

Zwinność dla dorosłych, czyli jak zastosować **Metodę Kanban i Teorię Ograniczeń** w praktyce

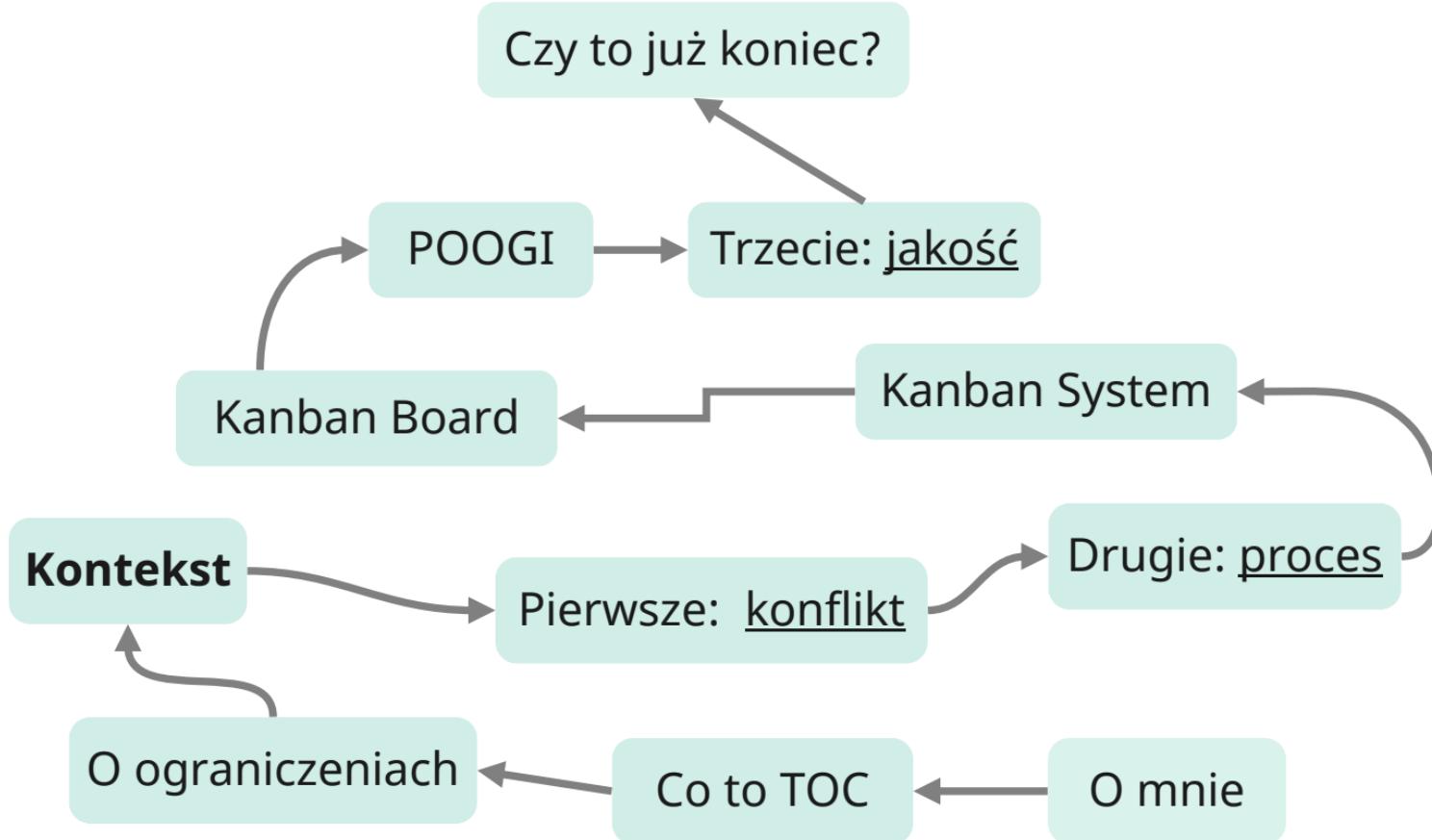
17.10.2022

AgileWarsaw



Adam
Myszak

TOC / Kanban / Agile
Consultant & Trainer



Trochę o moim doświadczeniu: prawie 10 lat programowania...



potem 3 lata Scrum'owania...



po ponad roku praktykowania
TOC + Metoda Kanban





Dr Eliyahu M. Goldratt



3 główne
cele

Mieć
zadowolonych
pracowników

1

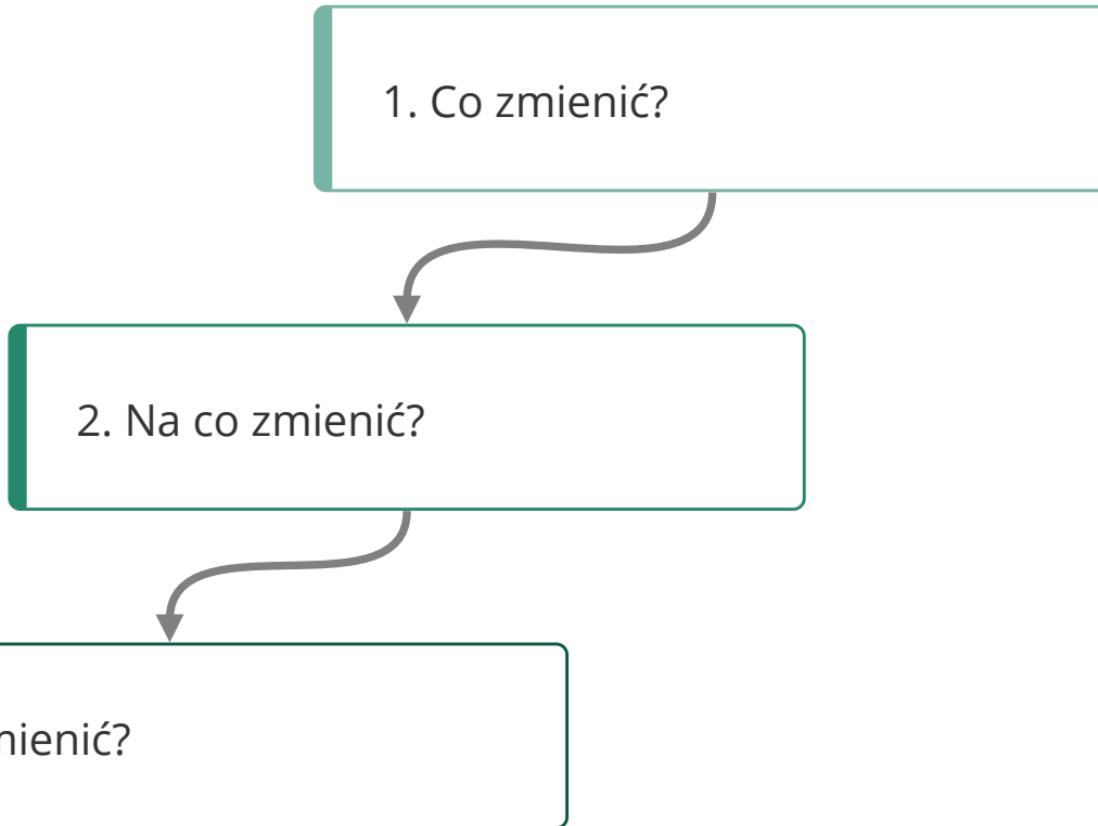
Zarabiać
pieniądze

1

Zaspokajać
rynek

1

3 kluczowe pytania



**Rzeczywistość jest
PROSTA**

gdy się ją dobrze
zrozumie i
odpowiednio połączyc
przyczynę ze skutkiem

**KAŻDY konflikt
można rozwiązać**

ponieważ konflikty
podobnie jak
sprzeczności w
przyrodzie nie
występują

**Ludzie są
DOBRZY**

a obwinianie innych
blokuje nas przed
jasnym myśleniem

**Nigdy nie mów
"JA WIEM"**

ponieważ dzisiejszy
sukces może być
przyczyną późniejszej
porażki

Rzeczywistość
jest
złożona?



Rzeczywistość
jest
prosta?



*"Ograniczenie jest każdą rzeczą,
która powstrzymuje system
przed osiągnięciem wyższego poziomu swojego celu. "*

Eliyahu M. Goldratt

"Cel to marzenie z datą wykonania"

Napolean Hill

Marketing Konflikt
Płynność finansowa

Sprzedaż Wielozadaniowość
Mindset

Zasoby techniczne Zdrowie Brak ludzi do pracy Brak motywacji
Niska jakość

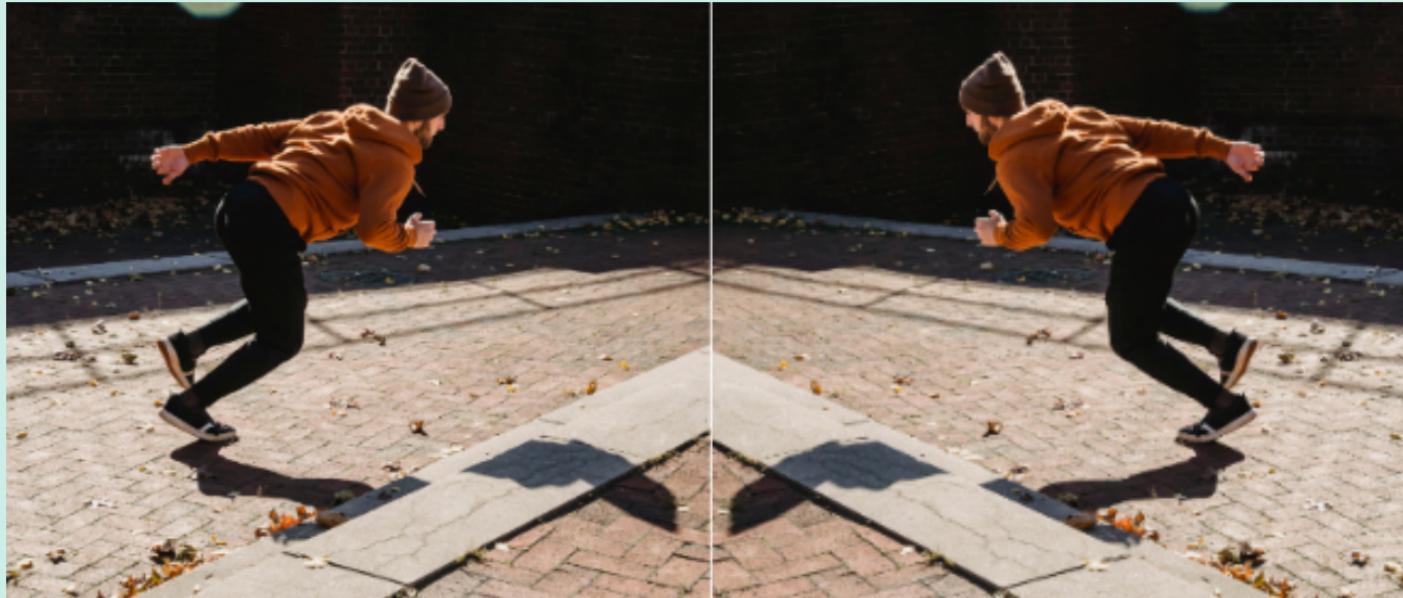
Uwaga C-level Brak jedności celów Rynek

Zła renoma Kultura Silosowość System IT
Niskie kompetencje organizacyjna Priorytety

Złe nawyki Modele mentalne
Rachunkowość

Lecę do nowego projektu ...

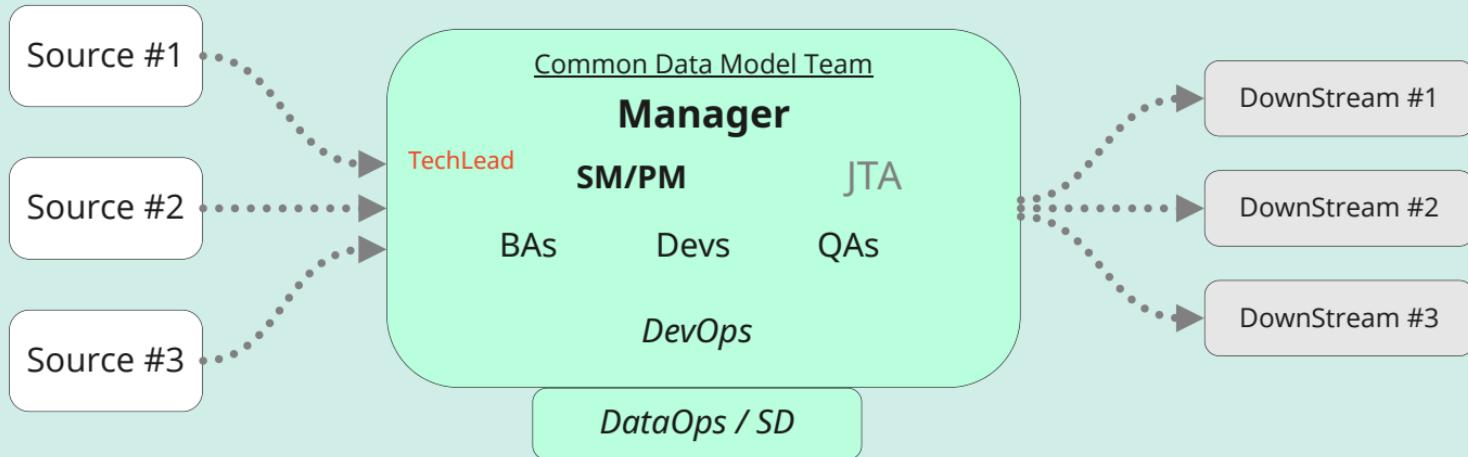
... mam zastąpić Jira Task Coordinatora

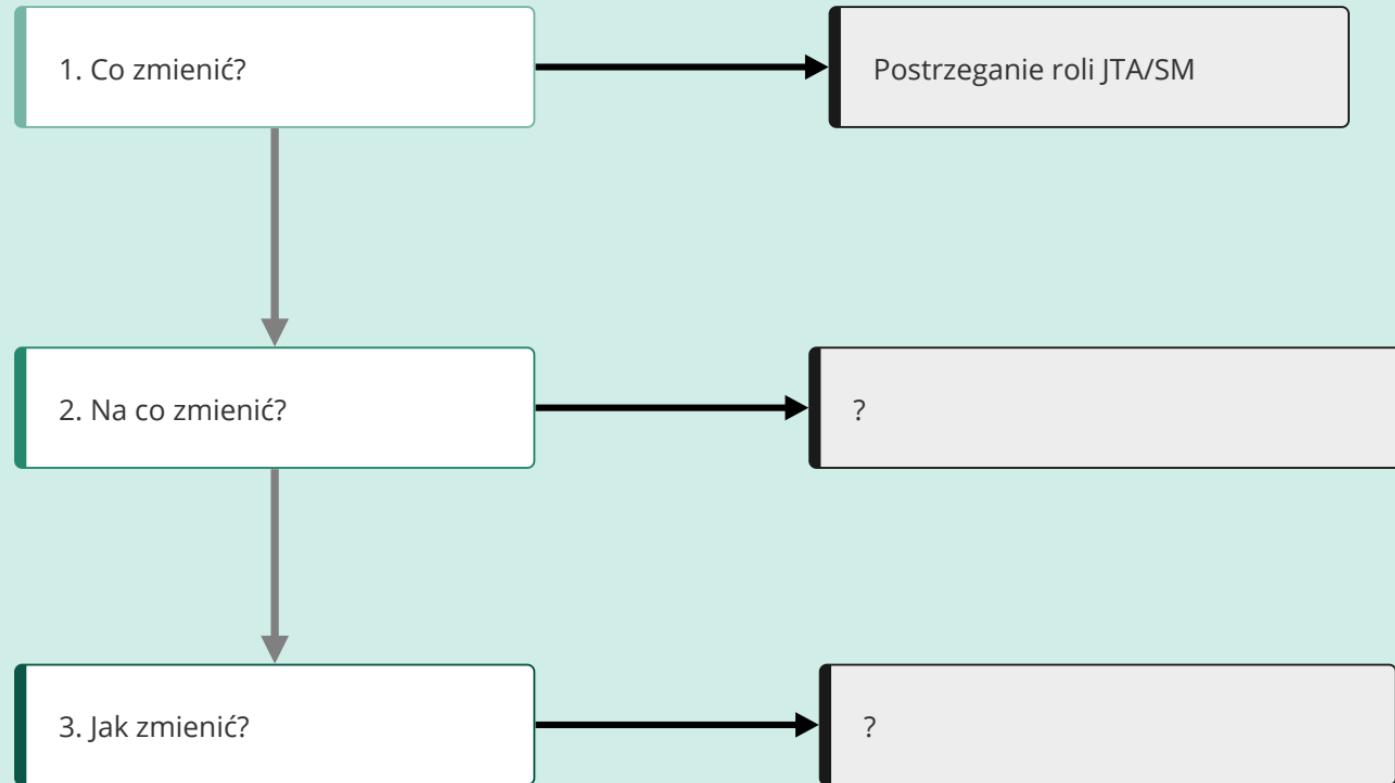


Kontekst

Director

PM/PO/SM Architect





Chmura / Diagram konfliktu



Product Backlog

The Product Backlog displays a list of issues categorized into five columns:

- 2.2 - Sourcing and Modelling** (45 issues, ACTIVE):
 - GBC-2339 [Social][Facebook Organic] Refinement
 - GBC-2340 [Social][Facebook Organic] Data Modeling
 - GBC-2341 [Social][Facebook Organic] MVP(DEMO_DB)
 - GBC-2342 [Social][Facebook Organic] Review with PO (PERSONA) and incorpor.
 - GBC-2343 [Social][Facebook Organic] ETL Development (DEV DB)
 - GBC-2344 [Social][Facebook Organic] Release Preparation (QA)
 - GBC-2345 [Social][Facebook Organic] Incorporate feedback (DQ) & UAT support
 - GBC-2346 [Social][Facebook Organic] Release Dry-Run
 - GBC-2347 [Social][Facebook Organic] Release Prod & Hypercare
 - GBC-2348 [Social][Facebook Organic] Documentation (Alation)** (highlighted with a green bar)
 - GBC-2353 [Pfizer Adobe][CEM Scope] ETL Development (DEV DB)
 - GBC-2354 [Pfizer Adobe][CEM Scope] Release Preparation (QA)
 - GBC-2355 [Pfizer Adobe][CEM Scope] DQ & Bug fixes (QA DB)
 - GBC-2356 [Pfizer Adobe][CEM Scope] Incorporate feedback (DQ) & UAT support
 - GBC-2357 [Pfizer Adobe][CEM Scope] Release Dry-Run
 - GBC-2358 [Pfizer Adobe][CEM Scope] Release Prod & Hypercare
 - GBC-2359 [Pfizer Adobe][CEM Scope] Documentation (Alation)
- 2.2 - Development** (58 issues, ACTIVE):
 - (Issues listed under Sourcing and Modelling)
- 2.2 - Certify** (47 issues, ACTIVE):
 - (Issues listed under Sourcing and Modelling)
- 2.2 - Integration** (8 issues, ACTIVE):
 - (Issues listed under Sourcing and Modelling)
- 2.2 - System** (11 issues, ACTIVE):
 - (Issues listed under Sourcing and Modelling)

Drugie: Proces

Sprint Backlog

GBC board Test View ▾ Board ▾ ↗

All sprints Switch sprint ▾

Quick filters: ST1 ST2 ST3 ST4 ST5 ST6 ST7 Adrian Damian Dariusz Grzegorz Jacek Jaroslaw Johnny Kamil Kamil S Konrad Lukasz Marcin Marek Mariusz Mateusz Michal Mykola Natalia Pratap Przemek Szymon

Tomasz Tomas G Unassigned ... Show fewer

TO DO IN PROGRESS BLOCKED DONE

GBC-2049 [TO DO] 1 sub-task [VEEVA_UK][F2F][CALLS] Refinement
GBC-2352 [IN PROGRESS] 6 sub-tasks [Pfizer Adobe][CEM Scope] Review with PO (PERSONA) and incorporate feedback
GBC-2510 [IN PROGRESS] 2 sub-tasks [IS][US][SAP@Finance_UHD] Refinement
GBC-1647 [IN PROGRESS] 2 sub-tasks [VEEVA_US][F2F][MISSING_COLUMNS]
GBC-1814 [IN PROGRESS] 6 sub-tasks [RTE][MATCHING] 81 & 89 & 90 & 91 & 92 - analysis
GBC-1440 [IN PROGRESS] 3 sub-tasks [HQEM][BUSINESS_RULES]
GBC-1450 [IN PROGRESS] 3 sub-tasks [VEEVA_US][F2F][BUSINESS_RULES]
GBC-1459 [IN PROGRESS] 4 sub-tasks [HQEM][BUSINESS_RULES] Missing data source
GBC-2827 [IN PROGRESS] 2 sub-tasks INCREMENT [TESTQA][MDM]
GBC-2839 [IN PROGRESS] 3 sub-tasks Github roles and branches protection rules
Other Issues 173 issues

Move to Done

Move to Done

GBC-1006 [MDM] Integrity Check - test
2. Data product with all master data and metadata - Product...
None
MDM 8

GBC-991 Identify rules for Git Permissions
Technical
None
MDM 0

GBC-2401 Issue in RDM_INBOUND - VW_RDM_INB_GEN_PRODUCT - missing filter
Production Support
2.0.3
MDM 0

GBC-277 [MDM Integration for UK] Source refinement
MDM
None
MDM 8

GBC-615 Data reconciliation with CEM - QA Team
Model
None
MDM 5

GBC-2383 [TRA_EMEA] Move flat files to Snowflake
[EMEA] TRA
2.2.0
MDM 5

GBC-2502 [SAP] Finance UHD - S3 Parquet to Snowflake load
2.2.0
MDM 5

GBC-25

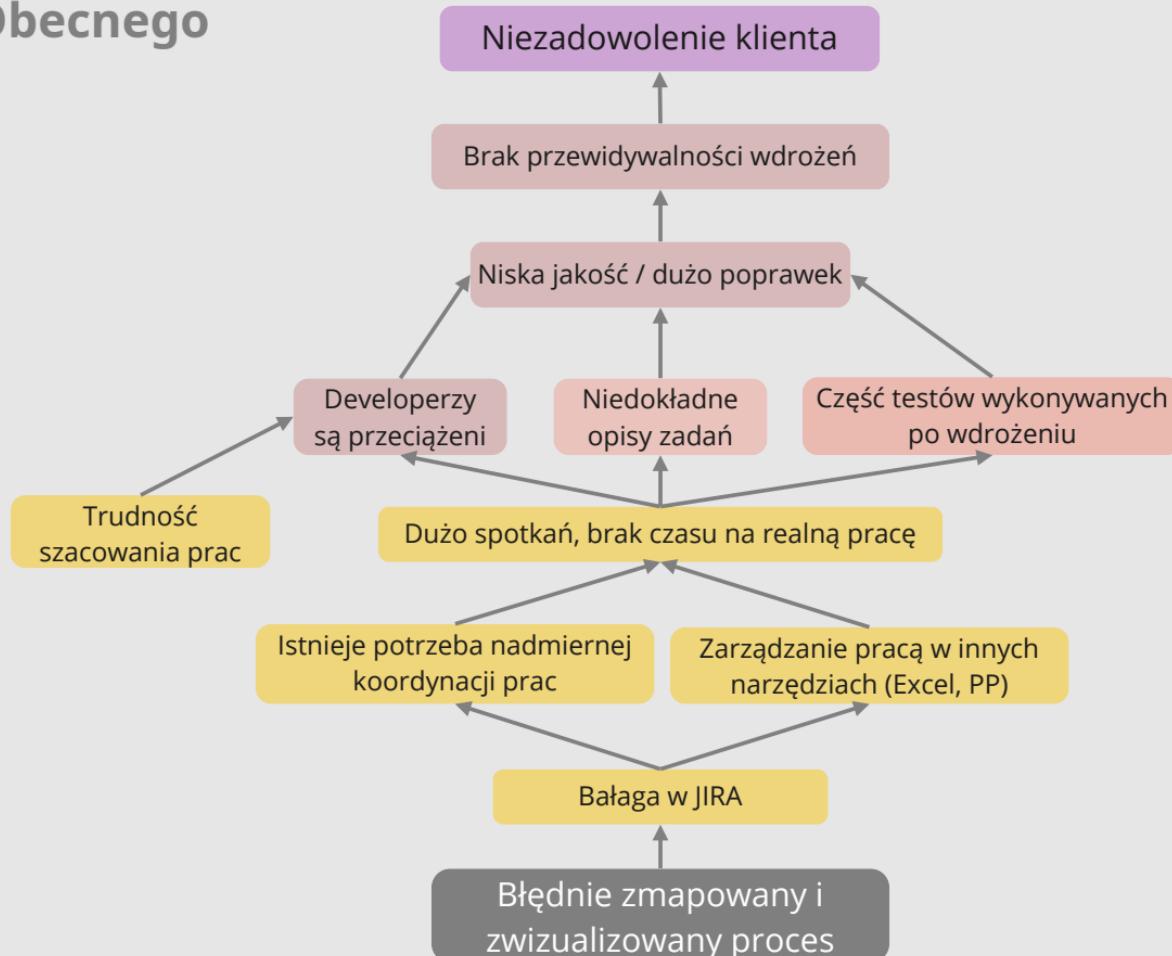
GBC-2431 Design for relevant customer universe
None
MDM 0

GBC-813 [UPDATE] MDM[HCO] MAPPING TO [ADDRESSSES1->PRFLUR]
INCREMENT [VEEVA_US][CALLS][TMP_INTR_PROD_CALL_VEEVA]
Refinement

Drugie: Proces

Drzewo Stanu Obecnego

1. Co zmienić?

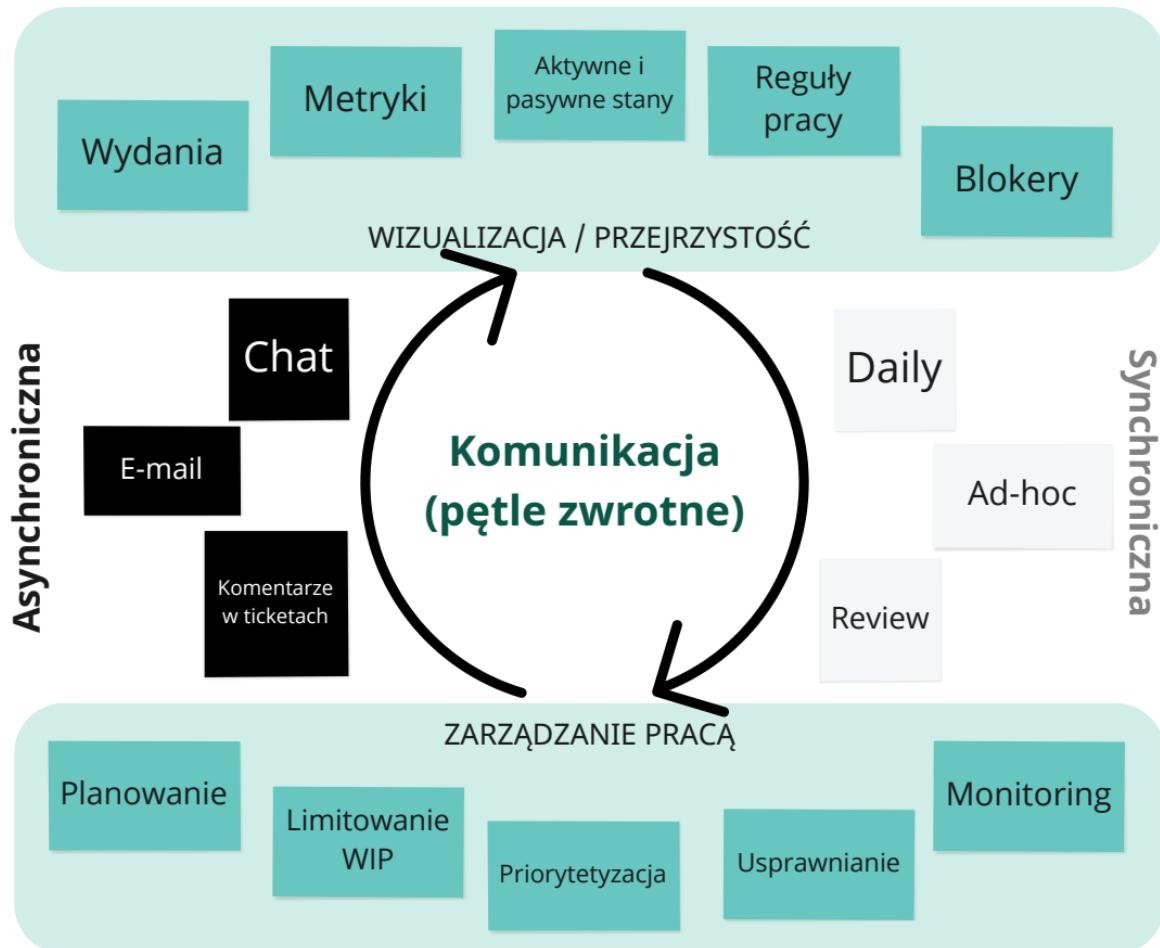


WIZUALIZACJA / PRZEJRZYSTOŚĆ

Komunikacja
(pętle zwrotne)

ZARZĄDZANIE PRACĄ





BACKLOG	Ready To Do	ANALYSIS		ANALYSIS APPROVE		DEVELOPMENT		DEPLOY QA		CERTIFY		DEPLOY DRYRUN	DEPLOY PROD	SANITY CHECK	Done	
		In Progress	Done	In Progress	Done	In Progress	Done	In Progress	Done	In Progress	Done	In Progress	In Progress	In Progress		
Bug		CRITICAL / PROD ISSUES														
Story		Bug	Bug		CR		Bug			Bug					Bug	
Task		PI SCOPE / ROADMAP														
CR	Bug	Story	Story	Story		Story	Story	Story		Story	Story	Story			Story	
Story	Story	Story														
Story	Story															
Bug		DATA OPS & TEST OUTCOME														
Bug	Bug					Bug	CR		Bug	Bug					Bug	
Task	Bug															
CR	Story															
Task		Task				Task	Task								Task	

Kanban Board

C360 New Board

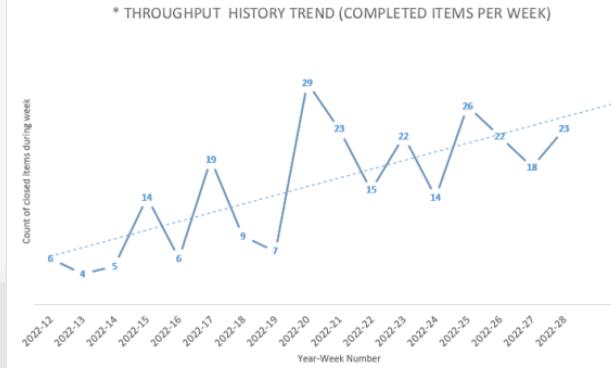
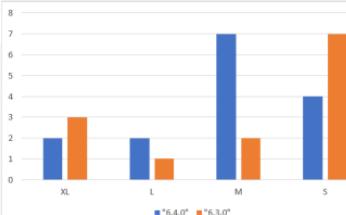
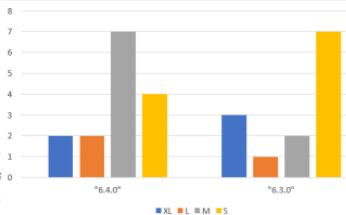
Kanban board

Kanban board																		
QUICK FILTERS: Markets CL I BLOCKED ! Technical WIP 6.1.0 PI3 6.4.0 CL-2.9 6.4.1 CL-2.9.1 6.5.0 CL-3.0 6.6.0 6.7.0 Adrian Dariusz Maciej Mykola Paweł Pratap Tomasz ZSteam																		
Dev	Cert (post-dev)	Deploy	Story	Bug	Demo	DB in 3w	My Issues	Status "In Progress"	Late Updated (7d)	Recently Updated	UnDone	Critical	NonTechnical	For Release	Not for release	Stat	Stat2	
Empty Estimate	... Show fewer																	
READY TO DO 23	ANALYSIS - IN PROGRESS 16	ANALYSIS - DONE 6	ANALYSIS APPROVE - IN PR... 0	ANALYSIS APPROVE - DONE 3	DEV - IN PROGRESS 13	DEV - DONE 3	QA DEPLOYED - IN PROGRESS 0											

Consumption Layer 15 issues

PI Scope 41 issues

GBC-4505 Finalize 50% of test-scripts Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None XL 	GBC-4508 Remove market filters CL Market roll-out founda... 6.4.1 - SP.3.2* - 14/07 None M 	GBC-1981 [DOC] CDM Documentation 6.5.0 - SP.3.3 - 04/08 None XL 	GBC-4199 Remove Country Filter from CDM Market roll-out founda... 6.4.1 - SP.3.2* - 14/07 None L 	GBC-4480 No INSE_NK in INTR_SLSA_EMPL 6.5.0 - SP.3.3 - 04/08 07/jul/22 M
GBC-4483 [QA] PDM report unmapped products Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None None 	GBC-4506 CDM-Requirements analysis (biz rules + EDM + MDM prep work) - all x-US Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None XL 	GBC-4507 [E2FJUK] Segmentation - Position & Product Segmentation 6.5.0 - SP.3.3 - 04/08 07/jul/22 XL 	GBC-3981 RPT_FLG is not included in INTR_HCP 6.4.1 - SP.3.2* - 14/07 None M 	GBC-4528 [VEVA CALL] Merging TMP sources to INTERACTION and INTERACTION_CALL 6.5.0 - SP.3.3 - 04/08 None M
GBC-4524 Business rule documentation (Alation) Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None None 	GBC-4507 Finalize Market roll-out playbook Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None None 	GBC-4192 [E2FJUK] Segmentation - Territory Segmentation 6.5.0 - SP.3.3 - 04/08 07/jul/22 XL 	GBC-4517 [DRA] Fix DRA_SLSA_EMPL joins to EMPLOYEE and SALES_AREA include non-US 6.4.1 - SP.3.2* - 14/07 None M 	GBC-4154 Bring call discussion with project strategy/tactic dimensions 6.4.1 - SP.3.2* - 14/07 None XL
GBC-4435 Standardise BU and Sub-BU from in TRA data Market roll-out founda... 6.4.0 - SP.3.1 - 7/07 None None 	GBC-3926 US DSP/CLM MetaEdit metadata Segmentation 6.5.0 - SP.3.3 - 04/08	GBC-4193 [US] HCP Segmentation Segmentation 6.5.0 - SP.3.3 - 04/08	GBC-4190 Add flag called Pfizer Pro Detailing 6.4.1 - SP.3.2* - 14/07 None M 	GBC-4190 Add flag called Pfizer Pro Detailing 6.4.1 - SP.3.2* - 14/07 None M



Kanban Board

Process Of OnGoing Improvement

	The Five Focusing Steps	FOCUS
0?		
1	Identify	Find
2	Exploit	Optimize
3	Subordinate	Collaborate
4	Elevate	Uplift
5	Repeat	Start again

The Goal?



Identify



Exploit



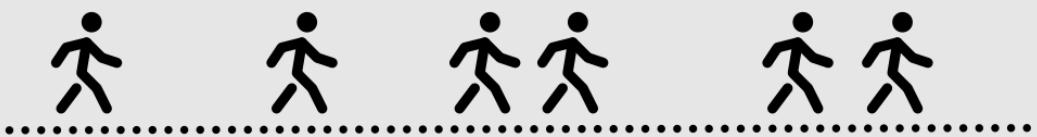
Subordinate



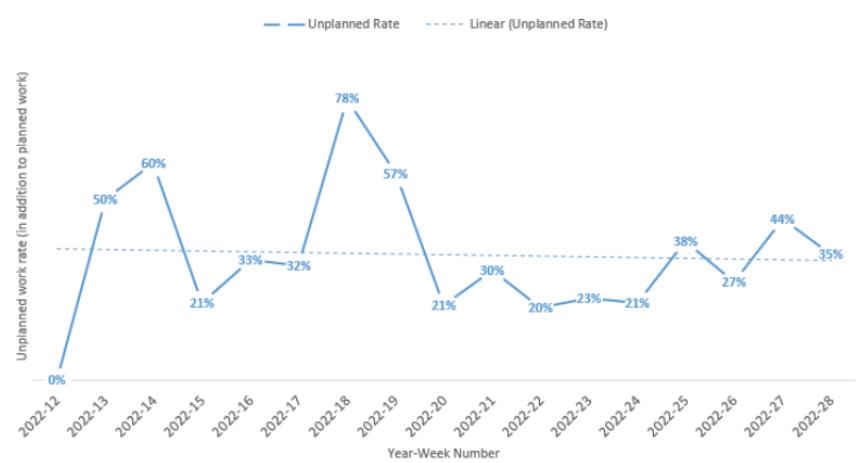
Elevate



Repeat



ANALYSIS		ANALYSIS APPROVE		DEVELOPMENT		DEPLOY QA		CERTIFY		DEPLOY DRYRUN	DEPLOY PROD	SANITY CHECK
In Progress	Done	In Progress	Done	In Progress	Done	In Progress	Done	In Progress	Done	In Progress	In Progress	In Progress
Bug		CR		Bug			Bug	Bug				Bug
Story	Story		Story	Story	Story		Story	Story			Story	
Story							Story	Story			Story	Story
Bug				Bug	CR		Bug	Bug				
				Task	Task							



Trzecie: Jakość

*Zwinność to umiejętność
zarządzania ograniczeniami*

Dziękuję
i zapraszam
na Q&A (:

Czy to już koniec?