Agile Manifesto

Agile 101

limit work in progress (WIP) and stop starting and start finishing.

**GLOSSARY** 

Kanban

12 Principles

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Agile Glossary

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Agile Essentials Overview

Definition

We use cookies on our website to give you the most relevant experience by remembering your preferences and repeat visits. By clicking "Accept", you consent to the use of ALL the cookies. However you may visit Cookie Settings to provide a controlled consent. Also Known As A general term for systems using the Kanban Method is flow – reflecting that work flows continuously through the system instead of being organized into distinct timeboxes.

The Kanban Method is a means to design, manage, and improve flow systems for

workflow and drive evolutionary change. They can do this by visualizing their flow of work,

knowledge work. The method also allows organizations to start with their existing

### When Applicable Kanban can be used in any knowledge work setting, and is particularly applicable in

deploy work as soon as it is ready, rather than waiting for other work items.

situations where work arrives in an unpredictable fashion and/or when you want to

# values:

Values Teams applying Kanban to improve the services they deliver embrace the following

# **Balance** – different aspects, viewpoints, and capabilities must be balanced in order to

system exists.

**Transparency** – sharing information openly using clear and straightforward language improves the flow of business value.

necessary to move forward and improve.

achieve effectiveness. Collaboration – Kanban was created to improve the way people work together. Customer Focus – Kanban systems aim to optimize the flow of value to customers that are external from the system but may be internal or external to the organization in which the

**Flow** – Work is a continuous or episodic flow of value. **Leadership** – Leadership (the ability to inspire others to act via example, words, and

reflection) is needed at all levels in order to realize continuous improvement and deliver value. Understanding – Individual and organizational self-knowledge of the starting point is

**Agreement** – Everyone involved with a system are committed to improvement and agree to jointly move toward goals while respecting and accommodating differences of opinion and approach.

Kanban is structured to address the human tendency to resist change.

• Agree to pursue improvement through evolutionary change

practiced and respect existing roles, responsibilities and job titles.

These principles acknowledge that organizations are a collection of interdependent

• Start with what you do now – Understand current processes as they are actually

**Respect** – Value, understand, and show consideration for people.

Principles Change Management Principles

• Encourage acts of leadership at every level Service Delivery Principles

#### services, and to place the focus on the work, not the people doing the work. Understand and focus on your customers' needs and expectations Manage the work; let people self-organize around it

Practices

WIP Limits

Manage flow

Limit work in progress

Make policies explicit

Visualize Kanban systems use mechanisms such as a kanban board to visualize work and the process it goes through. In order for the visualization to be the most effective, it should

Evolve policies to improve customer and business outcomes

show • where in the process a team working on a service agrees to do a specific work item (commitment point)

• Where the team delivers the work item to a customer (delivery point)

Policies that determine what work should exist in a particular stage

The following practices are activities essential to manage a kanban system.

When you establish limits to the amount of work you have in progress in a system and use those limits to guide when to start new items, you can smooth out the flow of work and

reduce lead times, improve quality, and deliver more frequently.

managing flow is identifying and addressing bottlenecks and blockers.

Explicit policies help explain a process beyond just the listing of different stages in the workflow. Policies should be sparse, simple, well-defined, visible, always applied, and readily changeable by the people working on the service. Examples of policies include: WIP Limits, capacity allocation, definition of done, and other rules for work items existing

Feedback loops are an essential element in any system looking to provide evolutionary

Kanban starts with the process as it currently exists and applies continuous and

incremental improvement instead of trying to reach a predefined finished goal.

The flow of work in a service should maximize value delivery, minimize lead times and be

as predictable as possible. Teams use empirical control through transparency, inspection

and adaption in order to balance these potentially conflicting goals. A key aspect of

## change. The Feedback loops used in Kanban are described in the Lifecycle section. Improve collaboratively, evolve experimentally

Service Request Manager

various stages in the process.

Implement feedback loops

Roles Given Kanban's approach to start with your existing process and evolve it, there are no roles explicitly called for when adopting Kanban. Use the roles you currently have on your team. There are two roles that have emerged in practice that serve particular purposes. It's

highly likely that these functions are filled by someone in an existing role as mentioned

product manager, product owner, or service manager. Service Delivery Manager

Understands the needs and expectations of customers, and facilitates the selection and

ordering of work items at the Replenishment Meeting. This function is often filled by a

Lifecycle

below.

Strategy Review (Quarterly) Select the services to provide and the context in which those services are appropriate. **Operations Review (Monthly)** 

Understand and respond to delivery risks in services Service Delivery Review (Bi-Weekly)

resources to maximize value delivery

Risk Review (Monthly)

Those feedback loops (cadences) are:

A team working on a service coordinates their activities for the day. This is analogous to a daily standup. Delivery Planning Meeting (Per Delivery Cadence)

Identify items that the team will work on and determine which work items may be selected

#### a project at Corbis. 2009 Donald Reinertsen discuss the adoption of kanban systems and the use of data collection and an economic model for management decision-making in

- The Kanban Method formalized the flow approach to knowledge work and offered a means for organizations to improve their software development processes and adopt agile values and principles without first having to undergo substantial cultural change.

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Rebecca Wirfs-Brock 6/11/15 Changing Your Agile **Practices: A Sta** Scrum to Kanban – A Team's Journey, is by Aki Namioka of Marchex. Her team had been using Scrum for over

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Responsible for the flow of work to deliver select items to customers. Facilitates the Kanban Meeting and Delivery Planning. Other names for this function include flow manager, delivery manager, or flow master.

Because work items tend to flow through a kanban system in single piece flow, and each

system is different with respect to stages in its workflow, the best way to describe the

lifecycle of the Kanban method is via the feedback loops involved.

Understand the balance between and across services, including deploying people and

Examine and improve the effectiveness of a service. This is similar to a retrospective that is focused on improving the kanban system. Replenishment Meeting (Weekly)

The Kanban Meeting (Daily)

Origins

Monitor and plan deliveries to customers.

2004 David J. Anderson applies a theory of constraints approach incorporating a

2009 Corey Ladas suggested that Kanban could improve upon Scrum and

suggested Scrumban as the transition from Scrum to Kanban in his book

Scrumban – Essays on Kanban Systems for Lean Software Development.

• 2010 David J. Anderson publishes Kanban: Successful Evolutionary Change for

kanban pull system on a project in Microsoft's IT department. 2006 – 2007 David J. Anderson identifies the Kanban Method through applying it

his book The Principles of Product Development Flow

next. This is analogous to a planning meeting for a sprint or iteration.

## Your Technology Business as the first description of the method. **Primary Contributions**

Barry

Type

Further Reading Personal Kanban; Mapping Work, Navigating Life by Jim Benson and Tonianne DeMaria

Lean from the Trenches: Managing Large-Scale Projects with Kanban by Henrik Kniberg.

Kanban and Scrum Making the most of both by Henrik Kniberg and Mattias Skarin

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Essential Kanban Condensed by David J. Anderson and Andy Carmichael

From Scrum to Kanban -■ Event Sessions Understanding A Team's Journey ■ Experience Reports In the summer of 2014, my team ■ Glossary Terms made the decision to transition

from Scrum to Kanban. After

kanban manager member

found that as the natu

practicing Scrum for 2+ years, we

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**)** 

...+1 aasub kanban member

Lean Change: Enabling

Scrum, Kanban and other agile

methods provide a means to

transform IT to a high maturity

state. Yet anyone who has been

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kanban

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