VIMA

visual management framework

An agile framework for business teams

www.vima.cc

Xavier Quesada Allué

Agile Consortium Benelux 2023

agile consortium

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LO's for this session, and a bit of an agenda

- Part One: Business teams
  - Business teams are different!
  - Scrum and Kanban are not a great fit.
- Part Two: Vima
  - Define Vima, a fork of Scrum specifically designed for business teams
  - Show some Vima case studies
  - If time allows, debate pros and cons of Vima

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About Xavier, co-creator of Vima*

- Started with XP in 1999
- First Scrum Alliance coach in the Benelux (2009)
- Certified Scrum Trainer since 2011
- Founding partner of Agilar.
- Former President of Agile Spain
- Agile Leadership Journey guide
- SA TAC member
- Very good barbecuer, competition table tennis player, and wannabe carpenter
- Still doesn’t speak dutch after 17 years

*the other co-creator is Joke Vandemaele

Part One: Business teams

“We’re IT. They’re from the business.”

Innovation in the Agile world*

(*illustrative! Not meant to be accurate)

Aprox year it started	Trending topic
2000	XP
2005	Scrum
2010	Kanban, Scaling, Devops
2015	Beyond software, Leadership, Coaching
2020	Business Agility, Organisational Design

What’s “wrong" with this picture?

(Image credit: Jordi Boixareu/Rex Features)

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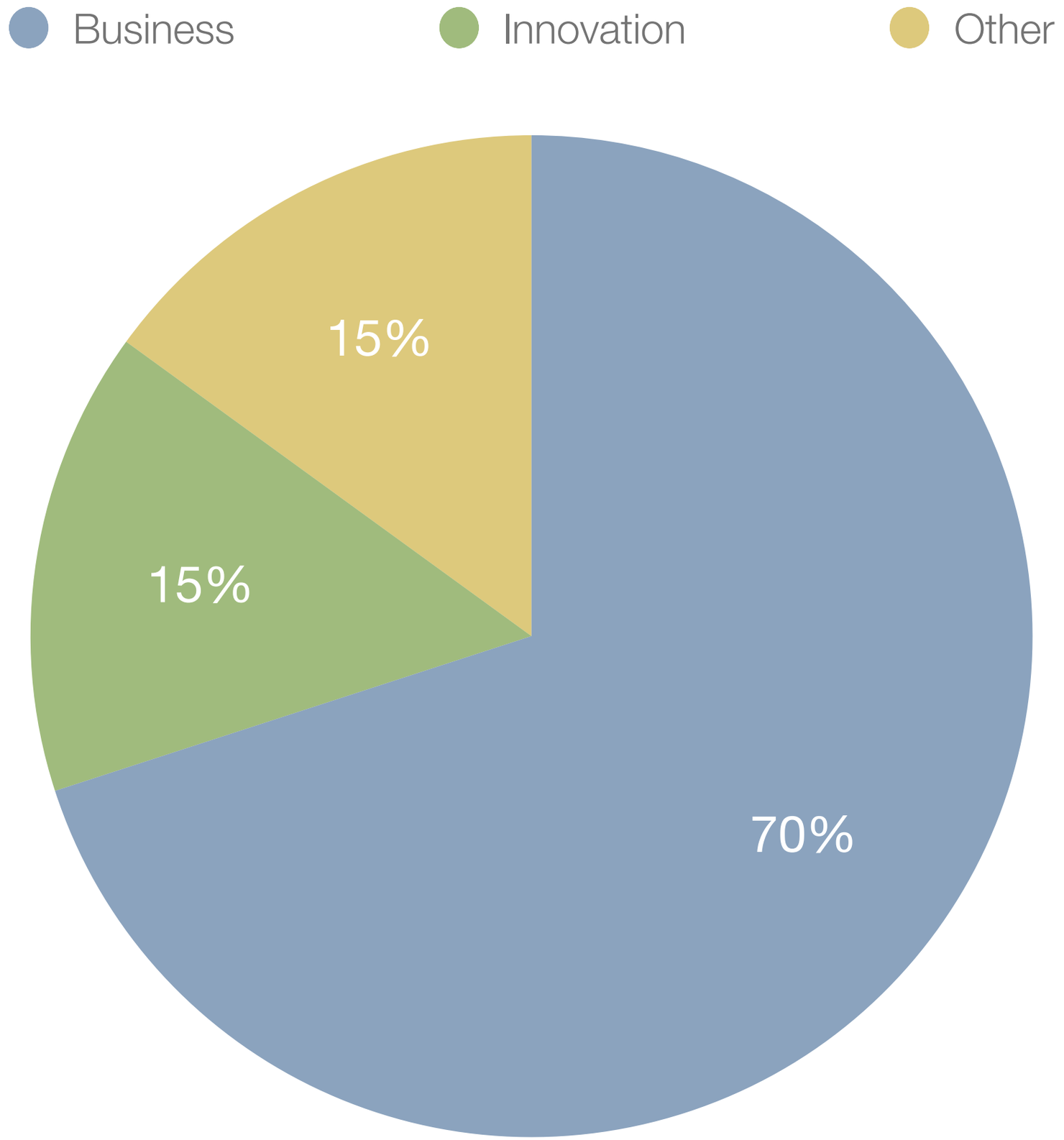
Our typical client organization



Source: Agilar analysis of customer staffing, 2023

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Up to 98% of workers in the US do ***not*** work in positions directly related to Innovation

Source: NSF study, 2016
https://www.nsf.gov/statistics/2017/nsf17302/

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So, what are these people doing? And how are they “different"?

A large mix of simple, complicated, complex and chaotic work. Limited innovation.

These guys are building the body parts of a Volvo XC60
(Tower Automotive, Gent, 2014)

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These guys are making sure everyone in Spain has enough gas
(Endesa Natural Gas Iberia Logistics team, Madrid, 2018)

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These guys are taking care of the kids of Argentinian scientists and professors (Kindergarten UBA FCEyN, Buenos Aires, 2018)

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These guys are eliminating waste at a car seat factory (Johnson Controls, Assenede, 2015)

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Visual Management for having a baby

September 18, 2010 in Visual management by Xavier Quesada Allue | 35 comments

Hello! I am Laura Quesada Allue. I was born in January 2010. Maybe you w
wondering why my daddy hasn't written anything on this blog for the last 8
months? Well, now you know!

This blog post tells the story of how my parents used Visual Management t
coordinate the tough project of preparing themselves for my coming to the
world. I leave you with them now...

These guys are having a baby and trying to manage it as an agile project (Familie Quesada-Vandemaele, Gent, 2009)

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A typical Vima candidate

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What about Scrum and Kanban?

“Scrum is immutable” (Scrum Guide)

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Most case studies of “Scrum outside of software” are still about innovation and product development

…and our business teams don’t do (primarily) innovation or product development

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Challenge #1: multiple competing value streams

- How do we prioritise among different types of work that have no universal priorities between them?
- How do we combine innovation work (product development, projects, process improvement) with large amounts of routine work (BAU, incidents)?

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Challenge #2: time constrained work

- How do we follow up on work that is delegated or waiting due to dependencies?
- How do we deal with recurring work?
- How do we deal with deadlines?
- How to deal with work that cannot be started before a certain date, or has to be done exactly on a date?

Challenge #3: expert leadership combined with (almost) no product development

- The Scrum accountabilities (Scrum Master and Product Owner) are not a great fit for business teams.

- We want to combine great teamwork with great leadership

- How do we avoid creating new roles that we know will be resisted at worst and understaffed at best?

Part Two: Vima

"A fork of Scrum, with enough changes to merit not calling it Scrum”

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The alternative to Scrum and Kanban for business teams

Visit the website | www.vima.cc

Key points

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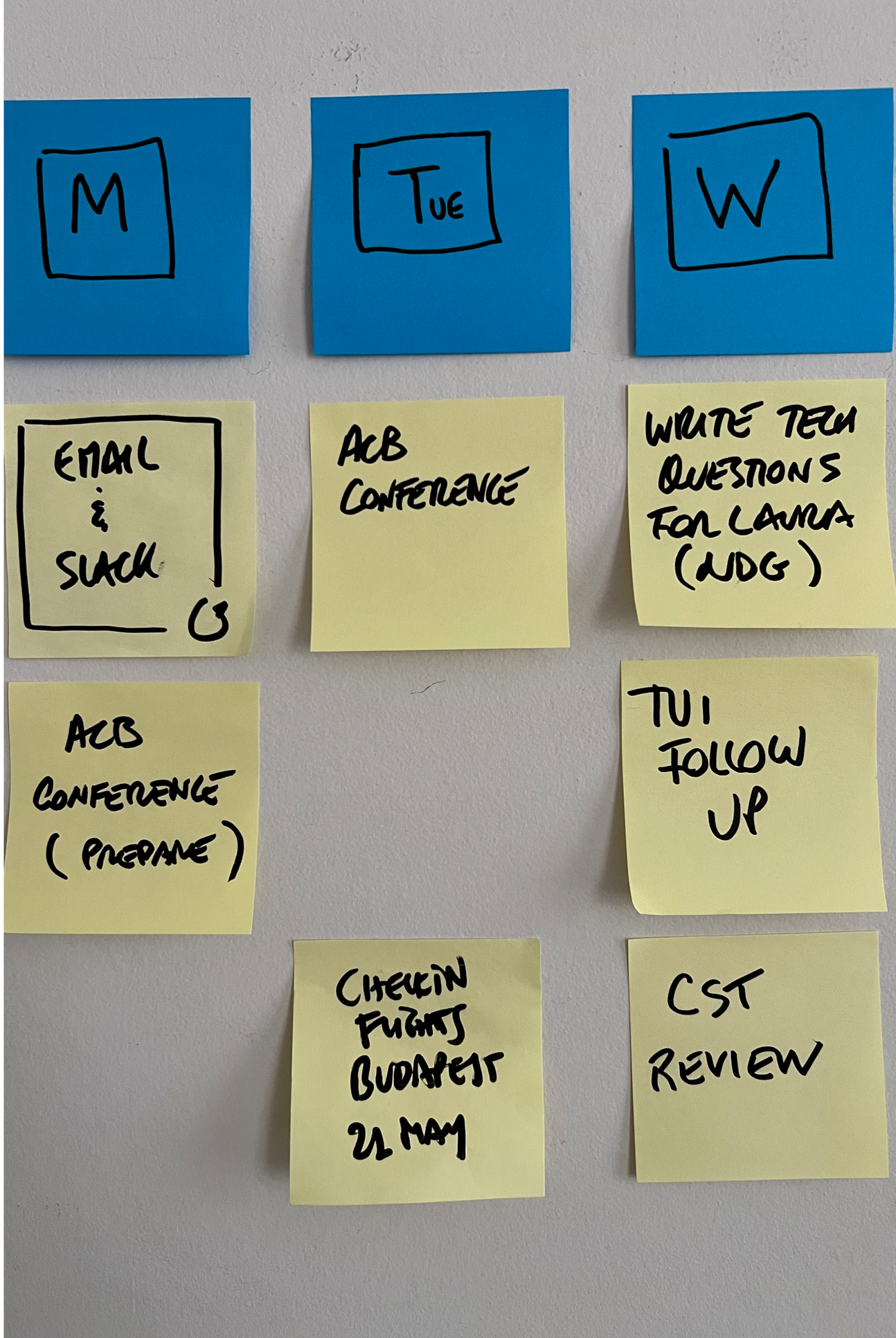
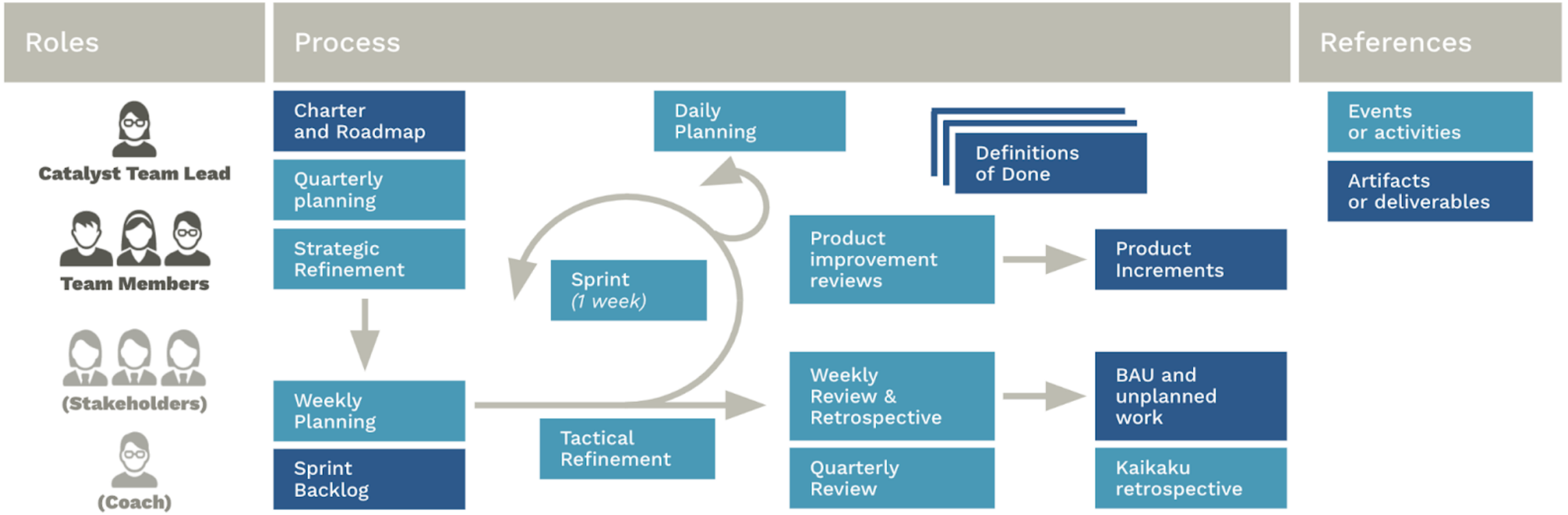
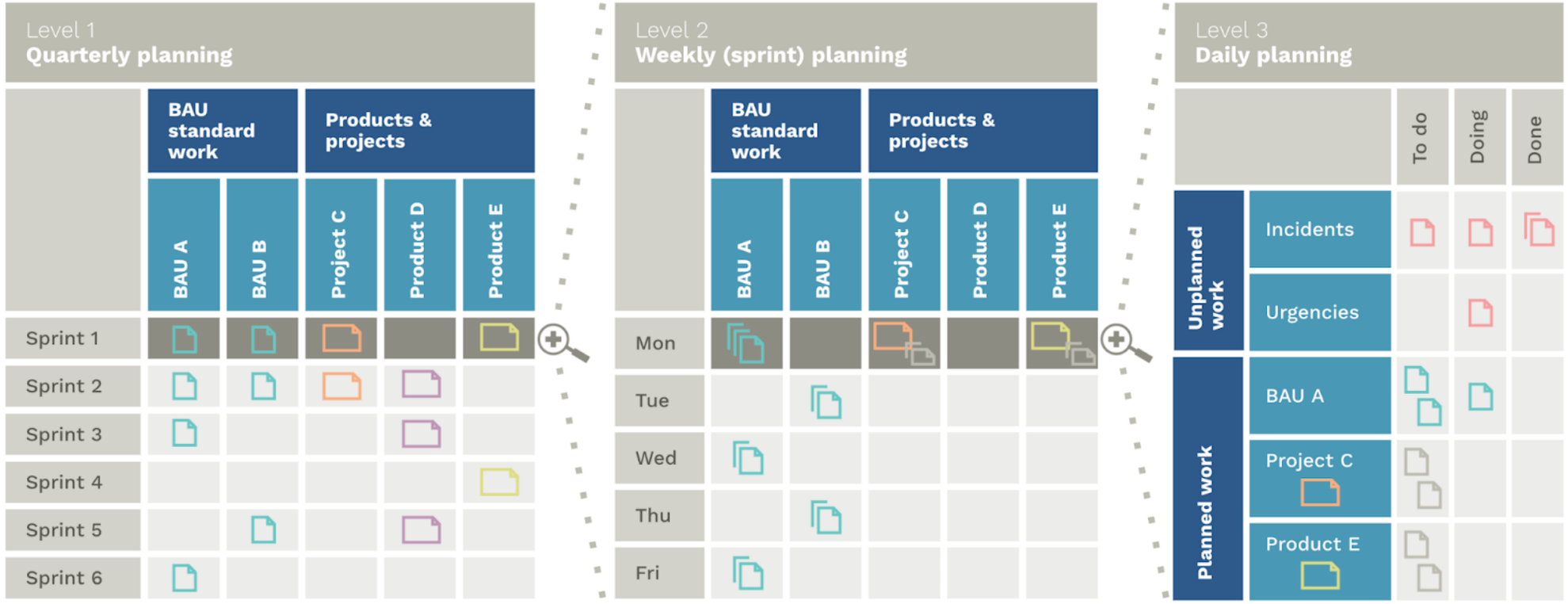
- Vima is documented and published. There is an official definition, the Vima guide, which will be maintained.
- Vima is offered as an alternative to Scrum and Kanban for business teams. Other teams might also benefit, but are not the target audience.
- One goal of Vima is to give business teams a faster, easier start with Agile than they would have with Scrum or Kanban.







The VIMA framework illustrations

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Focus of today will be on key differences with Scrum

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Our insight: classic predictive thinking tools we abandoned, when used by an Agilist, become useful again (in this context)

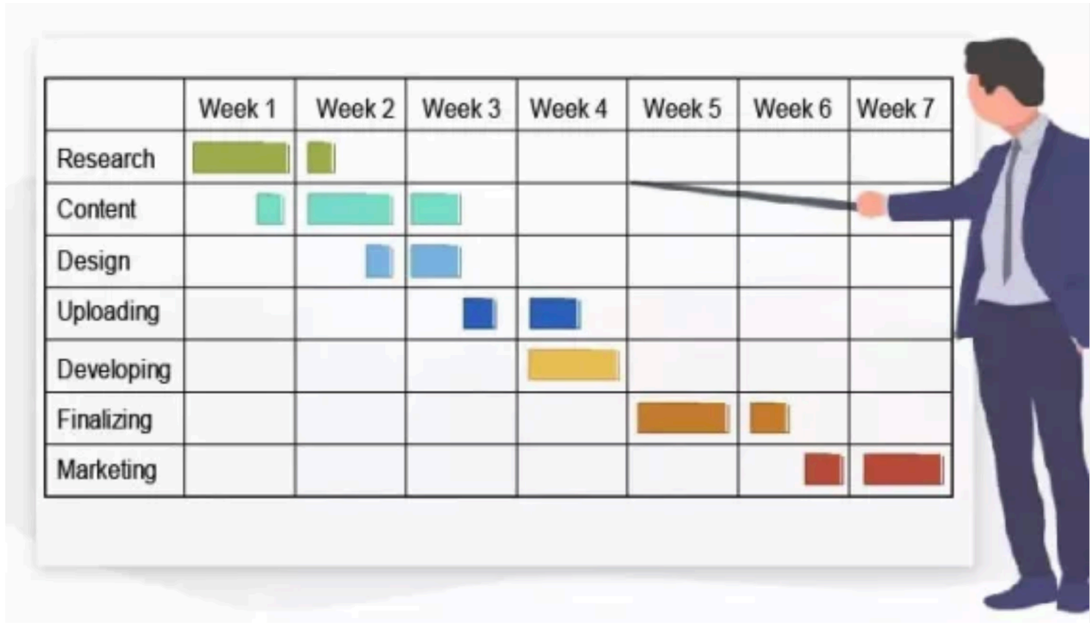

Image source: https://www.sprintzeal.com/

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VIMA indicates 3 levels of agile planning, all with **calendar support**

Level 1: Medium term (Roadmap, PI-style, multi-month)

Level 2: Short term
(Sprint, 1~2 weeks)

Level 3: Super short term (Daily)

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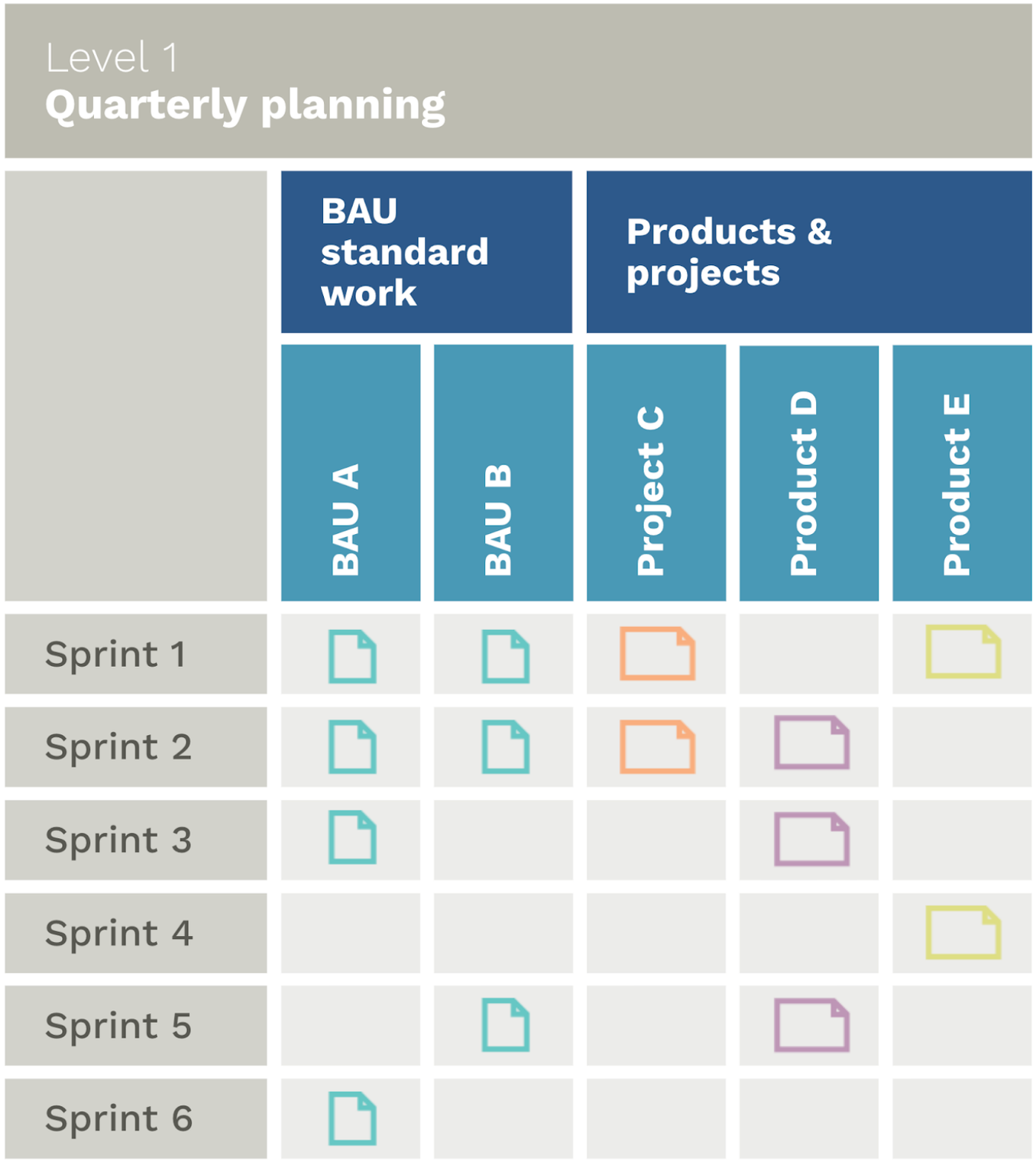
Level 1: Quarterly & roadmap planning

All VIMA boards have the concept of date built-in - without trying to be “predictive"



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L1: Quarterly & roadmap planning

Example roadmap & mid term planning - 5 months (10x 2-week sprints)

(UBA FCEyN)

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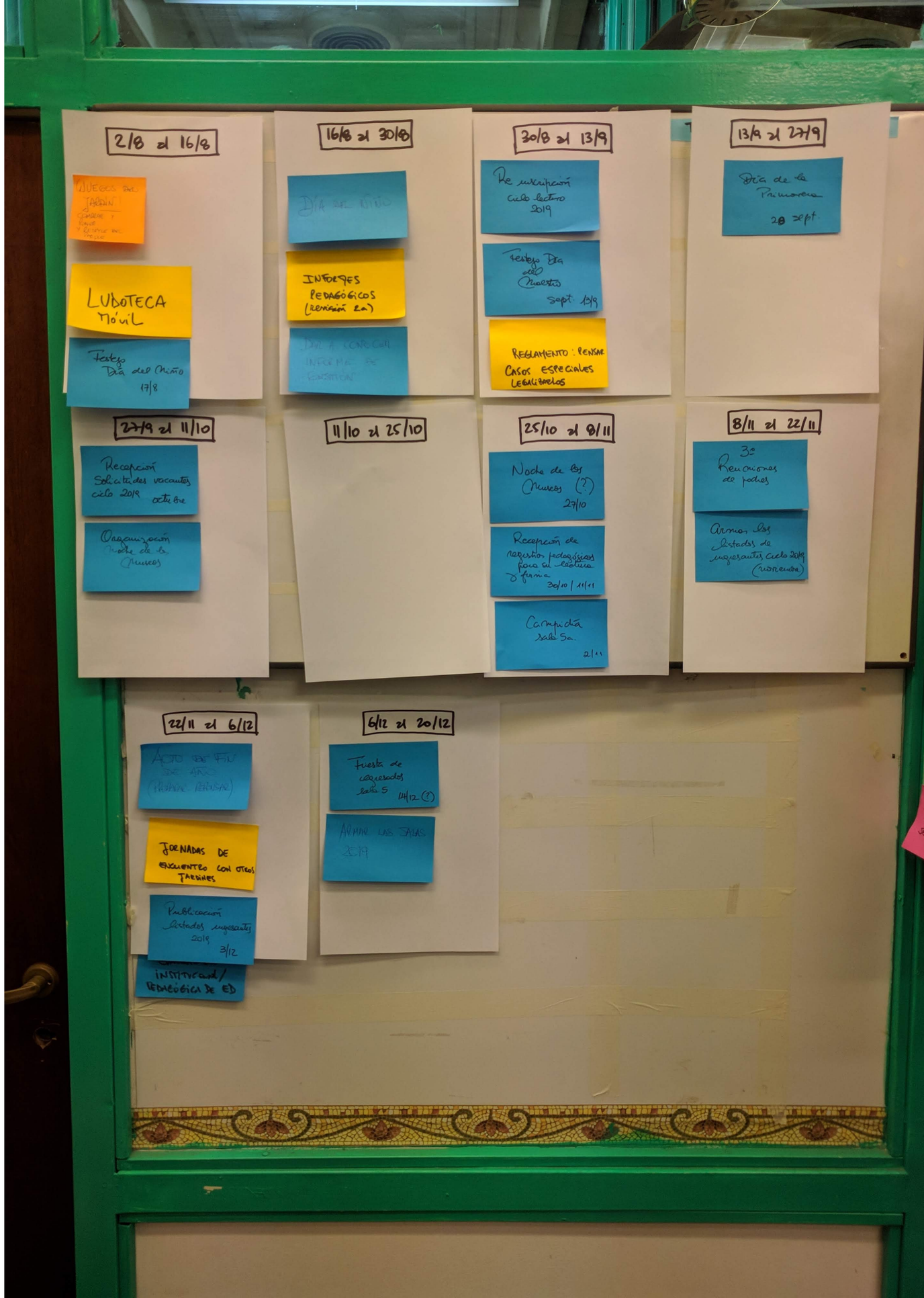

L1: Medium term planning with VIMA maps

Example VIMA map covering 14 weeks

(Johnson Controls)

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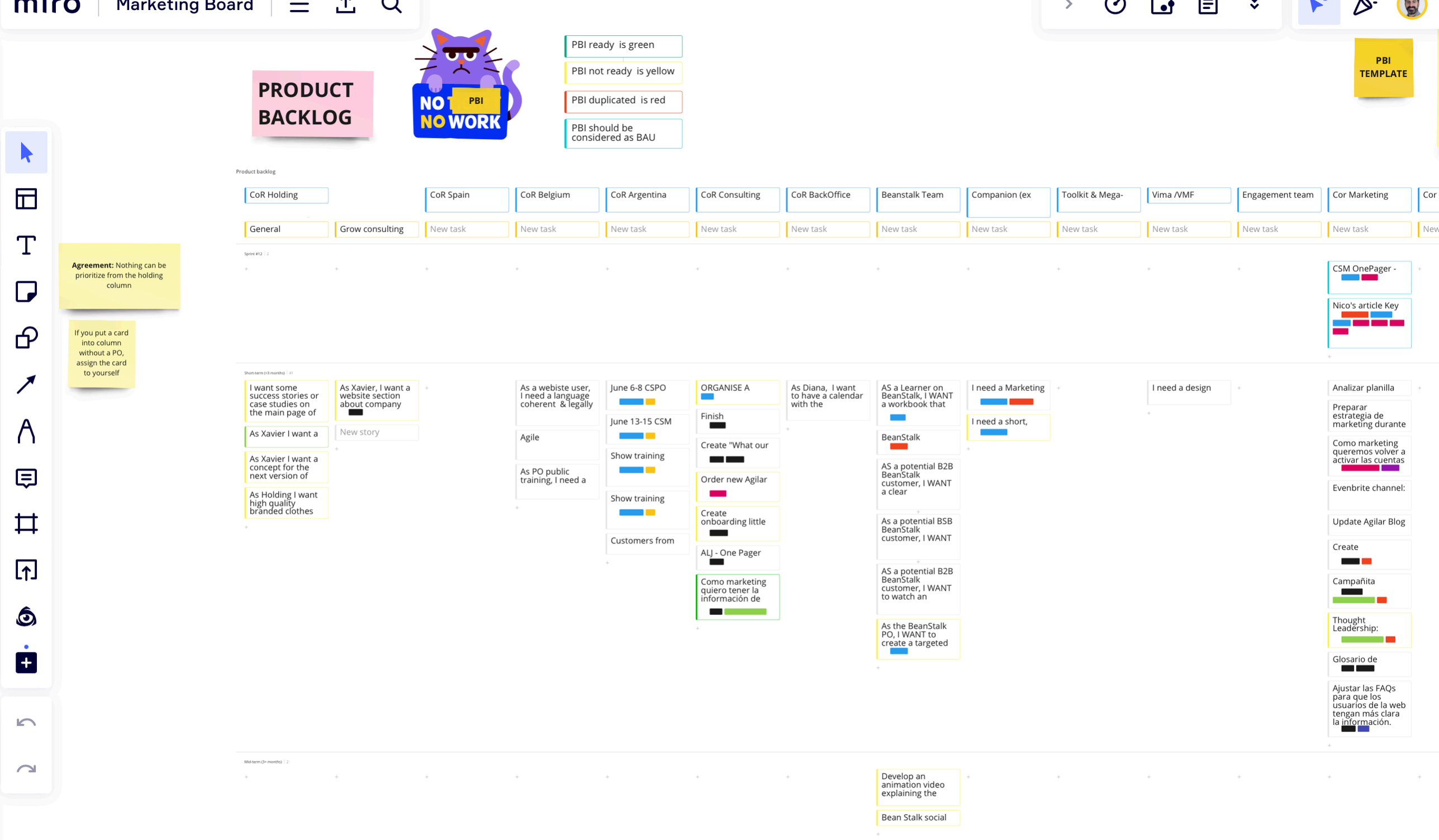
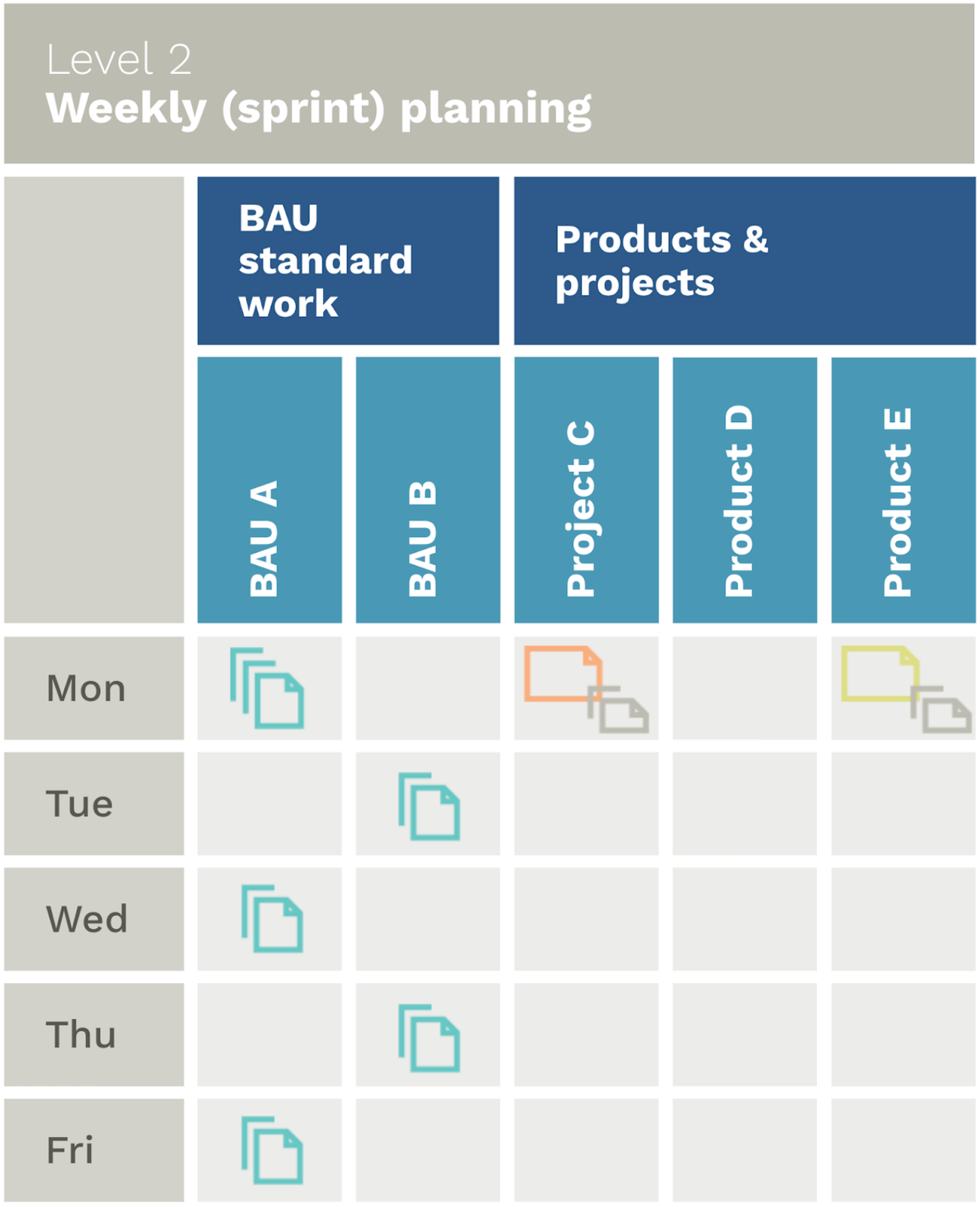


Vima L1 map on a Miro board

(Agilar Marketing team, 2023)

Level 2: Sprint/weekly planning

The key to success is to use the calendar to focus on Visual Management, not predictability



L2: Sprint/weekly planning

Example with a one week sprint and vertical rows

(Endesa)

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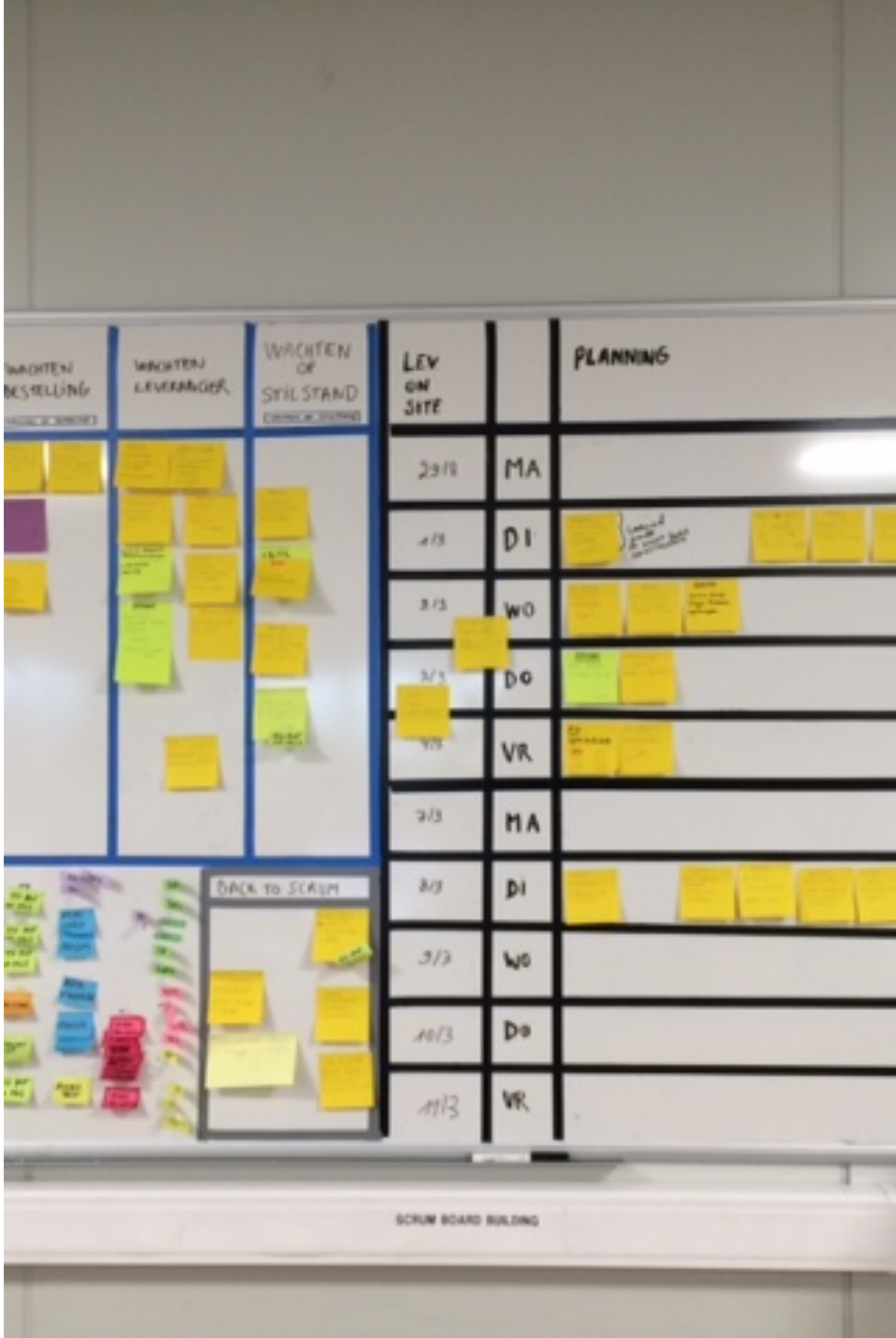
L2: Sprint/weekly planning

Example with a two week sprint and horizontal rows

(Tower Automotive)



Level 3: Daily planning

L3: Daily planning

Example with standard tasks per team member

(Tower Automotive)

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Planning Friday:
Economical Unemployment (if possible Saturday, else to finish)
TOWER

Challenge #2: time constrained work

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Our insight: Once we have a calendar, all you need is good Visual Management

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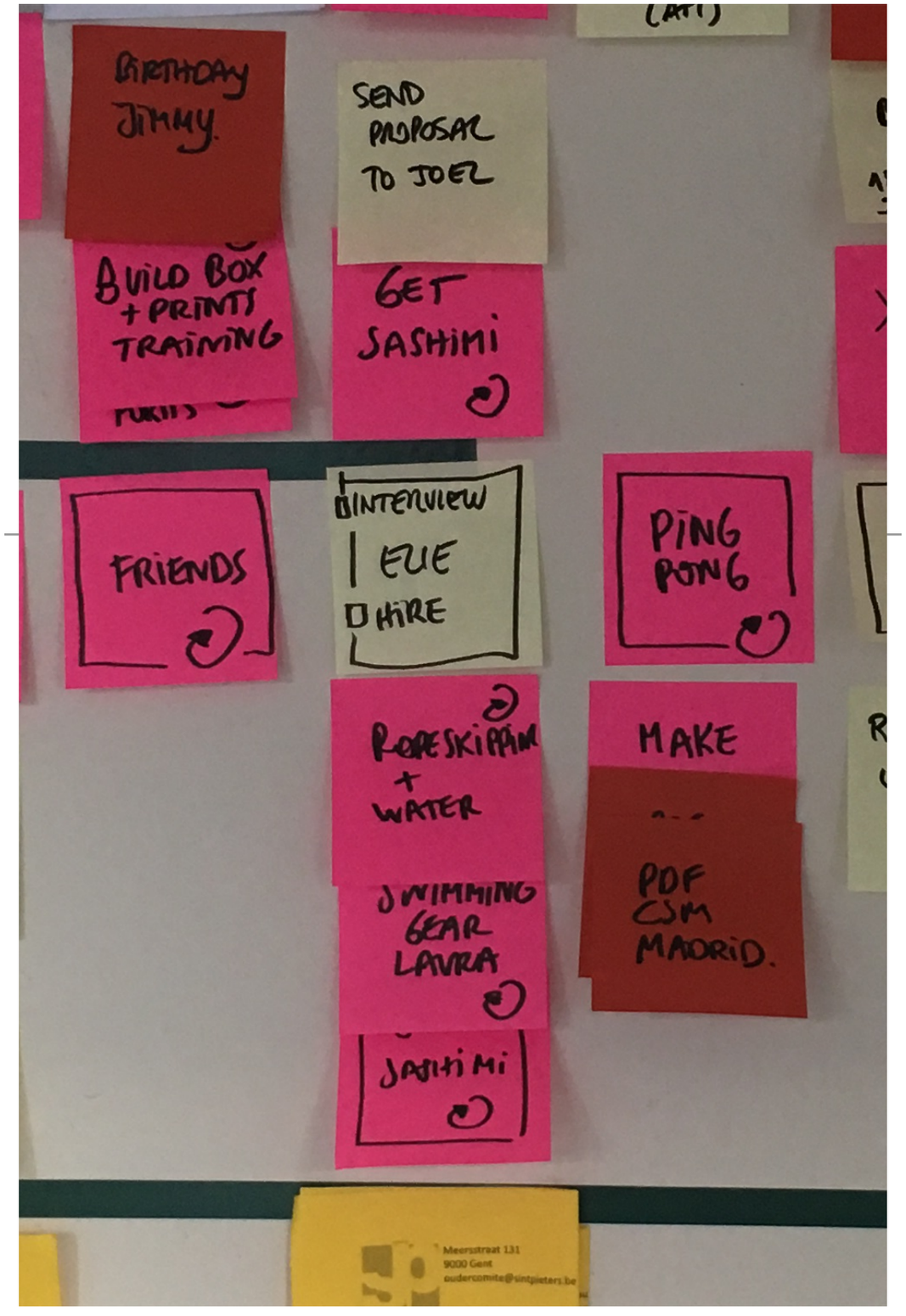
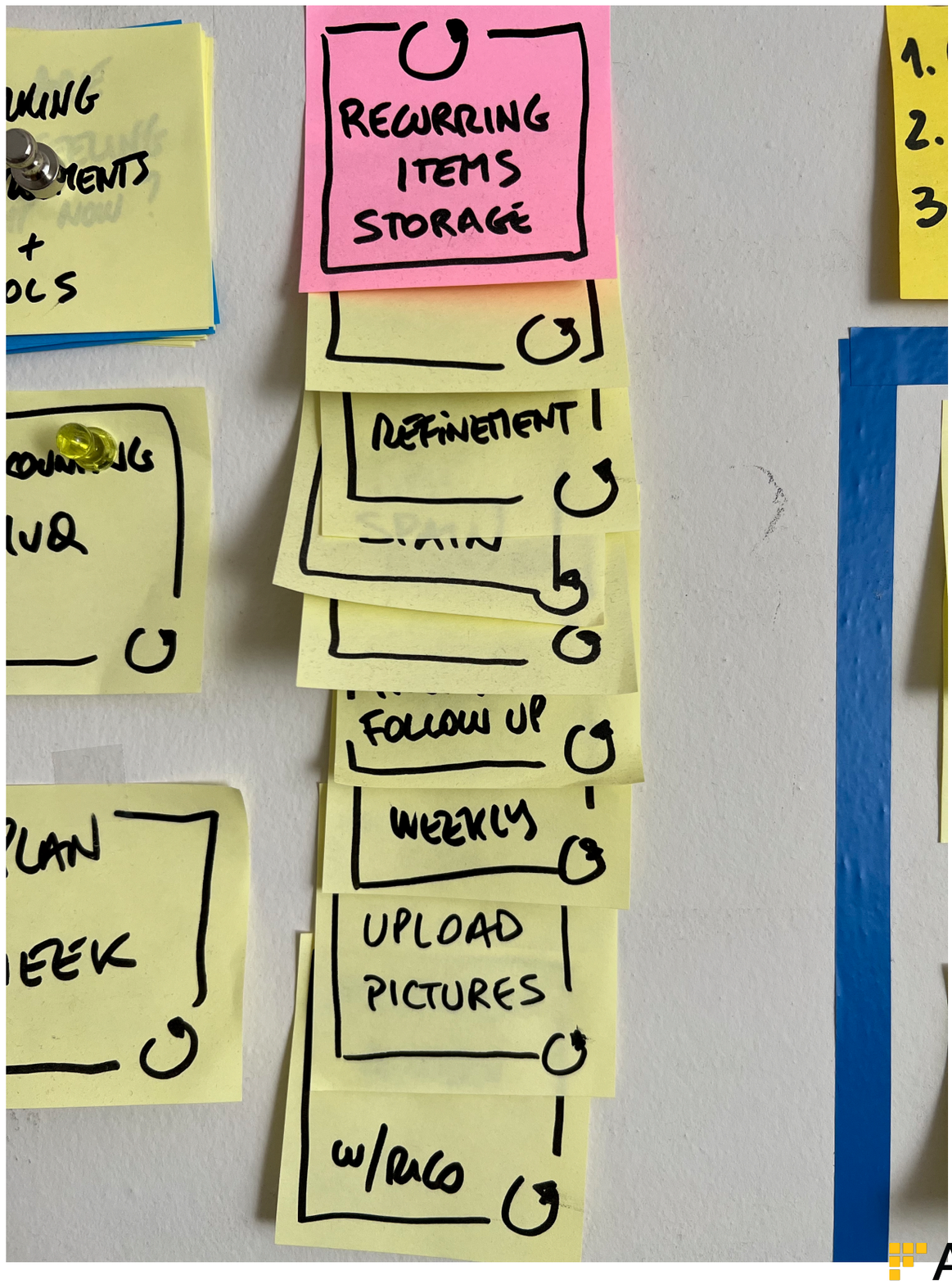
Example: Recurring tasks





Example: Delegated or waiting tasks

Challenge #3: expert leadership combined with (almost) no product development

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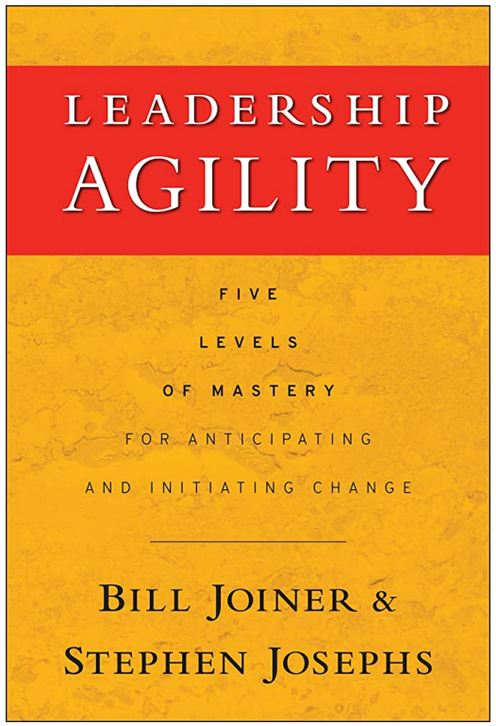
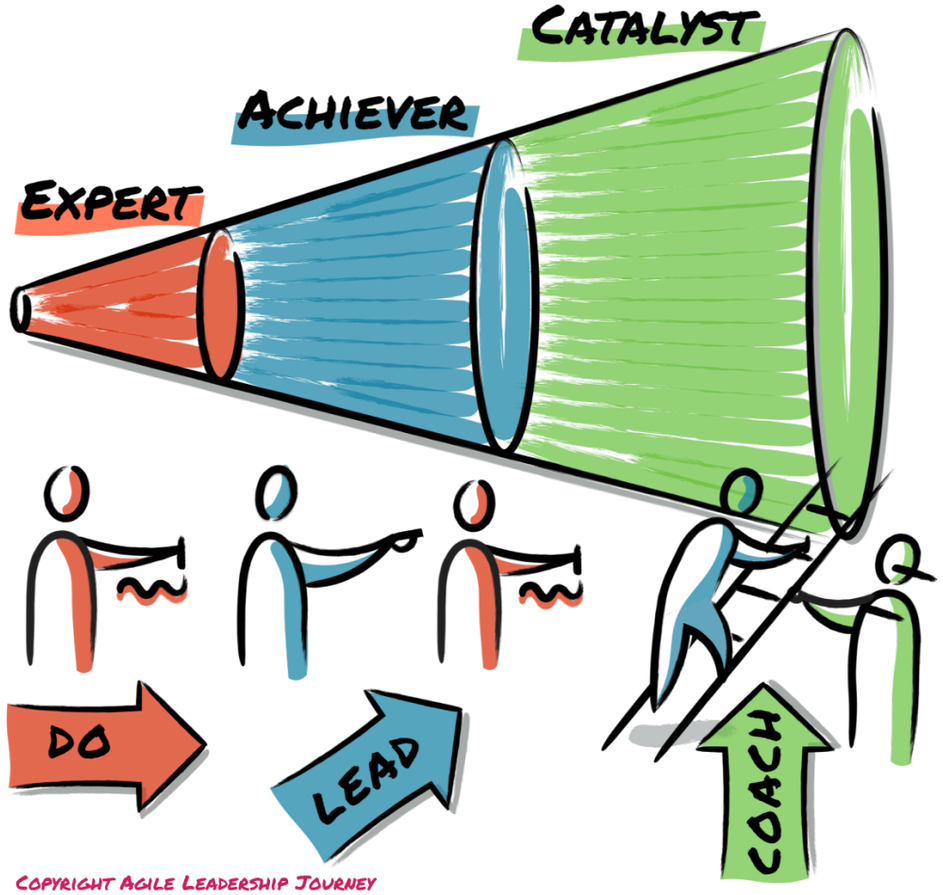
Agile Leadership™ Journey

Our insight: the Catalyst Leadership model (Bill Joiner / Pete Behrens / ALJ)





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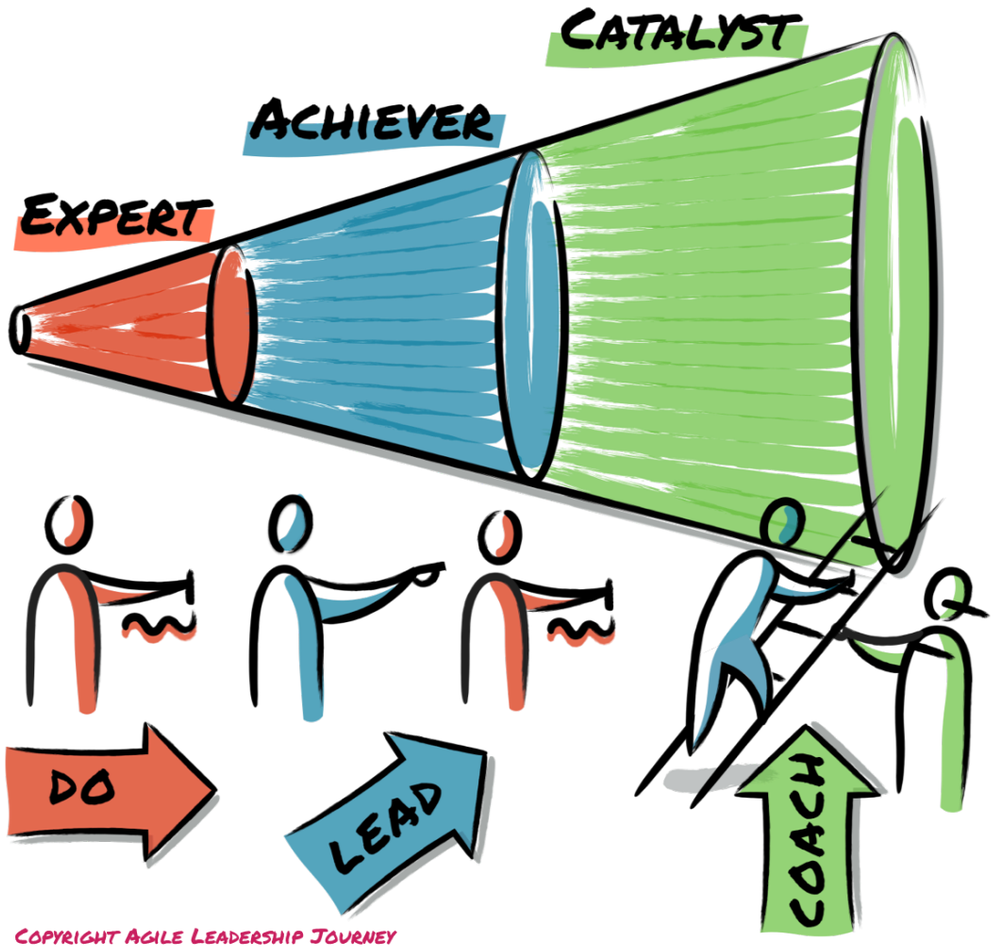

Business team leaders need to grow into Catalyst Leaders. The good ones are already half there.

A business team with a Catalyst Leader does not need a Scrum Master or Product Owner

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The first Vima catalyst team leader 👏

José Antonio Ranea Triviño (Endesa)

Other patterns and comments

- Sprint planning or tactical refinement requires prioritising among active value streams for the upcoming Sprint.

- Light combined review and retro at end of week, summarising BAU achieved and kaizen improvements

- One DoR, DoD, and Product Review per product, project or value stream

- Less frequent, bigger improvement events (Kaikaku retrospectives)

- Integrates seamlessly with other Vima, Scrum or Kanban teams

Conclusions

- There is a huge, unaddressed population within our client organisations - business teams that do a mix of complicated, chaotic and complex work.

- Scrum and Kanban are not a great fit for these teams due to this nature of the work they do.

- We can bend and stretch Scrum, or build complex Kanban implementations from scratch - but even better is to discover new patterns and build or evolve methods around those patterns

- Vima is a first take at doing that - an Agile framework, based on Scrum, specifically designed for business teams.

- The two key characteristics of Vima that distinguish it from Scrum are **calendar centricity** and **catalyst leadership**.

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Questions?

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