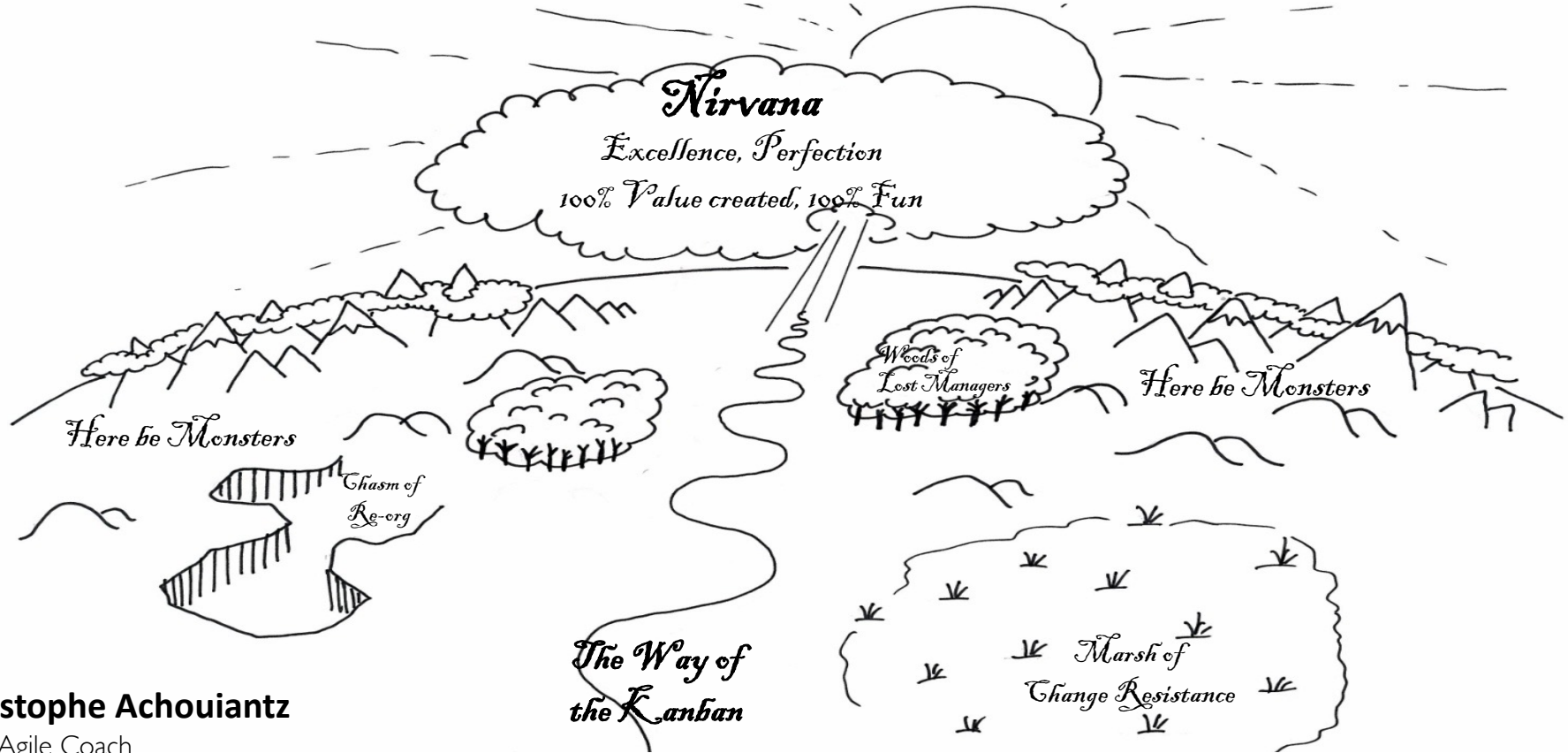


# Lessons Learned from Coaching 50+ Kanban Teams



**Christophe Achouiantz**

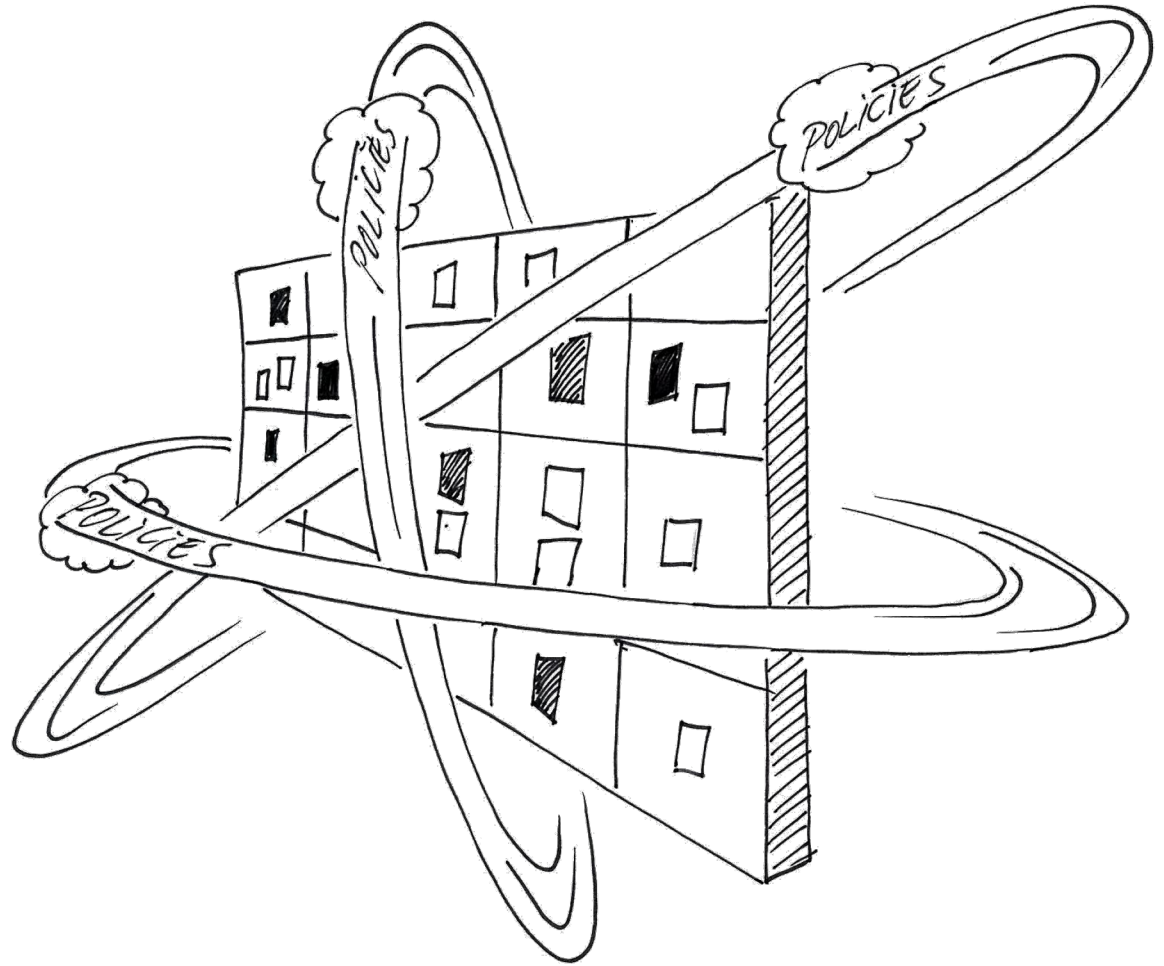
Lean/Agile Coach

<http://leanagileprojects.blogspot.se>

@ChrisAch

# Lessons Learned

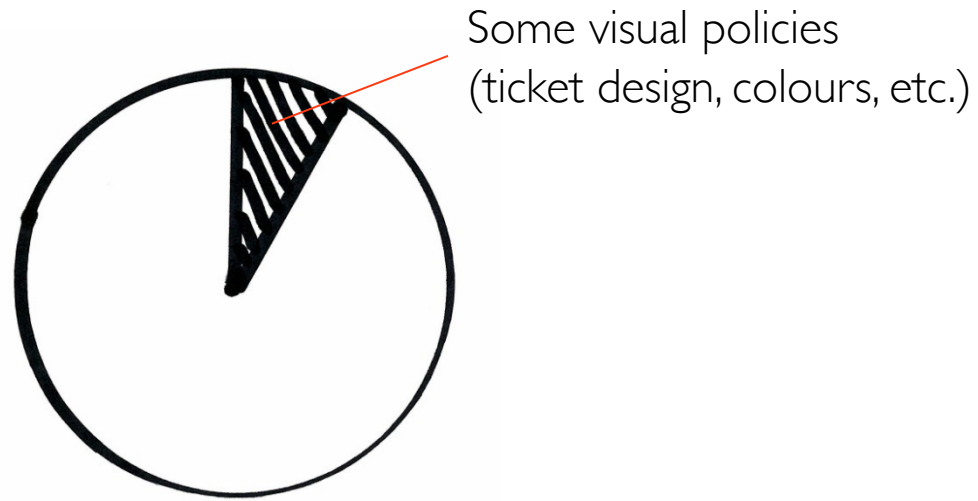
- Why Kanban?
- The Kanban Method
- Introducing and supporting Kanban
- Creating a Culture of Continuous Improvements
- Scaling Coaching



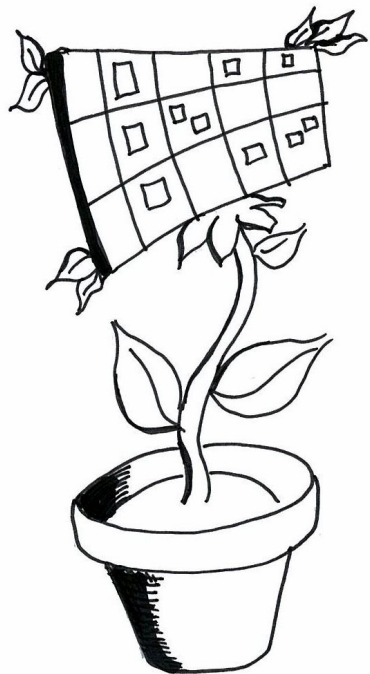
Lessons Learned on

# THE KANBAN METHOD

# Context is Everything

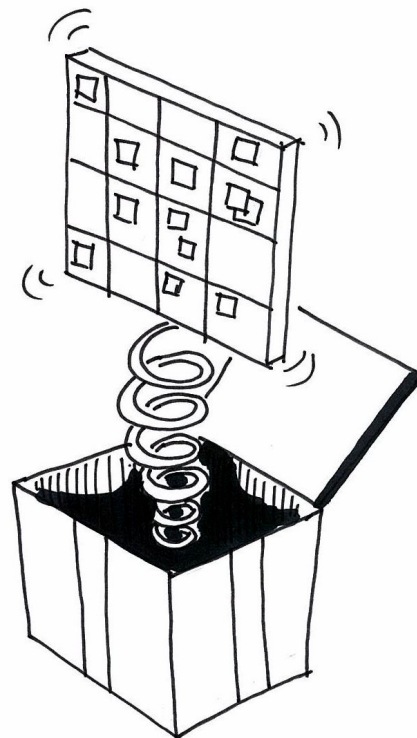


% of Policies reusable  
between Kanban Systems



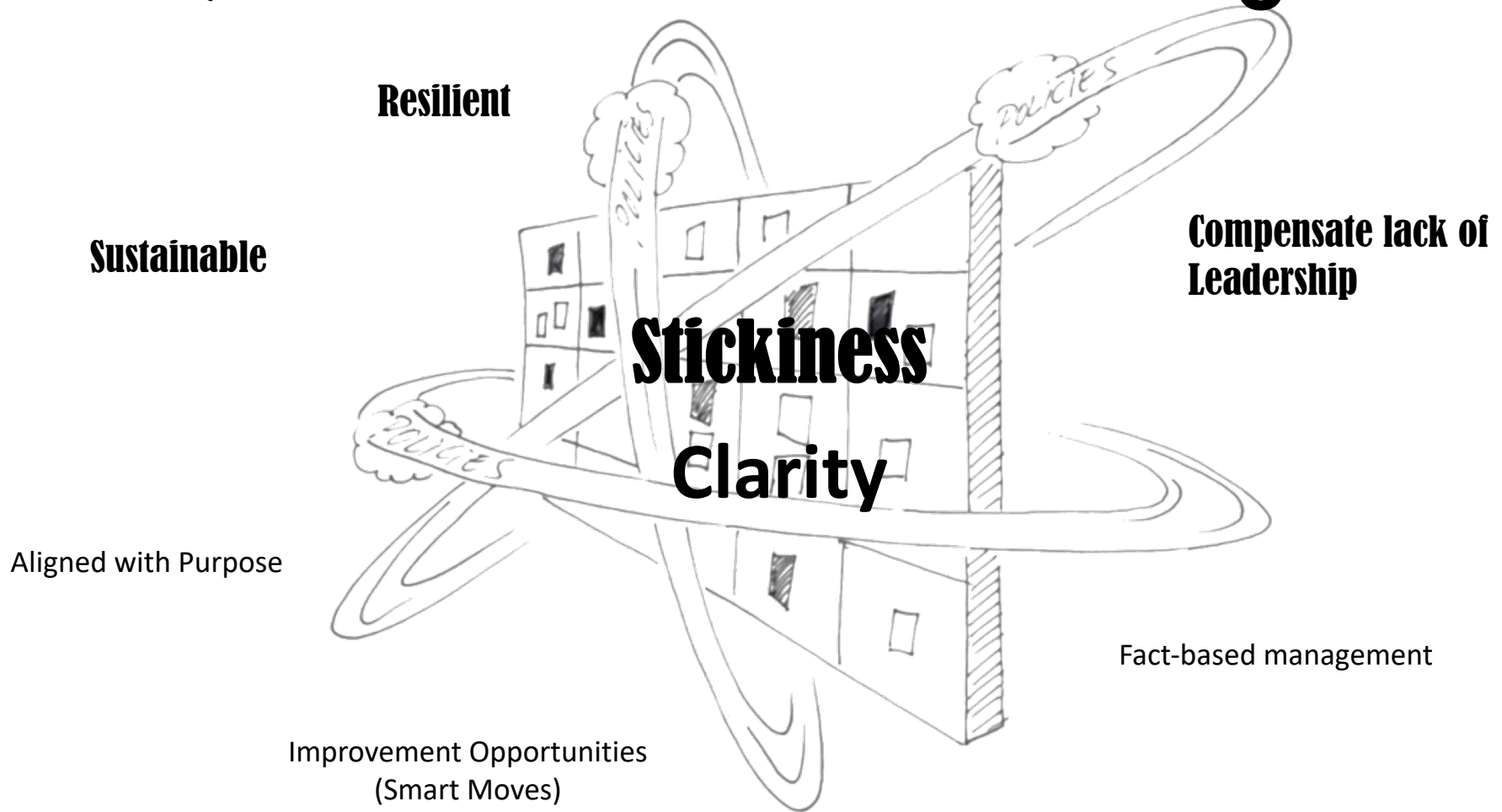
**Yes!**

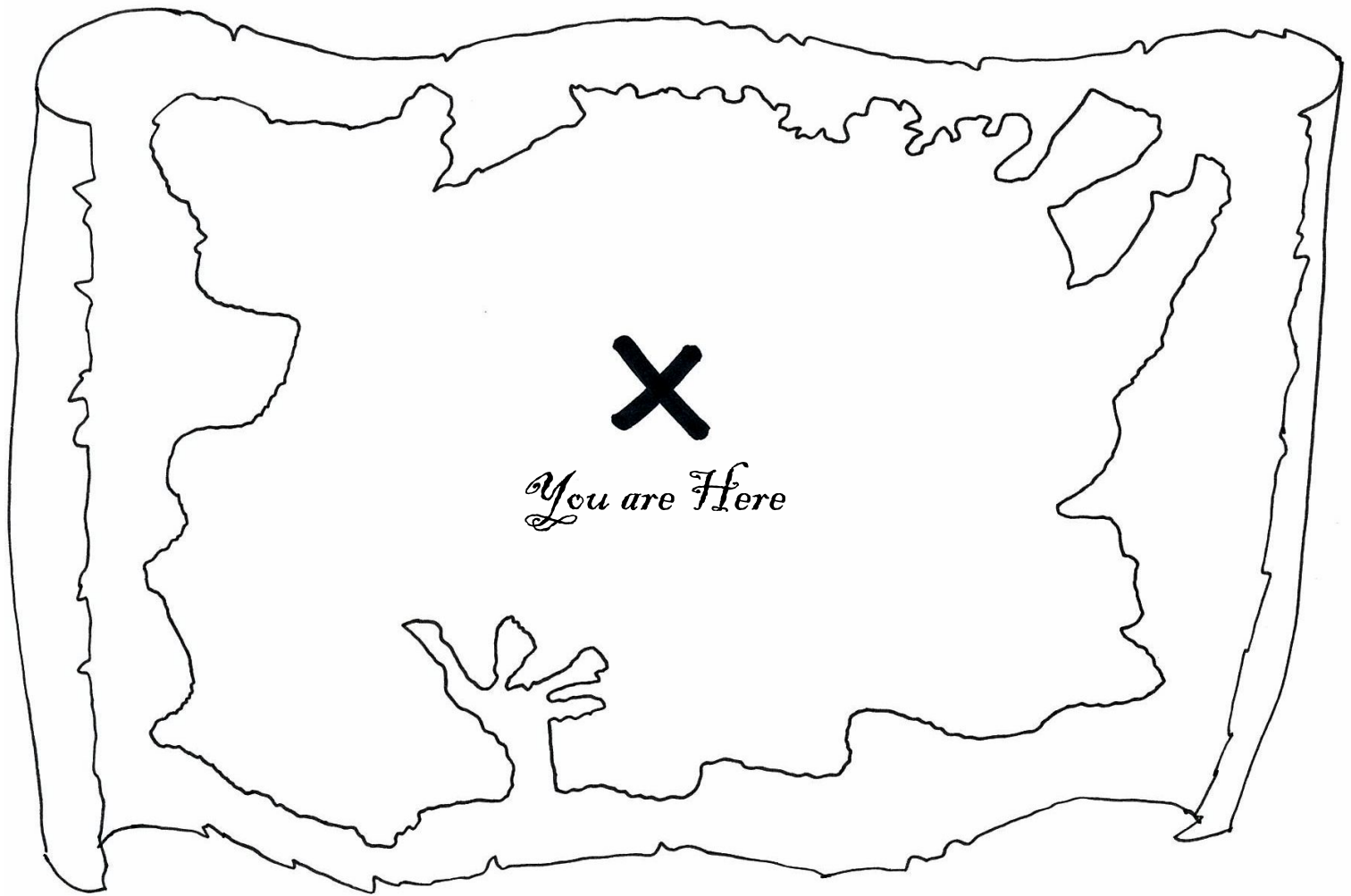
You **Grow** a Kanban System  
You do not Summon It



**No!**

# 2 *Qualities* that Matter in the Long Run





# THE CONTEXT



# Sandvik

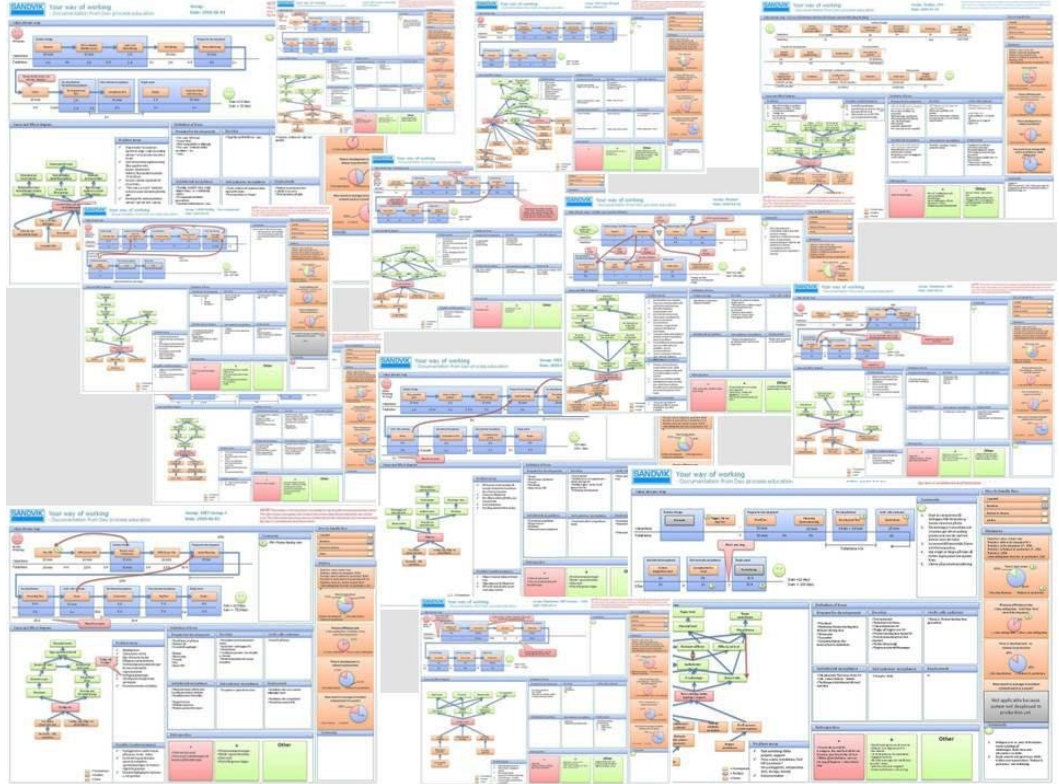




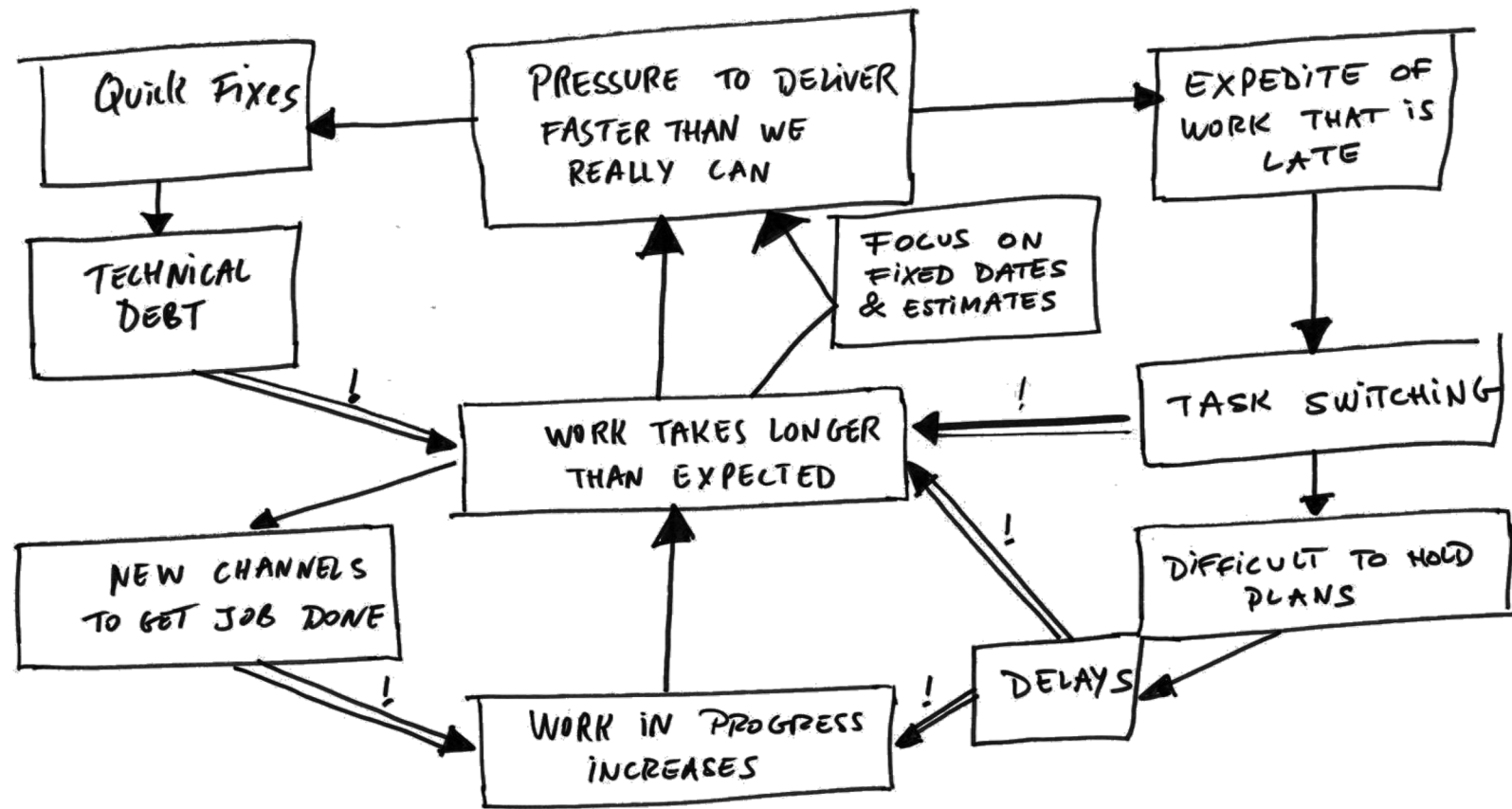
# The Origin Story

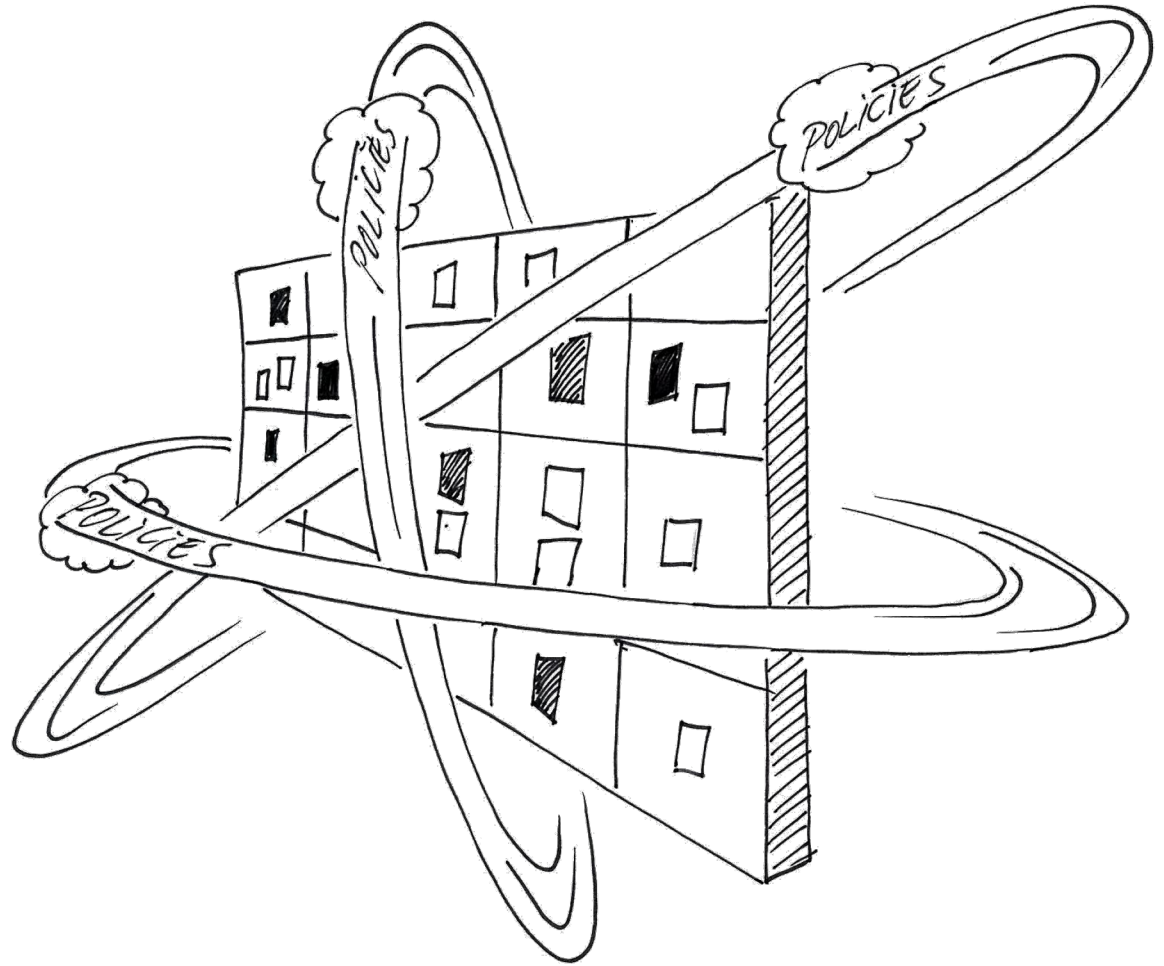


Johan Nordin  
*Support Manager at Sandvik IT*



# The Key to Minimizing most of our Problems is Flow Control

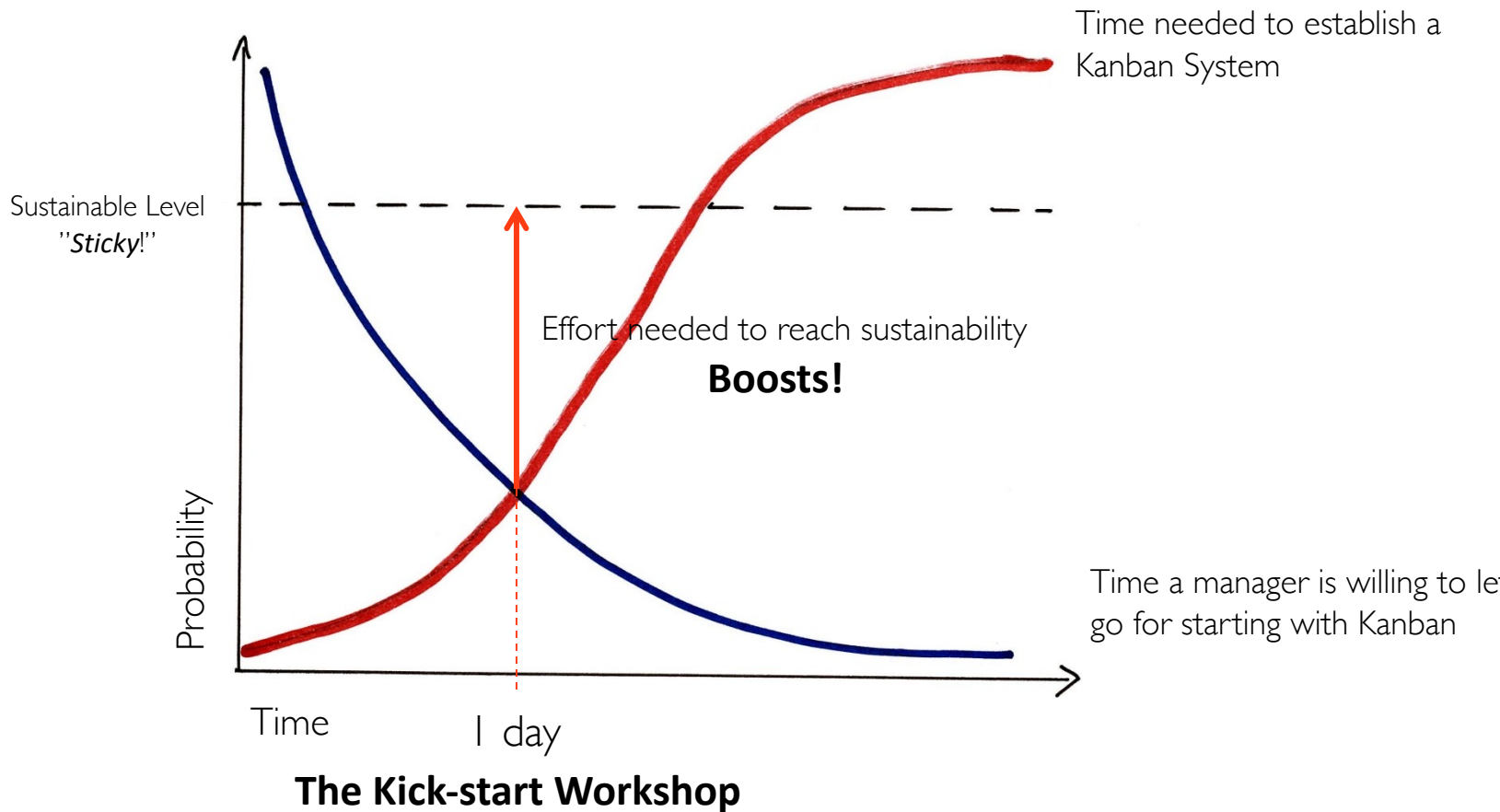




Lessons Learned on

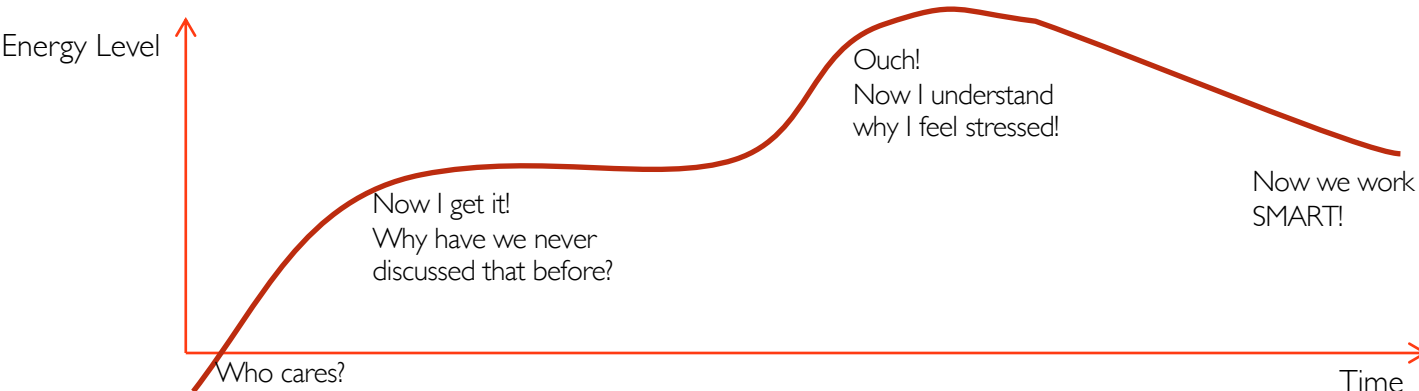
# INTRODUCING THE KANBAN METHOD

# Packaging Kanban



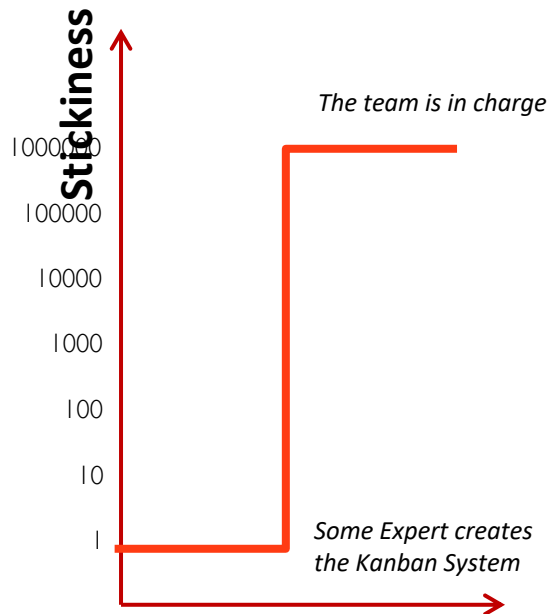
# The Kick-start & Boosts

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

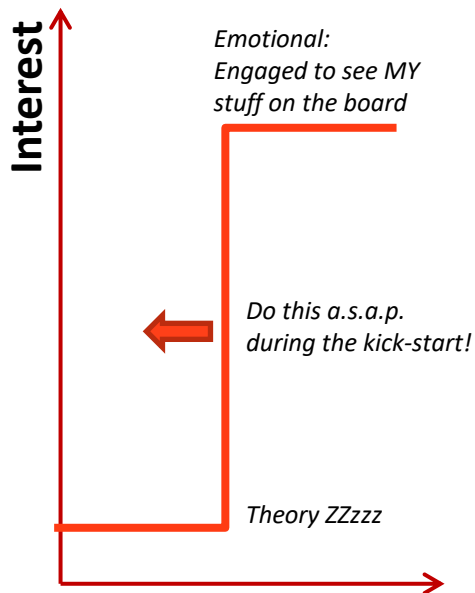


# Keys to Maximizing Stickiness & Clarity of Kick-starts

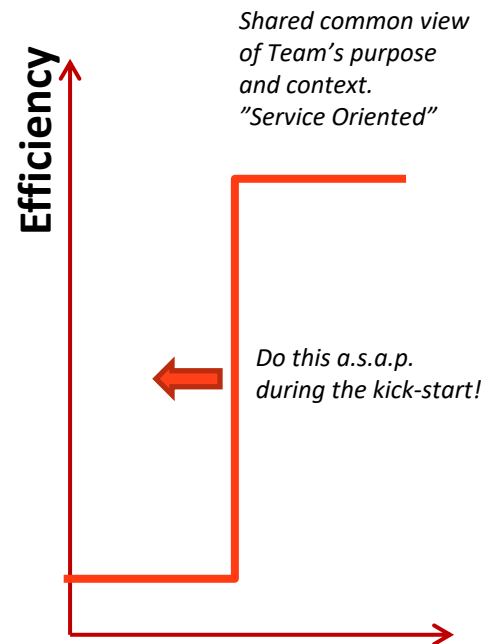
## Team Focused and Team Driven



## Low on Theory, High on Practice in Context



## Clarity of Purpose





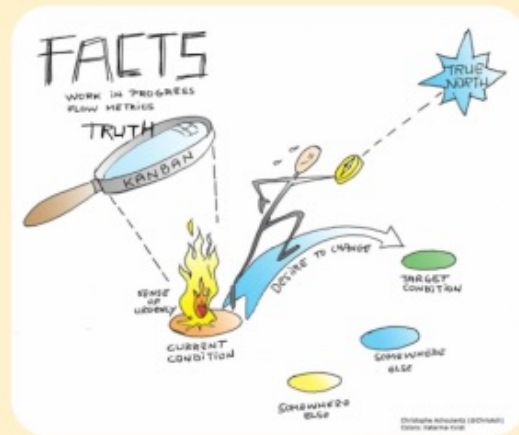
# The Kanban Kick-start Field Guide

Get it at:

<http://leanagileprojects.blogspot.se>

## The Kanban Kick-start Field Guide

*Create the Capability to Evolve*



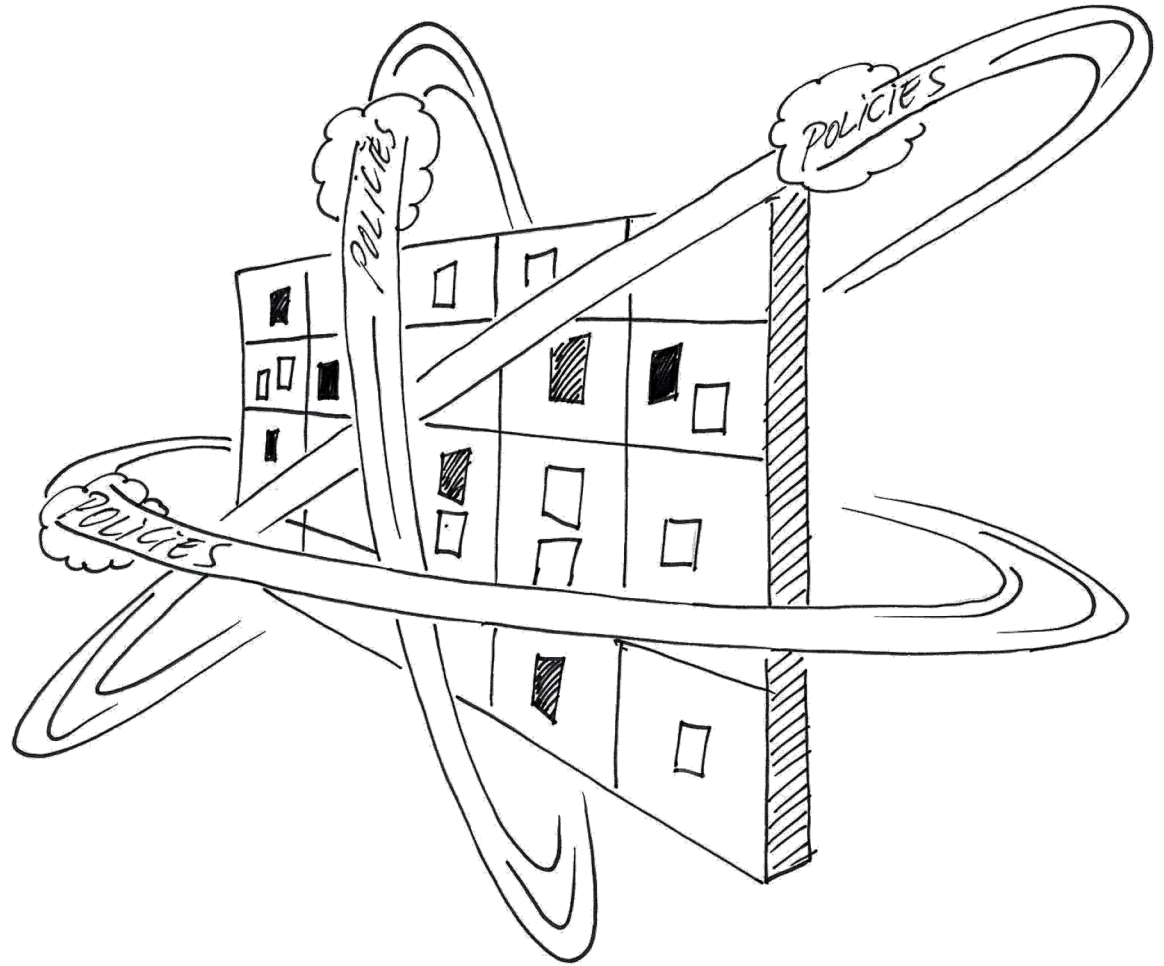
**Sandvik IT**

Version 1.0 (20130418)

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

Johan Nordin - Development Support Manager - [Sandvik IT \(@JohanNordin\)](#)

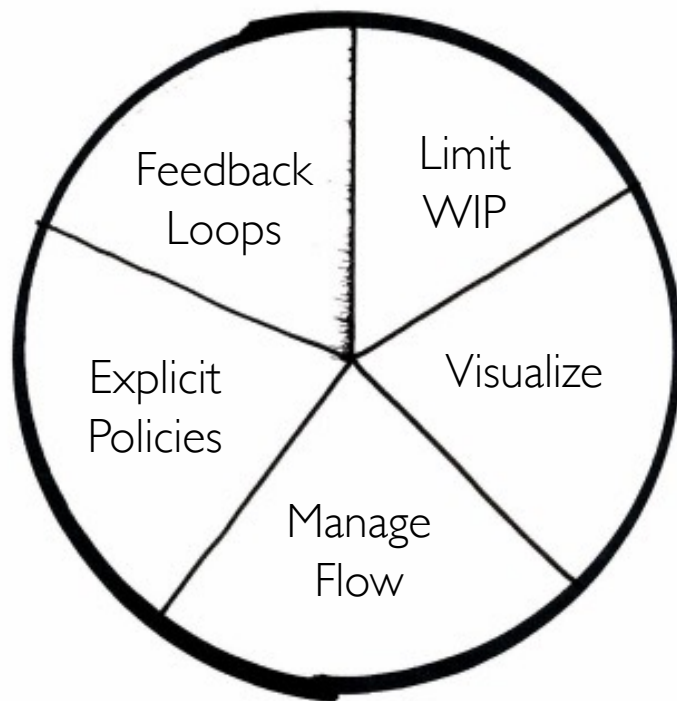




Lessons Learned on

# ASSESSING KANBAN

# The 5 Dimensions



# Depth of Kanban to Evolve Smart

- Improve continuously in a sustainable way

- Generate actionable feedback (information) from stakeholders to improve

- Set Standards to improve upon

Effects (12)

- See & Understand (WIP, Blocks, Queues)

Visualize (13)

- Improve Predictability
- Reduced Task Switching
- Reduced Lead times
- Reduced Overburding (quality, sustainability)

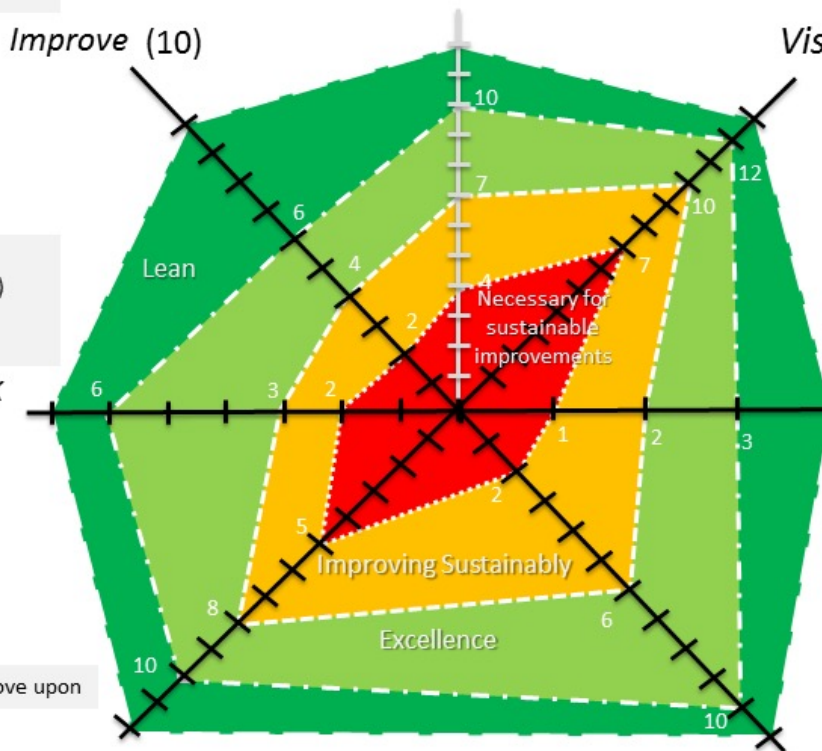
Limit WIP (4)

- Increase Liquidity
- Measure Flow / capability (WIP, throughput, Queues, lead time)
- Defer Commitment

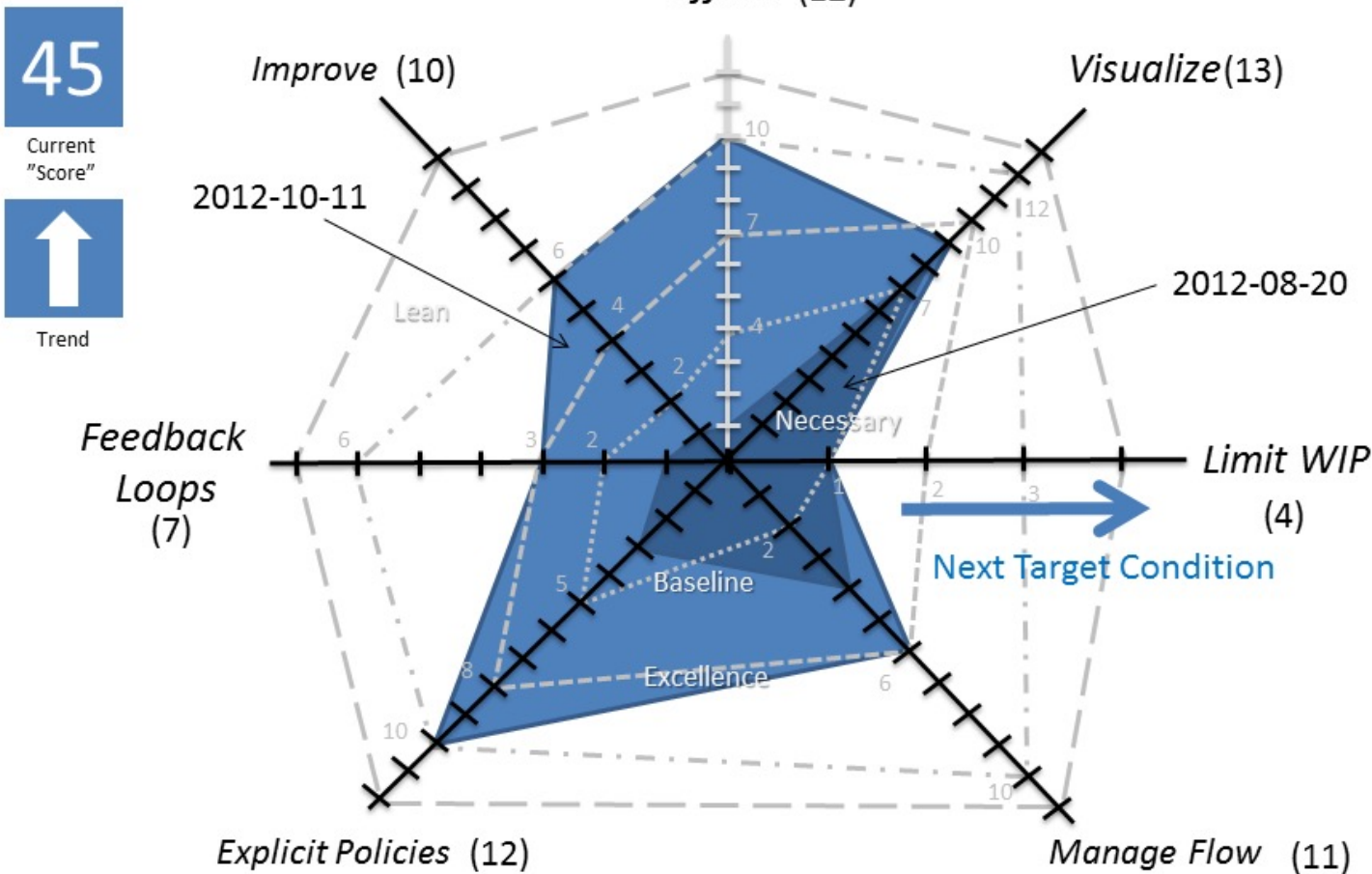
Manage Flow (11)

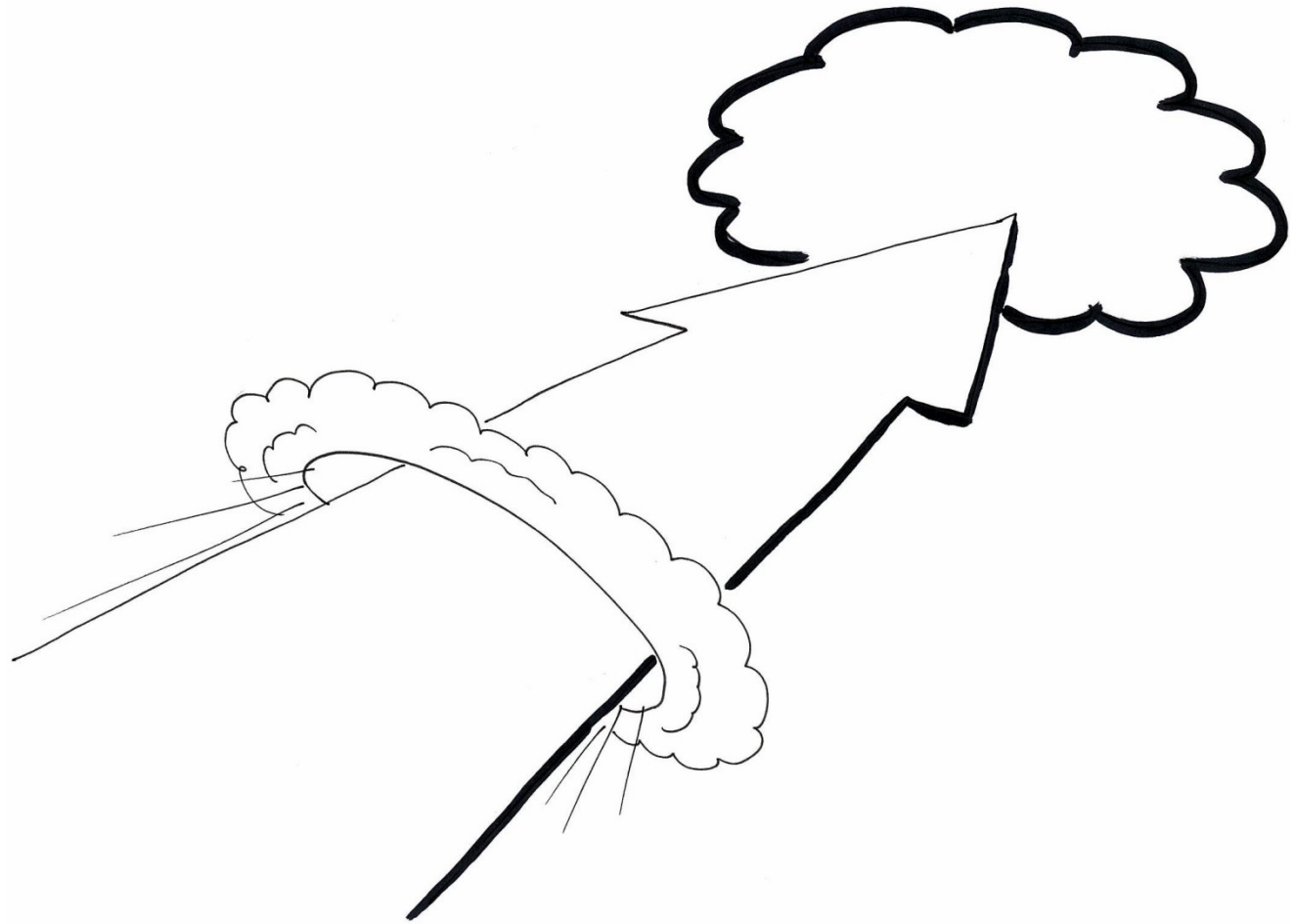
Explicit Policies (12)

Feedback  
Loops  
(7)



# Depth of Kanban to Evolve Smart



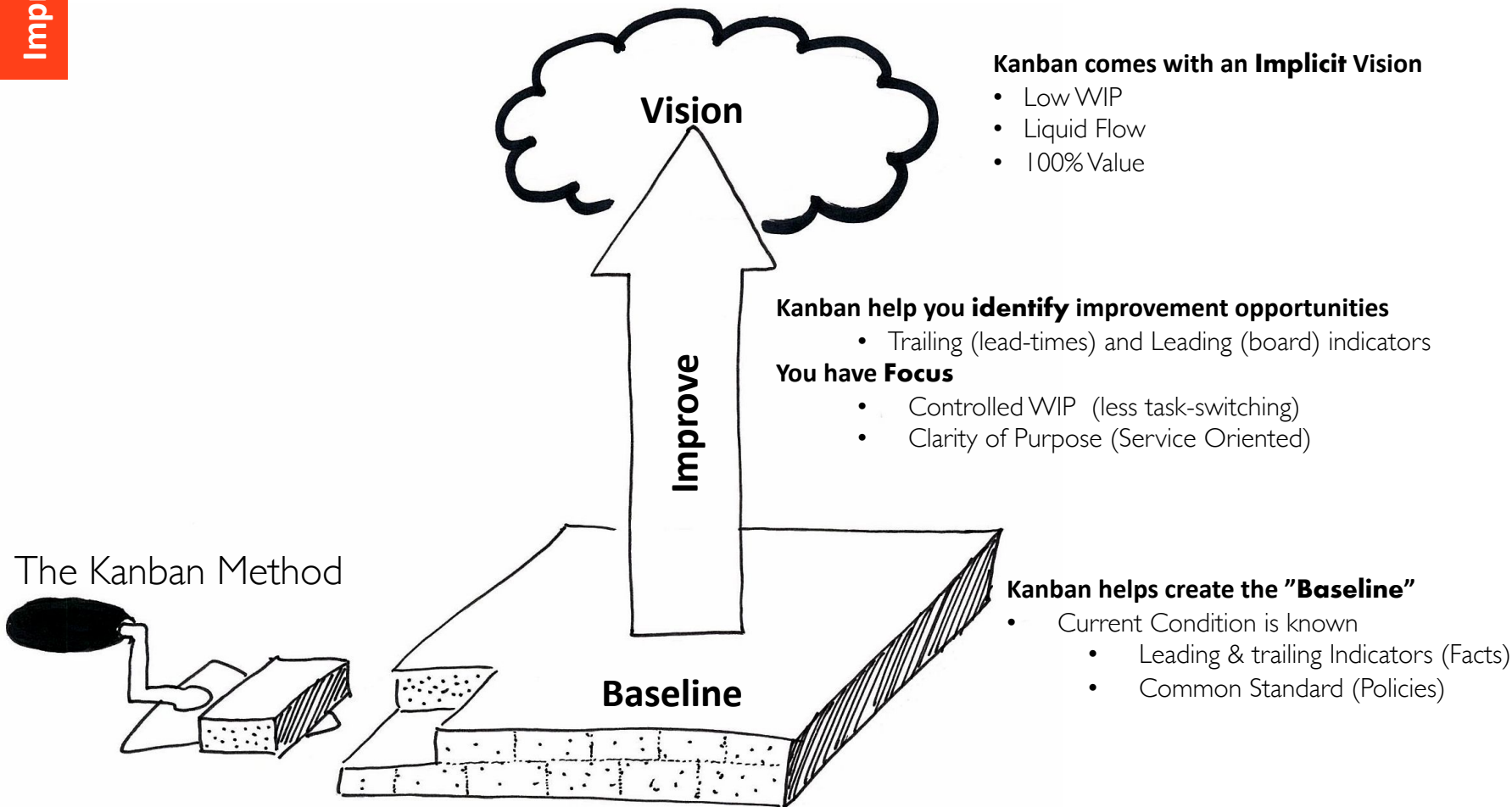


Lessons Learned on

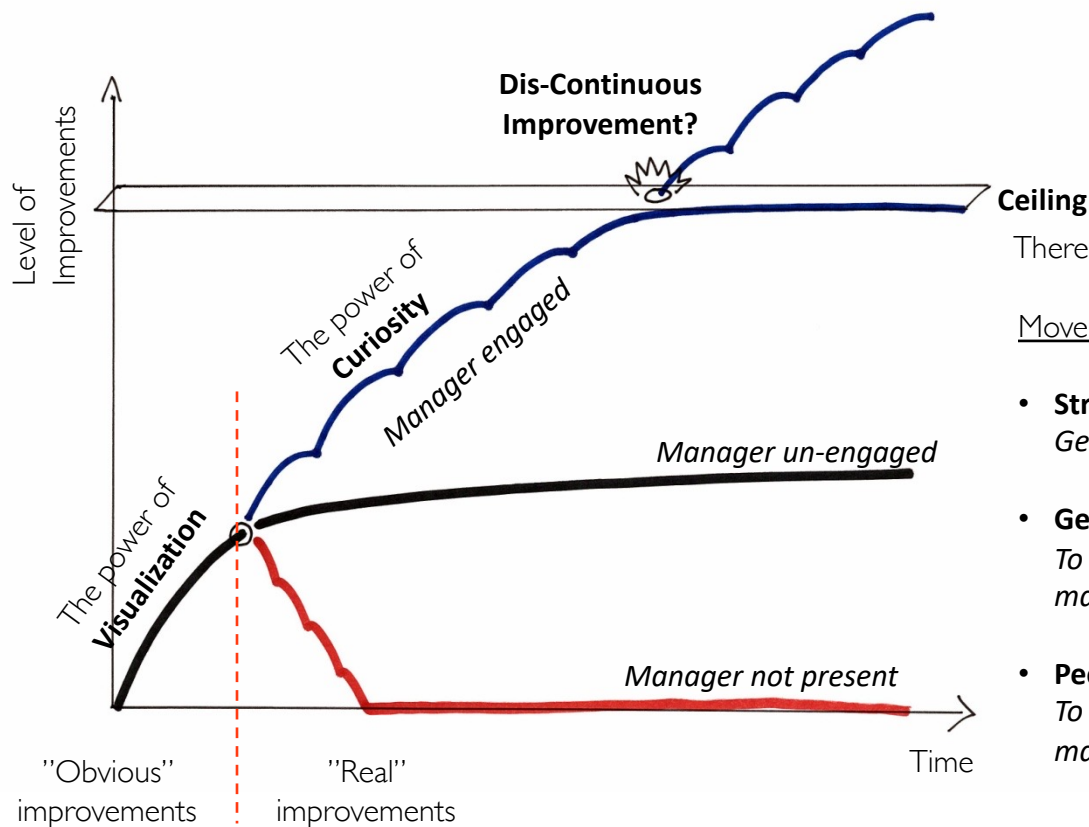
# CONTINUOUS IMPROVEMENTS



# Kanban and Continuous Improvements



# Patterns of Continuous Improvements



There is always a Ceiling!

Move the ceiling:

- **Stretch your value streams!**  
*Get in control of upstream & downstream*
- **Get a sponsor higher up in the org!**  
*To compensate the lack of political influence of the managers beyond a certain point*
- **Peer-to-peer coaching!**  
*To increase commitment and curiosity from manager*

# Creating Curiosity with Peer-to-Peer Coaching

Lean Operational Report

To understand: How is a function performing

Function:

Responsible:

Date:

2013-05-22

Manager/Coach:

Christophe

Date last report:

What do I need to know	Visual (Y/N/?)	Status (Y/N/?)	Biggest road block / Challenge	Trend	Current performance: (Above, On, Under)
Do we deliver to promise?	N	?	Unsure about what we promise. (team? Management?)		?
Do we deliver the right thing?	N	?	1) Failure Demand? 2) %work in line with purpose of team?		?
Are our key stakeholders satisfied?	N	?	Customer: need faster delivery! How fast is it now?		?
Is there a smooth and efficient value flow from request to delivery?	Y	N	1) Blocks due to customers do not have time 2) Other activities that are not core 3) Big activities		Under
Do people feel motivated?	N	N	1) No time for improvements due to non-core activities 2) Lack of Governance		Under

Noteworthy information

Request for support / Escalations

What

When

Current Team Feeling:

Feels that the team is stuck in a ravine, while stone blocks are being cast from above by different uncoordinated initiatives (strategy, BI, etc.)

Golden stars!

What is the current focus

Flow: Blocks!

Current Condition (temporary KPI): # blocked items / day

Why blocks?

Assumption: Managers that order do not have time to answer questions

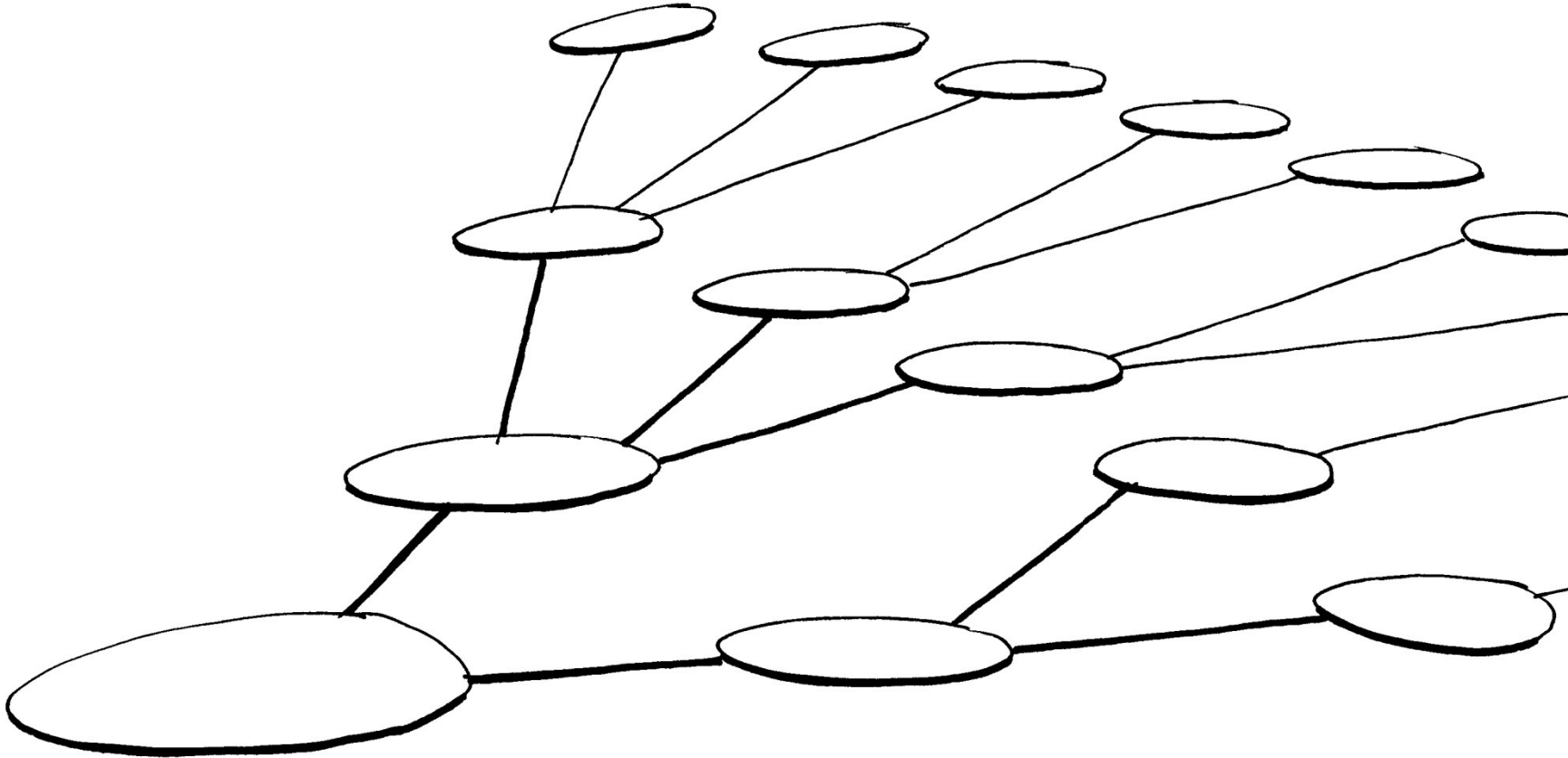
Experiment: Request that another person than the Manager is the contact person

Version: P&4

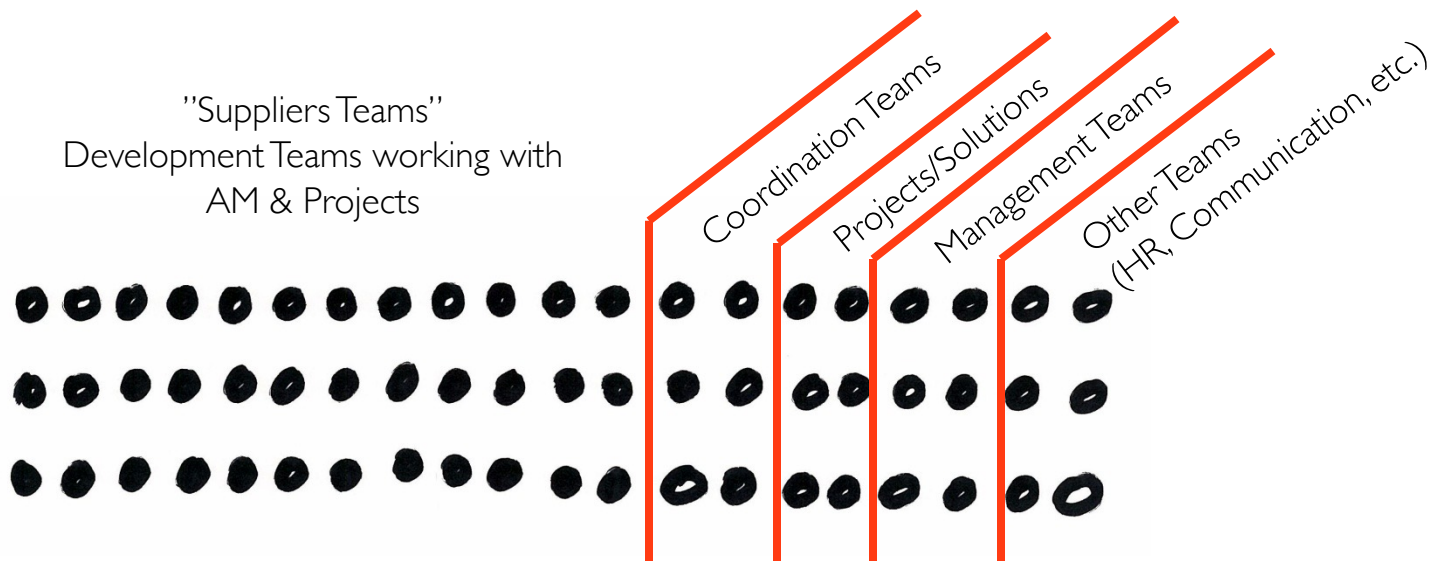
Status: R&D

Lessons Learned on

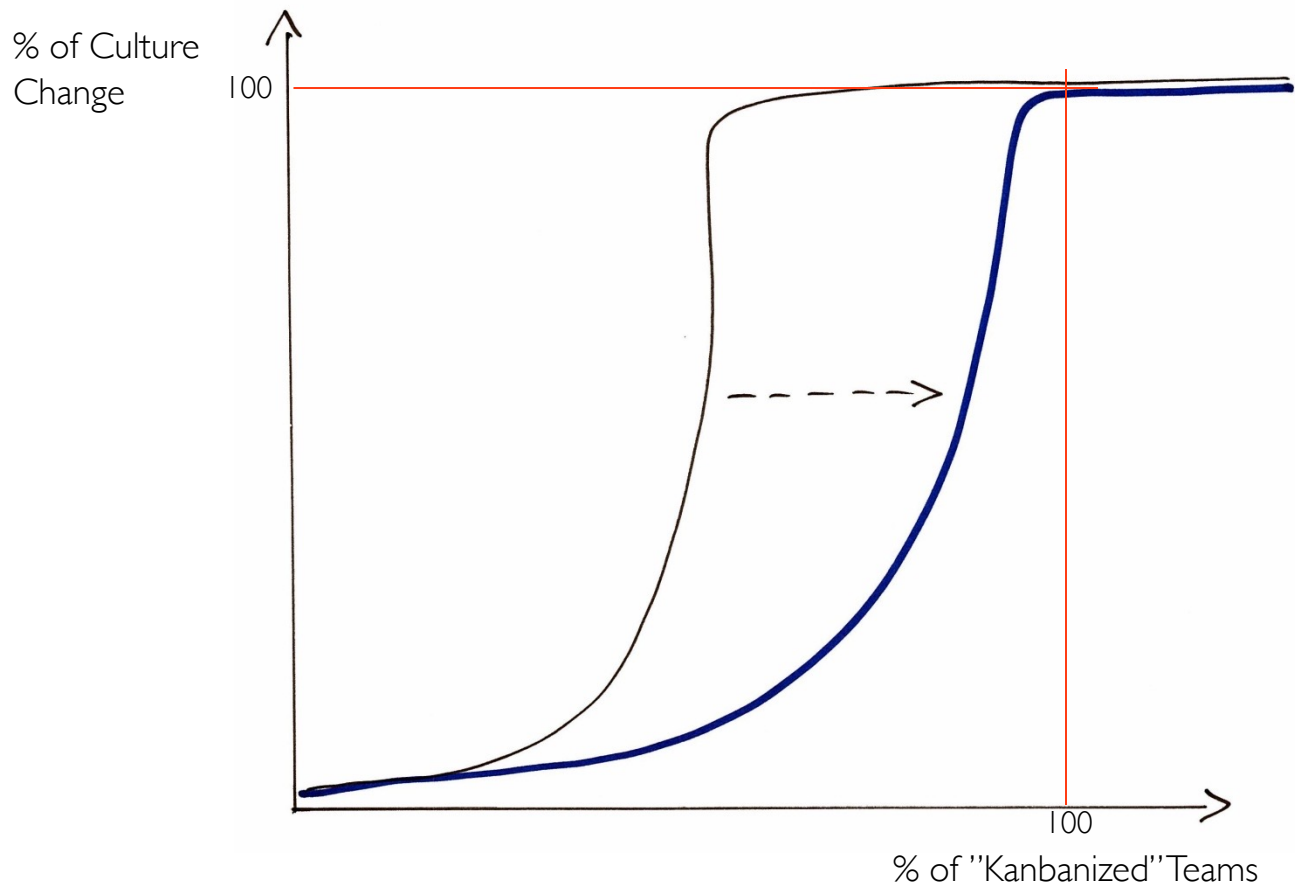
# SCALING



# Coached 60+ Teams

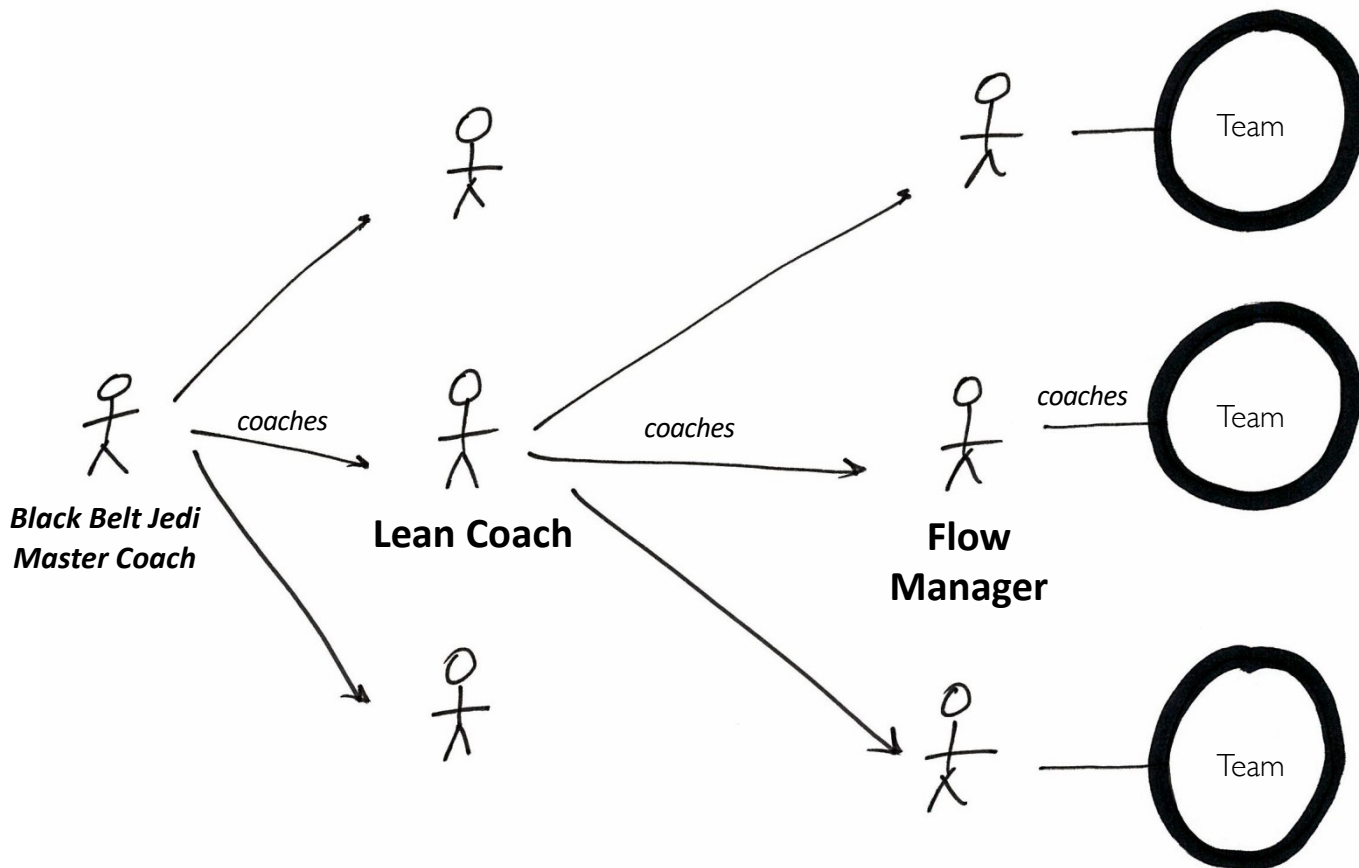


# A Strategy to Trigger a Culture Change

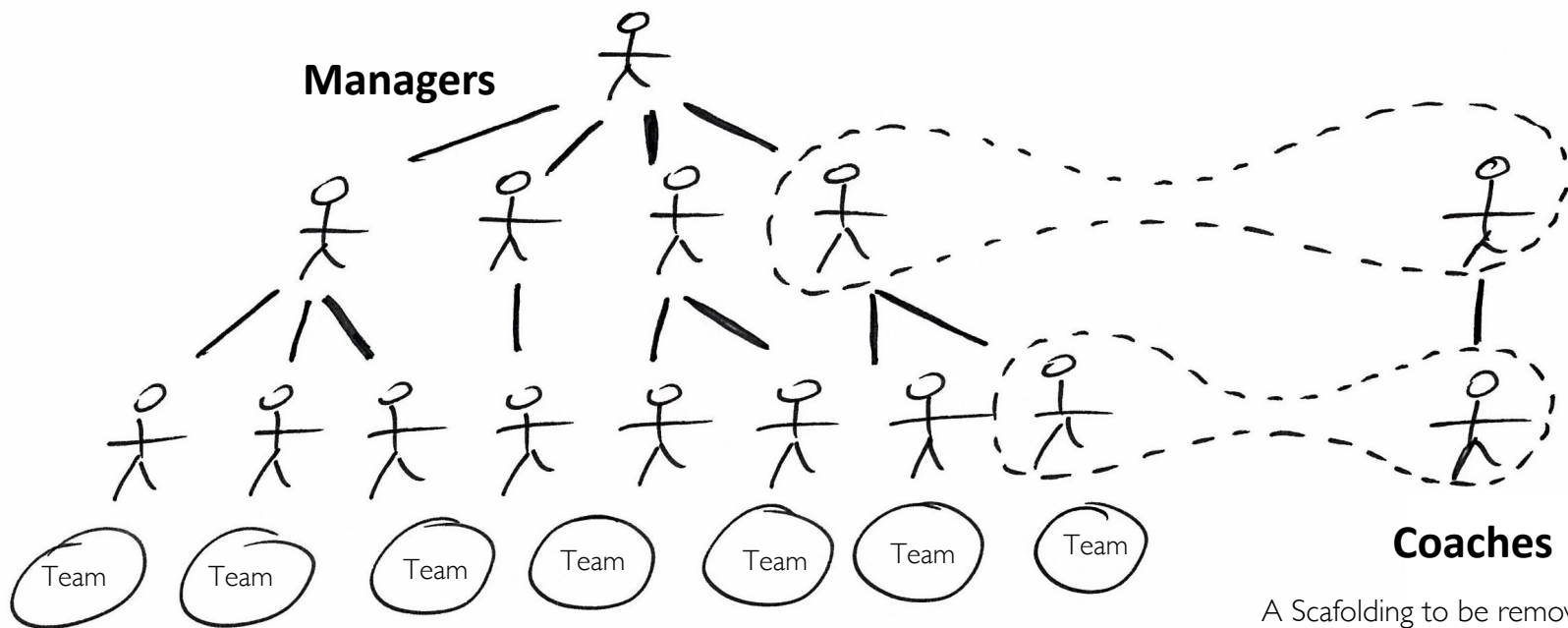




# Scaling Coaching



# The Goal: Get Rid of the Coaches!

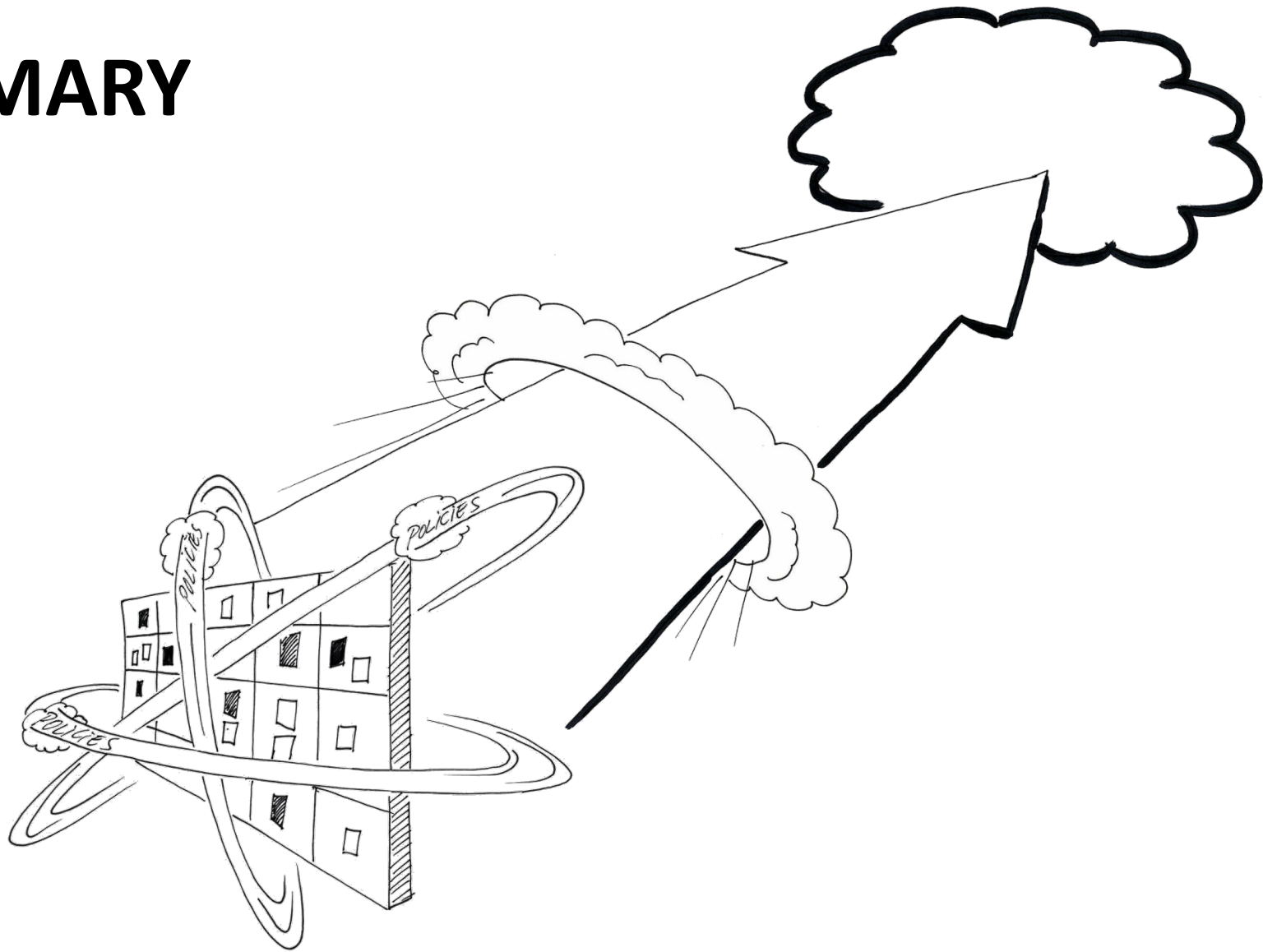


A Scaffolding to be removed when  
Managers have become coaches

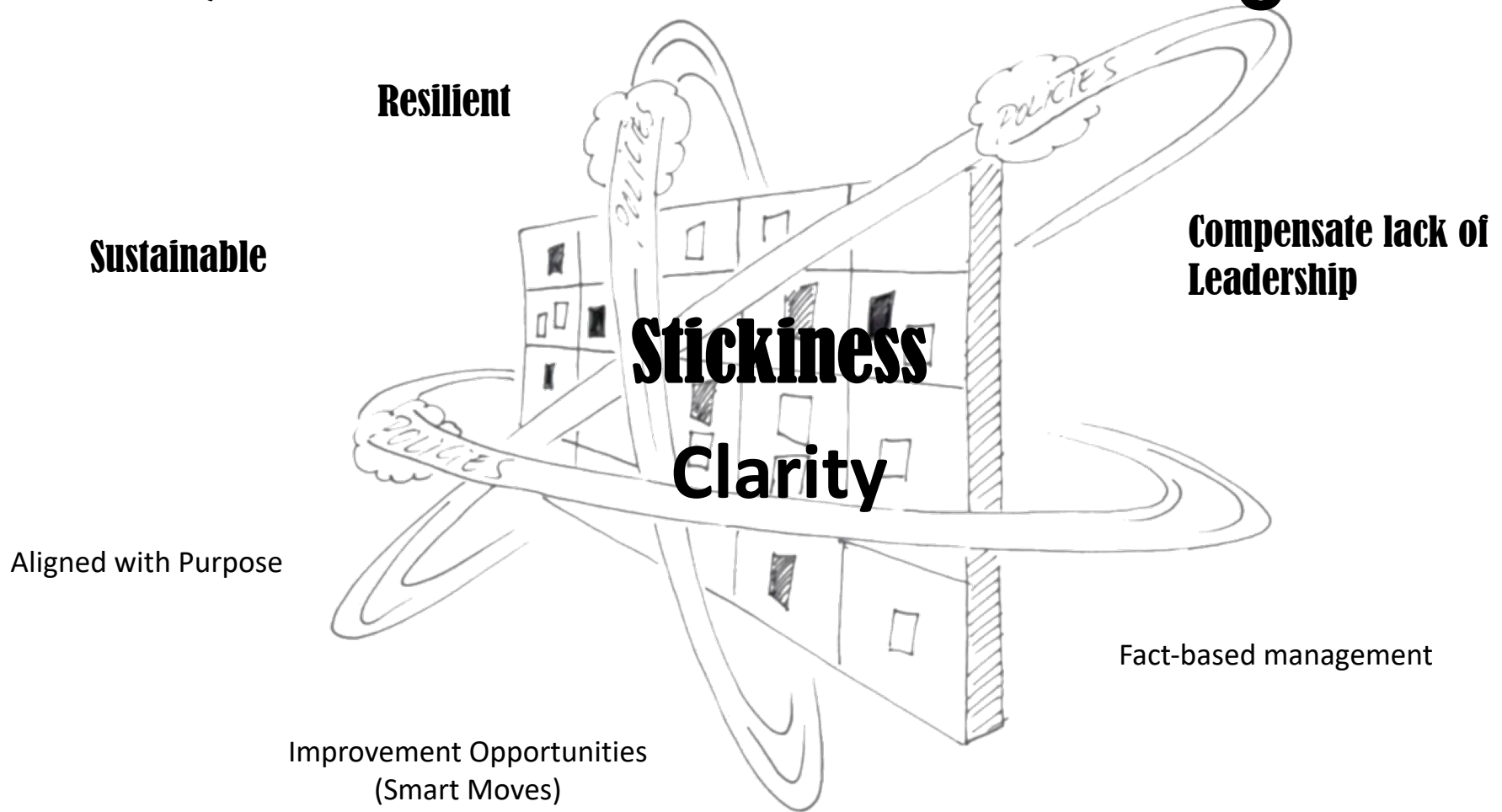
# What's Next?

- Focus over End-2-End flows
- Peer-2-peer coaching: enabling curiosity
- Dis-continuous improvements: How?

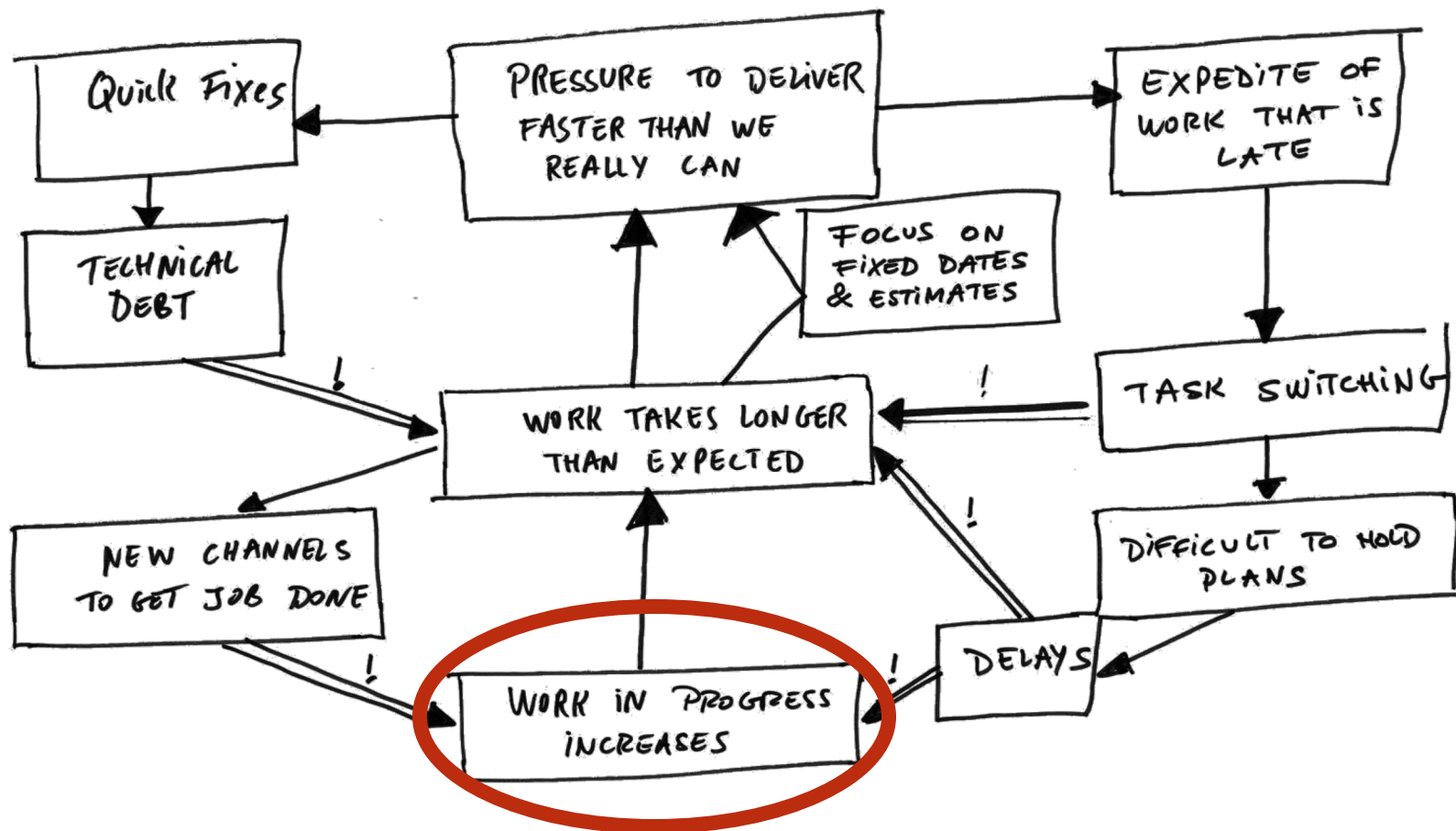
# SUMMARY



# 2 *Qualities* that Matter in the Long Run



# Kanban is the Fastest (highest RoI) way to increase your team's Capability

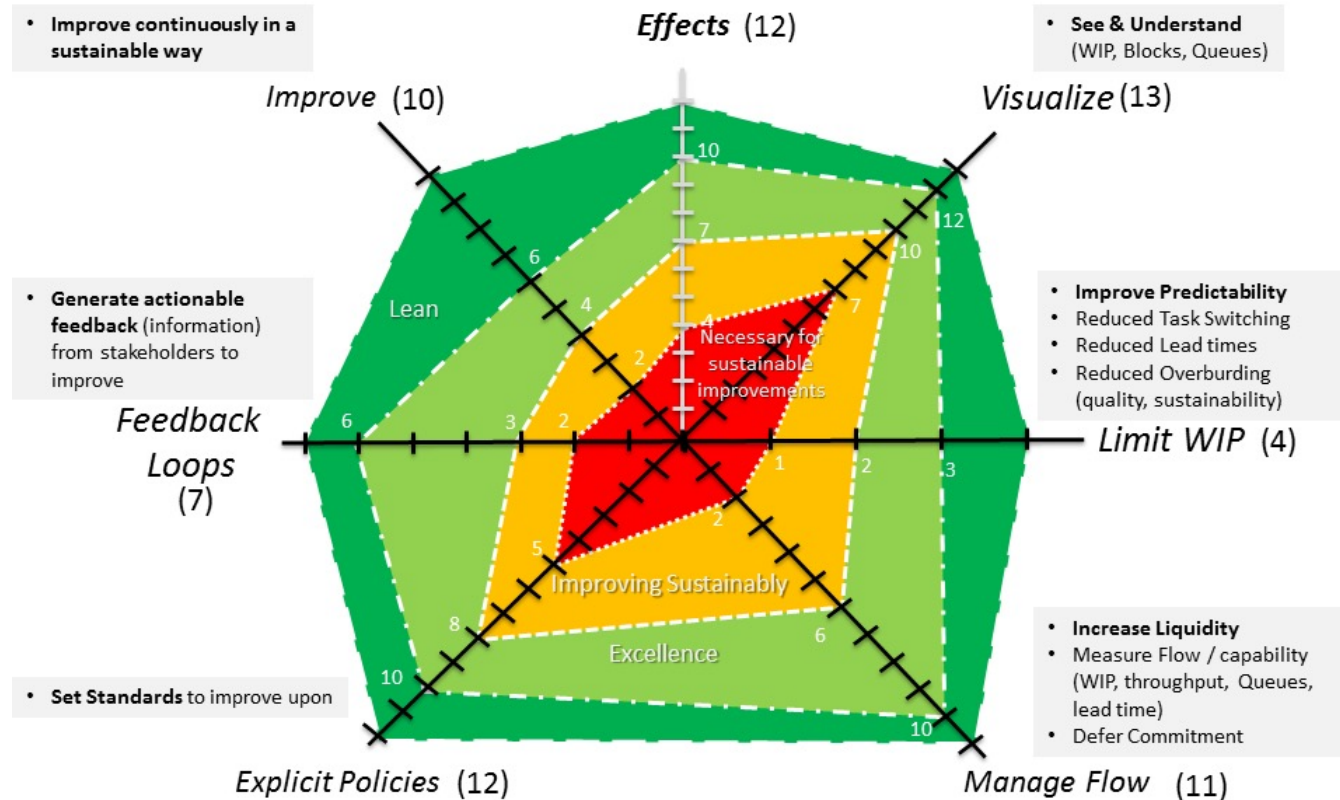




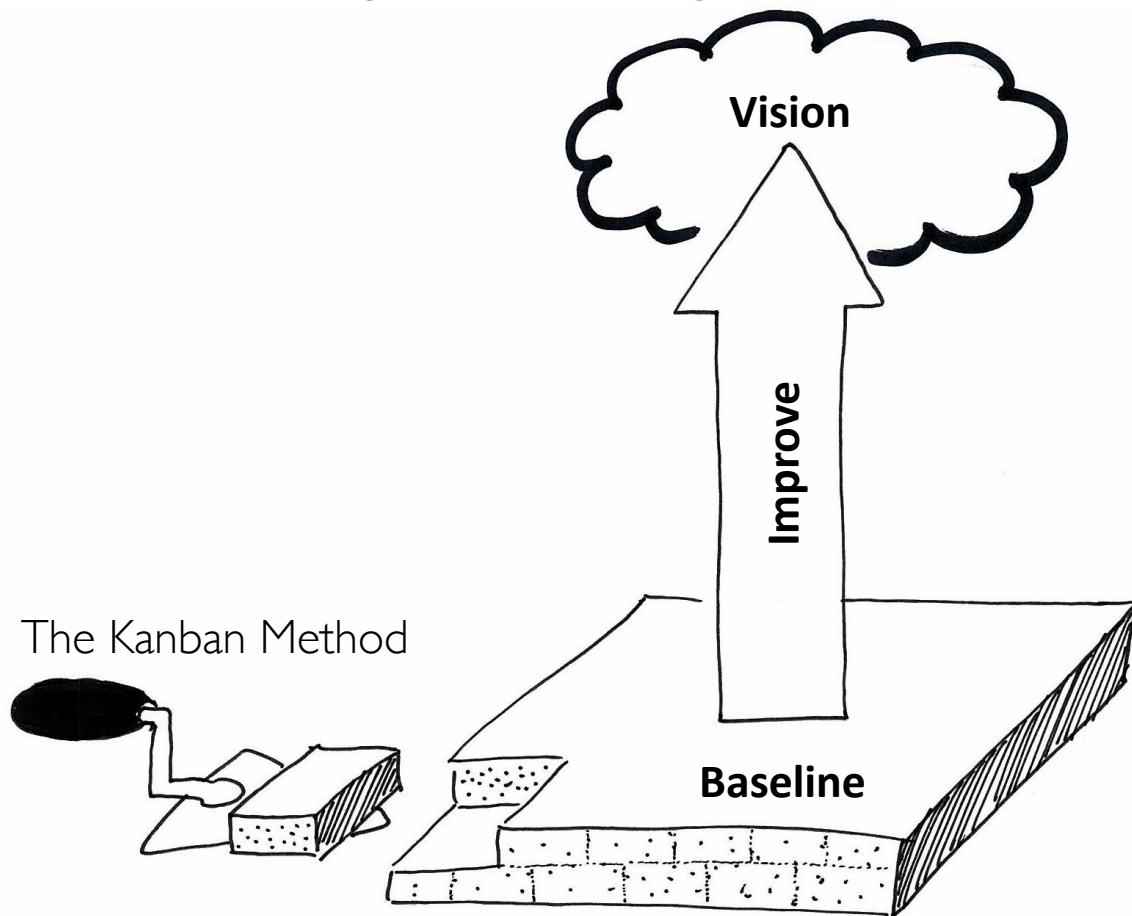
# Easy to "Sell" Kanban using 1 day Workshop and Boosts

	The Kick-Start Workshop (1 day)													Boosts				
	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
Understand the Team																		

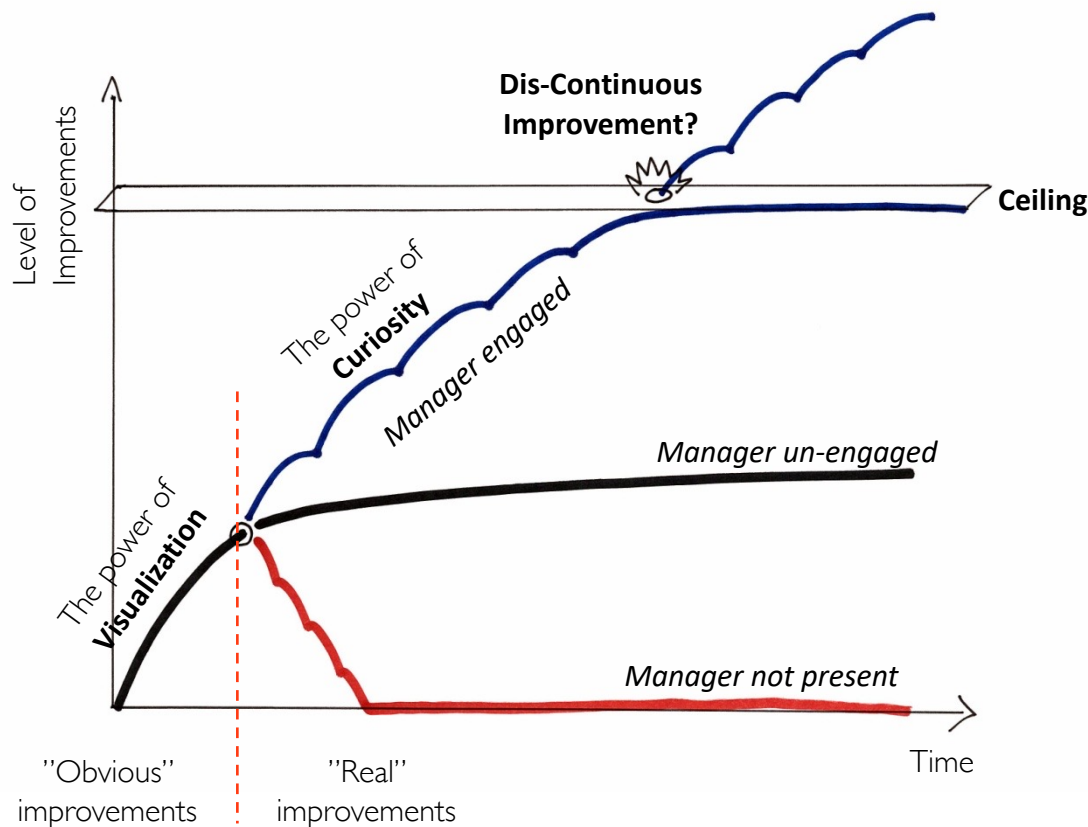
# Depth of Kanban to Identify the most meaningfull (highest RoI) next improvement



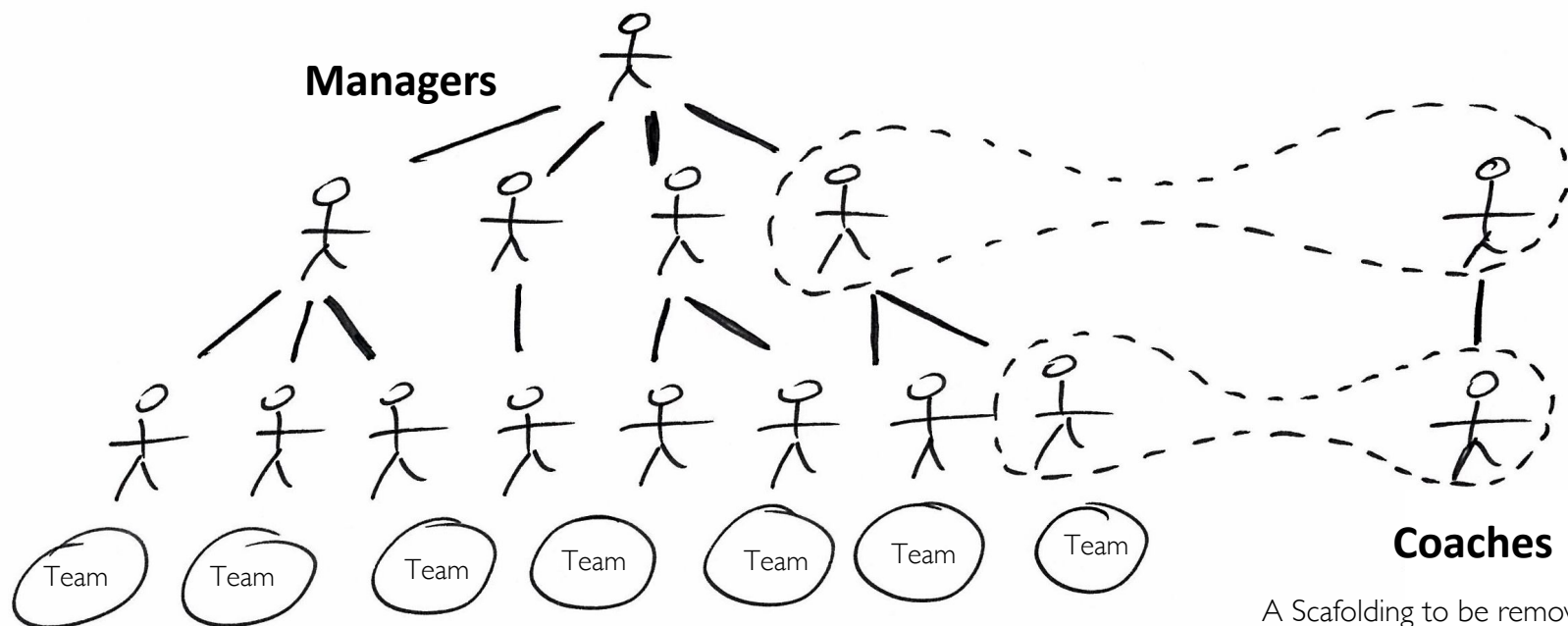
# The Deeper you Go with Kanban, the more it forces you to improve continuously



# You Need Curious Managers for "Real" Improvements



# We Scale with a Temporary Coach Chain until the Managers take over



A Scaffolding to be removed when Managers have become coaches

# Thanks for your Time!

A hand-drawn landscape illustration in black ink. It features a large, fluffy cloud in the upper center containing the text "Christophe Achouiantz" and "@ChrisAch". Below the cloud, a winding path leads through a landscape with rolling hills, a small body of water, and a field of small plants. The drawing is simple and sketchy, with dashed lines indicating a horizon or sky.

@ChrisAch

Get the slides here:

<http://leanagileprojects.blogspot.se>