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## Launching Kanban Teams GOTO Cph. 2012



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# WHO AM I?





# Agenda

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- Introduction
- The Challenge
- What Worked
- What Failed
- Things to Consider
- Common Problems
- (Board Designs)
- Q&A





# What I Won't Cover

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- Kanban's Origins
- Kanban principles
- Scrum vs. Kanban





# Trifork A/S

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- Agile Coaching and Training
  - Scrum, Kanban, XP....
- Software development:
  - Public, Mobile, Security and Finance
- Conferences
  - GOTO and QCon



# Accredited Kanban Training

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# Agile Training

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- Kanban Kickstart
  - 1-2 day Kanban Training, Kickstart, Follow Up, Review
- Scrum Kickstart
  - 1-2 day Scrum Training, Kickstart, Follow Up, Review
- Organizational Health Checks
  - Govenance, Portfolio, Program, Project, Team, Technical





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# ONE MINUTE KANBAN REMINDER





# Core Values

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





# Kanban Principles

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





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# THE CHALLENGE



# 17 Teams, 3 Organizations







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# WITH VERY DIFFERENT REASONS FOR IMPLEMENTING KANBAN



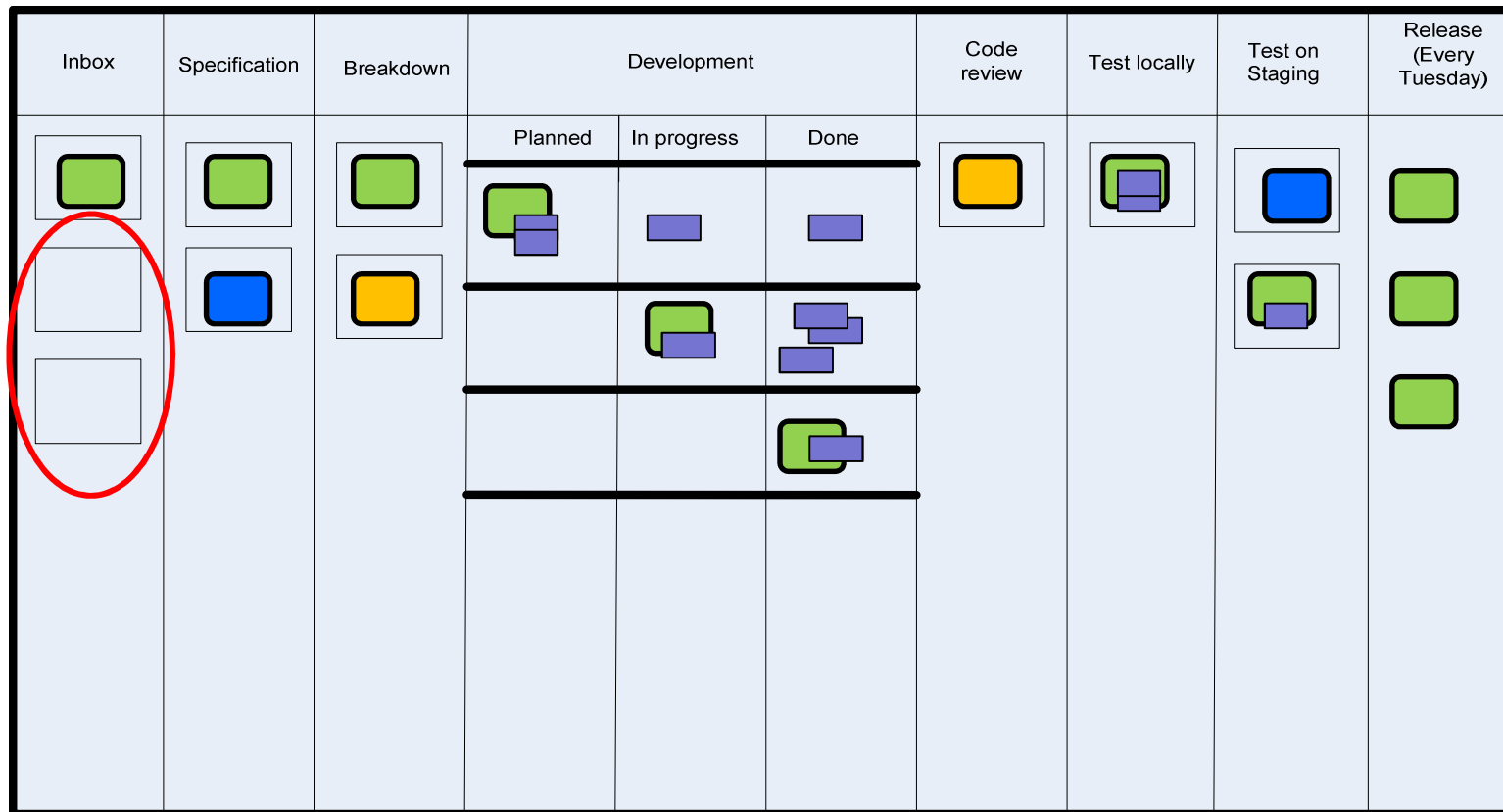
# Context Based Agile

- Also outside the development context



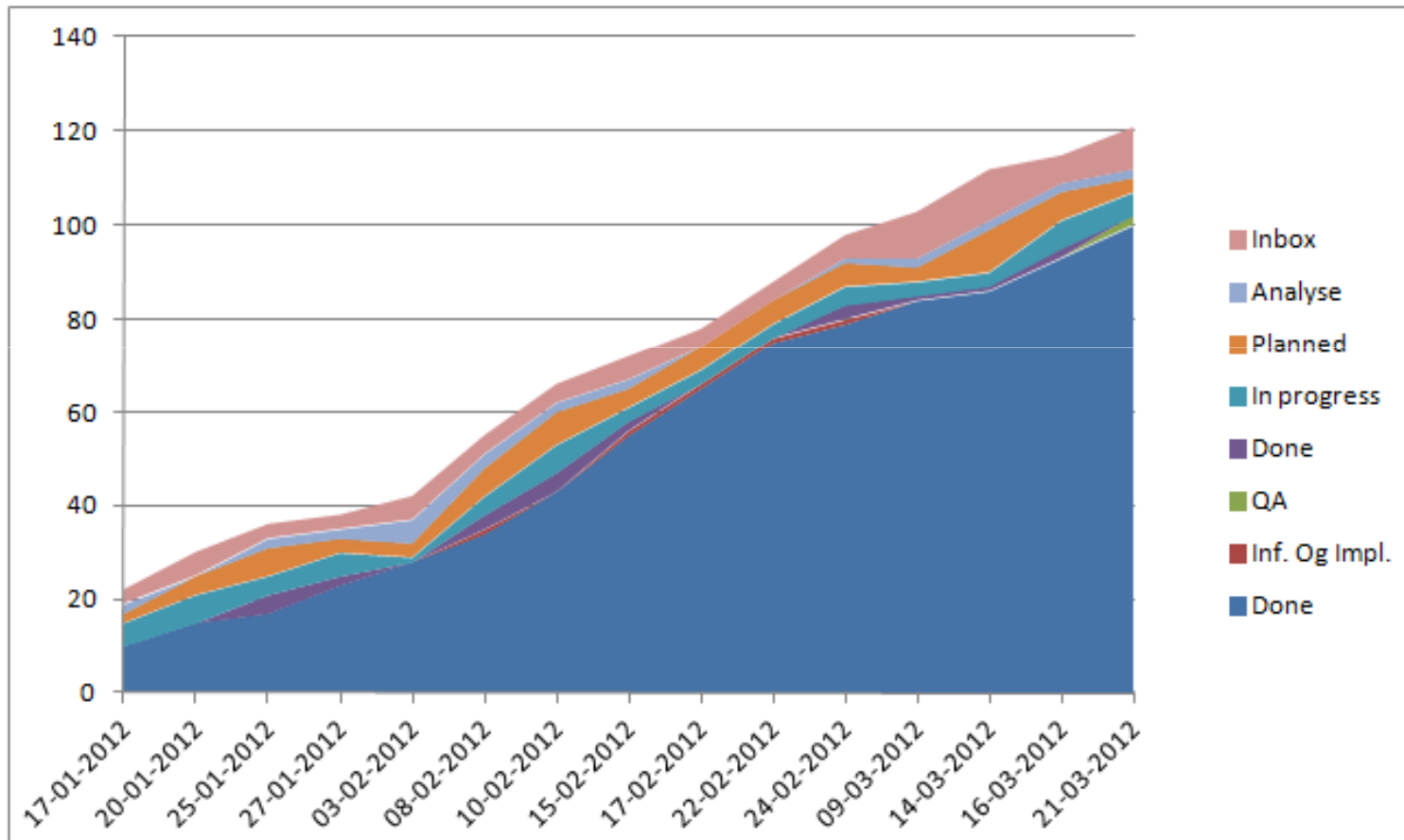


# Flexible Scheduling





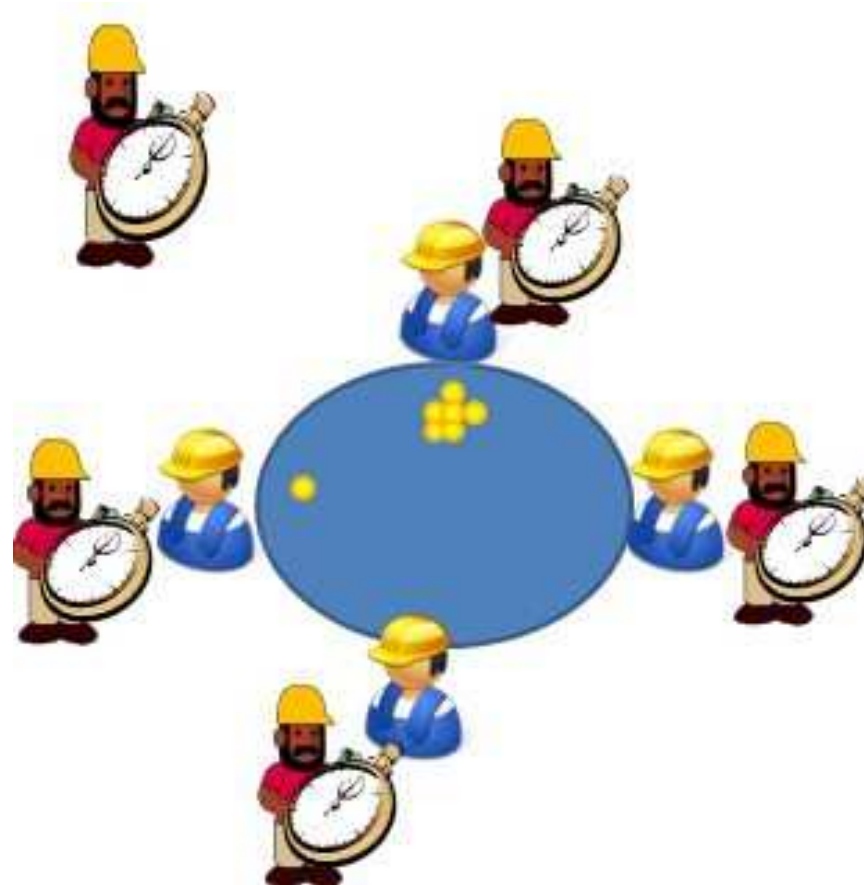
# Predictability





# Suboptimization

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



# Truck Factor



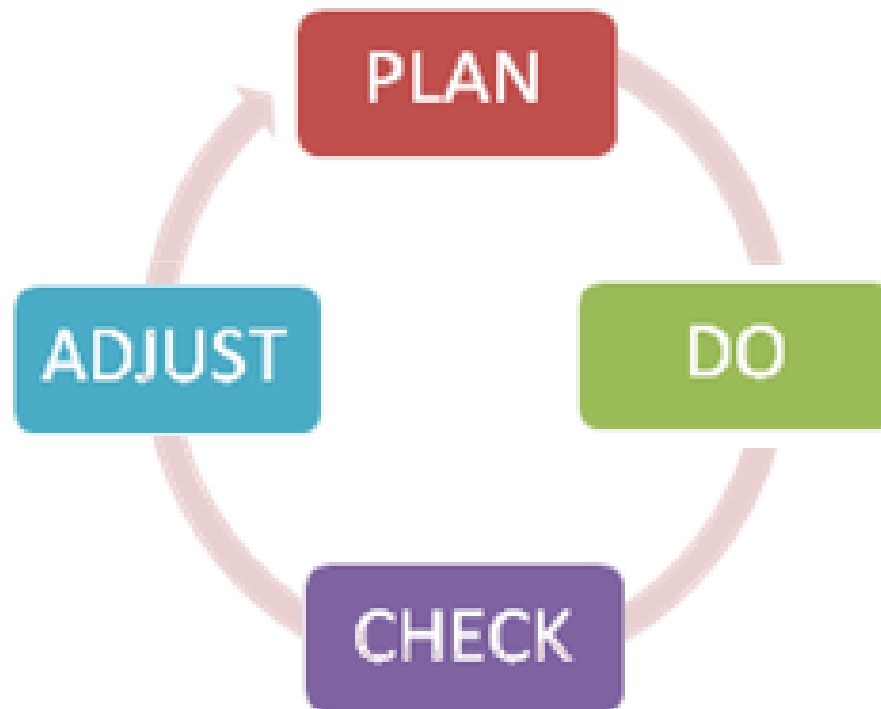


# Organizational Resistance



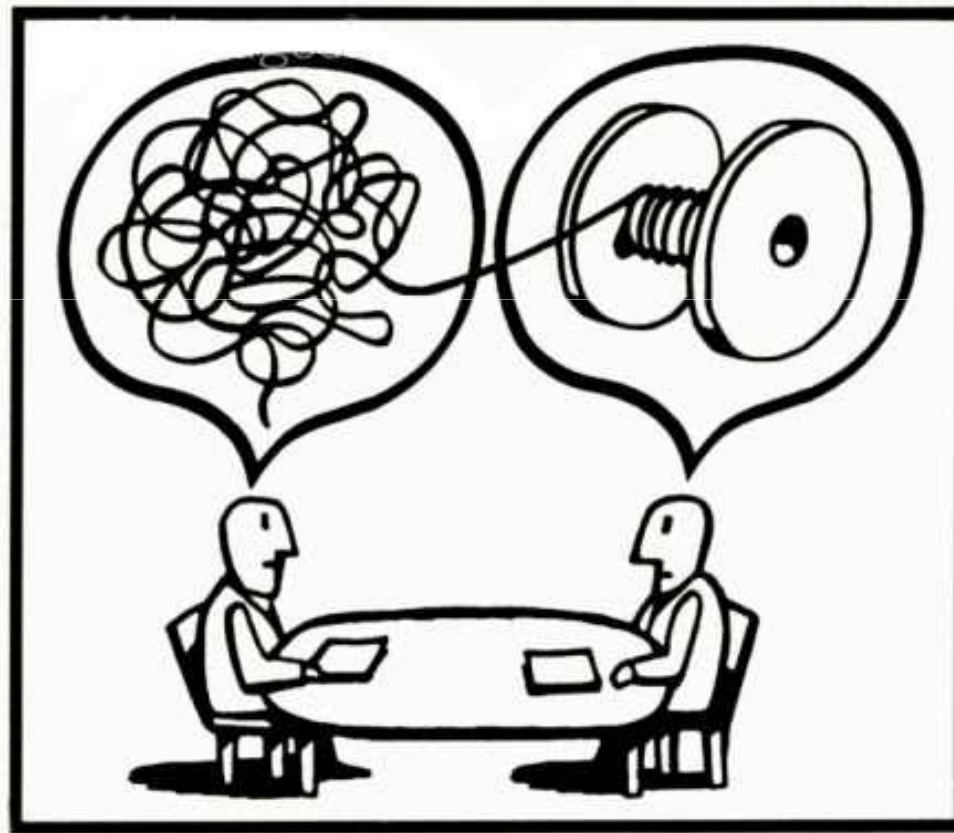


# Continuous Improvement





# Structure/Maturity





# Next Step - Agile

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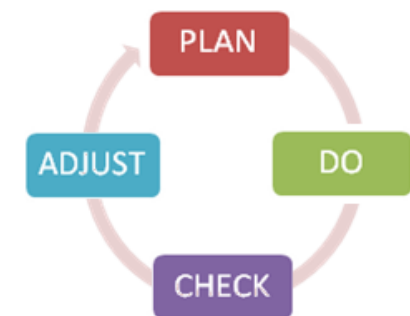
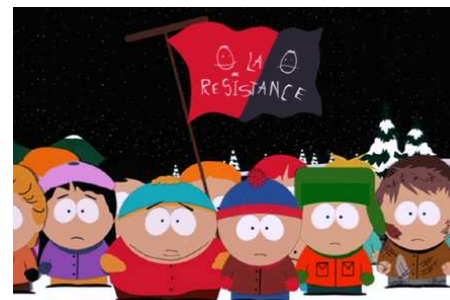
# A Mix



Goals:

- our head
- small teams
- 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

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- 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

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





# Training

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





# Kickstart Content

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- 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

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



# At the Review (1/2 – 1 day)

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- Comparing the why's?
- System Design
- Retrospective
- Time Machine
- Topics of the Day



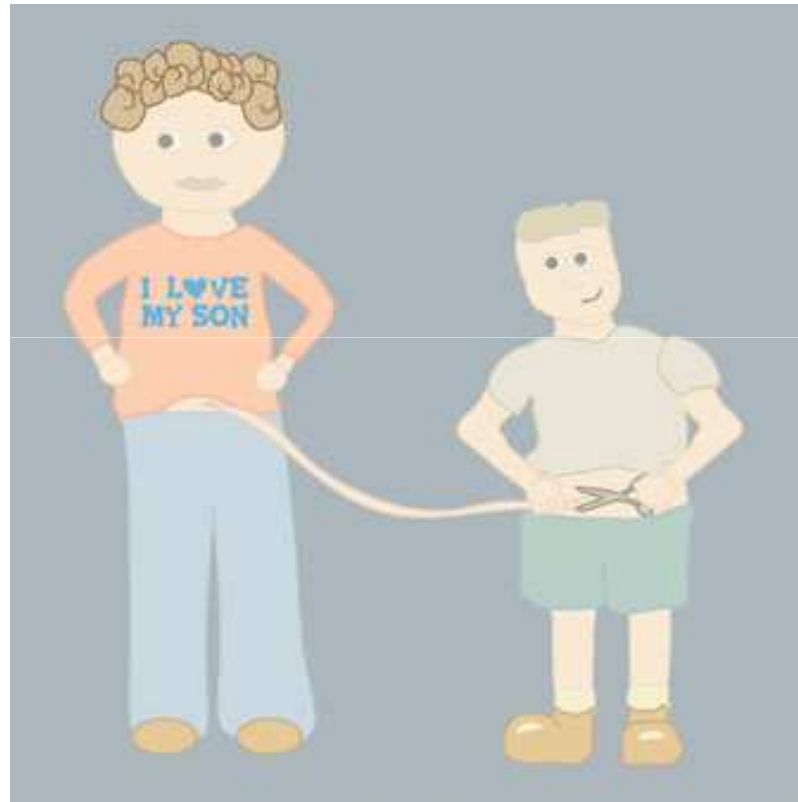


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# WHAT WORKED?



# Cut the Cord





# A "Driver" Really Helps

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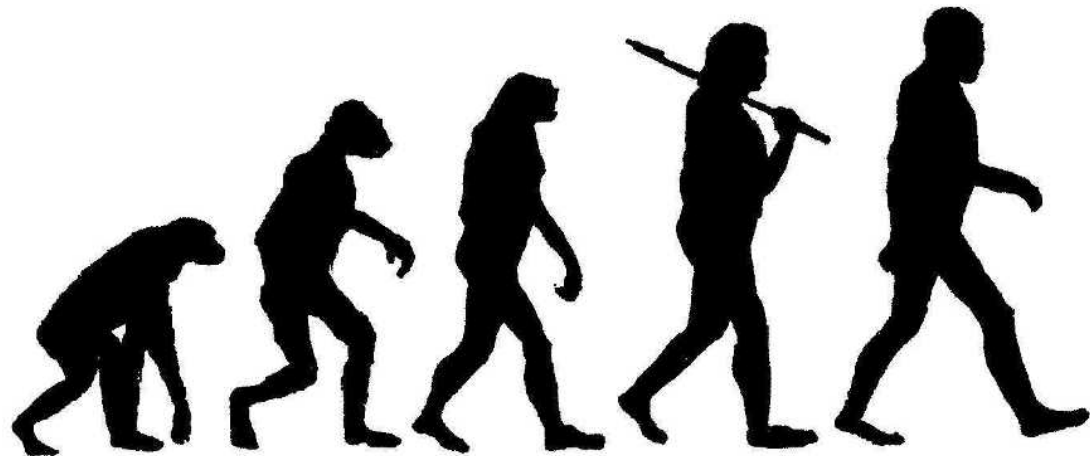
# Collaborative System Design

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# Revolutionary and Evolutionary





# Owning the Process

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# Value Perspective



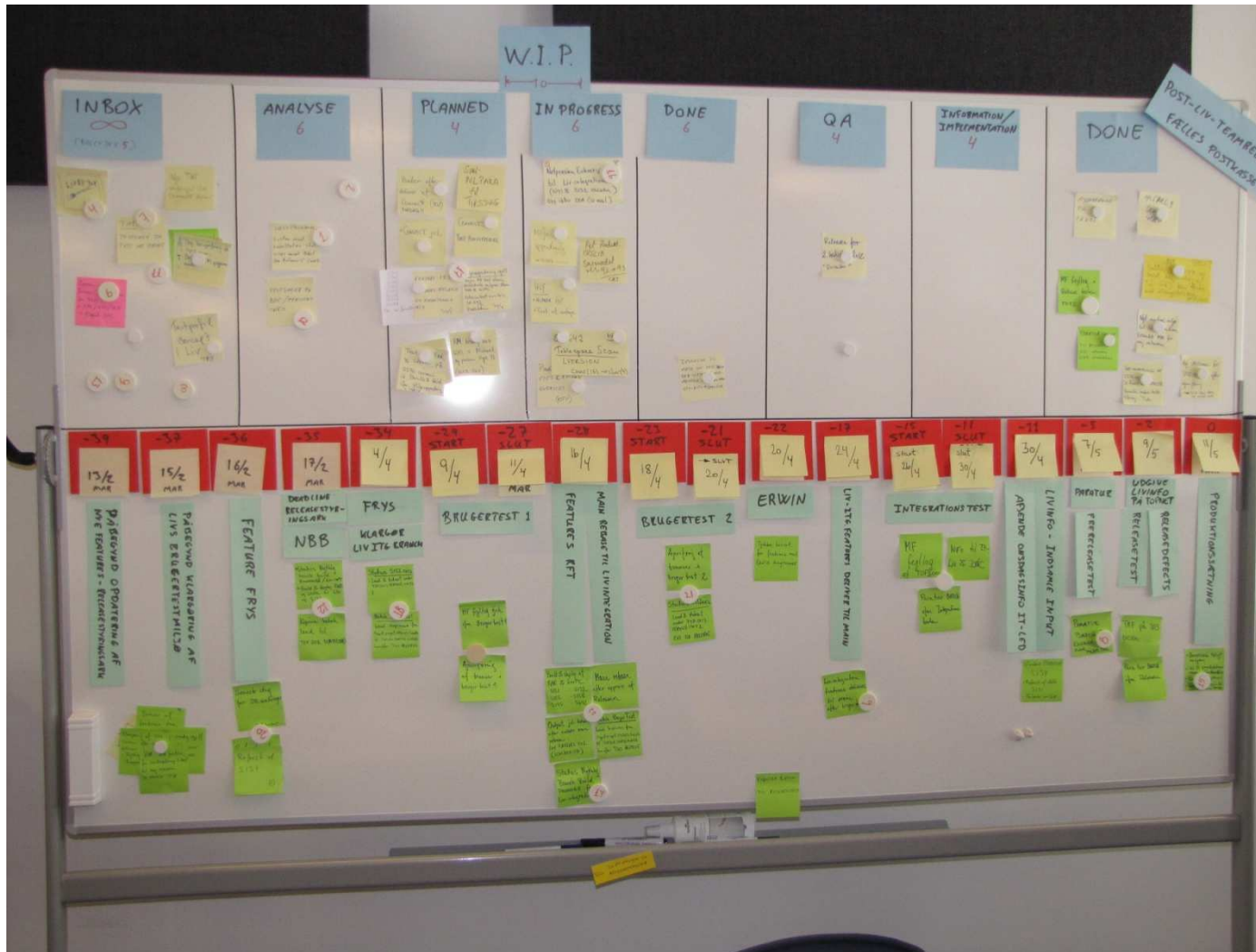


# Changing the Team Perspective



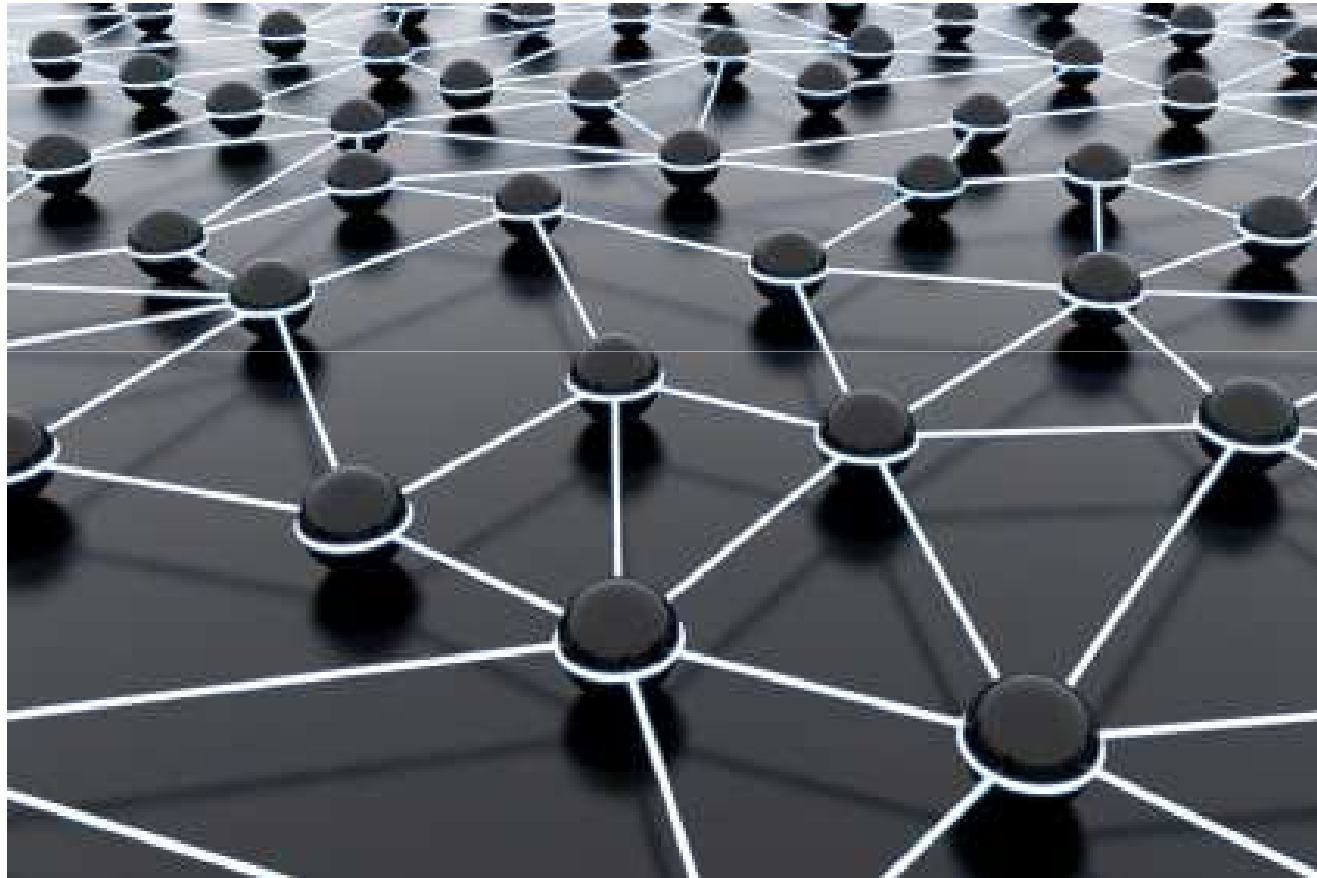


# Physical Boards



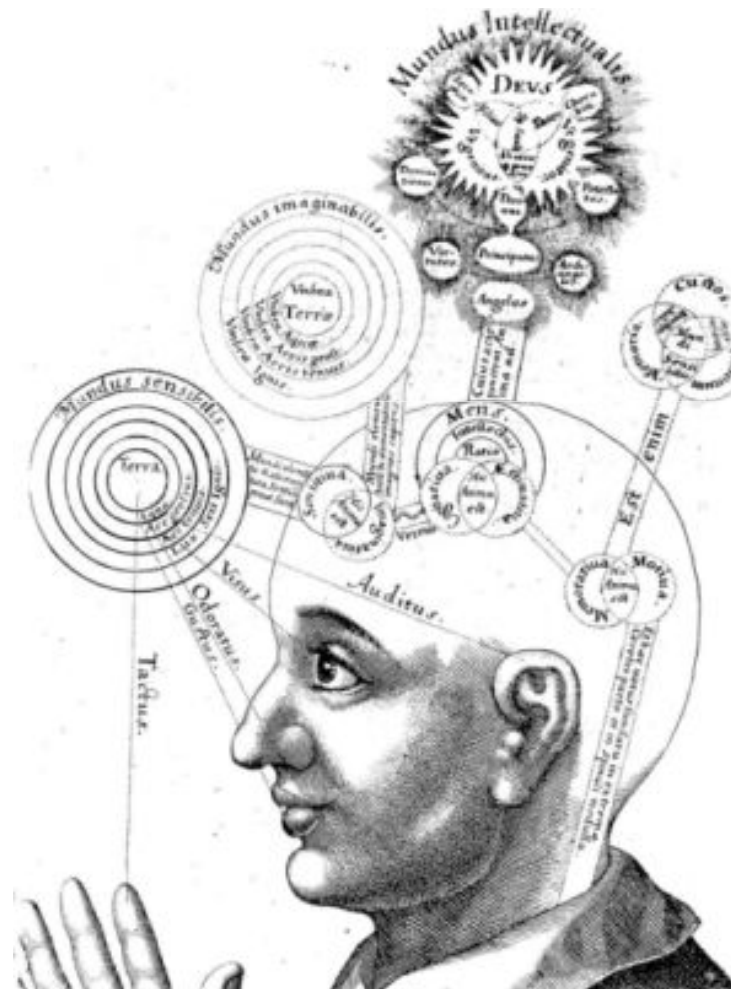


# Distributed Projects



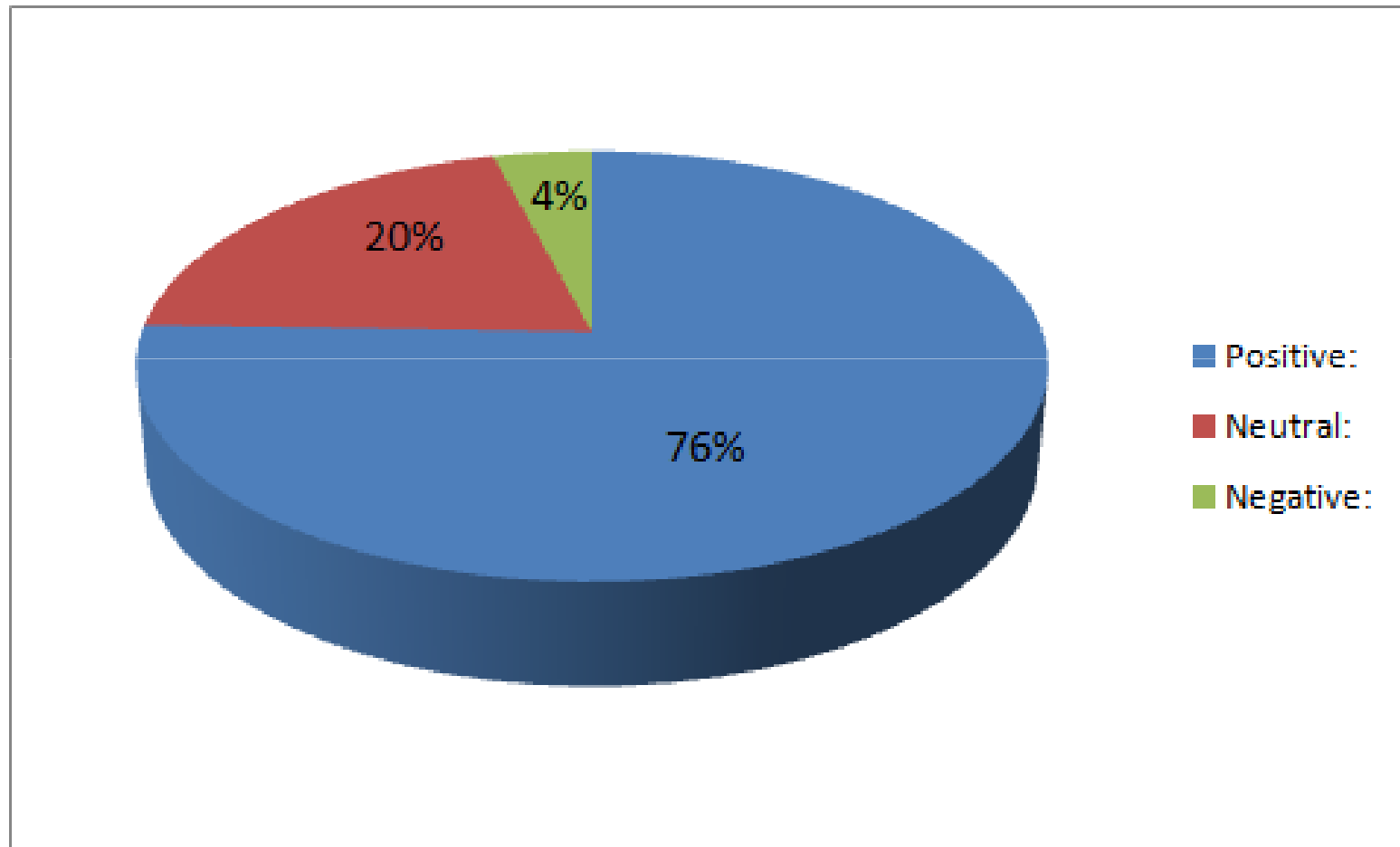


# Deeper Understanding of Agile





# Perceived Effect





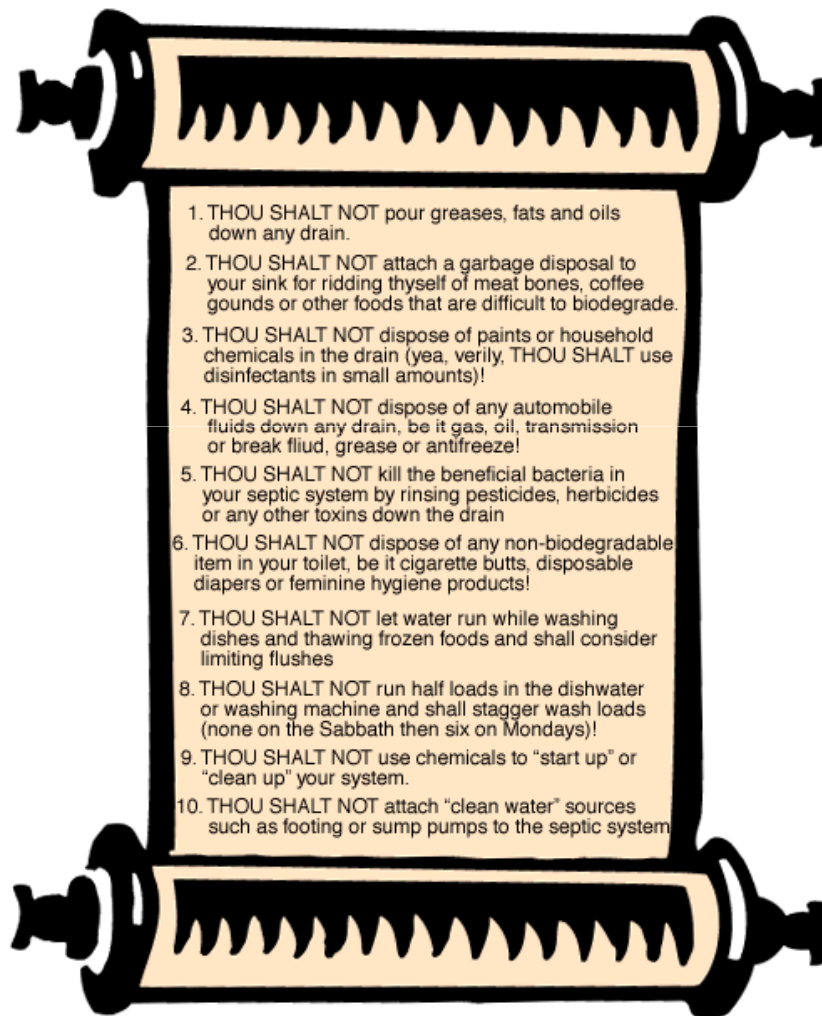


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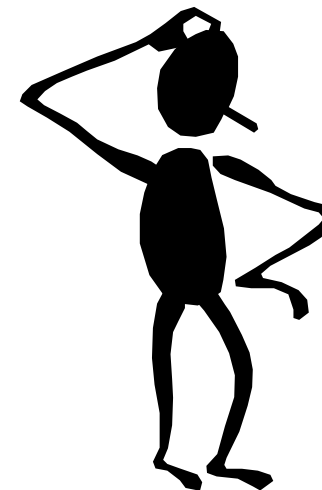
# WHAT FAILED?



# Ideas vs. Rules



Why are we not allowed to estimate?





# Management Focus

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- Last Minute Cancellations





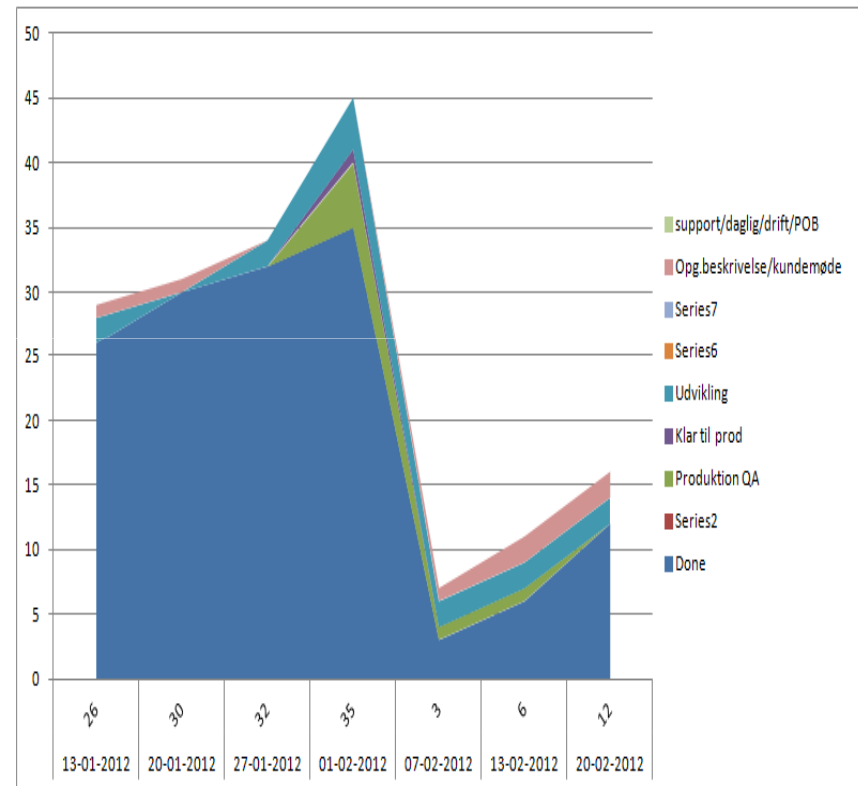
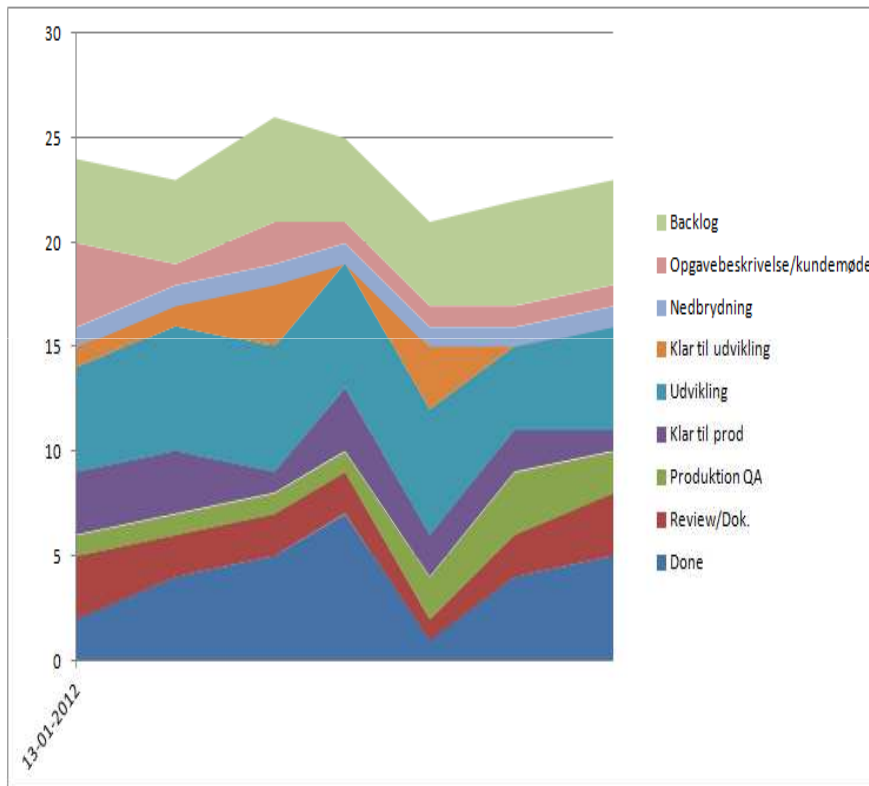


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# USING AND UPDATING METRICS

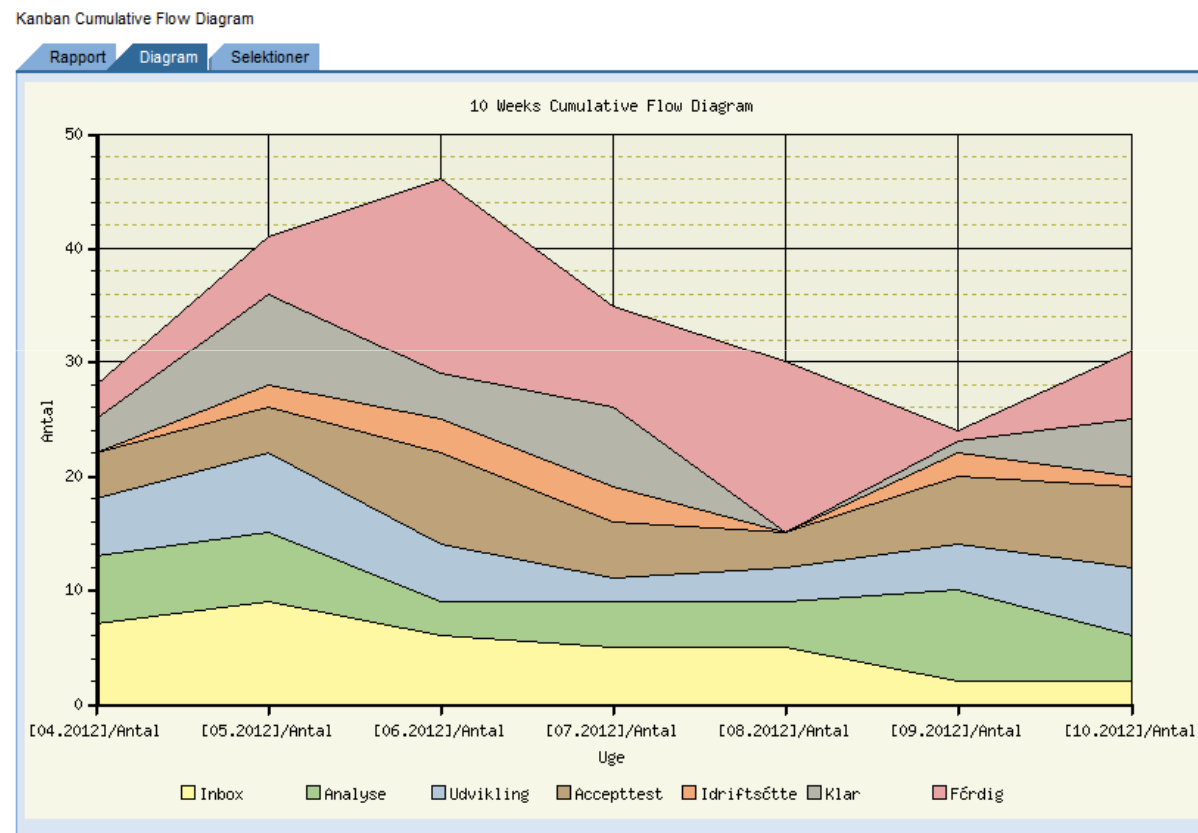


# Status?



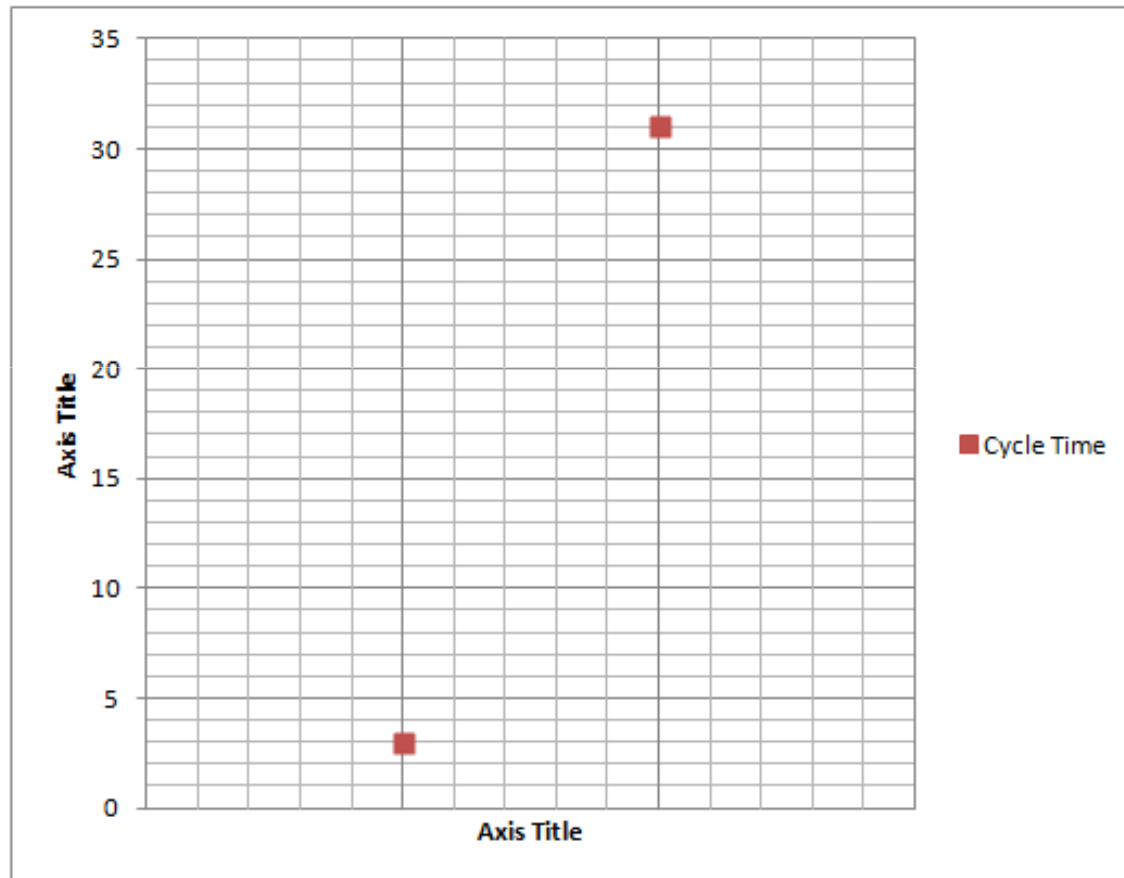


# Status?



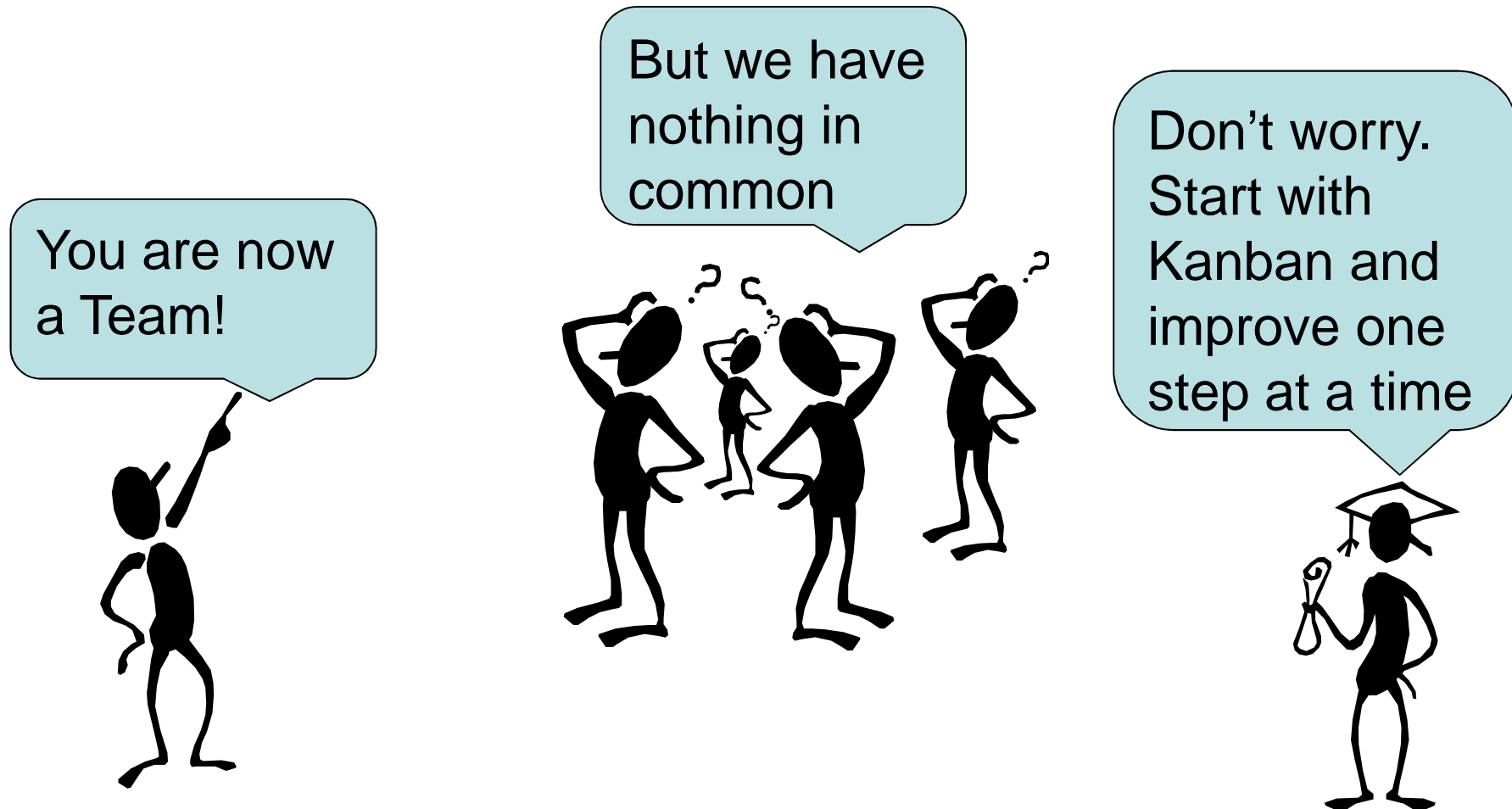


# Status?





# Evolutionary?





# Off-Site Coaching

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# No Perceived Need

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



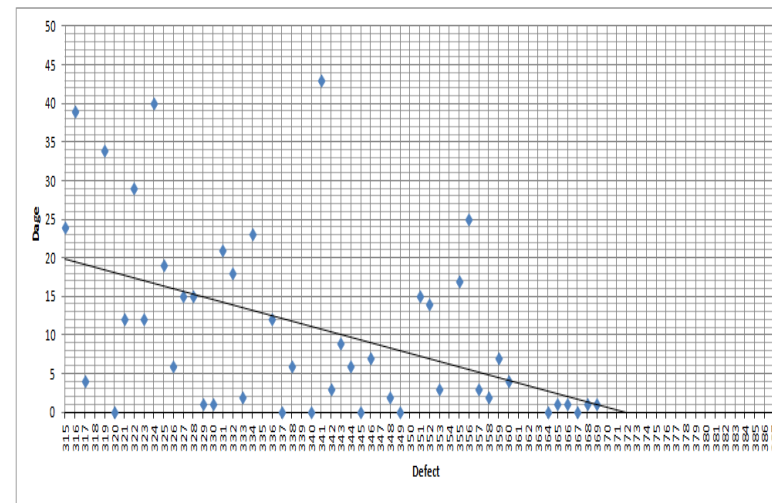
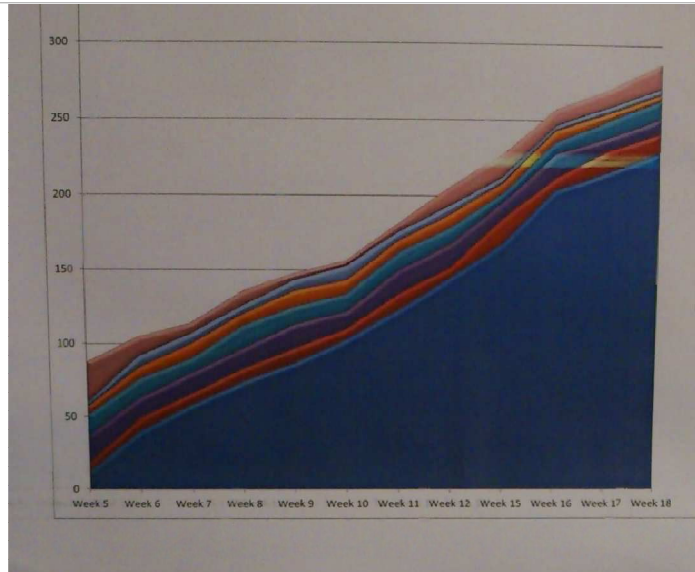
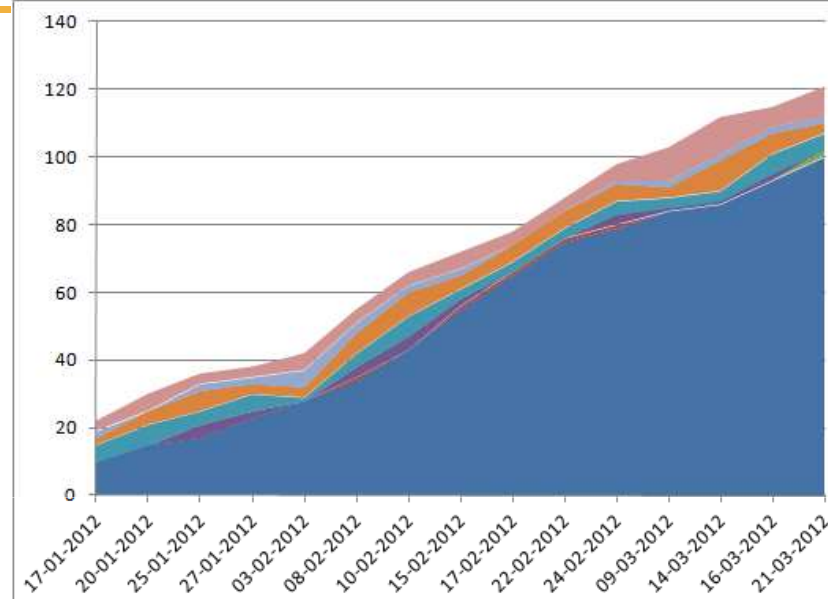
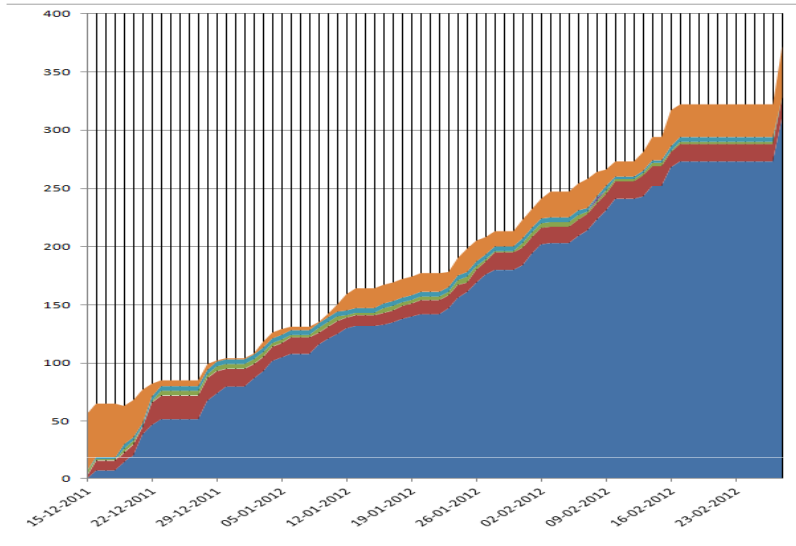


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# THINGS TO CONSIDER



# Predictability





# Start Gathering Data

- But don't expect people to use them right away





# Copy Cats

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# People Need Help

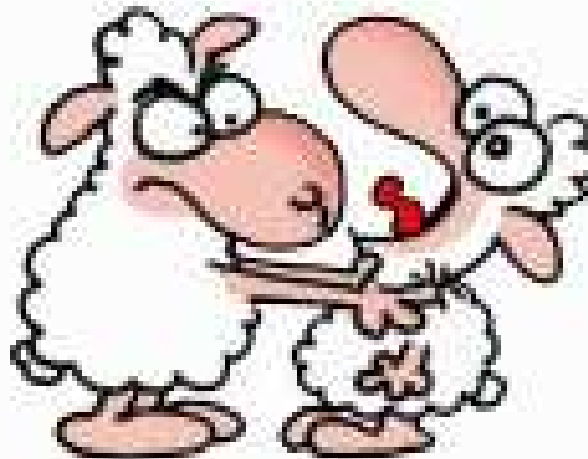
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- To stop focusing on mechanics





# Change Management is Hard







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# COMMON PROBLEMS



# Management Wants It

- - But does not live it





# Partly Visualized System

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# Standup Duration

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# Difference in Item Type/Size



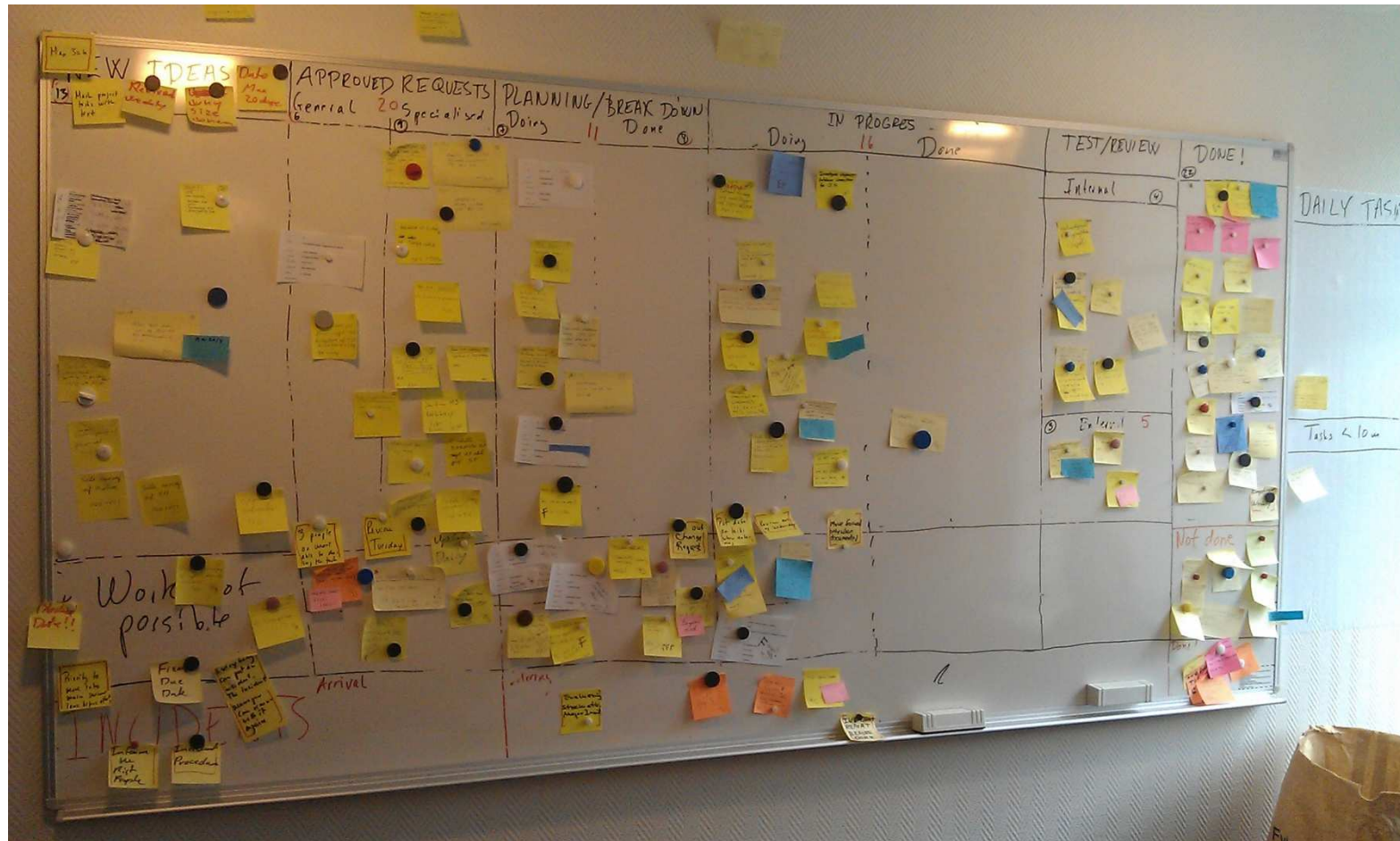




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# BOARD DESIGNS

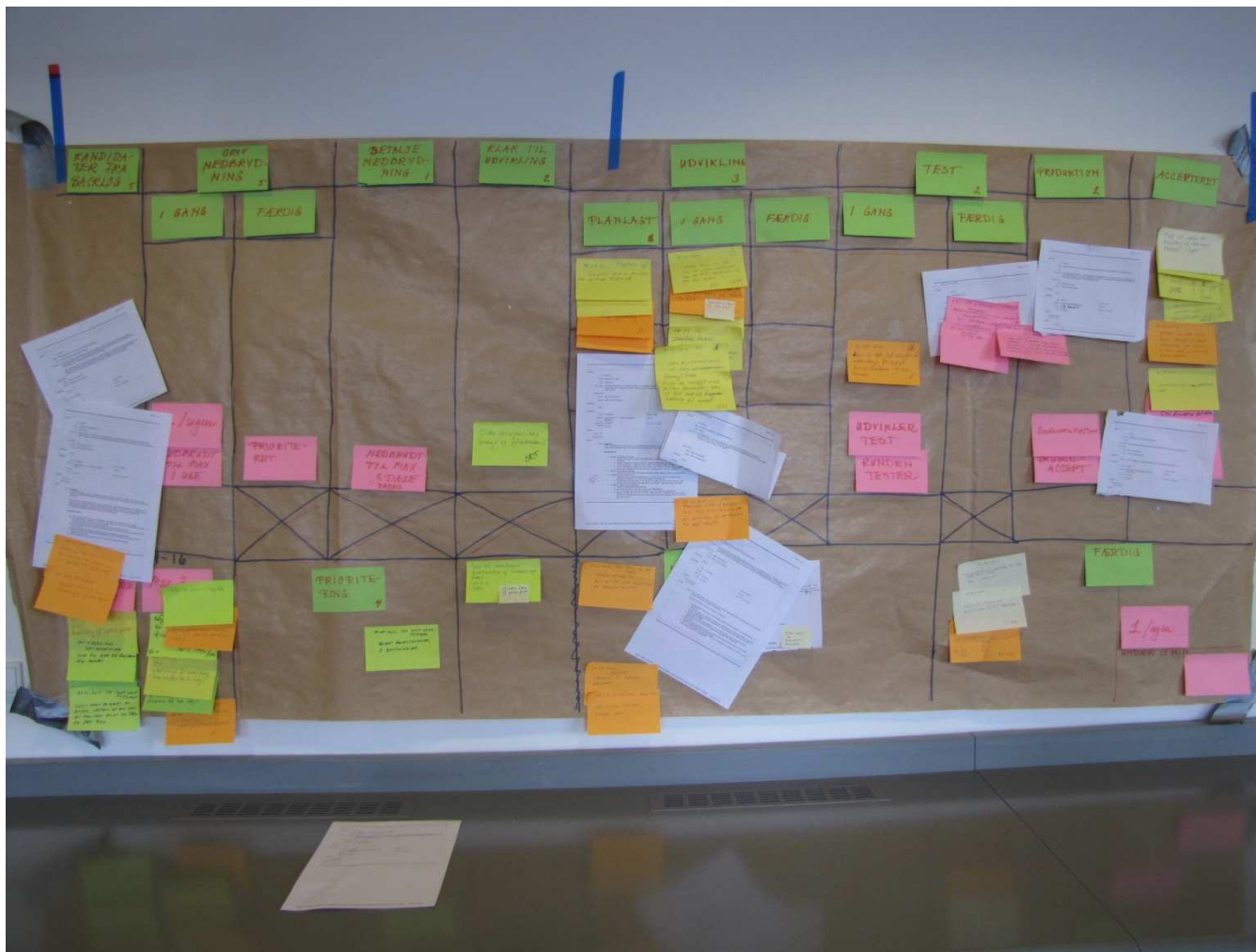








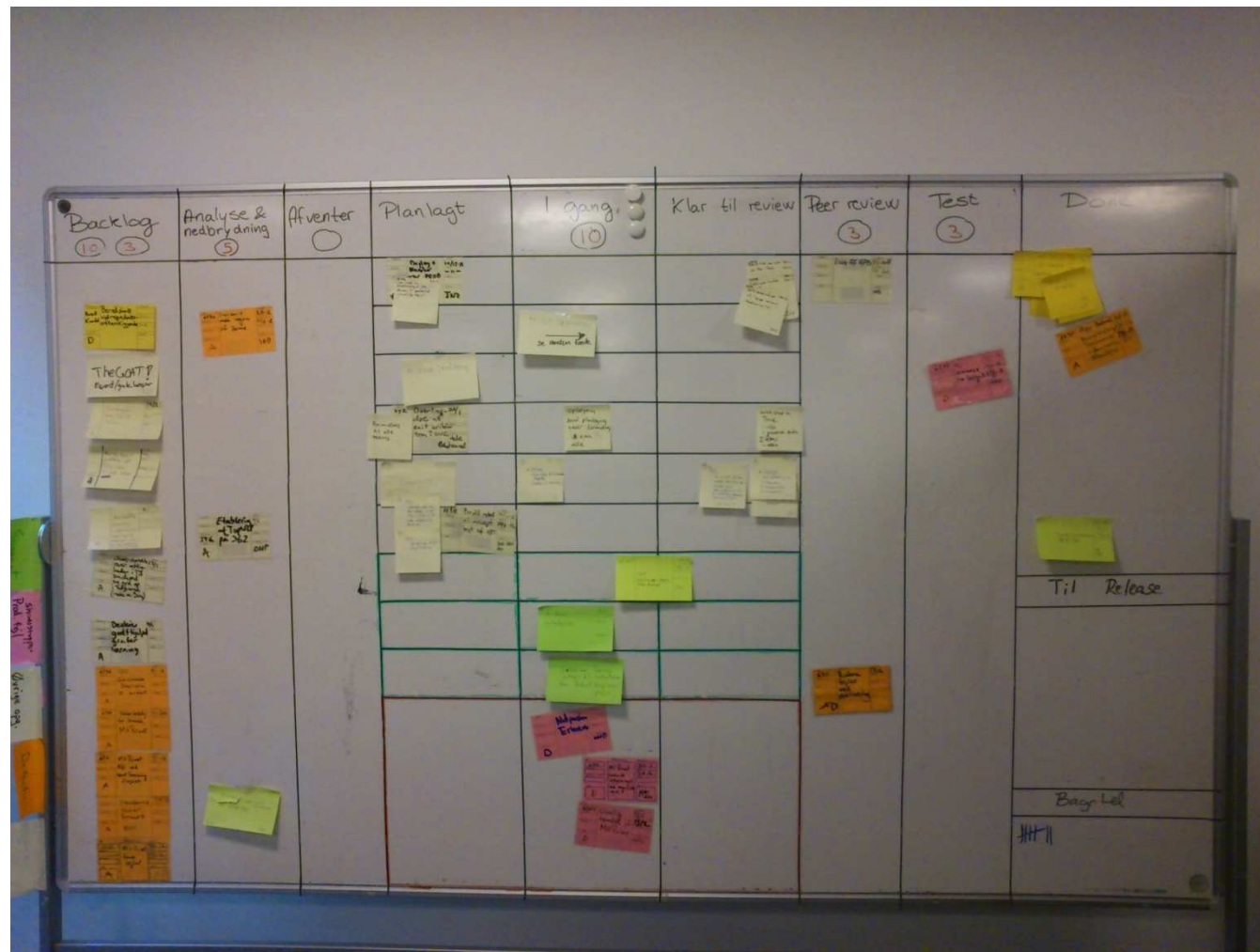
































Support sager (POB) - Windows Internet Explorer

http://dominoteam.leankitkanban.com/Boards/View/19007299

Filer Rediger Vis Favoritter Funktioner Hjælp

Favoritter

Support sager (POB)

LeanKit Kanban

Opgraver til genn... 1 Del opg 8 Planlagt 1 Igang 20 Løste

**I team**

**Aktive**

332037 BIM Problemer med mails sendt fra Dark

319077 MUD Problemer med print fra Notes.

327251 CEB fejl i notes, se vedhæftede

ISC Design2

ISC - design

**Låste - bruger vi venter på**

Håndtering af Karl Henriks Post

327299 JIZ DME synkroniserer ikke med mails (Skal den lukkes? mht eksternt)

331769 MVC Fejl ved mail

Funktions postkasse til RMW

327407 JPL når bruger synkroniserer kontakter kommer det

330138 BCE Problemer med kalenderalarm fra DME til iPhone

DEAD MAILS i mail box (MF) afventer HDX / STS

**Sendt ud af team**

327064 CRB Hverken eksterne eller interne mails kommer ind i

327457 LHG (Ovf.t.CAO) Kan ikke notere sygdom i "receptionist"

329902 CYN Mail i DARK er blandet

332315 RSU dark problemer (KEK)

333090 TAF Problemer med DME - kode virker kun i et døgn

(3) 332998 TMX Bruger modtager mails fra tidligere medarbejder (RRO) 21-02-12

333172 NDD HASTER !! 3 rykkere på denne sag !!! DME-fejl ved

(4) 332797 XbX Efternavn er forkert i Notes. 20-02-12

OPRYDNING af KAOS (Bestilling)

333032 BBY dme på mobil AFV. bruger

333095 PRY HASTER - notes vil ikke starte op, se vedhæftede

SRT Design1

NDP - Advoprovejledning tilsendt

323478 GEV bruger får ikke vidtressend mails fra top til danske.

SRT Design1

Nedlæg postkasse AFV. CAO

SRT Design2

Oprettelse af grupperum

SRT design3

ISC - Design

Fællespostkasse - Whistleblower.

BALICM03 - reboot

TNE - Design1

Opret fællespostkasser

Oprettelse af fællespostkasse

Oprettelse af fællespostkasse AFV. BALHUB01

TNE - design

332615 - SOS Lang svartid ved åbning af referatet af Fredagskredsmøder

332217 LYR dme kan ikke afinstall

TNE - Design 2

LDAP - 2 Testbrugere til Poul (Sametime-chat m.v.)

332313 JKS Tilmeldingssystem bekræfter ikke tilmelding

332266 JKS DME hvordan synkroniserer man til lokal adressebog på

332305 NJP postkasse it-network virker ikke

332220 HGT Der er ikke åbnet for DME i notes

319742 NNY Bruger har udfordring med private kontra firmakontakter

ISC design

KWC - Oprettelse af 000 for akut fravær på bruger

TNE - design

319896 RVJ problemer med

Udført

Internet | Beskyttet tilstand: Fra

11:46





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# QUESTIONS



# How To Reach Me



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  - Twitter: J\_Boeg

