THE KANBAN WAY

JAMES SMITH

AGENDA

INTRODUCTION

How do humans come together to get something done or deliver something of value? What's a typical example?
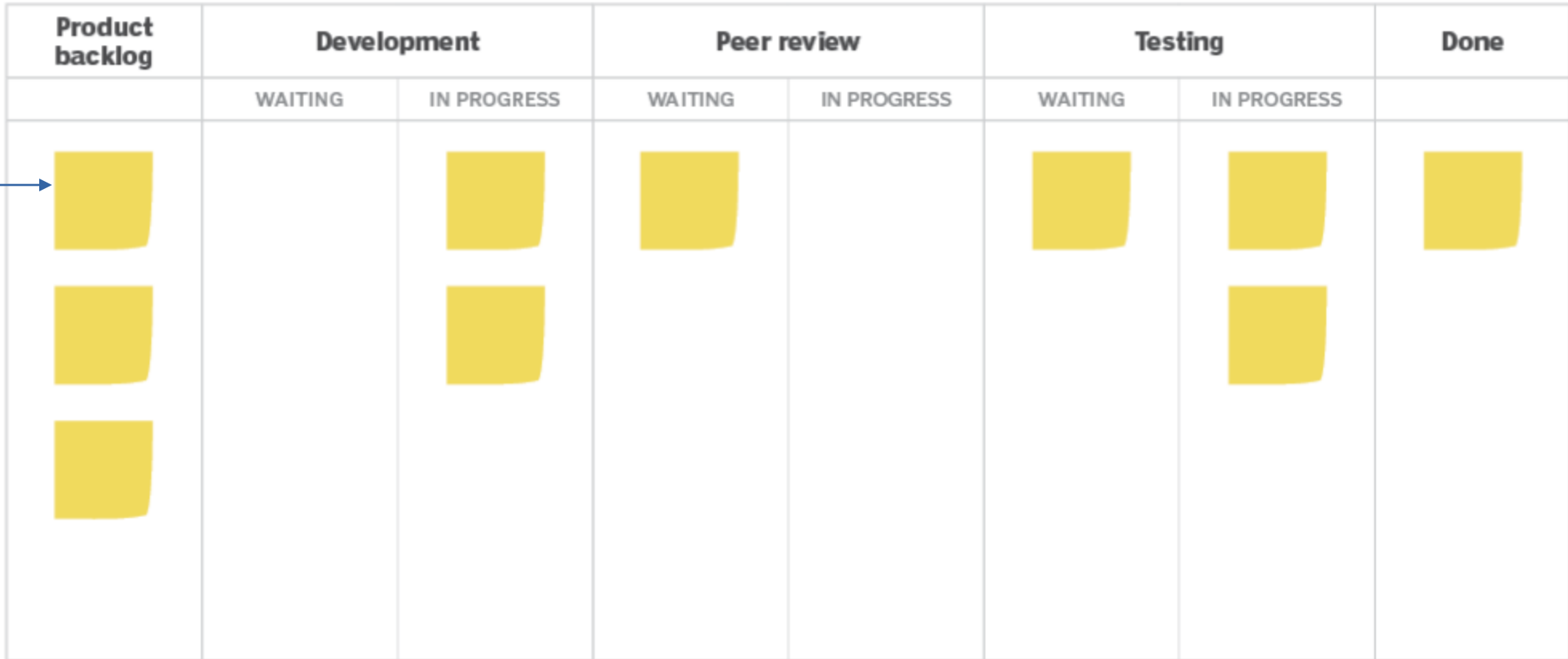
WHAT IS A WORKFLOW ANYWAY

Is this a workflow?


Is this a workflow?

A KANBAN WORKFLOW

That's called a card (read: work-item)

Product backlog	Development		Peer review		Testing		Done
	WAITING	IN PROGRESS	WAITING	IN PROGRESS	WAITING	IN PROGRESS	

A kanban* workflow involves pulling a card through a workflow broken into statuses. From left to right, first you do this, then this, and so on...
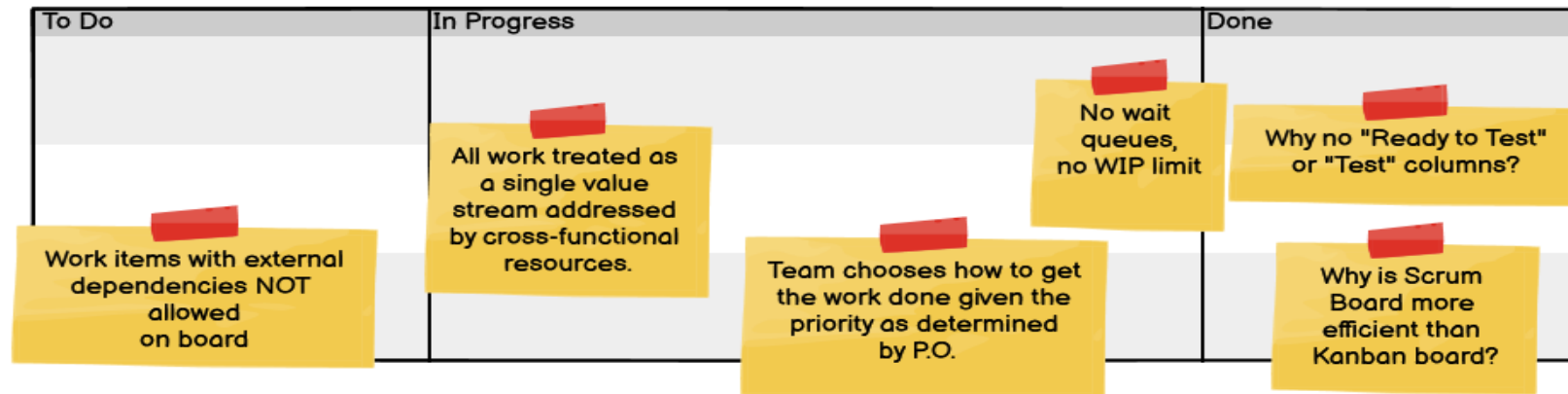
*A card you can see.

TO UNDERSTAND KANBAN, UNDERSTAND SCRUM FIRST

Kanban Board

Figure 9.2
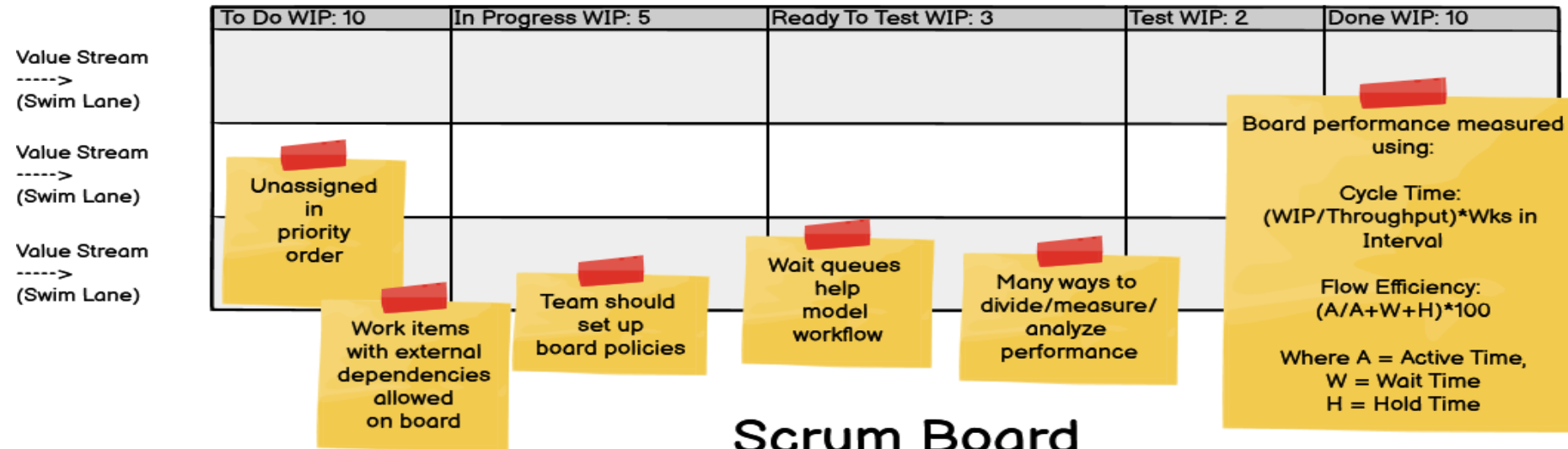
Scrum Board

Copyright 2019 James Smith (jksmith@dxagile.com). Contact for free use.

Comparison of Scrum and Kanban Processes *Figure 9.1*

Scrum	Kanban
High administration but simpler.	Greater flexibility but potentially more complicated.
Commitments expected to complete work in one sprint	Does not require work being done in a particular increment of time.
Work Items are relative size estimated and require more grooming.	Anything described as a "unit of work" can be put on board.
Process requires up front preparation.	Requires no preparation.
Works best for 5-9 team resources.	Can work with any size team.
Easy to execute.	Can become complicated to execute when dealing with multiple value streams and optimizing workflow.
Works great for greenfield development.	Can be used for any kind work but doesn't have the same throughput as Scrum.
The process itself takes on the responsibility for getting work done.	Responsibility for getting work done rests with specific resources doing the work.
Emphasis on whole team as the asset.	Emphasis on resources vs work needing to be done.
Primary measurement is Velocity.	Measured by Cycle Time and Flow Efficiency.
Scrum Board has 3 columns (To do, In Progress, Done).	Kanban board designed to support required workflow.

KANBAN INTERVALS: THE COMPLEMENT TO THE SPRINT ITERATION

Product backlog	Development		Peer review		Testing		Done
	WAITING	IN PROGRESS	WAITING	IN PROGRESS	WAITING	IN PROGRESS	
▢ ▢ ▢		▢ ▢	▢		▢	▢ ▢	▢

An interval is a time box just like a sprint, but unlike a sprint, does not guarantee that work will be completed at the end of that time box.

An interval is just a snapshot in time to take measurements of the current state of the board. It can occur on a similar cadence as sprints, typically 2 weeks.

TIME FOR AN INTERVAL MEASUREMENT

Product backlog	Development		Peer review		Testing		Done
	WAITING	IN PROGRESS	WAITING	IN PROGRESS	WAITING	IN PROGRESS	

Cycle time for this board in its current state:

Cards on board = 10
Cards in Done Column = 1
Interval length = 2 weeks
(Cards on board/Cards in Done) * 2 weeks = 20 weeks

So, if the same amount of work is done as measured every two weeks, and no additional work is added to the board, it will take 20 weeks to clear this board.

TIME FOR AN INTERVAL MEASUREMENT

Interval	Work items	Weeks	Cycle time (Intervals)	In weeks
1	10	1-2	10	20
2	9	3-4	9	18
3	8	5-6	8	16
4	7	7-8	7	14
5	6	9-10	6	12
6	5	11-12	5	10
7	4	13-14	4	8
8	3	15-16	3	6
9	2	17-18	2	4
10	1	19-20	1	2

After each interval measurement, take all "Done" off the board so it's not counted more than once.

FOUR WAYS TO DROP YOUR KANBAN CYCLE TIME

1. PULL CARDS OFF THE BOARD

2. RESTRICT HOW CARDS GET ON THE BOARD (THAT'S WHAT SCRUM DOES)

3. ADD MORE PEOPLE TO WORK THE BOARD

4. ALL OF THE ABOVE

SO A SCRUM BOARD IS A KANBAN BOARD INTENDED TO ALWAYS DELIVER A CYCLE TIME OF ?

OPERATION OF THE BOARD

ROLES

- Product Owner
- Board Administrator
- Team

DAILY ACTIVITY

- Re-prioritize the board (re-sort columns, Admin works with PO)
- Board Huddle (15 mins)
- Team pulls work from left to right (automate, don't assign!)

ON INTERVAL DAY

- Take measurements (20 mins)
- Do Kaizen Generator (Assessment 30 mins)
- Review/Demo the Done column (time as needed, invite everybody)
- Retro and Telemetry (Discuss deltas since last interval, time as needed)
- Review Board Policies (wip, workflow design, operation 30 mins)
- Light Board Planning (PO, Board Admin, Team 1 hour)

FOLLOWUP

- SETUP IN JIRA

- KANBAN MEETING TEMPLATES

- MEASUREMENTS/QUEUE THEORY DEEP DIVE

THANK YOU

James Smith

jksmith@operational.art

Drive up time Tue, Wed, Thu