

# kanban Beyond Sw Dev & IT

Masa Kevin Maeda



## Some Pointers for today's Webinar

- Due to large number of attendees, questions will be taken 'off-air' using the Q&A box (NOT the Chat box!). Please type in your question(s) in the Questions box on your screen – and mark it to ALL PANELISTS
- To the extent possible, questions will be grouped and responded to jointly.
- To ensure maximum coverage, please limit questions to 1 at a time.
- At the end, any remaining time will be used to take up additional questions.
- The webinar will be recorded; recording will be made available after the meeting.



Today's Speaker  
**Masa K. Maeda, Ph. D.**  
**ValueInnova**



Host  
**Mahesh Singh, Co-founder, Sr. VP –  
Product, Digité, Inc.**

## MASA K Maeda

MASA is a recognized figure in the Lean and Agile communities who continuously contributes with new knowledge. He is known for bringing highly successful Kanban and Agile adoptions internationally inside and outside the software and IT industries; and is considered by many to be the person to go to for lean and agile transformation at Spanish speaking countries. He is one of just a handful of Kanban Trainer-coaches accredited by the Lean-Kanban University worldwide. He is also the creator Lean value Innovation and is currently writing a book on that subject.



MASA is the founder and principal consultant of valueinnova LLC, a lean-agile coaching and training business; a senior consultant with the Cutter Consortium Agile Practice; founder of the Bay Area Limited WIP Society; co-founder of the Mexico and Panama chapters of the Agile Leadership Network; contributing lean-agile editor for the PMI San Francisco chapter; and lean-agile editor for the Software Guru magazine.

Previously, MASA was an associate of David J. Anderson (beforehand he translated David's book on Kanban into Spanish); was a founding-team member at four successful startups in Silicon Valley; did R&D at Apple Inc. and in Japan did R&D at Justsystems Corp. (the largest Japanese software company).

MASA holds a PhD on artificial intelligence and software engineering from the University of Tokushima in Japan; a MS on intelligent systems and information science from the same university, and a BE with honors from the National Autonomous University of Mexico. He is also a PMI-ACP, a CSPO and a CSM.

During his spare time MASA challenges himself in the backcountry and enjoys photography.

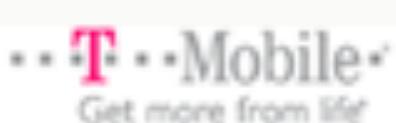
# Digité – A Quick Overview

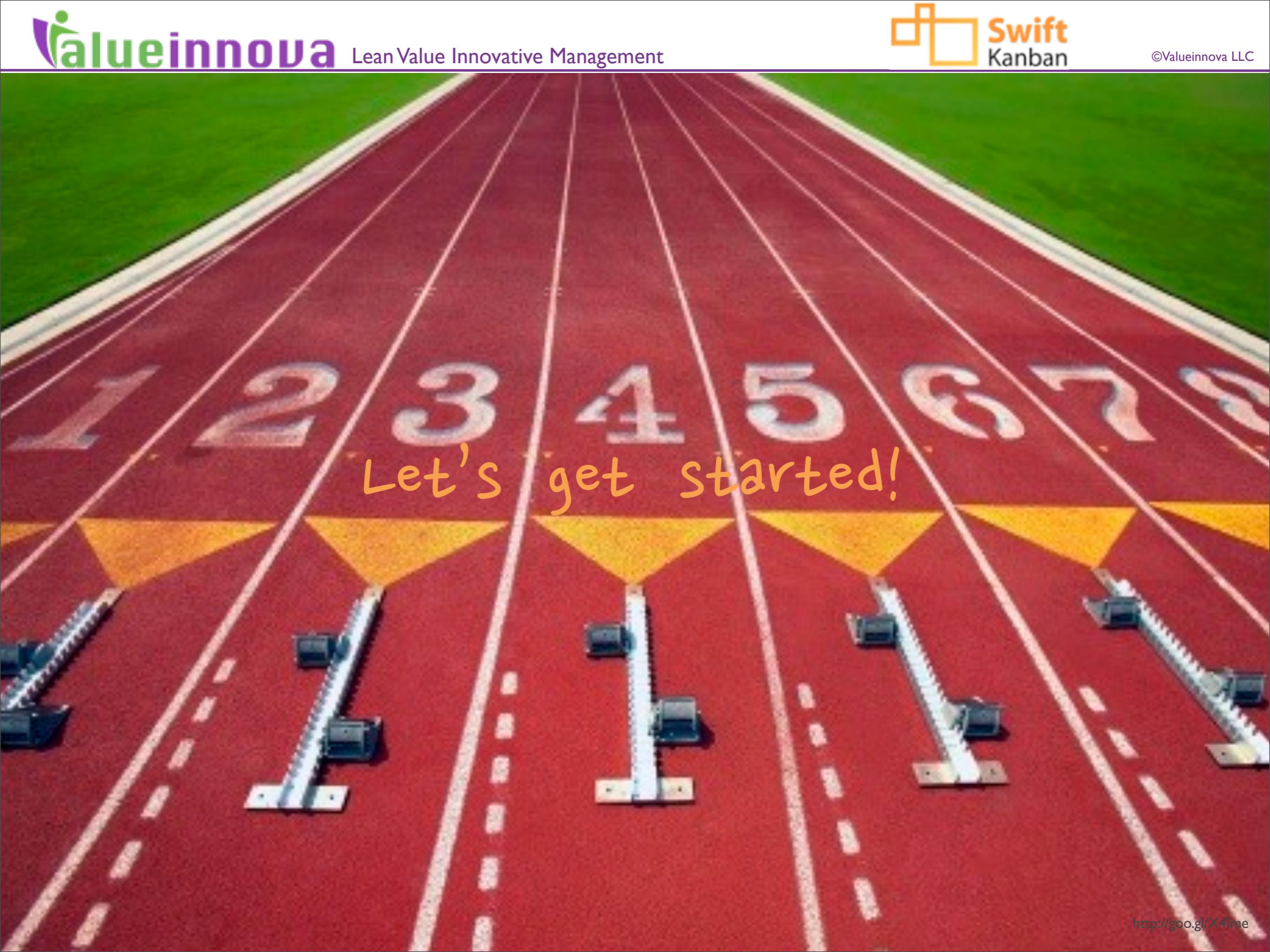
- A Pioneer in Web-based Collaborative Products/ Solutions for Geographically Distributed Teams
- Headquartered in Mountain View, CA
- Over 250,000 users in the Americas, Europe, Asia/ Pacific
- Products that cover Lean/ Kanban, Agile ALM, Project/ Portfolio Management
- Swift-Kanban is our flagship Lean/ Kanban product.
- Named by Gartner in ALM Market Scope report for 2010

# Swift-Kanban for the Lean/ Agile Business

- One of the top Lean/ Kanban tools in the market with guidance from global Thought-Leaders
- Ideal for both software/ IT as well as non-IT functions such as HR, Marketing, Sales, Claims Processing, Purchasing, etc.
- Makes it easy for distributed teams/ functions to –
  - Visualize Flow of Work
  - Limit Work in Progress to increase Throughput/ Quality
  - Collaborate Visually
  - Automate critical Performance Metrics
  - Evolve and Improve
- Powerful platform that combines High Configurability with Ease of Use
  - Available as SaaS or On-Premise license
  - Easy signup for 30-day Free Trial!

# Key Customers

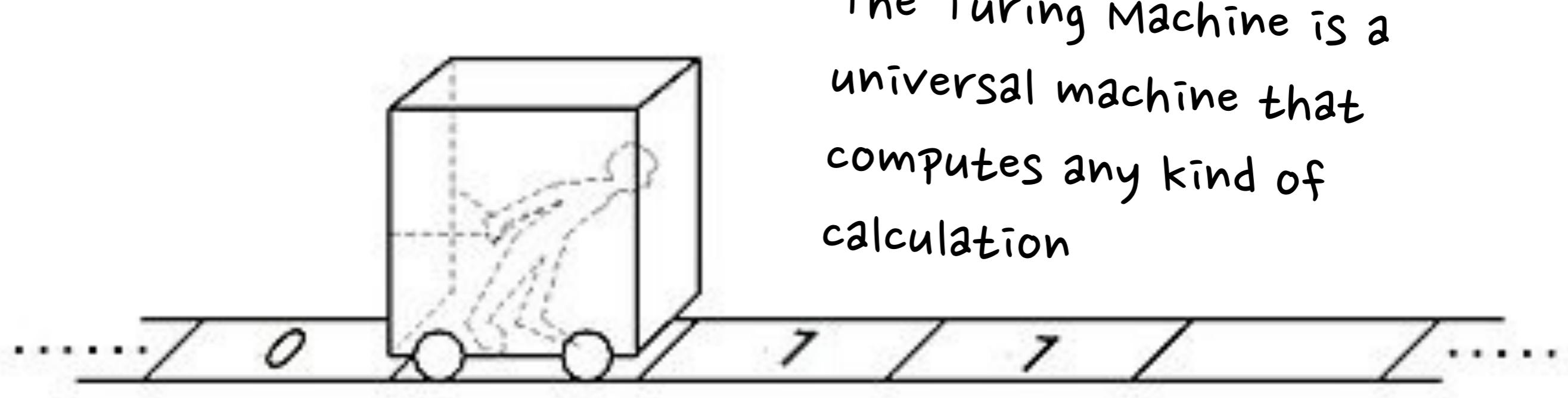




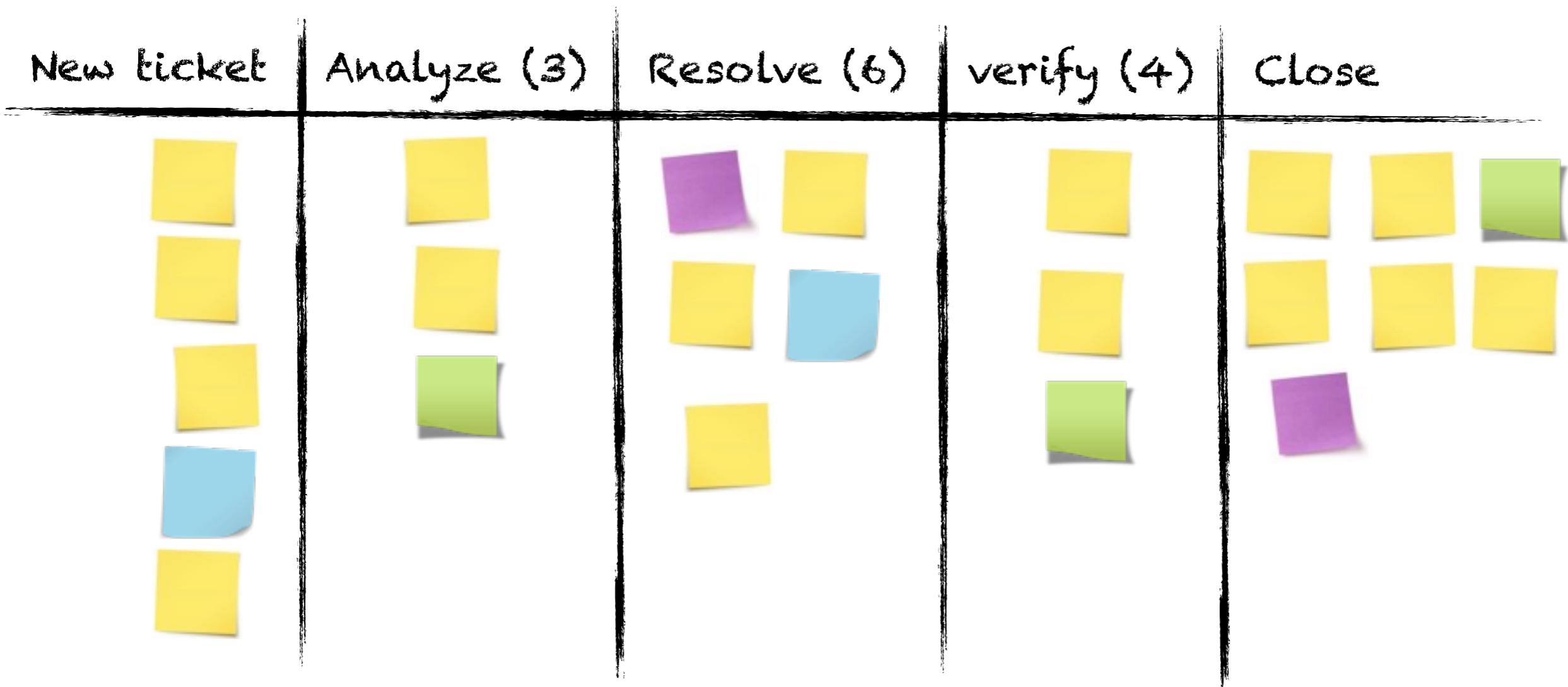
Let's get started!

The wheel was originally invented to move things around more easily

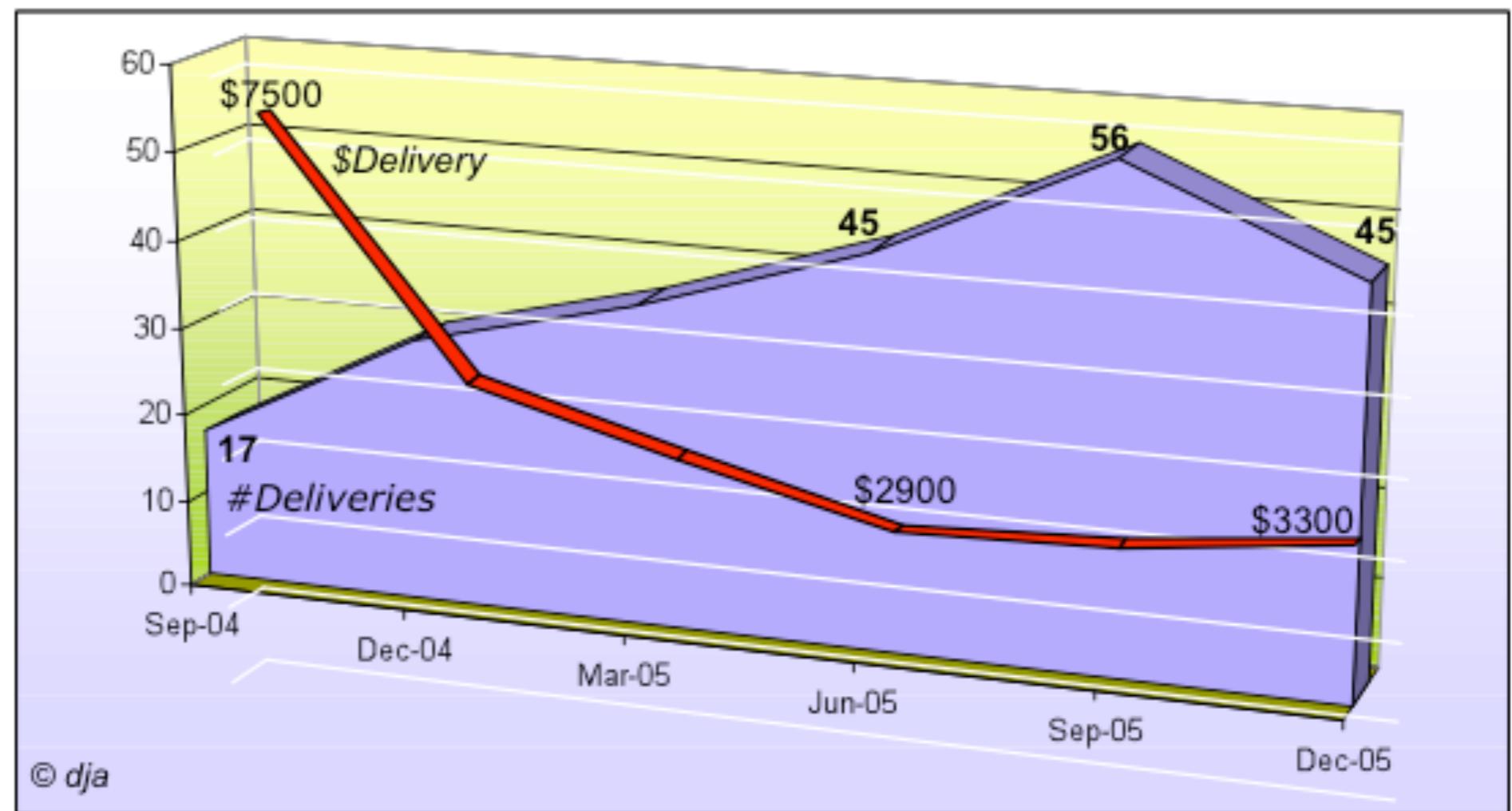




Kanban was born in a  
sw product maintenance team in Microsoft...



kanban was born in a  
sw product maintenance team in Microsoft...



...and can be used in any other context!



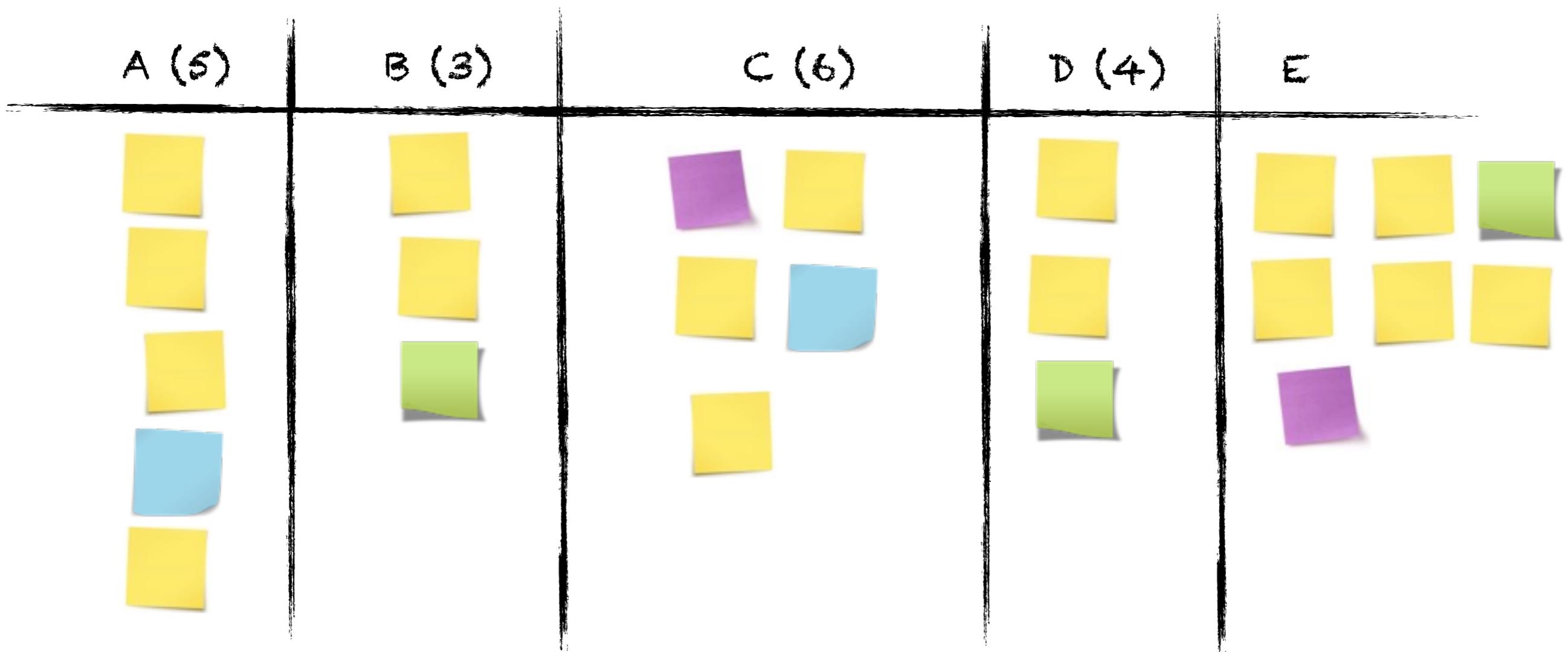
It works because...

1. it limits the amount of work in progress



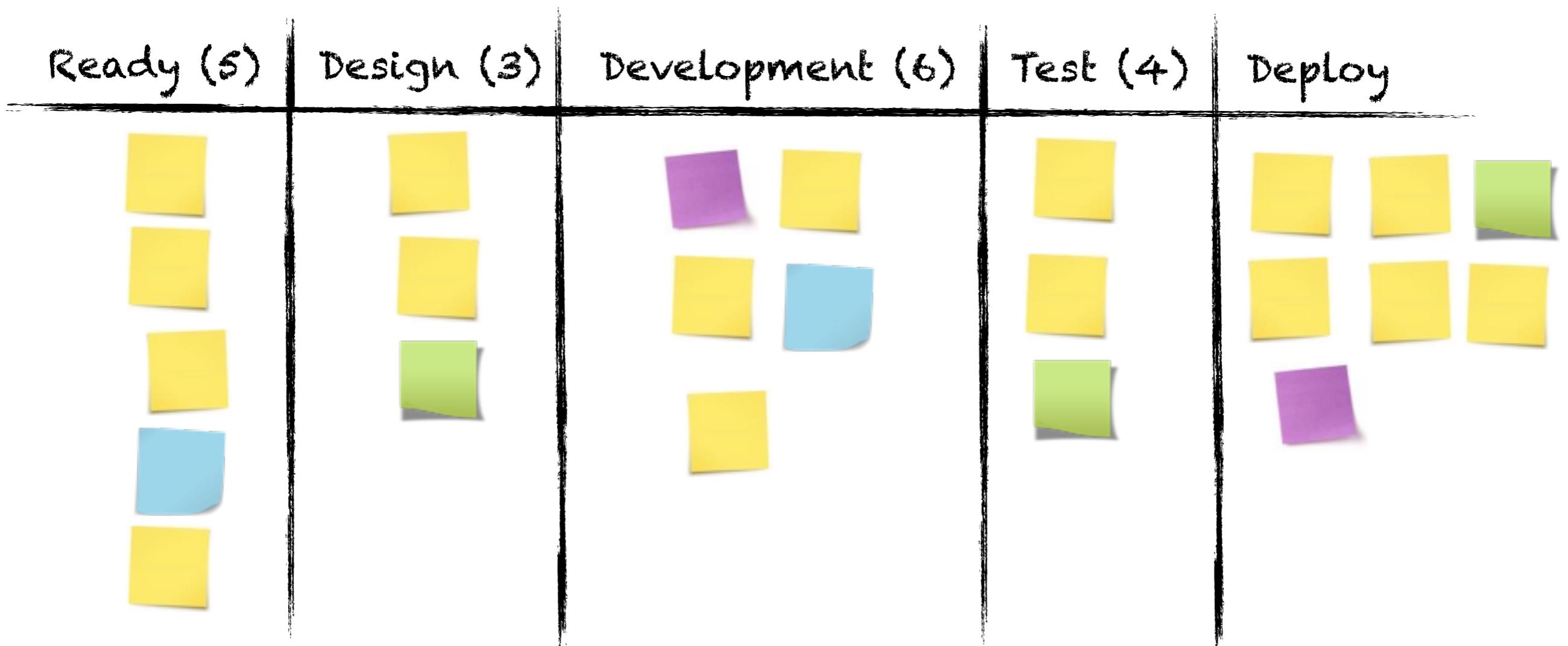
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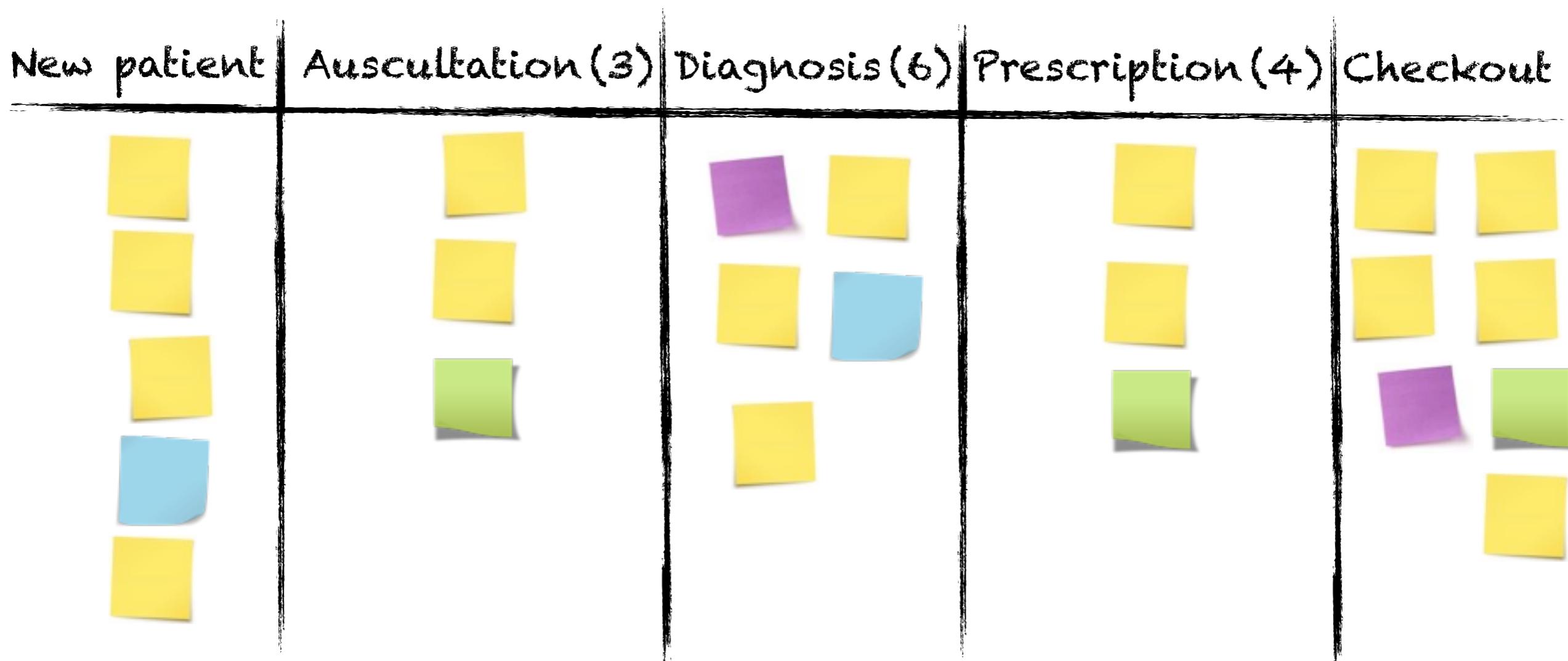
It works because...

2. It is highly visual



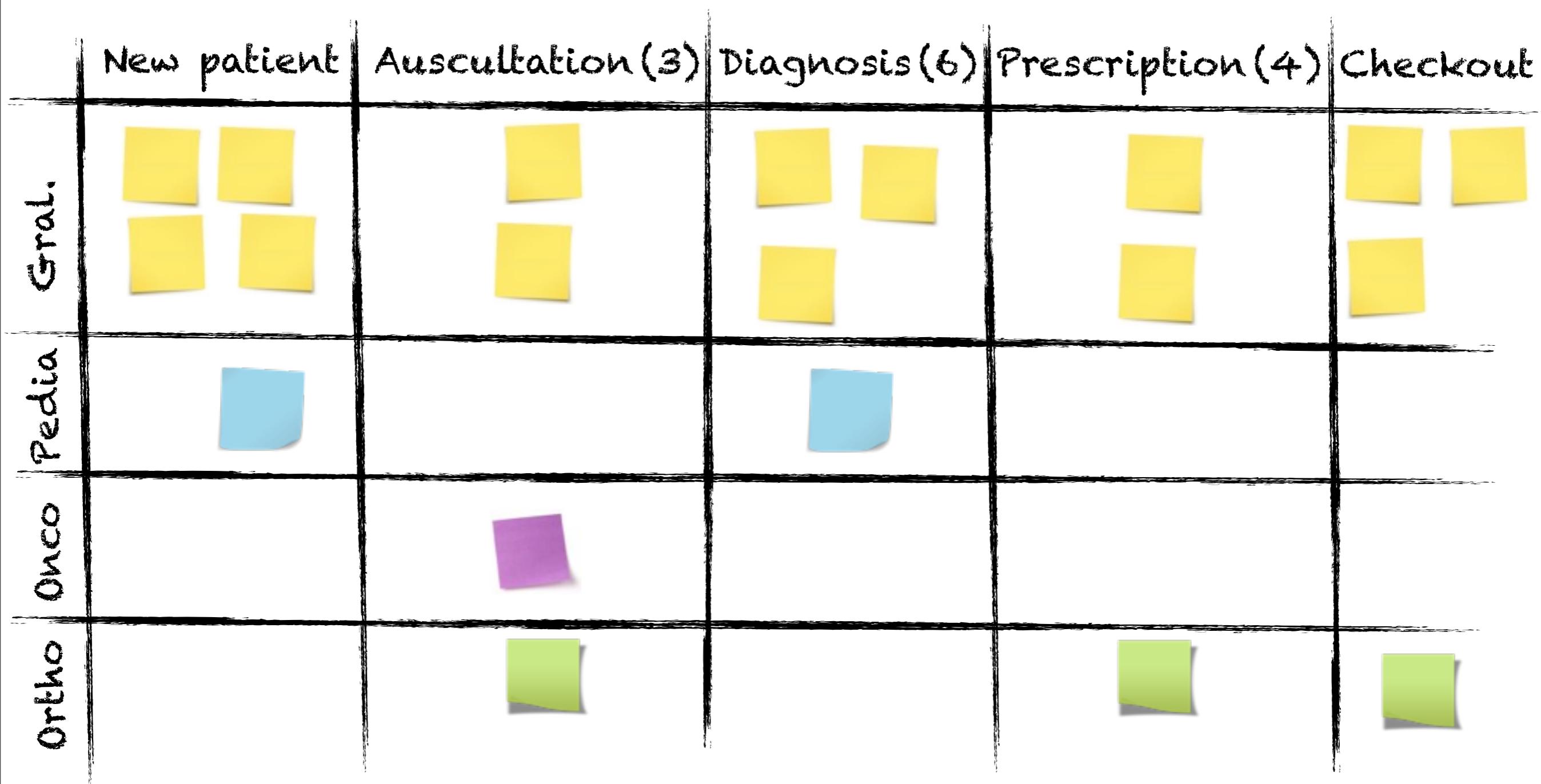
It works because...

2. It is highly visual



It works because...

2. It is highly visual



It works because...

3. it uses explicit policies to improve communication

Emergency patients are the highest priority

P1 emergency: breathing & cardiac

P2 emergency: hemorrhage

P3 emergency: poisoning



It works because...

3. it uses explicit policies to improve communication

classes of service - sw dev and IT

Standard

Expedite

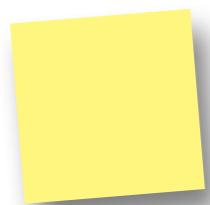
Fixed delivery date

Intangible

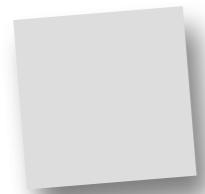
It works because...

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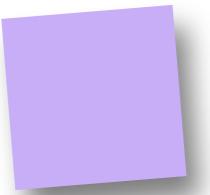
## classes of service - customer portfolio management



Standard



Expedite



Fixed delivery date



3rd party



Money maker

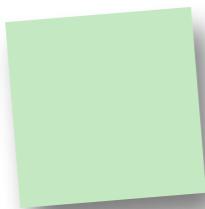


customer facing

It works because...

3. it uses explicit policies to improve communication

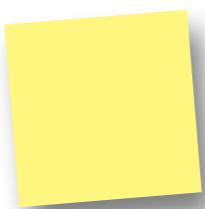
classes of service - business portfolio management



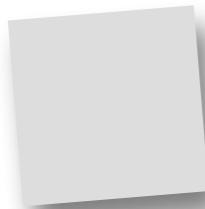
Business meeting



Partners and associates



Standard business task

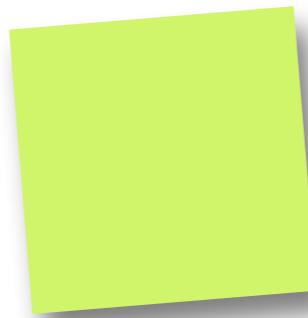


Expedite

## Business Meeting Policies

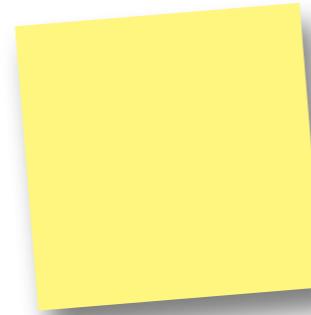
- Pale green card
- It has a suggested execution date (not a fixed delivery date)
- It has one owner: the Point of contact with the customer(s)
- All parties must be present
- It has a suggested agenda which is communicated when sending the invitation
- It has to be scheduled no later than 72 hrs prior to meeting date (48 hrs only if customers requests so)

## Partner and associates policies



- Green card
- Prioritized based on business strategy needs
- Processed by priority level (high to low)
- Internal scope only: discussions and their outcomes are kept internal
- Regional partners approval mandatory
- Associates can make suggestions and recommendations on decisions
- May include execution date

## Standard business task



- Yellow card
- Processed in the order of entry
  - ...prioritized prior to entry
- Does not change owner (unless special circumstance)
- Is not rushed nor delayed. good decision and execution over a quick decision and execution (keep in mind cost of delay and last responsible moment)

## classes of service for a hospital

Standard outpatient treatment



Standard inpatient treatment



Operations task



Admin task



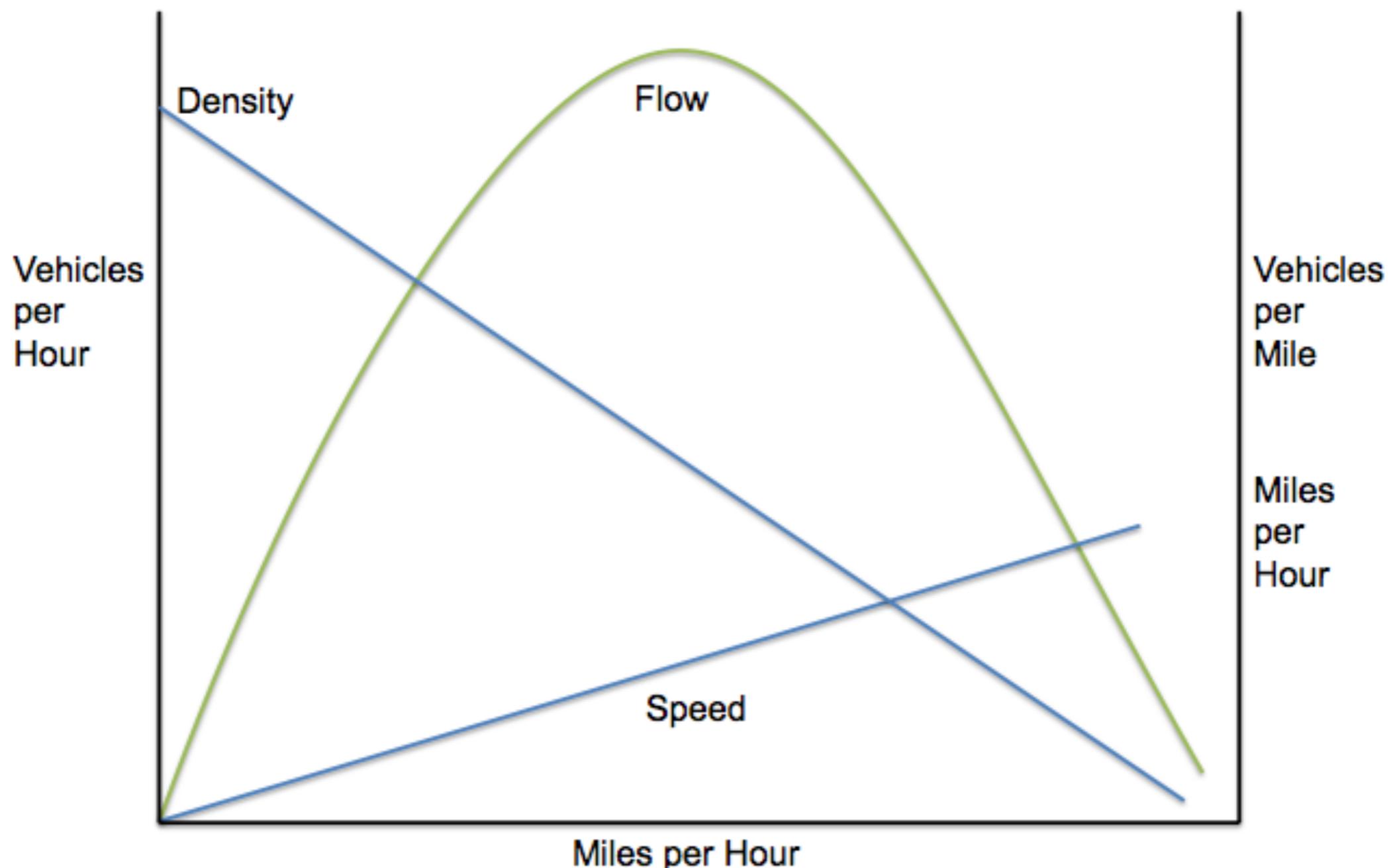
Emergency



It works because...

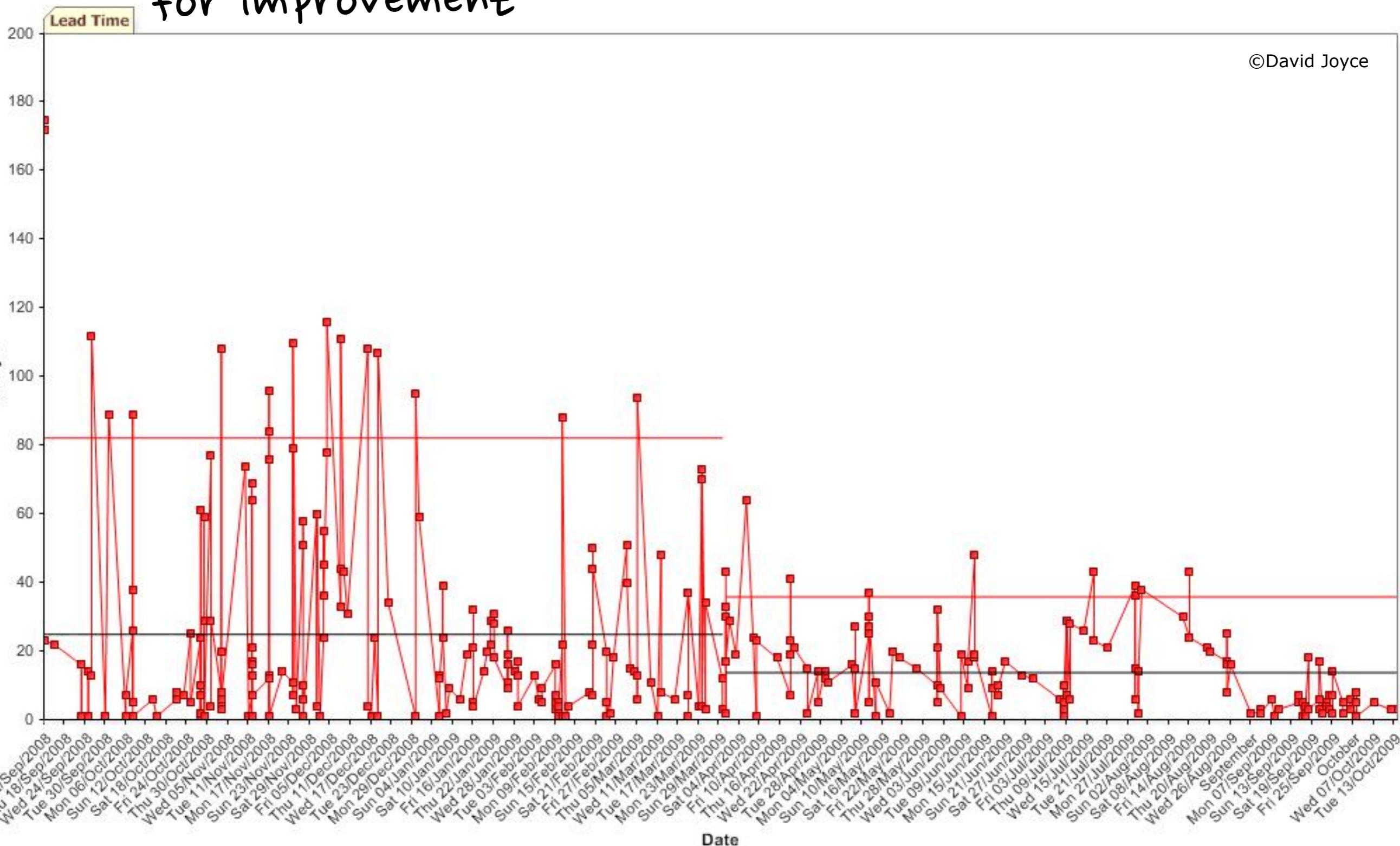
4. it uses models to recognize improvement opportunities

## **Flow = Speed × Density**



It works because...

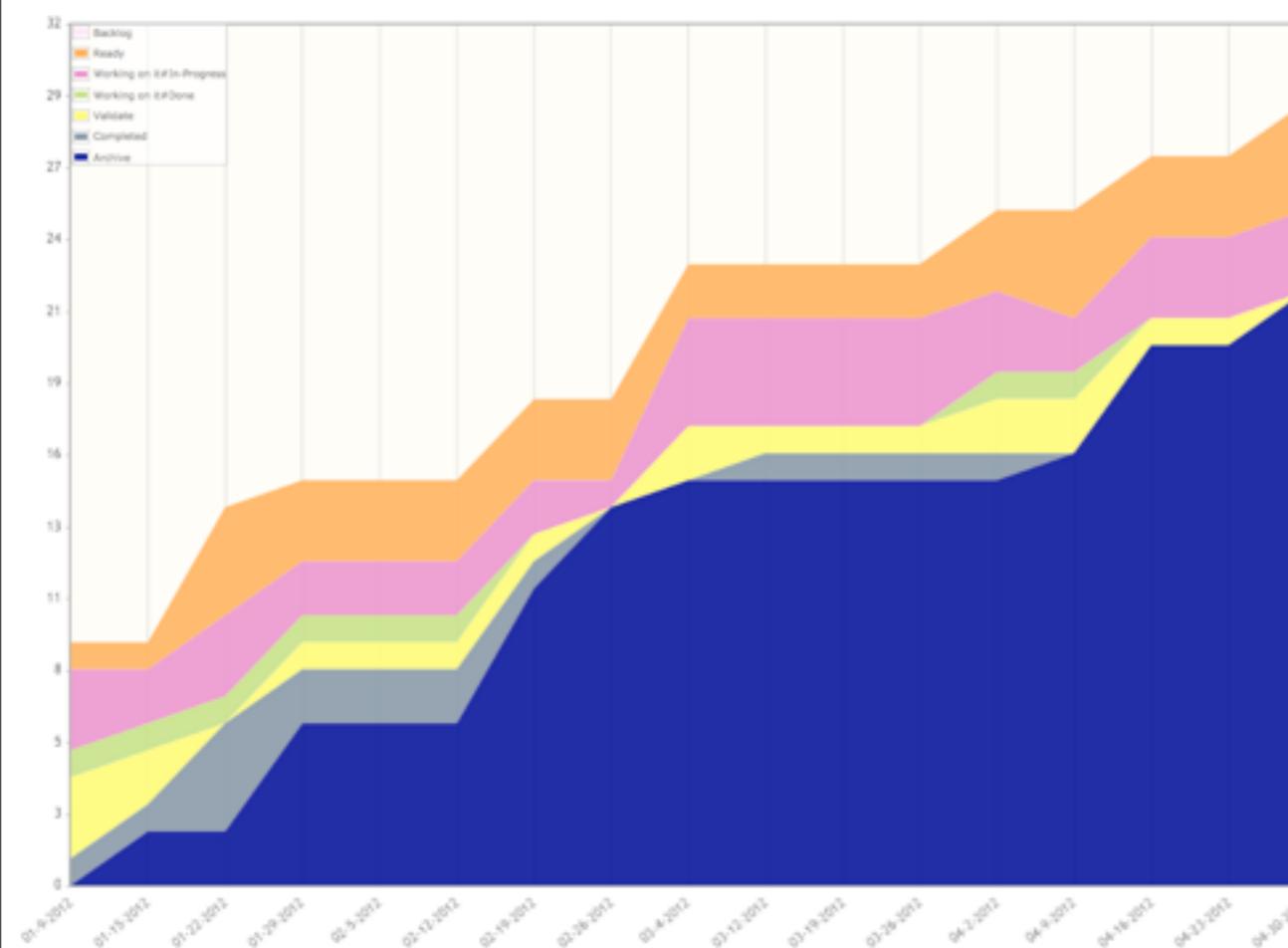
5. it measures and manages flow to id opportunities  
for improvement



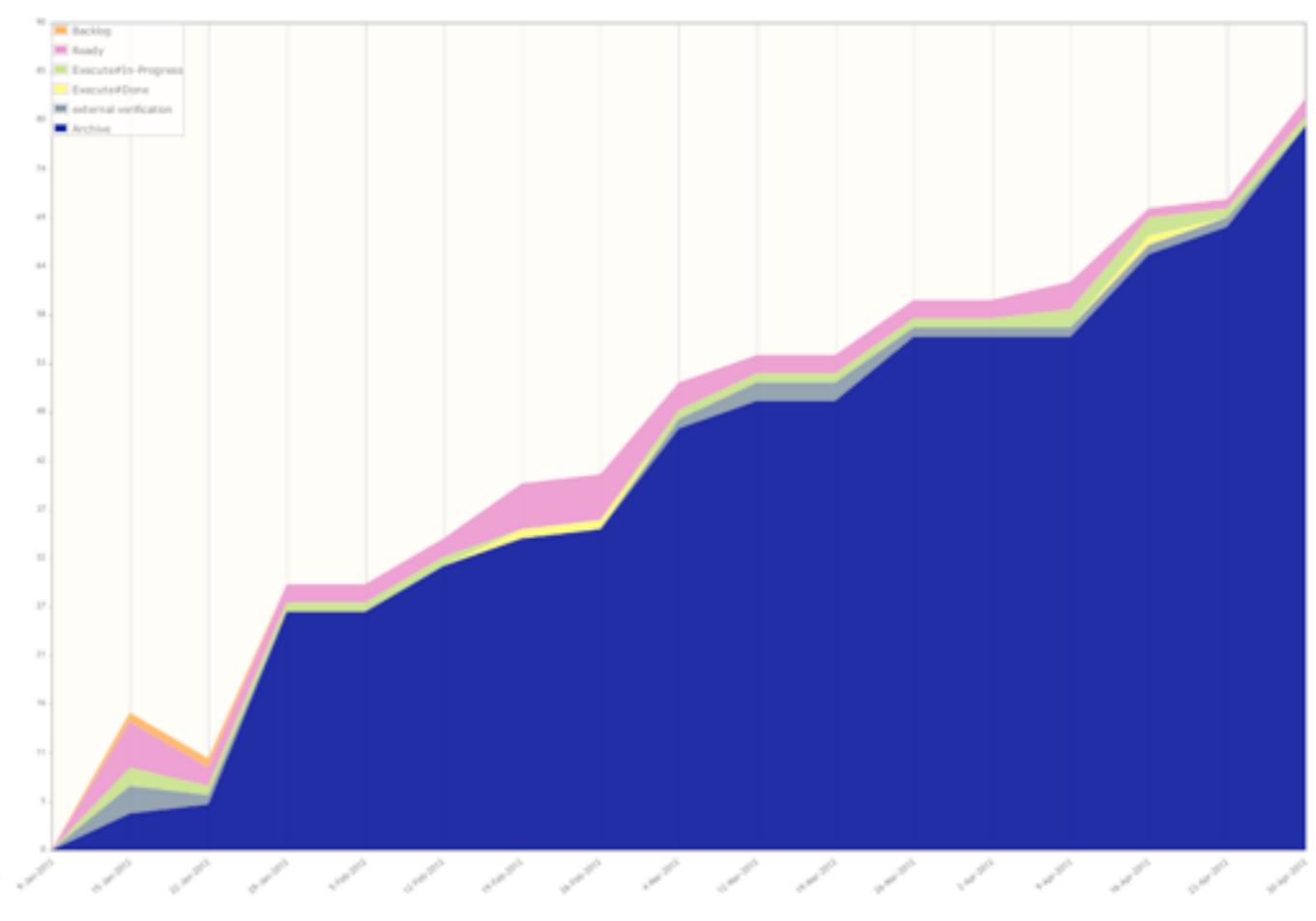
It works because...

5. it measures and manages flow to id opportunities for improvement

Business portfolio



customer portfolio



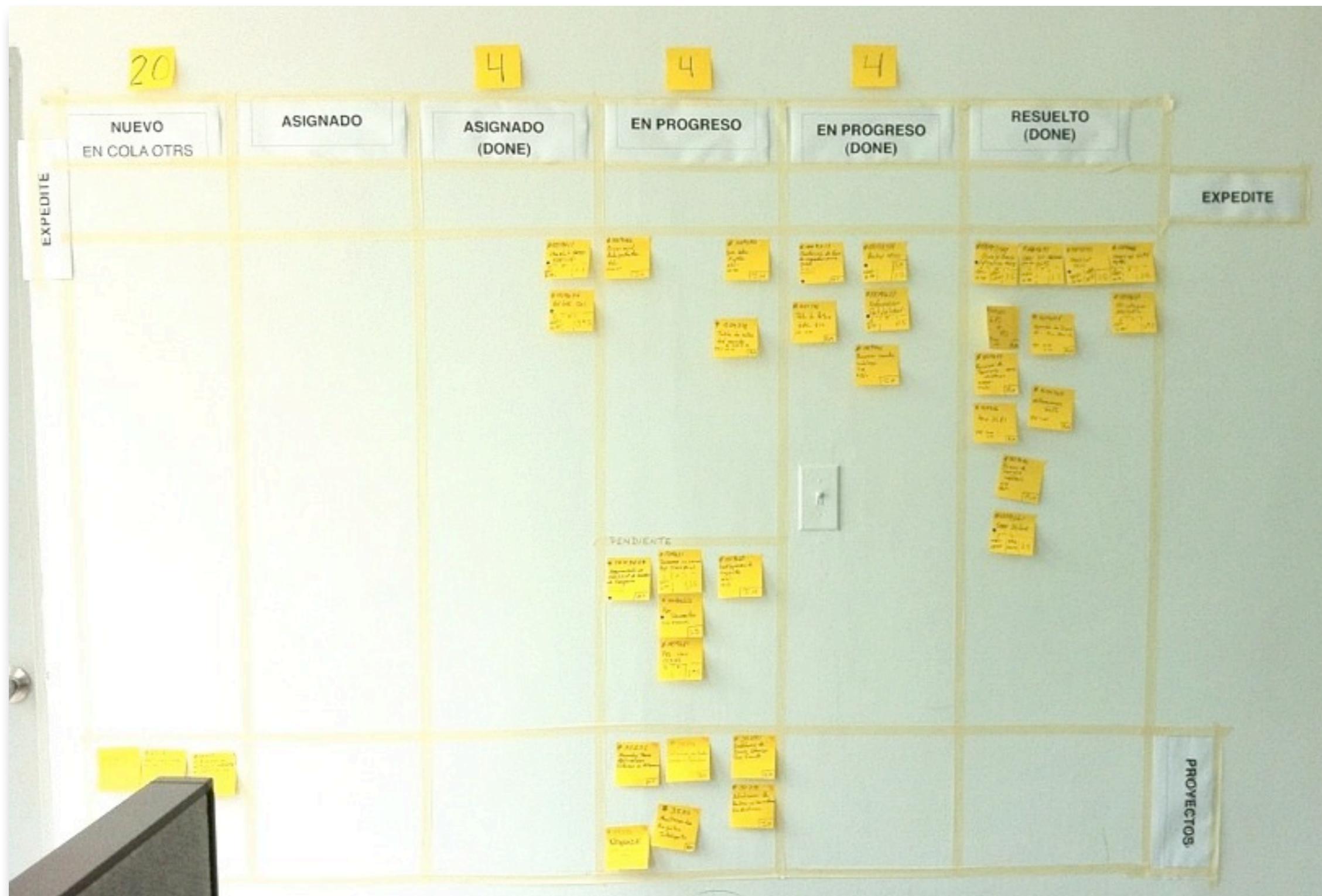
It works because...

## 6. it has feedback loops

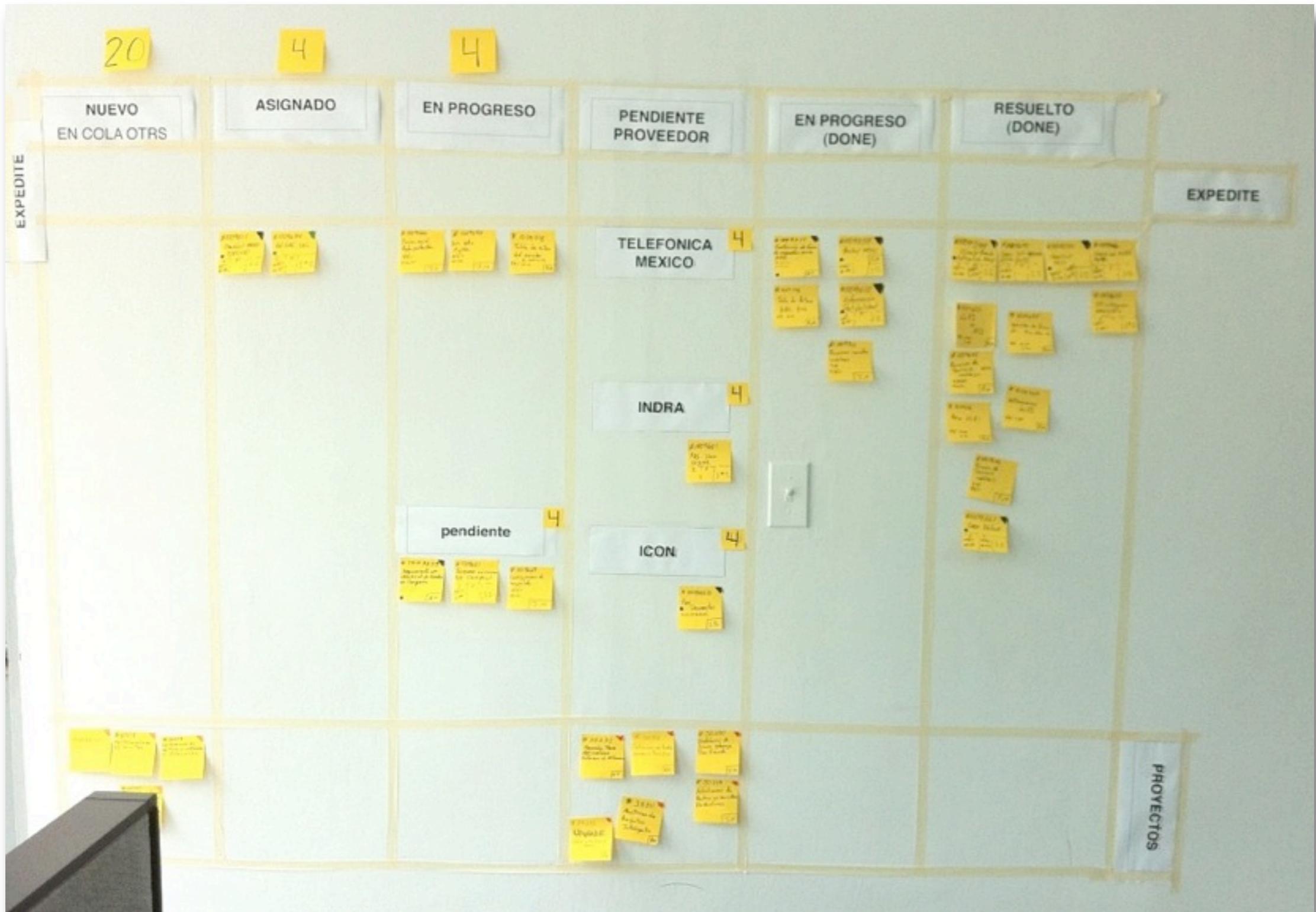


case: customer support  
for telecom  
(no SW dev & no IT)

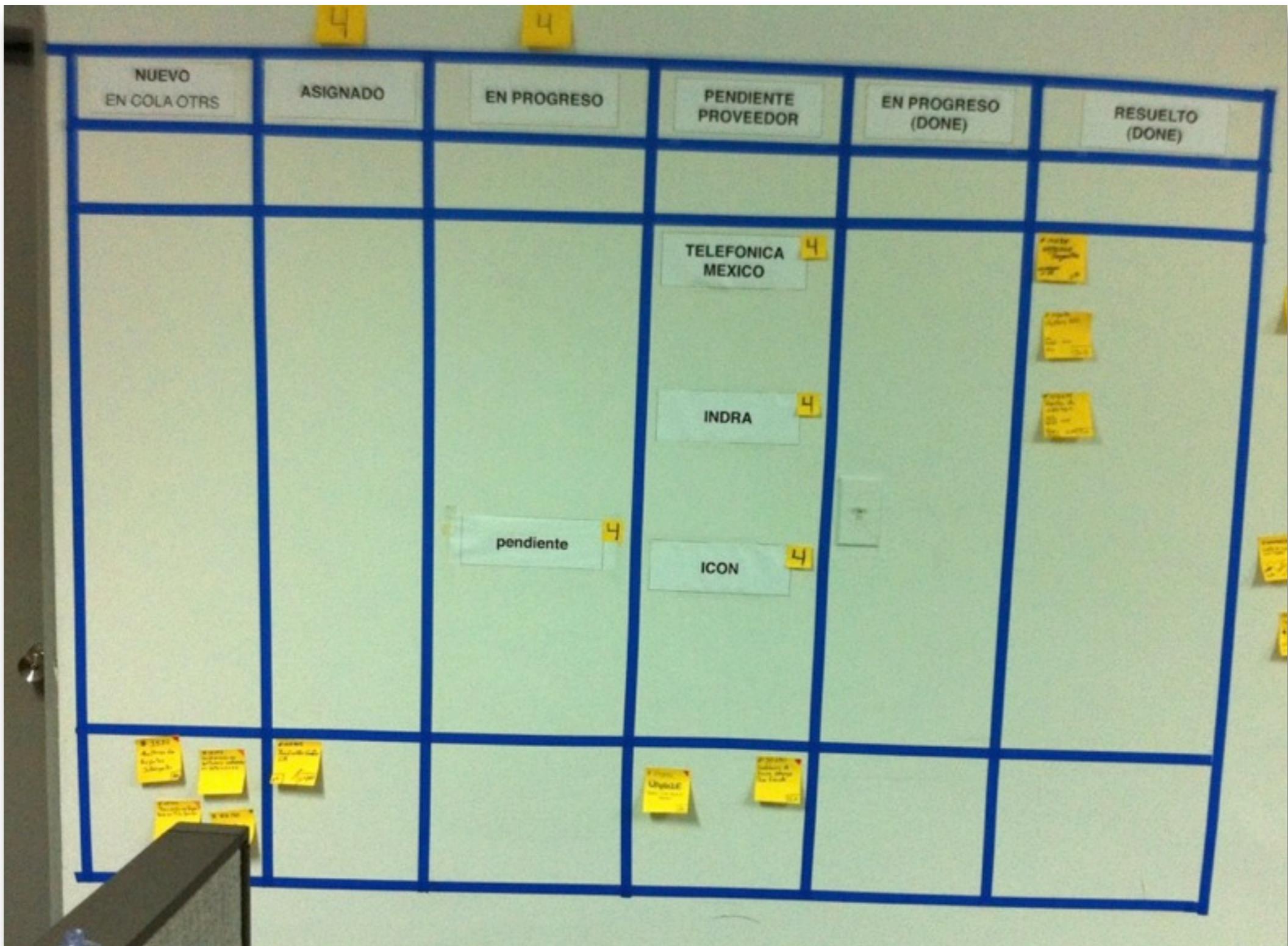
Its customers include Telefonica, Maxcom, AxTel, Marcotel and callcom



kanban board matured from this...



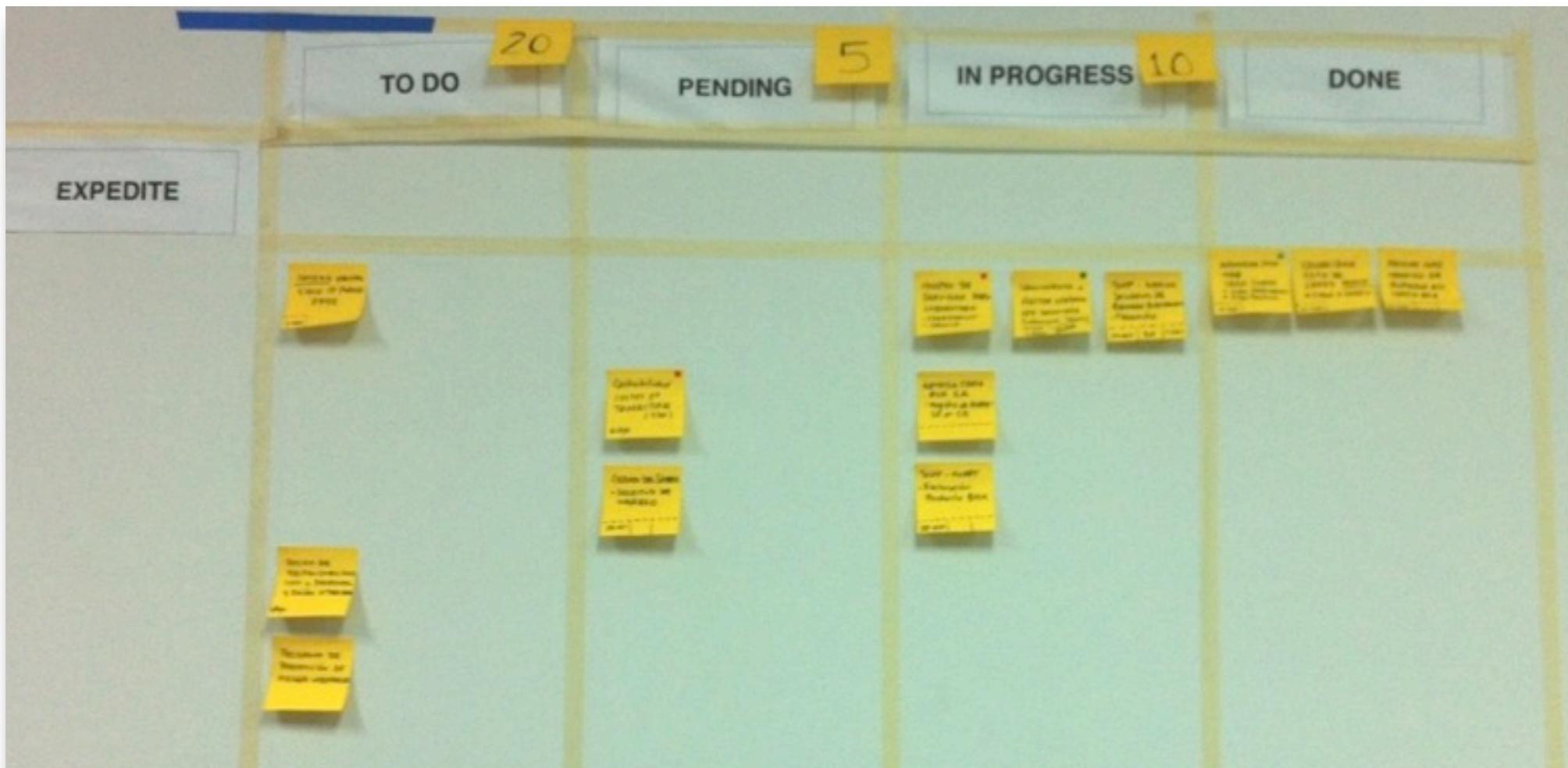
...to this!



after a while more work was getting done!



and used kanban to manage new contracts



and the Director used it for his own work

It works because...

7. it helps you evolve and it evolves with you  
(as we just saw)

## Initial improvements

	Before	Improvements: months 1 and 2
Problems with contractors	Task assignment: random	Pull system with limitation of work in progress highly improved value flow
communication with customers	Good	very good
internal communication and collaboration	Reasonably good	Excellent. High collaboration and communication (internal, with customers, and with contractors)
Motivation	Positive attitude on some but low motivation in some employees	Alta: actitud proactiva
Additional benefit	None	An important deficiency in contractors service was identified and operational improvements were implemented

# Subsequent improvements

	Before	After
On time delivery	86%	99% (backlog = zero)
work hrs. per week	45	35
Additional benefit	None	contractors improve their service thanks to the influence from Getecsa's improvements and advice

	Before	Improvements by month 6
Additional benefit	None	customer satisfaction has been so high that one of them is transferring contracts from other providers to Getecsa
Additional benefit	None	Most of Getecsa's consultants have increased their skills to now become service managers
Additional benefit	None	The same customer from above is now transferring project leadership to Getecsa

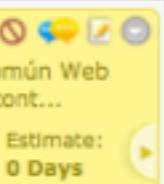
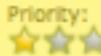
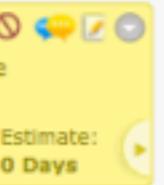
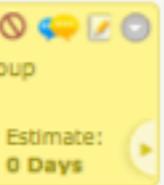
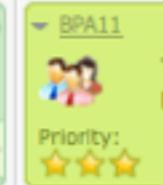
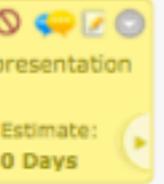
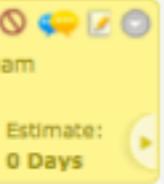
# kanban with electronic tool

kanban for  
customer portfolio management

Cable Onda					
Ready (1/3)	Execute (1/4)		Validate		
	Doing	Done	Us (0/2)	Customer (1/4)	Completed
<span>Strategize adoption path</span> Priority: ★★★ Due Date: 01-27-2012 Estimate: 0 Days	<span>Set Appt with Lizmaria</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days			<span>Follow up if registrations for May</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days	<span>Lizmaria appt</span> Priority: ★★★ Due Date: 04-09-2012 Estimate: 0 Days
Telefonica					
Ready (1/2)	Execute (0/3)		Validate		
	Doing	Done	Us (0/2)	Customer (0/3)	Completed
<span>LAPM</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days					<span>New proposal for Lean Mgmt team</span> Priority: ★★★ Due Date: 03-16-2012 Estimate: 0 Days
Capatec					
Ready (0/2)	Execute (0/1)		Validate		
	Doing	Done	Us (1/1)	Customer (0/2)	Completed
			<span>Prepare proposal</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days		<span>Recommend workshop for coming eve!</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days
*** Other ***					
Ready (0/2)	Execute (1/3)		Validate		
	Doing	Done	Us (0/2)	3rd party (1/2)	Completed
	<span>Get the 5+ group to sign up</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days			<span>Get the approval for the exec presentati...</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days	<span>CLAdirect-Ximark meet Nov 30 @ 1 PM</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days
Hospital Punta Pacifica					
Ready (0/3)	Execute (1/3)		Validate		
	Doing	Done	Us (0/2)	Customer (1/4)	Completed
	<span>Get the 5+ group to sign up</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days			<span>Get the approval for the exec presentati...</span> Priority: ★★★ Due Date: 0 Days Estimate: 0 Days	

# kanban with electronic tool

kanban for  
Business portfolio

Kanban board				
Ready (3/8)	Working on it (3/6)	Done	Validate (2/5)	Completed
In-Progress				
<b>BTSK18</b>  Website updates Priority:  Due Date: Estimate: 0 Days 	<b>BTSK2</b>  Repositorio común Web para lista de cont... Priority:  Due Date: Estimate: 0 Days 		<b>BPA12</b>  Capatec proposal brainstorming Priority:  Due Date: Estimate: 0 Days 	<b>BPA10</b>  end of May activities planning meeting Priority:  Due Date: Estimate: 0 Days 
<b>BTSK13</b>  ALNP - website Priority:  Due Date: Estimate: 0 Days 	<b>BTSK16</b>  Get the 30 group Priority:  Due Date: Estimate: 0 Days 		<b>BAPT7</b>  Close deal with LF Priority:  Due Date: Estimate: 0 Days 	<b>BPA11</b>  Telefonica activities planning Priority:  Due Date: Estimate: 0 Days 
<b>BTSK17</b>  Prepare exec presentation Priority:  Due Date: Estimate: 0 Days 	<b>BTSK22</b>  Prepare QA team Priority:  Due Date: Estimate: 0 Days 			

kanban works because  
it helps manage change  
in the organization in  
an effective and  
disciplined fashion.



# Conclusions

- Kanban contributes to better change management
- Visualization rocks!
- Behavioral patterns are easier to identify
- Value flow improves
- The system's economy improves
- You get happier customers (internal & external)

Thanks !

Visit us at -

[www.valueinnova.com](http://www.valueinnova.com)

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Lean Value Innovative Management

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