KANBAN

Are we there yet? If not, which way?
About Me

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Kanban Journey

False Plateau

Overreaching
The Kanban Playbook

- Created in 2019 to bring together 14 years of experience and knowledge.
- Helps drive successful evolution for organisations seeking to become fitter for their purpose.
- Maps 150+ Kanban practices against 7 levels of organisational maturity.
The Pillars
The Pillars - Culture

“How We Live”

- Principles we follow
- Things people value and stand for
- Behaviours that we see at all levels
“How Effective We Are”

- Demonstrated results
- Externally observable (customer-valued) benefits
- Internally observable (organisational) benefits
- How sustainable, robust, and likely to survive over the long term
- Resilience and demonstrate our ability to recover from setbacks and unexpected events.
The Pillars - Practices

“How We Do Things”

- Routine activities
- Observable patterns of interactions, measures, metrics, decision frameworks etc.
- Settled, regular Kanban practices
- Habits
Discussion

What is the danger if we only look at Kanban as a set of practices?

How do we even get started? I hear you ask...
Start with What You Do Now
Identify Where We Are Now?

Level 1
Level 2
Level 3
Level 4-6
Identifying The Levels

Level 0
Oblivious

Level 1
Team Focused

Level 2
Customer Driven

Level 3
Fit For Purpose
Discussion

When looking at the levels, do you look at them as a whole organisation, team or something else?
Emerging culture of transparency, collaboration and teamwork. But teams are still unconnected.

Emerging process, still inconsistent, individuals typically manage tasks, some teams start managing work items

Focus on starting, rather than finishing

Business outcome depend on individual’s skills

Metrics focused on applying the practices and individuals
- Managerial heroics
- Processes, workflows, policies, and decision frameworks are understood, defined, and are repeatable
- Fail to meet customer expectations consistently
- Consistent process & consistent outcome
- Manage upstream options, triage discipline
- Service delivery management, Classes of Services, Customer-oriented actionable metrics
- Basic operations / project portfolio review
- The service is fit-for-purpose
What level does your gut instinct tell you that you at?
Where Next?

From ML1 to ML2

Consider for example to...

- Balance demand vs. capabilities
- Manage blocking issues
- Establish replenishment
- Establish activity-based WIP limits
What is the risk if you try to jump too many steps in the model?
Tips to Mitigate Overreaching

- Focus on solving the problem, on the system, not on individuals
- Patience, recognising that a small improvement is still an improvement
- Make policies explicit around decision making
Techniques To Help You

The Evolutionary Change Model
- Encourages evolving in small steps!
- Codifies the guidance to drive evolutionary change.

Evolutionary Change Formula
How to lead change in times of equilibrium.

- Leadership: lead 3
- Reflection Mechanism: reflect 2
- Stressor: stress 1

The Change Potion
How to apply the Evolutionary Change Formula through the Transition Practices to disrupt the stasis, fostering willingness to improve, and the associated risks.

How to stabilise a new equilibrium using Consolidation Practices together with the associated risks.
The Architecture

Transition Practices
Consolidation Practices

Kanban Practices per level

Team focused
- Emergent process
- Inconsistent outcomes
- Team Kanban

1 2

VZ 1.4 Visualize the work carried out by a team by means of a team kanban board
VZ 1.5 Visualize basic policies
VZ 2.1 Visualize progress using a horizontal position on an emergent workflow kanban board
VZ 2.4 Visualize work item aging
VZ 2.2 Visualize work types by means of card colors or board rows
VZ 2.5 Visualize dependencies on another service or system
VZ 2.3 Visualize blocked work items, defects and rework
VZ 2.6 Visualize dependencies on shared services using avatars
VZ 2.7 Visualize basic service policies
Break Out Discussions

In groups review the practices poster.

Think about where your next evolution could be.
Based upon what you have seen, what is one change you could make tomorrow?
Kanban Maturity Model

Level 1
Level 2
Level 3
Level 4-6
Questions??
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