

# Kick-starting Kanban

(≠ KB101)



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San Francisco 2011

Tutorials: Nov 14 - 15  
Conference: Nov 16 - 18

QCon

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

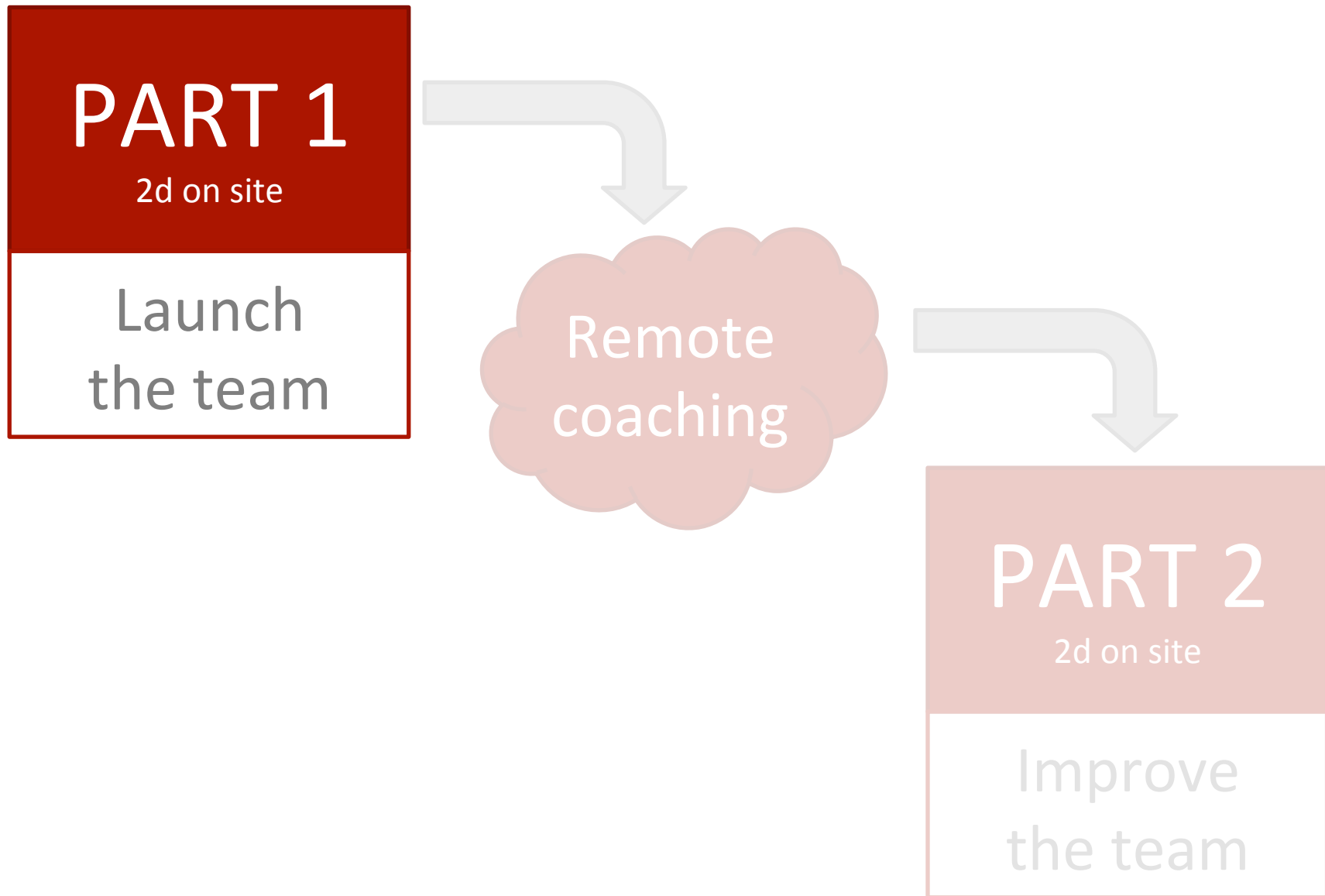
INTERNATIONAL  
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CONFERENCE



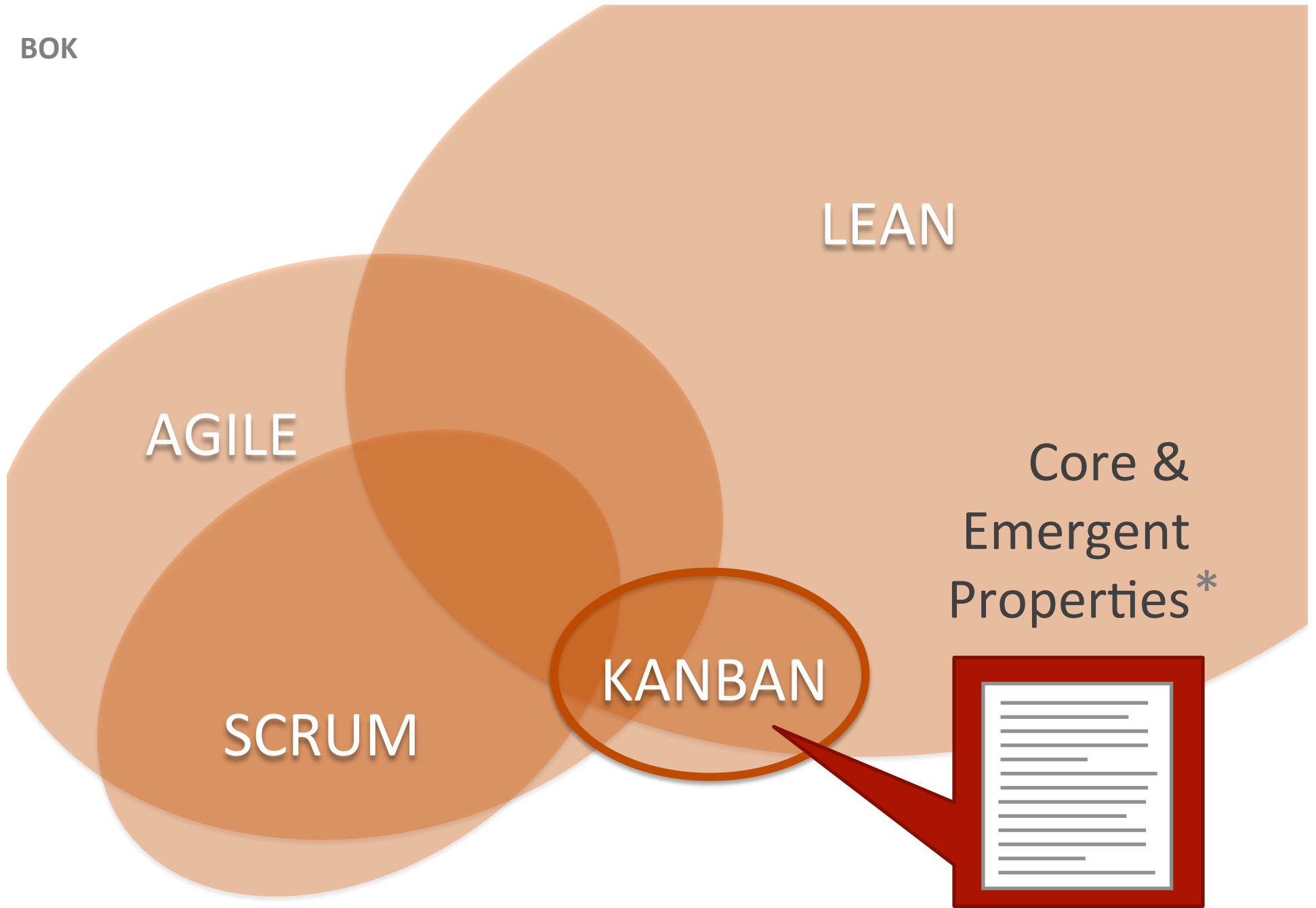
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## RALLY'S "TEAM LAUNCH" OFFERINGS FOR SCRUM AND KANBAN



BOK



LEAN

AGILE

SCRUM

KANBAN

Core &  
Emergent  
Properties\*

(not to scale)

\*Kanban by David J. Anderson

## CORE KANBAN PROPERTIES

**VISUALIZE** workflow

Limit **WIP**

**MEASURE** and manage flow

Make process **POLICIES** explicit

User models to recognize opportunities **IMPROVEMENT**



## EMERGENT KANBAN PROPERTIES

Process tailored to value stream or project \*

Decoupled cadences (iterationless)

Schedule by CoD

Value optimized through CoS

Risk managed with capacity allocation

Tolerance for process experimentation \*

Quantitative management

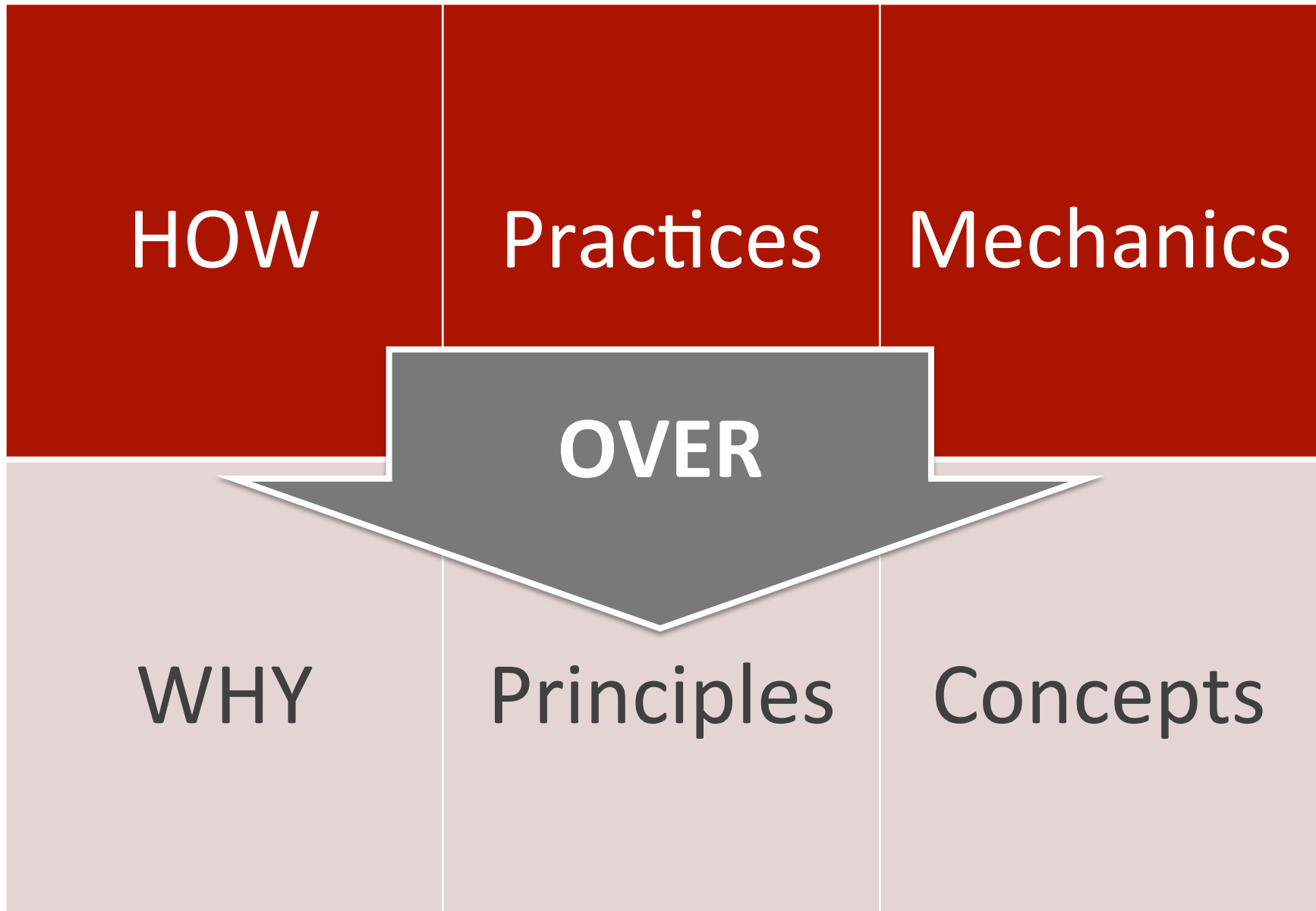
Viral spread

Small teams merged for more liquid labor pools

\* Treating these as Core properties

Kanban by David J. Anderson

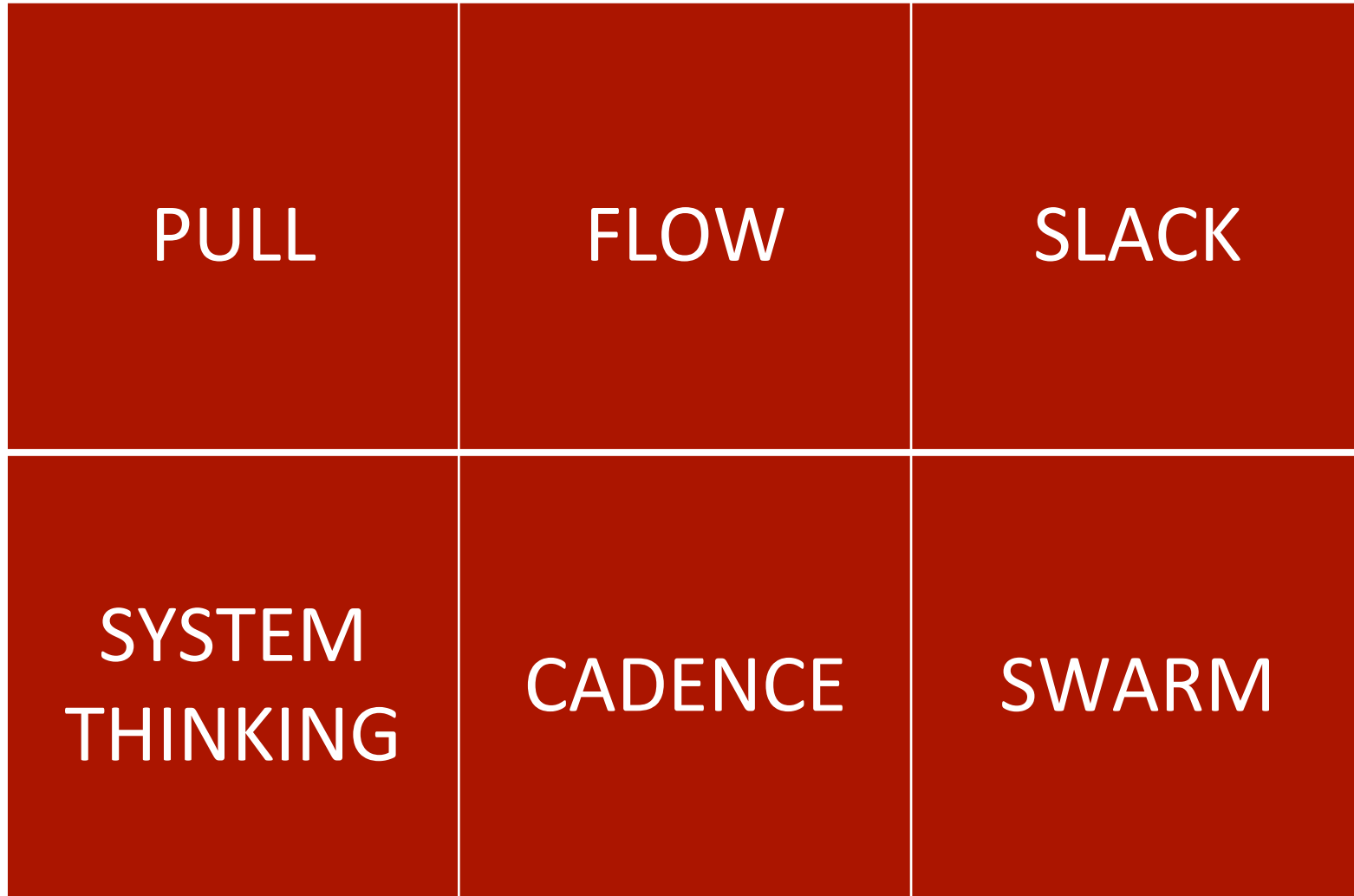
## PRIORITIES FOR KICK-STARTING



## MANY IMPORTANT CONCEPTS

Demand	Flow	WIP	Variation
Cadence	Value	Quality	Visualization
Learning	Slack	Batches	Pull
Swarm	Feedback	Queues	Expand- Collapse
System Thinking	Models	Blocks	Measurement

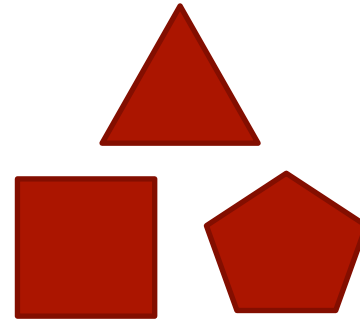
## CORE CONCEPTS FOR KICK-STARTING (RICK'S)



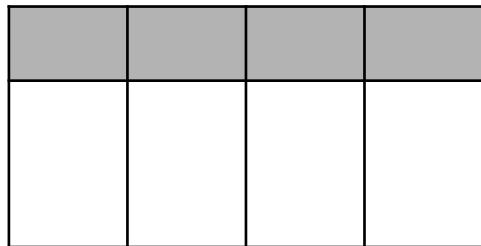
# AN END-TO-END SET OF PRACTICES: MECHANICS, ARTIFACTS, ROLES



Roles & responsibilities



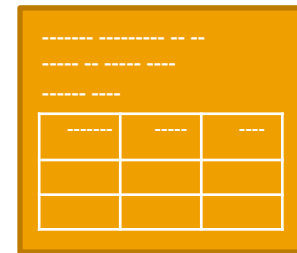
Work types



Board & states



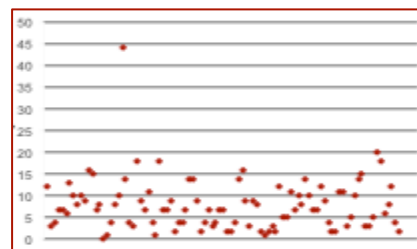
Policies



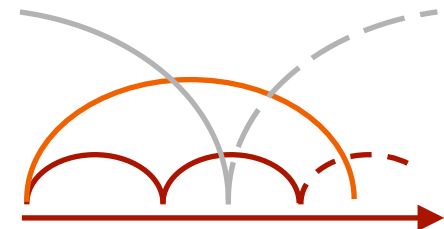
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WIP Limits

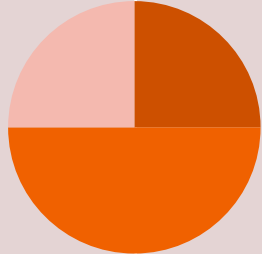
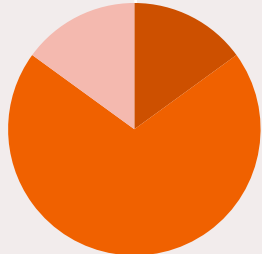
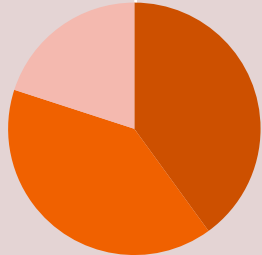


Metrics



Cadences

## CONTENT TYPES FOR KICK-STARTING

% %	Learning	Context	Experience
Small Kanban team	 25	50	25
Large Kanban team	 15	70	15
Scrum team	 40	40	20

## FLOW OF CONTENT FOR KICK-STARTING

Current state



*Where are we now?*

Background



*What's Kanban?*

Experience



*How does it feel?*

System Design

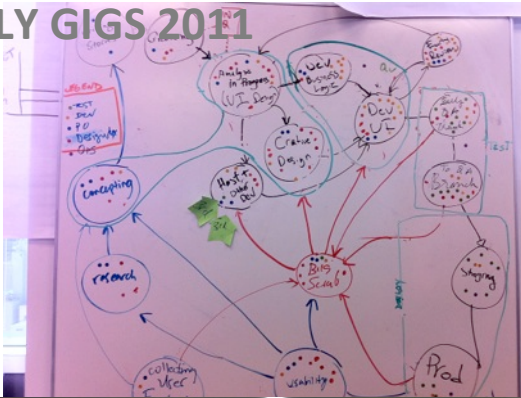


*What's our Kanban system?*

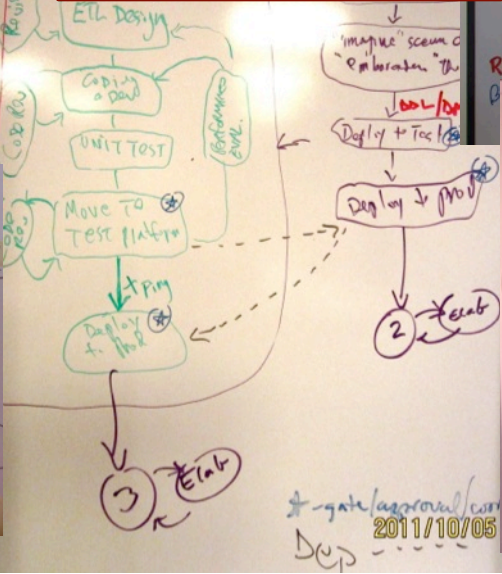
Commitments

*What's next?*

# RALLY GIGS 2011



# GIGS 2011





# SUCCESSFUL OUTCOMES







## FRAMING THE QUESTION AT KLRIS

How to start K6 teams & successfully leave

CONCEPTS ↔ MECHANICS

BASIC

What's the balance?

How to balance?

What else to be successful when we're gone?

How high to aim

What do we expect from the team environ

What we guaranteed failure indicators

Using Kanban, what can we teach them in 2 days that will facilitate a team to continuously improve in context?

When coaching K teams what principles, practices and teaching have you found to increase the team's chance of <sup>cont'd</sup> success when you leave?

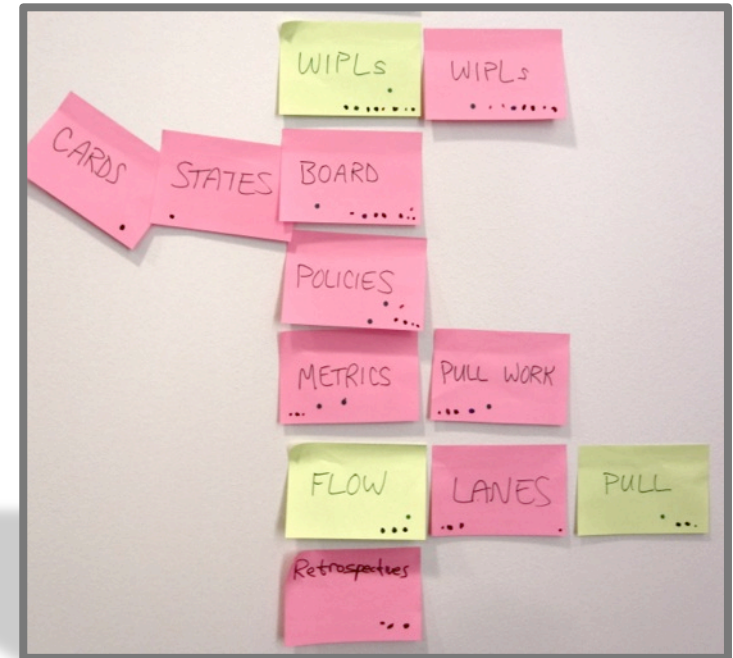
ADVANCED



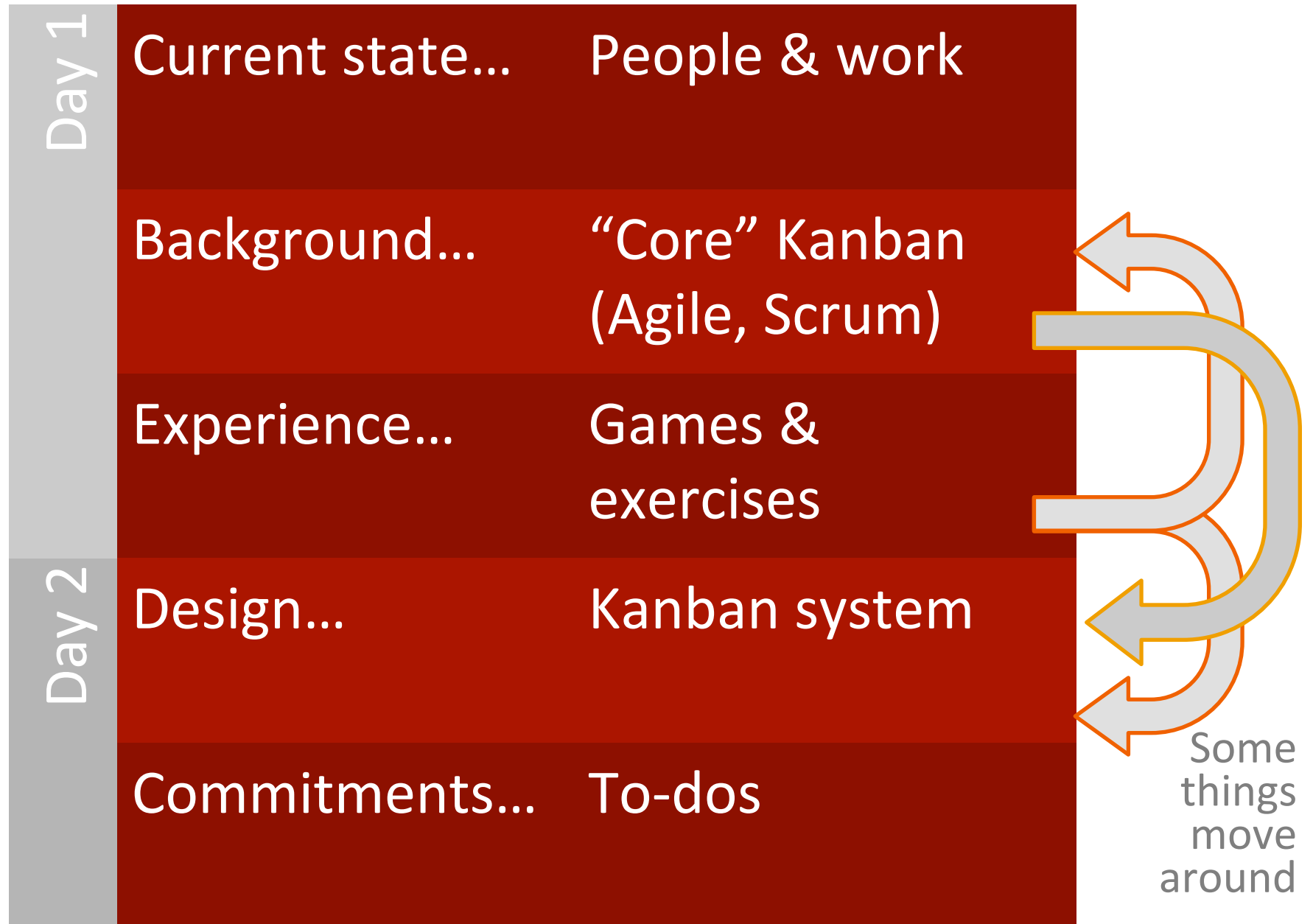


## PRIORITIZING AT KLRIS

PRACTICES	PRINCIPLES
Visualization	11
Board	9
WIP limits	9
WIP limits	8
Policies	7
Metrics	5
Pull work	5
Improvement	4
Pull	4
Retros	3
Lanes	3
Cadence	2
Capacity allocation	2
Slack	2
SLAs	2
Swarm	2

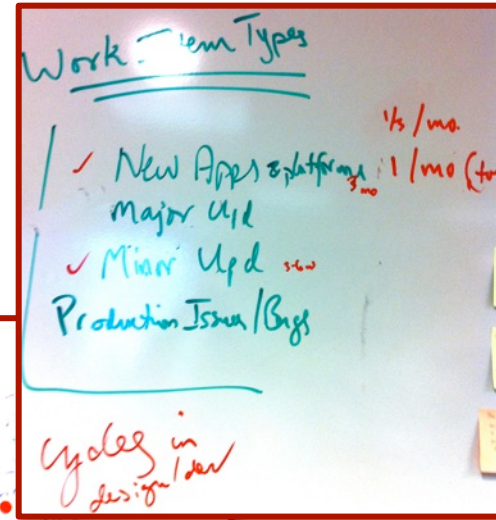
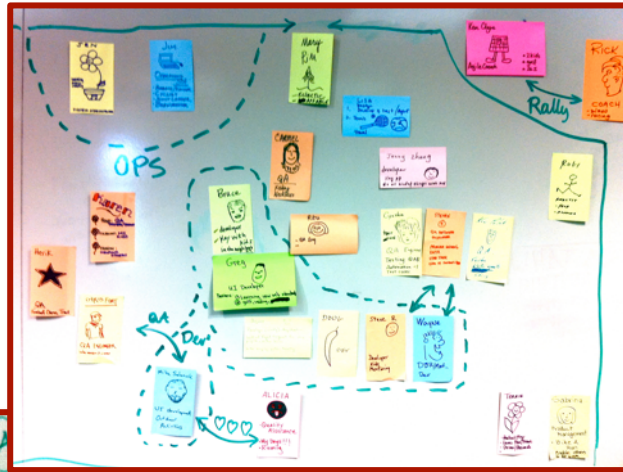


## AGENDA FOR KICK-STARTING



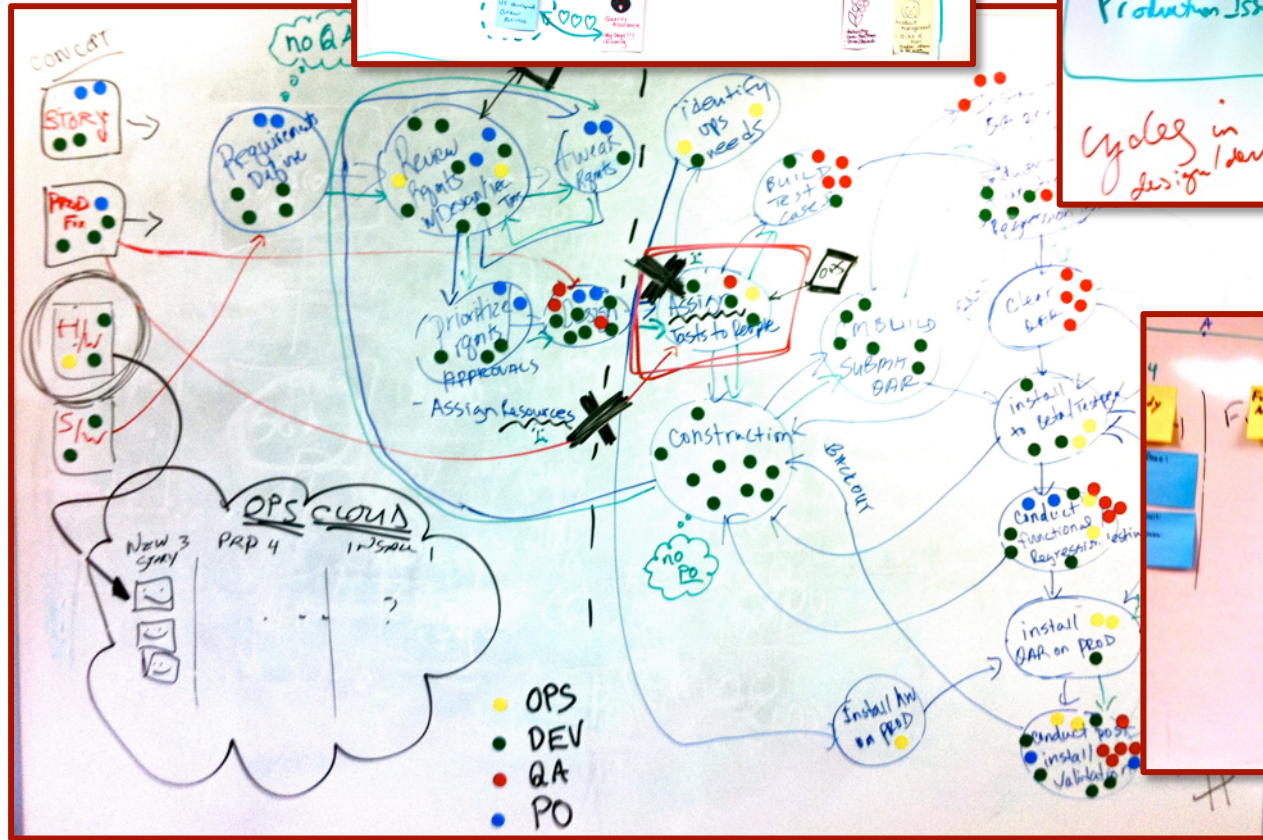
# CONTEXT: CREATING A MODEL OF THE CURRENT CONTEXT

1. Org Map

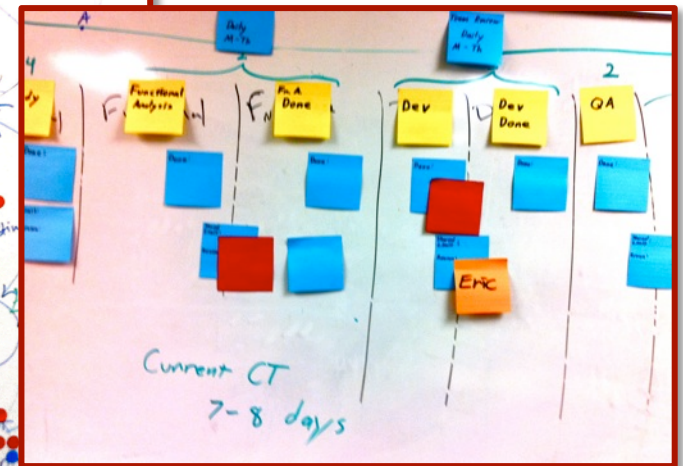


2. Work item types

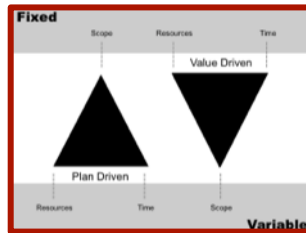
3. Work Flow



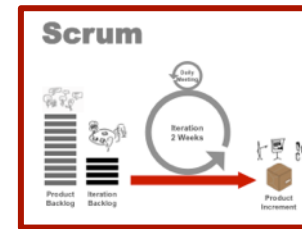
4. Current CT



# BACKGROUND: INFO ON AGILE AND KANBAN

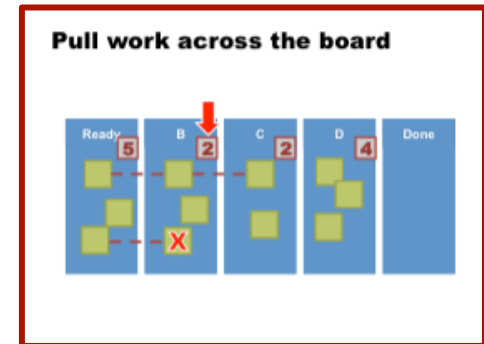
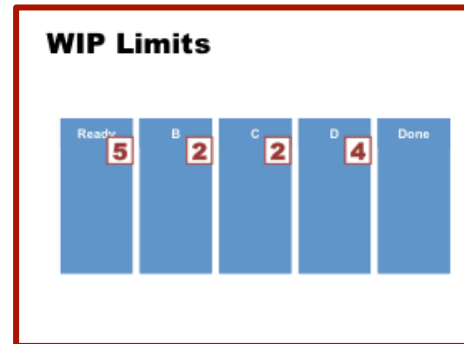
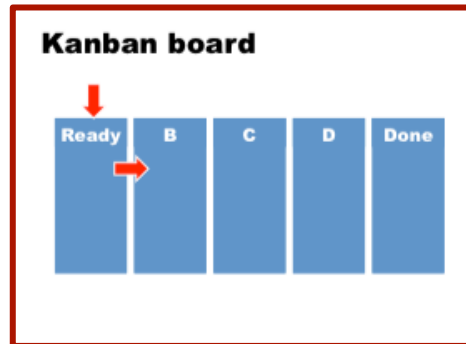


## Agile & Kanban



## & Scrum?

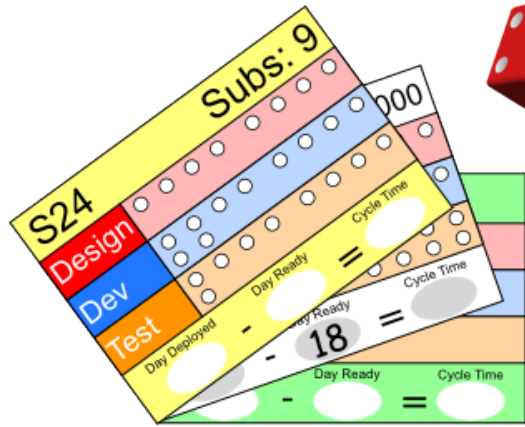
## Kanban mechanics



## Kanban concepts



EXPERIENCE: DRIVING LEARNING



getKanban  
-mechanics & concepts

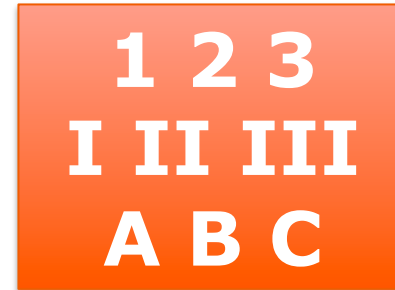


Kanban Pizza  
-flow, system model



Penney game  
-flow, batch, utilization

1IA  
-task switching



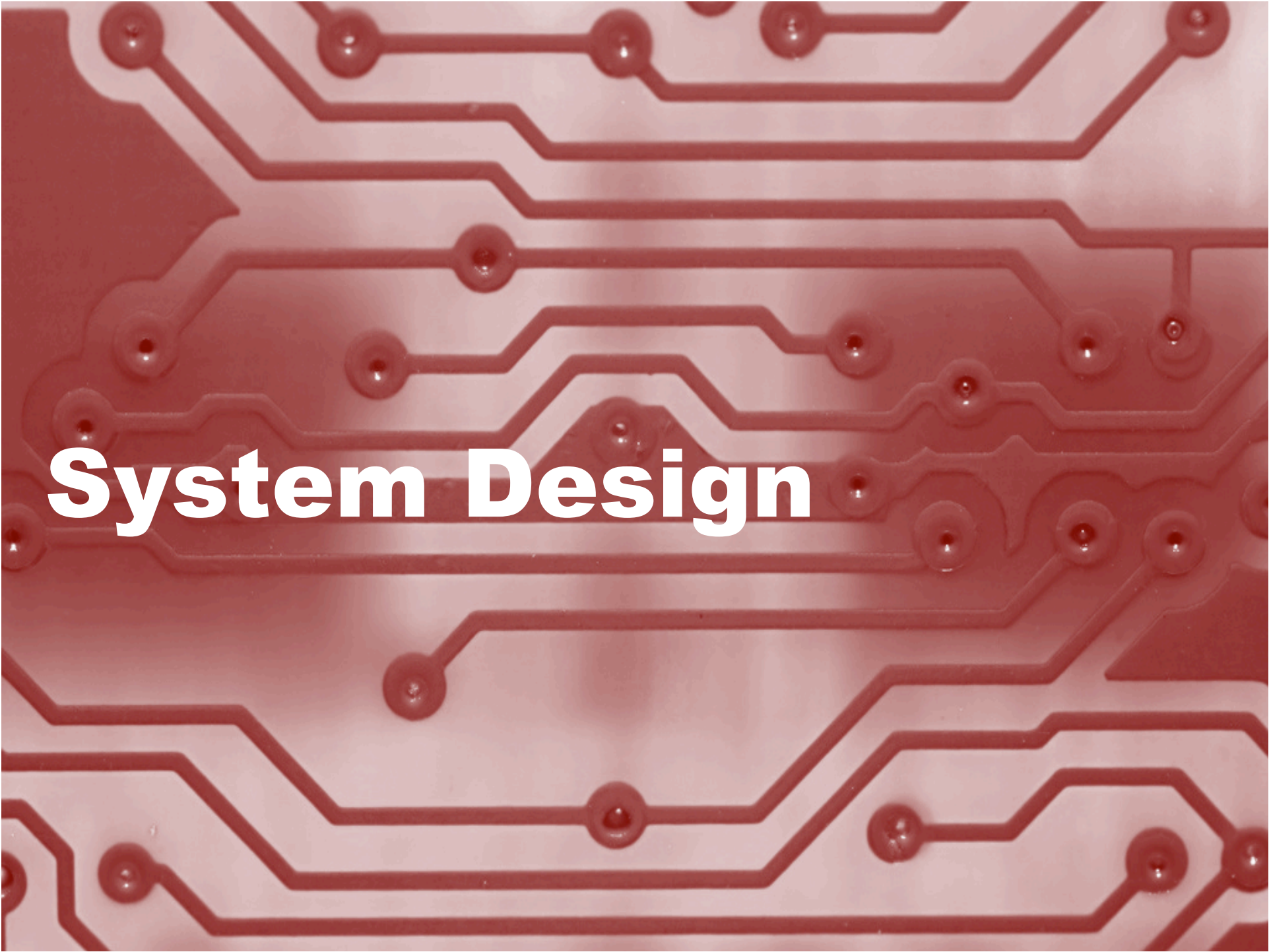
Party game  
-batch, swarm, WIP



BallPoint  
-flow, organizing







# System Design

# HANDOUTS

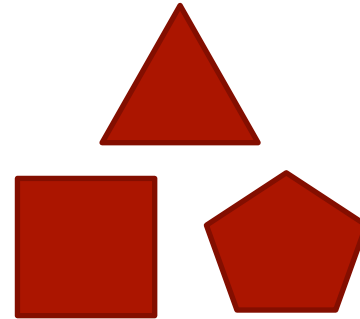
The handouts are organized as follows:

- 1-7:** Introduction to Kanban boards, states, WIP limits, ready-to-pull indicators, policies, expediting, and swim lanes.
- 8-14:** Board expansion/collapse, capacity allocation, buffers, cards, bug handling patterns, daily stand-up, and measuring outcomes.
- 15-21:** Cycle time scatter charts, cycle time analysis, statistical process control, and launch requirements (work, demand, and defects).
- 22-28:** Detailed policies, WIP limits, metrics (define, quality), cadences, set cadences, and defect types.
- 29-32:** Operational review agenda, Scrumban, and board status examples (1-4).

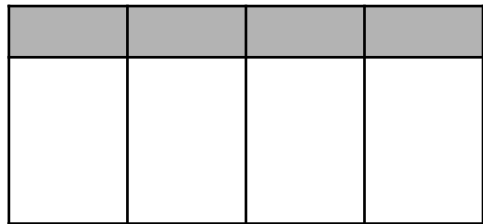
TO LAUNCH WE NEED:



Roles & responsibilities



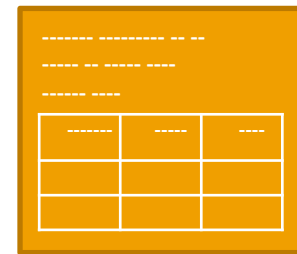
Work types



Board & states



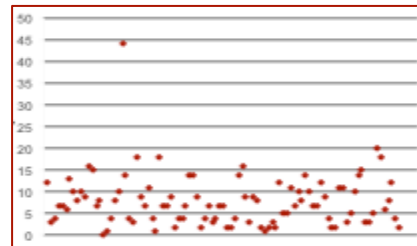
Policies



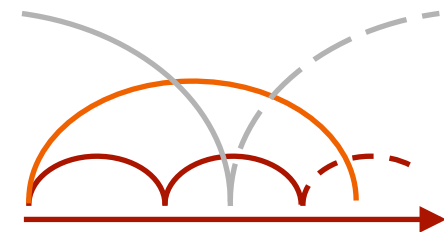
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WIP Limits



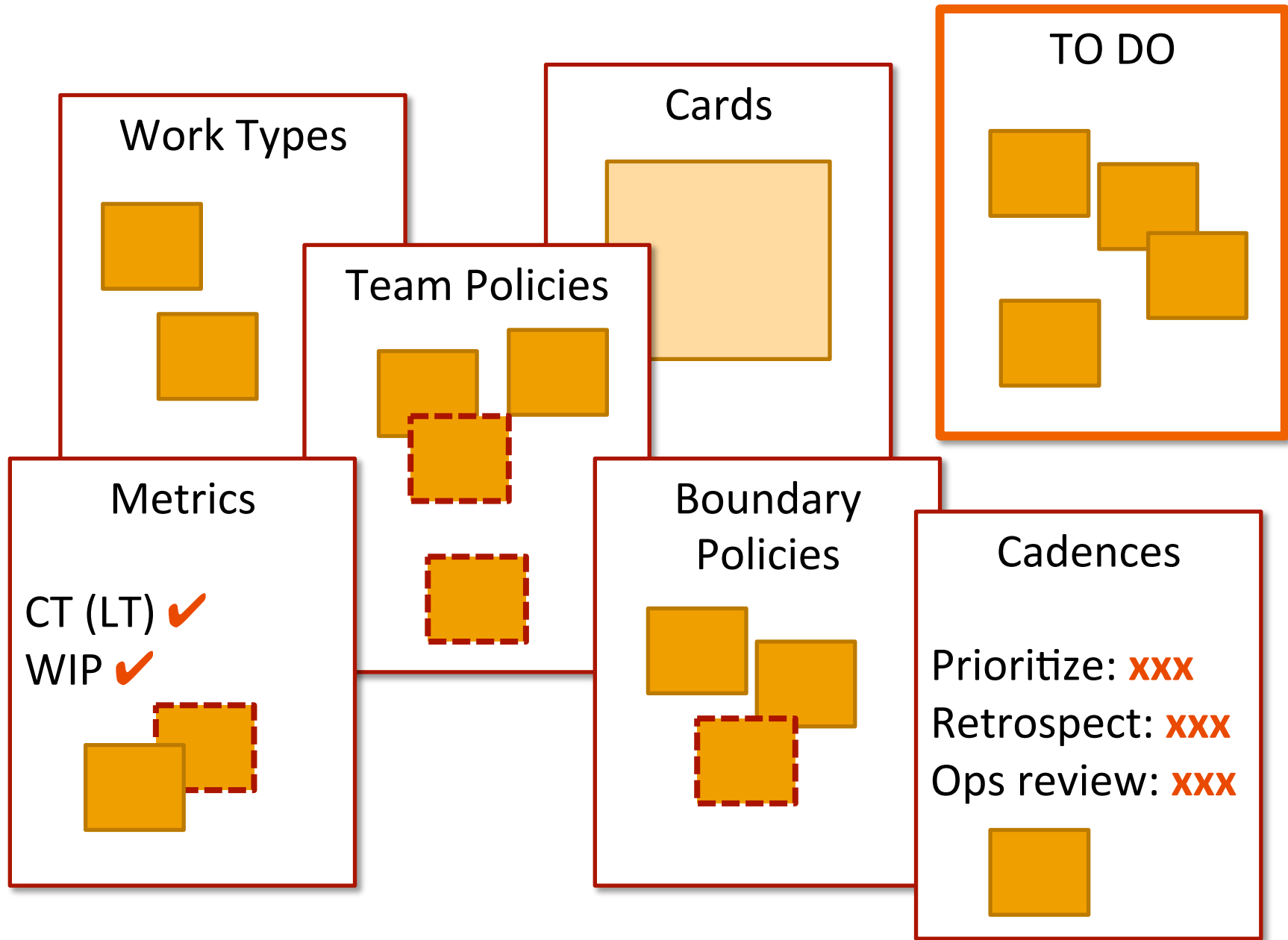
Metrics



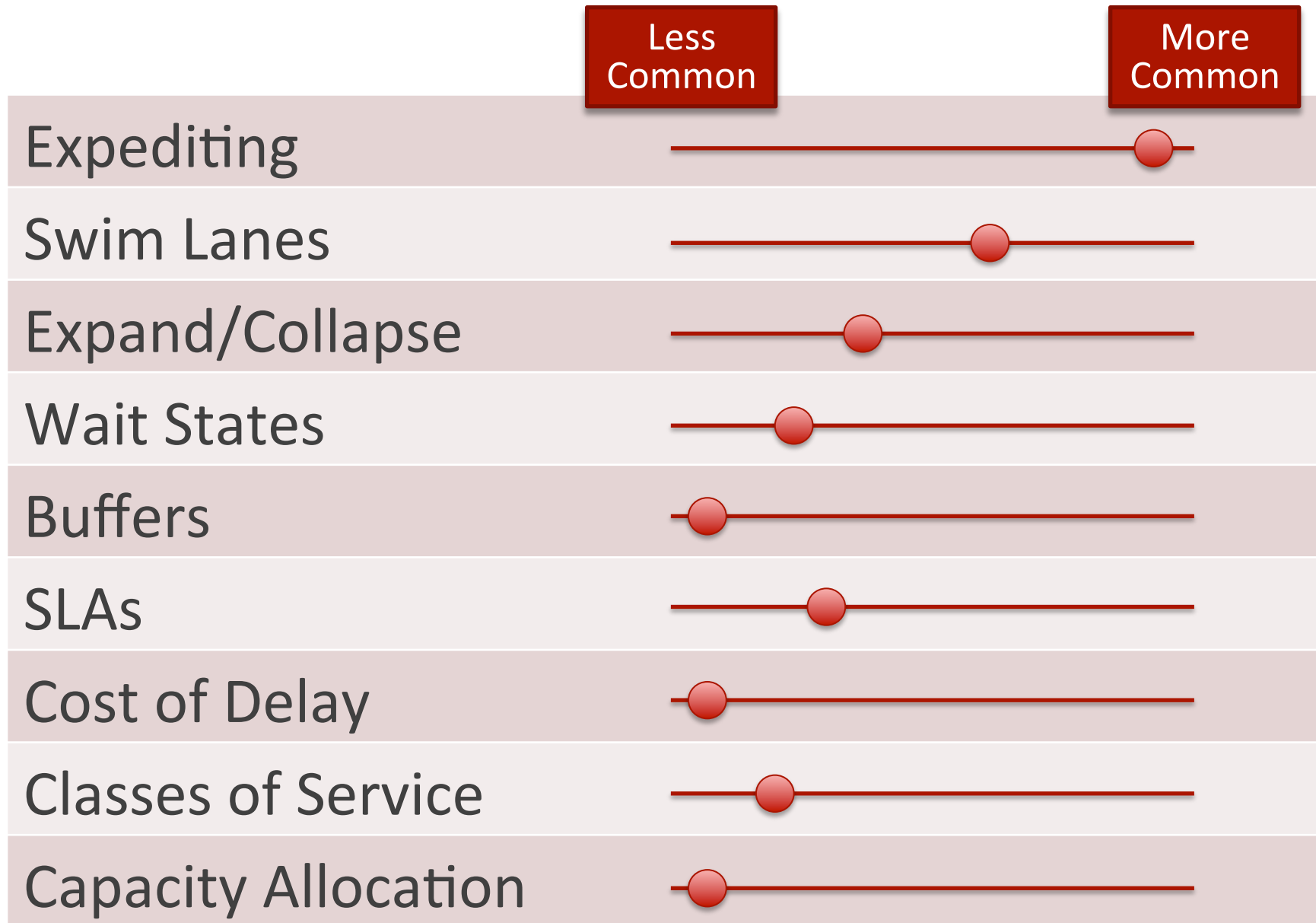
Cadences



# DESIGN COMPONENTS FLOW COMPLEXLY



SOME PATTERNS ARE MORE LIKELY THAN OTHERS (FOR NOW)

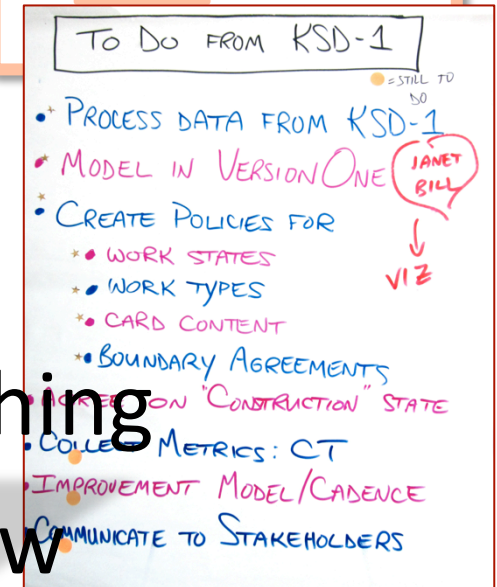
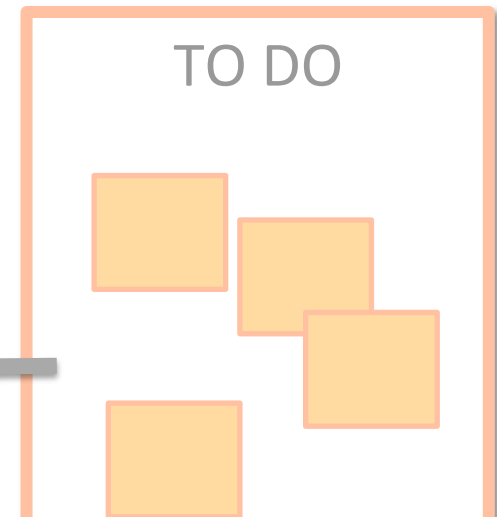




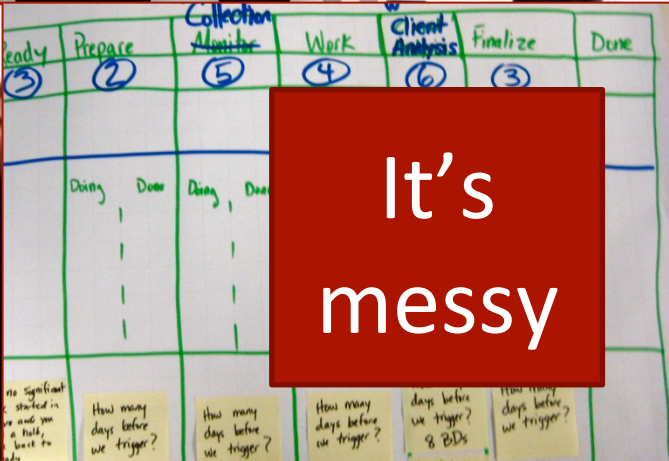
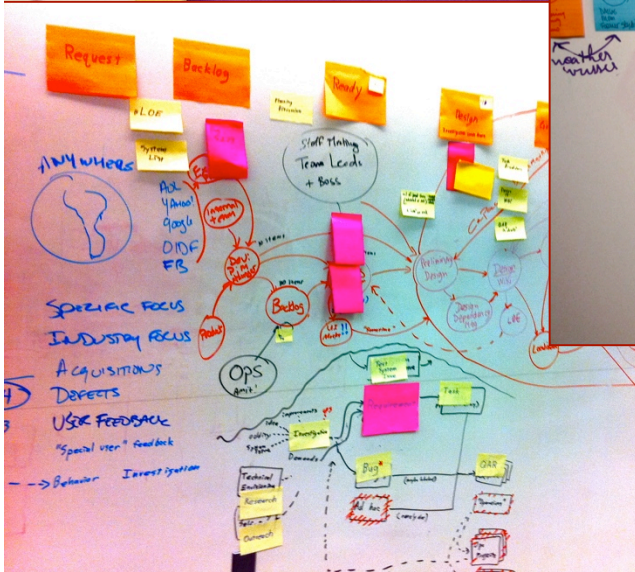
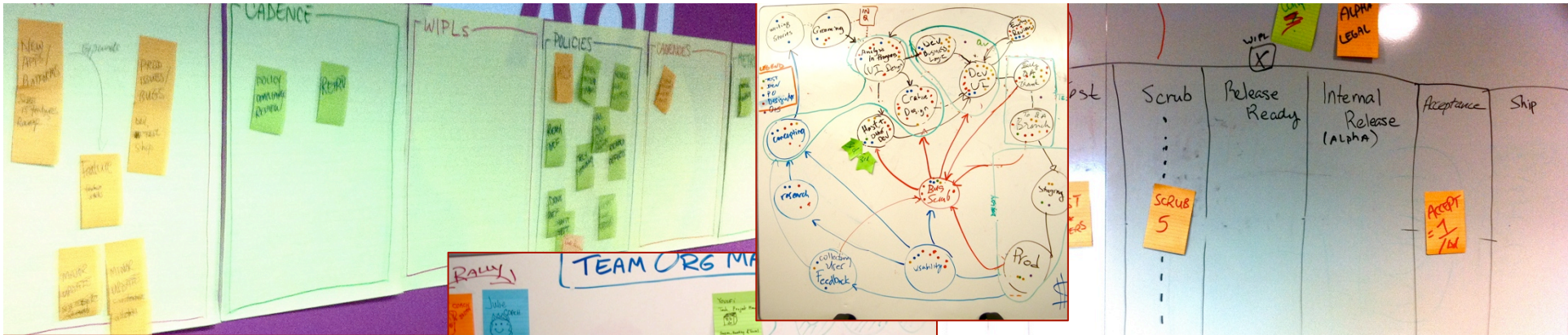
## COMMITMENTS: THE PATH TO IMPROVING

### Commitments

- Transcribe everything
- Complete To Dos ←
- Respect limits
- Capture data
- Collect metrics
- Follow up for remote coaching
- Prep for Operational Review
- For leaders: drive learning









Their System

Their Voice

Their Ownership

# Kick-starting Kanban

## DOWNLOAD

**PPT: [bit.ly/kickstartkanban](http://bit.ly/kickstartkanban)**

**Handout: [bit.ly/kickstarthandout](http://bit.ly/kickstarthandout)**



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