



Kanban for the in-between

Lean Kanban Benelux 2016

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This talk is for you if ...



You imagine

You face

Evolution

Inertia

Happy People

Sad People

Kanban & ESP

No Mandate

Success Stories

Daily Routine

Business Results

Busy Business

Applied Knowledge

Misunderstandings

Large Scale Solutions

A Few People At Most

Your options

Try to alter reality

self-pressured &
over-zealous



Succumb to reality

discouraged &
clueless

**Work with
reality**

willing & able

It's **not** about Kanban **practices**.

It's about Kanban **principles**.



Change Management Principles

Start with what you do now

Agree to pursue improvement through evolutionary change

Encourage acts of leadership at every level

Service Delivery Principles

Understand and focus on customer needs and expectations

Manage the work; let people self-organize around it

Evolve policies to improve outcomes

A man with light brown hair, smiling, is seated in the cockpit of an aircraft. He is wearing a dark flight suit. The background shows a mountainous landscape under a clear sky. The text "Start with what you ~~can~~ do now." is overlaid on the image, with the word "can" crossed out in red.

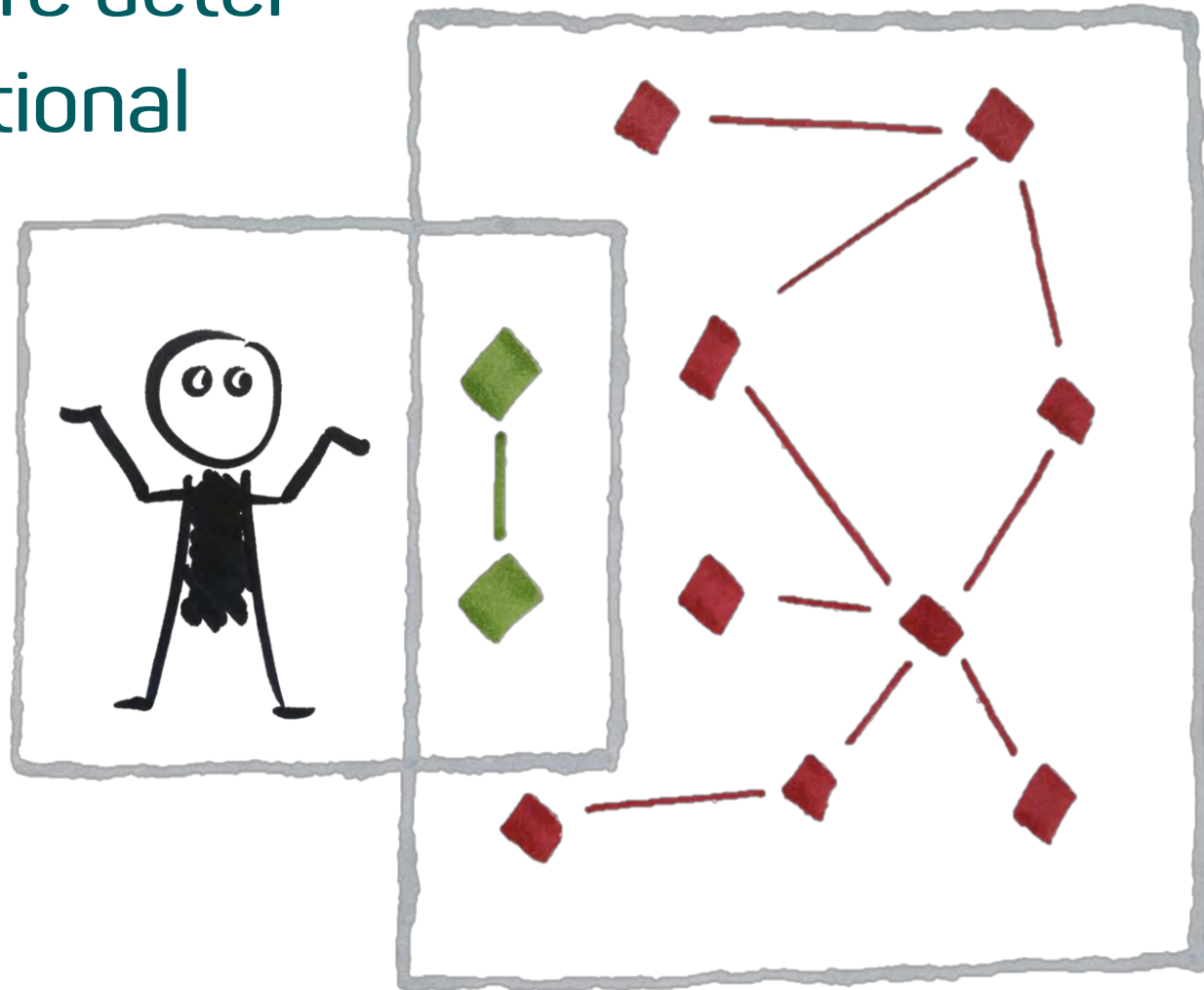
Start with what you ~~can~~ do now.

“The smallest unit of all
social systems is communication.”

– N. Luhmann



In an **autopoietic** social system,
internal structure deter-
mines organisational
behaviour and
organisational
behaviour is
internally
closed.



People-centric

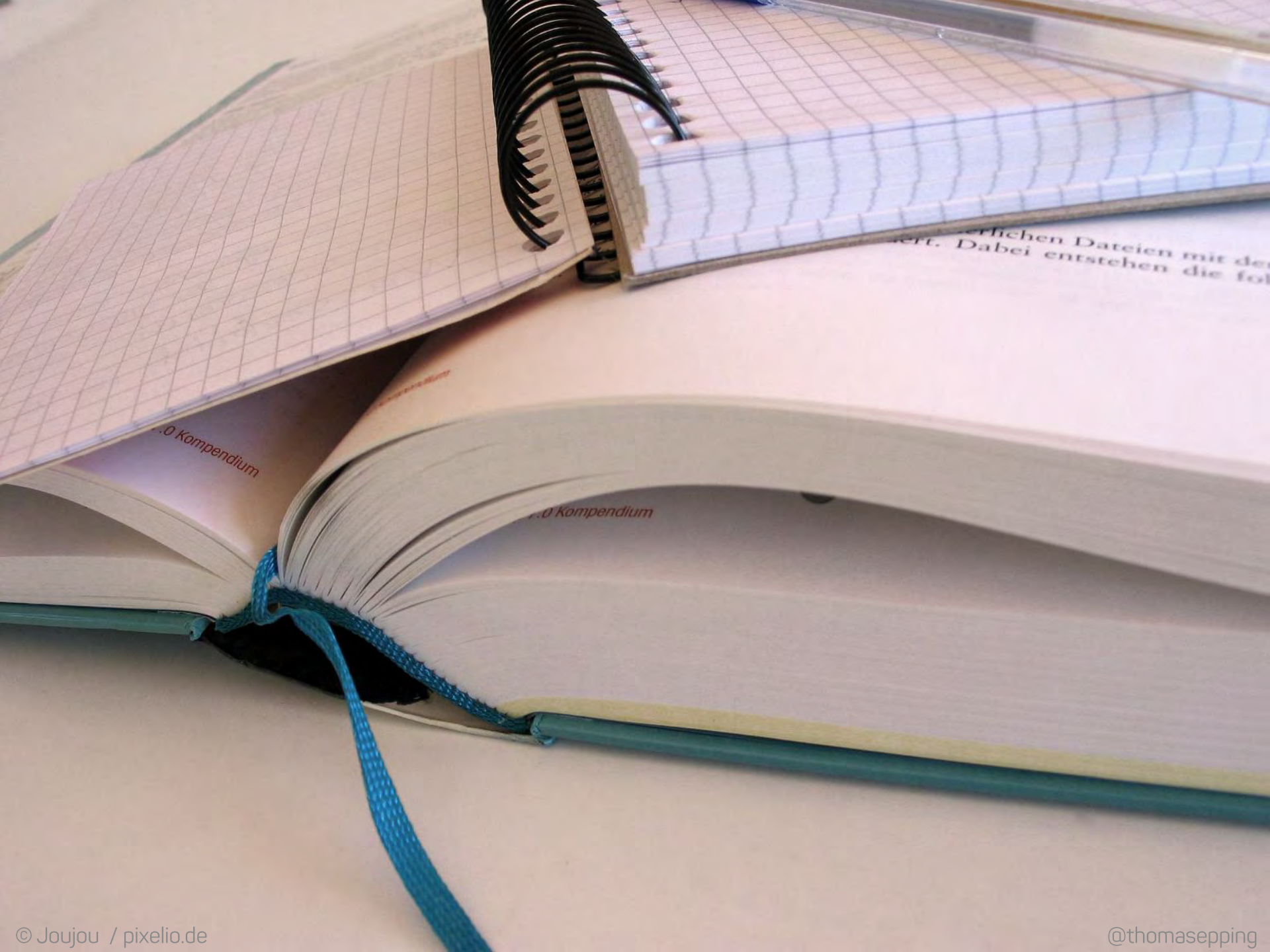
Respect roles, responsibilities, and job titles.

(Start with what you do now.)

Systemic

Respect the organisation.

(You need to, anyway.)



erlichen Dateien mit der
ert. Dabei entstehen die fol

Kompodium

Kompodium

Do you manage something
that is a black box to others?

Example Your desk, a team, a process

Do Ensure acceptance of the black box
Try to make it your Kanban land
Illustrate with results

Don't Announce or promise anything

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Are you in charge of,
or do you contribute to,
any kind of regular feedback meeting?

Example A jour fixe, a round-up, a review

Do Pick a recurring topic (non-personal)
Provide data to describe actions
Ask if your description seems useful

Don't Offer to provide more

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Do you know,
or can you find out,
types of demand of your work?

Example Tasks, Tickets, User Stories

Do

- Make your types of demand explicit
- Document policies and agreements
- Show them and provide data

Don't Suggest improvements

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Someone ...

... improves on a service level

... uses innovation for marketing

... starts a Community of Practice

... cancels a meaningless meeting, finally

... switches from opinions to management

... follows through with a cumbersome topic



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An **agreement**
is implied when someone
recognises that your work is useful.

A **customer**
emerges when someone
recognises your work and engages.

Do

Don't

Describe

Interpret

Think system

Think people

Offer something

Inflict something

Expect obliqueness

Expect cause & effect

Wait for the right moment

Impatiently rush to action

