ILLUSTRATED

ESSENTIAL

KANBAN

CONDENSED

NOTEBOOK

PAWEL LEWIŃSKI

JAKUB DRZAZGA

MARCIN BIEDROŃ

Kanban University PRESS

VER 1.0

LEGAL

ILLUSTRATED ESSENTIAL KANBAN CONDENSED

PUBLISHER KANBAN UNIVERSITY PRESS

COPYRIGHT © 2021 BY KANBAN UNIVERSITY PRESS, USA, PAWEŁ LEWIŃSKI, MARCIN BIEDROŃ AND JAKUB DRZAZGA, ALL RIGHTS RESERVED

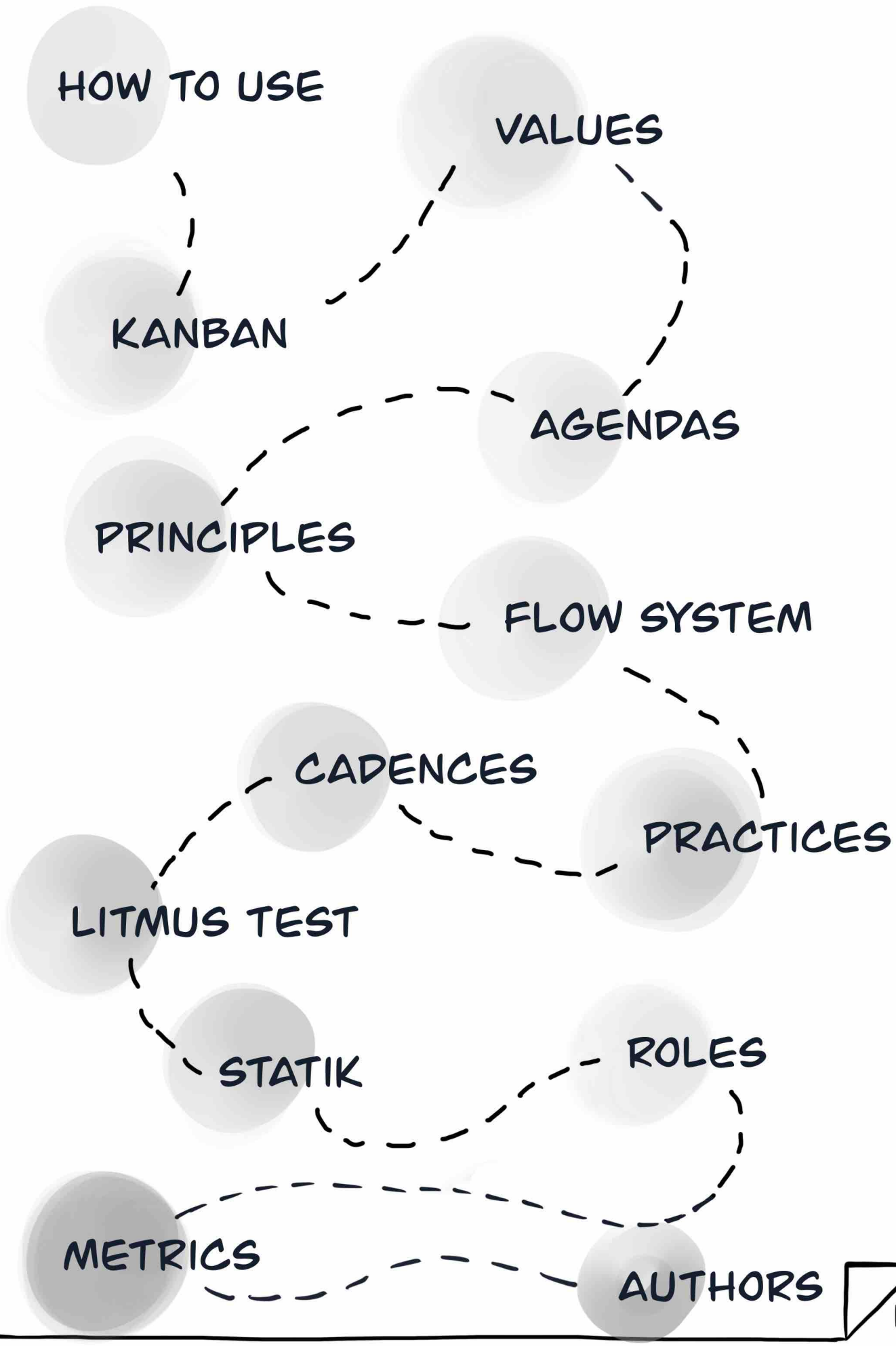
FIRST VERSION, MARCH 2021

ALL RIGHTS RESERVED. THIS PUBLICATION IS PROTECTED BY COPYRIGHT, AND PERMISSION MUSI BE OBTAINED FROM THE PUBLISHER PRIOR TO ANY REPRODUCTION, STORAGE IN ARETRIEVAL SYSTEM, OR TRANSNISSION IN ANY FORM OR BY ANY MEANS, ELEKTRONICZNA, MECHANICAL, PHOTOCOPYING, RECORDING, OR LIKWISE.

VISIT KANBAN.UNIVERSITY FOR A LIST OF ACCREDITED KANBAN CLASSES, CLASSES, AND TRAINERS, AND INFORMATION ABOUT BECOMING A KANBAN COACH OR TRAINER.

Kanban University PRESS

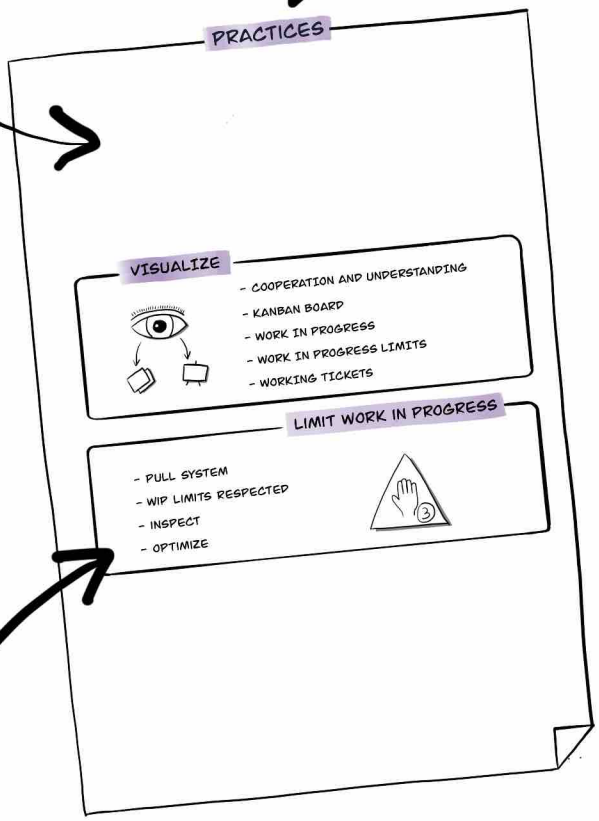
PATH OF CONTENTS



HOW TO USE?

PLACE FOR YOUR NOTES

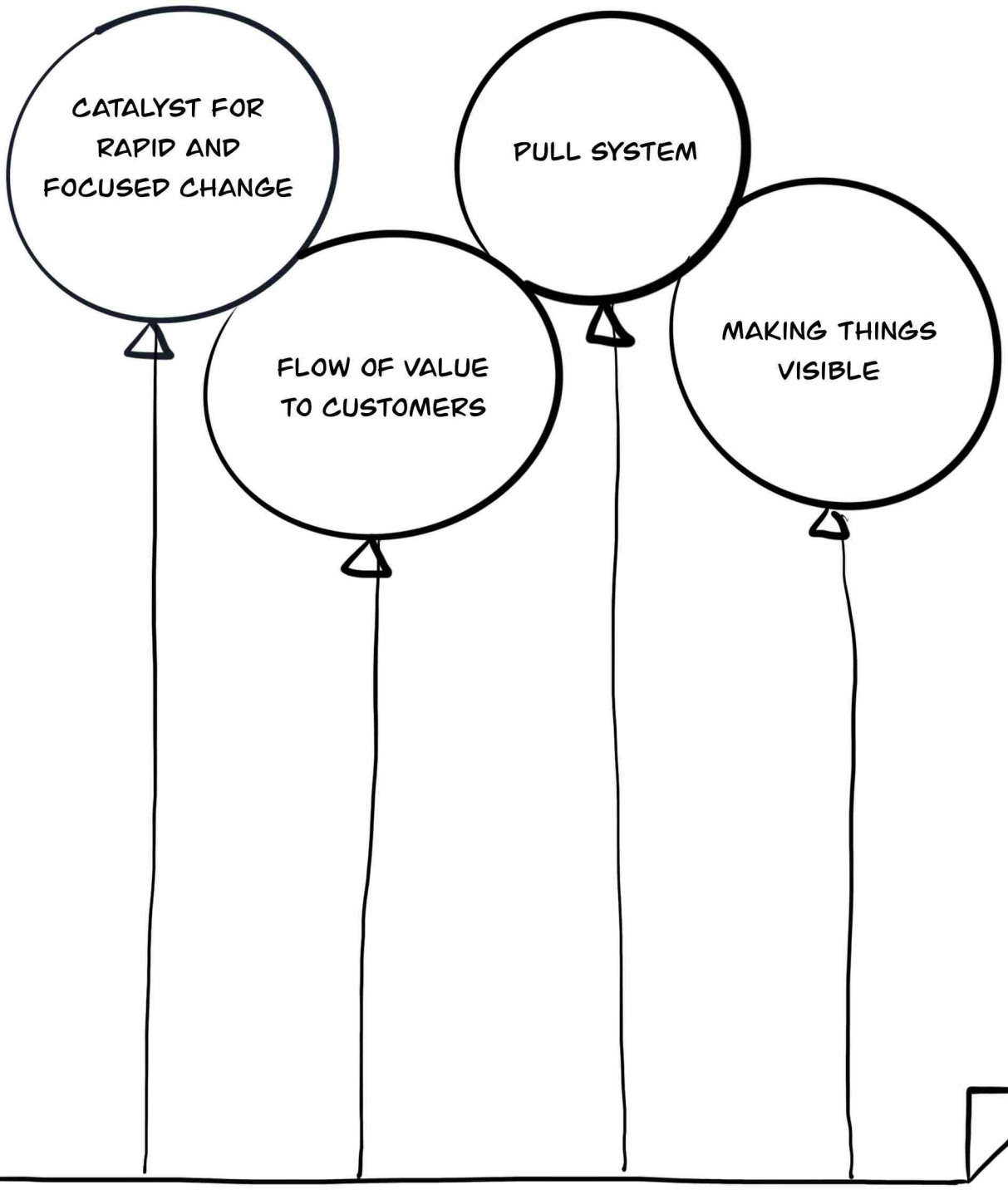
CHAPTER NAME



BASIC INFORMATION

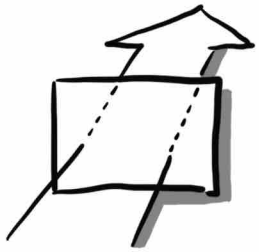
THIS IS YOUR PERSONAL NOTEBOOK
AN INSPIRATION PLACE FOR
GATHERING KANBAN KNOWLEDGE

KANBAN IS A METHOD FOR DEFINING, MANAGING, AND IMPROVING SERVICES THAT DELIVER KNOWLEDGE WORK.



VALUES

TRANSPARENCY

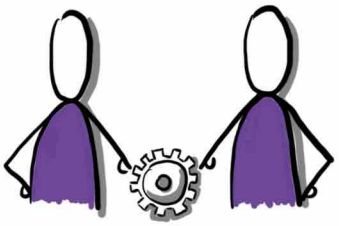


- ACCESS TO INFORMATION
- DIRECT COMMUNICATION
- SHARED UNDERSTANDING

BALANCE

- SYSTEM STABILITY
- FLOW IMPROVEMENTS
- DEMAND AND CABABILITY

COLLABORATION

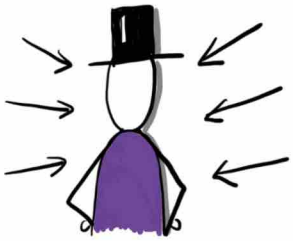


- TEAMWORK
- IMPROVE THE WAY PEOPLE WORK TOGETHER
- EVERY LEVEL OF THE ORGANIZATION

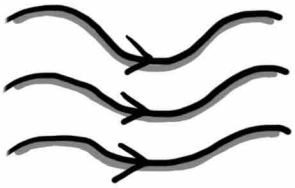
VALUES

CUSTOMER FOCUS

- GOAL OF THE SYSTEM
- VALUE DELIVERY
- FOCUS ON CUSTOMER NEEDS AND EXPECTATIONS



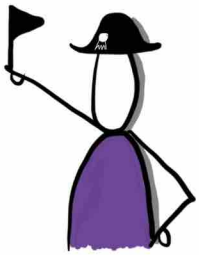
FLOW



- FLOW IS THE MOVEMENT OF WORK
- OBSERVATION
- CONTINUOUS IMPROVEMENT

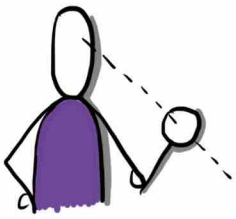
LEADERSHIP

- TAKE RESPONSIBILITY, BE ACCOUNTABLE
- AT ALL LEVELS
- LEAD BY EXAMPLE



VALUES

UNDERSTANDING

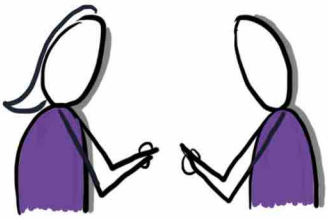


- SELF-KNOWLEDGE: INDIVIDUAL, TEAM, ORGANIZATION
- KNOWING COMMITMENT POINTS
- IMPROVEMENT

AGREEMENT

- COMMITMENT TO MOVE TOWARD GOALS
- CHANGE MANAGEMENT
- BENEFITS FROM DIVERSITY

RESPECT



- RECOGNITION OF CAPABILITY, CIRCUMSTANCES, CONTEXT
- TRUST & EMPOWERMENT
- AUTONOMY

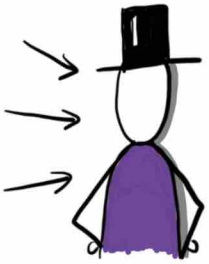
AGENDAS

SUSTAINABILITY

- LOOK INWARD
- STARTING POINT FOR CHANGE
- SUSTAINABLE PACE OF WORK
- PERFORMANCE IMPROVEMENTS
- BALANCE DEMAND WITH CAPABILITY

SERVICE-ORIENTATION

- LOOK OUTWARD
- CUSTOMER SATISFACTION
- FIT FOR PURPOSE
- PERFORMANCE
- VALUE DELIVERY



SURVIVABILITY

- LOOK FORWARD TO THE FUTURE
- EXPERIMENTING
- ADAPTATION TO CHANGING MARKET
- CONSTANT CHALLENGE
- SAFE TO FAIL ENVIRONMENT

CHANGE MANAGEMENT

1. START WITH WHAT YOU DO NOW
   - RESPECT EXISTING ROLES
   - UNDERSTAND THE PROCESS

2. AGREE TO PURSUE IMPROVEMENT THROUGH EVOLUTIONARY CHANGE

3. ENCOURAGE ACTS OF LEADERSHIP AT EVERY LEVEL

SERVICE DELIVERY

ORGANIZATION IS AN ECOSYSTEM OF INTERDEPENDENT SERVICES

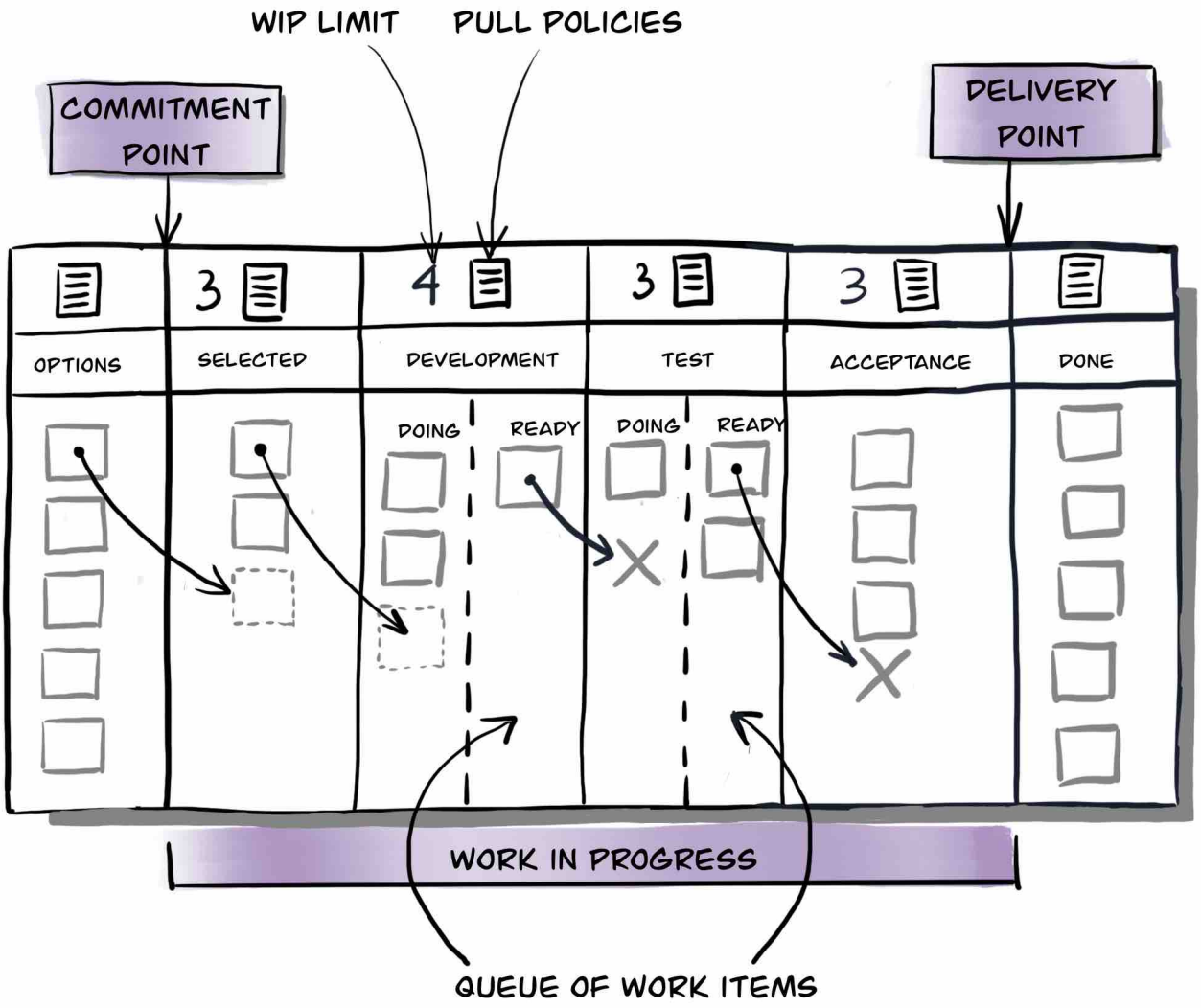
1. UNDERSTAND AND FOCUS ON CUSTOMER NEEDS AND EXPECTATIONS

2. MANAGE THE WORK, LET PEOPLE SELF-ORGANIZE AROUND IT

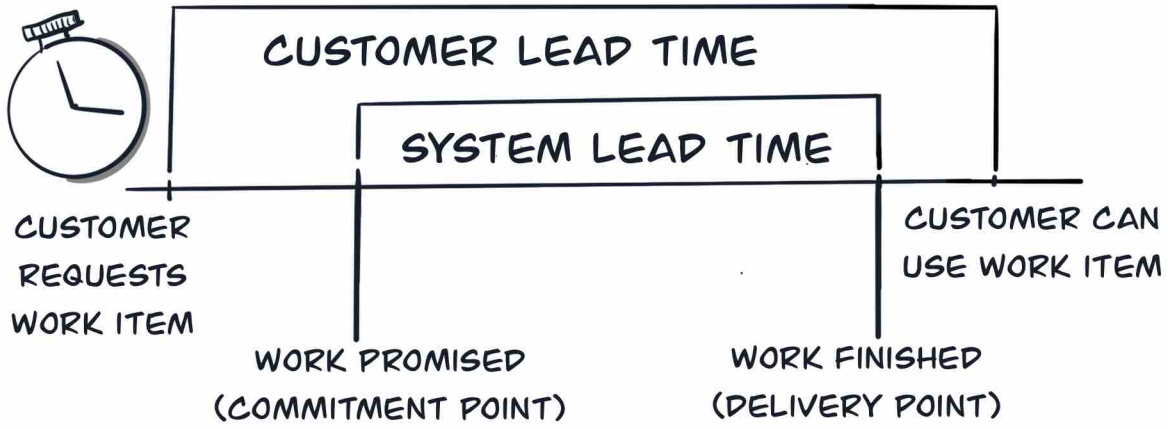
3. EVOLVE POLICIES TO IMPROVE CUSTOMER AND BUSINESS OUTCOMES

FLOW SYSTEM

PULL SYSTEM
THE NEW WORK ITEM IS PULLED INTO SYSTEM WHEN WIP LIMIT ALLOWS

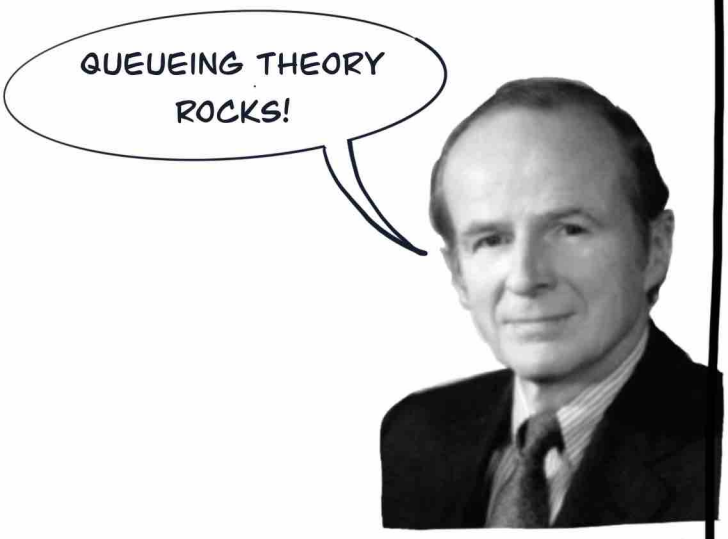


FLOW SYSTEM



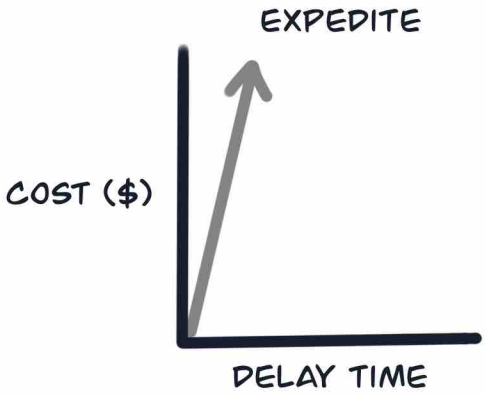
LITTLE'S LAW

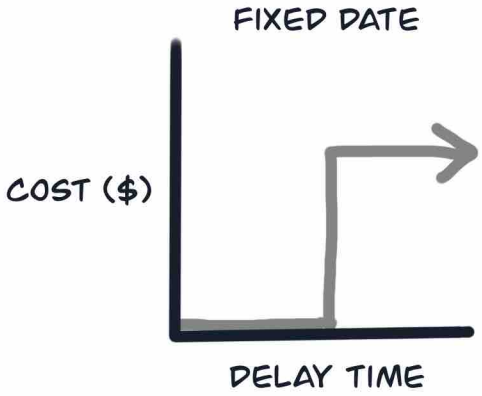
$$\text{AV. THROUGHPUT} = \frac{\text{AV. WORK IN PROGRESS}}{\text{AV. SYSTEM LEAD TIME}}$$

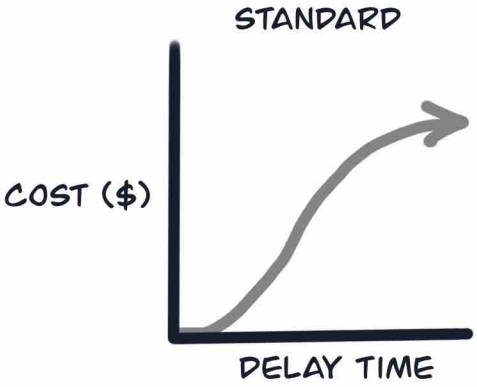


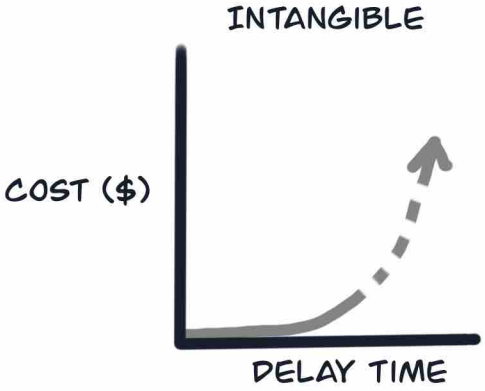
JOHN LITTLE (1928)

CLASS OF SERVICES MAPPED TO COST OF DELAY









PRACTICES

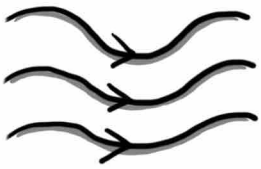
VISUALIZE

- SHOW WORK & ITS FLOW
- VISUALIZE RISKS
- KANBAN BOARD
- WORK IN PROGRESS LIMITS

LIMIT WORK IN PROGRESS

- PULL SYSTEM
- RESPECTED
- INSPECT + ADAPT
- FOCUS

MANAGE FLOW

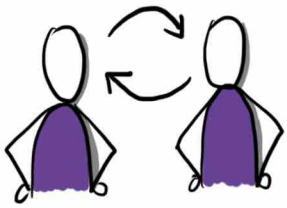


- MAXIMIZE VALUE DELIVERED
- SYSTEM PREDICTABILITY
- SERVICE LEVEL AGREEMENT
- CLASSES OF SERVICES
- COST OF DELAY

EXPLICIT POLICIES

- DEFINE THE FLOW
- DEFINE THE WHOLE PROCESS
- EVOLUTION
- RESPECT THE RULES
- TRANSPARENCY
- CONSTRAINS & CONTROL DECISIONS

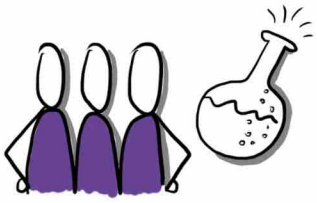
FEEDBACK LOOPS



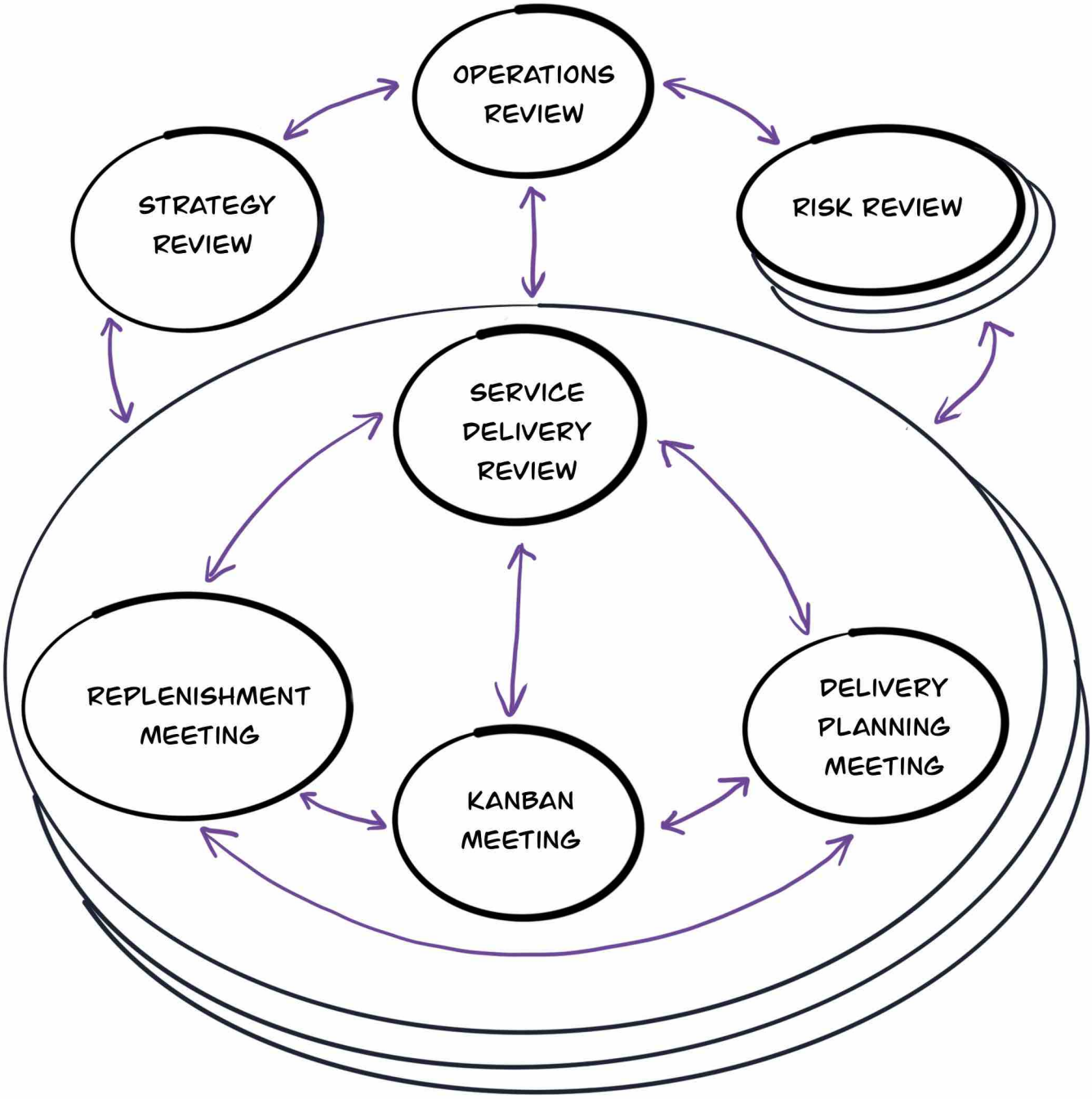
- ENABLE EVOLUTIONARY CHANGE
- INFORMATION EXCHANGE
- OBSERVE + CHANGE
- CONTROL + INSPECT
- 7 CADENCES

IMPROVE COLLABORATIVELY EVOLVE EXPERIMENTALLY

- EMPIRICAL OBSERVATIONS
- DATA-DRIVEN EXPERIMENTS
- USE MODELS
- DEVELOP HYPOTHESES
- IMPLEMENT CHANGE
- OBSERVE & MEASURE THE RESULTS



FEEDBACK LOOPS



CADENCES

STRATEGY REVIEW

- USUALLY QUARTERLY
- FIT FOR PURPOSE
- ADAPT TO FITNESS LANDSCAPE

OPERATIONS REVIEW

- USUALLY MONTHLY
- MAXIMIZE THE DELIVERY OF VALUE
- BALANCE SERVICES
- DEPENDENCIES MANAGEMENT

RISK REVIEW

- USUALLY MONTHLY
- RISK IDENTIFICATION
- RISK MITIGATION
- BLOCKER CLUSTERING

SERVICE DELIVERY REVIEW

- USUALLY BI-WEEKLY
- EXAMINE AND IMPROVE THE SERVICE
- SLA REVIEW

CADENCES

REPLENISHMENT MEETING

- USUALLY WEEKLY
- PULL WORK ITEMS
- REVIEW OPTIONS

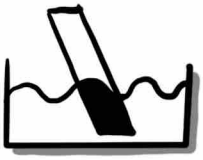
THE KANBAN MEETING

- USUALLY DAILY
- COORDINATION
- UNBLOCKING
- SELF-ORGANIZATION
- FLOW MANAGEMENT

DELIVERY PLANNING MEETING

- USUALLY WEEKLY
- MONITOR & PLAN DELIVERIES

THE KANBAN LITMUS TEST



	YES	NO
1. HAS MANAGEMENT BEHAVIOUR CHANGED TO ENABLE KANBAN?	☐	☐
2. HAS THE CUSTOMER INTERFACE CHANGED IN LINE WITH KANBAN?	☐	☐
3. HAS THE CUSTOMER CONTRACT CHANGED INFORMED BY KANBAN?	☐	☐
4. HAS YOUR SERVICE DELIVERY BUSINESS MODEL CHANGED TO EXPLOIT KANBAN?	☐	☐

STATIK

FOR ONE SERVICE

SYSTEM THINKING APPROACH TO INTRODUCING KANBAN

IDENTIFY SERVICES

HOW DO WE OPERATE NOW?
WHAT SERVICES DO WE HAVE?

FIT FOR PURPOSE

WHO IS OUR CUSTOMER?
CUSTOMER'S NEEDS & EXPECTATIONS
CUSTOMER FITNESS CRITERIA

SOURCES OF DISSATISFACTION

INTERNAL
EXTERNAL

STATIK

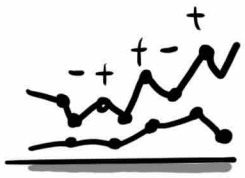
FOR ONE SERVICE

SYSTEM THINKING APPROACH TO INTRODUCING KANBAN

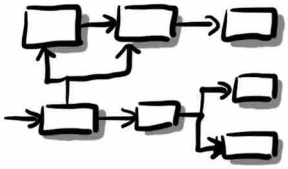
ANALYZE DEMAND

CUSTOMER EXPECTATIONS
SOURCES
NATURE
WORK THAT ENTERS THE SYSTEM

ANALYZE CAPABILITIES



PREDICTABILITY
DEMAND VS CAPABILITY
DATA TRENDS
WORK THAT LEAVES THE SYSTEM



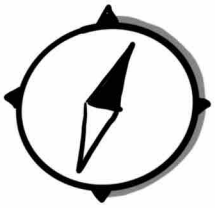
MODEL THE WORKFLOW

WORKFLOW FOR EACH TYPE OF DEMAND
ORGANIZE WORK, NOT PEOPLE
FLOW STATES REFLECT LEARNING ACTIVITIES
INSIDE-OUT

STATIK

FOR ONE SERVICE

SYSTEM THINKING APPROACH TO INTRODUCING KANBAN

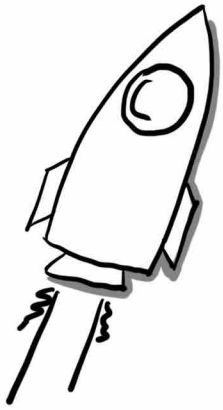


DISCOVER CLASSES OF SERVICE

CLASSIFY DIFFERENT WORK ITEMS
POLICIES FOR EACH CLASS
COST OF DELAY
DEFINE SYSTEM LEVEL AGREEMENTS

DESIGN KANBAN SYSTEM

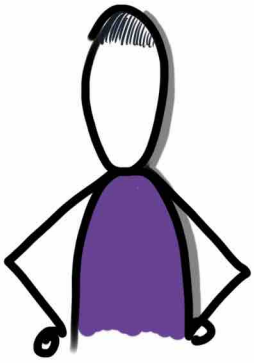
BOARD & CARD
CADENCES
POLICIES
WIP LIMITS



SOCIALIZE THE SYSTEM & BOARD

NEGOTIATE IMPLEMENTATION
USE & IMPROVE

START WITH WHAT YOU DO NOW ...
BUT COVER THESE

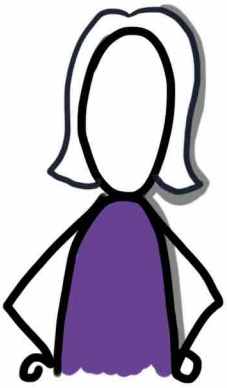


SERVICE REQUEST MANAGER

RESPONSIBLE FOR | ACCOUNTABLE FOR

SERVICE DELIVERY MANAGER

RESPONSIBLE FOR | ACCOUNTABLE FOR



LEAD TIME

THROUGHPUT

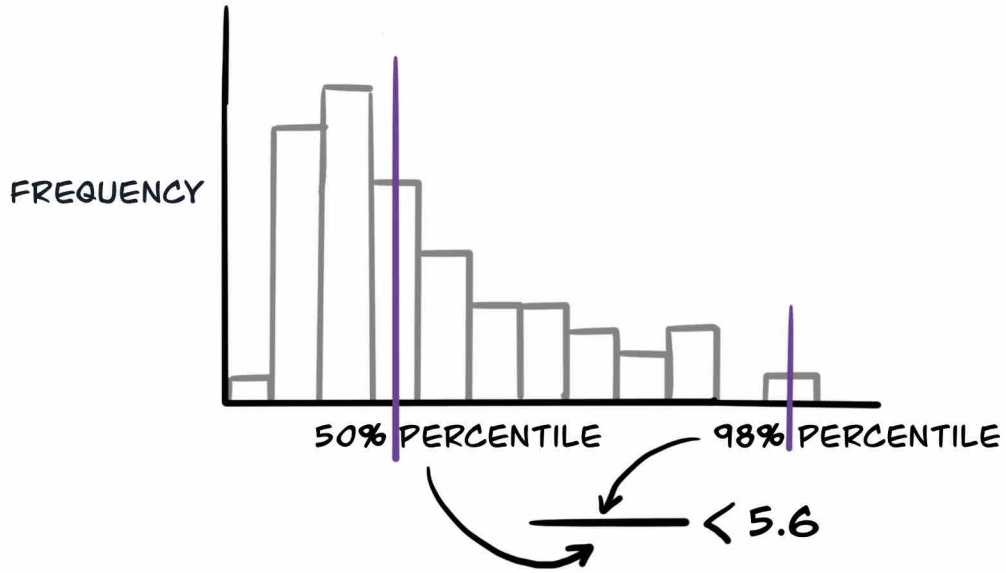
FLOW EFFICIENCY

WORK IN PROGRESS

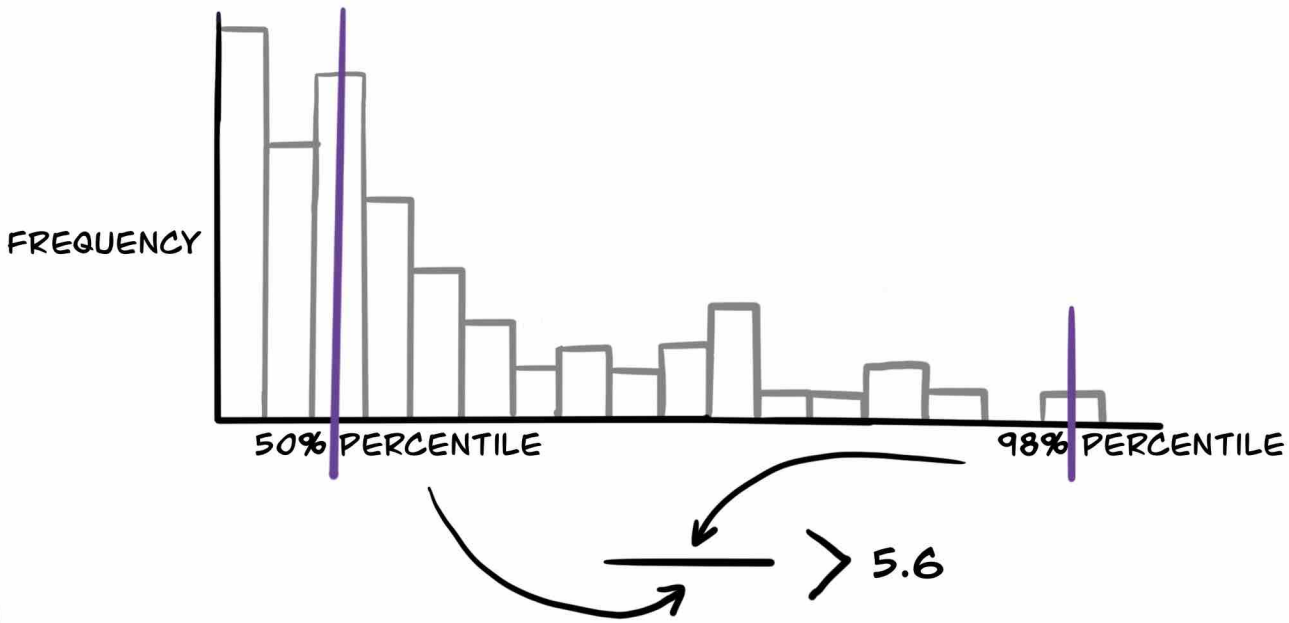
AGE OF WIP

LEAD TIME HISTOGRAM

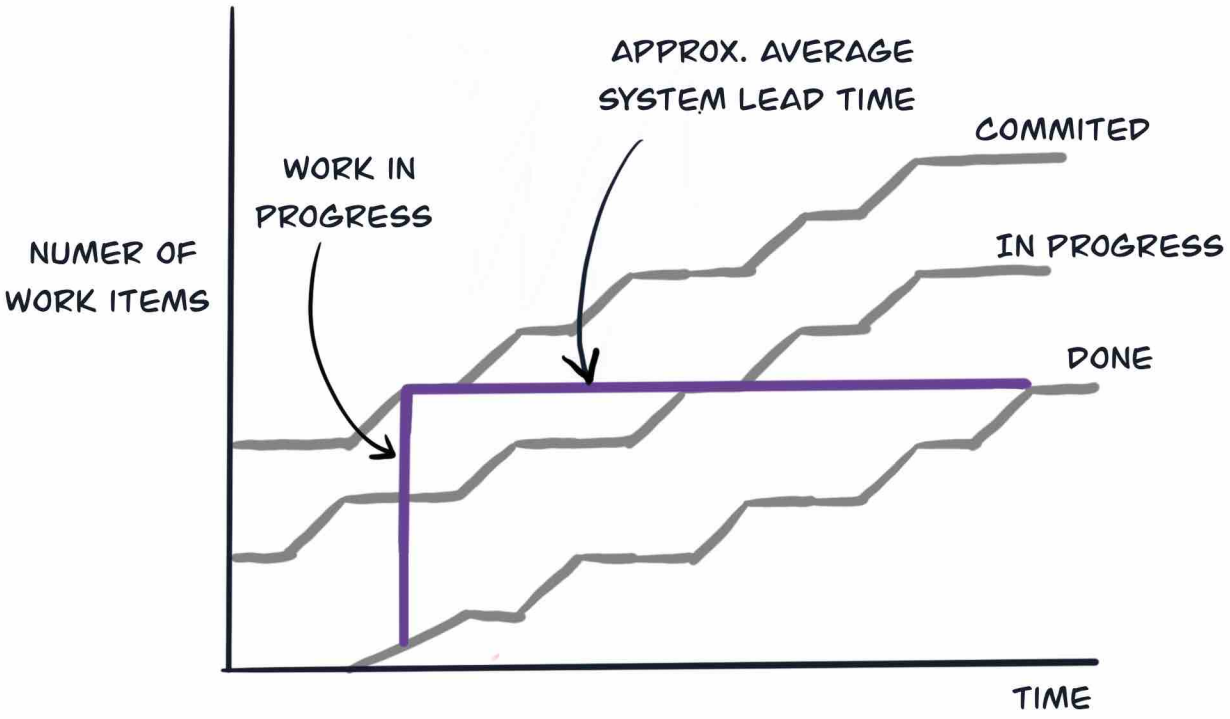
THIN-TAILED DISTRIBUTION



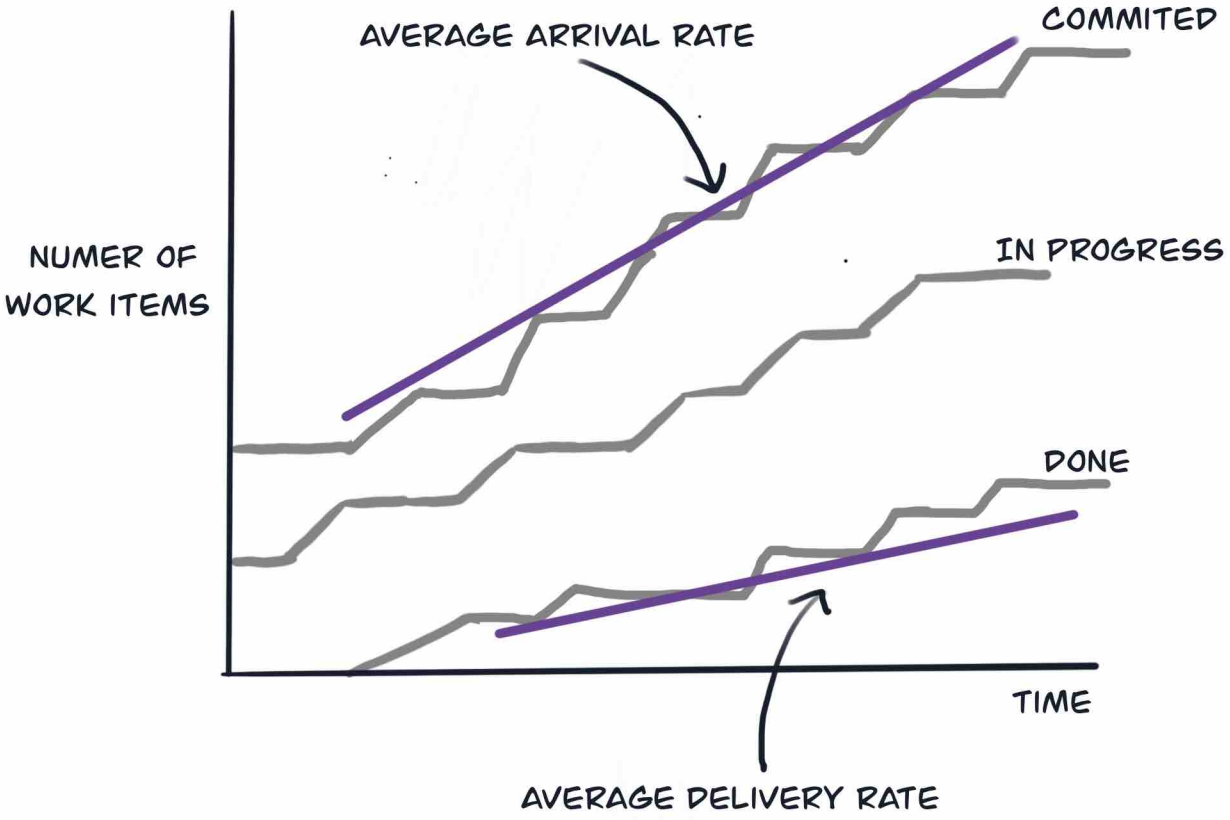
FAT-TAILED DISTRIBUTION



CUMULATIVE FLOW DIAGRAM



CUMULATIVE FLOW DIAGRAM



AUTHORS

PAWEL LEWIŃSKI

JAKUB DRZAZGA

MARCIN BIEDROŃ

BASED ON ESSENTIAL KANBAN CONDENSED BY

DAVID J ANDERSON

ANDY CARMICHAEL

MY NOTES

MY NOTES

MY NOTES

MY NOTES

MY NOTES