
LeanKit

Lean and Kanban at Scale

Extending Kanban across the portfolio, program and team levels

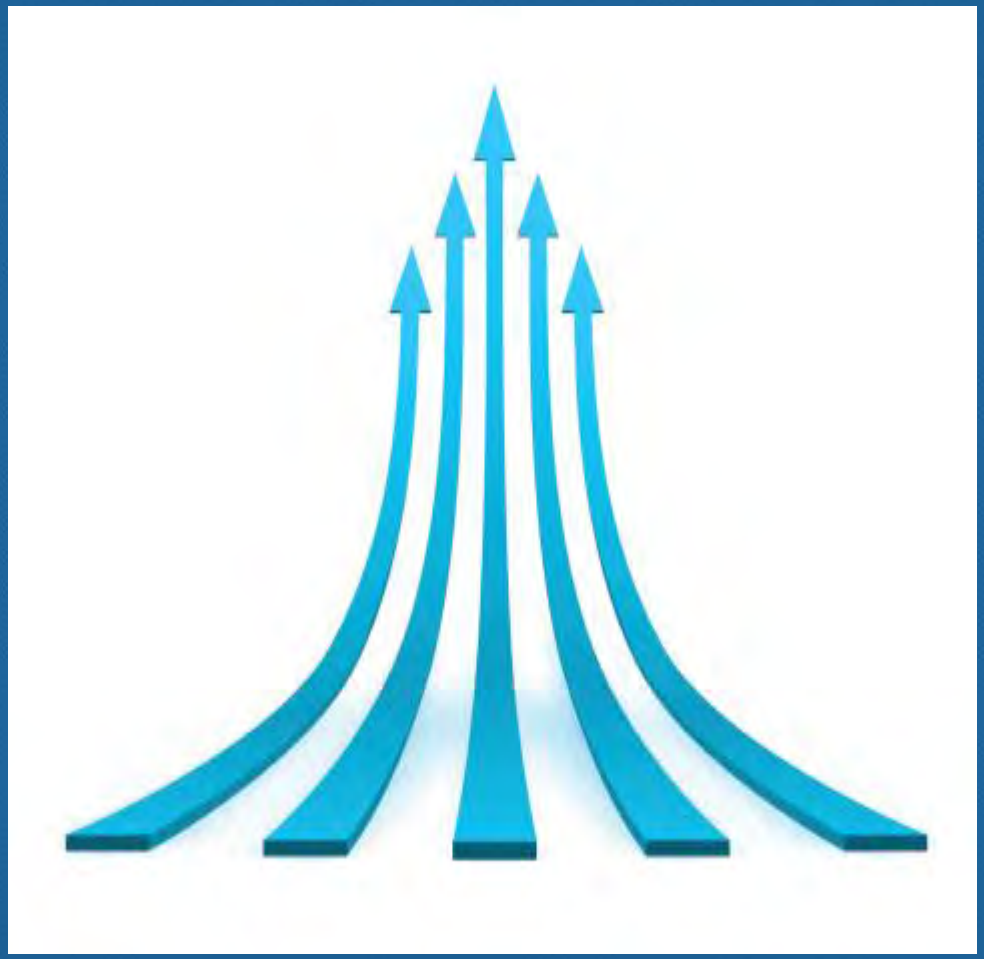
Al Shalloway, Net Objectives

September 4th, 2014

Net Objectives

LeanKit

Implementing Kanban at Scale



LeanKit

Al Shalloway, CEO & Founder of Net Objectives

With over 40 years of experience, Al is an industry thought leader in Lean, Kanban, product portfolio management, SAFe, Scrum and agile design.

Co-founder of LKU (no longer affiliated)
SPC Trainer

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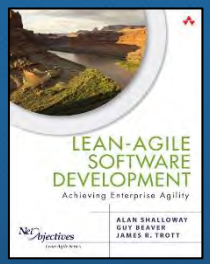
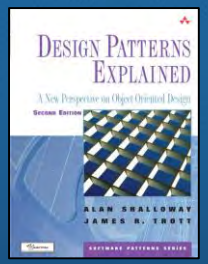
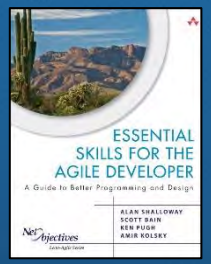






setting the record straight

Agility is about
delivering business value
quickly, predictably, sustainably
and with high quality

It is not about developer cycles

this talk is about mindset

solutions are not being provided

The Players	What they do
Kanban	Using **pull** to manage work
Kanban Method	A kaizen only approach Using **kanban** to improve flow by managing WIP Ignores structure of eco-system
Lean-Kanban	Using **Kanban and Kanban Method** within the bigger picture of Lean
Lean-Thinking	Using **all of Lean** to solve your challenges

Lean-Startup concepts
to identify work to be done

Lean
to modify eco-system

Kanban
to manage flow

Attend to technical practices

Agile at Scale

1. **The Challenge – Hierarchy vs. Workflow**
2. Value Stream Impedance
3. Allocate People to Most Valuable Work
4. Managing Flow Across Entire Value Stream
5. The Roles of Business, Management, Teams
6. Different Approaches
7. Scrumban / Kanban
8. Summation & Questions

Systems & Structures

Poor systems cause most of our problems

Biggest sources of waste are:

- Delays in workflow
- Delays in feedback

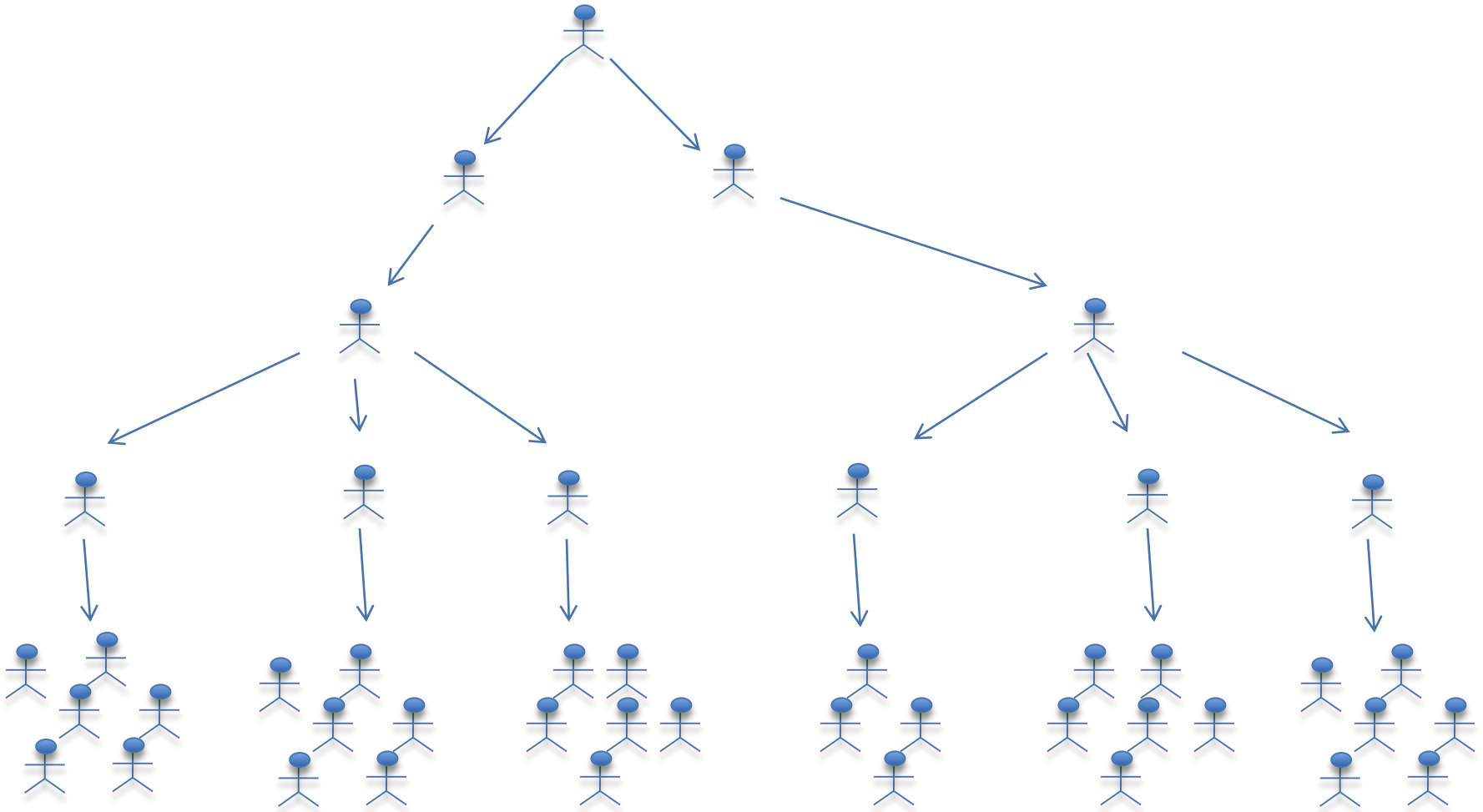
Consider:

- Customers don't know what they want
- What happens when we don't do test-first

Consider:

- Developers and fixing bugs
- The delays due to how devs & testers work together

Common Organizational Structure



inspired by Dan North, BSC/ADP 2012

Hierarchical

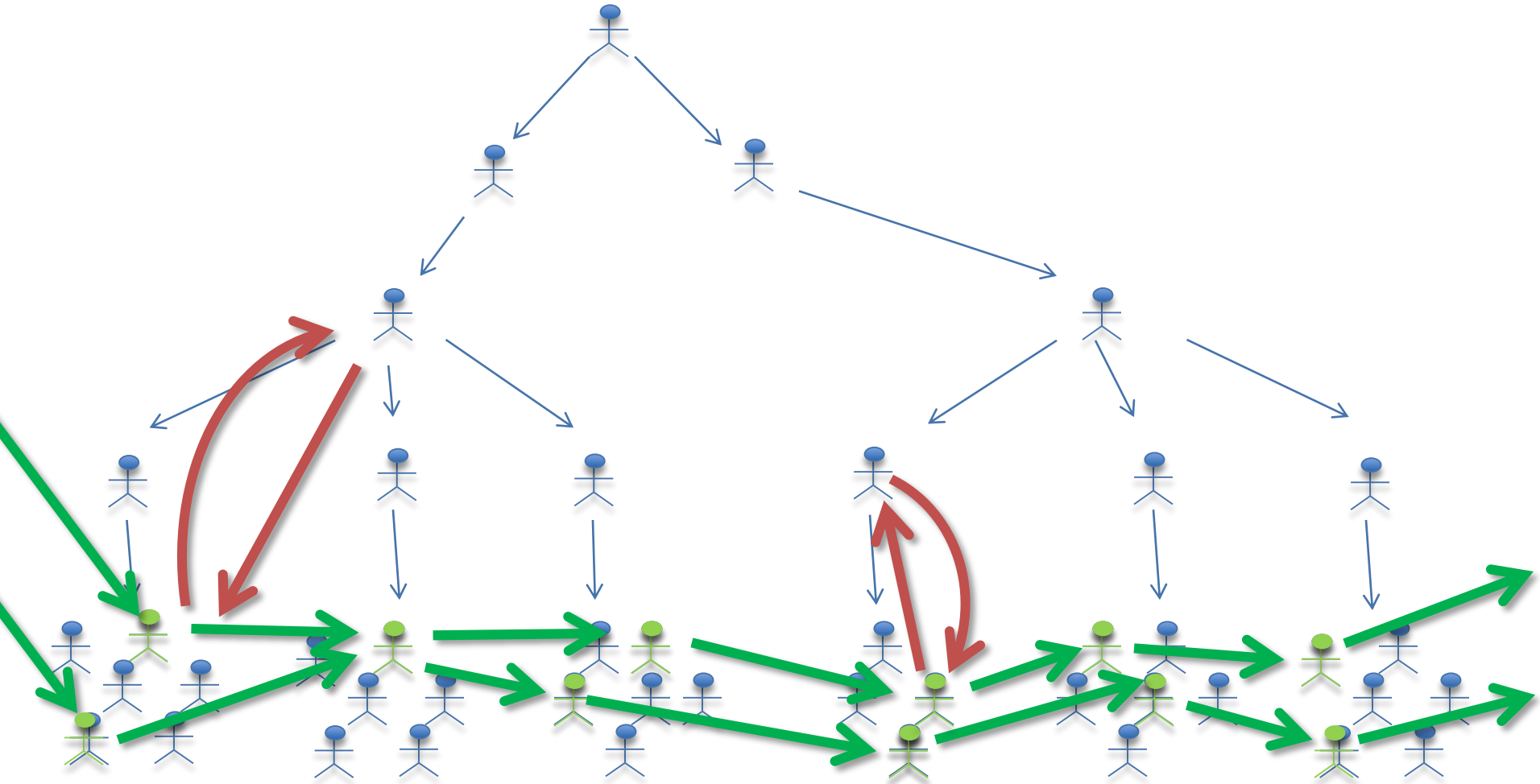
What they can manage

Their people

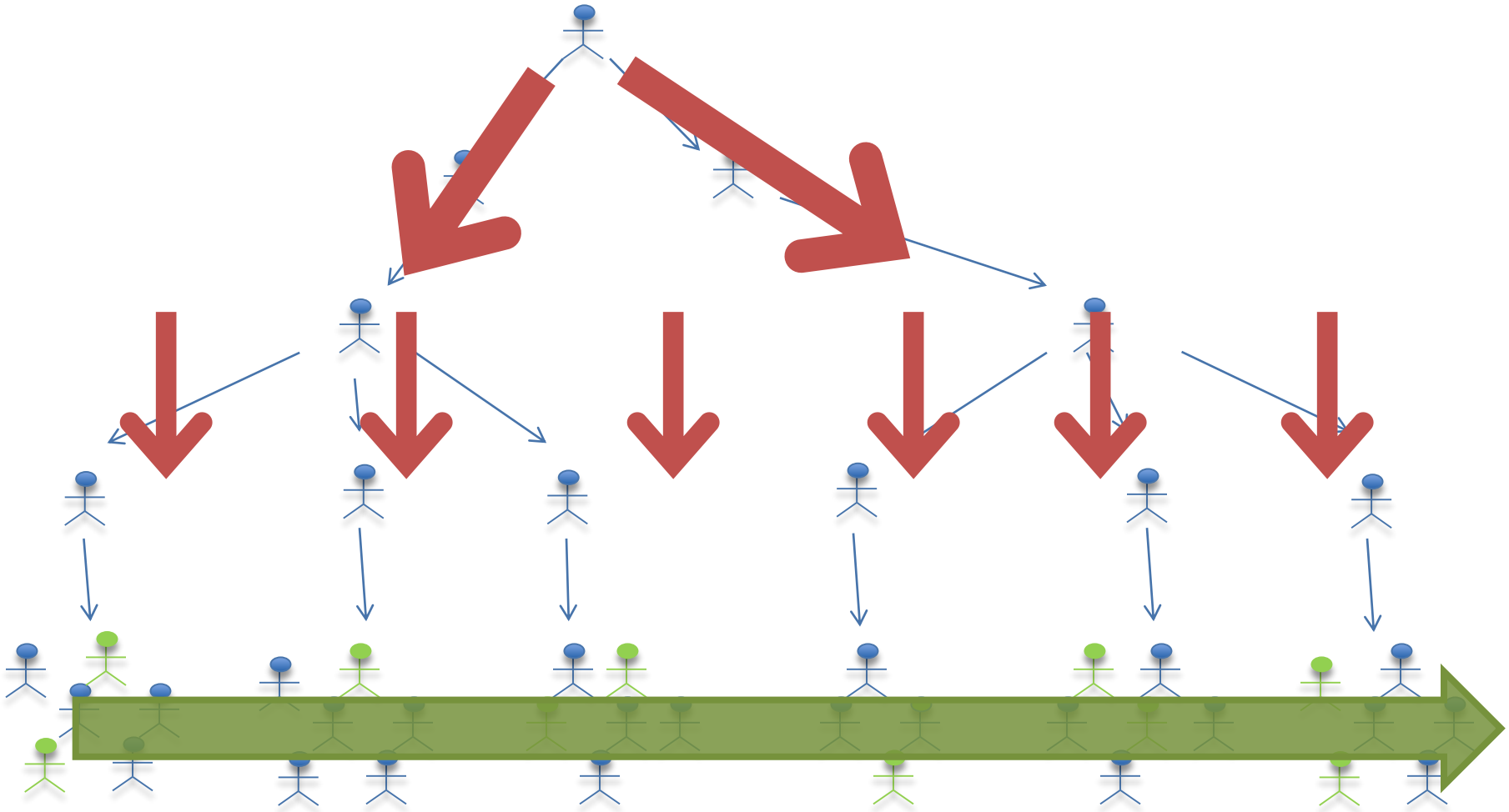
- How busy they are
- Their “productivity”

The quality of work of their people

The Nature of Our Work



We Manage This Way



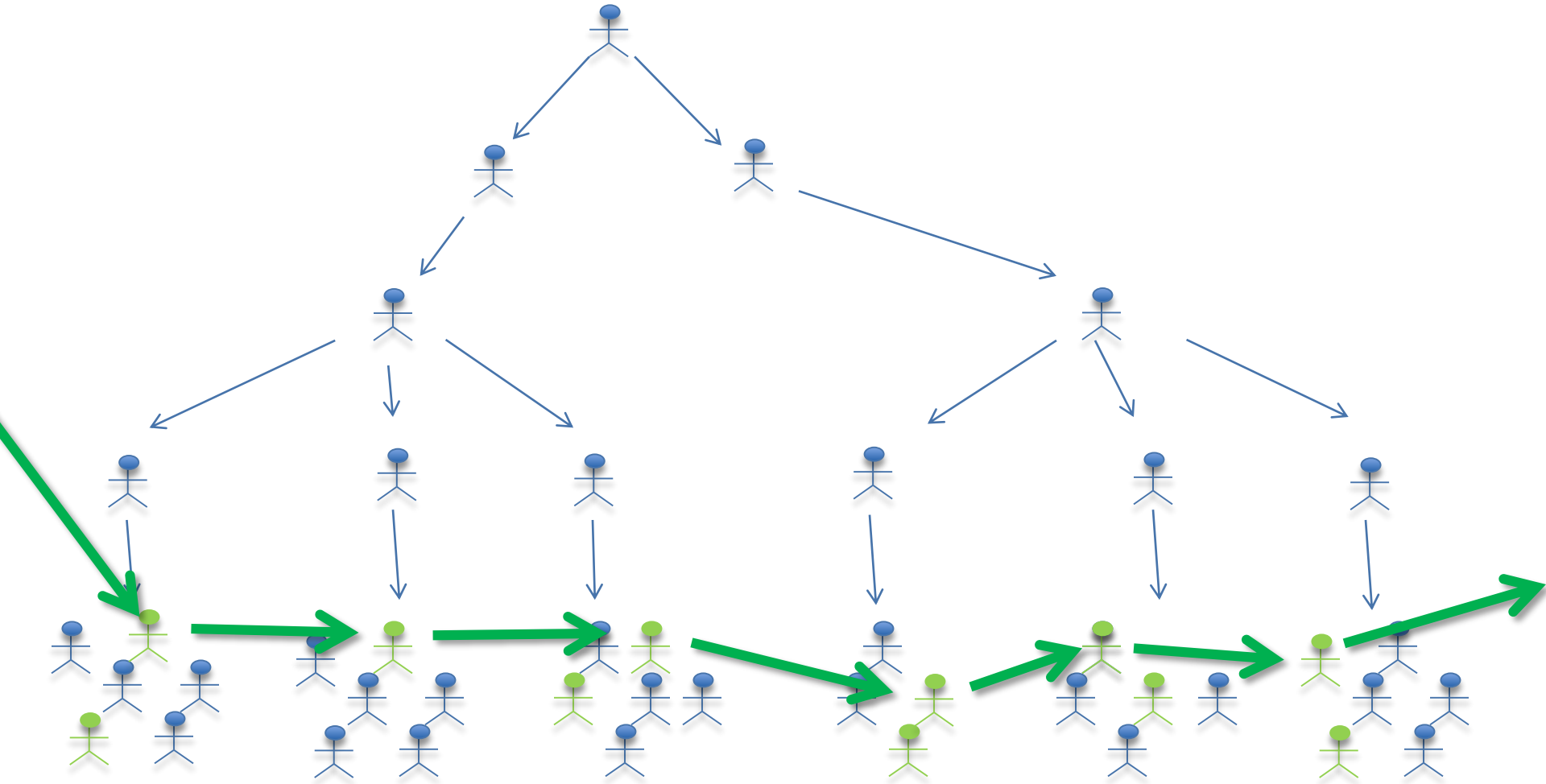
even though our *value* flows this way

Hierarchical vs. Lean Management

What they can manage	What they need to manage
Their people • How busy they are • Their "productivity" The quality of work of their people	Time-to-market Effects of upstream groups on their teams Effects of downstream groups on their teams

Who is managing the value?

Time-to-Market



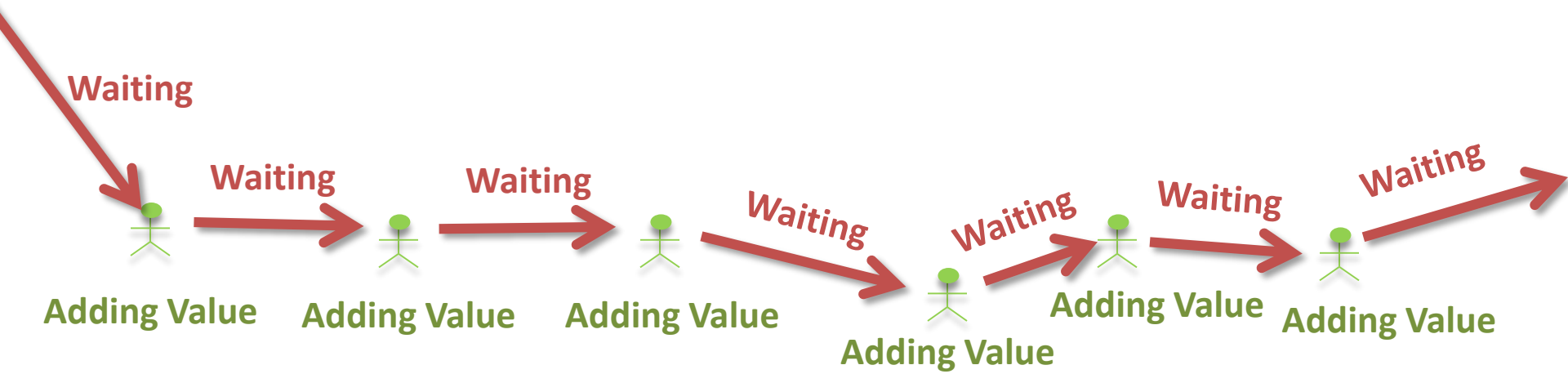
How Often Does Work Wait?

What percent of the time is our work moving forward?

How much of the time is it waiting for something else to be done?

How would you know?

No one is managing this in most companies.



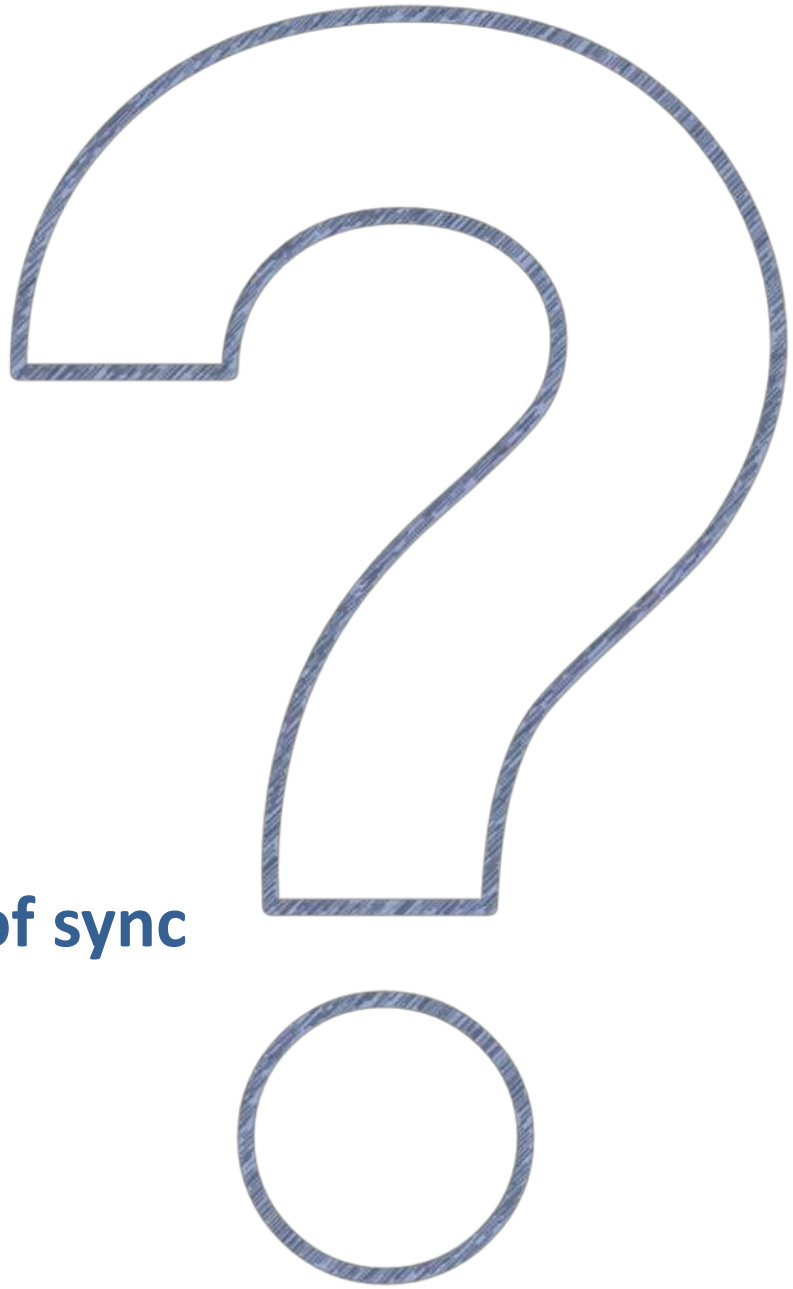
what happens when adding value is delayed?

between **getting requirements**
and **using them**

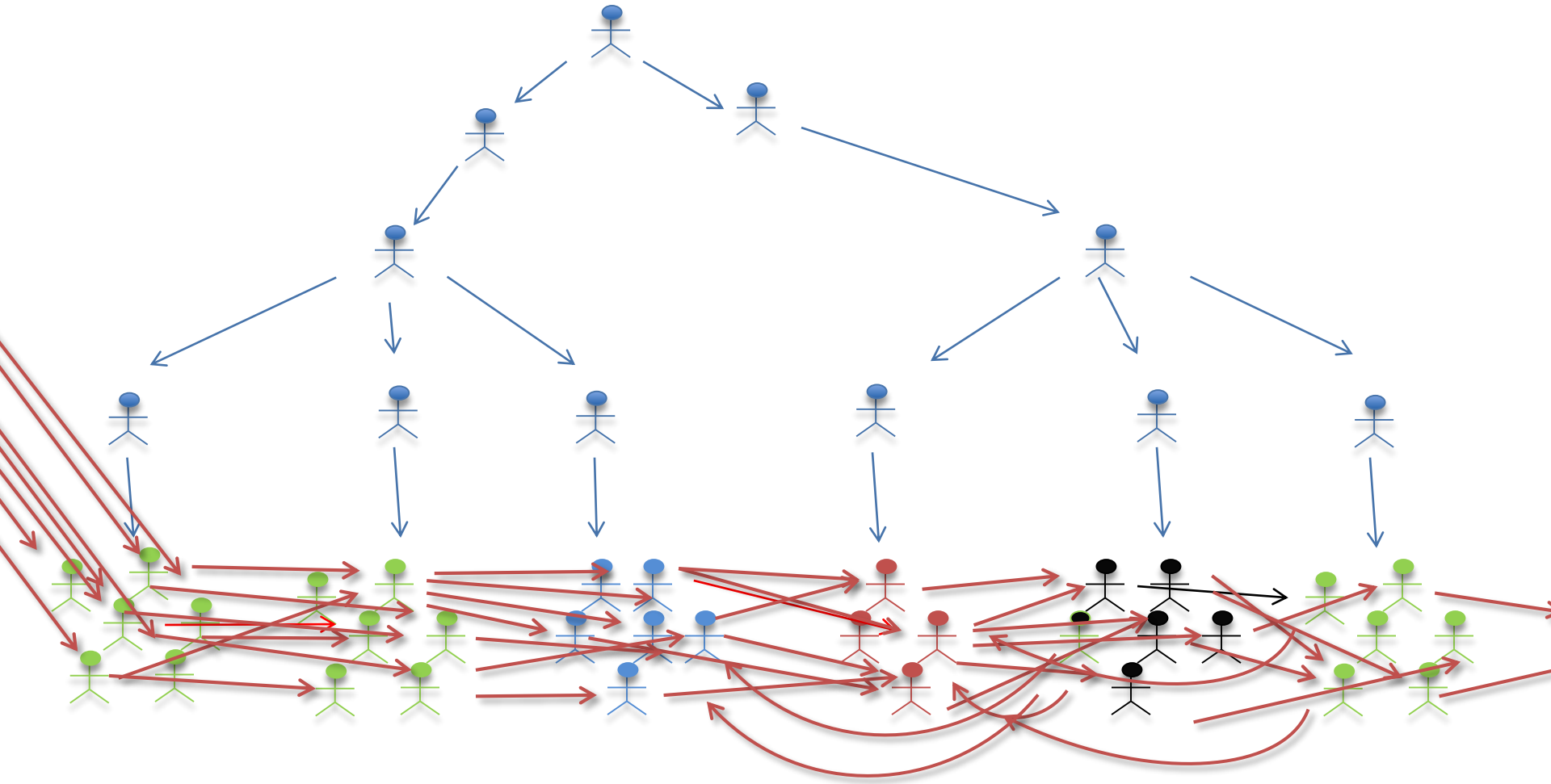
between **writing a bug**
and **it being detected**

between **two groups getting out of sync**

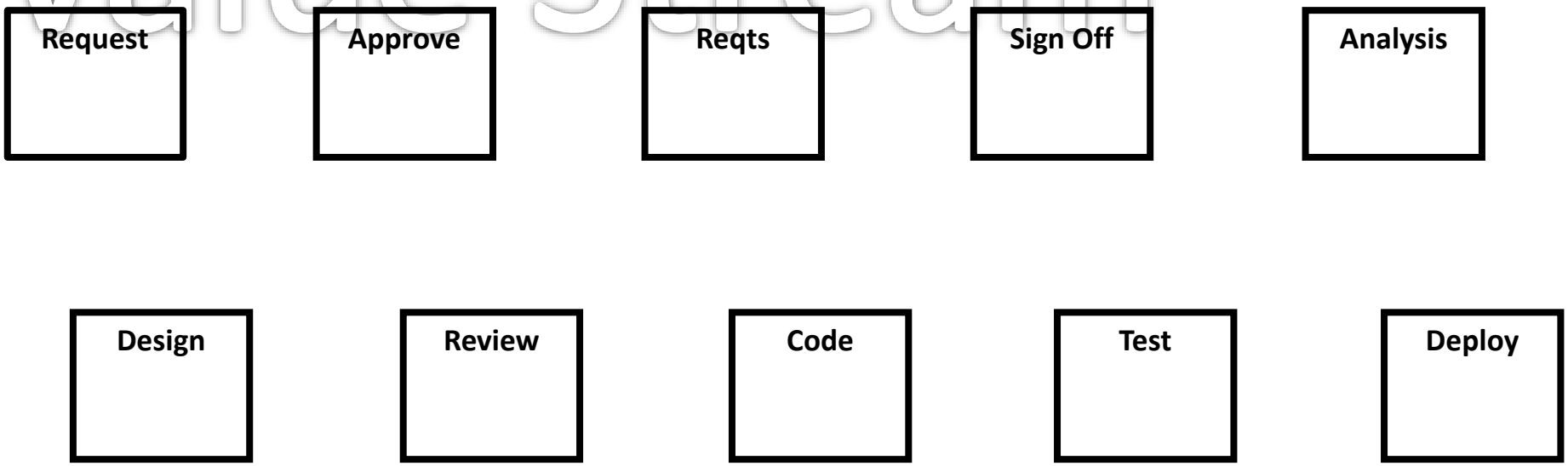
between **starting a project**
and **it delivering value**



The Whole Picture

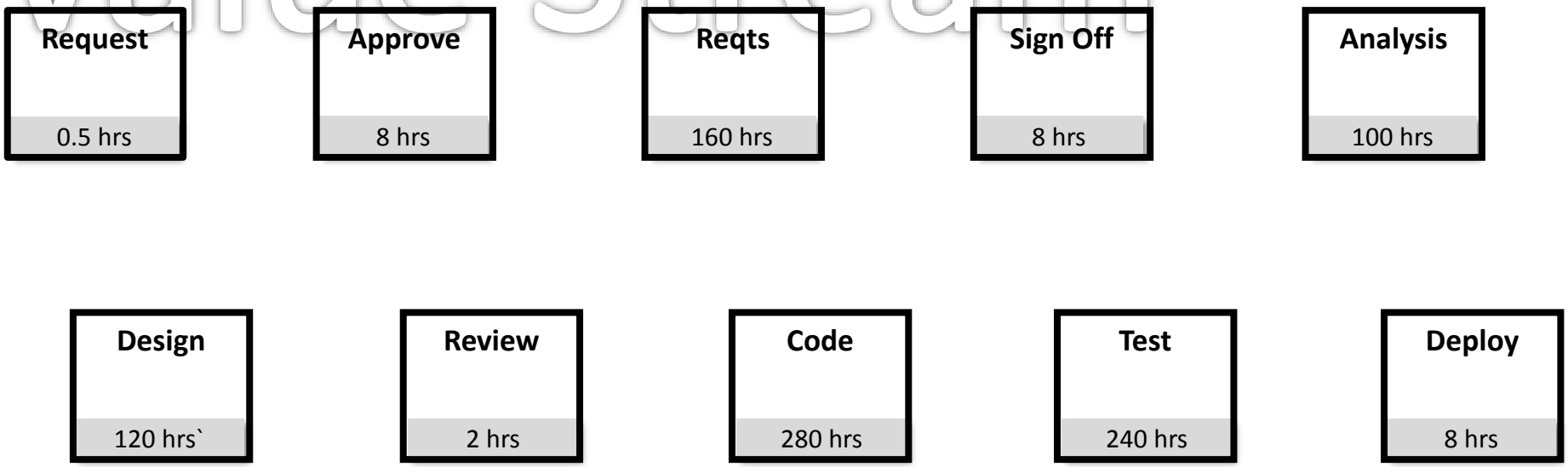


Value Stream



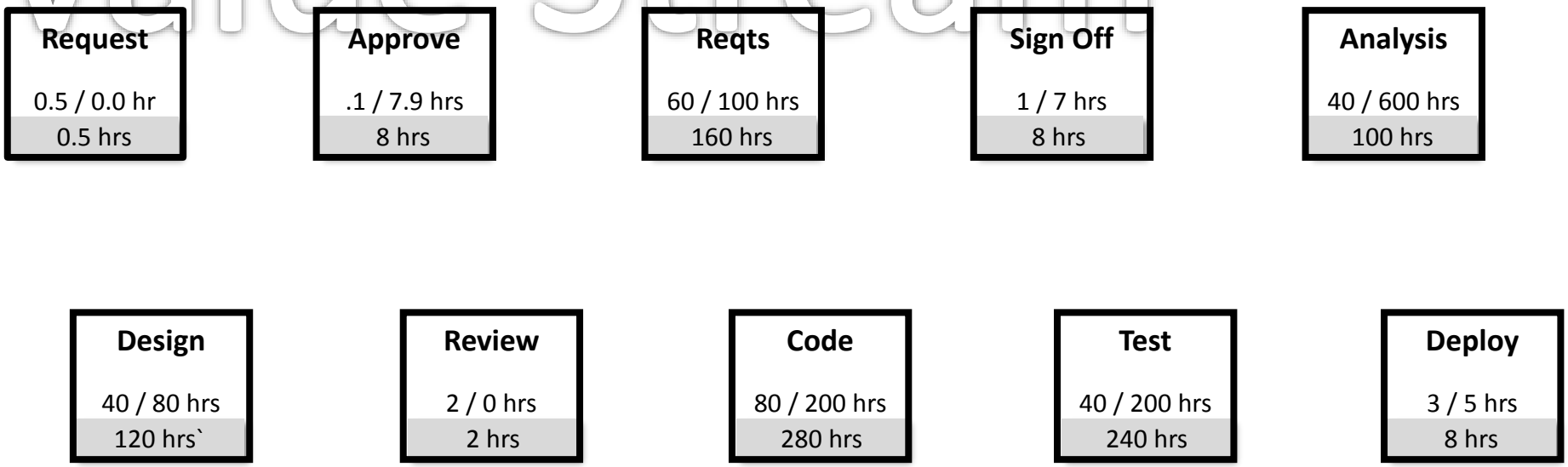
1. Identify the actions taken in the value stream

Value Stream



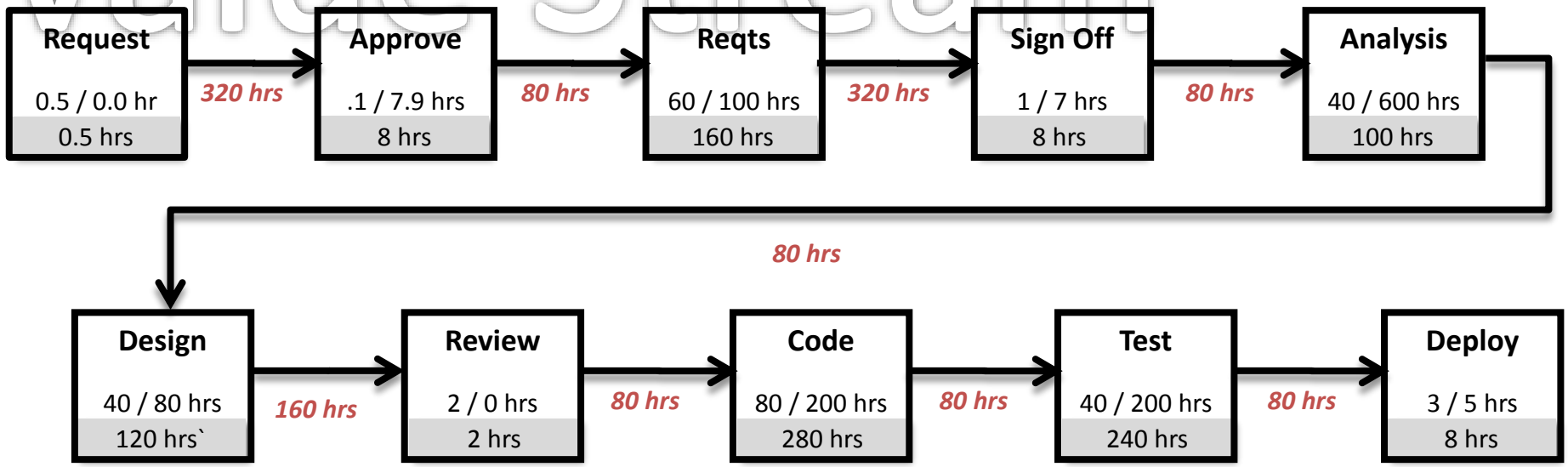
1. Identify the actions taken in the value stream
2. **What was the real time from start to finish of the action?**

Value Stream



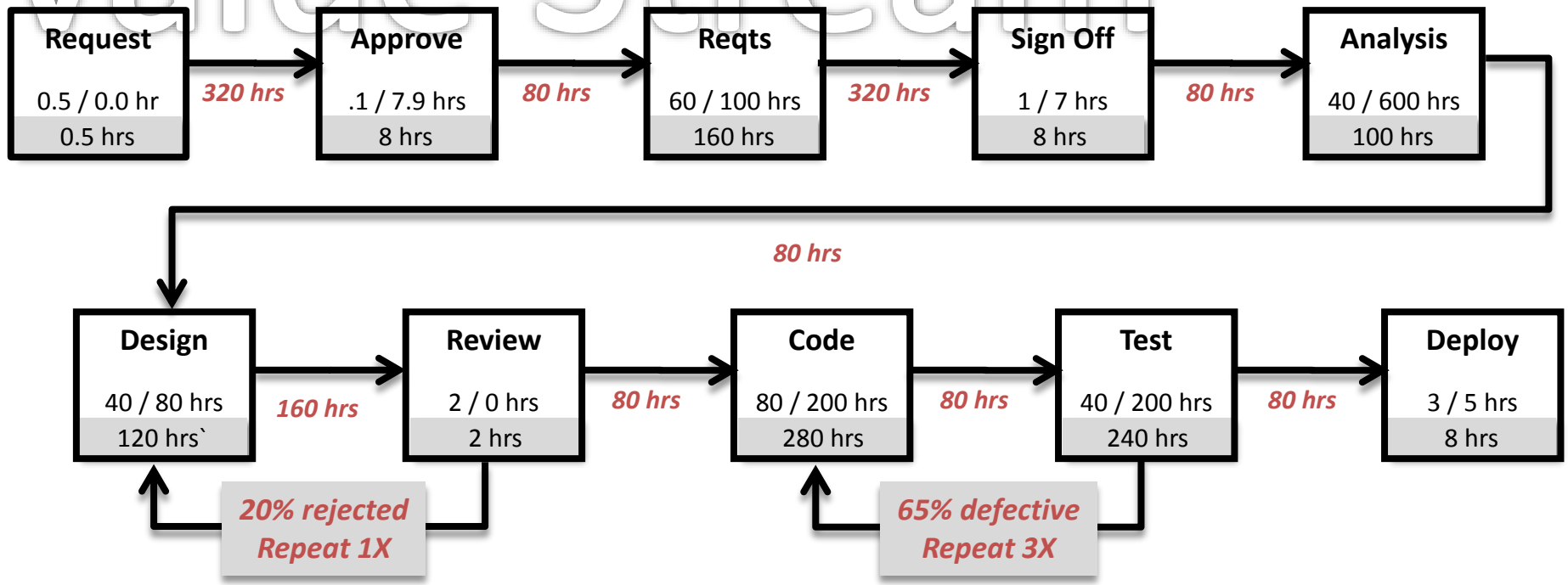
1. Identify the actions taken in the value stream
2. What was the real time from start to finish of the action?
3. **What was the average time working on this vs. working on other things?**

Value Stream



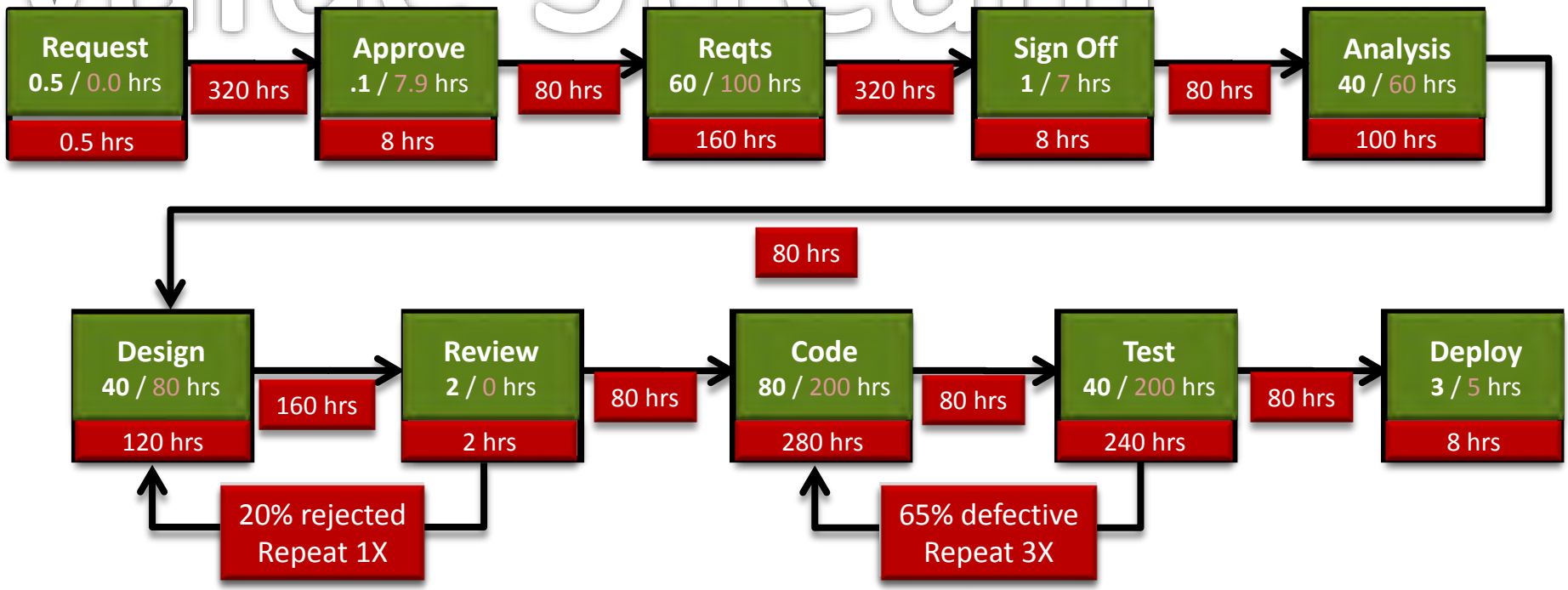
1. Identify the actions taken in the value stream
2. What was the real time from start to finish of the action?
3. What was the average time working on this vs. working on other things?
4. **Identify time between actions**

Value Stream



1. Identify the actions taken in the value stream
2. What was the real time from start to finish of the action?
3. What was the average time working on this vs. working on other things?
4. Identify time between actions
5. **Identify any loop backs required**

Value Stream

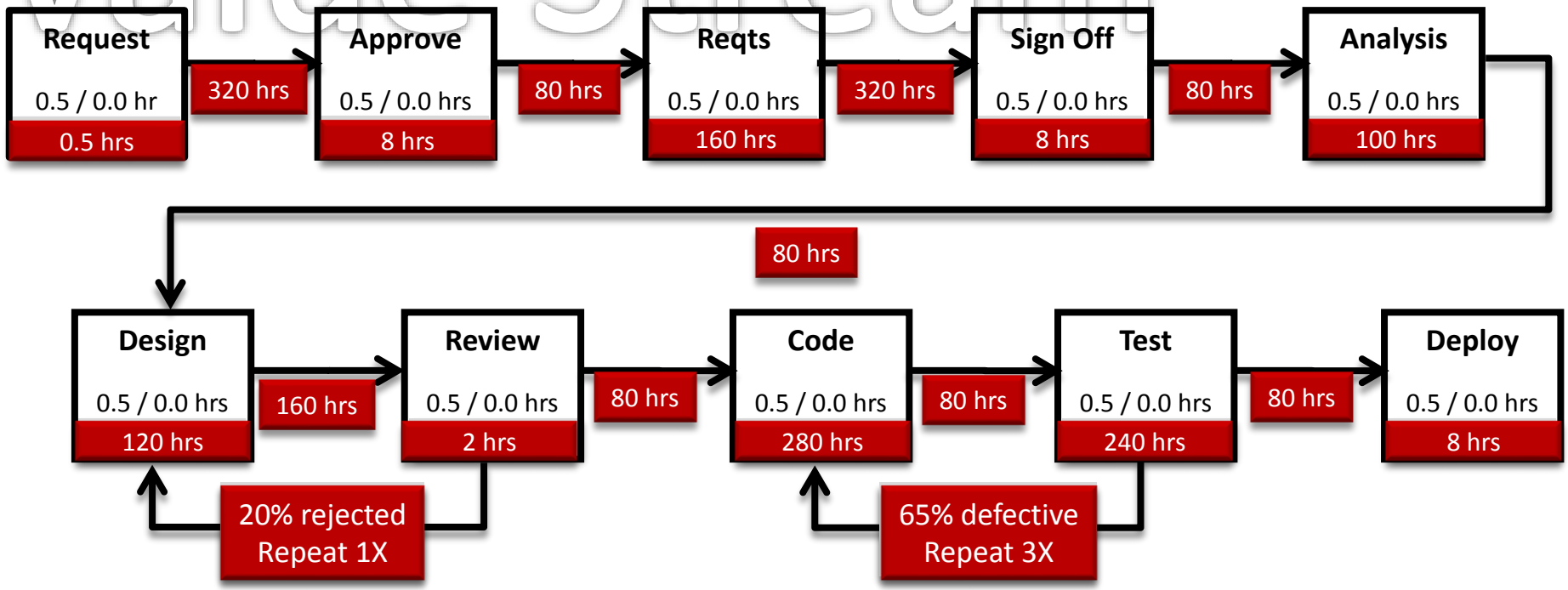


PCE = $\frac{509 \text{ hrs}}{3433 \text{ hrs}}$ **= 14.9%**

1. Identify the actions taken in the value stream
2. What was the real time from start to finish of the action?
3. What was the average time working on this vs. working on other things?
4. Identify time between actions
5. Identify any loop backs required
6. **Calculate Process Cycle Efficiency:**

$$\frac{\text{Avg Time Worked}}{\text{Total Cycle Time}}$$

Value Stream



Which gives a better return?

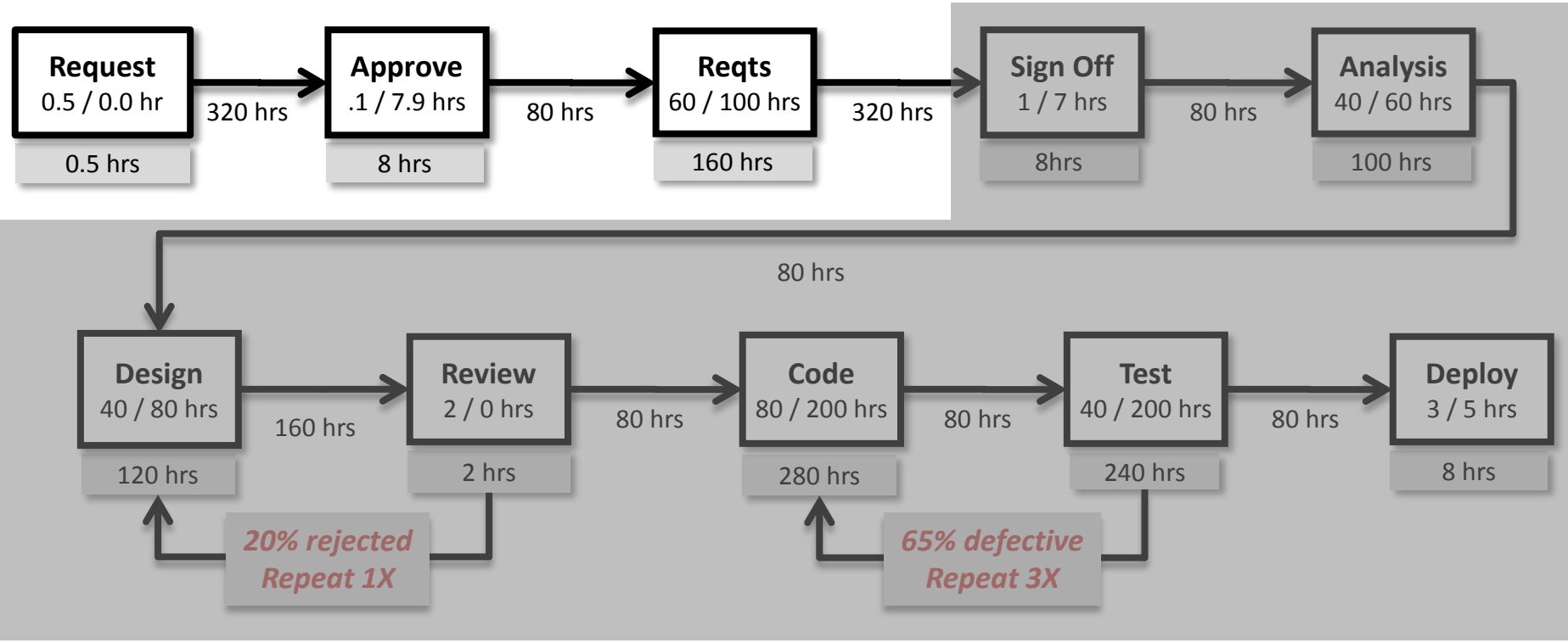
Getting better at what you do

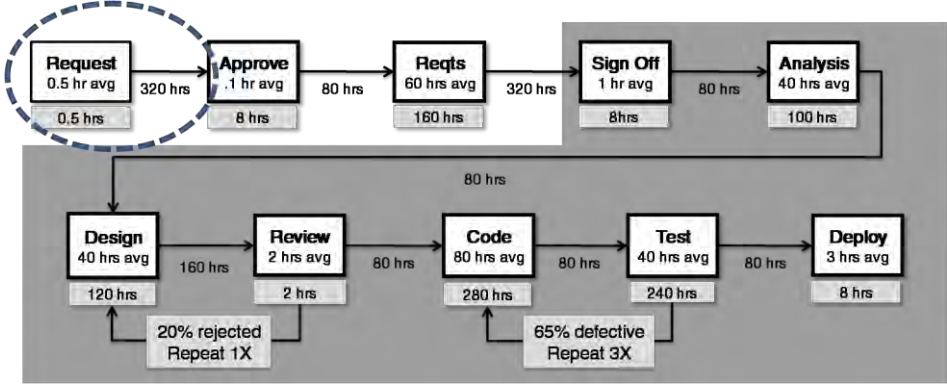
Eliminating delays between what you do

Lean limits time

Kanban limits queue size

Value Stream



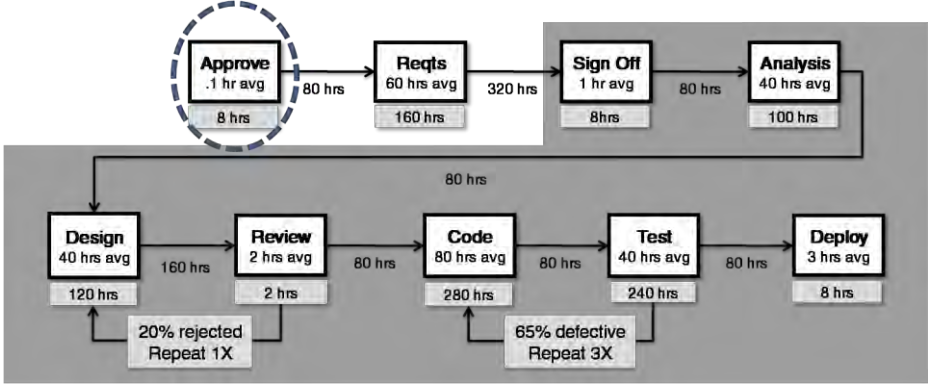


-- Product Managers --

Waiting for approval

320

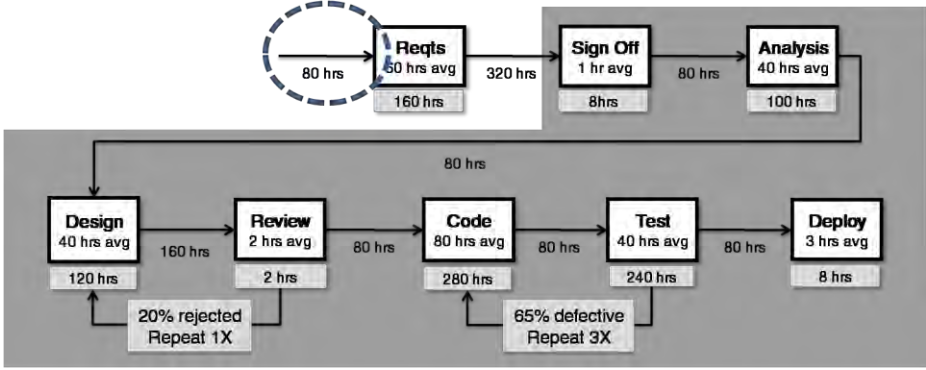
map value stream to kanban board



-- Product Managers --

Waiting for approval	Working on approval	

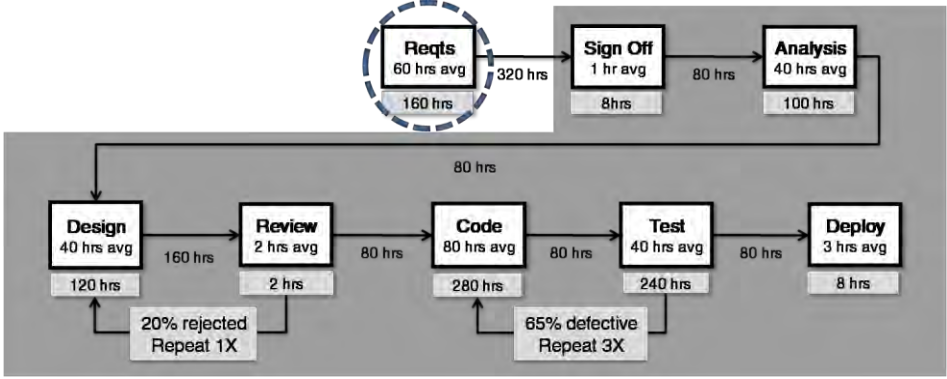
map value stream to kanban board



-- Product Managers --

Waiting for approval	Working on approval	Ready for Requirements	

map value stream to kanban board

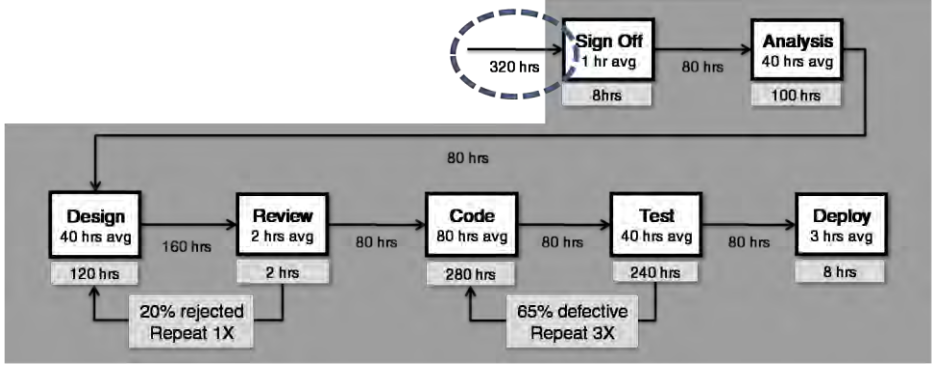


-- Product Managers --

Waiting for approval	Working on approval	Ready for Requirements	Requirements

map value stream to kanban board

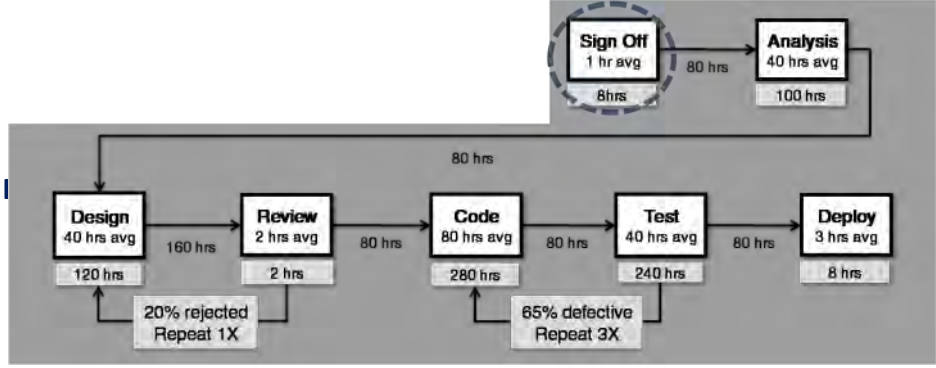
-- Product Managers --



Waiting for approval	Working on approval	Ready for Requirements	Requirements	Ready for sign off	

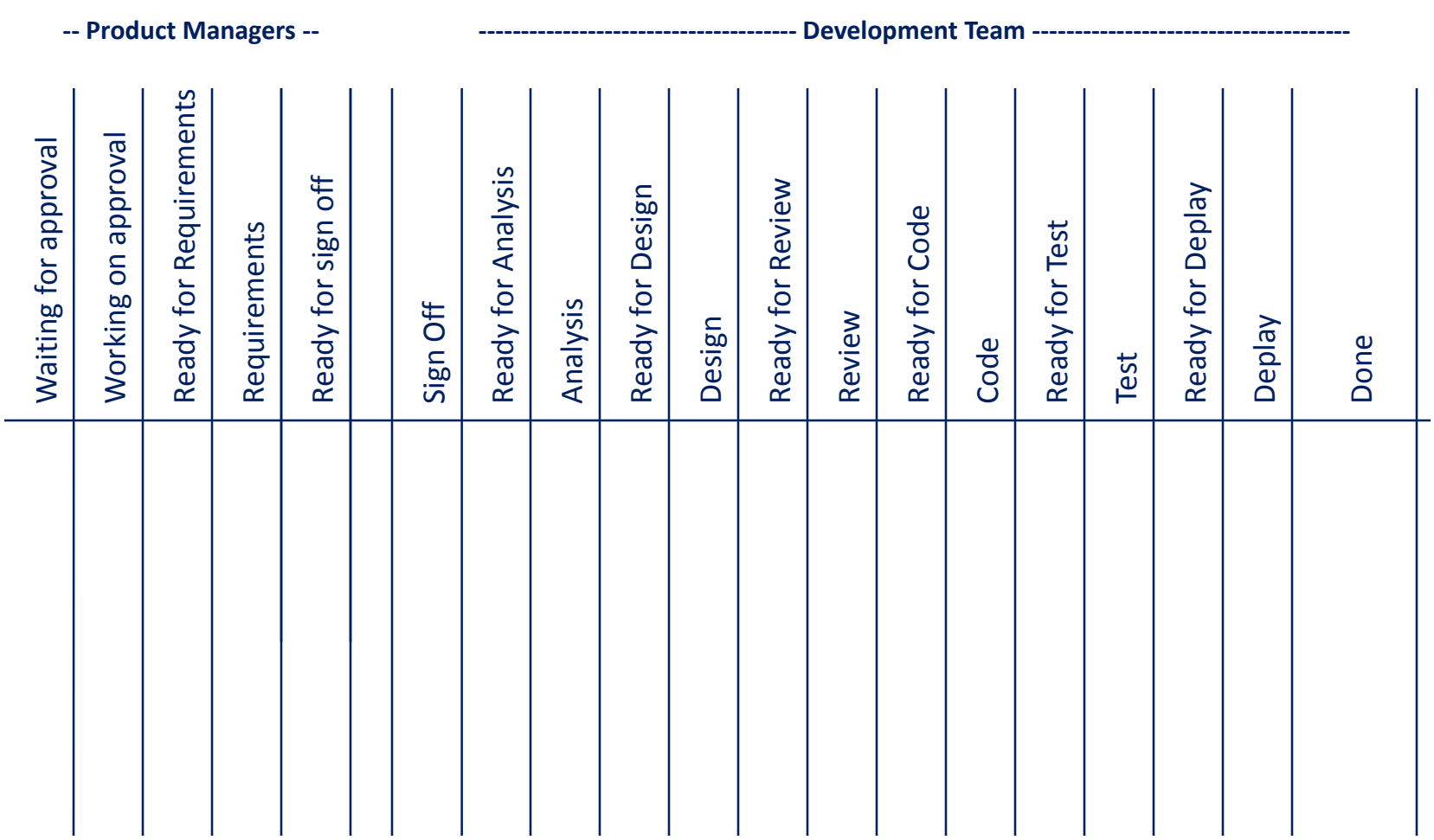
map value stream to kanban board

-- Product Managers --



Waiting for approval	Working on approval	Ready for Requirements	Requirements	Ready for sign off		Sign Off	

map value stream to kanban board



map value stream to kanban board