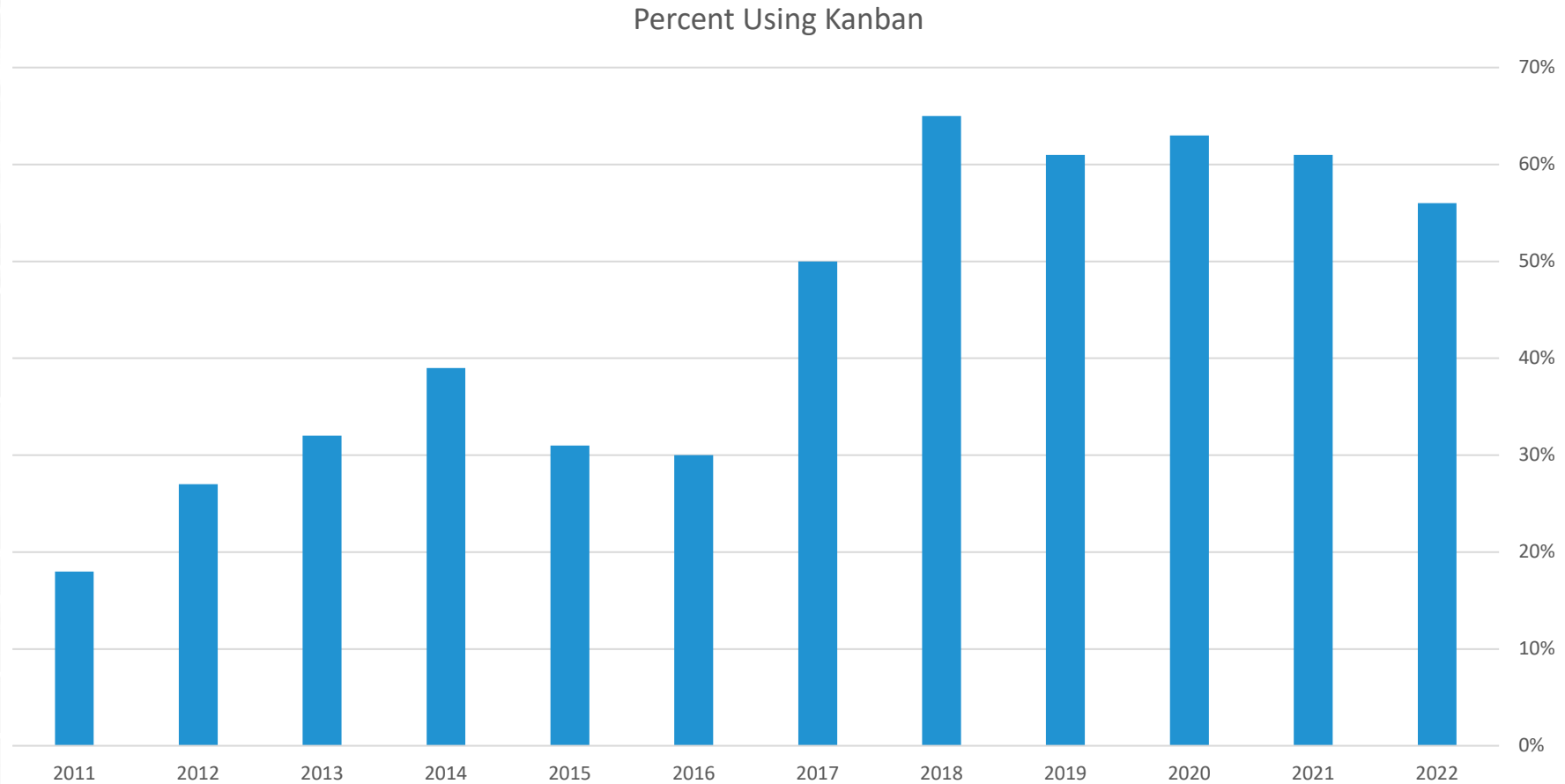




BEYOND WIP – STEP UP YOUR KANBAN COACHING

KANBAN IS POPULAR



Source: digital.ai / VersionOne State of Agile Reports 5-16



OVERVIEW

OVERVIEW

1. Get Started



Review Current State & Adjust to Get Started Today

- Meetings
- Roles
- Work item types

2. Get Dialed In



Build New Policies to Optimize Flow

- Classes of service
- Establish WIP limits
- Create explicit policies for each work item type

3. Get Predictable



Start Delivering Reliably

- Cycle time/Lead time
- SLAs
- Probabilistic Forecasting

4. Keep Improving



Stay on Top of Your Game

- Continuous improvement



GET STARTED

Review Current State & Adjust to Get Started Today

MEETINGS – WHERE TO START

- **Daily Standup** – plan the day/collaborate
- **Replenishment/Refinement** – What's next up / understand the work
- **Service Delivery Review** – Show off work / Get Customer Feedback
- **Retrospective** – Review Flow Metrics / Identify Improvements



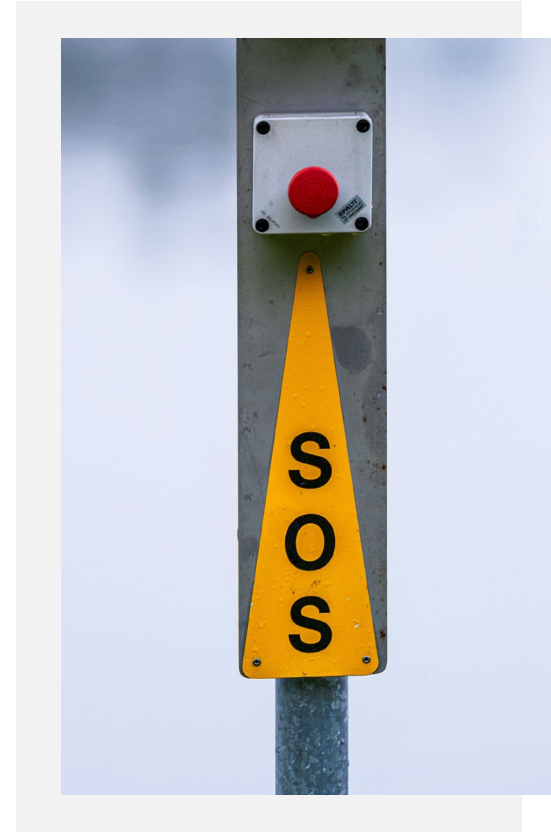
ROLES – WHERE TO START

- Service Request Manager or Product Owner
- Service Delivery Manager (think Scrum Master)
- Team Member



WORK ITEM TYPES

Can start with a single work item type if you don't already have different types



2 TYPES OF TEAMS



Ticketing Team

- Receives and works tickets from customers
- Less predictable work intake



Project Team

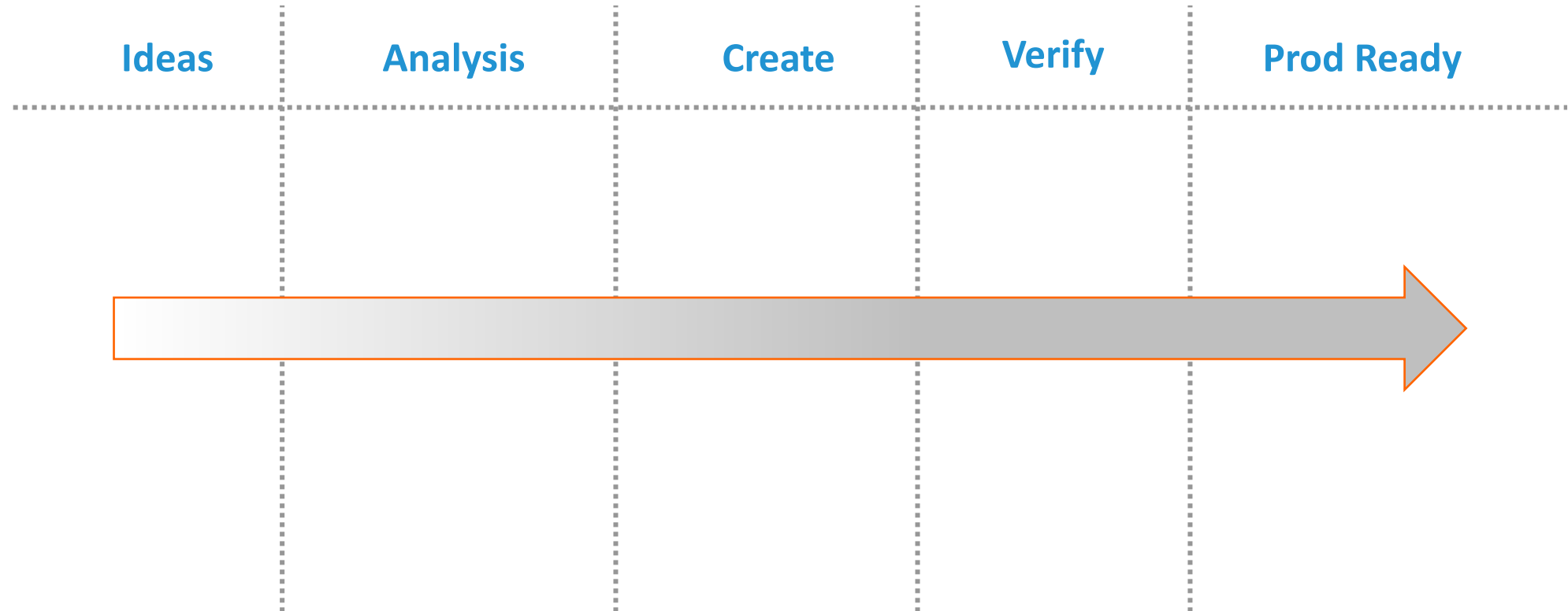
- Delivers on larger initiatives, but uses Kanban
- More predictable backlog

WORKFLOW



- Use your existing workflow
- Can start with To Do, Doing, Done

VISUALIZE THE FLOW OF WORK

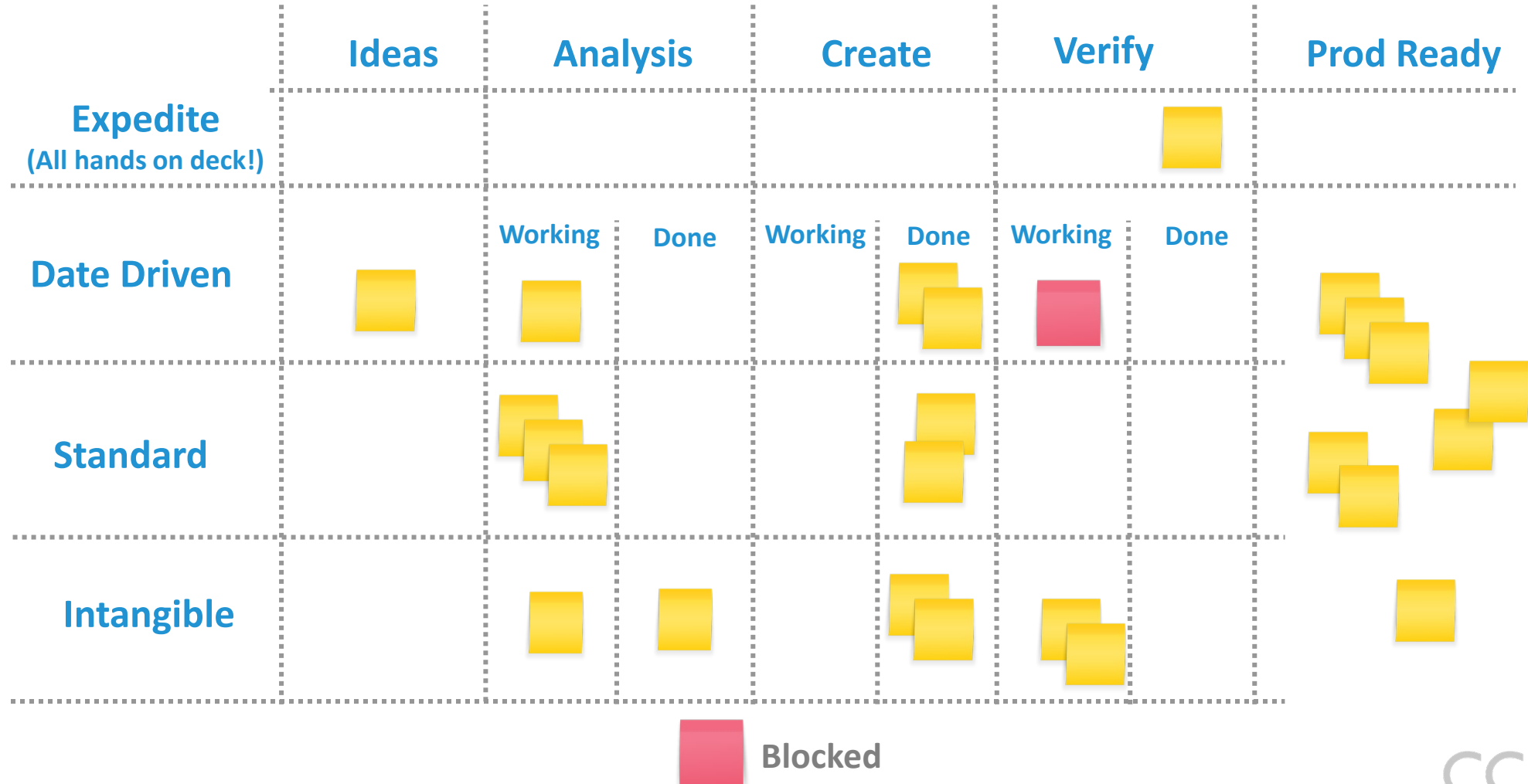




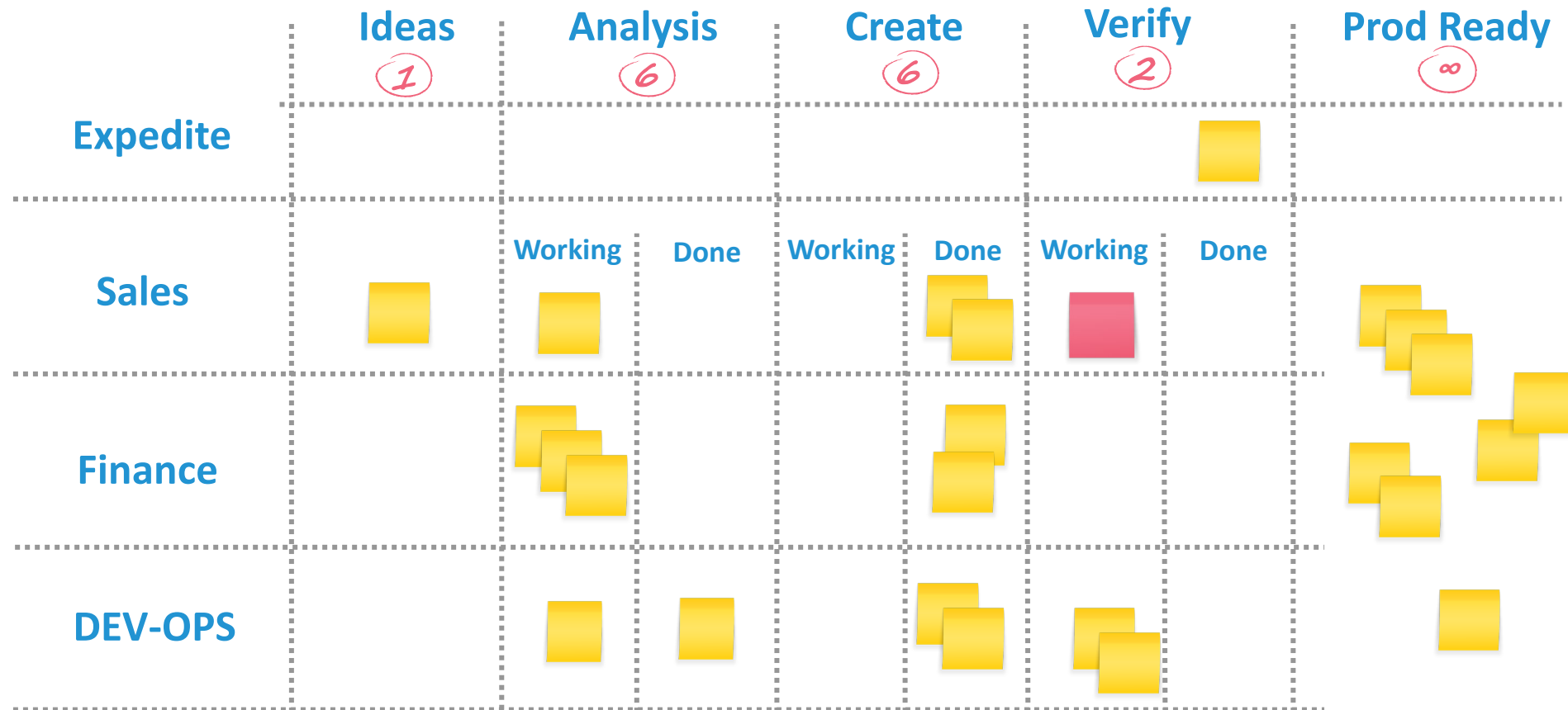
GET DIALED IN

Build New Policies to Optimize Flow

CLASSES OF SERVICE

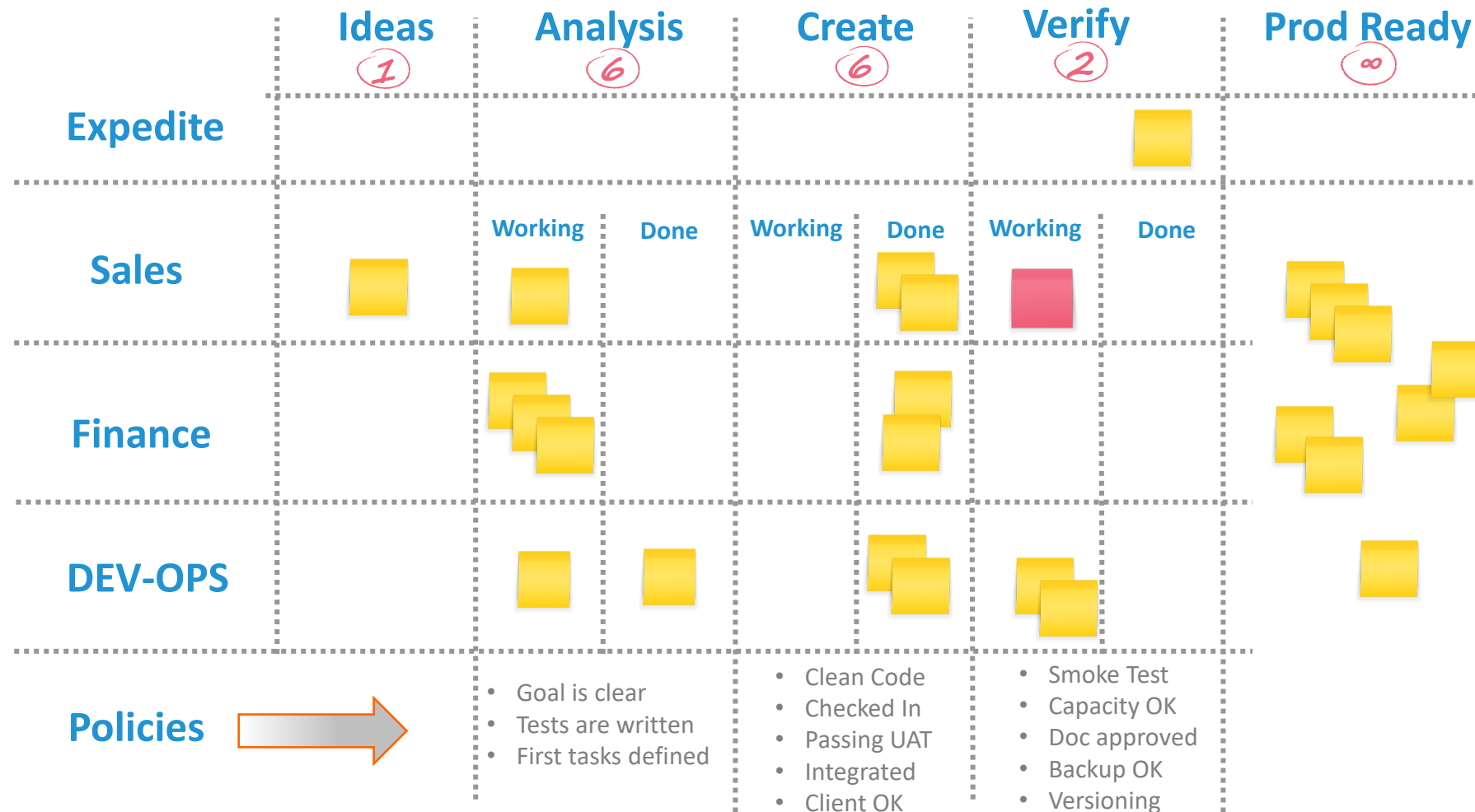


INITIAL WIP LIMITS



∞ Infinite queues – Kanban ends at first infinite queue – out of our control
Expedite Lane does not count towards WIP limits!!

MAKE POLICIES EXPLICIT

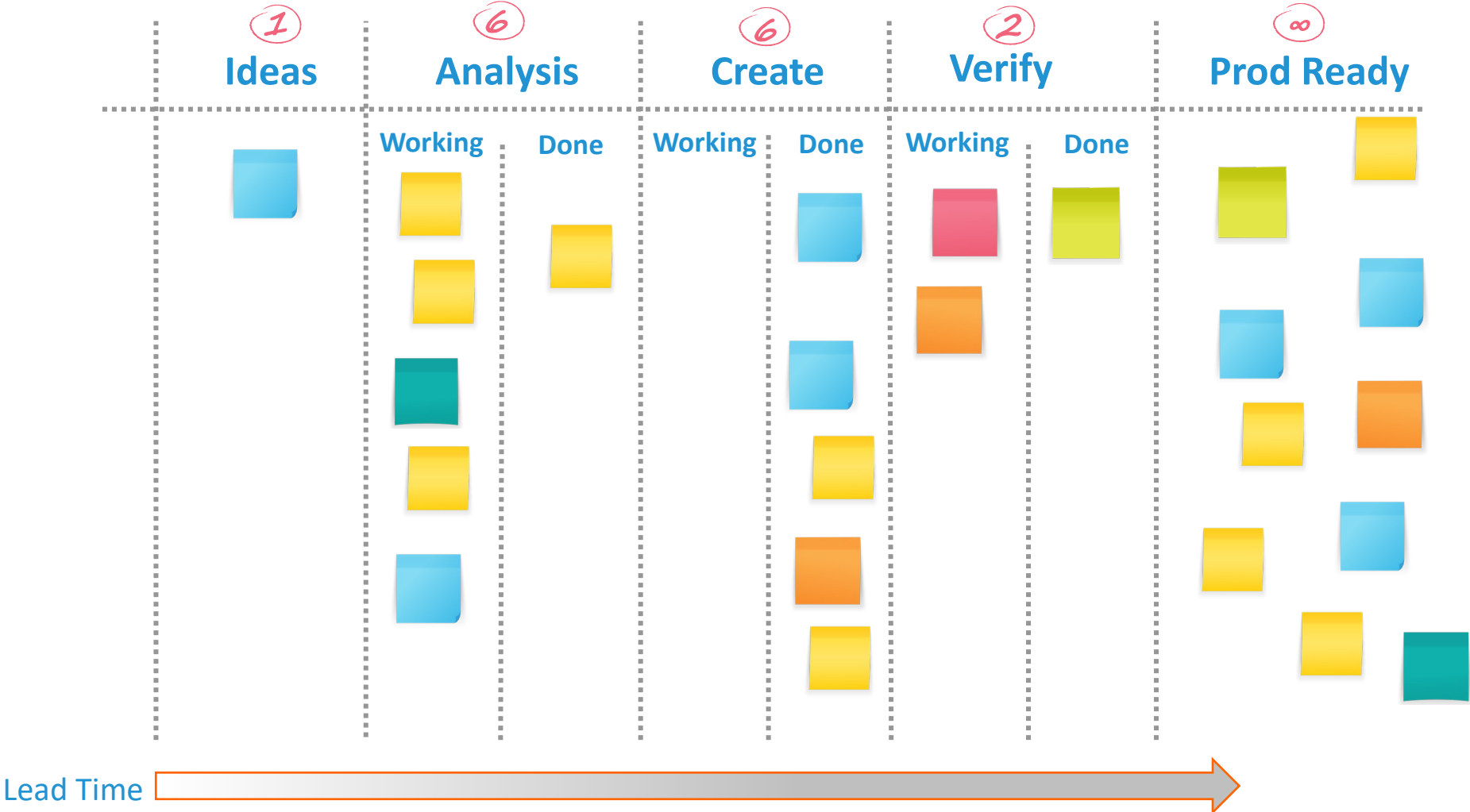




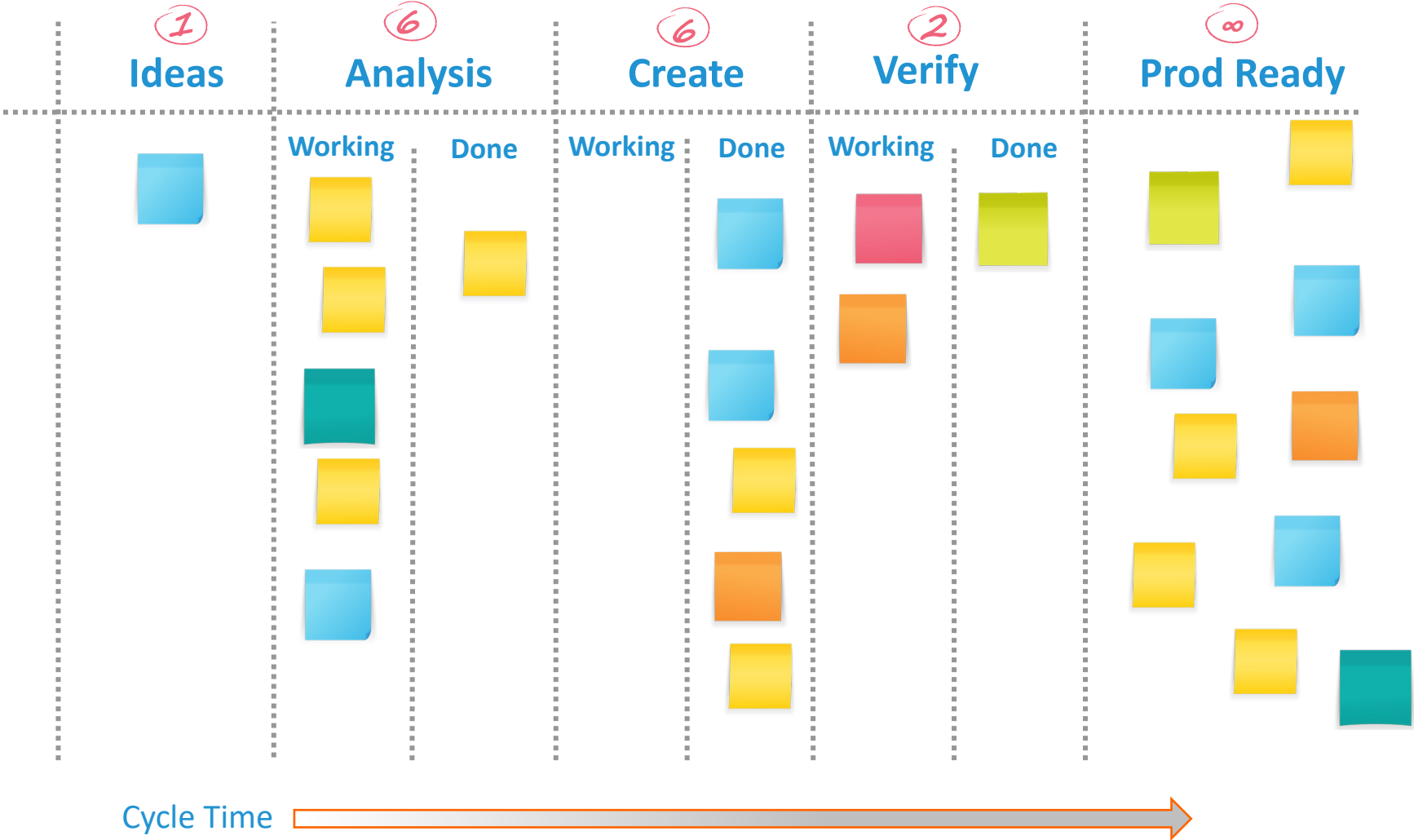
GET PREDICTABLE

Start Delivering Reliably

LEAD TIME



CYCLE TIME

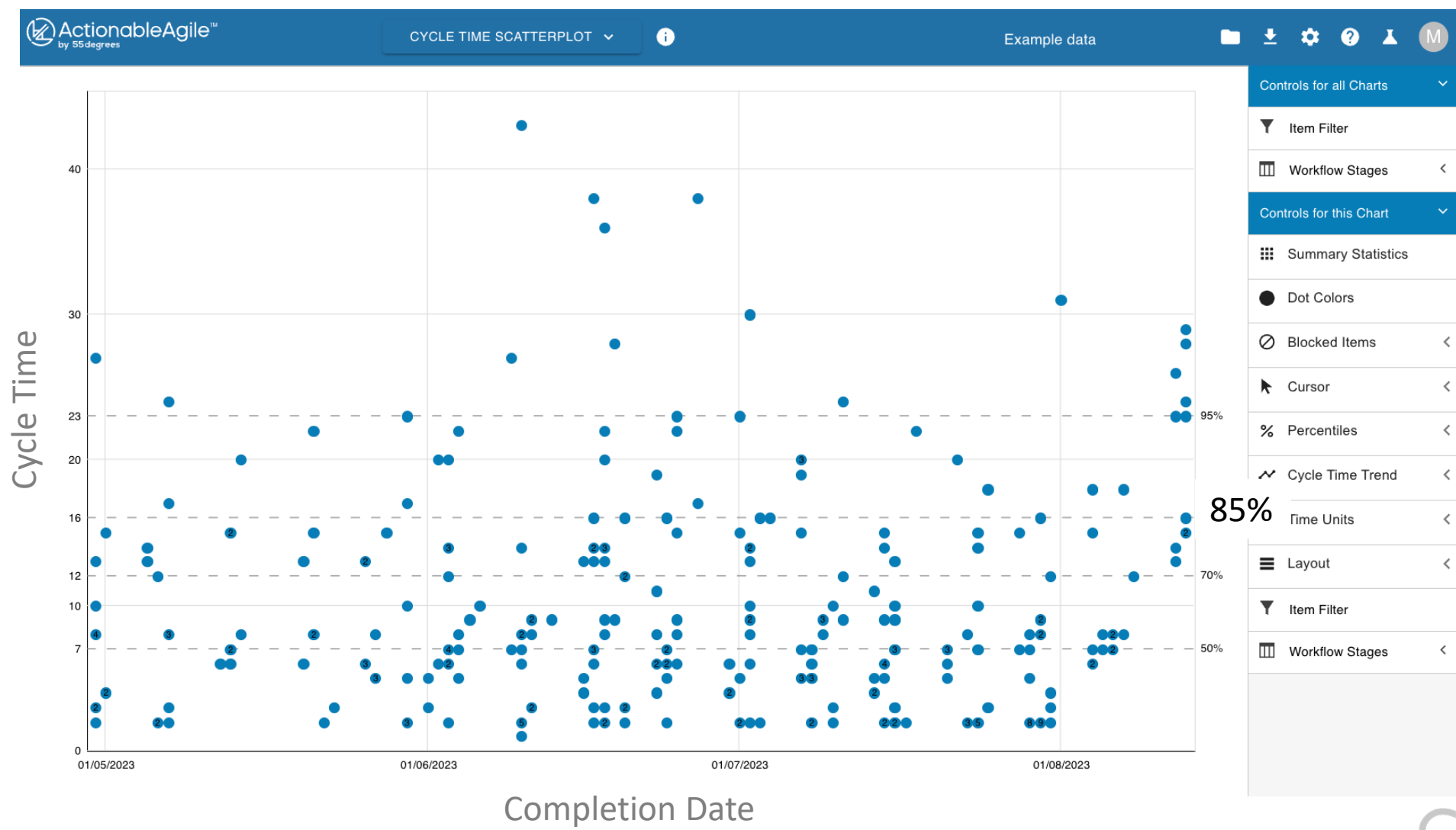


SLA

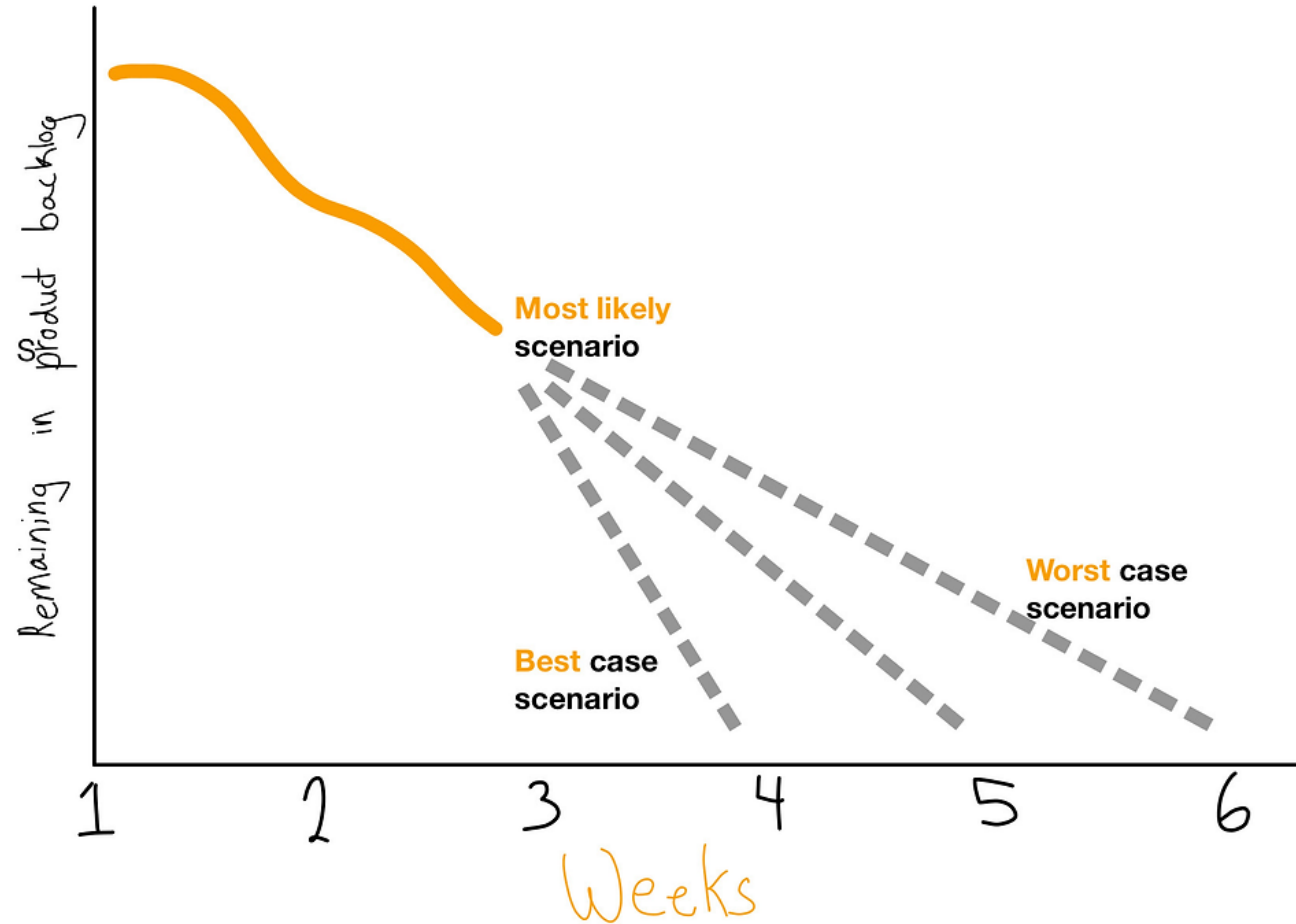
- SLA is Service Level Agreement, which is an agreement between a customer and service provider
- Establish an SLA for your work item completion
- We recommend using the 85% percentile cycle/lead time
 - Ticketing team – use lead time
 - Project team – use cycle time
- Can become a powerful coaching tool – track work item aging. Start discussing the oldest work item that hasn't completed yet, and any other work items close to exceeding your SLA



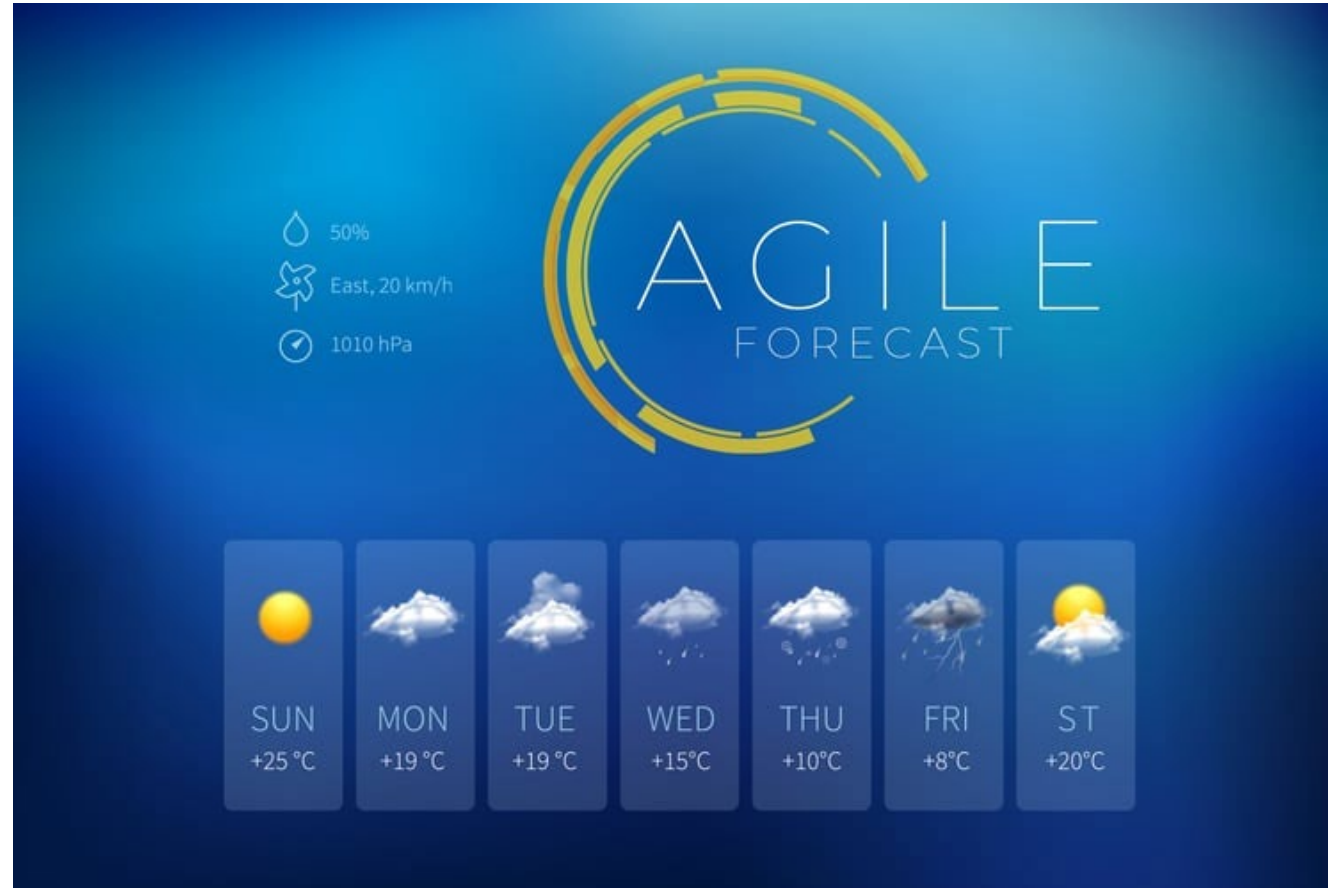
85TH PERCENTILE



FORECASTING IN SCRUM



PROBABILISTIC FORECASTING



MONTE CARLO SIMULATIONS

Monte Carlo simulations use repeated random sampling to obtain the likelihood of a range of results of occurring:

Date When 100 Items Complete

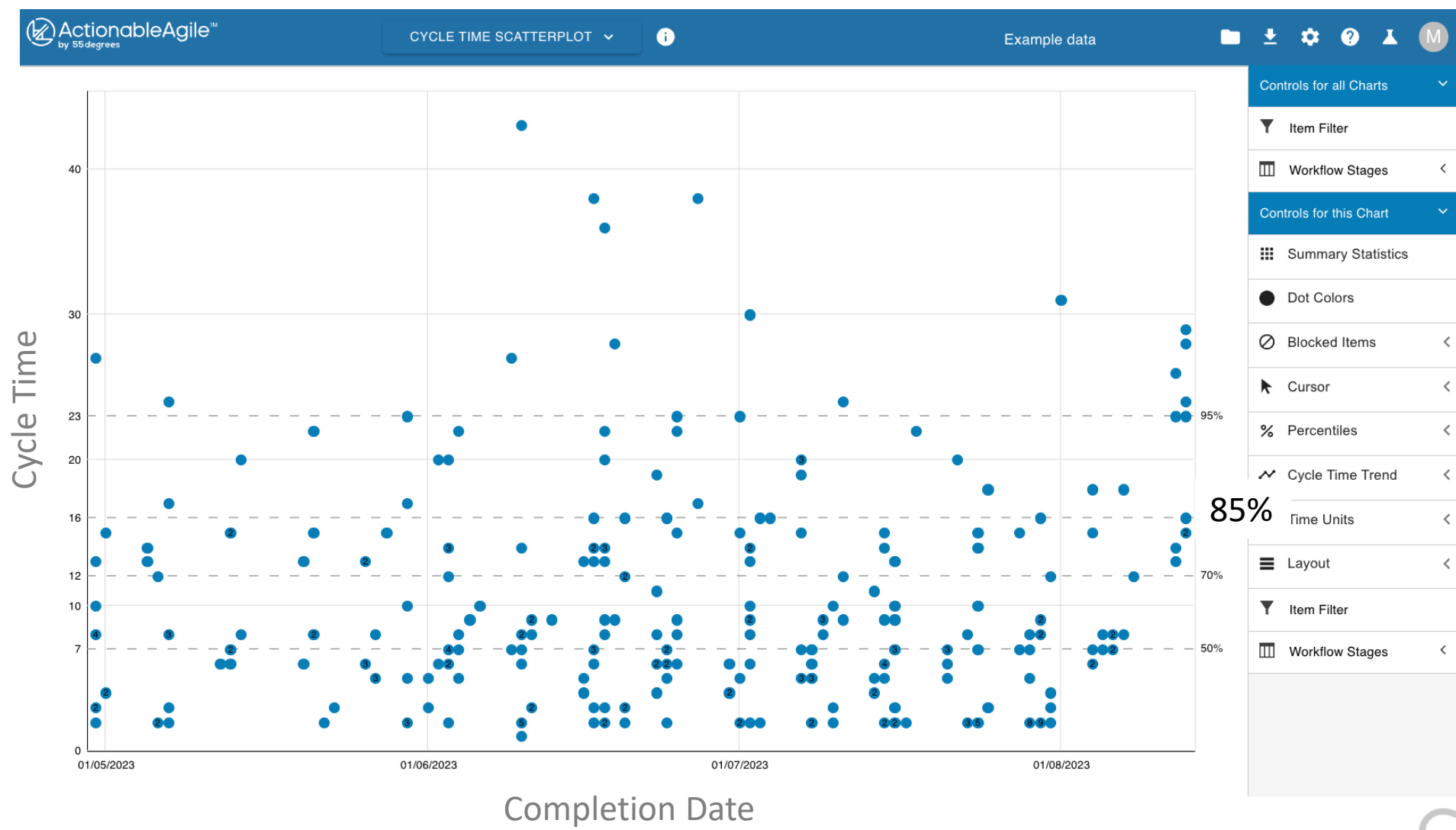
Aug 2023						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Sept 2023						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
50%			70%		85%	
17	18	19	20	21	22	23
		95%				
24	25	26	27	28	29	30

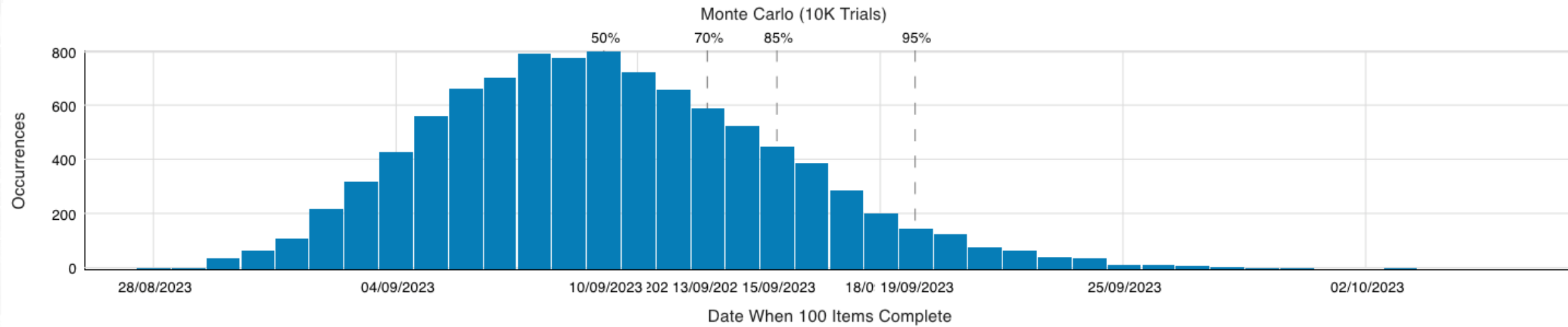
Oct 2023						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Legend
0-50%
50-70%
70-85%
85-95%
95+%

RANDOM SAMPLING



SIMULATIONS



COMPLETION DATE RANGE

Date When 100 Items Complete

Aug 2023						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
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29	30	31				

Legend
0-50%
50-70%
70-85%
85-95%
95+%

KEY DRIVER

Less variability in work item completion = less variability in forecast



PROBABILISTIC FORECASTING REFERENCES

[Actionable Agile Plugin](#)

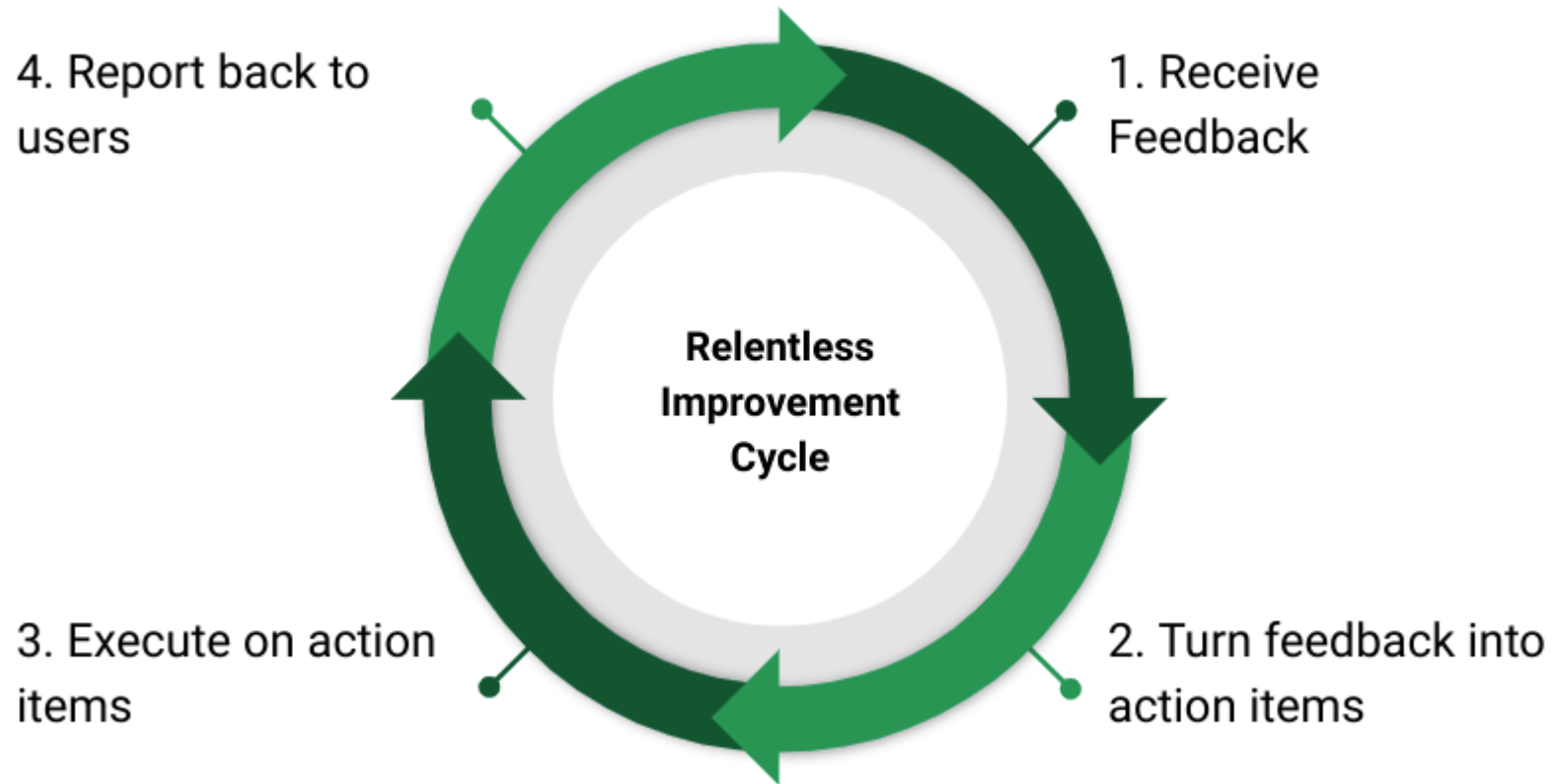
[Monte Carlo Simulations in Excel](#)



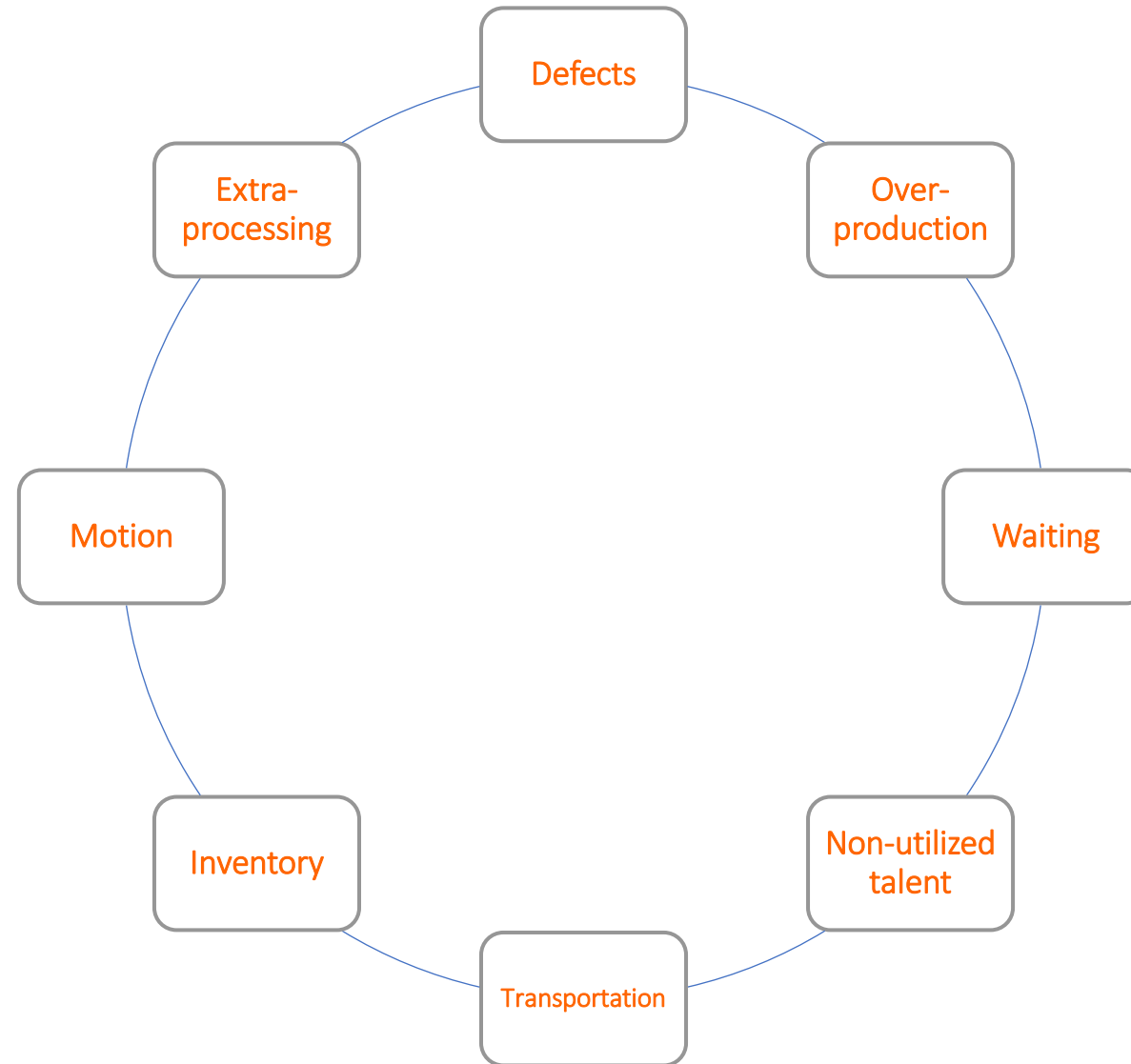
KEEP IMPROVING

Stay On Top of Your Game

FEEDBACK LOOPS



LEAN WASTE



CASE STUDY

Cloud Migration Kanban Team

- Coached through “Get Dialed In” and “Get Predictable” phases over the course of 3 months

Measurement	Before	After
WIP	30	 5
Cycle Time	21 days	 5 days



WRAP UP



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