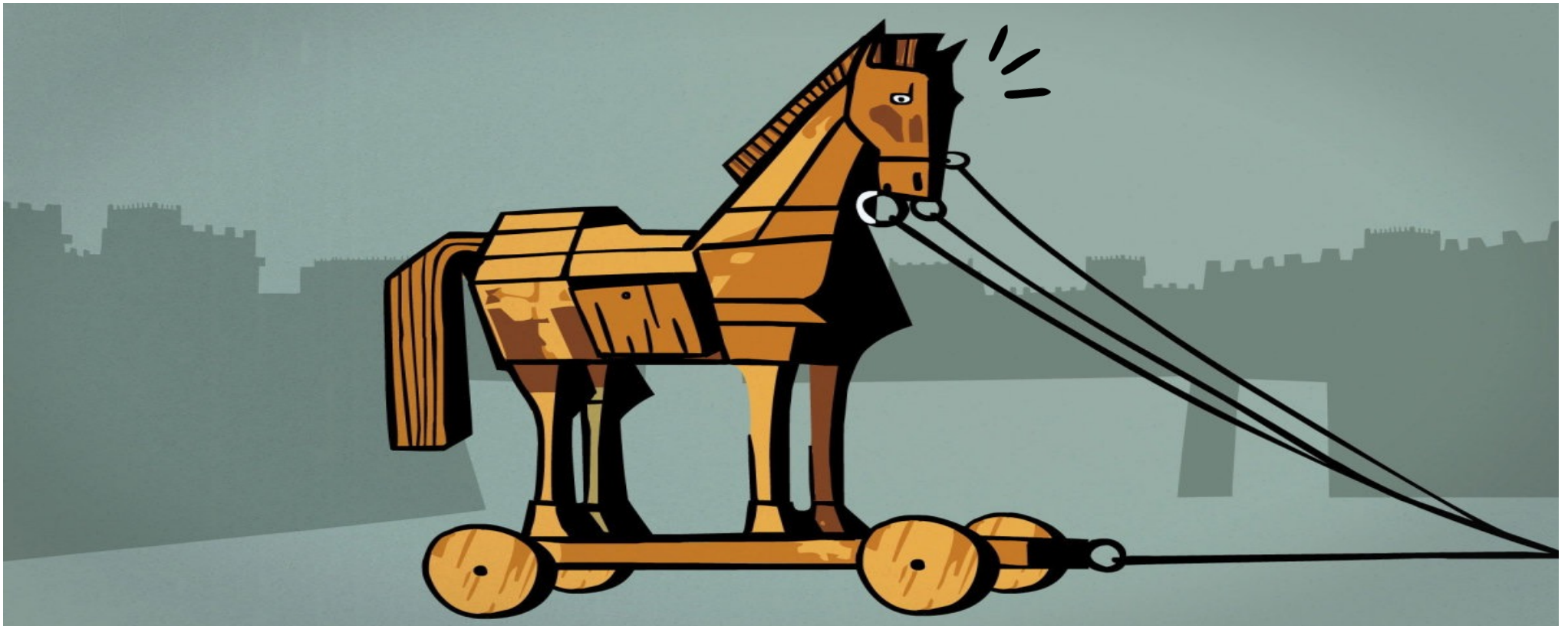


# Kanban System: the trojan horse of organizational transformation





# My name is Michelle Teodoro

- Enterprise Agile Coach
- I have a bunch of certifications: Kanban Coaching Professional (KCP), Accredited Kanban Trainer (AKT), PMI-ACP, Certified Agile Coach and Agile Team Facilitator, etc.
- Hands-on Agile practices and extensive training and coaching experience with different levels of the organizations

# Scenario

- System Support
- Large and diversified portfolio of products and services
- Local and remote people

~ 300 people  
+ 80 customers  
5 countries



# Background

## Organizational

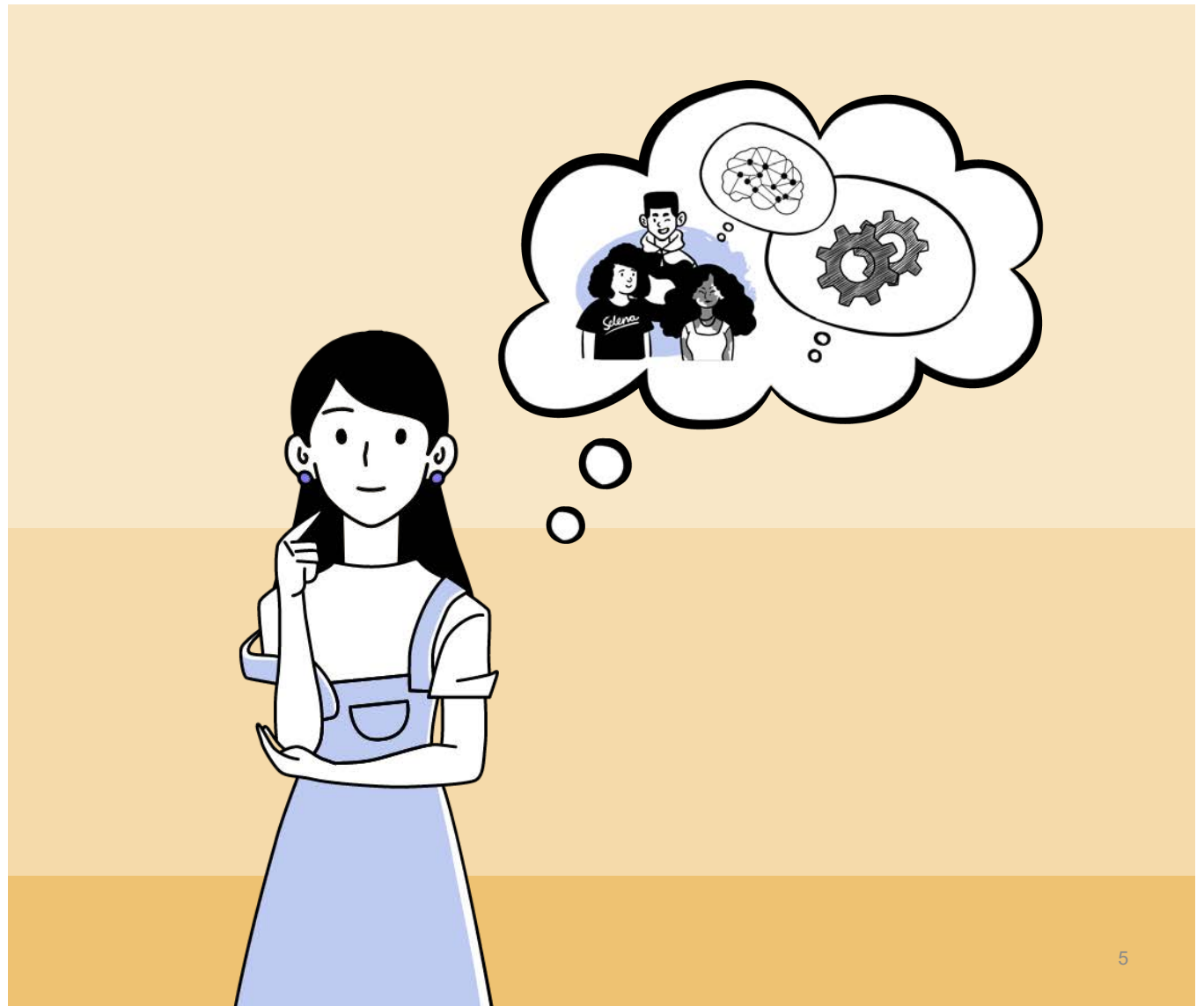
- Cross-team collaboration
- Culture shit

## Technology

- Innovation

## Skills

- Employee engagement



# Organization Level

Level 3: Strategy

Level 2: End-to-end Coordination

Level 1: Operational





# Kanban Workshop

Overview Kanban principles



# STATIK (System Thinking Approach to Implement Kanban)

**Step 1:** Understand what makes the service fit for purpose for the customer

**Step 2:** Understand the sources of dissatisfaction of the current system

**Step 3:** Analyze demand

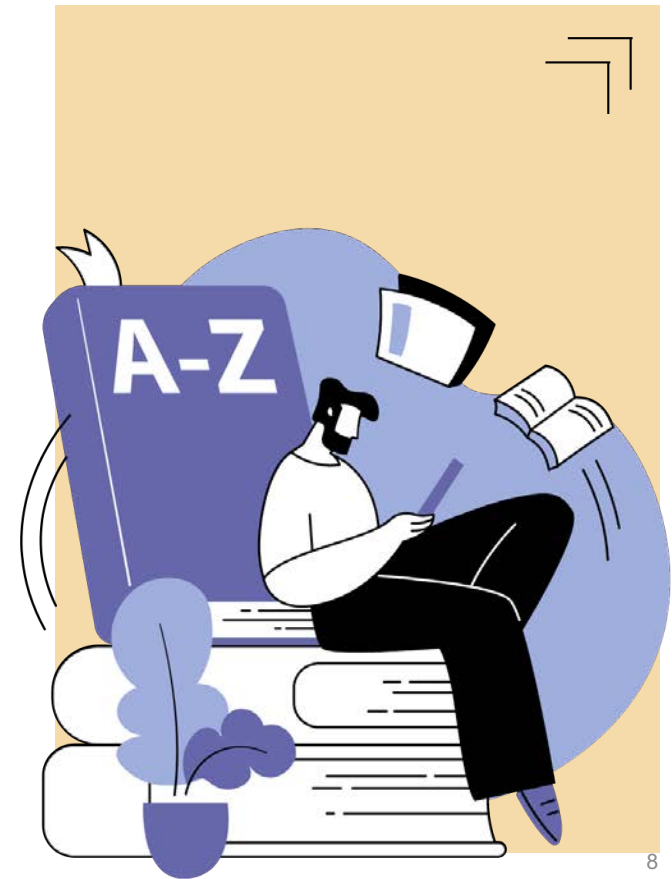
**Step 4:** Analyze capability

**Step 5:** Model Workflow

**Step 6:** Discover classes of service

**Step 7:** Design Kanban System

**Step 8:** Socialize the design and negotiate implementation



# Evolution

## GENESIS



- Review Squad purpose
- Service list mapping




# Genesis

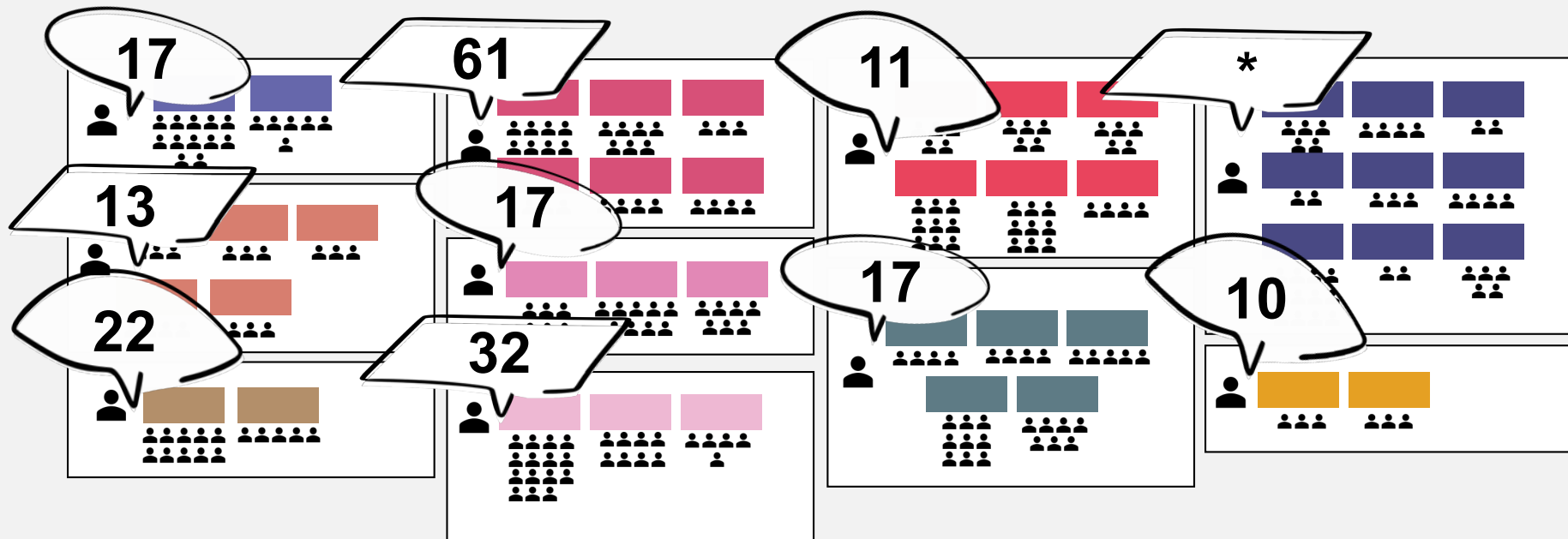
- Review squad purpose
- Why you do what you do?



## Identify the service

Defined that the analysis of each service will be done by Iteration

**More than 200** services identified



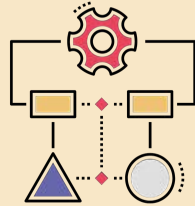
# Evolution

## GENESIS



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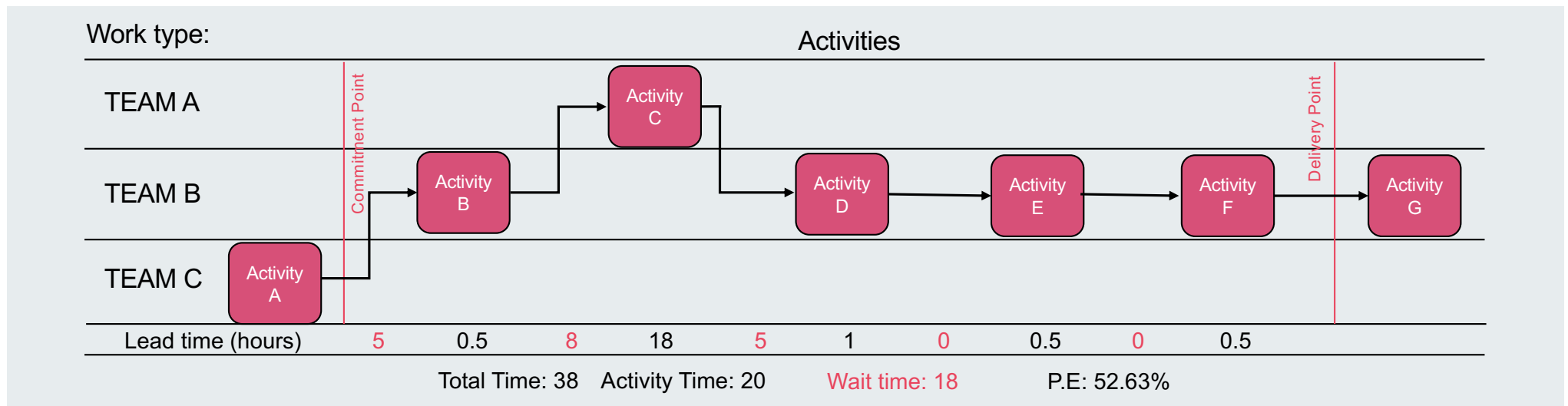
## WORKFLOW MODELING



- Map flow
- Map Hand Off
- Wait time
- Active Time
- Pain Points


# Workflow Modeling

- Streamline process using dominant steps
- Estimate Lead Time
- Calculate Process Efficiency
- List pain points



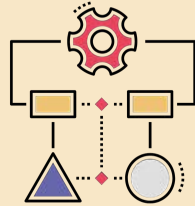
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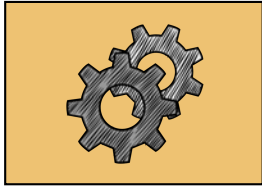
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## DEMAND & CAPABILITY

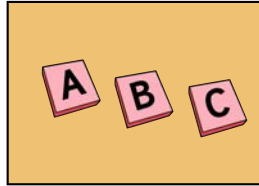


- Work Type
- Client list
- Demand volume
- Expectations
- Lead time

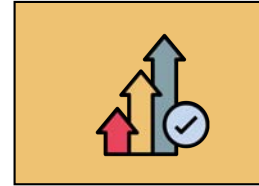

# Demand Analysis



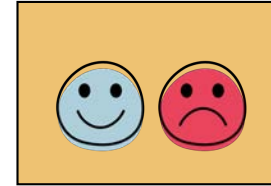
Work Type



Clients



Volume



Expectations

- Understand nature of demand:
  - Who are the customers
  - What do they ask for
  - What is the arrival rate and pattern of requests
- What are their expectations



# Capability Analysis



Lead Time



Quality



Regulations



Identify gap

- Study historical data:
  - Lead Time
  - Quality both functional and non-functional
- Conformance with regulatory requirements or standards
- Compare data to the service level expectations
- Identify gaps between current capacity and existing client expectations

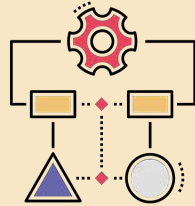
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## WORKFLOW MODELING



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## DEMAND & CAPABILITY



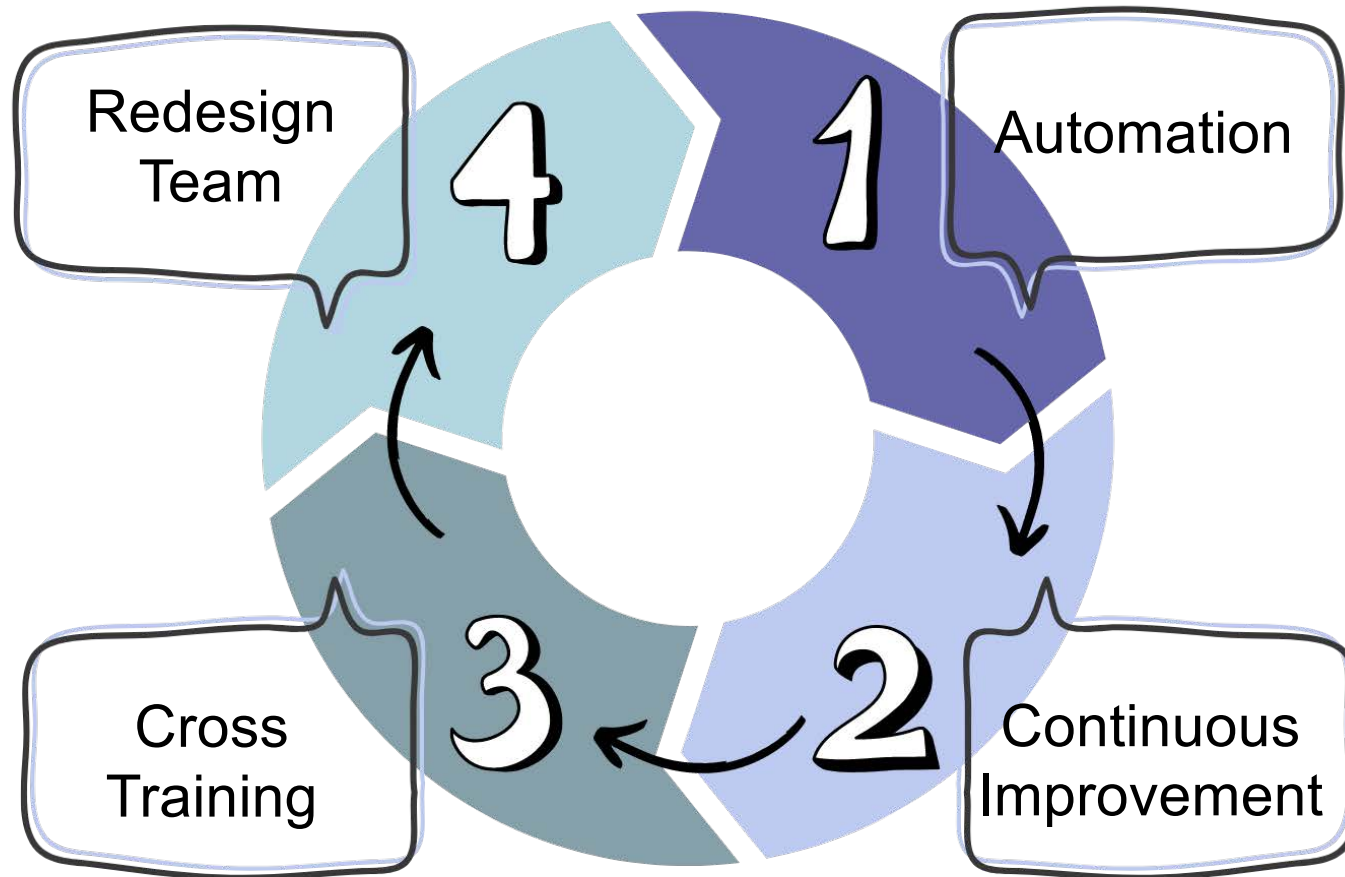
- Work Type
- Client list
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## SOLUTION PROPOSAL



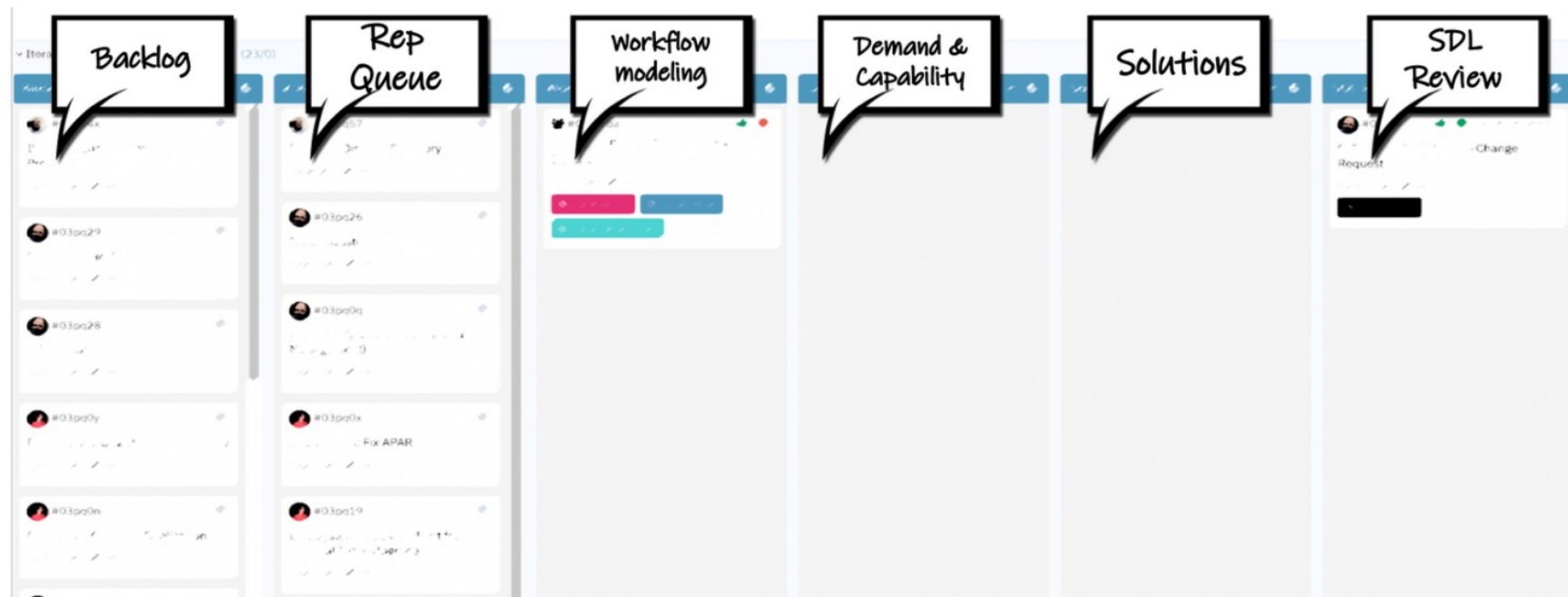
- Solution proposed: automation, process improvement, upskilling and team redesign
- Idea log


# Solution Proposal



# Kanban Board: Evolution

- Kanban & Replenishment Meeting
- Delivery Planning Meeting



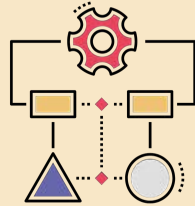
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## WORKFLOW MODELING



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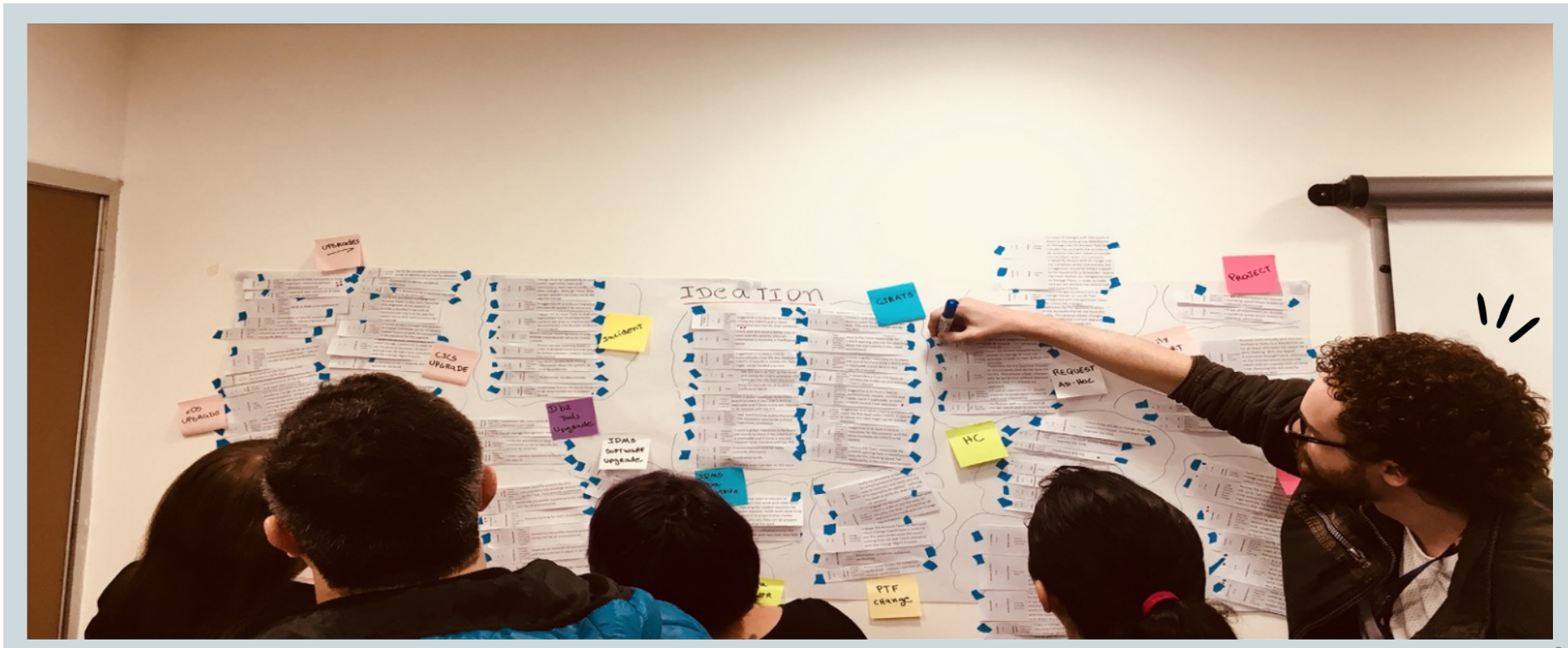
## KAIZEN



- Continuous improvement in proposed solution

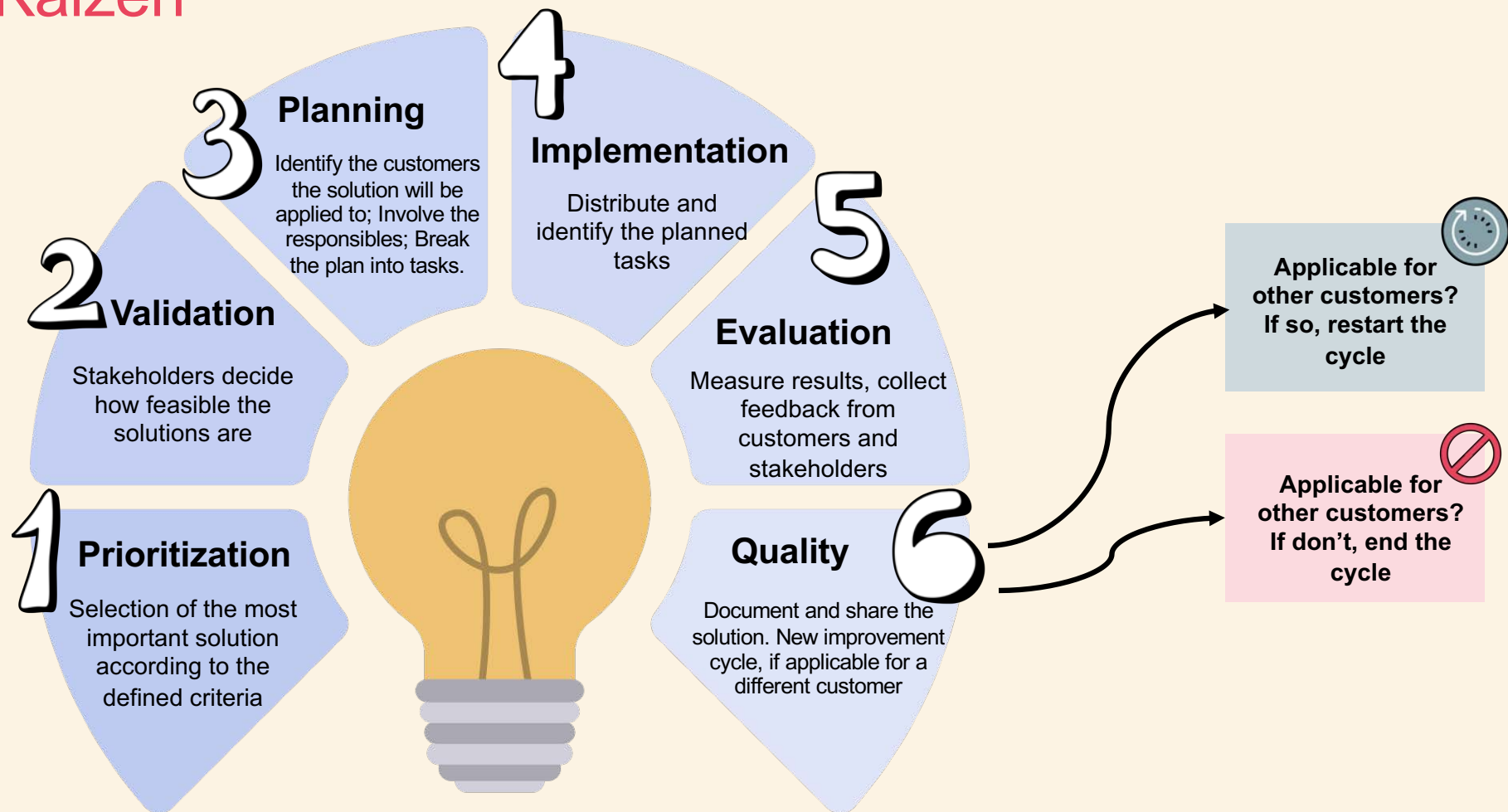
# Kaizen

Prioritize proposed solution



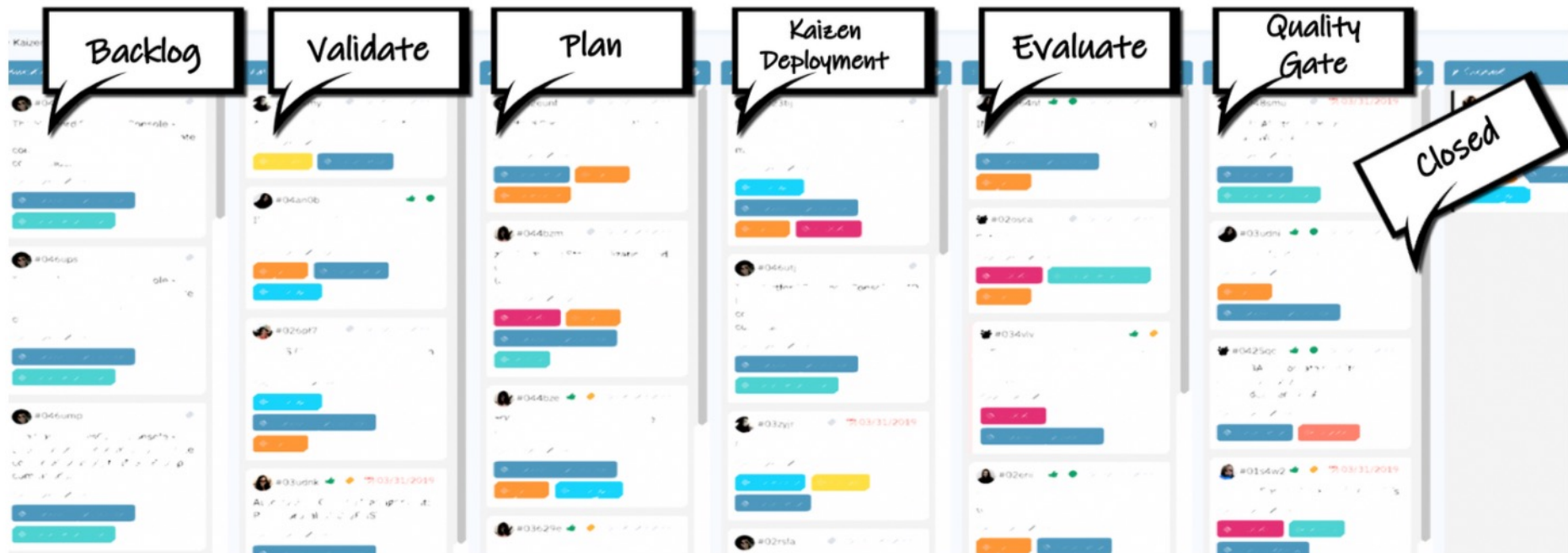


# Kaizen

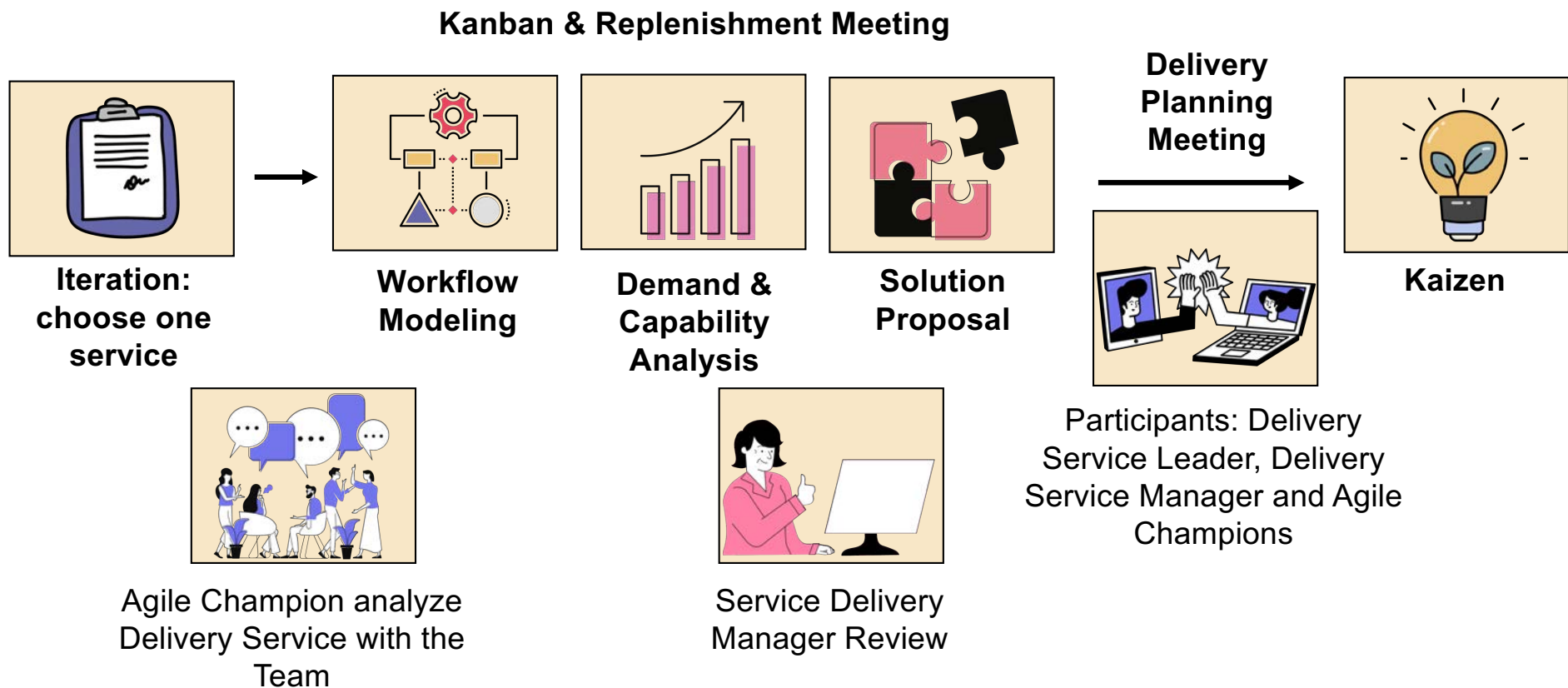


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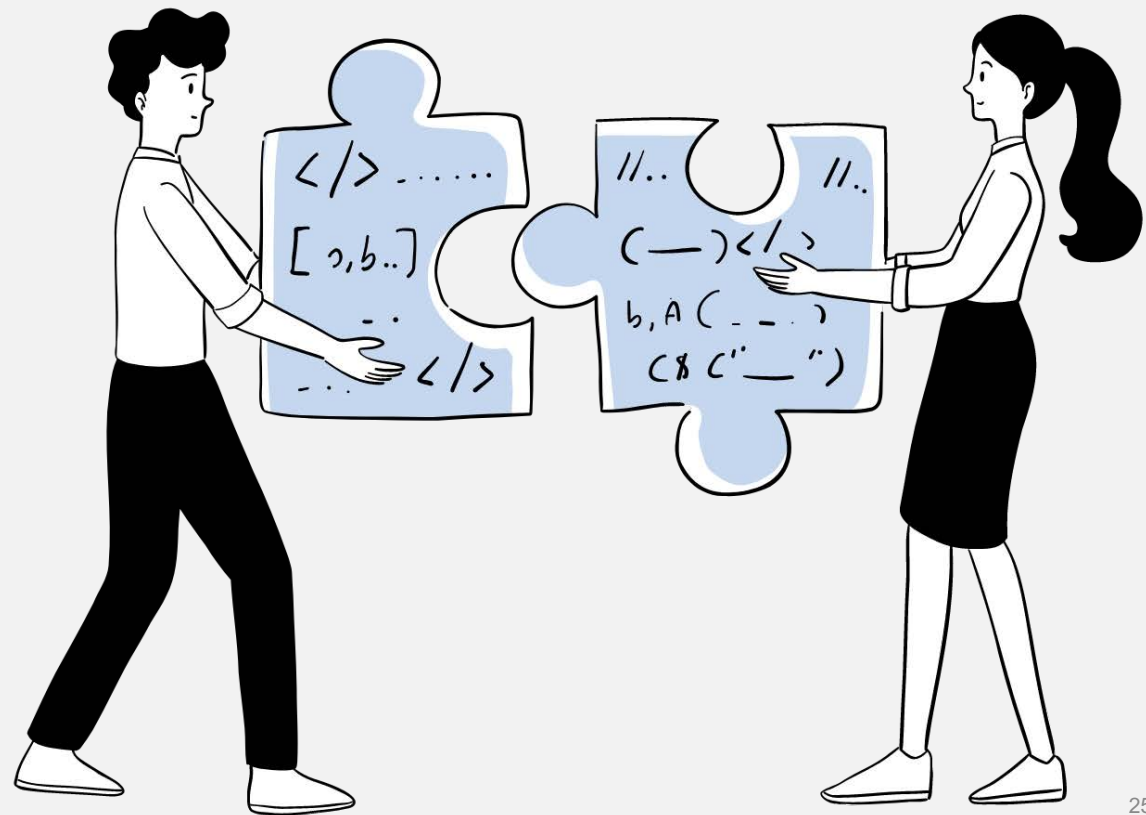


# Evolution in action



# Focus on problem resolution

1. Make visual the problems
2. Find out the pain points
3. Use Kaizen



# System Thinking

## FIT FOR PURPOSE



- Leader and client expectation
- Satisfaction Criteria
- F4P Score
- Score satisfaction




# Fit For Purpose

Explore the criteria that define customer satisfaction with the service delivery



Net Promote Score

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Share your feedback in the Engagement Pulse and shape the change you want to see.

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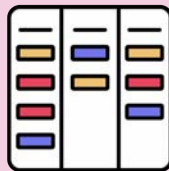
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## SYSTEM DESIGN

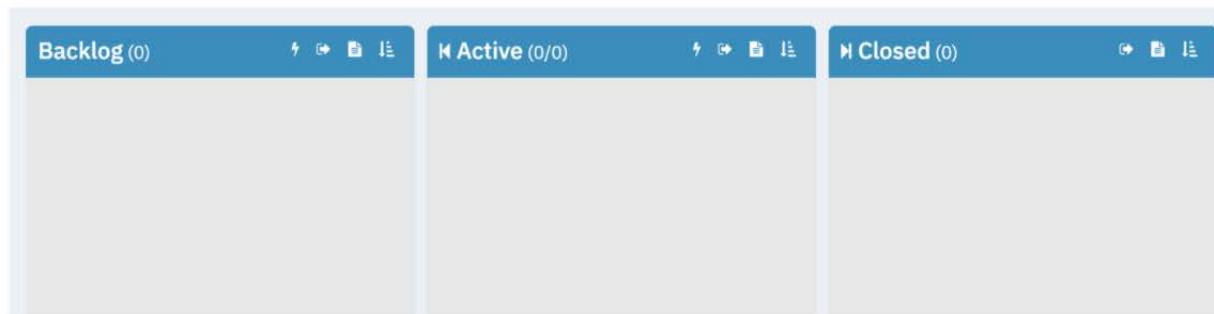


- Kanban Board
- Card Design
- Rules & Responsibilities
- Ceremonies
- Board Connections (Portfolio)


# System Design

Kanban Board design is discussed and defined by the squads

- Card Design
- Rules and Responsibilities
- Cadences (Kanban Meeting & Retrospective Meeting)



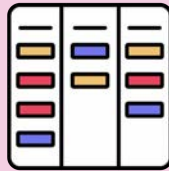
# System Thinking

## FIT FOR PURPOSE



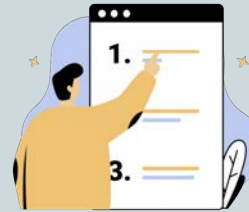
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## SYSTEM DESIGN



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## SERVICE CLASS

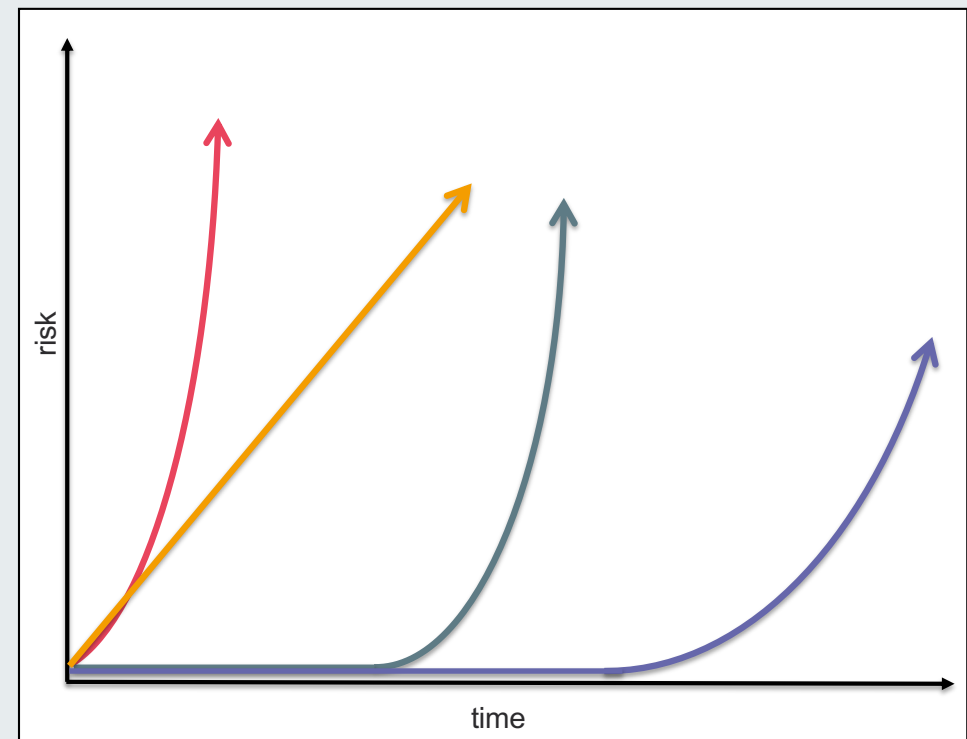


- Prioritization rules
- Class of Service definition
- Client agreement

# Service Class

Classes of service help teams optimize the execution of their backlog items

Class	Policy
 <b>Expedite</b>	Critical; top priority; no waiting; pre-empts other work; don't interrupt the work on this task
 <b>Fixed date</b>	Task has to be completed at a defined date; give priority where necessary
 <b>Standard</b>	Normal task; First in, first out (FIFO) principle
 <b>Intangible</b>	Not urgent, may become critical over long term; assisting task and has no prioritization and release assignment



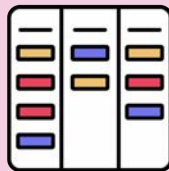
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## SHOWCASE



- Socialize solutions for interested parties
- Enable knowledge transfer for a wider audience
- Celebrate work completed and lessons learned

# Showcase

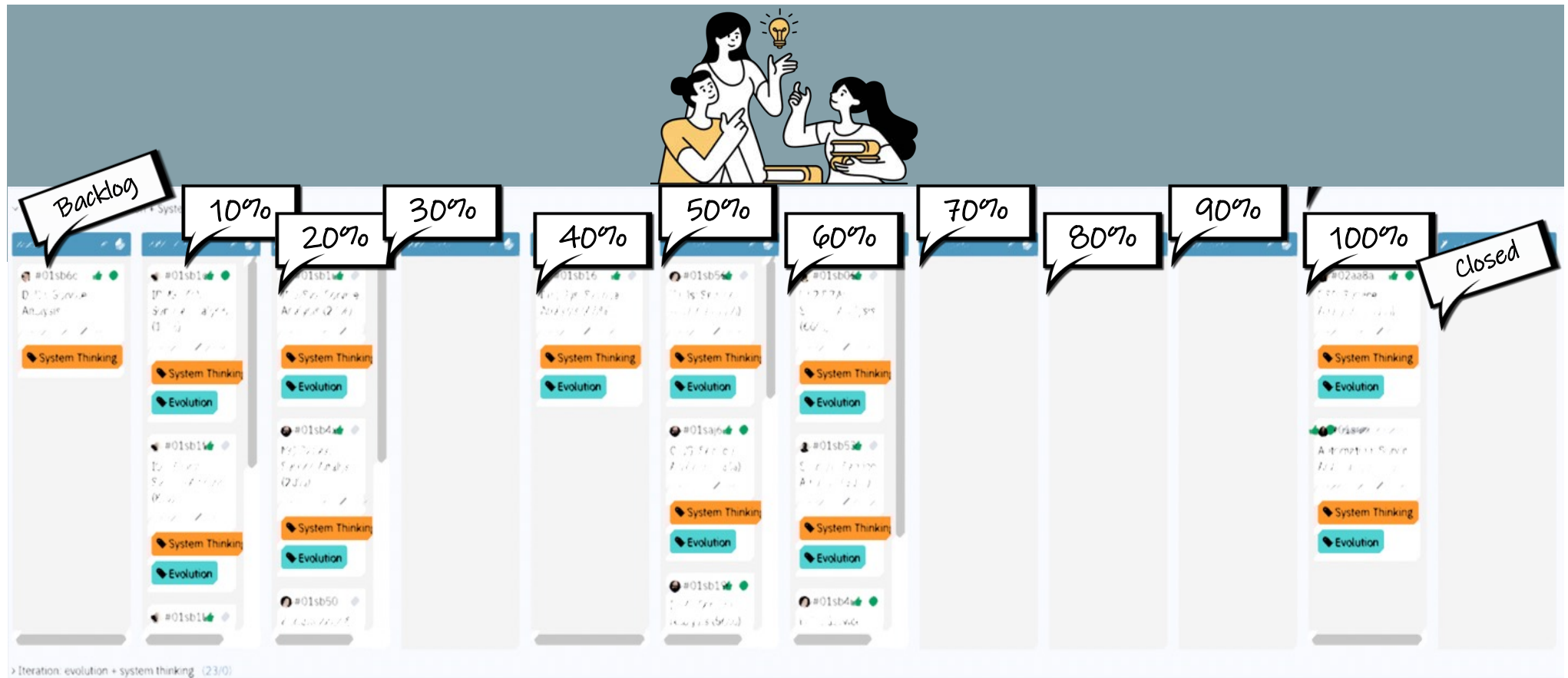
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## Flow visualization, management and prioritization


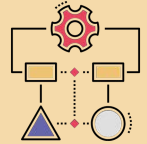




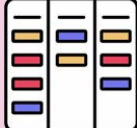


## Flow visualization, management and prioritization



# Management System

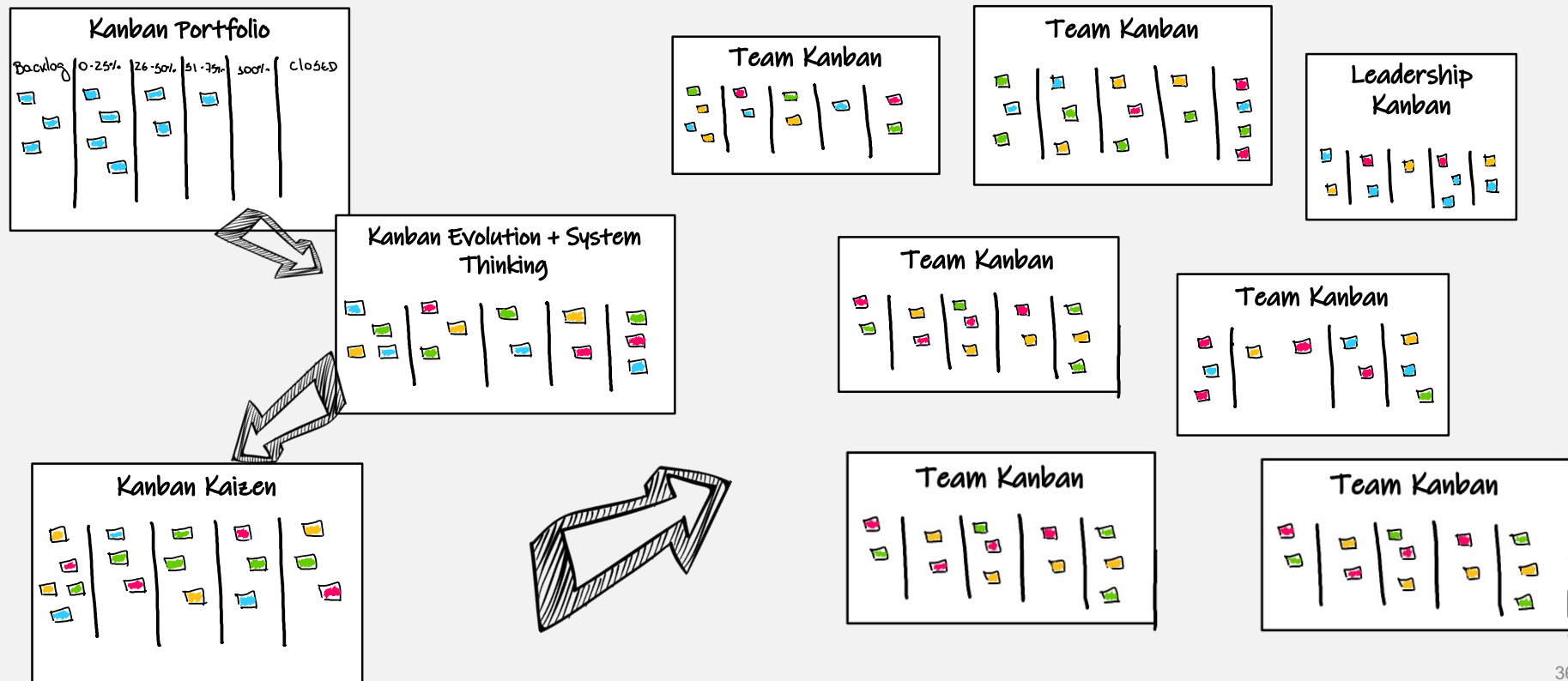
## Evolution

## System Thinking

Genesis	Workflow Modeling	Demand & Capability	Solution Proposal	Kaizen	Fit for Purpose	System Design	Service Class	Showcase
								
<p>Review squad purpose</p> <p>Service list mapping</p>	<p>Map flow</p> <p>Map Hand Off</p> <p>Wait time</p> <p>Active Time</p> <p>Pain Points</p>	<p>Work Type</p> <p>Client list</p> <p>Demand volume</p> <p>Expectations</p> <p>Lead time</p>	<p>Solution proposed: automation, process improvement, upskilling and team redesign</p> <p>Idea log</p>	<p>Continuous improvement in proposed solution</p>	<p>Leader and client expectation</p> <p>Satisfaction Criteria</p> <p>F4P Score</p> <p>Score satisfaction</p>	<p>Kanban Board</p> <p>Card Design</p> <p>Rules &amp; Responsibilities</p> <p>Ceremonies</p> <p>Board Connections (Portfolio)</p>	<p>Prioritization rules</p> <p>Class of Service definition</p> <p>Client agreement</p>	<p>Socialize solutions for interested parties</p> <p>Enable knowledge transfer for a wider audience</p> <p>Celebrate work completed and lessons learned</p>

# Management System

Transformation Kanban feeds Teams Kanban



## Quantitative Results



**47**

**Squads /  
Chapters**

Review and/or redesign  
after analyzing the  
services provided and  
their interdependencies



**200**

**Service listed**

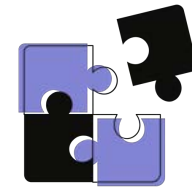
**50%  
Analyzed  
services**



**42**

**Kanban Board**

Everyone using online  
tool



**278**

**Solution  
proposal**

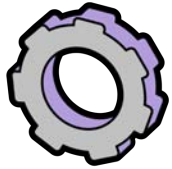
Of service optimization

**10%  
Finalized**



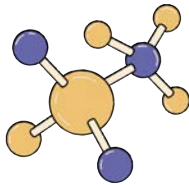
**NPS increase in the area**

## Qualitative Results



### **Optimized Services**

Standard, integrated and repeatable processes



### **New Ways of Working**

Standard, integrated and repeatable processes



### **Evolution of organizational maturity**

Agile practices leverage skills

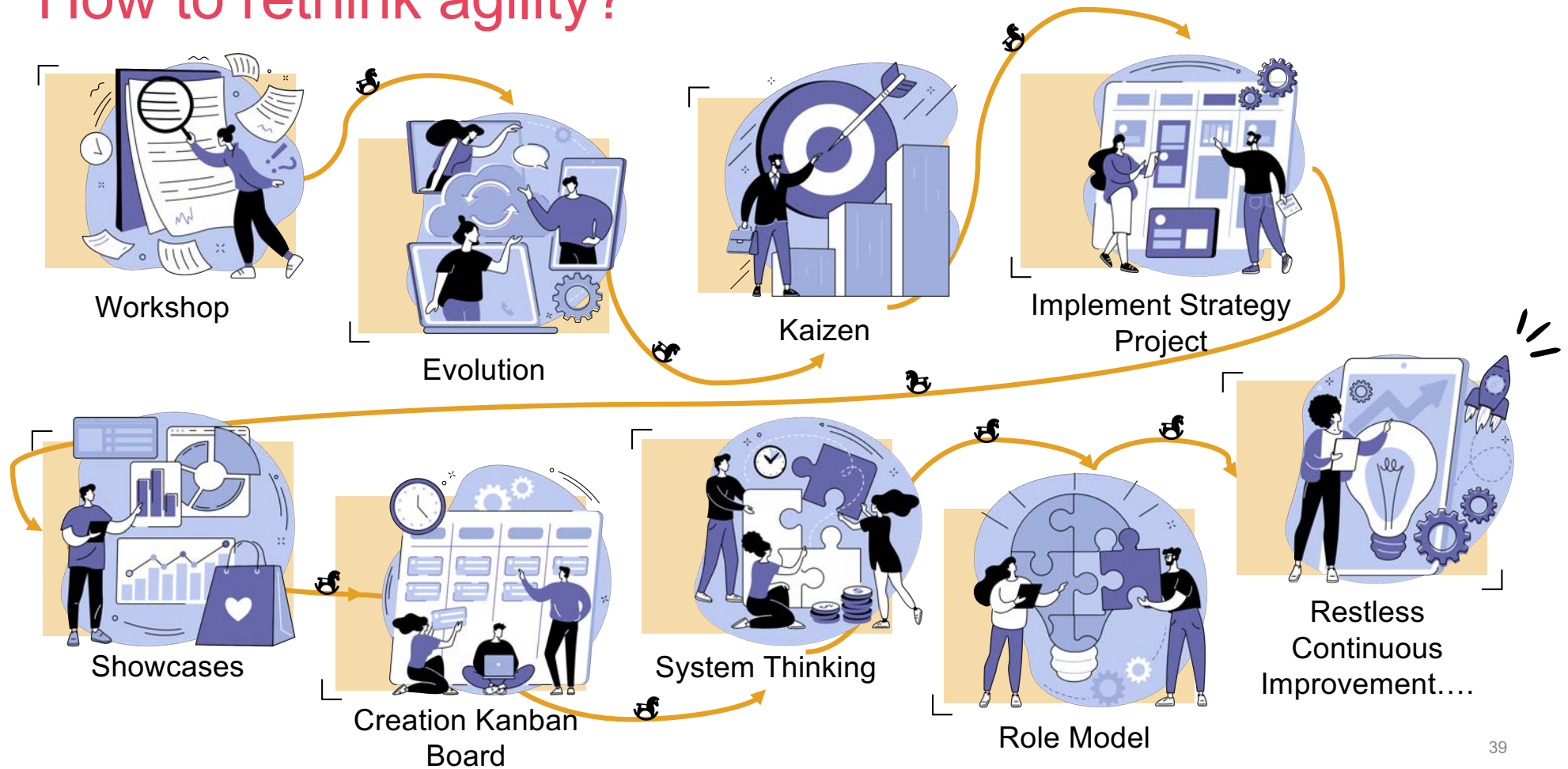


### **Role Model**

Reference

➔ Increased effectiveness

# How to rethink agility?



Thank you 