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SCHOOL OF MANAGEMENT

EXPLORE THE
BENEFITS OF
KANBAN

DISCOVER KANBAN AND UNLOCK THE WAY TO



- Increased Visibility and Collaboration
- Better Delivery and Performance
- Agility Beyond IT Teams
- An End to Scrum Stall
- Happy Employees
- A Map to Continuous Improvement
- An Easier Way to Change
- Courses that Make a Difference

WHAT IS THE KANBAN METHOD?

Kanban is a method that allows you to manage knowledge work. It uses principles and practices that guide you in managing and improving work with the help of Kanban boards that allow you to visualize your work and its flow and Kanban Systems that control the work in progress to ensure work flows smoothly.

HOW DOES KANBAN COMPARE TO OTHER AGILE SYSTEMS?

Kanban stands out in the agile world with the concept of evolutionary change. The “start where you are now” approach allows you to implement Kanban with small incremental changes. There is **no need for reorganization, new roles, or transition initiatives**.

GO BEYOND THE BOARD

One of the most common myths about the Kanban method is that Kanban is just a board. While the board is one of the most recognizable parts of Kanban, the real impact of the method is created by the implementation of the practices and principles. Kanban boards are just one of the useful tools that can be used to help with visualization practices.

Did you know...?

The first ever Kanban implementation successfully decreased lead time without the use of a Kanban board!



INCREASED VISIBILITY AND COLLABORATION

Knowledge work is largely intangible. Kanban uses visual models such as boards and metrics to "unhide" work in progress. This creates visibility into status and a single point of truth for collaboration.

Kanban at US Department of Labor

Situation: Poor visibility and low collaboration created a lack of predictability and long lead times for delivery.

Goals: Keep the Scrum system in place while improving performance and collaboration.

Initiative: Lean Kanban Accredited Kanban Trainer and Kanban Coaching Professional brought in. Tracked relevant metrics, created feedback system, changed reporting system, established work item policies.

Results: Governance and Security team (non-technical) **lead time reduced 90%:** From 55 days to 5.5 days. Technical team lead time reduced 80%: From 55 days to 11 days.

Increasing visibility and collaboration also creates happy employees!

In one year, the team using Kanban at Net-A-Porter saw happiness go up. They were:

- 6% happier with their jobs,
- 8% happier with the stuff they are working on
- 12% happier with each other.

BETTER DELIVERY AND PERFORMANCE

The Kanban Method allows you to manage your capabilities so that you can make promises that you can keep. With Kanban, you can effectively measure your service, judge the impact of changes you introduce, and use data to effectively predict your delivery capabilities.

Results

- Average 98% improved delivery across 12 data warehouse teams.
- 55% delivery improvement for middleware teams.
- Lead time drops 50% to 65%.

Kanban at Capital One

Situation: agile initiative experienced low improvement, slow to respond to changing conditions.

Goals: improve delivery performance; better sense of delivery risk; sustainable pace; worker satisfaction; enterprise-wide trust.

Initiative: lean Kanban training and coaching given to 1000+ people, ~150 teams between 2015-2017.

BETTER DECISION MAKING

With Kanban, an advanced understand of workflow is developed. By using the metrics, Kanban helps you to know things such as how long a particular work item will take to be completed. This allows for better and quicker decision-making for deciding when to start work on a certain item and how to delight customers.

Kanban at Volvo Group

Situation: Following an app release, multiple issues were discovered that needed to be fixed fast.

Goals: Get work organized to get the fixes in time

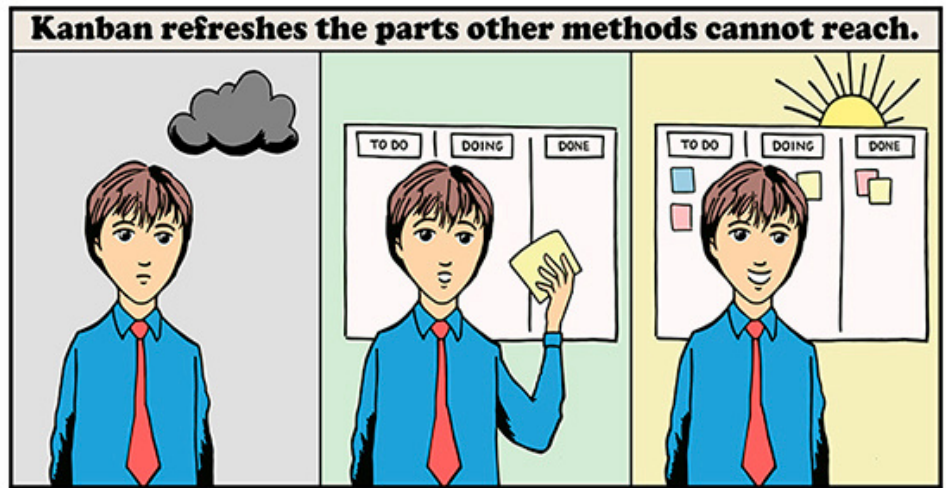
Initiative: Have Kanban play an important role in enabling managers to make better decisions and focus their attention on the important issues affecting timely application delivery.

Results

After implementing Kanban for the defect fixing team, all production issues were handled, fixed, and tested in just **two weeks' time.**

GAIN SUPPORT WHERE OTHER METHODS MAY FAIL

76% of respondents of the 2021 State of Kanban report reported that Kanban was "More Effective" or "Much More Effective" than other methods/frameworks that they have used.



With the “start where you are now” approach, Kanban can be used to enhance methodologies currently used in an organization. Many users begin by applying Kanban to their Scrum, SAFe, or Waterfall ways of working.

Lack of visibility and understanding of workflow can cause the flow of work to stop unexpectedly causing uncertain delays while applying some of the more prescriptive frameworks. By applying Kanban, the workflow becomes more stable and more predictable.

Kanban at Vanguard

Situation: Teams found themselves at different states of agility. Some struggled to apply Scrum and tools like Jira. Work seemed to stall causing unevenness and long delivery times.

Goals: Decrease predictability and delivery time while promoting agile culture

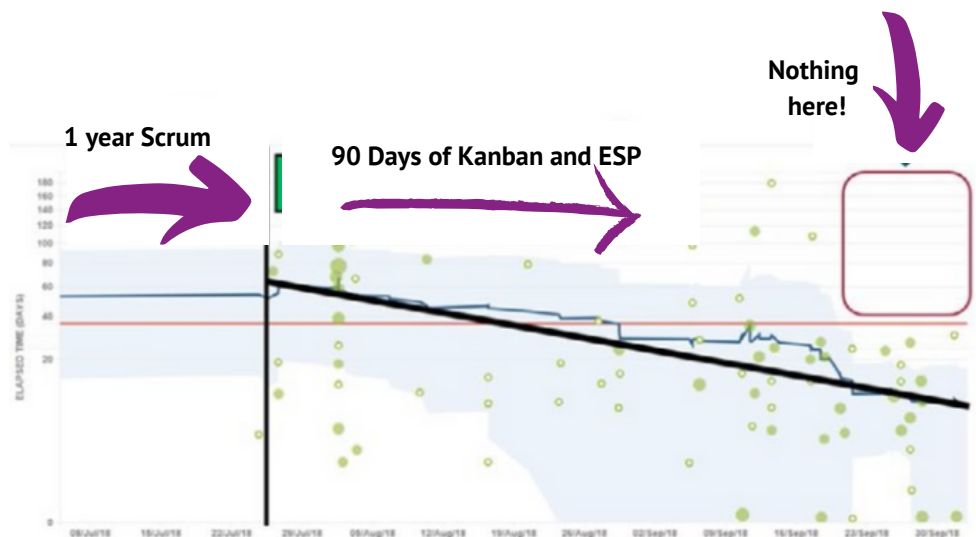
Initiative: Introduce the Kanban method as the alternative path to agility

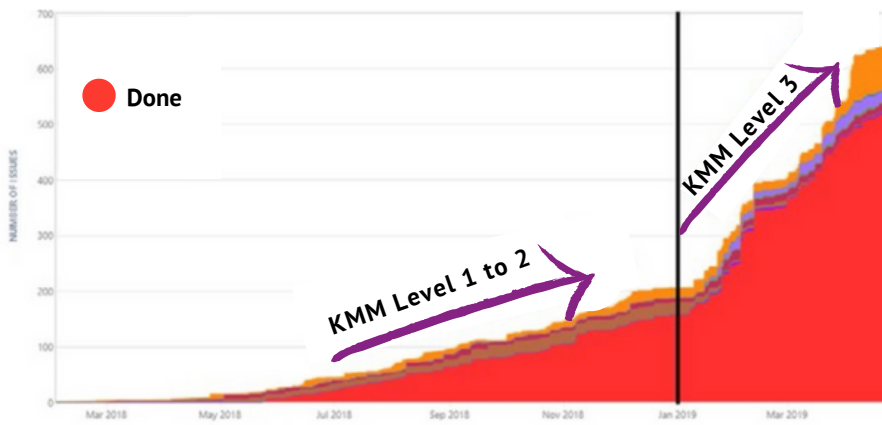
Results

System **lead time improved by 78 percent** in approximately ninety days.

Found that Kanban has a richer, simpler, and more effective set of metrics and forecasting tools.

Take a look at the effects of 90 days of Kanban and Enterprises Services Planning had on lead time at Vanguard.





Teams at Vanguard were able to increase productivity by almost 8X! These changes were made possible by increasing organizational maturity.

SAVE MONEY AND TIME

Kanban offers a better solution for decreasing lead time without increasing costs. With the "start where you are now" approach, there is no need to spend on large reorganizations, new tools, or reserve spaces for large planning meetings.

With **only 15 minutes per day**, teams at Net-A-Porter were able to visualize work, find abandoned work, and successfully plan the day.

With a focus on the tickets that represent work items, employees no longer felt threatened and were comfortable enough to bring problems to light. Now, they **never forget anything or bring anything lingering**.

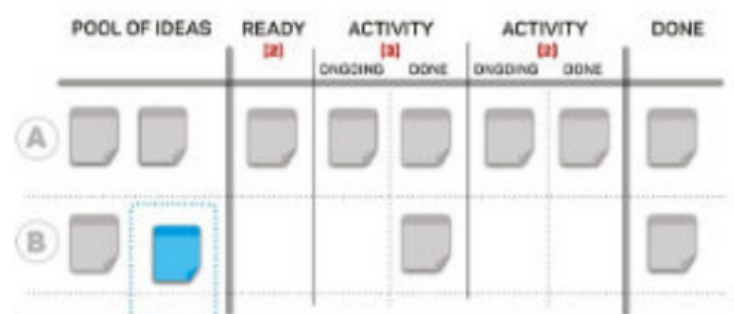
Blizzard Sport, an Austrian ski manufacturer, was able to **cut lead time in half** for the price of a flipchart, a few wall pinboards, and a stack of post-it notes.

Kanban also enables teams to solve problems quickly. By focusing on visualization and managing work, not people teams are able to have productive meetings in less time.

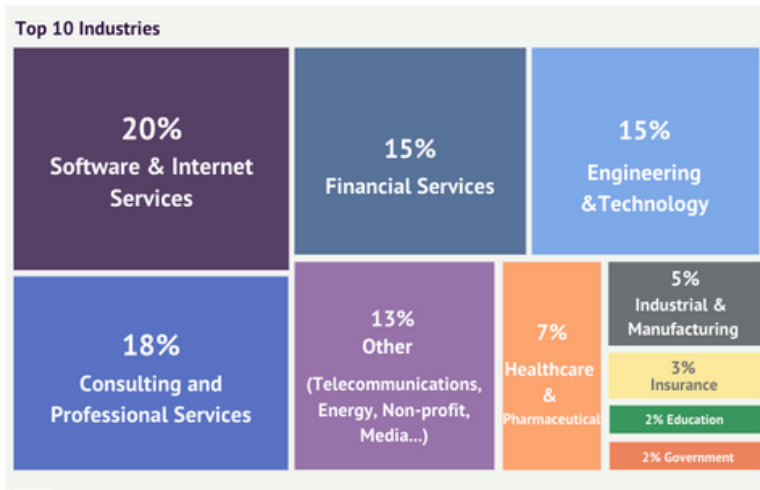
"Manage work, not people"

INCREASING AGILITY BEYOND IT

Kanban can be scaled easily across an enterprise. It offers an easier solution to managing dependencies and shaping demand.



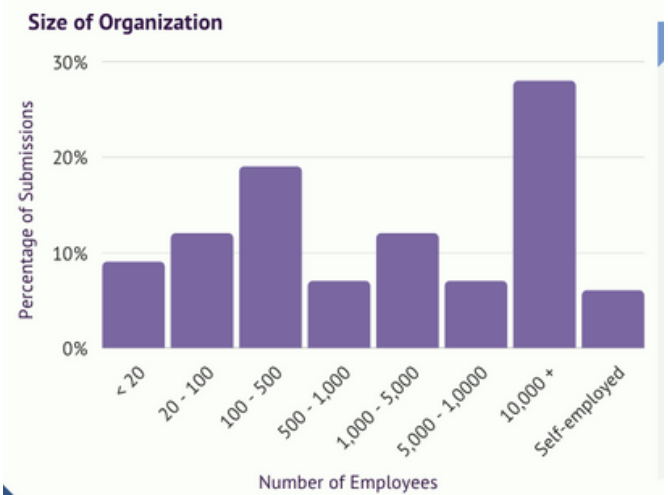
Based on the 2021 State of Kanban report, **41% of organizations who use Kanban apply Kanban across 10+ teams** or to the whole company. On top of that, more than 85% of respondents indicated that their organizations intend to **expand their adoption** within the next 12 months.



Data from 2021 State of Kanban

Gain a new understanding of work

After just a few months of visualizing their work on a board, the team implementing Kanban at Tupalo began to notice that there actually were definable process steps in Marketing and Community Management assignments.



Data from 2021 State of Kanban

A MAP TO CONTINUOUS IMPROVEMENT WITH STRESS-FREE CHANGE



Change should be evolutionary, not revolutionary

One of the core principles of the Kanban method is evolutionary change. This focuses on taking small steps that can easily be rolled back to reach larger objectives. This helps prevent implementation failure and helps overcome resistance to change.

The Kanban Maturity Model

The Kanban Maturity Model acts as the guide to organizational maturity. With the model, businesses can find the desired outcomes they would like to reach and create a plan to get there by assessing their current state and the transition and then finding consolidation steps needed to grow. The KMM not only focuses on practices but the culture of an organization and the values needed to improve it.

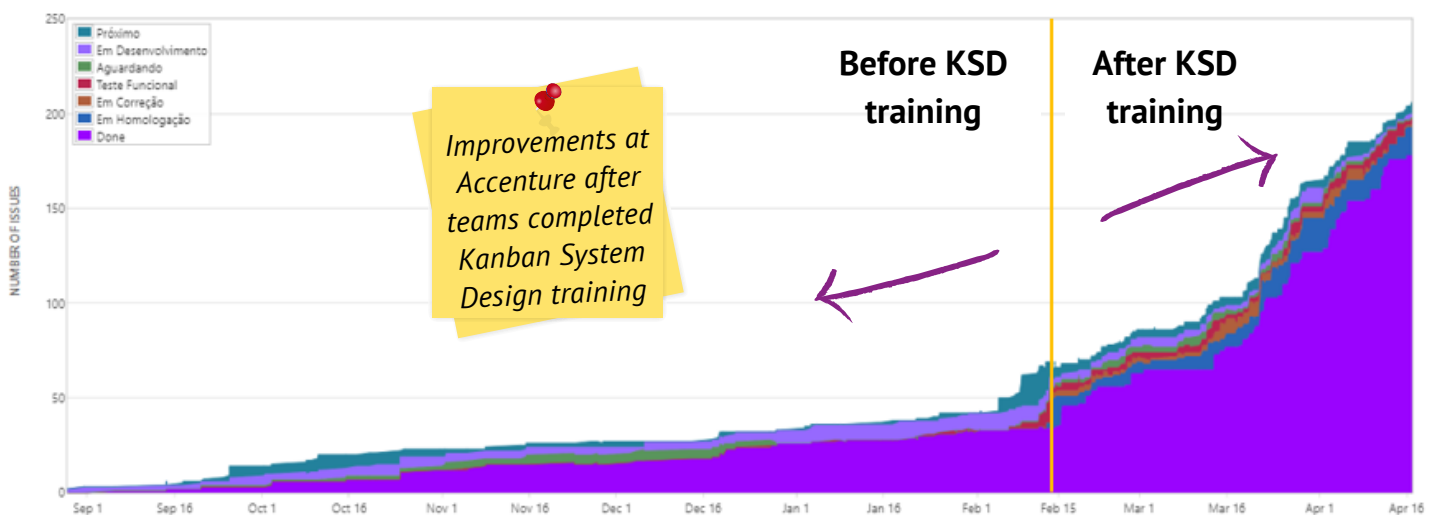
Using the Kanban Maturity Model, BBVA was able to have two programs in the finance area **evolve from team-focused management to service-oriented entities** with a **deep understanding of their real capability** and the types of services they are delivering to their customers in only one year.

TRAINING COURSES THAT MAKE A DIFFERENCE

Training that gives you evidence-based guidance that you can start next week

All our training courses are based on pragmatic, actionable, and evidence-based guidance. Our courses stand out with their hands on approach. We want to help trainees become capable of improvement, not pass some exam.

Participants in our training courses are able to quickly enjoy the benefits Kanban brings to organizations.



“Training **improves the chances that individuals will adopt Kanban within their organizations** and utilize more mature practices such as metrics and cadences. Those respondents that had taken Kanban training **showed significantly higher usage of each and every kanban practice compared to those who had not taken training**” (2021 State of Kanban)



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