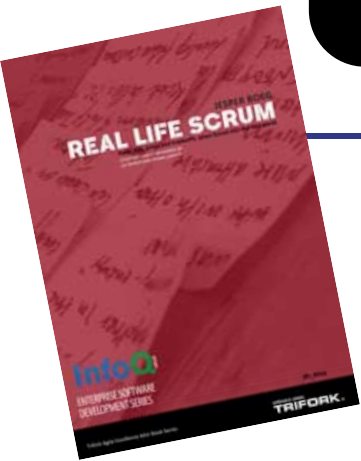


AgileUpgrade



Launching Kanban Teams

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WHO AM I?



creuna[®]

-
- ▶ 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

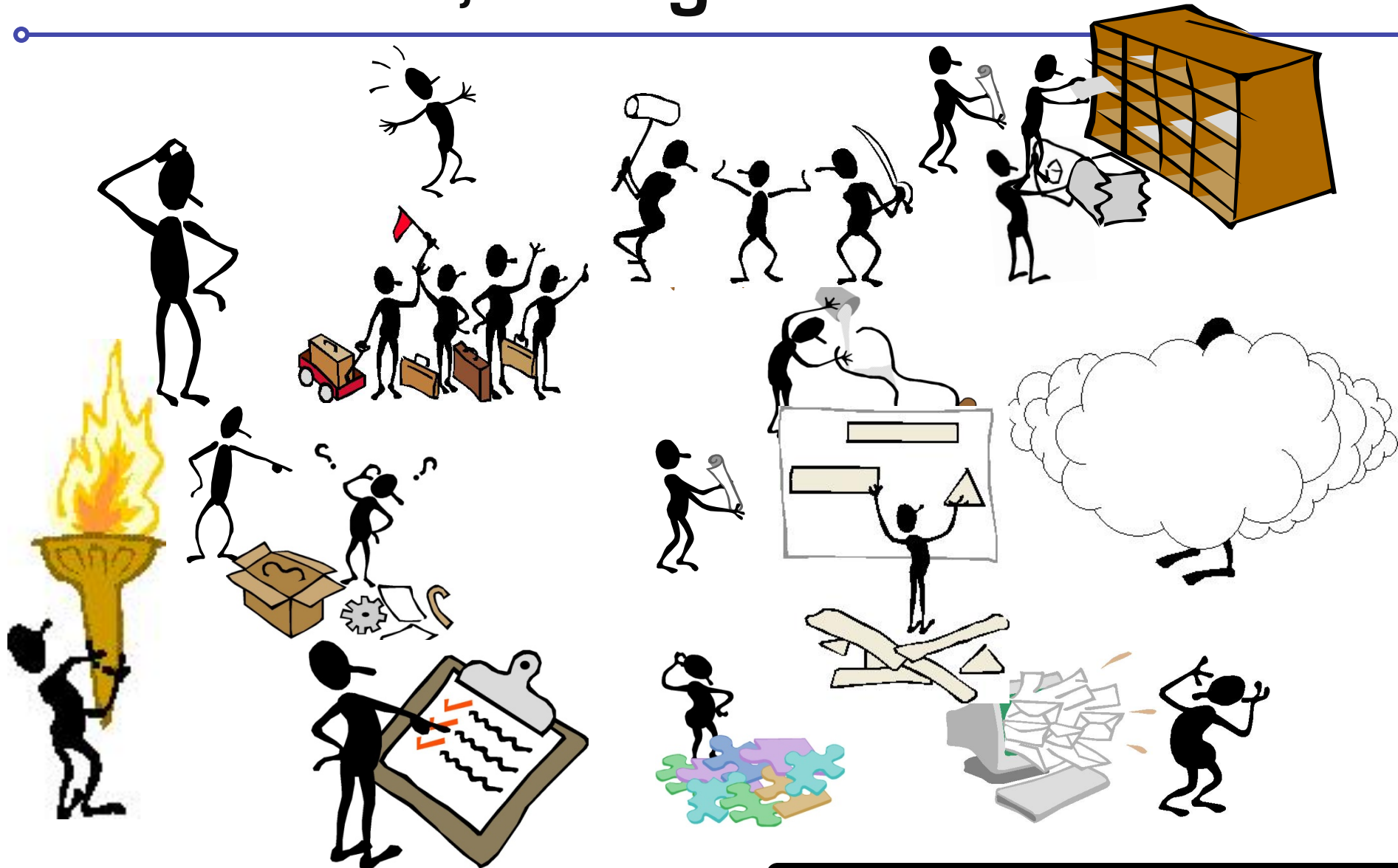
Kanban Principles

- ▶ Visualize the Work
- ▶ Limit Work-in-Progress
- ▶ Manage Flow
- ▶ Make Process Policies Explicit
- ▶ Improve Collaboratively (using models)



THE CHALLENGE

17 Teams, 3 Organizations



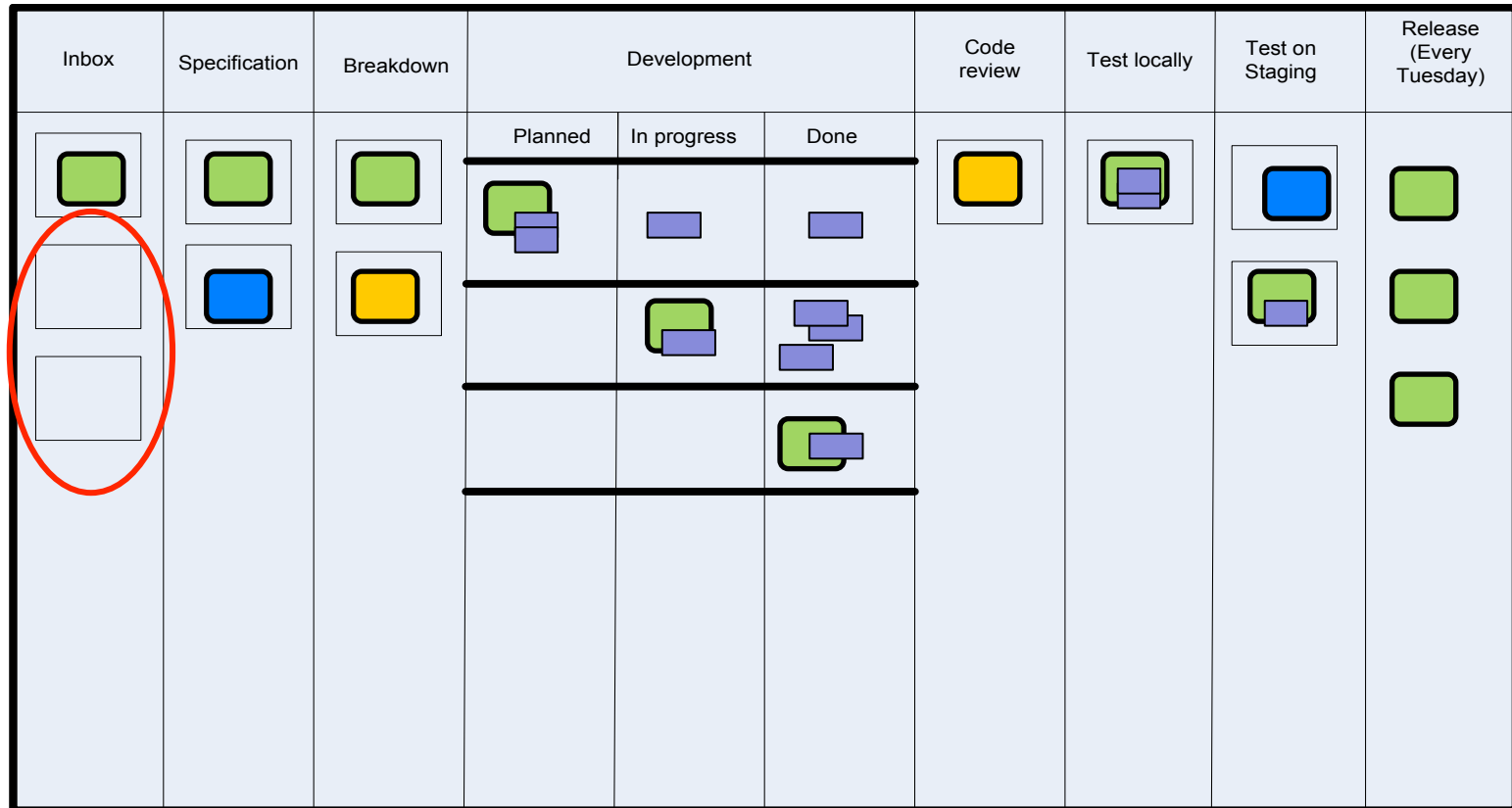
WITH VERY DIFFERENT REASONS FOR IMPLEMENTING KANBAN

Context Based Agile

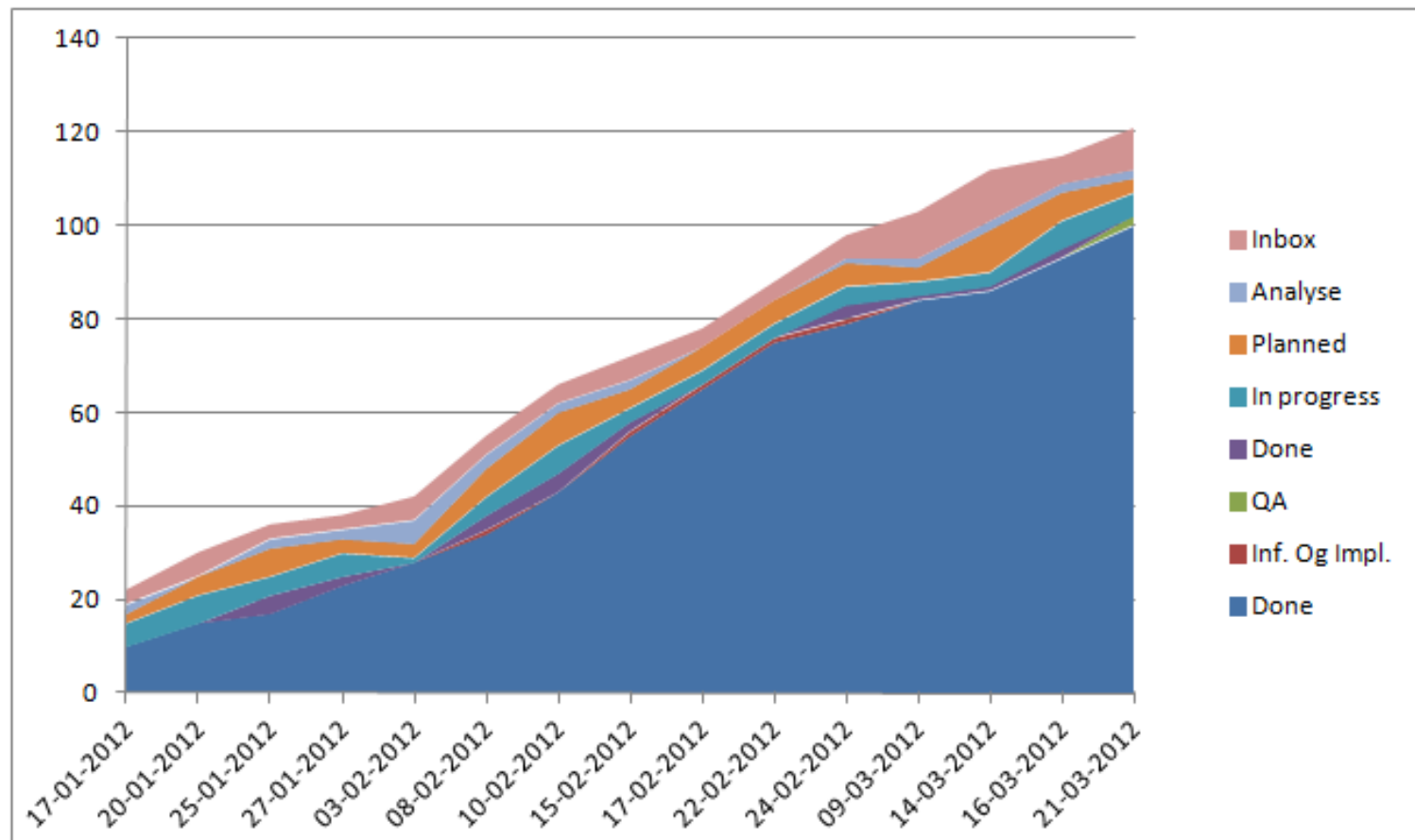
- ▶ Also outside the development context



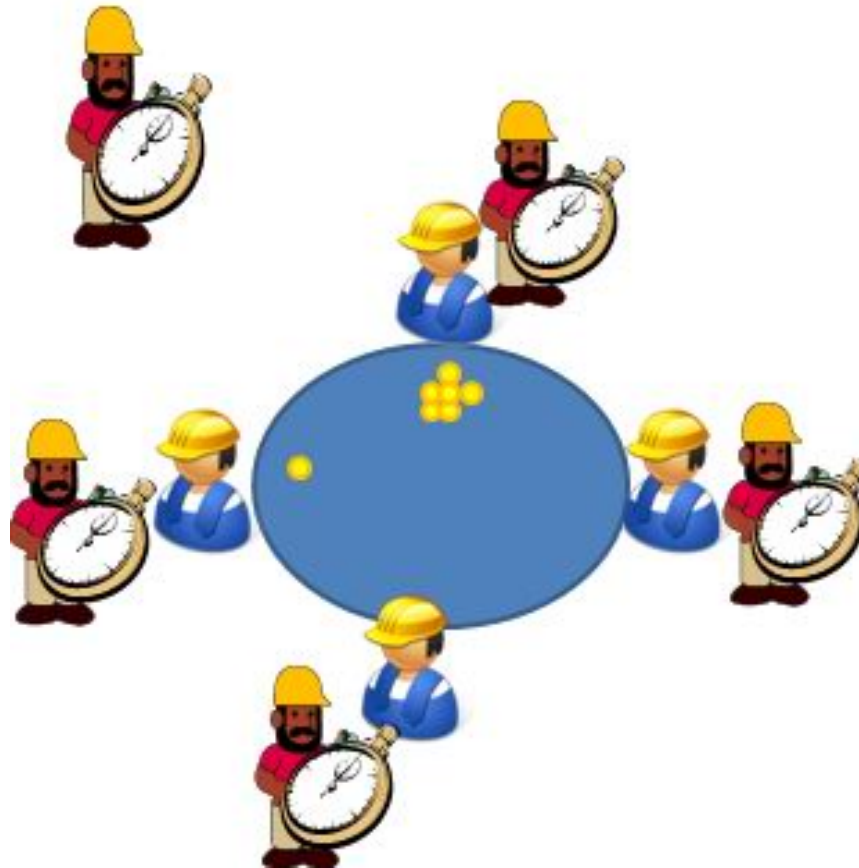
Flexible Scheduling



Predictability



Suboptimization



► <http://blog.crisp.se/2008/09/08/mattiasskarin/1220882915232>

Truck Factor



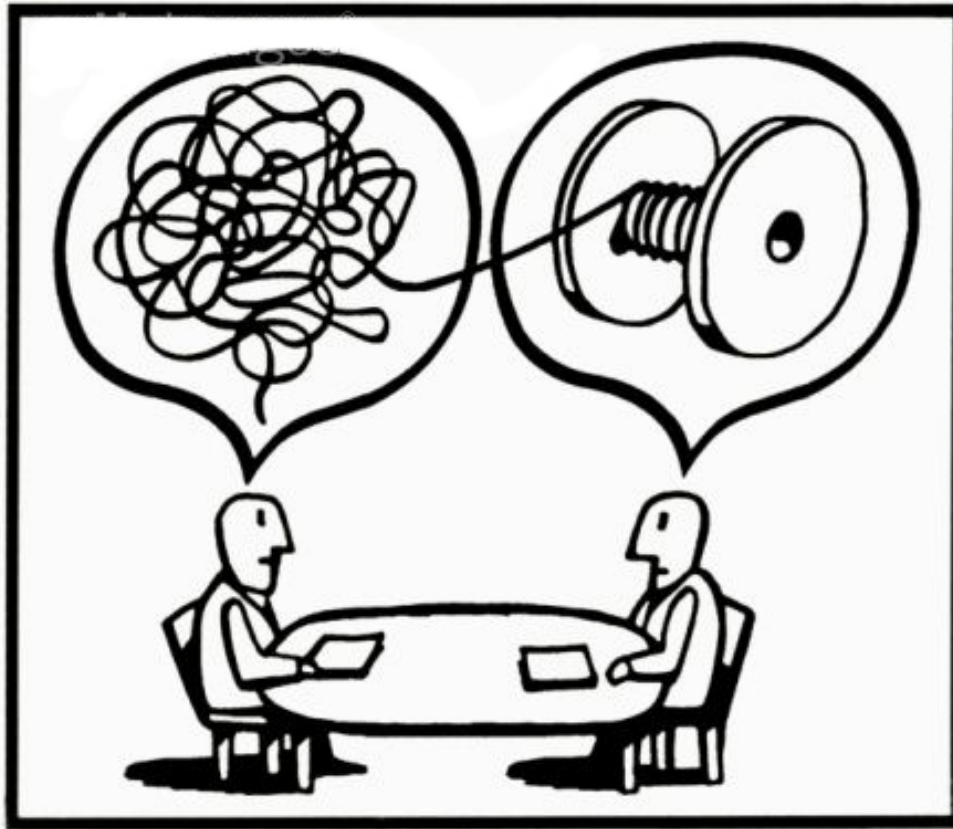
Organizational Resistance



Continuous Improvement



Structure/Maturity



Next Step - Agile

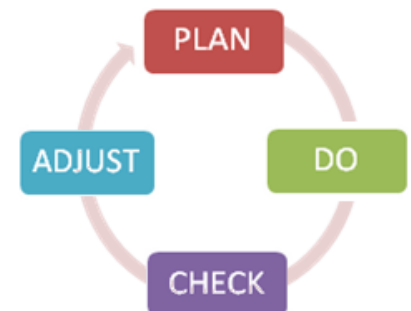


A Mix

Goals:

- out loud
- small tests
- Kanban
- we tried it - it didn't work
- maintenance

- 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

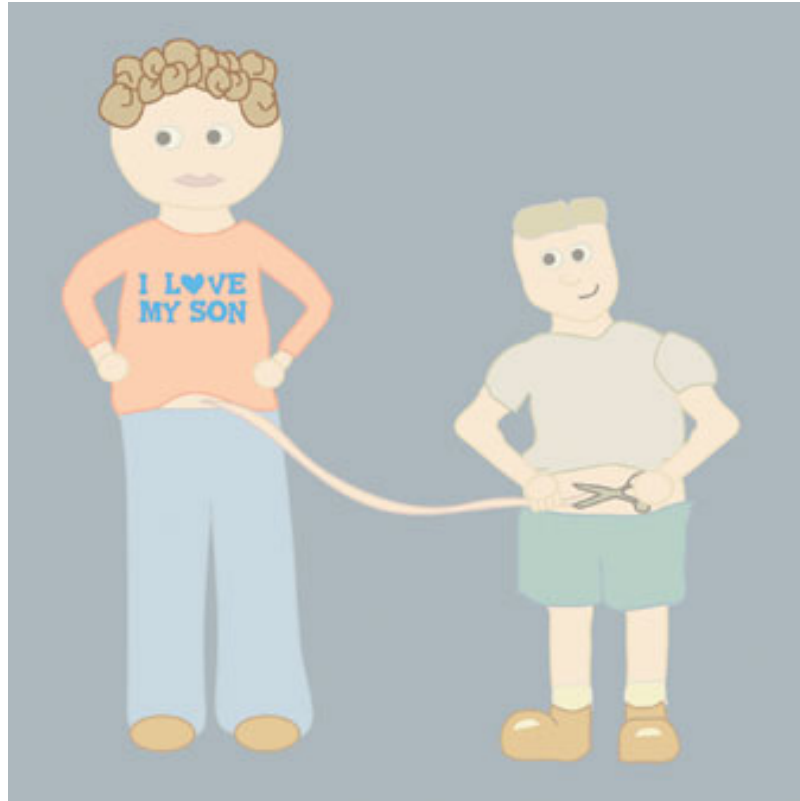
- ▶ Perceived Benefit of Kanban (Positive, Neutral, Negative)
- ▶ Metrics
- ▶ Questions/Problems

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



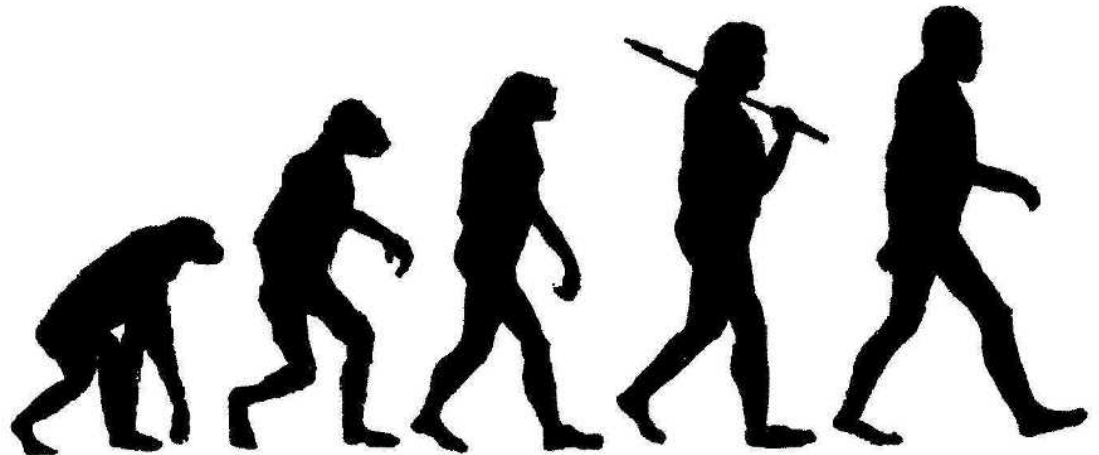
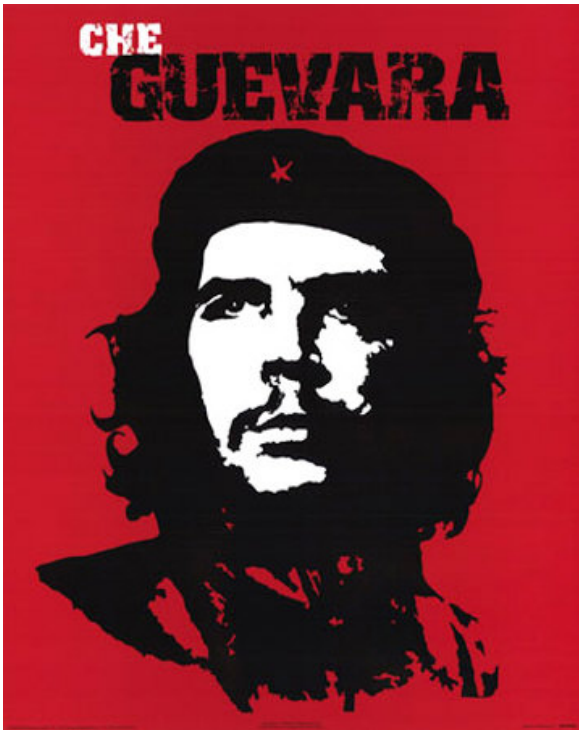
A "Driver" Really Helps



Collaborative System Design



Revolutionary and Evolutionary



Owning the Process



Value Perspective



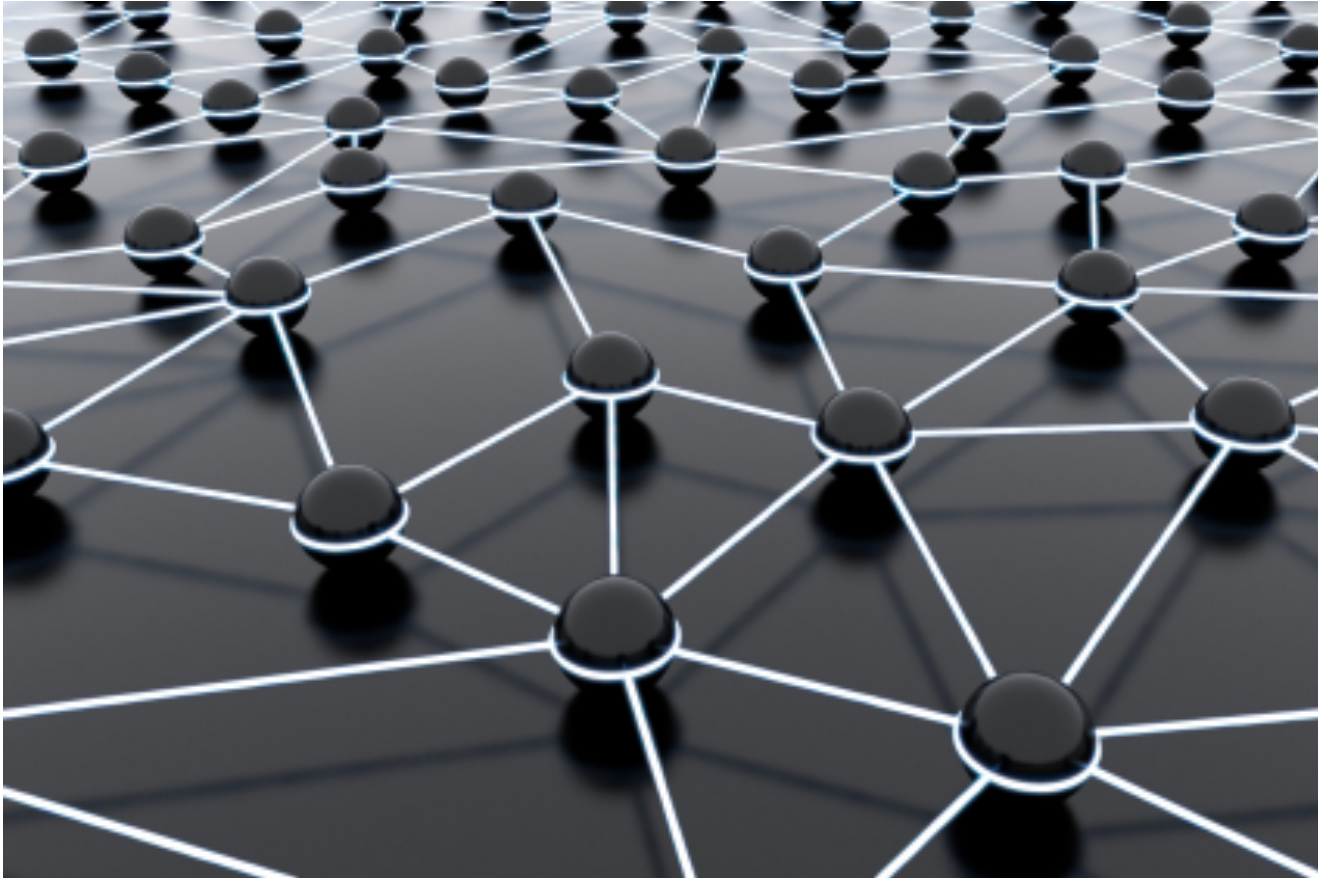
Changing the Team Perspective



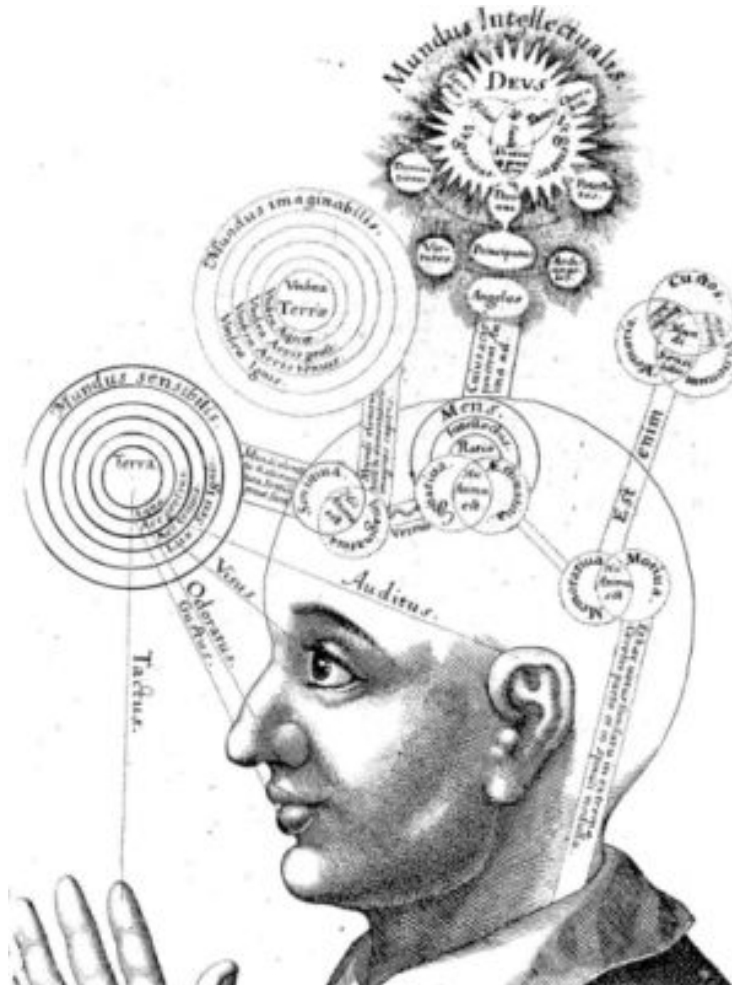
Physical Boards



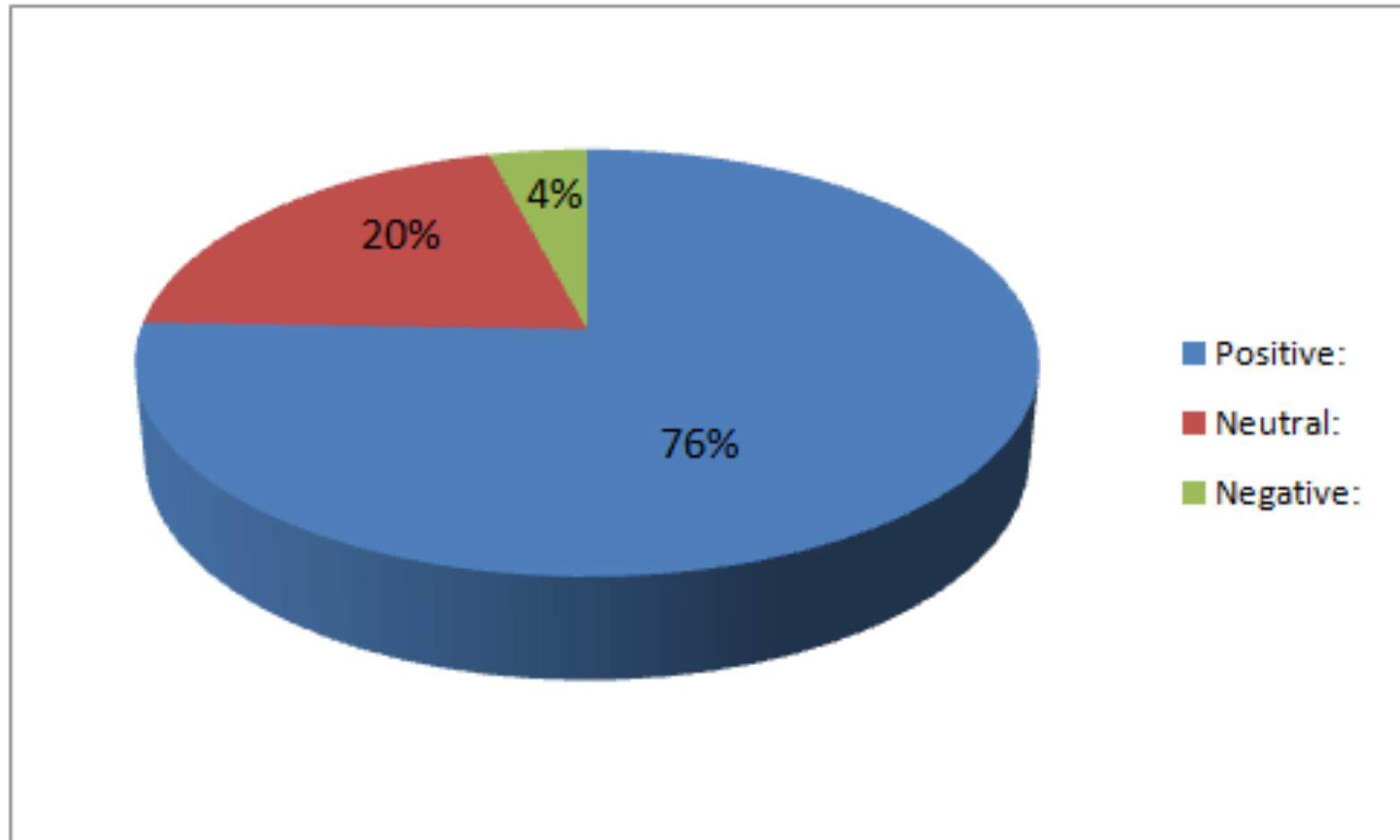
Distributed Projects



Deeper Understanding of Agile



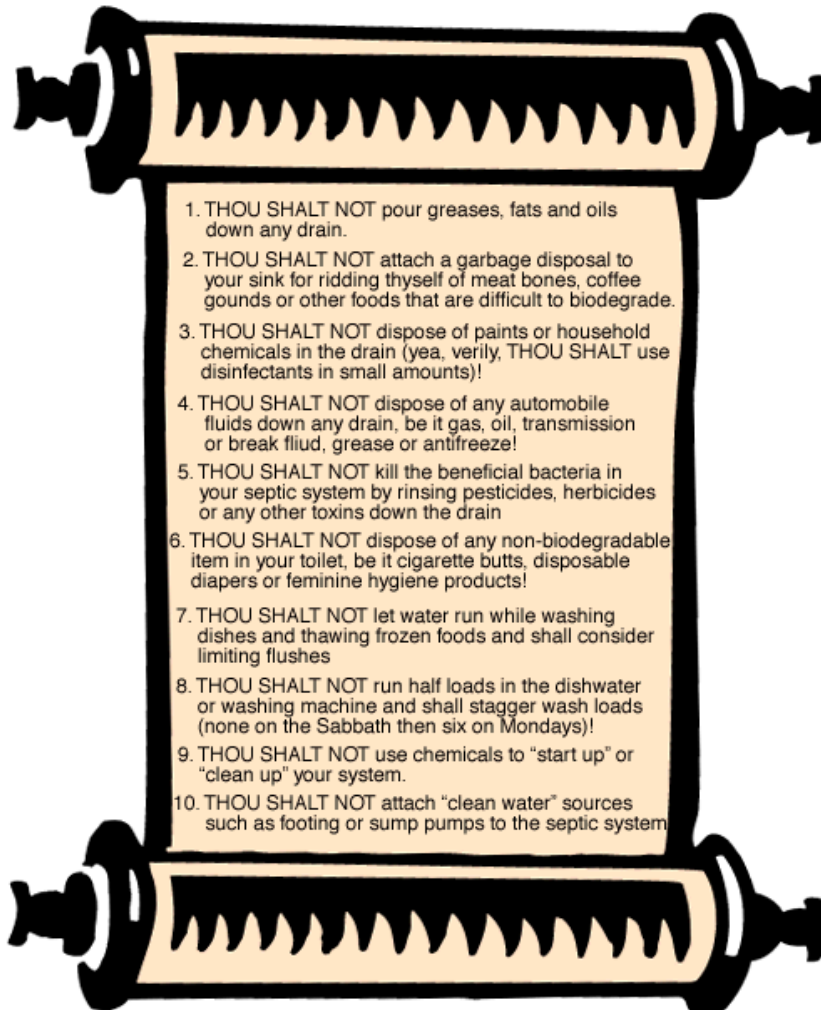
Perceived Effect



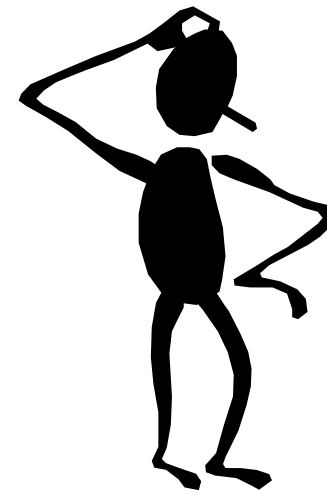


WHAT FAILED?

Ideas vs. Rules



Why are we not allowed to estimate?



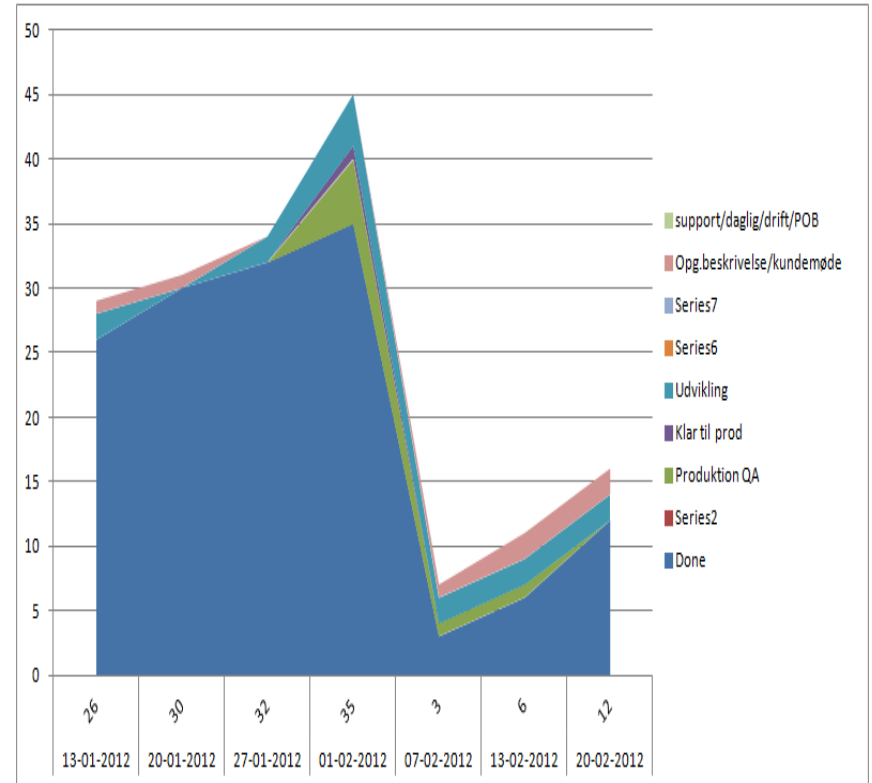
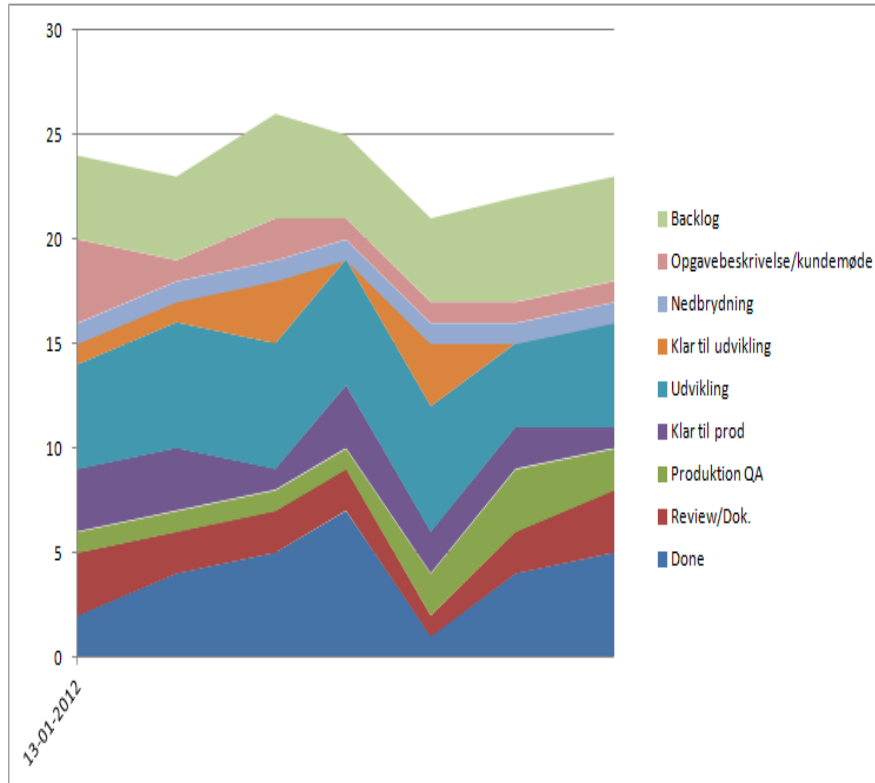
Management Focus

► Last Minute Cancellations



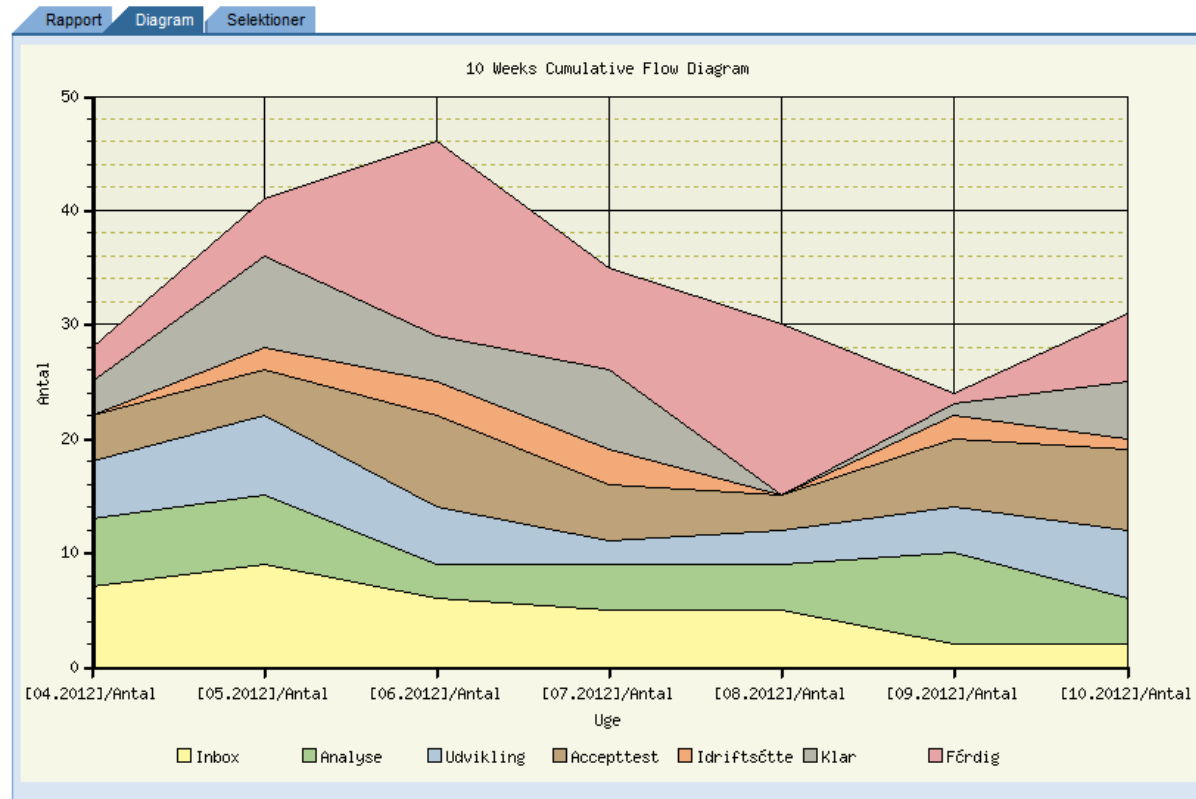
USING AND UPDATING METRICS

Status?

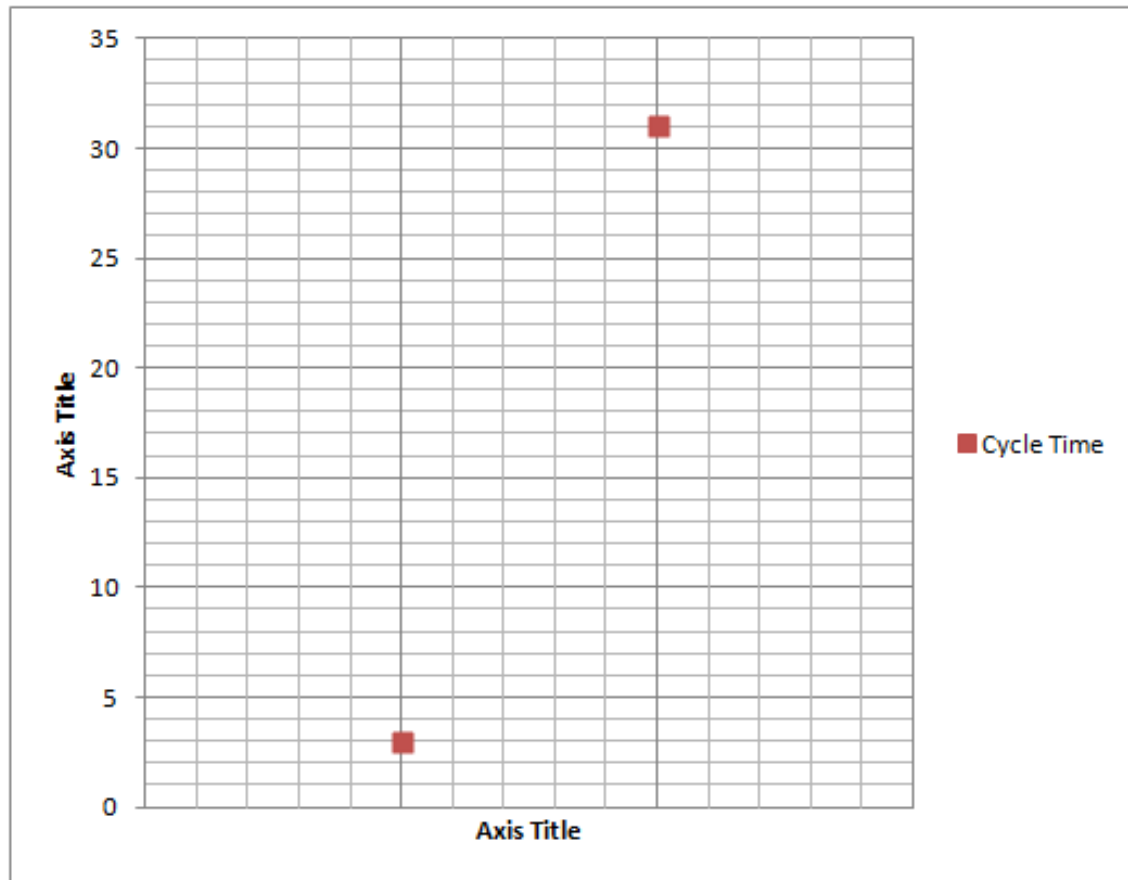


Status?

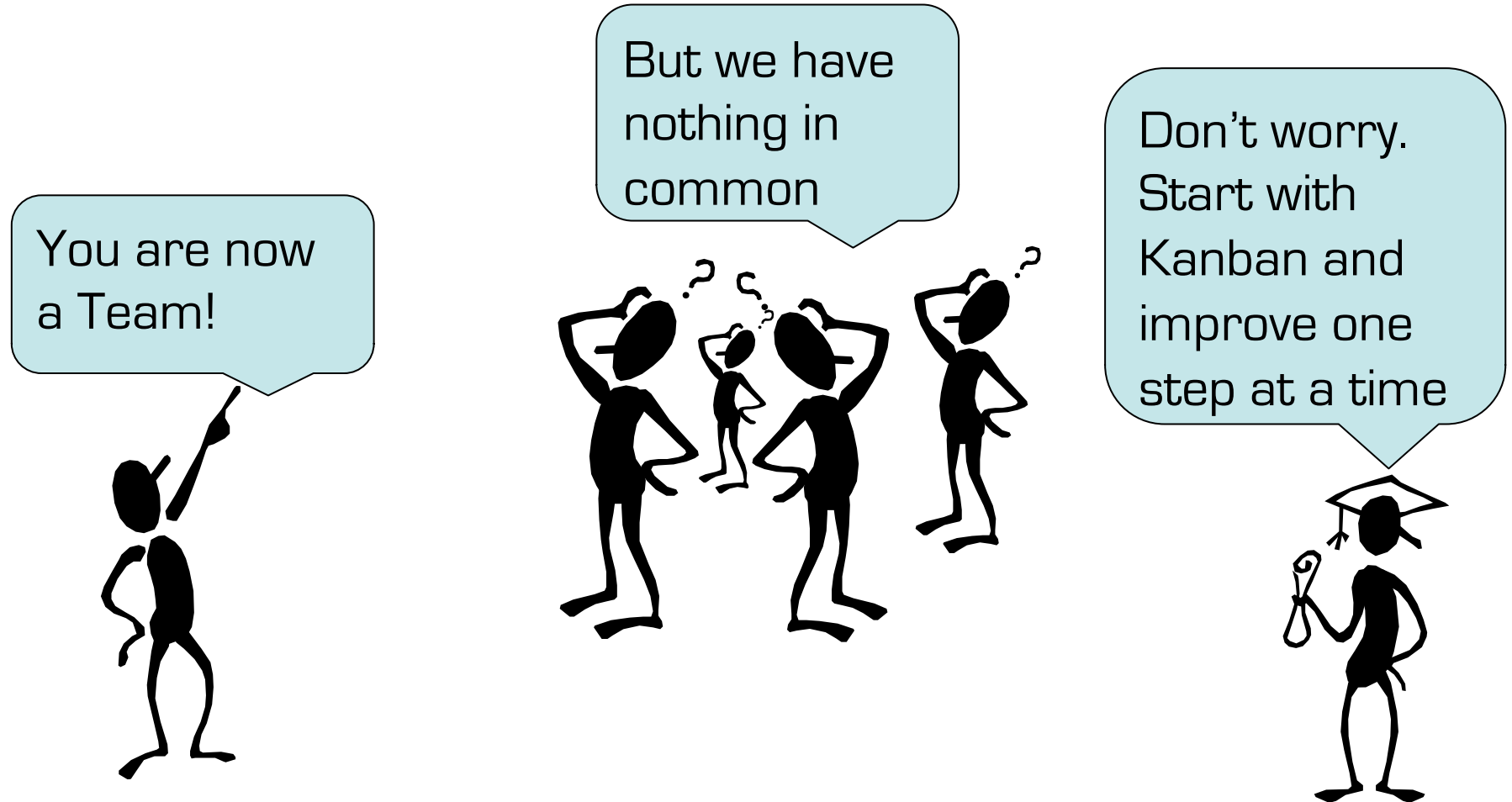
Kanban Cumulative Flow Diagram



Status?



Evolutionary?



Off-Site Coaching



No Perceived Need

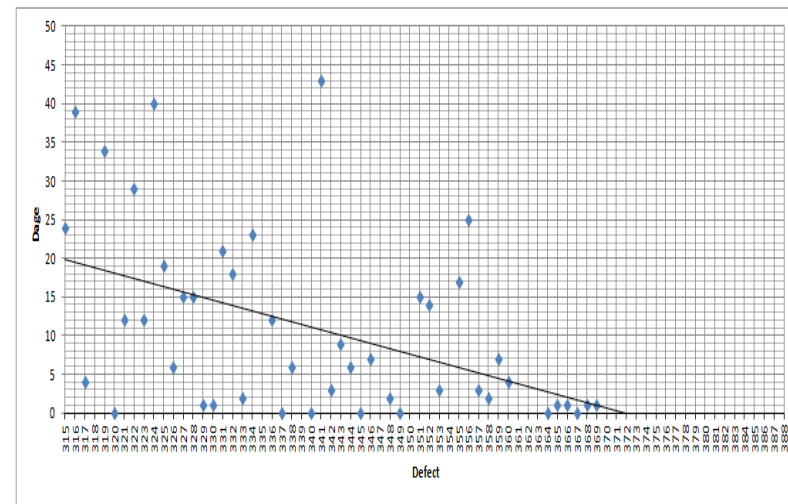
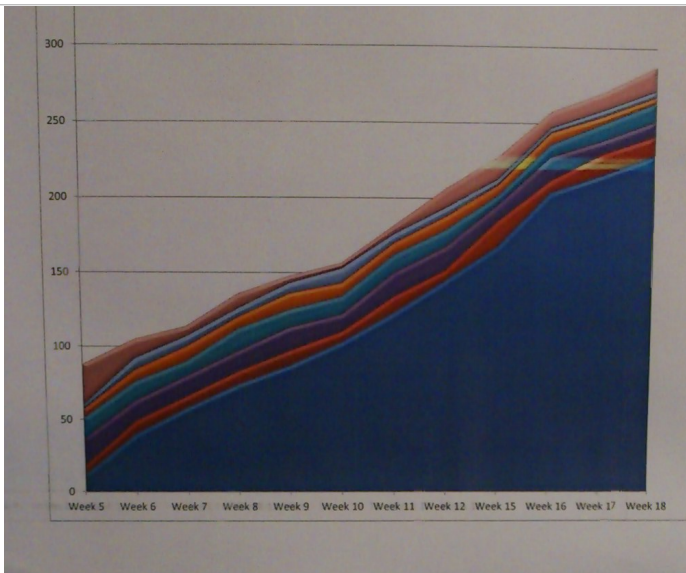
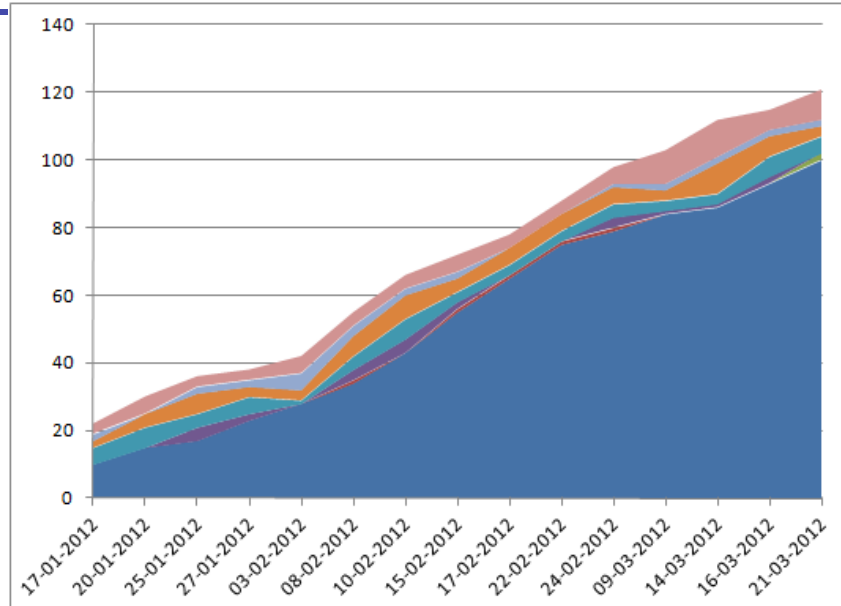
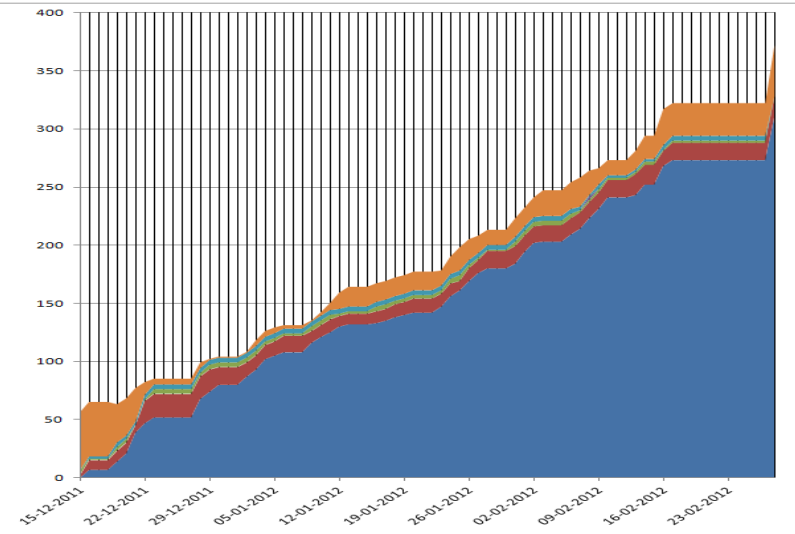
▶ *“A crisis is a terrible thing to waste. It should give people, institutions and politicians the necessary courage to implement change”*

▶ *Patrick Anderson*



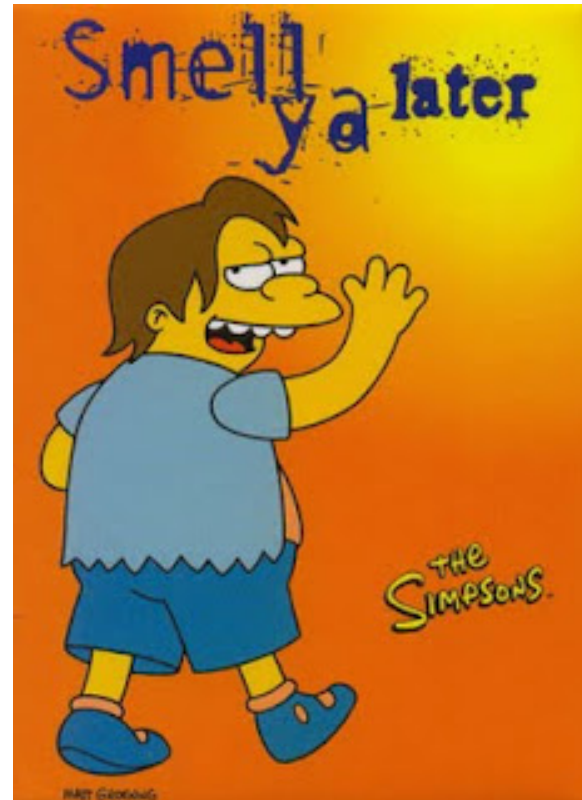
THINGS TO CONSIDER

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



COMMON PROBLEMS

Management Wants It

- ▶ But does not live it



Partly Visualized System



Standup Duration

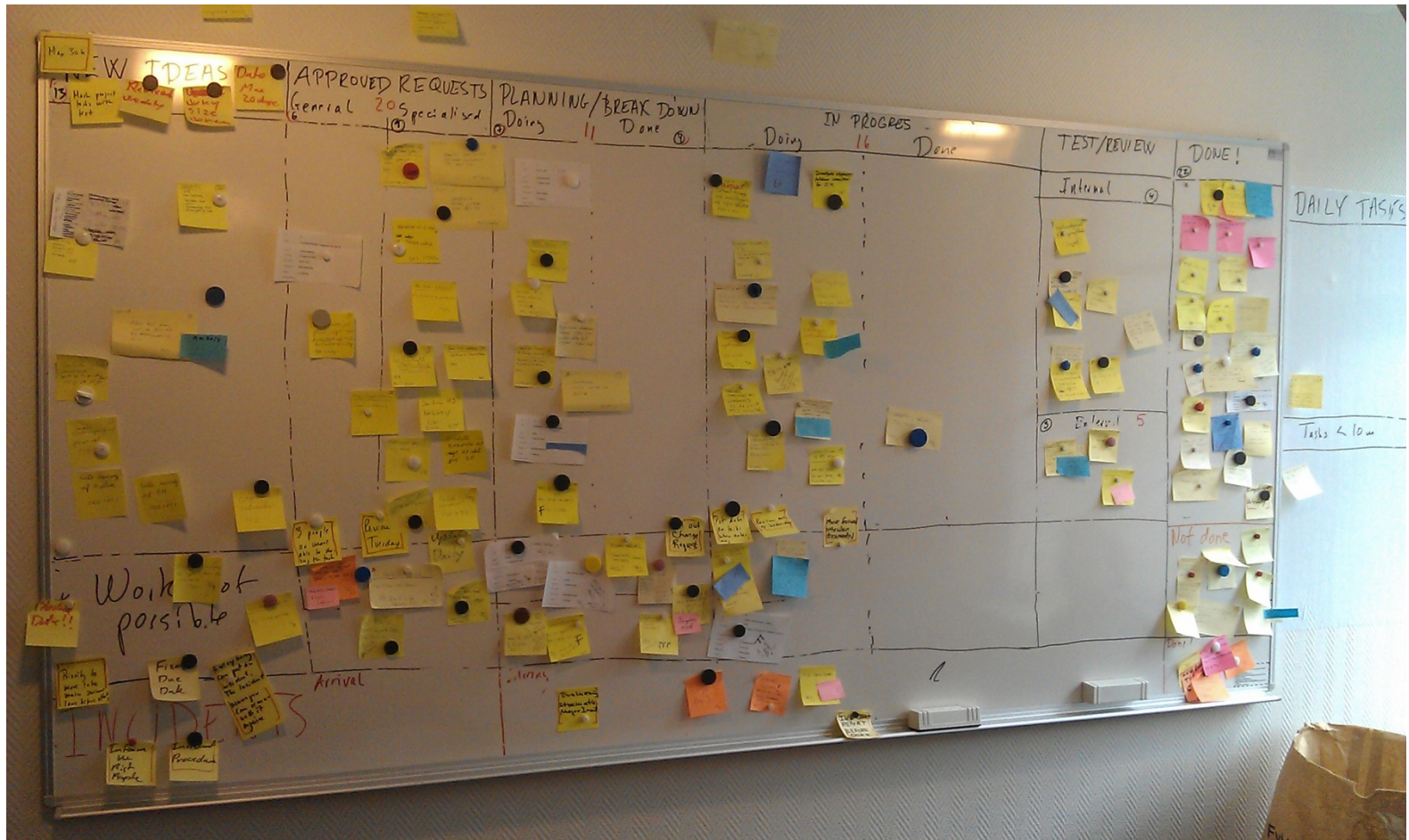


Difference in Item Type/Size





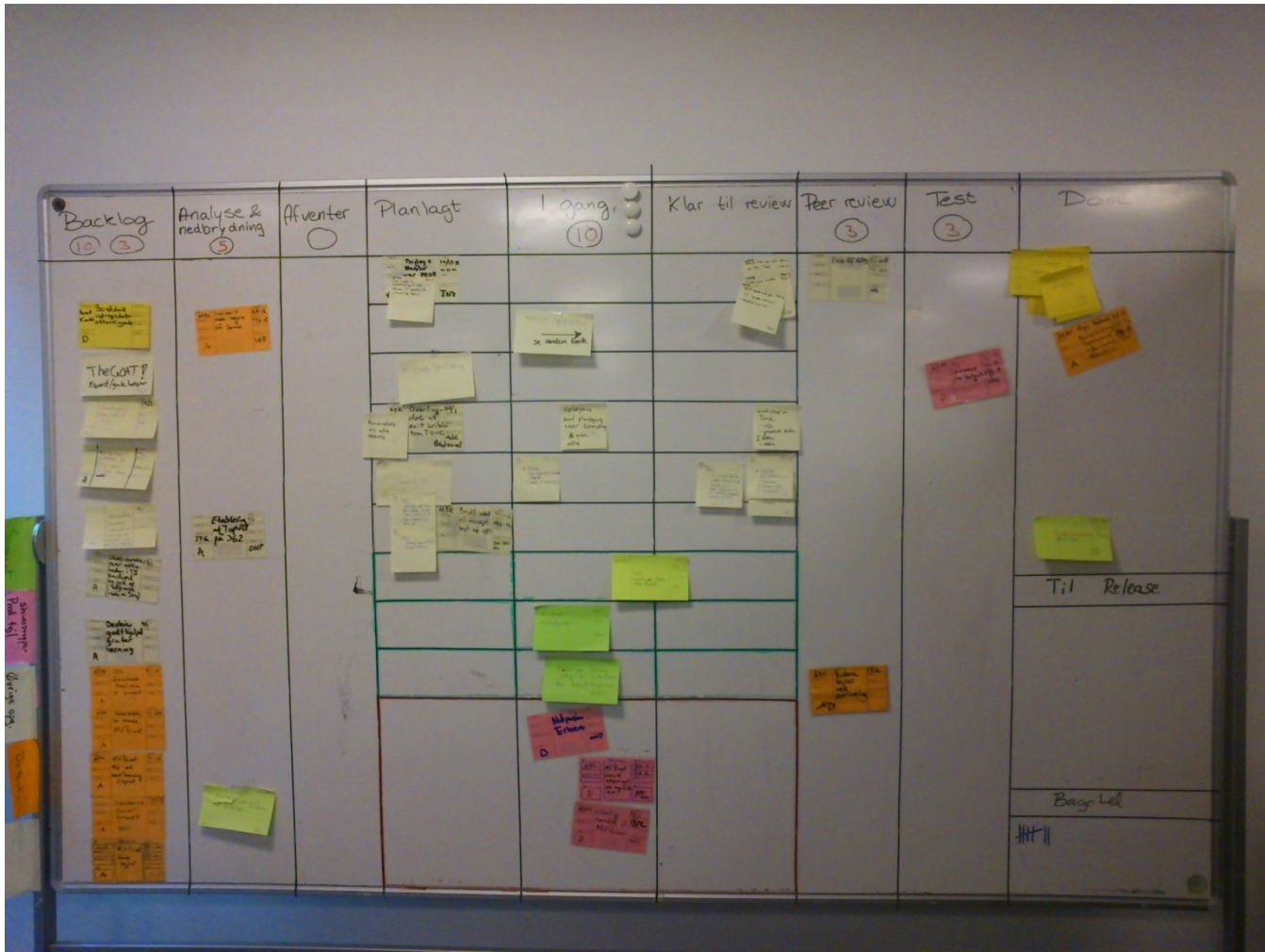
BOARD DESIGNS







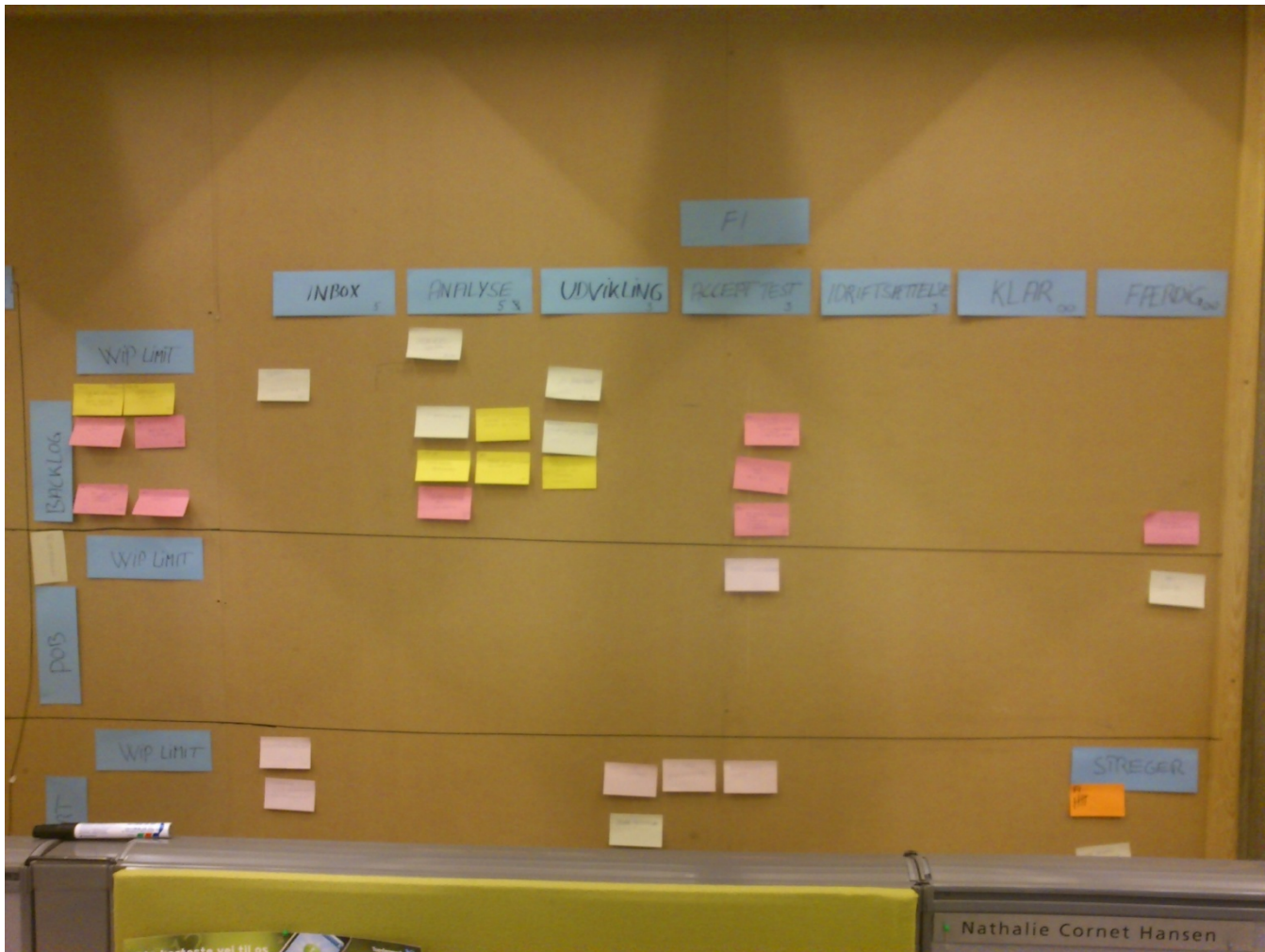




Check om opgaver inden der frekastes en ny ind.

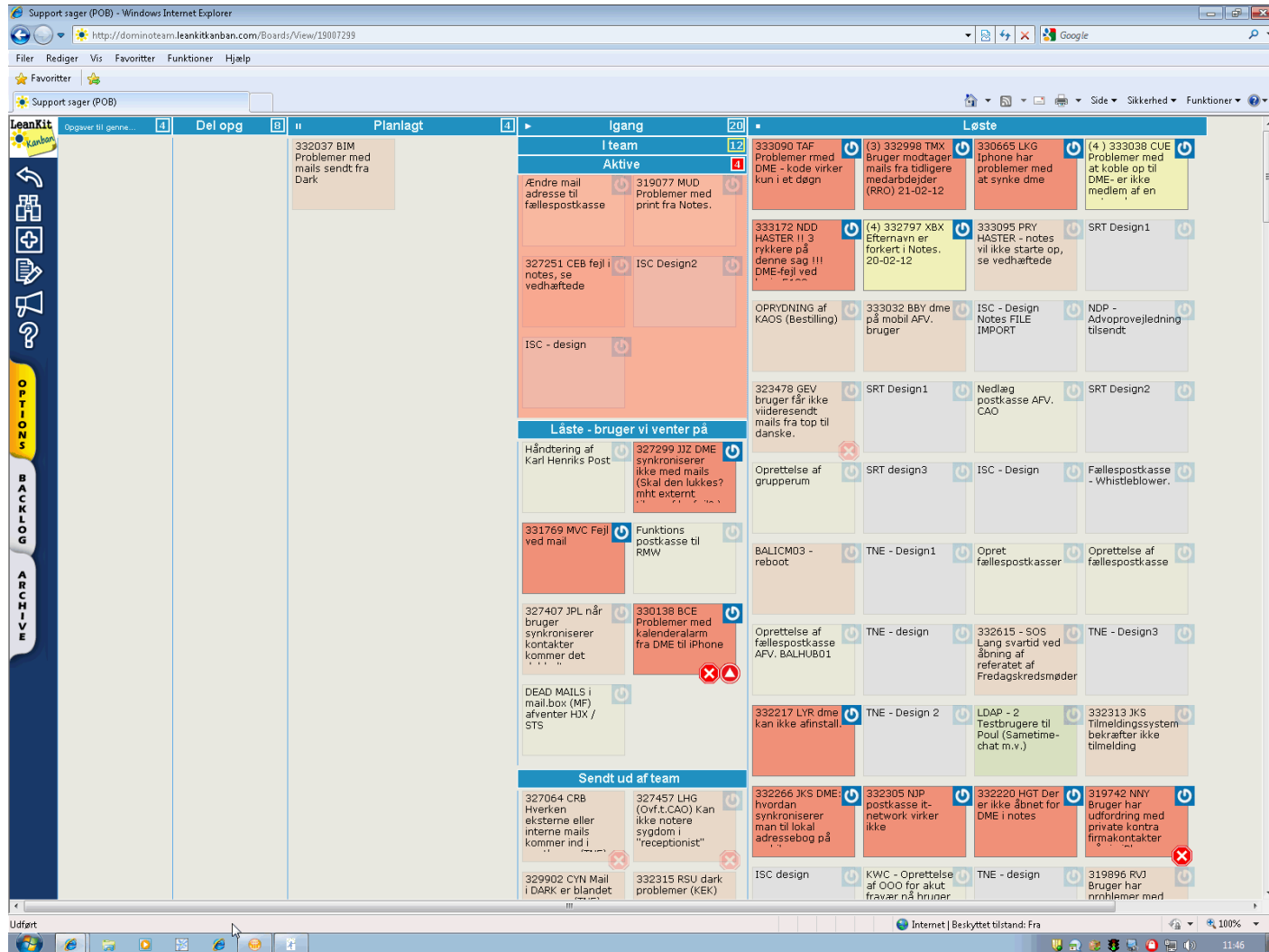
	ANALYSE ₆		UDVIKLING ₁₂		TEST		INT. TEST _{14 dage før release}		REL. TEST _{3 dage før release}		
INPUT KØ ₁₅	IGANG	FÆRDIG	IGANG	FÆRDIG	IGANG ₈	FÆRDIG	IGANG	FÆRDIG	IGANG	FÆRDIG	AFSLUTTET
DB skal afvikle. Næste 2-3 uger skal være færdig. SPRIG. ROLLER. OPRYDTEDE. JAR. PÅSTAND. 10-12-2018 GV skal have TALLE. MED SAM. TILGANG. EMNER. TIL. UD. OGS. HJERPER. PRA. MA. TEK. VED. EOL. AN. SENSIVE. AN. AUTOMAT. Integration af. 10-12-2018 Quality. 10-12-2018 Service. 10-12-2018	DB. 10-12-2018. Skal. være. færdig. inden. 10-12-2018 SPRIG. ROLLER. OPRYDTEDE. JAR. PÅSTAND. 10-12-2018 GV. 10-12-2018. Skal. være. færdig. inden. 10-12-2018	DB. 10-12-2018. Skal. være. færdig. inden. 10-12-2018	DB. 10-12-2018. Skal. være. færdig. inden. 10-12-2018					Integration. 10-12-2018 Quality. 10-12-2018 Service. 10-12-2018			Integration. 10-12-2018 Quality. 10-12-2018 Service. 10-12-2018
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					Gr. 10-12-2018	Gr. 10-12-2018	Gr. 10-12-2018	Gr. 10-12-2018	Gr. 10-12-2018	Gr. 10-12-2018	Gr. 10-12-2018

Gruppen af module skal have færdig 10-12-2018











QUESTIONS?

How To Reach Me

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