STATIK:
Kanban's hidden gem

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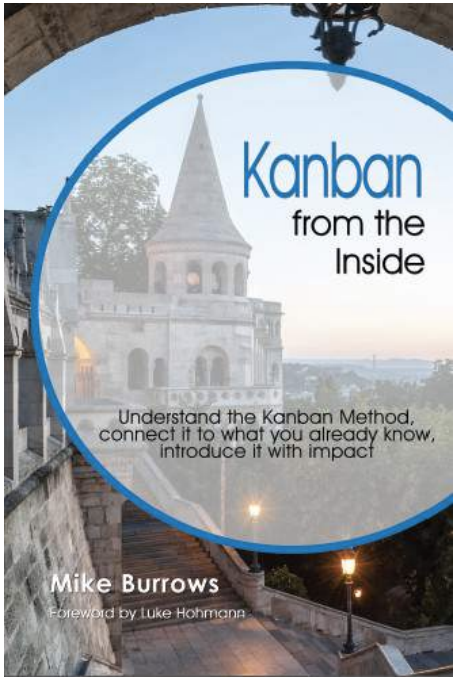
David J Anderson & Associates, Ltd.
EVOLVING THE 21ST CENTURY WORKPLACE

LeanKanban UNIVERSITY



The underpants gnomes do Kanban

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The underpants gnomes do Kanban

1.???

2.Put up a board

3.???

4.Profit!

A more repeatable route

1. Start with what you do now (**FP1**)
2. STATIK
3. Reverse STATIK
4. Profit!

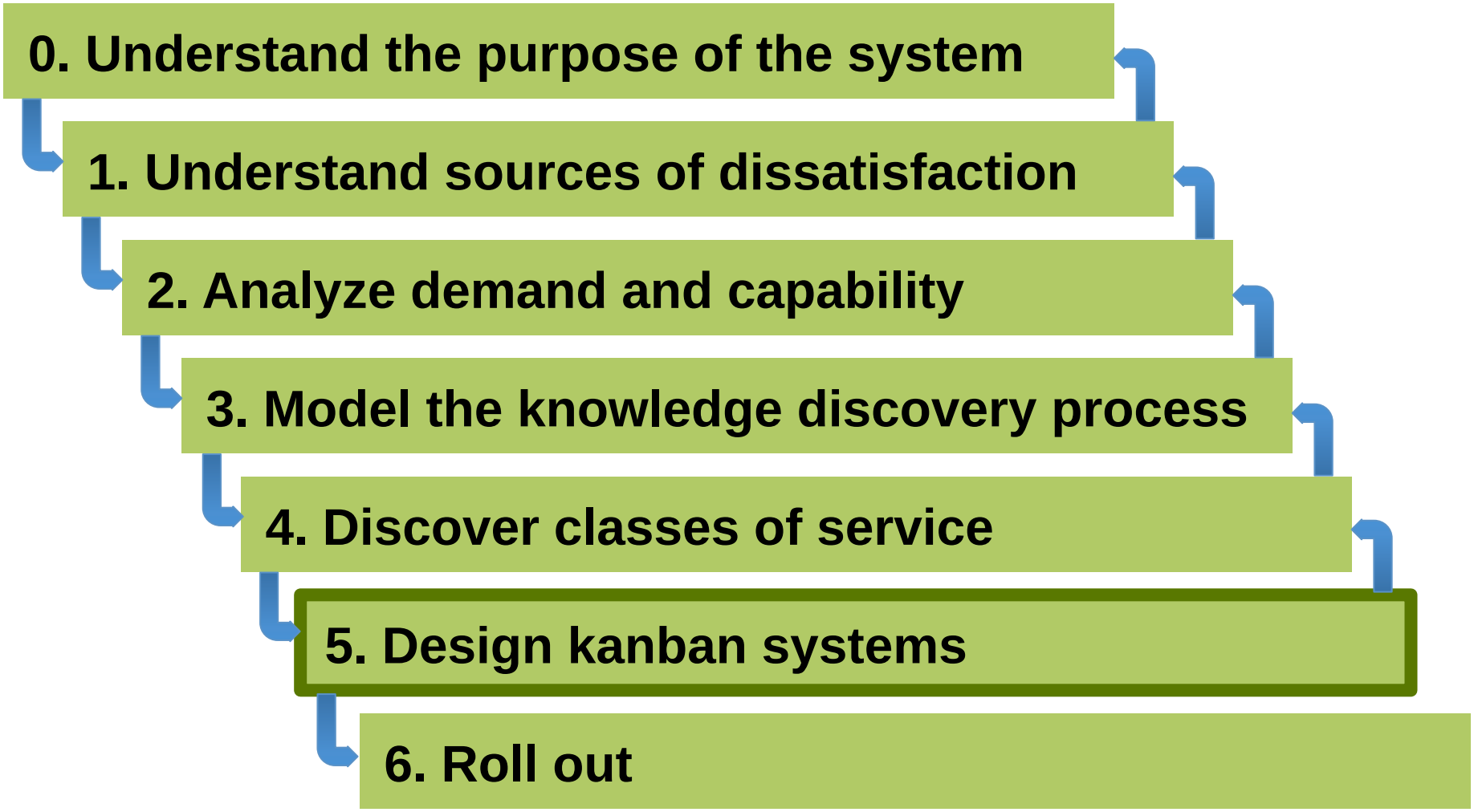
STATIK

- A new name for the Kanban Method's best-kept secret
  - Day 2 of our class (since 2009)
  - *The Systems Thinking Approach to Implementing Kanban* (2012ish)
  - With its new name, part III of my book (September 2014)
- A repeatable (and humane) way to get started with Kanban
- A way to reinvigorate existing implementations (however ad-hoc their initial introduction)

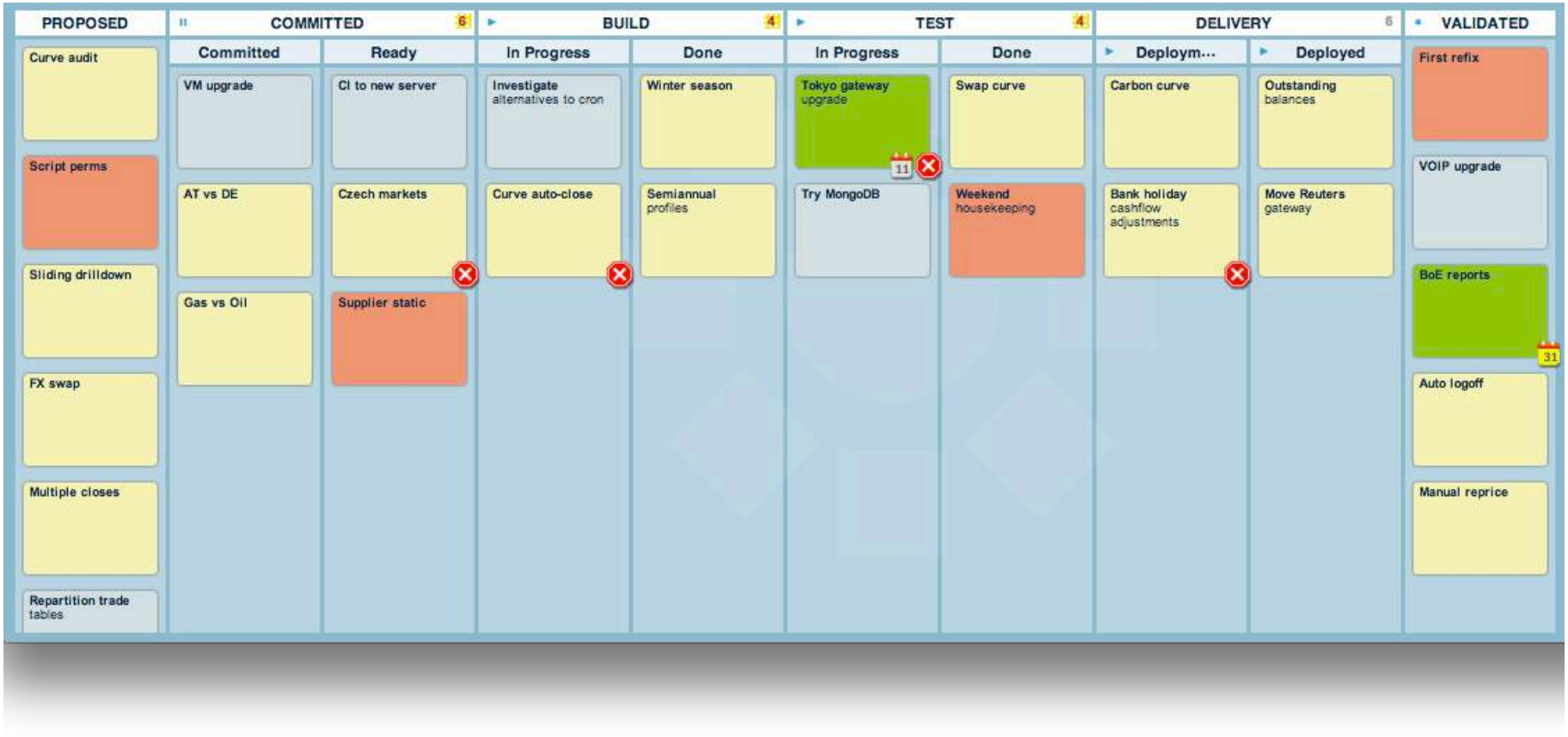
STATIK (implement!)

0. Understand the purpose of the system
1. Understand sources of dissatisfaction
2. Analyze demand and capability
3. Model the knowledge discovery process
4. Discover classes of service
5. Design kanban systems
6. Roll out

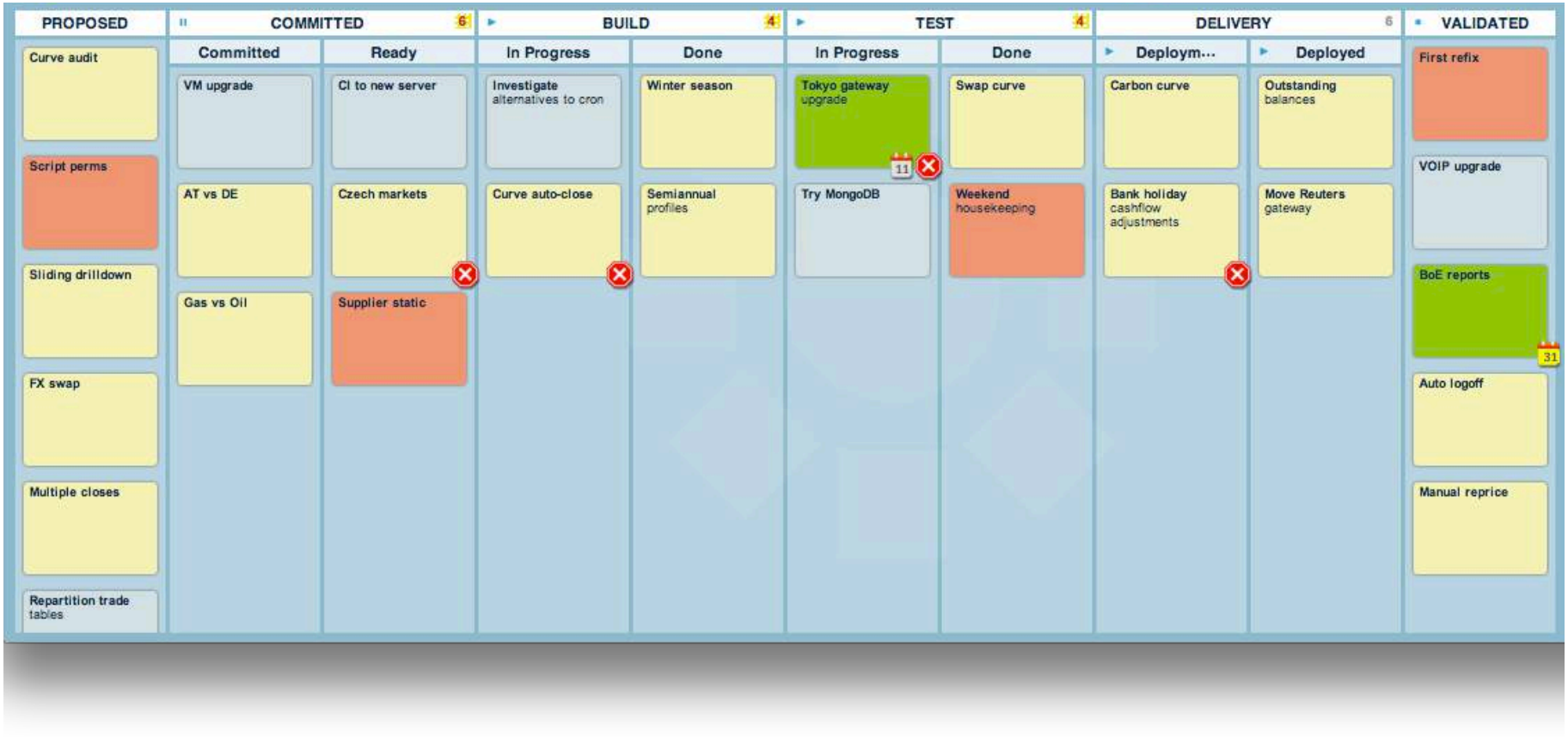
Reverse STATIK (reinvigorate!)



5. Kanban systems

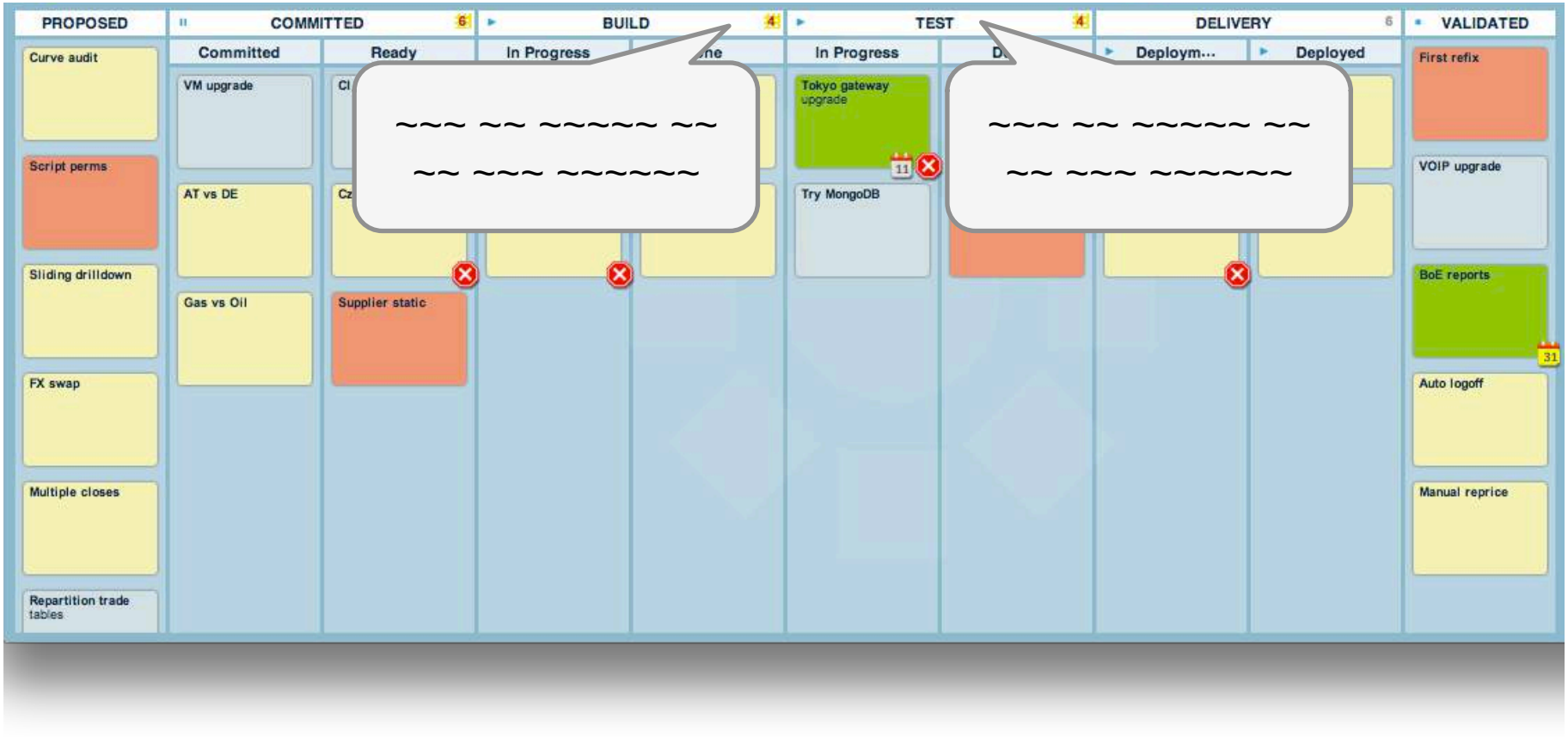


5. Kanban systems



Visualization

5. Kanban systems



Policies

5. Kanban systems

Limits on work-in-progress (WIP)

5. Kanban systems

Feedback loops

5. Kanban systems

Common problems:

- Under-specified flow
- Over-specified flow
- Lack of structure upstream

5. Kanban systems

Lightly/under-specified flow

5. Kanban systems

- …
- Dev done
- BA check / team demo
- BA checked
- Quality Assurance
- User Acceptance
- Deployable
- …

Over-specified flow

5. Kanban systems

- …
- Dev done
- (BA check / team demo)
- BA checked
- Quality Assurance
  & User Acceptance
- Deployable
- …

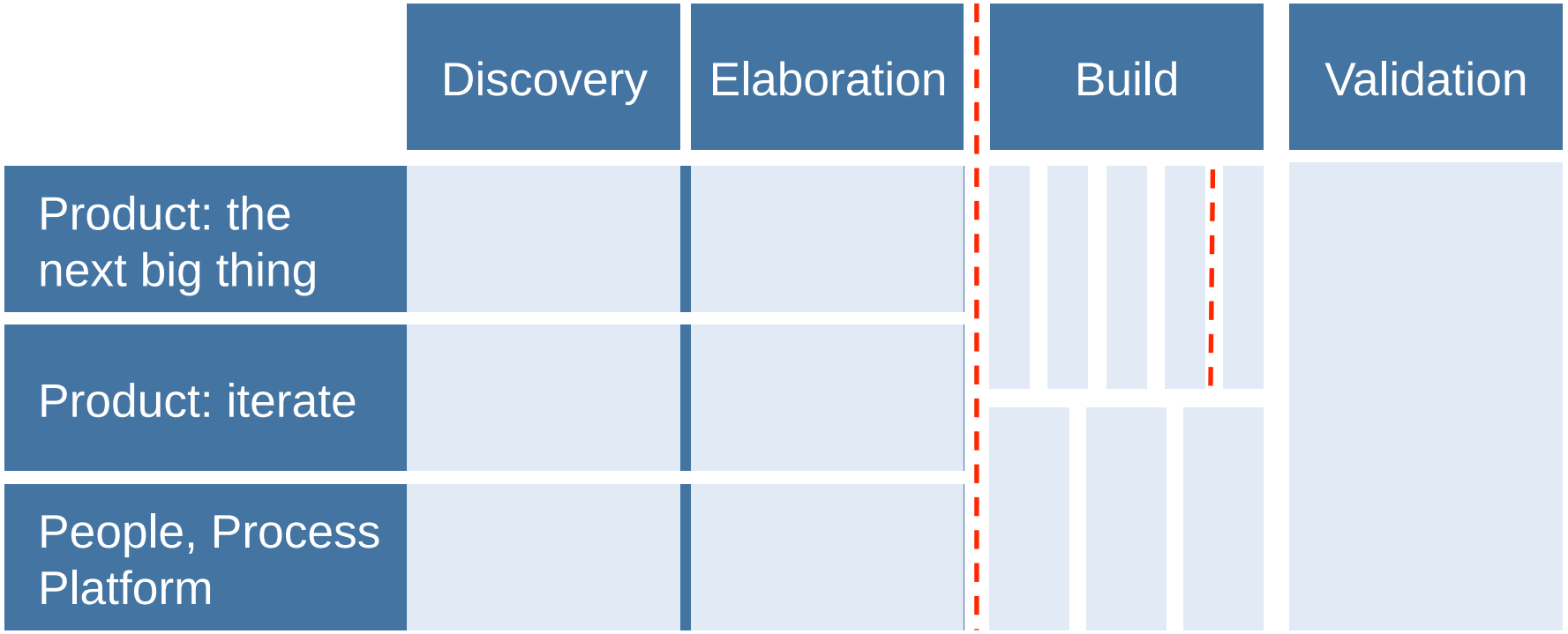
Over-specified flow

5. Kanban systems

- …
- Dev done
- Acceptance ready
- (In) Acceptance
- Deployable
- …

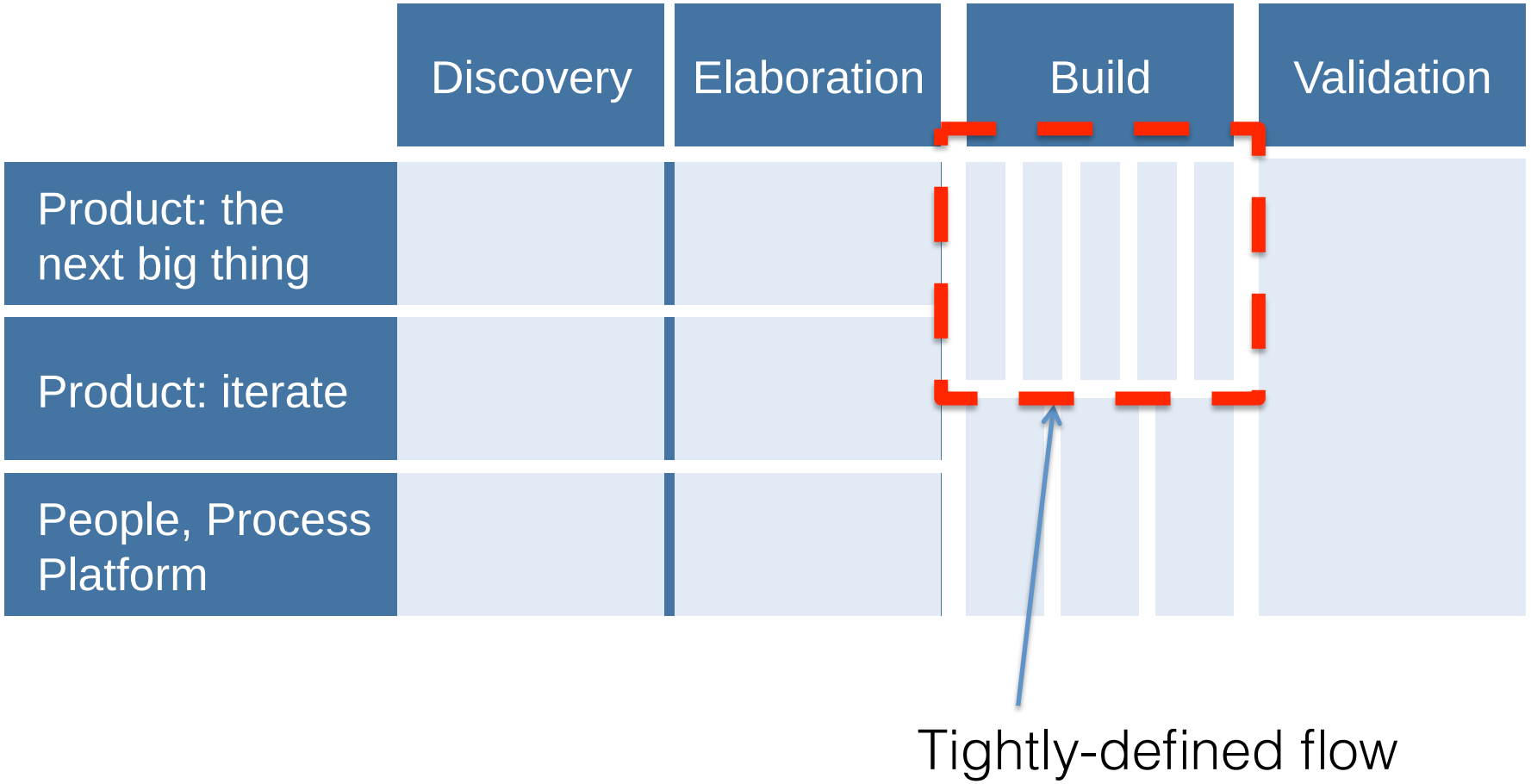
Simplified in terms of *states*

5. Kanban systems



Organise work by state & stream

5. Kanban systems



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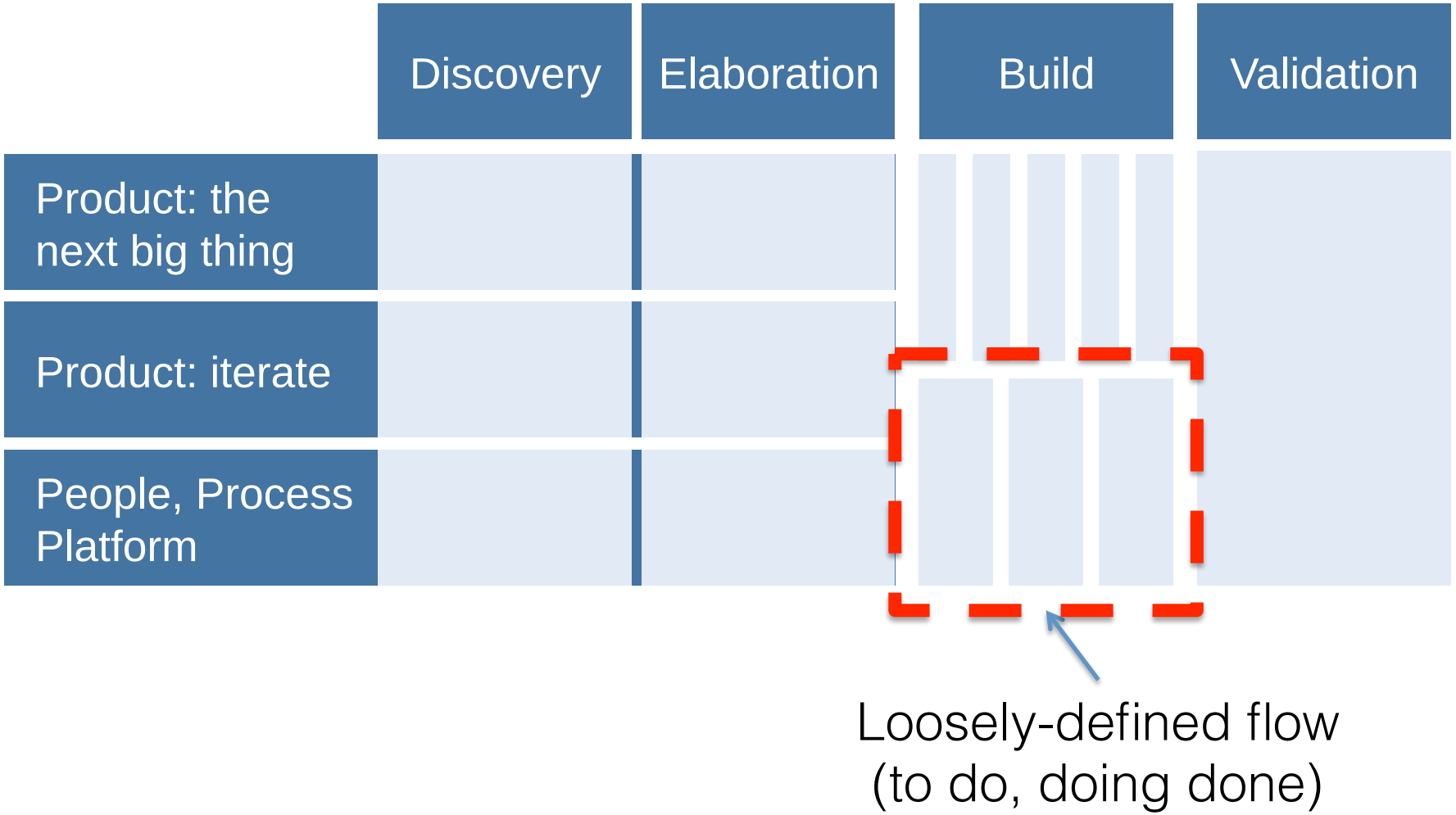

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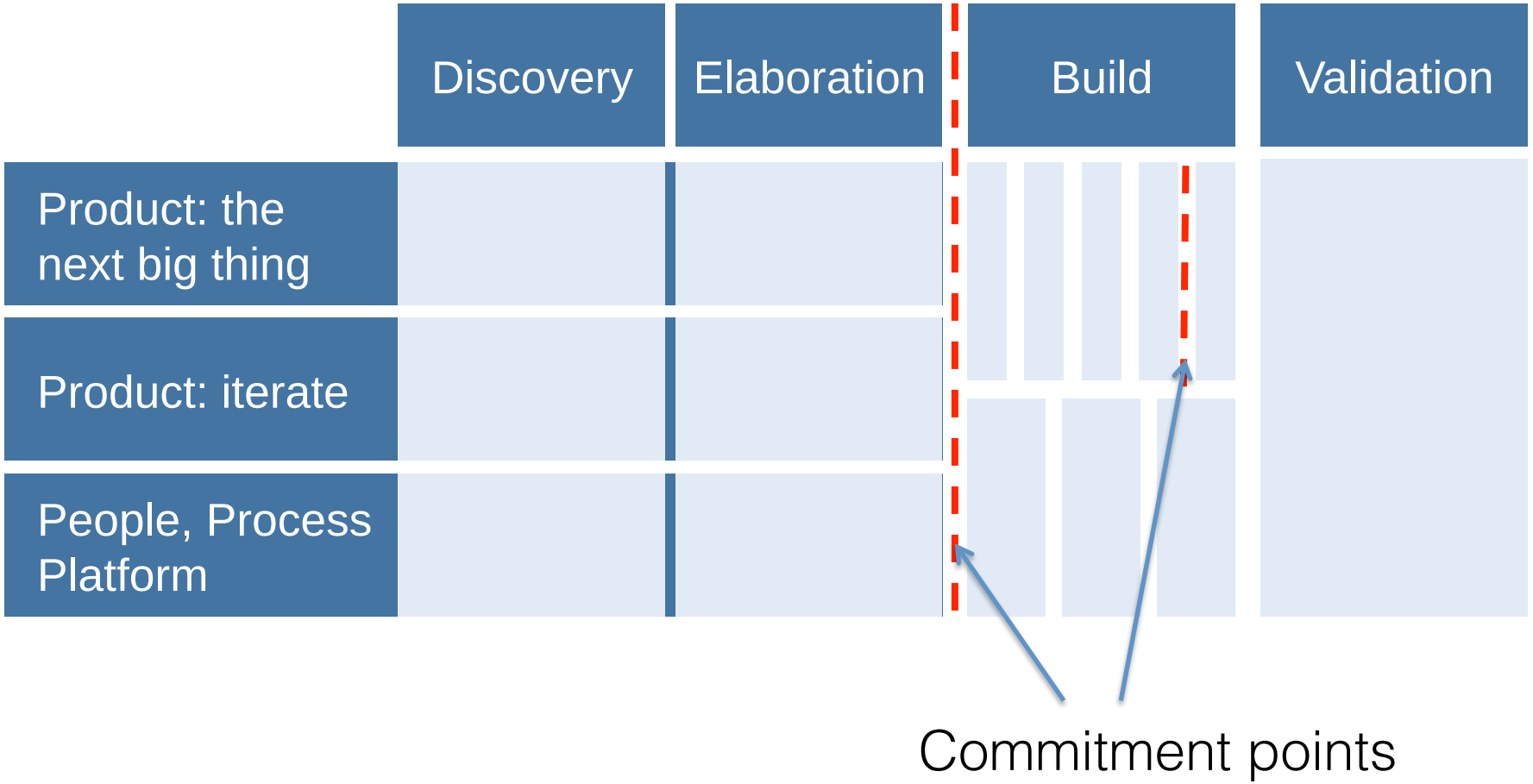


5. Kanban systems

	Discovery (?)	Elaboration (?)	Build (?)	Validation (?)
Product: the next big thing (?)	?	?		?
Product: iterate (?)	?	?		
People, Process, Platform (?)	?	?		

4. Classes of service

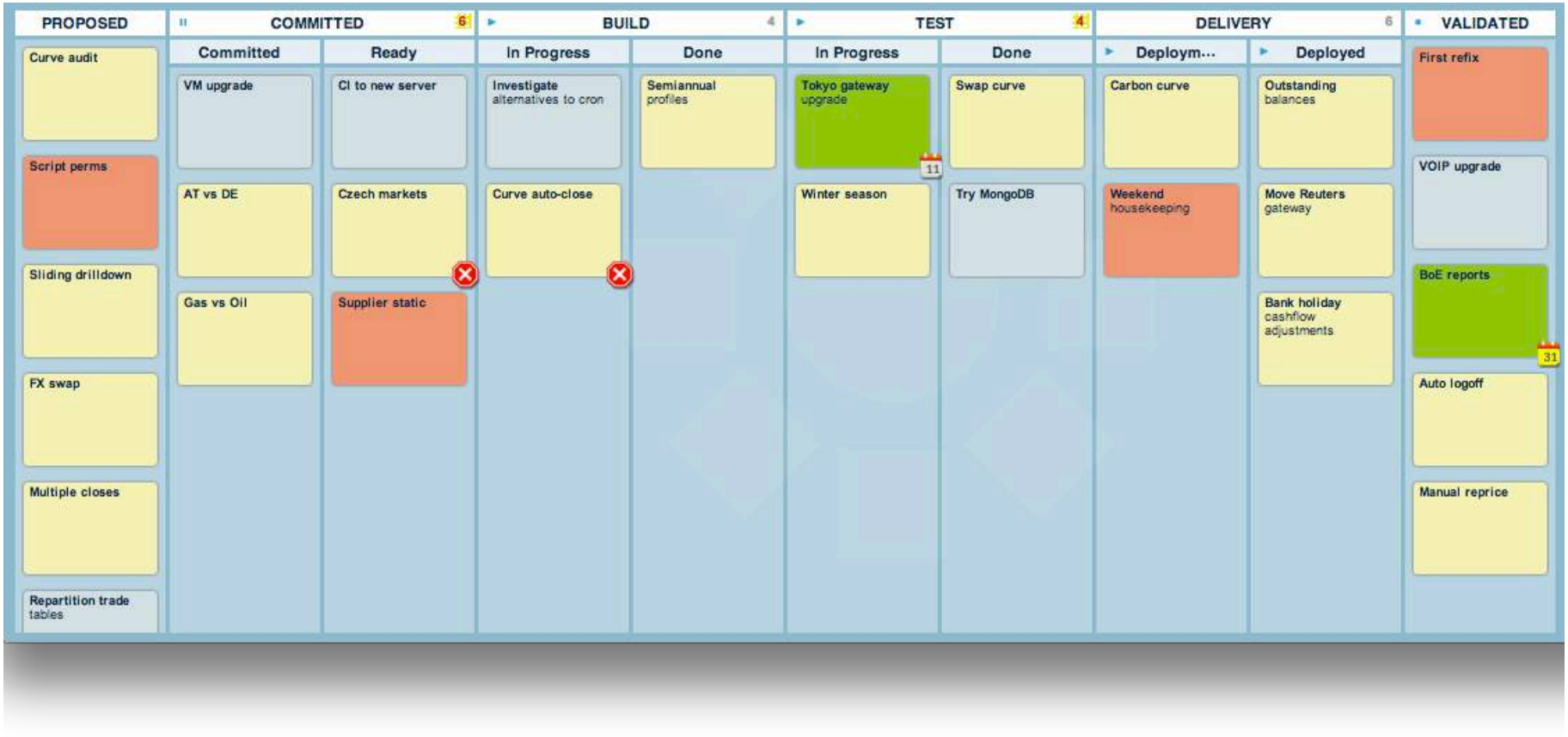
5. Kanban systems

Review:

- The visibility of work items and where they sit
- Policies
- WIP limits, allocations, and other controls on WIP
- Commitment points
- Feedback loops

6. Roll out

4. Classes of service



Managing to different kinds of expectations

4. Classes of service

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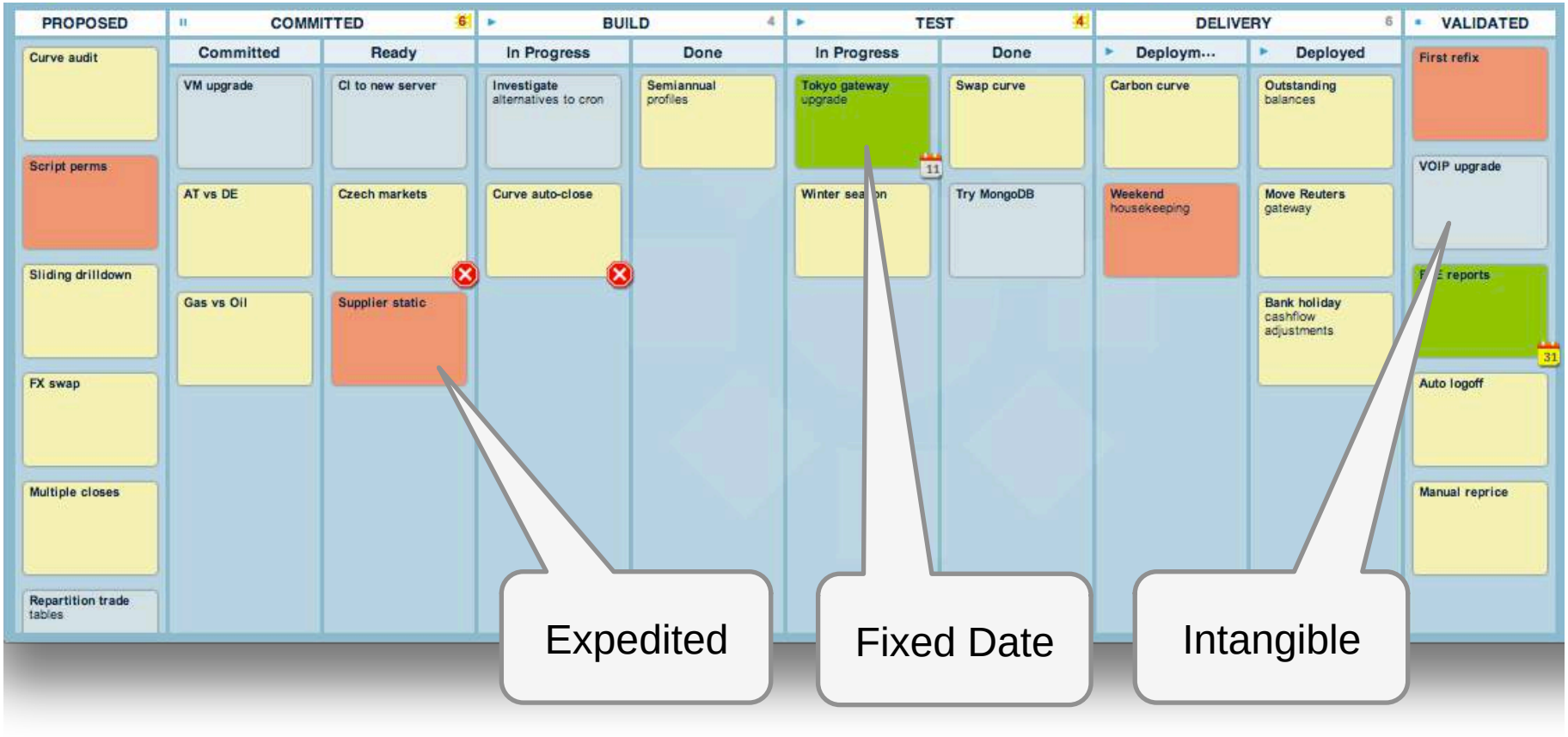
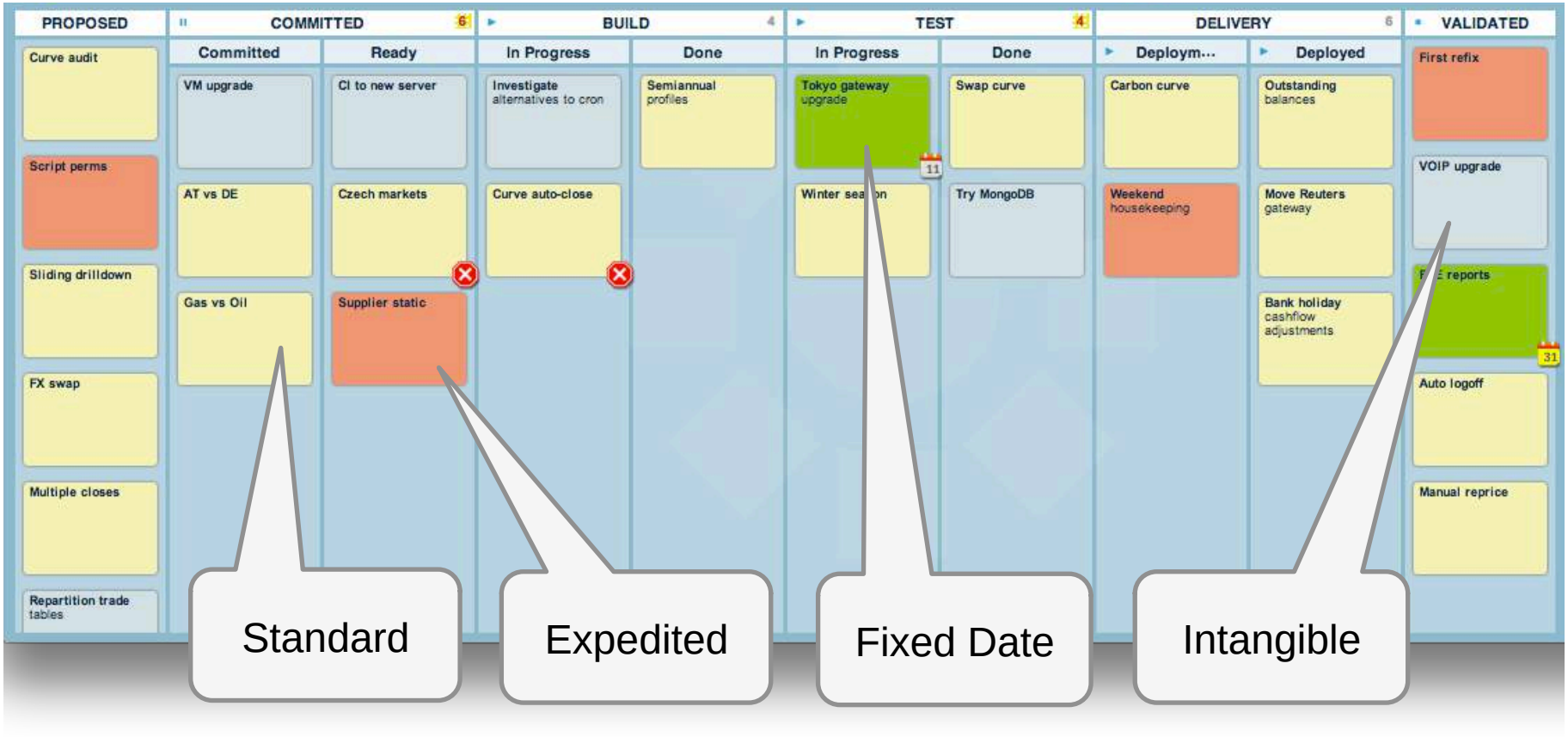


Managing to different kinds of expectations

4. Classes of service



Managing to different kinds of expectations

4. Classes of service

Q: Fixed Date, Expedited, Standard or Intangible?

1. Manually add space to a server that has reached 90% full
2. Roll out an automated disk space provisioning system
3. Fix the server that is keeping the trading system out of the market (and costing us $1m per hour)
4. Report to the board next Friday to explain ourselves

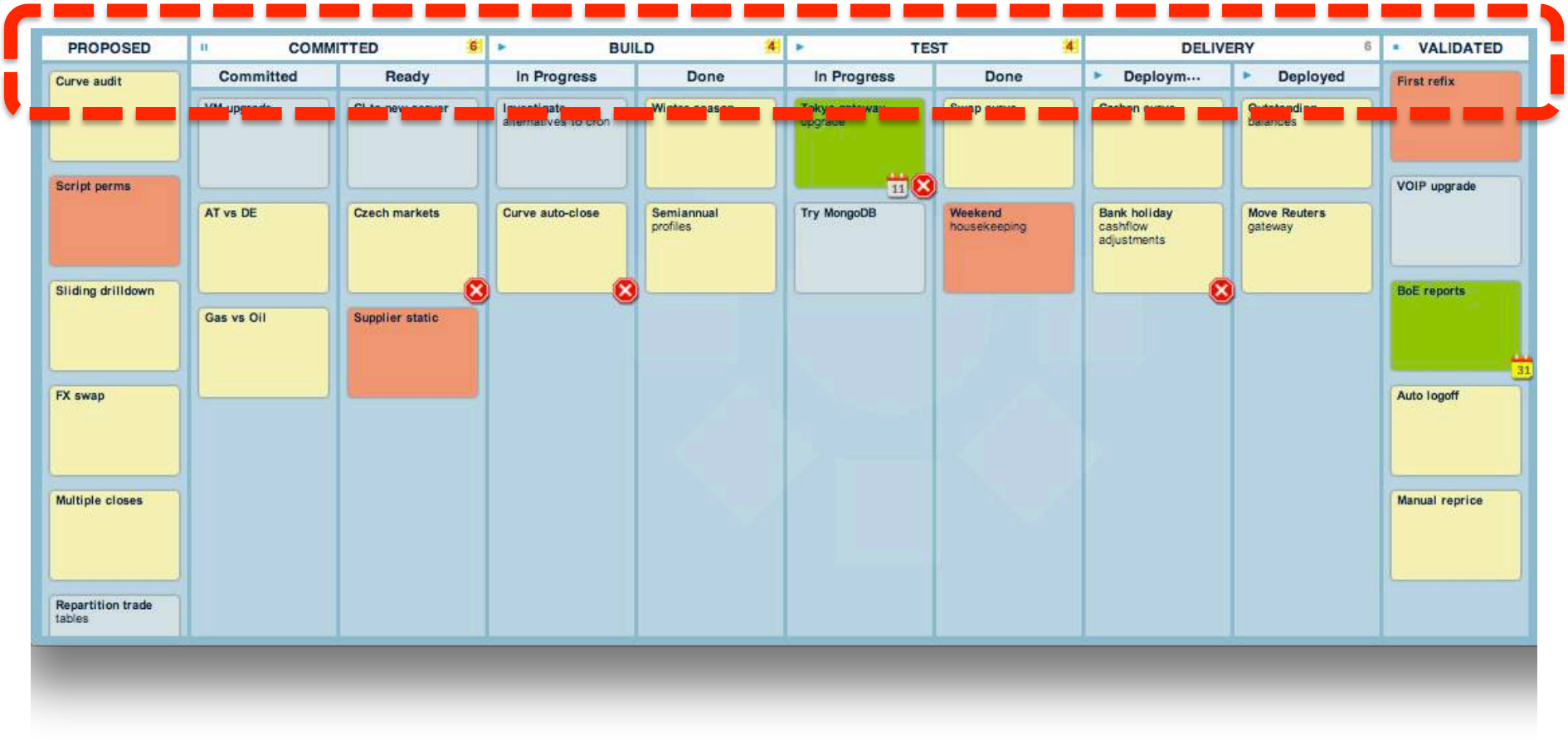
3. Knowledge discovery process

4. Classes of service

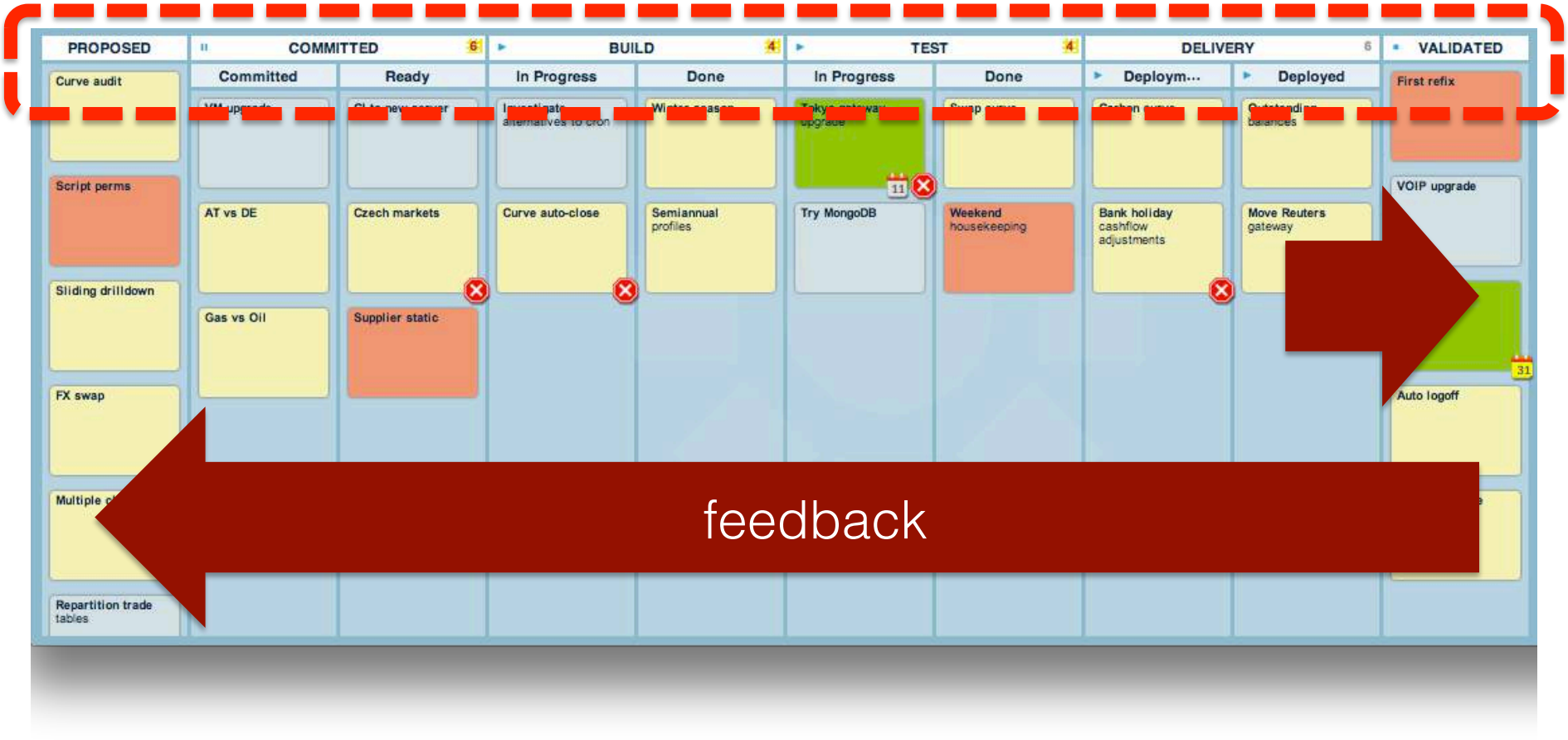
- **Recognize** different kinds of customer expectation
- **Organize**: Qualitative categories before any quantitative ranking
- **Visualize**: Make explicit both internally and externally
- **Systematize**: Policies for allocation, selection, risk management, etc

6. Kanban systems

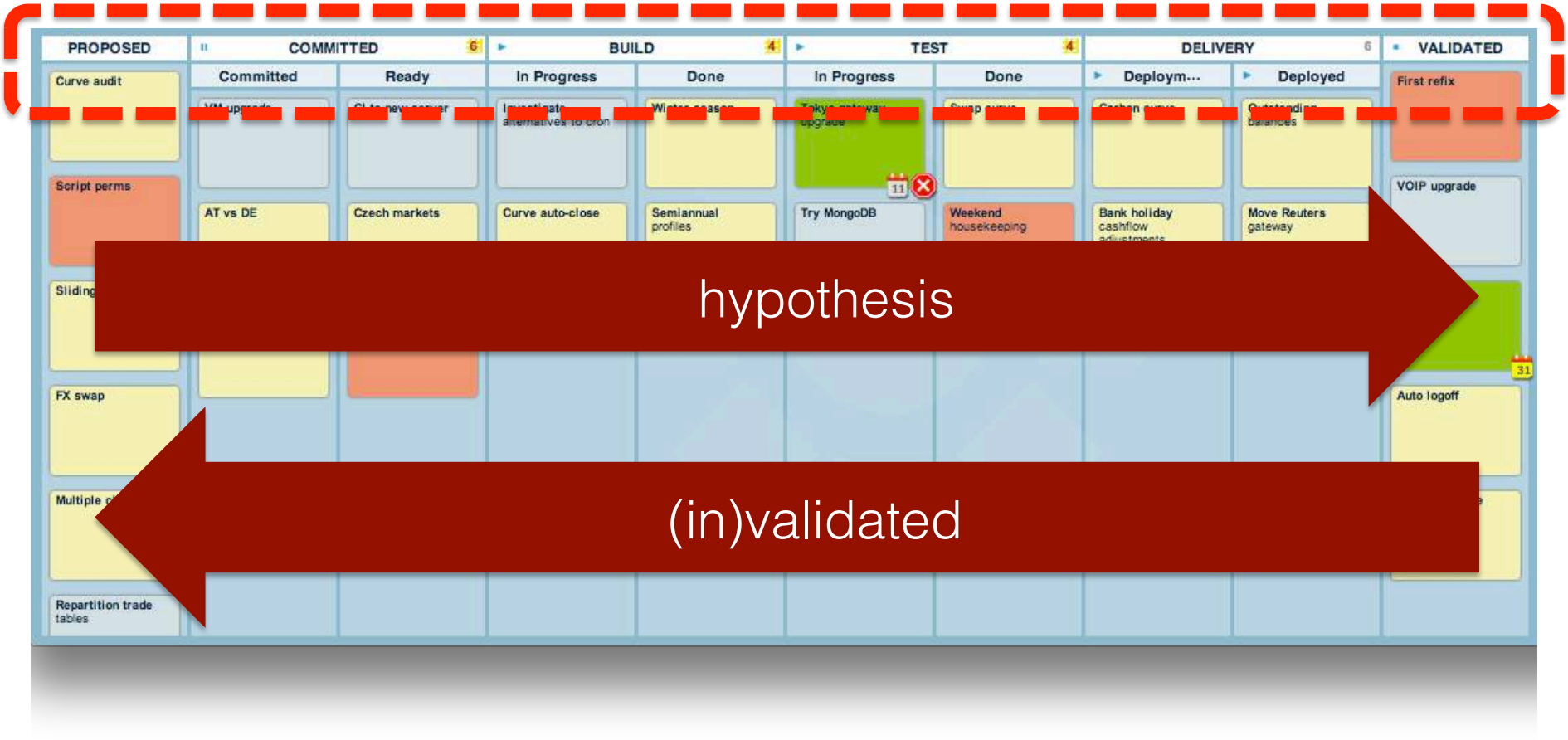
3. Knowledge discovery process



3. Knowledge discovery process



3. Knowledge discovery process



2. Demand & capability

3. Knowledge discovery process (1/2)

- Understand what kind of knowledge is acquired at each stage of the process and aim to acquire it quickly
- Implement through customer validation, customer collaboration, policies, allocations

4. Classes of service

2. Demand & capability

3. Knowledge discovery process (2/2)

- Keep testing your understanding; validate relentlessly!
- Encourage the shift:
  - away from taking orders & satisfying requirements
  - towards building the capability to anticipate, explore & meet needs at the right time

4. Classes of service

2. Demand & capability

Demand

- How work arrives
- How frequently
- From whom
- Of what types
- In what sizes
- *etc*

Capability

- How work leaves
- Batches
- Lead time(s), delivery rate
- Predictability
- Flow efficiency
- *etc*

Are these in balance?

2. Demand & capability

Demand

- Weekly calls with business managers
- Ad-hoc meetings with user reps
- Mostly business-driven work; some market-driven, regulatory and infrastructure change
- Typically 2-10 days development work per item

Capability

- Releases every 6 weeks
- But ~18 week lead time
- Flow efficiency percentage in single digits
  (5 days in 18 weeks is 4%)

Are these in balance?

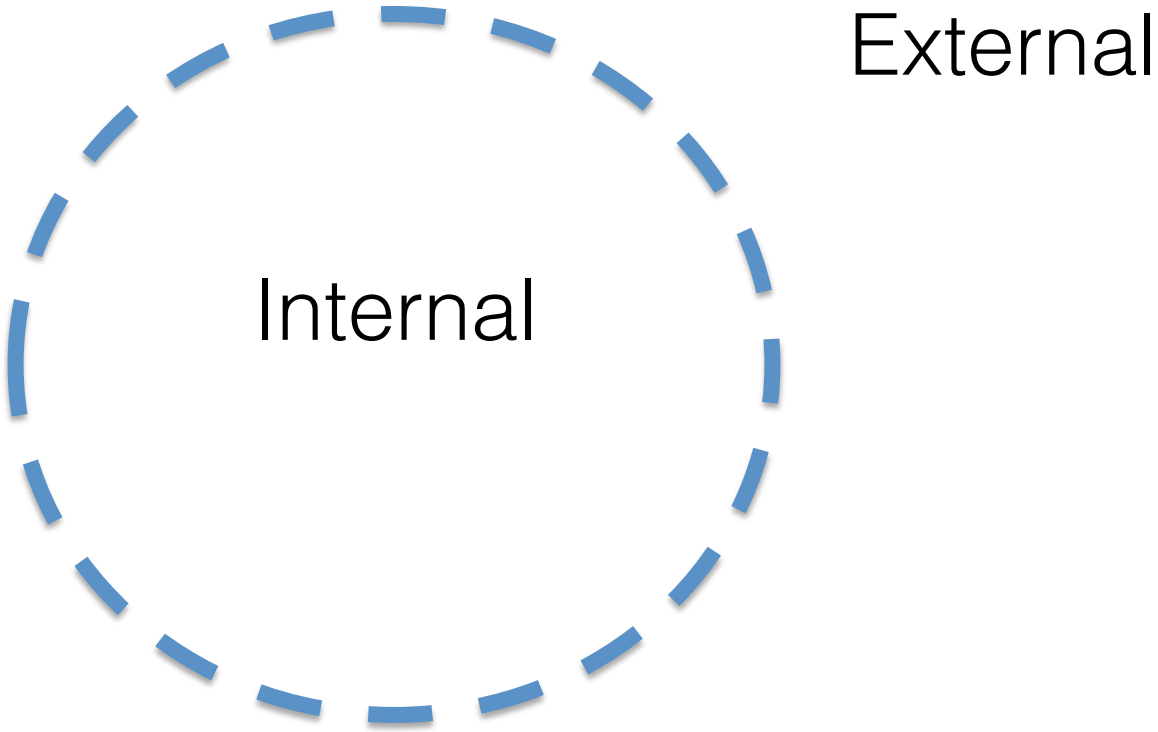
1. Sources of dissatisfaction

2. Demand & capability

- Attend to both sides of this equation
- Seek internal and external perspectives
- Expect changes at the boundaries to impact system design, and vice-versa

3. Knowledge discovery process

1. Sources of dissatisfaction



Source: Markus Andrezak @markusandrezak #lascot14

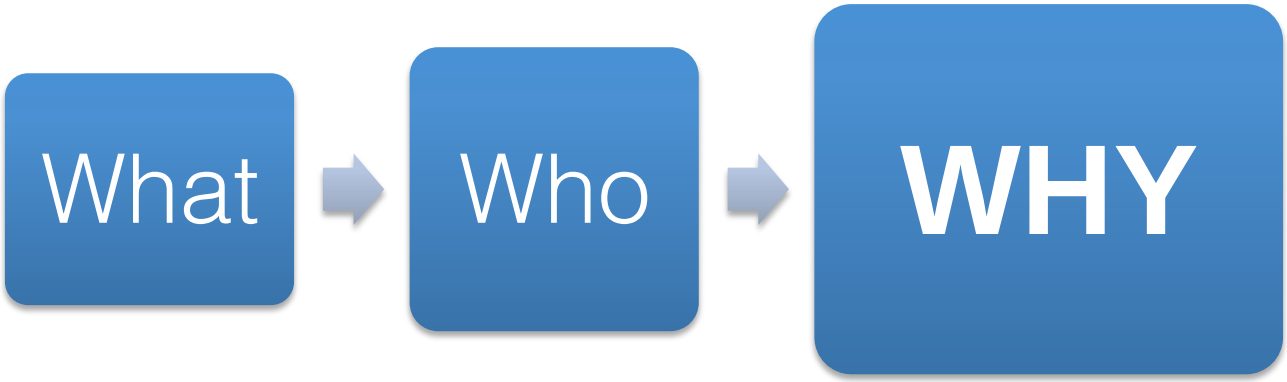
0. Purpose

1. Sources of dissatisfaction

- Two perspectives (at least!)
- Assumes a system scope and a boundary
  - Both of these are potential sources of dissatisfaction in their own right
- Sources are much easier to identify & address when there is already some transparency
- Be positive!

2. Demand & capability

0. Purpose



0. Purpose

We deliver <service>

to <customer>

so that <unifying purpose>.

0. Purpose

"We deliver an accessible online service to carers so that they can easily obtain the allowances to which they are entitled"

(a UK government digital service exemplar, my words)

0. Purpose

"We deliver risk management services to heavy consumers of energy so that their costs are reduced and made more predictable"

(a former employer, my words)

0. Purpose

"We provide the risk management systems that enable our account managers to provide excellent advice and execution services to our clients"

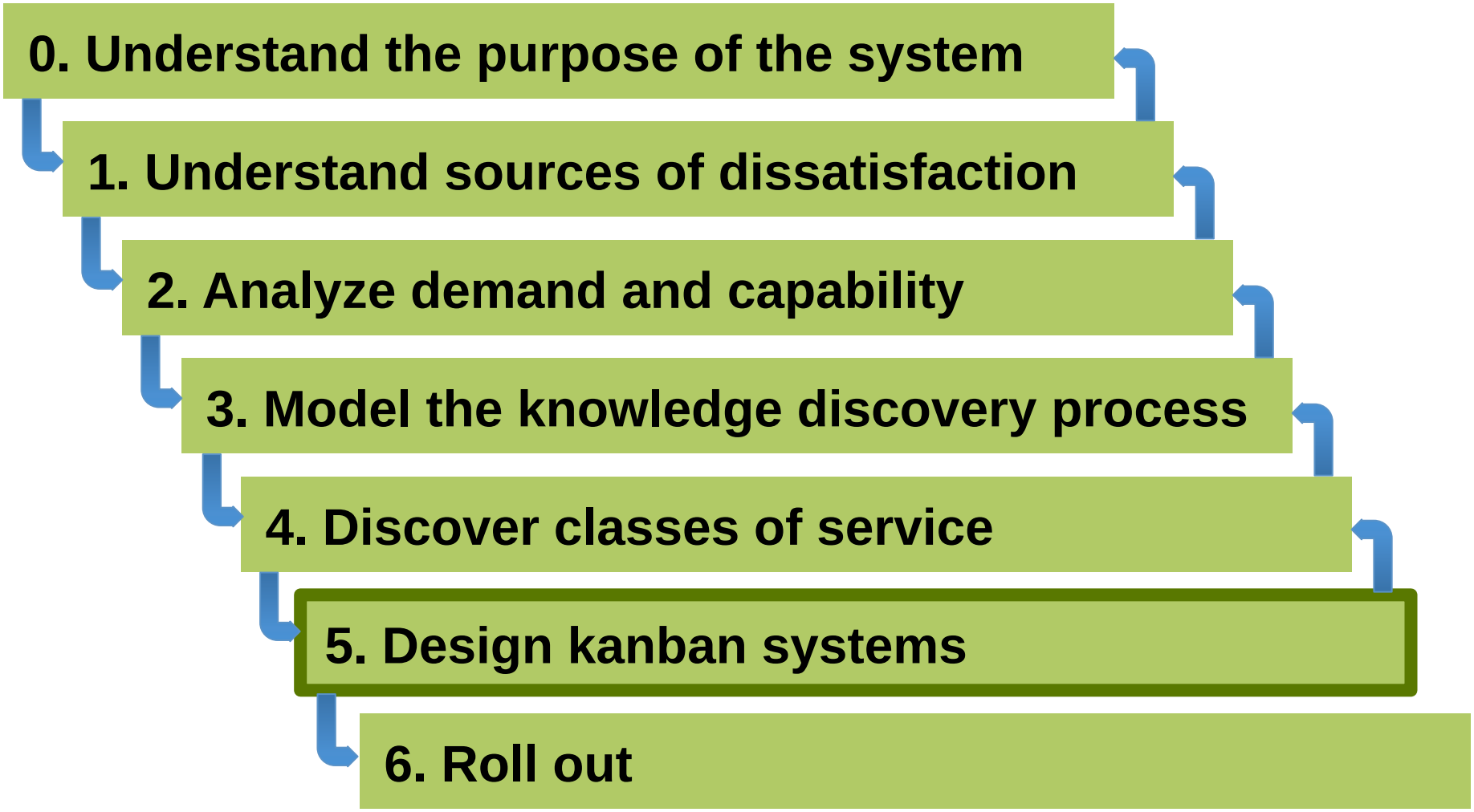
(team version)

0. Purpose

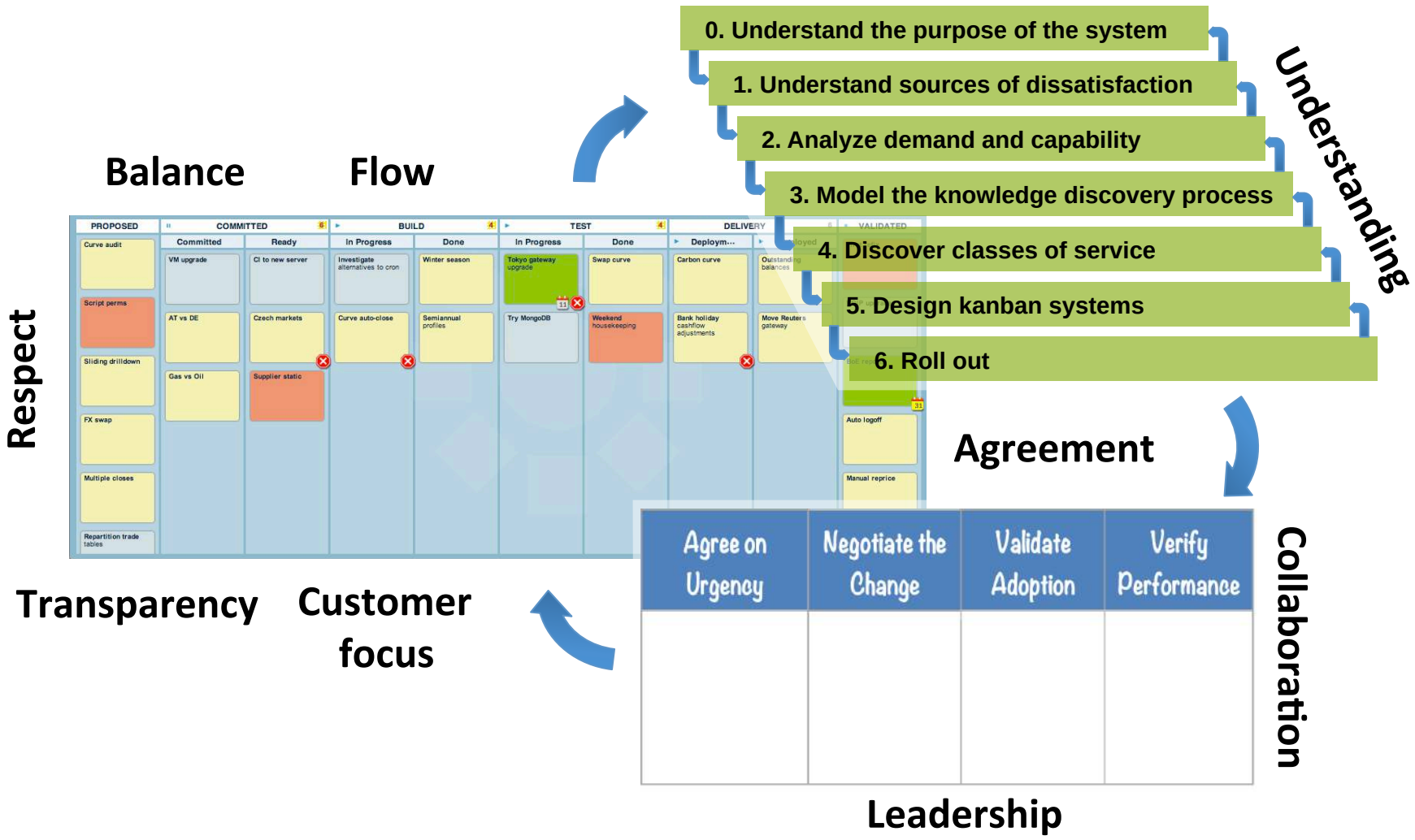
- Know what you're delivering, to whom, and why
- From purpose to fitness
  - how you would recognize it
  - how you would measure it

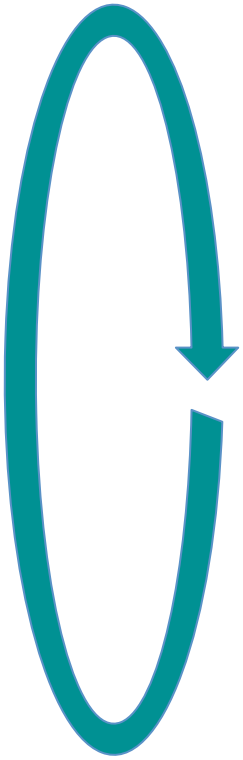
1. Sources of dissatisfaction

Reverse STATIK



Sustained, purposeful change with Kanban





Operate kanban systems

Increase understanding

Pull change through the system

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