

Kanban returns: “Intro to Kanban, Part II”



Agenda (Session II)

Review

Designing a Kanban Board (cont.)

Replenishment

Kanban Team

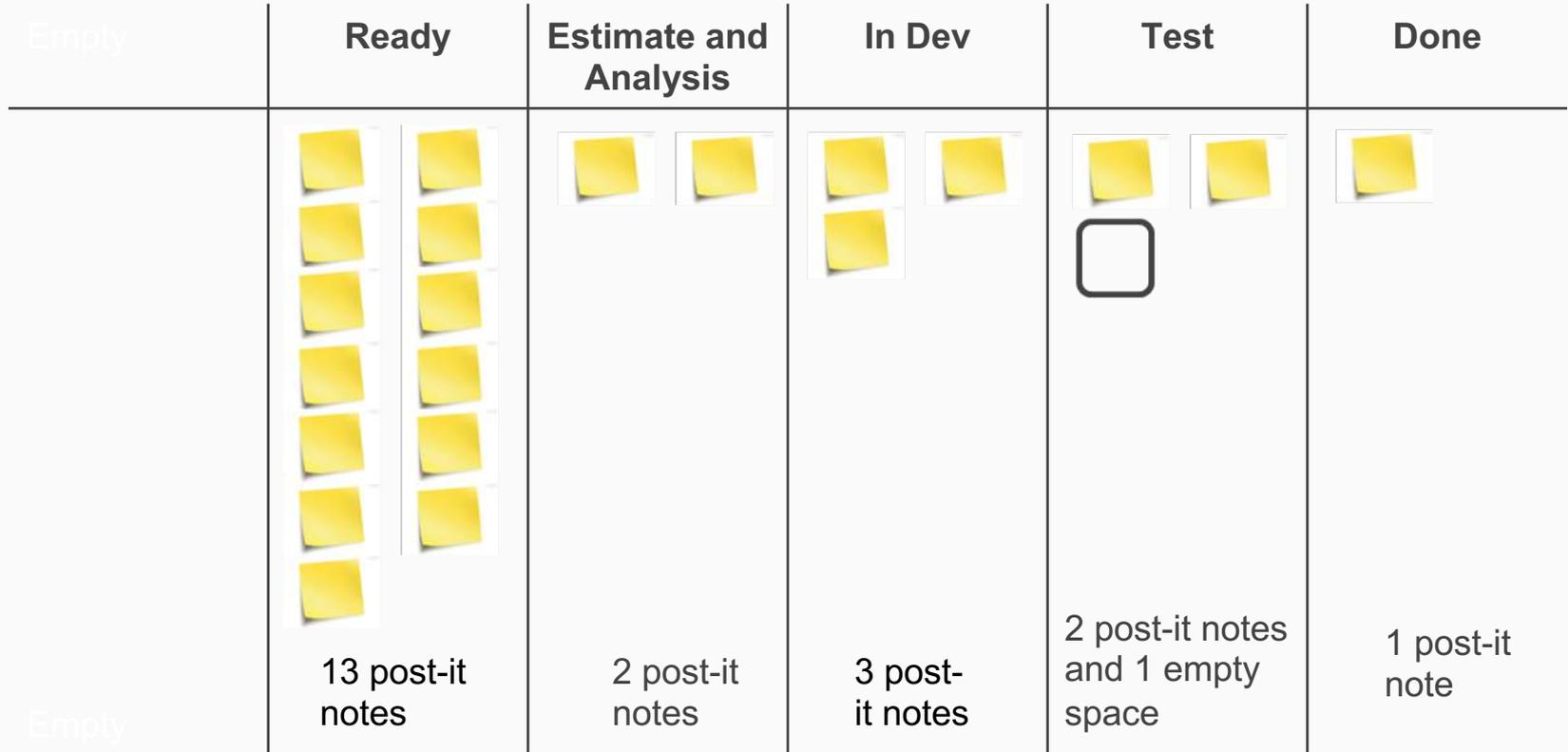
Agile and Kanban

Scaling Kanban with Multi-level boards

Kanban for Enterprise Portfolio Management

18F Case study

How a Pull System works

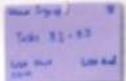
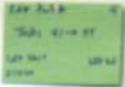
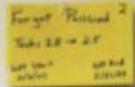
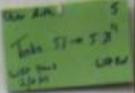


Buffer Queues

Submitted	Outline	Draft	Ready for Graphics	Graphics	Approval	Done
						
1 post-it note	1 post-it note	1 post-it note	5 post-it notes	Empty	Empty	Empty

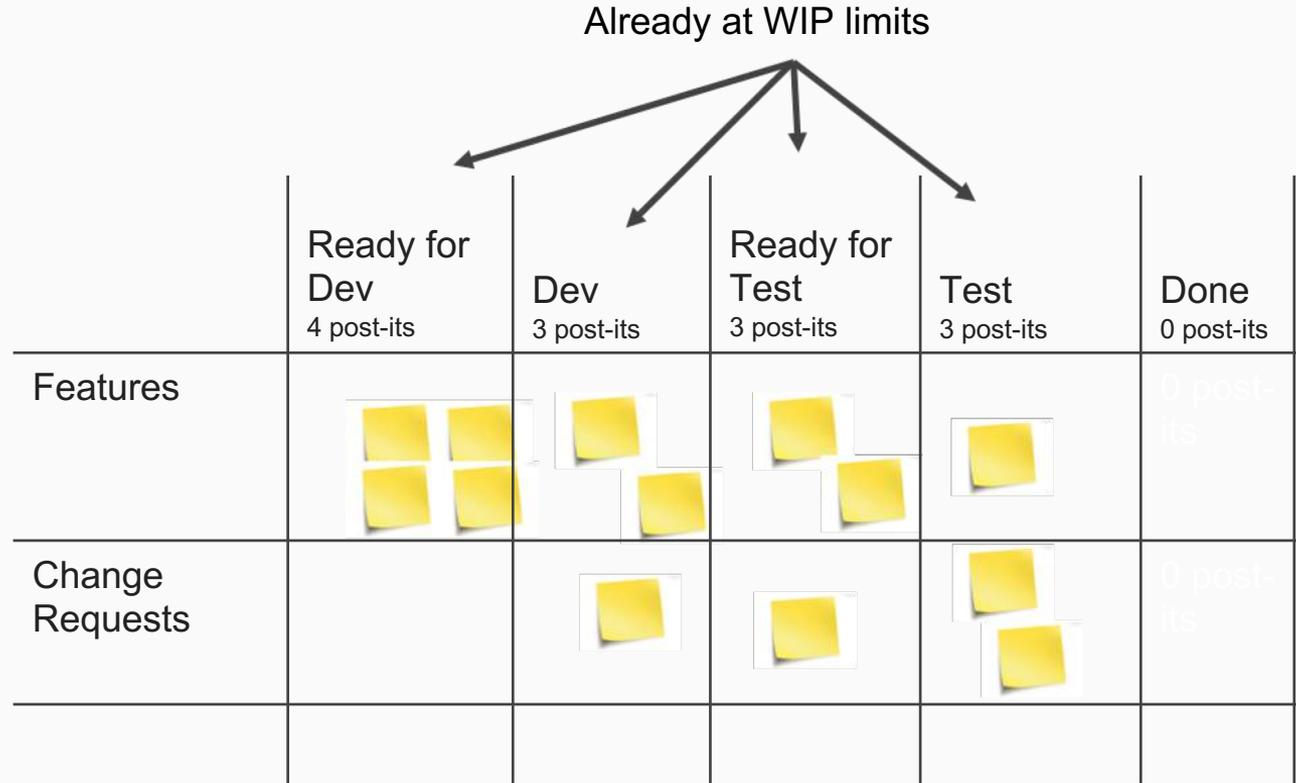
Swim Lanes

		Concept and Pitch 1 post-it	Outline 3 post-its	Draft 3 post-its	Layout 2 post-its	Done 0 post-its	
Featured Articles 9 posts 75% in progress							
Blog Posts 3 posts 25% in progress							

Feature Bullpen	Feature Backlog 2	Work in Progress					Test 2	Demo 2	DONE!
		Feature Development 3							
	<p>USER STORY 22</p> 	<p>1</p>  <p>2</p>  <p>3</p>  <p>Blocked</p>				<p>Forgot Pinned 2</p> 	<p>Task 21-23</p> 	<p>Current Cycle 9 days</p>  	
		Task Breakout							
		Task Backlog 5	Task Dev 4	Done-ish					
			  	Feature 1	Feature 2	Feature 3			
Whole Features	Features Broken into Tasks	Tasks for features in dev	Write some Code	Assert Task works	Wait for Sibling Tasks	Test + Feature end to end	Demo + hot sucker	Done means Done.	
		Do not exceed 18 tasks in progress			When you finish for a feature, you finish, move to next		Schedule 2.1		

Designing a Kanban Board (cont)

Expediting (1 of 2)

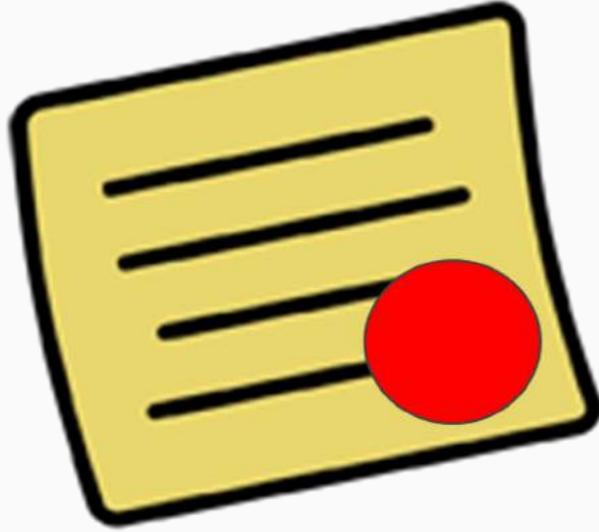


Expediting (2 of 2)

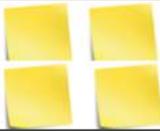
Only 1!
Highest priority

	Ready for Dev 4 post-its	Dev 3 post-its	Ready for Test 3 post-its	Test 3 post-its	Done 0 post-its	
Expedite					0 post-its	
Features					0 post-its	
Change Requests					0 post-its	

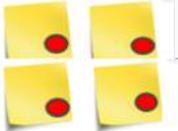
Blocked!



Blocked – Simplest Approach

	Ready for Dev 4 post-its	Dev 3 post-its	Ready for Test 3 post-its	Test 3 post-its	Done 0 post-its	
Expedite					0 post-its	
Features					0 post-its	
Change Requests					0 post-its	

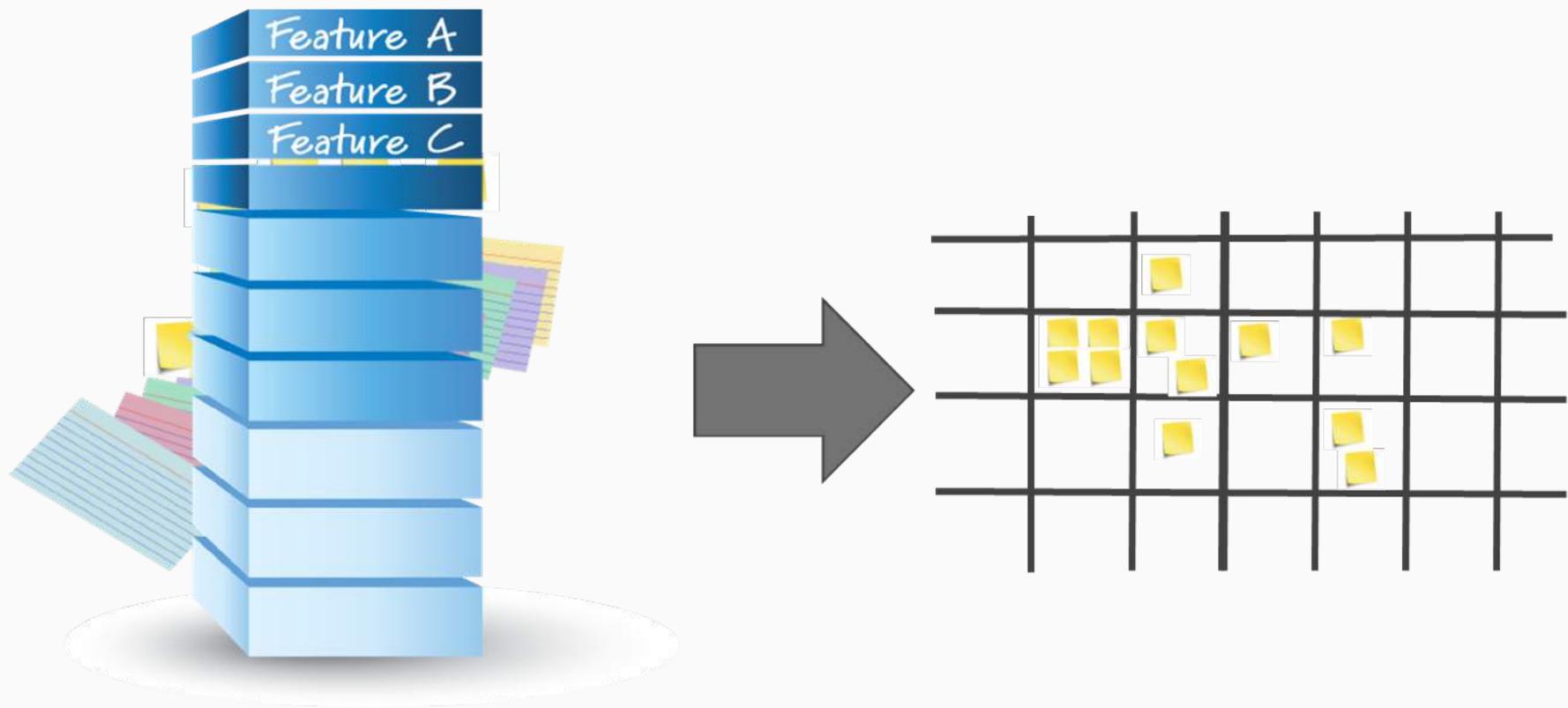
Blocked – A Different Approach

	Ready for Dev 4 post-its	Dev 3 post-its	Ready for Test 3 post-its	Test 3 post-its	Done 0 post-its	
Expedite						
Features						
Change Requests						
						BLOCKED!!! 

More than the board



Replenishment

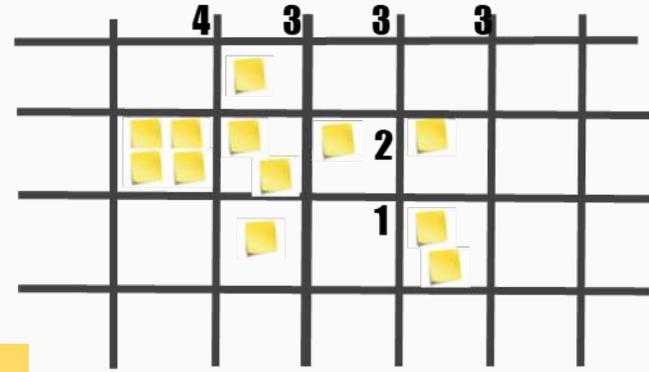


Kanban Team

- **Style differs depending on the team model**
 - Agile: Self-organized team
 - Traditional: PM plus team

Daily Meeting

- Follow the flow of work...not the people
- Go from right to left - “walk the board” - to pull things.
- Free up WIP by pulling things.
- Identify/discuss Blocked items



Agile Kanban

Q. Why care about whether your Kanban implementation is “Agile”?

Because Agile methods offer features and benefits that aren't otherwise realistically achievable.

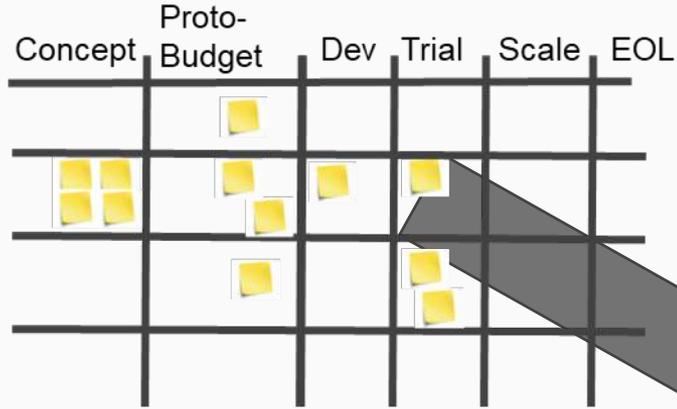
Scaling Kanban

Multi-level Kanban Boards Overview (1 of 2)



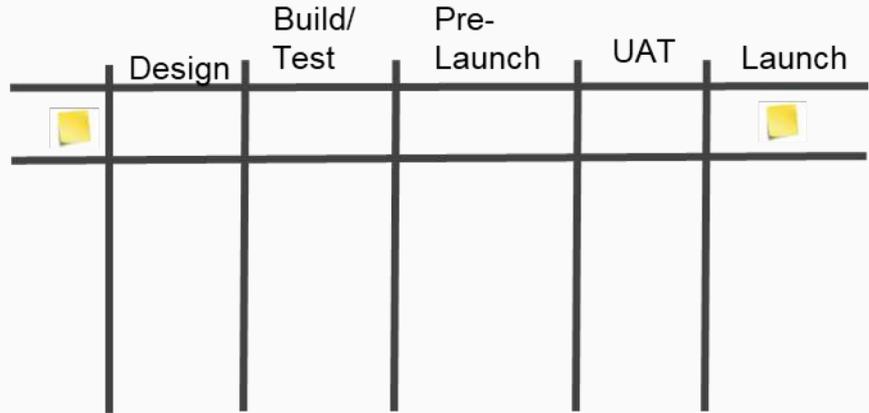
Portfolio (Enterprise) Level

Multi-level Kanban Boards Overview (2 of 2)

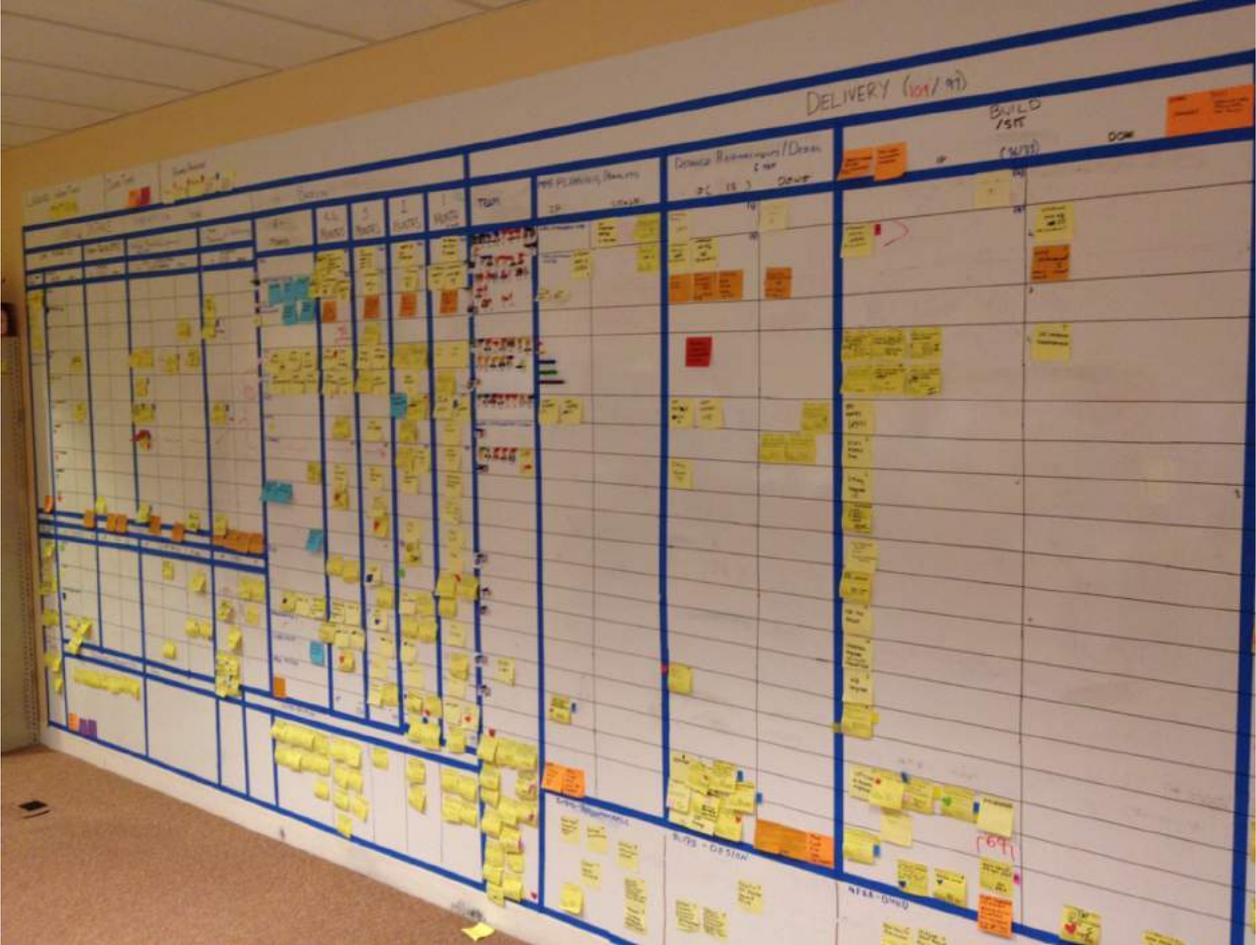


Program, Project, or Team Level

Portfolio (Enterprise) Level



An Enterprise Kanban Board



Non-Software Case Study

18F Agreements Team, 2016



Non-Software Case Study (2 of 6)

- In 2016, 18F's Agreements team was drowning in work.
- The Operations team spent a little time playing with Kanban as a way to maybe impose some organizational order.
- If we'd known how important the experiment would be, we'd have taken more pictures.

Non-Software Case Study (3 of 6)

Before

- Average processing time: 65 days
- Agreements in Process: 49

Non-Software Case Study (5 of 6)

After

- Average processing time: 37.5 days
- Agreements in Process: 20

Non-Software Case Study (6 of 6)

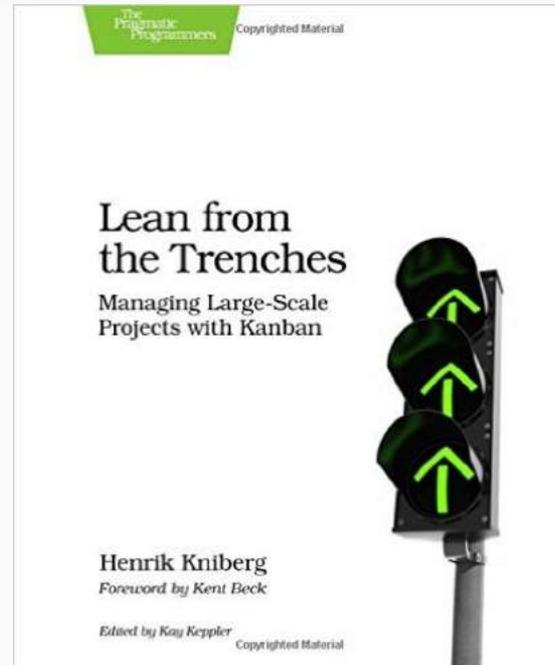
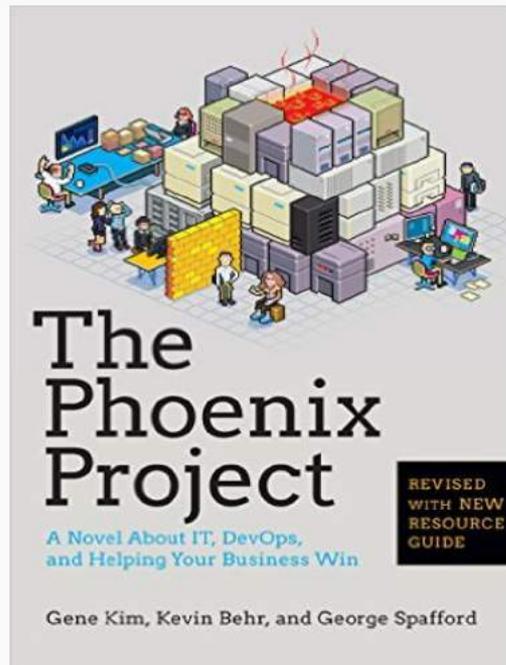
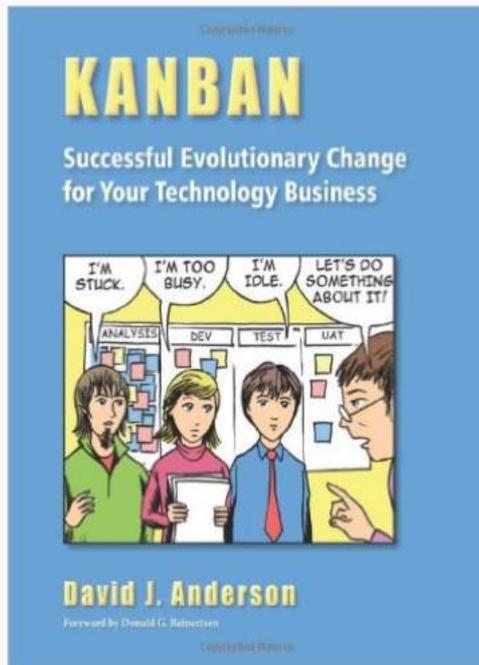
Learnings

- Decreased amount of work leads to increased quality of work.
- You won't drown in work if you use a pull system.

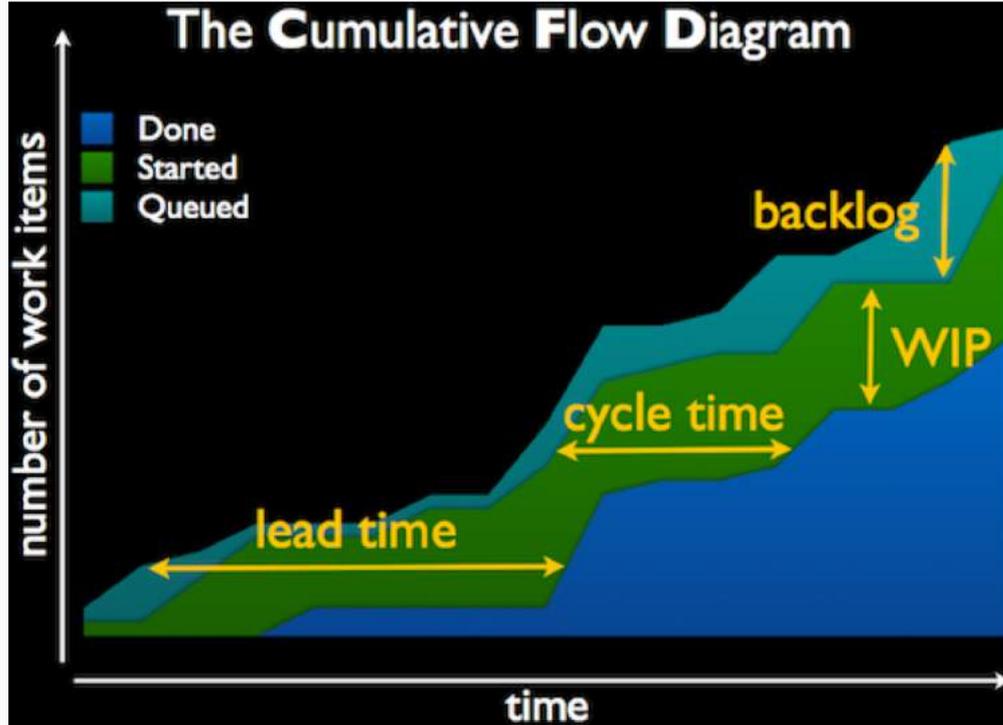
Thank you!

Appendix

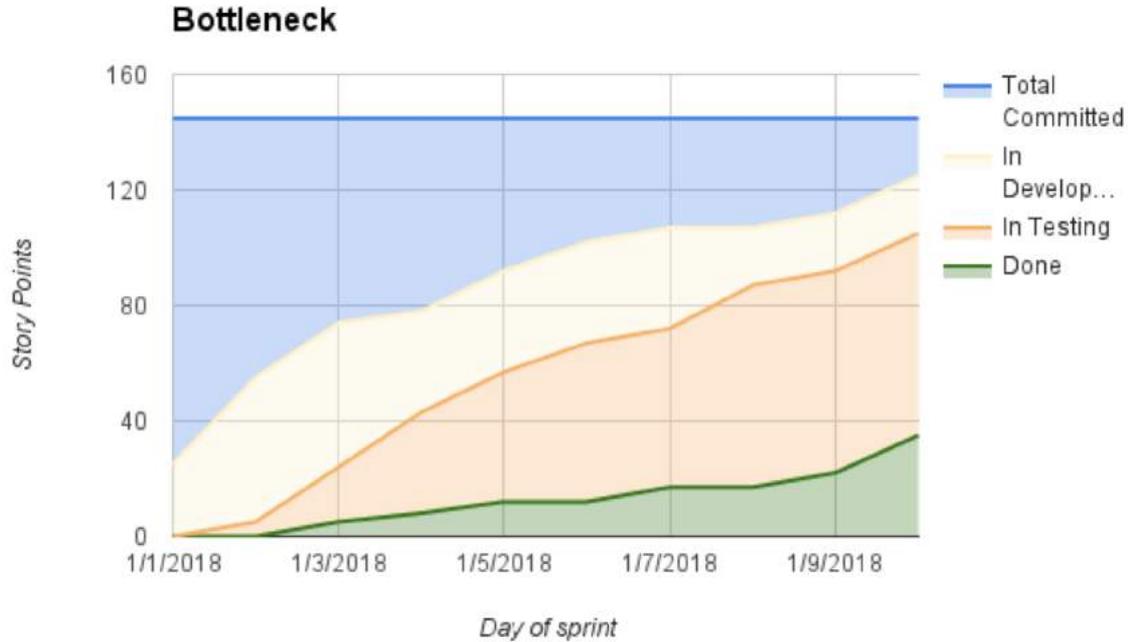
Recommended Reading



Cumulative Flow Diagram



Bottleneck



Other Metrics

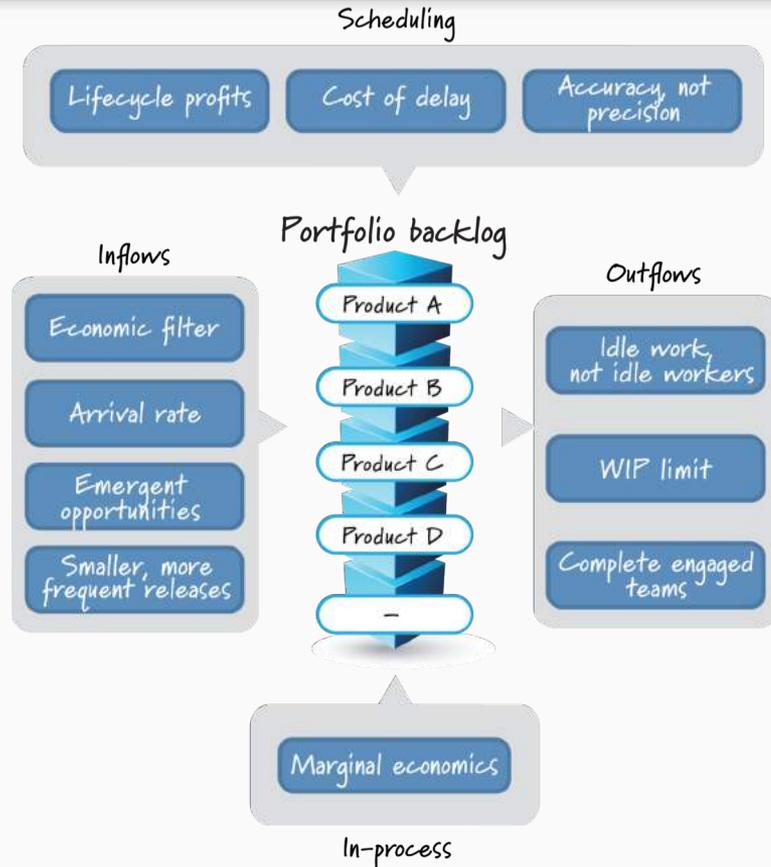
Cycle Time

Throughput (items completed per unit time)

Due Date Performance

Failure Load (How much work did we cause ourselves?)

Agile Portfolio Management Strategies



Multi-level Kanban Boards (1 of 2)

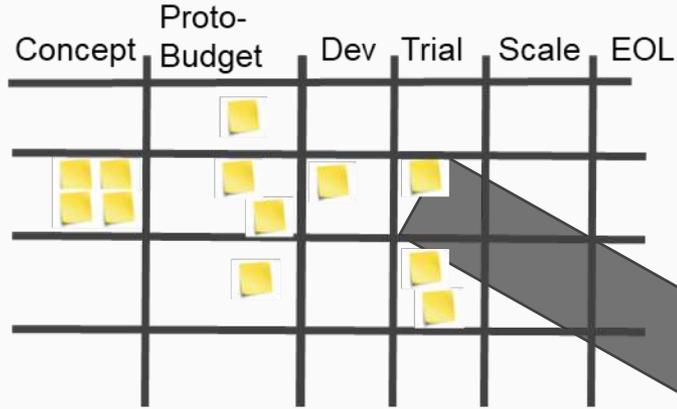


Portfolio (Enterprise) Level

On the wall or online?

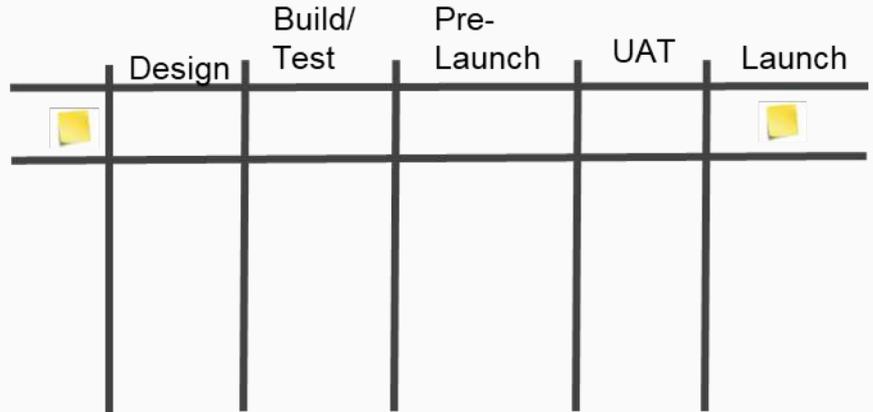
- On the wall = Information Radiator
 - Hard to miss
 - Naturally informs everybody
 - Can be made to work for distributed teams also
- Online = Information Refrigerator
 - People can (i.e., will) ignore it
 - Less convenient
 - Harder to see the big picture
 - Lots of extra features
 - Easier for distributed teams
- Unless you have no HQ, use a combo

Multi-level Kanban Boards (2 of 2)



Program, Project, or Team Level

Portfolio (Enterprise) Level



Questions?

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