



Team Kanban Practitioner

Applying essential Kanban principles and practices in teams.

WORKBOOK Version 1.2



Modules of this Class

01

Introduction

Creating a learning environment, introducing basics of the Kanban method.

02

Experience Kanban Practices

Experience the Kanban Practices in a simulation. You will run a service business of your choice.

03

Applying Kanban in a Team

Further details for all the Kanban practices, together with real-world examples and exercises.

04

The Kanban Method

Final revision of theoretical concepts in a “Concept Center”.

05

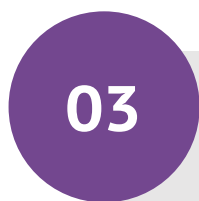
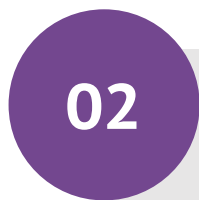
What's Beyond

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

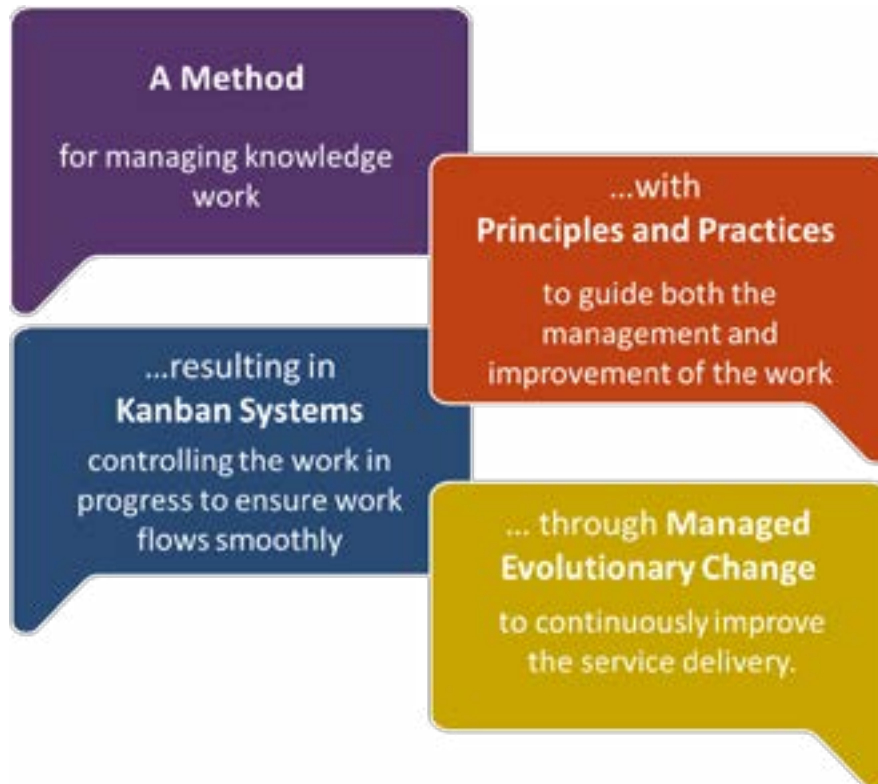


Introduction

**What is your purpose
for attending this class?**



The Kanban Method



Kanban Change Management Principles

Start where you are!

Agree to pursue evolutionary change.

Acts of leadership on all levels.

Don't leave it to chance: Managed Evolutionary Change

The Six Kanban Practices



Experience Kanban

What did you learn in the simulation?

What further insights did you get in module 2?

03

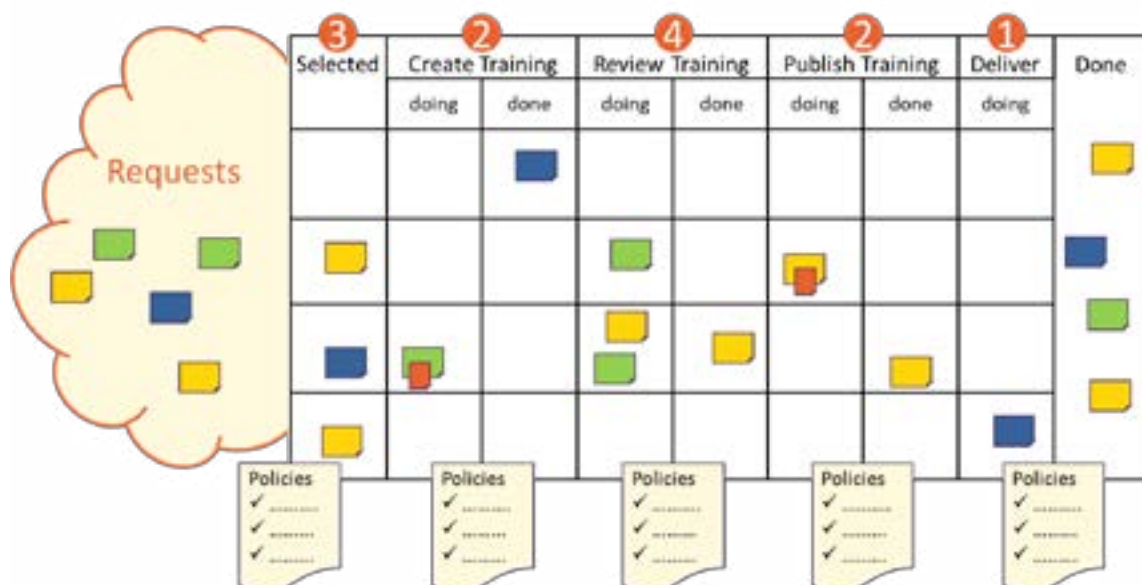
Applying Kanban in a Team

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.

In the example below are typical elements shown: stages of a workflow, WIP limits, policies, blocked work, different ticket colors for different types of work and a limited input queue.



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:

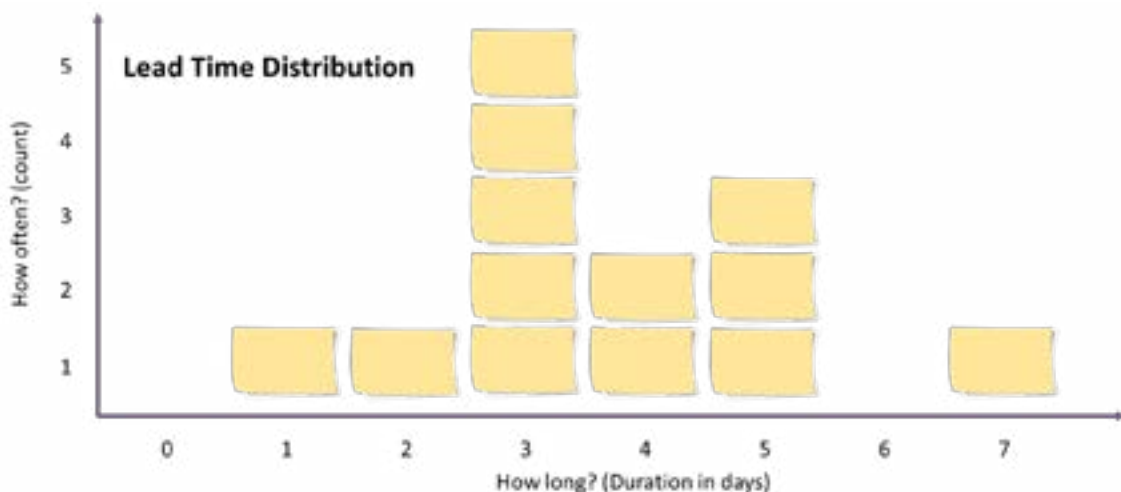
- By the type of work / request
- Per person
- Per state in the workflow
- By class of service
- Or across the entire board



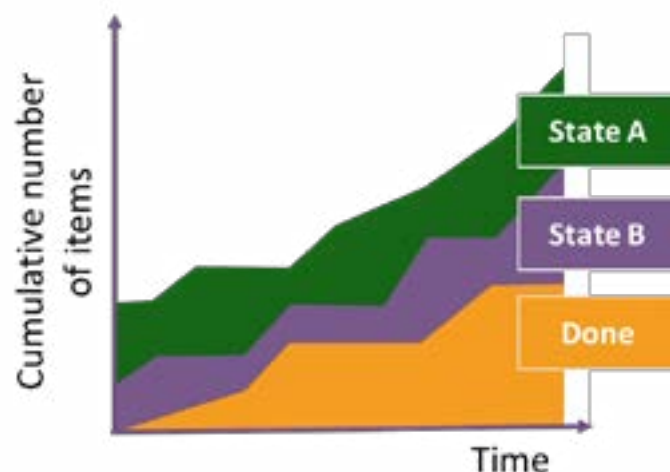
Manage Flow

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.

A key Kanban metric to support the managing of the flow is Lead Time.



A key Kanban diagram to support the managing of the flow is the Cumulative Flow Diagram (CFD).



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.

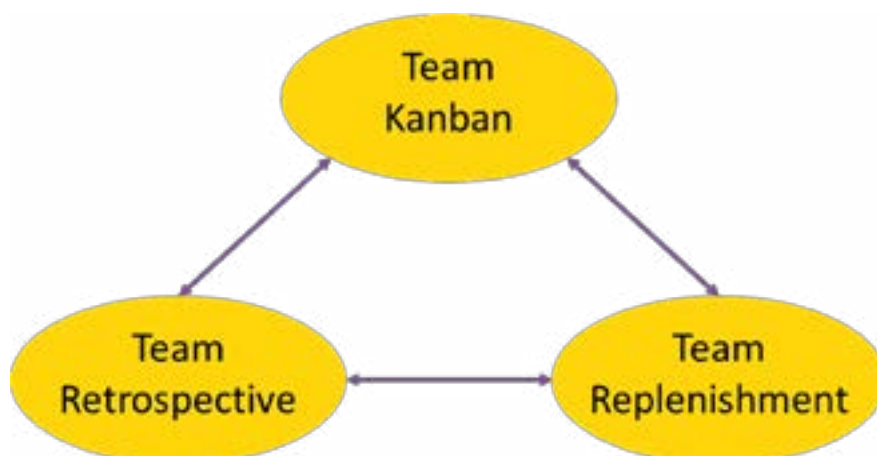
We can manage different types of work or requests on one Kanban board. We call these Work Item Types. This is a grouping of work items that behave similarly and follow the same workflow. These different types depend on the demand of the service and will vary in their form and size, specific to each Kanban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

When you apply a specific level of service to the treatment of a work item established through a defined set of policies, we call that a class of service. A Class of Service can apply to one or more work item types.

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.



Team Kanban Meeting



How can we deliver the work items in the system quickly?
Has capacity become available? What should we pull next?



Walk the board from right to left. Manage work, not workers. Focus on completing work items and resolving issues.

Discuss priorities and team member pull decisions. Any options for collaboration? Treat issues that require more time after the meeting.

Discuss work items ready to be started. Dependencies or risks?



Everyone involved in the work at the board, usually someone moderates.



Meeting typically held daily at the same time in front of the board. 15min max!

Team Retrospective



Reflect on how the team manages their work and how they can improve.



Done in front of the Kanban board, focusing on the completed work items.

Collect observations / occurrences, e.g., missing / consider doing, ideas worth exploring further, annoying / enjoyable, and issues related to current policies.

Categorize the collected feedback and define improvement actions.



Attended by the whole team, often with a facilitator.



Should be held regularly, limited to one hour.

Team Replenishment Meeting



Select work items from the backlog to commit next, and to replenish the queue for delivery until the next Replenishment Meeting.



Discuss topics related to the requested work. Like dependencies on other work items and technical risks associated with implementing the potentially selected work items. And like information needed to facilitate implementing the potentially selected work items. Decide the order in which to pull the selected requests.



Attended by the whole team, often with a facilitator who is in contact with the customer.



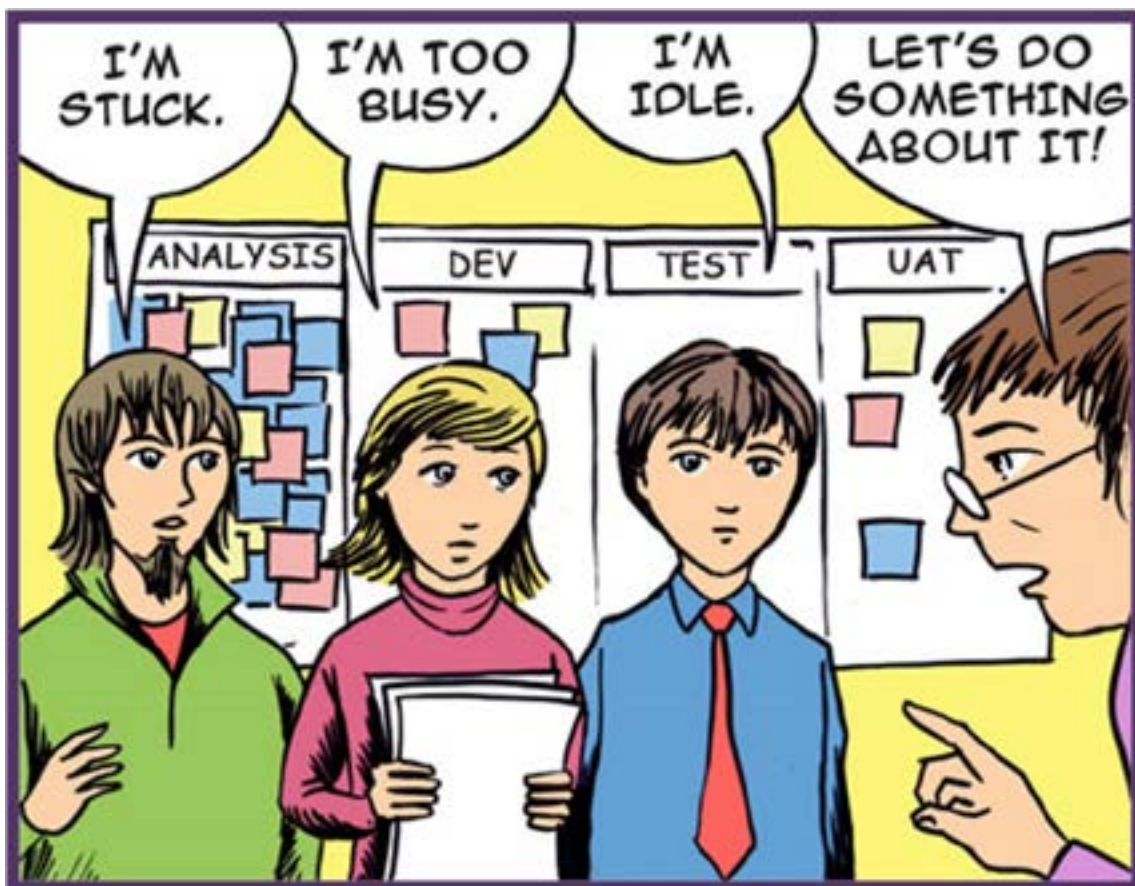
Weekly, or as needed, based on the arrival rate of new information.

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.

The essence of Kanban, meaningful conversation:



Kanban Practices



Visualize



Limit WIP



Manage flow



Make policies
explicit



Establish
feedback
loops



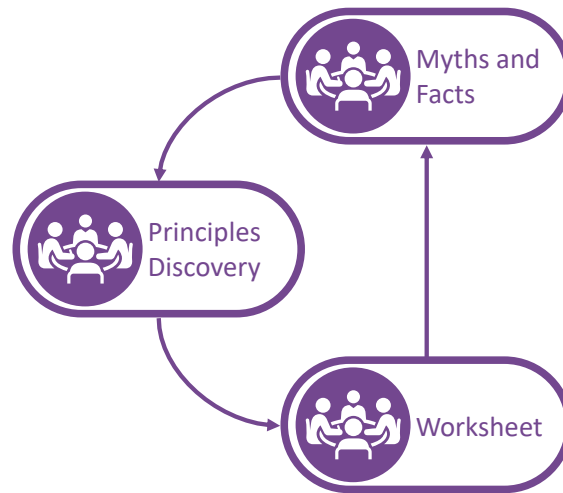
Improve
collaboratively,
evolve experimentally

What further insights did you get in module 3?

04

Concept Centers

What further insights did you get in module 4?



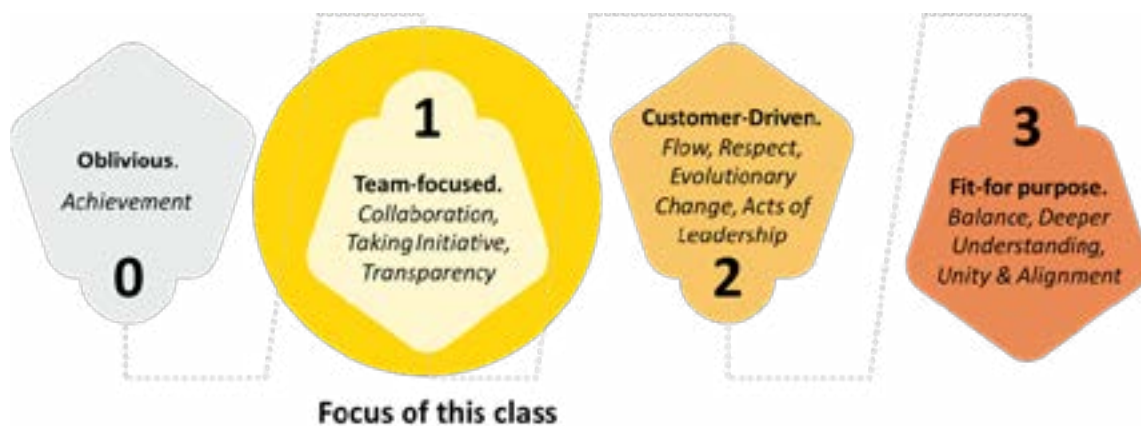
Let's do something about it!

Consider the environment you work in.

Which ideas or inspiration for making improvements did you get in the class? Which first step can you take next Monday?

05 What's Beyond

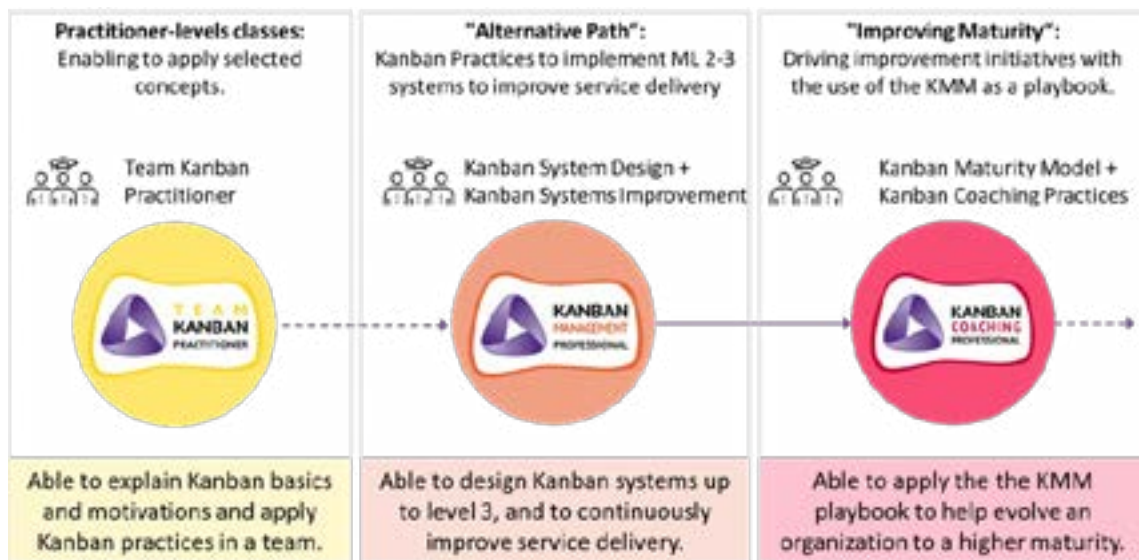
All that you have learned is positioned on a path toward greater organizational maturity. There is way more to learn out there if you get the journey started. The good news is: There are numerous benefits of starting with the basic principles and practices taught today, and there is a suggested way to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



Different levels of organizational maturity:



Basic learning paths:



Final Reflections

What has most surprised you?

What is still puzzling you?

What do you take away?



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