Kanban in Action
Thoughtfully Observing, Creating, and Discussing Flow

Trent Hone (@Honercut)
Mark Grove

excella.com | @excellaco
Trent Hone

• 20+ years development experience
• Award-Winning Historian
• Complexity Theorist

Mark Grove

• 20+ years IT profession
• Kanban enthusiast
• Amateur photographer and astronomer
The Kanban Method

A management method for:

1. Directly improving service delivery
2. Catalyzing improvements
3. Evolving a business to be “fit for purpose”
Kanban Practices

- Visualize
- Limit Work-in-Progress (WIP)
- Manage Flow
- Make Policies Explicit
- Implement Feedback Loops
- Improve Collaboratively, Evolve Experimentally
Kanban System

Options

4
Ready

3
Discover

Doing

3
Implement

Doing

3
Validate

Done

Done
Kanban System

- **Options**
  - Ready: 4
  - Discover: 3
  - Implement: 5
  - Validate: 3
  - Done

- **Columns**
  - Doing
  - Done

- **Task Status**
  - Options: 3
  - Discover: 3
  - Implement: 5
  - Validate: 3

- **Notes**
  -统统
Kanban in Action
Observing Flow
Imagine you were hired to provide consulting assistance for a new team just starting with Kanban. The team has been struggling and is looking forward to your expert guidance, support, and advice.

It’s your first day and you just walked into the team room to look at their board. You want to make smart observations and thoughtful interpretations so you can have meaningful conversations. The team starts assembling for the daily standup and you plan on making some comments afterwards.

What comments would you make?

As you review each board, consider the following questions to help you think through your comments to the team (Note: each new board can be treated independently of the others).

- What are you observing?
- Why might that be happening?
- What questions would you ask of the team to learn more?
## Scenario 1

<table>
<thead>
<tr>
<th>To Do</th>
<th>Analysis</th>
<th>Development</th>
<th>Test</th>
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## Scenario 1

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## Scenario 2

<table>
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<tr>
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## Scenario 3

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Scenario 4

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<td>Done</td>
<td>Doing</td>
<td>Done</td>
</tr>
</tbody>
</table>

= Work
= Blocker
Observing Flow

Questions?
Kanban in Action

Creating and Discussing Flow
Your team has a typical software service with the following workflow:

- Options
- Discover
- Implement
- Validate
- Done

A defect (internal to the team) was discovered on a work item in the “Validate” step

*What would your board look like?*

*How would you coach a team through this situation?*
<table>
<thead>
<tr>
<th>Options</th>
<th>Discover</th>
<th>Implement</th>
<th>Validate</th>
<th>Done</th>
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<td>Validate</td>
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</tbody>
</table>
Concurrent Work

Your workflow allows three activities to be ongoing at any one time; these are the steps you have defined:

- Options
- Discover
- Implement
- Internal Verification
- Usability Compliance, External Verification, Product Owner Review (all can occur concurrently and all must occur)
- Done

*What would your board look like?*

*How can you make sure the states of the concurrent activities are clear?*
Three Teams, One Product

Three teams are pulling from the same pool of options.

Each has their own basic visualization (To Do | Doing | Done).

A single “grooming & refinement” step occurs before the teams pull a work item.

After each team completes their work, the product is validated by an external team and deployed.

*How would you visualize the flow across the entire product and all three teams in one board?*

*How would you go about developing and introducing WIP limits for the entire workflow (none are in place today)?
<table>
<thead>
<tr>
<th>Options</th>
<th>Doing</th>
<th>Done</th>
<th>Team</th>
<th>To Do</th>
<th>Doing</th>
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(5) Grooming & Refinement

(3) External Validation
<table>
<thead>
<tr>
<th>Options</th>
<th>Doing</th>
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<th>Team</th>
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**External Validation (3)**
Research Team

You’re working for a research team that gradually refines and improves the items that they work on; they have just four basic steps in their workflow:

- Options
- Ready
- In Progress
- Done (Ready for Production)

The “In Progress” step involves a lot of work; ideas move along two dimensions:

- They become progressively more refined (fewer open questions)
- They also become more production-ready (the associated processes become better known)

They believe that those two dimensions are important to model and that neither one has a well-defined sequence of steps.

How would you go about helping them visualize their work?

How would you help them introduce WIP limits?
Options

Ready (3)

In Progress (3)

Done

More Refined

More Production Ready

(3)(3)
Creating and Discussing Flow

Questions?
Thank You