

Devopsdays'09

INTRODUCING KANBAN IN OPERATIONS

2009-10-31

Mattias Skarin



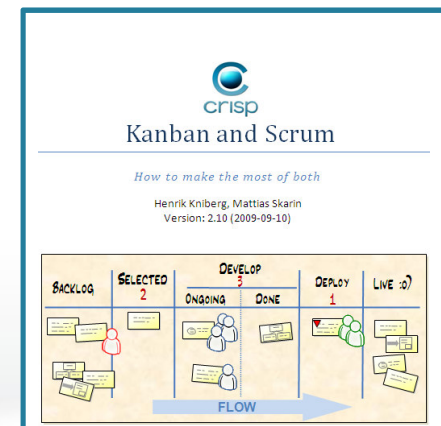
Who am I

mattias.skarin@crisp.se

Help organisations succeed with software



Book: "Kanban and Scrum –
how to make the best of both"

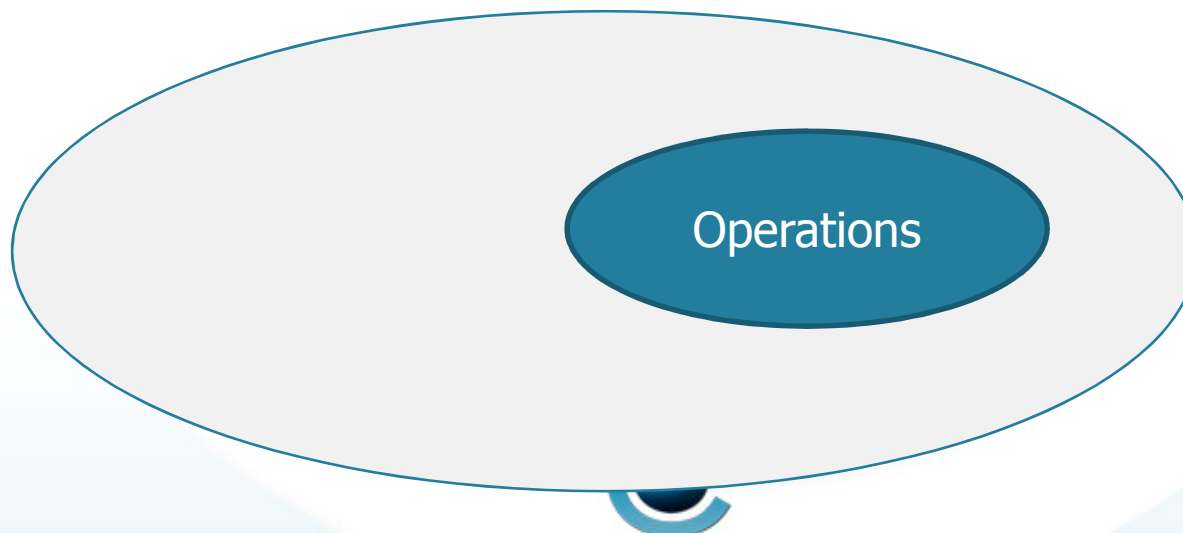
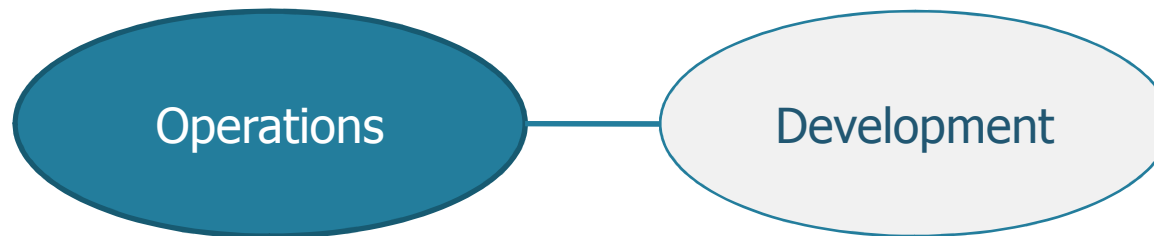
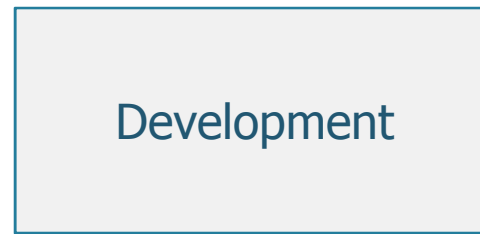
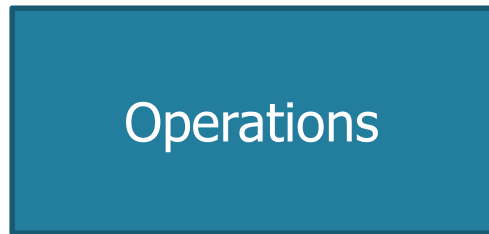


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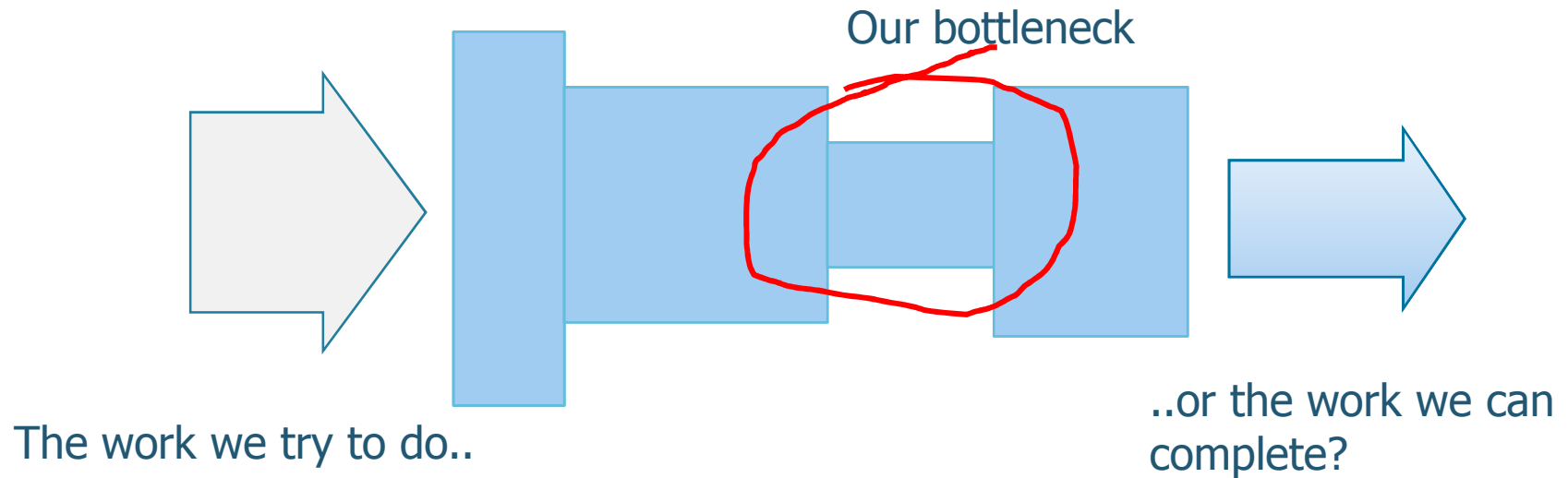


Questions & challenges

- **Can technical operations be viewed as a flow problem?**
- **Is it possible to get team work benefits in a field with high specialization?**
- **How well can continuous improvement be deployed in operations?**

Flow

What matters?



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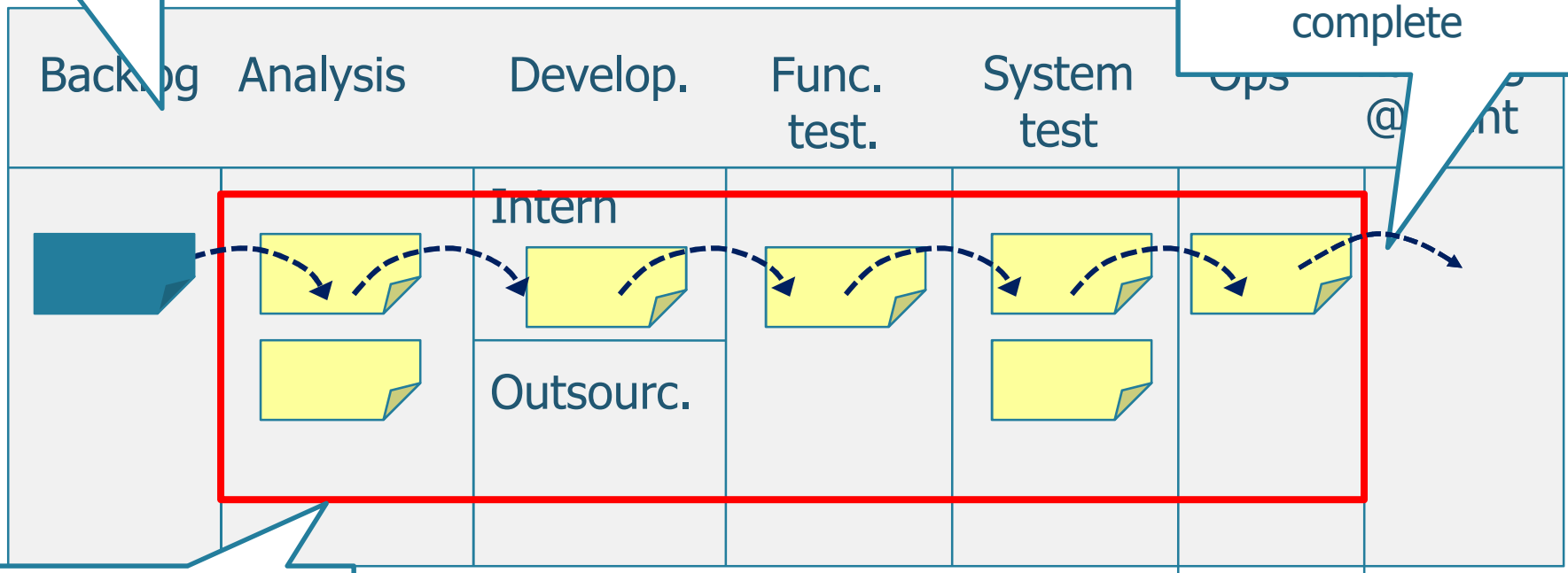


What is Kanban?

1. Limit Work In Progress
2. Only start new when last item was complete
3. Balance demand against throughput

Only start new ..

..once last item is complete



"Work in progress"
limit

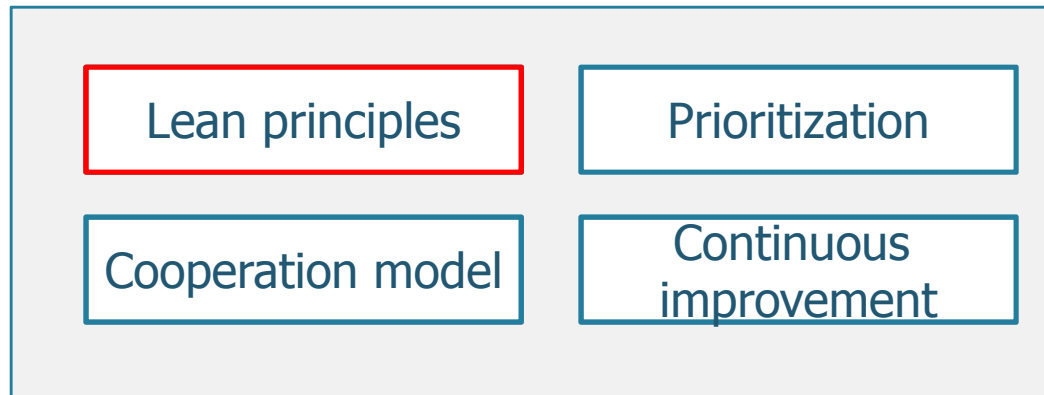
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A view on Scrum?

Standardized package



Nature of technical operations



Nature of demand

Operations

Interrupt driven
Specialized issues
Uneven
Highly interdependant

Software

Focus time
Shared work
Continuous flow
Answers to themselves

Run Scrum?

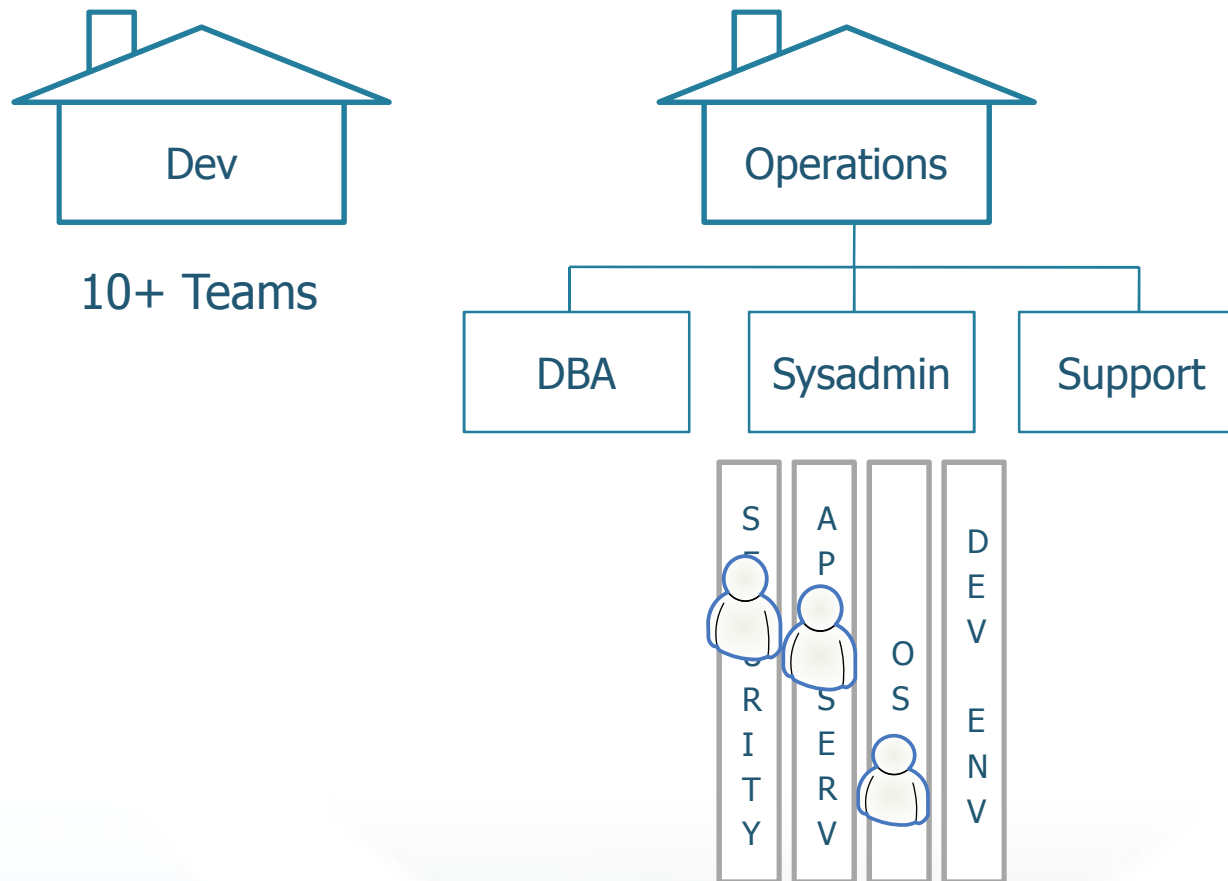
No! We have a different problem

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The case



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"Us"
(tech ops)



"Them"
(development)



"Why aren't you using the existing platform advantages?"

"Let's make release work easier"

"We are hurt by your bad quality!"

"will but no way.. getting help is heavy"

"very competent when it comes to infrastructure"

"projects takes too long"

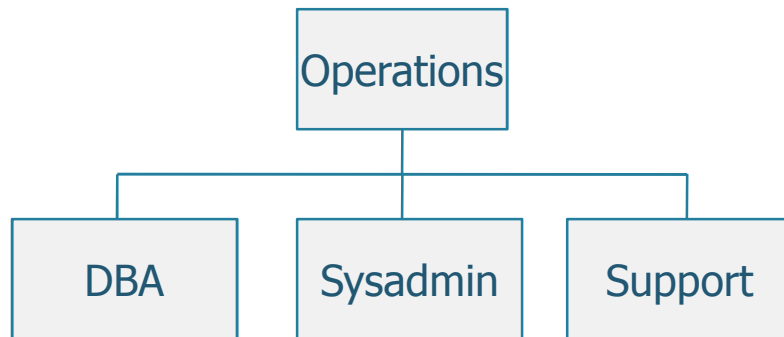
"They" ought to change

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Asking the right questions



"How can we improve?"

"What can we learn from Agile?"

How we got going

1. Why do we want to do this?

Work closer with product development

Tell end customer when we can deliver

Management can shift focus from the imminute stuff

Better opportunities of growth and teamwork

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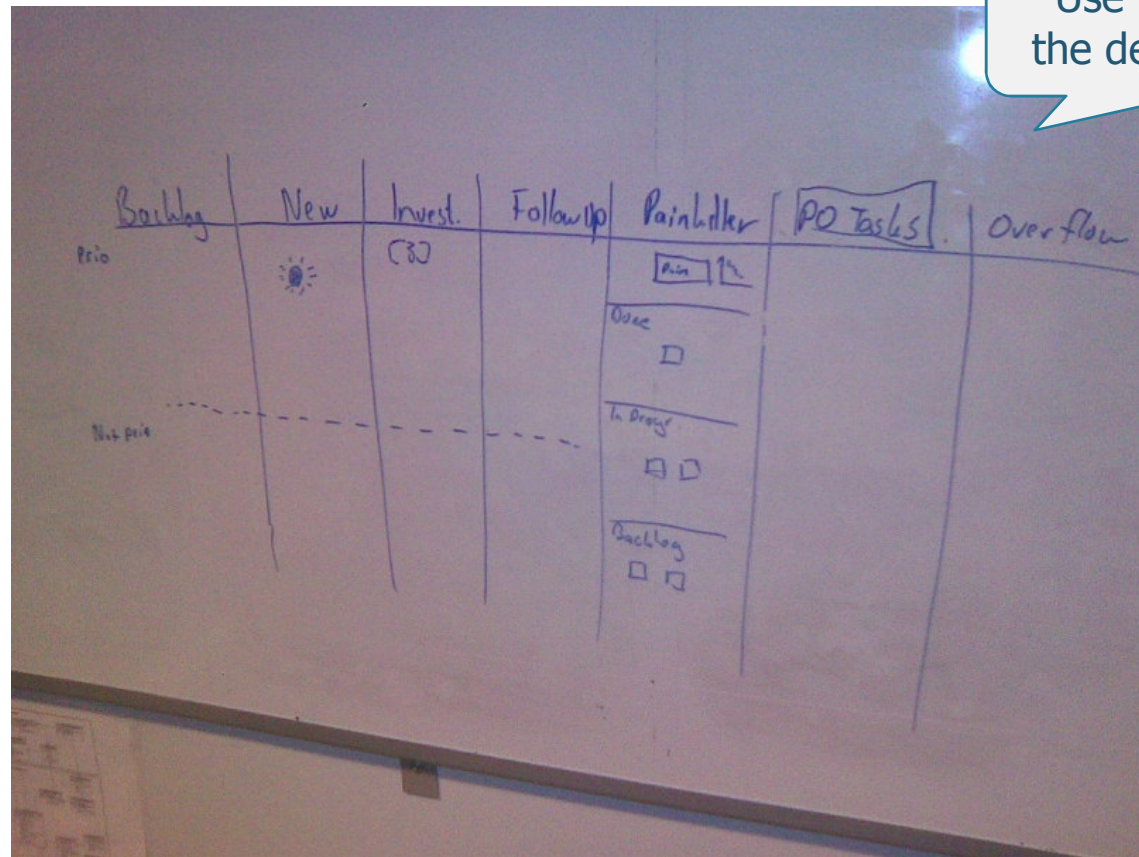


3. Meet stakeholders

- **Upstream**
- **Downstream**



4. Sketch/review some potential kanban designs



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4. Get going!



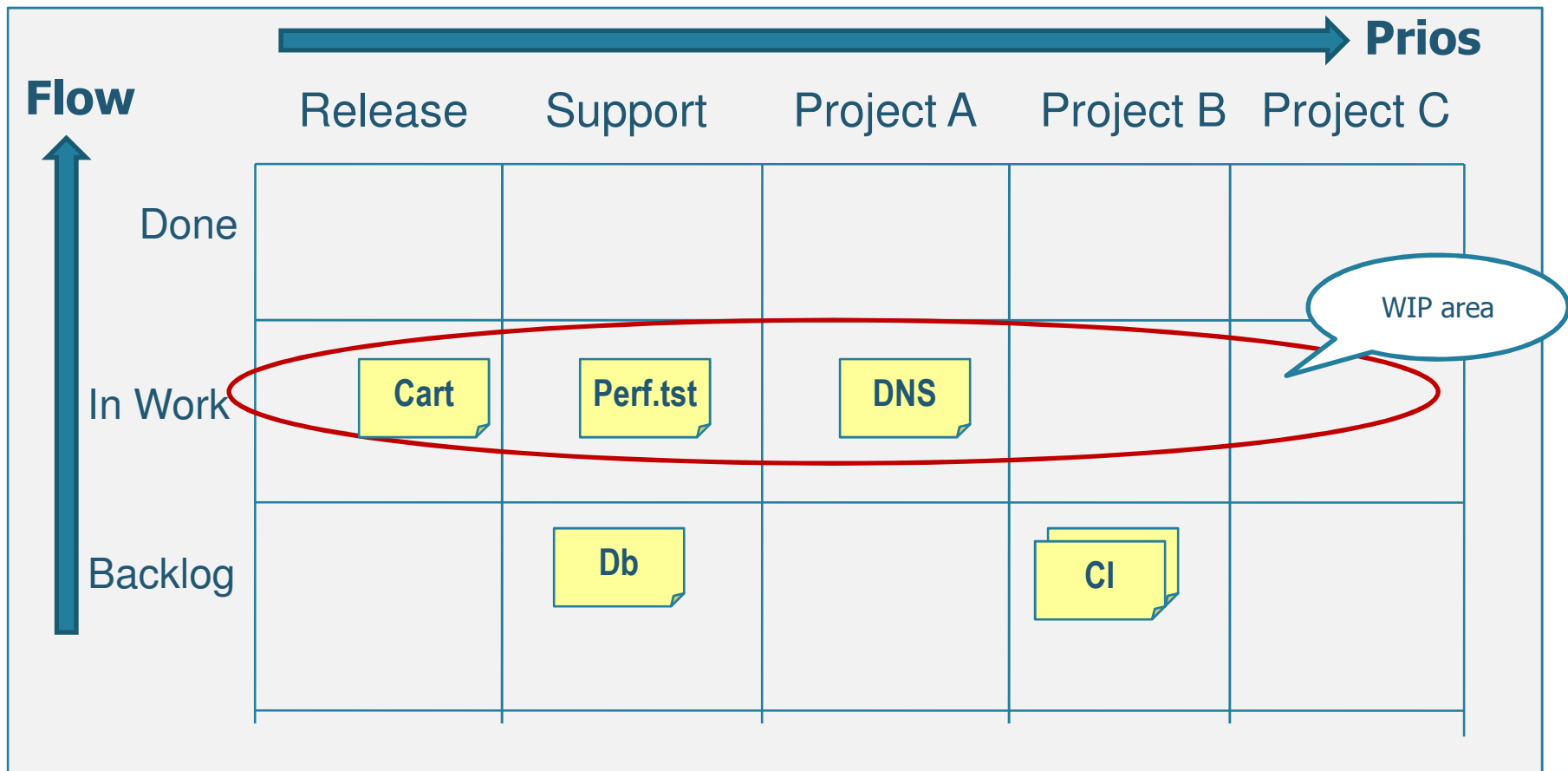
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Keep managers involved :)



The first board

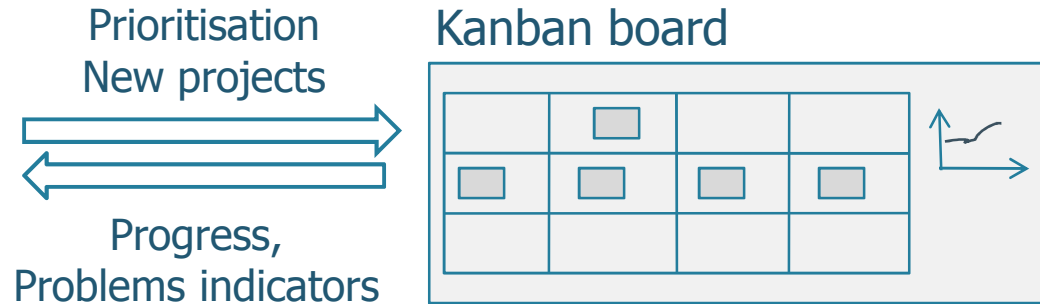


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How did the work work?



- Keeping priorities updated
- Tell why
- Problem solving

How & when to do the work
Add own stories (up to 2d)



Team

- Weekly
- Breakdown of new projects
 - Continuous improvement

45 min

- Daily
- Standup
 - Blockers in flow?

5 min



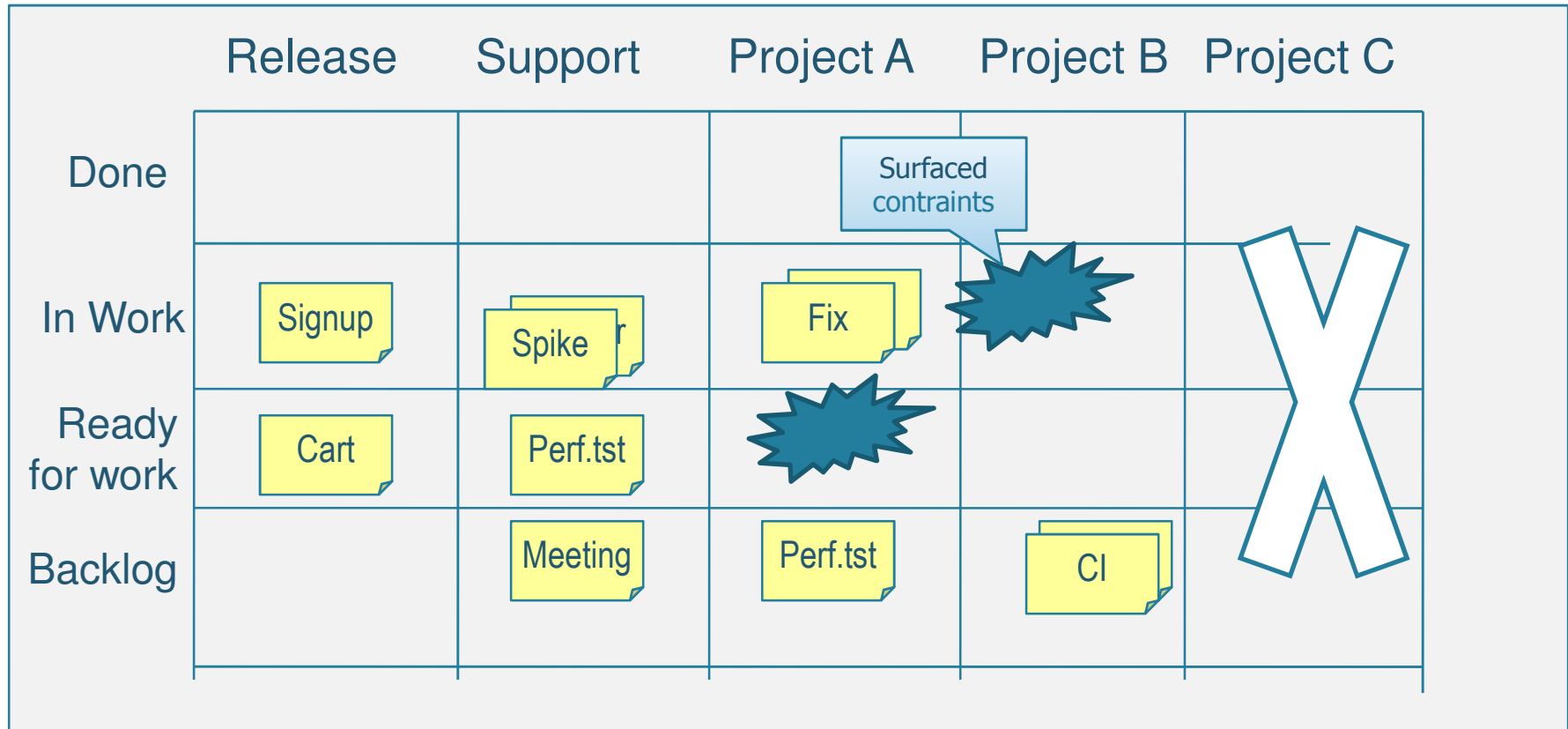
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Learning

- ① Fewer projects ② Flow redesigns ③ Surfacing of constraints



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W1310

W1310

W1310

W1310

The Sprint cycle
prod. version 2.0

W1310

W1310

W1310

W1310

PROJECT

RELEASE

SUPPORT

UNPLANNED

3.10.10
11.10.10

DONE

WORK
IN
PROGRESS

BACKLOG

RELEASE
15 Oct

W1310

W1310

W1310

W1310

W1310

W1310

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W1310

Evolving teamwork

Nothing beats just
doing it, sharing tasks
in everyday work



Team charter



We value:

- Respect the board
- Respect work someone else started

We will hold each other accountable for:

- Avoiding being straight
- When ideas are rejected without consideration



Beyond stable

REFINED CONCEPTS

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One sysadmin per team

Before



After



Two approaches to planning

Before planning

Do we understand what is needed well enough to draft a solution?

Project A



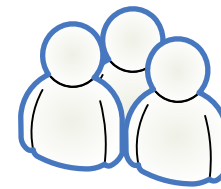
Senior dev



Manager

At planning

- Recheck solution
- Breakdown to tasks



On senior and one junior

Project A



Breakdown to tasks



Project B



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Doing continuous improvement

.. nothing fancy just..

Solve 1 pain
per week



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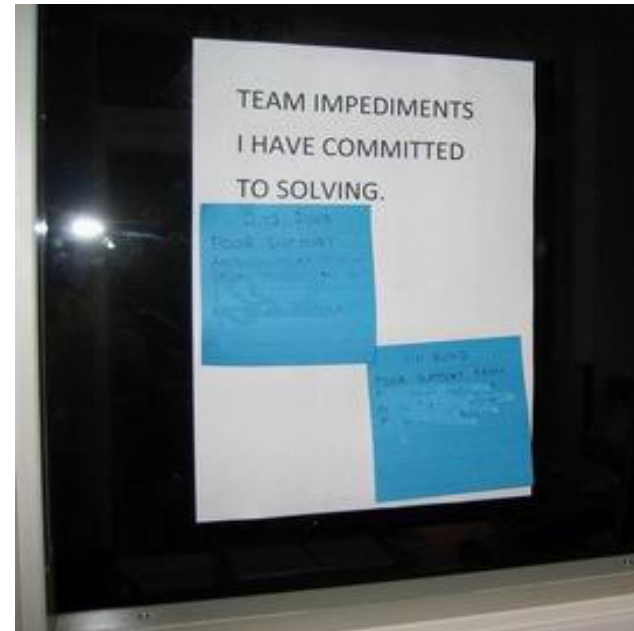
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Addressing causes outside team

- Manager have two slots at any single point of time.
- If both are full, you can add a new one as long as you remove the less important one.
- Team decides when issue is solved.

Managers door



.. and his managers door..



DID WE GET SOMEWHERE?

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3 months later

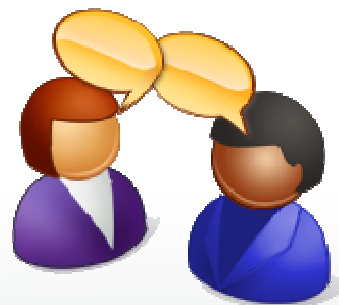
Sysadmins awarded "best performing team"

"Miracles have happened to the sysadmin team. The incident we had on yesterday was earlier something that required several phone calls and took usually hours or even a day to resolve. Typically I had to call the manager to get things moving forward.

Now I feel that it's unnecessary to raise this kind of small things as impediments"

-- Test Lead

4 months later..



Development opens support for production disturbances



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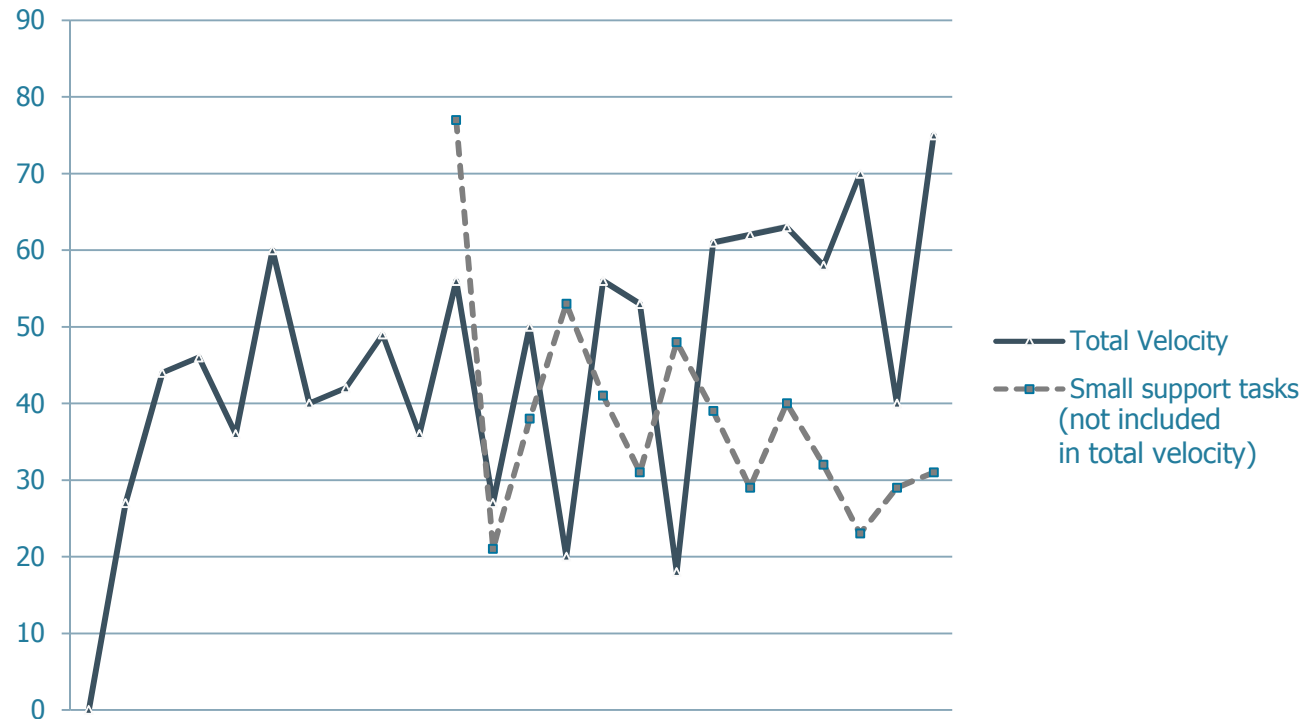
What didn't work?

Burndown charts for projects smaller than 1 month

Estimations – rarely needed

Incremental improvements on higher level

DBA Team Velocity



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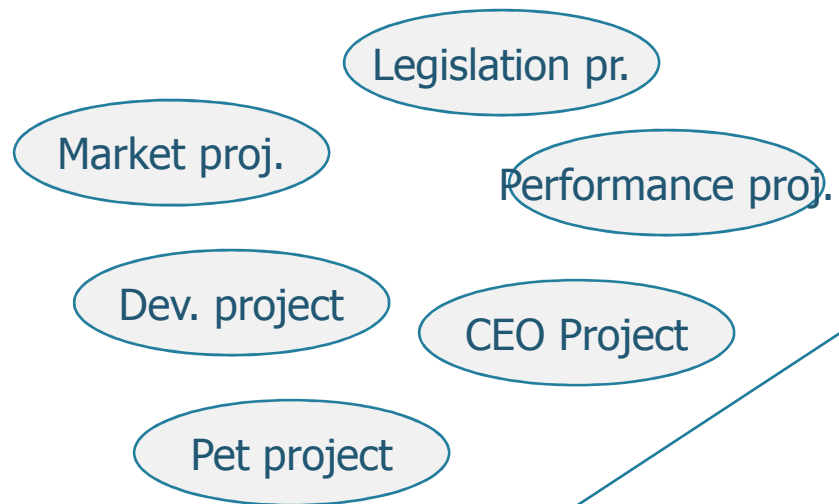
OBSERVATIONS & LEARNINGS

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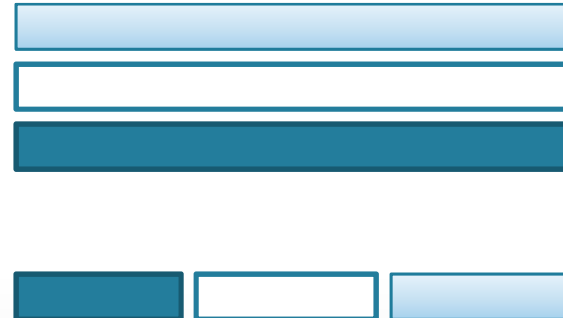
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Many projects..



.. leads to long delivery time

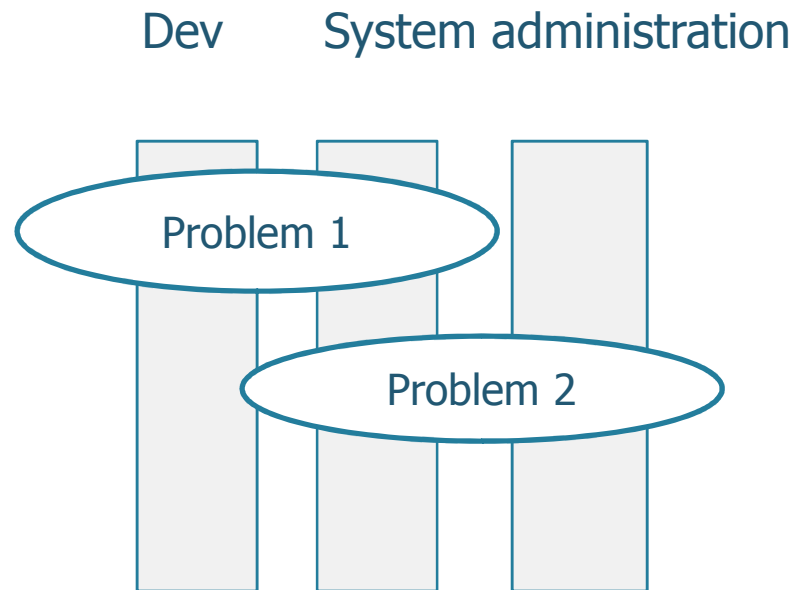


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Problems know no organisational boundaries



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e pr

Away

Invest.
[3]

Follow Up
[5]

Painkiller

PO Tasks
[2]

Overflow
-notified!

$$[0]$$

Done

In progress

Open CMS
payments
pga helgens
Patch release
WS - 1/16/20

Backlog

High Prio

The rest

Rapport
habitat training
Sql

RUEI
projektet

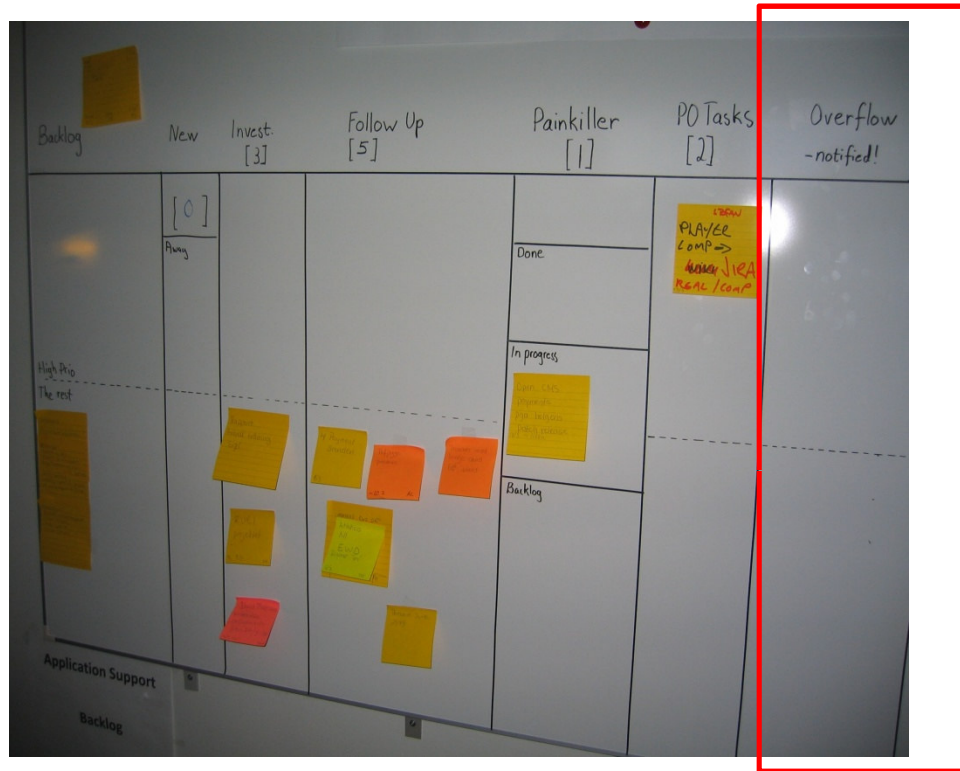
David Mallory
understand
enjoyment
from 1978 to
1980

Prostors med
bingo chat
1st island

PLAY/ER
COMP →
with JIRA
REAL /COMP

Application Support

WIP overflow can be handled



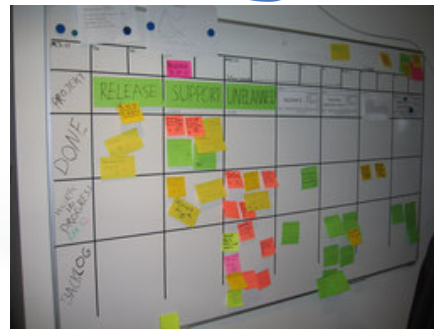
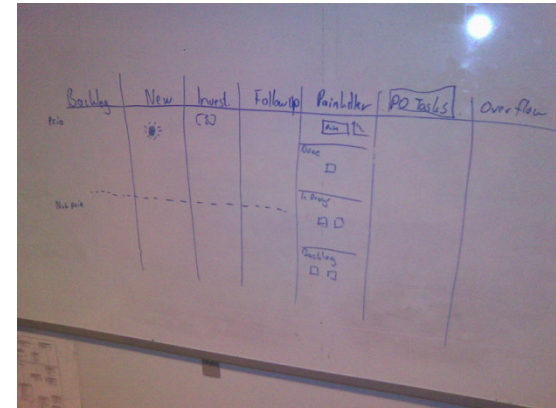
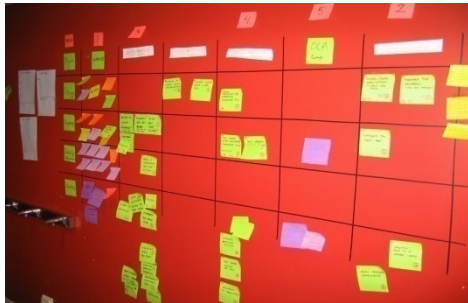
But quality is the long term cure..



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Why is each board different?



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Lookback

- **Can technical operations be viewed as a flow problem?**
- **Is it possible to get team work benefits in a field with high specialization?**
- **Can continuous improvement work in this environment?**

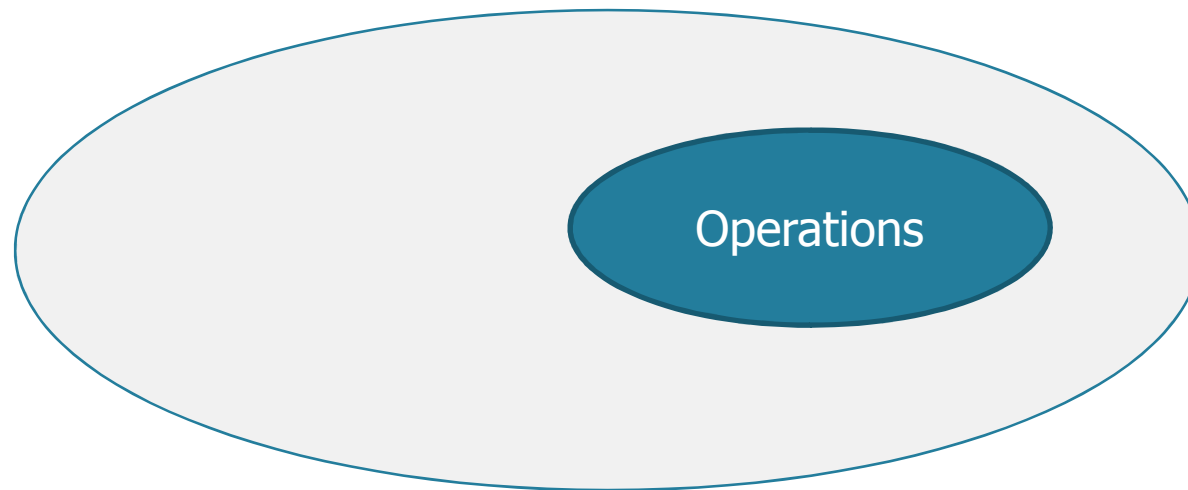
No magic involved

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Today



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Thanks for listening!



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