

Kanban Quick Reference for Agile Teams

Core Practices

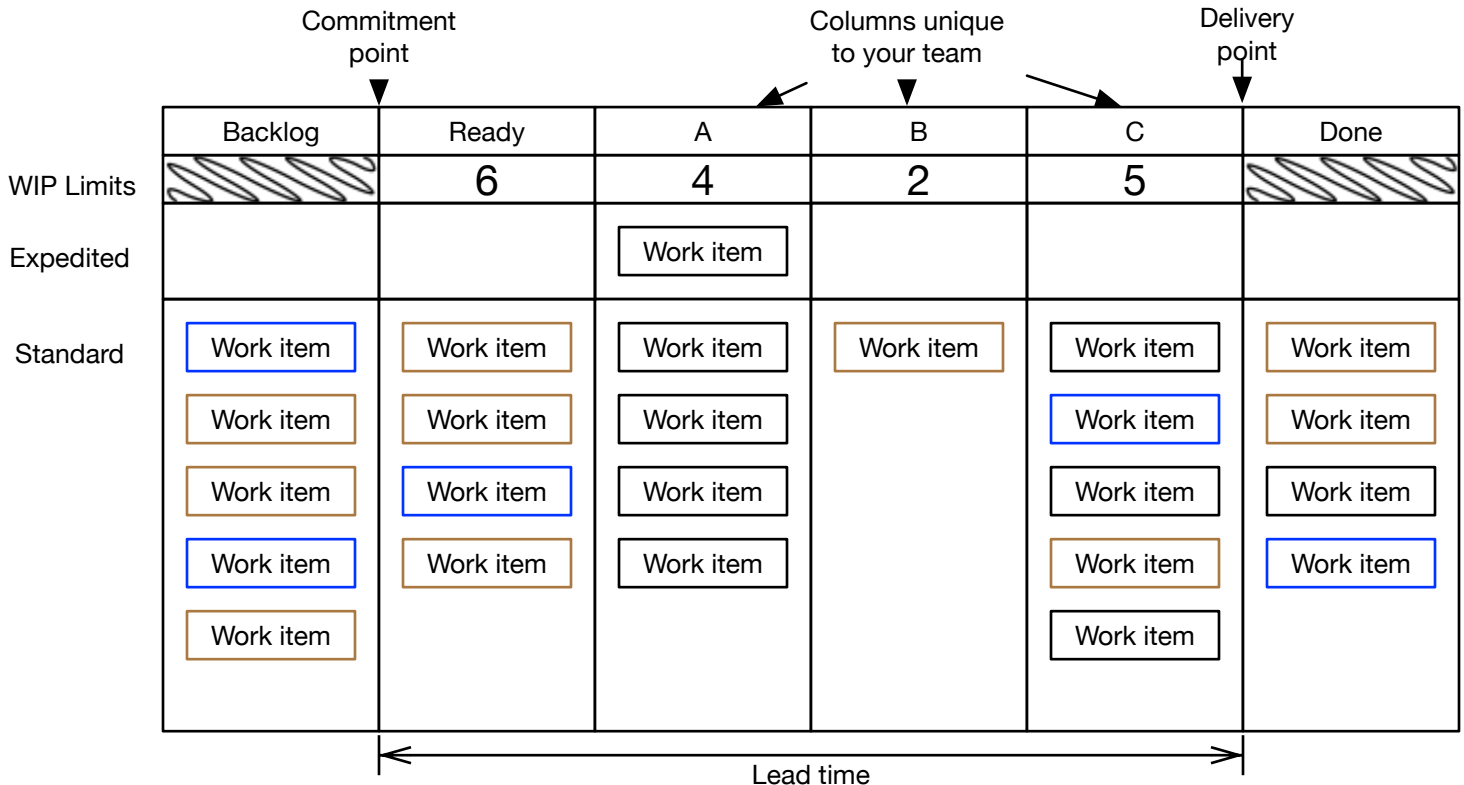
1. Visualize
2. Limit work in progress
3. Manage flow
4. Make policies explicit
5. Implement feedback loops
6. Improve collaboratively, evolve experimentally

Common classes of service

- Standard: *Work flows in the order it arrived*
- Expedited: *Work takes priority over standard work and may increase WIP limits by one*
- Date driven: *Behaves as standard work if the date is not in jeopardy and as expedited otherwise*

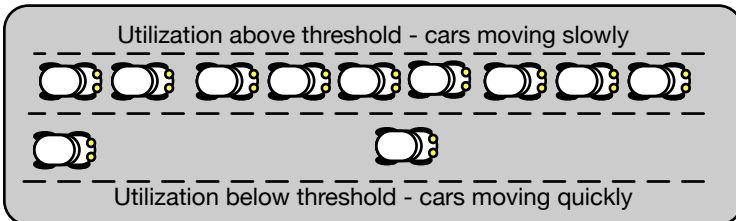
Common roles

- Service Request Manager (similar to product owner)
- Service Delivery Manager (similar to scrum master)



“In product development, our greatest waste is not unproductive engineers, but work products sitting idle in process queues.”

— Don Reinertsen, The Principles of Product Development Flow



“If you expect everybody to be 100% busy in a system, people will find ways to look busy, which hides waste and hurts flow.”

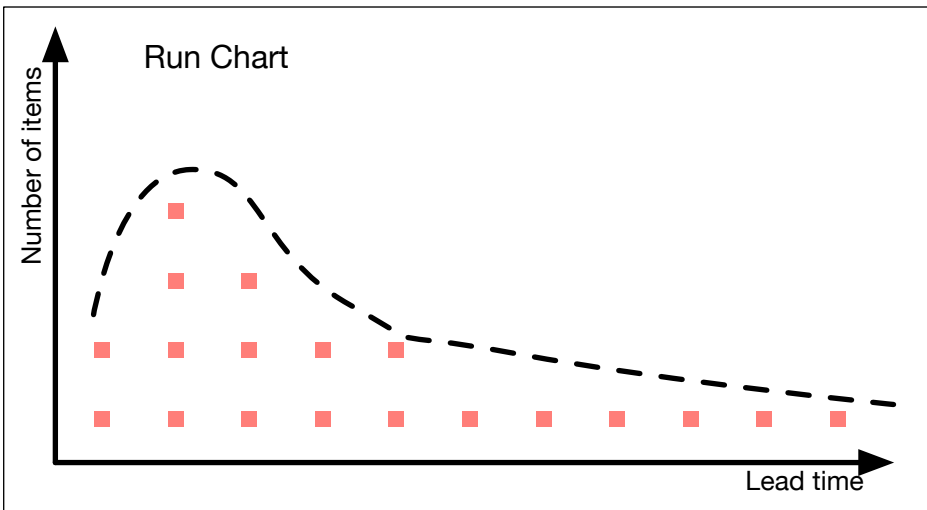
— Mark Graben, Lean Healthcare

Definitions

- Throughput is the number of items that pass the delivery point over a specific period of time. We always optimize for throughput, not utilization.
- Work in progress (WIP) is the total number of work items between the commitment point and the delivery point at a specific point in time

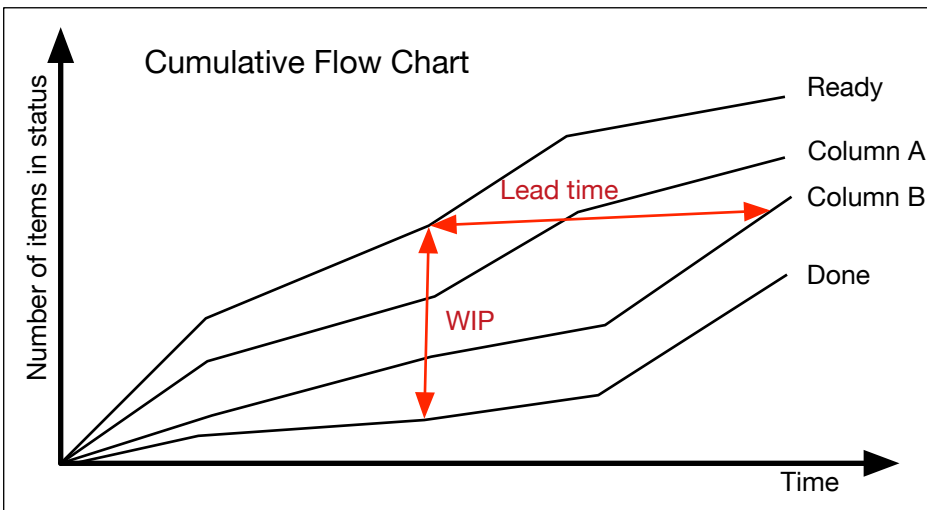
Notes

- The standup meeting is focused on what we need to do to move the work forward, not what each person did
- When not sure what to do to improve throughput, lower the WIP
- The board must always reflect what you really do, not what you think you should be doing
- Expedited items will slow the overall process - avoid them when possible



Run Chart

- Shows the distribution of lead times
- The shape will follow a Weibull distribution
- This will allow us to predict how likely we are to complete in a specific time. IE We have a 85% chance of competing in three days.
- Multiple humps in the chart indicate multiple different work item types. Break them out and track separately.



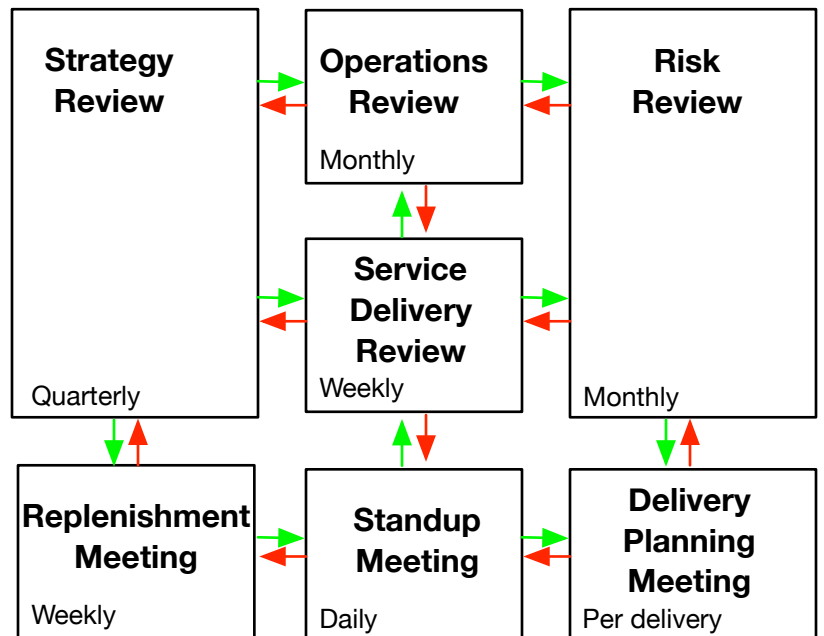
Cumulative Flow Chart

- Shows the number of items in each column over time
- Shows patterns in the flow. Gaps between the lines indicate block-ages
- Shows overall progress over time

The Seven Cadences

All of these meetings should occur on an agreed frequency (cadence). Suggested frequencies are shown on the right.

- 1) **Standup meeting:** Coordination point
- 2) **Replenishment:** Ensure that the ready column has enough work that it doesn't starve
- 3) **Operations Review:** Higher level review of how teams are operating as an organization.
- 4) **Delivery Planning Meeting:** Coordinate handoffs between teams or between team and customer
- 5) **Service Delivery Review:** Review how well we're serving our customers
- 6) **Risk Review:** Review of all risks at all levels of the organization
- 7) **Strategy Review:** Examines market conditions and considers if we are optimized to serve emerging needs



↓ Informs ↑ Changes