Agile 2009 Papers:
How to Get Twice the Work in Half the Time

- Scrum and CMMI: Going From Good to Great
  - Carsten Jacobsen and Jeff Sutherland
- Take No Prisoners: How a Venture Capital Group Does Scrum
  - Jeff Sutherland and Igor Altman
- Scrum in Church
  - Rev. Arline Conan Sutherland and Jeff Sutherland
- Shock Therapy: Bootstrapping a Hyperproductive Scrum
  - Jeff Sutherland, Scott Downey, and Bjorn Granvik
- Fully Distributed Scrum: A Report on Linear Scalability of a Team in San Francisco and India
  - Jeff Sutherland, Guido Schoonheim, N. Kumar, V. Pandey, S. Vishal
Scrum Inc: Enhancing the Knowledge and Deployment of Scrum
Riccardo Mariti is the Founder & CEO of Riccardo's Restaurant in London. He opened Riccardo's in 1995 and beginning in 2017 transitioned it to the ‘world's first scrum restaurant’. Using scrum and agile methodologies, Riccardo has measurably decreased staff overheads, decreased team member turnover at the same time as boosting team morale, customer satisfaction and profits. Riccardo is in the process of opening his second scrum restaurant in London, and pursuing several other joint ventures directly related to the Chelsea restaurant. Riccardo also has a background in real estate investment, development and management.

He can be reached at riccardo@riccardos.it
Riccardo’s Scrum Restaurant

Agile 2019 Washington DC
Jeff Sutherland & Riccardo Mariti, Restaurant Owner and Certified Scrum@Scale Trainer

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The Restaurant Model is Broken

The World's Broken Workplace

BY JIM CLIFTON

ENGAGED EMPLOYEES WORLDWIDE

15%

GALLUP WORLD POLL

While the world's workplace is going through extraordinary change, the practice of management has been frozen in time for more than 30 years.

According to Gallup's World Poll, many people in the world hate their job and especially their boss.
Original Influences

**Command**
A traditional top-down structure. The connections that matter are between workers and their managers.

**Command of Teams**
Small teams operate independently but still within a more rigid superstructure.

**Team of Teams**
The relationship among teams resembles the closeness among individuals on those teams.
Team of Teams General Stanley McChrystal

Command and Control

Reaction Time

Three months to never!!

20-40 Mins response time to call in strike or reaction force

5000 people on conference call every day for 2 hours

5 days to 2 weeks response time

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The next day we had a totally “flat” organisation – we went straight to a “Team of Teams”

*Figure 3 – Amended image from Team of Teams: New Rules of Engagement for a Complex World – General Stanley McChystal*
Rota Scheduling
“Every great team I have ever seen had the habit of Swarming”

— Dr Jeff Sutherland
Started with the rota – a chance to have some freedom (from the tyranny)
4 Weeks in one Hour!!
Hidden Shifts

• Average 15% Shifts not needed by the company!!

• As much as 30% in some individual months (from annual audit).

• Before Hidden

• Now Visible
Evolution of the Board

Figure 4- Team Shift Rota

Figure 5- New Magnetic Shift Rota Board
New Magnetic Rota Board

Saves about an hour every two weeks not having to write out post it cards for each shift a team works.

Much tidier and easier to read for rota planning which takes place every Wednesday at 1500h.

For 2 years the Team has arranged their own schedules without a manager.
Shift not needed so covered up
Later Evolution to Get Stable Teams K & FOH
Riccardo Struggled with Teams: Too Many Specialists!

- **Cross-functional** = they possess all the skills needed to do the work
- **Self-organizing** = they decide how they will work to achieve the goal
- **Self-managing** = they decide how much work they can do in a Sprint
- **Collaborative** = they work together to achieve a Sprint Goal
- A team size of between **3 to 9 “T-shaped” people**
Solution to Specialist Problem

• Give teams 25% of the profits so they want the whole restaurant to work.

• Give everyone unlimited vacation and days off as long as someone can cover their job.

• Now the bartender is training the waitress so he can go on vacation.
Rota Scheduling

• Holidays and days off
  • Cross-functional Teams & ‘T’-Shaped People Morphed into one (cross-functional team members “full stack developer”)

• Above two allows for reduced size teams
  • Pay Rise of 10%+
  • Payroll cost down to 32% of revenue from 39%

• Pay matrix
  • £0.50 per hour per extra job
Breaking Down the Tribal Barriers
What ‘T’ Shaped Means in a Restaurant
$T^2$ & $T^3$ Front of House Team Member
T4 Front of House Team Member

*Admin*, *Kitchen*, *MF*: *Accounts*

*Delivery* \( \rightarrow \) *Reception* \( \rightarrow \) *Ball* \( \rightarrow \) *Criteria* \( \rightarrow \)

\[ = T^4 \]

Here you have depth of skill

*Admin*: Rota, Deliveries, Stocktakes, Cashing up

*Accounts*: P + L (Basic Understanding), Wages, Costing Items

*Waiter*: House waiter, Runner
T4 Kitchen Team Member

- Depth of skills determines pay and profit share.
- What I am finding is that the more skills they have, the more intelligent their decisions and actions.
Recruitment

25% / 75% 1 out of 4
Hiring the Right People

• Major recruitment challenge – Need to replace 4 Front of House Team Members

• Had to recruit in a hurry and got busy, but my team didn’t know.

• Morale in the Team was deteriorating rapidly.

• Investigation discovered that team thought nothing was being done to recruit new people and this was making them very nervous because we were coming into a busy period.

Management often buried in the corner office while company goes under.
Solution: Make Work Visible

Henrik Kniberg’s Slide

Riccardo’s Hiring Board

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Hiring Results – Faster, Better, Happier

• With the board we quickly saw people were rejecting us because of a mistake in advertising salaries. Rejections would be post-it notes showing up on the bottom of the board.

• Team could see bottlenecks. In Daily Scrum they agree to help. Team hired 3 out of 4 new recruits.

• Morale went up because team was happier to be involved in the hiring process and making decisions about who we should keep.
Daily Scrum
“Swarming”
Daily Scrum

• Play video – “How can we become more like this.”

• Discuss small improvement to try in the next shift.

• At end of shift will have a short retrospective and if improvement worked will share with the rest of the team.

• Review team coaching accountability document
Daily Scrum

• Times of daily Scrum and function – The Checklist
  • Accounts – 8am
  • Kitchen – 9am
  • Admin and Marketing – 9.15am
  • FOH – 10.30am

• Scaled Daily Scrum 11am

• Pre-shift meeting – 11.30am – Video and coaching
Daily Checklist

“Impediments visible as early as possible”

---

**FOH CHECKLIST MORNING AND AFTERNOON**

**Morning /c: ...........................................**

**Date: ..........................................................**

---

**Aim to have restaurant set-up, and check + change + print specials by 11.00am**

Hold pre-shift meeting 11.15 am (max 15 mins) for morning and 6.20 pm (max 15 mins) for evening shift.

**Make sure the banking and equipment is checked first thing in the morning by 10.30am**

<table>
<thead>
<tr>
<th>Morning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Get changed and be ready to work</td>
</tr>
<tr>
<td>2. If you arrive late, write down your under time in the book</td>
</tr>
<tr>
<td>3. Turn on the central heating in winter</td>
</tr>
<tr>
<td>4. Put pencils by the booking book</td>
</tr>
<tr>
<td>5. Take float out of safe and check if you have enough change (see emergency change envelope)</td>
</tr>
<tr>
<td>6. Check PDQ machines and PDQ-rolls; please spare ones next to both stations</td>
</tr>
<tr>
<td>7. Check Epos machine working</td>
</tr>
<tr>
<td>(if is not call to system company – 07786 965 797 / 07951 276 349)</td>
</tr>
<tr>
<td>8. Make tills public (Both tills – special functions / financial / cash drawers / public)</td>
</tr>
<tr>
<td>9. Turn on the computer, open and check the riccados-deli delivery email and Riccado’s website</td>
</tr>
<tr>
<td>10. Check the Internet connection</td>
</tr>
<tr>
<td>11. Check all phones working</td>
</tr>
<tr>
<td>12. Check we have Reading glasses (variety)</td>
</tr>
<tr>
<td>13. Phone Chargers</td>
</tr>
</tbody>
</table>

---

**Guideline: Restaurant to be set by 11am**

<table>
<thead>
<tr>
<th>Morning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Check ice machine is full, if not check end note and place X in box. (If is not order ice from Arctic Ice 07787199711 or 02034780771)</td>
</tr>
<tr>
<td>2. If cold, set out blankets over chairs</td>
</tr>
<tr>
<td>3. Arrange tables and chairs</td>
</tr>
<tr>
<td>4. Prepare pre-shift meeting</td>
</tr>
<tr>
<td>5. Set up tables (see bookings for special table arrangements) (i.e. napkins, olive oil, vinegar, side dish for oil, etc.)</td>
</tr>
</tbody>
</table>
Team Training
“Every great team I have ever seen had the habit of Swarming”

— Dr Jeff Sutherland
Learning Objectives

• Developing our people as business owners

• Full, brutal transparency, everything. Nothing hidden.

• Delegation and Transparency to the point of **extreme discomfort.**
Leadership

• Shared responsibility

• “Great leaders create more leaders, not followers. Great leaders have vision, share vision, and inspire others to create their own.”
  — Roy T. Bennett, The Light in the Heart

• Fluid leadership
Training Teams to Scale with Mini Projects

Divide the restaurant into areas like BAR and run a Scrum training to create the system - each time booting up new Scrum Teams - so teaching scrum and improving the bar in real time - but using true cross-functional teams (Front of House, Kitchen, Accounts, and Marketing).
Team Training

• Fluid Roles

• 5 x 1 hour sections – each hour represents a weekly sprint
  • Sprint Planning
  • Daily Scrum (Hourly Scrum Meeting to discuss impediments and re-plan)
  • Backlog refinement
  • Sprint Review – Demo
  • Sprint Retrospective - Kaizen
Kaizen

• The Scrum Guide says at least one process improvement identified in the Scrum Retrospective will be the top priority in the next Sprint.

• 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 a few hours to organize and cost £100
Our Garage Gym Version 3 (Under the restaurant)
Team Picnic
# Make Team Performance Visible

![Image of people at a restaurant](image)

## [Table Content]

<table>
<thead>
<tr>
<th>Role</th>
<th>Order</th>
<th>Team Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Owner</td>
<td>1</td>
<td>Team A</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>2</td>
<td>Team B</td>
</tr>
<tr>
<td>Team Member</td>
<td>3</td>
<td>Team C</td>
</tr>
</tbody>
</table>

## Scrum Values

1. **Empowerment**
2. **Trust**
3. **Delivery**
4. **Feedback**
5. **Benignity**

## Company Values

1. **Grit**
2. **Speed**
3. **Be Agreed**
4. **Be Expected**
5. **To Be Agree**

## Attributes

1. **Product backlog**
2. **Sprint backlog**
3. **Make sprint visible**
   - Product increment
   - Burnup board
   - Features
   - Burndown chart
   - Harvest report

## Patterns

1. **Daily Scrum**
2. **Stand-up meeting**
3. **Health of the weather**
4. **Daily feedback**
5. **Sprint backlog**
6. **Extension of sprint planning meeting**
7. **Sprint release in a row**
8. **Sprint release in a row**
9. **Small teams**
10. **Sprint teams**
11. **Dedicated teams**
12. **Collaboration**
13. **Teams and their early release feature**
14. **Innovative teams**
15. **Rally (Weekly)**
16. **Sprint sprint meeting**
17. **Sprint release in a row**
18. **Sprint release in a row**
19. **Sprint release in a row**
20. **Sprint release in a row**

## [Diagram Content]

- [Diagram Description]

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<table>
<thead>
<tr>
<th>Roles</th>
<th>Events</th>
<th>Scrum Values</th>
<th>Company Values</th>
<th>Artifacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Owner</td>
<td>Sprint Planning</td>
<td>Courage</td>
<td>Quality</td>
<td>Product Backlog</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>Daily Standup</td>
<td>Focus</td>
<td>Speed</td>
<td>Sprint Backlog</td>
</tr>
<tr>
<td>Team Member</td>
<td>Product Backlog Refinement</td>
<td>Commitment</td>
<td>To Be Agreed</td>
<td>Make Work Visible</td>
</tr>
<tr>
<td></td>
<td>Sprint Review</td>
<td>Respect</td>
<td>To Be Agreed</td>
<td>• Product Increment</td>
</tr>
<tr>
<td></td>
<td>Sprint Retrospective</td>
<td>Openness</td>
<td>To Be Agreed</td>
<td>• Scrum board</td>
</tr>
</tbody>
</table>

**Patterns**

- Daily Scrum
- Ready backlog
- Yesterday's weather - finish early
- Daily clean code
- Interrupt buffer
- All testing completed inside the sprint
- Fix bugs within a day
- T-shaped people
- Small teams
- Stable teams
- Dedicated teams
- Colocation
- Teams the finish early accelerate faster
- Happiness metric
- Weekly Amnesty (RM) - the "you got away with it" pattern!
- Swarming
- Scrumming the Scrum
- Emergency Procedure
- Communication Saturation
- Definition of done
- Definition of ready
- Ready Backlog
- Definition of Acceptance Criteria
- Sprints of defined length - 1 week if possible
- Cross-functional team

**Issues**

- O Great - No Issues
- Δ Issues - But Under Control
- ↑ Significant Issues Partially Blocked Situation Improving
- ↓ Significant Issues Partially Blocked Situation Deteriorating
- X Major Issues Significantly Blocked
First Serious Backlog
New Team Member Backlog
Swarming and The Constraint
Swarming
• After studying the Theory of Constraints, Riccardo realised that the biggest constraint is, “you make money only when customers are in the restaurant, so everything must be subordinated to serving customers.”
THE CONSTRAINT

• Theory of Constraints – Everything must be subordinated to the constraint

• EASY, QUICK INSIGHT. ‘We make money only when customers are in the restaurant. Therefore, absolutely no admin when customers are in the restaurant’.

• A simple set of rules!! There have to be some rules!

• Everything else must be subordinated to the constraint
  • All admin tasks
  • All departments are ‘on call’ when customers need serving
• **Swarming** “we only make money when customers are in the restaurant”

• 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.**

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

“Great Backlog Builder”
Disney Model

Figure 2 Riccardo's Simplified Disney Model
Ask everywhere question: “Are we Below, At, or Above Expectation?”
Disney Model

• 3 Simple Questions can be asked after each action or after each inspection.

• ARE WE
  • 1) Above Expectation?
  • 2) At Expectation?
  • 3) Below Expectation?

• The answer to these questions is the best backlog builder and when you ask the second part how far are we above or below expectation gives us an easy tool for prioritization.
Numbers
Numbers

• Process Efficiency
• Monthly profit against budget
• Customer surveys
• Happiness metric
• Pay vs other restaurants
• 25% Profit Share
  • Team members trained in basic accountancy so that they can understand ‘Zero’ (accounting software) and make better decisions and understand how the 25% is being calculated
Trust and bonus structures

• Extreme transparency

• To the point of discomfort
Scrum@Scale Drives Financial Performance

<table>
<thead>
<tr>
<th>PROFIT AND LOSS ACCOUNT</th>
<th>PROFIT AND LOSS ACCOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month</td>
</tr>
<tr>
<td>Sales</td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td>75,668</td>
</tr>
<tr>
<td>Wine</td>
<td>21,779</td>
</tr>
<tr>
<td>Bar</td>
<td>12,595</td>
</tr>
<tr>
<td>Home Delivery</td>
<td>18,134</td>
</tr>
<tr>
<td>Other Income</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL SALES</td>
<td>128,175</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>84,679</td>
</tr>
<tr>
<td>GROSS PROFIT</td>
<td>93,496</td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>38,710</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>14,197</td>
</tr>
<tr>
<td>Discounts</td>
<td>8,283</td>
</tr>
<tr>
<td>Fixed Costs</td>
<td>21,169</td>
</tr>
<tr>
<td>TOTAL OTHER COSTS</td>
<td>82,358</td>
</tr>
<tr>
<td>OPERATING PROFIT</td>
<td>11,138</td>
</tr>
</tbody>
</table>

Typical low-income month

<table>
<thead>
<tr>
<th>PROFIT AND LOSS ACCOUNT</th>
<th>PROFIT AND LOSS ACCOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month</td>
</tr>
<tr>
<td>Sales</td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td>81,192</td>
</tr>
<tr>
<td>Wine</td>
<td>25,806</td>
</tr>
<tr>
<td>Bar</td>
<td>15,307</td>
</tr>
<tr>
<td>Home Delivery</td>
<td>18,614</td>
</tr>
<tr>
<td>Other Income</td>
<td>238</td>
</tr>
<tr>
<td>TOTAL SALES</td>
<td>139,157</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>88,309</td>
</tr>
<tr>
<td>GROSS PROFIT</td>
<td>100,848</td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>41,366</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>15,179</td>
</tr>
<tr>
<td>Discounts</td>
<td>7,143</td>
</tr>
<tr>
<td>Fixed Costs</td>
<td>20,930</td>
</tr>
<tr>
<td>TOTAL OTHER COSTS</td>
<td>84,617</td>
</tr>
<tr>
<td>OPERATING PROFIT</td>
<td>16,230</td>
</tr>
</tbody>
</table>

Typical month
Results

• Average revenue increases each month against prior year since May 2017 - some months up by +30%
• Cost of salaries down by -7%
• Pay increase per team member of +10%
• Profits up on budget +7%
• Team Happiness metric from 60% to 87% (we still have a way to go)
Process Improvement

A Discussion with Between Jeff and Riccardo

• Jeff Sutherland: “I think that the most interesting thing 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.”
• **Riccardo Mariti:** “Yes, a customer walks in, and how long does it take them to get the menu and get a drink? 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!”
• In his IEEE white paper titled *Going from Good to Great*, Jeff Says, “From a Lean perspective, we want to eliminate the waste associated with context shift or waiting”
• In the publishers forward to the book, Toyota Production System by Taiichi Ohno, Norman Bodek was describing his last meeting with Taiichi Ohno; “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.”
How to Measure Process Efficiency if you don’t have software that does it!!
It all depends on when you start counting!!
• A few examples of how we measure Process Efficiency (PE) and Desired Minimum Standards (DMS)
• #1 - **Welcome** – PE Benchmark: 5 seconds
  • **Actual** - Average 25 seconds (20%)
  • **DMS** - <20 seconds (25%)
  • **Bad** 60 seconds (8.3%)

• #2 - **Seating customer** (who has reserved a table and turned up at the right time) and providing menus – PE Benchmark: 51 seconds
  • **Actual** - Average 120 seconds (42.5%)
  • **DMS** - <100 seconds (50%)
  • **Bad** 8 minutes (or 480 seconds) (10%)
• #3 - **First drink** - glass/bottle wine and water, bread and olives – PE
  Benchmark: 270 seconds – (this is too long; we are working on improving the PE)

• **Actual** - Average 360 seconds (75%)

• **DMS** – 280 seconds (96%) of current, but we want to reduce current PE

• Bad 15 minutes (or 900 seconds) 30%
• #4 - **Time from order to first course arriving and served** – PE
  Benchmark: 8 minutes (or 480 seconds)
• **Actual** - Average 12 minutes (or 720 seconds) (66%)
• **DMS** – <12 minutes (or 720 seconds) (66%)
• **Bad** – 15 minutes (or 900 seconds) (53%)
• #5 - **Time from last course cleared to receiving dessert menus** – PE Benchmark: 20 seconds
  • **Actual** - Average 30 seconds
  • **DMS** - <40 seconds (50%)
  • Bad 300 seconds - NEVER!!

• #6 - **Time from desert menus to ordering desert** – PE Benchmark: 4 minutes (or 240 seconds)
  • **Actual** - Average 4 minutes (100%)
  • **DMS** - <300 seconds (80%)
  • Bad 20 minutes (or 1200 seconds) (20%)
• #7 - **a) Time to receive bill** PE Benchmark: 15 seconds
  • **Actual** - Average 120 seconds (12.5%)
  • **DMS** - <60 seconds (25%)
  • Bad 7 minutes (or 420 seconds) (3.5%)

• #8 - **b) Time to pay bill** – PE Benchmark: 30 seconds
  • **Actual** - Average 4 minutes (or 240 seconds) (12.5%)
  • **DMS** - <120 seconds (25%)
  • Bad 10 minutes (or 600 seconds) (5%)
Process Efficiency 50% = Happy Customers

• We have noticed that when we get a PE of, or close to, 50% of benchmark, we have very happy customers. We carry out random PE audits ‘by hand’ and publish these on the group WhatsApp and on our Scrum Boards; these numbers are a major source of team member development backlogs and group discussions. We have found that just by making the numbers visible to the team, the numbers improve.
The Danger

• The danger in looking only at the numbers is that we must consider the customer experience.

• Not all guests want super-fast service. There is an art to ‘pacing’ the service to take into consideration the guests’ needs. Mastery for us is having the ability to accurately ‘read’ our guests to give them an experience that Exceeds Expectations; this is the foundation of our training and daily discussions.

• Mastery is about having the ability to meet our PE benchmarks, and, if guests are in a hurry, being able to deliver. “It’s easy to slow down once you have the skill to go fast!”
Decision Latency

The moment from when a decision is needed to when it is made and acted upon
Decision Latency

- Dropping Decision Making down to the lowest level
- Social media
- Speed and perceived competence
DECISION LATENCY

“Reduce the Time from Customer Problem to Solution!”

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.
Innovation and Repetitive Work
Repetitive Tasks (Business as Usual)

• Photos of backlog with repetitive tasks.
From Innovation to Systems for Creating Predictable Repeatable Products
The problem when you have an established business is that all of your time is taken up by repetitive tasks. "Business as usual." — BAU

You have to carve out time to work on your business with your teams. To work on improving the processes or products.
Finding time for Innovation and Improvement

30 – 30 – 30
Finding 28 hours a week for innovative work

- 9am – 30m
- 4pm – 30 m
- 6.30pm – 30m

7 days a week = 10.5hrs

- 30m x 3 people = 90m
- 30m x 1 person = 30m
- 30m x 4 people = 120m

7 days a week = 28 hrs
Side effect!!

Then, because we had removed 90% mind P.D.s from their preparation time, the team had to innovate to still get their work done.
But What is Innovation in the Restaurant Business?

- Changing Trends like:
  - GF = Gluten-Free
  - Vegan
  - New Products

  * Home delivery
  * Party catering
Friction

Creativity \( \rightarrow \) Stability

Innovation \( \cap \) Repetitive Work

Step 1: Innovation \( \rightarrow \) SOP*
then you want to standardise the work and reproduce it.

* SOP = STANDARD OPERATING PROCEDURE

Human Evolution
Genes
\( \cap \) Epigenetics.
The Dichotomy

- You need to stay consistent, but you need to evolve.
- We are looking for tiny improvements, almost imperceptible, done daily
- It could be the way we position a piece of lemon or a different garnish on a plate.
- Or a new system for keeping white wine glasses cold in hot summer months

STEP #2: SOP → KAIZEN
we are constantly asking, "Is there a better way?" and "How can we do this better?"
“Sometimes working on an innovation created a total transformation, a totally new way of doing things”

Example New Dishes
Step #4: New culture this becomes the way we work. Everything is viewed through the lens of a) “How can we do this better?” and b) “Is there a better way?” c) “Is there another way?”

There is no longer an architect doing the planning. These questions are asked by the teams doing the work. The questions are asked every day! By EVERYONE!
Small Experiments Improve Restaurant Operations

“All complex systems evolve through a series of stable states.”
Conclusion
I Encourage you to Experiment with the Framework

• We are living in a new world
• It works in every domain
• Stick to Pure Scrum!
  • Scrum purity – makes fixing ‘broken’ Scrum much easier!!
  • Things always break.
• Have fun, live in the “spirit of play”
Call to Action

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- Pictures at S@S Booth