“MAKE IT HAPPEN”

CREATING THE WORLD’S FIRST AGILE RESTAURANT

Note for expansion— why “make it happen”? 

Because Jeff Sutherland keeps telling me that he gives backlog items to teams and says, “Make it happen!”
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CHAPTER 1

THE MODEL IS BROKEN

The restaurant model is broken. It has really felt that way for a few years and I've been searching for the reason and for a solution. By ‘broken’ I mean that in the industry, morale is at a serious low. Restaurateurs blame political issues, but I believe it is something else.

I see a new generation, confused and demoralised. Searching for something,

The restaurant industry is one of the most abusive industries I have ever come across. It seems inbuilt into the establishment as a whole. Decent people promoted to management positions become megalomaniacs as a norm, it happens every time. It’s as though they think it is expected of them to rule with an iron glove, order team members around, and stop personally dealing with customer service, spending most of their time working on admin tasks rather than on the floor with customers. It’s the strangest phenomenon. I’ve seen it repeatedly over the past three decades and in many different establishments.

I’ve always felt there must be a better way.

When I read Jeff and JJ Sutherland’s book, *Scrum: The Art of Doing Twice the Work in Half the Time*¹, everything changed and many of my early insights were confirmed with hard facts and documented evidence, and case studies.

I recently heard an interesting interview with David Rusenko, founder of Weebly. In the interview he said something that explained to me what I think is the cause of so many problems within the restaurant industry. He said, “there’s an interesting statistic, 50% of millennials aspire to become an entrepreneur, and it’s actually more among Gen Z, so the next generation, I believe it’s about two thirds, but what 50% of millennial’s

¹ (Sutherland & Sutherland, Scrum: The Art of Doing Twice the Work in Half the Time, 2014)
aspire to, only 3% do, so there’s this massive gap” [here’s the link to the clip (under 2 min)]

Tie that in to a test by top tier economists at MIT, University of Chicago and Carnegie Mellon which revealed in relation to cash incentives: 1) “as long as the task involved only mechanical skill, bonuses worked as expected, the higher the pay the better the performance” 2) “but once the task called for even rudimentary skill, a larger reward led to poorer performance” – This was tested all over the world. “Science shows that there are three factors that lead to better performance and satisfaction. They are Autonomy, Mastery and Purpose” - Dan Pink (Motivation)

Modern ‘chain restaurants’ treat team members like robots. There is no room for decision making. Everything must be done 100% by the book - this creates a sterile environment and massively increases reaction time to client issues and creates a dissatisfied workforce.

If it is true that 50% of millennials and 66% of Gen Z have entrepreneurial aspirations and statistically only 3% will make it, it stands to reason that if we create an environment where our Team Members can be entrepreneurial, can be autonomous, can master a trade, and really learn how to run a business (in Scrum we are telling the team members what needs to be done, but never how to do it. The teams figure out the best way to do it for themselves!), therefore we have the elements of Autonomy and Mastery wrapped into one.

As we share our vision each day with the team (in our Daily Scrum meeting), our vision of creating a better environment for everyone, of creating a better world, we fulfil each team member’s desire to work for a company that has a true purpose.

It is possible then to create an environment where Team members really embrace a sense of ownership, where they can see a direct relationship between their individual success, the success of their team, and the success of the company as a whole.

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2 (Jumpcut.com)
3 (Pink)
WE MUST ALL BE LEADERS AND FOLLOWERS.

Idea for a new chapter
CHAPTER 2

MEETING WITH JEFF “THIS THING COULD EXPLODE FOR YOU!” JEFF EXPLAINS THAT TO CREATE A WHITE PAPER THAT A GOOD WAY TO START IS TO LAY IT OUT USING THE ‘TOYOTA A3 – PROBLEM SOLVING TOOL.’

WHAT IS THE PROBLEM? What is the gap between what you want and what you have? What is the root cause analysis of why you have that gap, that suggests an intervention? What was the intervention? What was the data before it happened? What is the data now? Given that data, what are you going to do next?”

I explain that we’re making it open-source because we want to not only disrupt the restaurant industry, but also we want to transform the restaurant industry and turn it away from this bullying culture into something that is run by the teams, and create a sustainable model for the world to copy.

Jeff Says, “So, if you go through that logic, it really is compelling at the end.”

“Henrik can help write the A3.”

“Domain specific compelling argument.”

“I think that the most interesting thing about it is that your restaurant is very similar to the Toyota production line. It’s all based on... you’re not measuring velocity so much as you are measuring process efficiency. I think that this will be a valuable addition to Scrum, everyone really needs to start thinking about Process Efficiency. It’s fundamental.

I say, “Yes, a customer walks in, and how long does it take give them a menu and make a drink compared to the wait time from the customer’s perspective? It’s so easy to measure.” I say, “It’s probably 25%” Jeff replies, “25% is lean, that’s good, if you get your process efficiency to 50% your production is probably going to double!”
I’ve been lucky enough to meet a London restaurateur owning a, what can I say, “cutting-edge” is an understatement the first restaurant in London to do delivery service that wasn’t Chinese, that was fine dining delivery service, and that was 20 years ago. The first restaurant in London to have a full gluten-free menu for people who wanted that in addition to the traditional menu; as a result, they’ve been enormously popular with their clients. I had the luxury of eating there this weekend, some of the clients coming seven meals a week. They are deeply loved, and they are in a prestigious neighbourhood in Chelsea, London, where people have a choice of many restaurants and yet Riccardo’s has as many repeat clients as they could possibly want.”

“I would like to introduce you to Riccardo, the owner of the restaurant, who will tell you how they’re using Scrum.”

RM “Good evening” when I was learning Scrum (by the way, I am the complete product of Scrum Inc). Joe was my first teacher and then Jeff Sutherland and Henrik Kniberg in Sweden. I’m quite new to Scrum, I first read about it a year ago (2016) in an interesting article by Cal Newport. I’ve been full-time in the restaurant business for 25 years and had this restaurant for 22 years. We’ve struggled and struggled, and each time we’ve tried to expand the business I’ve been called back into the day-to-day management of the restaurant in order to fix things and found myself running around in circles often handling issues in a very chaotic manner. I can count so many ‘missed’ opportunities, missed because we were not ready when the opportunity came up. There was always a management problem. When I first read Jeff Sutherland’s book Scrum, the Art of Doing

4 (Justice, 2017) – RM note add recording URL to citation and delete this note
5 (Newport, 2016) No Email, No Problem: A Workflow Engineering Case Study
Twice the Work in Half the Time⁶ and Team of Teams by Gen McChrystal⁷, I realised that all the things I had dreamt about since I’d had a restaurant could be done, all the things that, when I had talked about doing them, people said I was mad, were not so mad after all! Things like ‘making work visible’ and telling all Team members what salaries each of the others were earning; and, actually being nice to people, these things were actually being done in other parts of the world.

In 2016, in the UK, unless you were in software development, Scrum, this management “secret” was unknown. I am eternally grateful to Cal Newport for writing his great blog and for ‘introducing’ me to Jeff.

It is really useful for you to see some real-life situations and how we and others are using Scrum. That was what I was really hungry for when I first started, real case histories, and I found Henrik Kniberg’s⁸ books and videos really useful. For somebody new to Scrum it’s very useful to know how people are using Scrum on a day-to-day basis in the real world and looking at presentation decks is a great way to learn.⁹

THE VERY BEGINNING

When we first started ‘playing’ with Scrum we had a major recruitment challenge. Two of my part-time team members were also students; they had finished their studies, one team member was dismissed for gross misconduct, and another’s parent had just died and so had to go back to Italy, and these were all from our front of house team and it happened in one week.

We had to start recruiting in a hurry and I got very busy doing this, but my team didn’t know what I was doing. The reason they didn’t know was that because I wanted to be as efficient as possible, and didn’t want to be disturbed, I had gone home, locked myself in my office and started phoning people, phoning agencies, putting ads on sites, creating landing pages and using Google AdWords to create a recruitment campaign. I didn’t think about sharing this with any of my team.

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⁶ (Sutherland & Sutherland, Scrum: The Art of Doing Twice the Work in Half the Time, 2014)  
⁷ (McChrystal, 2015)  
⁸ (Kniberg, Agile Product Ownership in a Nutshell, 2012)  
⁹ (Kniberg, Agile Everywhere Slide Deck, 2016)
I noticed that morale in the Team was deteriorating rapidly. Upon investigation I discovered that they thought nothing was being done to recruit new people and this was making them very nervous because we were coming into a busy period.

I remember seeing a great slide of Henrik Kniberg’s in one of his decks\(^{10}\) (most of my learning came from looking at other people’s decks and photographs to try to decipher how other people were using Scrum)

![Recruitment team](image)

FIGURE 1\(^{11}\) - HENRIK KNIBERG’S SLIDE FROM HIS AMAZING DECK ‘AGILE EVERYWHERE’

I thought that looks great, so I created my own board

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\(^{10}\) See Figure 1

\(^{11}\) (Kniberg, Agile Everywhere Slide Deck, 2016)
It was basically four columns:

1. To phone
2. Coming for interview
3. Coming for trial shift
4. New starters

On this board, I put columns for “rejected” and “declined” so we could see who we had rejected and who had declined the job. We did this because we wanted to see how many people were coming through the system. We discovered quite quickly that quite several people were rejecting us. Upon investigation, we saw the this was because we had made a mistake on how we were advertising salaries. It was so easy to see because most of the post-it notes were ending up on the bottom of the board, here.
So as new applicants were coming into the recruitment system the whole team could see what was happening and they could also see the bottlenecks developing, so, when I was actually interviewing or in other meetings with suppliers and so on they would see that the number of applicants in the “to phone” column was growing. We started discussing in our daily meetings what we could do, and I asked the team, “can you help me?” and they said, “Yes”, so, we agreed that if they saw post-its building up, that they would phone the person or send them an email because that information was visible on the post-it.

Very quickly morale went up and we came up with a whole bunch of new ideas together as a team and my team recruited three out of four of the new hires. So, what had, for the last 20+ years been my sole responsibility, interviewing and selecting, now had become our joint responsibility, and the team seemed much happier because they were involved in the process and making decisions about who we should keep.

The restaurant business is one of the most abusive businesses I’ve ever come across. There is more bullying in this business than I have ever seen, especially by managers.

It is the most dysfunctional business.

There’s a strange phenomenon that when an individual in the restaurant business is promoted to manager or assistant manager, that person, who was previously extremely pleasant, can change overnight into a megalomaniac. You give them power, they were really nice people a few weeks before, and suddenly, they start abusing everyone, not doing much work, and that’s what they think delegating work is!

It’s really, really, tough for the juniors in the restaurant business. It happened so many times over the last 20 years and when I read Jeff’s Scrum book and realised that there is another way I couldn’t wait to give it a try.

I really wanted to change that abusive culture so when I was talking to Jeff Sutherland, we were saying, “how can we create a framework for a restaurant?” And he said, “you’ve got to create a really simple set of rules that can generate the customer
experience that blows them away with half the people doing the work but still keeping the food quality the same (or better)”. I asked him if he really thought it could be done, and he said, “yes you can get twice the work in half the time! And improve the quality of the food!”
CHAPTER 4

"SWARMING"12

GEFF KEEPS TALKING ABOUT “Swarming”13, “Swarming”, “Swarming”, and how every great team he’s ever seen has the habit of Swarming; Swarming around the ‘top priority’ item. They do it as a group, as a team, and they get it done.

Every great team encourages swarming in everything.

They’re swarming in their Daily Scrum meeting, they’re swarming in every aspect of their work. They are trying to get as much of the backlog done as a team as early as they can. They’re not just taking a backlog item off the board and going off as individuals, they’re trying to get as much of the early backlog done together, as a team, as quickly as they can.

I was thinking about Swarming and how could we reverse engineer it into everything that we do.

Jeff tells the story about playing a video of the All Blacks Haka14 (which is the war dance that the All Blacks do at the beginning of each match) at the beginning of every single Daily Scrum meeting. And he would say, “how can we become more like THAT?”, “How can we get that focus?”, “How can we get that aggression and desire to win?”, he would get so excited when he would speak about it. He’d ask, “how do you think that team would deal with an impediment? They’d CRUSH it! Wouldn’t they!”

I tried that, that same video, I got the exact one that Jeff showed to his team and I showed it to my team. I’ve got Italians on my team, I’ve got some Polish on my team, I’ve got some Portuguese, and my front of house team are mainly female, they just didn’t get it. So, I was thinking, what can I show them that was quite elegant, that would capture the essence of Swarming. So, I came up with this video of the Formula

12 (ScrumPlop)
13 (Sutherland & Coplien, Swarming: One-Piece Continuous Flow*, 2017)
14 (Saachi & Saachi, YouTube: All Blacks Haka*, 1999)
One pit stop. The World Record is under 2 seconds for ‘4-wheel change and a refuel’. It’s uploaded here on YouTube https://youtu.be/-nSQ4psRKlg (I could put an www.agile-scrum-for-restaurants.com url here and update in the Sources) http://agile-scrum-for-restaurants.com/this-is-how-we-run-our-daily-scrum-meetings/

I play this video at each Daily Scrum meeting and I’m asking them all the time, “How can we become more like this?”, and, “who’s in charge here?”, And, “who’s telling them what to do?”, and “where is the manager?”

The analogy of the Formula One pitstop translates perfectly into the restaurant service. It’s that moment where we’re helping each other out, we’re clearing a large table of 20 people, or when the food arrives for a large table, and the whole team swarms around and serves the table in a fraction of the time that it takes one person to do. The side effects are immeasurable, and it creates an incredible impression. Customers see the team members helping each other, team members feel supported, it just looks so professional when we get it right. The best part is that it is so easy.

In the restaurant business you get these super-bright kids coming in, and, within 6 months you ‘kill’ them, they are dead, you can see it in their eyes, we kill their spirit. They’re told, “do this, do that, do this, do that”. There is no creativity in their work, they have to do everything by the book, they’re not allowed to make any decisions for themselves. They’re not allowed to think! I started to really question everything and ask myself, “what is it that we are trying to do?”. I realised that all we’re trying to do is get happy customers. I realised that to get happy customers we have to make them feel special however, that can’t be put into a system. We all express ourselves in different ways. Service is such a personal matter, yes, there are “best practices”, but the people serving customers are all individuals. We all have relationships and we deal with the people we love in different ways, and I realised that different approaches work. My people needed the freedom to express themselves as individuals if we were going to do something amazing.

See my blog post on this http://agile-scrum-for-restaurants.com/this-is-how-we-run-our-daily-scrum-meetings/

15 (Mariti, Formula One Pitstop - Short Version - 17 Seconds, 2018)
16 (Mariti, This is How We Run Our Daily Scrum Meetings, 2018)
when I first met Joe Justice on the telephone before I went to my 1st Scrum training in Sweden I asked him what preparation I could do for the course and he told me to watch Henrik Kniberg’s video on YouTube, titled “Product Owner in a Nutshell”\textsuperscript{17}. And to give Jeff Sutherland’s book, “Scrum, the Art of Doing Twice the Work in Half the Time”\textsuperscript{18} (Tell the rest of this!!!) What actually happened and how we went on to meet Henrik and how I got rid of all management at the restaurant in one meeting!

\textsuperscript{17} (Kniberg, Agile Product Ownership in a Nutshell, 2012)
\textsuperscript{18} (Sutherland & Sutherland, Scrum: The Art of Doing Twice the Work in Half the Time, 2014)
WHEN MY MANAGER LEFT, I asked the team if they would like to try running the restaurant without a manager. They said that they’d love to give it a go.

So, we were all one big team with no managers. No job titles, the only title including myself was ‘Team Member’. A totally flat team.

So, we agreed that we would try to organise a team rota, which, historically, is one of the most difficult jobs that a manager has in a restaurant. It’s hard because we have ‘distributed teams by time’, we are open 363 days a year, all day from morning till night. There is somebody present at the restaurant about 18 hours a day. We had 32 team members at the time, and we were trying to get the teams as stable as possible. In England, 12.07% of hours worked goes to holiday. So, with 32 team members, 3.86 of them (call it 4 team members) are away each week, and we’re trying to get stable teams!

I called the front of house team 19 into a meeting, and most the front of house members were able to attend. The ones who were unable to attend were present on a Zoom call.

We created a matrix on a piece of paper which had ‘role function’ on the left-hand axis, (these are specific jobs that need to be covered on the various shifts throughout the week), and the days of the week at the top divided as lunch/dinner. (see Figure 3)

Where we needed a specific job-function covered on a shift in the week, we put a tick in the box (See figure 3). Each team member put their initials on several mini post-it notes (see figure 4), the amount of post-its per person corresponded with the number of shifts that they worked each week.

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19 front of house – any team member that has direct contact with a customer like a waiter or barman (back of house – kitchen and runners)
The team then took it in turns to add one post it to each square until each ticked box was covered – (see figure 9).

The results were surprisingly positive, and the scary part is that a manager previously took about 8 hours per week or more to complete this task for a 1-week rota, and we did 4 weeks’ worth of rotas in one hour!

1 hour to do something that would have taken a manager to do in 24 hours!

And just as important, they were all happy with it. It was their creation. They had buy-in. Traditionally, when a manager had completed a rota, there were always team members who were unhappy with their rota.

We created a rule that anyone could change their shift with another team member at any time, but they had to arrange it themselves with another team member. The only proviso was that the team member who was covering them for that shift had the same skill set as them. Any team member could take any day off, and have as much holiday as they wanted, as long as those shifts with the tick in the box were covered.

There were two very interesting by-products from this exercise. Firstly, before this, people traditionally have really protected their roles, but now, they started to teach each other their own jobs because they wanted the freedom to be able to decide when they worked and when they didn’t, and they knew this could only happen if all the team members could cover their role.

The result of this cross-training is that even though at times it looks as though we are understaffed, there is such a good swarming pattern going on in the team that there is a constant flow of movement happening within the shift and service has improved exponentially. Not only that, but team morale has improved dramatically.

It appears that when a Team Member learns more roles, they become more ‘intelligent’ in their original role. Also, they have a sense of ‘Mastery’ that Dan Pink refers to in his book and video “Motivation” 20

20 (Pink)
The second by-product was the discovery of what I term “Hidden-shifts”. (see section below – in Appendix)

DEEP ISSUES COME UP

FROM SUPERFICIAL HAPINESS TO TRUE, DEEP ISSUES ARISING.

I was talking to Henrik Kniberg, and he said, “after the initial euphoria of Scrum wears off, the deep issues will arise, and that’s when you’re going to need a very experienced Scrum Master. Especially if you start to remove layers of management.”

He said, “The really deep personal and interpersonal issues will come up”, and, “although you need a strong Scrum Master, that person has to act as a mediator and facilitate a safe environment and let the Team sort it out themselves”. Henrik was right!

“When the manager is not there, people are not afraid to speak up”

It started with our youngest member of the team, at 17 years old, Lucy. I had been repeating my mantra every day, “It has to be a fair system for everyone, it has to be a fair system for everyone!” Lucy turned around in one of our team meetings and said, “but it’s not a fair system!” She pointed out that several of the long-standing team members had been receiving preferential treatment from other team members when they were creating the rota. There was this “unspoken” agreement that they should get special allowances because of their personal circumstances. (For example, two of the team members who had children were coming in later than the others and leaving earlier than the others. Neither of them was closing late at night.)

She said, “That person who has been here 20 years, and that one who been here 8 years, they come in late every day and leave early, they take all the good shifts, some team members defer to them because they both have children”, and then she said, “but we didn’t ask them to have children!”, “And you keep telling me that were all equal, so why do I have to come in early? I live 2 hours away from the restaurant, I have to leave home at 7 o’clock in the morning, and I closed the restaurant at 1:30am last night, and I didn’t get home until after 3am. That’s not fair.”
Lucy pointed out that irrespective of somebody’s personal circumstances, if it was going to be a fair system, it had to be a fair system. All hell broke loose. We had 2 weeks of serious unpleasantness, and as Henrik had foreseen, the situation needed some intense mediating.

Interestingly, all the boxes on the rota were ticked, but the team were self-organising around dysfunctional behaviour.

It got so serious that I had to threaten to close the restaurant, let all the team go, and then re-recruit a new team. I did point out that any of them could reapply to the new team, but that they would not be guaranteed a job. They then said that perhaps they had been overreacting, and we managed to get the team to agree on a functional way forward.

Eventually we agreed with the team that if it was going to be a fair system for everyone, then every team member had to close at least once per week, and that closings should be fairly distributed amongst the whole team.

Once the team came through this, their happiness dramatically improved, and although there are still many issues that come up daily, the team realise that they can handle very deep issues themselves together. It has been transformative.
FIGURE 3 - TEAM WEEKLY ROTA BLANK TEMPLATE

FIGURE 4 – TEAM MEMBER WITH 7 SHIFTS
FIGURE 7

FIGURE 8 - TEAM OBSERVING WITH ZOOM SETUP

Zoom Setup, Laptop with 120-degree view
FIGURE 9 – COMPLETED ROTA
EVERY WEEK WHEN WE do our retrospective we work on the kaizen. We ask, “What one thing can we do that is going to improve, a) how we work together, b) our happiness, c) generally the environment in which we work?”, “What one thing could make us faster or happier?”

Once we agree on the One Thing that would make the biggest difference we make sure that that is the number one item on the backlog for the following week.

Examples of our 1st few Kaizens:

    New team bathroom with shower – this was the first item – took more than one sprint to implement and cost me £5k!

    Gym in the garage – 2nd item – took less than one sprint and cost £500

    Team picnic in Kensington Gardens – took 2 days to organize and cost £100

I got it slightly wrong in the beginning, and when I was co-teaching with Jeff Sutherland I heard him say that the kaizen should be some improvement that the team can implement in the next sprint and that this should become the number 1 item on the backlog. I originally thought it was my job to make the team happy, Jeff corrected me. He said it’s the team’s job to work on their own happiness and that they will get so much more satisfaction when they are intimately involved in the process of creating their “Better World”.

25
CHAPTER 7

WEEKLY AMNESTY - THE END OF BICKERING!

We trying to have the fewest rules possible to create a functional environment.

We have a general amnesty on the Sunday night at midnight.

Nobody is allowed to bring up anything negative about another team member unless they bring it up before midnight on Sunday. The issue doesn’t need to be dealt with, but we need to be notified that there is an issue that needs to be made visible by midnight each Sunday.

I am always encouraging team members to really focus on 3 of the 5 Scrum values. The 3 are Courage, Openness, and Respect. The courage to speak up when things are tough, or they are not happy, the openness to tell the truth, the real truth, unadulterated truth, but to do it with respect.

When Joe Justice came to visit me in London I told him about an idea I’d been playing with to call it the “Weekly Amnesty”, and he suggested that it might become 1 of the Scrum patterns\(^\text{21}\) if it could be proved in multiple industries.

When we are strict with our implementation of this, (and this will become so much easier when we have a formal Scrum master) the atmosphere between the team is so much cleaner and clearer and morale much higher. We are hardwired as human beings to try to sugarcoat the truth, but it doesn’t do anybody any good. When we are ruthlessly honest with each other, but respectful in the way we deliver that message, everything improves.

\(^{21}\) (ScrumPlop)
We started off by trying to break each shift down as a sprint.
See blog post with video and description

http://agile-scrum-for-restaurants.com/this-is-how-we-run-our-daily-scrum-meetings/
IT ALL STARTS WITH A RETROSPECTIVE.

Retrospective of your current state. It’s a reflection of where you are, and where you want to be. It’s a reflection on the truth of how things are, and a reflection on how you would like things to be. In Toyota, they use this form as a means of allocation of training resources. They send their training resources to the areas with the most red colour.

Nokia Test retrospective

RM 353

RM 3553

See my Retrospective/Implementation spreadsheet.
Find way to edit excel spreadsheet image to make readable
APPENDIX

SCRIPT FROM RICARDO MARITI CASE STUDY AT SCRUM INC TRAIN THE TRAINER (JUNE? 2018)

My name is Riccardo Mariti.

I am founder and CEO of Riccardo’s restaurant in London.

We run our entire company with Scrum from kitchen, front of house, outside catering, home delivery, marketing and accounts.

We have modified the ‘Scrum framework’ to fit all the different contexts and we are ‘scrumming the Scrum’ to constantly improve our business.

The title of this case study is “How we Try to Reverse Engineer the Swarming Pattern into Everything We Do” (When We’re Scaling Scrum).

Dr Jeff Sutherland told me that every great team he has ever seen had the habit of ‘Swarming’, so, that has been a major focus for us while we have been rolling out Scrum.

I started implementing Scrum at Riccardo’s in April 2017. To give you a brief history, I founded the restaurant in 1995 and after 22 years we had started to lose our competitive edge, due to a number of factors we were no longer very profitable.

THE BIGGEST EXPENSE IN RESTAURANTS IS PAYROLL

When we first started back in 1995, I was running a 25% payroll expense, and by last year (2017) it was averaging 39% - this was mainly due to increases in minimum wage and changes in Inland Revenue policy.

The situation was not sustainable.

When I returned from a Scrum training with Jeff Sutherland and Henrik Kniberg in Stockholm last May (2017) I decided to go all in and I removed all managers throughout the organisation. I informed everyone that they had job security, but not role security
(this seems to be a ‘mantra’ at great companies like Bosch, so I copied it.) and I told my Team that from now on we are all Team Members.

The number #1 problem we had was with ‘scheduling’ the teams.

Historically managers had taken about eight hours a week to schedule each department and I asked the team if they’d like to have a go at self-organising (insert slide number four rota)

FIGURE 10 - TEAM OF TEAMS - GEN.STANLEY MCCHYSTAL

(insert team of teams diagram here and description about reaction times)

the next day we had a totally “flat” organisation.

The number #1 problem we had was with ‘scheduling’ the teams.

Historically managers had taken about eight hours a week to schedule each department and I asked the team if they’d like to have a go at self-organising (insert slide number four rota)
**FIGURE 11 - TEAM ROTA**

**FIGURE 12 - PARTLY FILLED OUT ROTA**
we did this (explain slide and other photos)

“SO, IN ONE HOUR, BY SWARMING, WE MANAGED TO DO WORK THAT PREVIOUSLY HAD TAKEN A MANAGER 24-HOUR”S

HIDDEN SHIFTS

THE BY-PRODUCT OF SELF ORGANIZATION AND MAKING WORK VISIBLE

We also uncovered “hidden shifts” these were shifts, not needed by the company, but needed by the team members to make up salaries - we made these visible. We uncovered about 10% extra “hidden shifts” and this became the number one backlog item for the teams to solve:

FIND A WAY TO REMOVE ALL WASTE IN THE SCHEDULING SYSTEM.
FIND A WAY TO REMOVE ALL “HIDDEN SHIFTS”

**(Give history about why managers have hidden shifts and why they don’t make them visible.)

HOLIDAYS

FREEDOM TO ARRANGE OUR LIVES – “NOBODY EVER TELLS YOU WHAT TO DO OR WHEN TO DO IT!”
We agreed that the team could have as much holidays they like. The only proviso was that team members had to find a replacement who had the same skill level to cover them while they were away. The side-effect was that each team member now had a vested interest in showing others his /or her job. We discovered that with more multiskilled personnel on the team, the combinations were easier to manage, and we were able to reduce the amount of shifts worked by more than 10%. We gave a pay rise to everyone and payroll costs have come down to average 31% so we are back in profit.

Nobody has to ask for a day off any more. They just find someone to cover them. It makes the team much happier.

The next challenge we had was how to scale Scrum throughout the whole organisation.

I created a training based on short-term mini projects which would allow us to cover all the elements of scale Scrum (insert training slide)

these mini projects were designed to get the teams working together stop the tasks around the restaurant that need to be done stop the taskforces made up of a selection of members from all teams and we have them self-organise into two or three new
teams. We get them to allocate a Scrum master and Product Owner (preferably somebody who has not done this job previously), run meta-scrum, size and prioritise backlog. We simulate a week-long sprint in five hours. We cover all the Scrum meetings. Each hour represents a day. We put a WIP limit of two jobs per team which forces them to swarm.

The teams then, at the end of the training, figure out how to implement the same structure and learnings into day-to-day jobs. These mini-projects have massively accelerated our ability to scale Scrum. Each time we run the training we boot up new teams and every team member gets to experience the different roles.

The third and most important aspect of swarming is in dealing with our biggest constraint “WE ONLY MAKE MONEY WHEN CUSTOMERS ARE IN THE RESTAURANT” so when customers are in the restaurant, everything must be subordinated to guest service. To cover the busiest times every team member, no matter what team they are on, is on call from 12:30 PM to 2 PM and from 6:30 PM to 9 PM to eliminate any impediment that could stop a server being available to serve a customer.

We have created a new culture. It is everyone’s job to make sure that we exceed customer expectations no matter which team we are on. So, on a busy lunch or dinner and accountant or someone from the marketing team will be answering calls and clearing tables.

The result is that customer satisfaction scores have raised from 74% to 91% in the last two quarters.

There are so many more things we have done and so many more patterns we’ve implemented. I’ll write them up in a more comprehensive case study.
EASY, QUICK INSIGHT. We only make money when customers are in the restaurant. Therefore, absolutely no admin when customers are in the restaurant. Simple set of rules!! There have to be some rules!
PROCESS EFFICIENCY REPLACES VELOCITY

WHY WE ARE USING PROCESS EFFICIENCY INSTEAD OF VELOCITY FOR OUR DAY TO DAY REPETITIVE TASKS

In Jan Carlson’s book “Moments of Truth” he says, “SAS (Scandinavian Airlines )* is not a collection of material assets but the quality of the contact between an individual customer and the SAS employees who serve the customer directly (or as we refer to them, our “front line’”). He goes on to say:

“Last year, each or our 10 million customers came in contact with approximately five SAS employees, and this contact lasted an average of 15 seconds each time. Thus, SAS is “created” 50 million times a year, 15 seconds at a time. These 50 million “moments of truth” are moments that ultimately determine whether SAS will succeed or fail as a company. They are moments when we must prove to our customers that SAS is their best alternative”.

It dawned on me as I was starting to write that my business (my Restaurant) is exactly the same. The actual time of the contact with our team members is minimal compared to amount of time that a customer will spend having a meal and yet, that short contact is the essence of the experience, the first contact sets the stage, the rest either improve the experience and create a wonderful experience or they don’t. Of course the food has to be amazing or you have no chance, but there has to be something else, there has to be a welcoming, an atmosphere, a feeling which can only be created by the team; so every second of contact has to be special. Carlzon goes on to say “If we are truly dedicated to orienting our company toward each customer’s individual needs, then we cannot rely on rule books and instructions from distant corporate offices. We have to place responsibility for ideas, decisions, and actions with the people who are SAS during those 15 seconds: ticket agents, flight attendants, baggage handlers, and all other frontline employees. If they have to go up the organizational chain of command for a decision on an individual problem, then those 15 golden seconds will elapse without a response, and we will have lost an opportunity to earn a loyal customer.”

which Carlzon completely turned around when he took over as CEO
A FEW EXAMPLES OF HOW WE MEASURE PROCESS EFFICIENCY

- #1 – Welcome – PE Benchmark - 5 seconds – Ave 25 seconds (0.2 20%) Bad 60 seconds (0.083 8.3%)

- #2 - Seating customer (who has reserved a table and turned up at the right time) and giving menus – PE – Benchmark – 51 seconds – Ave 120 seconds (0.425 42.5%) Bad 8 mins – 480 seconds 0.10 10%

- #3 - First drink glass/bottle wine and water, Bread and olives – PE Benchmark m 270 seconds –(this is too long) Ave 360 seconds (0.75) – Bad 15min 900 seconds (0.3 30%) but my goal benchmark is 3 mins 180 seconds which makes bad PE (0.2 20%)

- #4 - Time from order to first course arriving and served – PE Benchmark 8m 480s – Ave 12m 720s (0.66 66%)– Bad – 15m 900s (0.53 53%)

- #5 - Time from last course cleared to receiving dessert menus – PE Benchmark 20s – Ave 30s – Bad NEVER!!

- #6 - Time from dessert menus to ordering desert – PE Benchmark 4m 240s – Ave 4m (100%) – Bad 20m 1200s (0.2 20%)

- #7 - a) Time to receive bill PE Benchmark – 15 seconds – Ave 120 seconds (0.125 12.5%) Bad 7min 420s (0.035 3.5%)

- #7 - b) Time to pay off bill – PE Benchmark – 30 seconds – Ave 4m 240s (0.125 12.5%) Bad 10m 600s (0.05 5%)
FURTHER NOTES

WHY I HAD TO ELIMINATE ALL MEMORY OF MANAGEMENT

How even SM’s and PO’s ‘became’ managers
There are some recent anomalies on the numbers which have resulted in unexpected profits – expand and explain these in detail here.
## PROFIT AND LOSS ACCOUNT

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<th>Month Actual</th>
<th>Actual as % of sales</th>
<th>Month Budget</th>
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<tr>
<td>Food</td>
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<td>74,761</td>
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<td>Wine</td>
<td>25,808</td>
<td>18.5%</td>
<td>25,926</td>
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<td>15,307</td>
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<tr>
<td><strong>OPERATING PROFIT</strong></td>
<td><strong>16,230</strong></td>
<td><strong>11.66%</strong></td>
<td><strong>10,265</strong></td>
</tr>
</tbody>
</table>

TRONC Reserve  80,711  73,802
ANOTHER POINT

THE VISION NEEDS TO BE REPEATED AND RE-ENFORCED EVERY SINGLE DAY! FOR YEARS!
WHAT IS SCRUM?

WHAT IT IS, AND WHY WE WANT TO DO IT

In the Publishers Forward to the book, Toyota Production System by Taiichi Ohno, Norman Bodek was describing his last meeting with Taiichi Ohno. He said, “what is Toyota doing now?” I asked.

His answer was very simple.

“All we are doing is looking at the timeline,” he said, “from the moment the customer gives us an order to the point when we collect the cash. And we are reducing that timeline by removing the non-value-added wastes.”

Why do we want to reduce waste? Cutting waste is artful simplicity. Psychologically healthier to do something in an efficient manner. The by-product is more profit, and with this more profit, we are able to have more job security, pay ourselves more as a team, and no that we are being ethical. Cutting waste is 1 of the most ethical things we can do for the business and for our world.

SHORTENING THE FEEDBACK LOOP

See OODA Loop

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22 (Ohno, 1988 (Japanese Edition 1978))

23
A DIFFERENT OPERATING SYSTEM

FORGET EVERYTHING YOU KNOW

IN THE POWER OF SCRUM\textsuperscript{24}, Jeff Sutherland says,

“But what is Scrum? In one sense, Scrum is the simplest idea under the sun: find out what the clients really want and continuously deliver that to them sooner. The problem is that implementing this simple idea means unlearning most of what today’s managers know for certain, things that are taught in every business school and assumed as fundamental truths in most management textbooks.”

“It involves a fundamental transformation of the way work is managed. It involves a new way of thinking, speaking, and acting in the workplace for both managers and those doing the work.”

“The challenge was to have teams collaborating to empower themselves to bootstrap into a high performing state. The goal was to simultaneously inspire high productivity, continuous innovation, deep job satisfaction and client delight.”

\textsuperscript{24} (Sutherland, The Power of Scrum, 2011)
THE LOGIC OF THE THREE ROLES

USE SCRUM TO TEACH SCRUM!
WHAT IS SCRUM

RESOURCES FOR THOSE NEW TO SCRUM

http://agile-scrum-for-restaurants.com/what-is-scrum/
General notes

I notice that all Scrum professionals are really interested in how we have developed (and are continuing to develop) the Scrum framework to make it work for a restaurant. There is much interest in how we are implementing it, and everyone is very happy to help with useful suggestions on how we could streamline it.
Further notes that need editing and adding

After studying Eli Goldrat’s Theory of Constraints, I spent about a week working on the root cause analysis of all my company’s problems over the years. It came out at about 10 pages and at the very bottom the root cause was the self-esteem of the teams, not the individuals, the teams – at team level. Sometimes I’ve had individuals with very high self-esteem, and yet when they were in teams together they didn’t work, and yet I could have individuals with very low self-esteem as individuals who worked incredibly well as a team.

In his Scrum book, Jeff Sutherland talks about a study about the top individuals over a 10 year period being 10 times more effective than the bottom teams, and yet the top teams over a 10 year period were tens of thousands of times more effective than the bottom teams. So, I kept asking myself how to help my teams to increase their team self-esteem and that’s when I found RTT. Marisa Peer, working with sports teams worked miracles, getting them to visualize themselves as part of a wolf pack hunting.

My synopsis of Topgrading

I had an argument with Geoff Smart in Denver I kept asking him about the restaurant and that when I’m recruiting why would it not work for me to set up scenario-based interviews? He said, “you just don’t understand do you!” Everybody will do the right thing in the interview, but only 10% will do the right thing in real life day in day out. My take on this is that when people go for a new job they always intend to turn over a new leaf, but almost everyone reverts back to ‘who they really are’. Geoff kept telling me, “the only predictor of future performance is past performance!”
Reduce time in meetings

Combine palm data about one hour taking 24 hours to fix to

Context switching

It makes sense because you have to rebuild the architecture each time -

Combine with Cal Newport Deep focus reference taking breaks - how they should be non distracting activities - no checking email etc, it’s context switching

Tell about light bulb inventor how he has an aircraft hanger with desks and experiments on each one

Tie in TOC about constraints and ‘doing nothing’

Prioritisation has to be done in different ways - what is business value?

Do game with balls and talk about having slack in the system so you can react quickly to a constraint

Tell about managers trying to fully utilise resources and

Customer service - when there’s nothing to do - do nothing

Prioritising by business value including repetitive tasks which ones are the “below the waterline”? ie questionnaires give instant ‘window’ into current state

Tie in TOC about not batching certain work like customer survey forms because the real value is in quick response

Show backlog of a customer service team vs development team

Batching creates delays

Read 7 important patterns for redeeences
Look up Scrum book about team performance versus individual performance xxxx for GHSmart

Object orientated design reference Jim Coplien about object being a customer outcome or new functionality not a stand alone object, but something a customer can actually use, the functionality, so that can foster creativity and breakthrough.

See loosely coupled

See scrum at scale report I was looking at recently (here it is) https://www.agilealliance.org/resources/sessions/scaling-scrum-using-object-oriented-architecture/

An object is not a thing it has to be looked at from an end user’s perspective

Same old crap you here everywhere, diminishing margins, lower staff morale, repeating yourself over and over again, I never wanted to go into this business in the first place. I did it as a favourite of my father. To get get him out of trouble before he retired after a very successful life.

I’ve always hated bullying, my experience with manages is that I can take a really decent human being who is the perfect team player give them the label of restaurant manager or assistant manager and overnight instantly they become a fucking megalomaniac.

I don’t know what it is about the restaurant industry, so many restaurant managers are like Nazis.
Disney in three steps are constant evaluation and re-evaluation of ourselves asking three questions is what I’m doing now what I’m giving to the customer or to other stakeholders within the business including the health and safety department is it a below expectation be at expectation see above expectation was simple one if we are at expectation

If we are below expectation we are dead, it’s just a matter of time. If we are at expectation we are just a commodity, as good as anybody else, the only way people can judge us is on price. If however we are above expectations, we are in the top 5% of companies and if we are consistently above expectations we are in the top .5% of companies and individuals in the world and there we drive to thrive Wycombe name our own ticket we can name or ticket name our price that’s where the juice of life comes.

It’s simple do a simple audit on every interaction point that your customer has with you and asked that question are we below expectation? Are we up at expectations? Are we above expectations? And then prioritise the impacts that that would have compared with other items on your list I know you have your backlog for creating the perfect business and the flies in any industry any industry in the world.

I truly believe that we can transform the world

I heard recently from... That 50% of millennials have entrepreneurial aspirations and 66% of generations Z, the people who are at working age just entering working age now at the year of writing 2018 these are people 19 to 25 years old 66% of them have entrepreneurial aspirations and very few of them will ever make it the way the world is structured now.

If we can disrupt and transform one industry like the restaurant business, and use that as a model for and other industries, we could change the world and one generation. We can give the youngsters their dream, we could use their entrepreneurial spirit as a group, nobody said that to be an entrepreneur you need to do it on your own. We can create entrepreneurial groups that transform every aspect of our lives

Riccardo<>Petronella
What is an algorithm?

An algorithm is a step-by-step list of directions that need to be followed to solve a problem.

The instructions should be simple enough so that each step can be done without thinking about it.

Add this to Scrum concepts

Scrum Training note

In a talk a good strategy for dealing with questions is to say at the beginning something like I’ll make comments and for expediency I won’t go into the proof I do have a comprehensive FAQ which should cover most of the proof if not email me and I’ll go into more details

What is Scrum

"But what is Scrum? In one sense, Scrum is the simplest idea under the sun: find out what the clients really want and continuously deliver that to them sooner." from "The Power of Scrum" by Jeff Sutherland, Rini van Solingen, Eelco Rustenberg
Reverse engineer scrum if the patterns are the essence of affective scrum and the techniques are the tools then to get the vision I have to turn into the pattern so for example swarming swarming like bees swarming you encourage your team to self-organise by swarming around their rota and you let them know that they can have as much time off as they like on the condition that somebody from the team replaces them who has equal skill. What then happens is that the team have a vested interest in having every member being cross functional

Cover the swarming pattern linked to the formula 1 and linked to scrum. Remember Jeff saying to his team every morning. At the daily stand-up how do we become more like that?

On the basis that in scrum we have cross-functional teams because we want to be autonomous and we don’t want to have any outside dependencies. I reversed engineered this and said okay what could we build fast now that is valuable for the business based on the team we have today right now in a way that we would have no outside penalties? So we then simplified our backlog to cater for the team we had enabling us to get finished product out to the customer superfast.

So I work on the basic premise that it's the freedom of being is being is is our highest mission.

People are generally honest and straightforward when they are in the right environment.

Scrum is about freedom, about freeing people, however there is a strong culture of accountability starting with being accountable to your own team and then the other teams.

If a matter needs to be dealt with, or a disciplinary matter, managed at executive level then I would argue that the organisation is not running scrum. True Scrum has cross-functional teams of self-organising, self-regulating, ethical, fast teams
Complex adaptive systems

Cause and effect much further away than you think

JJ asked me how I am different after Scrum – I found this note to self after a trip to Tesla with Jeff Sutherland

After scrum training with JS at Tesla, “This has been the best week of my business life I feel like a corporate commando. just dump me into any business and I'll sort it out!” – Riccardo Mariti – 22nd July 2017

So, one of my biggest challenges was to convert the job and Scrum practices, from a software-based terminology and concepts, into something I could use in the restaurant business. The restaurant business is actually a brilliant test case for this because we’re able to get almost Instant feedback and we can manufacture something and get it into the clients hands and get feedback via the front of house staff or the kitchen going into the restaurant and speaking to the customer in seconds so the improvement curve should be massive but my biggest challenge is a that my team came into our business (many of them) in order to get away from studying so I need to really simplify the procedure on the understanding which is very good for me remember the Feynman technique. My first my first step is to look at the agile manifesto and the 12 Principles of Agile Software and translate those into something that maintains the integrity of the
Choose an area and tape the outline of its boundaries on the floor. Count input and count output - Scrum the area. Drive output to the point where a) either the point of input or b) the point of output get to overwhelmed, tape that area off and repeat

Scrum notes - create a burn-down chart for wages - so put the budget on the wall and burn it down as each day goes by - as the funds are spent, it eventually burns down to zero

You scrun to learn Scrum so for example in the first sprint set a goal to do the tutorial on stories and write stories on marketing or what's outstanding in the marketing division, and then maybe, in the second sprint, could be write stories on maintenance of the restaurant, third sprint could be write stories on product development, forth sprint could be write stories on Topgrading or complete scorecard or company scorecard and use scrum to create software to manage your lessons and learning as you go along

https://www.linkedin.com/pulse/how-implement-scrum-10-easy-steps-gajendra-singh/
See 3-5-5-5-3_and_Patterns_RM

https://www.agilealliance.org/resources/sessions/scaling-scrum-using-object-oriented-architecture/

https://flowdays.net/scrum-powder-week/


This is the reference about students 1:10 ratio top were 10x

Reference the Scrum book about companies being 1000’s times faster and tie that into RTT – reference the vision of the teams as a “Winning Team” and the Daily standup – giving them the vision – and TOC and my 10 page Root cause analysis finding the root cause of all successes and failures was self-esteem at the team level regardless of the individual self-esteem level of the team members!
ONE OF THE BIGGEST INSIGHTS I’VE HAD IN MY RESTAURANT IS THE IMPORTANCE OF DROPPING THE DECISION MAKING TO THE LOWEST LEVEL, REDUCING THE TIME IT TAKES FOR A CUSTOMER TO RECEIVE WHAT THEY SHOULD RECEIVE IN ORDER FOR THEM TO HAVE AN EXPERIENCE WHICH IS *ABOVE EXPECTATION*.

Add notes on Decision Latency

See 20m-25

[https://youtu.be/obEcyvj7vos](https://youtu.be/obEcyvj7vos)
Decision Latency: Why the Standish Group Thinks Scrum Works

- Time to make a decision is the primary driver of project failure and budget overrun
- Scrum pushes decisions down to the team and small teams reduce decision latency
- Strong, decisive, available Product Owner is critical to short decision latency
- Scrum of Scrums, Executive Action Team, and MetaScrums shorten decision latency

Decision latency is directly related to Process Efficiency!
Team Size Can Be the Key to a Successful Software Project

http://www.qsm.com/process_improvement_01.html

Scrum notes

Refer back to Daniel pink video motivation whether three major factors are autonomy, Mastery, and purpose.