

Kanban Geeknight Trifork

INTRODUCING KANBAN IN OPERATIONS

2009-12-18

Mattias Skarin



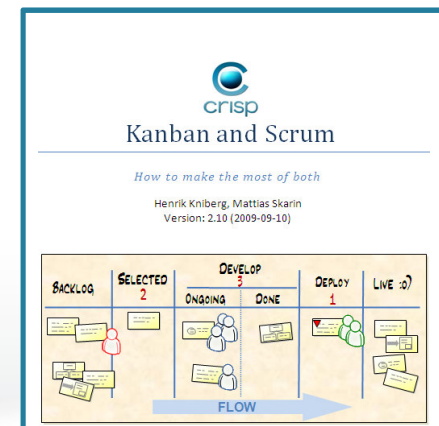
Who am I

mattias.skarin@crisp.se

Help organisations succeed with software



Book: "Kanban and Scrum –
how to make the best of both"

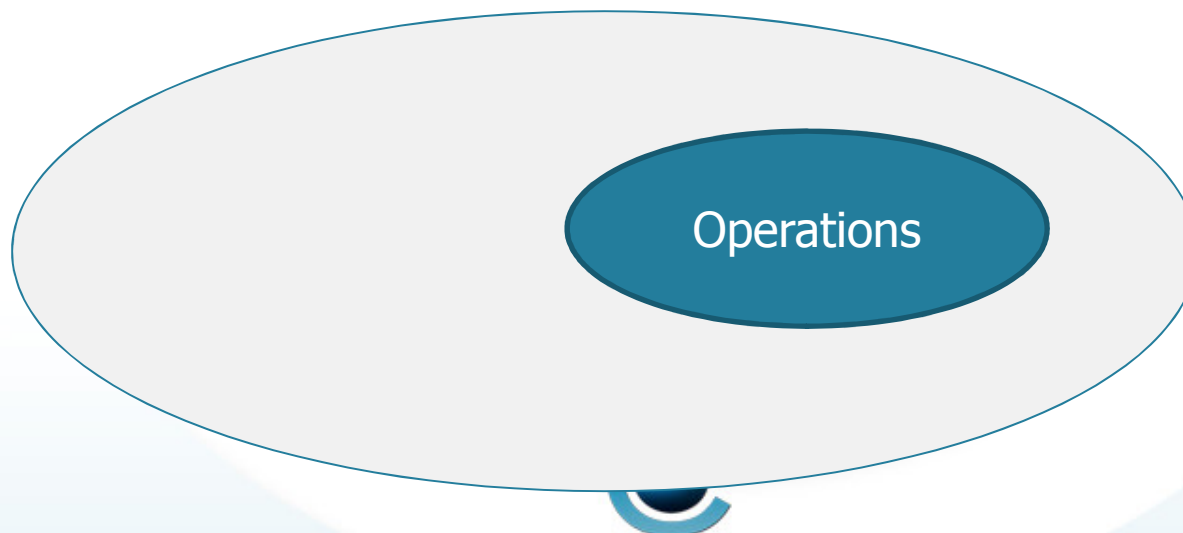
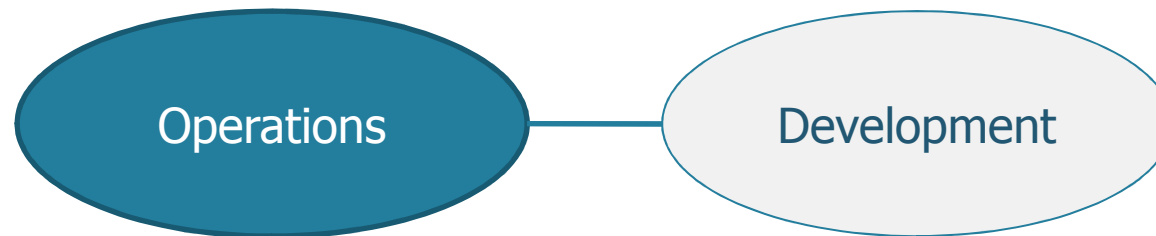
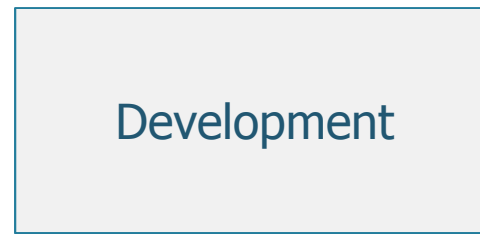
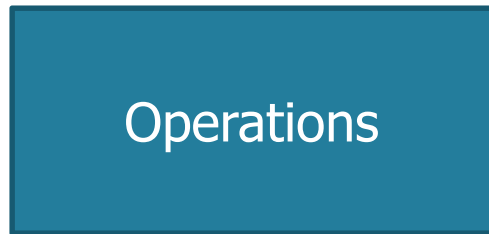


2009-12-18

Mattias Skarin



ISBN: 978-0-557-13832-6



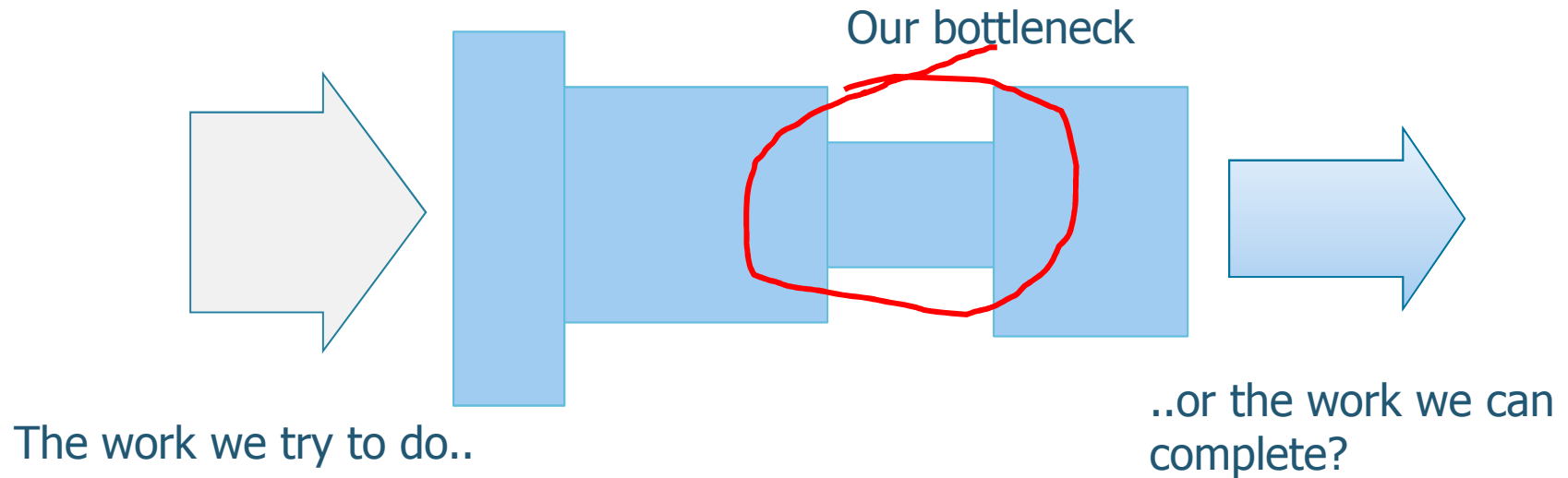
2009-12-18

Mattias Skarin



Flow

What matters?



2009-12-18

Mattias Skarin

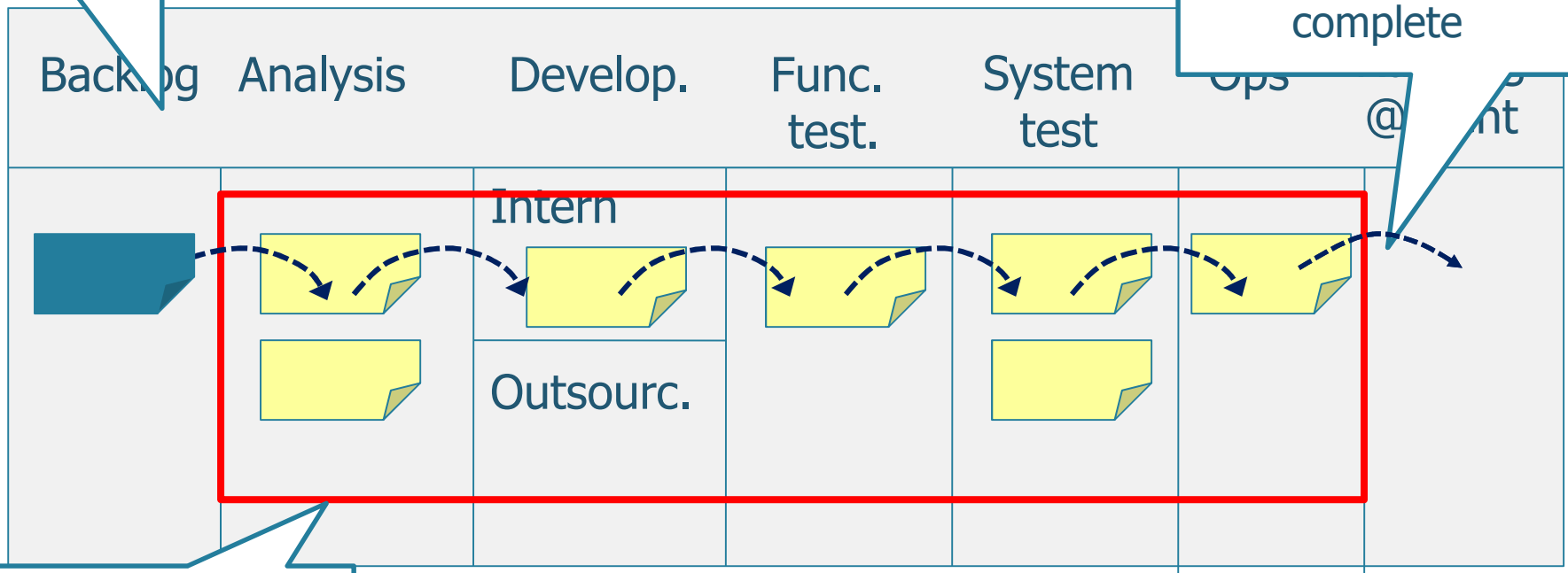


What is Kanban?

1. Limit Work In Progress
2. Only start new when last item was complete
3. Balance demand against throughput

Only start new ..

..once last item is complete



"Work in progress" limit

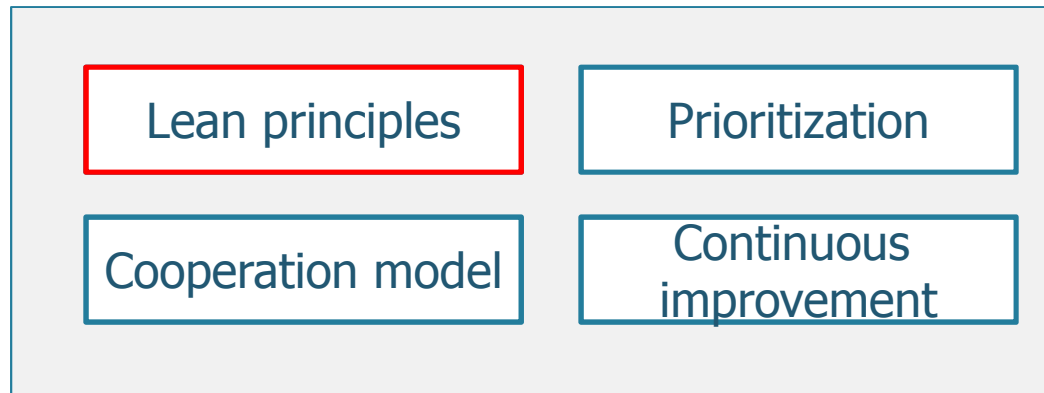
2009-12-18

Mattias Skarin

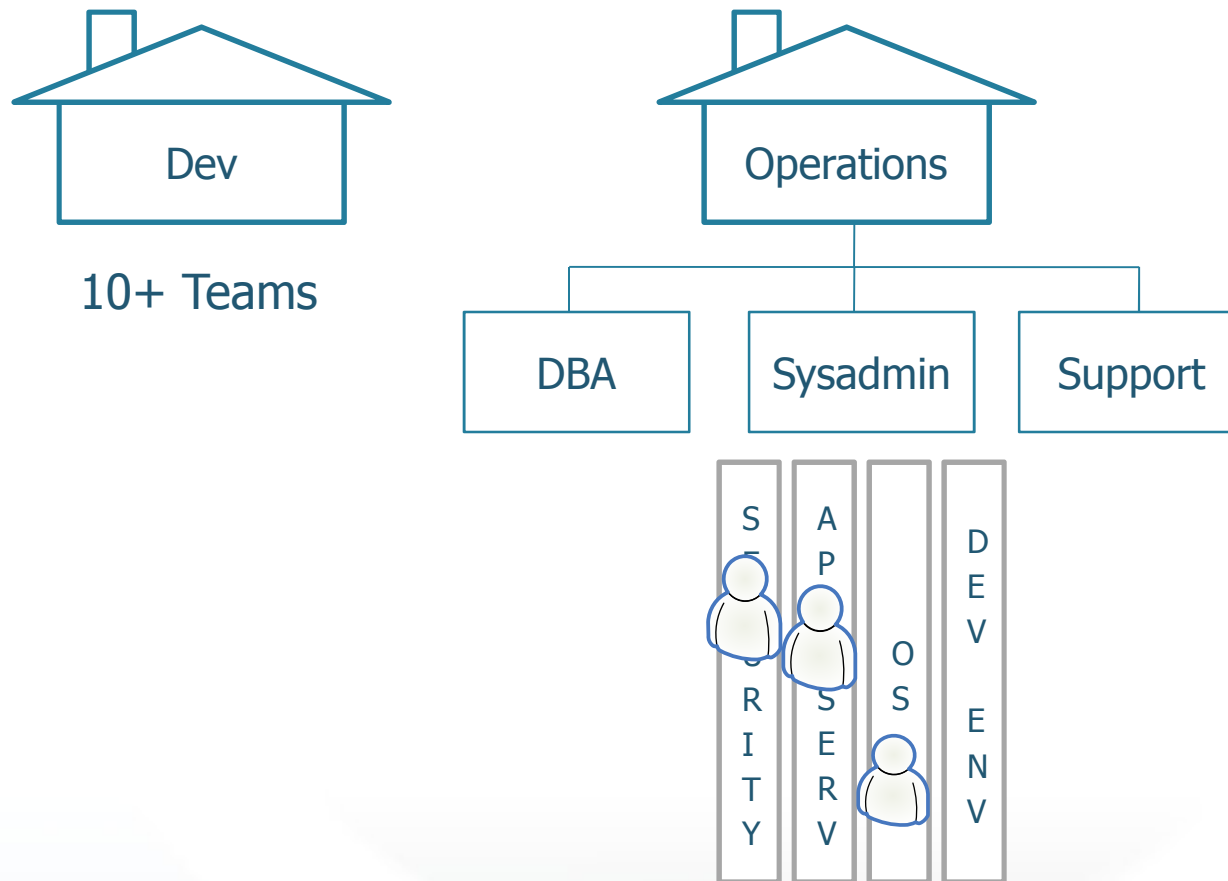


A view on Scrum?

Standardized package



The case

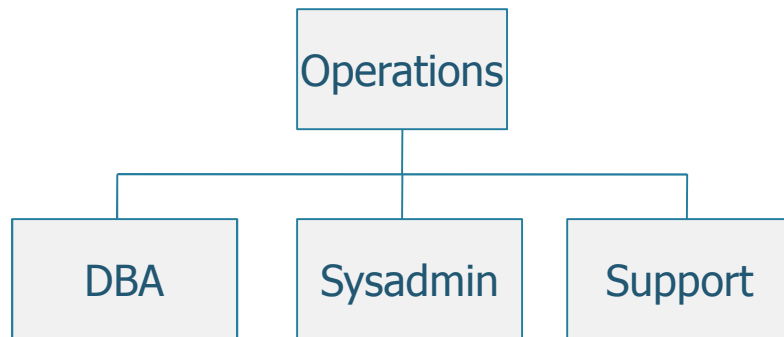


2009-12-18

Mattias Skarin



Asking the right questions



"How can we improve?"

"What can we learn from Agile?"

Questions & challenges

- **Can technical operations be viewed as a flow problem?**
- **Is it possible to get team work benefits in a field with high specialization?**
- **How well can continous improvement be deployed in operations?**

Nature of technical operations



Nature of demand

Operations

Interrupt driven
Specialized issues
Uneven
Highly interdependant

Software

Focus time
Shared work
Continuous flow
Answers to themselves

Run Scrum?

No! We have a different problem

"Us"
(tech ops)



"Them"
(development)



"Why aren't you using the existing platform advantages?"

"Let's make release work easier"

"We are hurt by your bad quality!"

"will but no way.. getting help is heavy"

"very competent when it comes to infrastructure"

"projects takes too long"

"They" ought to change

2009-12-18

Mattias Skarin



How we got going

1. Why do we want to do this?

Work closer with product development

Tell end customer when we can deliver

Management can shift focus from the immediate stuff

Better opportunities of growth and teamwork

2009-12-18

Mattias Skarin



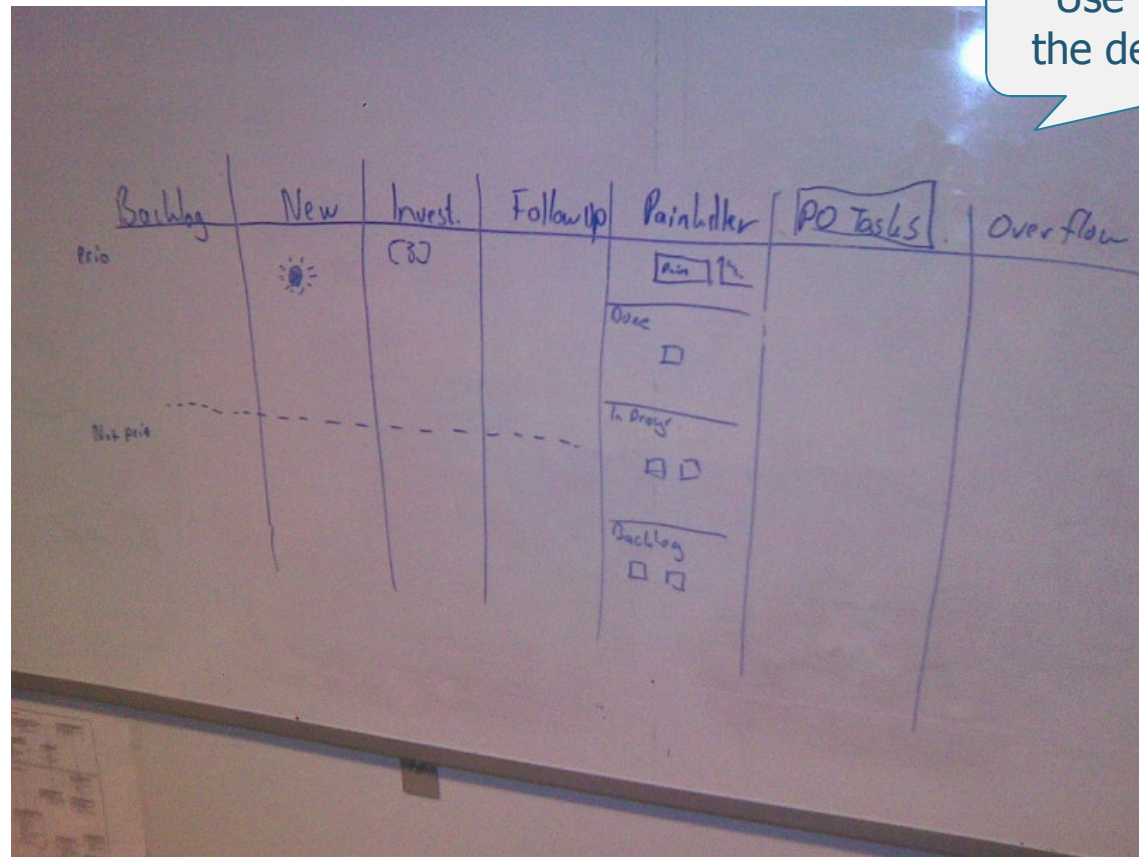


3. Meet stakeholders

- **Upstream**
- **Downstream**



4. Sketch/review some potential kanban designs



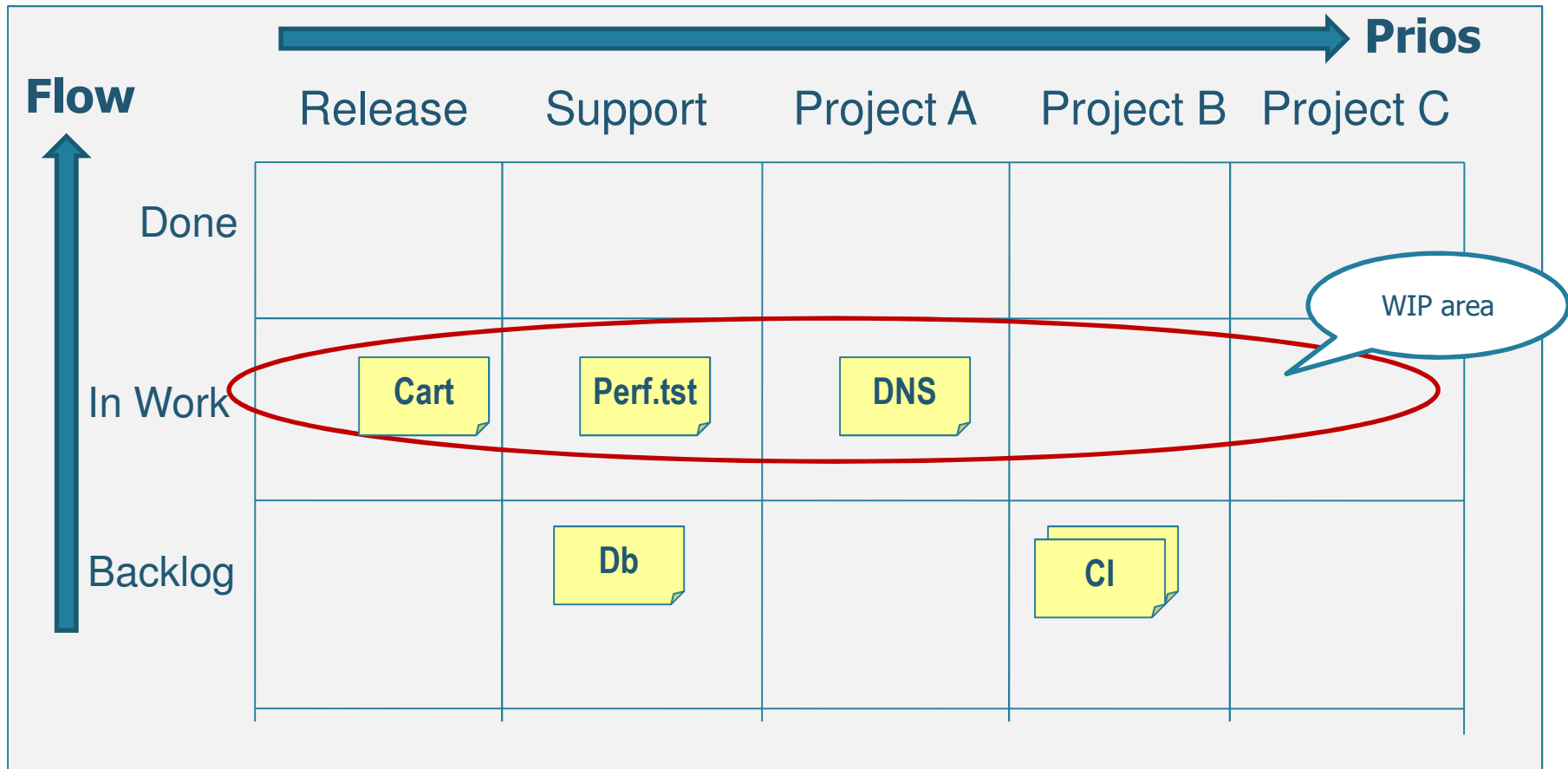
2009-12-18

Mattias Skarin



16

The first board



2009-12-18

Mattias Skarin



4. Get going!



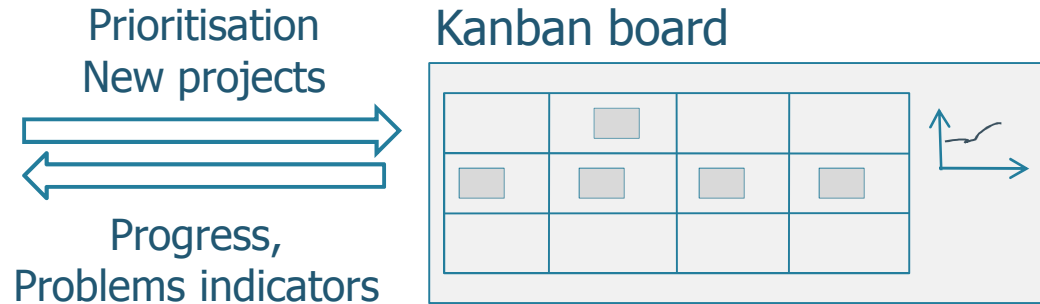
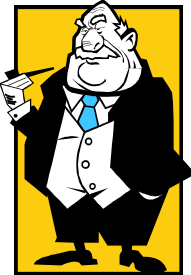
2009-12-18

Mattias Skarin

Keep managers involved :)



How did the work work?



- Keeping priorities updated
- Tell why
- Problem solving

How & when to do the work
Add own stories (up to 2d)



Team

- Weekly
- Breakdown of new projects
 - Continuous improvement

45 min

- Daily
- Standup
 - Blockers in flow?

5 min



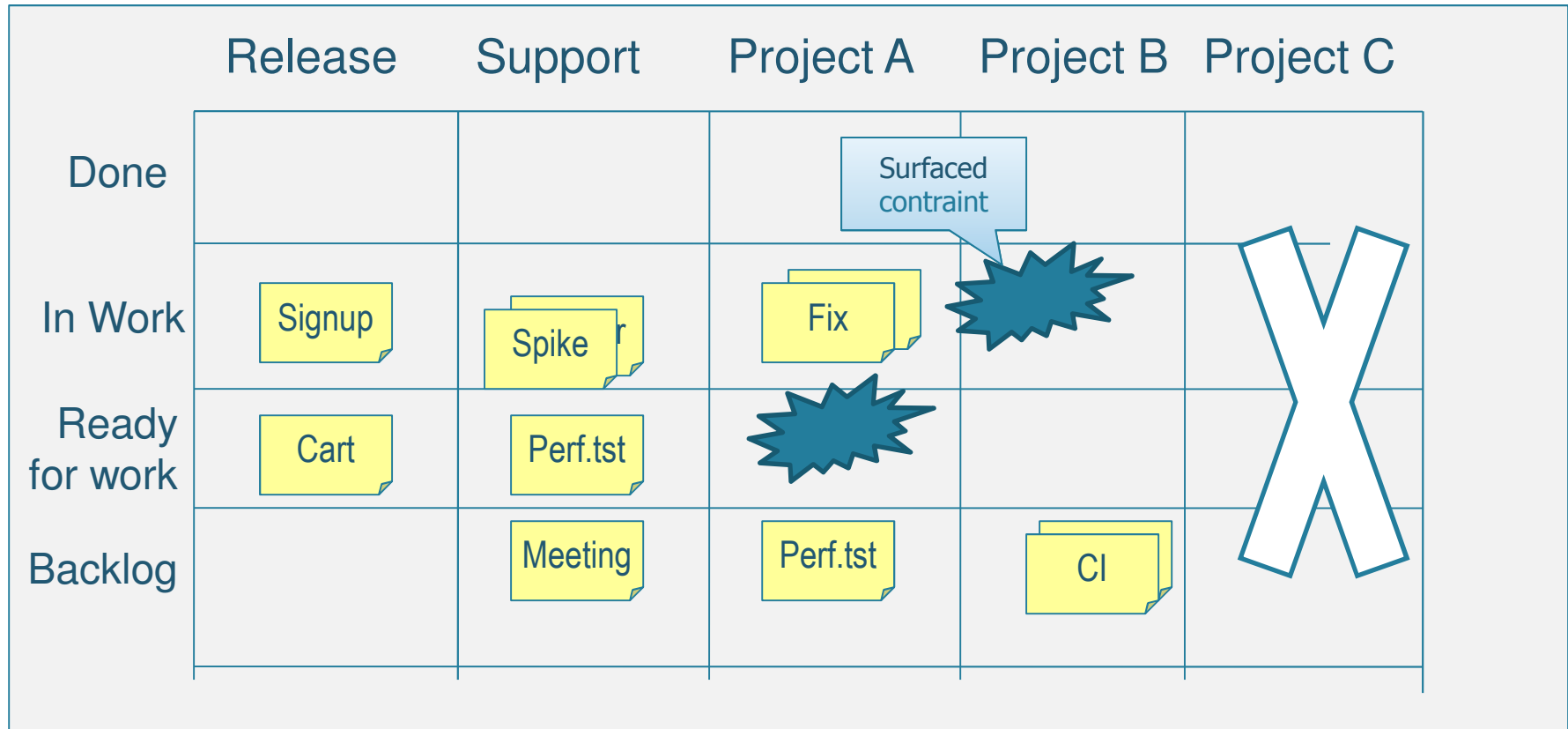
2009-12-18

Mattias Skarin

20

Learning

- ① Fewer projects ② Flow redesigns ③ Surfacing of constraints



2009-12-18

Mattias Skarin



Evolving teamwork

Nothing beats just
doing it, sharing tasks
in everyday work



Team charter



We value:

- Respect the board
- Respect work someone else started

We will hold each other accountable for:

- Avoiding being straight
- When ideas are rejected without consideration

A handwritten signature in blue ink, appearing to be 'MB' with a flourish.

Beyond stable

REFINED CONCEPTS

2009-12-18

Mattias Skarin



One sysadmin per team

Before



After



Two approaches to planning

Before planning

Do we understand what is needed well enough to draft a solution?

Project A



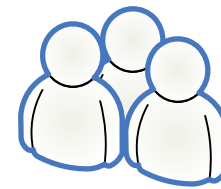
Senior dev



Manager

At planning

- Recheck solution
- Breakdown to tasks



On senior and one junior

Project A



Breakdown to tasks



Project B



2009-12-18

Mattias Skarin



Doing continuous improvement

.. nothing fancy just..

Solve 1 pain
per week



2009-12-18

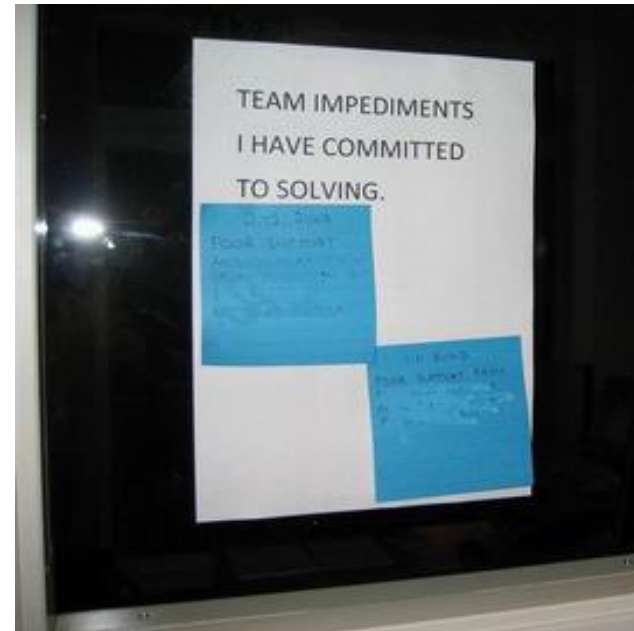
Mattias Skarin



Addressing causes outside team

- Manager have two slots at any single point of time.
- If both are full, you can add a new one as long as you remove the less important one.
- Team decides when issue is solved.

Managers door



.. and his managers door..



DID WE GET SOMEWHERE?

2009-12-18

Mattias Skarin



3 months later

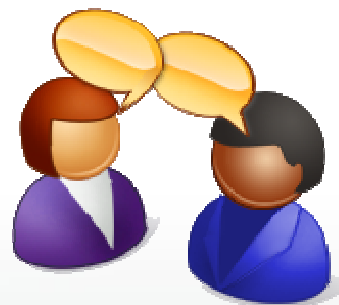
Sysadmins awarded "best performing team"

"Miracles have happened to the sysadmin team. The incident we had on yesterday was earlier something that required several phone calls and took usually hours or even a day to resolve. Typically I had to call the manager to get things moving forward.

Now I feel that it's unnecessary to raise this kind of small things as impediments"

-- Test Lead

4 months later..



Development opens support for production disturbances



2009-12-18

Mattias Skarin

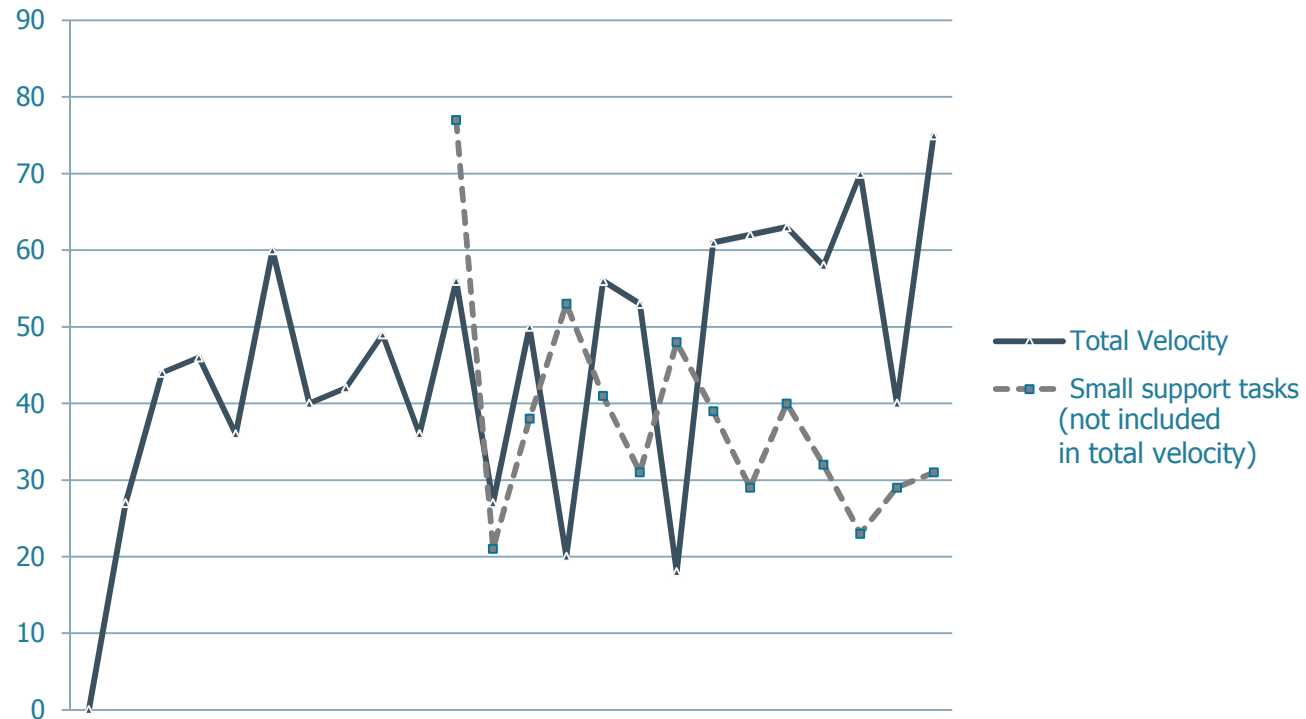
What didn't work?

Burndown charts for projects smaller than 1 month

Estimations – rarely needed

Incremental improvements on higher level

DBA Team Velocity



2009-12-18

Mattias Skarin



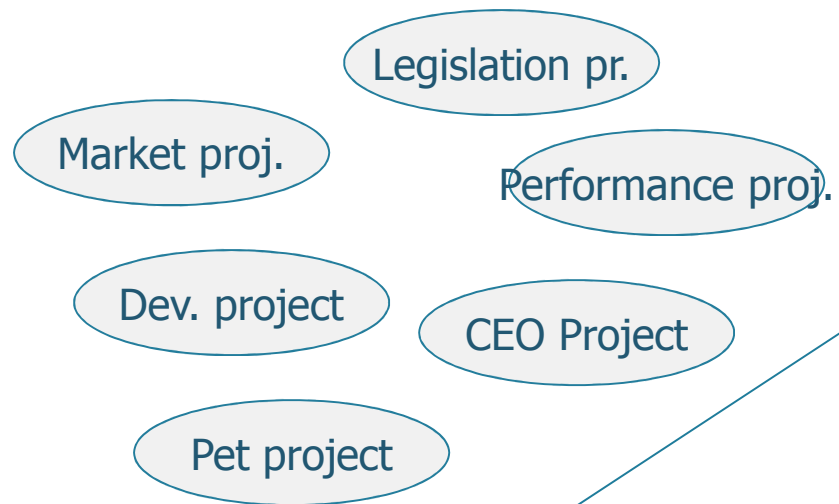
OBSERVATIONS & LEARNINGS

2009-12-18

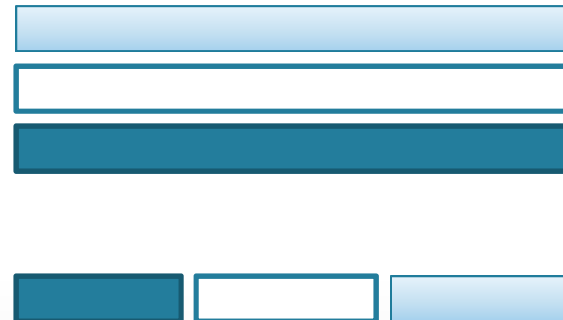
Mattias Skarin



Many projects..



.. leads to long delivery time

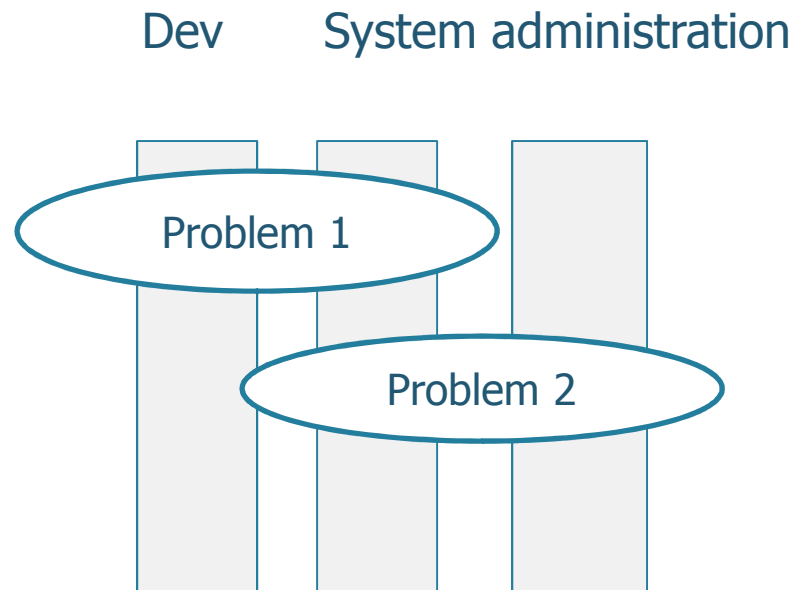


2009-12-18

Mattias Skarin



Problems know no organisational boundaries

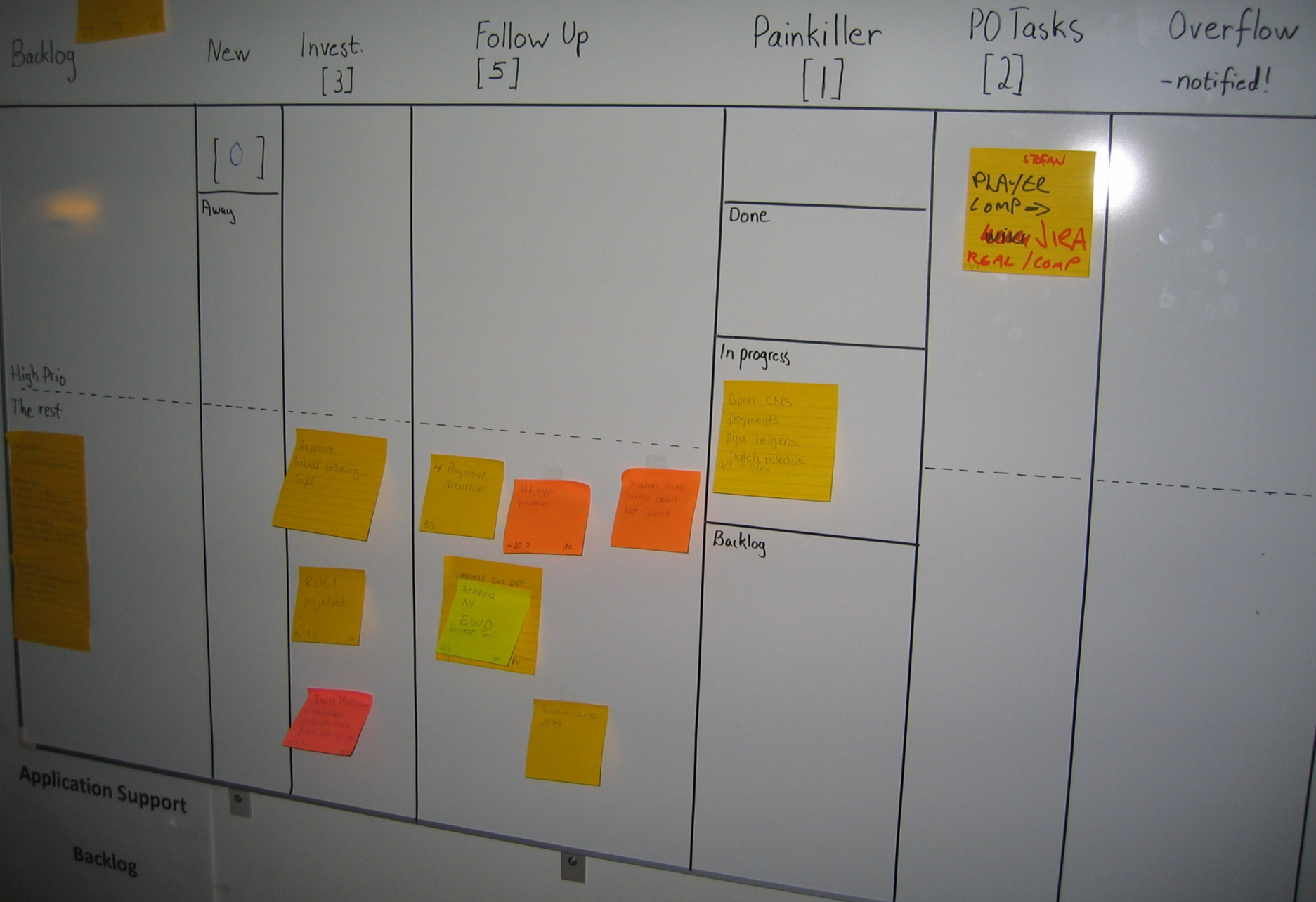


2009-12-18

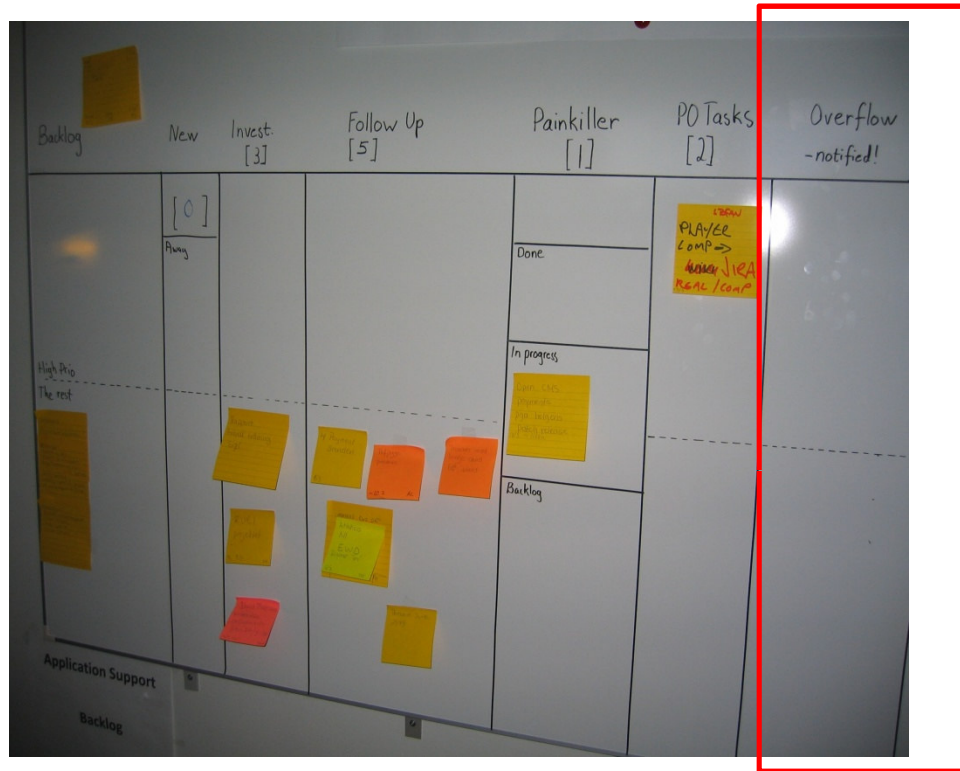
Mattias Skarin



The problem is not always where you think..



WIP overflow can be handled



But quality is the long term cure..

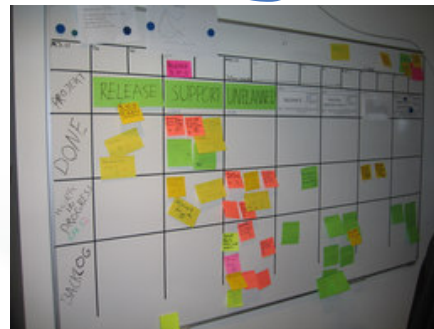
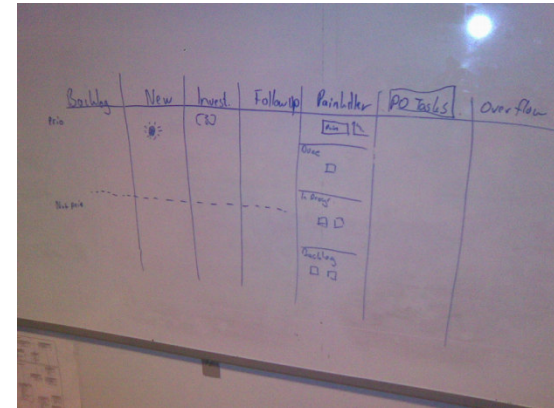
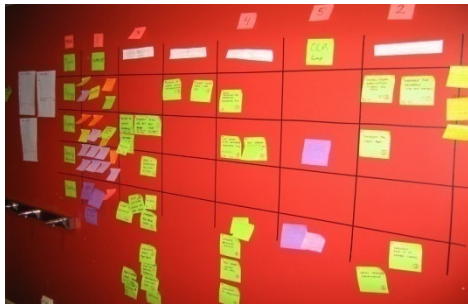


2009-12-18

Mattias Skarin



Why is each board different?



2009-12-18

Mattias Skarin



Lookback

- **Can technical operations be viewed as a flow problem?**
- **Is it possible to get team work benefits in a field with high specialization?**
- **Can continuous improvement work in this environment?**

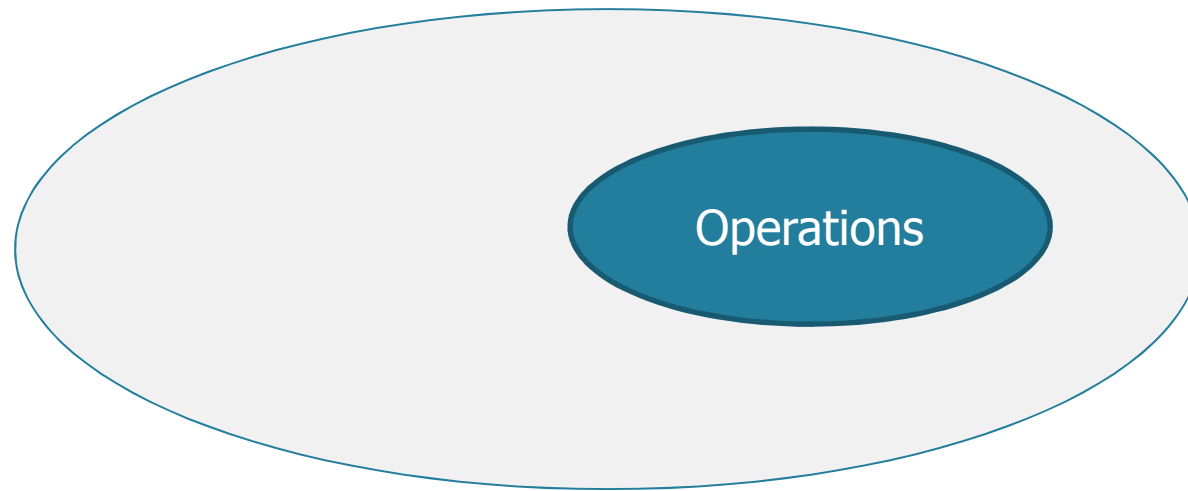
No magic involved

2009-12-18

Mattias Skarin



Today



2009-12-18

Mattias Skarin



Thanks for listening!

Kanban in Software Development – April 16:th

- What is kanban?
- Difference and similarities to Scrum
- Creating a kanban board that fits my organization
- Setting planning, release and improvement cadence
- Recognizing improvement opportunities
- Techniques for improving flow
- Metrics for continuous improvement
- Case studies



Blog:

<http://blog.crisp.se/mattiasskarin>

2009-12-18

Mattias Skarin

