

Agile New New England



*Advancing the Principles
and Practices of Agile*

VISS

*Vega Information System
Services, Inc.*

Lean-agile Principles, Kanban Method,
XP Practices

Lean-agile Communities



Who's Here Today?



Software development & IT/IS?

Non-software or non-IT/IS?

Your roles?

New to ANE, first timer?

New to agile?

New to lean?

New to kanban?

Today's "Learn" Presentation

L

No Silver Bullet, No Just Tell Me Answers
Co-create, Experiment, Learn to Learn

e

Flexible & Unique

Pull **n** From Your Questions & Real Problems

a

Listen & Adapt

Insights & Learning Go Both Ways

r

A “Taste” from Chicago



KANBAN
MYTHS
AND
MISCONCEPTIONS

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VISS

#LKNA13

Kanban Foundations

KANBAN
MYTHS
AND
MISCONCEPTIONS

Kanban - Sign Board

Signal Board or Visual Card

看板

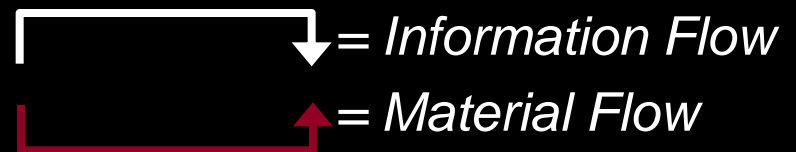
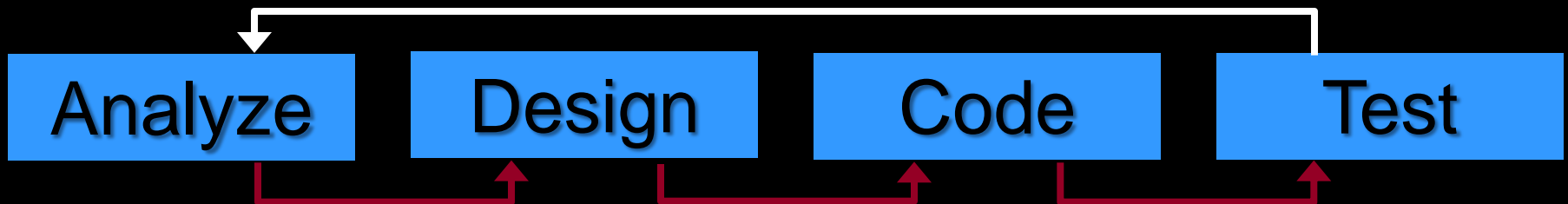
visual card

Kanban - Pull Systems

Kanban

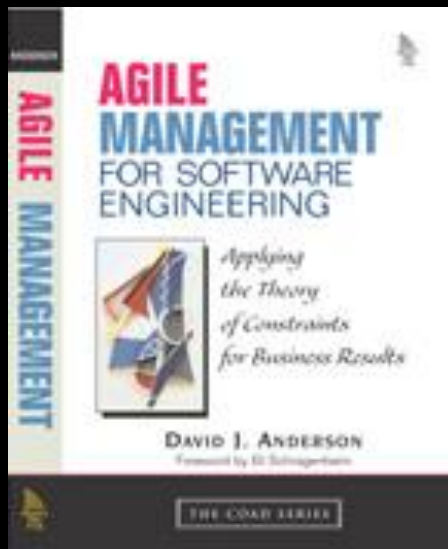


CONWIP



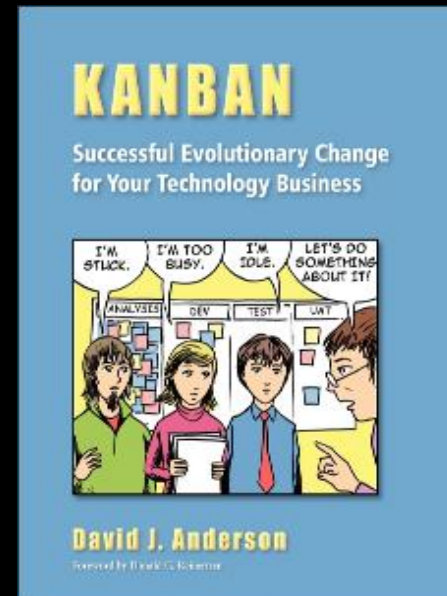
Kanban Method (Big “K”)

David J. Anderson



2002

2003



2010

What Is A Myth?

MYTH:

(N) INVENTED

STORY, IDEA,

OR CONCEPT

What Is A Misconception?

MISCONCEPTION:
(N) ERRONEOUS
CONCEPTION
(NOTION),
MISTAKEN NOTION

#LKNA13 *Kanban Foundations*



Why Is This Important?

*“A **myth** is an image in terms of which we try to make sense of the world.”*

- Alan Watts, British-born philosopher, writer, and speaker (1915 – 1973)

*“Science and technology revolutionize our lives, but memory, tradition and **myth** frame our response”*

- Arthur M. Schlesinger, Jr., U.S. historian.

“The Challenge of Change,” New York Times Magazine (July 27, 1986)

More Work To Do

Lean Software & Systems Conference
Boston, MA - May 13-18, 2012

David J Anderson
& Associates, Inc.

Video



Screen Capture

Lean & Kanban
Myths,
Misconceptions, &
Forgotten Principles



Webcast Info



lean
SOFTWARE & SYSTEMS
BOSTON 2012

Jeff Patton
jeff@comakewith.us
twitter: @jeffpatton

Still a Lot of “Stuff” Out There



Kanban Leadership Retreat

DATE: November 28-30, 2012


VENUE: Humphrey's Half Moon Inn

LOCATION: San Diego, California, USA

Take Away “One” Idea

*“Don’t let **myths** and **misconceptions** about the Kanban Method **limit** your **unique learning** of what it is and how it is applied!”*


Handout

Kanban Foundations  **LeanKanban 2013** North America
"Managing Flow, Complexity & Risk"
Chicago • April 28 – May 2, 2013 • JW Marriott Chicago

ENDORSED BY **LKU** Lean-Kanban University

Kanban: Myths and Misconceptions

*"Don't let **myths** or **misconceptions** about the Kanban Method **limit** your unique **learning** of what it is and how to apply it"*




Basic Principles of the Kanban Method:


- Start with with what you do now
- Agree to pursue incremental, evolutionary change
- Initially, respect the current process, roles, responsibilities, and titles
- Encourage acts of leadership at all levels of the organization

Core Practices of the Kanban Method:

- Visualize your workflow
- Limit work-in-progress
- Measure and manage flow
- Make policies explicit
- Create and implement feedback loops
- Improve collaboratively, evolve experimentally (using models, scientific method)

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Myths & Misconceptions Heard Often About the Kanban Method:

- 1) It replaces your current software development process (aka the Kanban vs Scrum or since we switched debate)
- 2) It looks just like Scrum with tweaks:
 - a) just like Scrum without timeboxes
 - b) just like Scrum without iterations
 - c) just like Scrum without estimation
- 3) It is a subset of Agile, another agile methodology like XP, and Scrum
- 4) It is only suitable for "maintenance or dev/ops" workflows, not for new feature / product workflows
- 5) It is better suited for command and control cultures, not for collaborative ones
- 6) It is only suited for "complicated and simple" problem domains, and not "complex" ones
- 7) It requires all workitems to be the same size
- 8) It is only for "advanced Scrum" teams
- 9) It only works with a "prioritized" backlog and not with the customer
- 10) It is "insufficient" because it doesn't provide all that Scrum provides explicitly

Myth Free Zone

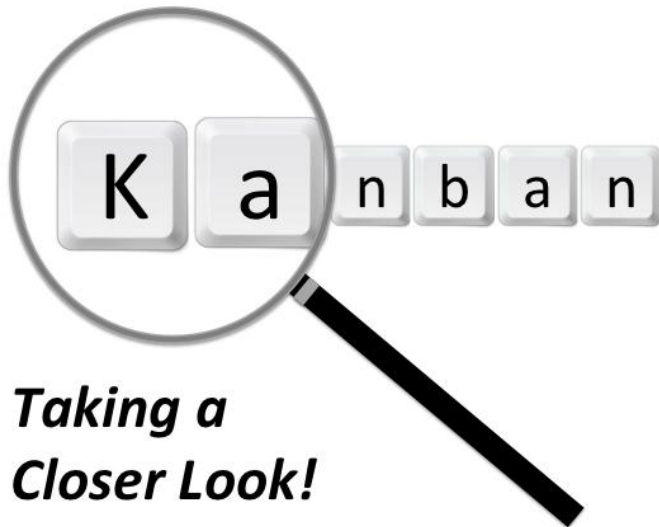
Leave All Myths Outside These Doors

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If "wired" get PDF here: www.vissinc.com/resources/nuggets

Software Development Method?



Since we switched to...

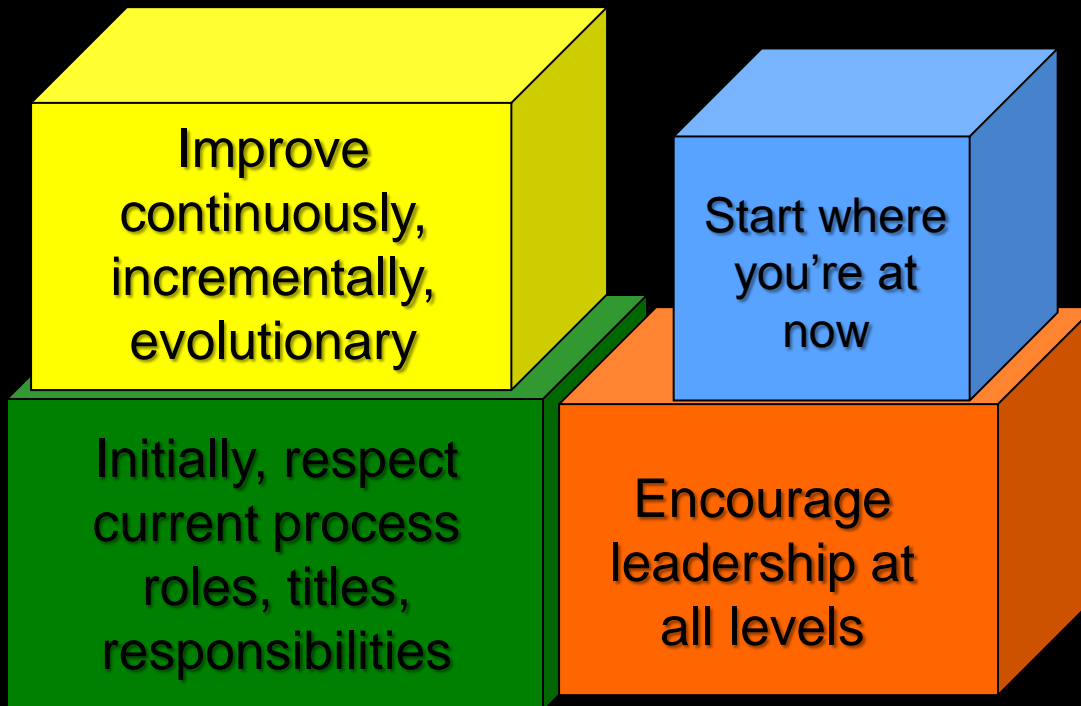
from...

we don't...

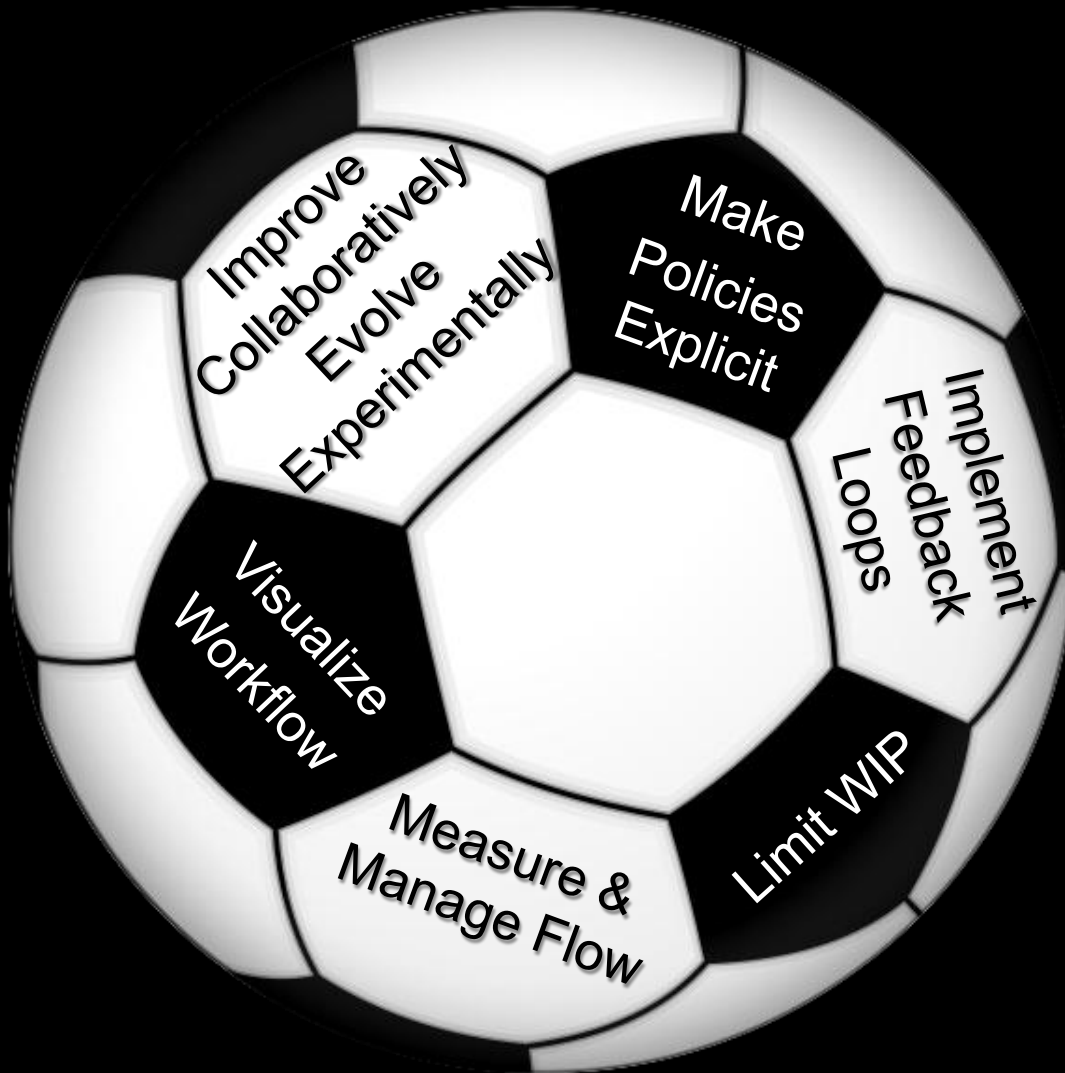
or we do...

Kanban Method

Basic Principles



Kanban Method



Core Practices

Software Development Method Lens



The Kanban Method
might look like this...

Hmmm . . . ?

Change Your Perspective



“Change your point of view, you change your experience of life...”

“Change Your Perspective To Serve You”
by Robert Jr. Graham

Process Improvement Method Lens



The Kanban Method
might look like this...

Change Management Tool



The Kanban Method
might look like this...

Ahh, this makes more
sense!

Software Development Method?

Maybe your first glance
at it looked like...

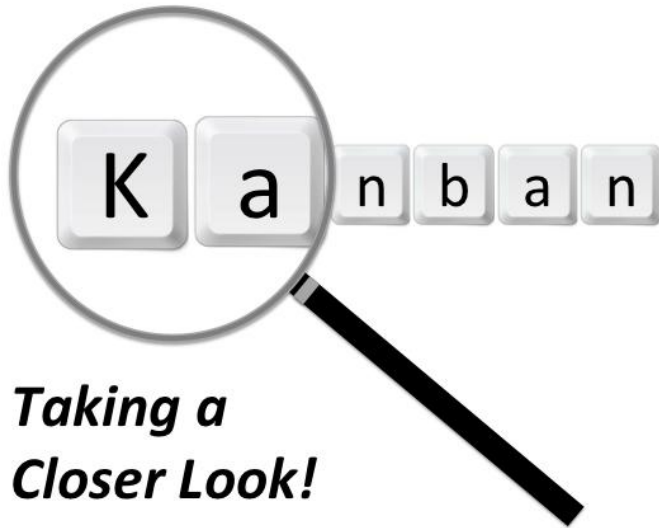


But if it doesn't walk,
quack, or fly like a...

It isn't a...

It doesn't replace your...

Just Scrum With Tweaks?



It's just Scrum without...

Timeboxes...

Iterations...

Estimation...

Learning To Learn

*“Though many firms had embraced various tools...**they still never caught-up.**”*

*“These firms had picked up the visible tools of high-velocity organizations...but **they had not understood what these tools were for.**”*

*“The most compelling theme is that when the solution to a problem is discovered, **the discovery process itself must be conveyed** along with the solution.”*

“The High-Velocity Edge” by Steve Spears

Don't Stop at Scrum With Tweaks



Might be where you started...

Might be where your thinking is now, but...

Don't stop your thinking here...

Ask Why The Tweaks



Get to here...

Why no timeboxes?

Why no iterations?

Why no estimating?

Learning and Knowledge Creation



Kanban Method adds...

Learning tool...

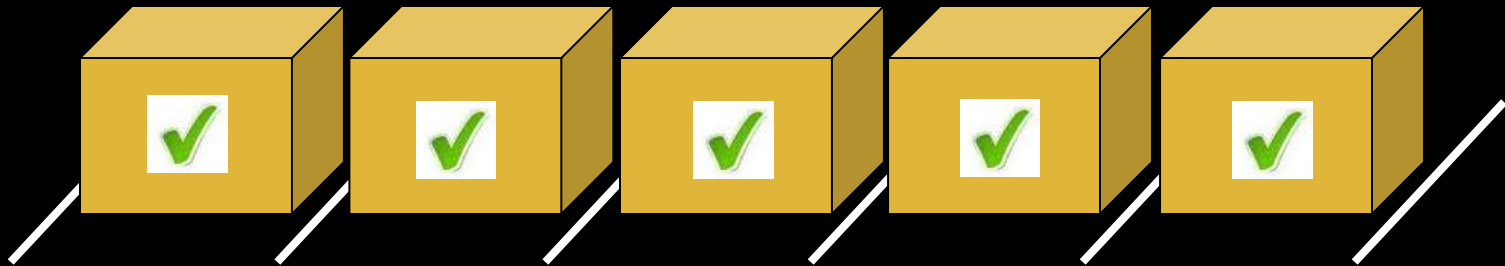
Knowledge Creation
tool...

Timeboxes In Theory



Uniform fixed-length intervals

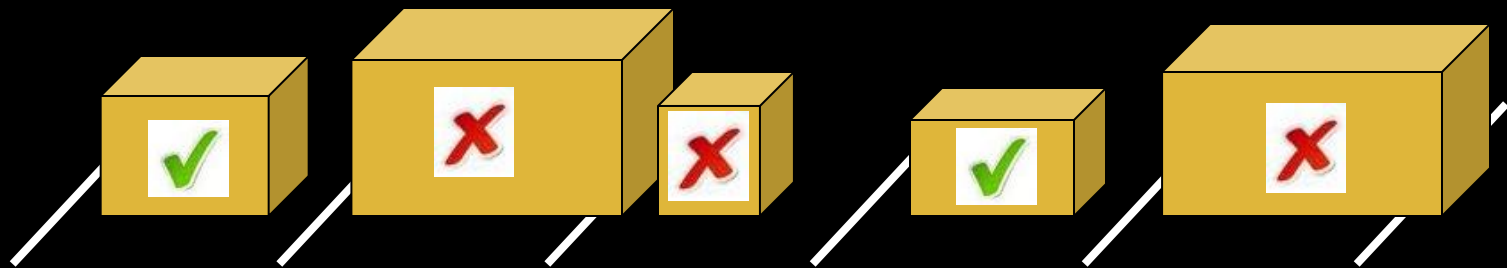
Coupled intervals



Timeboxes In Practice (Our Context)



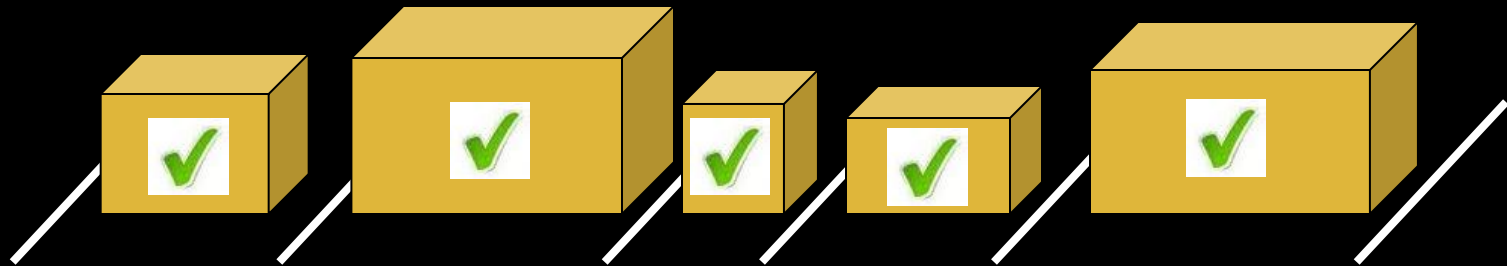
We asked, “How is this working for us?”



Measure & Manage Flow



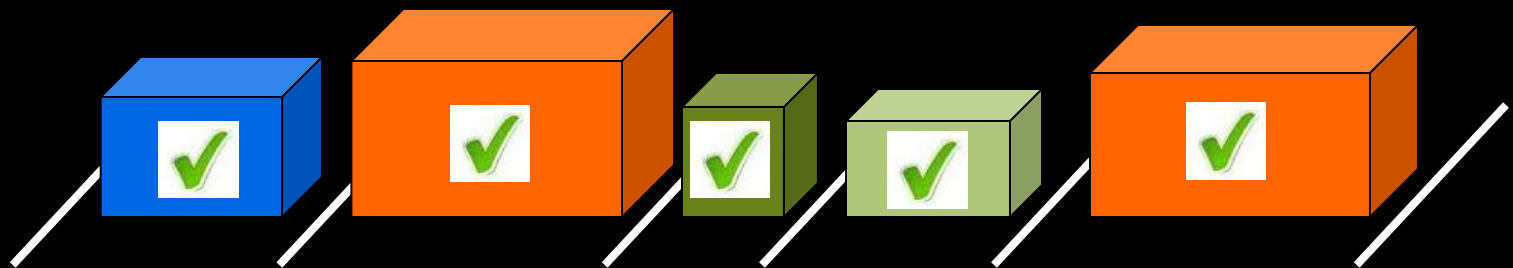
Variable length intervals
(w/probabilities for each)



Measure & Manage Flow

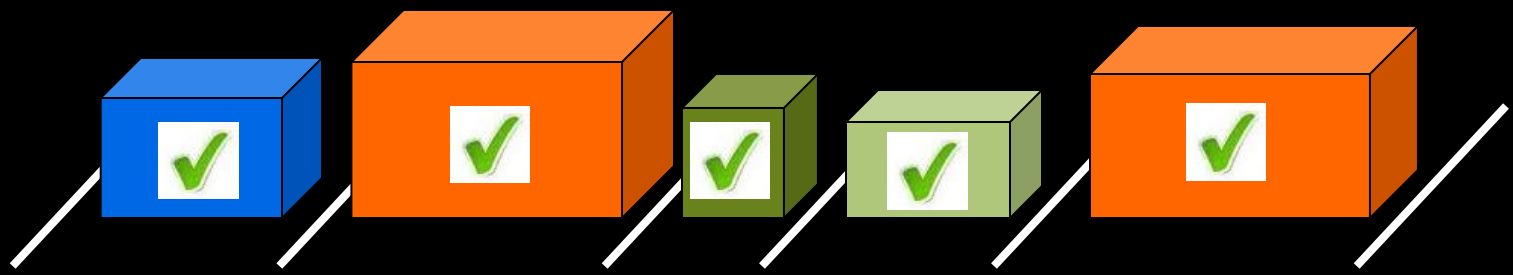
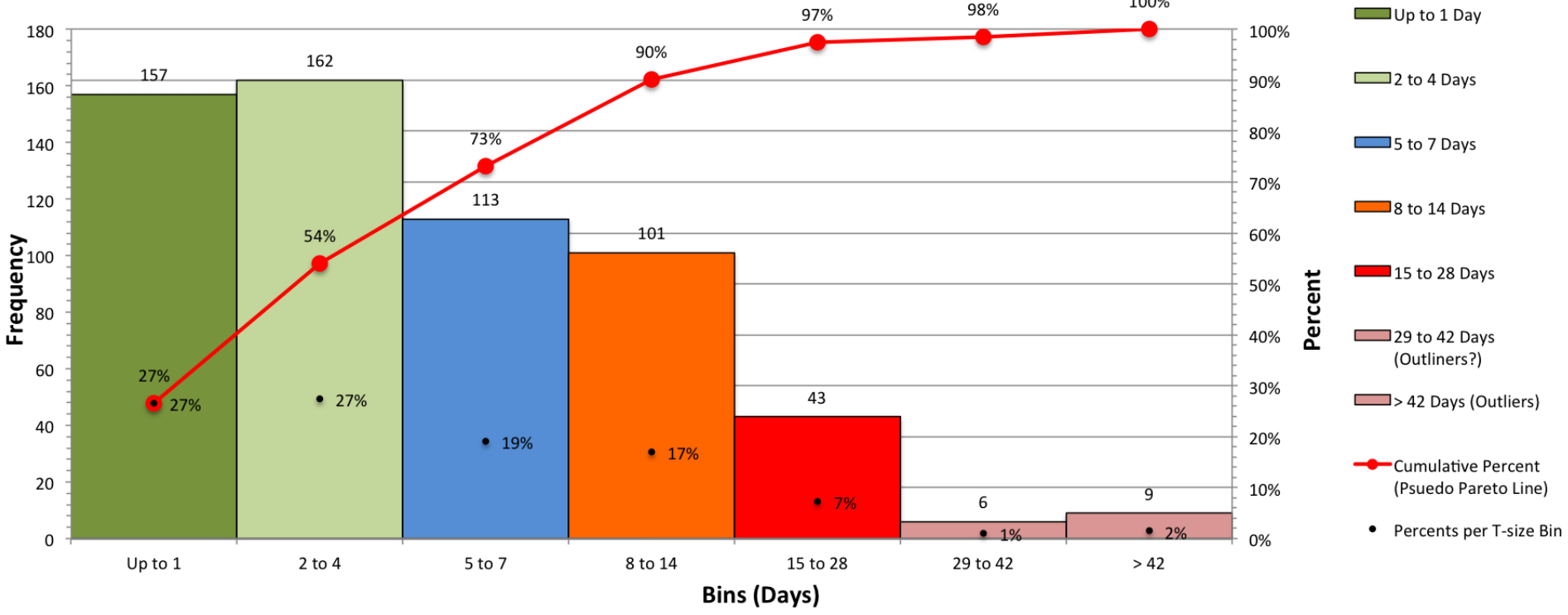
Basic Story (Lead Time) Metrics

Lead Time Bins (Days)	Count	Percent	Cumulative Count	Cumulative Percent	T-Shirt Sz
1	157	27%	157	27%	X-Sm
4	162	27%	319	54%	Sm
7	113	19%	432	73%	Med
14	101	17%	533	90%	Lg
28	43	7%	576	97%	X-Lg
42	6	1%	582	98%	XX-Lg (Outliers? Special Cause?)
>42	9	2%	591	100%	XXX-Lg (Outliers? Special Cause?)



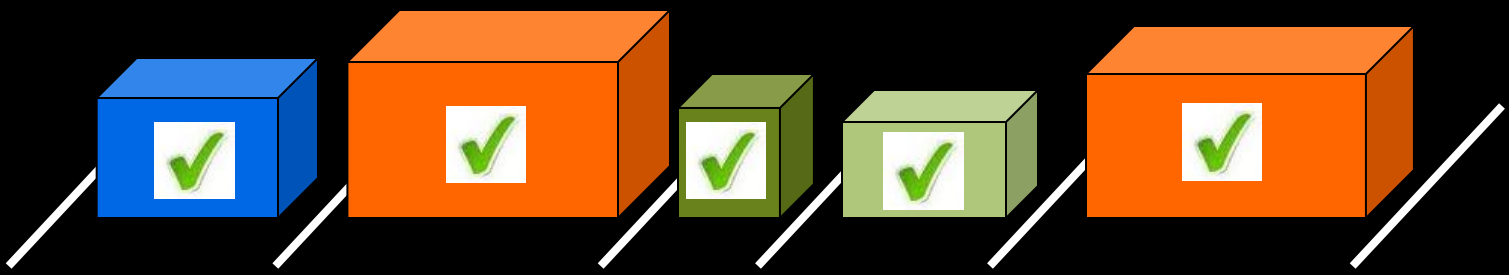
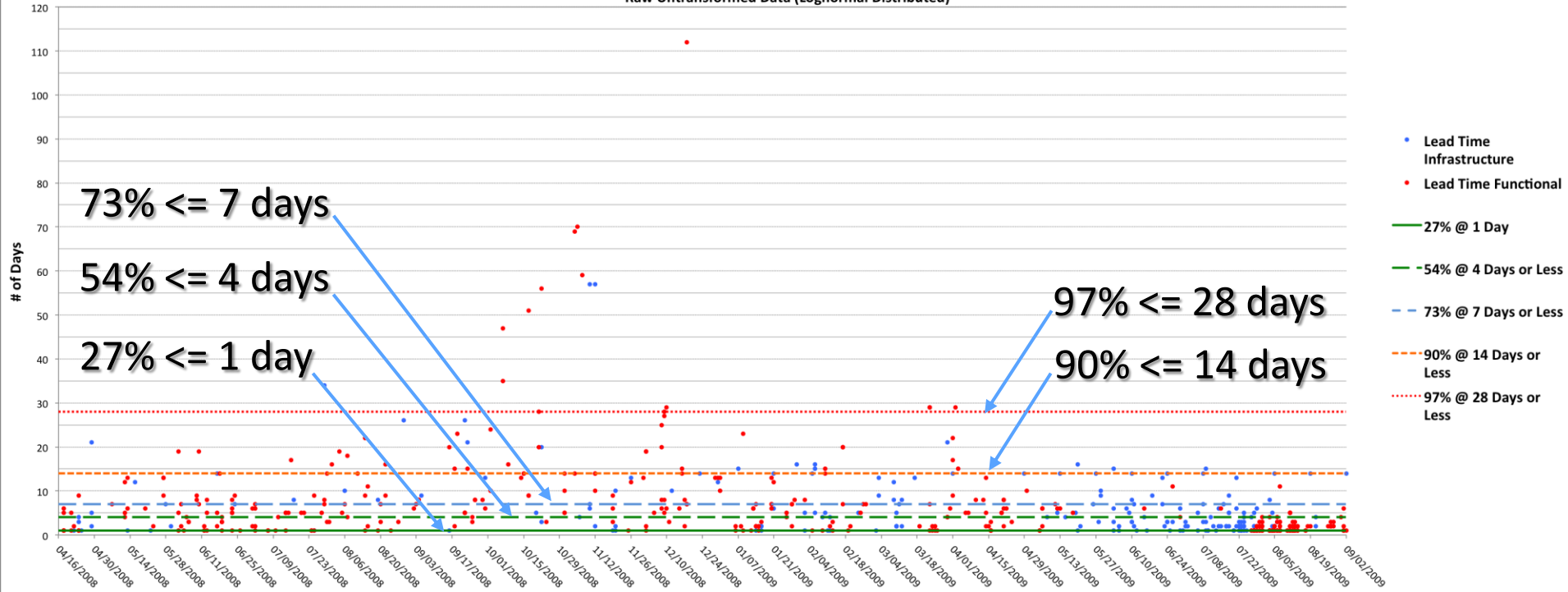
Measure & Manage Flow

Story Lead Time Histogram
Raw Untransformed Data (Lognormal Distributed)



Measure & Manage Flow

Story Lead Times Scatter Plot
T-Shirt Size (Bins) Percentiles
Raw Untransformed Data (Lognormal Distributed)



Learn and Replace



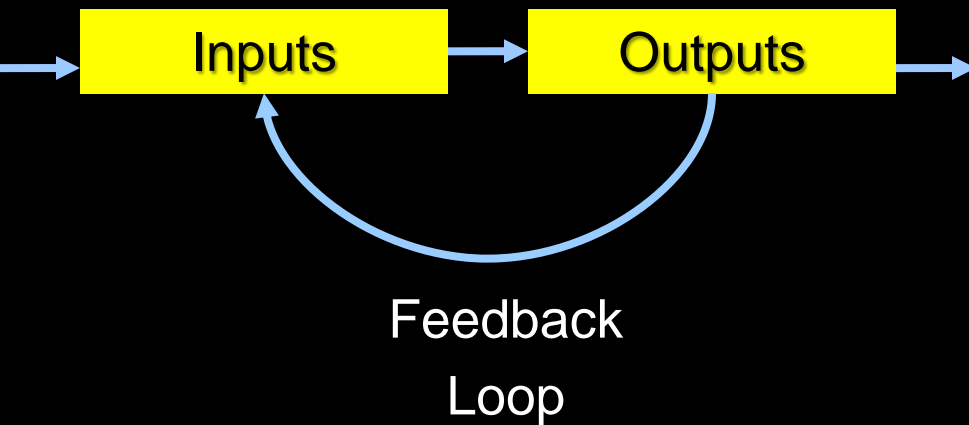
Not just getting rid of...

Timeboxes...

Iterations...

Estimating...

Iterate



Repetitive cycles...

Learning used in successive cycles...

Refinement (rework) expected, solution emerges (not predetermined)

Measure & Manage Flow

De-coupled intervals
(w/cadences for each)



Standups

Huddles

Input queue replenishment

Acceptance reviews

Retrospectives

Release delivery

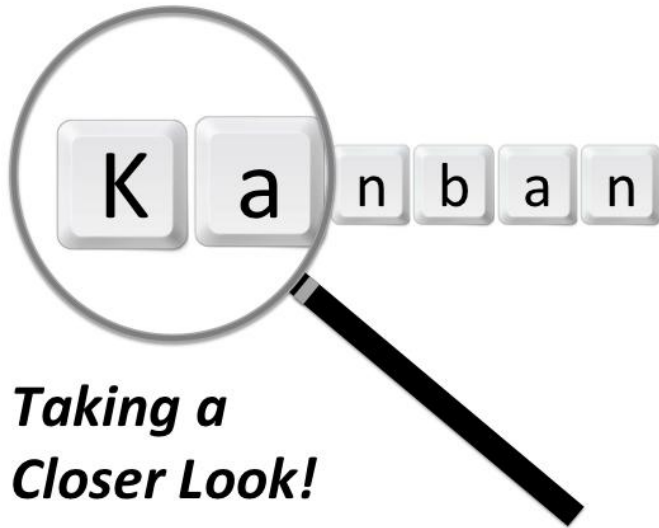
Ops review

Learning To Learn

*“When you remove the artificial timeboxes, ...
you replace it with learning about your system.”*

Paul Duncan – Agile Coach at Staples, Inc.

Best Suited For...?



It's best suited for...

Command & Control...

Complicated...

Operations...

Models and Information

*“Essentially, all models are wrong, but **some are useful**”*

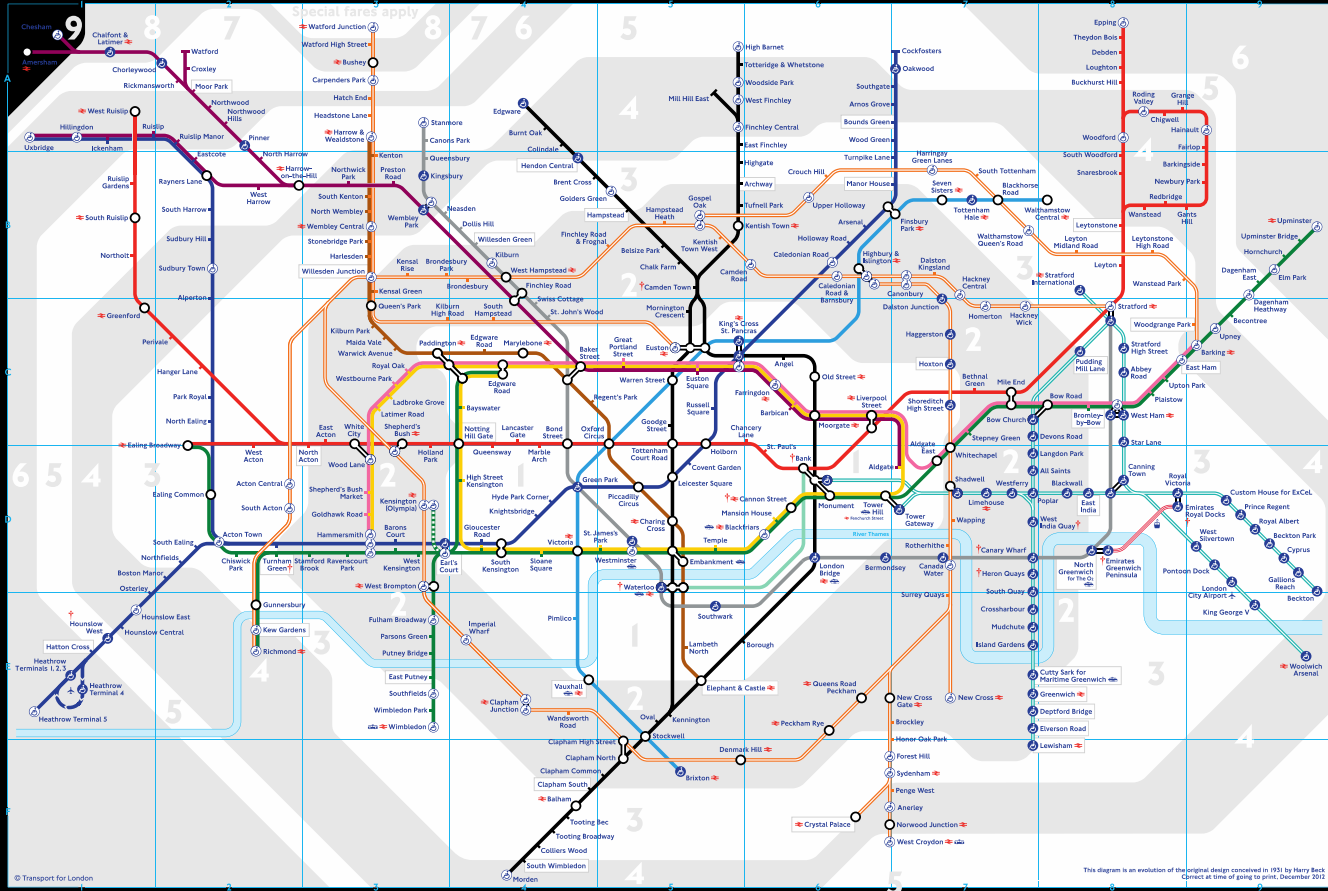
“Empirical Model Building and Response Surfaces” by George E. P. Box

*“The instinctual shortcut...when we have ‘too much information’ is...**picking out the parts we like** and ignoring the remainder, making allies with those who have made the same choices **and enemies of the rest.**”*

*“The Signal and the Noise:
Why So Many Predictions Fail
– but Some Don’t” by Nate Silver*

"The Tube"

Tube map



† Check before you travel

Bank
Waterloo & City line open 0621-2148 Mondays to Fridays and 0800-1831 Saturdays. Closed Sundays and Public Holidays.

Camden Town
Sunday 1300-1730 open for interchange and wait only.

Canary Wharf
Step-free interchange between Underground, Canary Wharf DLR and Heron Quays DLR stations at street level.

Canon Street
Open until 2100 Mondays to Fridays. Closed Sundays and most Saturdays.

Emirates Greenwich Peninsula and Emirates Royal Docks
Special fares apply. Open 0700-2000 Mondays to Fridays, 0800-2000 Saturdays, 0900-2000 Sundays and 0800-2000 Public Holidays. Closed on Christmas Day. Opening hours are extended by one hour in the evening after 1 April 2013 and may be extended on certain events days. Please check close to the time of travel.

Heron Quays
Step-free interchange between Heron Quays and Canary Wharf Underground station at street level.

Hounslow West
Step-free access for wheelchair users only.

Isle of Dogs
Served by Piccadilly line trains until 0650 Monday to Saturday, 0745 Sunday and after 2230 every evening. At other times use District line.

Waterloo
Waterloo & City line open 0615-2141 Mondays to Fridays and 0800-1831 Saturdays. Closed Sundays and Public Holidays.

West India Quay
Not served by DLR trains from Bank towards Lewisham before 1900 on Mondays to Fridays.

Key to lines

- Bakerloo
- Central
- Circle
- District
- District open weekends, public holidays and some Olympic events
- Hammersmith & City
- Jubilee
- Metropolitan
- Northern
- Piccadilly
- Victoria
- Waterloo & City
- DLR
- London Overground
- Emirates Air Line

MAYOR OF LONDON

tfl.gov.uk

24 hour travel information 0843 222 1234*

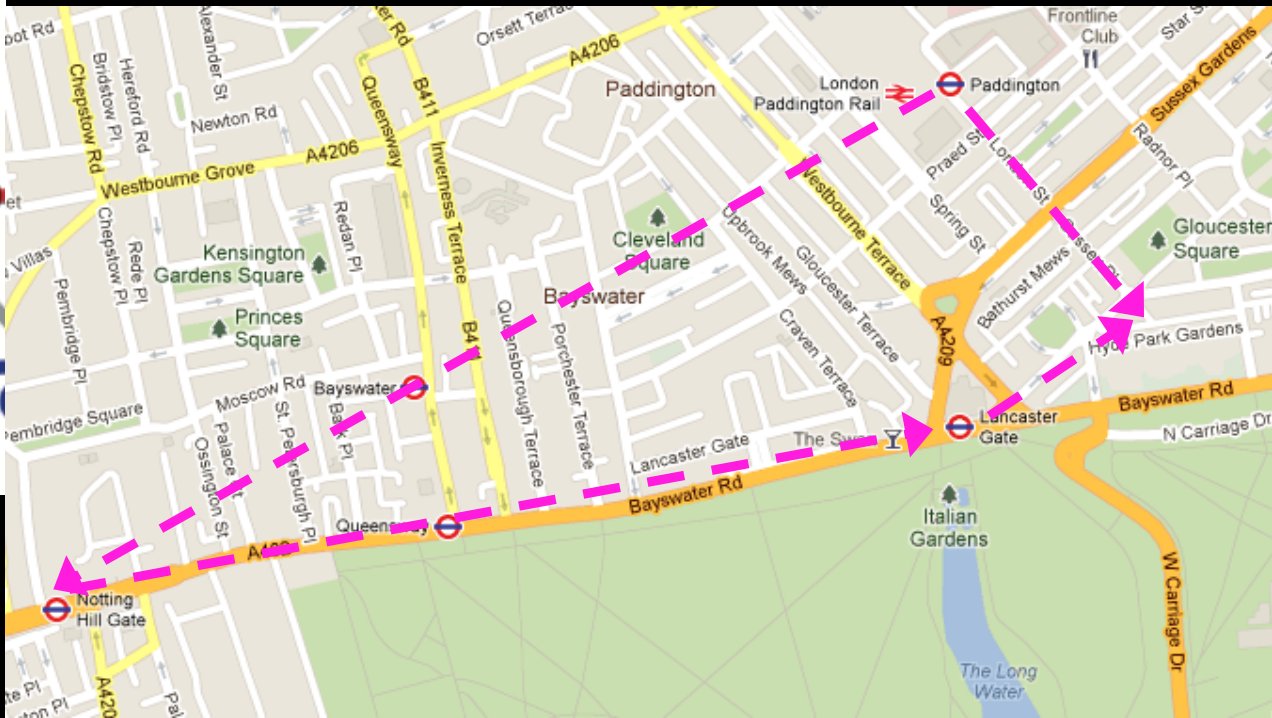
Travel information at stations Help points

tfl.gov.uk/socialmedia

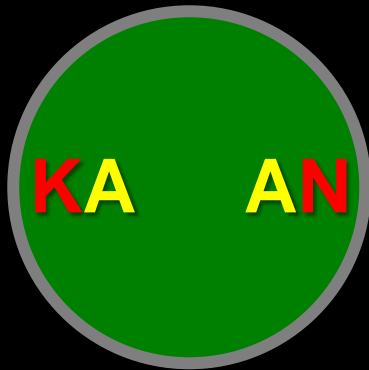
Transport for London

150 UNDERGROUND

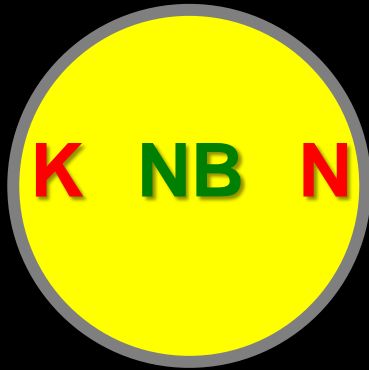
Wrong But Useful?



What Are Your Filters?



I see command & control and competence...



I see complicated and simple (ordered)...



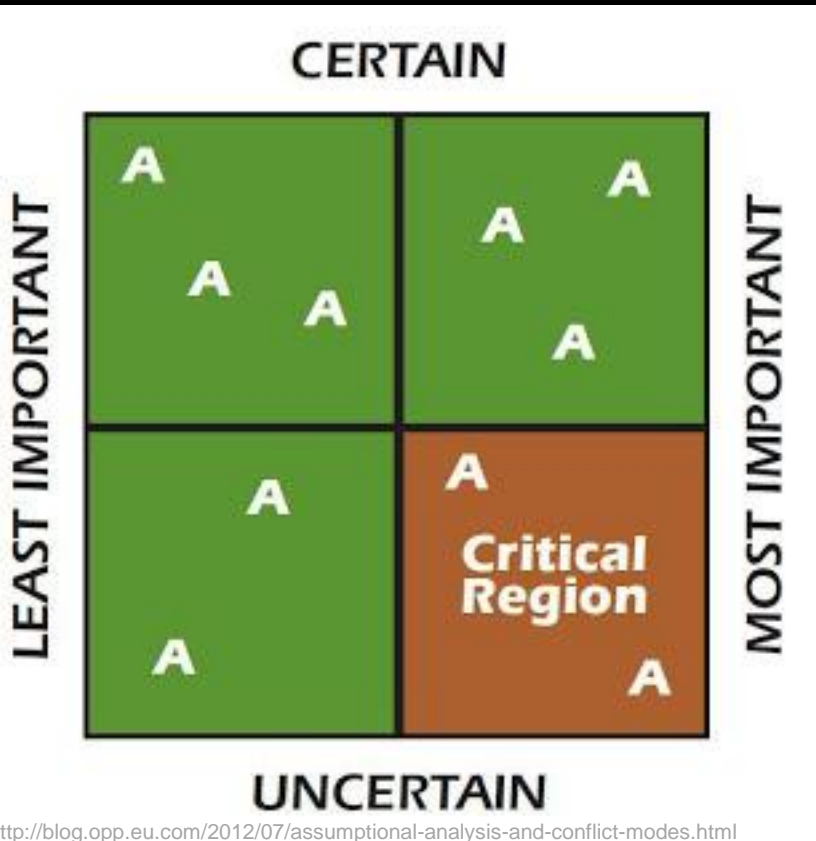
I see dev ops and maintenance...

What Are Your Assumptions?

Yours...

Model's...

Important and uncertain ones...



<http://blog.opp.eu.com/2012/07/assumptions-analysis-and-conflict-modes.html>

Test Critical Assumptions



image via google search

Can you test any critical assumptions?

Yours...

Models...

Again, Take-away Just “One” Idea

“Don’t let *myths* and *misconceptions* about the Kanban Method *limit* your *unique learning* of what it is and how it is applied!”

#LKNA13 Kanban Foundations

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MYTHS
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THANK YOU!

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