From Scrum to Kanban
A Team’s Journey

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My history with Agile

• Started island of agile @ Cisco in 2003 - XP
• Published practioner’s report OOPSLA 2004
  – “eXtreme ISO?!?”
• Helped roll out agile and Rally to Voice Technology Group @ Cisco
• CSM in 2010
• Steering Committee BeyondAgile (Seattle-area Agile user’s group) since 2012
• Conference Committee Agile Open Northwest 2016
• **Marchex** is a mobile advertising technology company.
• We provide products and services for businesses that depend on consumer phone calls to drive sales.
• We provide ad platforms to deliver phone calls.
• We provide technology that analyzes the data to maximize ad campaigns.

And we ride bikes to work
Marchex – Agile since 2010
small, rapid try-it, test-it, fix-it cycles
My team transitioned from Free411 -> Call Analytics for Search

- In production since 2005
- Biggest challenge is keeping it running
- Directory Assistance market shrinking

- Brand new product
- Biggest challenge is determining what clients want
- Mobile search advertising is a growing market
**New Product Challenges**

- Build new functionality
- Build new data pipe
- Build new external integrations
- Use new development paradigm

- Respond to client input
- Launching with real clients
- Stability and maintainability
**Structure before transformation**

- Two week sprints
- Retrospectives at the beginning of sprint planning
- 1 point = 1 ideal development day
- Planning in Jira, with visible board for standups.
Issues with existing process

Marchex Clients

bing

DoubleClick by Google

Kenshoo

Marin Software

Scala
Changing Backlog

- Story 1
- Story 2
- Story 3

Scope creep or uncertainty

Difficult to see progress

Kanban expertise nearby
Things that were working well

Pairs-programming

TDD

Retrospectives

Story Points
New practices

• Weekly 1 hour planning meetings on Mondays
• Weekly 1 hour retrospectives on Fridays
• New measuring stick – 1 point = ½ ideal work day per pair
• No story can be bigger than 8 points
• Daily standup focuses on moving stories across the board
• Pairs were assigned at standup
• 16\textsuperscript{th} minute for discussions
• WIP = 1 for each pair of developers on the team.
How we made the transition

1. Lean coffee session with team

2. Transition at sprint boundary

3. Create smaller stories
   - Story 1
     - Story 1a
     - Story 1b
     - Story 1c

4. Apply new measuring stick

List of new practices
Best practices

• Experienced team leadership to guide process
  • Mature agile organization
  • Kanban training

• Keeping weekly cadence
  • Experienced kanban team in close proximity
Epilog

• Still happily doing kanban
  • Feel progress being made
  • Visibility of backlog
  • Just-in-time planning
  • Smaller stories

• Next team over also converted to kanban

We also like to play kickball
Questions or comments?