

Continual Improvement Your Way!

Taking Your Team To New Heights
With Kanban

For the Project Management Institute
Heartland Chapter

It's Great To Meet You!

- @ Work



Continual Improvement Your Way!

Taking Your Team To New Heights

- Kanban
 - What?
 - Why?
 - How?
 - Project Management
 - Remaining Questions?

Kanban – What Is It?

Let me tell you a story....



[Tripadvisor.com](https://www.tripadvisor.com)



[Imperialgardens.com.au](https://www.imperialgardens.com.au)

What Is It?



dallisonlee.com

No Focus

- Longer
- More expensive
- More errors
- More stressful

What Is It?

Amazing Focus

- Faster
- Cheaper
- Higher quality
- Sense of achievement
- Happier



Liveyourlegend.com

What Is It?

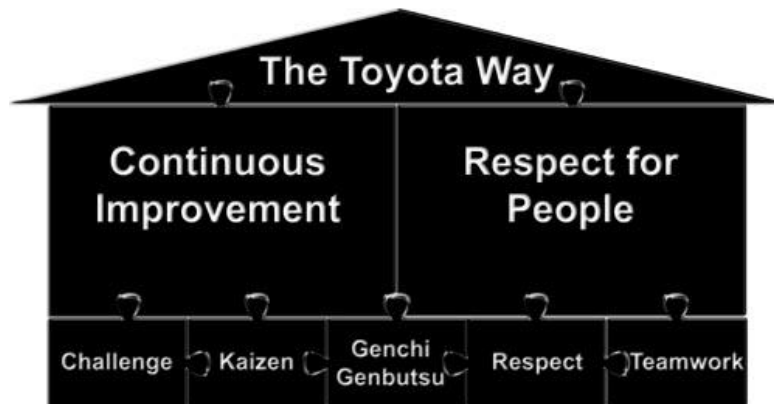
Kanban Helps Us Focus And Finish

What Is It?

- A very **visual** value-delivery system:
 - Workload management
 - Project management
 - **All** work
 - Faster
 - Better
 - Happier
 - Total respect

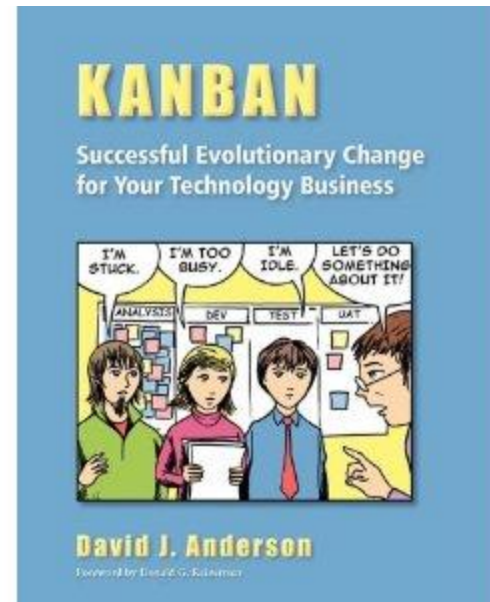
What Is It?

Kanban's History In-Brief



toyota.eu

Manufacturing

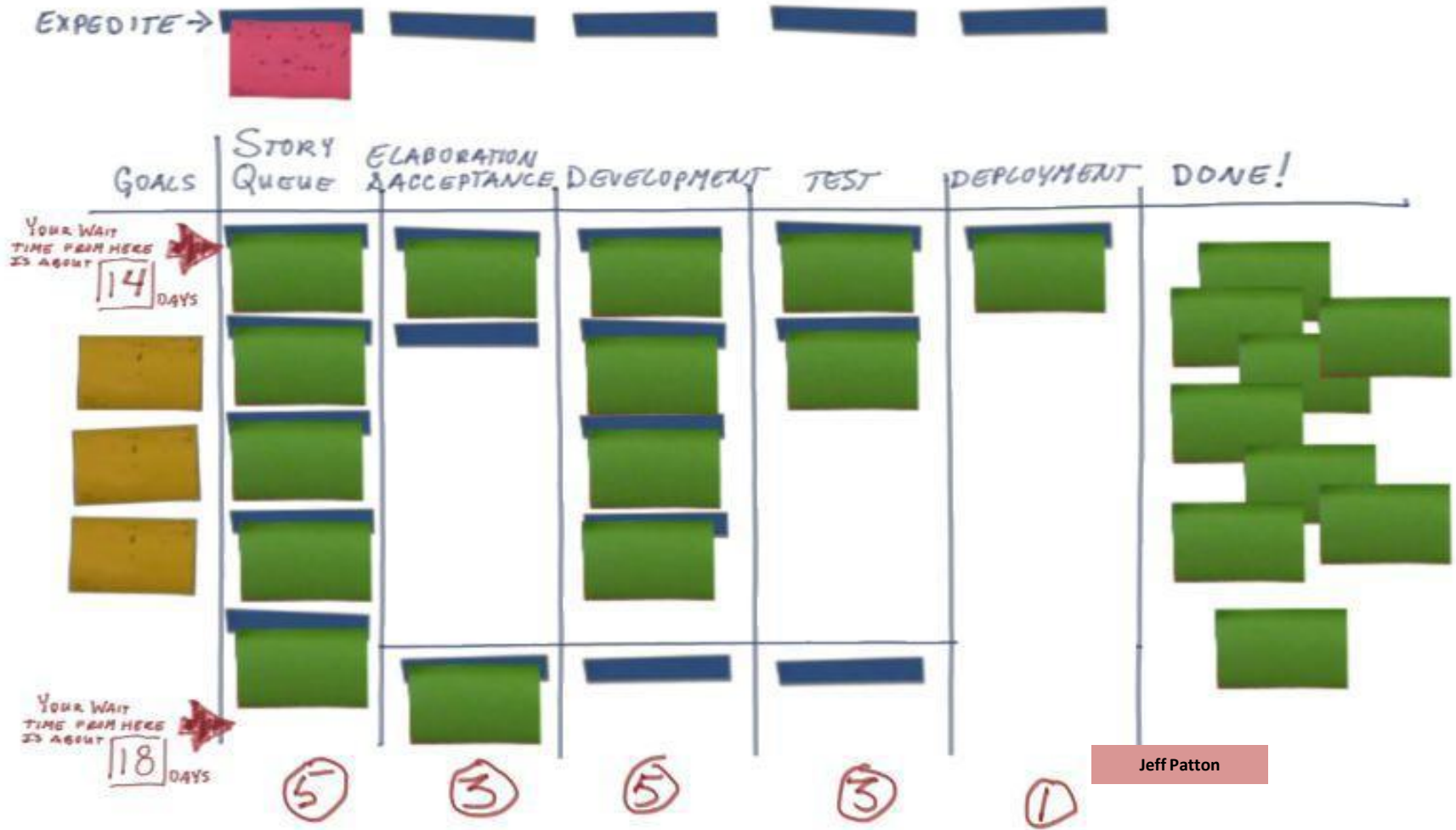


agilistapm.com

Knowledge-Work

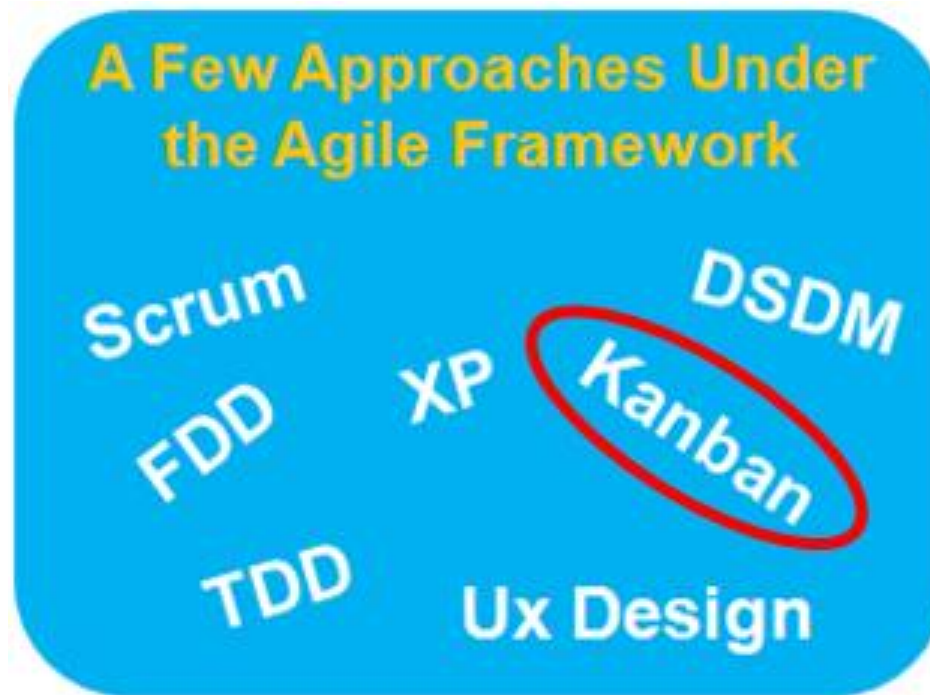
What Is It?

What Does Kanban Look Like?



Kanban – What Is It?

- It's **Agile**, But One Of Many!

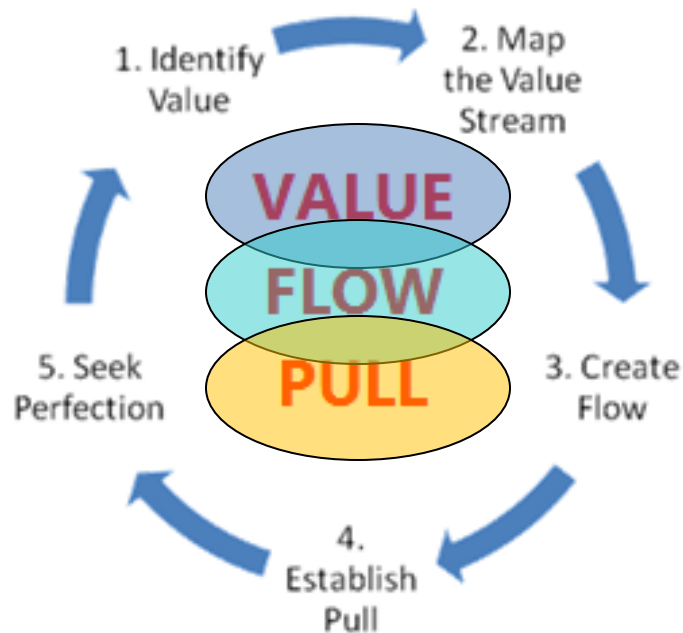


- It's Very **Adaptive!**

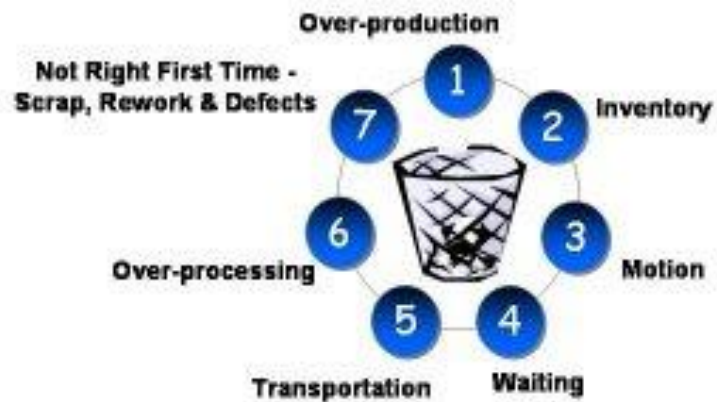


Kanban – What Is It?

- It's **Lean** In A Big Way!!



The 7 Wastes



Kanban – What Is It?

- A **Pull** System!
- Pulling Work In



Ozarksfirst.com

Kanban – What Is It?

- It's **Culture!**

- Cross-Functional Teams
- Versatilists, Flexibility
- Continual Improvement
- Servant Leadership



Kanban – What Is It?

An **Agile**, **Lean**, **Adaptive** Way To Managing
Work And Delivering Value

(Focus & Finish)

Kanban – Why?

- Bottom Line:
 - Increase through-put, optimal team performance
 - Faster, better, cheaper
 - Great team dynamics
 - Appropriate self-direction
 - Amazing quality – technical excellence

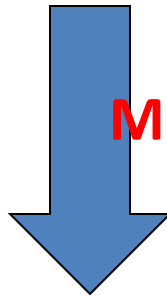
Kanban – Why?

- At The Team Level, I Can:
 - Contribute wholly
 - See bottlenecks before they reduce flow
 - Minimize blockers
 - Collaborate in real-time
 - FOCUS!

Kanban – How?

- Three **Must-Have** Rules:

1. Visualize
2. Limit WIP
3. Manage flow



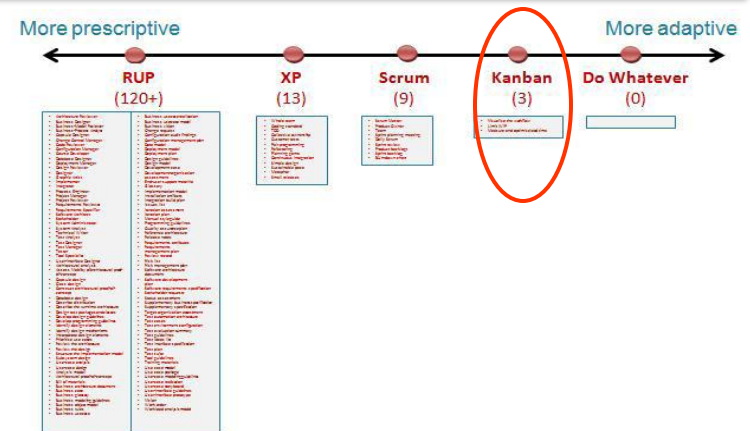
Maturity

- Start By:

- Visualizing current work

- Progressively lean-out the process to:

- Limit WIP
- Manage flow (measure, continuously improve)



Rule #1 - Visualize

Notice
Something
Cool?

Existing Process

What
About
This?

Available
capacity

Work item

Jeff Patton

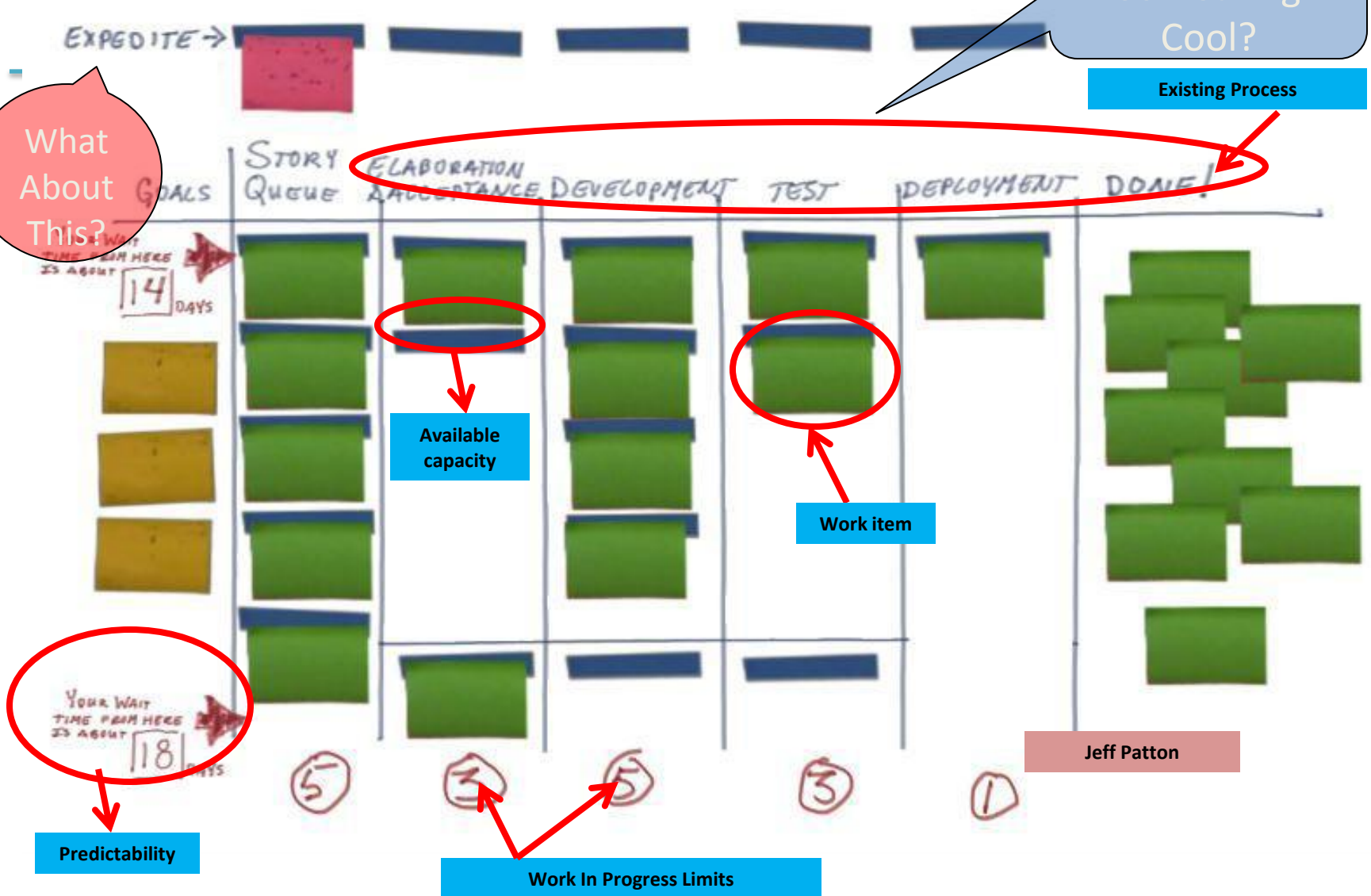
Predictability

Work In Progress Limits

07/15/2014

Continual Improvement Your Way! - Kanban

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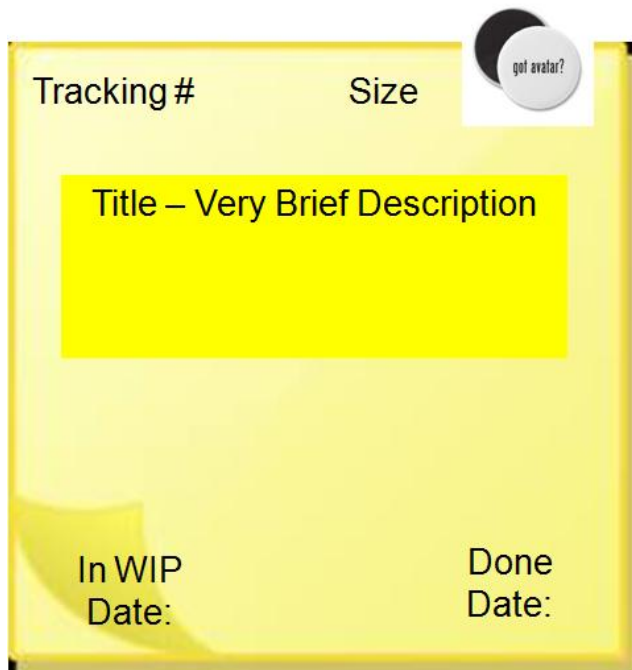


Rule #1 - Visualize

- **All** Work!
 - **Work-Item Types** (Projects, Compliance, S/S)
 - Routine rotations
 - Anything that requires capacity
 - Production issues
- Classify work appropriately
 - **Class of Service** (special treatment)
 - Expedite, Fixed-Date, Process Improvement

Rule #1 - Visualize

- The Work-Item ticket has it all!




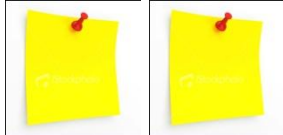
Visual Card or
Sign Board

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Time-Out

What is the biggest mistake many new Kanban teams make?

Rule #2 - Limit WIP

- Less Multi-Tasking
 - Ideal 
 - Good target 
- Limit each queue (**WIP Limits**)
 - # of Work-Items (best)
 - Story-Points (as a start only)
- Initially WIP Limits are _____!
- Requires execution, team practice



Rule #2 - Limit WIP



Rule #2 - Limit WIP

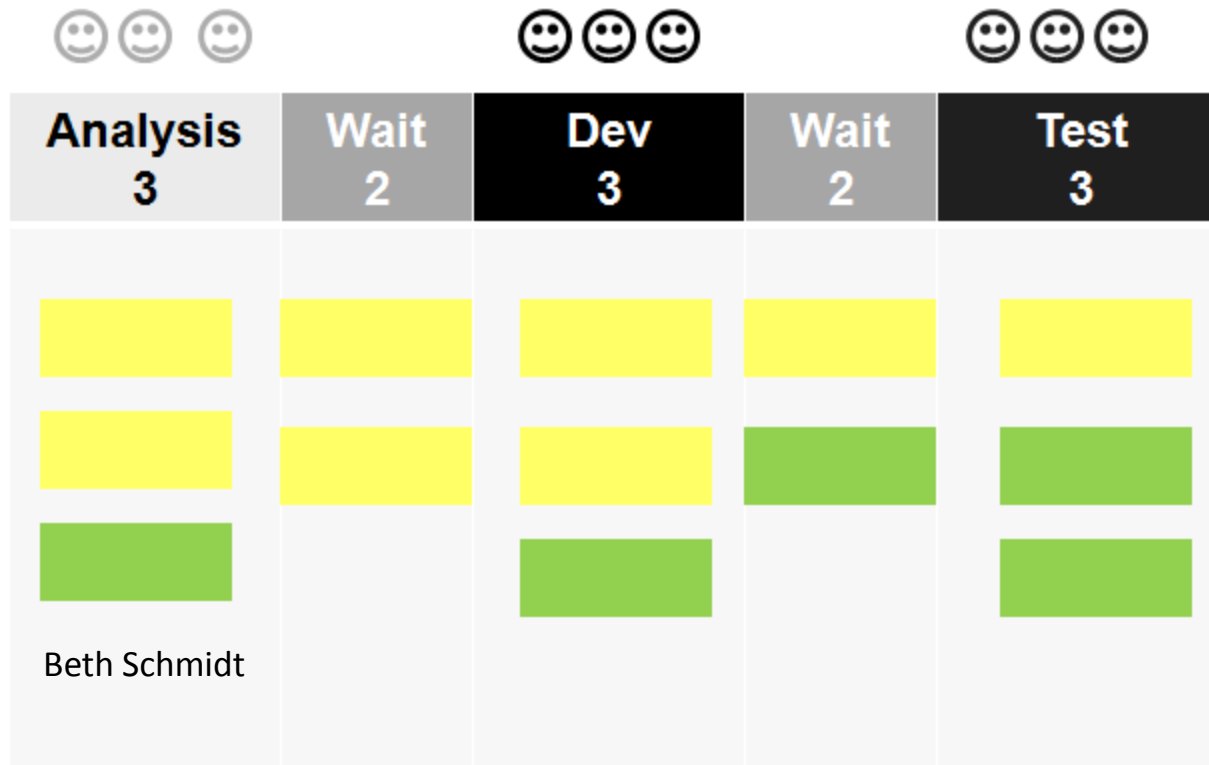
- Pull work in when your WIP Limit allows for it
- Pull work in, when you have:
 - The **capacity** to work on it today
 - **All of the information** you need to get started
 - Confidence that you can **maintain flow**



Time-Out

Can't Pull!
Solution?

- No capacity – **Completely Stuck!**



Rule #3 - Manage Flow

- Critical path, dates, & variances are important, but:
 - Kanban teams focus on ***flow***
- ***“Do I have maximum flow today?”***
 - “Or am I stuck, blocked?”
- By focusing on flow, we often meet/exceed our target dates and increase our quality

Rule #3 - Manage Flow

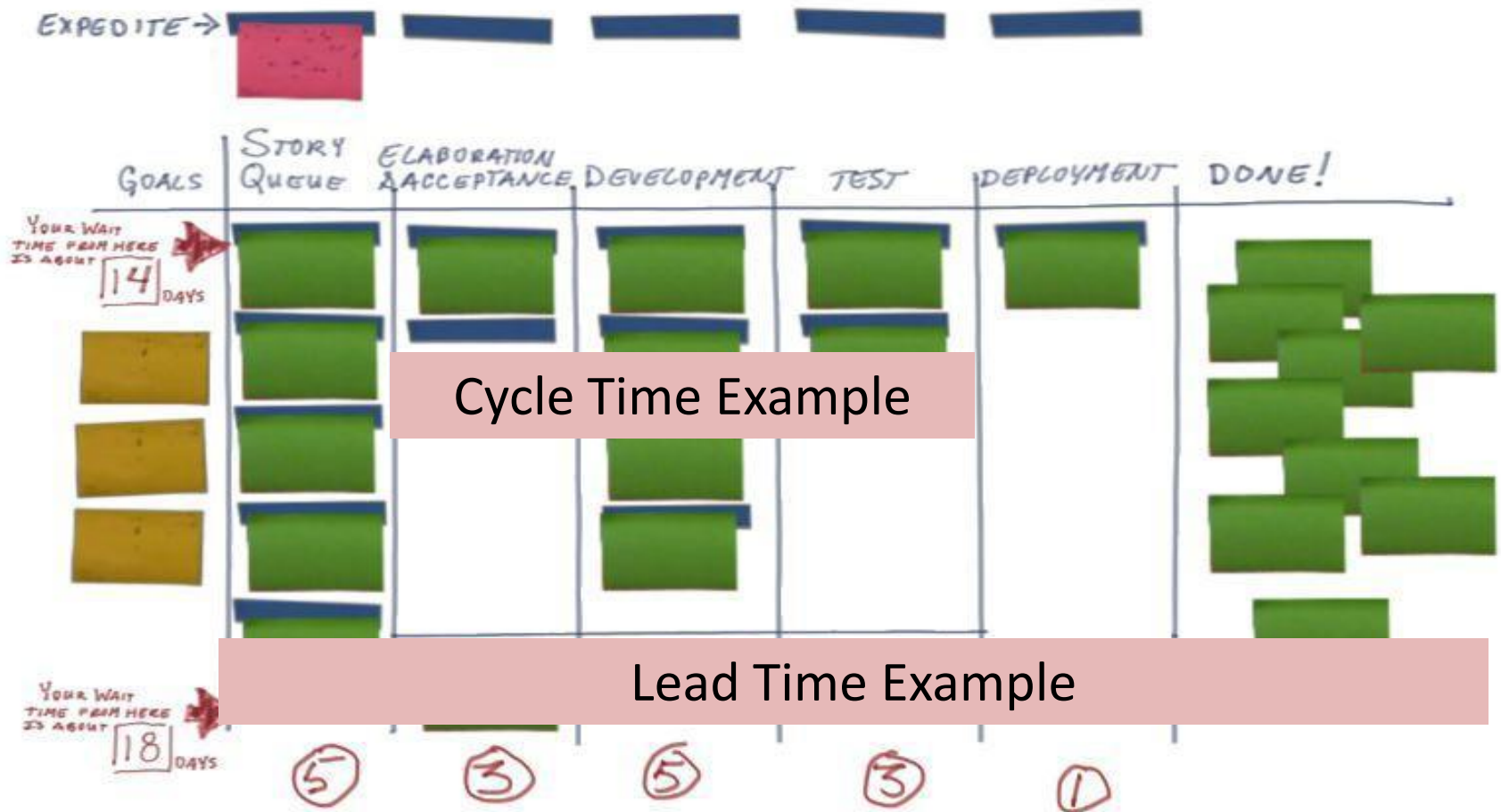
- Flow is measured by managing:
 - **Lead** Time (customer perspective)
 - **Cycle** Times (any two points)
 - Overall Through-Put
- And Adapting:
 - Process improvements
 - Lean-out eliminate waste
 - WIP Limits (“finish” focus**)



The 7 Wastes



Rule #3 - Manage Flow



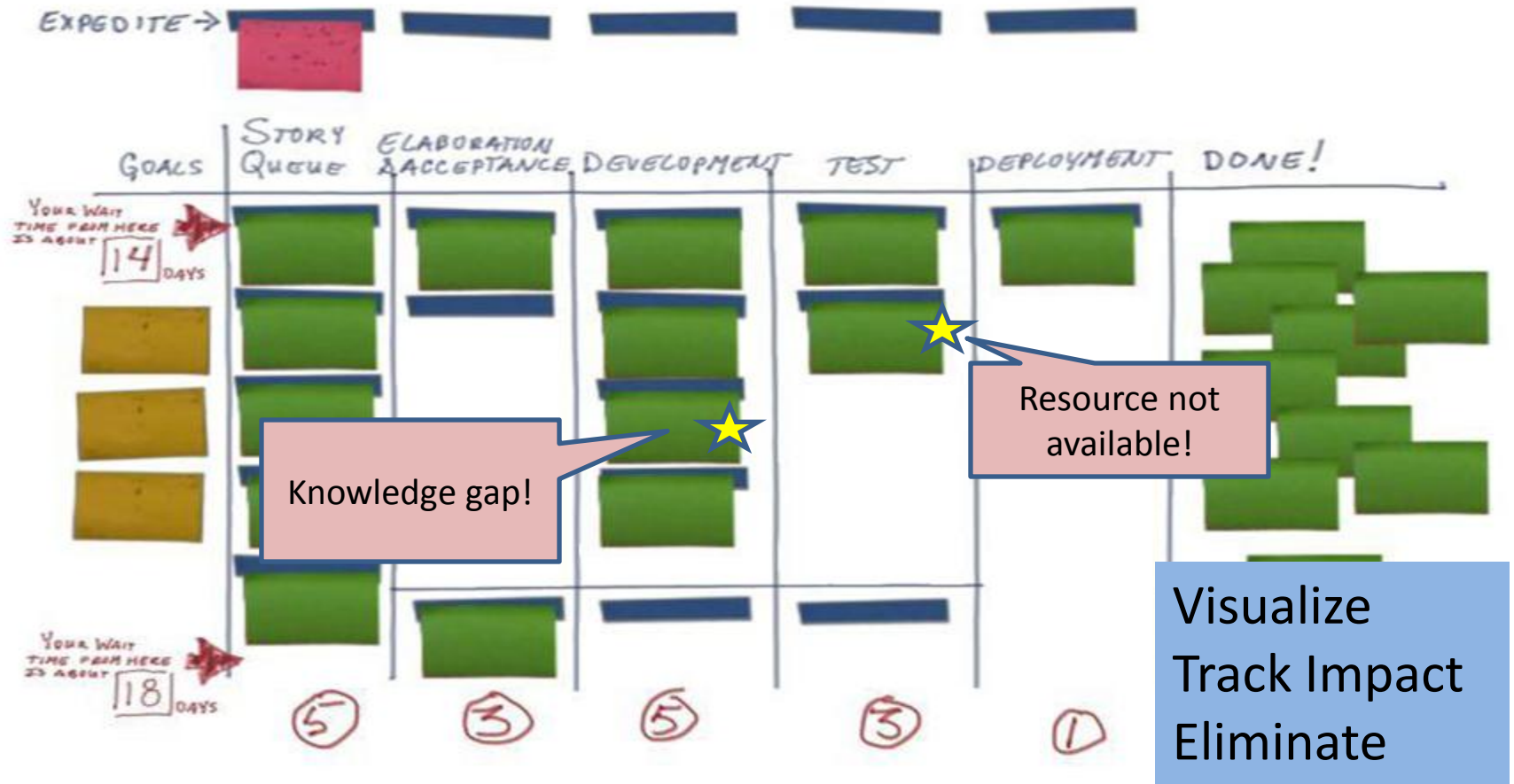
Rule #3 - Manage Flow

- Focus on
 - **Blockers:** Obstacles, issues, low flow
 - **Bottlenecks:** Queues that are stuck
- Throttle WIP Limits
 - Increase through-put, flow
 - Lower WIP Limits = More Focus



Rule #3 - Manage Flow

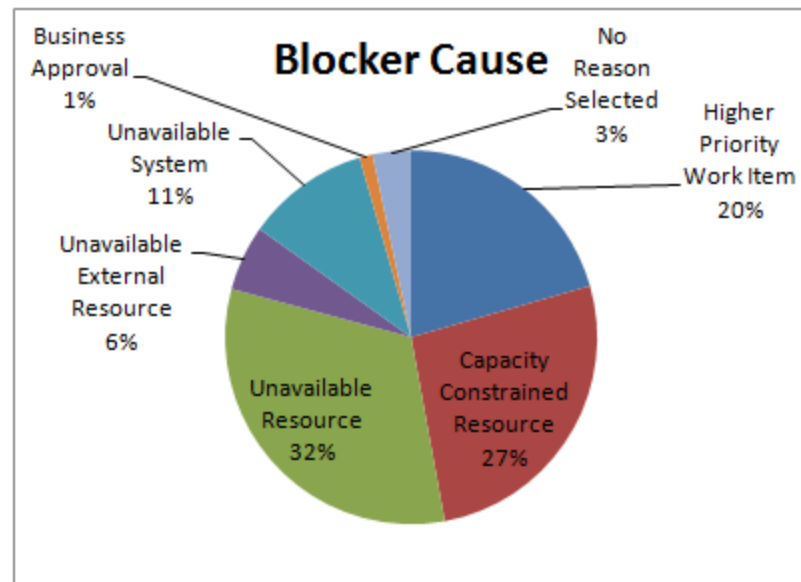
Focus on Blockers



Rule #3 - Manage Flow

Focus on Blockers

- Eliminating the chance of a blocker recurring:
 - Helps the team improve
 - Increases flow
 - Increases focus



Rule #3 - Manage Flow

- The Kanban Stand-Up
 - Right-to-Left (don't Scrum it)
 - One question: 'Any Blockers?'
 - Meaningful Pull



Kanban & Project Management

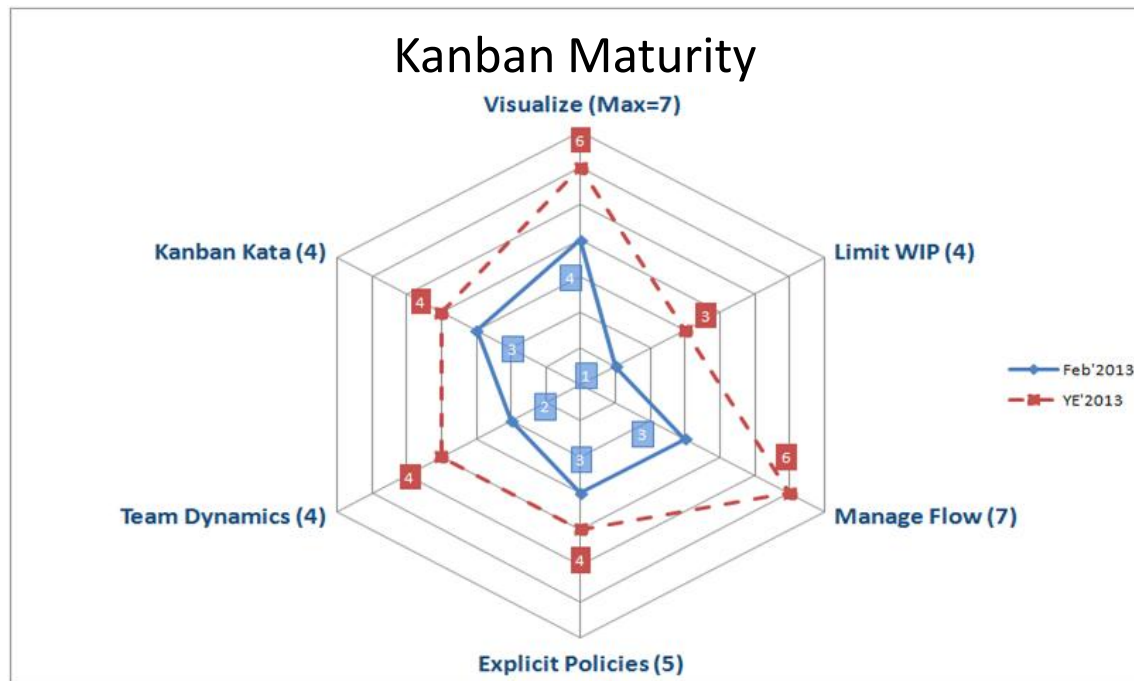
- PM happens in a really neat way:
 - Leadership at all levels
 - C&C is out. Use only to:
 - Ensure business objectives are met
 - Maintain integrity of process
 - Servant Leadership:
 - “How can i help you today?”
 - Active listening – really listen
 - THE TEAM

Kanban & Project Management

- PM activities are best split:
 - (What, Scope, Why, & When) Product Ownership:
 - PO owns leading work and the Input Queue
 - Manages stakeholder expectations
 - (Process) Try a Scrum Master approach:
 - SM owns Kanban process integrity
 - Facilitates blocker elimination
 - Serves the team
 - (How & When) Team Member:
 - All-in
 - Pulls work in, instead of being assigned work
 - Honest (“I have capacity today”)
 - Knows expected and current lead time, cycle times
 - Holds other team members accountable
 - Focuses on finish

Planned Improvement Cycles

- Frequent Retrospectives & Goal Setting



Planned Improvement Cycles

- Frequent Retrospectives & Goal Setting

• 2013
Focus

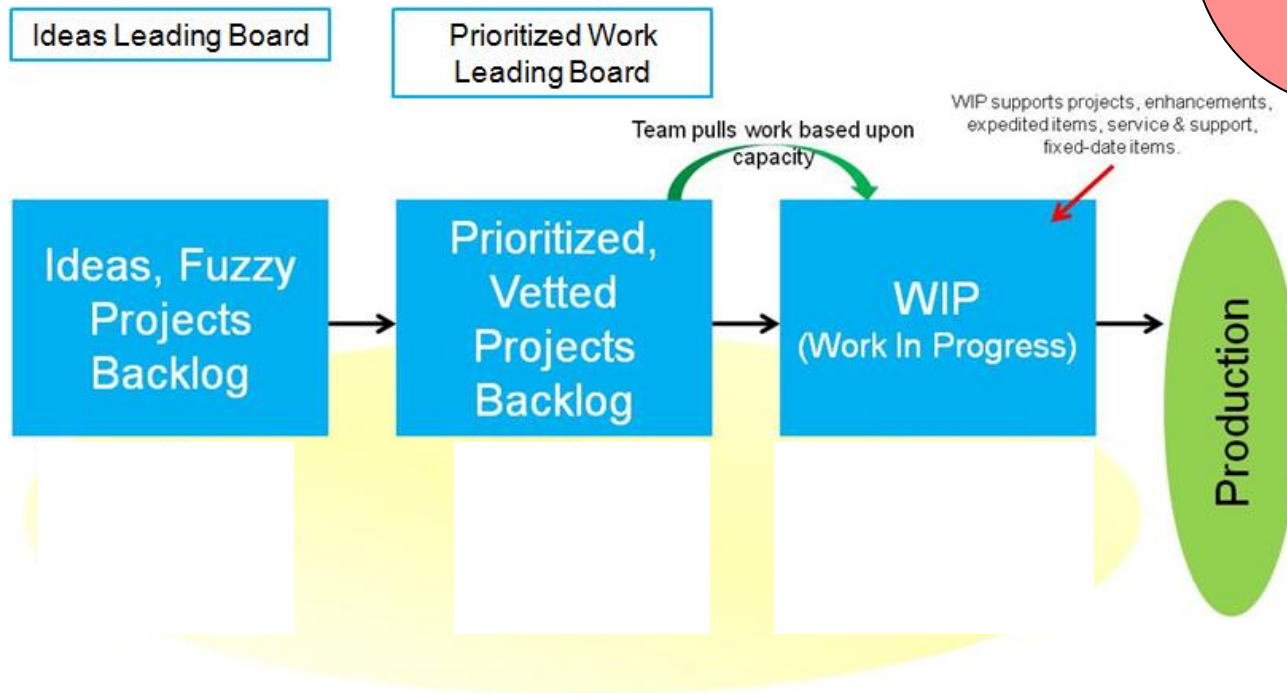
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(1) Visualize (Total Count)	(4) Explicit Policies (Total Count)
Value Stream	Pull Criteria
Work Item Types	Capacity Allocation
Kanban Limits & Capacity	Queue Replenishment
Pull Ready (Done)	Classes of Service
Impediments	Volunteering
Metrics	
Class of Service	(5) Team Dynamics (Total Count)
	Inclusive
(2) Limit WIP (Progression)	Collaborative
None	Servant Leadership
Personal & Infinite Done	Self-Direction
Single Value-Stream	
Multi Value-Stream	(6) Kanban Kata (Progression)
	None
(3) Manage Flow (Total Count)	Daily Standup
Daily Stand-Up	Mentor-Mentee Coaching
Cumulative Flow Reports	Operations Review
Delivery Rate Control Chart	
SLAs	
Versatilism	
Dynamic Prioritization	
Flow Metrics	

Make It Your Own!

- Team differences are great!
- Consider a multi-board system

But stick to the 3 rules



To Sum It Up

- A tool....faster, better, cheaper, happier
- Easy to start....results are not immediate
- Try it
- Continuously improve over time

Other Questions? Thoughts?



Kanban Resources

- Leading Kanban Book:
 - Kanban, Successful Evolutionary Change for Your Technology Business
 - David J. Anderson
- Kanban Board Game:
 - getkanban.com
- Limited WIP Society:
 - limitedwipsociety.ning.com

One More Resource

PMI Heartland Advanced Education Series

Kanban Workshop – July 22nd

7 PDUs

Learn How To Get Started

Kanban Planning Checklist

Kanban Setup Guide

Register on pmiheartland.org

Continual Improvement Your Way!

Nikitas Kalantjakos

- I am honored that you have made the time and that you have given me this opportunity to share with you.

