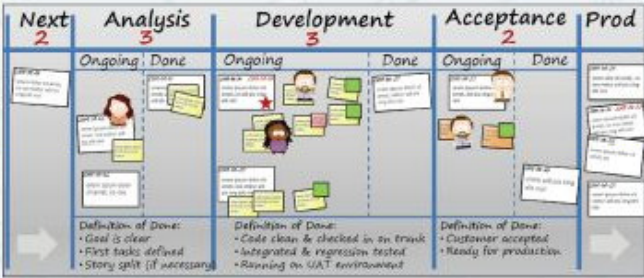


Using techniques to improve flow

Sept 14, 2011

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<http://blog.crisp.se/mattiasskarinn>
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The diagram shows a Kanban board with five columns: Next, Analysis, Development, Acceptance, and Prod. Each column has a 'WIP' limit and a 'Definition of Done' section. The 'Next' column has a WIP limit of 2. The 'Analysis' column has a WIP limit of 3 and is divided into 'Ongoing' and 'Done' sub-columns. The 'Development' column has a WIP limit of 3 and is divided into 'Ongoing' and 'Done' sub-columns. The 'Acceptance' column has a WIP limit of 2 and is divided into 'Ongoing' and 'Done' sub-columns. The 'Prod' column has a WIP limit of 1. The 'Definition of Done' sections are: Next: Goal is clear, First tasks defined, Story split (if necessary); Analysis: Code clean & checked in on trunk, Integrated & regression tested, Planning on UAT environment; Development: Customer accepted, Ready for production.

Kanban and Scrum
making the most of both



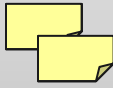

Henrik Kniberg & Mattias Skarin

Forewords by Mary Poppendieck and David Anderson

ENTERPRISE SOFTWARE
DEVELOPMENT SERIES

InfoQ
LITMUSE

The question

Backlog [5]	Dev [2]	Test [3]	Done
			

?



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Meet Bill



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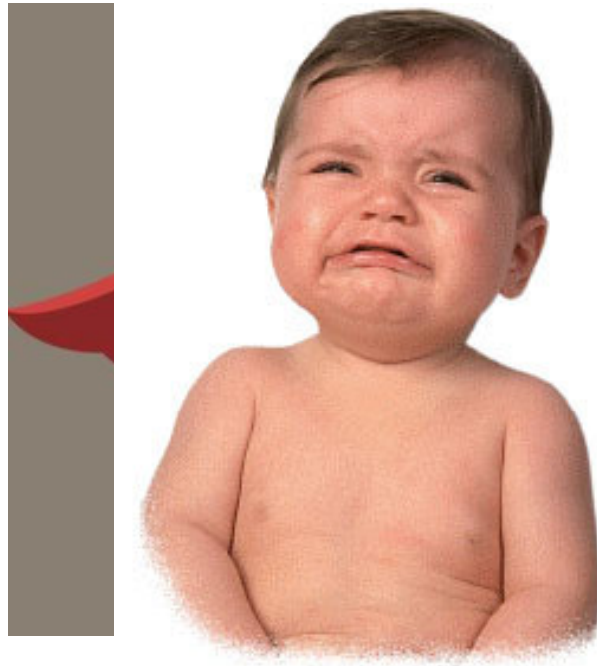
The owner of



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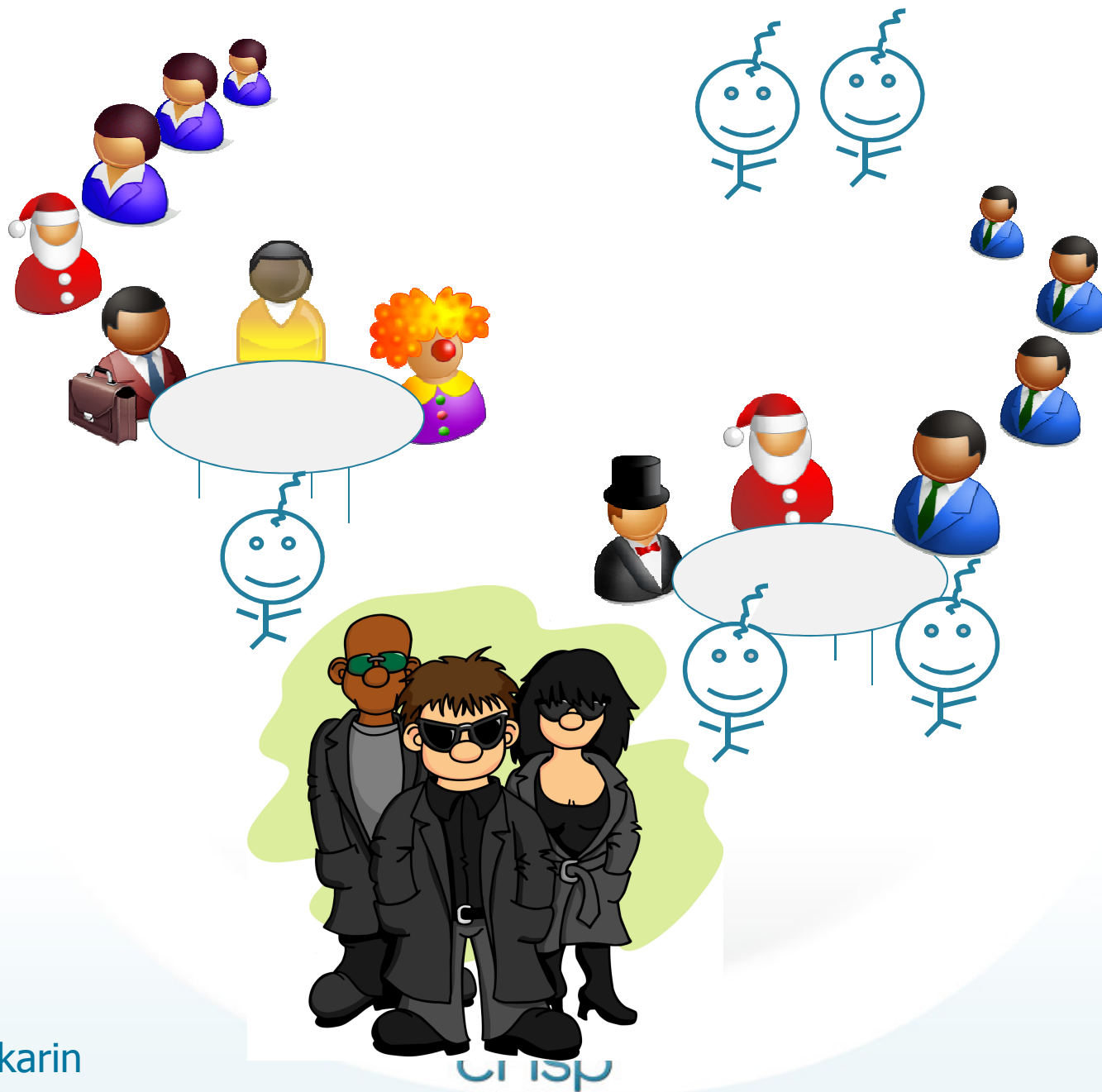




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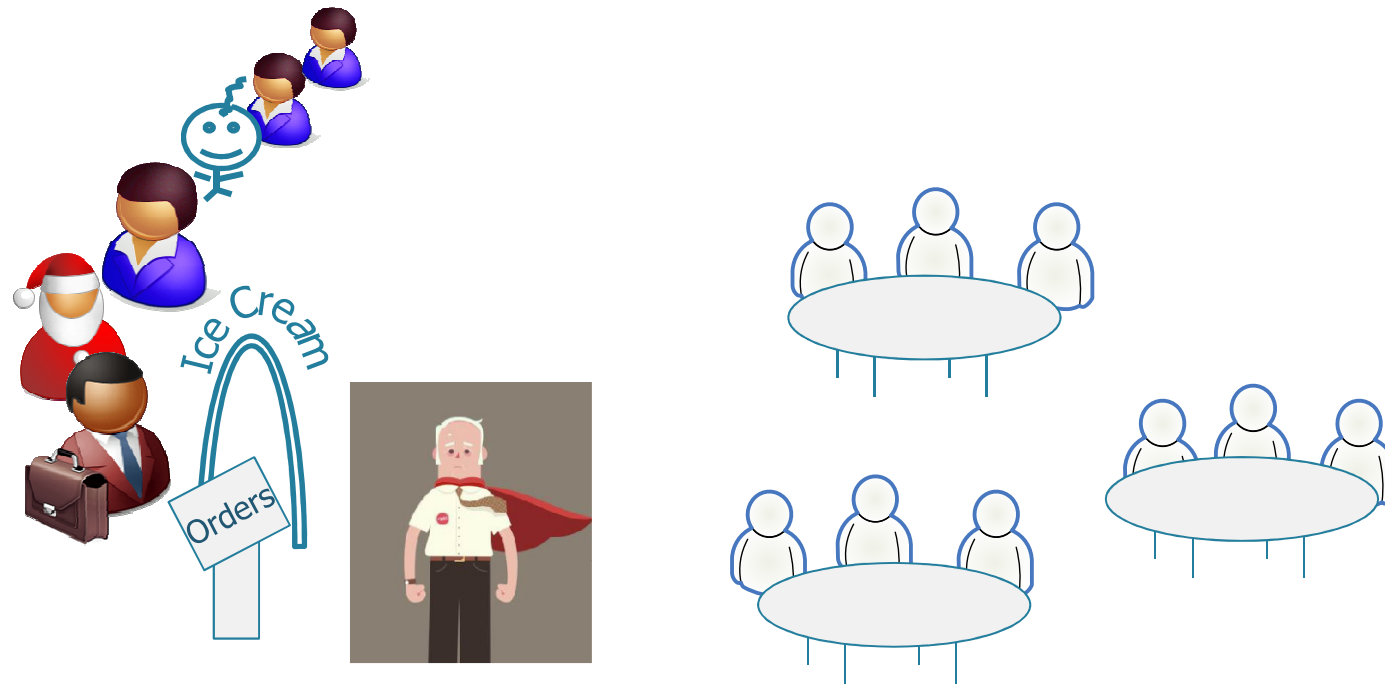




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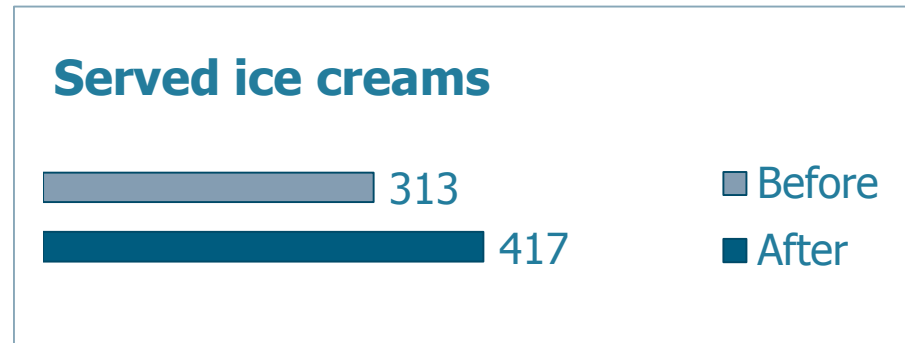
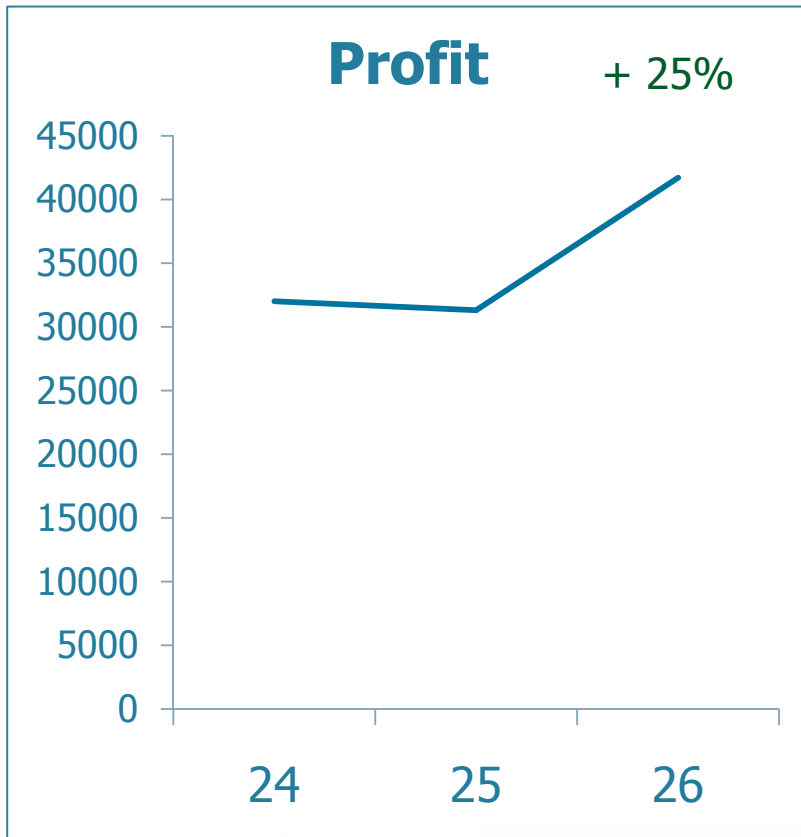
First action



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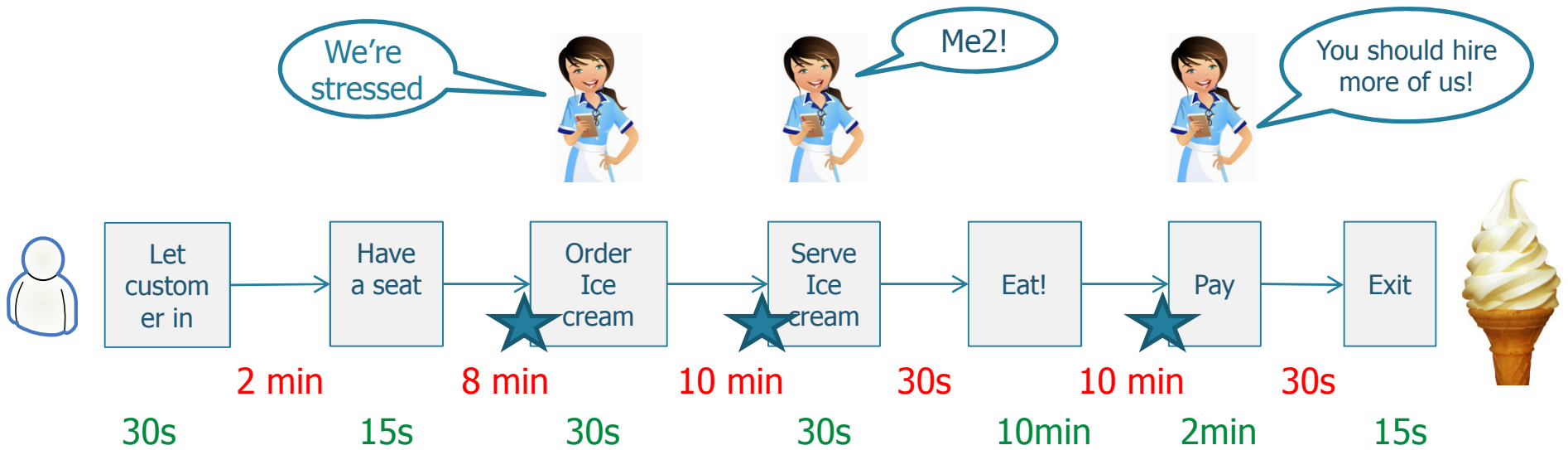
Noticed Improvement
✓ Less dropoff



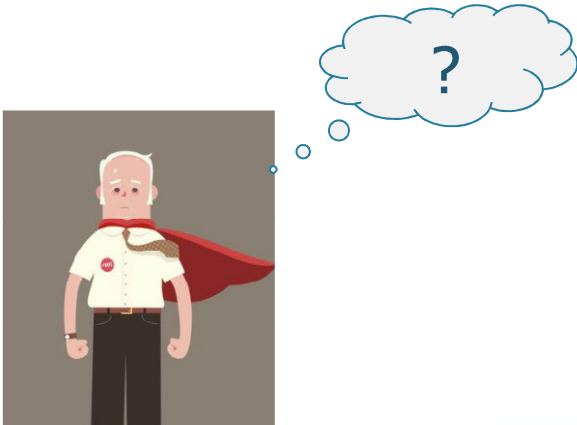
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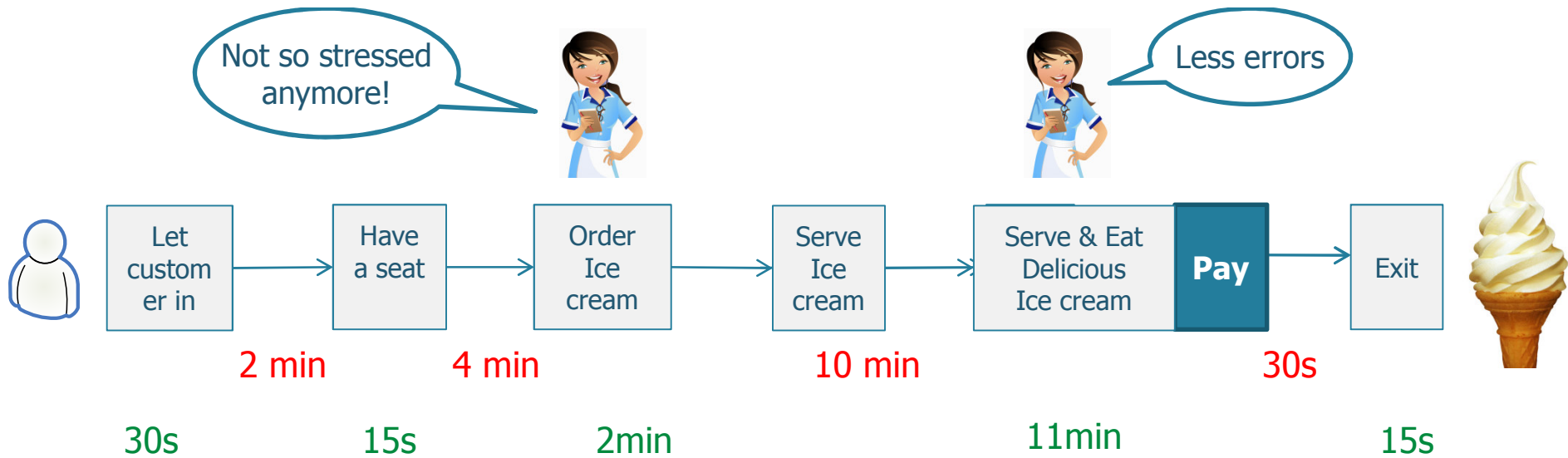
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15 min value added time
 46 min cycle time
 = 32% Process cycle efficiency



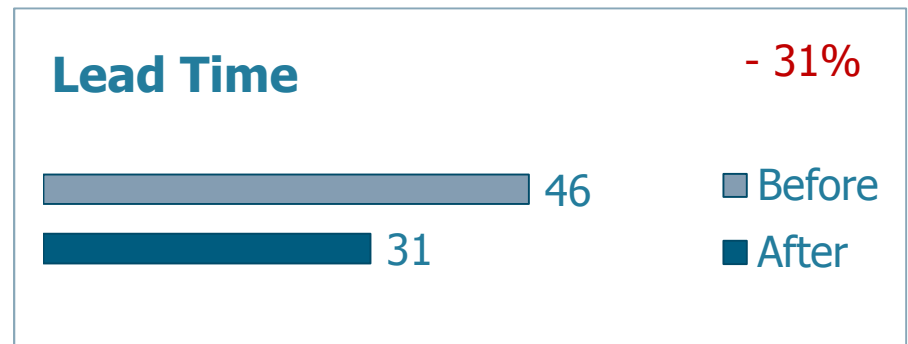
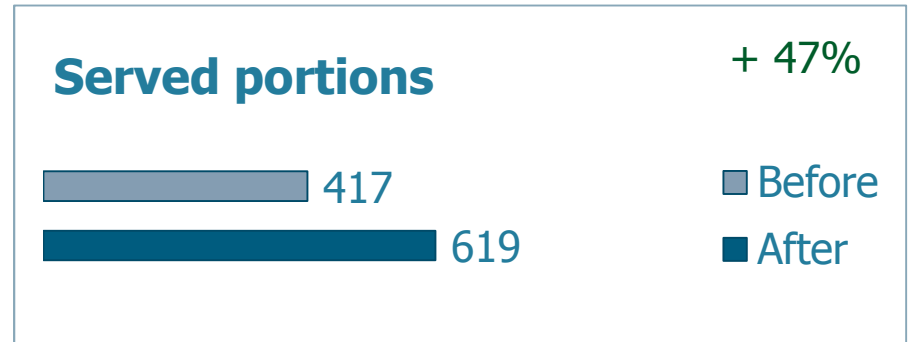
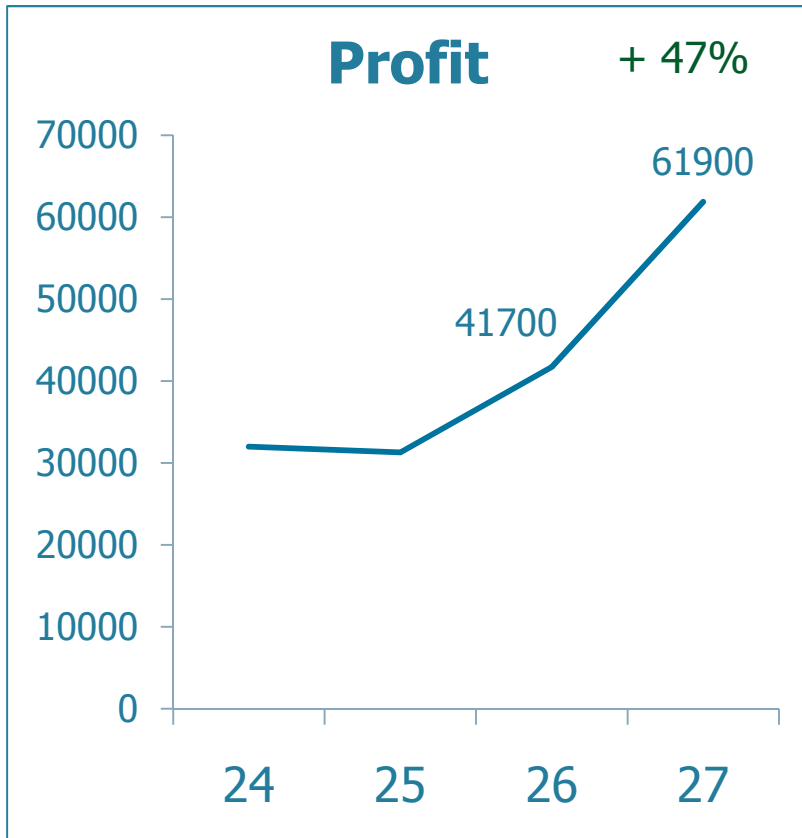


~~15 min value added time
 46 min cycle time
 = 32% Process cycle efficiency~~



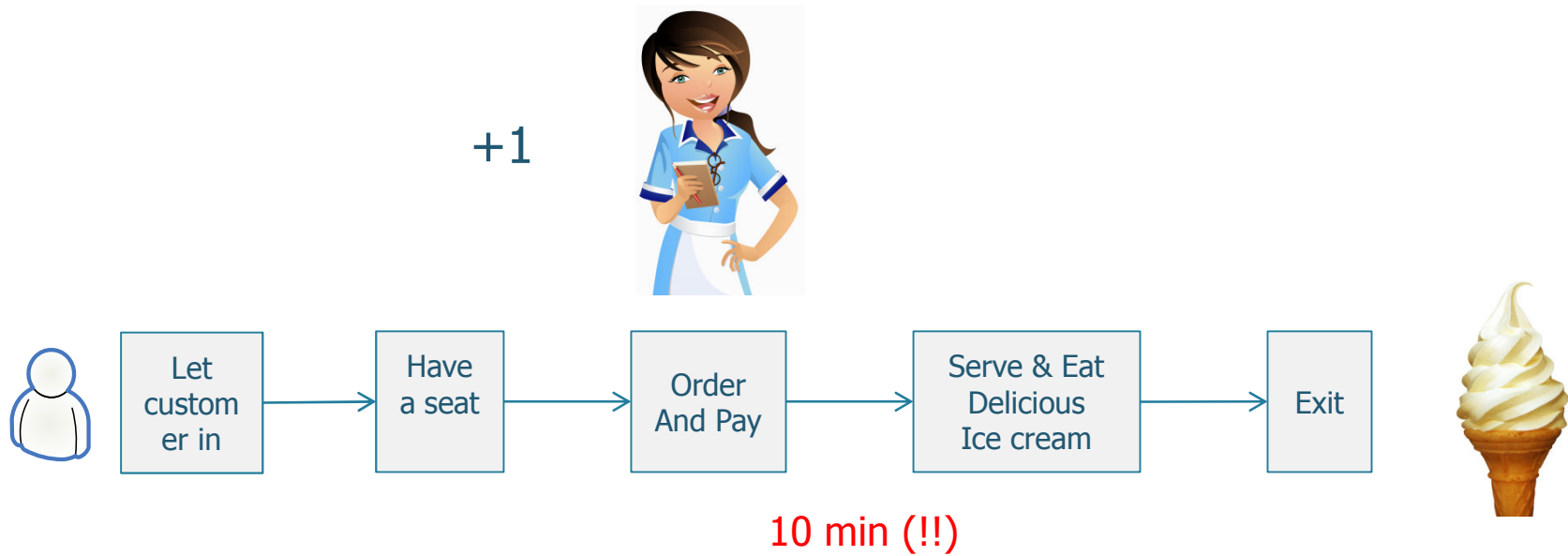
14 min value added time
 31 min cycle time
 = 45% Process cycle efficiency

- Suggested Actions**
- Give each waitress a purse with spare change
 - Put spoons on each table



- Noticed Improvements
- ✓ Faster flow
 - ✓ Better throughput (portions)
 - ✓ Less stress (waiters)

Let's hire part time waitress!



Then one day..



Time for a pep talk..



Darn!



I'm a waitress not a dishwasher!

The problem does not go away..



One day Bob hides behind the shelves..



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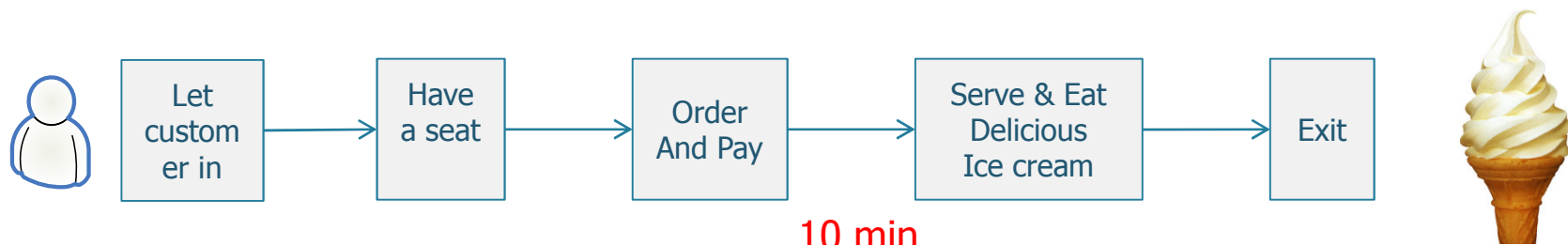
Time for a pep talk..



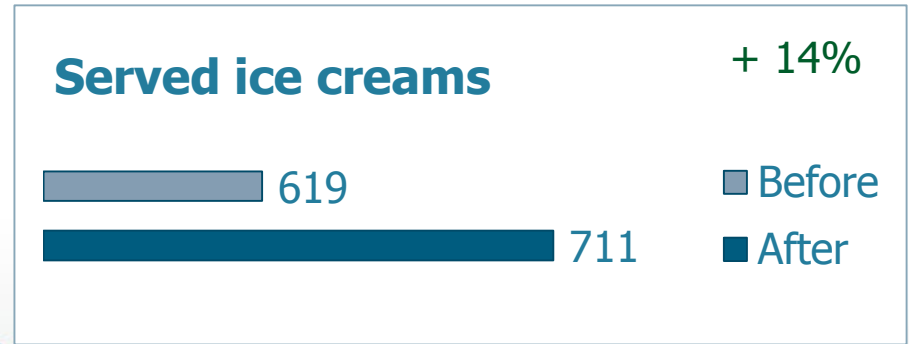
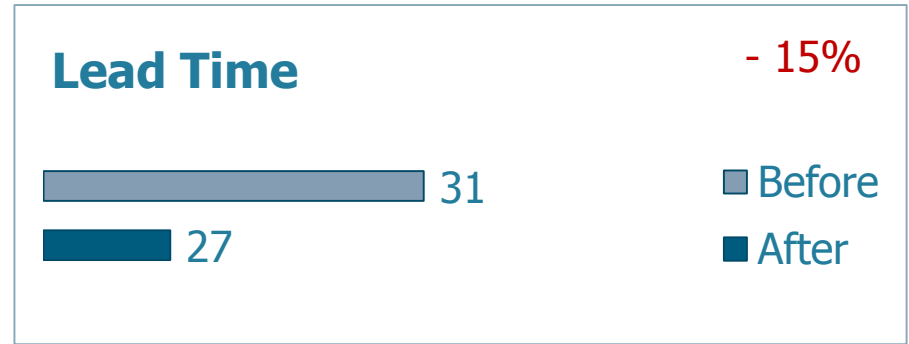
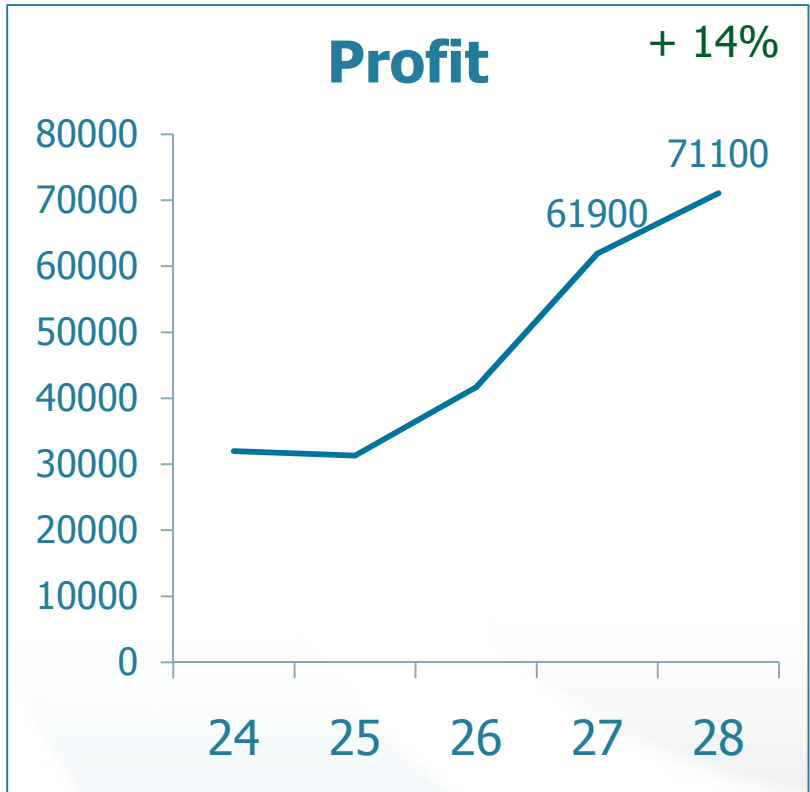
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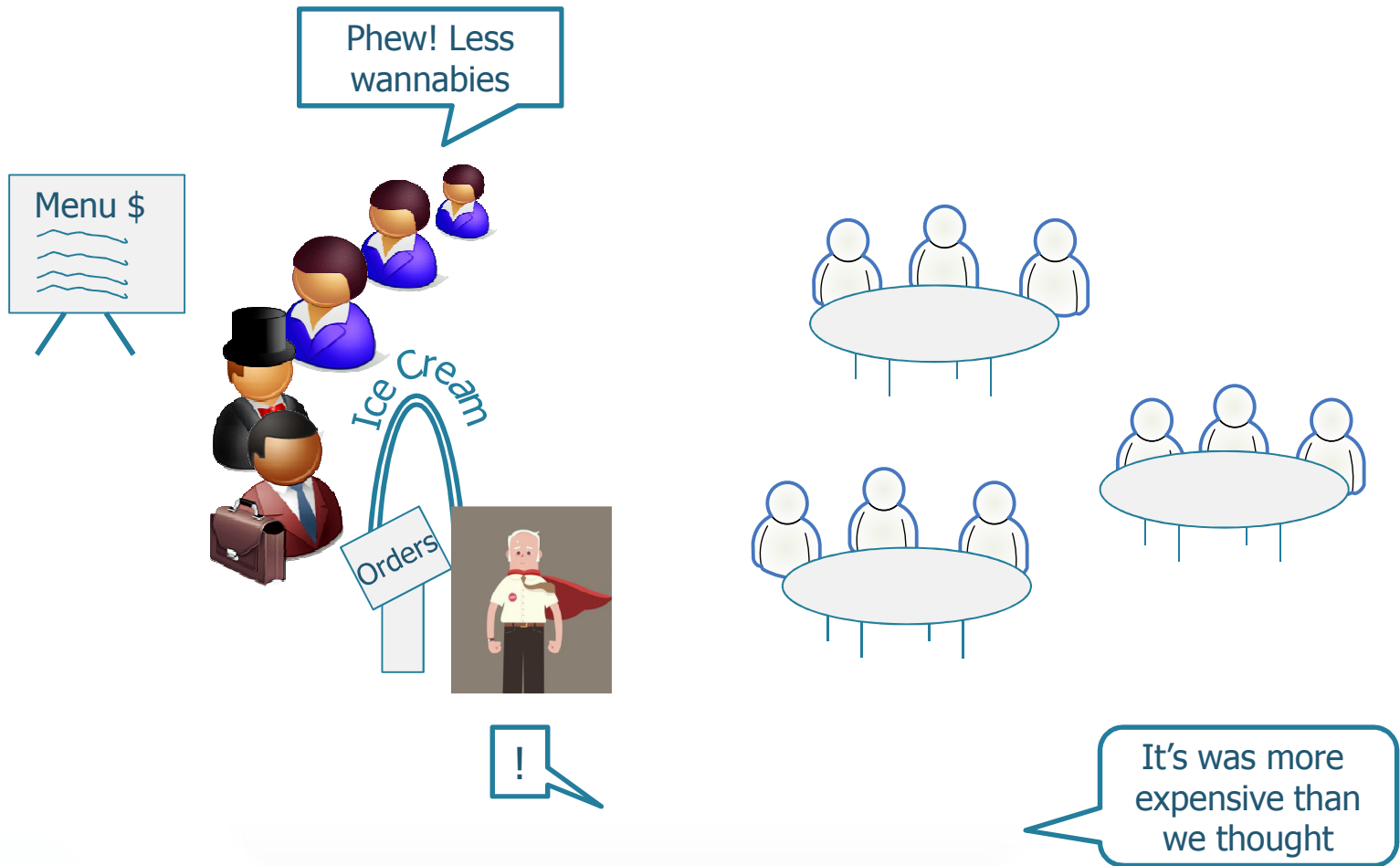
10 min
↓
6 min



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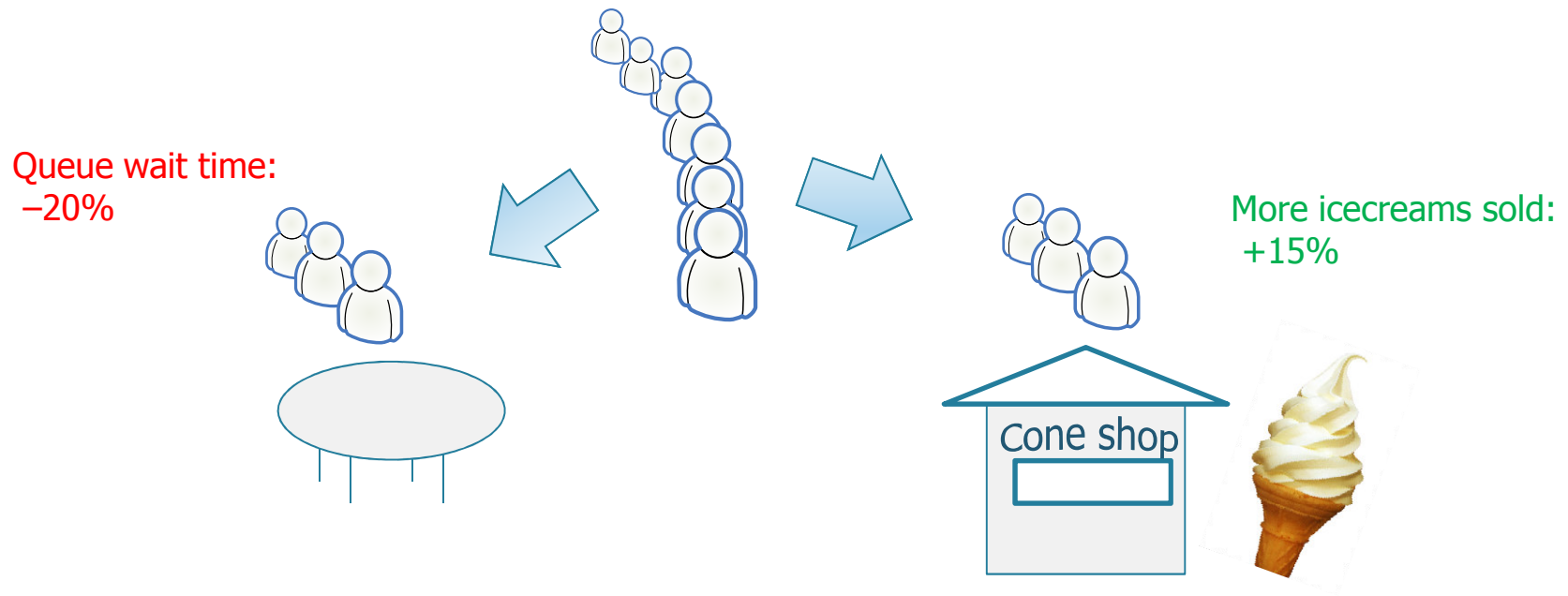


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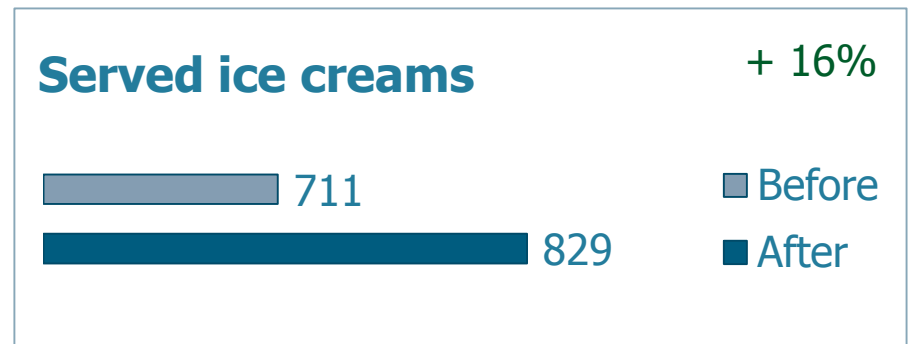
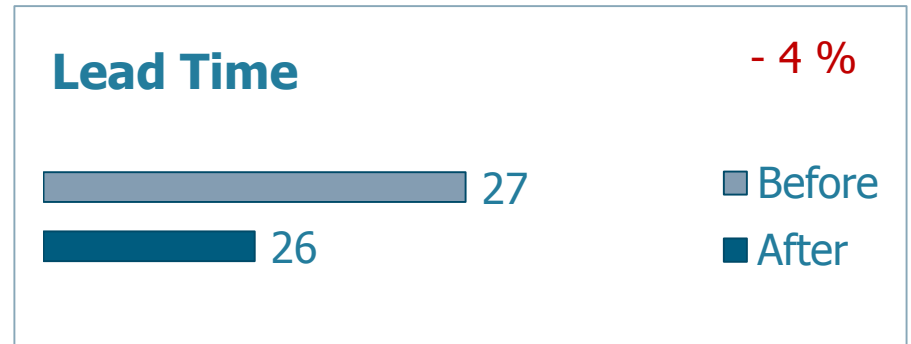
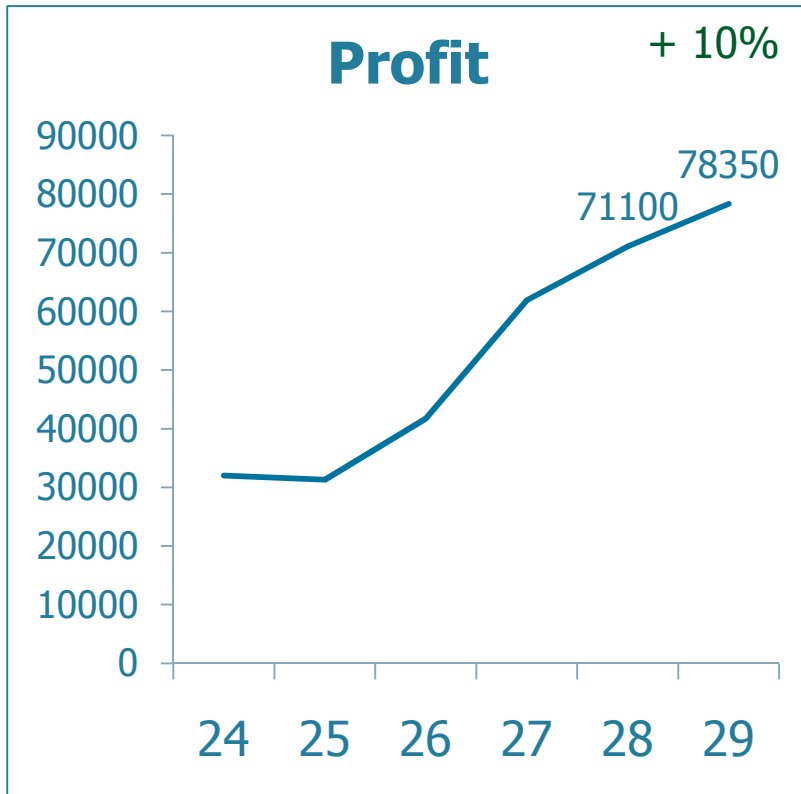
Setting up a cone shop

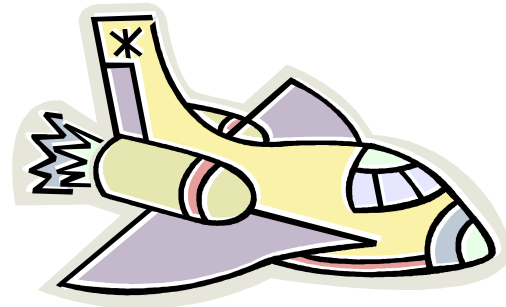


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Let's playback – what happened?

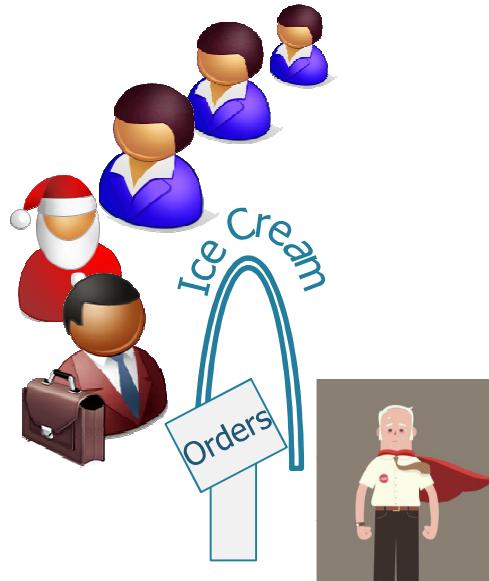
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Hold back demand until you are ready



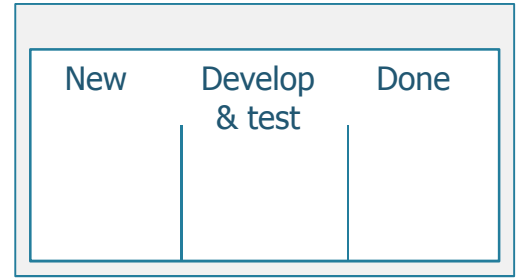
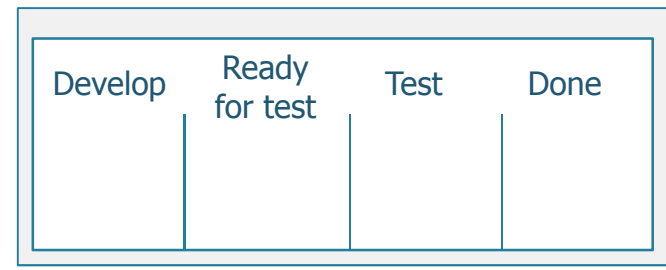
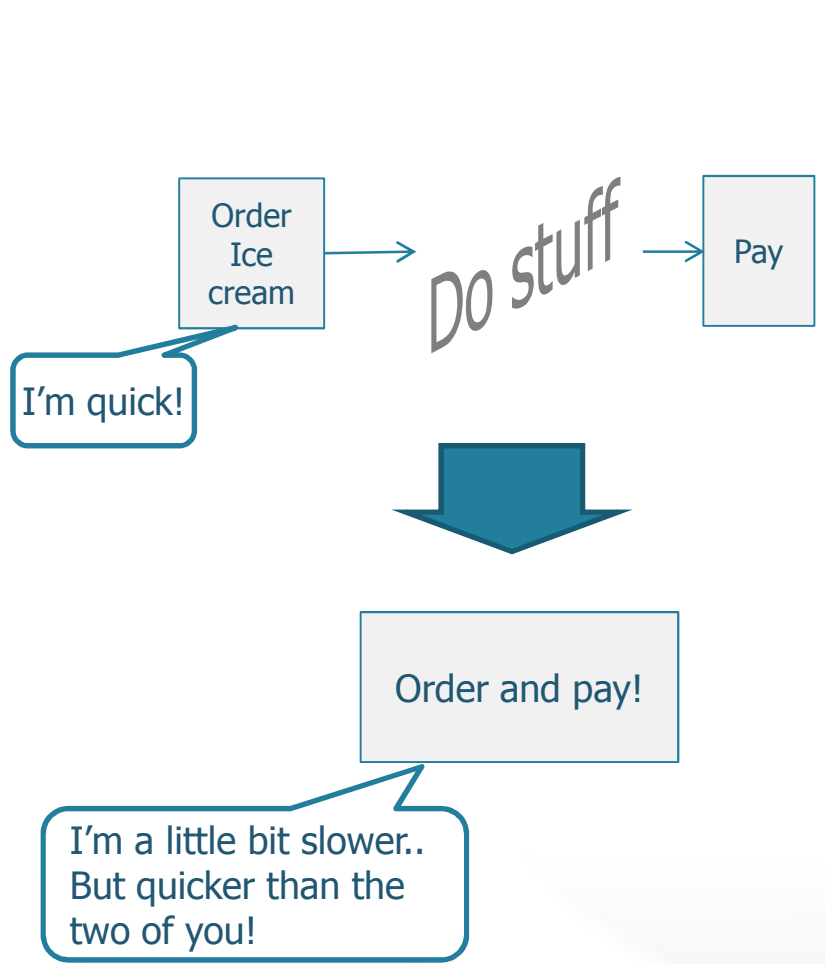
- Tools:
- Limit WIP
 - Sprints
 - Ready checklist

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Grouping activities "all at once"



Tools: Cross functional teams
Automated testing
Supplier colocation

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Optimize the bottleneck



First rule of bottlenecks:

➔ Find it

Then, in order..

- ✓ Utilize it (Exploit)
- ✓ Leverage (Subordinate)
- ✓ Improve (Elevate)

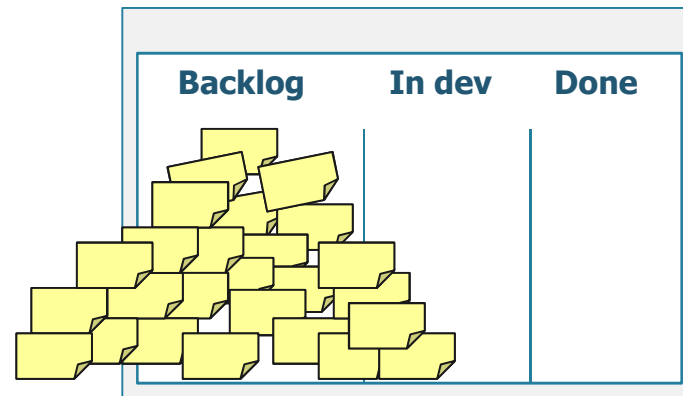
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Not treating all demand the same



Tools:

- ✓ Train upstream teams
- ✓ Help them filter demand
- ✓ Give them tools to do their job well

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Three ways to filter your demand

"Simplest possible":

- ✓ What should be here
- ✓ What shouldn't be here

"Using customer glasses":

\$\$\$

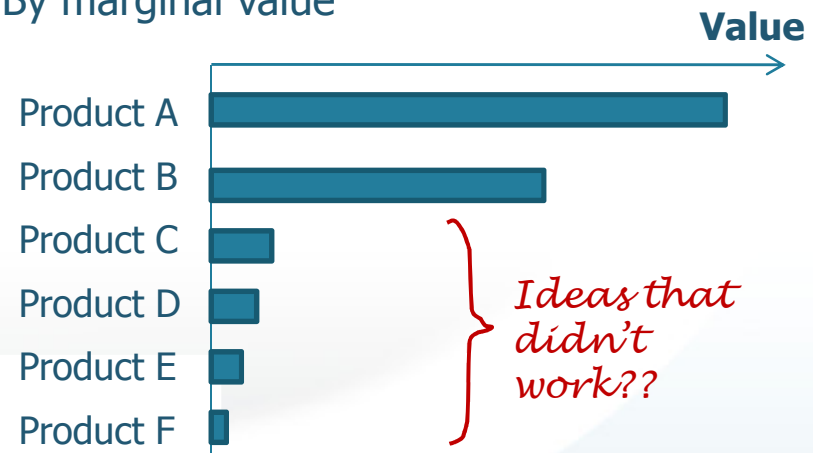


Value demand



Failure demand

"By marginal value"

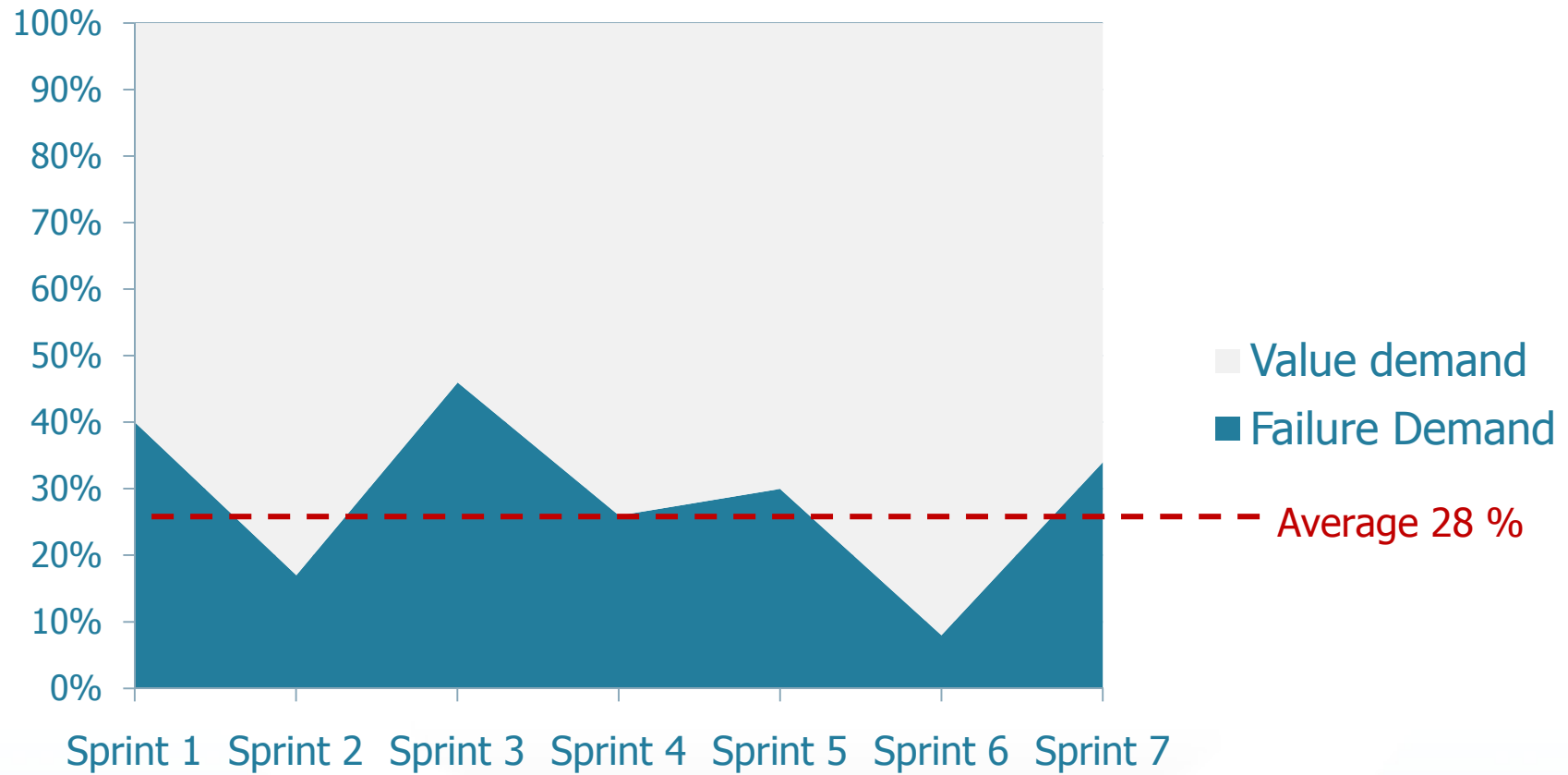


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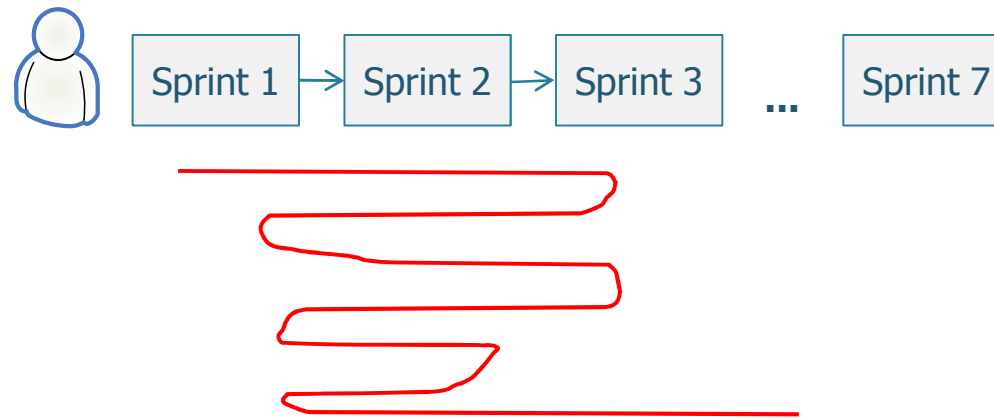
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Not all flow is golden



Why quality matters



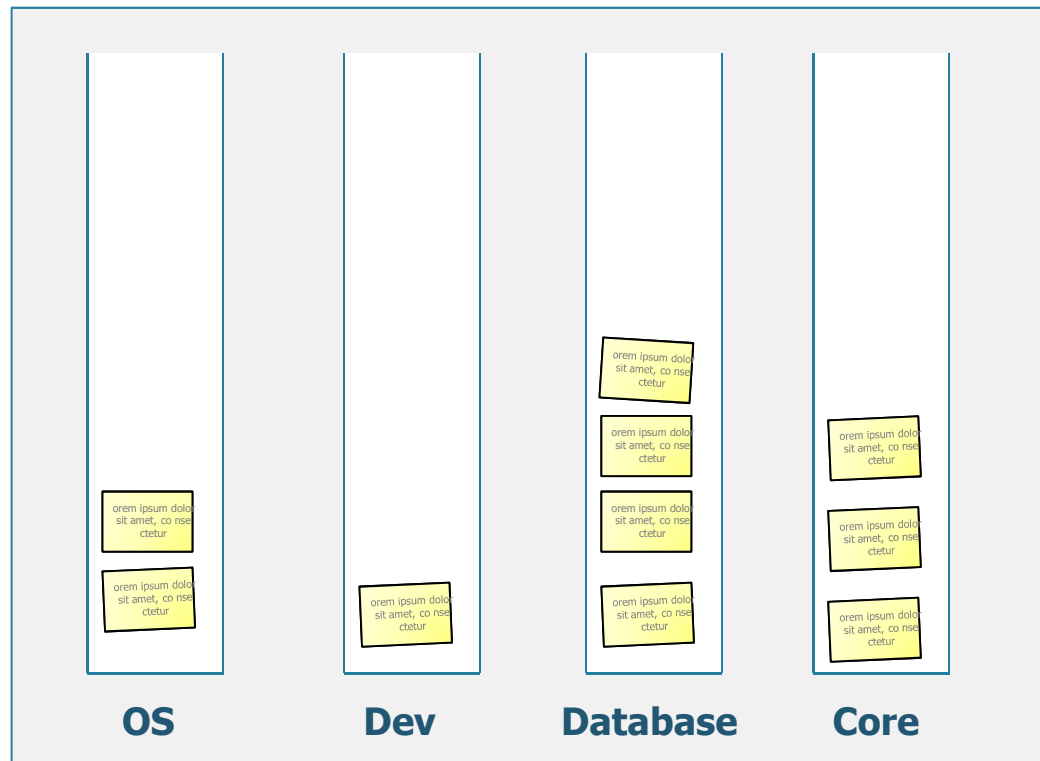
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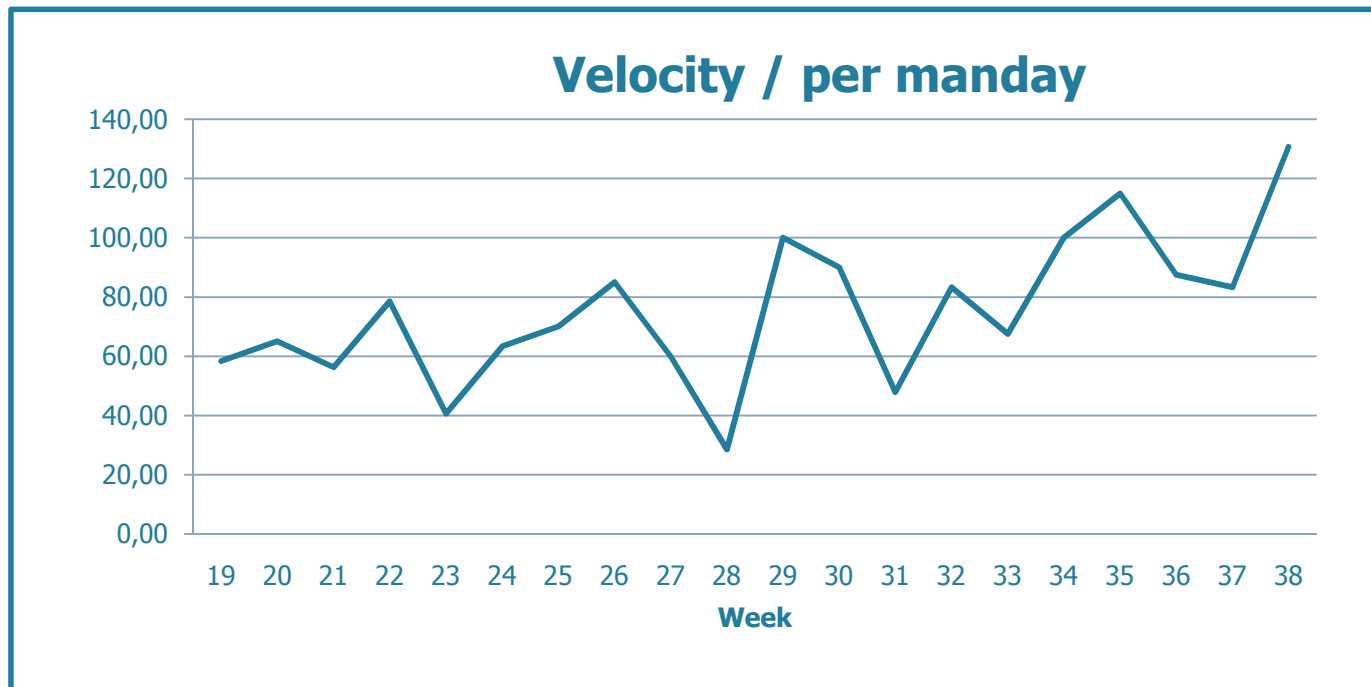


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Finding out what to fix first



It is possible 😊



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Thank you!



For further reading about kanban
<http://www.crisp.se/kanban>
<http://www.limitedwipsociety.org>

10 Kanban board samples:
<http://blog.crisp.se/mattiasskarin>

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