



Just-In-Time Leadership

Let's Find The Lead Together

The Kanban Method

Change Management Principles

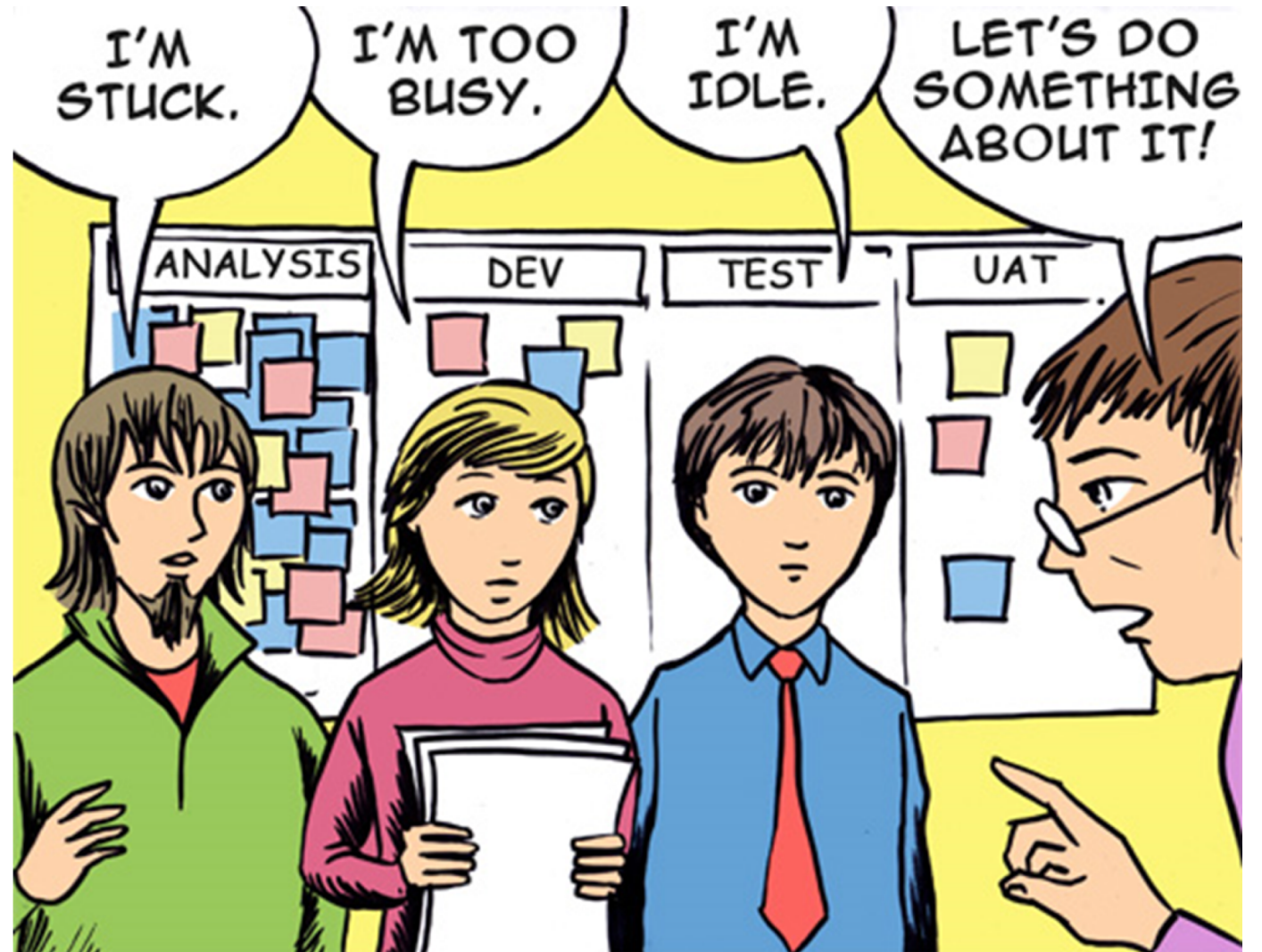
1. Start with what you do now
 - Understanding current processes, as actually practiced
 - Respecting existing roles, responsibilities & job titles
2. Gain agreement to pursue improvement through incremental, evolutionary change
3. Encourage acts of leadership at all levels

Practices

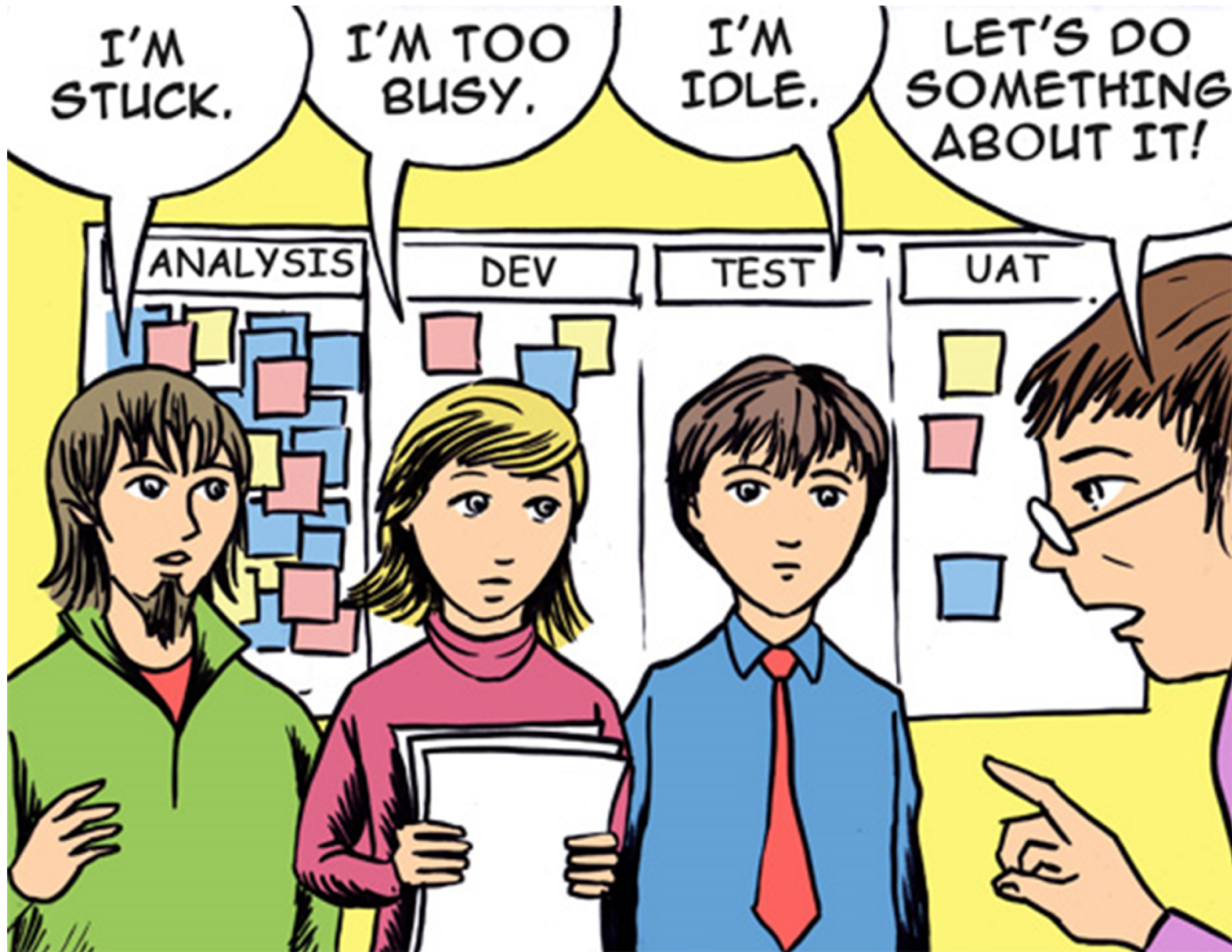
- ✓ Visualize (Workflow, Work and Current Process)
- ✓ Limit Work-in-Progress (WIP)
- ✓ Manage Flow
- ✓ Make Policies Explicit
- ✓ Implement Feedback Loops
- ✓ Improve Collaboratively, Evolve Experimentally (using models and the scientific method)

The Essence
of Kanban is...

Just-In-Time
Leadership



Leadership as an act, as an action, not as a position.



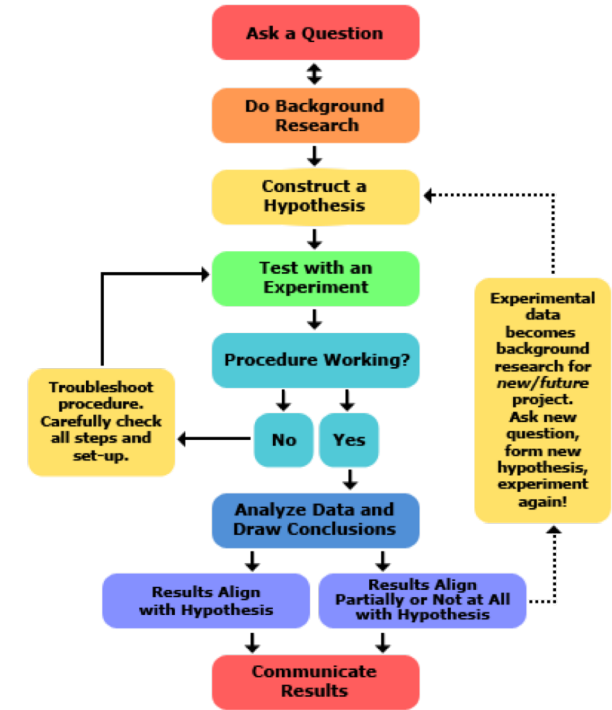
Problem →

scientific method

noun


1. a method of investigation in which a problem is first identified and observations, experiments, or other relevant data are then used to construct or test hypotheses that purport to solve it

Collins English Dictionary - Complete & Unabridged 2012 Digital Edition

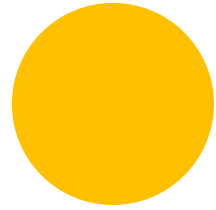
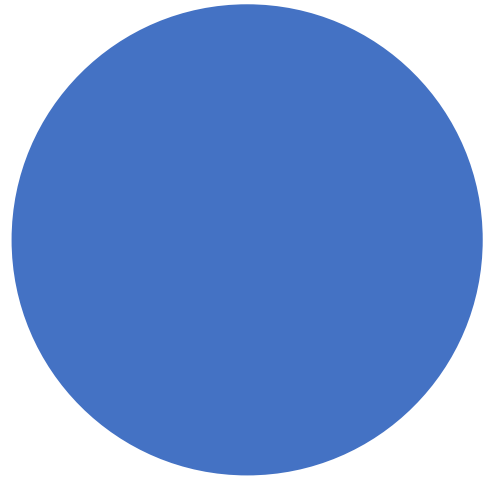


← change

Methods do not provide answers,
they **help us ask questions.**



Answers emerge
as a result of enabling
just-in-time leadership.



Just-In-Time Leadership

Anatomy of an engagement
The Genesis of Kanban
The past 10 years

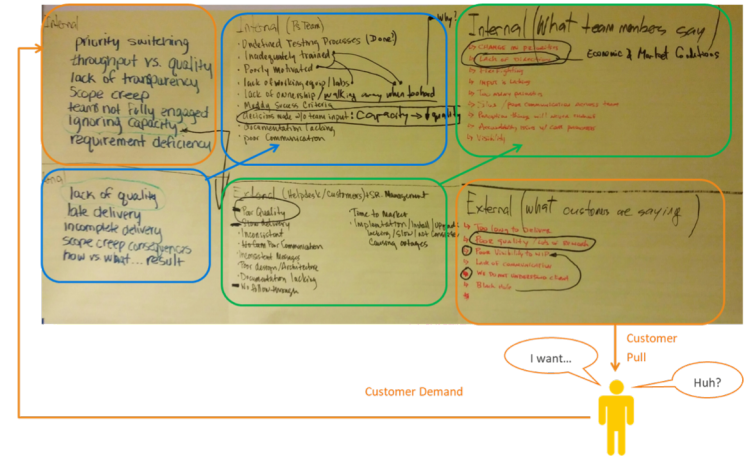
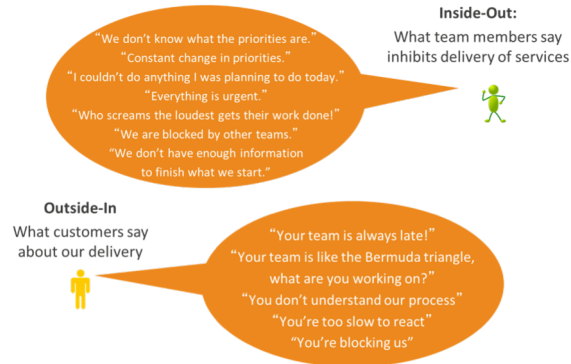
Change Management Principles

- Start with what you do now
 - Understanding current processes, as actually practiced
 - Respecting existing roles, responsibilities & job titles
- Gain agreement to pursue improvement through incremental, evolutionary change
- Encourage acts of leadership at all levels

Practices

- ✓ Visualize (Workflow, Work and Current Process)
- ✓ Limit Work-in-Progress (WIP)
- ✓ Manage Flow
- ✓ Make Policies Explicit
- ✓ Implement Feedback Loops
- ✓ Improve Collaboratively, Evolve Experimentally (using models and the scientific method)

Concept: Elicit Narratives



Work Type	Project Size	Median Cycle		
		Time	Median UAT	Median Blocker
Bug	L	254.0	56.0	21.0
	S	56.0	42.0	17.0
Enhancement	L	197.0	34.0	3.0
	M	102.0	14.5	2.0
Maintenance	L	129.0	4.0	6.0
	M	194.0	113.0	15.0
New	L	112.0	28.0	8.0
	M	95.5	21.5	11.5
	S	137.0	70.0	0.0

Work Items

Demand

- Analyze and manage demand completion
 - For MS/SE, establish avg. monthly demand (aka arrival rate)
 - For CS engagements, establish scope and create backlog
 - Based on delivery capability, and cycle time distributions, forecast completion for remaining work



Delivery

- Analyze delivery metrics to optimize capabilities
 - We could optimize for shortest time to market, or for highest throughput during a cadence, or for revenue generation.



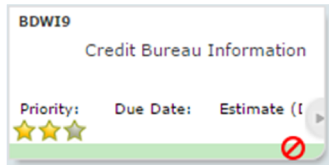
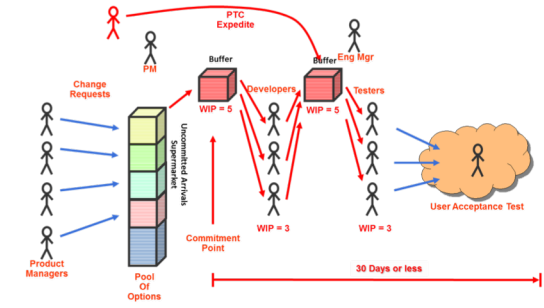
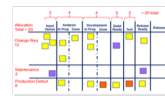
Predictability

- If predictability is most important, we must manage cycle time distributions, capacity allocation and WIP limits.

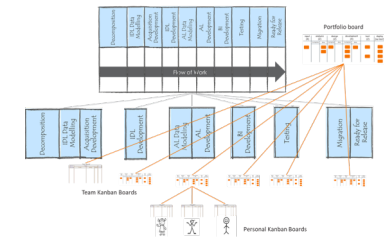
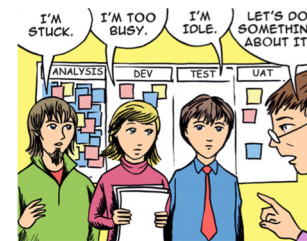
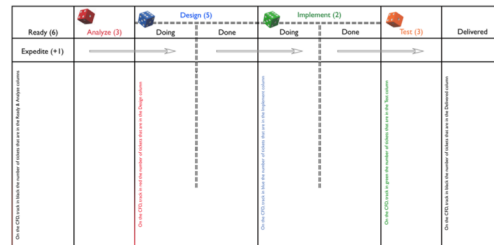


Example: Capacity Allocation by Service (Cadence Throughput = 20)

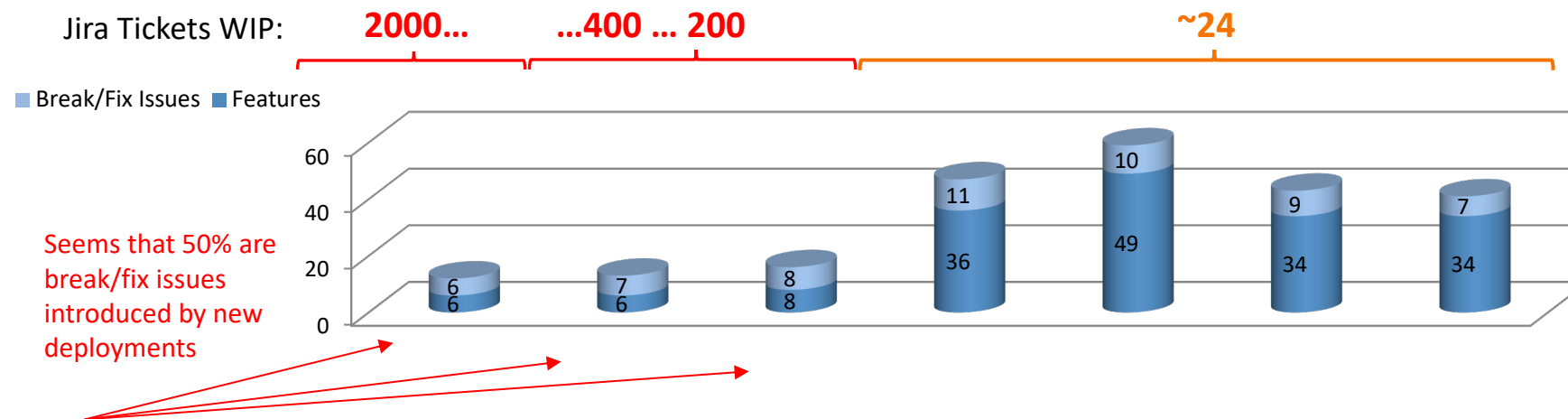
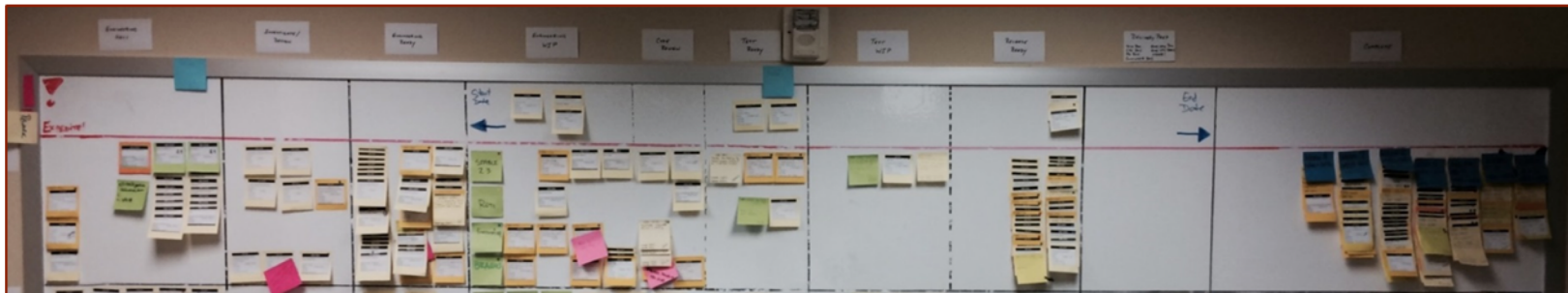
- 60% for change requests from product backlog,
- 30% for production support,
- 10% for maintenance (aka technical debt).



blocked indicator



Anatomy of an engagement



Four Months Engagement (2016)



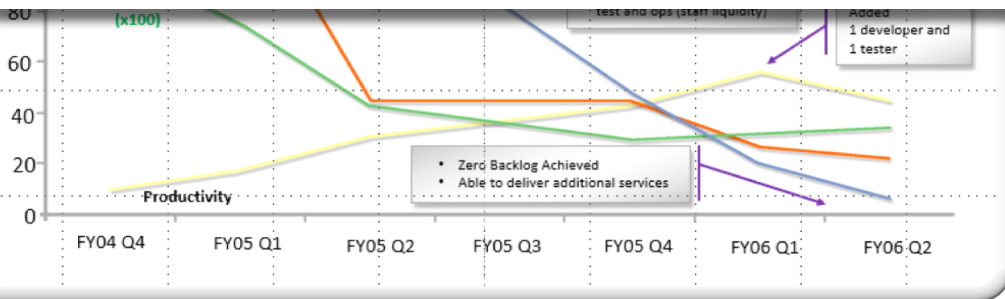
Just-In-Time Leadership in Action



Microsoft®



Dragos decided he wanted to take on the challenge. At the same time, he, like several other managers in XIT, had been reading David's book [Anderson 2003]. They were not aware that David now worked at Microsoft. On October 14th, 2004, Dragos turned up to hear David speak at the Seattle chapter of the American Society for Quality. Afterwards, he approached him and asked if he could help with changes needed in XIT.



This is a case study about implementing common sense changes where they were needed. It's a story not about the brilliance of the Theory of Constraints (TOC) but rather TOC playing a role as permission giver, reinforcing the beliefs of a manager and encouraging him to do the right thing.

It's also a story about simplicity – making just a few simple changes, collecting less data, spending less time on overhead and bureaucracy and more on productive tasks.

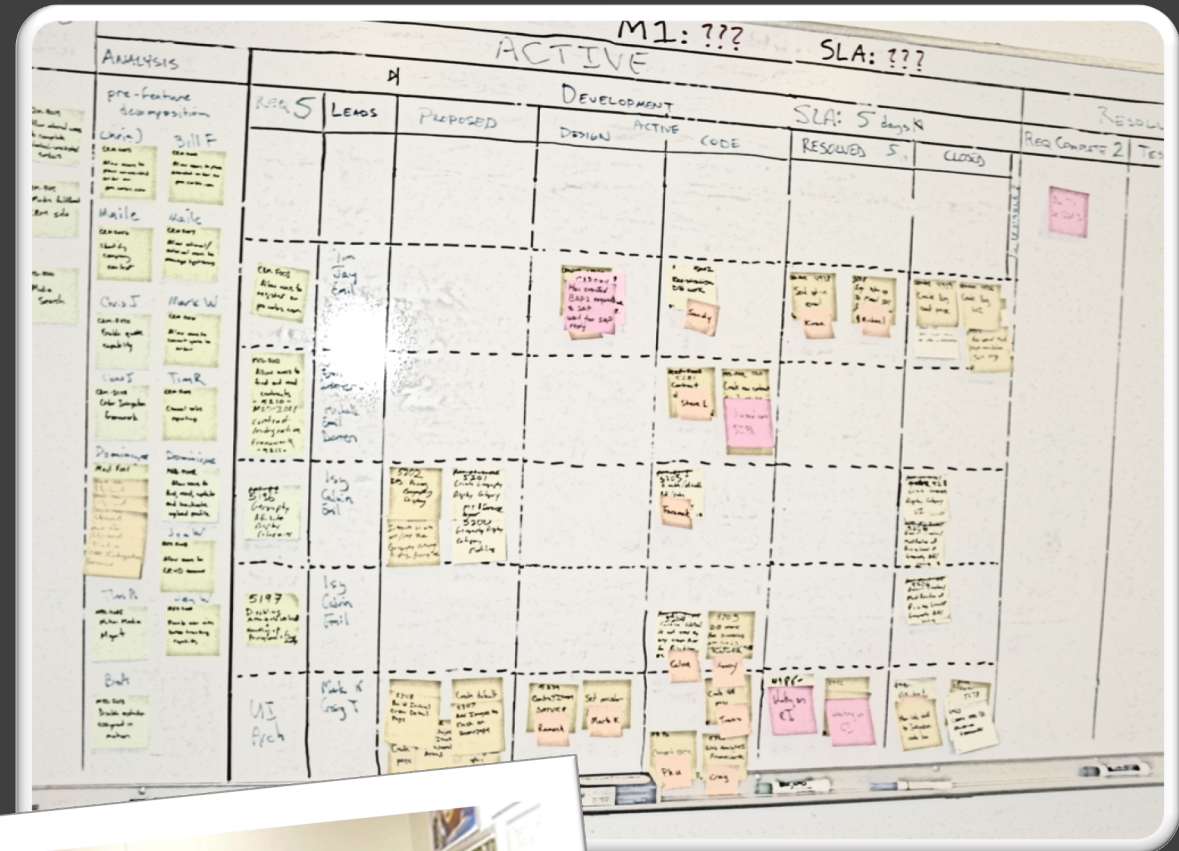
The Genesis (Pre-Kanban, 2005)

How would you manage delivery of an \$11,000,000 SAP implementation project?

How would you track \$2,000,000 worth of WIP per week?

How would you hold daily meetings with 30 or more people in about 20 minutes?

Do we know anyone who worked there?
Were they able to do it again?



- David Anderson

- Dan Vacanti

- Dominica DeGrandis



Just-In-Time Leadership Patterns

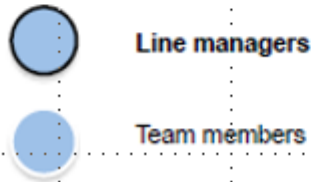
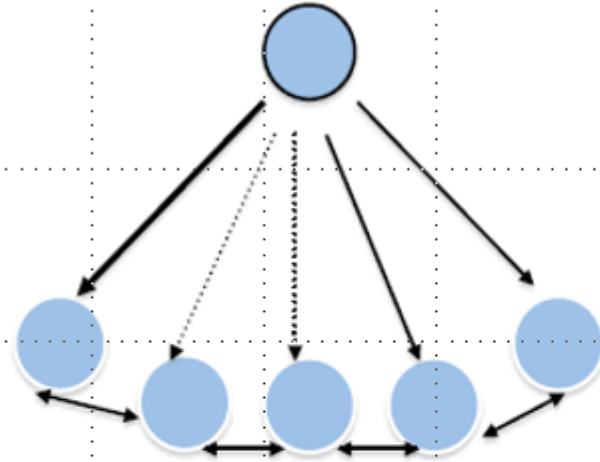
Our common leadership acts are **focused on the work being done** and not on the people doing the work.

We **improve delivery** of services to customers by adapting to inherent changes in our ecosystem of interdependent services. – Permission for Pull Systems.

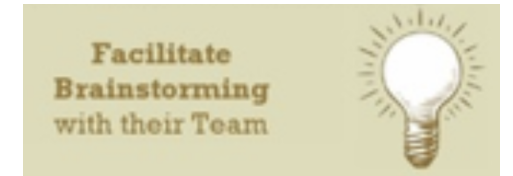
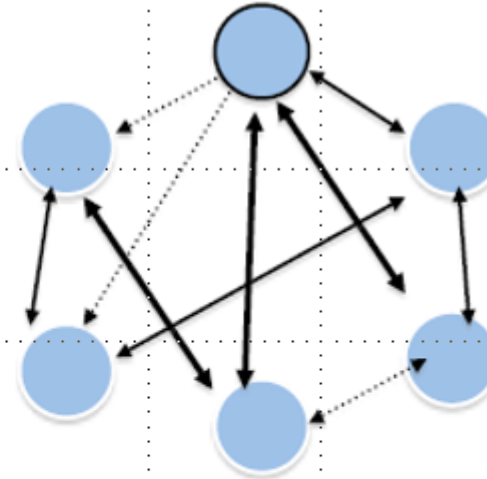
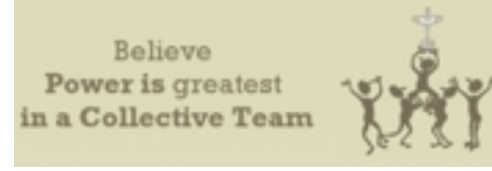
We **use KPIs** that reveal how actions anywhere in the organization impact results and **support context-specific learning** that can be applied to **optimize our processes end-to-end**.

We **discover together** what slows down our services. As we understand our strengths and weaknesses, we **decide together** how to enhance our service delivery.

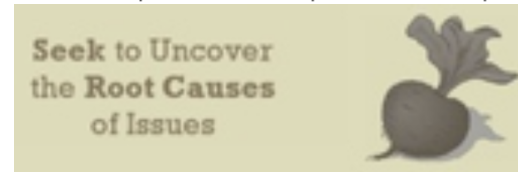
Traditional



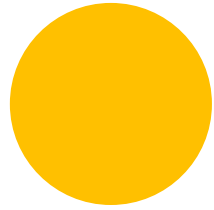
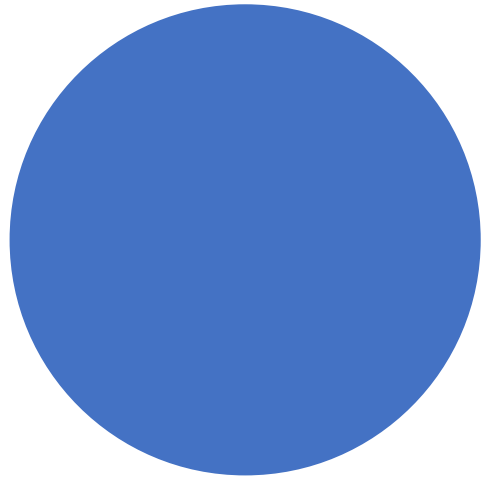
Just-In-Time



Leadership / communication / decisions making Intensity of colmunication



Which style of leadership would you follow?



Closing Metaphor

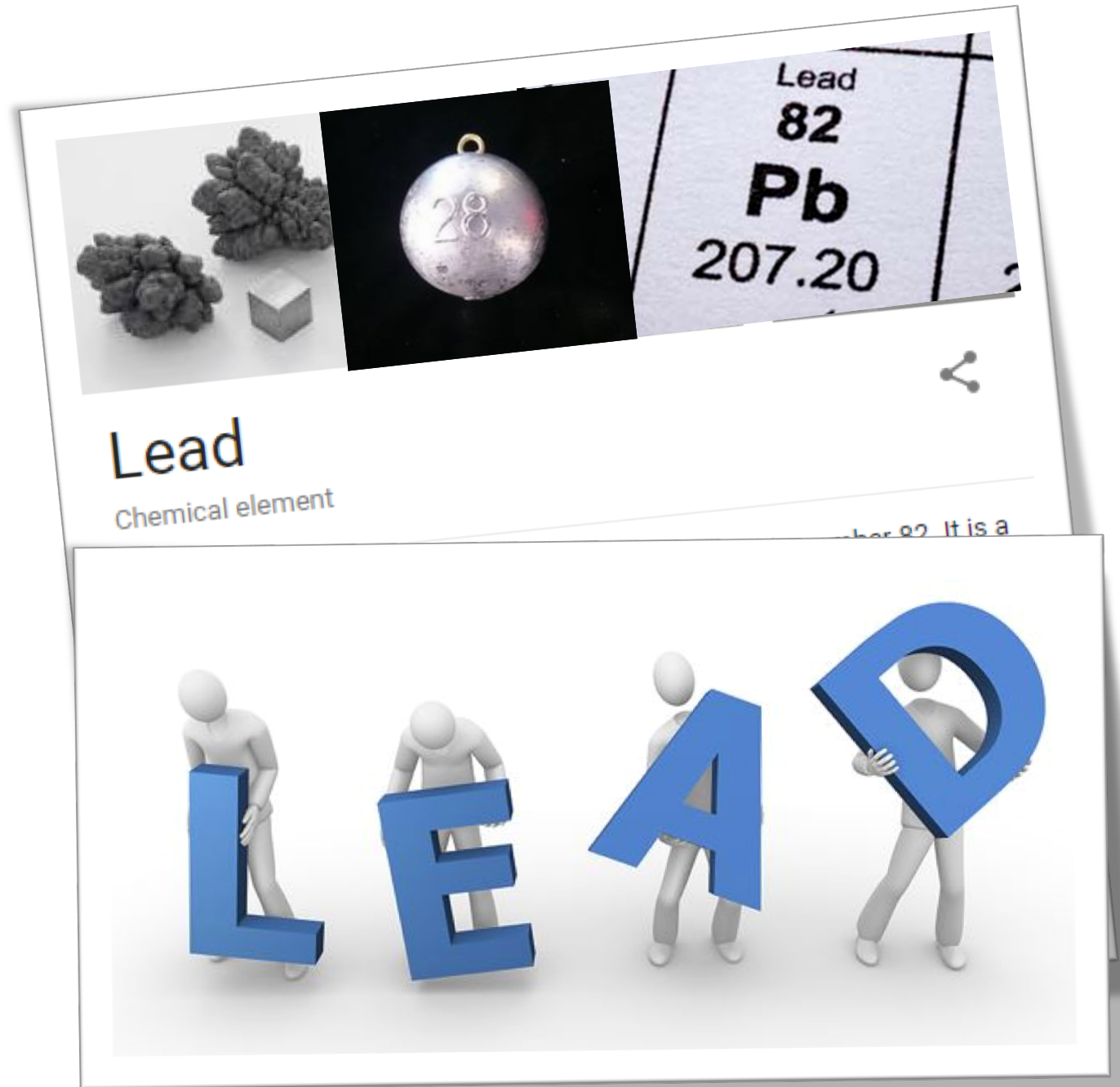
Metaphor:

A figure of speech in which a word or phrase literally denoting one kind of object or idea is used in place of another to suggest a likeness or analogy between them. – *Merriam Webster*

Example: Our team is drowning in technical debt.

Leadership

Let's find the lead together

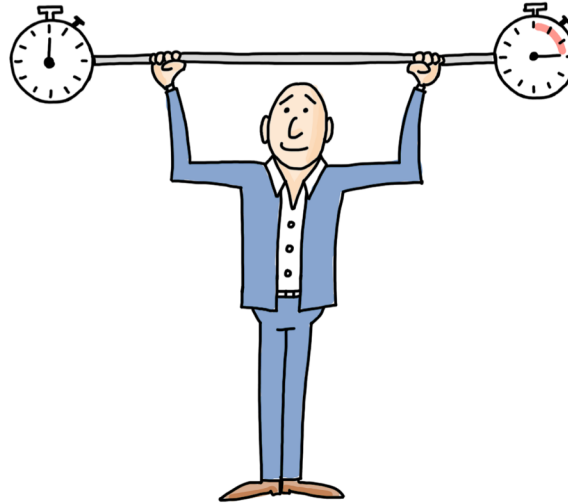


What Gets Me Up in the Morning...

Help organizations optimize workflows for higher performance including

- ✓ accelerate product or service release cycles
- ✓ simplify solution delivery
- ✓ realize sustainable enhancements in morale and customer service.

+20 years in tech, leadership, training and consulting roles delivering solutions worldwide.



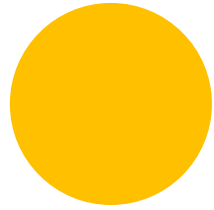
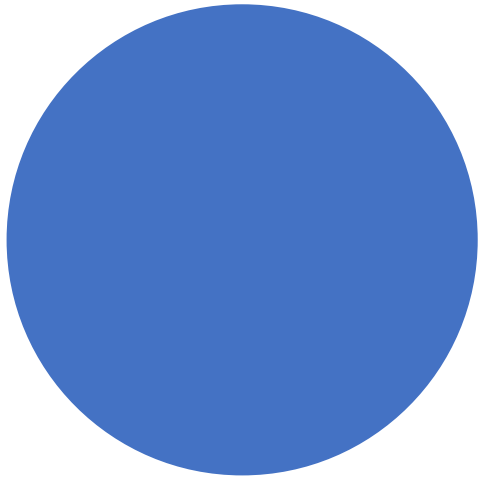
The Waitlifter



Lean Enterprise
Product Development
Solution Delivery

IT Operations
Data Analytics
Continuous Improvement





Thank You!

Q & A