

# Agile Practices Messed Up!

---

Beyond Agile Israel 2021

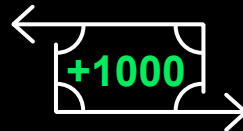
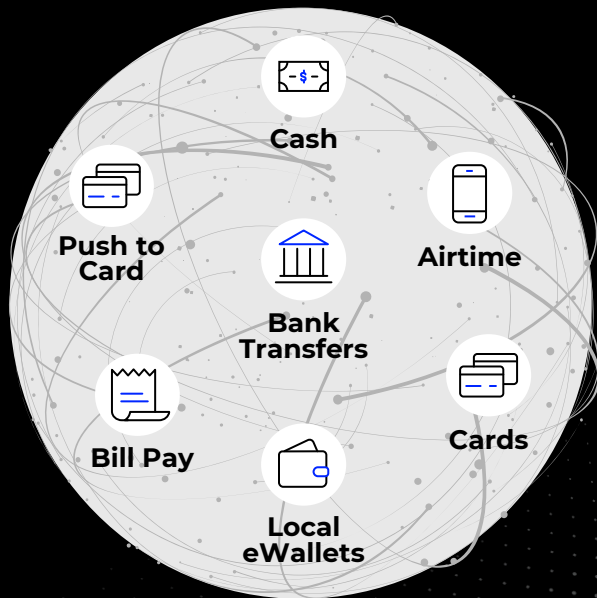
Erez Morabia | R&D Manager & Pragmatic Agile Leader





**+100**

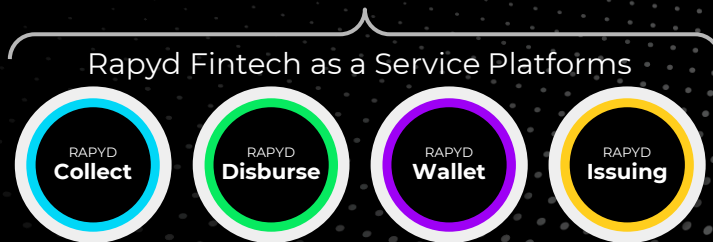
Operating in  
100+ Countries



Enabling 900+  
Payment  
Methods

**250+**

**Employees  
worldwide**



# Agile Practices Messed Up!

Rapyd

1. **Velocity**
2. **Sprint**
3. **WIP Limit**
4. **Scrum Board**
5. **Daily**



***“Failure is a prerequisite to learning”***

***(Eric Ries, The Lean Startup)***

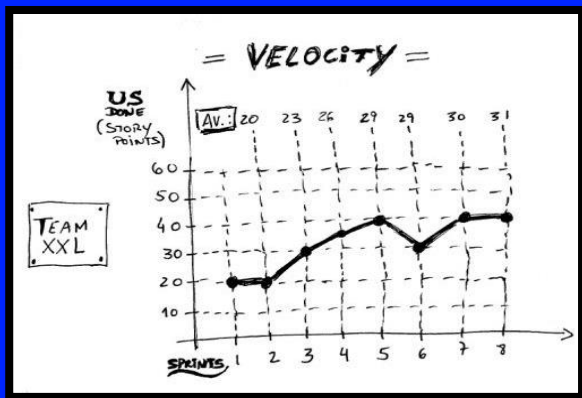
# (1) Velocity

Fast planning  
Predictability

---

Goal, Misuses, Messed Up

## Velocity: Common Misuses



High deviation



Time-based Story Points



Look for constant increase



Comparison between teams



## Velocity: Messed Up

- Work-Days \* 0.75
- Constant formula
- Same for all teams
- Time-based

### Capacity:

Max capacity (10 days)

Engineer	Days
██████████	10
██████████	5
██████████	10
██████████	10
██████████	5

Sum of team capacity days: 40

██████████ capacity in story points  $40 * 1.5 = 60 * 50\% = 30$  story points

## (2) Sprint

Focus

Estimation

Short learning cycles

---

Goal, Misuses, Messed Up

# Sprint: Common Misuses

---



Not full weeks period



Variable duration



Gaps between sprints

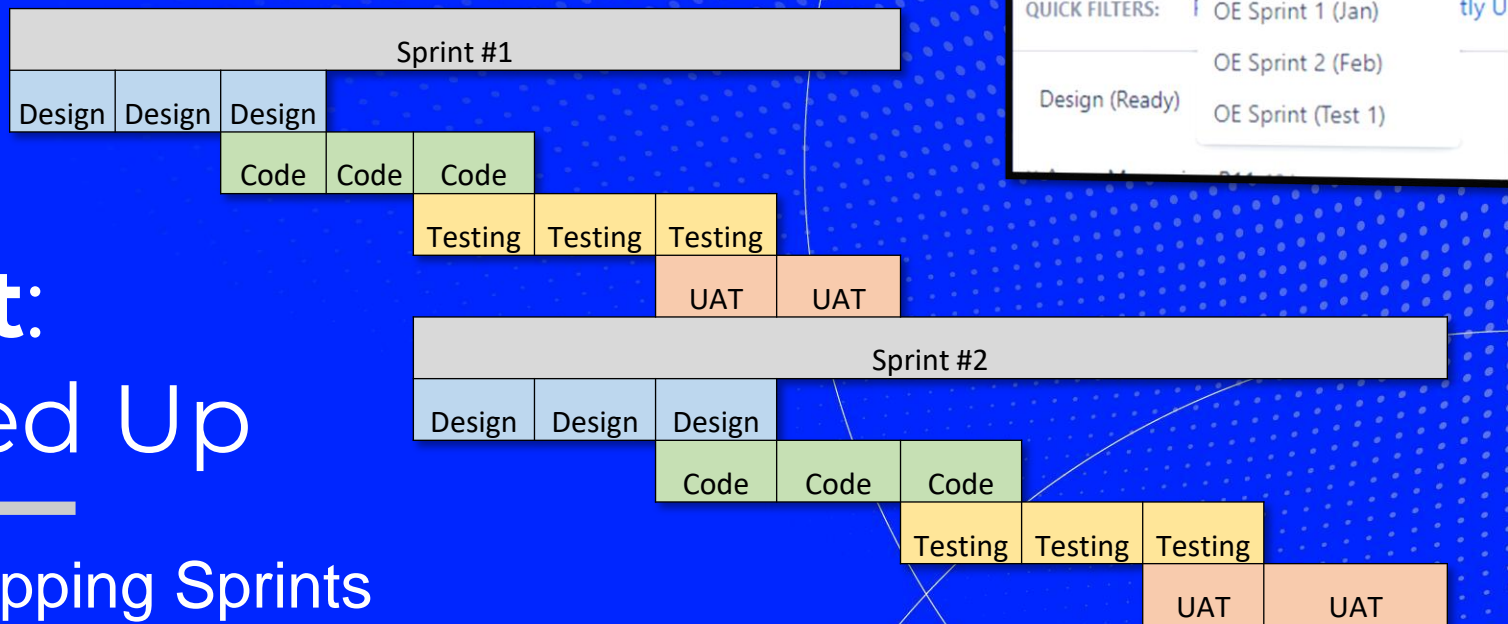


Gantt fragmentation



## Sprint: Messed Up

- Overlapping Sprints
- 8 weeks sprints
- Sprint == Release
- Sequential planning using sprints



### **(3) WIP Limit**

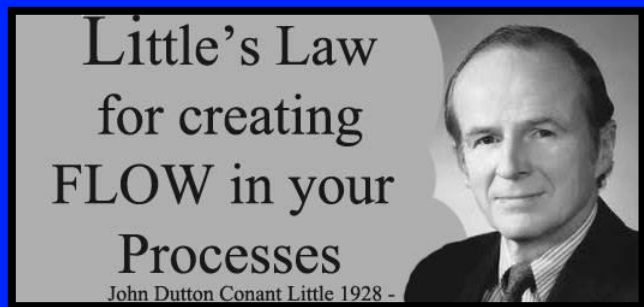
Reduce cycle-time

Swarming

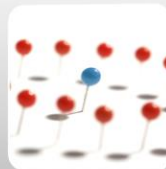
T-shape enabler

Goal, Misuses, Messed Up

# WIP Limit: Common Misuses



Not using it



Number above the team size



Excuses without learning

Team Size == 5  
Total WIP == 24

## WIP Limit: Messed Up

- WIP Limit >> Team-Size
- Breaking the WIP limit
- Using 'blocked' column





## **(4) Scrum Board**

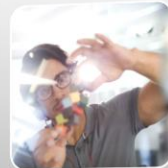
Visibility

Workflow management

Sprint goal progress

Goal, Misuses, Messed Up

# Scrum Board: Common Misuses



The “secretary” updates



Big differentiation in boards



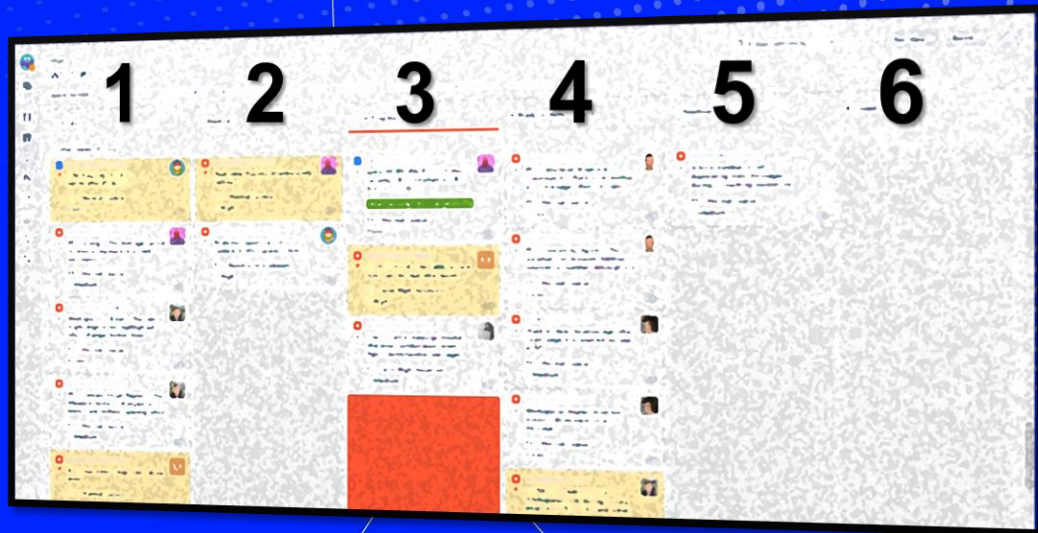
Updating it too much



# Scrum Board: Messed Up

---

- 6 columns
- 2 weeks sprint
- Adding more columns



## (5)Daily

Sync  
Removing impediments  
(Re)Planning

---

Goal, Misuses, Messed Up





# Daily: Common Misuses

---



Status report meeting



Boring, no collaboration



Way beyond 15 minutes

39

5

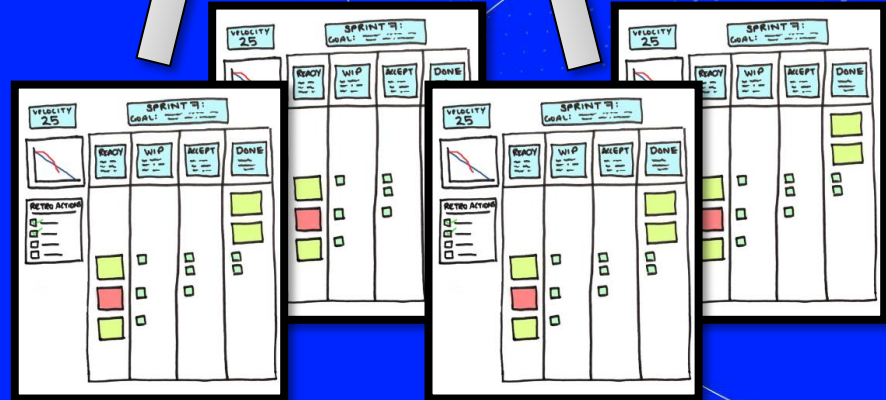
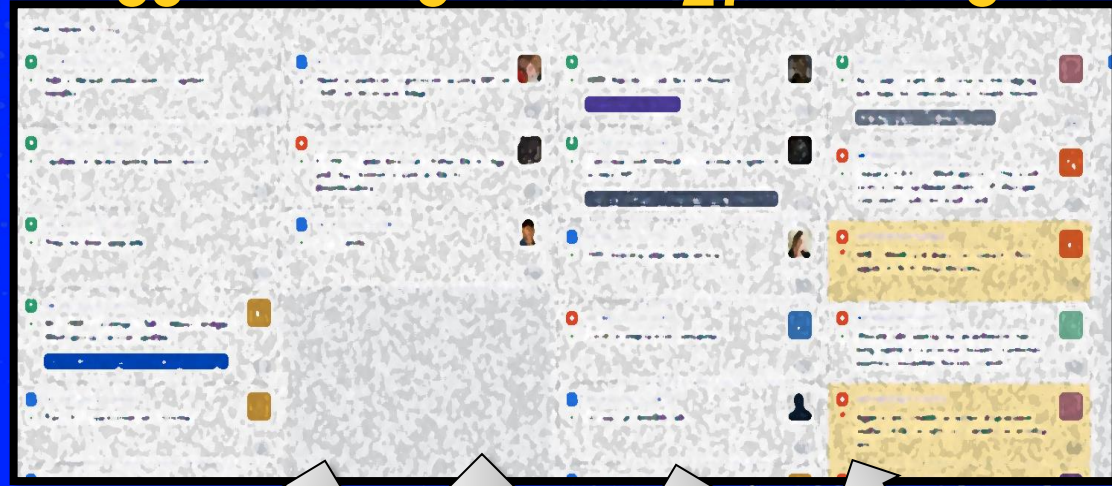
27

8

# Rapyd

## Daily: Messed Up

- Overlapping dailies
- Monitoring QA tasks
- Breaking team cohesion



# Agile Practices Messed Up!

Rapyd

1. **Velocity**
2. **Sprint**
3. **WIP Limit**
4. **Scrum Board**
5. **Daily**



***“Failure is a prerequisite to learning”***

***(Eric Ries, The Lean Startup)***

We're  
**HIRING**

## Agile Practices Messed Up!

---

Erez Morabia

[merez@rapyd.net](mailto:merez@rapyd.net)

[www.rapyd.net](http://www.rapyd.net)





***Rapyd***