

## Lean Kanban – Matt Upstone, Associated Bank

1. Matt is using <https://leankit.com>
2. When introducing change
  - a. Small, iterative, and collaborative.
3. Application Service Delivery (ASD) - is a shared service team that shares its DNA with other core infrastructure share service teams (e.g. network, compute, and data).
4. Basics of Lean KanBan
  - b. Start with what you do now.
  - c. Agree to pursue incremental change.
  - d. Respect the current process, roles, and responsibilities.
  - e. Encourage leadership at all levels.
5. Core Properties
  - f. Create a culture or work environment to encourage and help each other. Instead of down play or discourage, etc. This work env will produce team collaborative environment.
  - g. Make work visible
    - IF your team is having issues with dependencies stopping the Flow Of Being Productive THEN include a representative from the "dependency" in a "stand up" meeting. "Stand up meeting" == attendees typically participate while standing. The discomfort of standing for long periods is intended to keep the meetings short.
    - Make a board, representing High Level tasks, public so that stakeholders and requesters can see work-load.
  - h. Each week, have a "weekly ceremony" meeting to have prioritization conversations with product teams. Using the boards, all items are reviewed from releases, to defects, to technical debt.
    - 60 minute meeting. Once 60 minutes is up, the meeting IS DONE. The tasks, backlog, etc. is locked.
  - i. Allotted work time per week includes "slack time" (or learning, continuous improvement items) as a part of the work-load.
  - j. A board of operation
    - i. Any "card" in a column w/an x, means it is stopped and needs ATTENTION to make continue progress.
    - ii. Columns are queues.
    - iii. A "card" represent a work item. And a card would have a number representing how big the work task is.
    - iv. Those who are working on the card are in charge of keeping the card status up-to-date.
    - v. A card does not represent simple requests like "password reset" but use a different system for such requests ... like a ticketing system.
    - vi. If the board is starting to become too big (a lot of sub-tasks are starting to be seen) then create another board representing those sub-tasks.
  - k. Limit work in progress. Instead of starting many projects ... create/work and finish small tasks towards the big projects.
  - l. Manage Flow. Make "process" policies explicit. So measure time that tasks take to accomplish. Helps with projecting time needed to complete tasks.