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agile change ... for real

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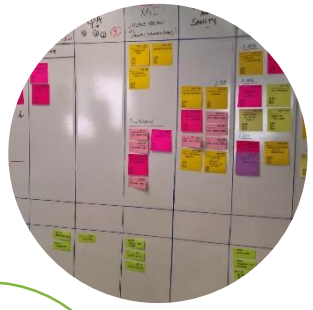
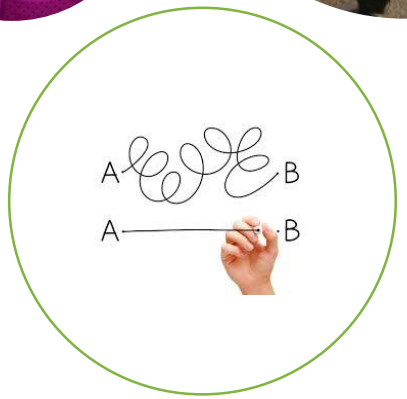
Prioritizing customer value using Kanban

Making the most with scarce resources

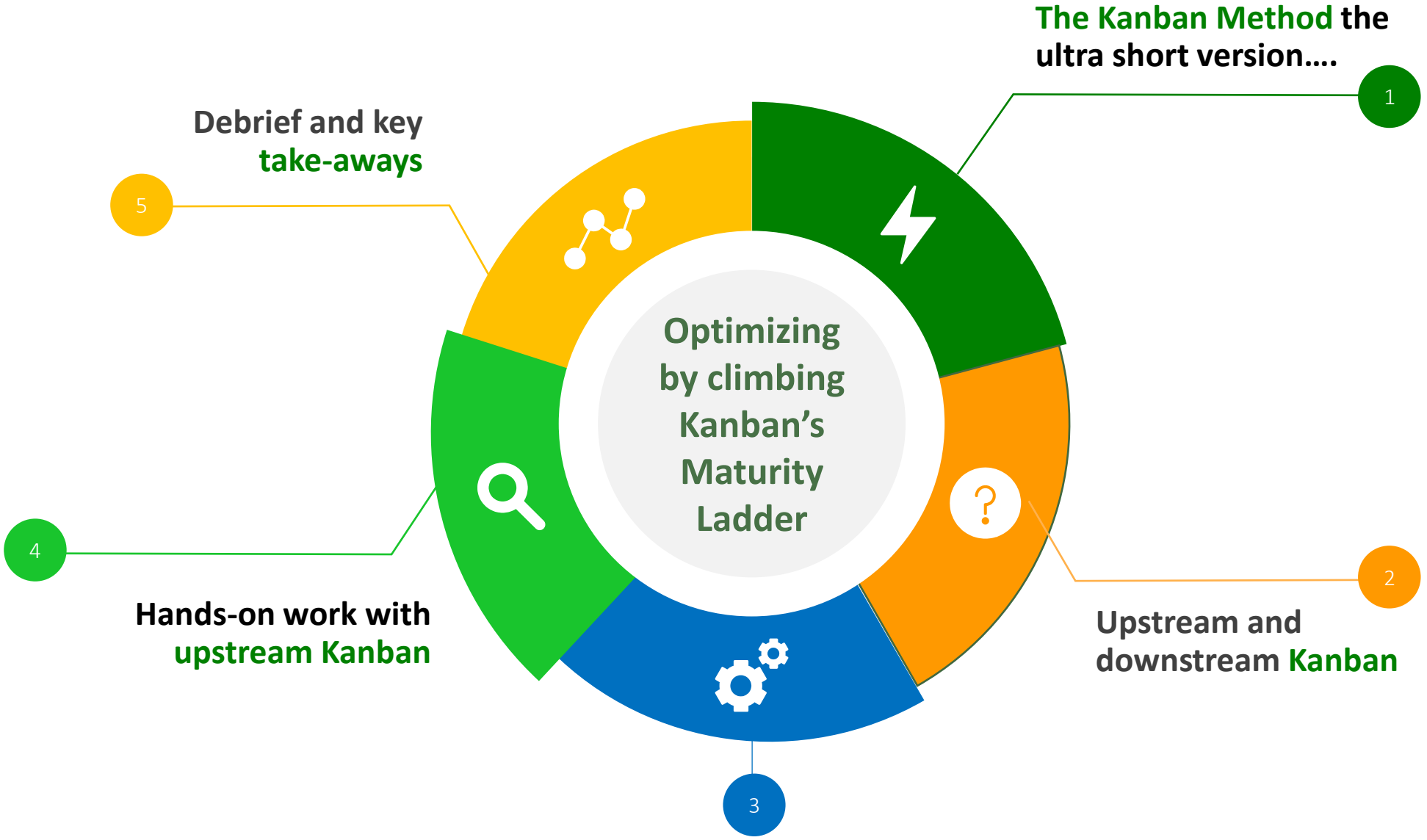
PM Fair 2018

Some of My Passions





- Agile trainer and coach
- IT Project Manager
- Columnist, blogger
- Former President of PMI Denmark Chapter
- Part of PMI's global agile taskforce in 2015
- Reviewer of PMI's Agile Practice Guide (on its way in 2017


The Kanban Method the ultra short version….
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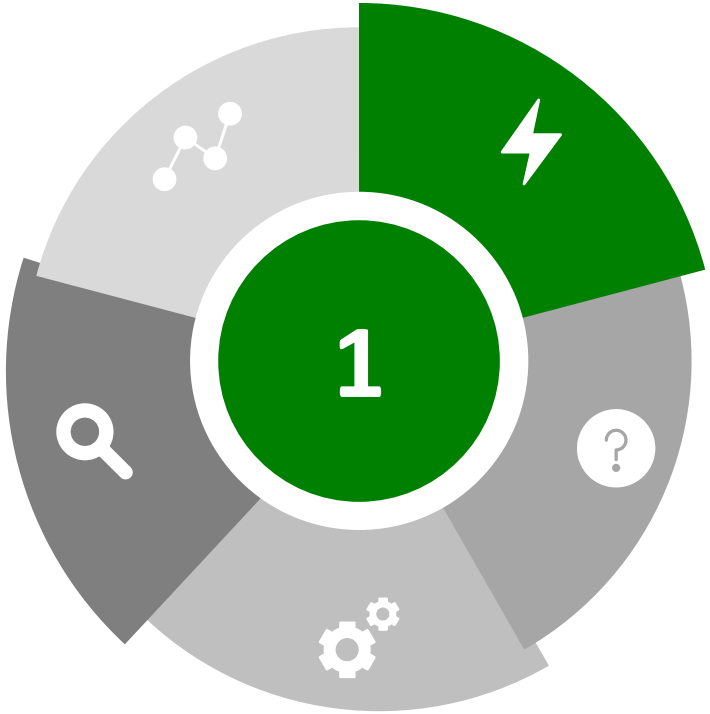
Focusing on priori-tization principles

Before we start, I want to ask you something:

- Did you ever experience…
  - Bad requirements?
  - Bad prioritization done by your management?
  - More work than your team had the capacity to complete?
  - Unrealistic deadlines?
- Do you have any practical experience with the Kanban method?
- What do you hope to take back from this workshop?



The Kanban method: An ultra-short walk-through

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Kanban controls work not people. You build your Kanban system so it fits your context

— *Kanban can be used for all kinds of knowledge work*

Why use Kanban to control your team activities or projects

- We visualize invisible work, and we have stopped multitasking. Our tasks flow faster
- No competing backlogs! All our work is in our Kanban system and prioritized systematically
- Just a glance at our board we get a clear, common view of how our project is doing
- **There is no wishful thinking in Kanban!**

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The 3 agendas and 9 values in Kanban

1 Improvement

- Transparency
- Balance
- Collaboration

2 Service Transformation

- Customer focus
- Flow
- Leadership

3 Organizational Change

- Understanding
- Agreement
- Respect

The Three Change Management Principles in Kanban

1

Start with what you do now

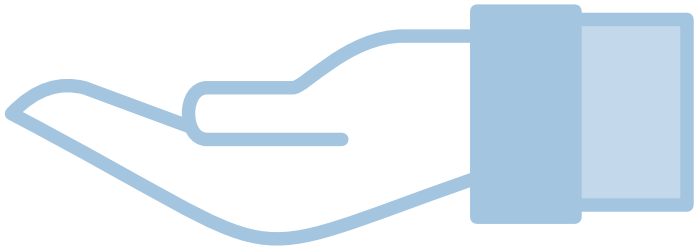
- *Understanding the current processes, as actually practiced*
- *Respecting existing roles, responsibilities and job titles*

2

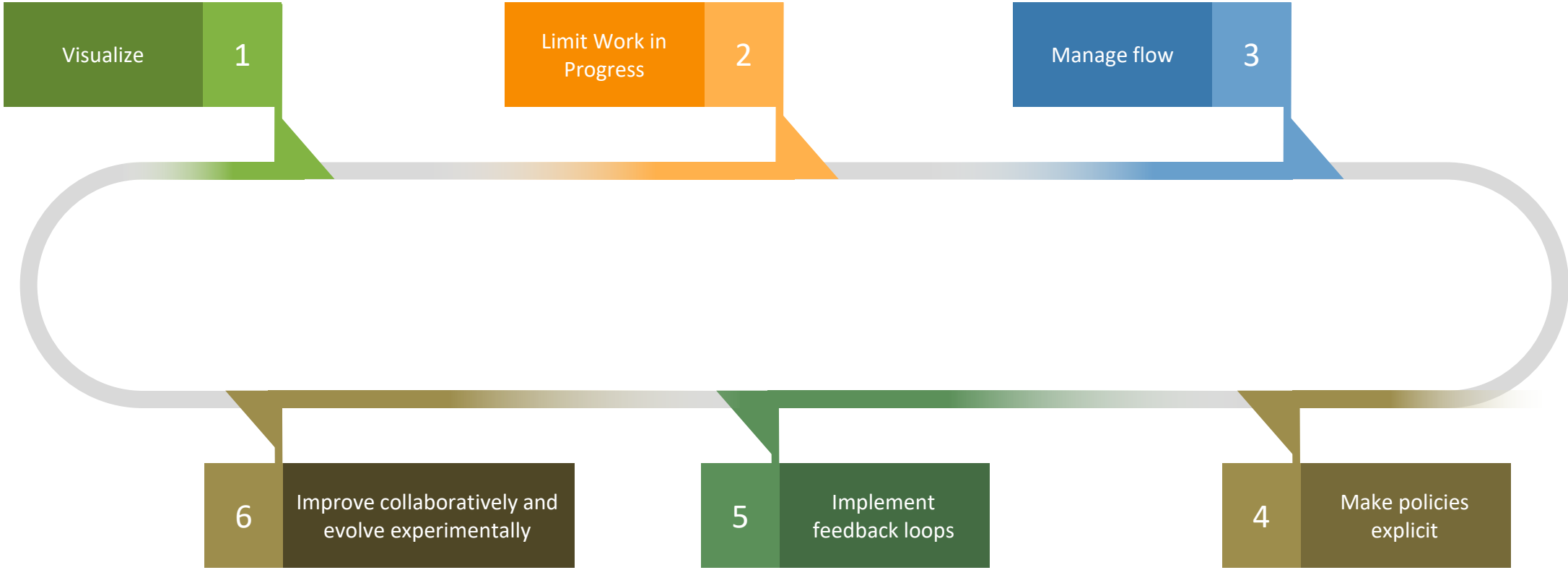
Gain agreement to pursue improvement through evolutionary change

3

Encourage acts of leadership at every level in your organization
from individual contributor to senior management



The 6 general practices (the ‘how-to’) in Kanban



Upstream and down-stream Kanban

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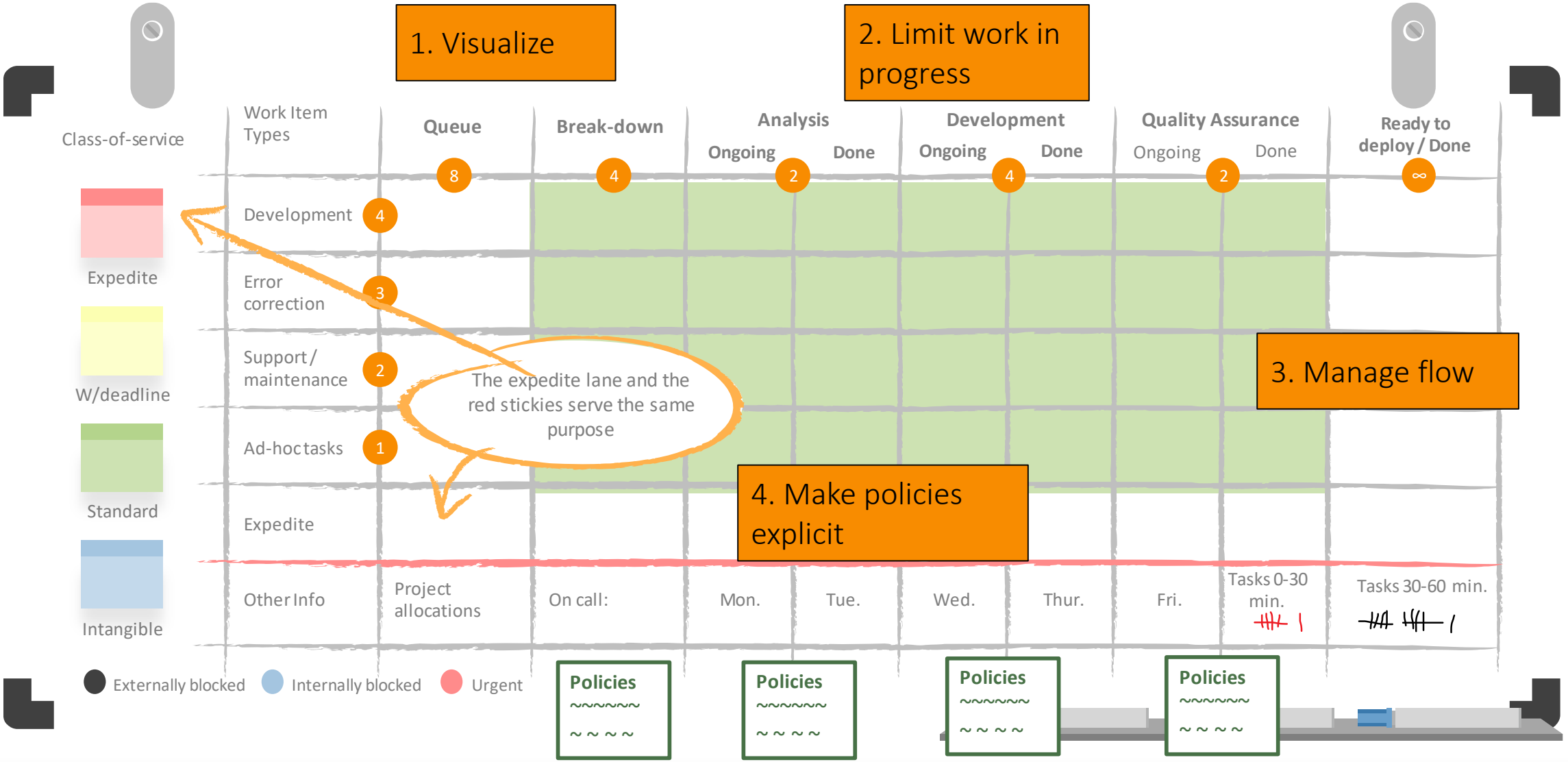
A downstream example: using the practices



Kanban på

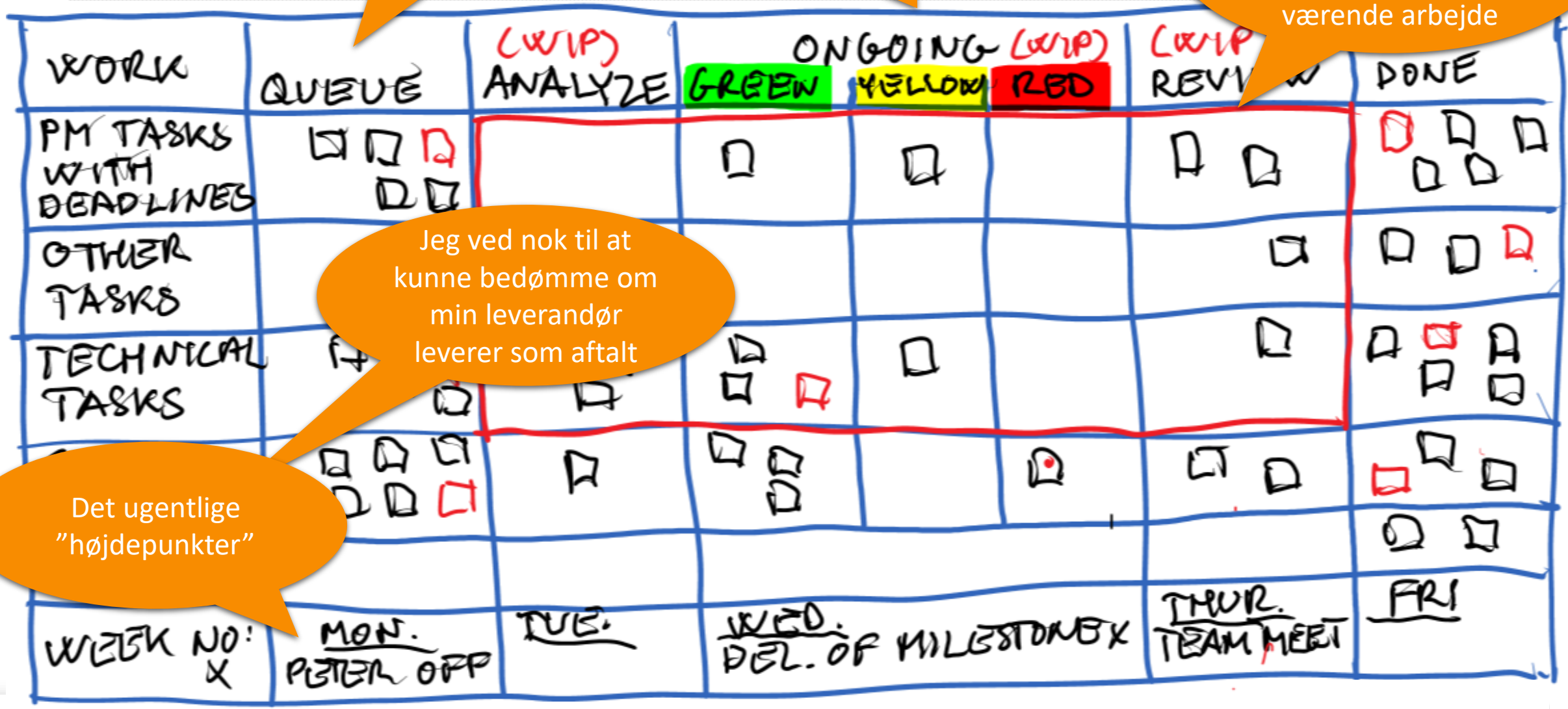
Slut med to-do-lister

Risici visualiseres

Den røde kasse = det område, hvor vi kan kontrollere i gang-værende arbejde

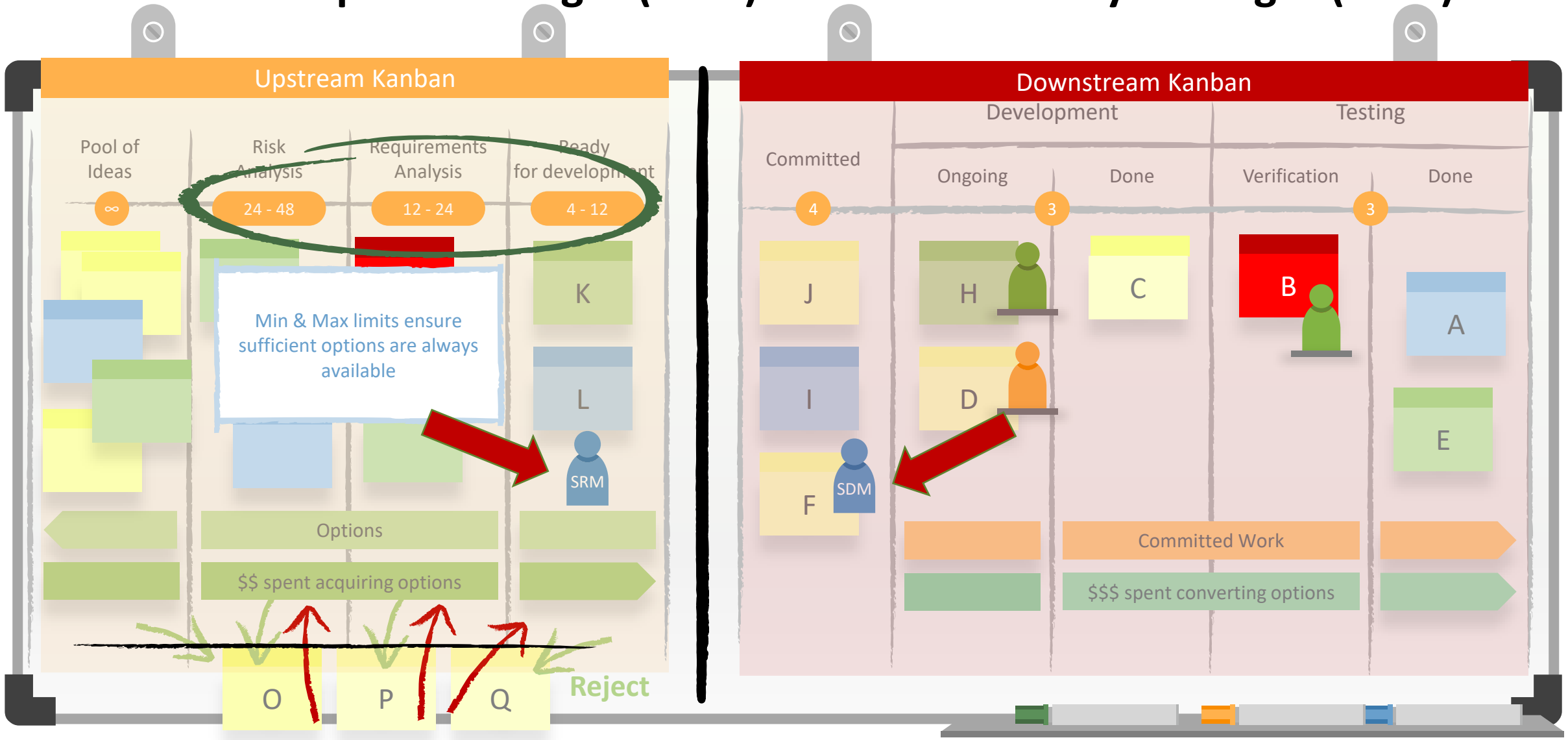
Jeg ved nok til at kunne bedømme om min leverandør leverer som aftalt

Det ugentlige "højdepunkter"



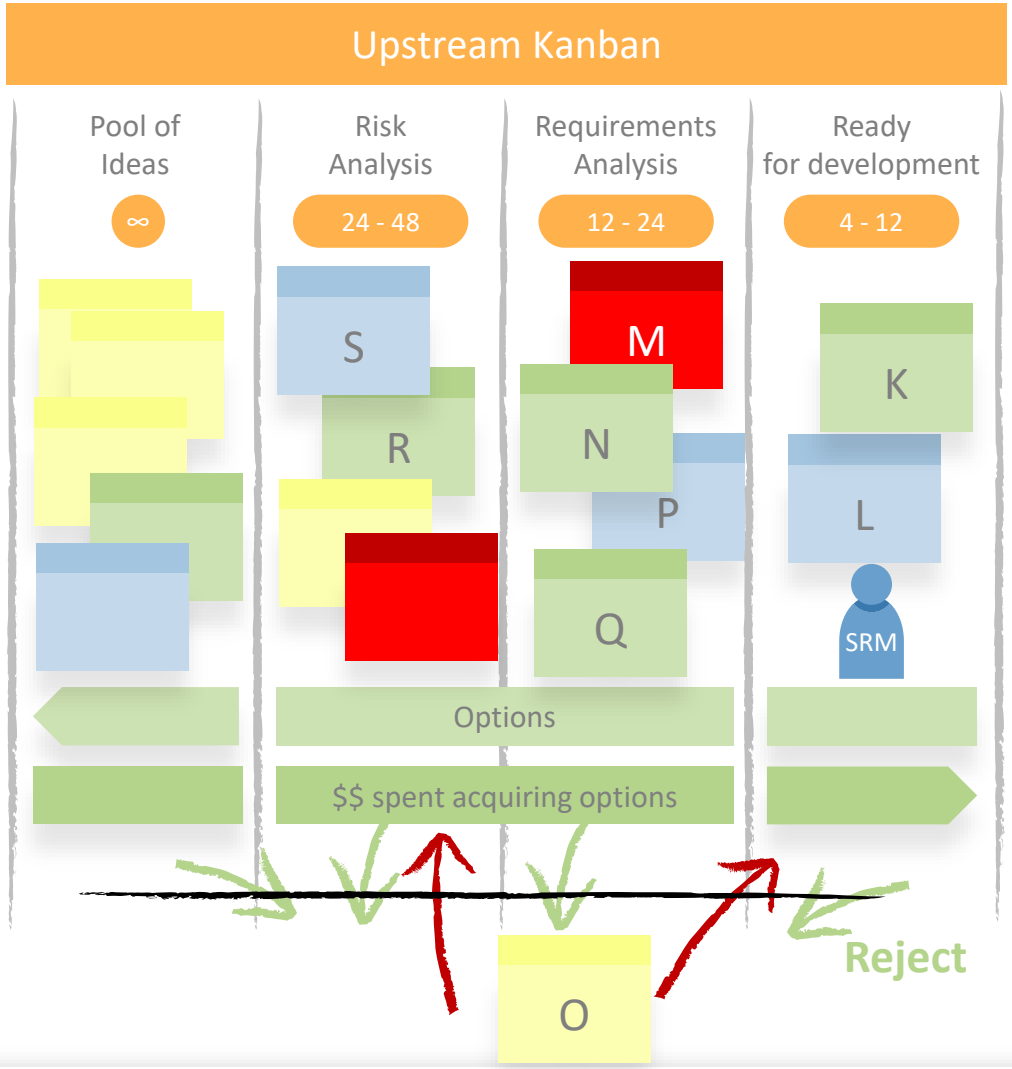
Upstream and downstream Kanban

Service Request Manager (SRM) + Service Delivery Manager (SDM)



Focusing on prioritization principles

In your upstream Kanban you must decide how to determine what is most important



What are your scarce resources, and how should you prioritize your activities?

- Is risk a factor that you have to take into consideration?
- Is price or time something you have to consider?
- Is the best possible use of resource bottlenecks the most important prioritization criteria?
- Is it the most important project that you must prioritize first when you prioritize your tasks?

Hands-on work with upstream Kanban

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Discuss with your team: You have 20 minutes

1. Think about your project (or one in the past): How do you currently prioritize the work that needs to be done? Do you see elements of randomness?
2. How might the Kanban way of prioritizing help you on your projects?
3. Who would you involve, when you do the prioritization?
4. Who would be your Service Request Manager?
5. **Suggest how you would build your upstream Kanban board for a team of 6**

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Debrief and take-aways

Each team has 5 minutes to present their results

- First, each team presents their upstream board: explain how you reached this result
- Based on the results from your team work, how does an upstream Kanban board differ from what you do today?
- Also explain if/how this way of prioritization might help you on your projects

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Key take-aways

Even if you don’t use the Kanban method for your project, you can use upstream Kanban techniques for prioritization

With Kanban you can ensure that the most important activities are done first

Working with upstream Kanban principles, you will ensure rigid prioritization based on whatever are your scarce resources

Your ability to involve the right people and facilitate decision-making based on mutual agreement will influence project lead times

Of course all of this will only happen if people respect these processes and the agreements made concerning prioritization principles

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THE END

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