

A mini-framework for agility beyond software

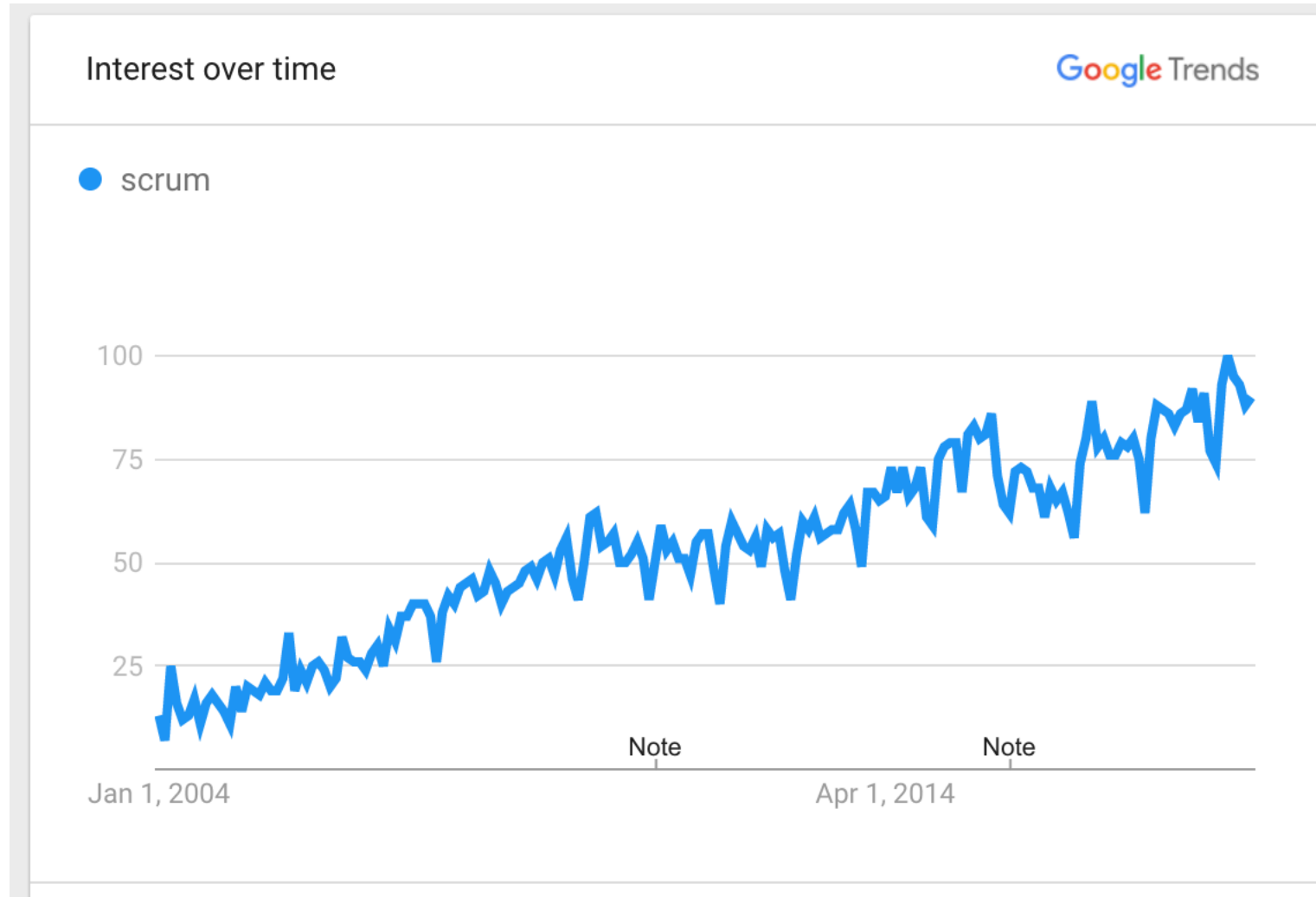
Xavier Quesada Allue

Unilin Innovation Day – 20 June 2019



Part 1: Business Agility and the context for Agile

Interest in Scrum and Agile methods has continually risen over the past 15 years



Benefits of introducing Agile approaches

More innovation and impact. More customer centricity. More adaptability to changing environments.

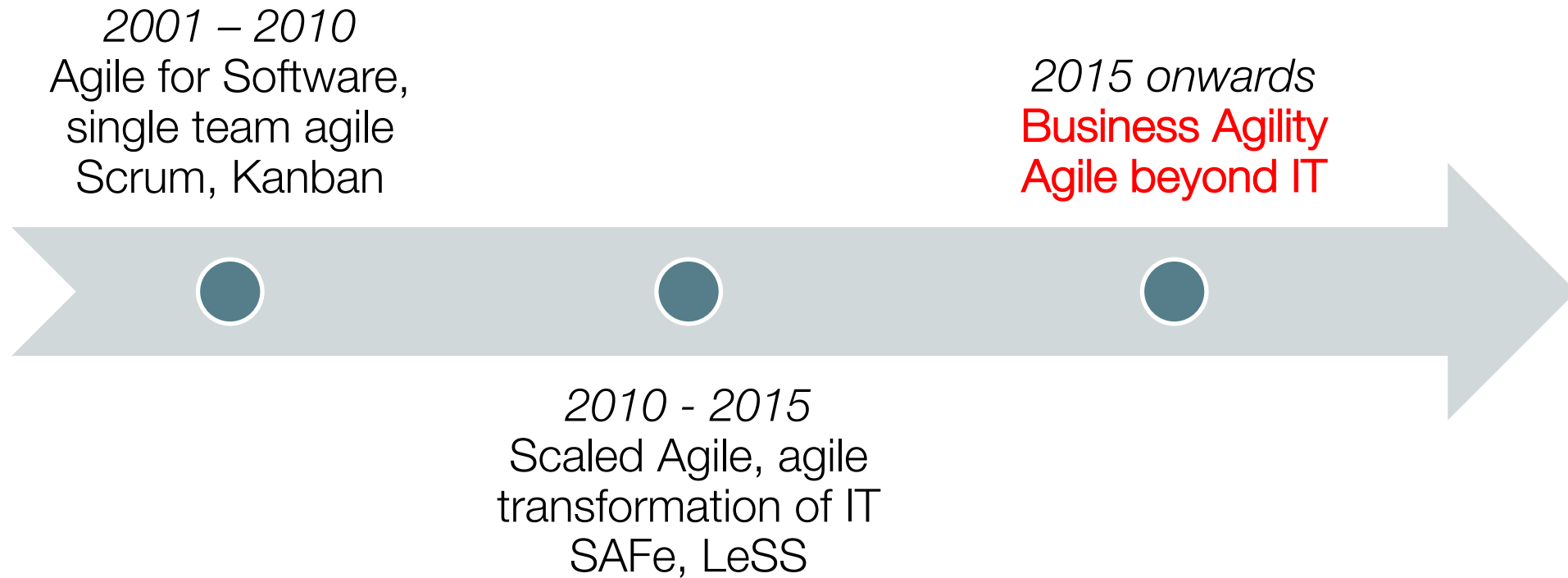
More productivity and quality. More focus, more delivery. Operational excellence.

More project transparency and less project risk.

More motivation, fun and sustainability in the workplace. Happier people!



Evolution of agility trends in the last two decades



Business Agility
Agile beyond Software
The Agile Organization
Agile Leadership
Agile Culture





Riccardo Mariti

@RiccardoMariti

Restaurateur, Agile Transformation Specialist, Scrum Trainer, Climber, Trainer of Superstar Chefs

Chelsea, London 📍

riccardos-italian-restaurant.co.uk 🔗



Agile Restaurant "Riccardo's"
(London)



Agile Kindergarden “Mi pequeña ciudad” (Argentina)



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 to coordinate the tough project of preparing themselves for my coming to the world. I leave you with them now...





Tower Automotive Gent - 2014



Tower Automotive Gent - 2014

Things we did at Tower

- Agile Teams w/ Scrum Roles
- Sprint Plannings
- Daily Scrums
- Sprint Reviews
- Retrospectives
- Relative estimation



What we learned

- Agile works! Outside of software, and outside of product development
- The mindset and culture that Agile proposes is well received.
- Scrum is plug and play as a core framework. It brings immediate benefits, even in a Lean environment.
- But... there are some deltas with "textbook" Scrum and Kanban.
- And... they are addressable through visual management patterns.



Part 2: Visual Management Framework (VMF)

a mini agile framework for teams that don't find a good enough fit in Scrum or Kanban

endesa Endesa Madrid HQ





Endesa

Iberia natural gas logistics team

Typical challenges the Endesa team faces daily

(Recurring) BAU work

Unplanned, urgent work (incidents and managerial)

Dependencies and delegated work that needs following up

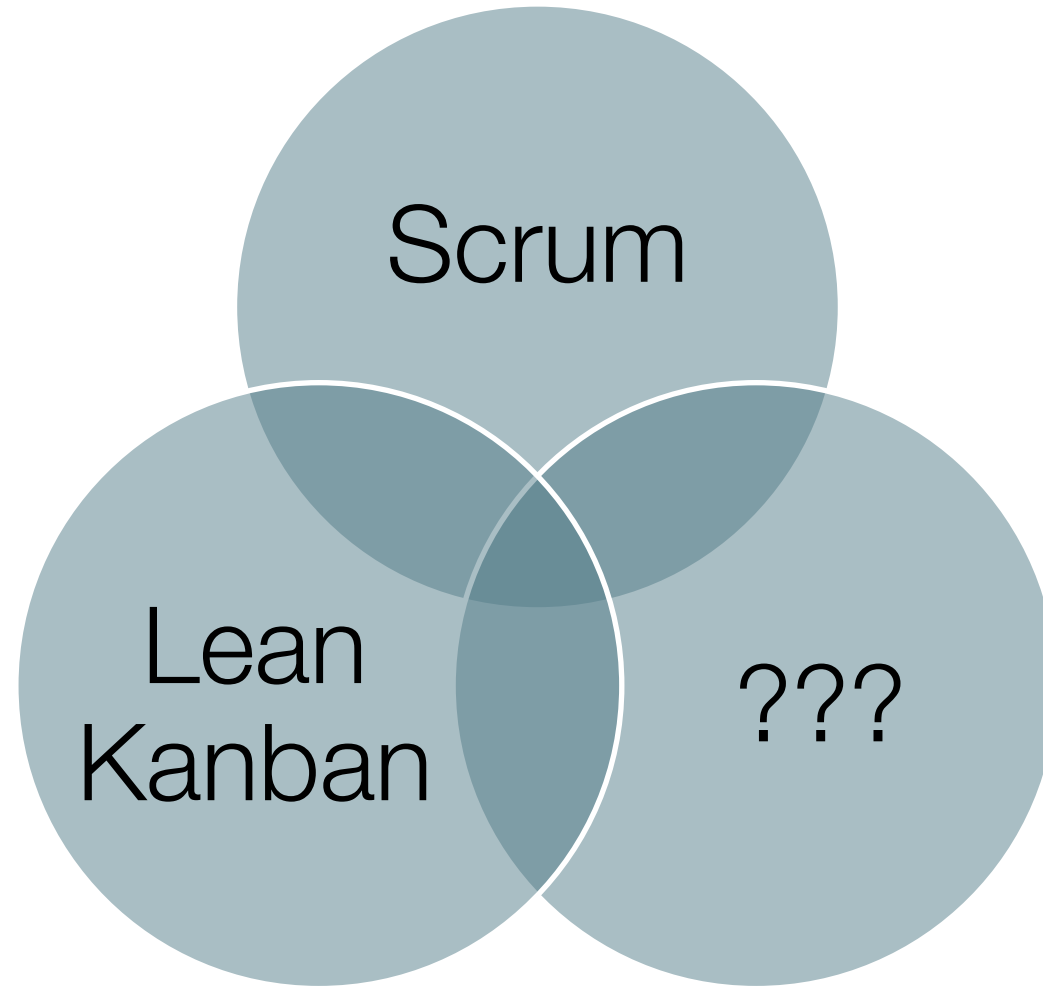
Deadlines, and tasks that cannot be started before a certain date

Internal and external projects – many of them!

How do we make sure we are focusing on our priorities and not forgetting about anything?

How do we stay motivated with all this chaos?

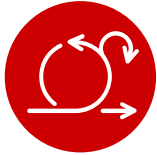
There is a gap in popular Agile methods today. Scrum and Kanban are not designed to address these scenarios...



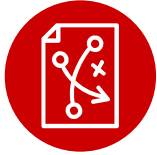
So we went ahead and invented something new.
We call it the “Visual Management Framework”



Visual Management Framework: What are the benefits?



Truly agile framework, preserving **all agile benefits**



Integrates **unplanned and routine business work** on top of innovation work



Allows management of **hard deadlines and/or external dependencies**

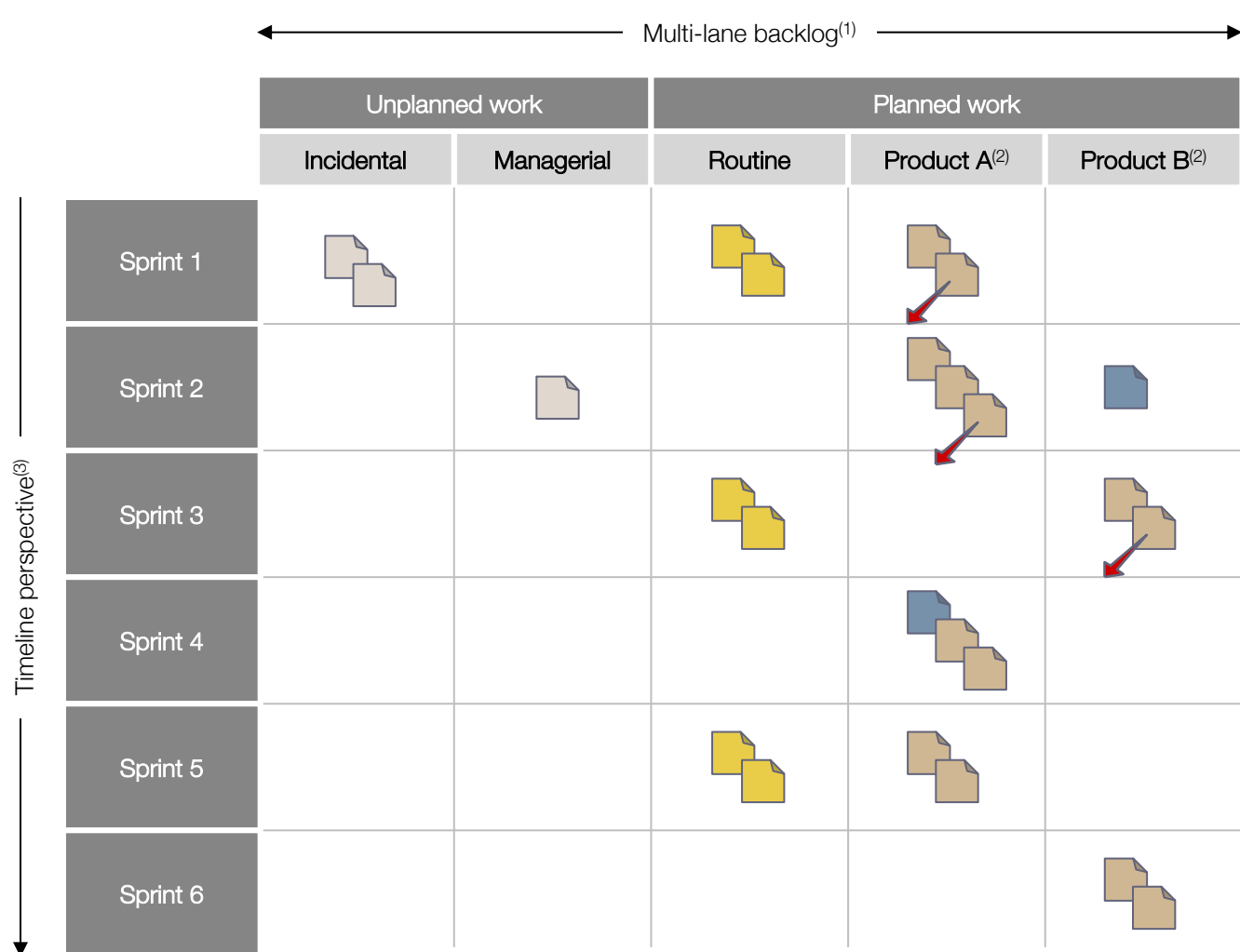


Provides visibility and allows **prioritisation across all activities**








Instil **agile mindset and culture** through visual management patterns

Visual Management Framework: How does it work in practice?



Working principles

-  **Routine work** is incorporated into the backlog
-  **Hard deadlines and/or external dependencies** are incorporated into the backlog
-  **Product backlog** is built and prioritised taking into account:
 - Remaining team capacity after routine work and buffer for unplanned work (based on historical levels of unplanned workload)
 - Hard deadlines and/or external dependencies
-  When **unplanned work** pops up, it is added to the backlog to be **handled according to urgency**
 - Incidental work typically requires immediate fix
 - Managerial work can potentially wait for next sprint
-  When unplanned work **exceeds buffer capacity**, product backlog slips accordingly to next sprints

VMF at Endesa

Project Board



Daily & Weekly board

VMF at Johnson Controls Gent





Zoom in on Weekly calendar and Sprint planning

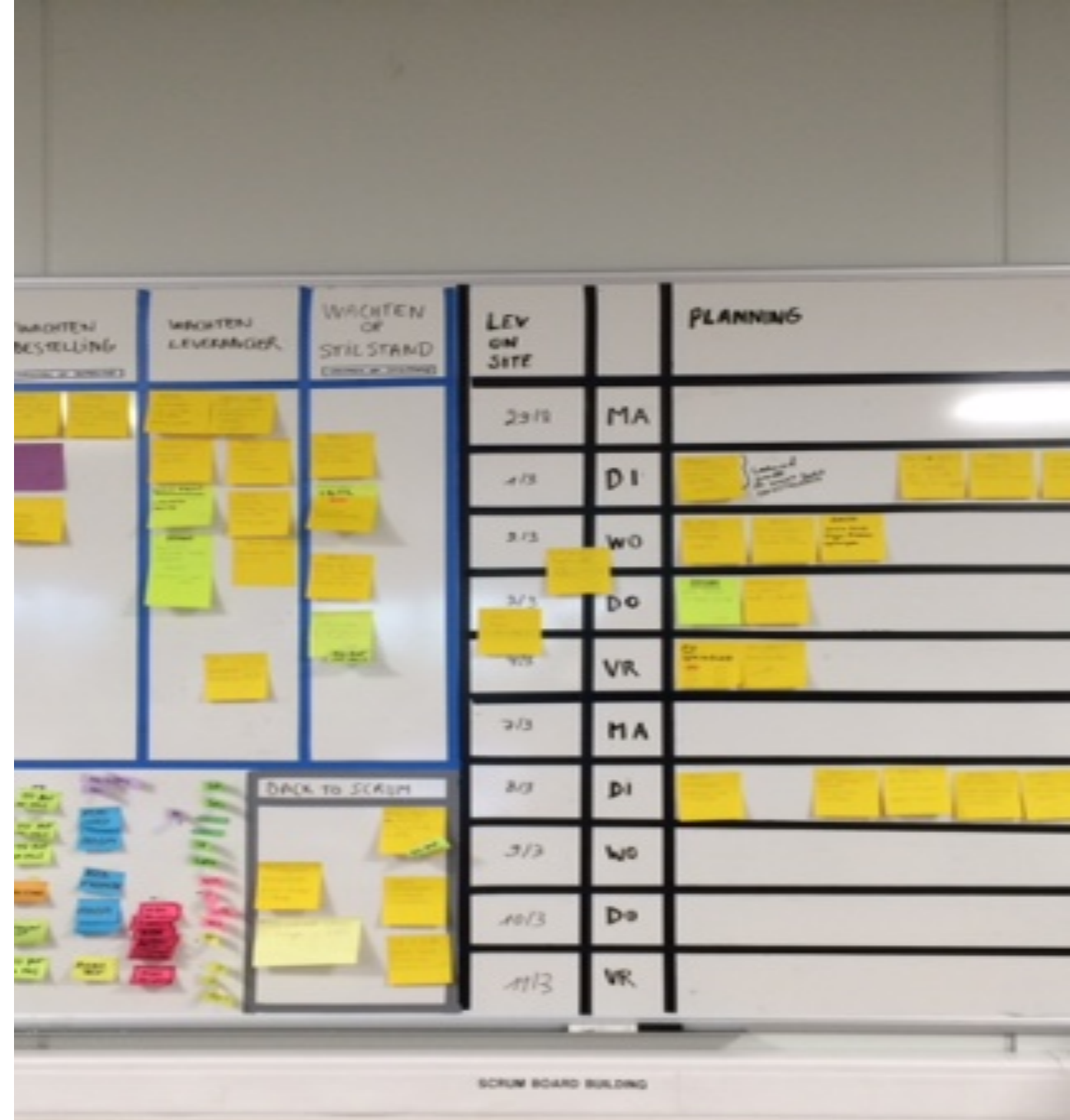
- Sprint backlog with calendar support
- One column or row per day of week
- Pre-populate with recurring and fixed-date tasks
- Populate remaining capacity with backlog items
- Items that don't get completed get pushed to next day
- Pattern 1: only weekly calendar
- Pattern 2: weekly calendar on top,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





Zoom in on Weekly calendar and Sprint planning

- Sprint backlog with calendar support
- One column or row 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





Zoom in on Daily planning with Daily Scrum

- Daily backlog built during daily scrum
- Includes Urgent 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





Other patterns

- 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



Conclusions

- It works! Try Agile in your non-software team. You will see lots of benefits. Adaptability, time to market, innovation, motivation, transparency, collaboration, increased productivity, less risk...
- You need to get the basics of classic Scrum, Kanban and Agile first. Remember: learning it is easy, doing it (well) is hard.
- Use VMF to manage your work if Scrum and Kanban are not suitable

Questions?



Xavier Quesada Allué
Scrum Alliance Certified Scrum Trainer & Certified Enterprise Coach
Managing Partner

xavier.quesada@agilar.com

twitter: @xquesada

Visual Management Blog

