

Lean Construction Institute
Immersive Education Program

Ready, Set, Go Scrum

Felipe Engineer-Manriquez

Author | #changemakers Tribe Member | Podcast Host

Project Delivery Services Director | The Boldt Company

October 24, 2023



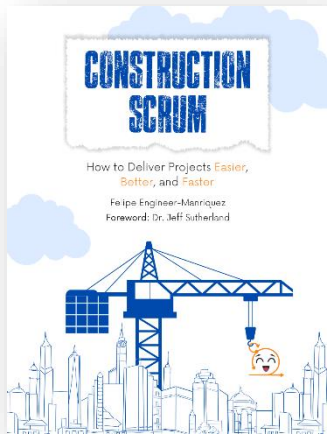
“LCI would like to acknowledge and thank Felipe Engineer-Manriquez of the Boldt Company and Stephanie Roldan of Rosendin Electric for their leadership, work, and collaboration to create this workshop. Learning opportunities like this exist because people like Felipe and Stephanie engage to create them.”

-Kristin Hill,
LCI, Director Education Programs



Felipe Engineer-Manriquez

**Co-Developed
Registered Scrum
Master™ (RSM) for
Construction
Professionals**



<https://thefelipe.bio.link/>



LCI Chairman's Award Recipient



**International Scrum Training
Virtual or In-Person**



Welcome to the family of
#changemakers
adopting Construction
Scrum!



LCI Course:
Ready, Set, Go Scrum
4 CEU

Sign the sign-in sheet for credit



**Approved
Continuing
Education**

Learning Objectives



Gain an overview understanding of the Scrum framework and terminology.



Understand the relationship between Scrum and Lean.



Experience hands-on application of Scrum.



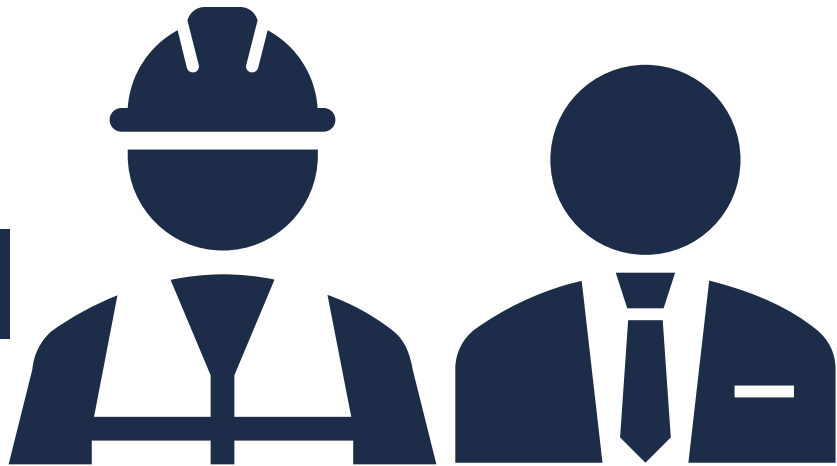
See the path to use the Scrum framework individually and/or with your teammates.

But wait, there's more...

Introductions via Post-it notes



My name / role is...



years Lean experience

Felipe
Project Delivery
Support
10+ | 25+

_____ is the
one thing I must
learn in this
session.



years in industry

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



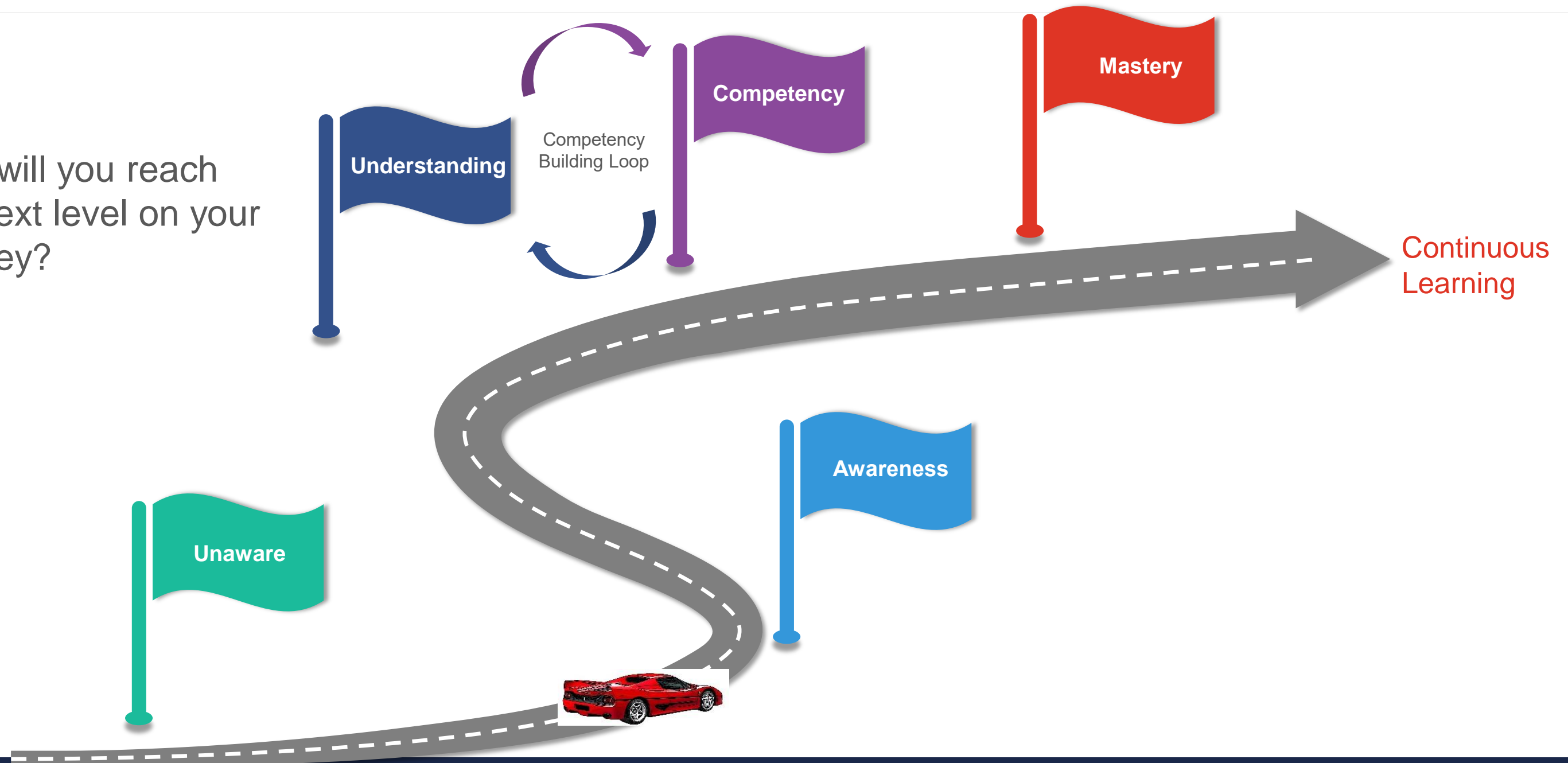
One conversation at a time



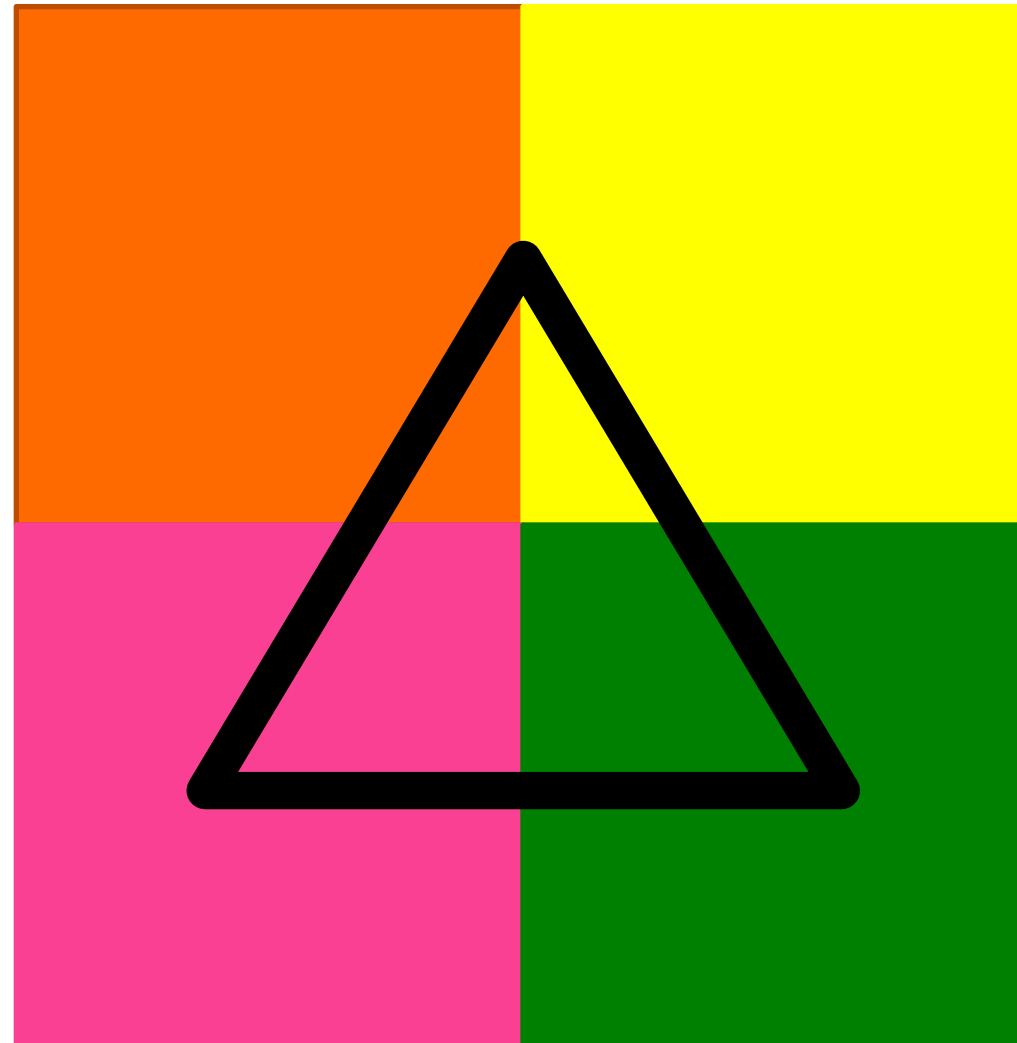
Have fun!

Lean Journey to Mastery

How will you reach
the next level on your
journey?



Simulation: Management Trauma – Team Shapes Game



Based on an exercise by
Fredrik Lindgren

Team Shapes:

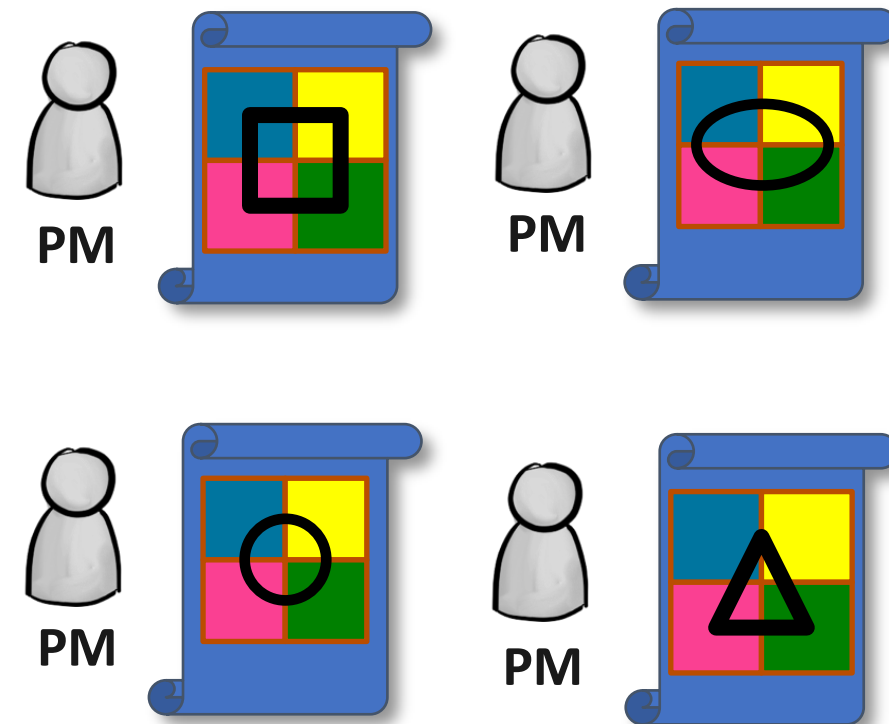
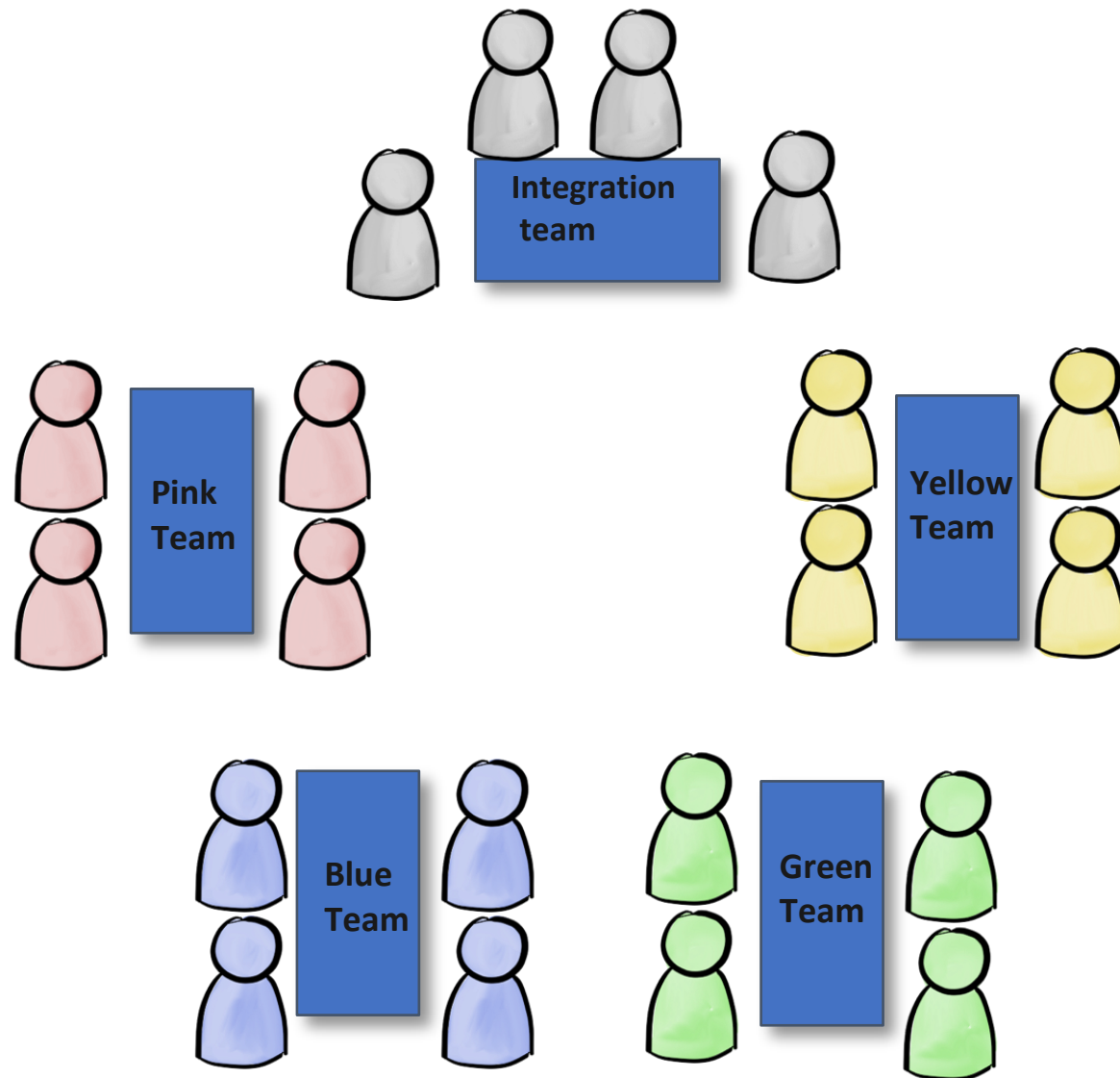
Role Self-Selection



Sit 6 people at a table:

1. Each person picks a unique Post-it note color (4 people, 4 colors and you can only touch or draw on your own color).
2. One remaining person at each table identifies as an Integrator (only you can touch the white paper, you may touch the colored Post-its but cannot draw on them).
3. The remaining people are now Project Managers. Please report to the PMO to get your projects that must get done.
4. Wait for directions.

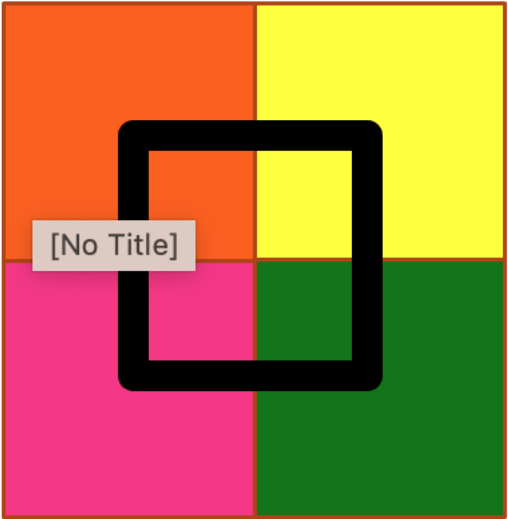
Traditional Organization: 24 people



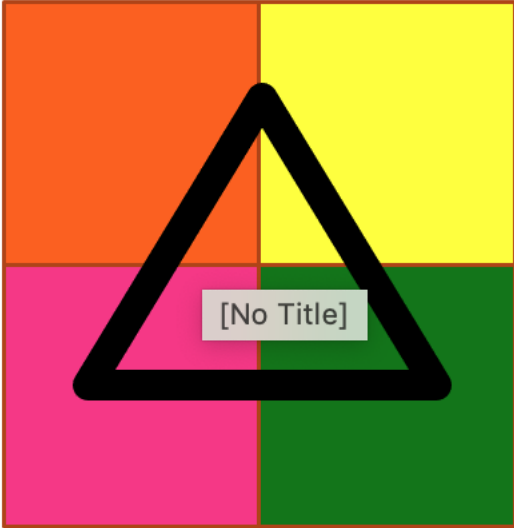
Diagrams adapted from Henrik Kniberg

Round One: 4 Minutes

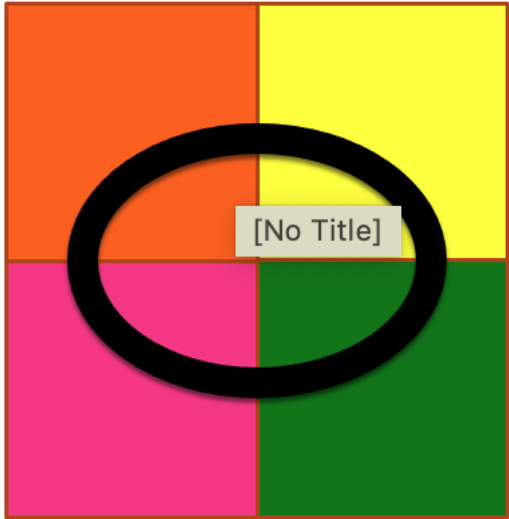
Record Results:



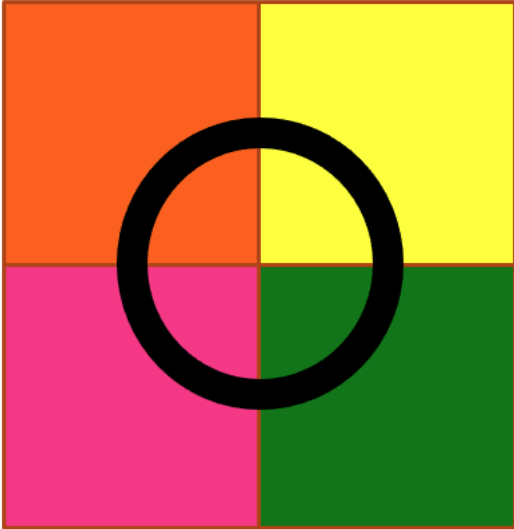
Total Shapes Made _____
Total Quality Makes _____



Total Shapes Made _____
Total Quality Makes _____

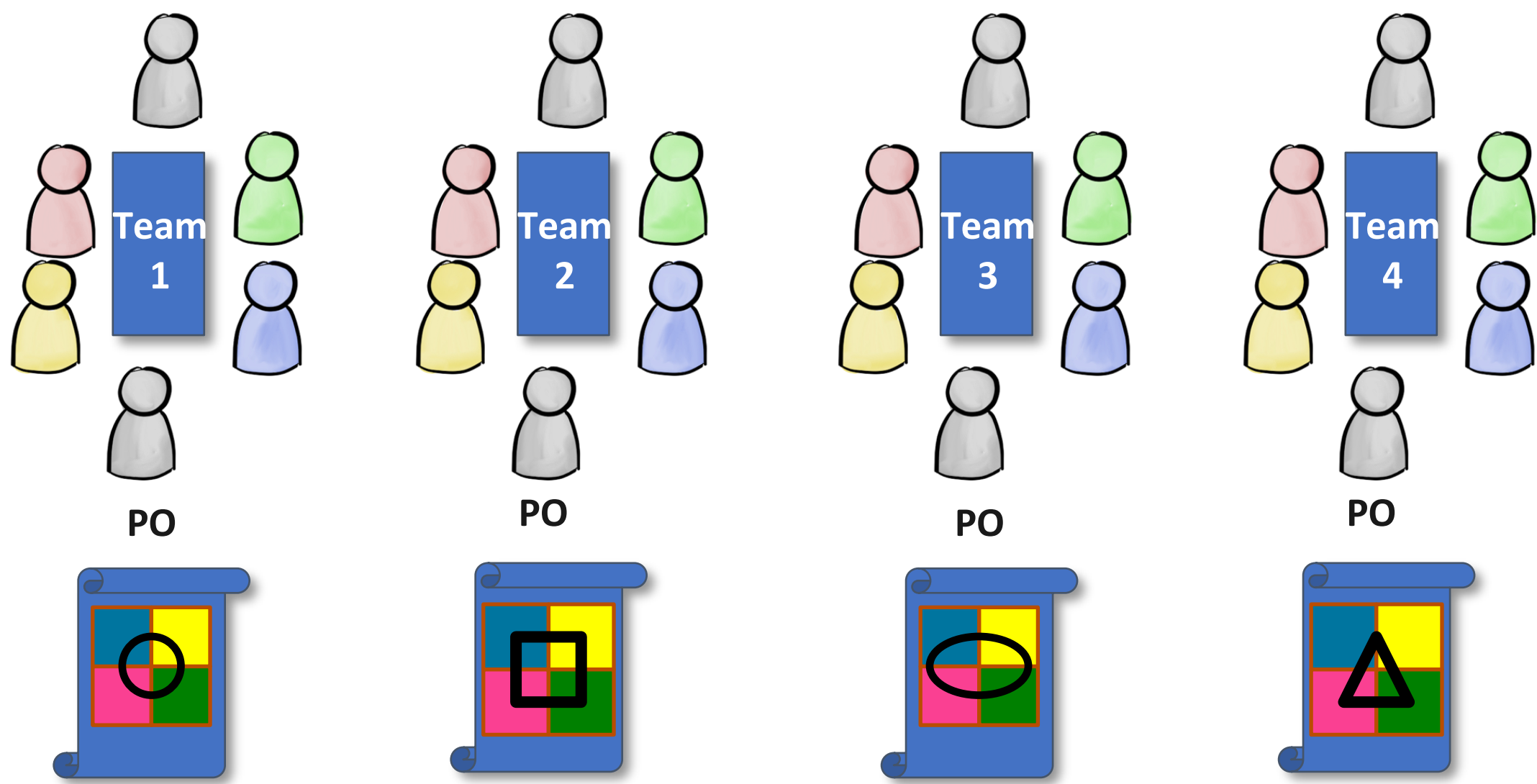


Total Shapes Made _____
Total Quality Makes _____



Total Shapes Made _____
Total Quality Makes _____

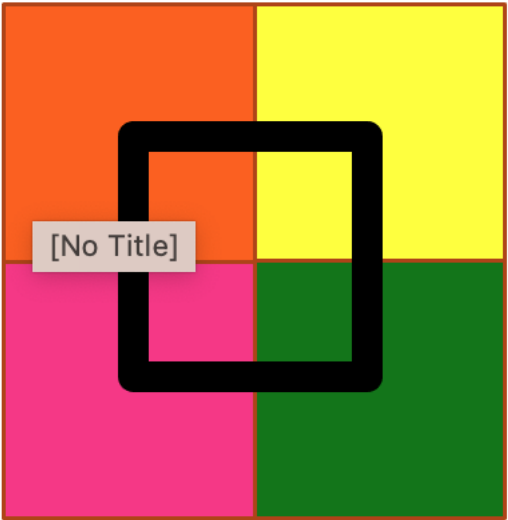
Single-skill Teams vs Cross-functional Teams



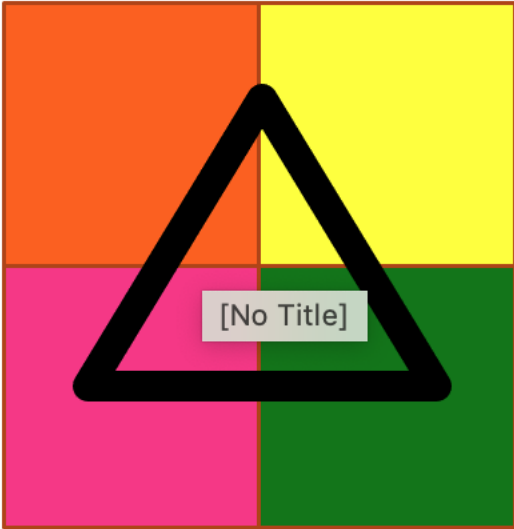
Diagrams adapted from Henrik Kniberg

Round Two: 4 Minutes

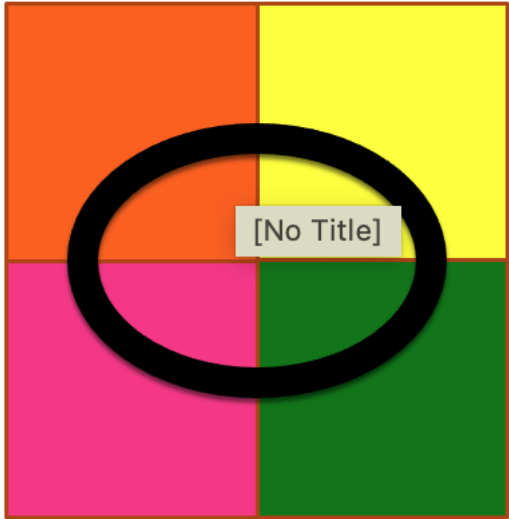
Record Results & Debrief



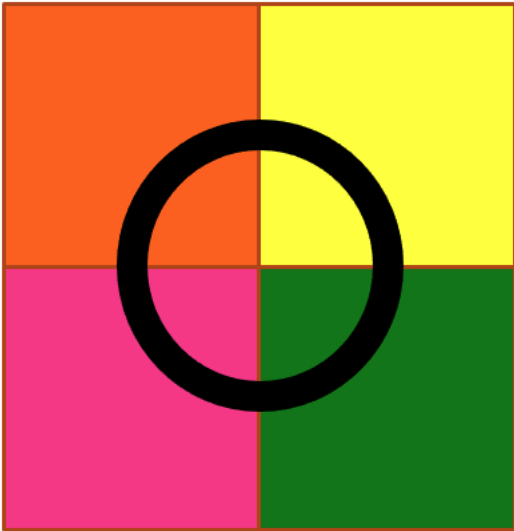
Total Shapes Made _____
Total Quality Makes _____



Total Shapes Made _____
Total Quality Makes _____



Total Shapes Made _____
Total Quality Makes _____



Total Shapes Made _____
Total Quality Makes _____

Total Shapes Made _____
Total Quality Makes _____

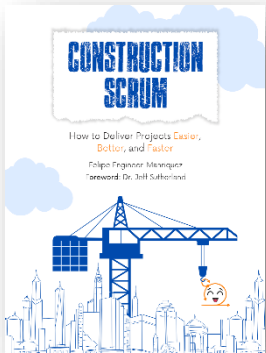
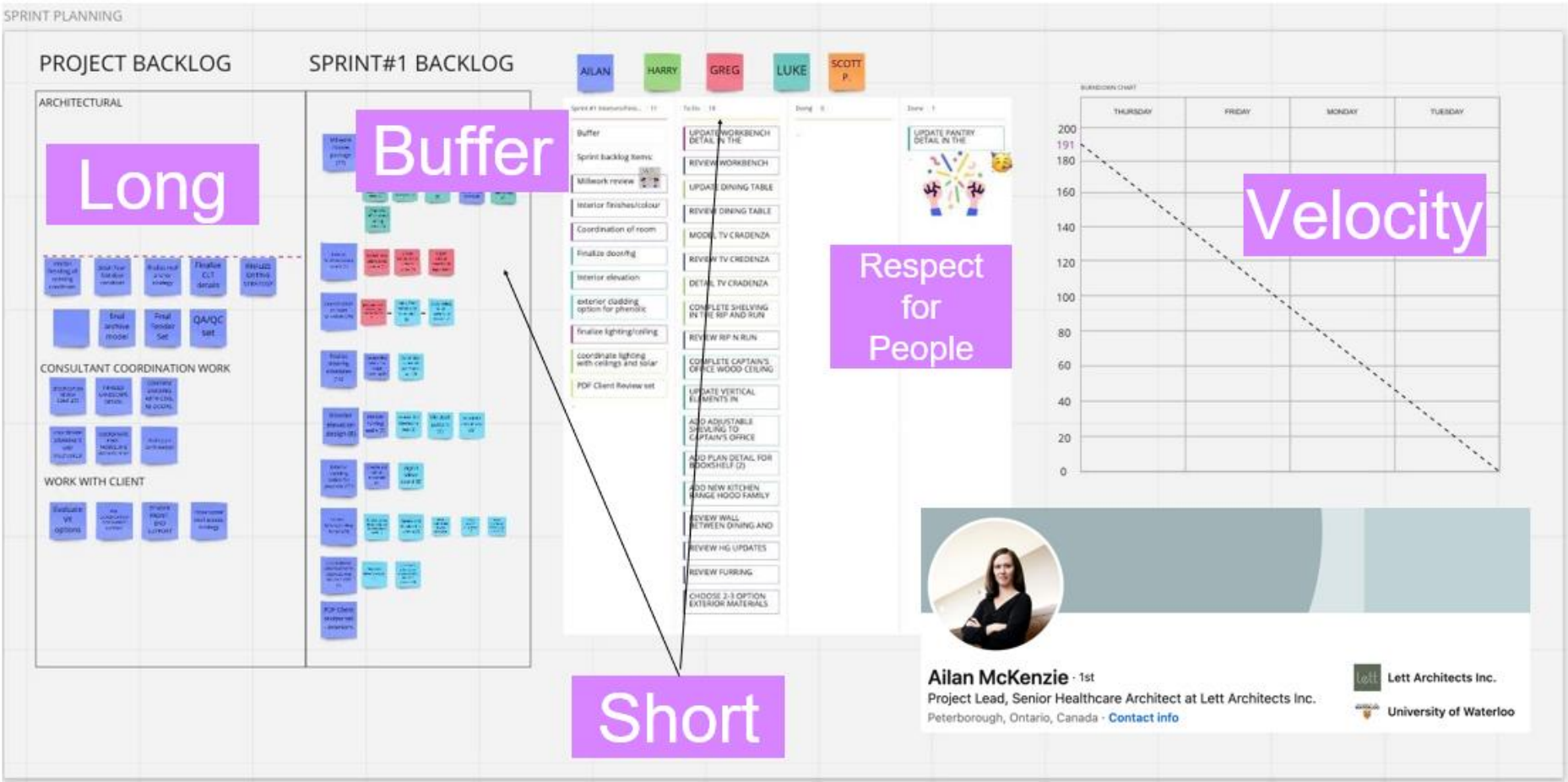
Total Shapes Made _____
Total Quality Makes _____

Total Shapes Made _____
Total Quality Makes _____

Total Shapes Made _____
Total Quality Makes _____

Questions?

Scrum In Design for More Creativity



<https://thefelipe.bio.link/>

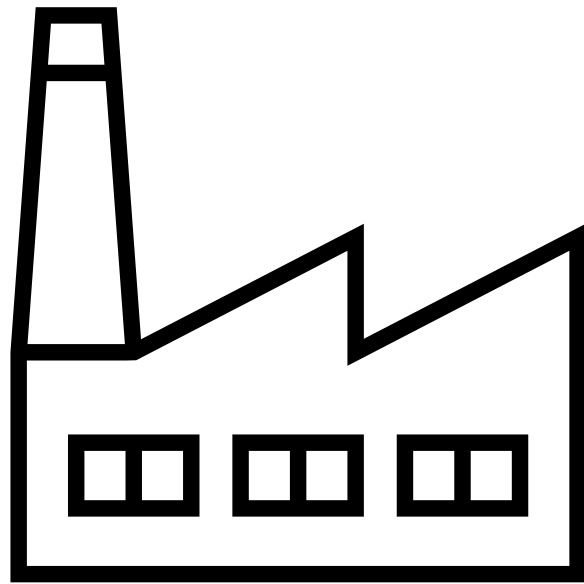


WARNING

Using Lean principles and Agile methods result in increased capacity.

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

Felipe Co.



Exercise: **Getting Work Done**

Requirement: Write the Arabic numerals "1" to "10", the Roman numerals "I" to "X", and the Letters "A" to "J"

Time how long it takes to complete all steps using two different work policies...

Working
Smarter @
Felipe's
Company

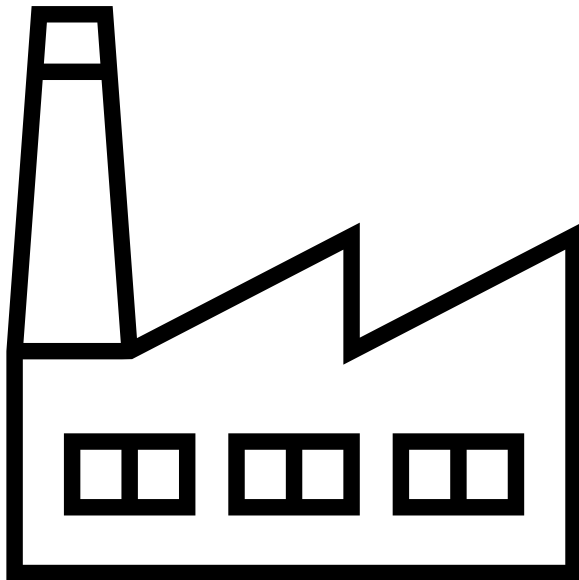
1

Does your
work affect
other teams?

2

Concept: If waiting is a form of waste, we should do everything at once in big batches. Never keep a customer waiting.

Felipe Co.



Policy A: Never keep a customer waiting

Across
the rows
1 by 1

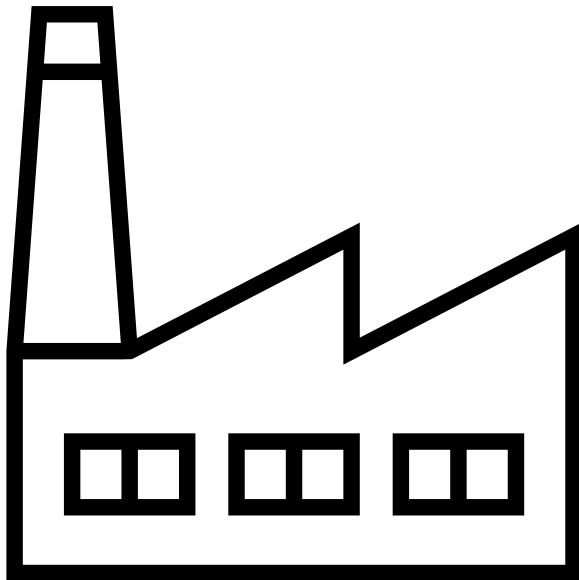
Arabic	Roman	Letter
1	I	A
2	II	B
3	III	C
4	IV	D
5	V	E
6	VI	F
7	VII	G
8	VIII	H
9	IX	I
10	X	J

Total time = ____

Felipe Co.

3

Felipe Co.



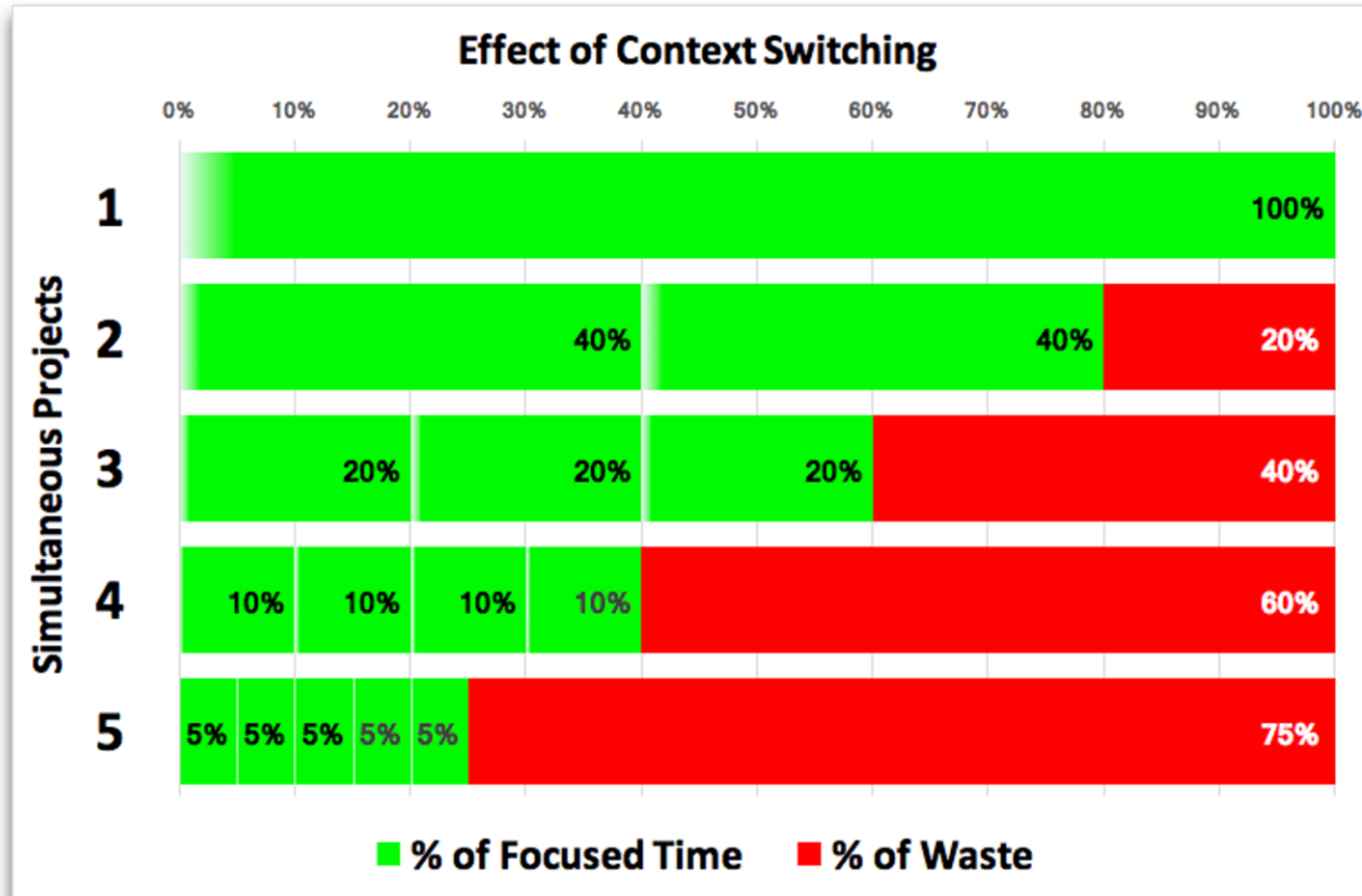
Concept: Finish as we go. Minimize multitasking. Smaller batches finish faster. Limit work in process. #LEAN

Policy B: Limit Work in Process (WIP)		
Arabic	Roman	Letter
1	I	A
2	II	B
3	III	C
4	IV	D
5	V	E
6	VI	F
7	VII	G
8	VIII	H
9	IX	I
10	X	J
Total time = ____		

Down the
columns
1 by 1

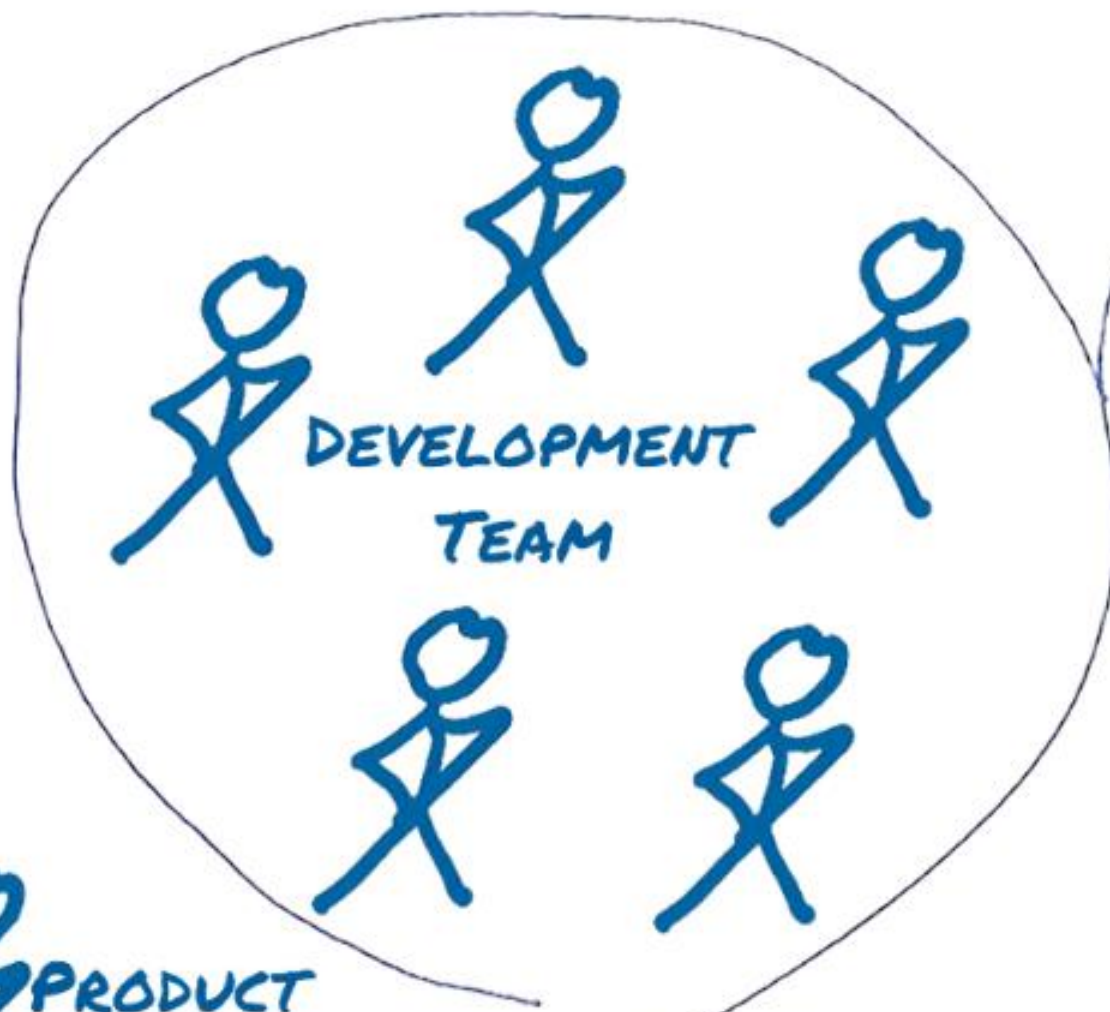
Felipe Co.

Weinberg's Table of Context Switching Waste





GOAL



DEVELOPMENT
TEAM

DAILY
SCRUM



<https://thefelipe.bio.link/>



SCRUM
MASTER

SPRINT
PLANNING



PRODUCT
OWNER

BACKLOG

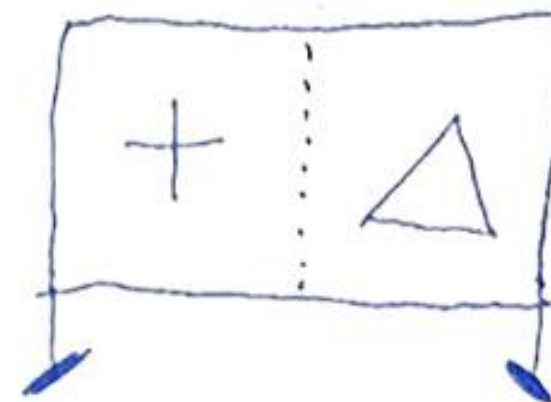


SPRINT TIME BOX

SPRINT
REVIEW



SPRINT
RETROSPECTIVE

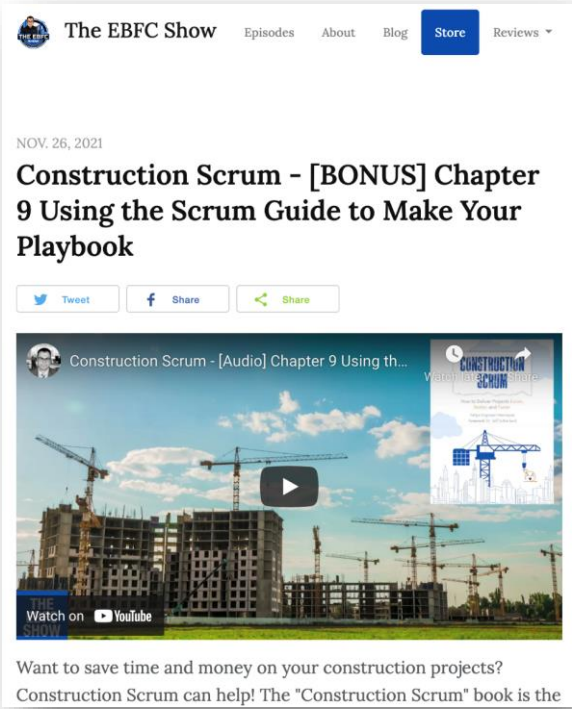
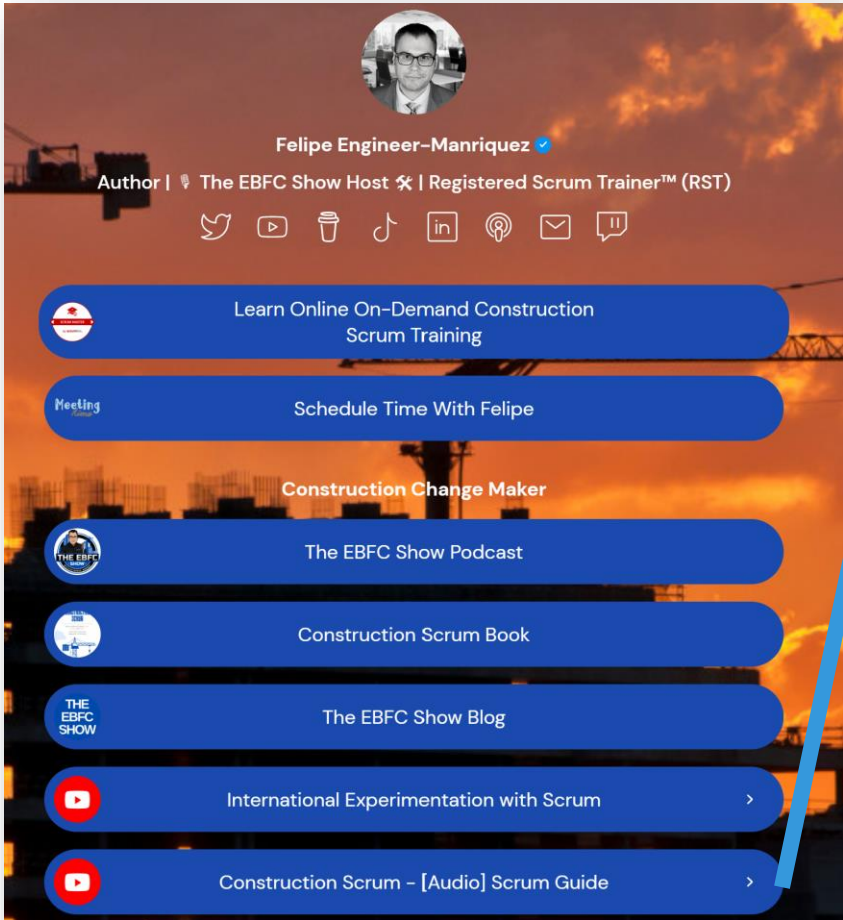
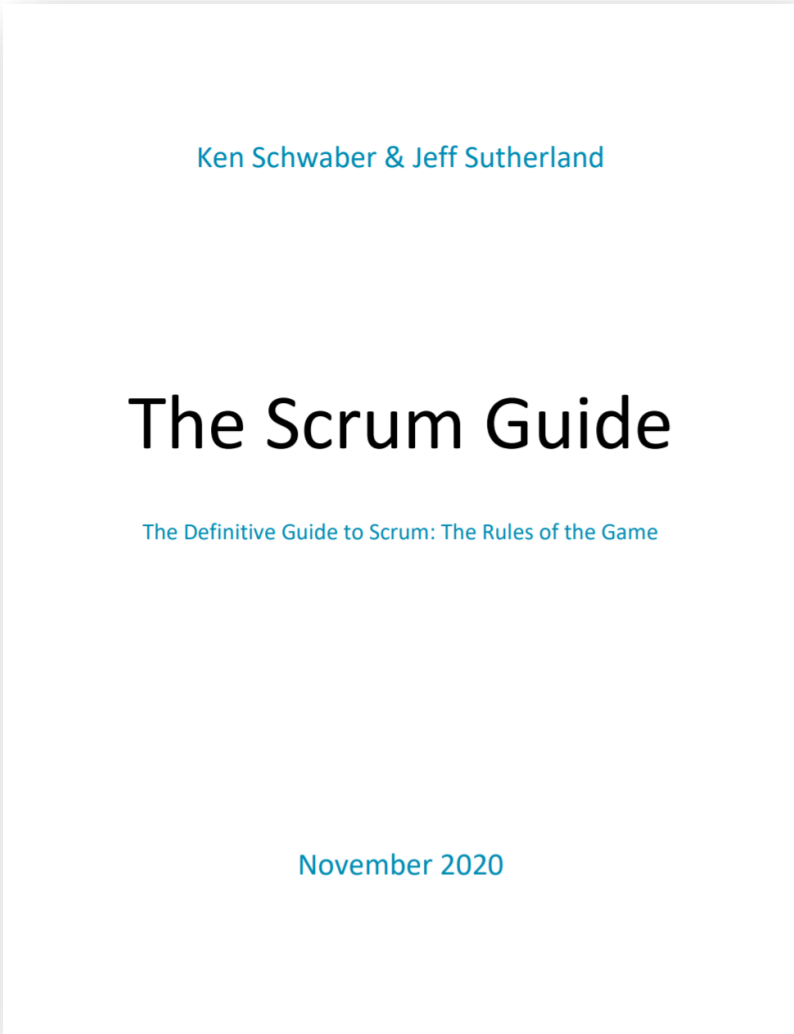


What is Construction Scrum?



[Updated] Scrum Framework - How Scrum Works in Construction

https://youtu.be/OmFJ_RwoUN4

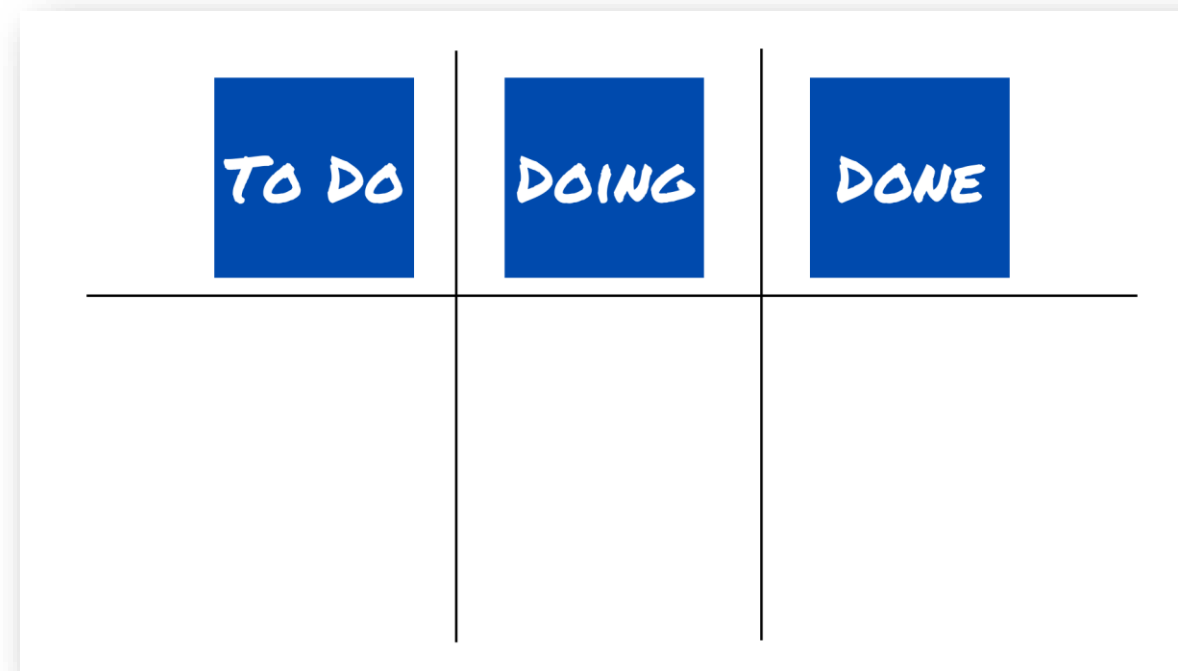


<https://www.theebfcshow.com/construction-scrum-bonus-chapter-9-using-the-scrum-guide-to-make-your-playbook/>



Make a Team Learning Scrum Board

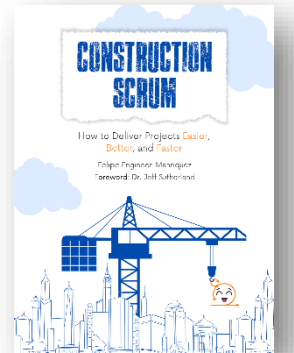
- Use QR Code to download slides and access more Scrum resources



<https://store.theebfcshow.com/lci2023-scrum>

Questions?

Scrum In Construction for Pursuits & More



<https://thefelipe.bio.link/>



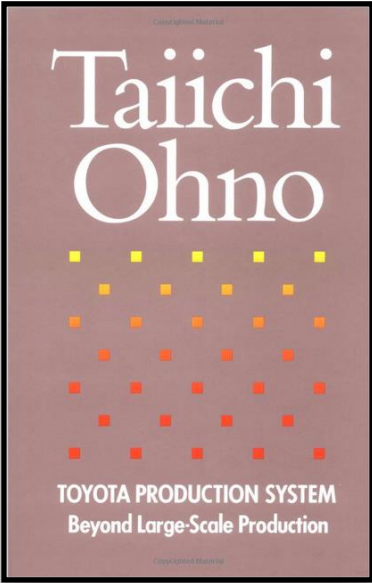
Six Tenets of Lean

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

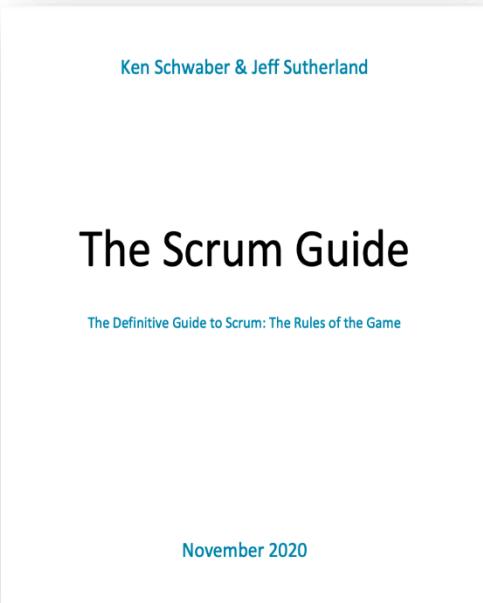


Scrum and Lean Connection

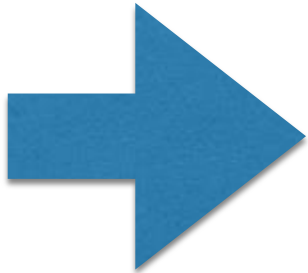
TPS
1950s



Scrum Guide
1990s - Today



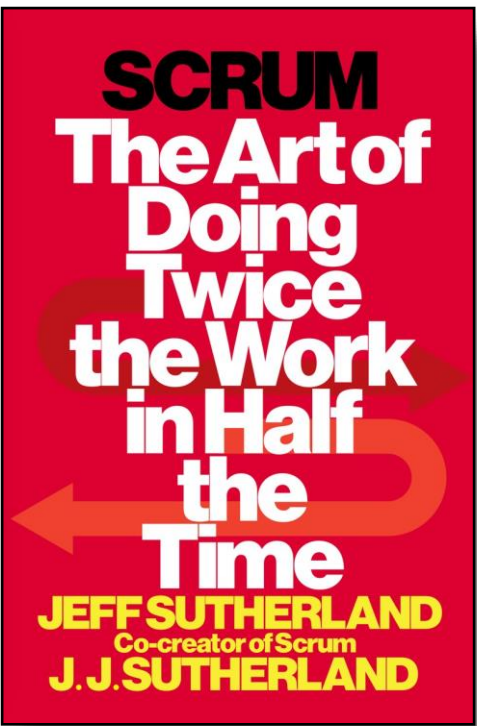
One Parent



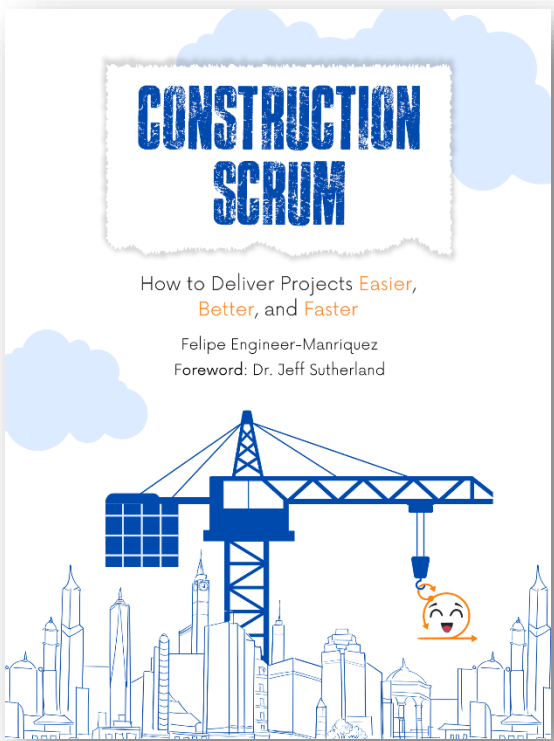
Agile
2001



Scrum
Red Book
2014



Construction
Scrum
2021



Adapted Agile Manifesto Construction Values

Agile Manifesto Values

Individuals and interactions over processes and tools

Working product* over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

*Scrum Guide uses phrase, "working software"



Adapted Agile Manifesto Construction Values

Agile Manifesto Values

Individuals and interactions over processes and tools

Working product* over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

*Scrum Guide uses phrase, "working software"

Agile Design & Construction Values

Project first thinking and working together across disciplines by focusing on a common goal for smooth project delivery



Adapted Agile Manifesto Construction Values

Agile Manifesto Values

Individuals and interactions over processes and tools



Project first thinking and working together across disciplines by focusing on a common goal for smooth project delivery

Working product* over comprehensive documentation



Deliver design services/work in place in increments to drive alignment and gather feedback between the various stakeholders over exchanging documentation

Customer collaboration over contract negotiation



Work with suppliers to owners to co-develop a solution based on mutually desired outcomes instead of just providing detailed requirements or status reports

Responding to change over following a plan



Acknowledge that plans will change with the realities on the ground and drive to create plans with the best level of detail accounting for the changing environment

*Scrum Guide uses phrase, "working software"

Value-Added Work 2 Generate Value



***20% - 40%**
of design and construction
work is value-added from
the perspective of the
customer



Does waste impact my work?

4

Eliminate Waste



What are the different types of waste in LEAN?

https://youtu.be/NJN-lsk_DLU

Non-Value Adding Activities

Defect

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

Overproduction

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

Waiting

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

Non Utilized Talent

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

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

Inventory

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

Motion

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

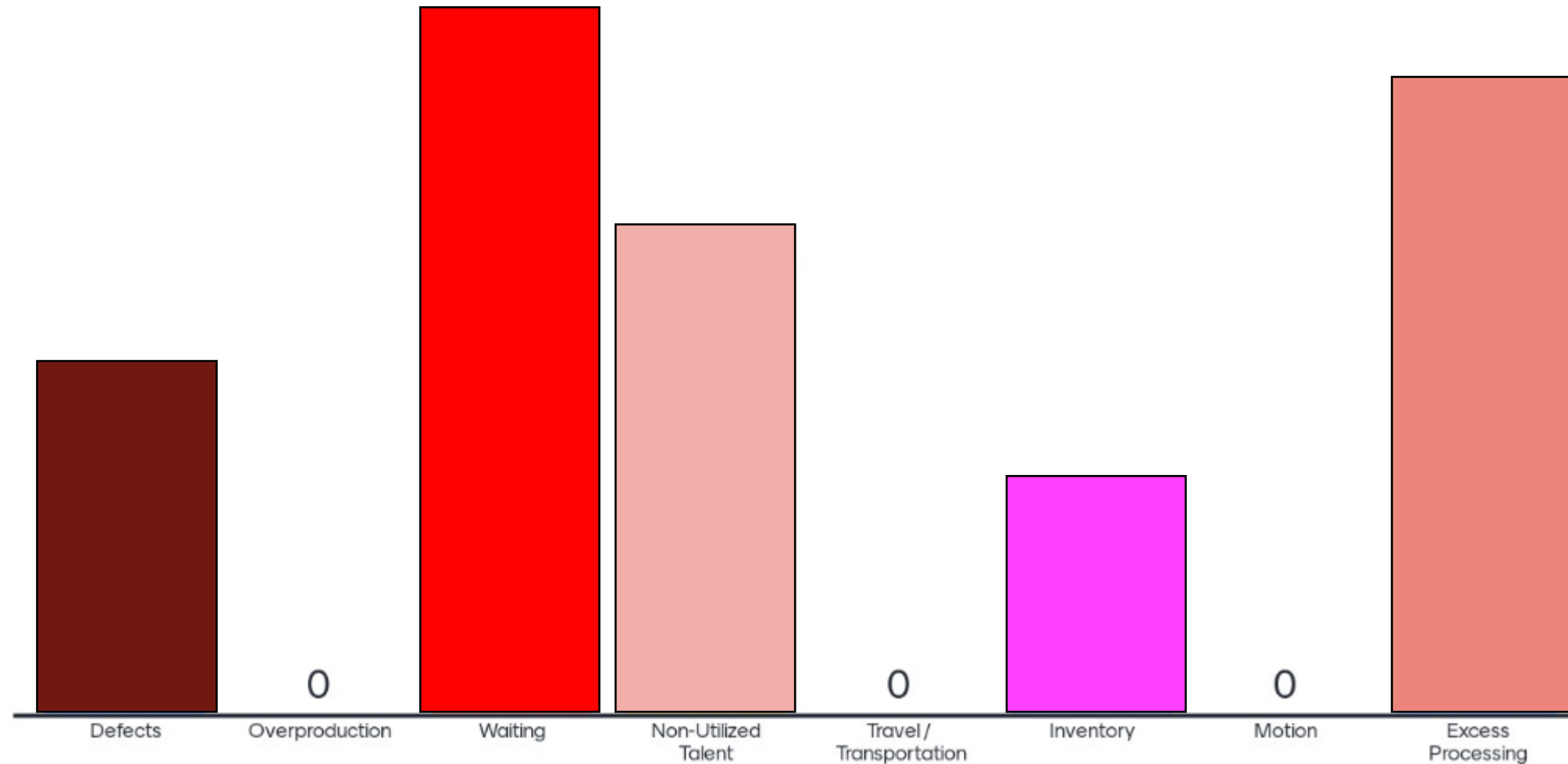
Excess Processing

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

_____ is one type of waste that impacted me last week.

Past LCI Survey Results

Which impacted you most this week?
DOWNTIME

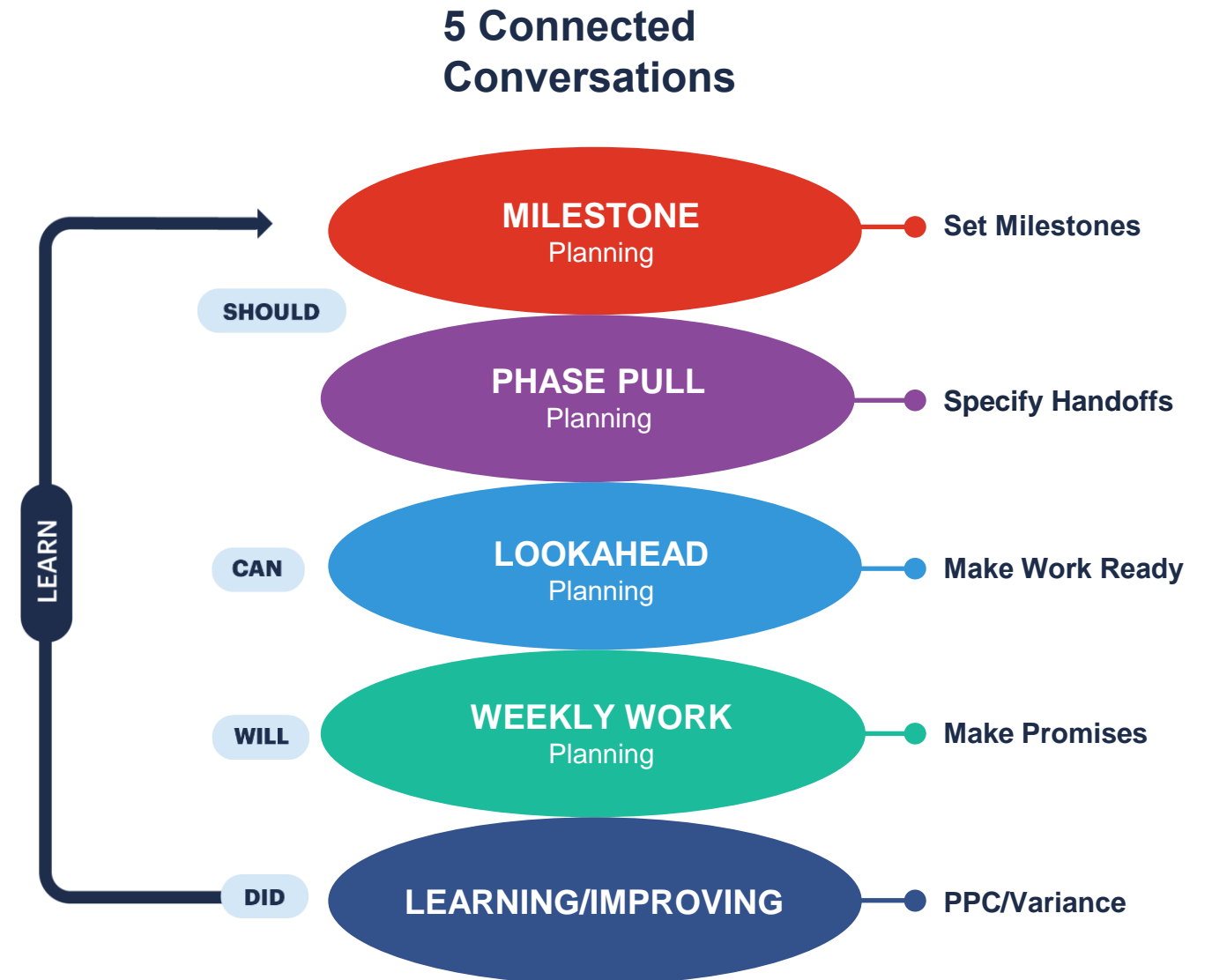


5 Connected Conversations Of LPS®

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)

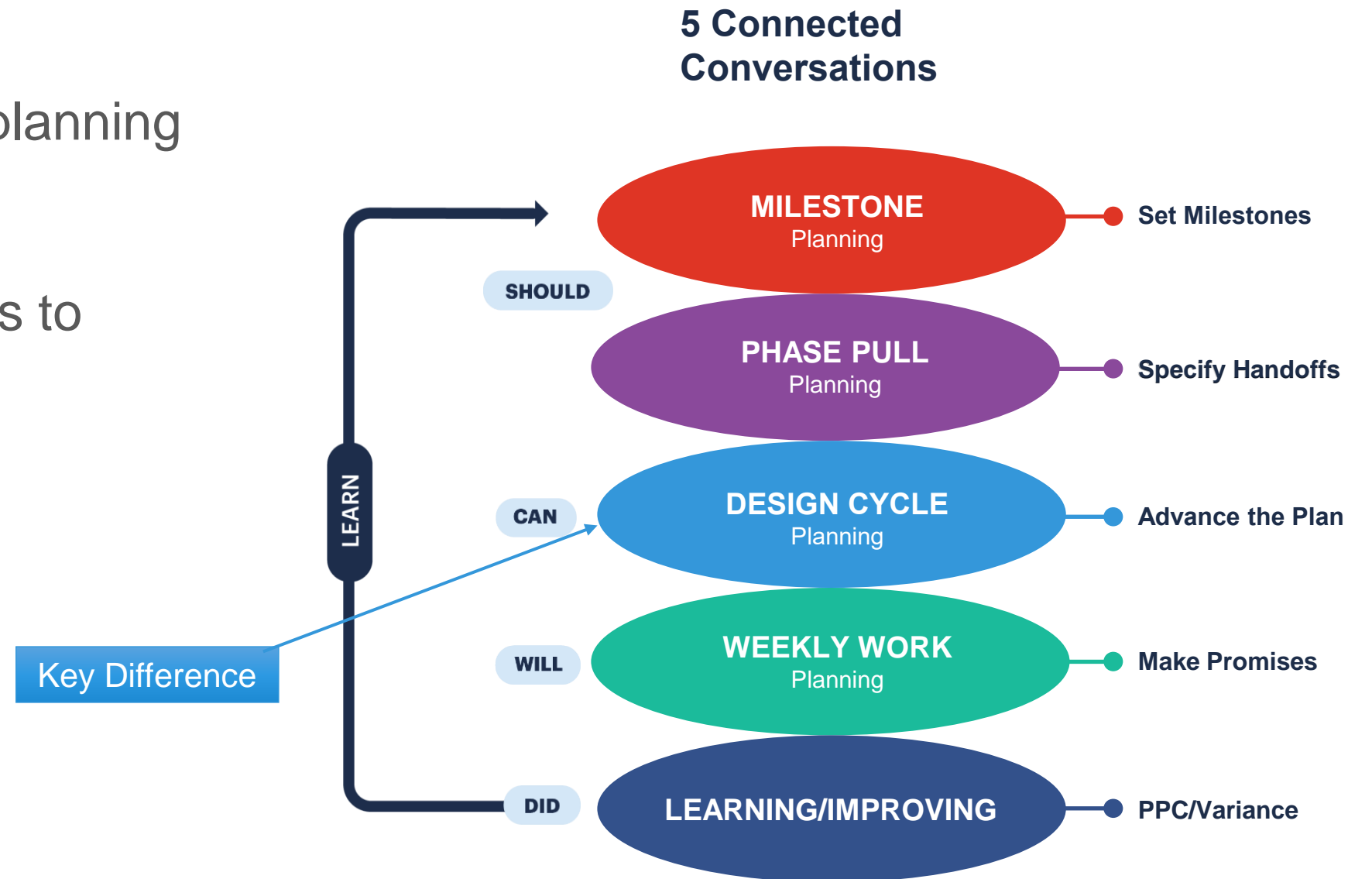
The Last Planner System® (LPS®) is a registered trademark of the Lean Construction Institute.



LPS® Modified For Design

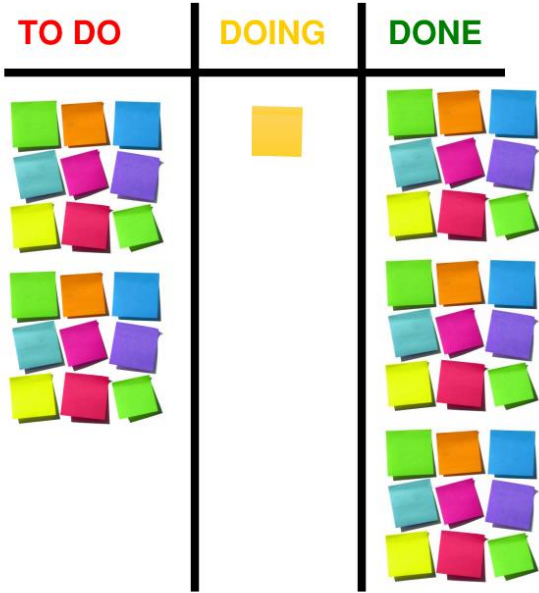
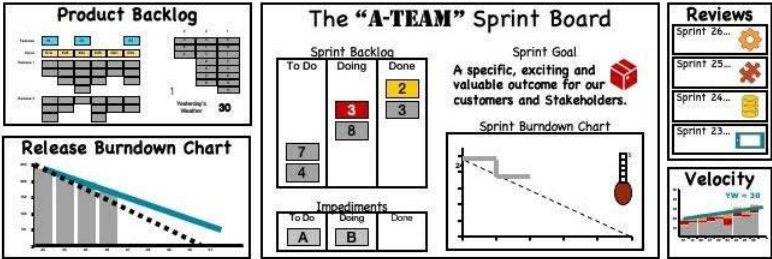
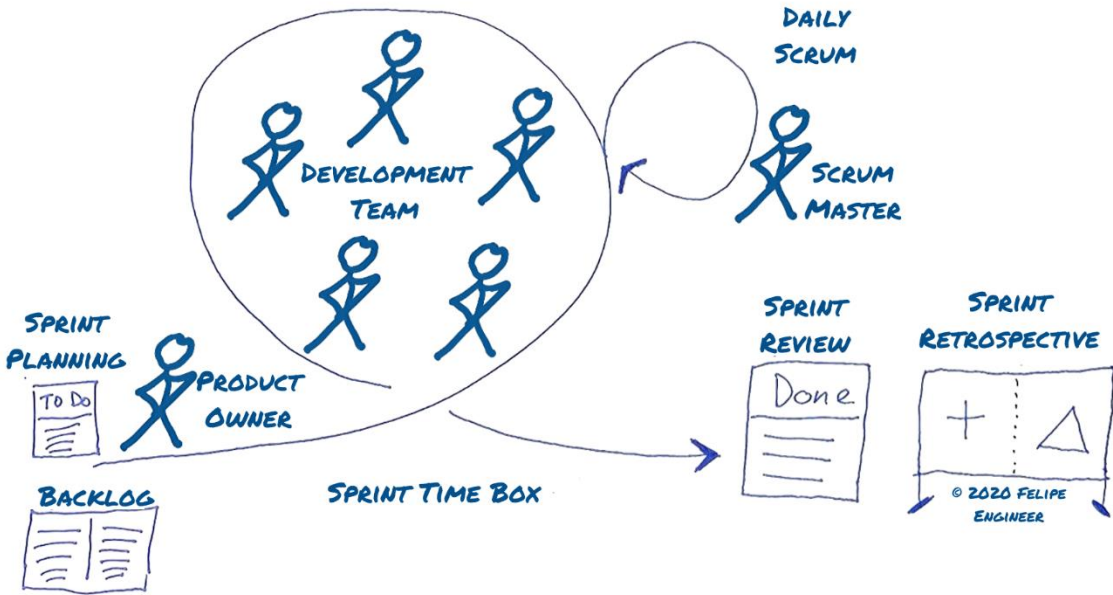
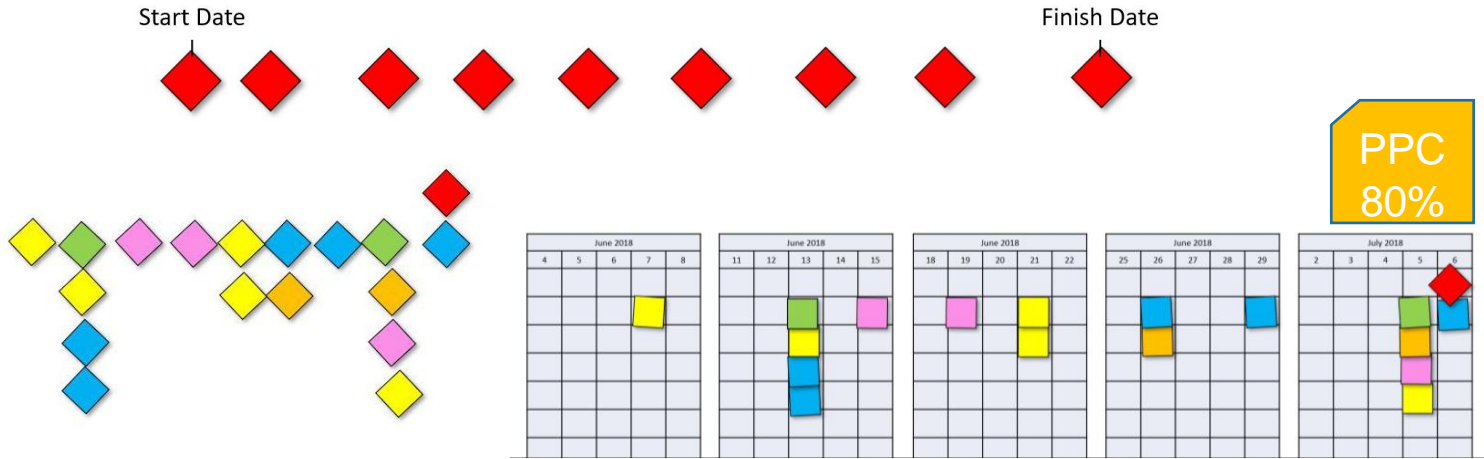
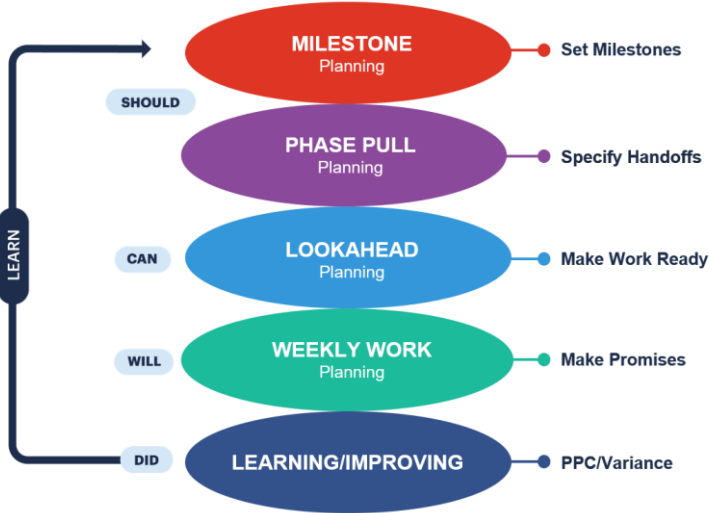
In modifying LPS for design, the 5 planning conversations remain the same.

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

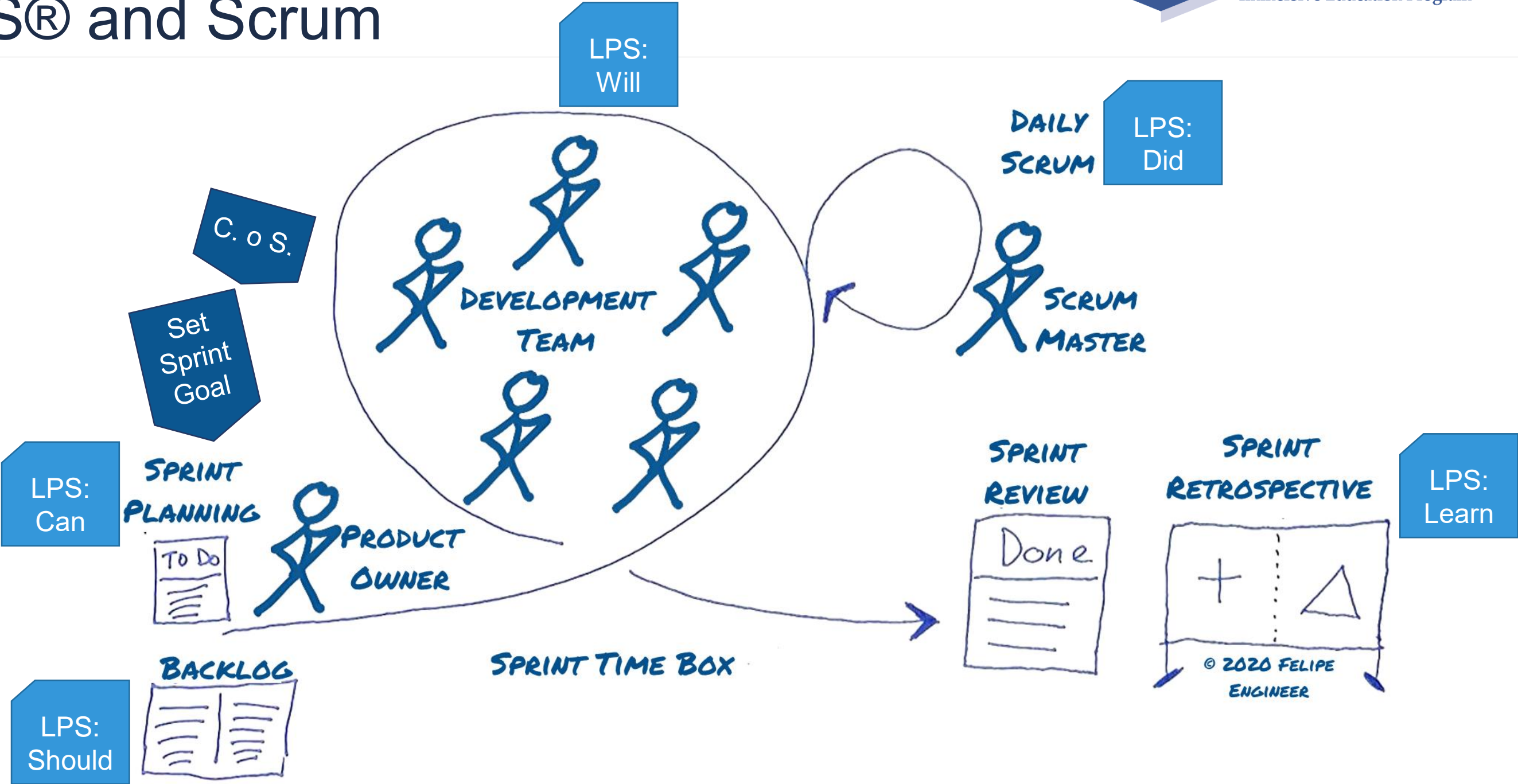


LPS® and Scrum

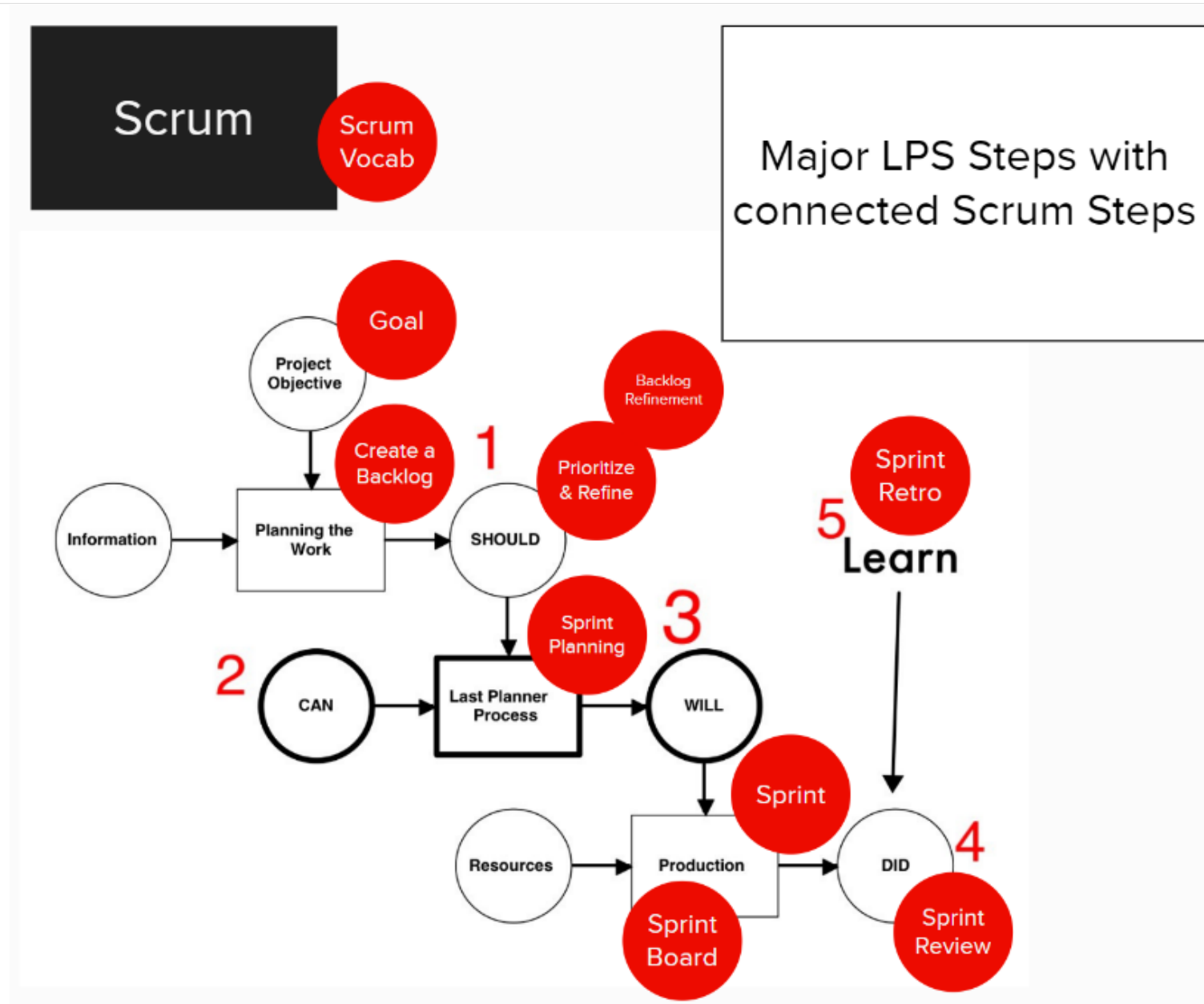
5 Connected Conversations



LPS® and Scrum



LPS® and Scrum



LPS® and Scrum

Milestones

Milestone Pull



Production Strategy

Why? To collaboratively develop an execution plan to meet or beat the milestones in the Master Schedule with the project managers and superintendents who are responsible for overseeing performance of the work ("Last Planners") resulting in stable & predictable workflow.

Schedule Milestone

A significant event in the project schedule, such as an event restraining future work or marking the completion of a phase/deliverable.

Phase

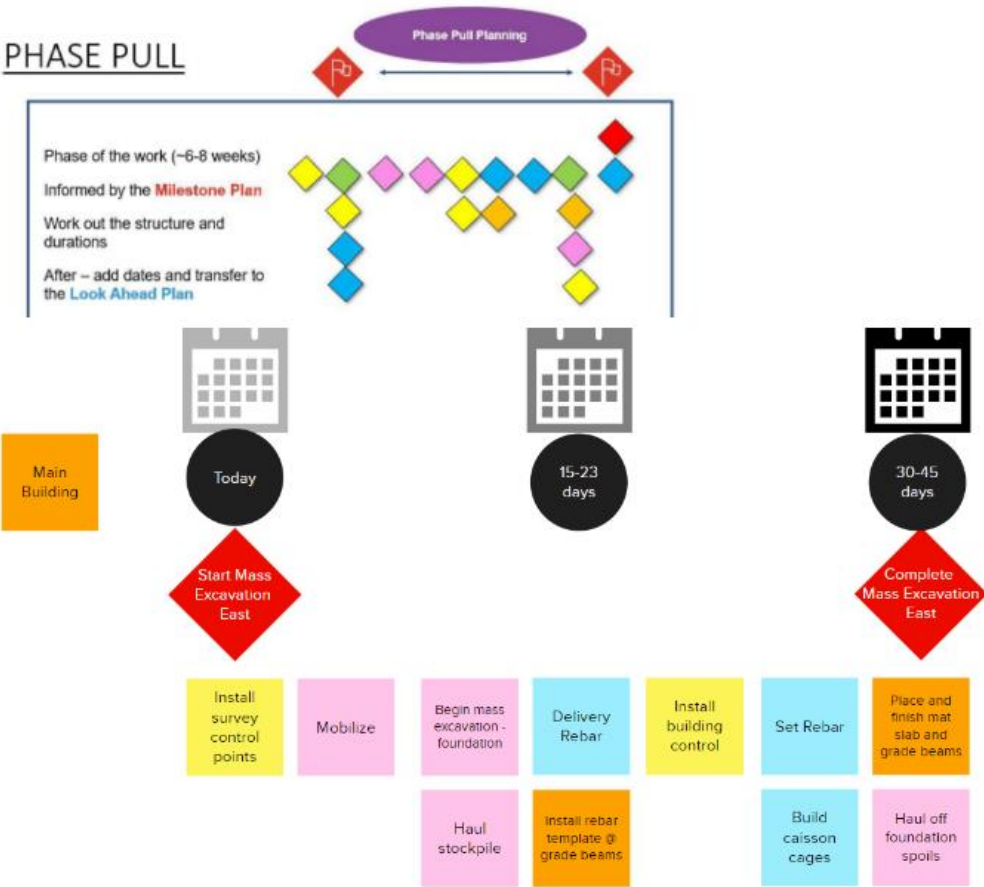
Schedule Phase

A collection of logically related project activities that culminates in the completion of one or more deliverables.

Production Strategies

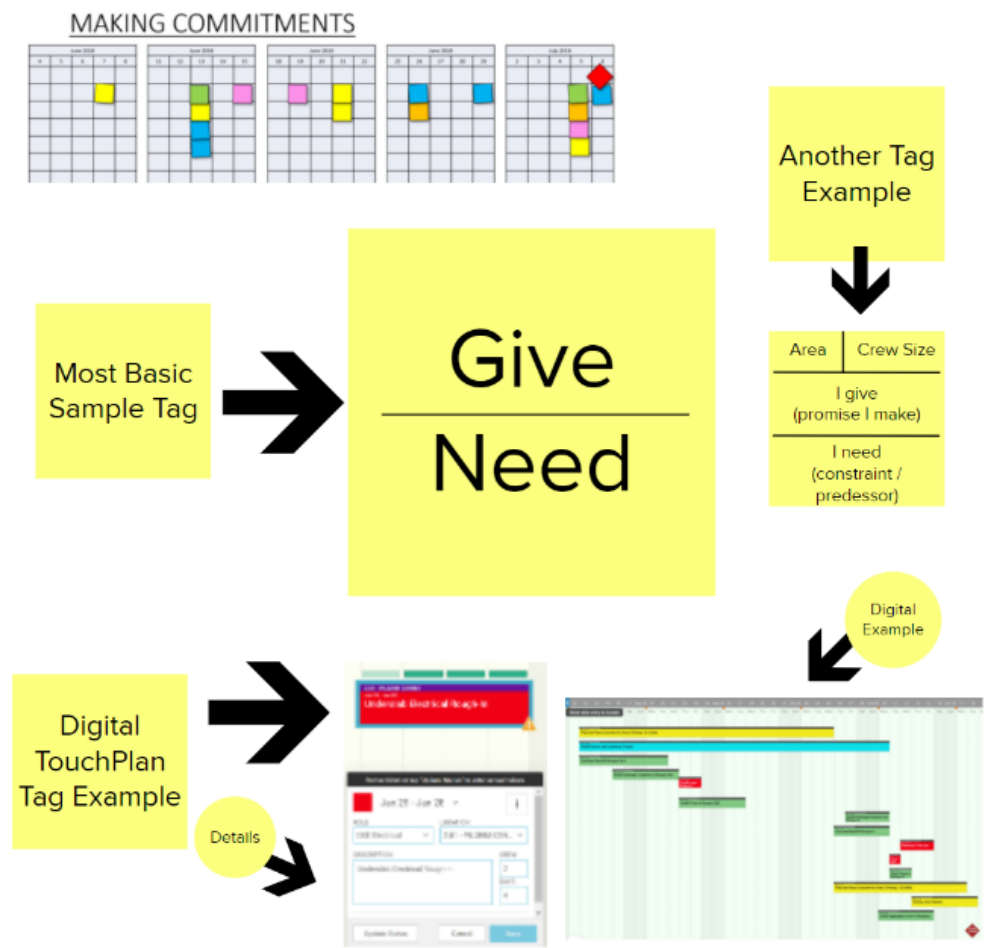
- Establish major phases of work between milestones with project team's input
- Establish Flow (Takt) planning for repeatable areas identified
- Develop pull plans
- Align resources (supply chain, material handling) to plan and production rules
- Identify crew/team sizes and develop labor plans

PHASE PULL



LPS® and Scrum

Look Ahead & Weekly Work Planning



Weekly Agenda

Before meeting:

Assign status to your tags:

I am done: ☒ I'm not done: ☐

Make New Sticky Notes: (Add to bottom of Look Ahead)

Task / Constraint

What did we do?

Confirm completed tasks

Percent Plan Complete

Learn

Assess Variances

- Over committed
- Miscommunication
- Dependent on task not completed
- New information / Change in Plan

What will we do?

Make tasks ready.

Identify constraints/needs.

Commit to remove constraints.

Make reliable promises.

Commit in 1-2 week batches only.

Etiquette

Sticky Note Etiquette:

1. Make your own tags.
2. Do not move others' tags without asking.
3. Do not move tags outside of the meeting.

Weeks 1 - 3

Start Mass Excavation East Road

PPC: 5 actual / 6 planned = 83 %

Monday	Tuesday	Wednesday	Thursday	Friday
Install survey control points	Install survey control points	Mobilize	Begin mass excavation - foundation	Begin mass excavation - foundation
		Begin mass excavation - foundation / Building Pad Survey		

Week 2

PPC: actual / planned %

Monday	Tuesday	Wednesday	Thursday	Friday
Begin mass excavation - foundation	Delivery Rebar	Install rebar templates @ grade beams	Set Rebar / Building Survey Control Points	Set Rebar
Haul stockpile	Install rebar templates @ grade beams / survey	Install building control		

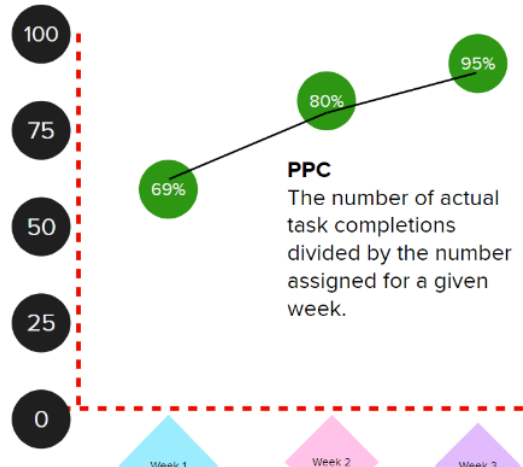
Week 3

PPC: actual / planned %

Complete Mass Excavation East

Monday	Tuesday	Wednesday	Thursday	Friday
Set Rebar	Place and finish mat slabs and grade beams / Rebar and Caisson Cages	Place and finish mat slabs and grade beams / Finish mat slab interior	Place and finish mat slabs and grade beams	Haul off foundation spoils
Build caisson cages		Constraint: Make stop Approval		

Plan Percent Complete (PPC)



PPC

The number of actual task completions divided by the number assigned for a given week.

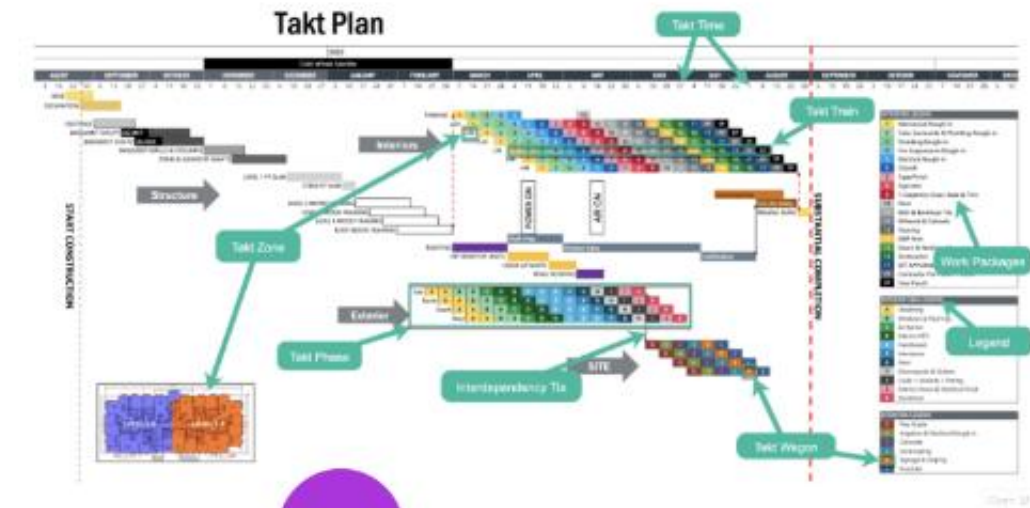
LPS® and Scrum (*and Takt*)

"Takt is Scrum." Jason Schroeder, President of Elevate Construction & leanTakt

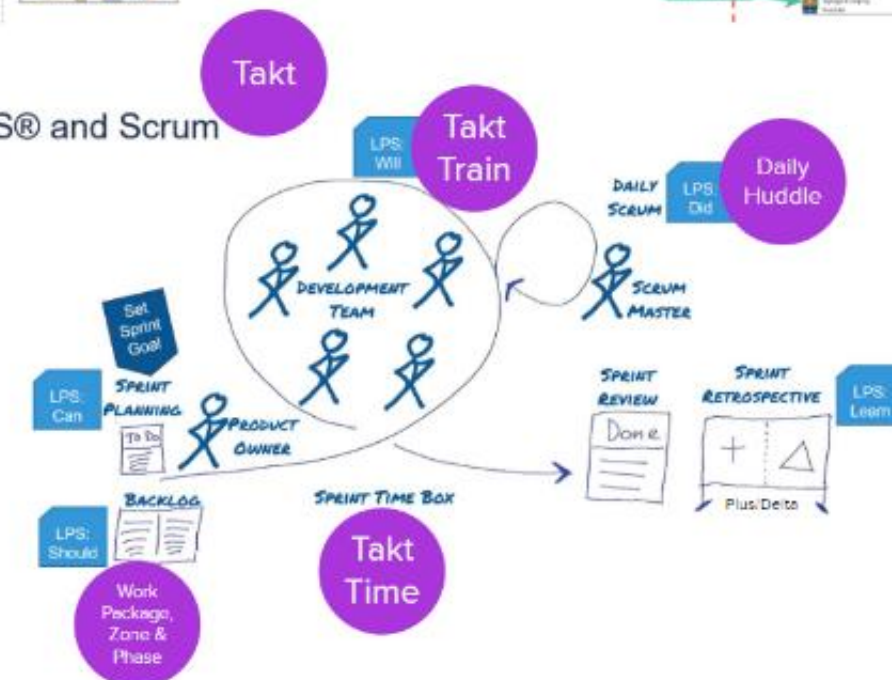
Takt planning makes work happen on a beat frequency or cycle. In Scrum we call this the Sprint.



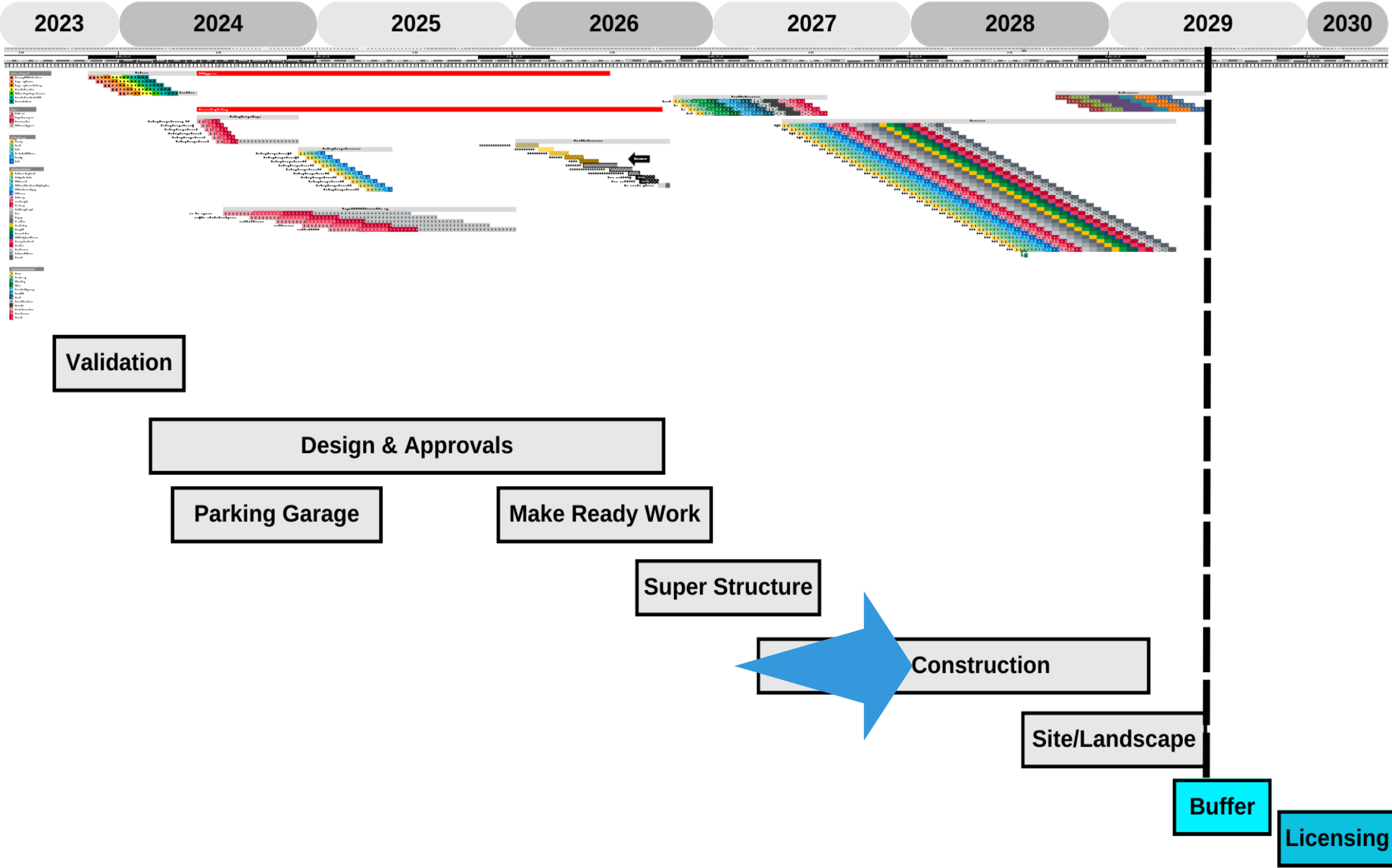
These frameworks enable Critical Flow schedules that focuses on information and work throughput and bottlenecks (constraints), to enable flow (work, trades, logistics).



LPS® and Scrum

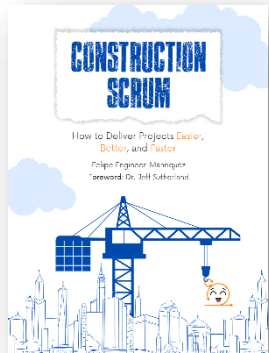
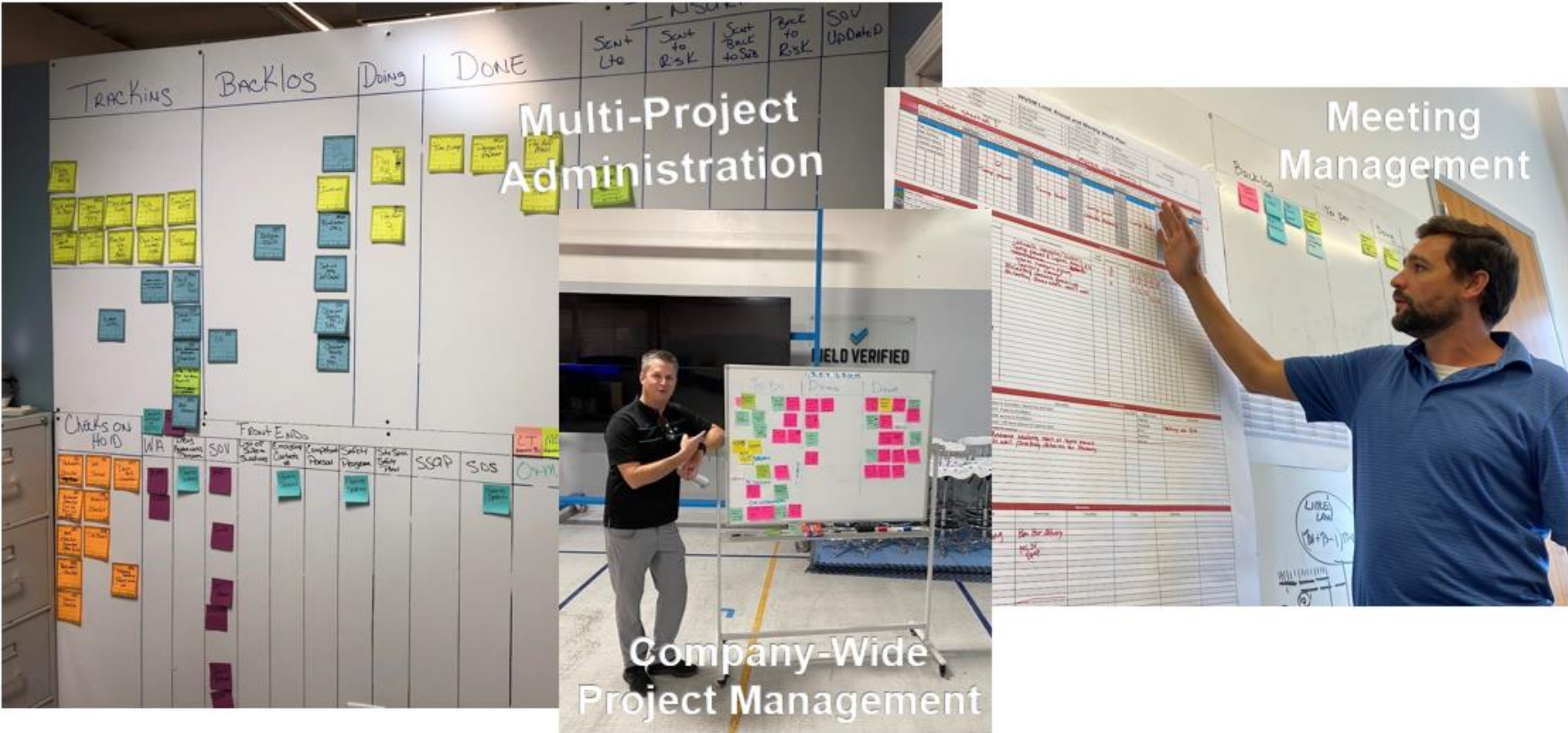


Scrum LPS Takt Plan



Questions?

Even More Scrum In Construction



<https://thefelipe.bio.link/>



Fundamental Scrum Board

TO DO		DOING	DONE
<div>Play Scrum Game</div>	<div>Watch Scrum video</div>		
<div>Task Note (action-oriented descriptions)</div>	<div>Understand Scrum board basics</div>		

Fundamental Scrum Board

TO DO		DOING	DONE
<div>Play Scrum Game</div> <div>Task Note (action-oriented descriptions)</div> <div>Understand Scrum board basics</div>		<div>Watch Scrum video</div>	

Fundamental Scrum Board

TO DO	DOING	DONE
<div data-bbox="117 614 597 1098">Play Scrum Game</div>	<div data-bbox="1222 579 1703 1064">Understand Scrum board basics</div>	<div data-bbox="1798 572 2279 1055">Watch Scrum video</div>
<div data-bbox="117 1135 597 1619">Task Note (action-oriented descriptions)</div>		

Another Fundamental Scrum Board Example



Fundamental Scrum Board

TO DO	DOING	DONE
<div data-bbox="117 614 597 1100"><div data-bbox="147 777 566 937">Play Scrum Game</div></div>	<div data-bbox="1225 579 1706 1065"><div data-bbox="1256 656 1675 989">Understand Scrum board basics</div></div>	<div data-bbox="1798 572 2279 1055"><div data-bbox="1921 690 2156 937">Watch Scrum video</div></div>
<div data-bbox="117 1135 597 1621"><div data-bbox="147 1229 566 1534">Task Note (action-oriented descriptions)</div></div>		

Fundamental Scrum Board

TO DO	DOING	DONE
<div>Task Note (action-oriented descriptions)</div>	<div>Play Scrum Game</div>	<div>Watch Scrum video</div> <div>Understand Scrum board basics</div>

Sprint Goal “Learning Done Right”



Let's move as
ONE

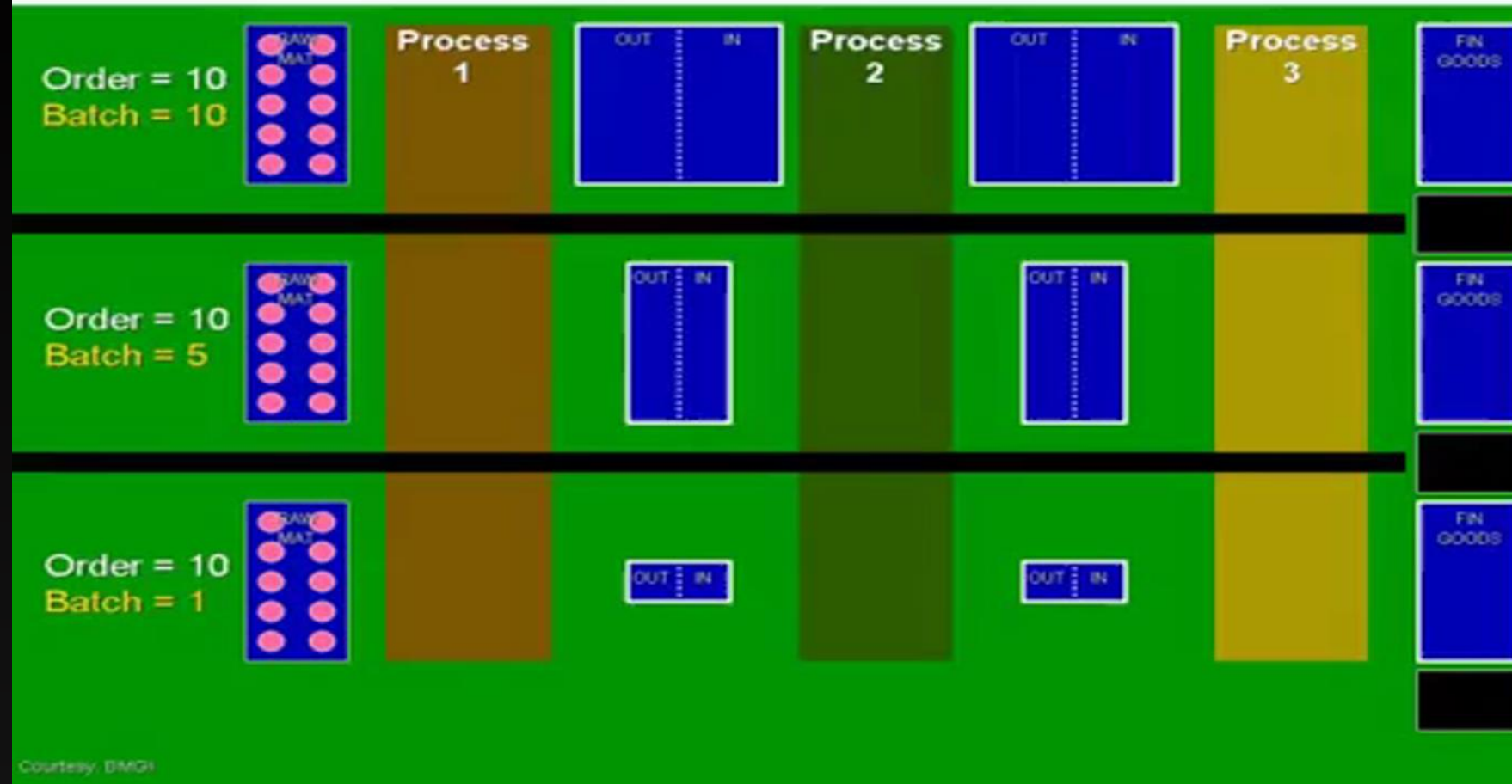


fast and furious 8 Dwayne Johnson entry| Haka dance by the rock|

<https://youtu.be/2BPvFnyWAG0>

**Play Scrum
Game**
*Warm-Up
Question*

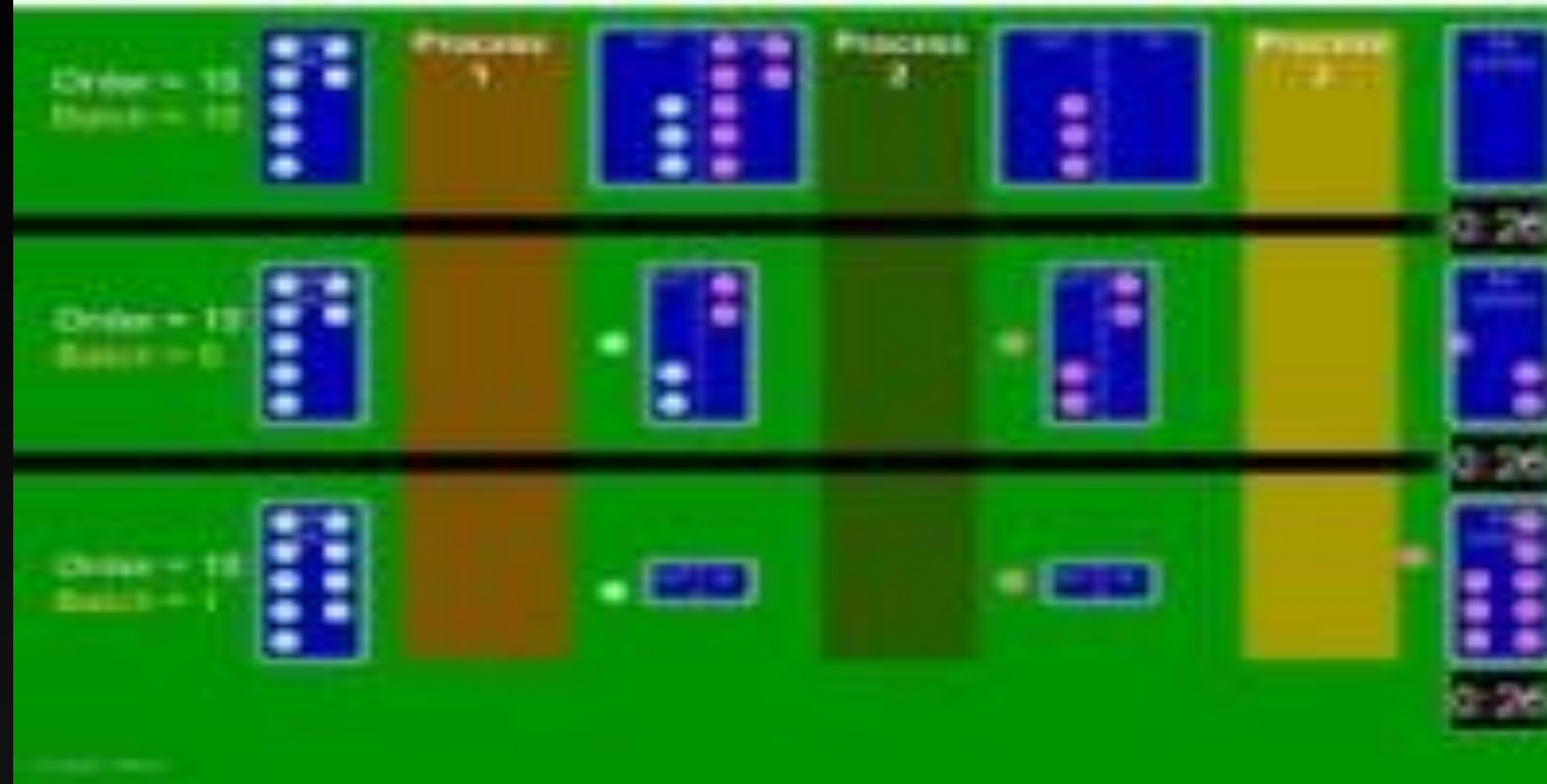
Flow – One piece flow versus Batch Production



ONE PIECE FLOW versus BATCH PRODUCTION - Lean Manufacturing

<https://youtu.be/JoLHKSE8sfU>

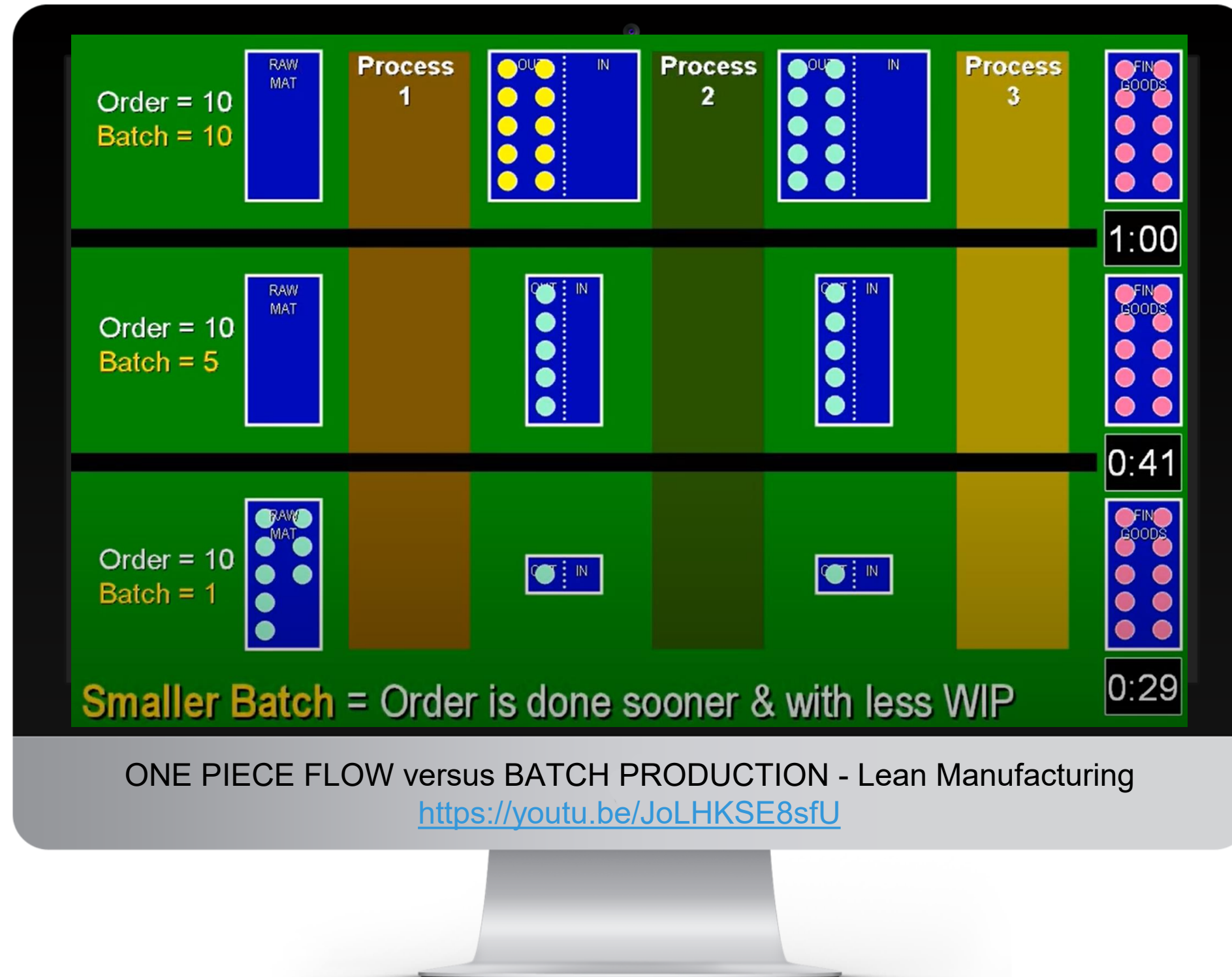
Flow – One piece flow versus Batch Production



ONE PIECE FLOW versus BATCH PRODUCTION - Lean Manufacturing

<https://youtu.be/JoLHKSE8sfU>

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



TO DO

DOING

DONE

1

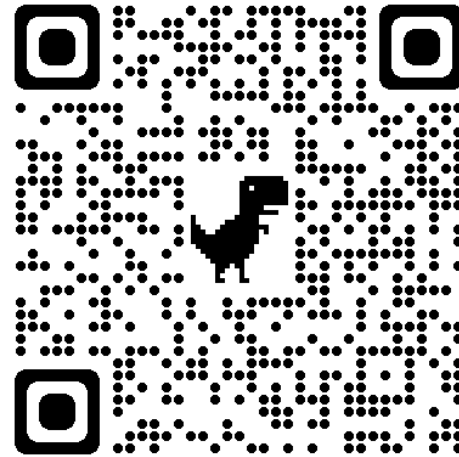
2

3

4

Read the
Scrum
Guide

<https://scrumguides.org/>



TO DO

DOING

DONE

1

2

3

4

Make this
Scrum
Board

TO DO

DOING

DONE

1

2

3

4

Can Scrum
boards
have more
than 3
columns?

TO DO

DOING

DONE

2

3

4

1

TO DO

DOING

DONE

2

1

3

4

2

1

2+

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

**It
Depends**

0

TO DO

DOING

DONE

2

1

3

4

TO DO

DOING

DONE

3

1

2

4

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

3

1

2

4

TO DO

DOING

DONE

4

1

2

3

4

**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**

**Share some
examples**

TO DO

DOING

DONE

4

1

2

3

TO DO

DOING

DONE

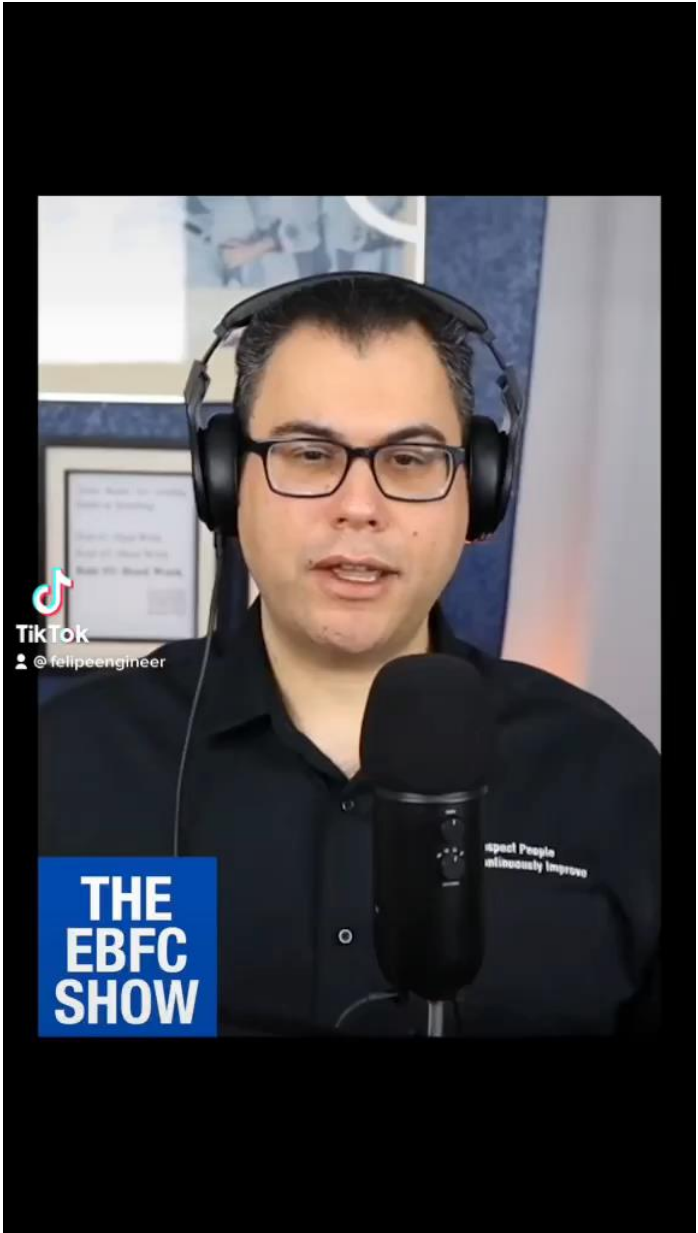
1

2

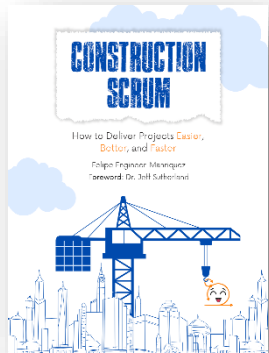
3

4

Questions?




JJ Sutherland
CEO **scruminc.**



<https://thefelipe.bio.link/>



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Since Scrum is free, why should I invest in learning it?


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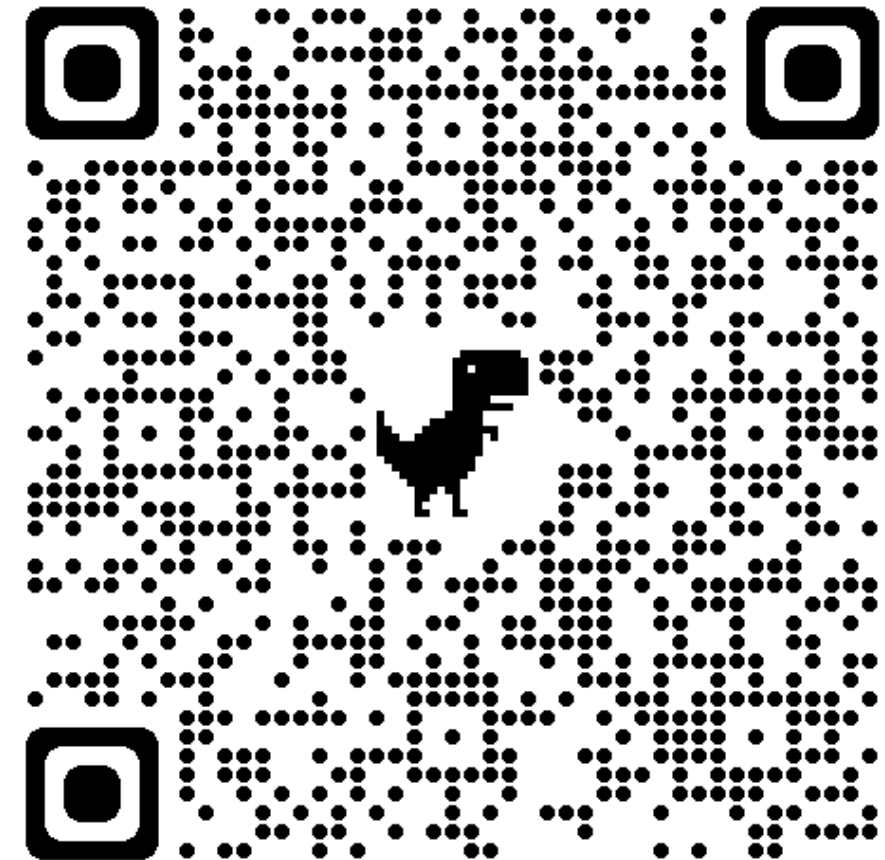
 Share

“

My mission is and has **always** been to share Scrum with the world and free people from the oppressive ways of working that have become entrenched. Today, more and more companies see the benefits of Agile and need people that both understand the mindset and can actually deliver results.”

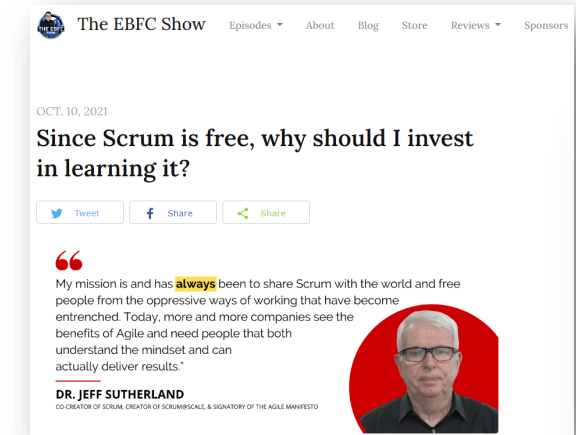


DR. JEFF SUTHERLAND
CO-CREATOR OF SCRUM, CREATOR OF SCRUM@SCALE, & SIGNATORY OF THE AGILE MANIFESTO



<https://www.theebfcshow.com/blog/since-scrum-is-free-why-should-i-invest-in-learning-it/>

The adventure begins with you!



Work Categories	
Value-Added	● Work that clients and supply chain partners want, appreciate, or pay for.
Non-Value-Added but Necessary	● Work that does not add value to a product or service from the client's perspective, but occurs for a reason such as following a policy.
Non-Value-Added, Pure Waste	● Work that consumes resources, but does not add value to the product or service.

**1. categorize
your work**

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Sprint #1

To Do		Doing	Done
Team size, finding "just right"	Prioritizing our work	Create a 1 Week Sprint Goal Example: This week I will practice Scrum daily using my Scrum Board and ask Felipe no less than 2 questions.	Read the Scrum Guide
	Work cycle size matters		Make this Scrum Board
	Why are we doing this work?		

Create a 1 Week Sprint Goal

Example: This week I will practice Scrum daily using my Scrum Board and ask Felipe no less than 2 questions.

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My mission is and has **always** been to share Scrum with the world and free people from the oppressive ways of working that have become entrenched. Today, more and more companies see the benefits of Agile and need people that both understand the mindset and can actually deliver results.*

DR. JEFF SUTHERLAND

CO-CREATOR OF SCRUM, CREATOR OF SCRUMSCALE, & SIGNATORY OF THE AGILE MANIFESTO

The adventure begins with you!

Sprint #1

To Do

Team size, finding "just right"

Work cycle size matters

Why are we doing this work?

Doing

Prioritizing our work

Give yourself grace during this experiment.

Done

Read the Scrum Guide

Make this Scrum Board

Create a 1 Week Sprint Goal

Example: This week I will practice Scrum daily using my Scrum Board and ask Felipe no less than 2 questions.

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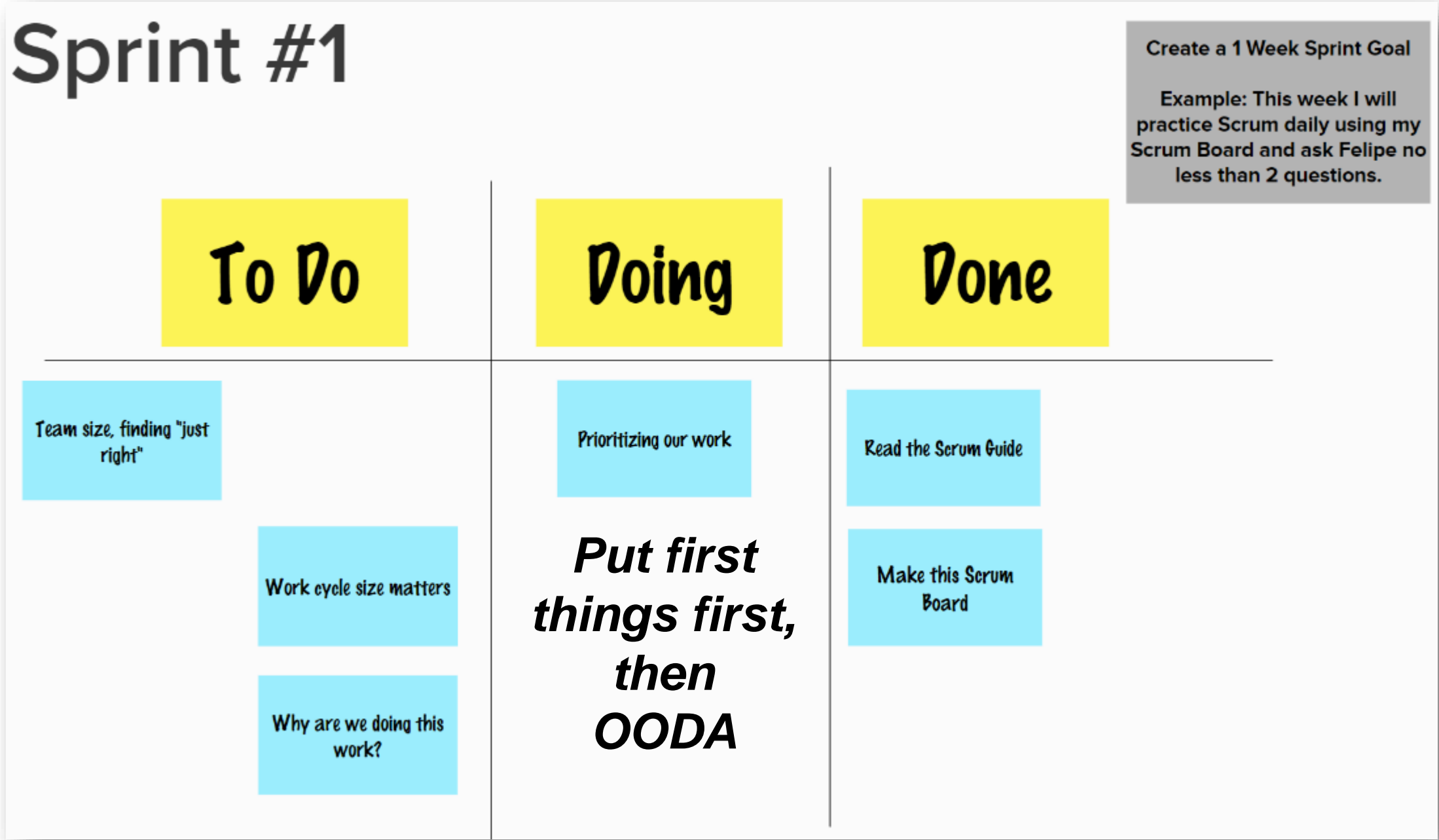
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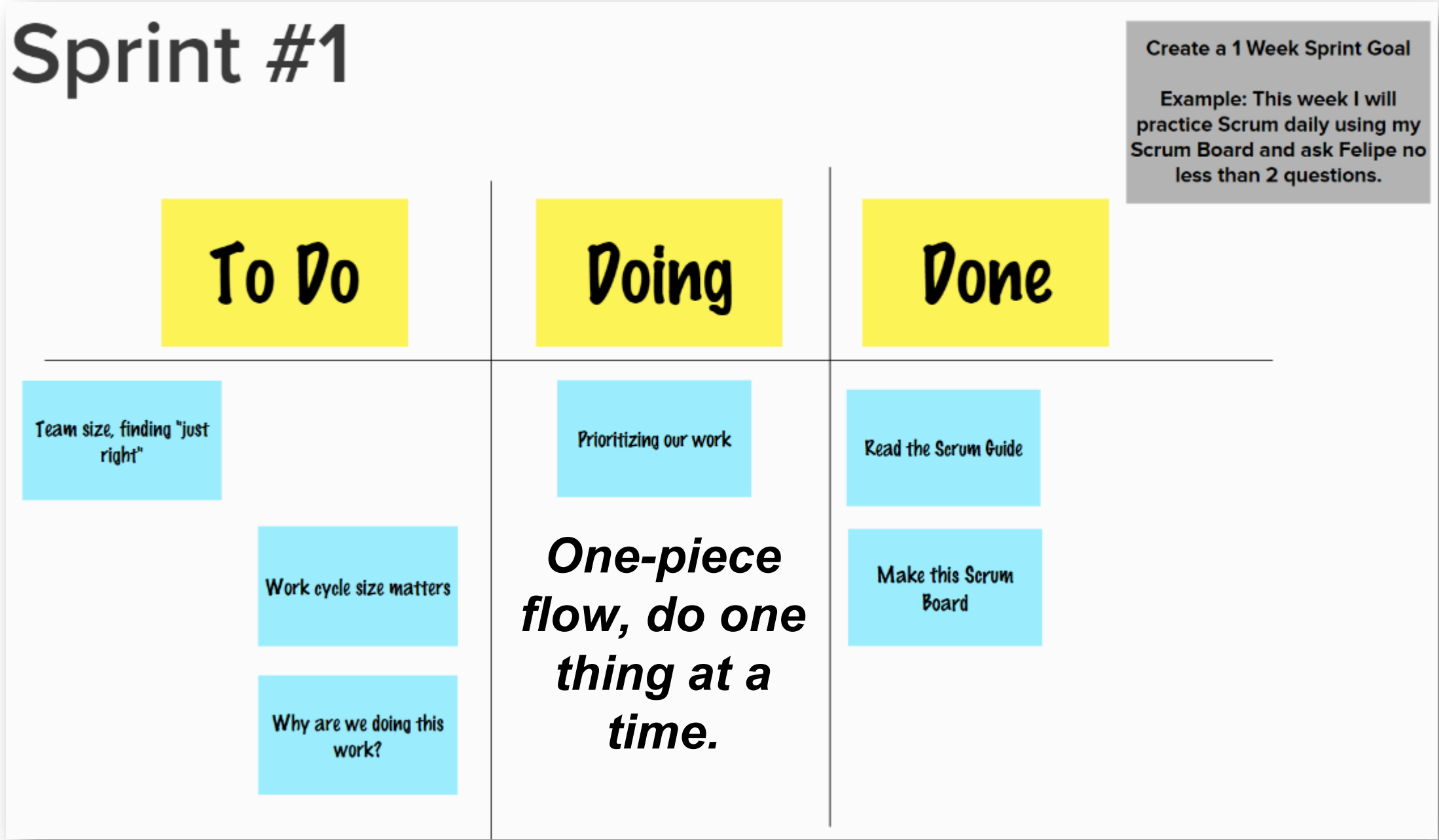
2. List 5 or less tasks that will help you achieve your goal.

The adventure begins with you!



3. Prioritize & Check-In using your board daily

The adventure begins with you!



4. Learn by doing and sharing with others.

The adventure begins with you!

Sprint #1

To Do	Doing	Done
	<div>Team size, finding "just right"</div> <div>Who will you share Scrum with?</div>	<div>Read the Scrum Guide</div> <div>Work cycle size matters</div> <div>Make this Scrum Board</div> <div>Why are we doing this work?</div> <div>Prioritizing our work</div>

Create a 1 Week Sprint Goal

Example: This week I will practice Scrum daily using my Scrum Board and ask Felipe no less than 2 questions.

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5. Repeat and bring along others to join you.

What could stop you from trying Scrum?

Habits

noun | acquired modes of behavior that become nearly or completely involuntary

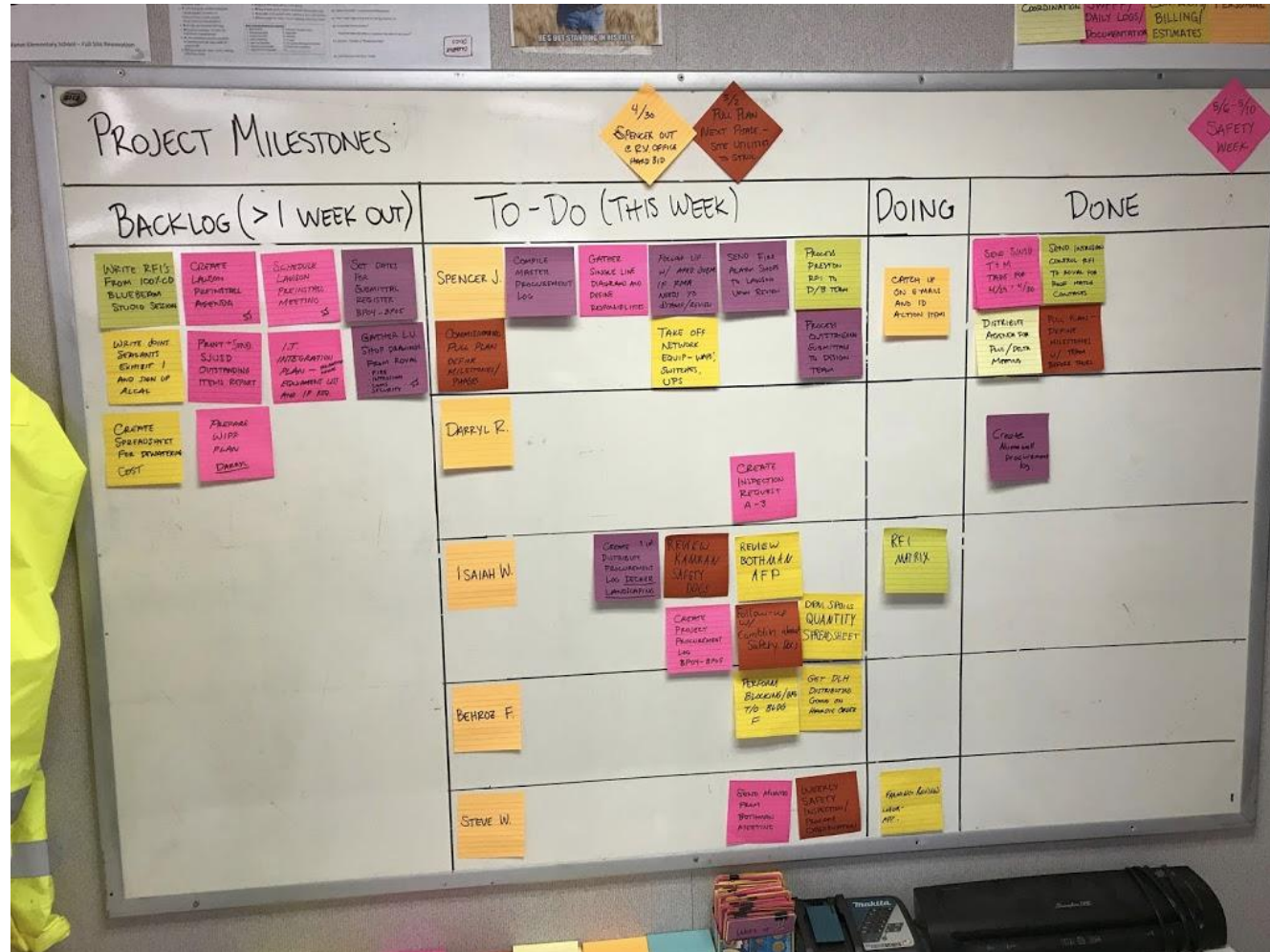
Just Start



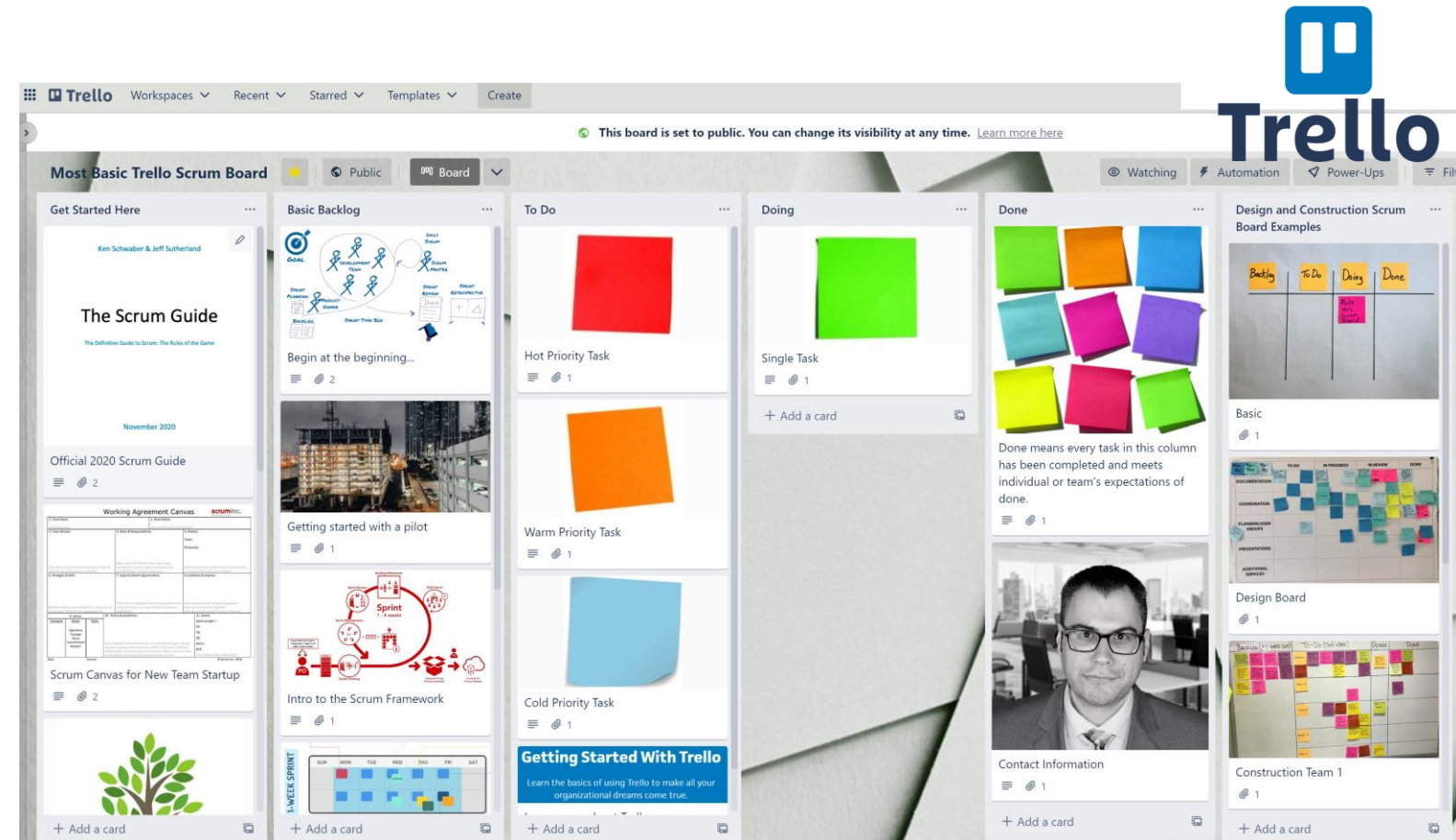
THE CHOICE (Short Animated Movie)

https://youtu.be/_HEnohs6yYw

Project Scrum Board Examples



Analog
(Whiteboard + Sticky Notes)



Digital
(Whiteboard + Multi-Media Cards)

Construction Scrum Case Studies

Scrum for New and Existing Construction

- Eliminated weekend and night work
- Completed hospital project while simultaneously managing up to six on-campus million-dollar projects



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Construction Scrum Case Studies



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Scrum is a team framework that allows complex projects to be delivered with adaptation yet supports people to productively and creatively produce work at the highest possible value for customers. It is perfectly suited to meet the demands of the design and construction industry -- no matter the project, the challenge, or the situation.

Construction Scrum Case Studies

Scrum for New and Existing Construction

- Eliminated weekend and night work
- Completed hospital project while simultaneously managing up to six on-campus million-dollar projects

Scrum for Preconstruction (PreCon)

- Eliminated weekend work
- Team productivity tripled



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Construction Scrum Case Studies



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Scrum is a team framework that allows complex projects to be delivered with adaptation yet supports people to productively and creatively produce work at the highest possible value for customers. It is perfectly suited to meet the demands of the design and construction industry -- no matter the project, the challenge, or the situation.

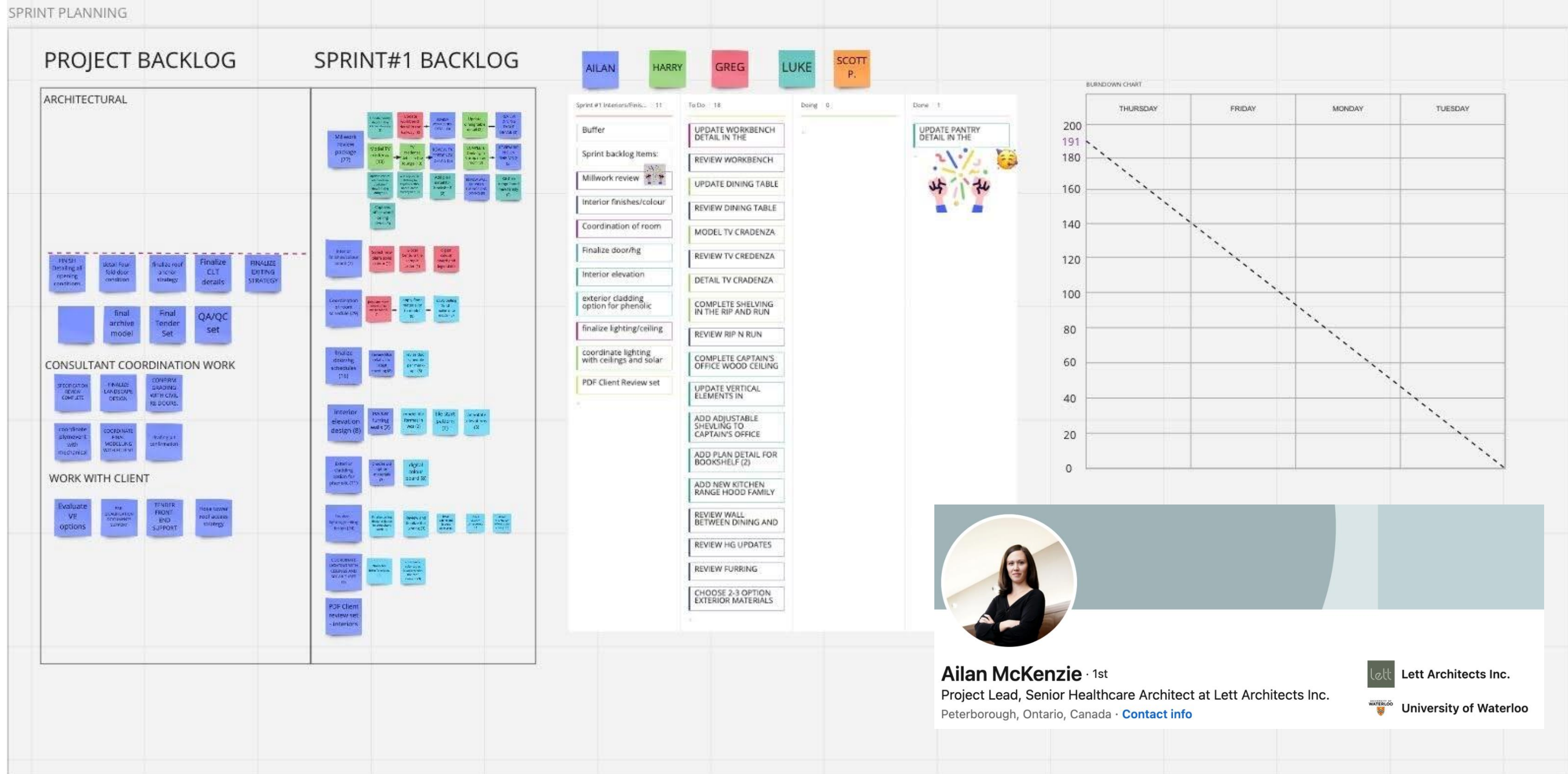
Case Study: Boosting Productivity in PreCon



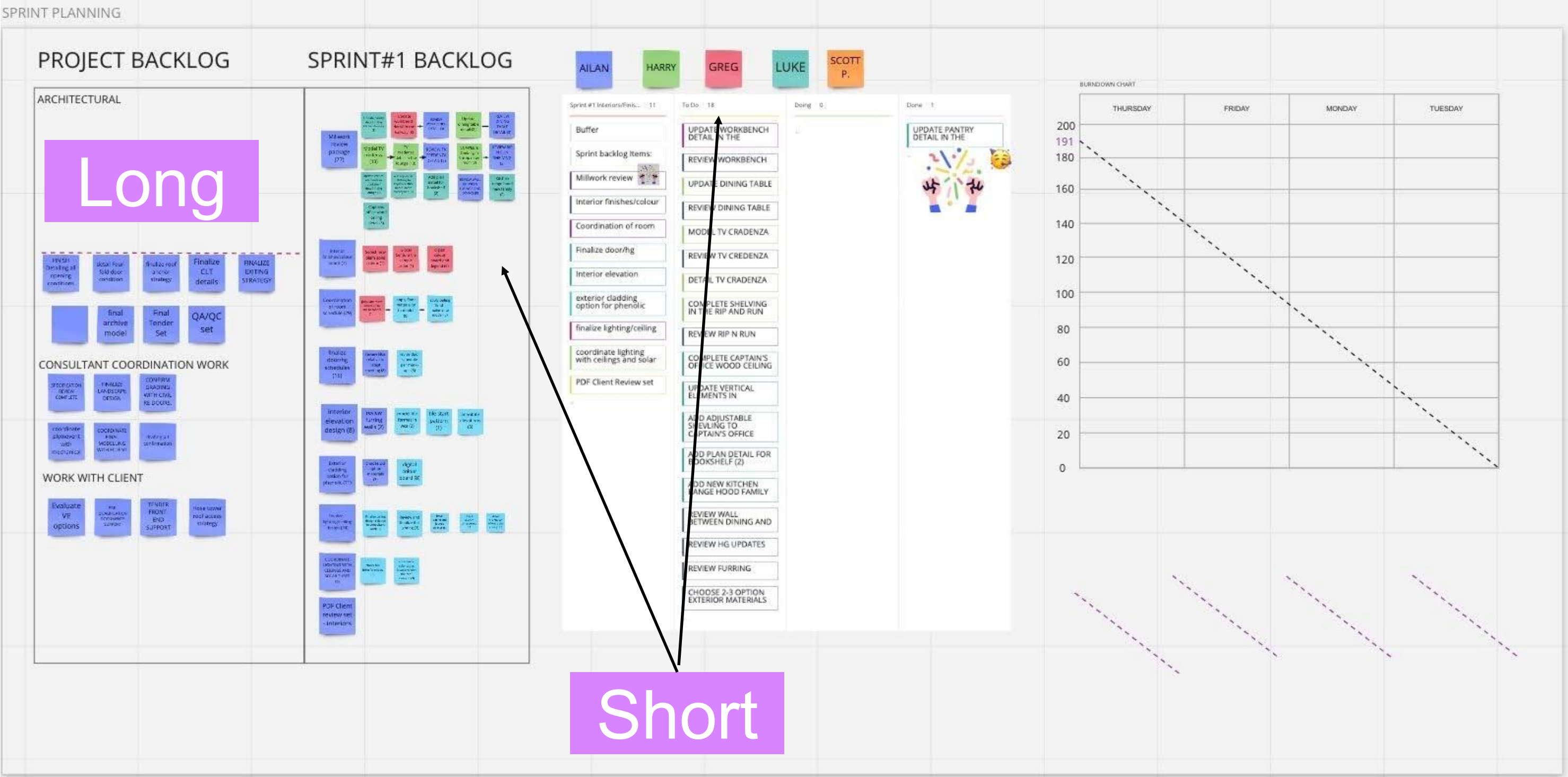
<https://www.theebfcshow.com/blog/construction-scrum-case-studies/>



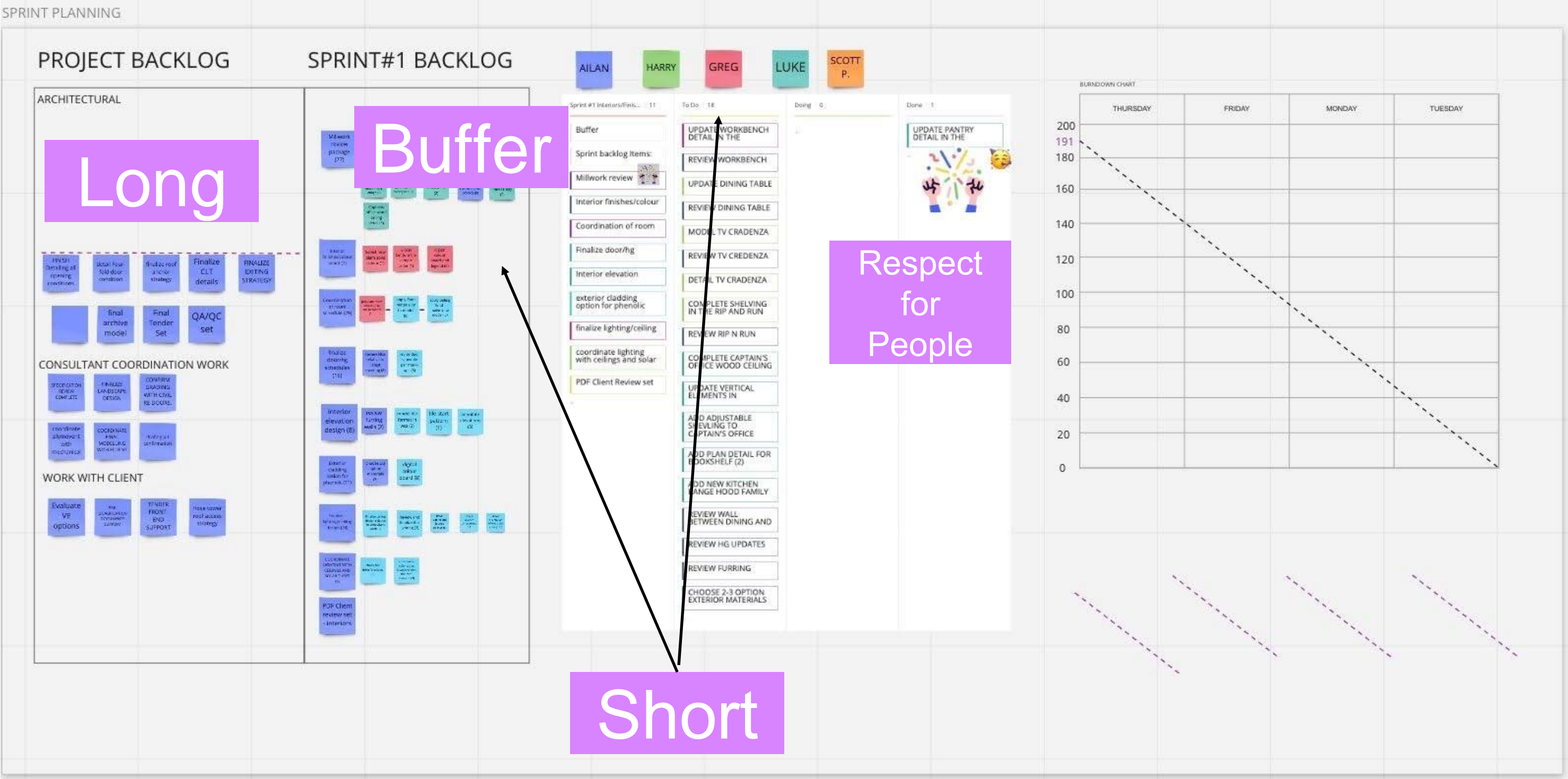
Scrum In Design for More Creativity



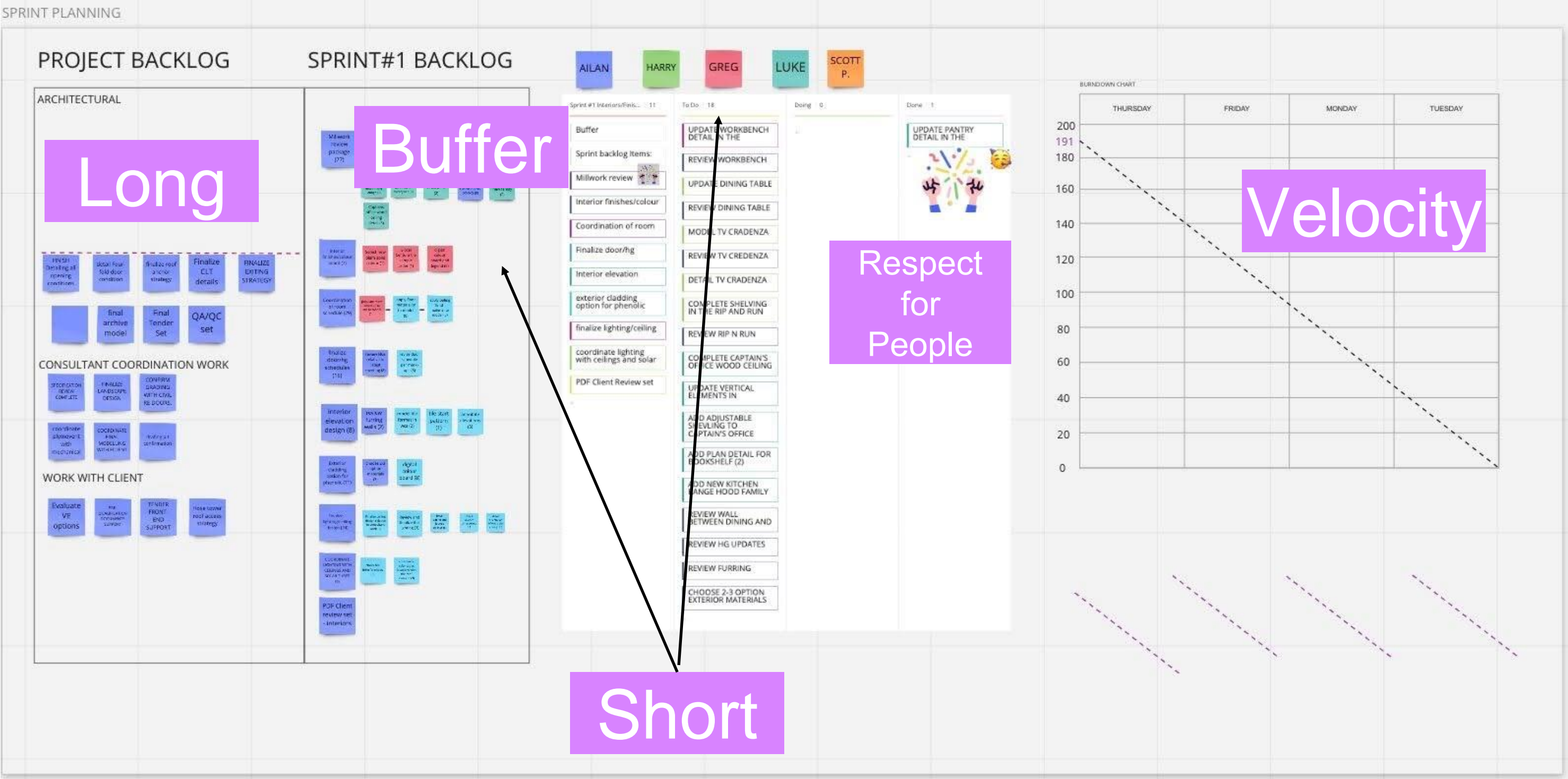
Scrum In Design for More Creativity



Scrum In Design for More Creativity



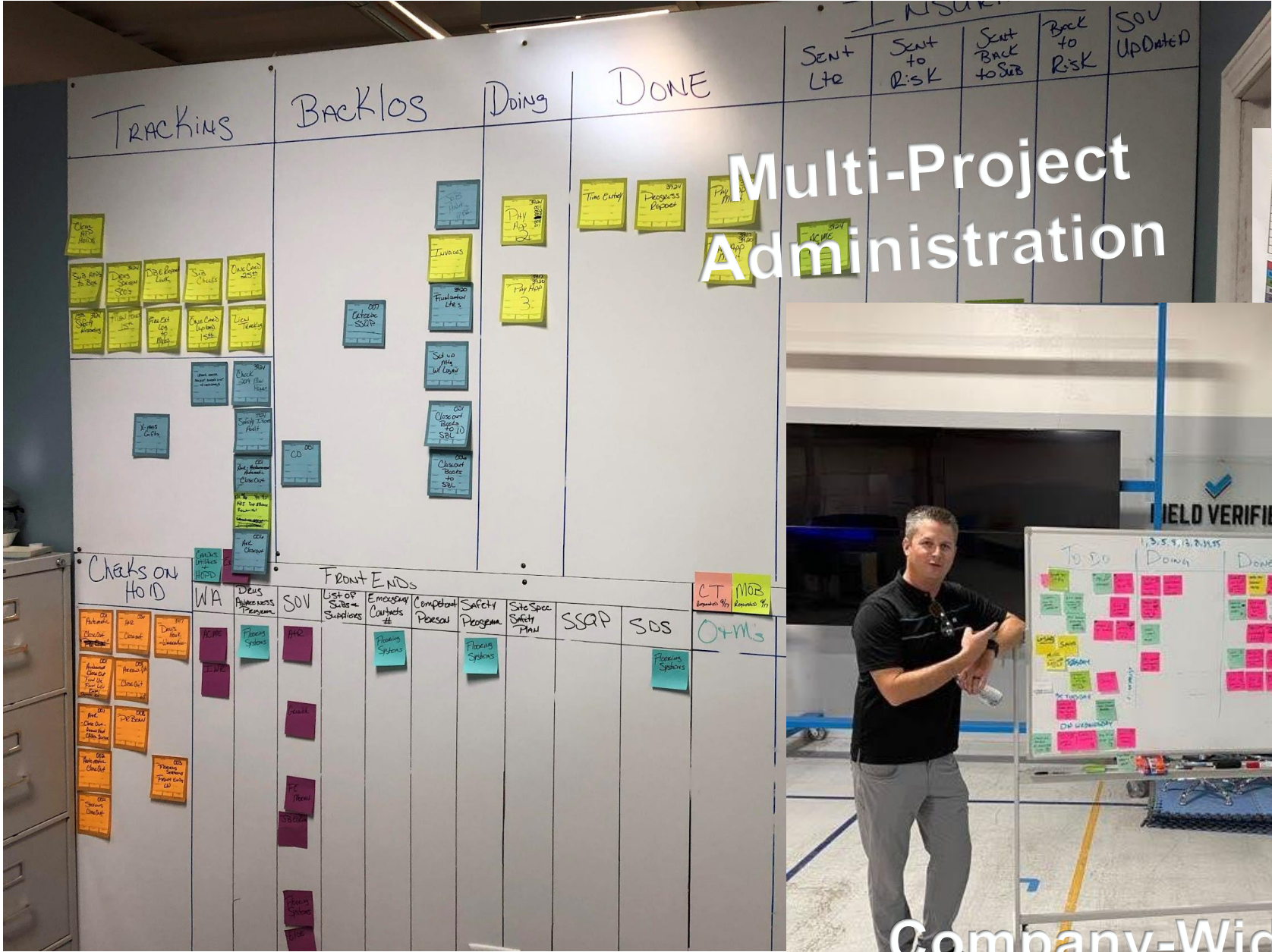
Scrum In Design for More Creativity



Scrum In Construction for Pursuits & More



Even More Scrum In Construction



Multi-Project Administration



Meeting Management



Company-Wide Project Management

Learn More at The EBFC Show Blog

Building Project Success: How Scrum and the Happiness Metric Revolutionize Project Management

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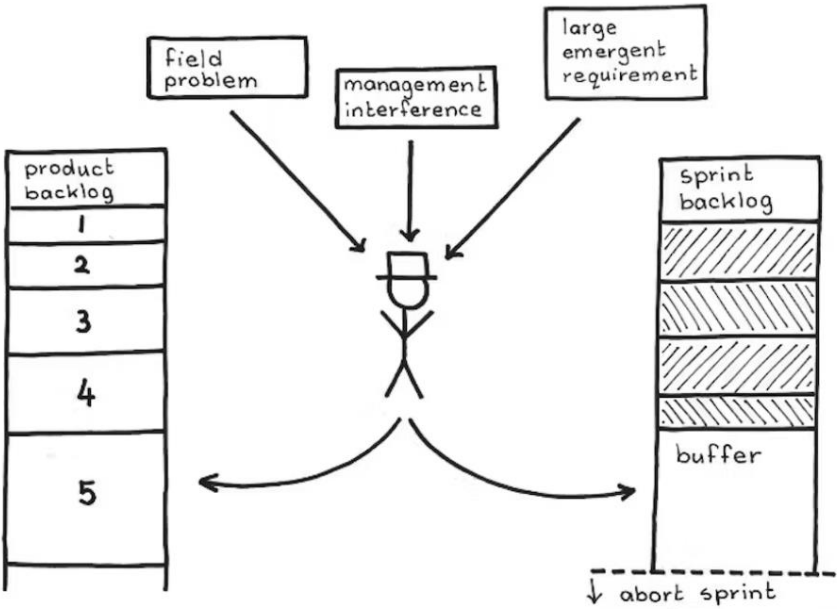


The Interrupt Pattern for Design and Construction Teams

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Learning Objectives Review



Gain an overview understanding of the Scrum framework and terminology.



Understand the relationship between Scrum and Lean.



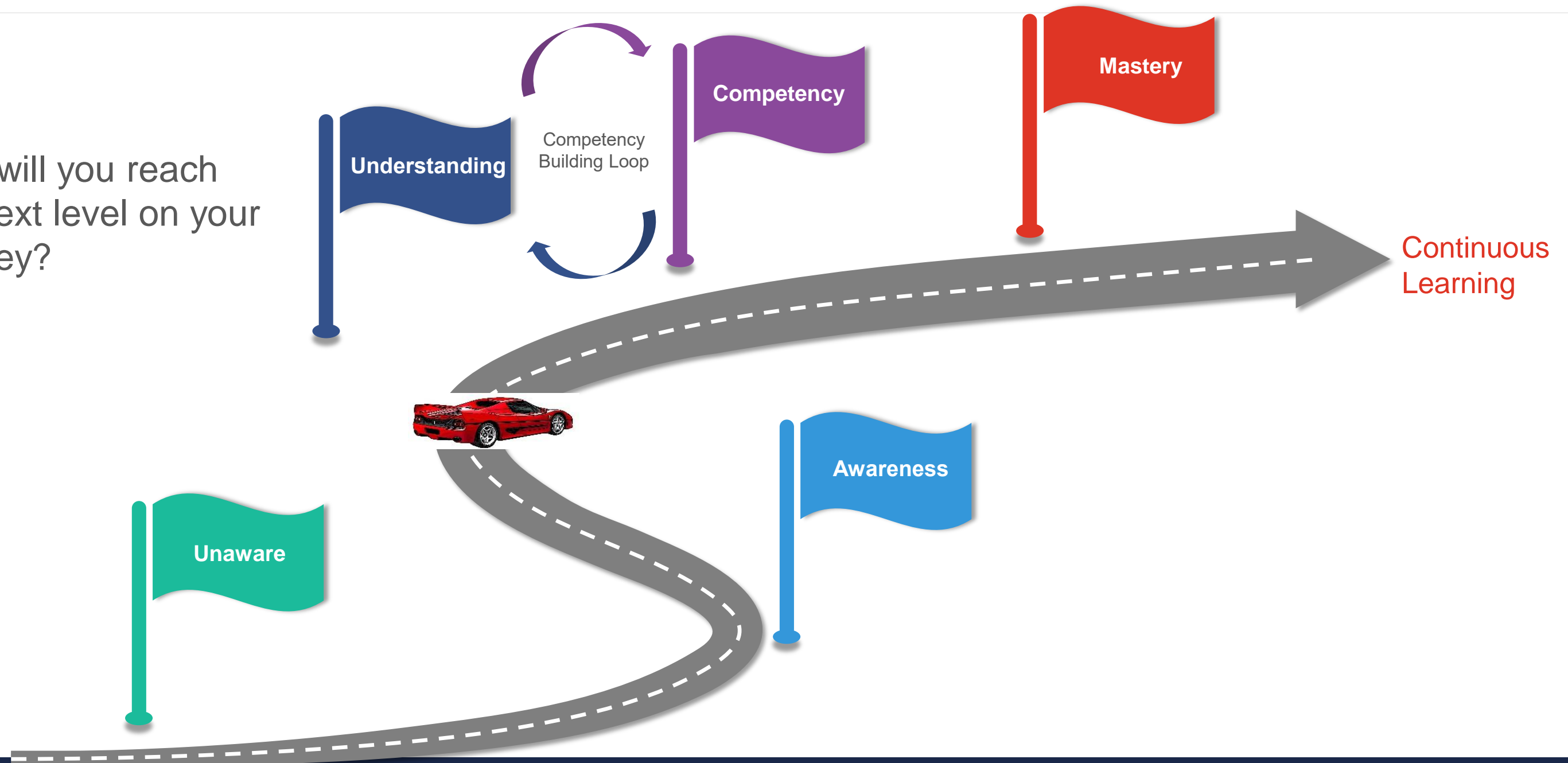
Experience hands-on application of Scrum.



Be ready to use the Scrum framework individually or with your teammates.

Lean Journey to Mastery

How will you reach
the next level on your
journey?



LCI Certification



<https://leanconstruction.org/lean-certification/>

Plus/Delta via the Congress App

Questions?


< Schedule LCI Ready, Set, Go Scrum

Description

Are you ready to make your work exponentially easier and valuable for 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 Lea...

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Speakers





Felipe Engineer-Manriquez

Director, Project Delivery Services, The Boldt Company


Instructor

Surveys

 Learning Course Evaluation

 Plus/Delta Learning Course

Photos

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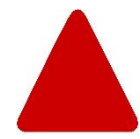
Tags



Learning Course



Conduct Plus/Delta

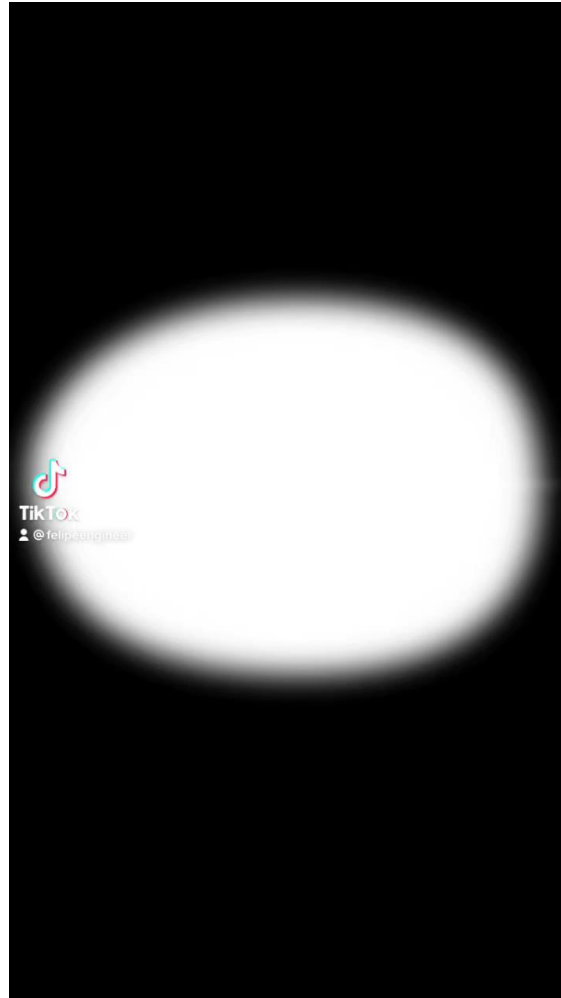
 Plus: What produced *value* during the session?

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

Thank You

👋 Stay Connected

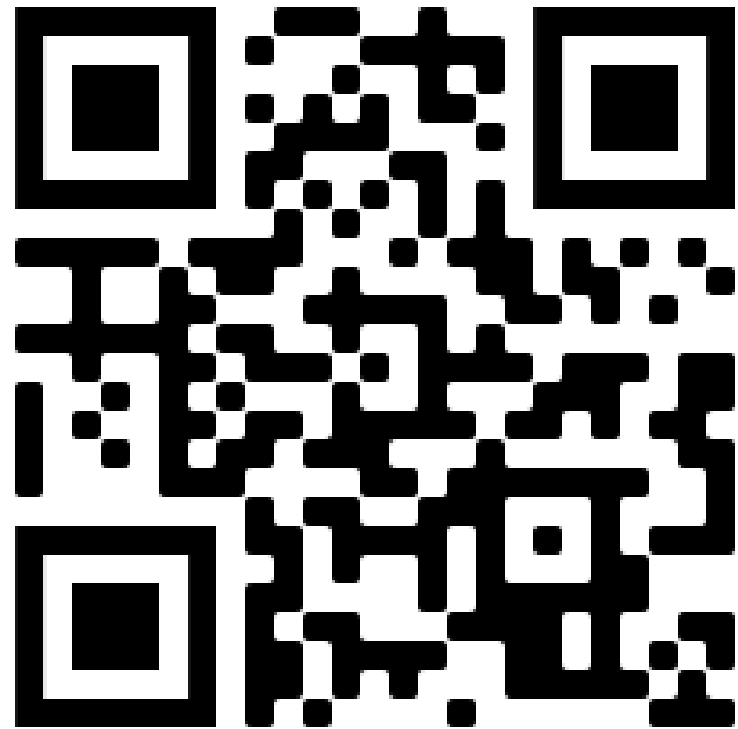


Felipe Engineer-Manriquez

<https://thefelipe.bio.link/>



LCI Website Information



www.LeanConstruction.org

