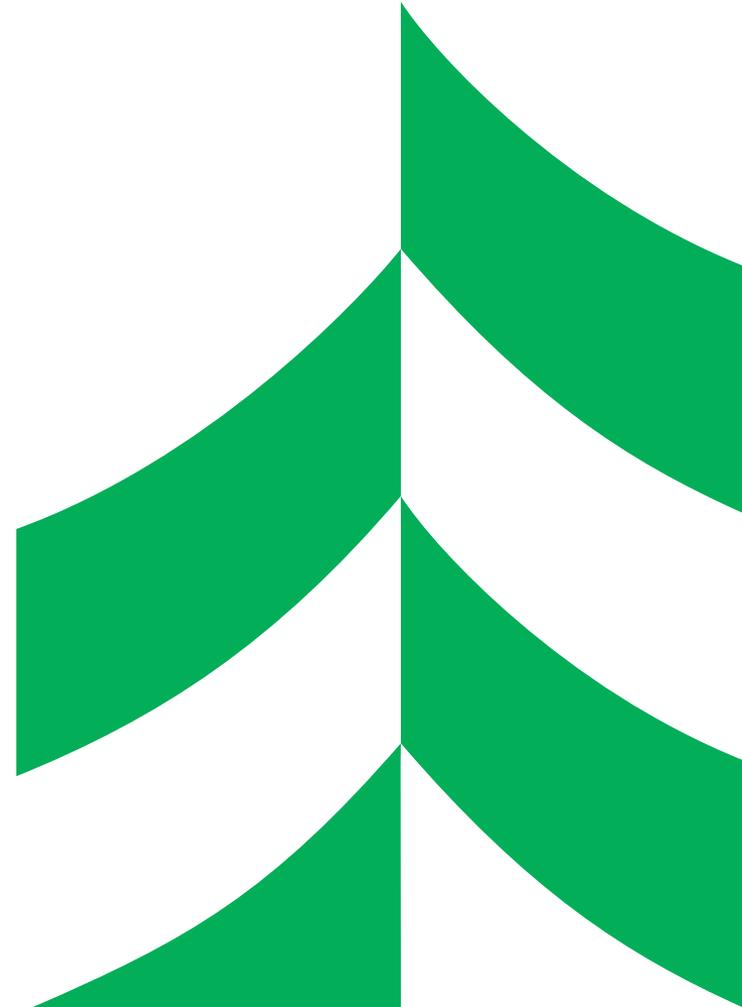


LEAN KANBAN

PRESENTED BY MATT UPSTONE



AGENDA

- **MATT UPSTONE INTRODUCTION**
- **APPLICATION SERVICE DELIVERY AT ASSOCIATED BANK**
- **LEAN KANBAN – THE BASICS**
- **THE JOURNEY OF LEAN KANBAN AT ASSOCIATED BANK**
- **OPEN DISCUSSION**



WHO AM I?

- IT professional with over 22 years in the field.
- Primarily a SysOps background, but has held roles in project management and product management.
- Has worked in K12 Education, Healthcare, and Finance.
- Proficient in traditional waterfall PMP project practice, ITIL service delivery, and Lean Kanban work management methods.
- Married and father of two daughters.
- World of Warcraft player for over 13 years! If one can lead a group of 25 random strangers on the internet then system implementation is easy.



WHAT IS APPLICATION SERVICE DELIVERY?

- Team created to help product teams with quality issues related to service reliability.
- Application Service Delivery is a shared service team that shares it's DNA with other core infrastructure share service teams (e.g., network, compute, and data).
- Associated Bank's implementation of DevOps/SRE.
- Responsible for deployment/release engineering as well as service reliability engineering.
- ASD engineers are on call for all application services successfully on boarded to team support model from responsible product teams.
- ASD engineers support all tooling platforms, including but not limited to, config management, application deployment, system orchestration, and telemetry systems.
- ASD does not directly support other shared team's products (e.g., unified communications, network platforms, or storage).
- ASD partners directly with shared service platform teams to improve the provisioning of resources from their shared systems (e.g., load balancing rules, data bases, and server hosts) through automation.



LEAN KANBAN – THE BASICS

The Core Principles (how to think)

- Start with what you do now.
- Agree to pursue incremental change.
- Respect the current process, roles, and responsibilities.
- Encourage leadership at all levels.

The Core Properties (things to do)

- Make work visible.
- Limit work in progress.
- Manage flow.
- Make process policies explicit.
- Improve Collaboratively (using models and the scientific method).
 - Theory of Constraints
 - Lean (waste reduction)

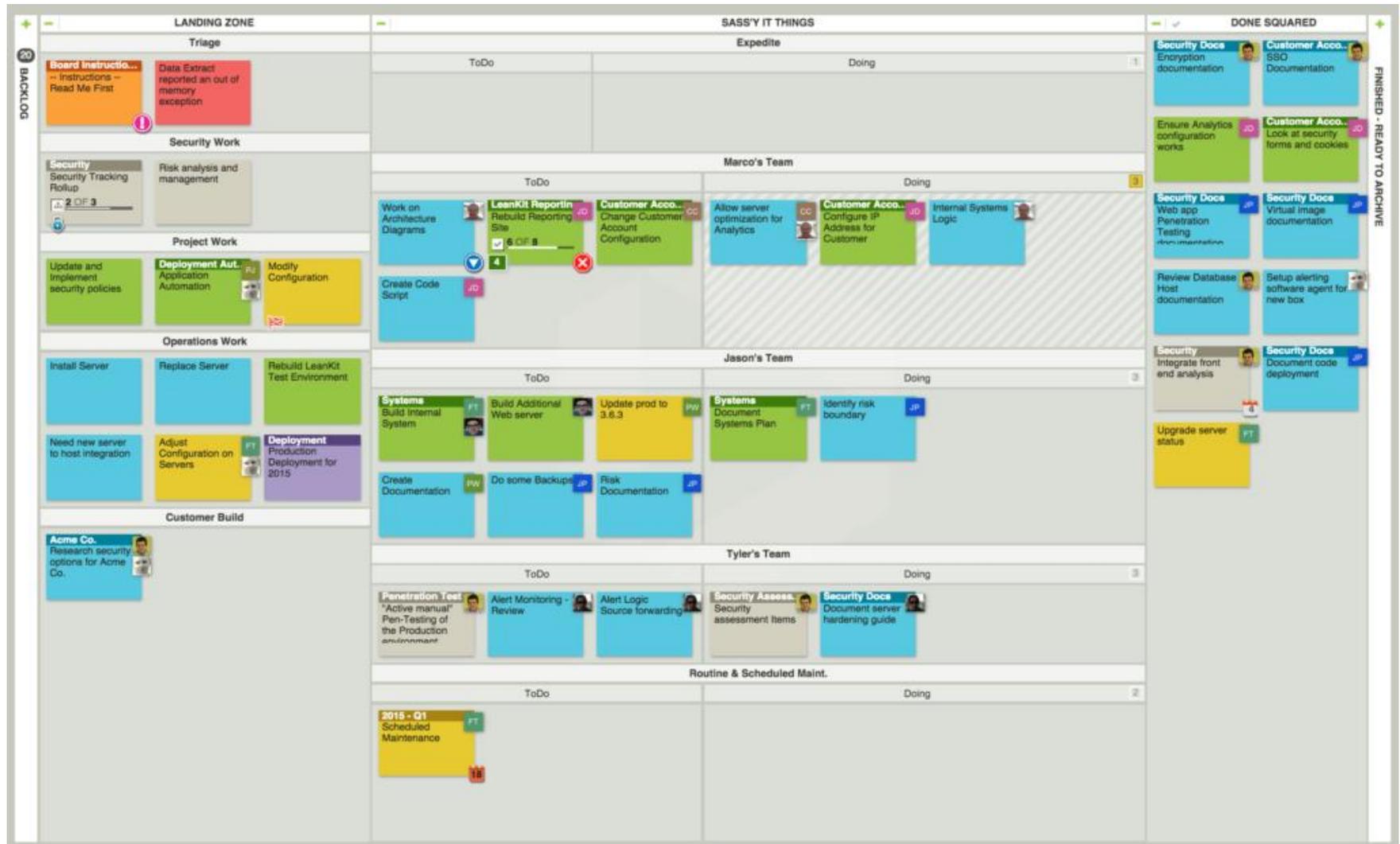


LEAN KANBAN AT ASSOCIATED BANK

- Originally implemented in January of 2014 to help manage all work. The theory was that all work is work and that it must be managed/prioritized together.
- The first boards were just used to manage team work more effectively. No ceremonies with the product teams was established.
- The first boards were not integrated. Backlogs were populated manually and managed manually.
- The current boards are used in a formal weekly ceremony to create a prioritization conversation with the product teams. All items are reviewed from releases, to defects, to technical debt.
- Product teams are responsible for setting the backlog priority, with ASD having override controls if there is service reliability issue that need to be addressed (see ASD mission).
- The current boards are still not integrated, but plans are underway to integrate into the project management, ITSM, and QA systems for greater efficiency.
- ASD model has a low adoption model because of cultural resistance and funding, but systems that have transferred to ASD model are some of the most critical customer facing ones.
- Slack time has been built into the WIP limits to ensure time is available to engineers for continuous improvement items.



BOARD EXAMPLE



OPEN DISCUSSION

