



How Deep is your Kanban?

Kanban Townhall
Digite / Swift Kanban
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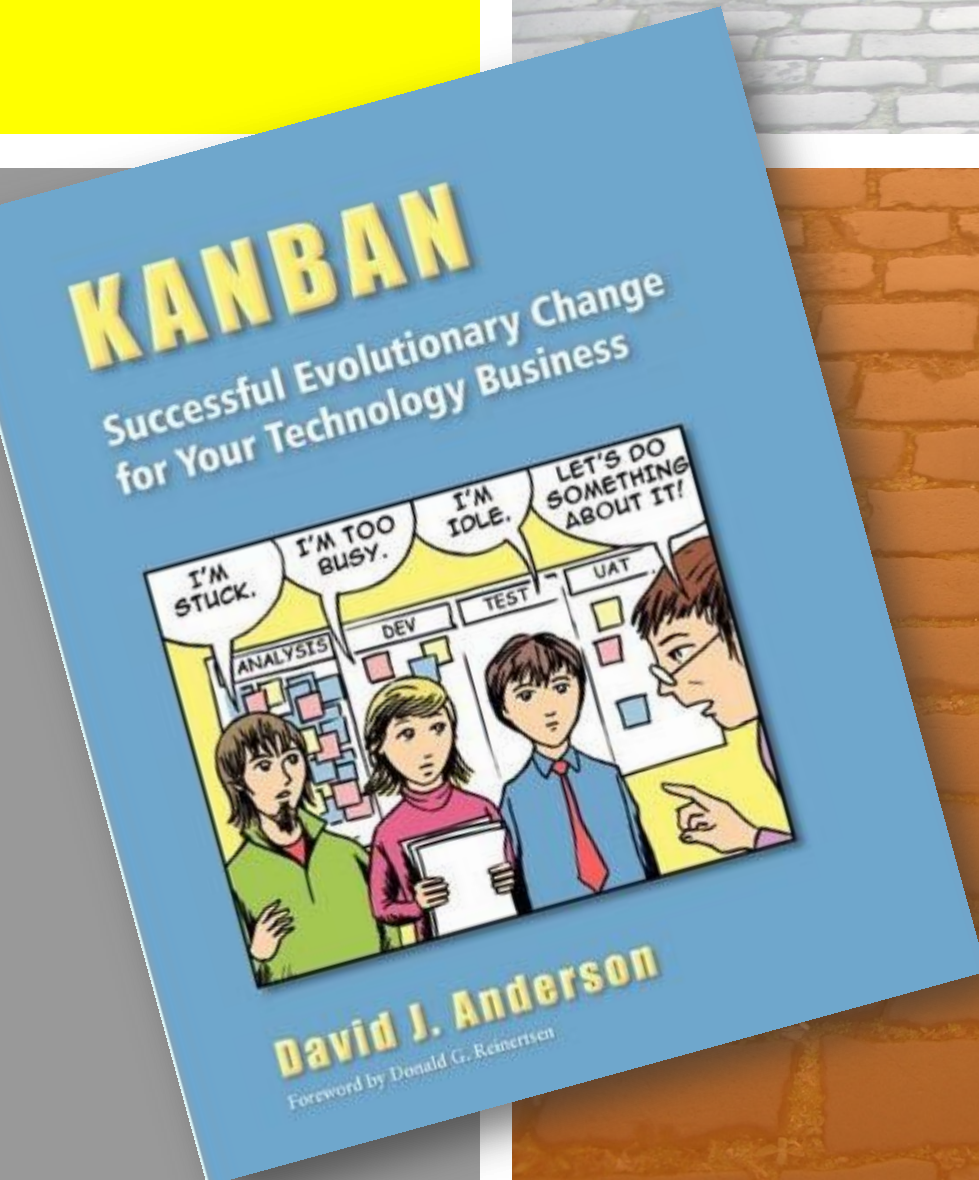
Kanban – Are we doing it or not?

It's not a question of right or wrong?

But a question of the depth of implementation

My 2010 book documented 5 core practices

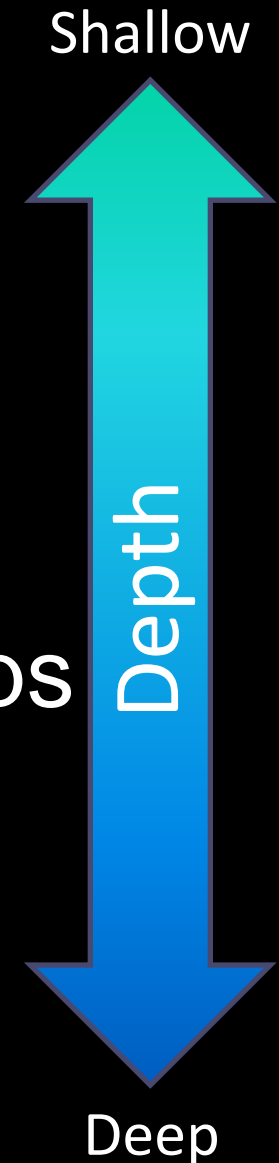
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I have since expanded this list to 6 to describe another I had implied but not made explicit

Core practices for successful Kanban adoption

1. Visualize
2. Limit Work-in-Progress
3. Manage Flow
4. Make Policies Explicit
5. Implement Feedback Loops
6. Improve Collaboratively,
evolve experimentally
(using models & scientific method)



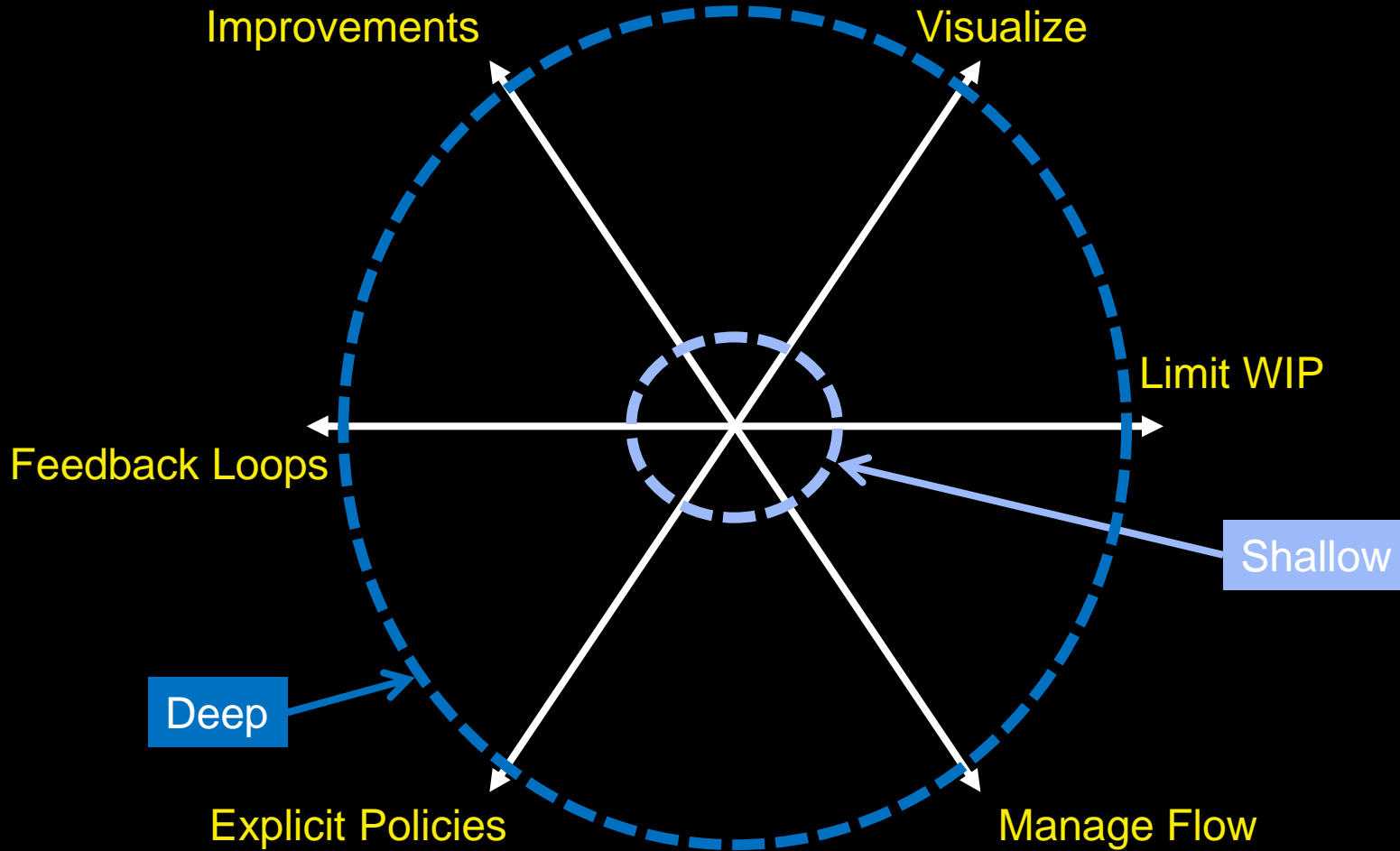
Are these practices listed in the right order (from a shallow to deep perspective)?

Hakan Forss asked the question at our Kanban Leadership Retreat in Mayrhofen, Austria, June 2012



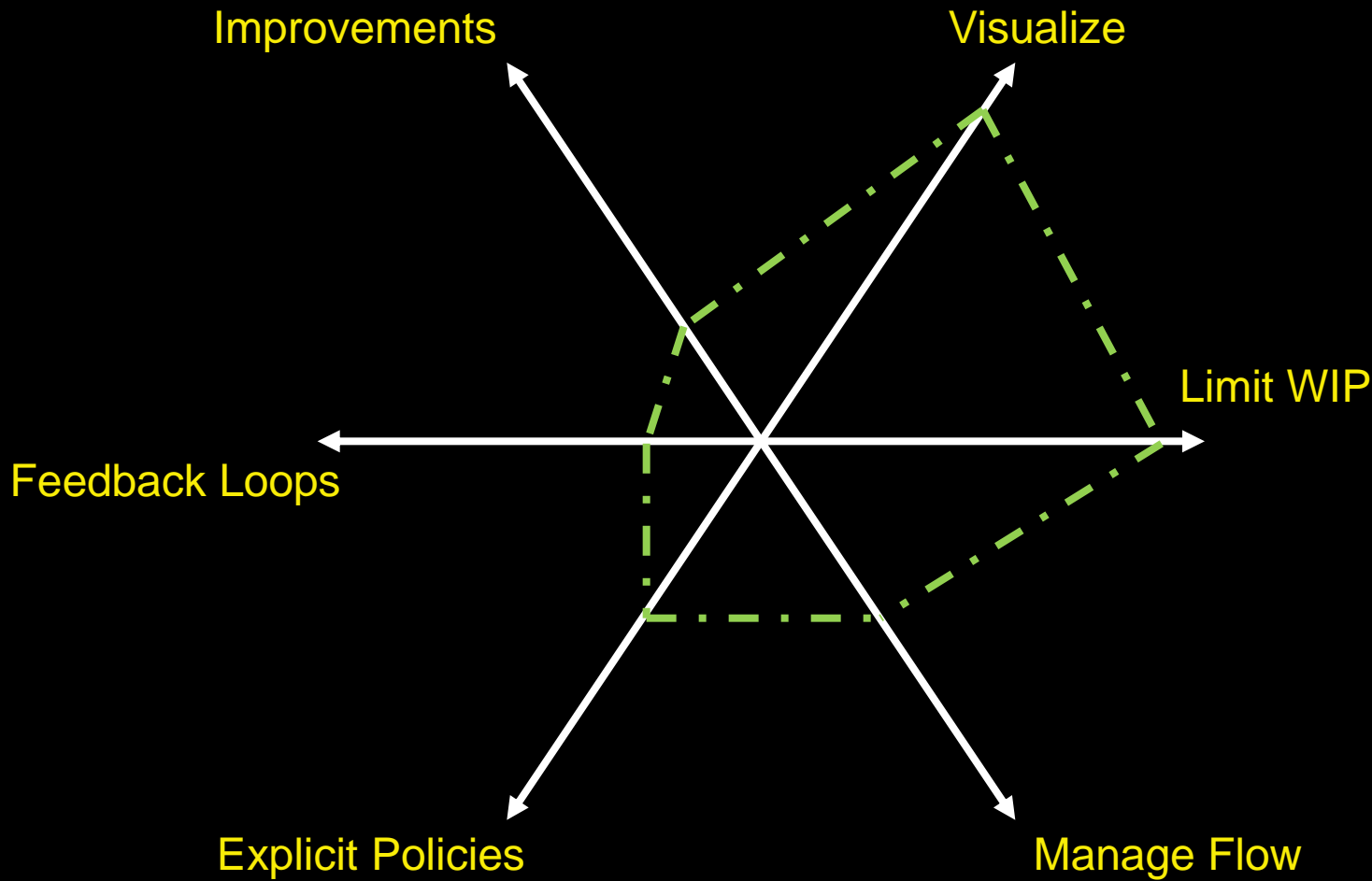
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Use a Kiveat-style diagram to visualize multi-dimensional depth of implementation



No Implied sequence

This would allow us to map the depth of each practice separately to give a shape



Larger implies deeper

This raises the question, how do we put a scale
on the six axes?

- Work
- Different Work Item Types
- Workflow
- Kanban Limits
- Ready for pull ("done")
- Blocking issues (special cause variations)
- Capacity Allocation
- Metrics-related aspects such as - lead time, local cycle time, SLA target
- Inter-work item dependency (incl hierarchical, parent-child dependency)
- Inter-workflow dependency
- Other risk dimensions - cost of delay (function shape & order of magnitude), technical risk, market risk
- Score 1 for each aspect of visualization

- Deferred commitment & dynamic staff assignment (no WIP limits) aka “last responsible moment”
- **Proto-kanban**
 - personal kanban
 - **WIP limit per person**
 - workflow with infinite limits on "done" queues
- **Single workflow full pull system with WIP limits**
- Multiple interdependent workflows with pull system
- Simple taxonomy of 4

- Daily meetings
- Cumulative Flow Diagrams
- Delivery rate (velocity/throughput) control chart
- SLA or lead time target
- Flexible staff allocation or swarming behavior
- Deferred pull decisions, or dynamic prioritization
- Metrics for assessing flow such as number of days blocked, lead time efficiency
- Score 1 for each technique in use

- Workflow/Kanban System policies explicit
 - Pull criteria (definition fo done, exit criteria)
 - Capacity allocation
 - Queue replenishment
 - Classes of service
- Staff allocation / work assignments
- Score 1 for each aspect made explicit

Hakan Forss also presented the 3 Kanban Kata at our meeting in Austria

Kanban Kata

- Standup Meeting
- Coaching Kata, the Mentor-Mentee relationship between a superior and subordinate
- Operations Review

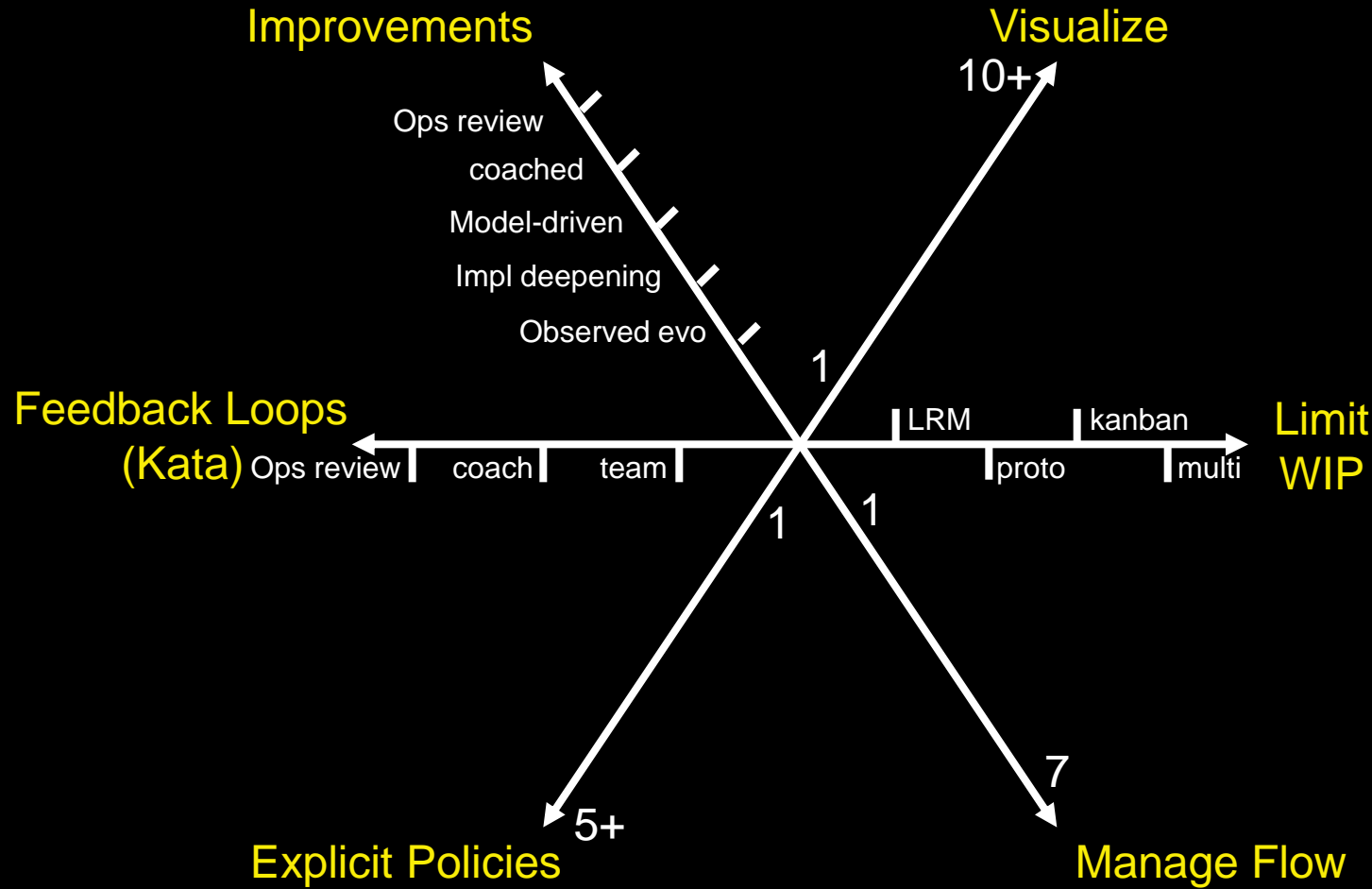


- How many of the Kanban Kata are present?
- Regular team meeting (typically daily) in front of board or kanban system software
- Mentor-mentee relationship between superior and subordinate used to coach management and continuous improvement
- Operations Review - business unit or organization level, qualitative & quantitative review of data from multiple kanban systems to provide inter-workflow feedback mechanism
- Simple taxonomy of 3 (it is currently assumed Ops Review does not exist without a mentor-mentee relationship already existing)

Improve collaboratively, evolve experimentally (using models & scientific method)

- Evidence of local process evolution - changes to workflow, policies, WIP limits
- Evidence of increasing depth of Kanban implementation on other 5 practices
- Evidence that process evolution was model-driven - use of metrics, identification of bottlenecks, common/special cause variation, transaction/coordination costs, other models not specified in current literature
- Evidence of process or management policy evolution as a result of mentor-mentee relationship
- Evidence of inter-workflow process or management policy evolution as a result of operations review
- Taxonomy of 5 (it is currently assumed there is an adoption sequence and that 5 would not happen before 4)

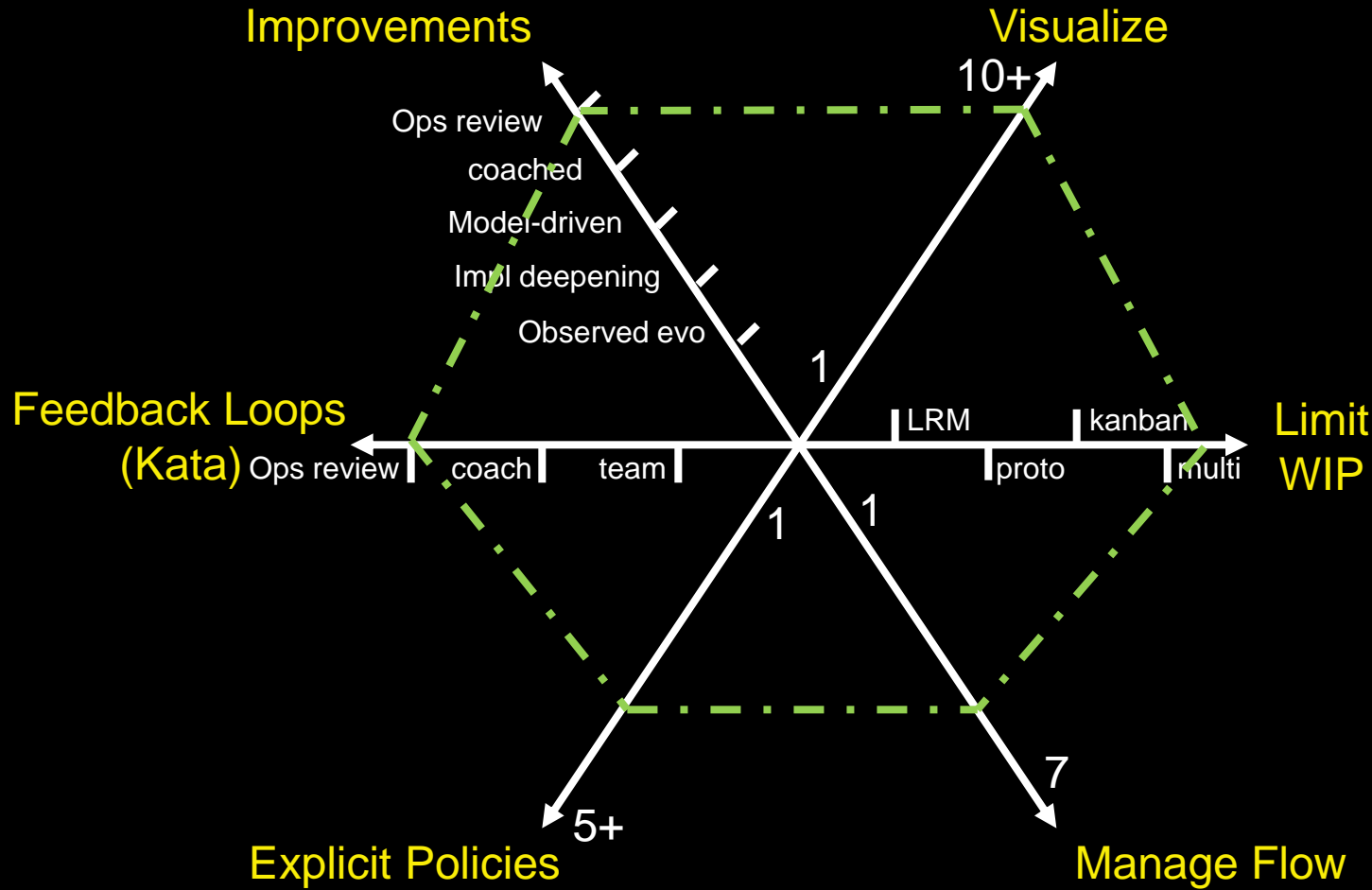
Map taxonomies or qualitative scoring onto chart



Allows multi-dimensional assessment



Corbis IT department circa October 2007

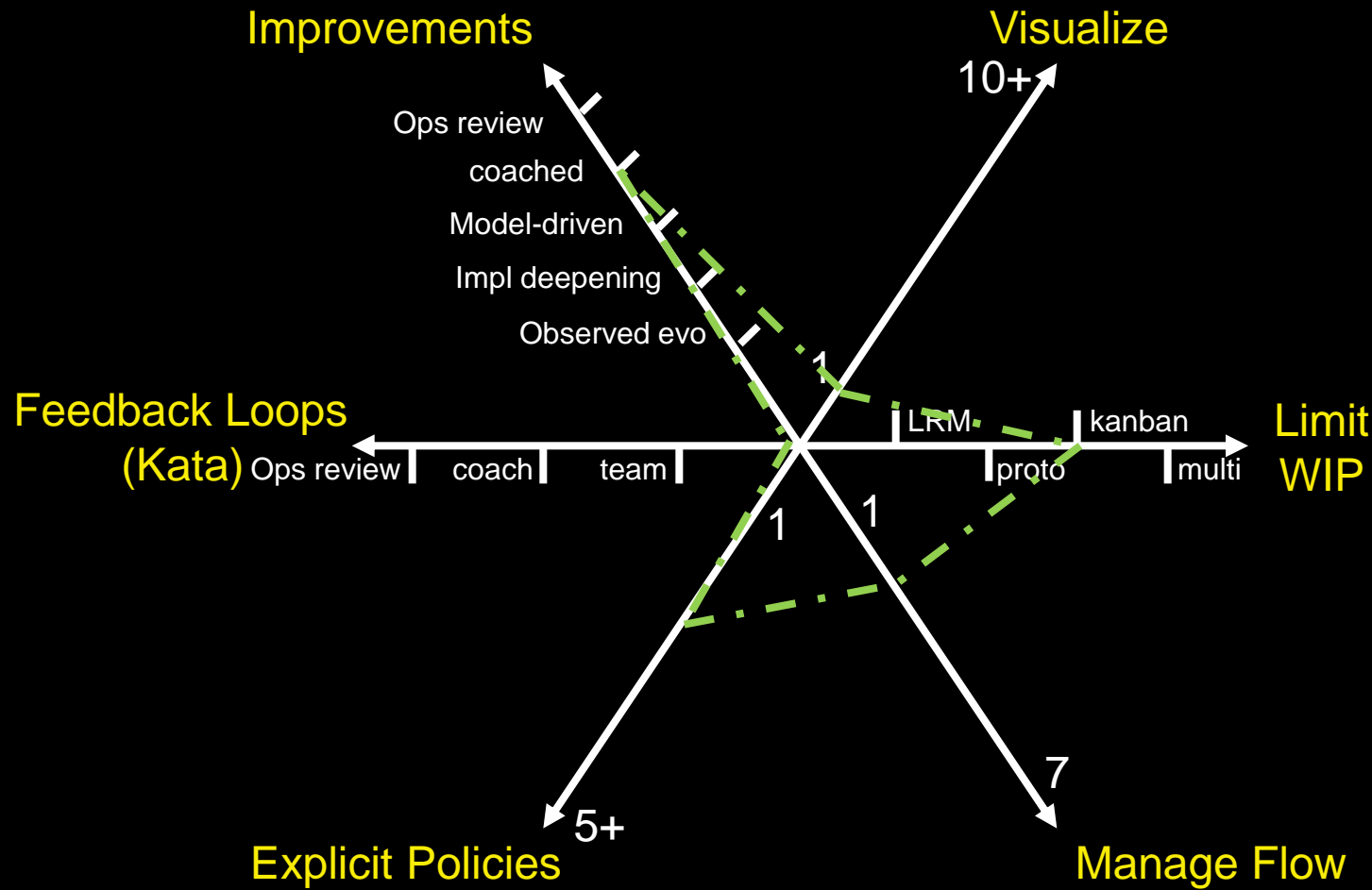


Very deep implementation

XIT Microsoft 2005



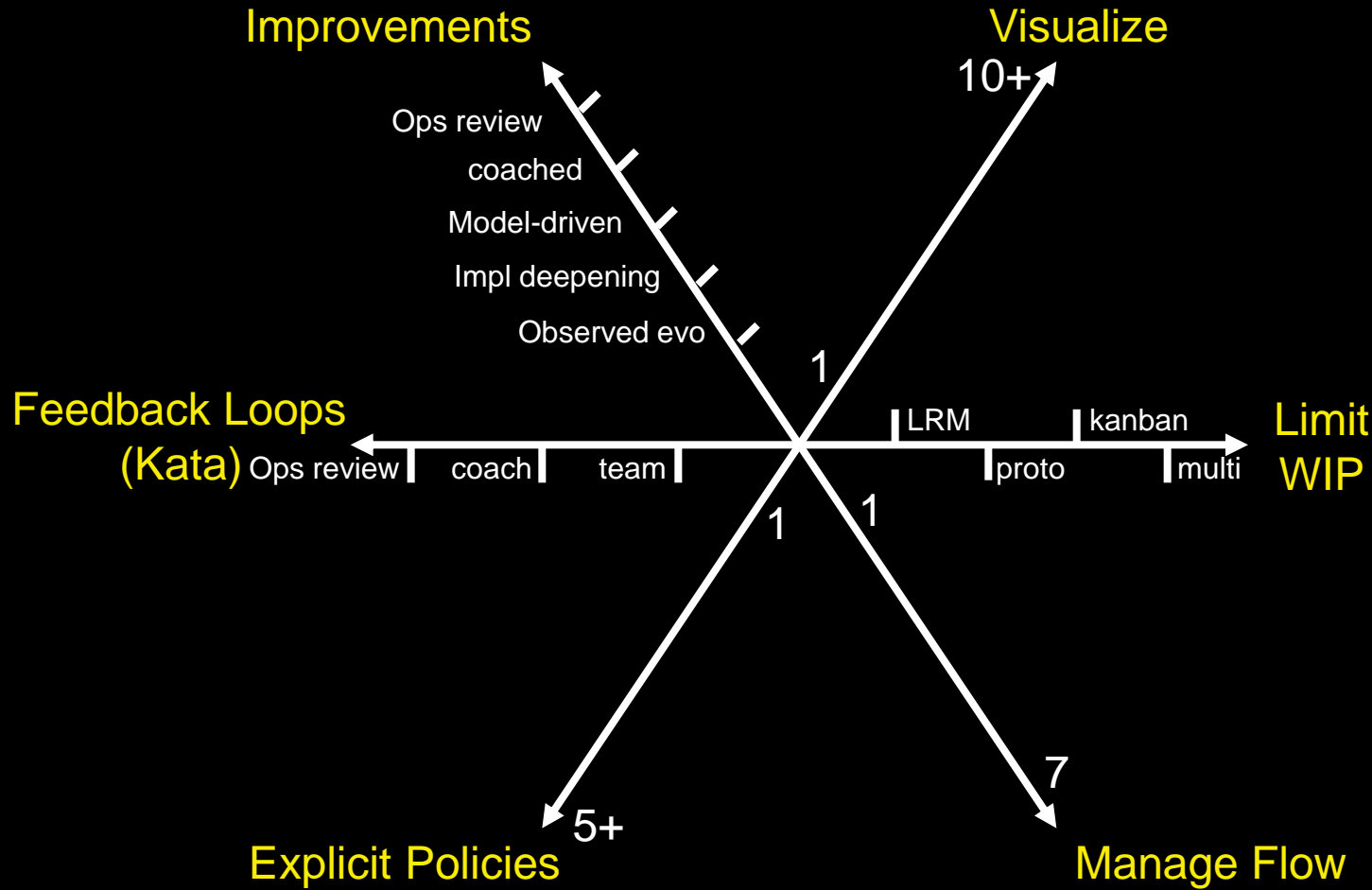
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Much shallower early implementation

Can you draw this chart for your team
or organization?

Use this template...



What shape is your Kanban implementation?

- This work is new and provisional in nature
- Kanban coaches in Sweden, Germany and Austria have already adopted this technique with clients
- Innovation like this emerges from bringing the best Kanban people together at Leadership Retreats
- We believe it has wide and useful application in assessing the depth of a Kanban implementation in a positive fashion that reinforces good work while avoiding direct quantitative comparison, levels or maturity
- Shape of the diagram does give indications of areas for further coaching, training and implementation focus
- We would like to people to draw these charts regularly as a way of monitoring implementation maturity
- Share your charts on limitedwipsociety.org

Would you like to be invited to the next Kanban Leadership Retreat in San Diego?

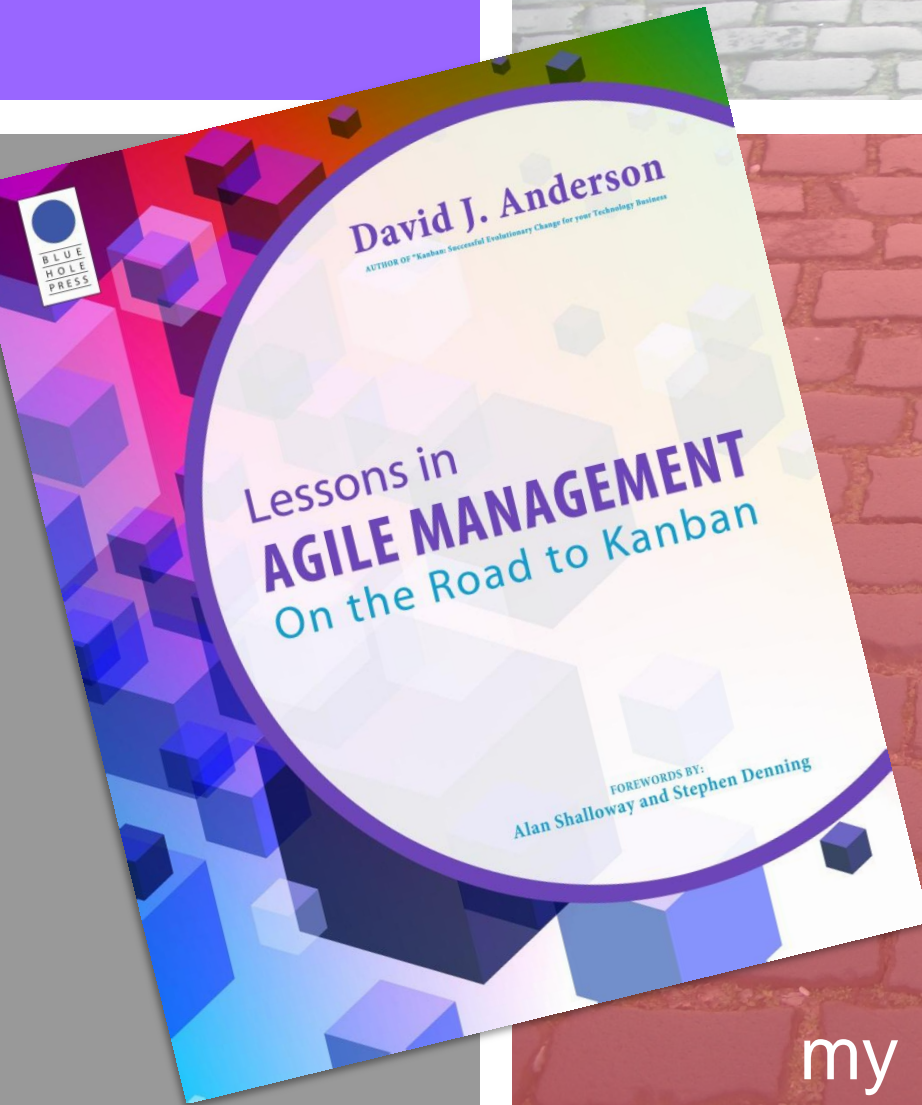
- Attend 3-day Adv Kanban Masterclass
- Sao Paulo, Brazil 23-25 July
- Chicago, USA 5-7 September
- Berlin, Germany 12-14 September
- Get invited to San Diego, November 28-30

- Register for your 3-day class now
<http://agilemanagement.net/index.php/Events/>
- Contact janice@djaa.com



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New Book Out now!



115,000 words of
anecdotes explaining
my approach to leadership,
management & change

Thank you!



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