environmental changes and choose the most relevant changes to address
- Implement sustainable changes in products, technology, operations, systems, and capabilities

All four of these routines are deeply embedded in the world's top scalable agile frameworks used by many IT organizations. But, what about the non-IT part of an organization?

Lean-agile practices are not only for IT. With minor adjustments, Lean-agile practices can be equally valuable in sales, marketing, field operations, human resources, legal and most other parts of an organization.

This presentation will show how to gain the following Lean-agile benefits on any type of project:
- Achieve a sustainably shorter lead time and best quality when delivering value to people and society.
- Encourage systems thinking that takes a holistic approach to solving problems by incorporating all aspects of a system and its environment into the solution.
- Implement a project solution in minimum viable increments which quickly validates the pre-stated benefit hypothesis and shortens learning cycles.
- Speed process learning and growth through continuous reflection and process improvement.
- Reduce delays, improve project flow and throughput, and facilitate faster feedback and innovation by decentralizing decision-making.

PARALLEL SESSION STREAM
Agility Factors
Agile for Non-IT Teams

Keith Bollig
CEO
Global Balance, Inc.
& Agility Factors

www.dipmf.ae

BUILDING NATIONS

I'm Keith Bollig. I'm from Global Balance. I'm a business agility success coach. My job is to help organizations achieve predictable success.

Let me ask a question. How many of you are from non-IT areas of your organization?

How many have used an agile framework like Scrum or Kanban to manage your work?

How many of you belong to an organization that uses Lean-agile in their IT departments? Not just Agile, but how many work where the company has a true Lean-agile culture?

How many of you belong to an organization that uses Lean-Agile in any of their non-IT departments?

I'm going to share a brief introduction to why all organizations should have a Lean-agile mindset in all areas of business. And, I'll give you a couple of examples of what it could look like to manage sales and marketing teams using a Lean-agile framework.

The Fall of An Icon

But, let me start by telling you a true story. Blockbuster Video used to be one of the largest video centers in the world. At its peak, they had over 9,000 stores spread out in nine countries. Their business model was to have video centers in residential communities where people came to rent video tapes and DVDs. Customers took the videos home to watch. They had three days to watch the video and return them to the store.

When the Internet was commercialized in 1995, one of my colleagues and I proposed a revolutionary new business model to Blockbuster Video. My colleague and I boldly asked the Blockbuster Video execs to let us fulfill video tapes for them through the mail. We said we would also work on the ability to download videos direct to their customer's home over the Internet.

We knew it could be done. We were already running a mail order video lending library for school teachers throughout the country.

The Blockbuster Video execs response was, "No thanks, our current business model is working fine just the way it is.

Two years later in Scotts Valley California, two other men had a similar idea and Netflix was born.

Today, Blockbuster does not have any stores. Their business model was diminished when Netflix started distributing videos by mail. Eventually, Blockbuster went out of business completely because they could not compete with streaming video services.

Blockbuster's demise was due to their inability to perceive changes in technologies and market demands and pivot to lead their industry in a new direction. They were not agile.

In order to not only survive, but thrive in today's business market, every company needs to be agile across the whole organization.

Agility Factors

- Strategize Dynamically
- Lead Proactively
- Continuously Deliver
  - Accurately perceive changes in the external environment
  - Test possible responses and choose the most relevant
  - Implement sustainable changes in products, technology, operations, systems, and capabilities as a whole

At this point, one question you might ask is, "What does it mean to be an agile organization?"

Let me tell you what an agile organization looks like.

First of all, agility is a cultivated capability. It doesn't happen without intention.

In a 30-year study that identified the routines that distinguish outperforming organizations from the rest, the outperformers had the ability to:

- Strategize dynamically
- Accurately perceive changes in the external environment
- Test possible responses to these environmental changes and choose the most relevant changes to address
- Implement sustainable changes in products, technology, operations, systems, and capabilities

I combined these four routines with proactive leadership to come up with my list of Agility Factors.

I'll break these routines down briefly to show you how you can implement them yourself. Or, we help organizations like yours implement them through a series of service offerings that I would be happy to talk to you about afterwards.

Strategize Dynamically

Agile strategy is achieved when top management teams establish an inspirational mission and vision, develop a widely shared strategic roadmap, and give the rest of the organization the resources and autonomy to execute their strategy.
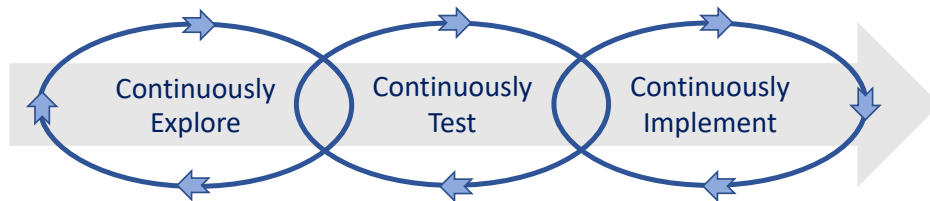
Lead Proactively

Proactive leadership starts with identifying the strengths needed for positions within your organization and hiring people with the right fit. It includes helping team members identify their own values and show them how their values map to the company values. Proactive leadership includes coaching team members to achieve their best individually and within the dynamics of the team.

Finally, proactive leadership includes monitoring team dynamics and diagnosing team performance problems using tools made for this job. We recommend and use the Kolbe family of team performance products.
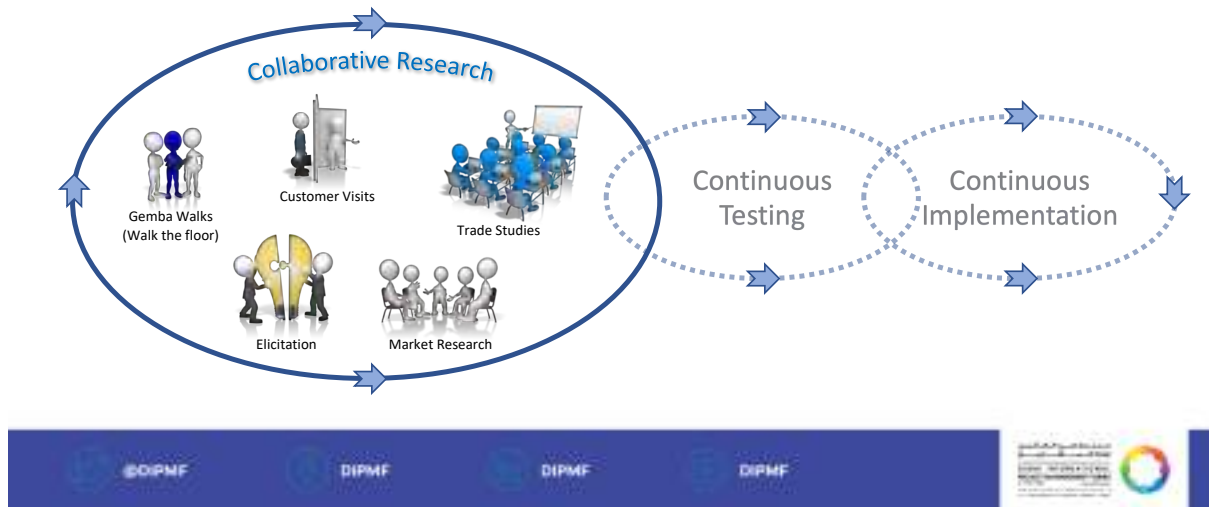
Continuous Innovation Pipeline

The last three routines that distinguish outperforming organizations from the rest,

- Accurately perceive changes in the external environment
- Test possible responses to these environmental changes and choose the most relevant changes to address
- Implement sustainable changes in products, technology, operations, systems, and capabilities

We recommend that an organization establish a continuous innovation pipeline similar to the continuous delivery pipeline in the Scaled Agile Framework. It is a three-step pipeline that includes continuous exploration, testing and implementation which I will break out for you.
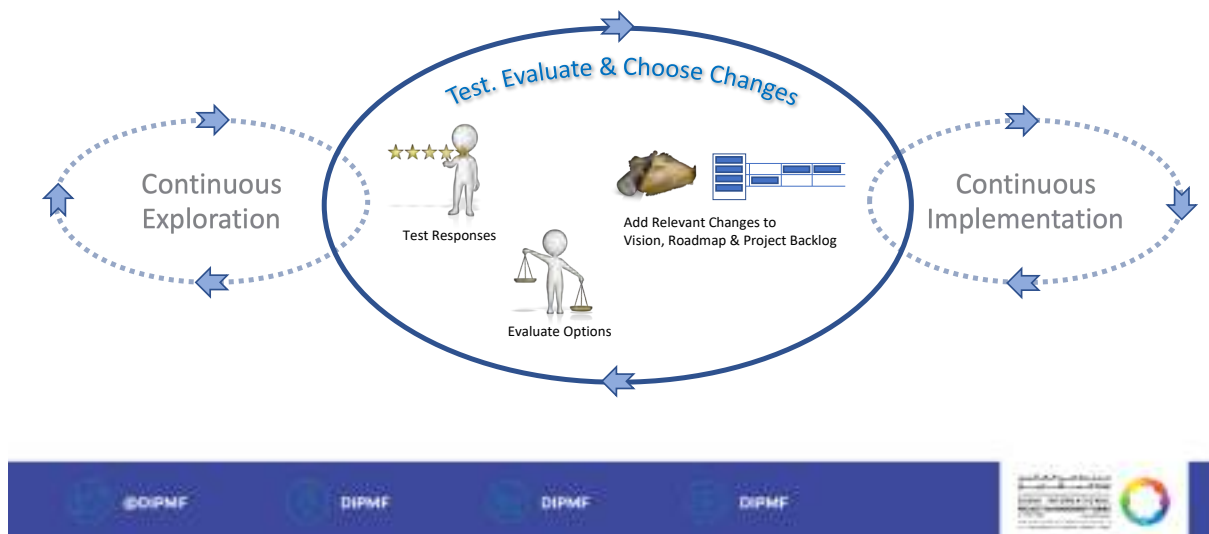
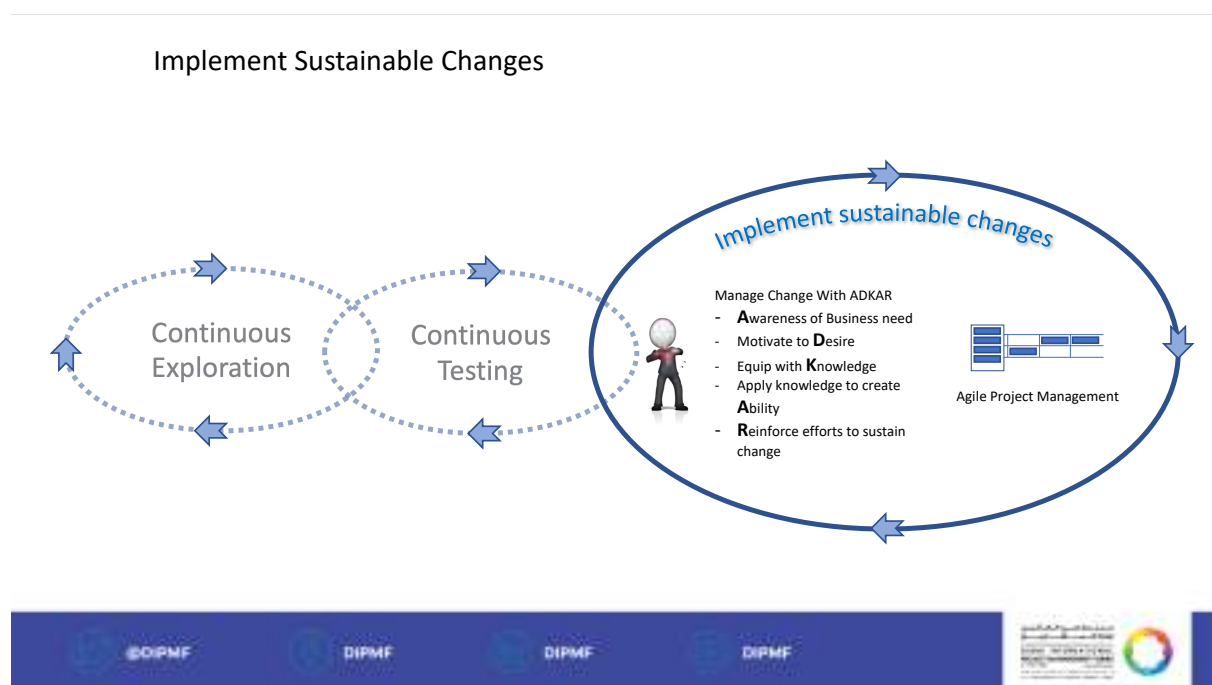## Perceive Changes by Continuously Exploring The Environment

The first phase of the continuous innovation pipeline is called continuous exploration or continuous research. Continuous Exploration means continuously perceiving changes to the external environment. Perceiving is enabled by continually exploring the market and user needs, and defining a Vision, Roadmap, and set of products and services that address those needs.

Continuous exploration uses tactics for collaborative research where a product manager facilitates a continuous and collaborative process of soliciting input from groups of stakeholders to understand possible customer needs.

Test and Choose Possible Responses to Environmental Changes

Then, the product owner works with a team to test, evaluate and choose changes that would be the most relevant for the company to address.

Implement Sustainable Changes

When changes are chosen, it is time to implement them. A Lean-agile company will manage change with one of the organizational change management frameworks. We recommend using the ADKAR model by Prosci.

Then, to achieve predictable success and deliver customer value quicker with higher quality, we recommend using an agile project management framework like Scrum, Kanban or a combination of the two called Scrumban. These agile frameworks are not limited to software development. They can be used in most areas of a business to improve the performance of teams and the flow of work.

Lean-agile for IT (5 minutes)

Agile Manifesto Values (IT version)

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work, we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

When most people think of agile, they think of the light weight method of project management, used especially for software development, that is characterized by breaking work into small deliverables and delivering progressive amounts of value to the customer in short iterations of work and frequently assessing and improving how they are doing their work.

Agile is a way of looking at and thinking about knowledge work. It's more than a framework. It's a mindset. This mindset is most often described using the Manifesto for Agile Software Development and the 12 Principles Behind the Agile Manifesto.

Since most people are familiar with the agile manifesto, I won't go into detail about it. You can find the complete set of agile values and principles at agilemanifesto.org.

You can see a non-IT version of the Agile Manifesto and principles that I created if you download the resources that I made available for you at agilityfactors.com/dimpf2018.

Lean-Agile

- Lean is a mindset that can be applied to every process in every business
- Core idea behind Lean is to maximize customer value while minimizing waste
- Lean is defined using four basic goals
  - Eliminate waste
  - Reduce cost
  - Improve quality
  - Increase speed and response times

Agile becomes Lean-Agile when you combine the principles from the Agile Manifesto with Lean thinking.

Lean is a mindset that can be applied to every process in every business. Like production processes on a factory floor, or standard processes used in restaurants, or software delivery and Information Technology operations, sales, marketing and HR departments.

The core idea behind Lean is to maximize customer value while minimizing waste. It is a set of tools and applications that allow us to move material, information, services and ideas through a process in a smooth well-organized manner to produce value while removing waste and decreasing costs along the way.

Lean is defined using four basic goals.

1. Eliminate waste – Any part of the process that does not add value to the customer is waste. The goal is to continually evaluate processes and eliminate any steps that do not add value.
   a. Reduce waiting time
   b. Decrease transportation distances
   c. Eliminate scrap in production process
2. Reduce cost – companies are always driving their workforce to reduce costs. Eliminating waste is one way to reduce cost. But you can go beyond this by thinking about processes as part of a bigger system.
   a. Providing customers with an online self-service portal can eliminate or reduce the need for call-center personnel.
   b. Offering more ATM machines can reduce the number of bank tellers needed.
   c. Having customers place their order at a counter reduces the need for wait staff.
   d. All of these are low cost options to more expensive solutions.
3. Improve Quality – Quality is at the heart of Lean. For all businesses, products and processes must be designed properly to ensure quality output.
4. Increase speed and response times. Lean is all about being highly responsive to customer needs. Lean companies are quick to design and release new products to the marketplace, to deliver on time every time, and to answer customer inquiries. All of this depends heavily on every aspect of a company's operations working together as one system.

To understand Lean, you must recognize that these four principles operate in step with each other. In effect, they're equal parts of one integrated system. These four basic goals of Lean lay the foundation for how you can use Lean operating tools to improve performance in your workplace.

Why become Lean-Agile?

- Competition
  - To keep up with your competitors
  - You must continuously improve
  - You can't stand still while everyone else is moving forward
- Customers
  - Customers are becoming more demanding
  - Everyone wants more for less cost
  - Lean helps you meet your customers' demands.

Your competitors and your customers are two very good reasons for becoming Lean.

Your competitors are becoming more challenging every day. You must continuously improve to keep up with and exceed your competition. You can't stand still while everyone else is moving forward.

The best and most competitive companies in the world have implemented or are implementing Lean as a corporate strategy. They're integrating Lean practices in all areas of their organization. To keep up with or better yet, to stay ahead of your competition, whether you manufacture products or provide services for your customers, you need a strong Lean program.

Your customers are another reason for becoming Lean. Your customers are becoming more demanding every day. Now a days, everyone wants more for less cost. Lean helps you meet your customers' demands. Lean allows you to eliminate waste, reduce unnecessary steps, deliver perfect orders, be on time and be cost competitive. That's how you can meet your customer's expectations every time. That's what your customer expects from you.

Benefits of Being a Lean-Agile Organization

- Deliver customer value quicker with shorter lead times
- Higher quality
- Improve the whole through systems thinking
- Shorten learning cycles
- Continuous and relentless process improvement
- Improve workflow

Here are some benefits to becoming a Lean organization:
- Lean organizations deliver customer value quicker with shorter lead times and best quality. Quicker value to the customer results in quicker revenue to the business. Higher quality means customers will be happy and stay with you longer.
- Lean organizations improve their whole value delivery system by taking a holistic system approach to solving problems. When you take a holistic systems approach, you ensure that fixing a problem in one area won't cause a problem in another area.
- Lean encourages implementing a project solution in minimum viable increments which quickly validates the pre-stated benefit hypothesis and shortens learning cycles. This means you find out sooner if you are developing a product your customer wants.
- Lean speeds process learning and growth through continuous reflection and process improvement.

Lean-agile for Sales

Traditional Sales

The Problem with Traditional Sales Teams

Many sales teams have poor team dynamics. They are often competitive, cut-throat, individualistic, and stressful. The strong oppress the weak rather than help them become the best they can be.

Let's get into a couple of non-IT agile examples.

I don't know what it is like in your part of the world. But, many companies in the United States still use traditional teams in most areas of their company. I've worked at several global companies like AT&T, Hyatt Hotels and currently, I am a Lean-Agile coach at the Mastercard company. And, when I worked for them, none of those global companies had a Lean-Agile mindset anywhere in their organization. In the United States, sales teams are least likely to think with a Lean-Agile mindset.

Many sales teams have poor team dynamics. They are often competitive, cut-throat, individualistic, and stressful. The strong oppress the weak rather than help them become the best they can be.

Lean-Agile Sales

High performing Lean-agile teams are
- Aligned to a shared vision
- Goal oriented
- Collaborative
- Integral
- Trust worthy
- Respectful
- Supportive

Lean-agile sales teams are high performing teams. They are aligned to a shared vision, goal oriented, collaborative, integral, trust worthy, respectful, supportive and members help each other improve and be successful.

Lean-Agile methods implemented in a sales environment greatly improves the dynamics of the team and increase sales performance.

In my example today, I'm going to show you how you could implement agile on a sales team using the agile framework called Scrum. Scrum is a good choice for sales when you have fixed milestones to meet like a sales campaign. Kanban is an agile framework that would be a good choice for sales when you are continuously moving new prospects through the sales pipeline like you would do when you have a drip campaign or with inbound or outbound telesales.

Lean-Agile Sales Teams

Teams
- Small (5 – 9 people)
- Self-organizing
- The team prioritizes their flow of opportunities through the sales funnel

Team Member
- Performs Sales Tasks
- Builds relationships
- Identifies potential sales opportunities
- Closes deals
- Helps other team members. Agile is a team sport.

A scrum sales team is between 5 – 9 people. If you have a sales team that is larger than that, you would have a team of teams. A team of teams adds an extra layer of coordination, but individual teams still work as if they were an individual team.

The teams are self-organizing. They have sales targets that might be set by the organization or a sales manager. However, the team members as a group are responsible for prioritizing their flow and meeting the sales target.

Individual team members perform sales tasks. They build relationships with prospects and identify potential sales opportunities. Agile is a team sport. Agile sales team members can and often do work together to close deals instead of against each other.

Lean-Agile Sales Team Leadership

Scrum Master
- Servant leader to the team
- A player-coach who excels in sales
- Uses their experience to lead the team
- Drives cadence each week
- Motivates the team

Product Owner
- Key stakeholder
- Cares the most about team performance because performance results in sales
- Coaches Team Members on sales techniques
- Fixes systemic team problems

The Scrum Master on a Lean-Agile sales team is a servant leader to the rest of the team. They are a player coach. This means they are sales people themselves. But they are excellent at selling. They use their experience as a sales person to coach the other team members to also excel in sales.

The Scrum Master also drives the cadence of events like the daily scrum or stand-up, the regular status check-up called a sprint review and the process improvement event called a retrospective.

On a Lean-Agile for IT team, the Product Owner is responsible for defining the product to meet the needs of the customer. On a Lean-Agile sales team, the product owner is generally the sales manager. They are the key stakeholder who cares the most about the team's performance. They will work with the Scrum Master to coach team members on sales techniques and fix problems that are keeping the team from meeting their sales targets.
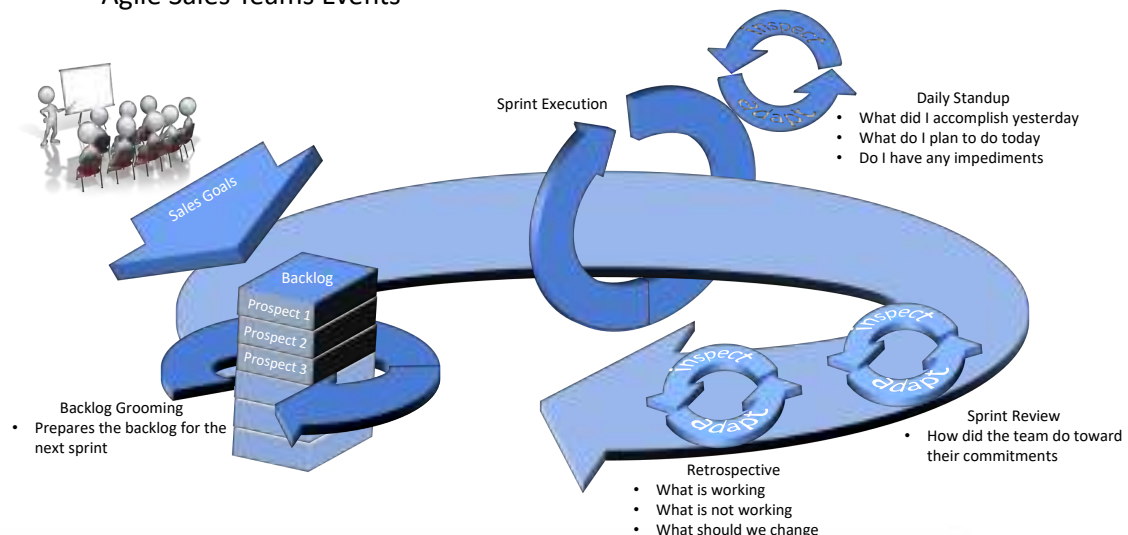
Lean-Agile Sales Teams

Goal
- Product is the sales target
- Product owner is the sales manager
- Goal is to close enough deals as a team to hit the sales target
- Continually improve

The goal of an IT agile team member is to provide value to the customer in the form of quality working software (the product). The customer could be internal or external to the organization. The goal of an agile sales team member is to sell. The product the team is creating is the sales target. The sales target is made up of multiple closed deals. In order for a sales team to build their product, individual team members build relationships, identify potential sales opportunities and close deals by convincing the prospect they are the best solution to meet the prospects' needs.

Agile Sales Teams Events

Sprint Execution

Daily Standup
- What did I accomplish yesterday
- What do I plan to do today
- Do I have any impediments

Sales Goals

Backlog
- Prospect 1
- Prospect 2
- Prospect 3

Backlog Grooming
- Prepares the backlog for the next sprint

Retrospective
- What is working
- What is not working
- What should we change

Sprint Review
- How did the team do toward their commitments

These are the events that take place for a Lean-Agile sales team using Scrum. The first event is where the Product Owner, who is the sales manager, facilitates backlog planning. Backlog planning is a periodic or fixed-date planning session to prioritize sales activities.

A sprint is a fixed length amount of time when the team expects to meet their current goals. This could be a month-long sprint or on some sales teams it might be over a full quarter. When thinking Lean-Agile, it's best to plan in shorter sprint cycles. The shorter the sprint cycle, the faster you learn what is working and what is not working so you can improve quicker.

Throughout the sprint, the Scrum Master leads the Daily scrum or standup with the team members to review progress toward daily goals and deal with any impediments that are keeping a team member from achieving their goals.

On a Lean-Agile sales team, the Sprint review event is a status checkup where the Product Owner or sales manager and the team review the status of active sales tasks and sales targets.

At the end of the sprint, the whole team gets together in the retrospective to discuss what is working, what is not working and what should be changed in the process. The retrospective is an opportunity to periodically inspect and adapt to remove waste and create a better way of doing things on a regular schedule.

Lean-Agile Sales Roadmap

Q1 2019	Q2 2019	Q3 2019	Q4 2019
APEX Business Advisors Customer Campaign	MarksNelson Customer Campaign	Molliter Advisory Group Customer Campaign	Legacy Mergers & Acquisitions
Wise Wealth Customer Campaign	Morgan Stanley Customer Campaign	Polsinelli Customer Campaign	Cornerstone Companies Customer Campaign
Julia Hampton CPA Customer Campaign	Fulling Management & Accounting, Inc. Customer Campaign		

Long-term planning is done using a roadmap. This is an example of a Lean-Agile sales roadmap my company is using. It is a simple roadmap that describes the sales campaigns we are planning throughout the year.
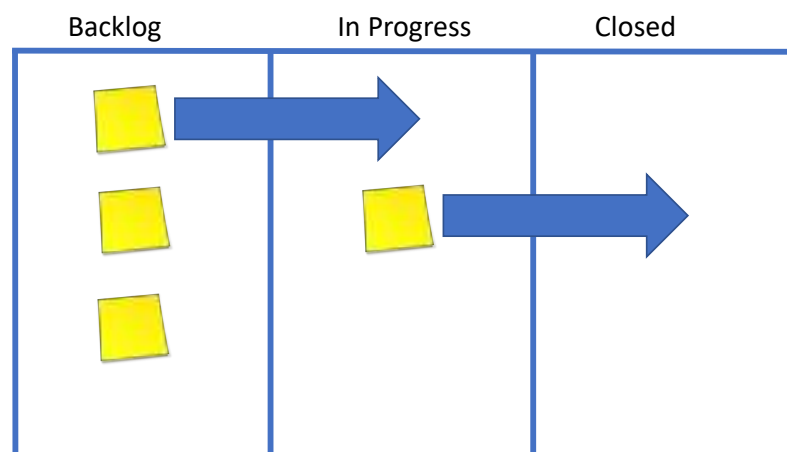
Lean-Agile Scrum Board

Backlog	In Progress	Closed	Dripped
Epic - APEX Business Advisors Customer Campaign			
Megan W. - $12,000			
David P. - $12,000			
Josiah C. - $1,200			
Ann V. - $24,000			
Mark W. - $12,000			
Franklin D. –$60,000			

Each campaign in the roadmap becomes an epic in the backlog. An epic is a large piece of work that will be broken down into smaller pieces of work. In this case, in Q1, I plan to hold a sales campaign with a business broker called APEX Business Advisors. On this slide, I am showing an example of multiple sales opportunities that will result from the APEX Business Advisor campaign. These sales opportunities will then traverse across the Scrum board that the Scrum Master and team will use in their daily scrum meeting to review daily status toward our sales goals.

Lean-Agile for Marketing Teams

Kanban is a "Pull System"

Backlog	In Progress	Closed

Lean-Agile, in the marketing context, means using data and analytics to continuously find promising opportunities to serve existing customers or gain new market share. It requires deploying customer research tests quickly, evaluating the results, and rapidly iterating to see which tactics are the most

effective at any given time. I say at any given time because what works today may not work tomorrow.

At scale, a high-functioning agile marketing organization can run hundreds of campaigns simultaneously and multiple new ideas every week.

Because marketing is so volatile, it is better suited for the Lean-agile framework called Kanban.

While Scrum is oriented around the people doing the work, Kanban is oriented around the work items themselves and around creating a steady flow of completed work items.

Kanban is a pull system. A product owner maintains a prioritized backlog of work and people pull work items from the backlog to In Progress when they are ready to begin working on a new work item.

Lean-Agile Marketing Teams

Teams
- Up to 15 people
- Specialists and generalists
- Self-organizing and self-motivating
- The team tracks workflow and swarms to help when a work item is blocked

Team Member
- Pulls work from the Ready queue
- Strives to get work to "done" as soon as possible
- Performs Specialized Tasks
- Helps other team members

Kanban is less prescriptive than Scrum. Under Kanban, there are no set roles prescribed.

Kanban teams can be a little larger than a Scrum team. A Kanban team can be up to 15 people. If the team size is larger than 15, it would be best to restructure the team into multiple teams and have a team of teams.

A Kanban team is not required to be cross-functional since the Kanban work flow is intended to be used by any and all teams involved in the project. Therefore, a team of specialists and a separate team of generalists may be working on different aspects of the same Kanban project from the same board. They can also work from separate Kanban boards that are fed from the same backlog if their workflow steps are different.

Team ownership is different in Kanban verses Scrum. In Scrum, the work is owned by the team. The team has all the skills to perform all the work. In Kanban, work can be owned by multiple teams. For instance, one team could be working on planning the marketing campaign, another team could be working on designing marketing collateral and another team could be writing content for marketing material.

Team members perform work on the work items they pulled from the backlog. The objective is to get each work item pulled to In Progress to the "done" state as soon as possible. Therefore, when work items become blocked by a problem in one area, the Kanban board makes that problem visible and the whole team gets together to decide how to unblock the work item.

Kanban is truly a team sport where the team takes ownership in getting work pulled through the workflow as quick as possible.

Lean-Agile Marketing Team Leadership

Kanban Team Leader (optional)
- Servant leader to the team
- Uses their experience to lead the team
- Facilitates planned and unplanned events
- Motivates the team
- Reviews reports

Product Owner
- Prioritizes backlog
- Validates results
- Reviews reports

Conductor (Project Leader/Product Owner)

Team leadership is a little different on a Kanban team. Kanban does not prescribe that a team should always have team leader like a Scrum Master. However, it often makes sense for someone to serve as a team leader, especially for larger more complex Kanban projects, but the roles should theoretically evolve with the needs of the project and the organization.

If the team does have a team leader, that person is responsible for facilitating events, motivating the team and monitoring the flow of work that is going through the Kanban board.

A product owner on a Kanban team defines the work to be performed and sets the priority of work in the backlog. So, they are directing the team to the next most important work to be done.

The product owner is also responsible for clearing any impediments that are blocking the flow of work. And, they validate the work product to make sure it is done as expected.

In some cases, the Kanban project leader and product owner are the same people. In this case, they are often referred to as a conductor.

Lean-Agile Marketing Roadmap

Q1 2019	Q2 2019	Q3 2019	Q4 2019
Identify Core Target Market & USP	Lead Conversion Strategy	More Transactions Strategy	Million Dollar Franchising Strategy
Define Strategic Marketing Plan	Lead Generation – Referral System Strategy	Lead Generation – Reactivate Stale Clients Strategy	
Lead Generation – Joint Ventures Strategy	Lead Generation – Direct Mail Strategy	Higher Pricing Strategy	
Lead Generation – Strategic Endorsements Strategy	Lead Generation – Webinar/Teleseminar Strategy	More Profit Strategy	

Here's an example of a Lean-Agile Roadmap for my marketing team.

These are high level epics that are broken down into stories that are the tasks that need to be done to achieve the epic.

In the first quarter of 2019, my team will identify our core target market and our unique selling proposition. We'll then create our strategic Marketing Plan which and two Lead Generation strategies.
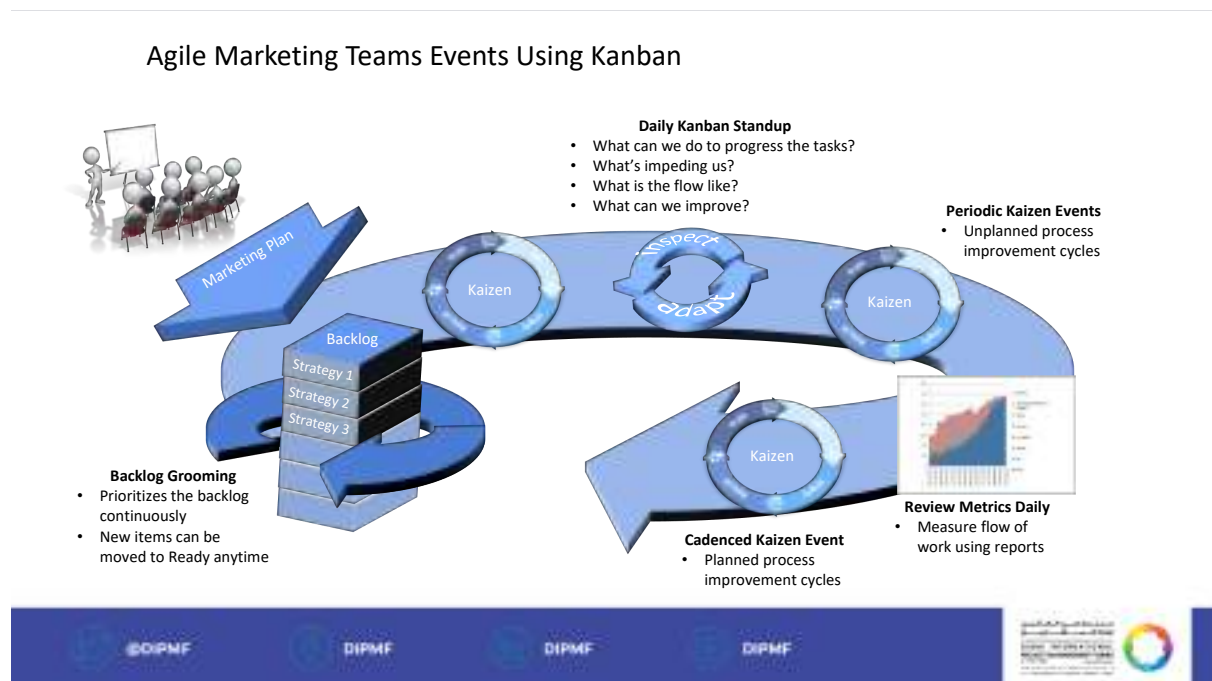
Lean-Agile Kanban Board

Backlog	In Progress (4)	Closed
Epic - Lead Generation – Joint Ventures Strategy		
Plan Event		
Contact Julia H.		
Reserve conf space		
Send invitation email		
Conduct conference		
Follow up w/attendees		
Test response		

From the Roadmap, we'll create backlog items in the form of Epics and stories or tasks. In this case, the Epic is Lead Generation – Joint Venture Strategy.

The rest of the high-level tasks that are required to achieve the Lead Generation – Joint Venture Strategy are called stories. And they might have detailed tasks.

If you notice in this simple Kanban board example, there is a 4 next to the title for "In Progress." That is indicating that there is a Work In Progress or WIP limit of 4 items that can be in progress at the same time. The goal is to have one person working on one thing at a time to increase the flow of work. So, the goal is to have a WIP limit equal to the number of people on the team. However, depending on how you set up your Kanban board, your WIP limit could be more than the number of people on your team. It could be less than the number of people on the team if you regularly have multiple people paired up to work on the same deliverables.

Agile Marketing Teams Events Using Kanban

This is an example of the processes and events for a Kanban team. They are:

- Backlog Planning where the Product Owner works with the team to identify and prioritize the work to be done.

- Daily Kanban Standup where the team reviews In Progress tasks and determines how to progress them to done. In the daily standup, the team reviews the flow of work and discusses how to resolve impediments that are negatively affecting the flow of work items. In the daily standup, the team can also do an impromptu inspect and adapt session by discussing what can be improved in the way they are doing work.

- The team leader or product owner will also review metric reports daily to measure the flow of work going through the system.

- And, you'll notice multiple Kaizen events. Kaizen is a process improvement event (See description below). In Kanban, the team members should be encouraged to take time to perform a Kaizen event whenever they see areas where the process is not working.

- Additionally, the team should have a regularly scheduled Kaizen event to inspect how they are working and adapt to new ways of doing things to remove waste and improve.

Kaizen is a philosophy meant to promote improvement; its benefits are the improvements themselves. Kaizen encourages regular small improvements in the way work is performed. These small improvements can result in increased profits, lower employee safety risks, and better utilization of resources.

Kaizen in all forms has been shown to radically improve working environments – saving companies millions of dollars while making employees healthier and happier.

Kaizen is about enacting change clearly and concisely. It gives employees a real sense of accomplishment as many small improvements lead to big changes in areas like safety, infrastructure, and profits.

Differences between Scrum and Kanban

Scrum
- Iterative, cyclic, planned response to change
- Manage on monthly, quarterly, annual roadmap
- Change in priority addressed between sprints
- Delivery content limited by number of resources and release dates
- Fits with Project management
- Budgeted planned based on release dates
- Targets date-driven releases
- Progress is Visual
  - Sprint Burn-Down
  - Release Burn-up

Kanban
- Incremental, immediate response to change
- Manage on "patch" or "continuous release" basis
- Change in Priority addressed continuously
- Delivery content limited by the number of resources
- Fit with Project management
- Budget plan based on resources
- Supports Isolated or independent changes well
- Targets content driven releases
- Progress is Visual
  - Cumulative Flow
  - Cycle Time

These are the major differences between Scrum and Kanban. Key differences are:

Scrum work is planned for iterations. Backlog items cannot be added to the current iteration. A new high priority work item can only be introduced at the end of the iteration. In Kanban, work can be introduced at any time. If a new high priority work item is introduced to the top of the backlog, it can be the next work item chosen by a team member to work on.

In Scrum, the budget is planned by release dates. In Scrum, you might say, "we'll spend this much on this release and this much on the next release." In Kanban, the budget is planned based on resources. You budget for the amount of work you want to accomplish and plan for the resources to accomplish the work.

For both, progress is visual. For Scrum, progress is tracked using the Sprint Burn-Down and Release Burn-Up reports. In Kanban, progress is tracked using the Cumulative Flow Diagram and Cycle Time reports.

When to use Scrum and Kanban

Scrum
- Sales Campaigns
- Relationship Selling
- Marketing Campaigns tied to a date
- Brand development
- New Application Dev
- Major/minor enhancements
- Large enterprises with quarterly/timed release schedules

Kanban
- Inbound or Outbound Sales
- Marketing Campaigns not tied to a date
- Marketing Collateral
- Art Design and Production
- Press Releases
- Production support
- Bi/Report Development
- Ux Design
- Patch Releases

Here are some examples of when you might use Scrum verses Kanban.

Scrum is a good solution for:

- Sales Campaigns with fixed milestones
- Relationship Selling
- Marketing Campaigns tied to a date
- Brand Development

Kanban is a good solution for:

- Inbound and Outbound Sales
- Marketing Campaigns not tied to a date
- Creating Marketing Collateral
- Art Design Production
- Writing Press Releases

Scrumban is Scrum and Kanban

Scrumban is Kanban with Scrum's events and iterations.

Scrumban is a great solution for
- Teams who need the structure of Scrum with the flexibility of a flow-based method
- Teams who are looking to transition from Scrum to Kanban
- As a transition point between a less mature and more mature Agile practice

Scrumban is a good choice when you need the flexibility of a flow-based system like Kanban but want the time boxed iterations of Scrum.

Questions and Resources

Additional resources are available at:

https://agilityfactors.com/dipmf2018/

For additional resources, visit a page on our website setup to help DIPMF attendees at https://agilityfactors.com/dipmf2018/.

If you have questions about how to implement Lean-Agile in any area of your organization or would like our help with your implementation, please email me at Keith.Bollig@GlobalBalanceIT.com.

Additional Resources

Agile Principles (IT version)

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Agile Principles (IT version)

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity--the art of maximizing the amount of work not done--is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile Manifesto (Non-IT version)

Individuals and interactions over processes and tools
Customer value over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Agile Principles (Non-IT version)

1. Our highest priority is to create ongoing value that will "Wow" our customers, keep them coming back and cause them to become raving fans while providing shareholder value in the form of closed sales."

2. We welcome organizational change when it is strategically relevant to give the customer and organization a competitive advantage.

3. For monthly sales goals, deliver incremental sales targets 5-8 business days. For quarterly targets deliver incremental sales targets every 20 days business days.

4. Each sales team will work together daily throughout the project.

5. Business people and developers must work together daily throughout the project.

Agile Principles (Non-IT version)

6. Goals are achieved through motivated individuals. Teams motivate individuals. Give the teams the environment and support they need and trust them to get the job done.

7. We will measure progress by closed deals, conversion rates and hitting sales goals.

8. Agile processes promote a sustainable pace. All stakeholders and team members should be able to maintain a constant pace indefinitely."

9. Continuous attention to process excellence enhances agility

10. Simplicity--the art of maximizing the amount of work not done--is essential

11. The best results emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.