Craig Strong (@craigstrong)
Gamifying The Card Wall
About Me

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Session Feedback

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You can do so in 3 ways:
1. Visit this session on the Mobile App. Click Session Feedback.
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Thank you for providing your feedback ☺
Session Format

• Why is Engagement and Gamification important
• A Walk through an evolving card wall
• Gamification Around Us
• Activity (Yes that’s you guys!)
• Recap and some examples
• Step through a game (Fellowship Of The Goal)
Session Outcomes

1. The value of engagement and how gamification can help coach teams

2. Consider challenging what you inherit and applying gamification to the tools you already use

3. Consider using the card wall as a coaching tool

4. Have some fun!
Empowering Teams
Make Work Fun!
Engagement Isn’t fluffy!
Evidence Everywhere

There are countless studies available supporting the correlation between performance and engagement.

Take it seriously!
Feel Better, Perform Better

What we discovered is that people feel better and perform better and more sustainably when four basic needs are met: **renewal** (physical); **value** (emotional), **focus** (mental) and **purpose** (spiritual).

Feel Better, Perform Better

For example, when all four needs are met, the effect on engagement rises from 50% for one need, to 125%. Engagement, in turn, has been positively correlated with profitability. In a meta-analysis of 263 research studies across 192 companies, employers with the most engaged employees were 22% more profitable than those with the least engaged employees.

WOW!
Feel Better, Perform Better

Increased Engagement = Increased Performance
Not Just About Money
“In a recent study of outstandingly engaged business units, I asked people what drove their high engagement scores. Only 4% of respondents mentioned pay. Instead, they highlighted feeling autonomous and empowered, and a sense of belonging on their teams.”

Susan David: Make sure your employee’s emotional needs are met - http://blogs.hbr.org/2014/07/make-sure-your-employees-emotional-needs-are-met/
So How Can We Improve Engagement?
Reporting & Process

Reports don’t generally encourage team engagement and can support a breakdown in collaboration
What Do We Use?
## Typical Card Wall Format

<table>
<thead>
<tr>
<th>Backlog</th>
<th>Develop</th>
<th>Test</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Story</td>
<td>Story</td>
<td>Story</td>
<td>Story</td>
</tr>
<tr>
<td>Story</td>
<td>Story</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Story</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Repetitive Retrospectives

What Went Well?

What Can We Do Differently?

Actions?
Same Old Standups

What I Did Yesterday?

Any Problems?

What I’m Doing Today?
Easy Not To Make The Right Choice
A Cardwall Journey
Collaborative Working Environment
Version 1 Of Our Board
1. Identify The Bottleneck
2. Exploit The bottleneck
3. Subordinate every decision to the bottleneck
4. Elevate the bottleneck
5. Do it again
Observations

• Although we had stories flowing, on regular occasions, we would see bottlenecks form in Dev and Test.

• We reduced reporting to exploit the bottleneck and focused on throughput producing work.

• There was a division of skills, despite good communication.
Version 2 Of Our Board
Observations

• Lacked ownership of stories
• Developers would focus on dev over testing
• Bottlenecks
• The team seemed somewhat less passionate about fixing this problem than I was
Super Hero Scrum Board

Leap of faith which increased confidence for challenging & change
What Changes Were Noticed

• Team Spirit & Identify
• Collaboration
• Fun, Morale
• Bulls Eye
• Avatars and super hero theme
• Increased Collaboration
• Protective, Identify
• The random scribe asked questions
• Still had skill silos
Tuna Is Awesome!
Hourglass Card Wall

http://www.strongandagile.co.uk/index.php/the-hourglass-scrumban-board/
Hourglass Card Wall

http://www.strongandagile.co.uk/index.php/the-hourglass-scrumban-board/
Other Card Wall Examples

http://support.thoughtworks.com/entries/23577326-And-the-winner-of-the-best-Card-Wall-is-
Gamification Around Us
What Is Gamification?
Gamification: “The process of using game thinking and game mechanics to engage audiences and solve problems”

- Gabe Zichermann
Speed Camera Lottery

https://www.youtube.com/watch?v=iyHzHWwJXaA
Bottle Bank Arcade

https://www.youtube.com/watch?v=zSiHjMU-MUo
Companies are becoming very aware of the value of gamification to increase customer engagement.

Ironically these same teams don’t apply the same thinking to their own environments.
Basic Ingredients

POINTS

LEADERBOARDS

BADGES
Nothing can beat real people working together

Imagine millions of drivers out on the roads, working together towards a common goal: to outsmart traffic and get everyone the best route to work and back, every day.

http://gamify-it.blogspot.co.uk/2013/07/how-gamification-helped-to-build.html
# Waze Scoring System

## The Table of Points

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road reporting¹</td>
<td>6</td>
<td>per report</td>
</tr>
<tr>
<td>Gas/Fuel price reports</td>
<td>8</td>
<td>per report</td>
</tr>
<tr>
<td>Report comments</td>
<td>3</td>
<td>per comment</td>
</tr>
<tr>
<td>Editing the map²</td>
<td>1.5</td>
<td>per edit³</td>
</tr>
<tr>
<td>Solving map update requests</td>
<td>3</td>
<td>per request solved</td>
</tr>
<tr>
<td>Adding street names</td>
<td>3</td>
<td>per name⁴</td>
</tr>
<tr>
<td>Adding house numbers</td>
<td>1</td>
<td>per segment</td>
</tr>
<tr>
<td>Forum posts</td>
<td>2</td>
<td>per 3 forum posts</td>
</tr>
<tr>
<td>Road goodies</td>
<td>Face Value</td>
<td>per goodie</td>
</tr>
</tbody>
</table>

## Mileage Points

<table>
<thead>
<tr>
<th>Activity</th>
<th>Per mile</th>
<th>Per km</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal driving⁵</td>
<td>5</td>
<td>3.2</td>
</tr>
<tr>
<td>Road munching</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>New road recording (paving)</td>
<td>64</td>
<td>40</td>
</tr>
</tbody>
</table>

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https://wiki.waze.com/wiki/index.php/Your_Rank_and_Points
Over To You

Your Team Challenge
Team Challenge

- 1 Scenario Per Team (Envelope)
- 2 Minute Orientation/Planning
- 10 Minute Sprint
- 1 Minute Per Team Showcase

Remember Every Good Team Has A Name
Let's Explore Some Other Ideas
Swarming

http://www.jeffgothelf.com/blog/adding-game-mechanics-to-agile-processes-part-1-card-aging/#sthash.n7CcUmbk.dpbs

Mission To Mars

Fellowship Of The Goal

Team Vision

Emergent
Not
Prescriptive

Step 1 - Theme & Identity

Step 2 - Clear Goals And Outcomes

### Step 3 - Grouping Behaviours & Activities

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Activity 1</th>
<th>Activity 2</th>
<th>Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering To Customer</td>
<td>Number of stories delivered (Customer Metrics)</td>
<td>Use of new feature against it's goals</td>
<td>Shipped into the hands of the customer</td>
</tr>
<tr>
<td>Quality</td>
<td>Automated Tests &amp; Bugs Raised/Solved</td>
<td>Pair Programming</td>
<td>Performance Increase</td>
</tr>
<tr>
<td>Knowledge Sharing</td>
<td>Paired Stories</td>
<td>Asked or Responded to questions within team</td>
<td>Standups, Planning and Retrospective attendance</td>
</tr>
<tr>
<td>Cross-Functional Team</td>
<td>Worked outside skill set (tester helping developers)</td>
<td>Worked with other team on dependency issues</td>
<td>Mentorship</td>
</tr>
<tr>
<td>Learning Priority</td>
<td>Engaging with customer for upcoming sprint</td>
<td>Using existing usage data to support decisions</td>
<td>Setting success criteria for a feature</td>
</tr>
</tbody>
</table>

## Step 4 - Positive Scoring

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
<th>Unit</th>
<th>Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pair Programming</td>
<td>+2 Points</td>
<td>Per User Story</td>
<td>Quality</td>
</tr>
<tr>
<td>Delivered Story To Live</td>
<td>+5 Points within 24 hours of completion, +3 Points within 3 days, +1 Point over 2 weeks from completion</td>
<td>Per Story or sprint (your decision)</td>
<td>Delivering To Customer</td>
</tr>
<tr>
<td>Retrospective</td>
<td>+5 Points for introducing a new theme, +2 points for not using the same theme as the previous one, +1 Per action raised and tackled</td>
<td>Per Retrospective</td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td>Performance Increase</td>
<td>Reduced the build time by 10% +15 points</td>
<td>On Event</td>
<td>Improving Tools</td>
</tr>
<tr>
<td>Worked Outside Skill Set</td>
<td>Developer manually tested or vice versa +5 Points</td>
<td>Per Story</td>
<td>Cross-Functional Team &amp; Knowledge Sharing</td>
</tr>
</tbody>
</table>

### Step 5- Negative Behaviour

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
<th>Unit</th>
<th>Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancelled showcase</td>
<td>-30 Points on validating priority</td>
<td>Per Sprint</td>
<td>Learning Priority</td>
</tr>
<tr>
<td>Broke WIP limit</td>
<td>-10 Points</td>
<td>Per Story</td>
<td>Delivering To Customer</td>
</tr>
<tr>
<td>Not released at end of sprint</td>
<td>-30 Points</td>
<td>Per Sprint</td>
<td>Delivering To Customer</td>
</tr>
<tr>
<td>Missing Retrospective</td>
<td>-20 Not had a retrospective in x weeks</td>
<td>Timed Event</td>
<td>Continuous Improvement</td>
</tr>
</tbody>
</table>
### Delivering To Customer
- **Food And Water**
  - To survive as a team you need to accumulate 30 Food and water units every 5 days.

### Improving Tools
- **Weapons**
  - Weapons help us defeat beasts and demons

### Learning Priority
- **The Oracle**
  - The oracle is the all seeing being that keeps us from harm and keeps us on track.

### Cross-Functional Team
- **Team Strength**
  - To increase our chances of survival we will need skills and strength.

### Event Result Theme

<table>
<thead>
<tr>
<th>Event</th>
<th>Result</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>The team have surfaced 10 bugs during a sprint</td>
<td>Samdor the terrible emerges from castle black and destroys your ship yard. Deduct 30 points from your team strength</td>
<td>Fantasy</td>
</tr>
<tr>
<td>You haven’t delivered a story for 20 days</td>
<td>You’ve been isolated for 20 days by a Zombie swarm moving through your area. Deduct 50 points from your food and water</td>
<td>Zombie Apocalypse</td>
</tr>
<tr>
<td>You missed a peer review and something got into done</td>
<td>You left the car keys unattended, Brian and Stewie went to a rave and came back and trashed the house -20 from Quality</td>
<td>Family Guy</td>
</tr>
</tbody>
</table>
Joffrey Wins!!! Noooo

Step 8 - Reflection

Step 9 - Levels & Badges

Fantasy: Villager through knighthood

Rewards: hackathon, gold card, social event

Step 10 - Visual Health Checking

Focus

Keep It
• Simple
• Meaningful
• Engaging
Does gamification apply more to physical card walls over digital tools and distributed teams?
NO!

In Fact Distributed Teams Need It Most
Beware Of Your Environment

2 + 2 = 5

OMG! I DON'T THINK YOU UNDERSTAND!
Session Outcomes

1. The value of engagement and how gamification can help coach teams

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Book Release - Feedback Welcome

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THANK YOU