

# Kanban

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# Why Kanban?

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- *Jim: “Now we’ve finally gone all-out Scrum!”*
- *Fred: “So how’s it going?”*
- *Jim: “Well, it’s a lot better than what we had before...”*
- *Fred: “...but?”*
- *Jim: “... but you see we are a support & maintenance team.”*
- *Fred: “yes, and?”*
- *Jim: “Well, we love the whole thing about sorting priorities in a product backlog, self-organizing teams, daily scrums, retrospectives, etc....”*
- *Fred: “So what’s the problem?”*
- *Jim: “We keep failing our sprints”*
- *Fred: “Why?”*
- *Jim: “Because we find it hard to commit to a 2 week plan. Iterations don’t make to much sense to us, we just work on whatever is most urgent for today. Should we do 1 week iterations perhaps?”*

Source: <http://blog.crisp.se/henrikkniberg/>

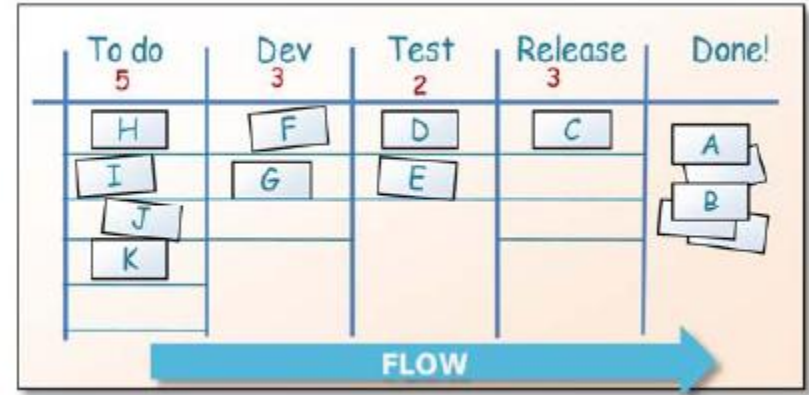
- *Fred: “Could you commit to 1 week of work? Will you be allowed to focus and work in peace for 1 week?”*
- *Jim: “Not really, we get issues popping up on a daily basis. Maybe if we did 1 day sprints...”*
- *Fred: “Do your issues take less than a day to fix?”*
- *Jim: “No, they sometimes take several days”*
- *Fred: “So 1-day sprints wouldn’t work either. Have you considered ditching sprints entirely?”*
- *Jim: “Well, frankly, we would like that. But isn’t that against Scrum?”*
- *Fred: “Scrum is just a tool. You choose when and how to use it. Don’t be a slave to it!”*
- *Jim: “So what should we do then?”*
- *Fred: “Have you heard of Kanban?”*
- *Jim: “What’s that? What’s the difference between that and Scrum?”*
- *Fred: “Here, read about Kanban”*
- *Jim: “But I really like the rest of Scrum though, do I have to switch now?”*
- *Fred: “No, you can combine the techniques!”*

Source: <http://blog.crisp.se/henrikkniberg/>

# Kanban has 3 main rules

## 1. Visualize your workflow.

*When you visualize, it's easier to see your bottlenecks and what you see is what you can fix.*



## 2. Limit the things you work on (WIP – work in progress)

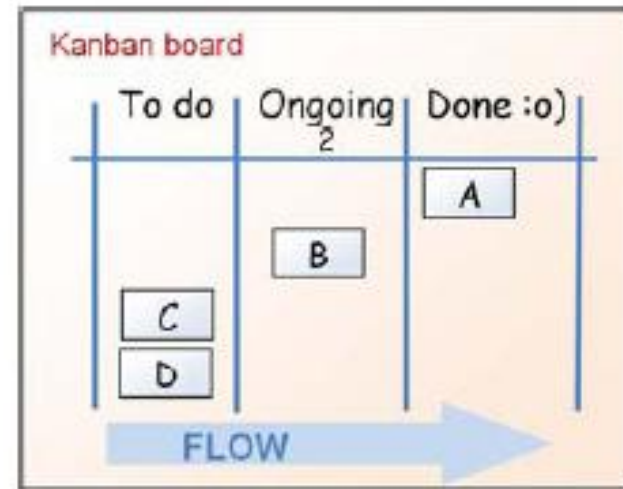
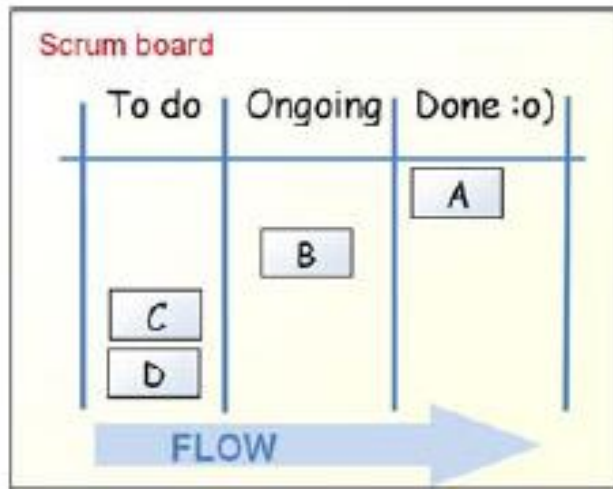
*This is to make sure you focus on a few things at a time. The rule of thumb is to focus on finishing things instead of starting. It also helps you stop queues from forming within your system.*

## 3. Optimize on cycle time,

*that is the time it takes from when you start working on something until it's done, released and you start earning money from it.*

Source: <http://www.crisp.se/articles/kanban-kick-start.pdf>

# WIP – Work in progress



**DON'T FORGET: Less is more**  
Ongoing column has to be limited.

In Kanban WIP is limited per workflow state.

In Scrum WIP is limited per unit of time.

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# Why introduce WIP limit?

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***Once we have WIP limits in place we can start measuring and predicting lead time, i.e. the average time for an item to move all the way across the board.***

***Having predictable lead times allows us to commit to SLAs (service-level agreements) and make realistic release plans.***

Source: <http://blog.crisp.se/henrikkniberg/>

# Kanban as an empirical process

Kanban is empirical in the sense that you are expected to experiment with the process and customize it to your environment. In fact, you have to experiment.



*Kanban says you should limit WIP. So what should the limit be?*  
***Don't know, experiment!***



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# Kanaban metrics

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*Kanban gives you is a few very useful real-time metrics:*

- **Average lead time.**

*Updated every time an item reaches “Done” (or whatever you call your right-most column).*

- **Bottlenecks.**

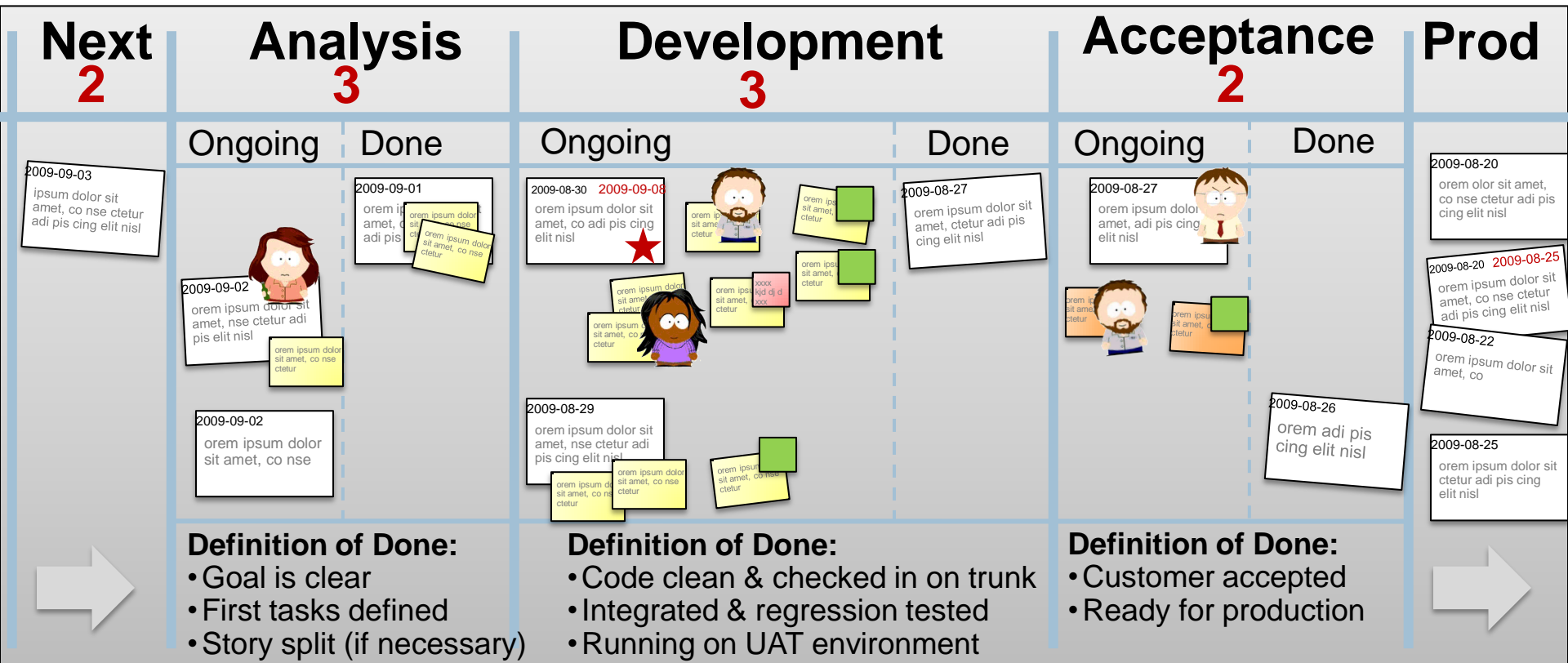
*Typical symptom is that Column X is crammed with items while column X+1 is empty. Look for “air bubbles” on your board.*

Source: <http://blog.crisp.se/henrikkniberg/>



## Kanban kick-start example

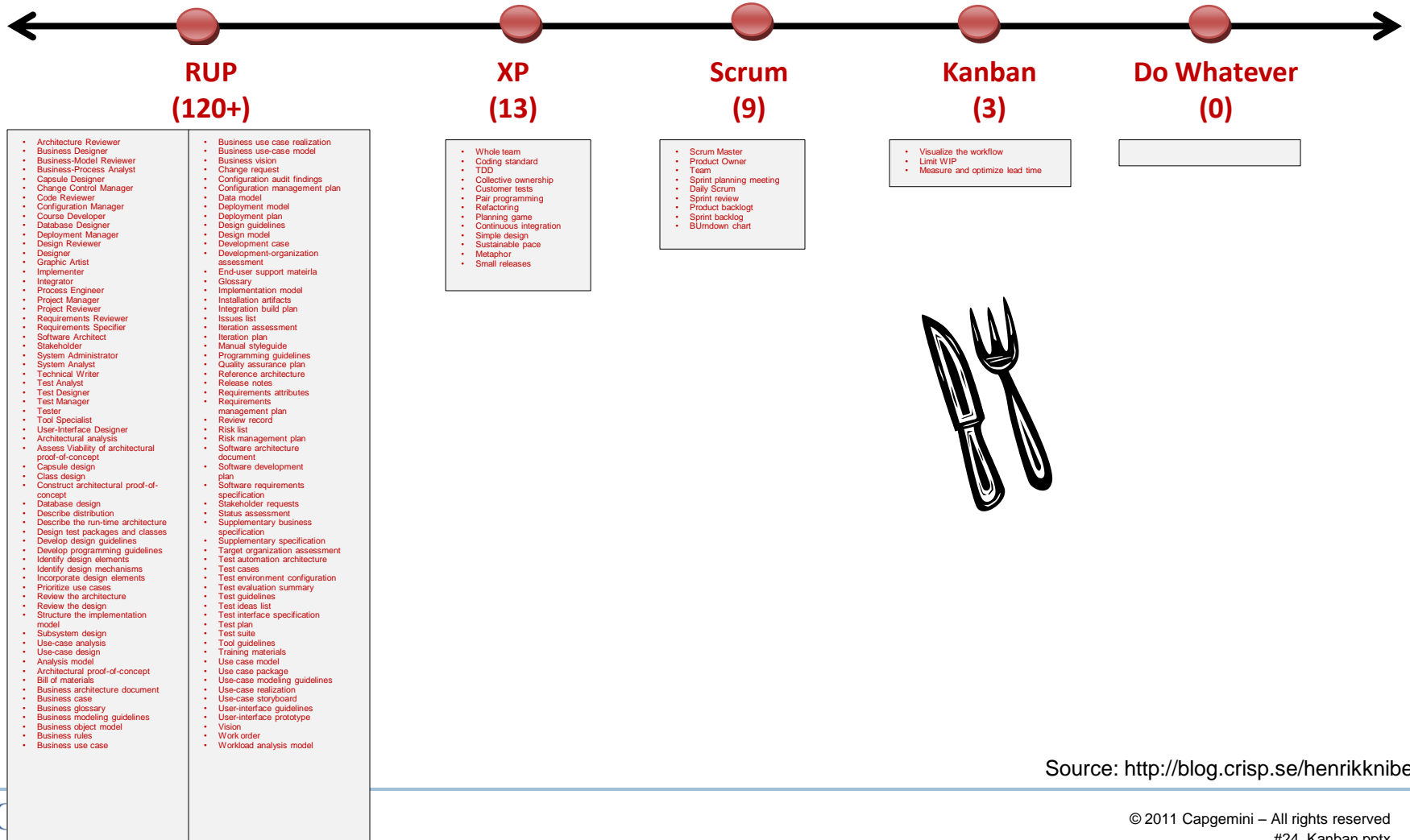
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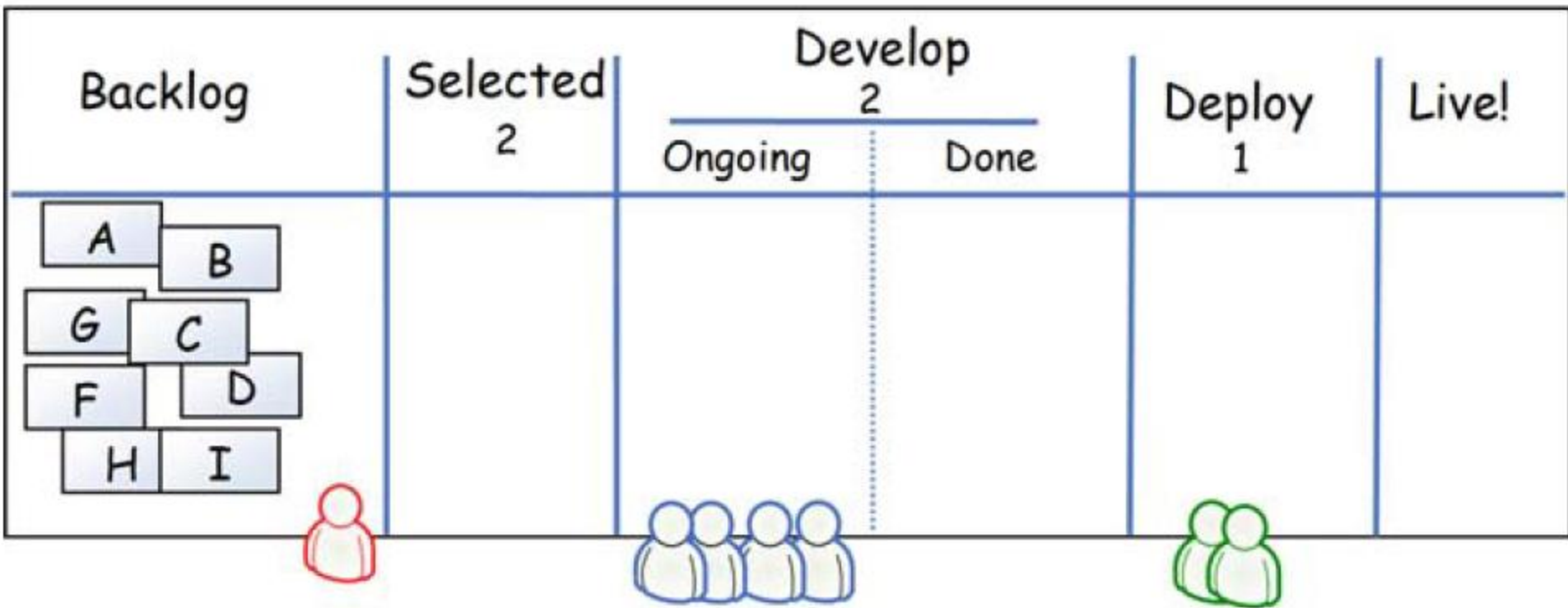
# Scrum vs Kanban

More prescriptive

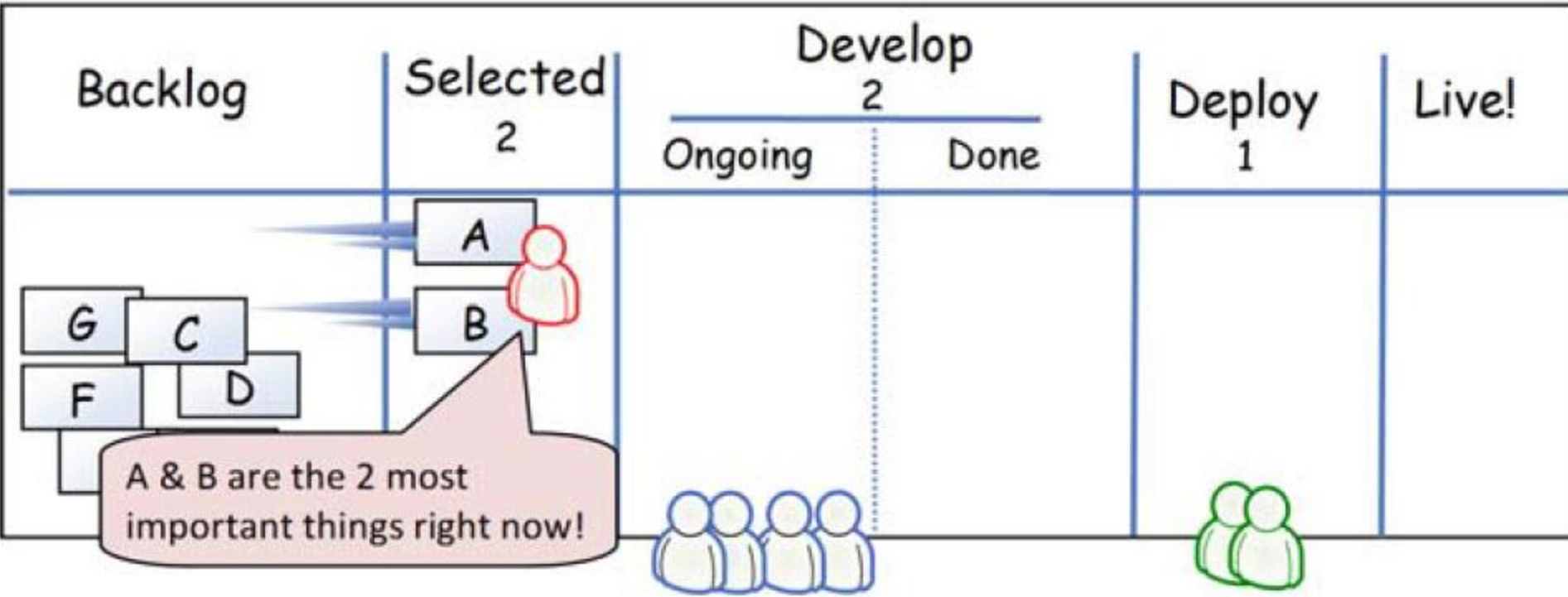
More adaptive



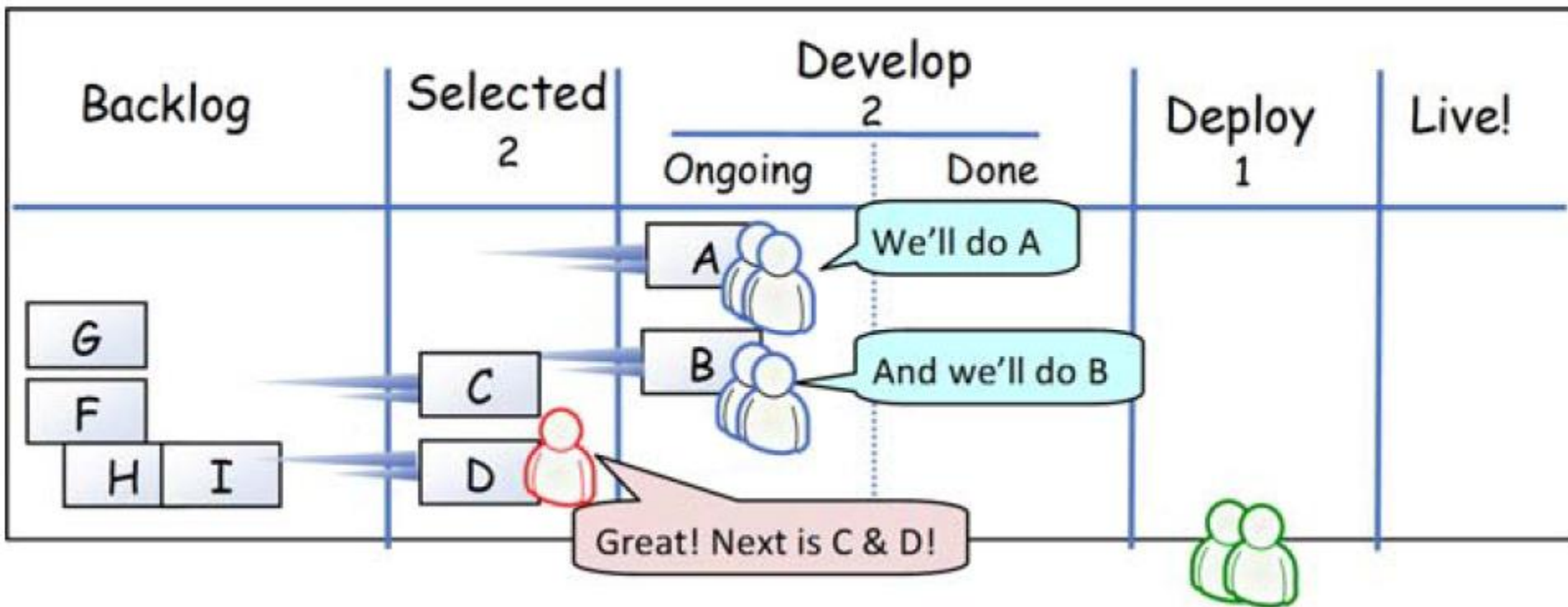
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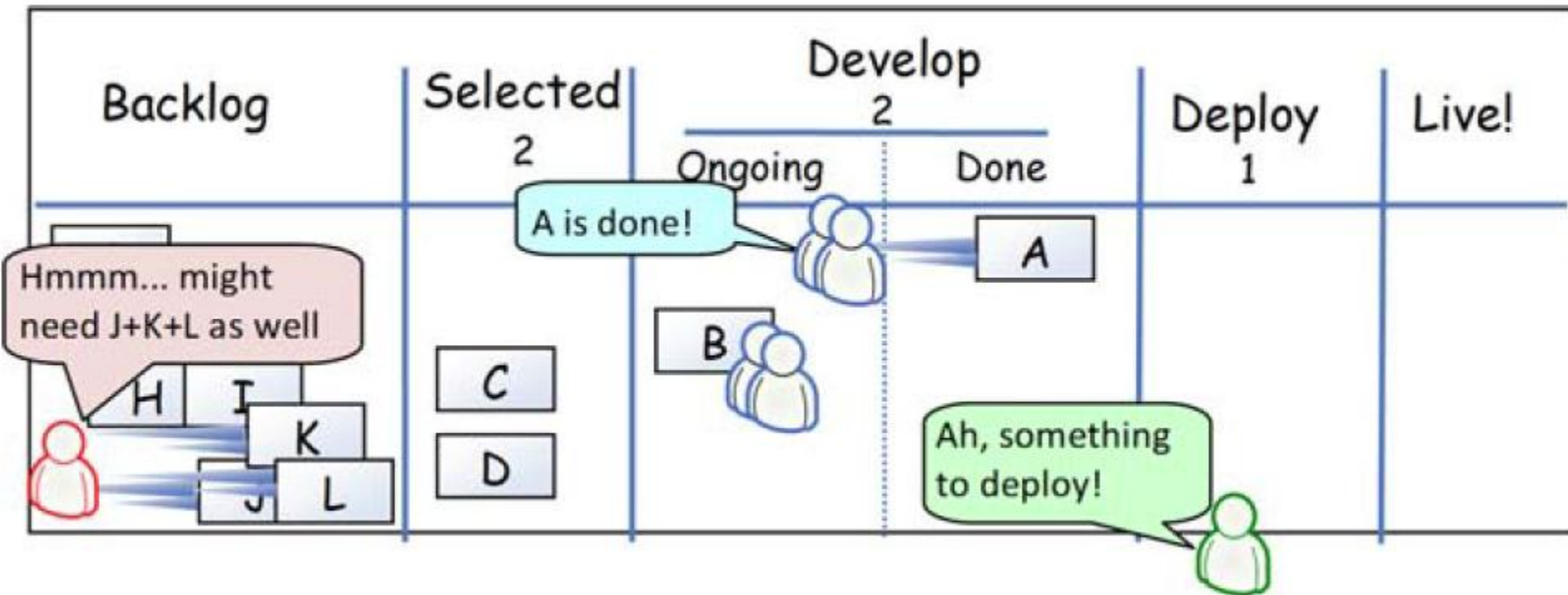
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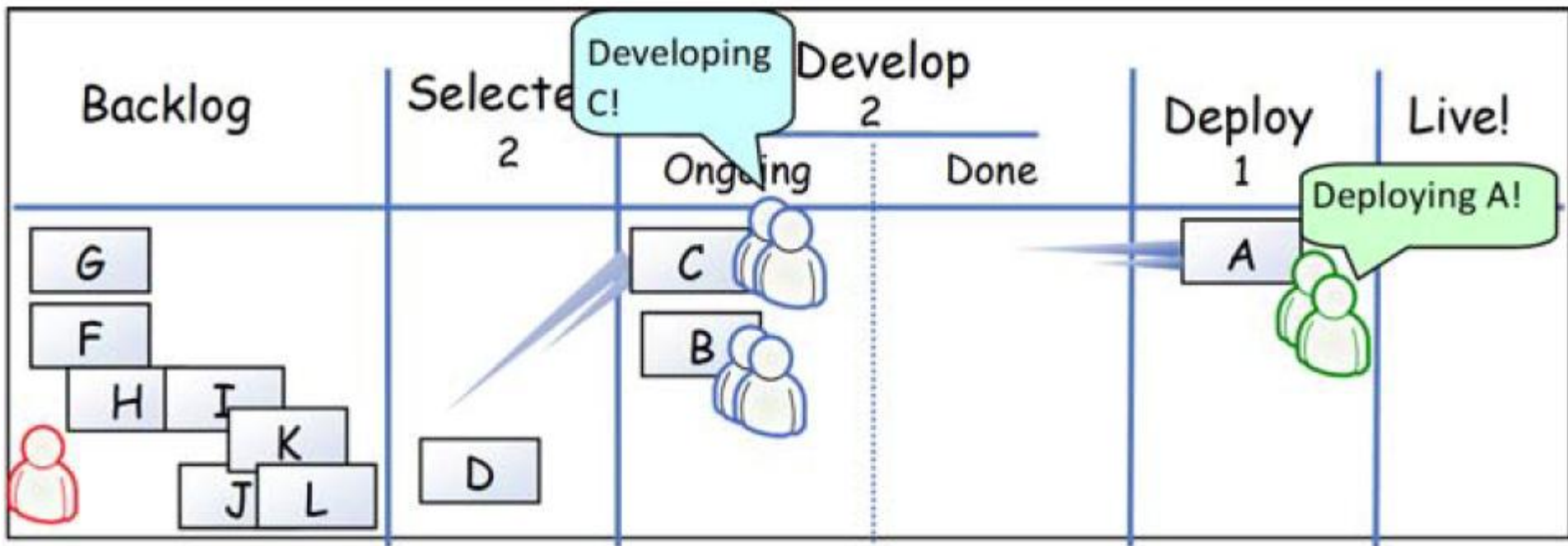


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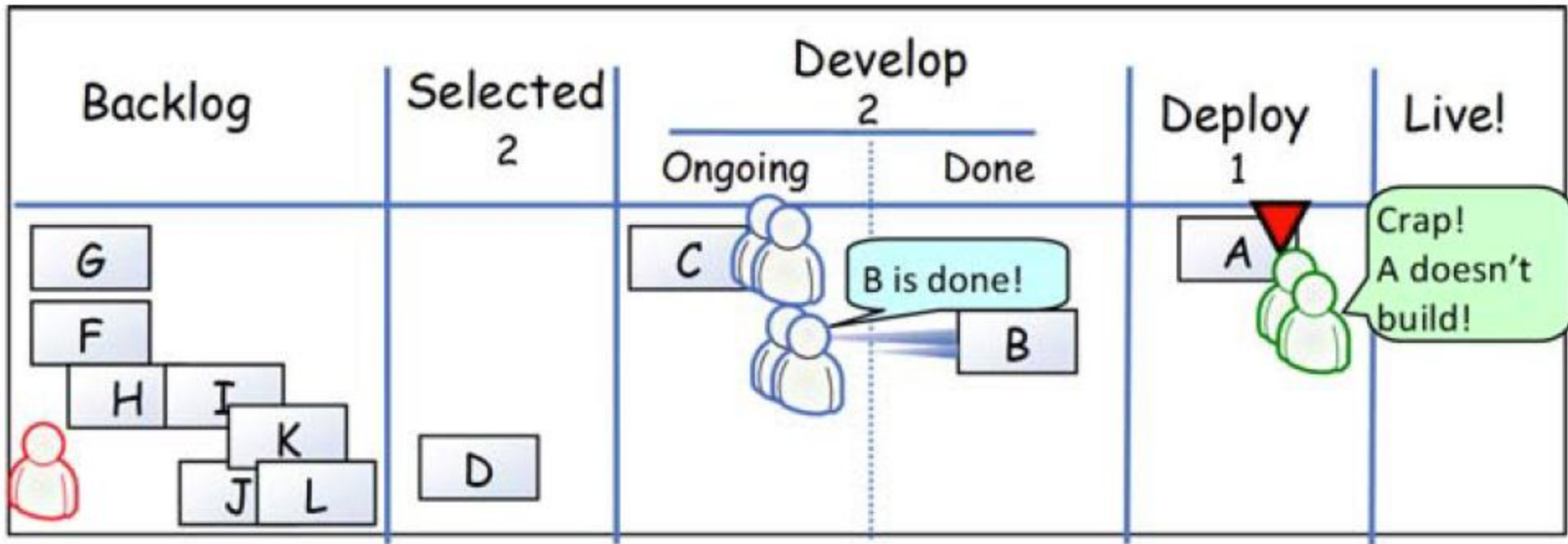


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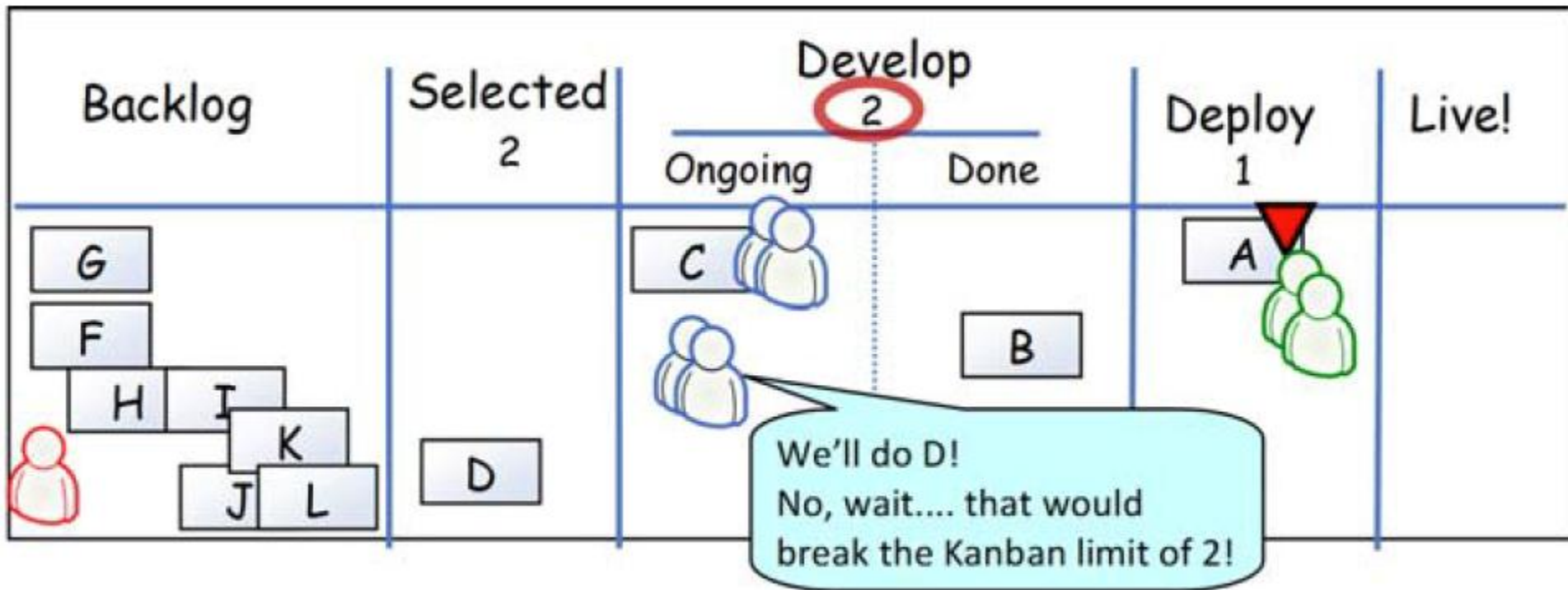


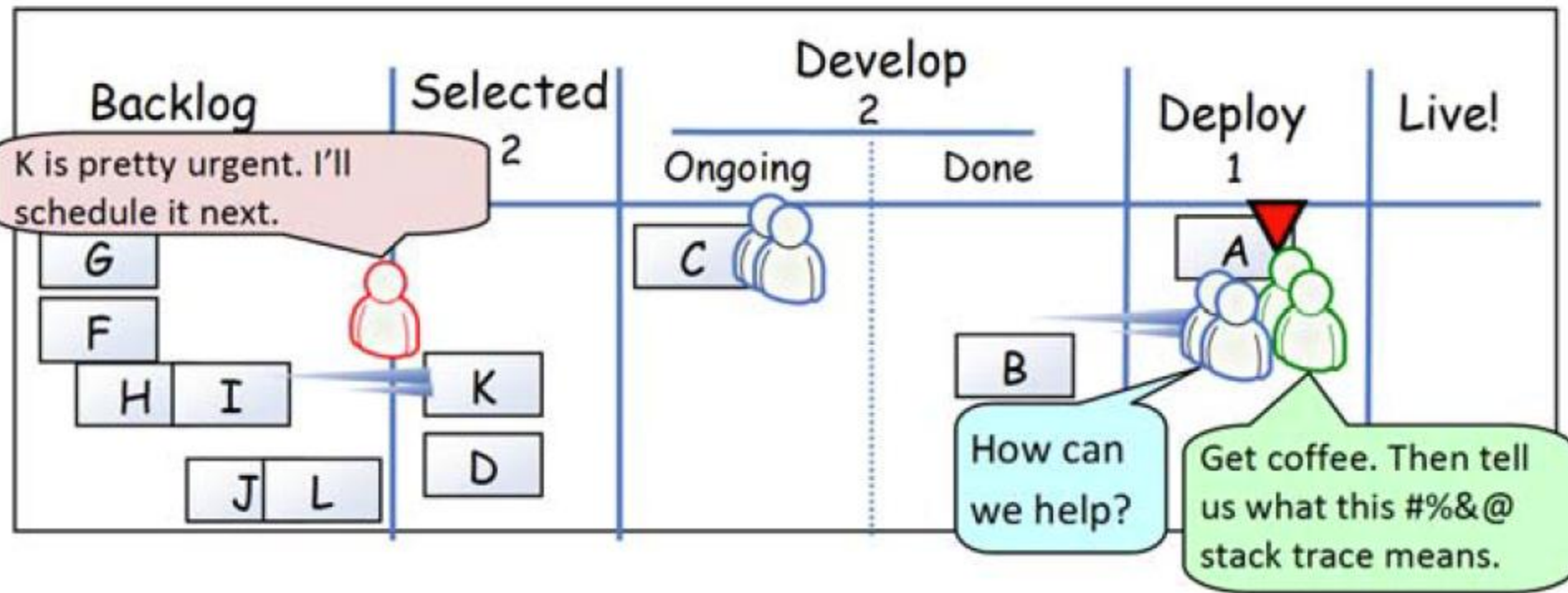




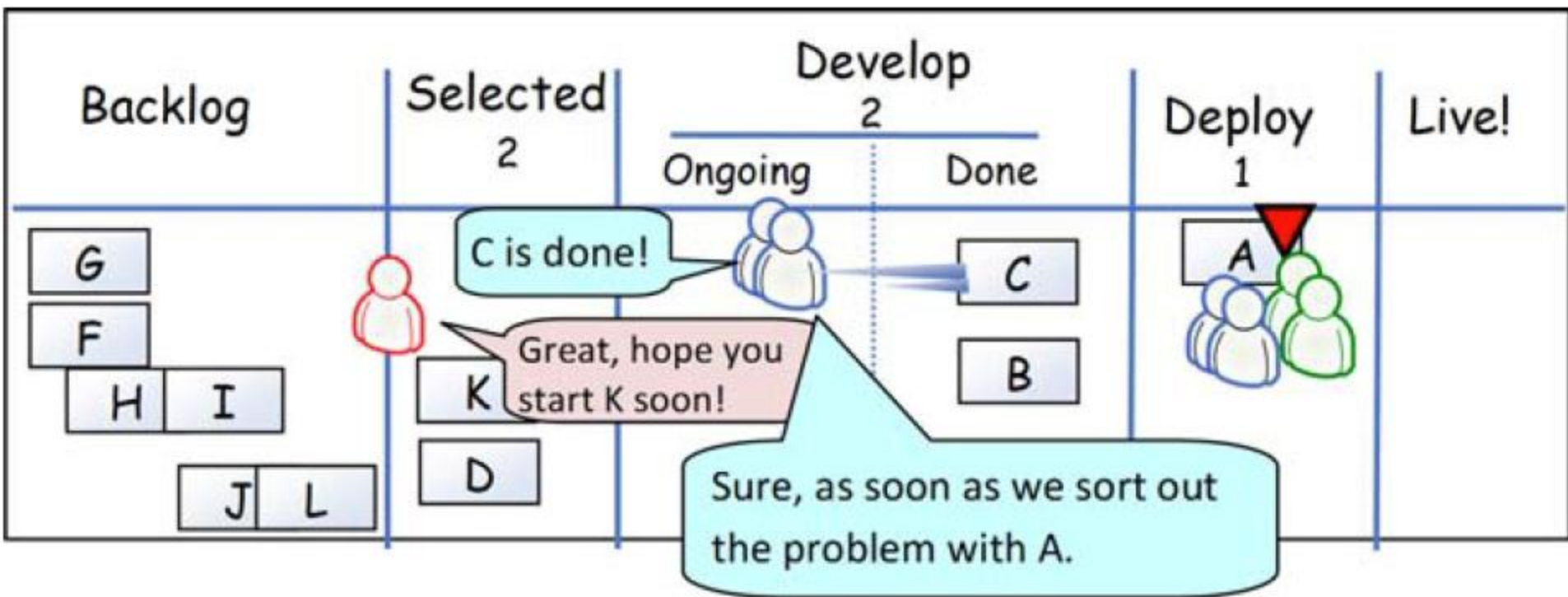


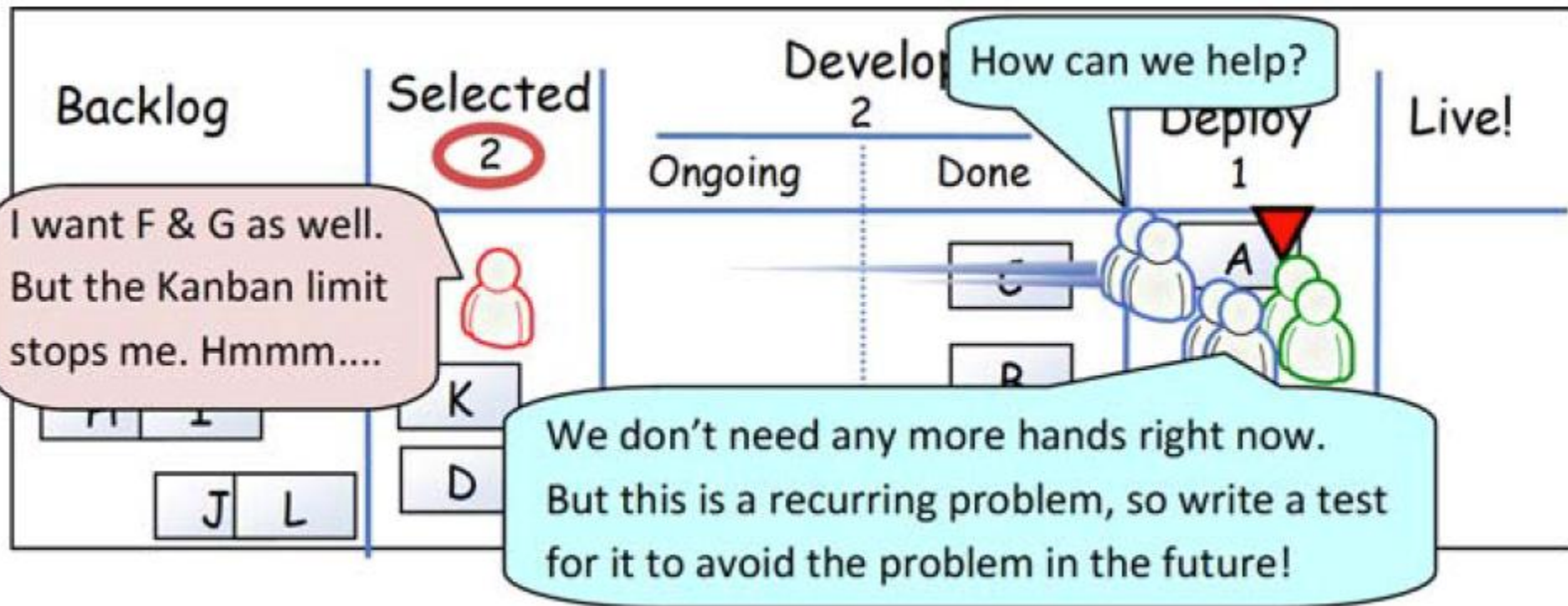


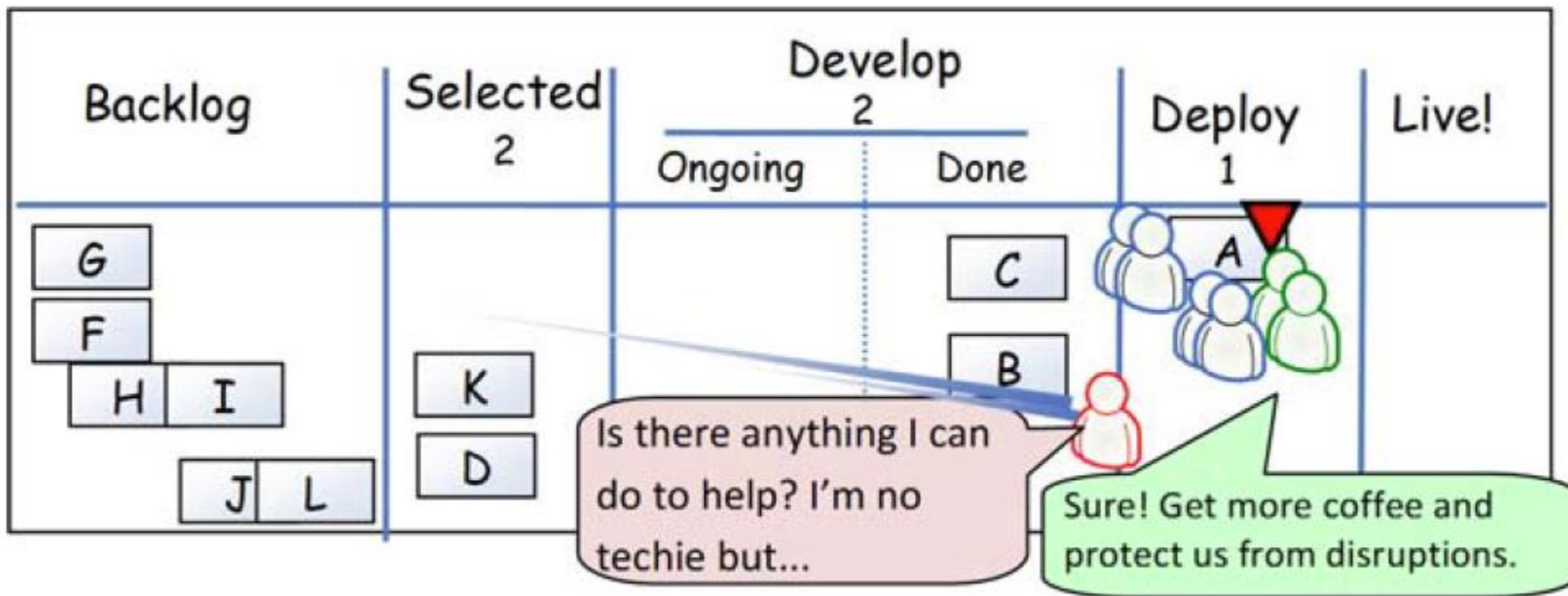




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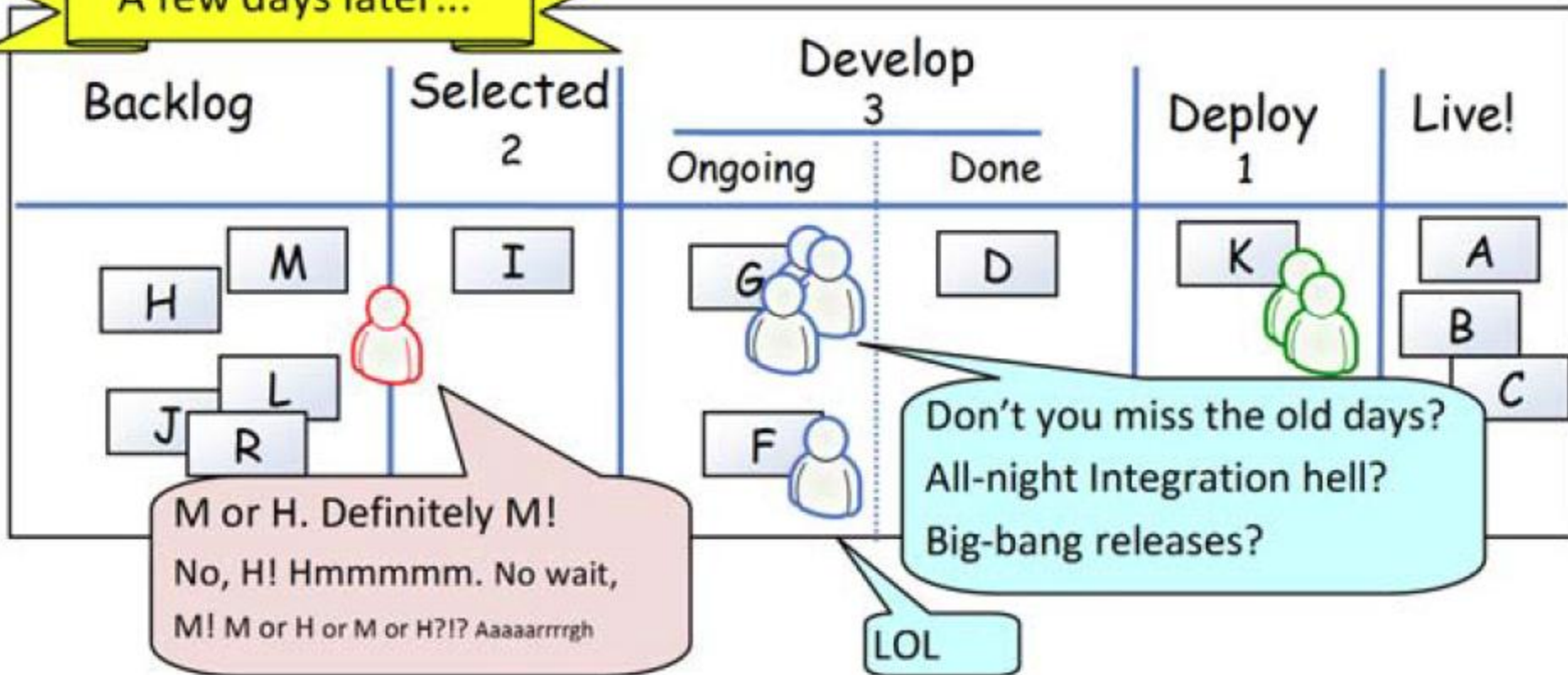








A few days later...



Source: <http://blog.crisp.se/henrikkniberg/>

# Common misunderstandings about Kanban

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**Myth: With Kanban you don't use iterations**

**Fact:** With Kanban iterations are optional. Do it only if you have a need for it in your context

**Myth: With Kanban you don't estimate**

**Fact:** With Kanban estimation is optional. Do it only if you have a need for it in your context.

**Myth: Kanban is better than Scrum/XP/RUP/whatever**

**Fact:** Kanban is just a process tool, and there is no such thing as a universally good or bad tool. It all depends on your context.

**Myth: Kanban is a drop-in replacement to Scrum/XP/RUP/whatever**

**Fact:** Kanban is just about managing workflow. It hardly replaces anything. What it does do, however, is drive change. In Kanban you start with whatever process you have, visualize it, introduce WIP limits, and then evolve from there.

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# Never stop experimenting!



# Sources, references, further reading

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1. ***Henrik Kniberg, "Scrum and XP from the Trenches"***
2. ***Henrik Kniberg, „Kanban and Scrum. Making the most of both"***
3. ***Crisp blog, <http://blog.crisp.se/>***
4. ***<http://www.crisp.se/articles/kanban-kick-start.pdf>***

**Vielen Dank für Ihre Aufmerksamkeit!**