



Lean Construction Institute
Immersive Education Program

Ready, Set, Go Scrum

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McCarthy Building Companies, Inc.

October 19, 2020

“LCI would like to acknowledge and thank Felipe Engineer-Manriquez of McCarthy Building Companies and Stephanie Roldan of Rosendin Electric for their leadership, work and collaboration to create this workshop. Learning opportunities like this exist because people like Felipe and Stephanie engage to create them.”

-Kristin Hill,
LCI, Director Education Programs

Lean Construction Institute



Provider Number H561

Ready, Set, Go Scrum

LCIV.SCRM

Felipe Engineer-Manriquez

Monday, October 19, 2020



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Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

Course Description

Are you ready to make your work exponentially easier and valuable to your organization? Scrum harnesses the power of individuals working together as a team. Double your productivity using this framework with less effort. This tactical course is geared for individuals and teams with Lean practitioner experience. Workshop resources will be provided to guide scaling up to fully functional Scrum teams.

Learning Objectives



01.

Gain an overview understanding of the Scrum framework and terminology.



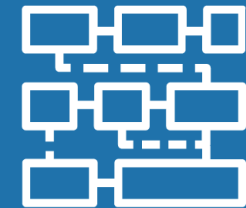
02.

Understand the relationship between Scrum and Lean.



03.

Experience hands-on application of Scrum



04.

Use the Scrum framework individually and/or with your teammates.

WARNING

Using Lean principles and Agile methods result in increased capacity.

More time to improve, optimize, and coach others will be YOUR problem.

Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



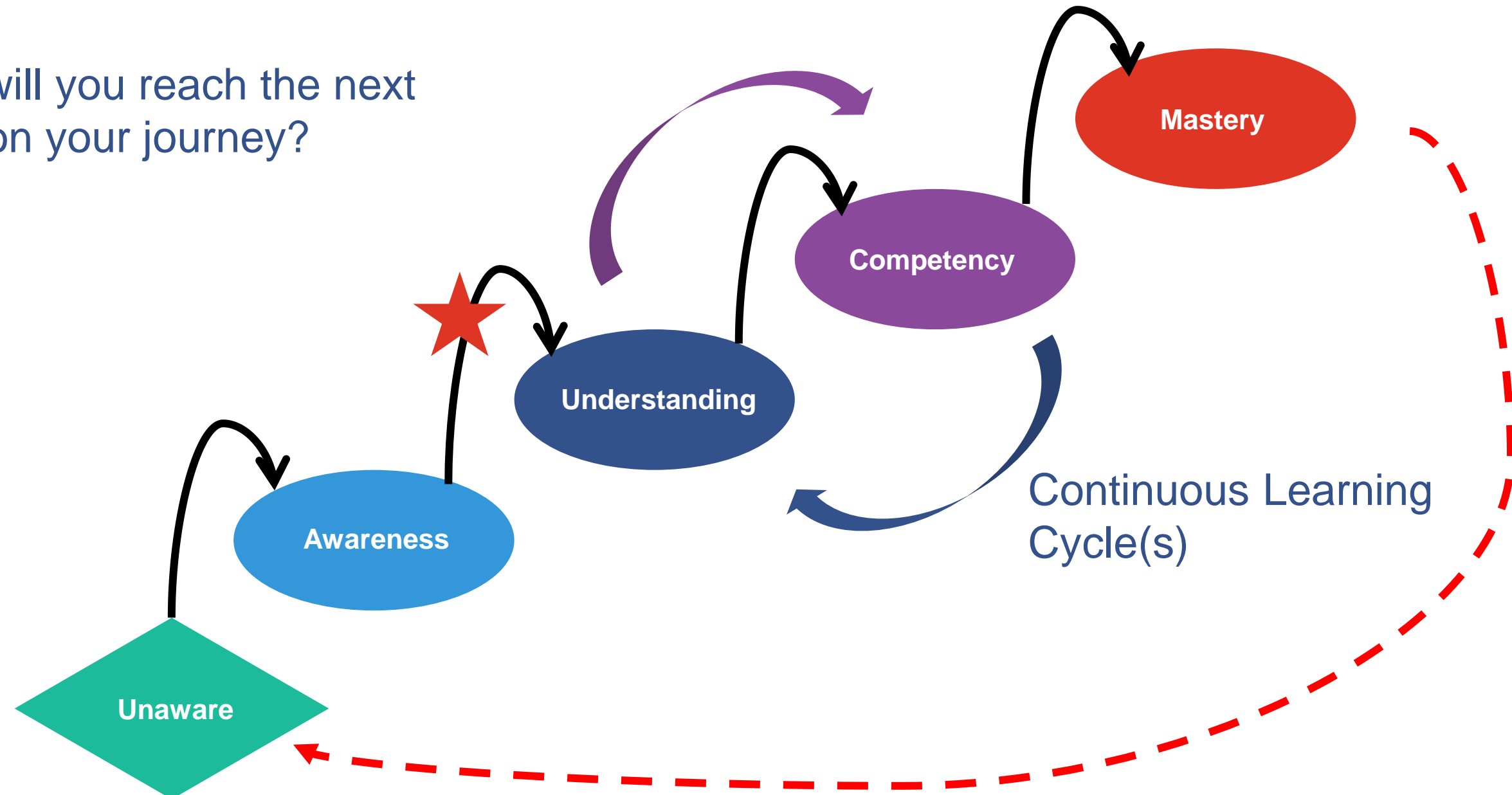
One conversation at a time



Have fun!

Lean Journey to Mastery

How will you reach the next level on your journey?



What could stop you from trying Scrum?

**Small choices become actions,
actions become habits,
and habits become our way of life.**

THE CHOICE (Short Animated Movie)

https://youtu.be/_HEnohs6yYw

...Saying Hello

Claire Andreesen

Lean | Scrum Master

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Session Agenda

00:02 – Introductions (Who's Who)

00:05 – Lean Introductions

00:45 – Scrum Board Game

00:08 – Mini Q&A / Break

00:50 – Scrum, LPS, and Vacation Sprint

00:10 – Final Q&A | Plus / Delta



Introductions via Chat

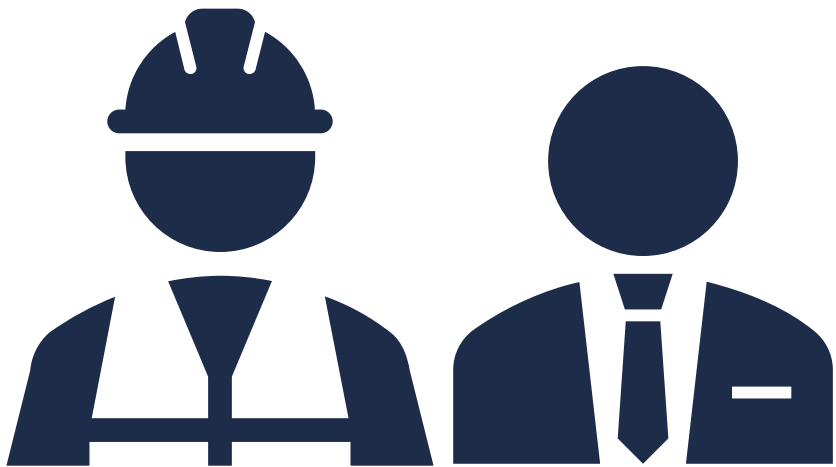
To: Everyone ▾

Type message here...

Claire, McCarthy, 4+ years
Felipe, McCarthy, 20+ years



My name is...



Firm name...



years in industry

Six Tenets of Lean

- 1 Respect for people
- 2 Generate Value
- 3 Focus on Flow
- 4 Eliminate Waste
- 5 Continuous Improvement
- 6 Optimize the Whole



Does waste impact my work?

A key concept in **LEAN** is **WASTE**

What are the different types of waste in LEAN?

https://youtu.be/NJN-lsk_DLU

Non-Value Adding Activities

DOWNTIME

Defect

Effort involved in inspecting for and fixing defects such as data entry errors

DOWNTIME

Overproduction

Unnecessary efforts producing work in excess or ahead of customer requirements like processing items before they're required for the next process

DOWNTIME

Waiting

Waste through delays or stoppages such as waiting for instructions, waiting for the next production step, or simply running slow computers

DOWNTIME

Non-Utilized Talent

Aspects such as ignoring improvement ideas from people on the floor or restricting employees' responsibilities to make routine decisions

DOWNTIME

Travel/Transportation

Unnecessary movement of work, for example sequential process steps are not co-located or files are being transported from one location to the other

DOWNTIME

Inventory

Holding information and material longer than required such as piles of unprocessed work, unread emails or overstocked marketing materials

DOWNTIME

Motion

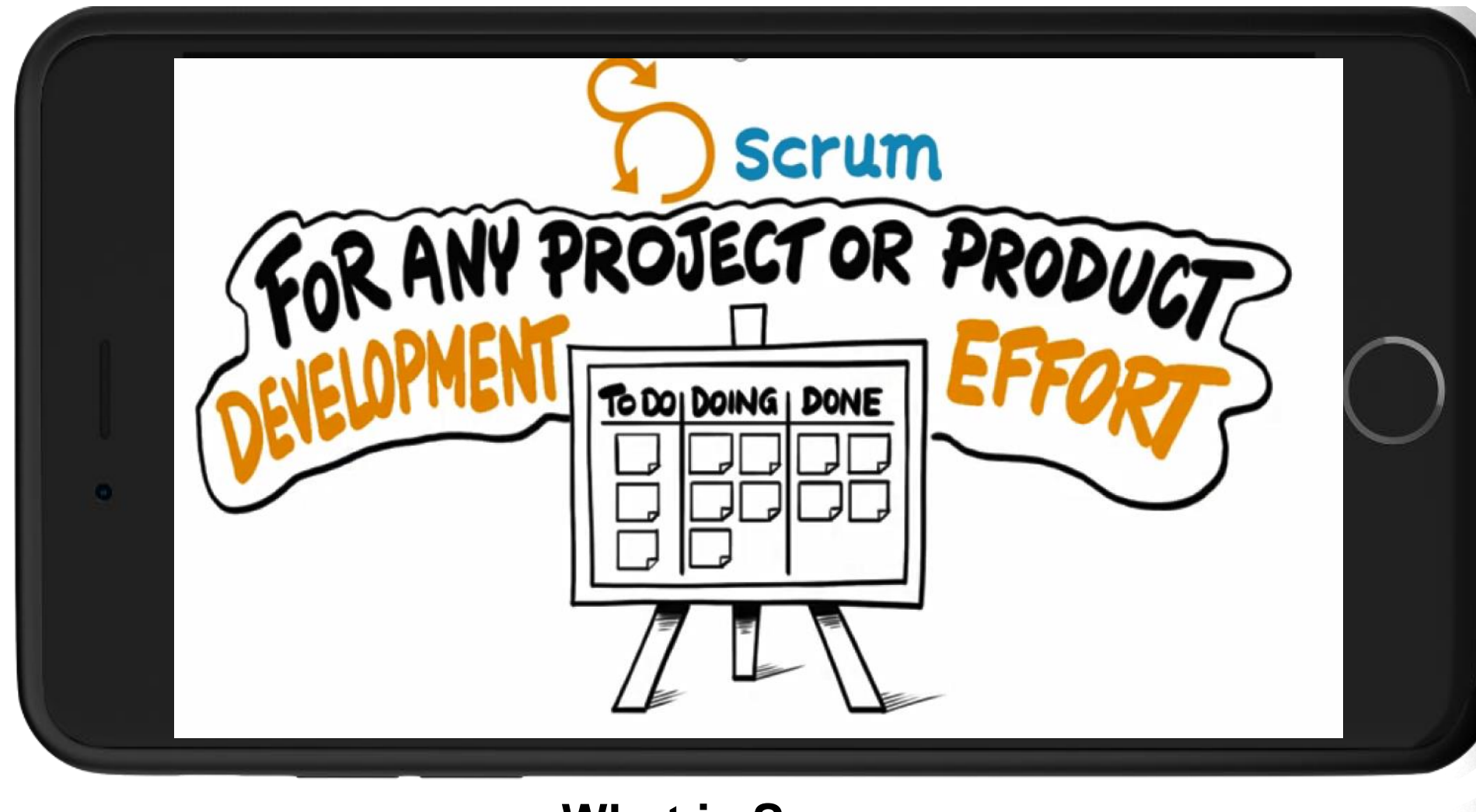
Non-value-added movements of people such as unnecessary meetings or walking to the copier and printer

DOWNTIME

Excess Processing

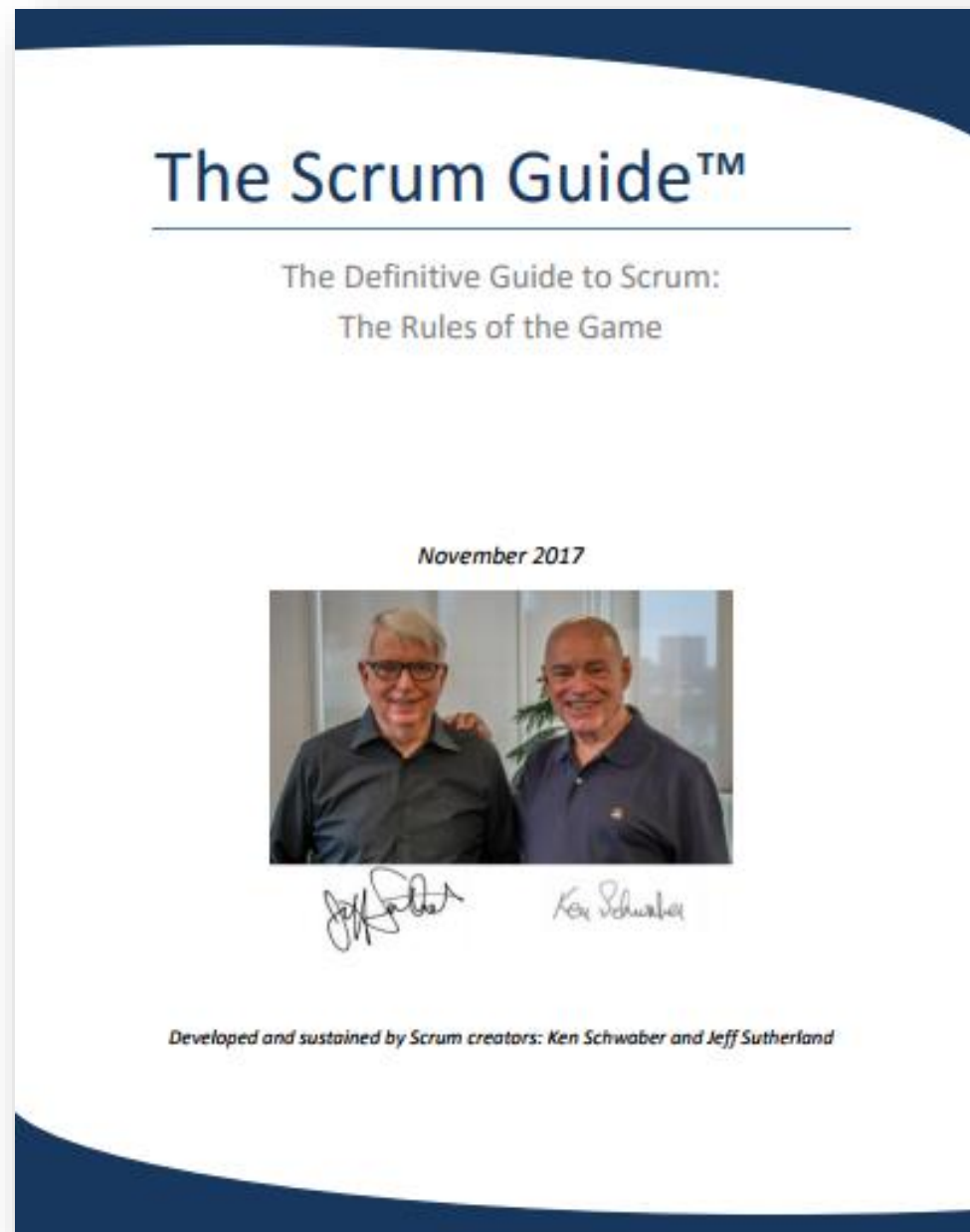
Unnecessary activity due to complex processes and systems such as too many approvals or an application form where the same data is needed in different places

What is Scrum?



What is Scrum

<https://youtu.be/TRcReyRYIMg>



19 Pages

1. **Guide Purpose, Definitions**
2. **Uses of Scrum and Scrum Theory**
3. **Scrum Values**
4. **The Scrum Team**
5. **Scrum Events**
6. **Scrum Artifacts**
7. **Artifact Transparency**
8. **End Notes**

Fundamental Scrum Board (Game Prelude)

TO DO		DOING	DONE
Task Note (action-oriented descriptions)	Play Scrum Game	Understand Scrum board basics	Watch “What is Scrum” video

Scrum Board Game (Mural Board onboarding)

Let's play in this board

Scrum Board Game

Backlog

Visit Felipe's Online Scrum Resources Trello Board
<https://trello.com/b/518rby88/most-basic-trello-scrum-board>

Open link

Read the whole Scrum Guide
<https://www.scrumguides.org/>

Open link

To Do

Answer Question 6

Answer Question 7

Answer Question 8

Answer Question 9

Answer Question 10

Answer Question 1

Answer Question 2

Answer Question 3

Answer Question 4

Answer Question 5

Doing

Read the 19-page Scrum Guide (5 minutes)
<https://www.scrumguides.org/>

Open link

Done

Right (Correct)

Done

Wrong (F.A.I.L. First Attempt In Learning)

Sprint Goal
10 points
“Done Right”



Let's move as
ONE



Adidas - Black : Commercial

<https://youtu.be/0C434QFTjok>

Sprint Goal
10 points
“Done Right”



Let's move as
ONE



fast and furious 8 Dwayne Johnson entry| Haka dance by the rock|
<https://youtu.be/2BPvFnyWAG0>

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

2

3

4

5

What page is
the definition
of Scrum
found on?

1

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

2

3

4

5

1

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

3

4

5

2

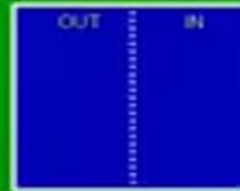
1

Flow – One piece flow versus Batch Production

Order = 10
Batch = 10



Process
1



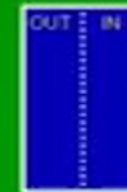
Process
2



Process
3



Order = 10
Batch = 5



Order = 10
Batch = 1



Courtesy: BMGI

ONE PIECE FLOW versus BATCH PRODUCTION - Lean Manufacturing

<https://youtu.be/JoLHKSE8sfU>

Batch size
matters...,
What about
Multi-tasking?

2

1

2+

In Scrum, how many tasks can be in the “Doing” Column?

**It
Depends**

0

TO DO

DOING

DONE

RIGHT

WRONG

6

2

1

7

8

3

9

4

10

5

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

4

5

3

1

2

3

3a

**Tasks that take
longer than a
week to
complete**

3b

**Tasks I can't
complete this
sprint**

What tasks are on my Backlog?

**Value-added
tasks**

3c

**What's a
backlog?**

3d

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

4

5

3

1

2

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

5

4

1

2

3

4

Yes

No

Is Scrum effective for individual use (not teams)?

**It
Depends**

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

5

4

1

2

3

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

5

1

2

3

4

5

5a

**Any Assigned
Work by Your
Boss**

5b

**All Items From
My Email**

What kind of tasks belong on my board?

**Any Work Task
That Takes More
Than 15 Minutes**

5c

**Everything
Known To Be
Needed For This
Work Increment**

5d

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

5

1

2

3

4

TO DO

DOING

DONE

RIGHT

WRONG

6

1

2

3

4

5

7

8

9

10

6

Yes

No

Can I create more columns on my Scrum board?

**It
Depends**

TO DO

DOING

DONE

RIGHT

WRONG

6

1

2

3

4

5

7

8

9

10

TO DO

DOING

DONE

RIGHT

WRONG

7

1

6

8

2

9

3

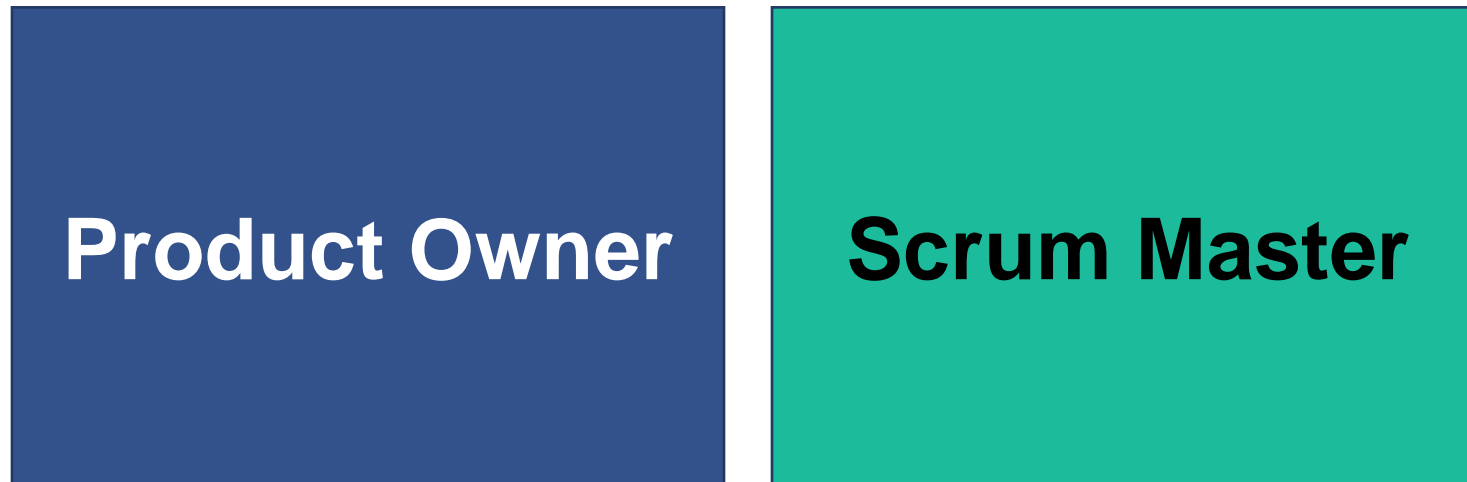
10

4

5



Who moves the cards on the board?



TO DO

DOING

DONE

RIGHT

WRONG

7

1

6

8

2

9

3

10

4

5

TO DO

DOING

DONE

RIGHT

WRONG

8

1

6

2

7

3

4

5

9

10

**Between 1 and 2
Weeks**

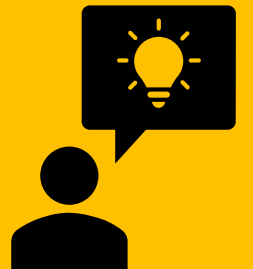
1 Month

What is the typical length of a Sprint?

1 Day

**Single
Workweek**

**Batch size
matters...,
smaller is better.**



TO DO

DOING

DONE

RIGHT

WRONG

8

1

6

2

7

3

4

5

9

10

TO DO

DOING

DONE

RIGHT

WRONG

9

1

6

2

7

3

8

4

5

10

9

True

False

Finishing 100% of my tasks every week is the goal of Scrum.

TO DO

DOING

DONE

RIGHT

WRONG

9

1

6

2

7

3

8

4

5

10

TO DO

DOING

DONE

RIGHT

WRONG

10

1

6

2

7

3

8

4

9

5

10

10a

**The Team
Defines It**

10b

**When the Task
is Completed
w/out Follow-Up**

What does “Done” mean?

**When I Tried My
Best on the
Task**

10c

**The Scrum
Master Defines
It**

10d

TO DO

DOING

DONE

RIGHT

WRONG

10

1

6

2

7

3

8

4

9

5

TO DO

DOING

DONE

RIGHT

WRONG

1

6

2

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8

4

9

5

10

Mini Q&A / Break



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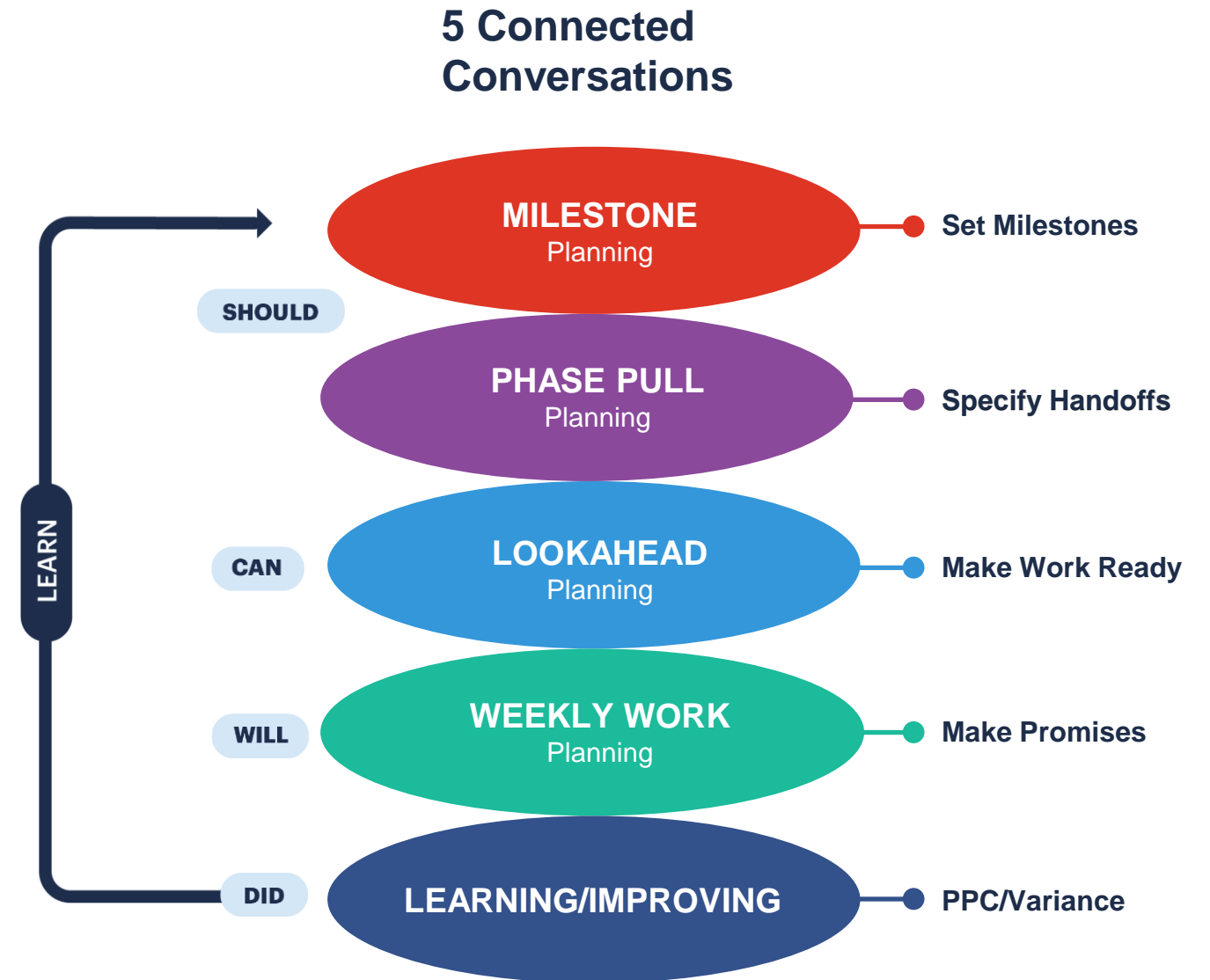


5 Connected Conversations Of LPS®

The LPS is a commitment-based system integrating 5 connected planning conversations at 5 levels:

1. Milestone Planning (Should)
2. Phase Pull Planning (Should)
3. Lookahead Planning (Can)
4. Weekly Work Planning (Will)
5. Learning & Improving (Did/Learn)

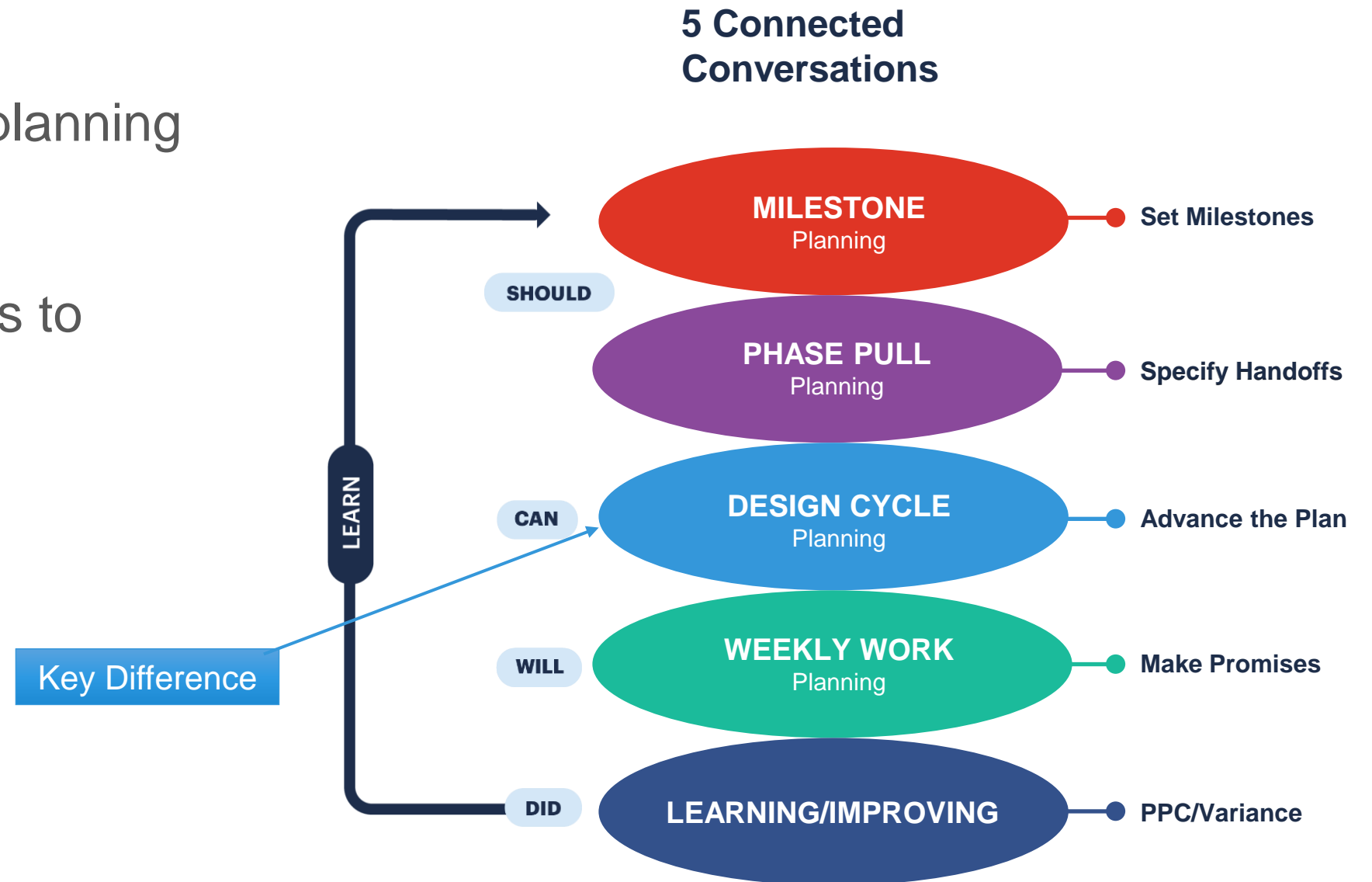
The Last Planner System® (LPS®) is a registered trademark of the Lean Construction Institute.



LPS® Modified For Design

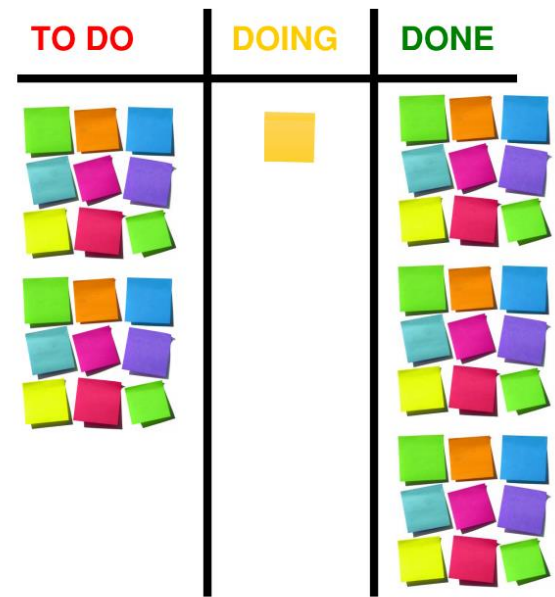
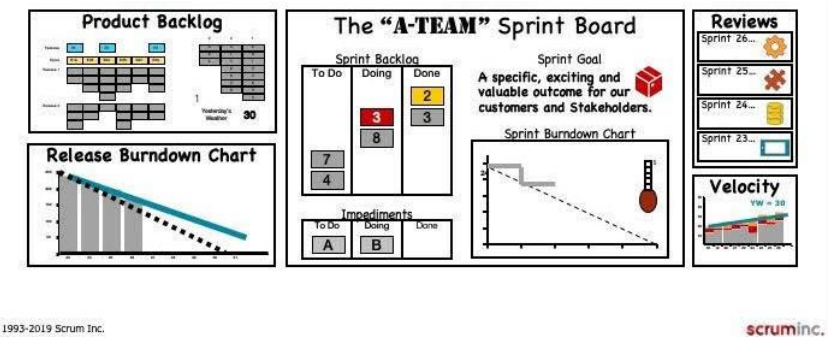
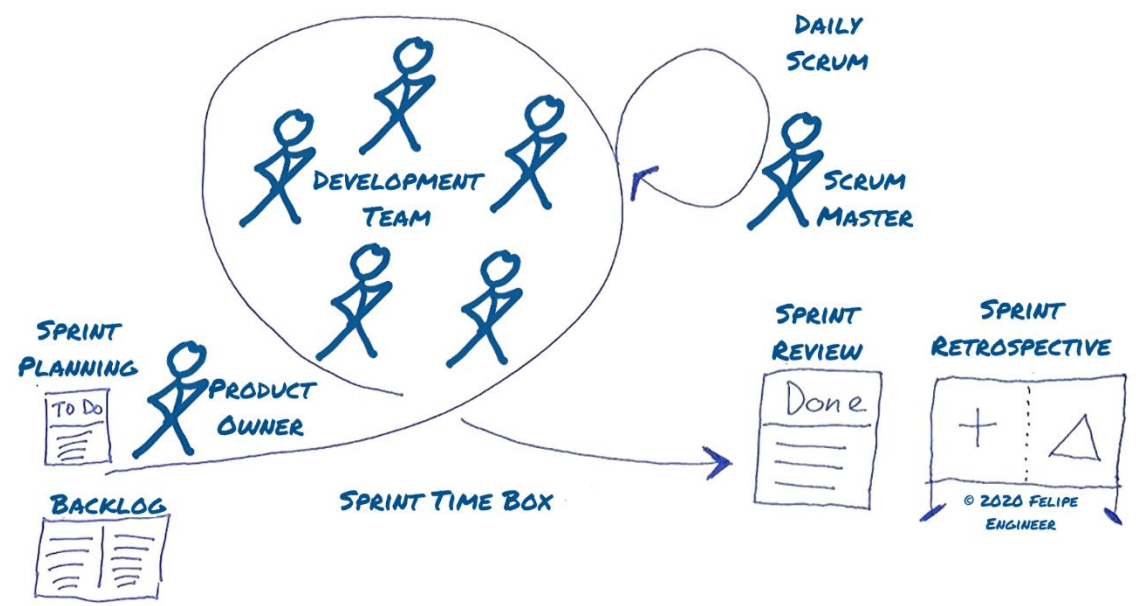
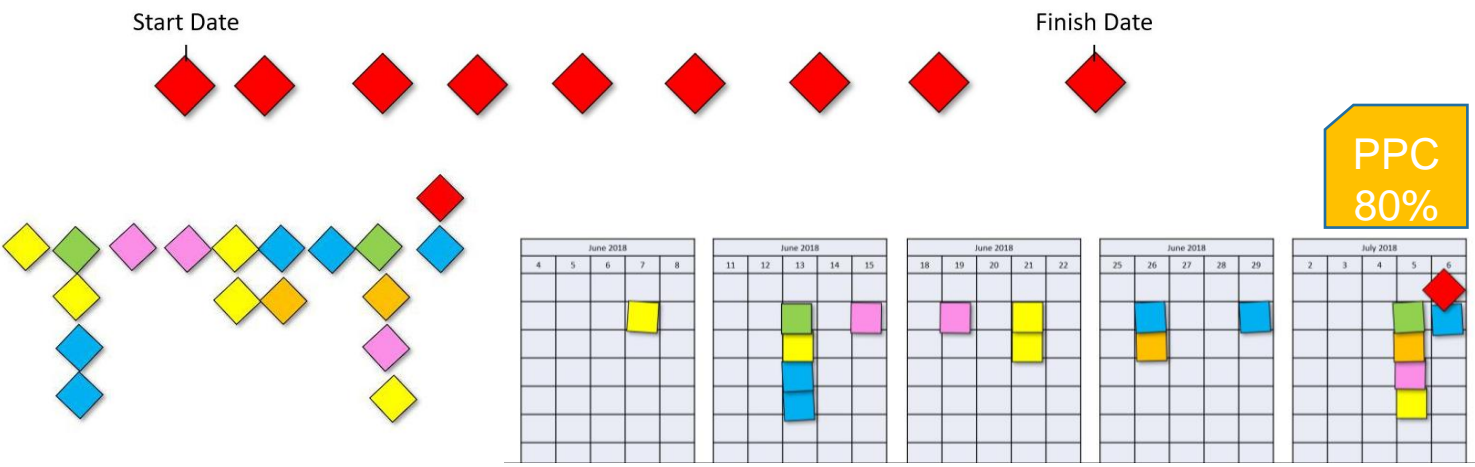
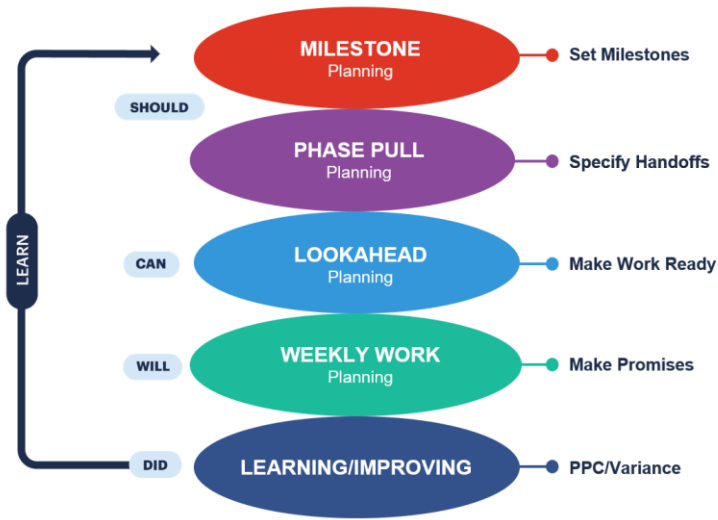
In modifying LPS for design, the 5 planning conversations remain the same.

The *Lookahead Planning* level shifts to *Design Cycle Planning*.

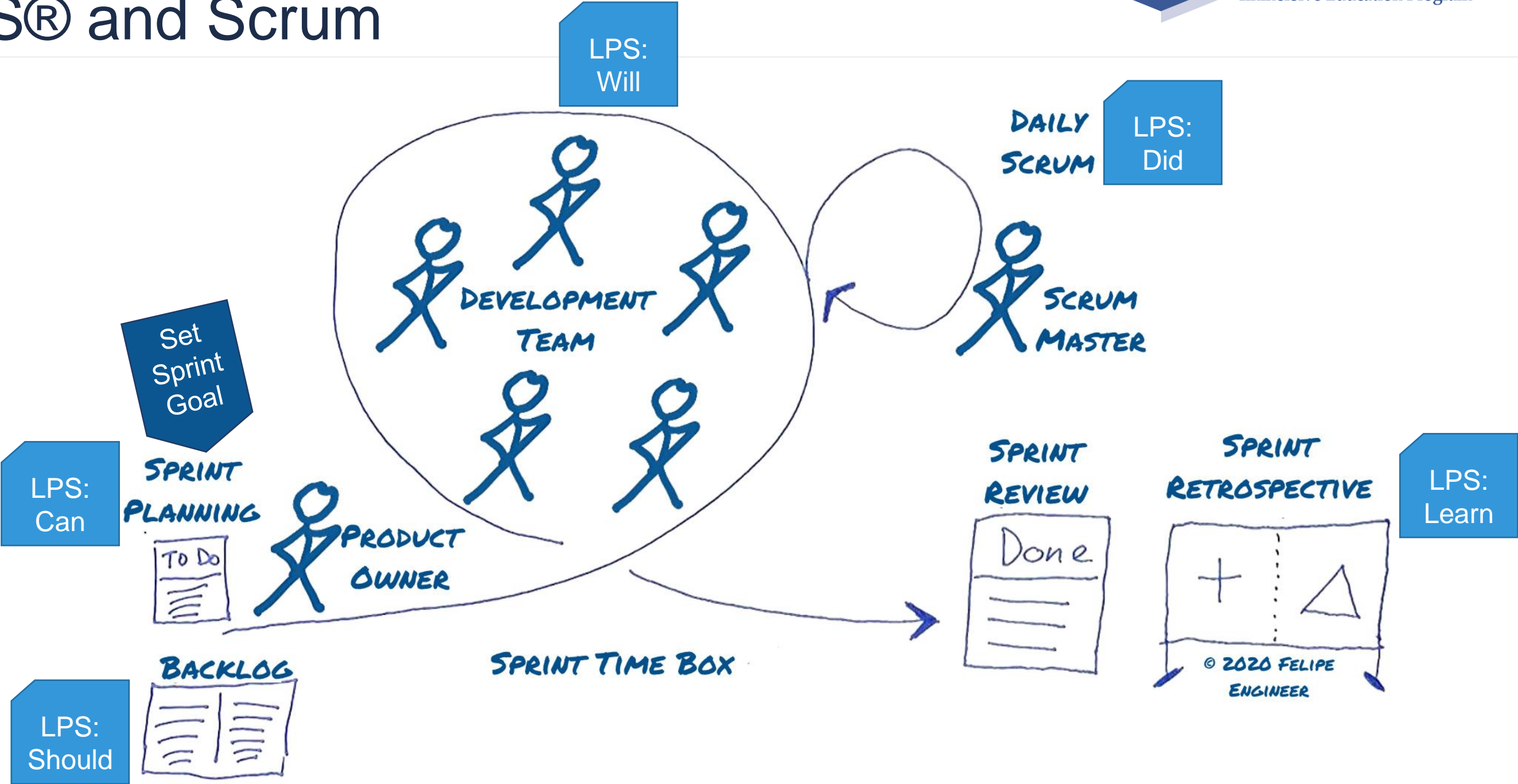


LPS® and Scrum

5 Connected Conversations



LPS® and Scrum



Vacation Sprint Planning (10 teams Mural Work)

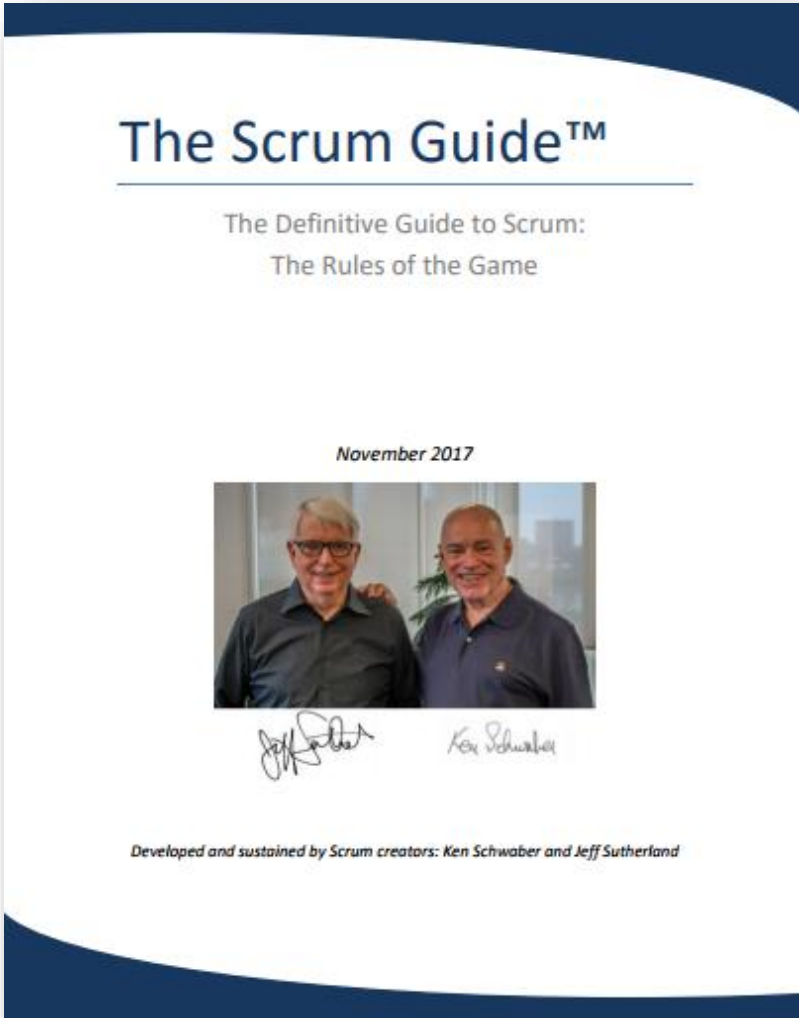
Teamwork
Time

Vacation Sprint Planning Example Board



Additional How-to References

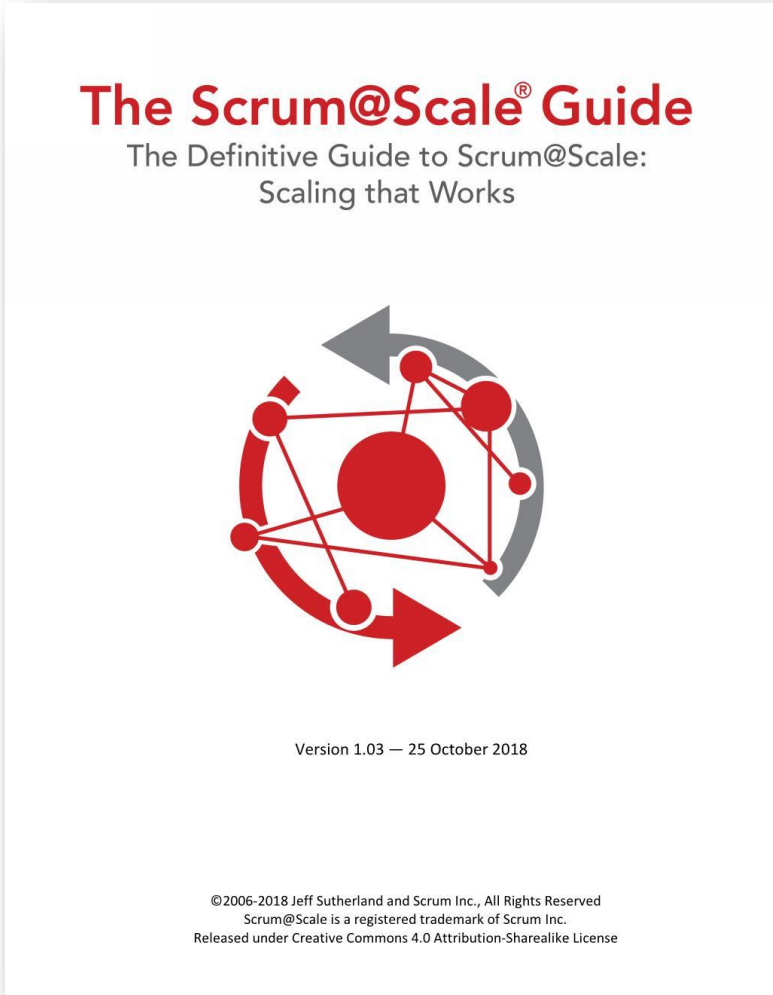
Start here



Working Agreement Canvas **scruminc.**
the way teams work

1. Team Name <i>Something cool</i>		2. Team Motto <i>Can we think of a catch phrase?</i>									
3. Team Mission <i>Why does this team exist? How does it align to what the business wants to achieve?</i>		4. Roles & Responsibilities <i>Who is the PO? The SM? The other Team Members? Is there single accountability for specific things? Is there a back-up?</i>		5. Metrics <i>Team:</i> <i>Product(s):</i> <i>What data will we collect to see if our products are successful? if we are as a team?</i>							
6. Strengths & Skills <i>Besides what we were hired to do, what else do we do well? What are our superpowers?</i>		7. Gaps & Growth Opportunities <i>What are we lacking? How will we become more cross-functional as a team? More T-shaped as individuals?</i>		8. Celebrate & Improve <i>How do we want to celebrate successes? How will we have fun together? How do we plan to learn from our failures?</i>							
9. Values <table border="1"><thead><tr><th>Company</th><th>Scrum</th><th>Team</th></tr></thead><tbody><tr><td></td><td>Openness Courage Focus Commitment Respect</td><td></td></tr></tbody></table>		Company	Scrum	Team		Openness Courage Focus Commitment Respect		10. Norms & Guidelines <i>What code of conduct do we want to have pertaining to: events, decision making, communication, conflict resolution, workload, collaboration, and creating an environment where everyone feels comfortable expressing their opinions without fear?</i>		11. Events <i>Sprint Length =</i> <i>SP:</i> <i>DS:</i> <i>SR:</i> <i>Retro:</i> <i>BLR:</i> <i>Time? Place? Other Attendees?</i>	
Company	Scrum	Team									
	Openness Courage Focus Commitment Respect										

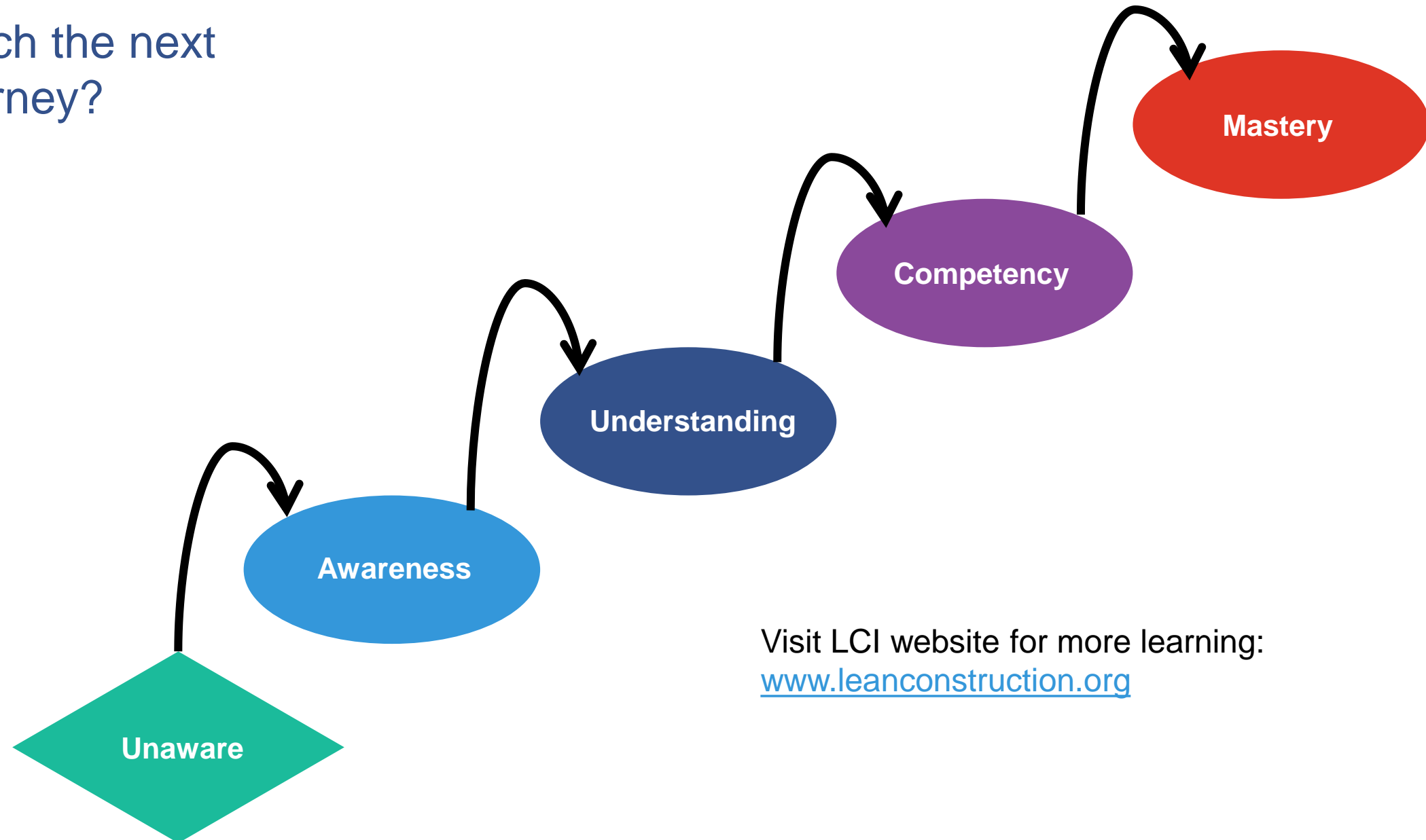
Date: _____ Version: _____ © Scrum Inc. 2018



<https://trello.com/b/5l8rby88/most-basic-trello-scrum-board>

Lean Journey to Mastery

How will you reach the next level on your journey?



Visit LCI website for more learning:
www.leanconstruction.org


Questions?



eLearning Courses

Available now:


- Introduction to the Last Planner System®
- Introduction to Lean Project Delivery
- Lean in the Design Phase
- Effective Big Room
- Target Value Delivery



Introduction to the Last Planner® System

Please enter your first name below then click the button to begin.

BEGIN



WELCOME

This course will allow you to gain in-depth insight to the practical application of the Last Planner® System (LPS) through multimedia, hands-on interactions, diagrams, worksheets, and more. The key achievable goal of this course is to learn how to engage at all five levels of LPS effectively on a day-to-day basis with a team implementing the system.



Connect to keep Sprinting



www.linkedin.com/in/claire-andreesen/



Connect Here:



<https://trello.com/b/ZGZYNYNW/about-felipe-engineer-manriquez>

Plus/Delta


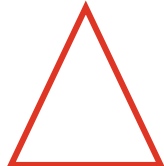
Conduct a Plus/Delta
Capture via chat

Plus: What produced value during the session?

+ Felipe is a genuine Scrum Master!

Delta: What could we change to improve the process or outcome?



- Break was too long



	

Plus/Delta

Capture via Mural

Plus | Delta

What went well (I valued...) 

What didn't go well (I didn't like...) 



Lean Construction Institute
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This concludes The American Institute of Architects Continuing Education Systems Course

Lean Construction Institute



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