Kanban Essentials for IT Ops

A webinar for LeanKit on February 25, 2016.



HUGE C







Hi, I'm Brendan!

I have the best job in the world!



As a CTO my management style was chaos. The death march was my methodology.



Who is this webinar for?

Multiple sources of incoming requests.

Urgent trumps the important.

Managing expectations is a challenge.



Our Goal



Unexplained Terms

www.huge.io or www.kanbandictionary.com



A Real-Life Team

Responsible for a diverse set of internal IT issues.

Frustrated because of bad reputation.

Priorities were constantly changing.

Daily emergencies overshadowed critical improvement.

Management couldn't help them overcome.



Stakeholder Feedback

Why does work take so long?

How do I know what you're priorities are?

Why don't you keep your commitments?

Why do we need so many people?



The Problem

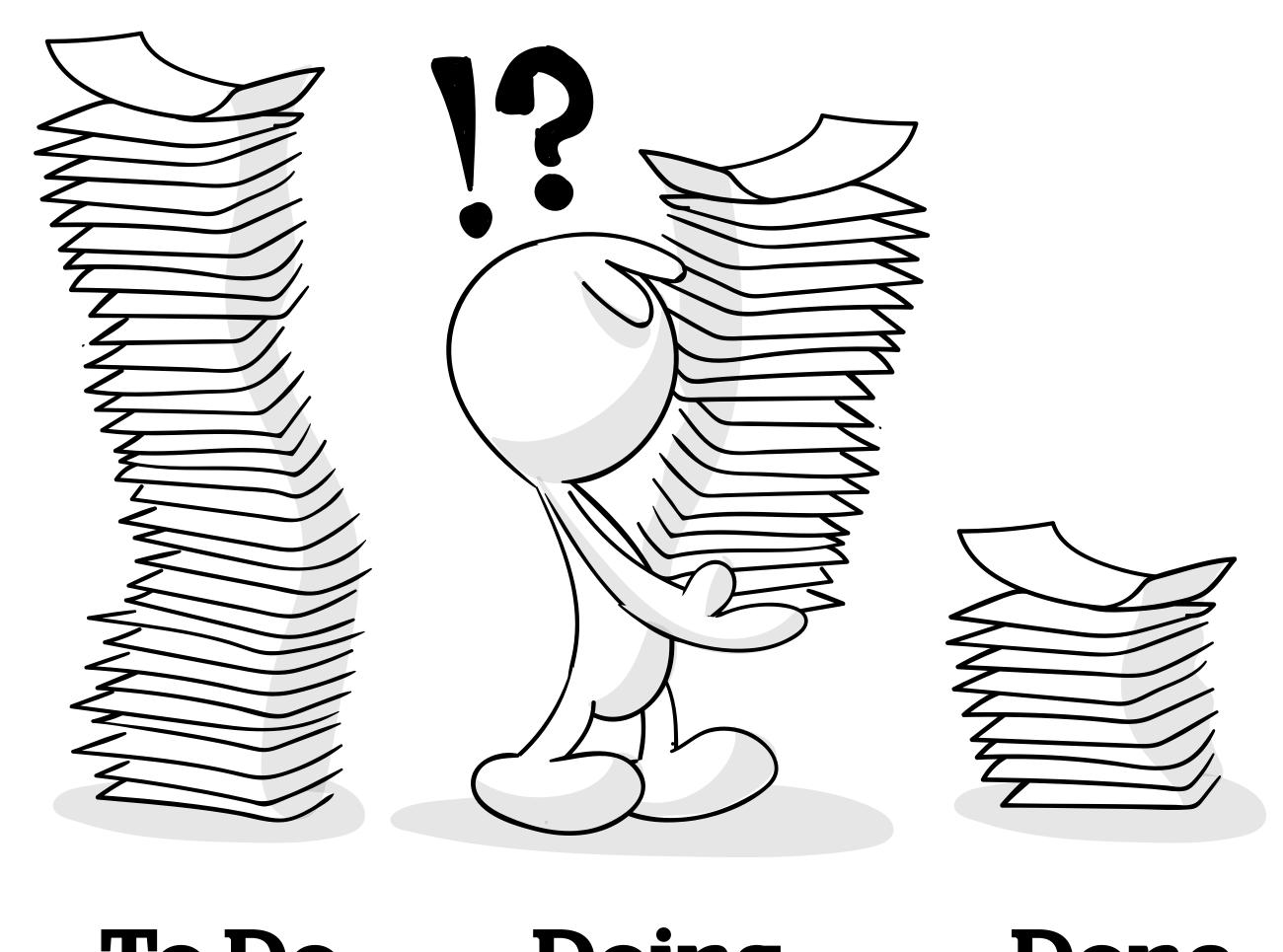
Work is both planned and unplanned.

Important and emergent are often confused.

Managing expectations seemed impossible.

Prioritization is sophisticated.



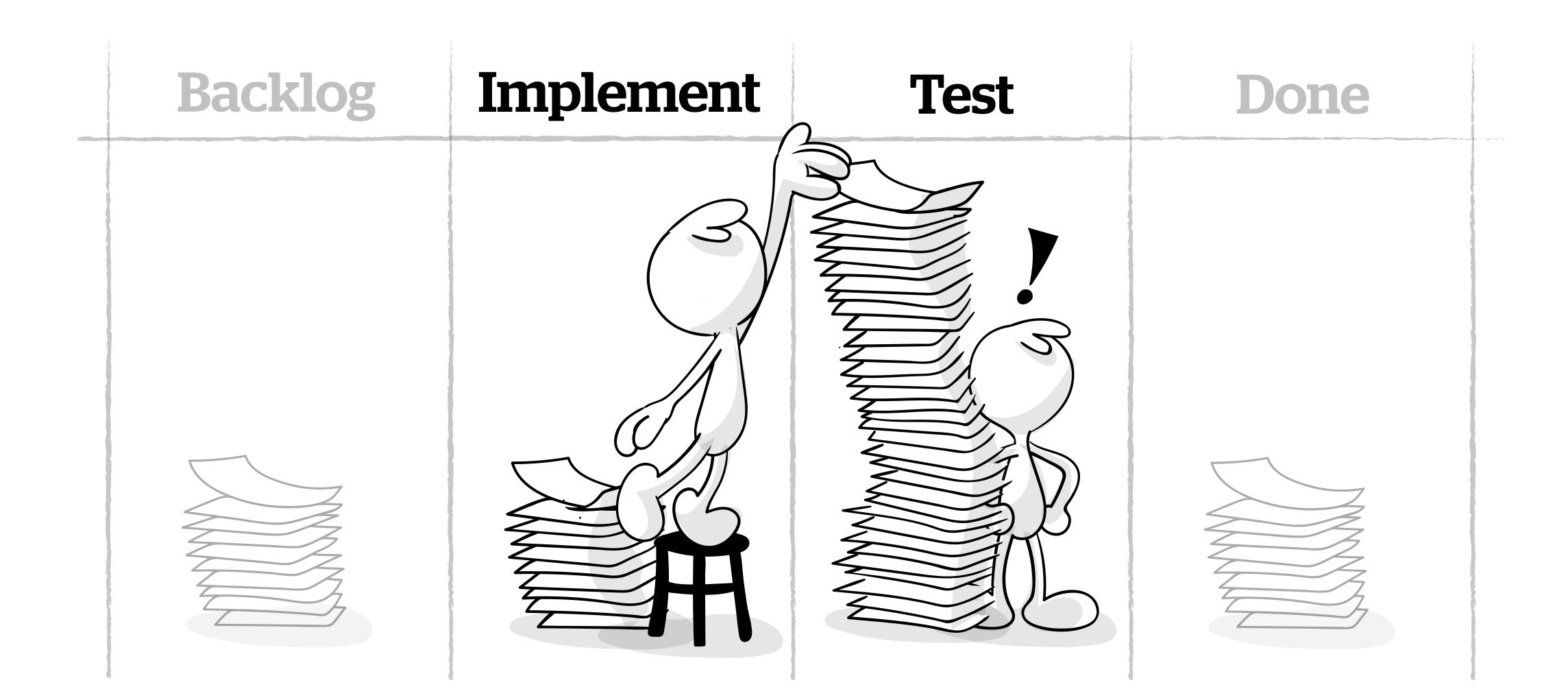


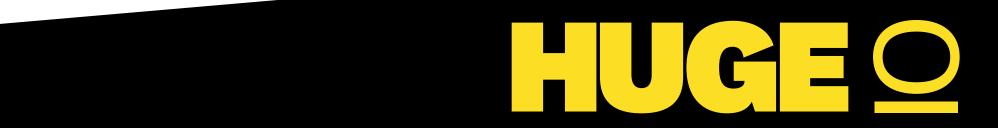
To Do

Doing

Done







How did the team solve their problems?



10 Key Improvements

Visualize Work

Lead Time

Reduce Idle Time

Revisit the Basics

Class of Service

Organization

Source of Demand

Collaboration

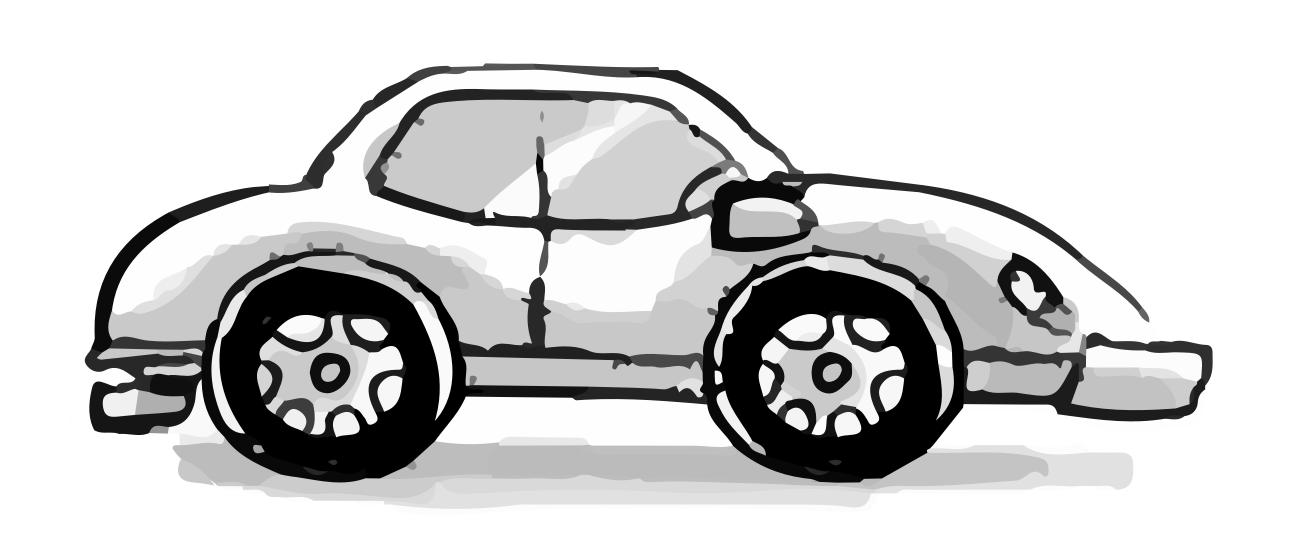


Visualize Work

The team committed to unhide their work and make Kanban their single source of truth.

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Reduce Idle Time

Queue Lanes delineate underway work from pullable work.

- BACKLOG	- IMPLEMENT		- TEST		- V DONE
	Underway	Pullable	Underway	Pullable	



You can't eliminate waste if you aren't measuring it.



Class of Service

The delivery expectations that impact prioritization.



Types of Expectations

- Emergent
- Deadline driven
- Valuable to a customer but not urgent
- Valuable internally but not urgent



Our Team's Classes of Service

- Expedite
- Fixed Date
- Standard



Class of Service

The key card for
contractor Tobias Funke
is no longer working.

Expedite



Criteria to expedite work.

Interruption in revenue.

Security vulnerability.

Violation of a contract or SLA.



Source of Demand

Work enters a team through many inputs.



Types of Inputs

- Desktop computing trouble
- Network issues
- Equipment needs
- Onboarding and offboarding activities



Our Team's Sources of Demand

- Help Desk
- Network
- Facilities



Sources of Demand

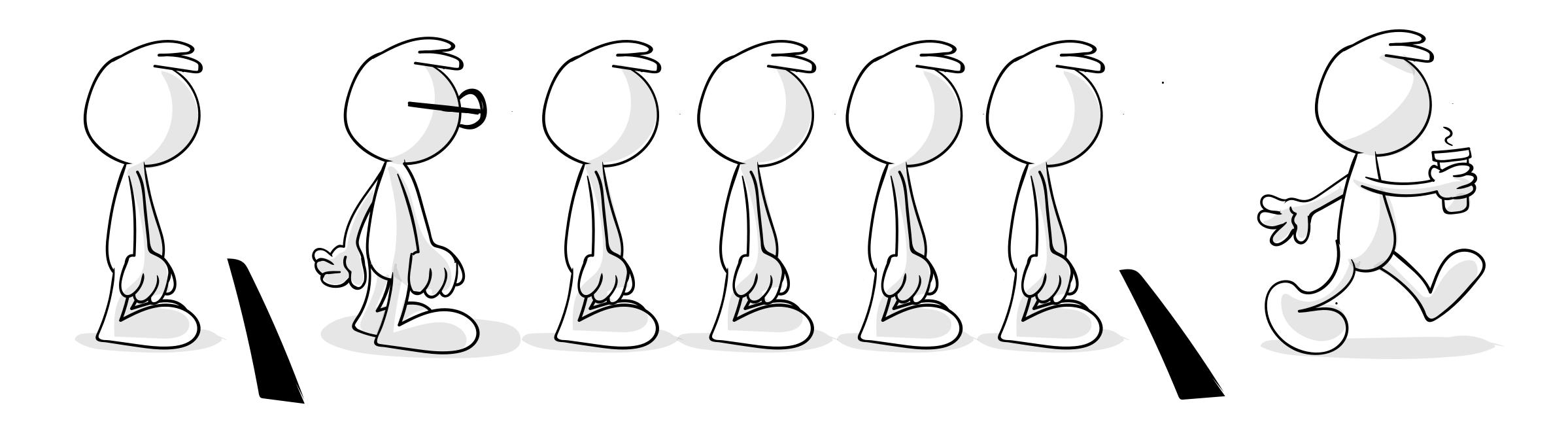
The team organized their board according to how they create value.

- BACKLOG	- IMPLEMENT		- TEST		■ ✓ DONE
	Underway	Pullable	Underway	Pullable	
Help Desk					
Network					
Facilities					



Order

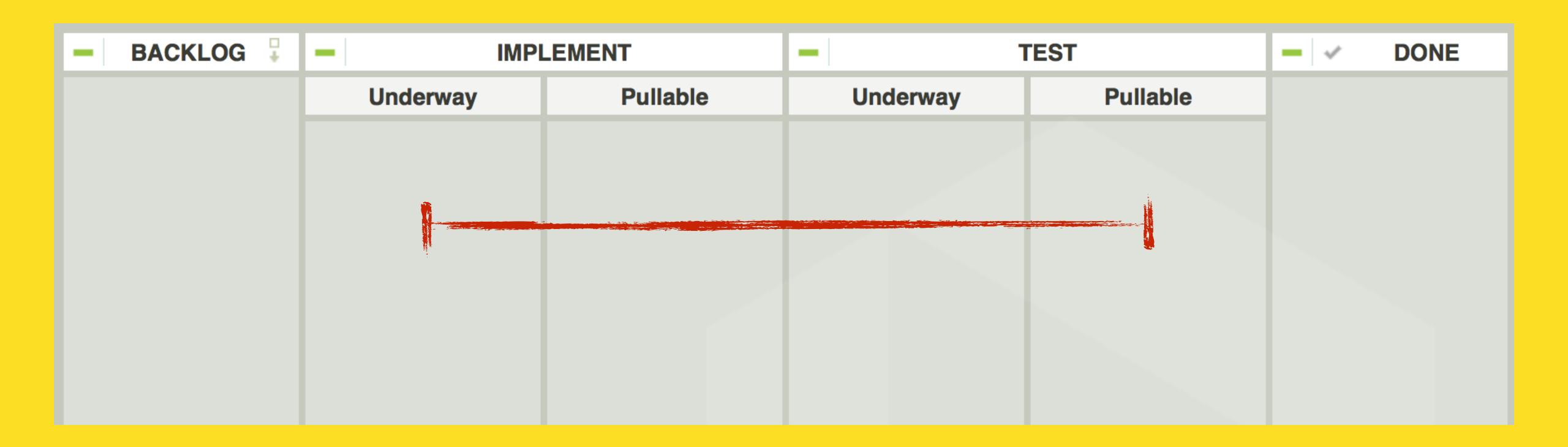
Pick-Up





Lead Time

A time measurement between any two queues in the workflow.





Cycle Time

Elapsed time a card spends in a queue.

- BACKLOG	- IMPLEMENT		- TEST		- V DONE
	Underway	Pullable	Underway	Pullable	



Revisit the Basics

- WIP Limits
- Swarm



Improved Team Organization

- Communicators
- Dedicated Specialists
- Floaters



Team Organization

Improved team collaboration.

	- BACKLOG	- IMP	LEMENT	_	EST	■ ✓ DONE
		Underway	Pullable	Underway	Pullable	
63	Help Desk 🖁					
	Network					
	Facilities					
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Improved Collaboration

- Meet daily to "walk the board"
- ▶ Send daily email improve service and satisfaction.



Hello Dan! Our lead time tell us that, barring emergency, we will complete your request within the next few days.



Free Download

Reducing Variability with the Control Chart.

http://www.huge.io/



Path to Certification

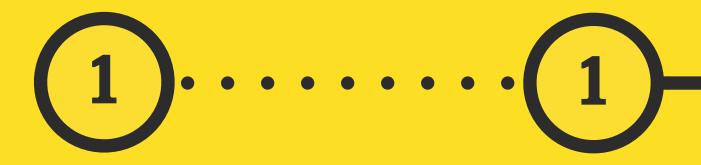
Introduction to Kanban

Team Kanban Practitioner Systems Design

Kanban

Kanban Cadences

Enterprise Services Planning



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Team Kanban Practitioner

Kanban Management Professional





www.leankanban.com



Questions & Answers



You can observe a lot just by looking.

-Yogi Berra





Orderly innovation isn't.

Brendan Wovchko

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