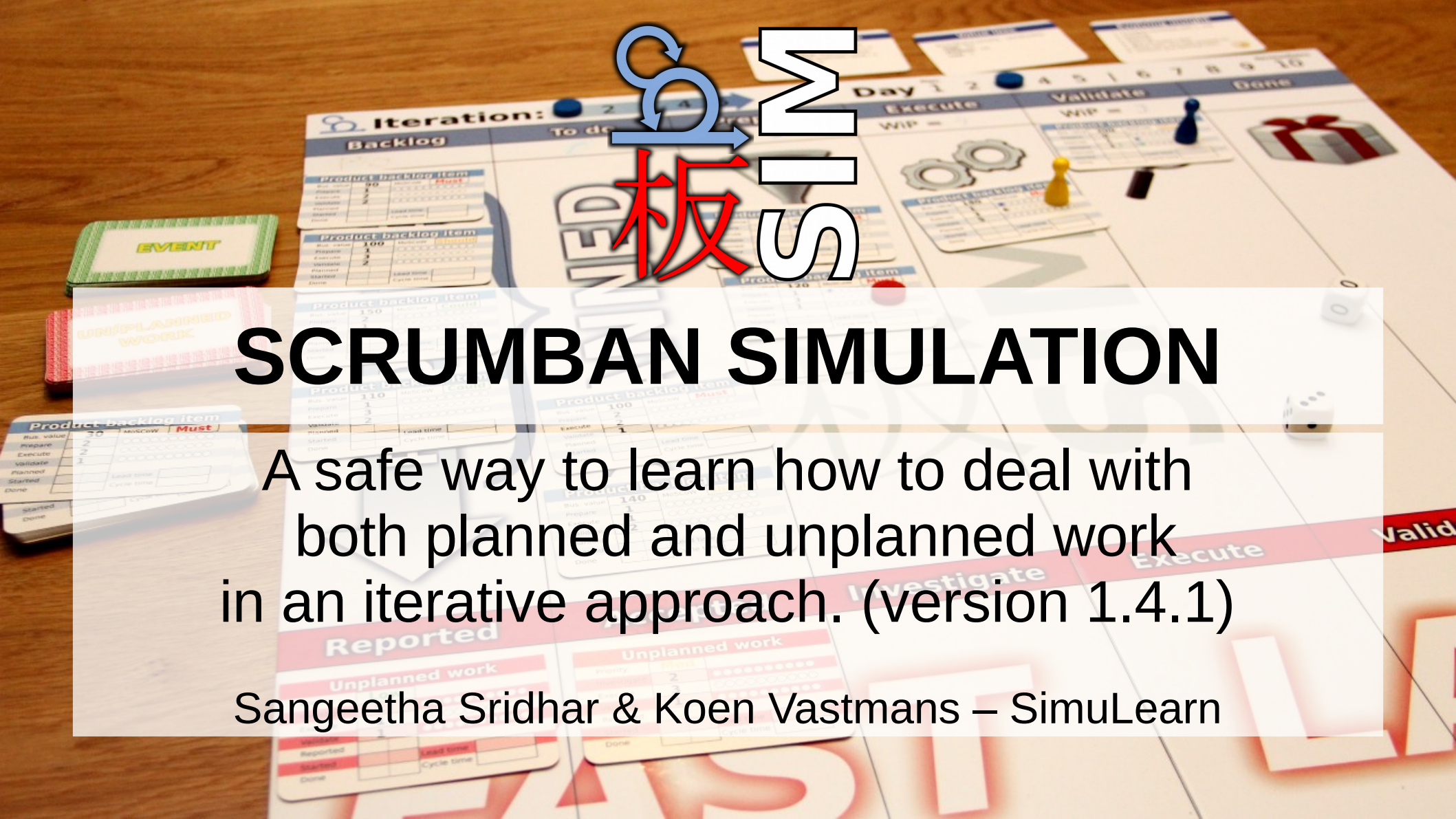
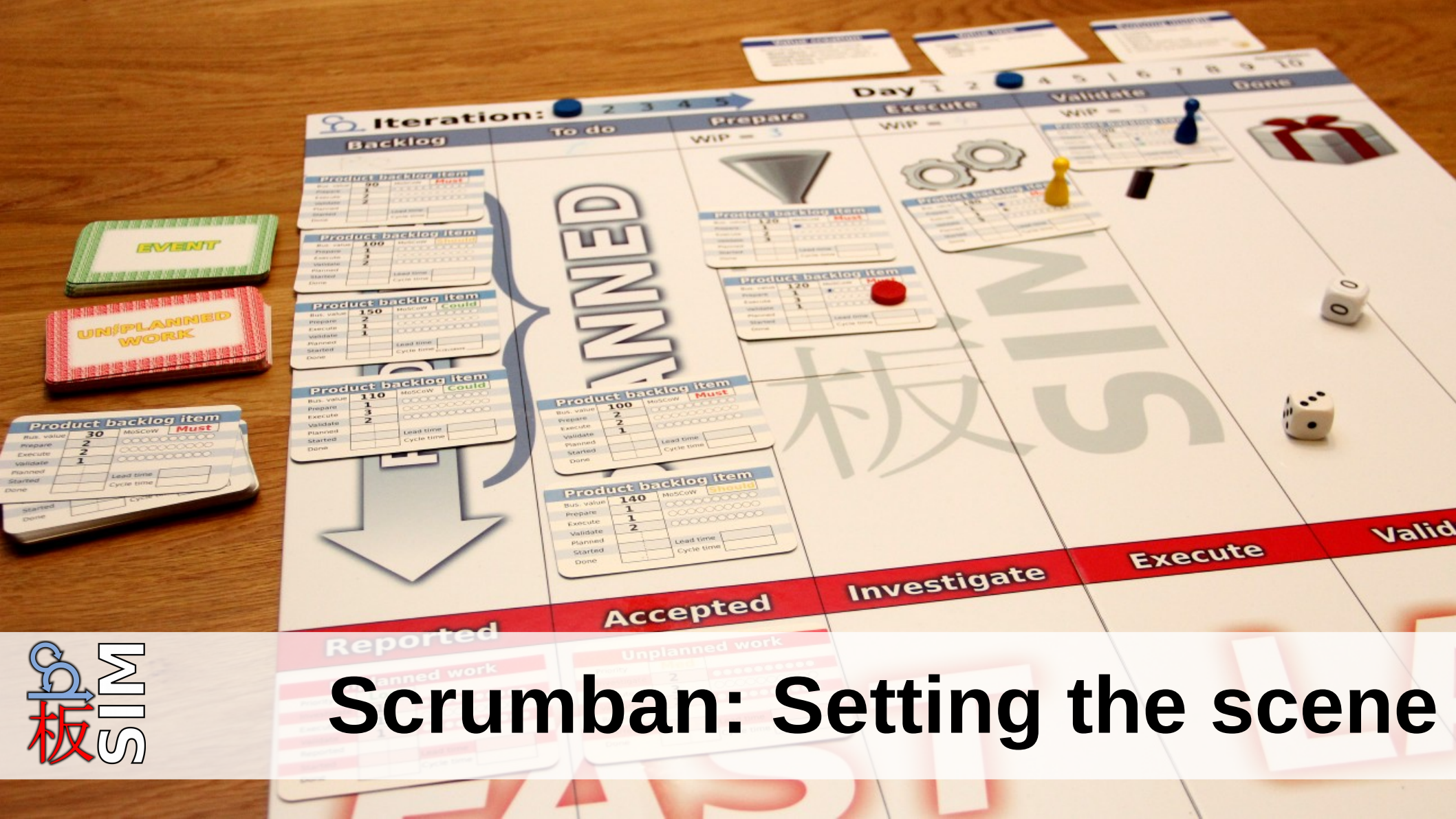


SCRUMBAN SIMULATION

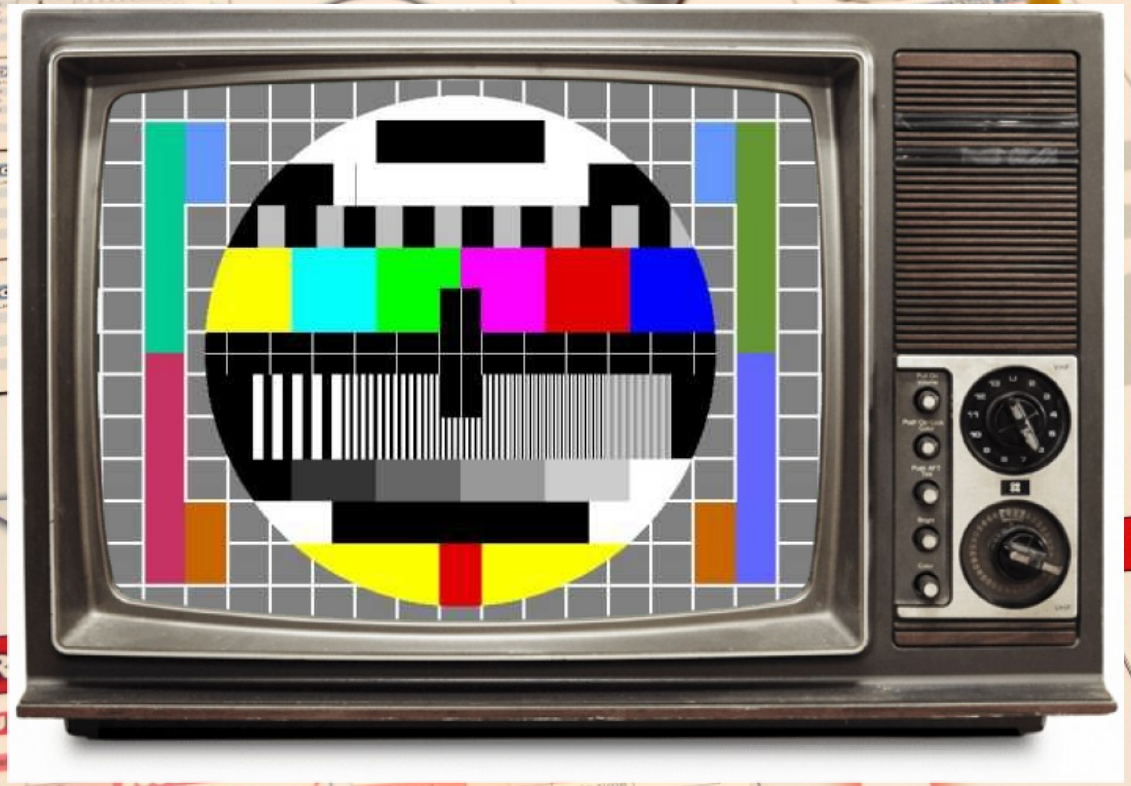
A safe way to learn how to deal with both planned and unplanned work in an iterative approach. (version 1.4.1)

Sangeetha Sridhar & Koen Vastmans – SimuLearn



Scrumban: Setting the scene

Why Scrumban?



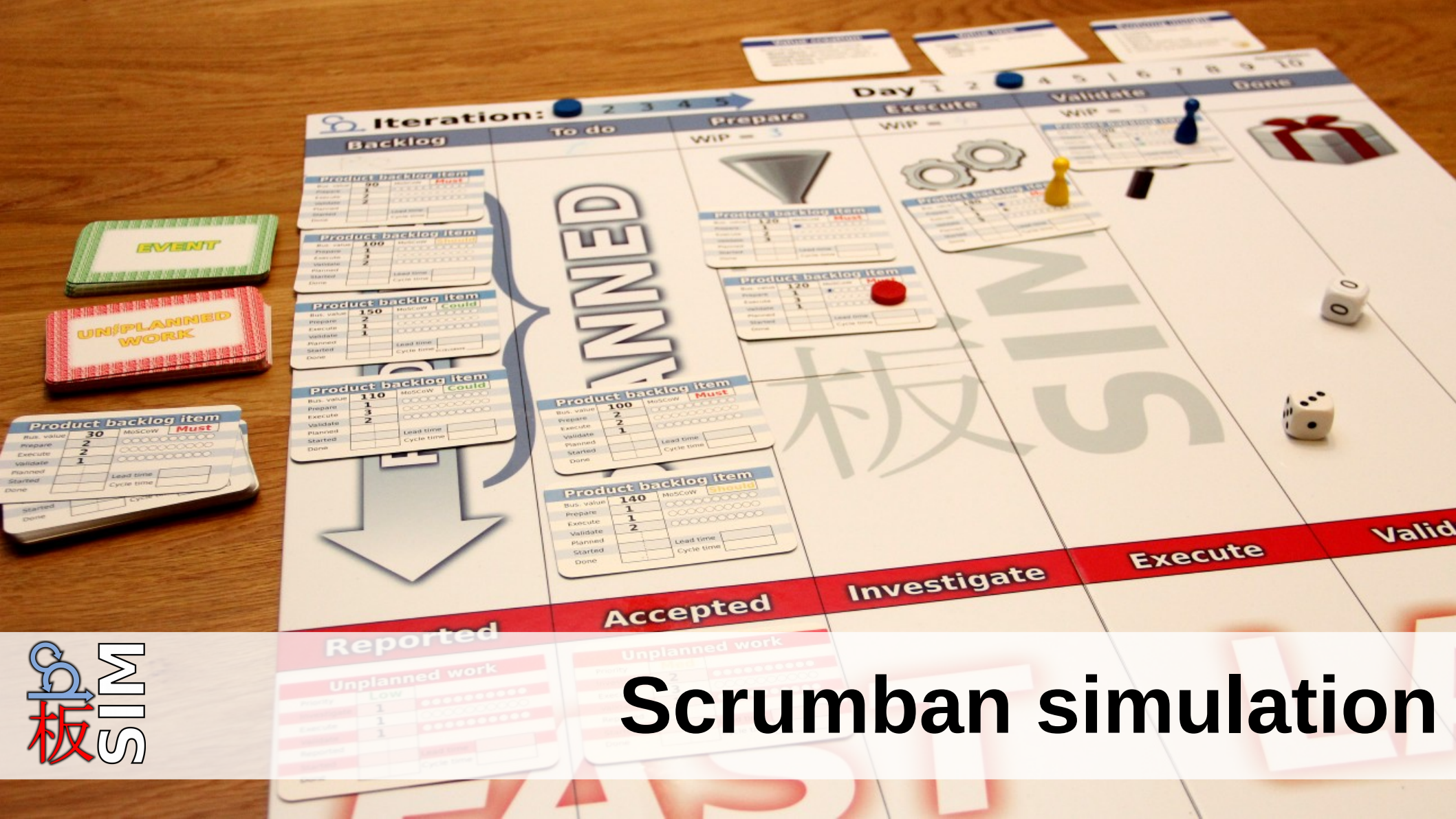
Will open a YouTube video

What is Scrumban?

+ 看板

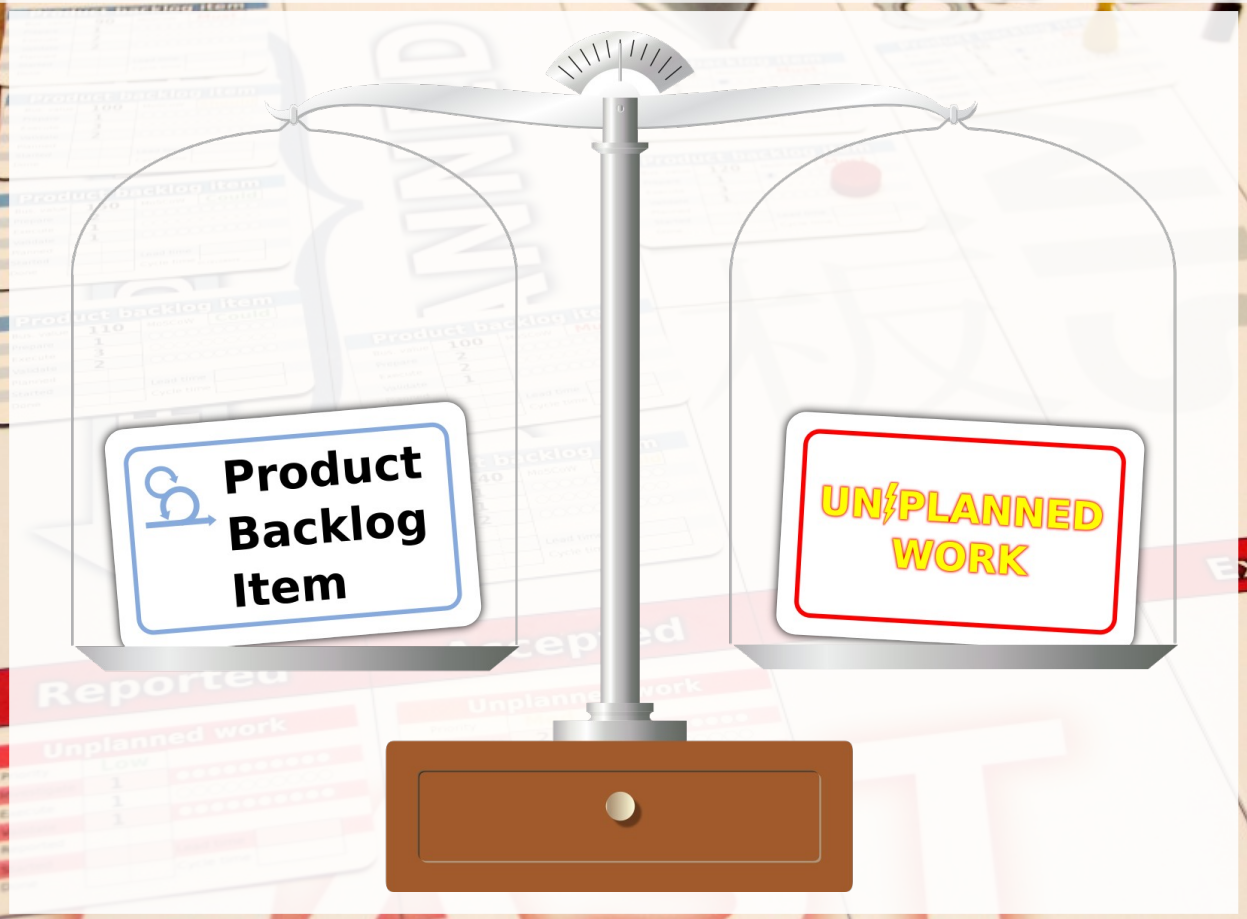
- Iterations
- Scrum roles
- Scrum meetings *

- Workflow
- Pull principle
- WiP limits

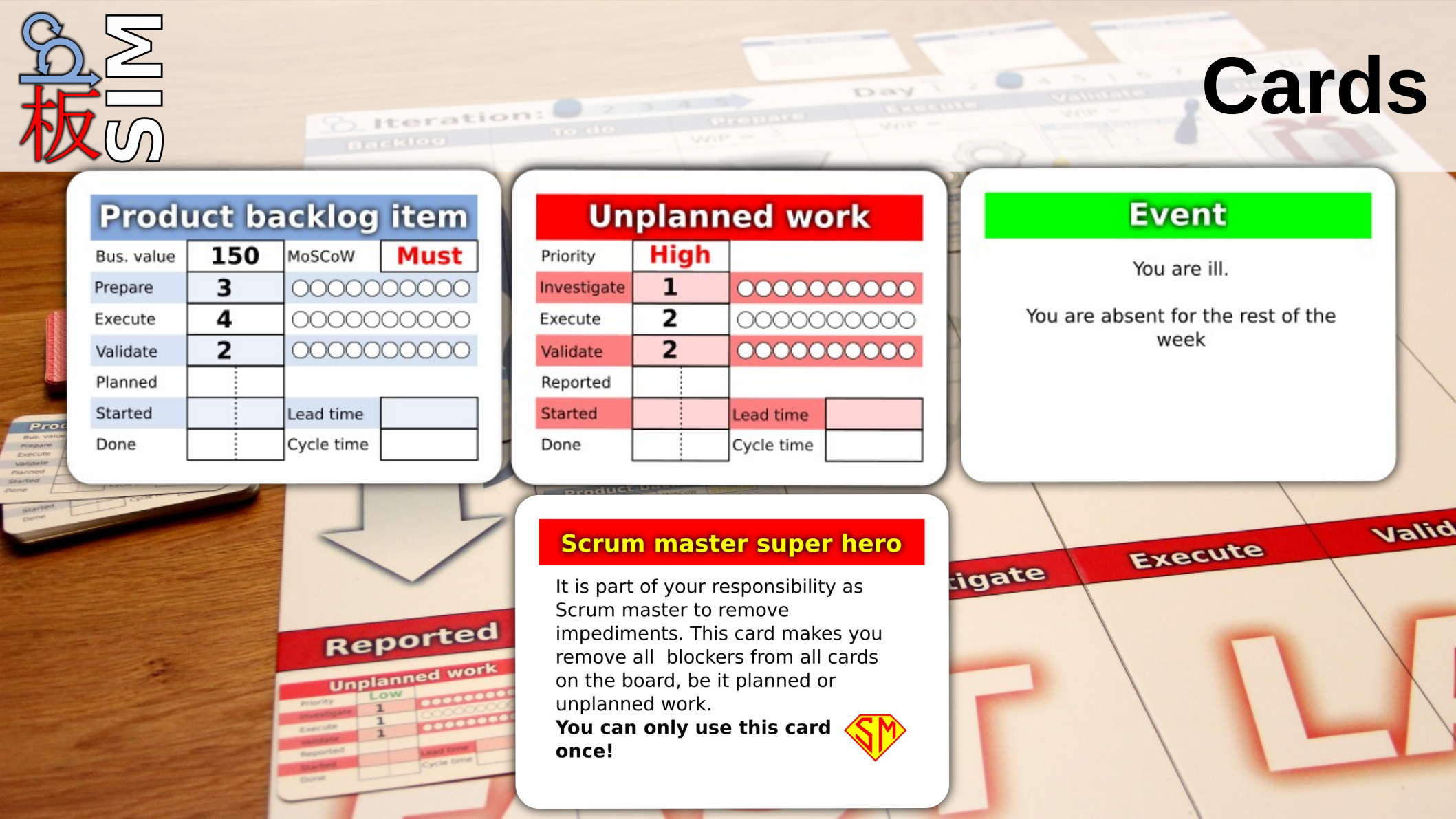


Scrumban simulation

Objective



Cards



Product backlog item

Bus. value	150	MoSCoW	Must
Prepare	3	○○○○○○○○○○	
Execute	4	○○○○○○○○○○	
Validate	2	○○○○○○○○○○	
Planned			
Started		Lead time	
Done		Cycle time	

Unplanned work

Priority	High	
Investigate	1	○○○○○○○○○○
Execute	2	○○○○○○○○○○
Validate	2	○○○○○○○○○○
Reported		
Started		Lead time
Done		Cycle time

Event

You are ill.

You are absent for the rest of the week

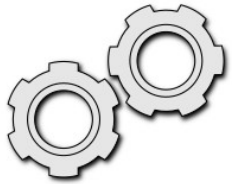
Scrum master super hero

It is part of your responsibility as Scrum master to remove impediments. This card makes you remove all blockers from all cards on the board, be it planned or unplanned work.

You can only use this card once!

The board – planned work

Iteration: 1 2 3 4 5 — **Day** Plan 1 2 3 4 5 | 6 7 8 9 10 Review/Retro

Backlog	To do	Prepare	Execute	Validate	Done
		WiP =	WiP =	WiP =	
PRIORITIZED	PLANNED				

The board – unplanned work

Reported	Accepted	Investigate	Execute	Validate	Done

FAST LANE

Step by step explanation

1. Preparation – Form a team

- Who will be the product owner?
- Who will be the Scrum master?
  (Limited responsibility in this simulation – super hero card)
- Divide roles:
  - Either separate roles per activity
  - Or combine 2 activities per role (e.g. prepare & validate)
- Roles determine your team capacity

1. Preparation – Team & roles

- People can take up tasks outside their specialty
- Efficiency penalty:
  - Within specialty: 2 units of work per day
  - Outside specialty: only 1 unit of work per day
- Scrum master & product owner can take up tasks
  - Half of their time
  - Only within their specialty

1. Preparation – WiP limits

- On activity level

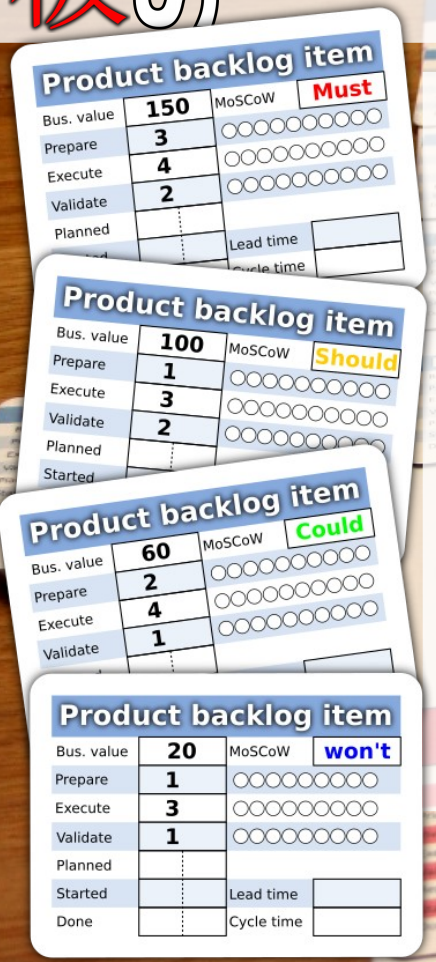
Prepare	Execute	Validate
WiP =	WiP =	WiP =

- On individual level
  3 pawns per team member

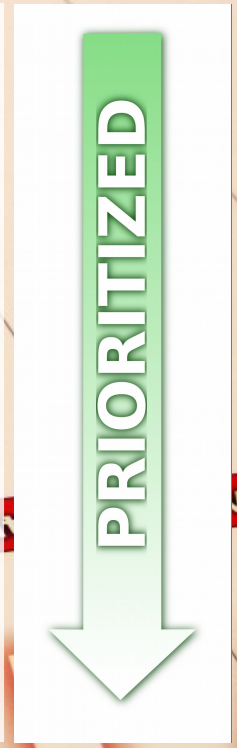
1. Preparation – WiP limits

- Why 3 pawns?
- A pawn is like an avatar
- Assign yourself to a task
- But you can only do 2 units of work per day
  - At most 2 different backlog items
- Extra pawn for e.g. events

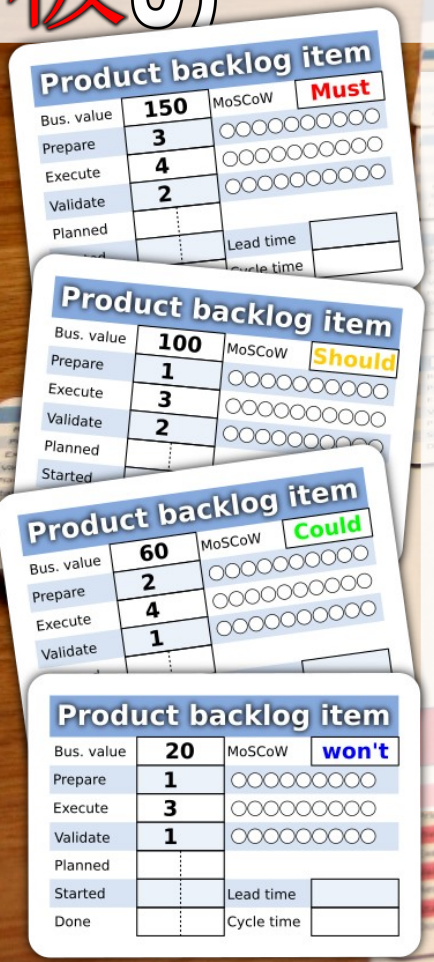
2. Prioritization



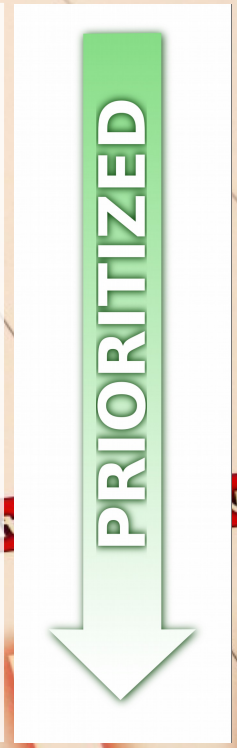
- Product owner decides priorities
- Puts the backlog items in the Backlog column
  - First set of most important items
  - Ordered by priority



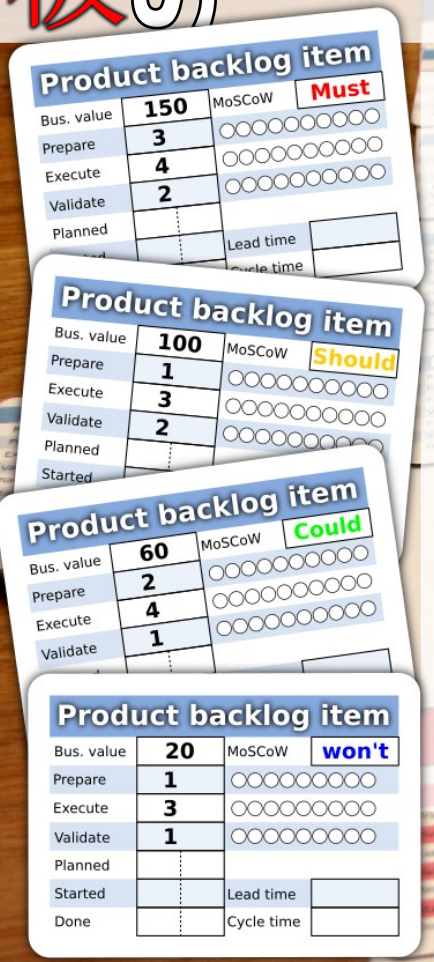
2. Prioritization – How?



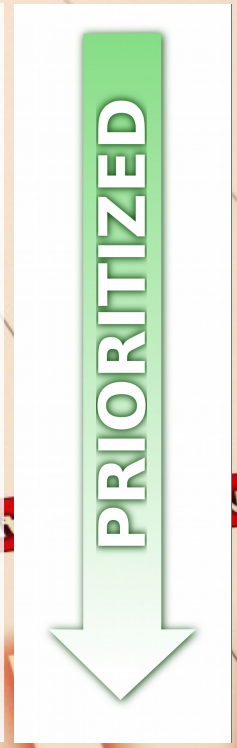
- MoSCoW score:
  what is really important?
- Business value:
  what gives the highest benefit?
- Workload:
  what gives the fastest benefit?
- Combine criteria?



2. Prioritization – MoSCoW?



- Must Have
  at most 60% of your backlog
- Should have
- Could have
  on average 20% of your backlog
- Won't have



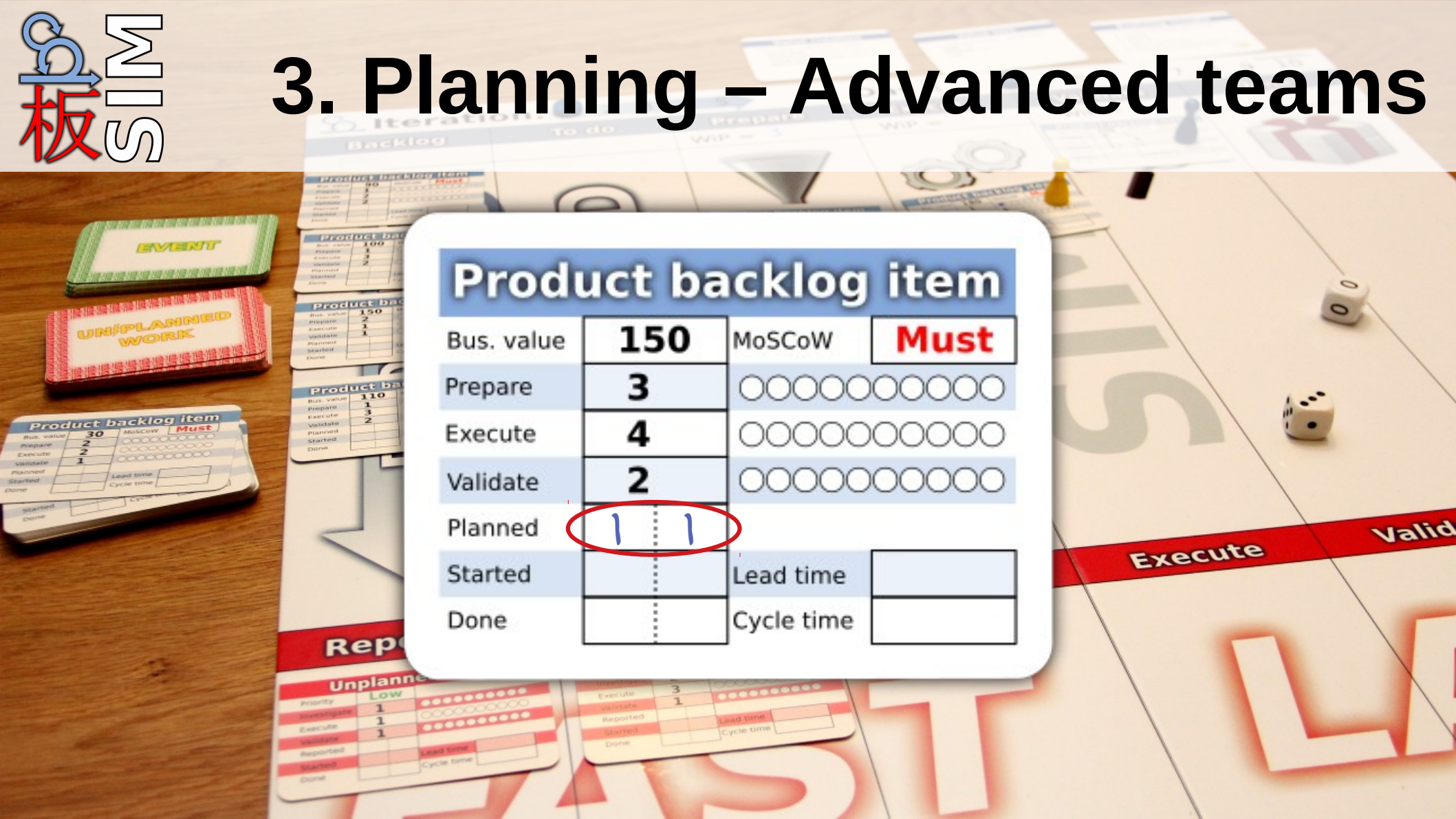
3. Planning

- Team determines capacity for next iteration
- Forecasts which backlog items they can implement according to capacity
- Move selected backlog items to To do column
- Now let the work begin...

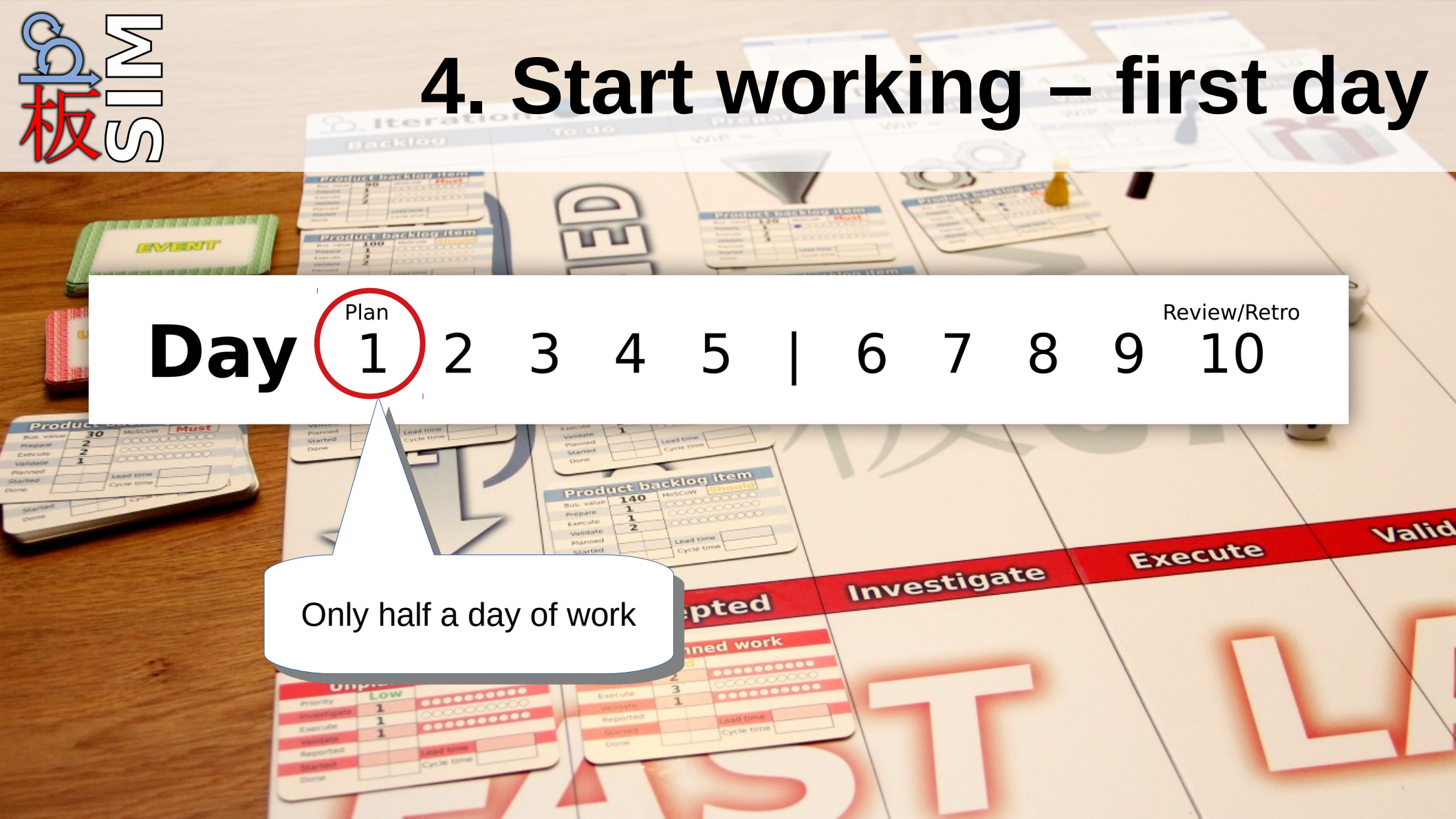
3. Planning – Capacity example

- Team of 4 members:
  - 2 combine prepare & validate
  - 2 only do execution
- First day = ½ capacity, 1 unit of work in specialty
- Last day = ½ capacity, **only unplanned work**
- 8 days full capacity
- = 17 days prepare & validate + 17 day execute work
- = 34 units of work prepare & validate + 34 execution work
- - margin for unplanned work + unforeseen events!

3. Planning – Advanced teams



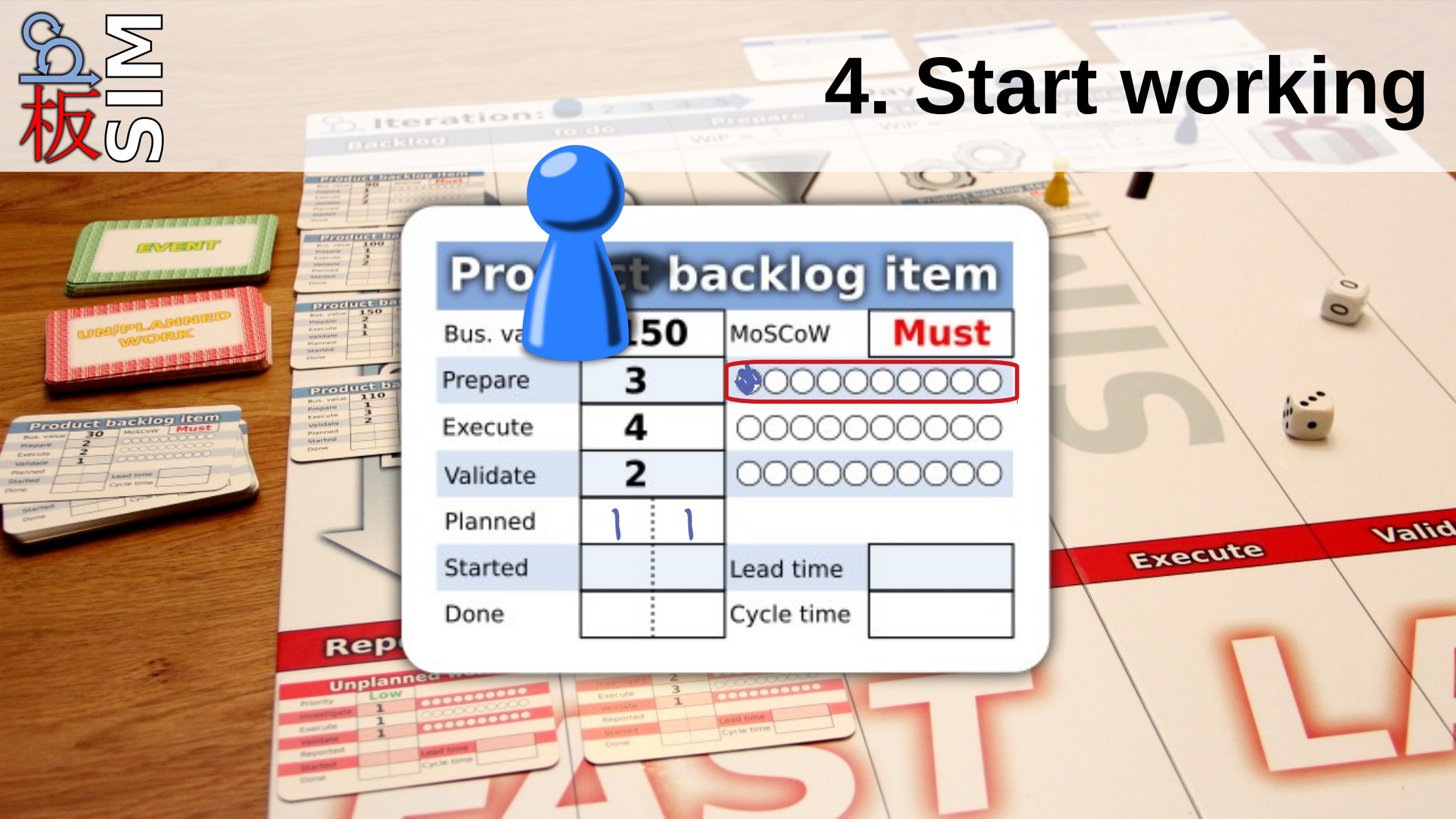
4. Start working – first day



4. Start working

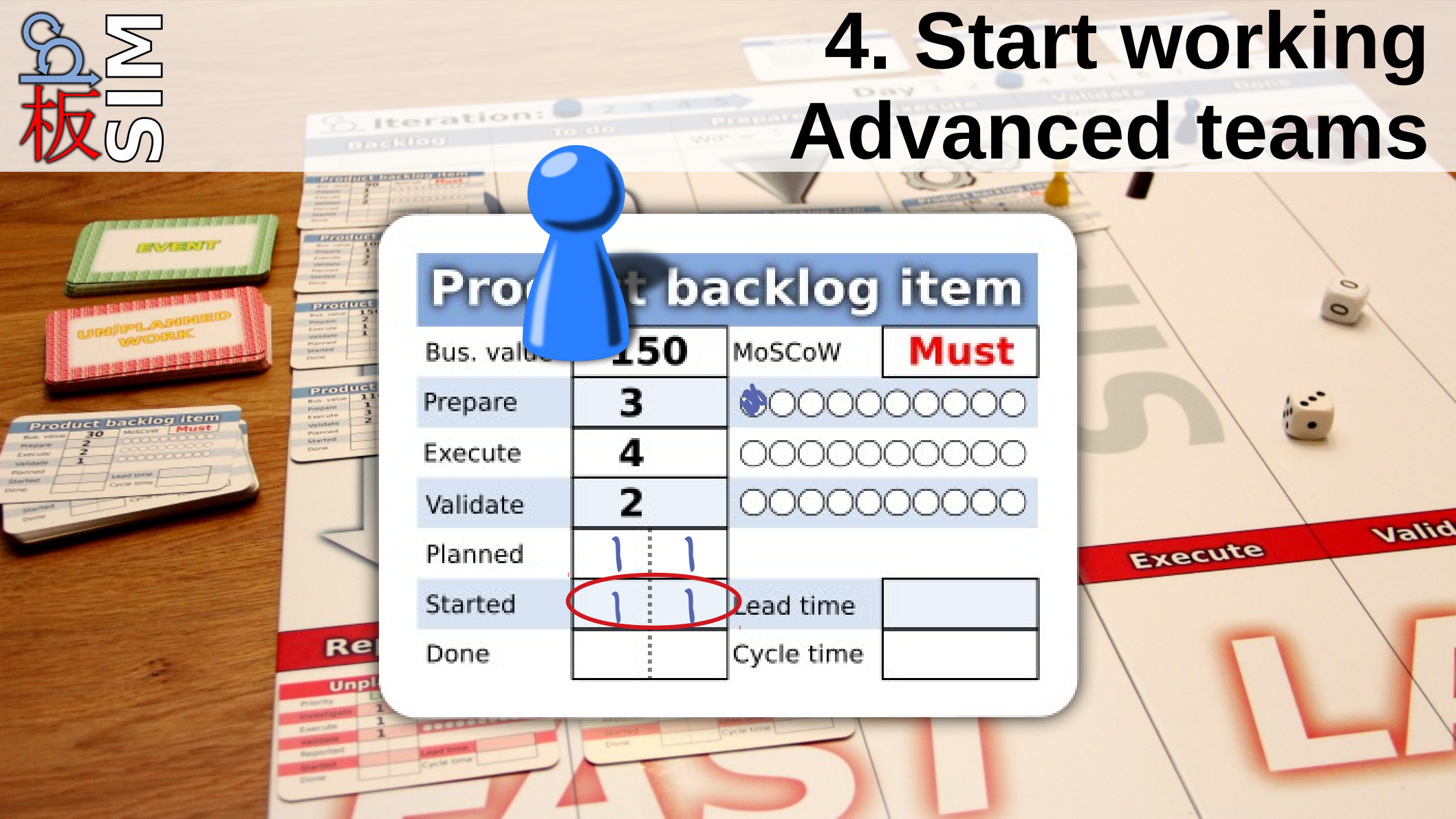
To do	Prepare
	WiP =

4. Start working



4. Start working

4. Start working
Advanced teams



4. When an activity is done…

- You can remove your pawn
- Don’t push items to the next stage
  - Pull the work
- Don’t validate yourself what you implemented
  - Four eyes principle

5. Play in rounds

5. After each participant's round

- Evolving insight - role the normal die
  - 1: increase workload with 1 unit
  - 2: no action
  - 3: no action
  - 4: take an event card
  - 5: block item you last worked on
  - 6: unblock any blocked item

In case of blocked items

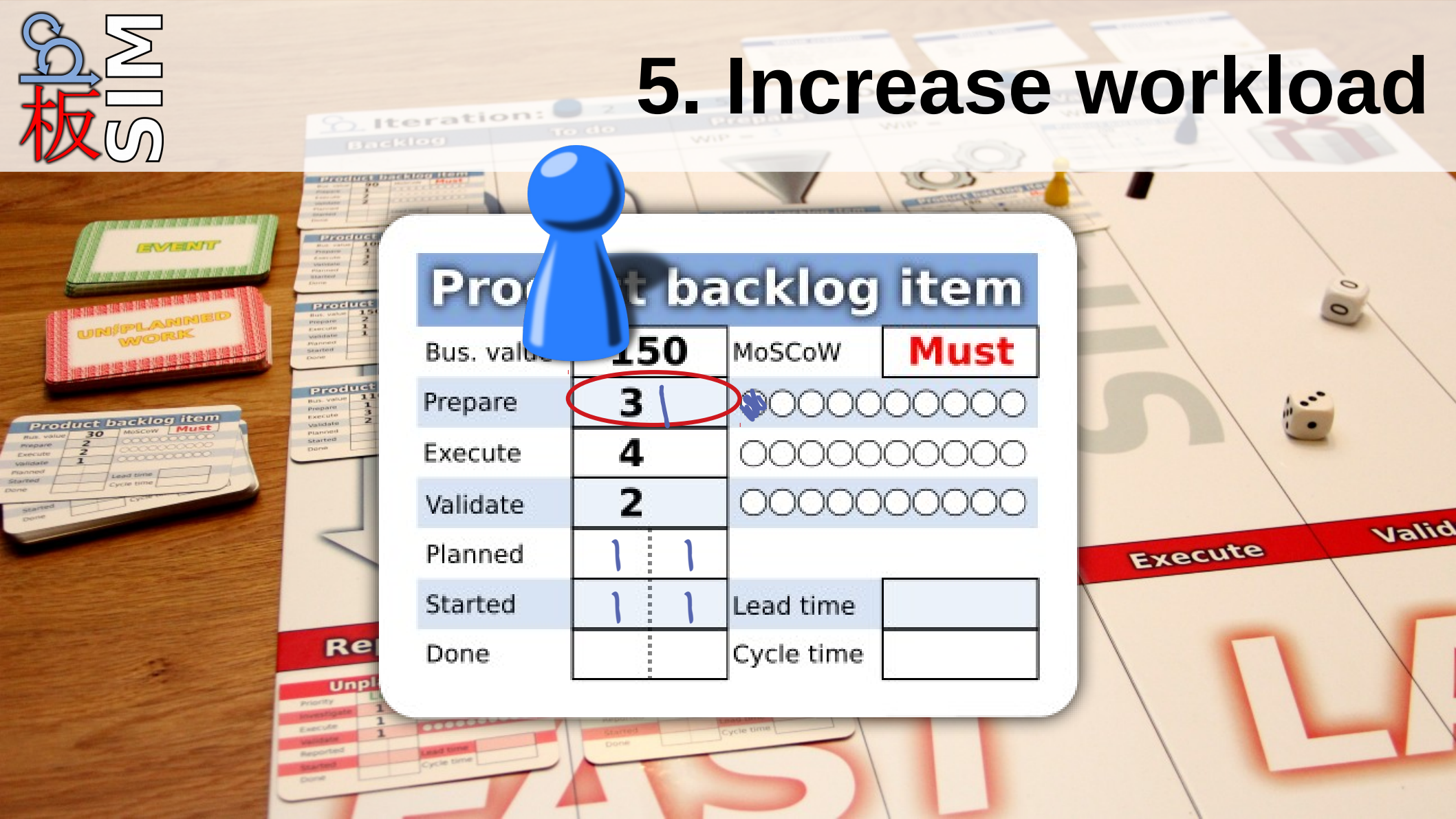
- Role the special die

- Determine whether the team can solve the impediment themselves
  - 0: the impediment is caused outside the team
    You have 0 impact to unblock it
  - 1 or 2: the units of work someone else of the team needs to spend to helps you to resolve the impediment

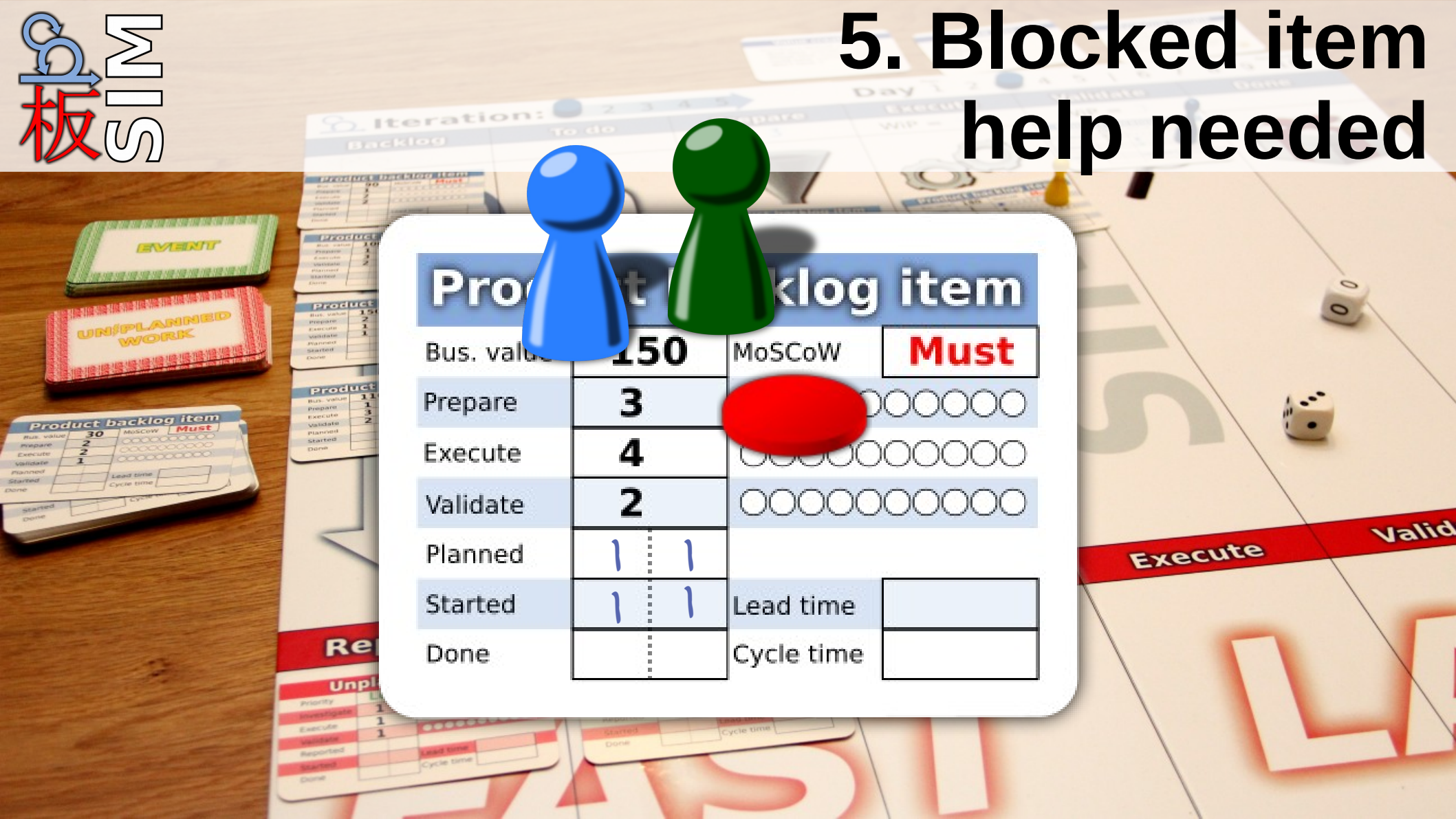
5. Why evolving insight?

- Something can take longer than expected
- You cannot finish an item without help from a colleague
- You may need to wait for someone/something (a decision?) outside the team
- Or the opposite – something got clarified
- Something unforeseen can just happen (events)

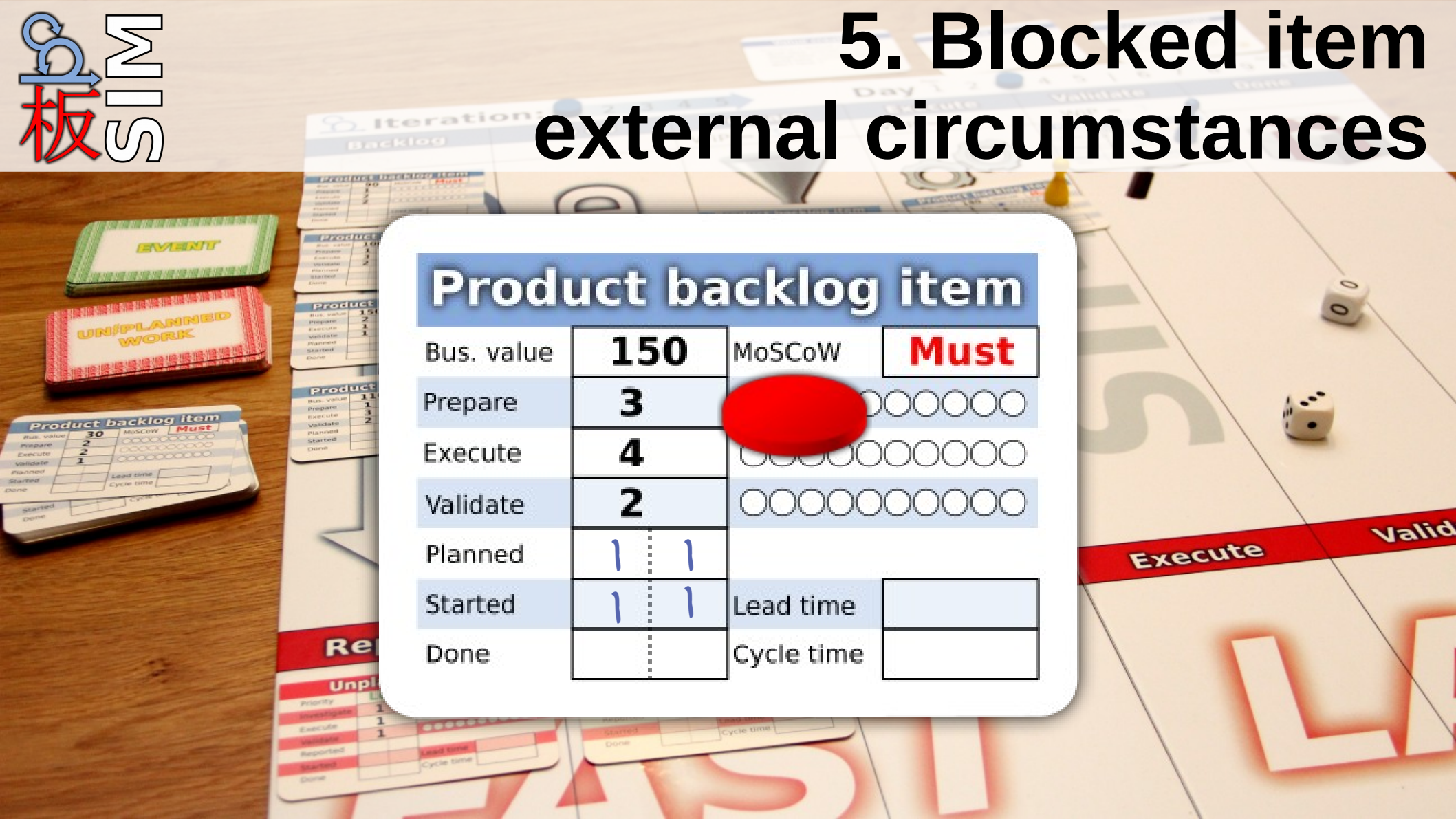
5. Increase workload



5. Blocked item help needed



5. Blocked item external circumstances



5. Too many blocked items?

Scrum master super hero

It is part of your responsibility as Scrum master to remove impediments. This card makes you remove all blockers from all cards on the board, be it planned or unplanned work.

You can only use this card once!

6. End of day

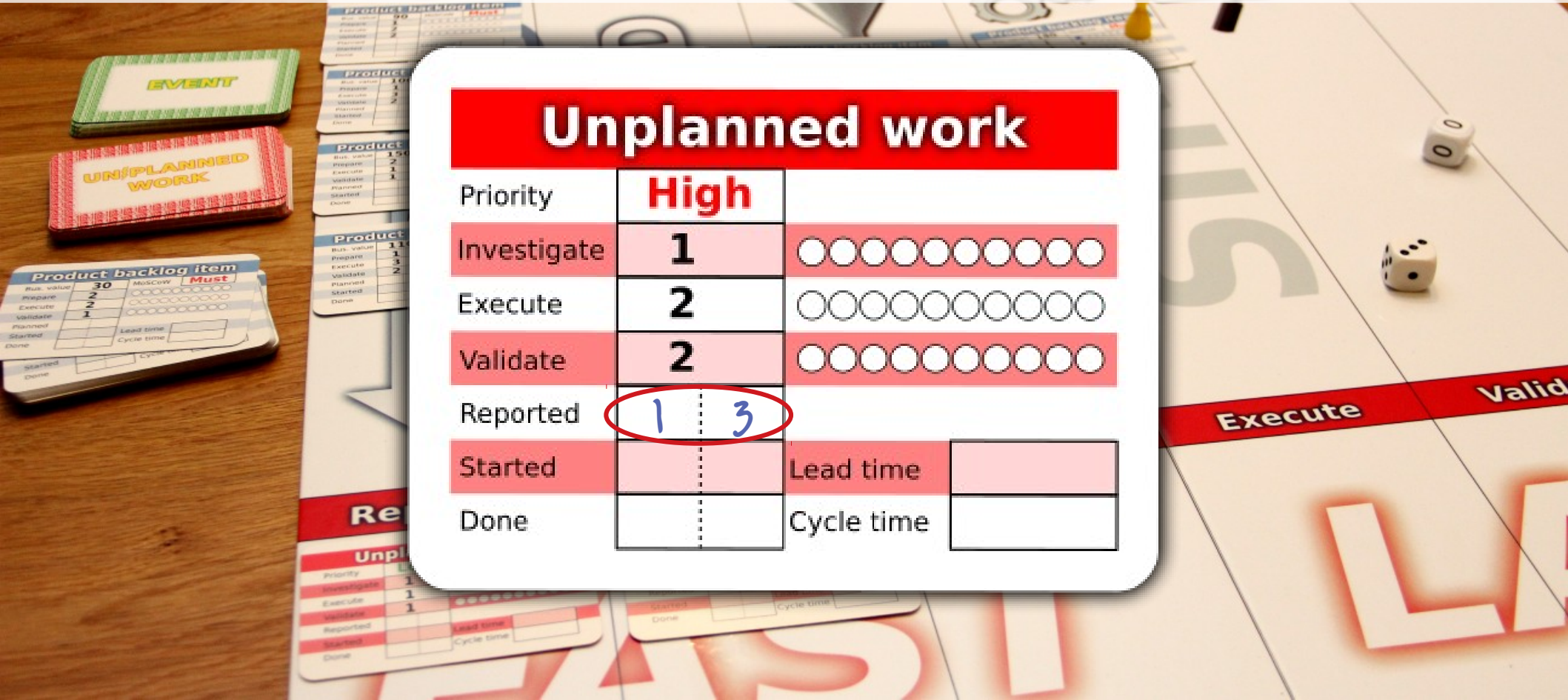
- Role the special die

  - 0: lucky you – no unplanned work
  - 1: take 1 unplanned work card
  - 2: take 2 unplanned work cards
- Product owner decides what to do
  - Act immediately, plan or park
    Except for high priority work → Act immediately!

6. Accepting unplanned work

Reported	Accepted

6. Unplanned work
Advanced teams



6. End of day

- Calculate value created/lost
  - Backlog item done: calculate value
  - Unfinished unplanned work: calculate penalty

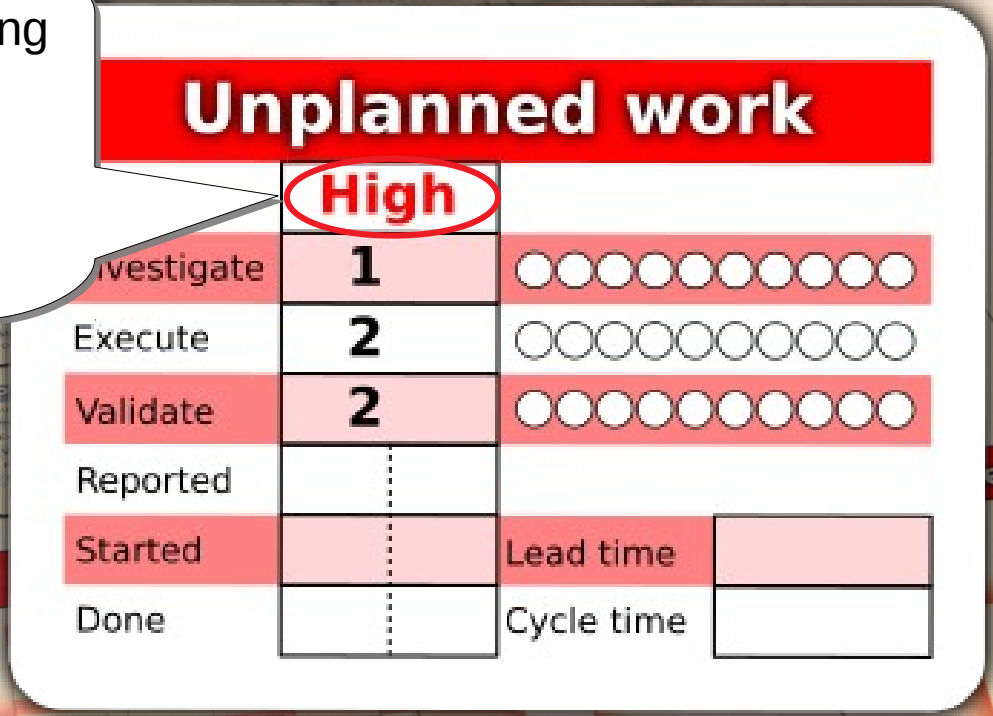
6. Create value

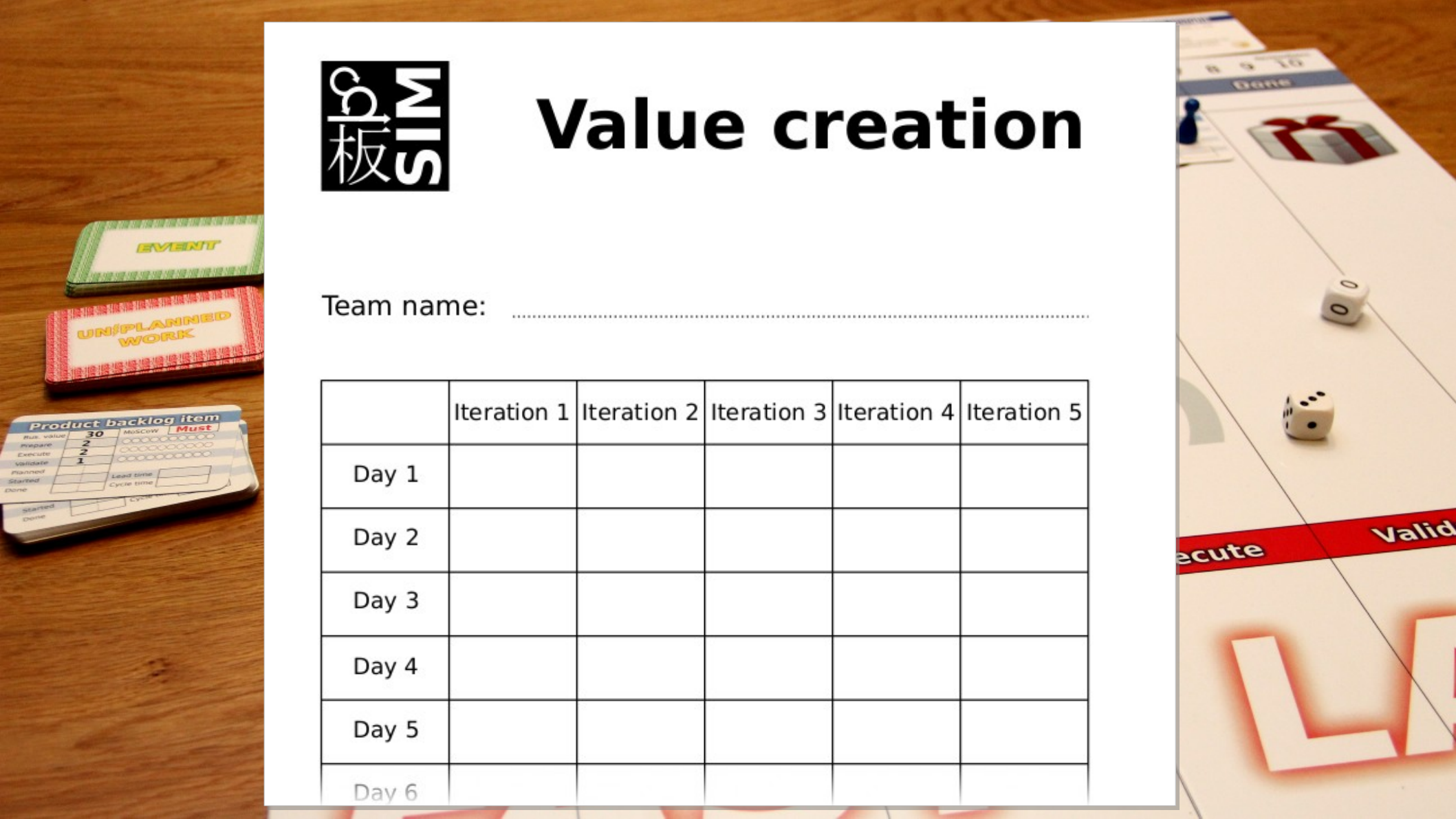
Product backlog item			
Bus. value	150	MoSCoW	Must
Prepare	3	○○○○○○○○○○	
Execute	4	○○○○○○○○○○	
Validate	2	○○○○○○○○○○	
Planned			
Started		Lead time	
Done		Cycle time	

Business value x multiplier:
Must have: business value x 2
Should have: business value x 1
Could have: business value x 0,5
Won't have: business value = 0

6. Loose value

Penalty per day for not finishing unplanned work:
-1 for low priority
-10 for medium priority
-50 for high priority





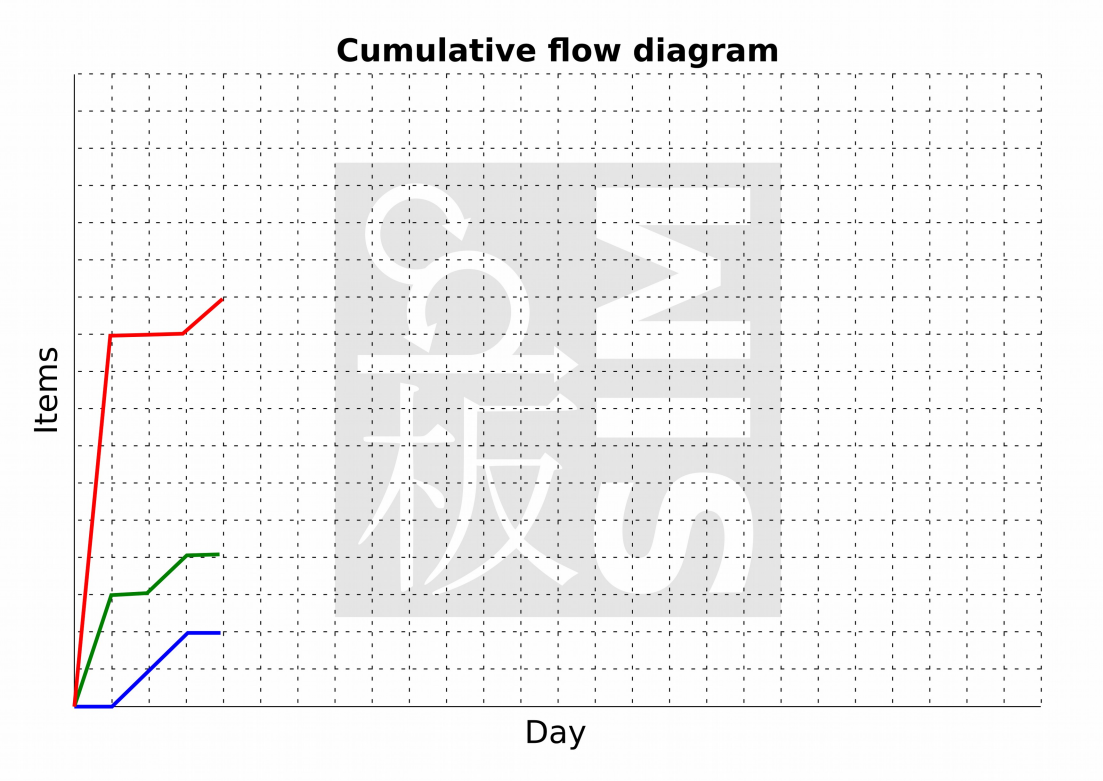
Value creation

Team name: .....

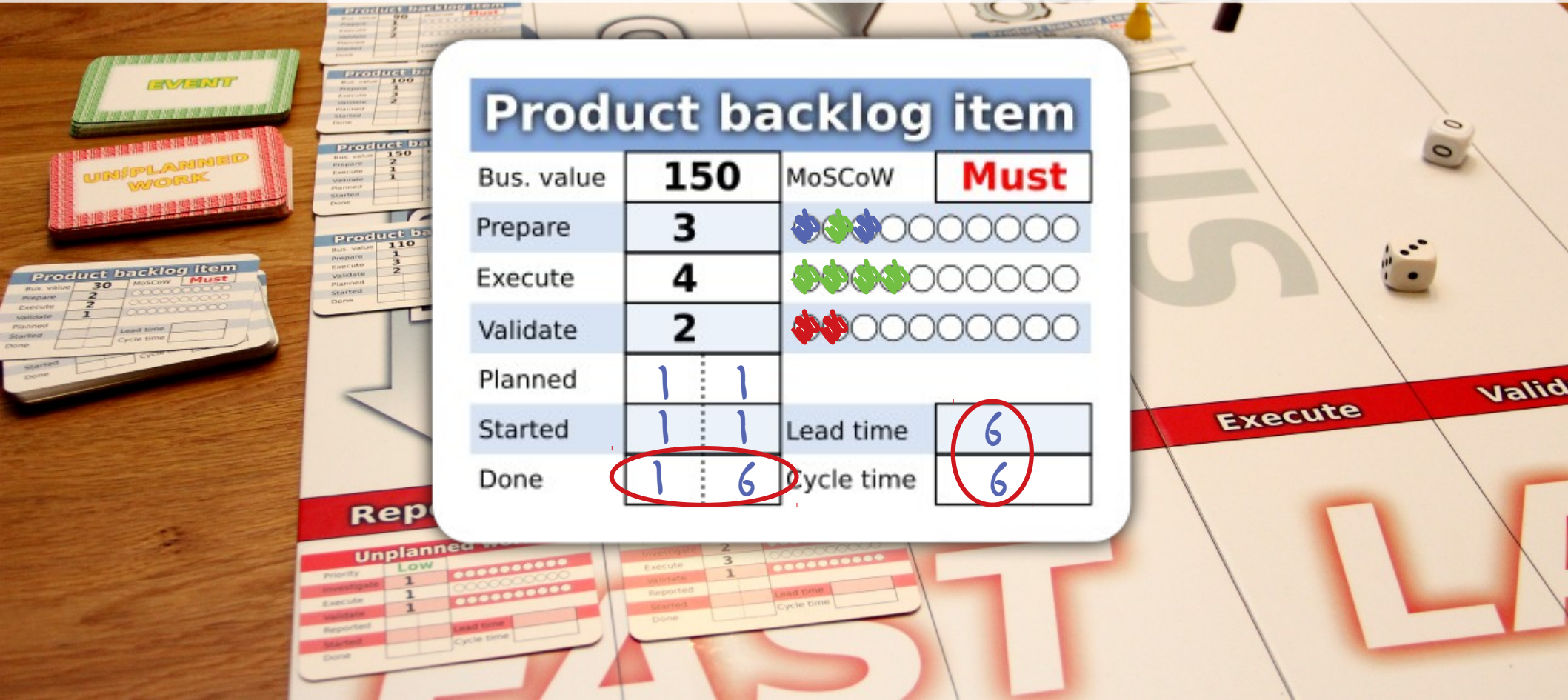
	Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5
Day 1					
Day 2					
Day 3					
Day 4					
Day 5					
Day 6					

6. End of day
Advanced teams

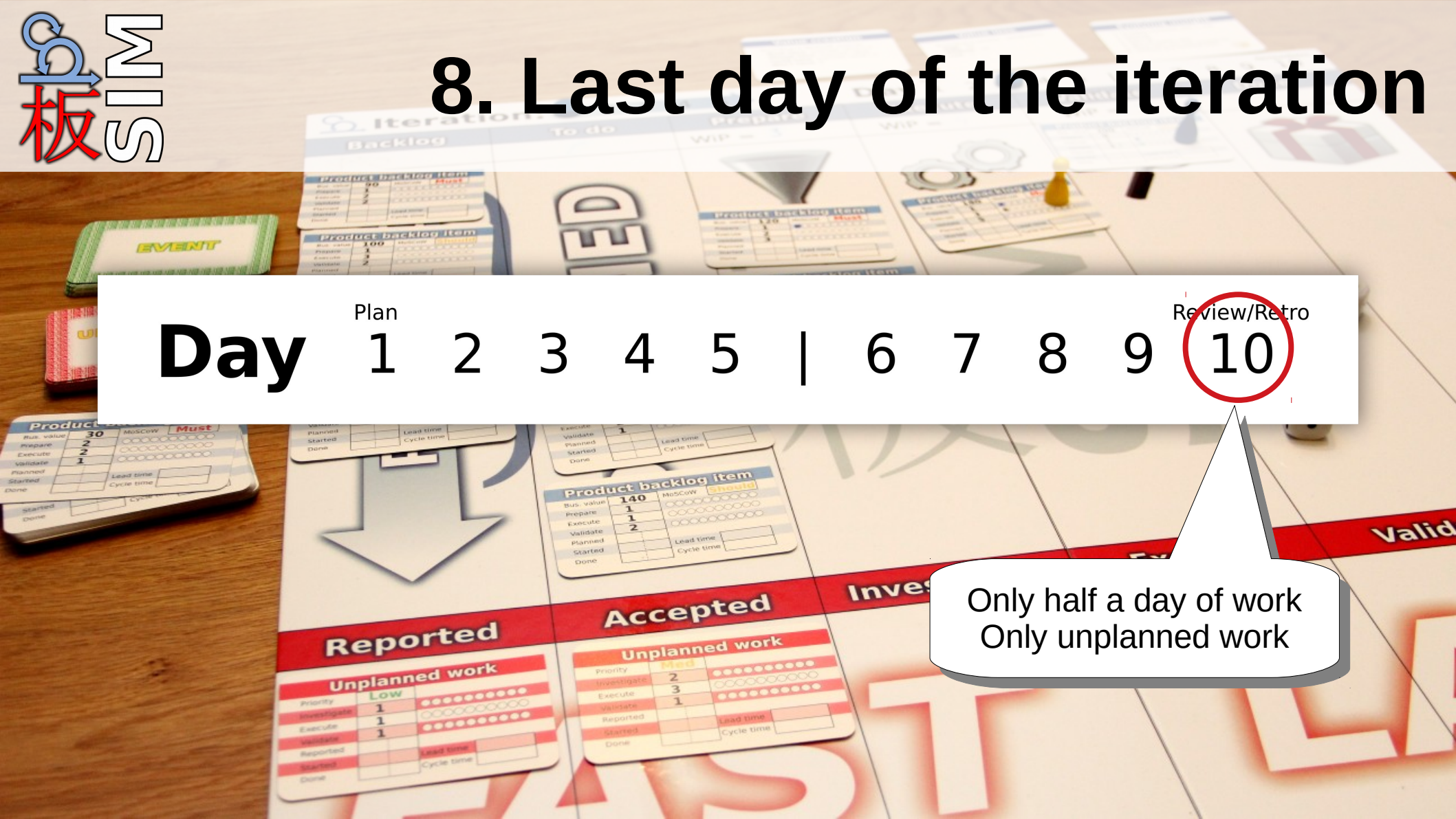
- Update cumulative flow diagram



7. Item done – advanced teams



8. Last day of the iteration



9. At the end of the iteration

- Retrospective
  - Planned versus done
  - Flow?
  - Unplanned work – right decisions?
  - WiP limits respected?
  - Metrics?

SCRUM
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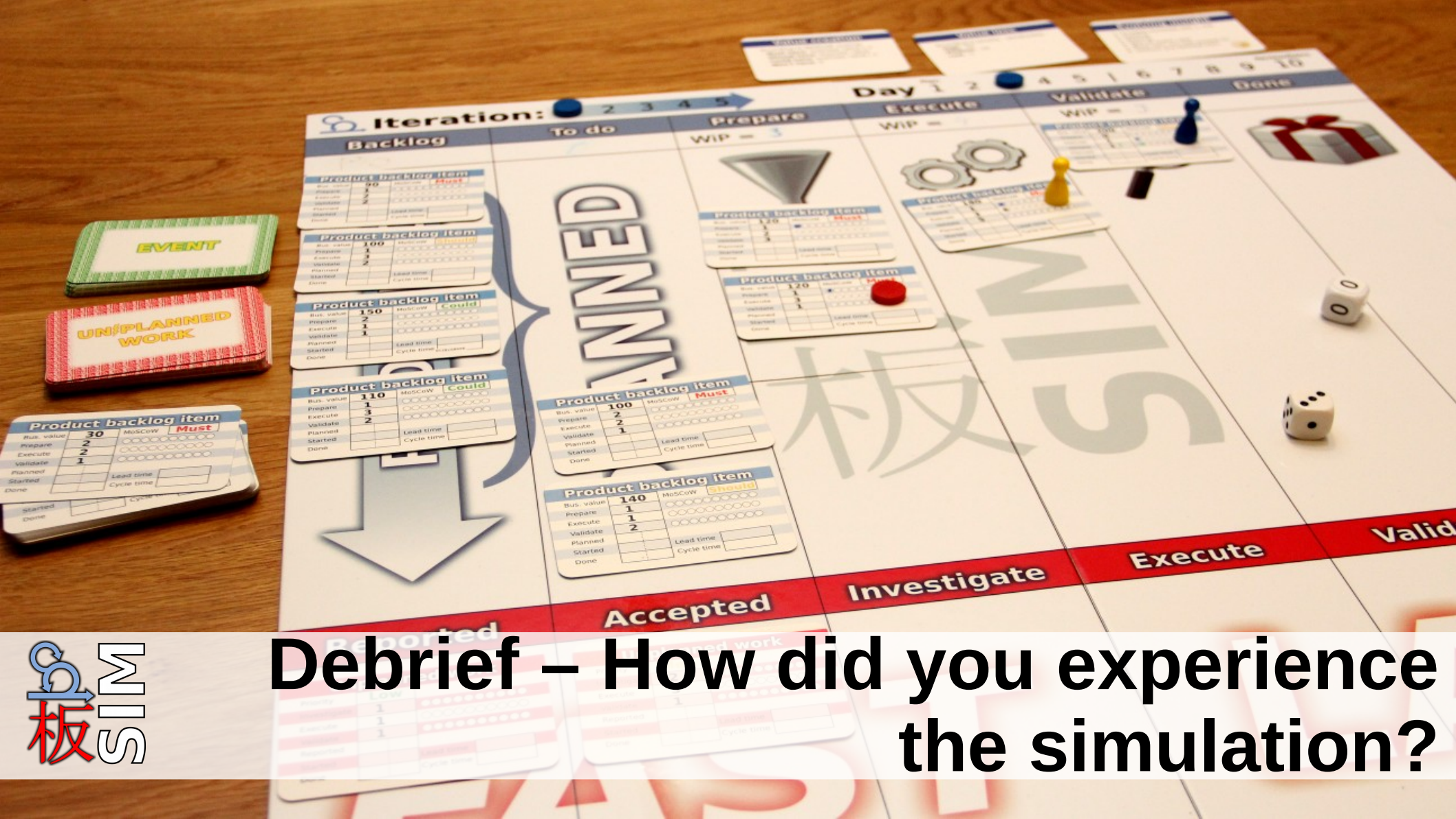
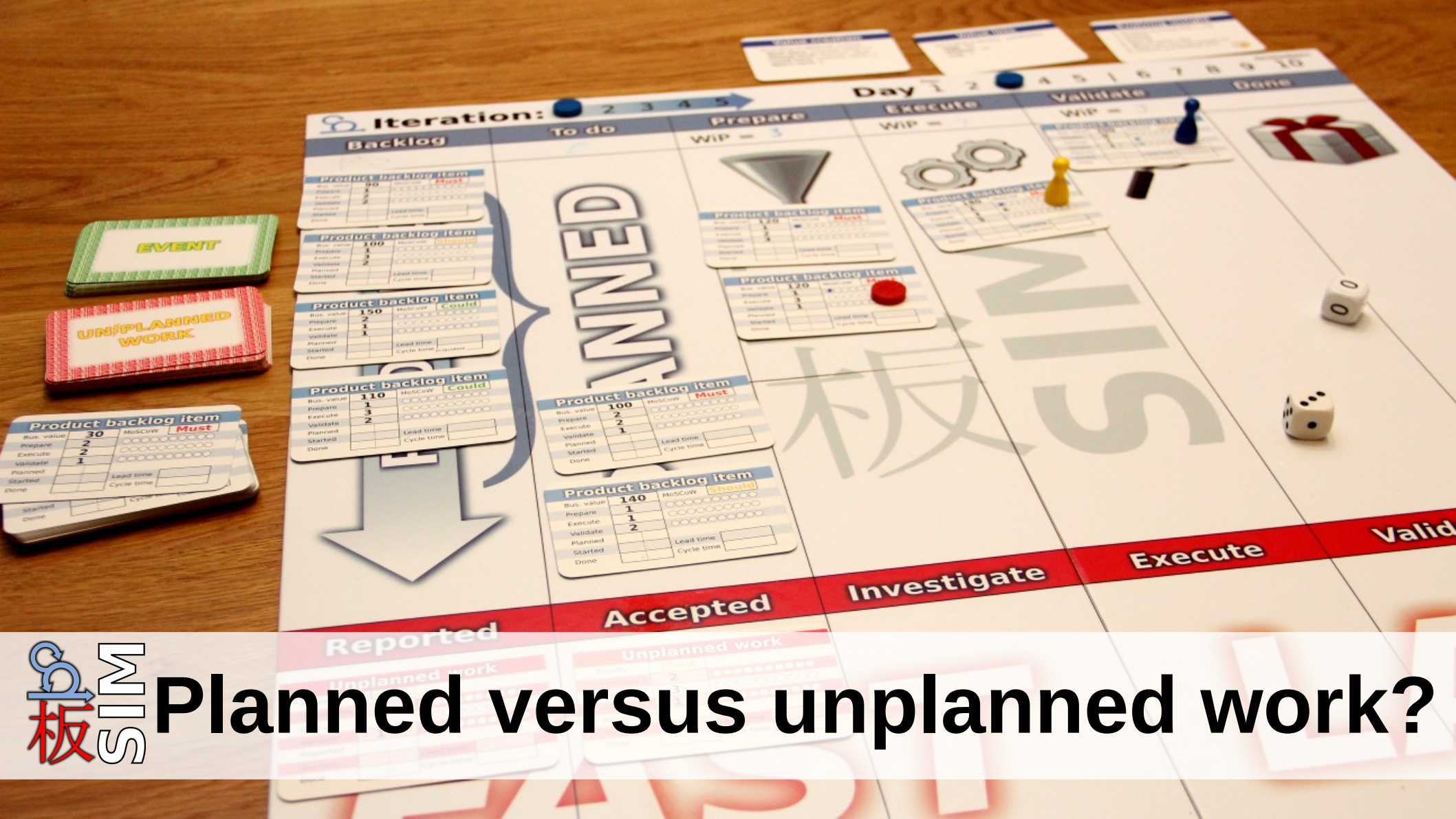
Enjoy the simulation!
Iteration:
Day
Backlog
Execute
Validate
Done
Reported
Accepted
Investigate
Execute
Unplanned work
EVENT

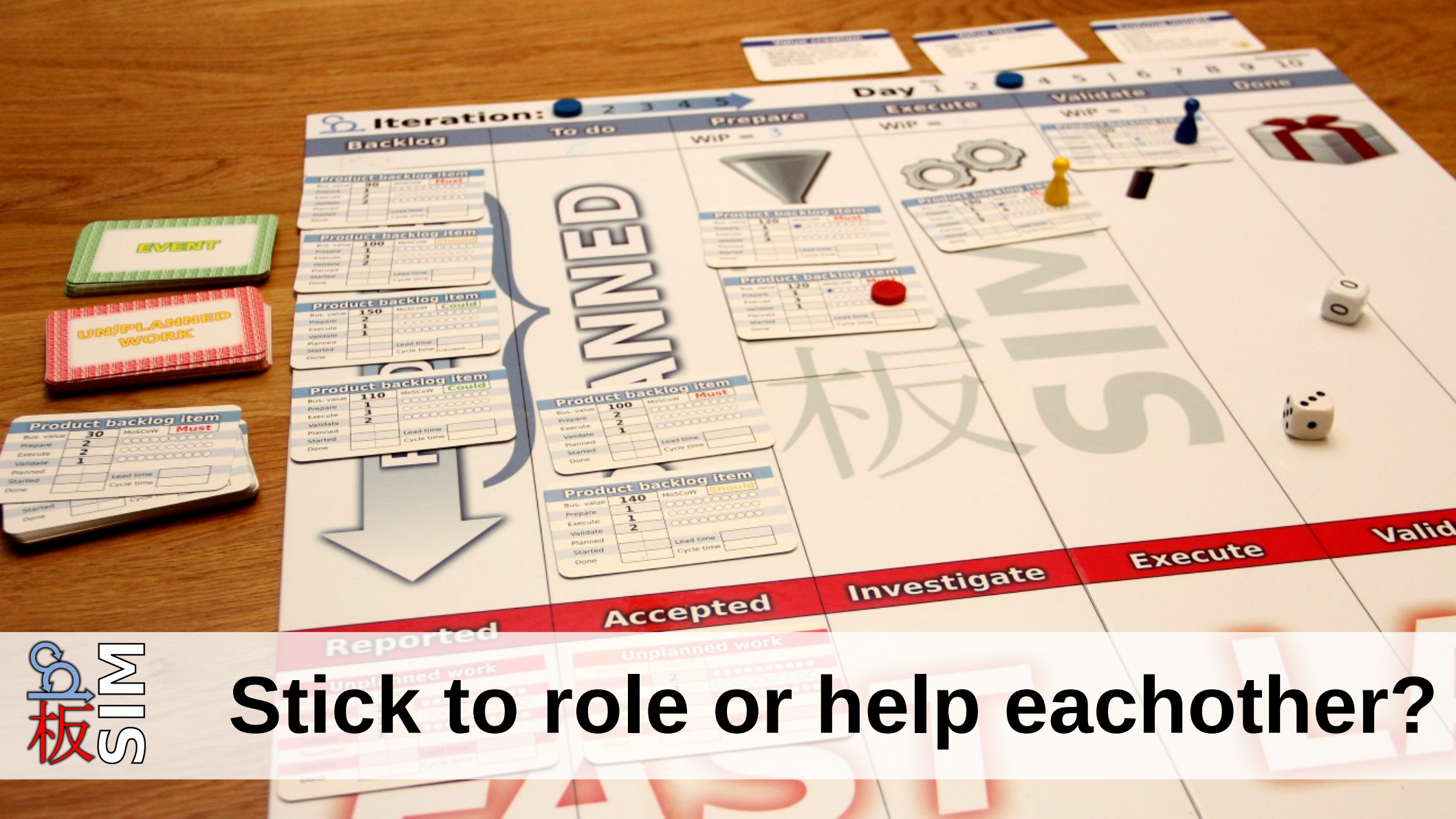


Debrief – How did you experience the simulation?

What did you learn?



Planned versus unplanned work?



Stick to role or help eachother?

A product of SimuLearn

https://www.simu-learn.net/scrumban