



# Evolutionary Change Workshop

The Foundation of the Kanban Method



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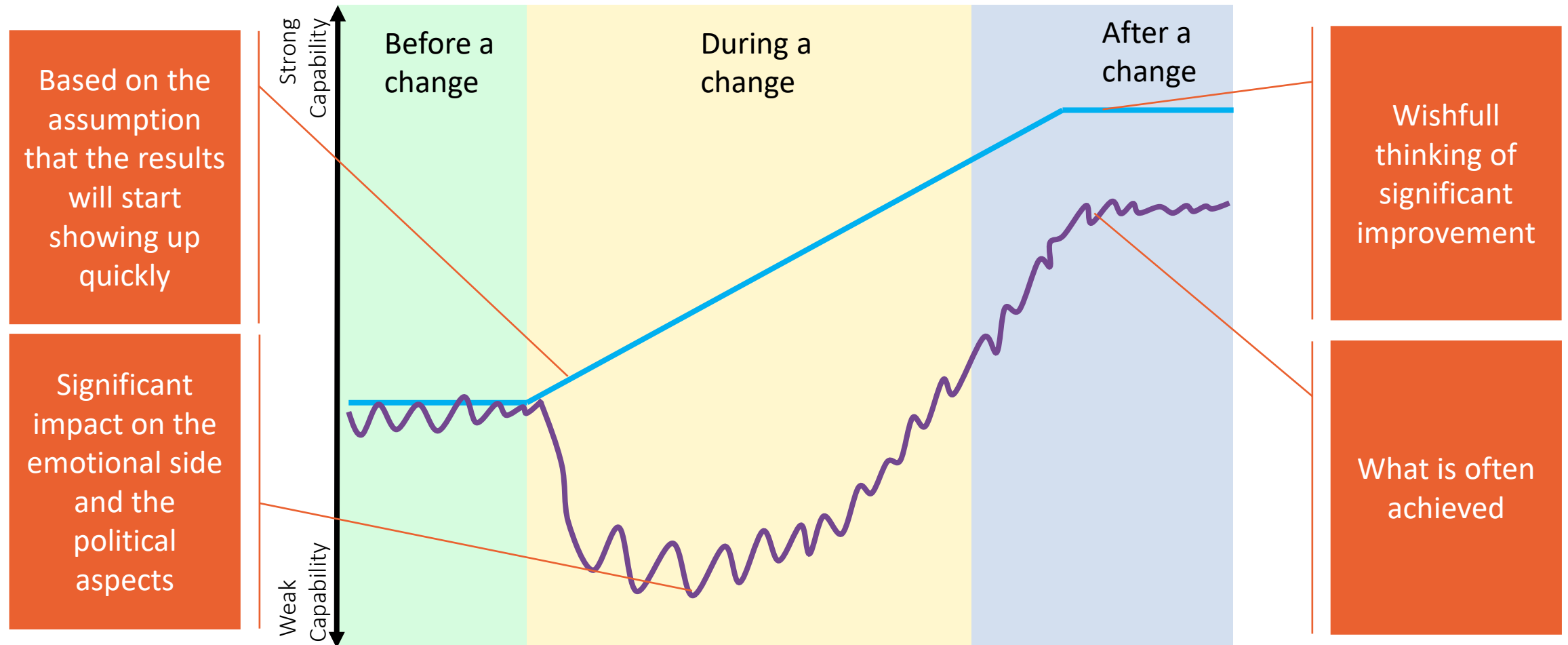
# Start with what you do now

- Add Kanban principles and practices on top of your existing process or framework

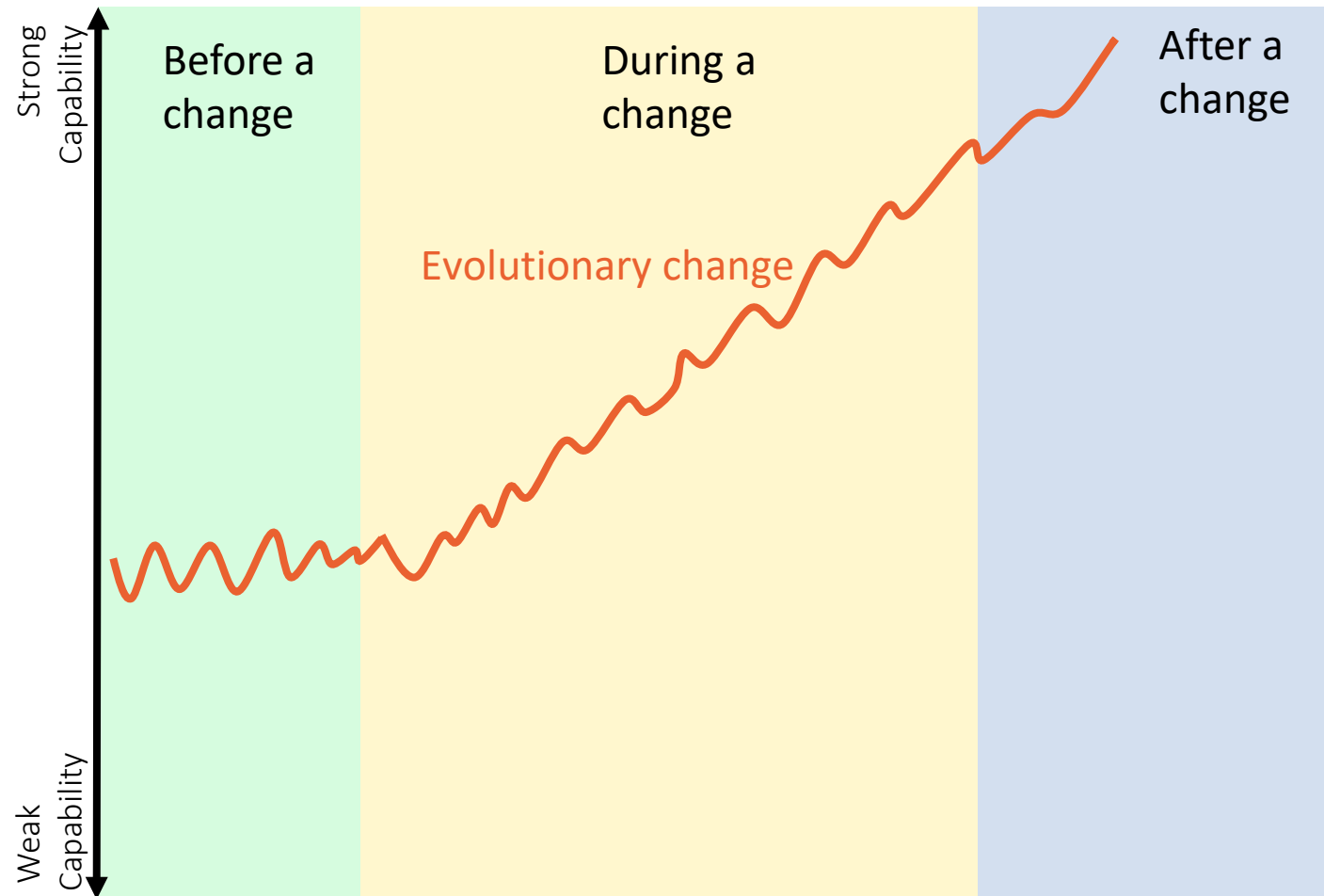
Existing Process or Framework

- Kanban is NOT a Process Framework!
- Kanban IS a method for managing and improving knowledge work service delivery through evolutionary change

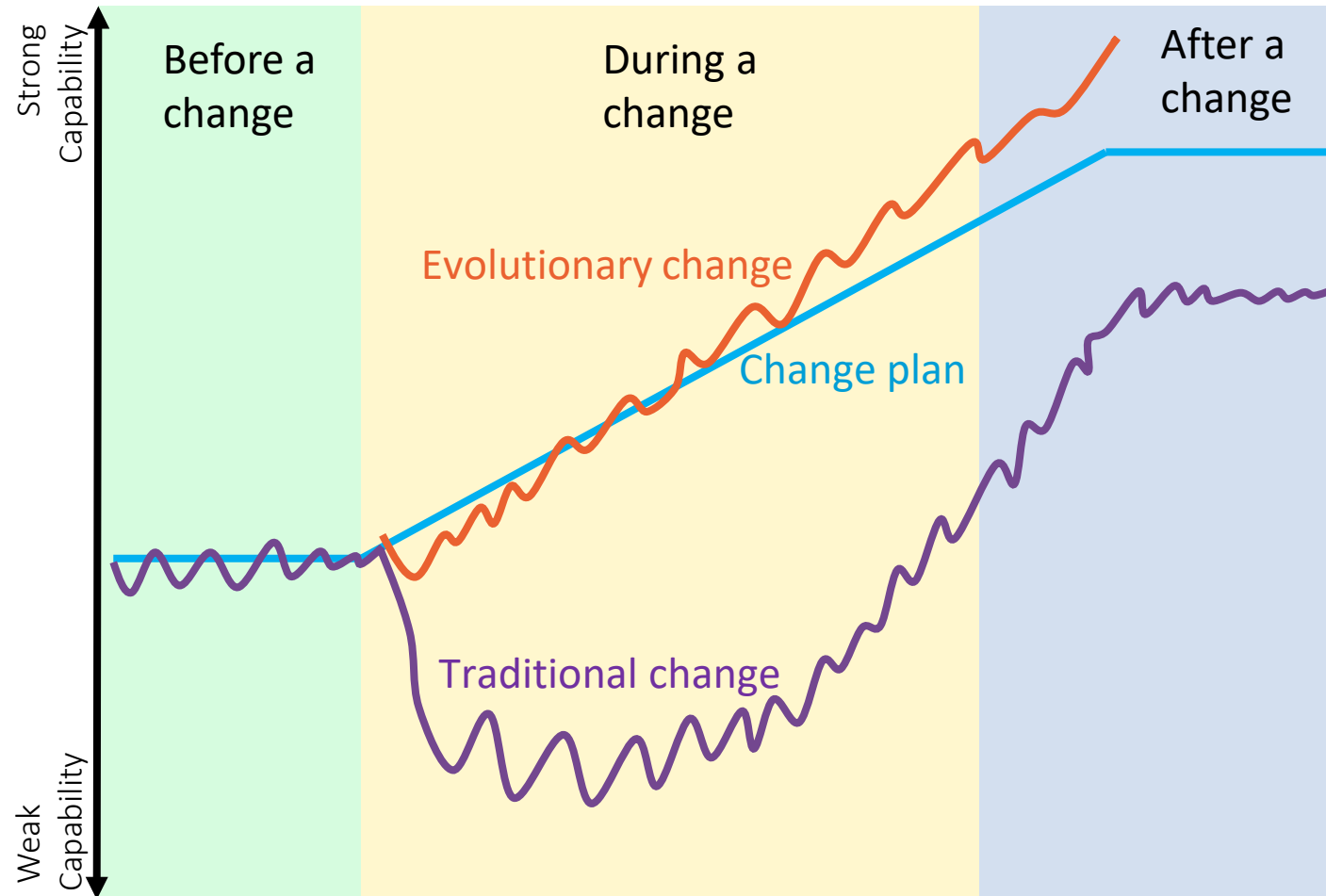
# Impact of change plan on capability



# Impact of evolutionary change on capability



# The three different progressions of change





Evolutionary Change is Humane

# Change Management Principles

1

Start where you are!

2

Agree to pursue evolutionary change.

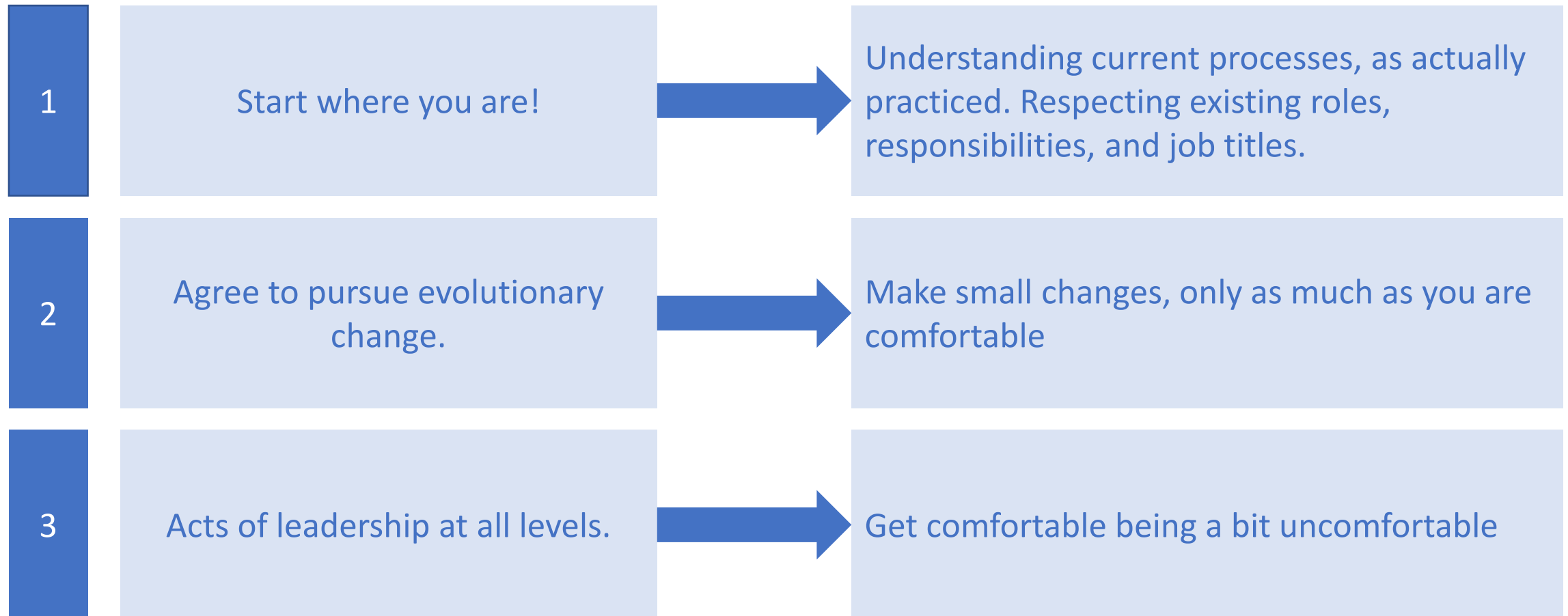
3

Acts of leadership at all levels.

With Kanban, we start by developing and visualizing a joint understanding of the current way of working.

Then, improvements are identified and implemented.

# Change Management Principles





# Evolutionary change formula

Areas to consider when planning out evolutionary change.



The Change Potion



**Leadership**

lead

3



**Reflection Mechanism**

reflect

2



**Stressor**

stress

1

# Feedback Loops

Feedback Mechanisms  
Communication Meetings  
Board  
Reports and Metrics

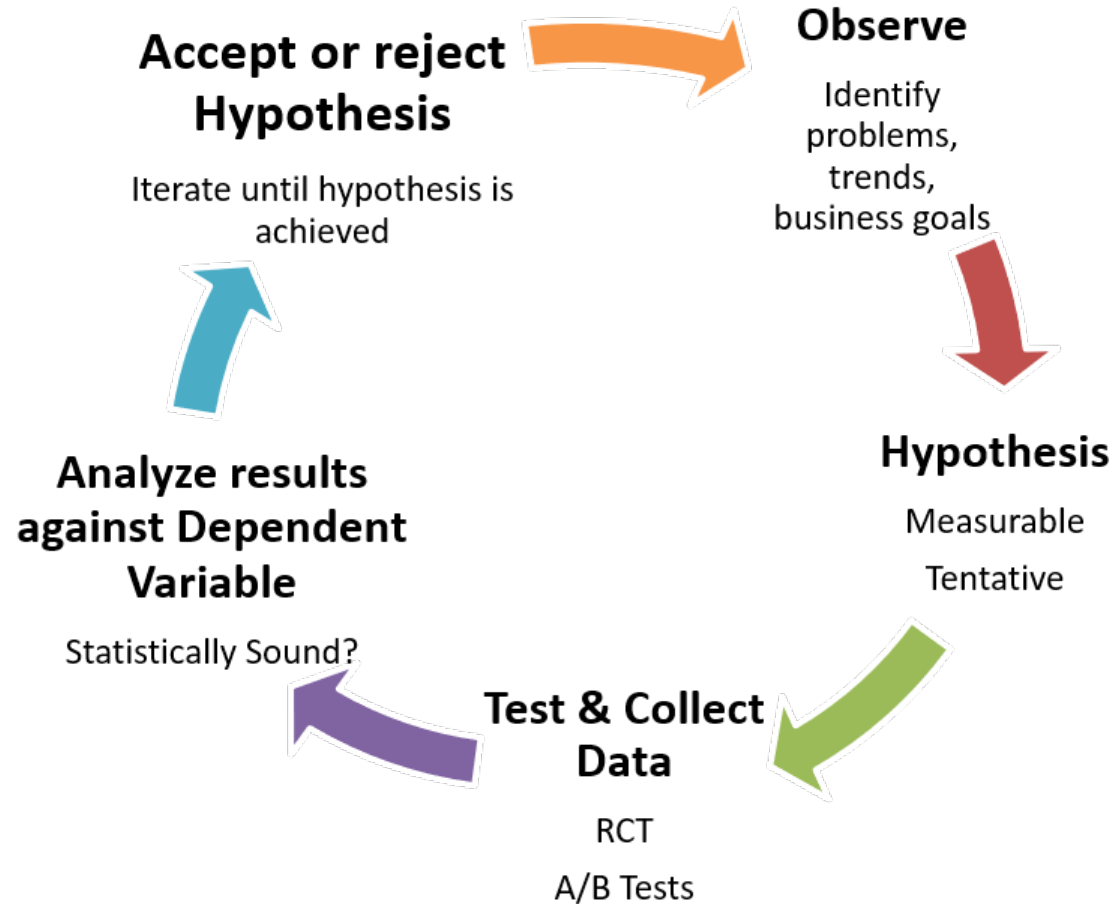


Feedback Loop  
Acts of Leadership

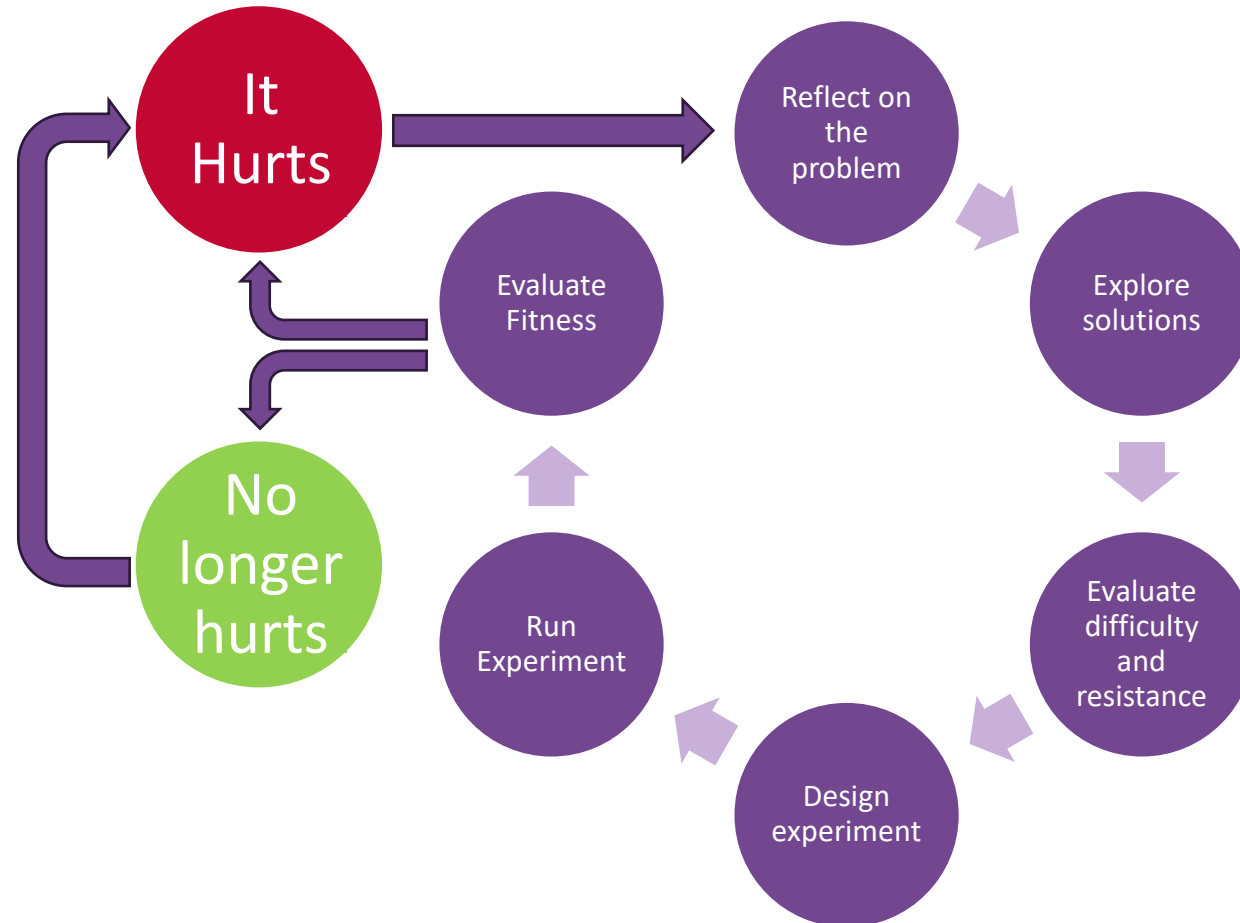
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Feedback without action  
is not a feedback loop.


# The Scientific Method



# Improve collaboratively, evolve experimentally



# It Hurts



Here is what hurt for my team.

we receive mixed or conflicting messages from different team members

Feeling isolated in our individual tasks without a clear view of the bigger picture

We're lacking feedback

Environment is "down" too much and too long

Software engineers push work onto the testers and expect immediate feedback?

sprint scope keeps changing

Voicing concerns are being largely ignored

we're constantly set up for failure with goals that are unrealistic

our sprint goals aren't clear, and it's like we're shooting in the dark

Testing takes way too long!

# It hurts - pain

Brainstorm pains that you have encountered. Write one pain per sticky.

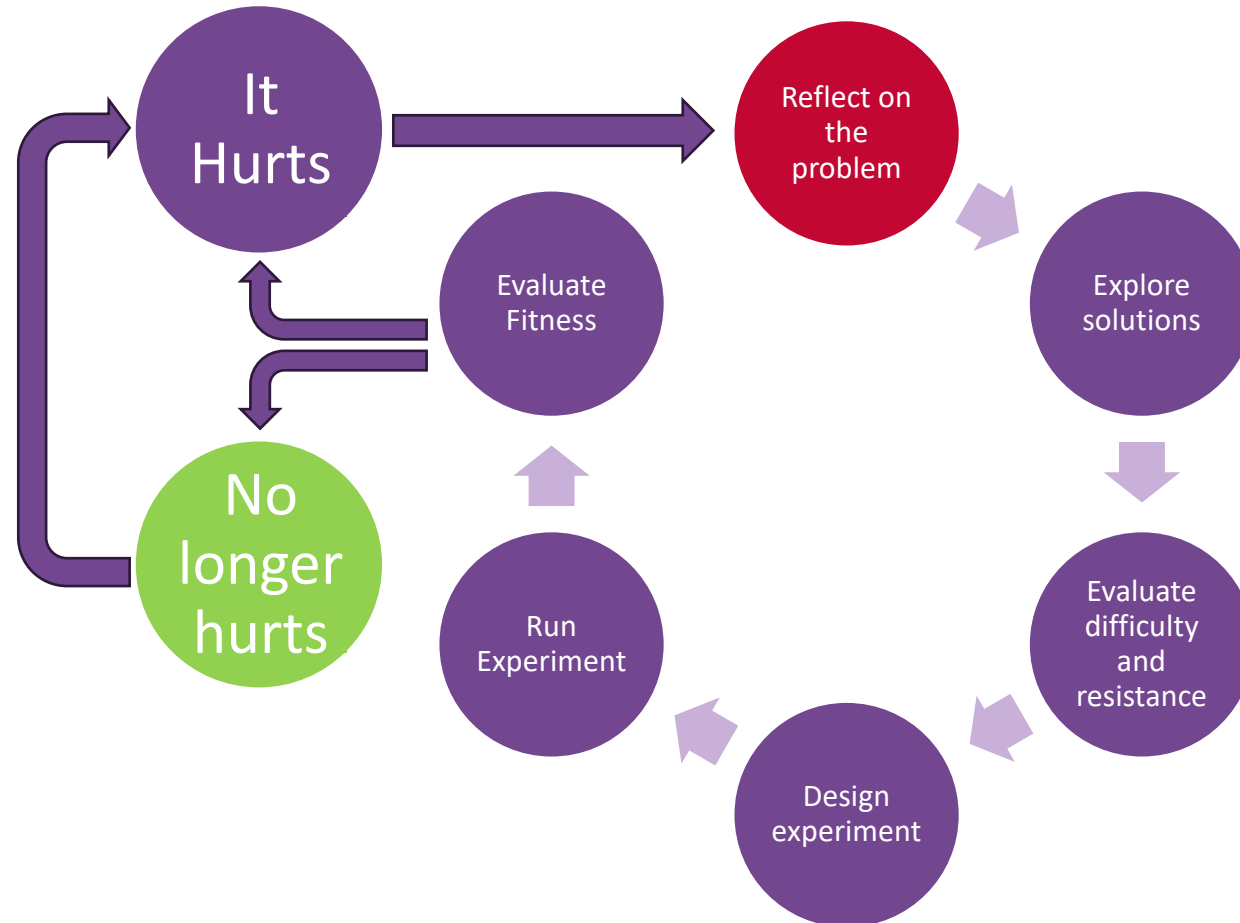
Is the pain clear, unique, and understandable?

Are there additional aspects to include when describing the problem?

Within your group(s), identify the top 3 pains.



# Improve collaboratively, evolve experimentally





# Reflecting on the problems



We dug deeper behind the pains and found the following causes.



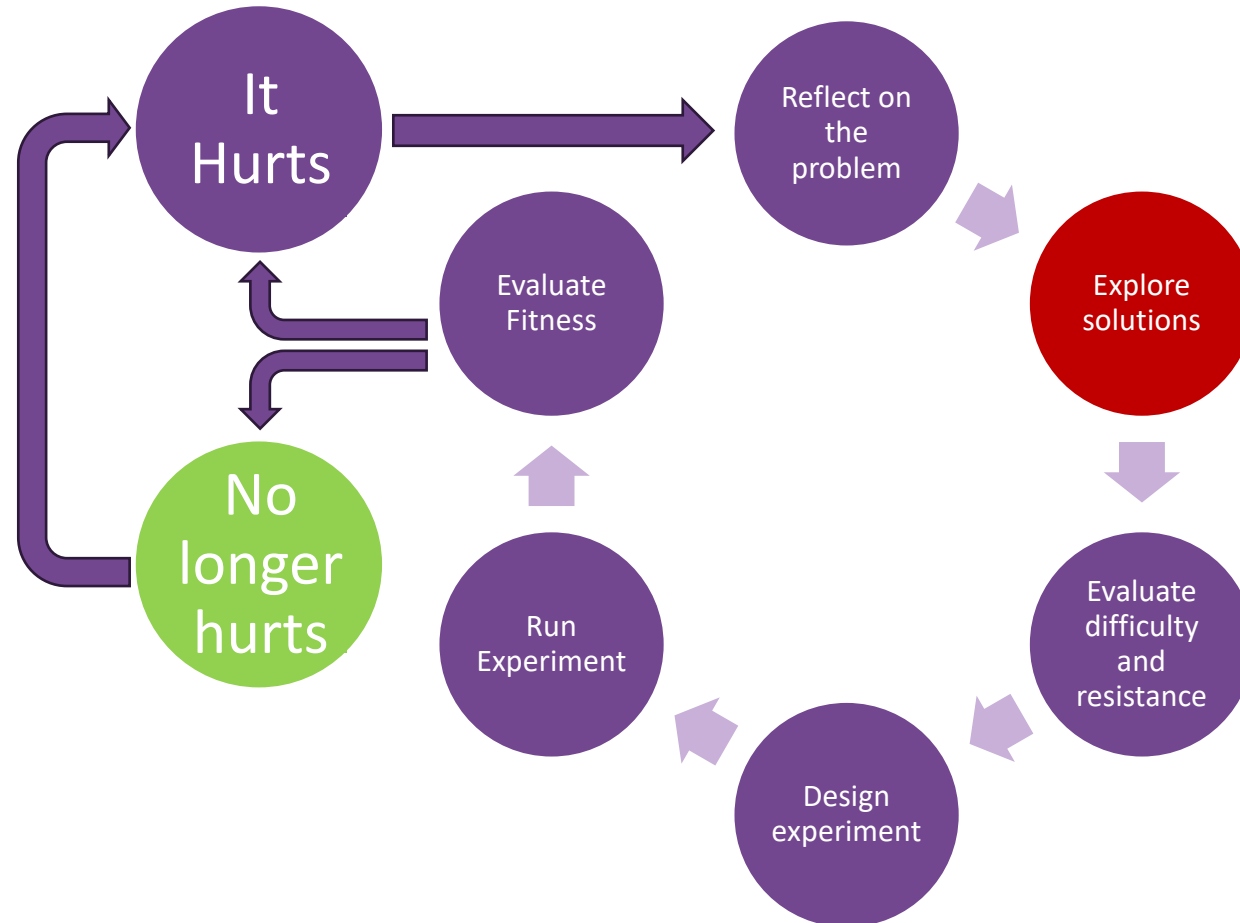
# Reflecting on the problems, review your top 3 pains

What are possible causes of the pains that could be a real problem?

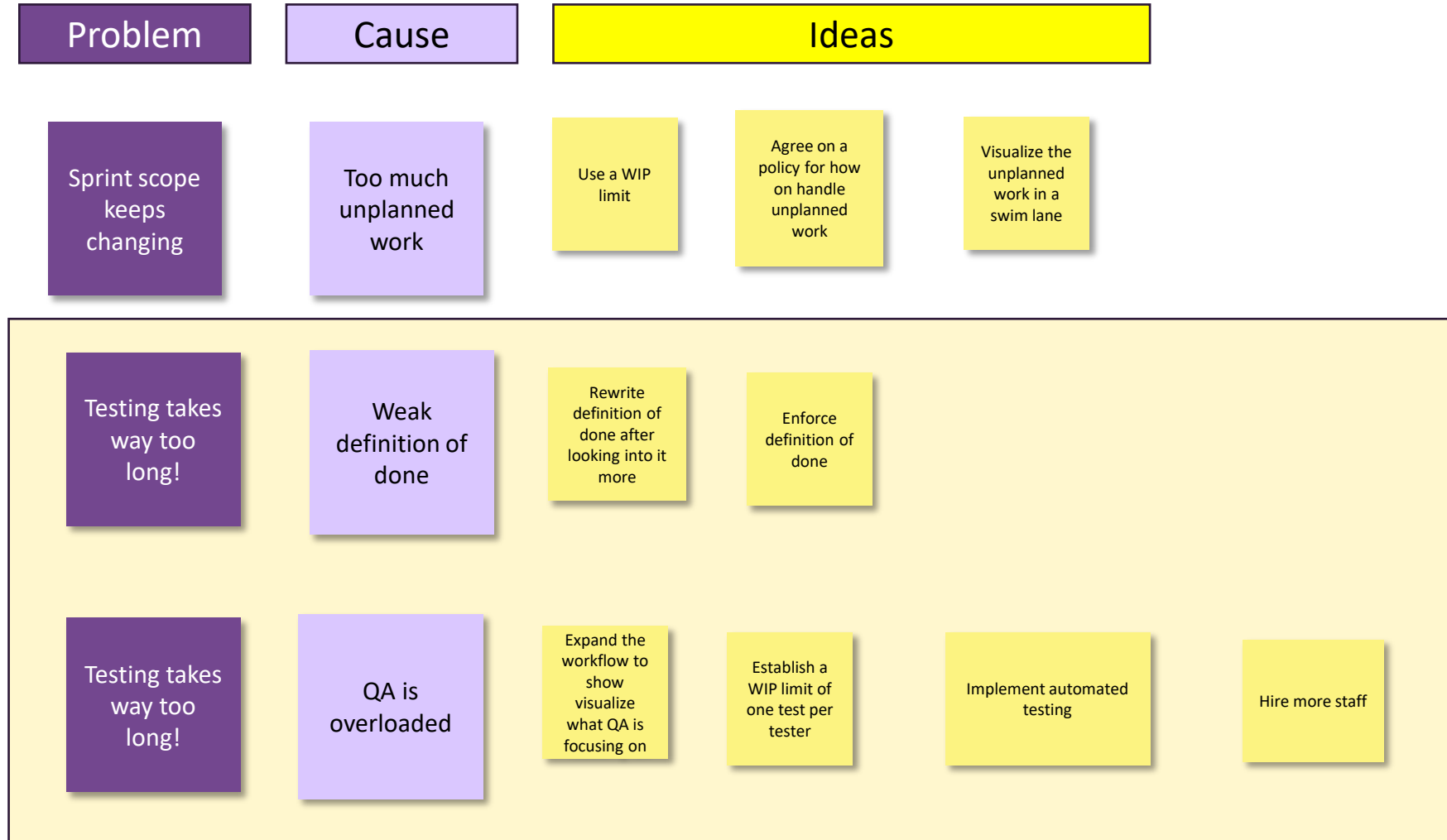
Within your group(s), identify the top 3 causes that you think might be actionable.



# Improve collaboratively, evolve experimentally



# The Scrum Teams' ideas



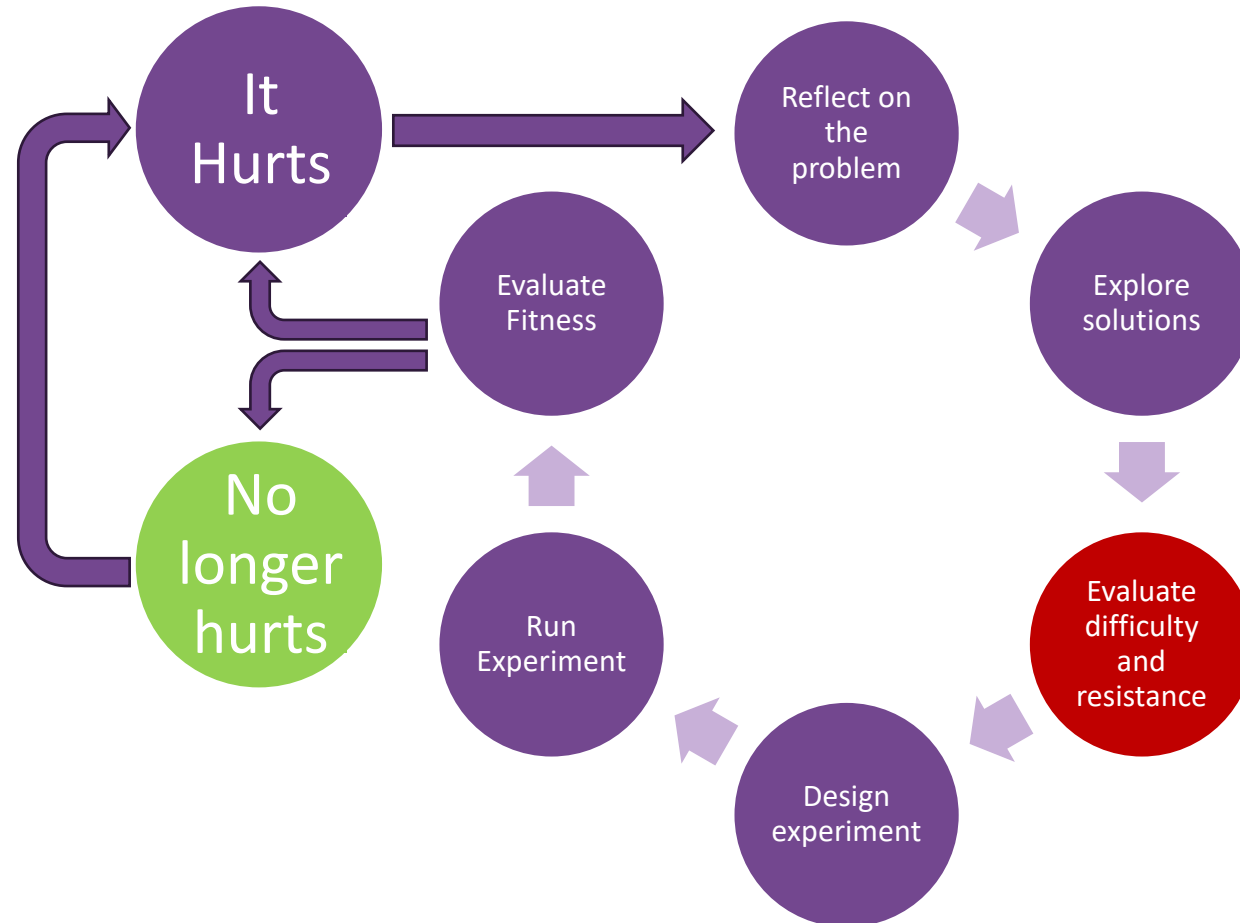
# Explore ideas

Brainstorm solutions that may address your problems. One solution per sticky. As many solutions as time permits.

Within your group, identify the top 2-3 solutions per problem-cause.



# Improve collaboratively, evolve experimentally





*“be like  
water”*

*the rock  
represents  
resistance*

Water flows around the rock

# Fists of Fury





# Be Water my Friend



## Water becomes the cup



We can't be agile unless we change the culture!

Agile needs to adapt to culture as much as culture needs to adapt to agile.



Bruce Lee died from  
drinking too much water,  
new study claims

# Too much water



# Water runs in the family



# Water can flow



# Water can Stagnate



**Dam it**



**Water can crash!**





# Why Around the Rocks?

**B.C.**

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Dist. by Creators

# Around the rocks in real life

- Under the radar



- Break it down



- Run experiments



# Be like water

Attributes for an idea

## **Resistance from people**

Who will resist your idea? How much? A little or a lot?

## **Technical difficulty**

How hard is your idea from a technical perspective? Really easy?

Does it require iterations to learn and then put it into place (e.g., hard work)?

## **Ability to influence**

How much autonomy do you or your team have to put the idea into place without consulting others?

# Deeper Dive into Resistance

## Resistance to the Problem

- I don't agree that is a problem, or don't think it is important
- I actually benefit from the problem

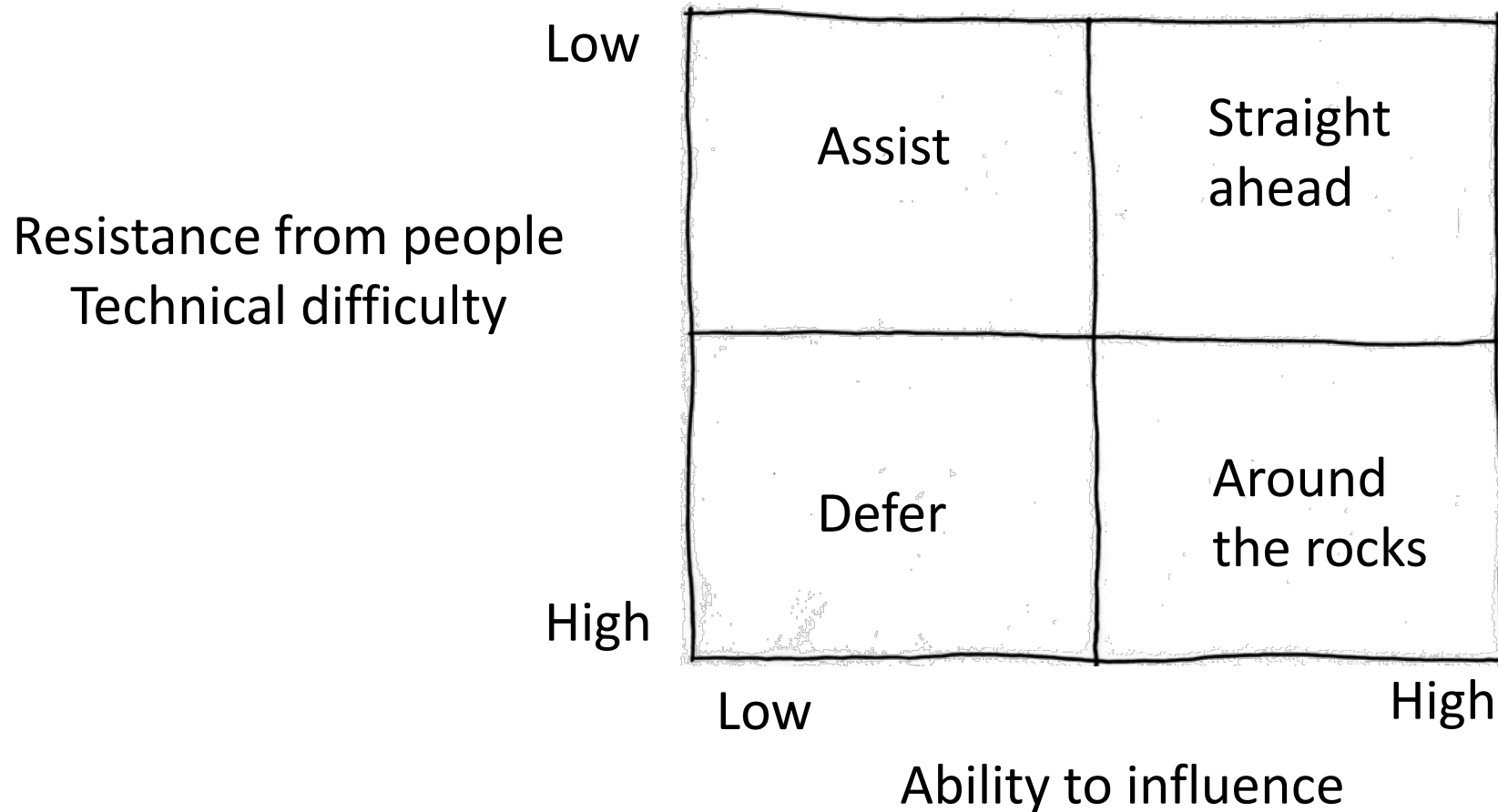
## Resistance to the Solution

- I don't agree that the proposed solution will work, or I have a better solution
- The solution harms me

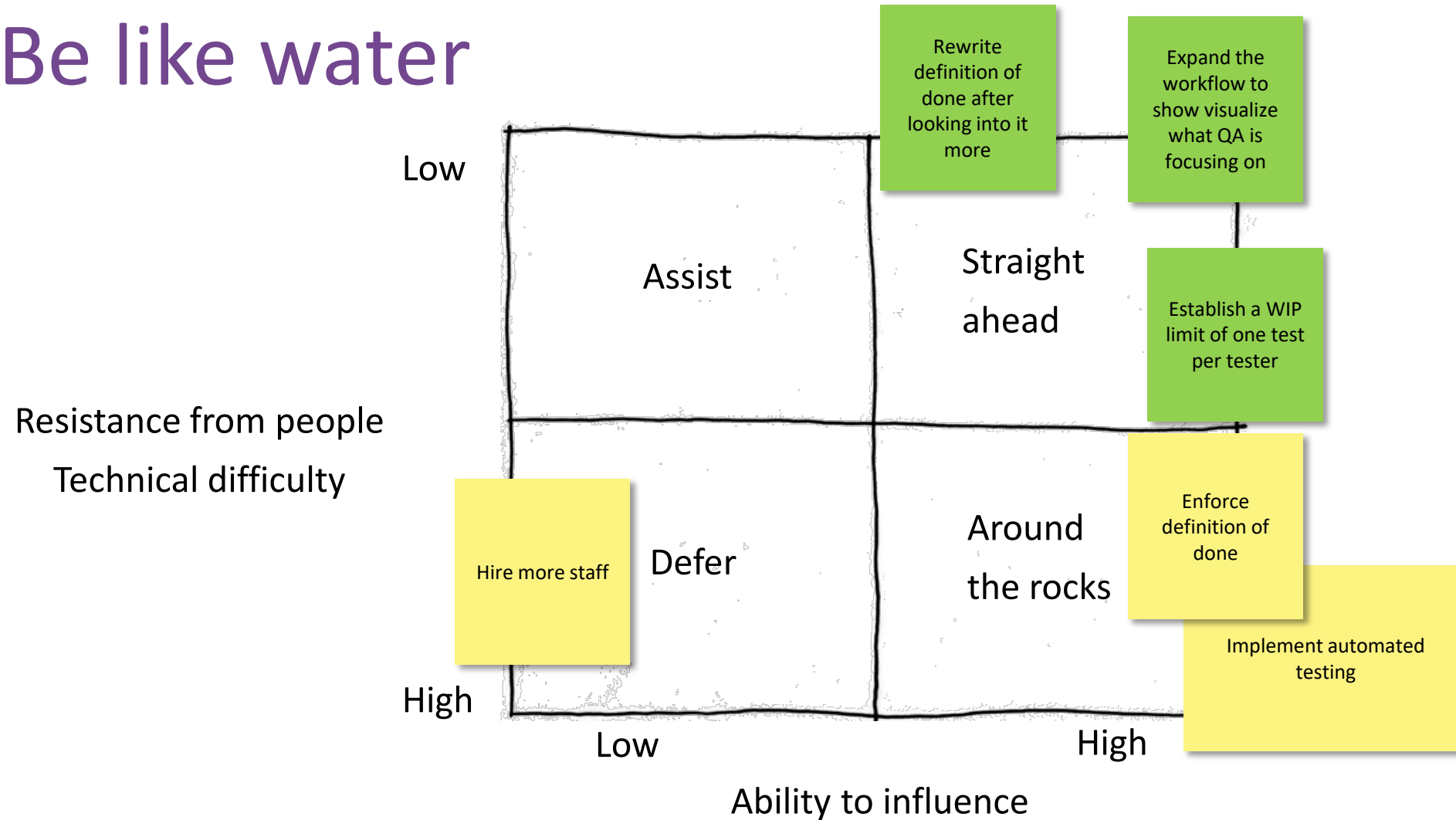
## Resistance to the Implementation

- I don't agree with your proposed implementation, or I have a better implementation
- The implementation harms me

# Be like water



# Be like water



# Be like water

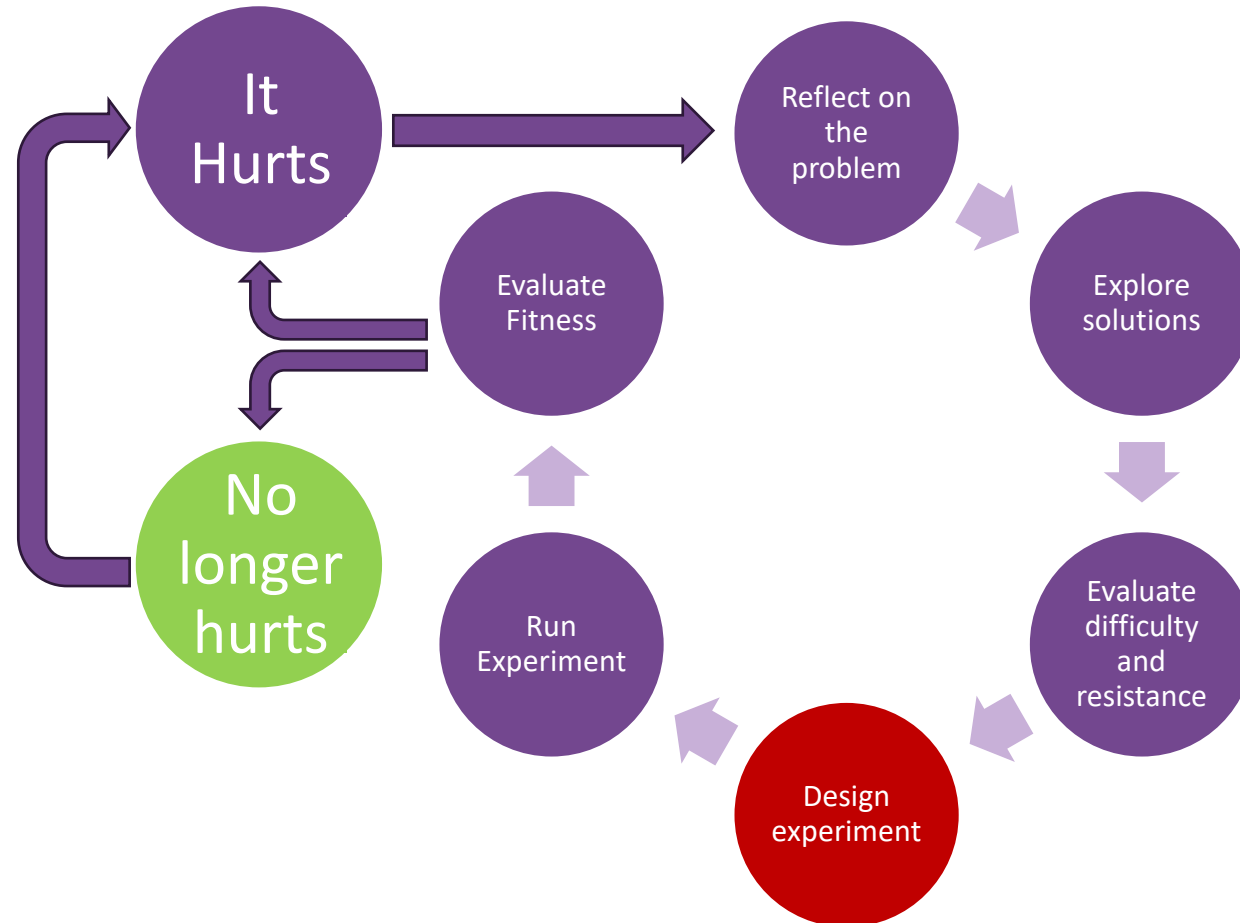
Review your ideas and ask three questions.

How likely is the idea to be resisted? How difficult is the idea, technically? How much autonomy do we have to execute the idea?

Map the ideas on the chart provided.



# Improve collaboratively, evolve experimentally





# The Scrum Team's experiment

We believe that if we ...

Expand the workflow to show visualize what QA is focusing on

Rewrite definition of done after looking into it more

Establish a WIP limit of one test per tester

Rosie's team felt they were comfortable taking on all three of these experiments at the same time.

Your team may want to choose one at a time. That's OK!

We will be able to address ...

Testing takes way too long!

# What is your experiment?

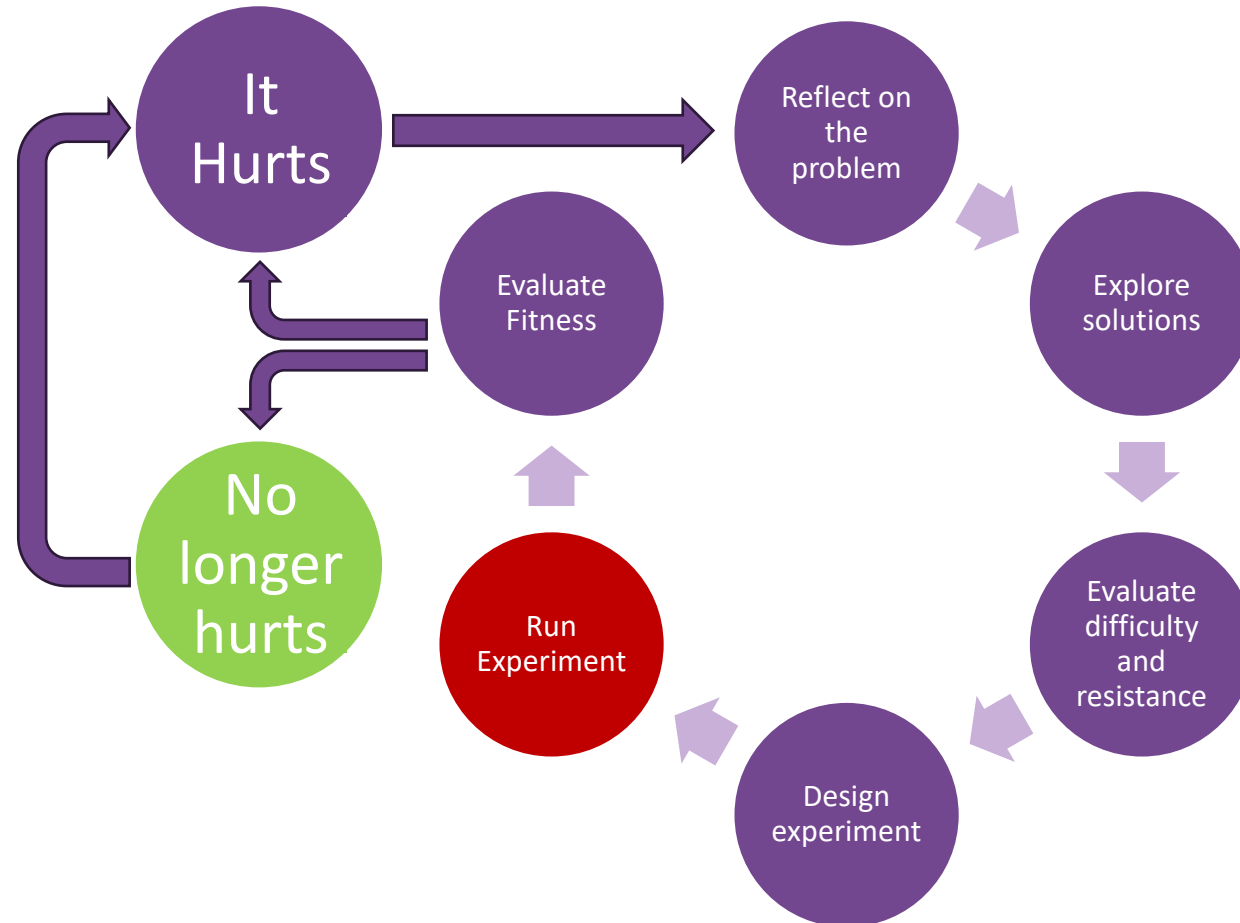
Copy your problem and ideas into the “experiments” area below.

Be prepared to explain your experiment and how you will know if it is succeeding or not.

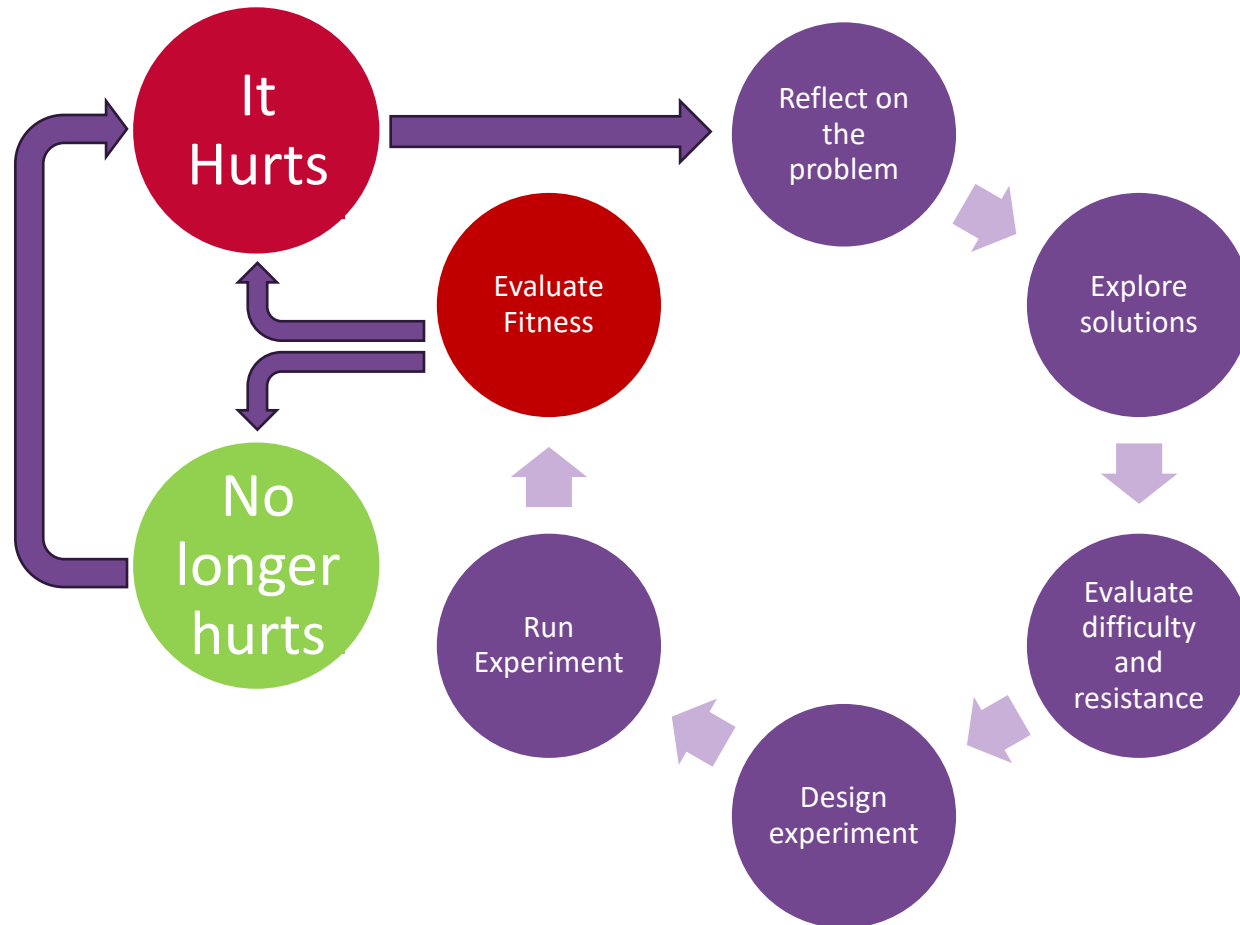
Be prepared to call out any Kanban Practices that are used.



# Improve collaboratively, evolve experimentally



# Improve collaboratively, evolve experimentally



## Options to consider

Do we roll back a change if it's not fit?

Even if the pain is there, do we want to keep the change and try something new?

If the pain is gone, we want to explore for another pain.

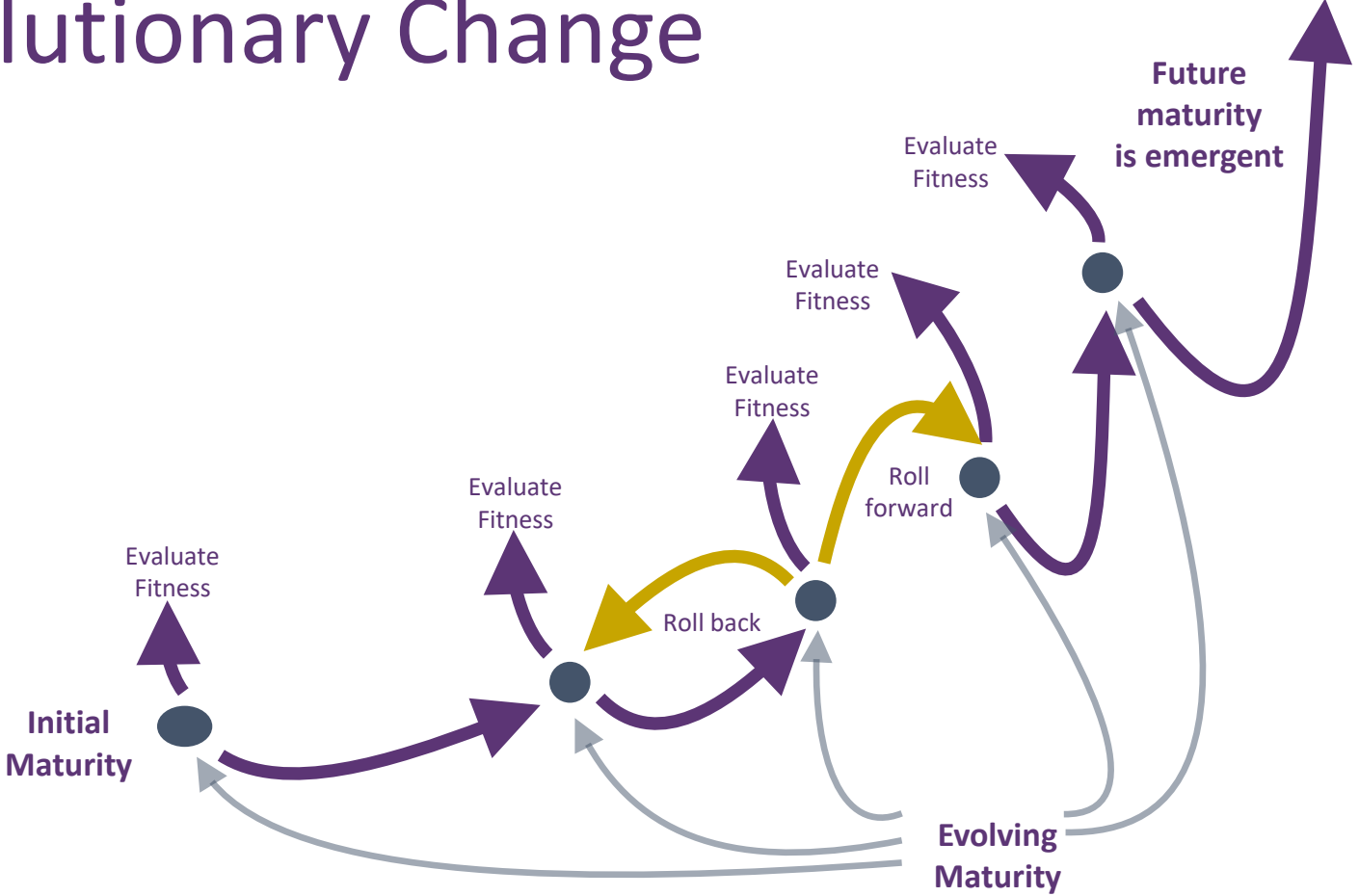
If there doesn't appear to be an obvious pain, consider taking a KMM class to further expand on evidence of hidden pains in your team and organization.

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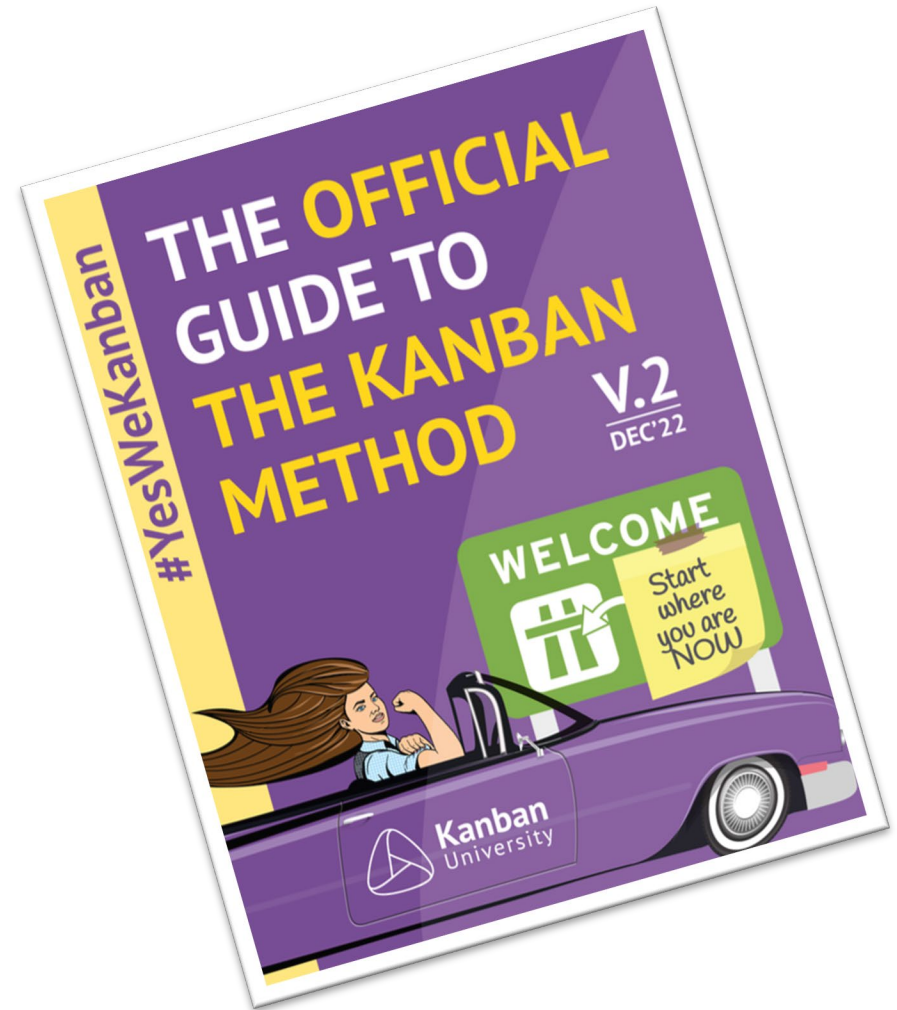
Feedback is the breakfast  
of champions.

Ken Blanchard

# Evolutionary Change



# Official Guide To The Kanban Method



# Scrum Better with Kanban Course

