# The Kanban Method

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| Limit | Kanban boards | Adaptive capability | People | Knowledge work |

1. Kanban uses \_\_\_\_\_\_\_\_\_\_\_\_\_ to visualize invisible work, workflow, and business risks together.
2. The Kanban method is implemented through Kanban systems which \_\_\_\_\_\_\_\_\_ work-in-progress.
3. Kanban is a method for defining, managing, and improving services that deliver \_\_\_\_\_\_\_\_\_\_\_\_\_.
4. Kanban improves your \_\_\_\_\_\_\_\_\_\_\_\_, which enables you to respond effectively to changes in customer demand or your Business Environment.

# Change Principles

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| Roles | Revolution | Processes | Evolutionary | Resistance |

1. By starting with what we do now, we minimize the \_\_\_\_\_\_\_\_\_\_\_\_\_ to the actual changes.
2. First, we strive to develop an understanding of current \_\_\_\_\_\_\_\_\_\_\_\_, as actually practiced. No wishful thinking!
3. Initially, existing \_\_\_\_\_\_\_\_\_\_\_\_\_\_, responsibilities, and   
   job titles are respected. [Changes can be agreed at a later point in time.]
4. Improvements are pursued through \_\_\_\_\_\_\_\_\_\_\_\_ change.

# Principle: Service Orientation

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| Profits | Services | Network | Customers | Flow | Work |

1. See work as \_\_\_\_\_\_\_\_\_\_.
2. During Kanban implementations, we discover \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and their interactions in a \_\_\_\_\_\_\_\_\_\_\_\_\_.
3. Kanban focuses on managing the \_\_\_\_\_\_\_\_\_\_\_\_ and lets people organize themselves around it.
4. The \_\_\_\_\_\_\_\_\_\_\_ and the value they receive is the natural point of focus in Kanban.

# Kanban Practice “Visualize”

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| Board Design | Reflect | Improvement | Utilization | Work |

1. A Kanban board is a way to visualize \_\_\_\_\_\_\_\_ and the process it goes through.
2. \_\_\_\_\_\_\_\_\_\_ the current state.
3. The \_\_\_\_\_\_\_\_\_\_\_\_ varies greatly among Kanban systems, depending on how they are used. Your board will be unique!
4. The board helps identify issues in the flow of work, shows dependencies, and is key to identifying \_\_\_\_\_\_\_\_\_\_\_\_\_\_ opportunities.

# Kanban Practice “Limiting WIP”

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| Person | Urgency | Completion | Capacity | Pull |

1. Introducing and respecting limits on Work in Progress changes a “push” system into a \_\_\_\_\_\_\_\_\_\_\_ system; this is what we call flow.
2. WIP-Limits can be determined for instance by \_\_\_\_\_\_\_\_\_\_, Workflow, process state, type of work or total number of work items.
3. Work is ”pulled” into the system when other work is completed and \_\_\_\_\_\_\_\_\_\_\_\_\_ becomes available, rather than “pushed” into it when new work is demanded.
4. WIP-Limits stimulate \_\_\_\_\_\_\_\_, quality, and provoke important communication.

# Kanban Practice “Explicit Policies”

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| Collaboratively | Checklists | Visible | Decisions | Order |

1. Explicit policies promote the quality of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and enable better business outcomes.
2. Policies can for instance affect the selection and \_\_\_\_\_\_\_\_\_\_\_ of items being pulled through the system, or WIP limits.
3. Policies should be developed \_\_\_\_\_\_\_\_\_, incrementally, and reviewed regularly
4. Policies should be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to all involved parties.