

Chaos to Collaboration: Inviting leaders to adopt Kanban

Tim Stadinski & Sessa Srinivas

**Thank you for inviting us to
share our experiments & learnings with you,
for the next 50 minutes or so we will discuss...**

- Challenges & Organizational Climate
- Explore Invitations vs Mandates
- How did we begin to introduce leaders to adopt Kanban?
- Co-create & experiment with leaders in their space
- Case Study of Pilot Team — Learnings & Outcomes



But first, in order for us to be successful today,
we'd like to ask that you agree:

TO SUSPEND YOUR DISBELIEF
AND ACT AS IF WHAT WE
SAY IS ACTUALLY TRUE
AND TO PRETEND WHAT
WE SAY CAN ACTUALLY/
WORK IN YOUR ORGANIZATION



RAISE HAND
TO REFOCUS

Learning about us

Tim Stadinski



- 25 YEARS EXPERIENCE
- STARTED WORKING AS SOFTWARE ENGINEER IN 1990'S STARTUPS
- 12 YEARS AS AN AGILE COACH



<https://www.linkedin.com/in/timstadinski/>

SESHA SRINIVAS
(SAY-SHA)



- 18 YEARS EXPERIENCE
- STARTED AS SOFTWARE ENGINEER IN BANKING
- 10 YEARS AS AGILE COACH



<http://linkedin.com/in/sesha-s-bba-ms-pmp-acp-csp-ckc-sas-spc4-5ab83bb>



Let's learn about you

Currently work as a Coach?

Currently work as a leader/manager?

Currently in a digital transformation?

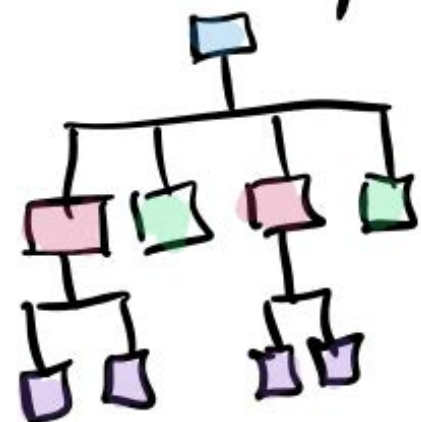
Have been in a digital transformation?

Never been in a digital transformation?

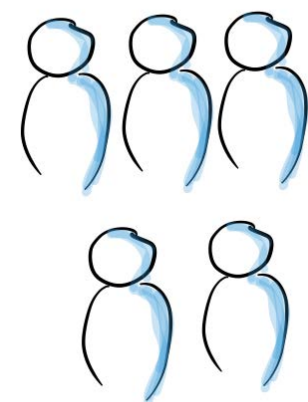


Challenges and organizational climate

1950s
HIERARCHY

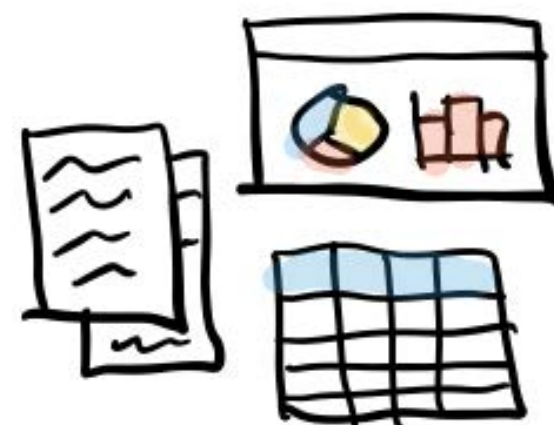


HIPPOs



TRANSFORMATION
TEAM

MANAGED IN



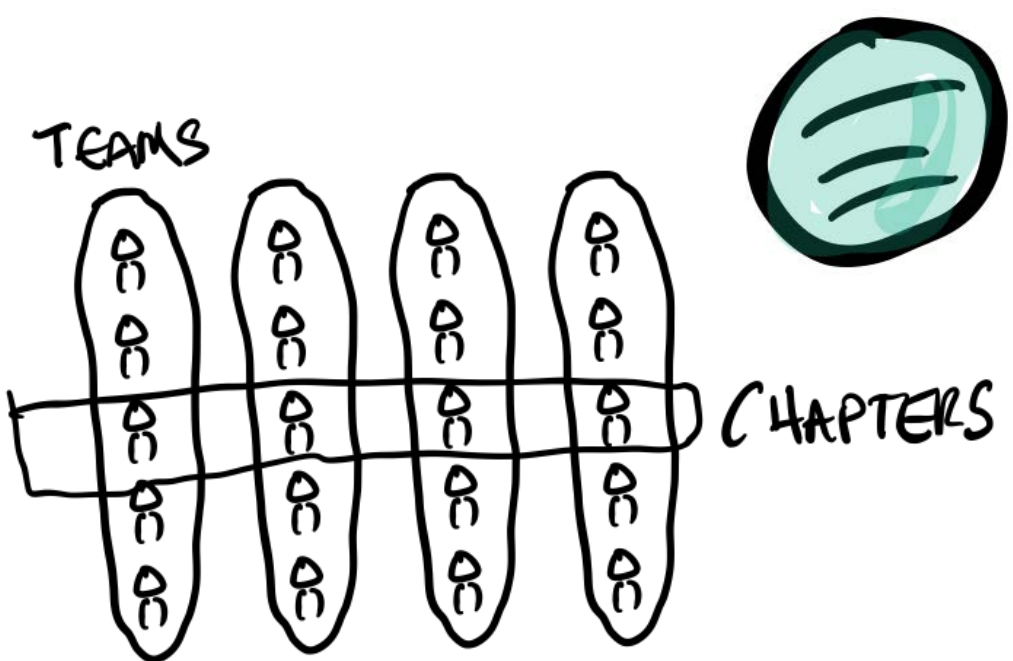
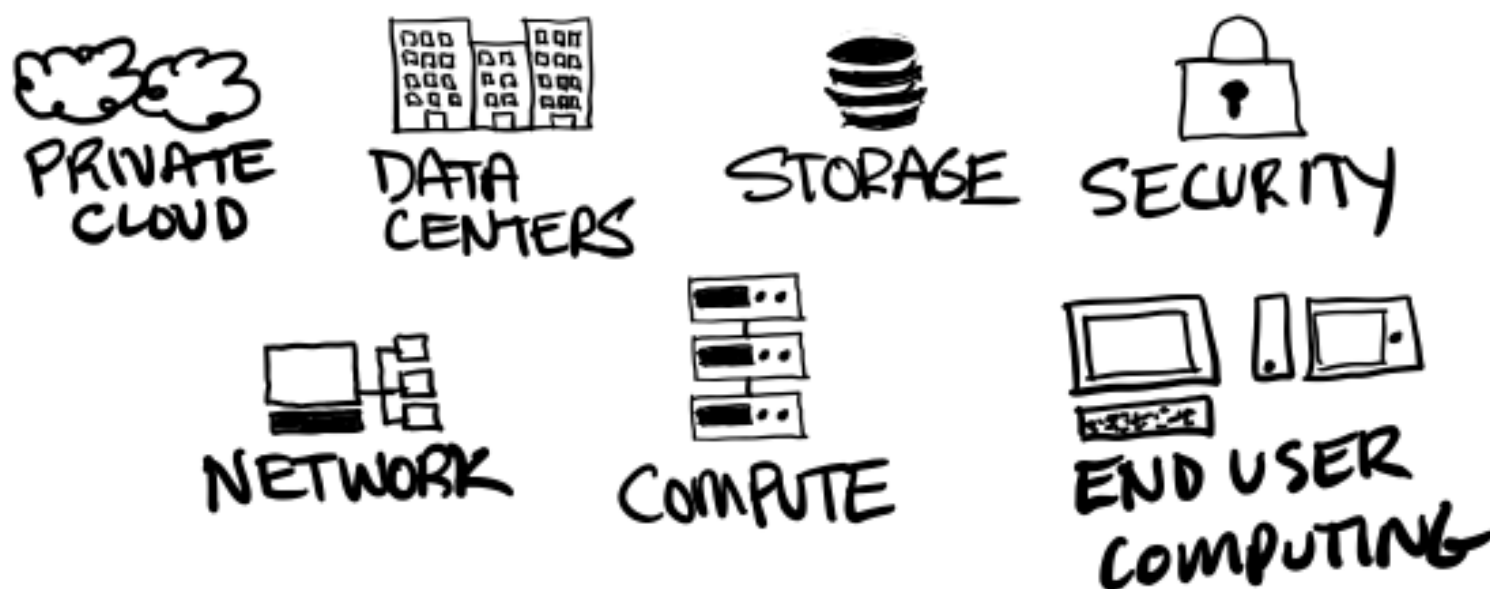
DOCUMENTS

MORE IS
MORES DISEASE



AMRS
GLOBAL
TEAMS
APAC

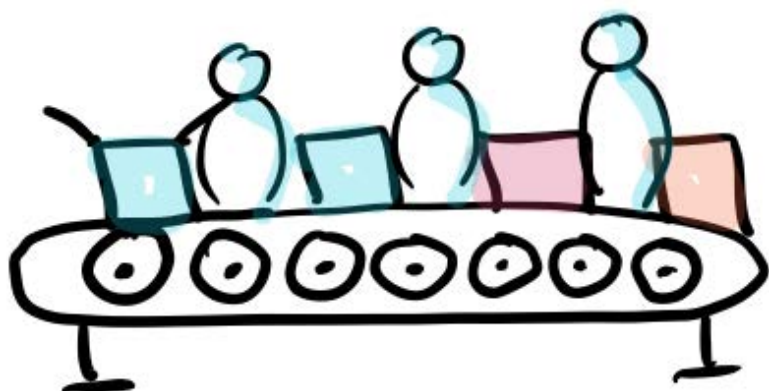
EMEA



MANDATED



\$\$\$



K*N*B*N



LeanKanban
GLOBAL SUMMIT

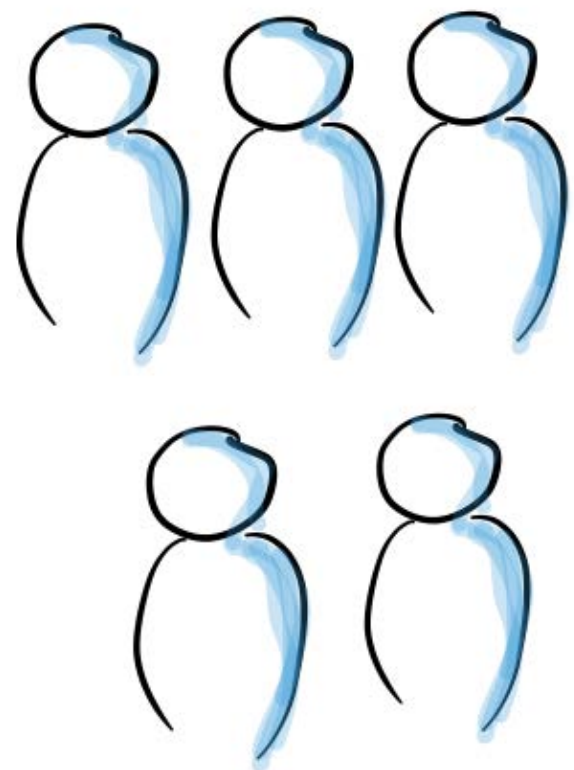


We invite you to experiment with us



Lets take a few mins to discuss with people sitting near you...

What are the challenges you are facing in your digital transformation or improvement initiatives?



Let's diverge for a few minutes and define what we mean by mandate & invitation

How do we define a Mandate?

“An official or authoritative command; an order or injunction”

How do we define an Invitation?

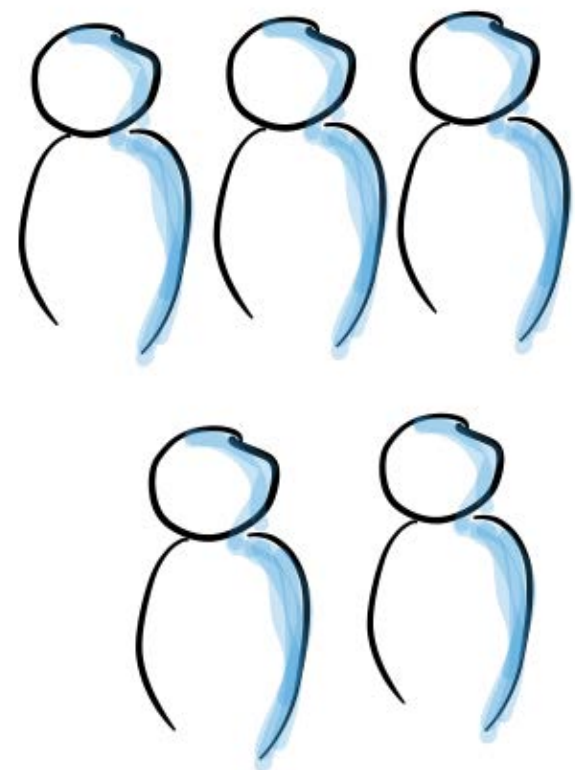
“A written or verbal request that tests the willingness of someone to go somewhere or do something and respects any response similar to **NO THANK YOU**”



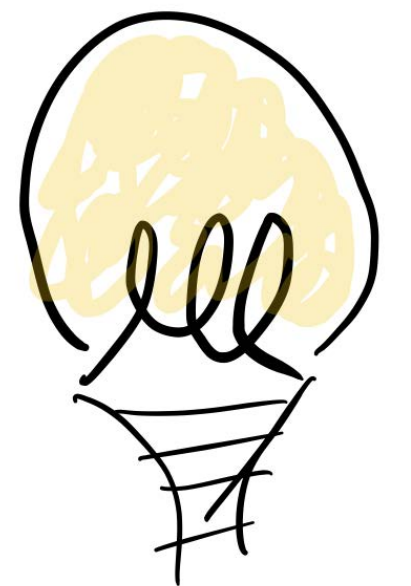


We invite you to experiment with us

Lets take a few mins to discuss with people sitting near you...

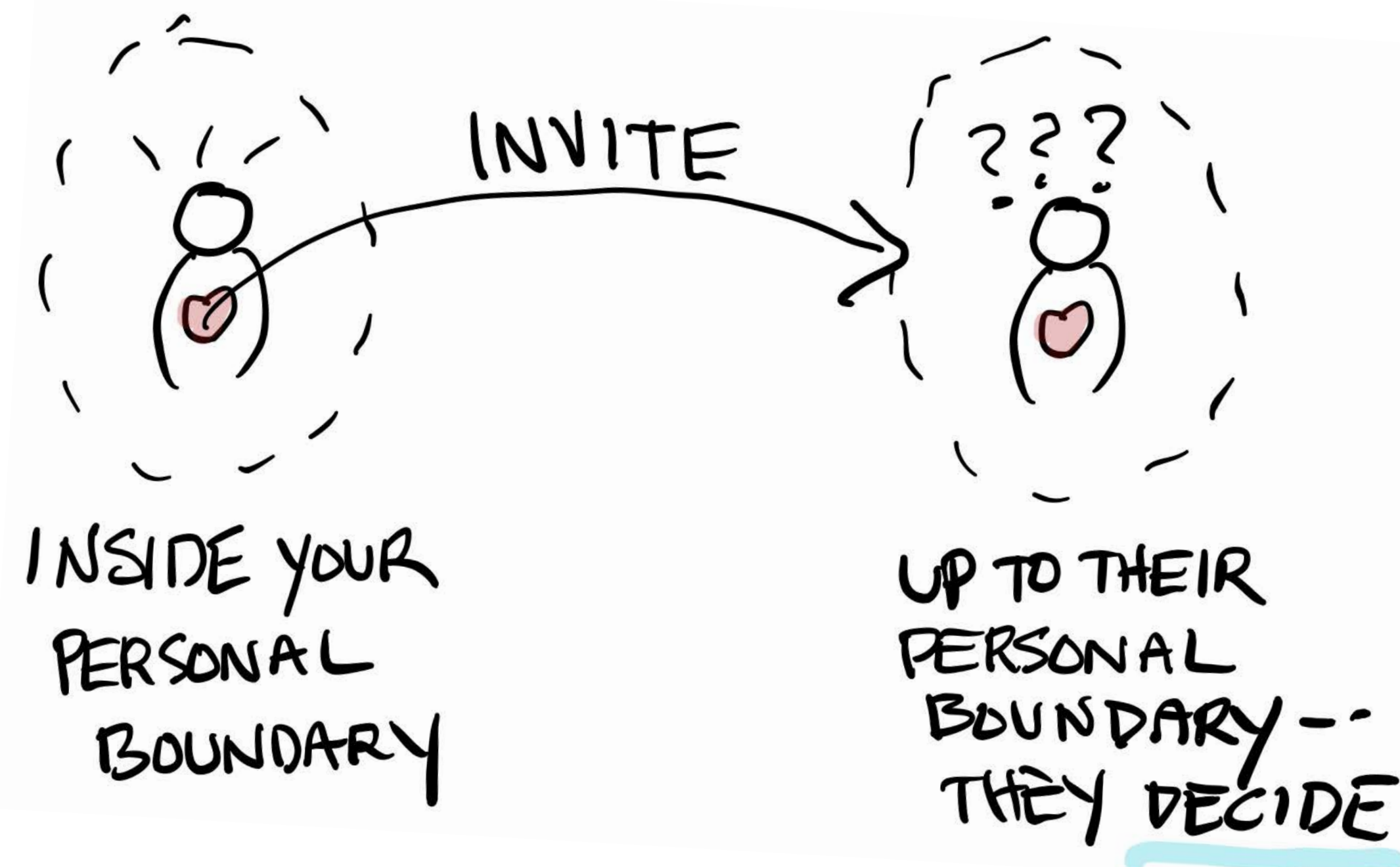


Do you believe that digital transformations via invitation or mandate is better and why?



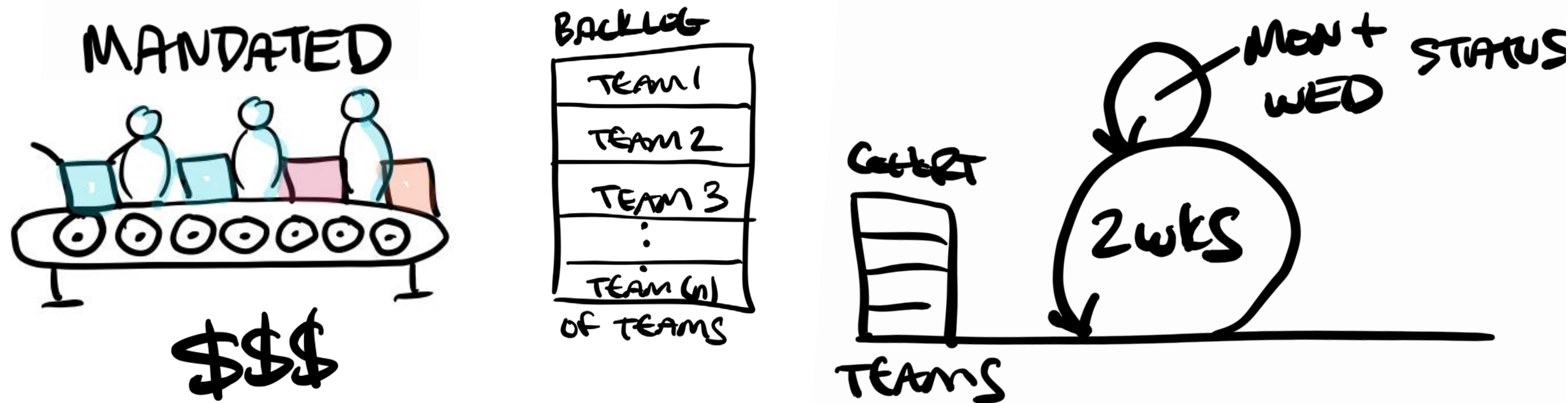
In our experiments, what we have learned is:

- **INVITATION** triggers *decision making*
- *Decision making* triggers higher levels of employee **engagement**



- **MANDATES** does not give people a choice to *decide* if any practice is right for them
- **Respect** is a core value in all lean and agile ways of working
- Using **PUSH (mandates)** to implement **PULL** is fundamentally seriously flawed

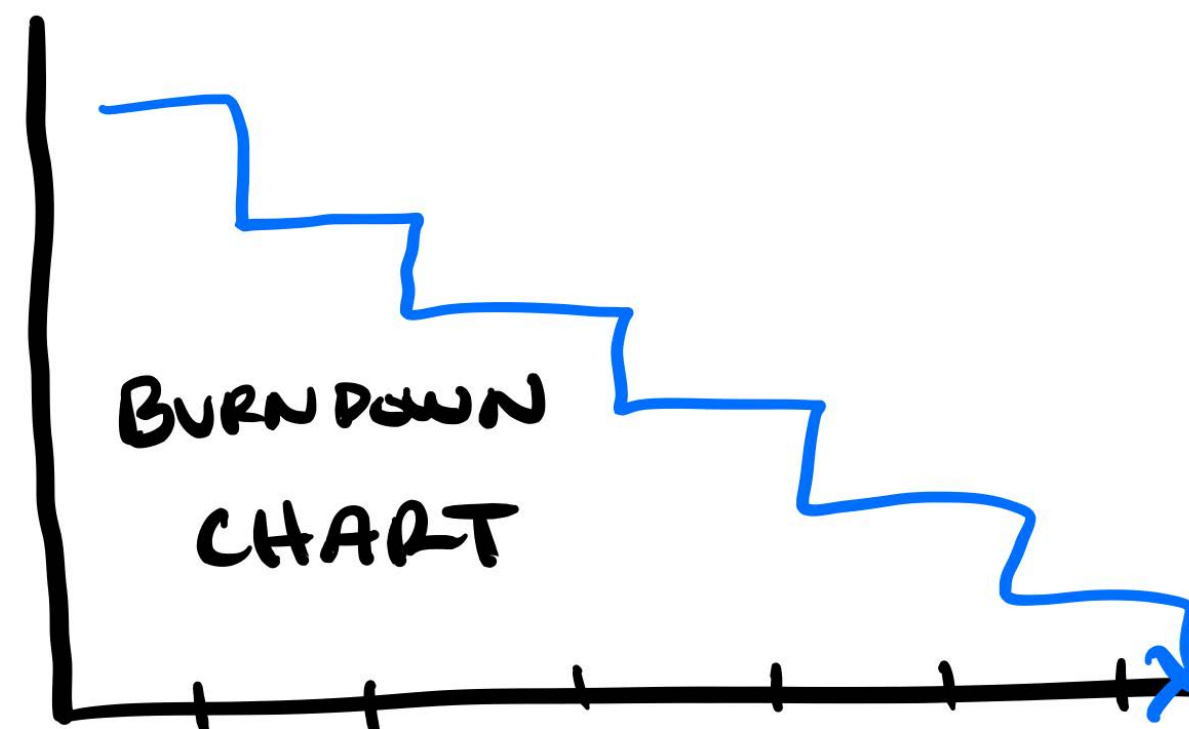
Remember that expensive mandated prescribed transformation process?



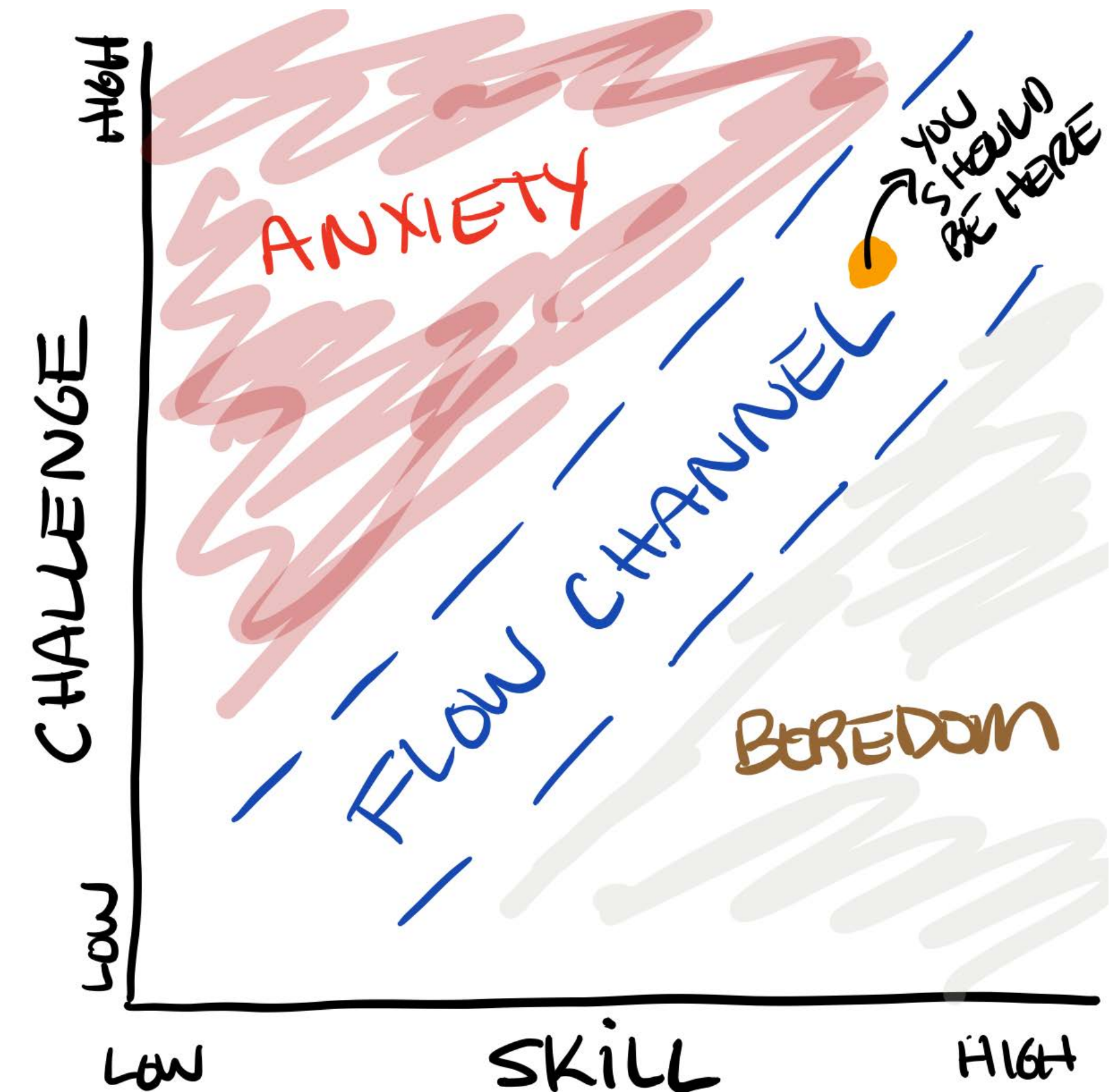
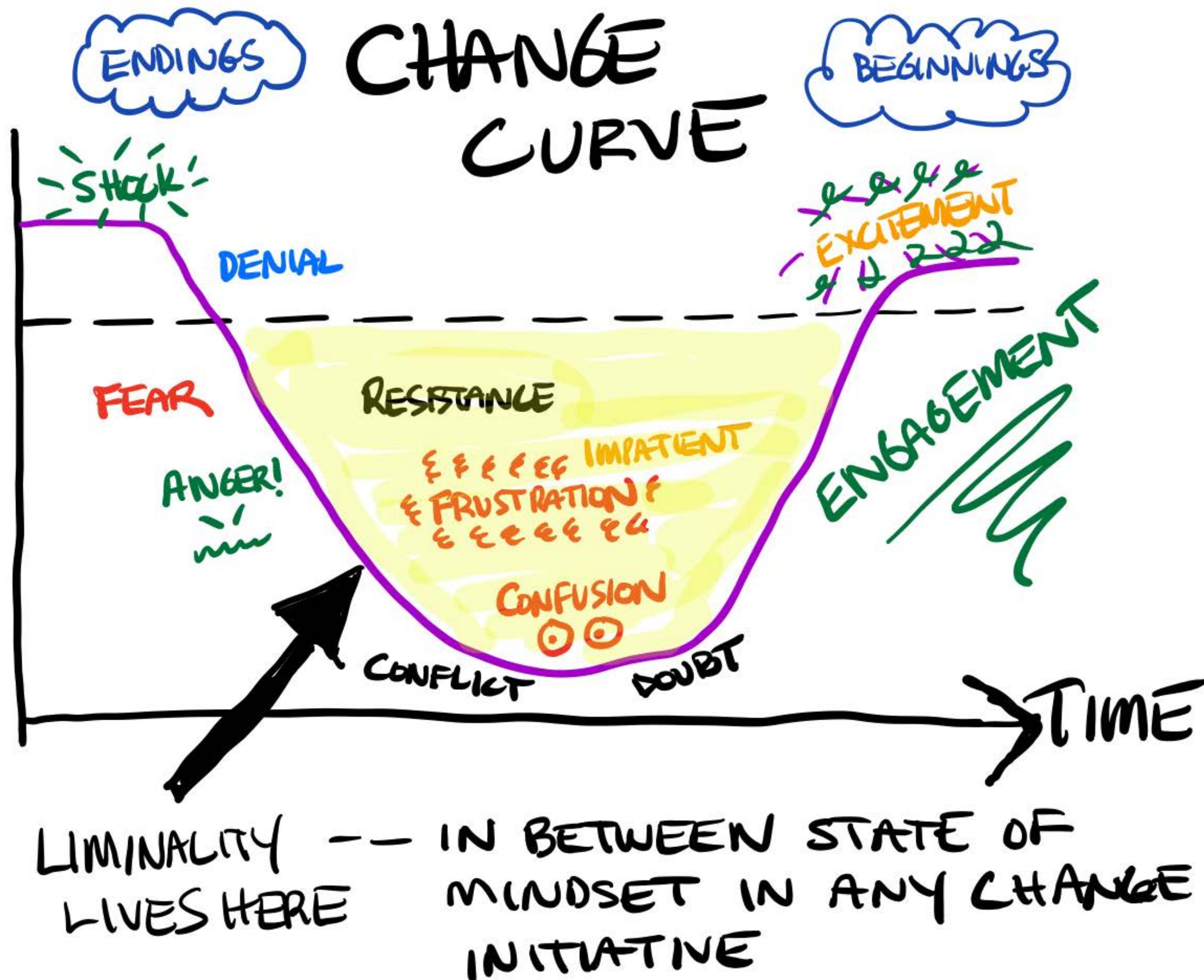
CHALLENGES WITH APPROACH

- LEADERS FOCUSED ON WORKERS INSTEAD OF WORK
- WORK TRACKED IN EXCEL WITH STATUS MEETINGS
- ASSUME EVERY TEAM MATURES AT SAME PACE

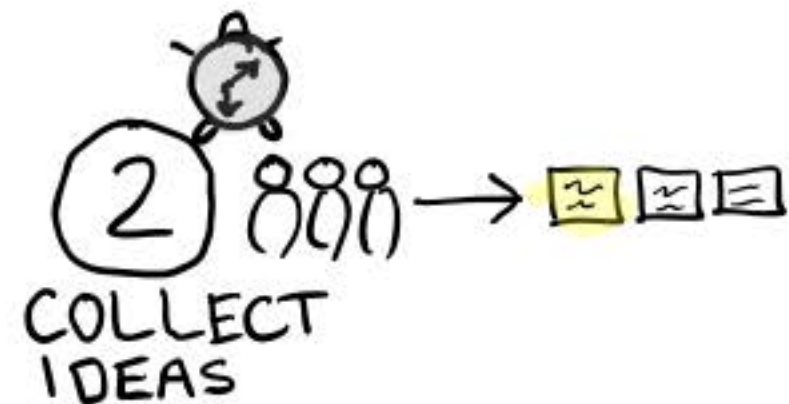
WHEN WILL WE BE DONE?



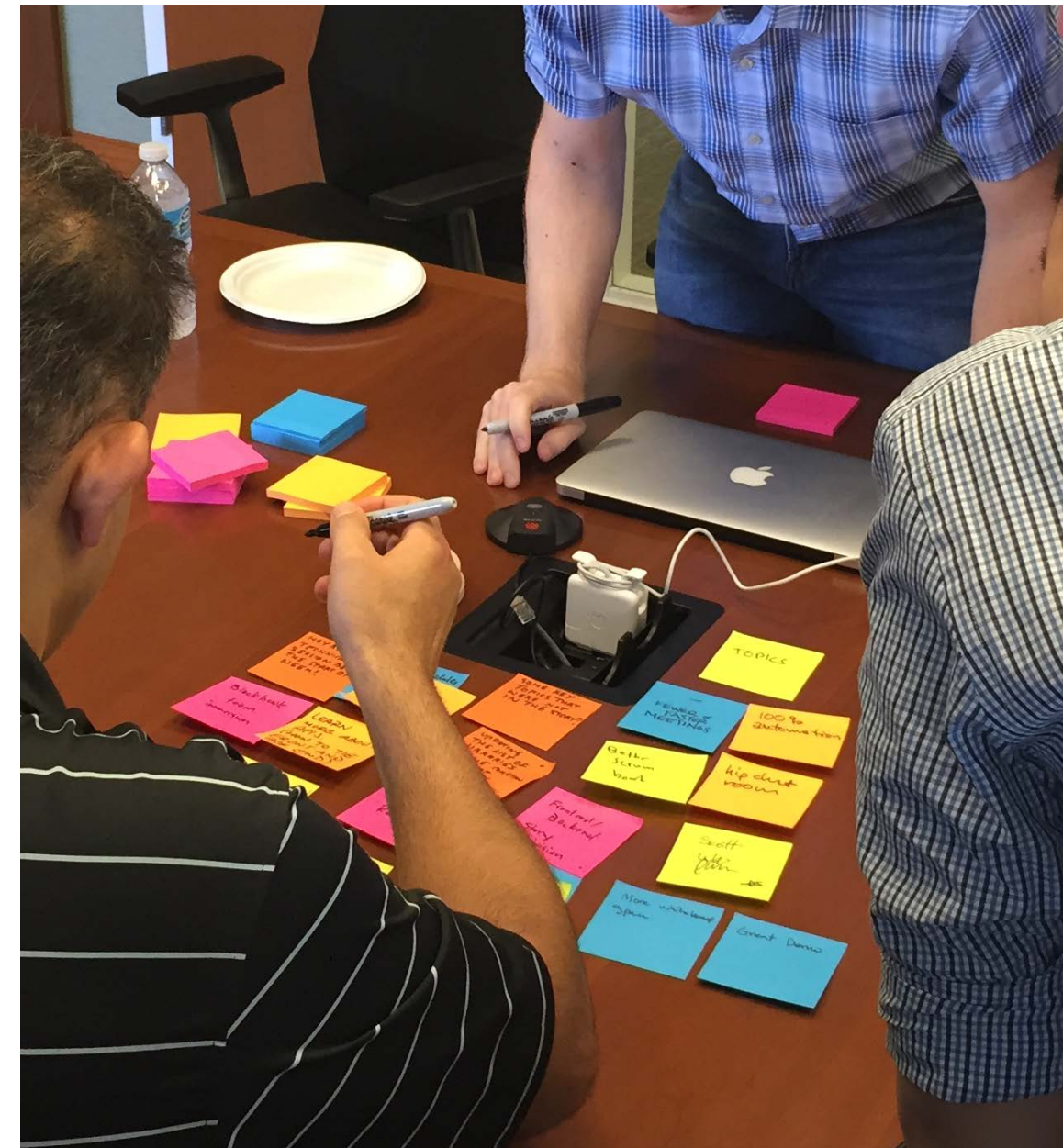
Everyone improves and shifts mindset at same pace?



Invitation #1 - Lean Coffee to learn with leaders and coaches



LEAN COFFEE



WHAT WE LEARNED

- OFFICIAL TERMS INITIALLY CONFUSING
- COACHES ALIGNMENT ON KANBAN
- TRANSFORMATION WORK WAS ON-DEMAND AND TRANSACTIONAL
- OPERATIONS TEAMS STRUGGLED WITH SCRUM



<http://www.leancoffee.org>



Invitation #2 - Get out of the darkness (Team Kanban)

STEPS IN PROCESS

Backlog of Teams

Coach & Train Teams

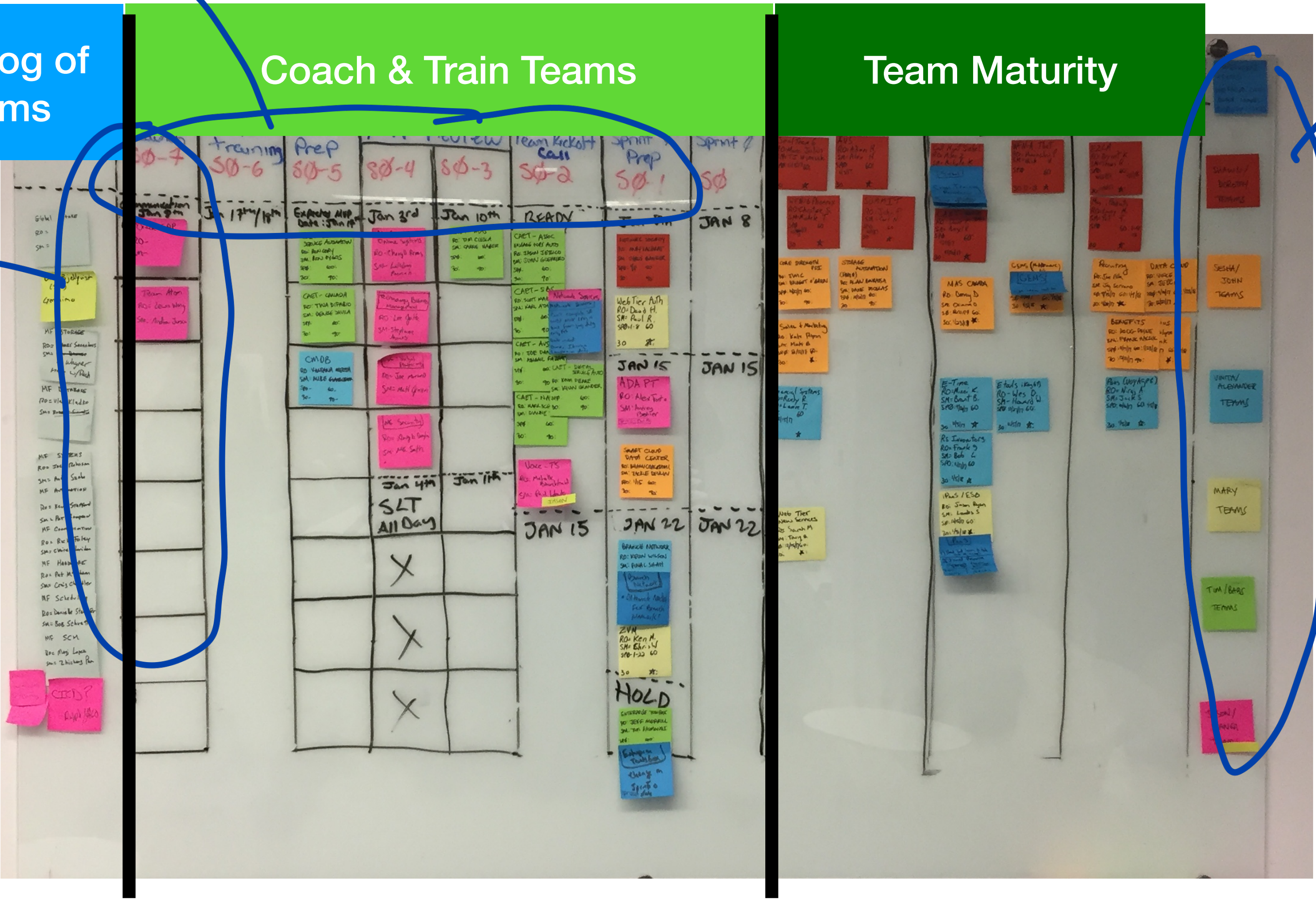
Team Maturity

COLORS

BY COACHING

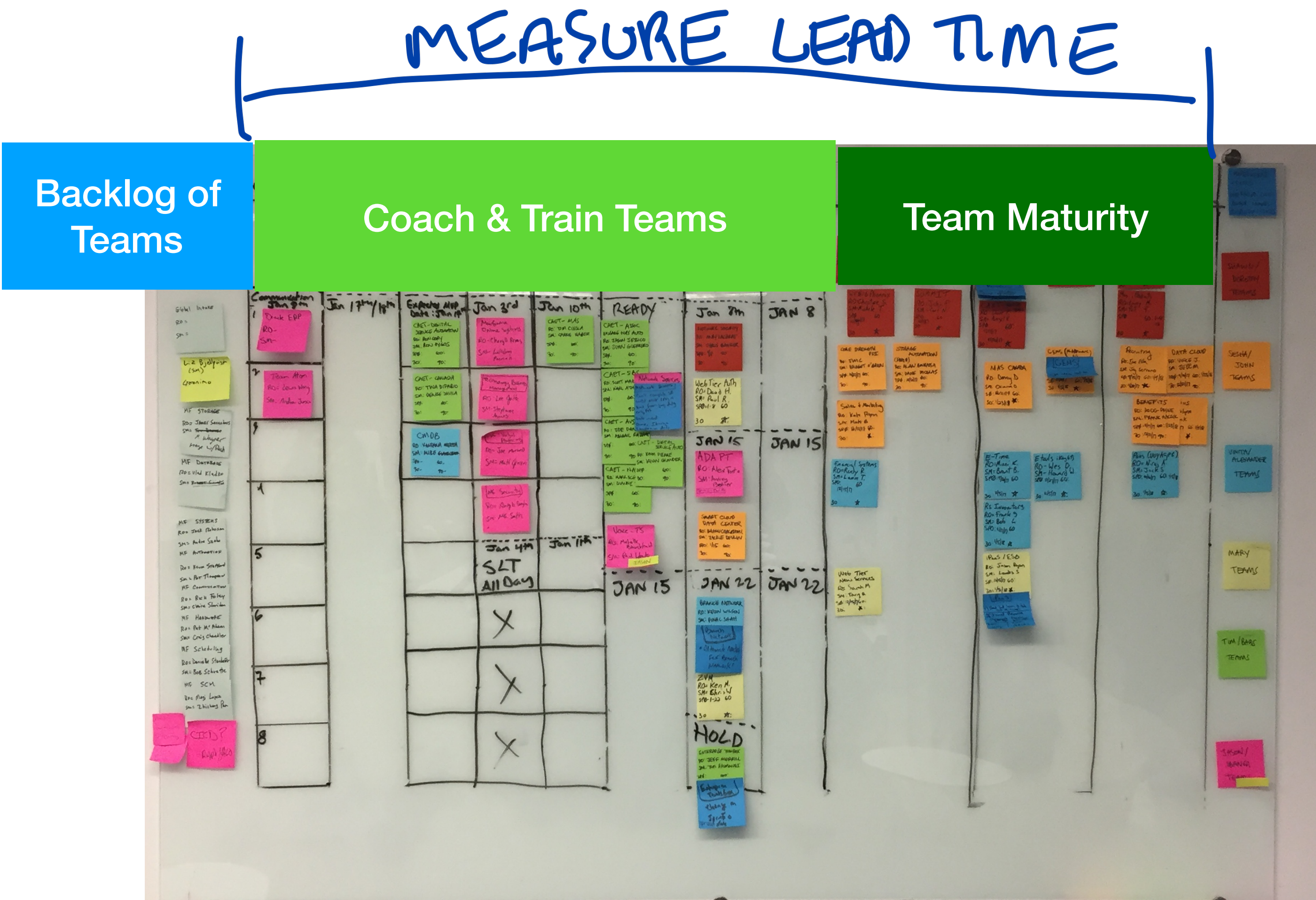
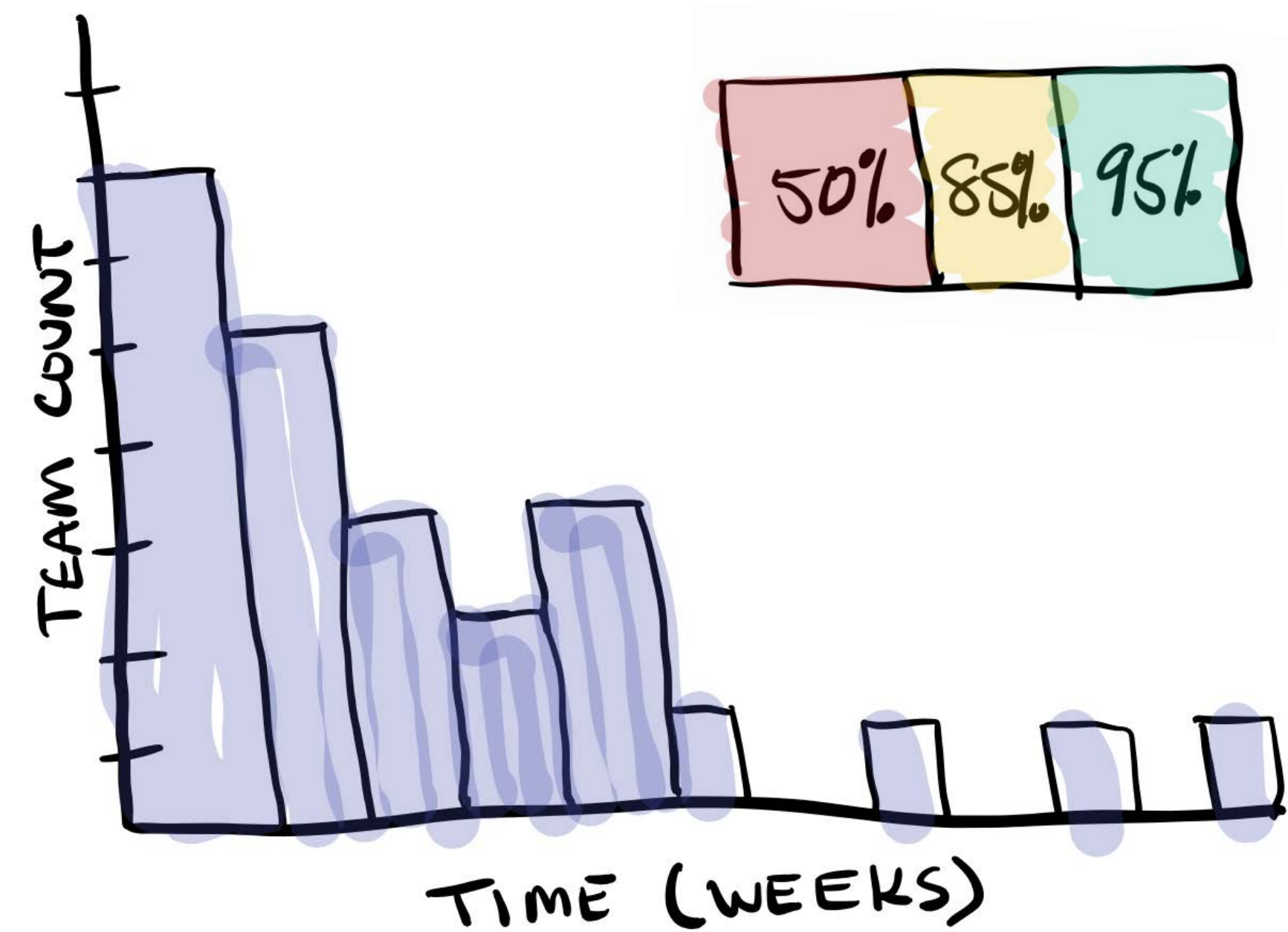
PAIRS

SLOTS
TO LIMIT
WIP



Invitation #3 - Use historical data to better forecast delivery

One question that we were constantly asked, “**When will we be done so we can have cake and balloons?**”

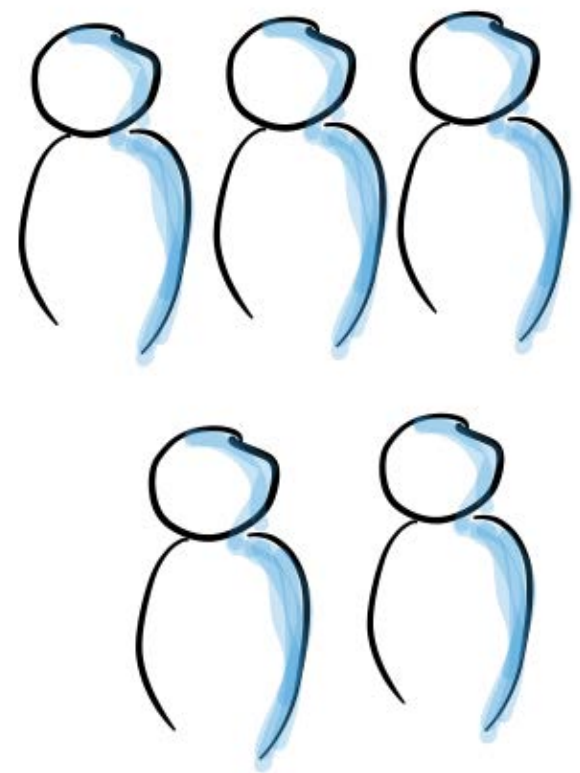




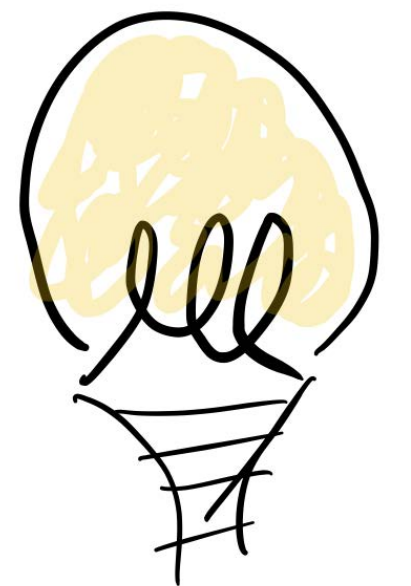
We invite you to experiment with us



Lets take a few mins to discuss with people sitting near you...



How would you begin to invite leaders to adopt Kanban?



Leaders inviting us into their space & co-create together

We believe that for teams **struggling with adopting Scrum**, we can invite them to learn about the **Kanban Method**

AND empower them to run **experiments** to help identify areas of **improvement**

AND as a coaching team we can define a strategy based on **STATIK** and **invitation** in order to **decrease the time** to coach these teams.

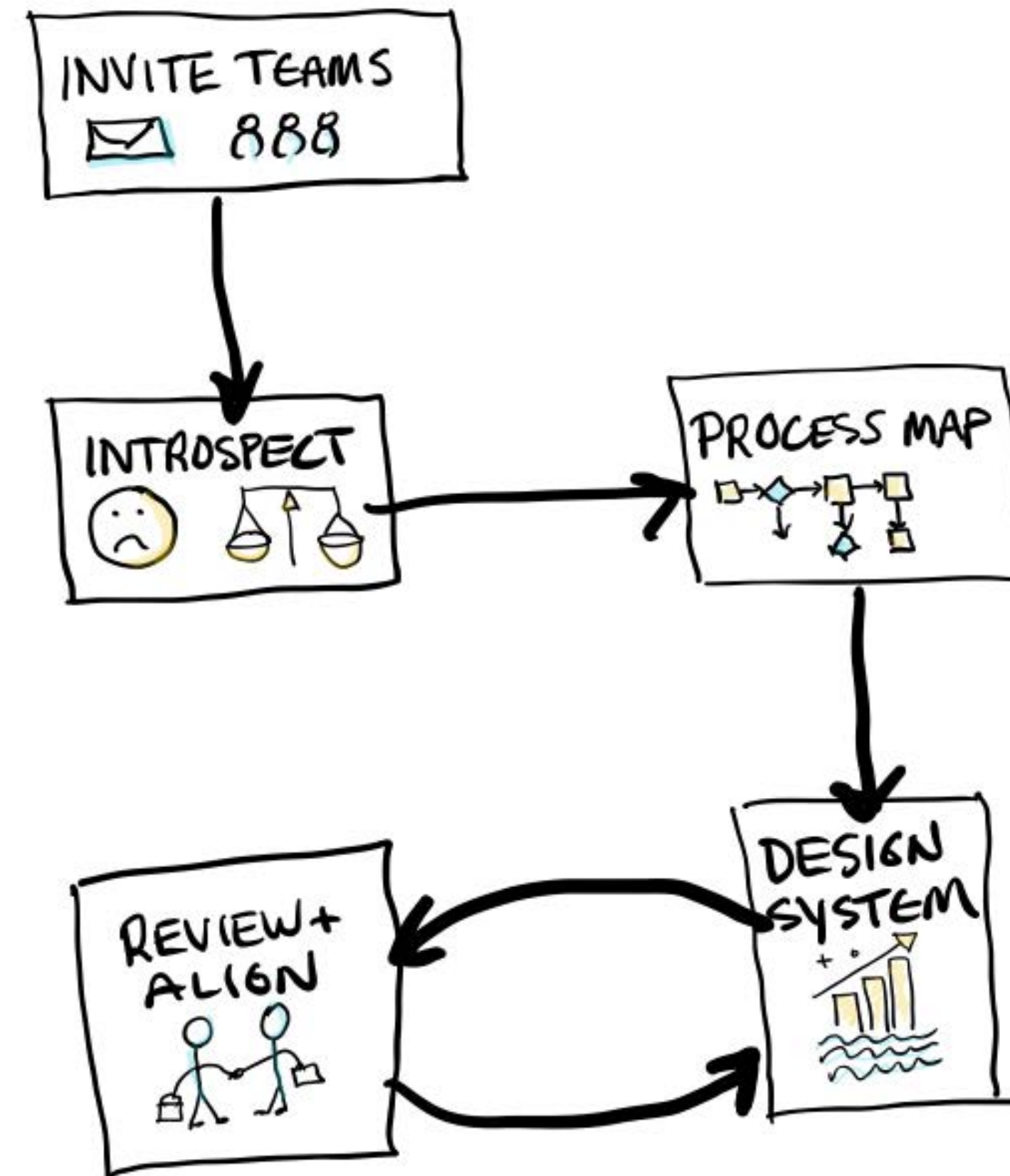


Defining our rollout strategy based on STATIK

STATIK WORKSHOP

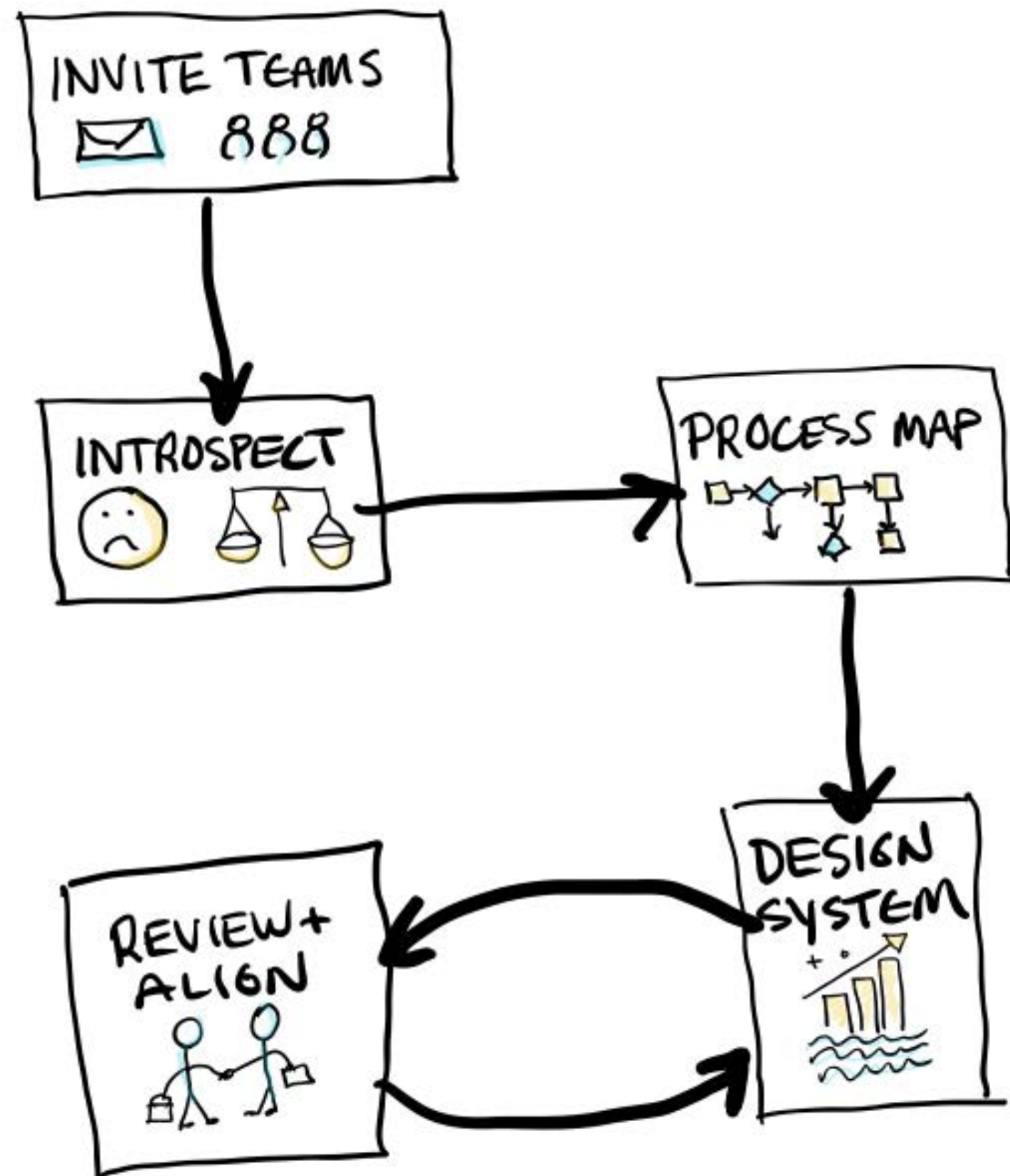
- ① UNDERSTAND SOURCES OF DISSATISFACTION
- ② ANALYZE DEMAND
- ③ ANALYZE DELIVERY
- ④ MODEL SERVICE DELIVERY WORKFLOW
- ⑤ IDENTIFY + DEFINE CUS
- ⑥ DESIGN KANBAN SYSTEM
- ⑦ SOCIALIZER DESIGN + NEGOTIATE IMPLEMENTATION

OUR CUSTOM WORKSHOP



Case study on working with Kanban pilot team

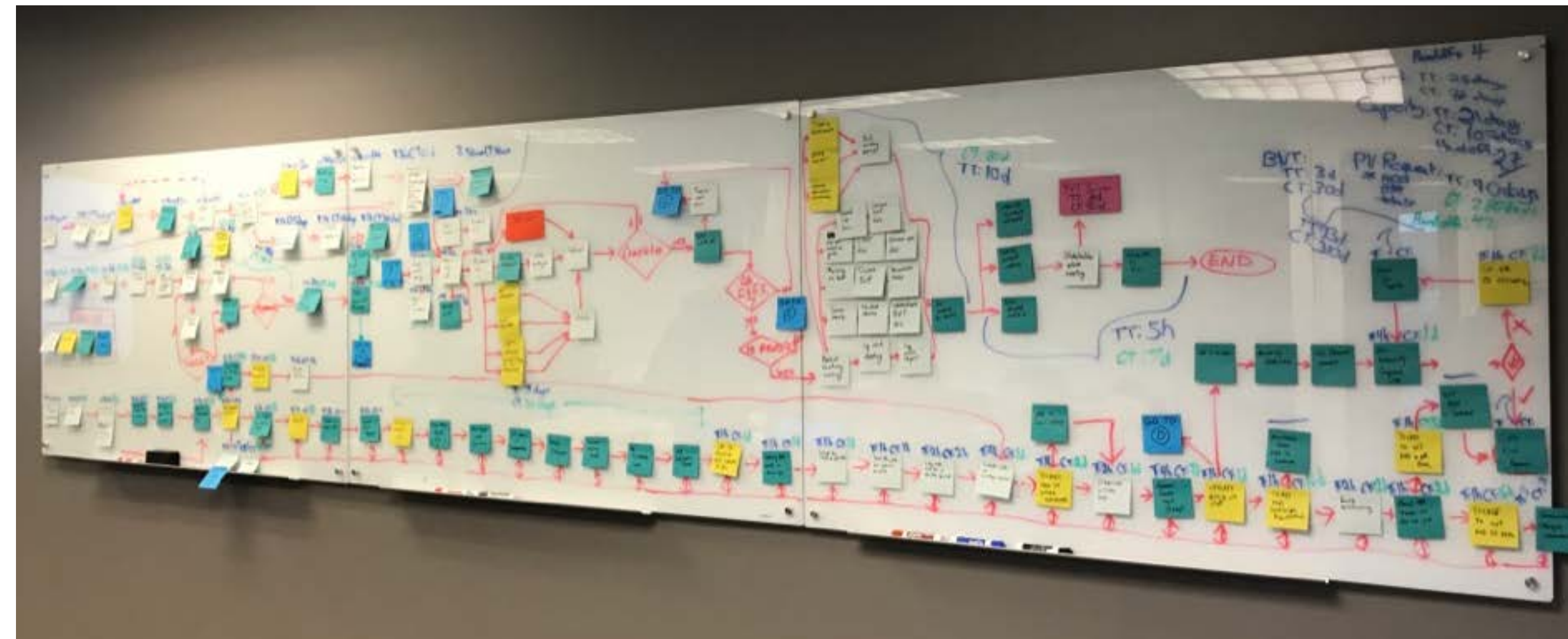
OUR CUSTOM WORKSHOP



Global Operations Team

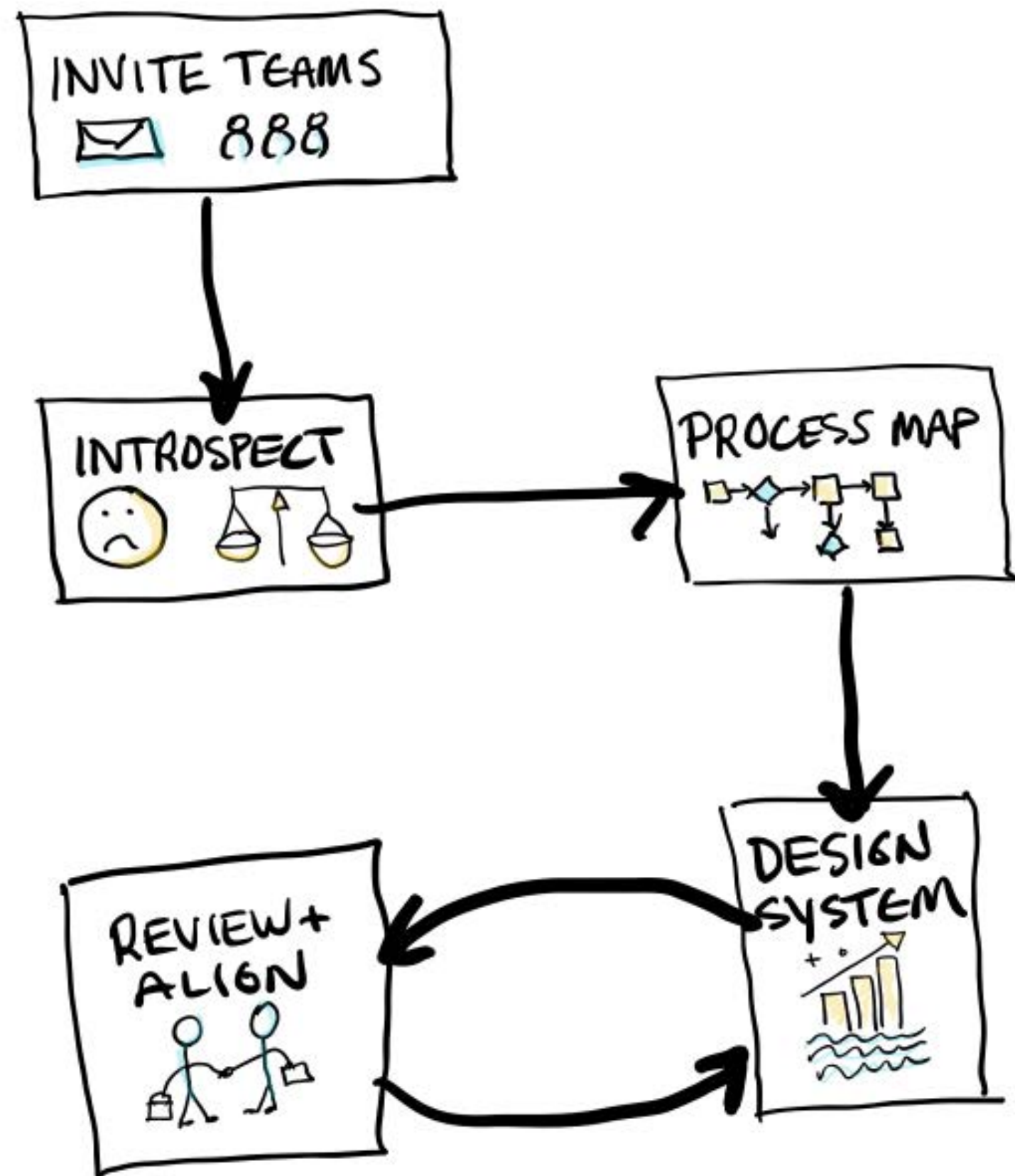
- Type of work: Global on demand & transactional in nature
- Lots of redundant processes across the regions
- Siloed thinking, nobody understood what the other was doing
- Multiple tools that would produce tickets to handle
- Metrics not consistently tracked across regions or teams

How & why do we make work so complicated?

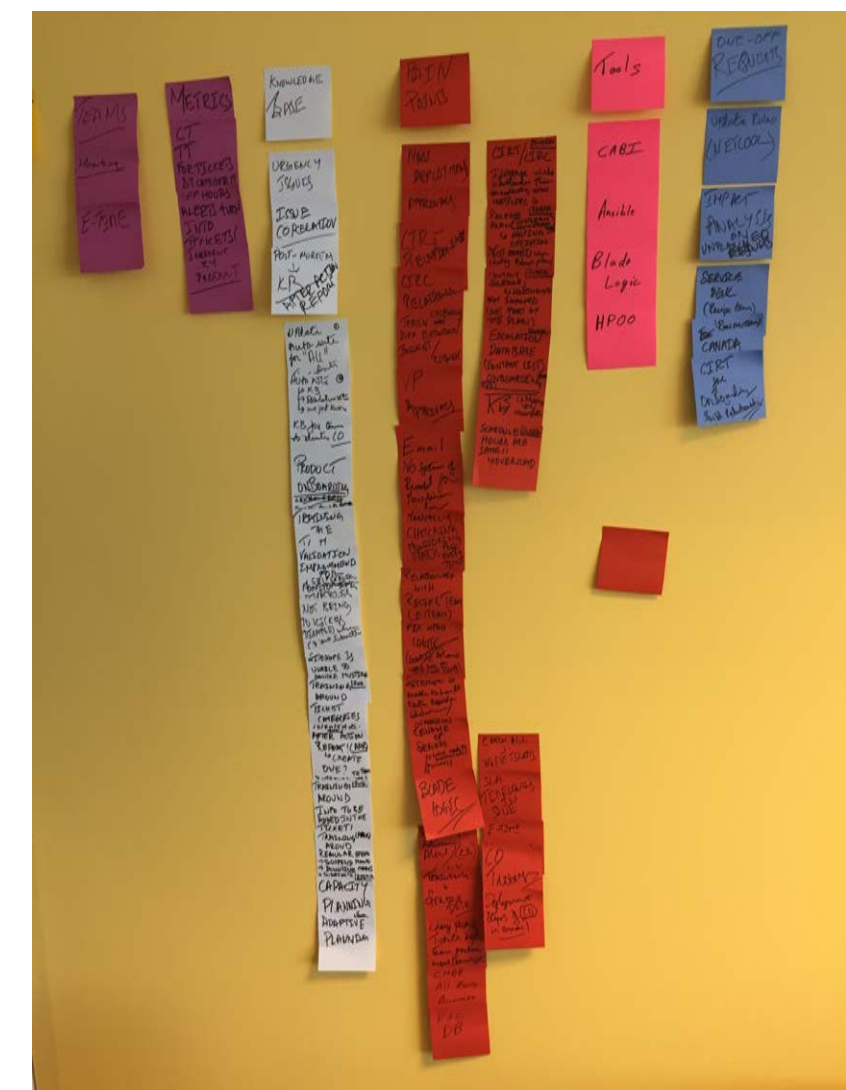


Case study on working with Kanban pilot team

OUR CUSTOM WORKSHOP

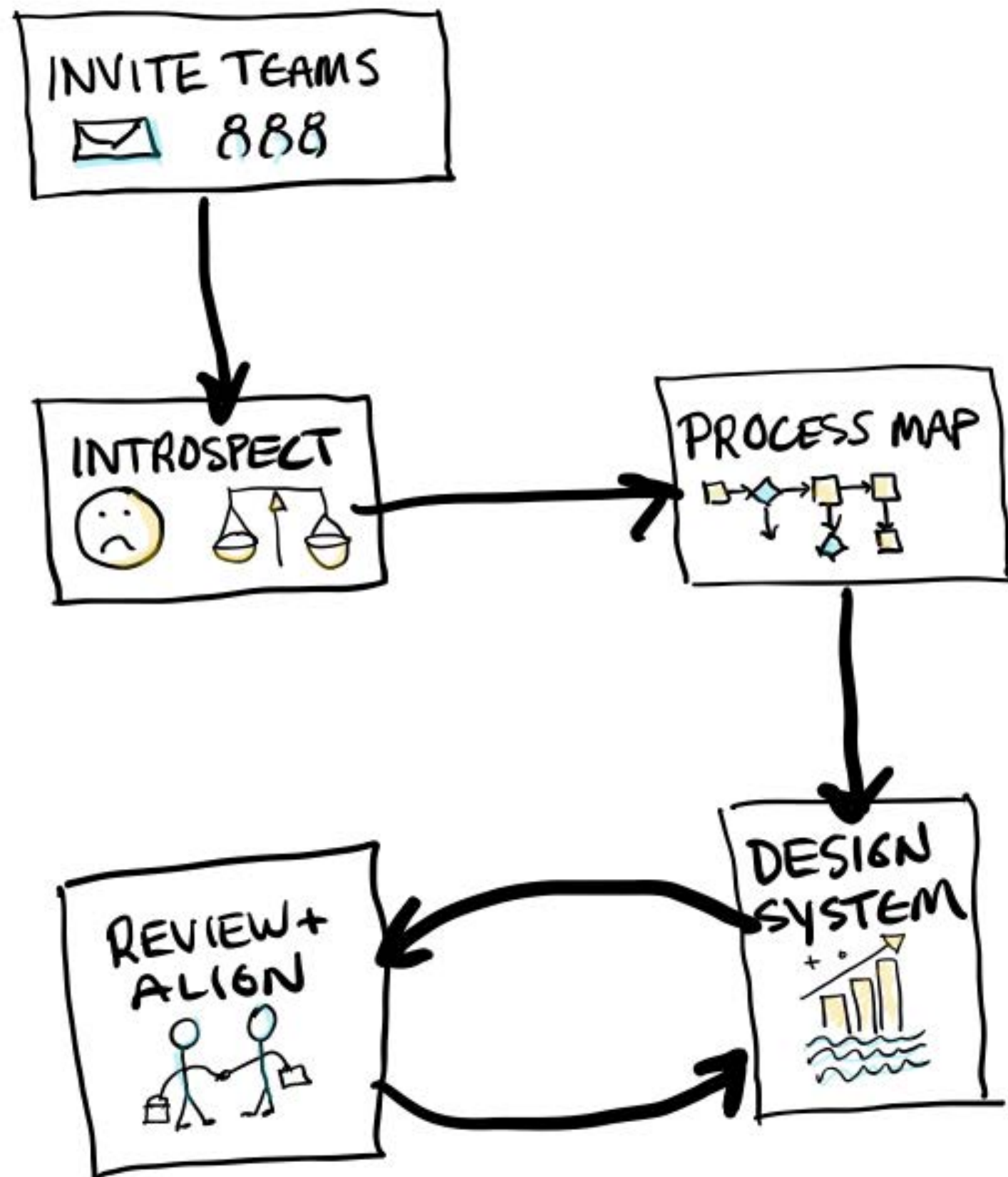


STUDY PROCESS WITH TEAM
FOCUSED ON TOUCH TIME,
WAIT TIMES, HAND-OFFS,
LEAD TIMES, + PAIN POINTS



Case study on working with Kanban pilot team

OUR CUSTOM WORKSHOP



Observed Improvements

Event/Incident Management

- 1100 Tickets/month @3-7 mins touch time
- Reduced to 60 Tickets/month @7mins touch time

Change Management

- Tooling upgrades with Lead Time avg 4 months
- Reduced Lead Time to 1 week

Request Management

- Procure servers for development team Lead Time 218 days
- Reduce Lead Time to 18 Days

Thanks again for inviting us to share and learn with you today

- 1. Organizational challenges**
- 2. Using invitation to introduce new concepts**
- 3. Work with the willing and co-create together**
- 4. Invitation + STATIK = Awesome results!**

