

# Implementing Scrum for Non-Software Teams

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Joke Vandemaele & Xavier Quesada Allue  
Scrum Gathering London 2018





Kindergarden (Argentina)













Car factory (Belgium)









2014-2016



# What we learned at Tower

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- Scrum basically works
- It brings big benefits and is well accepted
- There are some differences with “classic” Scrum
- They are addressable through visual management patterns





What's happened since Tower?





Energy company (Spain)





Endesa

Iberia natural gas logistics team



# Challenge #1: defining the work

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- What is the product?
- What is a valid product increment?
- How do I define and split PBIs?
- What is a valid Definition of Done?



## Challenge #2: dealing with time constrained work

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- How do we follow up on tasks that are delegated or waiting? (the dependency cannot be eliminated)
- How do we deal with recurring work?
- How do we deal with deadlines, and tasks that cannot be started before a certain date?
- Don't forget we also have to deal with unplanned work
- How do we make sure we are focusing on our priorities and not forgetting about anything?





# Our proposal: VMF

A mini-framework for adding calendar support to Scrum

Pattern oriented - pick the patterns you need or serve you best

"VMF squad"



# 3 levels of planning with calendar support

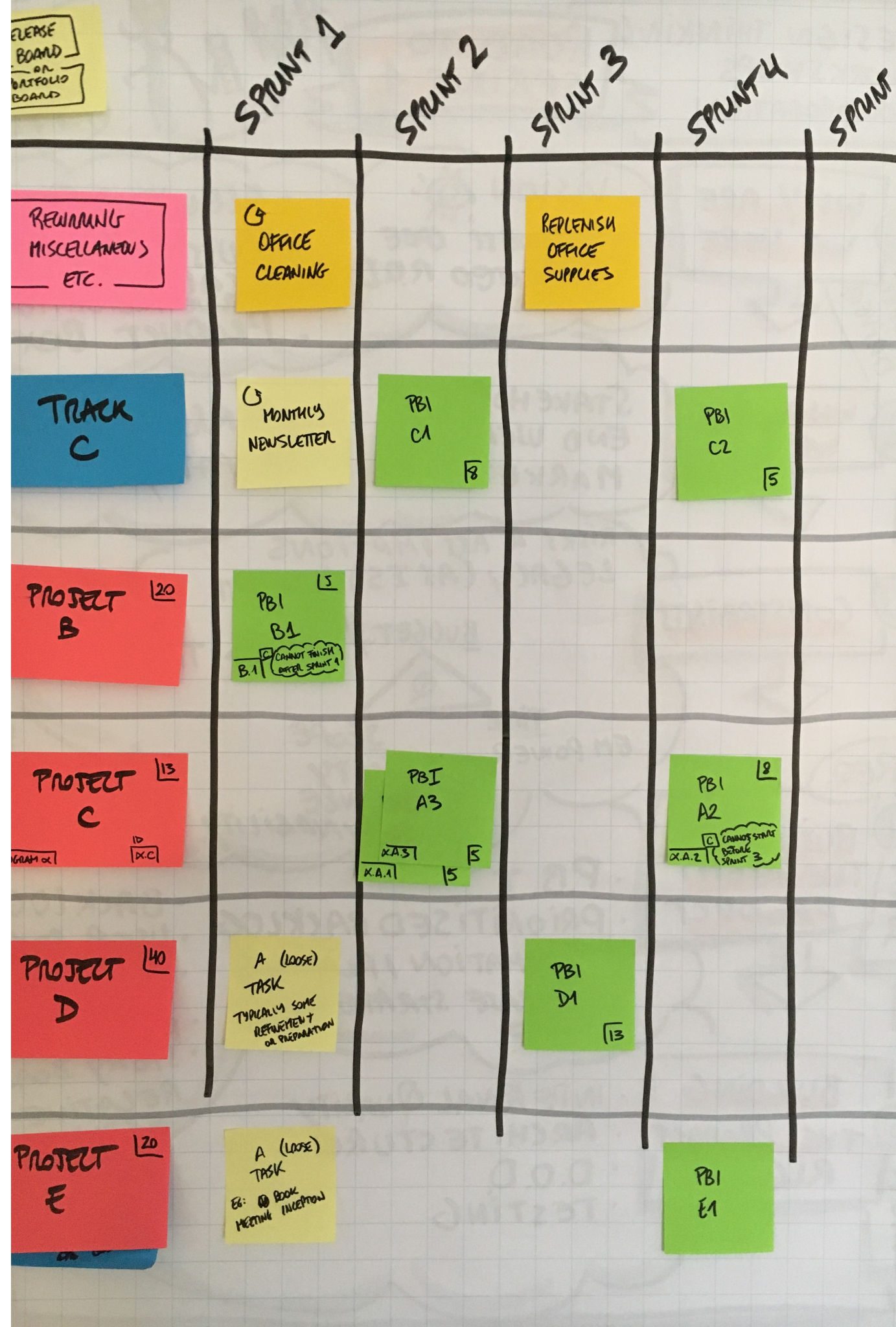
- Level 1: Medium term / Roadmap
- Level 2: Weekly / Sprint
- Level 3: Daily





# L1: Medium term or roadmap planning

- VMF Story Map with Calendar
- Rows are streams or projects, columns are months or sprints (can be reversed)
- Mid-to-long term planning visualization, use it if necessary





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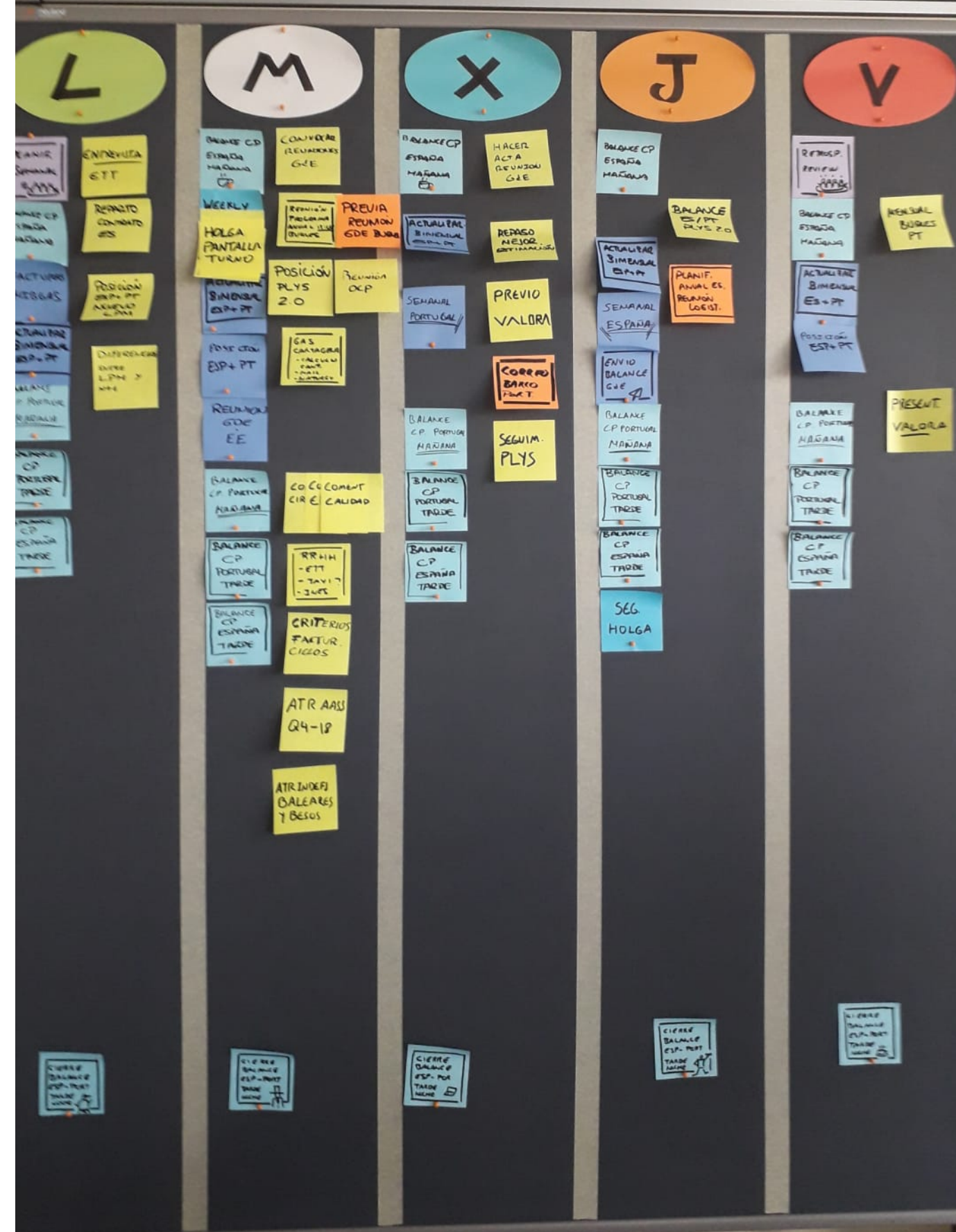
# L1: Quarterly planning

Quarter	Tasks
2/8 al 16/8	<ul style="list-style-type: none"><li>QUEDES de JARDIN (orange)</li><li>LUBOTECA Móvil (yellow)</li><li>Festejo Día del Niño 17/8 (blue)</li></ul>
16/8 al 30/8	<ul style="list-style-type: none"><li>Día del Niño (blue)</li><li>INFORMES PEDAGÓGICOS (REVISIÓN 2a) (yellow)</li><li>DÍA A CARICOLI INFORME DE PASADOS (blue)</li></ul>
30/8 al 13/9	<ul style="list-style-type: none"><li>Recepción ciclo lectivo 2019 (blue)</li><li>Festejo Día del Maestro sept 13/9 (blue)</li><li>REGLAMENTO PENSA CASOS ESPECIALES LEGALIZADOS (yellow)</li></ul>
13/9 al 27/9	<ul style="list-style-type: none"><li>Día de la Primavera 28 sept (blue)</li></ul>
27/9 al 11/10	<ul style="list-style-type: none"><li>Recepción Solicitudes vacantes ciclo 2019 octubre (blue)</li><li>Organización noche de los Museos (blue)</li></ul>
11/10 al 25/10	
25/10 al 8/11	<ul style="list-style-type: none"><li>Noche de los Museos (?) 27/10 (blue)</li><li>Recepción de registros pedagógicos para su revisión y firma 30/10 / 11/11 (blue)</li><li>Campaña Sala 5a. 2/11 (blue)</li></ul>
8/11 al 22/11	<ul style="list-style-type: none"><li>3º Reuniones de padres (blue)</li><li>Armar los Estados de Ingresantes ciclo 2019 (revisión) (blue)</li></ul>
22/11 al 6/12	<ul style="list-style-type: none"><li>Acto de Fin de Año (blue)</li><li>JORNADAS DE ENCUENTRO CON OTROS TAREHES (yellow)</li><li>Publicación Estados Ingresantes 2019 3/12 (blue)</li><li>INSTRUMENTOS/ REMEDIACIÓN DE ED (blue)</li></ul>
6/12 al 20/12	<ul style="list-style-type: none"><li>Fiesta de despedidos sala 5 14/12 (blue)</li><li>ARMAR LAS SALAS 2º A (blue)</li></ul>



# L2: Weekly calendar with Sprint planning

- Sprint backlog with calendar support
- One column per day of week
- Pre-populate with recurring and fixed-date tasks
- Populate remaining capacity with backlog items
- Items that don't get completed get pushed to next day
- Pattern 1: only weekly calendar
- Pattern 2: weekly calendar on top, regular taskboard on the bottom or side





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**Monday**

XAVIER : ONLINE  
JOKE : PM  
VIVIANA :  
NATRIA :

**Tuesday**

X: ONLINE  
J: TR  
V:  
N:

**Wednesday**

X: TR  
J: TR  
V:  
N:

**Thursday**

X: TR  
J: TR  
V:  
N:

**Friday**

X: OFFICE  
J: OFFICE  
V:  
N:

**SALES**

**Adrian PRINT BOX**

**ALLEGRIE (CS)**

**CONTACT GUESTS**

**WORK ON LESS**

**WELCOME BARR - CAPOA, CA TORRES SEVILLA 12/3**

**GET PHOTOS GET TRIP KIT?**

**CREDIT CHECK PAID UNPAID**

**TO DO AFTER TRAINING: GET, CSM, ZARAGOZA**

**TO DO AFTER TRAINING: 4/5 KORTRIK**

**TO DO AFTER TRAINING: CSM, ZARAGOZA**

**CREDIT CHECK**

**INFO HOTEL**

**INFO XAVIER (TAXI HOTEL/TRIPKIT)**

**PART LIST**

**check for necessary things**

**BACKLOG LESS**

**NO HOTEL**

**LESS BOOK**

**LESS**

**SEND URL CRAIG LABIAN**

**LAUREA CASIMIR**

**ANSWER THE LESS GUY FROM GERMANY**

**MKT/LESS**

**ANNOUNCEMENT JAPAN**

**IN TWITTER**

**AD WORDS**

**CHANGE ALL THE CST LOG + ADD CTC**

**Sabadell**

**COMPLETE THE**

**MANDAR CORREO A TODOS**

**Next Week**

**In Two Weeks**

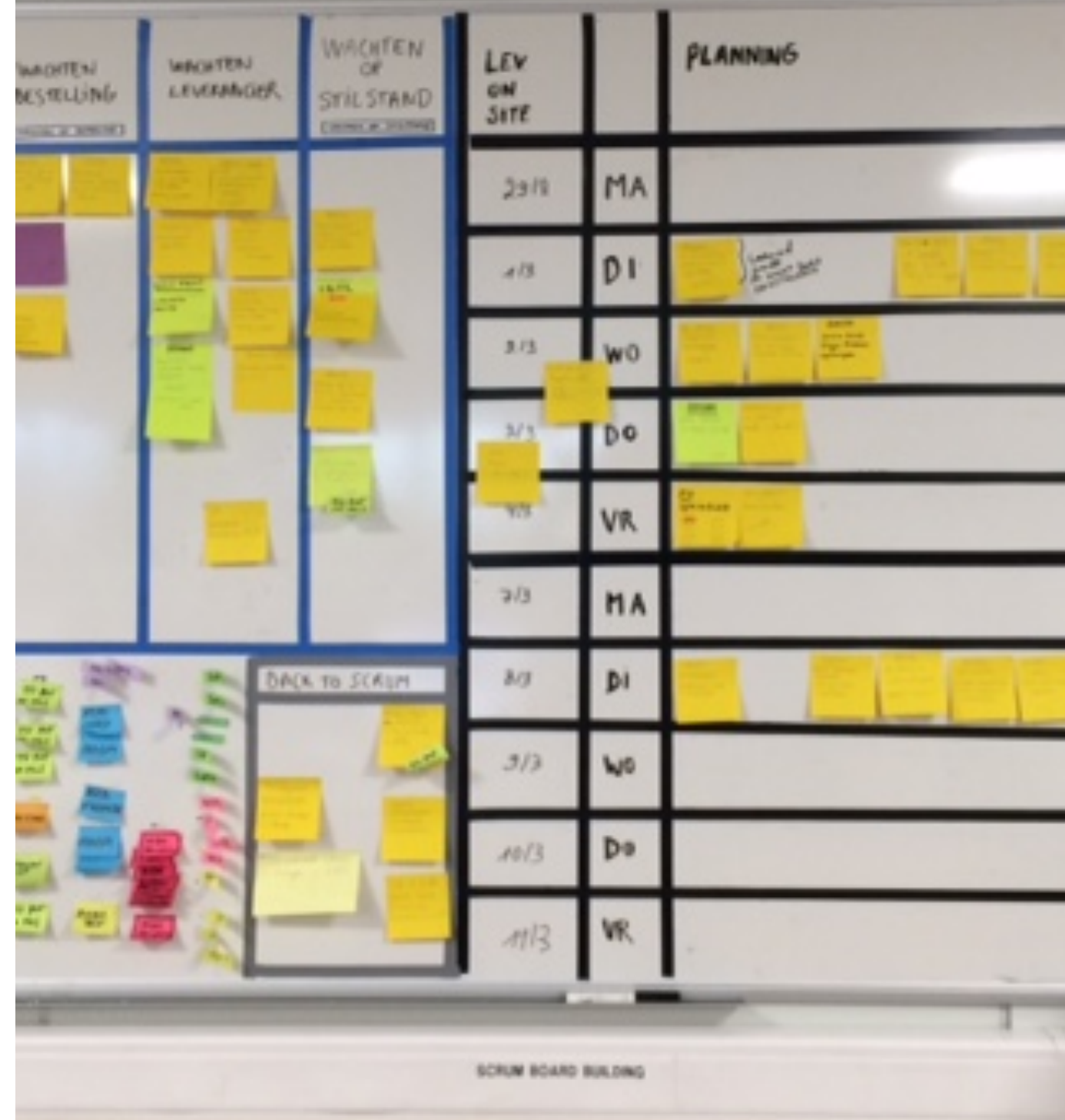
**MEETING ROOM**

**PLANNING**



## L2: Weekly calendar with Sprint planning

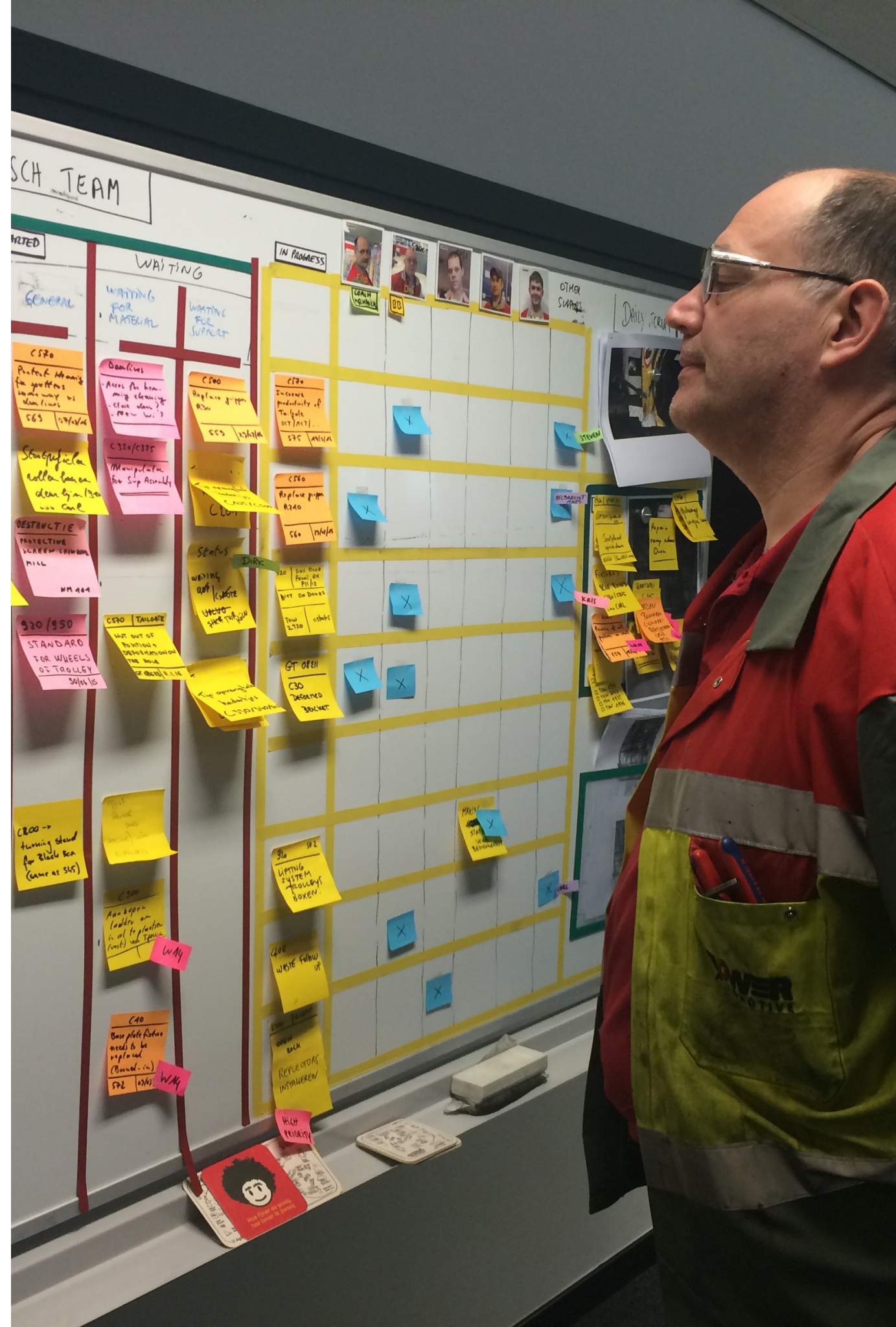
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# L3: Daily planning with Daily Scrum

- Daily backlog built during daily scrum
- Includes "green" tasks (next-day delivery SLA)
- Can be personal or team oriented
- Defaults to the column of the day that was built during sprint planning, plus anything being pushed forward



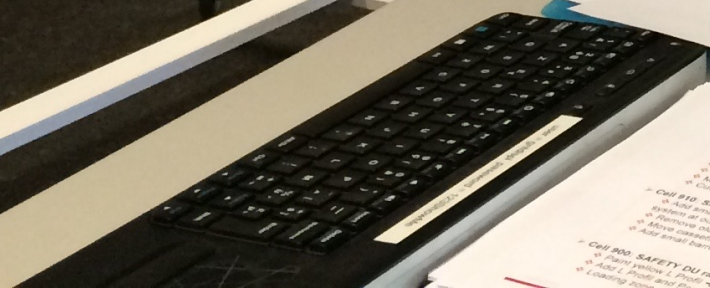


Whiteboard with a grid of red lines, densely populated with numerous yellow, orange, and pink sticky notes. The notes contain various handwritten notes and diagrams, organized in a structured manner across the grid.



Whiteboard with a grid of red lines, containing several yellow sticky notes and a small diagram or flowchart. The notes are organized in a structured manner across the grid.

Whiteboard with a grid of red lines, containing a small diagram or flowchart and some handwritten notes. The diagram appears to be a simple schematic or process flow.



Planning Friday  
Economic Unemployment (if possible Saturday, plan to finish)  
- Call 900 - New Stage - Review mapping  
- Remove old plastic (SICRAP) zone  
- Make new and place in the Box for plastic  
- Call 900 - Safety Cassette Zone STATION 2  
- Call 900 - Safety DU Jocks Zone  
- Leaving Zone and Plan

Several sheets of paper and sticky notes are scattered on the table. Some of the papers appear to be checklists or task lists, with yellow sticky notes attached to them.





# L3: Daily planning with Daily Scrum

- Take it with you





# Bringing it all together

**WAITING**

- INVOICING
- ANGEL
- CSO 12 MAY
- REGISTER XLS
- INFO
- ENDESSIA
- SAVES
- SOBATA - ESMC
- JIM TEUBER

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**MONDAY**

Adrian PRINT BOX

PELAGIENE (CS)

CONTRACT GUESTS

WORK ON LESS

XAVIER : ONLINE  
JOKE : PM  
VIVIANA :  
NATALIA :

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**TUESDAY**

SM 4/5

WELCOME BARRA CAIRO, CA 2013

SEVILLA 24/3

CREDIT CHECK

PAID DUNPRID

X : ONLINE  
J : TR  
V :  
N :

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**WEDNESDAY**

SM 4/5 DO AFTER TRAINING: GFT, CSM, ZARAGOZA

EMAIL

CERTIFICATIONS

INVOICE / FOLLOW UP

SURVEYS

COSTS

CLEAN UP PART. LIST

X : TR  
J : TR  
V :  
N :

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**THURSDAY**

TO DO AFTER TRAINING: 2/5 KORTRIJK

EMAIL

CERTIFICATIONS

INVOICE / FOLLOW UP

SURVEYS

COSTS

CLEAN UP PART. LIST

X : TR  
J :  
V :  
N :

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**FRIDAY**

TO DO AFTER TRAINING: CSM, ZARAGOZA

PPT

EMAIL

CERTIFICATIONS

INVOICE / FOLLOW UP

SURVEYS

COSTS

CLEAN UP PART. LIST

INFO HOTEL

INFO XAVIER (TRAVEL HOTEL/TRAINING)

PAPER LIST

CREDIT CHECK

check for necessary flights

X : OFFICE  
J : OFFICE  
V :  
N :

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**NEXT WEEK**

CSM 2/2/2

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**IN TWO WEEKS**

MEETING ROOM LESS

CHANGE ALL THE CST LOG + ADD CTC

Sabote II

COMPLETE

MANDAR

COLEO & TOOLS

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**UPCOMING BACKLOG**

INVOICING

OTHER

TRAINING

[ DAILY BUSINESS ]

- Process De Facto
- Bus con Gathering Venue - 18 rooms - catering - meeting space AGIBAR
- AXA SPAIN
- Become expert in HM PR
- Publish May SM MAD
- CATALUNYA? VENUE CHANGED
- FAQ ACTUALIZACIO DE-MARIL IONACIO RUBIO GUERRERO D'ingles D'Español.
- Venue survey game 6 colours of card 2 of each - Print, plasticise

[ SPECIAL WORK ]

- BACKLOG LESS
- NOUVEL CENTER
- LESS BOOK
- LESS PUBLISHED
- SEND URL CRAIG LABRIN
- LOWER PRICES
- ANSWER THE LESS GUY. FROM GERMANY
- MKT LESS
- ANNOUNCEMENT SPAIN TWITTER AD IN AD

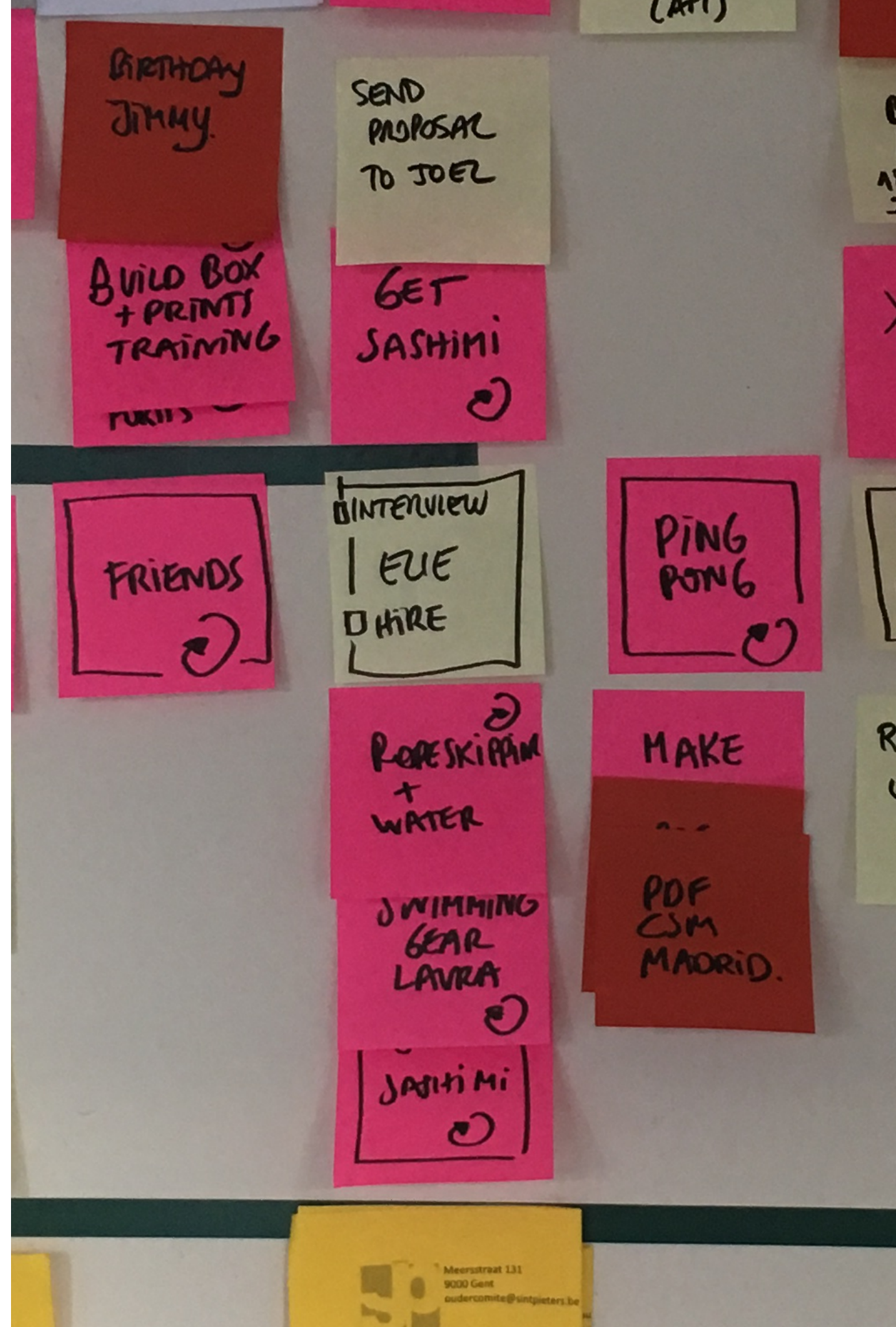
**PLANNING**

WEIGHT TRAINING NEXT



# Recurring tasks

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# Delegated or waiting tasks

**WAITING**

- INVOICING
- SAVES
- ANGEL
- CSO 12 MAY
- INFO REGISTER XLS
- ENDESSIA
- Adrian PRINT BOX
- AGENCIARE (CS)
- CONTRACT GUESTS
- WORK ON LESS

**MONDAY**

GET CSM

XAVIER : ONLINE  
JOKE : PM  
VIVIANA :  
NATALIA :

**TUESDAY**

SM 4:30  
GET CSM

X: ONLINE  
J: TR  
V:  
N:

WELCOME BARRA  
CAJAS, CAJAS  
SEVILLA 14/3

GET PHOTOS  
GET TRIP PLAN?

CREDIT CHECK  
PAID  
DUNPAID

**WEDNESDAY**

SM 4:30 DO AFTER TRAINING:  
GET, CSM, ZARAGOZA

X: TR  
J: TR  
V:  
N:

TO DO AFTER TRAINING:  
KORTENK

X: TR  
J: -  
V:  
N:

**THURSDAY**

TO DO AFTER TRAINING:  
CSM, ZARAGOZA

X: OFFICE  
J: OFFICE  
V:  
N:

INFO HOTEL  
INFO XAVIER  
(TRA HOTEL/FRANK)  
PART LIST

CREDIT CHECK

check for necessary flights

**FRIDAY**

TO DO AFTER TRAINING:  
CSM, ZARAGOZA

X: OFFICE  
J: OFFICE  
V:  
N:

INFO HOTEL  
INFO XAVIER  
(TRA HOTEL/FRANK)  
PART LIST

CREDIT CHECK

check for necessary flights

**NEXT WEEK**

CSM 12/22

**IN TWO WEEKS**

MEETING ROOM LESS

CHANGE ALL THE CST LOGS + ADD CTC

Sabote II

COMPTONAL CODE  
MANDAR CODES & TOOLS

**UPCOMING BACKLOG**

INVOICING

OTHER

TRAINING

[ DAILY BUSINESS ]

Process de factuenda  
SOC CREAR

BUS CAR  
Gathering Venue  
- 18 rooms  
- Catering  
- Meeting space  
AGIBAR

AXA SPAIN

Become expert in HK PR

Publish May CSM MAD

CATALUNYA? VENUE CHANGED

FAQ ACTUALIZACION DE MEXI IONACIO RUBIO GUERRERO  
D'Inglés  
D'Español.

Venue survey game  
6 colours of card  
2 of each  
- Print, plasticify cut

[ SPECIAL WORK ]

BACKLOG LESS

NOUVEL CENTER

LESS BOOK

LESS PUBLISHED

ANSWER THE LESS GYM TEST GERMANY

MKT LESS

ANNOUNCEMENT SPAIN  
TWITTER  
AD IN ADP

PLANNING

WEIGHT TRAINING NEXT



# Other patterns

- Colored post-its for different service level agreements
- Checklists for standard work
- Next sprint backlog/calendar





# Other patterns

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- Team Lead as SM+PO
- No SM or PO (team does it)
- End-of-week meeting as merged Review+Retro
- DoD & DoR per task, stream or feature/project





# Things that might not change

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- Sprint Planning
- Daily Scrum
- Sprint Review
- Retrospective
- Relative estimation
- Roles





# Problems you might have

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# Summary & advice

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- It works, and the main benefits come from the impact in culture and leadership
- Put effort into defining your product, PBIs and product increments as “agile” as possible - but don’t get frustrated if your product increment is not that clean.
- Use visual management to manage your work
- Implement patterns for visualizing and prioritizing any time-constrained work your team has: delegated or waiting work, recurring tasks, tasks with date constraints.



# Questions & Thank you

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xavier.quesada@agilar.com

@xquesada

joke.vandemaele@agilar.com

Visual Management Blog