Hand-Outs

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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Tools to Drive towards “High Performing”

- **Why Kanban?**
  - Tool: Your origin story
- **Create a Service Orientation**
  - Tool: Demand/Capability analysis
- **Clarify of Purpose for the team and the Kanban system**
  - Tool: Service Sheet
- **Inspire to take the next step**
  - Tool: Depth of Kanban (may be replaced by Kanban Maturity model)
  - Tool: Your transformation journey

YOUR ORIGIN STORY

Why Kanban? Why Change?

IN THE PAST...	AND WE LIKED IT BECAUSE...	BUT THEN ONE DAY...

AND THAT CAUSED...	SO WE WANT TO...	OUR PROMISES

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Story template by Jason Little (http://leanchange.org/)

YOUR ORIGIN STORY

Why Kanban? Why Change?

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 thoughput 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 Knaban system to:

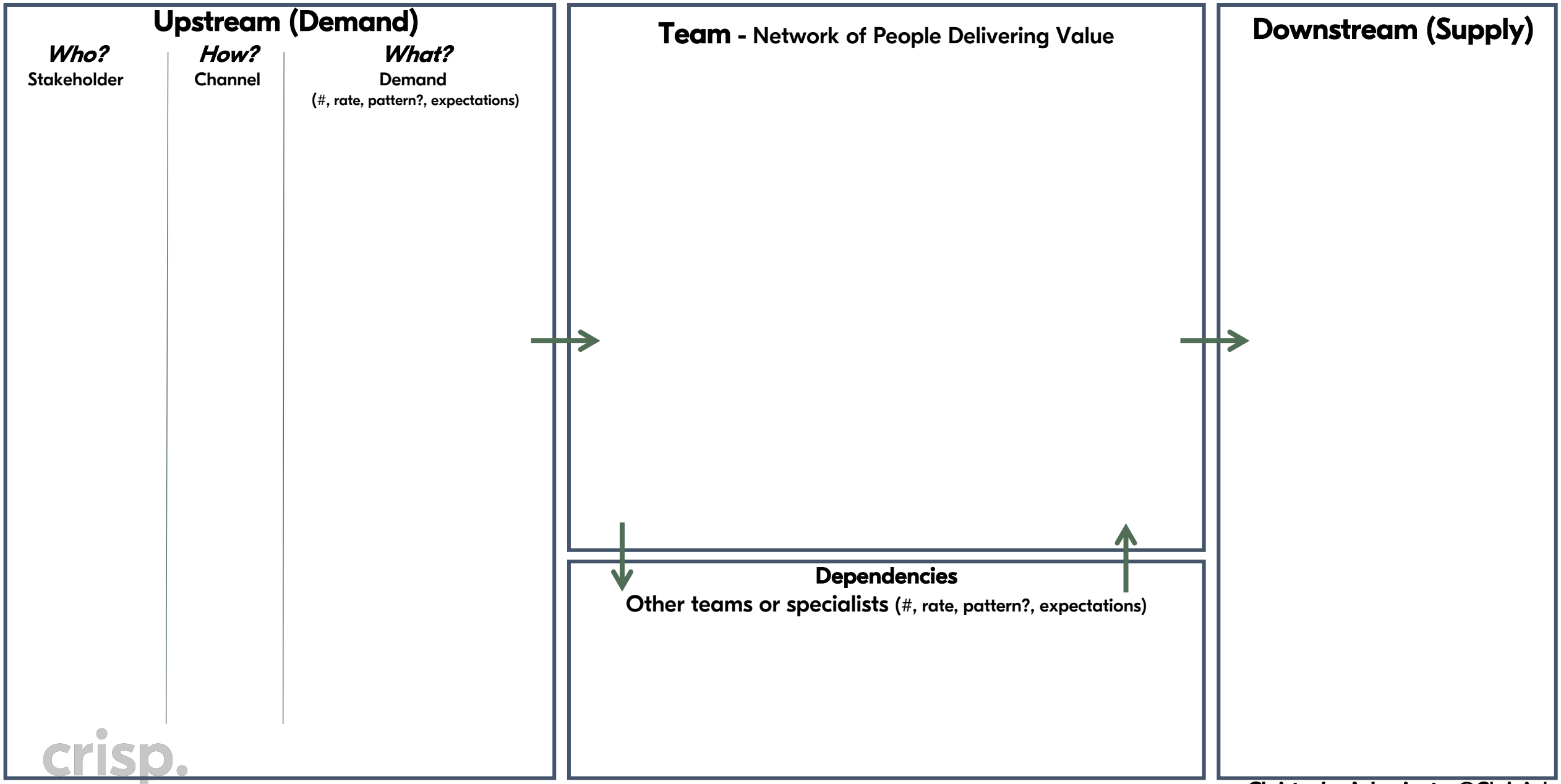
- Simplify the development process (flow of features & release-train instead of sprints, sprint ceremonies and story points).
- Increase trust towards Brands by increased transparency (showing status of features being developped, discuss blocked features a.s.a.p).

OUR PROMISES

- Simpler dev process
- Trust by more transparency

DEMAND / CAPABILITY ANALYSIS

What Service(s) do we deliver?



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SERVICE SHEET

DATE

SERVICE NAME

HIGH CONCEPT

PURPOSE

TROUBLE

FITNESS CRITERIA

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

CURRENT CAPABILITY

		Unacceptable	Sucks	Good enough	Great	Superb
1		☐	☐	☐	☐	☐
	How to measure					
2		☐	☐	☐	☐	☐
	How to measure					
3		☐	☐	☐	☐	☐
	How to measure					
4		☐	☐	☐	☐	☐
	How to measure					

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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?

PURPOSE

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

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)?

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.

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

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WHERE ARE YOU RIGHT NOW?

The Depth of Kanban

VISUALIZE

1. **Work (all, according to current policies)**
2. **Work Types**
3. **Workflow ("process", way-of-working, value stream)**
4. **'Next' & 'Done'**
5. **Current Team Focus (avatars)**
6. **Blocks**
7. **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 limits
11. Inter-work dependencies (hierarchical, parent-child, etc.)
12. Inter-workflow dependencies
13. *Risk dimensions (cost-of-delay, technical risk, market risk)*
14. *Visualization easy to access: "One look away"*

LIMIT WORK IN PROGRESS

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 pull
4. *Multiple interdependent workflows with pull system*

MANAGE FLOW

1. **Deferred Pull decisions (dynamic prioritization)**
2. **Flow discussed during team huddles**
3. **Blocks out of team control are escalated for resolution**
4. **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

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' queues**
4. **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 size**
7. **Definition of Ready for 'Next'**
8. **How to select & prepare work for the 'Next' queue**
9. Knowledge spreading/sharing strategy
10. Limit size of work items (work breakdown)
11. *Class-of-Service*
12. *Capacity allocation*

IMPLEMENT FEEDBACK LOOPS

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 reporting**
3. **Manager meets the team at least once per week**
4. **Key stakeholders (mngt, customers, other groups) are regularly updated on the current situation**
5. Regular discussions with up- and downstream partners
6. Regular discussions about Financial performance
7. Regular discussions about Quality KPI (defect rate, customer satisfaction, etc.)
8. *"Regularly" means once per month or more often*

IMPROVE

1. **The team knows why it exists and its criteria for success**
2. **The team has identified and selected a Challenge to address**
3. **Regular Retrospectives / Kaizen events**
4. 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 reached
7. *The team knows what obstacles are preventing them from reaching the target condition*
8. *The team knows what obstacle is being currently addressed*
9. *The team knows what is the next step in resolving the current obstacle (PDCA)*
10. *True North exists, is communicated and shared by the team*
11. *The team go and see what they have learned from taking that step*

EFFECTS (SEEING EVIDENCE OF...)

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**
4. **Focusing on finishing work rather than starting new work**
5. **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
8. Local process evolution (visualization, workflow, policies, WIP limits)
9. Increase depth of Kanban implementation
10. *Process evolution was model-driven*
11. *Policy evolution as a result of mentor-mentee*
12. *Policy evolution due to operations review*

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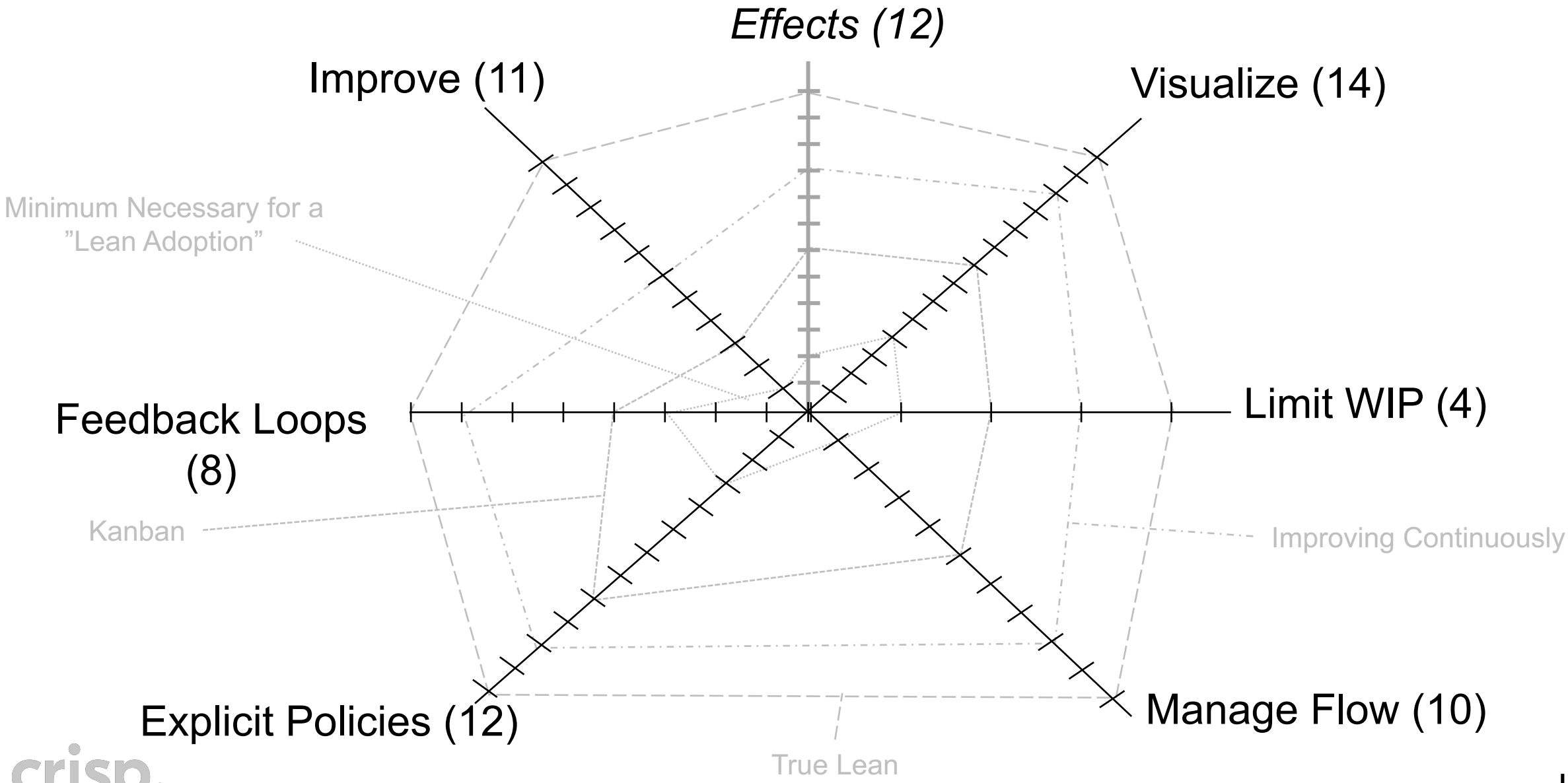
WHERE ARE YOU RIGHT NOW?

The Depth of Kanban



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YOUR JOURNEY

Your Plan to Become Great!

The Past	The Present	The Future
#1 PROMISE TO FULFILL	**#1 LOW-HANGING FRUIT**	**#1 GOAL FOR YOUR SERVICE**
Challenge	**Challenge**	**Challenge**
When are you done (measure)?	**When are you done (measure)?**	**When are you done (measure)?**
Next Target Condition	**Next Target Condition**	**Next Target Condition**
Experiments (Policies)	**Experiments (Policies)**	**Experiments (Policies)**

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