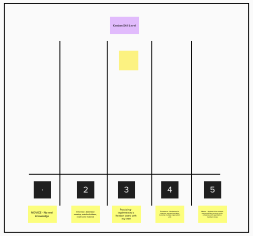
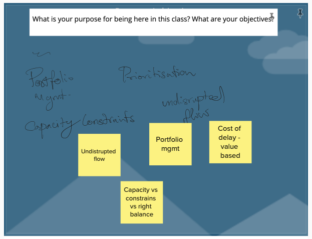
## Introduce yourselves

- What's your name, what do you do for work?
- How do you feel about today's event?
- What did you have for lunch/dinner
- What topic could you give a 20 minute presentation on without any preparation?

Introduce yourselves


Kanban Skill Level
1
2
3
4
5
NOVICE - No real knowledge
Informed - Attended meetups, watched videos, read some material
Practicing - Implemented a Kanban board with my team
Practitioner - [illegible]
Master - [illegible]


What is your purpose for being here in this class? What are your objectives?

Portfolio mgmt
Prioritisation
undisrupted flow
Capacity Constraints
Undistrupted flow
Portfolio mgmt
Cost of delay - value based
Capacity vs constrains vs right balance

Purpose for class

## Purpose of this Class

- Take a pro-active, rational and well-communicated approach to continuous improvement.
- Achieve higher levels of both internal and external customer satisfaction, sustainably.
- Outline a path to increase organizational maturity, including how to overcome resistance to change.
- Implement simple and effective cross-boundary coordination.
- Use proven tools and methods to increase capability, remove delays, reduce variability and manage bottlenecks.
- Develop an understanding of evolutionary change and avoid the tendency for pushing disruptive, presumptive solutions.
- Effectively scale workflow agility without changing job titles, organization structures, or causing other disruptions.
- Increase skills and implementation of the 6 general practices of Kanban.

Kanban University

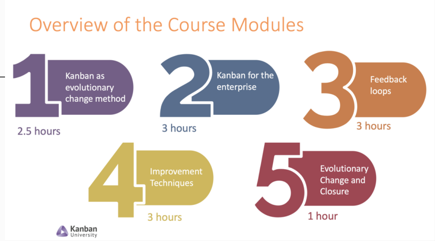
Learning Outcomes

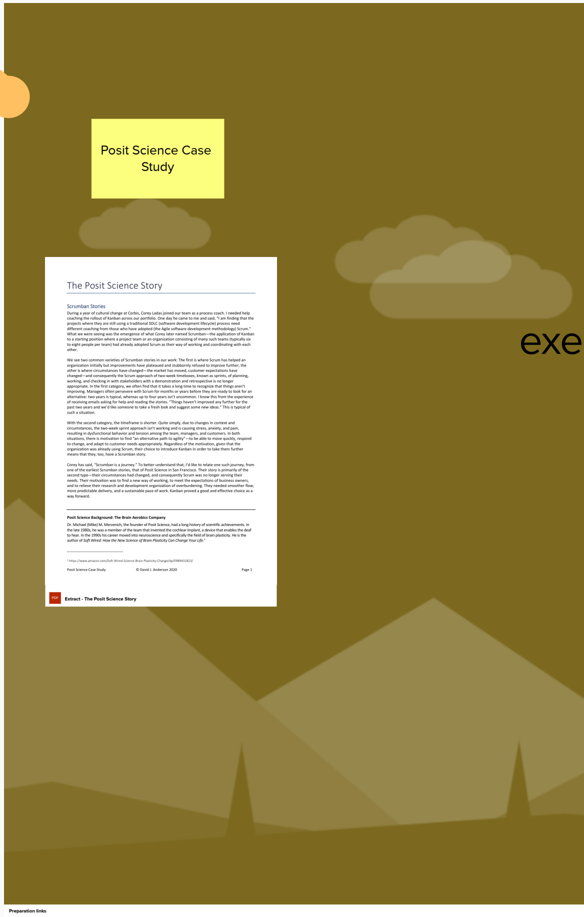
## Agenda and Modules

Agenda

| Day 1 | Day 2 | Day 3 | Day 4 |
|---|---|---|---|
| 4:00 Introduction and overview | 1:00 Kanban Method ( Review) | 1:00 : Feedback Loops ML 3+4) | 4:00 Understanding Variability & bottlenecks |
| 4:45 Modivation for the Kanban Method | 2:00 Kanban for the Enterprise | 2:00 Break | 5:30 : Break |
| 5:30 : Break | 2:30 Break | 2:15 : Design your cadences | 5:45 : Evolutionary Change |
| 5:45 Case Study - POSIT Science | 2:45 5: Kanban for the Enterprise (Upstream & Roles) | 3:00 : Improvement Techniques - Intro | 6:15 5: Break |
| 6:30 : Break | 3:45 : Break | 3:30 : Break | 6:30 : Close |
| 7:00 : KMM Introduction & Discussion | 4:00 Feedback Loops (Intro + ML 1+2) | 3:45 10:45: Understanding Lead Times & Delays | |
| 7:45 : KMM Review | | | |

## Overview of the Course Modules


1
Kanban as evolutionary change method
2.5 hours
2
Kanban for the enterprise
3 hours
3
Feedback loops
3 hours
4
Improvement Techniques
3 hours
5
Evolutionary Change and Closure
1 hour
Kanban University


Posit Science Case Study
exe

## The Posit Science Story

### Scrumban Stories

During a year of cultural change at Corbis, Corey Ladas joined our team as a process coach. I needed help coaching the rollout of Kanban across our portfolio. One day he came to me and said, "I am finding that the projects where they are still using a traditional SDLC (software development lifecycle) process need different coaching from those who have adopted (the Agile software development methodology) Scrum." What we were seeing was the emergence of what Corey later named Scrumban—the application of Kanban to a starting position where a project team or an organization consisting of many such teams (typically six to eight people per team) had already adopted Scrum as their way of working and coordinating with each other.

We see two common varieties of Scrumban stories in our work: The first is where Scrum has helped an organization initially but improvements have plateaued and stubbornly refused to improve further; the other is where circumstances have changed—the market has moved, customer expectations have changed—and consequently the Scrum approach of two-week timeboxes, known as sprints, of planning, working, and checking in with stakeholders with a demonstration and retrospective is no longer appropriate. In the first category, we often find that it takes a long time to recognize that things aren't improving. Managers often persevere with Scrum for months or years before they are ready to look for an alternative: two years is typical, whereas up to four years isn't uncommon. I know this from the experience of receiving emails asking for help and reading the stories. "Things haven't improved any further for the past two years and we'd like someone to take a fresh look and suggest some new ideas." This is typical of such a situation.

With the second category, the timeframe is shorter. Quite simply, due to changes in context and circumstances, the two-week sprint approach isn't working and is causing stress, anxiety, and pain, resulting in dysfunctional behavior and tension among the team, managers, and customers. In both situations, there is motivation to find "an alternative path to agility"—to be able to move quickly, respond to change, and adapt to customer needs appropriately. Regardless of the motivation, given that the organization was already using Scrum, their choice to introduce Kanban in order to take them further means that they, too, have a Scrumban story.

Corey has said, "Scrumban is a journey." To better understand that, I'd like to relate one such journey, from one of the earliest Scrumban stories, that of Posit Science in San Francisco. Their story is primarily of the second type—their circumstances had changed, and consequently Scrum was no longer serving their needs. Their motivation was to find a new way of working, to meet the expectations of business owners, and to relieve their research and development organization of overburdening. They needed smoother flow, more predictable delivery, and a sustainable pace of work. Kanban proved a good and effective choice as a way forward.

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**Posit Science Background: The Brain Aerobics Company**

Dr. Michael (Mike) M. Merzenich, the founder of Posit Science, had a long history of scientific achievements. In the late 1980s, he was a member of the team that invented the cochlear implant, a device that enables the deaf to hear. In the 1990s his career moved into neuroscience and specifically the field of brain plasticity. He is the author of *Soft Wired: How the New Science of Brain Plasticity Can Change Your Life.*[1]

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[1] https://www.amazon.com/Soft-Wired-Science-Brain-Plasticity-Change/dp/0989432823/

PDF Extract - The Posit Science Story

Preparation links

Preparation links

Optimizely Case (Upstream, 45mins)

rcise about Lead Time distribution (15-30mins)

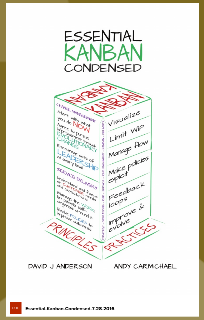
video about long tail distributions (6mins)

interesting reading on bottlenecks

Video Kanban Maturity Model (8mins)

Real Options Post

Essential Kanban Condensed

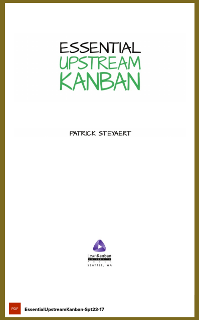

ESSENTIAL
KANBAN
CONDENSED

KANBAN
KANBAN
CHANGE MANAGEMENT
Start with what you do NOW
Agree to pursue improvement through EVOLUTIONARY CHANGE
Encourage acts of LEADERSHIP at every level
SERVICE DELIVERY
Understand and focus on CUSTOMER needs and expectations
Manage the WORK; let people self-organize around it
Evolve POLICIES to improve outcomes
STRATEGY · OPERATIONS · RISK · SERVICE · REPLENISHMENT · KANBAN · DELIVERY
Visualize
Limit WiP
Manage flow
Make policies explicit
Feedback loops
Improve & evolve
PRINCIPLES
PRACTICES

DAVID J ANDERSON ANDY CARMICHAEL

Essential-Kanban-Condensed-7-28-2016

Essential Upstream Kanban


ESSENTIAL
UPSTREAM
KANBAN

PATRICK STEYAERT

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