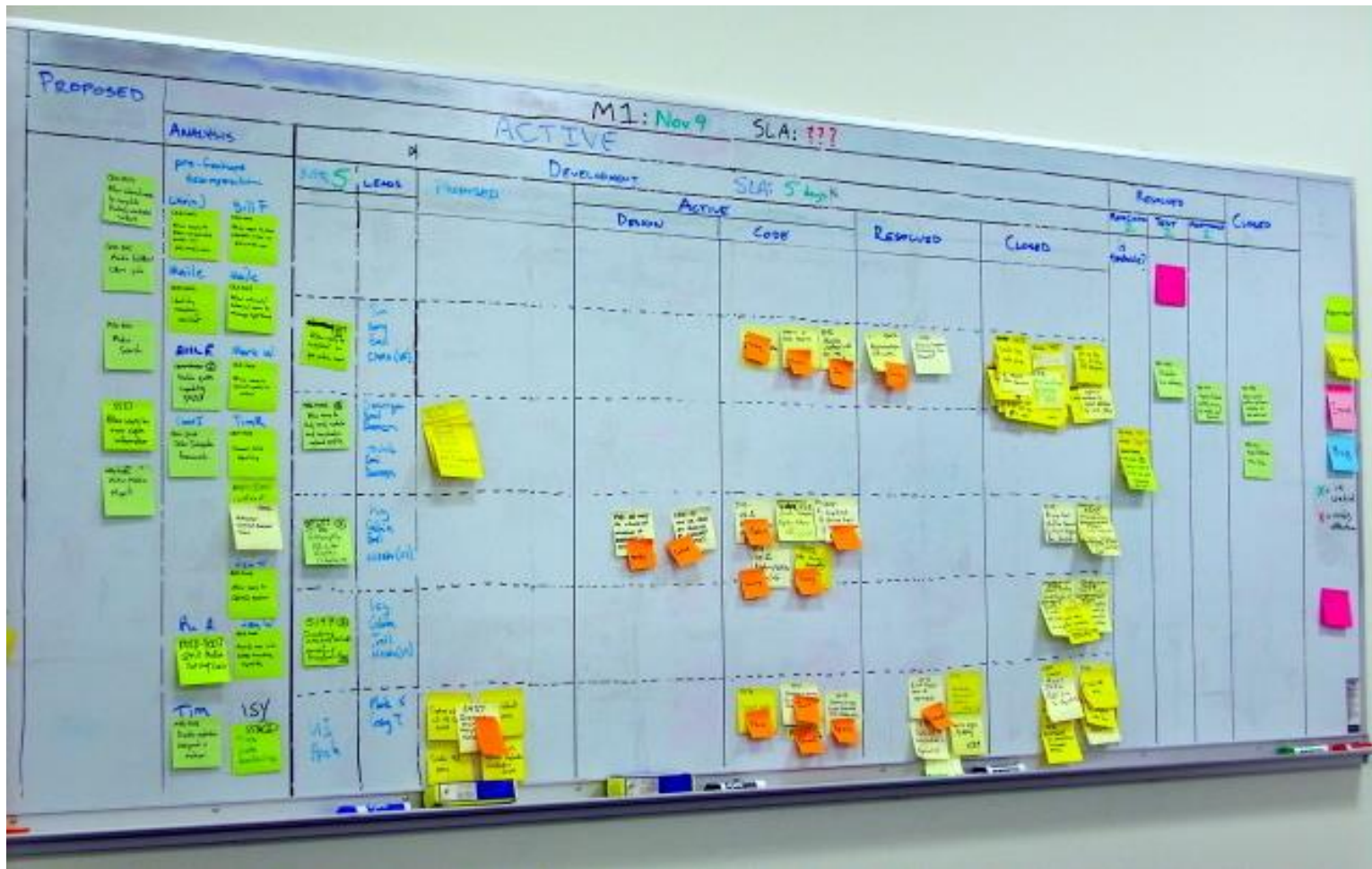


Designing your Kanban Board to Map your Process

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Need help mapping your process?



Introductions



**CHRIS
HEFLEY**
CHIEF EXECUTIVE OFFICER

Review: Kanban

1. Visualize your work
2. Limit your Work-in-Process (WIP)



This definition comes from the book *Personal Kanban*, by Jim Benson and Tonianne de Maria Barry

Review: The Kanban Method

4 Basic Principles:

1. Start with what you do now
2. Agree to pursue incremental, evolutionary change
3. Respect the current process, roles, responsibilities and titles
4. Encourage acts of leadership at all levels



The Kanban Method was developed by David J. Anderson

Review: The Kanban Method

5 Core Properties

1. Visualize the Workflow
2. Limit WIP
3. Manage Flow
4. Make Process Policies Explicit
5. Improve Collaboratively



What Process To Model?



A Rule of Thumb

Grammar is fun!



- Cards are often Nouns (or noun phrases)
- Lanes on the board are often Verbs (or verb phrases)

Another Way to Put It



Cards: The *Things* that have value, that the team delivers.

Lanes: The *Activities* performed on the *Things* in order to deliver them.

Start With What You Do Now

- Map the process collaboratively, as an exercise for the entire team
- Resist the urge to re-engineer or make improvements to the process



Just start with what you do now

Exercise: Discovering Work-in-Process

5 Minutes:

On a sheet of paper, write down 5-10 things that you're currently working on.



Exercise: Discovering Work-in-Process

10 Minutes:

For each item of WIP you wrote down, answer the following questions:

1. What type of work is it?
2. Where is it now?
3. Where was it just before I got it?
4. Where will it go when I'm done with it?



(Try doing this exercise in pairs)

What type of work is it?

- Project
- Deliverable
- User Story
- Task
- Request
- Ticket
- Defect
- Feature
- Test
- Campaign
- Requirement
- White Paper
- Landing Page



These eventually become your card types

Where is it now?

I'm working on it, so I'd say it's
In Development



I've finished it, but it hasn't been
tested yet, so I'd say it's
Waiting for Testing




Where was it just before I got it?

Susan, the business analyst, had it before me. So, I'd say it was
Done with Analysis,
but not yet started in
Development.



Where will it go when I'm done with it?



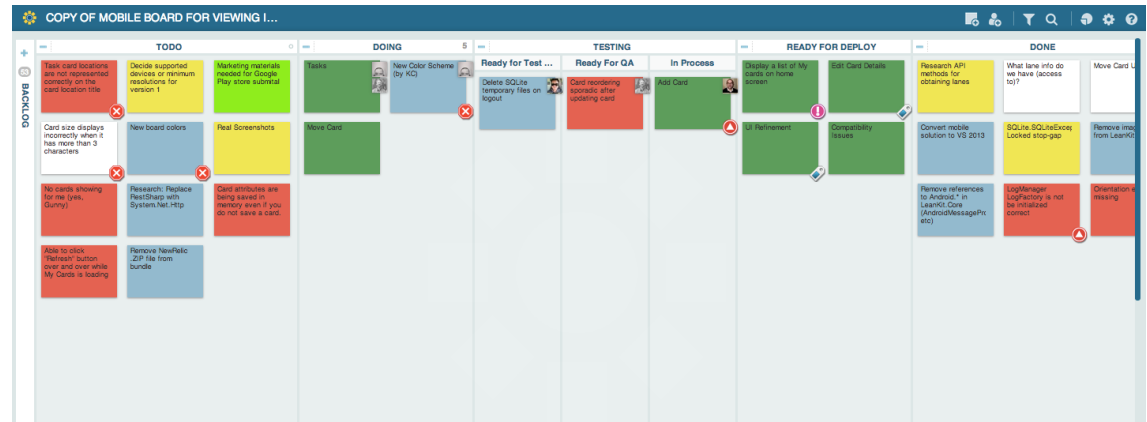
When I'm done with it, it'll be
Ready to Deploy



After I'm done with it, it will be
In Production

First shot at mapping your process...

Finally! Time to draw something!



To Do, Doing, and Done

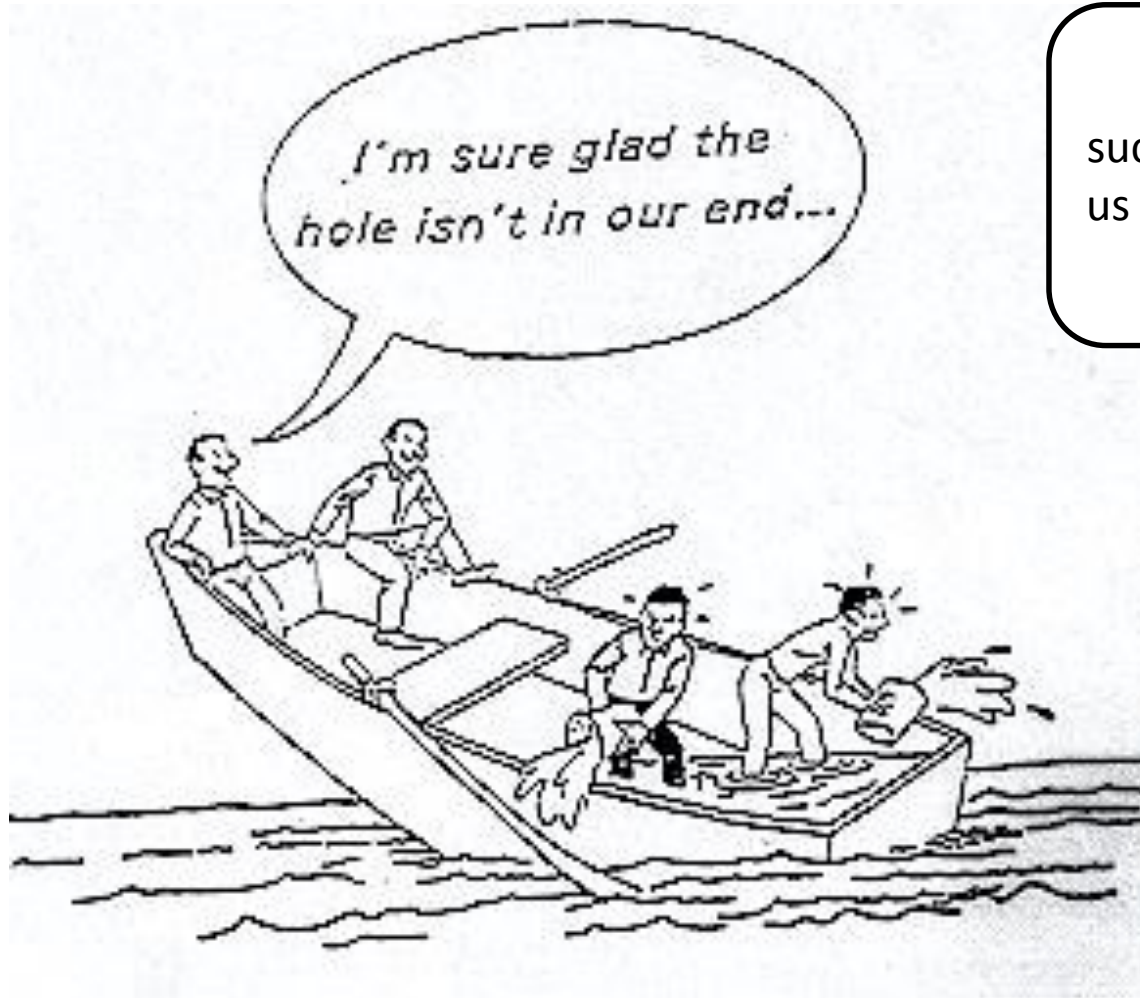
Most processes boil down to some version of:
To Do, Doing, and Done.

And most of the detail we are looking to model
is in the ***Doing*** part.

**Once we've started it, what steps does
work go through on its way to "Done"?**



Systems Thinking



Our team is a **System**. We succeed or fail together. Some of us are specialists, true, but we're still one **Team**.



Work Entering The System



Jeff, I'm gonna need you you to re-calibrate the unilateral phase detractors of the RetroEncabulator, and I need it done by Monday.

Sure thing, Mr Lumbergh.
Should be no problem at all.



Identify the
Source of Demand

There's often more
than one!

Work Exiting the System

Where does work go when the team is “Done” with it?

Where is it when you stop thinking about it and move on to the next thing?

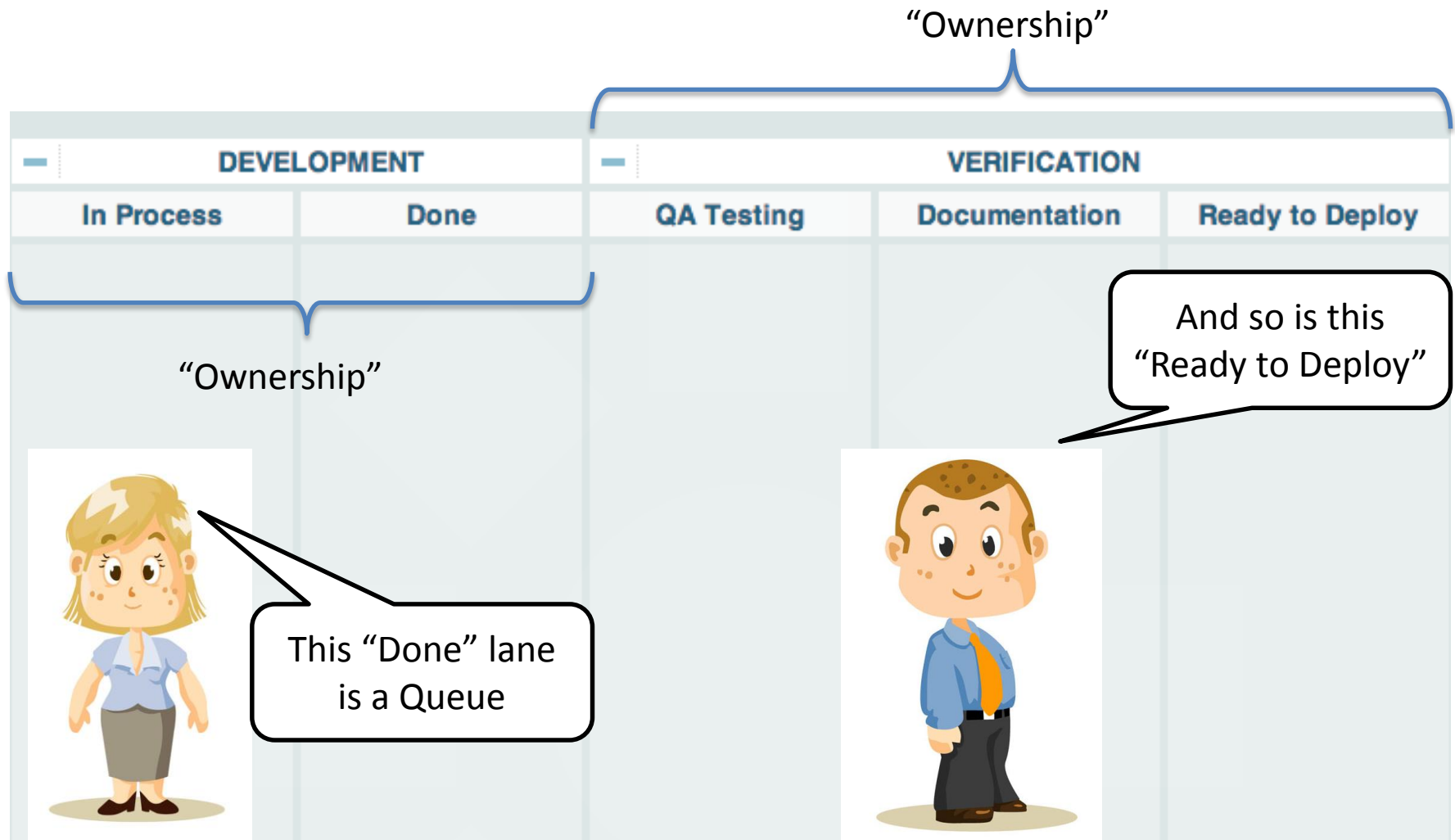


Looking for Queues

“Searching for Queues”, get it?
Ha! You know, because
“queues” sounds like “clues”,
see?

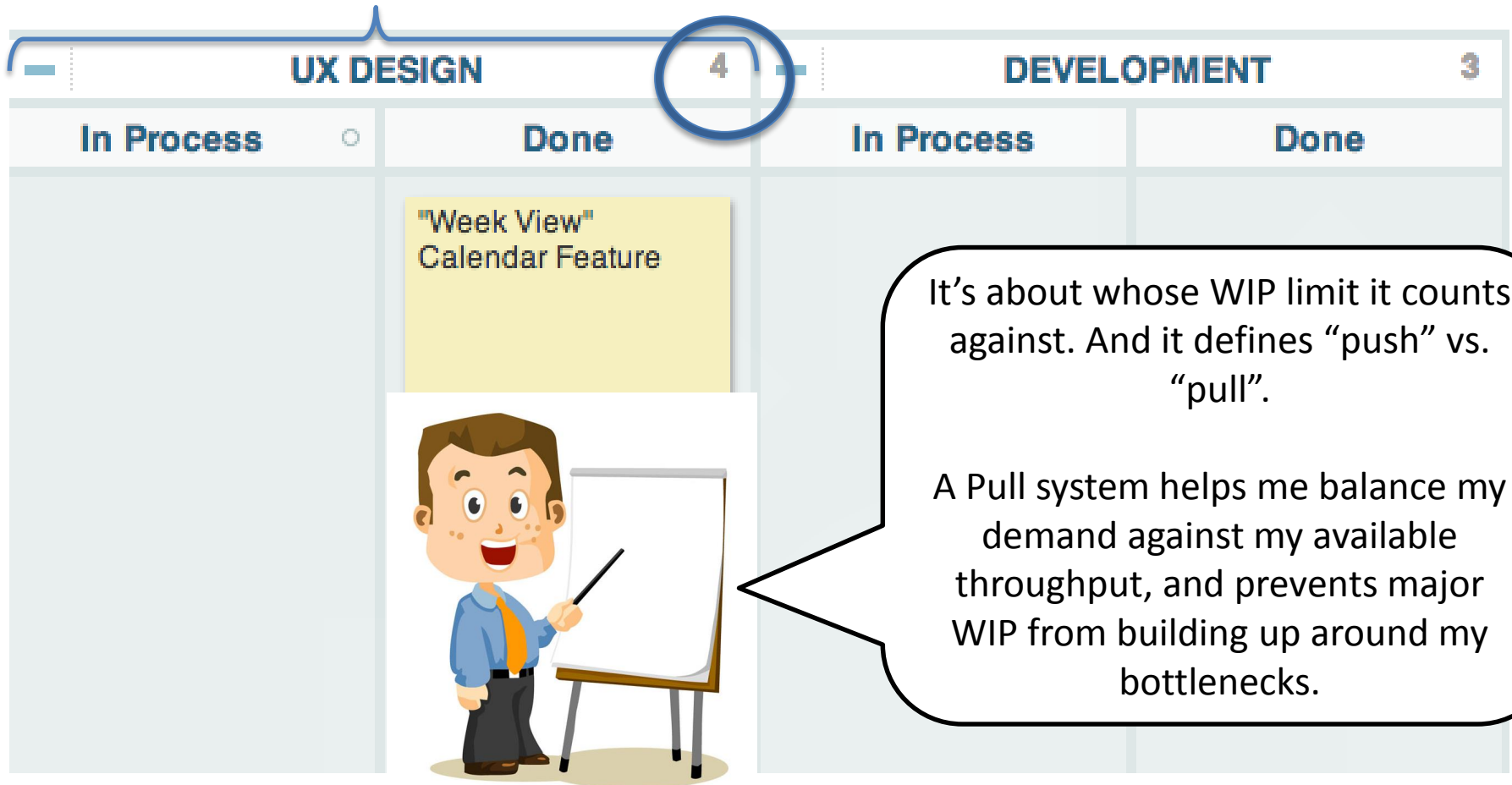


Queues, and Who “Owns” them.

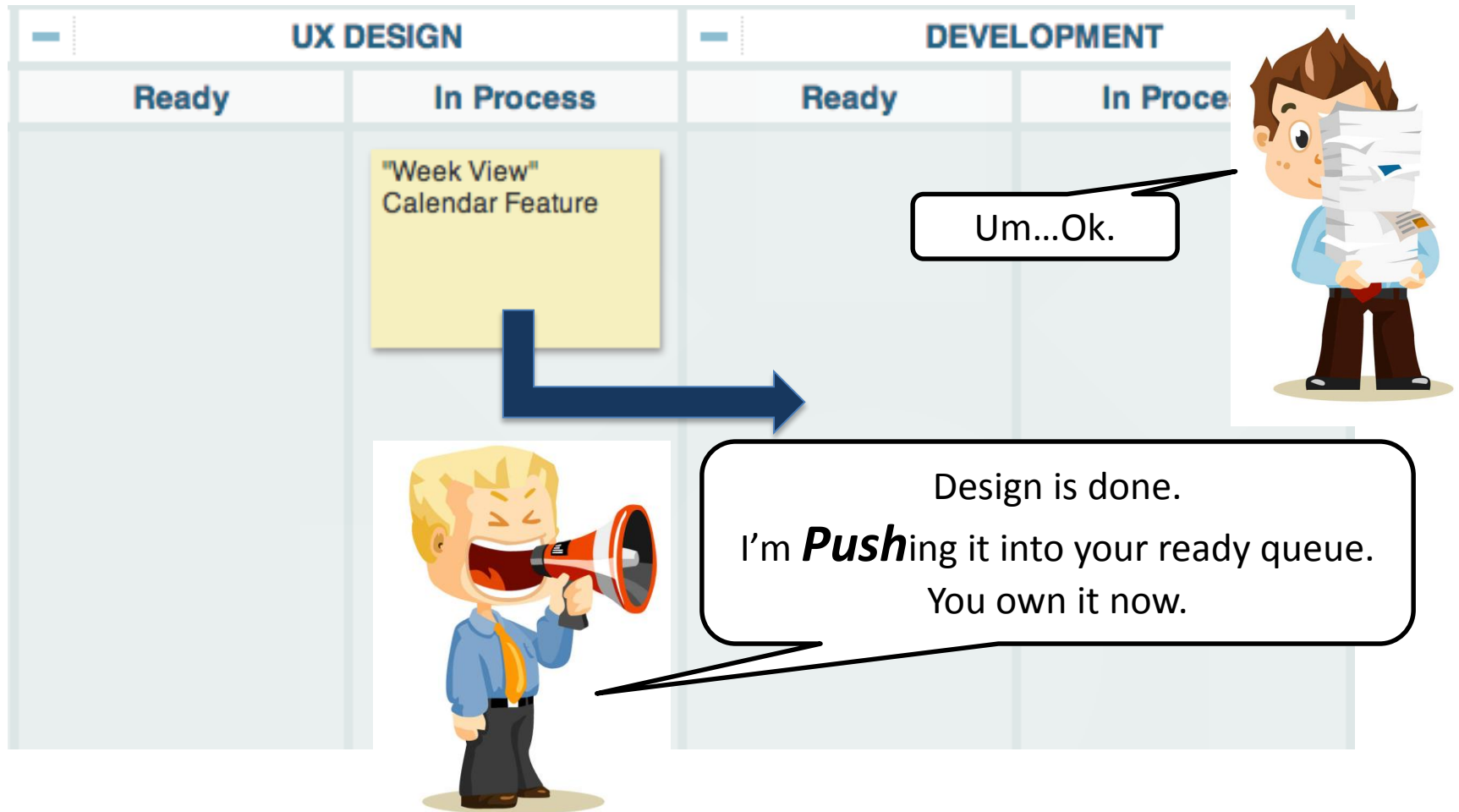


Why does it matter who owns it?

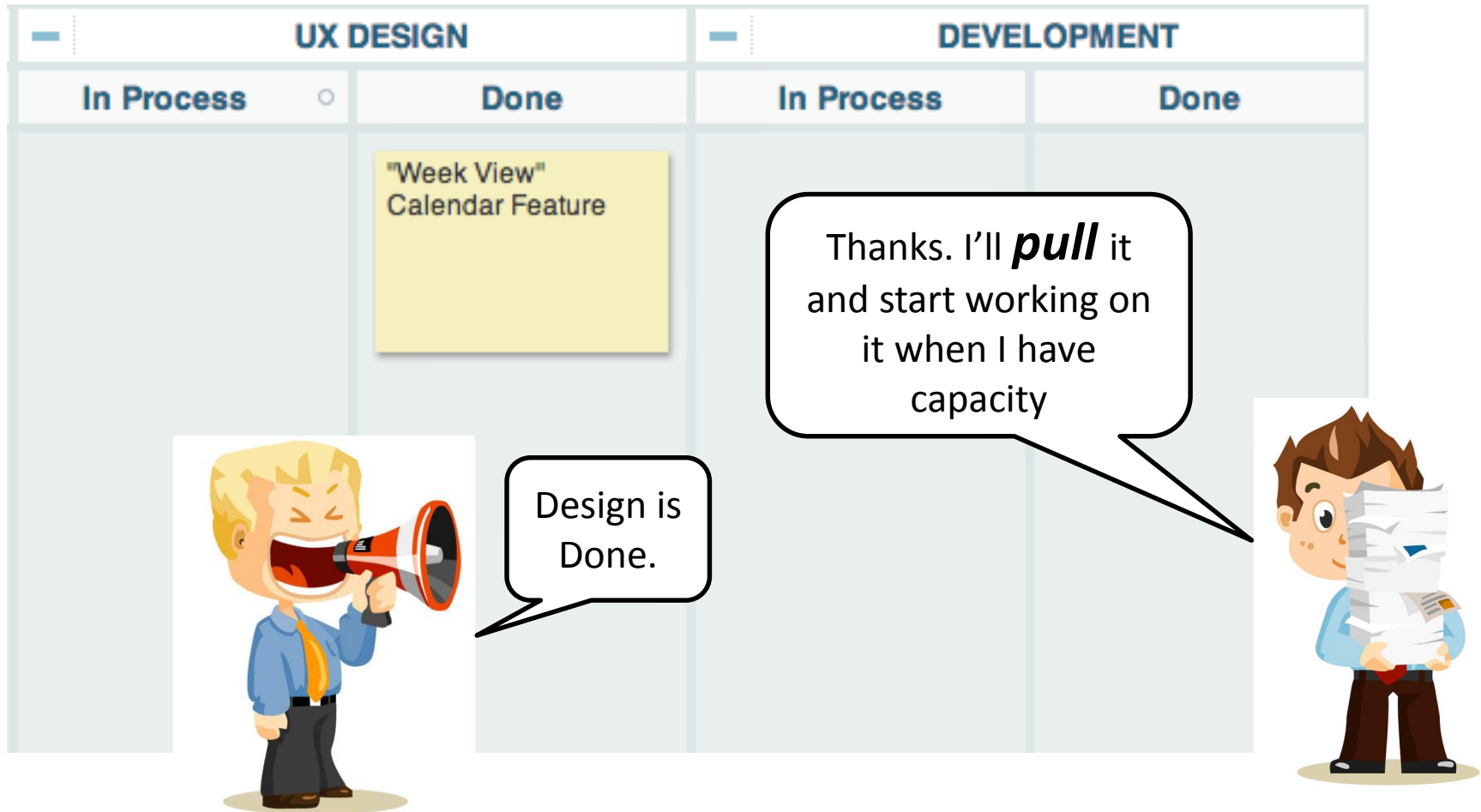
“Ownership”



Push vs. Pull



Push vs. Pull



Handoffs

For many teams, there are handoffs in the process where the work leaves your control.

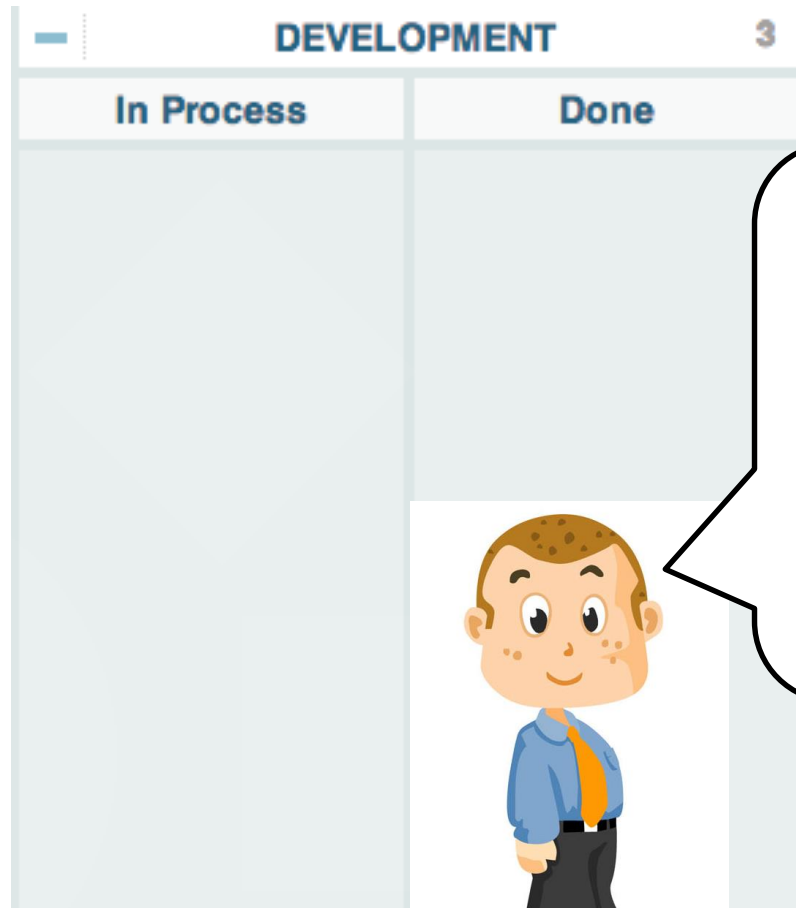
For example, a development team where a software release must be submitted to another department for approval before release.

Ideally, you want to reduce those friction points. But until you do, call them out specifically on your kanban board.



Examples

Sub-Lanes



Don't forget to "Start with what you do now". These are just examples of how you might visually model your current reality.



Parallel Workflows

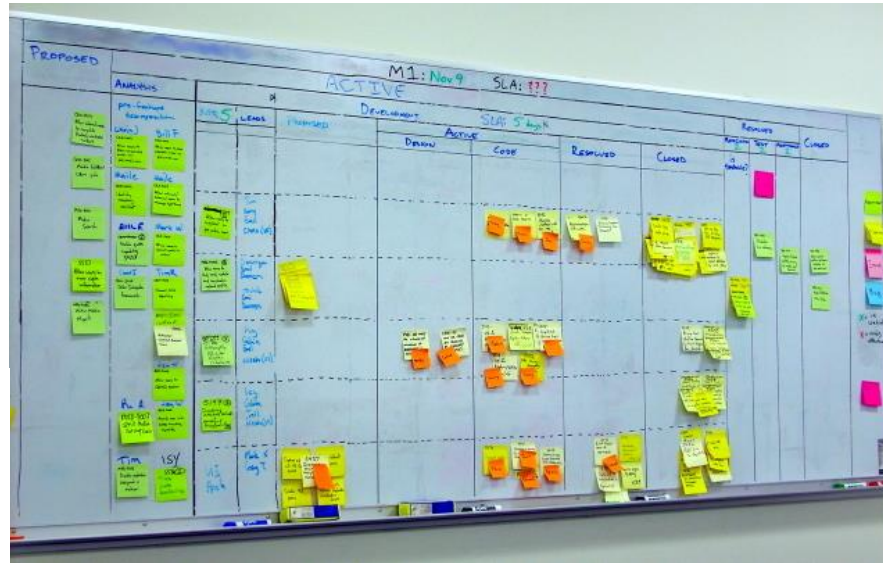




An "Expedite" Lane across the top



Getting your WIP on the Board



Improve collaboratively

Looking for Hidden WIP

Am I working on, or waiting on, any WIP that's not on the board?



Metrics

Start with the basics:

- Total WIP
- Blockers
- Throughput
(Cards complete/day)



Anti-Patterns

- A lane per person

Kanban Pro Tip

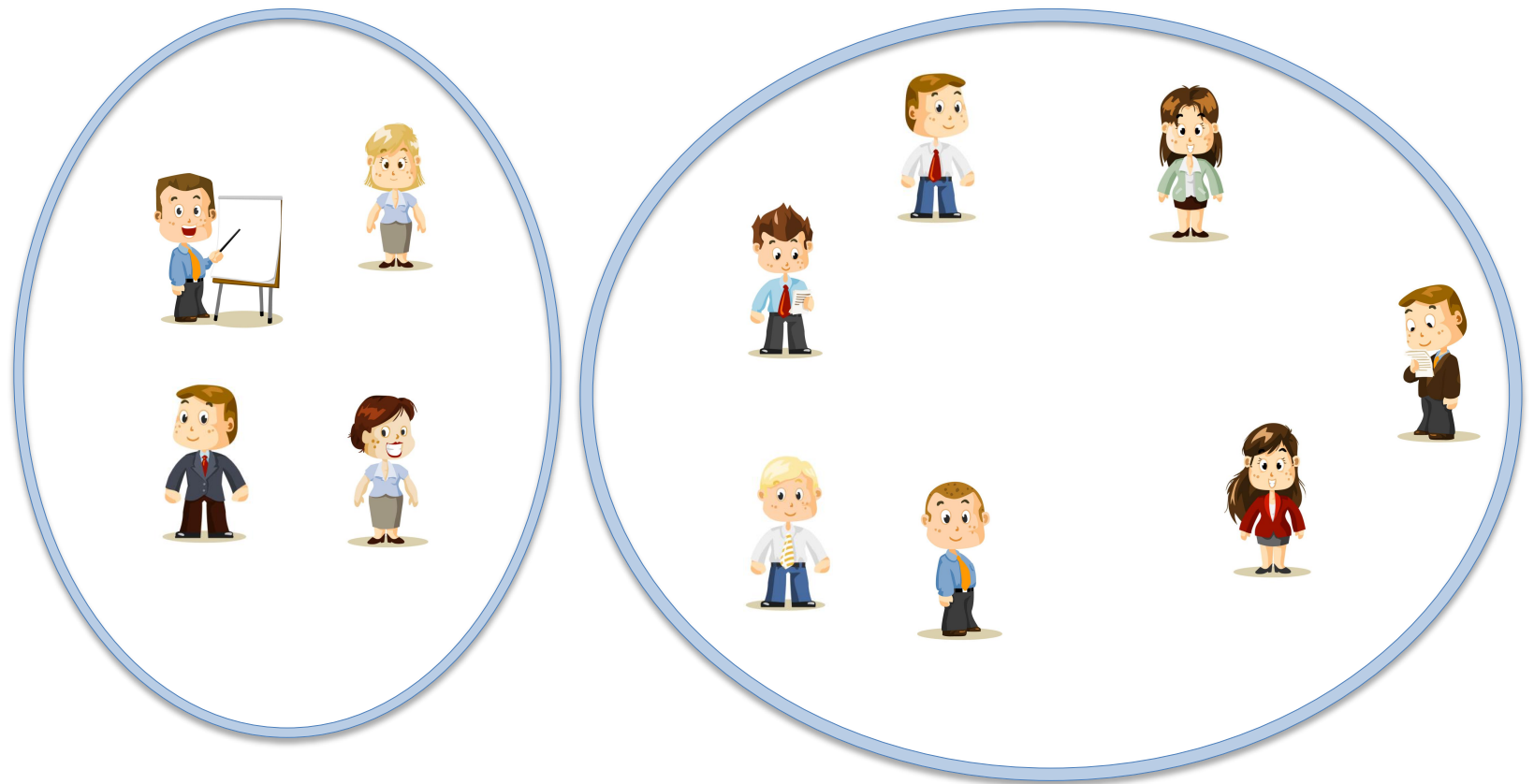
Keeping the work moving is much more important than ***keeping the workers busy***.



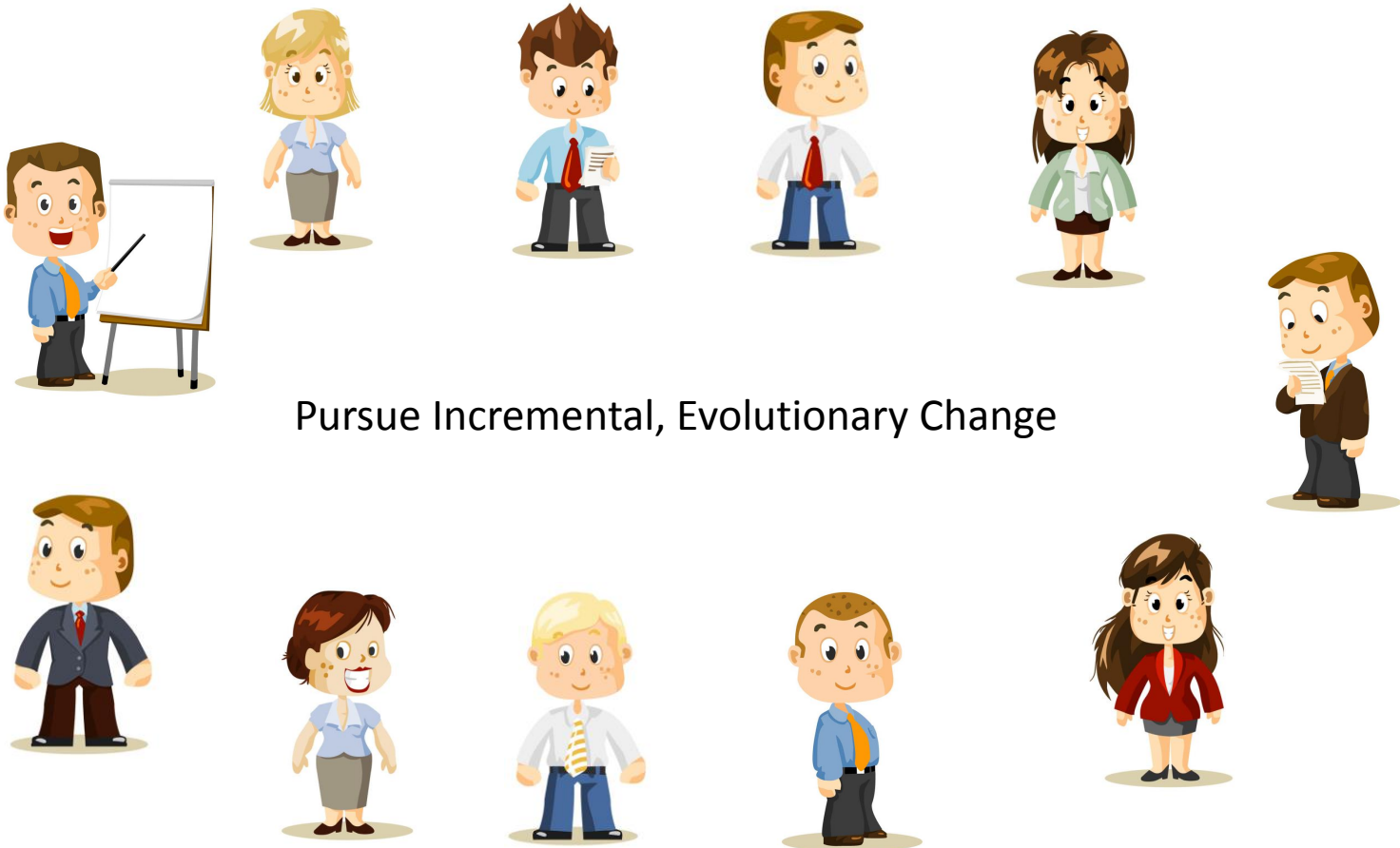
I expect each individual to perform at optimum capacity!

Multiple Value Streams

- What if we're not really "one team"?



Start with What you Do Now



Questions?

- Should you map more than once process on the same board?
- What level of granularity is suitable when dealing with large, complex workflows?
- What's your opinion on using a web-based board vs. a physical board?
- Can Kanban be incorporated into a non-Agile workplace?

Next Steps

- Give it a try – and remember you don't have to get it 100% right.
- We'll be sending you some additional resources to help you get started:
 - Blog post by Jim Benson, co-author of Personal Kanban
 - Short video on how to modify your board in LeanKit so that it reflects the steps in your process

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Thanks!

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