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
- Very experienced in enterprise scaled agile transformations, primarily SAFe
- Experience ranges from small startups to large enterprises
- Variety of industries including broadcasting, access control, finance, travel, and health care
- 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!

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

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

🎭 Answers to this poll are anonymous

technology
portfolio
qa
security
developer
manager
lead
devops
transformation
owner
product

Poll Everywhere

Logout

What's your level of experience in agile?

Visual settings ✎

Activate

Show results 👁

Lock 🔒

Clear results 🗄

Beginner

Novice — 38%

Intermediate — 50%

Advanced — 13%

Expert

0%   10%   20%   30%   40%
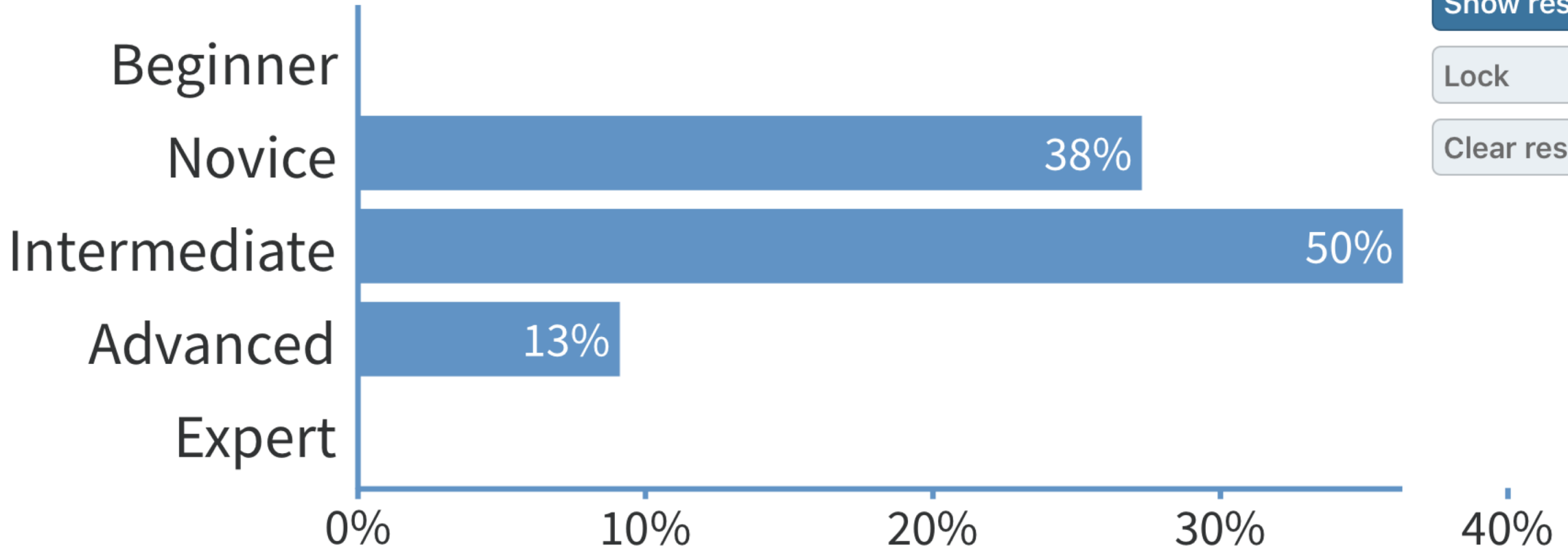
What Does AGILE or LEAN Mean to You?

Visual settings ✎

Activate

Show results 👁

Lock 🔒

Clear results 🗄

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
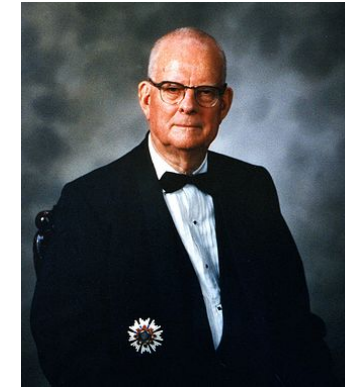 - Kanban created by Taiichi Ohno
  - Modern lean thinking influenced by Don Reintersen's *Principles of Product Development Flow*

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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.

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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
  - Scrum at Scale
  - et al

Backlog	Ready to Pull (2 : 7)	In Progress (3)	Accepted
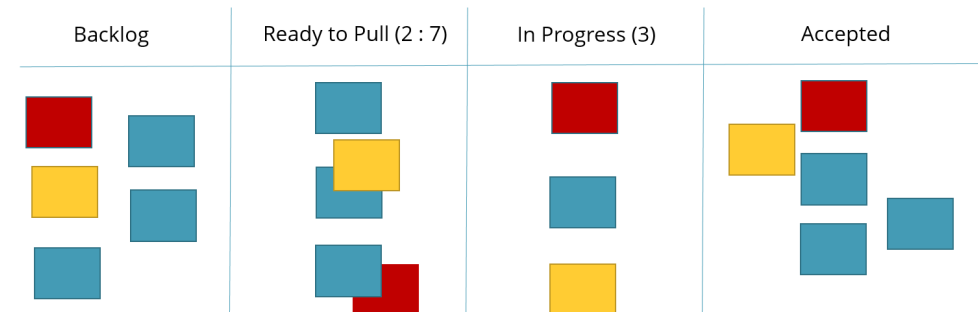
So What's "Lean-Agile"

- 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. You should see some note pads and pens

2. With your dominant hand, write your full name three times

3. Now, with your NON-dominant hand, write your full name three times

5 Minutes

"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.

2:00

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"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.

"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.

2:00

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Exercise: Flow and Value

- 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)

- Take the bag of chips from the facilitator.
    - These represent the "requirements" from your customer

- Dump the chips onto the floor or table

Exercise: Da Rules – Round 1

- **<u>Rules of the Game</u>**

  – You must flip every chip in the air

  – Batch size is **<u>20</u>** chips

  – You must flip **all** the chips in the batch before passing the batch to the next player

  – You may flip only **one chip at a time**

  – A flipped chip must be airborne (not simply turned over)

  – Scrum Master stops all work at **2 minutes**

- Any questions?

Exercise: GO!

Debrief

How many chips delivered?

How many chips left in queue?

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

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Debrief

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

Ohhhhhhhhhhh...

Exercise: Flow and Value

When running the following rounds
make sure to process the

high-value items

<u>FIRST</u>

(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 flip only **one chip at a time**
  - A flipped chip must be airborne (not simply turned over)
  - Scrum Master stops all work at **2 minutes**

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Exercise: GO!

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 passing the batch to the next player
  - You may flip only **_one chip at a time_**
  - A flipped chip must be airborne (not simply turned over) Scrum Master stops all work at **_2 minutes_**

Exercise: GO!

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 passing the batch to the next player
    - You may flip only **one chip at a time**
    - A flipped chip must be airborne (not simply turned over)
    - Scrum Master stops all work at **2 minutes**

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Planning Phase

Exercise: GO!

Debrief

What was your **batch size**?

How many **coins** delivered?

How much **value** delivered?

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 ✎

Activate

Show results 👁

Lock 🔒

Clear results 🗄

🖥 Respond at **PollEv.com/billdevoe497** 📱 Text **BILLDEVOE497** to **22333** once to join, then text your message

awesomeness
please
potential
add
waste
effective
gamification
tables
concept
learning

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!