

Before we start...

- To participate in the in-workshop surveys, please text:
 - **BILLDEVOE497** to **22333**
- from your phone



Welcome to Pushing Pennies!

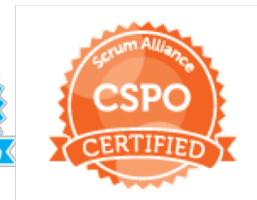
**Playing with the Principles of
Product Development Flow**

Who Is This Guy?

Bill DeVoe

*Founder | Principal Enterprise Agile Coach
Artemis Agile Consulting, Inc.*

- 25+ years in IT, about 20 years doing agile
- Experience ranges from small startups to large enterprises
- Variety of industries including broadcasting, access control, finance, travel, and health care
- Very experienced in scaled agile transformations, especially SAFe
- Work with everything from teams through executives
- Based in Denver, CO



What are we going to do?

- Quick notes on Lean and Agile
- A few exercises to teach some of the basic ideas
- Have FUN!

What is your role in your company? (Scrum Master, Product Owner, Dev Manager, etc)

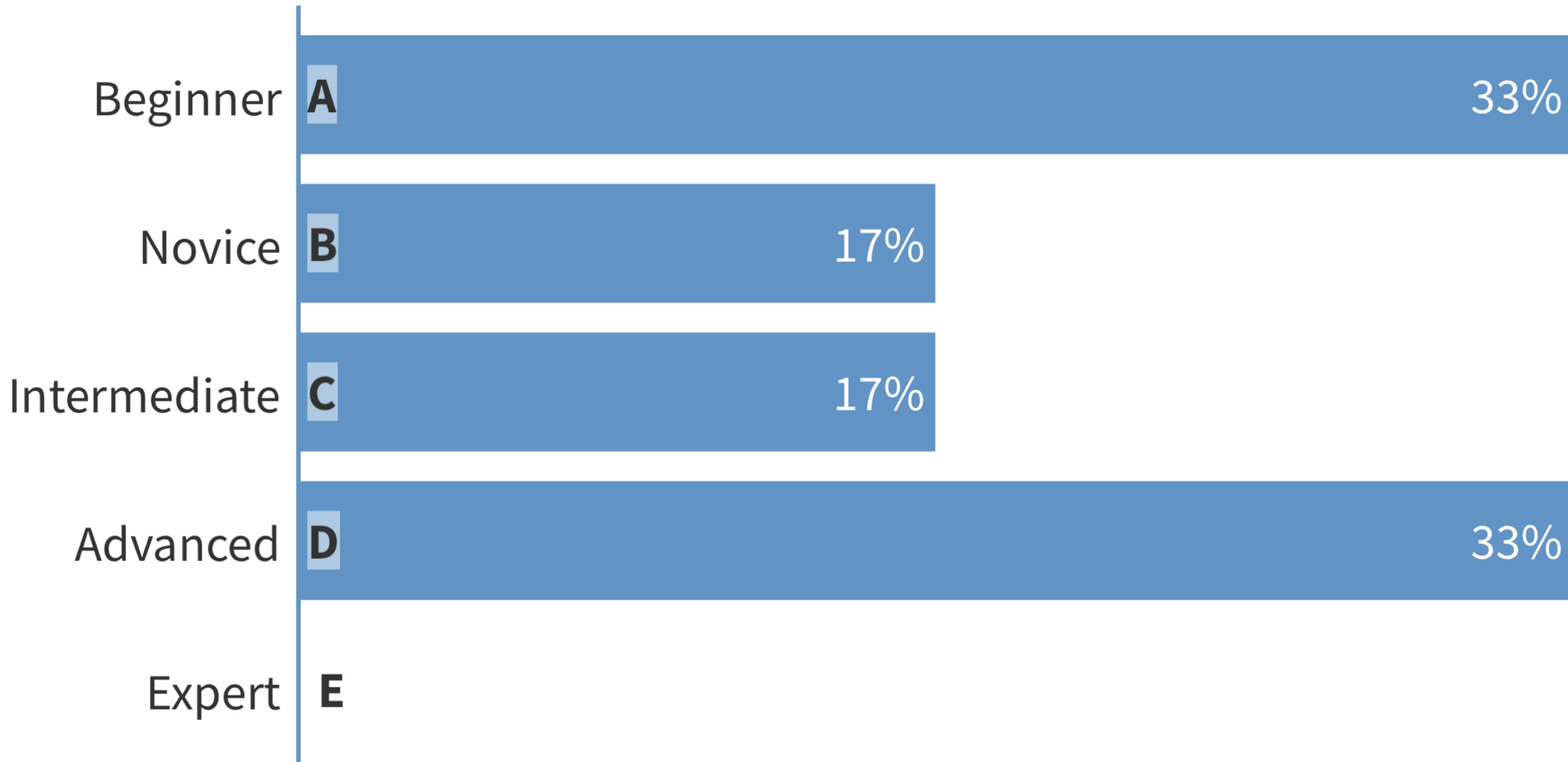
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A word cloud of various roles and titles. The words are arranged in a horizontal, overlapping manner. The largest and most prominent words are 'program-manager' (green), 'analyst' (blue), 'agile-coach' (purple), and 'business' (brown). Other visible words include 'scrum' (brown), 'senior dev' (brown), 'trying to sell' (brown), 'agile' (purple), and 'master' (purple, oriented vertically).

What's your level of experience in agile?

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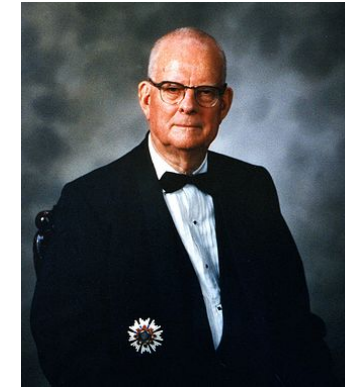
What Does AGILE or LEAN Mean to You?

 When poll is active, respond at PollEv.com/billdevoe497  Text **BILLDEVOE497** to **22333** once to join

adaptable
productive
toyota change
collaborative
continuous
iterative flexible

A Quick History of Lean

- What's Lean?
 - Began in manufacturing
 - Lean manufacturing evangelized by W. Edwards Deming
 - Best known example is Toyota Production Systems
 - Kanban created by Taiichi Ohno
 - Modern lean thinking influenced by Don Reintersen's *Principles of Product Development Flow*



A Quick History of Agile: The Agile Manifesto

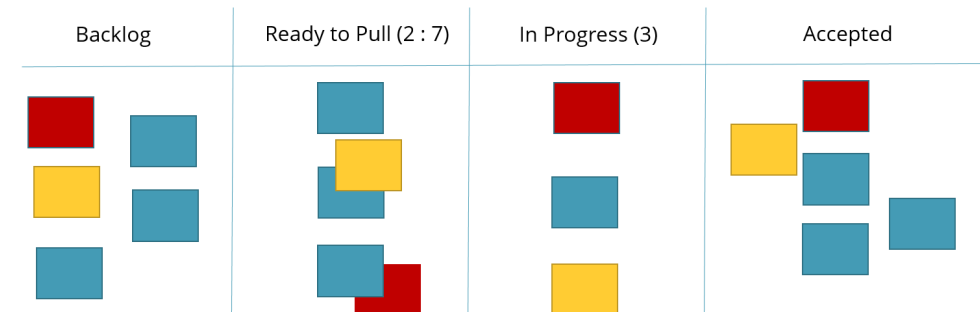
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and Interactions
 - Working Software
 - Customer Collaboration
 - Responding to Change
- OVER
- processes and tools
 - comprehensive documentation
 - contract negotiation
 - following a plan

While there is value in items on the right, we prefer items on the left.

A Quick History of Agile

- Popular Methodologies
 - Scrum
 - eXtreme Programming
 - Scrumban
- Popular Scaling Methodologies
 - SAFe (Scaled Agile Framework)
 - LeSS (Large Scale Scrum)
 - DAD (Disciplined Agile Delivery)
 - Nexus
 - et al



So What's "Lean-Agile"

- Recognized similarities between lean manufacturing and agile values and principles
- Popularized by a few books
 - Mary and Tom Poppendieck's *Lean Software Development* book
 - Eric Ries' *The Lean Startup*
 - etc.



“The Name Game” Part 1

1. One person will take the role of Developer
2. Everyone else should sit/stand around them
3. When I say “GO”, everyone should try to get the Developer to write their full name correctly – AT THE SAME TIME.
4. When done, raise your hand.



2 Minutes

“The Name Game” Part 2

1. Pick a different person to take the role of Developer
2. Everyone else should sit/stand around them
3. When I say “GO!” each person will tell the developer the first letter of their full name. We’ll go in a round-robin style with each person saying the next letter of their full name until time expires or all names have been written.
4. When done, raise your hand.



2 Minutes

“The Name Game” Part 3

1. Pick a different person to take the role of Developer
2. Everyone else should sit/stand around them
3. When I say “GO!” each person will tell the developer their full name. The developer will write down that person’s full name and then, when that’s completed, the next person will repeat the process.
4. When done, raise your hand.



2 Minutes

Exercise: Flow and Value

- Take the bag of chips from the facilitator.
 - These represent the “requirements” from your customer
- Arrange yourselves into a circle or line.
- Select one person who will act as the Scrum Master for this exercise. They will not participate.
- **Scrum Masters:** Make sure you have a timer! (your phone is fine)

Exercise: Da Rules – Round 1

- Rules of the Game

- You must flip every chip in the air
- Batch size is **20** chips
- You must flip all the chips in the batch before passing the batch to the next player
- You may only flip one chip at a time
- Scrum Master stops all work at 2 minutes

- Any questions?



Exercise: GO!



2 Minutes

Debrief

How many chips delivered?

How many chips left in queue?

How much value was left IN QUEUE
(total value of coins)?



Debrief

You didn't know the value of the chips mattered?



Ohhhhhhhhhhhh...

A Working Agreement

- What does it mean to “flip a chip”?

Exercise: Flow and Value

When running the following rounds
make sure to process the
high-value items

FIRST

(prioritize your backlog!)

Exercise: Da Rules – Round 2

- Rules of the Game

- You must flip every chip in the air
- Batch size is **20** chips
- You must flip all the chips in the batch before passing the batch to the next player
- You may only flip one chip at a time
- Scrum Master stops all work at 2 minutes



Exercise: GO!



2 Minutes

Debrief

How many coins delivered?

How much value left in queue?



Exercise: Da Rules – Round 3

- Rules of the Game

- You must flip every chip in the air
- Batch size is **10** chips
- You must flip all the chips in the batch before next player can pull them
- You may only flip one chip at a time
- Scrum Master stops all work at 2 minutes



A Working Agreement

- What's the difference between “push a batch” and “pull a batch”?

Exercise: GO!



2 Minutes

Debrief

How many coins delivered?

How much value delivered?



Exercise: Da Rules – Round 4

- Rules of the Game

- You must flip every chip in the air
- Your team set batch size (what's optimal?)
- You must flip all the chips in the batch before next player can pull them
- You may only flip one chip at a time
- Scrum Master stops all work at 2 minutes

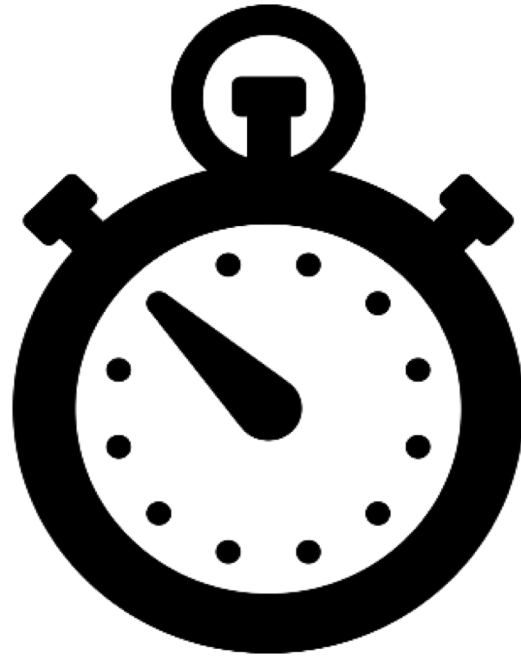


Planning Phase



2 Minutes

Exercise: GO!



2 Minutes

Debrief

How many coins delivered?

How much value delivered?

What was your batch size?



Let's Review

When looking at teaching teams and management about flow and batch size...

- Multitasking is a Bad Thing™
 - The Name Game
- Prefer small batches to large
 - Why we do work in sprints/iterations and stories
 - Scrum Penny game
- Prioritize your work
 - Focus on customer value – and validate it!
 - Run exercise with different valued coins or chips
- Limit Work-in-Progress (WIP)
 - Focus team on completing work (stop starting, start finishing)
 - Look at pulling work through rather than pushing


Please describe your experience today

Visual settings 

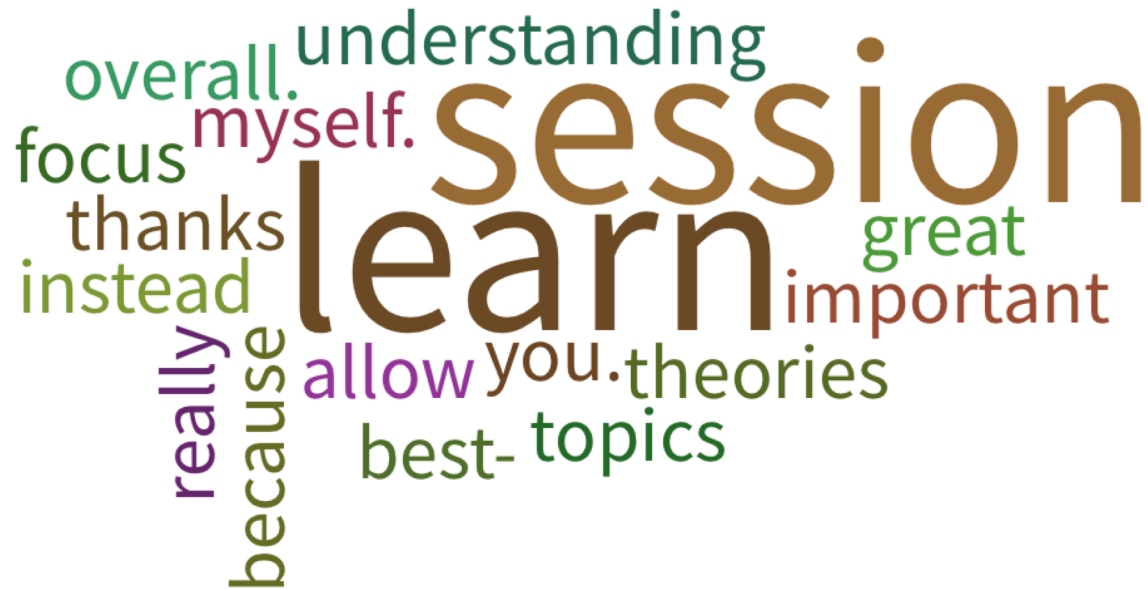
 Respond at **PollEv.com/billdevoe497**  Text **BILLDEVOE497** to **22333** once to join, then text you

Activate 

Show results 

Lock 

Clear results 



Questions?



Contact Information



Bill DeVoe

Founder

Principal Enterprise Agile Coach



@bdevoe_artemis



bill@ArtemisAgile.com



Linkedin.com/in/billdevoe

Check out Artemis (courses, workshops, and blog) at

<http://ArtemisAgile.com>

Thanks for attending!

