

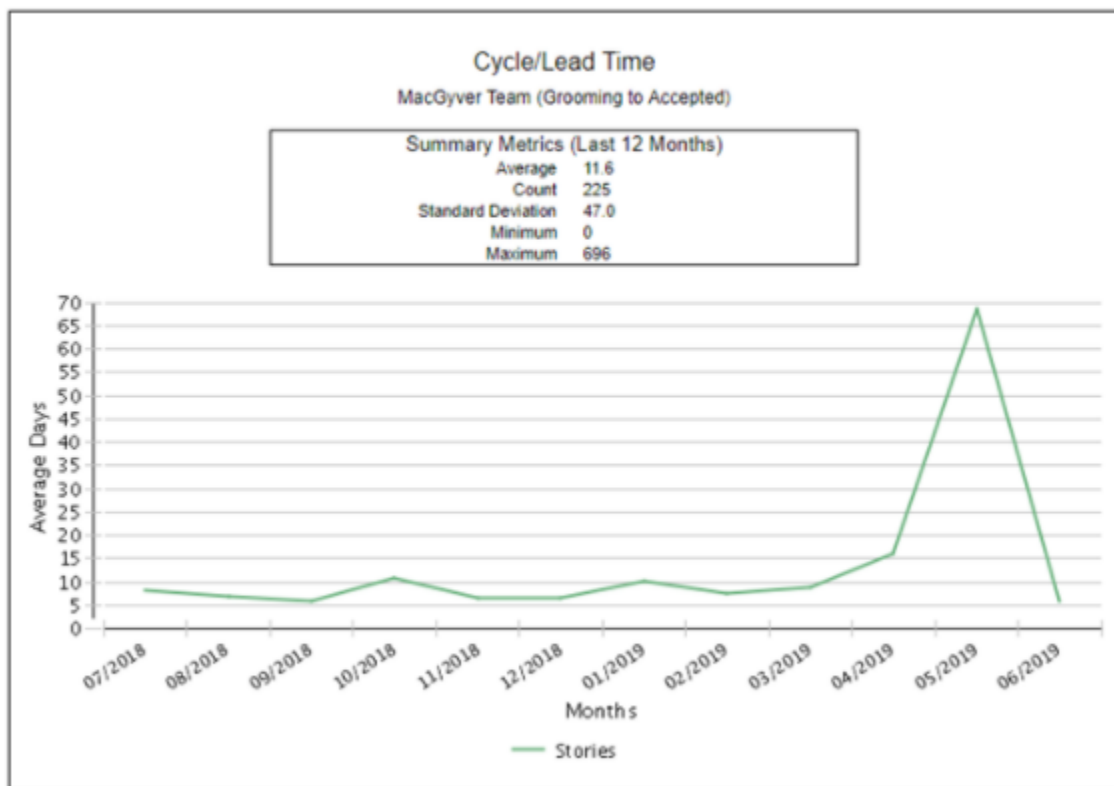
Sample Performance Metrics for Teams Transitioning to Kanban

Intelligence Management and Delivery Teams 2019-2021

The following graphs show preliminary results of the impact of MacGyver's pivot from Scrum to Kanban in 2019 Q2.

Cycle/Lead Time:

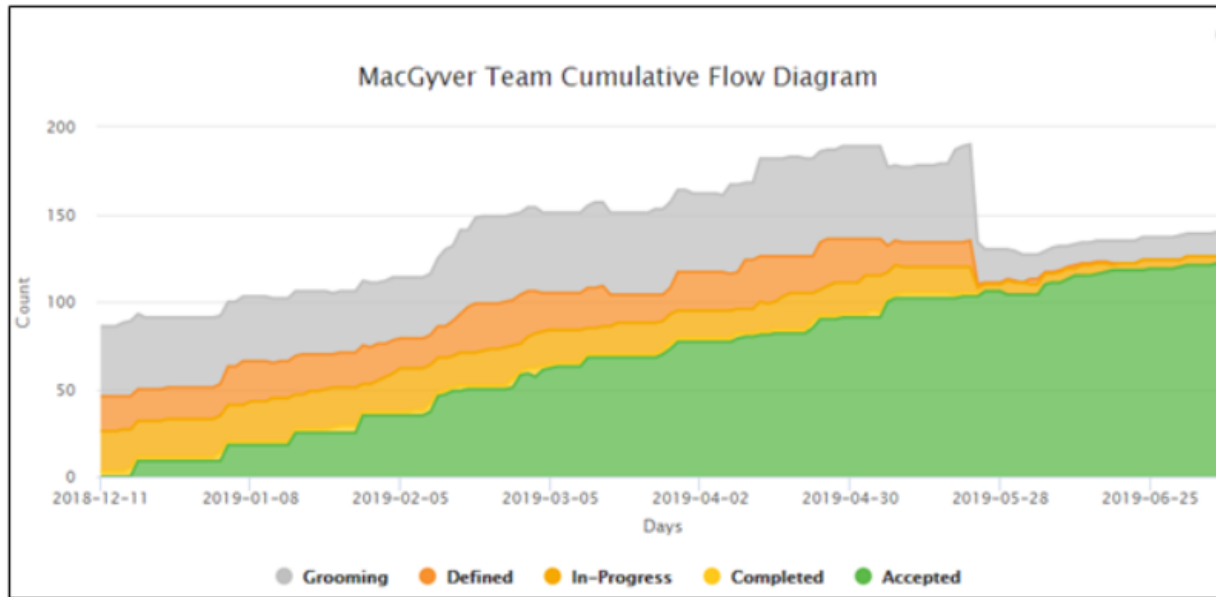
This graph shows the average number of days a story was in progress over the last year. It shows an average of 11.6 days over this period. The spike in May shows the work Andrei Dzarko and Joe Palm did to refine this team's story backlog in preparation for the pivot to Kanban. Many long-dormant stories had to be moved to and from the MacGyver project space to reflect current realities. Once the team stabilized on Kanban in June, their Cycle Team reduced to a respectable low of around 5 days.



Cumulative Flow Diagram:

This is the most powerful of these graphs, as it shows significant reduction in latency after this team's transition from Scrum to Kanban in May of 2019. The number of stories kept rising, but the thin bands reveal that this team pulled work across their board as soon as it was ready to be pulled. The thick bands under Scrum (until May) reveal that the team allowed work to sit in a specific state for a while before

moving it to the next phase of completion, which is common for Scrum teams that are operating according to artificial time boxes like sprints. This graph is compelling decision support for this team staying with Kanban.



Clinical Solutions Gladiators Team – ECODS Migration Blue Chip initiative 2020 Q1-3

This new team was spun up with ten people and was comprised of both business and IT personnel, some of which had no prior experience with Kanban. As indicated in [this Case Study](#), we first trained the team in Servant Leadership, then developed a culture that encouraged high collaboration, and then built their Kanban framework on those foundations

“The amount of work accomplished during this timeframe is remarkable –

- *over 800 tables converted to the new system,*
- *15 solution capabilities,*
- *61 features,*
- *469 user stories done with an average cycle time of 2.7 days,*
- *1,660 accepted story points,*
- *974 completed tasks,*
- *401 passed test cases*
- *29 production releases.”*

[Jennifer Dunn](#), Clinical Solutions Product Manager

The team finished \$1.3M under budget and one month ahead of schedule, handled ZERO production defects or tickets, and delivered a new system with an estimated \$4.7MM in annual savings.

Obviously, there were Bravos all around and the team was eager to apply their lessons forward to the next challenge!

Once other leaders heard about this success, they had this to say:

"Awesome work! Fun to see!! Lots of fun facts but the most interesting is that there hasn't even been a single ticket!!" [Keith Tanski](#)

"Great work on this team, I just learned of the 2020 in-year savings tracking to \$1.7M this year, amazing job!" [John Rimstad](#) – Optum Finance Dir

"Hard work. The team rolled up the sleeves. Got into the details! Awesome." [Diane Schofield](#), SVP – Enterprise Ops, as shared to Dirk McMahon and Dave Wichmann

Polaris Learning Solutions Team – transition from Scrum to Kanban 2020 Q2

These two teams had been on Scrum for a long time and wanted to experiment with Kanban to see if it would lead to better results and stronger partnerships with their customers.

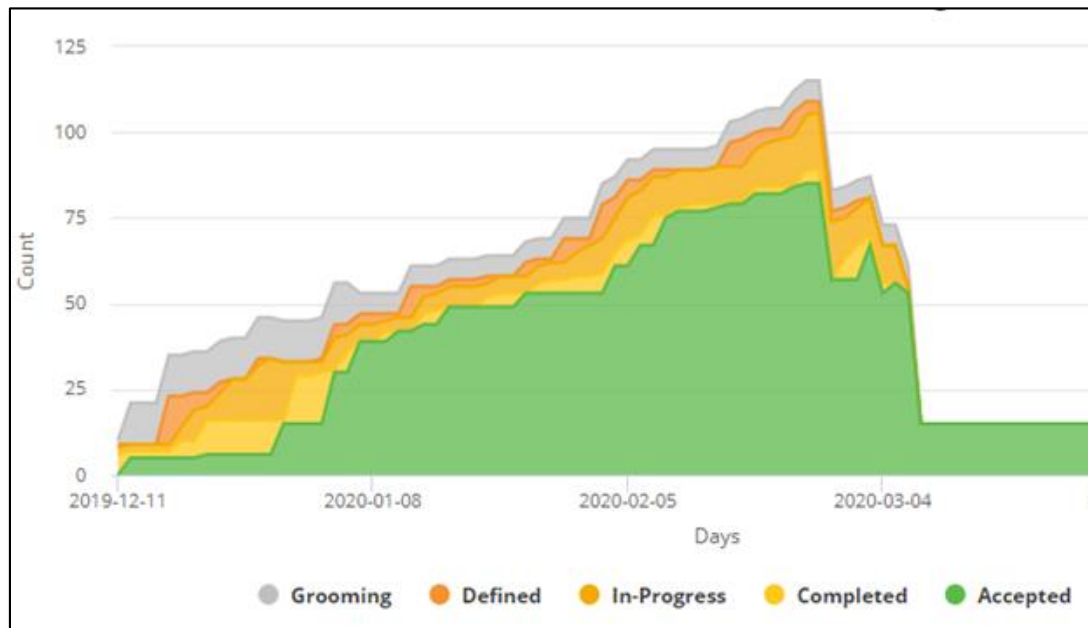
As indicated in [this Case Study](#), they had excellent results with Kanban. Here is how Kanban improved their Cycle Time (in days) for three critical Workstreams:

Workstream Cycle Time Averages – Before and After:

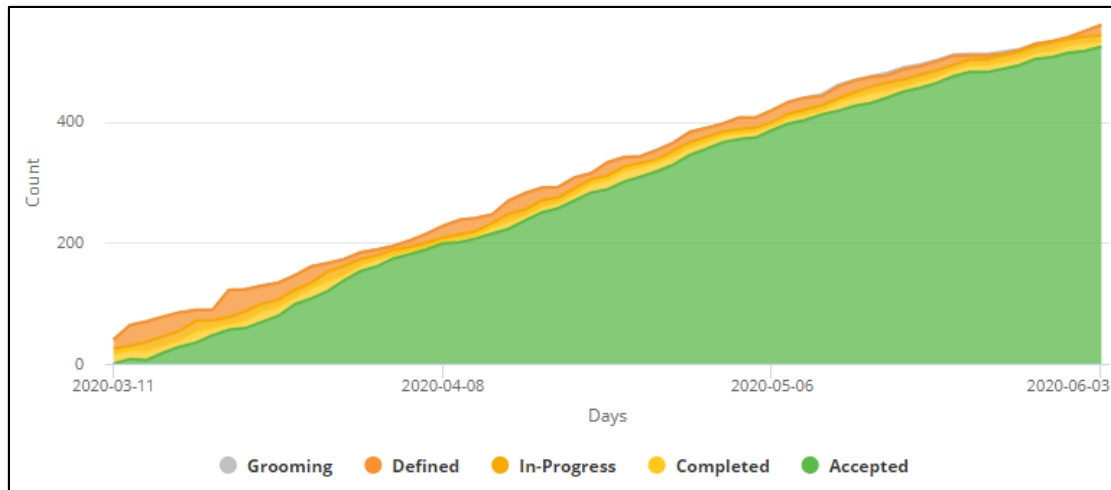
| Workstream | Before | After | Days Faster | % Faster |
|----------------------|--------|-------|-------------|----------|
| Claims | 9 | 4 | 5 | 56% |
| Configuration | 7 | 2 | 5 | 71% |
| Constituent Services | 3 | 2 | 1 | 33% |

The [Cumulative Flow Diagram](#) (CFD) chart provides excellent insight into a team's workflow. The choppy the bands, the less optimal the workflow. Wide bands represent substantial latency in moving work towards completion (otherwise known as “bottlenecks”). Lean workflow and operations are indicated by thin, smooth bands over time.

Here is the team's CFD prior to this transformation:



Here's the team's CFD two months after transforming to Kanban:



Here is a quote from Carolyn Lockridge (Executive Director of the Polaris Learning Solutions team) after seeing the outcomes of this transformation:

“It’s been exciting to be part of a team working together to implement Kanban! As a leader, the increased visibility into the status and progress of the team’s work has helped inform strategic conversations and helped us continue to strengthen collaboration, both within the team and with our business partners. Kanban ceremonies, like walking the board and retrospectives, have given us, as a team, a great framework for continuously considering how we can plan for and complete our work even more effectively.”