

# A mini-framework for agility beyond software

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Xavier Quesada Allue  
Agile Tour Brussels 2018



Agile Tour Brussels 2014



Car factory (Belgium)

# What we learned at Tower

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- The mindset and culture that Agile proposes is well received.
- Scrum basically works as a core framework. It brings immediate benefits.
- There are some differences with “classic” Scrum and Kanban.
- They are addressable through visual management patterns.



What's happened since Tower?











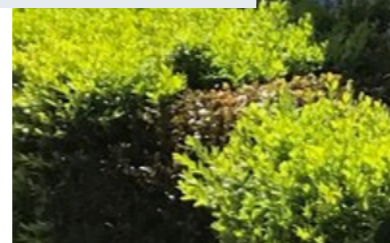
## Riccardo Mariti

@RiccardoMariti

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

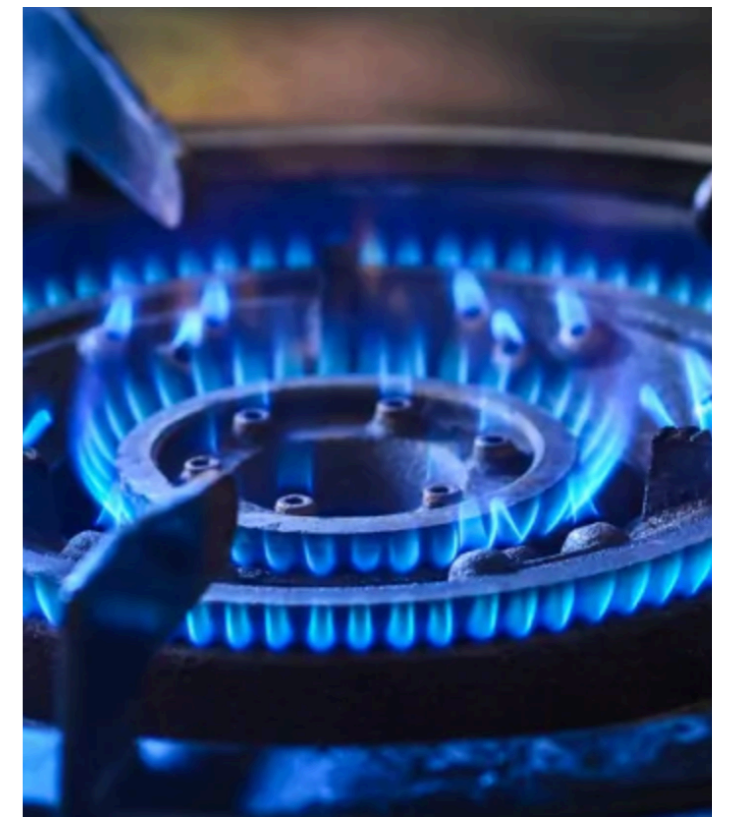
Chelsea, London 📍

[riccardos-italian-restaurant.co.uk](http://riccardos-italian-restaurant.co.uk) 🔗



Agile Restaurant "Riccardo's"  
(London)

Ok, I'm convinced this is a thing. Now tell me about the challenges.



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?

# Advice for defining your “product”

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- Think broad
- Think customer-centric and value focused
- Think about what gives you most **feedback**
- Try to create an MVP
- Experiment!

## 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?

# 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...



2008-2009



# VMF (Visual Management Framework)

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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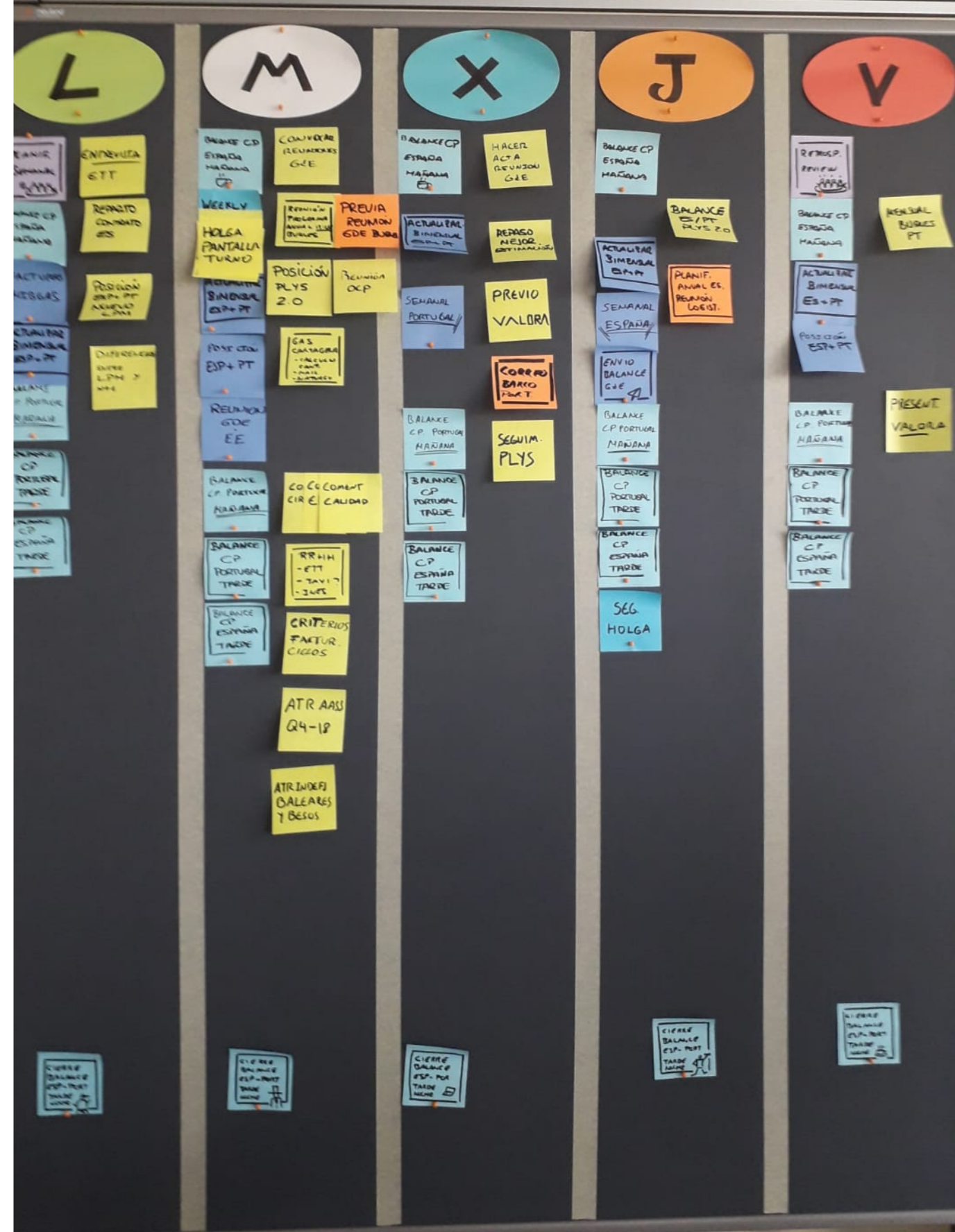


# L1: Quarterly planning

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>INSTITUCIÓN / REMEDIACIÓN DE ED (blue)</li></ul>
6/12 al 20/12	<ul style="list-style-type: none"><li>Fiesta de los cerros 14/12 (blue)</li><li>ARMAR LAS JALAS 21/12 (blue)</li></ul>

# L2: Weekly calendar with Sprint planning

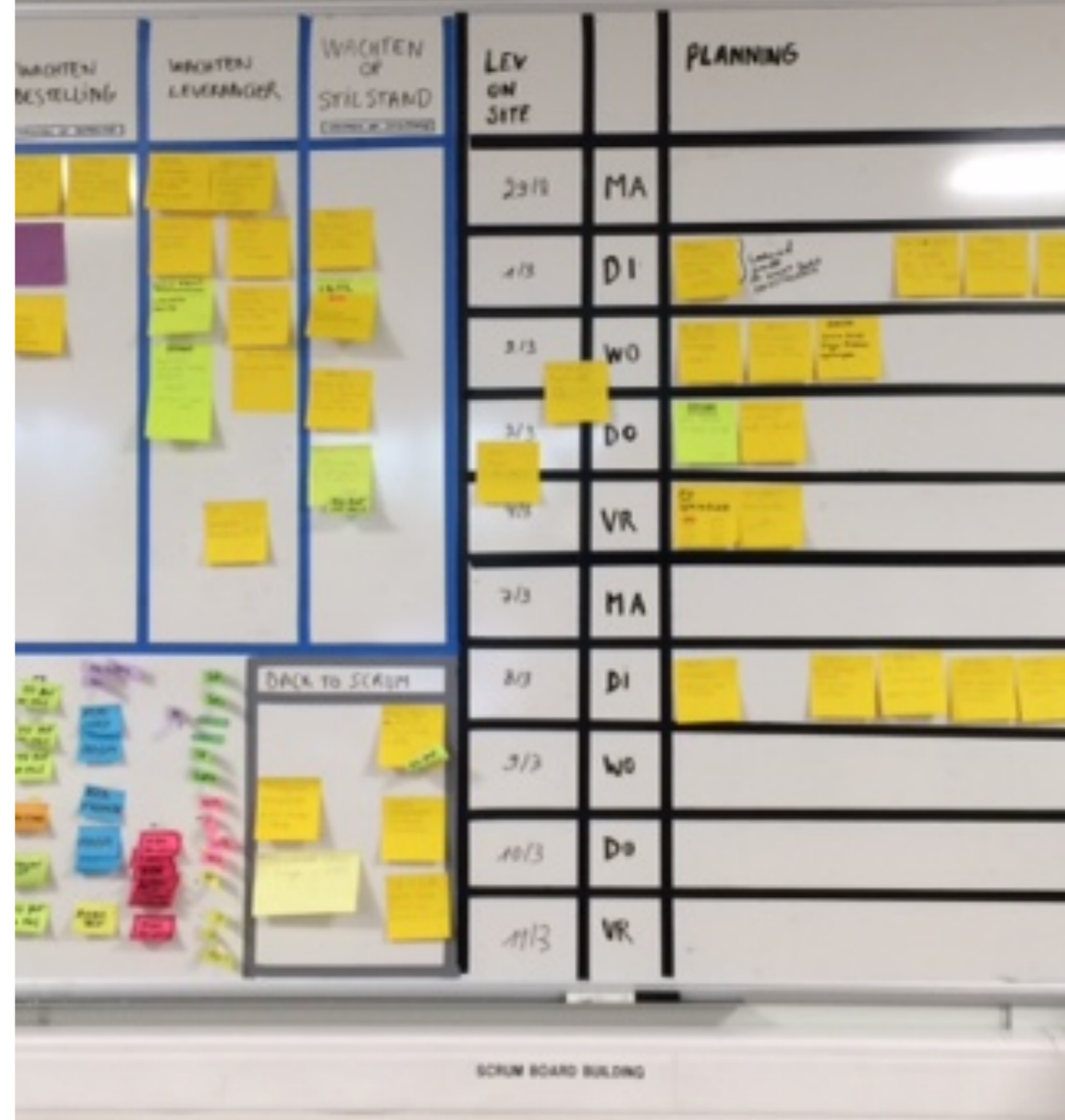
- Sprint backlog with calendar support
- One column per day of week
- Pre-populate with recurring and fixed-date tasks
- Populate remaining capacity with backlog items
- Items that don't get completed get pushed to next day
- Pattern 1: only weekly calendar
- Pattern 2: weekly calendar on top, regular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





# L2: Weekly calendar with Sprint planning

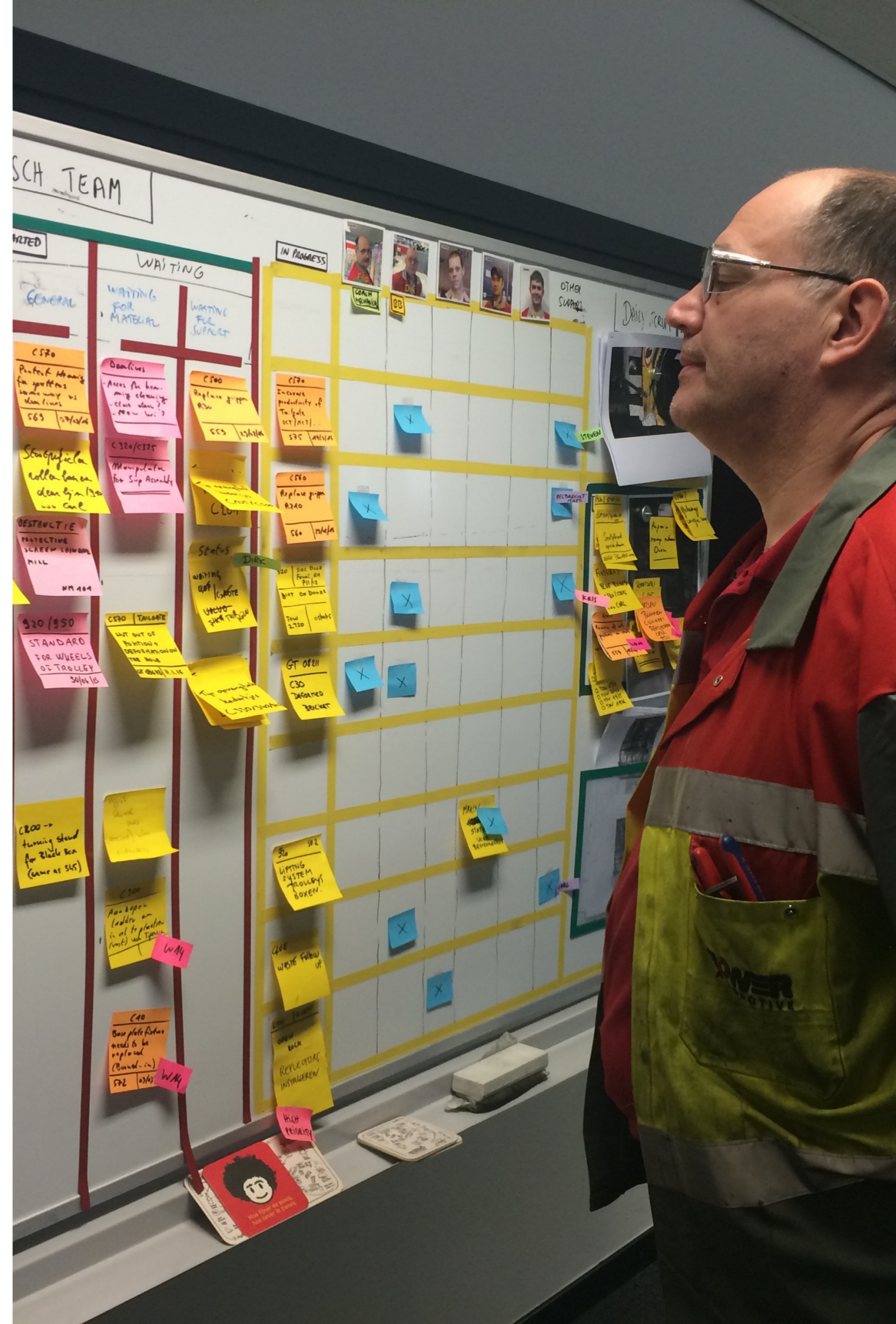
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# L3: Daily planning with Daily Scrum

- 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. The notes appear to be organized into columns and rows, possibly representing a project schedule or task list.

Whiteboard with a grid of red lines, containing several yellow sticky notes and a small diagram. The notes appear to be organized into columns and rows, possibly representing a project schedule or task list.



Long table with various documents, papers, and a keyboard. The documents include a checklist or schedule with the heading "Planning Friday" and "Economic Unemployment (if possible Saturday, plan to finish)". The table also has several yellow sticky notes and a small diagram on it.

Planning Friday  
Economic Unemployment (if possible Saturday, plan to finish)

- Call 900 - New Stage - Review mapping
- Review and plan SONAR Area and new Stock
- Make new and place BIRA Box for Plastic
- Call 900 - Safety Cassette Zone STATION 2
- Call 900 - SAFETY DU Jocks Zone

# L3: Daily planning with Daily Scrum

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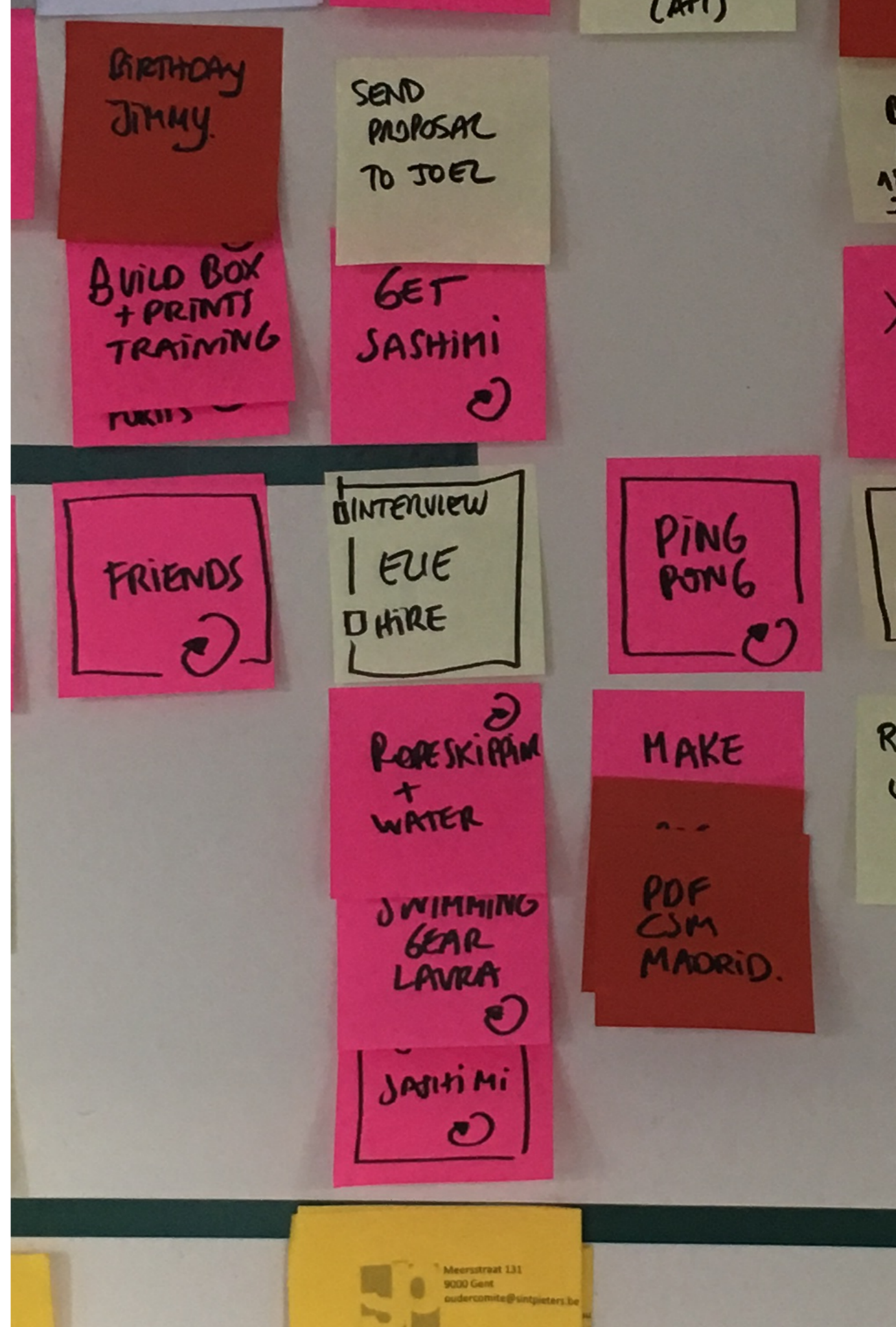
- Take it with you





# Recurring tasks

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# Delegated or waiting tasks

## WAITING

**INDICING** (orange)

ANGEL (orange)

INFO REGISTER XLS (orange)

REGISTER XLS (orange)

INDICING (orange)

SAVES (blue)

ESM (blue)

ENDESSIA (pink)

**MONDAY**

Adrian PRINT BOX (blue)

PELAGIOTE (pink)

CONTRACT GUESTS (orange)

WORK ON LESS (orange)

XAVIER : ONLINE  
JOKE : PM  
VIVIANA :  
NATALIA :

**TUESDAY**

SM 4/5 (blue)

WELCOME BARRA CAJAS CA 2013 SEVILLA 24/3 (pink)

GET PHOTOS GET TRIP PLAN (orange)

CREDIT CHECK PAID DUNPRID (yellow)

X: ONLINE  
J: TR  
V:  
N:

**WEDNESDAY**

SM 4/5 DO AFTER TRAINING: GET, CSM, ZARAGOZA (blue)

EMAIL CERTIFICATIONS INVOICE / FOLLOW UP SURVEYS COSTS CLEAN UP PART. LIST (blue)

X: TR  
J: TR  
V:  
N:

**THURSDAY**

TO DO AFTER TRAINING: KORTENK (blue)

EMAIL CERTIFICATIONS INVOICE / FOLLOW UP SURVEYS COSTS CLEAN UP PART. LIST (blue)

X: TR  
J: TR  
V:  
N:

**FRIDAY**

TO DO AFTER TRAINING: CSM, ZARAGOZA (blue)

PPT EMAIL CERTIFICATIONS INVOICE / FOLLOW UP SURVEYS COSTS CLEAN UP PART. LIST (blue)

INFO HOTEL INFO XAVIER (TRA HOTEL / TRAINING) PART. LIST (pink)

CREDIT CHECK (pink)

X: OFFICE  
J: OFFICE  
V:  
N:

**NEXT WEEK** (orange arrow)

CSM 1/2/3 (orange)

**IN TWO WEEKS** (orange arrow)

MEETING ROOM LESS (orange)

CHANGE ALL THE CST LOG + ADD CTC (green)

Sabote II (orange)

COMPLETE (orange)

MANDAR CORREO & TOOLS (orange)

## UPCOMING BACKLOG

INDICING

OTHER

TRAINING

[ DAILY BUSINESS ]

Process de Tendencia de Tendencia (orange)

Tower (orange)

AXA SPAIN (blue)

Caja de Pensiones (blue)

BUS CAR: Gathering Venue - 18 rooms - Catering - Meeting space AGIBAR (pink)

Become expert in HK PR (orange)

Novel (blue)

Pins with logo (pink)

Diff. faculty 00/809 (blue)

Atención al Cliente (blue)

Re-calculation Tecuacan 26-27 May (orange)

Publish May CSM MAD (orange)

CATALUNYA? VENUE CHANGED (green)

FAQ ACTUALIZACION DE-MARTEL IGNACIO RUBIO GUERRERO (pink)

Ingles (pink)

Ingles (pink)

Venue survey game 6 colours of card 2 of each - Print, plasticise (yellow)

[ SPECIAL WORK ]

BACKLOG LESS (blue)

NOUVEL CENTER (orange)

LESS BOOK (orange)

LESS (orange)

LESS (orange)

LESS (orange)

MKT/LESS (pink)

AGORA (orange)

SCUDM (orange)

XLS (orange)

AGORA (orange)

SCUDM (orange)

XLS (orange)

AGORA (orange)

SCUDM (orange)

XLS (orange)

ANSWER THE LESS GYM (orange)

ANNOUNCEMENT SPAIN TWITTER AD IN AD (pink)

PLANNING

WEIGHT TRAINING NEXT

# Other patterns

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

**WAITING**

INDICING, ANUEL, CSO12, INFO, REGISTER XLS, DAN COURSE, SALES, JACQUES, ENDESSA, SIM, TR, WORK ON LESS

**MONDAY** (GFT CS)

XAVIER: ONLINE  
JOKE: PM  
VIVIANA:  
NATALIA:

Adrian PRINT BOX, PASCARINE (CS), CONTRACT, WORK ON LESS

**TUESDAY** (SM 4:30, GFT CS)

X: ONLINE  
J: TR  
V:  
N:

WELCOME BARRA, SEVILLA, GET PHOTOS, CREDIT CHECK PAID DUNPAID

**WEDNESDAY** (SM 4:30 DO AFTER TRAINING: GFT, CS, ZARAGOZA)

X: TR  
J: TR  
V:  
N:

EMAIL, CERTIFICATIONS, INVOICE/FOLLOW UP, SURVEYS, COSTS, CLEAN UP PART. LIST

**THURSDAY** (TO DO AFTER TRAINING: KORTENK)

X: TR  
J: TR  
V:  
N:

EMAIL, CERTIFICATIONS, INVOICE/FOLLOW UP, SURVEYS, COSTS, CLEAN UP PART. LIST

**FRIDAY** (TO DO AFTER TRAINING: CS, ZARAGOZA)

X: OFFICE  
J: OFFICE  
V:  
N:

PPT, EMAIL, CERTIFICATIONS, INVOICE/FOLLOW UP, SURVEYS, COSTS, CLEAN UP PART. LIST, INFO HOTEL, INFO XAVIER, CREDIT CHECK, check for necessary flights

**UPCOMING BACKLOG**

**[ DAILY BUSINESS ]**

Process De Facto, BUS CAR, Gathering Venue, Tower, AXA SPAIN, CREDIT CHECK, Become expert in HR PR, re-calculation Tecucom, Publish May SM MAD, CATALUNYA? VENUE CHANGED, FAQ ACTUALIZACION, Venue survey, game, colours of card, INCEPTION, LESS BOOK, LESS PUBLISHED, LESS ANSWER THE LESS GYM, LESS, MKT LESS, ANNOUNCEMENT, PLANING

**[ SPECIAL WORK ]**

INCEPTION LINK URL, LESS CENTER, LESS BOOK, LESS PUBLISHED, LESS ANSWER THE LESS GYM, LESS, MKT LESS, ANNOUNCEMENT, PLANING

**NEXT WEEK**

CSM, CHANGE ALL THE CST, Sabadell, COMPLETE, MANDAR, CHANGE ALL THE CST, IN TWO WEEKS, MEETING, CHANGE ALL THE CST, Sabadell, COMPLETE, MANDAR, CHANGE ALL THE CST

# 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



You might have problems...

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# Problems you might have

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# Summary & advice

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- It works, and the main benefits come from the impact on 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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[Visual Management Blog](#)

