From Good-Enough to Great Workshop

Define Success and get there using Kanban & Continuous Improvements

LeanKanban
North America 2016

Christophe Achouiantz

@ChrisAch

http://leanagileprojects.blogspot.com

BUSINESS SERVICE SHEET

SERVICE NAME

HIGH CONCEPT

TROUBLE

PURPOSE

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					

Christophe Achouiantz @ChrisAch

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

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

Christophe Achouiantz @ChrisAch

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*
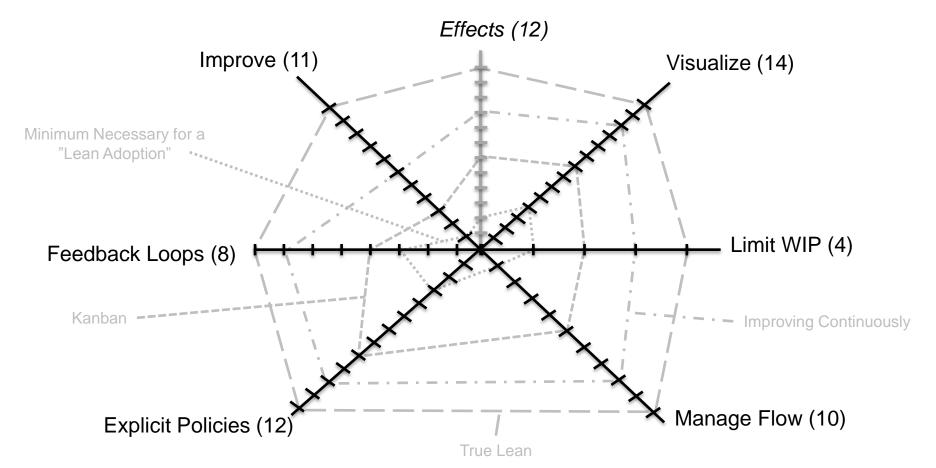11. *The team go and see what they have learned from taking that step*

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*

Christophe Achouiantz @ChrisAch

YOUR JOURNEY

The Past

#1 PROMISE TO FULFILL

Challenge

When are you done (measure)?

Next Target Condition

Experiments

The Present

#1 LOW-HANGING FRUIT

Challenge

When are you done (measure)?

Next Target Condition

Experiments

The Future

#1 GOAL FOR YOUR SERVICE

Challenge

When are you done (measure)?

Experiments (Policies!)

Experiments

Christophe Achouiantz @ChrisAch