

Manage Flow at Maturity Level 2

- Define work types based on Customer Requests
- Define flow structure
- Define flow-related data (e.g., lead times)
- Separate flow-related delivery data
- Manage aging WIP
- Customer flow Manager tool

Managing Flow

Operational Practices

Individuals & teams working with customers and agents around the work domain

Organizational structures and systems supporting the system

Customer Requests at Maturity Level 2

- As a Security Lead, I do work on customer requests. When I do, I want to be able to track the status of the request and the time it takes to be resolved.

What Service Do You Provide?

Workflow, Work Item, Work Item Type

Examples of work item types

In Kanban we model workflows

Work item type

Workflow steps do not necessarily have handoffs. Handoffs almost always result in workflow steps.

Service Delivery workflows span multiple teams

Maturing from the team board at ML1...to a workflow delivery board at ML2

Workflow, work item type and work item

STARTE STEP 1

Workflow, Work Item (Types)

Visualizing WIP-limits

How and where can WIP be limited?

Limiting WIP at Maturity Level 2

ML2 ConWIP

ML2 Aggregated Team Kanban

At ML3, Kanban systems are pull systems

Use a parking lot for dependencies

Limiting WIP

WIP-Limits

Managing Dependencies

Ways to visualize dependencies

Visualizing Dependencies on Tickets

Visualizing Dependencies on Tickets

Blocking Issues and Defects

Blocking Issues and Defects

Visualize Dependencies using Avatars

Visualizing Dependencies at Point Science

Optional multiple and unordered activities performed by specialists' team

Split and Recombine Pattern

GENERAL DEPENDENCY MANAGEMENT WITH KANBAN

Dependencies

Managing Dependencies

Lead Time

What to measure?

The Simplicity of Kanban Metrics

Introduction: Lead Time

Example: Lead Time histogram

Distribution with a long tail

Example of Multimodal Data – Epic Lead Time Distribution

Lead Time Histogram

Kanban Key Metric: Lead Time

Build a histogram from the harvested tickets

Lead Time distribution percentiles

Splitting Lead Time Data

Split

Lead Time Histogram

Filter by Type or Class to get Single Modal Data

Good Metrics

Metrics for Managing Flow

Simple metrics

What is Lead Time?

Cumulative Flow Diagrams

A more detailed CFD showing each step in the flow

Starvation (Idleness)

Growing Queue

CFD with narrative showing impact of Kanban System Design training

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Metrics