Launching Kanban Teams

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WHO AM I?
Lean Software Development with Kanban

- May 22 – 23, Aarhus
- June 11 – 12, Copenhagen

http://www.trifork.com/trainingcalendar
Agenda

- Introduction
- The Challenge
- What Worked
- What Failed
- Things to Consider
- Common Problems
- Board Designs
- Q&A
What I Won’t Cover

► Kanban’s Origins
► Kanban principles
► Scrum vs. Kanban
ONE MINUTE KANBAN REMINDER
Core Values

- Start with what you do now
- Agree to pursue incremental, evolutionary change
- Initially, respect current processes, roles, responsibilities and job titles
Kanban Principles

- Visualize the Work
- Limit Work-in-Progress
- Manage Flow
- Make Process Policies Explicit
- Improve Collaboratively (using models)
THE CHALLENGE
17 Teams, 3 Organizations
WITH VERY DIFFERENT REASONS FOR IMPLEMENTING KANBAN
Context Based Agile

Also outside the development context
### Flexible Scheduling

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<th>Inbox</th>
<th>Specification</th>
<th>Breakdown</th>
<th>Development</th>
<th>Code review</th>
<th>Test locally</th>
<th>Test on Staging</th>
<th>Release (Every Tuesday)</th>
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Predictability
Suboptimization

http://blog.crisp.se/2008/09/08/mattiasskarin/1220882915232
Truck Factor
Organizational Resistance
Continuous Improvement

1. PLAN
2. DO
3. CHECK
4. ADJUST

Circle flow from PLAN to DO to CHECK to ADJUST and back to PLAN.
Structure/Maturity
Next Step - Agile
A Mix

Goals:

- Prioritization
- Order instead of chaos
- Work as a team
- Level work to capacity
- Transparency in workflow
- Get things done
- Visualize blockers
- Have fun
- Flow of communication → n decisions
Usual Strategy

➤ Training
➤ Coaching
➤ More Coaching
➤ Even More Coaching
➤ Review and Assessment
➤ Future Directions
Budget and Time Constraints

1 ½ - 2 days per team (Roughly)
Strategy Used

- Training
- Kick Start
- Off-site Coaching (Email, Skype etc.)
- Review and Future Directions
Training

- 2 day Accredited Kanban Training for “Drivers/Champions/Change Agents”
- 1 day Introduction for “participants”
Kickstart Content

- Why?
- Boards and States
- WIP Limits
- Metrics
- Cadences
- Policies
- Roles and Responsibilities
- Card Content
- (Classes of Service)
- Commitments!
Off-Site Coaching

Problems, Successes, Clarification, Inspiration/Experiments
Before the Review

- Perceived Benefit of Kanban (Positive, Neutral, Negative)
- Metrics
- Questions/Problems
At the Review (1/2 – 1 day)

- Comparing the why’s?
- System Design
- Retrospective
- Time Machine
- Topics of the Day
WHAT WORKED?
Cut the Cord
A "Driver" Really Helps
Collaborative System Design
Revolutionary and Evolutionary
Owning the Process
Value Perspective
Changing the Team Perspective

Life in a Matrix

Virtual Team Manager

I'm looking for help on this, virtual team...

Function

It's not in my P&L.

Country

It's not in my objectives.

Product Group

I'd like to help, but...

Traditional silos getting in the way?
Physical Boards
Distributed Projects
Deeper Understanding of Agile
Perceived Effect

- Positive: 76%
- Neutral: 20%
- Negative: 4%
WHAT FAILED?
Ideas vs. Rules

Why are we not allowed to estimate?

1. THOU SHALT NOT pour greases, fats and oils down any drain.
2. THOU SHALT NOT attach a garbage disposal to your sink for ridding thyself of meat bones, coffee grounds or other foods that are difficult to biodegrade.
3. THOU SHALT NOT dispose of paints or household chemicals in the drain (yea, verily, THOU SHALT use disinfectants in small amounts)?
4. THOU SHALT NOT dispose of any automobile fluids down any drain, be it gas, oil, transmission or break fluid, grease or antifreeze!
5. THOU SHALT NOT kill the beneficial bacteria in your septic system by rinsing pesticides, herbicides or any other toxins down the drain.
6. THOU SHALT NOT dispose of any non-biodegradable item in your toilet, be it cigarette butts, disposable diapers or feminine hygiene products!
7. THOU SHALT NOT let water run while washing dishes and thawing frozen foods and shall consider limiting flushes.
8. THOU SHALT NOT run full loads in the dishwasher or washing machine and shall stagger wash loads (none on the Sabbath then six on Mondays)!
9. THOU SHALT NOT use chemicals to “start up” or “clean up” your system.
10. THOU SHALT NOT attach “clean water” sources such as footing or sump pumps to the septic system.
Management Focus

- Last Minute Cancellations
USING AND UPDATING METRICS
Status?
Status?
Status?

[Graph showing cycle time on a grid with two data points.]
Evolutionary?

You are now a Team!

But we have nothing in common

Don’t worry. Start with Kanban and improve one step at a time
Off-Site Coaching
No Perceived Need

“A crisis is a terrible thing to waste. It should give people, institutions and politicians the necessary courage to implement change”

Patrick Anderson
THINGS TO CONSIDER
Predictability
Start Gathering Data

But don’t expect people to use them right away
Copy Cats
People Need Help

To stop focusing on mechanics
Change Management is Hard

![Sheep cartoon](image-url)
COMMON PROBLEMS
Management Wants It

But does not live it
Partly Visualized System
Standup Duration
Difference in Item Type/Size
BOARD DESIGNS
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- **ANALYSE**
  - **UDVIKLING**
    - **TEST**
      - **INT. TEST**
        - **REL TEST**
          - **Sop for release**

- Notes and tasks are written on post-it notes attached to the board.
QUESTIONS?
How To Reach Me

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