

# Portfolio Kanban

A NEW HOPE....



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Agile Transformation Director

Geek, Kanban  
Lover, Passionate  
about business  
agility



**Best Day**

**TRAVEL GROUP**

# A long time ago..

***EVERYTHING***

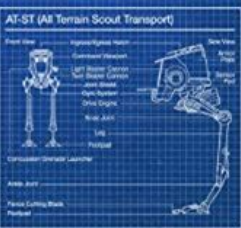
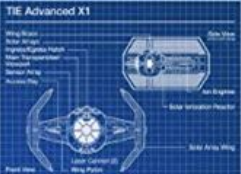
***ASAP***

***WHAT  
FIRST?***

***BUILD ME AN  
IMPERIAL FLEET***





**STAR  
WARS**

**DEMAND MET: 45%**

**INCREASING DEMAND RATE: 178%**



PMO

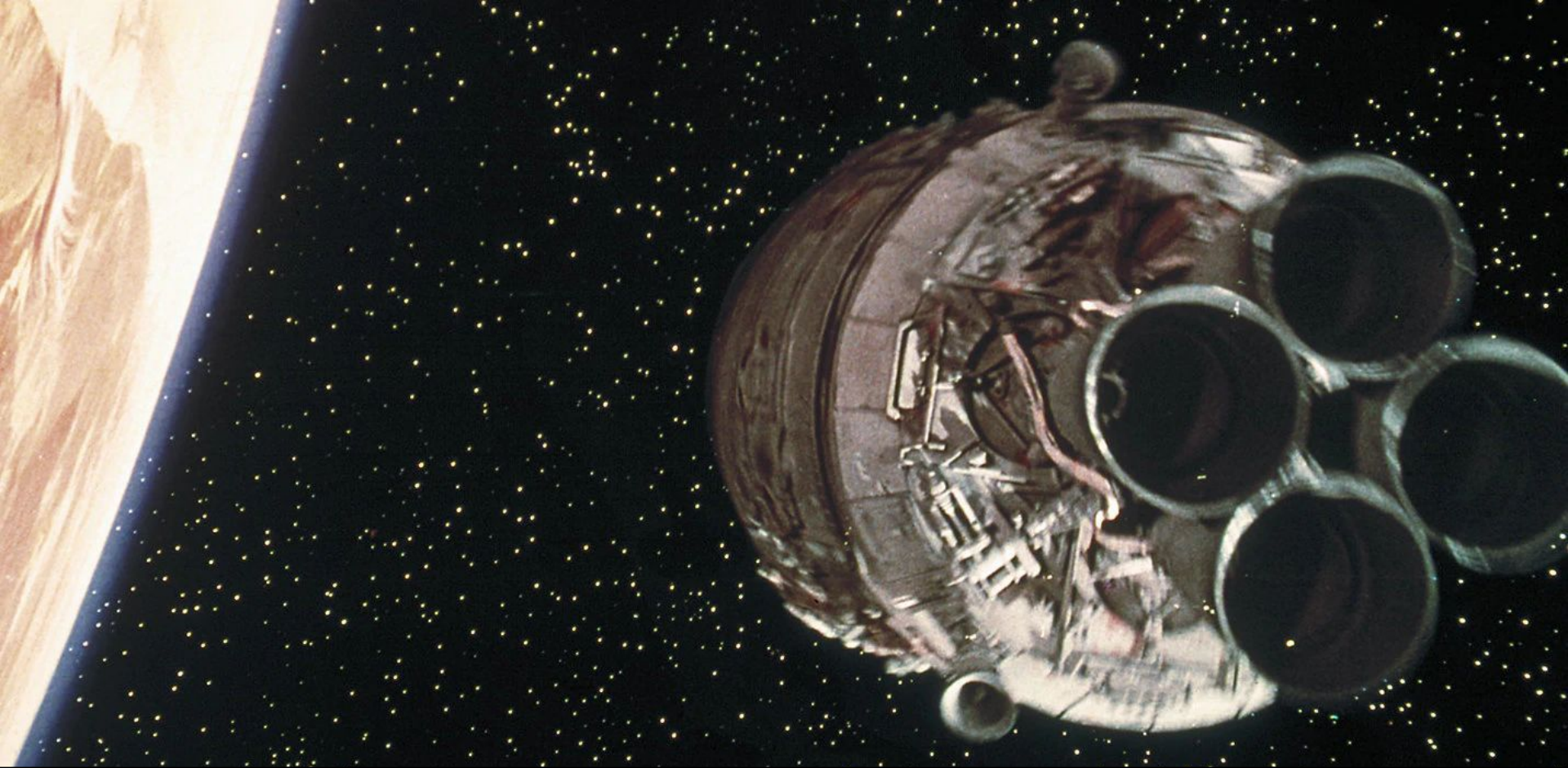


SCRUM



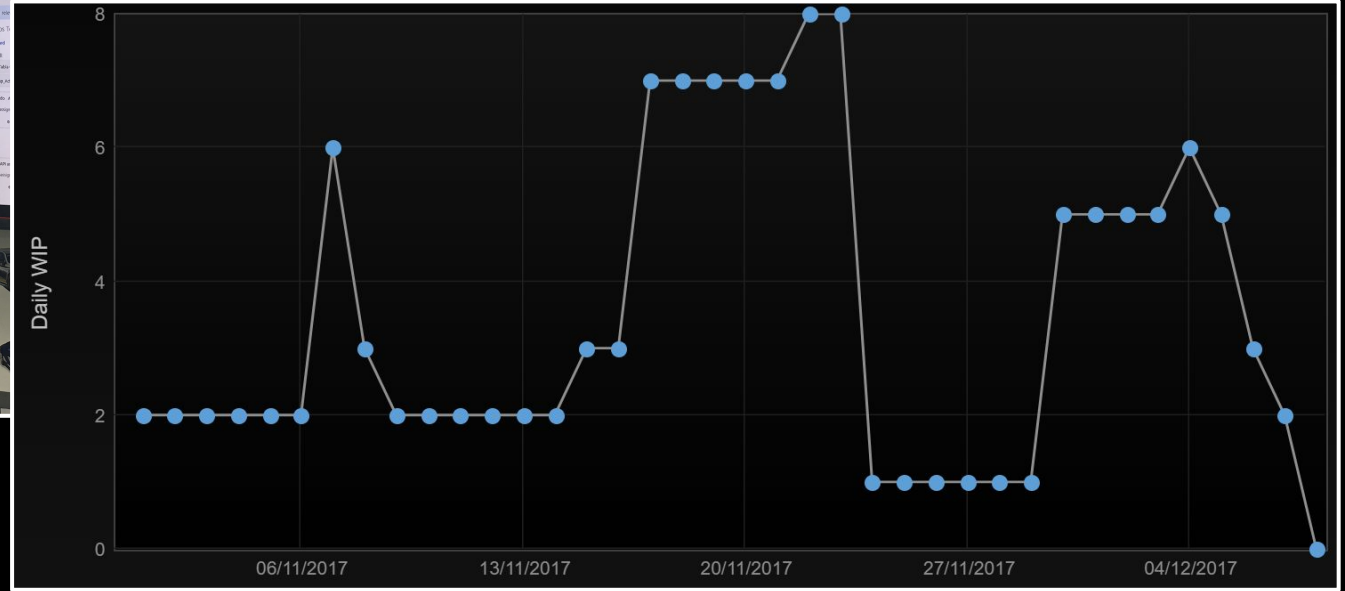
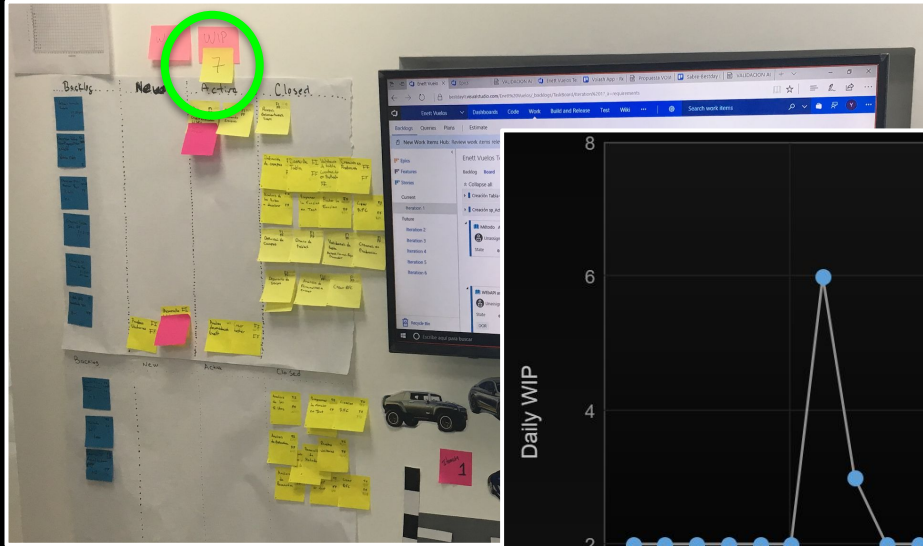
KANBAN





**KANBAN POD**

# KANBAN POD

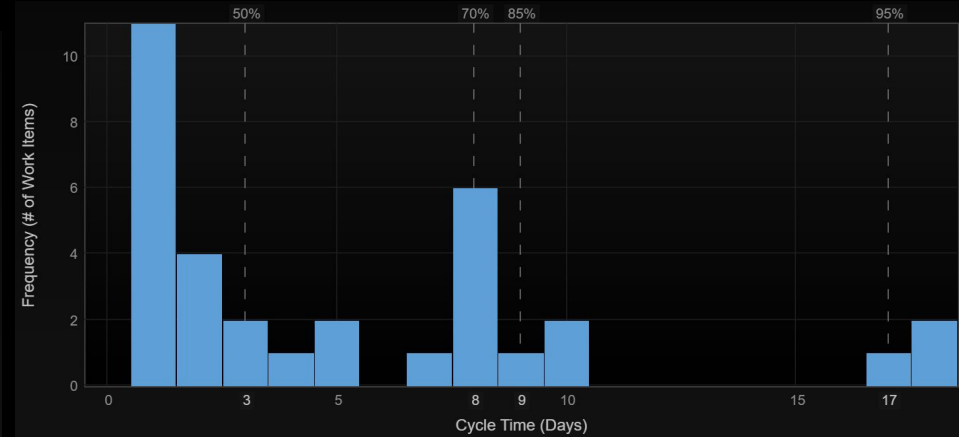
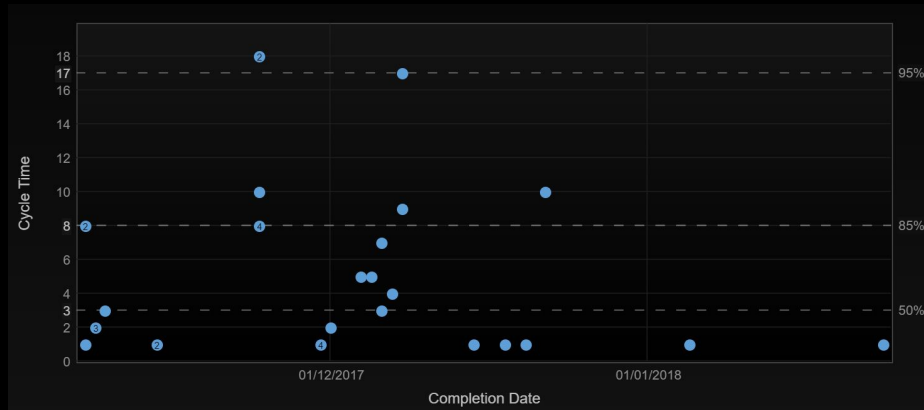


(KMM LVL 1 - Team Focused)



# ***SOCIAL PROOF***

PROJECT WAS DELIVER IN LESS THAN 3 MONTHS



# **KANBAN POD**



Great shot Kid that was one in a million



**Ready for STATIK ?...**







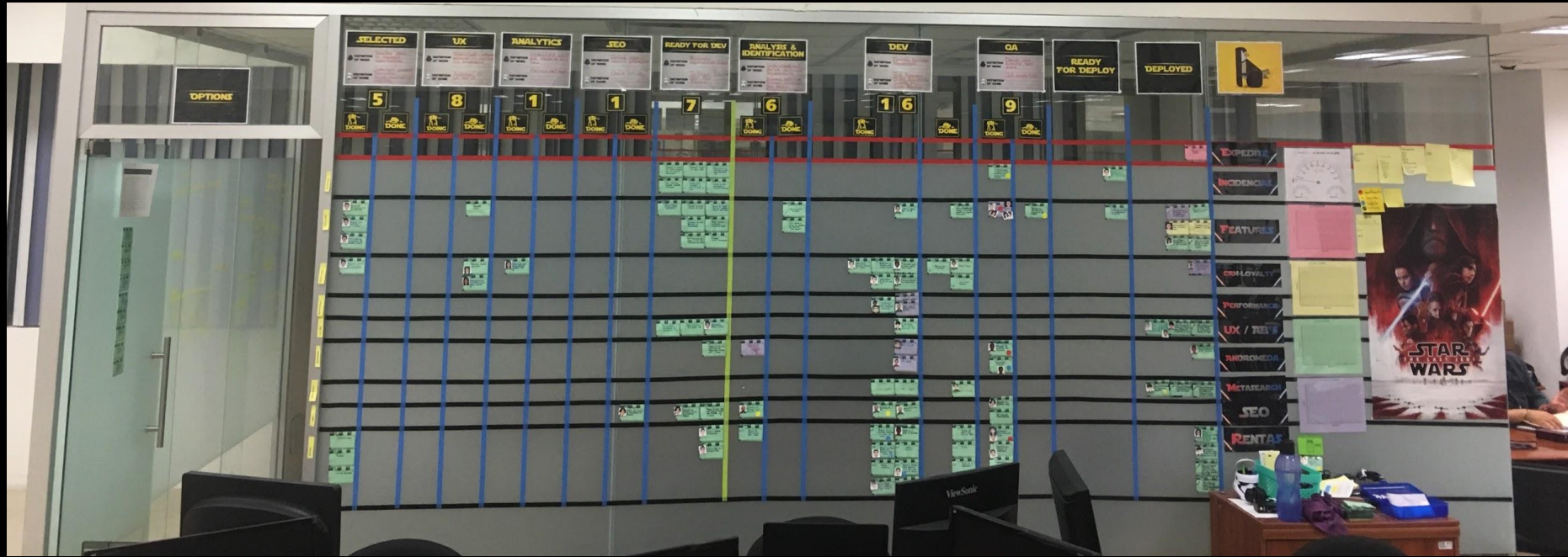
# The saga continues

...

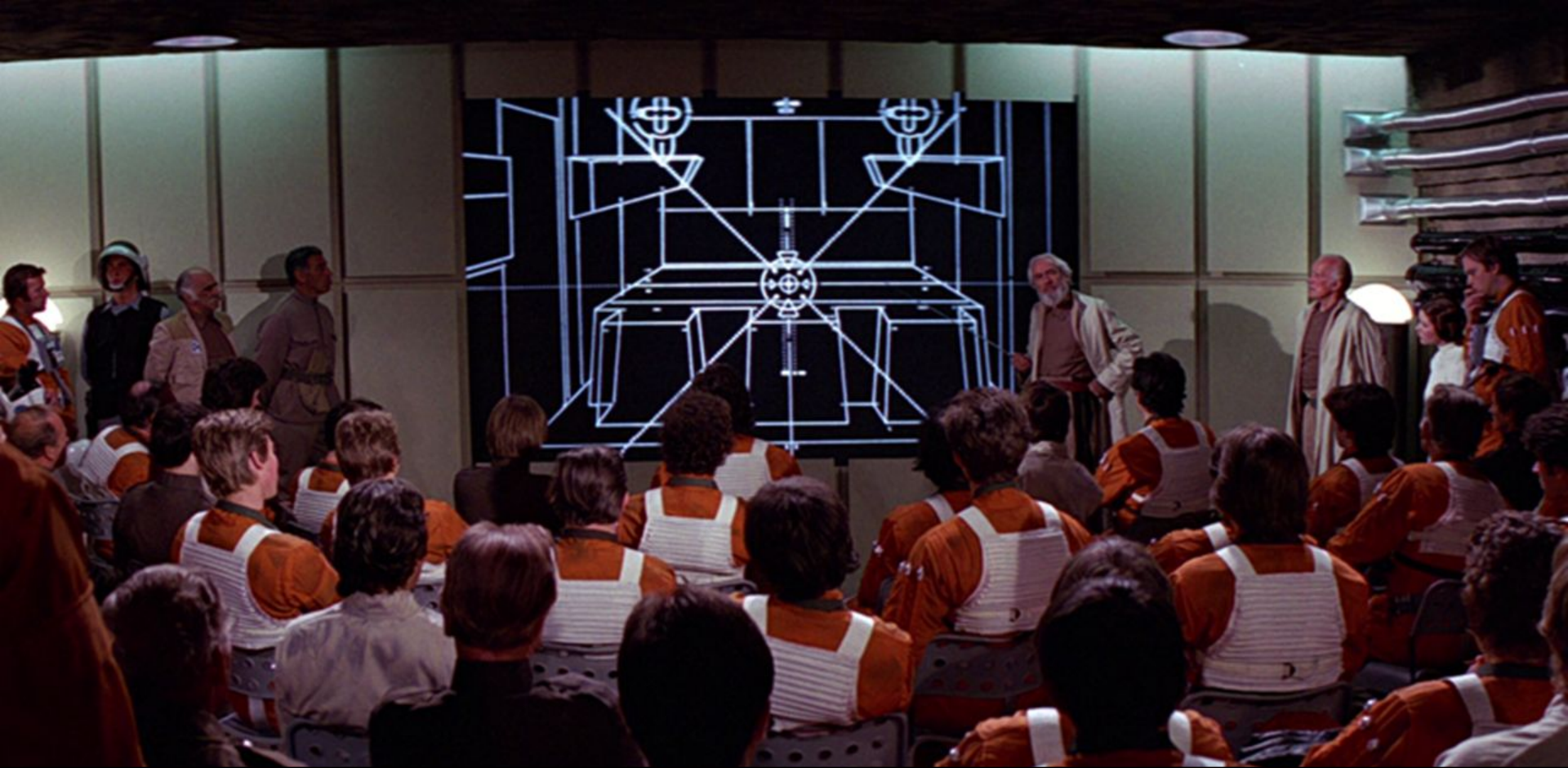


**WE STARTED TO KANBANIZE**





**Pioneers and early adopters joined the rebellion**



**Scaled out Kanban ( 18 TEAMS 2018 )**





**Different Kanban boards themes emerged**





**Different Kanban boards themes emerged**



**1st year kanban board cake :)**





**What about the metrics ?**

## User Stories LeadTime (18 Teams)

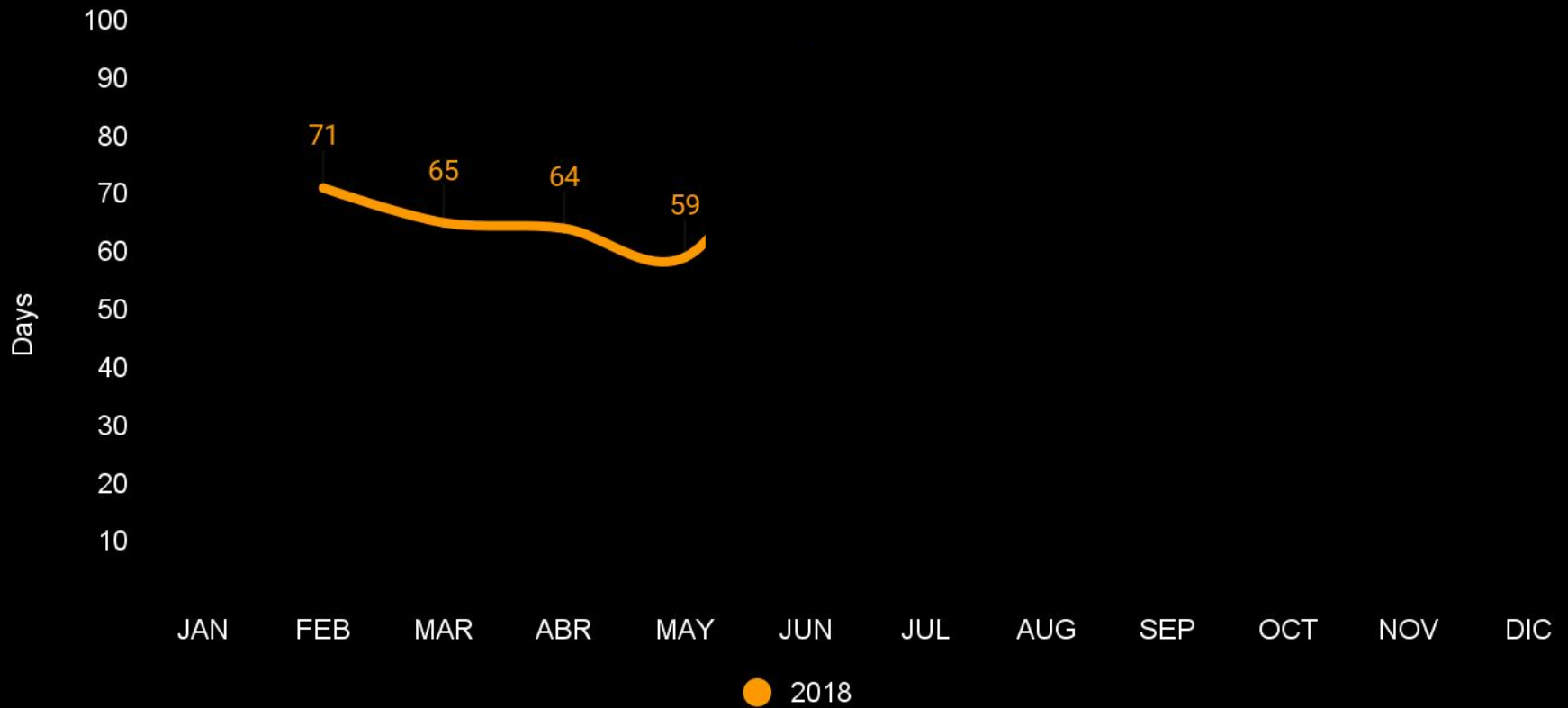




**3 months later...**



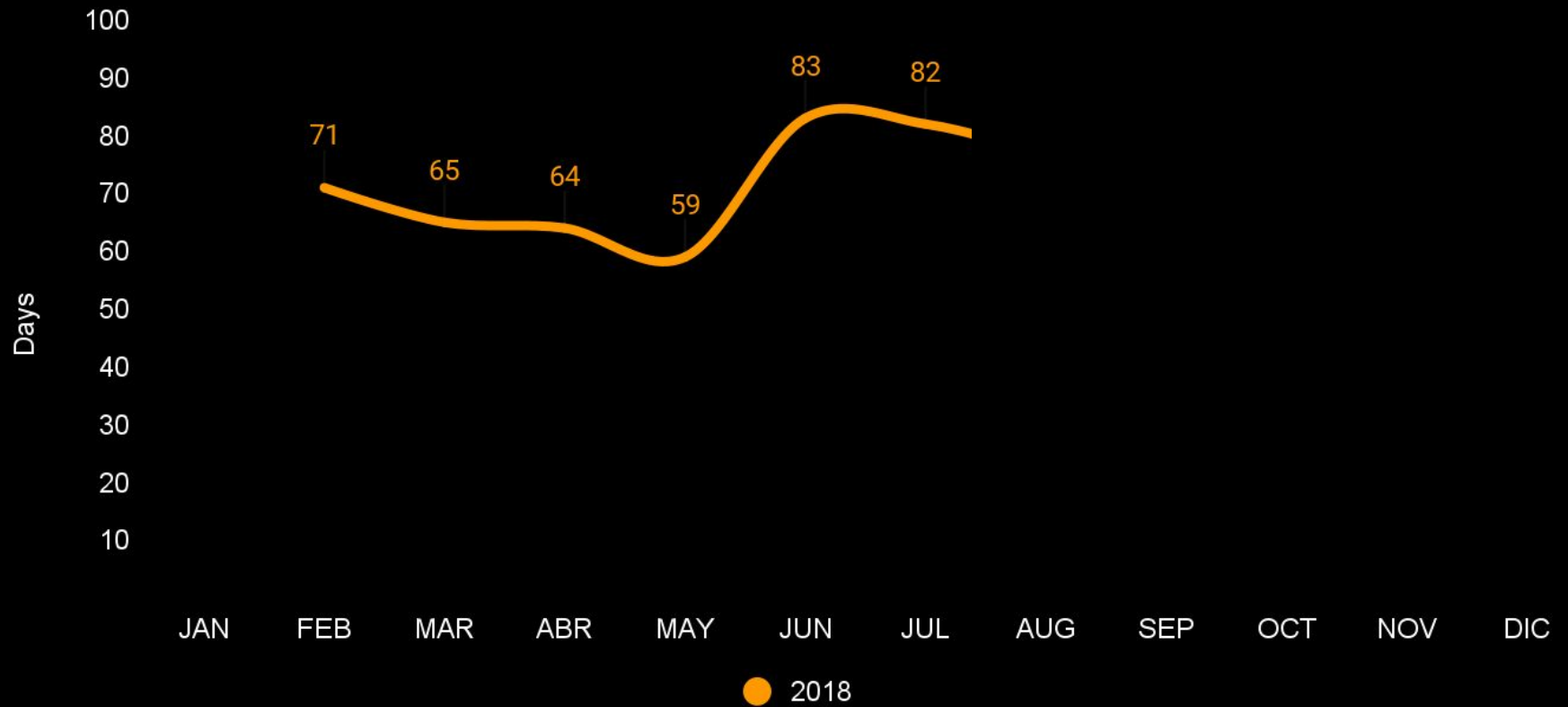
## User Stories LeadTime (18 Teams)





**New CPO Joined the company**

## User Stories LeadTime (18 Teams)





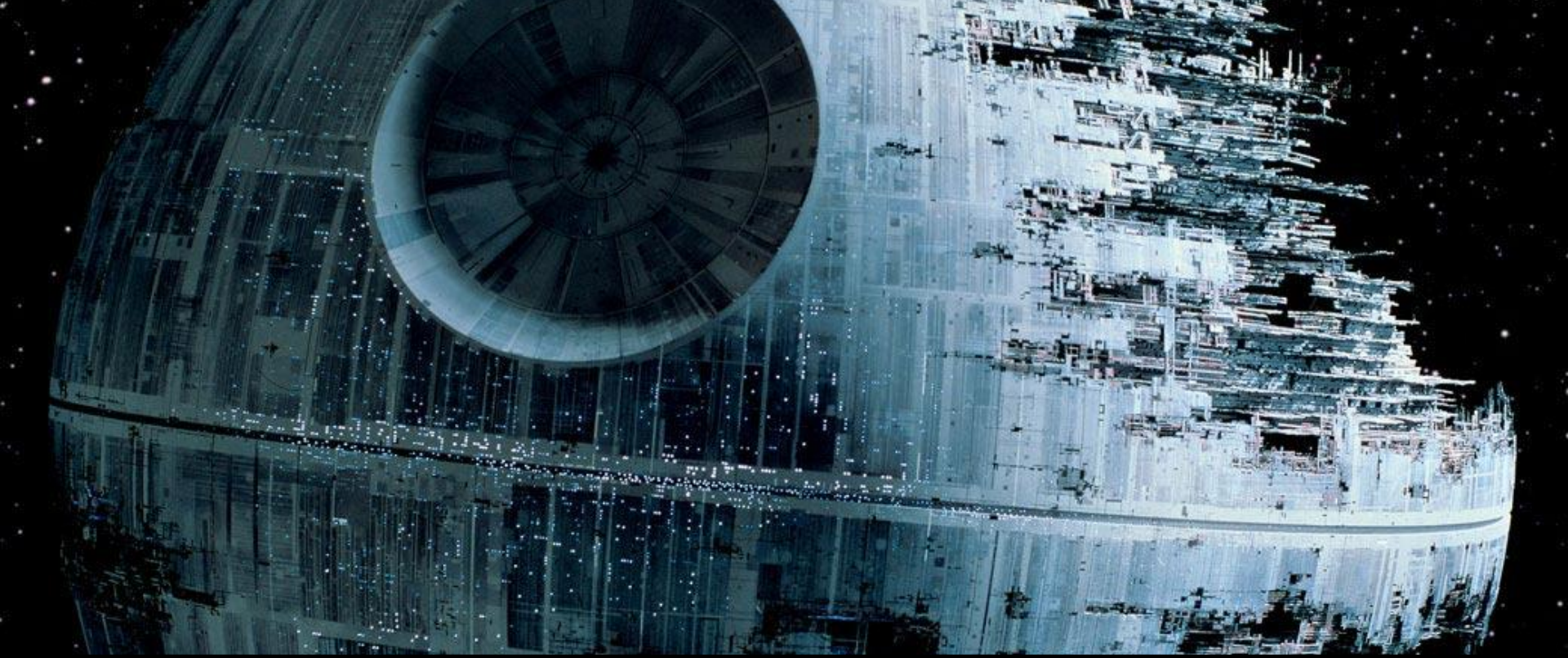


**Some key stakeholders weren't truly onboard.**



**key players of our own team were still not convinced about this product rebellion.**



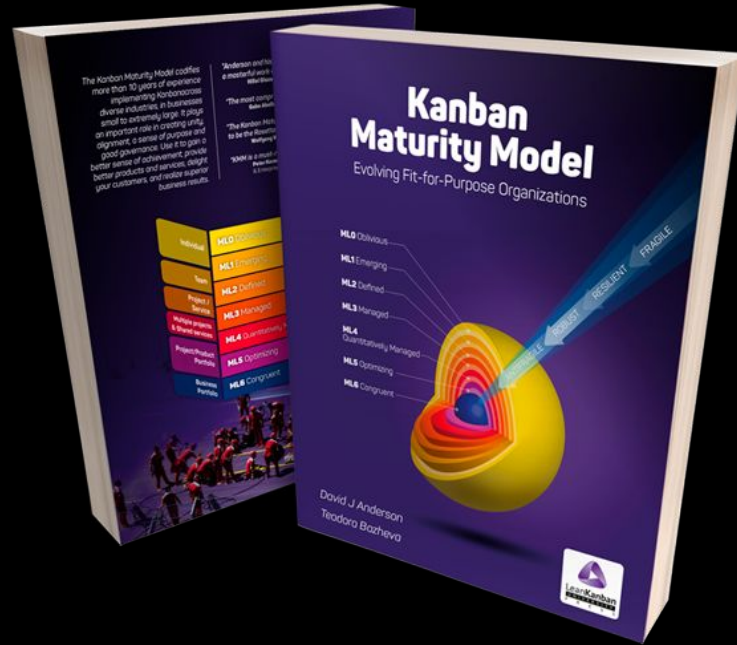


**Found a scary new threat, a second bigger death star.** ( tech debt & obsolete software dev techniques)





**PAINFUL CHANGES WERE REQUIRED**



# Kanban Maturity Model...



**Help teams how to grow in their maturity.**



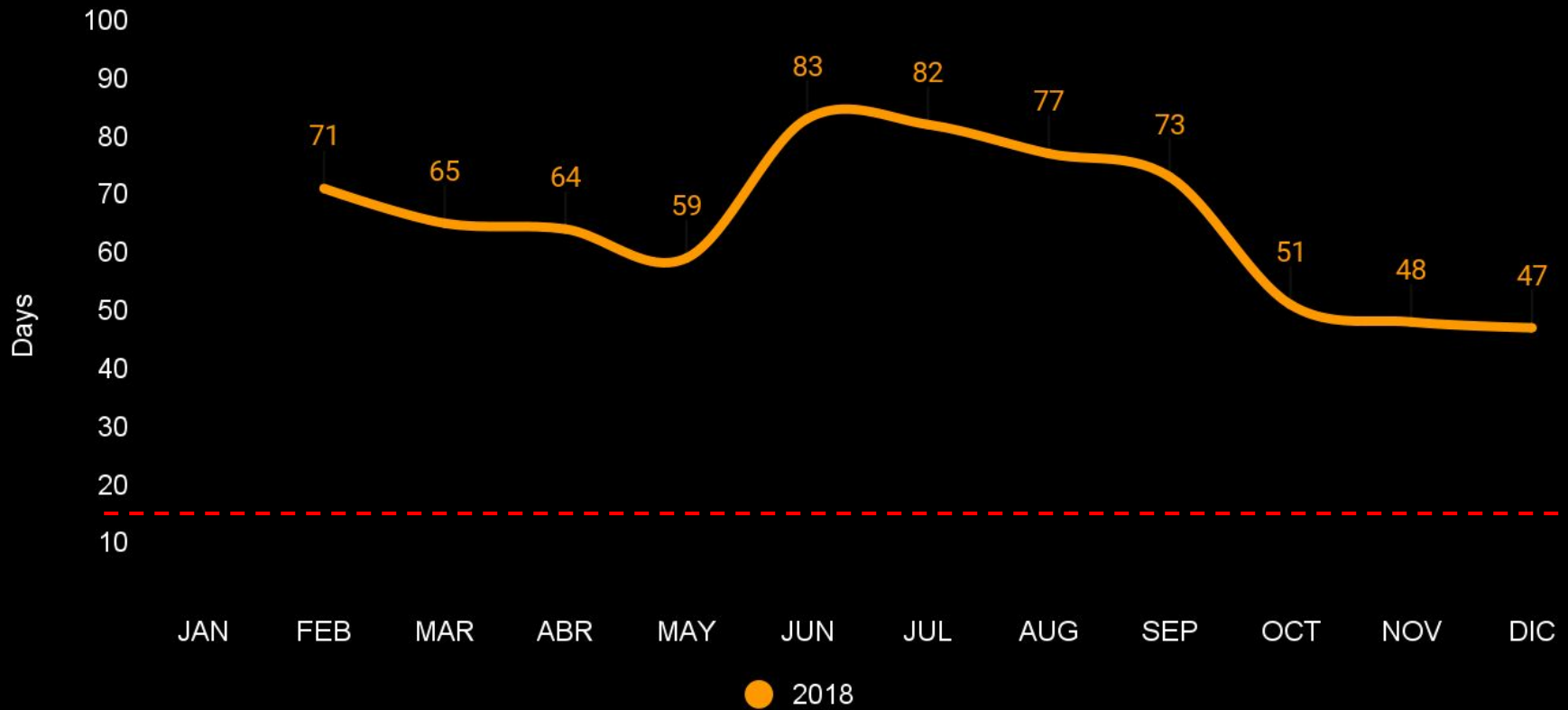






**5 months later that year...**

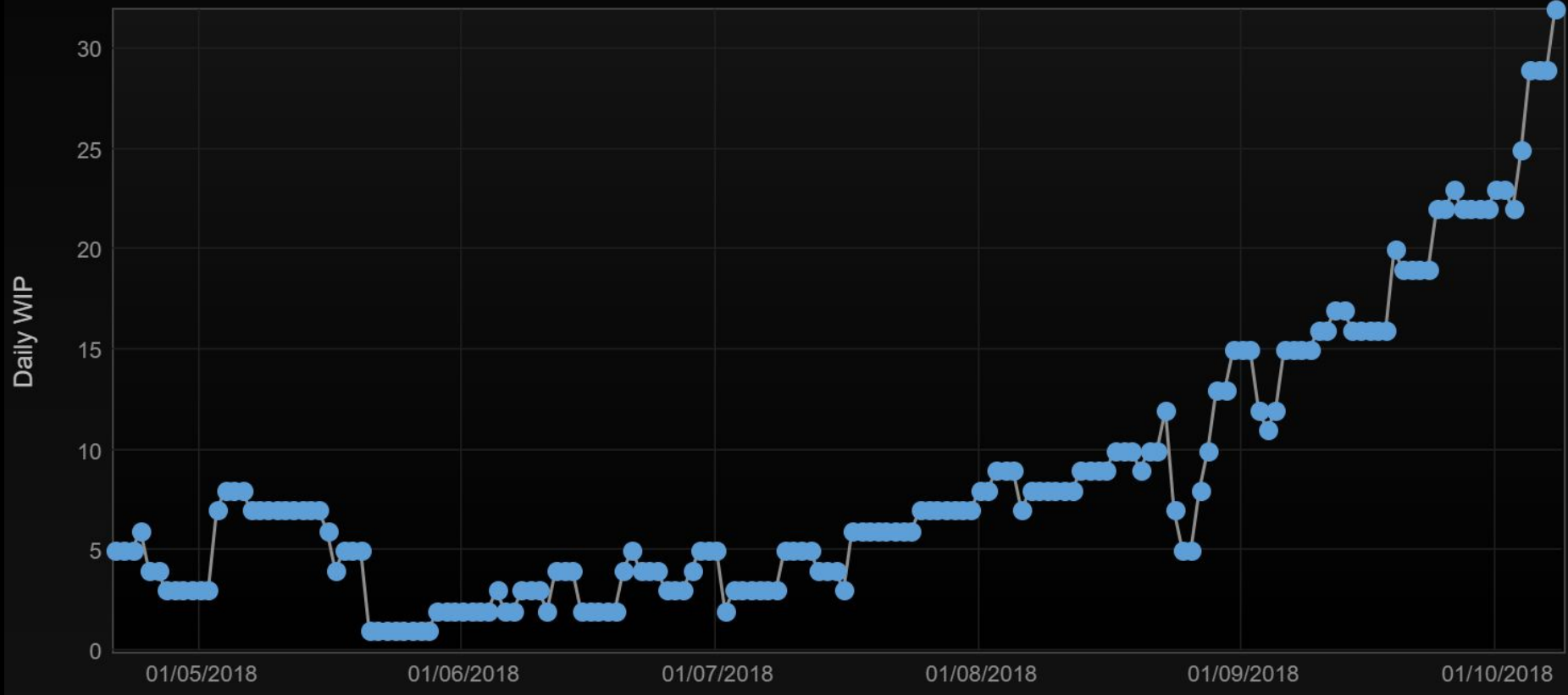
## User Stories LeadTime (18 Teams)



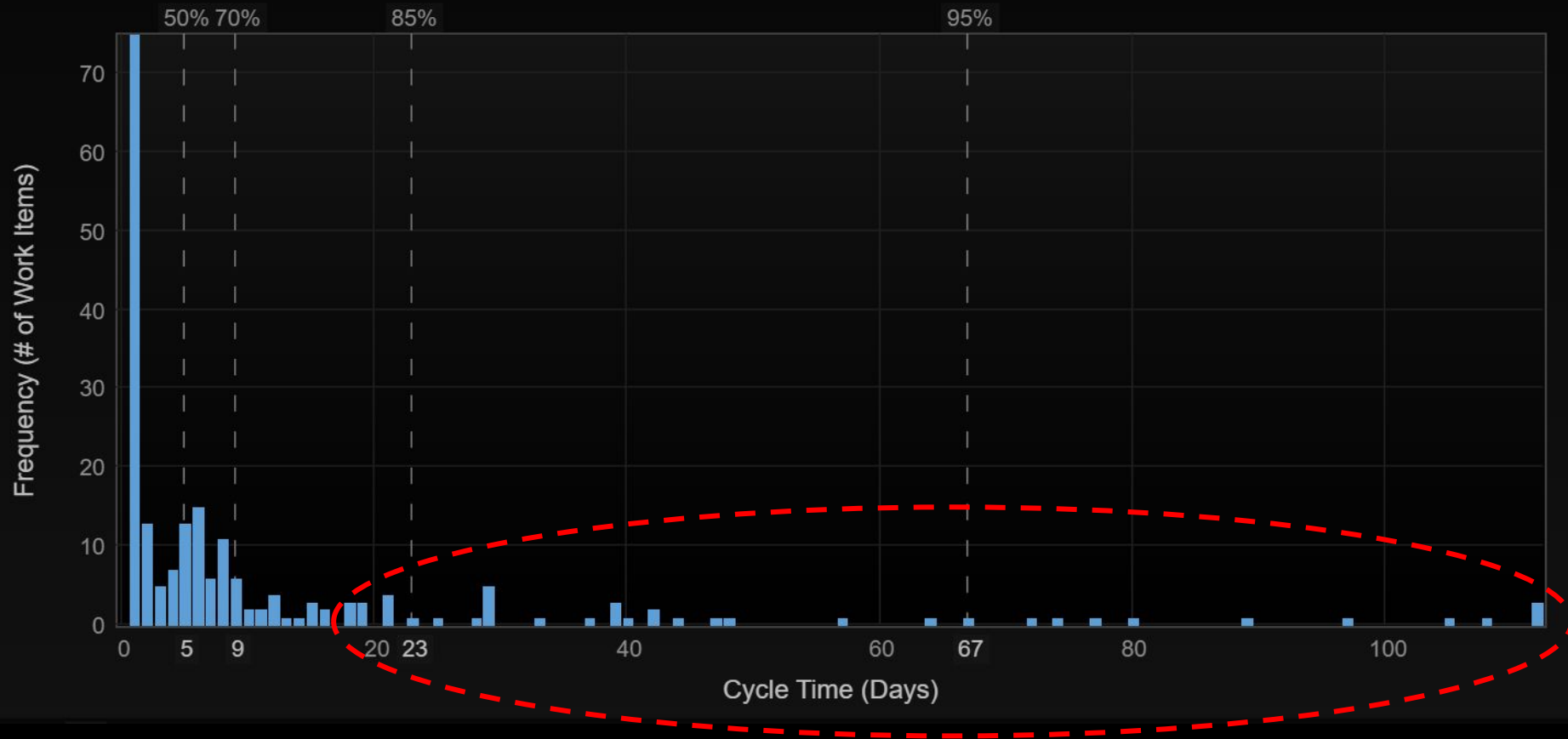


**Team Service Delivery Review**





**Hard time limiting WIP...**



# Lead Time Histogram

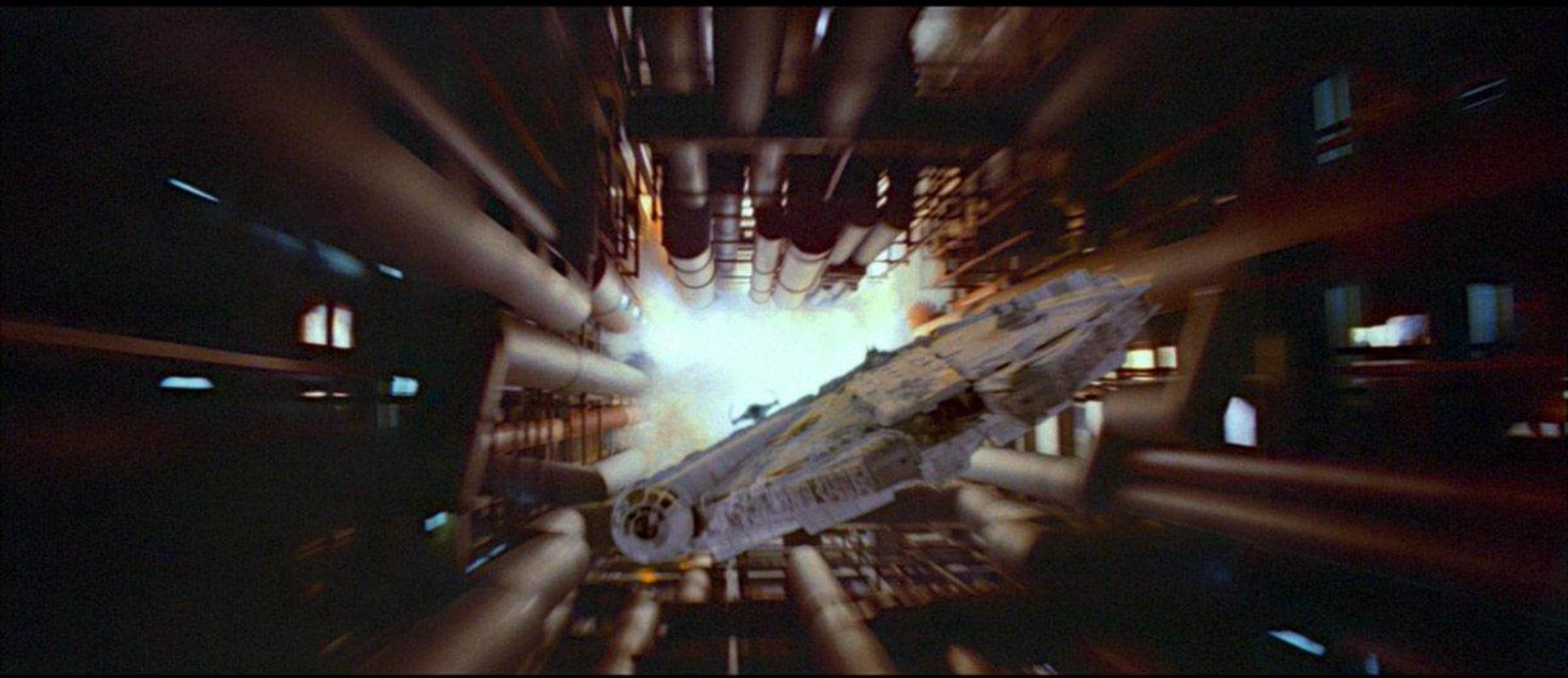


**At this point we were running out of time! ...**





**Help us PORTFOLIO KANBAN ..** you're our only hope

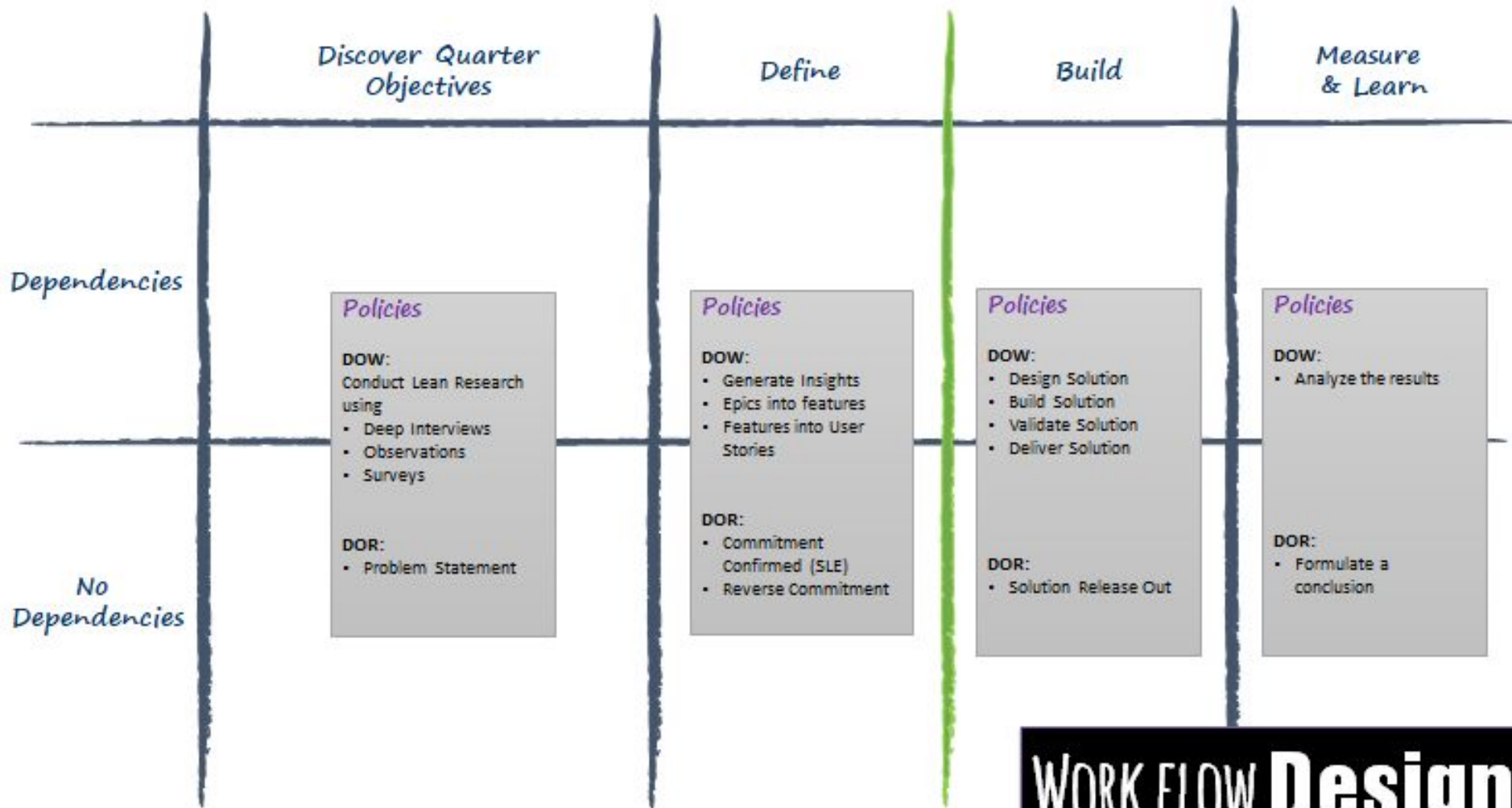








**Took us a while to get started...**



WORK FLOW **Design**

# TICKET DESIGN

Created / / Q - Selected: **2** Q - Closed: SLE / /

Epic: **Flights Responsive List - Desktop**

Area / Team: **B2C-F&P**

**B2C HOME & CHECKOUT**

**B2C FLIGHTS & PACKAGES**

% PROGRESS: **100%** 85 100

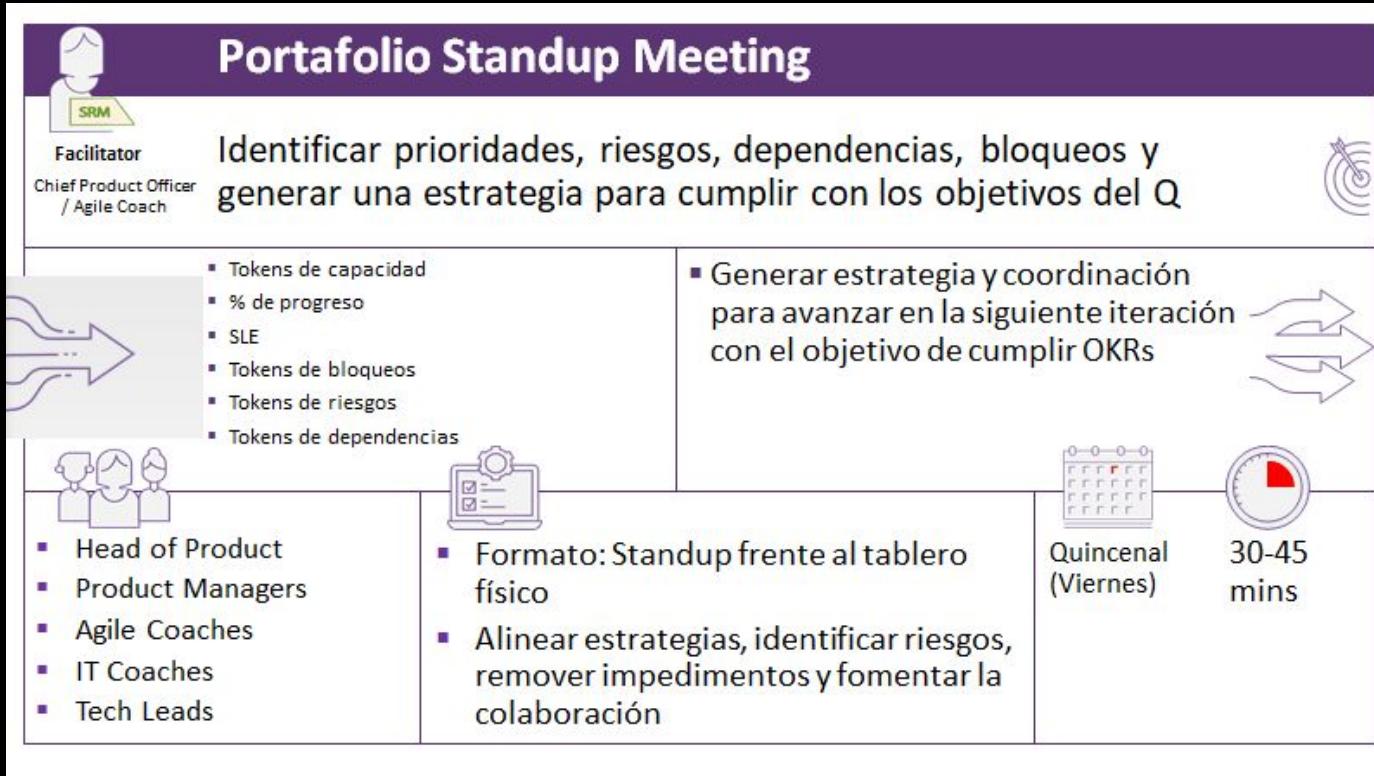
RISK			Weighted	VALUE	Weighted
<b>2</b> Tech	<b>3</b> Team Competency	<b>2</b> Delay Impact	<b>4</b> Strategic Contribution	<b>3</b> Customer Satisfaction	Market Risk

SLE - Closed

Scale	Value	Tech Risk	Team Competency	Delay Impact	Strategic Contribution	Customer Satisfaction	Product / Market Risk	Value \$
Critical	4	Desconocido	30% Team has the skills	Out of Business	Strategic	Delight	Differentiator	>300K
Alto	3	Poco	50% Team has the skills	Major Capital	Operational	Satisfier	Spiller	>200K - 300K
Medio	2	Ocasional	70% Team has the skills	Discretionary Spending	House-keeping	Neutral	Spiller (Main Competitors)	>100K - 200K
Bajo	1	Frecuente	100% Team has the skills	Intangible	Tactical	Basic	Taste Stake	0-100K
Riesgo							Valor	



# CADENCE DESIGN



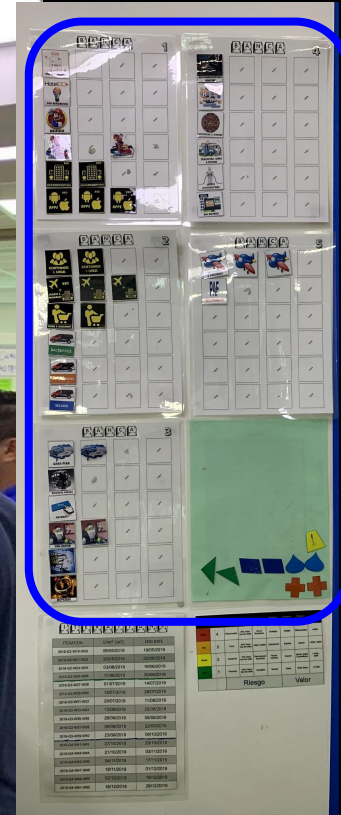


# Portfolio Kickoff



# Bestday Portfolio Kanban Board

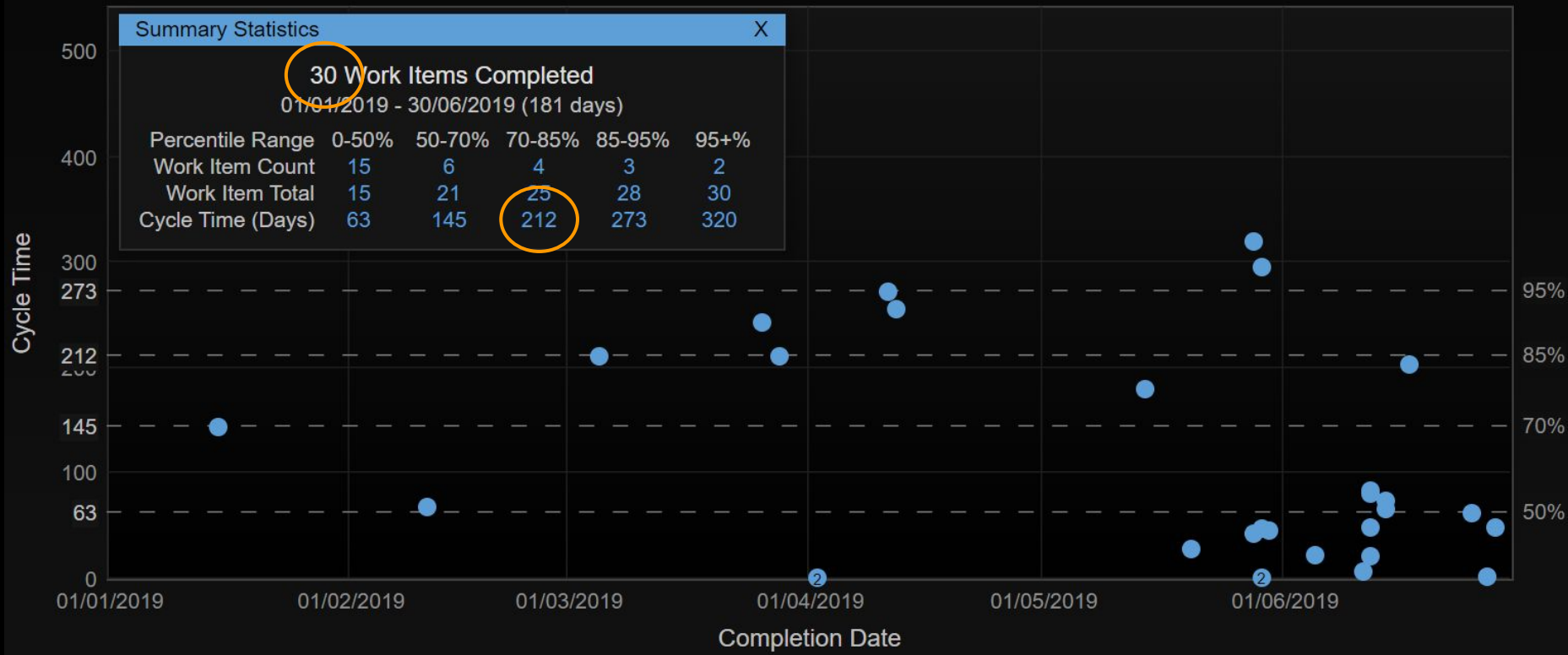




# Coaching KMM Practices at Portfolio Level

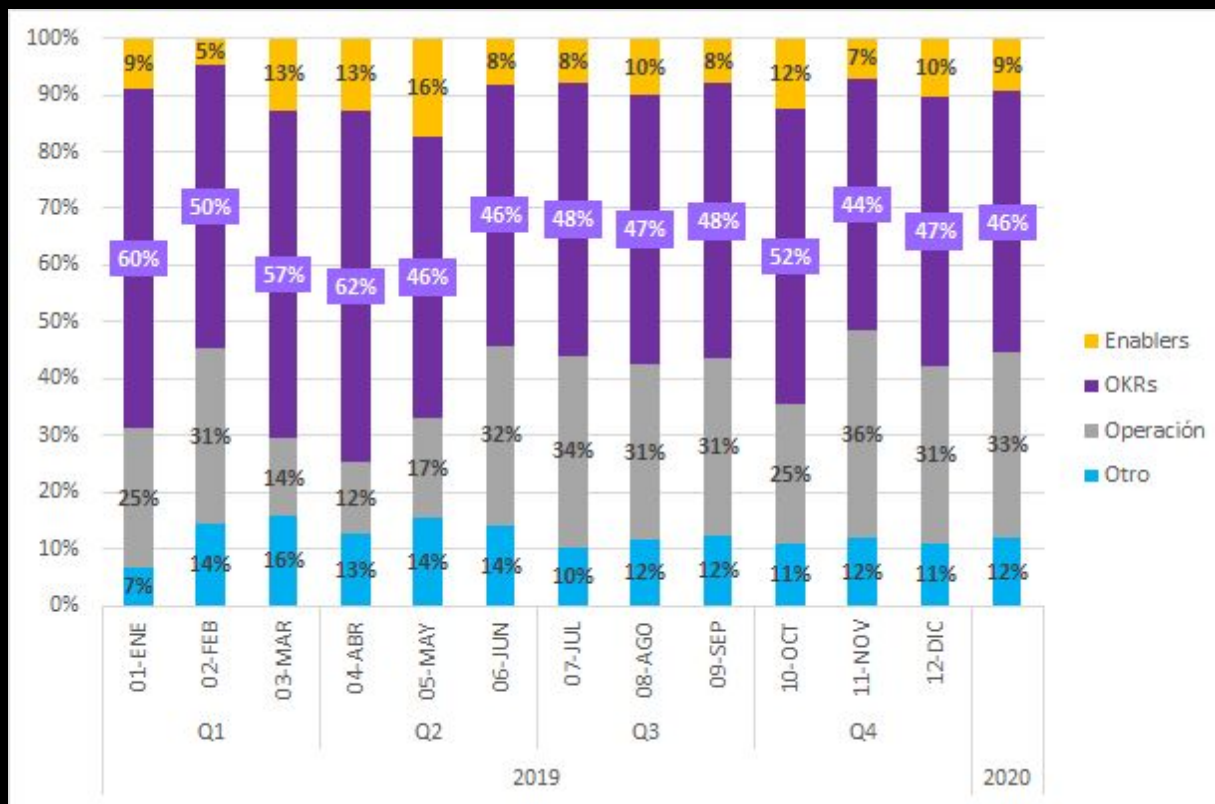


**6 months later...**



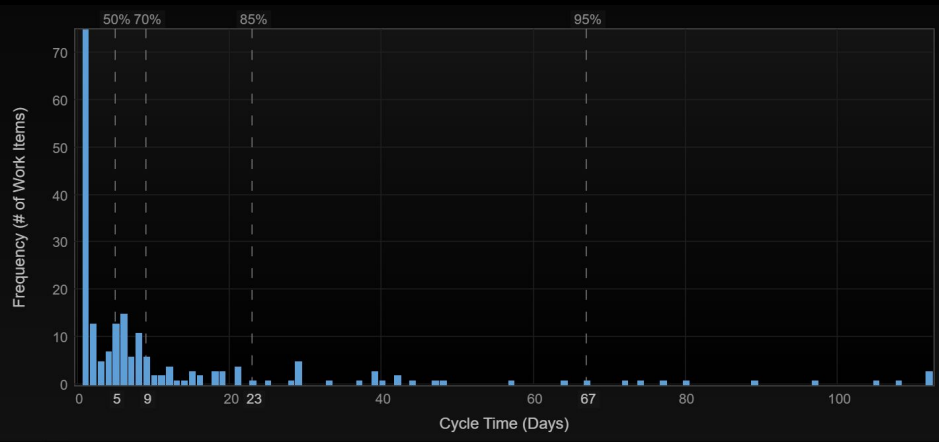
metrics at **Portfolio level**...



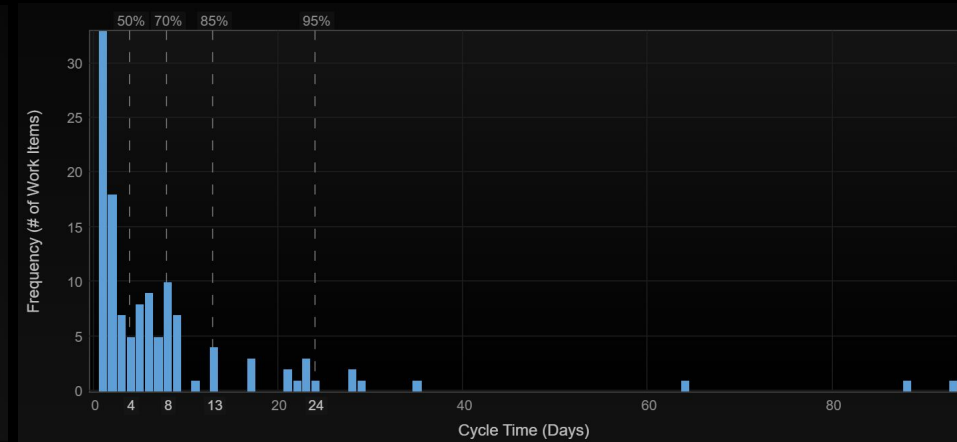


# Portfolio Capacity Allocation

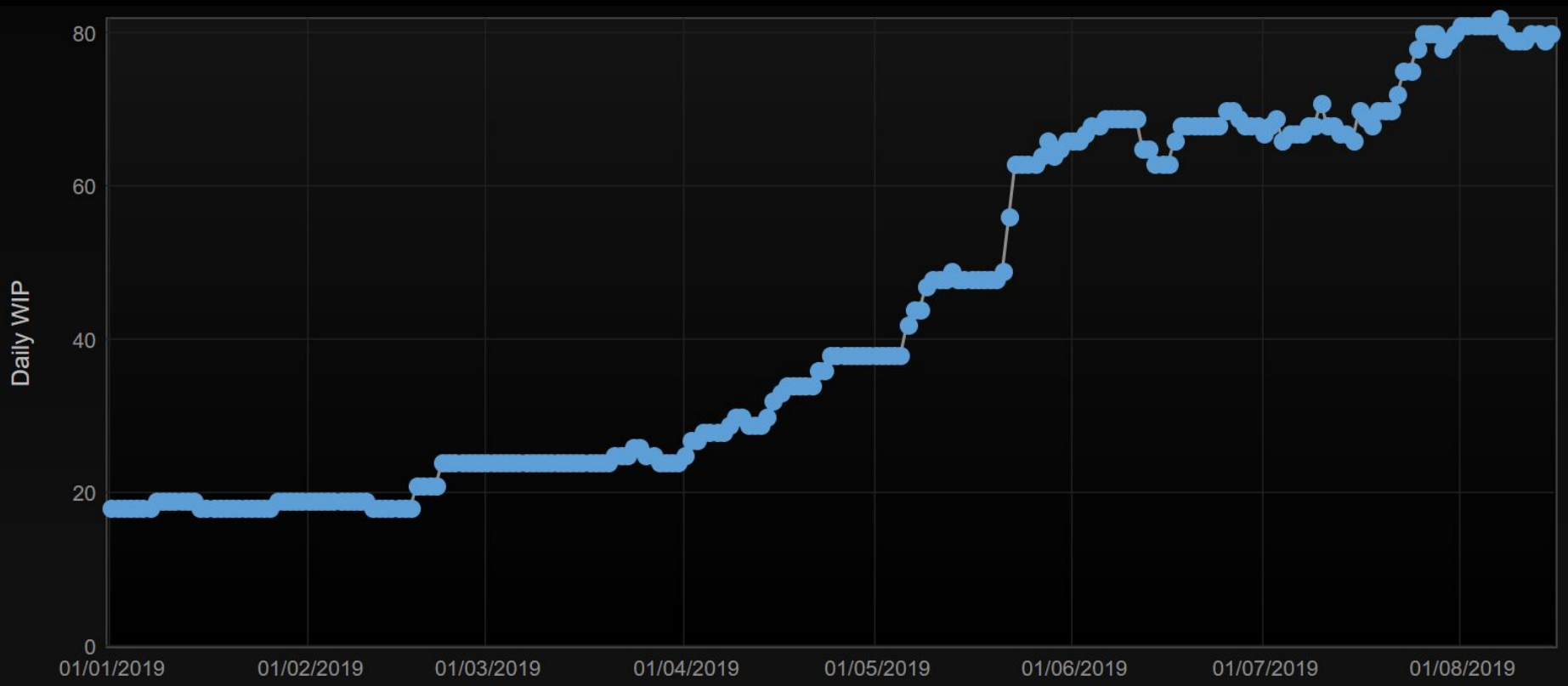
# 6 months later at Team Level...



**Without shaping the demand**



**Shaping the demand**



Same **issue..limiting WIP** at Portfolio level...





**Introducing small changes were require**



# David J Anderson

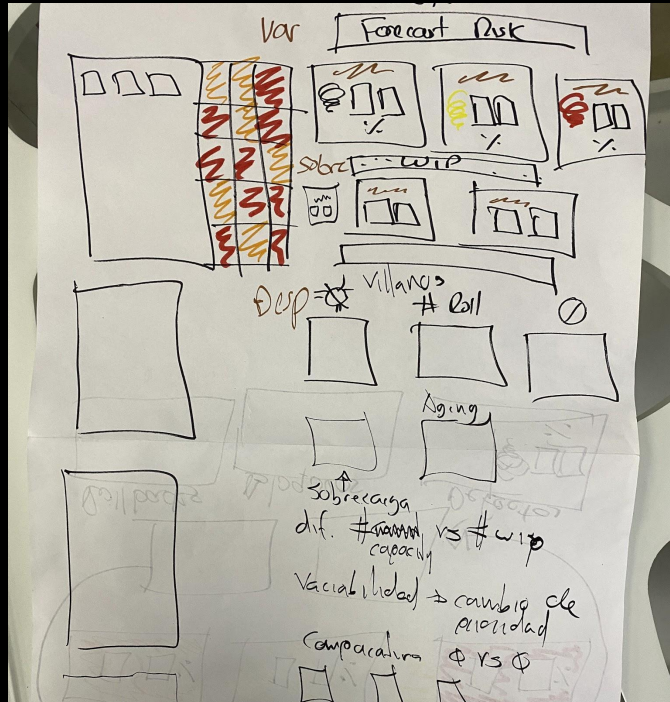
## SCHOOL OF MANAGEMENT



**Got a little help from my friends...**



## INTRODUCE NEW PRACTICE



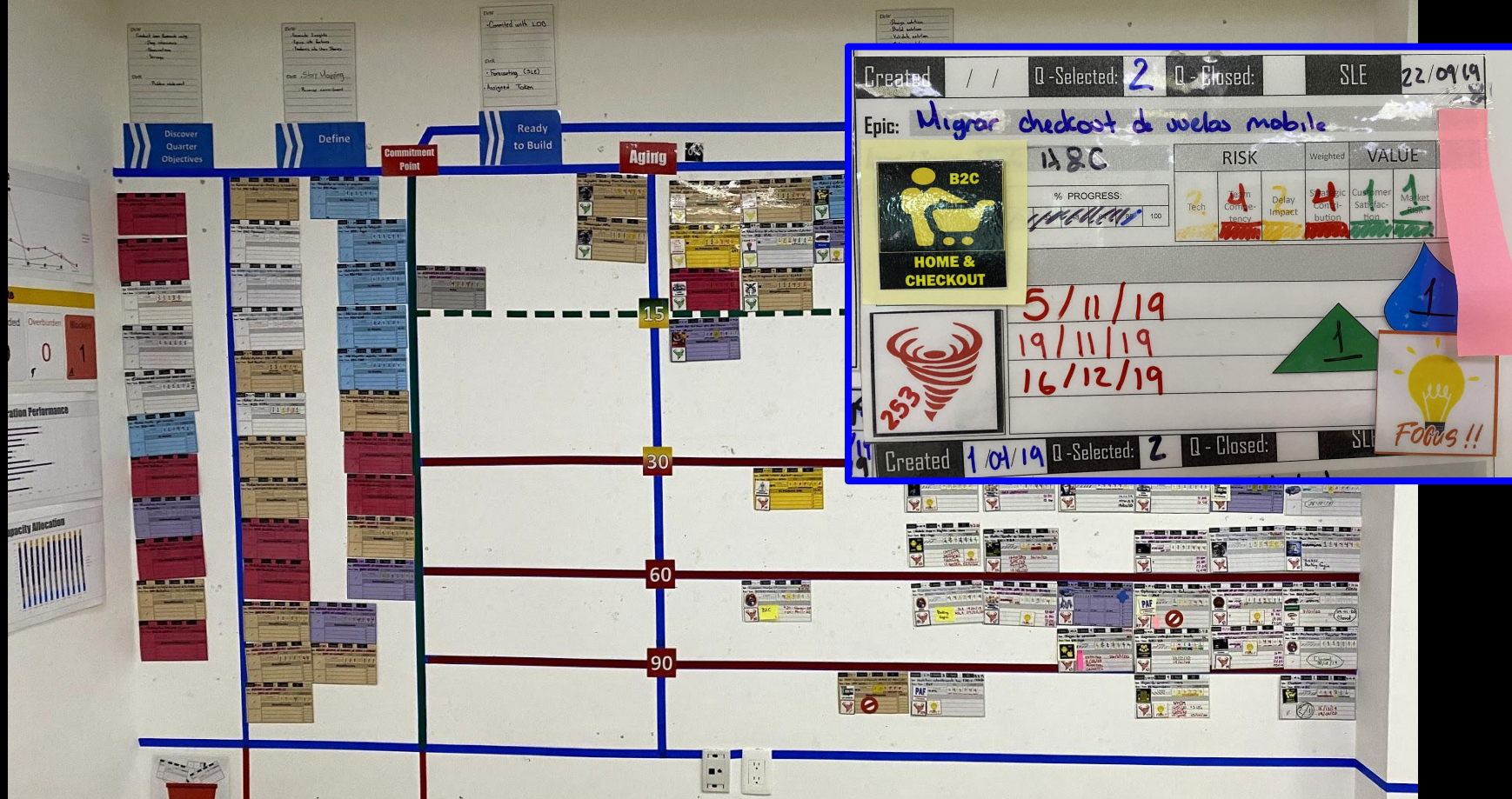
## FEEDBACK LOOPS

# How to introduce changes





**And ..Leadership !!**



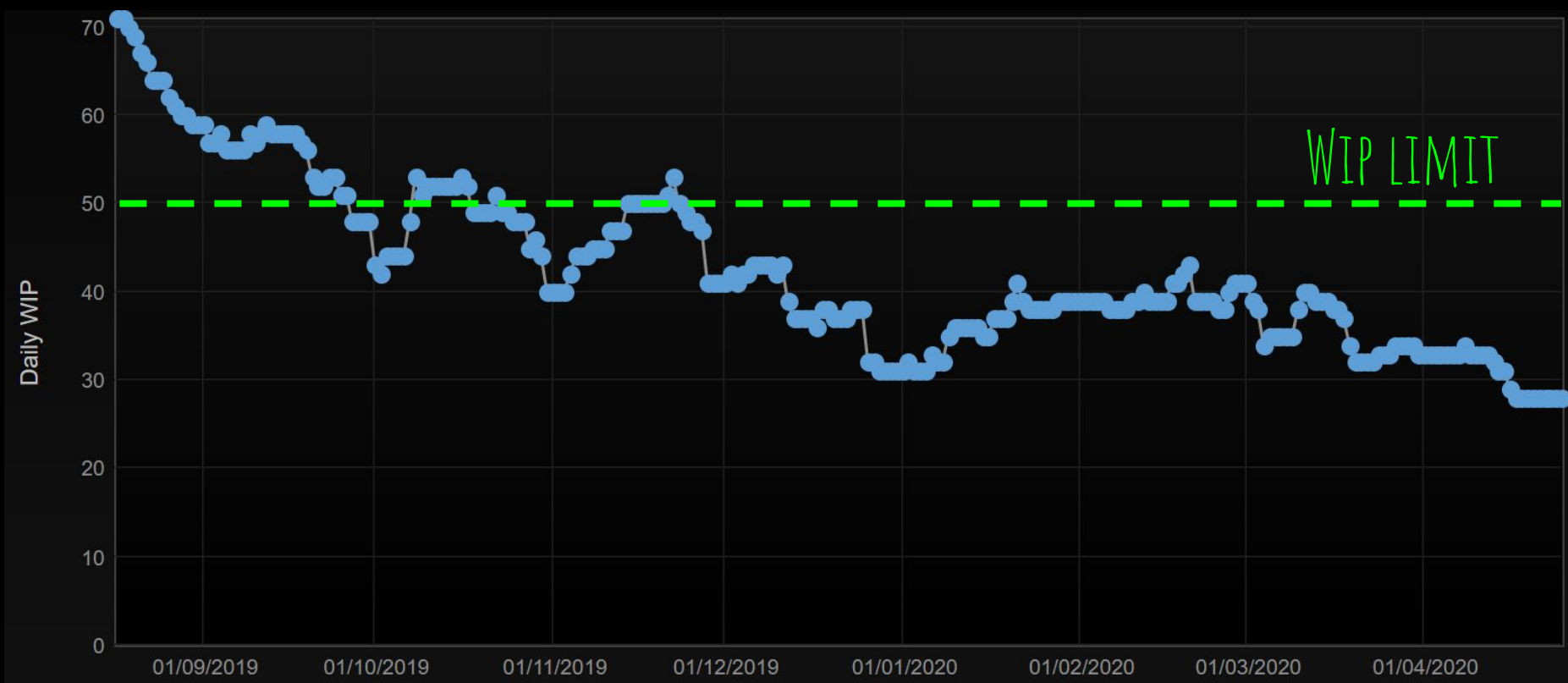
3 months later we introduced aging





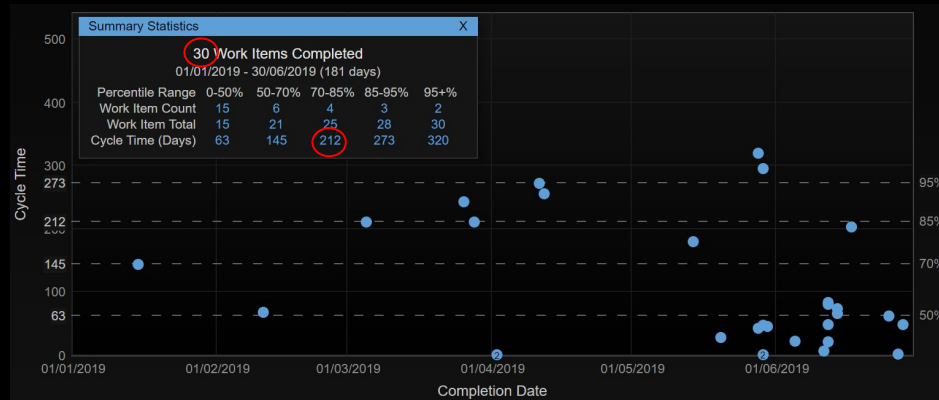
**After introducing those changes...**



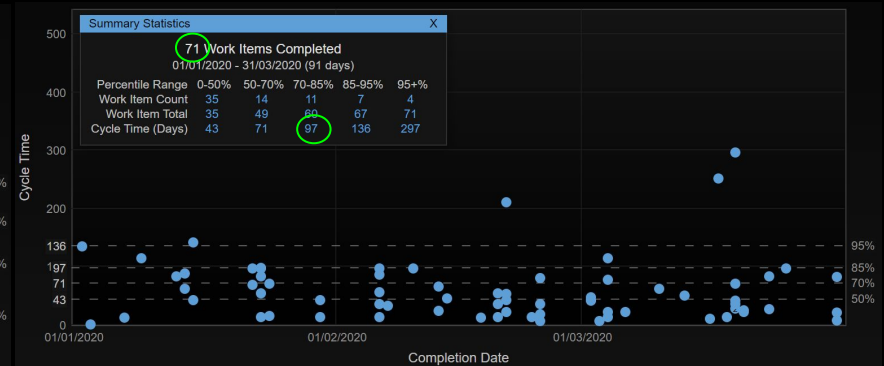


# 2020 Portfolio Metrics

# Portfolio metrics



**1st semester 2019**  
**6 months**



**1st quarter 2020**  
**3 months**

# 2019 vs 2020

**2.4 X MORE PRODUCTIVE**

**2.2 X FASTER**

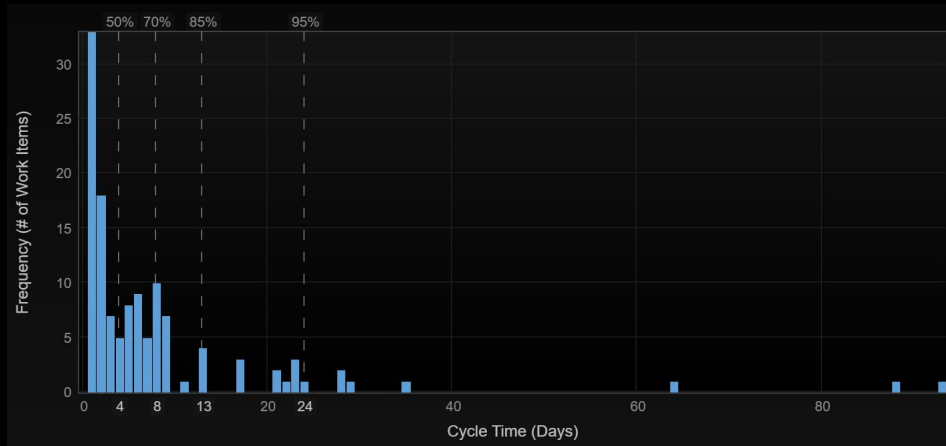




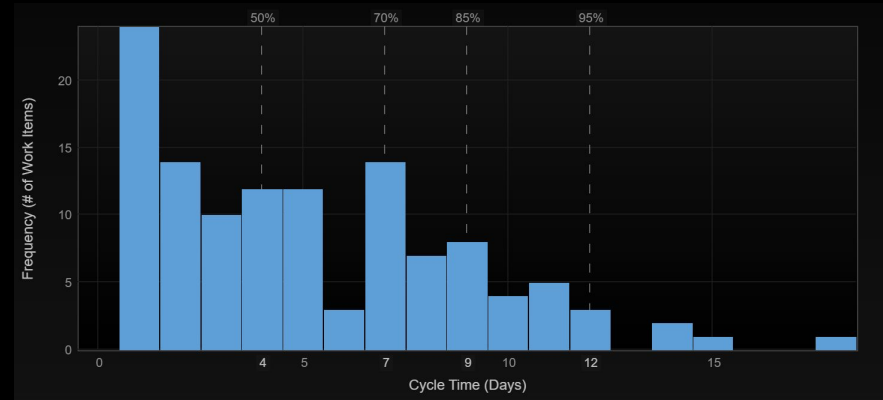


***WHAT ABOUT THE USER  
STORIES CYCLE TIME FOR  
THE WHOLE YEAR?***

# Team Level metrics

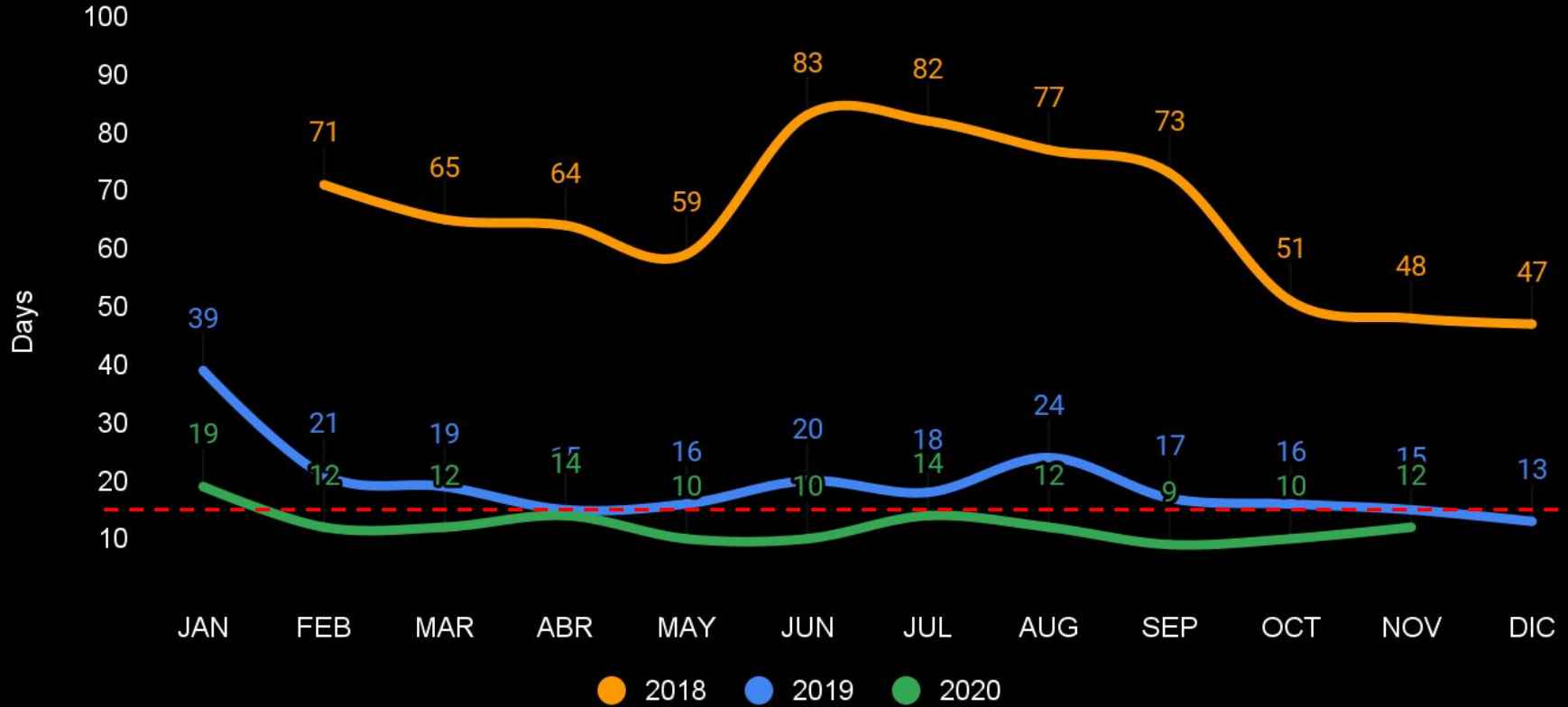


**1st semester 2019**



**1st semester 2020**

# User Stories LeadTime (27 Teams)







Don't get technical with me.

***WHAT ABOUT THE  
PEOPLE?***

***WAS THERE ANY  
CHANGES?***



**True collaboration was achieved**



**Before & After Party Conversations ...**





**Portfolio Stand up**





**Stakeholders all over the galaxy were also happier**



# **Key Takeaways**





**#BestPeople #BestTalent**