



Scrum Better with Kanban

Improve your Scrum through the introduction of proven Kanban practices and application of evolutionary change management.

WORKBOOK Version 1.0



Modules of this Class

01

Introduction

Creating a learning environment.

02

Introducing the Kanban Method

Introducing basics of the Kanban method, principles, general practices and roles.

03

Scrum better with Kanban

Exploring how Kanban can help with the most common Scrum issues regarding predictability.

04

Understanding Change

Understanding resistance and how to overcome resistance with managed evolutionary change.

05

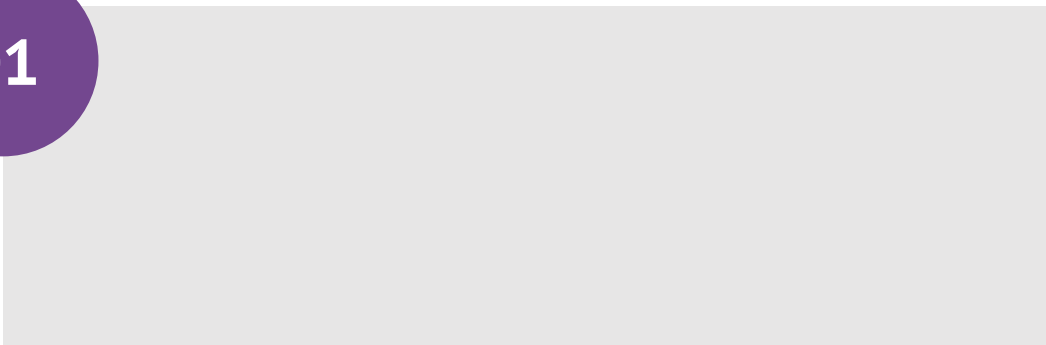
What's Beyond

Looking beyond the team level towards greater organizational maturity. Final reflections and transfer.

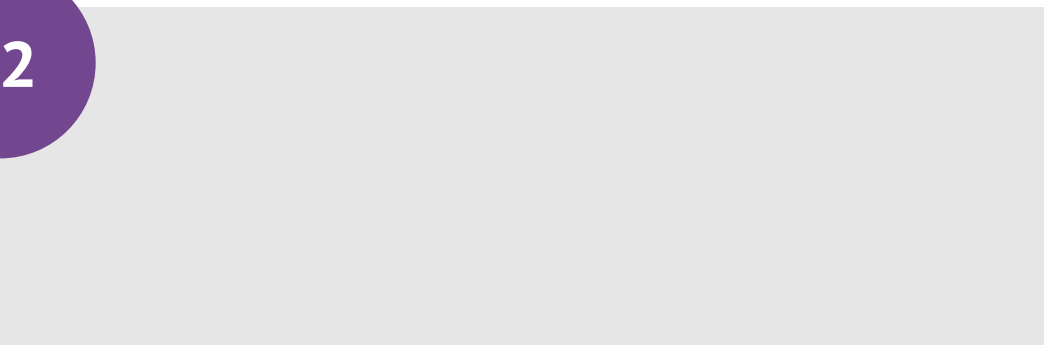
01 Introduction

What is your purpose for attending this class?

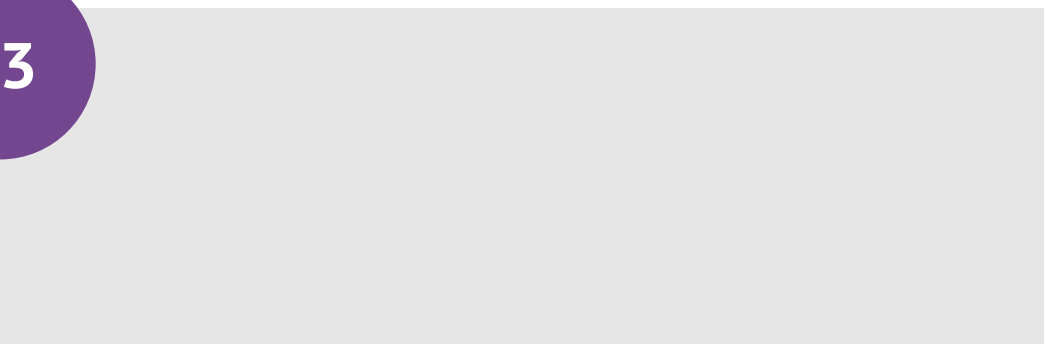
01



02



03



Describe your Scrum

Describe what is taking place in your Scrum team(s).



Introducing the Kanban Method

Why would you want to use Kanban?

Given what you have learned so far, write down one or more reasons why you would want to use Kanban.

What are some of the challenges you anticipate when attempting to use some of the Kanban Method?



#YesWeKanban

1. START WITH WHAT YOU DO NOW

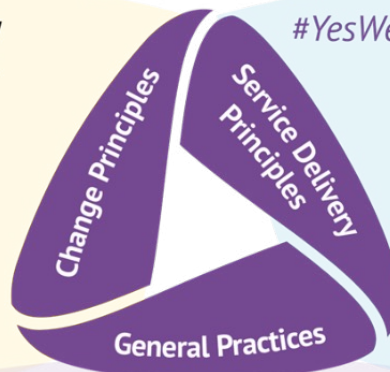
- Understanding current processes, as actually practiced
- Respecting existing roles, responsibilities & job titles

2. GAIN AGREEMENT

to pursue improvement through evolutionary change

3. ENCOURAGE ACTS

OF LEADERSHIP at all levels



1. UNDERSTAND AND FOCUS on the customer's needs and expectations

2. MANAGE THE WORK;

let workers self-organize around it

3. REGULARLY REVIEW

THE NETWORK and its policies to improve outcomes

VISUALIZE



Show work and its flow. Visualize risks. Build a visual model that reflects how you work.

LIMIT WORK IN PROGRESS



Stop starting, start finishing! Left yields to right. Limit work in the system to available capacity. Data-driven.

MANAGE FLOW



Flow is the movement of work. Manage flow to be smooth and predictable. Use data.

MAKE POLICIES EXPLICIT



Have agreed policies, visible to everyone involved.

- Pull Criteria
- WIP Limits
- Classes of Service
- And others as appropriate

ESTABLISH FEEDBACK LOOPS



Establish feedback loops at an appropriate cadence. Foster collaboration, learning, and improvements. Data-driven.

IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY



Using the scientific method. Hypothesis-driven change. Run safe-to-fail experiments.

COLLABORATION · UNDERSTANDING · LEADERSHIP

Yes we KANBAN

CUSTOMER FOCUS · TRANSPARENCY · WORKFLOW · AGREEMENT · BALANCE · RESPECT

The Kanban Method

A method for managing knowledge work applied on top of your existing process. The method includes principles and practices to guide both the management and improvement of the process.

The application of the principles and practices results in the development of Kanban Systems which control the work in progress to ensure work flows smoothly. Improvement of the system is performed through managed evolutionary change which continuously improves and evolves the process.

Visualize

We want to make work and its flow visible so that it is not hidden. We also want to make information about the work, its risks or the process visible through such elements as charts.

A Kanban system has detailed and useful information to help us organize and manage work.

Limit Work in Progress (WIP)

We want to limit work in progress to enable a pull system to improve predictability and flow. When work in progress is not limited, the system can frequently become overburdened resulting in poor throughput, predictability, and quality. Work in progress is commonly limited by work in progress limit policies.

Limiting work in progress creates a pull system. You need to limit the work in the system to available capacity.

WIP limits can be determined:

- By the type of work / request
- By the group or person making the request
- Per person
- Per state in the workflow
- Or across the entire board

Manage Flow

The point of a workflow is to result in delivery. We focus on managing the flow of the work in order to get smooth and predictable and potentially faster and efficient delivery. To this extent we manage the work, not the workers. Workers are encouraged to self-organize to improve the delivery of the work.

Make Policies Explicit

The practice of defining agreements on how the service delivery will be handled. Examples of policies can include agreements on replenishment criteria, pull criteria, class of service, service level expectations, work in progress limits, and completion criteria. Policies are commonly visualized on or near the kanban board. They can also be stored and shared through various digital tools.

We can manage different types of work or requests on one Kanban board. We call these Work Item Types. This is a grouping of work items that behave similarly and follow the same workflow. These different types depend on the demand of the service and will vary in their form and size, specific to each Kanban System.

Establish Feedback Loops

A feedback loop starts with feedback information about the existing system and then requires action based on whether the result is in line with the desired goals or must be altered in order to improve or align with those goals. Feedback information without action is not a feedback loop.

While work flows continuously, we have meetings and reviews at a cadence which can be defined per system that help us manage work and improve.

Improve Collaboratively, Evolve Experimentally

In the Kanban Method, managed evolutionary change is the intentional design of small incremental changes, tested via experiments using the scientific method. The current way of working serves as the starting point, with the goal of being fitter for purpose in a continuously changing environment.

There is no right or wrong in Kanban. Just a more or less mature Kanban implementation.

Workflow

The series of activities that results in products or services being delivered. Usually, the workflow starts with a service requests and ends with its delivery. The workflow or a selected part of it is represented on a kanban board by a set of sequential columns showing the knowledge discovery activities that the work item passes through. For activities that occur in parallel or in no particular order, workflow-related information can be added to the Kanban Card.

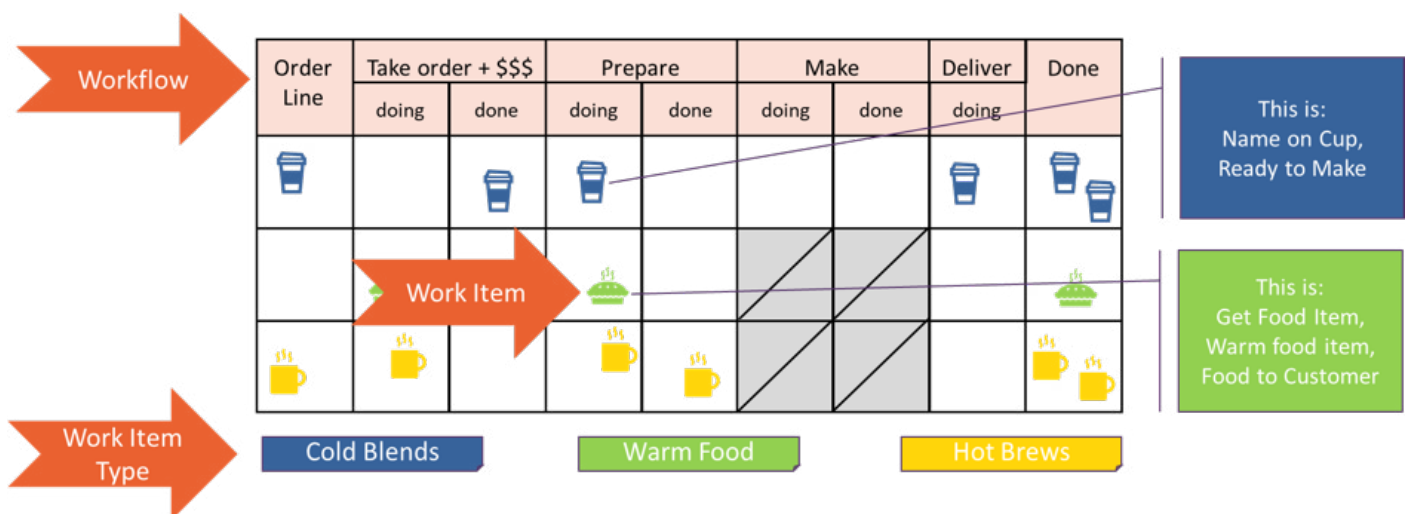
Work Item Type

A grouping of work items that behave similarly and follow the same workflow. These different types depend on the Demand of the service and will vary in their form and size, specific to each Kanban System. Examples of work item types are information requests, campaigns, incidents, software bugs, product features or whole products or projects.

Work Item

A deliverable or a component thereof resulting from the Demand placed at the system that will be worked on by the service.

Overview of Workflow, Work Item Type and Work Item





Scrum Better with Kanban

What are some of the cadences you are using today?

Go back to your Scrum areas in Module 1 and reflect on which events you have that are operating like a cadence?

Kanban Cadences

A type of meeting or review providing feedback from one or more services for the purpose of reviewing, coordinating, or improving the work being delivered.

Cadences to improve the organizational coordination and alignment.



Cadences to improve a single service and one or more systems.
Can start at the team level.

Kanban Cadences on a Team level:

- **Team Kanban:** A collaborative conversation about the status of the work, the impediments in the workflow, and problems in the emergent process.
- **Team Retrospective:** The team reflects on how they work and which aspects of the process could be improved to get better outcomes.
- **Team Replenishment:** Select work items from the backlog to commit next, and to replenish the queue for delivery until the next Team Replenishment meeting.

What is your plan?

How would you introduce one or more practices from one Cadence to the Scrum Team?

What actions would you take?

Do you anticipate any challenges introducing this new approach?

How would you design this change so it's "safe-to-fail"?

Where are your delays?

Write down as many causes of delays as you can find in your Scrum.

Common Delays in Systems:

- Dawdle – wait in queue
- Defect
- Discover Difficulty
- Distraction – multitasking
- Dependency
- Decisions
- Departures – temporary and long term
- Derailed
- Scope Change

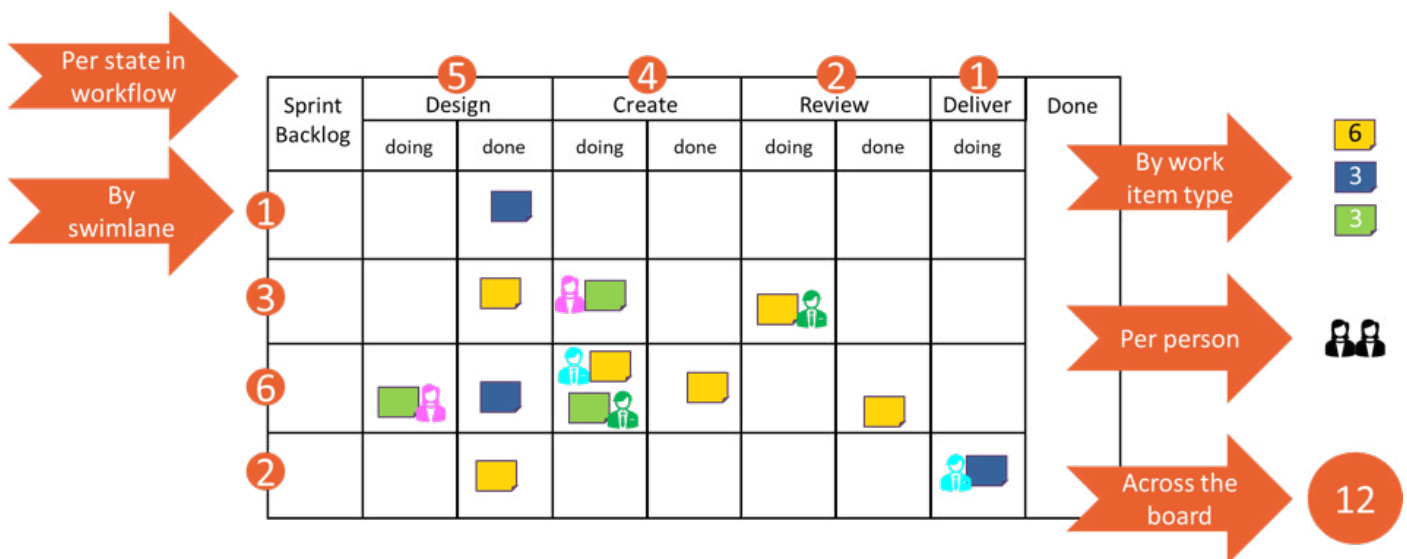
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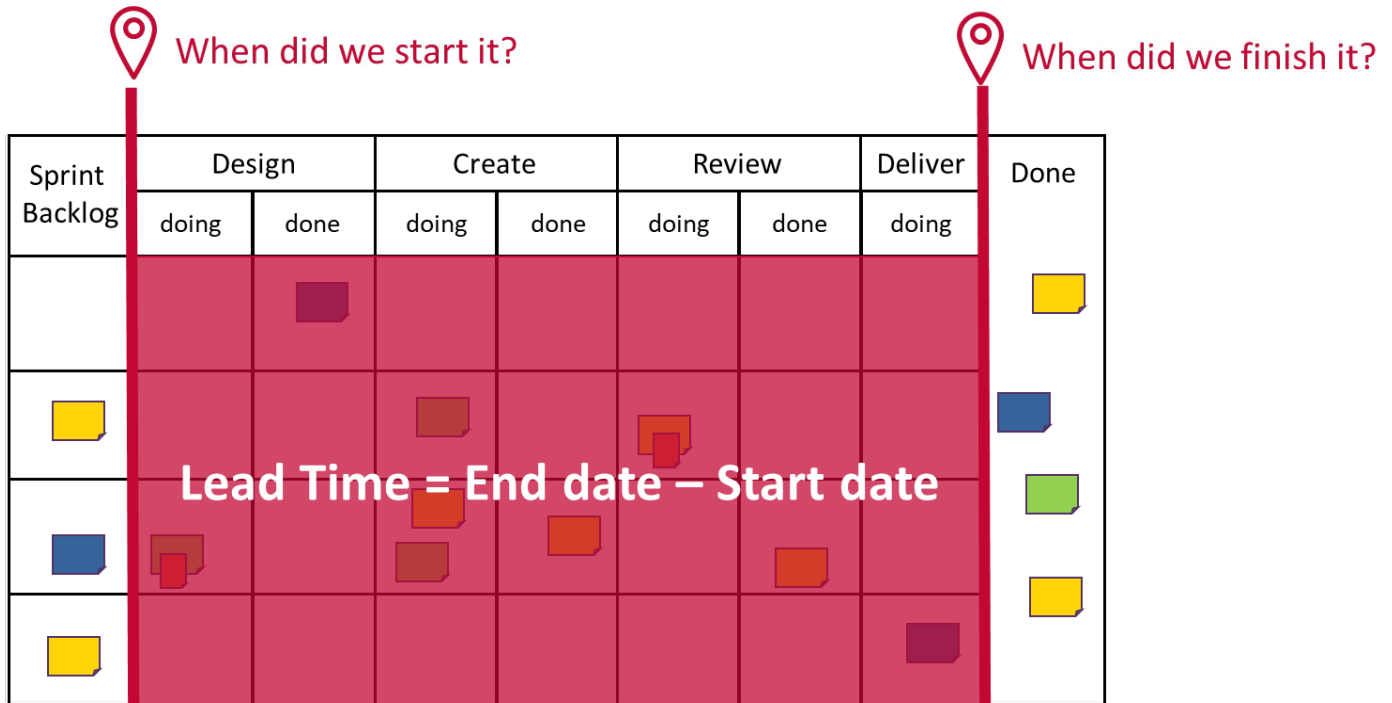
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System Lead Time

The elapsed time it takes for a work item to move from the commitment point to the first column on its Kanban board that has no work in progress limit.



Basic Metrics

Run Chart



Lead Time Histogram





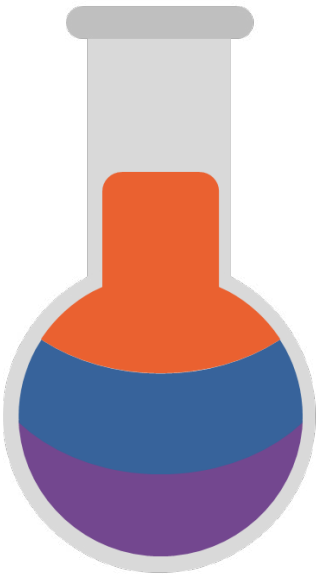
Managed Evolutionary Change

What do you or your organization love about Scrum?

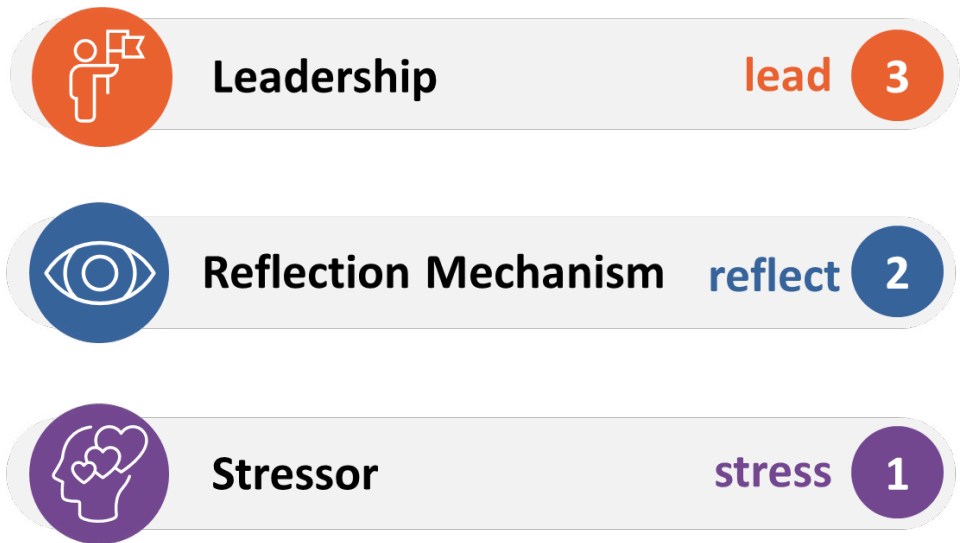
Describe what you or your organization love about your Scrum implementation.

Evolutionary Change Formula

Areas to consider when planning out evolutionary change.



The Change Potion



Fill Out Your Problem

What's the problem you want to solve related to your work?

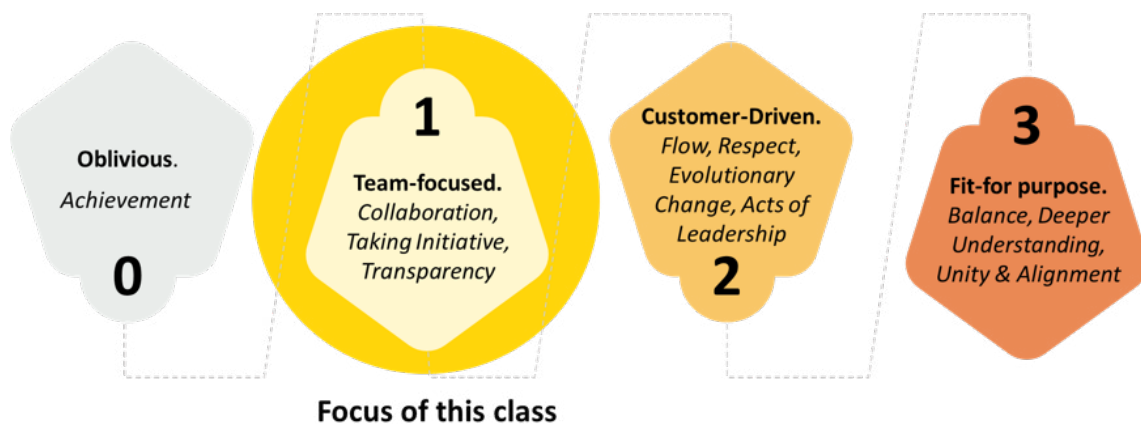
Review your "Describe Your Scrum" area if need be to identify existing and ongoing stressors.

Handeling Your Problem

Based on your classroom experience with problem-solving, what key points should be considered when solving your problem?

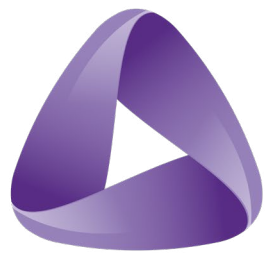
05 What's Beyond

All that you have learned is positioned on a path toward greater organizational maturity. There is way more to learn out there if you get the journey started. The good news is: There are numerous benefits of starting with the basic principles and practices taught today, and there is a suggested way to get to greater maturity levels in the organization.



Final Reflections

What has most surprised you? What is still puzzling you? What do you take away?



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