❖ Contents ❖

Foreword	vi
PART ONE * Introduction	
Chapter 1	
Solving an Agile Manager's Dilemma	1
My Search for Sustainable Pace	
My Search for Successful Change Management	3
From Drum-Buffer-Rope to Kanban	
Emergence of the Kanban Method	
Kanban's Community Adoption	7
The Value of Kanban is Counter-Intuitive	7
Chapter 2	
What Is the Kanban Method?	11
What is a Kanban System?	13
Kanban Applied in Software Development	13
Why Use a Kanban System?	14
Kanban as a Complex Adaptive System for Lean	15
Emergent Behavior with Kanban	
Kanban as a Permission Giver	
PART TWO Benefits of Kanban	
Chapter 3	
A Recipe for Success	
Implementing the Recipe	22
Focus on Quality	23

Reduce Work-in-Progress and Deliver Often	25
WIP, Lead Time, and Defects	
Who's better?	
Frequent Releases Build Trust	
Tacit Knowledge	
Balance Demand against Throughput	30
Create Slack	
Prioritize	31
Influence	
Building Maturity	
Attack Sources of Variability to Improve Predictability	
Recipe for Success and Kanban	33
Chapter 4	
From Worst to Best in Five Quarters	35
The Problem	36
Visualize the Workflow	36
Factors Affecting Performance	37
Make Process Policies Explicit	38
Estimation Was a Waste	39
Limit Work-in-Progress	39
Establishing an Input Cadence	40
Striking a New Bargain	41
Implementing Changes	42
Adjusting Policies	42
Looking for Further Improvements	43
Results	44
Chapter 5	
A Continuous Improvement Culture	49
Kaizen Culture	49
Kanban Accelerates Organizational Maturity and Capability	50
Sociological Change	55
Cultural Change is Perhaps the Biggest Benefit of Kanban	58

PART THREE * Implementing Kanban

Chapter 6	
Mapping the Value Stream	63
Defining a Start and End Point for Control	
Work Item Types	64
Drawing a Card Wall	
Demand Analysis	
Allocating Capacity According to Demand	
Anatomy of a Work Item Card	70
Electronic Tracking	72
Setting Input and Output Boundaries	73
Coping with Concurrency	
Coping with Unordered Activities	75
Chapter 7	
Coordination with Kanban Systems	79
Visual Control and Pull	79
Electronic Tracking	81
Daily Standup Meetings	82
The After Meeting	83
Queue Replenishment Meetings	83
Release Planning Meetings	85
Triage	86
Issue Log Review and Escalation	87
Sticky Buddies	88
Synchronizing across Geographic Locations	88
Chapter 8	
Establishing a Delivery Cadence	91
Coordination Costs of Delivery	93
Transaction Costs of Delivery	94
Efficiency of Delivery	96
Agreeing a Delivery Cadence	97
Improve Efficiency to Increase Delivery Cadence	97
Making On-Demand or Ad Hoc Deliveries	98

Chapter 9	
Establishing an Input Cadence	103
Coordination Costs of Prioritization	103
Agreeing on a Prioritization Cadence	105
Efficiency of Prioritization	106
Transaction Costs of Prioritization	107
Improve Efficiency to Increase Prioritization Cadence	107
Making On-Demand or Ad Hoc Prioritization	108
Chapter 10	
Setting Work-in-Progress Limits	113
Limits for Work Tasks	113
Limits for Queues	114
Buffer Bottlenecks	115
Input Queue Size	116
Unlimited Sections of Workflow	117
Don't Stress Your Organization	118
It's a Mistake Not to Set a WIP Limit	119
Capacity Allocation	120
Chapter 11	
Establishing Service Level Agreements	123
Typical Class-of-Service Definitions	124
Expedite	125
Fixed Delivery Date	126
Standard Class	127
Intangible Class	128
Policies for Class of Service	129
Expedite Policies	129
Fixed Delivery Date Policies	130
Standard Class Policies	130
Intangible Class	131
Determining a Service Delivery Target	132
Assigning a Class of Service	
Putting Classes of Service to Use	134
Allocate Capacity to Classes of Service	134

The Primary Goal for Our Kanban System	169
Secondary Goals for Our Kanban System	169
Know the Goals and Articulate the Benefits	174
Steps to Get Started	175
Kanban Strikes a Different Type of Bargain	176
Striking the Kanban Bargain	178
WIP Limits	179
Prioritization	180
Delivery/Release	181
Lead Time and Classes of Service	182
PART FOUR Making Improvements	
Chapter 16 Three Types of Improvement Opportunity	187
Bottlenecks, Waste Elimination, and Reduction of Variability	188
Theory of Constraints	188
Five Focusing Steps	189
Lean, TPS, and Waste Reduction	190
Deming and Six Sigma	191
Fitting Kanban to Your Company Culture	192
Chapter 17	
Bottlenecks and Non-Instant Availability	195
Capacity-Constrained Resources	197
Elevation Actions	197
Exploitation/Protection Actions	198
Subordination Actions	201
Non-Instant Availability Resources	202
Exploitation/Protection Actions	204
Subordination Actions	205
Elevation Actions	206
Chapter 18	
An Economic Model for Lean	
Redefining "Waste"	211
Transaction Costs	212

Carry live tiers Carte	21/
Coordination Costs	
How Do You Know if an Activity Is a Cost?	
Failure Load	216
Chapter 19 Sources of Variability	219
Internal Sources of Variability	221
Work Item Size	221
Work Item Type Mix	222
Class-of-Service Mix	223
Irregular Flow	224
Rework	224
External Sources of Variability	225
Requirements Ambiguity	225
Expedite Requests	227
Irregular Flow	228
Environment Availability	229
Other Market Factors	229
Difficulty Scheduling Coordination Activity	230
Chapter 20	
Issue Management and Escalation Policies	
Managing Issues	
Escalating Issues	
Tracking and Reporting Issues	238
Endnotes	241
Acknowledgments	
Index	
About the Author	
Additional Kanban Resources	