

# Kanban in Action

## Thoughtfully Observing, Creating, and Discussing Flow

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# Trent Hone

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

# Mark Grove

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- 20+ years IT profession
- Kanban enthusiast
- Amateur photographer and astronomer



# The Kanban Method

## A management method for:

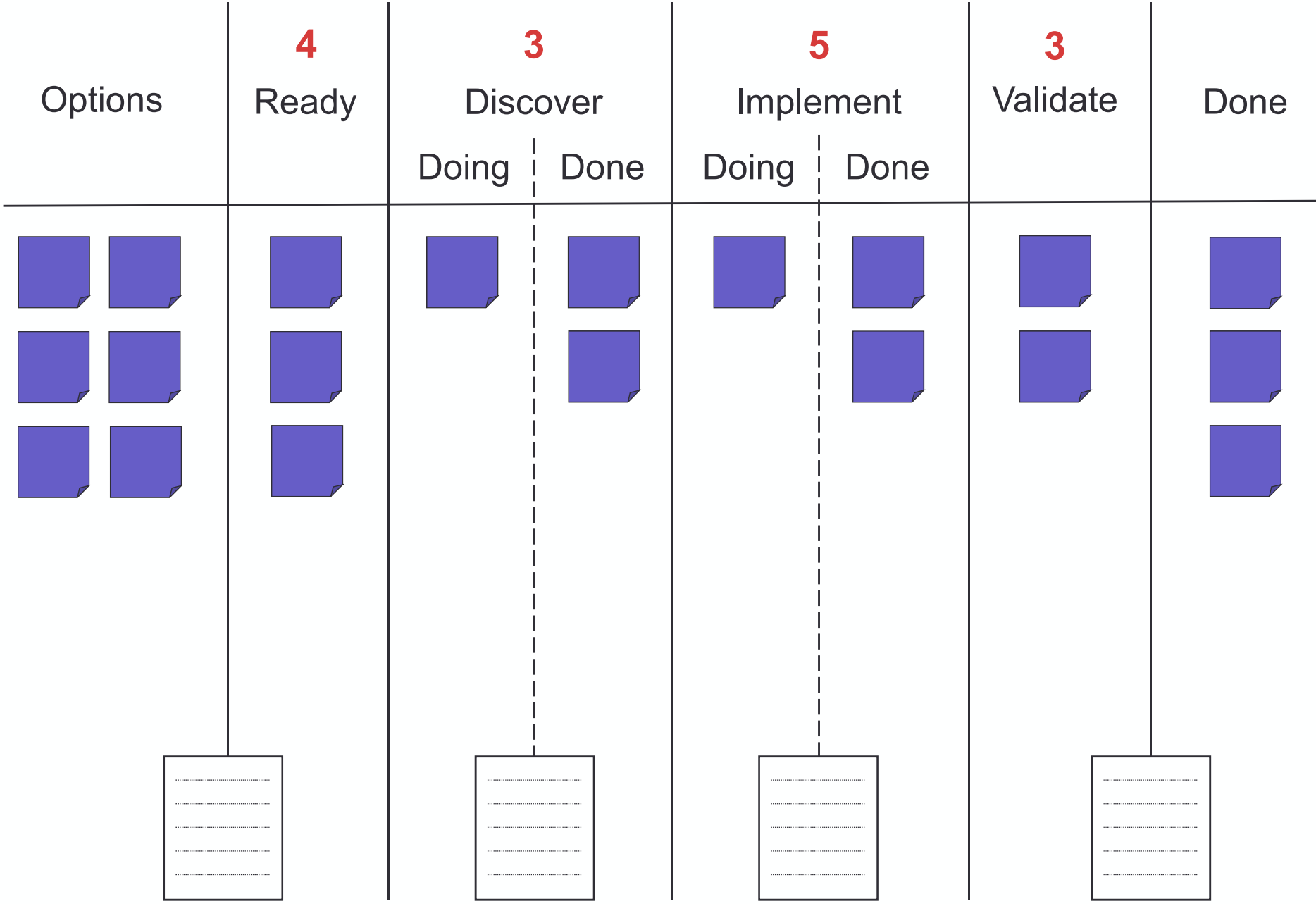
1. Directly improving service delivery
2. Catalyzing improvements
3. Evolving a business to be  
“fit for purpose”

# Kanban Practices

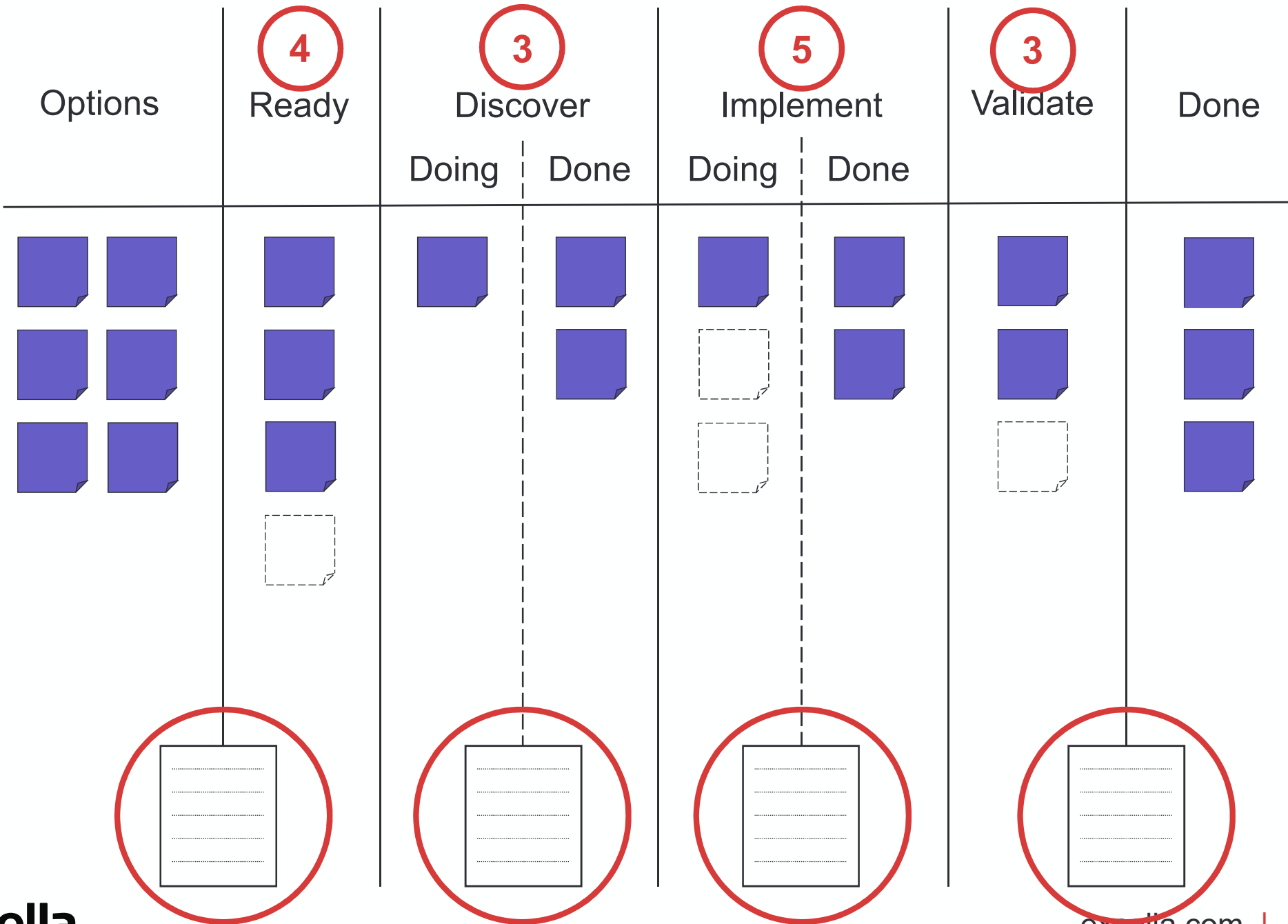


- Visualize
- Limit Work-in-Progress (WIP)
- Manage Flow
- Make Policies Explicit
- Implement Feedback Loops
- Improve Collaboratively,  
Evolve Experimentally

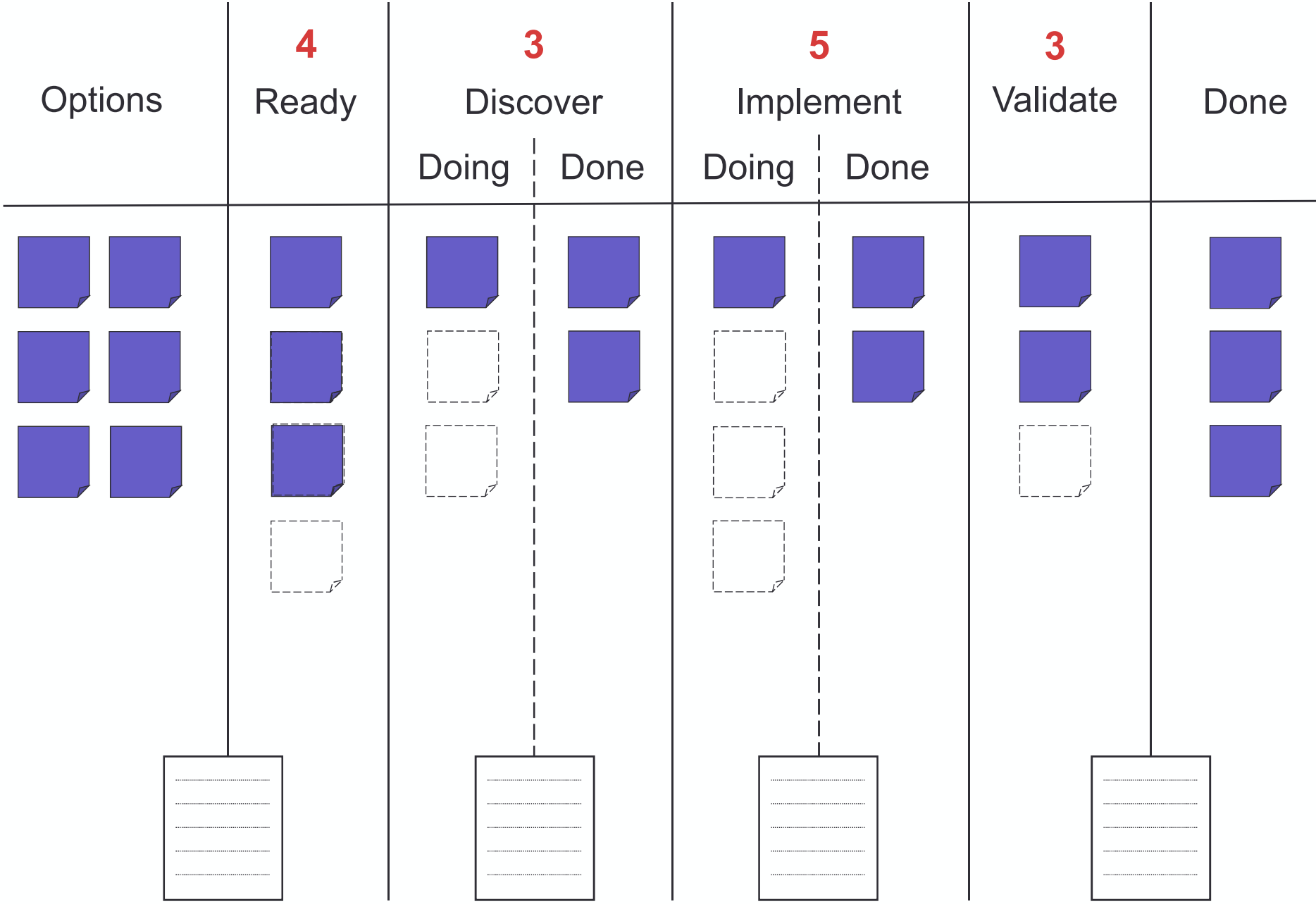
# Kanban System



# Kanban System



# Kanban System



# Kanban in Action

Observing Flow



# Kanban in Action: Scenario Background



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.

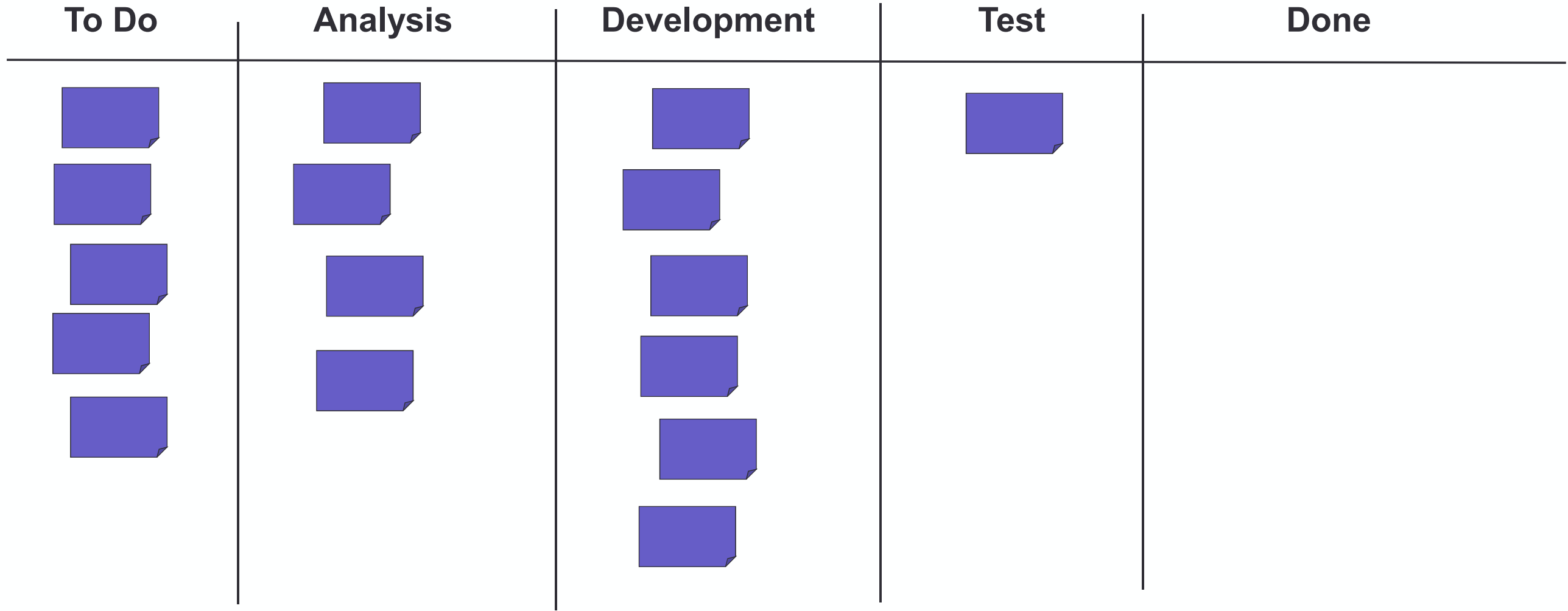
It's your first day and you just walked into the team room to look at their board. You want to make smart observations and thoughtful interpretations so you can have meaningful conversations. The team starts assembling for the daily standup and you plan on making some comments afterwards.

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?

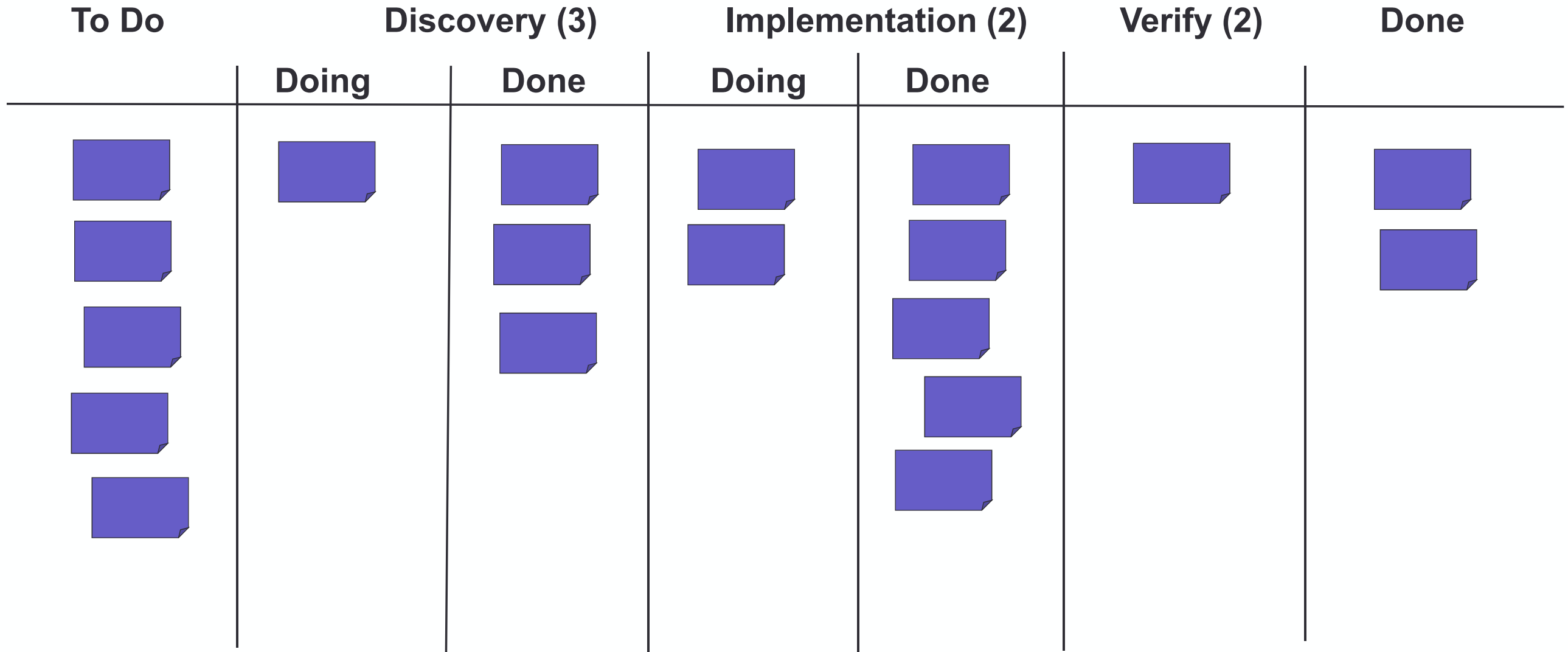
# Scenario 1



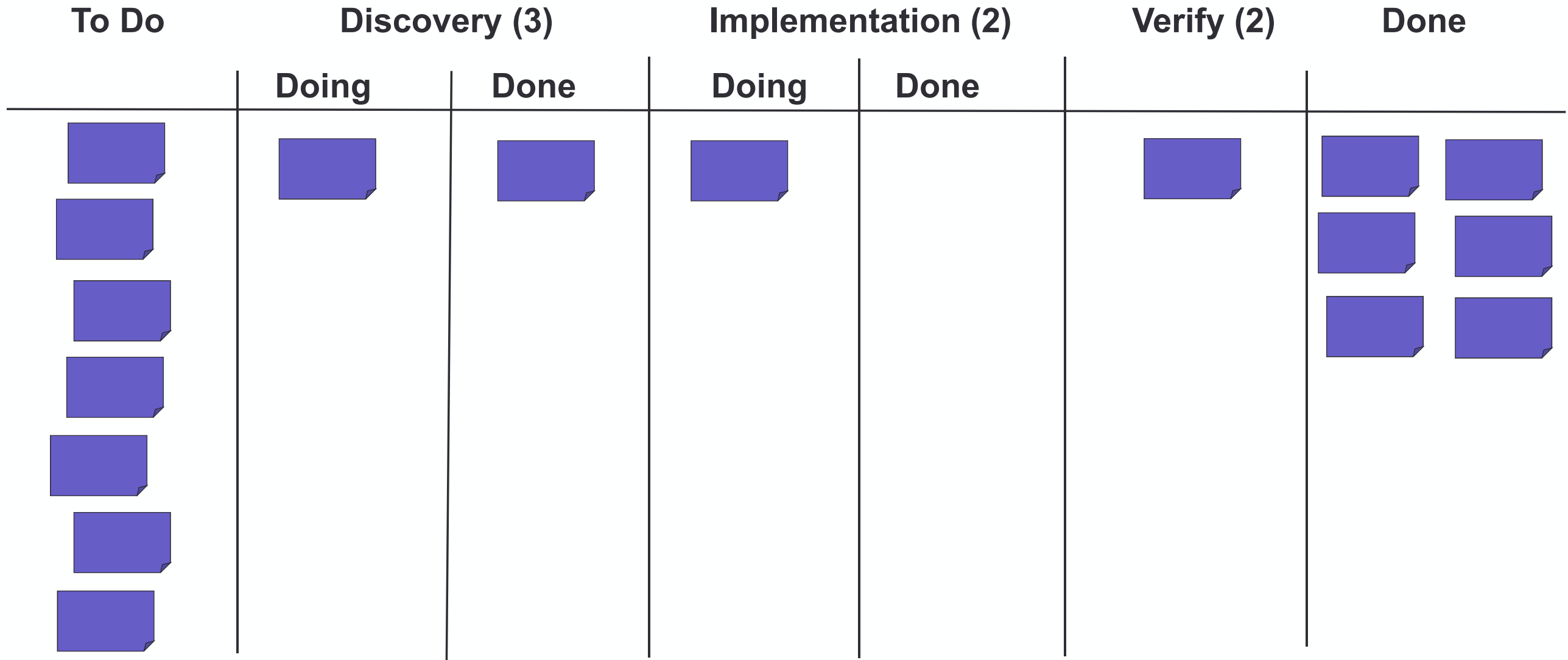
# Scenario 1



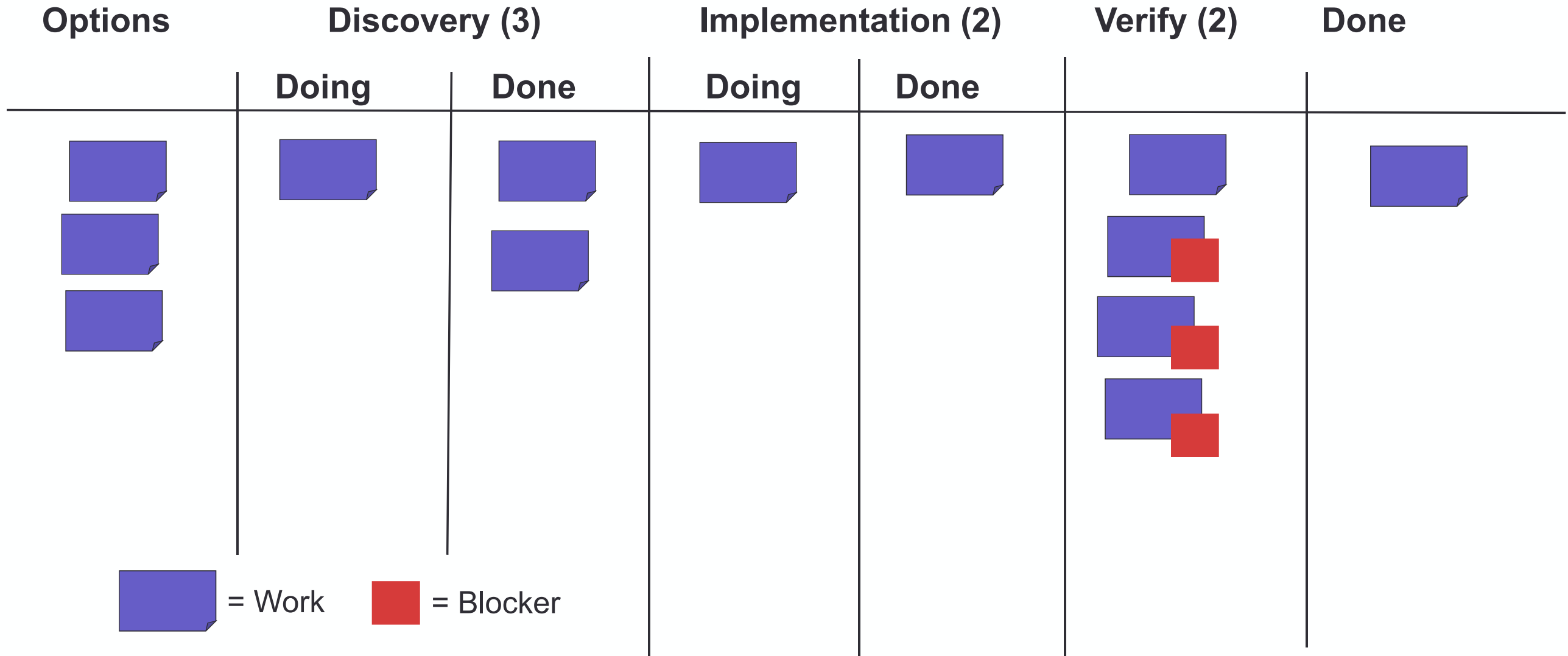
# Scenario 2



# Scenario 3



# Scenario 4



# Observing Flow

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Questions?

# Kanban in Action

Creating and  
Discussing Flow



# Defect Discovered Late

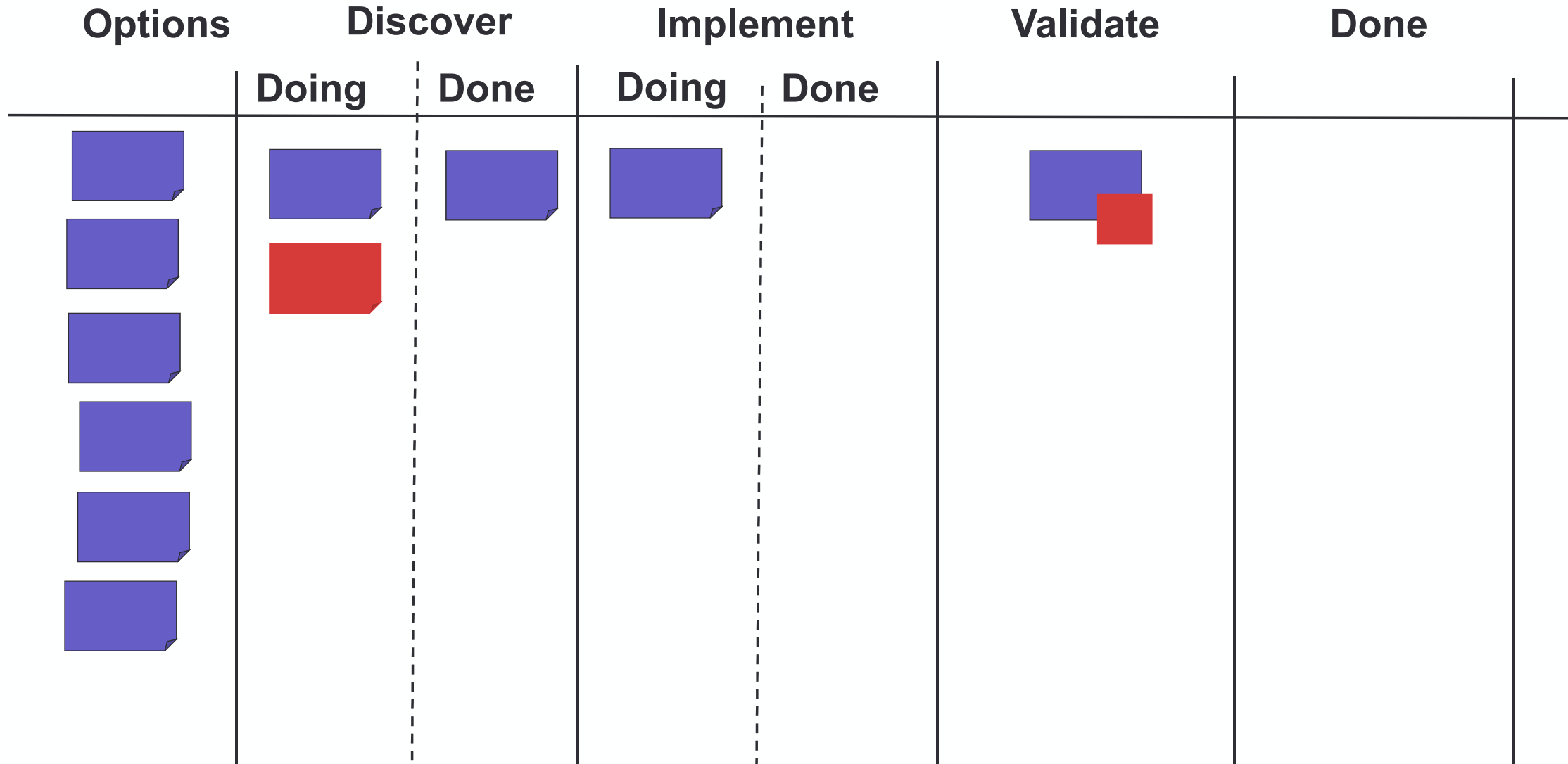
Your team has a typical software service with the following workflow:

- 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?***



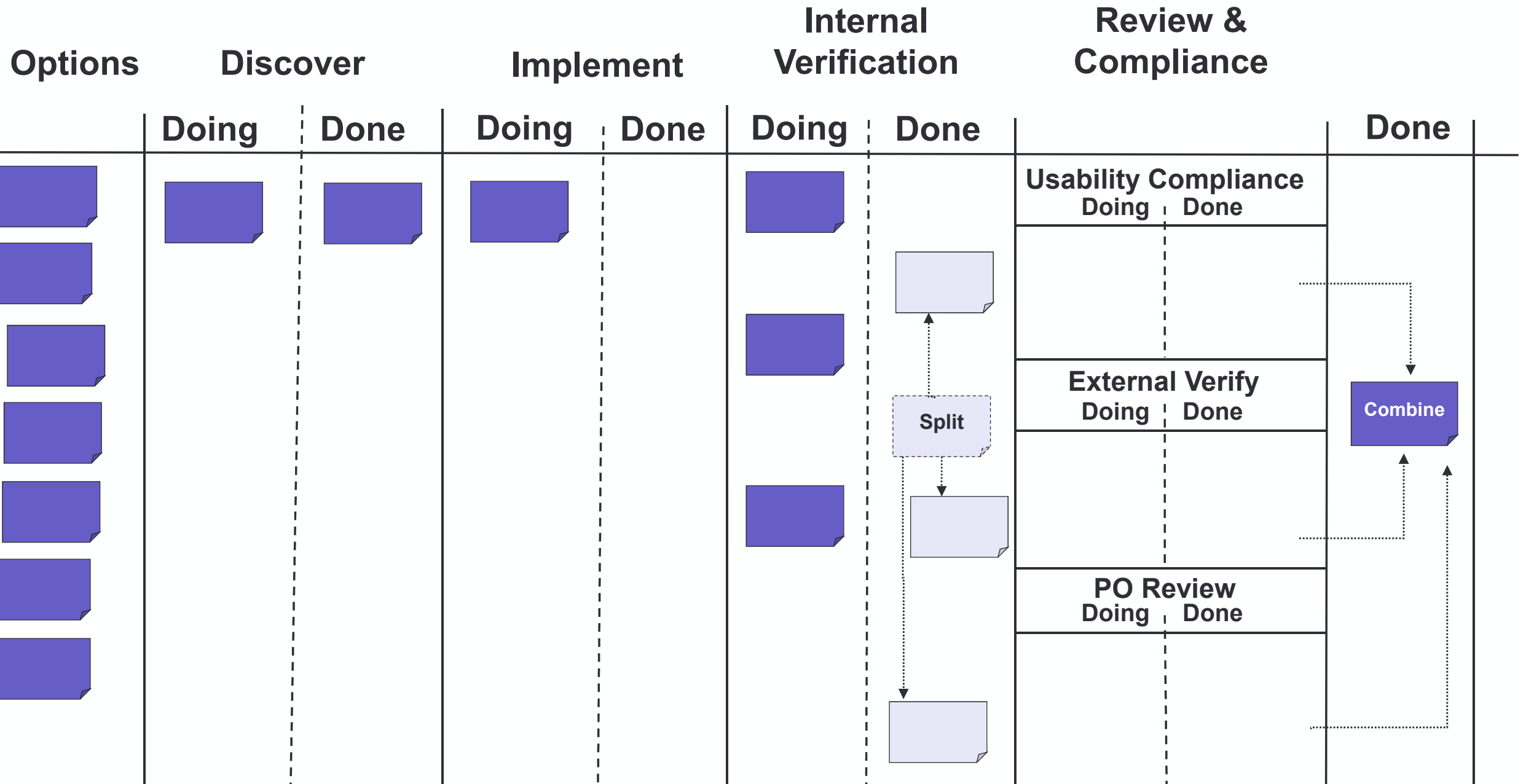
# Concurrent Work

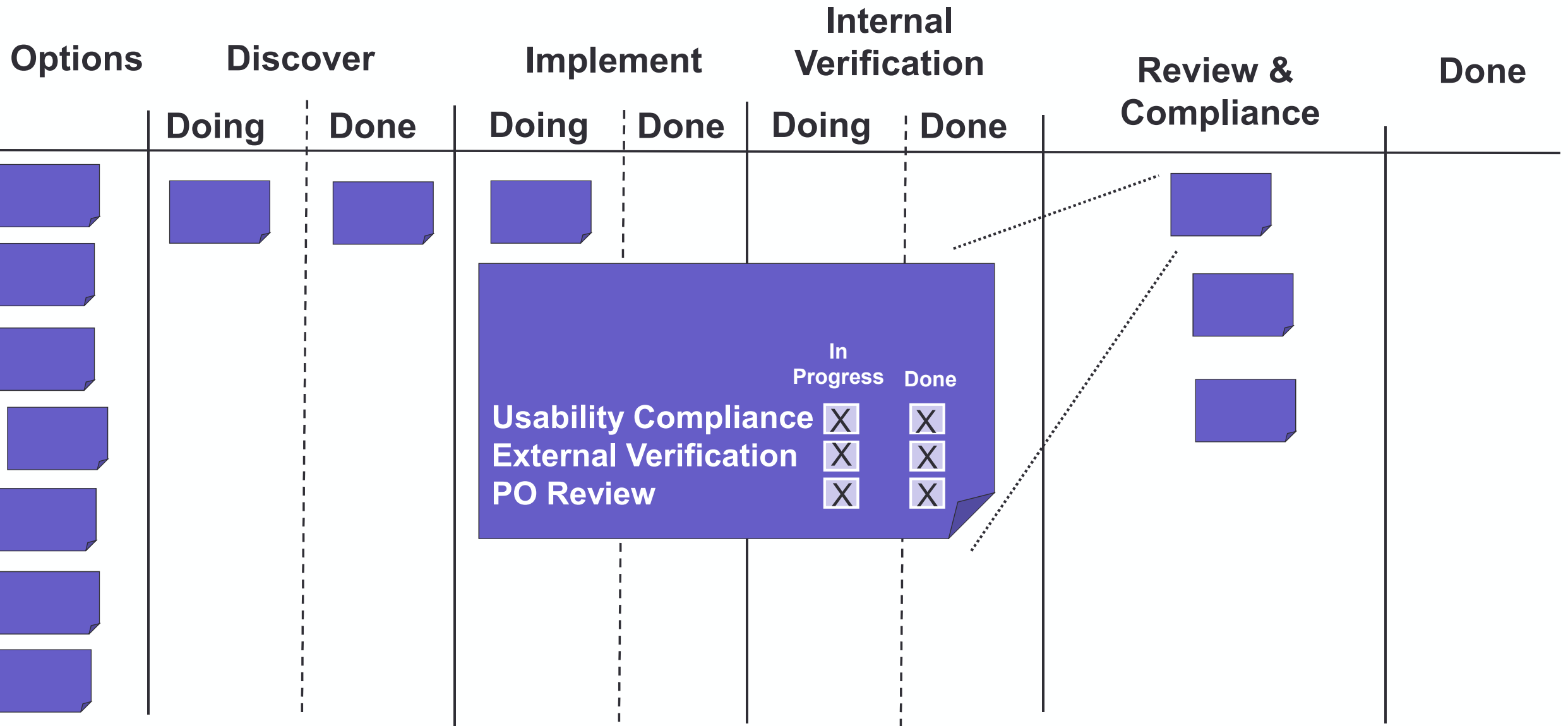
Your workflow allows three activities to be ongoing at any one time; these are the steps you have defined:

- 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.

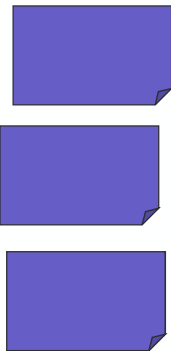






















***How would you visualize the flow across the entire product and all three teams in one board?***

***How would you go about developing and introducing WIP limits for the entire workflow (none are in place today)?***

**Grooming & Refinement (5)**

**Team Work**

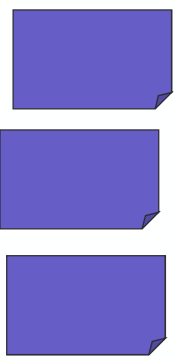


















**External Validation (3)**

Options	Doing	Done	Team	To Do	Doing	Done	Doing	Done	Deployed
			<b>Alpha</b> (4)						
									
				<b>Beta</b> (3)					
			<b>Gamma</b> (4)						

**Grooming & Refinement (5)**

**Team Work**

**External Validation (3)**

Options	Grooming & Refinement (5)		Team	Team Work			External Validation (3)		
	Doing	Done		To Do	Doing	Done	Doing	Done	Deployed
			<b>Alpha</b> (4)	(2) 	(2) 				
				<b>Beta</b> (3)	(2) 	(1) 			
			<b>Gamma</b> (4)		(2) 	(2)  			



# 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**:

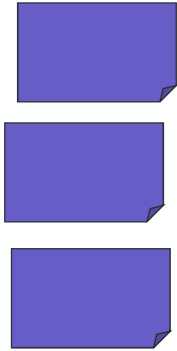
- They become progressively more refined (fewer open questions)
- They also become more production-ready (the associated processes become better known)

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

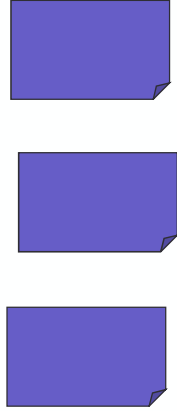
***How would you go about helping them visualize their work?***

***How would you help them introduce WIP limits?***

Options



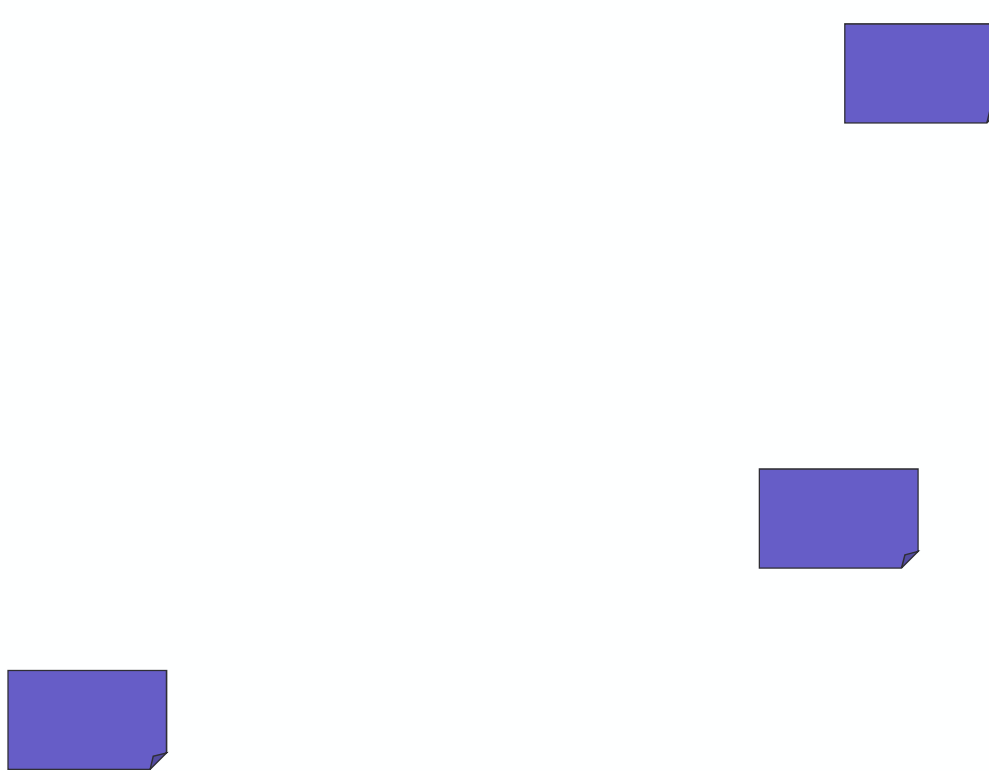
Ready (3)



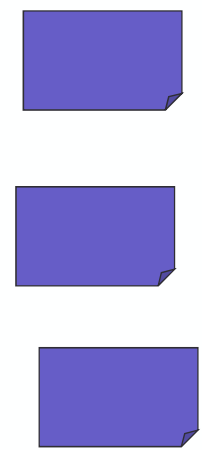
More Refined

A thick black arrow points upwards from the 'Ready' column towards the 'In Progress' column, indicating that items become more refined as they move forward.

In Progress (3)



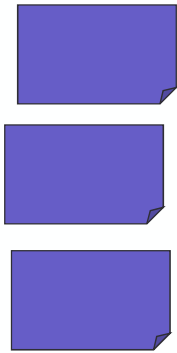
Done



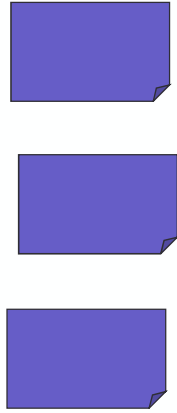
More Production Ready

A thick black arrow points to the right from the 'In Progress' column towards the 'Done' column, indicating that items become more production ready as they move forward.

Options

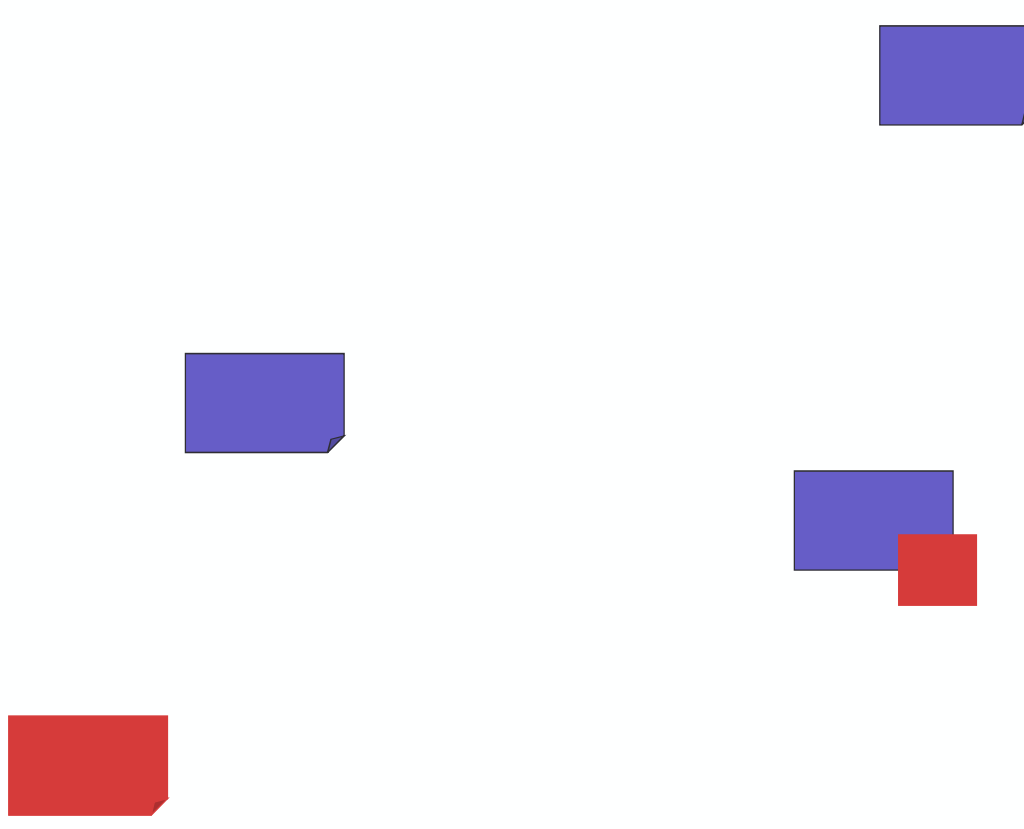


Ready (3)

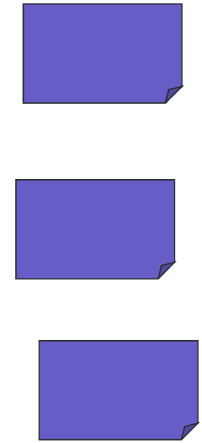


More Refined ↑

In Progress (3)



Done



More Production Ready →



# Creating and Discussing Flow

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Questions?

# Thank You



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