

INTENTIONAL GUIDE TO KANBAN

*Motivation your
Kanban initiative*

*Learning to
understand your
work as foundation
for improvement*

*Combining
improvement &
deepening of the
Kanban system*

[Beta-Version]
Feedback is appreciated

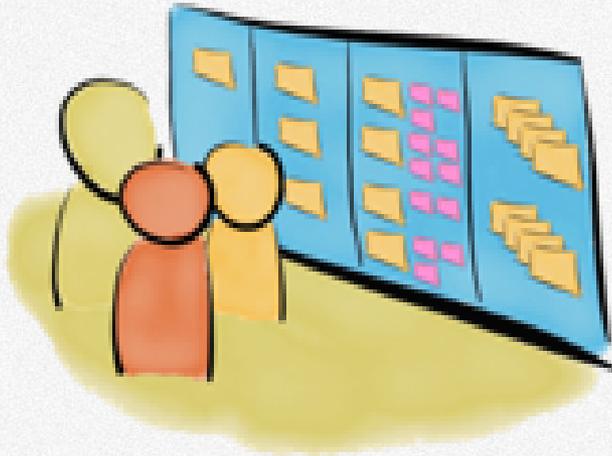
February 11, 2016

Ralf Kruse

Kanban

Principles & Practices

What is Kanban?



Underlying Principles

- *Start where you are*
- *Keep roles and responsibilities*
- *Improve evolutionary*
- *Pursue Leadership on all levels*

Kanban is a change management method focused on evolutionary improvement

Uncertainty causes fear, fear causes resistance and resistance takes your change initiative at risk. By starting where you are and not making drastic product or process changes, the typical dysfunctions to change will be avoided. This approach differs Kanban from the typical agile framework and also from most of the other change management initiatives.

The challenge is to take the initial intention for the change as driver for the implementation of Kanban.

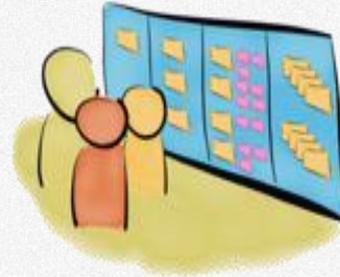
The principle approach

Kanban is starting, where we are.

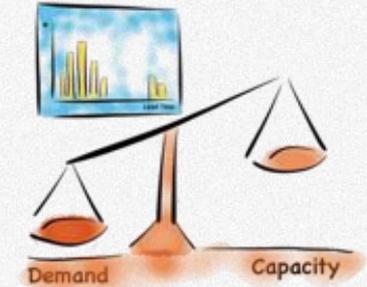
The intention is not to implement a drastic change inside the principle operation, because without a common clear understanding this could be followed by confusion. The real intention is to induce transparency from the working process itself. This will help to understand the work better. Through the better understanding a concrete potential of improvement gets visible, which we will approach step by step.

The goal in parallel should be, that based on the deeper understanding and the visible volume of improvement work all parties to motivate taking seriously initiative - independent from which working level the people are- in order to achieve good operational and improvement results.

Kanban Practices



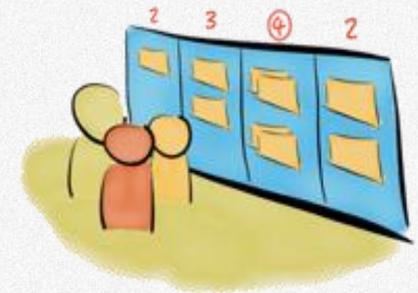
Visualize the work



Manage Flow



Make policies explicit



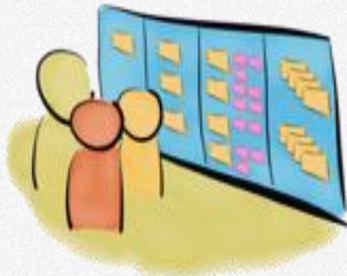
Limit work in progress



Implement feedback loops



Improve collaboratively

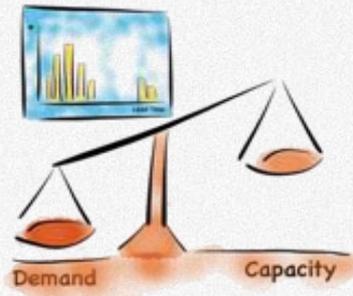


Visualize the work

In order to work efficiently we need to have a better understanding of the state of the work.

Visualizing the work means to create a better understanding of work.

There is not the one perfect way of visualizing the work, but a good visualization helps to understand, if the work is flowing, where we are overloaded, where we are sticking and what and where you can contribute something best.



Manage Flow

To manage the flow of work efficiently we need to understand the nature of the work and of the demand. We do this for example through measuring the flow and managing the queues.

The mantra is to manage the work and not the worker.

The goal of managing the flow is to:

- use our capabilities effectively,
- take care being reliable and responsive enough,
- organize the input flow of work efficiently to work always on good prepared request,
- take care of doing the most valuable for the organization.

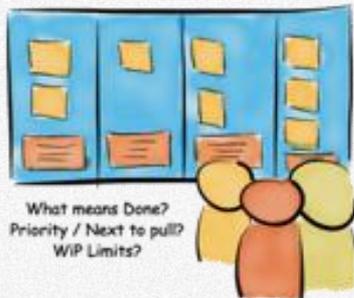


Implement feedback loops

Feedback loops create a shared understanding of the state, coordinate our work efficiently and initiate improvements.

Without feedback loops the Kanban system would not improve continuously.

For example can a regular monthly service review help to reflect the current capabilities to deliver and how much this is fitting to the expectations. This help to get a shared understanding on what is the status quo and if we need to take actions to improve.

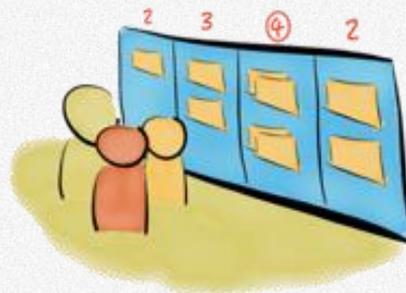


Make policies explicit

What means done? What should we take next? Do we need to escalate, if it takes longer than 2 weeks? It is surprising, how little our shared understanding of our work is. This leads to conflicts and confusion. Uncertainty, how to act, makes us stuck and reduces our proactivity to deal with situations.

Through working with our Kanban system, we understand exactly where we need to clarify, how we work together.

By having a higher clarity of our system, we can more specifically agree on how we want to change our way of working.

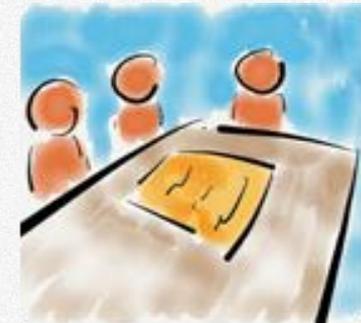


Limit work in progress

Our capabilities are limited and we cannot do more work, than we can really handle. The constraints and bottlenecks of our work stream are setting the maximum speed and volume.

Limited visibility, variations in the work flow and pressure leads to more work, than we can handle. It do not lead to more delivered results, but to queues of half-done work. Later we will look in more detail, how this makes us less responsive, flexible, reliable and efficient.

In Kanban we limit our work in progress. Our mantra is **STOP STARTING START FINISHING**



Improve collaboratively

Real improvements are an collaborative effort of all involved people.

Use scientific models to identify improvement potentials and systemic approach to achieve them.

Most potentials lie on the edge of what is possible. Try to systematically experiment and validate ideas to find the best possible solution for your work environment.

The Context

**Motivating your Kanban
initiative**

The challenge to introduce Kanban



Too prescriptive

Kanban in its core is based on evolutionary change. A too prescriptive introduction of Kanban practices will cause resistance or to an environment just keeping the practices as they were introduced in the beginning.

Just visualising

Just visualizing the work without being aware on what you want to achieve will likely lead to a shallow Kanban system. You will get initial benefits, but not a continuous improving environment

The Context for your Kanban initiative



Work through the following pages to motivate your Kanban initiative.

We learned through experience, that the following context support your Kanban initiative.

Usually Kanban is a good fit with the context and with that, what needs to be achieved. **The good fit motivates, how Kanban can support us to strive towards our ambitions.**

There is a wide range in regard to how you can start creating your initial system. The Kanban context **gives guidance, how to build an initial system, that fits to our needs.**

Later you can use the gathered context to **review**, what we have achieved and **realign** towards where we want to go.

We experienced the reflection of the context as a good start of the Kanban initiative. It depends highly from the context, if an individual (or a small) group will prepare the initial proposal or if the group will co-create the whole context together.

The Kanban context consists of the following three areas:

Your work and its characteristics

What are the services and deliverables you are providing?

What characterises your work?

Dissatisfactions and its causes

What are the dissatisfactions, unmet needs and stressors?

What are potential causes for this dysfunctions and dissatisfaction?

Your ambitions and its challenges

What is your ambition? What do you want to achieve?

What makes it ambitious and challenging?

Purpose of your System

When we think about change and improvement the first question are:

What is the purpose of your system?

What type of service or deliverable should you provide?

Who is how benefitting from these services or deliverables?

Describe the purpose of your system with the different work item types and with concrete examples.

What are we providing?



**To whom?
For what?**



Characterize your work

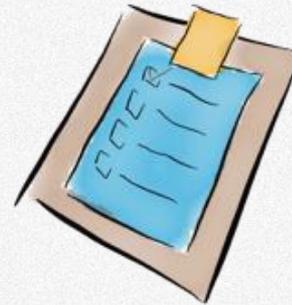
Every work environment is different. The type of work, the customers, the involved people etc.

Taking the characteristics of your environment in your improvement initiative into account.

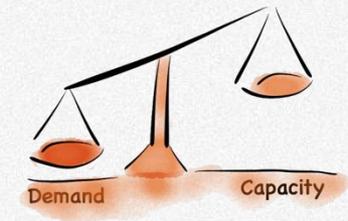


Think through the six characteristics of the following page

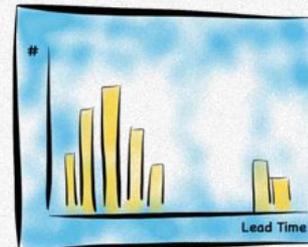
Characterize your work



Incoming demand



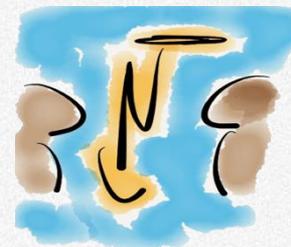
Demand in relation to capabilities



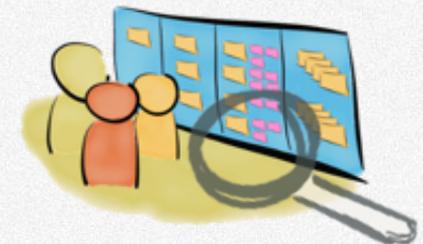
Predictability & Stability



Flexibility



Risk & proactive management of it

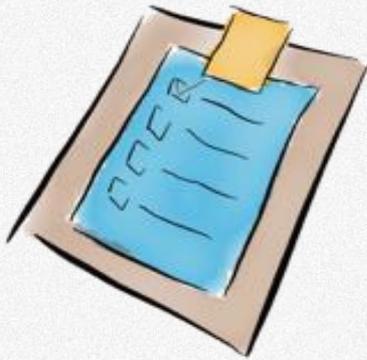


Transparency & Improvement

Every work environment is different. The type of work, the customers, the involved people etc.

Taking the characteristics of your environment in your improvement initiative into account.

Summarise in a few paragraphs the key characteristics of your environment.



Incoming demand

How consistent and clear is the requested demand?

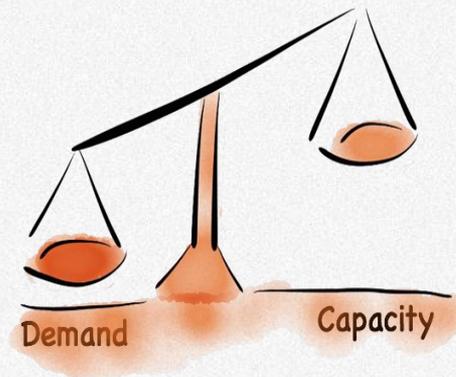
Is it easy or overburdening for our customers to express their needs?

Do we know, what we need to do?

Do we exactly know, what the delivery needs to contain?

How often and intensively are requirements changing?

Are long lead items requested, which need to be considered first?



Demand in relation to capabilities

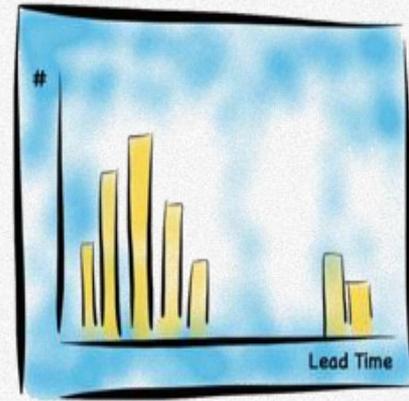
Is our capacity sufficient (Manpower/ Skills/Tools)?

On how many items can we work in parallel?

How many items are currently in progress, and what is their age profile?

How much work is waiting in the input queue in average? Is the queue too long?

How do you manage the incoming demand?



Predictability & Stability

How many items can we finish per month? Does a milestone plan exist?

How long takes the lead-time per item (end-to-end)?
How variable, how predictable are the causes?

Do we know exactly each cost/ complexity of the work items or do we need to assume any?

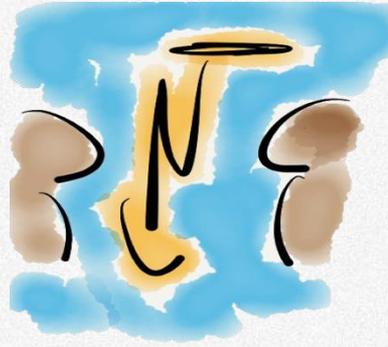


Flexibility

How flexible can we react on changes within the customer requirements?

How often and intensively do we feel disturbed by changing demand and its scope?

How much flexibility is requested from our stakeholders?



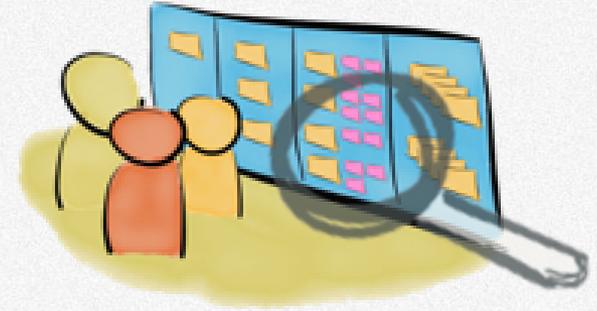
Risk & proactive management of it

Do you see any risks, which can have a negative impact on the process flow? How can we manage this?

When are risks and challenges arising?

Are you identifying risks proactively and early or do they encounter later and surprising then?

Would the business stakeholder describe the risk management as preventive or as firefighting?



Transparency & Improvement

Are things getting worse (longer durations, more WIP, less throughput, more defects, unhappier customers) or better? Can you quantify that?

Where is it possible to optimize process steps in order to generate savings?

Are there any wastes existing within the whole process?

How to secure transparency (review meetings/ reporting)?

Did we initiate already a Continuous Improvement Process?

Dissatisfactions



External dissatisfactions

From user, customers and stakeholders

Which aspects of your service or delivery are not satisfying the externals?

What would help them to make a better job?



Internal dissatisfactions

From all people who are involved in the value creation

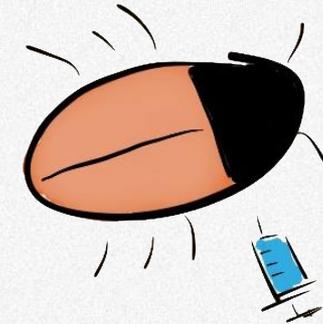
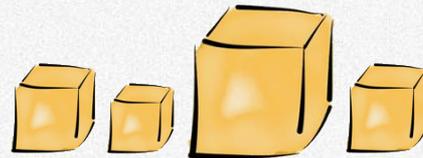
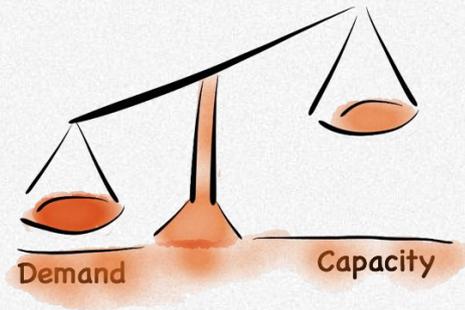
With which aspects are the people involved in the value creation dissatisfied?

What things are blocking, stressing and demotivating them?

Gather the dissatisfactions from the inside and the outside view of the system.

Sources of dysfunctions

Overburden, unnecessary variations and wasteful activities are the main source of later dysfunctions at the work place. If you want to be efficient & effective, you have to be aware of them and think them through, how to banish them.



Overburden (Muri)

Any activity asking unreasonable stress or effort from personnel, material or equipment.

For people a too heavy mental- or physical burden. For machinery expecting a machine to do more than it is capable of- or has been designed to do.

Unnecessary variation (Mura)

Any variation leading to unbalanced situations.

It exists when workflow is out of balance and workload is inconsistent and irregular events (or artefacts) are interfering the work.

Wasteful activities (Muda)

Any activity in your work that does not add value for the final result for the customer, is a wasteful activity.

If you reflect on your work, you will find some non-value-adding tasks which can be eliminated immediately. Others seem to be essential in the first place and can only be eliminated if you change the business conditions.

Wasteful activities

These are the 7 most common types of waste in manufacturing

Find for each of them an example, how this type of waste could look like in your environment.

What types of waste should we especially take care of in your system?

Transport;

the movement of the product between operations and locations.

Inventory;

the work in progress (WIP) and stocks of finished goods and raw materials, that a company is holding.

Motion;

the physical movement of a person or machine whilst conducting an operation.

Waiting;

the act of waiting for a machine to finish, for the product to arrive, or any other cause.

Overproduction;

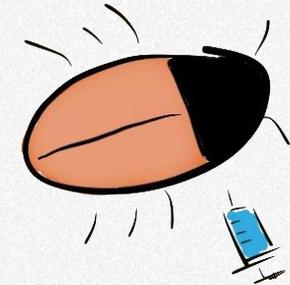
Over producing the product beyond what the customer has ordered.

Over-processing;

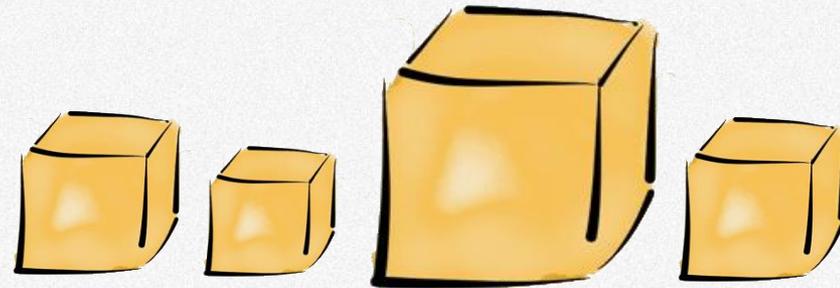
conducting operations beyond those that the customer requires.

Defects;

product rejects and rework within your processes.



Unnecessary Variation



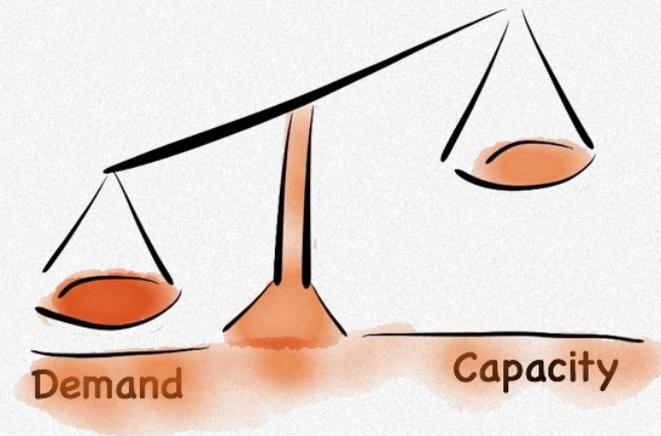
Examples of unevenness in the flow of work

1. **Non-instant availability of specialist skills** or collaborators
2. **Information fails to arrive** before it is needed
3. **Hidden/Implicit high priority**,
that cause work to be **interrupted** to process other work
4. **Variety in work** (complexity & size)
5. **Changing priorities** related to the variety in risks
associated with work (e.g. cost of delay)
6. **Capacity constrained** specialist skilled workers
or other **ressources** (e.g. test environments)

*These are typical variances
in the work flow.*

*Think about, what are the
typical variances in the
work, which disturb the
work flow.*

Overburden



The volume and pace of our value creation is limited by the most limited resource.

It does not make sense to start more. It would end up in a half done product. This causes:

- inventory,
- queues,
- reduction of our ability to deliver fast
- difficulties to discover and to understand failures immediately.

One Mantra of Kanban is **STOP STARTING START FINISHING**

Overburdening and pressure causes:

- caring less and resulting in more bugs and rework
- reducing the attention to think more sustainable and about improving the system

This could lead to harder working and not necessarily to more output
The goal is to **WORK SMARTER NOT HARDER!**

What is the bottleneck in your environment? Do you have to much work in progress at once? Why?

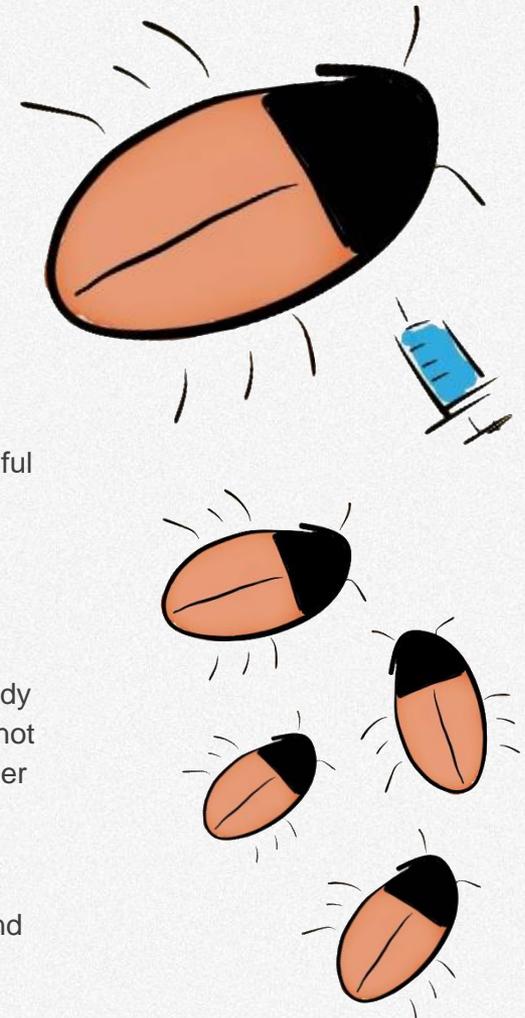
Which wastes caused by Overburden should we pay attention to within the implementation of our Kanban system?

Wasteful activities are the source of further wasteful activities

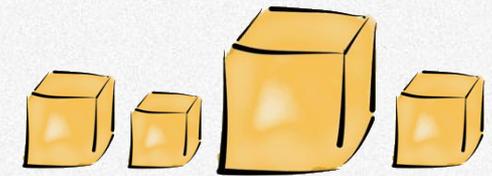
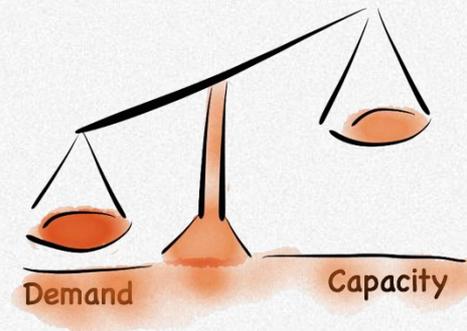
It's already bad enough, that wasteful activities cost us effort and do not bring us the expected value. The problem is even worse. Wasteful activities are creating more waste.

Unused functionality costs us already the effort to create them and does not give us value. This makes the further development more complex and increases maintenance.

The cost of hand-overs goes beyond the effort of understanding the expectation and the state of the system. The likelihood, that misunderstandings cause bugs or unusable functionality, increases.



Most of the waste is caused by variations and overburdening!



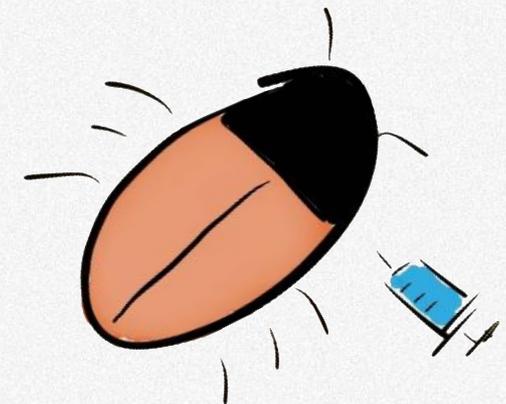
Be aware, that most wasteful activities are caused by the variation and overburdening in your process.

Overburden leads to waste

For example, If people are under stress, then they are likely more to make failures.

Variation leads to waste

For example, if people, who needs to provide necessary, are not available on that time we need them, we start to work on other items. This leads to half-done work.



Your Ambitions

In order to have a shared understanding of where we want to improve, we would like to create a compelling improvement direction.

***Gather ideas, what kind of situations and outcome we would recognize as significant improvement.
(Time horizon one year)***

Consolidate the improvement indicators in a concise improvement goal.



Your challenges to improve?

In order to strive towards our ambitions most effectively, we have to understand exactly, what makes it ambitious and challenging for you to improve significantly in this direction.

We will use this as an insight to design an effective improvement process.

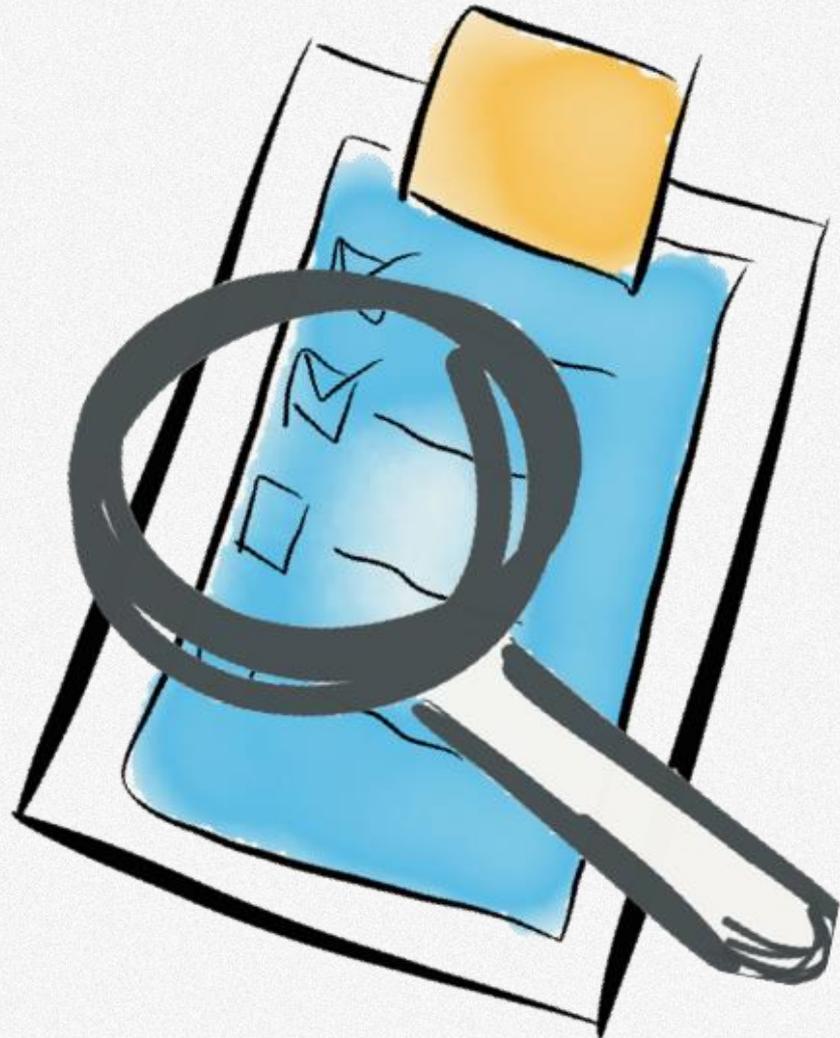
Gather, what makes it ambitious and challenging to improve in the intended direction?



Take this Context & put it next to Kanban

Take this context and put it next to Kanban.
You will see, that it fits quite well.
The transparency, which is an important part of
the Kanban system can help you to make
areas improving concretely . The evolutionary
approach fits quite well to the described
challenges.

*Check, how Kanban can help you to
approach your ambitions!*



Why Kanban

**How Kanban and its
practices help to improve**

Visualize the work

Visibility to understand the work

Knowledge of work is untouchable and invisible. In a factory we see, where the work is piling up. In order to understand our work better, we need to visualise our work. We need to see, where the work is flowing and where not.

Shared understanding E2E

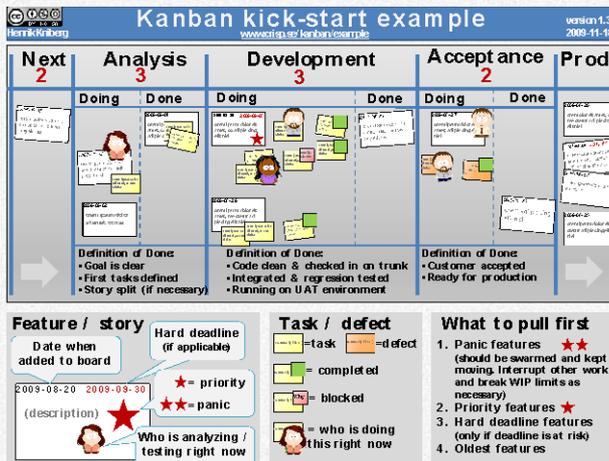
Often is our understanding of the work focused on our part of the work, but how are all these puzzle peaces creating the value end-to-end ? To create value in the best possible way, we have to create a shared understanding between all involved worker about the state of the work. This enables us to coordniate and optimize our work effciently.

Focus on the current state, the flow and forecasting

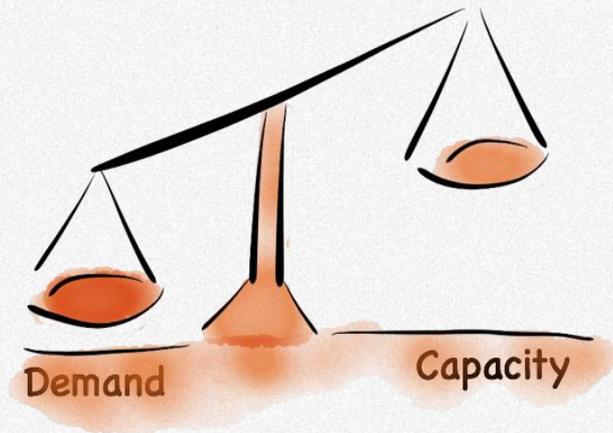
The focus of a Kanban system is on the status quo. We want to create a better understanding of how it looks right now and where we need to work on next. Further infromation are coming out of the dynamic of the work flow development over time. Where does the work move and where are we stuck? These information should help us to know, where we need to take action. In case we want to work on the plan or forecasts we use our information about the current state and the progress.

There isn't a perfect board

The visualization of the work evolves our needs of information. It is highly dependent on the context and on the demand . Instead of trying to build the perfect board upfront, it is more needful to find out, which questions the board should answer and to let it emerge over time based on the experience.



Demand & Capabilities



If we look at how we can maximize the value, we recognize, that there are multiple areas, where we can improve.

Avoid failure load

Failure load is work, which can't be finished, is cancelled or not used or is reflecting not satisfying results.

How can we prevent this failure load? How can we select the right amount of work and avoid overburden.

Shape demand

The goal is to work on the most valuable options. We can achieve this through changing the ways how we involve the stakeholders, how we elicit the upcoming demand and how we prepare and select the work.

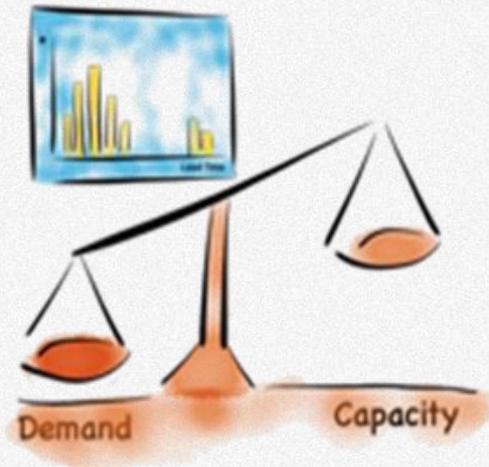
Improve capabilities

Optimising our capabilities towards the demand. Identifying, which skills are most limited and where we need to improve.

Using our capabilities efficiently

We need to search for better ways to collaborate. We have to identify the key blockers and impediments to get them out of the way.

Manage Flow



Manage flow

The flow (movement) of work items through each state in the workflow should be monitored, reported and result the maximum value with our system. While managing our flow, we are focused on fitting to the purpose of our system (responsiveness, predictability, quality etc.) making most of the demand with our capabilities.

Commitment point

Ideally we manage the flow differently before and after the commitment point of our work. When are we committing to deliver the work? Often the customers think, we have committed the first time to only focus to deliver their items and in the internal perspective we think we have never committed anything (the commitment point is much later). In order to avoid confusion we should be clear and make the commitment point explicit.

Upstream Kanban -

Take most valuable option

When we commit, we want to do the most valuable for the system. Based on the preparation, the customer needs and other circumstances the best to do might change. This is why our goal is to have the right options prepared in an efficient way.

Delivery Kanban -

reliability & effectiveness

After we committed to the work our focus is on an effective and reliable delivery of the value.

For assessing and improving our reliability, we can use the lead time distribution of our historical data to understand the state. We can investigate into causes for too long running work items and track with this chart the optimization.

We can use the flow efficiency as a measure to improve our efficiency. The majority of the time work items are waiting to be started or continued. By investigating into long running items and blockers, we find a lot of potential improvement opportunities.

Feedback Loops



Create a shared understanding

The regular reflection of the current state of the work and how we are fulfilling the purpose of our systems, help to align our understanding on how we look at our work.

Initiating & motivating change

The regular reflection on how we are achieving the demand or meeting the expectations to our work system shows gaps between expectations and the current state. Our understanding of what type of work has where challenges, gets more and more clear. This makes areas to be improved quite specific. All of this helps to discover the need for change or to motivate for changes and triggers or even directly triggers change initiatives.

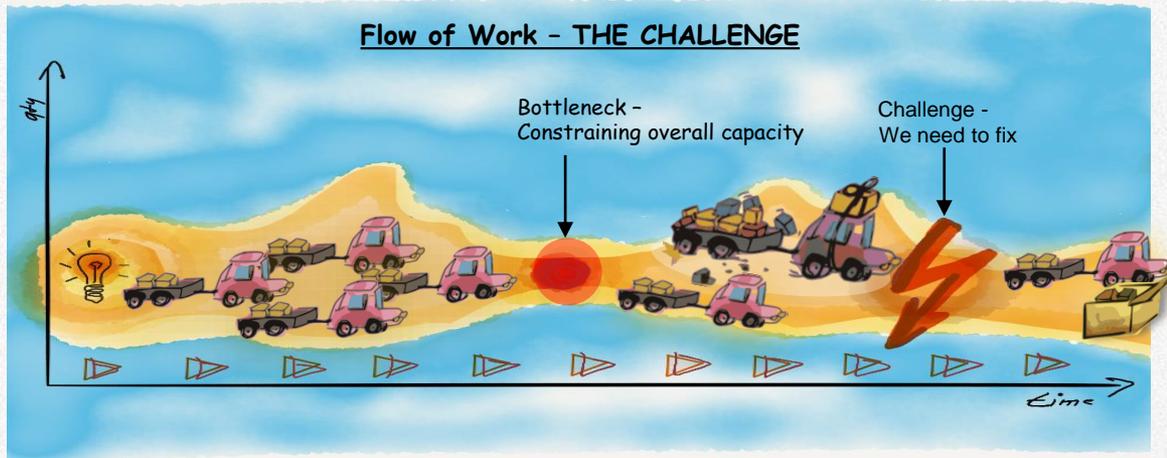
Coordinate the work

Short feedback loops often on a daily basis help to see the state of work and where further coordination and cooperation are needed. Regular selection of the next upcoming work in a replenishment meeting helps to create a transparent input funnel.

Responsibility, Ownership & Feedback

A regular classification of our responsibilities helps to foster the need to fulfill them in the best possible way and to use the system in the best possible way. In example a regular reflection on the top risks can help to initiate clarifying or mitigating activities. It can help to strengthen a proactive behaviour and to discipline to fulfill the taken responsibilities.

Limit Work in Progress



Stop starting, start finishing

The high pressure of upcoming work takes often the attention away from work in progress. We tend to start new things, while we have already more work in progress than we can handle. Being aware of how much we can handle at once and limiting the work in progress helps us to stop starting additional work and start to focus on finishing the work in progress.

Seeing problems earlier

Our attention moves often away from the overall flow of the work. One example within a test phase: If our test is overwhelmed with the testing, how much more features should we throw on top? When does it make any sense to create more untested functionality? In example we should stop developing new features, start looking at the problem and in this example support the tester. Limiting the work (like the untested work in this example) let you put attention to the problem earlier.

Stay flexible

Started work needs to be finished up to some consistent state. It is like you just opened up the road and have something more important to fix somewhere else. The more work in progress you have, the more difficult it is to react flexible to the demand.

Start later or finish earlier

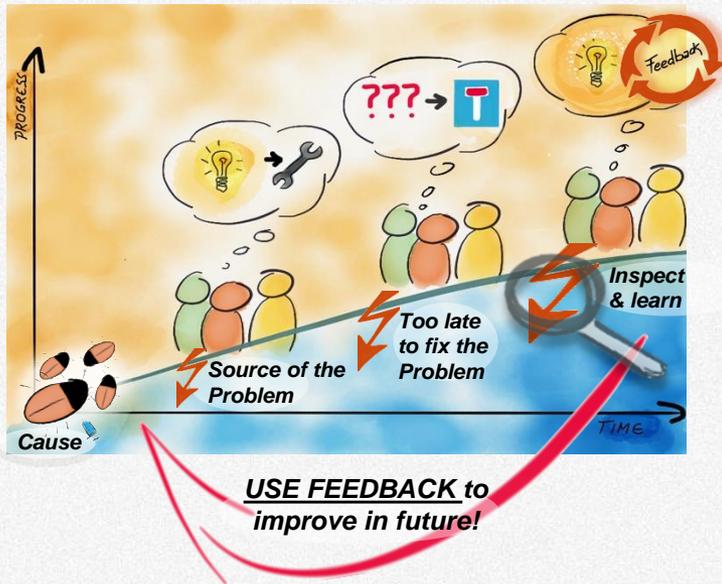
The more we work in parallel, the longer it takes. Working on less at once would mean we finish them fast. This has two possible benefits:

Finishing something earlier would mean to deliver earlier results to our customers. Limiting the work and being concise with our focus, help us to take these benefits.

Starting late would help us to keep the options as long as possible on what we want to do. Are we working on this feature or are we doing something else? A later start gives us often more knowledge, because we can learn from more previously finished results.

Explicit Policies

Sometimes we realize real problems too late, but we can learn from that!



Stop doing the same failures over and over again

As the picture shows we are often realising problems and challenges to a point of time time, when we cannot correct them anymore. This does not mean we cannot learn from them. Identify approaches of how to prevent (or at least recognize them) earlier next time and use explicit policies to integrate these changes into your work.

Confusion and inconsistency

The different understanding of how we work together, creates confusion and inconsistency in the work. We discover this problem to often surprisingly late. Uncertainty drives most of the people to passive behaviours, while there is a proactive workstyle needed to get effectively to results. Discovering this uncertainties, clarifying them and making the agreements and expectations explicit help to create more clarity and to overcome dysfunctions.

Creating clarity takes time

The awareness of having uncertainties and where we have different understandings of our work takes time. Putting through the end to end visualisation a stronger focus on the overall of our work and the regular exchange help to create a better intuition of where we need to work on our understanding of the work.

Explicit policies for clear understanding

Having a more specific understanding of the work makes it easier to introduce smaller adjustments and to following them consistently. Explicit policies help to create this understanding and they introduce more specific changes, like what has priority and what is needed to finish something totally.

Improve collaboratively



Improve the whole, Improve collaboratively

We want to improve the overall system. Local improvements should help to improve overall and not just shift the effort to other parts of the system. Most potential comes from the overall improvements, which involves multiple perspectives and can be achieved together collaboratively.

Shared understanding and the need of change

Improving beyond different disciplines is challenging. In most environments there are the perspectives, how it is going and what needs to be improved, not in line. If we want to improve together we have to increase the shared understanding of the system, what is expected and where we need to work on. A good Kanban systems with his visualization, his measures and his feedback loops should help to create this shared understanding and the need to change.

Models can help

When teams have a shared understanding of theories about work, workflow, process, and risk, they are more likely to be able to build a shared comprehension of a problem and suggest improvement actions, which can be agreed by consensus. You can use for example the Theory of Constraints as a model to optimize the whole by focusing improvements on the constraining resources.

Experiment instead of assuming

Not for all changes we know, how much they will help, if they work or if they are counterproductive. Often we are disagreeing on what is the best way or we are limiting ourselves to changes where we can predict the outcome. If we want to improve and use our full potential, we need to experiment. We have to find ways for systematically trying out new ideas and refine them based on the feedback.

Understand your Work

**Implementing a minimal
Kanban System**

Start where you are and learn



Kanban is about evolutionary improving the work out of a better understanding of the current state of the work and how the work flows in relation to how we fit to the purpose of the work and the demand.

Kanban starts where you are

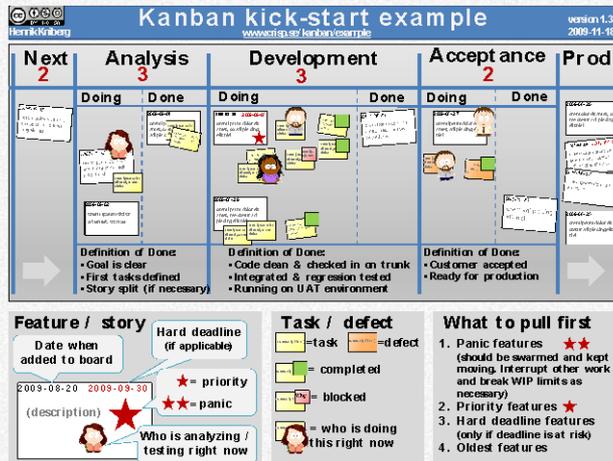
Kanban start where you are and this includes ideally also the way you start introducing the Kanban practices.

The initial system should help to increase the understanding and should already improve the coordination of the work. Be aware to start not too much at once. This could lead to the typical uncertainty and risk of change initiatives, which Kanban intends to avoid.

Initial System

In my approach to introduce Kanban I focus first more on start using an initial visualisation of the work, implementing first feedback loops and to start measuring. Improving the work collaboratively, making more process policies explicit and limiting the work in progress I introduce our of their need to improve later with a better understanding of the system.

Build a minimalistic visualization



Sketching proposals & test them

The preferred approach is to let the team in small break out sessions sketching proposals of their individual board. In order to test their proposals, the team should put at least 3 concrete examples of each work item on their board. After an exchange the team should decide about, what we start to use in practice.

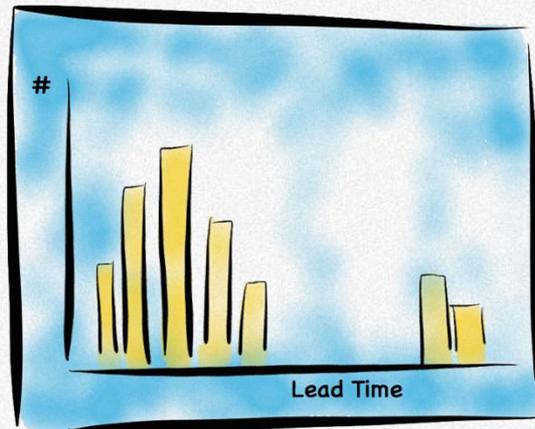
Take inspirations & build your own

There isn't the perfect visualization. You need to discover yours. Its more about having a board, which helps you to answer and trigger the right questions. Look through [some examples](#) to get inspirations and think about, what could help you.

Test your design with examples

After the selection of their board, the team should put all their current work on the board. Usually this triggers the need to refine the board. Based on experience it is good to start small and extend the system stepwise. This sets an example to refine and improve the system continuously.

Measuring Flow & Gathering Fact



Measuring the flow and gathering facts is an important source to get a better understanding of our work system. The following measures are usually a good start:

Summing up incoming, Work in Progress (WiP) and finished items by meaningful categories

Defining meaningful categories of our work and just count, how many requests we have, maybe by incoming, WiP and delivered. This gives an impression of what is happening in our system. If you combine it with the ratio to a previous time frame you get already a good feeling of what is currently happening.

Gather blockers & dependencies

By evaluating the blockers & dependencies and clustering by the sources can help us to find promising improvement areas.

Measuring cycle time, incl. long runners

Measuring the time from our commitment of the work to the delivery date, gives a feeling of how responsible we are and how stable is our system.

Especially looking at the long running items, which are in progress, is insightful at the beginning and helps to find further insights, what slows us down.

Also looking at the cycle time distribution (like the image on the left side) is insightful. It can help to get a sense of the current responsiveness, could build the foundation to make SLAs. Comparing this with a previous period will help to track the improvement of the system (also the success and the failure distribution of taken certain initiatives).

Feedback Loop

Feedback Loops help to coordinate, to get a better shared understanding of the system and motivate for improvements of the system.

There are various types of feedback loops, which might be beneficial. Usually with the following two should be started.



Coordination of work (usually Daily Stand-Up)

Usually we agree to implement such a meeting on a daily base with a focus on:

- Review blockers
- High prio / emergency items
- Did not move since ...

Review of Service & Capabilities

To get a better understanding of the system we usually agree to implement a Kanban Review to review the state of the system in direction of the purpose of the system based on facts (based on previous measure & facts).

Improving your Work

**While deepening the
Kanban System**

The Challenges to Improve



The Kanban System as foundation for the improvements

The concreteness of the state by the Kanban system, is an essential foundation to improve effectively. We have a shared understanding of our capabilities and the demand. The perspectives are less contradicting the state and how to improve compared to the time before the introduction of Kanban. The Kanban system sharpens our view of the state. Quite general contradicting opinions of where we need to act on, get to more aligned and specific improvement areas, where we can act on collaboratively.

Supporting conditions, which help to improve collaboratively

The Kanban system itself makes improving collaboratively a lot easier. Still it remains challenging. The following additional condition we perceived as extremely supportive to improve.

Distinct area to improve & solution

If you move away from the one solution and being distinct from the area you want to improve and the solutions, then it gets far easier to find more alternative options, how else we could achieve this improvement.

Conditions of success give direction

Sketching out, how success looks like, gives direction to the group, where we want to go, and helps to think about a bigger bandwidth of improvement initiatives.

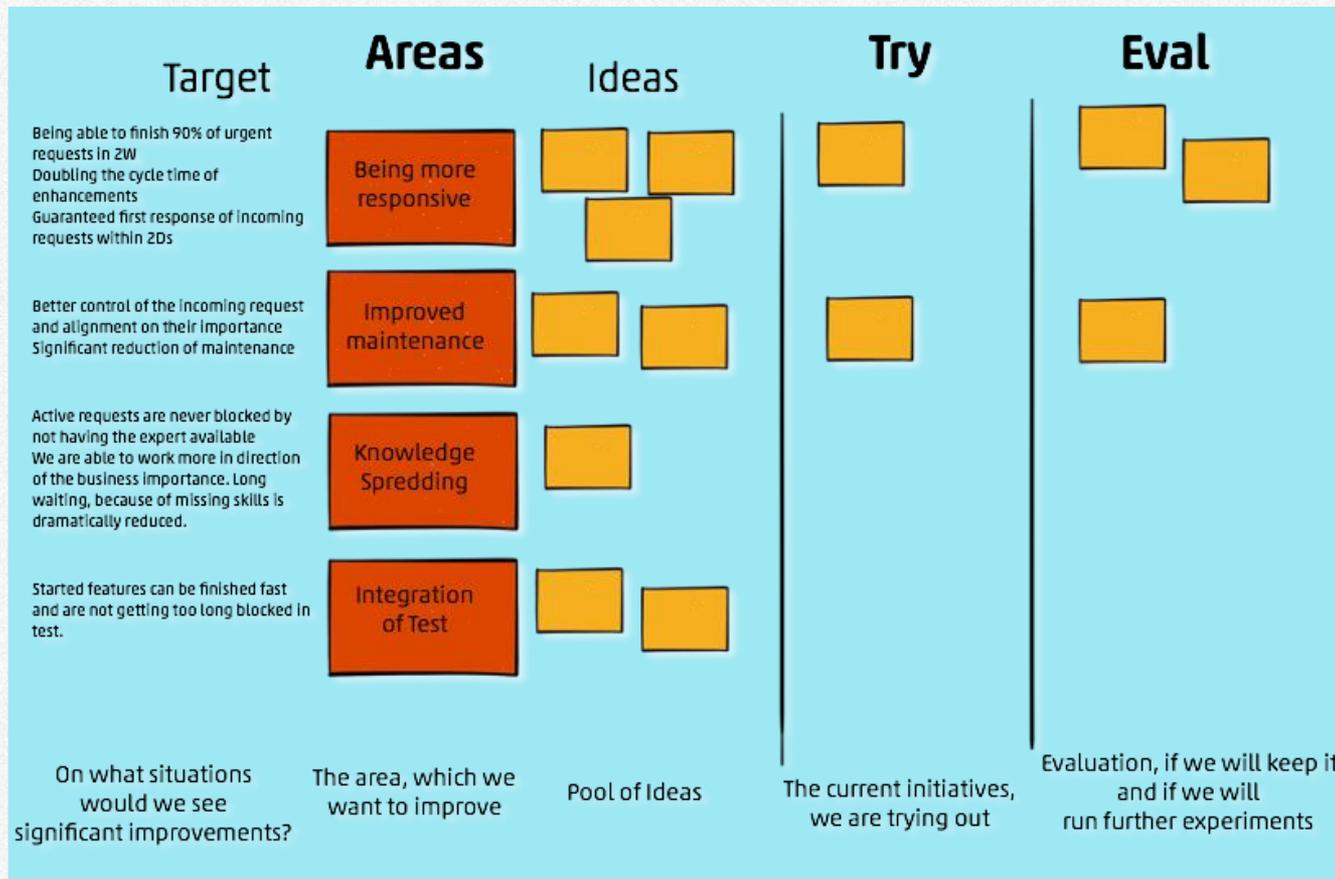
Keep focus

Instead to try to improve everything, focus on a few improvement areas with a few actions. Make it as a continuous process, where you improve something all the time.

Find the best solutions through structured open ended experimentation

Often it is ineffective to think about a solution upfront (wrong assumptions and endless discussions). By trying out potential solution, you can learn from experience.

Improvement Kanban



The sketched Improvement Kanban links the improvement area towards the direction, where we want to improve, links a pool of potential ideas, structures the try out and the evaluation of initiatives.

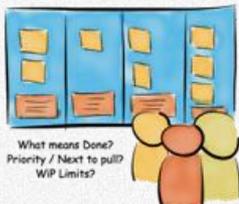
In this way it creates the supporting conditions to improve our system collaboratively.

Kanban Practices a good fit for improvements



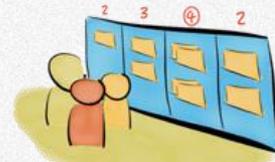
Visualise the work

How could the extension or adaption of our visualization help us to increase our shared understanding or directly improve our work?



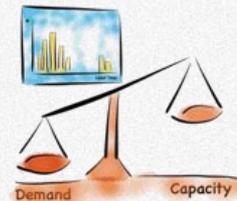
Make policies explicit

*How could the clarification on how we work help to have better shared understanding
Could we introduce changes through adapting old or introducing new policies?*



Limit work in progress

Where could a limitation of the work in progress help to improve the delivery and the recognition of problems?



Manage flow

*What could we measure or which facts should we track?
Are there way to improve our management of the flow?*



Implement feedback loop

How could we adapt our feedback loops to improve our shared understanding of the work, support the coordination of the work and trigger improvement.



Improve collaboratively

*Should we consider our improvements more as open-ended experiments?
Can we use a scientific model to find potentials?*