Agile University: Delivery School

Agile in Maintenance projects using Kanban

High performance. Delivered.

Strategy | Digital | Technology | Operations

Agenda

What is Kanban?

Scrum/Kanban – Where does it fit?

Value Stream Mapping

Kanban's Philosophy

Kanban Board

Kanban Tools

Scrum Vs. Kanban

What is Kanban ?

- Japanese term where kan means "visual," and ban means "card" or "board". It is a signaling system to trigger action.

- Method for managing the creation of products with an emphasis on **continuous delivery** while not overburdening the team.

- One of the Lean tools designed to reduce the idle time in a production process.

- **Pull Method** and follows the concept of delivering just-in-time goods.

- Way of controlling/limiting the 'Work In Progress' and keeping continuous flow.

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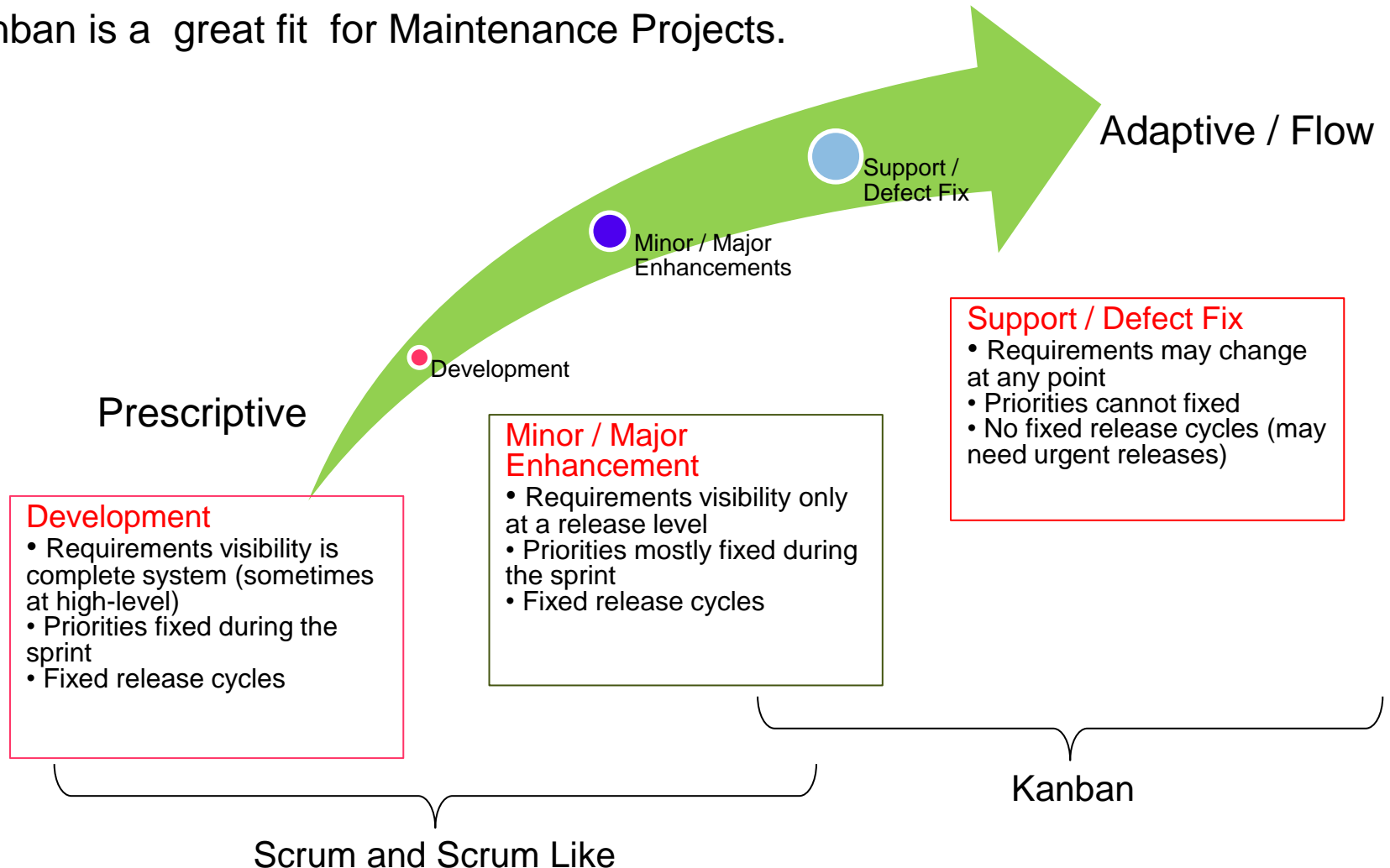
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Scrum/Kanban – Where does it fit?

Kanban is a great fit for Maintenance Projects.

Adaptive / Flow

Support / Defect Fix

Minor / Major Enhancements

Prescriptive

Development

Development
- Requirements visibility is complete system (sometimes at high-level)
- Priorities fixed during the sprint
- Fixed release cycles

Minor / Major Enhancement
- Requirements visibility only at a release level
- Priorities mostly fixed during the sprint
- Fixed release cycles

Support / Defect Fix
- Requirements may change at any point
- Priorities cannot fixed
- No fixed release cycles (may need urgent releases)

Scrum and Scrum Like

Kanban

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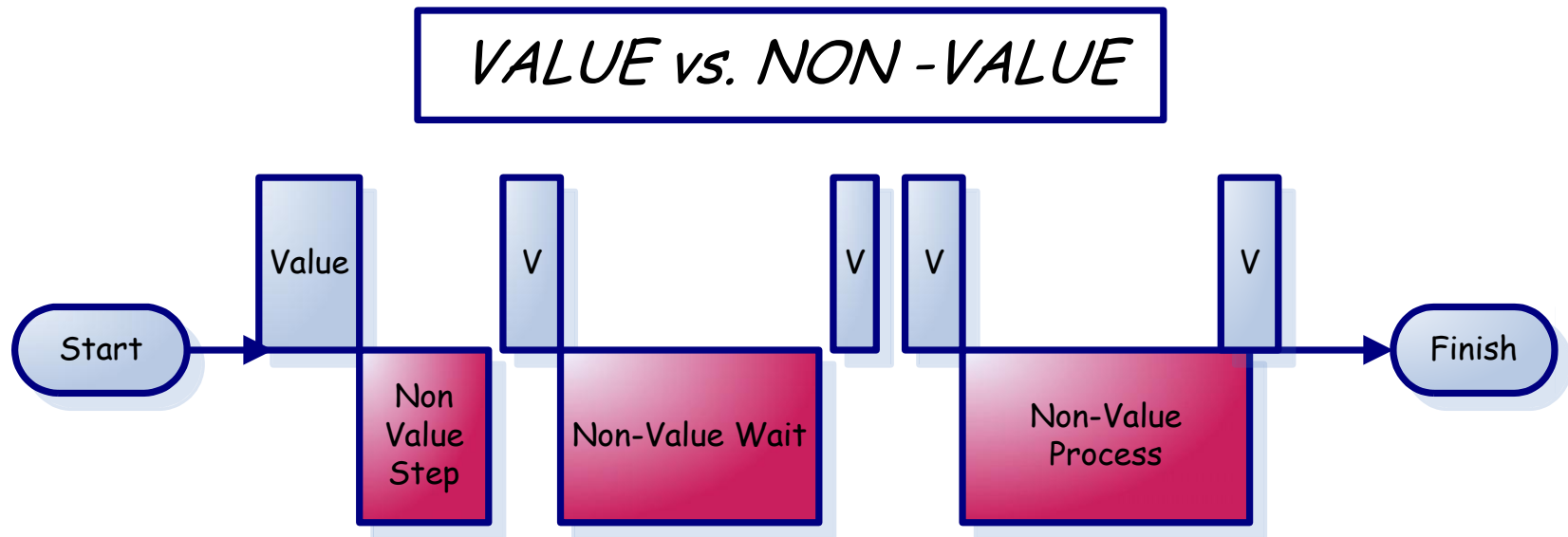
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Value Stream Mapping

Value Stream Mapping is a **lean approach** for process improvements. It is a **visualization technique** in which the **current state of the process** is drawn either on a paper or using a tool. It shows the current steps, delays, and information flows from start to finish.

VALUE vs. NON -VALUE

Start — Value — Non Value Step — V — Non-Value Wait — V — V — Non-Value Process — V — Finish

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Kanban is an approach to introducing change to an existing software development lifecycle or project management methodology.

- Visualize the Workflow
- Limit Work-in-Progress
- Measure & Manage Flow
- Make Process Policies Explicit
- Use Models to Recognize Improvement Opportunities

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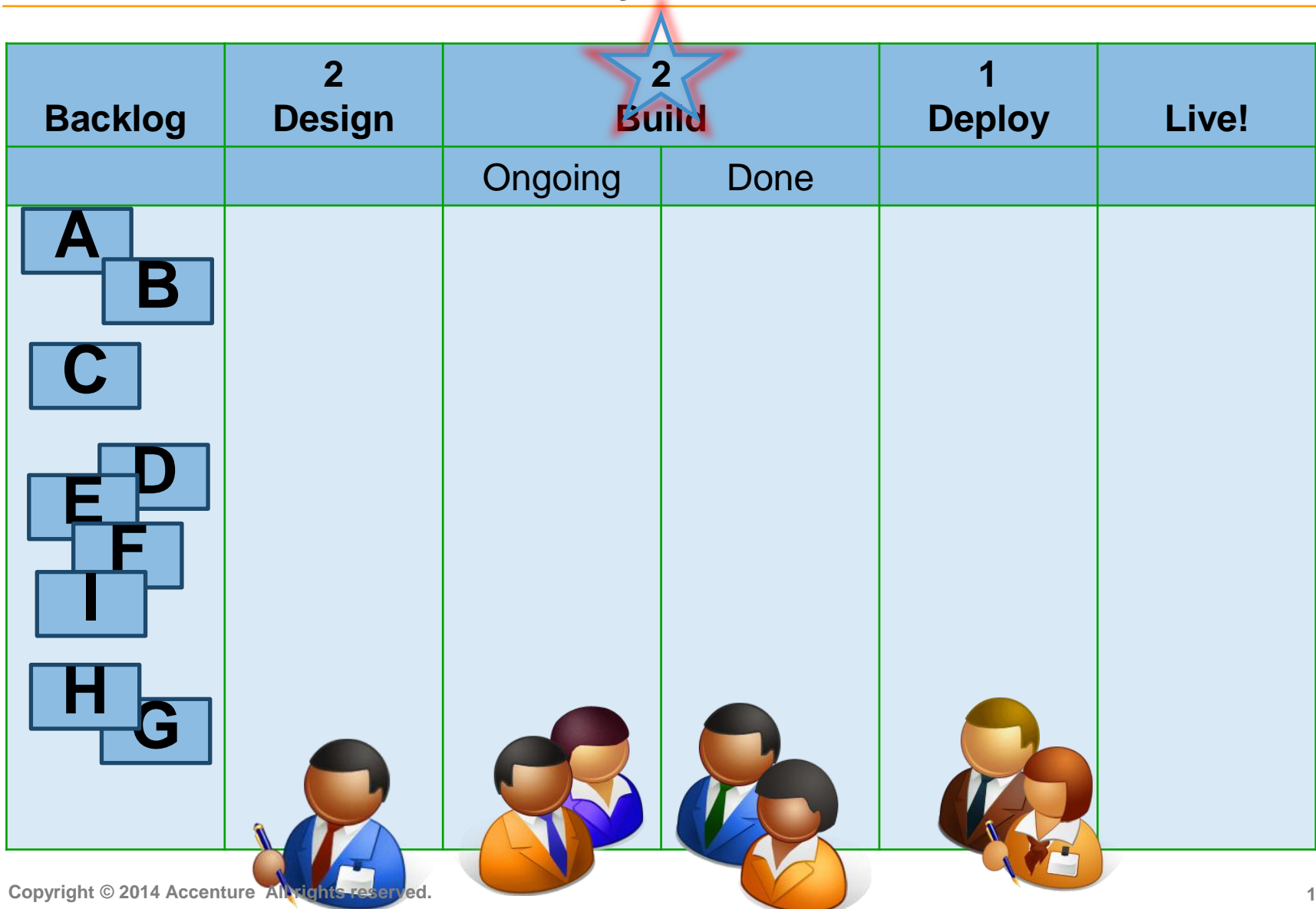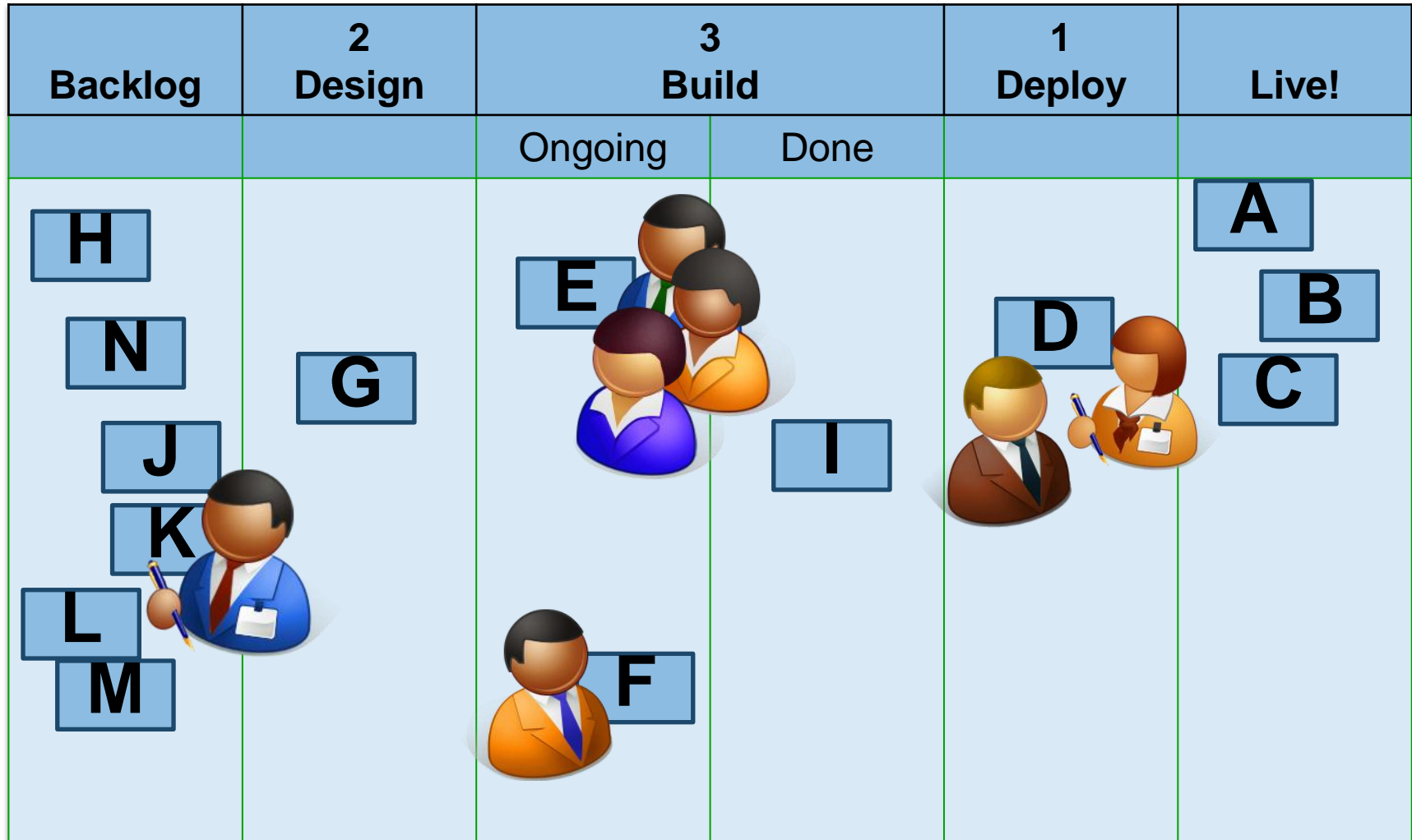
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Kanban Board – First day

Backlog	2 Design	2 Build		1 Deploy	Live!
		Ongoing	Done		
A B C D E F I H G					

Kanban Board – A few days later

Backlog	2 Design	3 Build		1 Deploy	Live!
		Ongoing	Done		
H N J K L M	G	E	I F	D	A B C

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Kanban - The New Agile Panacea:
https://kx.accenture.com/repositories/ContributionForm.aspx?path=C25/62/60&mode=Read

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Scrum Vs Kanban

S.No	Scrum	Kanban
1	Time boxed iterations prescribed.	Time boxed iterations optional - Can have separate cadences for planning, release, and process improvement. Event driven instead of time boxed.
2	Uses Velocity as default metric for planning and process improvement.	Uses Lead time as default metric for planning and process improvement.
3	Cross-functional teams Prescribed.	Cross-functional teams optional. Specialist teams allowed.
4	Items must be broken down so they can be completed within 1 sprint.	No particular item size is prescribed.
5	Burndown chart prescribed	No particular type of diagram is prescribed, Cumulative Flow Diagram is used to track WIP and Lead Time
6	WIP limited indirectly (per sprint)	WIP limited directly (per workflow state)
7	Estimation prescribed	Estimation optional

Reference from " Kanban and Scrum - making the most of both"-
Henrik Kniberg & Mattias Skarin

Scrum Vs Kanban

S.No	Scrum	Kanban
8	Cannot add items to ongoing Iteration	Can add new items whenever capacity is available
9	A sprint backlog is owned by one specific team	A Kanban board may be shared by multiple teams or individuals
10	Prescribes 3 roles (PO/SM/Team)	Doesn't prescribe any roles
11	A Scrum board is reset between each sprint	A Kanban board is persistent
12	Prescribes a prioritized product backlog	Prioritization is optional

Reference from " Kanban and Scrum - making the most of both"-
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