

How To Train to Kanban

How to consistently get the value promised
by the Kanban method?

The design principles behind the Kanban Kick-start Field Guide

Lean Kanban France 2017

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About Christophe

- French
- Living & working in Sweden
- Lean/Agile Coach since 2007
- Applied Kanban since 2009
- Coached 70+ teams using Kanban
- Author of "The Kanban Kick-start Field Guide"
- Brickell Key Award 2016

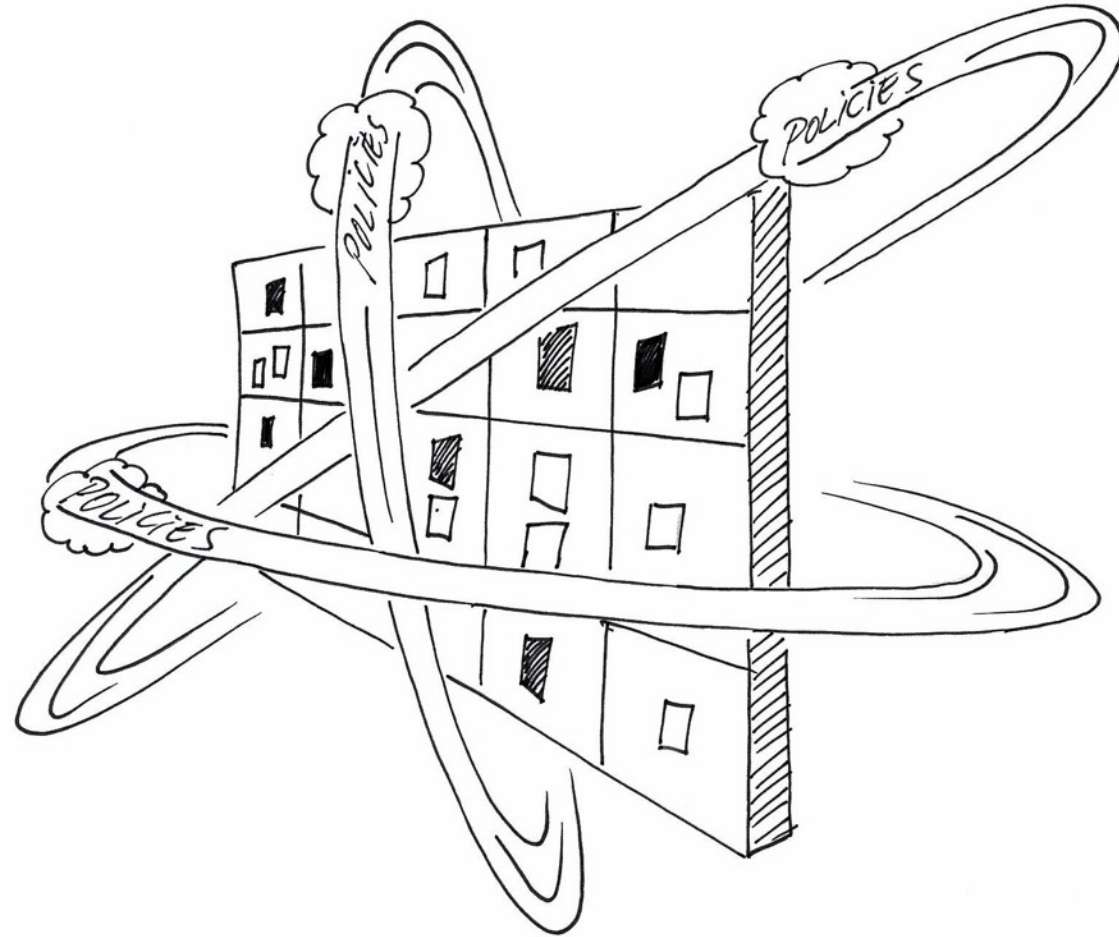


Some Kanban Stories out there...

- *"We use Kanban because it has less meetings than Scrum, so we are more efficient."*
- *"We use Scrum because Kanban was too slack, now the sprints force us to have much more focus than Kanban."*
- *"We tried Kanban but it didn't work for us: we ended up with too much on our board to manage properly."*
- *"We could not limit our WIP because our manager pushed new stuff on our board."*
- *"Kanban is only for maintenance!"*

The Curse of the Kanban Method

- Kanban is tricky training material!
- It appears **deceptively simple**
*"Ha! I get it! Stickies on a wall!
What could possibly go wrong?"*
- But, it has **deep counter-intuitive**
elements that are challenging to
put in place in mature org.
*Pull, WIP limits, help each other's
cross boundaries*



When you Get Value from Kanban...

- **Team gets value:** *"Everything is much more Zen now! We deliver at least as much, without the constant stress."*
 - Sustainable pace & improved focus
- **Business benefits realized:** *"Our customers stop screaming at us, for the first time in years we start delivering on time!"*
 - More business value delivered faster
- **Strategical benefits realized:** *"We identified new needs and could deliver a new service right away, in parallel with the rest"*
 - Stay competitive and adaptive in the long run by identifying and exploiting new possibilities

A person with long blonde hair, wearing a blue shirt and a watch, is sitting at a desk and writing in a spiral-bound notebook with a black pen. To the left of the notebook is a white ceramic coffee cup on a matching saucer. The desk is cluttered with various items, including another notebook and a pen. The background is blurred, showing what appears to be a workshop or office setting with other people and furniture. The overall lighting is warm and slightly dim, creating a focused and professional atmosphere.

Great Kanban training is key
to delivering better
Success Stories

Agenda

- Why Kanban training matters?
- What I've learned training 70+ teams
- Training for consistent/solid value
- Training for "High Performing"



What I've Learned Training 70+ Teams

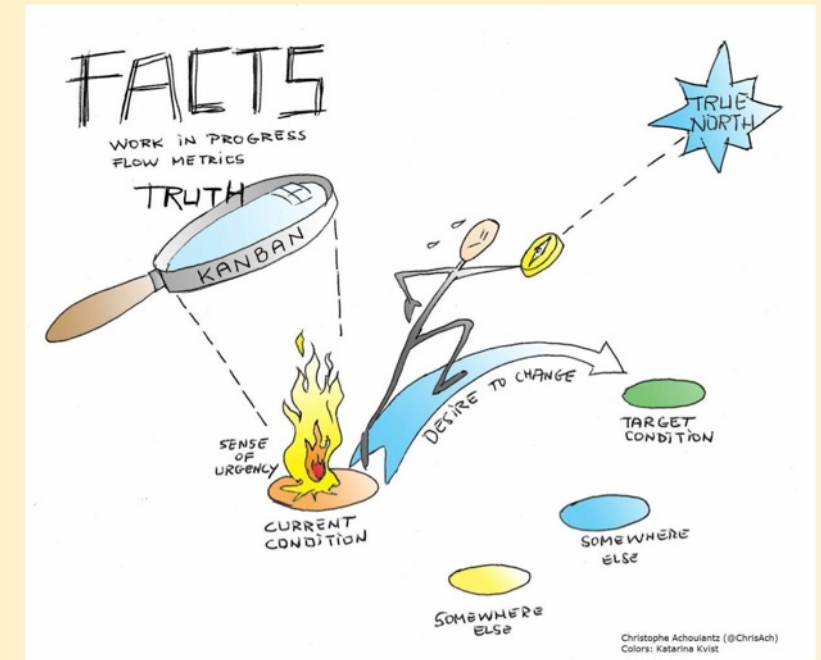
Some Observations and Insights that are the backbone of the
Kanban Kick-start model

My Kanban Training Story

- 2010-2014 Introducing Kanban to Sandvik IT
- Training 70+ teams
- Many teams, little time with few coaches
- The model: The Kanban Kick-start, specified in "[The Kanban Kick-start Field Guide](#)"
- Sandvik IT's story on InfoQ:
 - <https://www.infoq.com/articles/kanban-Sandvik-IT-1>
 - <https://www.infoq.com/articles/kanban-Sandvik-IT-2>
- Presentation at Lean Kanban Central Europe 2011:
 - <https://www.lean-kanban-conference.de/what-happened-2011/igniting-change/>

The Kanban Kick-start Field Guide

Create the Capability to Evolve

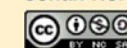


Sandvik IT

Version 1.1 (20131125)

Christophe Achouiantz - Lean/Agile Coach - [Sogeti](#) (@ChrisAch)

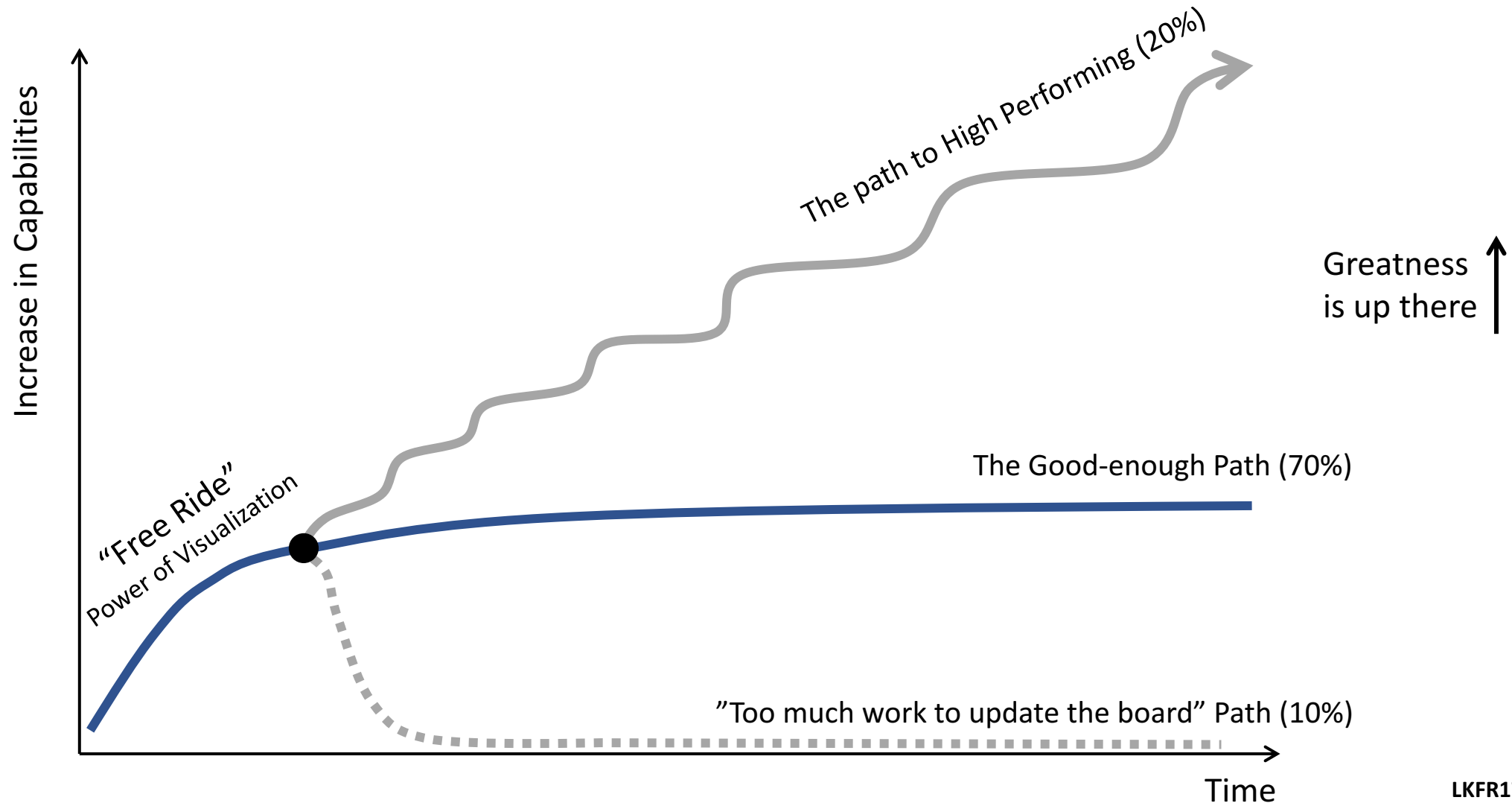
Johan Nordin - Lean Coach - [Simplify Change](#) (@JohanNordin)



A scenic view of a mountain range at sunset or sunrise. The sky is a mix of orange, yellow, and light blue. The mountains in the background are layered and hazy, with a blueish tint. The foreground shows a dark, forested mountain slope.

Behaviors Observed

Typical Teams Behavior after Training



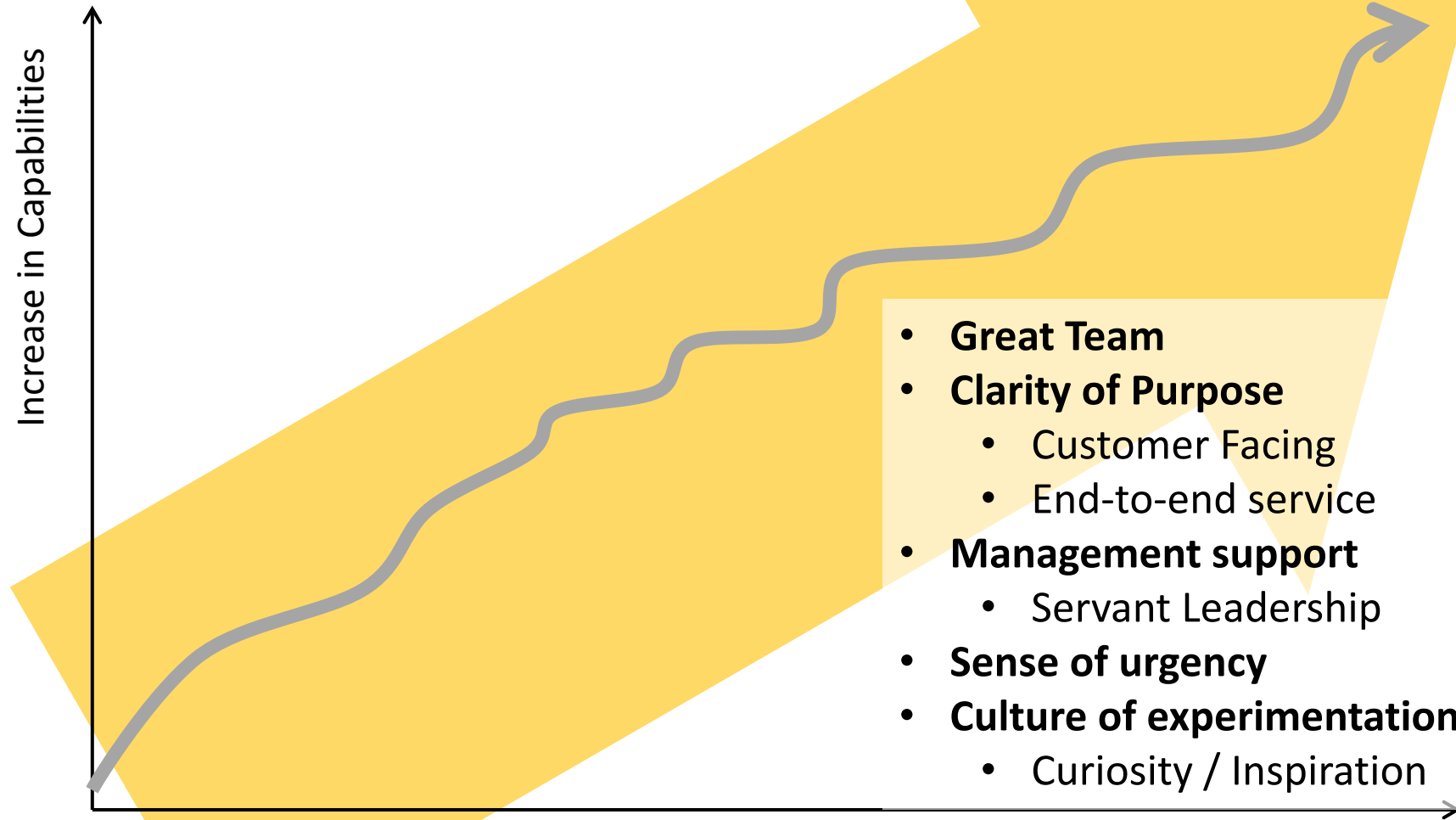


All Kanban implementations will degenerate into "stickies on a wall" and die...

What the second law of thermodynamics mean to Kanban

The "High Performing" Forces

High Performing



- **Great Team**
- **Clarity of Purpose**
 - Customer Facing
 - End-to-end service
- **Management support**
 - Servant Leadership
- **Sense of urgency**
- **Culture of experimentation and learning**
 - Curiosity / Inspiration

Time

The Dream Scenario for Kanban Training

- A *cross-functional* (business & IT) *end-to-end* **service team** that is *customer facing* with good *management support*, a *clear purpose*, and clear *sense of urgency* can **quickly** reach "High Performing".
- Be prepared that **for anything else, it will be a struggle...**



Some Insights

How I understand Kanban, and how I think it impacts Training

A top-down view of a person's hands working on a wooden desk. The person is sketching user interface designs on several sheets of paper. A black smartphone is placed on one of the papers, displaying a home screen with various app icons. The sketches include wireframes for mobile devices, lists, and other UI elements. The person is using a yellow highlighter and a pink marker. A container of various colored markers is visible on the right side of the desk. The overall scene suggests a creative and iterative design process.

Developing a Kanban system is like developing a product

You have least information at the beginning, when the context is still fuzzy.

A close-up photograph of a child's hands drawing a Kanban board on a piece of paper. The child is using a red pencil with white polka dots. The board is divided into columns with orange numbers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100. The child is also drawing a small diagram with a yellow star and red dots. The background is a wooden desk with other colored pencils.

A Kanban system must provide learnings to improve itself

Kanban is a catalyst for continuous improvements.


A vintage world map with a compass rose in the top right corner. The map is aged and yellowed, with various geographical features and labels. The compass rose is a circular instrument with a needle pointing towards the top right, indicating North. The needle is silver with a red tip. The compass face is yellow with black markings for degrees and cardinal directions (N, E, S, W). The map background shows continents and oceans with Latin labels. A decorative wreath is visible in the top left corner of the map.

Kanban is best used to first
understand...



... and then *shape!*

In that order!

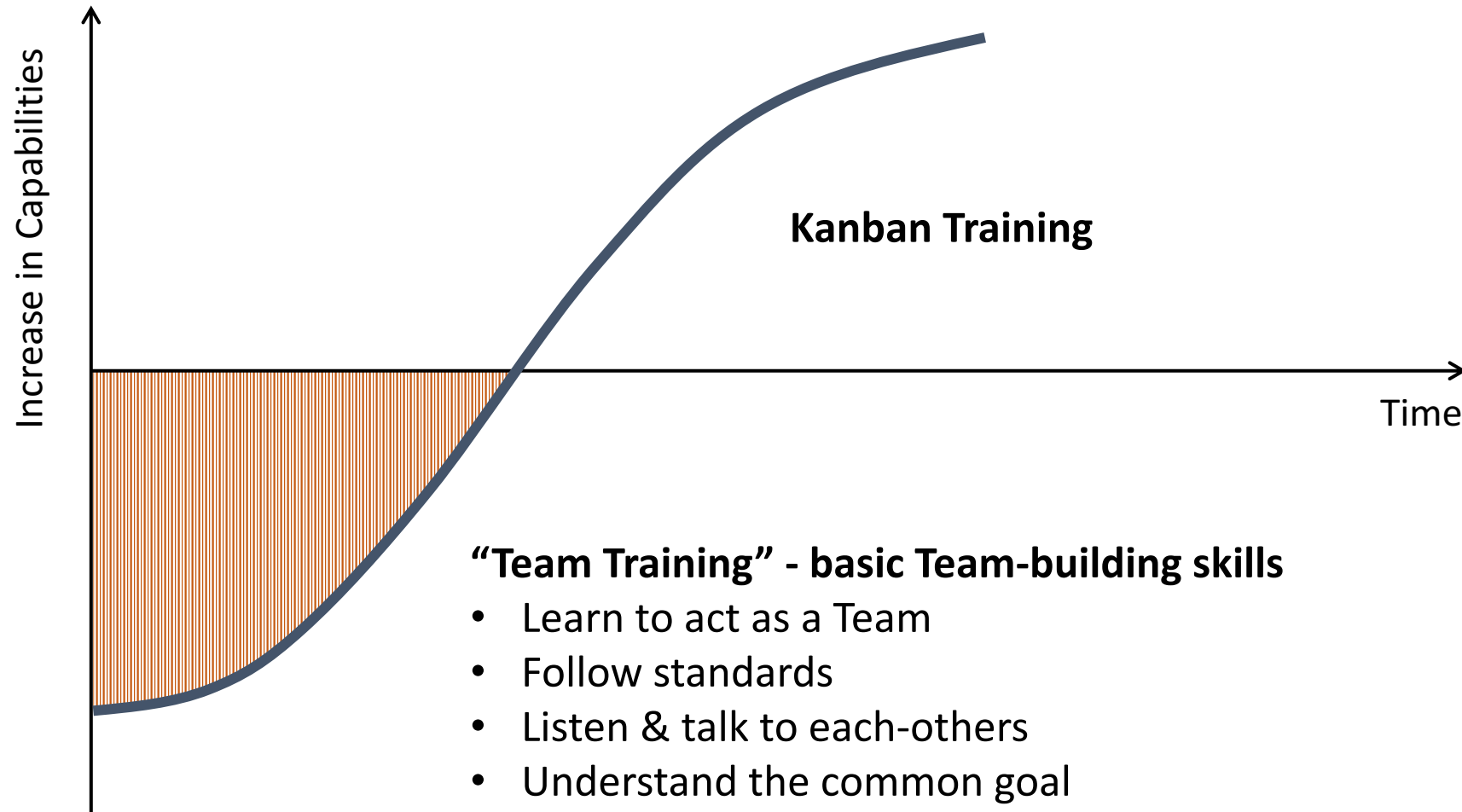


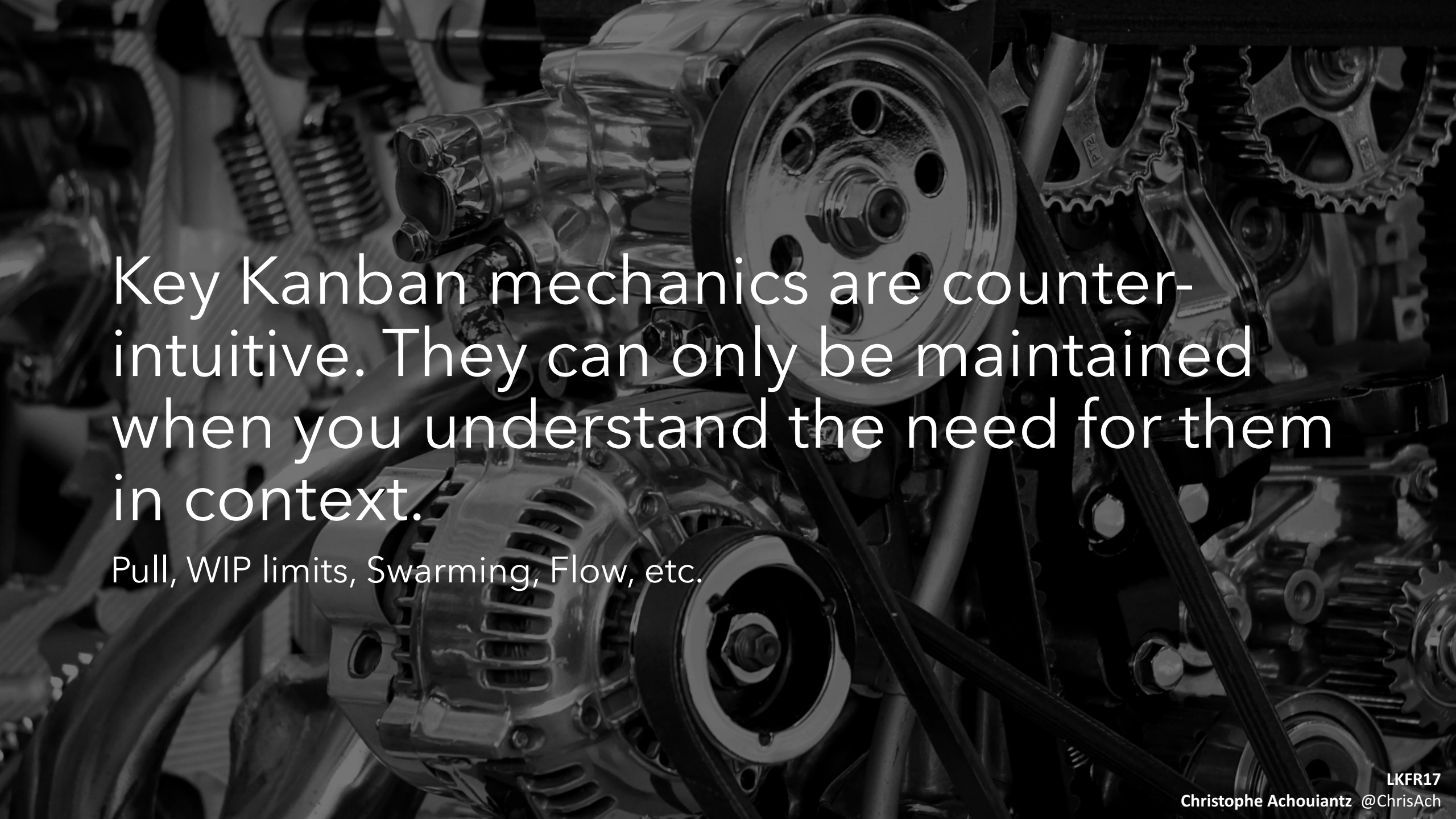
Initial training should not
have the ambition to put
everything in place.

“Start where you are” means low maturity to start with.
A Kanban system needs time to develop until fully realized.

Some Teams start with Large Debts...

It takes time for them to catch up





Key Kanban mechanics are counter-intuitive. They can only be maintained when you understand the need for them in context.

Pull, WIP limits, Swarming, Flow, etc.

A group of young children, mostly girls, are on a green artificial turf soccer field. They are wearing colorful winter clothing like puffer jackets and beanies. Some children are kicking soccer balls, while others are standing nearby. In the background, there is a soccer goal with a net. The scene is outdoors with trees and a fence visible in the distance.

New policies should be introduced
Just-in-time, to match the Team's
maturity.

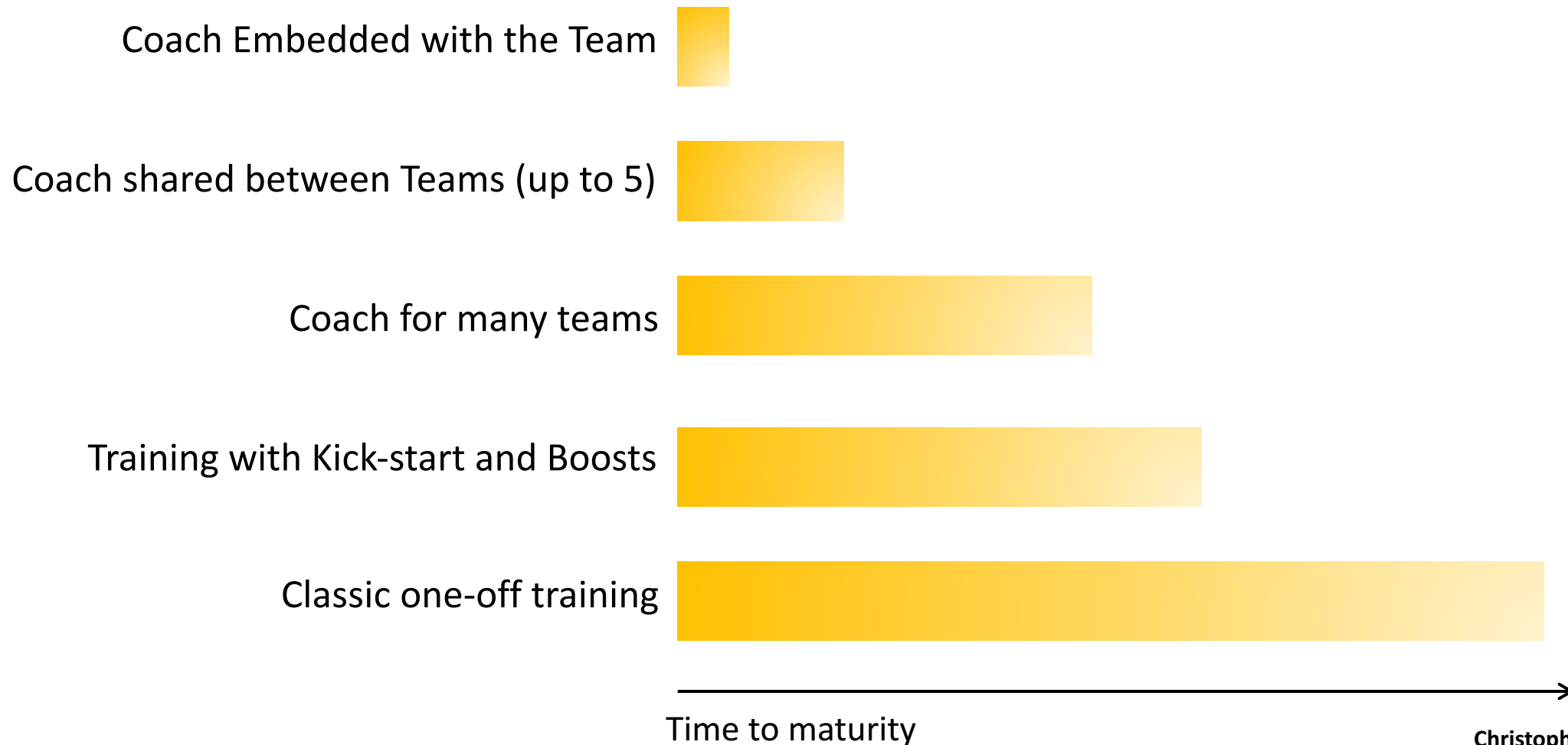
Too early and it doesn't work well, means the team will be reluctant to try again. Eventually the Team may suffer from change fatigue ("Whatever...").



Kanban is dynamic: it grows in complexity to match the teams maturity!

Contrary to Scrum that is more static, Kanban starts dead-simple and can end up with a complex set of policies to fit its context.

You accelerate the process if you are actively coaching the team



Beware of the Policy-Debt Trap

- Keep policies updated to match reality
- Wishful policies to “drive” improvement do not work!
- The bigger differences between policies and realities, the less relevant your Kanban system becomes. The quicker it dies.
- Read more: [The policy-debt trap](#)

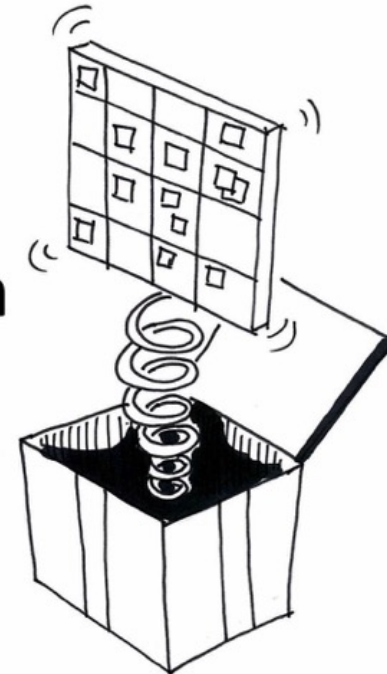
Policy-Debt: Avoid Pre-Fabricated Systems

- Quicker to get started
- But adapted someone else's process



Yes!

You *Grow* a Kanban System
You do not *Summon* It



No!

Training for consistently getting the value promised by the Kanban method

Based on these Insights



When has any sport-team won
based on one up-front training
they did, once?

A silhouette of a person running, wearing a cap and a ponytail, is positioned on the right side of the slide. The background is a warm, golden-brown gradient, suggesting a sunset or sunrise. The text is overlaid on the left side of the image.

To reach “High-Performing” a team using Kanban must train continuously.

Contrary to other methods that are more static.

Kanban Training needs to be Continuous & Agile

- Iterative and Incremental
- Inspect and Adapt
- follow the team's maturity
- Don't know upfront what practices will work or not

The Kick-start Model

- Framing (preparations)
- Kick-start (initial training)
- Boosts (continued training)

	The Kick-Start Workshop (1 day)													Boosts				
Understand the Team	Set the Scene	Share Current Concerns	Define a Shared Vision	Discover what the Team does	Identify Work Types	Explain Board Mechanics	Set Visualization Policies	Create & Populate the Board	Set Way-of-Working Policies	Limit WIP	Set Planning Meeting Policies	Run First Planning Meeting	Close the Scene	Follow-Up	Measure Flow	Limit WIP	Manage Demand	Assess Depth of Kanban



The Prime Directives of the Kick-start Model

1. Don't start if the prerequisites are not there
2. Frame the training
3. The team designs the system
4. Show, don't tell
5. The team pulls

Don't Start without Prerequisites in place

- Is there a common purpose?
- Is the team functioning?
 - Are there conflicts?
 - Do team members trust and respect each others?
 - Are roles and responsibilities sufficiently clear?

Frame the Training

- Make sure that the manager and team-lead are on-board (Flow Manager / Service Delivery Manager)
 - Understand what will happen
 - Have right expectations
 - Have right mindset and attitude during training & after
 - Set-up a contract
 - Sell in the Pull policy!
- Not only improve team, but improve the Service
 - Frame the training in context of the service(s)
 - Continuous Service Improvement should be one of the goal

Kanban Kick-start Checklist

(Example Sandvik IT)

- UNDERSTANDING THE TEAM
 - Who is “the Team”?
 - What are the long-term reasons for the team’s existence?
 - What are team’s success criteria?
 - What is the current strategy to meet the success criteria?
- UNDERSTANDING WHY KANBAN KICK-START
 - What is the team’s current situation?
 - How many persons are in the team?
 - What are the roles of the persons in the team?
 - Who are the upstream and downstream partners for the team?
 - What other teams this team is depending on?
 - What other teams are depending on this team?
 - Who is/are the customer(s)?
 - How often does the customer(s) meet the team?
 - What are the major current risks for the team?
 - Why do you want to kick-start Kanban in your team?
 - Is there a business-case for the Kanban kick-start? (There doesn’t need to be one)
 - What are the acceptance criteria that decide if and when the Kanban kick-start is a success?
- UNDERSTANDING THE FLOW MANAGER’S COMMITMENT
 - Who is the flow manager?
 - Does the flow manager have the required time to lead the team?
 - Does the flow manager have the required dedication?
- UNDERSTANDING THE TEAM MANAGER’S COMMITMENT
 - Does the team have the authority and responsibility to decide on their way of working?
 - Has the manager time to be present?
 - Is there is clear policy on how to escalate an issue that is outside of the team’s ability to resolve.
 - Is there a policy for working with opportunities for improvements? What can team decide on, what requires approval from leader, manager, customer etc?

The Team Owns the System

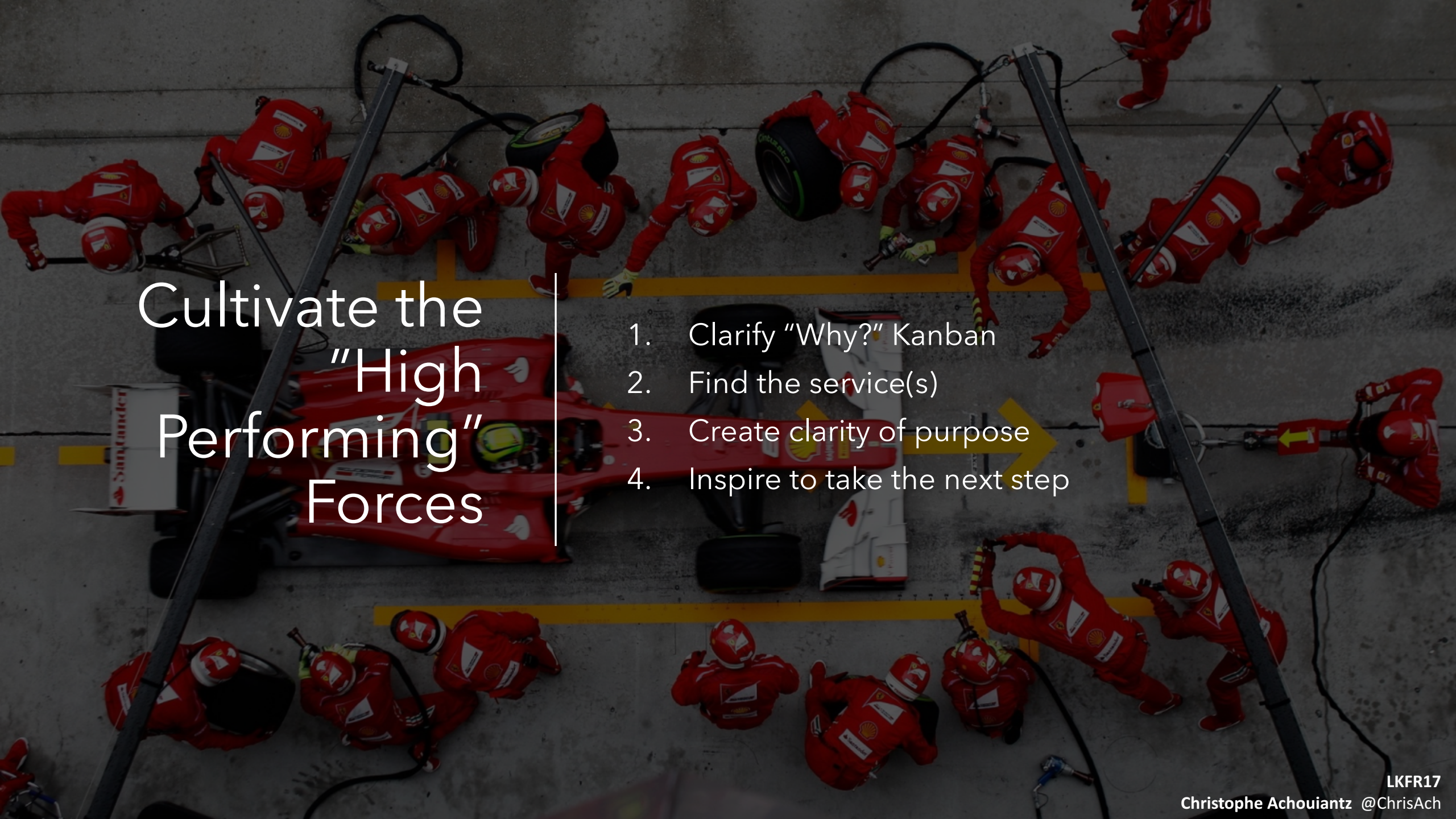
- **“Perfect is the enemy of Sticky”**
- Let the Team design the Kanban system!
- Use it as a way to increase
 - Team members Engagement
 - Team members Empowerment
 - Team Autonomy
- Keep it Simple!
 - It's a journey!
 - The system should be as light as possible to start with
 - Do not over complicate it

Show, don't Tell

- Cut explanations until they've got it
- Engage the participants emotionally
- Games and simulations: the best way to grasp counter-intuitive concepts. Great to refer to later in real situations.
 - Featureban
 - Okaloa Flowlab
 - getKanban
 - Kanban Bootstrap
 - ...

Coaching for “High Performing”

Based on these Insights



Cultivate the “High Performing” Forces

1. Clarify “Why?” Kanban
2. Find the service(s)
3. Create clarity of purpose
4. Inspire to take the next step

Start with "Why?"

- Why do you want to use Kanban?
 - What is your goal/vision?
 - What problems do you want to address?
 - To reach what?
- When is your Kanban implementation a success?
 - How does it look like?
 - When are you there?
 - What "metric" have you moved?
- **What promises have you made?**

YOUR ORIGIN STORY

IN THE PAST...



AND WE LIKED IT BECAUSE...



Why Kanban? Why Change?

BUT THEN ONE DAY...



AND THAT CAUSED...



SO WE WANT TO...



The story about why you chose to create a Kanban System.

In which way did this change bring you closer to your goals/vision?

Have the promises of the change been fulfilled? What still needs to be delivered?

YOUR ORIGIN STORY

IN THE PAST...

We were a small development team using Scrum to deliver a SharePoint solution to one Brand

AND WE LIKED IT BECAUSE...

We were very closed to the Brand (PO) and could deliver value each sprint. The Brand trusted us and we trusted them.

BUT THEN ONE DAY...

The company decided to use the platform for all Brands, and the Brands were on pressure to go 'all digital'.

As a result, 4 Brands started to share the same platform, the development team more than doubled in size and the brands wanted more features, faster.

AND THAT CAUSED...

Slow throughput of new features, lowered quality, high Technical debt.

As a result, the Brands are thinking to move development & operation "somewhere else"; the "story points" system is being used to demonstrate an increasing cost/point

SO WE WANT TO...

Introduce a Kanban system to:

- Simplify the development process (flow of features & release-train instead of sprints, sprint ceremonies and story points).
- Increase trust towards Brands by increased transparency (showing status of features being developed, discuss blocked features a.s.a.p).

OUR PROMISES

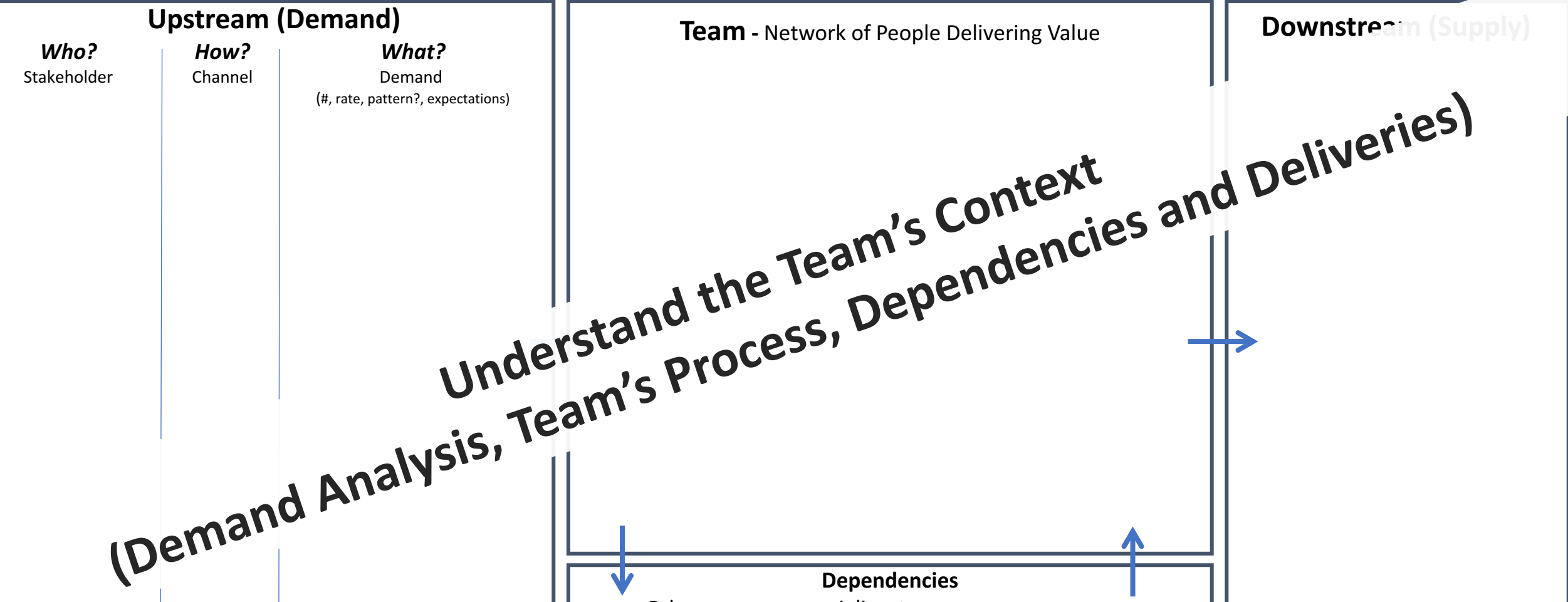
- Simpler dev process
- Trust by more transparency

Find the Service(s)

- Get out of the *team*, frame the **service** instead asap
- Go beyond “work” by identifying:
 - What service(s) the team is providing
 - To who (customers)
 - What are the customers’ expectations on the service

DEMAND / CAPABILITY ANALYSIS

What Service(s) do we deliver?



Identify what service(s) the team is providing, to who (customers).
Understand the customers' expectations on the service

Establish Clarity of Purpose

- Using a dialog with the customer(s), establish:
 - When do you succeed in delivering this Service?
 - When is your Service “fit to purpose” in the eyes of the Customer?

SERVICE SHEET

DATE

SERVICE NAME

HIGH CONCEPT

TROUBLE

FITNESS CRITERIA

When do you succeed in the eyes of your customer(s)?

1

How to
measure

2

How to
measure

PURPOSE

CUSTOMER SATISFACTION

Unacceptable	Acceptable	Good enough	Great	Superb
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

When do you succeed in delivering this Service?
When is your Service “fit to purpose” in the eyes of the Customer?

The purpose of your Kanban (your *tool* to succeed)
is to bring your Service to a “fit to Purpose” level

How to
measure

SERVICE SHEET

DATE

SERVICE NAME

HIGH CONCEPT

What is the service really about at its core? Has the problem been solved somewhere else or is it truly new?

TROUBLE

What complicates the delivery of the service? What is expected to cause problems or create risks that will need to be mitigated?

FITNESS CRITERIA

When do you succeed in the eyes of your customer(s)?

1

According to the customer (the one paying), what 3-4 aspects make the service "fit to its purpose" (aspects of quality, performance, cost, speed, stability, etc.)

How to measure

How to concretely measure or quantify (using facts/data) how well the fitness criteria are fulfilled.

2

How to measure

3

How to measure

4

How to measure

PURPOSE

Who needs the service do to what? Who are the customers (pay), who are the users? What is the value delivered here?

CURRENT CAPABILITY

Unacceptable

Sucks

Good enough

Great

Superb

☐☐☐☐☐

Map the current quantification of the fitness criteria to the customer's expectations or valuation. Help to discuss "pain" thresholds with the customer and discover what aspects of the service must be improved first. Also, help discuss how much effort is a "great" or "superb" level worth.

☐☐☐☐☐☐☐☐☐☐

SERVICE SHEET

DATE

SERVICE NAME

HIGH CONCEPT

PURPOSE

TROUBLE

Dialog to discover Purpose

Focus

What we need to do, and not do, as a team to succeed.
Lift team members from ‘just delivering stuff that is requested’ (day to day)

Alignment

Ensure the whole team understands what matters the most.
Shared understanding of current condition and expectations.

Acceleration

So that your Kanban system reaches its potential.
Justify Kanban techniques needed to reach your goals.

3

How to
measure

4

How to
measure

☐☐☐☐☐☐☐☐☐☐

SERVICE SHEET

DATE

SERVICE NAME

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How to measure

How to concretely measure or quantify (using facts/data) how well the fitness criteria are fulfilled.

2

Objective

How to measure

Key Results

3

4

Objectives & Key Results (OKRs)
Applied to Services and not Organizations
<https://www.oreilly.com/learning/introduction-to-okrs>

PURPOSE

Who needs the service do to what? Who are the customers (pay), who are the users? What is the value delivered here?

CURRENT CAPABILITY

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☐☐☐☐☐☐☐☐☐☐

SERVICE SHEET

DATE

SERVICE NAME

YYY Business Platform

HIGH CONCEPT

Development of E-commerce platform

TROUBLE

4 different brands share the same platform

FITNESS CRITERIA

When do you succeed in the eyes of your customer(s)?

1

Platform is "stable" (according to the Brands)



How to
measure

Monitor availability of shopping service

2

Constant flow of cool & new features not seen on competitors' platforms



How to
measure

"cool & new" features (according to POs) / release

3

High delivery precision for new features



How to
measure

% of features with deadlines delivered on time

4

How to
measure

PURPOSE

To develop new features for the YYY E-commerce platform in order to make information on products for Brands A, B, C & D available worldwide & provide

Accelerate your Kanban Implementation:
Inject exactly the right policies
to make your Kanban fit for the Service

Unsustainable Suck Good Great Superb

Change policy: tougher *Definition of Done* during Validation (introduce performance & stability tests)

100 many incidents

Introduce a "cool feature" work type with *capacity allocation* of 20% to allow for x number per release

< 1 per release

Introduce (new) *Class of Service* for deadline work items

~80%



Inspire to Take the Next Step

WHERE ARE YOU RIGHT NOW?

The Depth of Kanban

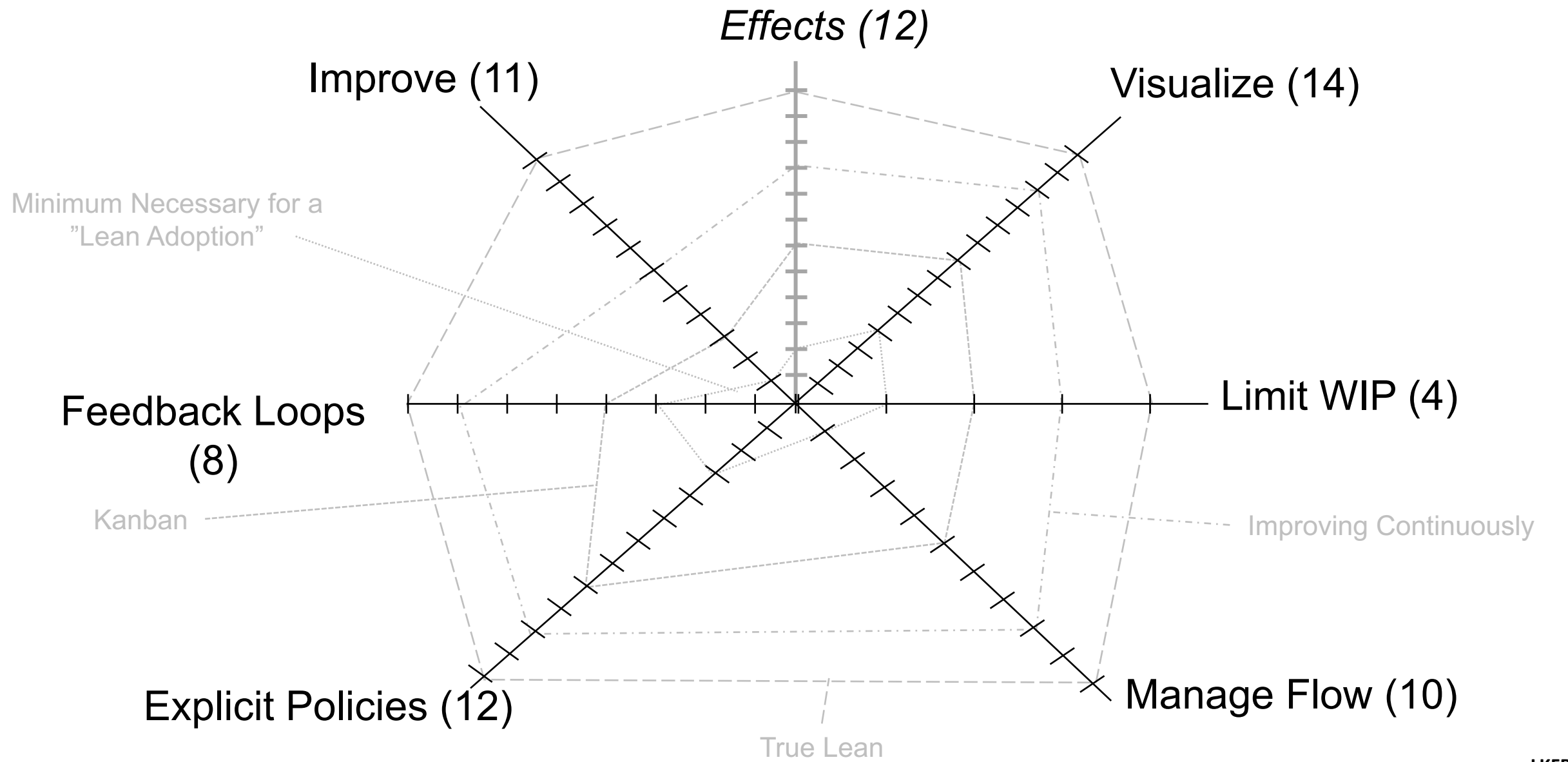
VISUALIZE	LIMIT WORK IN PROGRESS	MANAGE FLOW
<ol style="list-style-type: none">1. Work (all, according to current policies)2. Work Types3. Workflow (“process”, way-of-working, value stream)4. ‘Next’ & ‘Done’5. Current Team Focus (avatars)6. Blocks7. Current Policies (DoD, DoR, capacity allocations, etc.)8. Ready for Pull (“done” within the workflow/in columns)9. Metrics (lead-times, local cycle times, SLA targets, etc.)10. WIP limits11. Inter-work dependencies (hierarchical, parent-child, etc.)12. Inter-workflow dependencies13. Risk dimensions (cost-of-delay, technical risk, market risk)14. Visualization easy to access: “One look away”	<ol style="list-style-type: none">1. No WIP limit, but commitment to finishing work over starting new (eventually reaching a WIP level that “feels OK” for the team)2. Some explicit WIP limits, at lower level than workflow (a.k.a Proto-Kanban): personal Kanban, WIP limit per person, WIP limits for some columns or swim-lanes, workflow with infinite limits on “done” queues, etc.3. Explicit WIP limit at workflow level - Single workflow full pull4. Multiple interdependent workflows with pull system	<ol style="list-style-type: none">1. Deferred Pull decisions (dynamic prioritization)2. Flow discussed during team huddles3. Blocks out of team control are escalated for resolution4. Record delivery capability over time: “trailing indicators” using graphs (CFDs, Control Charts, lead-times distribution)5. Know current delivery capability: “flow metrics” (lead-times, throughput, due-date performance)6. Size of ongoing work items is limited (large work is broken down)7. Flexible staff allocation (swarming)8. Cadence is established (planning, delivering, retrospective)9. SLA expectations and forecasts (lead-time targets)10. Capacity Allocations

MAKE POLICIES EXPLICIT	IMPLEMENT FEEDBACK LOOPS	IMPROVE
<ol style="list-style-type: none">1. Definition of Work Types and Work Item (template)2. How to pull work (selection from ‘Next’/prioritization of WIP)3. Who and when manages the ‘Next’ and ‘Done’ queues4. Staff allocation / work assignment (individual focus)5. Definition of Done at all steps (seen as a Target Condition)6. Who, when and how to estimate work size7. Definition of Ready for ‘Next’8. How to select & prepare work for the ‘Next’ queue9. Knowledge spreading/sharing strategy10. Limit size of work items (work breakdown)11. Class-of-Service12. Capacity allocation	<ol style="list-style-type: none">1. Team huddles (at least once per week)2. Team members know who has initiated each work item and who to contact for more information and reporting3. Manager meets the team at least once per week4. Key stakeholders (mngt, customers, other groups) are regularly updated on the current situation5. Regular discussions with up- and downstream partners6. Regular discussions about Financial performance7. Regular discussions about Quality KPI (defect rate, customer satisfaction, etc.)8. “Regularly” means once per month or more often	<ol style="list-style-type: none">1. The team knows why it exists and its criteria for success2. The team has identified and selected a Challenge to address3. Regular Retrospectives / Kaizen events4. The team knows its current condition (may require metrics)5. The team knows the current target condition (the challenge)6. There is a validation criteria (test) for the current target condition to know when the target condition is reached7. The team knows what obstacles are preventing them from reaching the target condition8. The team knows what obstacle is being currently addressed9. The team knows what is the next step in resolving the current obstacle (PDCA)10. True North exists, is communicated and shared by the team11. The team go and see what they have learned from taking that step

EFFECTS (SEEING EVIDENCE OF...)		
<ol style="list-style-type: none">1. Team members are seeing and understanding the Big Picture (team-level vs. local situations)2. Better “team spirit” (helping each-others to complete work, respect)3. Focus on removing blocks	<ol style="list-style-type: none">4. Focusing on finishing work rather than starting new work5. Team is working on the “right” thing (“right” prioritization)6. Limiting work to team’s capacity (limited stress, optimal lead-times)7. Team has motivation to drive improvements	<ol style="list-style-type: none">8. Local process evolution (visualization, workflow, policies, WIP limits)9. Increase depth of Kanban implementation10. Process evolution was model-driven11. Policy evolution as a result of mentor-mentee12. Policy evolution due to operations review

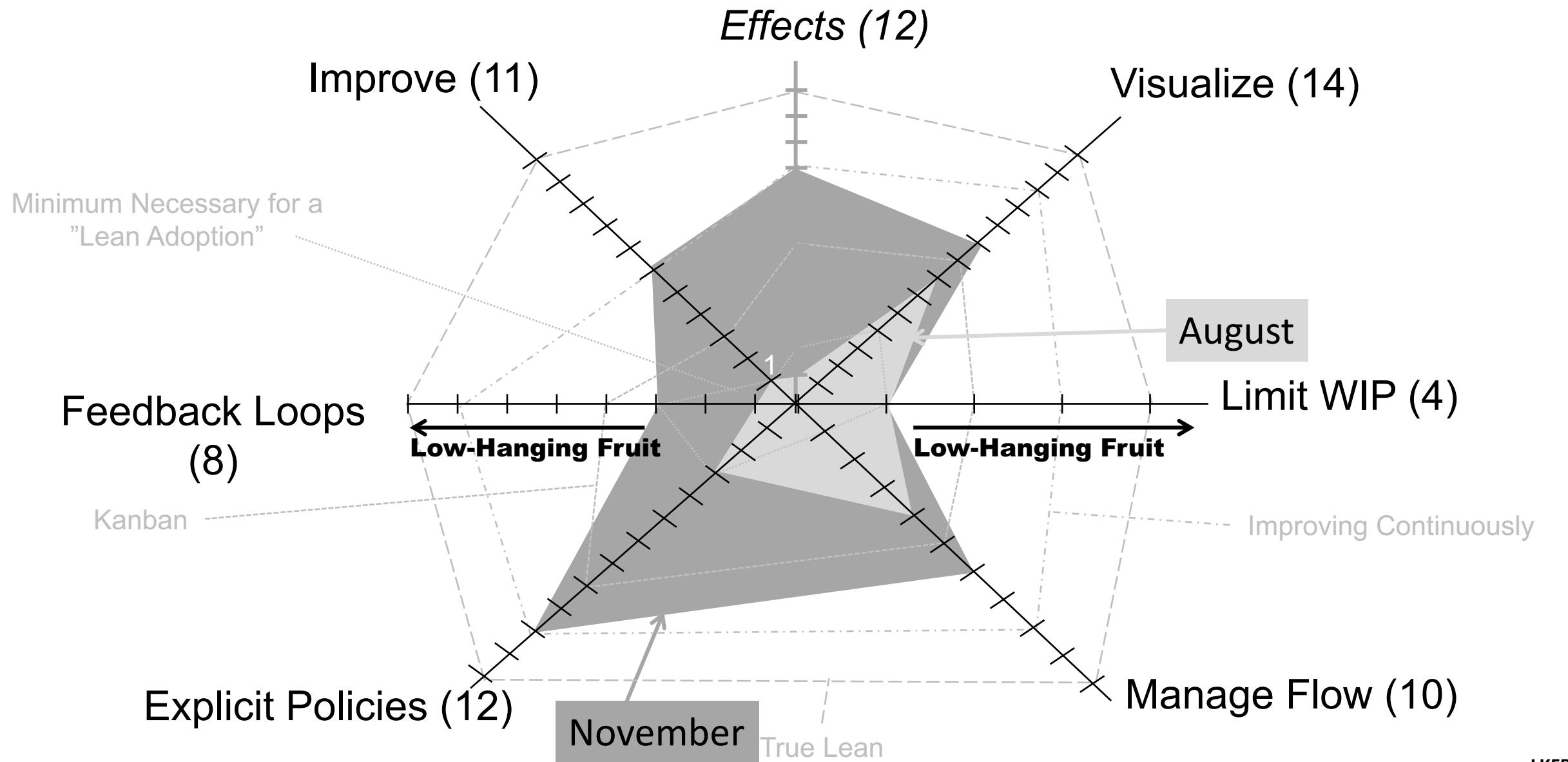
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The Depth of Kanban



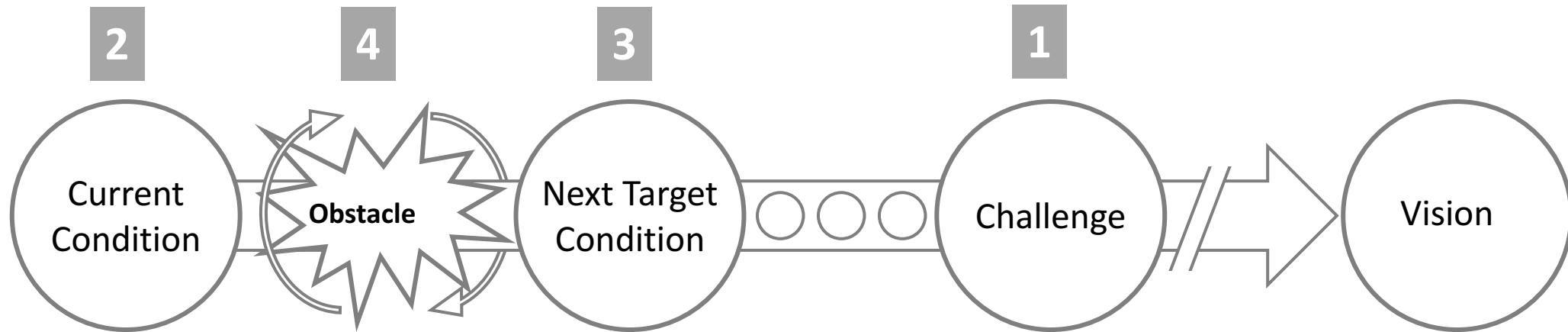
WHERE ARE YOU RIGHT NOW?

The Depth of Kanban



The Improvement Process

The Improvement kata (Toyota Kata - Mike Rother)



YOUR JOURNEY

The Past

The Present

The Future

Your Plan to Become

Great

#1 PROMISE TO FULFILL

Challenge

When are you done (measure)?

Next Target Condition

Experiments (Policies)

#1 LOW-HANGING FRUIT

Challenge

When are you done (measure)?

Next Target Condition

Experiments (Policies)

#1 GOAL FOR YOUR SERVICE

Challenge

When are you done (measure)?

Next Target Condition

Experiments (Policies)

YOUR JOURNEY

The Past

#1 PROMISE TO FULFILL

1

Challenge

Development process is "Transparent"

When are you done (measure)?

All demand managers from all Brands can access our digital Kanban tool and participate in our dailies

Next Target Condition

All demand managers from all Brands participate in our dailies

Experiments (Policies)

Try holding our daily meeting at 12:45 instead of 08:45

Get their managers to attend our daily at least once

The Present

#1 LOW-HANGING FRUIT

3

Challenge

Limit WIP to the team's capacity

When are you done (measure)?

We set WIP limits and respect them at least for a full 1 month

Next Target Condition

Demand Managers understand and respect the WIP limit

Experiments (Policies)

New policy: Decision to increase WIP can only be taken during dailies, not any time with any team member.

Invite demand managers to after-work to play some Kanban game(s)

The Future

#1 GOAL FOR YOUR SERVICE

2

Challenge

Platform is Stable

When are you done (measure)?

Agreed stability KPIs reach "good enough" targets

Next Target Condition

New releases do not deteriorate stability

Experiments (Policies)

New policy: run performance tests on nightly builds, every night

New policy: All 'urgent' features follow exactly the same QA tests as 'standard' features. No more pushing for half-baked features right before release.

LKFR17

Workshop

Clarity of Purpose

Workshop – Clarity of Purpose

- Form pairs
- One of you is the *client*, the other one the *consultant*
- Clients - picks a team you are currently training, coaching, working with.
- Consultants - Using the templates for discussion, help your client to understand:
 - *Why* they chose Kanban and what *promises* they made
 - What policies/mechanisms their Kanban system should have to make their service(s) fit to purpose



Now Go and Make People Awesome!

Thanks for Participating



Get in Touch!

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