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STATE OF KANBAN REPORT



PRESENTED BY



Kanban
University



kanban.university/state-of-kanban

#YESWEKANBAN

STATE OF KANBAN REPORT

Key Messages

This survey was sent to mailing lists from Kanban University, Kanbanize, and Digite SwiftKanban. In addition, it was promoted on social media and through partner channels. Overall, we received 483 responses from April 12, 2022 to May 20, 2022.

- 1 Kanban is global and across many industries.
- 2 Kanban scales, both to multiple teams and to multiple functional areas.
- 3 Kanban works, with 87% reporting Kanban to be more or much more effective than other methods.
- 4 Tooling matters. Tools designed for Kanban are highly recommended, while general agile tools claiming to have Kanban support continue to fall short.
- 5 Kanban adoption is growing. 86% of respondents indicated that they expect to expand their Kanban initiatives next year, and much of the growth is expected in new functional areas.



SUMMARY

Survey Demographics (p. 5-7)

Kanban Is Global. And Not Just in IT

Kanban is not just a North America or Europe thing; it is growing throughout the world. We had responses from 48 countries with the largest number of responses from Brazil.



Kanban is branching outside of its common application within Information Technology (IT). This year we noted an increase of functional areas using Kanban including Product Management, Sales, and Human Resources as well as a significant increase in plans to expand Kanban to new functional areas within the next 12 months.

SUMMARY



Kanban Scale and Maturity (p. 8-12)

Organizations of All Sizes Are Using Kanban.

Kanban is used in organizations small and large. The largest group of respondents worked at organizations with more than 10,000 employees. 41% of responses came from individuals working in organizations that were applying Kanban across 10+ teams or to the whole company. This is a clear indication that Kanban is being used at scale.

Usage of Kanban Practices is Maturing.

Respondents are using many Kanban practices and continuing to mature. 51% indicated 3 years or less of Kanban experience, while another 46% had 4 or more years of experience.



Use of Kanban is Growing.

Adoption and use of the Kanban Method practices is growing within organizations. 86% of respondents indicated that their organizations intend to expand their adoption within the next 12 months. This year, we also noted a significant trend towards an increase in the adoption of Kanban outside of where it originally started in an organization. Kanban appears to continue being adopted throughout the organization. The most common new areas where Kanban is being used within organizations include Product Management, Sales, and Human Resources.

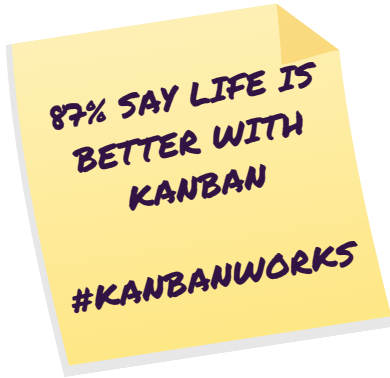
Why Kanban? (p. 13-15)



Evolutionary Change - Kanban the Great Unifier

Kanban is an approach to evolutionary change which “starts with what you do now.” The starting point for the largest number of respondents was either Scrum (57%) no clearly defined way of working (37%), or Waterfall (35%). Kanban can start anywhere in an organization including areas where Scrum, Waterfall, or no clear way of working is defined and use evolutionary change principles to improve service delivery.

SUMMARY



Reasons for Adopting Kanban

The top reasons for adopting Kanban were improved visibility of flow, increased speed of delivery or throughput, and improved predictability. Reported results also indicated an improvement in alignment between business objectives, key results, and delivery of work.

Value Proposition: Life Is Better With Kanban

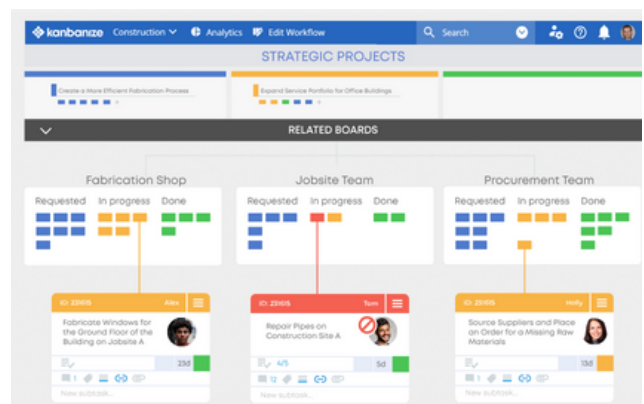
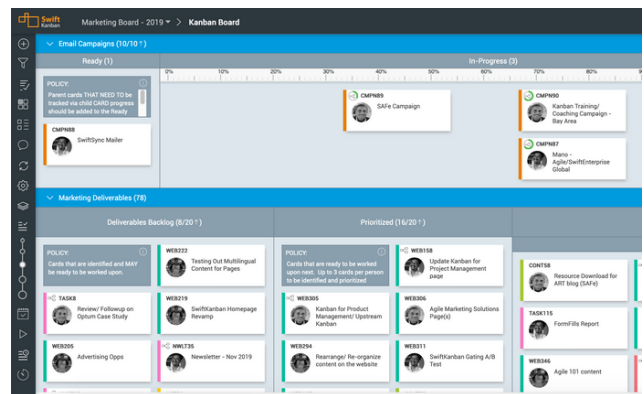
87% of respondents reported that Kanban was "More Effective" or "Much More Effective" than other methods/frameworks that they have used. Only 1% said it was less effective.

Kanban Tools (p. 16-17)

Tooling: Using the Right Tool Makes Kanban Easier

While Jira was the most common tool being used by respondents, it was not highly recommended by those using it.

Kanbanize, SwiftKanban, Kaiten, and Nave earned high marks for their support of Kanban implementations and also had a high likelihood for users to recommend the tool.

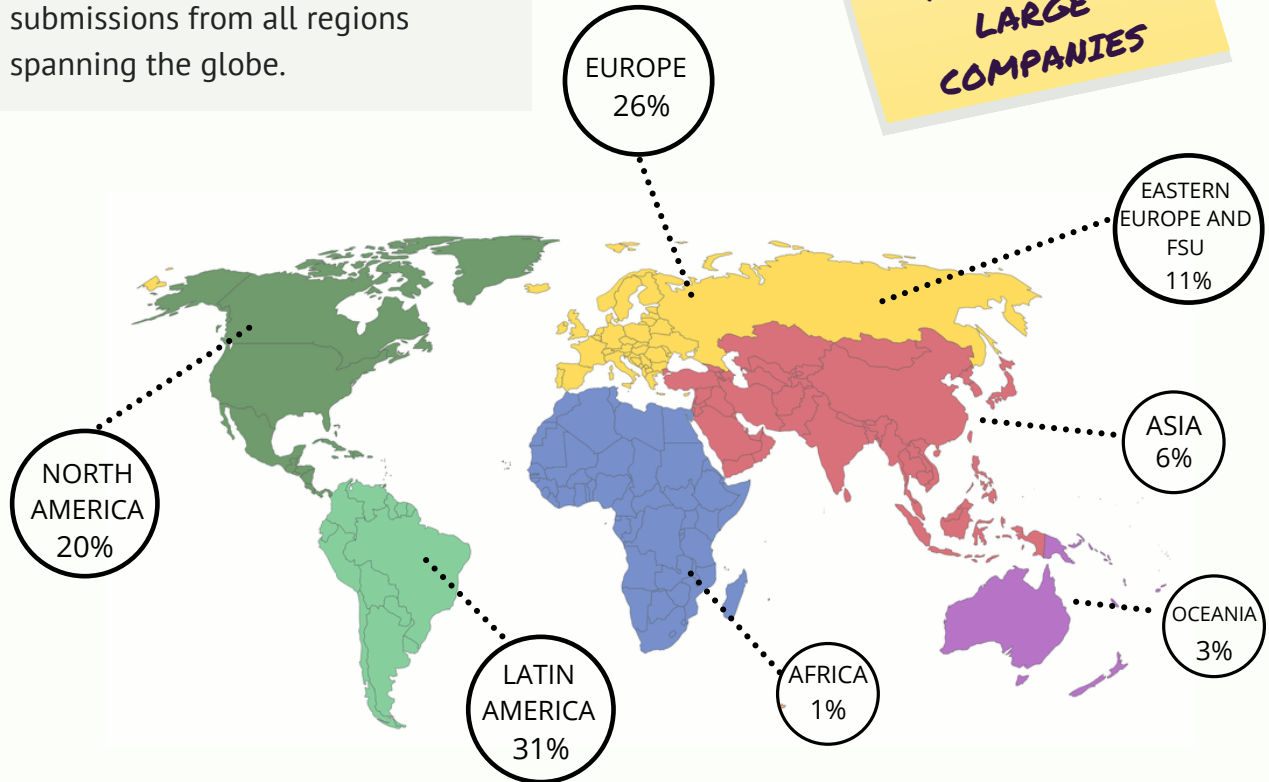


REGIONS OF ORIGIN AND SIZE OF ORGANIZATION

Regions of Origin

Kanban is a global movement with many regions represented. This year's survey received submissions from all regions spanning the globe.

THIS YEAR WE SAW AN INCREASE IN THE ADOPTION OF KANBAN BY LARGE COMPANIES



Size of Organization

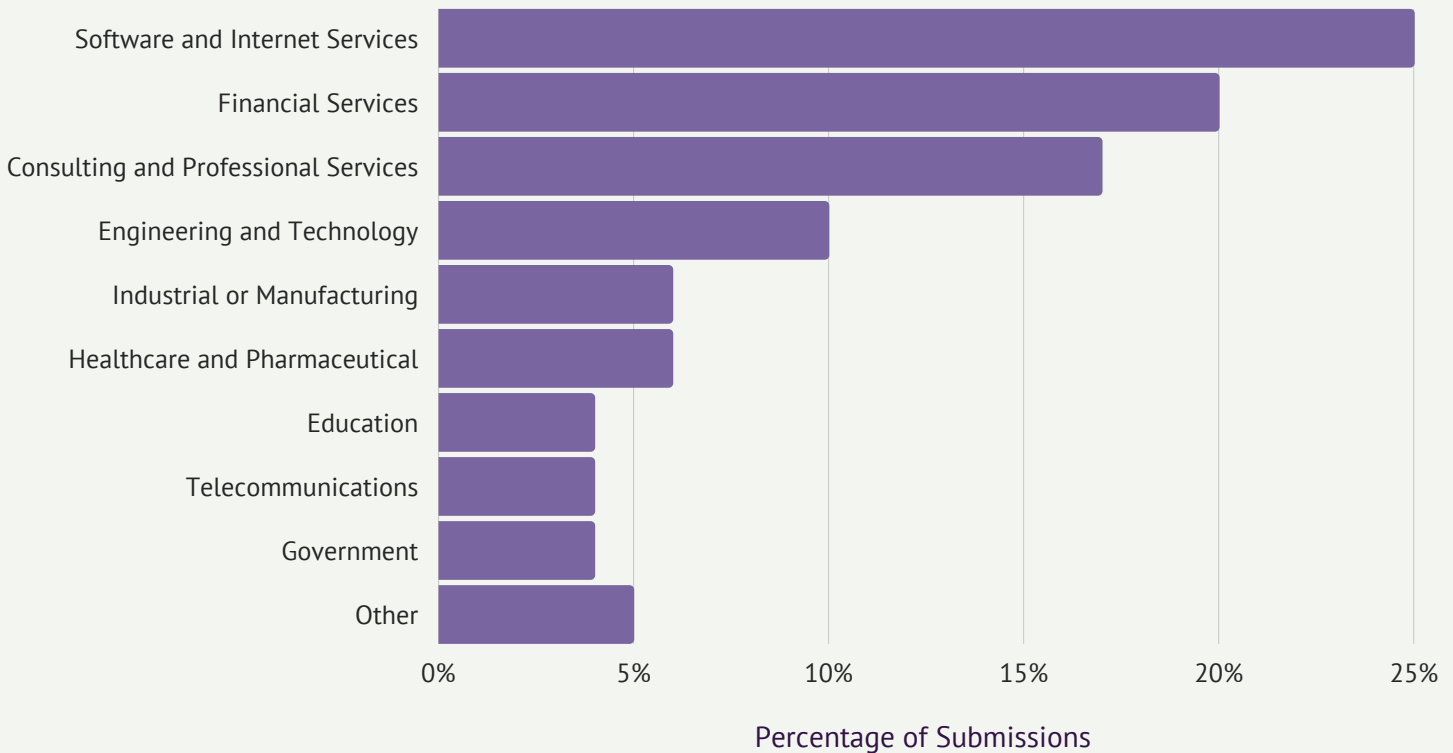


Kanban is being used by small, medium, and large businesses. This year's survey found that a majority of submissions came from medium and large businesses, with large businesses representing more than 25% of the submissions. Kanban is working at scale.

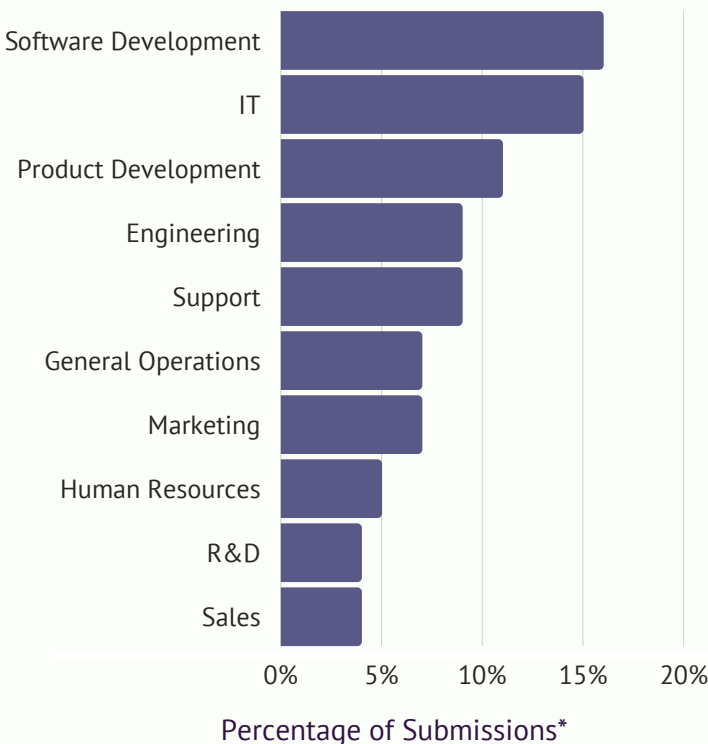
INDUSTRY AND FUNCTIONAL AREA

Top 10 Industries

Kanban is well represented within its home territory of software and internet services. This year, we saw respondents from non-technology industries including healthcare and pharmaceutical, industrial or manufacturing, insurance, government, and education.



Top 10 Functional Areas in the Company Using Kanban



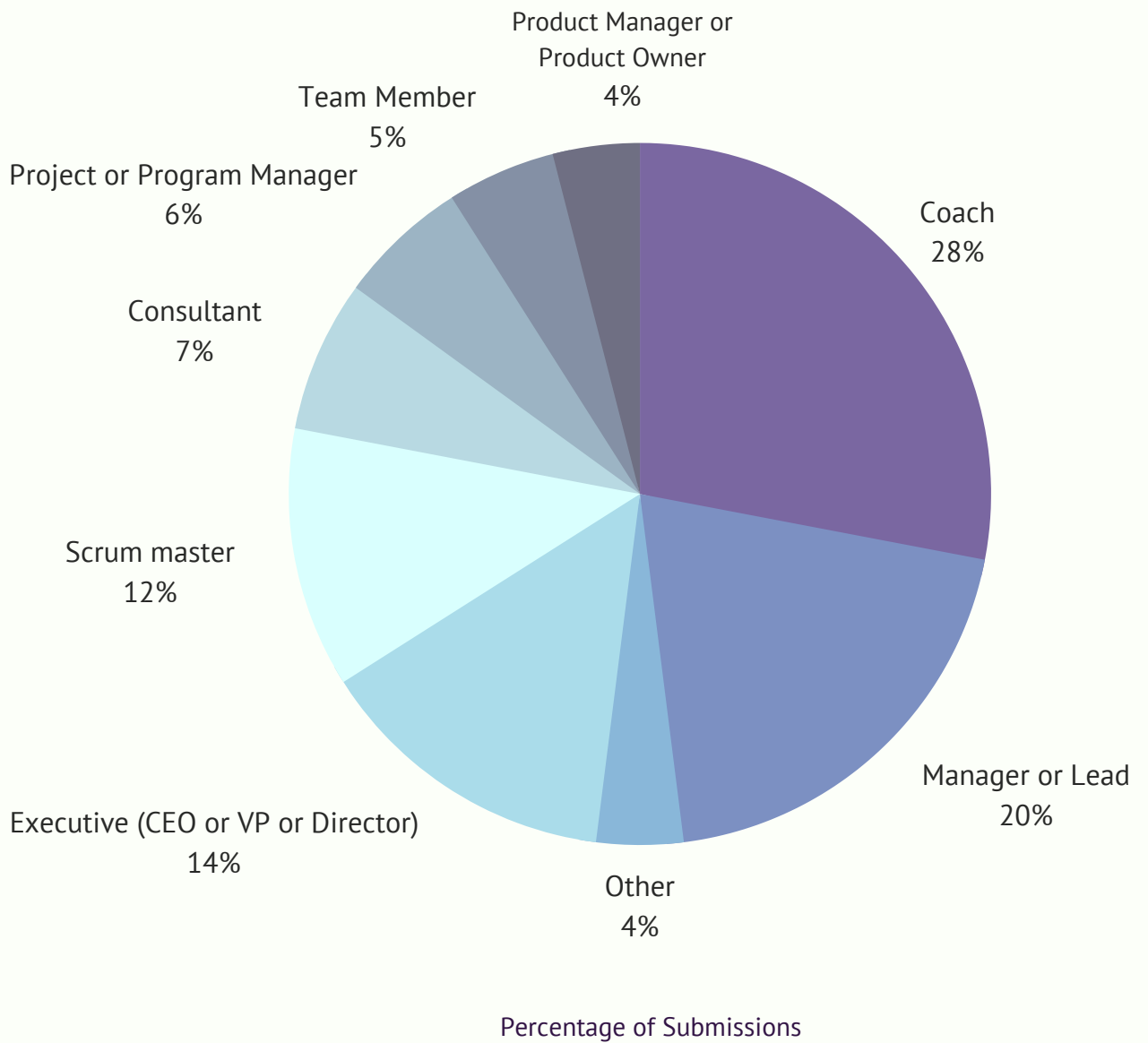
The Kanban Method's origin started with a focus on solving complex management challenges within information technology (IT) areas of a business. This year's survey indicates that Kanban has grown well beyond the IT functional area to support general business functions that include general operations, marketing, human resources, research and development, sales, finance and accounting, recruitment, and procurement.

*Respondents could choose more than one option.

Survey Demographics

Main Role or Title

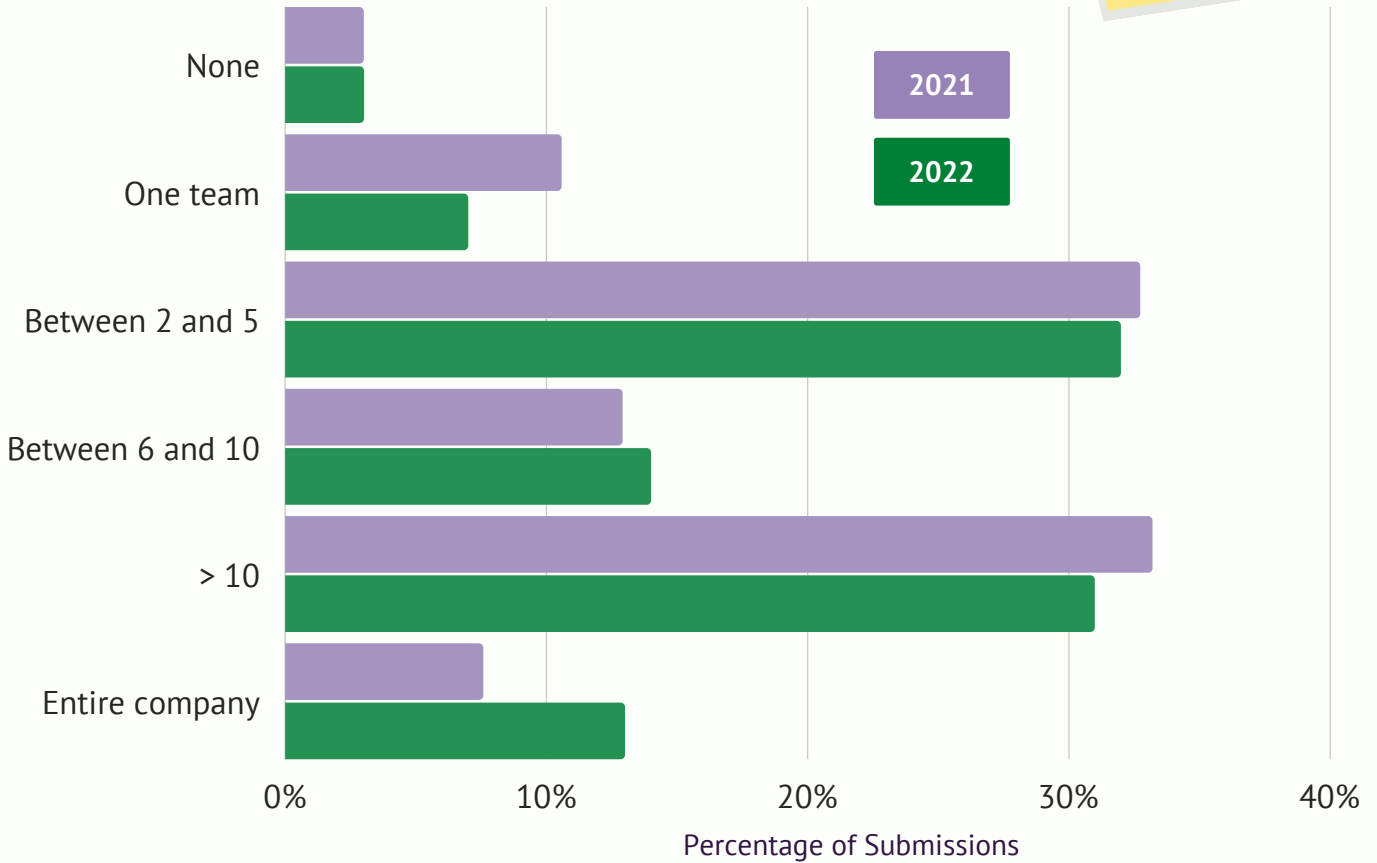
More than half of our submissions came from individuals in leadership positions including executives, managers, and coaches.



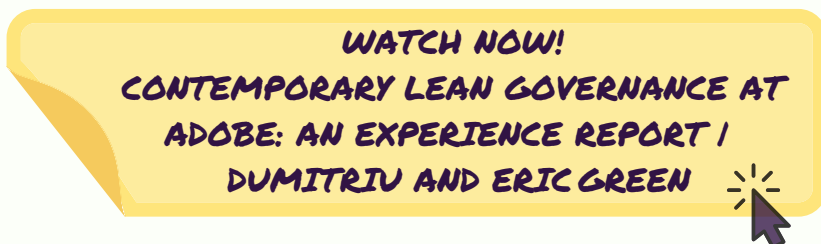
MATURITY, SCALE AND ORGANIZATIONAL USAGE OF KANBAN



How Many Teams In Your Organization Practice Kanban?



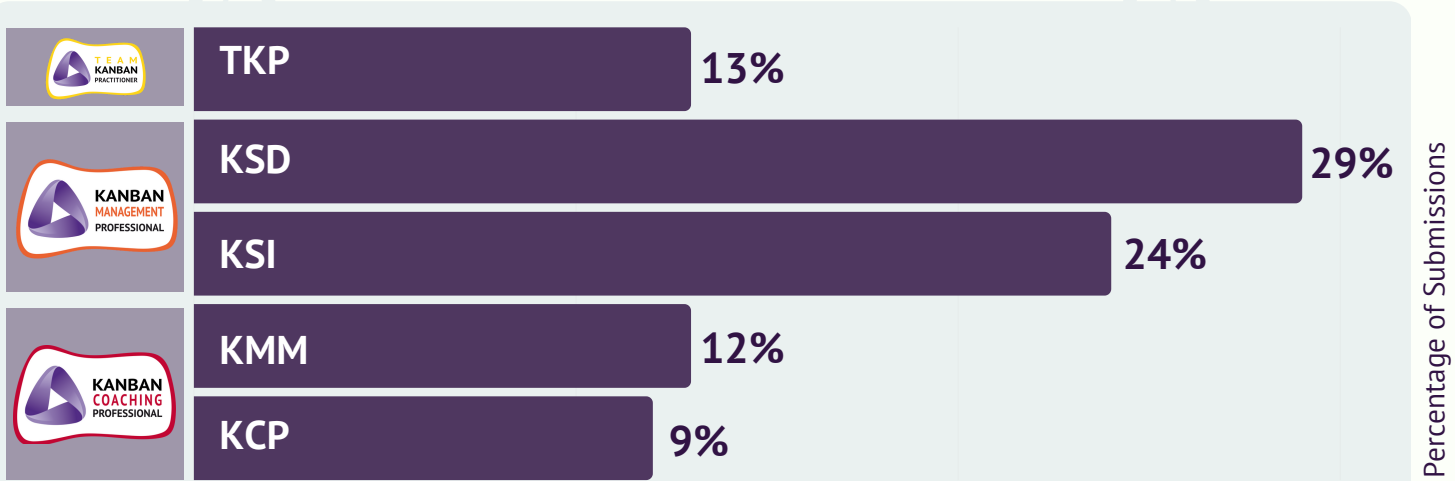
Practicing the Kanban Method within an organization commonly starts at the team level and evolves outward or upward. Compared to 2021, we noted that there was an increase in the percent of responses indicating the usage of Kanban across the entire company.



KANBAN TRAINING AND EXPERIENCE

Which Courses from Kanban University Have You Taken?*

Over 60% of our respondents indicated they had received training from a Kanban University Accredited Kanban Trainer.

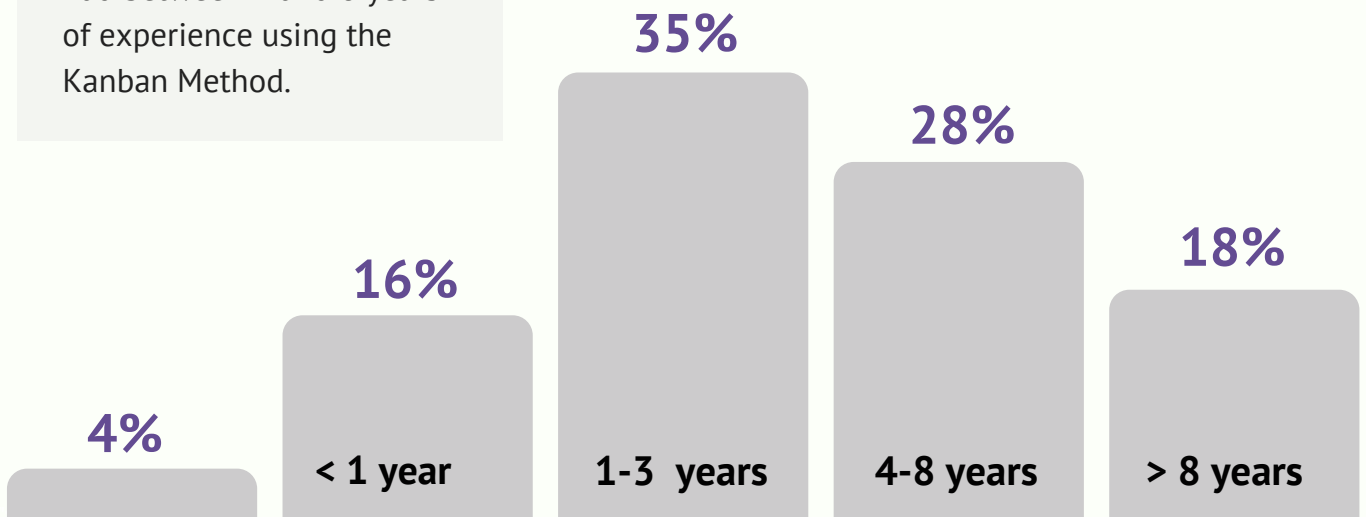


- Other Kanban University courses taken by the participants:
- CLM - Change Leadership Masterclass (4%)
 - F4P - Fit for Purpose (4%)
 - ESP - Enterprise Service Planning (2%)

*Respondents could choose more than one option.

Years of Experience Using Kanban Practices

A majority of respondents had between 1 and 8 years of experience using the Kanban Method.



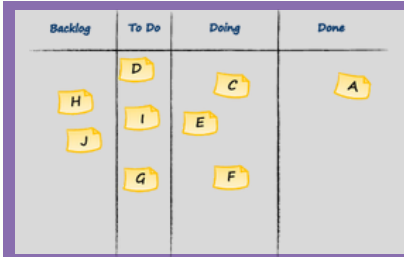
Percentage of Submissions

MATURITY, SCALE AND ORGANIZATIONAL USAGE OF KANBAN

DON'T COPY A BOARD, DESIGN YOUR OWN

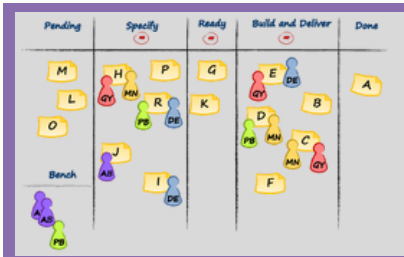
Which of the Following Boards Are the Most Similar to the Types of Boards at Your Organization?

More Mature
Percentage of Submissions



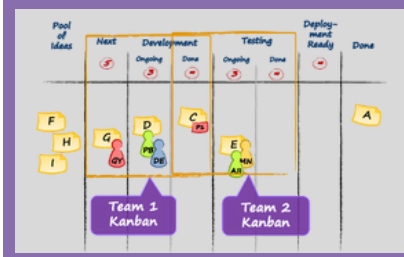
21%

We have mostly To Do, Doing, Done boards



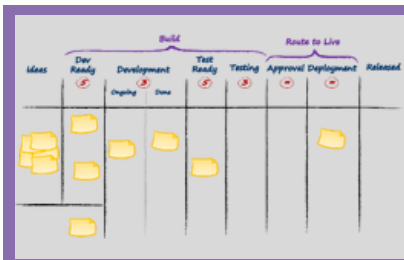
42%

We have boards with multiple workflow steps predominantly at the team level



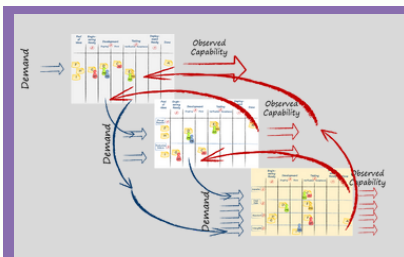
15%

We have started to look at services and build boards accordingly



15%

We regularly build pull-based service-oriented systems with WIP limits and quantitative measurements



7%

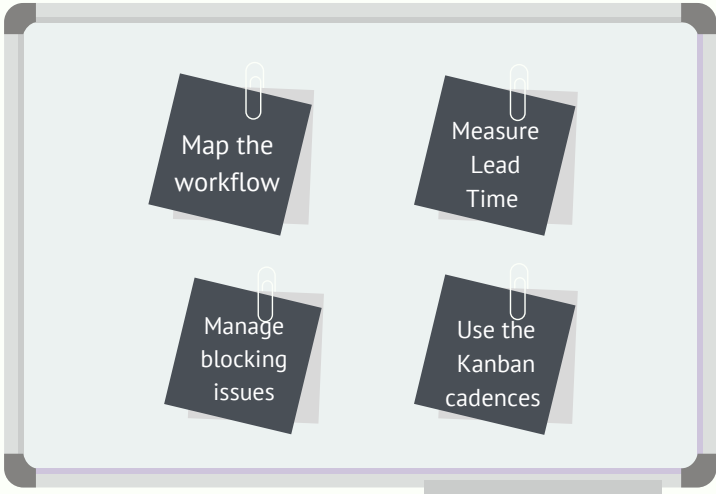
We are working with a network of services at scale

MATURITY, SCALE AND ORGANIZATIONAL USAGE OF KANBAN

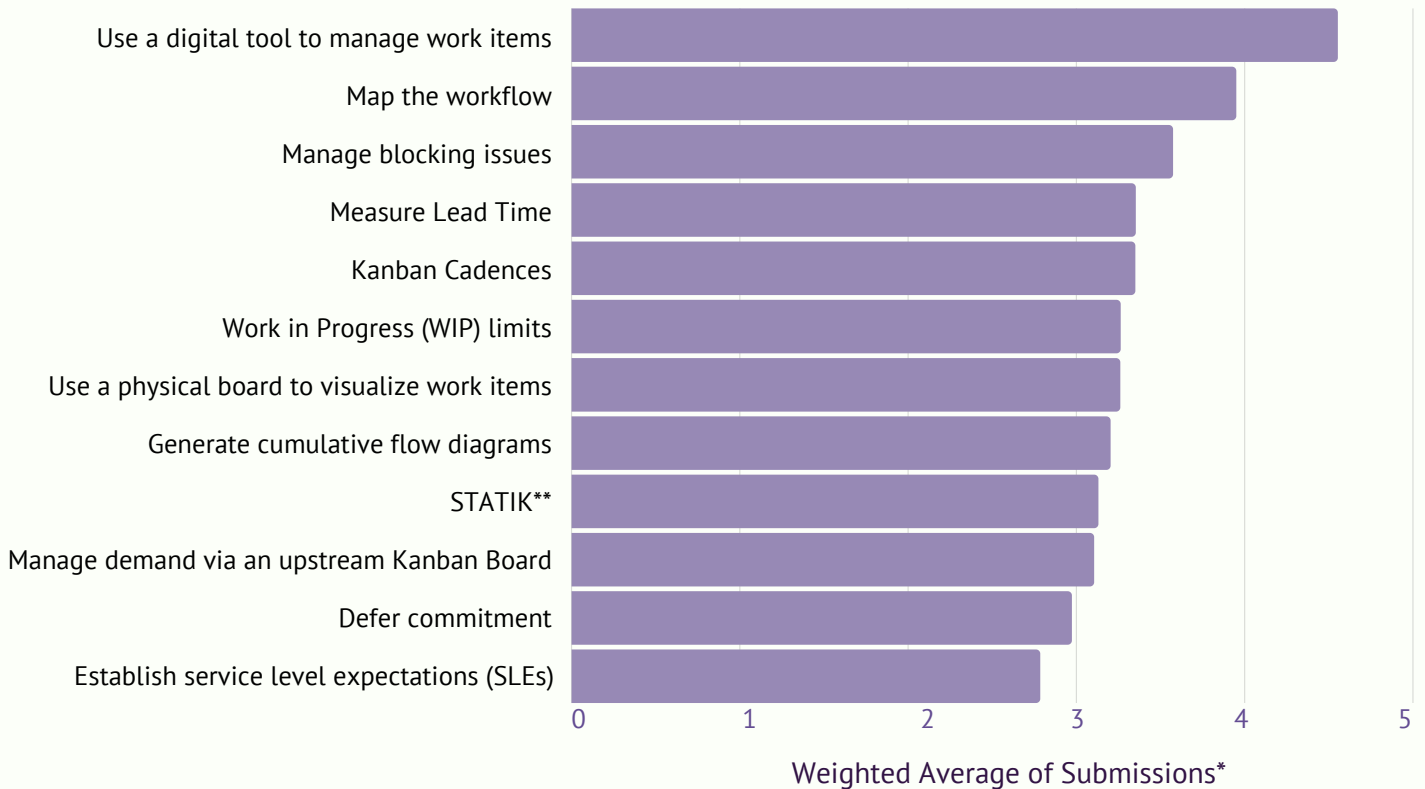
**KANBAN IS MORE THAN STICKIES ON THE WALL...
CLICK AND DISCOVER MORE**

Application of Kanban Practices

Several Kanban practices are used regularly based on the submissions received. Commonly used practices included mapping the workflow, measuring lead time, and managing blocking issues. Notable for this year was the increased usage of the Kanban cadences. Like our previous survey, we found that a majority of participants indicated that they used a digital tool to manage their work items.



How often do you use each practice?*



*Respondents could choose more than one option.
** Systems Thinking Approach to Introducing Kanban

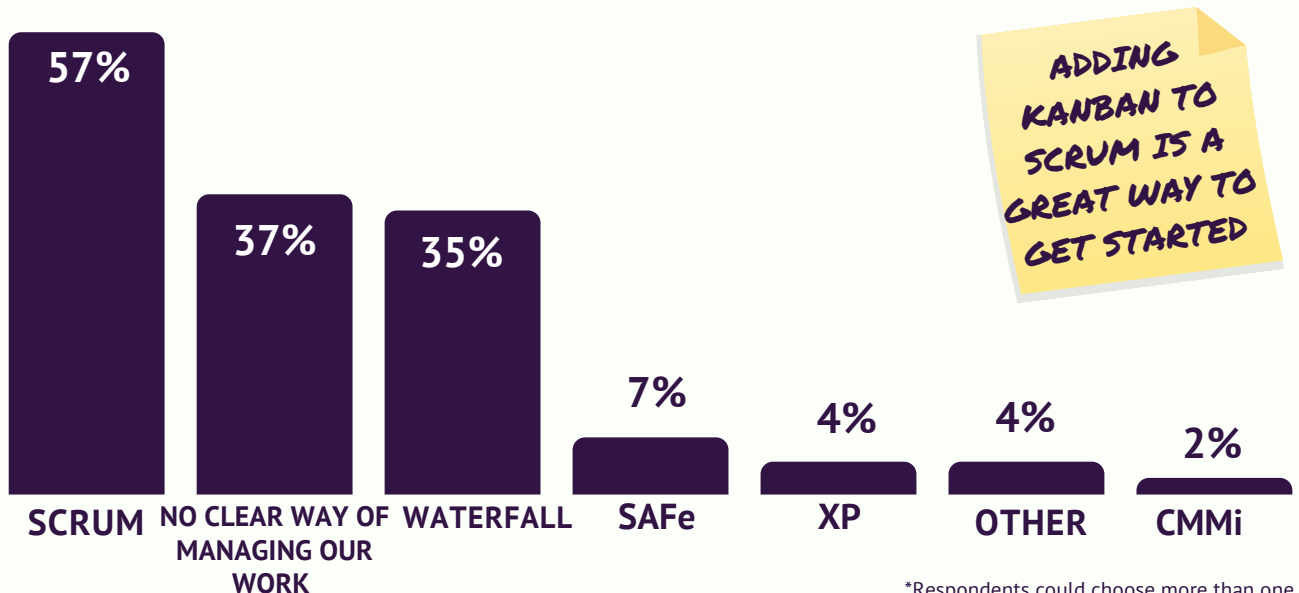
MATURITY, SCALE AND ORGANIZATIONAL USAGE OF KANBAN

How Would You Compare Kanban to Other Methods/Frameworks that You've Used?



What Was Your Starting Point When You Began Implementing Kanban?*

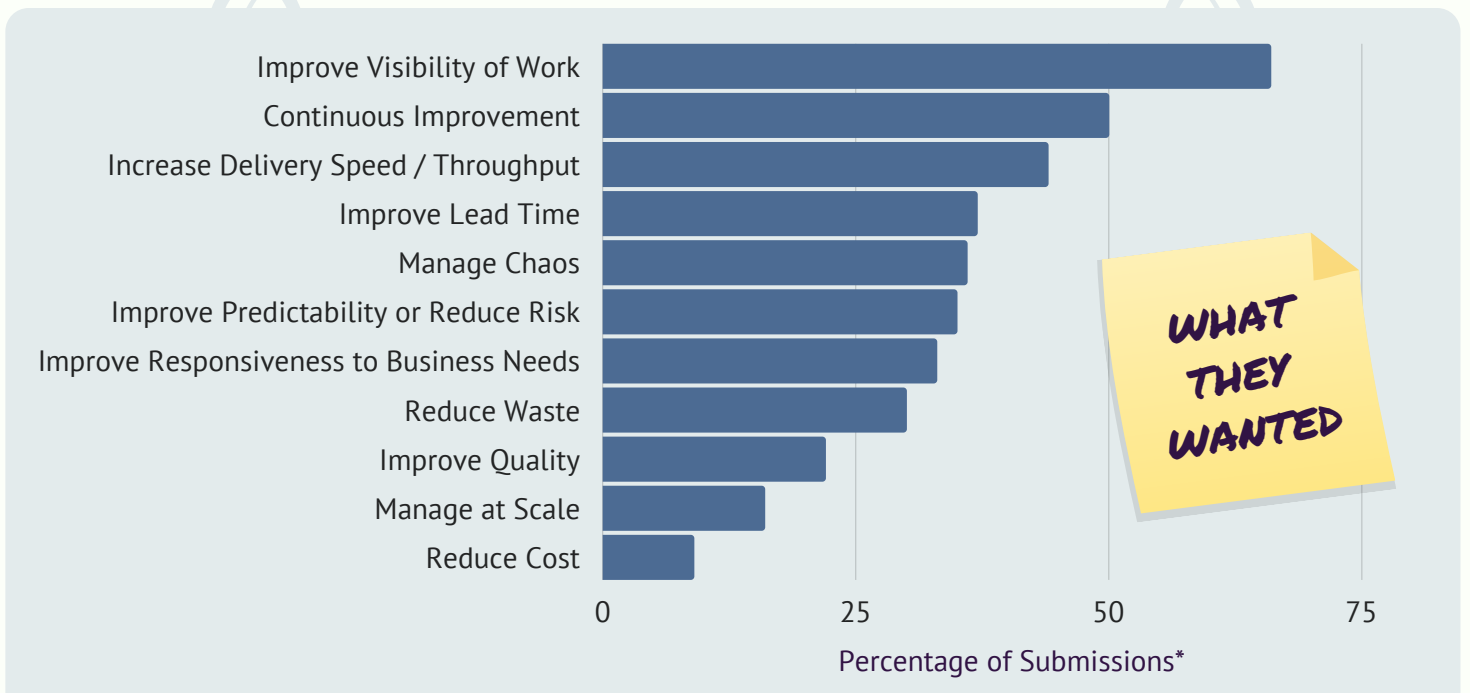
Using the Kanban Method is a common pathway to evolving beyond Scrum or Waterfall management approaches. A key message that resonates from our body of knowledge is “Start with what you do now”.



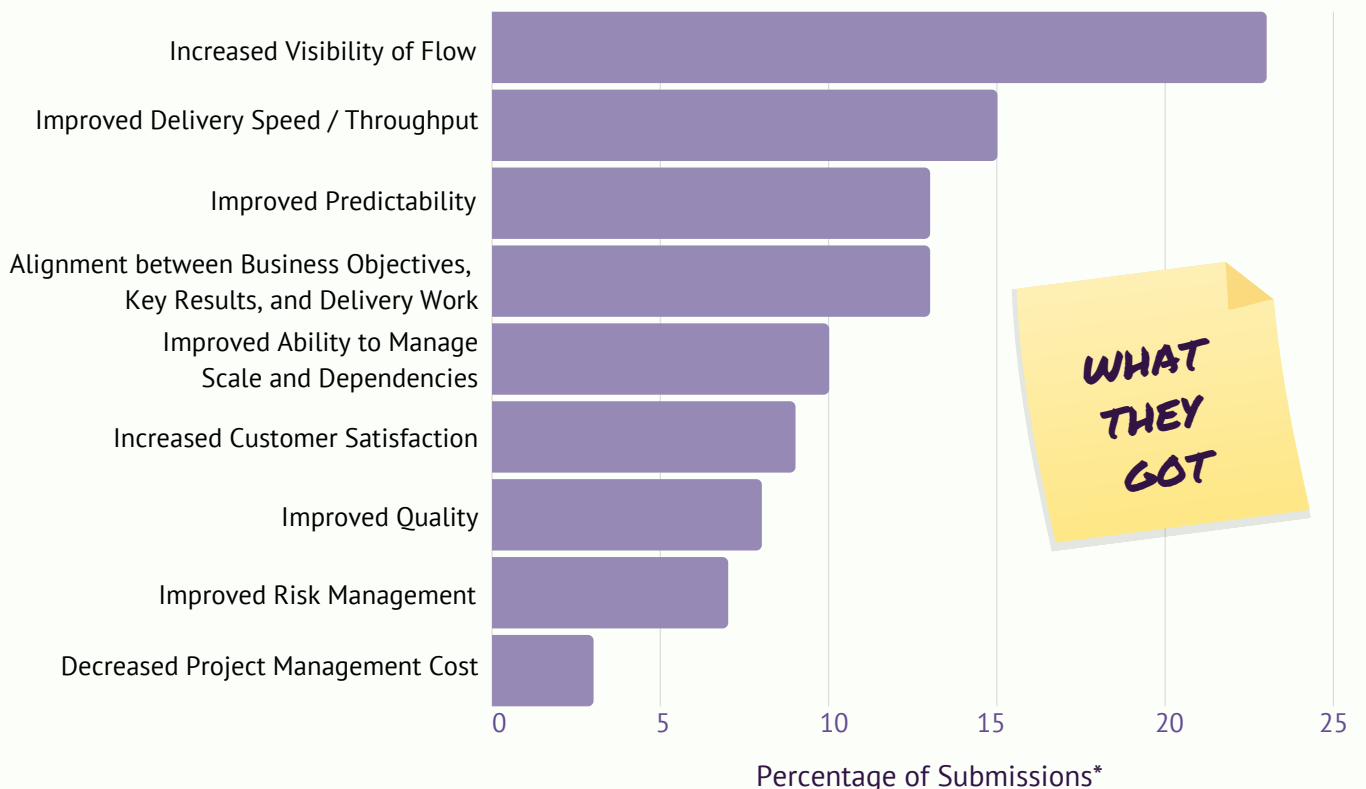
*Respondents could choose more than one option.

Why Kanban? KANBAN ADOPTION

What Were Your Main Reasons for Starting a Kanban initiative?



What Have You Seen as a Result of Your Kanban Initiative? Main Benefits of Adopting Kanban

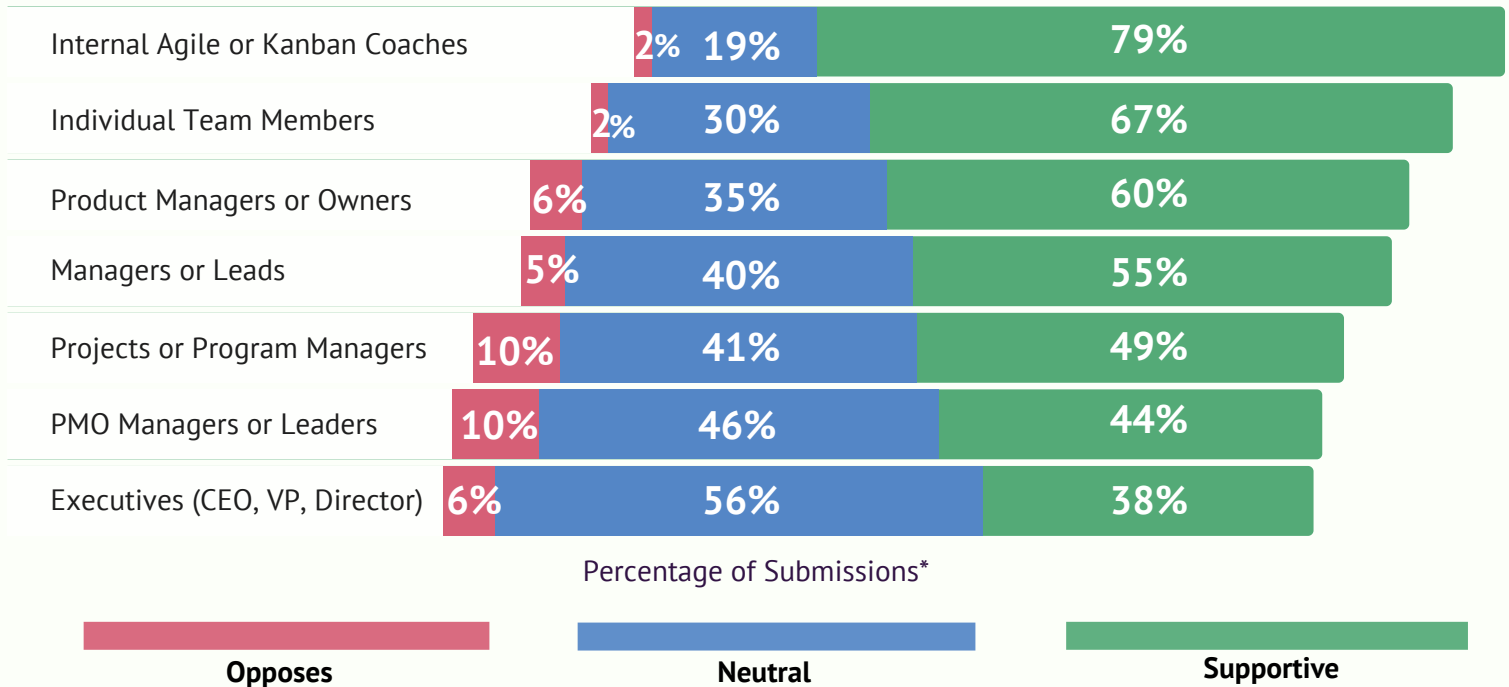


*Respondents could choose more than one option.

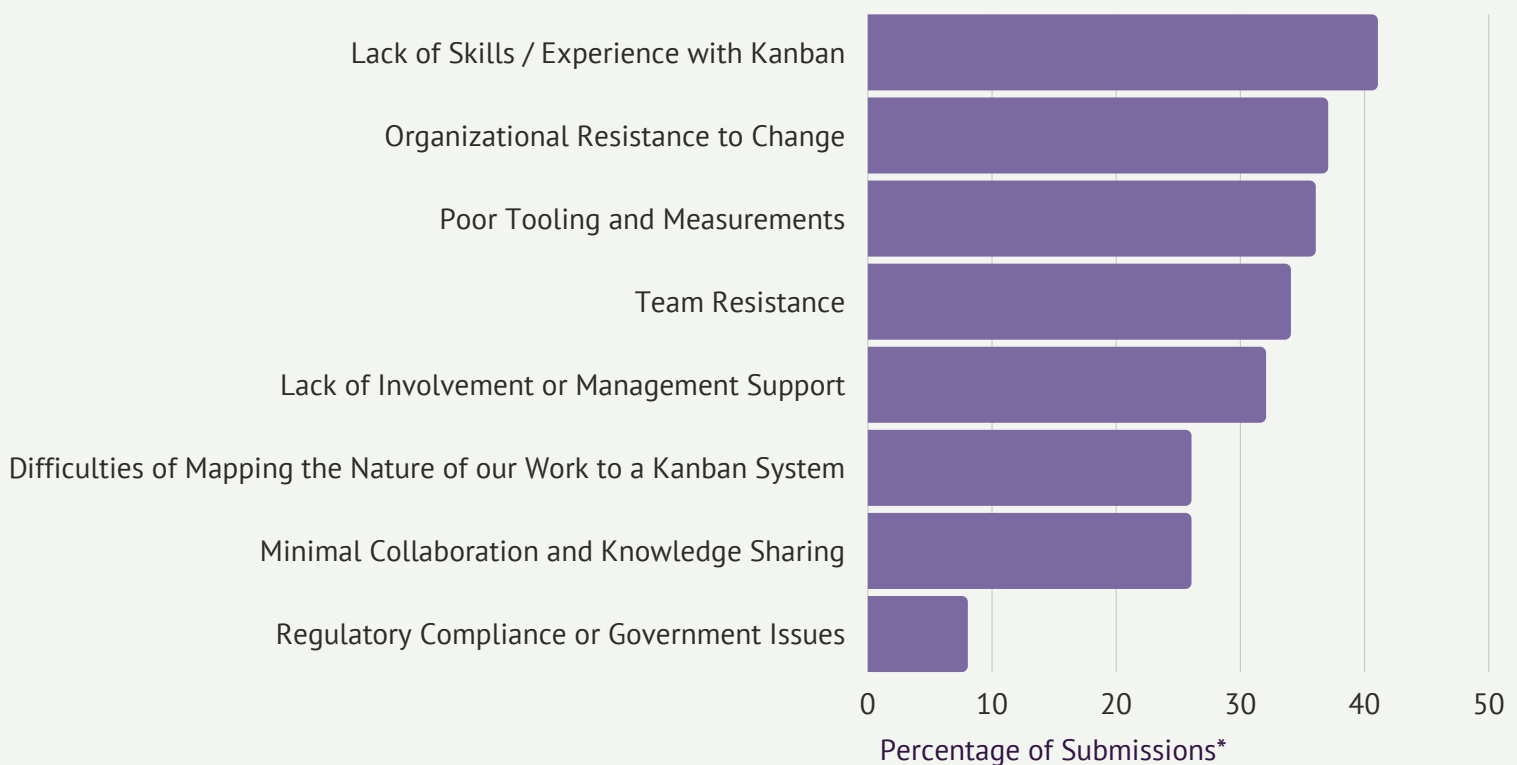
Why Kanban?

KANBAN IMPLEMENTATION WITHIN COMPANIES

Where Have Your Kanban Implementation Initiatives Seen the Strongest Organizational Support?

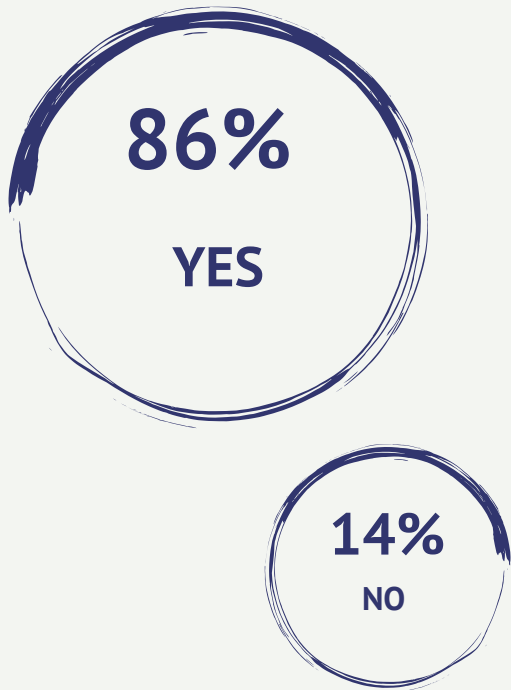


What Are the Challenges You Have Experienced with Adopting Kanban?



*Respondents could choose more than one option.

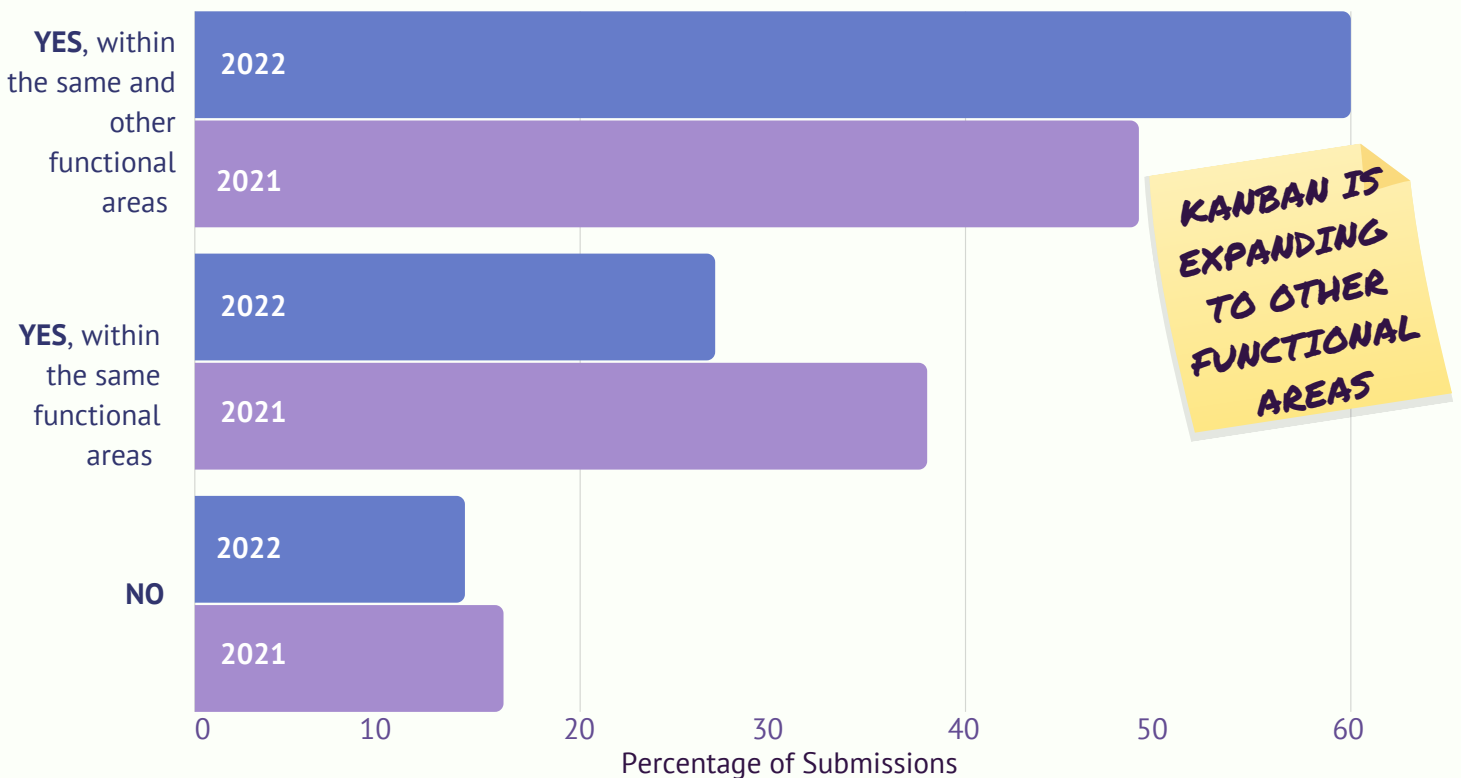
KANBAN ADOPTION



Do You Plan to Expand Your Kanban Implementation in the Next 12 Months?

Adoption and use of the Kanban Method practices is growing within organizations. 86% of respondents indicated that their organizations intend to expand their adoption within the next 12 months. This year, we also noted a significant trend towards an increase in the adoption of Kanban outside of where it originally started in an organization. Kanban appears to continue being adopted by other parts of an organization.

Do You Plan to Expand Your Kanban Implementation in the Next 12 Months?



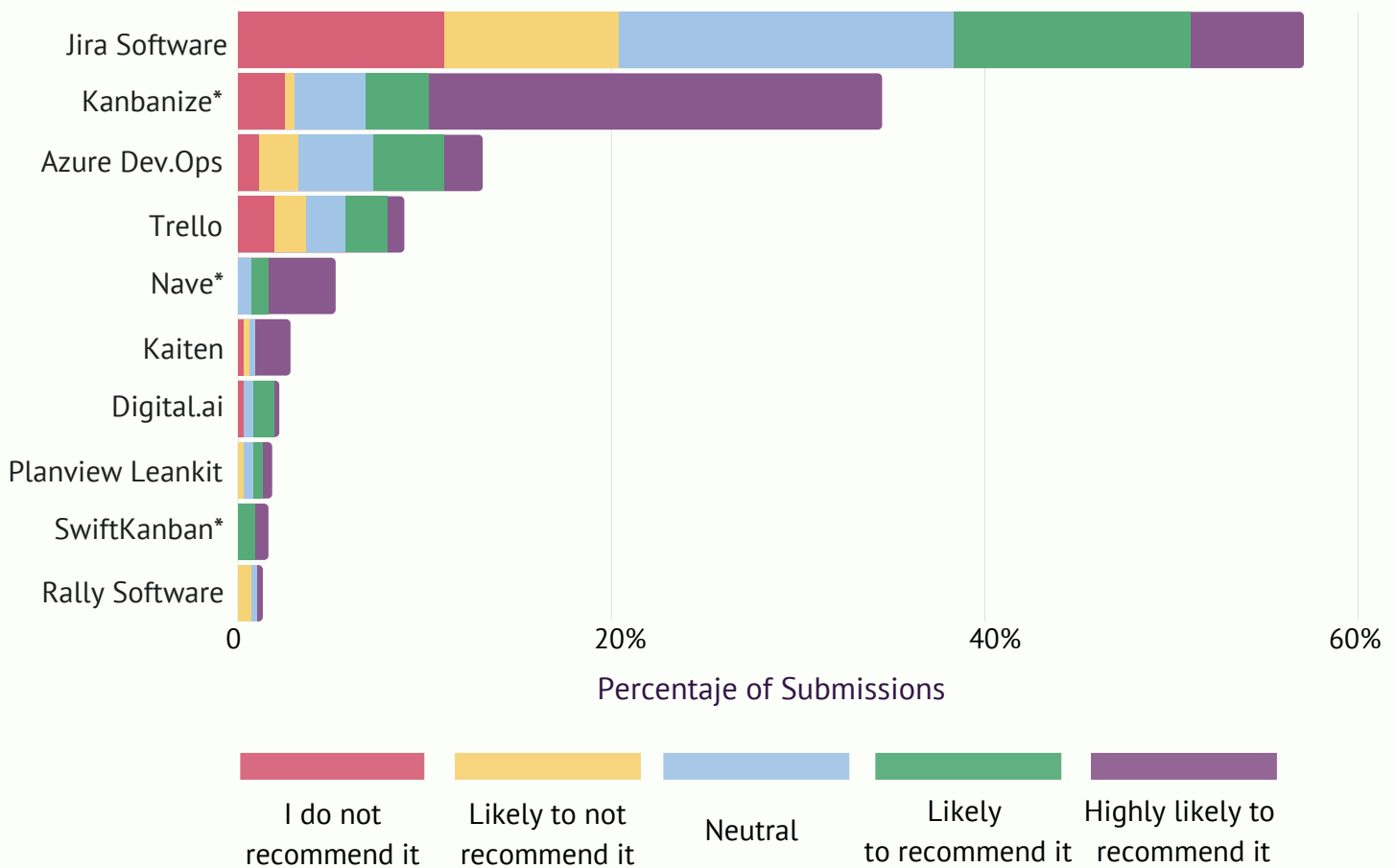
*Respondents could choose more than one option.

Kanban Tools TOOLING

The most used tools included Atlassian Jira, Kanbanize, and AzureDevOps. While Jira and AzureDevOps were some of the most used tools, they are not highly recommended. The tools recommended by Kanban University (Digité SwiftKanban , Kanbanize, and Nave) are all highly recommended and considered to have good support for Kanban practices.

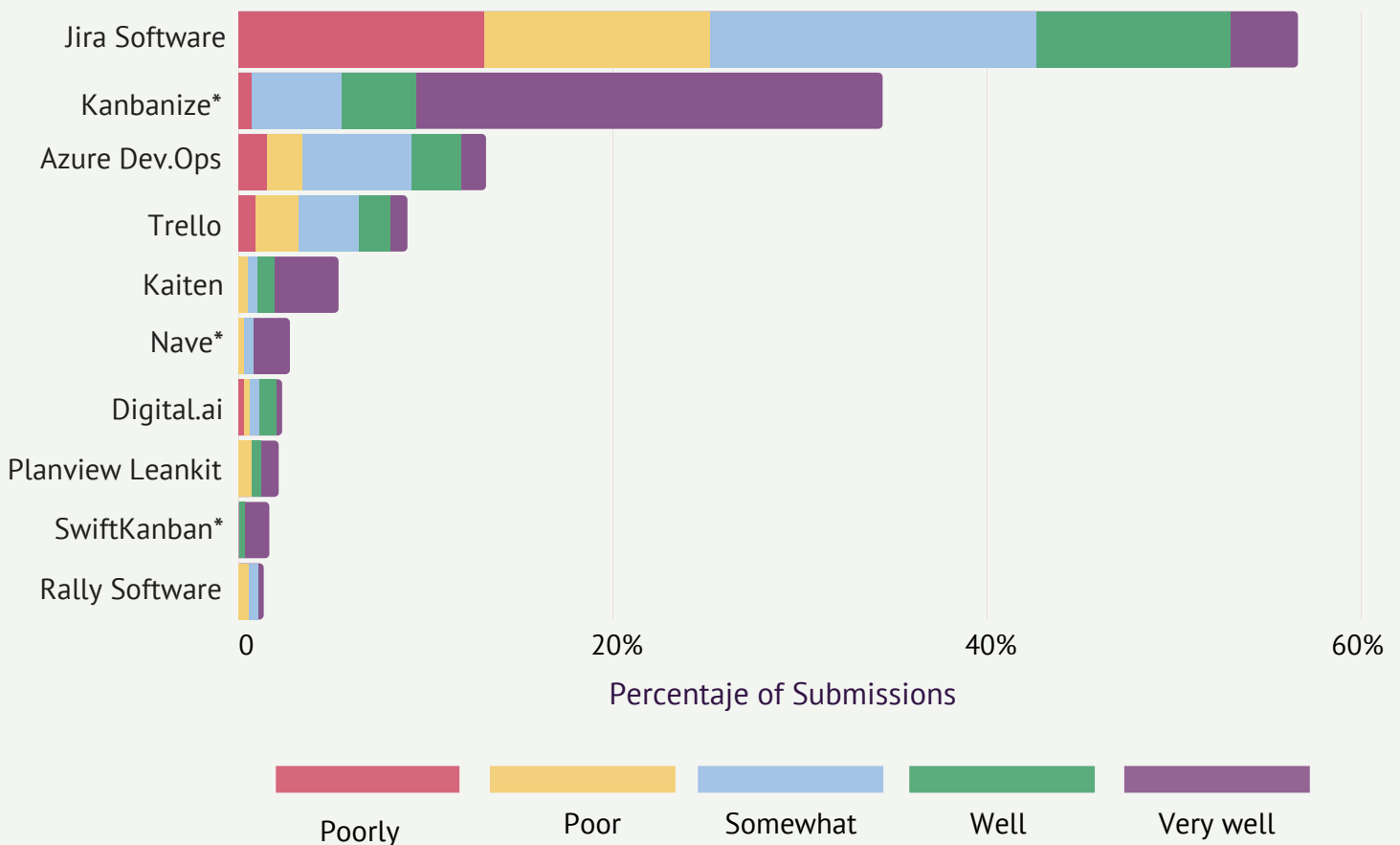


Kanban Tooling and Likelihood to Recommend



*Tools recommended by Kanban University.

How Well do You Think this Tool Supports Kanban?



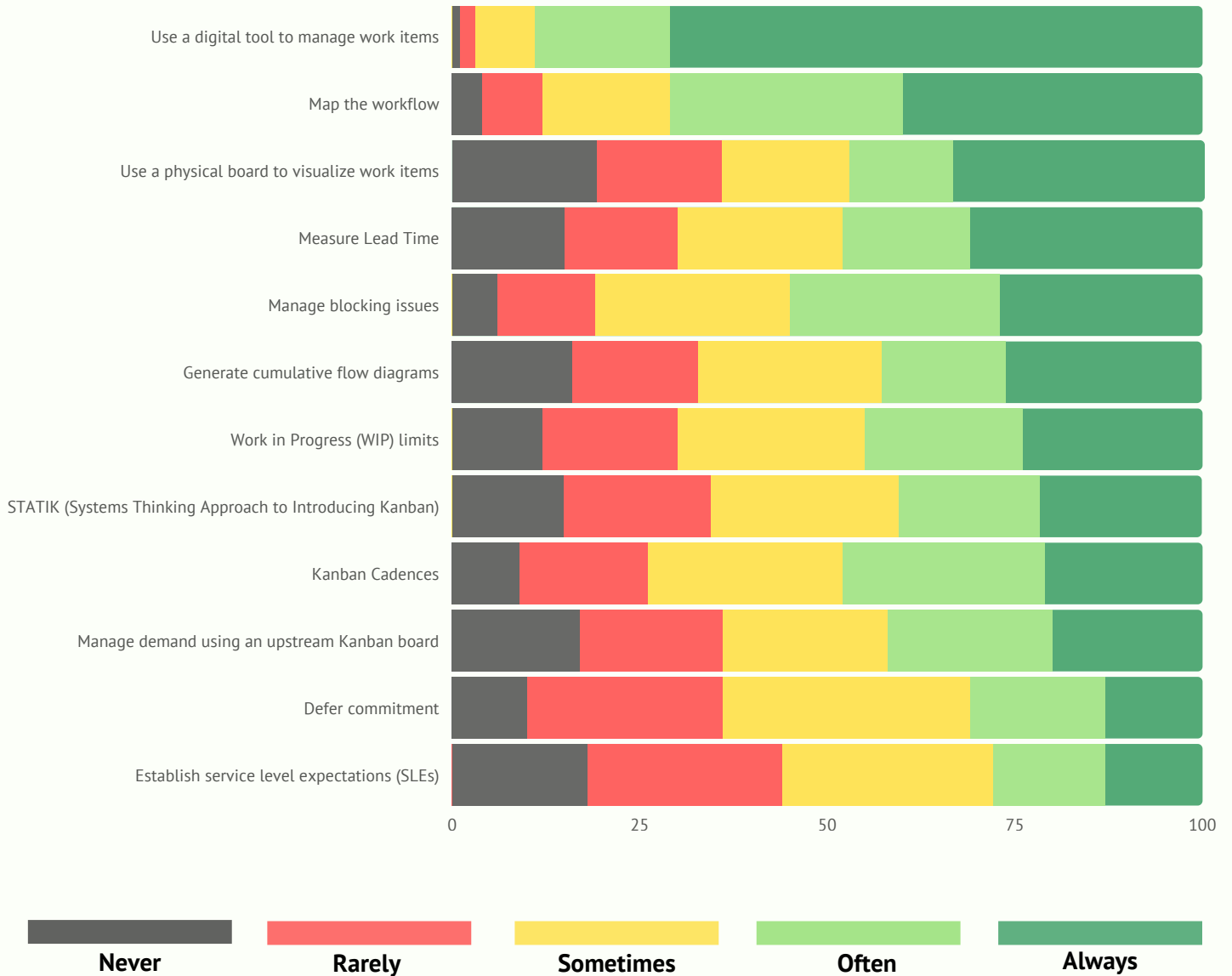
*Tools recommended by Kanban University.



Many of our submissions indicated that while Jira Software and AzureDevOps were frequently used applications, both were reported to have limited support for Kanban practices. Several tools were reported to support Kanban very well, in particular Kanbanize, Kaiten, SwiftKanban and Nave.

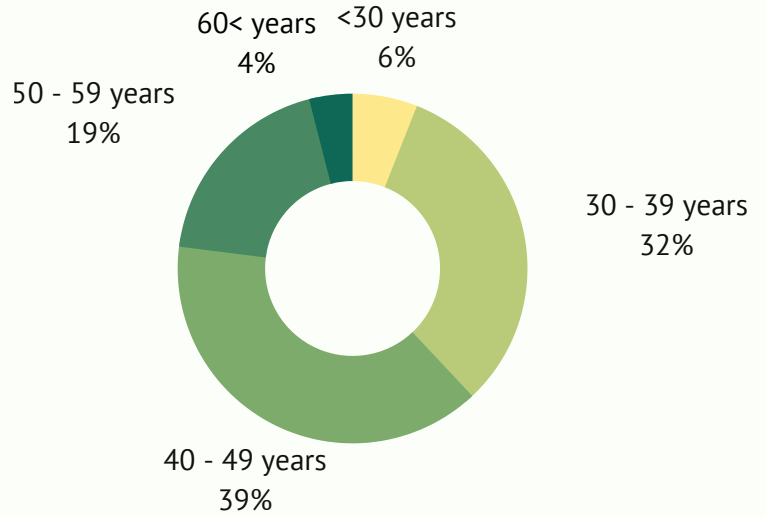
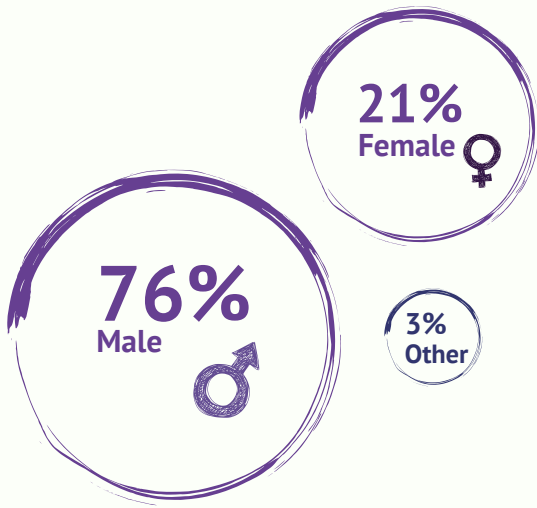
APPENDIX

Average Score by Practice

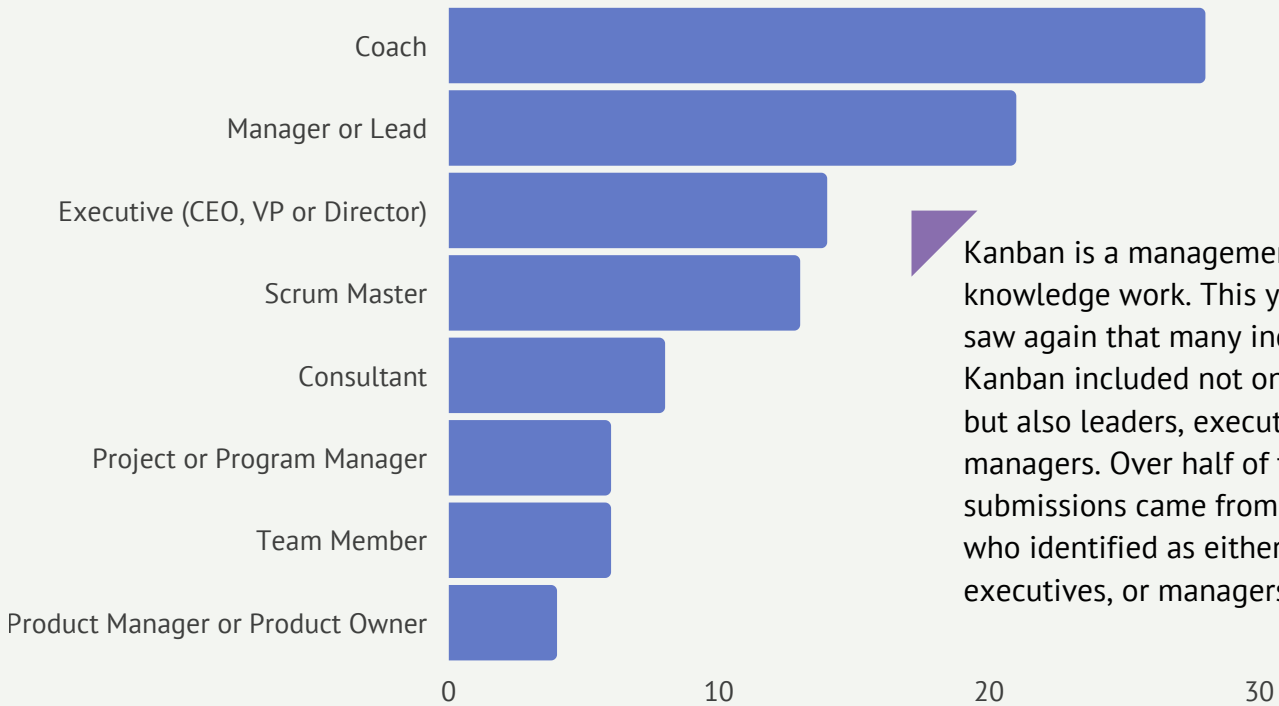


APPENDIX: ADDITIONAL DEMOGRAPHICS

Respondents: Gender and Age



Job Titles



Kanban is a management method for knowledge work. This year we once saw again that many individuals using Kanban included not only coaches, but also leaders, executives, and managers. Over half of the submissions came from individuals who identified as either leaders, executives, or managers.

Percentage of Submissions*

*Respondents could choose more than one option.

APPENDIX: ADDITIONAL DEMOGRAPHICS

Respondents: Country of Origin

All Countries

Brazil	140	Peru	2
United States of America	73	Croatia	2
Germany	38	France	3
Bulgaria	25	Denmark	2
Canada	23	Afghanistan	2
United Kingdom	19	Latvia	1
Spain	17	Indonesia	1
India	12	Hong Kong (SAR China)	1
Taiwan, Province of China	11	Belgium	1
Australia	10	Belarus	1
Italy	10	Antarctica	1
Russia	9	Luxembourg	1
Poland	8	Algeria	1
Ukraine	8	Chile	1
Netherlands	8	Norway	1
Portugal	8	China	1
Turkey	5	Pakistan	1
Switzerland	5	South Korea	1
Mexico	5	Lithuania	1
Austria	4	Anguilla	1
Serbia	4	Malawi	1
South Africa	3	Guatemala	1
Colombia	2	Iran	1
New Zealand	2		

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