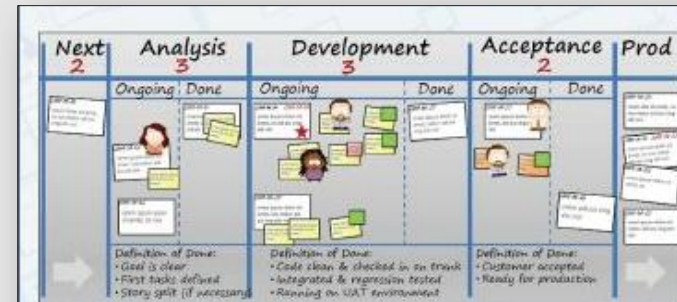


10 pitfalls when implementing kanban

May 4, 2011

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Kanban / Lean coach
www.crisp.se

<http://blog.crisp.se/mattiasskarin>
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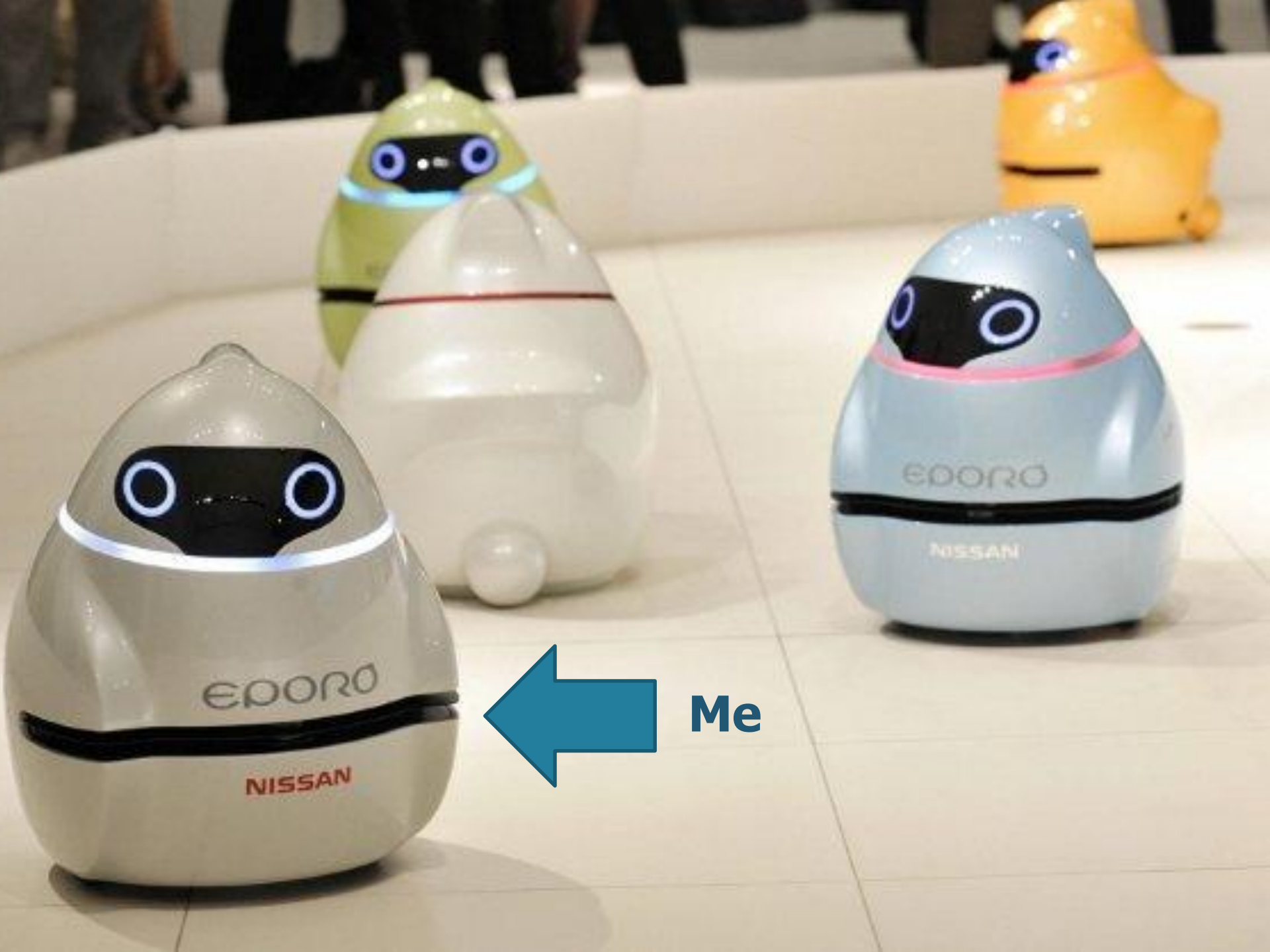
Kanban and Scrum making the most of both

Henrik Kniberg & Mattias Skarin

Forewords by Mary Poppendieck and David Anderson

ENTERPRISE SOFTWARE
DEVELOPMENT SERIES

InfoQ
UNIQUE



EDORO

NISSAN



Me

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#1 Purpose first

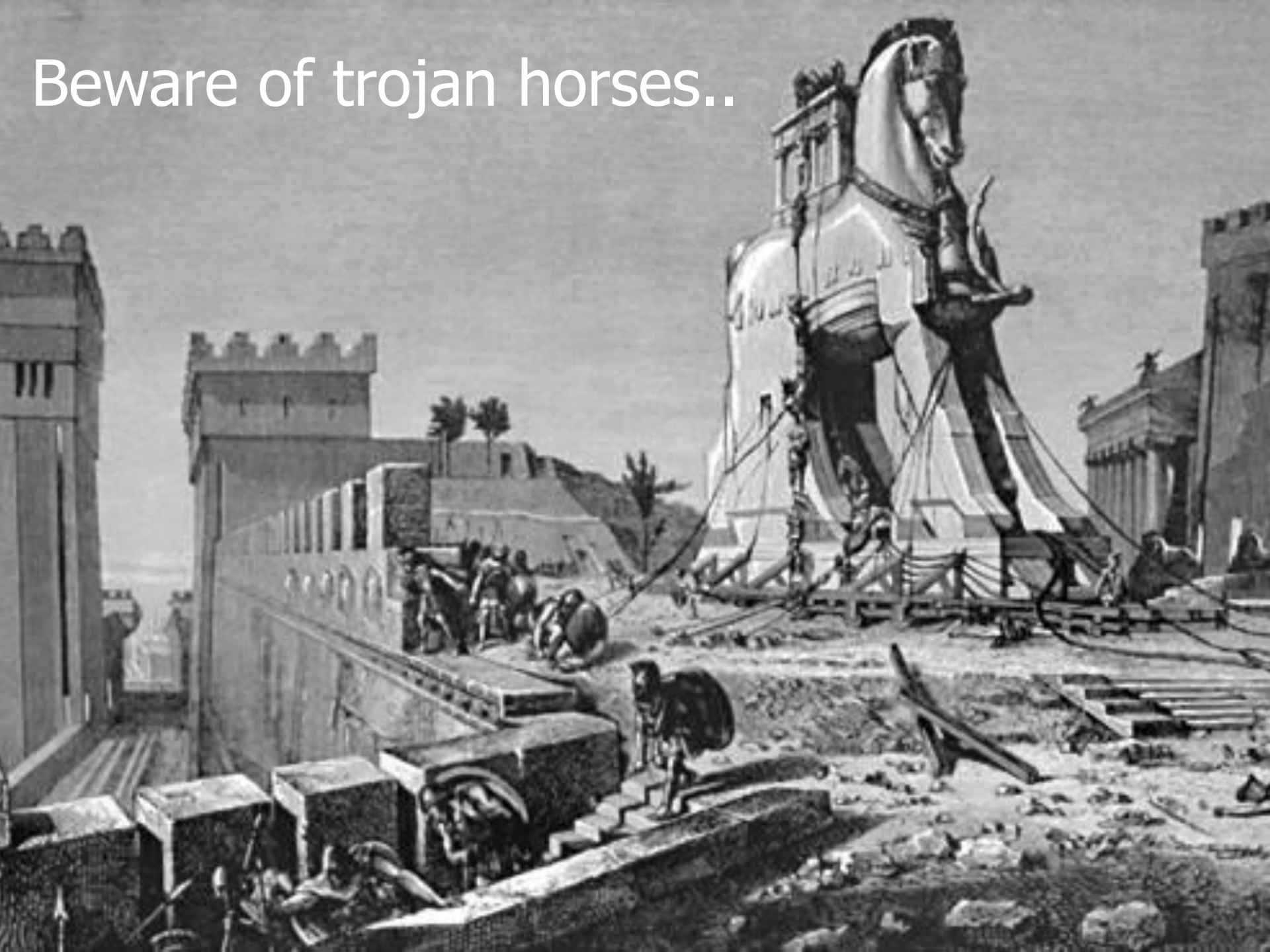
You cannot improve what
you don't understand



2011-05-13

Mattias Skarin

Beware of trojan horses..



Some purposes from real teams

"Enable higher degree of self organisation.."

"Growing team member skill sets"

"Know when we can deliver.."

"Get focus. (On completing, not starting)"

"To be able to complete more assignments on time,
with **less stress** and **more laughter!**"

2011-05-13

Mattias Skarin



#2 Management by absence

Even we managers
need WIP limits..



Kanban principles:

1. Visualize workflow
2. Limit Work in Progress
3. Measure and manage flow
4. Make process policies explicit (.. living by them; or remove them..)

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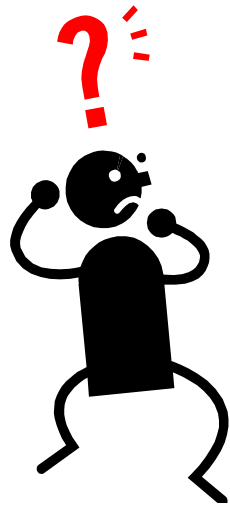
Mattias Skarin





My management checklist

- Can I see the most valuable things to work on?
- Are we keeping WIP limits?
- Are policies transparent, and in use?
- Is there any blocking problems that should be dealt with?
- For learning over time: Are we measuring flow?

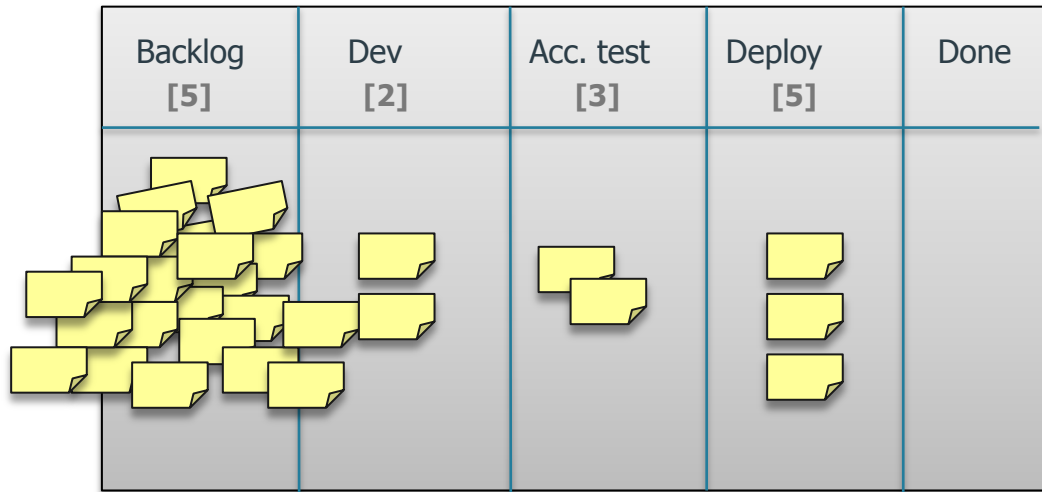
#3 Not ready for the transparency



Backlog	In work	Done
		

People who build their case on heroic efforts might be in for a surprise..

#4 Loss of overview



I'm I using the right granularity?



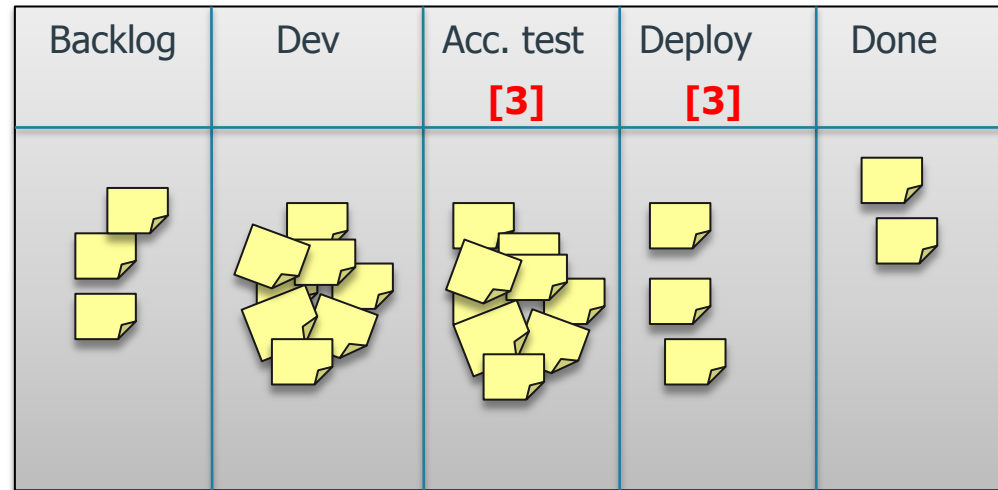
Concerned
coach



Kanban sanity check:

- I can see the most valuable thing to work on right now
- I can see if we are keeping our WIP limits
- Team members are discussing in front of the board

#5 Ignoring WIP limits



"That looks fun,
I'll take that on.."



"..but they asked
me to.." ??

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Mattias Skarin



Potential cure: Physical WIP Limits



#6 All tasks must be on the board



Sure, write a Jira ticket and add it to the Kanban board

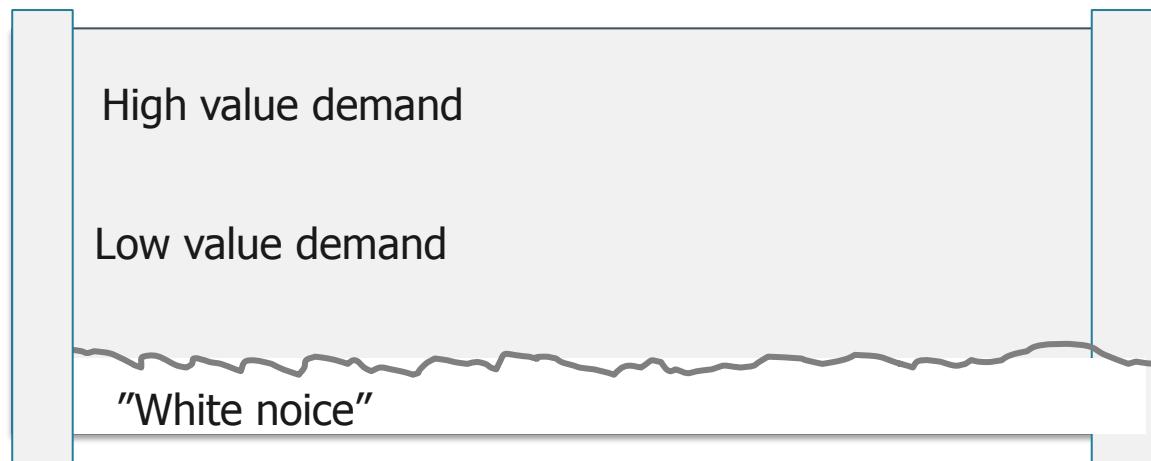
Backlog [5]	Dev [2]	Acc. test [3]	Deploy [5]	Done

Potential mistakes..

- ✓ Confusing tasks with demand
- ✓ Treating all demand equal
- ✓ Ignorant about incurring overhead

Ask: "What demand do we want to learn about?"

- ✓ It's nature
- ✓ And our capability to meet it



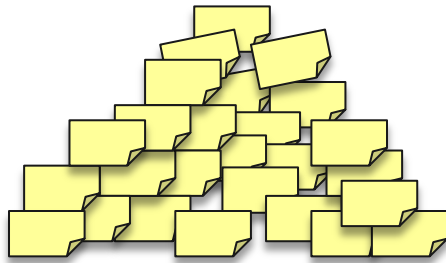
Caught under a big pile of work?



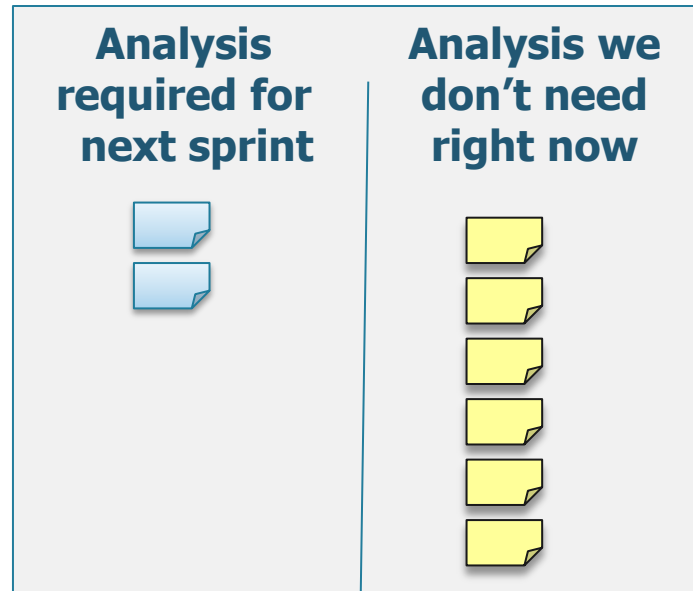
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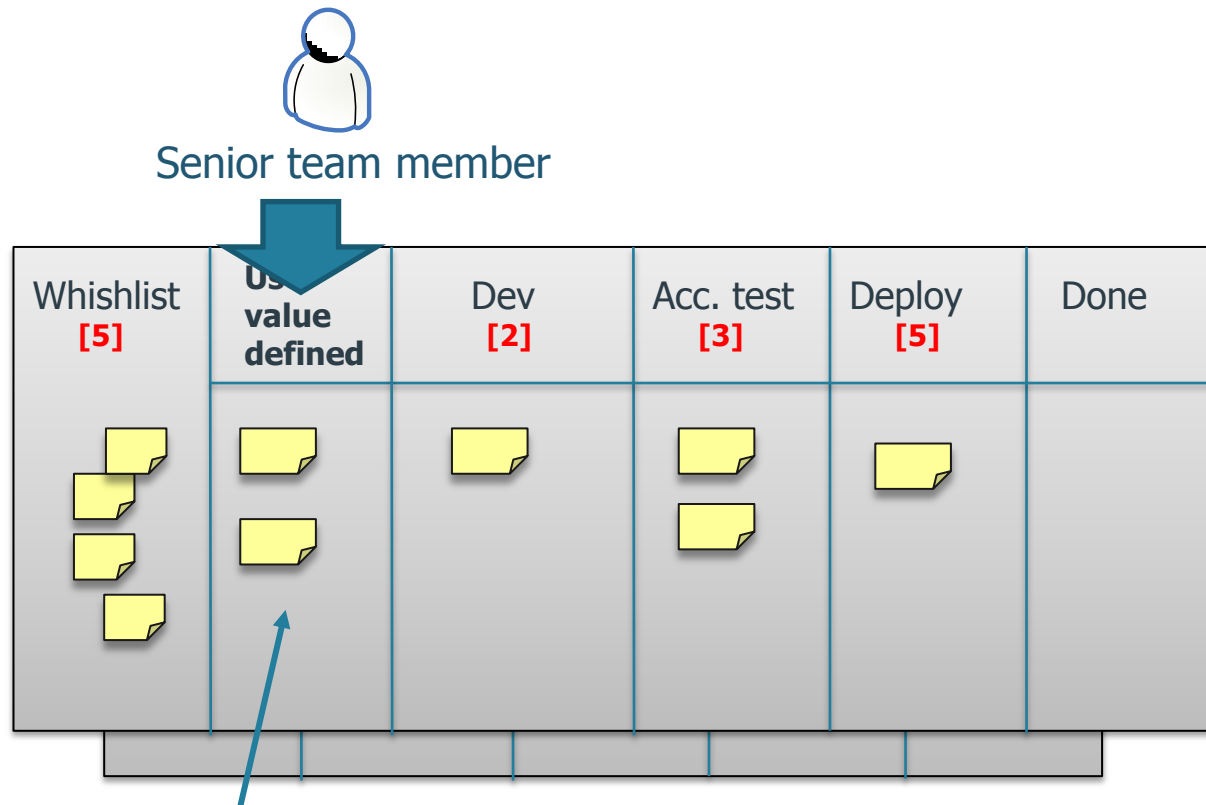
Treatment #1: Hold back "Overanalysis"



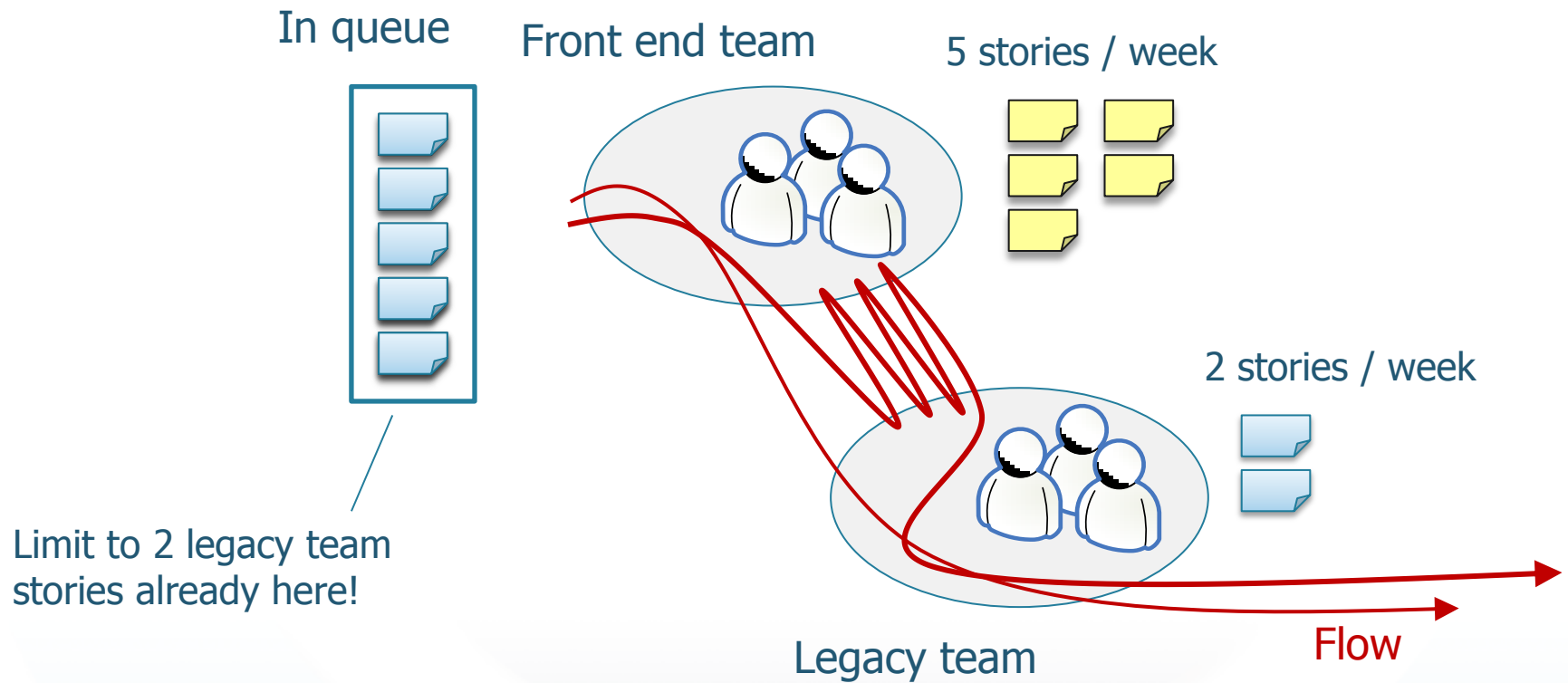
"Pile of work"



Treatment #2: Early screening of purpose



Treatment #3: Let your bottleneck set the pace

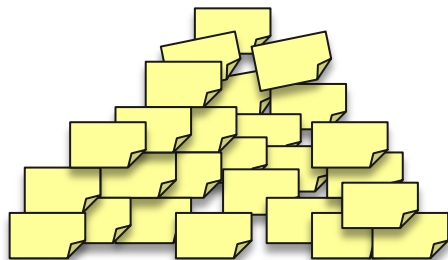


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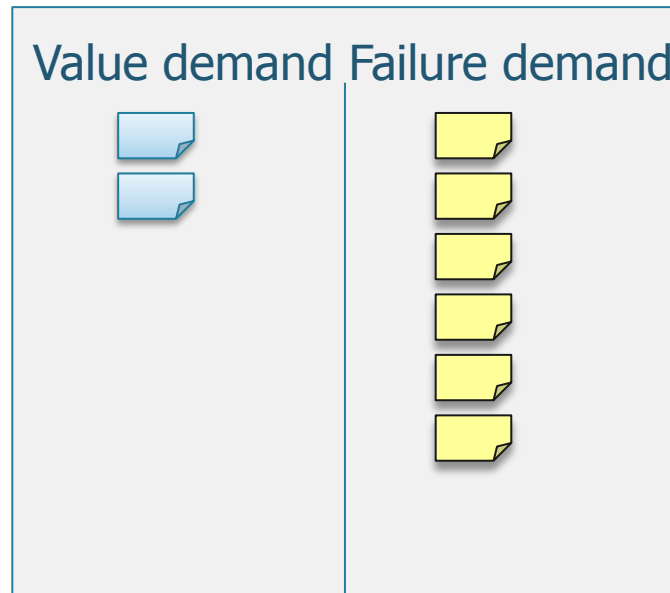
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Treatment #4: Fix failure demand upstream



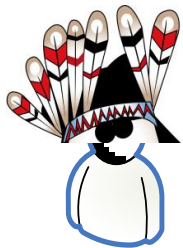
"Pile of work"



Value demand: Demand for service from customers

Failure demand: Caused by failure to do something right for the customer

#7 Overbelief in value of planning



Business
area

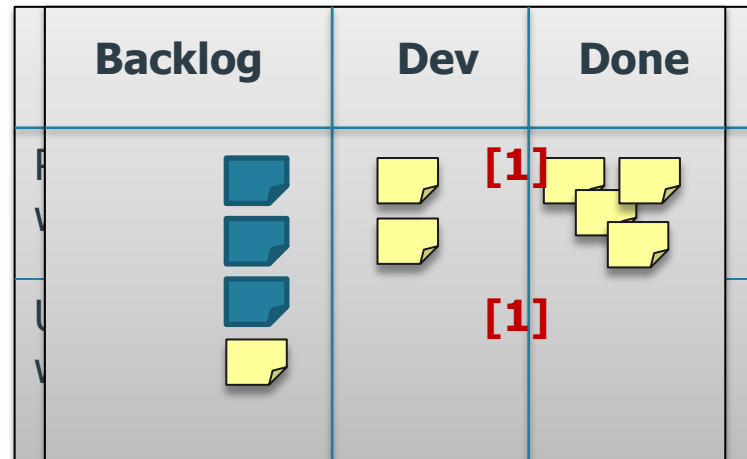
"How I plan"

1. Project
2. Unplanned

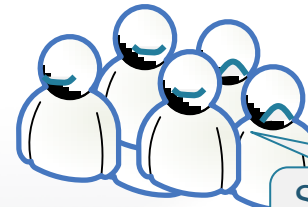


"How I behave"

1. Unplanned
2. Project



Why are you not
delivering the planned
stuff??



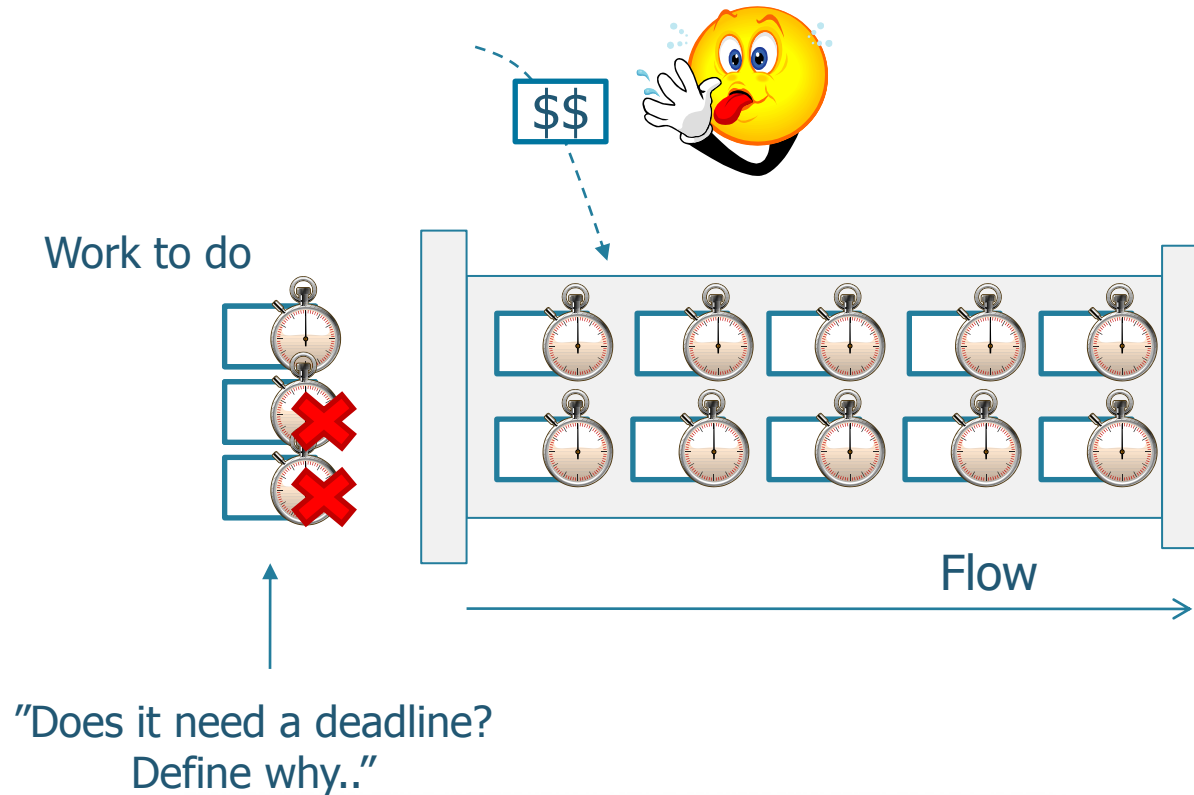
So , what you rather
want?

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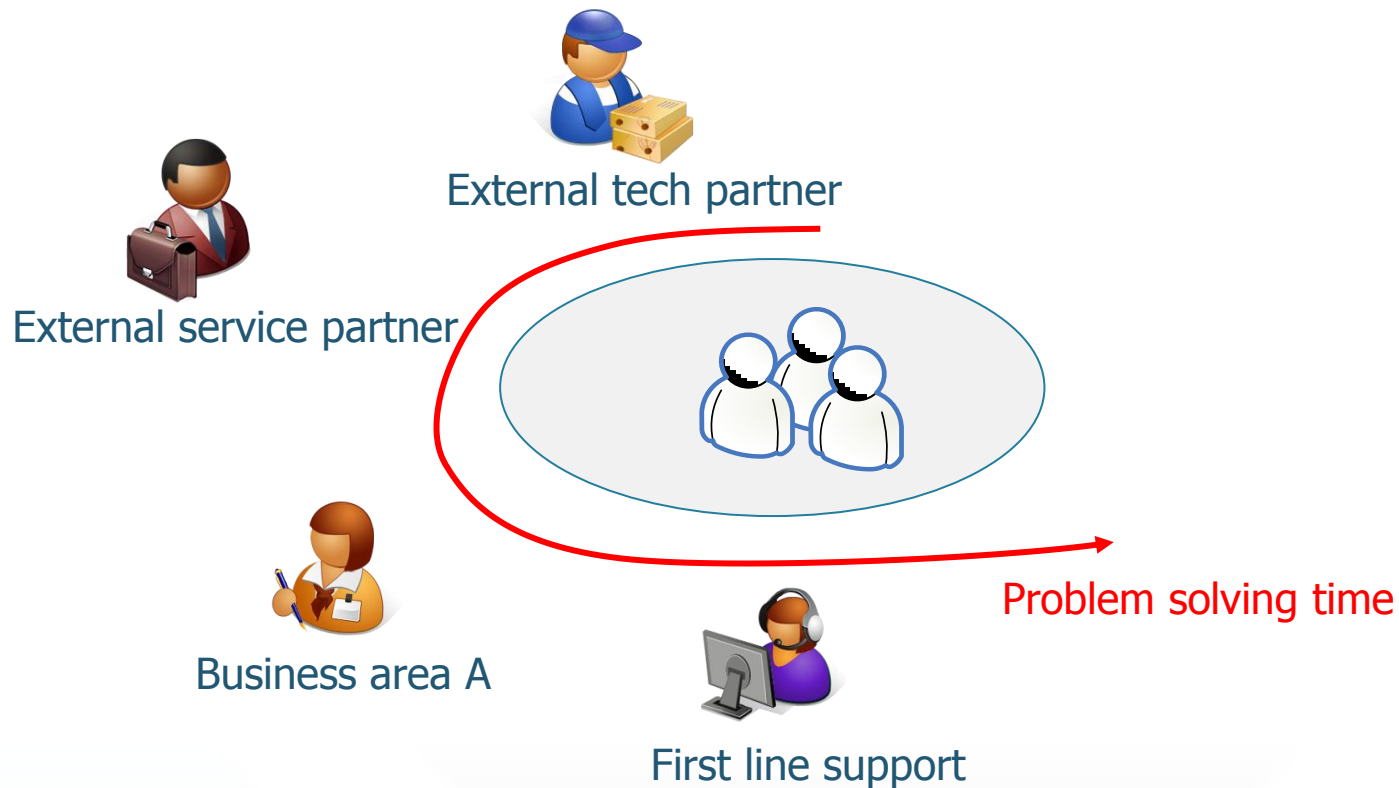
Mattias Skarin



#8 Not having a strategy for dealing with variance



#9 Improvement efforts gets eaten up by events (lack of endurance)








Getting endurance in problem solving

Managers door



Improvement kanban

	Next [2]	In work [2]	Done
What we as a team do			
What we need help with from the organization?			

Example from Fredrik Lindgren, Crisp

2011-05-12

Mattias Skarin



#10

"Everybody thinks of changing the world, but noone about changing himself"

- Leo Tolstoy

Good news! Fixes can be applied

To our demand



2011-05-12

Mattias Skarin



Now, go practice!



2011-05-13

Mattias Skarin



Expand your toolkit:
www.crisp.se/utbildning

Kanban training with David Anderson

May 30 – 31, Copenhagen

www.trifork.com

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