



How Deep is your Kanban?

Kanban Townhall
Digite / Swift Kanban
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Kanban – Are we doing it or not?



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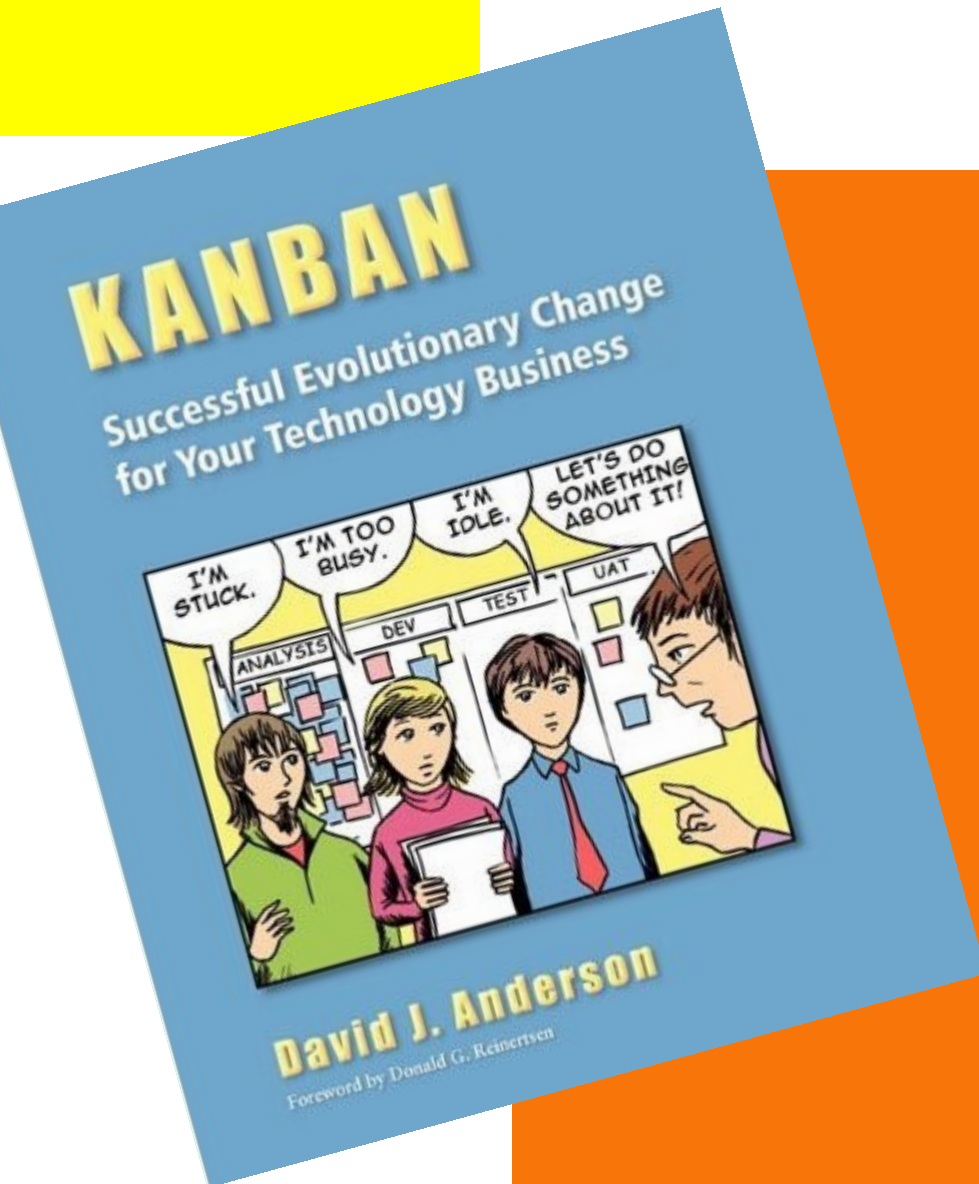
It's not a question of right or wrong?



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But a question of the depth of implementation

My 2010 book documented 5 core practices



I have since expanded this list to 6 to describe another I had implied but not made explicit



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Core practices for successful Kanban adoption



1. Visualize
2. Limit Work-in-Progress
3. Manage Flow
4. Make Policies Explicit
5. Implement Feedback Loops
6. Improve Collaboratively,
evolve experimentally
(using models & scientific method)

Shallow



Deep

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Are these practices listed in the right order (from a shallow to deep perspective)?

Hakan Forss asked the question at our Kanban Leadership Retreat in Mayrhofen, Austria, June 2012



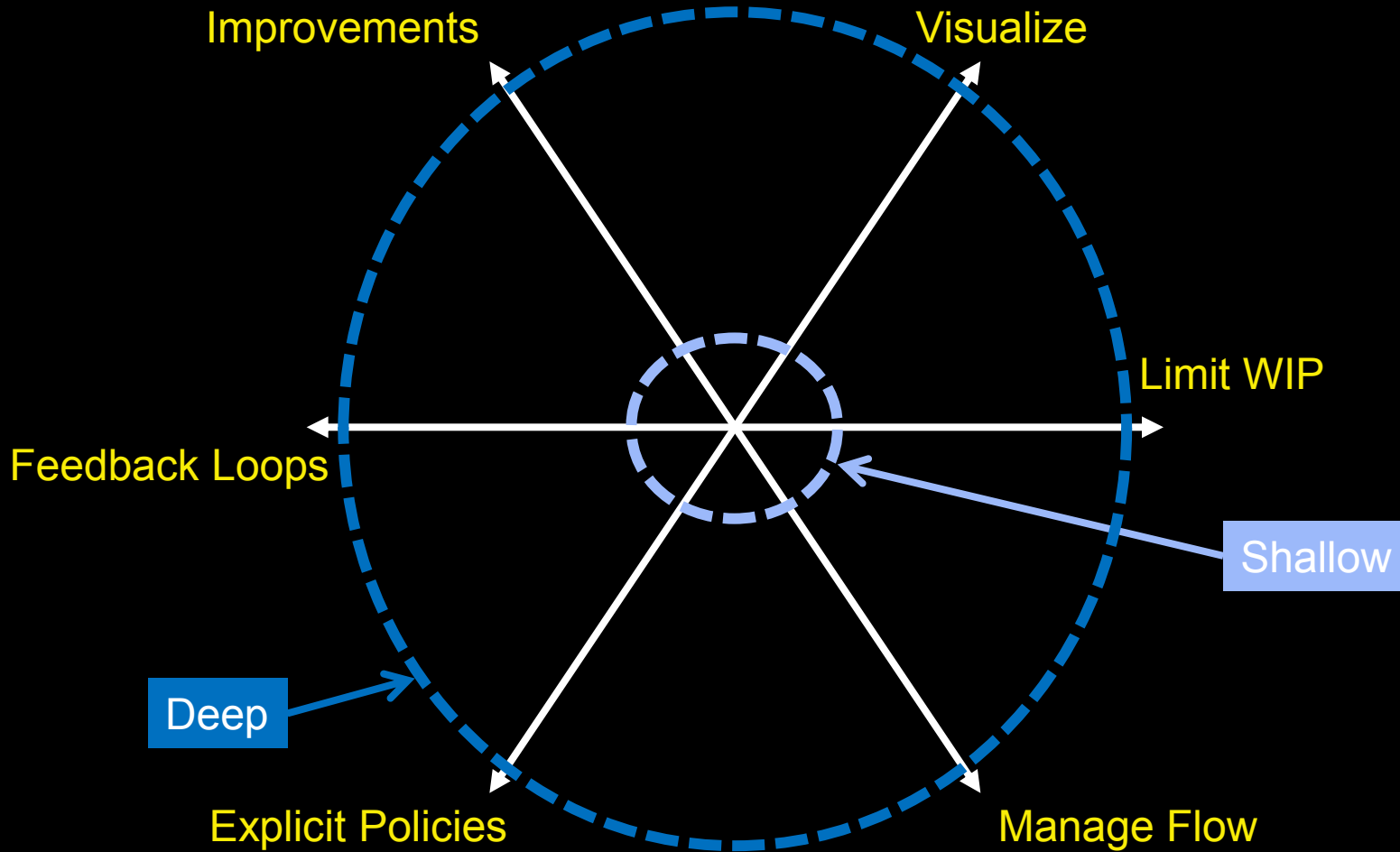
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Use a Kiveat-style diagram to visualize multi-dimensional depth of implimentation

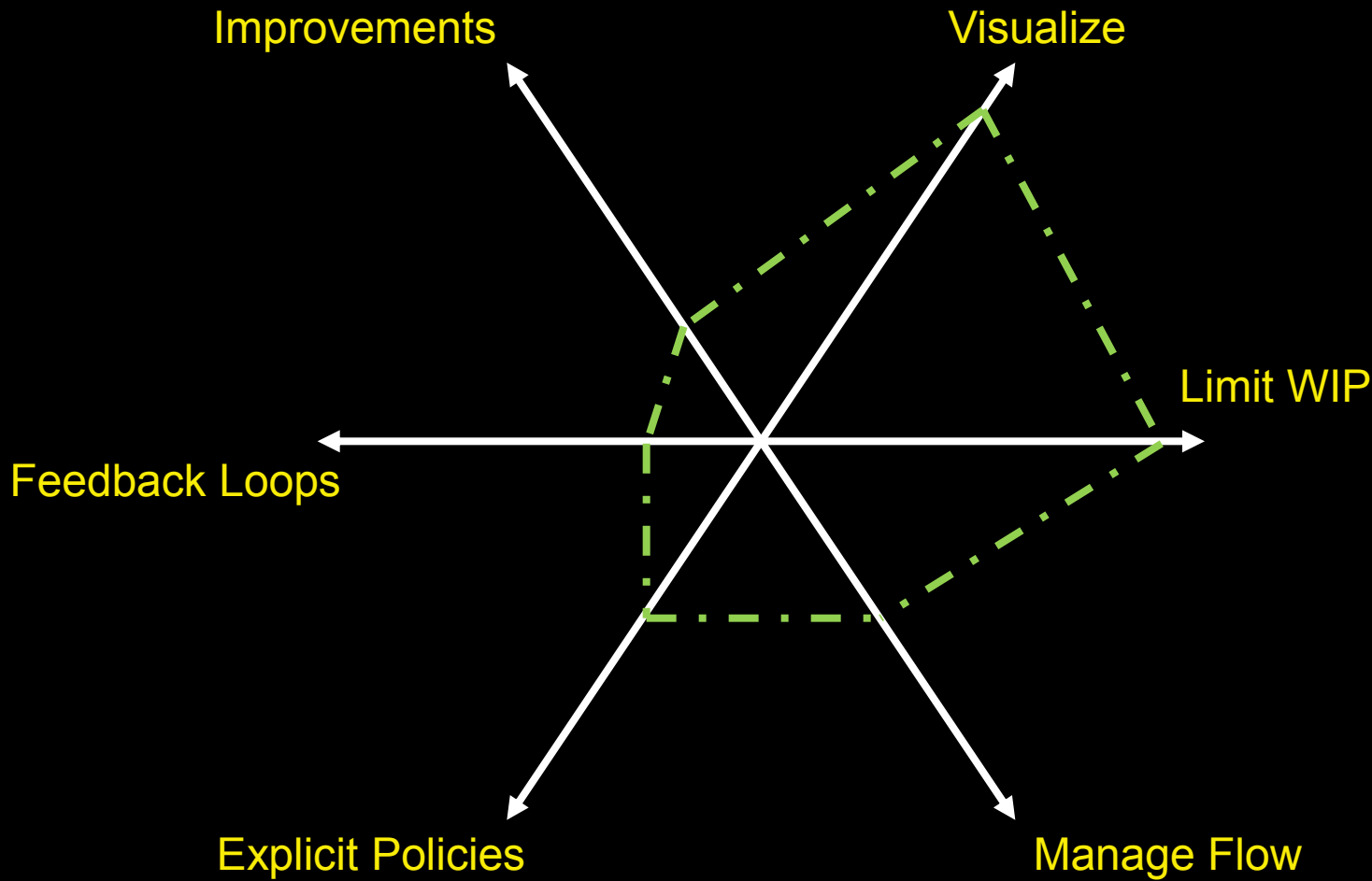


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No Implied sequence

This would allow us to map the depth of each practice separately to give a shape



Larger implies deeper



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This raises the question, how do we put a scale
on the six axes?



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- Work
- Different Work Item Types
- Workflow
- Kanban Limits
- Ready for pull ("done")
- Blocking issues (special cause variations)
- Capacity Allocation
- Metrics-related aspects such as - lead time, local cycle time, SLA target
- Inter-work item dependency (incl hierarchical, parent-child dependency)
- Inter-workflow dependency
- Other risk dimensions - cost of delay (function shape & order of magnitude), technical risk, market risk
- Score 1 for each aspect of visualization



- Deferred commitment & dynamic staff assignment (no WIP limits) aka “last responsible moment”
- **Proto-kanban**
 - personal kanban
 - **WIP limit per person**
 - workflow with infinite limits on "done" queues
- **Single workflow full pull system with WIP limits**
- Multiple interdependent workflows with pull system
- Simple taxonomy of 4



- Daily meetings
- Cumulative Flow Diagrams
- Delivery rate (velocity/throughput) control chart
- SLA or lead time target
- Flexible staff allocation or swarming behavior
- Deferred pull decisions, or dynamic prioritization
- Metrics for assessing flow such as number of days blocked, lead time efficiency
- Score 1 for each technique in use



- Workflow/Kanban System policies explicit
 - Pull criteria (definition fo done, exit criteria)
 - Capacity allocation
 - Queue replenishment
 - Classes of service
- Staff allocation / work assignments
- Score 1 for each aspect made explicit

Hakan Forss also presented the 3 Kanban Kata at our meeting in Austria



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Kanban Kata

- Standup Meeting
- Coaching Kata, the Mentor-Mentee relationship between a superior and subordinate
- Operations Review





- How many of the Kanban Kata are present?
- Regular team meeting (typically daily) in front of board or kanban system software
- Mentor-mentee relationship between superior and subordinate used to coach management and continuous improvement
- Operations Review - business unit or organization level, qualitative & quantitative review of data from multiple kanban systems to provide inter-workflow feedback mechanism
- Simple taxonomy of 3 (it is currently assumed Ops Review does not exist without a mentor-mentee relationship already existing)

Improve collaboratively, evolve experimentally (using models & scientific method)



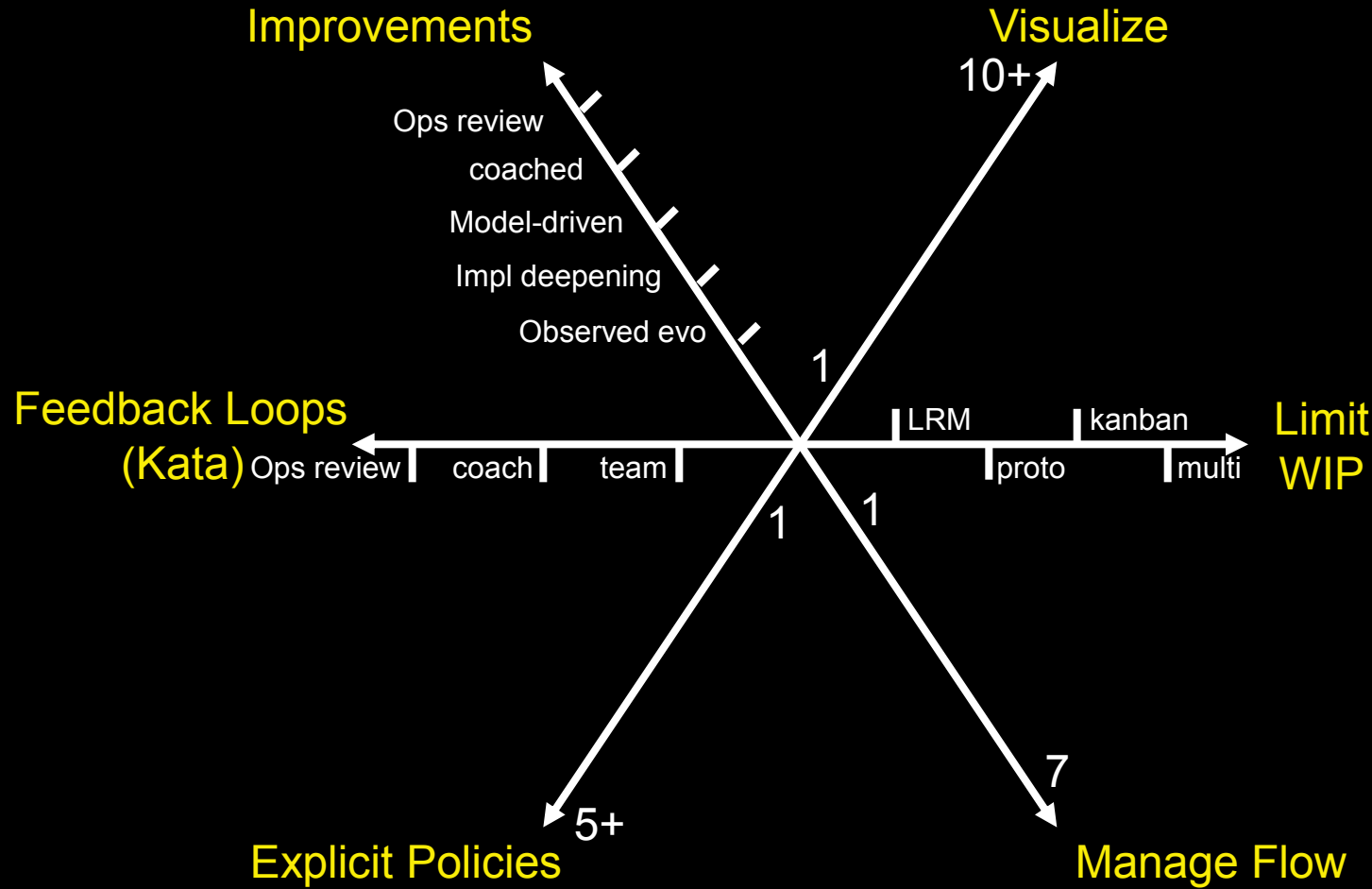
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- Evidence of local process evolution - changes to workflow, policies, WIP limits
- Evidence of increasing depth of Kanban implementation on other 5 practices
- Evidence that process evolution was model-driven - use of metrics, identification of bottlenecks, common/special cause variation, transaction/coordination costs, other models not specified in current literature
- Evidence of process or management policy evolution as a result of mentor-mentee relationship
- Evidence of inter-workflow process or management policy evolution as a result of operations review
- Taxonomy of 5 (it is currently assumed there is an adoption sequence and that 5 would not happen before 4)

Map taxonomies or qualitative scoring onto chart



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Allows multi-dimensional assessment

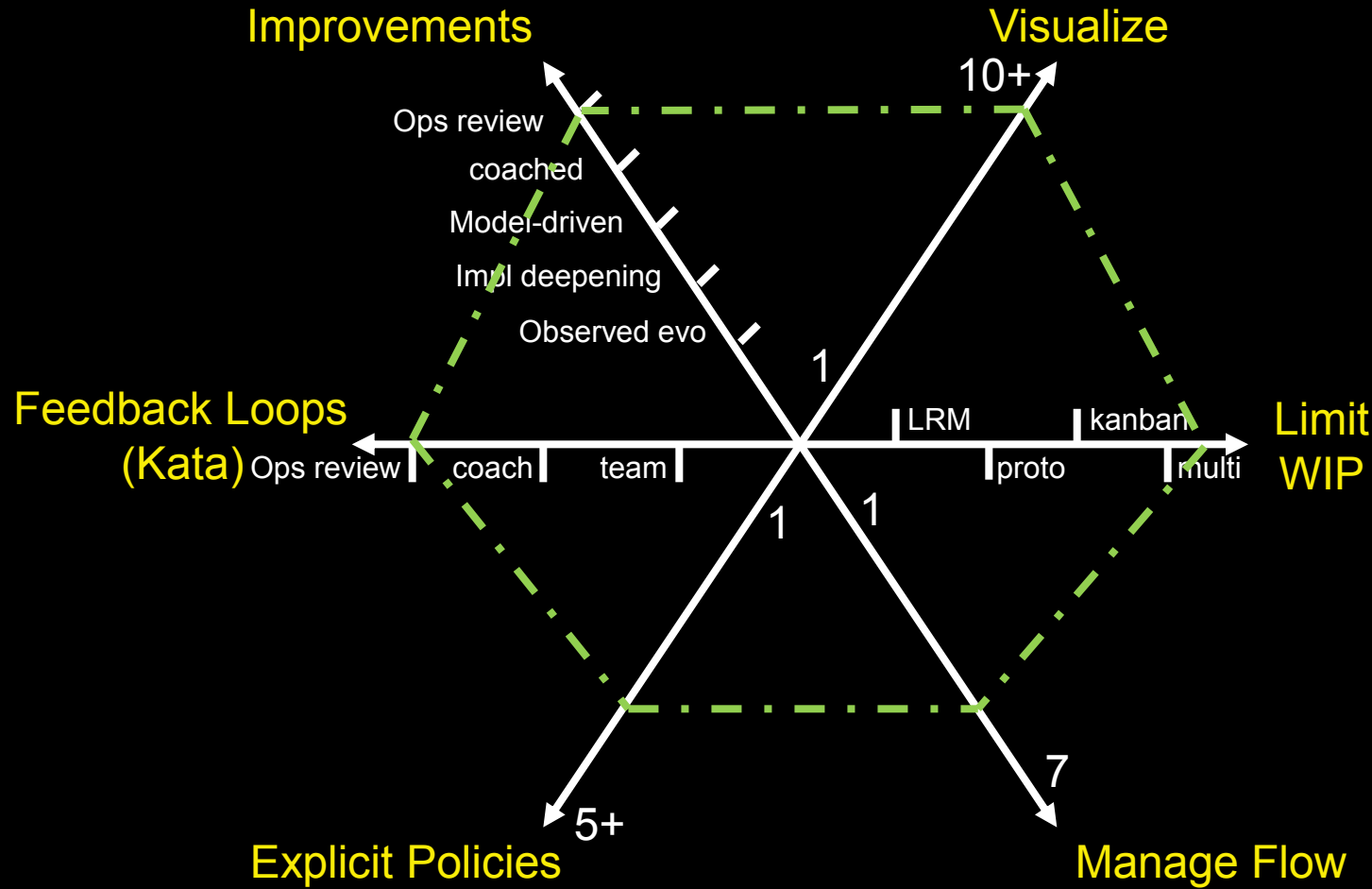


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Corbis IT department circa October 2007



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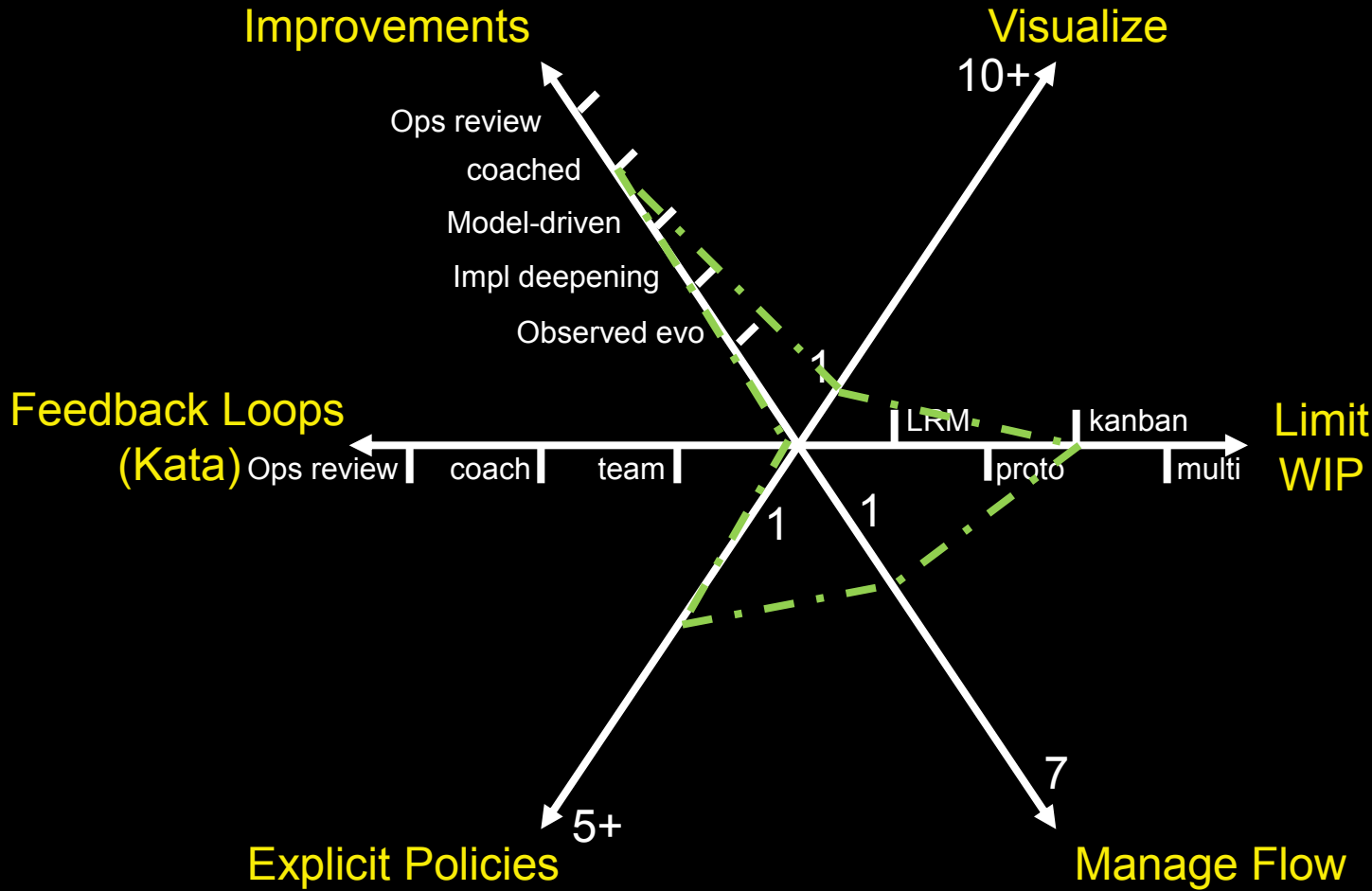
Very deep implementation

XIT Microsoft 2005



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Much shallower early implementation

Can you draw this chart for your team
or organization?

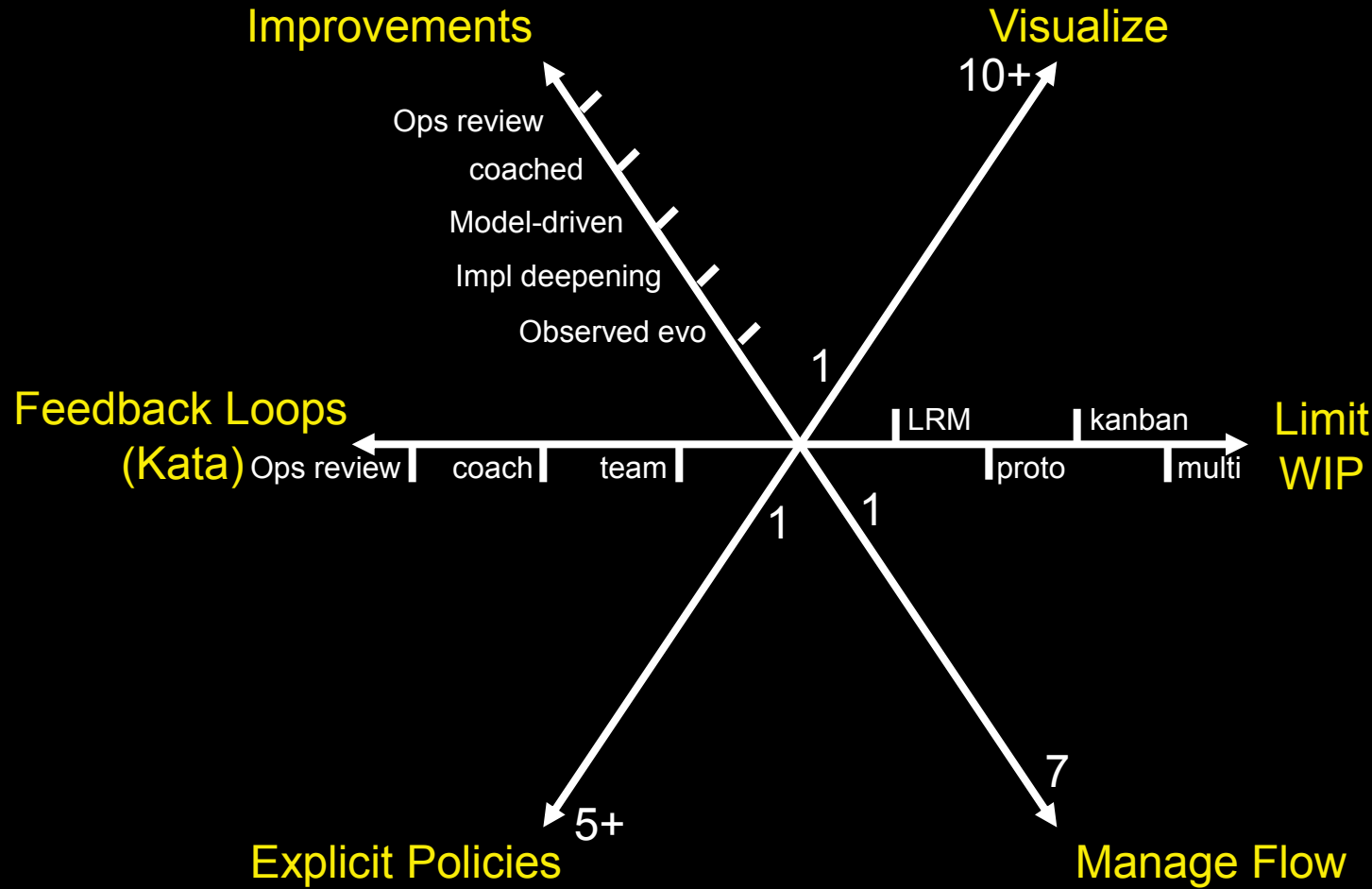


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Use this template...



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What shape is your Kanban implementation?



- This work is new and provisional in nature
- Kanban coaches in Sweden, Germany and Austria have already adopted this technique with clients
- Innovation like this emerges from bringing the best Kanban people together at Leadership Retreats
- We believe it has wide and useful application in assessing the depth of a Kanban implementation in a positive fashion that reinforces good work while avoiding direct quantitative comparison, levels or maturity
- Shape of the diagram does give indications of areas for further coaching, training and implementation focus
- We would like to people to draw these charts regularly as a way of monitoring implementation maturity
- Share your charts on limitedwipsociety.org

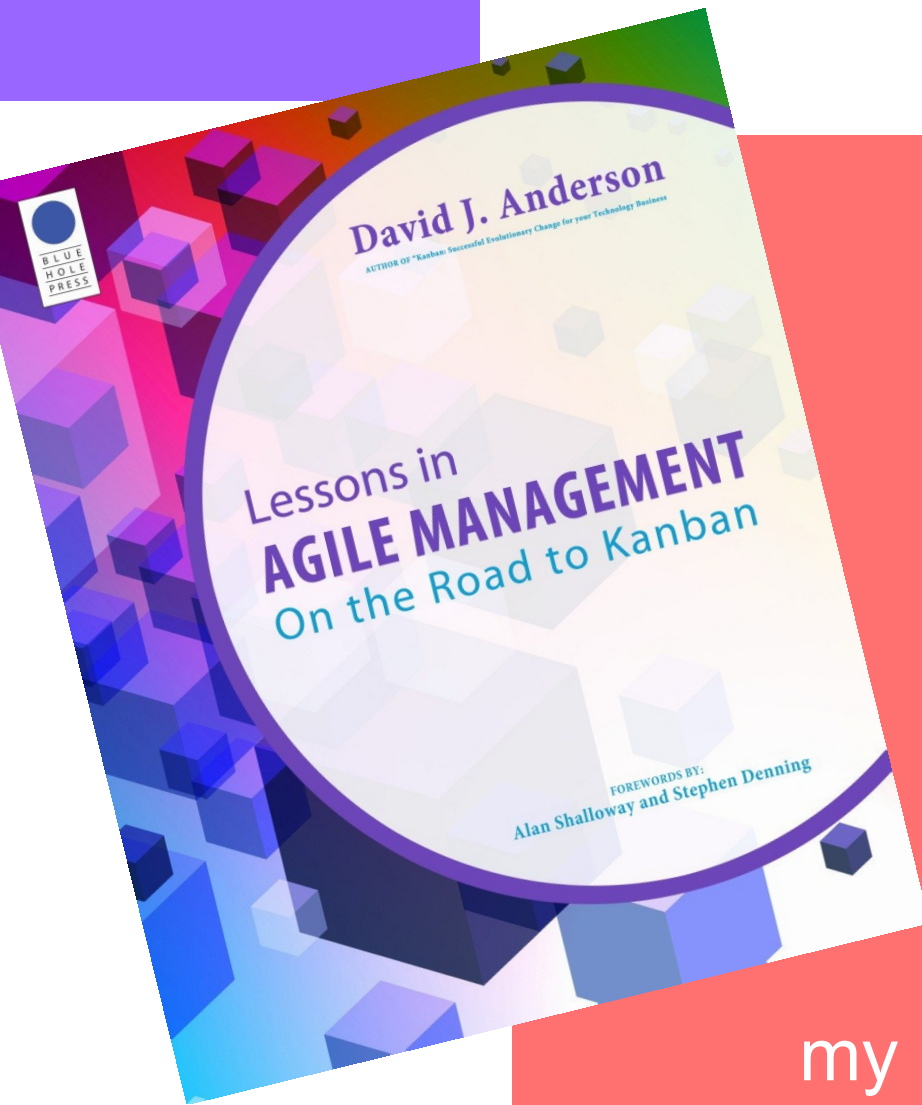
Would you like to be invited to the next Kanban Leadership Retreat in San Diego?



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- Attend 3-day Adv Kanban Masterclass
 - Sao Paulo, Brazil 23-25 July
 - Chicago, USA 5-7 September
 - Berlin, Germany 12-14 September
 - Get invited to San Diego, November 28-30
-
- Register for your 3-day class now
<http://agilemanagement.net/index.php/Events/>
 - Contact Janice@djaa.com

New Book Out now!



115,000 words of
anecdotes explaining
my approach to leadership,
management & change



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Thank you!



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About...



David Anderson is a thought leader in managing effective software teams. He leads a consulting, training and publishing and event planning business dedicated to developing, promoting and implementing sustainable evolutionary approaches for management of knowledge workers.

He has 30 years experience in the high technology industry starting with computer games in the early 1980's. He has led software teams delivering superior productivity and quality using innovative agile methods at large companies such as Sprint and Motorola.

David is the pioneer of the **Kanban Method** an agile and evolutionary approach to change. His latest book is published in June 2012, **Lessons in Agile Management – On the Road to Kanban**.

David is a founder of the **Lean Kanban University**, a business dedicated to assuring quality of training in Lean and Kanban for knowledge workers throughout the world.

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