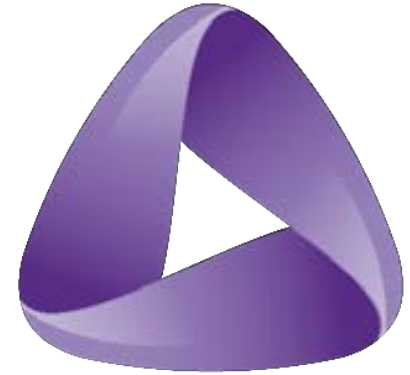


#YesWeKanban

WELCOME

Kanban Global Summit 2022 – San Diego
Opening Keynote



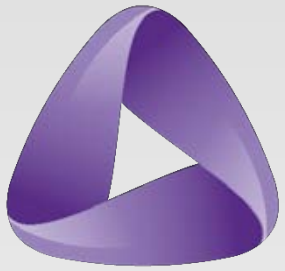
Kanban University

Barry Boehm

1935 – 2022

In Memoriam





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How to Scale

Ask an entrepreneur



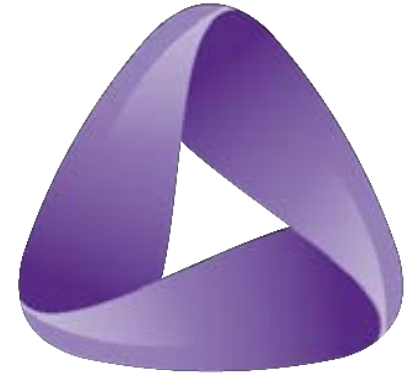
Kanban Global Summit 2022
San Diego

David J Anderson

Or, *What I learned from watching too much HGTV*

Keynote

Kanban Global Summit 2022 – San Diego
David J Anderson



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Stop Making Mistakes

Tarek El Moussa



Quality problems hinder scaling

1. Quality problems and rework undermine trust
2. Fixing mistakes and quality problems costs time
3. Avoidable wasted time carries an opportunity cost
4. Poor quality and mistakes mean you are unpredictable
5. Lack of predictability leads to poor economic performance
6. Hire or develop competent people who can work unsupervised
 1. *Focus on quality & first time right*

A man with short dark hair, wearing a dark blue checkered blazer over a light blue button-down shirt, is smiling and looking towards the camera. He is standing in front of a white building with a large window and a light fixture.

Work Yourself Out of a Job!

Tarek El Moussa (paraphrasing)

You can't scale without free time

1. Delegate
 1. *Hire or develop competent people who can work unsupervised*
2. Build trust
 1. *Hire or develop competent people who can work unsupervised*
 2. *Focus on quality & first time right*
3. Empower people without losing control
 1. *Define explicit boundaries of authority and decision making*
 2. *Put feedback loops in place, use metrics, hold people accountable*
4. Think in systems
 1. *Define repeatable processes, workflows*
 2. *Make policies explicit – define boundaries or authority & responsibility*
 3. *Create feedback loops with checks & balances*

Identify your leaders and enable them!

Erin Napier



Good leaders work themselves out of a job!

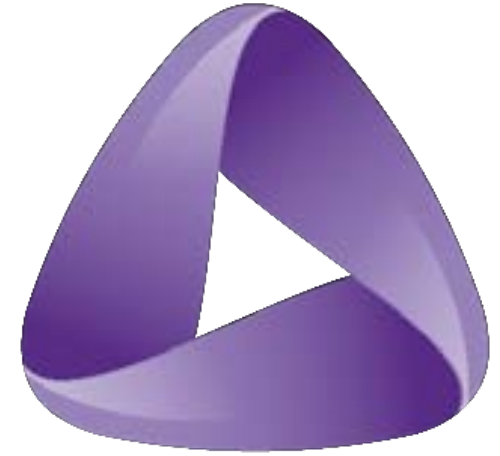
Reward	Reward good leadership with more resources more time greater scope	more money more space and more people
Amplify	Amplify leadership Encourage more of it Reward leadership with greater responsibility and more accountability Set expectations for leaders and the roles that they play	
Enable	Set people up for success Provide the resources, training, equipment, facilities, time, and space Think in systems Create an adaptive system that can learn and evolve	
Inspire	Inspire lead by example signal your values encourage aligned behavior	

How to Scale

Stop making mistakes!

Work yourself out of a job!

Identify your leaders and enable them!



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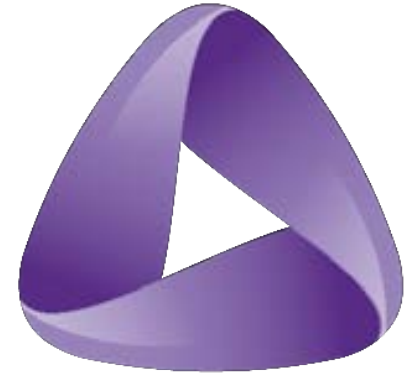
In other words...

You scale by
pursuing
organizational
and leadership
maturity

How to Scale Agility?

First ask:
What is Agility?

Then, apply
How to Scale
thinking!



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What is Agility?

Agile Decision Filter

*Make progress with imperfect information
rather than delay waiting for perfect
information*

Prefer trust over control

*View work-in-progress as a liability rather than
an asset*

Lean Decision Filter

Value trumps Flow

Flow trumps Waste Elimination

Waste elimination trumps Economy of Scale

Organizational Agility (at Scale)

1. Value flows through a network of interdependent services operating with autonomy
2. Pursue organizational maturity
3. Leadership & management decision making at every node in the network
4. Feedback mechanisms (Kanban cadences)

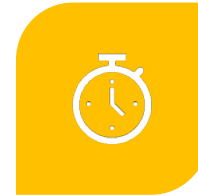
Value flows through a network of interdependent services operating with autonomy



**SERVICE
ORIENTATION**



**(SOMEWHAT)
SCALE FREE
(OR FLAT)
STRUCTURE**



**LEARN TO
IDENTIFY
VALUE AND
URGENCY**
(HOW ITS VALUE
DECAYS OVER TIME
WITH DELAY)



**RECOGNIZE
CAPACITY**
**DEVELOP A
TRIAGE
DISCIPLINE**
**UNDERSTAND
COMMITMENT
AND
CAPABILITY TO
DELIVER**

Pursue Organizational Maturity

1

Build trust

2

Build
capability,
enable quality

3

Create
predictability

4

Manage risk,
enable
anticipation

5

Create a
culture that
values agility

Leadership & management decision making at every node in the network

1. Empower each network node to act autonomously
2. Use decision filters to create alignment & unity
3. Use simple rules such as classes of service based on risks such as cost of delay to enable congruent action

Implement Feedback Mechanisms

(the Kanban Cadences)

1. Use decision filters at each meeting & review to enable agility at scale
2. Implement several double loops of learning in both discovery and delivery activities (upstream and downstream of commitment), e.g.
 1. Service delivery review and operations review
 2. SDR, options review and strategic marketing review

Combining Agility & Scale

Organizational Agility

How to Scale

Value flows through a network of interdependent services operating with autonomy

Pursue organizational maturity

Leadership & management decision making at every node in the network

Feedback mechanisms (Kanban cadences)

Stop making mistakes

Work yourself out of a job

Identify your leaders and enable them



9 Points for Large Scale Organizational Agility





1

Value quality and
avoidance of
mistakes



2

Commit to working
yourself out of a job
at every opportunity



3

Learn to view your organization as a network of services.
Encourage cooperation and collaboration across your existing organizational structure



4

Develop
organizational
maturity



5

Think in systems:
Create a system of
feedback
mechanisms
designed to drive
your organization
towards agility



6

Define a value system
(credo) that embraces
and encourages
agility.

Use the Agile & Lean
Decision Filters



7

Be an adaptive
leader: disrupt your
organization with
just enough stress
to catalyze
improvement



8

Identify nascent
leadership talent:
enable and grow that
talent



9

Encourage acts of
leadership at all
levels, at every
node in the network
of services

Summary

9 Points for Large Scale Organizational Agility

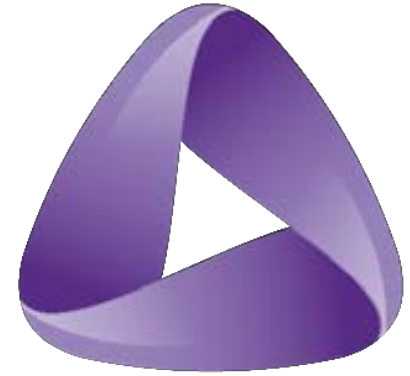
Leaders must...

1. Value quality and avoidance of mistakes
2. Commit to working themselves out of a job at every opportunity
3. Learn to view their organization as a network of services, encouraging cooperation and collaboration in the provision of services, regardless of existing organizational structure
4. Invest in developing organizational maturity
5. Think in systems and create a system of feedback mechanisms designed to drive the organization towards agility
6. Create a value system (credo) that embraces and encourages agility through the use of the Agile & Lean Decision Filters
7. Be an adaptive leader: disrupt the organization with just enough stress to catalyze improvement
8. Identify nascent leadership talent: enable and grow that talent
9. Show and encourage acts of leadership at all levels, at every node in the network of services, in order to energize adaptation and improvement at scale

#KanbanWorks

Thank you!

Kanban Global Summit 2022 – San Diego
David J Anderson



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About

David Anderson is an innovator in management thinking for 21st Century businesses. He leads a training, technology and publishing business making new tools & ideas accessible to managers across the globe.

He has almost 40 years experience in the high technology industry starting in games. He has worked at IBM, Sprint, Motorola and Microsoft as well as several startups

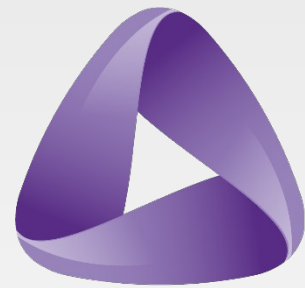
David is the pioneer of the Kanban Method, Kanban Maturity Model, Fit For Purpose Framework and Enterprise Services Planning.

He is the author of 6 books, the most recent being *Fit For Purpose – How Modern Businesses Find, Satisfy & Keep Customers 2nd Edition*.

David is CEO of David J Anderson School of Management, a private business school with locations in Spain and Austria, and is CEO of Mauvius Group Inc. doing business as Kanban University licensing Kanban training through a global network of partners.



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