Untitled
a keynote

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Agile and Beyond
Dearborn, Michigan
10th March 2012

Agile Manifesto

11 years on

STOP

doing Agile

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Start!

Making agile organizations

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Think Agility!

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Act locally in your context

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How to *Think Agility!*

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Foster a high trust culture

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Develop capability to respond to unfolding events

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Treat WIP inventory as a liability rather than an asset

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Respond faster with improved lead times

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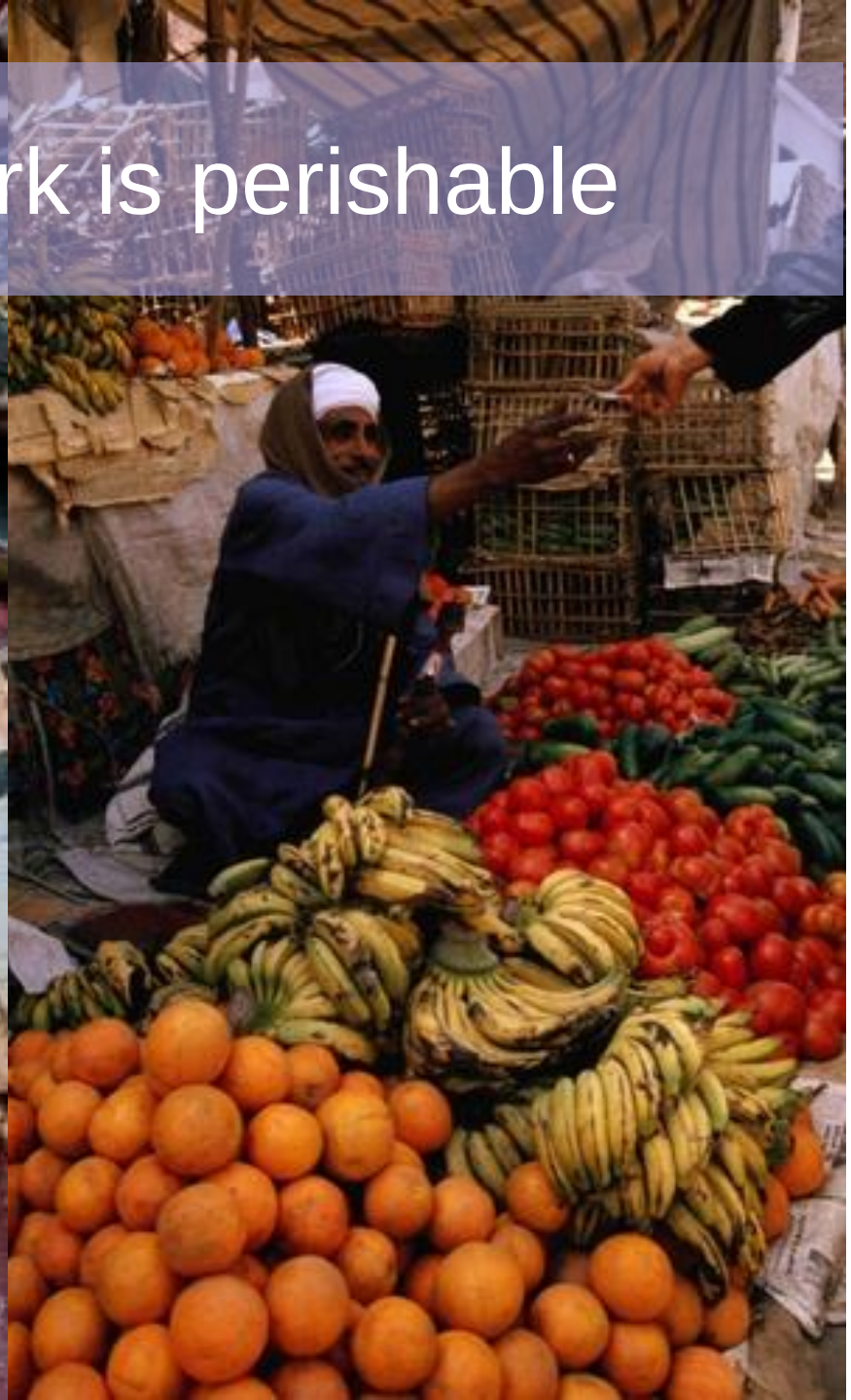
Knowledge work is perishable



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Create feedback loops and enable a capability to adapt (evolve)

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Embrace a craft ethic and pursue high quality through pride of workmanship

My philosophy

Don’t try to do Agile

Instead

Start with what you do now and improve your agility

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Minimize resistance
to adoption of new ideas
and ways of workings

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Identify problems one at a time

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Make Incremental Evolutionary Changes

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Don’t ask people to change

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Respect current job titles, roles & responsibilities

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Since 2004 kanban systems have been used to get beyond Agile and deliver improved agility

White boards were introduced in 2007 to visualize workflow and work items flowing through the process

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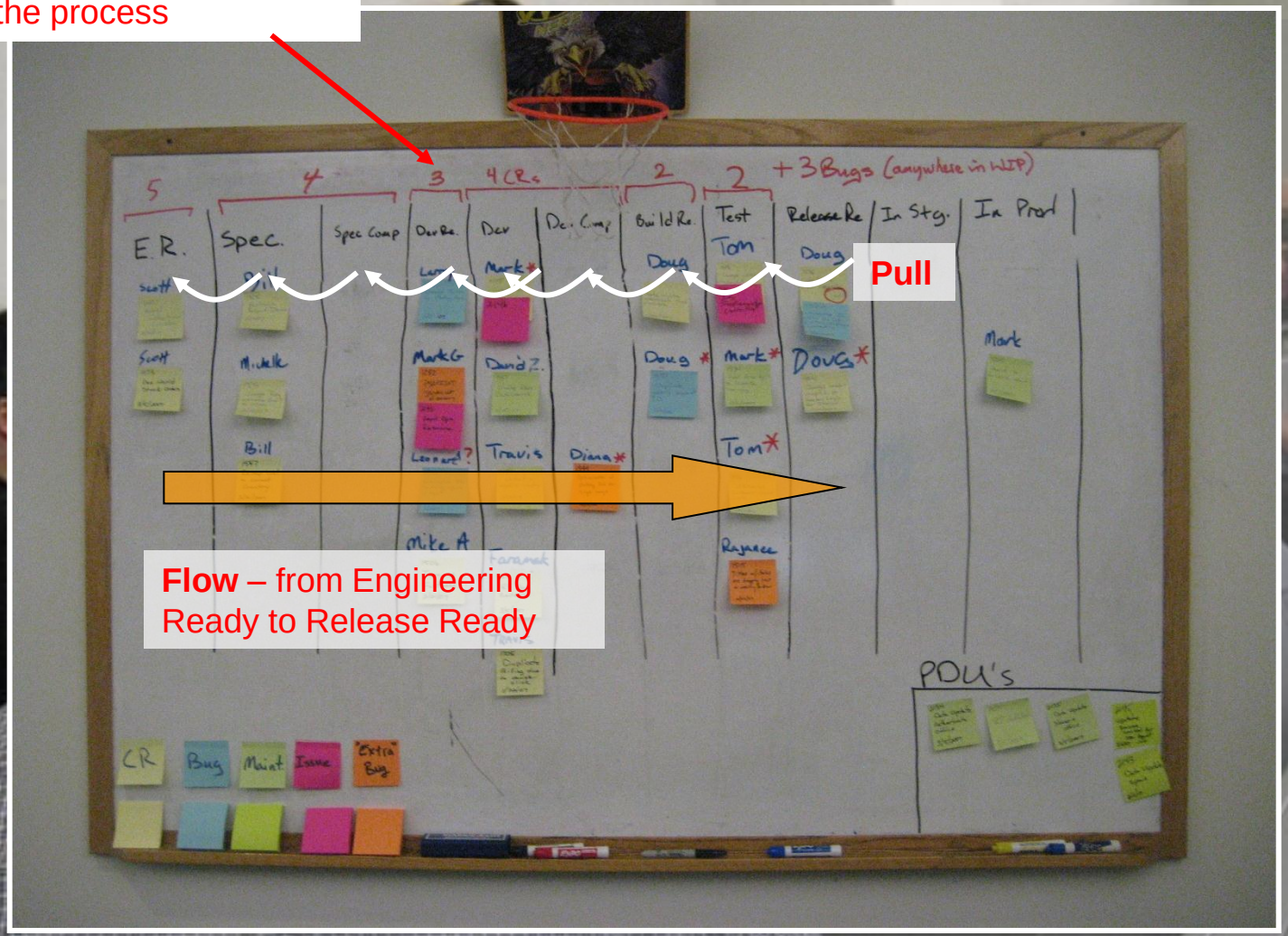
WIP limits are used to create a *pull system* & and the board visually signals pull to make a *kanban system*

WIP Limit – regulates work at each stage in the process



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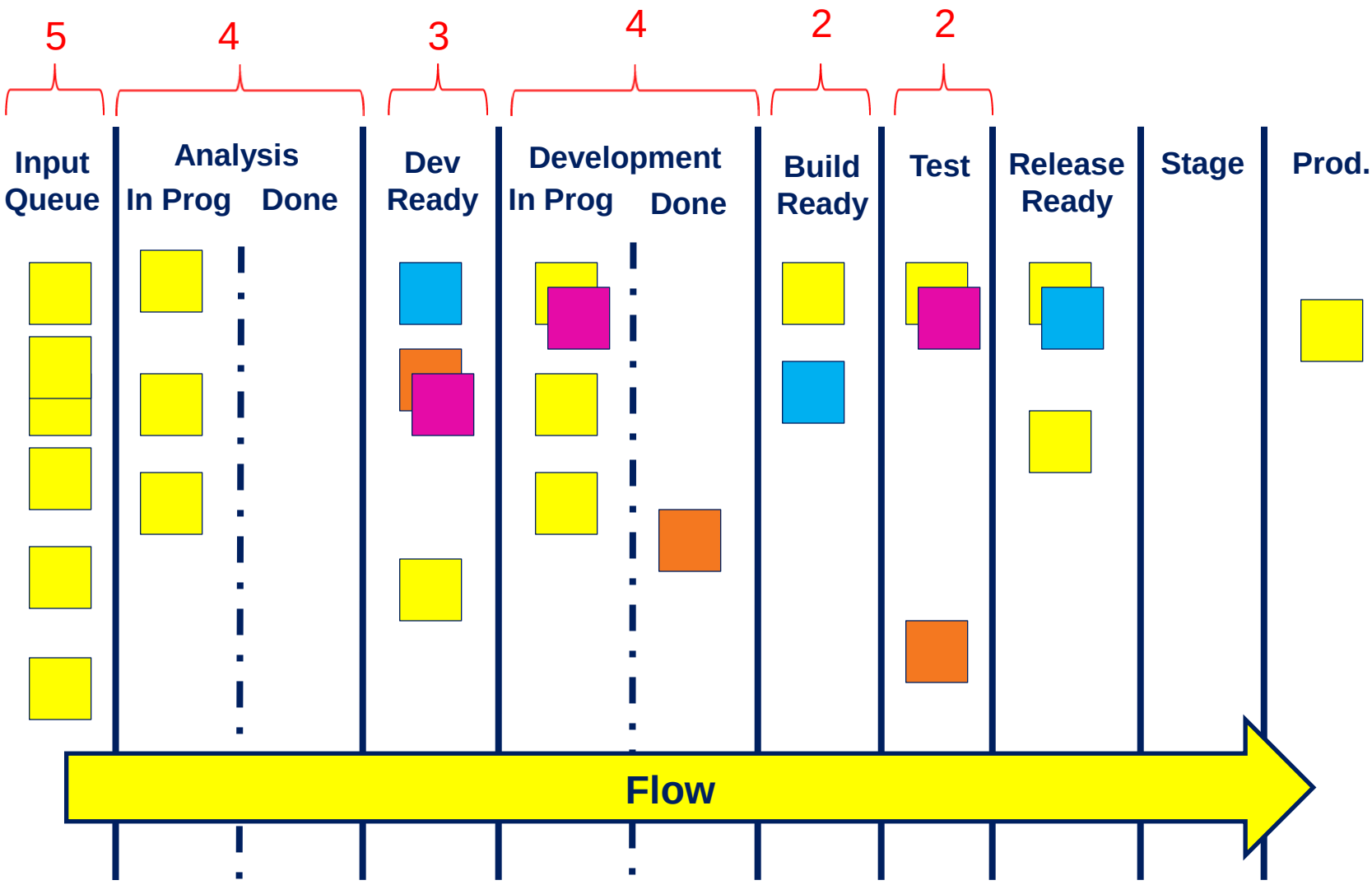
Kanban board simulation



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How does Kanban help with agility?

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Make progress
with imperfect information

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Encourage craftsmanship and pride of workmanship

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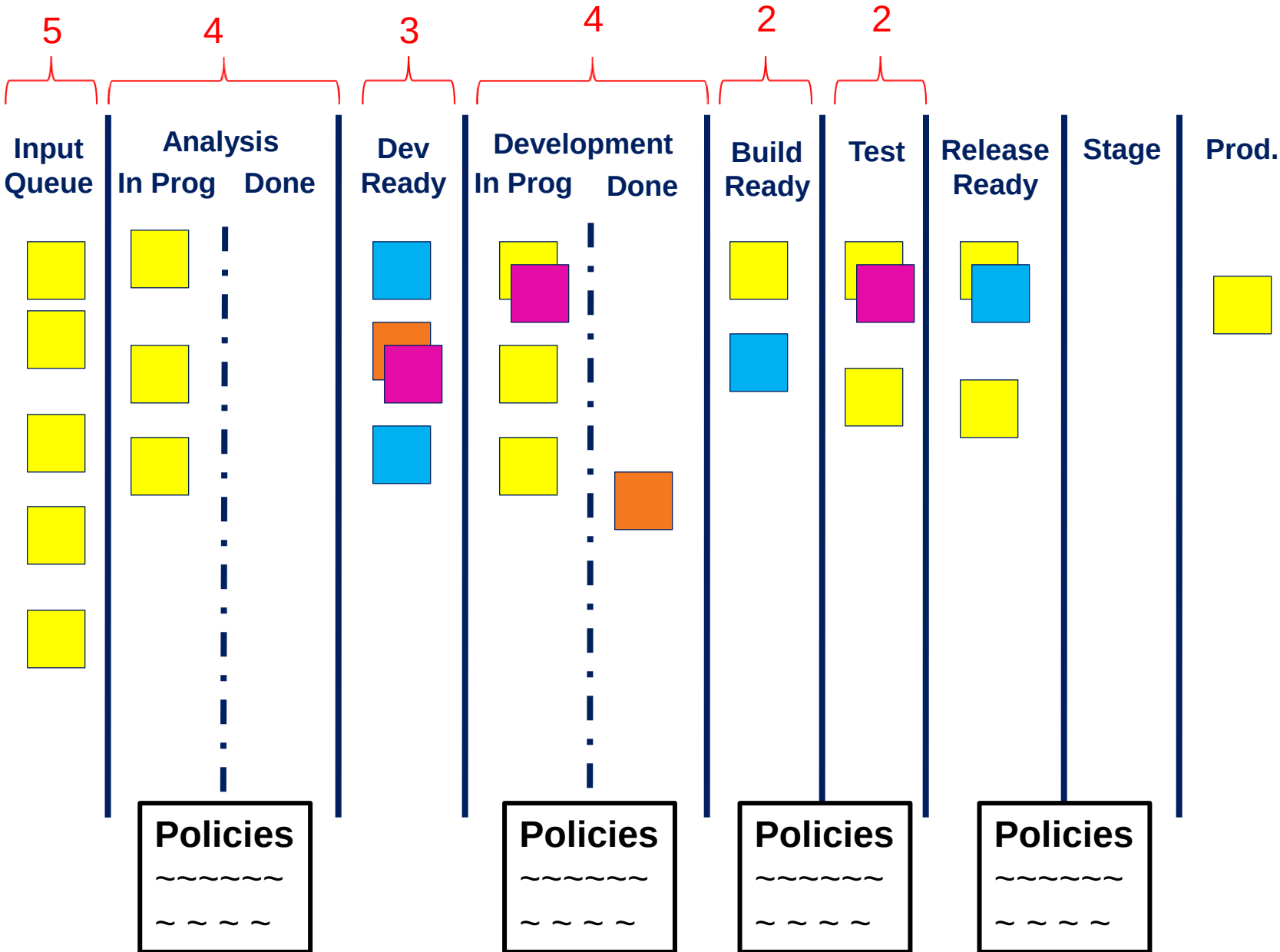
Pull criteria policies encourage a focus on quality & progress with imperfect information



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Foster a High Trust Culture

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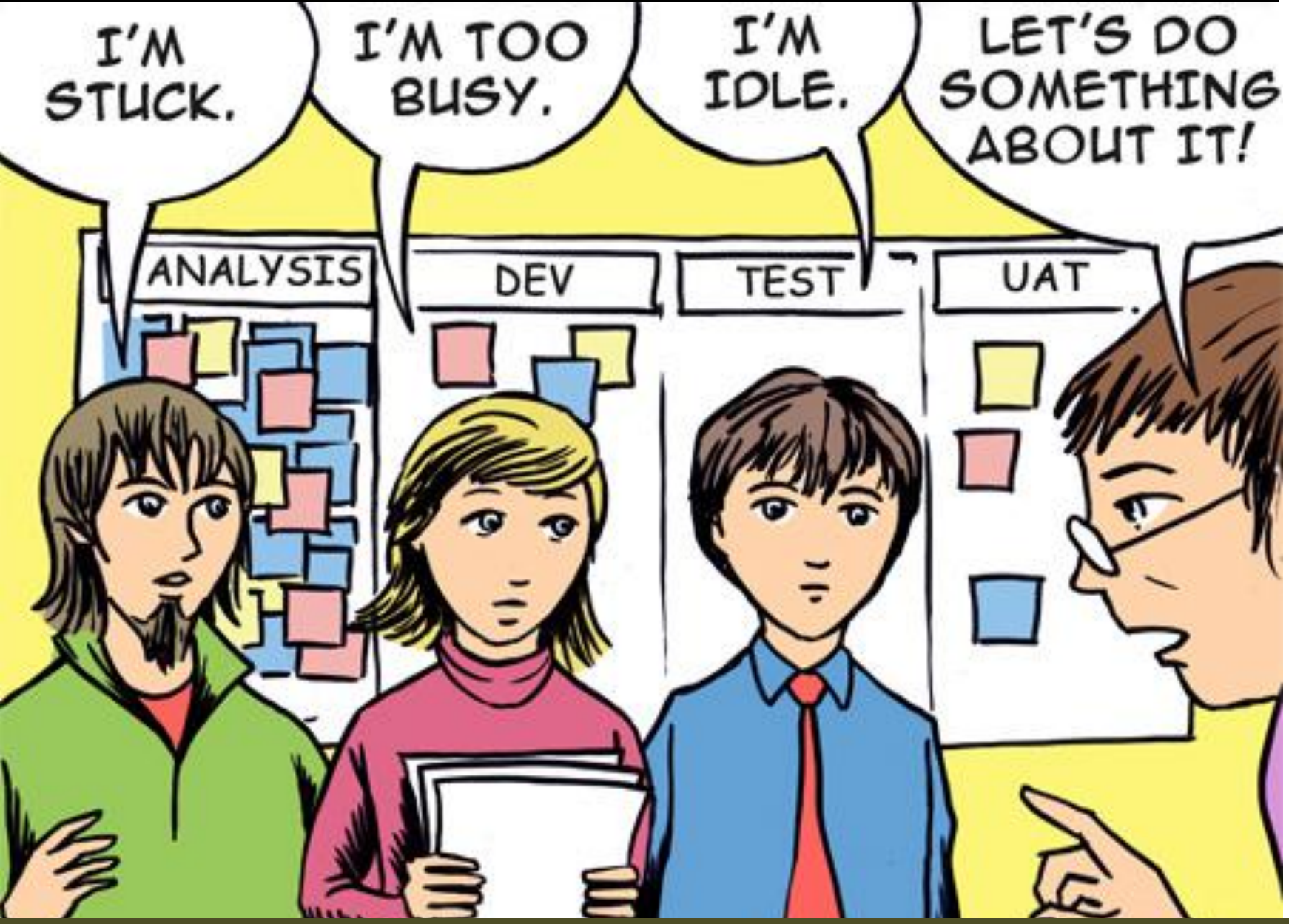
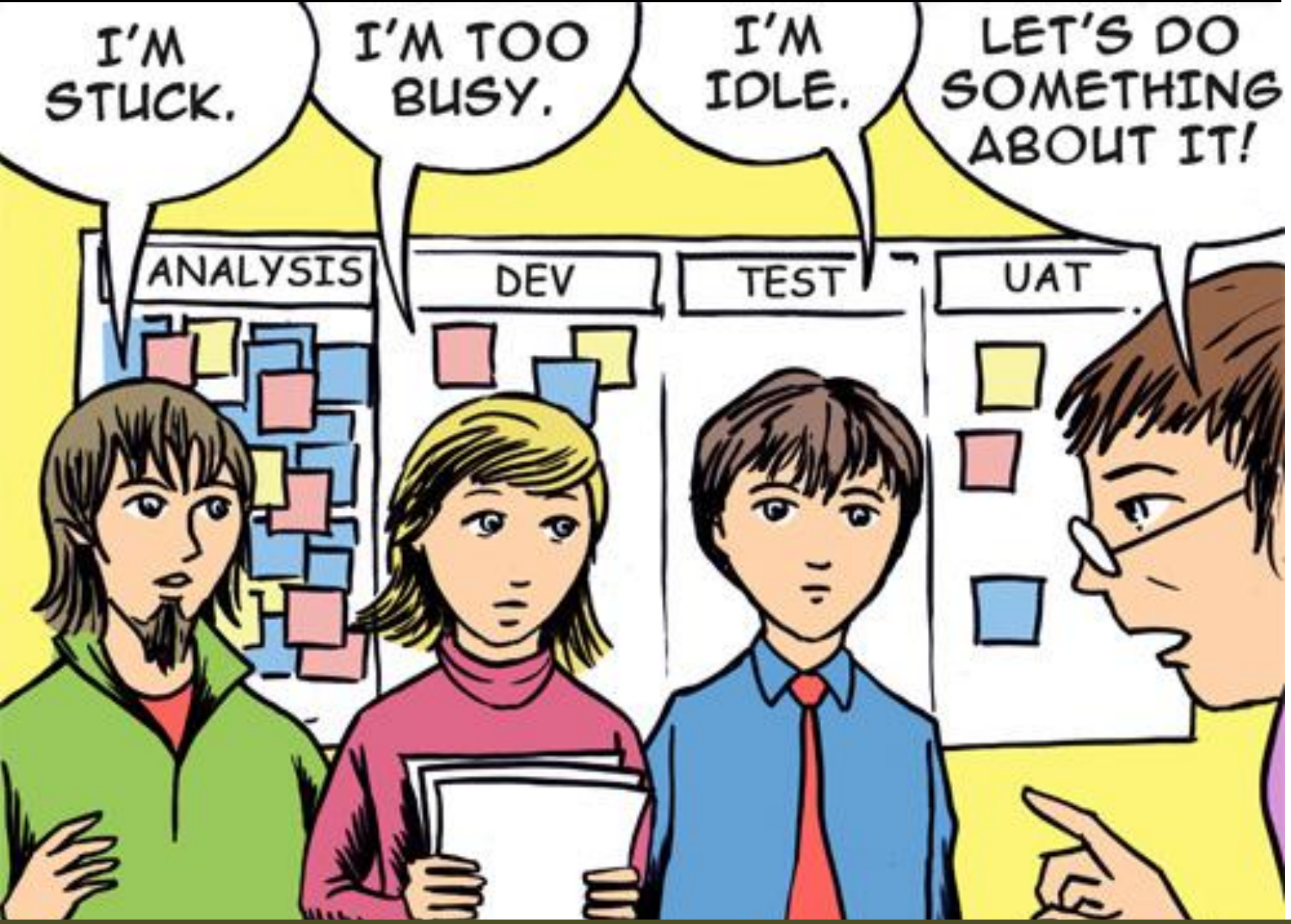


Transparency of process. Collaboration and openness



Empowerment through explicit policies

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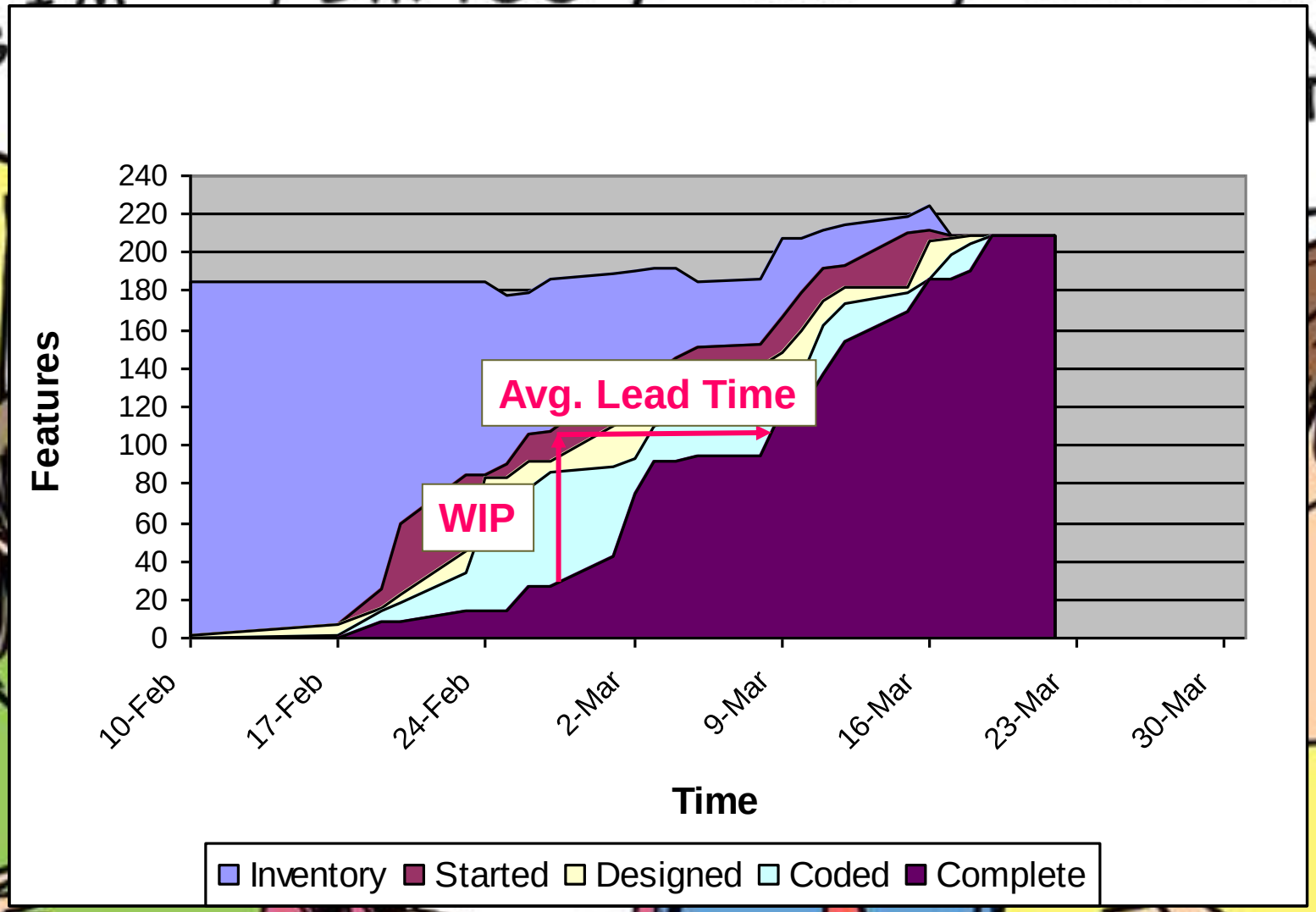

Reporting of demand versus capability

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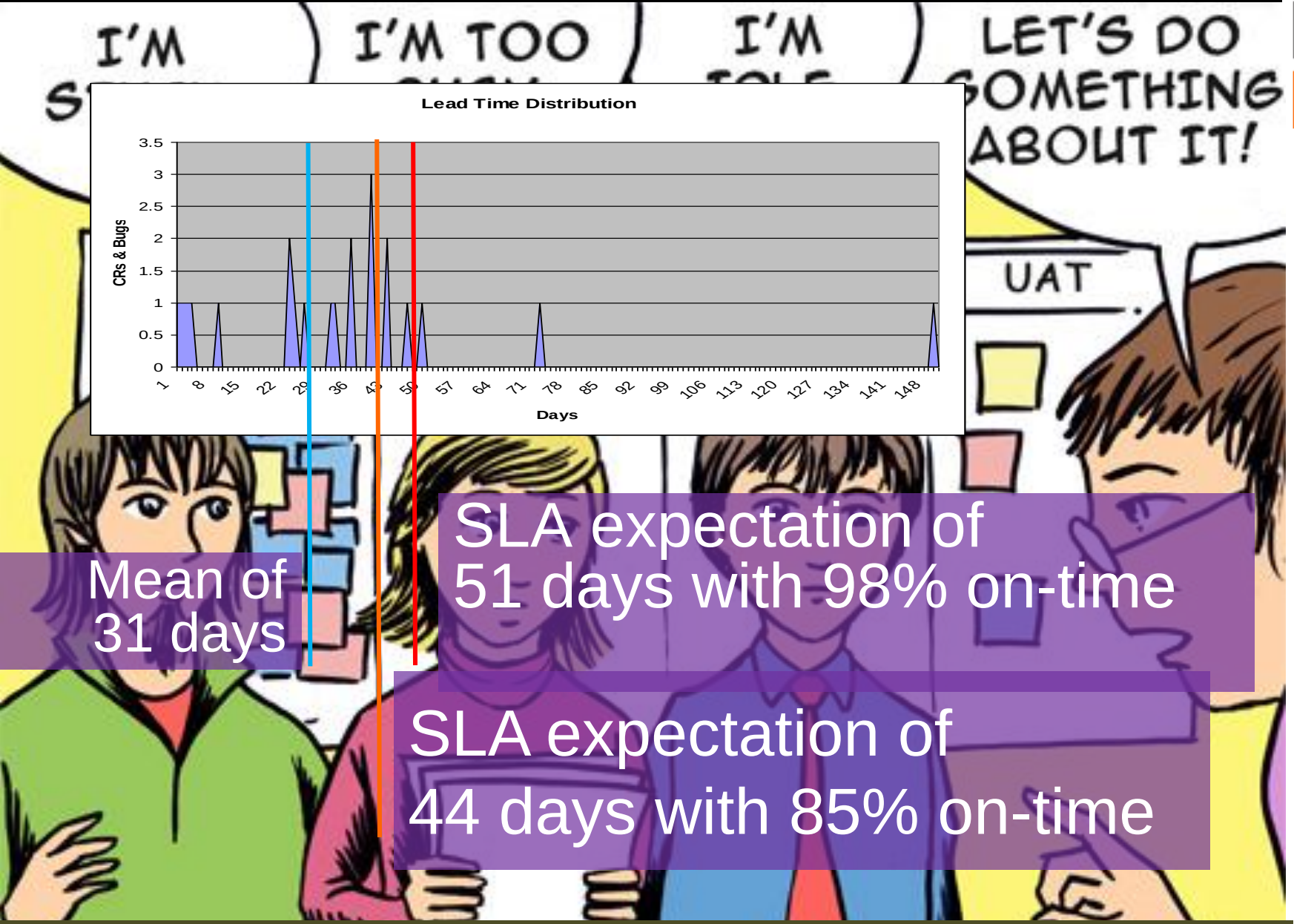

Understanding (lead time) capability

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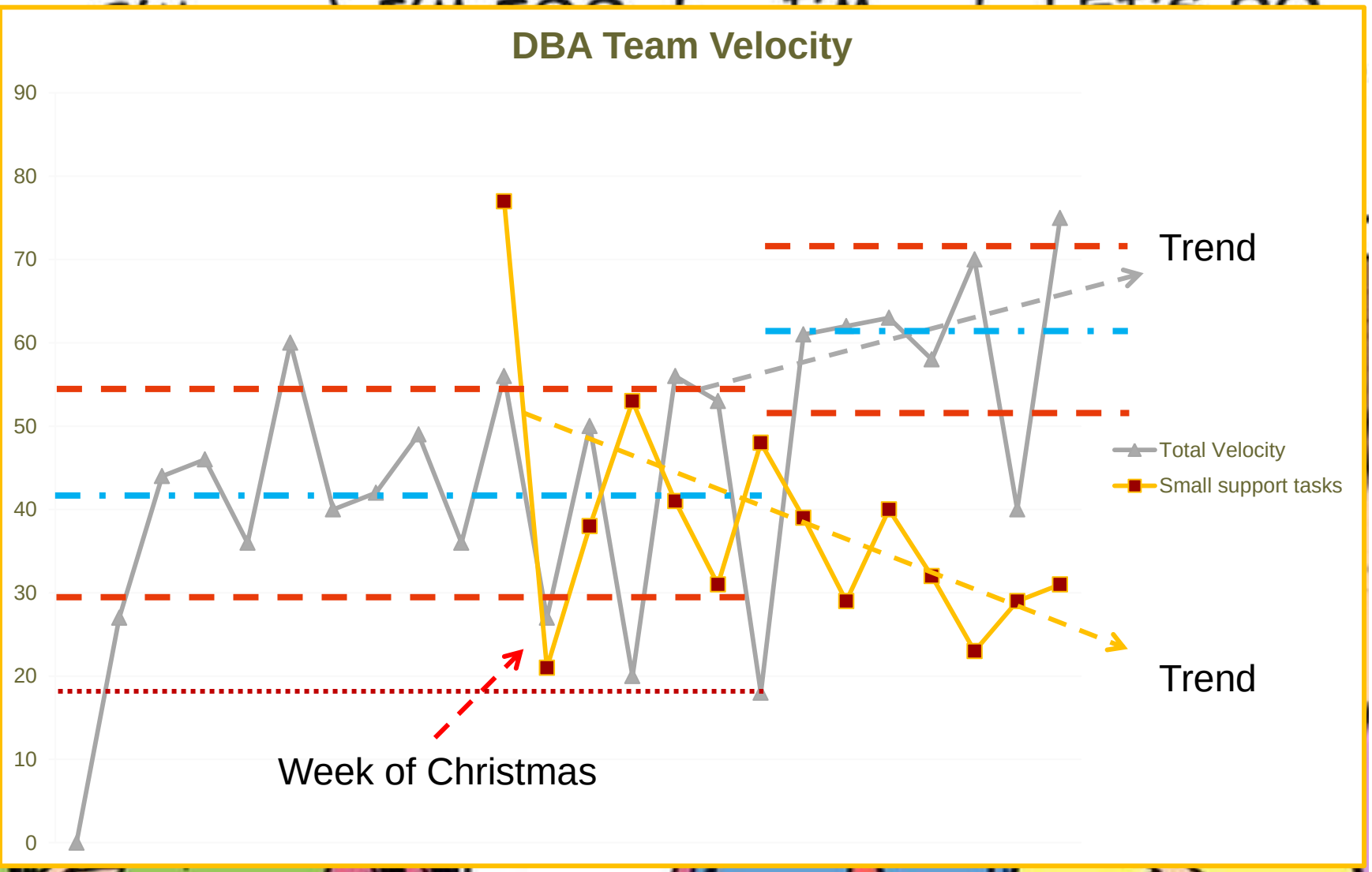

Courtesy Mattias Skarin client in 2009/2010, plotted weekly
Mean 42, +1 sigma = 55, -1 sigma = 29 (+/- 1.4x)

Understanding (velocity) capability

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Create a capability
to respond to
unfolding events

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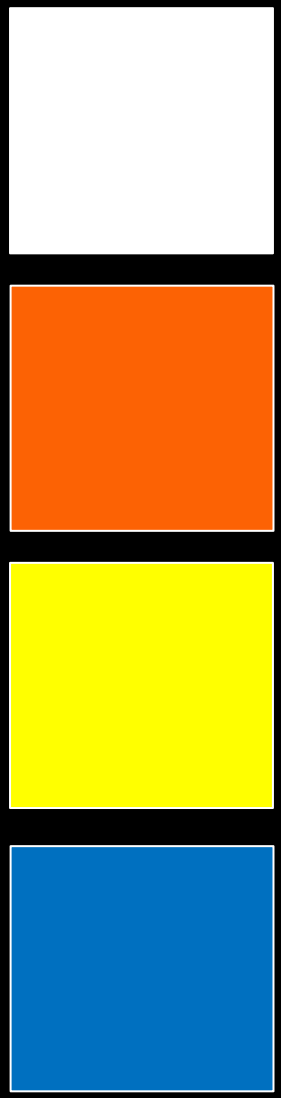
Example classes of service



- Expedite
  - Significant immediate cost of delay
- Fixed Delivery Date
  - Significant delay incurred on or from a specific date in near future
- Standard Class
  - (Near) linear cost of delay either immediate or near future
- Intangible Class
  - No tangible cost of delay within a reasonable lead time delivery window

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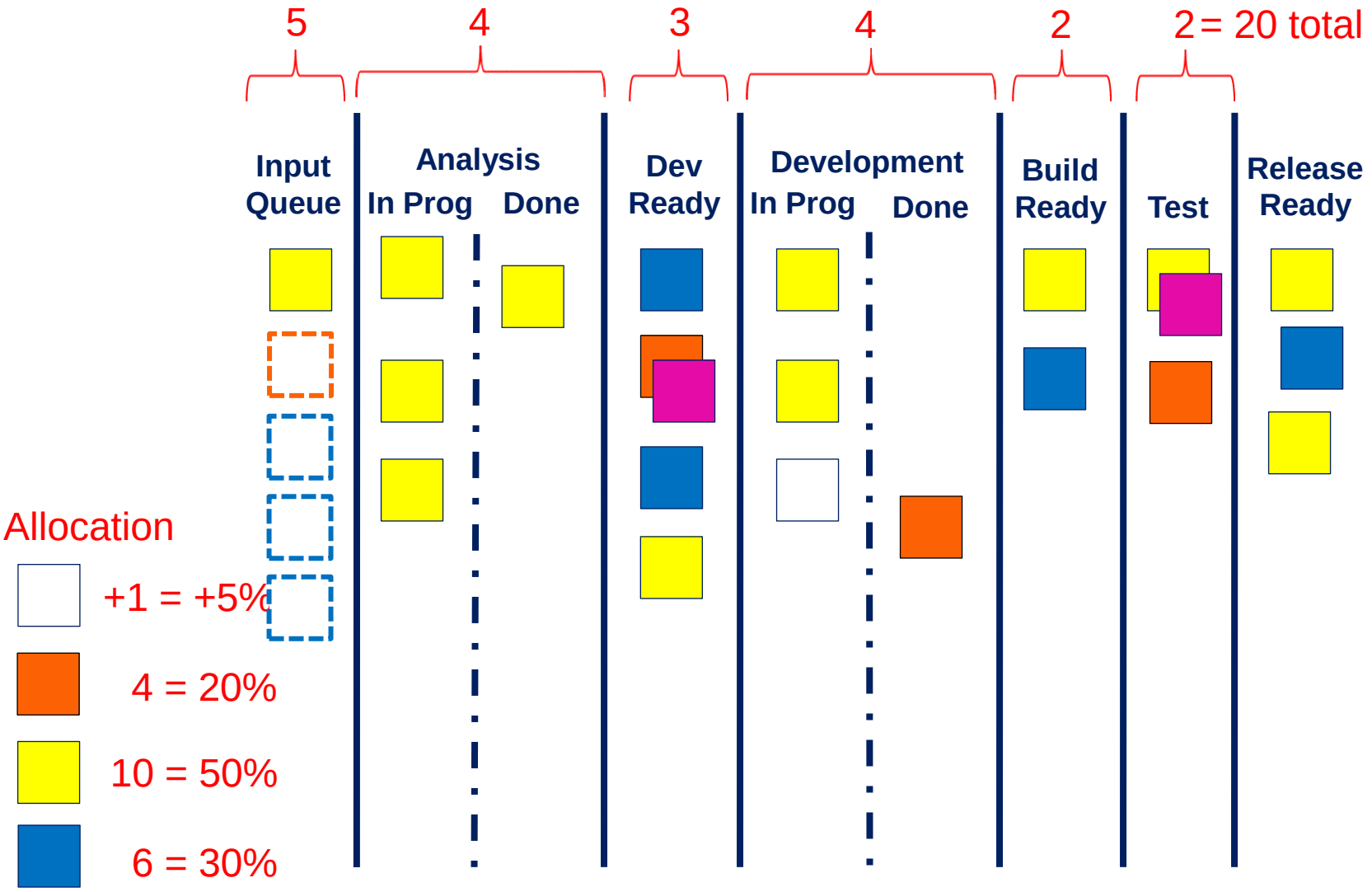
Allocate capacity across classes of service mapped against demand



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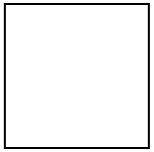
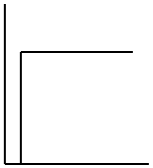
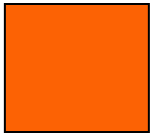
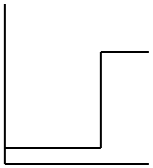
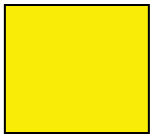
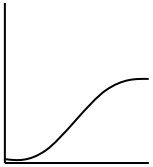
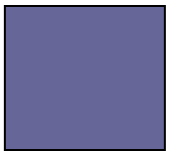
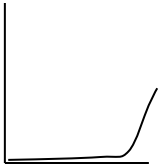
Cost of Delay function sketches to delineate classes of risk

		**Expedite** – white; critical and immediate cost of delay; can exceed other kanban limit (bumps other work); 1st priority - limit 1
		**Fixed date** – orange; cost of delay goes up significantly after deadline; 2nd priority
		**Standard -** yellow; cost of delay is shallow but accelerates before leveling out; 3rd priority
		**Intangible** – blue; cost of delay is not incurrent until significantly later; 4th priority

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Knowledge work is perishable

Limiting WIP delays commitment

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Only commit when work items are pulled into the queue

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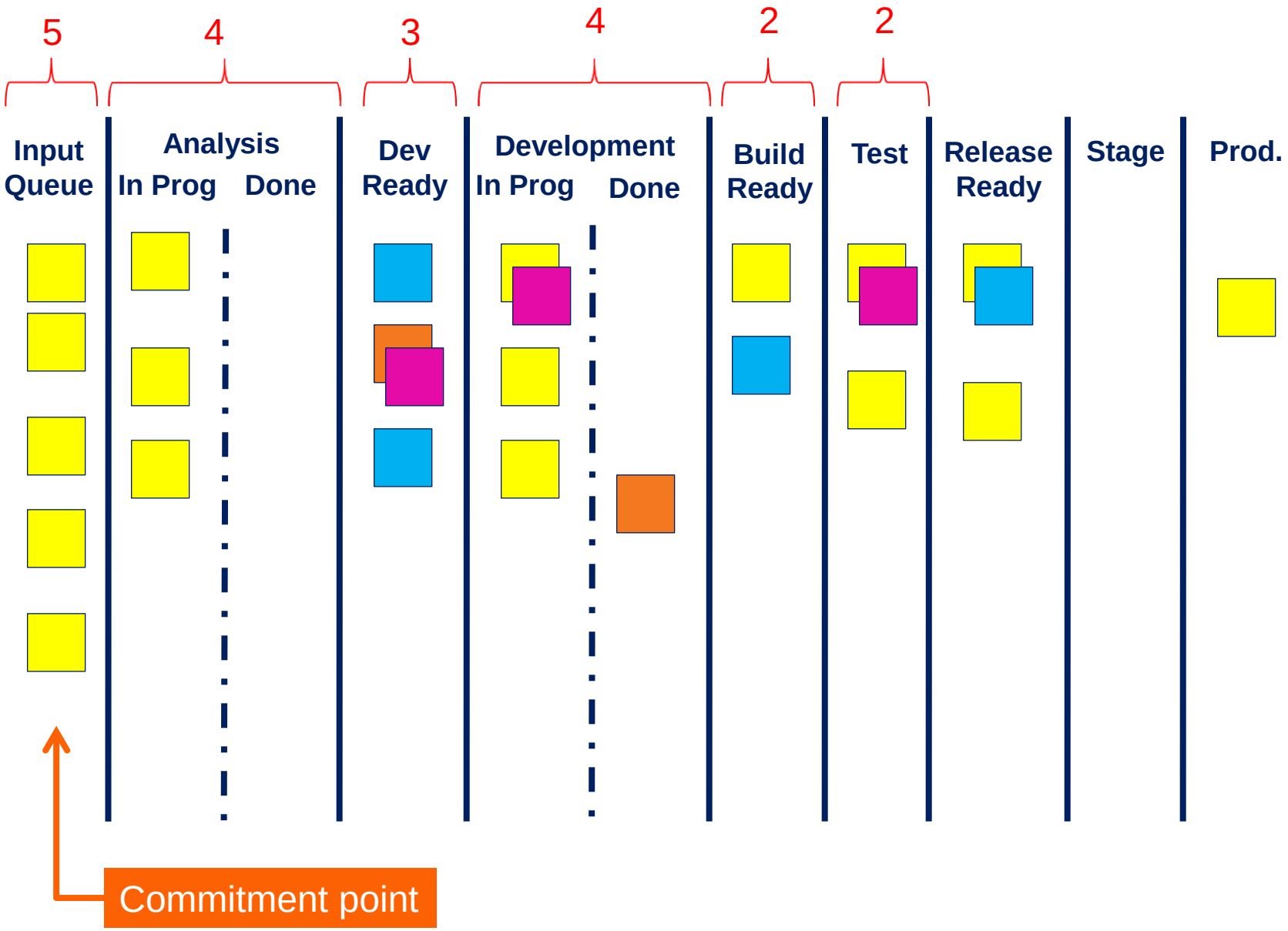
Tickets on the board are committed. Items in the backlog are merely options



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Highlight delays

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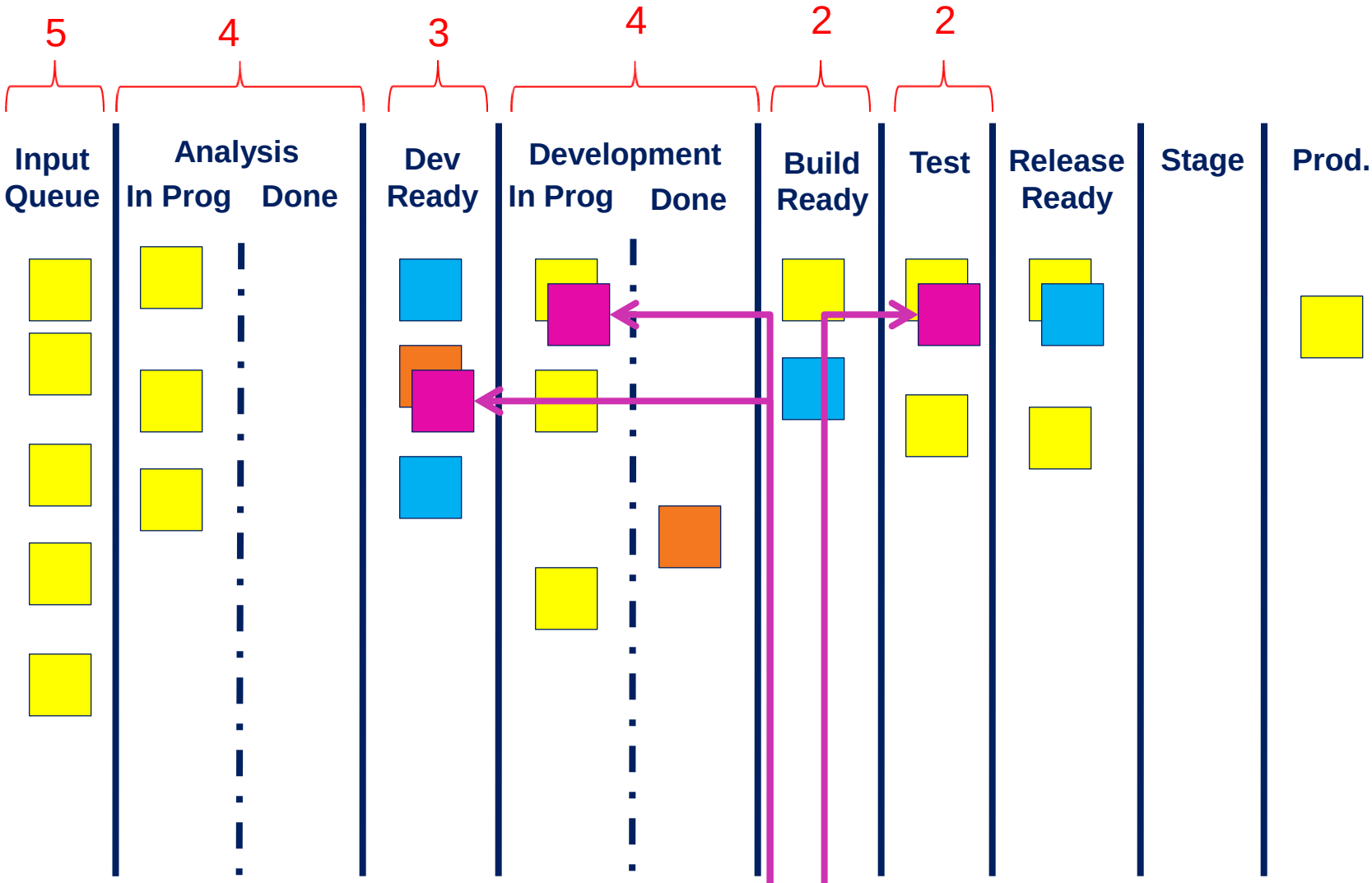
Tickets on the board are committed. Items in the backlog are merely options



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Create Feedback Loops

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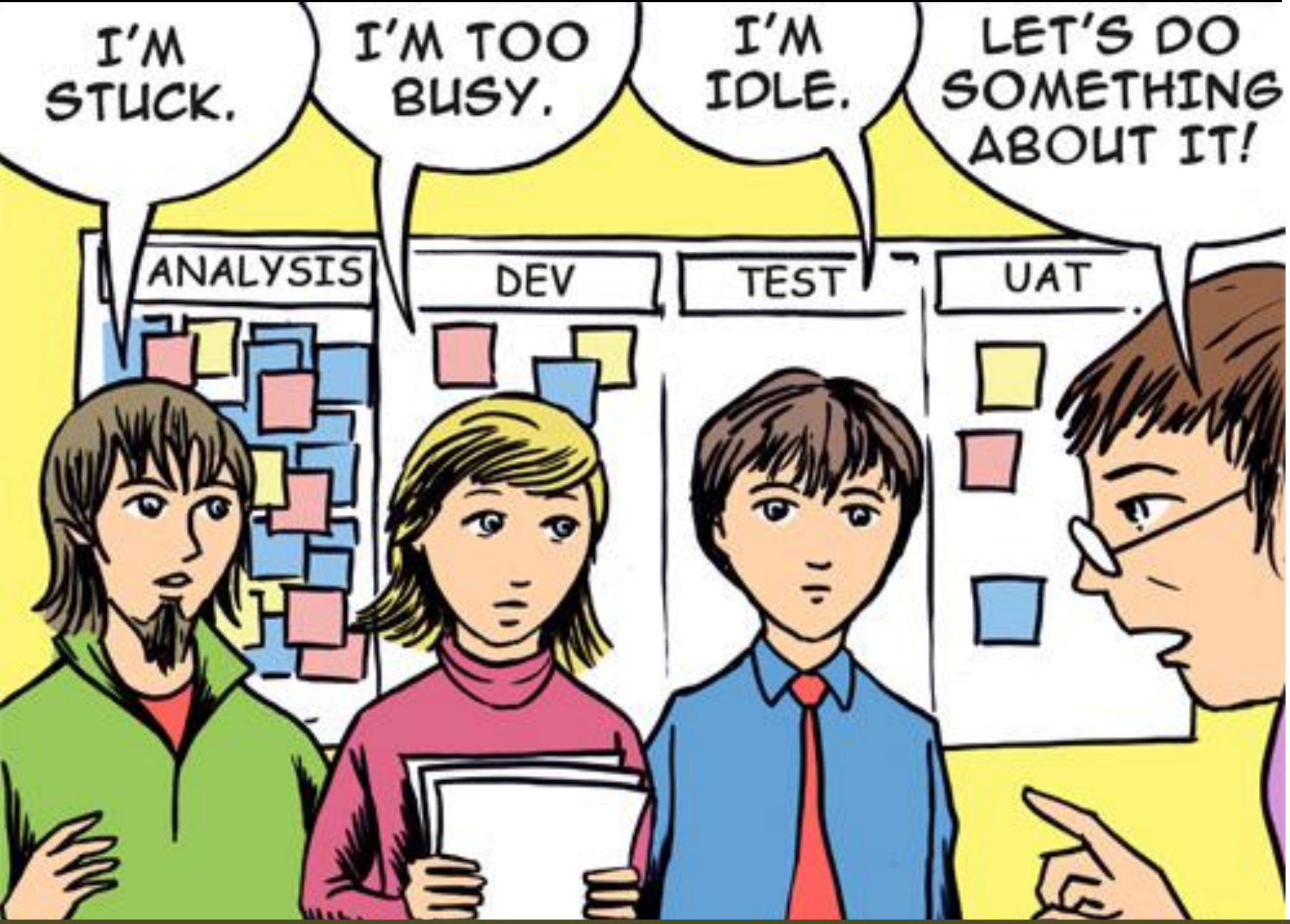

Team-level Kaizen events happen naturally

Operations reviews drive inter-team kaizen events

The Kanban Method

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Foundational Principles

1. Start with what you do now
2. Agree to pursue incremental, evolutionary change
3. Initially, respect current roles, responsibilities & job titles

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5 core practices for successful Kanban adoption

1. Visualize
2. Limit Work-in-Progress
3. Manage Flow
4. Make Policies Explicit
5. Improve Collaboratively (using models & scientific method)

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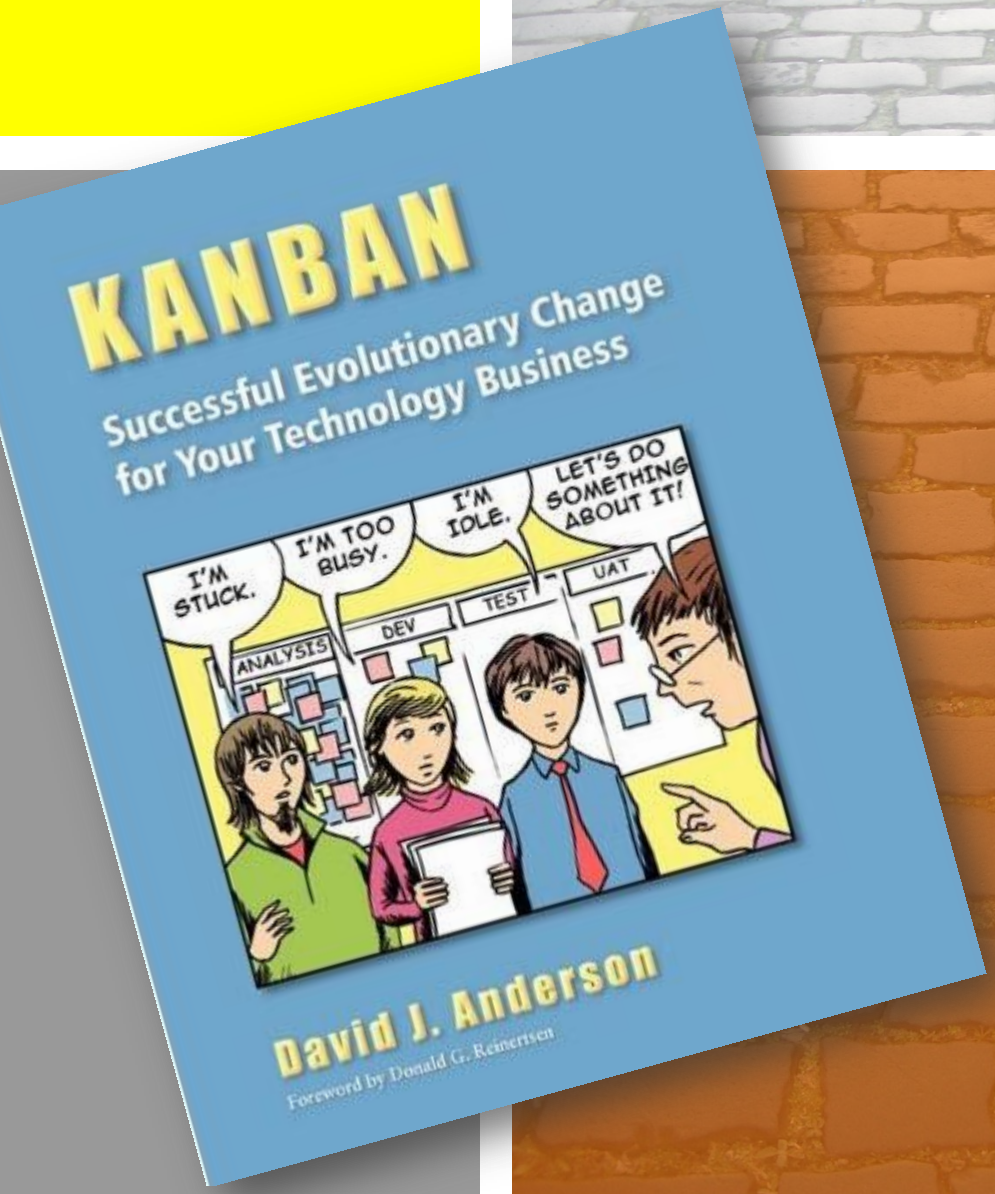
Book Published April 2010



A 72,000 word intro to the topic

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http://www.limitedwipsociety.org

LKU | Lean-Kanban University

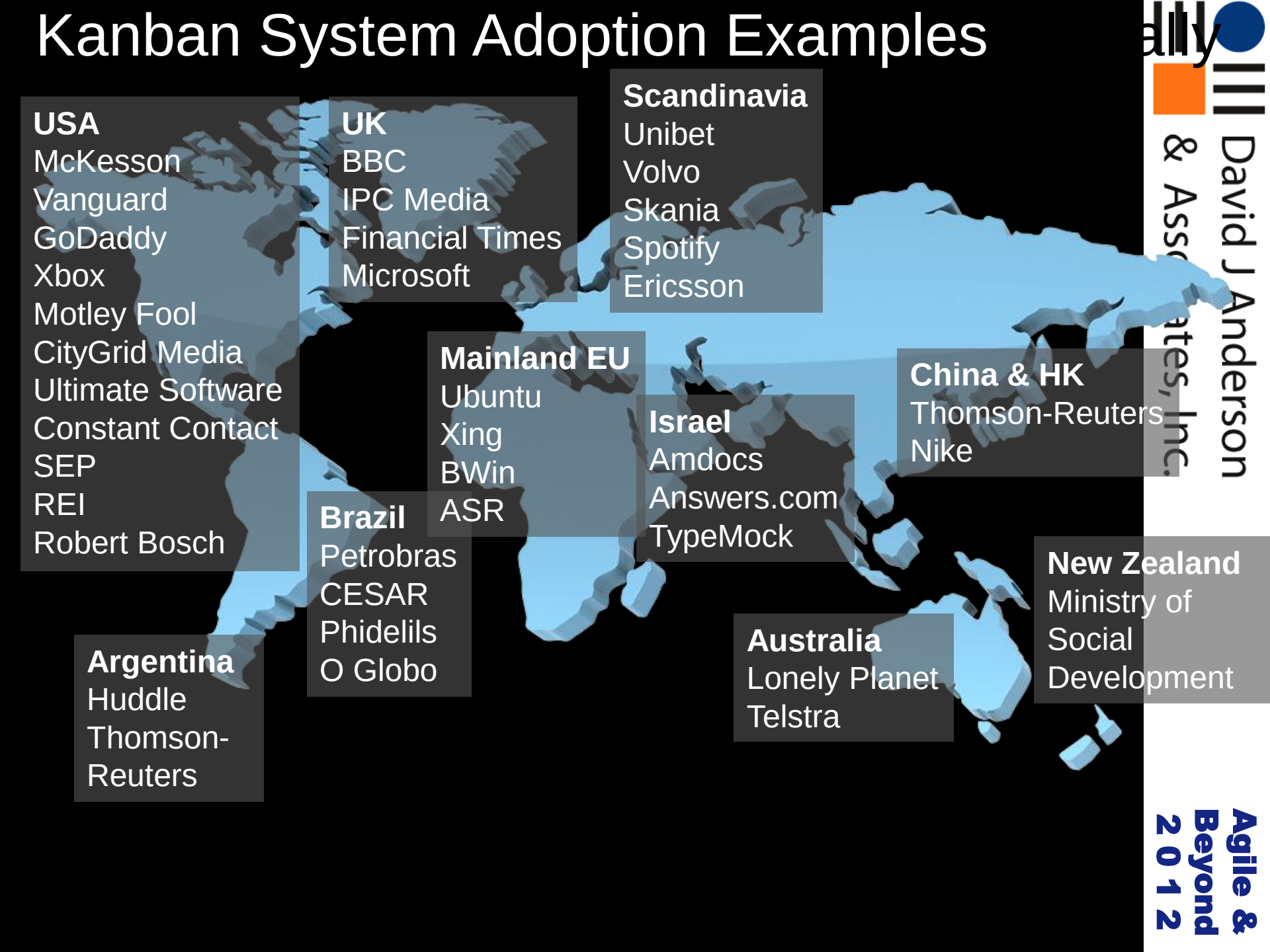
http://leankanbanuniversity.com

LinkedIn Groups: Software Kanban

Yahoo! Groups: kanbandev

Yahoo! Groups: kanbanops

Kanban System Adoption Examples



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Kanban System Adoption by Industry

- Media
  - Includes BBC, Sky, Lonely Planet, Time/Life, IPC, Mobile.de, O Globo, Financial Times, NBC Universal, Thomson-Reuters
- Games
  - Mostly small studios includes video arcade thru mobile games to online gambling such as Unibet & Bwin
- Manufacturing
  - Includes Robert Bosch, Volvo, Skania, Petrobras, Nike
- Finance & Insurance
  - Vanguard, Motley Fool, Chase, ASR
- Software & Telecoms
  - Amdocs, Ultimate, Constant Contact, Phidelis, SEP, Huddle, CESAR, Ubuntu
- Public Sector
  - Ministry of Defence (Denmark), Ministry of Social Development (New Zealand)

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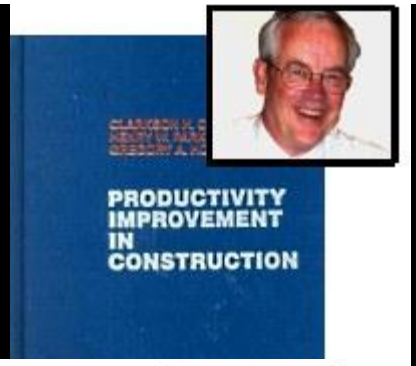
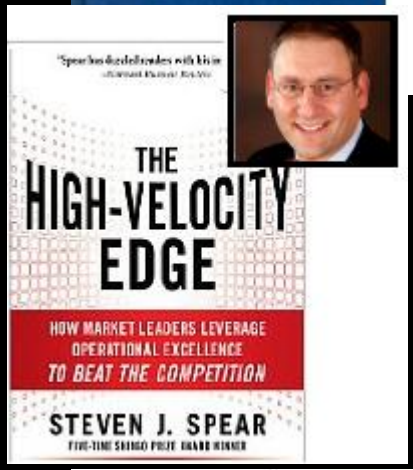
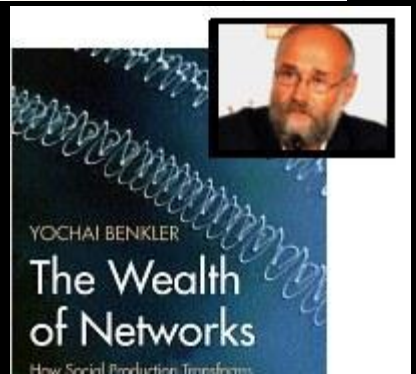
lean SOFTWARE & SYSTEMS

Boston, Massachussets
May 13-18 2012

Keynotes by:
Gregory Howell
Steven Spear
Yochai Benkler







Want higher value, more predictable deliveries?
Looking for better risk management?

Interested in **Lean and Kanban**?

- ❑ **HEAR KANBAN CASE STUDIES**
- ❑ **LEARN THE MECHANICS**
- ❑ **CONNECT WITH THE GLOBAL COMMUNITY**

http://lssc12.leanssc.org/

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Conclusion

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STOP

doing Agile

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Start!

Thinking Agility!

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Act locally in your context

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to create agile organizations

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Make Progress with Imperfect Information

Foster a High Trust Culture

Treat WIP as a liability, delay commitment

Reduce Lead Times, minimize Cost of Delay

Encourage Quality of Workmanship

Create Feedback Loops

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YES WE KANBAN
limitedwipsociety.org

Stop doing Agile!
Start Thinking Agility!

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Agile and Beyond
Dearborn, Michigan
10th March 2012

Thank you!

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http://djaa.com/

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About…

David Anderson is a thought leader in managing effective software teams. He leads a consulting, training and publishing and event planing business dedicated to developing, promoting and implementing sustainable evolutionary approaches for management of knowledge workers.

He has 30 years experience in the high technology industry starting with computer games in the early 1980's. He has led software teams delivering superior productivity and quality using innovative agile methods at large companies such as Sprint and Motorola.

David is the author of two books**, Agile Management for Software Engineering** – *Applying the Theory of Constraints for Business Results*, and **Kanban** – *Successful Evolutionary Change for your Technology Business.*

David is a founder of the **Lean Kanban University**, a business dedicated to assuring quality of training in Lean and Kanban throughout the world.

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Email: **dja@djaa.com Twitter: agilemanager**

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