

The Optics of Kanban

Lens and Filters

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 @andycarmich #lkna18

HUGE 

Who am I?

I teach Kanban!



Andy Cunniff

Some themes:

- Seeing is ...? Why optics? Why explanations won't do
- Lean isn't primarily about waste (but customer-value)
- Agile isn't primarily methodology (but context)
- Kanban isn't primarily about doing differently (but seeing differently)
 - Work as flow
 - Workflow as knowledge discovery
 - Knowledge work as a service
 - Organisations as networks of services

The Kanban Lens

- See work as flow
- See workflow as knowledge discovery steps
- See knowledge work as a service
- See organizations as networks of services

The image features three overlapping translucent circles in shades of purple, blue, and orange, arranged in a slightly overlapping sequence from left to right. Below each circle is a corresponding reflection on a light-colored surface. The background is a dark, textured gradient. The text 'Decision Filters' is centered over the circles in a bold, white, sans-serif font.

Decision Filters

Lean Decision Filter

- Value trumps flow
- Flow trumps waste elimination
- Waste elimination trumps economies of scale



Agile Decision Filter

- **Action over analysis**
- **Trust over bureaucratic control**
- **Finishing over starting**



Why Optics?

- What's in a lens?
- What's in a filter?

Changing the way you see is radical!

Filtering the noise, makes decision-making clearer



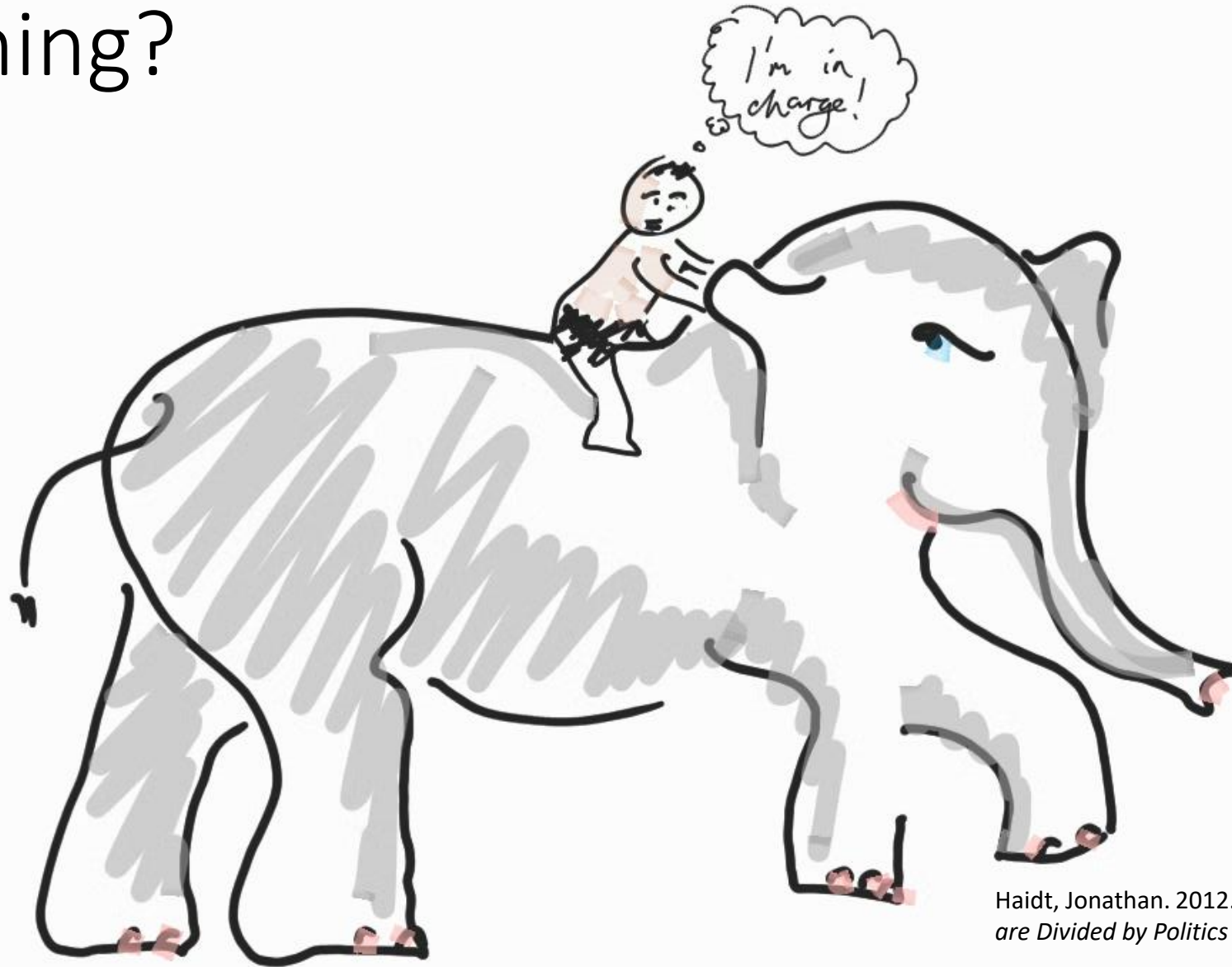
Seeing is believing...

or possibly

Believing is seeing



If filters “*bias*” decision-making isn’t that a bad thing?



Haidt, Jonathan. 2012. *The Righteous Mind: Why Good People are Divided by Politics and Religion*

**Engage force field...
prepare to launch
torpedos...**

**Captain! Klingons
(on the starboard
bow) are trying to
change the shape of
our ears...**

**Illogical
captain!**



“Organisations are not *like* superorganisms...
they *are* superorganisms”

Co-evolution of individuals and of culture ...



The Roots of Lean.. in Manufacturing

- Economies of scale (EoS) were king
- Toyota demonstrated flexibility to **eliminate waste** could more than compete with EoS
- JIT, limiting WiP, kanban systems, quality focus (Andon), factory analytics, all contributed to a new paradigm in manufacturing

But...

- **FLOW** - was the key enabler
- **VALUE** - was the key goal



Lean Decision Filter

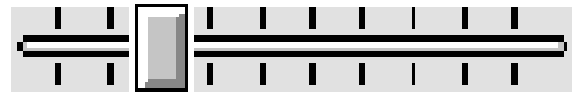
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- Flow trumps waste elimination
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The Agile Movement built on the lessons of Lean

“We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over *processes and tools*
- **Working software** over *comprehensive documentation*
- **Customer collaboration** over *contract negotiation*
- **Responding to change** over *following a plan*

“That is, while there is value in the items on the right, we value the items on the left more”



Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Robert C. Martin, Steve Mellor, Ken Schwaber, Jeff Sutherland, Dave Thomas (and many other signatories)

<http://agilemanifesto.org/> (2001)

More filter
than lens?

Action over Analysis

- Bureaucracy?
- Meritocracy?
- Adhocracy?

Learn by doing, by failing, by doing...

Fast Forward. Julian Birkinshaw, Jonas Ridderstråle. (2017)

The Agile context...

- **High trust... and trustworthiness**
- **Rapid change... the existential threat**
- **Interdependence**
- **Collaboration**
- **High tolerance of disruption!**

Culture of adaptive organisations

The Origin of Wealth, Eric D Beinhocker (2007)

Performance norms

1. **Performance orientation** - go the extra mile, improve
2. **Honesty** - honest, transparent, face reality
3. **Meritocracy** - rewarded on the basis of merit

Cooperating norms

4. **Mutual trust** - trusting and trustworthy
5. **Reciprocity** - the golden rule
6. **Shared purpose** - common goals above personal

Innovating norms

7. **Non-hierarchical** - quality of the idea over status of proposer
8. **Openness** - curious, outside thinking, experiment, seek the best
9. **Fact-based** - facts rather than opinions ultimately count
10. **Challenge** - competitive urgency, race with no finish line



Agile Decision Filter

- **Action over analysis**
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How to start a journey of continuous improvement

1. See work as a flow of value
2. Start with what you do now
3. Visualise the work items and the process
4. Adopt validated changes to the process that improve the flow of value to customers

Change your
viewpoint

Start
from here

Visualise...
...Improve!

“Kanban” is not just about kanban systems

- A method to bring the lessons of Agile and Lean to all “knowledge work”
- An approach to continuous improvement more than it was a collection of general practices
- A way of seeing...



The Kanban Lens

- See work as flow
- See workflow as knowledge discovery steps
- See knowledge work as a service
- See organizations as networks of services

?

Visual

Limit

Manag

Make
explicit

Feedb
loops

Impro
evolve

PRAC



A group of seven people, four men and three women, are posing for a photo on the deck of a white boat. They are dressed in casual, sporty attire. The background shows a marina with other boats and a modern building. A thought bubble is overlaid on the left side of the image, and a speech bubble is overlaid on the right side.

*A way of
seeing!*

*The
Lean Flow
Paradigm*

work

workflow

knowledge work

organisations

The Kanban Lens

1. See work as flow from customer need, to needs met



See work as flow



See work as flow



The Kanban Lens

2. See workflow as a
sequence of
knowledge discovery steps



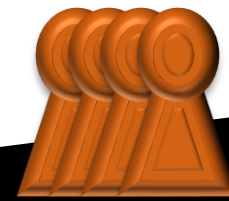
See workflow as knowledge discovery

~~Analysis~~
Discovery

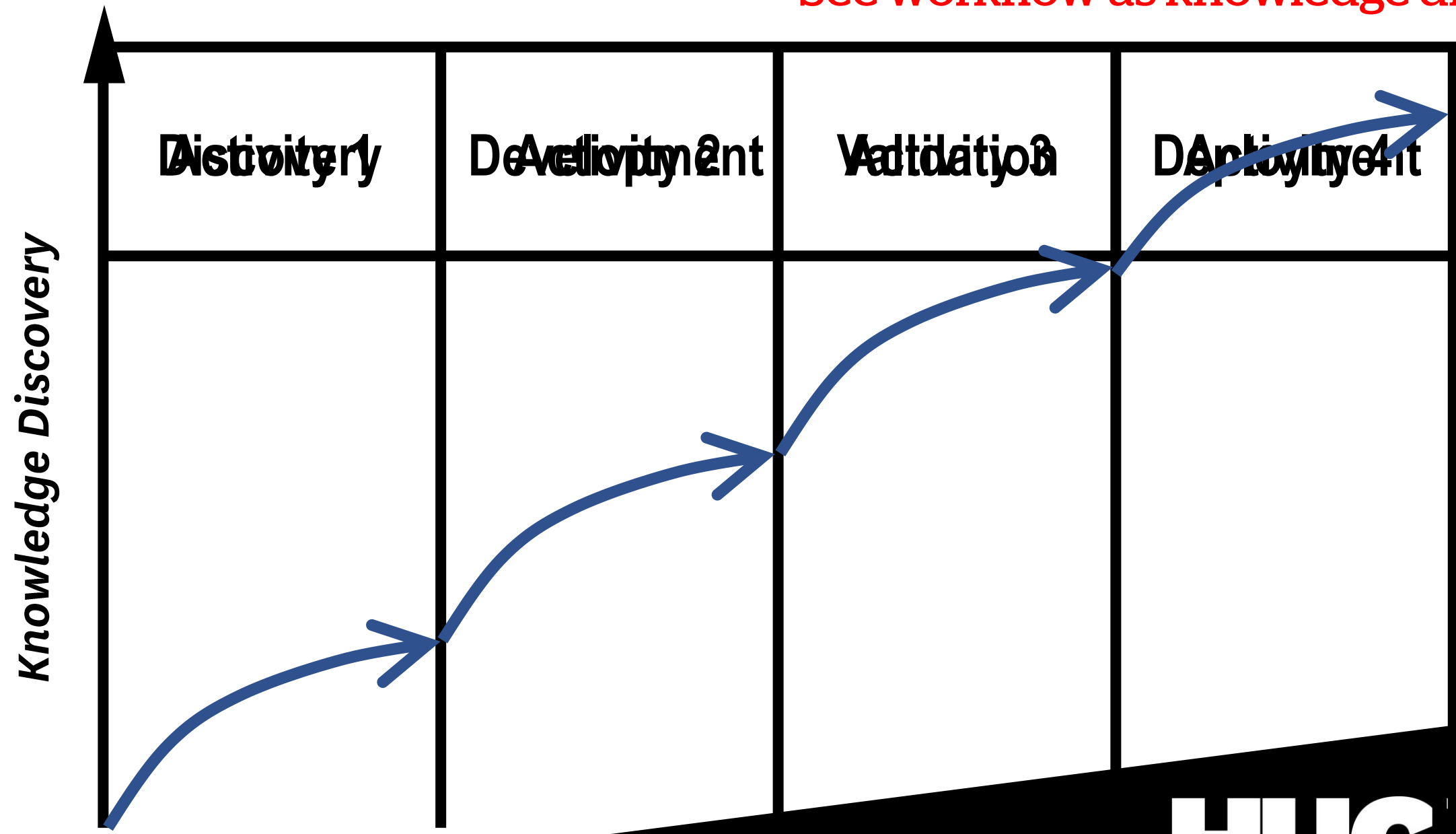
~~Development~~
Development

~~Validation~~
Validation

~~Deployment~~
Deployment



See workflow as knowledge discovery



The Kanban Lens

3. See knowledge work
as a service

HUGE 

 @andycarmich #lkna18

@andycarmich #lkce17

See knowledge work as a service

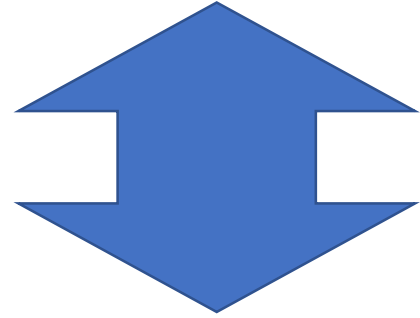


See knowledge work as a service

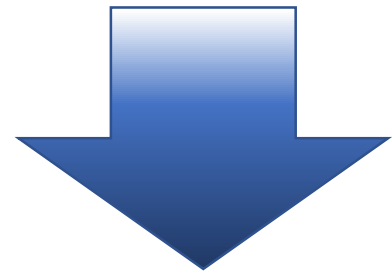


See knowledge work as a service

Service



Internal Customer



Customer

The Kanban Lens

Pool of Ideas	Feature Preparation		Feature Selected	User Story Identified	User Story Preparation		User Story Development		Feature Acceptance		Deployment	Delivered
Epic 431	3 - 10 In Progress Ready		2 - 5	30	15 In Progress Ready		15 In Progress Ready (Done)		8 In Progress Ready		5	Epic 294
Epic 478	Epic 444	Epic 662	Epic 602		Story 602-02	Story 602-06	Story 602-05	Epic 401	Epic 609	Epic 694		Epic 386
Epic 567	Epic 589	Epic 602	Story 302-02	Story 302-03	Story 302-07	Story 302-09	Story 302-04	Epic 401	Epic 609	Epic 276		Epic 411
Epic 439	Epic 651	Epic 335	Story 335-09	Story 335-10	Story 335-04	Story 335-05	Story 335-06	Epic 362	Epic 339	Epic 521		Epic 388
Epic 329		Epic 512	Story 512-05	Story 512-06	Story 512-08			Epic 287	Epic 582	Epic 274		Epic 274
Epic 287	Discarded											
Epic 606	Epic 511	Epic 213										
	Epic 221											

4. See organizations as networks of services

Policy
Business case showing value, cost of delay, size estimate and design outline.

Policy
Selection at Replenishment meeting chaired by Product Director.

Policy
Small, well-understood, testable, agreed with PD & Team

Policy
As per "Definition of Done" (see...)

Policy
Risk assessed per Continuous Deployment policy (see...)



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Epic 562	589		Epic 302	Story 302-03 Story 302-04	Story 302-05	Story 302-06	Story 302-07	Story 302-08	Epic 468	Epic 577	Epic 276	Epic 419
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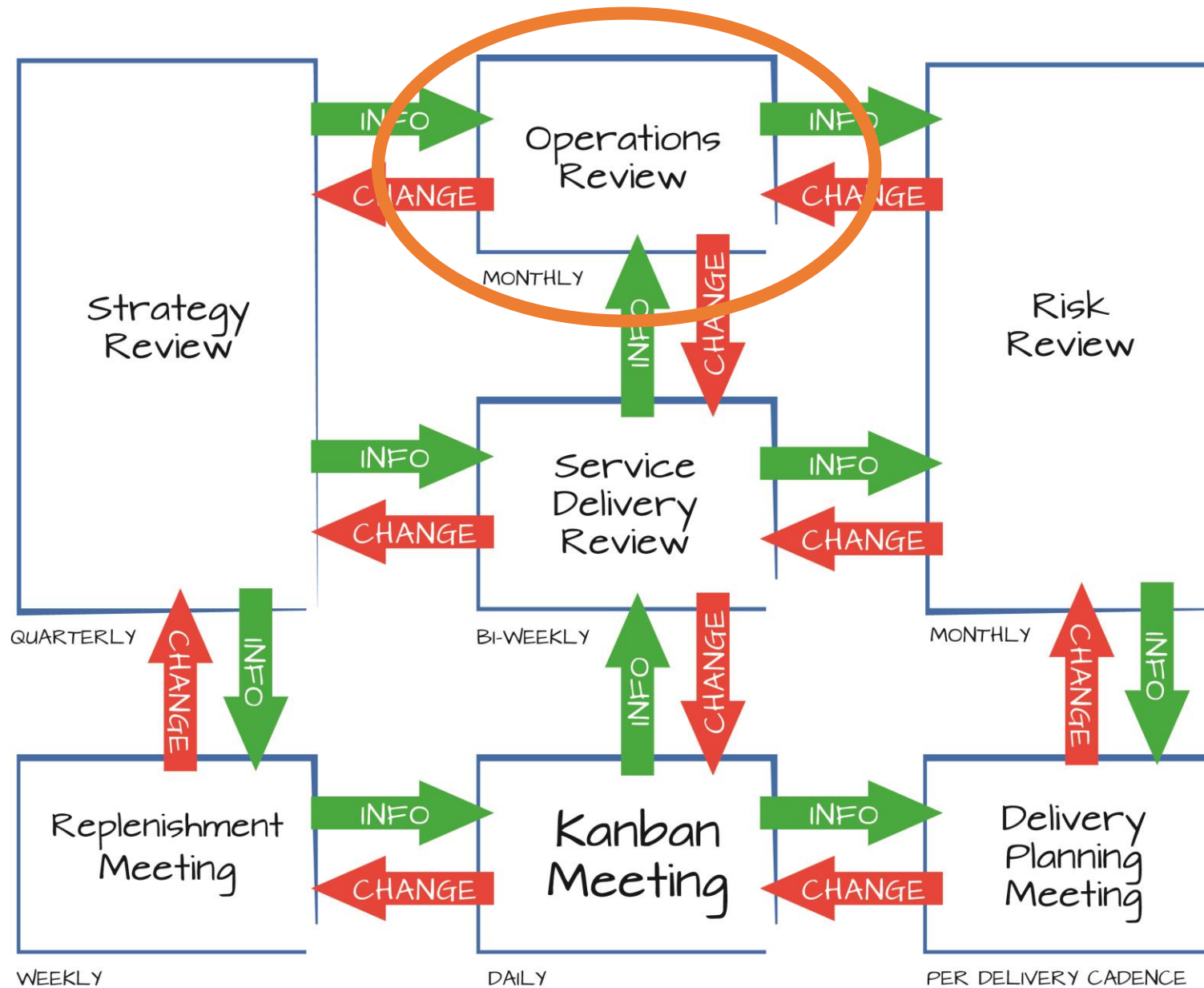
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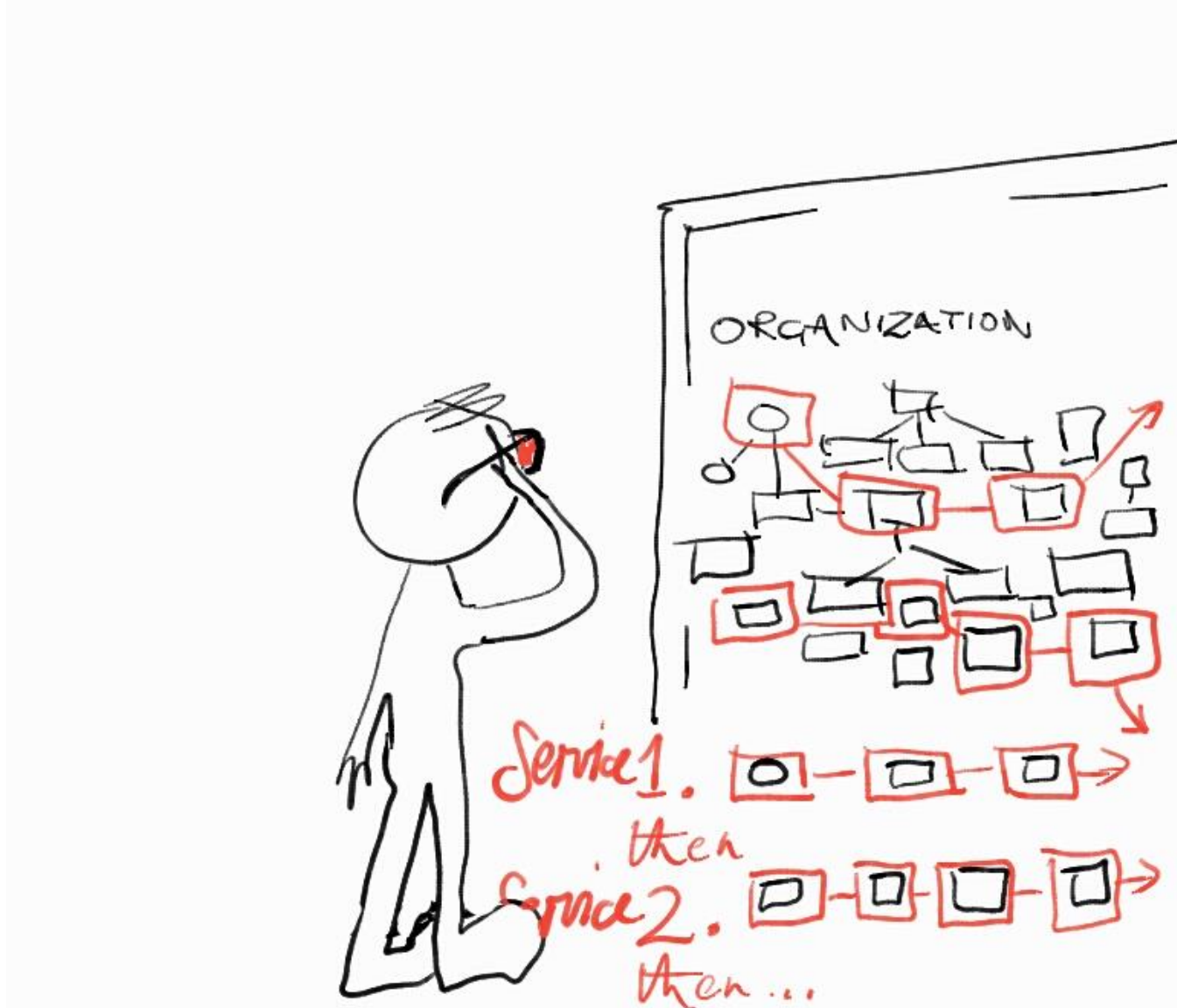
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See organizations as networks of services



See organizations as networks of services



Whole Organisation Kanban

See organizations as networks of services

Where to start..

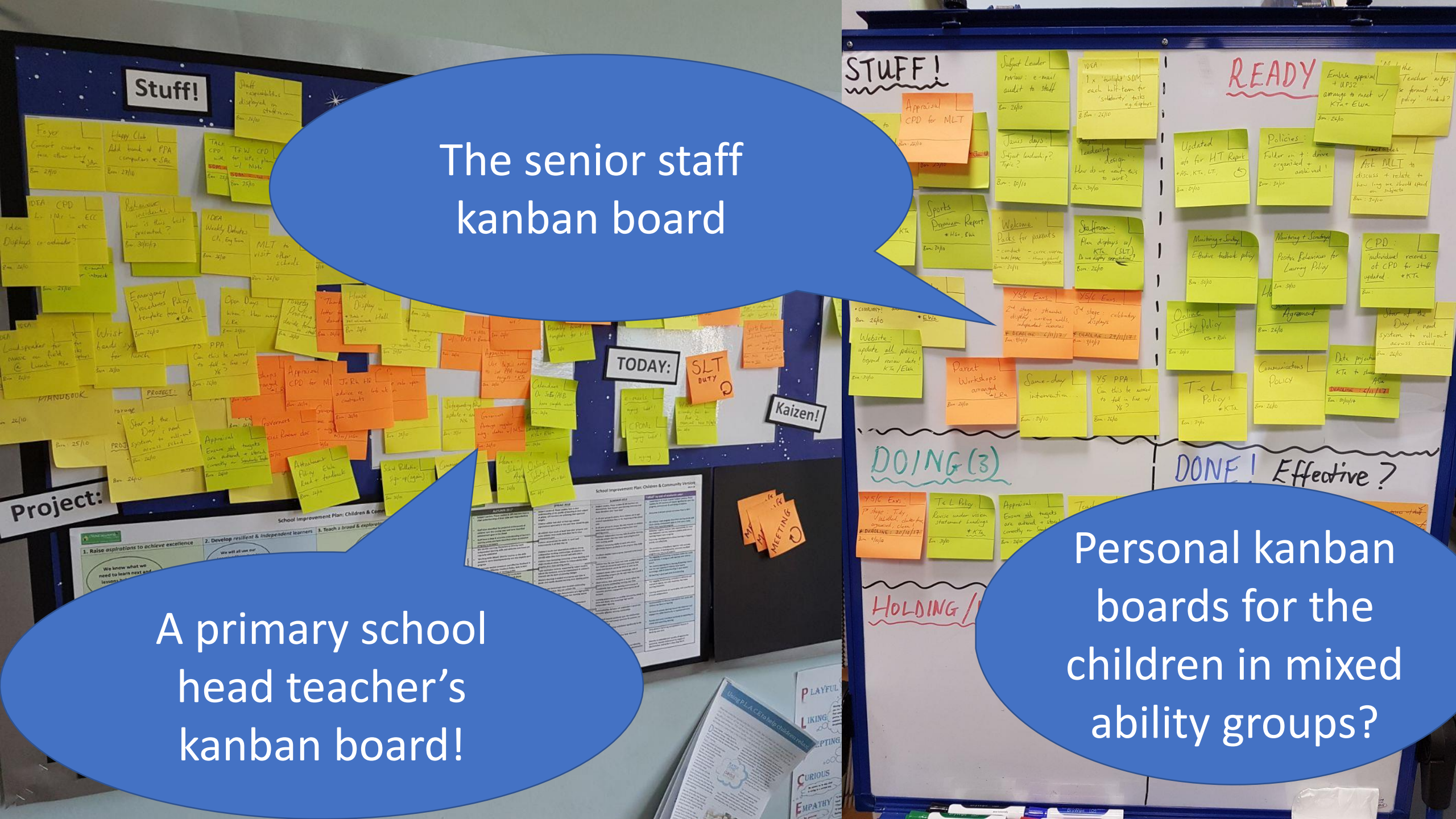
is where you are!



The senior staff kanban board

A primary school head teacher's kanban board!

Personal kanban boards for the children in mixed ability groups?



Stuff!

STUFF!

READY

TODAY:

DOING (3)

DONE! Effective?

Project:

Kaizen!

HOLDING!

SLT DUTY

MEETING

Foyer
Happy Club
TALK CPD
T.E.W. CPD
IDEA CPD
Behaviour incidents
IDEA Weekly Debates
MLT to visit other schools
Emergency Procedures Policy
Whist bands for March
PPA
PROJ

Subject Leader
review: e-mail
audit to staff
Em 26/10

Appraisal
CPD for MLT
Em 26/10

Javis days
Subject Leadership
Topic?
Em 30/10

Sports
Premium Report
*Hr, Ewa
Em 29/10

Welcome
Packs for parents
- conduct - core comm
- welcome - home school agreement
Em 31/10

Y5/E Ems
2nd stage - thanks
display, working walls,
independent resources
*DEADLINE: 28/10/17
Em 30/10

Parent
Workshops
arranged
*LRA
Em 26/10

Same-day
intervention
Em 29/10

Y5 PPA
Can this be moved
to fall in line w/
Y6?
Em 26/10

IDEA
1 x 'highlight' SOM
each half-term for
solidarity tasks
eg displays
Em 26/10

Updated
info for HT Report
*Hr, KTa, LT,
Em 30/10

Wellness
Plan displays w/
KTa (SLT)
Draw display separately?
Em 26/10

Y5/E Ems
3rd stage - celebratory
displays
*DEADLINE: 28/10/17
Em 30/10

Website
update all policies
beyond review date!
KTa/Ewa
Em 30/10

T & L
Policy
*KTa
Em 29/10

Appraisal
Ensure all targets
are achieved + check
correctly in line
Em 26/10

Teach

Policies
Follow on + drive
organised + assisted!
Em 30/10

Monitoring + Support
Effective feedback policy
Em 30/10

Online
Safety Policy
*Rui
Em 30/10

Communications
Policy
Em 26/10

Y5/E Ems
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Embr approval
+ UPS2
arrange to meet w/
KTa + Ewa
Em 26/10

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Teach

IDEA CPD
L. HR, ECC
etc
Displays in outdoor?
Em 26/10

Behaviour incidents
how is this best
presented?
Em 30/10

Whist bands for
March
Em 29/10

PPA
Can this be moved
to fall in line w/
Y6?
Em 26/10

PROJ
system + roll-out
across school
Em 26/10

Appraisal
Ensure all targets
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correctly in line
Em 26/10

Teach

Teach

TALK CPD
with
Em 26/10

IDEA
Weekly Debates
Ch. Eng. team
Em 26/10

MLT to visit other schools
Em 26/10

Emergency Procedures Policy
template from LRA
Em 26/10

Whist bands for March
Em 29/10

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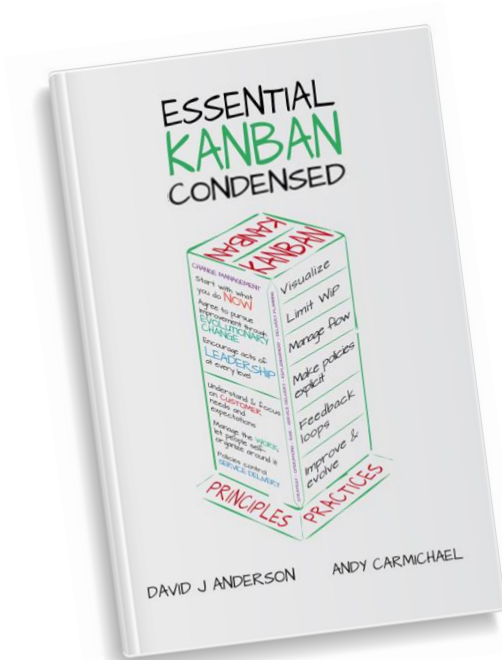
Teach

SLT DUTY

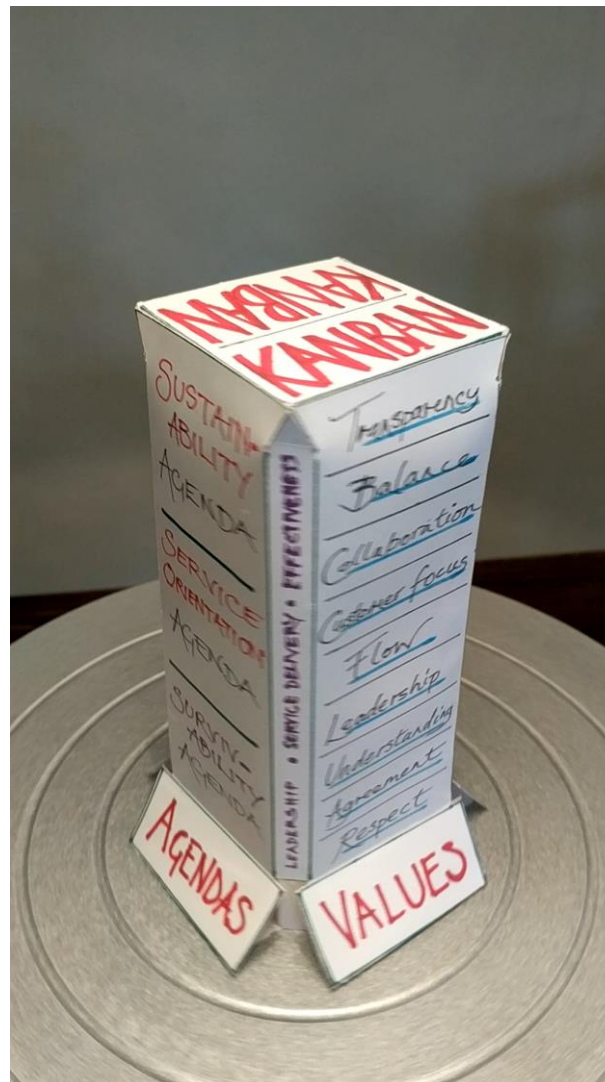
MEETING

School Improvement Plan: Children & Community Version
1. Raise aspirations to achieve excellence
2. Develop resilient & independent learners
3. Teach a broad & exploratory curriculum
We know what we need to learn next and lessons learned

PLAYFUL
LIKING
EMPTING
CURIOUS
EMPATHY



Physical book available from Amazon and other booksellers. PDF can be downloaded from leankanban.com/guide



Template can be downloaded from goo.gl/Ho5nz8!



Questions and Discussion



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