



Modern **Management** Methods

Lean Kanban United Kingdom 2013

# You Don't Need to Change Survival is Optional

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“only the supremely wise  
and the abysmally ignorant  
do not change”

*Confucius*

“organizations start  
change initiatives because of  
competitive pressures,  
economic challenges,  
skill shortages,  
a necessity to grow and expand,  
or the need for a  
culture change”

*Ken Blanchard*

still...

**70%** of change initiatives  
**fail**

*(source: Todder, Blanchard, etc.)*



How do you get more  
out of the same resources?

brochureware

A Guaranteed CURE

FOR

RHEUMATISM

WHETHER

ACUTE, CHRONIC,  
SCIATIC, NEURALGIC

OR

INFLAMMATORY

50c a Bottle.



PREPARED FROM PURE  
RATTLESNAKE OIL.

THE ONLY COMPANY IN  
THE UNITED STATES  
THAT MAKES THE  
**GENUINE  
ARTICLE.**

50c a Bottle.

# SNAKE OIL

**RELIEVES INSTANTANEOUSLY**

AND CURES HEADACHE, NEURALGIA, TOOTHACHE, EARACHE, RACKACHE,  
RHEUMATISM, SCIATICA, SORE THROAT, SWELLINGS of the THROAT, CONTRACTED CURBS,  
BURNS, SCALDS, ROSE CHEST, SWELLINGS of the THROAT, CONTRACTED CURBS,  
BURNS, SCALDS, ROSE CHEST, SWELLINGS of the THROAT, CONTRACTED CURBS,

brochureware

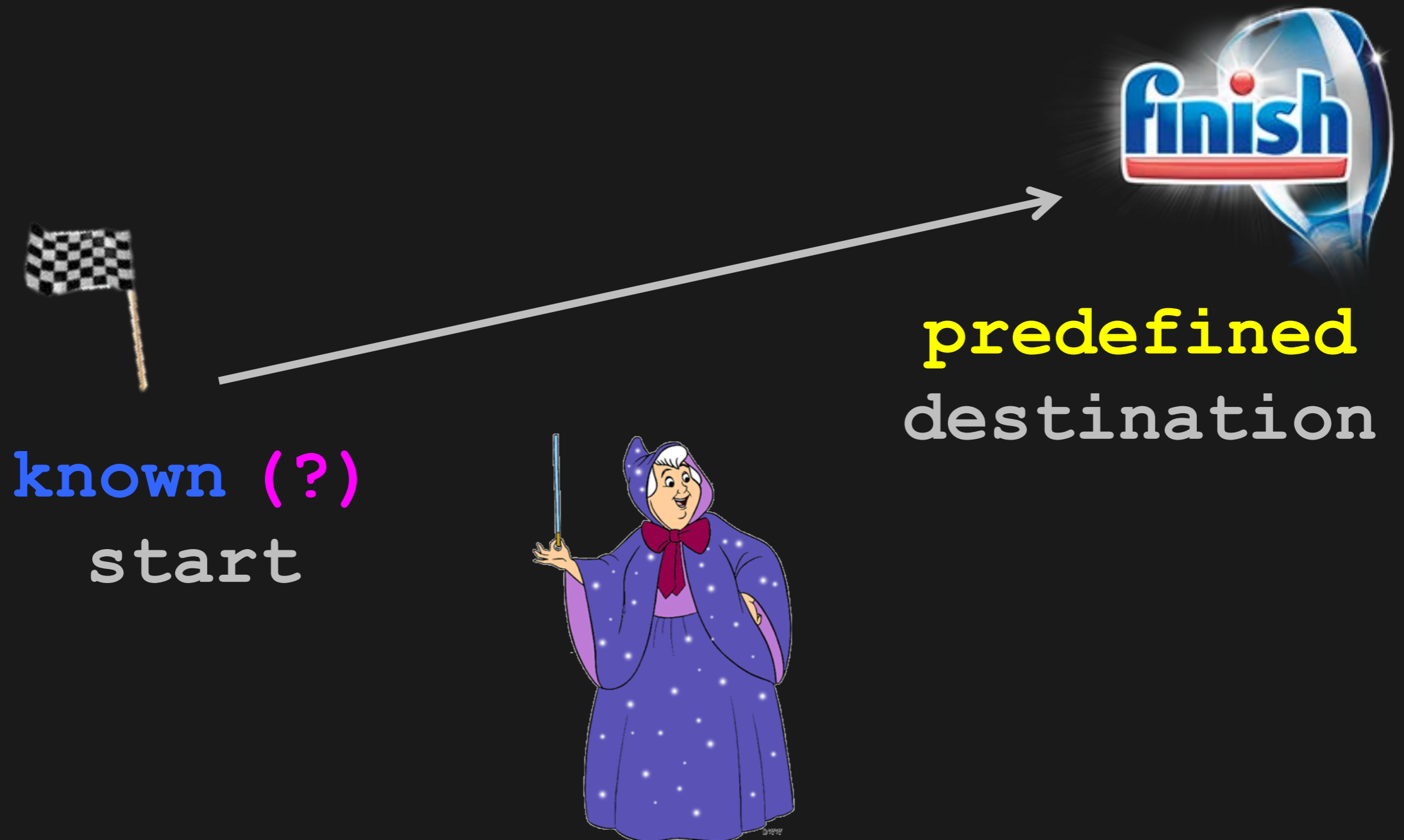


Taylor, again!

best practices?

clear separation between  
thinkers and doers?

# big designed change



why?



tough questions,  
difficult/wrong/no  
answers





what will it **cost** us to change?

what will it **cost** us  
if we **don't** change?

but first



why do we want to change?

“confusing wants with needs  
is a common path to  
frustration & ineffectiveness”

*Torbjörn Gyllebring*



how do you know it <sup>doesn't</sup> work?

how **will** you know it works?

change is not about process

change is about people

*"what's in it **for me**?"*



people...

...focus on what they have to lose

more than what they have to gain

"how do I contribute?"

VS

"tell me what to do"

"what's my  
influence and involvement?"

# the words of change

install change

rollout change

drive change

culture change

...

*source Esther Derby*

you can't design a culture change

culture change is an outcome

# the **words** of change

design

experiment

enforce

**VS**

discover

fix

learn

*legacy*

*modern*

what is Lean Kanban?

the Kanban method is an  
evolutionary approach  
to change



revolution?

# principles of the Kanban method

start with what you do now

agree to pursue incremental,  
evolutionary change

respect the current roles,  
responsibilities & titles

encourage acts of leadership at all  
levels – from individual  
contributor to senior management



*inspired by Joakim Sunden*

# Kanban

## 6 core practices

visualize

limit WIP

manage flow

make policies explicit

implement feedback loops

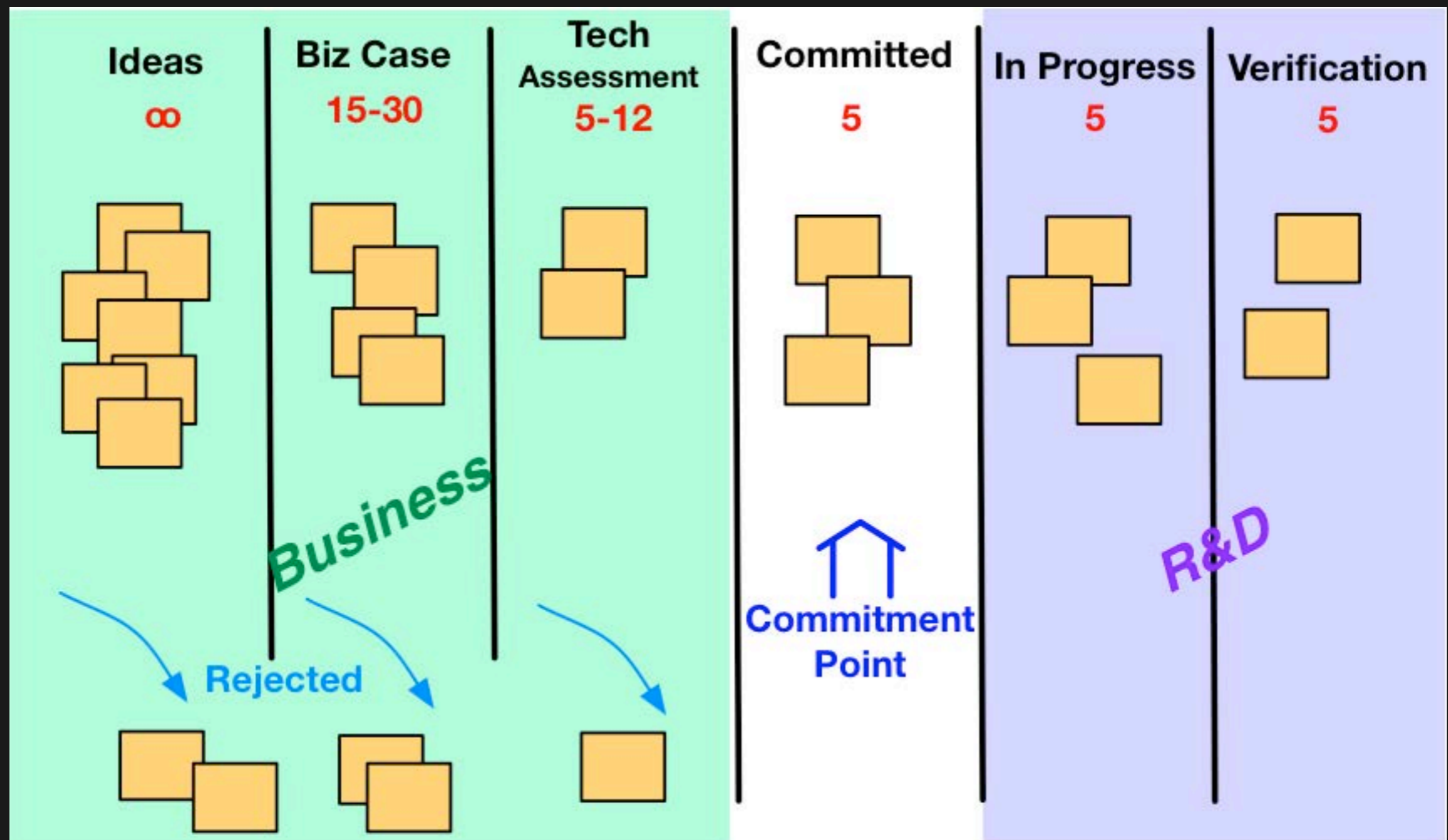
improve collaboratively, evolve

experimentally

if you can't see it  
you can't **change** it



# visualize!



source David J Anderson

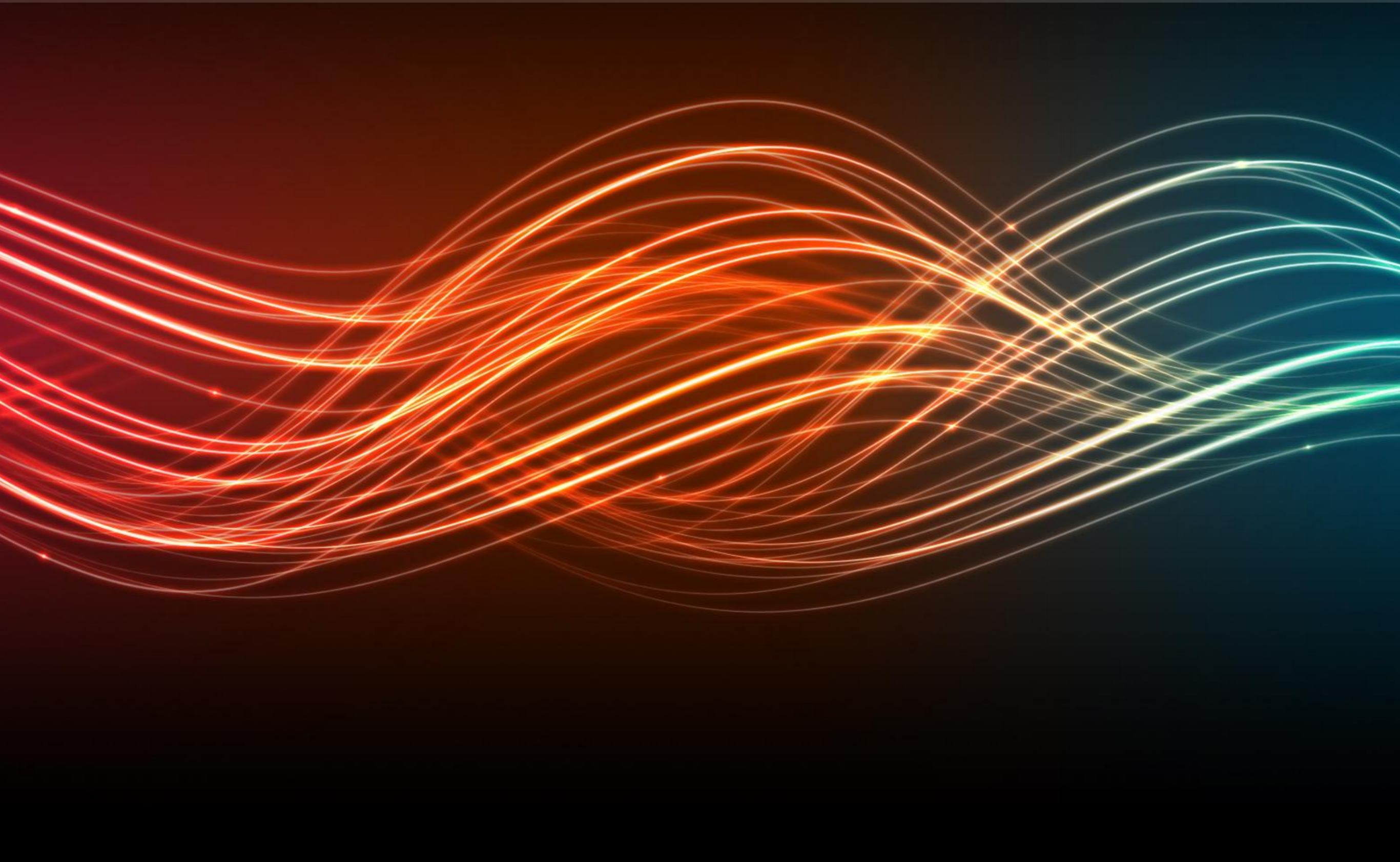
# expose dysfunctions

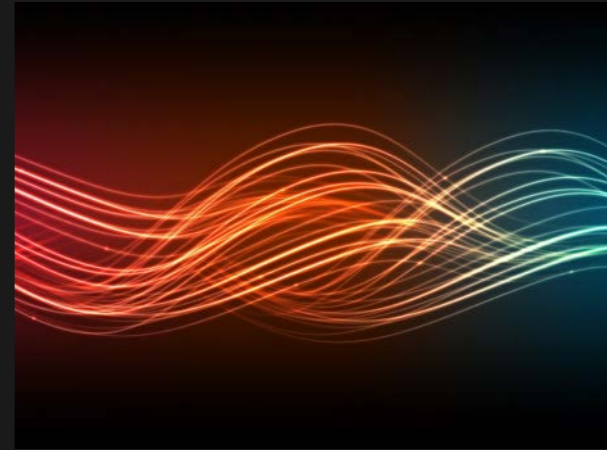


limit WIP



let work flow





change initiatives **hardly**  
**visible**

**too many** change initiatives  
(yawn, here is another one...)

push vs pull, **stick to the**  
**plan**, too many things in  
parallel, stuck activities

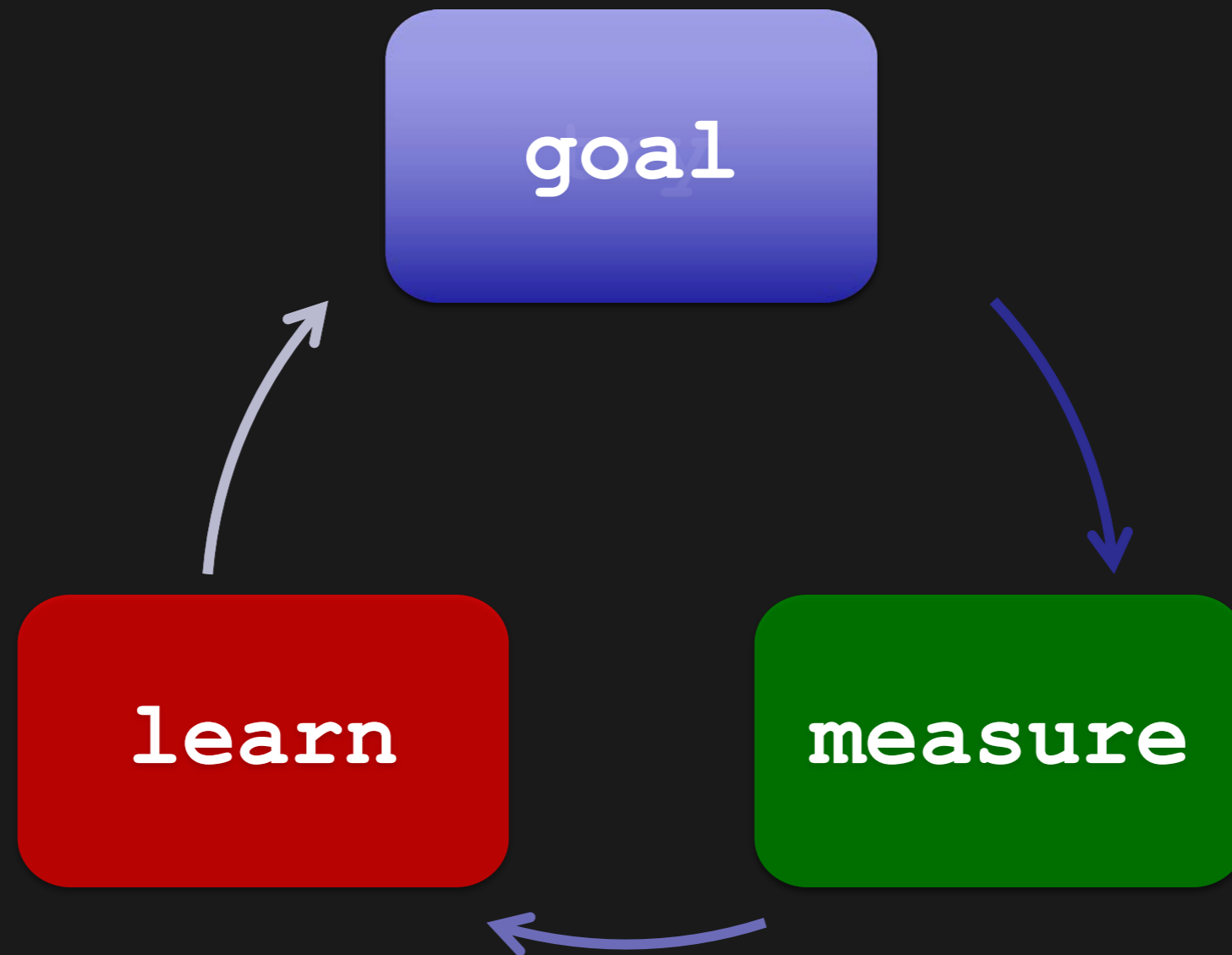



understand the system

do you really know where you are?

what's going on?

# measure & learn





many small steps,  
some are discarded  
others embraced

understand  
human psychology

show progress

decide collaboratively

respect people

# selection



what to do next?

what to finish next?

# decision making in uncertainty



balance:

risk/return

short term/long term

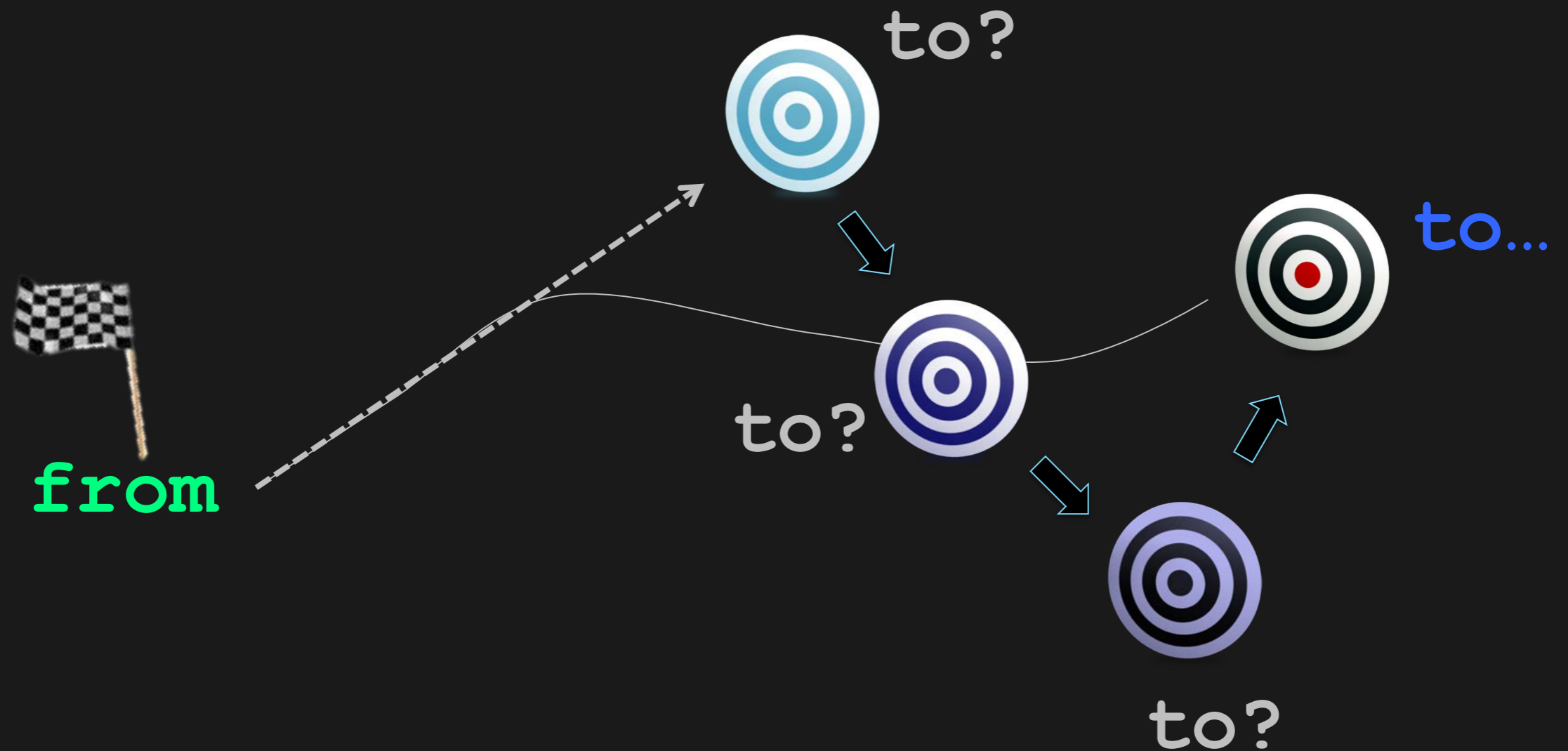
etc.



there's no known destination

change is a  
never ending journey

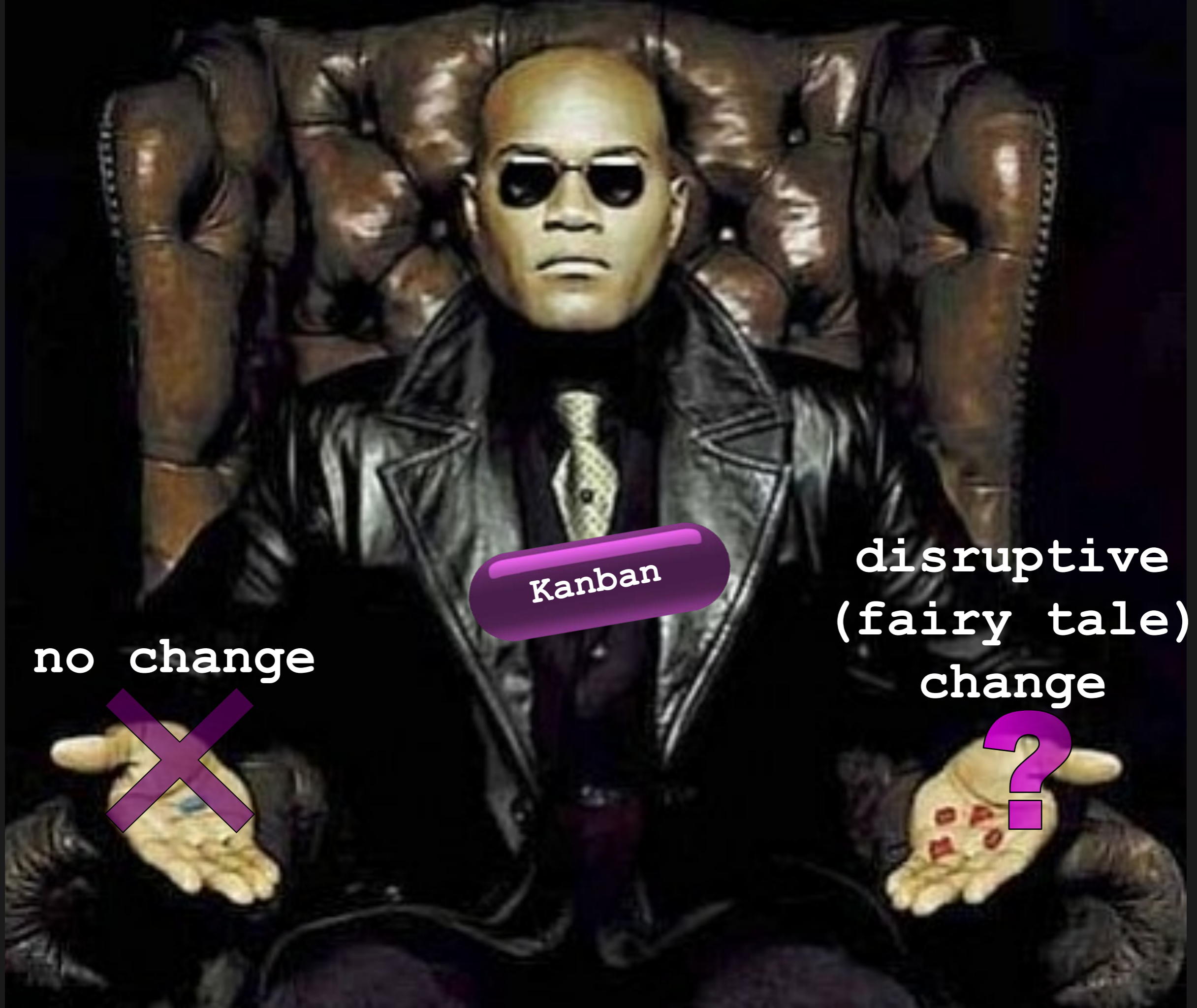
no known destination





beware





Kanban

no change

disruptive  
(fairy tale)  
change

...Kanban  
is more about  
**changing/transforming**  
the organization  
than about  
stickies on a board

*Mike Burrows*

Kanban



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