

KS
Kanban -

Isn't it just Common
Sense?

Karl Scotland

@kyscotland

@RallySoftware

#AgileNYC

Principles

- Start with what you do now.
- Agree to pursue incremental, evolutionary change.
- Respect the current process, roles responsibilities + titles.
- Leadership at all levels.

Practices

- Visualise.
- Limit WIP.
- Manage flow.
- Make policies explicit.
- Implement feedback loops.
- Improve collaboratively.

David Anderson

HEURISTICS

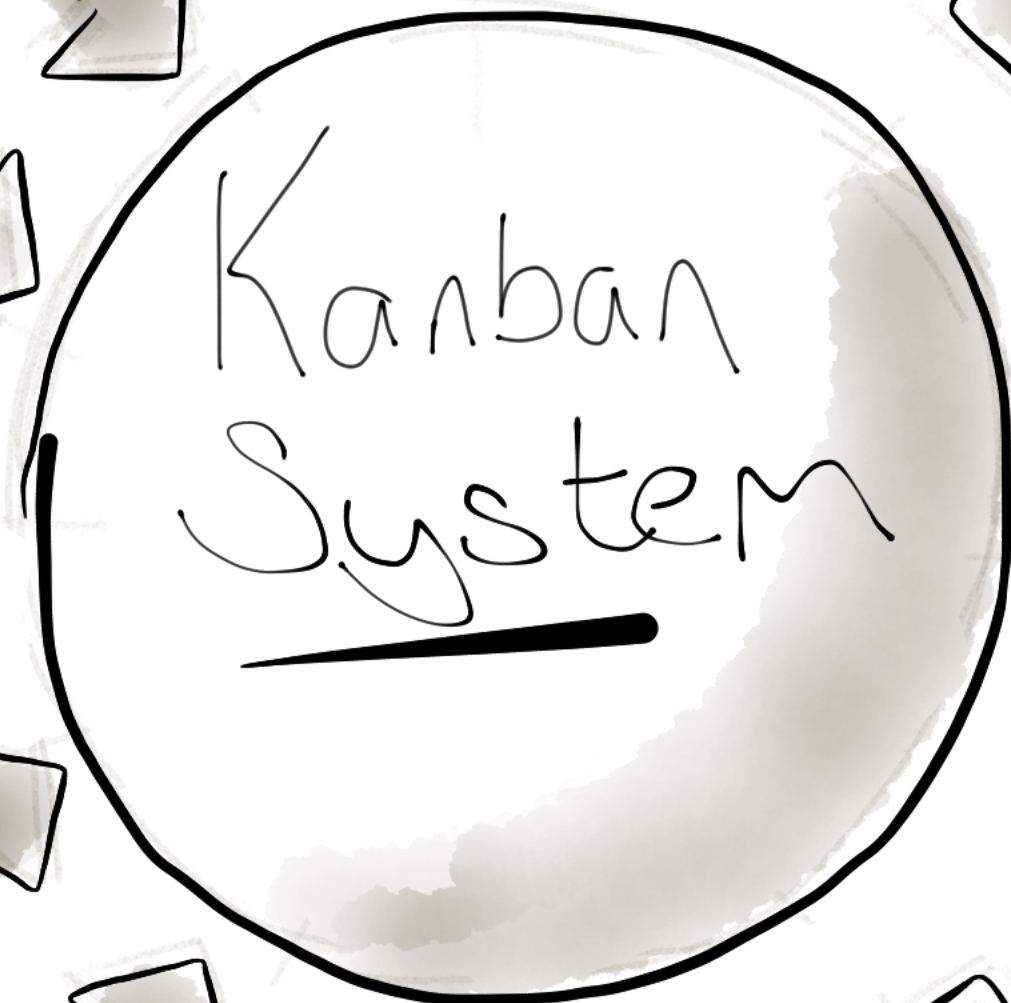
Study

Share

Contain

Sense

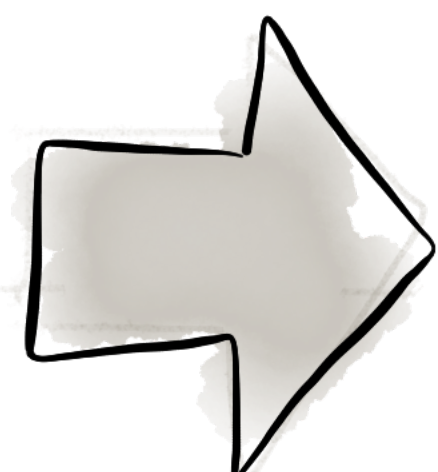
Explore



IMPACTS



Flow



Potential



Value

KSS

ee

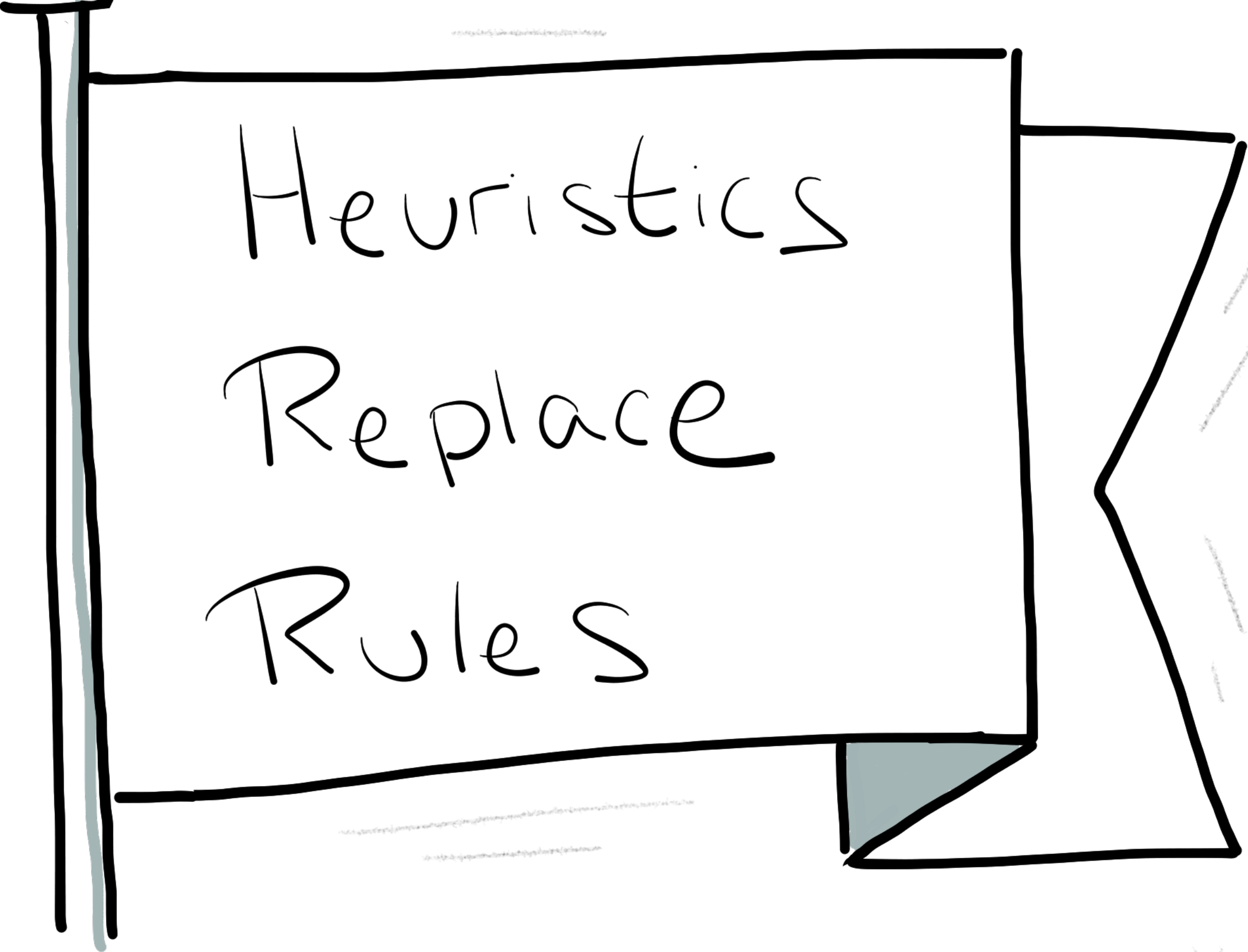
Heuristic

165

involving or serving as an aid to learning, discovery, or problem-solving by experimental and especially trial-and-error methods.

of or relating to exploratory problem-solving techniques that utilize self-educating techniques (as the evaluation of feedback) to improve performance. ”

- Merriam-Webster Dictionary



Heuristics
Replace
Rules

A hand-drawn notepad with a thick black border. The left edge has a light blue vertical bar. The right edge has a pencil icon with a grey eraser and a blue body. The text 'Heuristics Replace Rules' is written in a cursive, handwritten style in the center. There are some faint, illegible scribbles at the top and bottom of the notepad.

Complex

- Retrospective Causality
- Emergent Practice
- Probe → Sense
→ Respond

Complicated

KSS

- Knowledge Causality
- Good Practice
- Sense → Analyse
→ Respond

Disorder

Unordered

Ordered

Chaotic

- Incoherent Causality
- Novel Practice
- Act → Sense
→ Respond

Simple

- Known Causality
- Best Practice
- Sense → Categorise
→ Respond

Cynefin

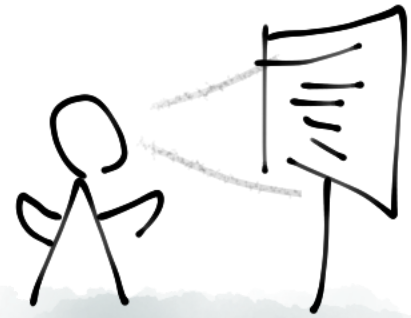
66 We need a clear rule for when (or who) we can break the rules and heuristics that apply on the other side of the boundary. If you have to break the rules then that is OK, it will happen, but you have to then follow the heuristics. ”

Cognitive-edge.com - Rules is Rules

Jan 29 '13

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Distributed Cognition



Disintermediation

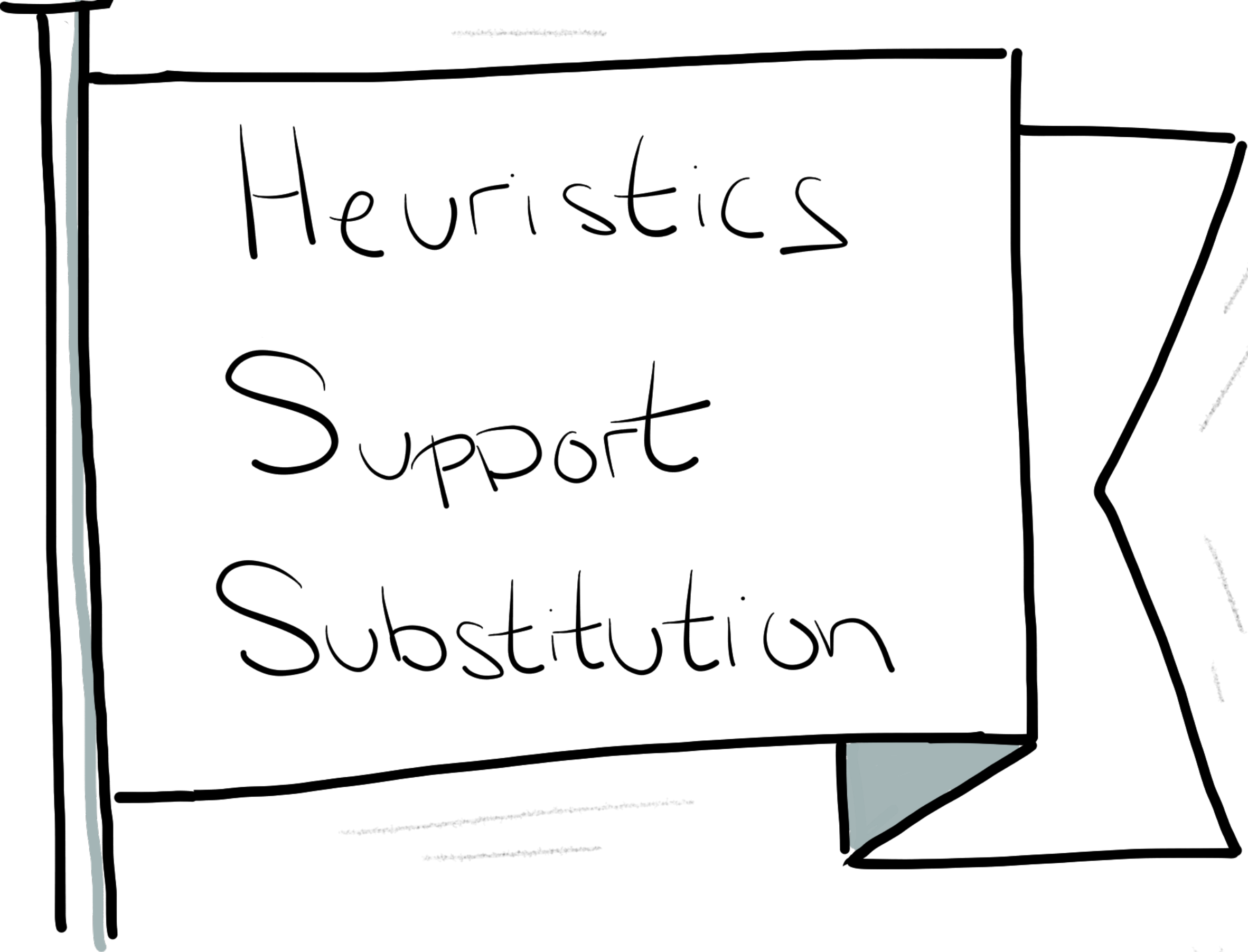
Finely Grained Objects



Complexity Heuristics

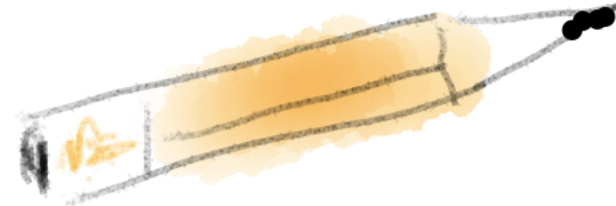
D. Snowden

1055

A hand-drawn illustration of a scroll. The scroll is rectangular with a thick black border. The left edge is a vertical line with a light blue shaded area to its left, suggesting a binding or a shadow. The right edge is a jagged, irregular line, suggesting the scroll is unrolled. The bottom right corner is folded over, showing a light blue shaded area. The text is written in a cursive, handwritten style in black ink. There are some faint, illegible markings on the scroll, possibly bleed-through from the reverse side.

Heuristics
Support
Substitution

Thinking,
Fast and
Slow

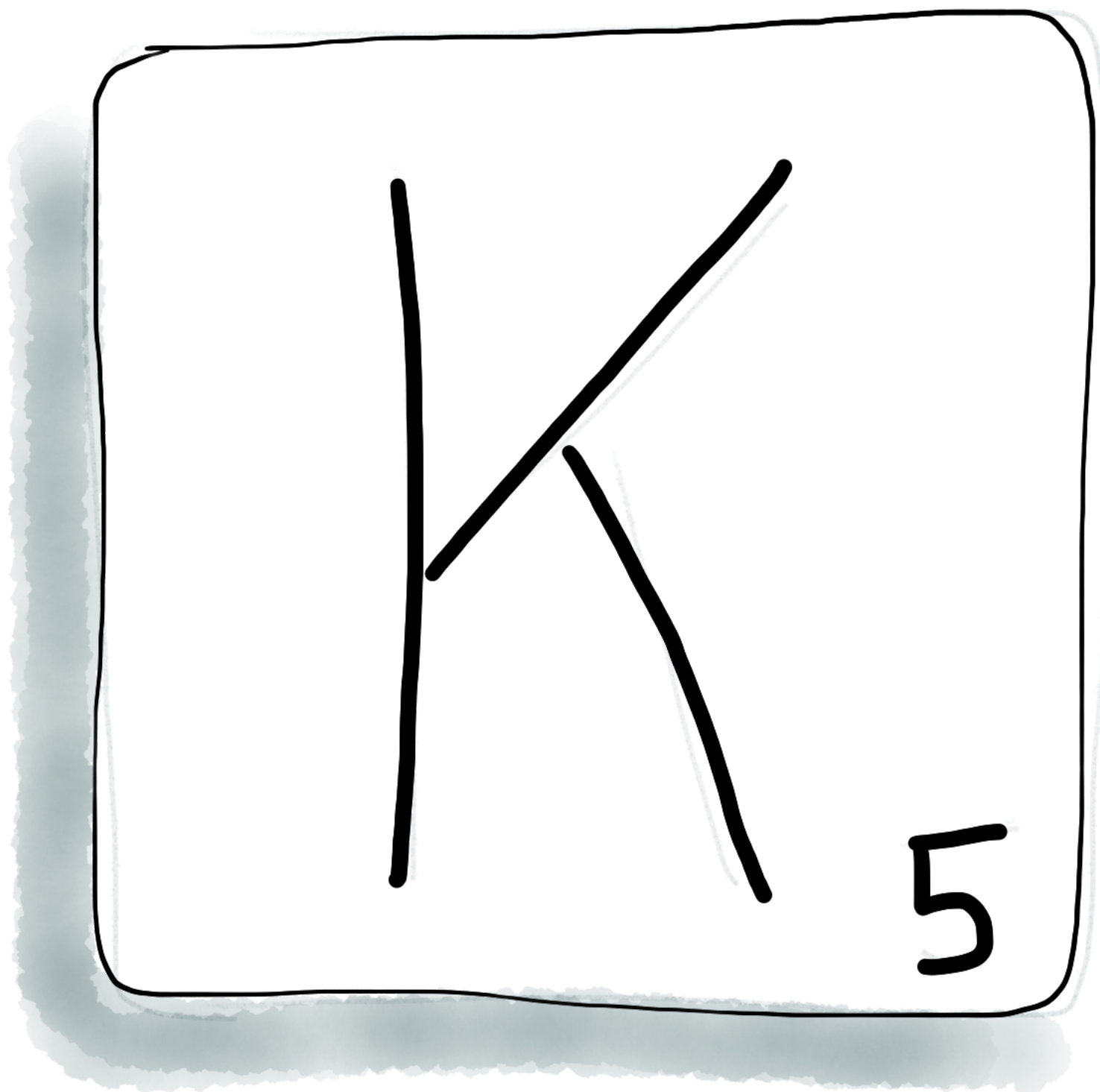


Daniel
Kahneman

“ a simple procedure that helps find adequate, though often imperfect answers to difficult questions. The word comes from the same root as eureka.”

Daniel Kahneman

1053



Substitution

Consider the letter K.

Is K more likely to appear
as the first letter in a word

as the third ^{OR} letter?

KSS

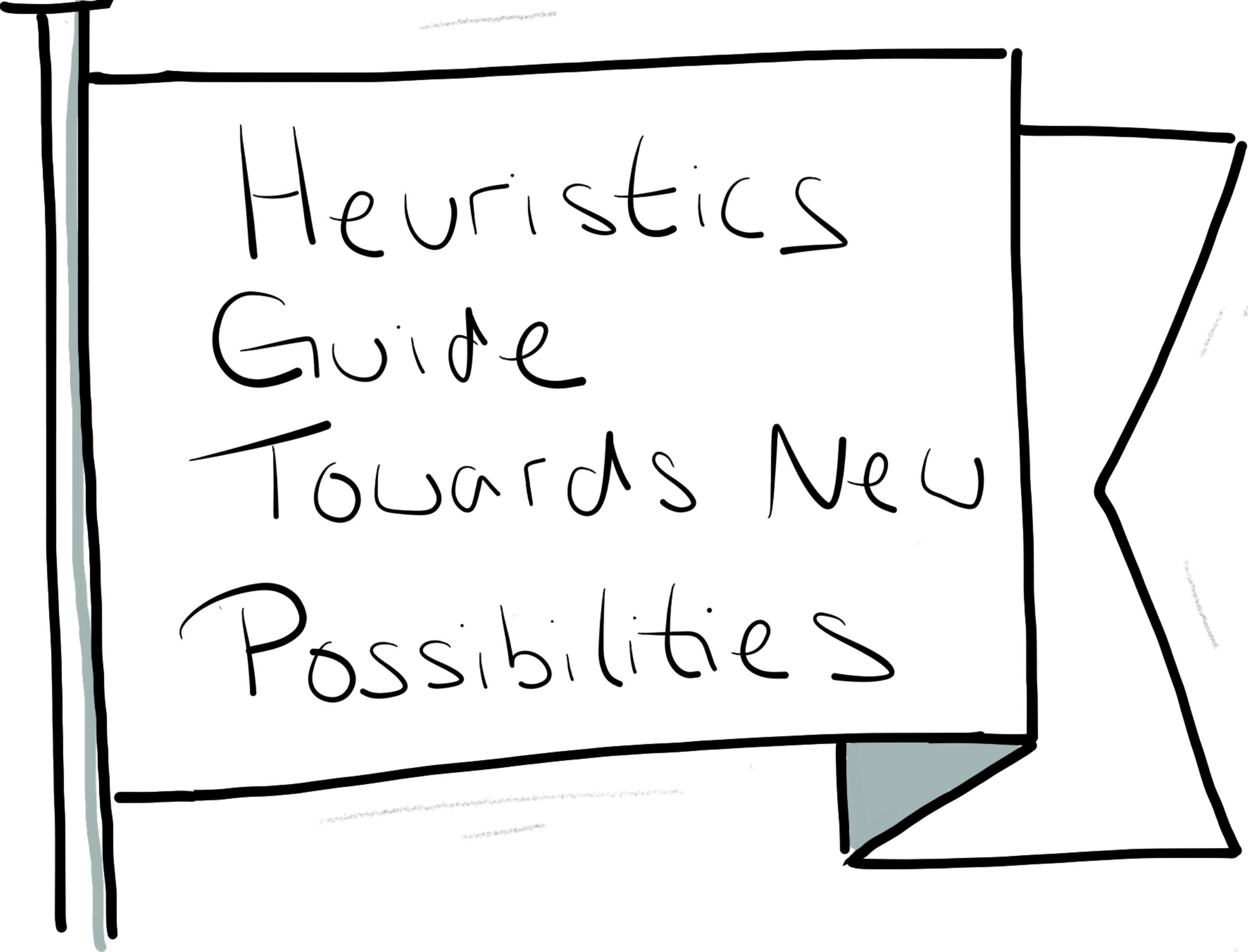


An individual has been described by a neighbour as follows "Steve is very shy and withdrawn, invariably helpful but with little interest in people or in the world of reality. A meek and tidy soul, he has a need for order and structure, and a passion for detail"

Is Steve more likely to be a librarian or a farmer?

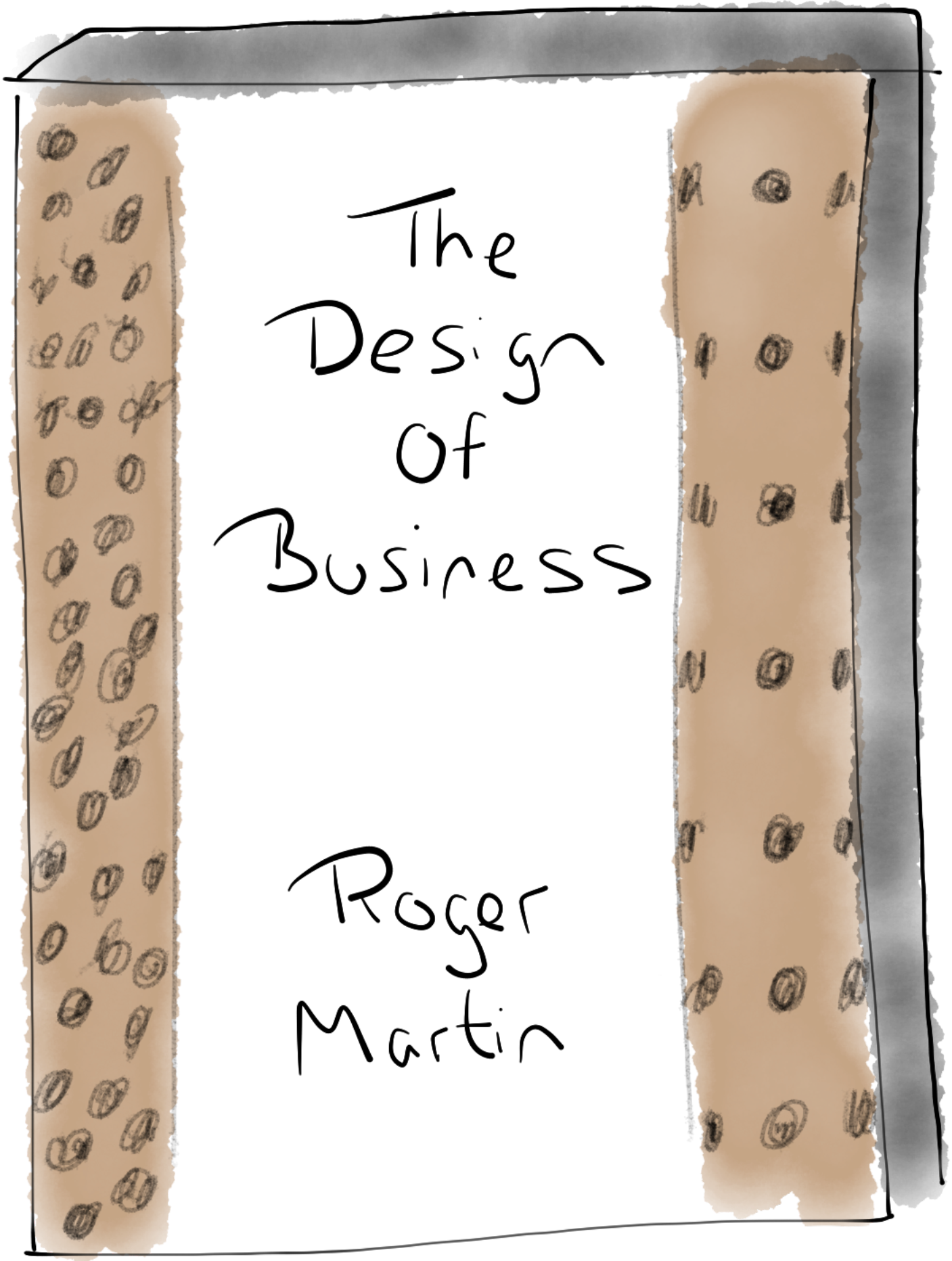


1055

A hand-drawn illustration of a scroll. The scroll is rectangular with a folded bottom edge on the right side. The text is written in a cursive, handwritten style. The scroll is outlined in black, and there are some light blue shading and faint pencil lines around it.

Heuristics
Guide
Towards New
Possibilities

1055

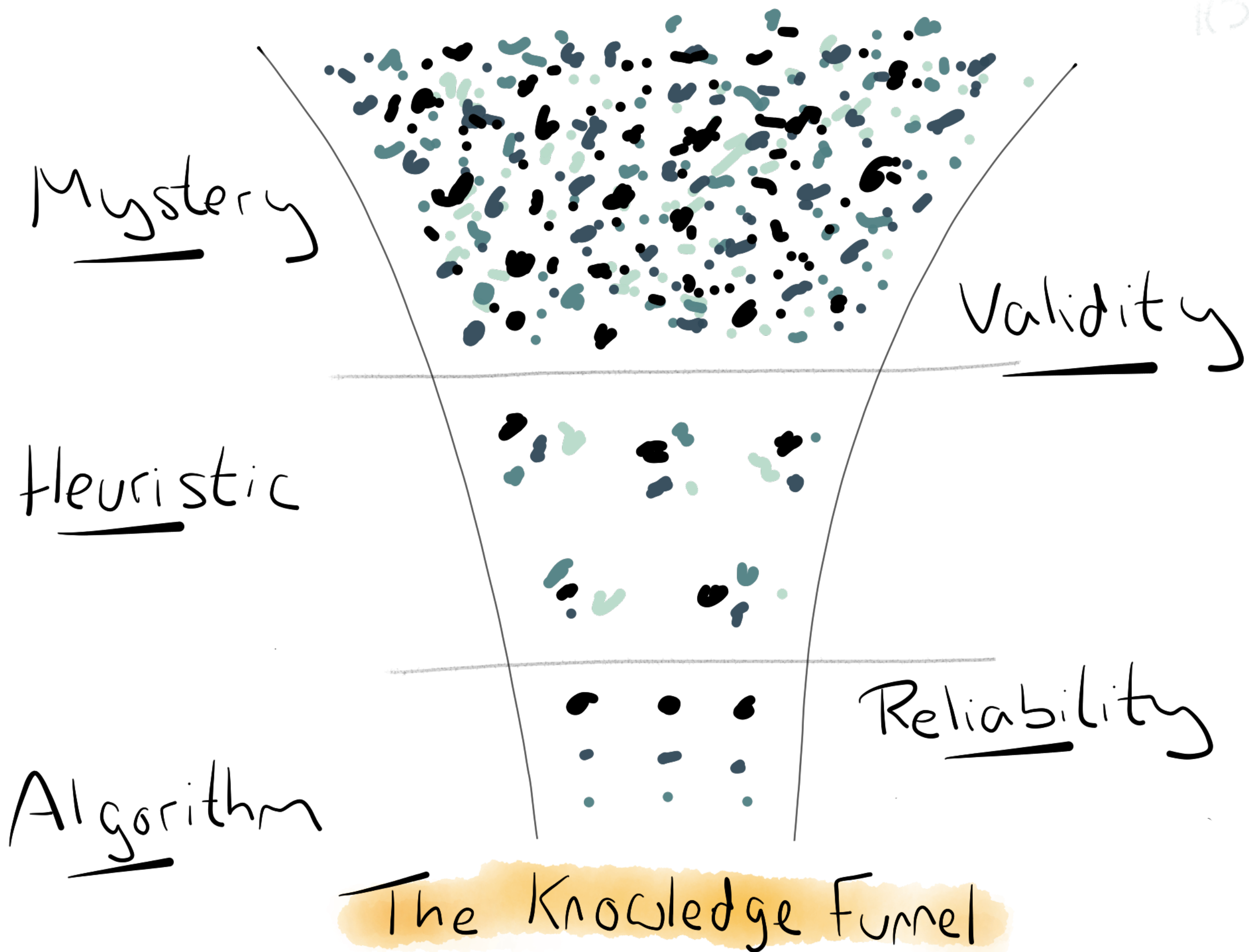


The
Design
Of
Business

Roger
Martin

“ Rules of thumb - that
guide us toward a
solution by way of
organised exploration of
the possibilities ”

Roger Martin



The Knowledge Funnel

Inductive

— What is



Deductive

— What must be

Abductive

— What might be

HEURISTICS

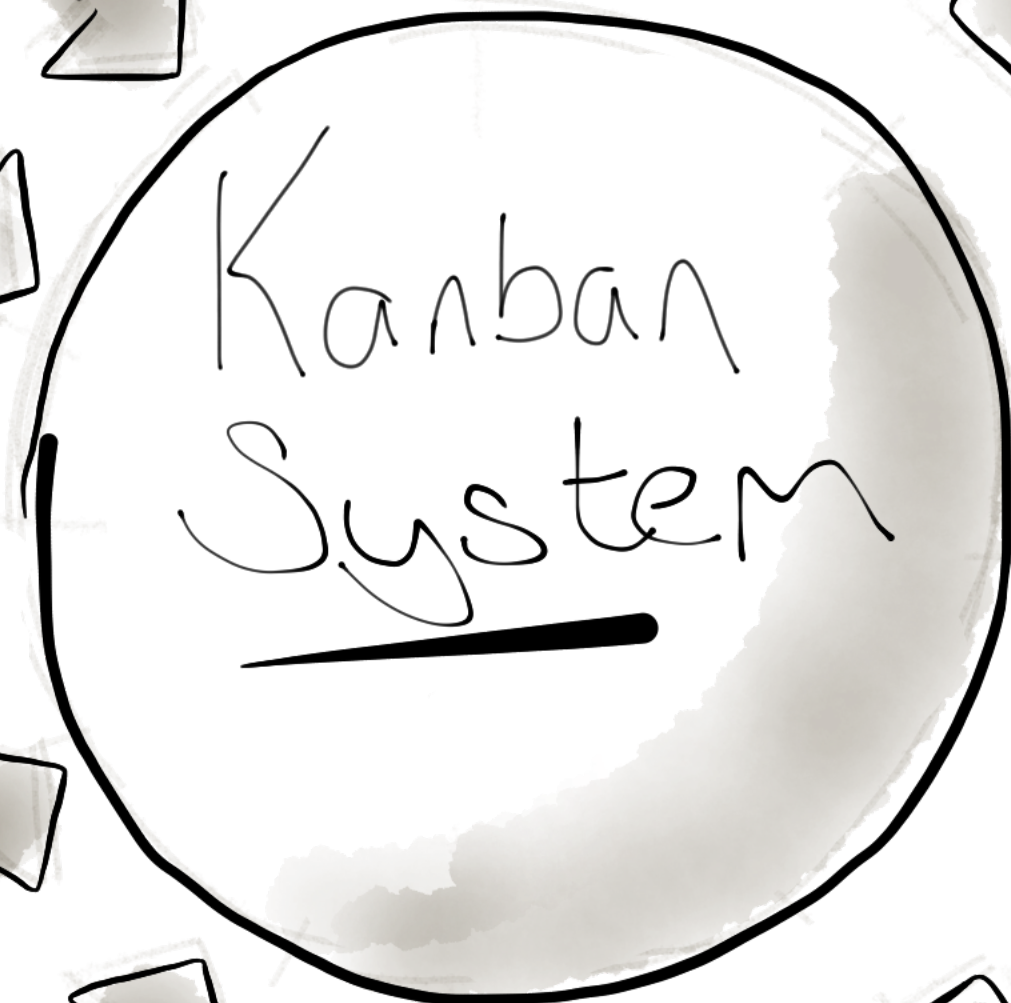
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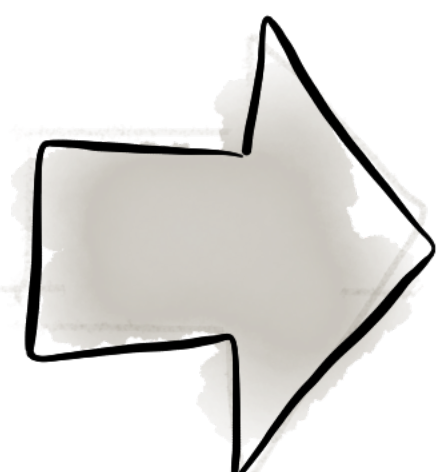
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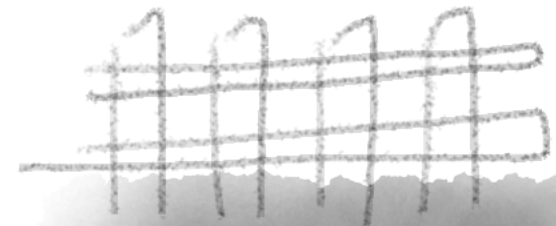
KSS

Study the Context



Share the Understanding

Contain the Work



Sense the Capability

Explore the Potential



Kanban Heuristics

1055

Study the Context

Customer Purpose / Empathy

Work Type / Demand /
Cost of Delay

Flow / Transformations /

Knowledge / Artefacts

Share the Understanding

? Important Dimensions

Common Model ?

Visualisation

Token / Inscription /

? Placement ?

Contain the Work

Work in Process

WIP Limits

Explicit Policies

Delays

Quality

Rework

Sense the Capability

Flow / Value / Potential

Productivity / Responsiveness /
Predictability / Quality /
Employee + Customer Satisfaction

Cadences / Interactions

Explore the Potential

Make more Impact

Amplify + Do More

Dampen + Do Less

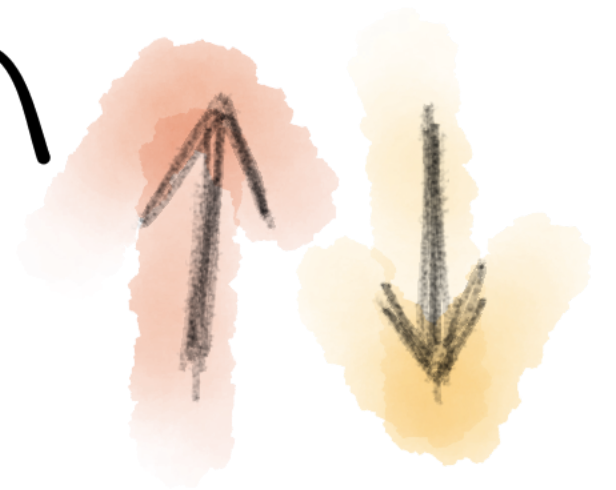
Experiments

Measurable Results

Avoid blindly following
rules.



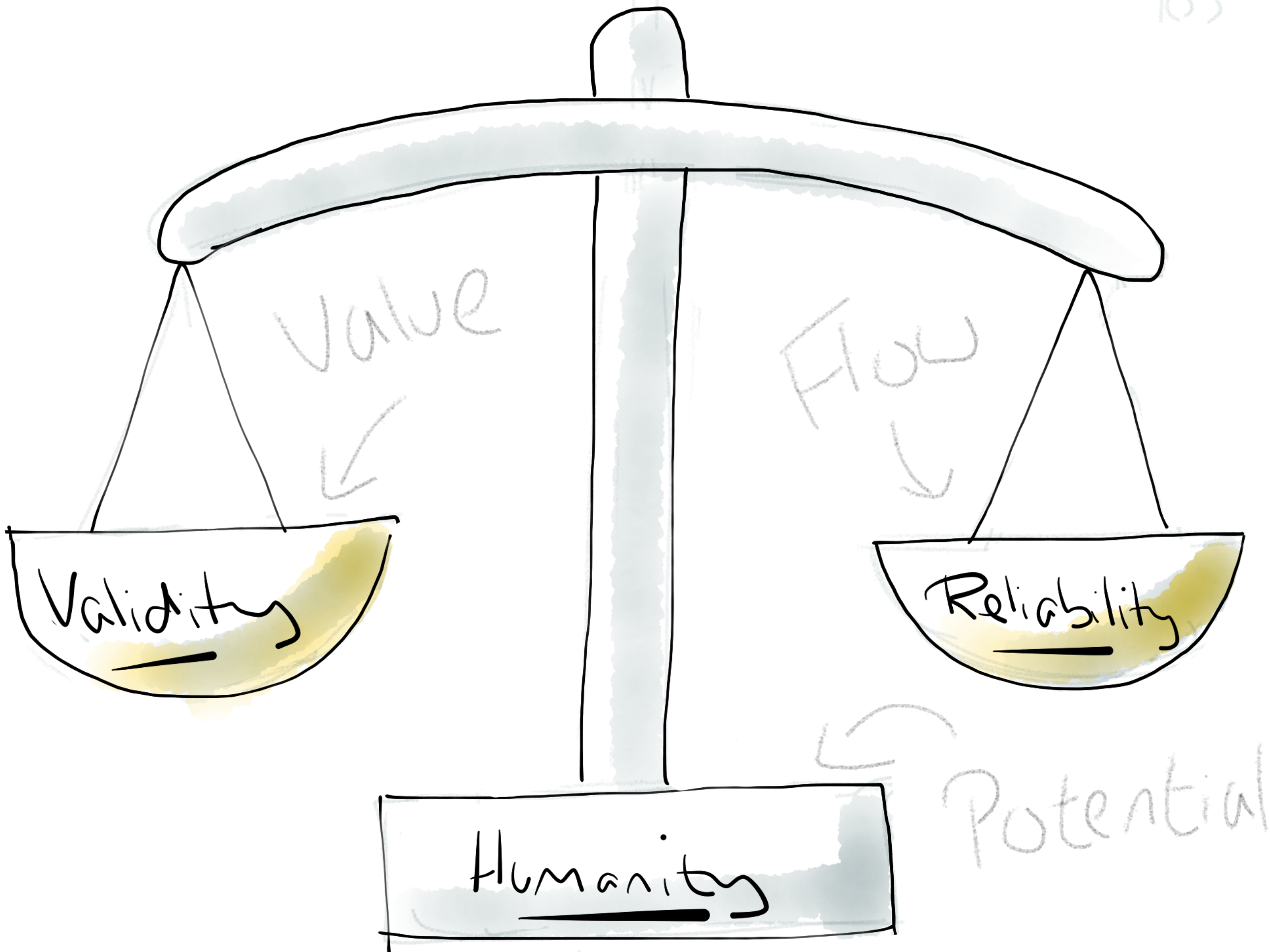
Substitute Kanban
heuristics.



Embrace abductive
logic.



1655



Strictly

Come

Dancing

1/5/5

Thank
You!

@kyscotland
availability.co.uk



RALLY
SOFTWARE

www.rallydev.com/europe

Kanbambandey V!
Limited WIP Society

Understand
Your Customer

Be Comfortable
With Ambiguity

Make
It
Visible.

Know Your
Impact

Co-Create

Learn Fast

Heuristics for Building the Right Thing

