



Intro

Landscape

Key
Guidance

Closing

Framework

Foundation

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban



**Welcome to "Clean
up on Aisle 4!"**

**Fixing Broken Agile
Transformations
with Kanban**

Oh Great!

**Get a
book!**

Scott

Chris

GOALS

"I really like the Spotify model. Lets do that!"

...tried to warn them...this is what they thought agile was...

- Rename and/or reshuffle teams
- Create guilds
- Rename meetings to agile names
- Some reorganization of the org.
- Big Bang

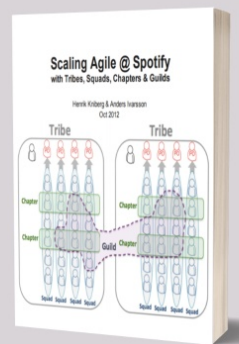
Result = No postive business outcomes



Get a Book!

- Executive directive to "Get Agile"
- Asked for resources
- "Get a book"
- Big bang into the Spotify model
 - Scaling before foundation
- No process visualization or real change

Result: Disruptive chaos, no positive business outcomes

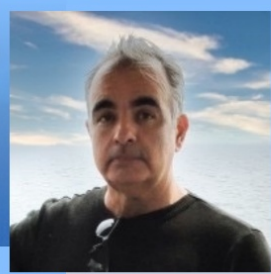


Scott Yankton



- Global Program Director at IBM
 - Agile transformation of IT Security Services
- 15 Years as a COO
- 10 years as a consultant to companies such as USC, Konami Gaming, Goldman Sachs, USAA, IBM
 - Agile transformations, leading key initiatives, fixing broken things
- Former FDIC Bank Examiner
- Former USAF Air Traffic Controller
- Co-Host The Outspoken Show with Scott and Curtis
- Father to burgeoning rap artist "Big Cinco" out of Austin
- Avid Surfer
- Part of my childhood right here in Rancho Bernardo

Chris Ring



- Enterprise Agile Consultant: IBM Security Services
- IBM Global Technical Services (Kyndryl)
- Strategy Consultant, Global Transformation - co-authored and implemented Global Delivery Framework used as the blueprint for global transformation.
- Senior Manager – leadership of over 400 support personnel located on three continents providing end user support to global clients
- Operations Executive for IBM remote technical support
- Organizational Change Manager supporting b2b tooling transformation
- None of my childhood was spent in Rancho Bernardo!

GOALS

- Focus on practical application in large complex, business side transformations
 - Although development is inevitably a part of these
 - Sharing the things that work for us....
- Minimal Theorizing & Philosophising!

Notes

- Kanban?
- 95% Remote
- Ask away!



Intro

Landscape

Key
Guidance

Closing

Framework

Foundation

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban



LANDSCAPE

Haven't seen many straight transformations of development teams lately!

A shift!

Course
corrections



Applying agile to the business...

- A shift to the left
 - Non dev business areas like product management, finance, support, etc.



Course Corrections

- Course corrections (clean ups) of transformations that are NOT resulting in positive business outcomes
- In some cases cleaning up a disruptive transformation

Our current transformation is a course correction in a large, highly matrix'd, complex organization...and that pain is helping to drive the desire for change within the organization



Intro

Landscape

Key
Guidance

Closing

Framework

Foundation

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban

VSM

Expected
Outcomes

Typical Process for Squads/Tribes



④

**Kanban
Board
Creation**

①

**Fact-Finding
and Discovery**

②

**Break Down
Work Types**



③

**Value
Stream
Mapping**

⑤

**Foundational
Training**

Core concepts / Techniques

- Kanban/Systems Thinking
- Board and Function Interconnectivity
- Value Stream Mapping
- Visible, Consistent, Repeatable, and Improvable process flows
- Column Exit Criteria
- WIP Limits
- On Demand, Self Service Status
- Cadence Flexibility
- Acceptance Criteria as the key to good Story Writing

⑥

**Initiate
Cadences,
Dependency
and Risk
Management**



Top 3 Blockers to Adoption

- Organizational Resistance to Change
- Executive Participation and Support
- Team resistance to implementation

Tooling

- Kanbanize, the top rated kanban tool
- Customizable Executive Dashboarding
- Deep inter-board connections
- Deep business rule/automation library

**On Demand
Guidance**

⑧

**Active
Coaching**

⑦

Work
Types

Path

Work Types or Service Catalog

Mural Brainstorming Exercise

- Listing, extracting, consolidating...
- 2 or 50!

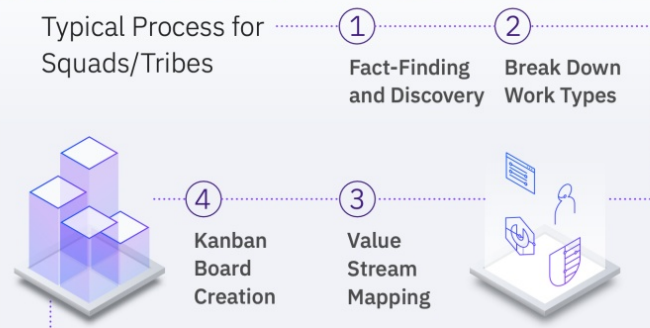
Work Types for the Squad

1. New Service Design
2. Design Improvements to an Existing Service
3. Advisory Services Requests
4. Proactive Advisory Services
5. Other Work

Value Stream Map



Typical Process for Squads/Tribes



5 Foundational Training

Core concepts / Techniques

- Kanban/Systems Thinking
- Board and Function Interconnectivity
- Value Stream Mapping
- Visible, Consistent, Repeatable, and Improvable process flows
- Column Exit Criteria
- WIP Limits
- On Demand, Self Service Status
- Cadence Flexibility
- Acceptance Criteria as the key to good Story Writing

6 Initiate Cadences, Dependency and Risk Management



Top 3 Blockers to Adoption

- Organizational Resistance to Change
- Executive Participation and Support
- Team resistance to implementation

Tooling

- Kanbanize, the top rated kanban tool
- Customizable Executive Dashboarding
- Deep inter-board connections
- Deep business rule/automation library

On Demand Guidance

8

Active Coaching

7

Immediate Outcomes:



Visibility into workflow status, On-Demand



Access to schedule compliance, On-Demand



Access to risks, blockers, and dependencies, On-Demand



Visualization of consistent, improvable processes



Continuous Improvement Embedded

Longterm Outcomes:



Lead Time Improvement



Increased Capacity



Critical bottleneck elimination



Reduced meeting times



Quicker unit/organizational adjustments



Improved Predictability



Improved Quality



Improved Risk Management

Even Kanban has its limits:

- It doesn't solve all problems by itself, it just exposes real problems and provides critical data around them

- It doesn't create real change without changes in the way we work

- It doesn't create change without new learning



Intro

Landscape

Framework

Key
Guidance

Foundation

Closing

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban

Foundational Guidance



Kanban
Fundamentals

Acceptance
Criteria
Rule!

Ecosystem

Tooling
Doesn't
Matter!

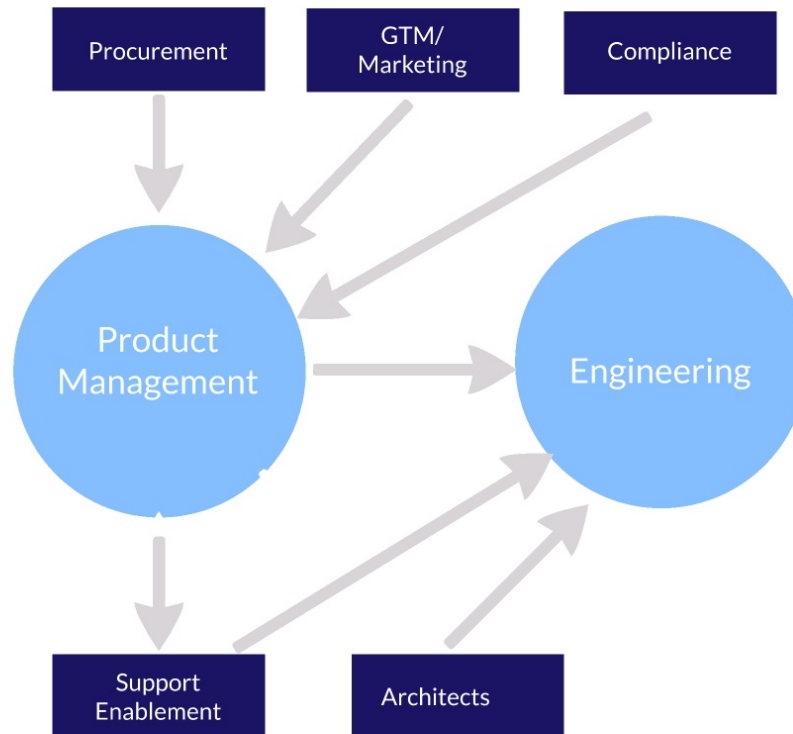
Start w/ the
first 4...

Eat your own
cooking!

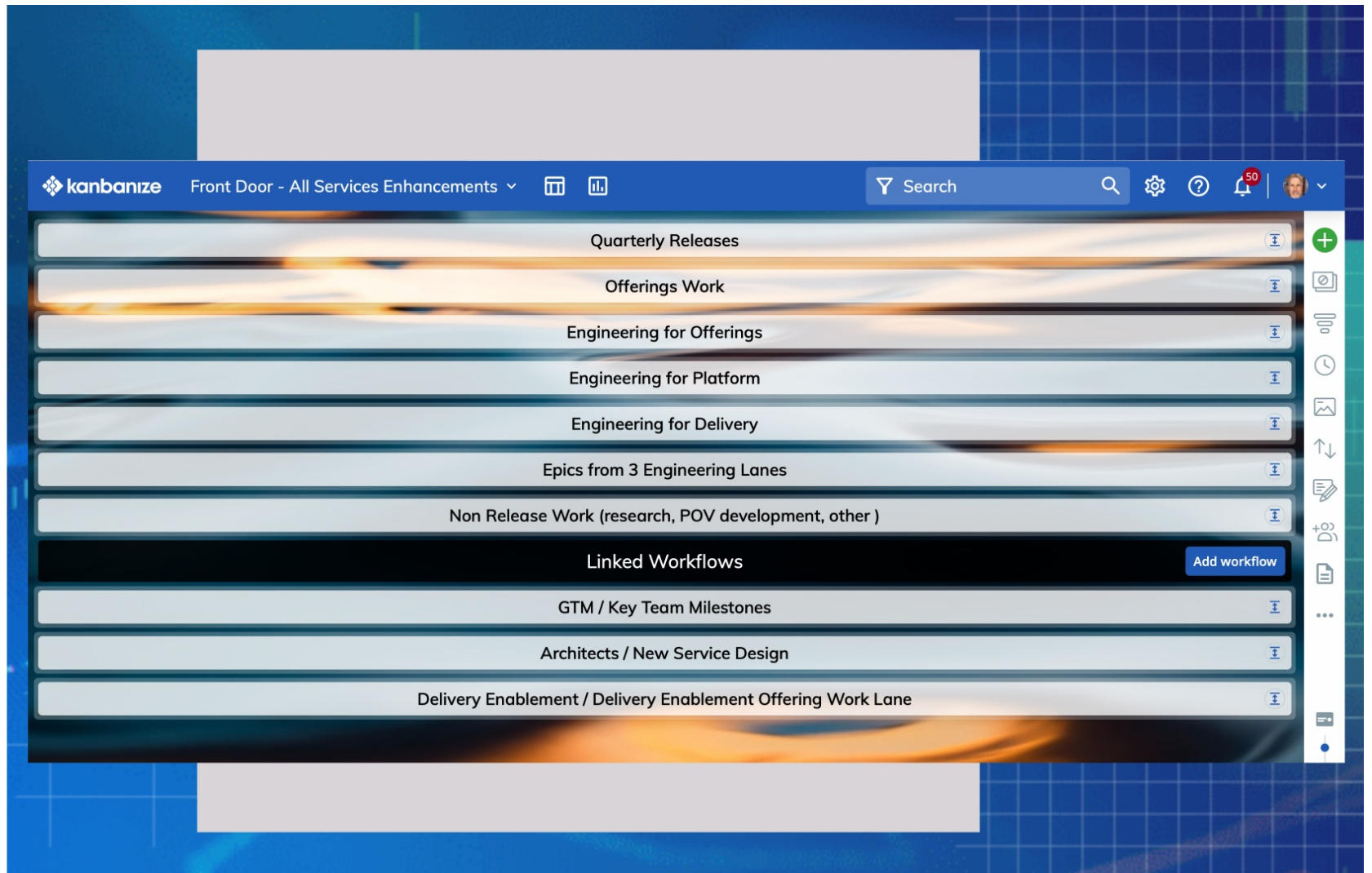
Agile team
culture
counts!

A day in
their shoes

Ecosystem Kanban ©

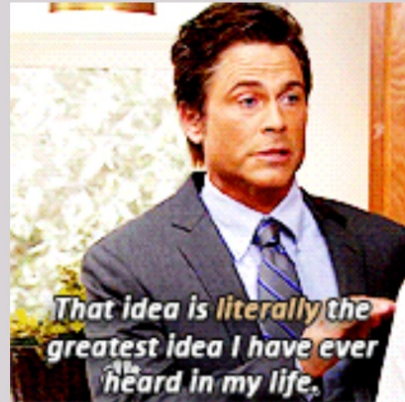


Example
Ecosystem



Kanban Fundamentals

Constantly weigh coach and user ideas for alignment with kanban...



Acceptance Criteria

- Is it the most critical foundational component?
- Ideally in the "Given, When, Then" if the work touches development
- "I can" otherwise
- Common protocol across company
 - Easy conversion to the test plan for QA
 - Facilitates the Review Meeting
 - Quickest, easiest way to break down epics to stories



Agile Coach Team Culture

We prefer...

- The ability for respectful, robust, internal debate
- Adapting to the latest set of facts
- Spreading the credit around...especially to the teams and individuals deserving it!
- Lots of patience
- Continually demonstrating you are there to truly help
- Unified team messaging and direction



Eating your own cooking....

- Get your work on a board and use it, live it
- Yeah, do stand ups
- Stay non judgemental and open to new facts, approaches





Me: "Doc it hurts when I do this." Doc: "Then don't do that!"

Henny Youngman quote

Whenever we have not used the first four steps it hasn't worked as well...so, we stopped doing that.

1. Discovery
2. Work Types
3. VSM the Work Types (and what a card represents)
4. Create the Board

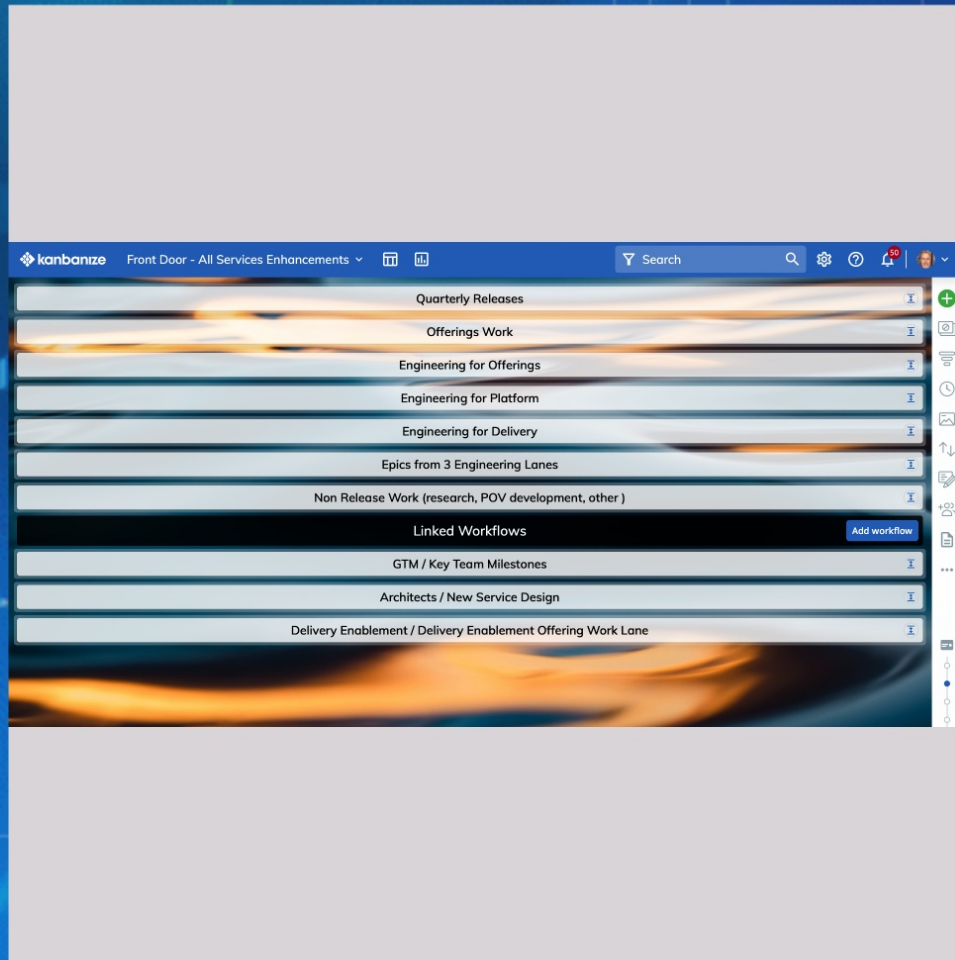
**Seek to truly
understand their
work and their pain!**



**I Wish Tooling Didn't
Matter but it Does!**



Real Life!





Intro

Landscape

Framework

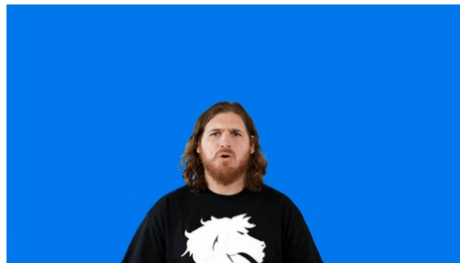
Key
Guidance

Foundation

Closing

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban

Key Guidance/ Lessons Learned



Baby Steps

Selling it!

Desired
=
Easiest

The Long
Game

Pivot!

Its called "Big
Bang" for a
reason!

Isolate or
Adjust

Selling Kanban to the Executive and Management Levels

Metrics, Visibility, Pain Relief (MVP)

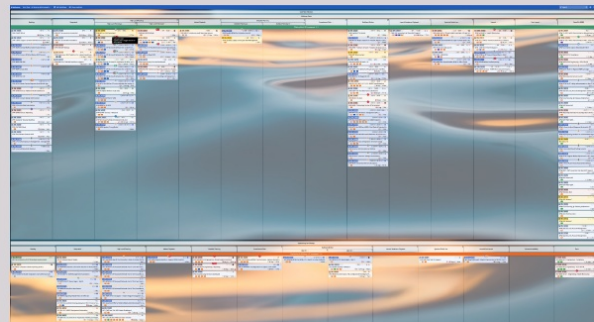
Metrics

Visibility

Pain Relief

Seek Ways to provide Executive Pain Relief

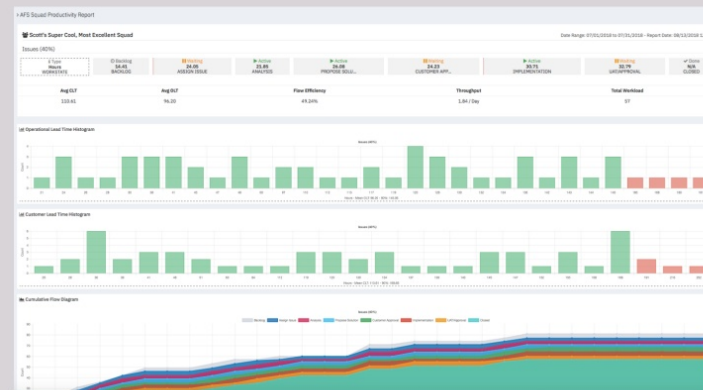
Front Door: Intake into Engineering > Product Management >
Product Management Ecosystem > *(next)* Organizational Ecosystem



Metrics and Dashboards

Key Executive and Customer Selling Point!

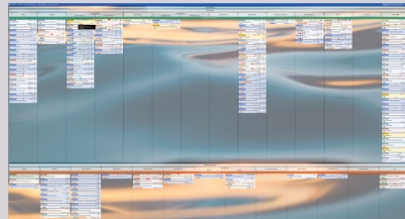
Bluesight example



Management and Executive Visibility

Senior Product Manager
“I need to be able to see...”

- My stuff without a deck and a status meeting
- How close it is to done
- What are my risks or blockers
- Risk detail if there are risks
- Am I on-track for my commitment date
- A clear process for what my PM's need to do”



We love pilots!

- Land in a friendly area
- Build momentum and buzz through successes
- Learning is targeted & delivered organically
- Expand throughout the ecosystem...eventually creating its own gravity
- Lots less risk



Play the Long Game

Constant forward pressure w/o "Kandom" ©

Leverage opportunities to embed kanban into culture

Learn the ecosystem & culture

Appreciate any executive support (Be OK w/ PAL) ©



Don't underestimate the value of empathy followed by action

Seek opportunities to make the transformation theirs

Leverage early adopters as force multipliers

Baby Steps

Advanced "Cat Herding"

Broken Transformations are Opportunities

Inches w/ occasional leaps

Find Executive Pain to Solve

Test Organizational Change/Beg forgiveness

Nurture & celebrate early adopters

Don't let the setbacks take you off track

Desired Path = The Easiest Path!

Align the easiest path with YOUR desired path

Seek to close alternate paths or make them painful

Reinforce good behavior loudly, bad behavior appropriately

Kanban... I don't think that word means what you think it means

Pivot!



Work to keep your eyes and mind fresh!

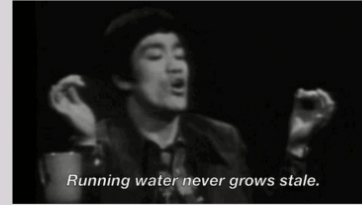
Adjust to the latest set of facts

Keep a lookout for the nuggets from the field!

Adjust to uptake speeds

Resist directive over engineering - Let them travel their own non linear path within the framework

Isolate or Adjust



Plan/Strategize for known squirmishes

Break rocks when you have to but mostly, "be like water"

If goodwill and hard efforts fail, isolate detractors



Intro

Landscape

Framework

Key
Guidance

Foundation

Closing

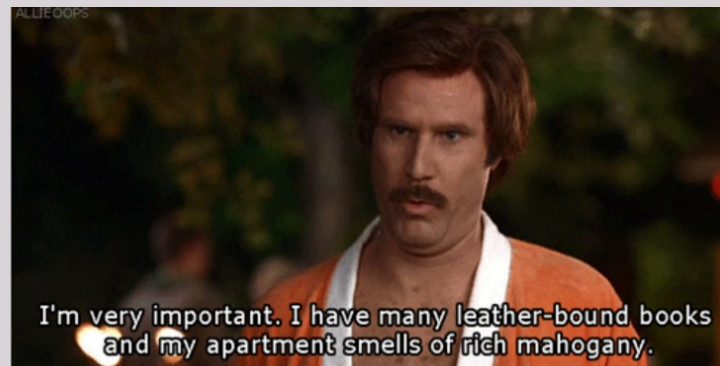
"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban



Questions?

**Closing
Thoughts**

What were your key
takeaways from this?





Intro

Landscape

Framework

Key
Guidance

Foundation

Closing

"Clean up on Aisle 4!" - Fixing Broken Agile Transformations with Kanban