

Kanban Essentials

for IT Ops

A webinar for LeanKit on February 25, 2016.

HUGE Q



leankit

HUGE Q

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 your 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

Backlog

Implement

Test

Done



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*How did the team solve
their problems?*

10 Key Improvements

Visualize Work

Lead Time

Reduce Idle Time

Revisit the Basics

Class of Service

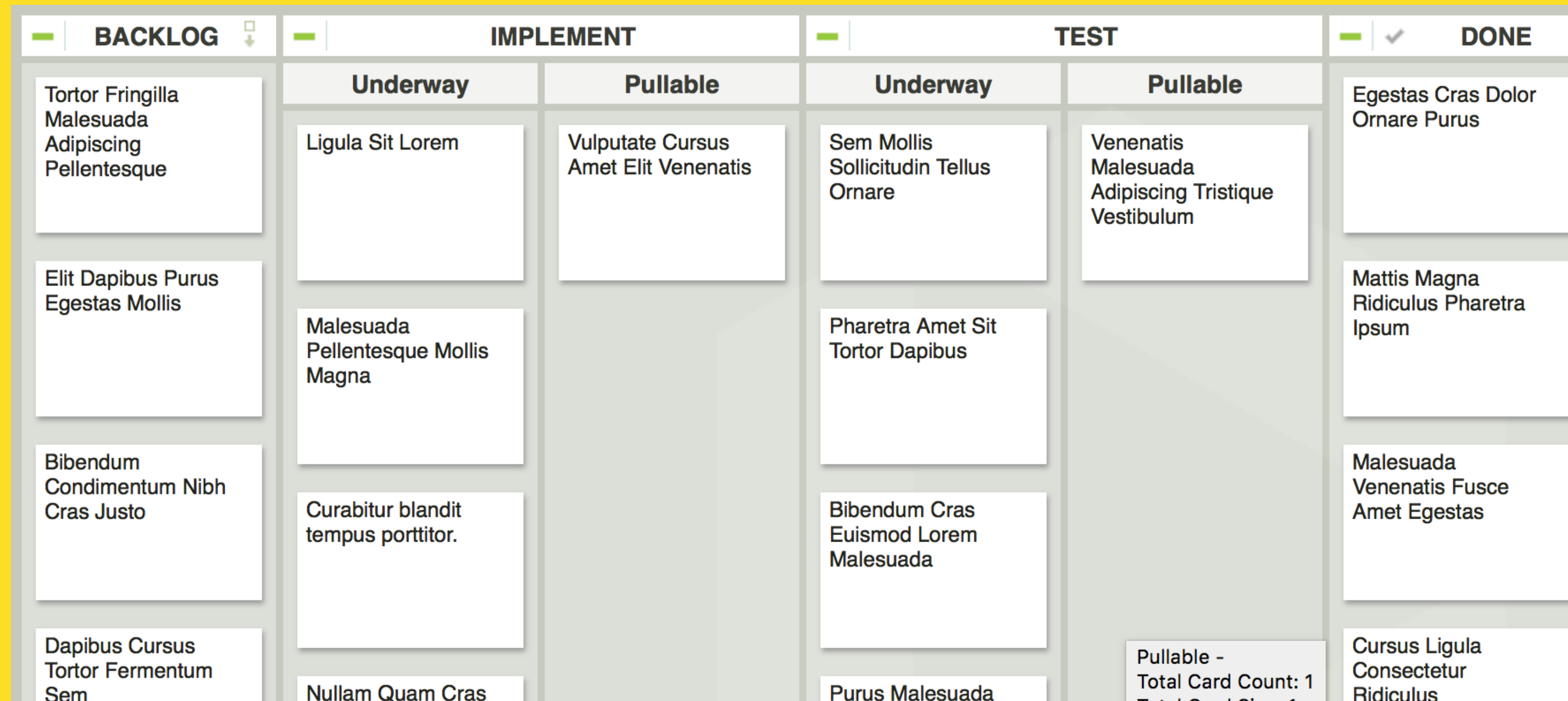
Organization

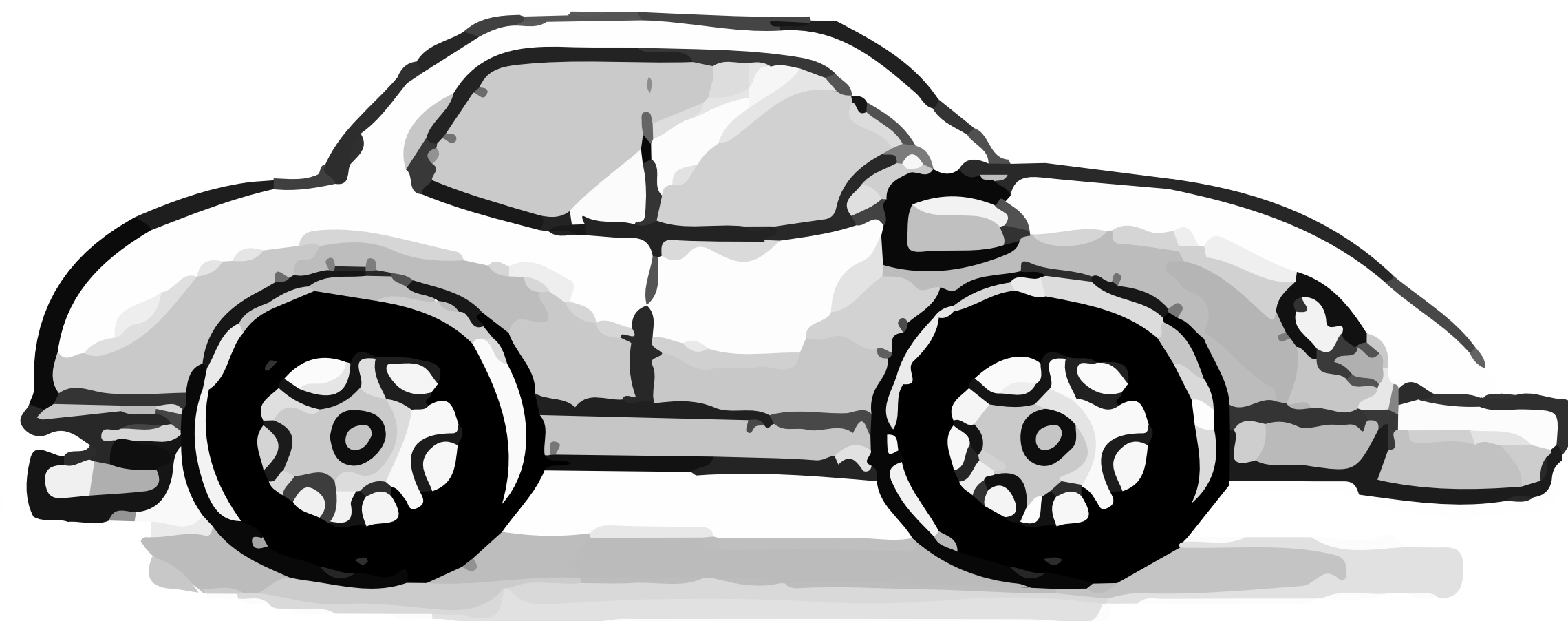
Source of Demand

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 .

[illegible]

*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

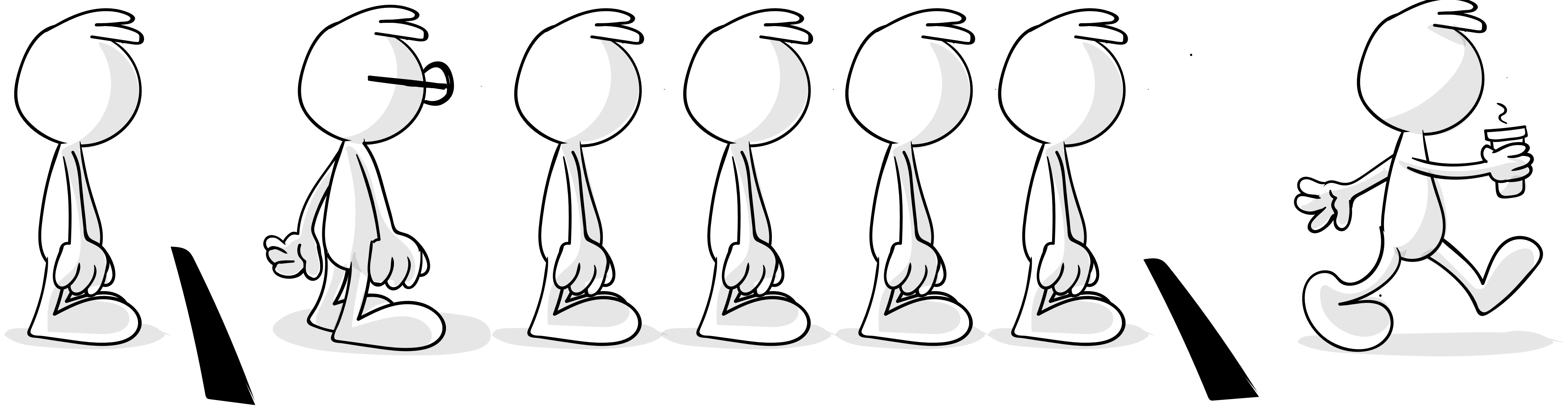
Sources of Demand

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

<div><div></div></div> BACKLOG	<div><div></div></div> IMPLEMENT		<div><div></div></div> TEST		<div><div></div><div>✓</div></div> DONE
.	Underway	Pullable	Underway	Pullable	
Help Desk <div><div></div><div>↓</div></div>	
Network	
Facilities	

Order

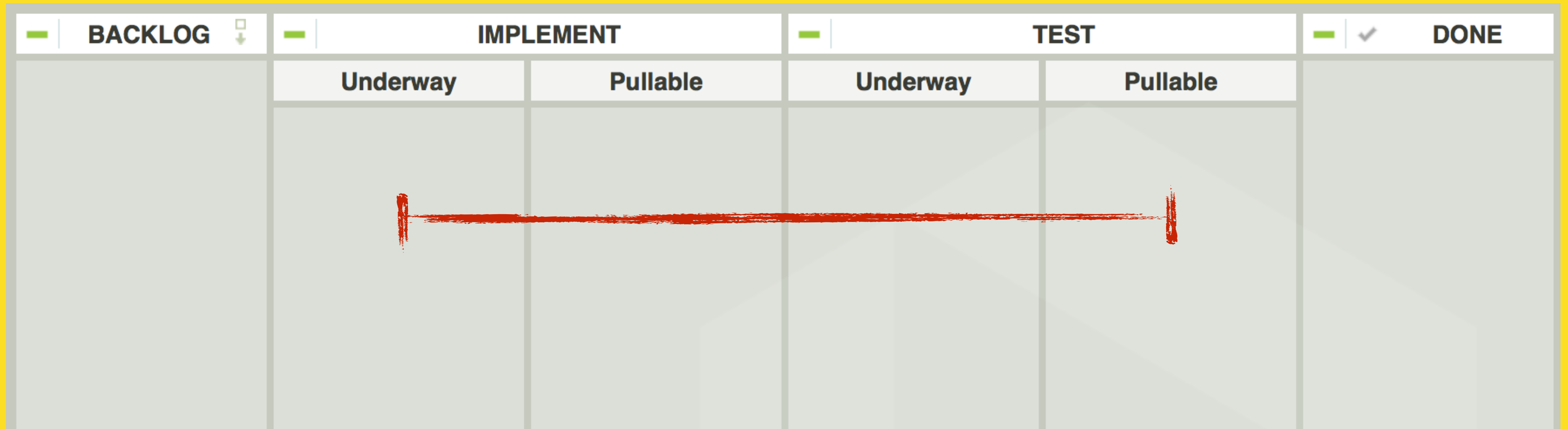
Pick-Up



HUGE 

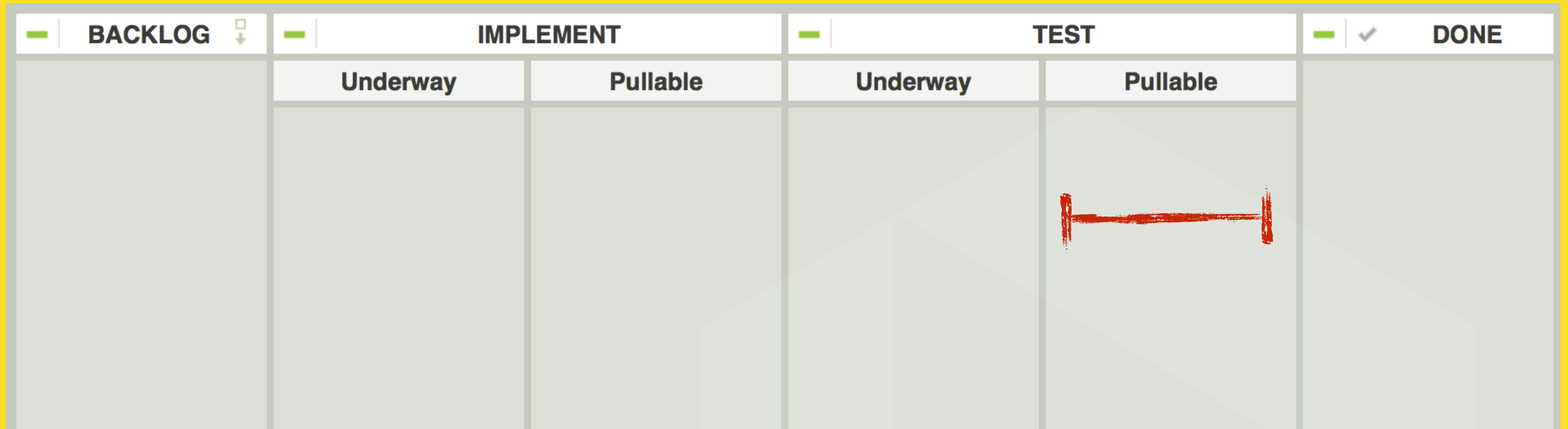
Lead Time

A time measurement between any two queues in the workflow.



Cycle Time

Elapsed time a card spends in a queue.



Revisit the Basics

- ▶ WIP Limits
- ▶ Swarm

Improved Team Organization

- ▶ Communicators
- ▶ Dedicated Specialists
- ▶ Floaters

Team Organization

Improved team collaboration.



<div><div></div></div> BACKLOG	<div><div></div></div> IMPLEMENT		<div><div></div></div> TEST	<div><div></div><div>✓</div></div> DONE	
.	Underway	Pullable	Underway	Pullable	
Help Desk <div><div></div><div>↓</div></div>	
Network	
Facilities	

Improved Collaboration

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

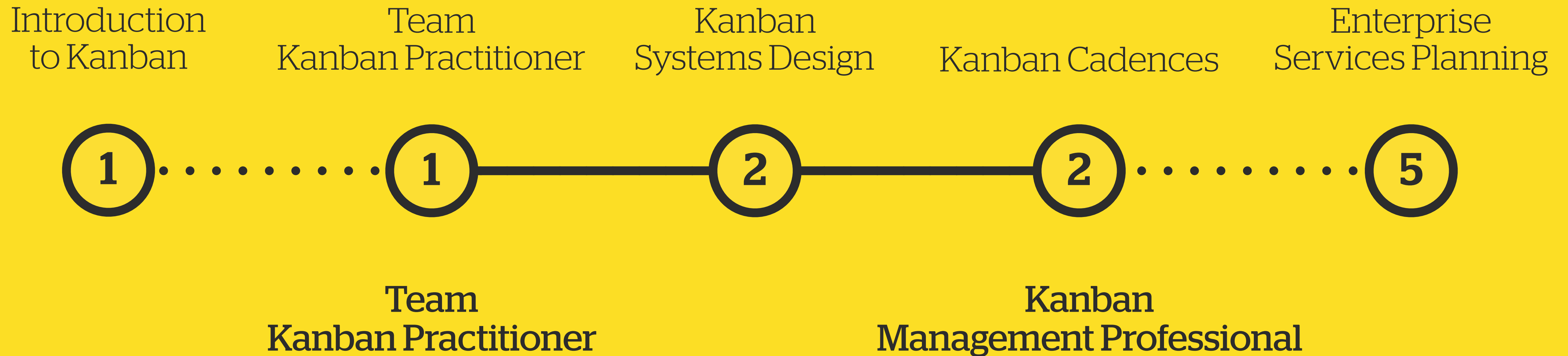
*Hello Dan! Our lead time tell
us that, barring emergency,
we will complete your request
within the next few days.*

Free Download

Reducing Variability with the Control Chart.

<http://www.huge.io/>

Path to Certification





LeanKanban

UNIVERSITY

www.leankanban.com

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Questions & Answers

*You can observe a lot
just by looking.*

—Yogi Berra



Orderly innovation isn't.

Brendan Wovchko

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