

Kanban through its values

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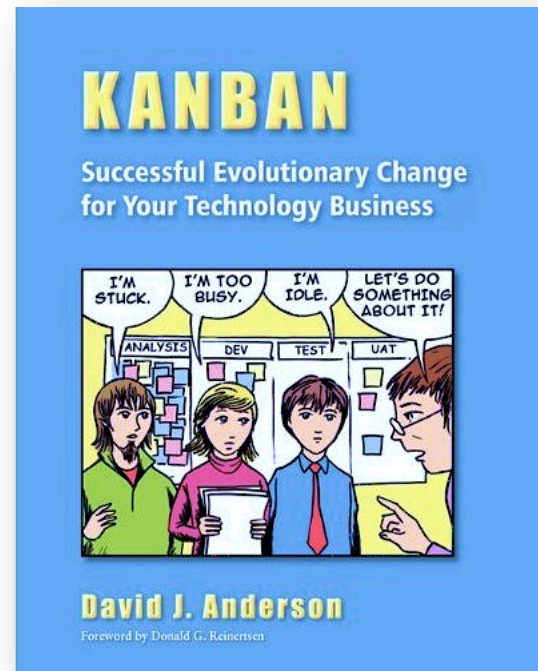
What is Kanban?

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My constraints:

- no mention of
productivity, efficiency, effectiveness
multitasking, waste
- no Japanese jargon
(*Kanban* aside)
- generous towards what you do now
(Scrum, say)

What is Kanban?



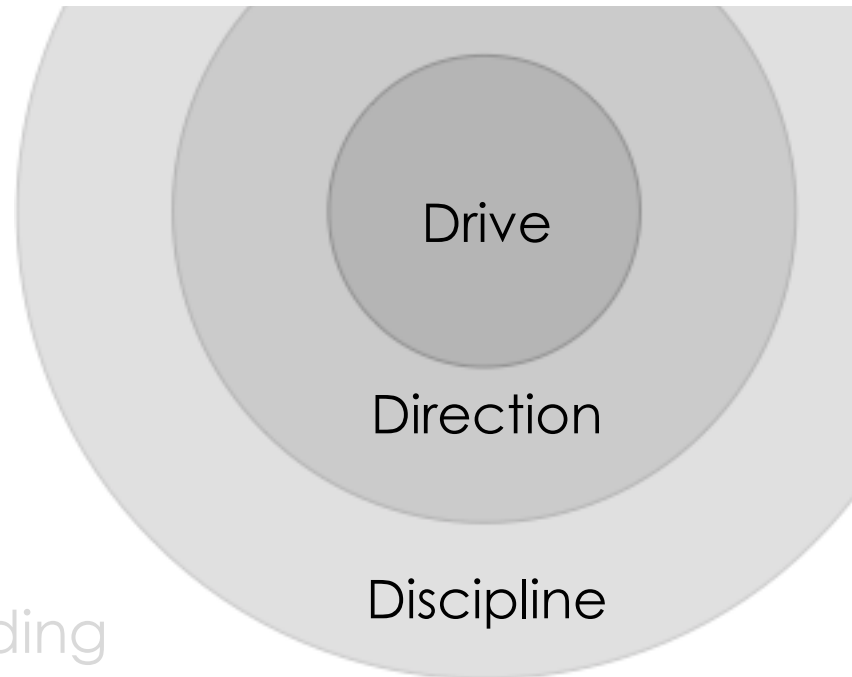
The Kanban method [1] is an evolutionary approach to change

What is Kanban?

Kanban is the humane,
“start with what you do now”
approach to change

Kanban is like onions!

- transparency
- balance
- collaboration
- customer focus
- flow
- leadership
- understanding
- agreement
- respect



Kanban is like onions!

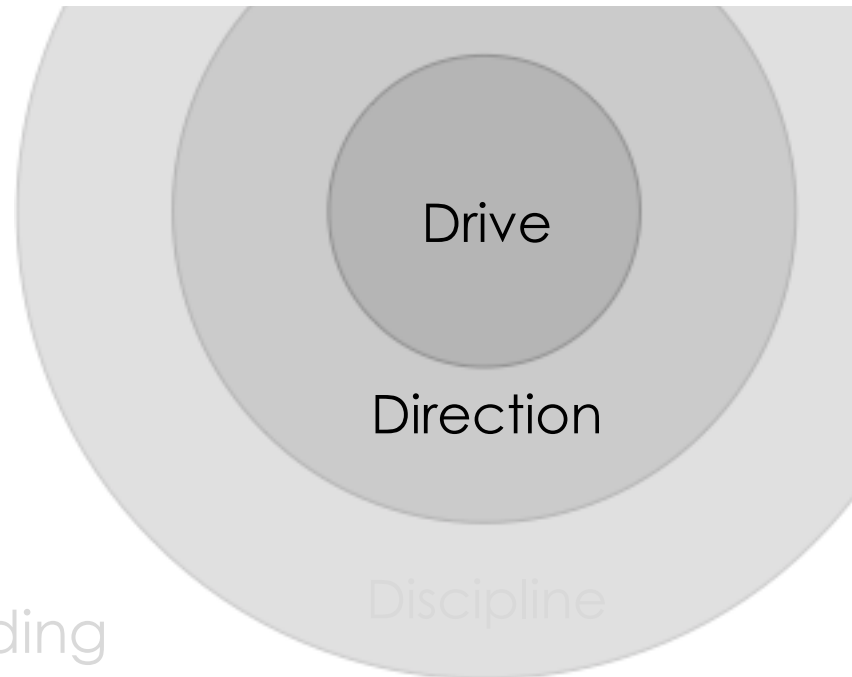
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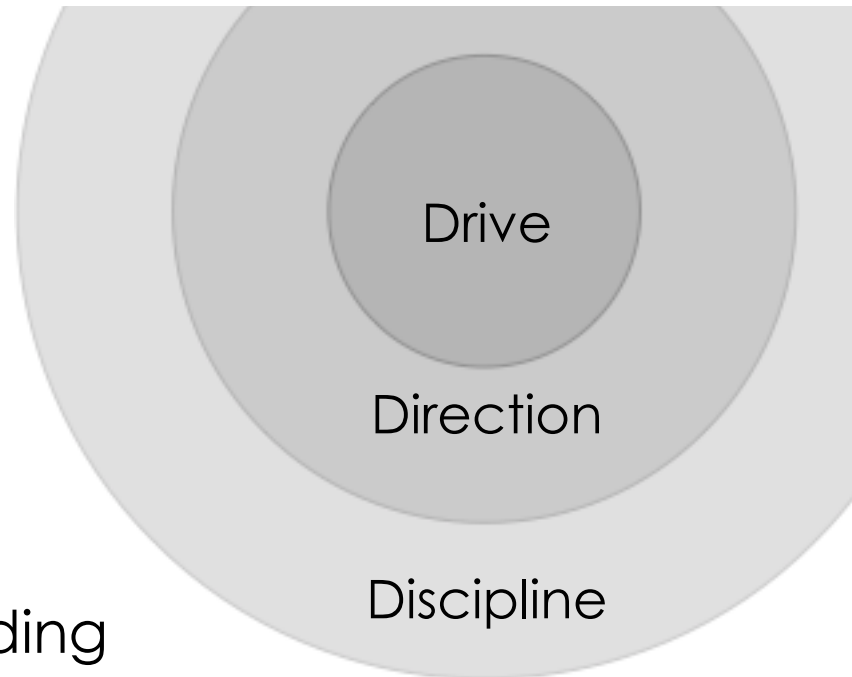
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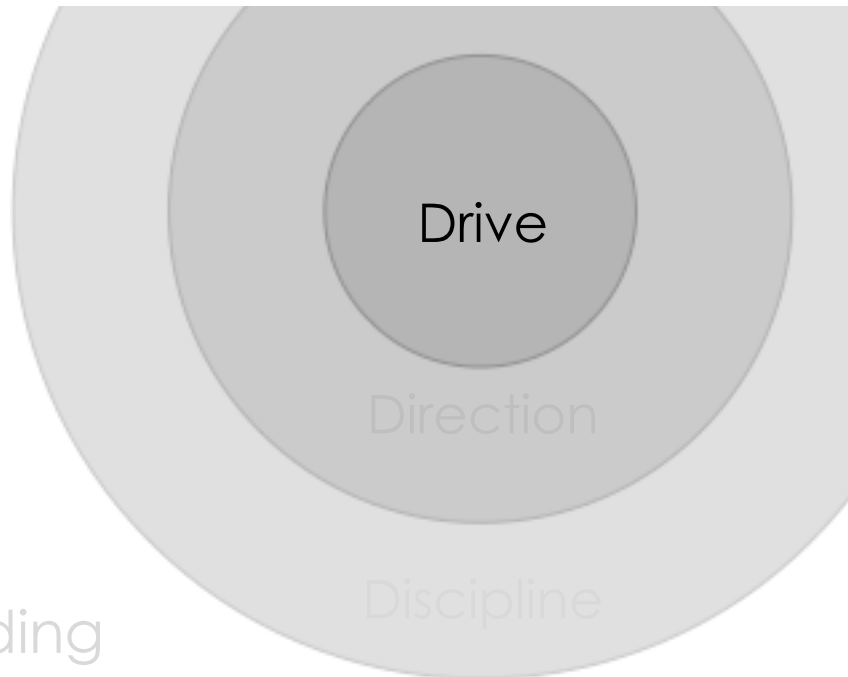
Kanban is like onions!

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Drive

- transparency
 - balance
 - collaboration
-
- customer focus
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 - leadership
-
- understanding
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 - respect



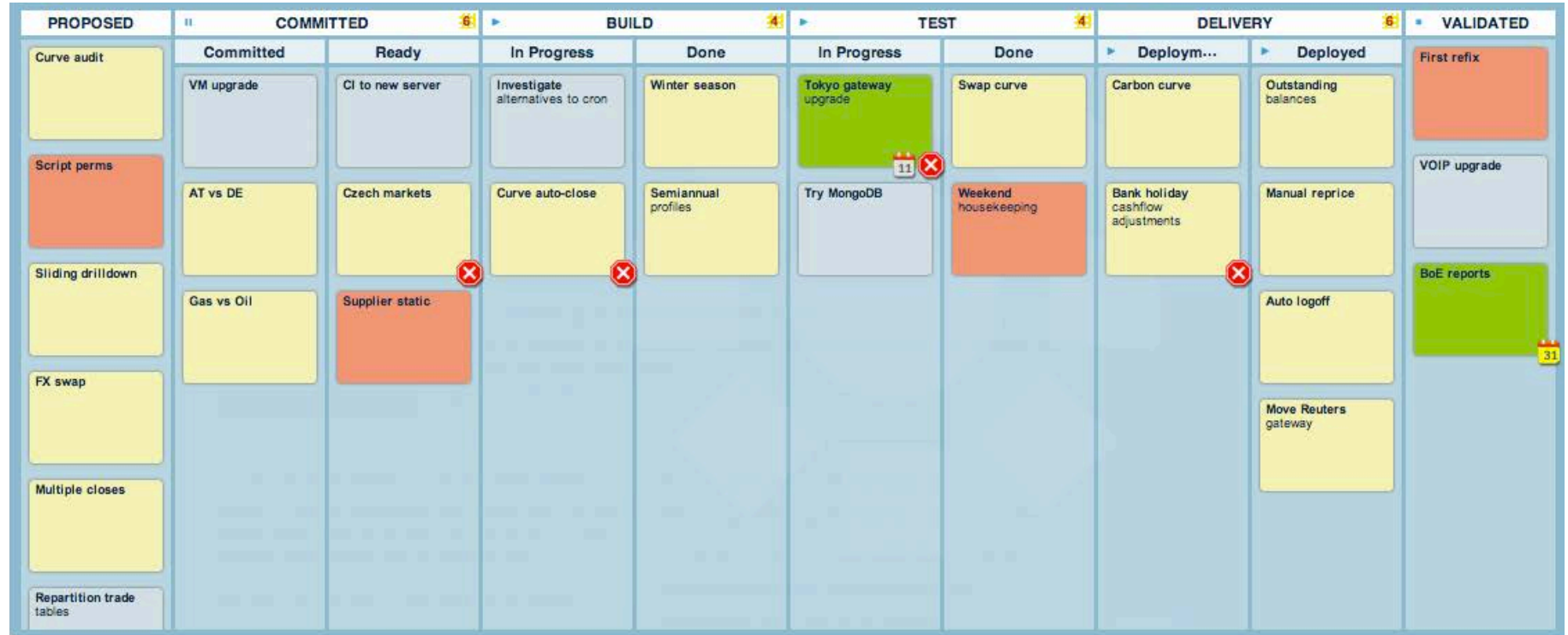
Drive 1: transparency

CP1: Visualize

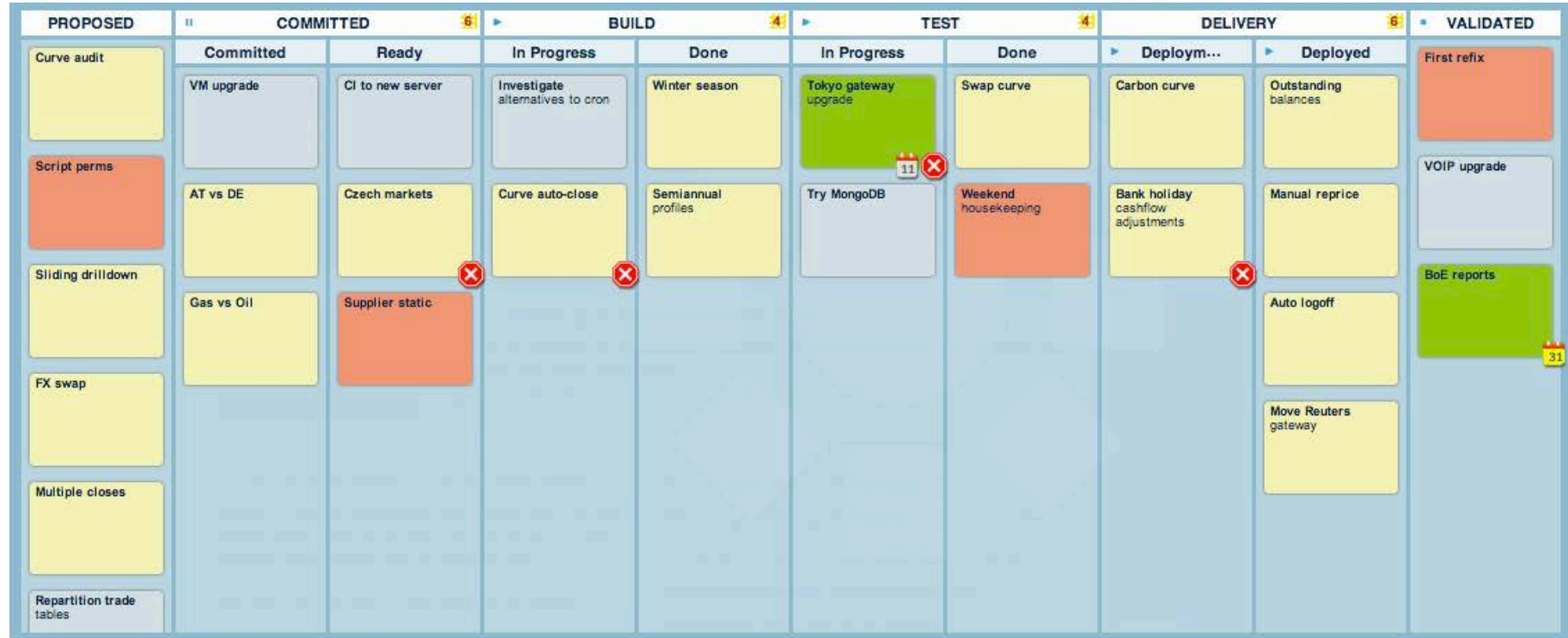
CP4: Make policies explicit

CP5: Implement feedback loops

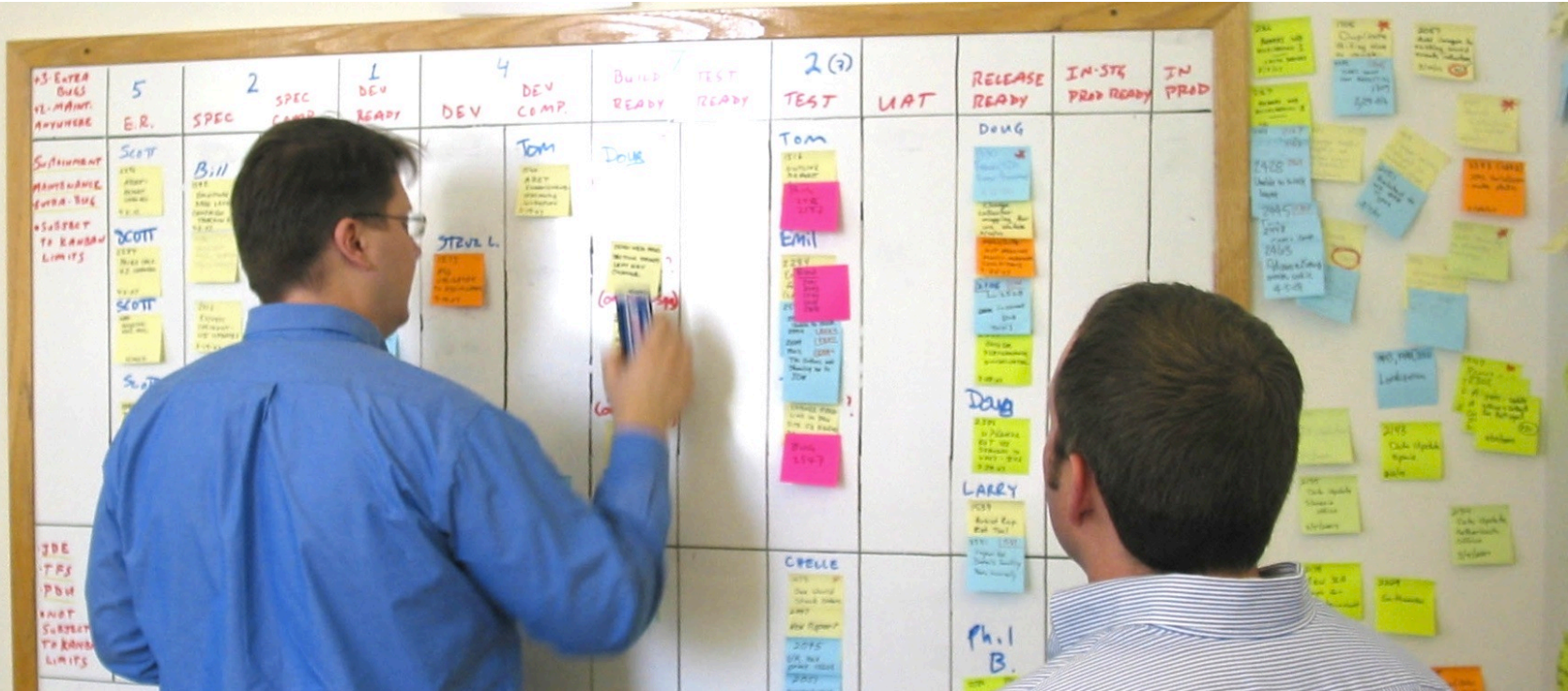
Transparency: make knowledge work visible



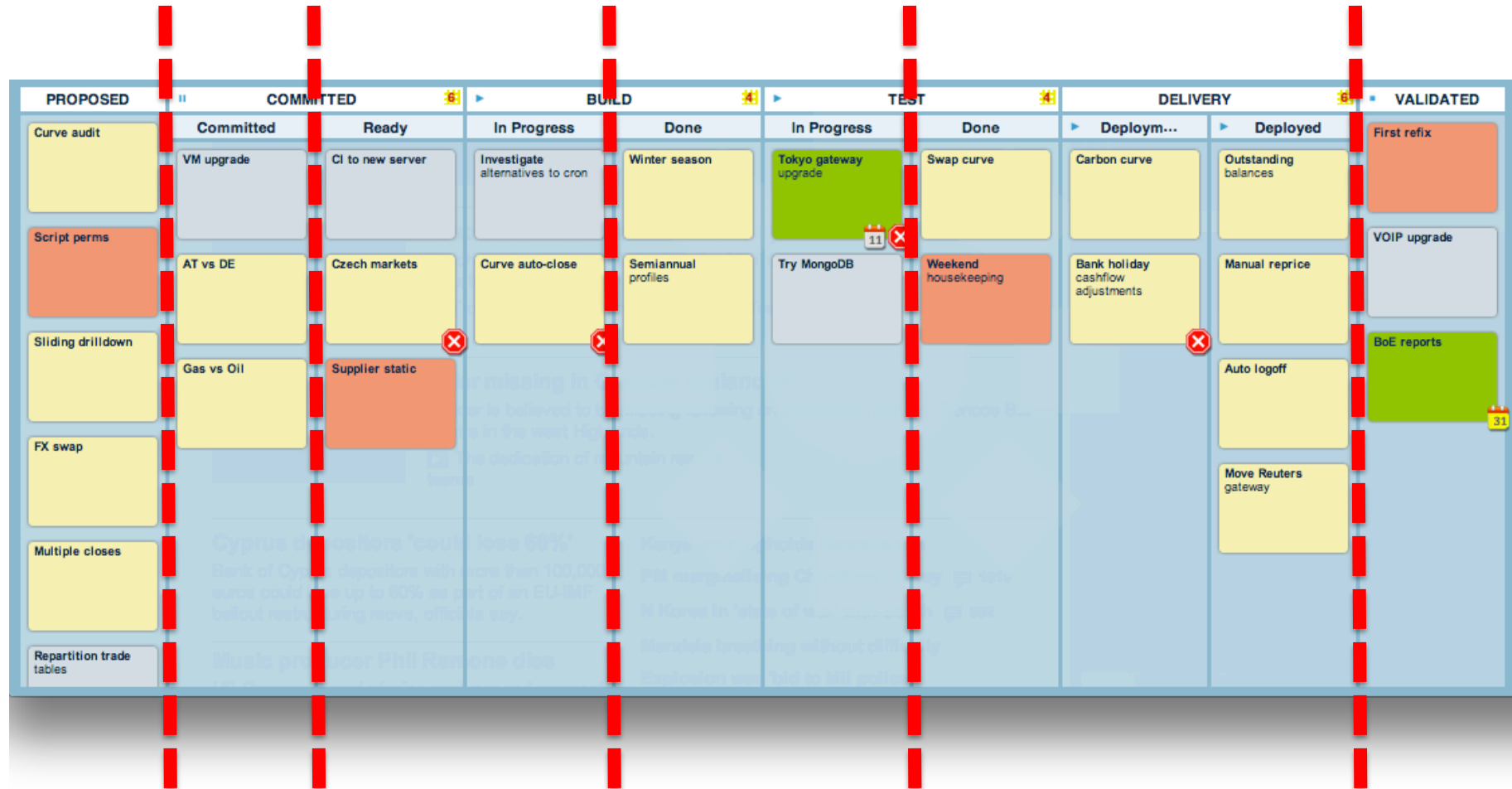
Transparency: self-organise around the work



Transparency: capture learning



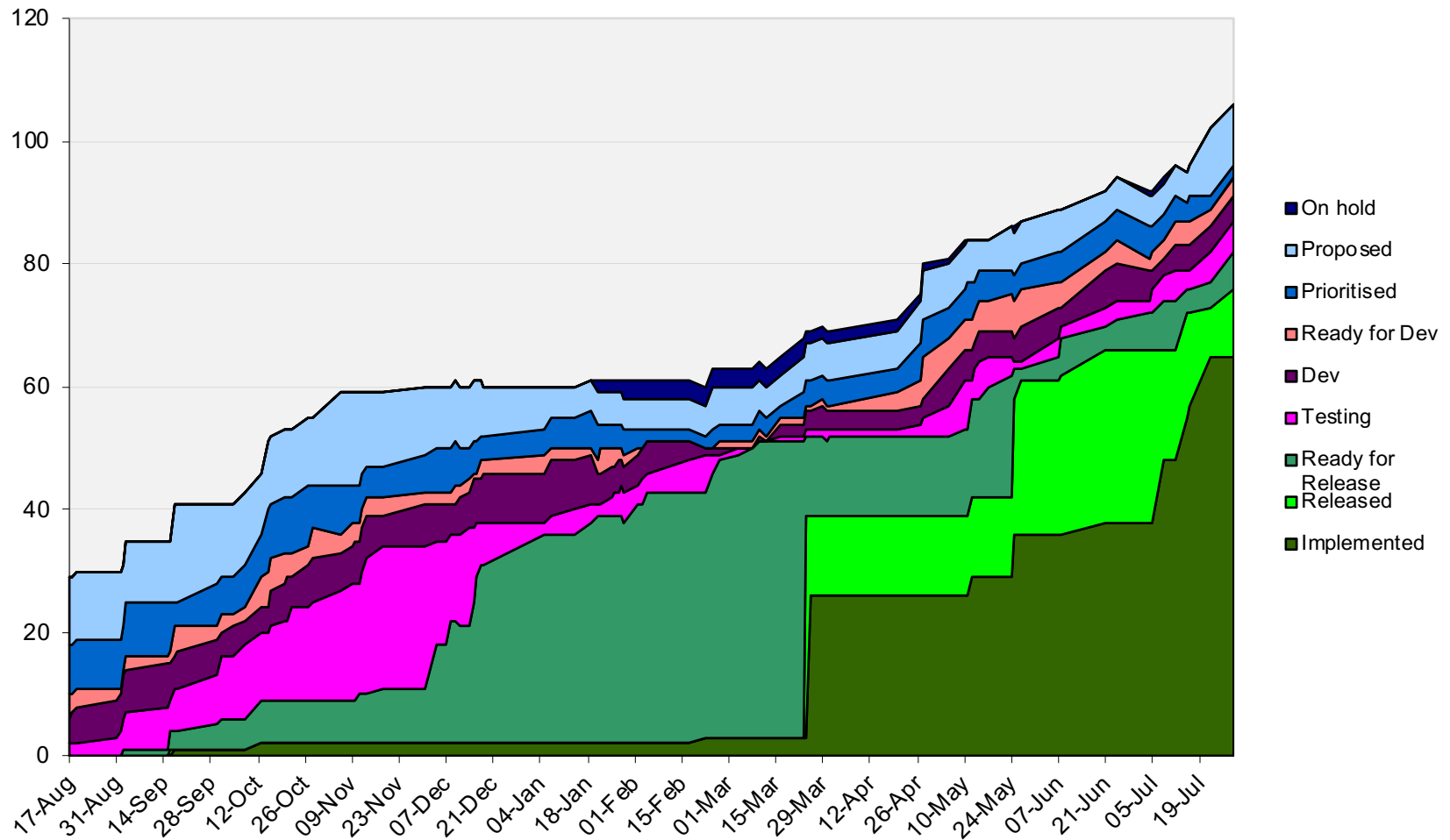
Transparency: explicit policies - local



Transparency: explicit policies - global

*“When priorities need to change,
inform the people affected”*

Transparency: feedback loops



Transparency: feedback loops



Drive 1: transparency

CP1: Visualize

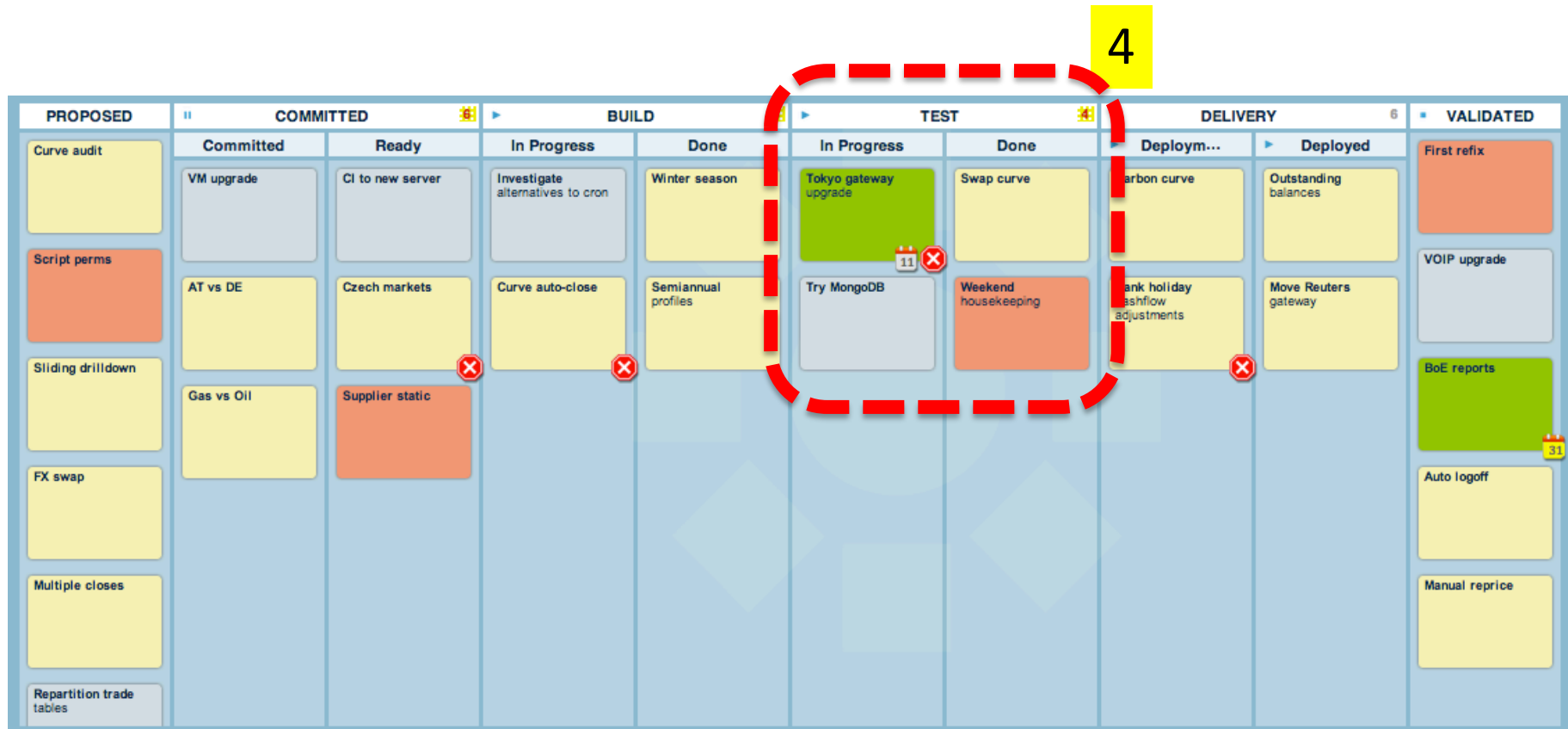
CP4: Make policies explicit

CP5: Implement feedback loops

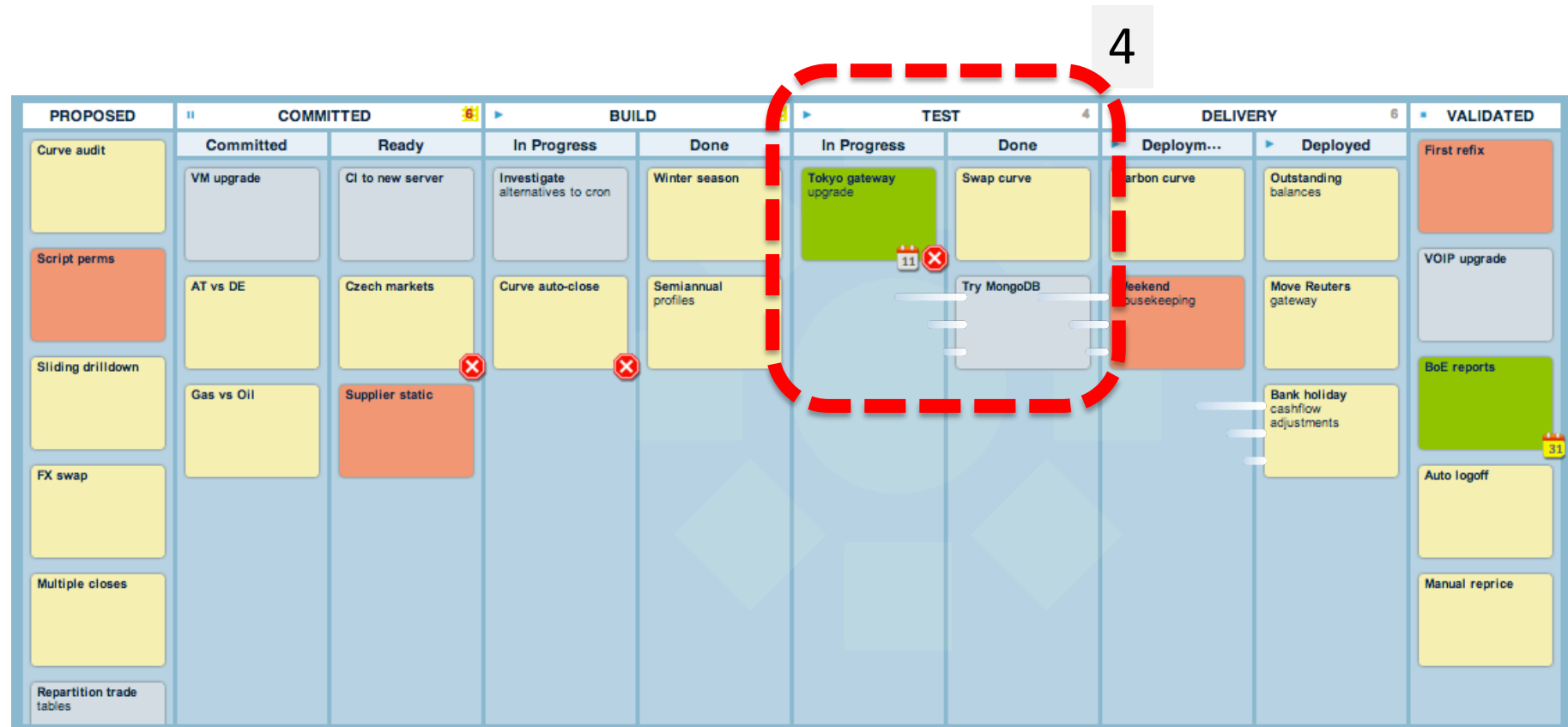
Drive 2: balance

CP2: Limit work-in-progress (WIP)

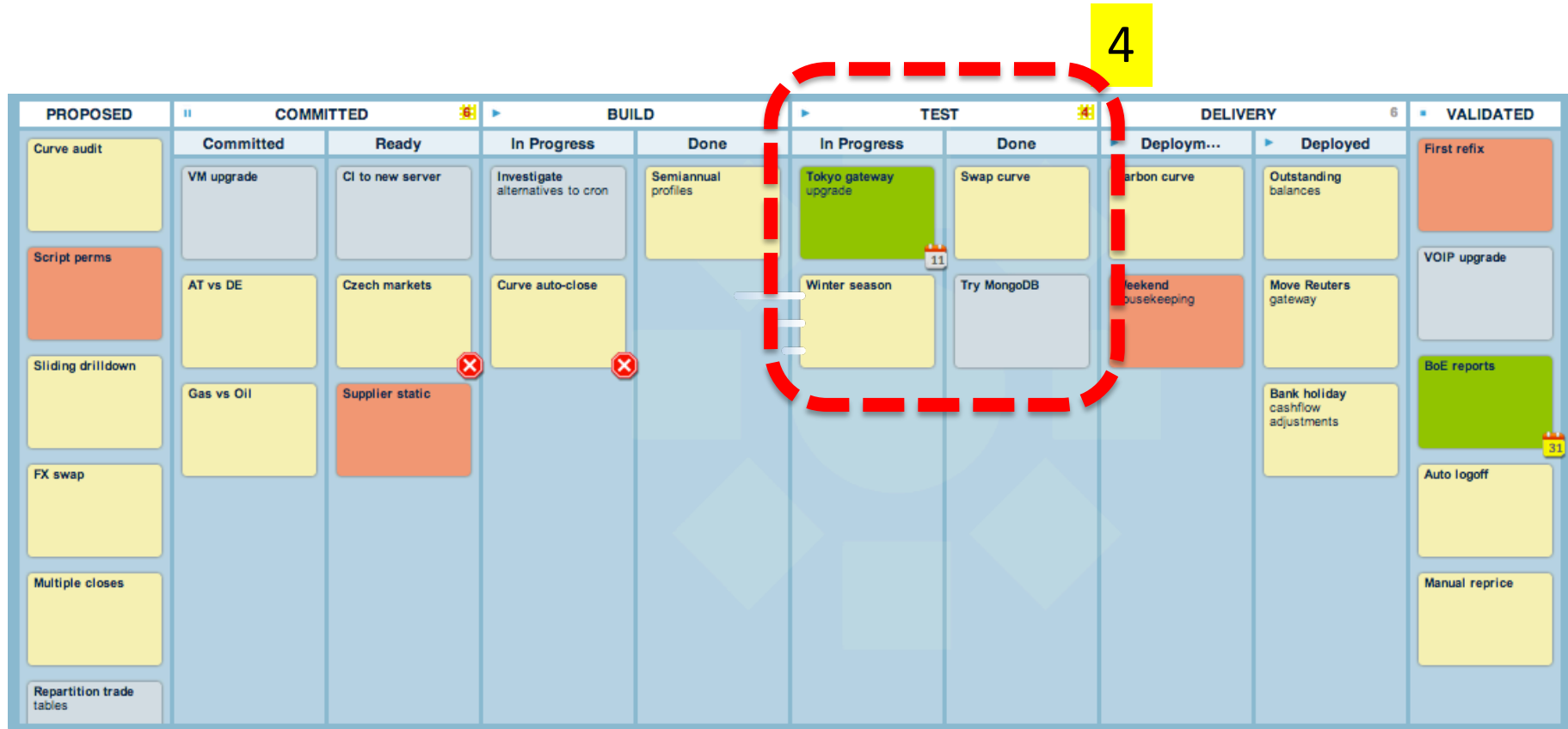
Balance: pull systems for knowledge work



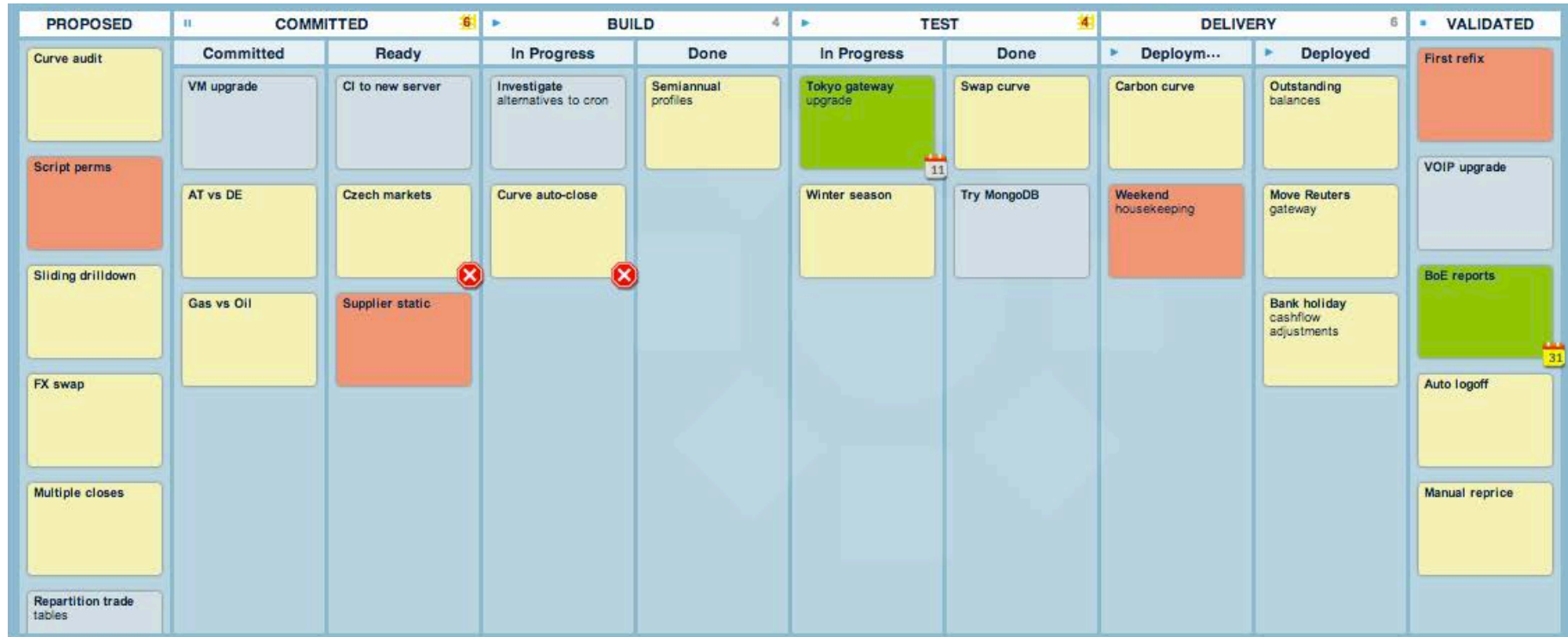
Balance: pull systems for knowledge work



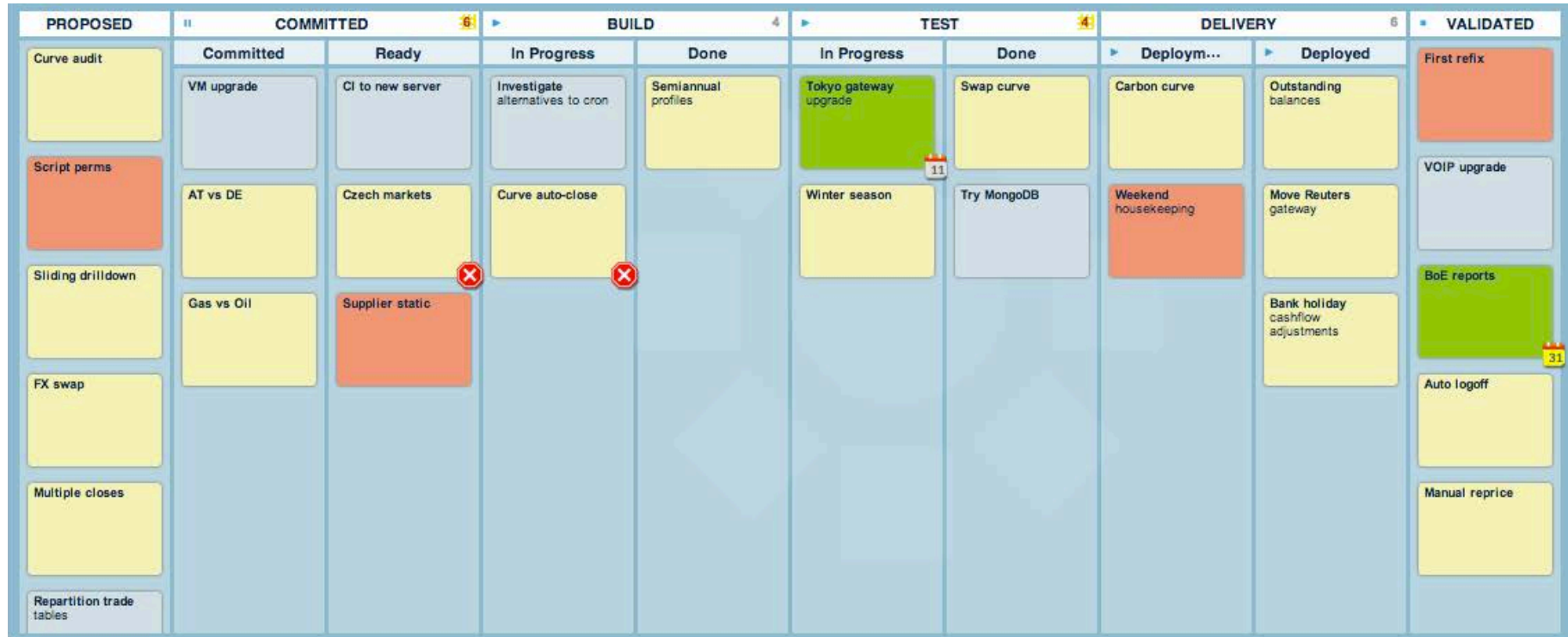
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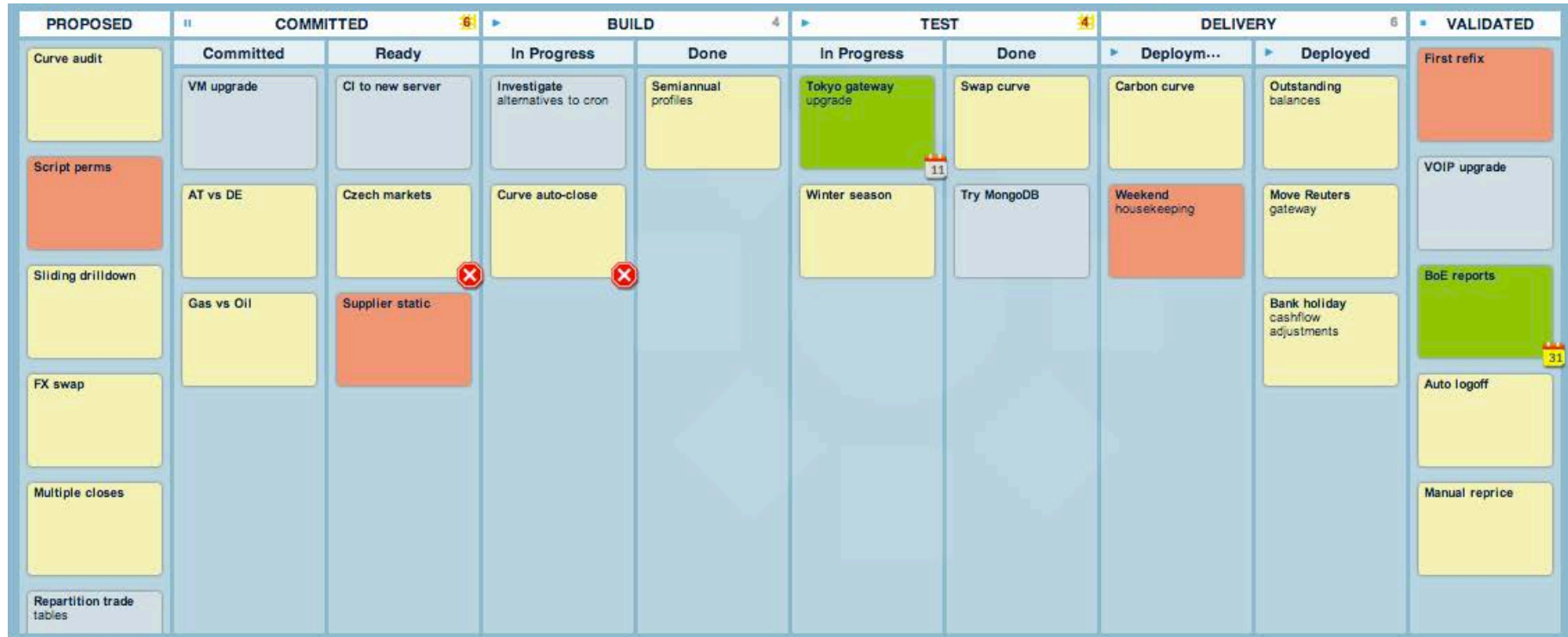
Balance: demand vs capacity



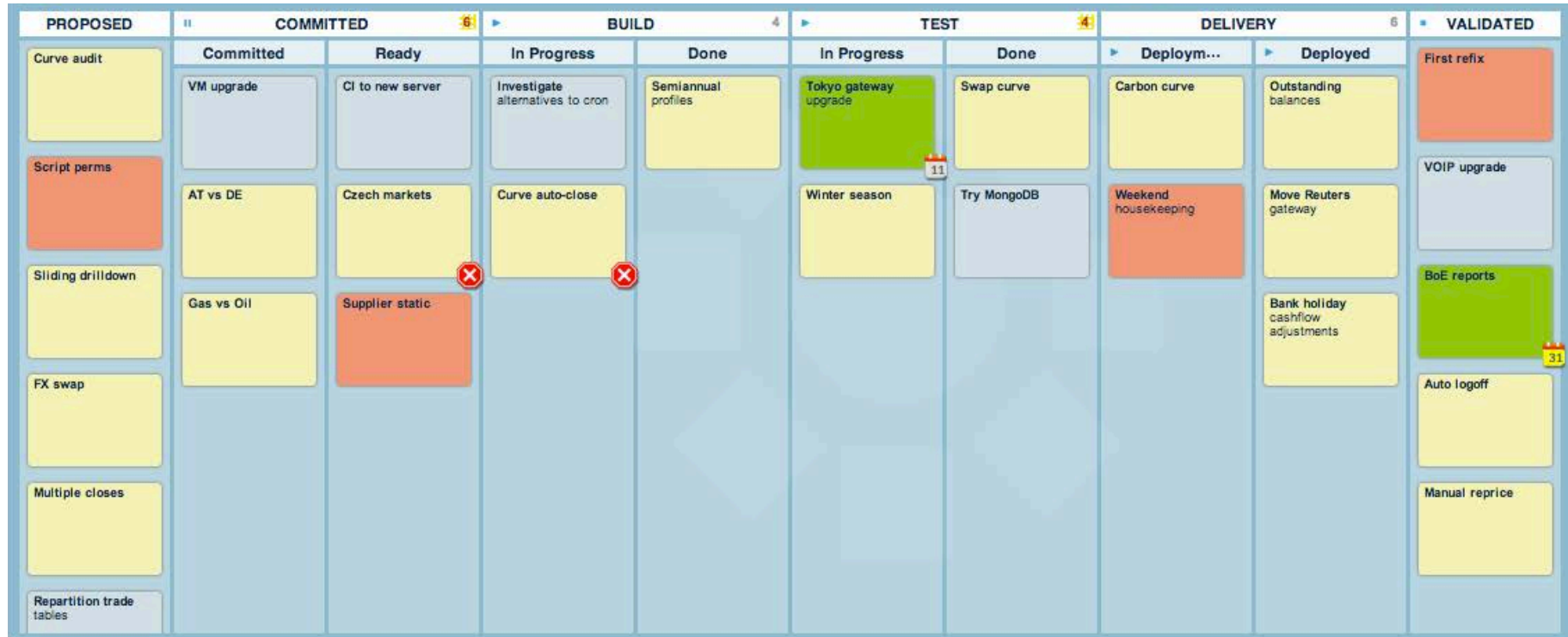
Balance: urgency-driven vs date-driven



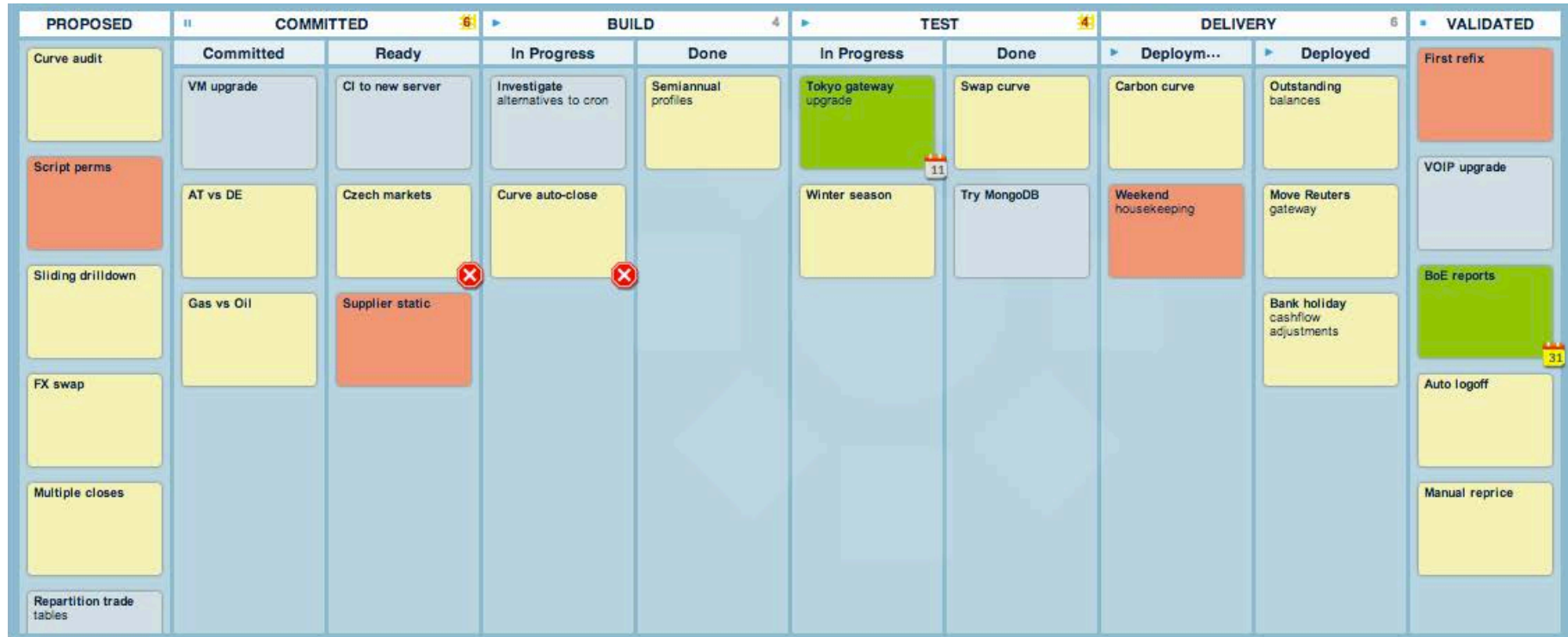
Balance: date-driven vs interrupt-driven



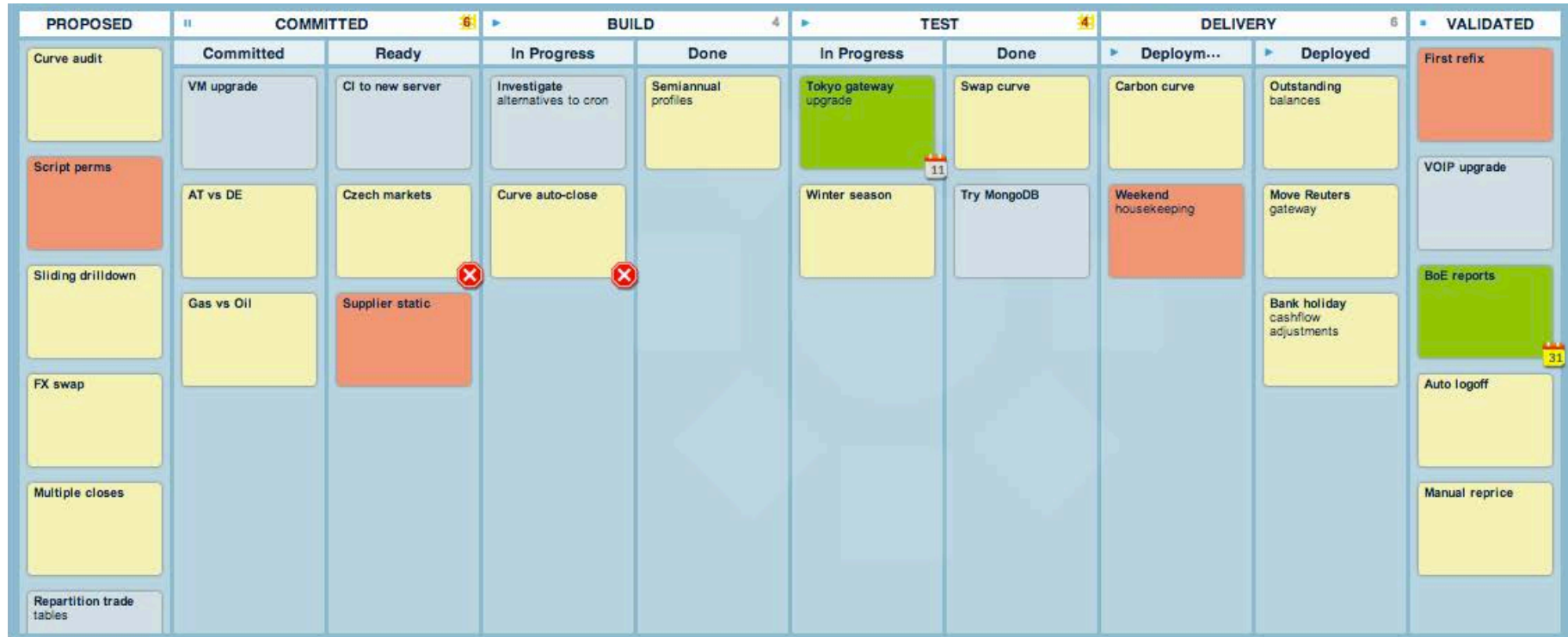
Balance: short, medium & long term



Balance: delivery, improvement, experiment



Balance: customer, team, organisation



Drive 2: balance

CP2: Limit work-in-progress (WIP)

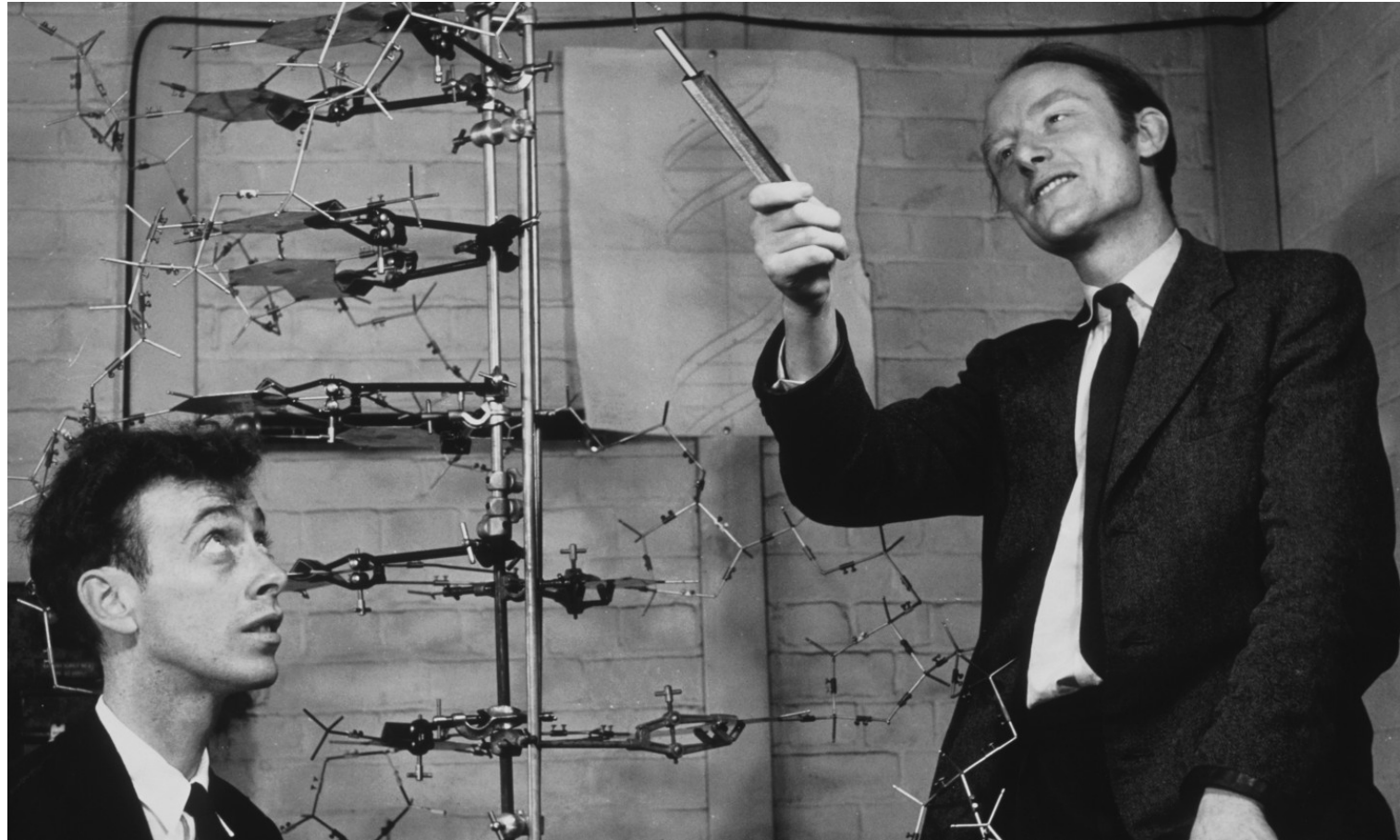
Drive 3: collaboration

CP6: Improve collaboratively,
evolve experimentally
[using models [and the scientific method]]

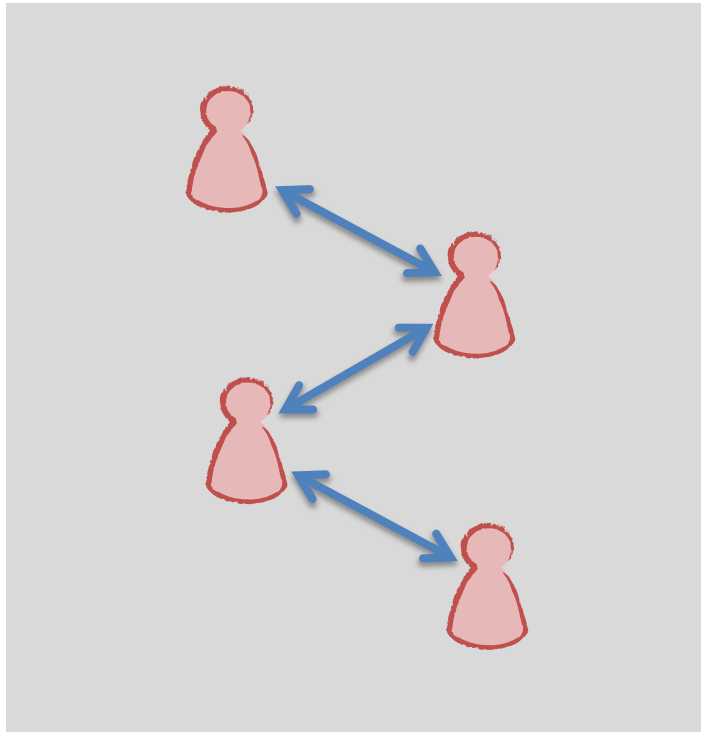
Collaboration: creative relationships



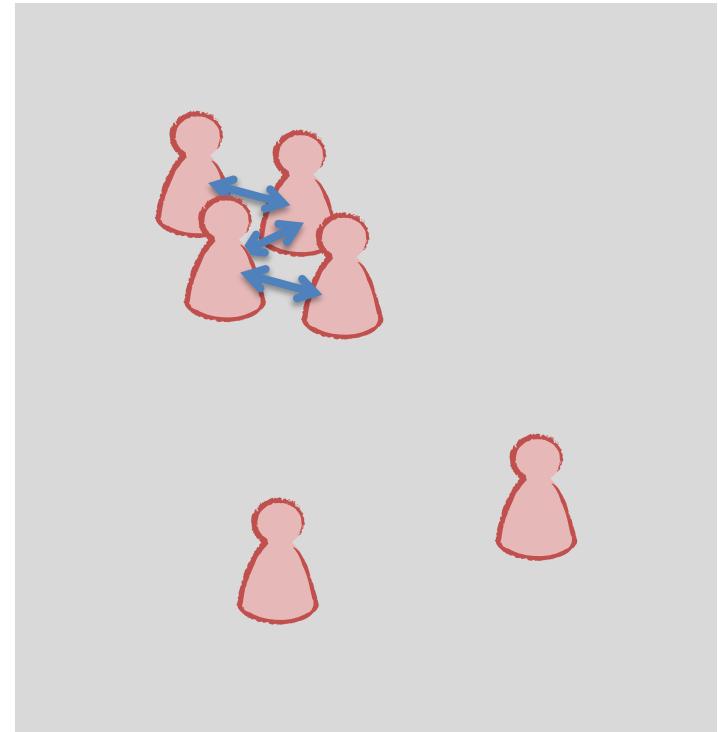
Collaboration: the means to solve problems



Collaboration: and a problem-solving focus



process-wise



people-wise

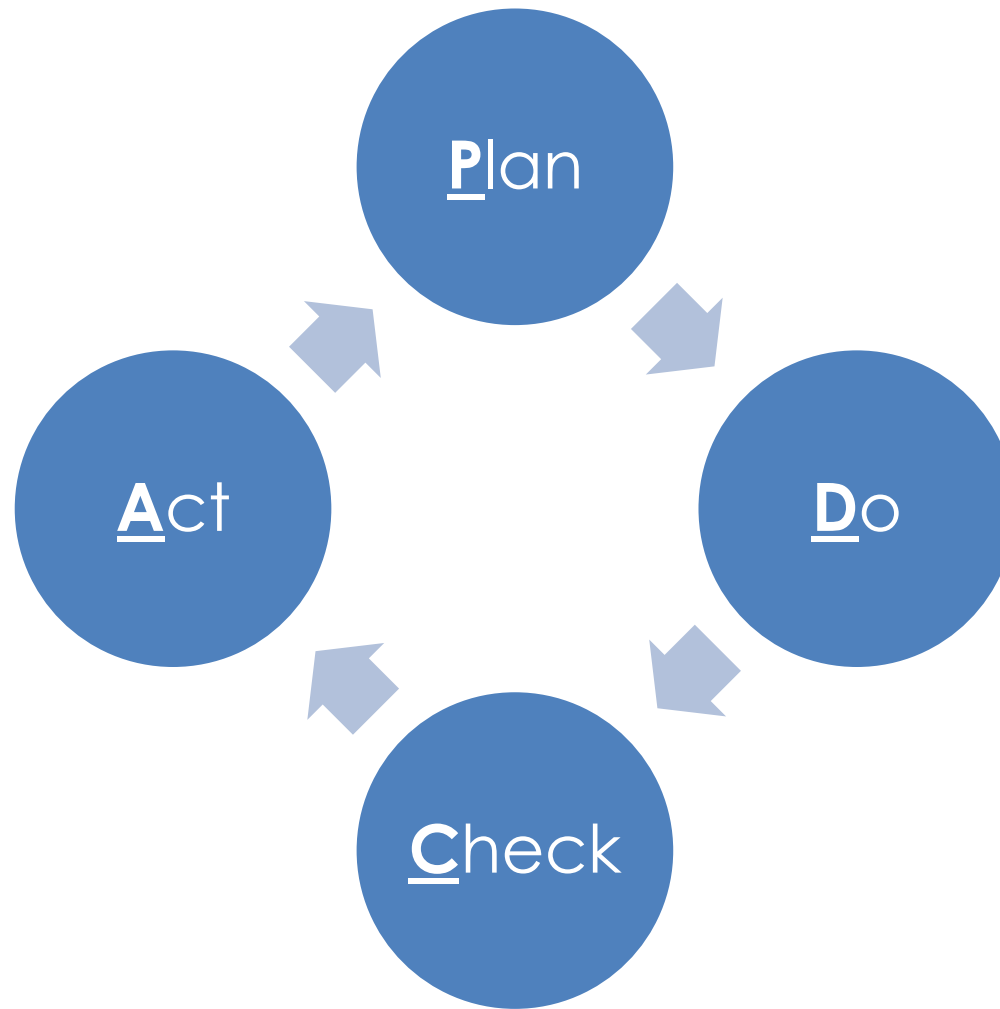
Collaboration: the small print

CP6: Improve collaboratively,
evolve experimentally
[using models [and the scientific method]]

Collaboration: build and borrow models

Models	Internal	External
How things work		
How to change them		

Collaboration: evolve experimentally



Drive 3: collaboration

CP6: Improve collaboratively,
evolve experimentally
[using models [and the scientific method]]

Drive

- transparency
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- customer focus
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 - leadership
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- understanding
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 - respect



Direction

- transparency
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Direction 1: customer focus

CP3: Manage flow

Direction 1: customer focus

CP3 (*expanded*):

Manage flow,

- seeking smoothness & timeliness,
- anticipating customer needs

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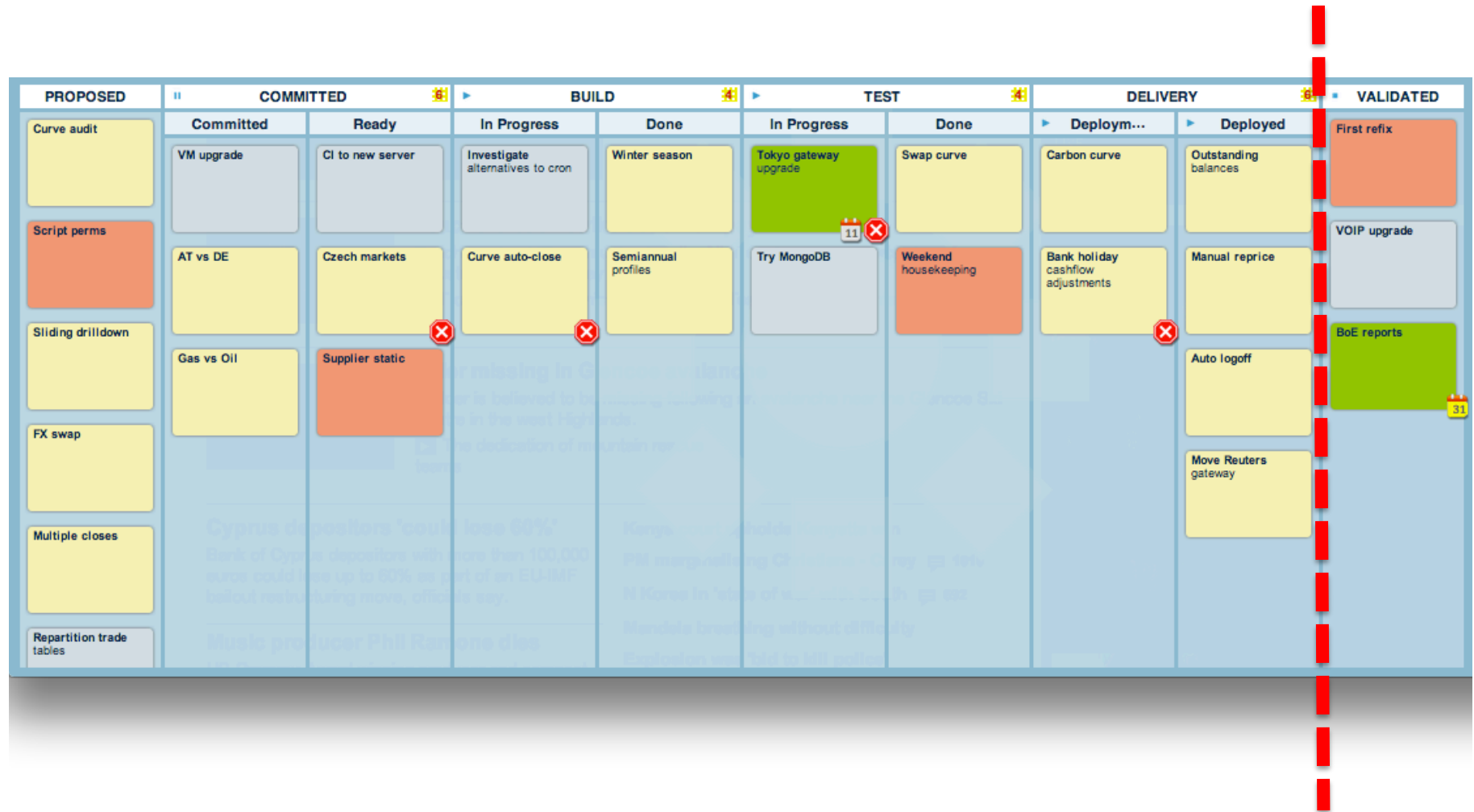
Direction 1: customer focus

*“Knowing what you’re delivering,
to whom, and why”*

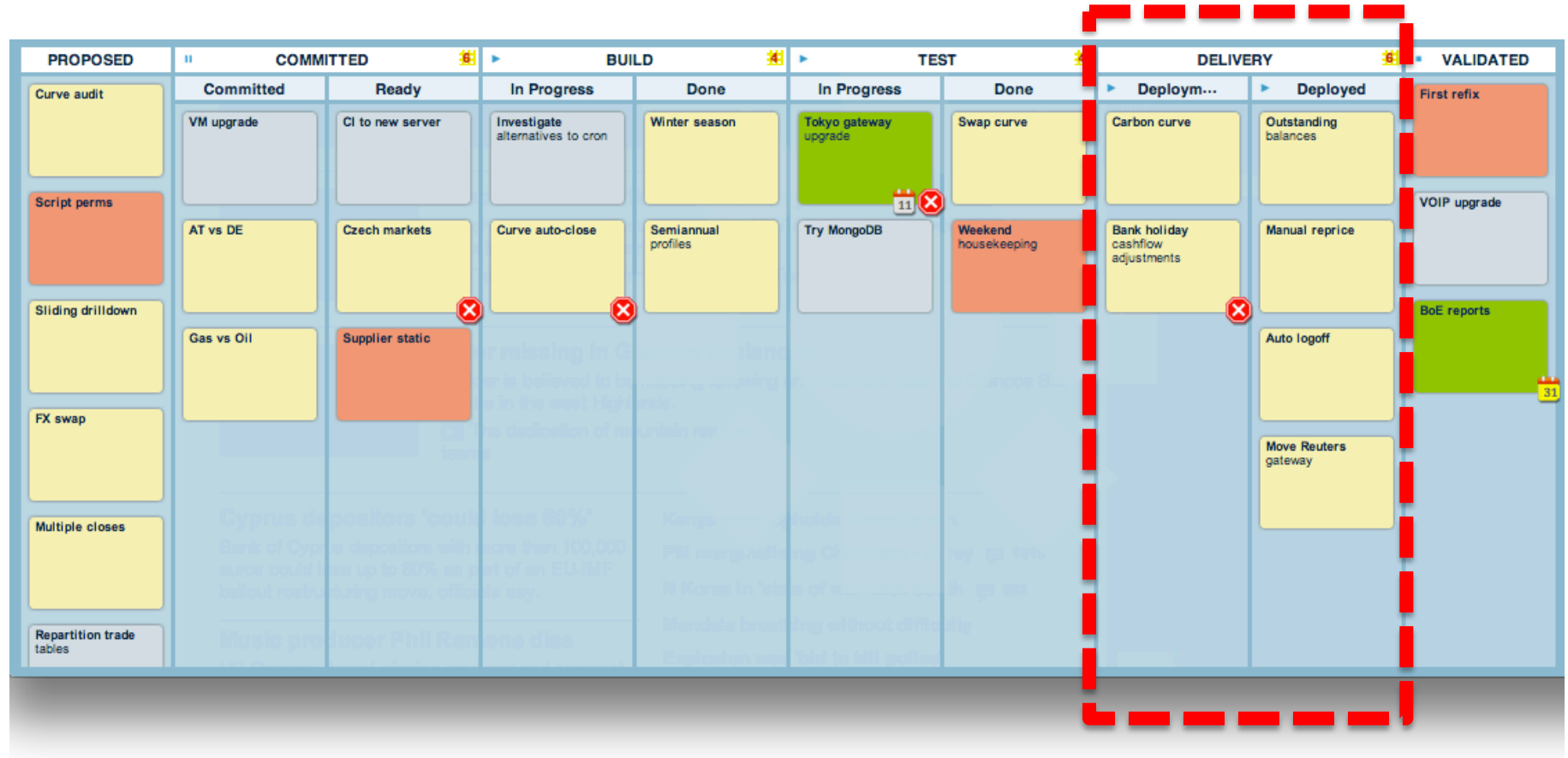
Customer focus: how?



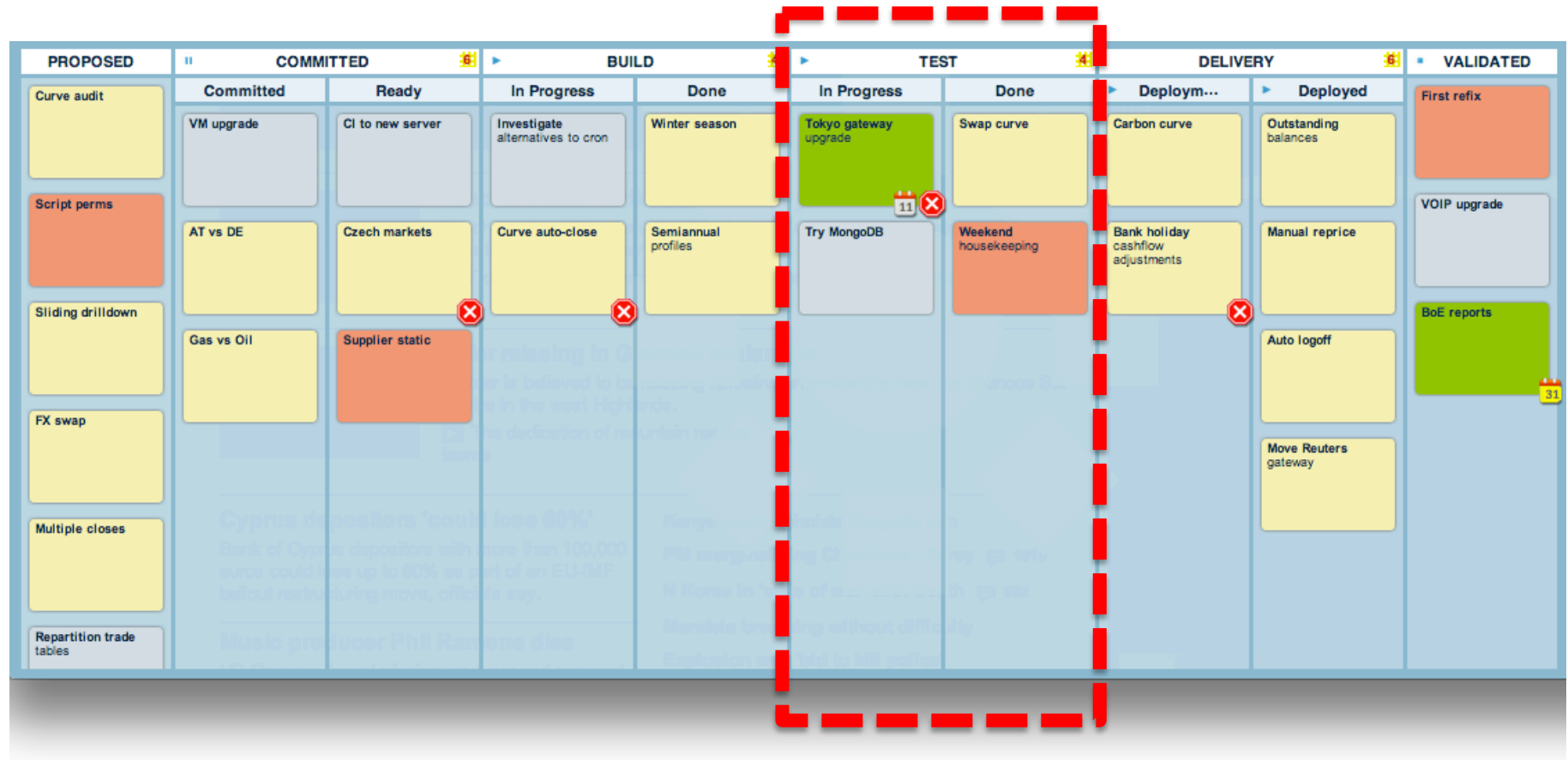
Customer focus: assure satisfaction



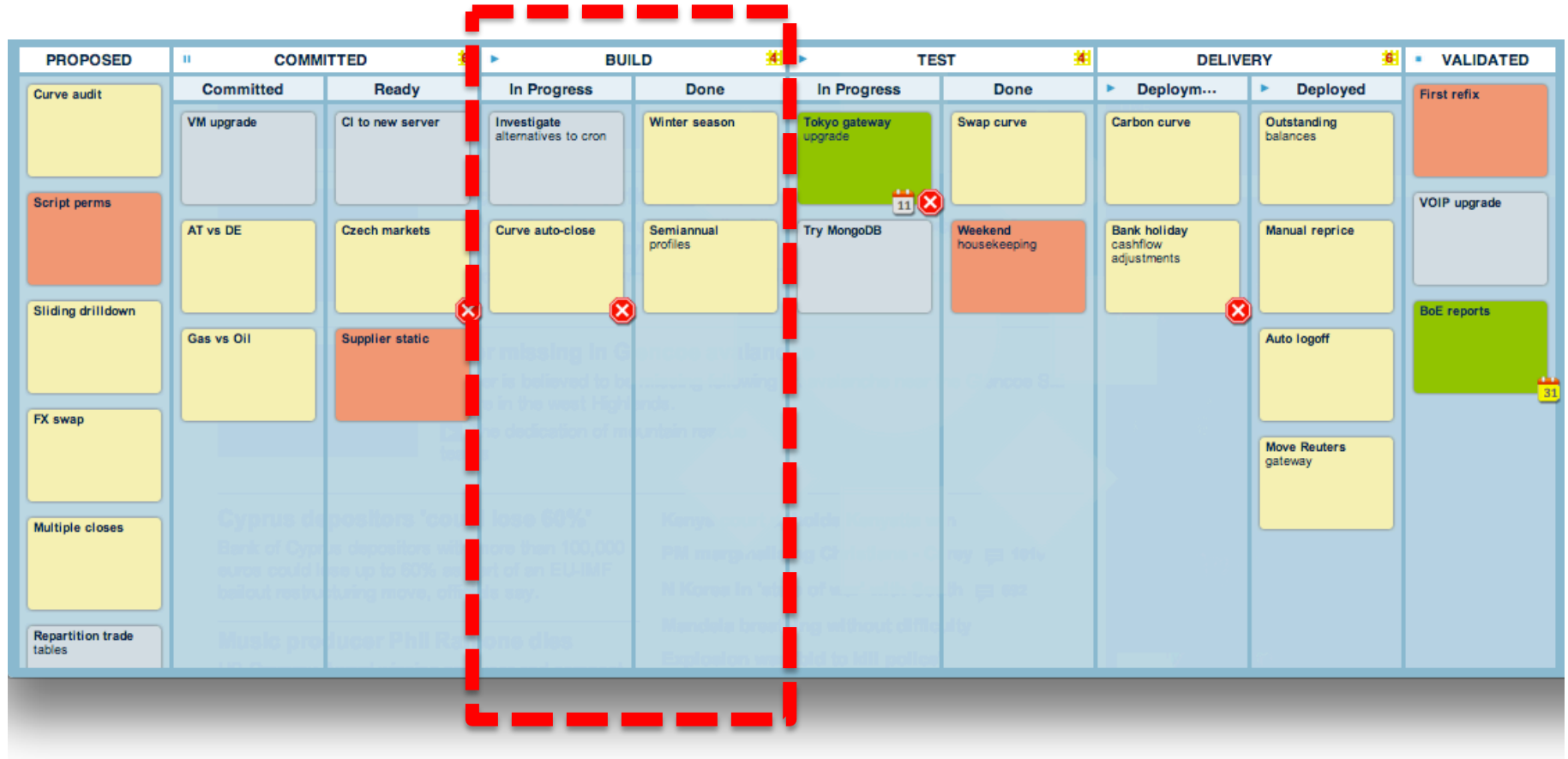
Customer focus: discover what *will* be needed



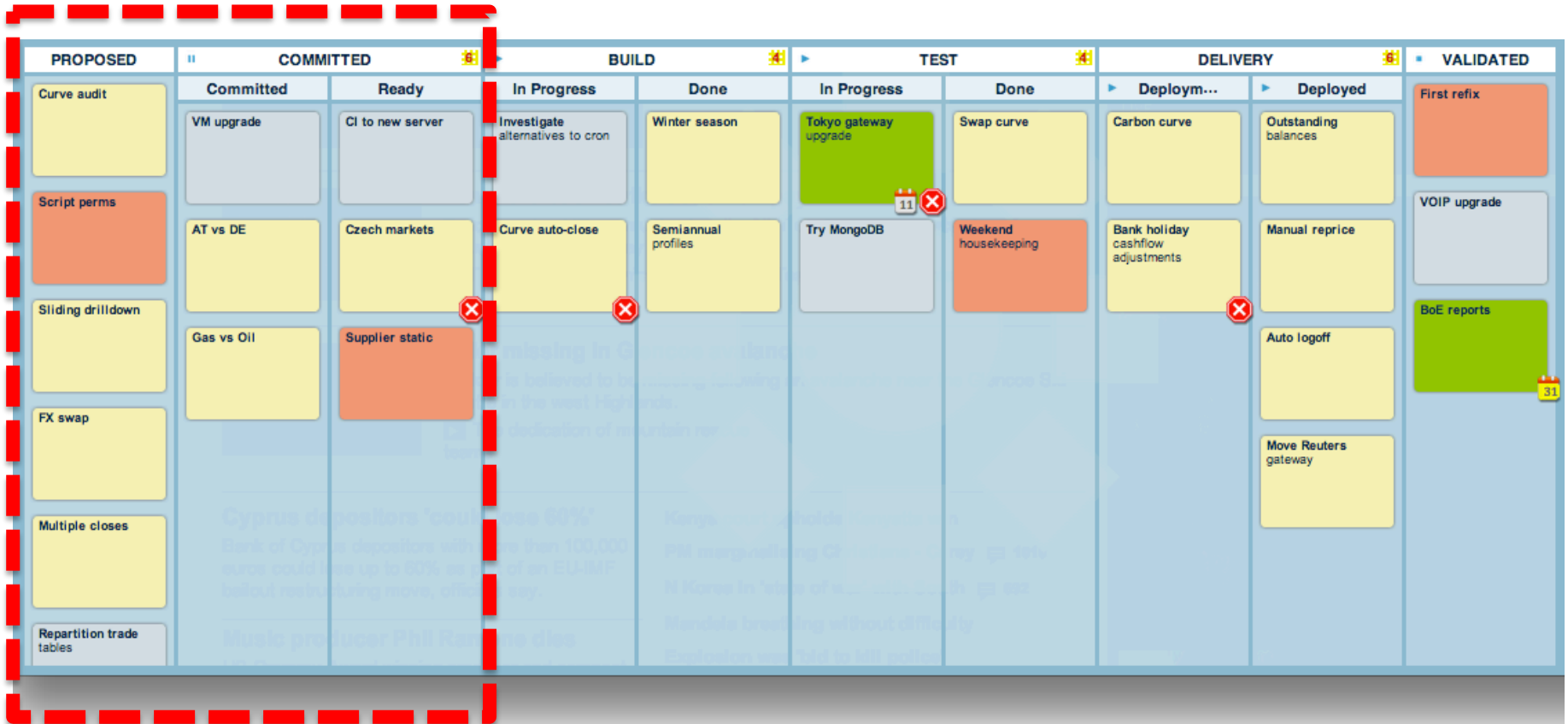
Customer focus: discover what *will* be needed



Customer focus: discover what *will* be needed



Customer focus: discover what *will* be needed



***...anticipating the mobility
needs of people and society
ahead of time***

from The Toyota Promise

Direction 1: customer focus

CP3 (*expanded*):

Manage flow,

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- anticipating customer needs

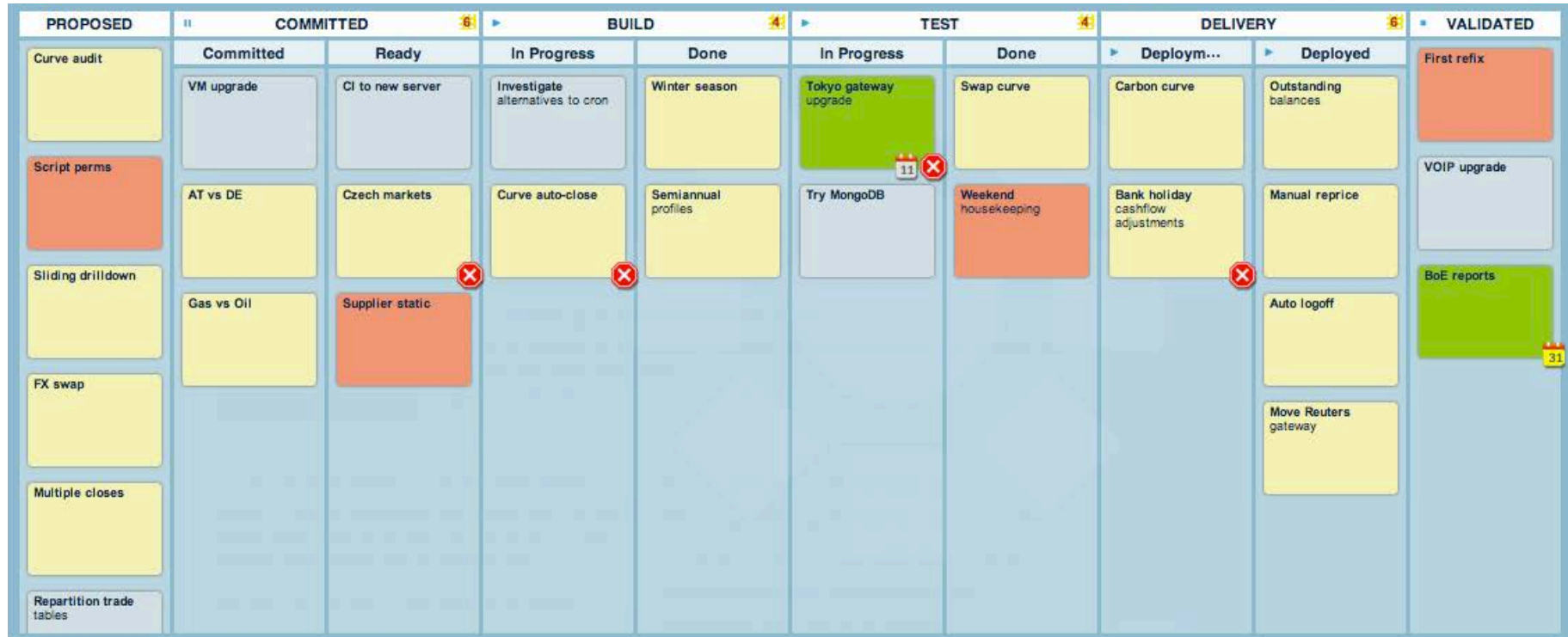
Direction 2: flow

CP3 (*expanded*):

Manage flow,

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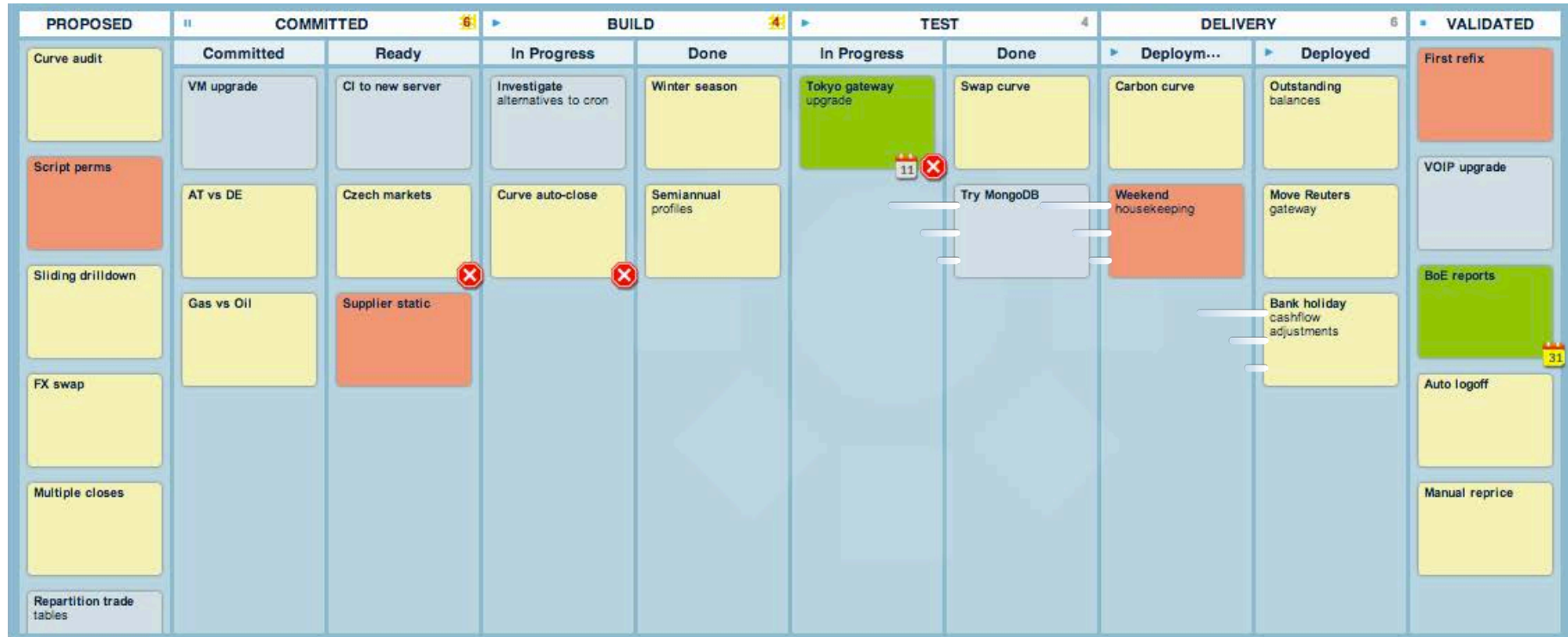
Flow: pay explicit attention [7] to flow



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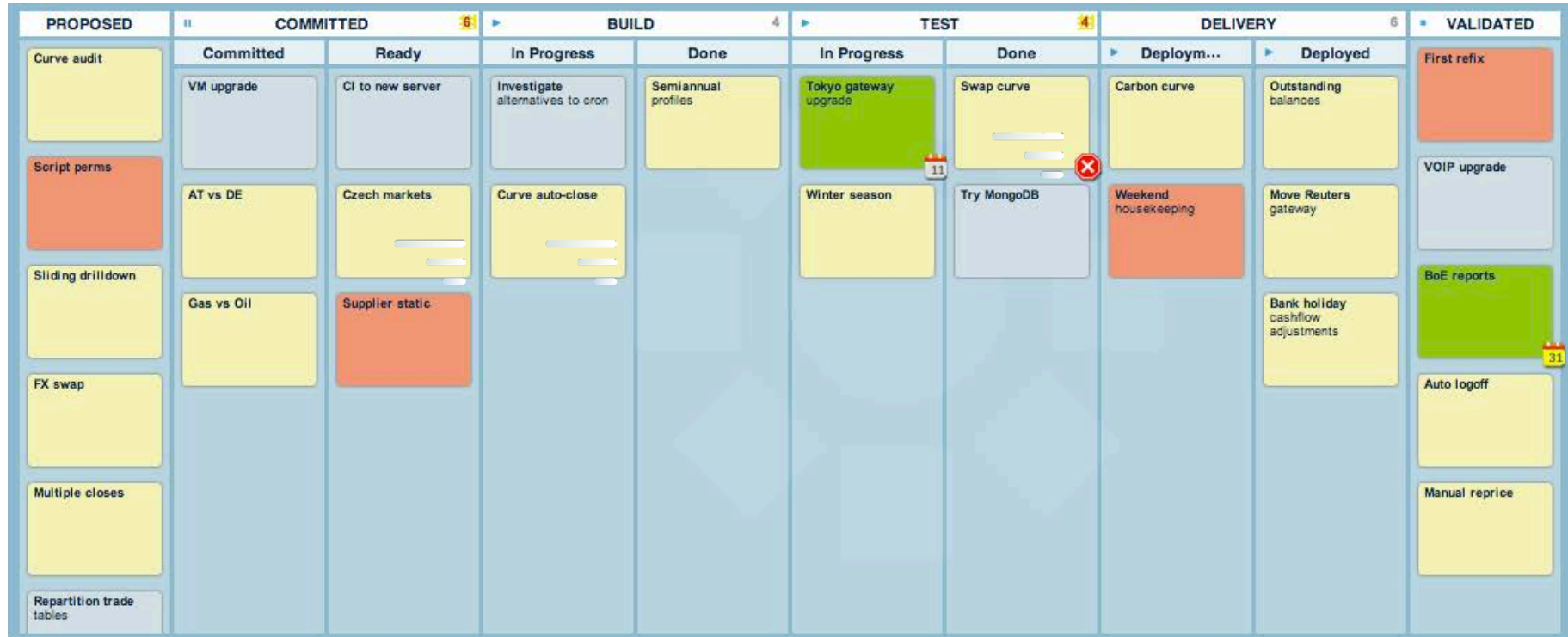
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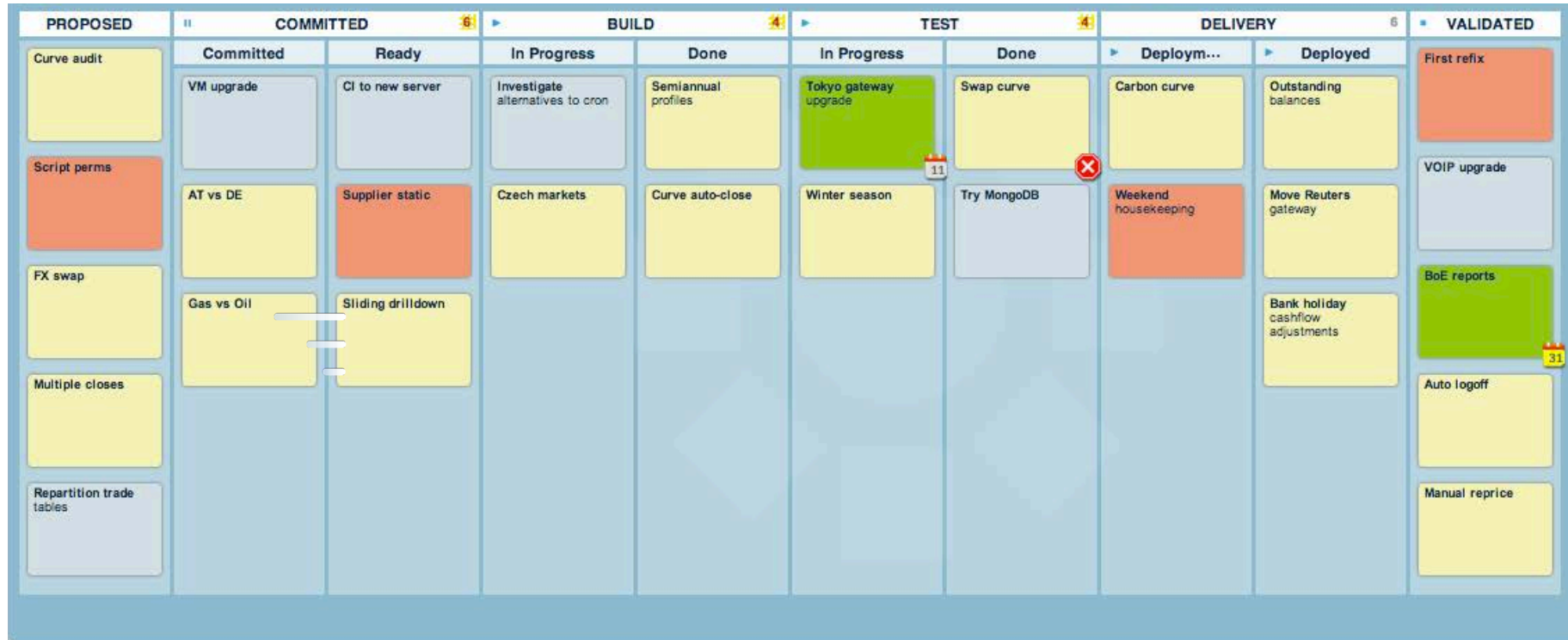
Flow: pay explicit attention [7] to flow



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keep it visible, value it

Balance & Flow: related by Little's law

$$\overline{\text{lead time}} = \frac{\overline{\text{work-in-progress (WIP)}}}{\overline{\text{throughput}}}$$

Direction 2: flow

CP3 (*expanded*):

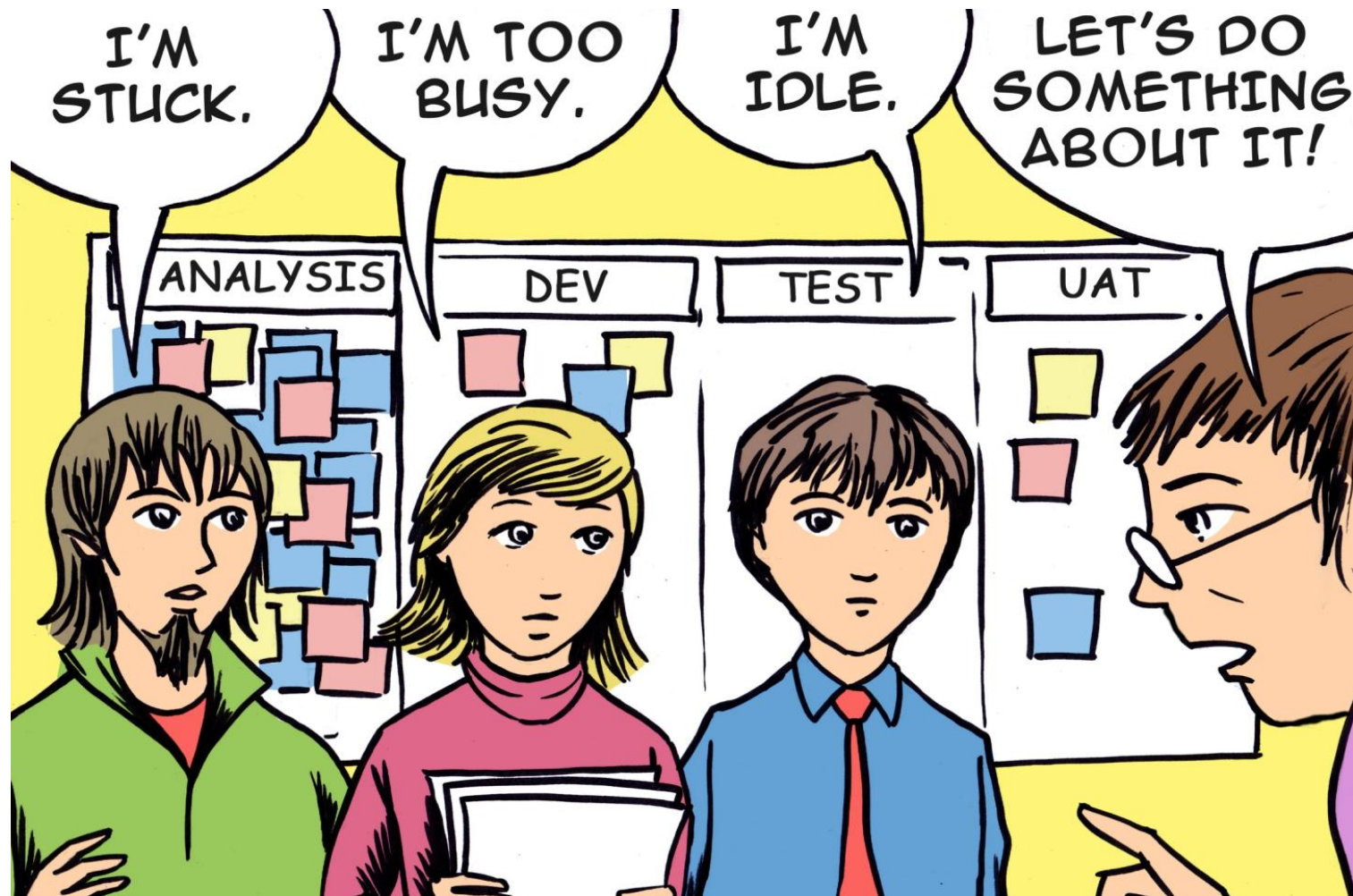
Manage flow,

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Direction 3: leadership

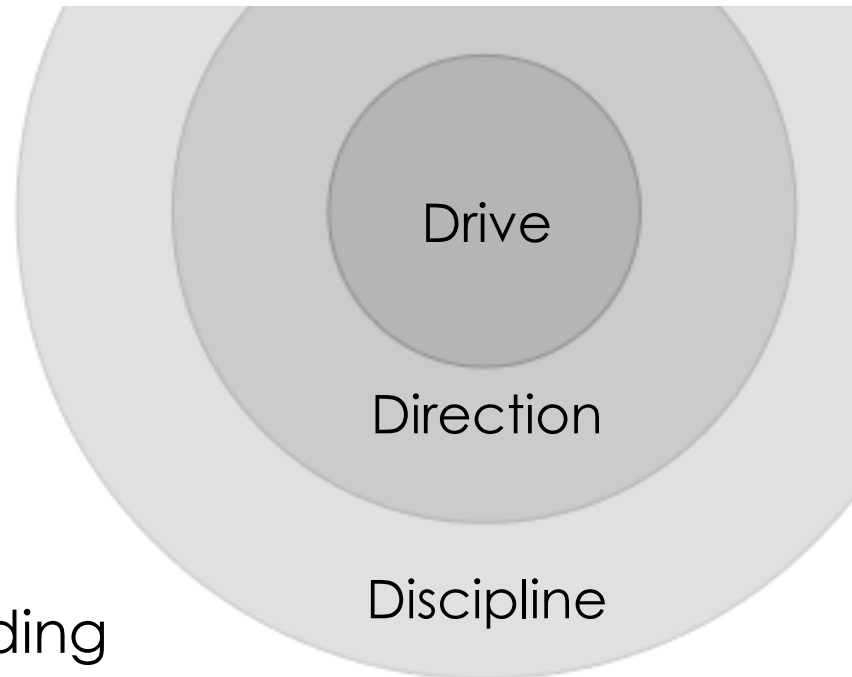
FP4: Encourage acts of leadership at all levels in your organization – from individual contributors to senior management

Leadership: small acts of leadership



Leadership: small acts of leadership [13]

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Leadership: an example leadership routine

1. What is the process?
2. How can we see that it is working?
3. How is it improving?

Direction 3: leadership

FP4: Encourage acts of leadership at all levels in your organization – from individual contributors to senior management

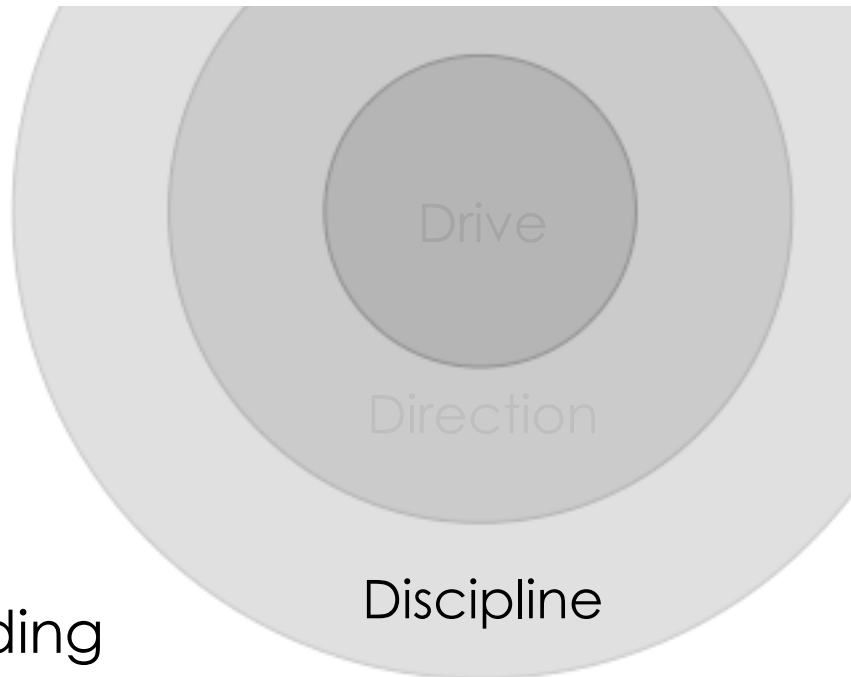
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Discipline

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Discipline 1: understanding

FP1: Start with what you do now

Discipline 1: understanding

FP1 (*expanded*):

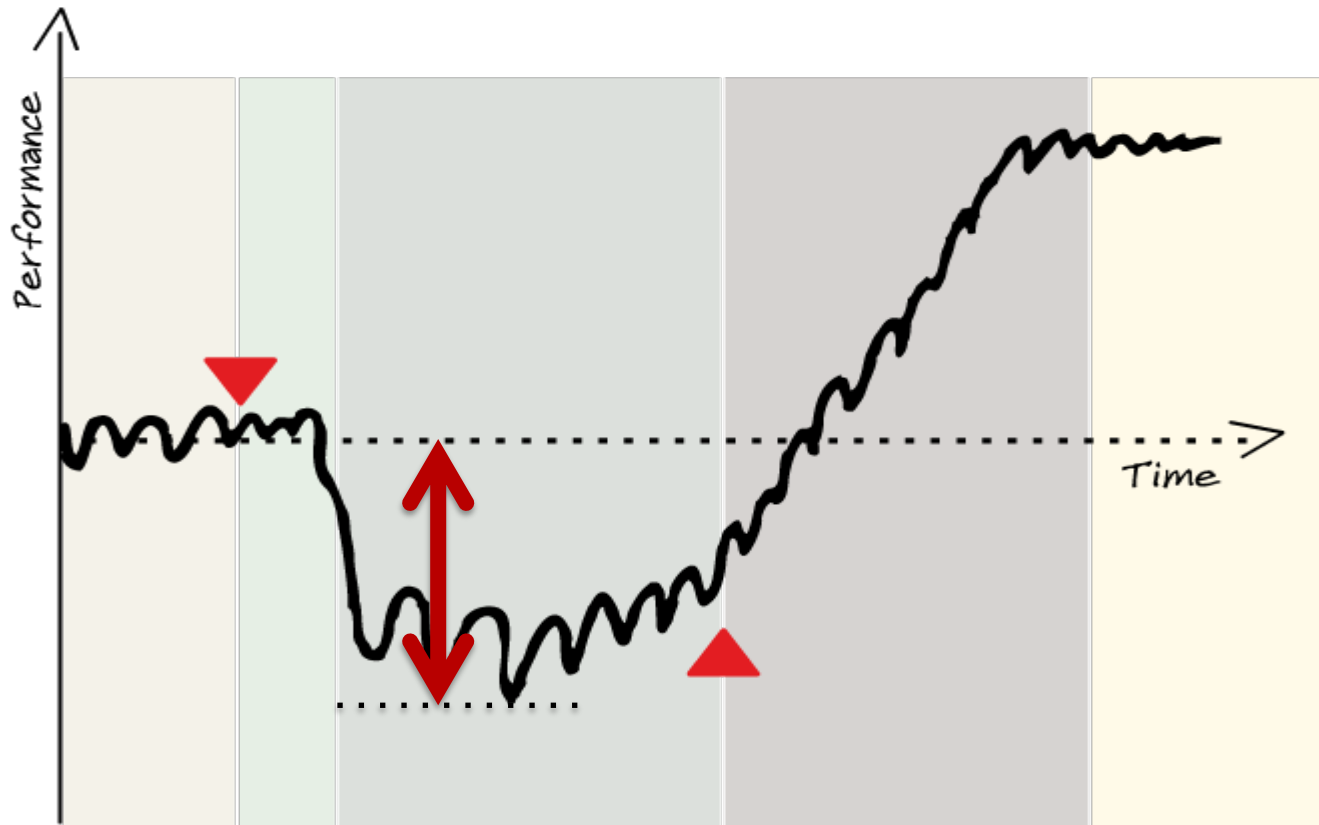
Start with what you do now,
understanding [4]:

- how it serves and frustrates the customer
- how it works and fails to work for you
- how it might be changed safely

understanding: discipline & safety

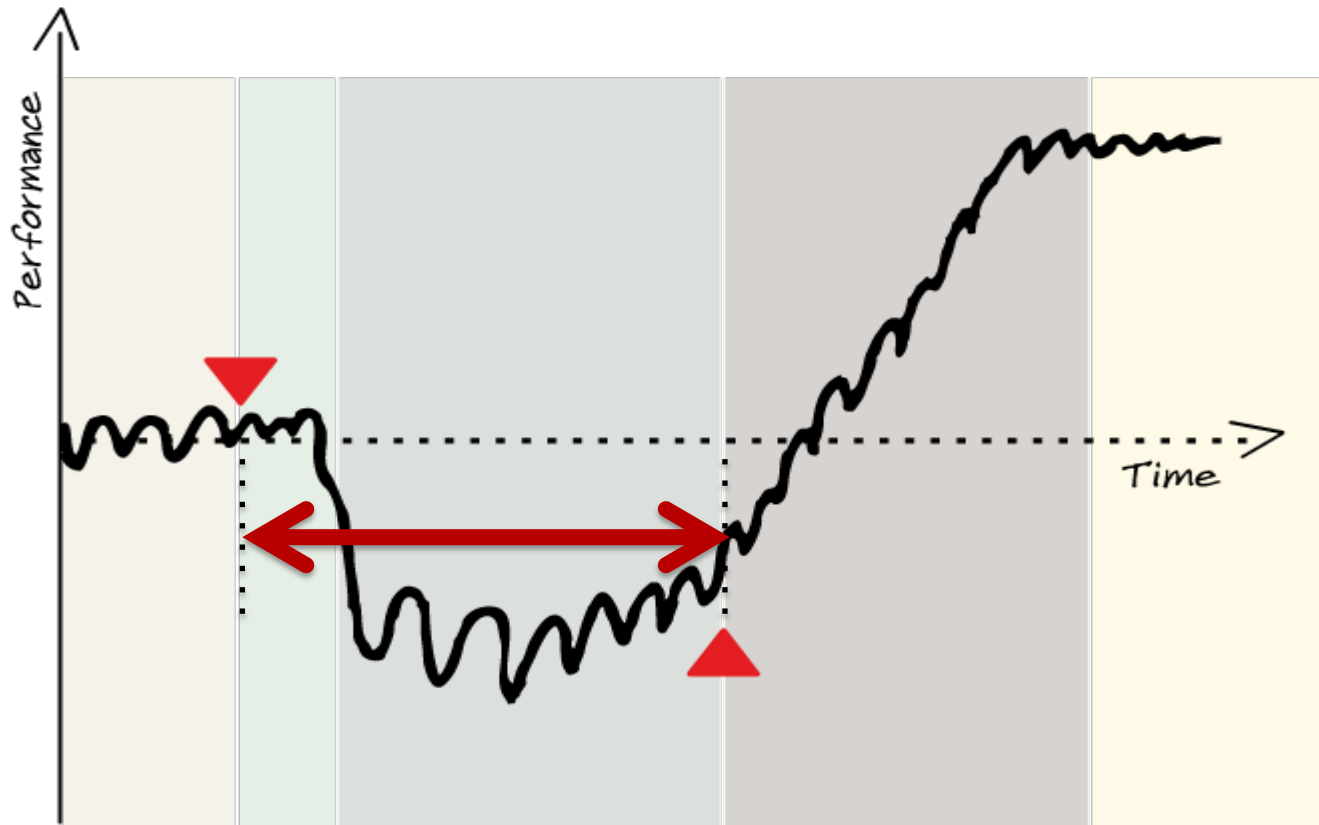
- Are we *tampering*? [5]
- Is it *bravado*? [6]

understanding: discipline & safety



How much damage?

understanding: discipline & safety



Is there time?

Discipline 1: understanding

FP1 (*expanded*):

Start with what you do now,
understanding [4]:

- how it serves and frustrates the customer
- how it works and fails to work for you
- how it might be changed safely

Discipline 2: agreement

FP2: Agree to pursue
evolutionary change

agreement: a leadership discipline

agreement *from*
vs
agreement *between*

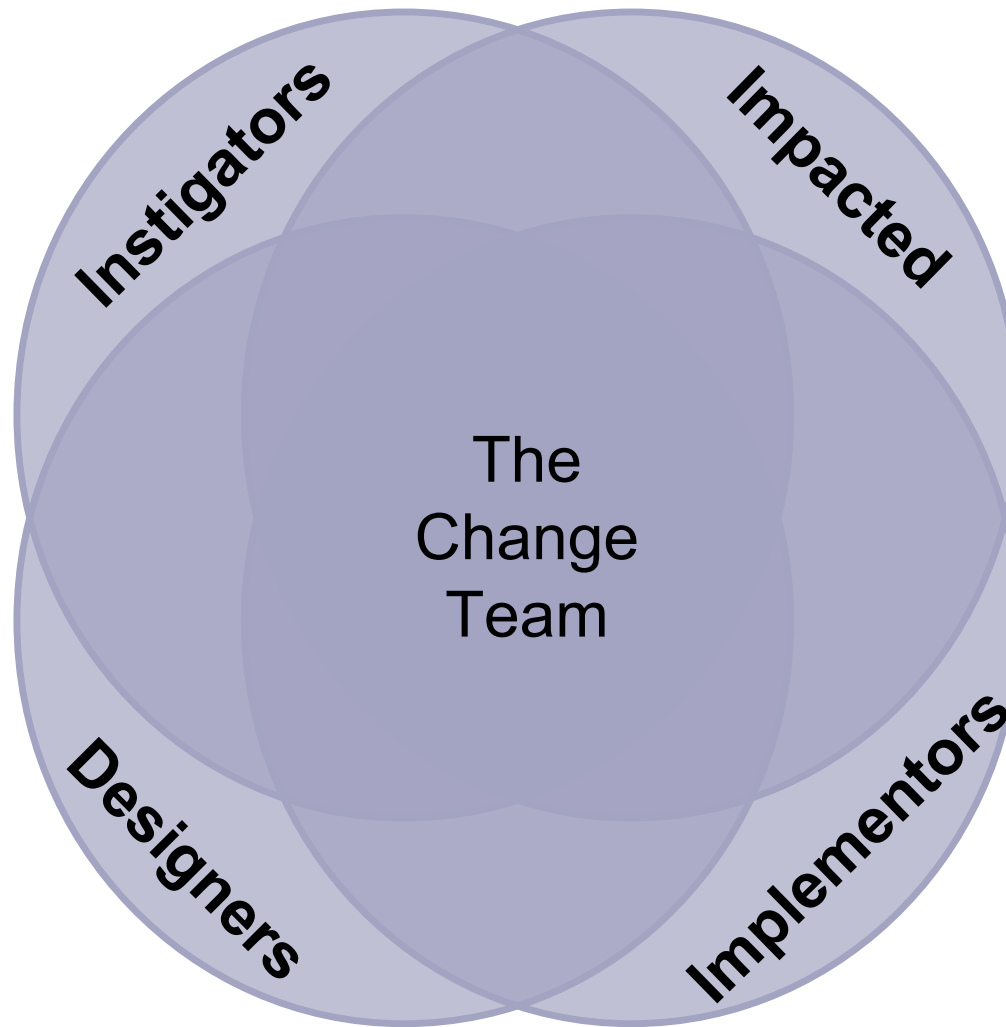
agreement: a leadership discipline

agreement *in principle*,
vs
agreement *in practice*

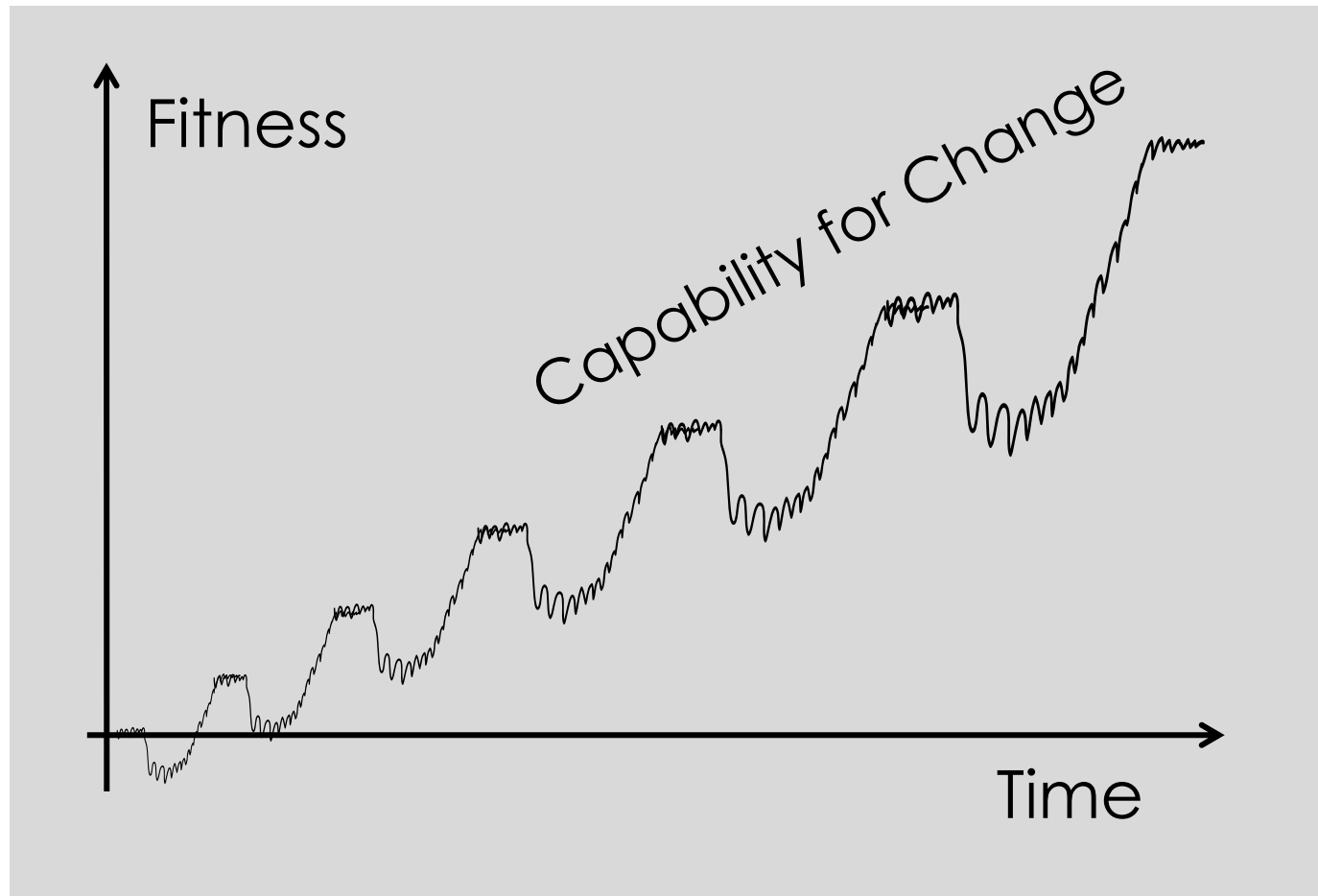
agreement: less of this...



agreement: ...more of this



agreement: relentless pursuit



Discipline 2: agreement

FP2: Agree to pursue
evolutionary change

Discipline 3: respect

FP3: Initially, respect current roles, responsibilities & job titles

respect: Yes we Kanban! [14]



...the dream of an empowered, self-organizing, trusting, respectful workplace...

...the dream of organizations that deliver high quality and delight customers with designs that empower rather than frustrate...

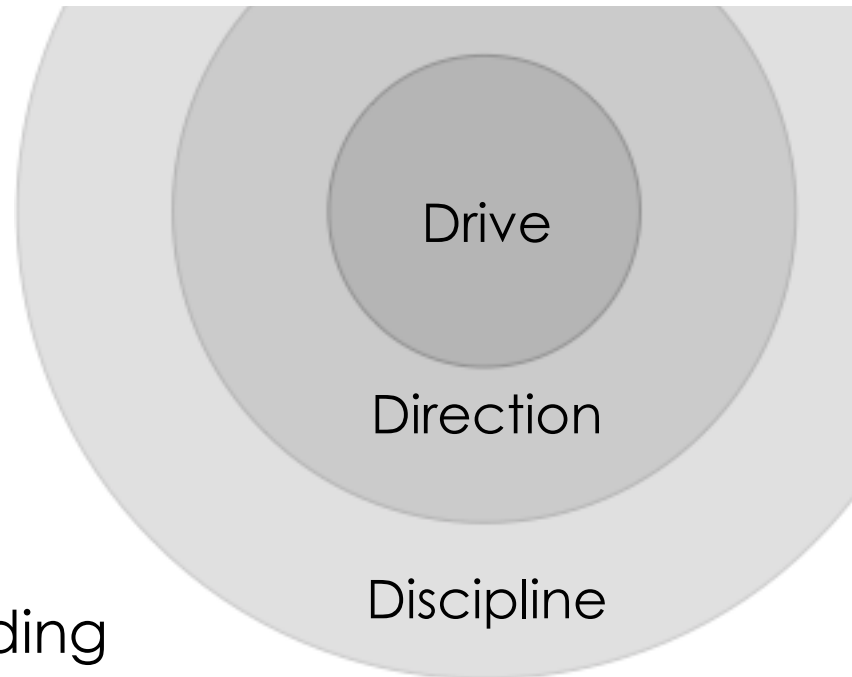
...the dream of a workplace where cycle times are so short that ideas are turned into valuable functionality when they are needed...

Yes we Kanban!

David J Anderson [14]

respect: the test of a humane method

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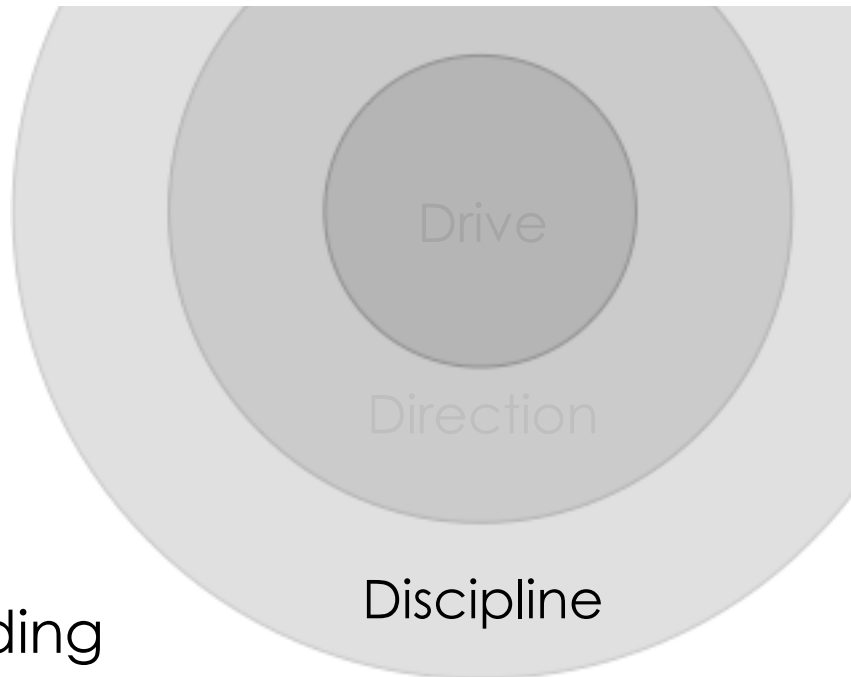


Discipline 3: respect

FP3: Initially, respect current roles, responsibilities & job titles

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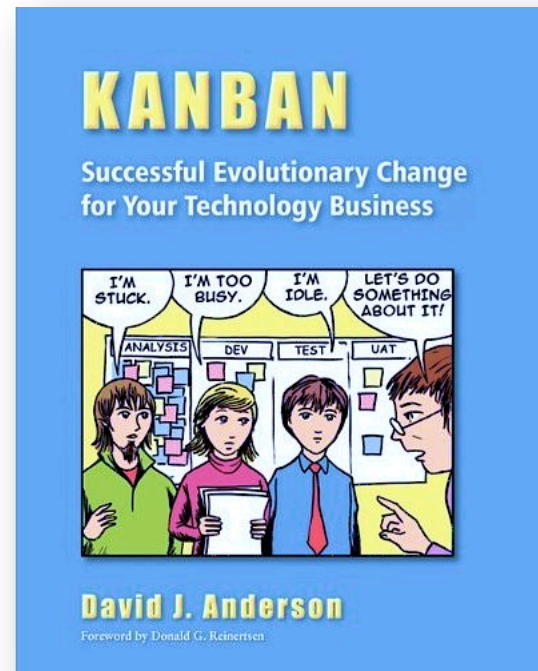


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approach to change

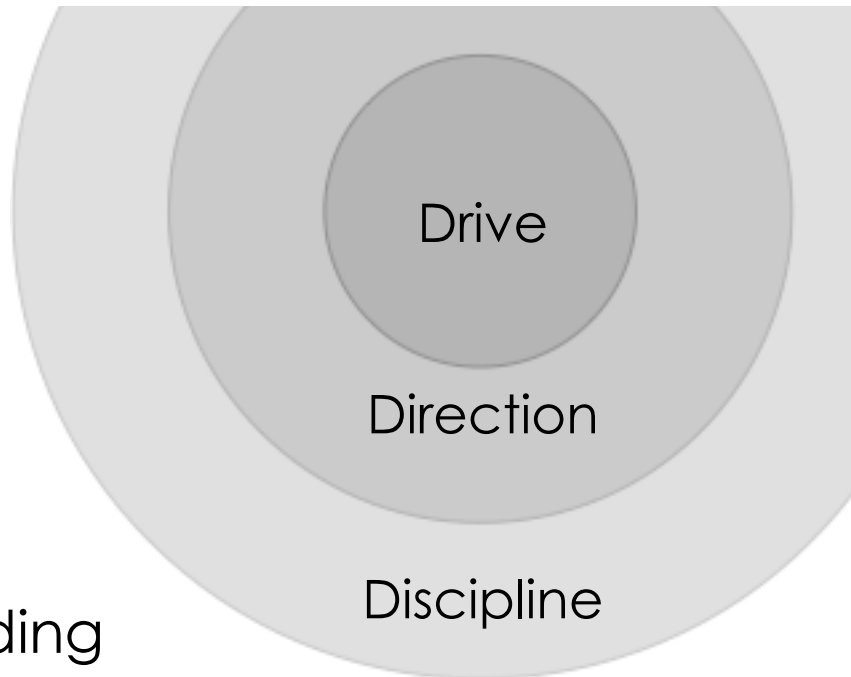
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The Kanban method [1] is an evolutionary approach to change

Reflection

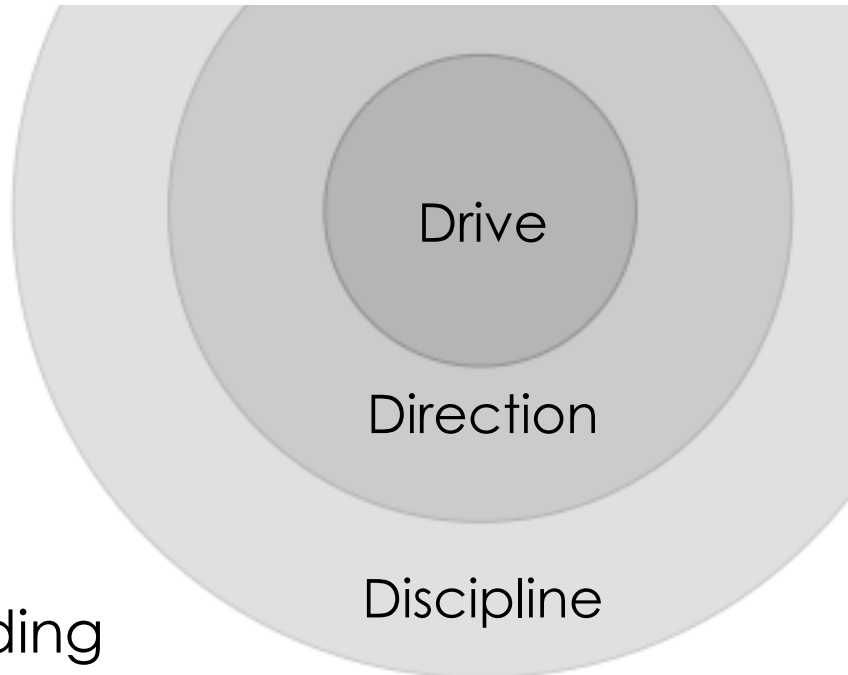
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Homework

Choose three values for your meldstrong.com profile

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References

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- [13] Small acts of leadership positiveincline.com/index.php/2013/06/small-acts-of-leadership/
- [14] Yes we Kanban <http://www.agilemanagement.net.php5-19.dfw1-2.websitetestlink.com/resources>

Thank you

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Photos:

Slide 14: David J. Anderson & Associates Inc

Slide 34: <http://en.wikipedia.org/wiki/File:Lennon-McCartney.JPG>

Slide 35: http://www.nobelweekdialogue.org/?attachment_id=364

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