

Secrets of a Scrum Master: Agile Practices for the Service Desk

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Donna Knapp

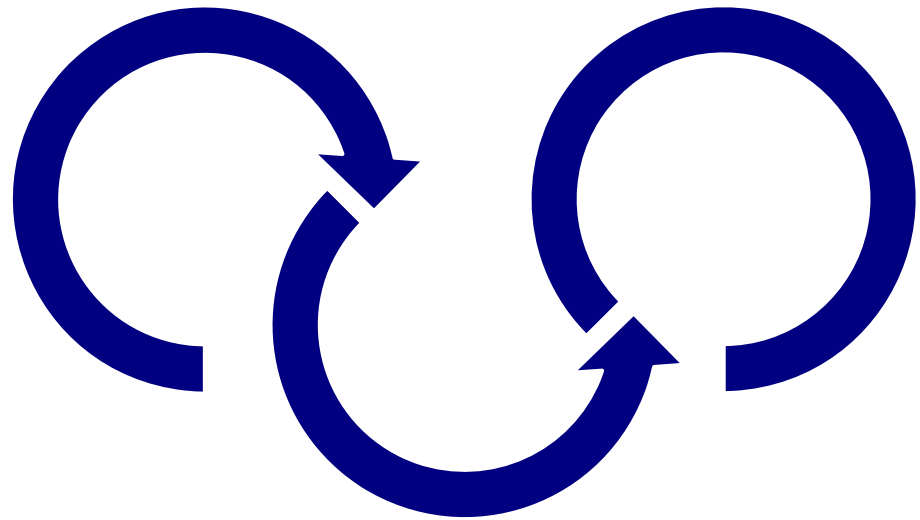
- Author
 - ✓ The ITSM Process Design Guide
 - ✓ Service Desk Concepts, 4th Edition
 - ✓ Customer Service Skills for Service Desk Professionals, 4th Edition
- Curriculum Development Manager
- Certified Process Design Engineer
- ITIL® Expert/ITIL Examination Panel
- DevOps Foundation certified
- Certified Scrum Master
- Certified Agile Service Manager
- Certified ISO/IEC 2000 Consultant/Manager
- Certified in Knowledge-Centered Support (KCS) Principles



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Agenda

- Agile Basics
- Support Services and Agile
- Scrum Basics
- Kanban Basics
- Getting Started
- Lessons Learned



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- **Agile** (adjective)
 - ✓ Quick and well-coordinated
 - ✓ Resourceful and adaptable
- **Agile** (development) – methods in which requirements and solutions evolve through collaboration between self-organizing, cross-functional teams

Popular agile development methodologies include Extreme Programming (XP), Lean Software Development, Scrum, Kanban, and others.

Scrum

An iterative and incremental agile framework for completing complex projects.



Support Services and Scrum

Support services include

- Support contacts
 - Support acceptance (new products and services)
 - Projects
- 
- Unplanned
- Planned

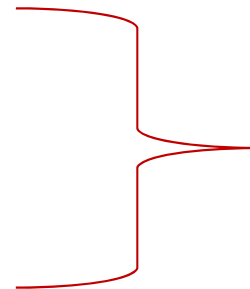
Scrum does NOT replace your incident management, problem management, knowledge management and request fulfillment processes.

Managing Projects with Scrum

Scrum can be used to manage projects that flow from those processes.

Support services include

- Support acceptance (new products and services)
- Projects



Planned

Why Scrum?

The Support Perspective

Too many **Surprises**

Unresolved
IMPEDIMENTS

Too many **UNPRODUCTIVE** meetings

Too much **WIP**

Constantly Changing **Priorities**

Rework and **Waste**

Unrealistic **EXPECTATIONS**

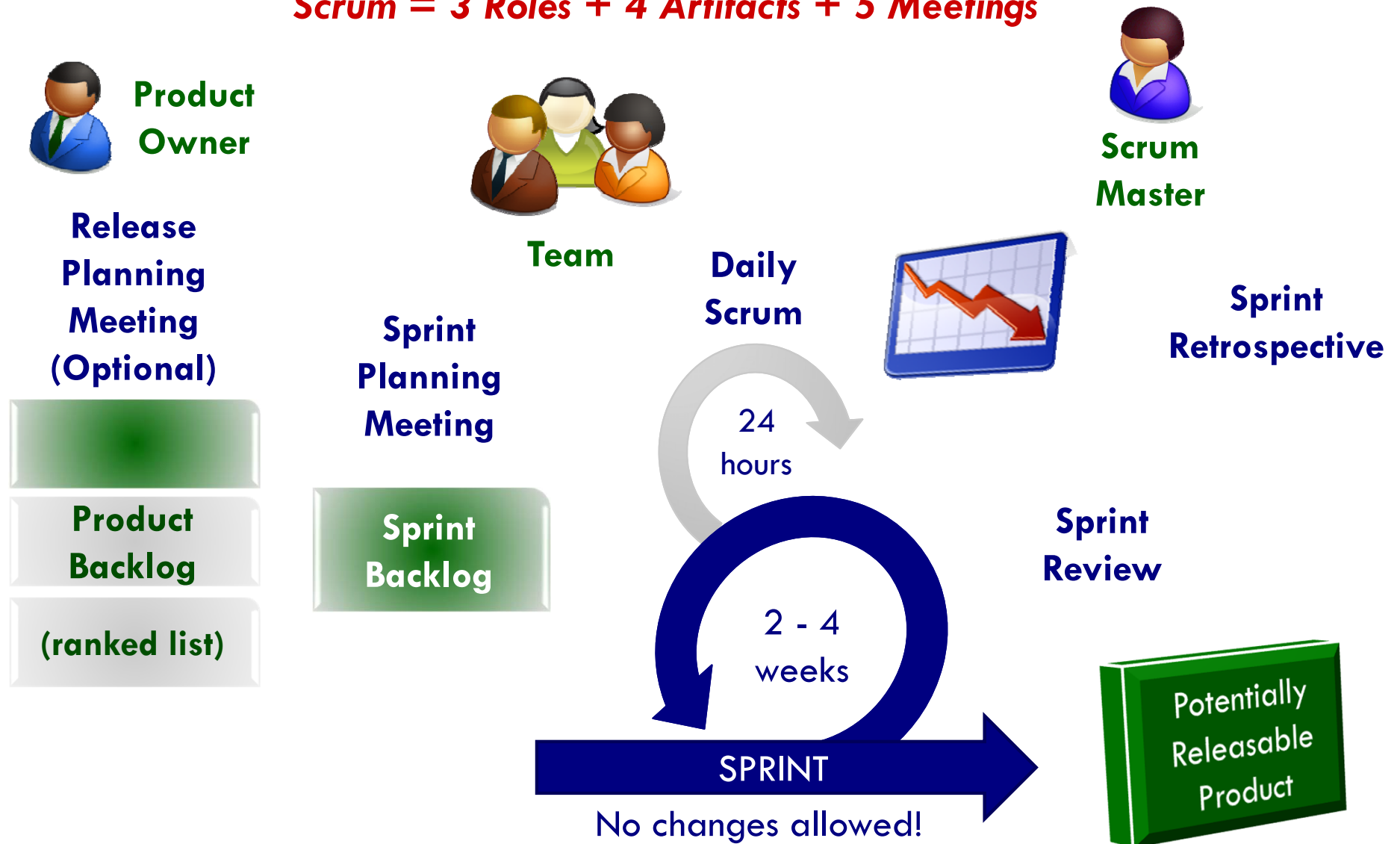
Missed
Commitments

BLOATED
PROCESSES

Dissatisfied Stakeholders

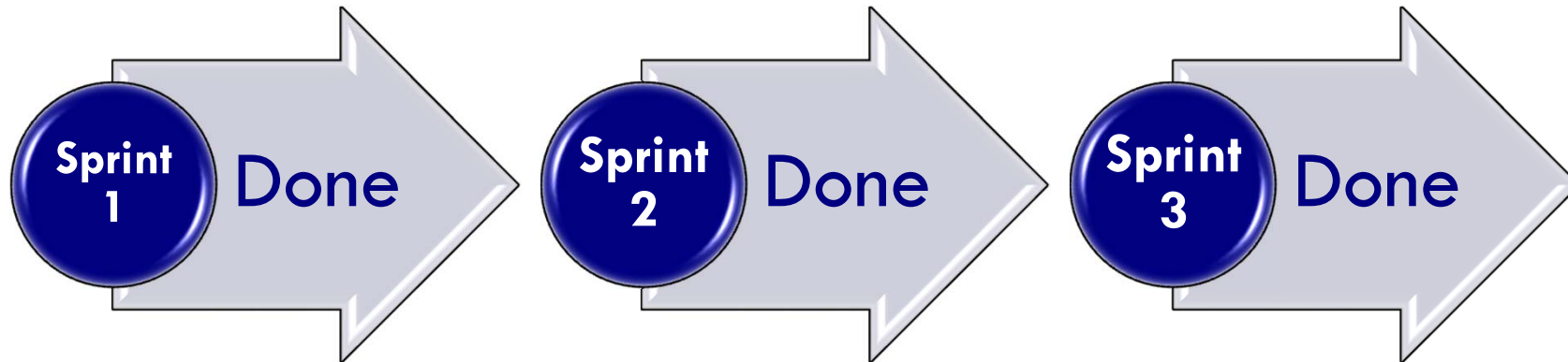
Scrum Basics

Scrum = 3 Roles + 4 Artifacts + 5 Meetings



Scrum is based on time-boxed iterations.

Scrum Gets Things Done



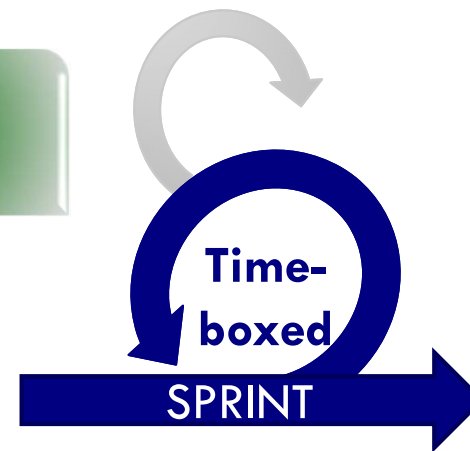
Scrum gets things done through

- Self-organizing teams
- Short incremental “sprints”
- Less work in progress
- Fewer impediments
- Shorter feedback loops
- Measurable accomplishments

Scrum embraces the values and principles of the Agile Manifesto.

Scrum and Support Acceptance

**Inputs from
executives,
customers,
users, team,
stakeholders**



Support Involvement in Development Projects

- Non-functional requirements
 - Support acceptance criteria
 - Support user stories
- Embed Support knowledge in Dev
 - Incident, problem and knowledge management capabilities



Scrum and Planned Projects

- Installations
- Upgrades
- Improvements
- Maintenance
- Problems
- Knowledge articles
- Process design and improvement



“Scrum is like your mother-in-law, it points out ALL your faults.”

Ken Schwaber

Improving Flow with Kanban

kahn-bahn

Kanban is a method of work that pulls the flow of work through a process at a manageable pace.

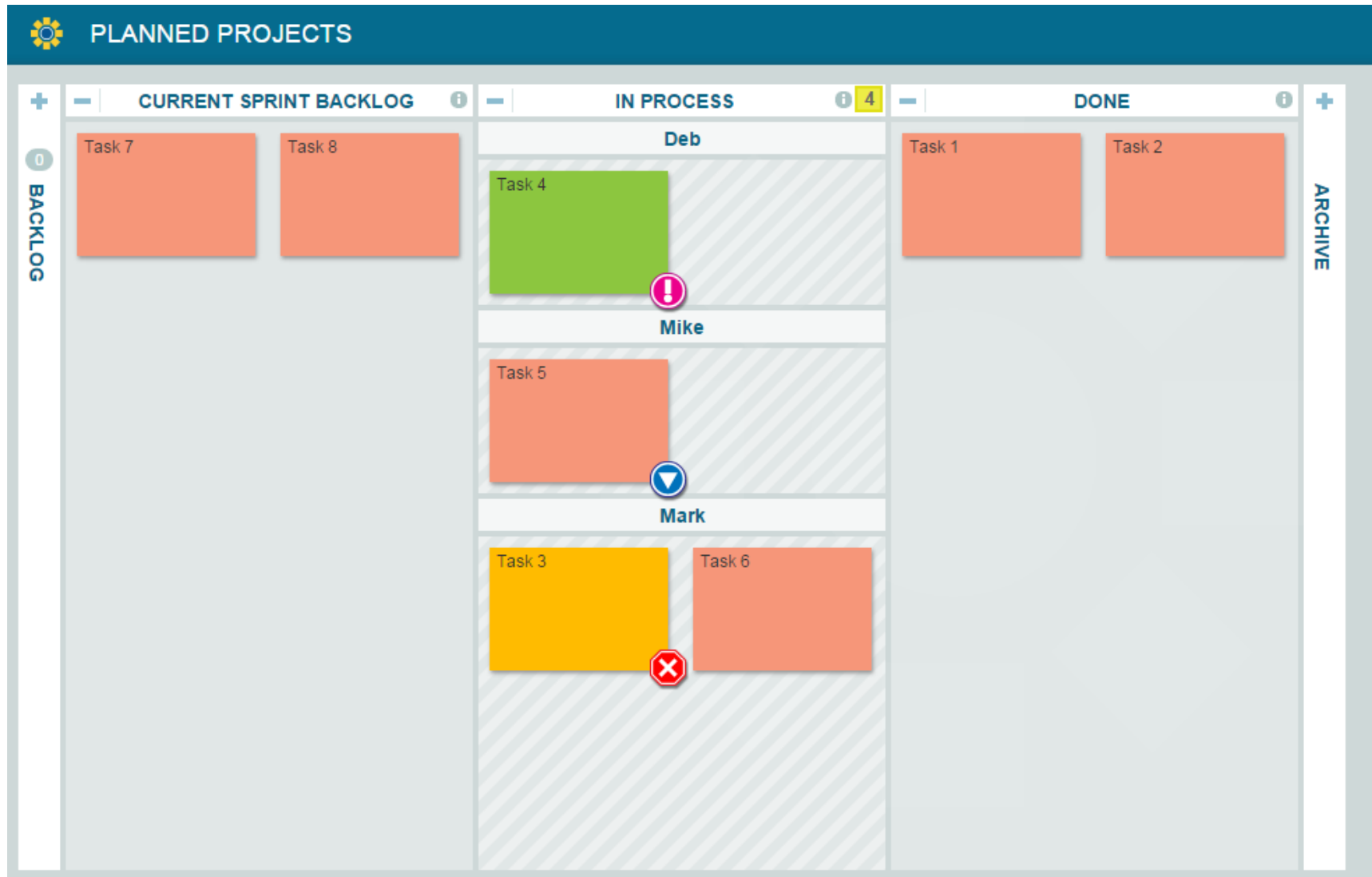
Improving Flow with Kanban

- Make work visible
- Make policies explicit
- Limit work in progress (WIP) to capacity
- Visualize and manage workflow
- Measure velocity (quantity of work done in an iteration)



Kanban measures include lead time and cycle time.

Project KanBan



Scrum and Kanban Benefits

- Align with Agile and Lean values
- Bring transparency to
 - ✓ Work in progress
 - ✓ Completed work
 - ✓ Velocity
- Expose impediments and waste
- Improve
 - ✓ Focus
 - ✓ Lead and cycle times
 - ✓ Communication and collaboration
 - ✓ Customer and employee satisfaction!

Getting Started



- Define goals and work item types
 - Select and educate a pilot team (include all 3 roles)
 - Conduct a pilot (or two)
 - Use transparency and data to
 - ✓ Understand velocity
 - ✓ Refine your rules
 - Communicate successes, failures and lessons learned
 - Document and make available reusable artifacts and measurements
 - Improve and expand
- Use organizational change management best practices. Prepare, motivate and equip people to change.*

Lessons Learned

- Take it slow
- Accept that...
 - ✓ Not all work belongs in sprints
 - ✓ You can't work on processes and in processes at the same time
 - ✓ It's not about the tools – no tool is perfect, no tool is complete
- Celebrate wins
- Keep it simple!!!



“Perfection is...when there is nothing left to take away.”

Antoine de Saint-Exupéry

Sources of Information

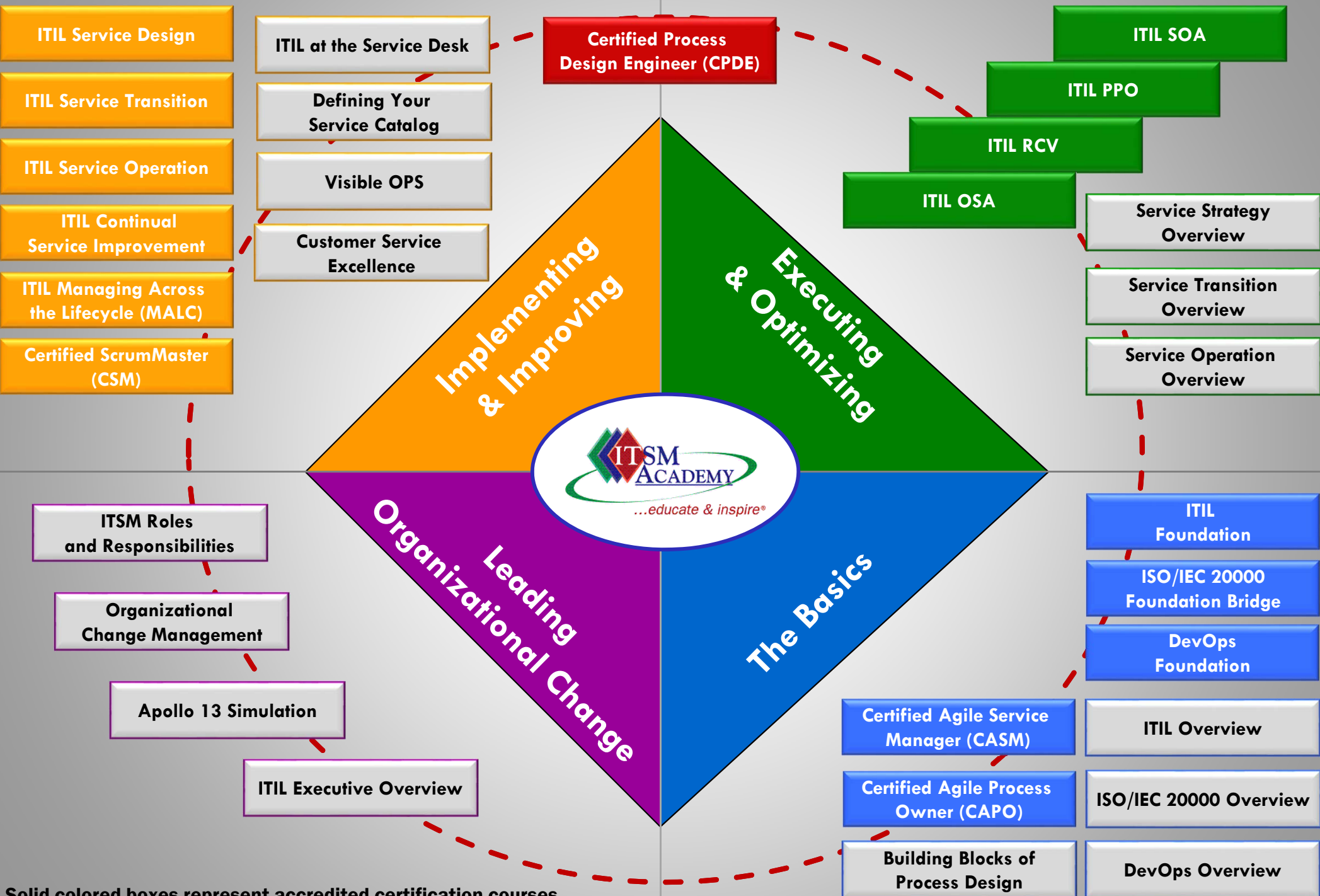
- scrumguides.org – download the official Scrum Guide
- scrumalliance.org
- kanbanlibrary.com





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Grey boxes represent non-certification courses - Interactive sessions, workshops and simulations.