



Leadership

Lead

The Kanban Method

Change Management Principles

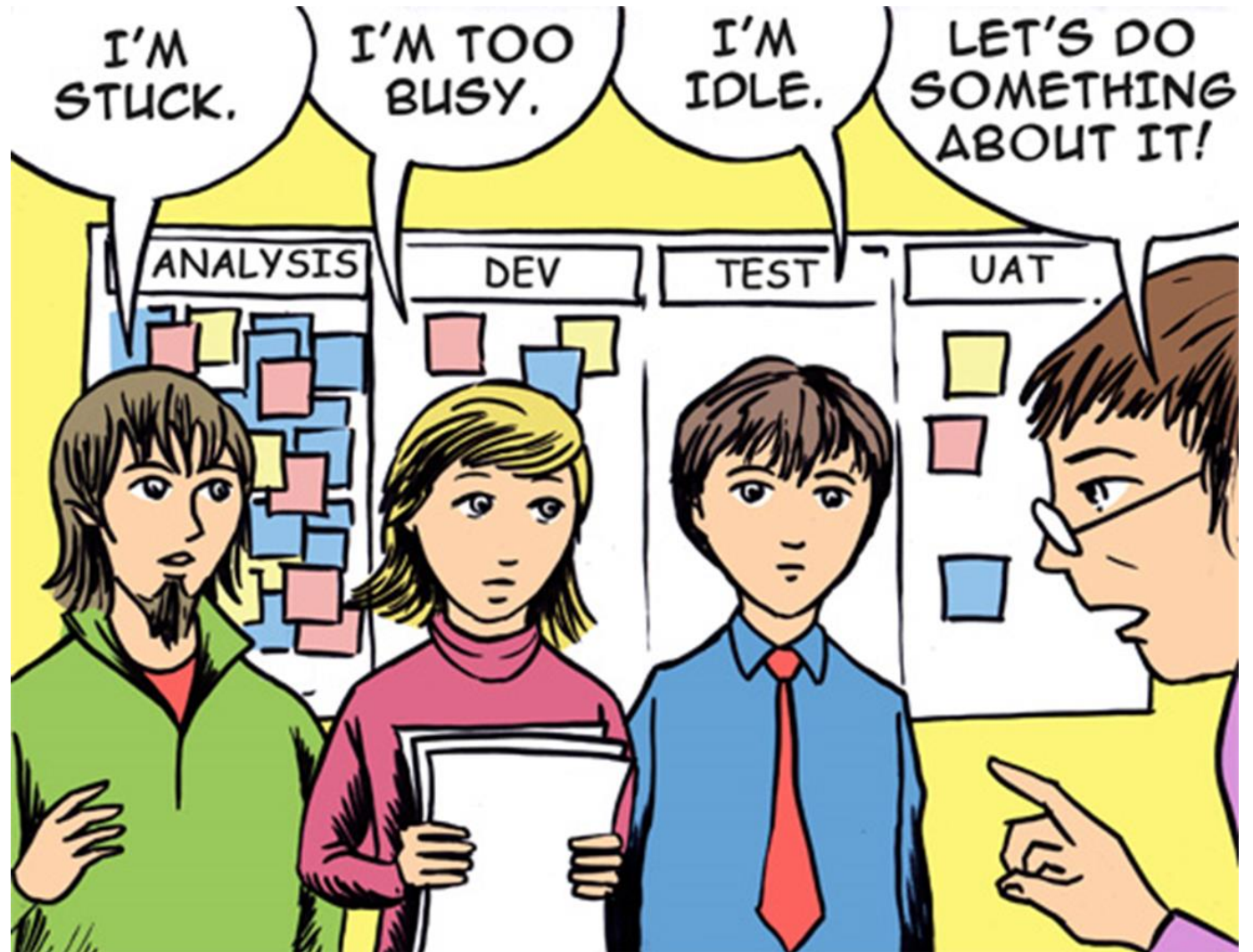
1. Start with what you do now
 - Understanding current processes, as actually practiced
 - Respecting existing roles, responsibilities & job titles
2. Gain agreement to pursue improvement through incremental, evolutionary change
3. Encourage acts of leadership at all levels

Practices

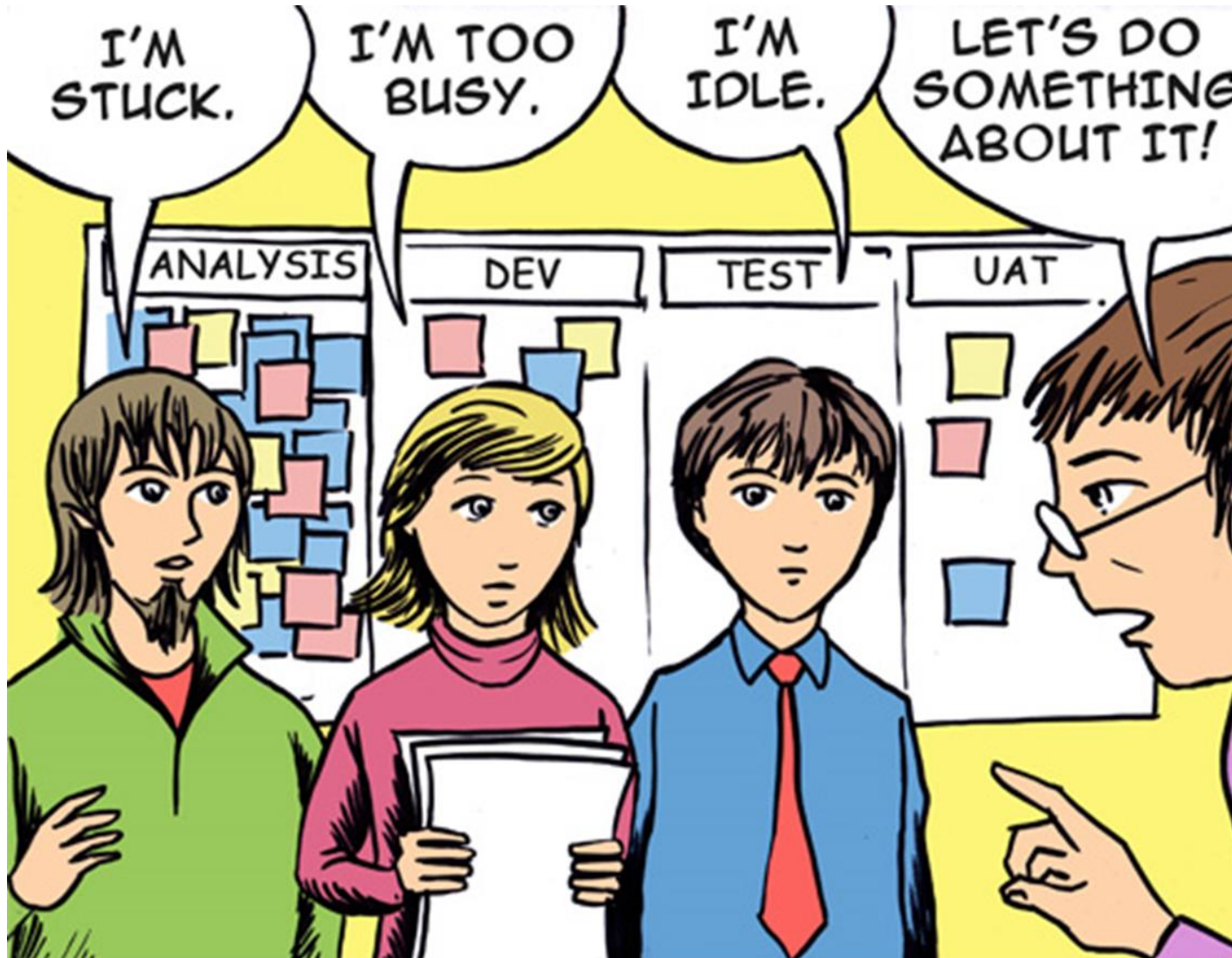
- ✓ Visualize (Workflow, Work and Current Process)
- ✓ Limit Work-in-Progress (WIP)
- ✓ Manage Flow
- ✓ Make Policies Explicit
- ✓ Implement Feedback Loops
- ✓ Improve Collaboratively, Evolve Experimentally (using models and the scientific method)

The Essence
of Kanban is...

Collaborative
Leadership



Leadership as an act, as an action, not as a position.



Problem

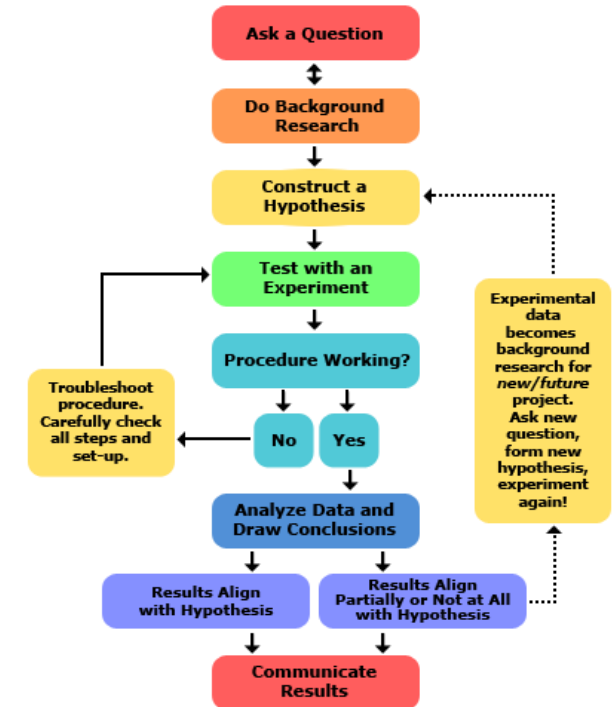
scientific method

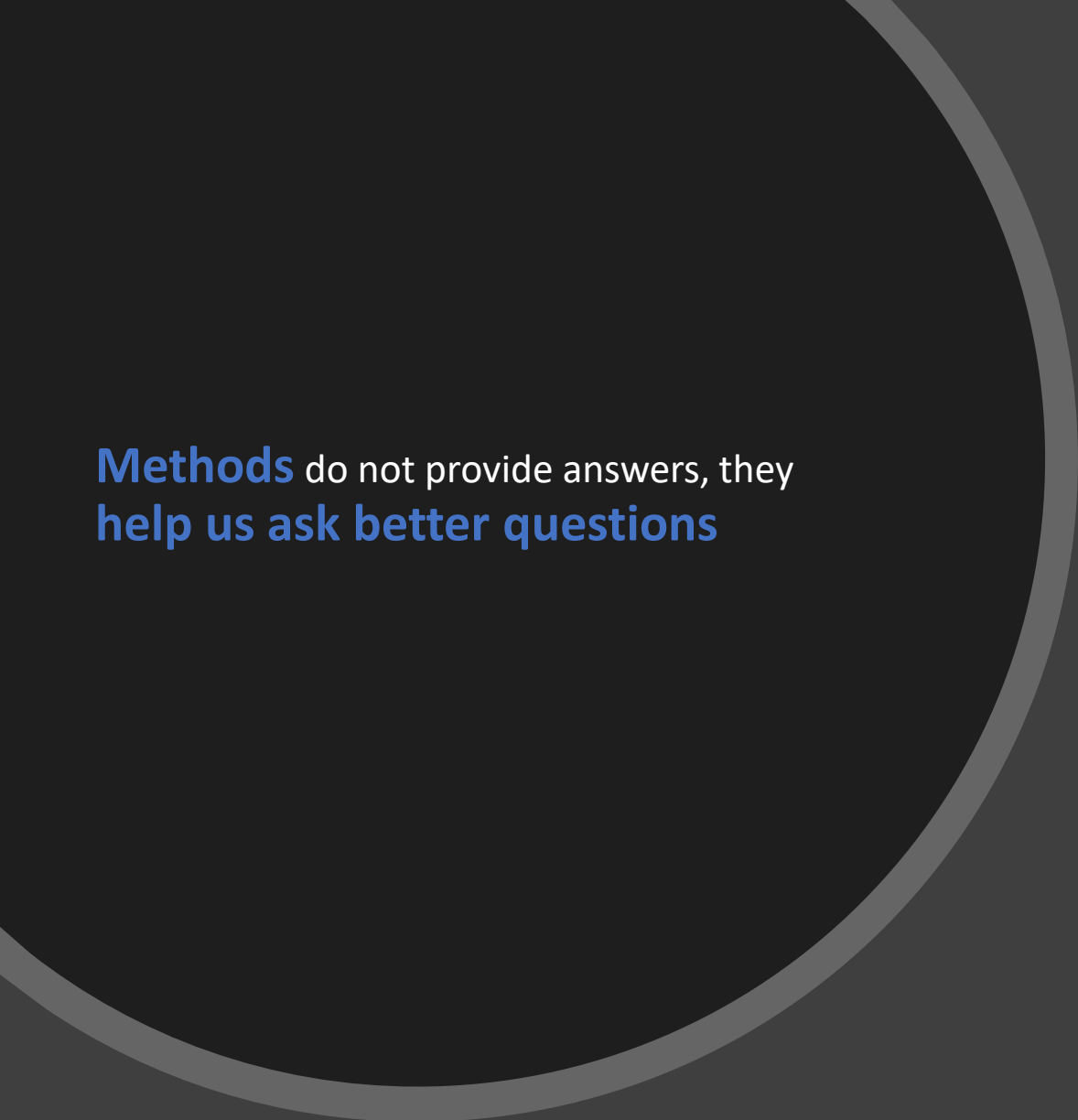
noun

1. a method of investigation in which a problem is first identified and observations, experiments, or other relevant data are then used to construct or test hypotheses that purport to solve it

Collins English Dictionary - Complete & Unabridged 2012 Digital Edition

change





Methods do not provide answers, they
help us ask **better questions**



Answers emerge
as a result of asking
better questions

Better Questions & Better Answers

How can we accelerate the delivery of solutions from concept to consumption?

- The team focuses on **systemic improvements** like **lead time** and **flow efficiency** across a value stream rather than on individual utilization
- **Continuous improvement** in every phase of engineering and operations leads to minimizing or eliminating waste
- Limiting WIP improves **predictability** and **management of dependencies**

How can we increase predictability?

- Pull systems **prevent overburdening** because work starts when there is capacity to complete it
- Collective design of a tailored work system improves **morale** and **engagement**
- Visibility of capacity and priorities calibrates work **cadence**

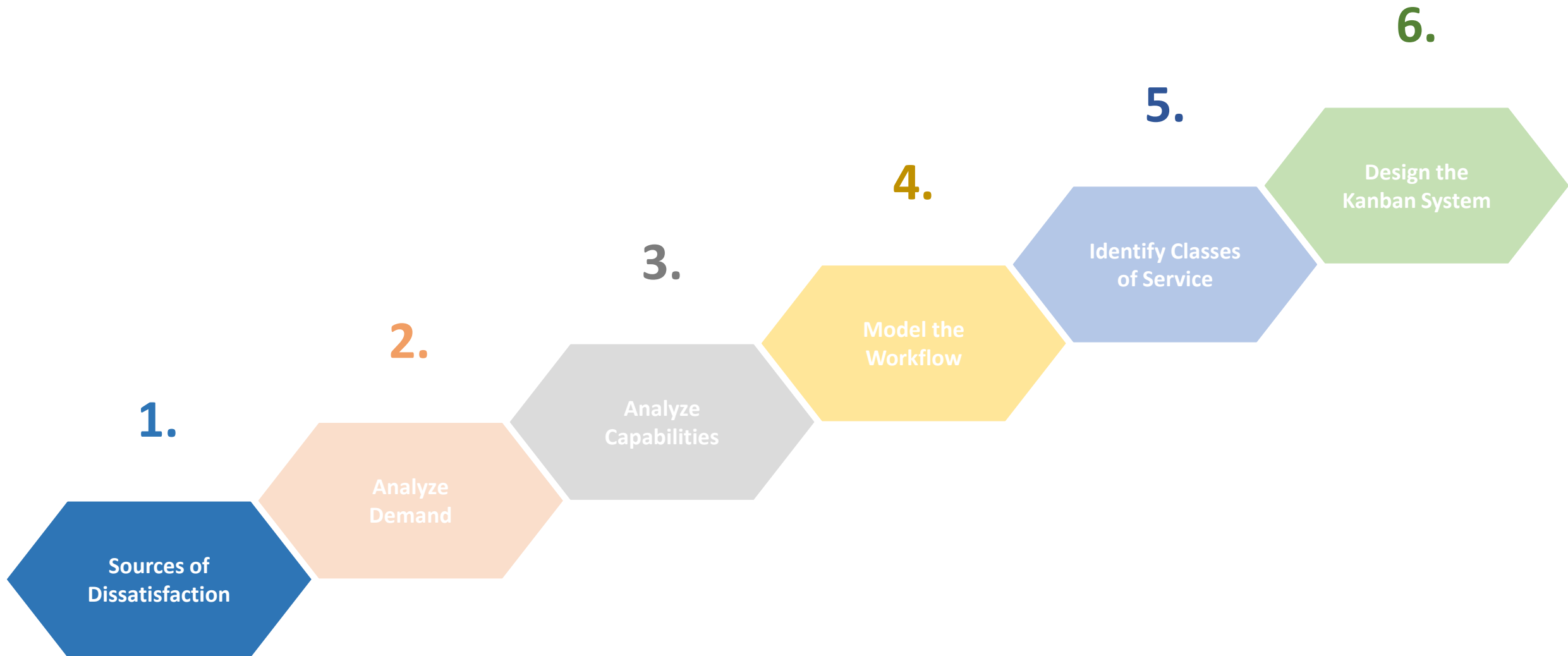
How can we strengthen relationships with customers?

- **Pull systems** are based on **customer's needs** (customers initiate the pull)
- Focus on the end-to-end process improves **quality** and **predictability**
- Visualizing work, workflow and policies improves **trust** and **transparency**



Lead At All Levels

Anatomy of an engagement
The Genesis of Kanban
The past 16 years



Start with your customers: STATIK

Change Management Principles

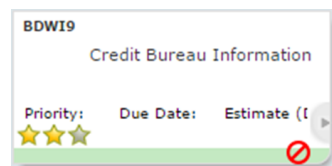
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Work Type	Project Size	Median Cycle Time	Median UAT	Median Blocker
Bug	L	254.0	56.0	21.0
	S	56.0	42.0	17.0
Enhancement	L	197.0	34.0	3.0
	M	102.0	14.5	2.0
Maintenance	L	129.0	4.0	6.0
	M	194.0	113.0	15.0
New	S	3.0	3.0	3.0
	L	112.0	28.0	8.0
	M	95.5	21.5	11.5
	S	137.0	70.0	0.0

Work Items



blocked indicator

Concept: Elicit Narratives



Demand

- Analyze and manage demand completion
 - For MS/SE, establish avg. monthly demand (aka arrival rate)
 - For CS engagements, establish scope and create backlog
 - Based on delivery capability, and cycle time distributions, forecast completion for remaining work

Delivery

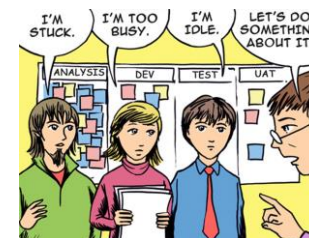
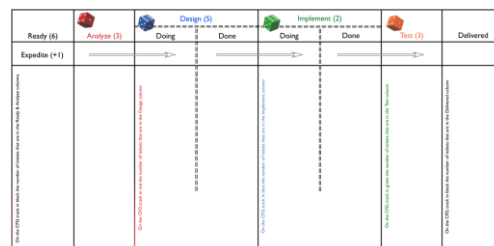
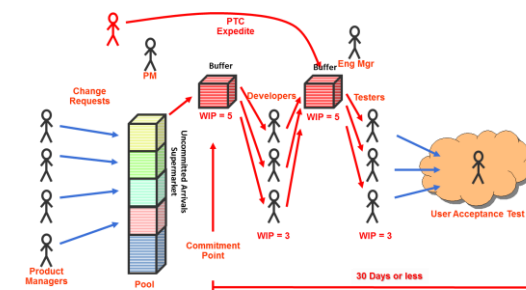
- Analyze delivery metrics to optimize capabilities
 - We could optimize for shortest time to market, or for highest throughput during a cadence, or for revenue generation.

Predictability

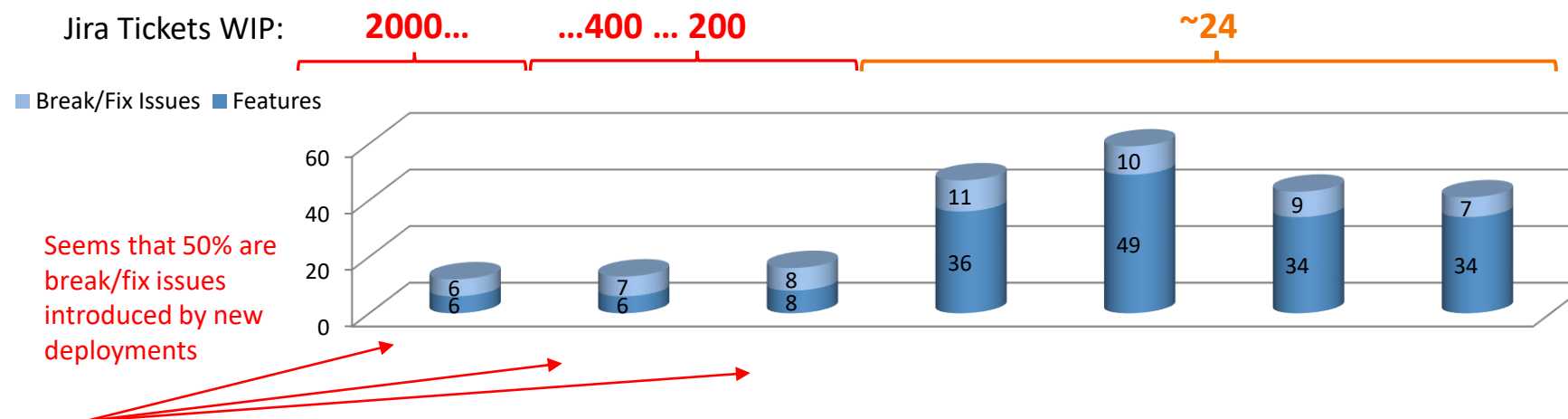
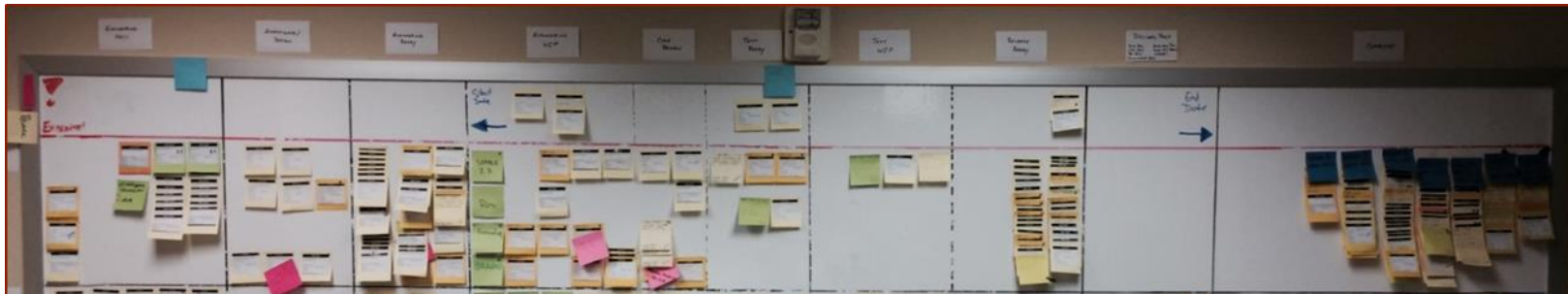
- If predictability is most important, we must manage cycle time distributions, capacity allocation and WIP limits.

Example: Capacity Allocation by Service (Cadence Throughput = 20)

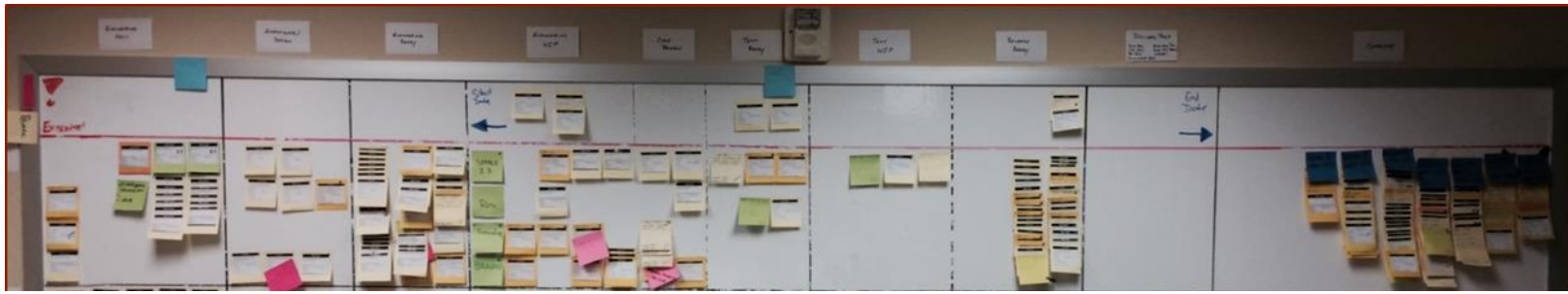
- 60% for change requests from product backlog,
- 30% for production support,
- 10% for maintenance (aka technical debt).



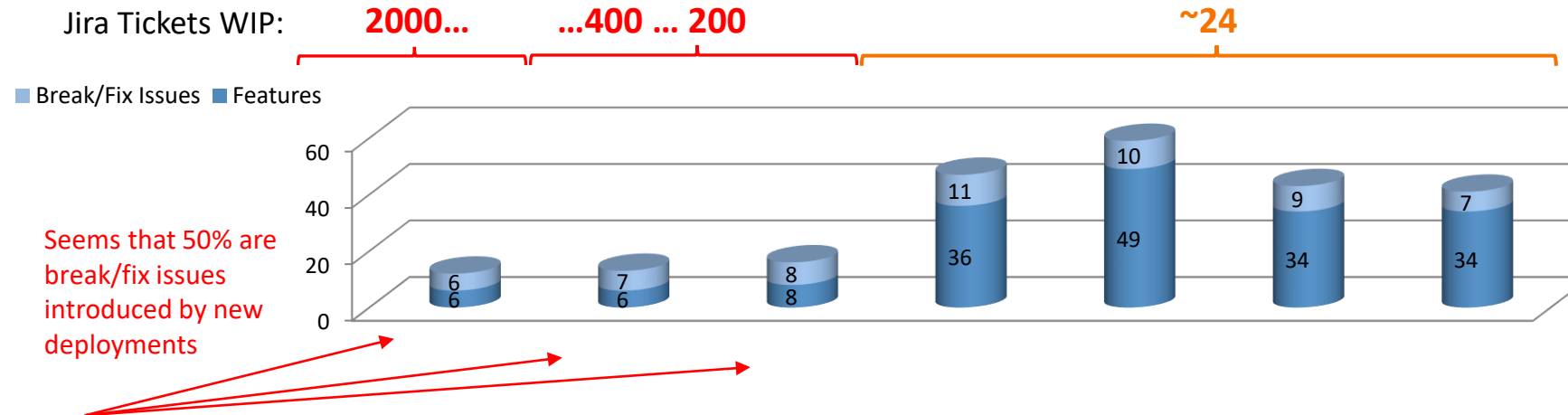
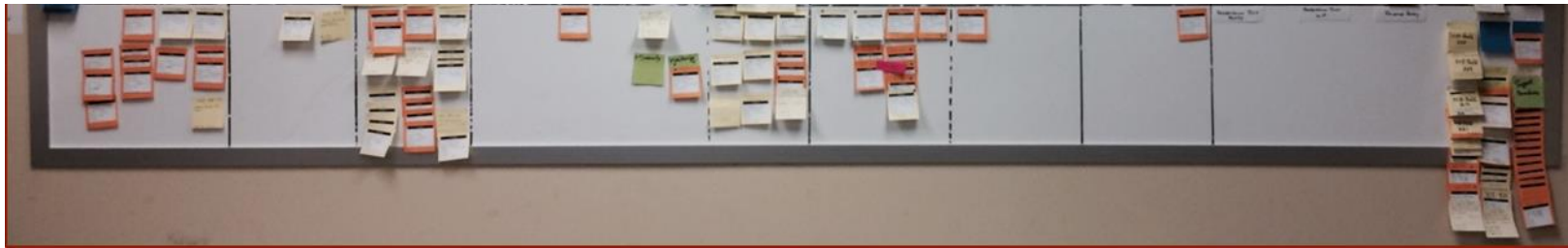
Start with your customers: STATIK



Four Months Kanban Coaching (2016)



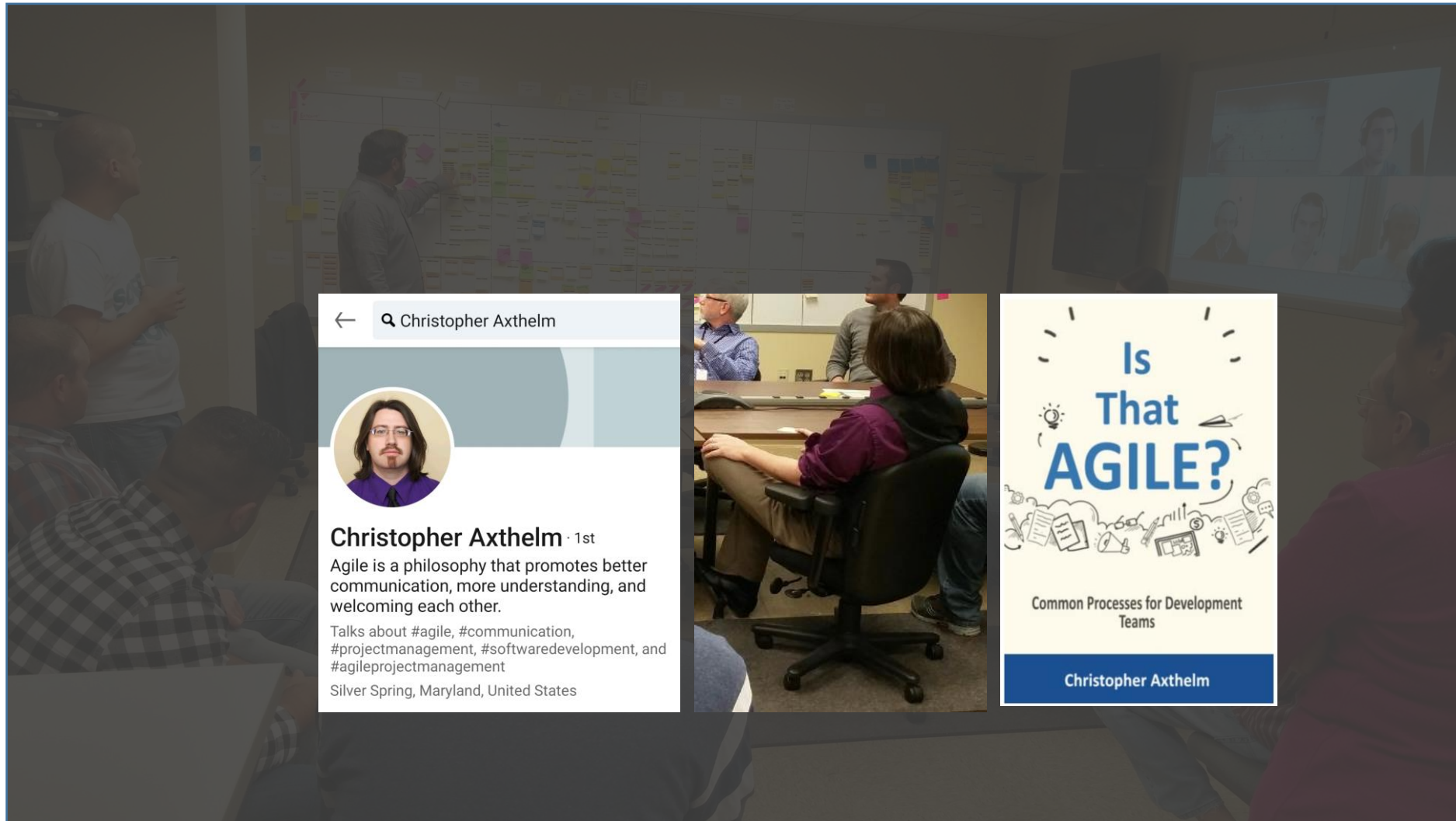
As throughput increased from 12 to 59, we decided to split the team: about 70% continued work in the top lane and 30% began work in the bottom lane. The last two stacks in the chart indicate throughput for the larger team after the split. While I did not track the results of the newly formed team, this picture is worth the proverbial thousand words.



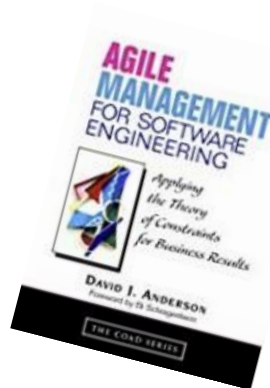
Four Months Kanban Coaching (2016)



Collaborative Leadership in Action



Continuous Leadership in Action: April 2022



Microsoft®



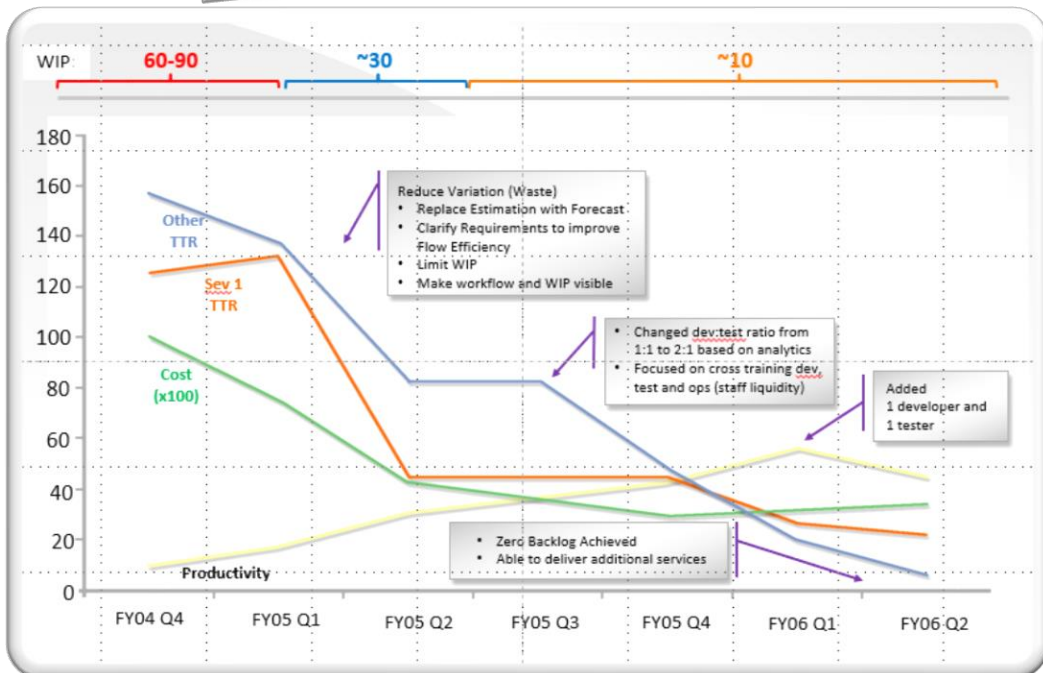
From Worst to Best in 9 Months: Implementing a Drum-Buffer-Rope Solution in Microsoft's IT Department

*By David J. Anderson & Dragos Dumitriu, Microsoft Corporation,
November 2005*

Abstract

This is a case study about implementing common sense changes where they were needed. It's a story not about the brilliance of the Theory of Constraints (TOC) but rather TOC playing a role as permission giver, reinforcing the beliefs of a manager and encouraging him to do the right thing.

It's also a story about simplicity – making just a few simple changes, collecting less data, spending less time on overhead and bureaucracy and more on productive tasks.



The Genesis (Pre-Kanban, 2005)

How would you manage delivery of an \$11,000,000 SAP implementation project?

How would you track \$2,000,000 worth of WIP per week?

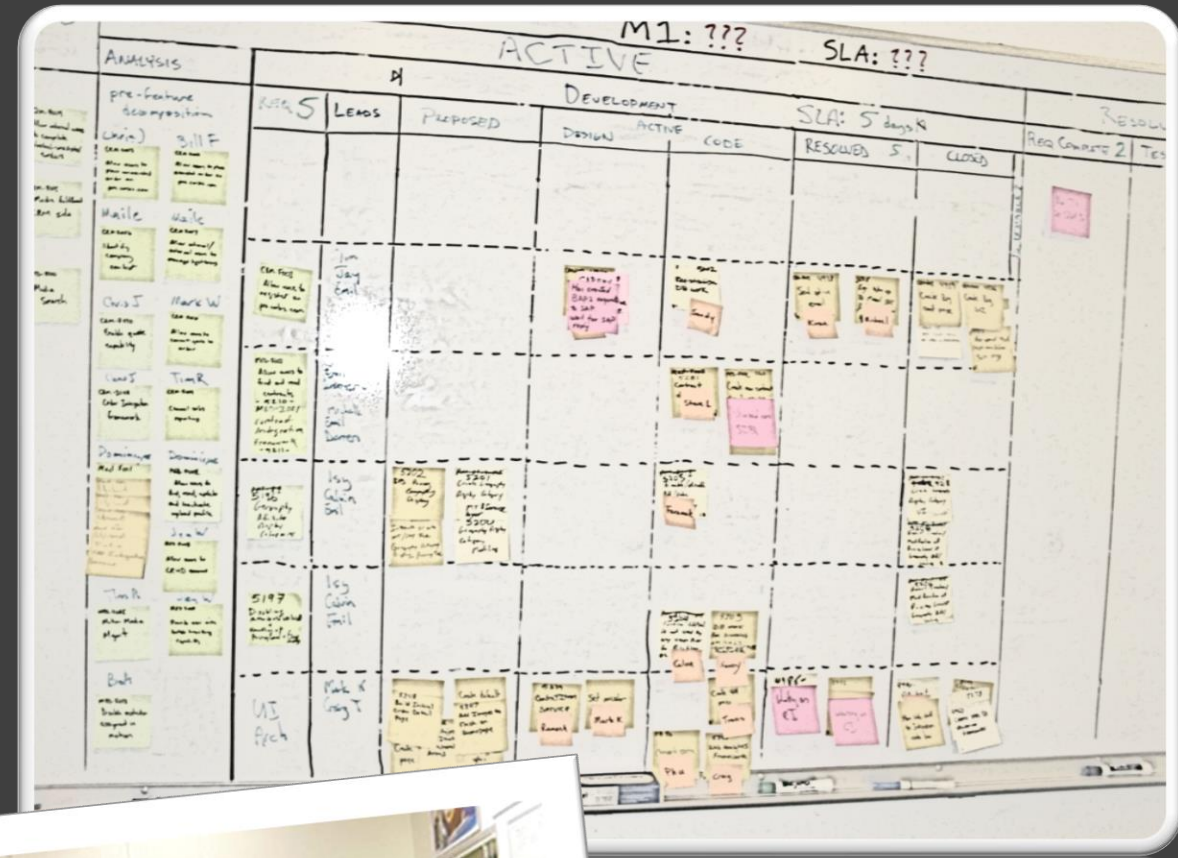
How would you hold daily meetings with 30 or more people in about 20 minutes?

Do we know anyone who worked there?
Were they able to do it again?

- David Anderson

- Dan Vacanti

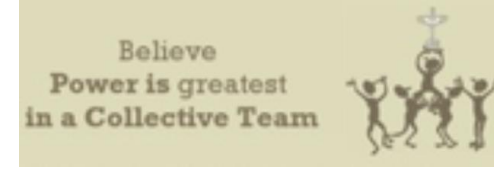
- Dominica DeGrandis



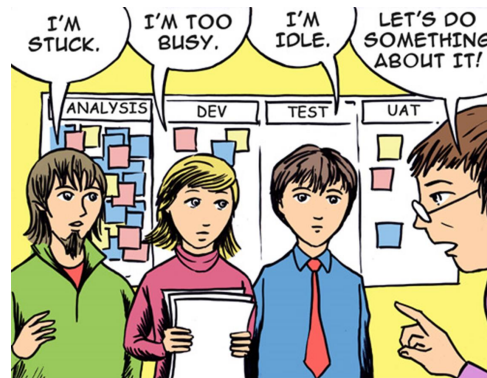
Command & Control



Collaborative

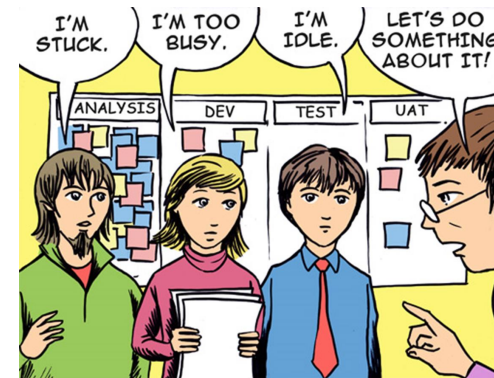


Push



OR

Pull



how would You rather work?

Collaborative Leadership Patterns

Our collaborative leadership acts are **focused on the work being done** and not on the people doing the work.

We **improve delivery** of services to customers by adapting to inherent changes in our ecosystem of interdependent services. – Permission for Pull Systems.

We **use KPIs** that reveal how actions anywhere in the organization impact results and **support context-specific learning** that can be applied to **optimize our processes end-to-end**.

We **discover together** what slows down our services. As we understand our strengths and weaknesses, we **decide together** how to enhance our service delivery.



Closing Metaphor

Metaphor:

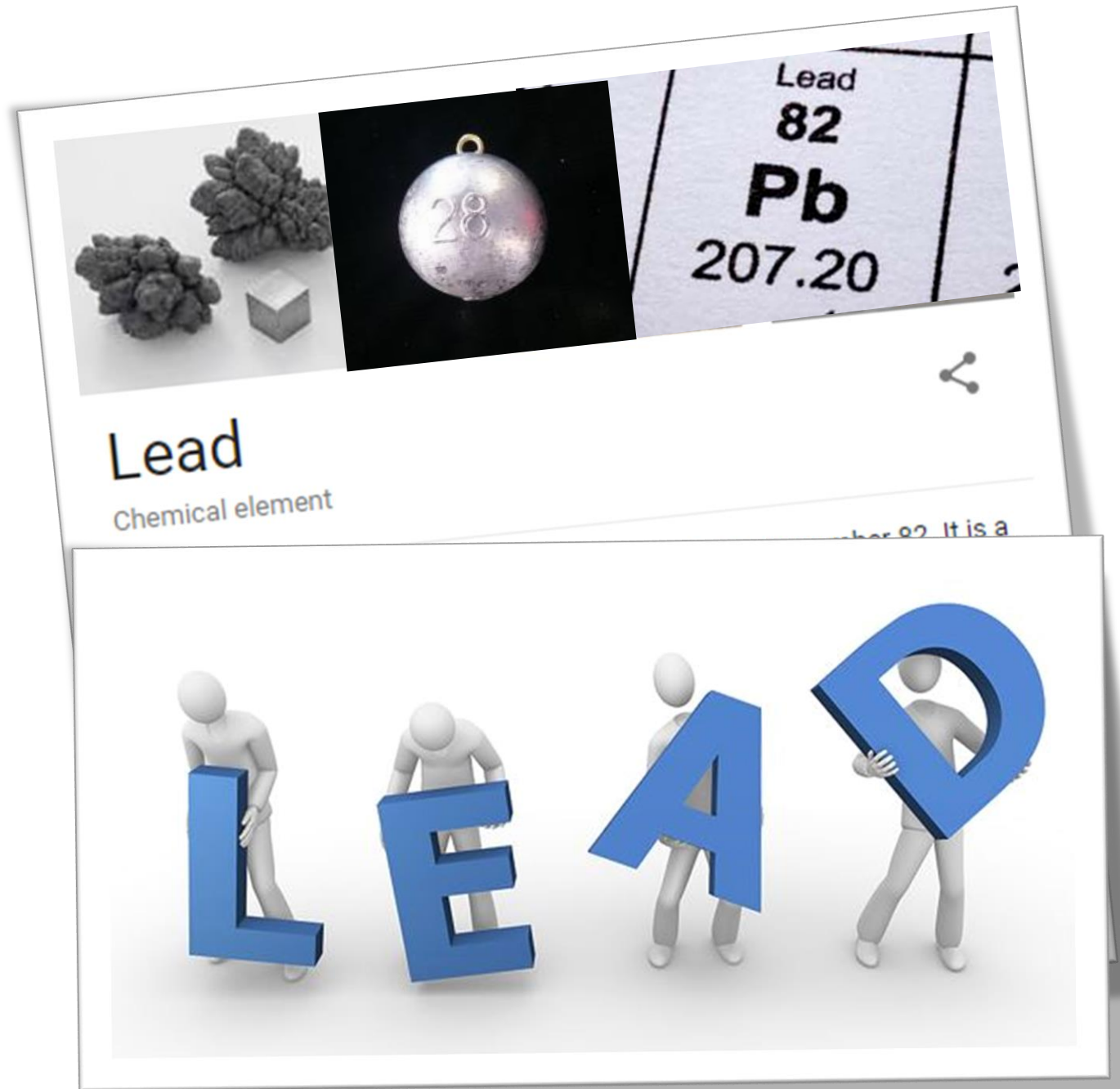
A figure of speech in which a word or phrase literally denoting one kind of object or idea is used in place of another to suggest a likeness or analogy between them. – *Merriam Webster*

Example: Our team is drowning in technical debt.

Leadership

Loose the lead

Lead Instead



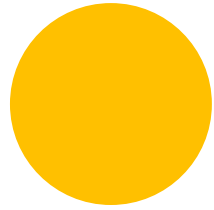
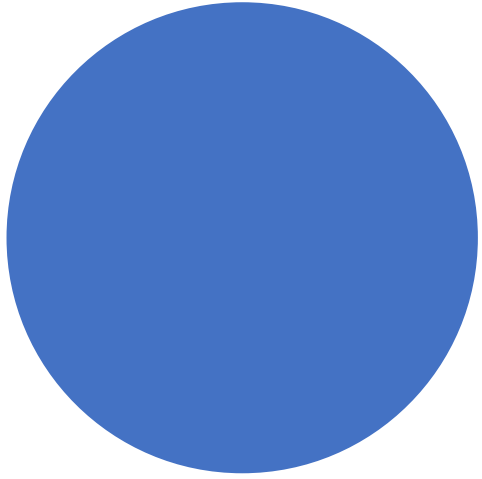
Loose the Lead and Lead Instead!

Help organizations optimize workflows for higher performance including

- ✓ Accelerate product or service release cycles
- ✓ Simplify solution delivery
- ✓ Maximize morale and customer service.



The Waitlifter



Thank You!

Q & A