

23<sup>RD</sup> ANNUAL



23<sup>RD</sup> LCI CONGRESS  
OCTOBER 19-22

# Ready, Set, Go Scrum

Felipe Engineer-Manriquez

Claire Vorthmann



LEARN BY DOING FROM THOSE WHO DO

October 19, 2021



# Health precautions to keep everyone as safe as possible at Congress:

- •Wear masks at all times in indoor events.
- •Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- •Practice social distancing to the extent possible. Seating at plenary sessions is being structured to help with this.
- •If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- •Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



# Session Agenda

**01:00** – Introductions

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**01:15** – Setting Up Your Scrum Board

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**01:50** – Mini Q&A / Break

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**02:00** – Prioritization and Value

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**02:50** – Mini Q&A / Break

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**03:00** – Daily Scrum

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**03:50** – Mini Q&A / Break

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**04:00** – Applications / Examples

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**04:50** – Plus / Delta



# Learning Objectives



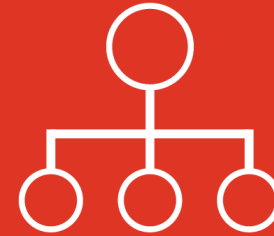
01.

Use Scrum as a framework to productively and creatively work to deliver the highest possible value



02.

Demonstrate the fundamental Scrum principles, values, and methods



03.

Understand what types of work and team makeups best support the use of Scrum in Construction



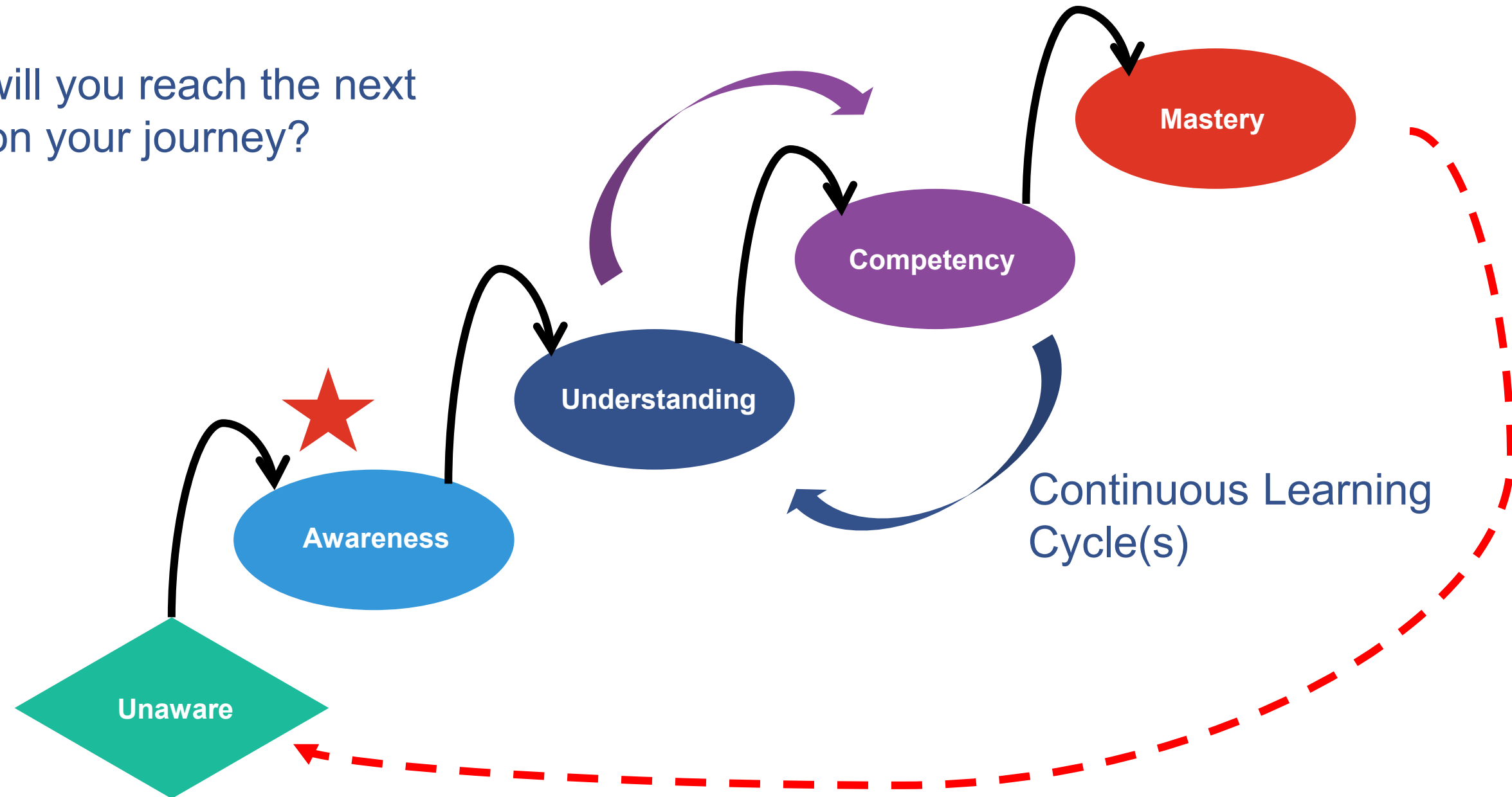
04.

Create a personal or team Scum aligned with the six Lean Construction Principles



# Lean Journey to Mastery

How will you reach the next level on your journey?



# Lean Construction Principles

1. *Respect People*
2. *Pull Customer Value*
3. *Create Flow*
4. *Eliminate Waste*
5. *Continuously Improve*
6. *Optimize the System*



# **WARNING**

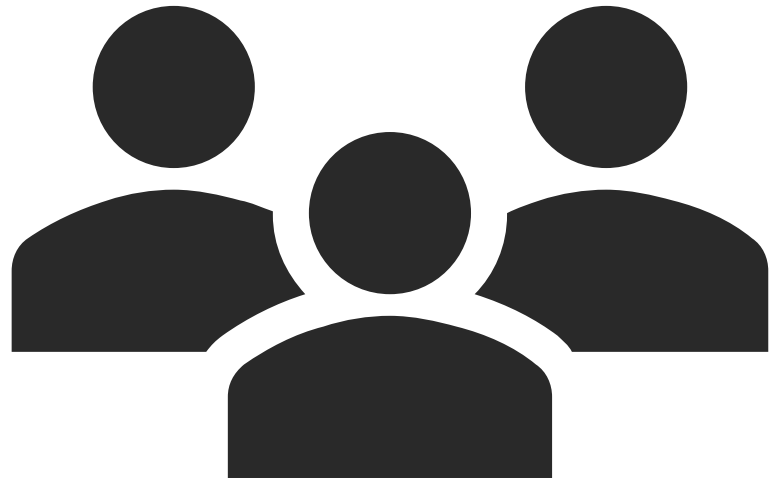
**Using Lean principles and Agile methods result in increased capacity.**

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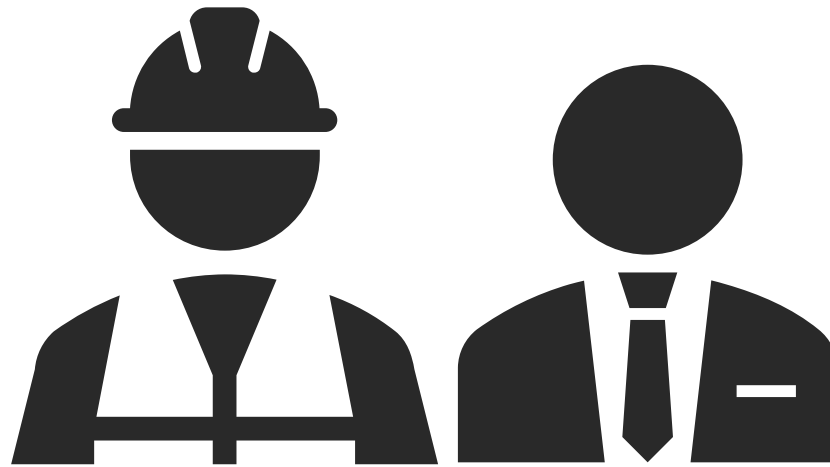
**More time to improve, optimize, and coach others will be YOUR problem.**



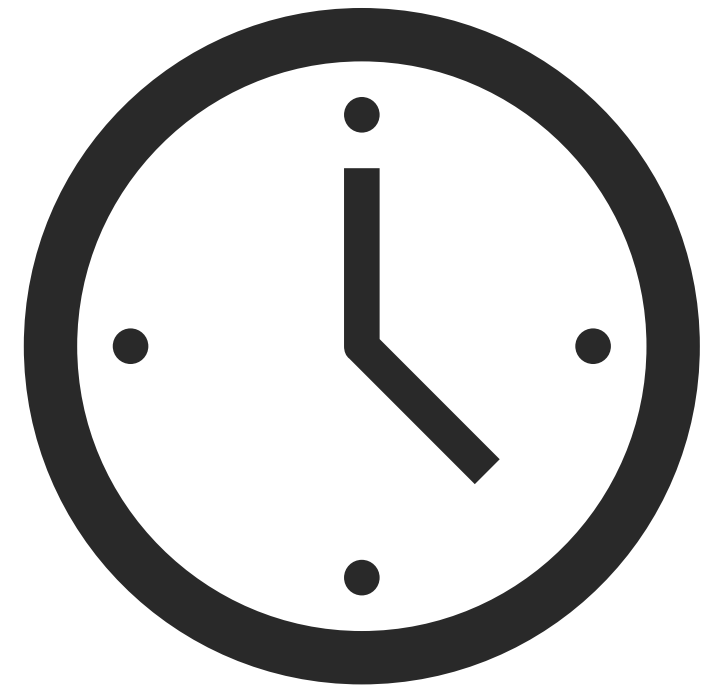
# Introductions



My name is...



Firm name...



# years in industry

# Setting up your scrum board



# Scrum Board Game

Make This Board

TO DO		DOING	DONE	
			RIGHT	WRONG
6	1			
7	2			
8	3			
9	4			
10	5			



TO DO

DOING

DONE

6

1

7

2

8

3

9

4

10

5

Does your  
board match  
this one?

RIGHT

WRONG

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



2

1

2+

**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

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

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

**What tasks are on my Backlog?**

**Value-added  
tasks**

**What's a  
backlog?**

TO DO

DOING

DONE

RIGHT

WRONG

6

7

8

9

10

3

1

2

4

5

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

**Any Assigned  
Work by Your  
Boss**

**All Items From  
My Email**

**What kind of tasks belong on my board?**

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

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

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

3

9

4

10

5



7

**Anyone**

**Development  
Team Member(s)**

**Who moves the cards on the board?**

**Product Owner**

**Scrum Master**

TO DO

DOING

DONE

RIGHT

WRONG

7

1

6

8

2

3

9

4

10

5

TO DO

DOING

DONE

RIGHT

WRONG

8

1

6

2

7

3

4

5

9

10

8

**Between 1 and 2  
Weeks**

**1 Month**

**What is the typical length of a Sprint?**

**1 Day**

**Single  
Workweek**

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

**The Team  
Defines It**

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

**What does “Done” mean?**

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

**The Scrum Master  
Defines It**

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

7

3

8

4

9

5

10

## Claire Vorthmann

Scrum Master

NAWIC Chapter #116 President

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Scrum Instructor

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# Q&A



## Felipe Engineer-Manriquez

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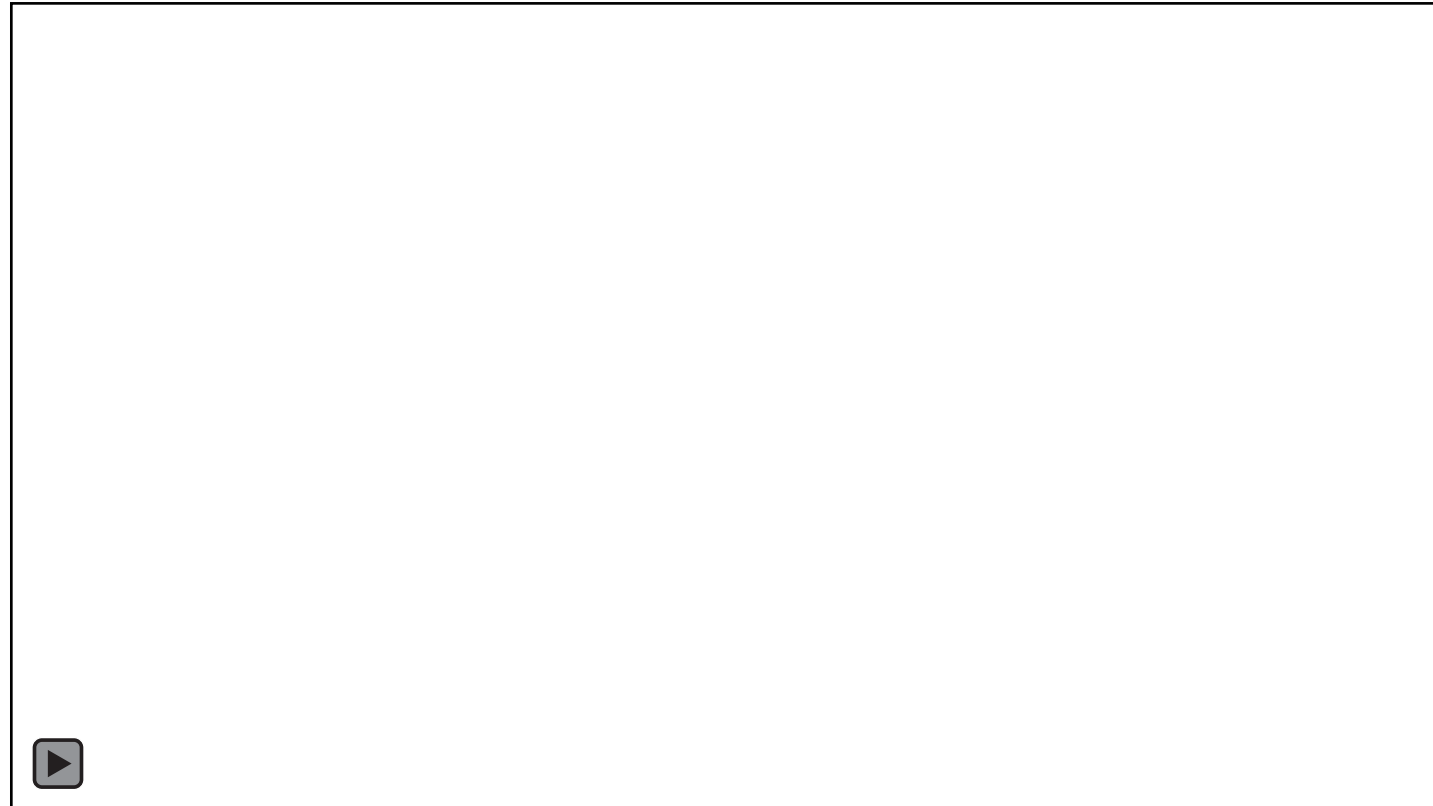
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 [www.linkedin.com/in/leanpmp](https://www.linkedin.com/in/leanpmp)

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



# Prioritization and Value



**What are the different types of waste in LEAN?**

[https://youtu.be/NJN-lsk\\_DLU](https://youtu.be/NJN-lsk_DLU)

## What is waste?

Go to [www.menti.com](https://www.menti.com) and use the code 4269 9245



# Which Waste Impacted You Last Week?

## DOWNTIME EXERCISE USING THE 8 WASTES

### 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



Lean Construction Institute  
Communities of Practice

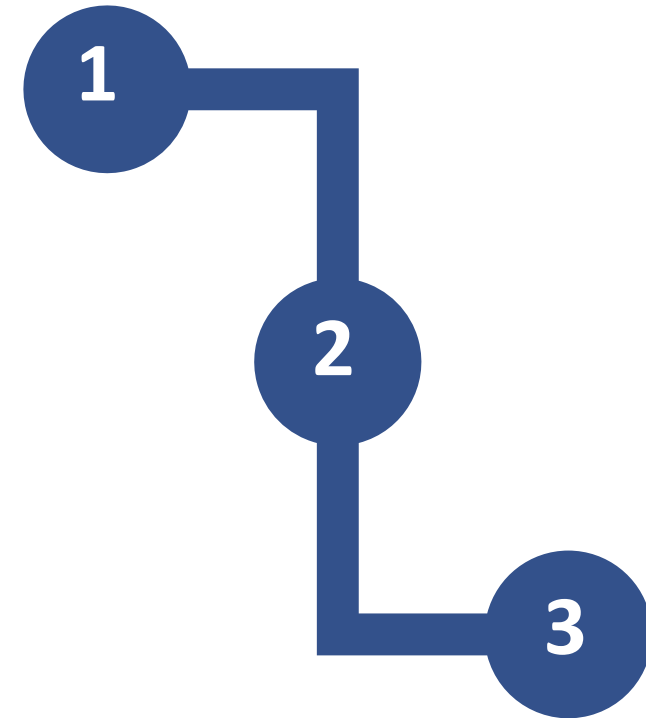
2



# Prioritization and Value



**What is value?**



**How do I  
prioritize?**

# Prioritization and Value



Go to [www.menti.com](https://www.menti.com) and use the code 6764 7943

 Mentimeter

# Prioitization of Tasks (1 being first)



# Prioritization and Value



## Best Preparation Prioritization Steps

1. Preheat oven to 350°F/180°C
2. Whisk dry ingredients
3. Whisk in the wet ingredients
4. Sift in the flour and baking soda
5. Fold the mixture with a spatula adding in chocolate chunks
6. Chill the dough for at least 30 minutes
7. Scoop the dough onto the parchment paper-lined baking sheet
8. Bake for 12 minutes or until the edges have started to brown
9. Cool completely
10. Enjoy!

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



# Daily Scrum



Using the Scrum Guide, read the Daily Scrum Section and list out the five key elements of this inspection and adaptation meeting.

- 1.
- 2.
- 3.
- 4.
- 5.



# Daily Scrum



Using the Scrum Guide, read the Daily Scrum Section and list out the five key elements of this inspection and adaptation meeting.

1. Improve communication
2. Eliminate other meetings
3. Identify impediments
4. Promote decisions
5. Improve team's knowledge

# Daily Scrum



Using the Scrum Guide, read the Daily Scrum Section and list out the five key elements of this inspection and adaptation meeting.

1. Improve communication
2. Eliminate other meetings
3. Identify impediments
4. Promote decisions
5. Improve team's knowledge

**Table Discussion:**  
**Which one will benefit my team the most and why?**



## Better Scrum Practice

### “Walk the Board”

1. What did you do first to finish the Sprint?





## Better Scrum Practice

### “Walk the Board”

1. What did you do first to finish the Sprint?
2. What will you do next to finish the Sprint?





## Better Scrum Practice

### “Walk the Board”



		To Do	Doing	Done
1.	What did you do yesterday to finish the Sprint?	<div>Sift Powders</div>	<div>Whisk Wet Stuff</div>	<div>Whisk Dry Stuff</div> <div>Preheat Oven</div>
2.	What will you do next to finish the Sprint?	<div>Enjoy!</div>		
3.	Are there obstacles blocking the Sprint Goal?			

# Daily Scrum



**What may prevent your team from using Daily Scrum or Huddle meetings?**

## Room Discussion:

“Walk the Board”

1. What did you do yesterday to finish the Sprint?
2. What will you do next to finish the Sprint?
3. Are there obstacles blocking the Sprint Goal?

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# Applications / Examples

**Using the Scrum Guide, define how each Scrum pillar can improve your work or team's effectiveness.**



**Transparency**

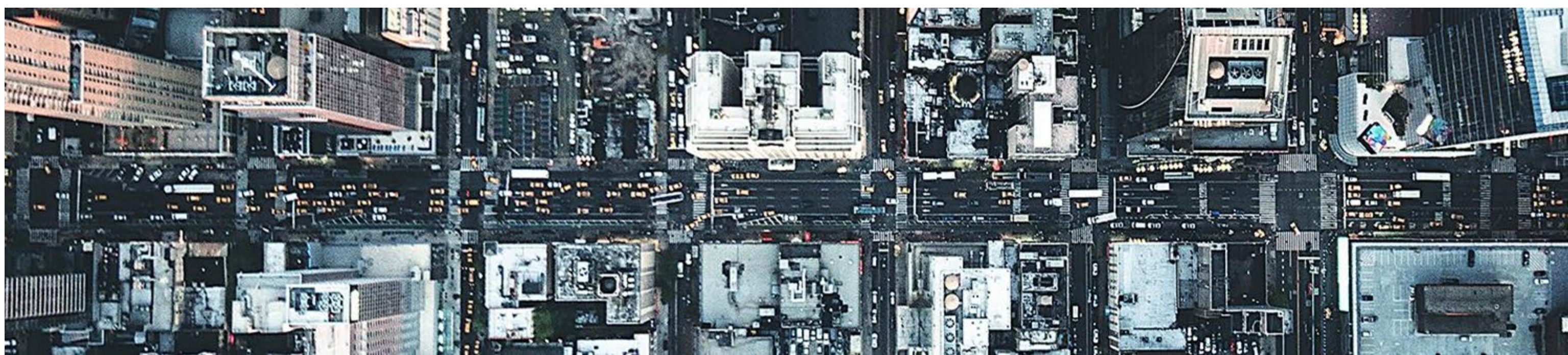
**Inspection**

**Adaptation**



## Scrum Worldwide...

- Amazon
- BBC
- BMC Software
- BMW
- Capital One
- First American Real Estate
- Google
- Intuit
- Ipswitch
- John Deere
- Lexis Nexis
- Lockheed Martin
- Microsoft
- Nielsen Media
- Nokia
- Oce
- Philips
- Salesforce.com
- Siemens
- Time Warner
- Toyota
- Turner Broadcasting
- Yahoo







# Construction Scrum...

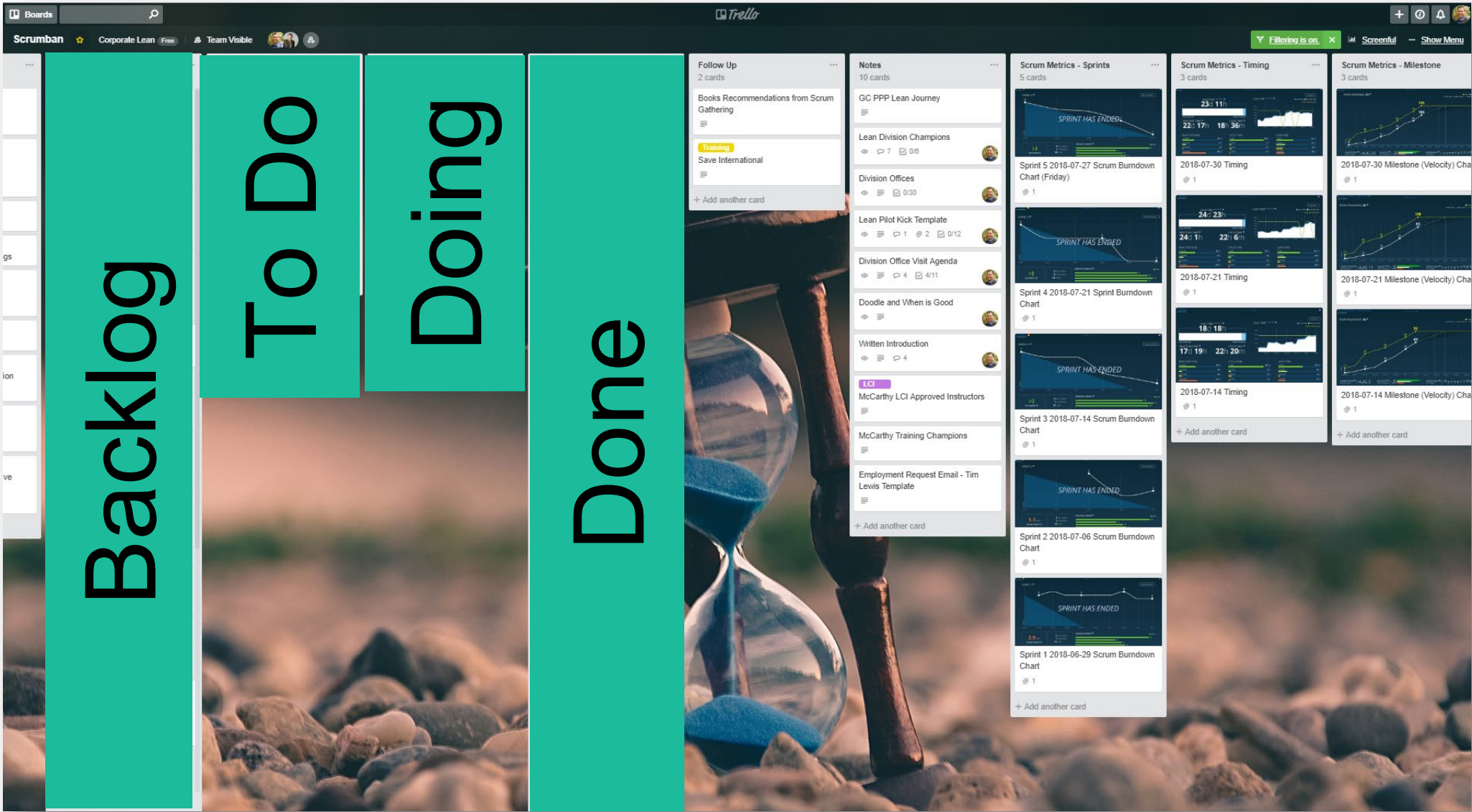
BOULDER  
ASSOCIATES  
ARCHITECTS



WALTER P MOORE



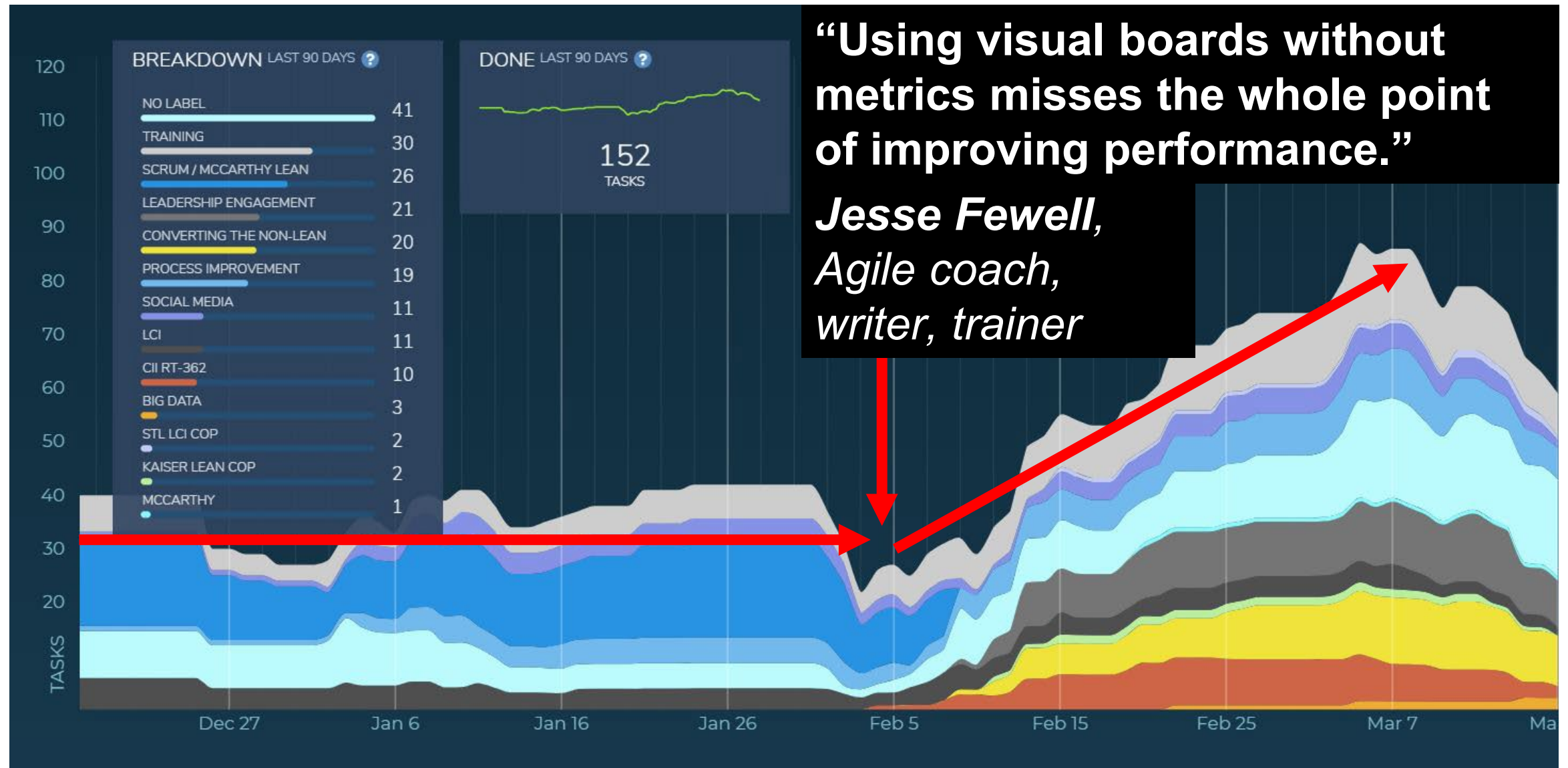
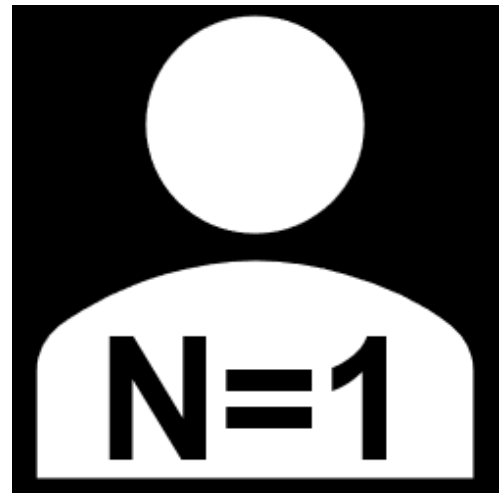
Who



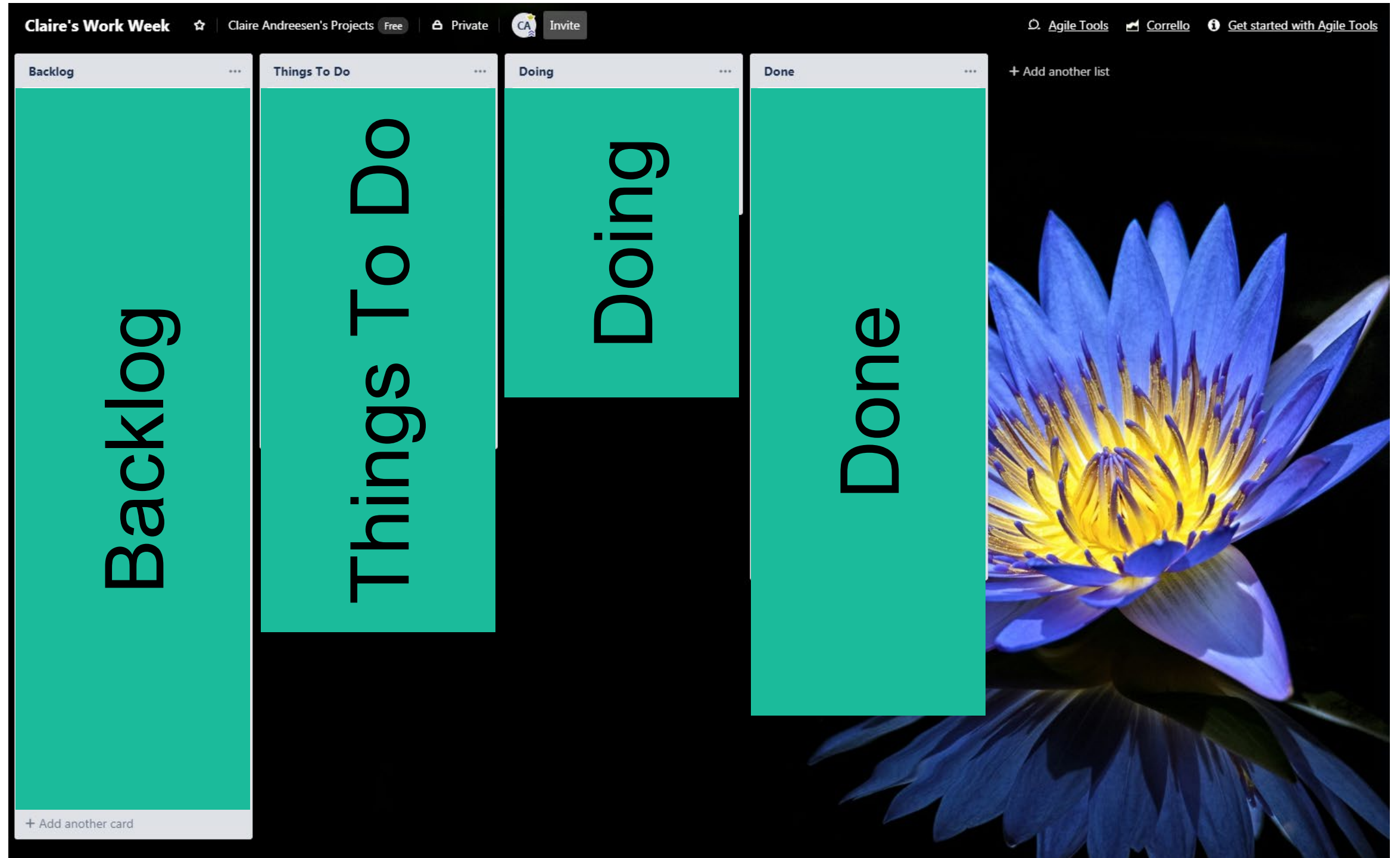
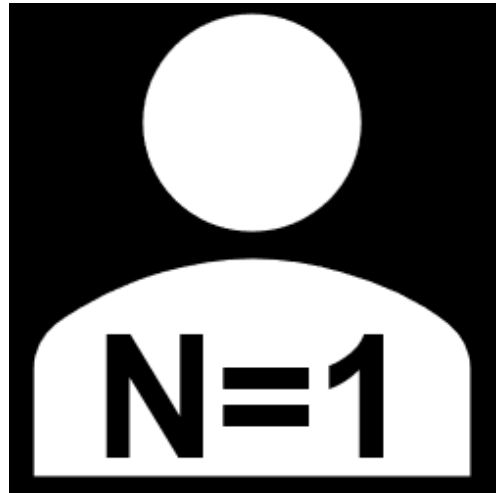


Scrum + Visual Velocity =  
+3X Improvement < 30 days

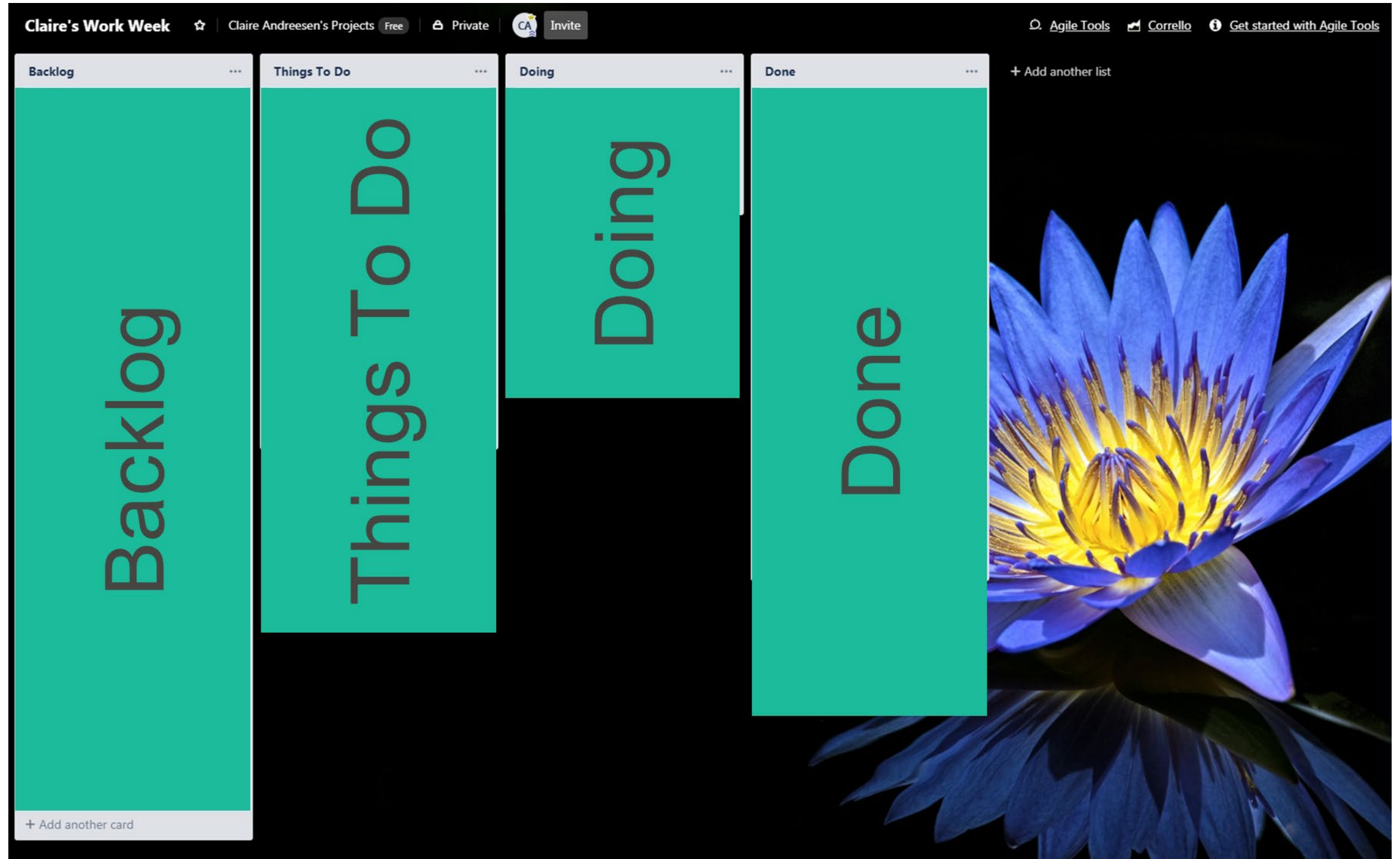
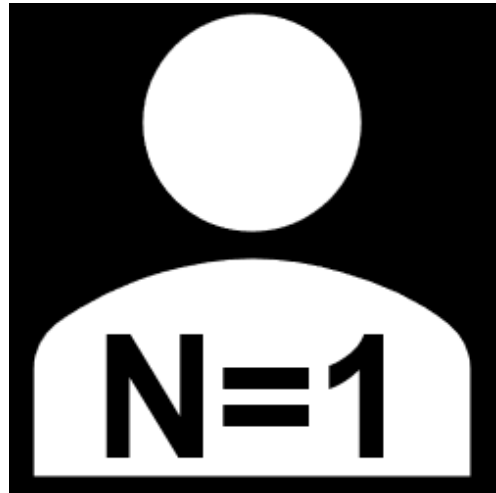
Who



Who

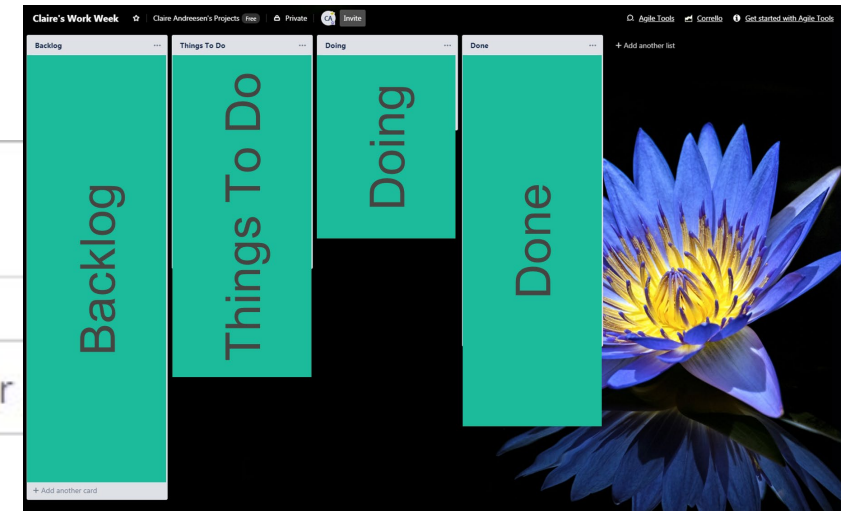
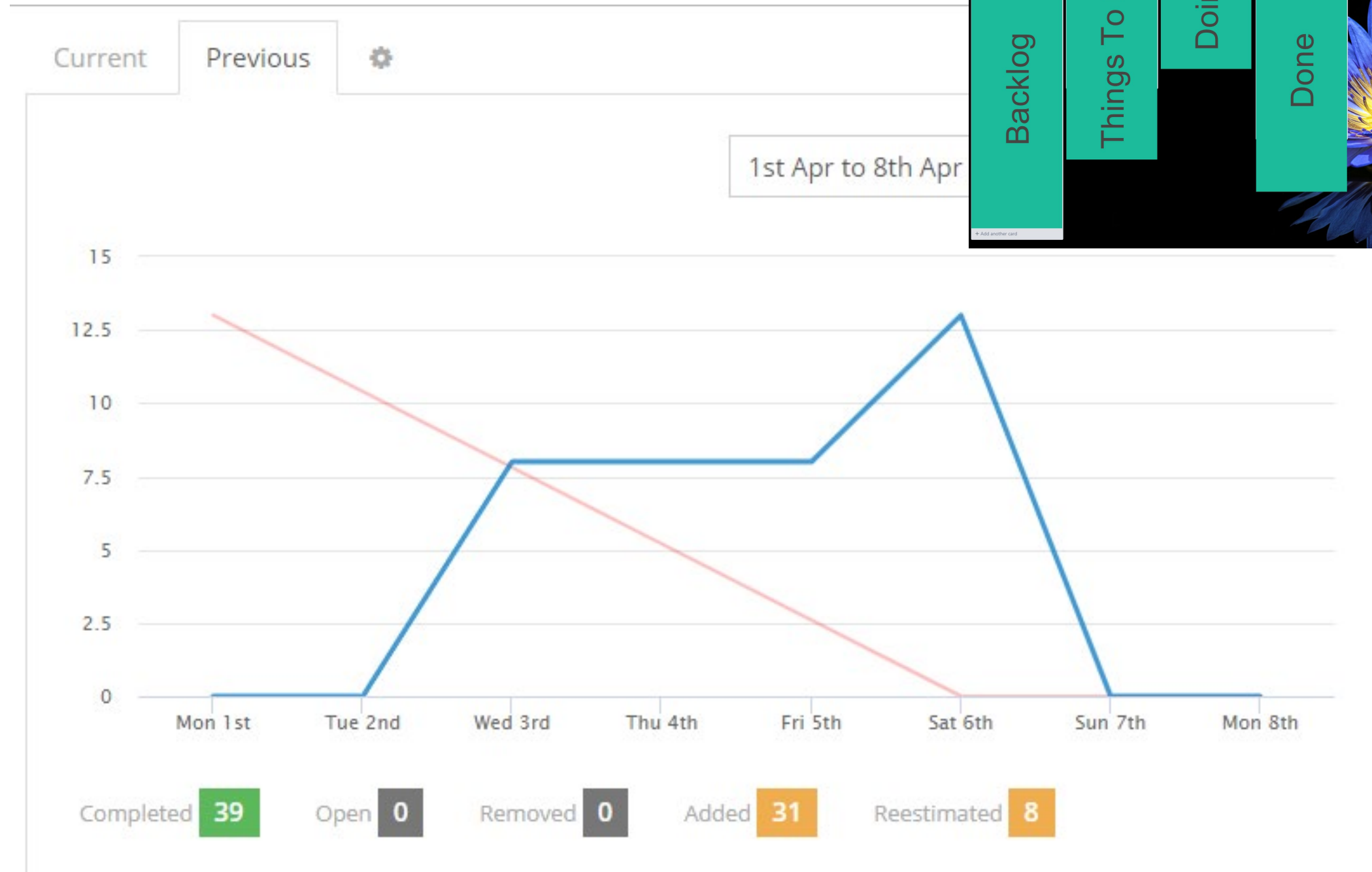
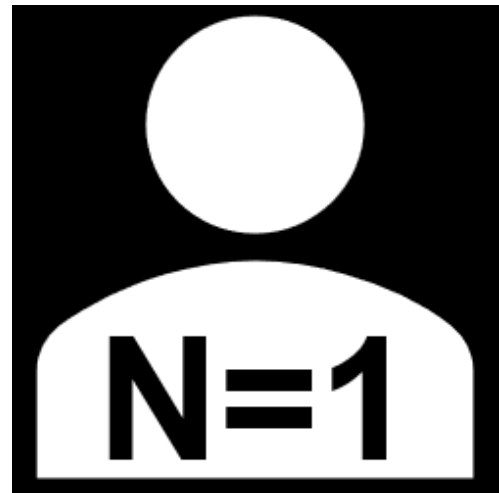


Who

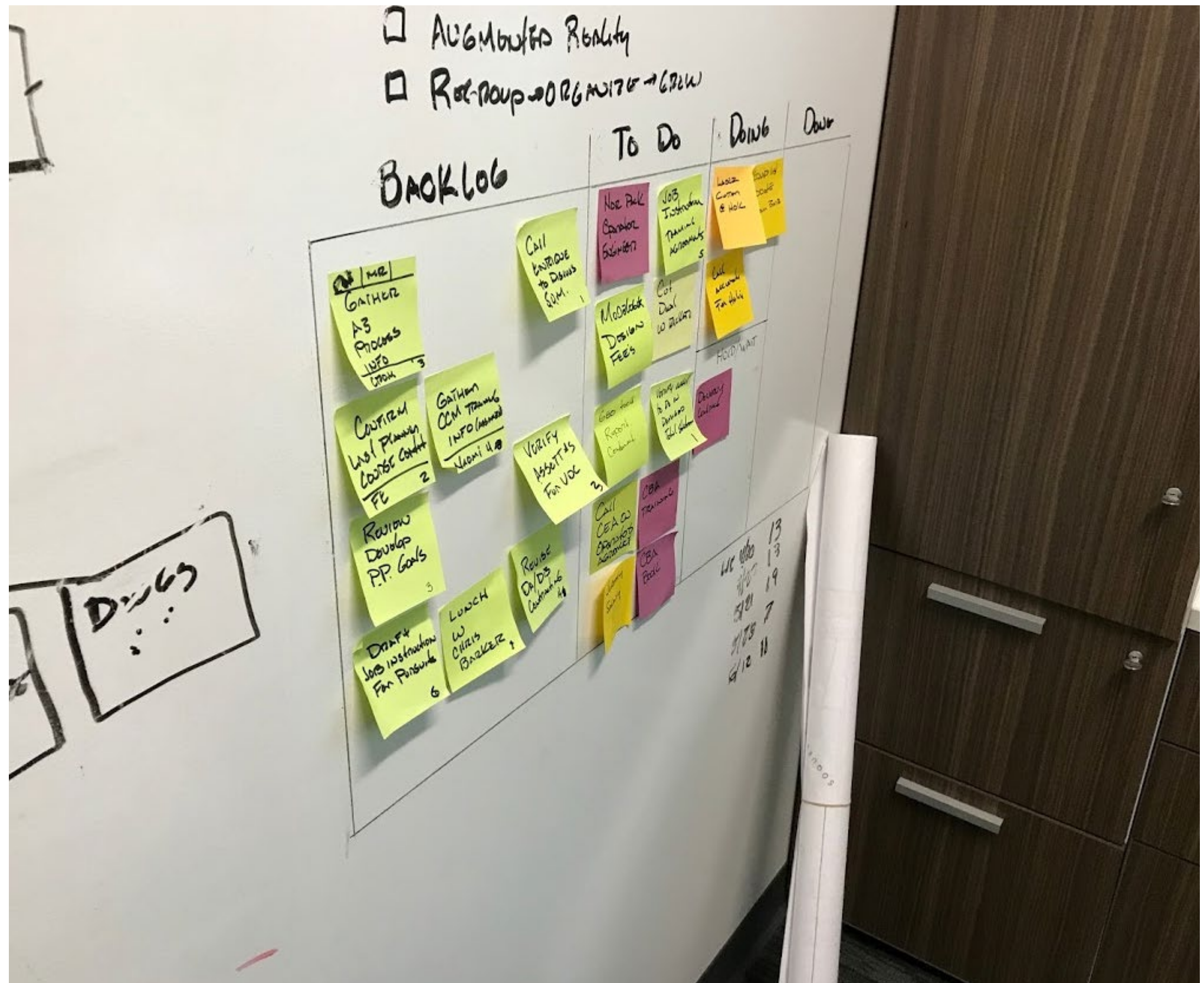
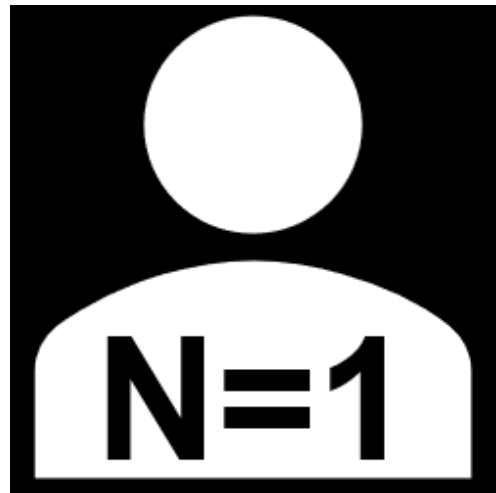




Who



Who





Who

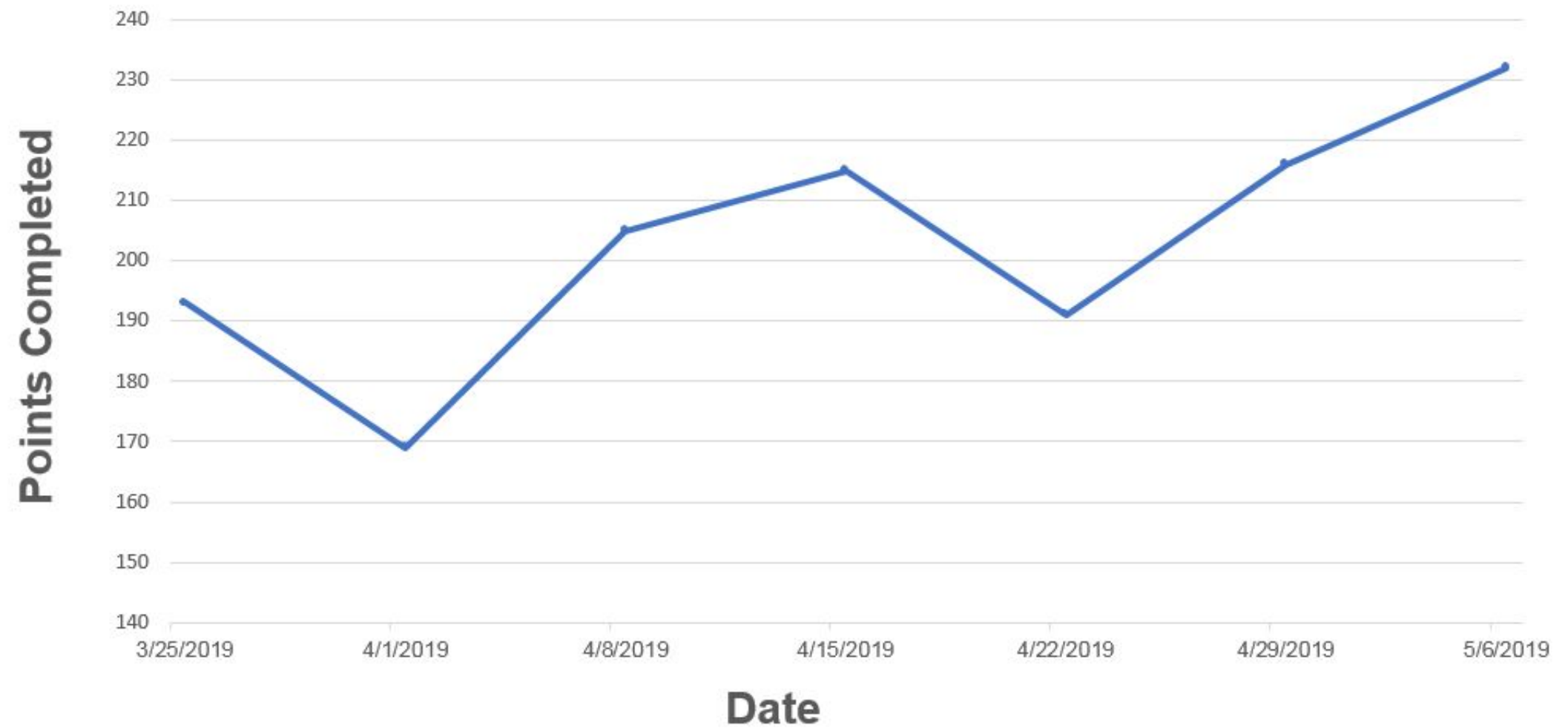
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Who

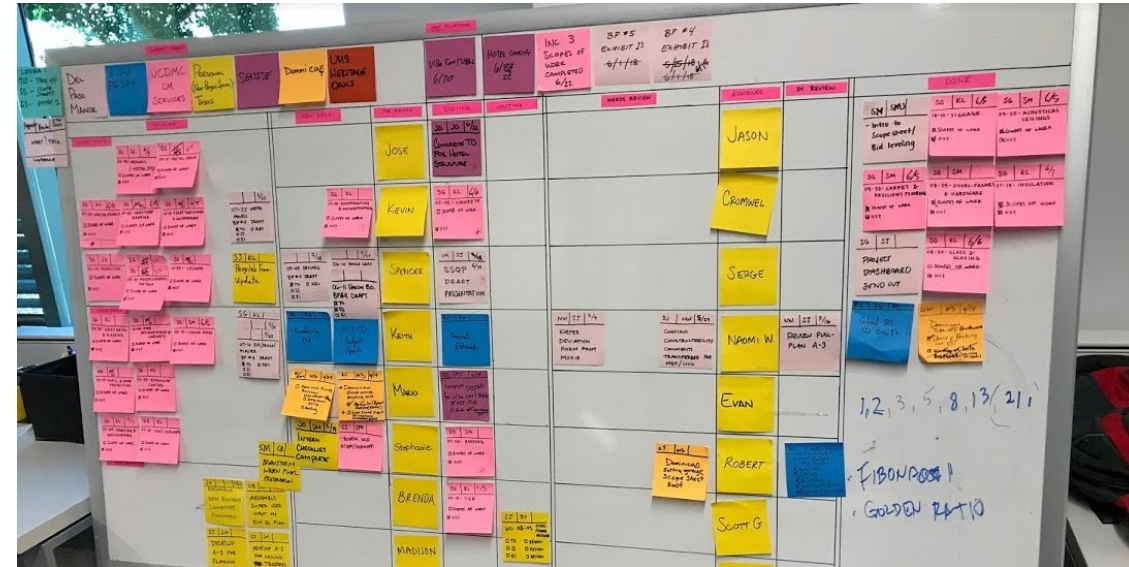
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## Team Average Velocity





Who



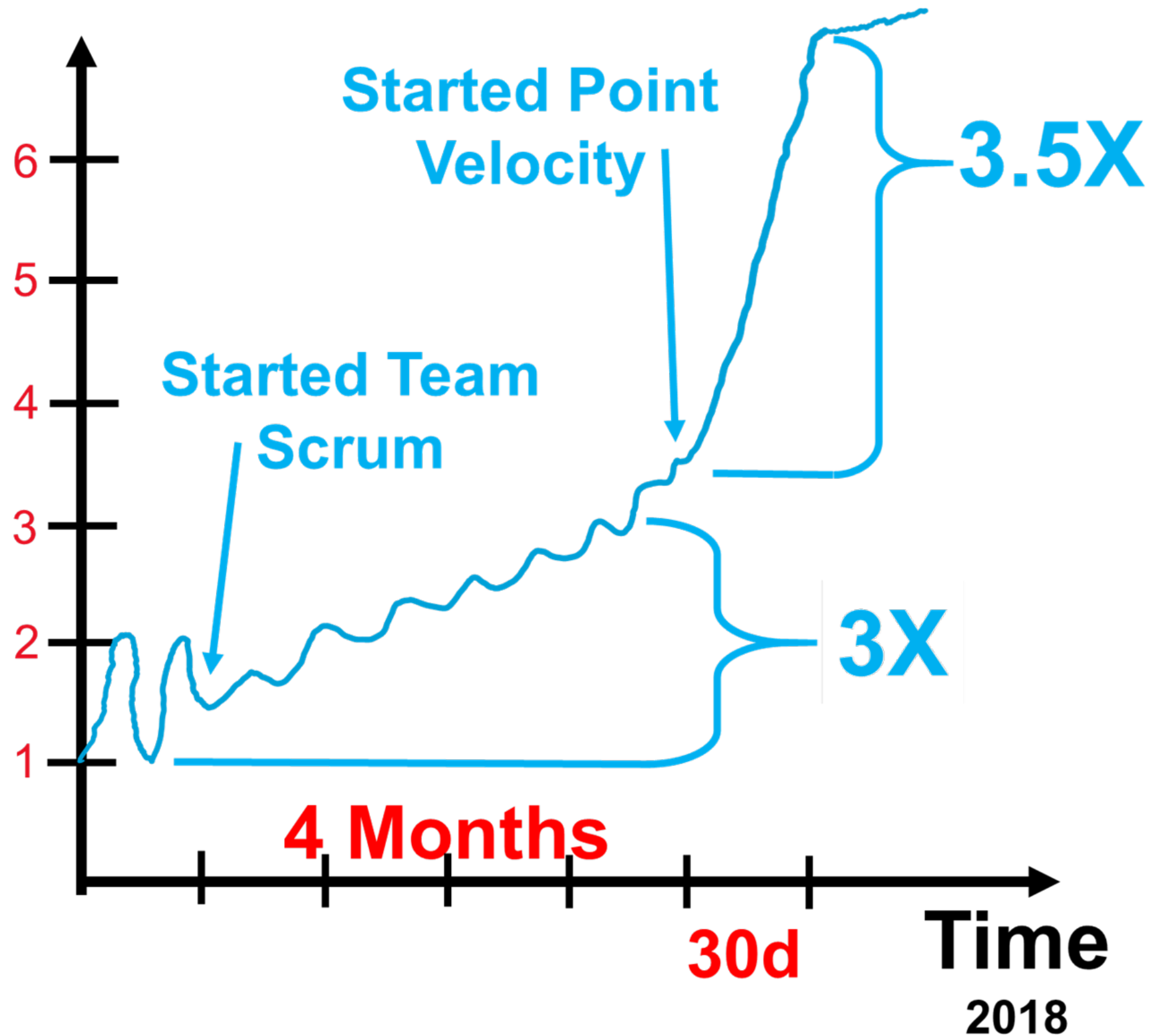
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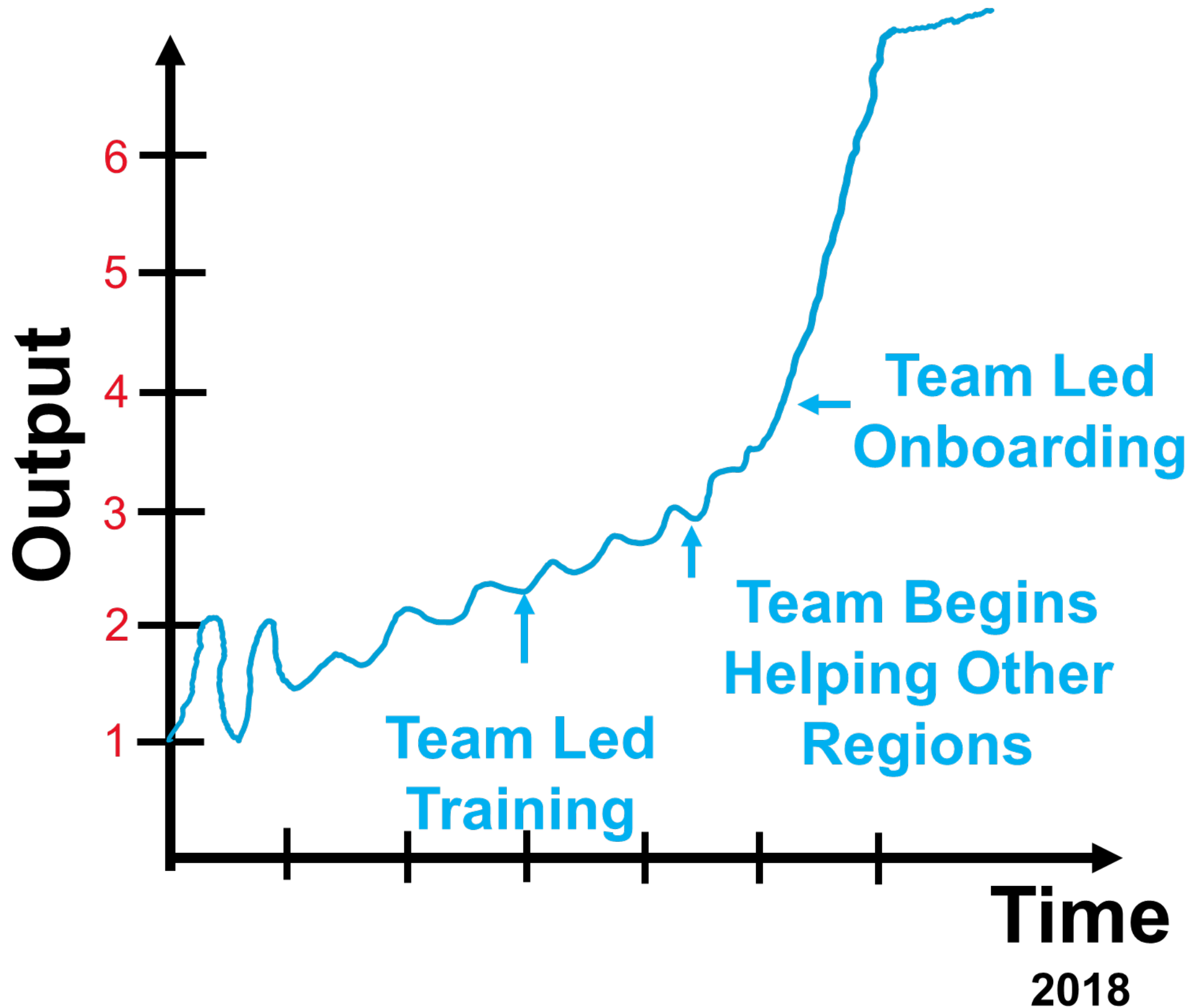
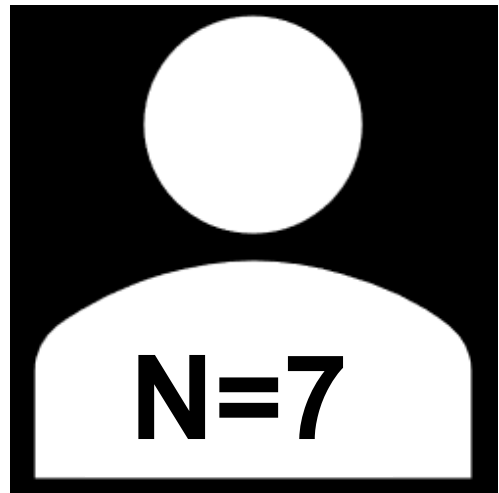
Who

N=7

Output



Who





Who

N=6



RFI SCRUM Template

Title/Issue:  
RFI #000-000

Description: RFI question as written in RFI on Procore.

Discipline(s): What party needs to review (stickers)

Date: Due Date per LPS

Architect

MEP Engineering

Structural Engineering

Civil/Landscape

General Contractor

Owner

FUSION

Variance Codes

FUSION

1 Over-Committed

2 Miscommunication

3 Previous Work Not Completed

4 Change in Work Plan

5 Outside Constraint

6 Resource Not Available

7 Material/Equipment Not Available

8 Safety Concern

9 Work Not Authorized

10 Other

Area	Pending	Low	To Do	High	Doing (ACTUALLY WORKING ON IT)	Review (BY HMC)	Done/Posted <small>TO BE</small>	Cost Impact	ASI
General									
CUP/CP									
ED Enabling									
ED/TW Exp									



## RFI SCRUM Template

**Title/Issue:**

RFI #000-000

**Description:** RFI question as written in RFI on Procore.

**Discipline(s):** What party needs to review (stickers)

**Date:**  
Due Date per LPS



## Discipline(s) Color Code



Architect



MEP Engineering



Structural Engineering



Civil/Landscape



General Contractor



Owner

Handwritten notes on yellow sticky notes, organized by discipline (indicated by colored circles at the bottom of each note):

- Existing SSB Foundation Exposure**  
RFI # ES-42  
Existing SSB Foundation will be left exposed 6" above Finished Concrete Sidewalk + 6" proud of 3 hr wall. Please advise & provide design.  
Disciplines: Architect (Pink), Structural Engineering (Green)  
Date: 12/6
- Enabling @ SSB Constructability**  
RFI # ES-44  
Bearing wall supporting canopy along SSB design change due to constructability. Proposal shaft wall. Please confirm acceptance.  
Disciplines: Architect (Pink), Structural Engineering (Green)
- APS Yard Clearance**  
RFI # ES-43  
Per APS Inspection: 1. Curb brought down flush, for sidewalk  
2. 3ft flat surface area area for door swing to fully  
3. Please advise new sidewalk  
Yard is to intended to be on surface of APS equipment  
Disciplines: Civil/Landscape (Purple), Structural Engineering (Green)

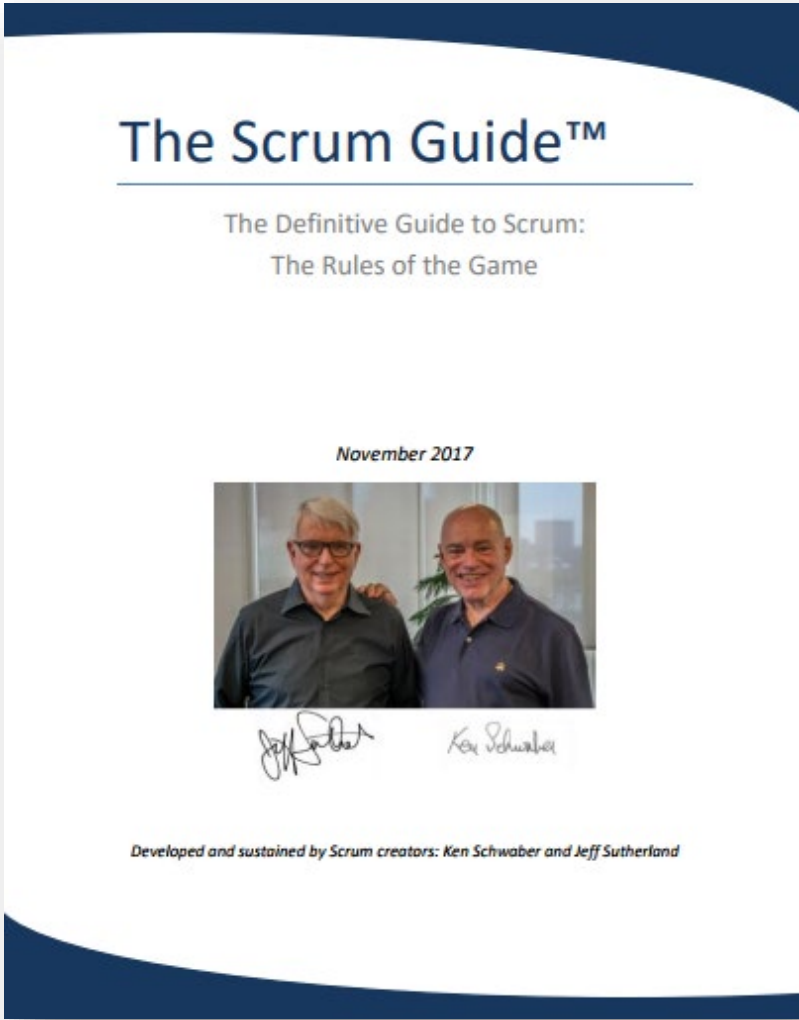


Go to [www.menti.com](https://www.menti.com) and use the code 1797 9276

# Describe the Scrum Method in ONE Word

 Mentimeter



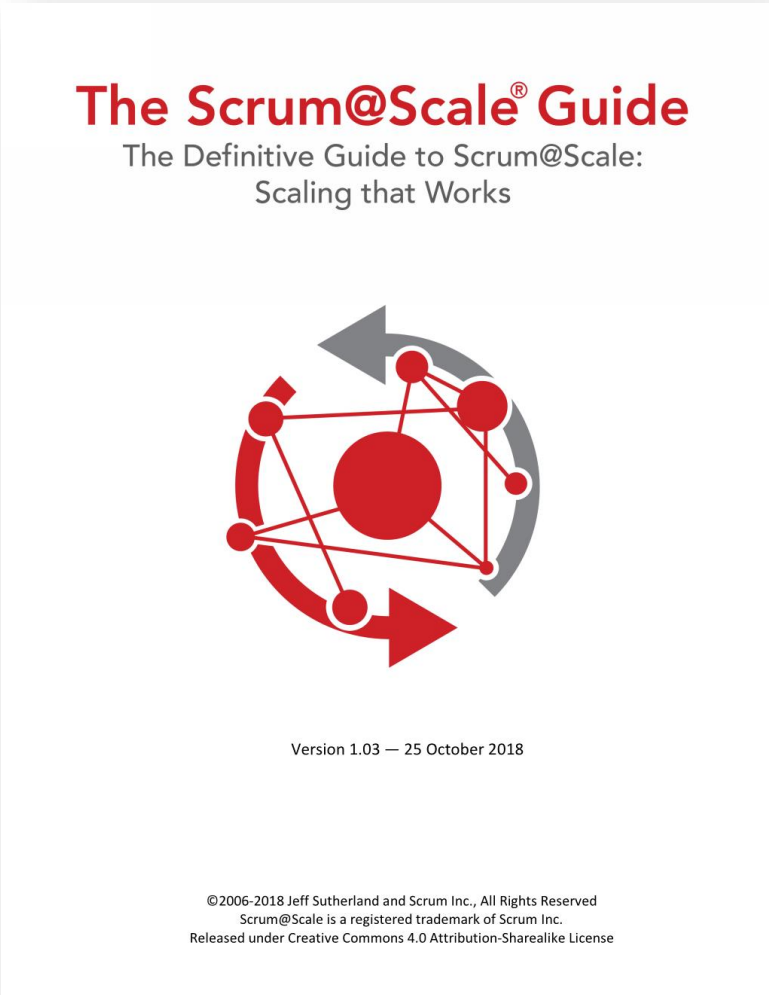


Working Agreement Canvas scruminc. the way teams work

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: 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>	
Company	Scrum	Team							
	Openness Courage Focus Commitment Respect								
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>		Date: _____ Version: _____ © Scrum Inc. 2018							



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







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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**



# Contact Us

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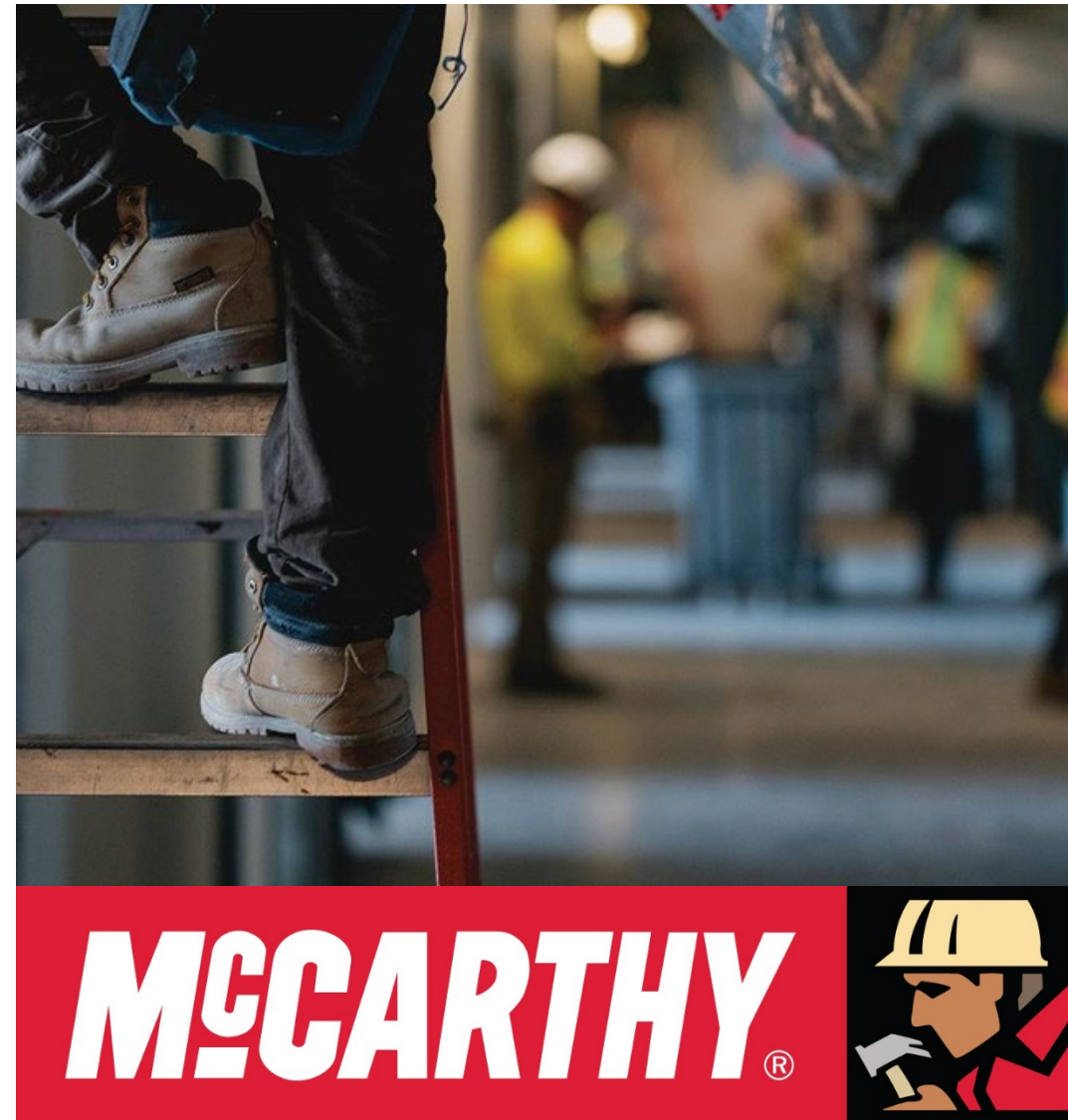
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 <https://trello.com/b/5l8rby88/most-basic-trello-scrum-board>





23<sup>RD</sup> LCI CONGRESS  
OCTOBER 19-22

**Thank you for attending this presentation. Enjoy the rest of the 23<sup>rd</sup> Annual LCI Congress!**