



Tim Wingfield
A Little Lean With Kanban

Monday, July 5, 2010

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`d codestock 417 Kanban is teh awesome!!`

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what we do

Consulting | Debugging | Training

who we are

Founded by top technical and business experts, we are a fast-growing group of outstanding consulting and training professionals who pull out all the stops to solve their clients' problems.

how we do it

Consulting & Debugging

- Architecture, analysis, and design services
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- On-site instructor-led training
- Virtual instructor-led training
- Devscovery conference



A Little Lean with Kanban

Introduction	What is it?	What Problem?	Why Kanban?	How	Benefits
 Code-Stock					

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Hockey, hockey, hockey,
hockey...hockey all the
time...



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Central OH
Wendy
Boys
Kona
Hockey
local/regional speaker

THE FOLLOWING **PREVIEW HAS BEEN APPROVED FOR
ALL AUDIENCES
BY THE MOTION PICTURE ASSOCIATION OF AMERICA, INC.**


www.filmratings.com

www.mpaa.org

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- 1:go over what, why, how, etc
- 2:covers 7 principles of lean
- 3:examples from projects
- 4:good and bad experiences

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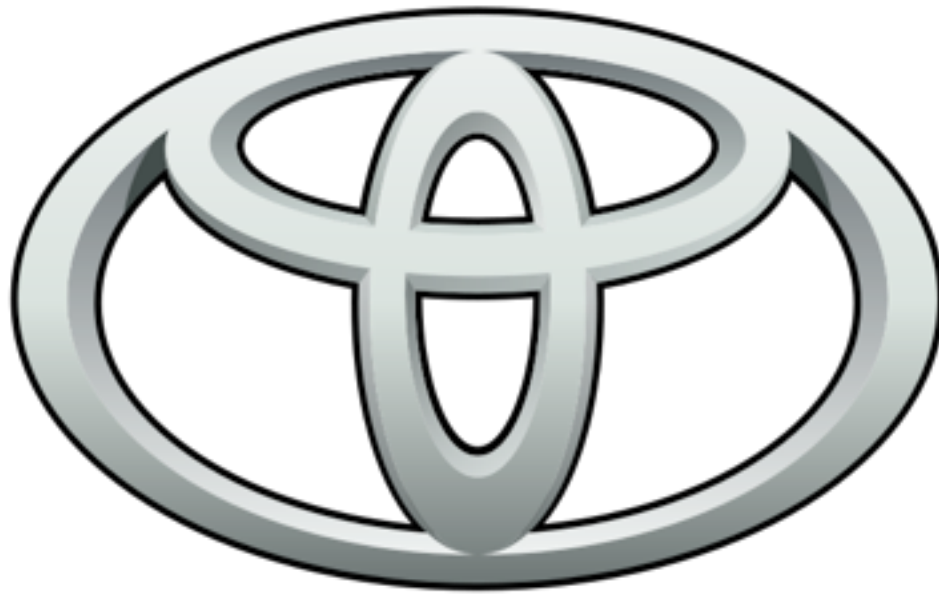
What is this “Kanban”?

Kanban



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- 1: Roughly translates to Card and Signal
- 2: Also heard it as "sign"
- 3: Japanese term
- 4: Two bin Kanban
- 5: Baling hay



TOYOTA

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- 1: From Lean Manufacturing
- 2: Started with the Toyota Production System
- 3: Poppendiecks => 3M and books
- 4: Books: Toyota Production System, and the Toyota Way



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1:Production determined by actual demand

2:can't push more into a full bucket




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- 1: Kanban is just a tool
- 2: Embodies Lean
- 3: Guiding principles
- 4: Many options
- 5: Iterations on Scrum teams

7 principles of Lean Software Dev

- 1. Eliminate Waste
- 2. Build Quality in
- 3. Create Knowledge
- 4. Defer Commitment
- 5. Deliver Fast
- 6. Respect People
- 7. Optimize the Whole

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What problem are we solving



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- 1:Long Feedback Loop
- 2:Testing long after dev
- 3:devs moved on, ADD
- 4:scrum iterations address



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- 1: Iteration Driven Development
- 2: IDD - Scrum gone bad
- 3: 2 wk dev cycle, testing cycle?
- 4: why testing cycle? scrumbut?

AMBULANCE PARKING ONLY




All Others Will Be Ticketed And/Or Towed

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- 1:No Prioritization
- 2:Everything emergency
- 3:Constant priority/context switching
- 4:Huge back log of all high priority items
- 5:THRASHING

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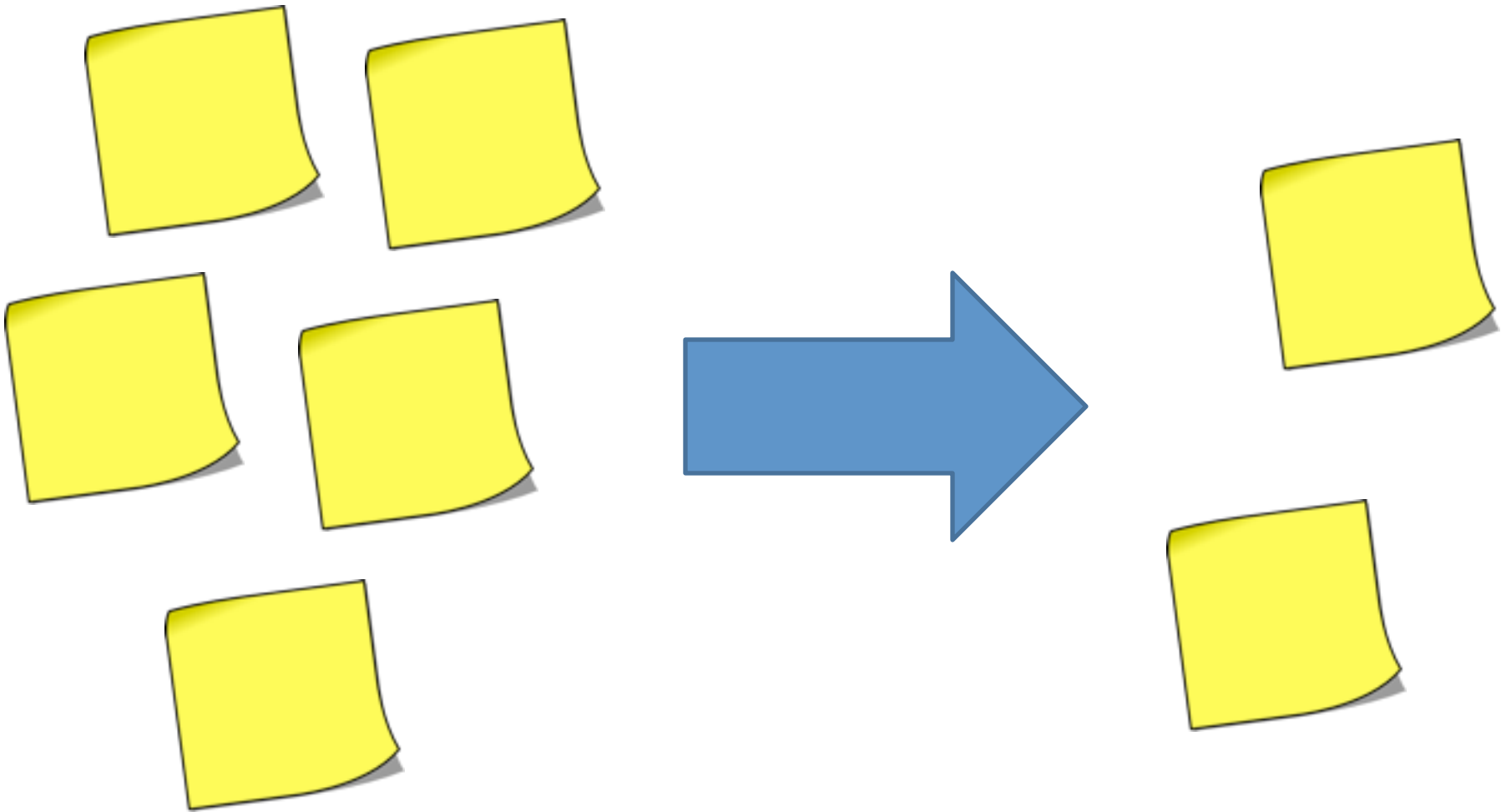
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Why?



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- 1:Reduce Work-in-Progress
- 2:Reduce multi-tasking
- 3:Reduce backlog to workable size



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- 1:Balance Capacity against demand
- 2:Match work to team
- 3:Give realistic expectations



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- 1: Prioritize
- 2: "Disney Queue"
- 3: The Never Bin



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- 1:Focus on the team
- 2:Team decreases cycle
- 3:Team increases thru-put
- 4:Team works queue together (Queue Limits)
- 5:Swarming
- 6:Collective Ownership

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How do we do it?



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- 1:Determine your process
- 2:Question yourself
- 3:High level => dev, test, qa, backlog, blocked, etc
- 4:Deeper => value stream mapping
- 5:VSM => Concept to Cash

Not Started

In Process

Done

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- 1:Scrumban – Corey Ladas
 - 2:Simple first step
 - 3:Use within scrum iteration
 - 4:Current NW team, swimlanes

Minimal Marketable Feature (MMF)



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- 1:One Piece Flow
- 2:Minimal Marketable Feature
- 3:Minimal Value Feature
- 4:Options – MMF contains work items
- 5:Sizing > estimation



Main Street Bakery

Gather
Ingredients

Mix batter

Bake

Ready to Ship

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1:cookie value stream

2:high level

Orders	Ingredients	Mix	Bake	Ready to Ship
<div>choc chip id: 413</div> <div>oatmeal id: 116</div> <div>white choc id: 806</div>	<div>white choc id: 205</div> <div>sincker- doodle id: 677</div>	<div>choc chip id:1227</div> <div>oatmeal id: 712</div>	<div>choc chip id: 407</div>	<div>choc chip id: 1138</div>



Main Street Bakery

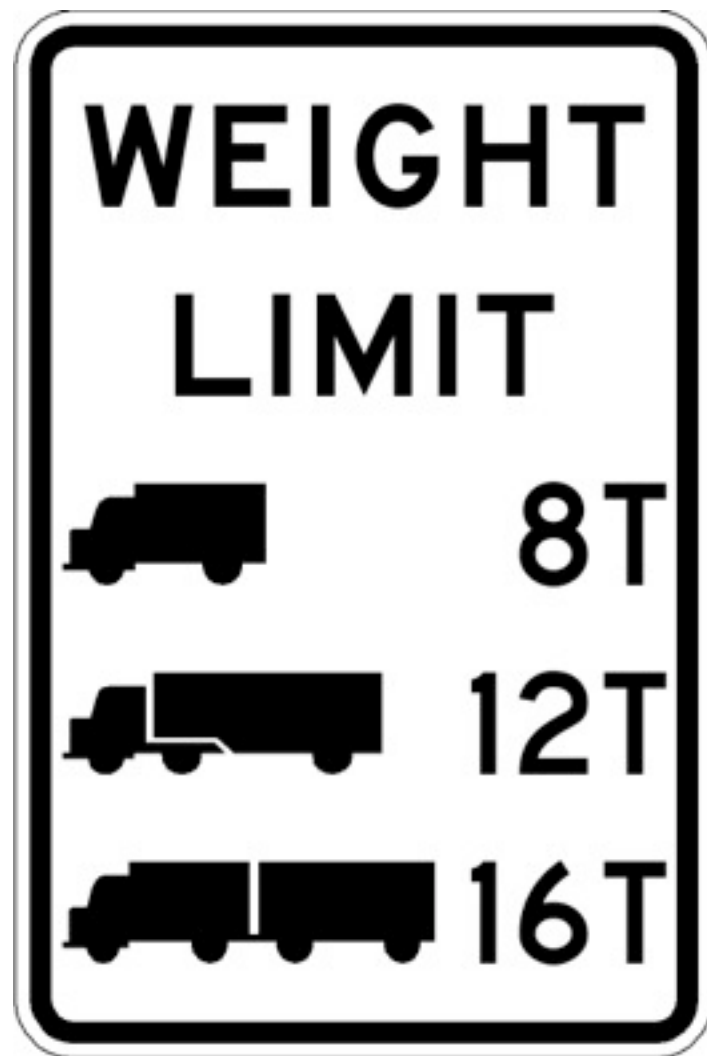
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1:ticket = dozen cookies

2:assume same cycle for type

3:Ingred, Mix, Bake, R4Ship => WIP

4:R4Ship is WIP, no value until deliver to cust.



R12-5

Sign image from the Manual of Traffic Signs <<http://www.traffic-sign.us/>>
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- 1:Queue or WIP Limits (limited wip society)
- 2:Can't add to WIP then...
- 2:swarm a feature
- 3:help in a different capacity
- 4:reduce a bottleneck



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1:Trigger points

2:Ready For [something] bin

Orders	Ingredients 2	Mix 3	Bake 1	Ready to Ship
<div>choc chip id: 413</div> <div>oatmeal id: 116</div> <div>white choc id: 806</div> <div></div>	<div>white choc id: 205</div> <div>sincker-doodle id: 677</div>	<div>choc chip id:1227</div> <div>oatmeal id: 712</div>	<div>choc chip id: 407</div>	<div>choc chip id: 1138</div> <div>8 Schedule pick-up</div>

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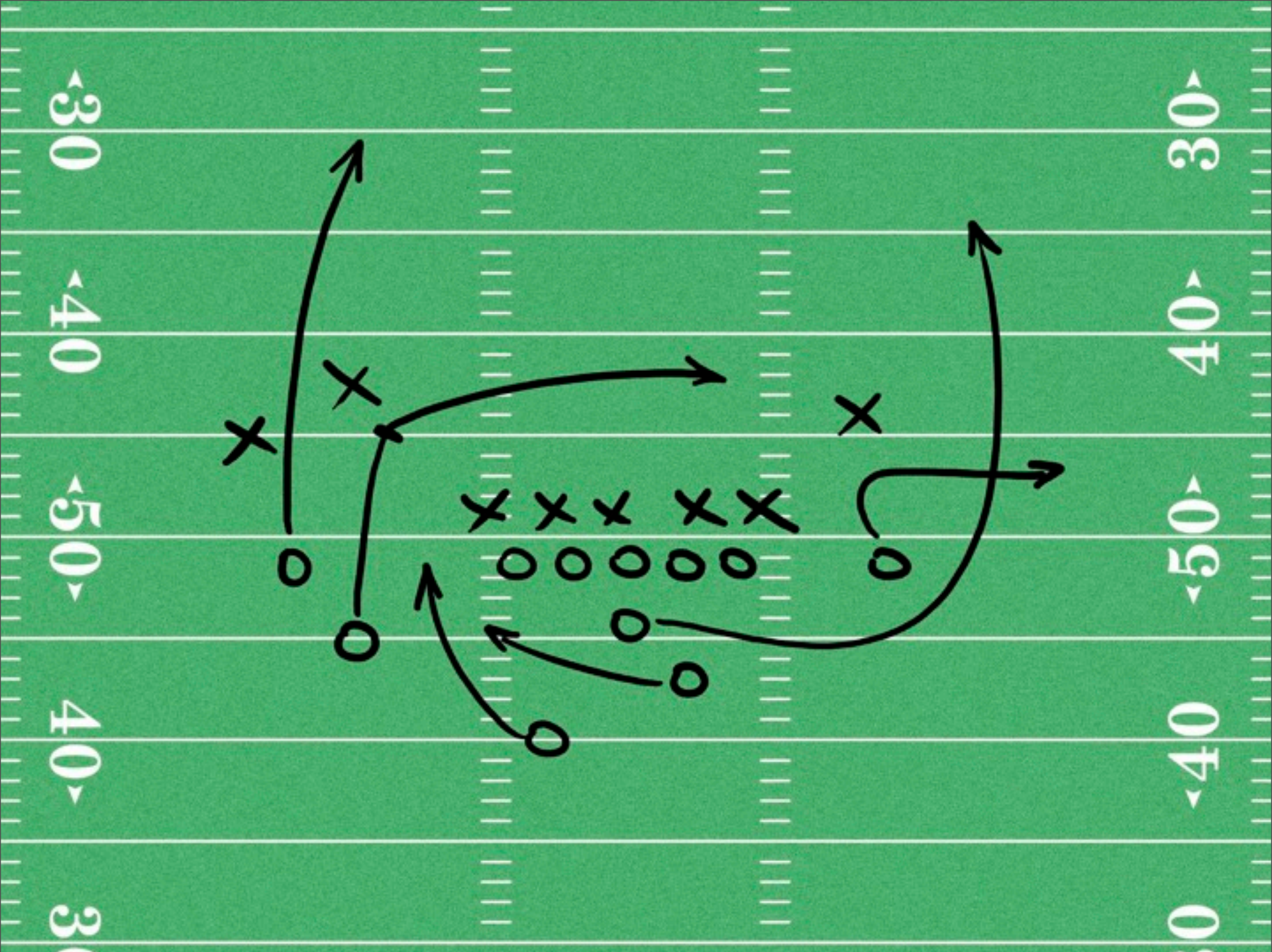
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- 1:Cycle Time – “Disney Line Planning”
- 2:Complete WIP – Dev t Demo
- 3:Need balance: 2 day dev cycle v. 6 day testing cycle time
- 4:Team Goal is to decrease cycle time.
- 5:Gain cadence, reduce waste
- 6:Different cycles for different size MMFs



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- 1:Throughput
- 2:Output over a given time
- 3:WIP/Cycle time (wip 5, cycle 10, .5 per day)
- 5:Allows forecasting



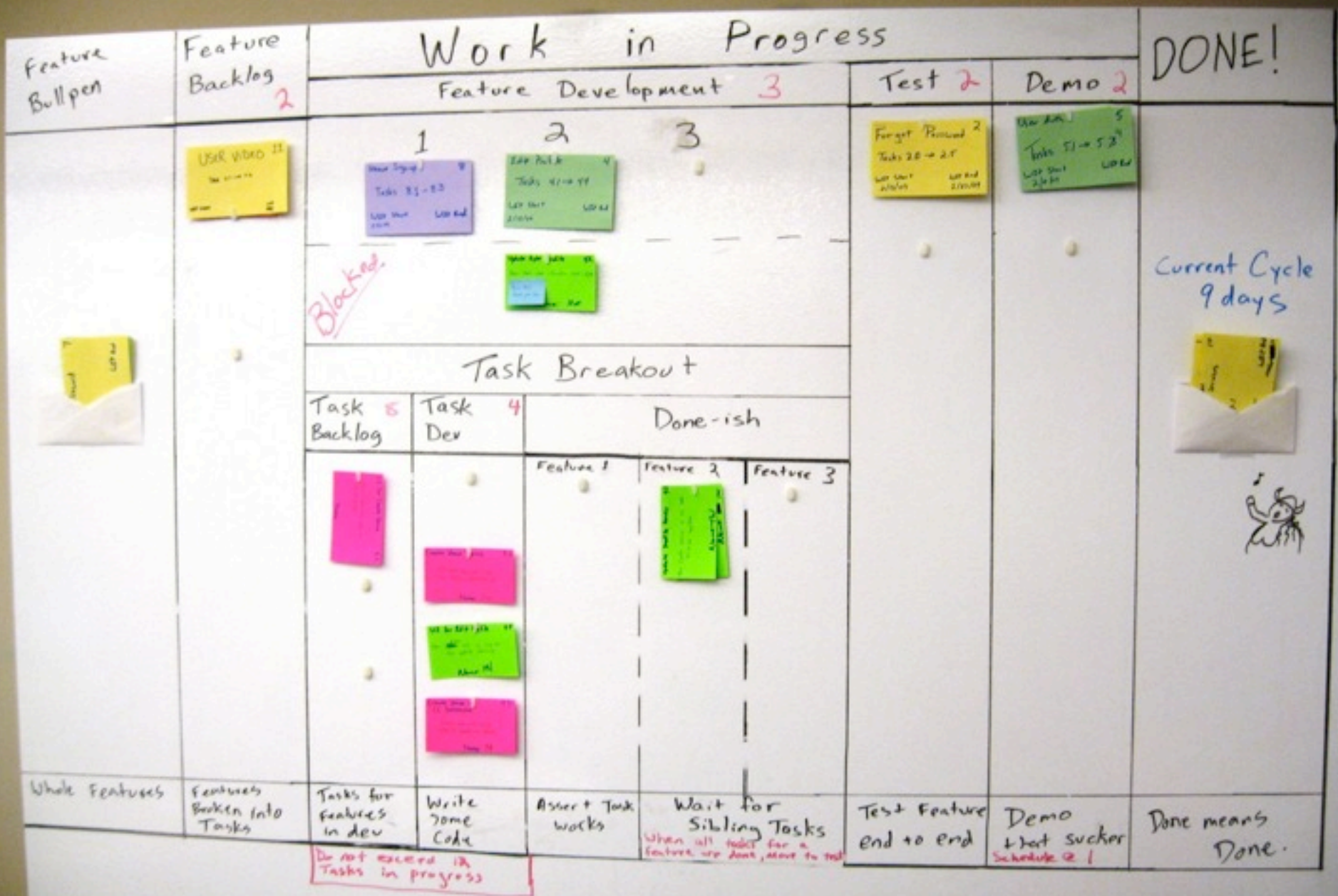
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- 1:Incremental planning...breakout the MMF as it goes into the backlog
- 2:Decouple planning, dev, review, and release
- 3:Plan for it when you need it
- 4:Leads to Late binding tasks -> Assign to the dev with the capacity at the time the task goes into WIP
- 5:Relies on team
- 6:Utilize the team capacity, not individuals



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- 1: Maintenance situation
- 2: Tried Scrumish approach with iterations, etc.
- 3: focus was constantly changing
- 4: not all tickets created equal, no cycle
- 5: Stole Whiteboard from Mktg Dir
- 6: weekly releases
- 7: Swimlanes and Backlog per dev (domain knowledge)
- 8: purple = emergency, yellow/green = regular
- 9: Blocked Need More Info/Internal
- 10: Emergency slot
- 11: Tested



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- 1:Bullpen: not broken down
- 2:Backlog: MMF broken into tasks
- 3:WIP: Feature with tasks below
- 4:Done-ish: Wait for sibling tasks



- Monday, July 5, 2010
- 1: Sized cards for small/large
 - 2: backlog => Decomp => Dev => Test => Demo
 - 3: whole lifecycle visible
 - 4: tried to fit process to the board...oops
 - 5: bad => added queue between dev/testing



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- 1:Did value stream map (2 mo. into proj)
- 2:Tapped into outside sources
- 3:Added another BA/QA person
- 4:Updated the board




- Monday, July 5, 2010
- 1: still have whole process
 - 2: expanded dev portion
 - 3: removed extra testing buffer

Name: Customer Search M
ID: 407
Desc: Search for customers
by last name.
Start WIP End

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- 1:title
- 2:id/tracking
- 3:size
- 4:short description
- 5:wip start/end

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The benefits you'll see



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- 1: Evolution v. Revolution (Anderson)
- 2: Evolve existing practice into kanban
- 3: Evolve process over time
- 4: Scrum is revolution, system shock



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- 1:Visibility
- 2:The Big Board
- 3:Similar to scrum charts
- 4:Works great for co-located teams.
- 5:Distributed teams need online tools



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- 1:Tight Feedback Loop
- 2:Testing done not long after dev
- 3:quick feed back still fresh with the developer
- 4:No waiting weeks at a time, or a whole iteration for feed back



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- 1: Visualize value stream
- 2: Identify bottlenecks
- 3: The quick feedback
- 4: The prioritization
- 5: The manageable backlog
- 6: Eliminate thrashing



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- 1:Flow
- 2:Get a cadence
- 3:Gain momentum (RL, TonightLive)



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- 1:Happy Team
- 2:Happy devs, they're cranking out good work
- 3:Happy client, they're getting more bang for the buck
- 4:Happy users, they're getting features quickly and more often

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DONE!



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We've made it to the done column