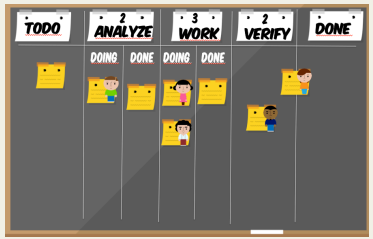
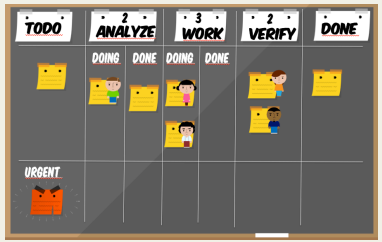
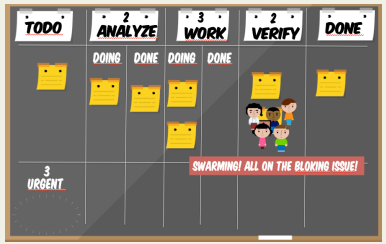
Kanban Boards step-by-step v0.3 - alpha



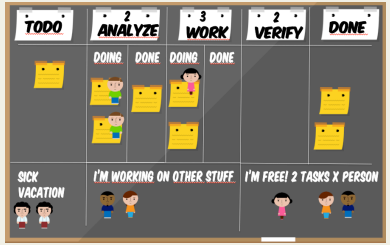
Normal Flow & WIP



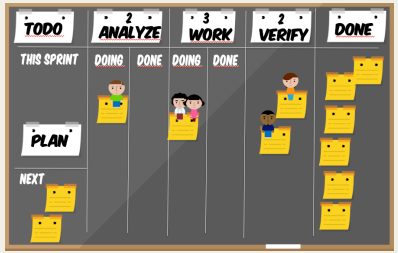
Urgencies



Swarming



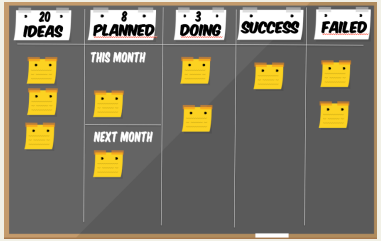
People



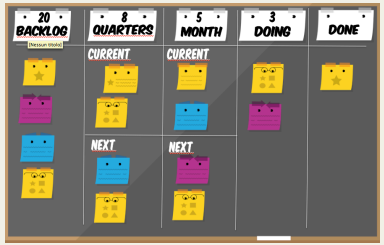
Sprint (a proposal)

Linked Kanban

Support team

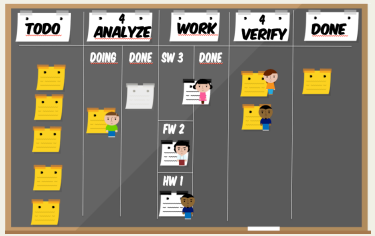


Personal

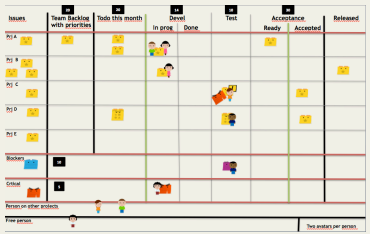


Time driven

Cross-functional teams



Scatter merge



Program

CFD

See all credits on last slide!

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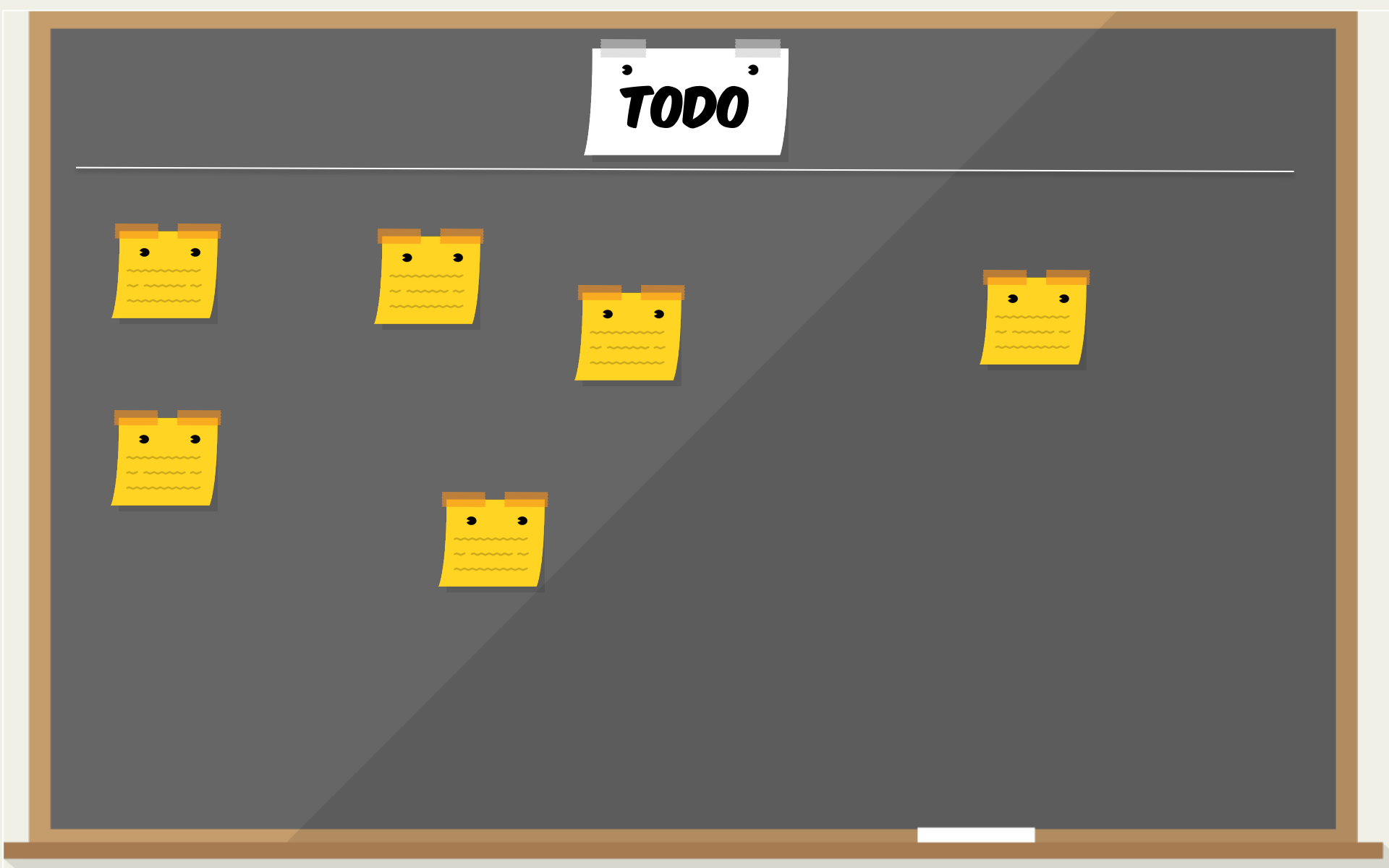
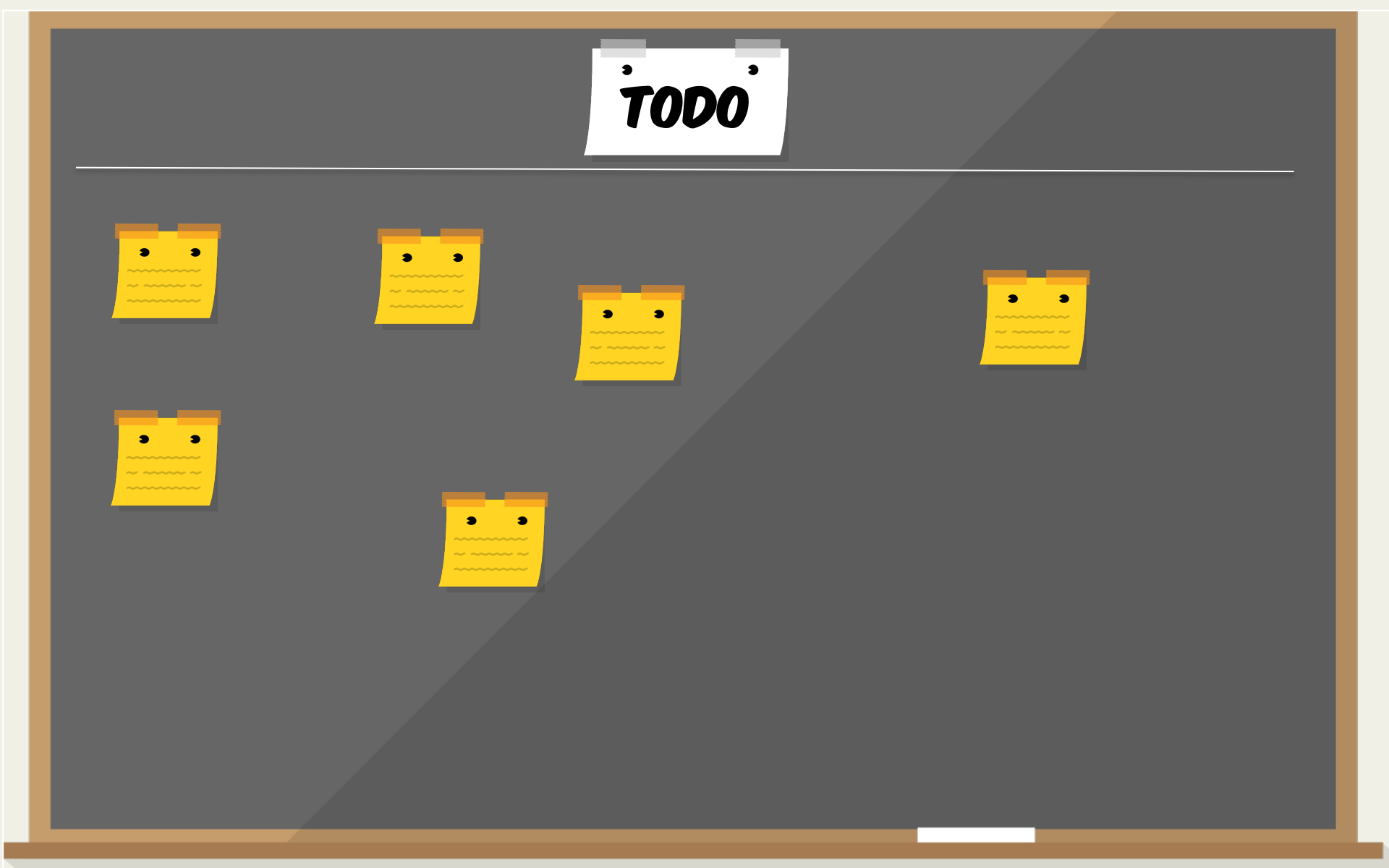
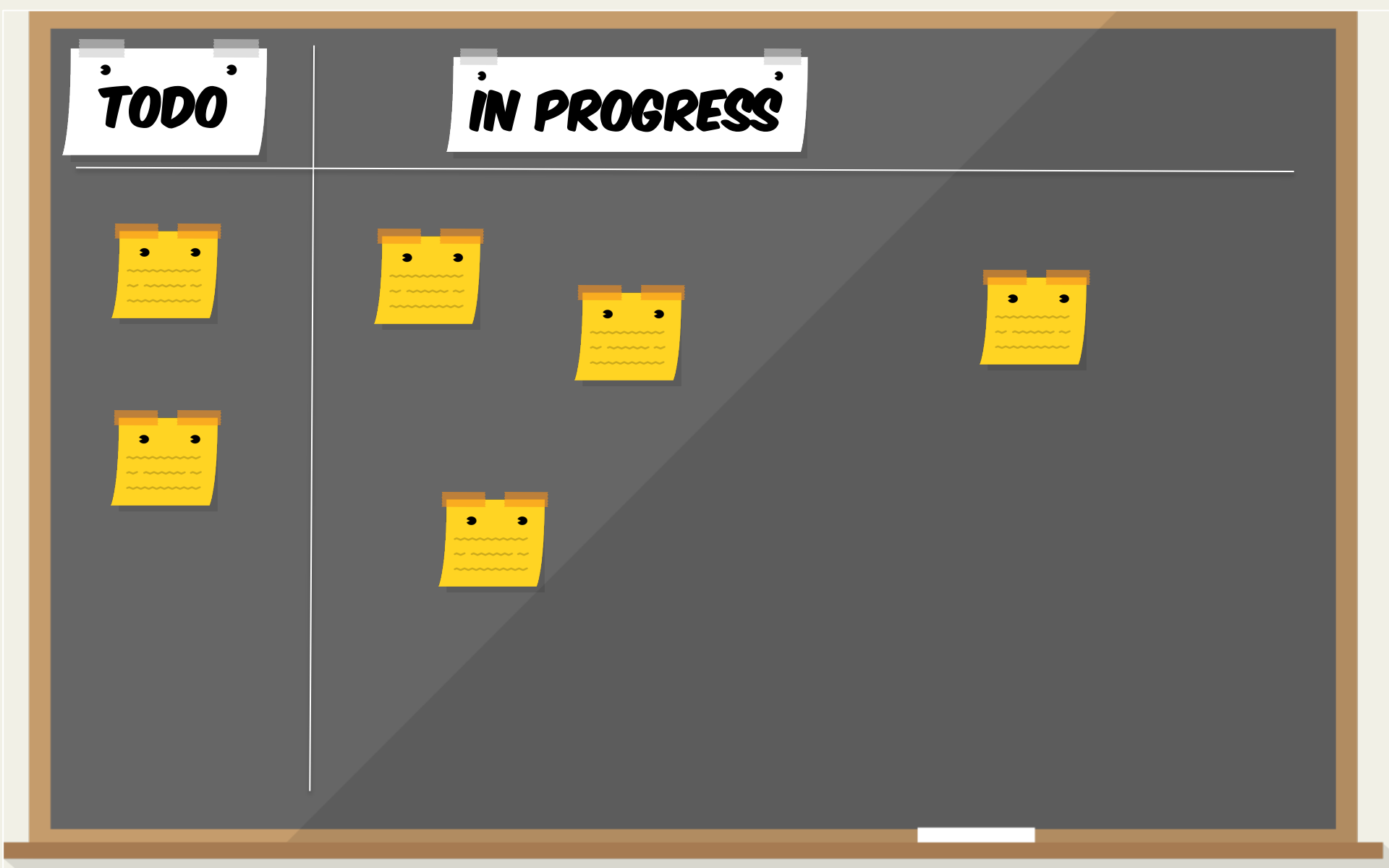
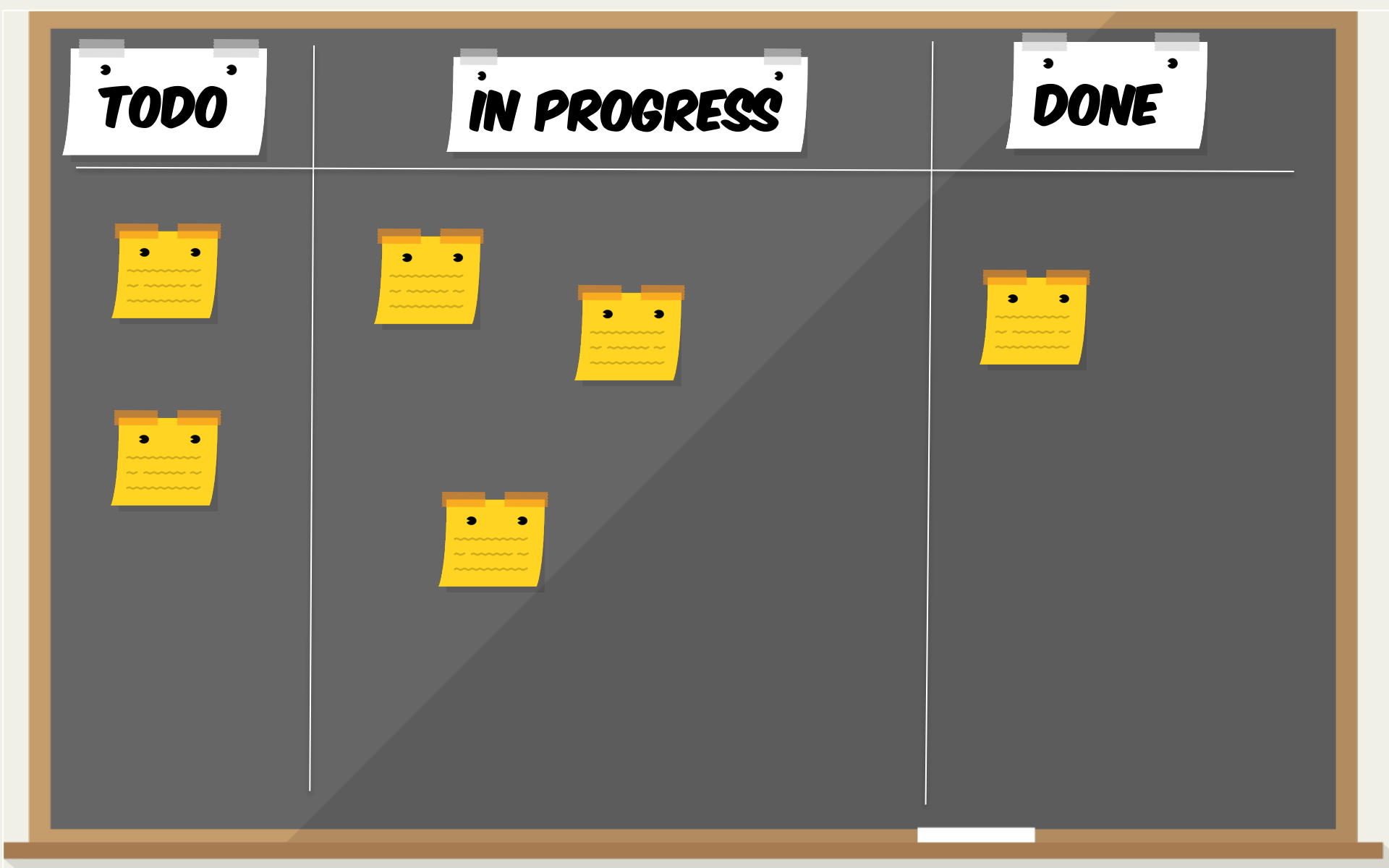
Let’s start from a task list …


TODO

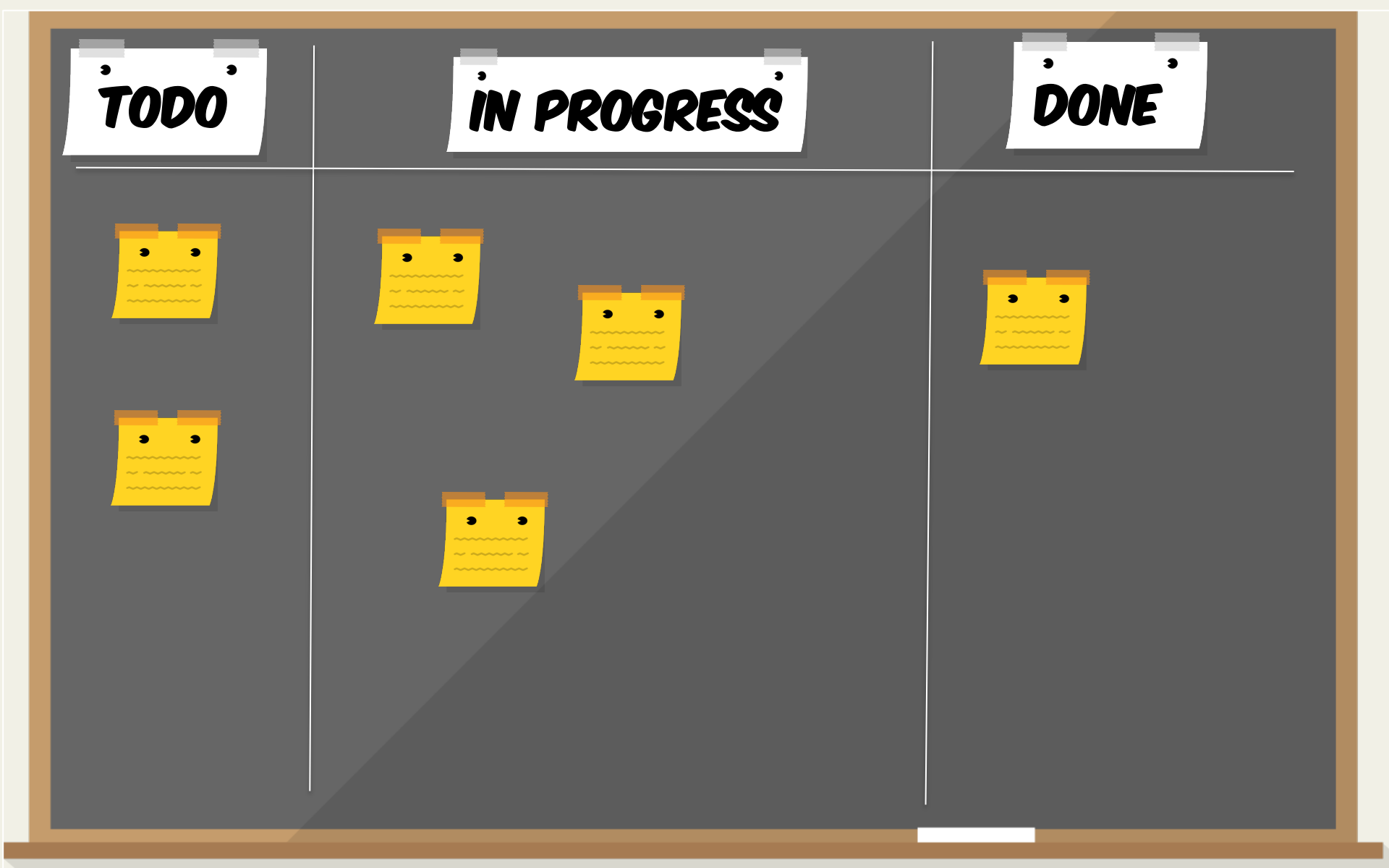
… and add statuses


TODO


TODO
IN PROGRESS


TODO
IN PROGRESS
DONE

… add some process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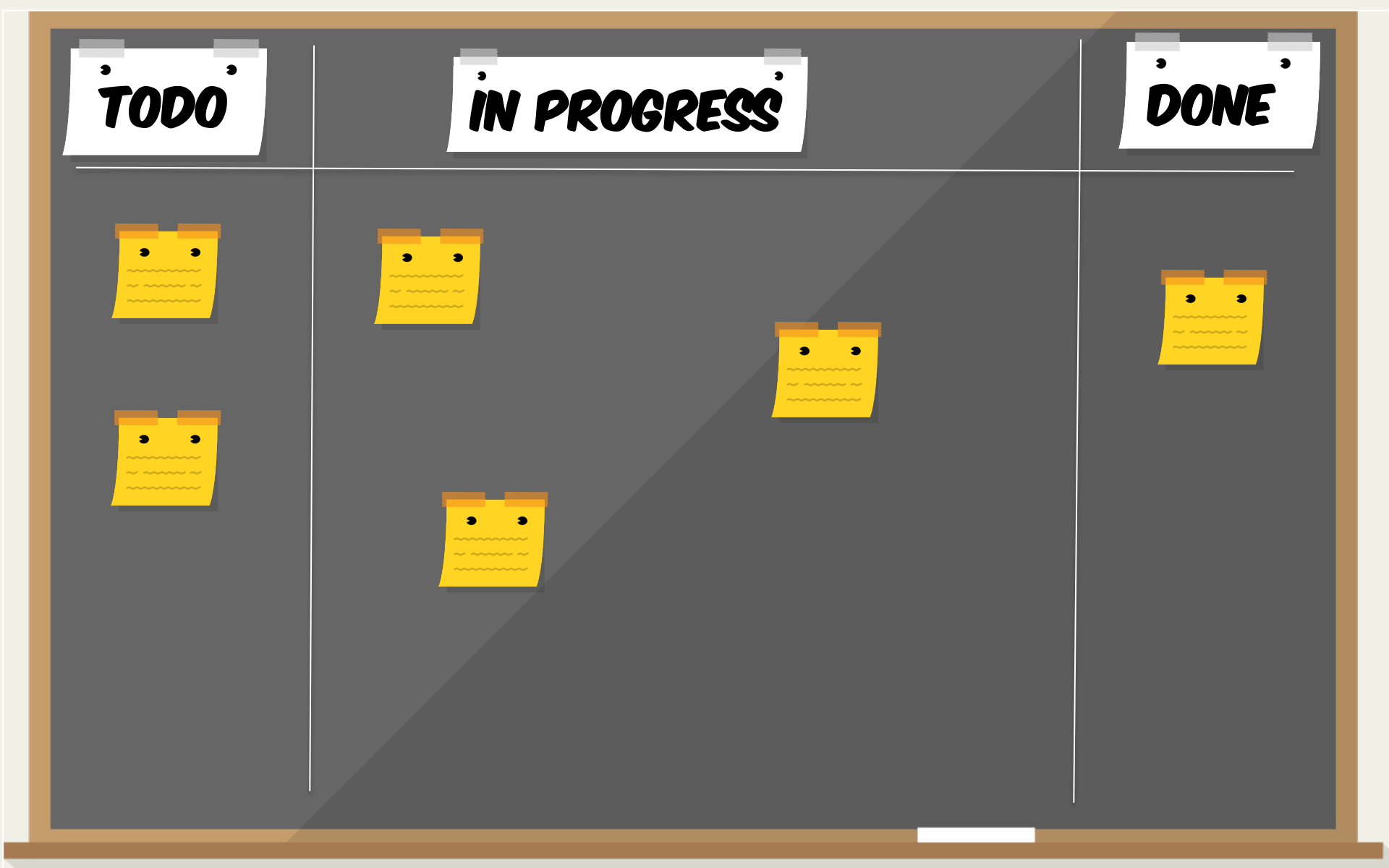
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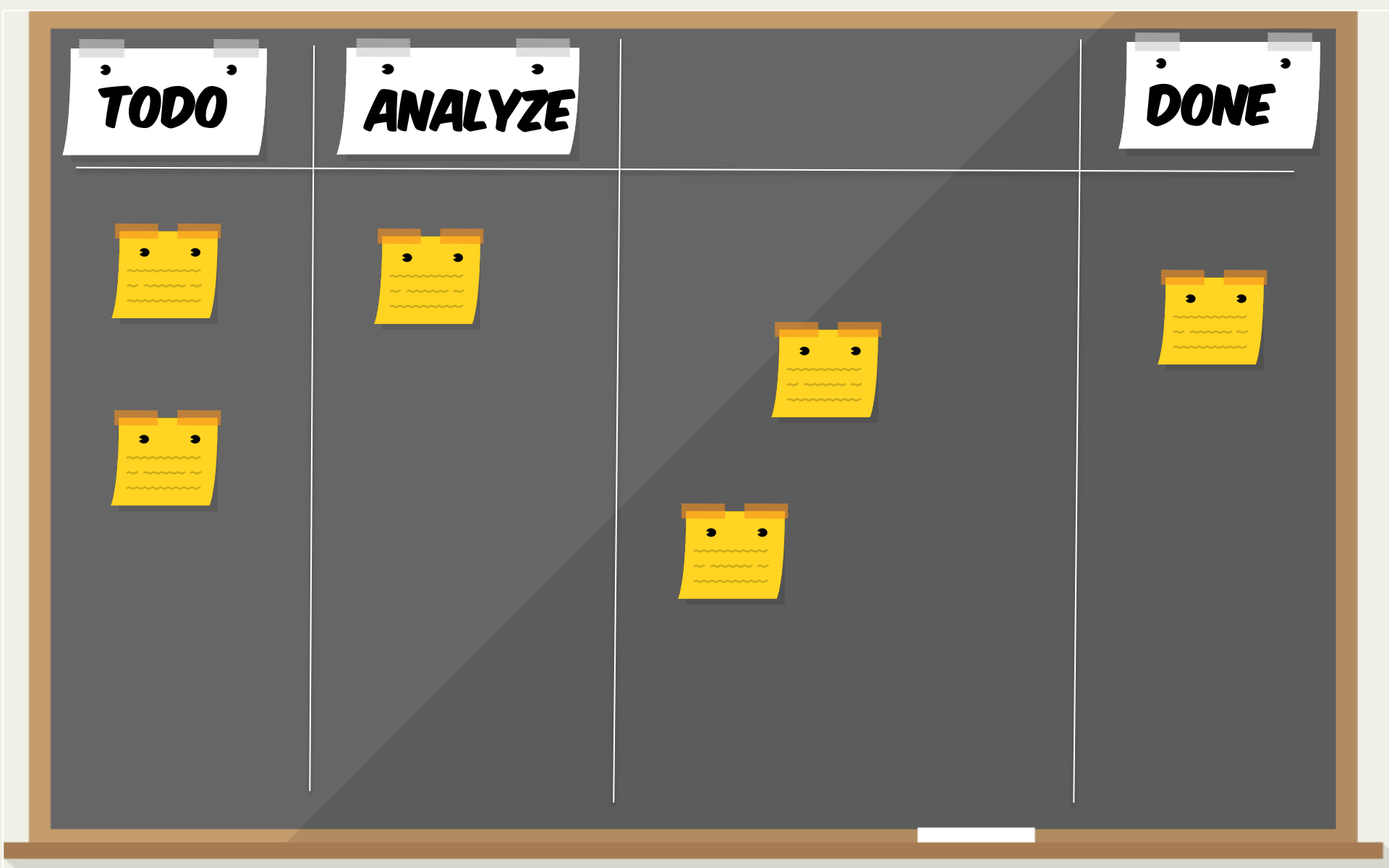
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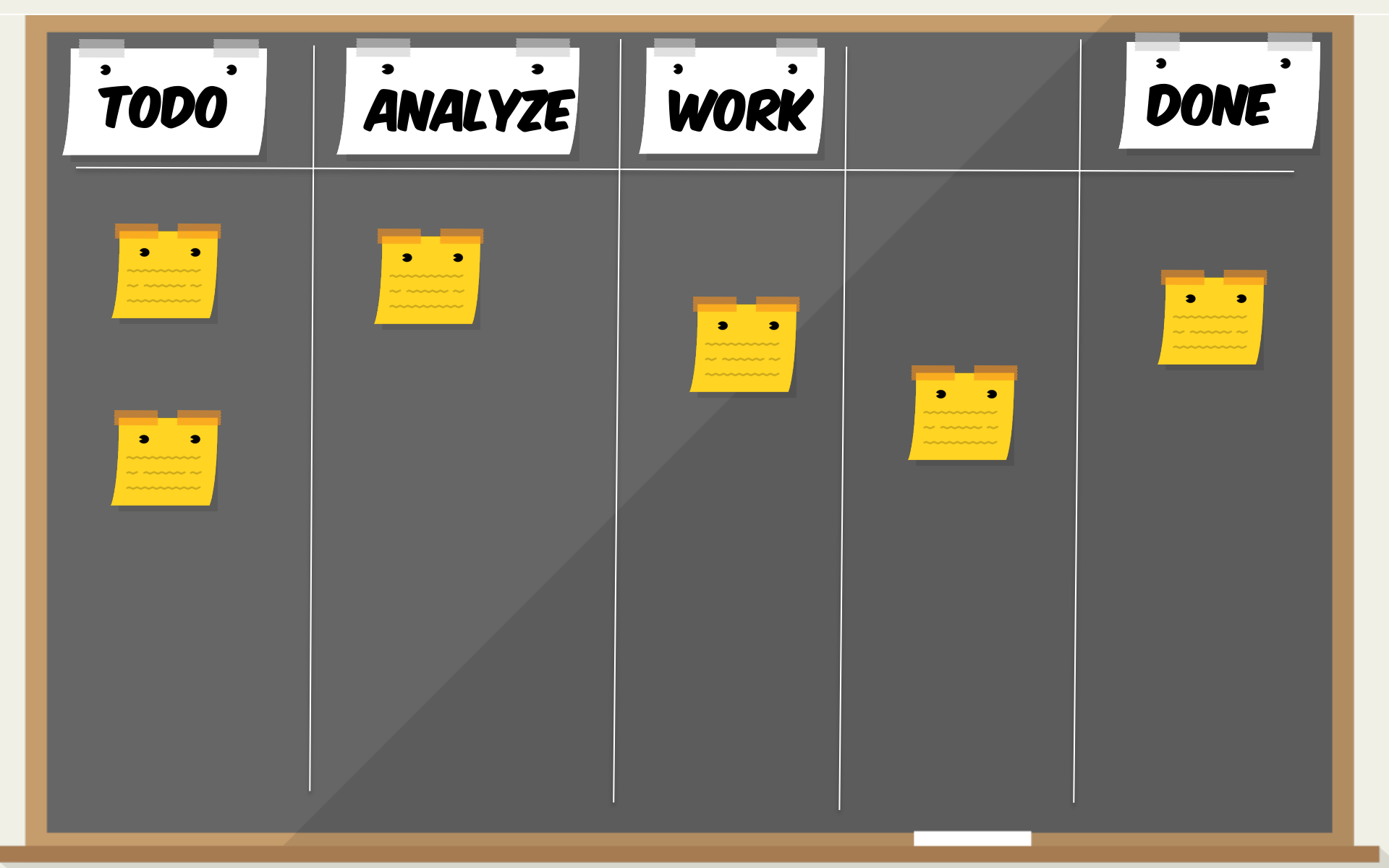
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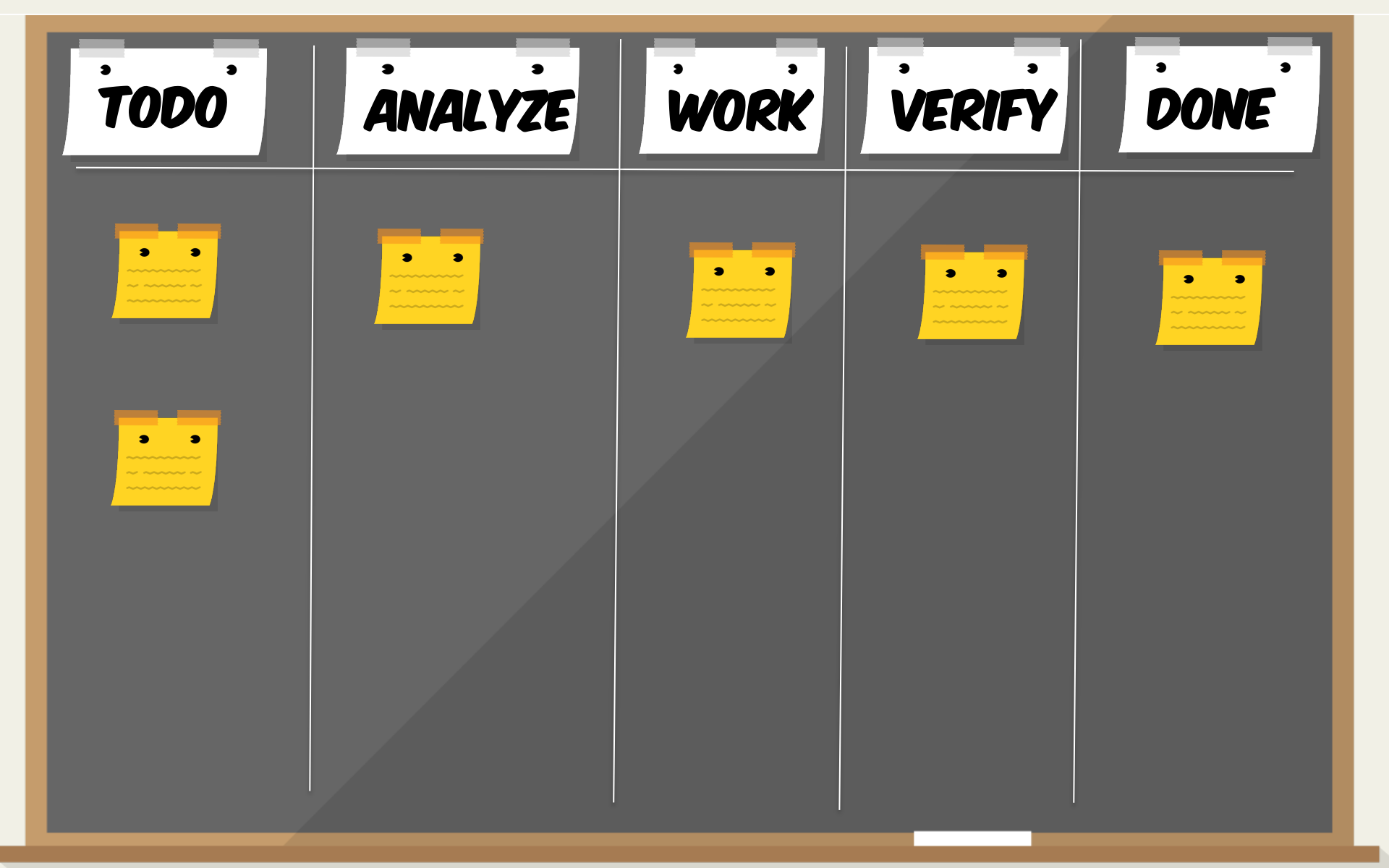
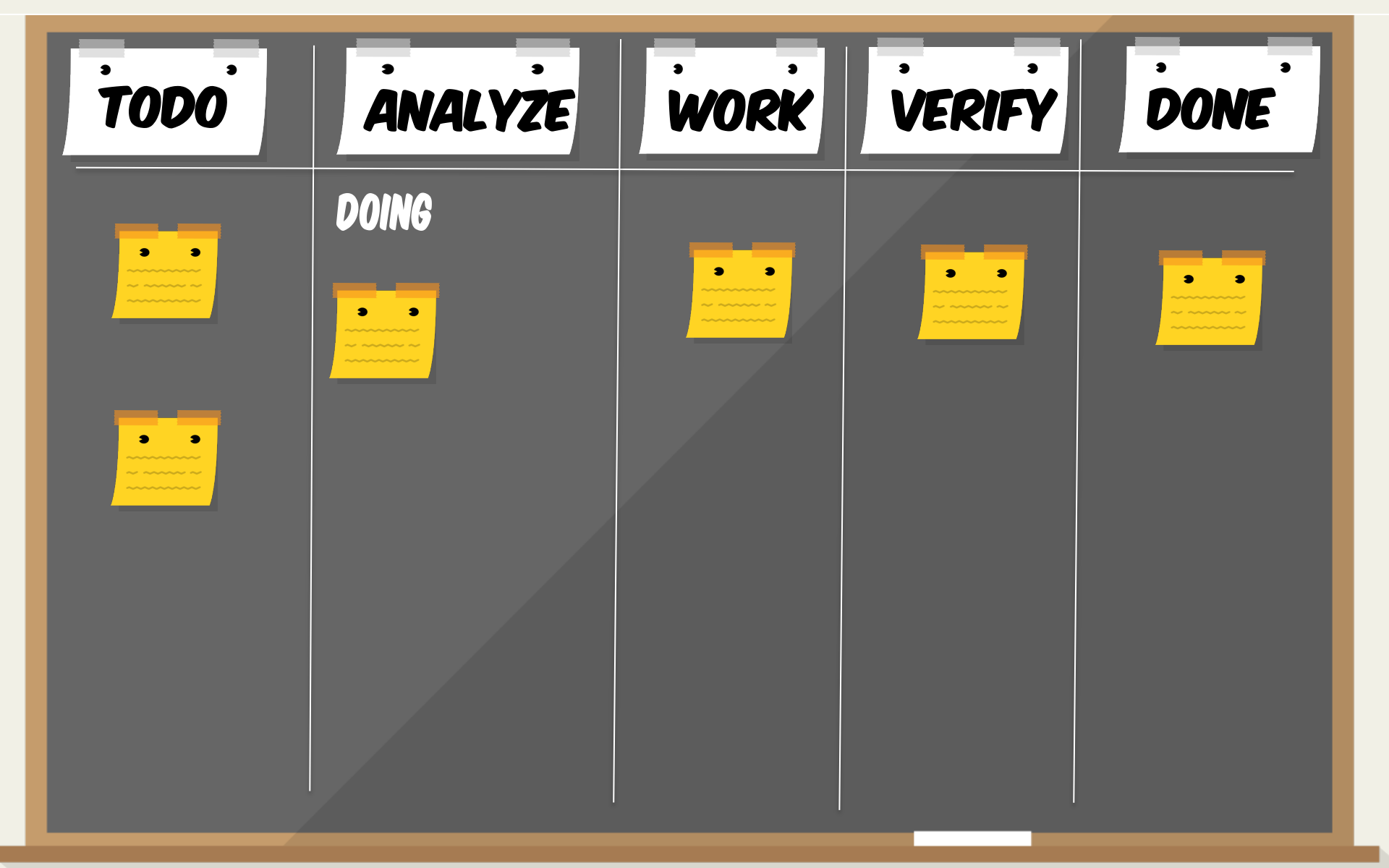

TODO
ANALYZE
WORK
VERIFY
DONE

… and queues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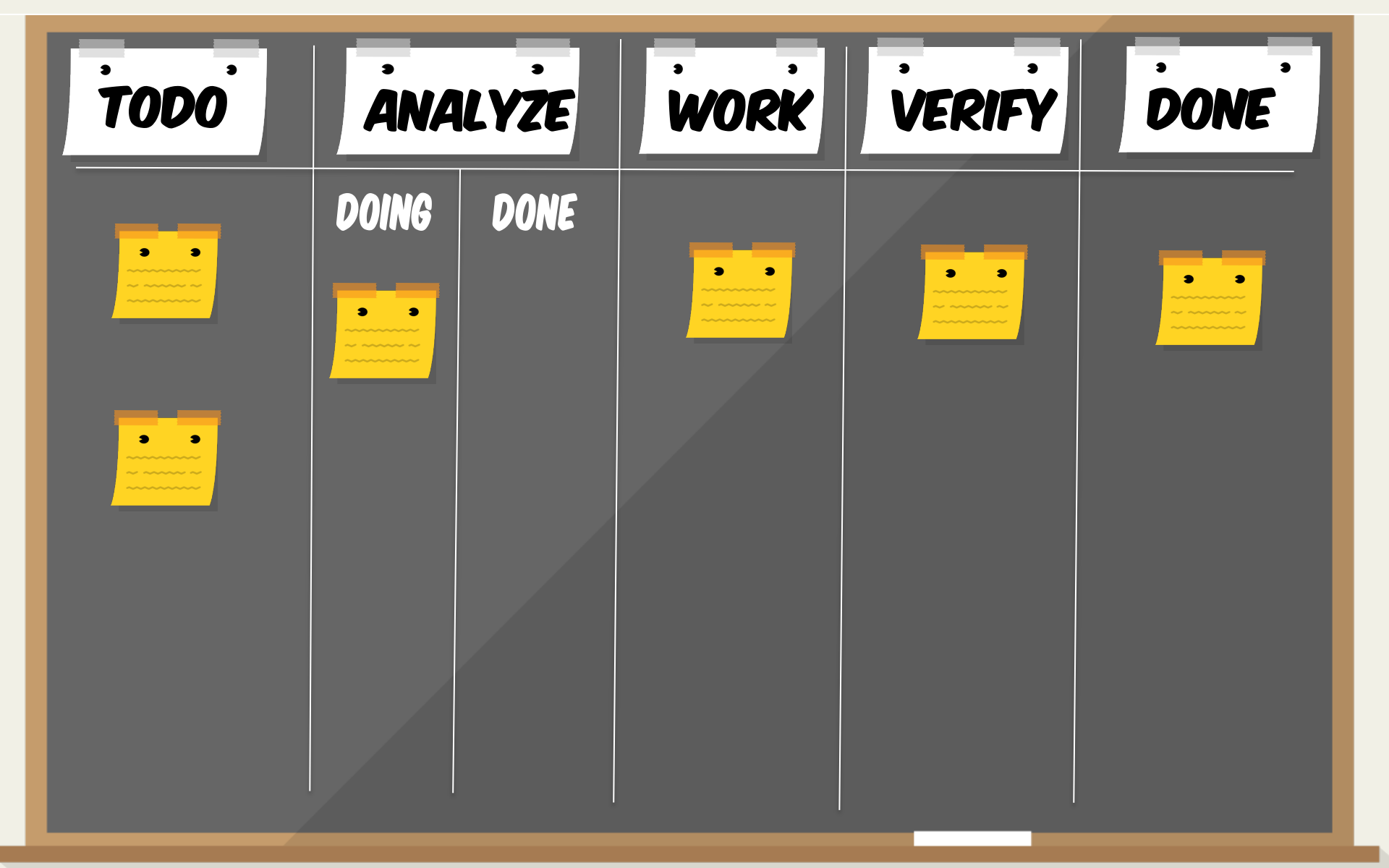
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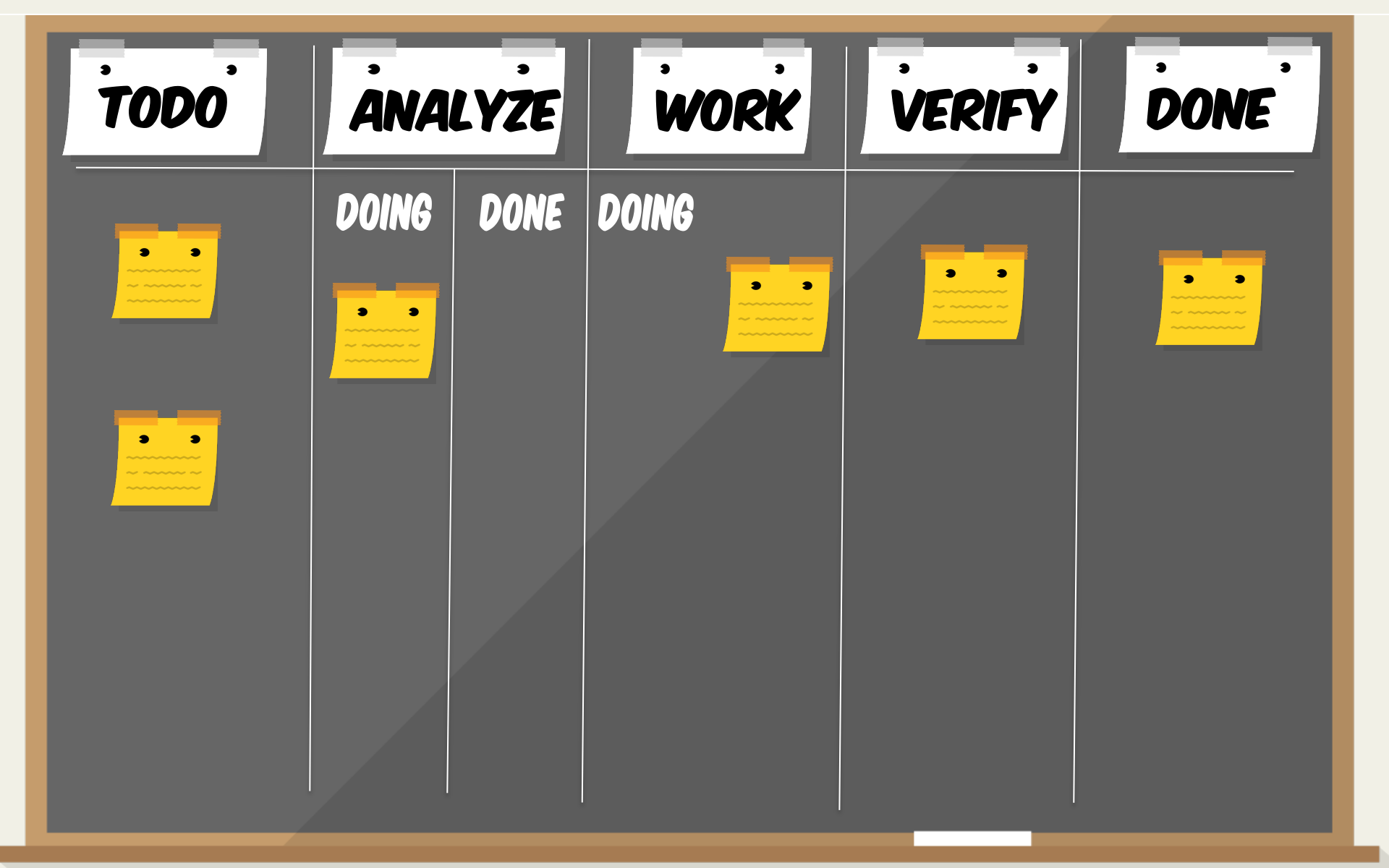
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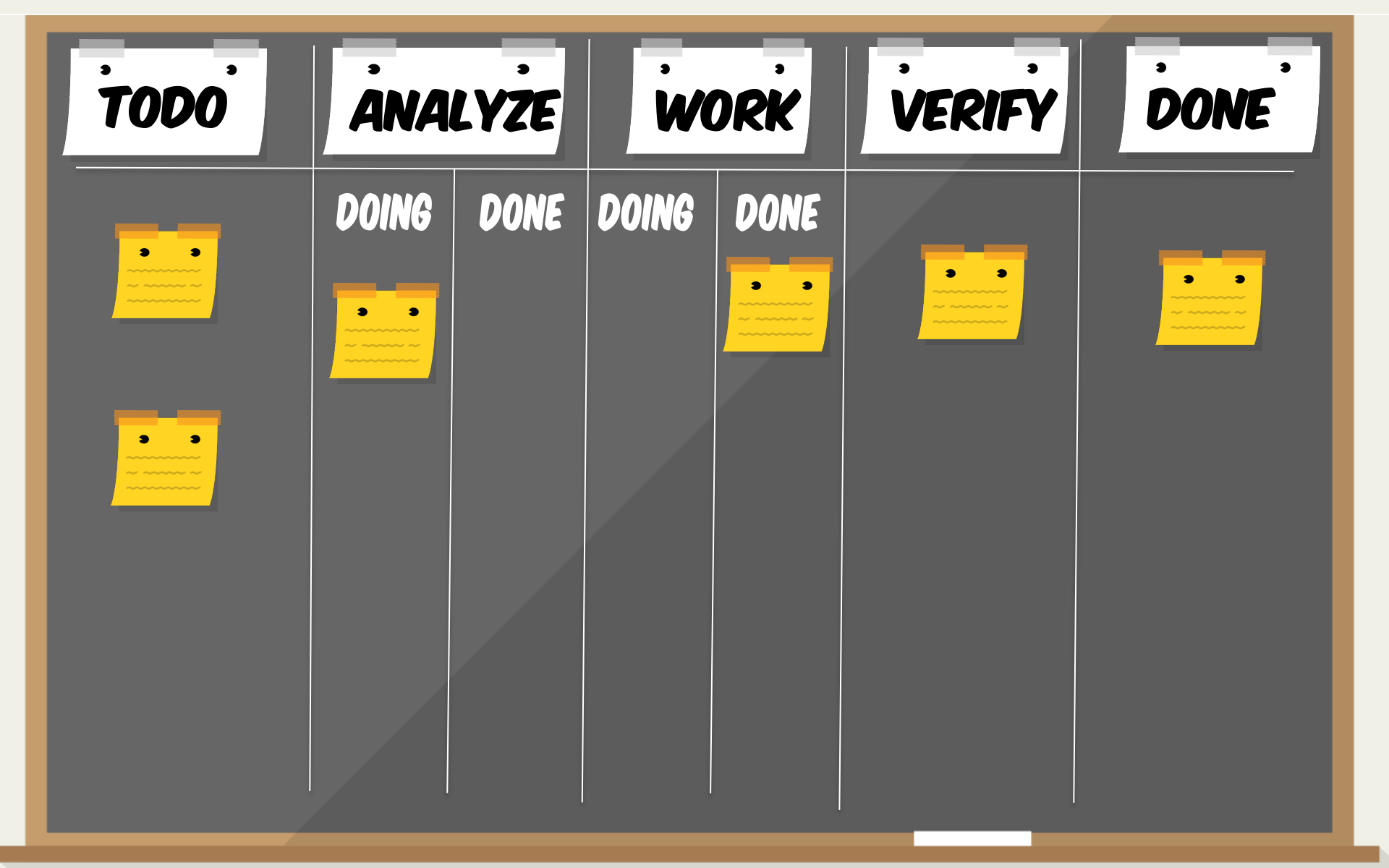
TODO
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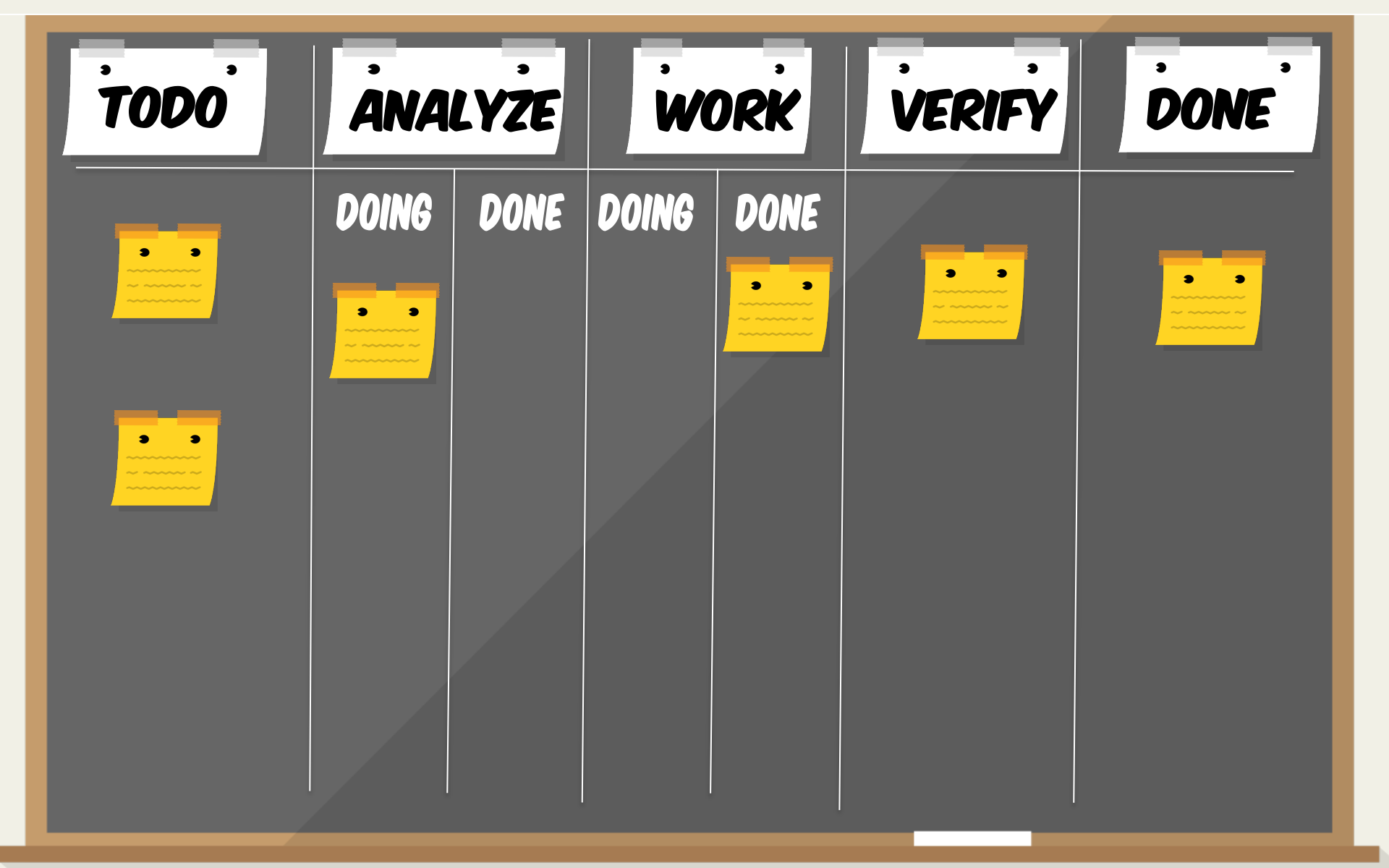
DOING
DONE

… and work-in-progress limits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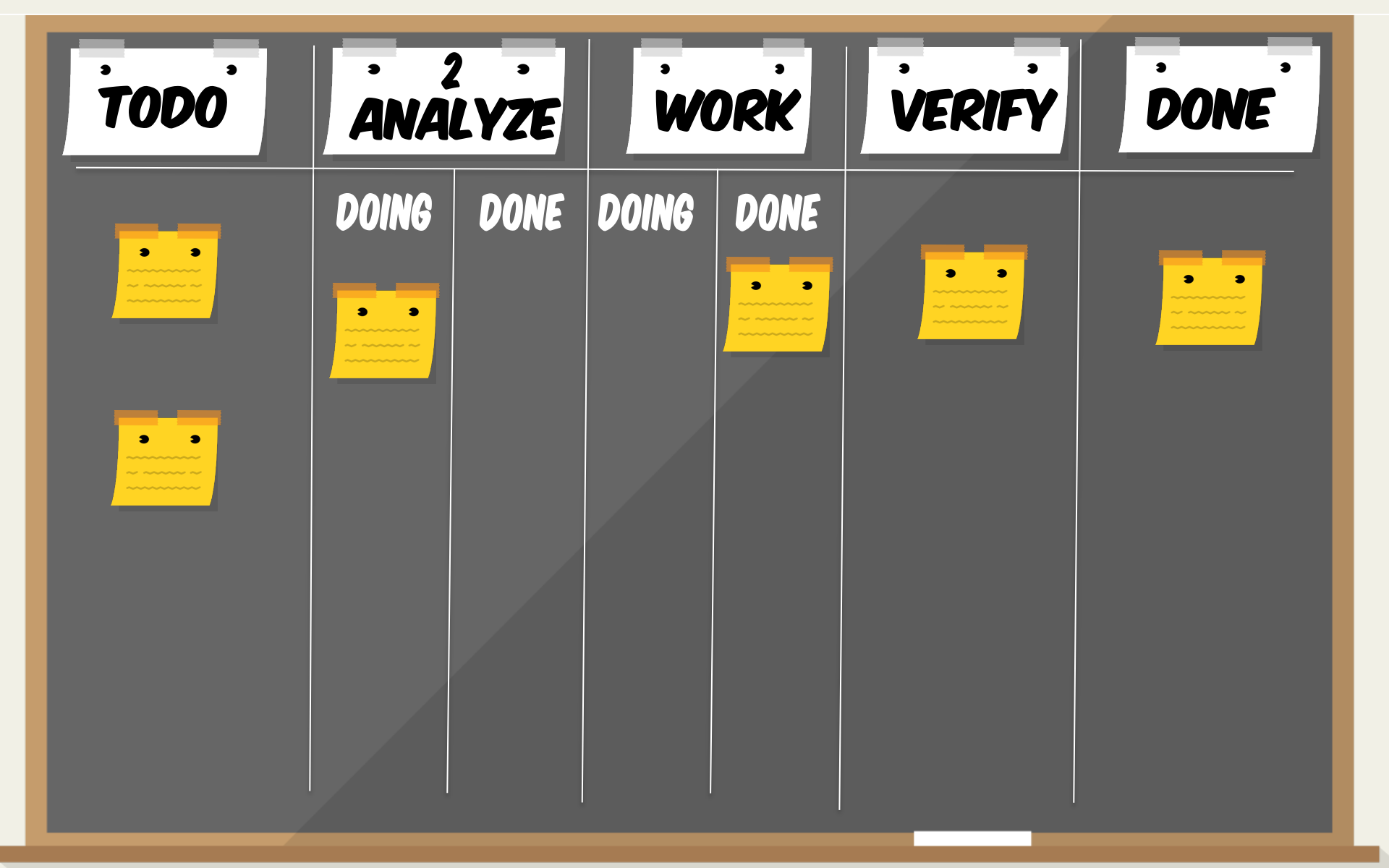
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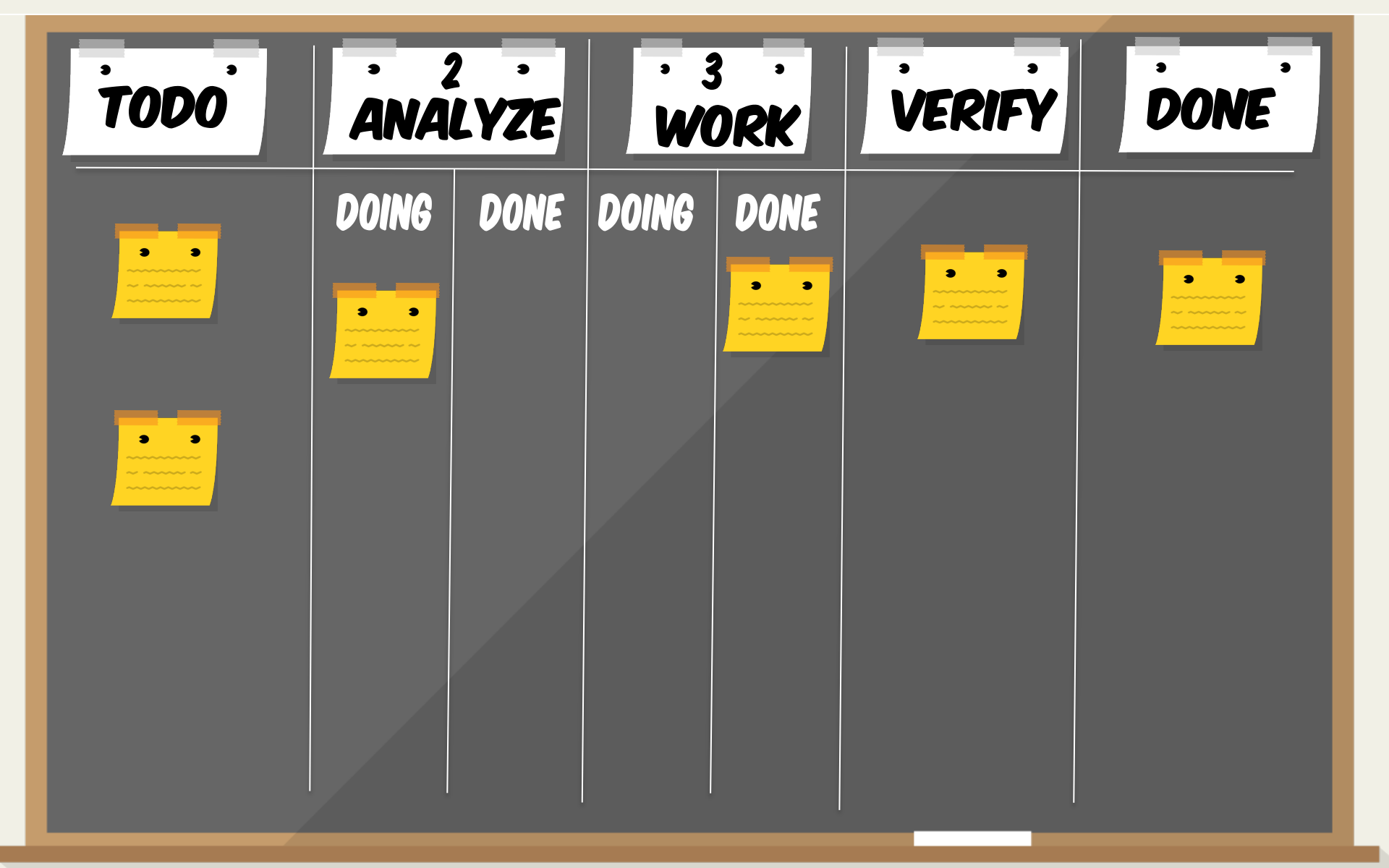
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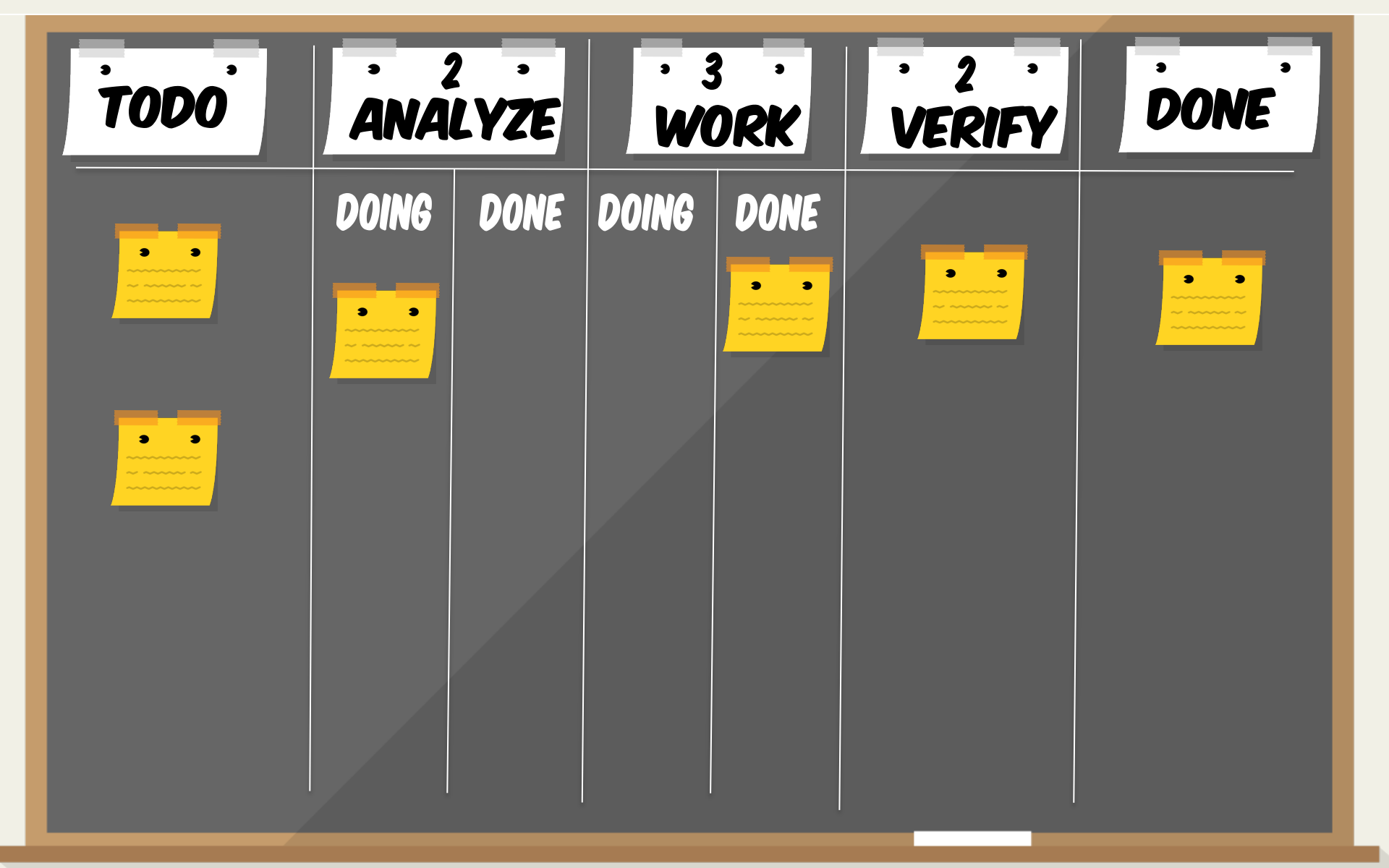
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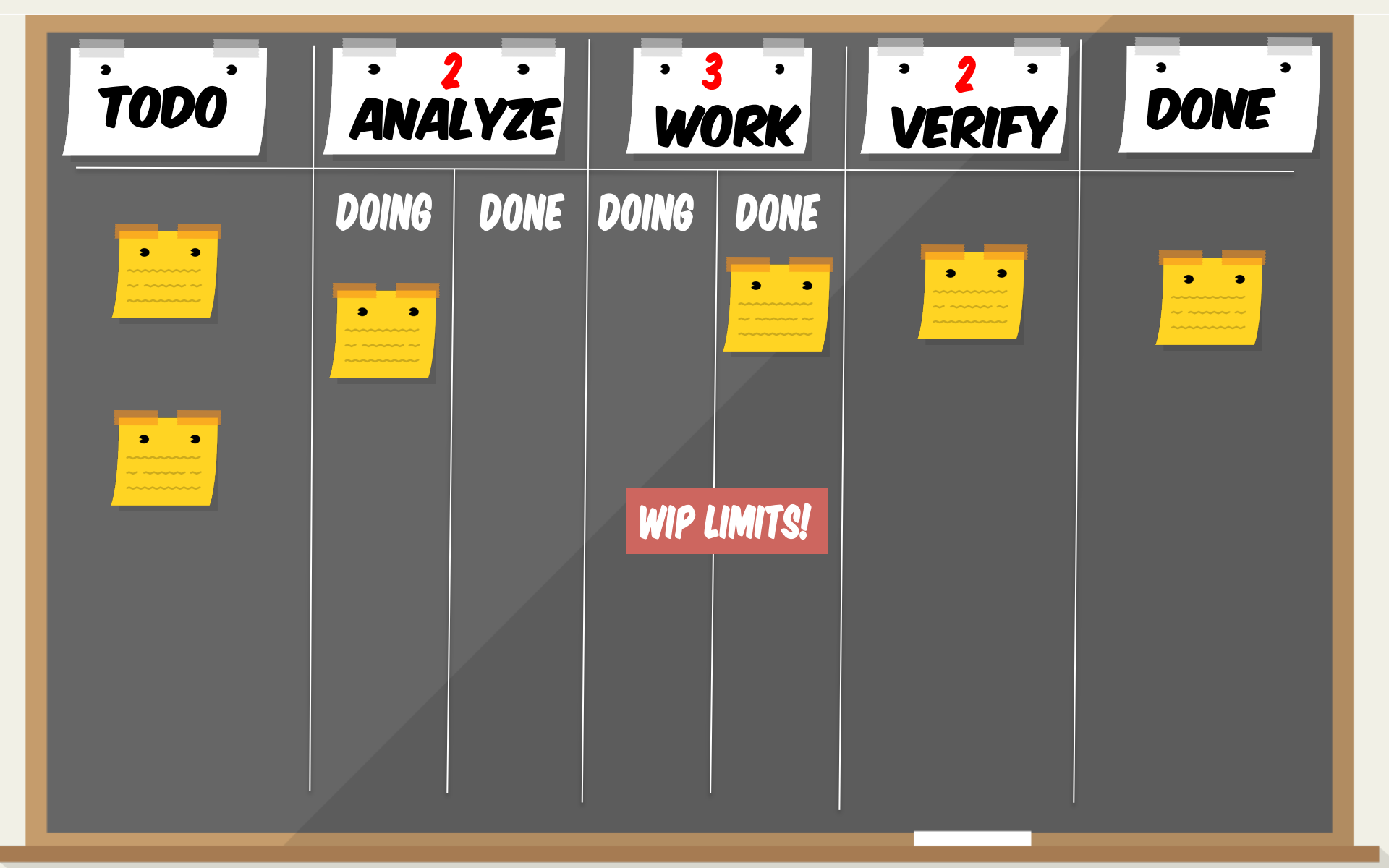
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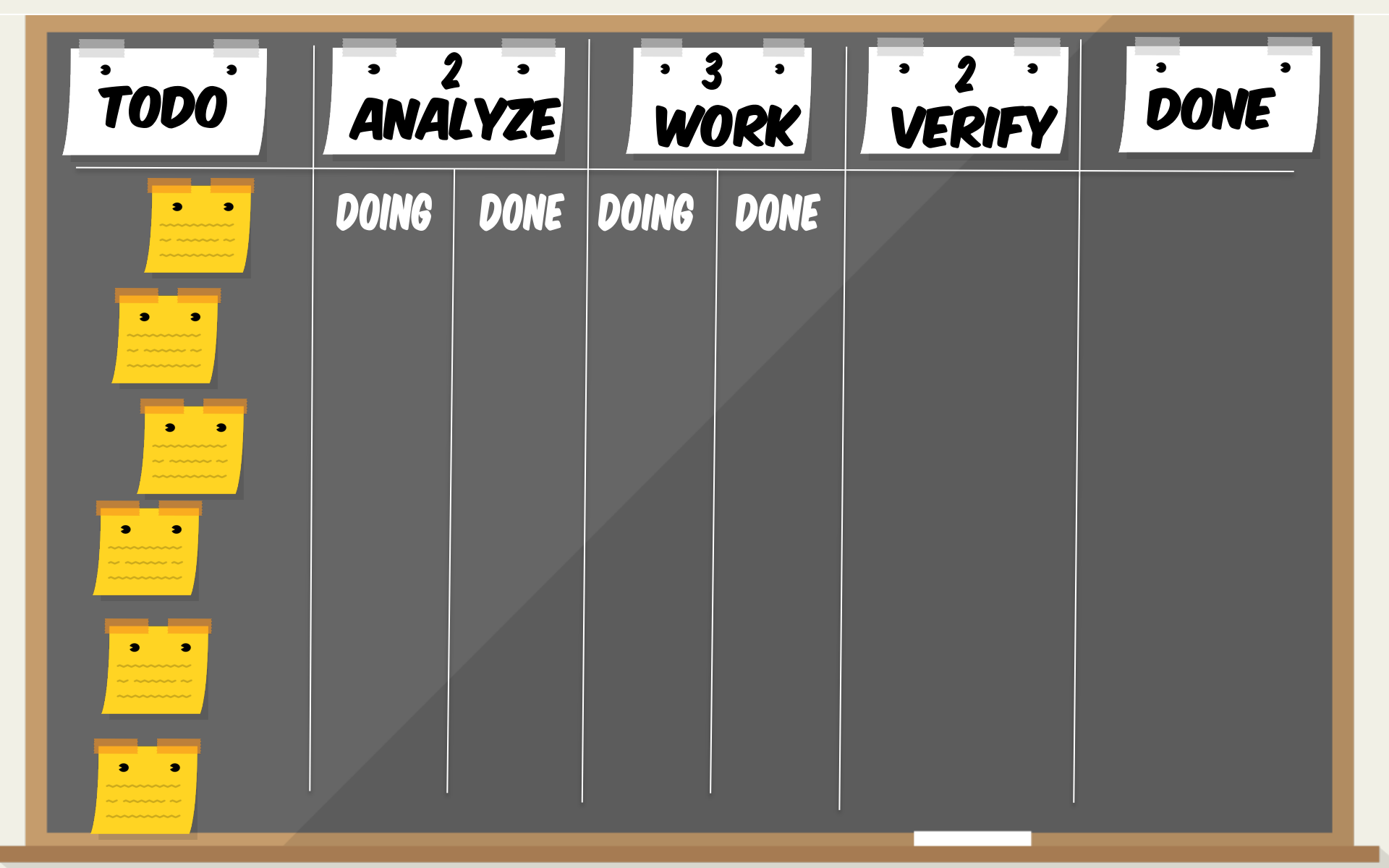
WIP LIMITS!

Kanban step-by-step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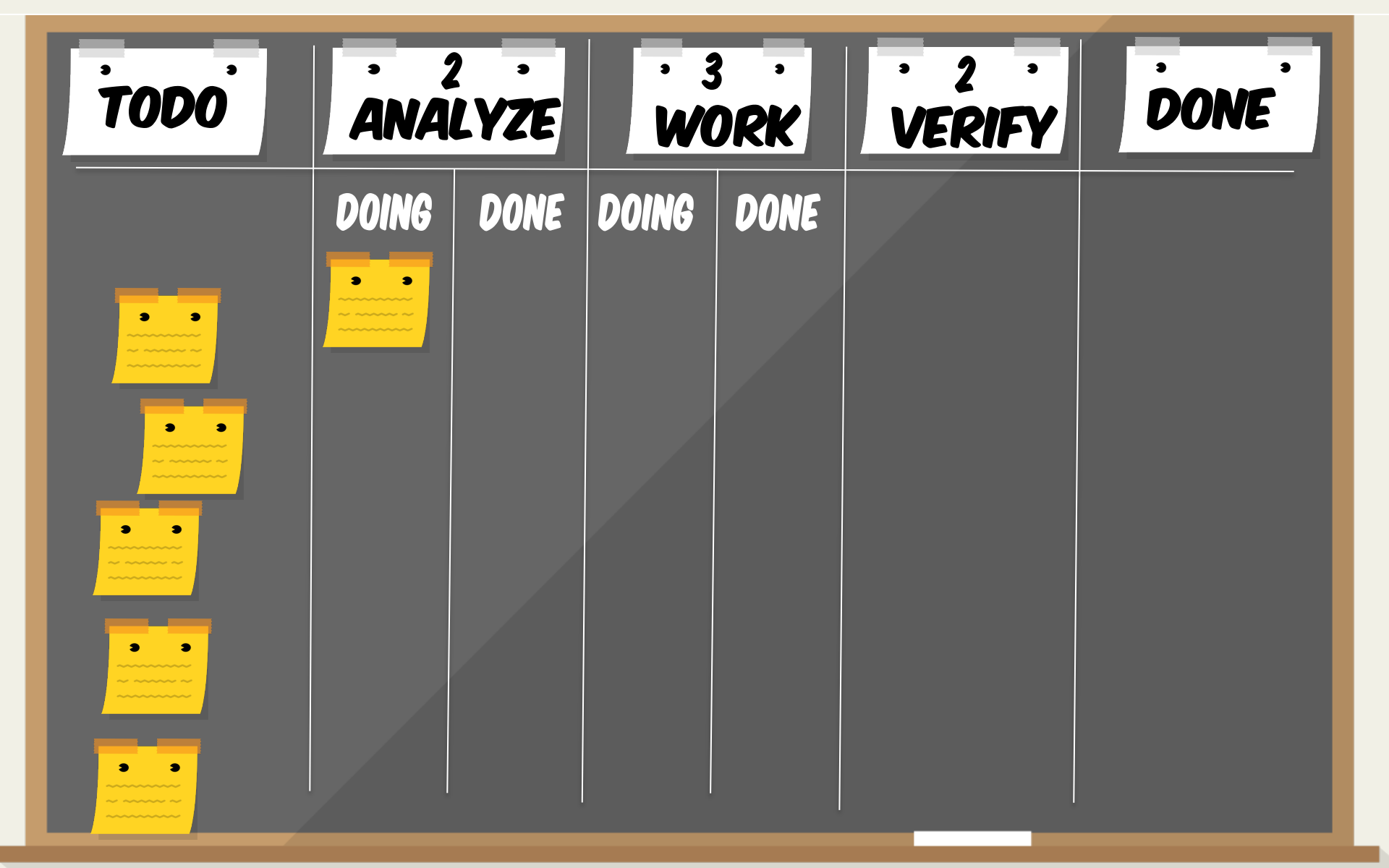
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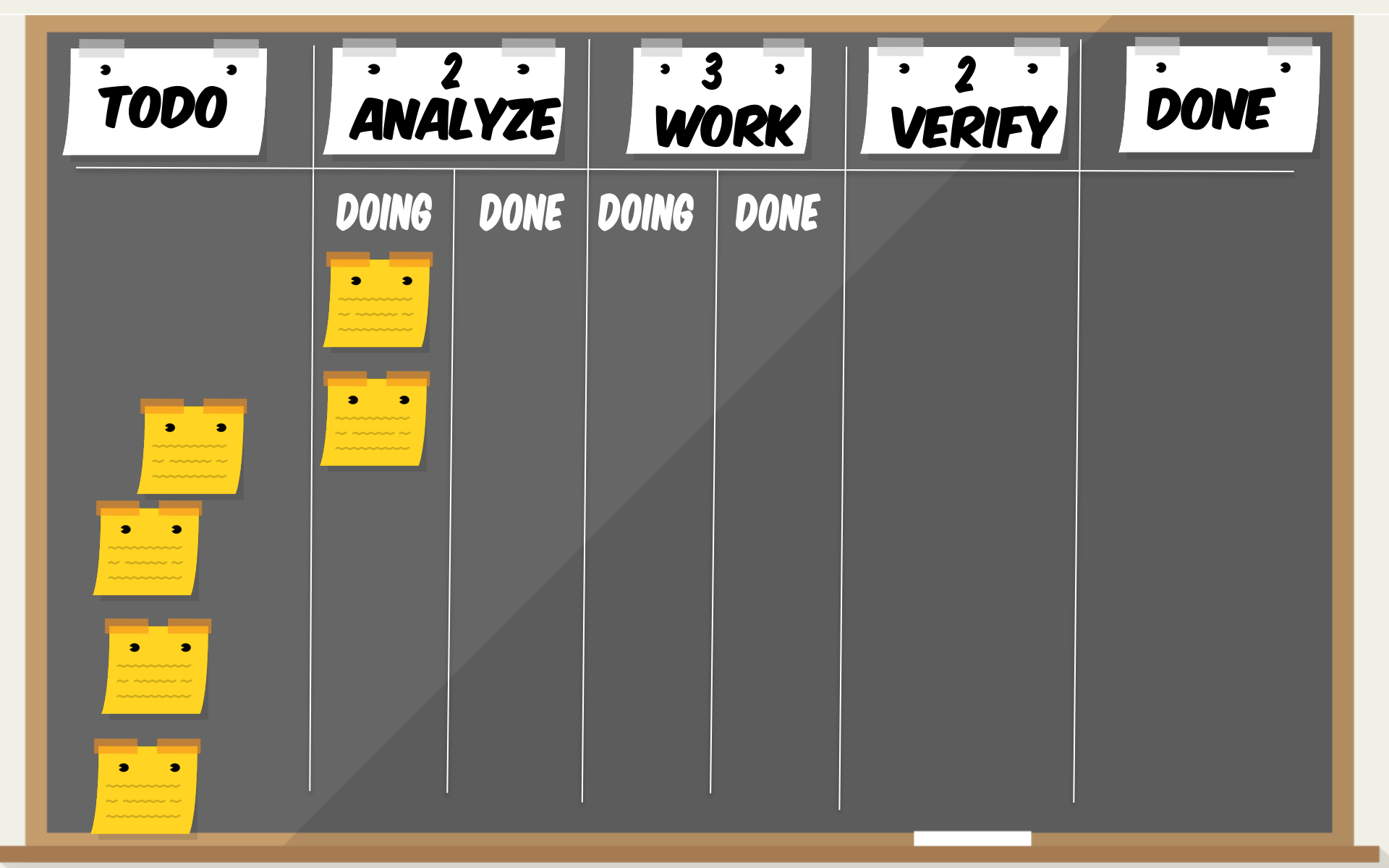
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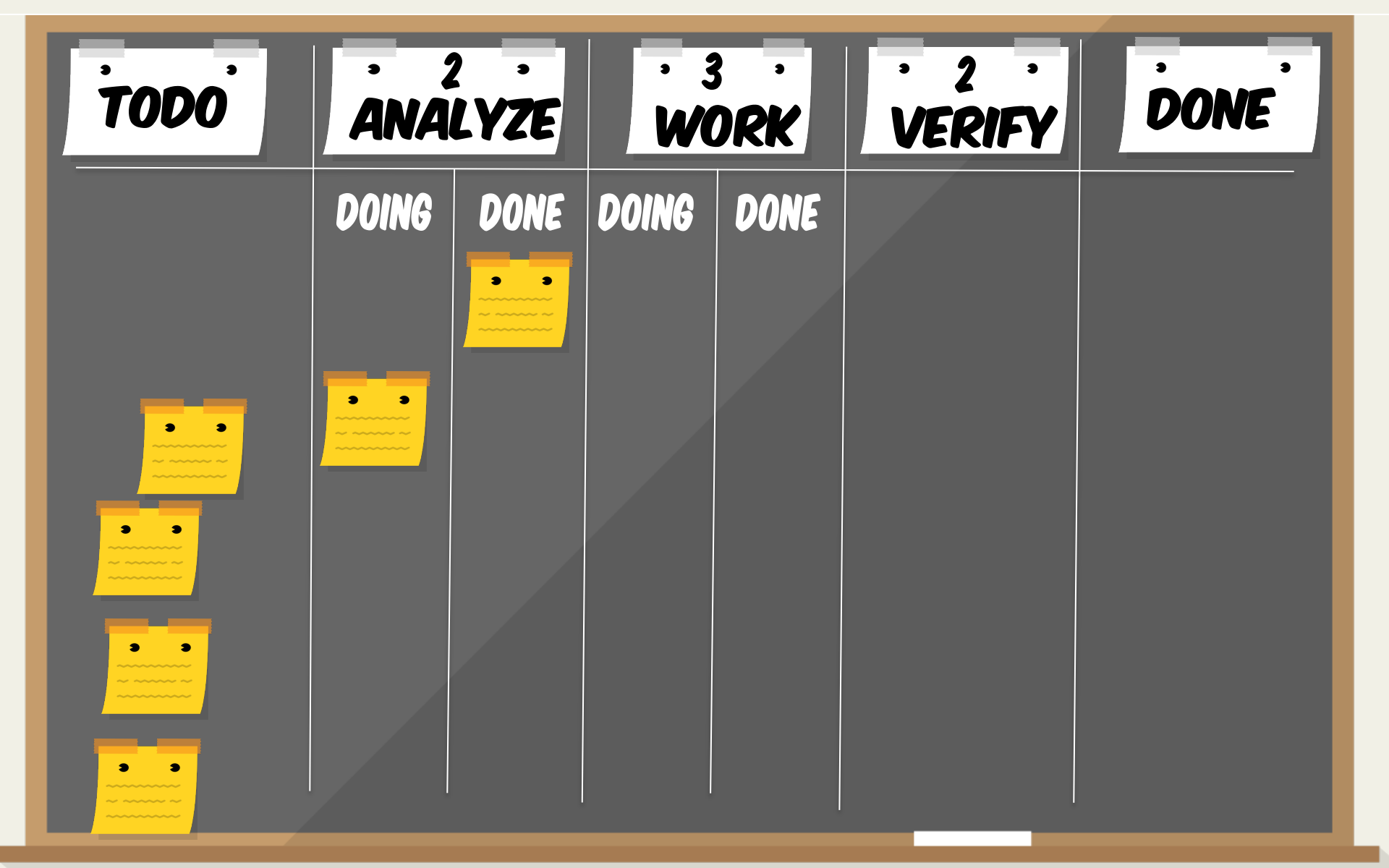
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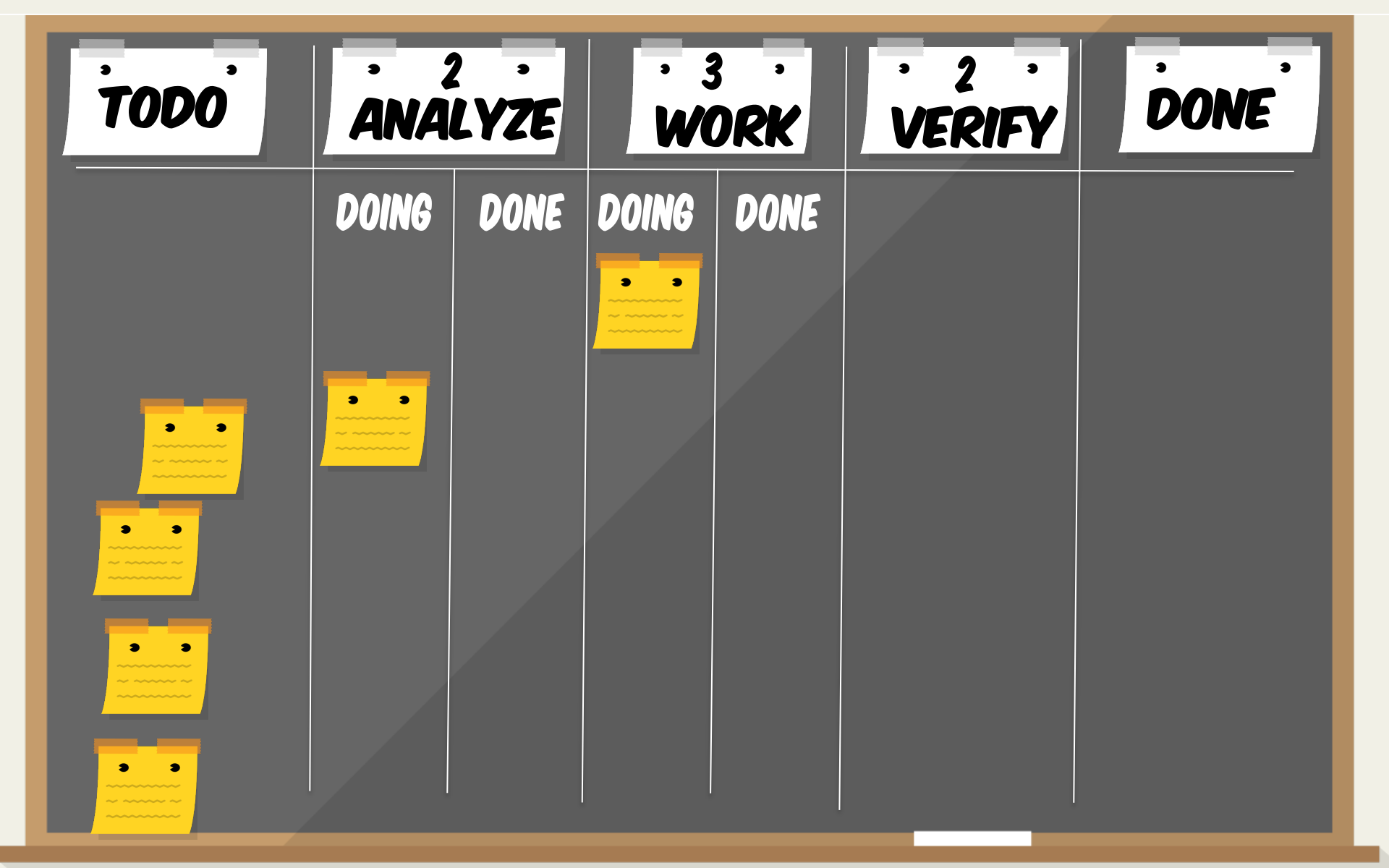
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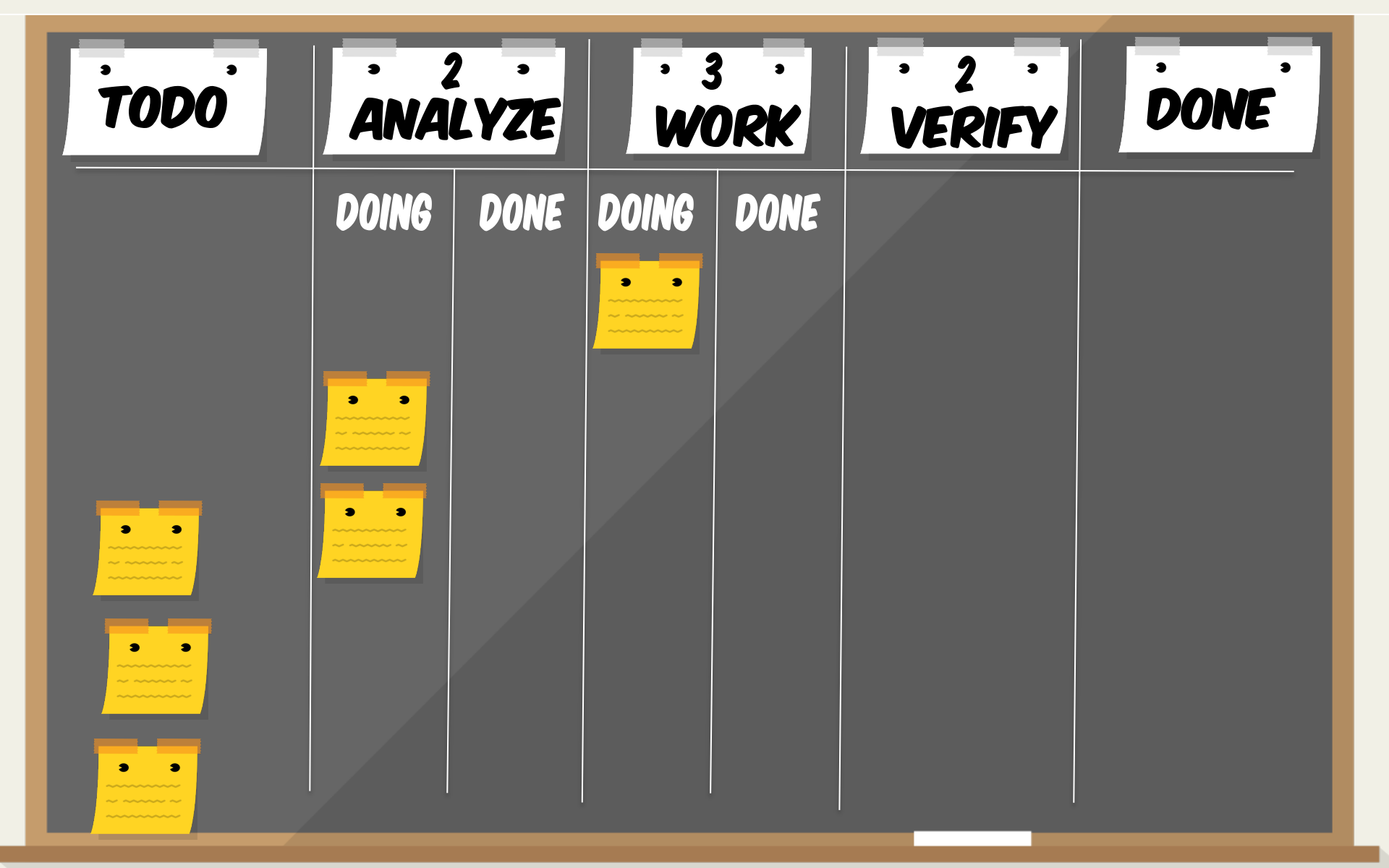
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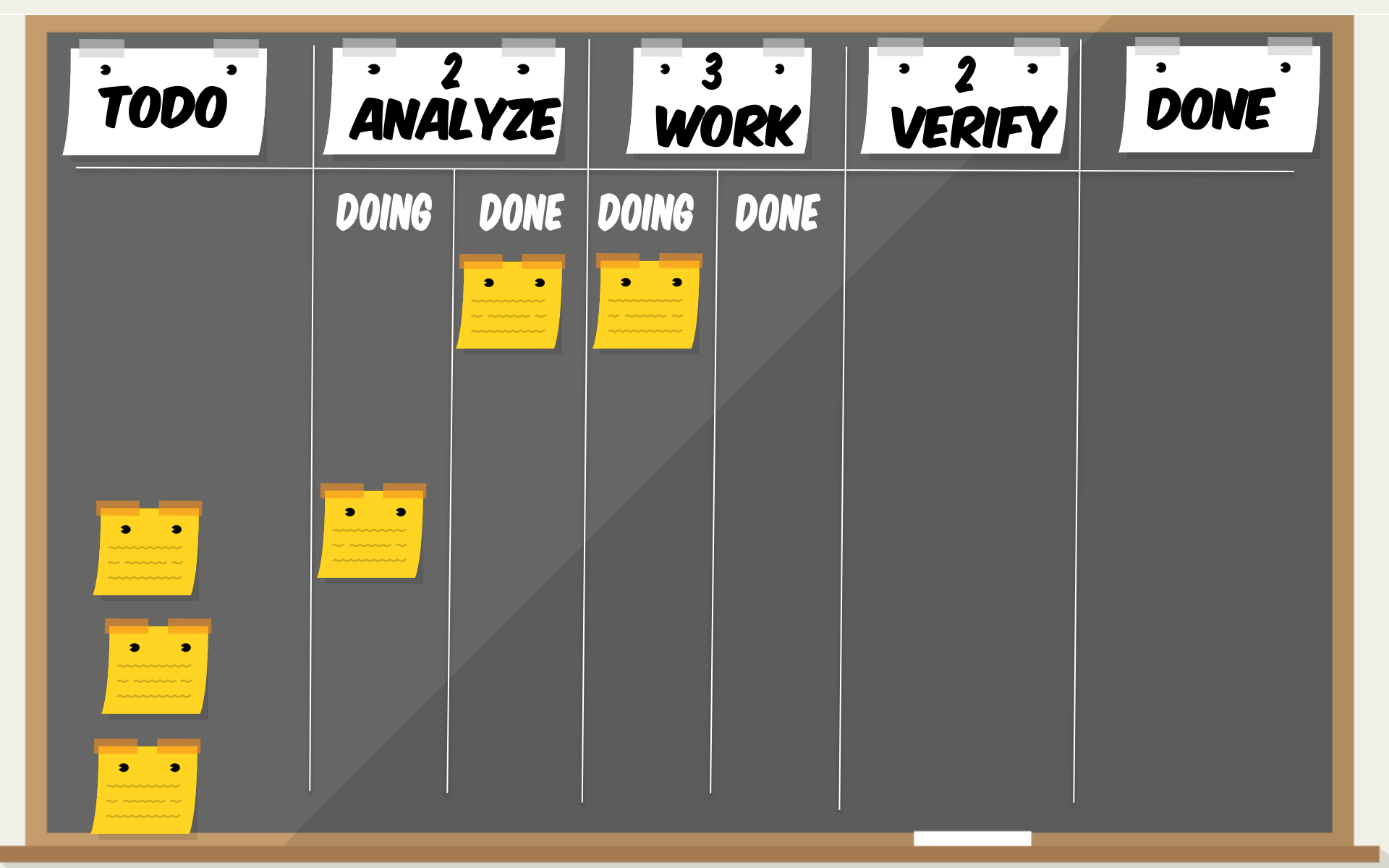
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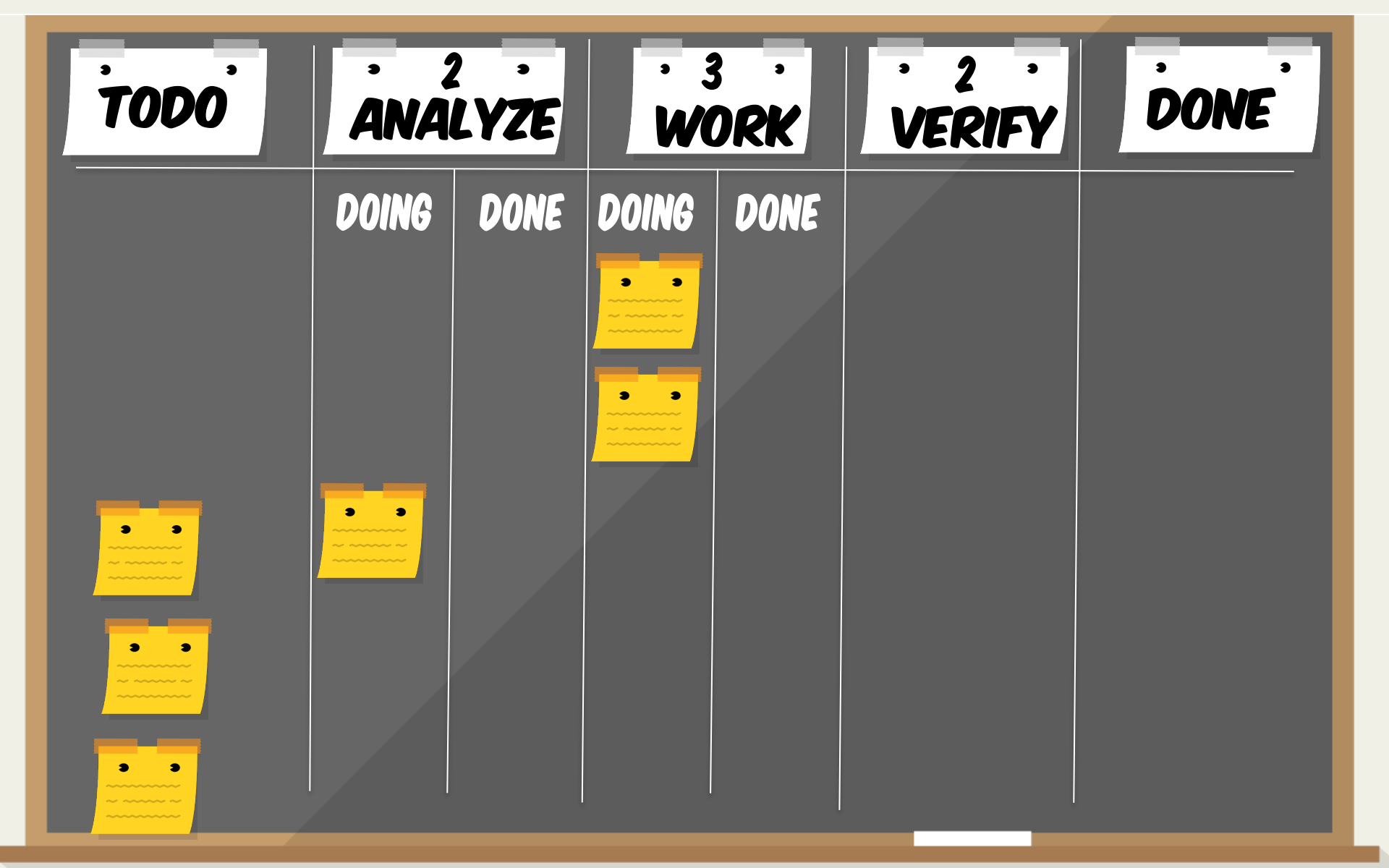
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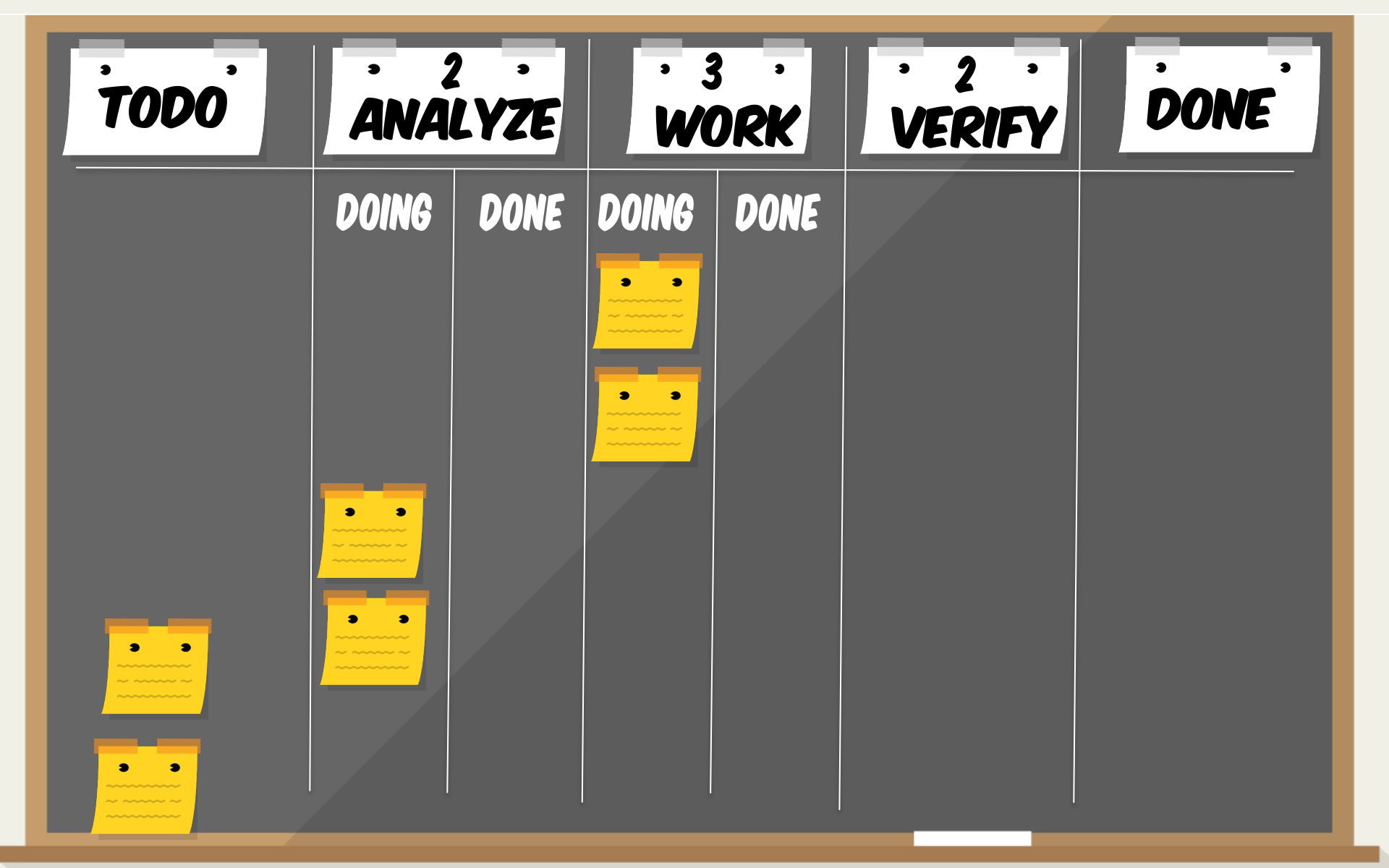
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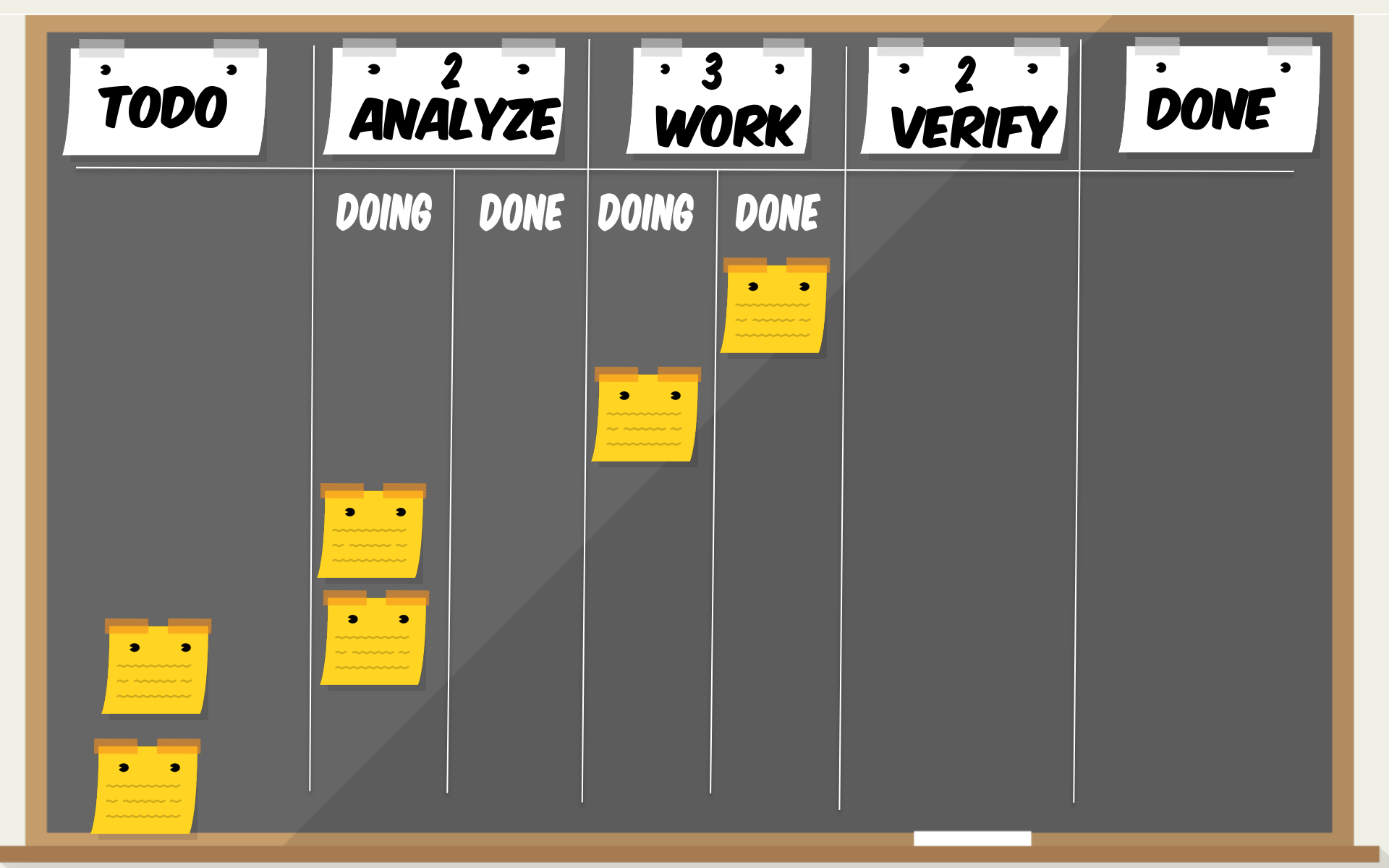
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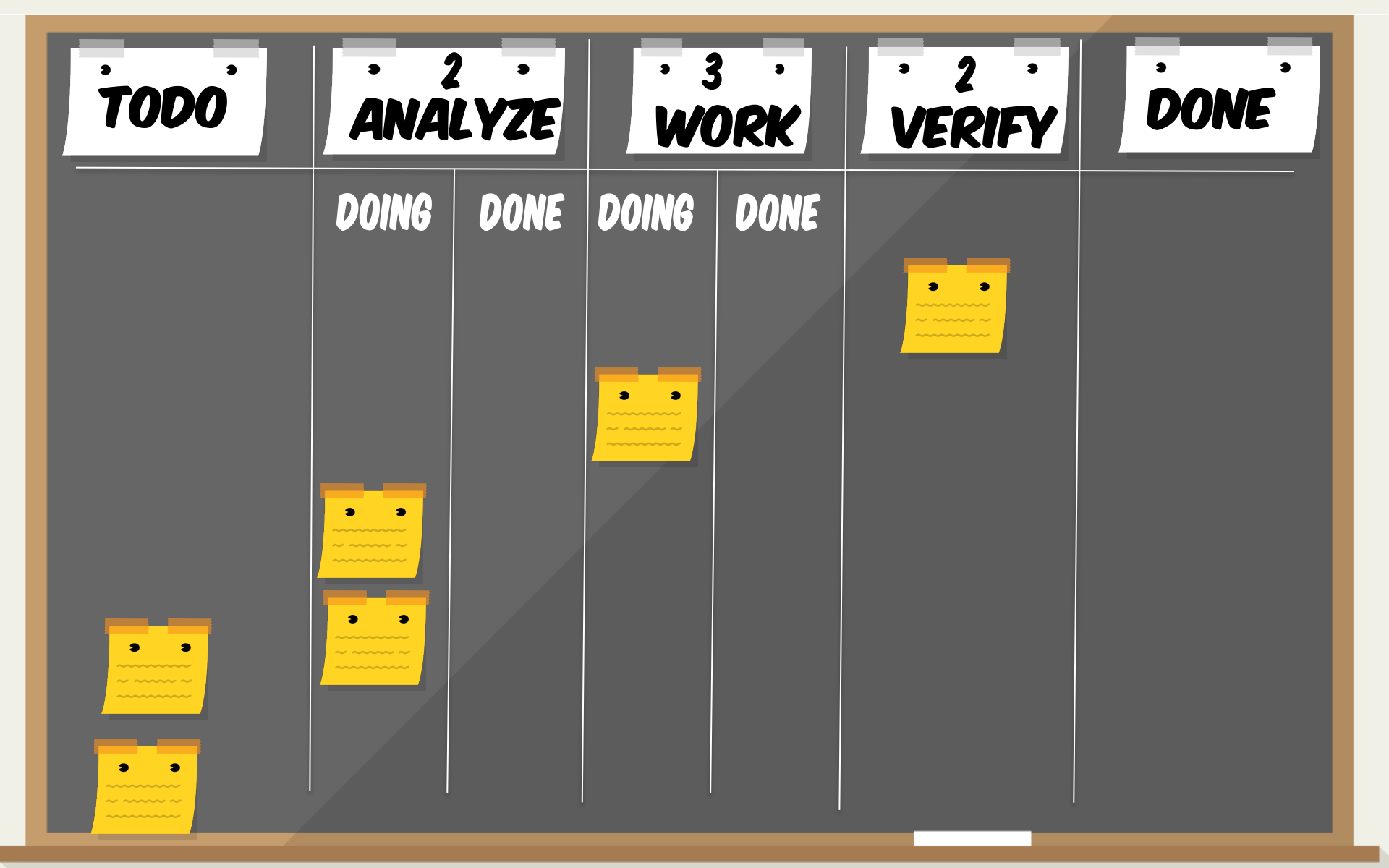
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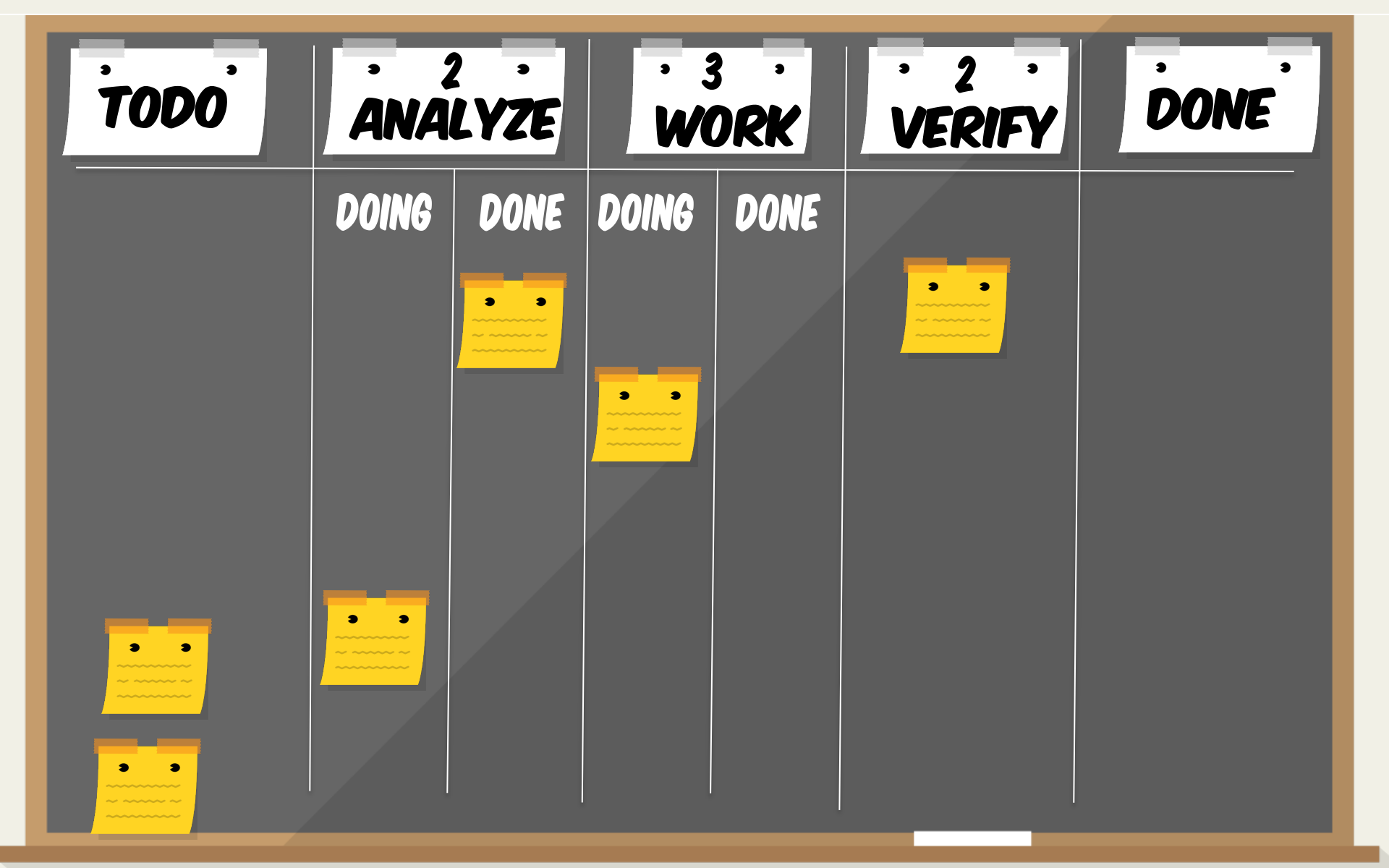
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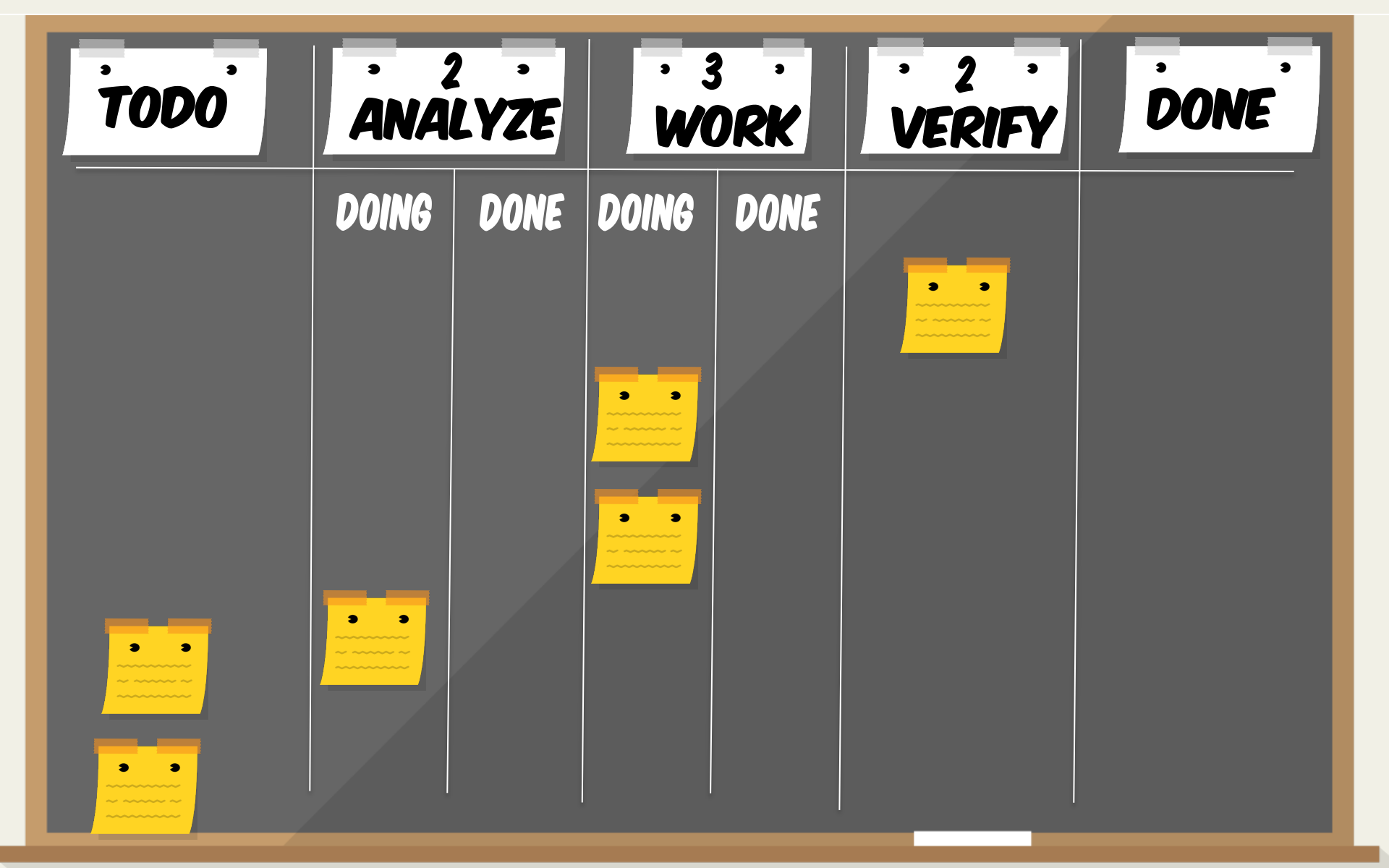
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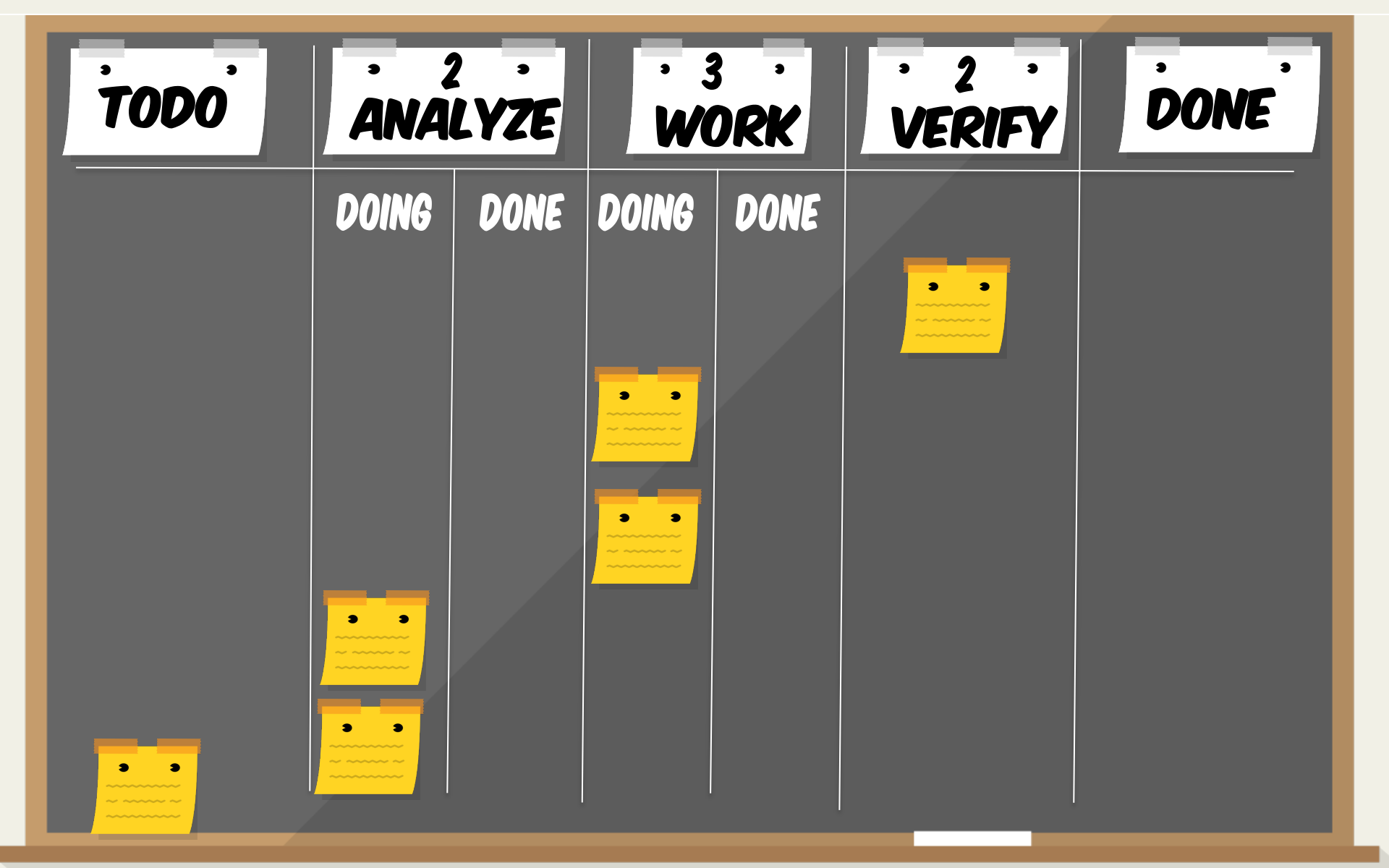
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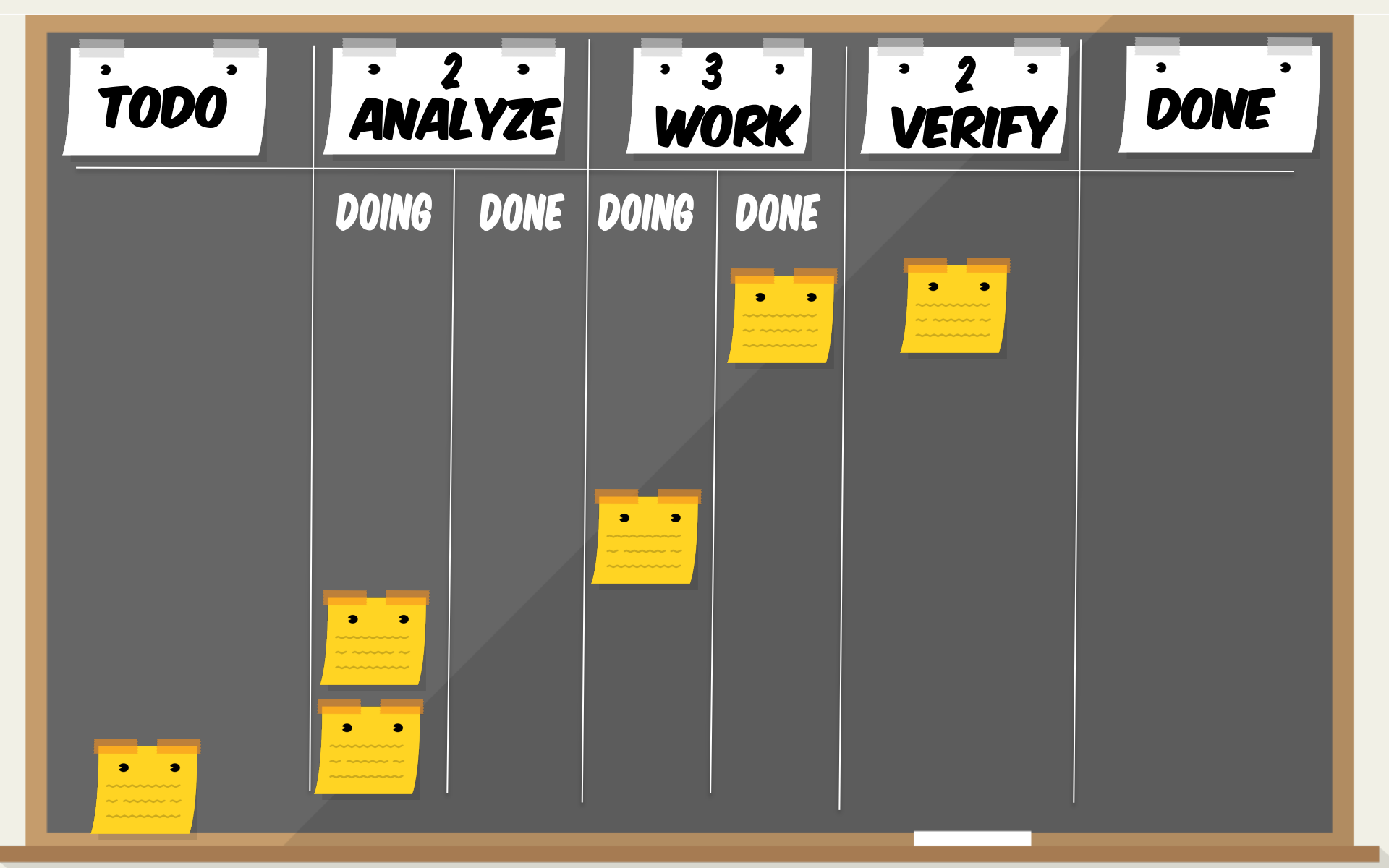
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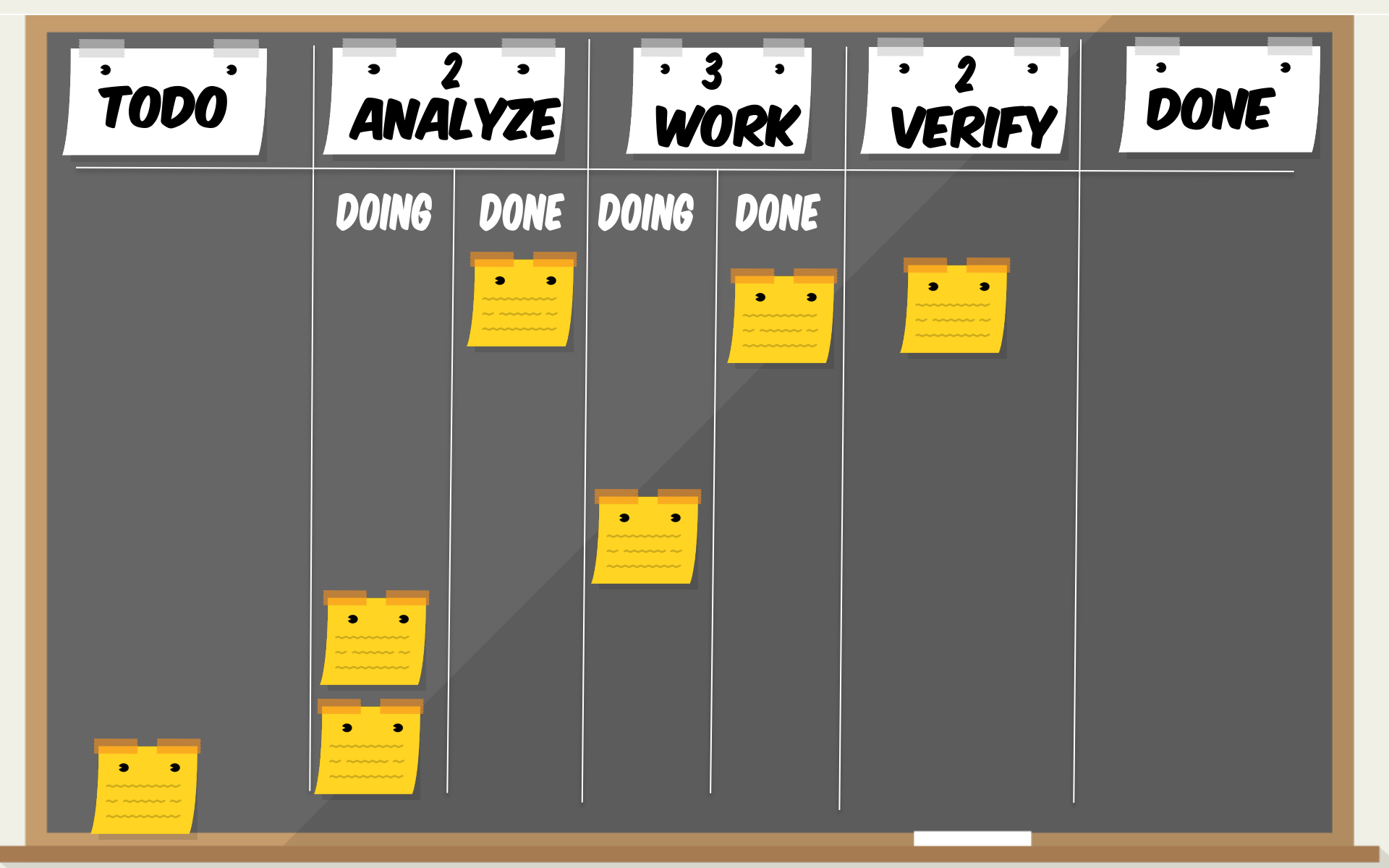
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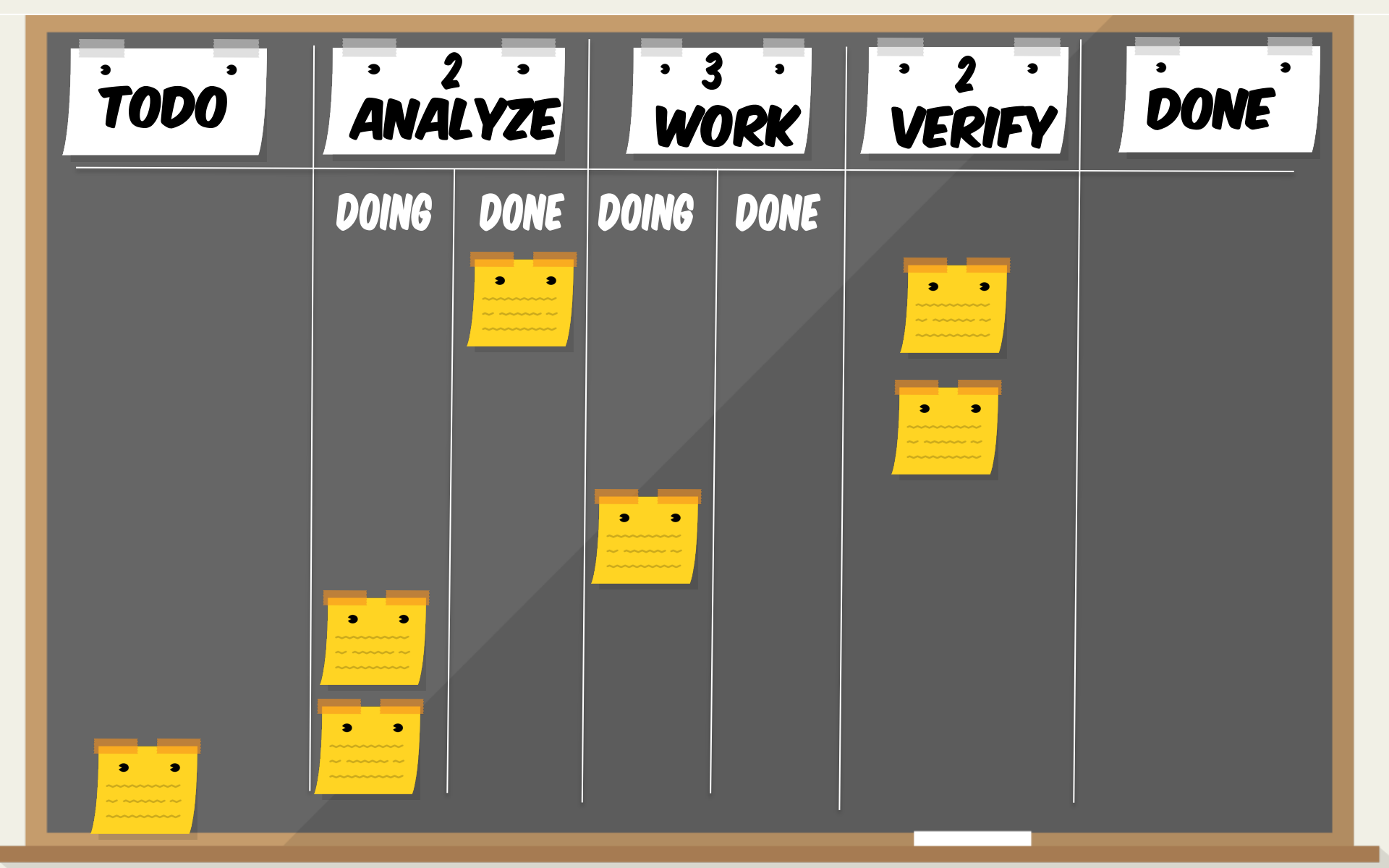
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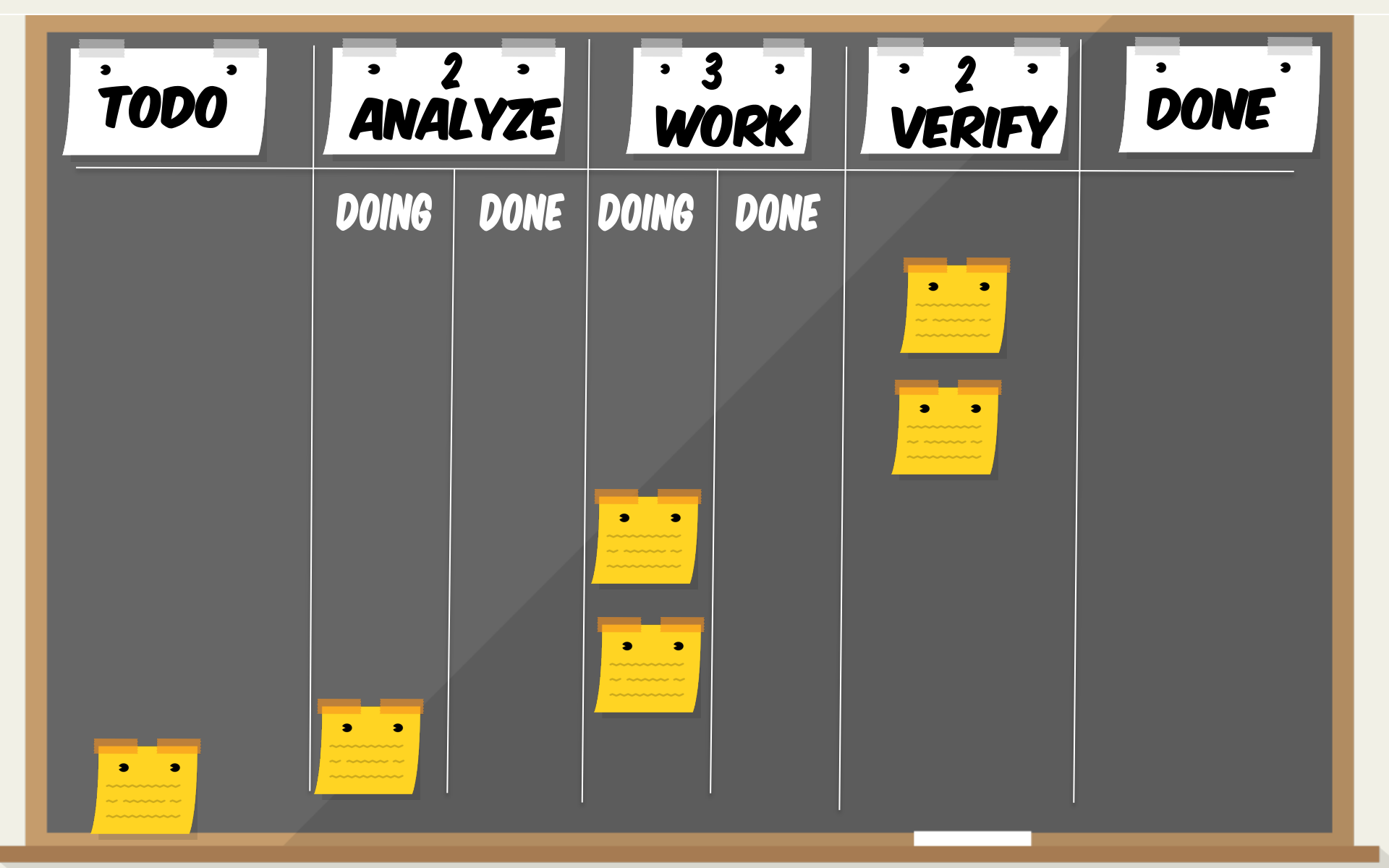
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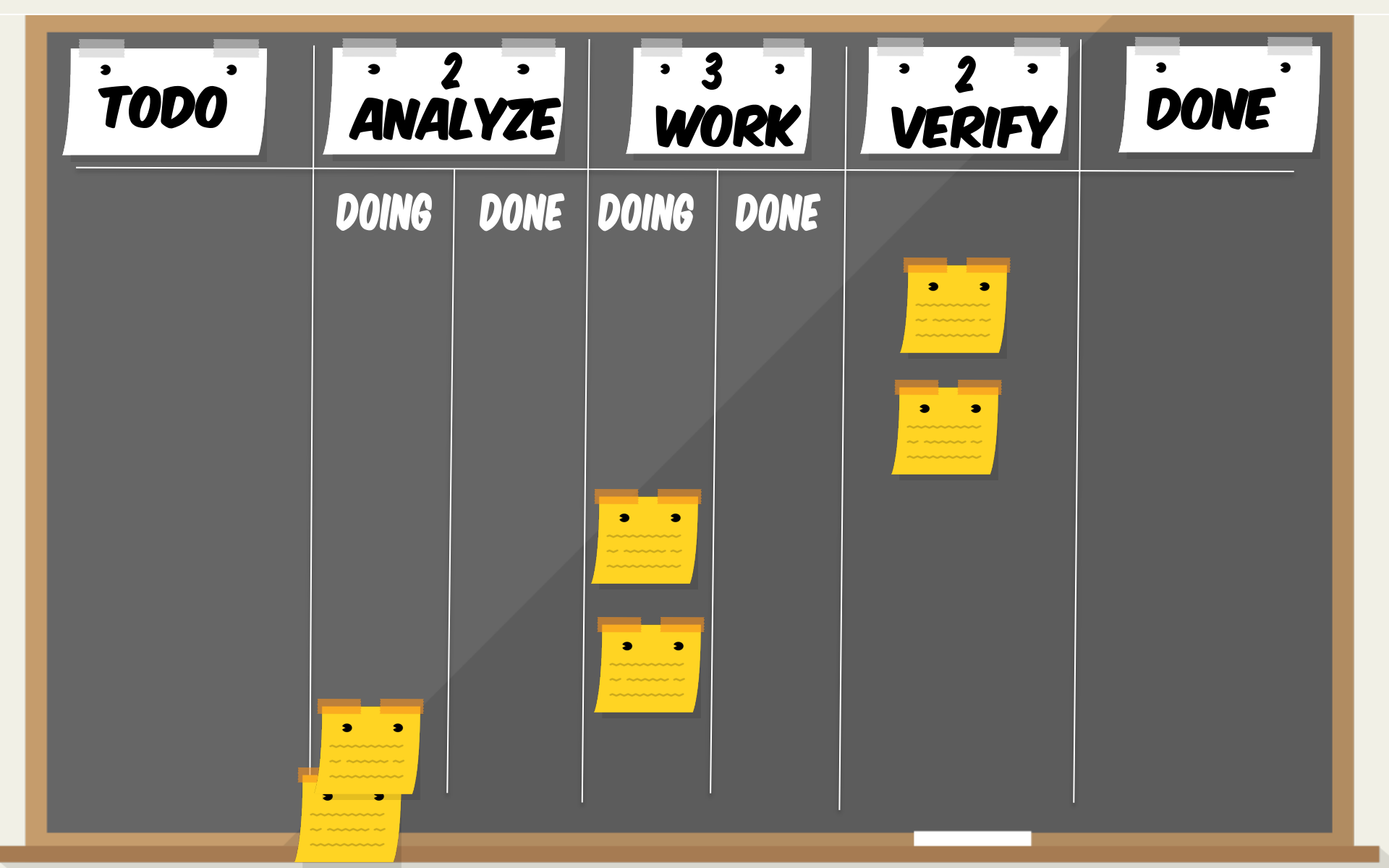
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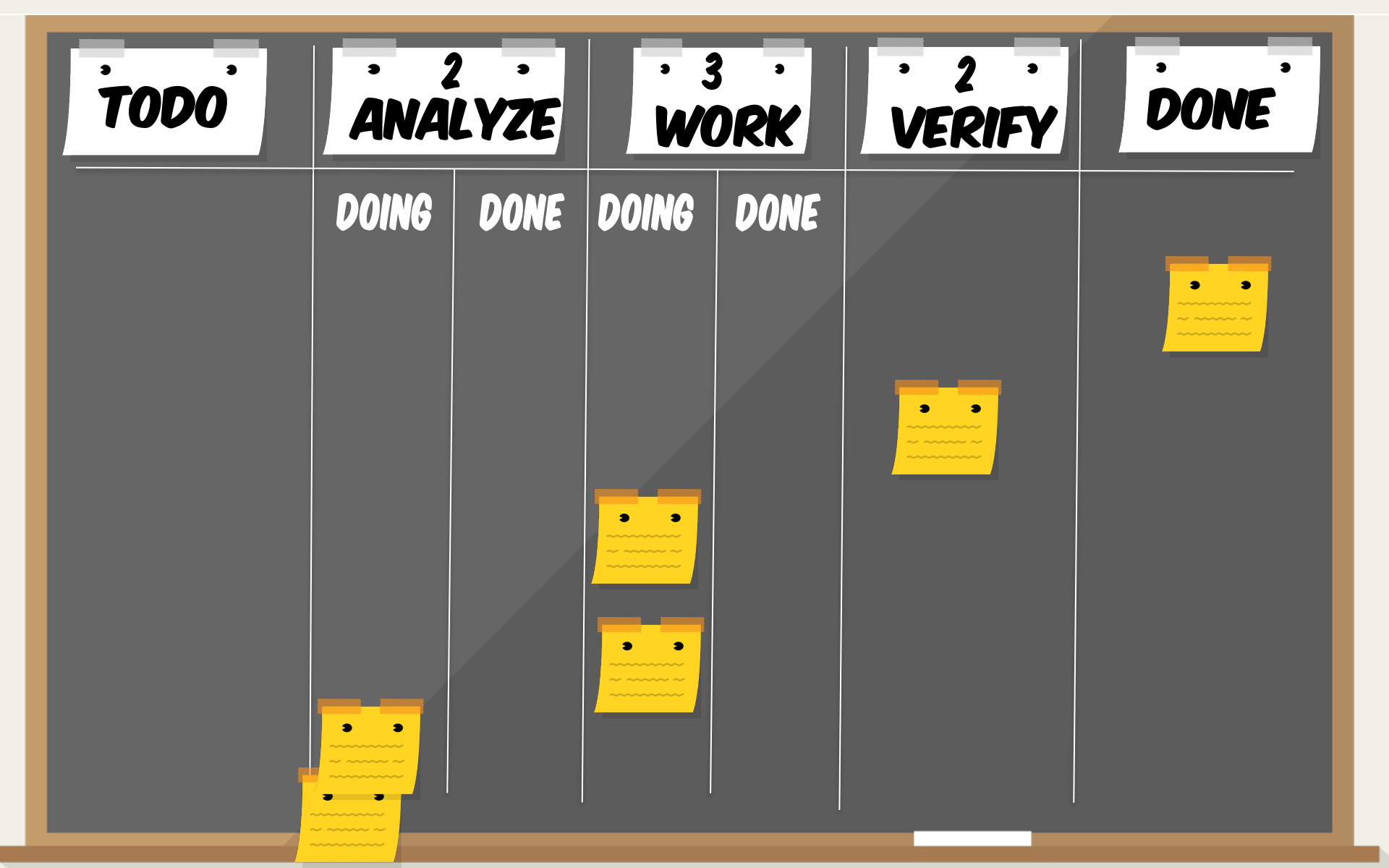
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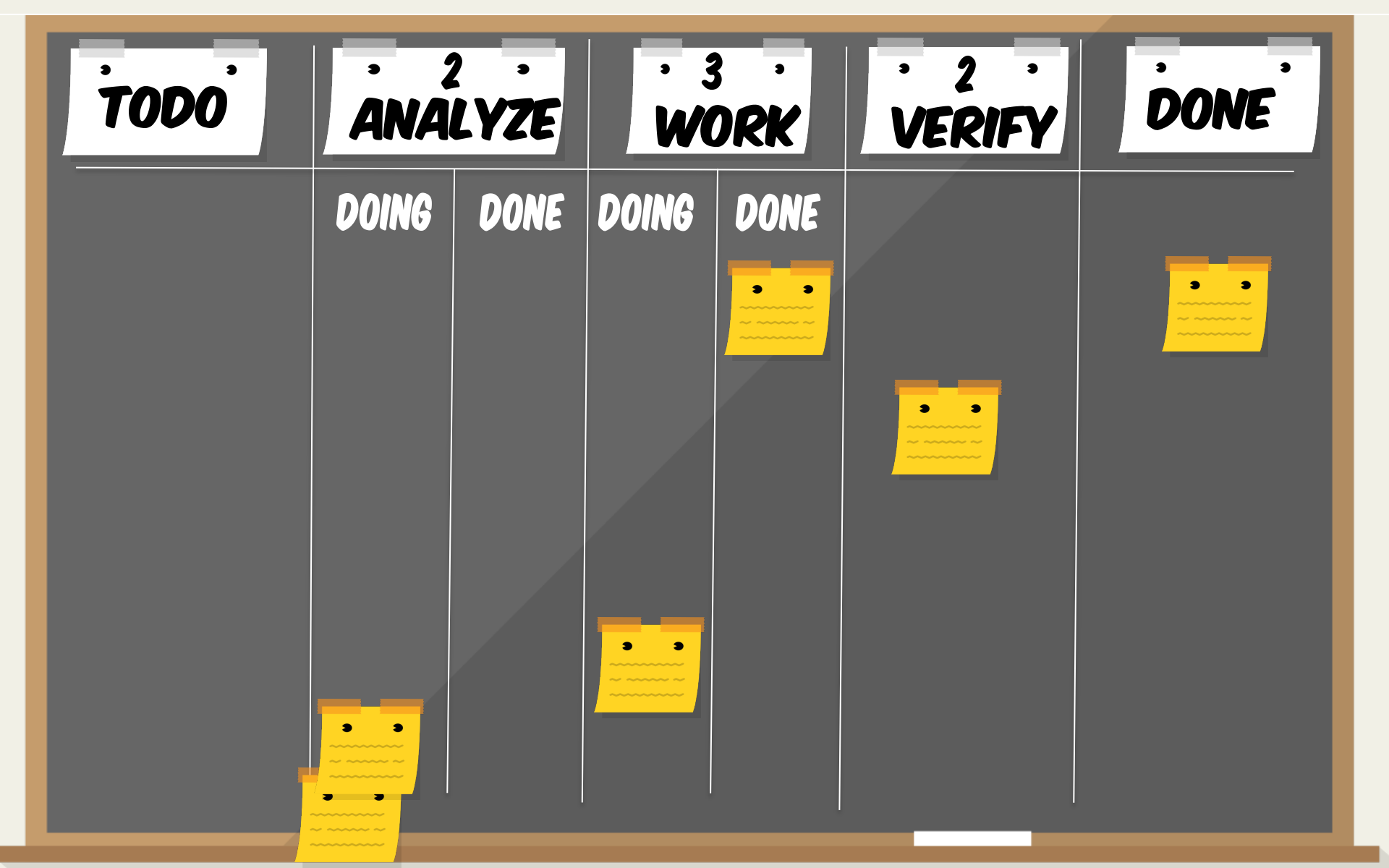
TODO
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ANALYZE
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WORK
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VERIFY
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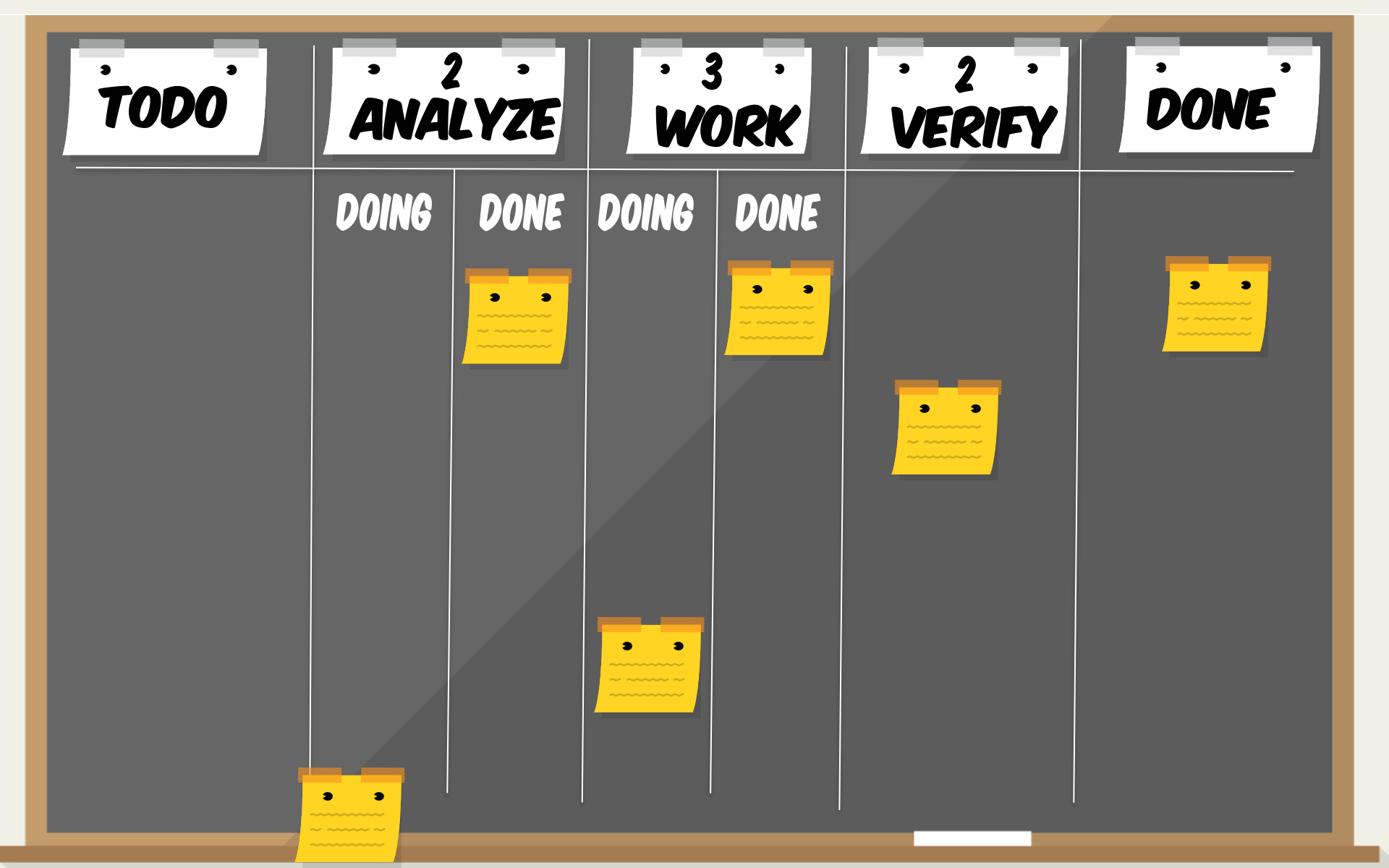
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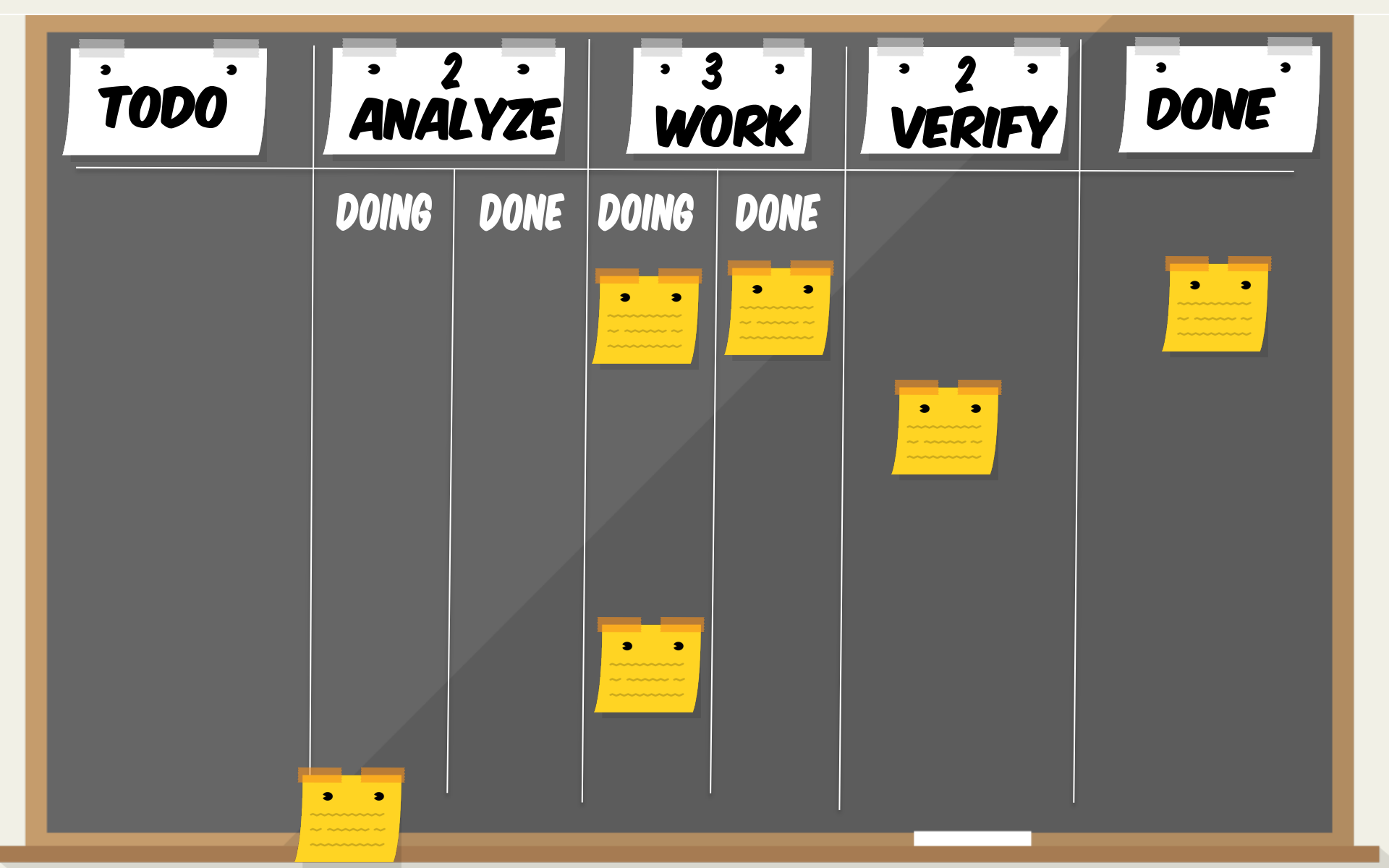
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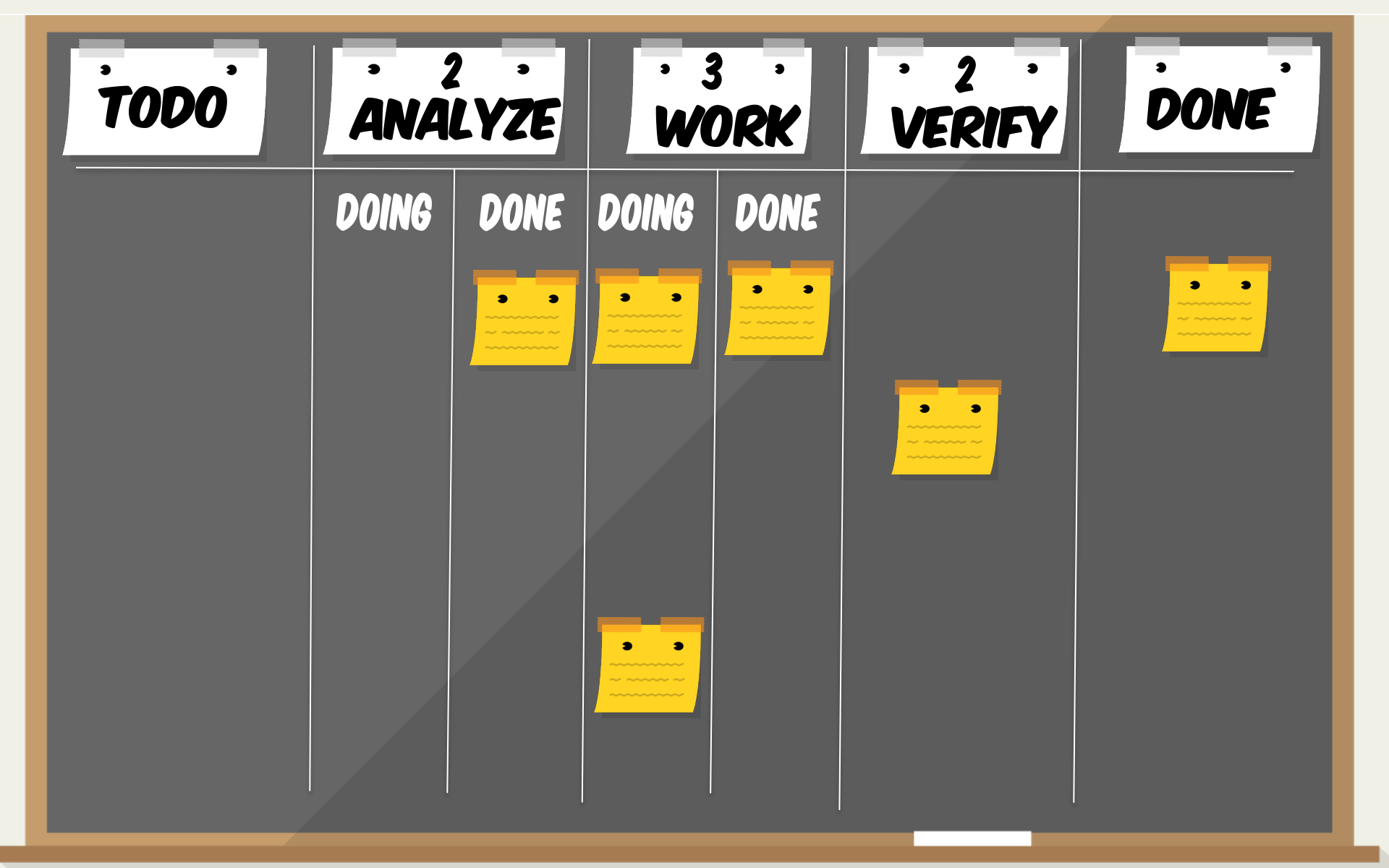
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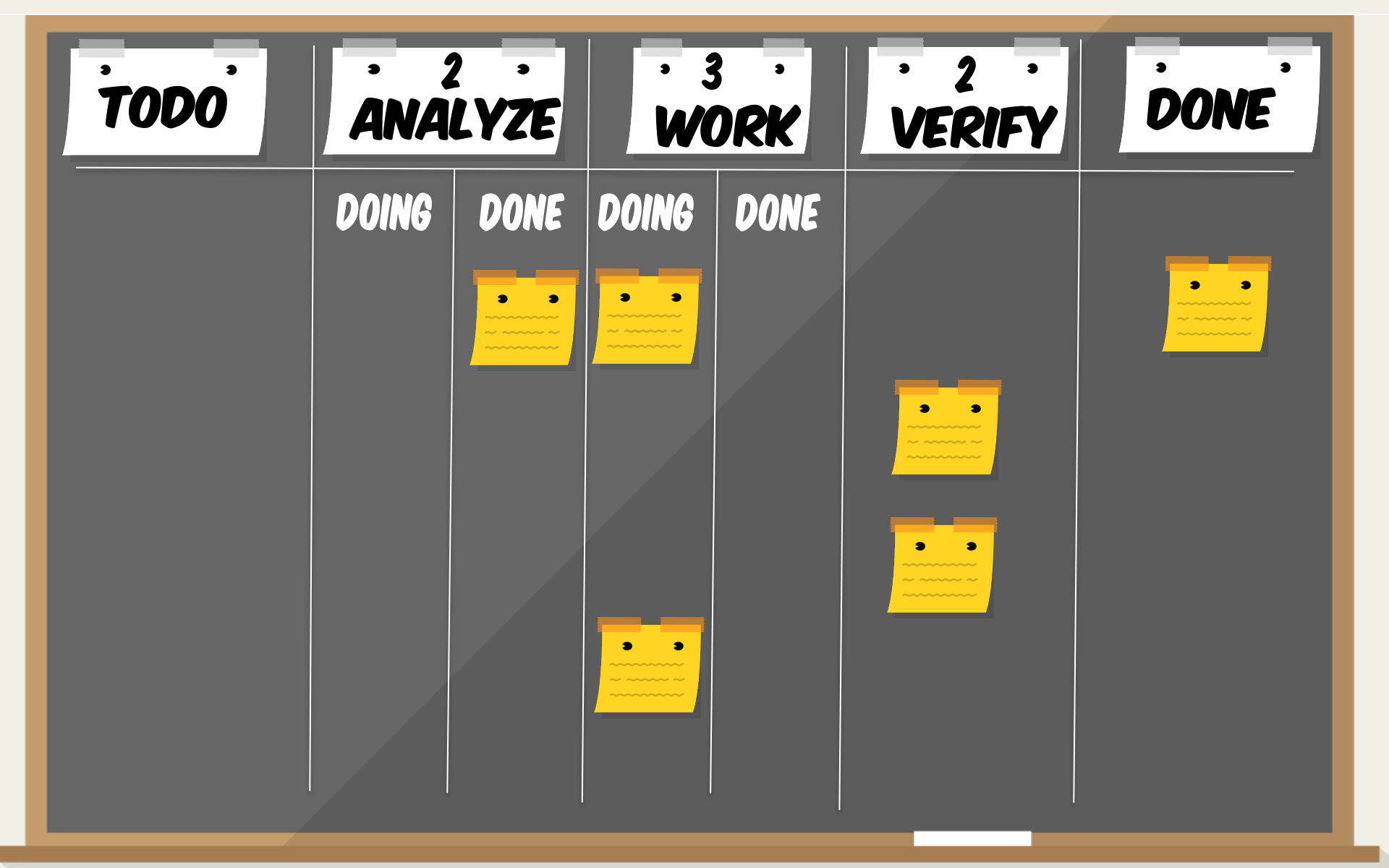
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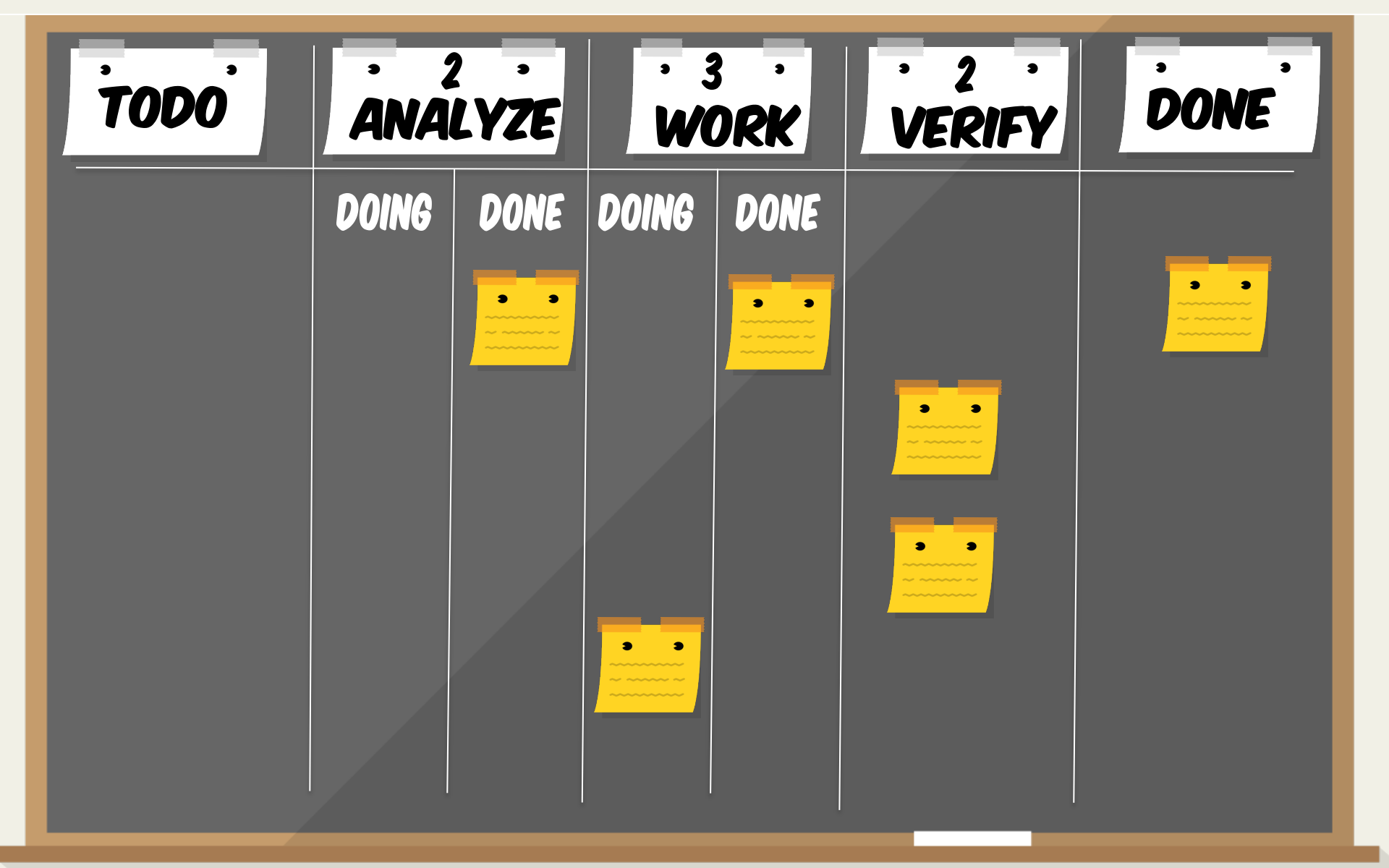
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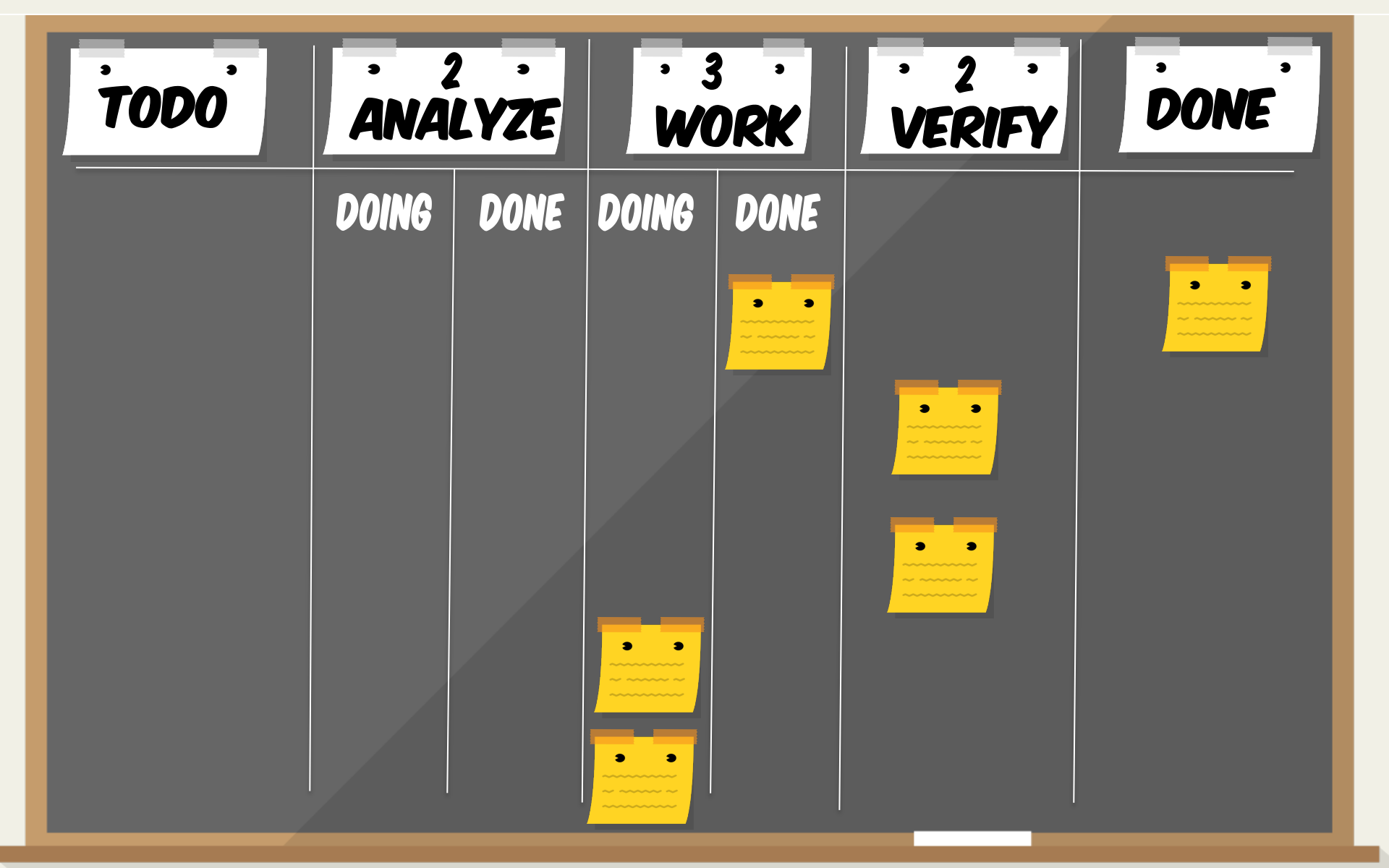
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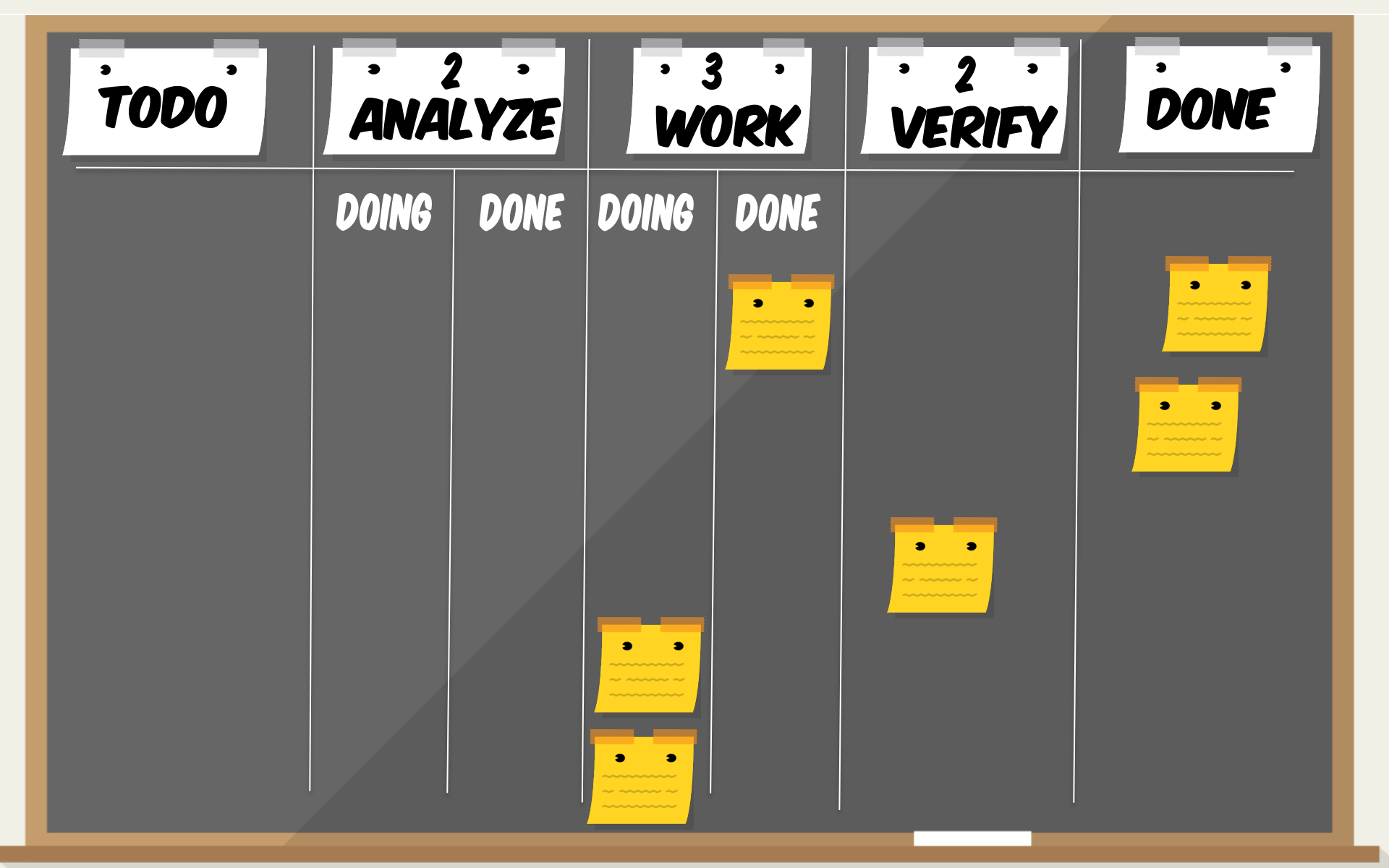
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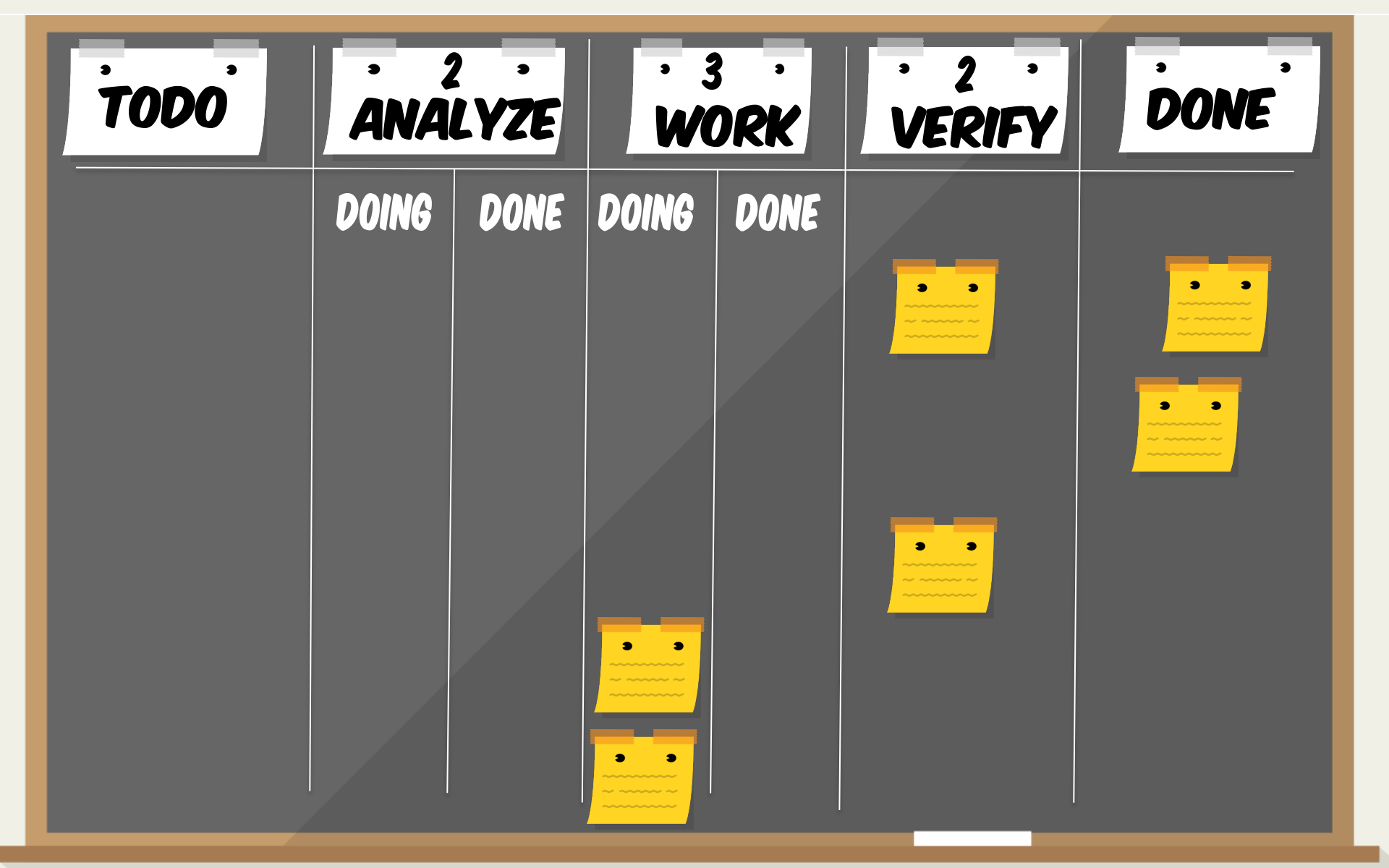
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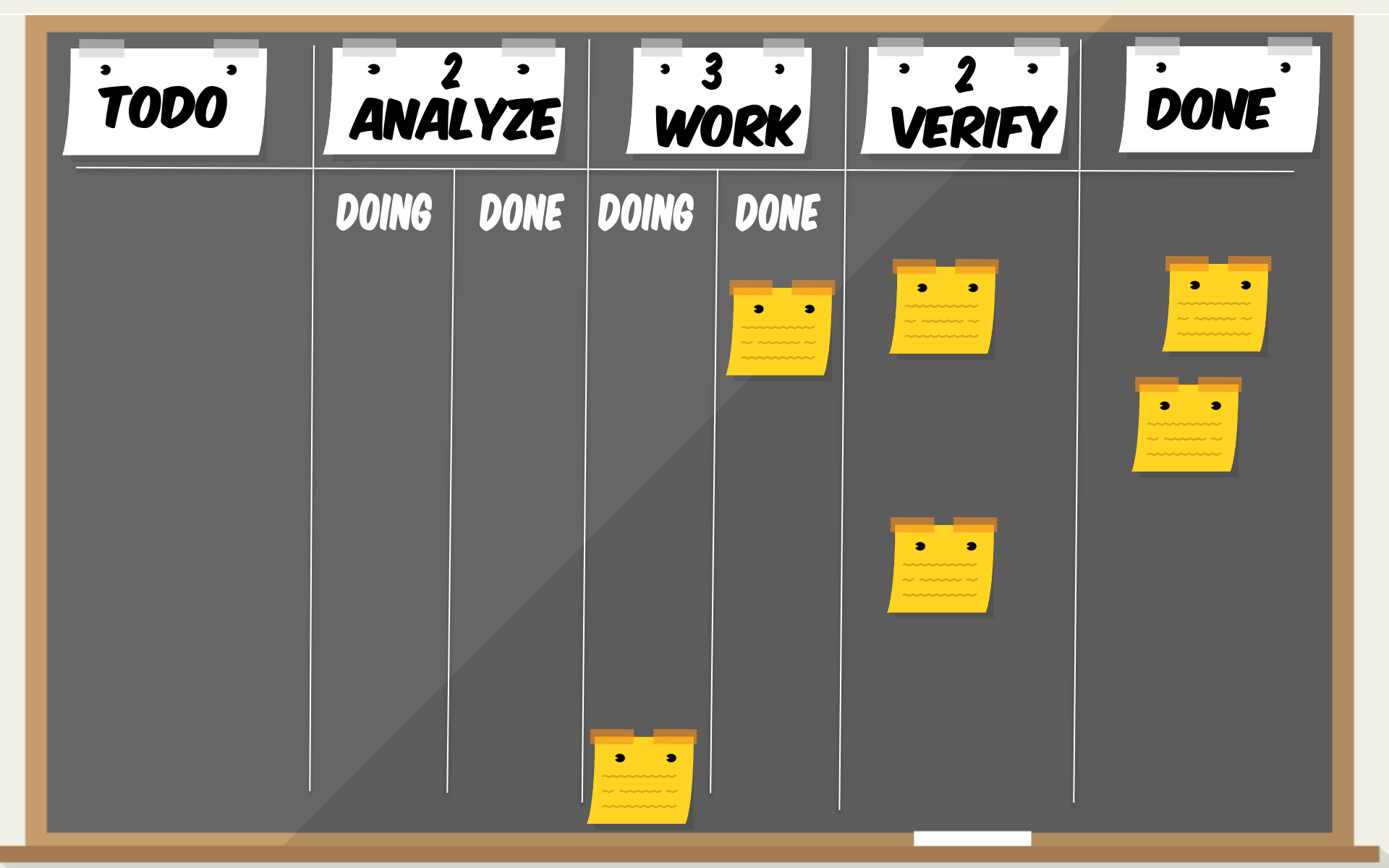
TODO
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VERIFY
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DONE
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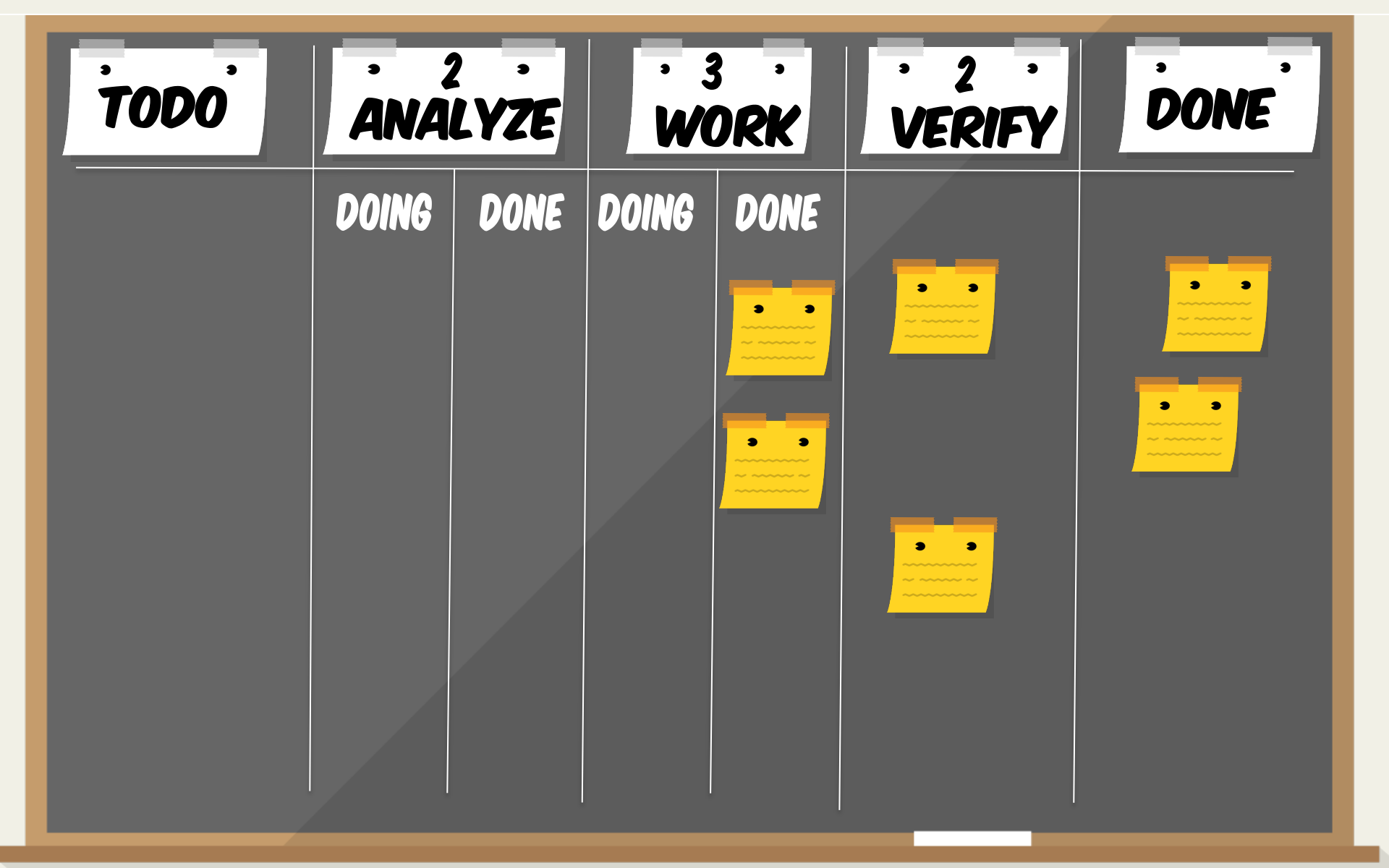
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WORK
2
VERIFY
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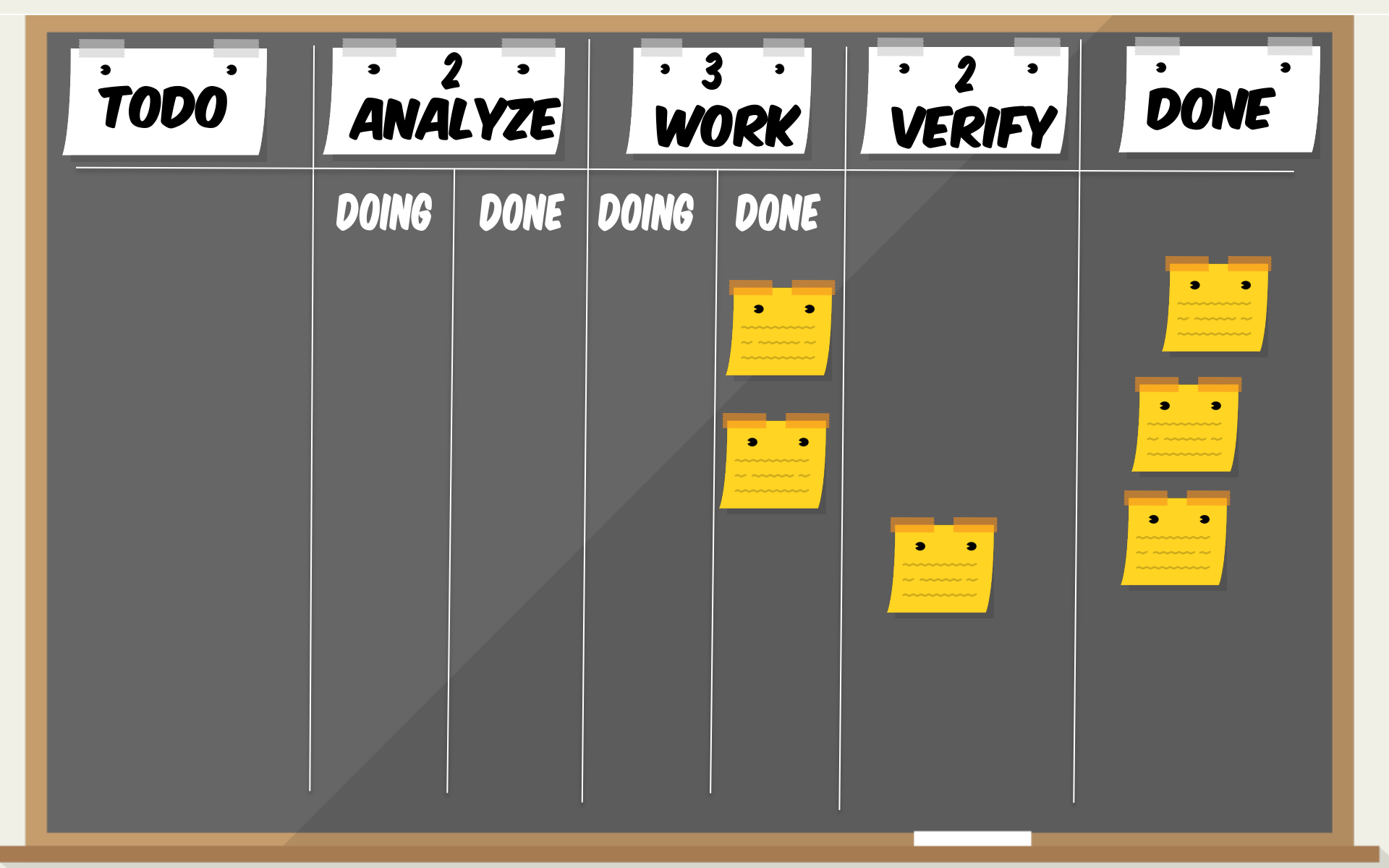
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WORK
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VERIFY
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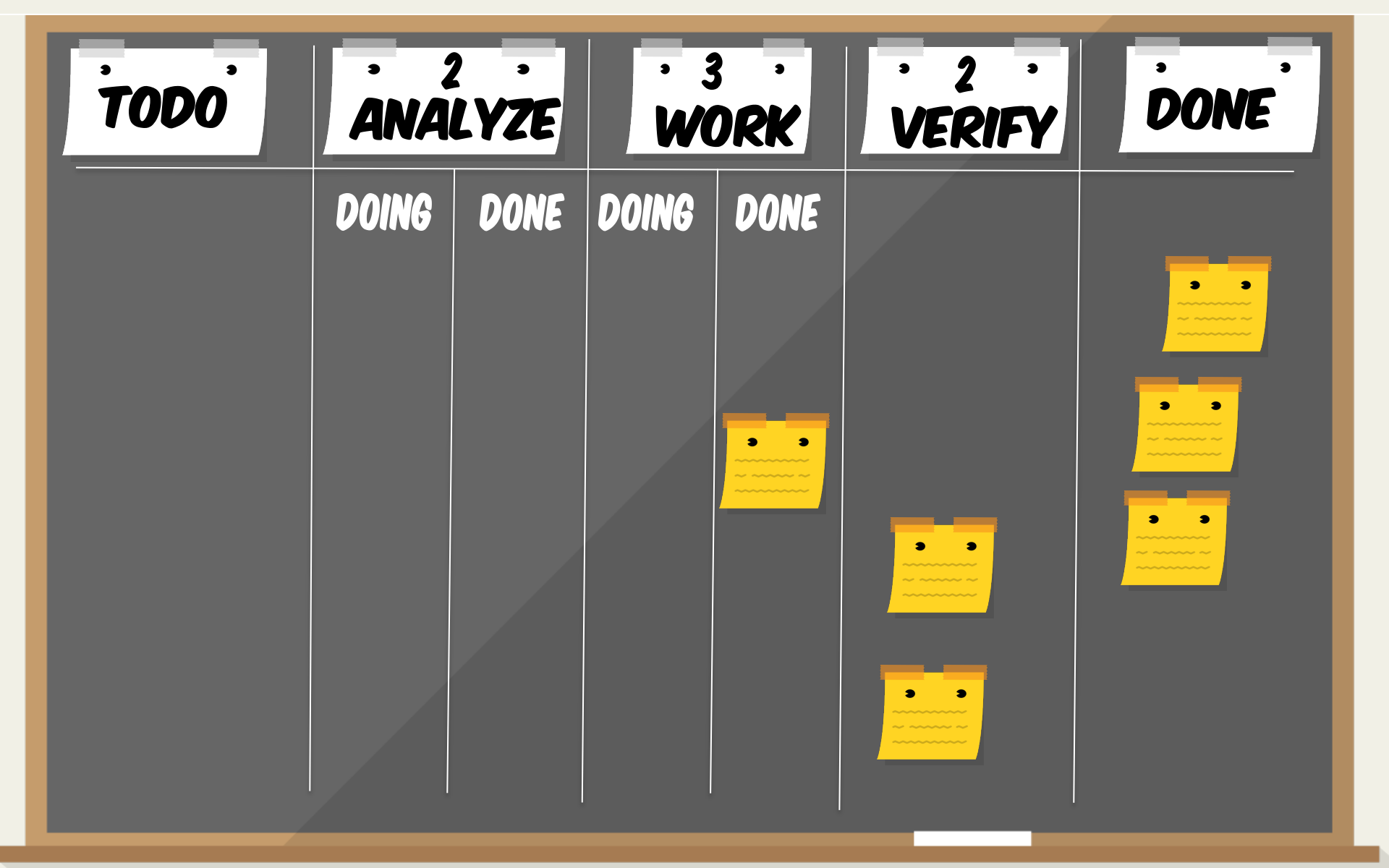
DONE
DOING
DONE


TODO
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ANALYZE
3
WORK
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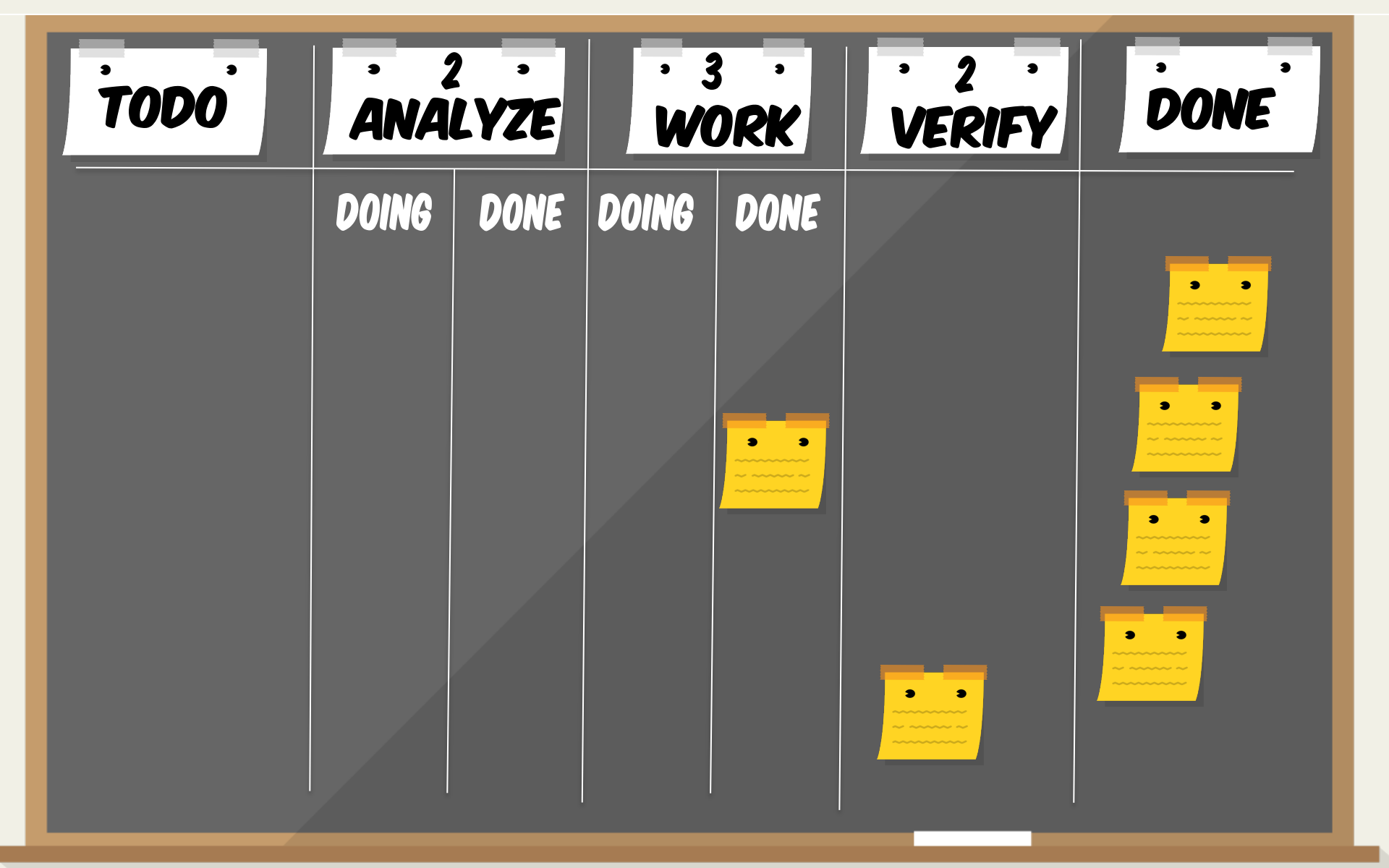
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
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WORK
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VERIFY
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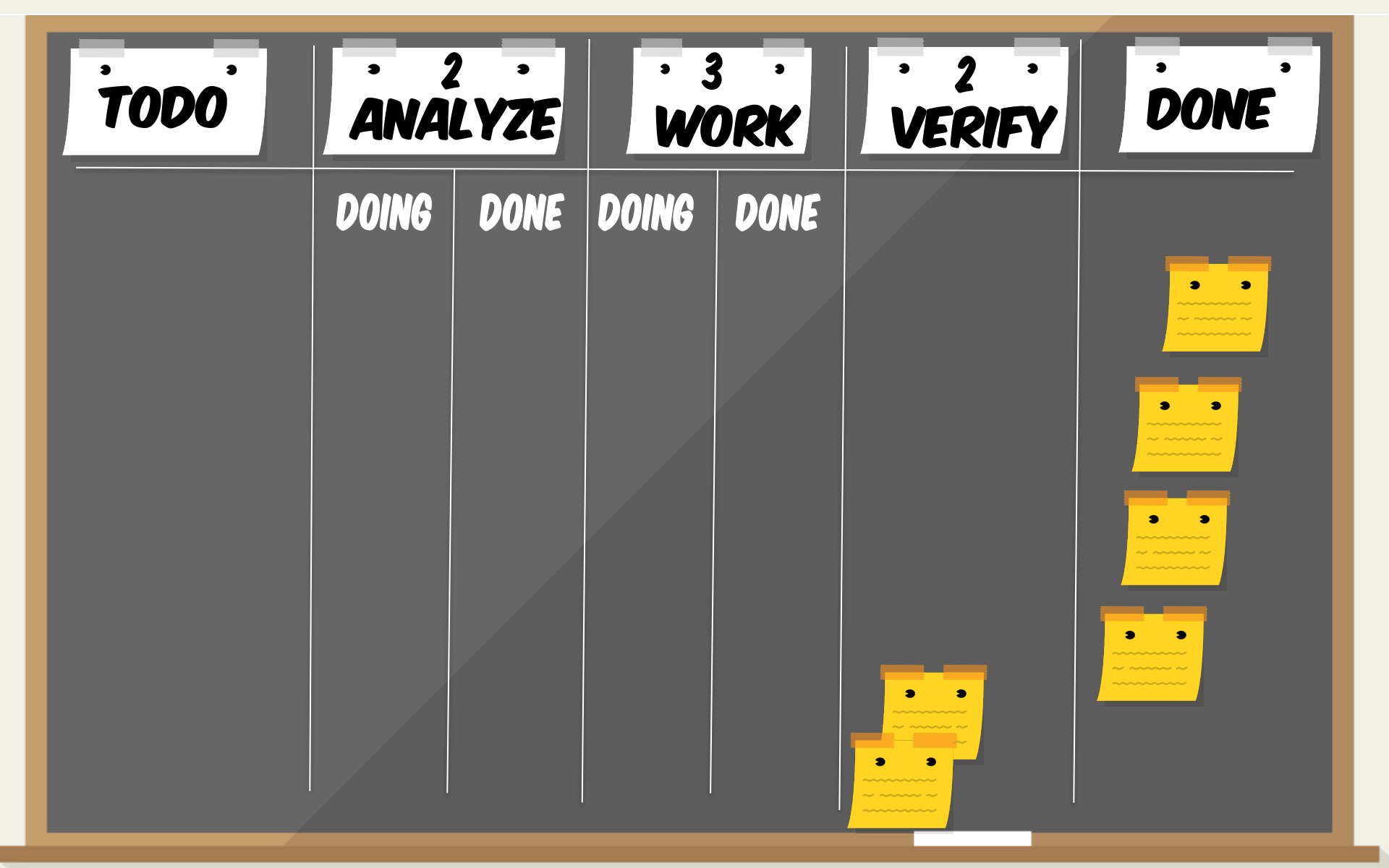
DOING
DONE
DOING
DONE


TODO
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ANALYZE
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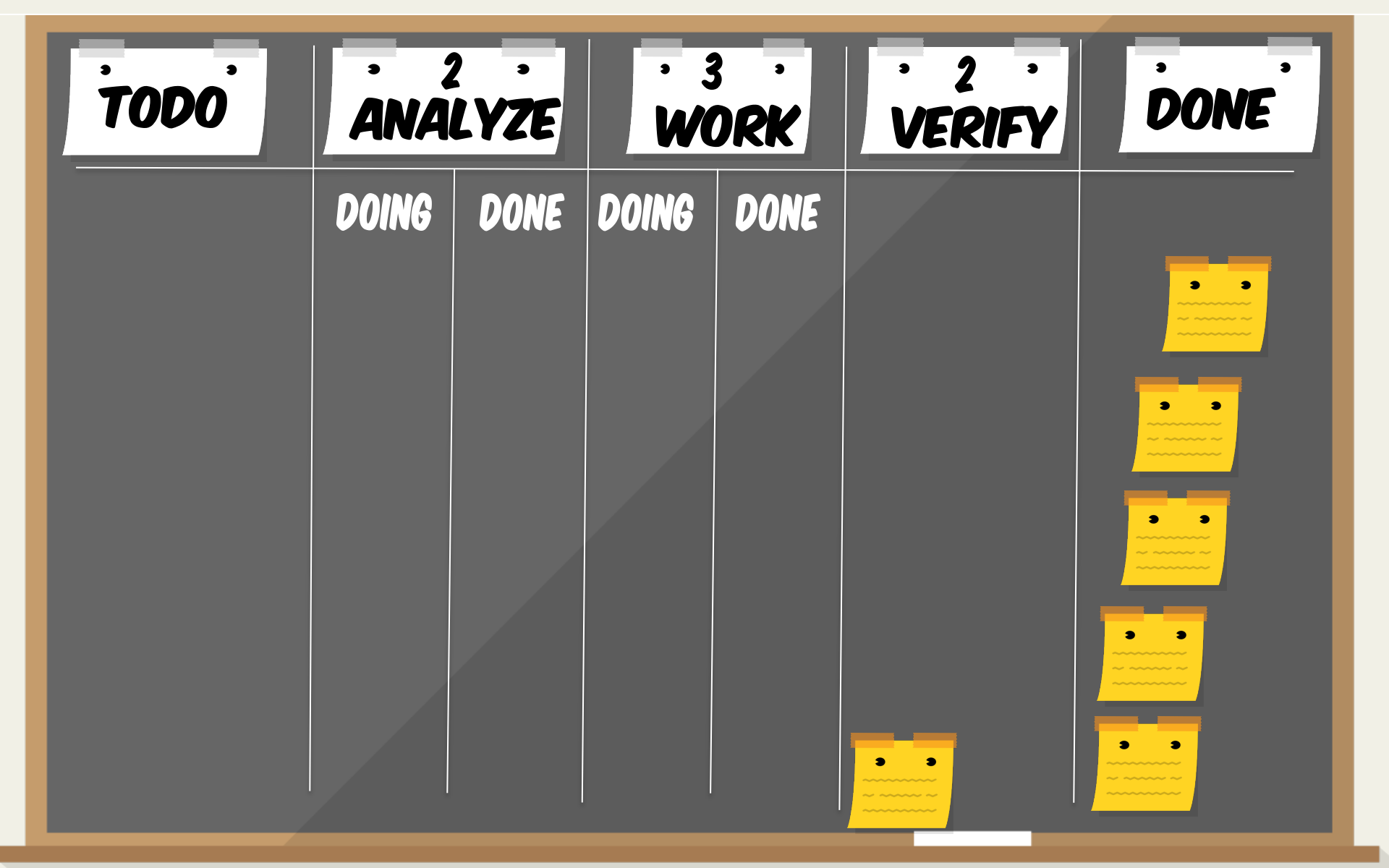
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
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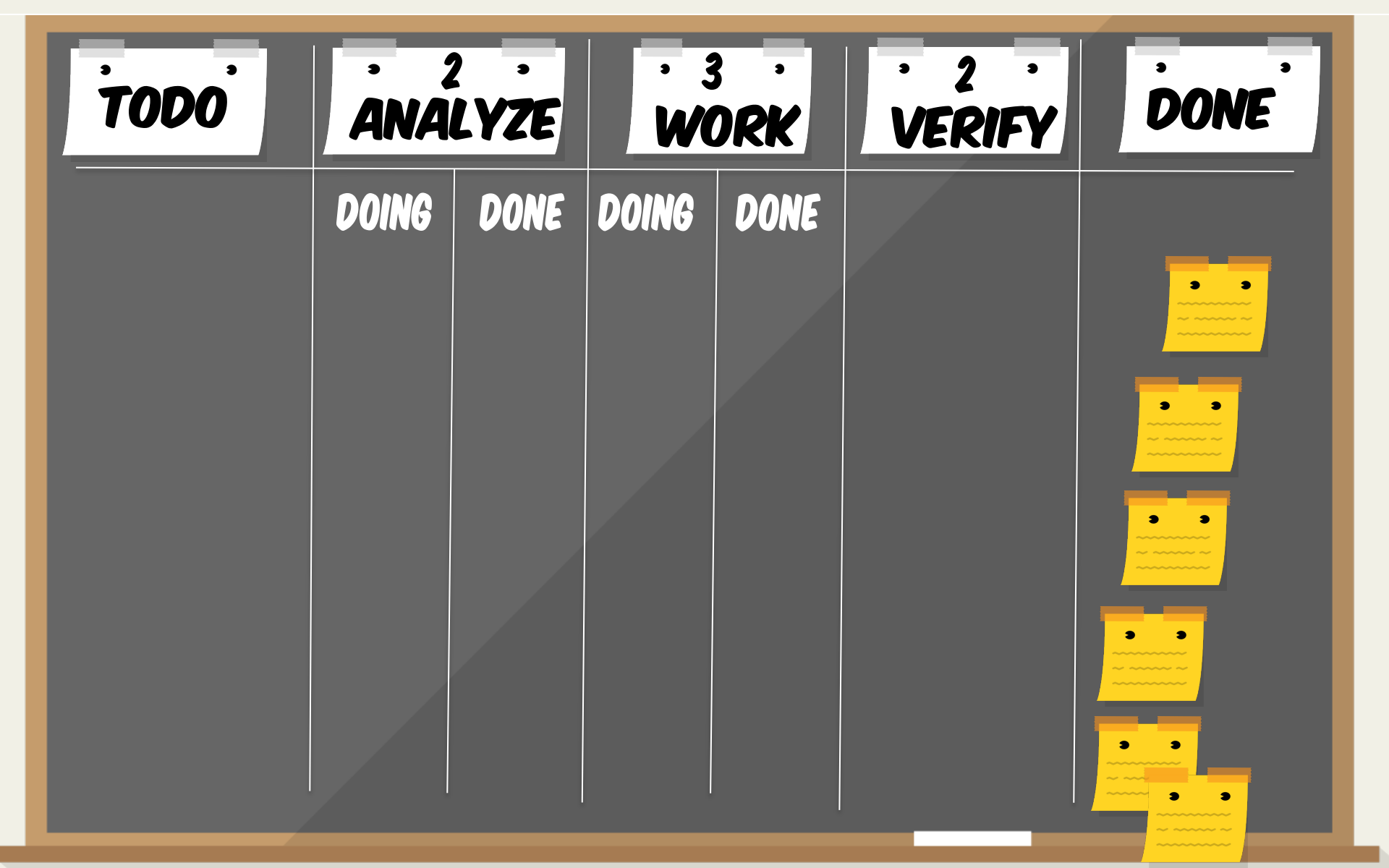
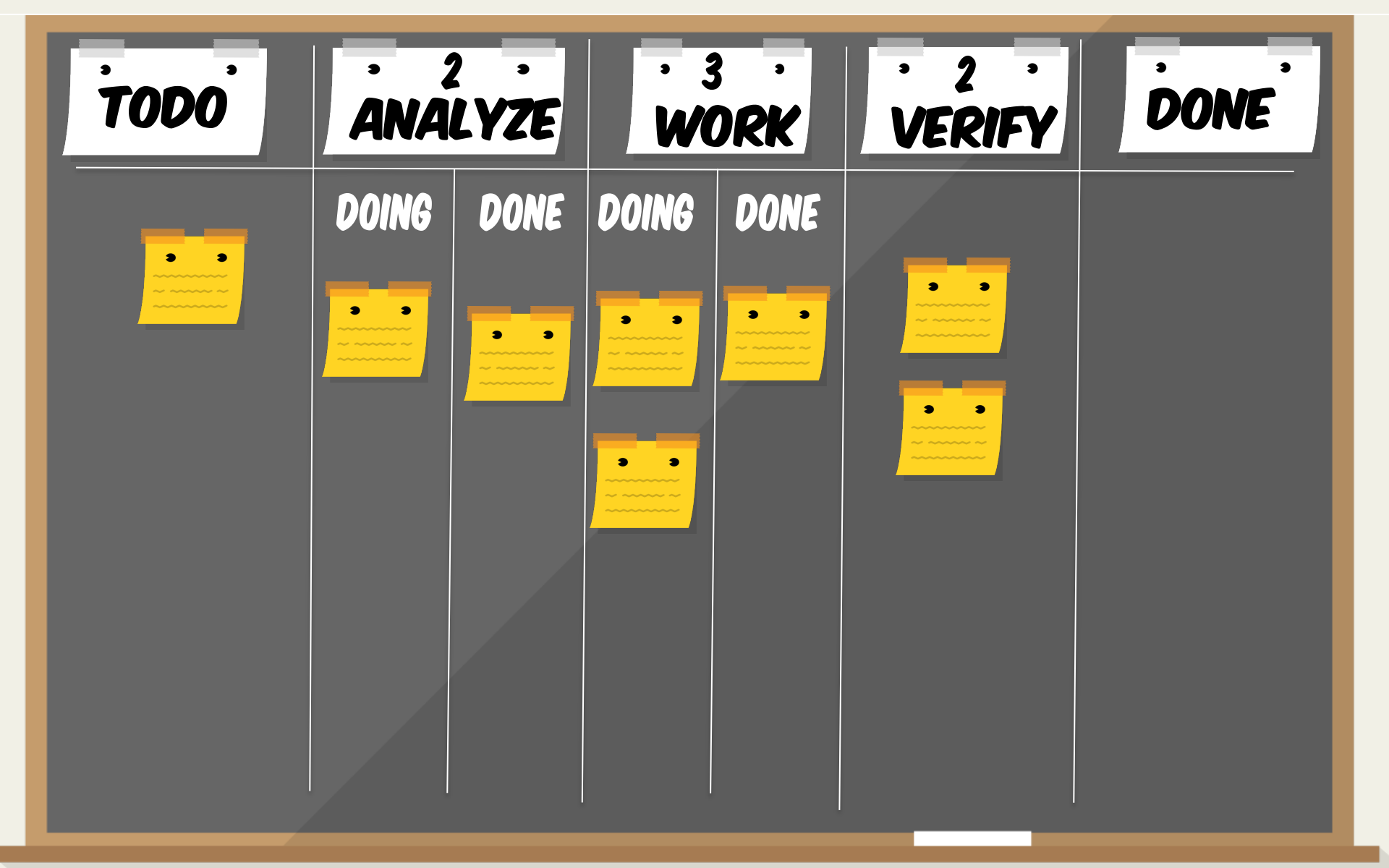
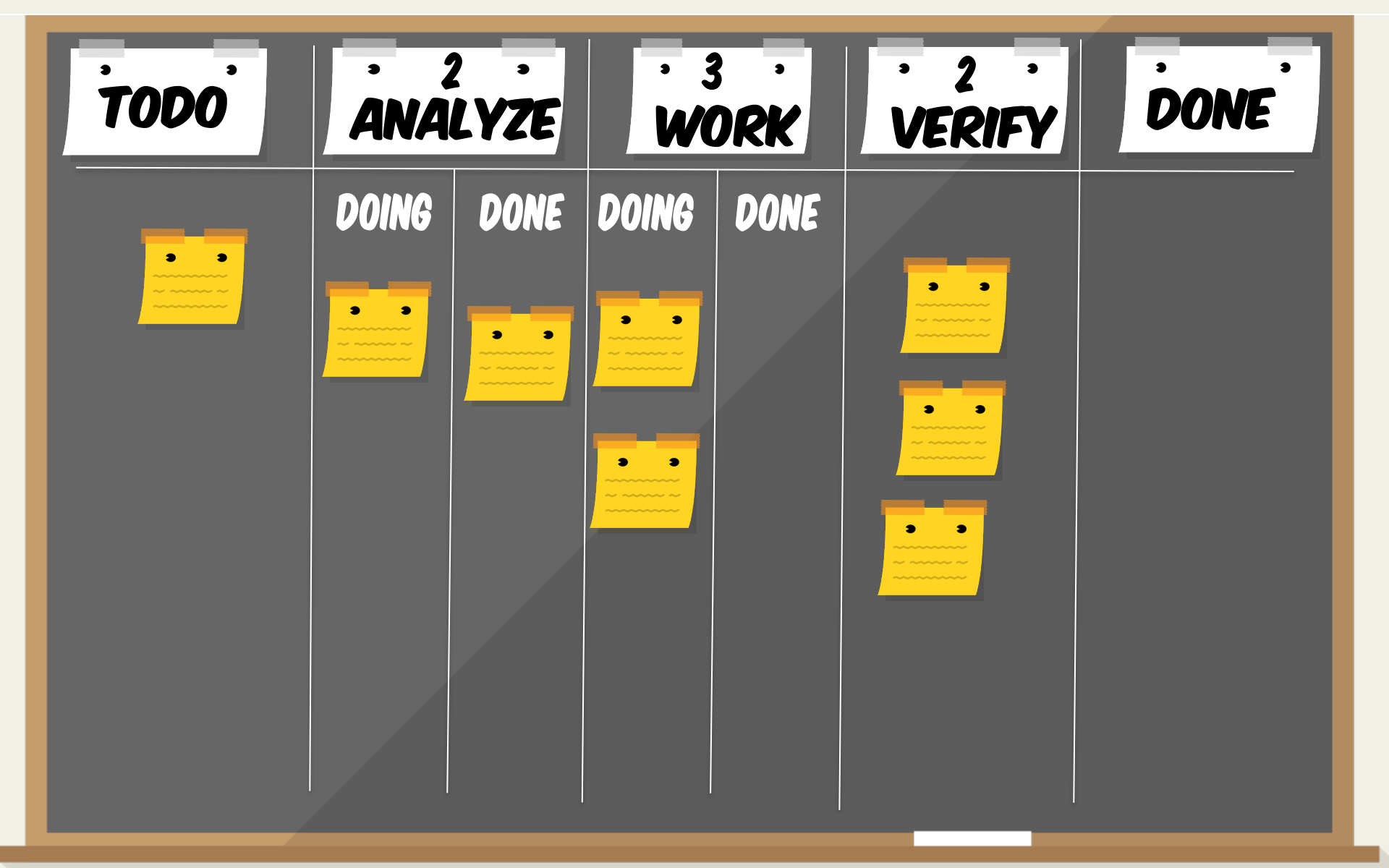
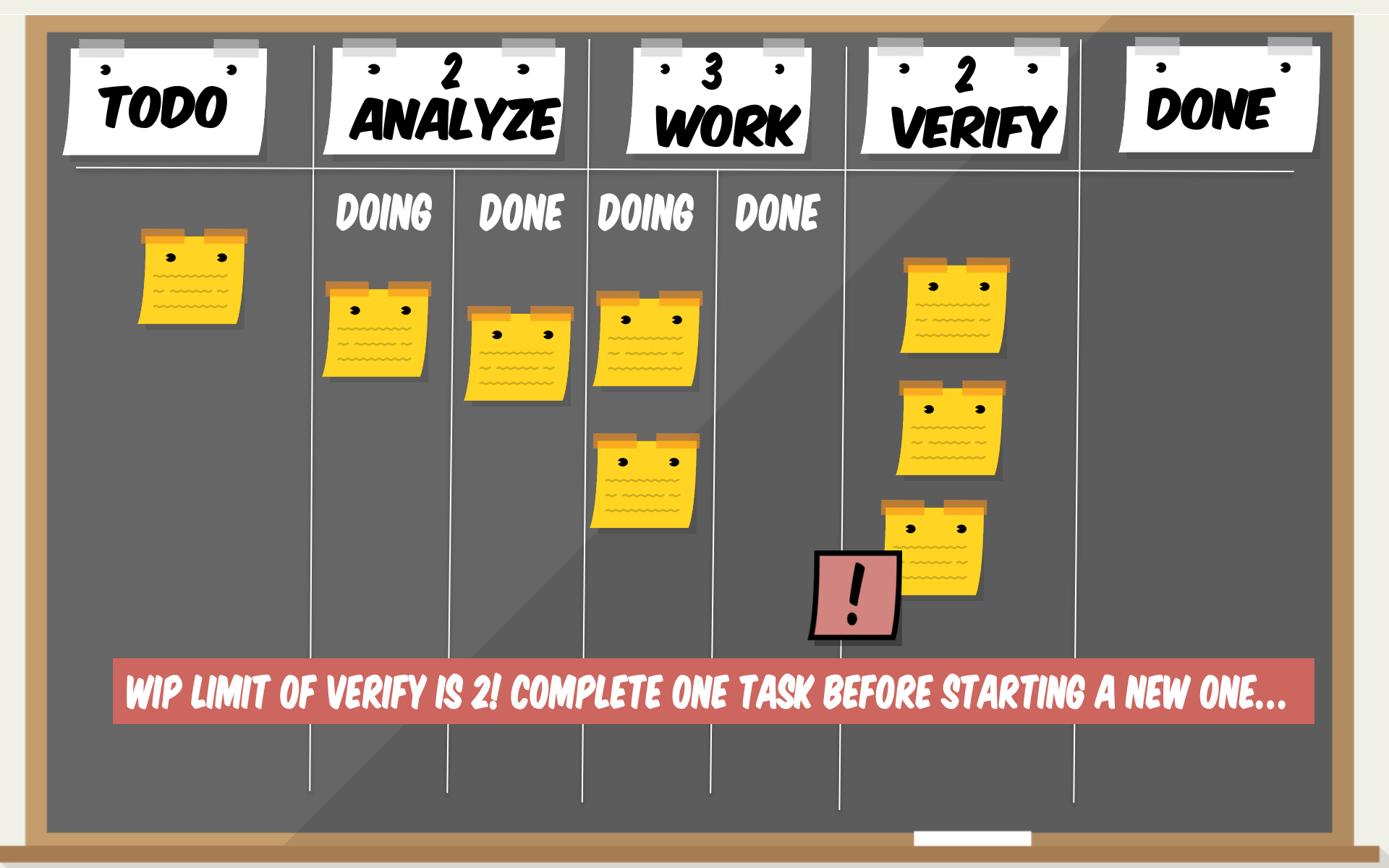
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

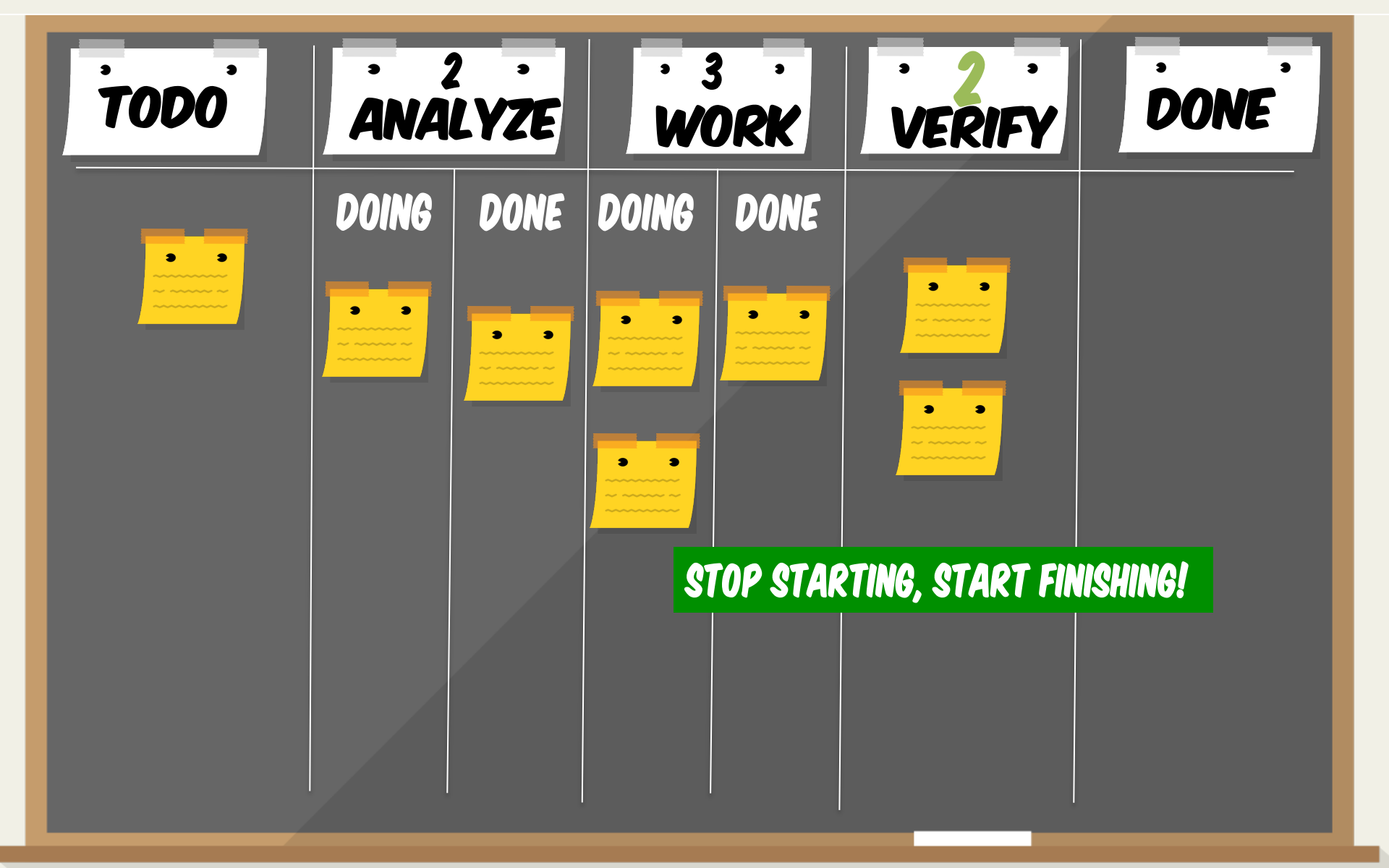

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

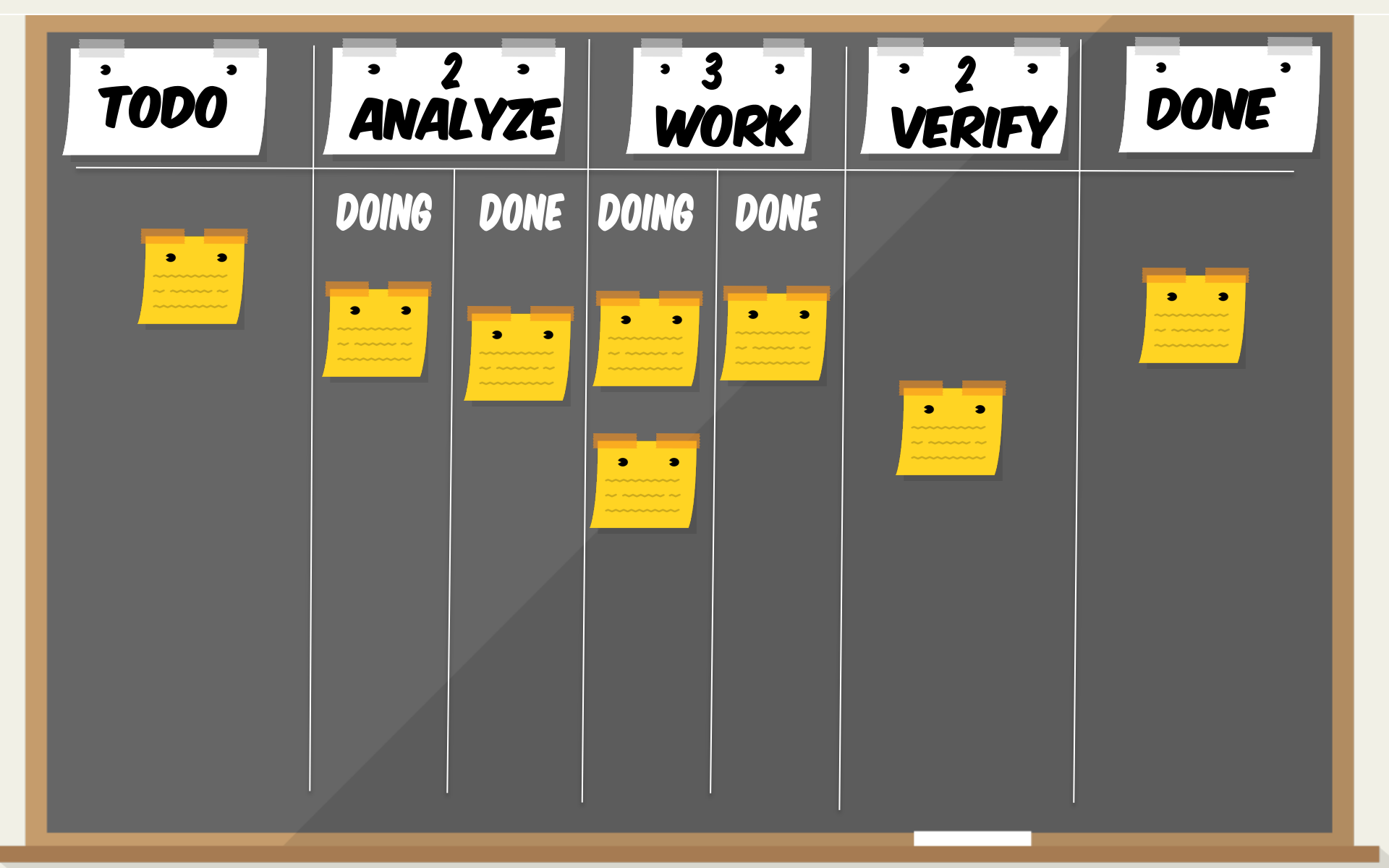
Bottlenecks!

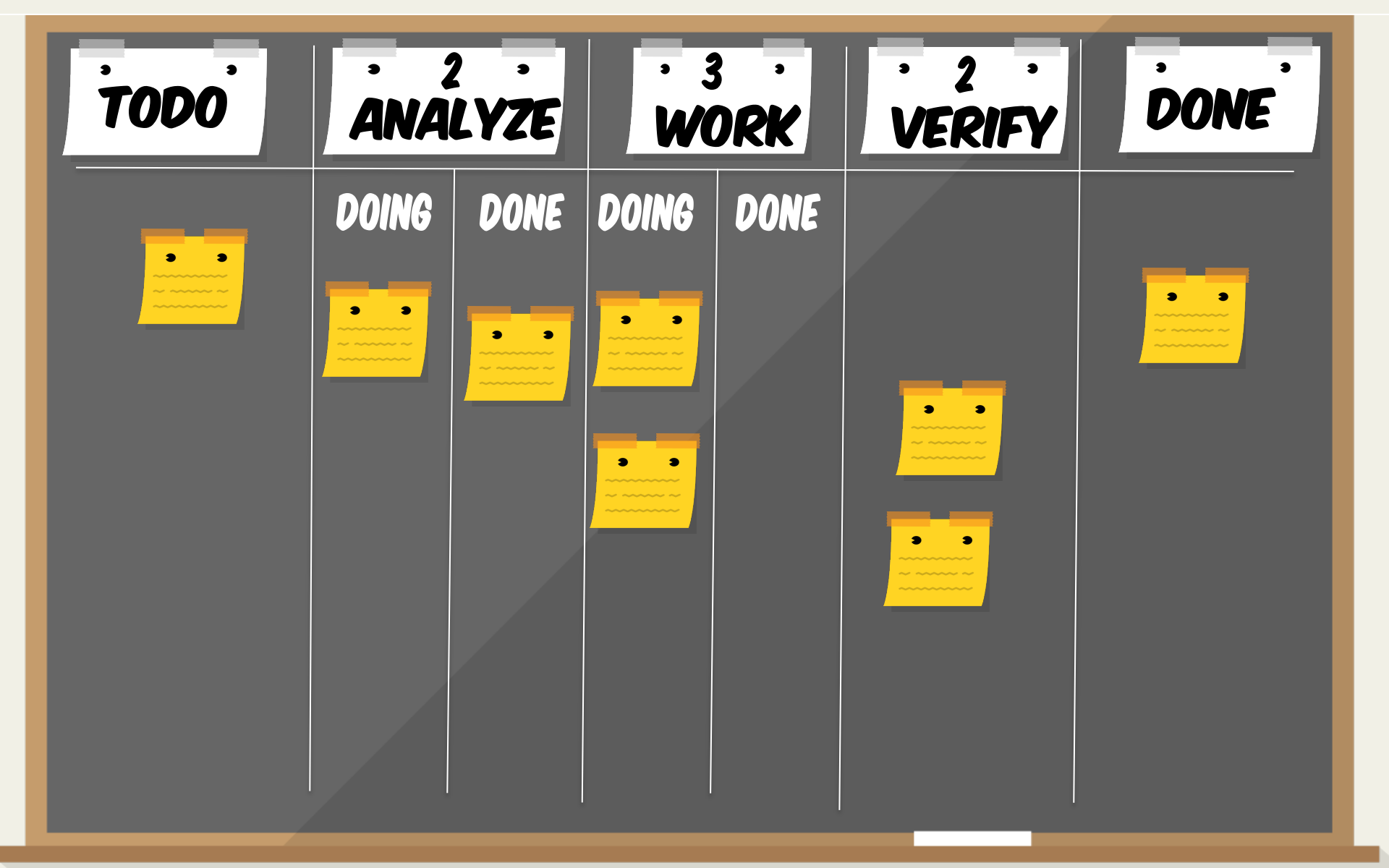

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

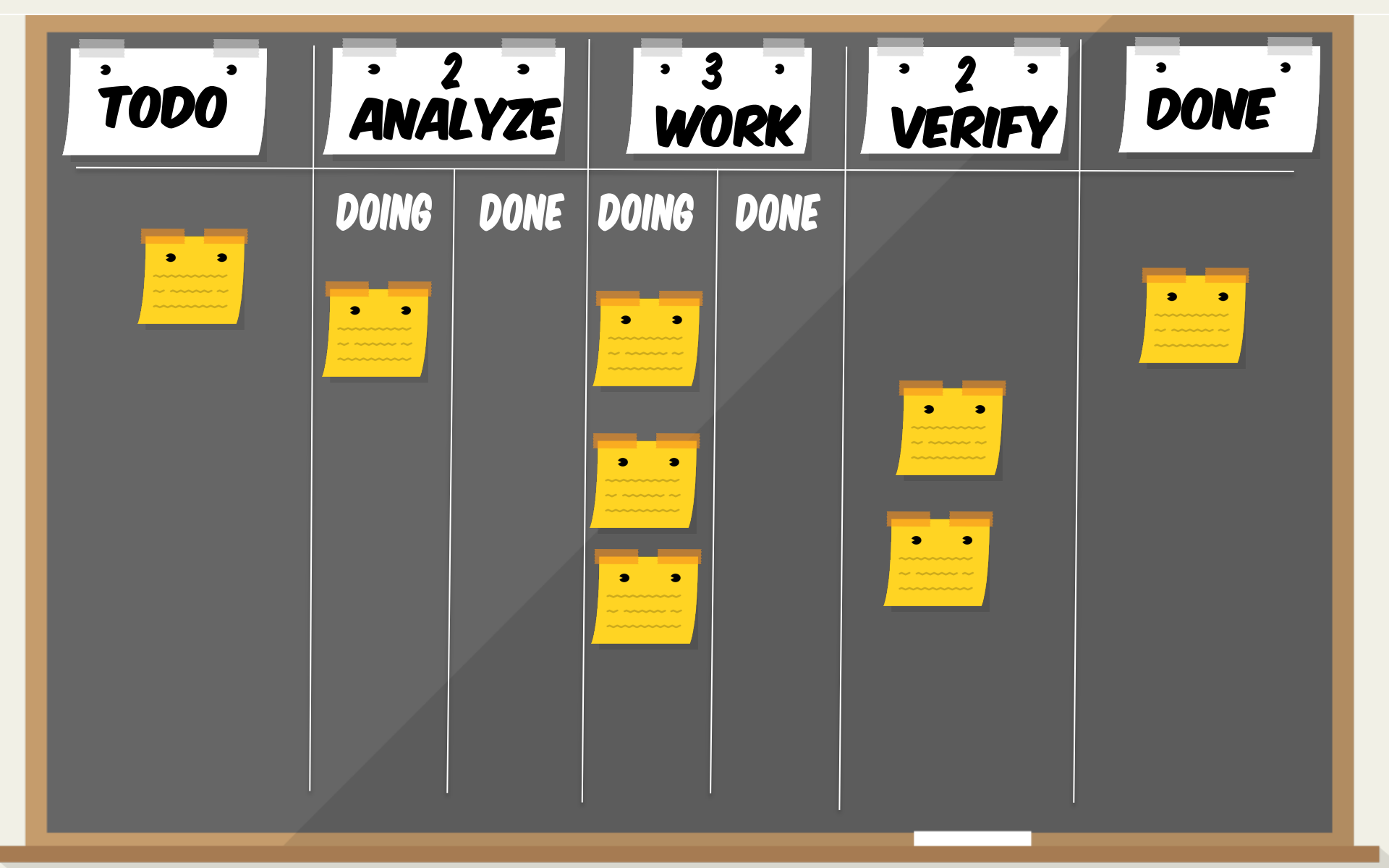

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

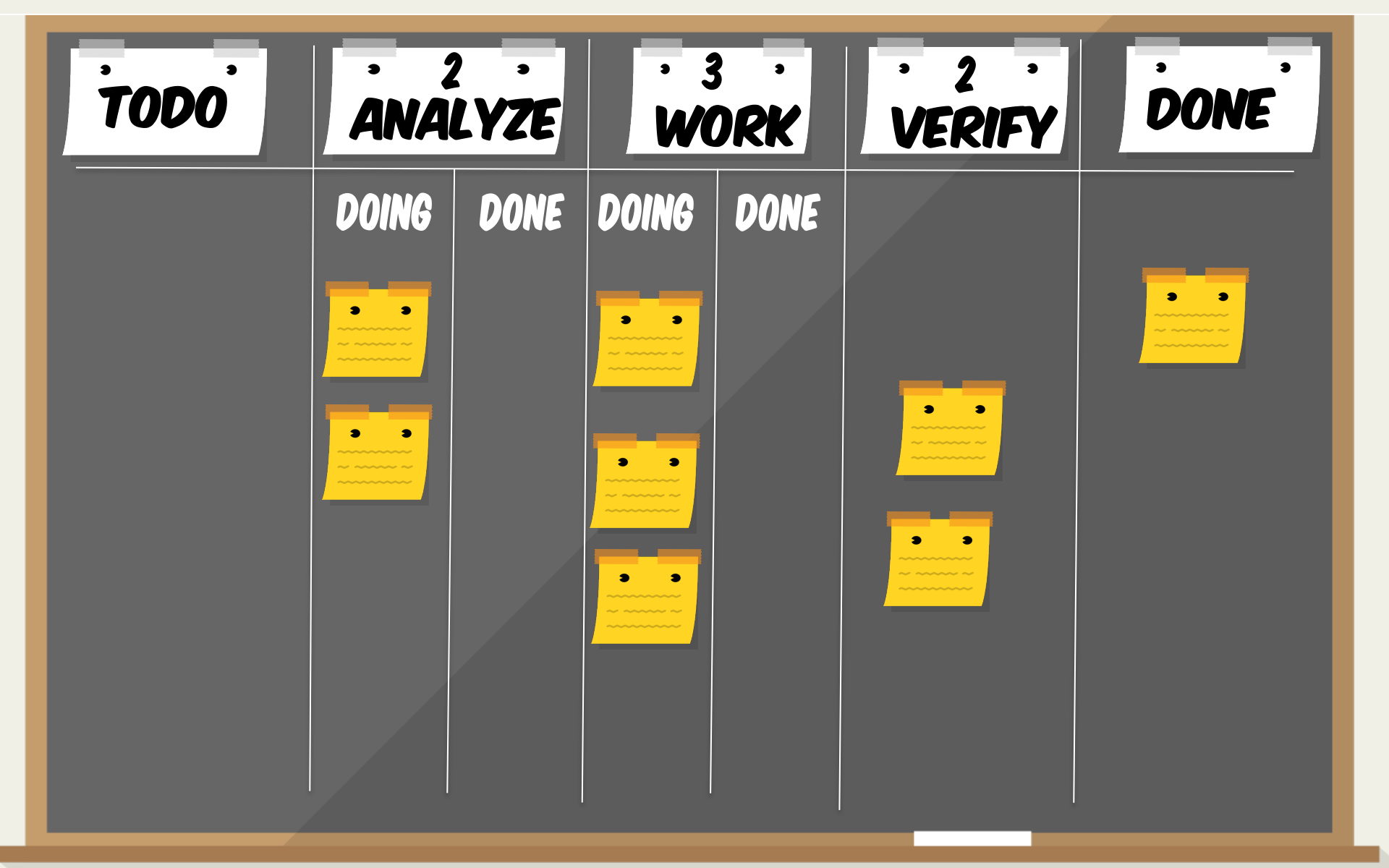

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
!
WIP LIMIT OF VERIFY IS 2! COMPLETE ONE TASK BEFORE STARTING A NEW ONE...

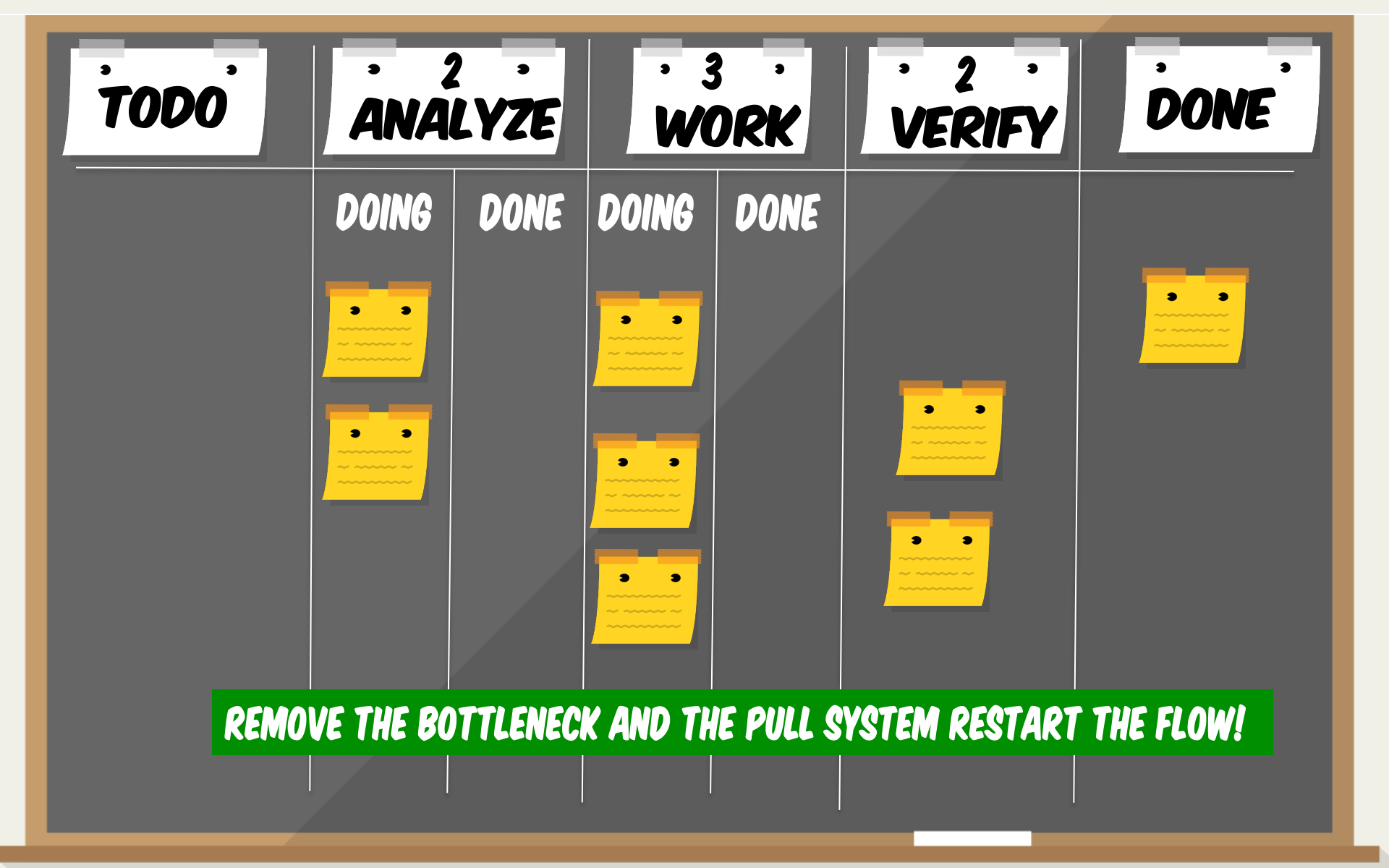

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
STOP STARTING, START FINISHING!


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

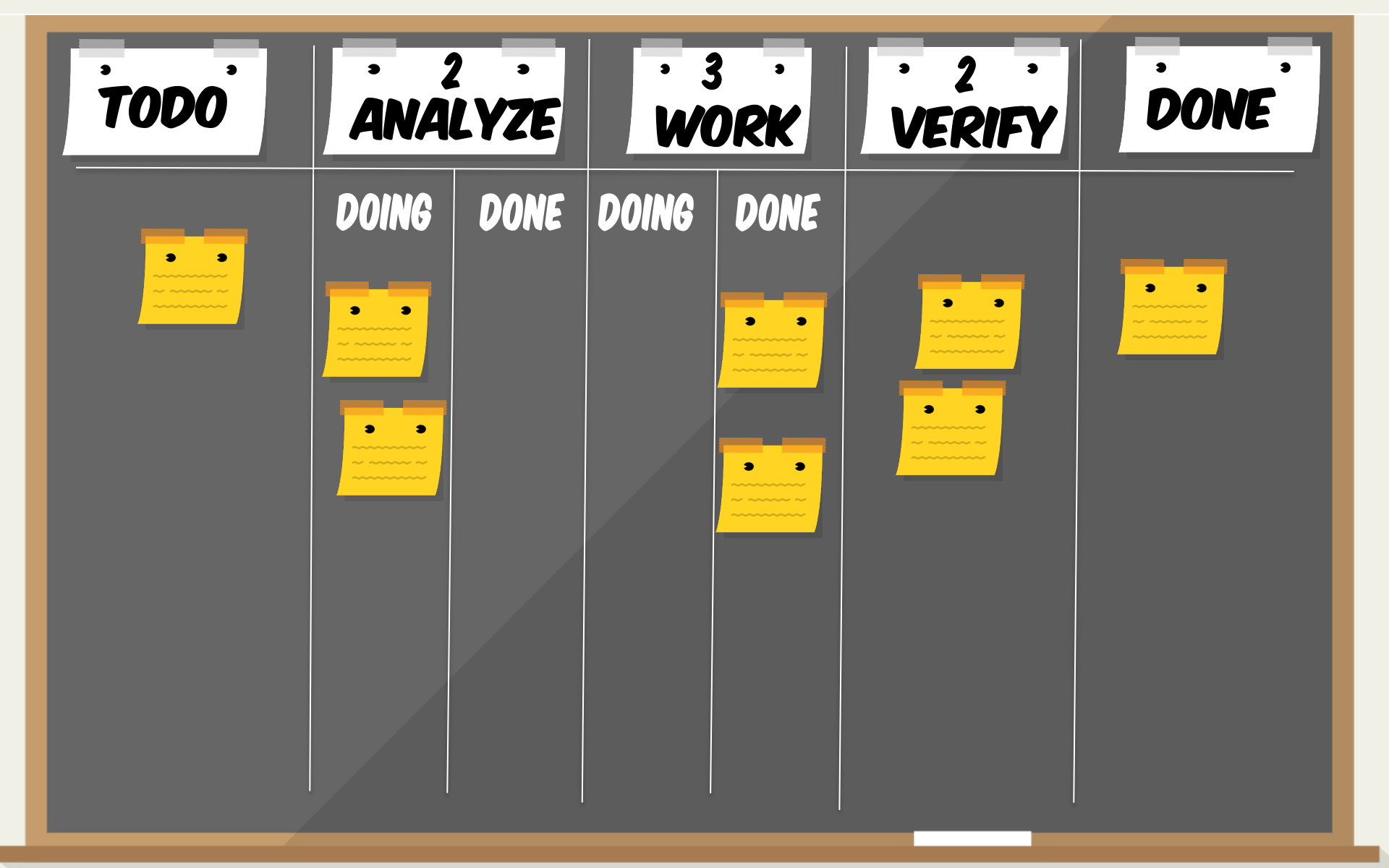

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

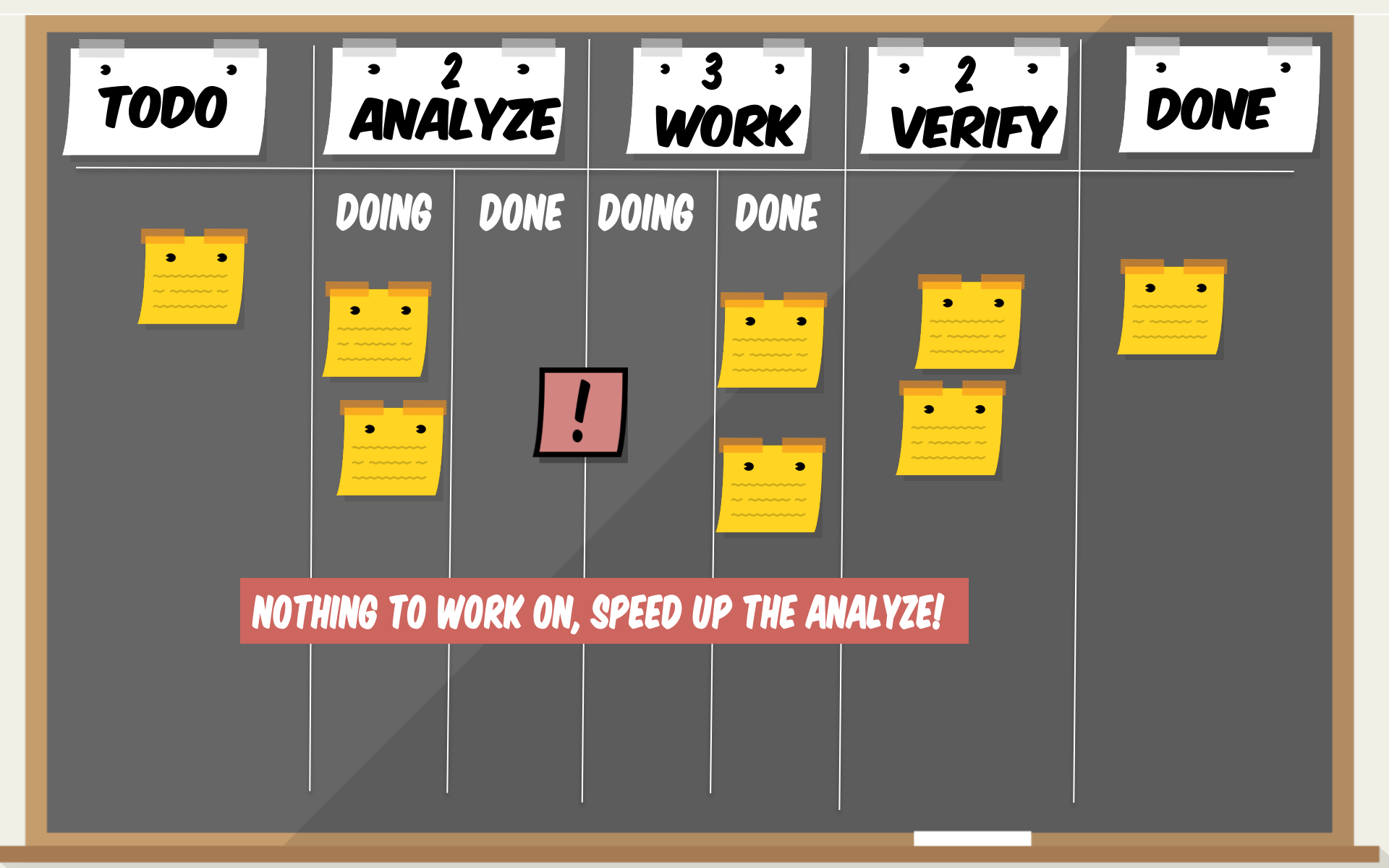

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

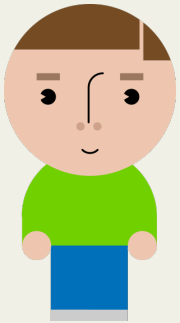

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
REMOVE THE BOTTLENECK AND THE PULL SYSTEM RESTART THE FLOW!

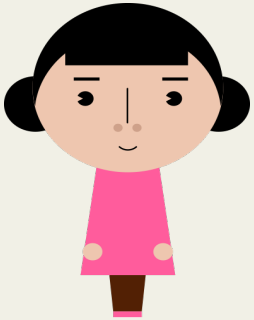
Waitings!


TODO
2
ANALYZE
DOING
DONE
3
WORK
DOING
DONE
2
VERIFY
DONE

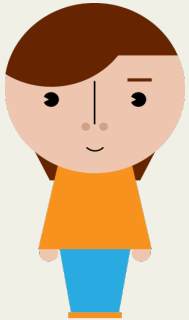

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
!
NOTHING TO WORK ON, SPEED UP THE ANALYZE!



Carlo

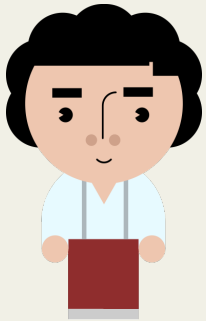


Emma

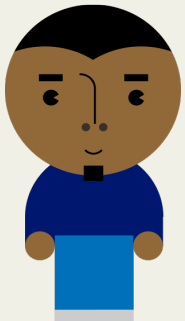


Elena

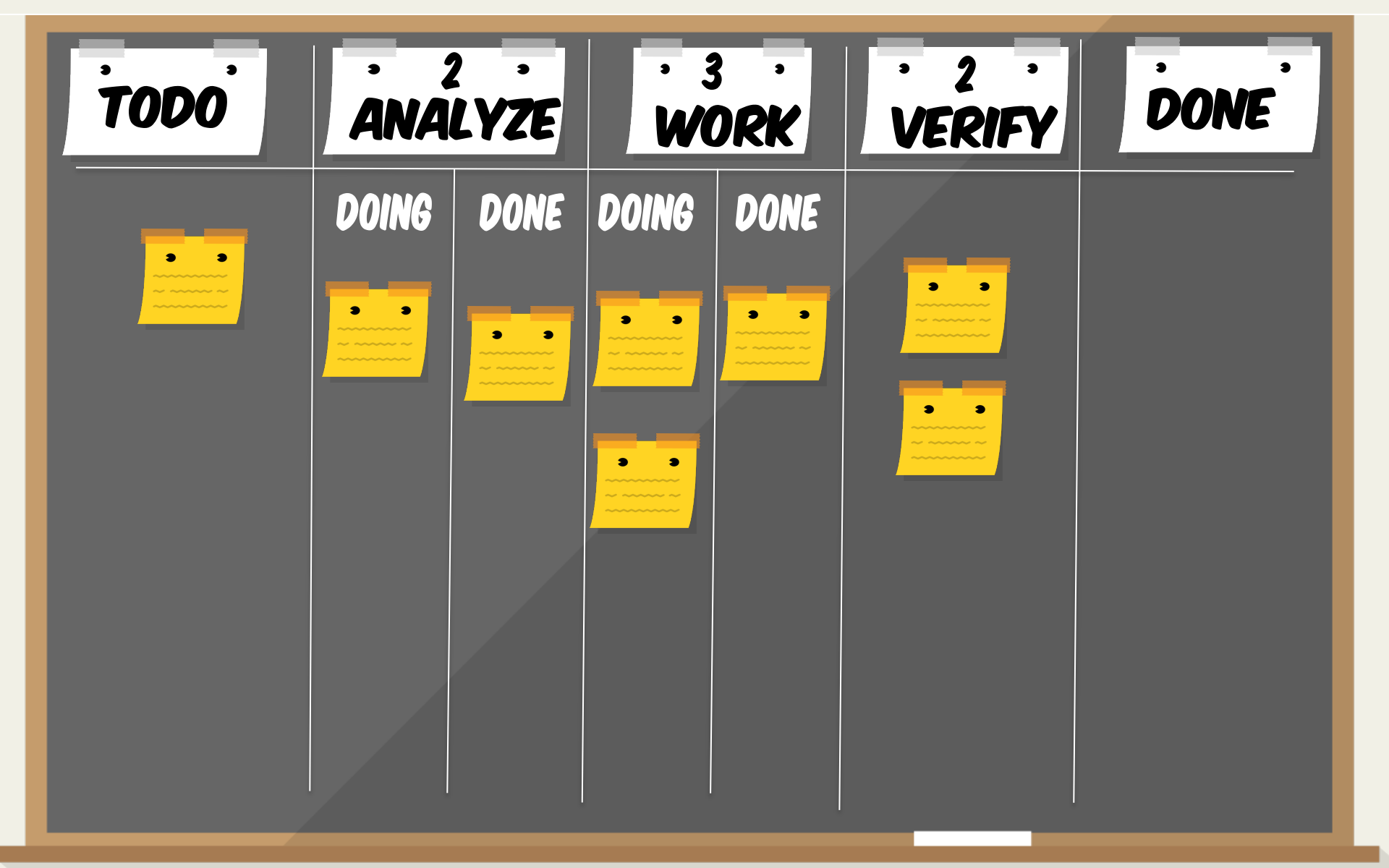
Say ciao to team members!

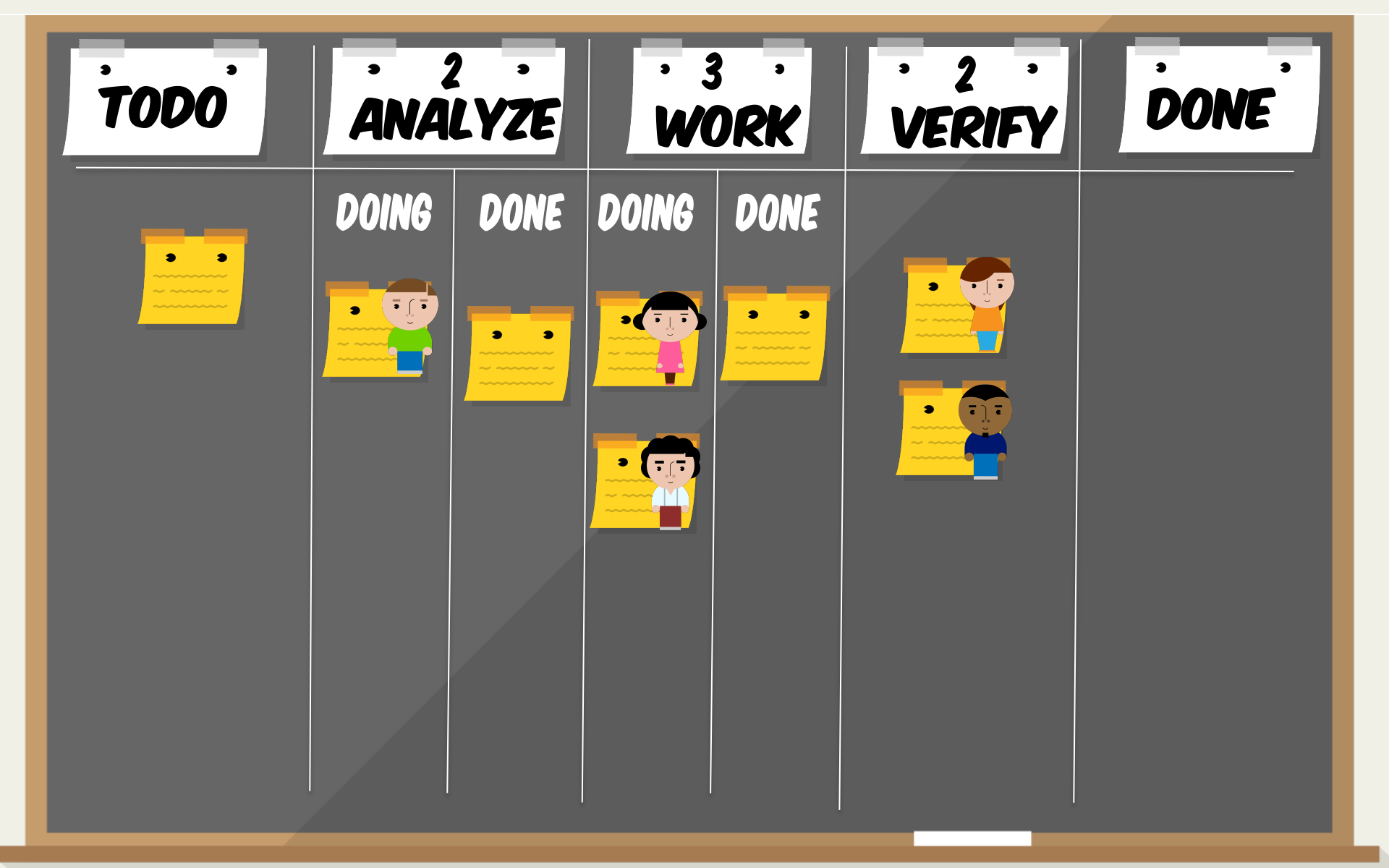


Marc



Jean


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
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WORK
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VERIFY
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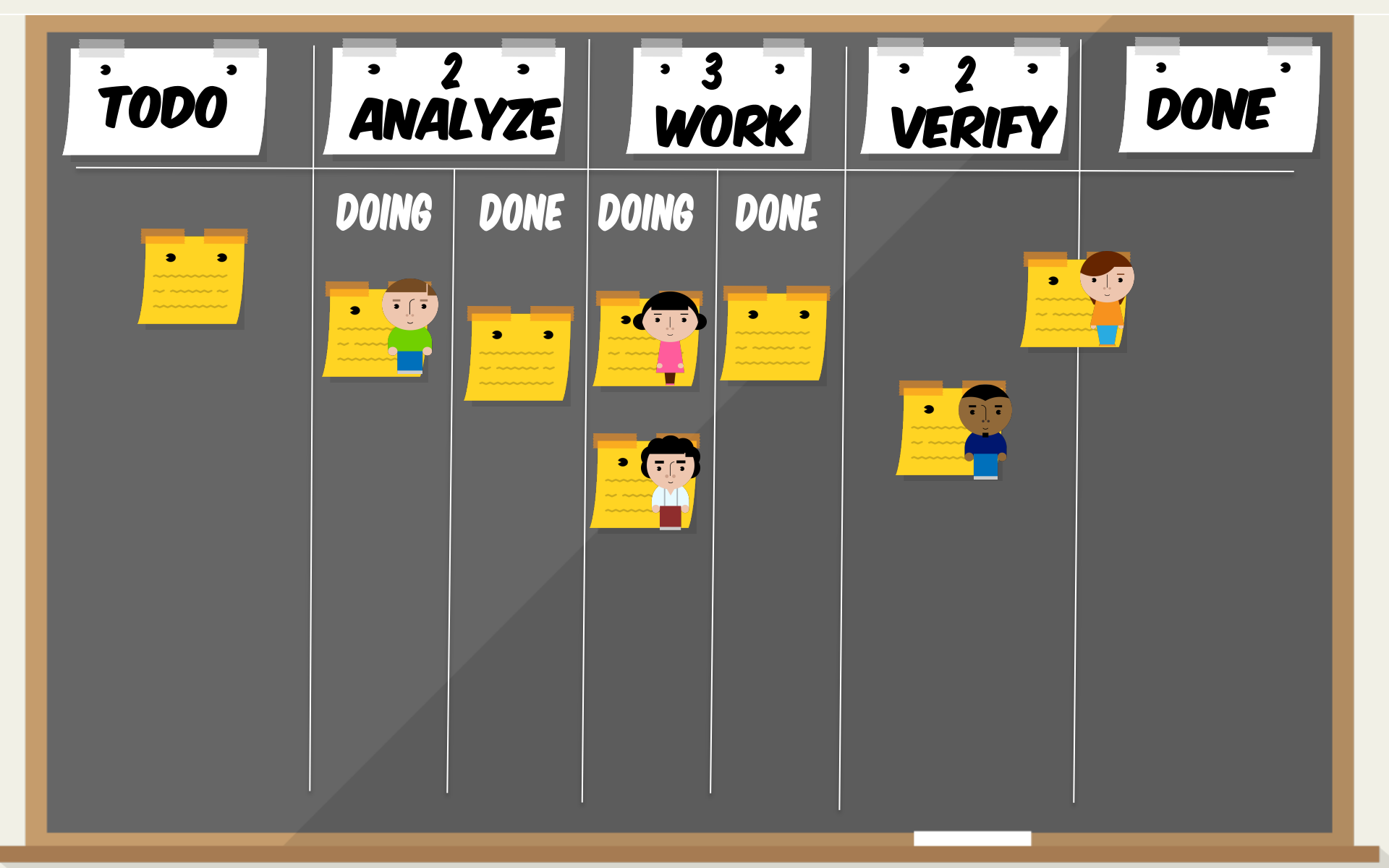
DOING
DONE


TODO
2
ANALYZE
3
WORK
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VERIFY
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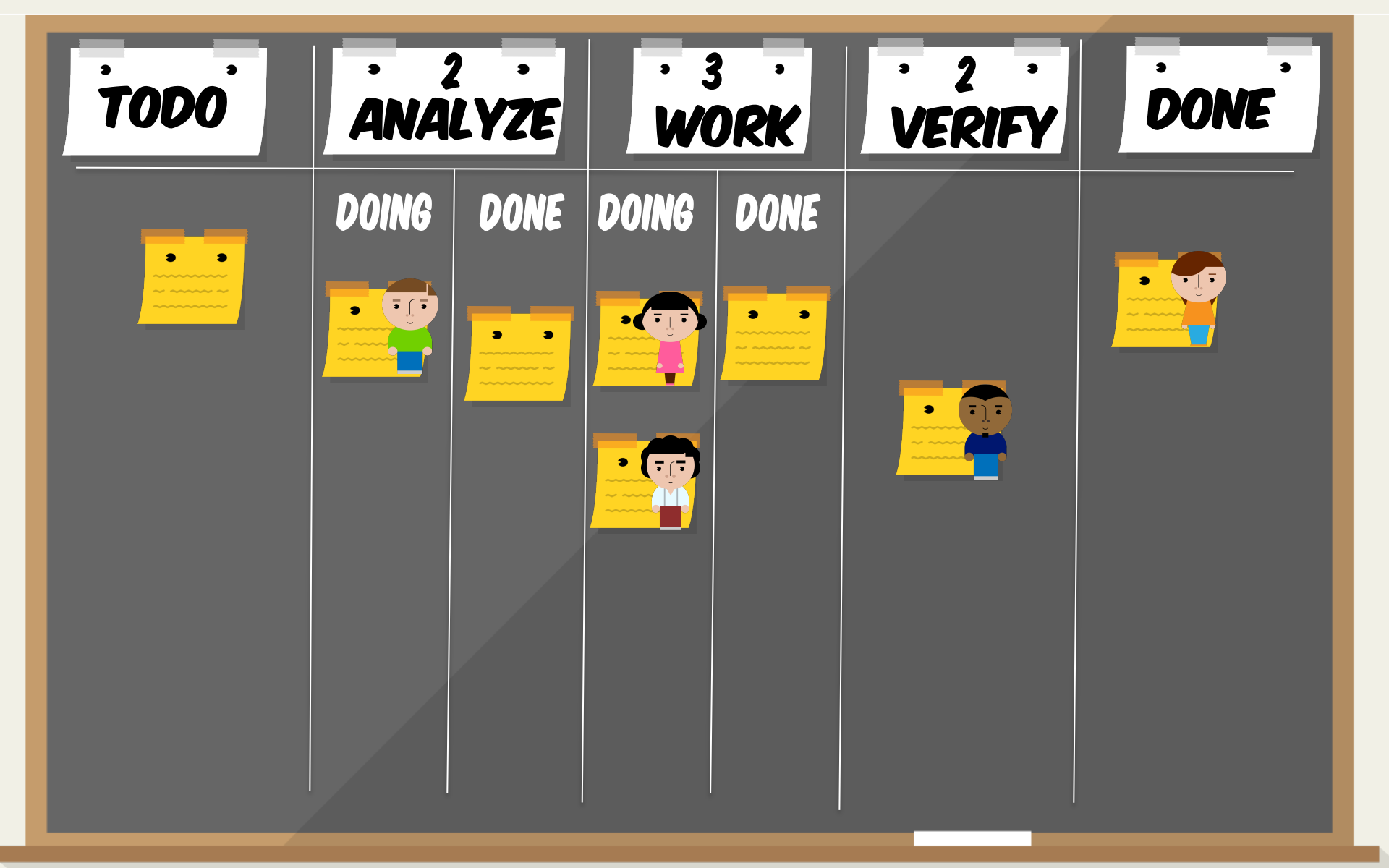
DONE


TODO
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ANALYZE
3
WORK
2
VERIFY
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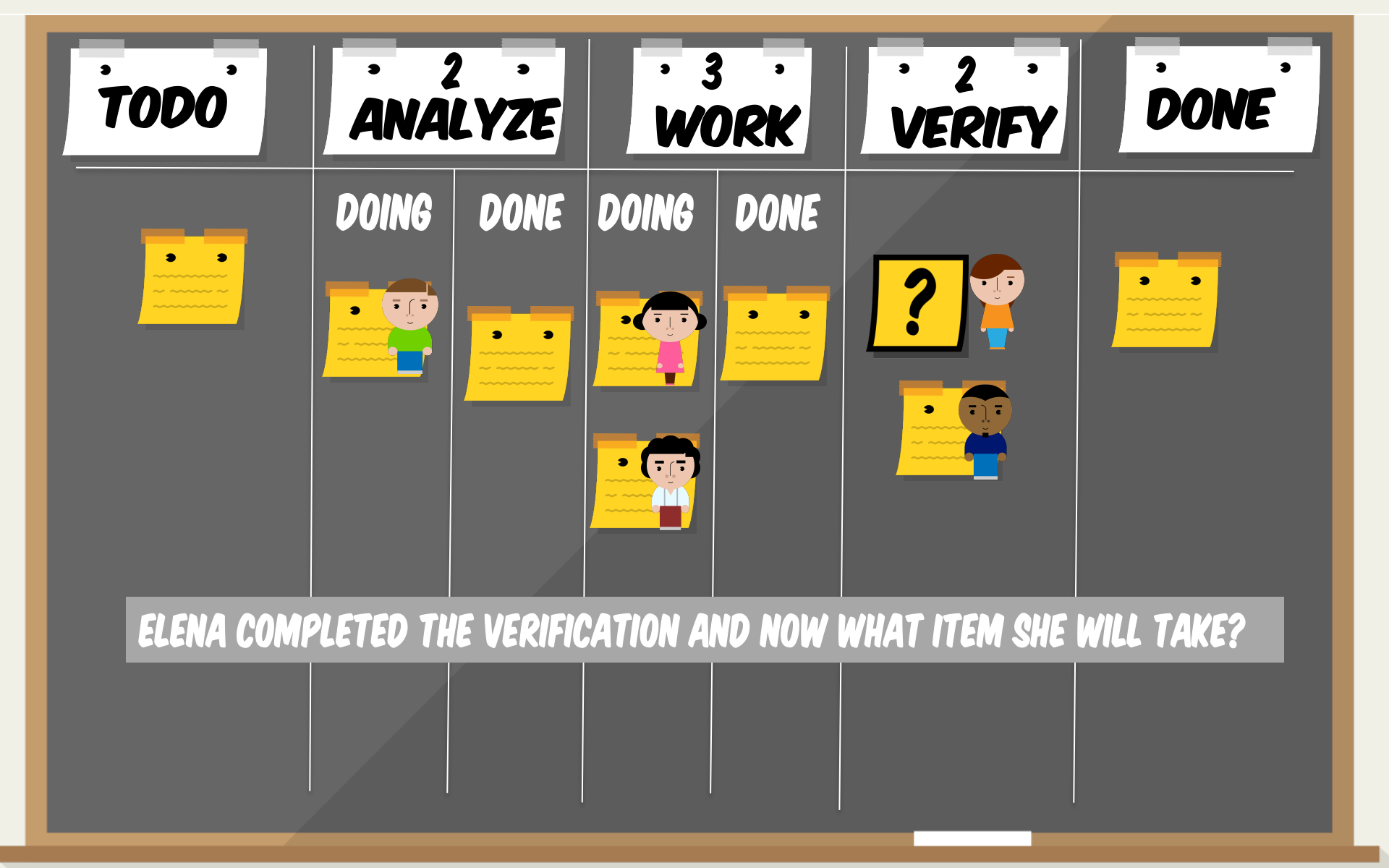
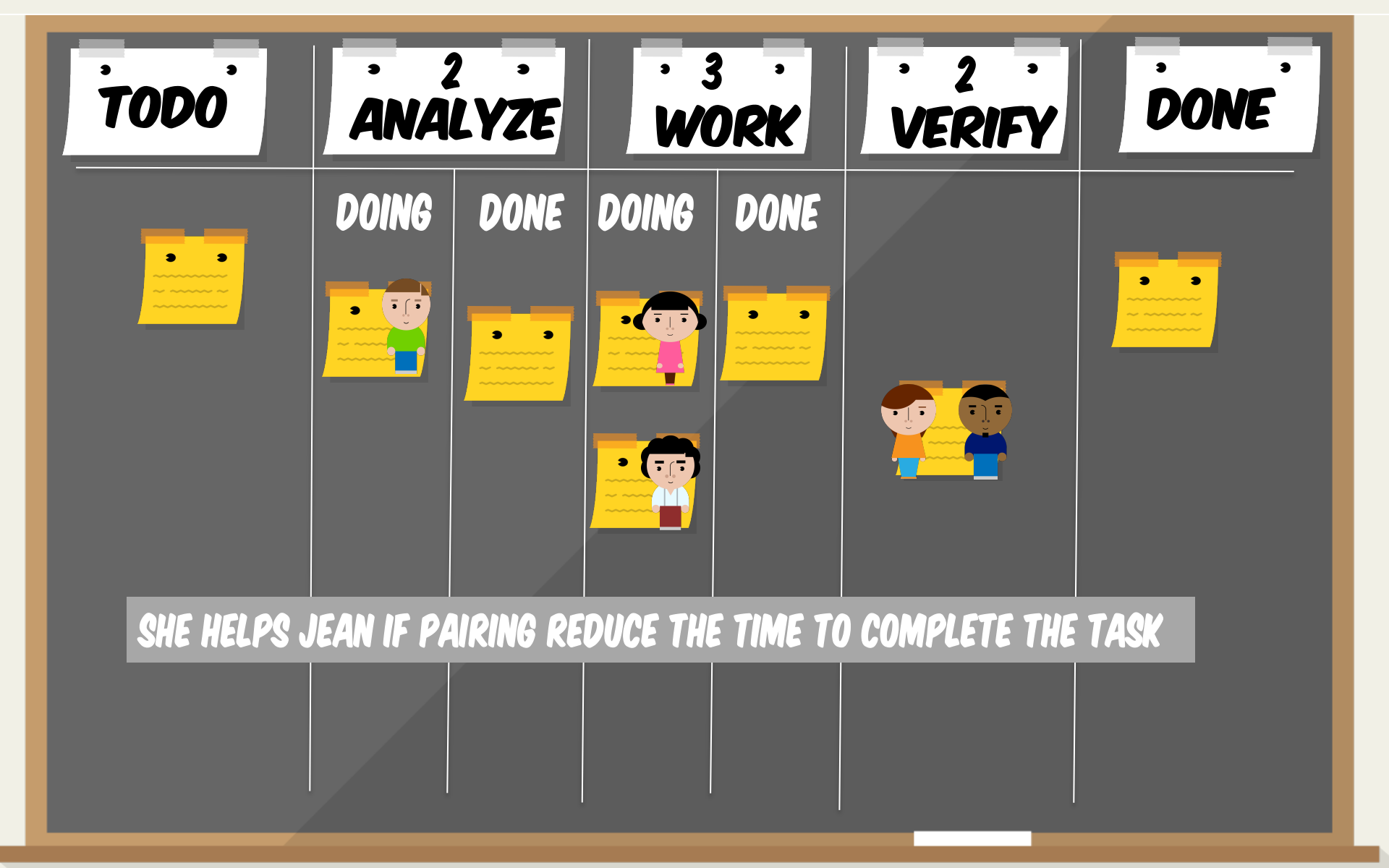
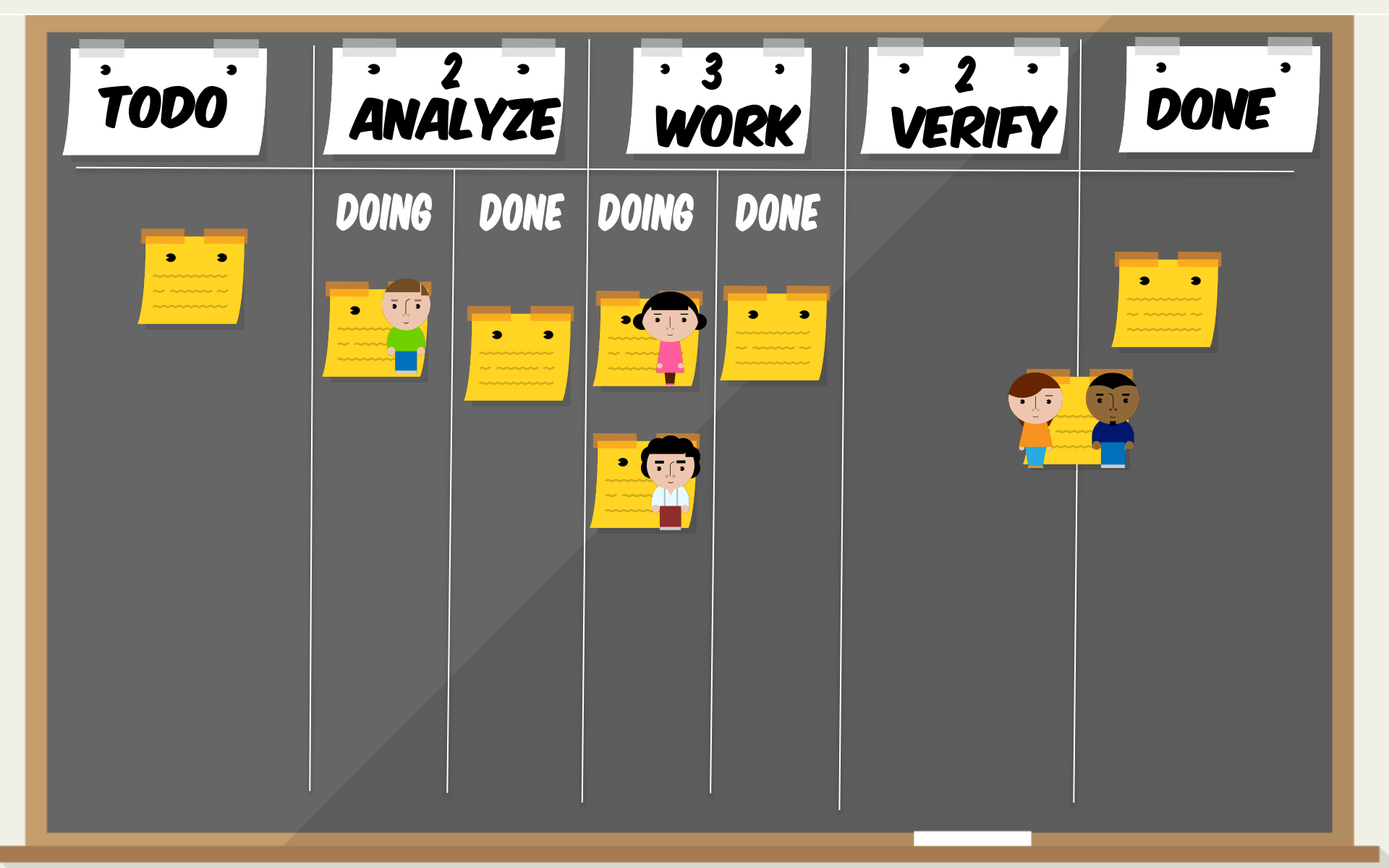
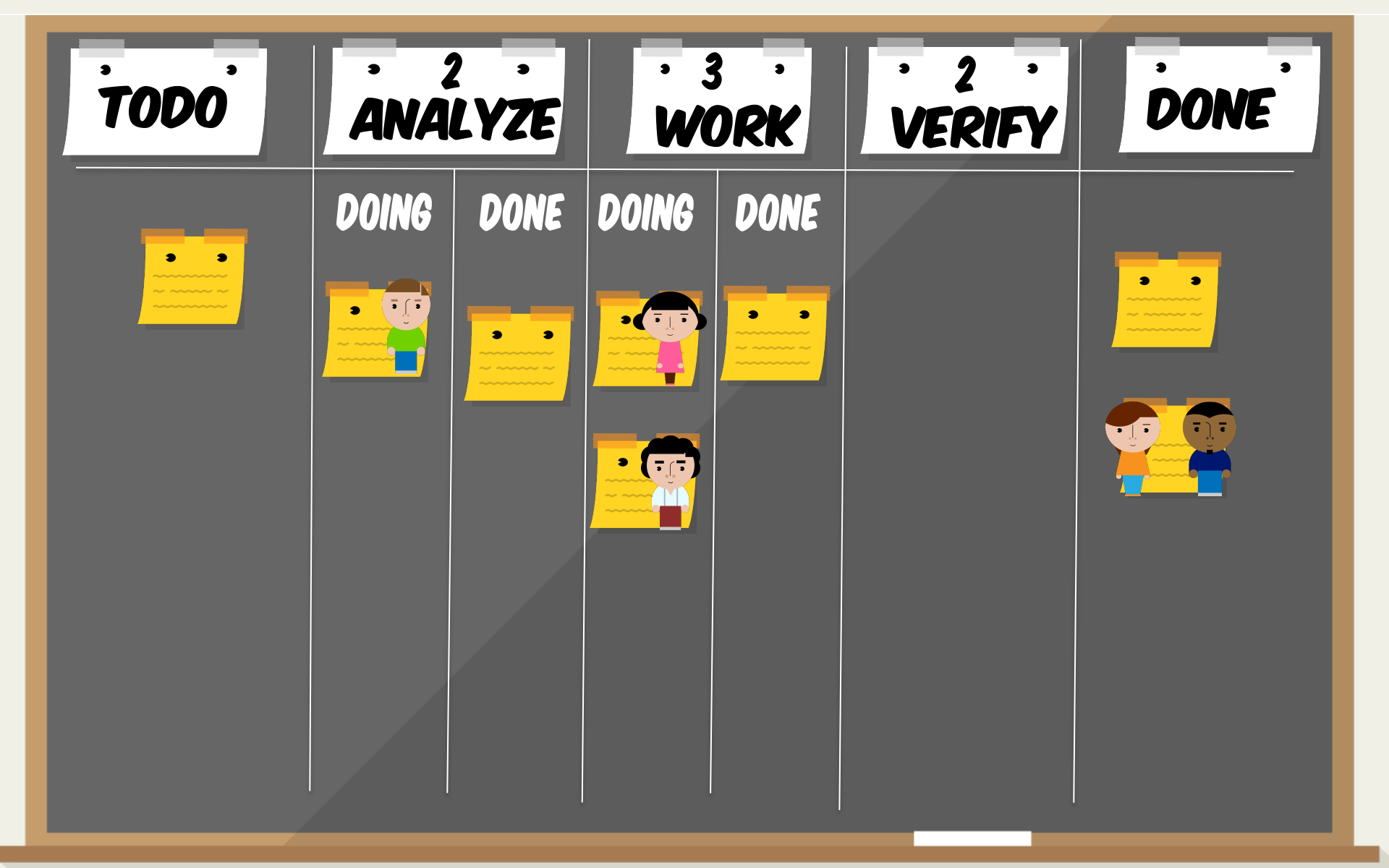
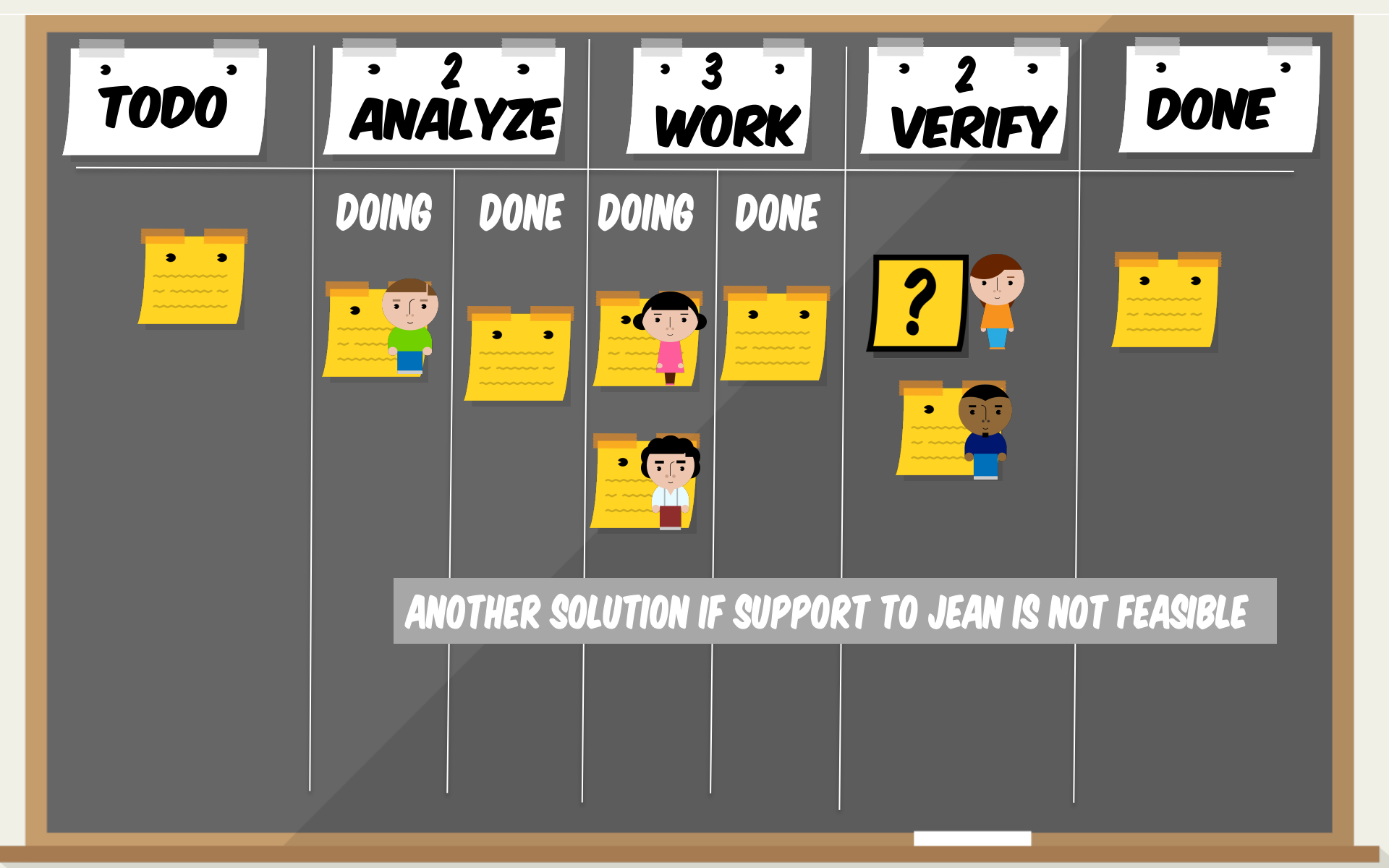
DOING
DONE

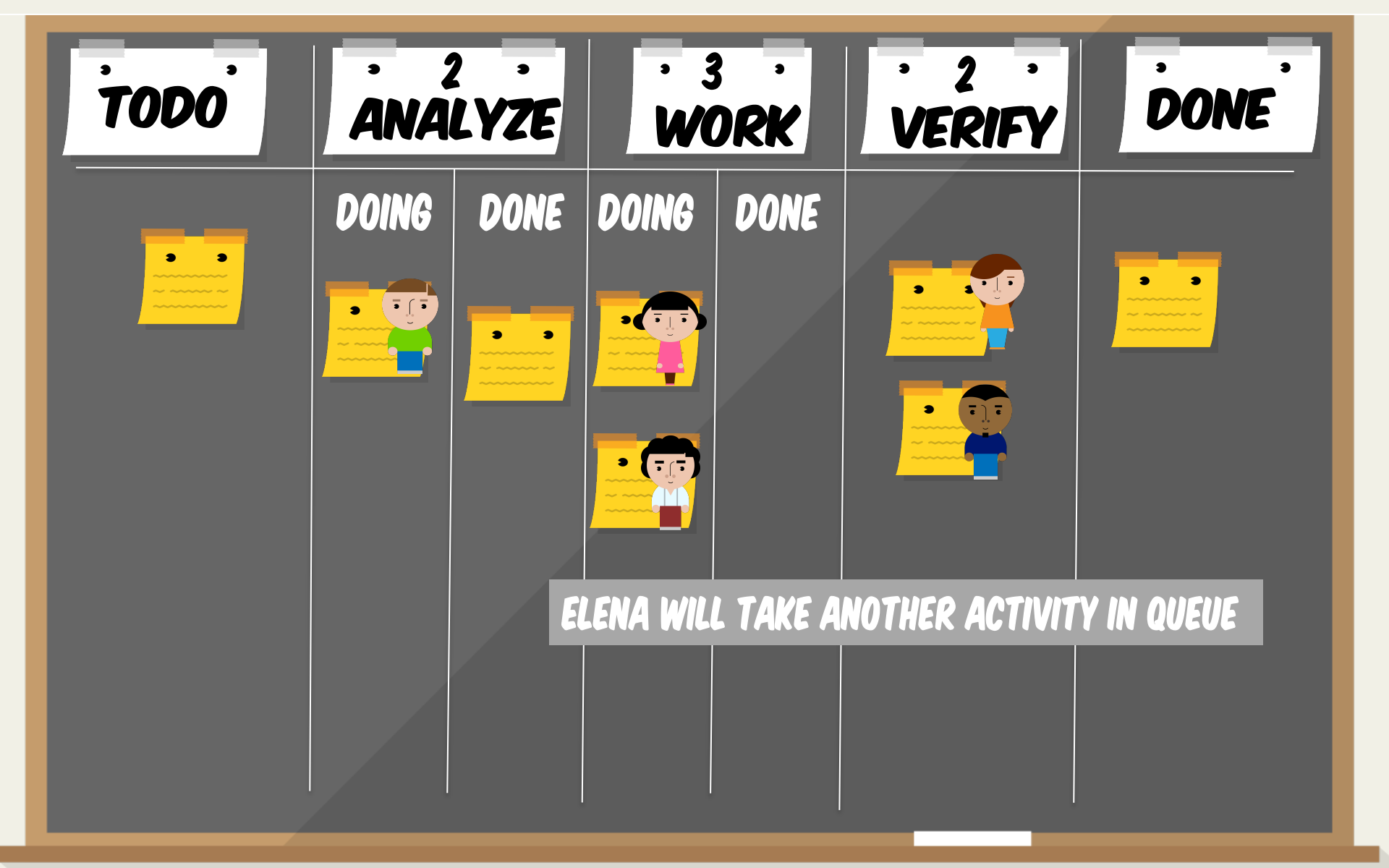

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
?
ELENA COMPLETED THE VERIFICATION AND NOW WHAT ITEM SHE WILL TAKE?

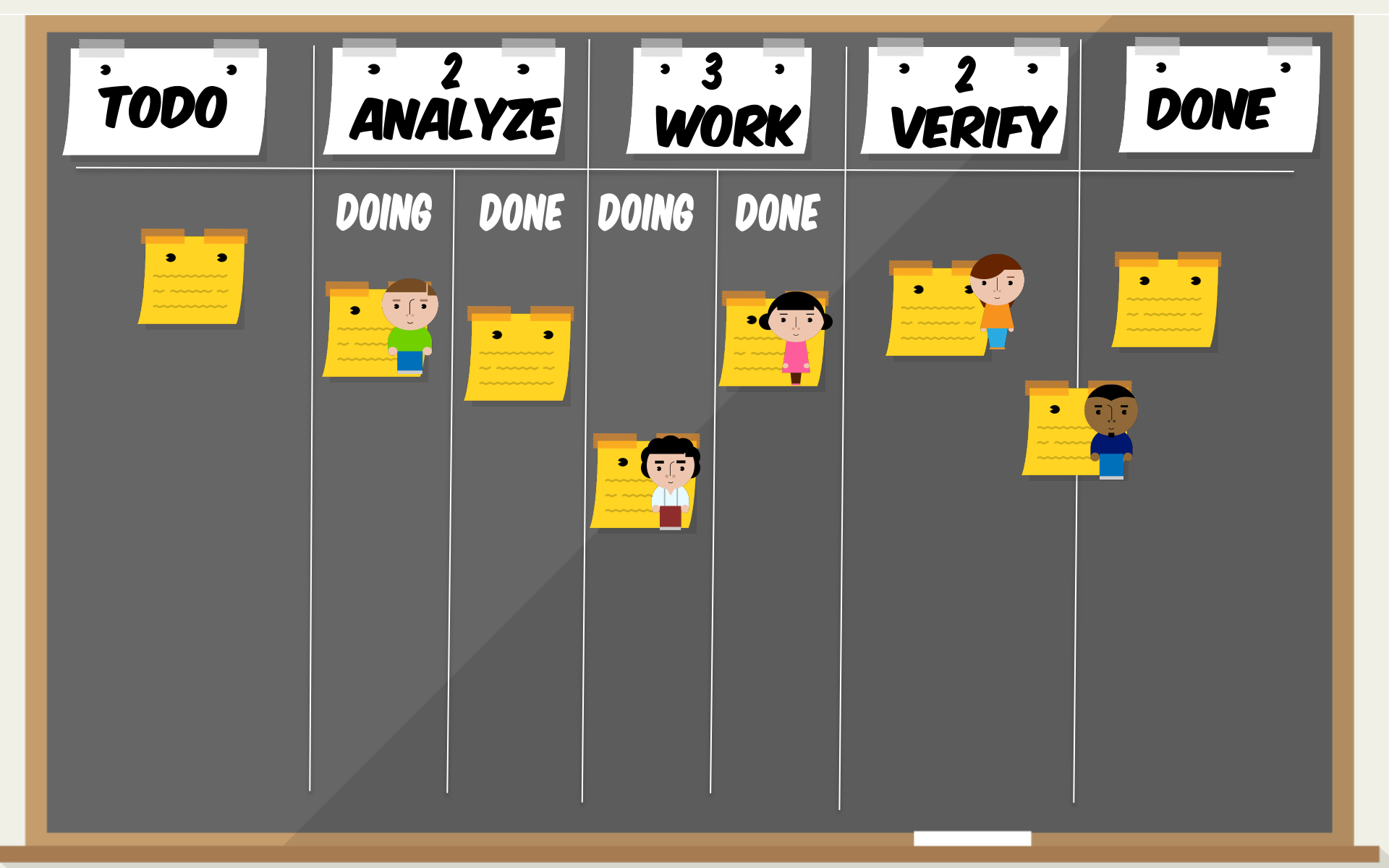

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
SHE HELPS JEAN IF PAIRING REDUCE THE TIME TO COMPLETE THE TASK

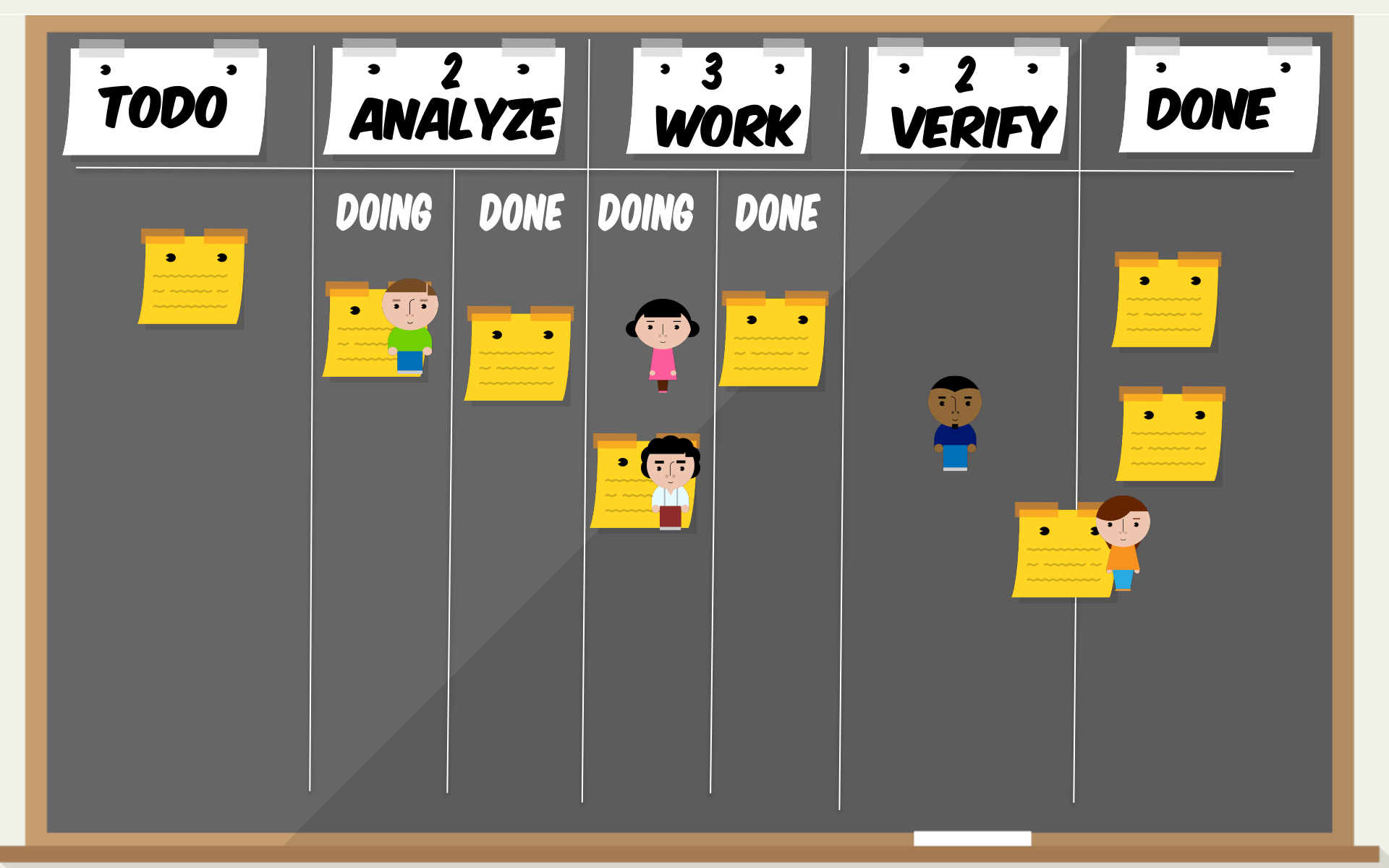

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

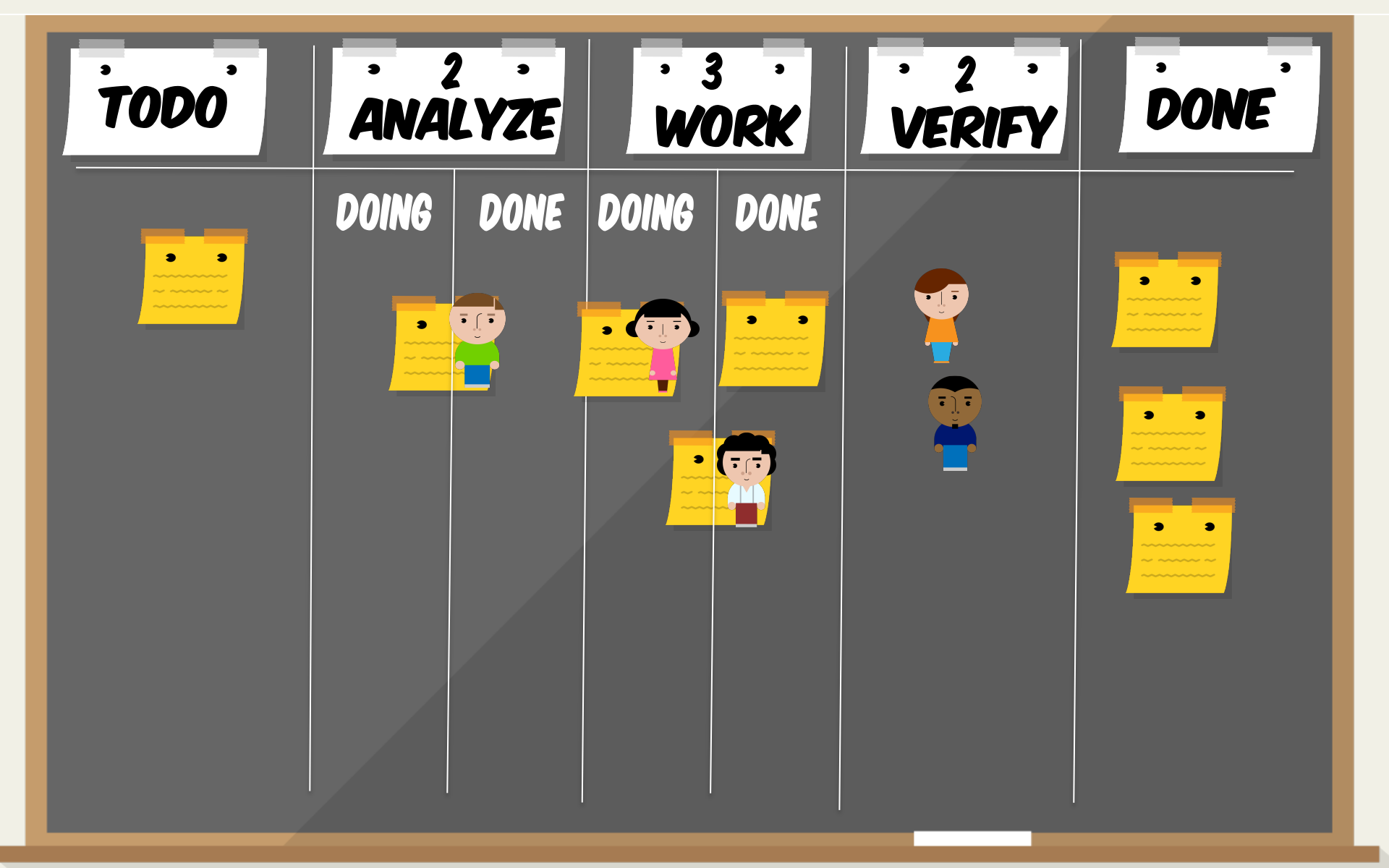

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

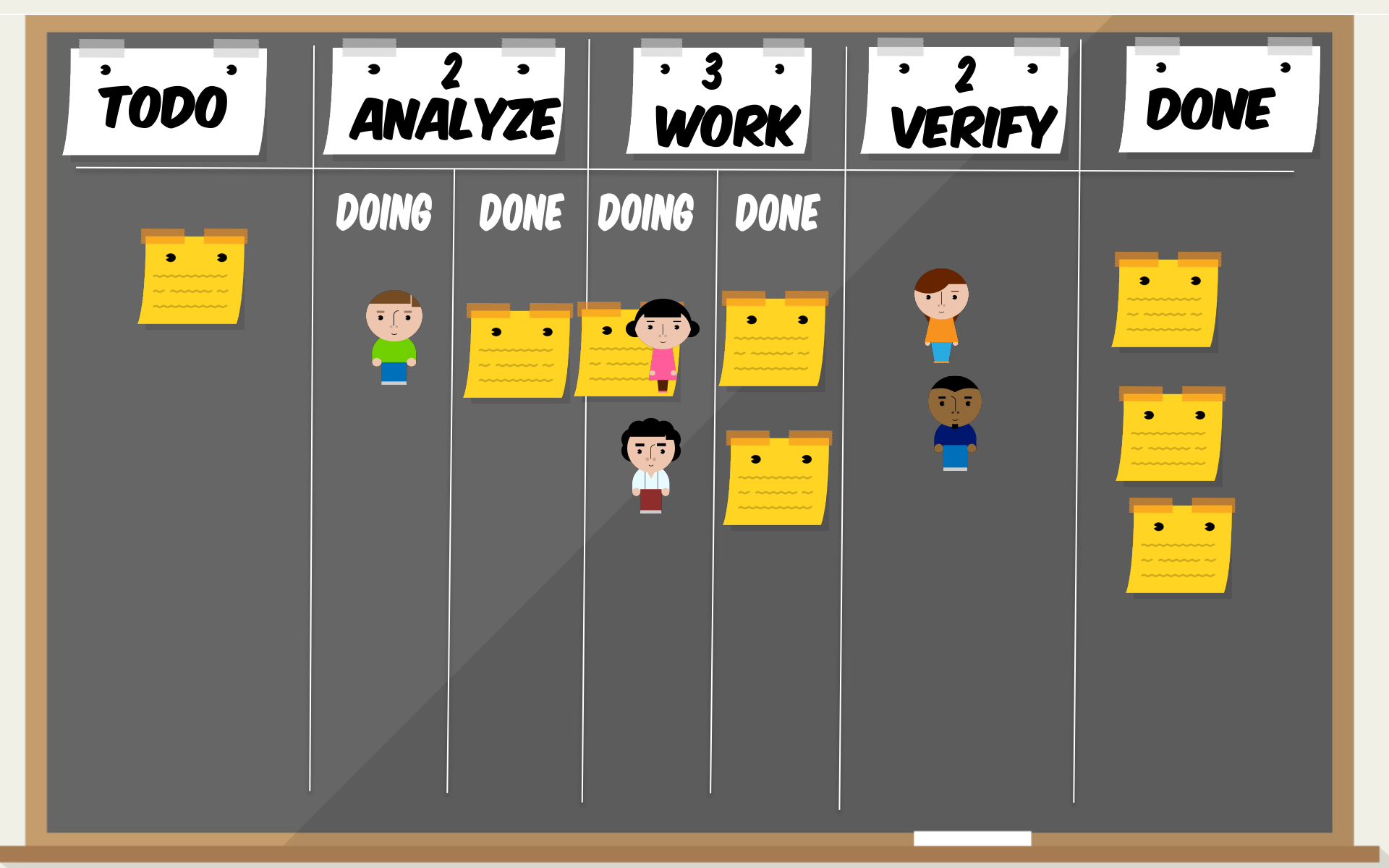

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
?
ANOTHER SOLUTION IF SUPPORT TO JEAN IS NOT FEASIBLE

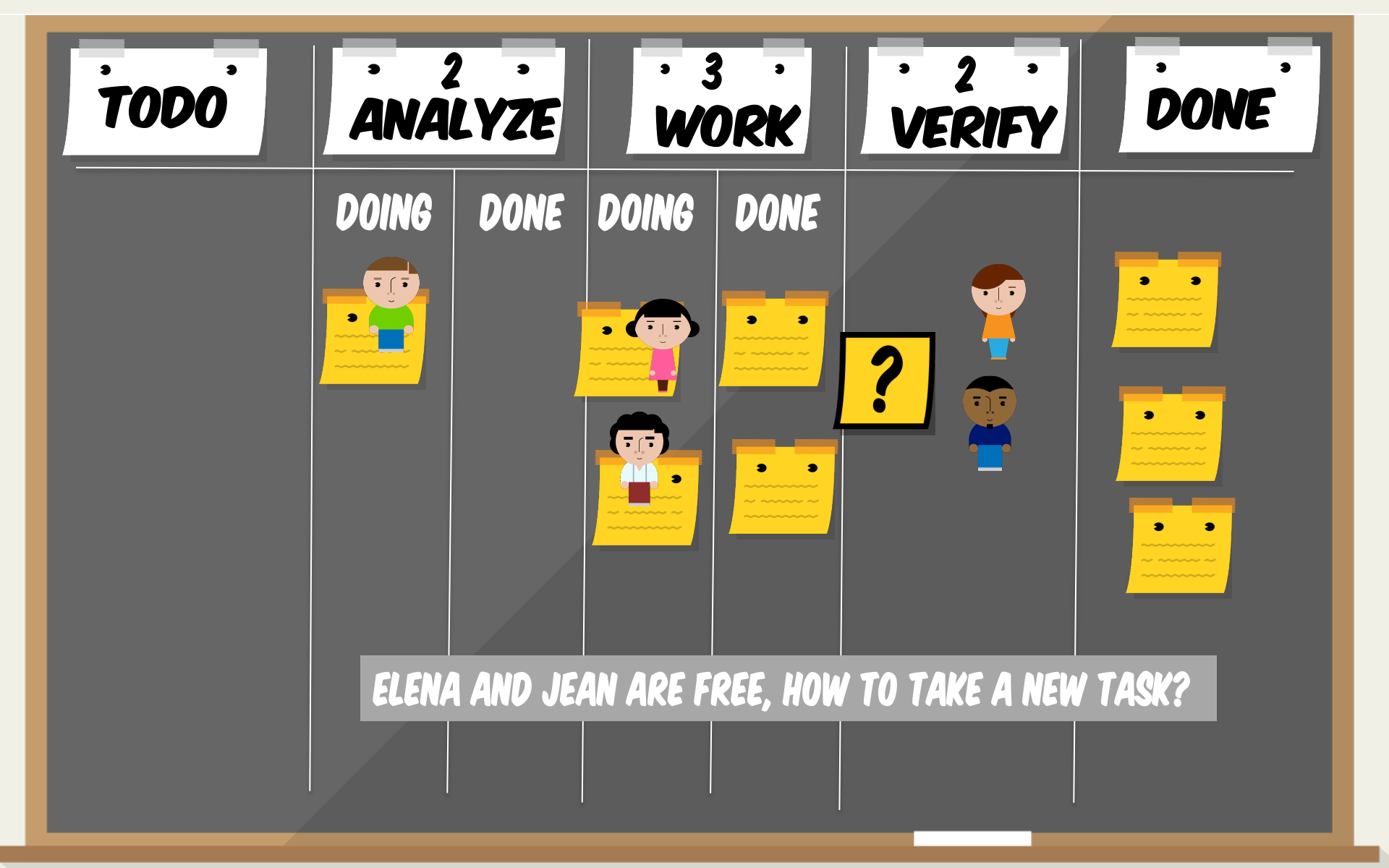

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
ELENA WILL TAKE ANOTHER ACTIVITY IN QUEUE

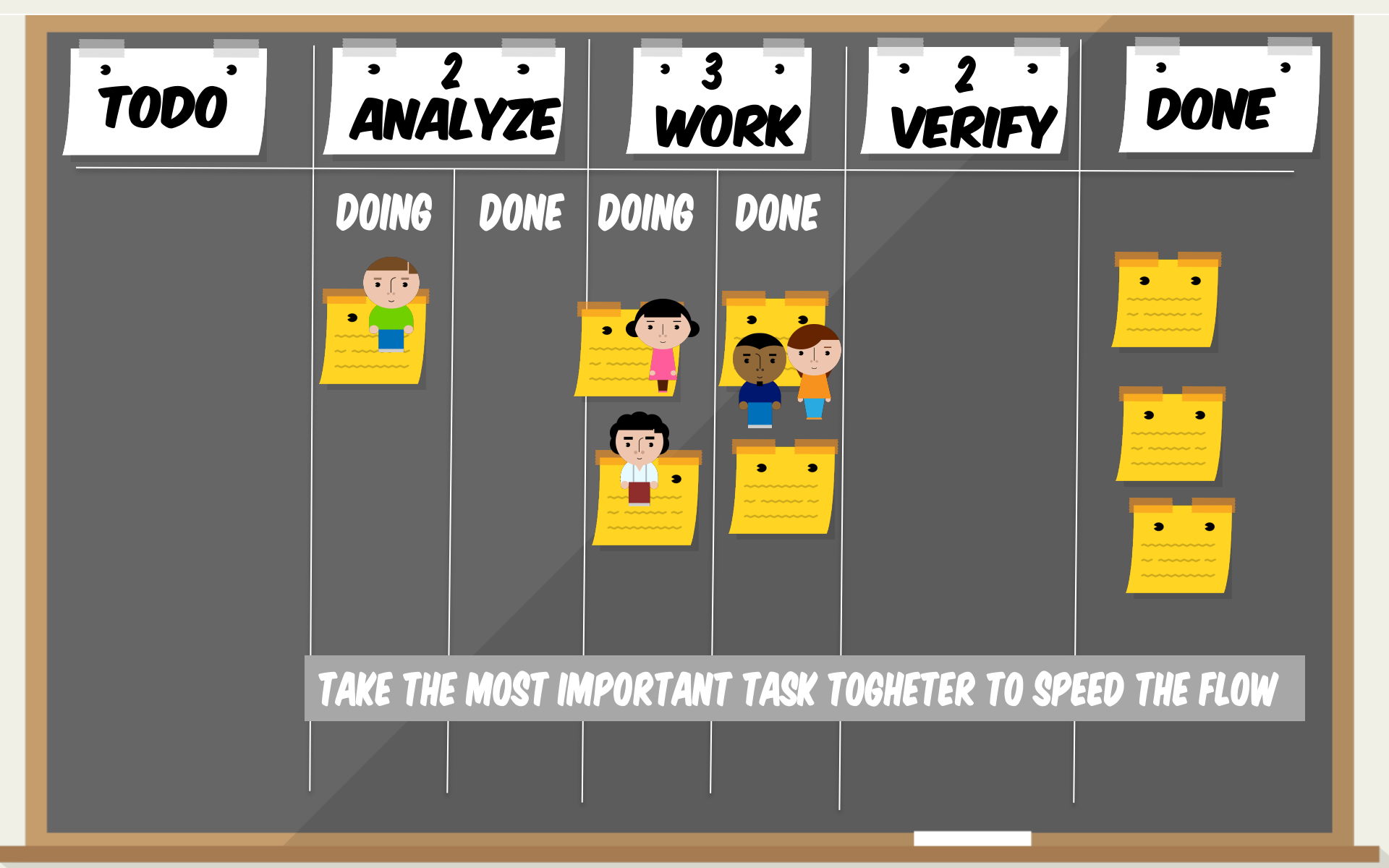

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

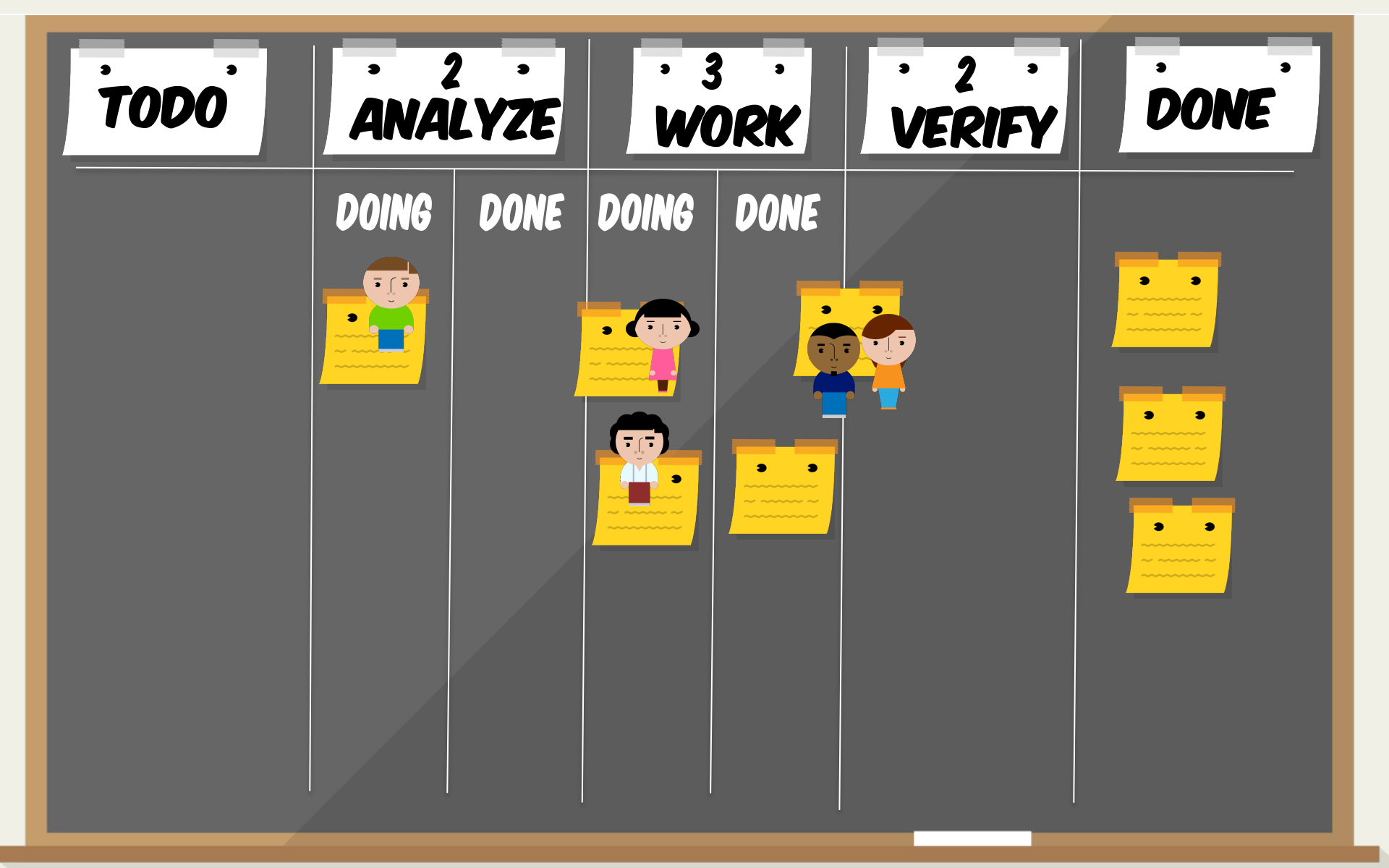

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

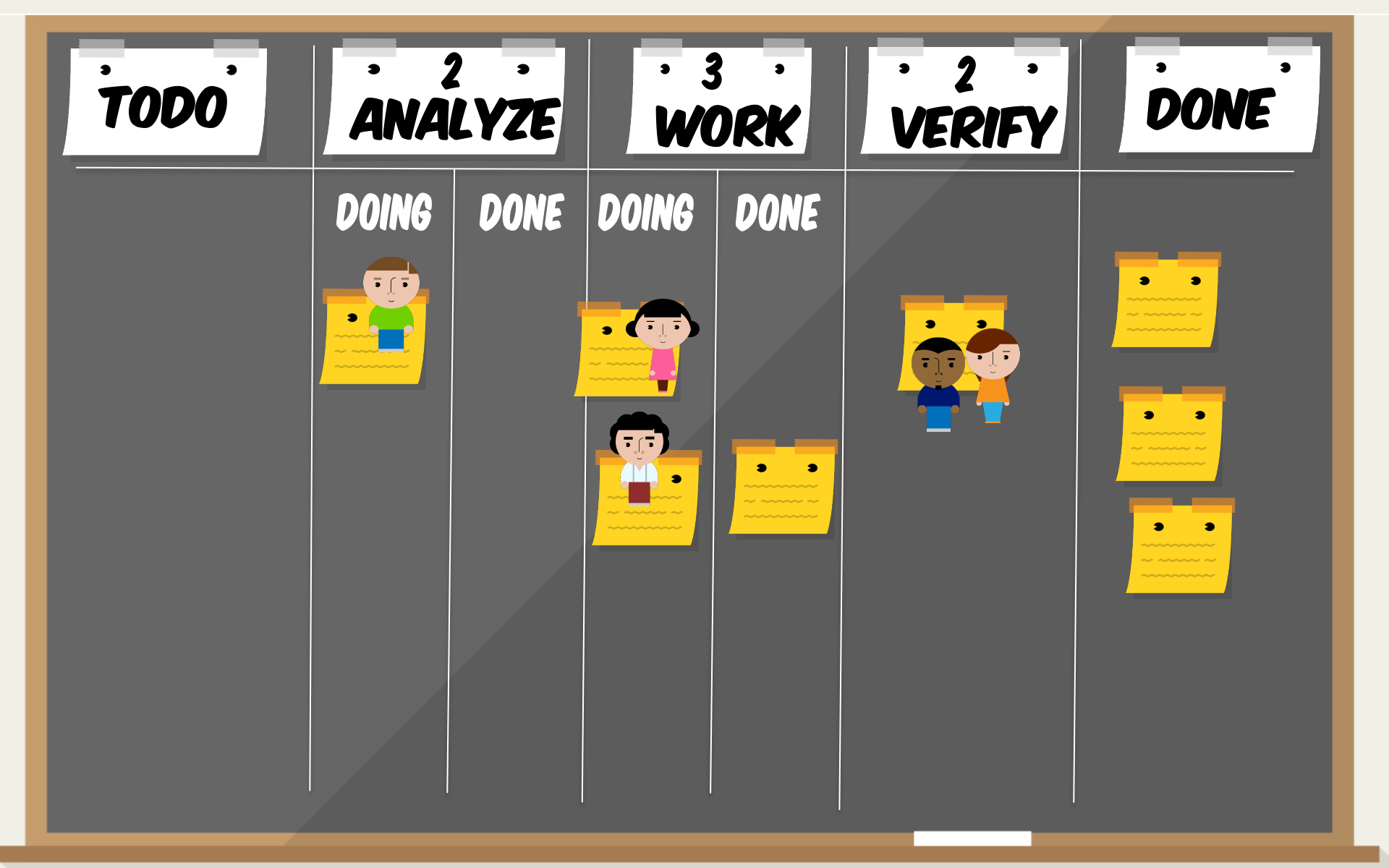

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

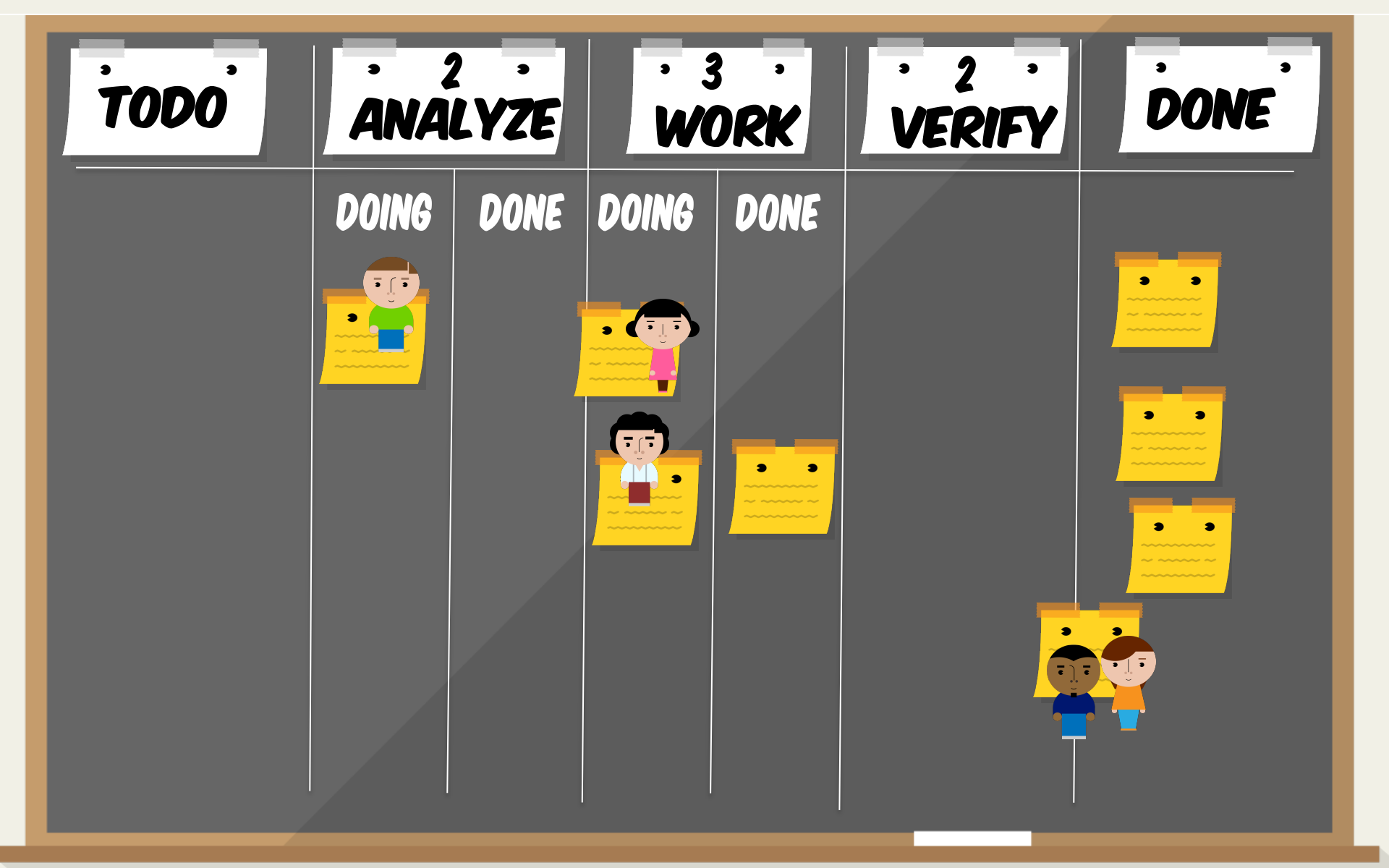

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

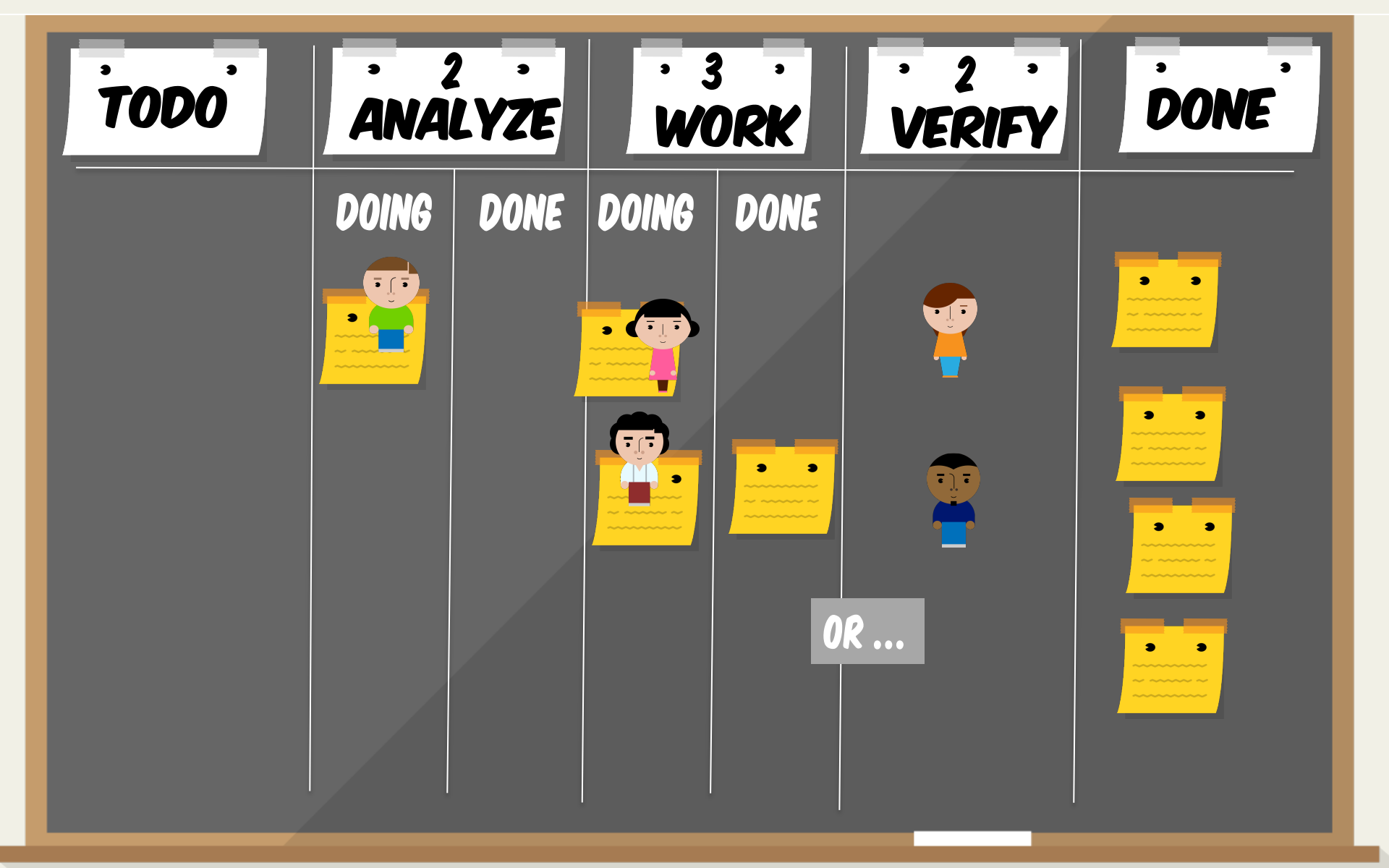

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
?
ELENA AND JEAN ARE FREE, HOW TO TAKE A NEW TASK?

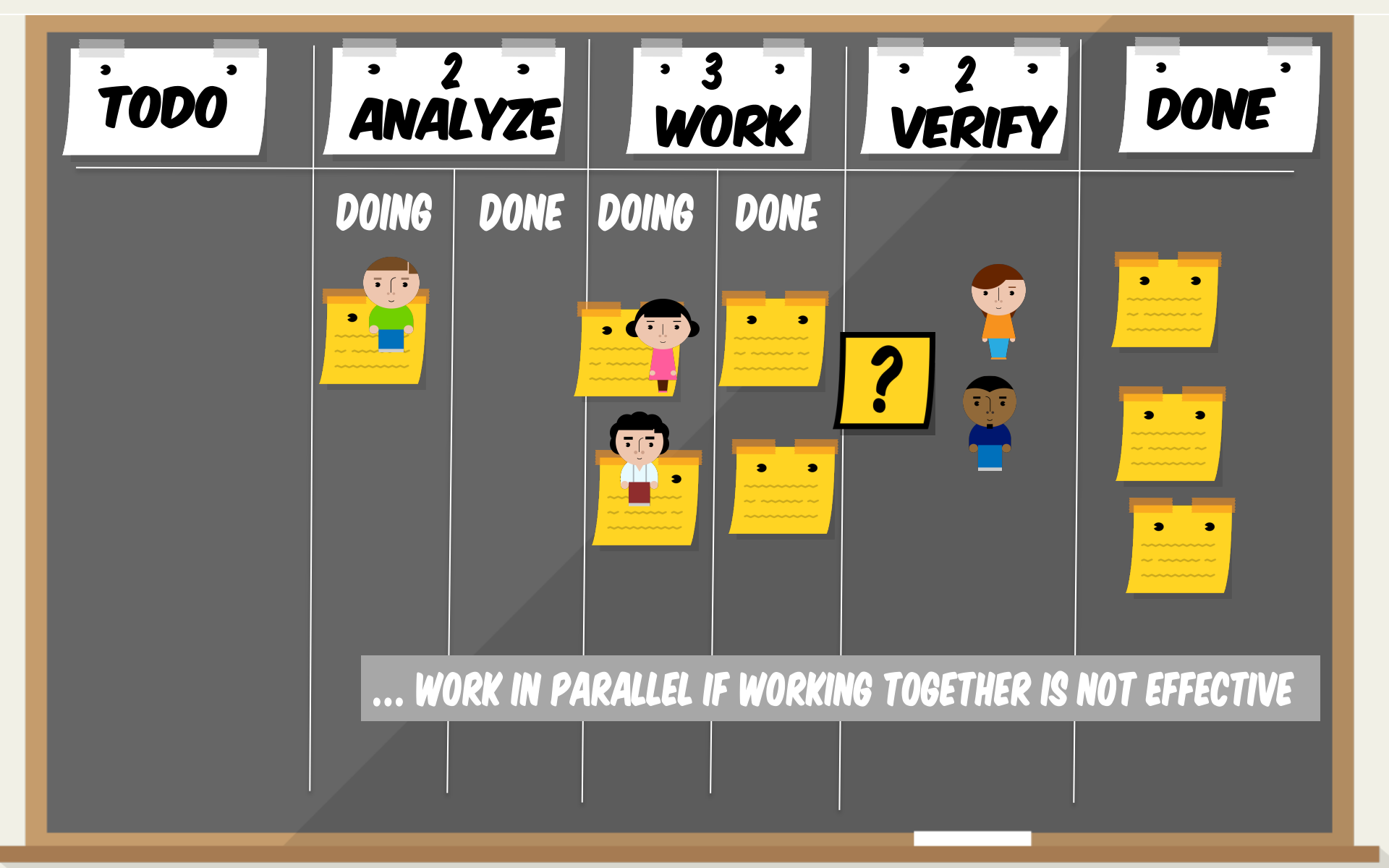

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
TAKE THE MOST IMPORTANT TASK TOGHETER TO SPEED THE FLOW

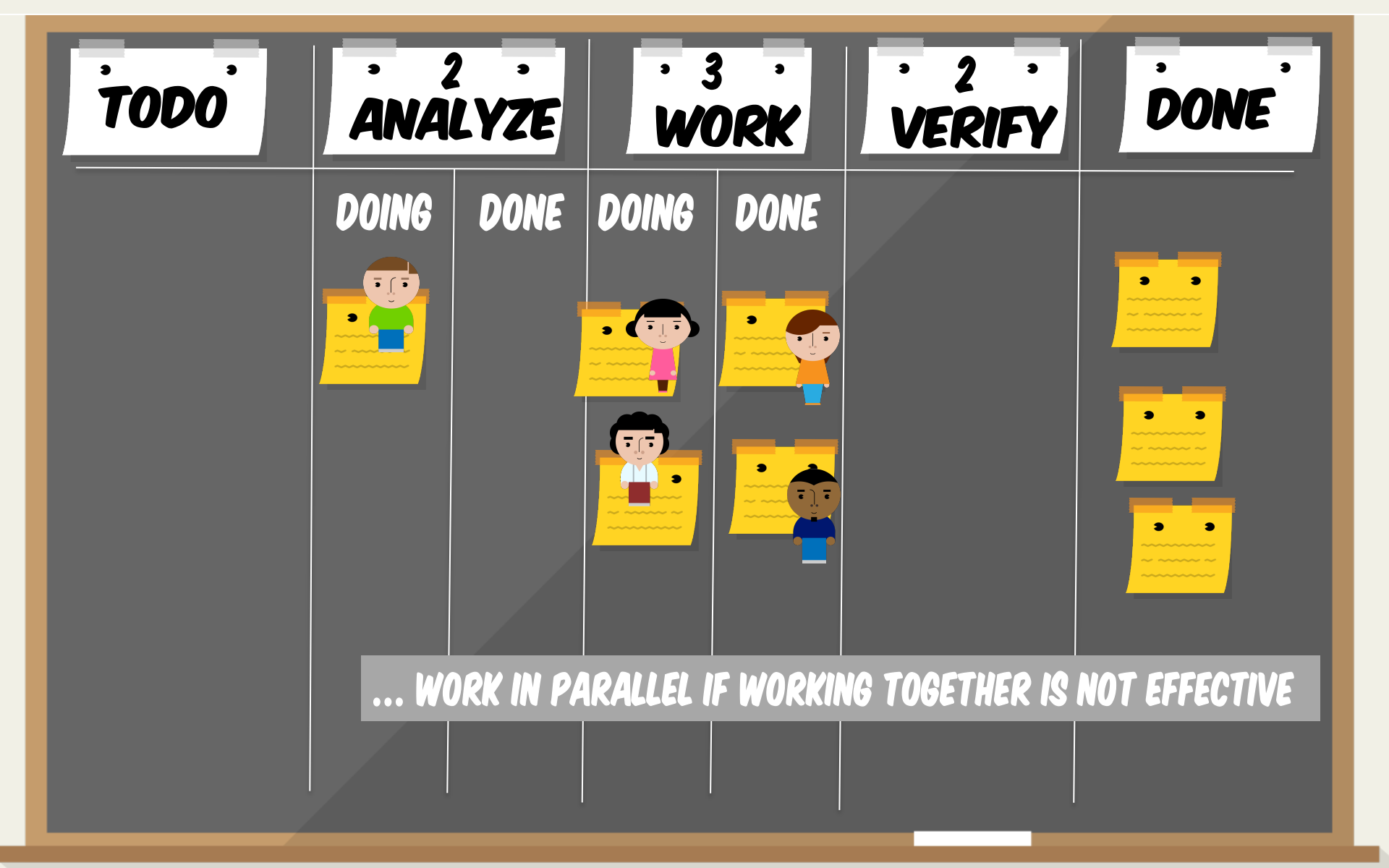

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

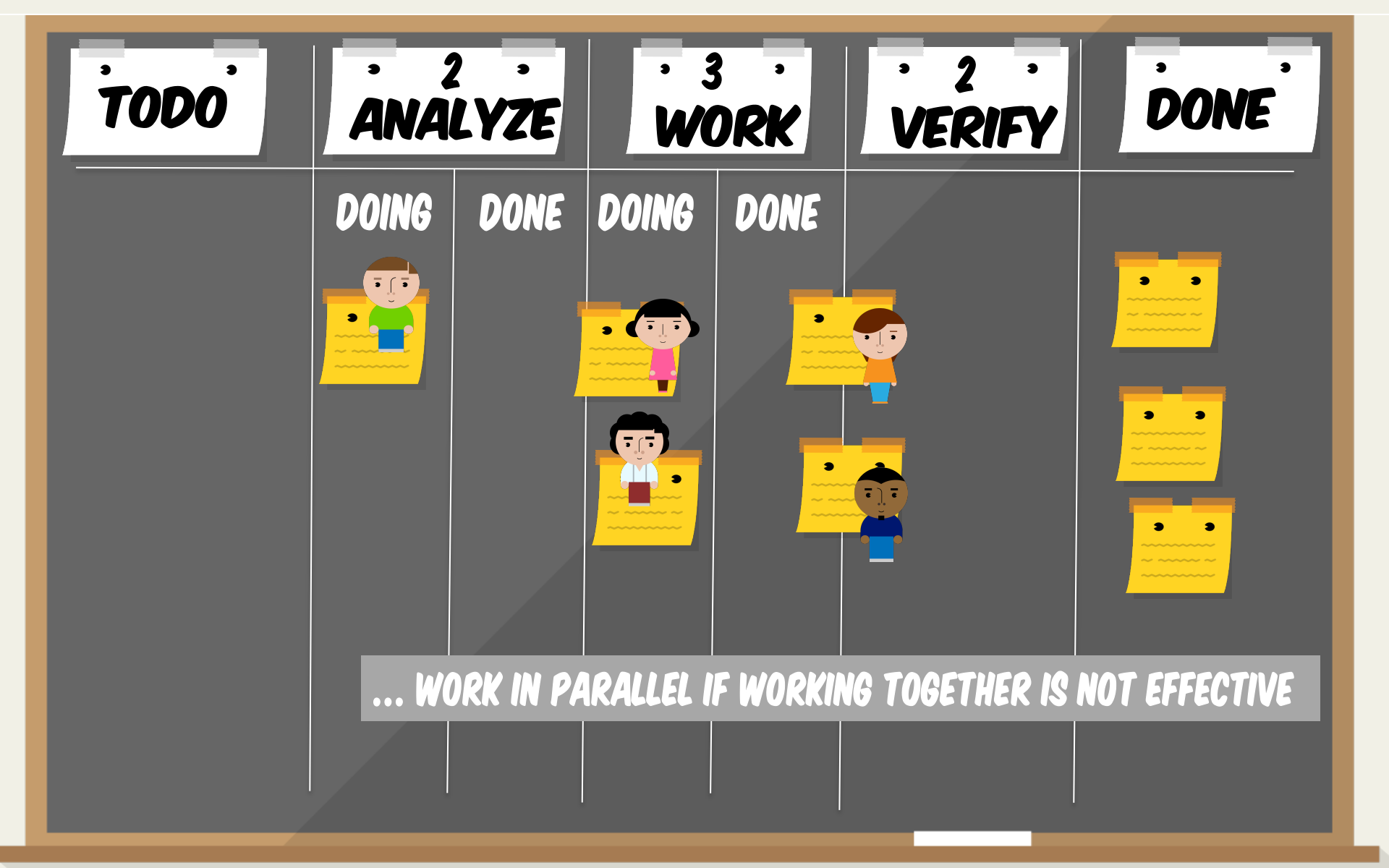

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

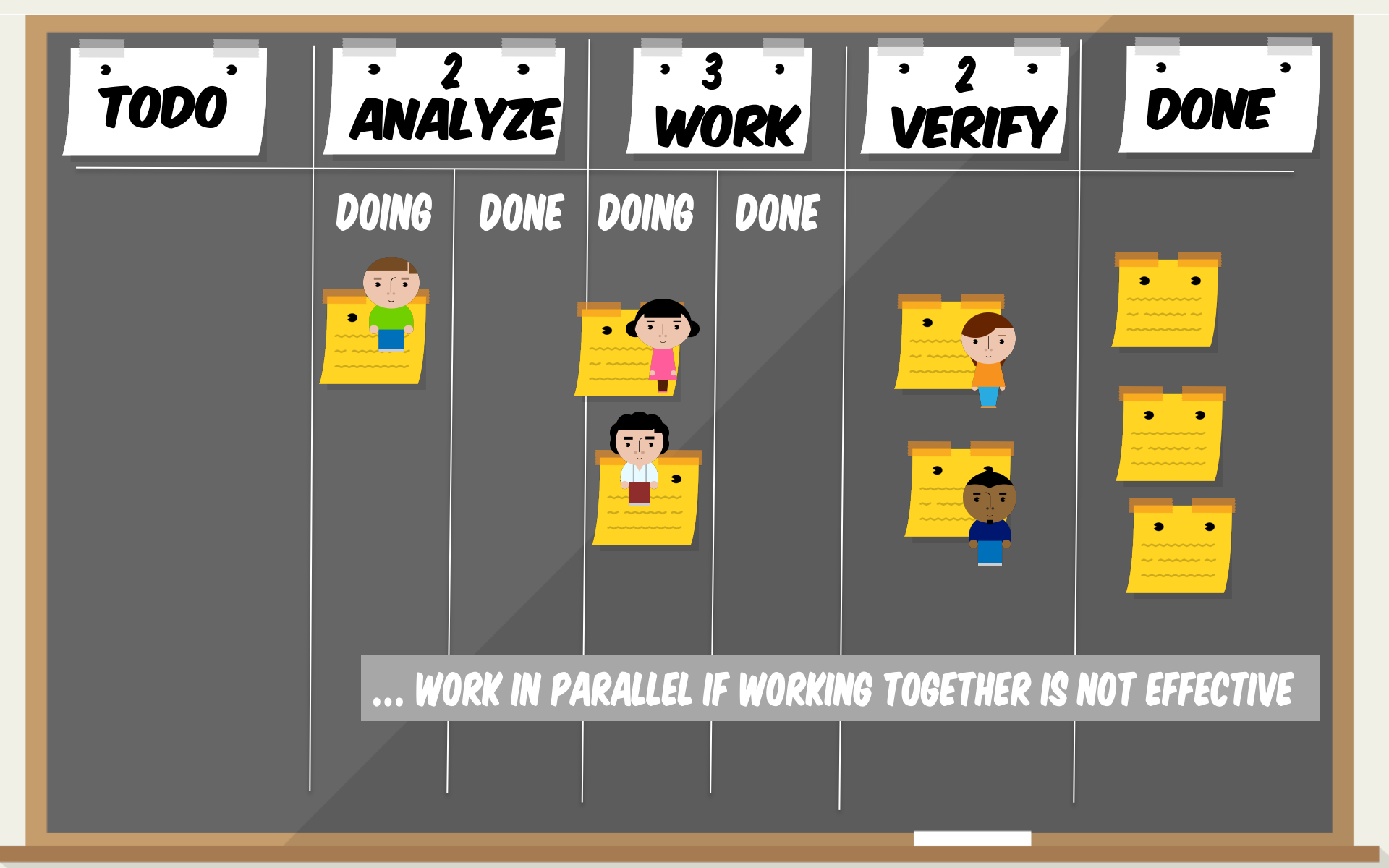

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
OR ...

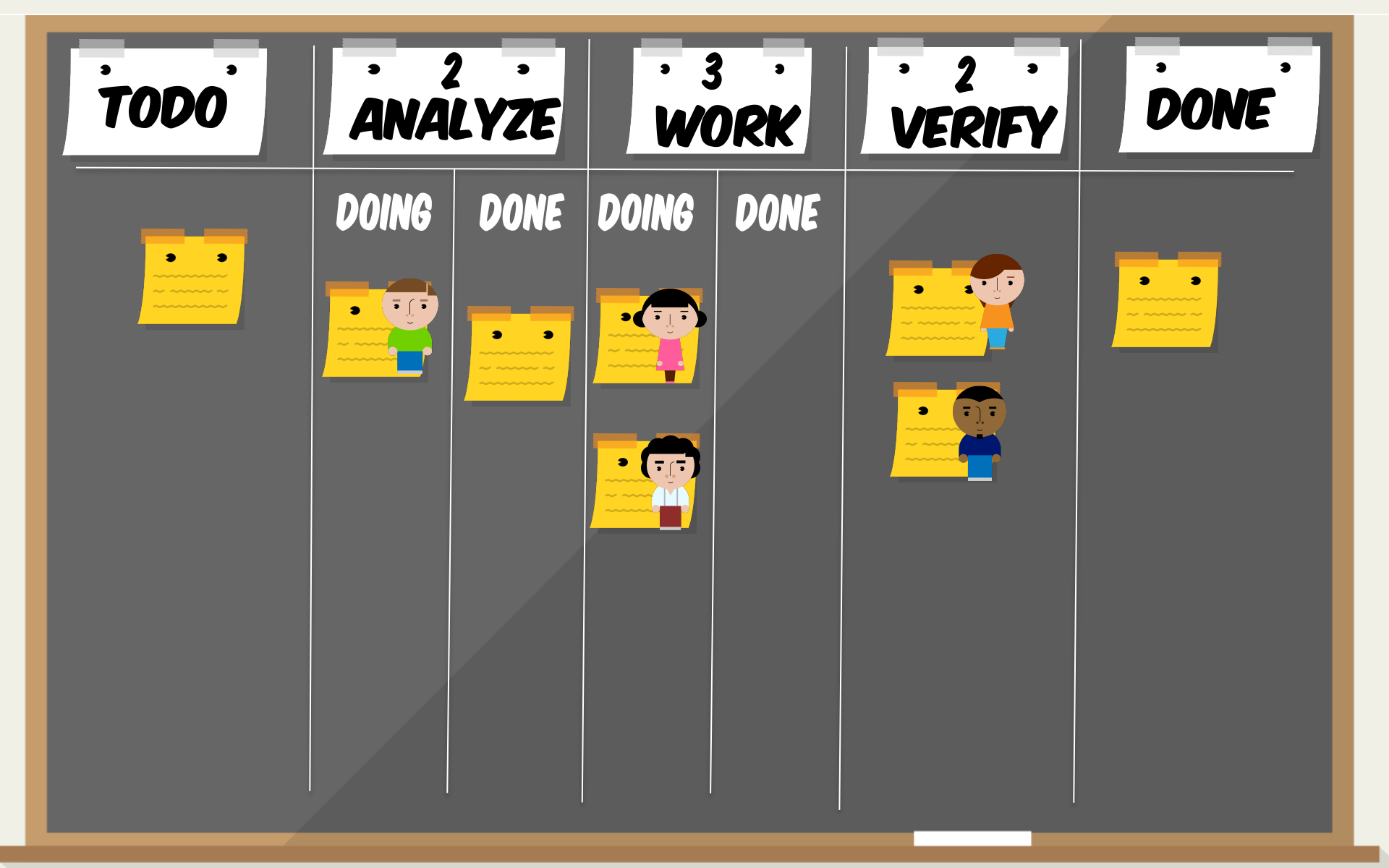

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
?
... WORK IN PARALLEL IF WORKING TOGETHER IS NOT EFFECTIVE

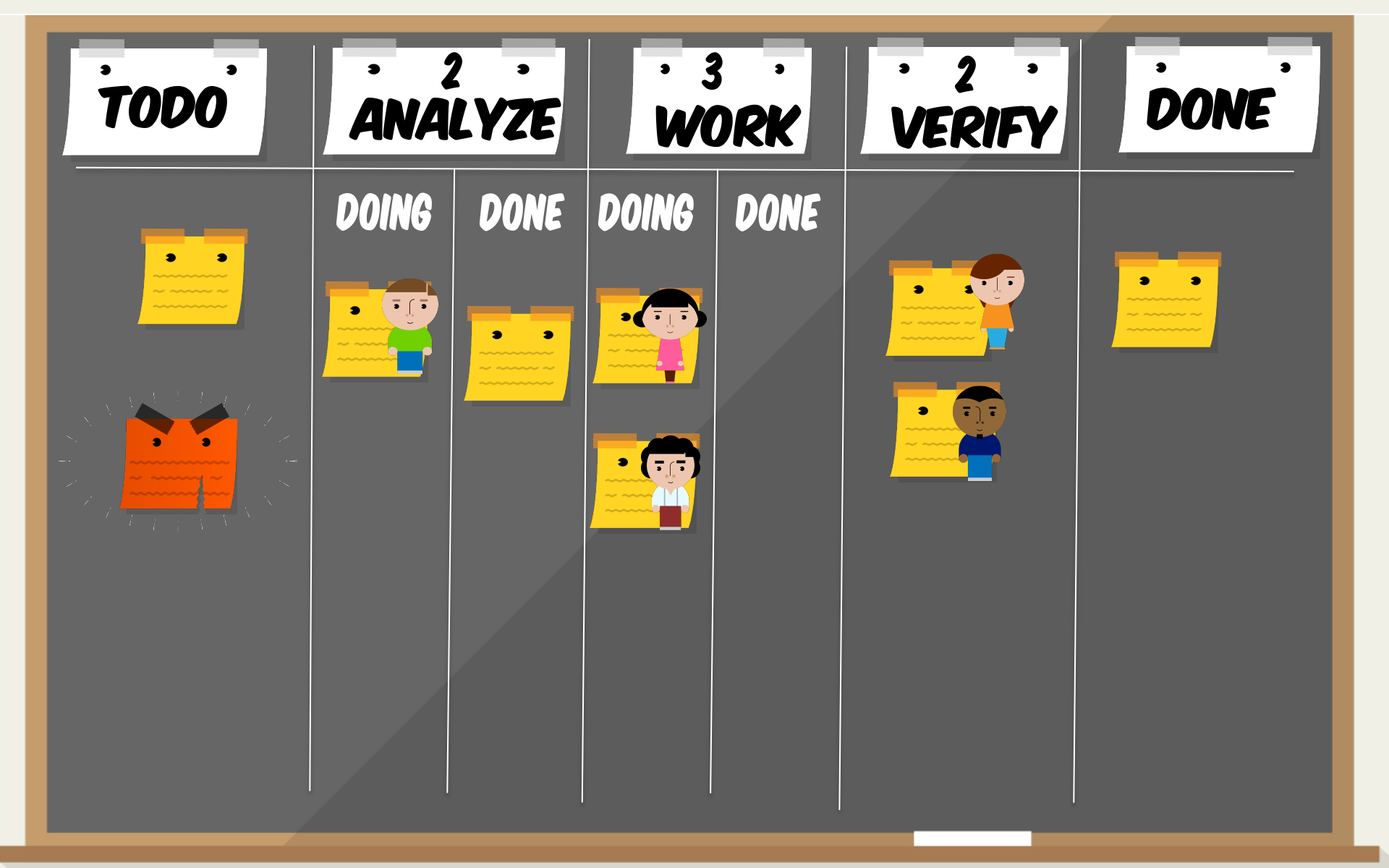

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
... WORK IN PARALLEL IF WORKING TOGETHER IS NOT EFFECTIVE

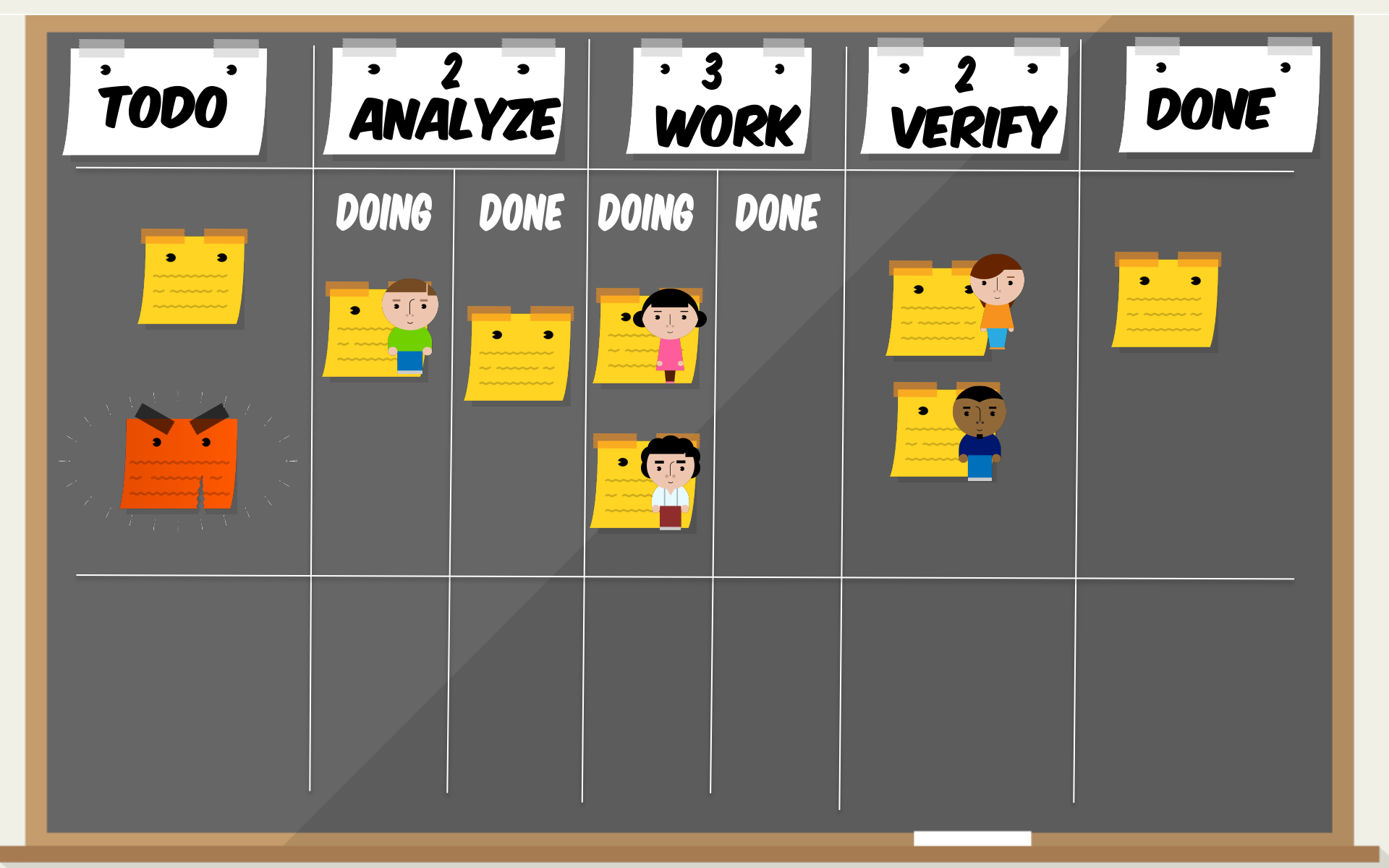

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
... WORK IN PARALLEL IF WORKING TOGETHER IS NOT EFFECTIVE

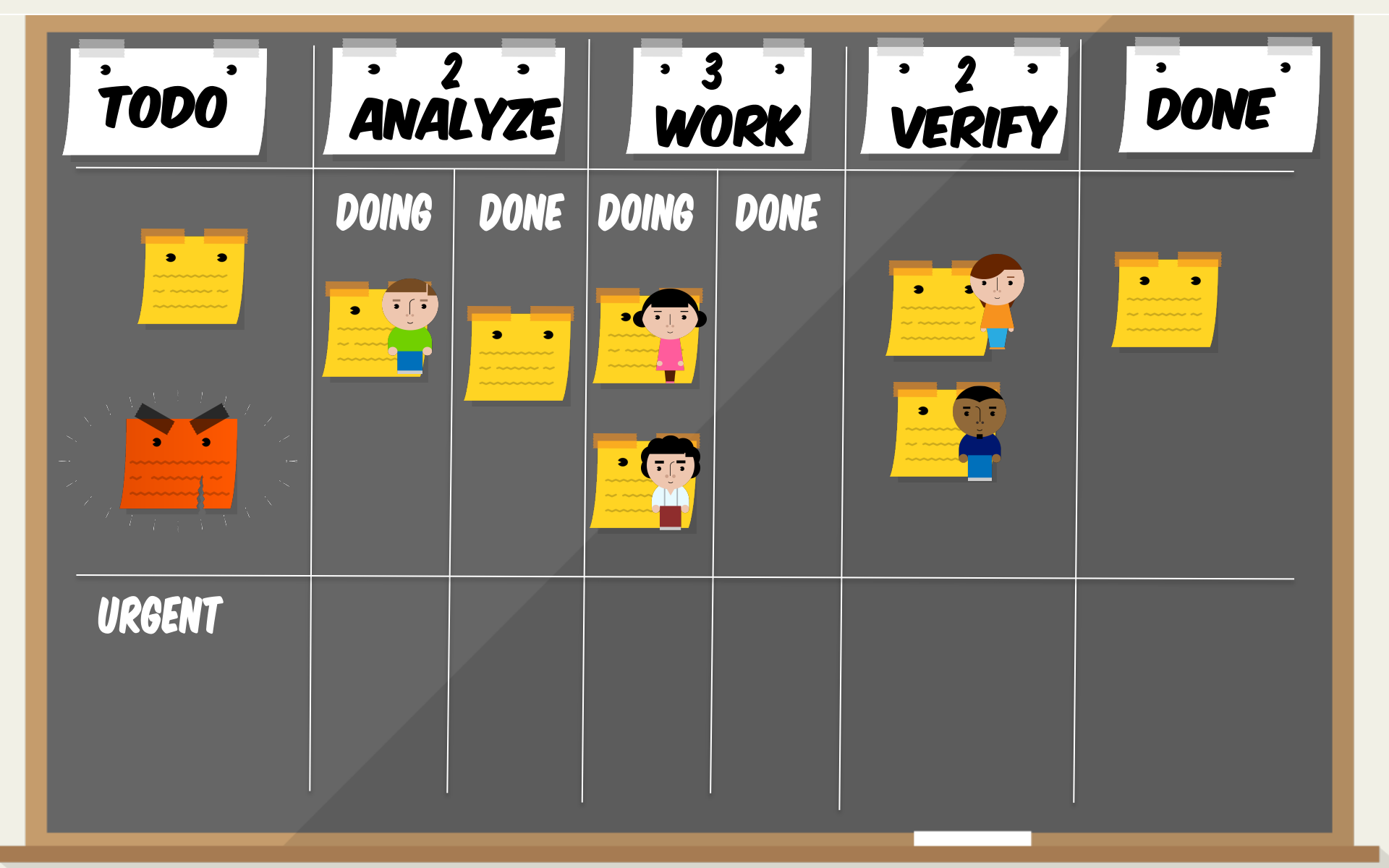

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
... WORK IN PARALLEL IF WORKING TOGETHER IS NOT EFFECTIVE

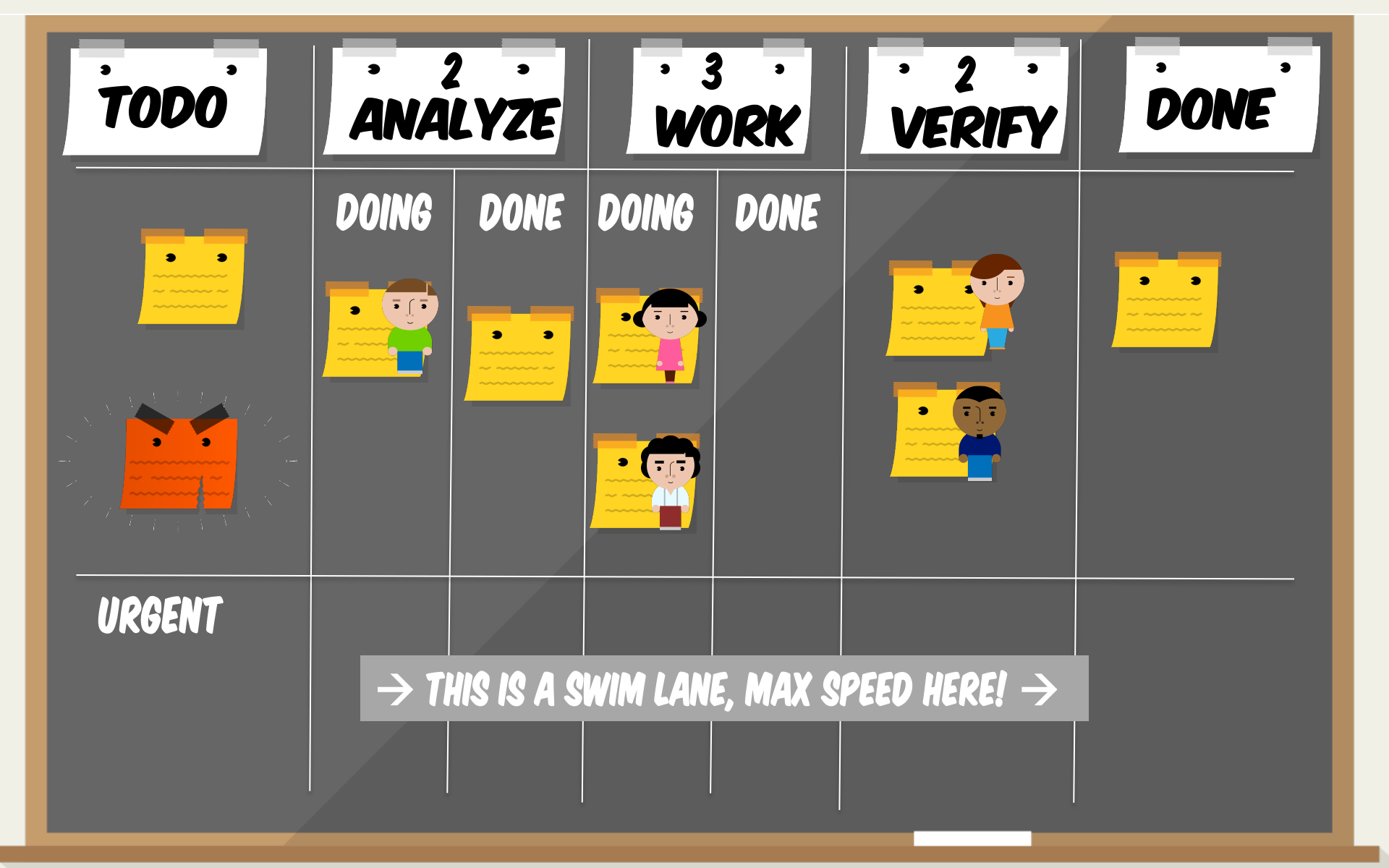
Urgencies!

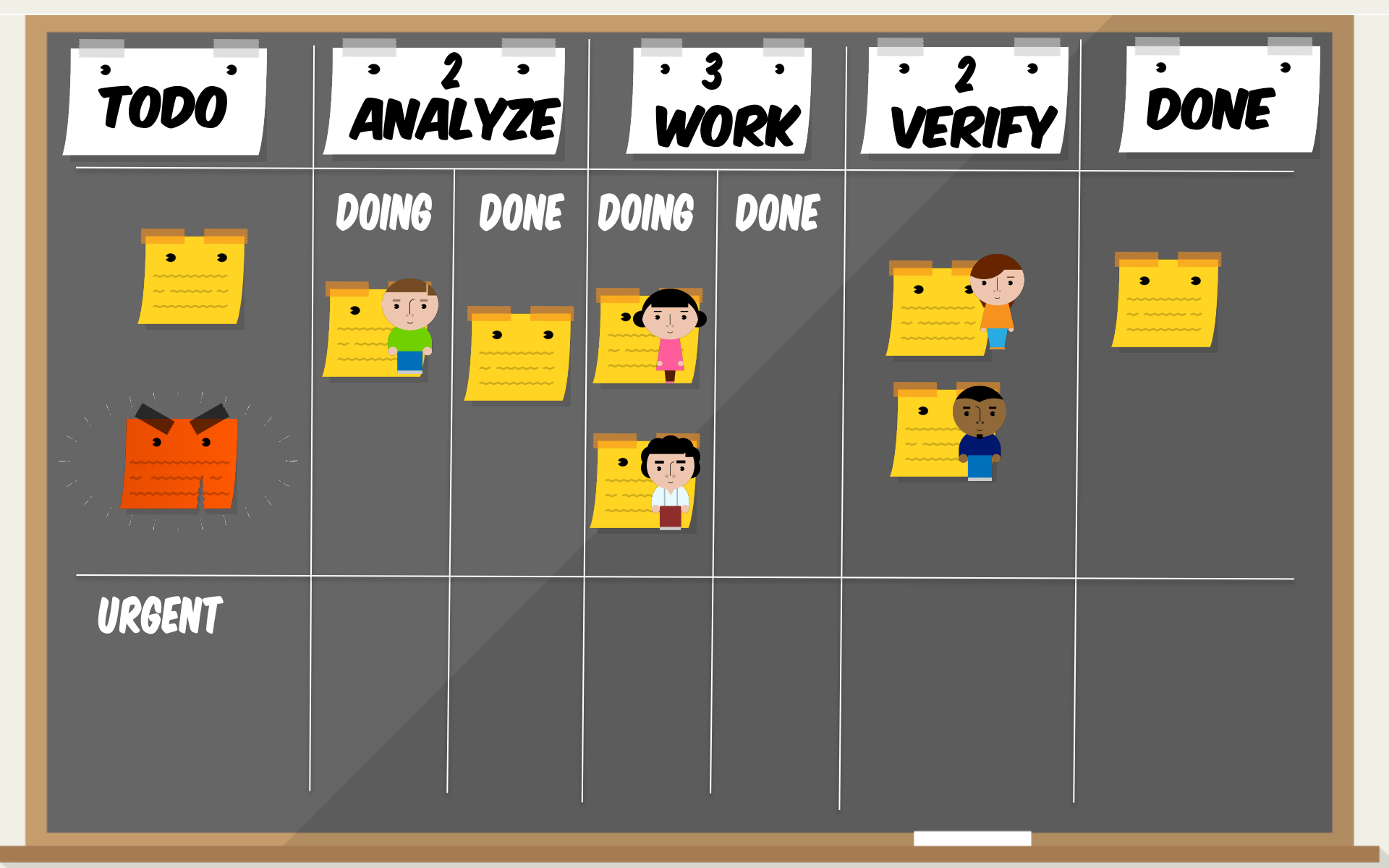

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

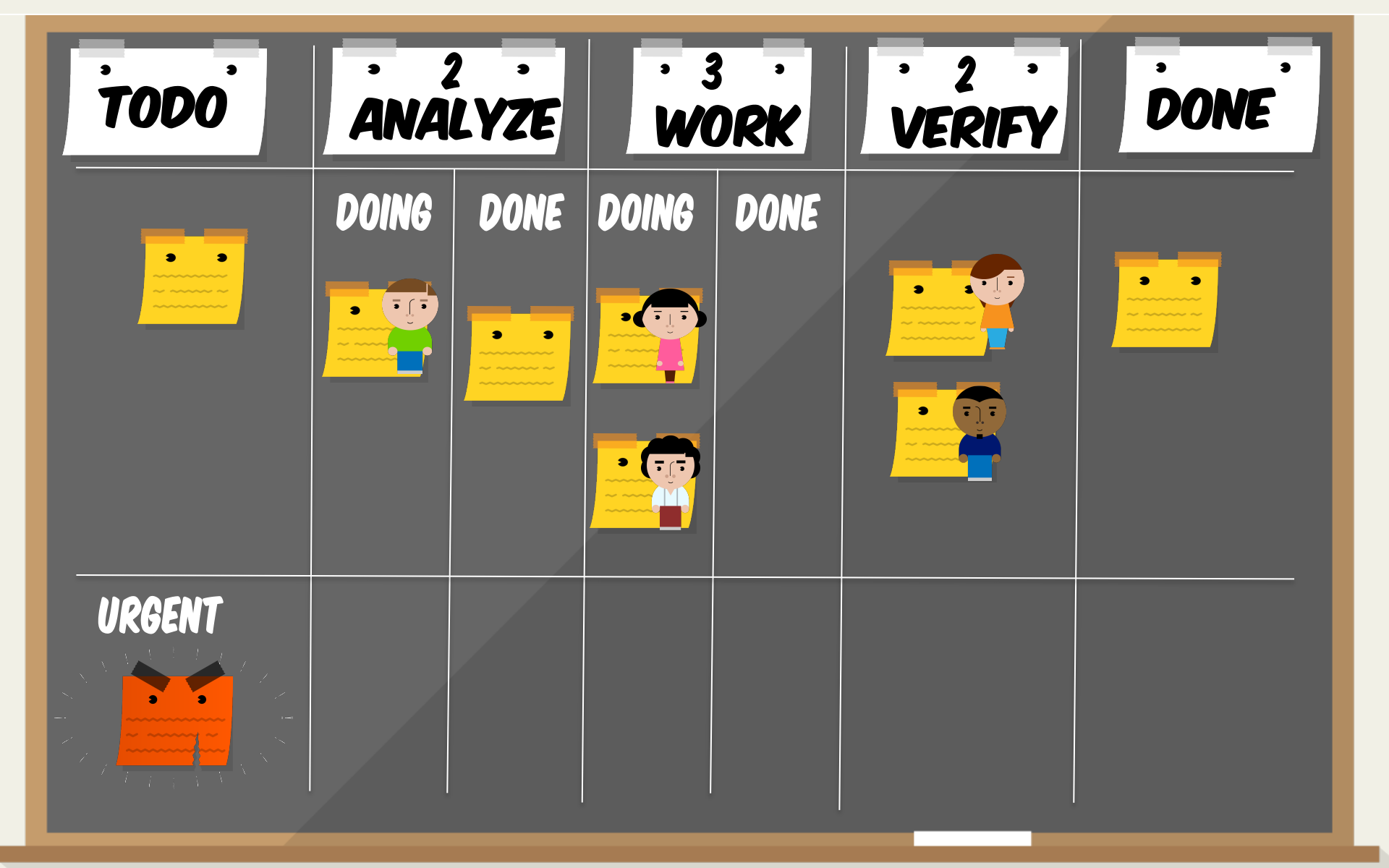

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

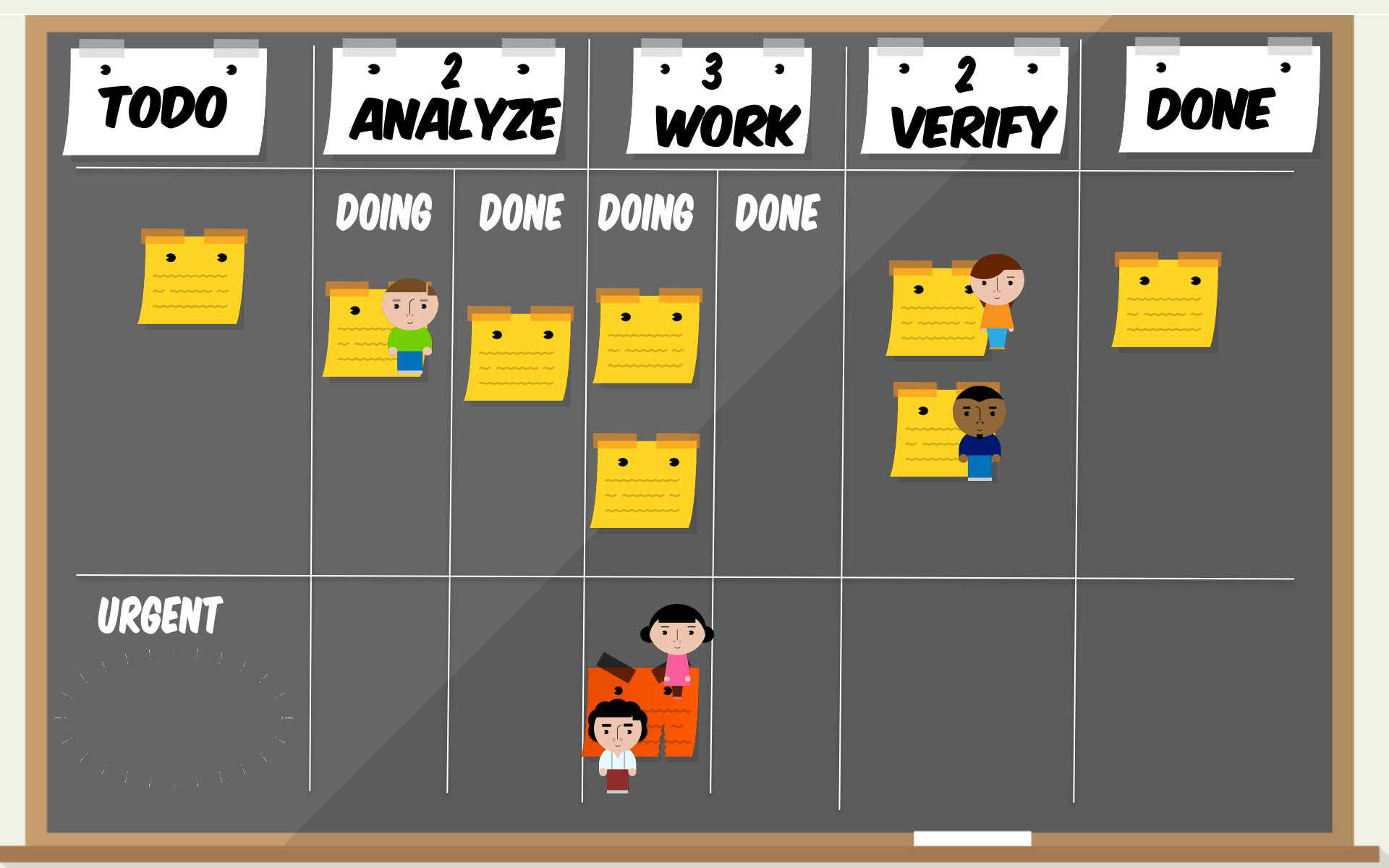

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

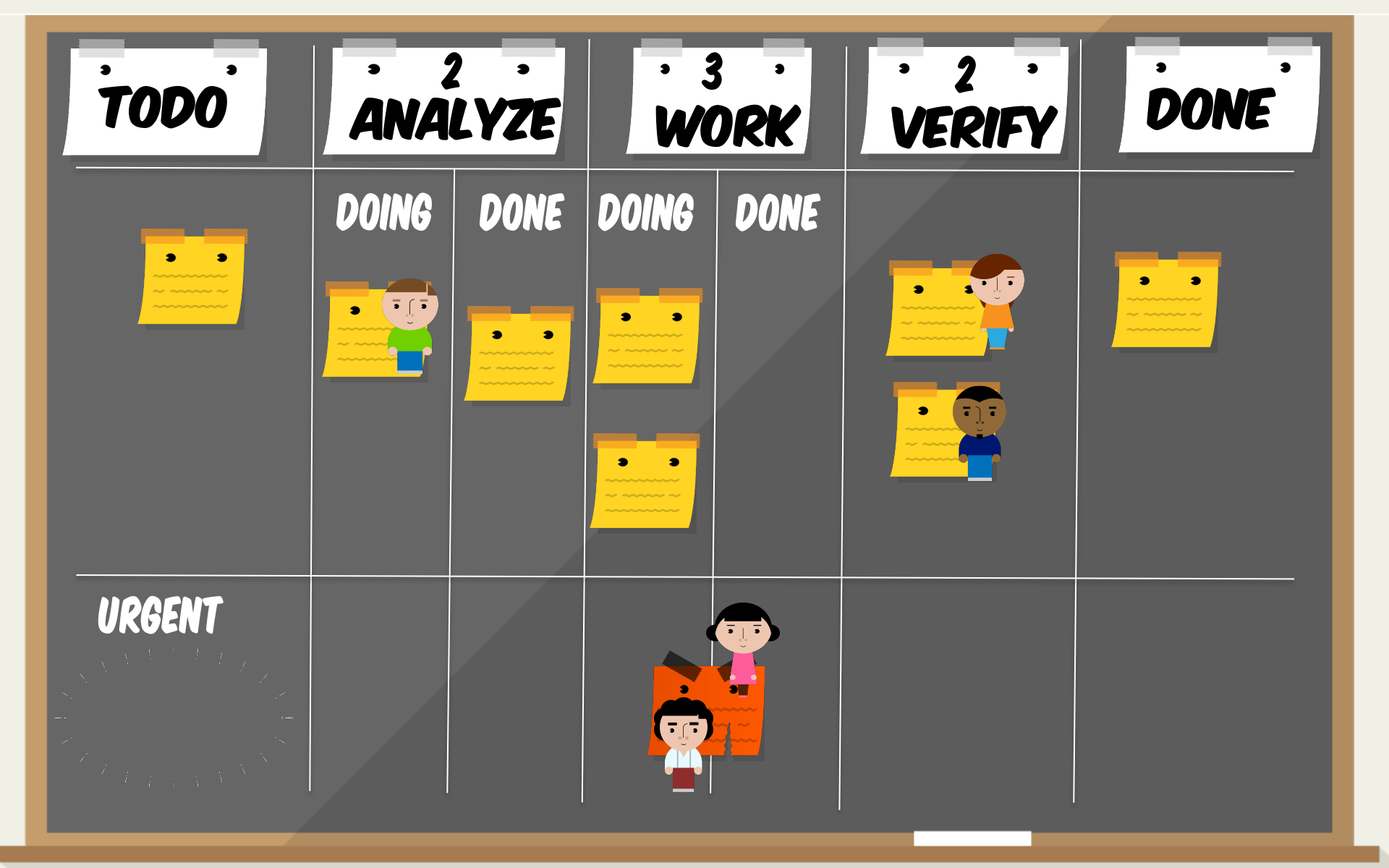

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

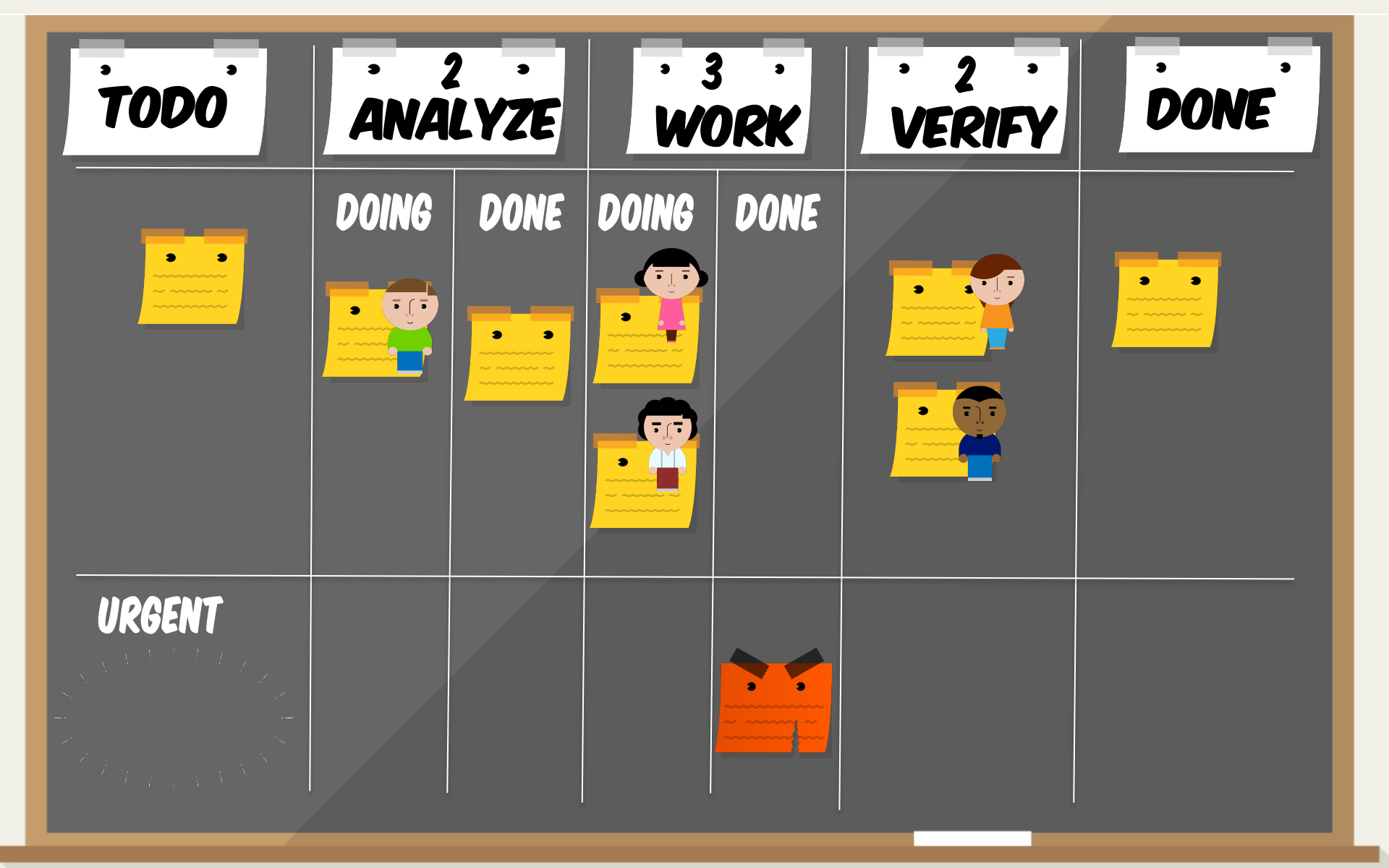

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT
→ THIS IS A SWIM LANE, MAX SPEED HERE! →

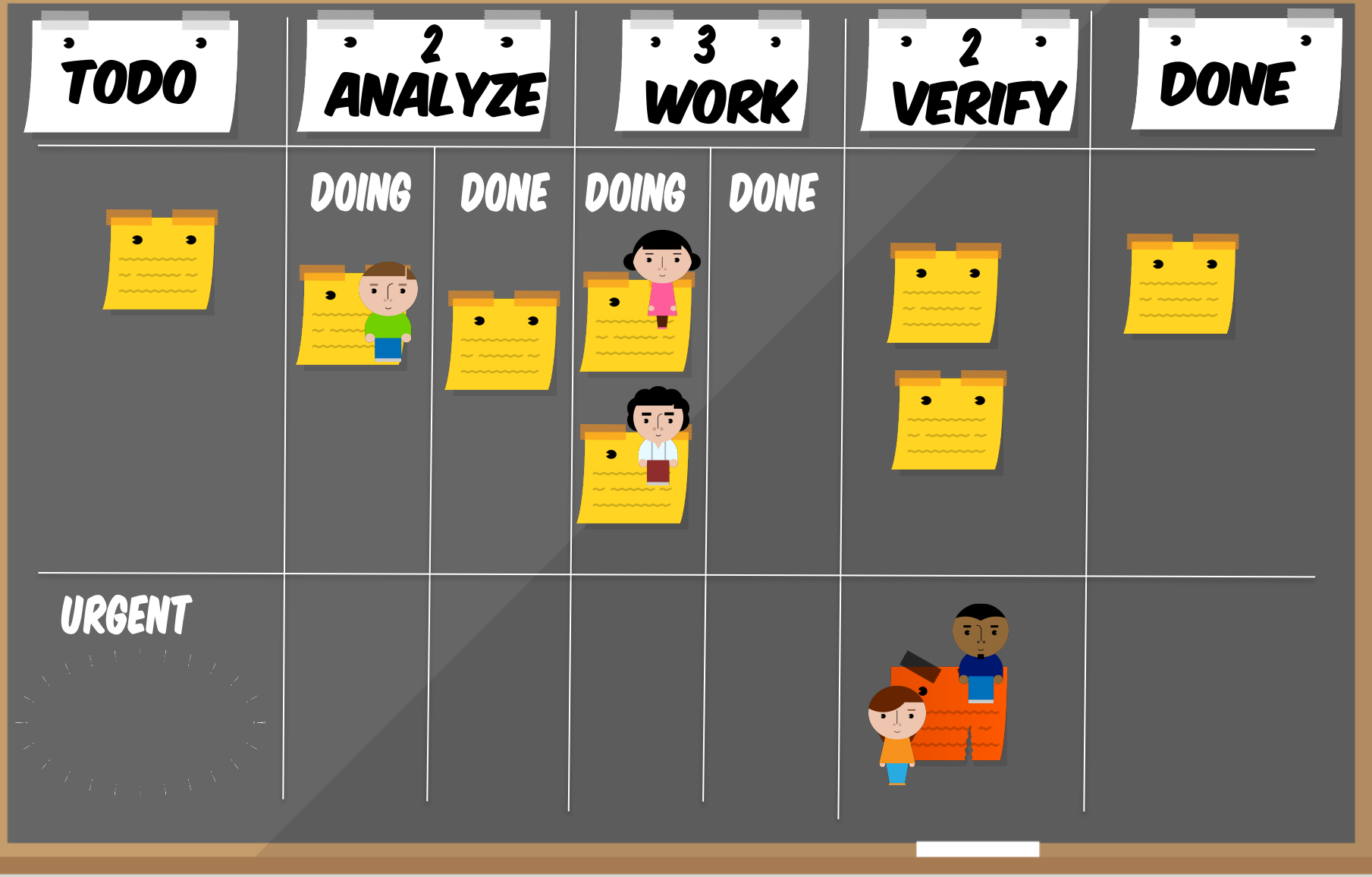

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

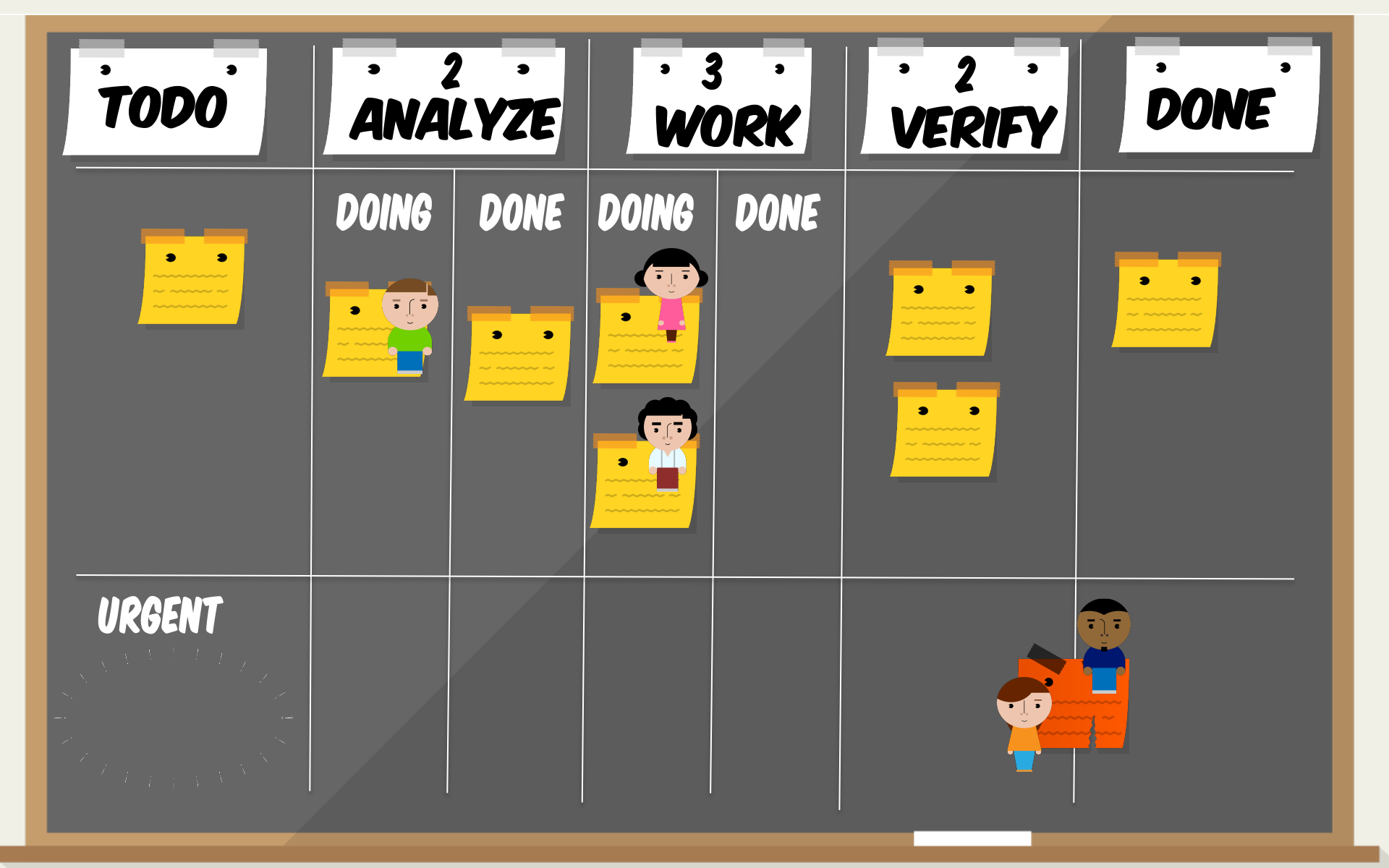

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

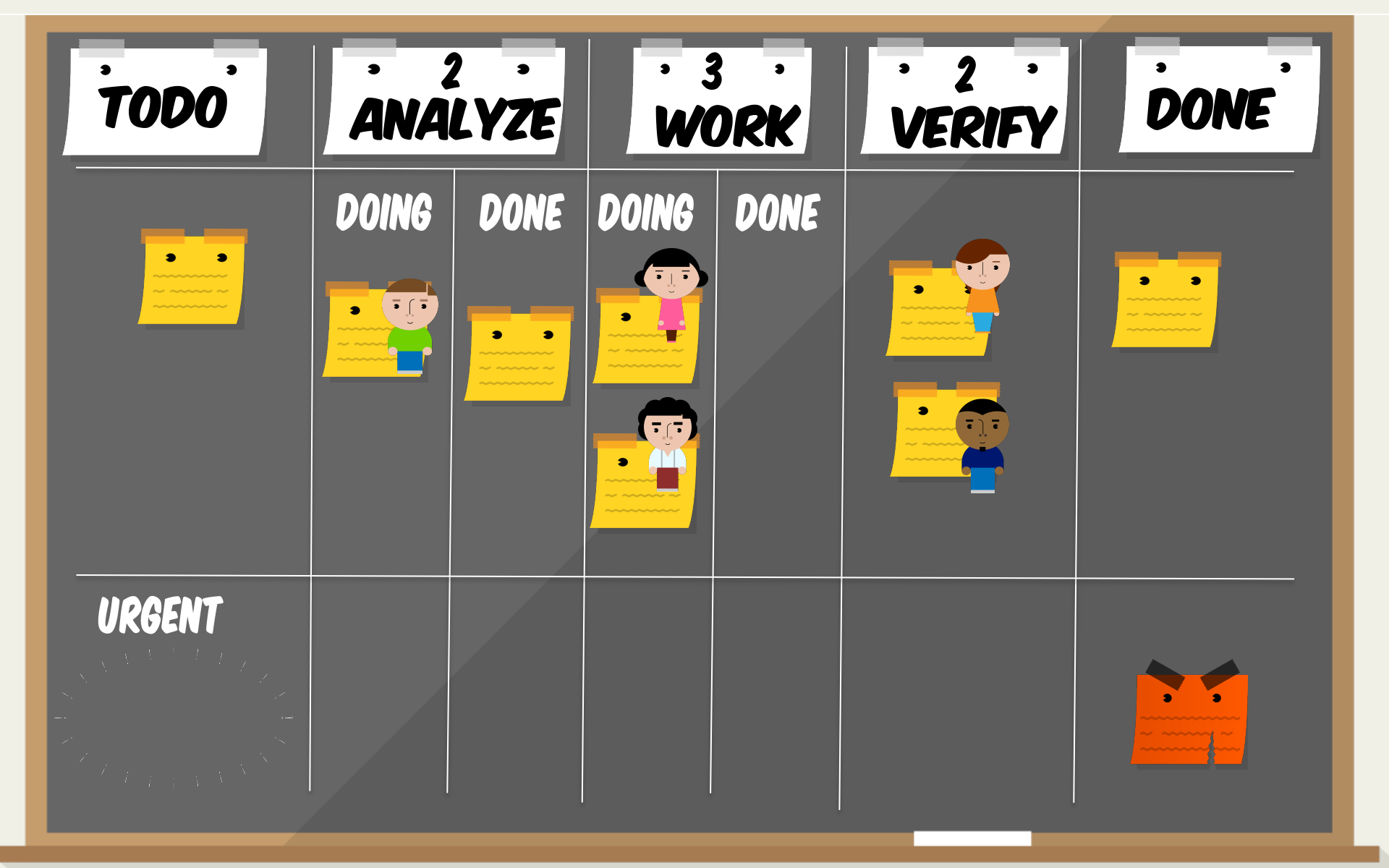

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

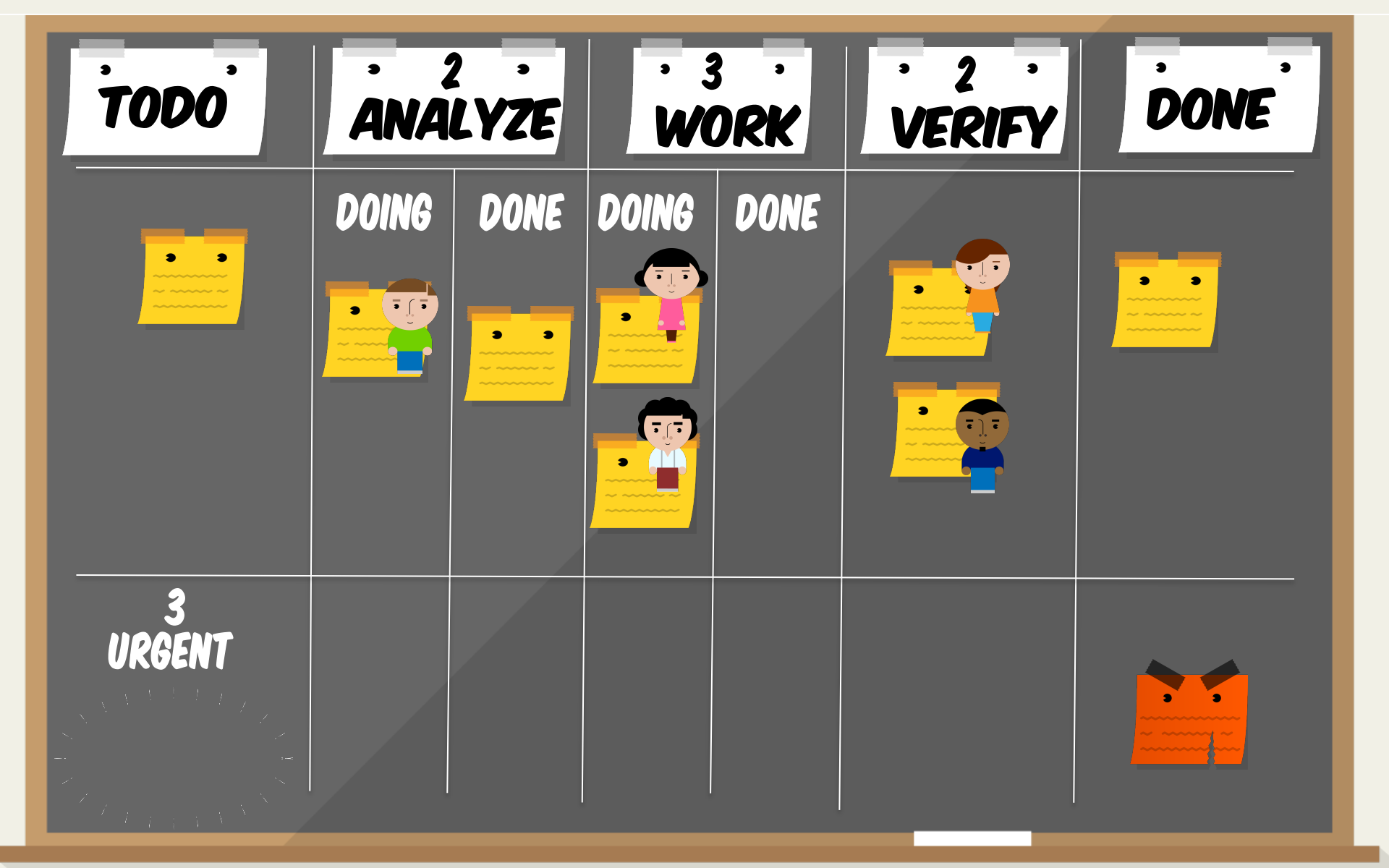

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

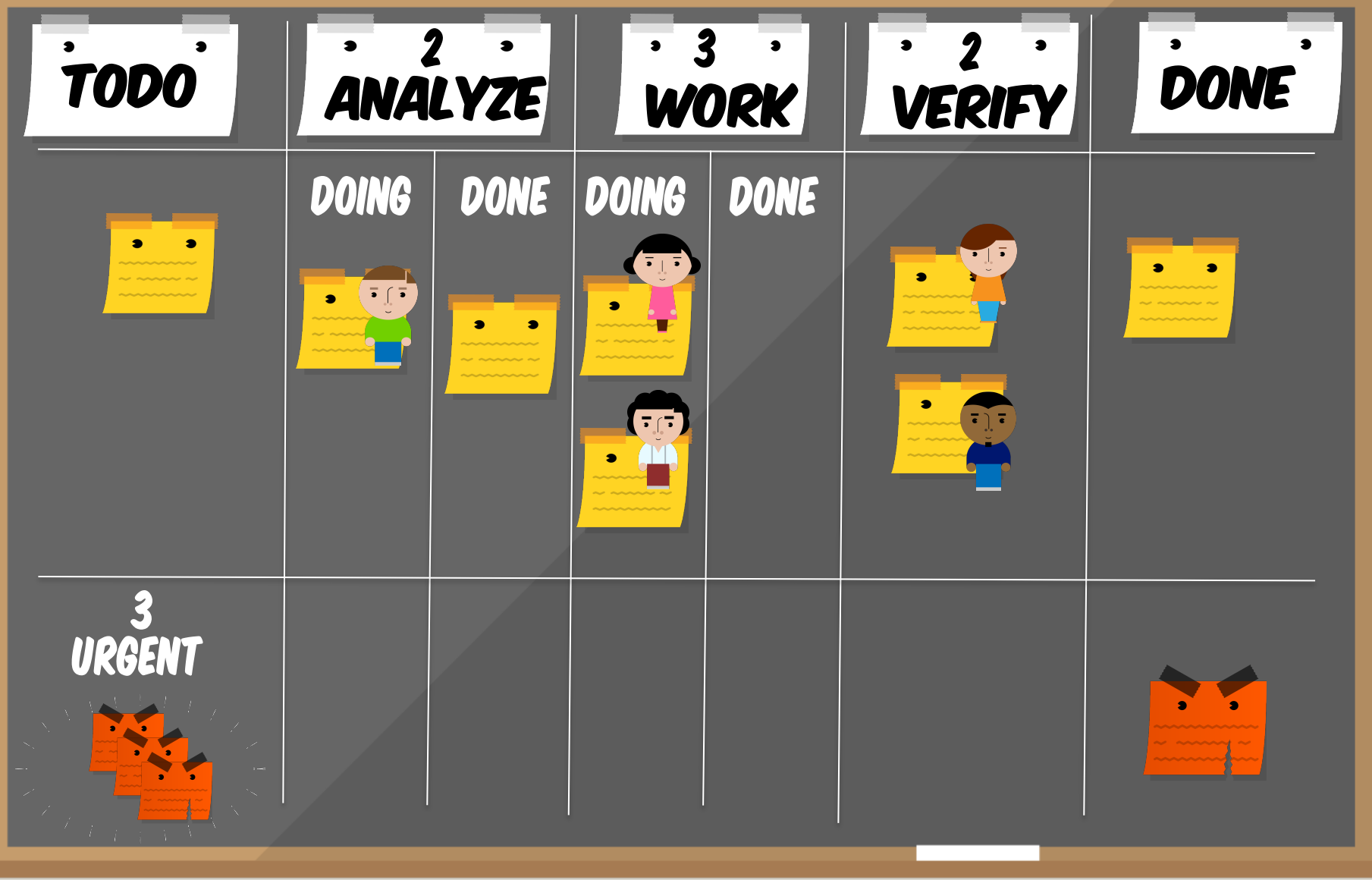

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

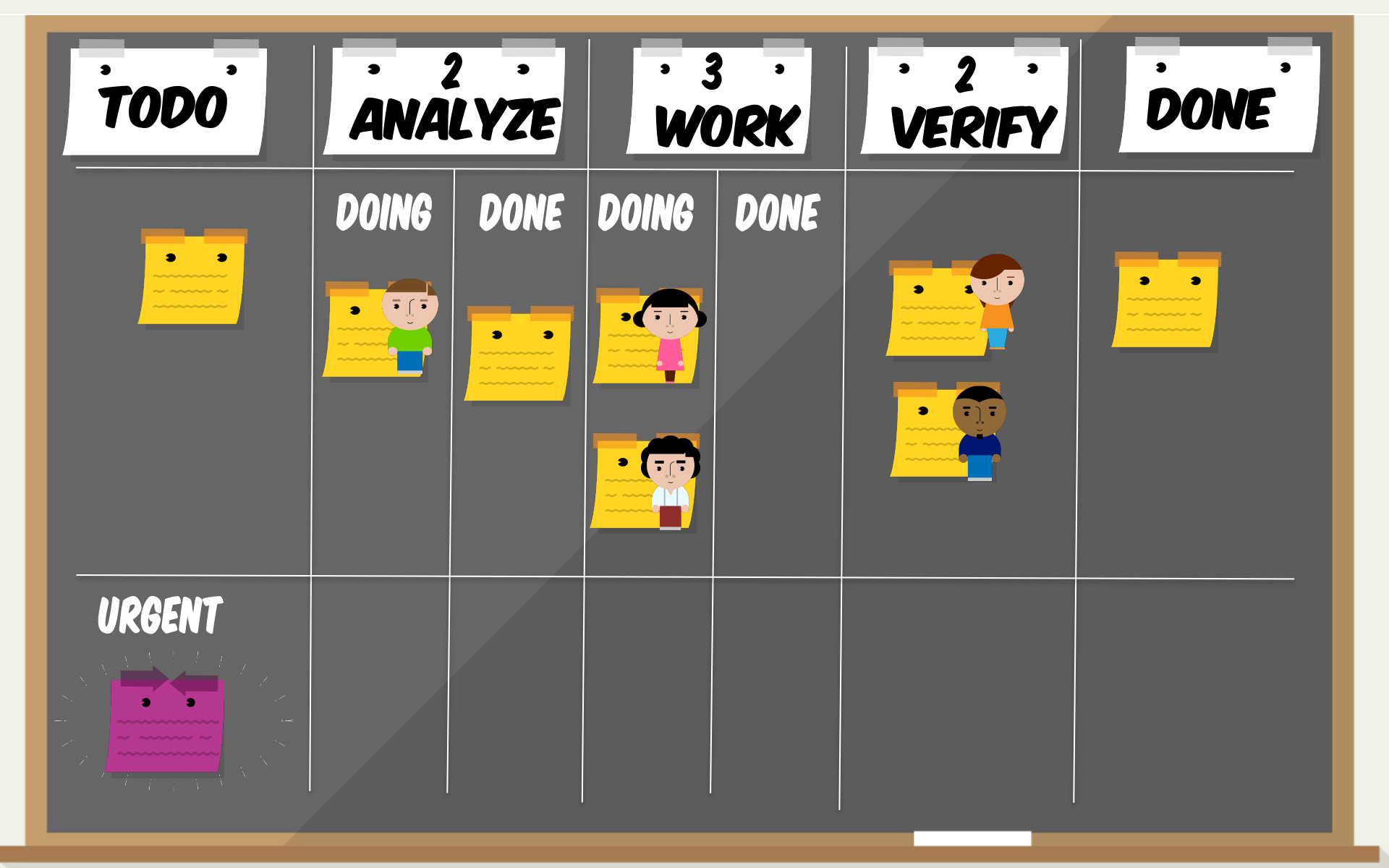

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

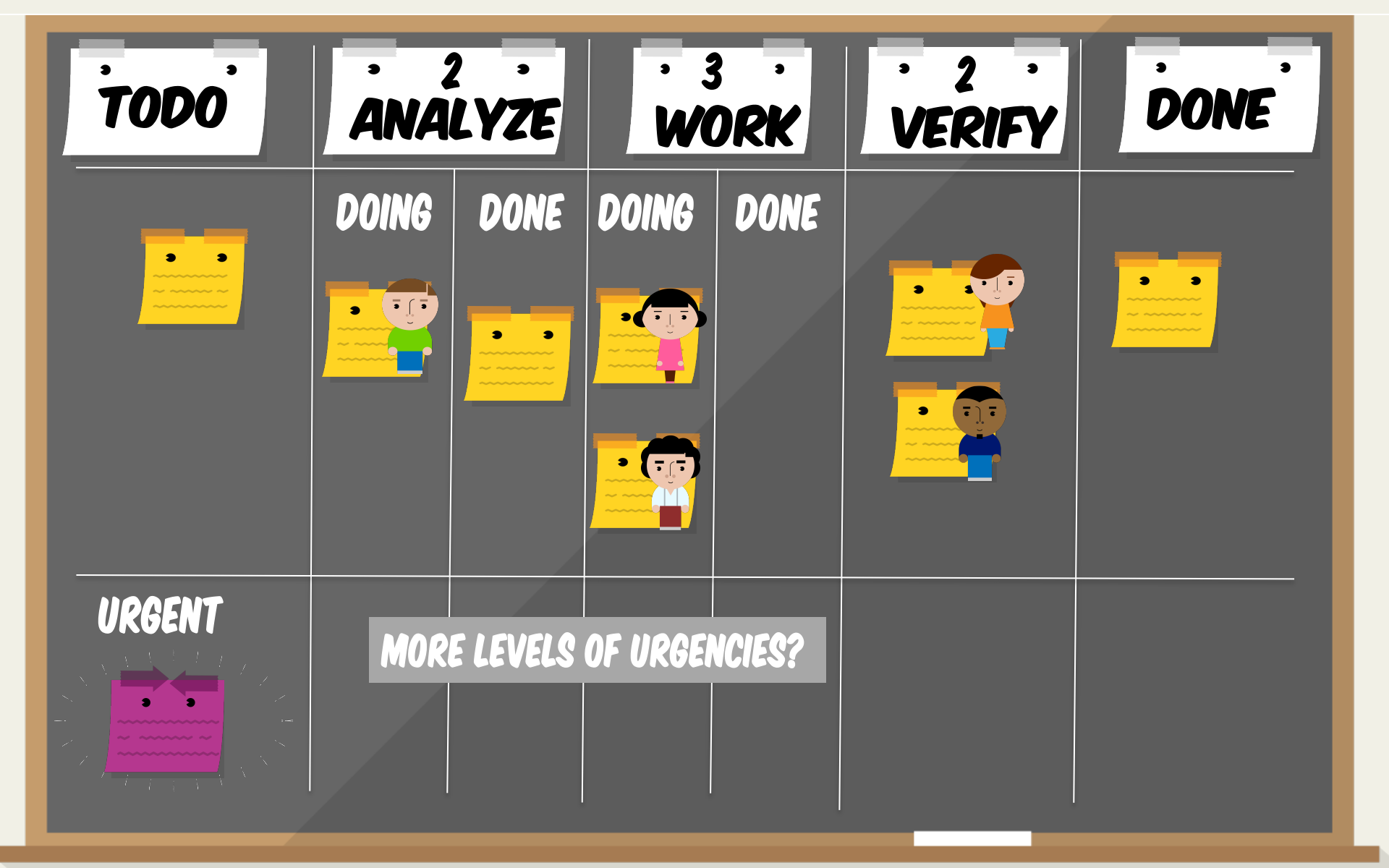

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

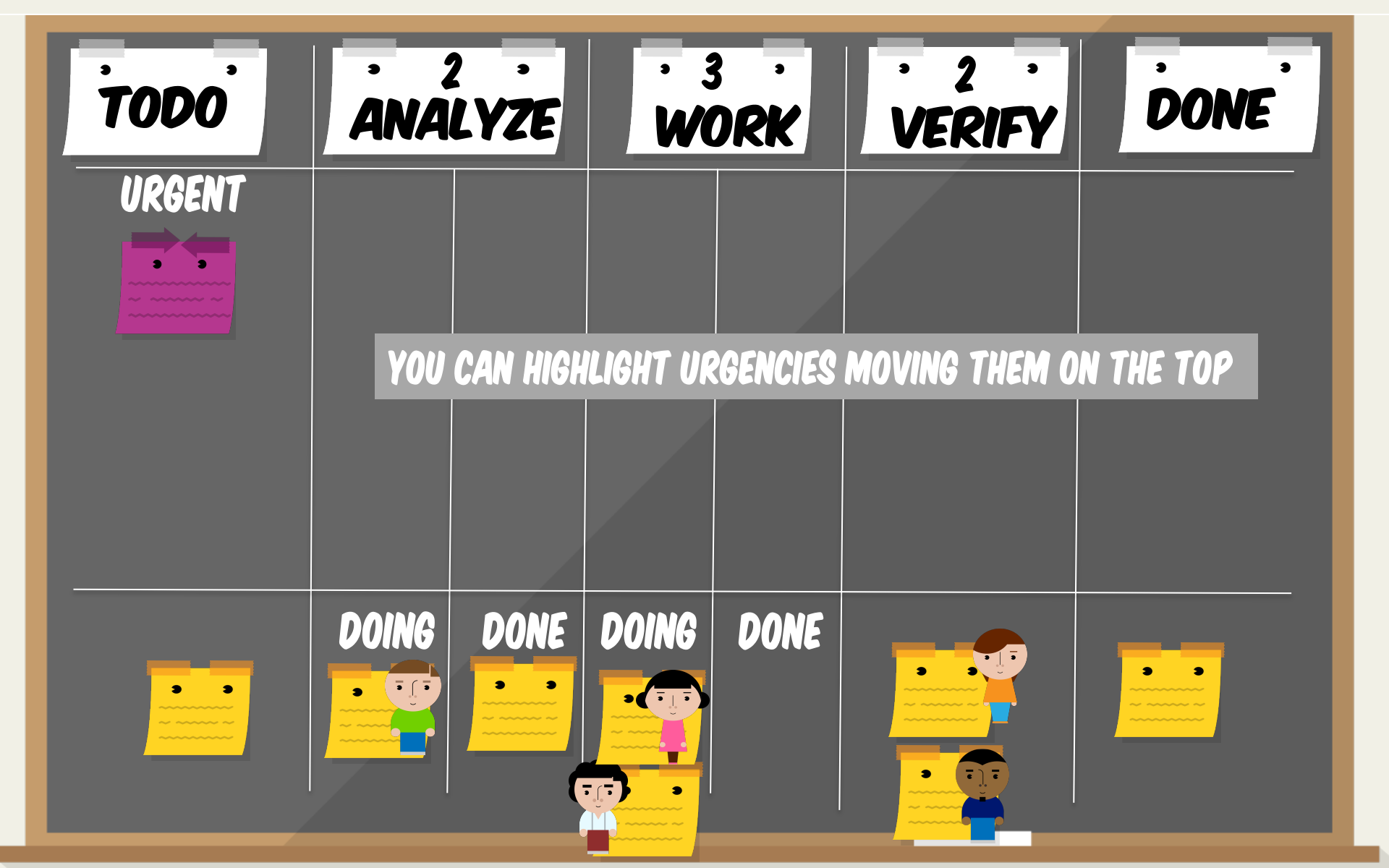

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
3
URGENT

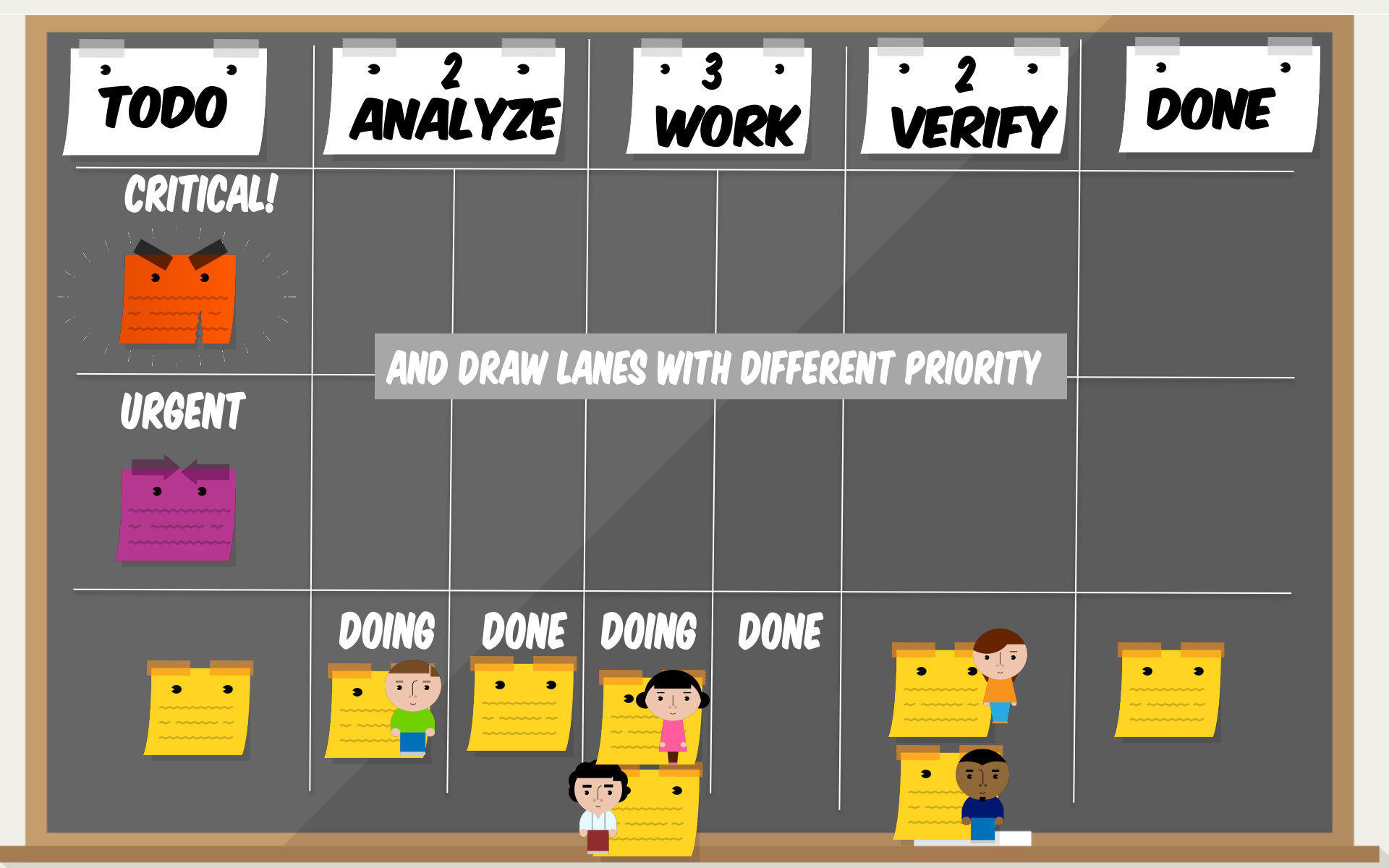

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
3
URGENT

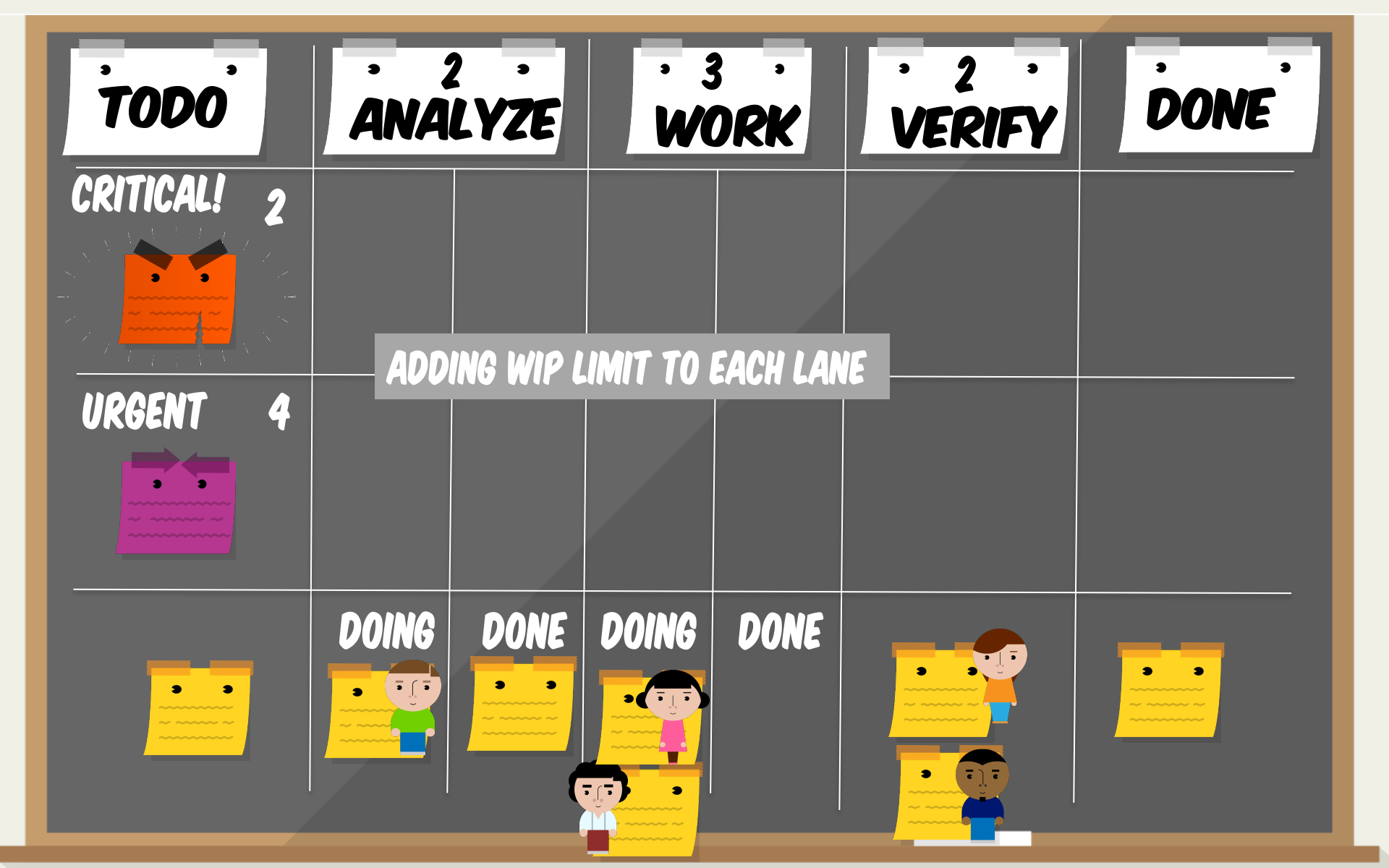
More urgencies levels?


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT

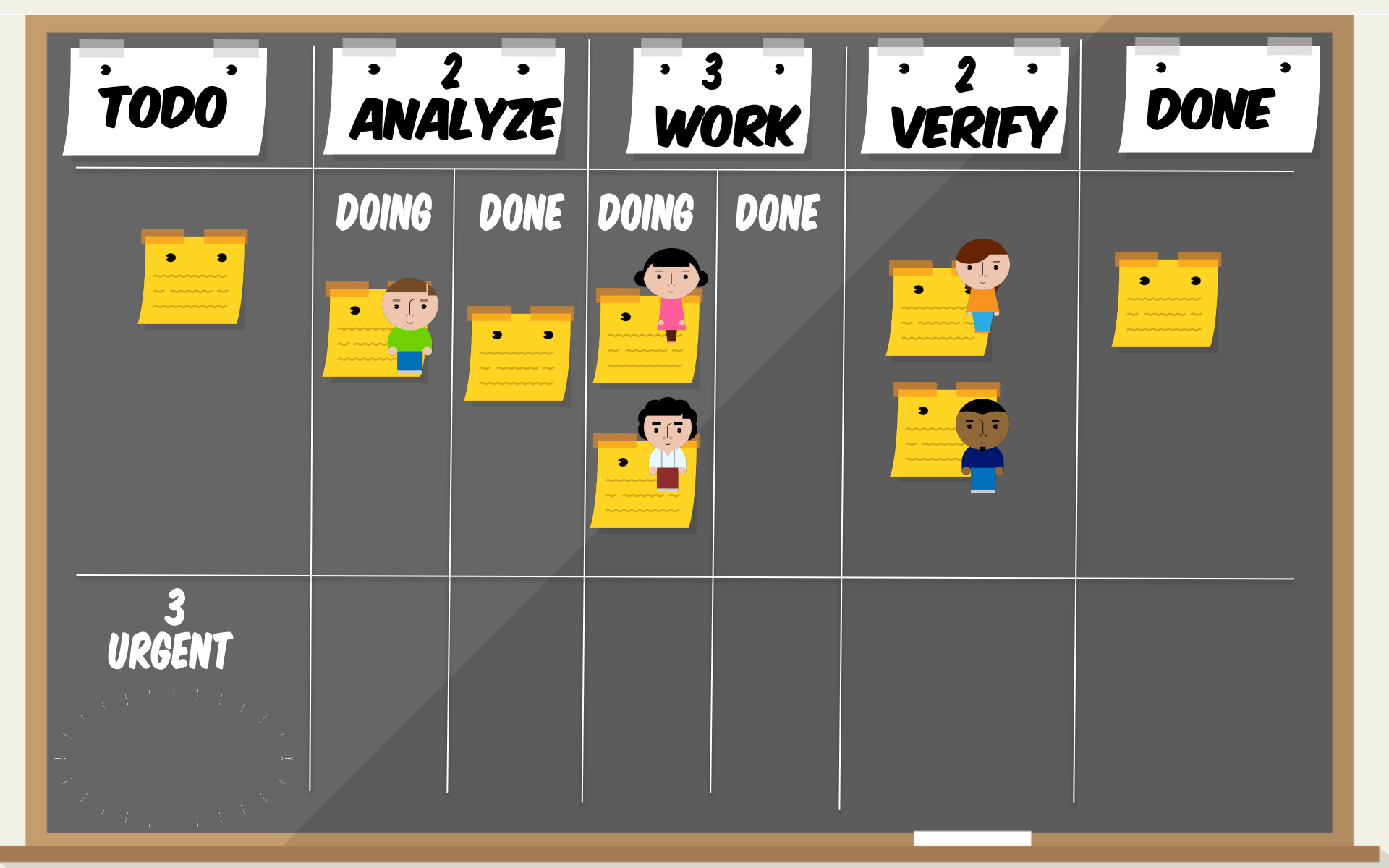

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
URGENT
MORE LEVELS OF URGENCIES?

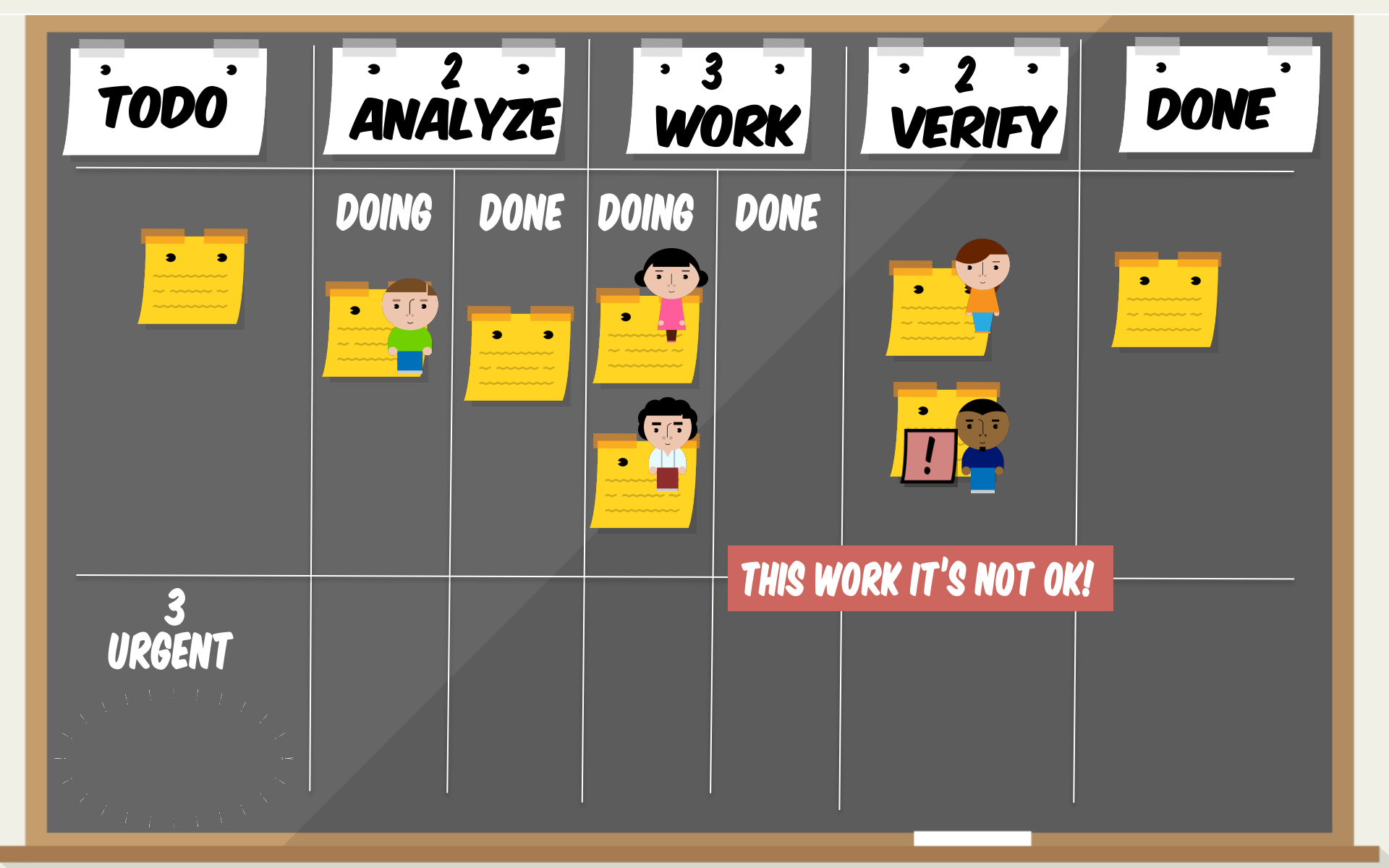

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
URGENT
YOU CAN HIGHLIGHT URGENCIES MOVING THEM ON THE TOP
DOING
DONE
DOING
DONE

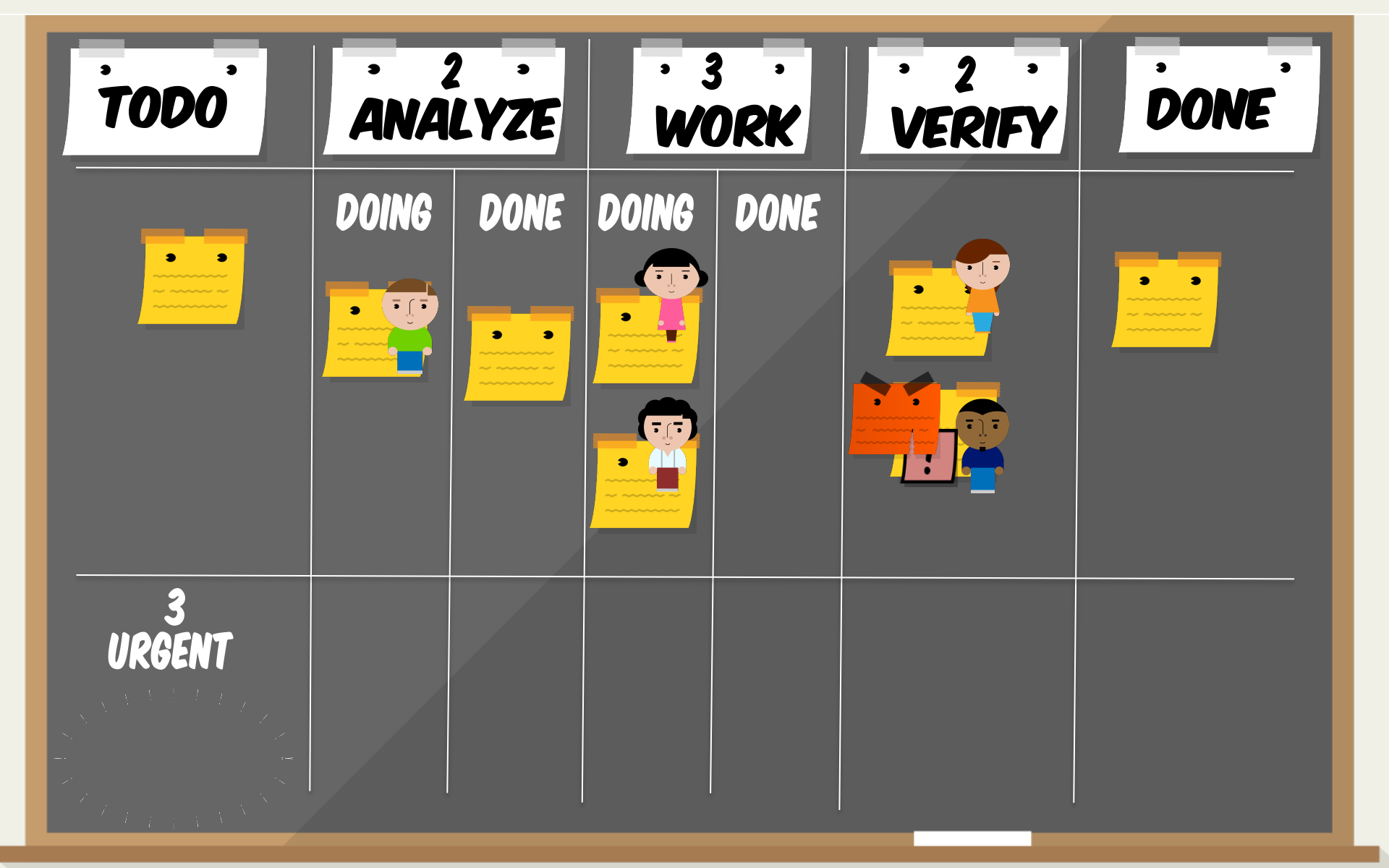

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
CRITICAL!
URGENT
AND DRAW LANES WITH DIFFERENT PRIORITY
DOING
DONE
DOING
DONE

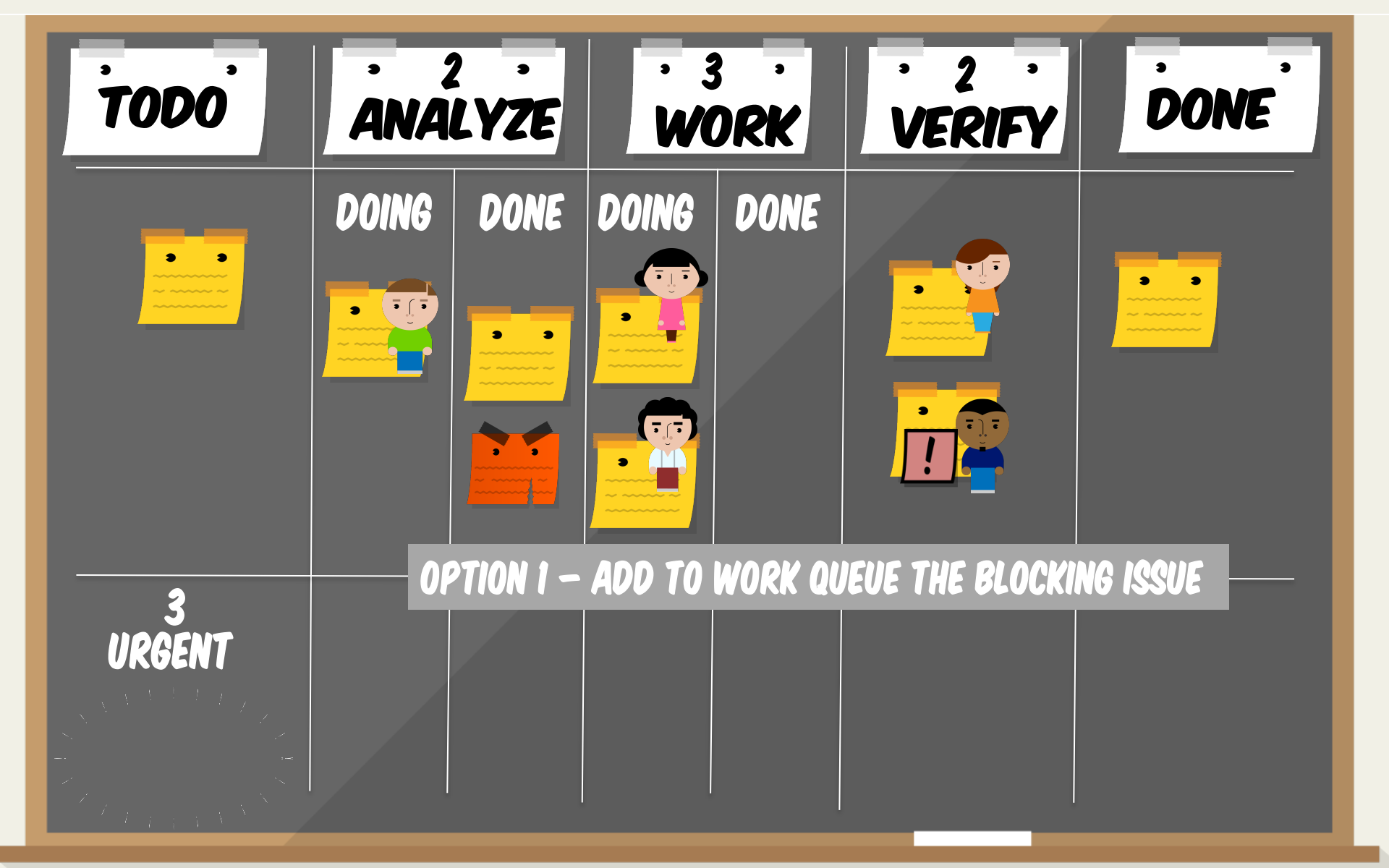

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
CRITICAL!
2
URGENT
4
ADDING WIP LIMIT TO EACH LANE
DOING
DONE
DOING
DONE

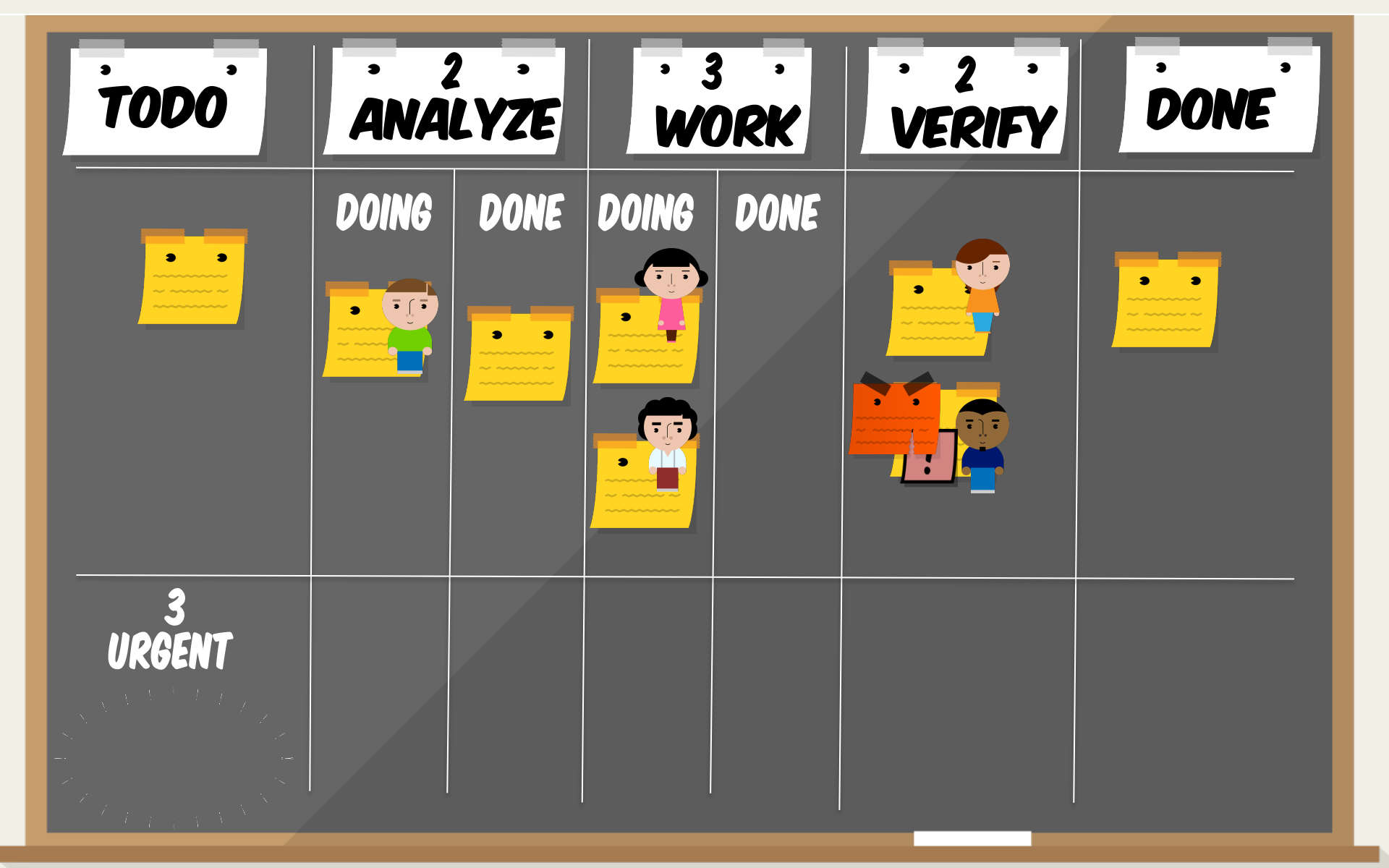
Hey guys here there is a problem!

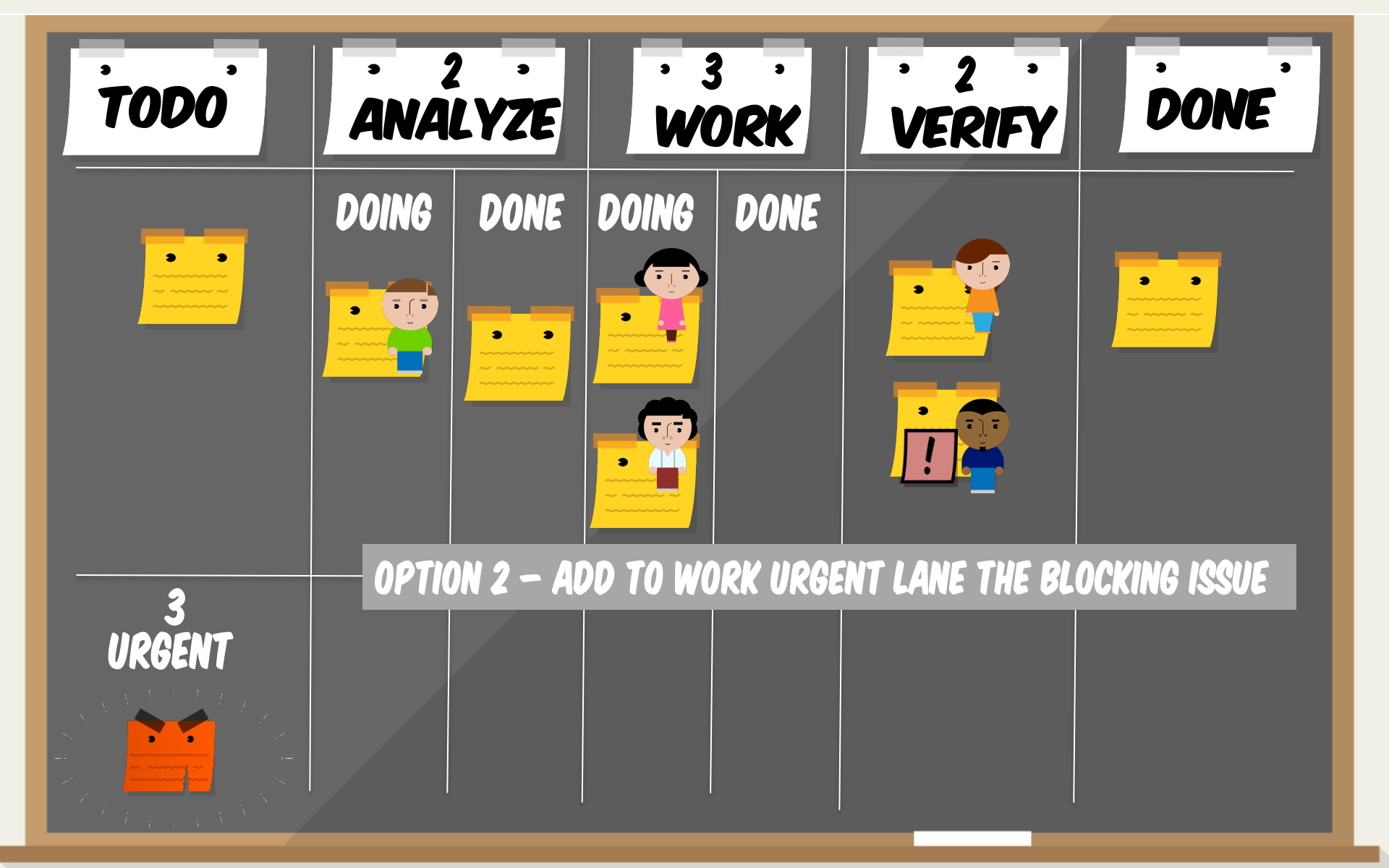

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
3
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
!
THIS WORK IT'S NOT OK!
3
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
3
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
OPTION 1 – ADD TO WORK QUEUE THE BLOCKING ISSUE
3
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
3
URGENT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
OPTION 2 – ADD TO WORK URGENT LANE THE BLOCKING ISSUE
3
URGENT

TODO

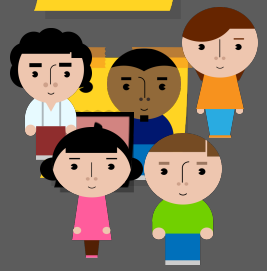
2 ANALYZE

3 WORK

2 VERIFY

DONE

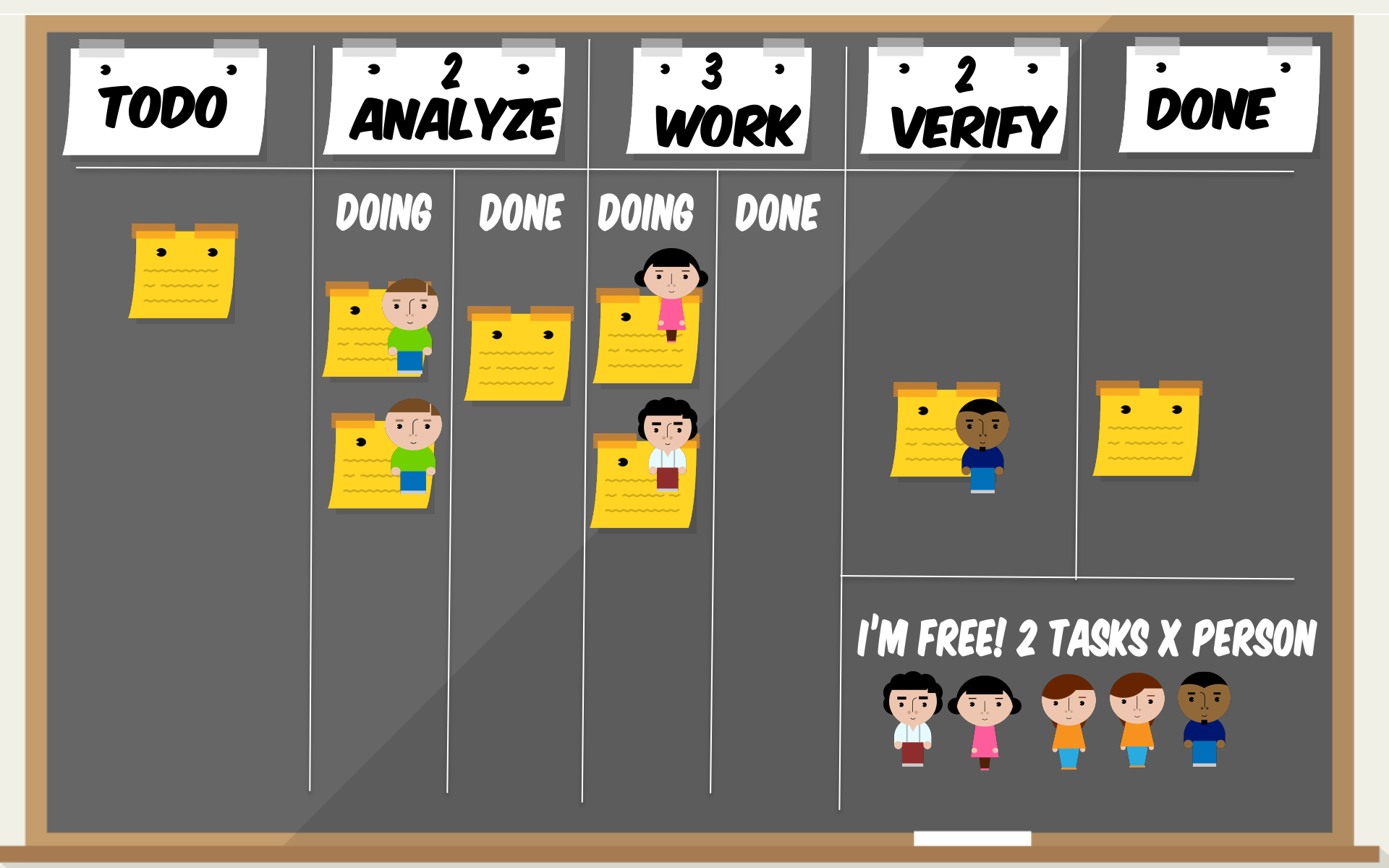
DOING | DONE | DOING | DONE

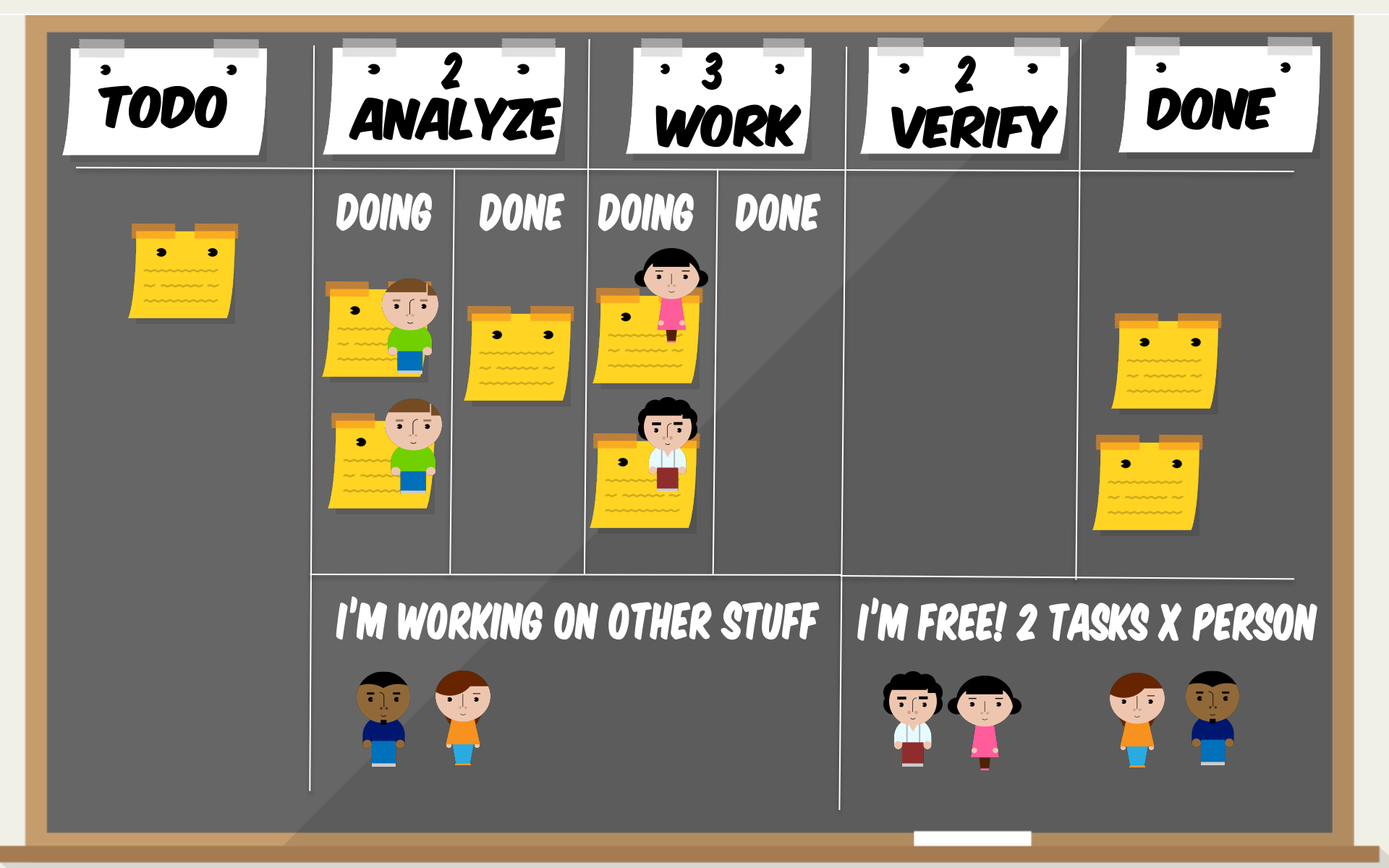


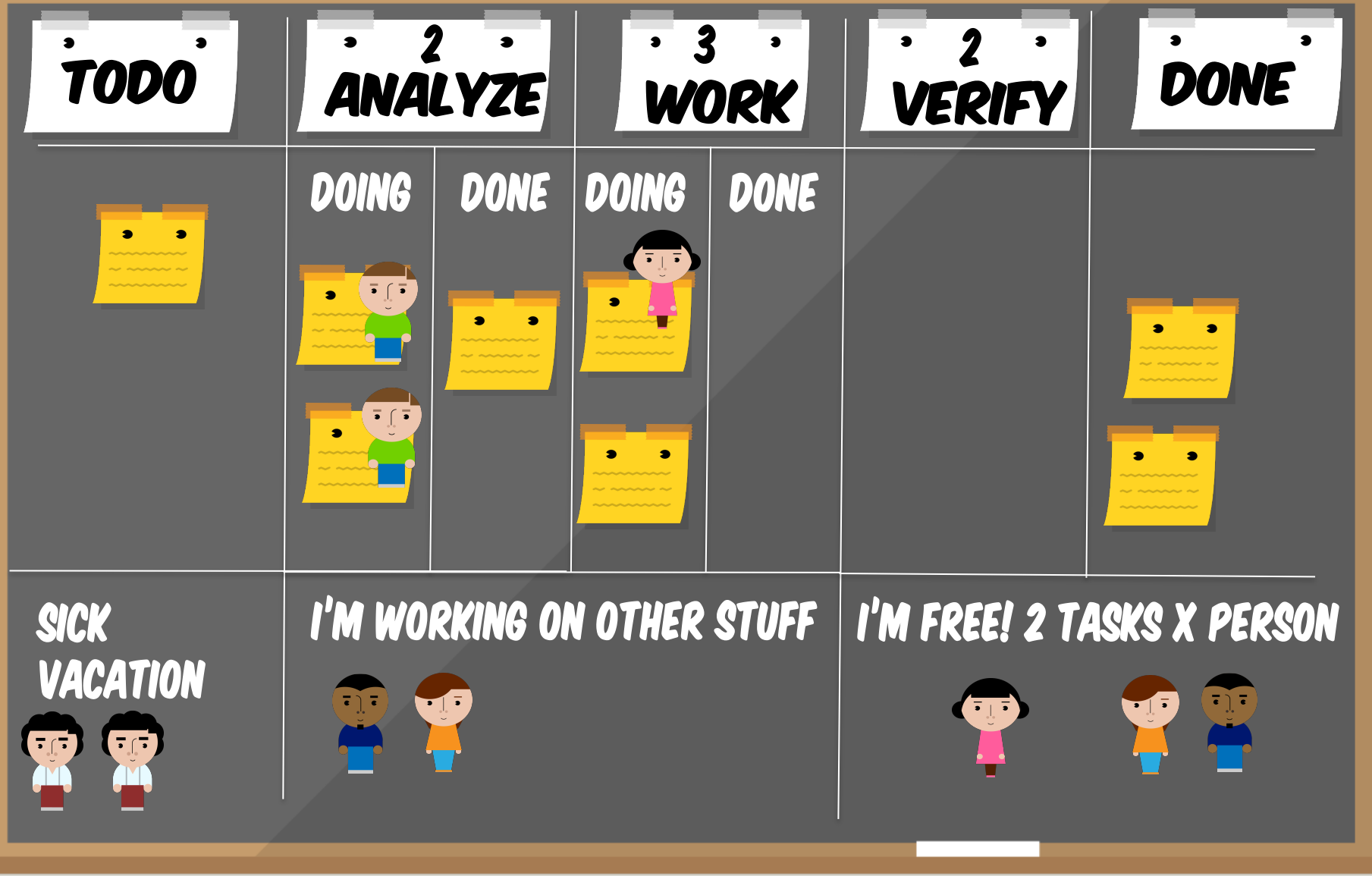
3 URGENT

OPTION 3 - SWARMING! ALL ON THE BLOCKING ISSUE!

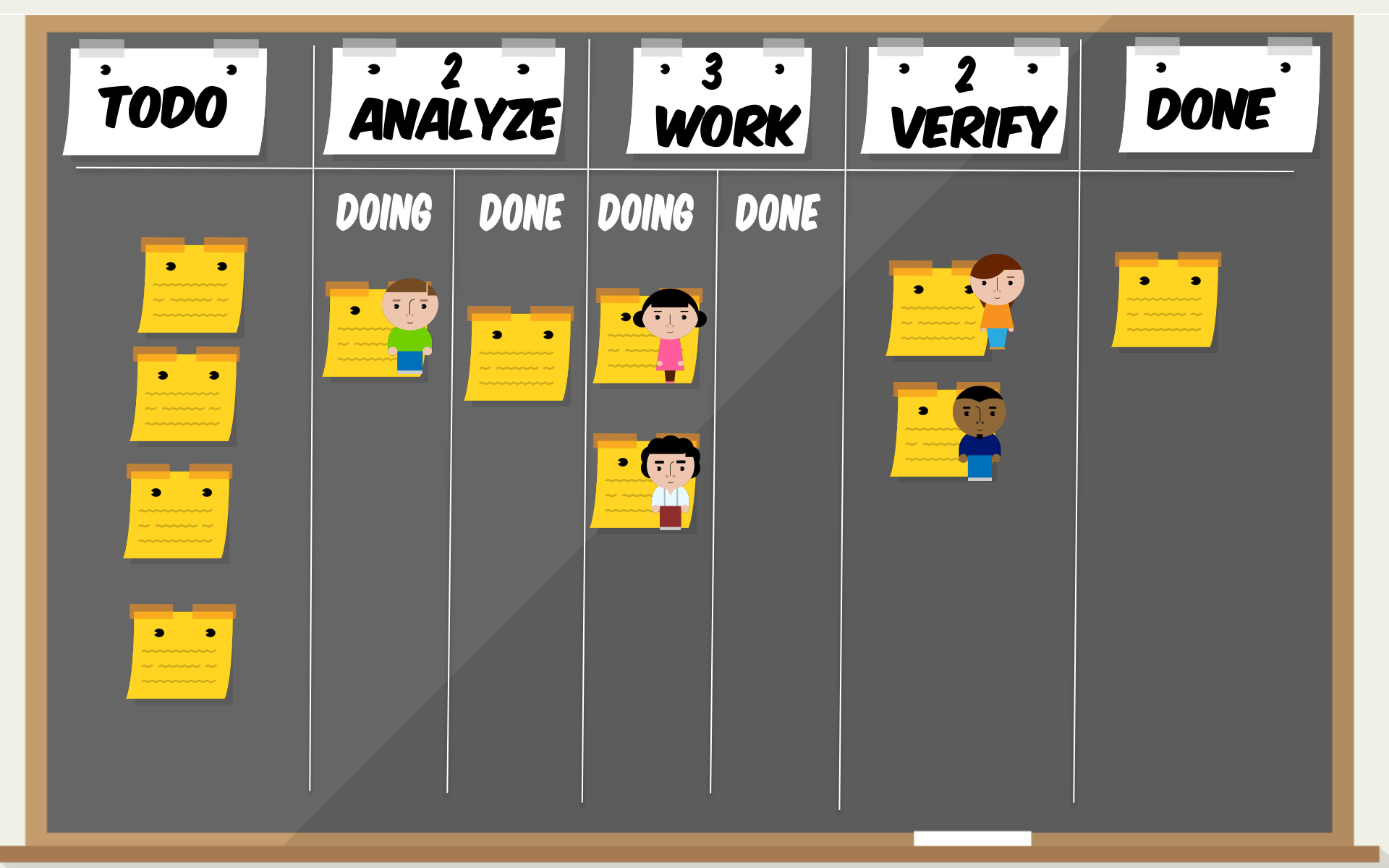
Limit team activities with avatars

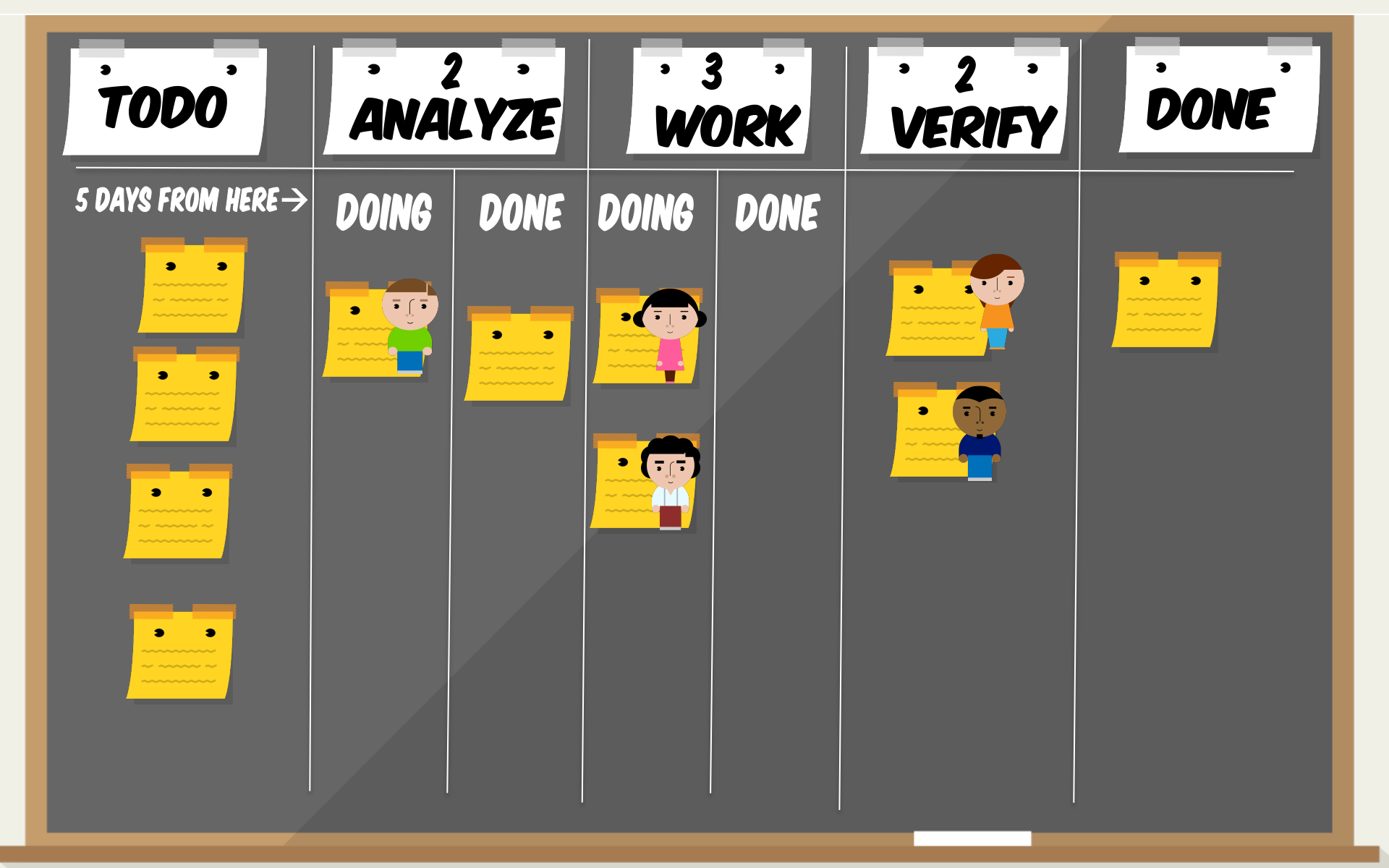

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
I'M FREE! 2 TASKS X PERSON

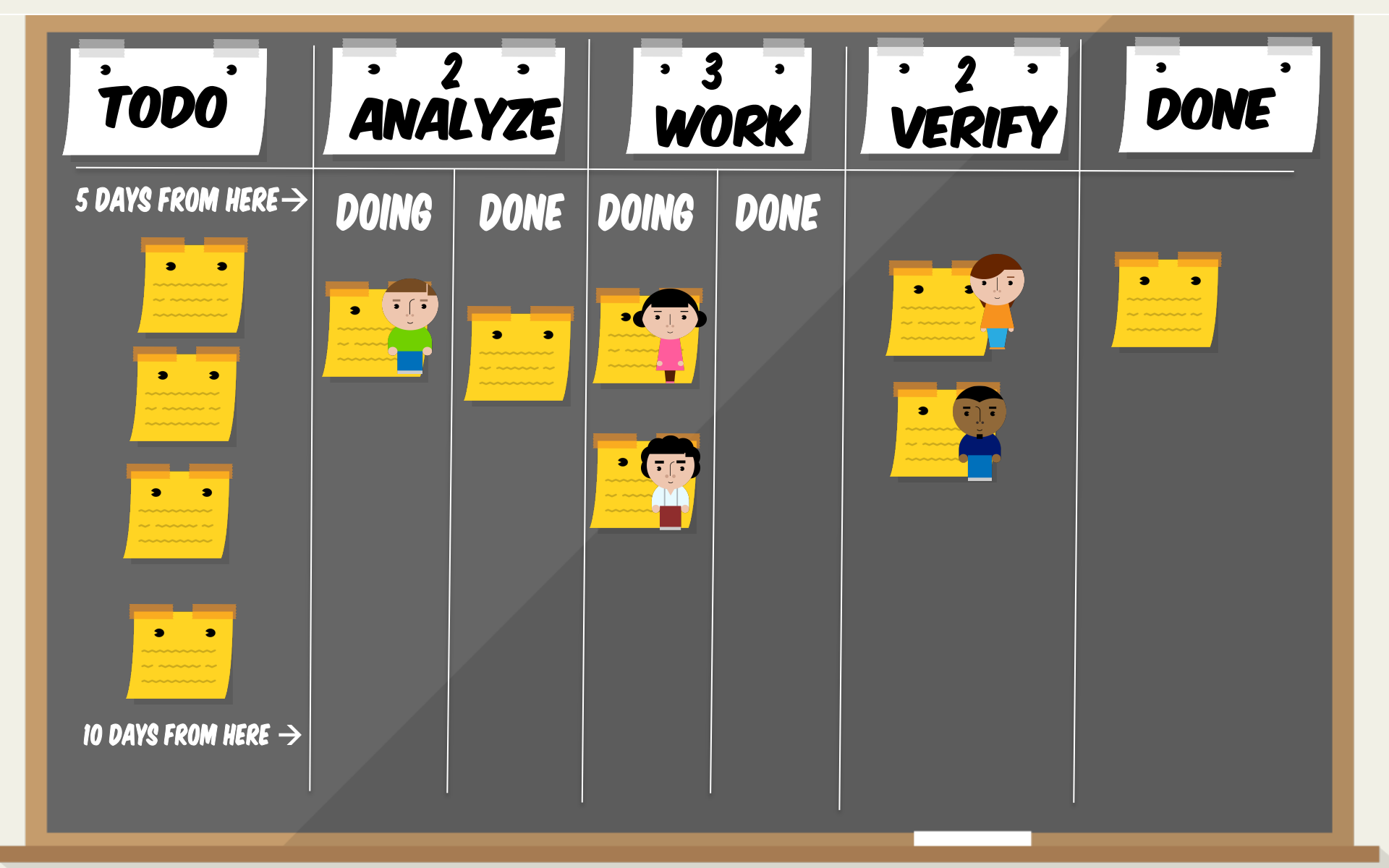

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
I'M WORKING ON OTHER STUFF
I'M FREE! 2 TASKS X PERSON

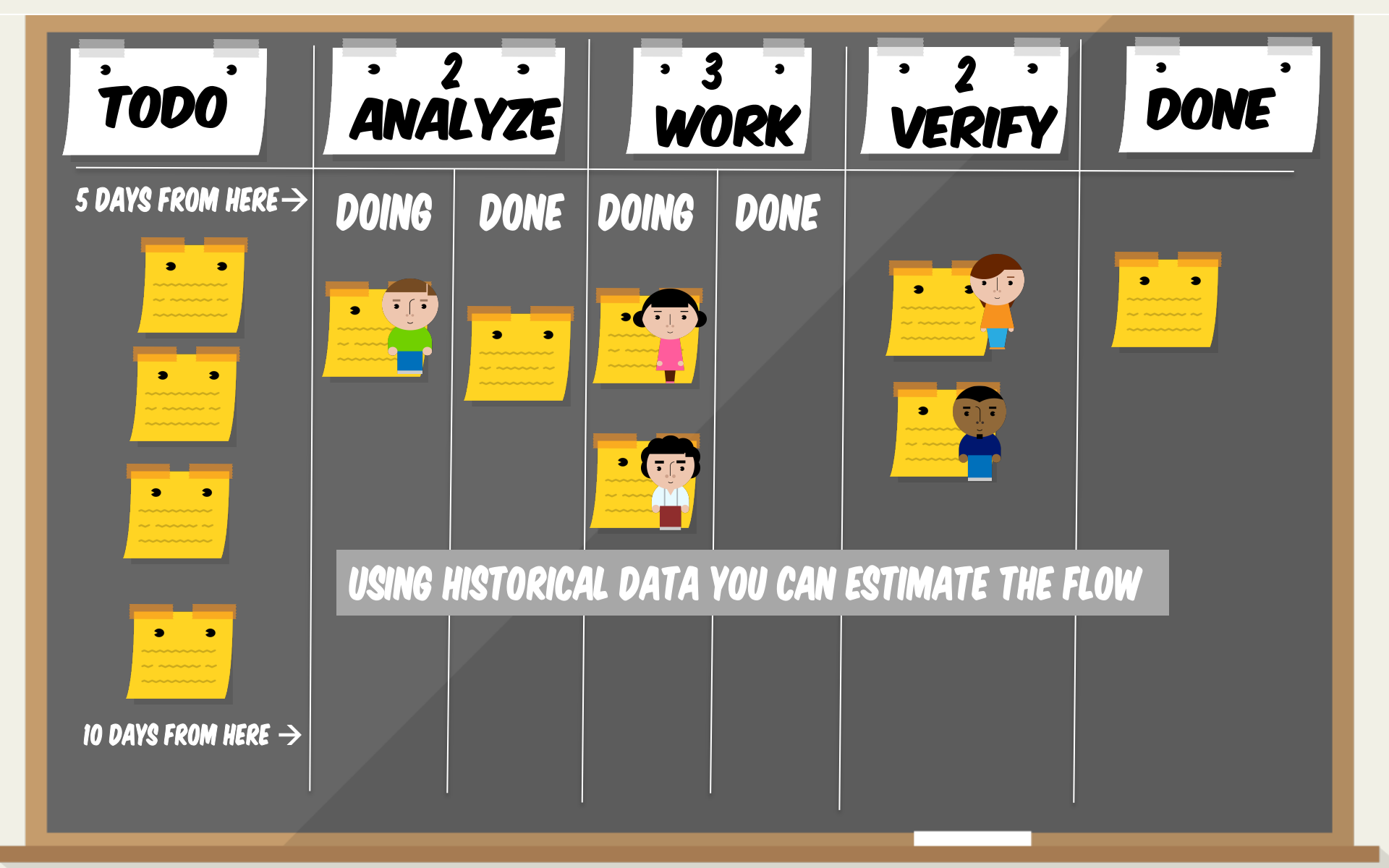

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
SICK
VACATION
I'M WORKING ON OTHER STUFF
I'M FREE! 2 TASKS X PERSON

Forecasts

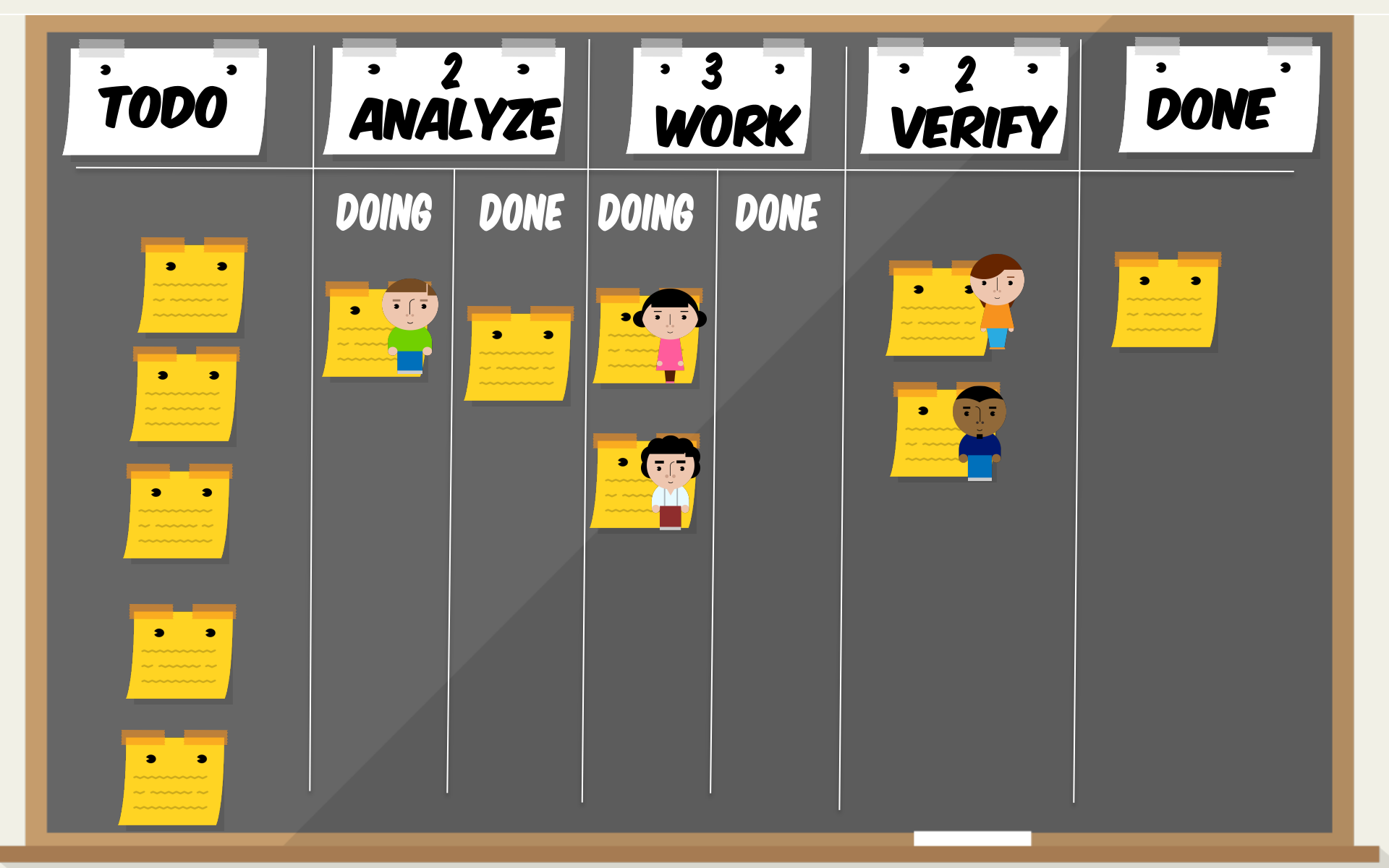

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

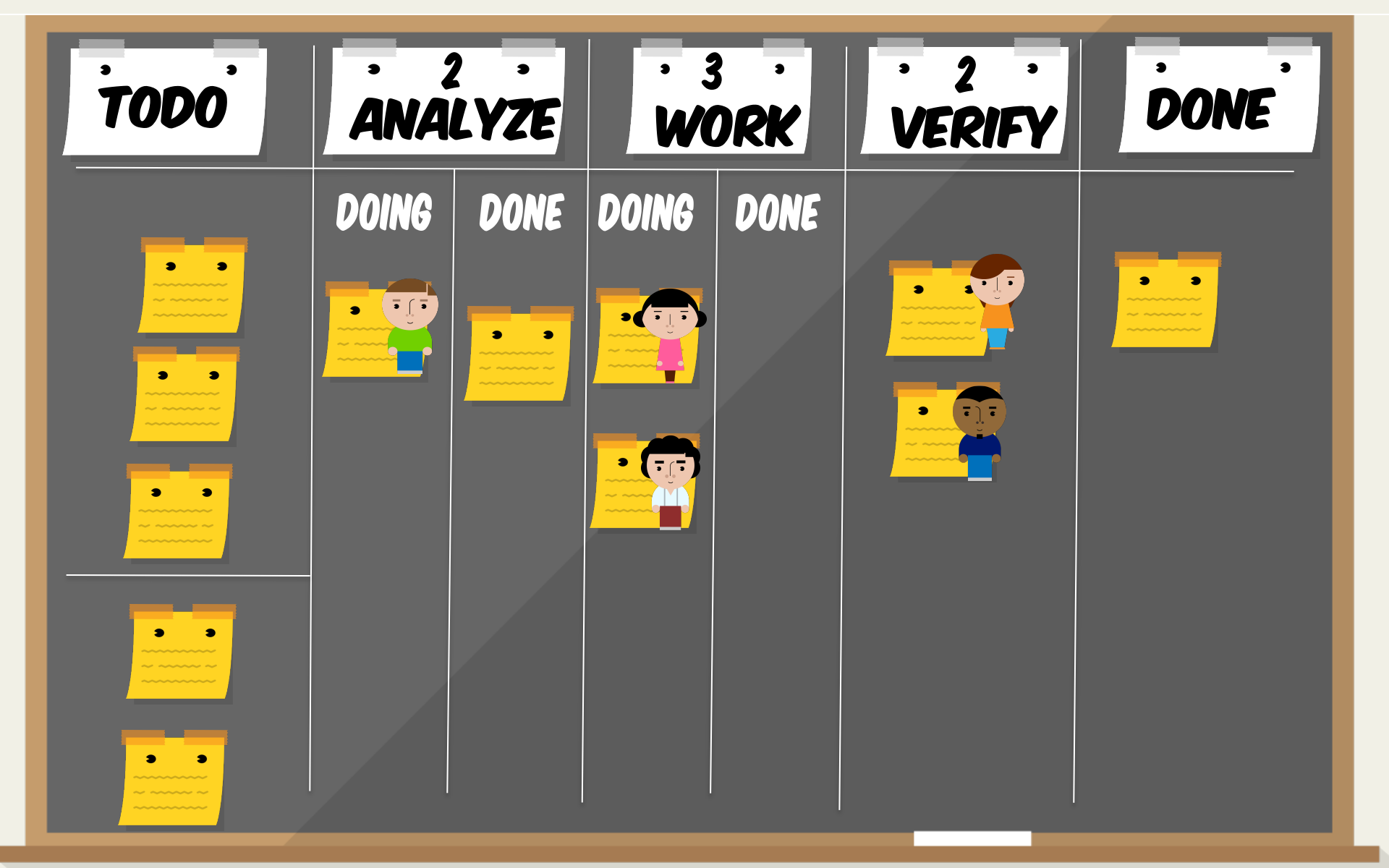

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
5 DAYS FROM HERE →
DOING
DONE
DOING
DONE

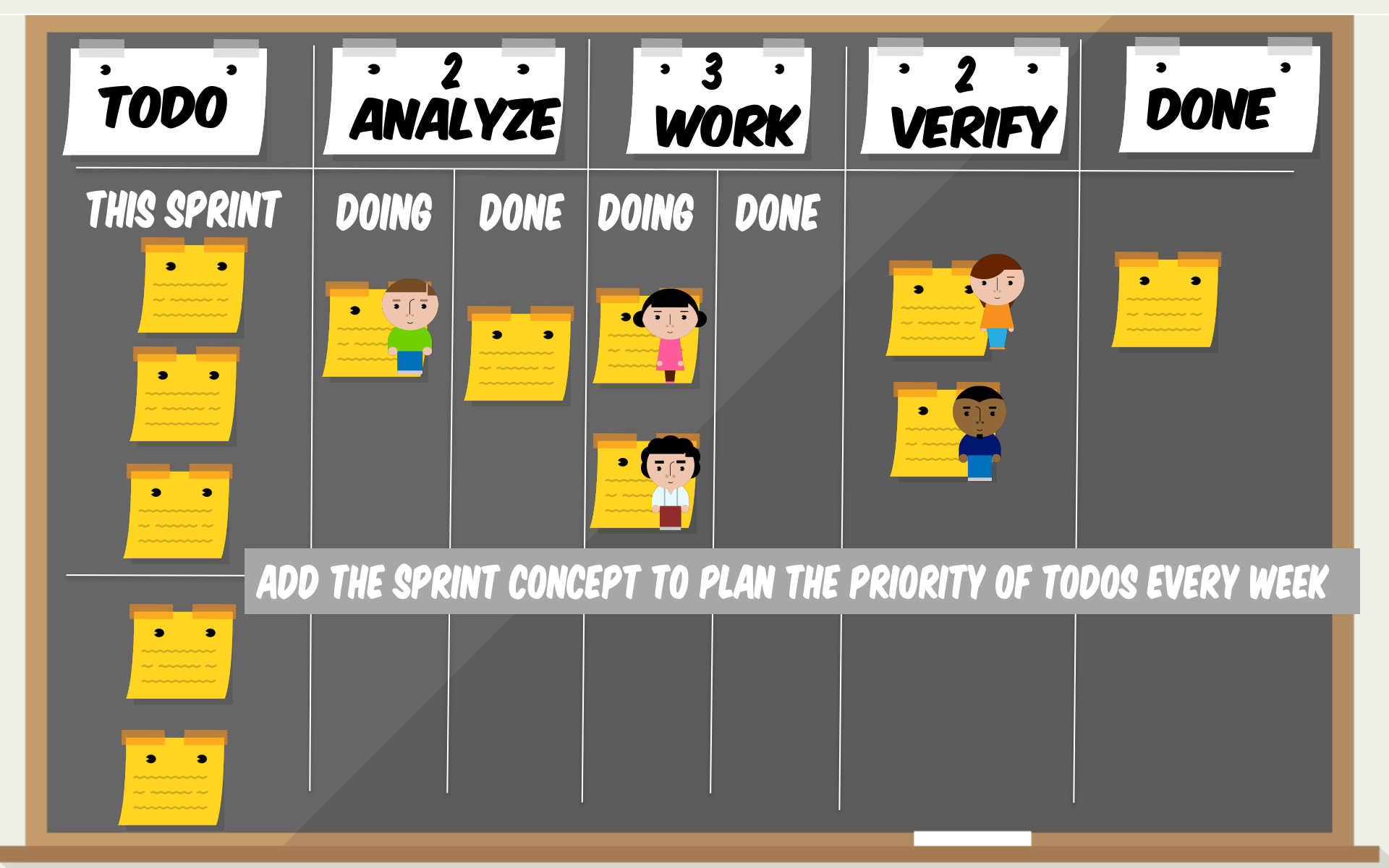

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
5 DAYS FROM HERE →
DOING
DONE
DOING
DONE
10 DAYS FROM HERE →

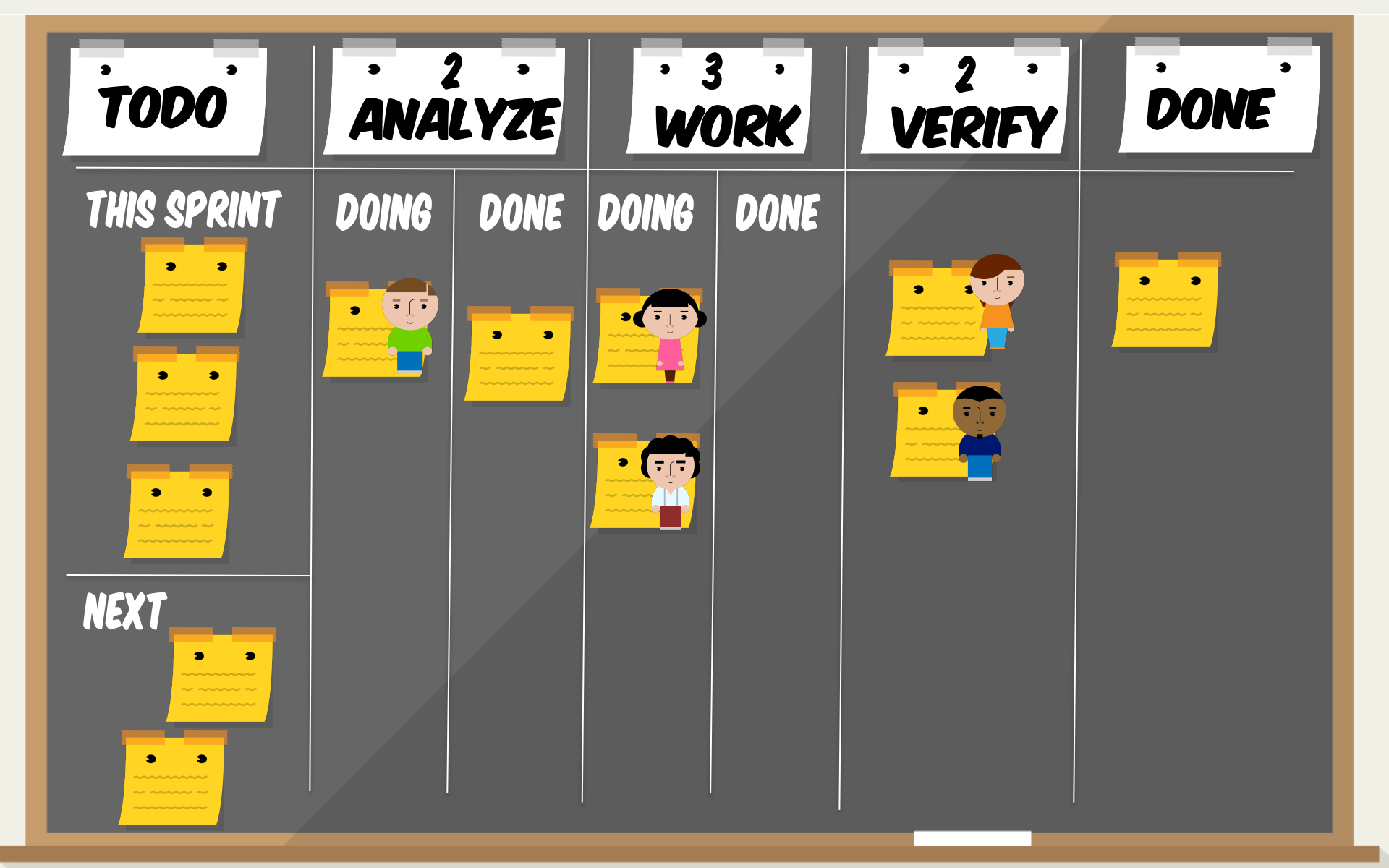

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
5 DAYS FROM HERE →
DOING
DONE
DOING
DONE
10 DAYS FROM HERE →
USING HISTORICAL DATA YOU CAN ESTIMATE THE FLOW

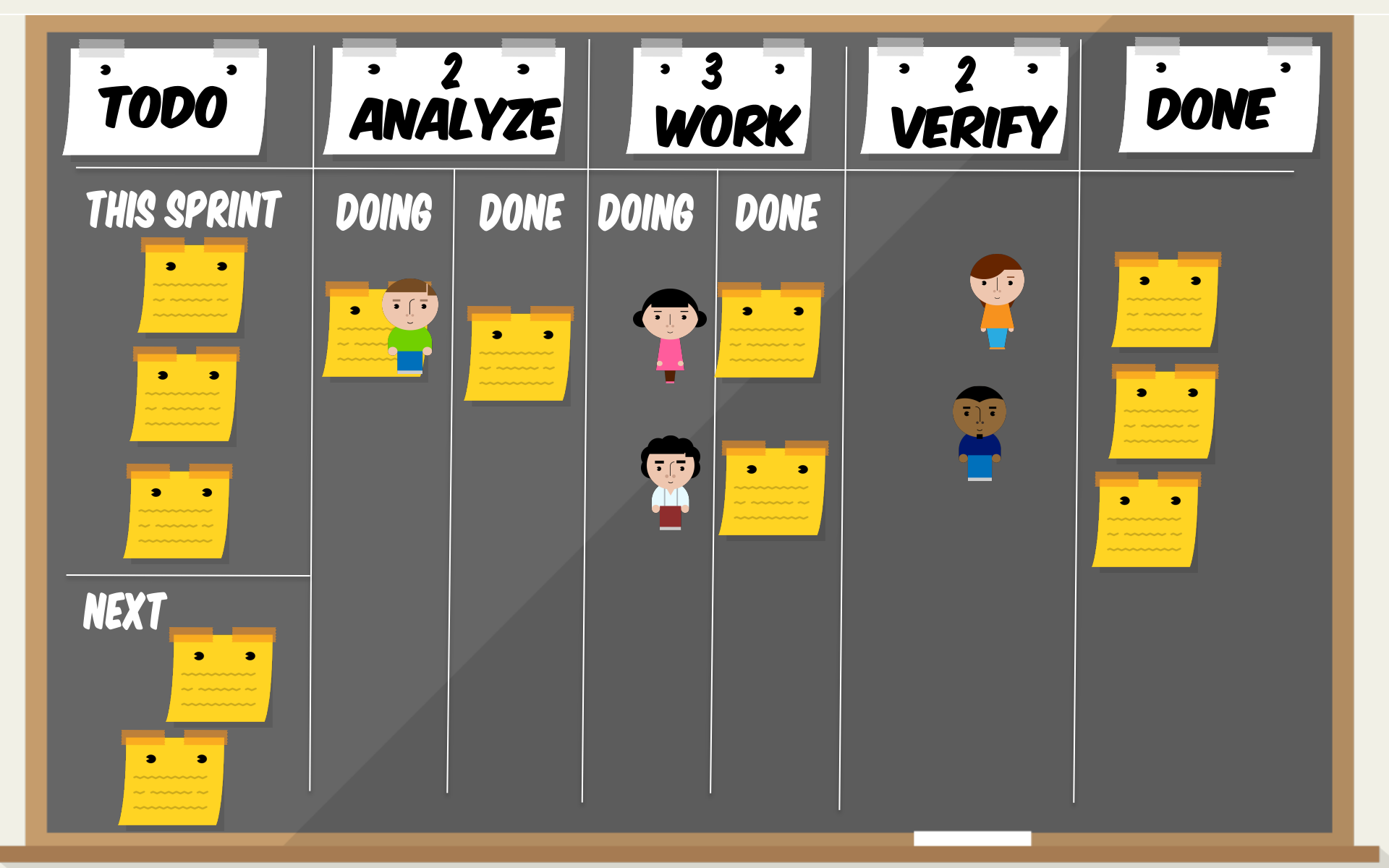
Planning (an experiment)

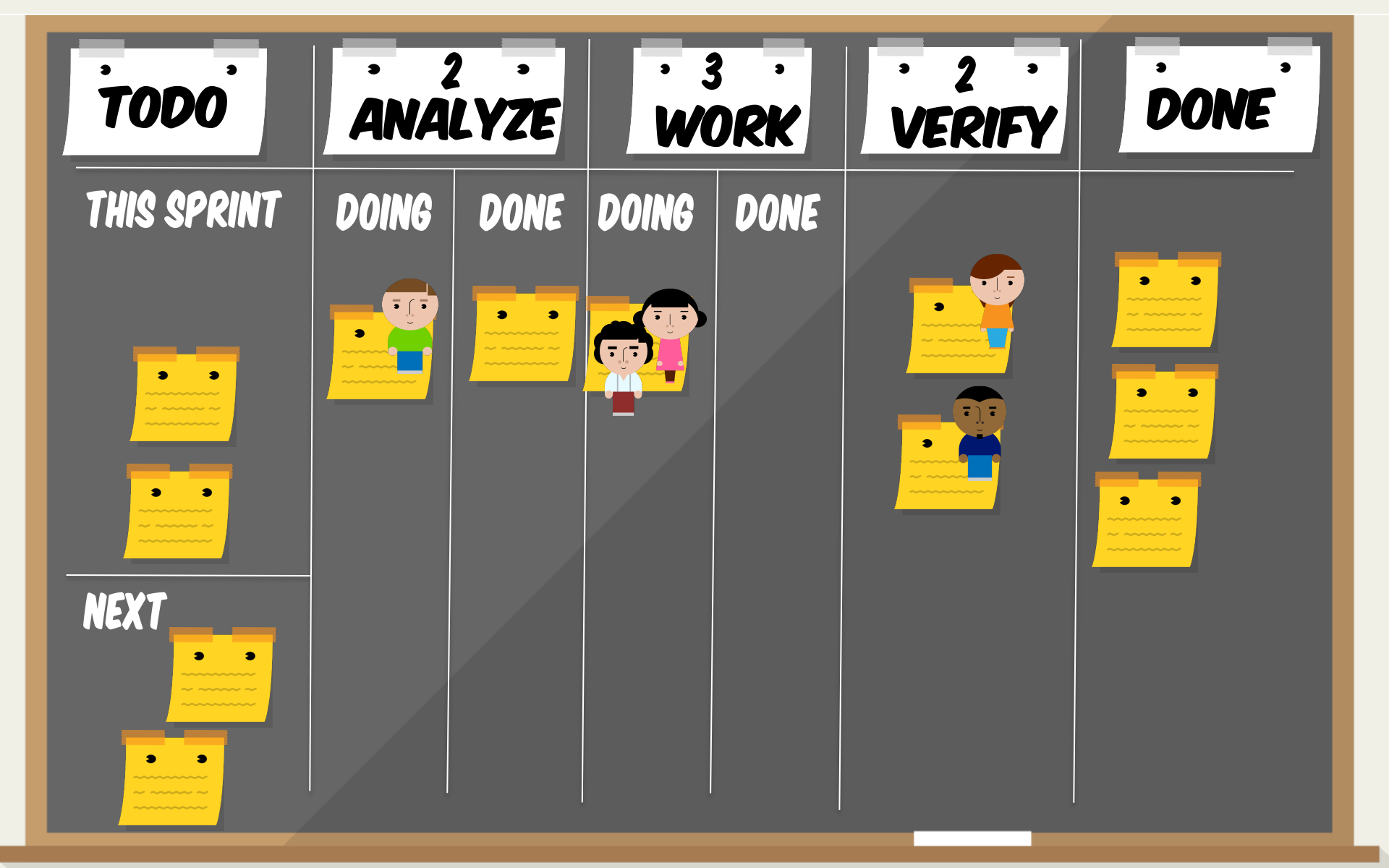

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

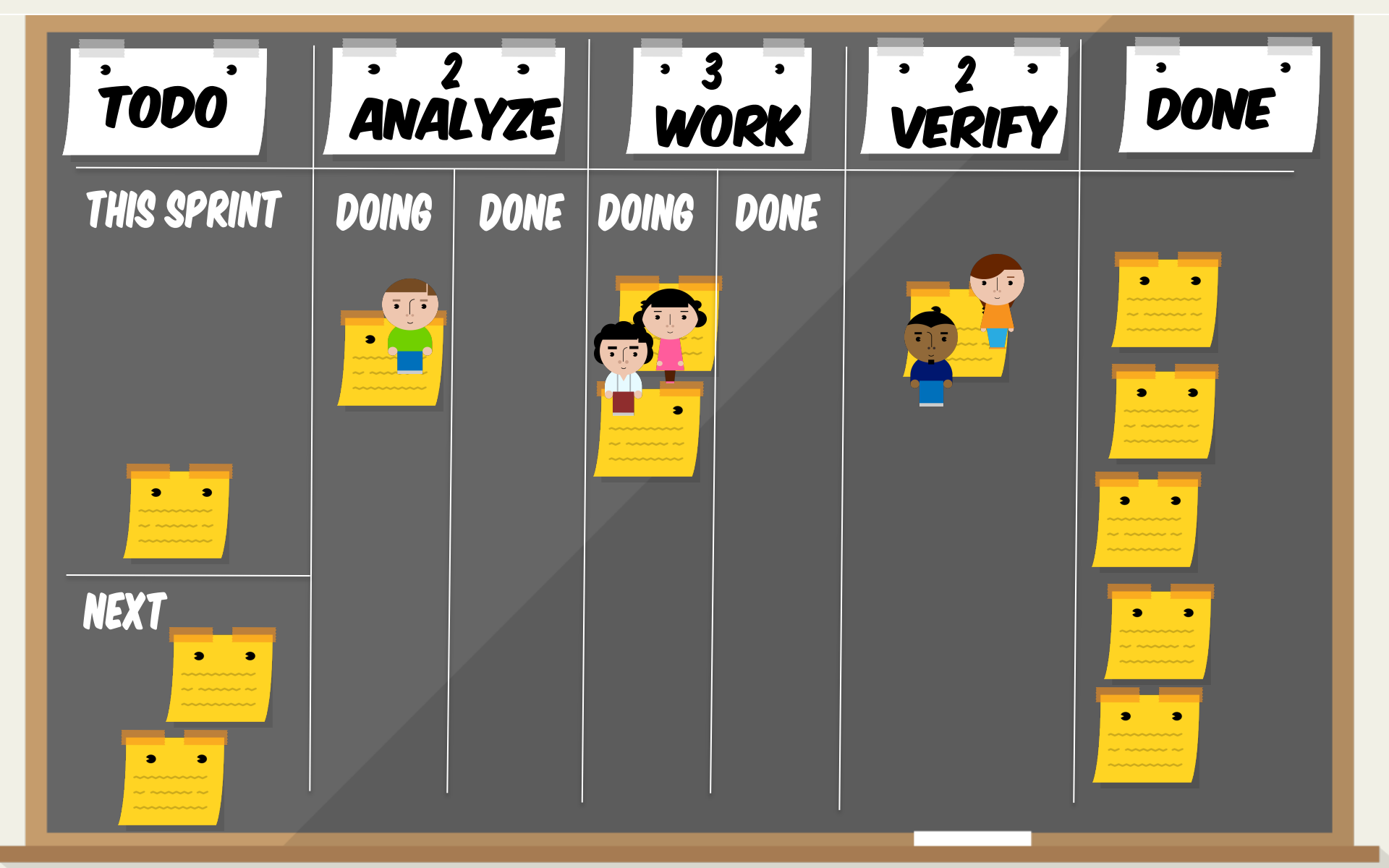

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE

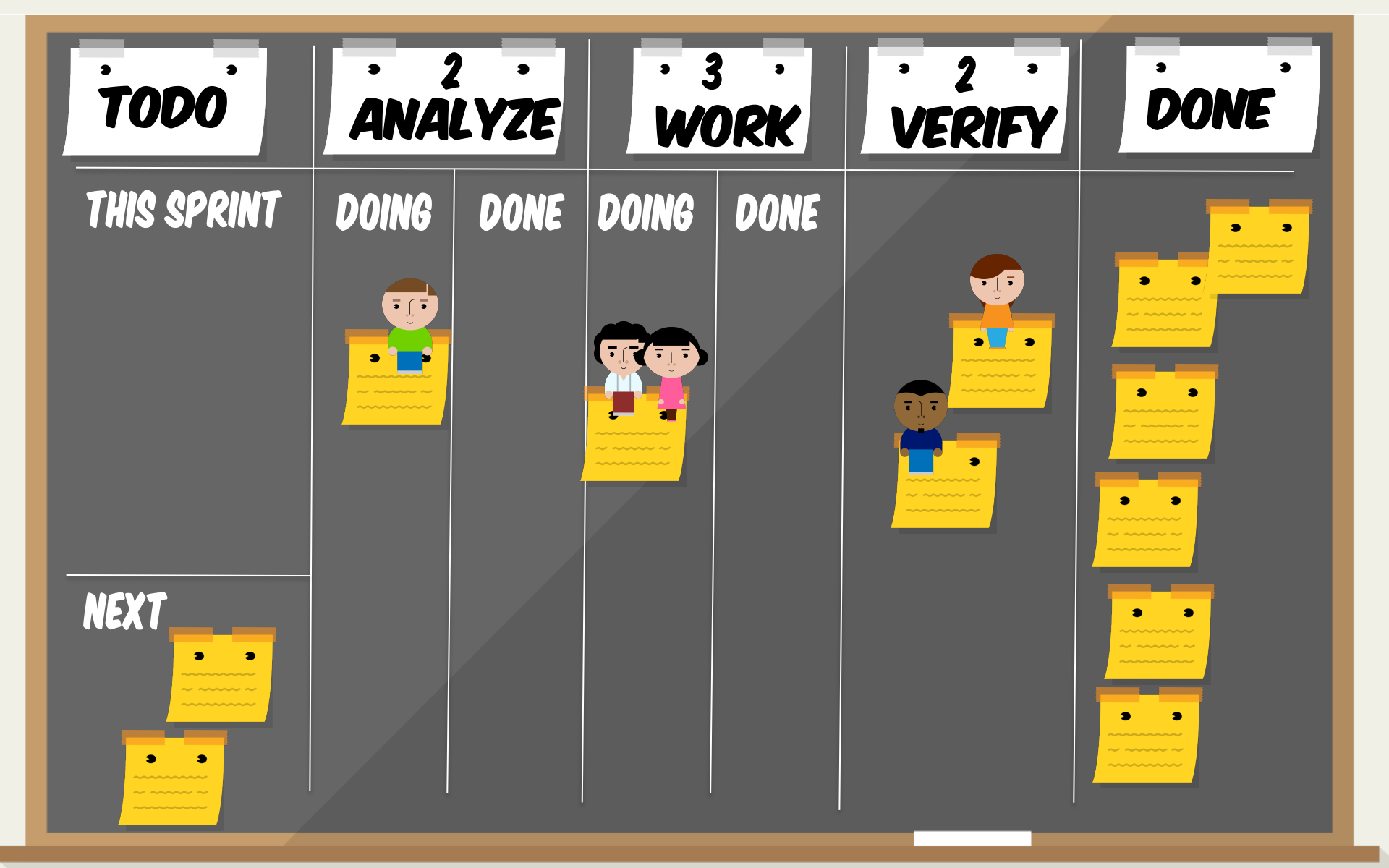

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
ADD THE SPRINT CONCEPT TO PLAN THE PRIORITY OF TODOS EVERY WEEK

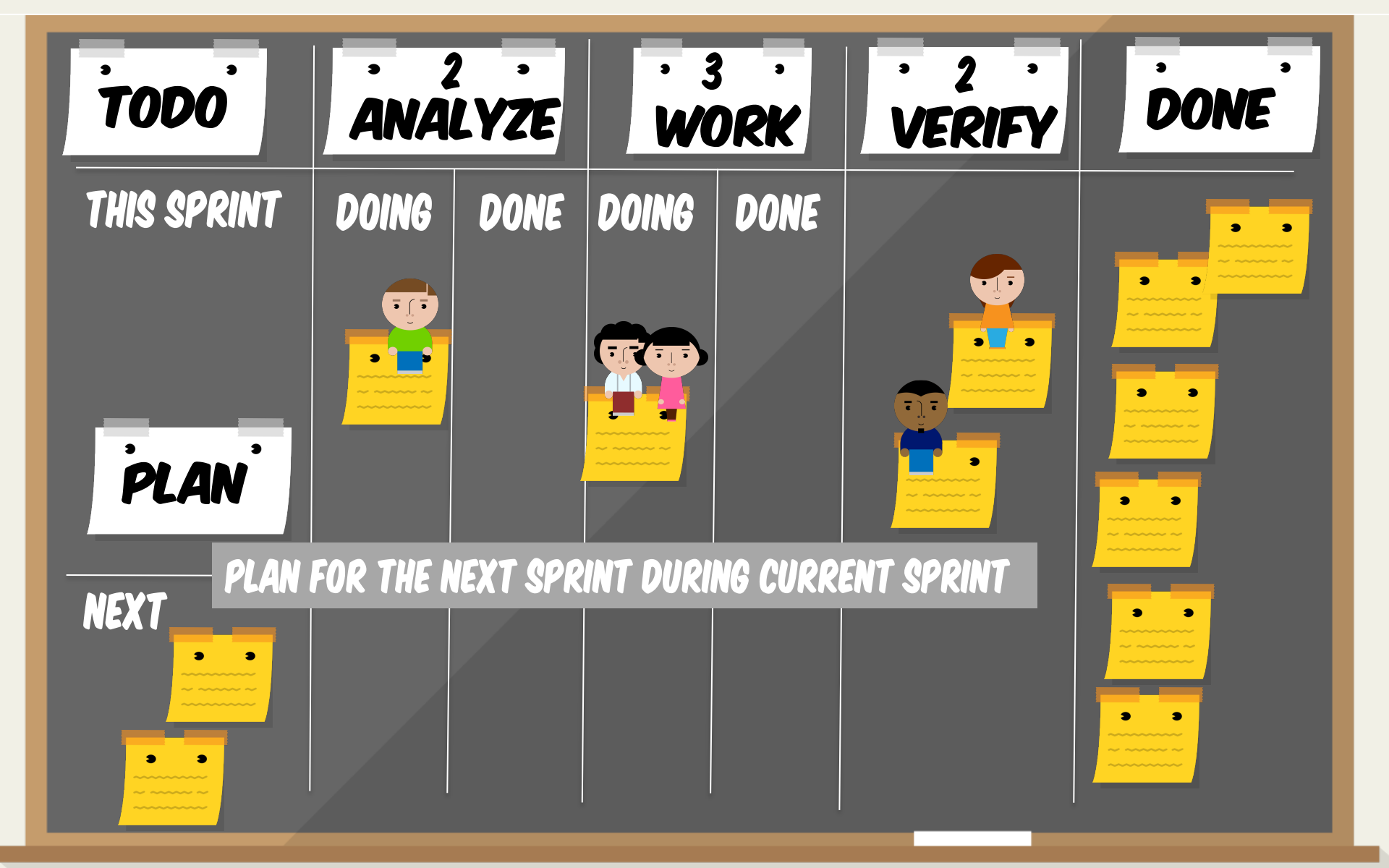

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
NEXT

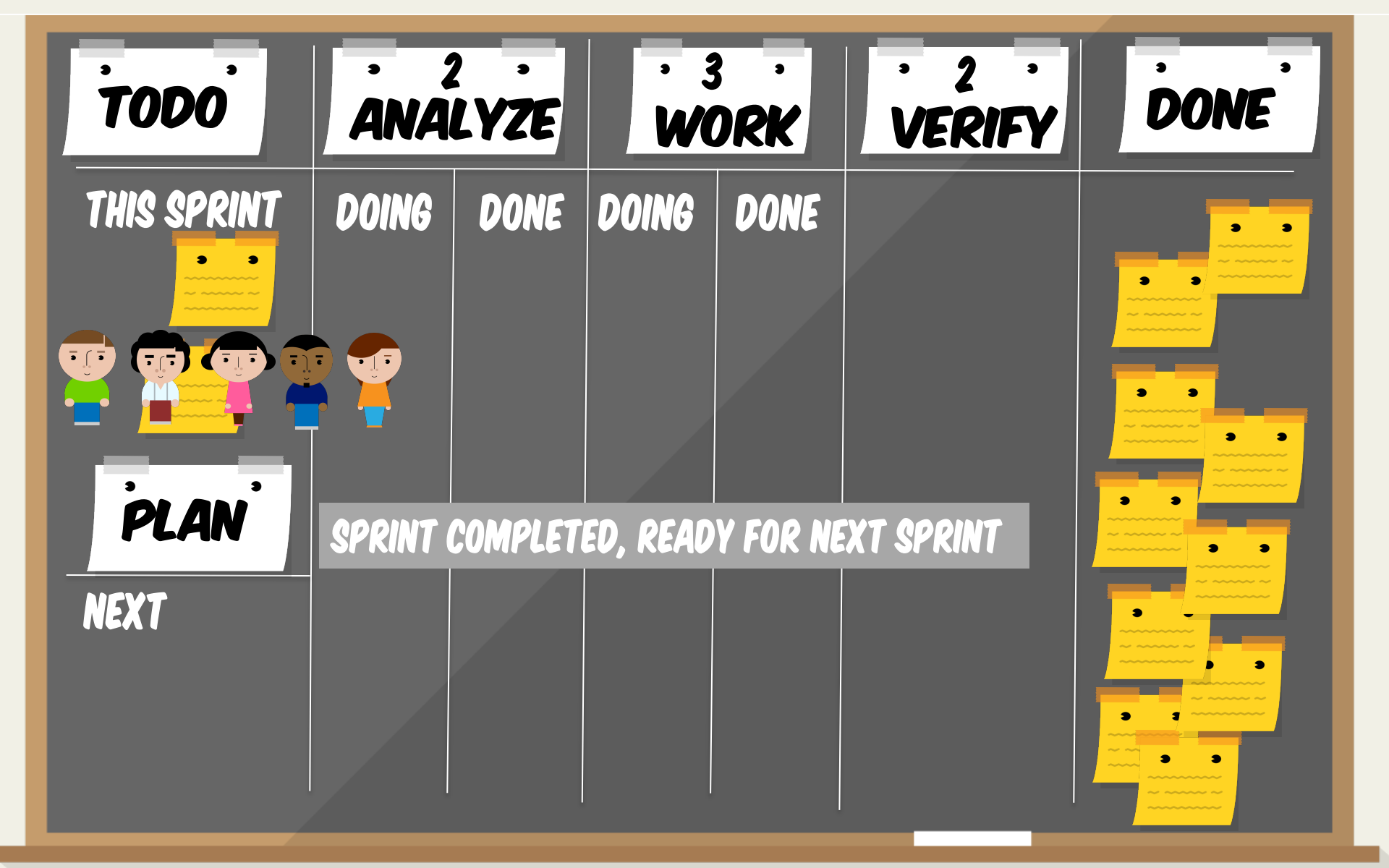

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
NEXT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
NEXT

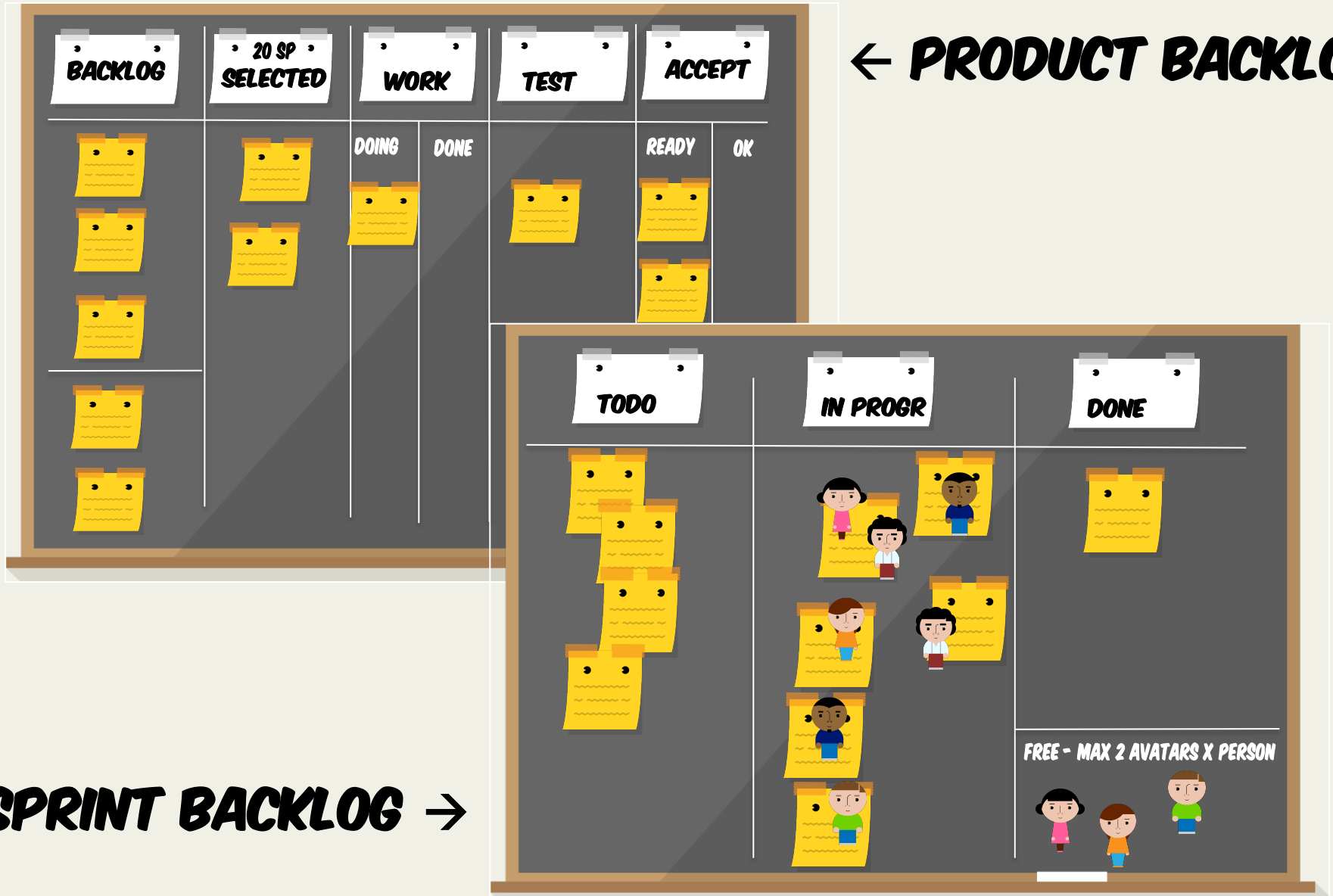

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
NEXT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
NEXT


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
PLAN
PLAN FOR THE NEXT SPRINT DURING CURRENT SPRINT
NEXT

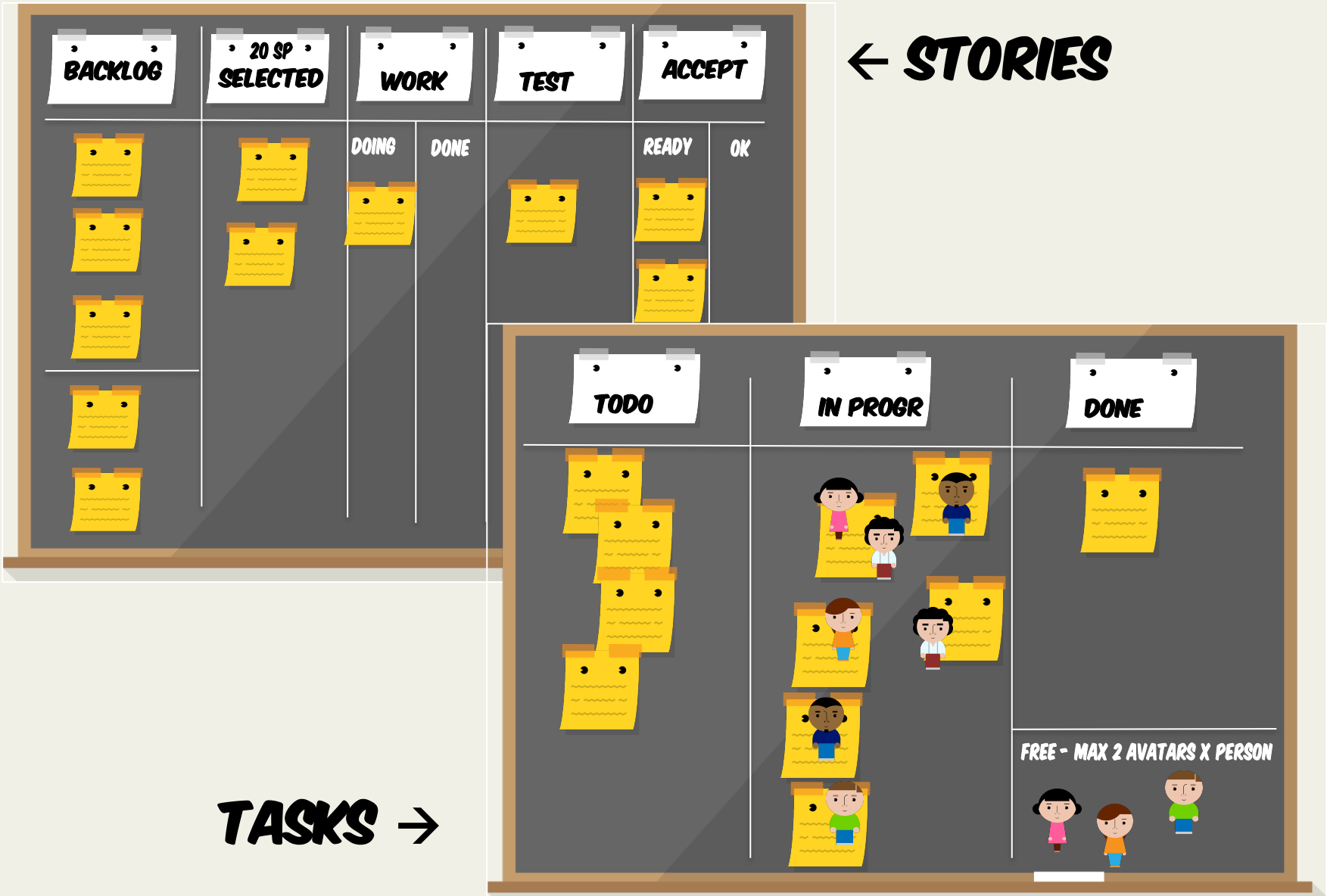

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
THIS SPRINT
DOING
DONE
DOING
DONE
PLAN
SPRINT COMPLETED, READY FOR NEXT SPRINT
NEXT

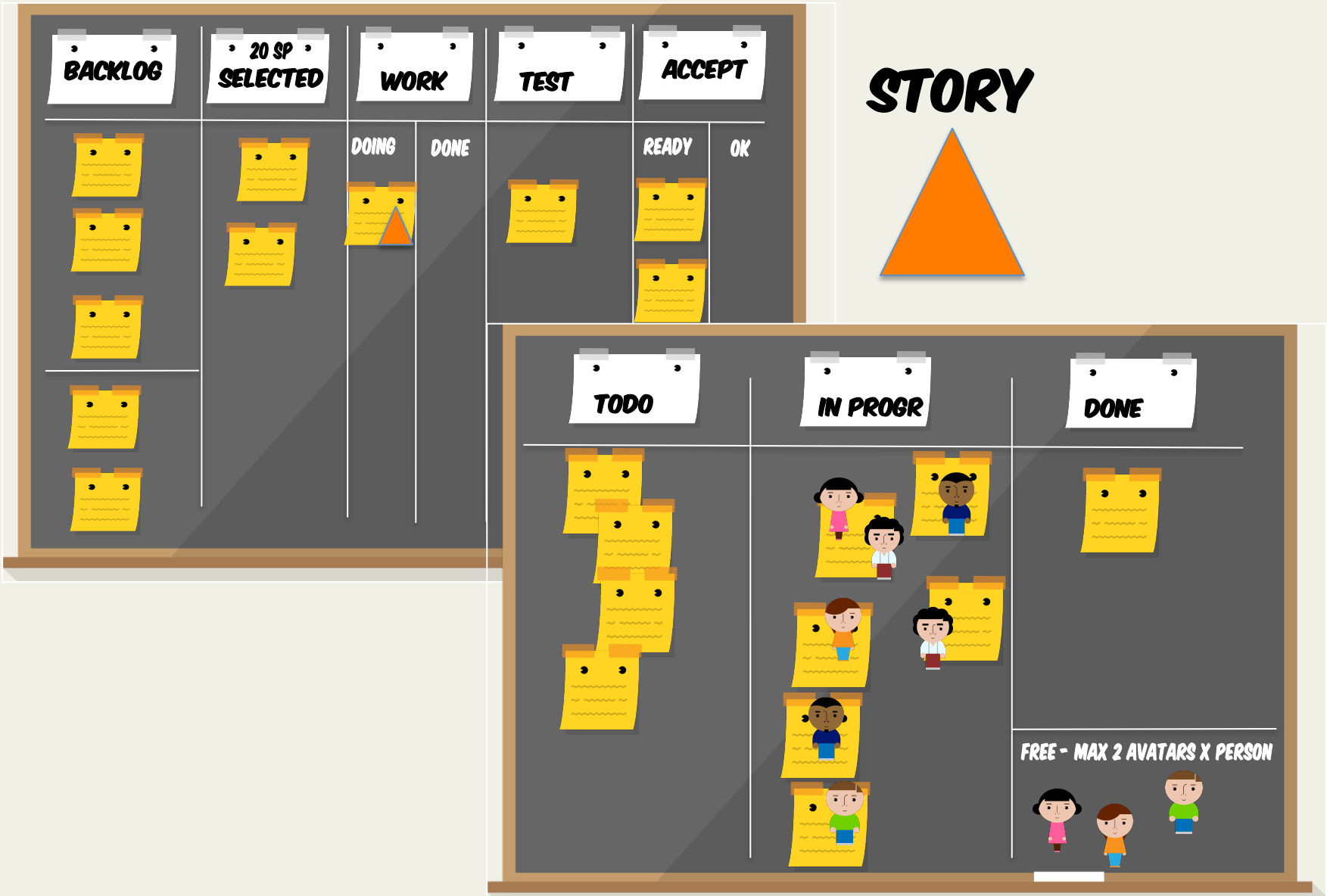
Linked Kanban boards, Scrum example

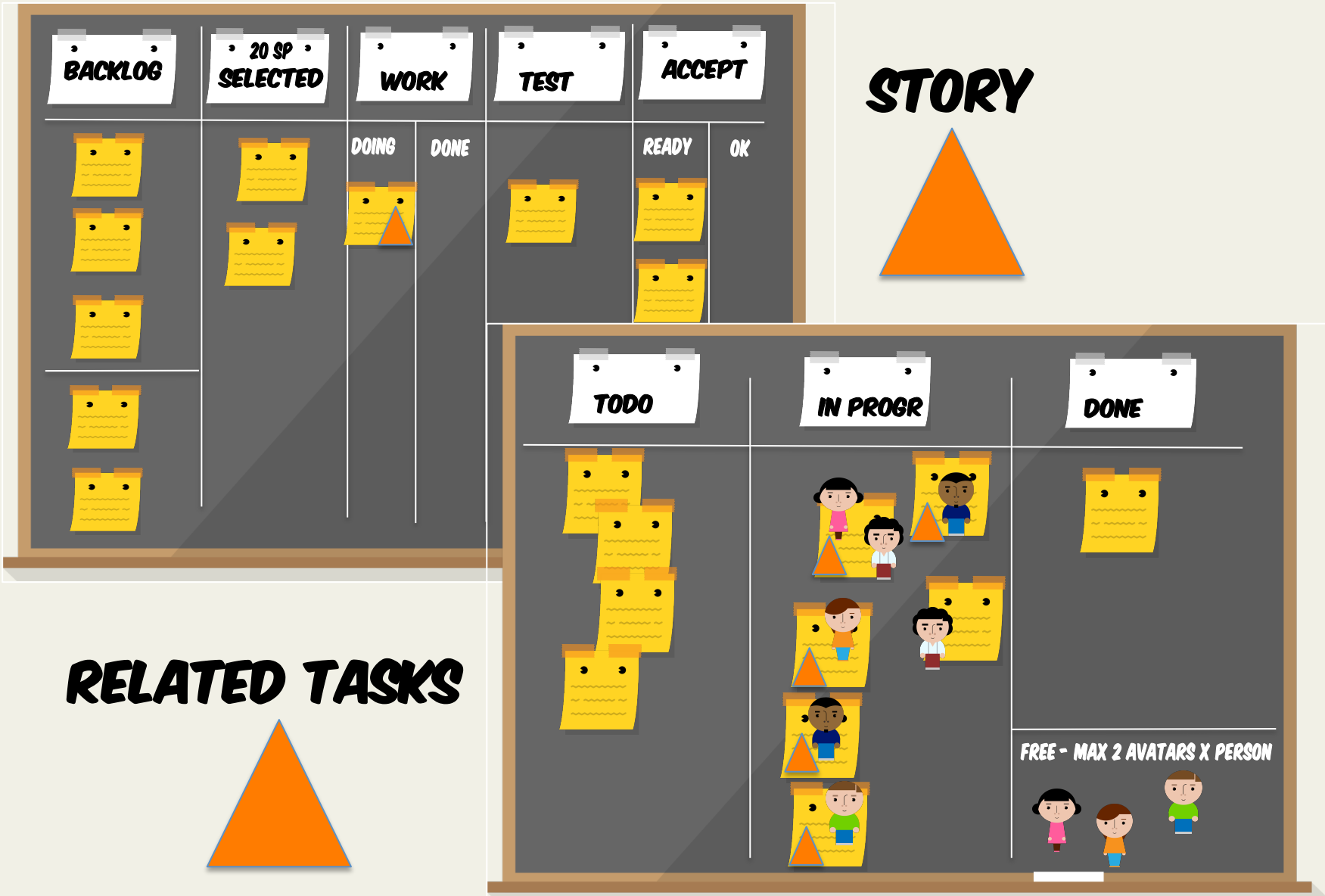


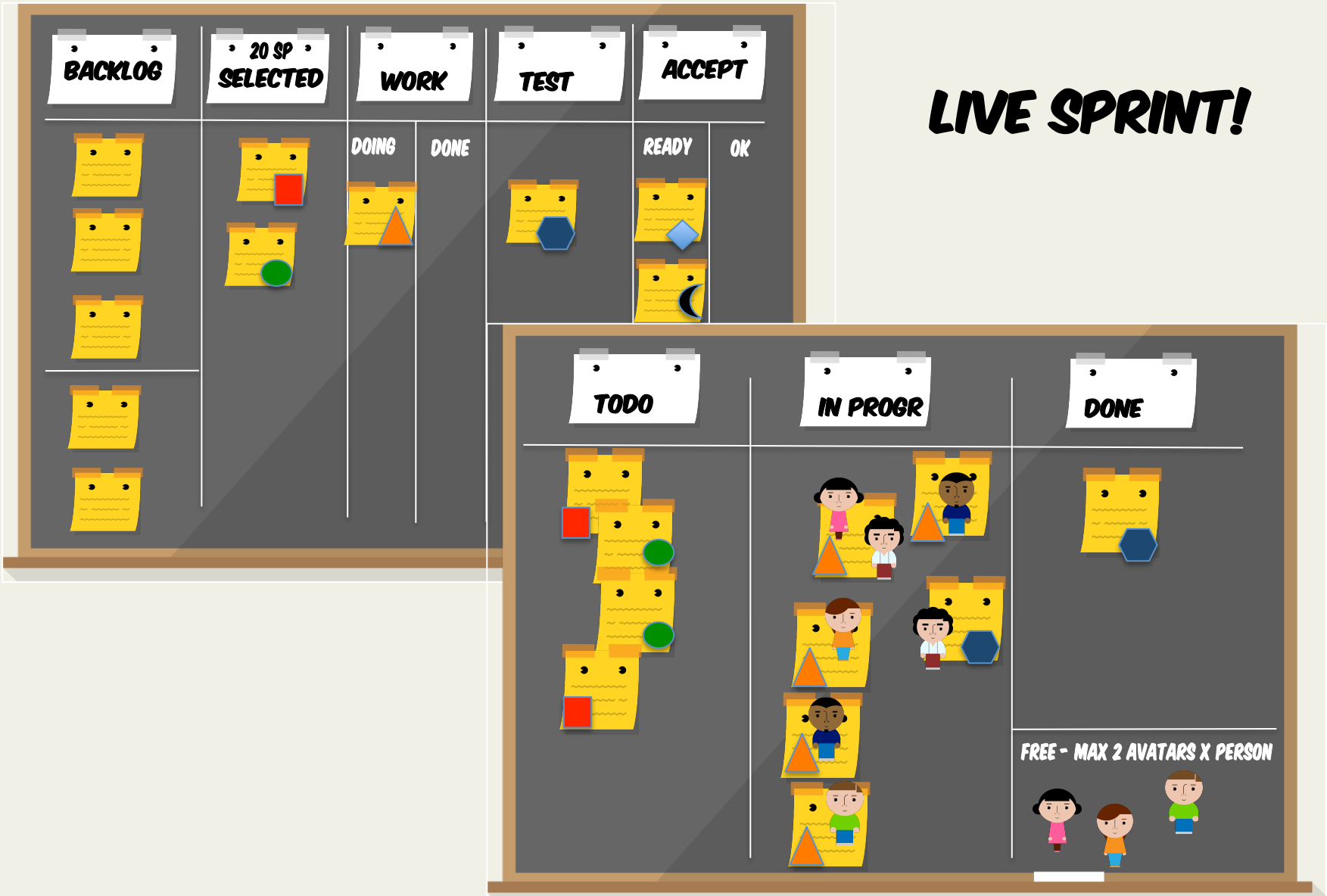
← PRODUCT BACKLOG

SPRINT BACKLOG →


BACKLOG
20 SP
SELECTED
WORK
TEST
ACCEPT
DOING
DONE
READY
OK
← STORIES
TODO
IN PROGR
DONE
FREE - MAX 2 AVATARS X PERSON
TASKS →

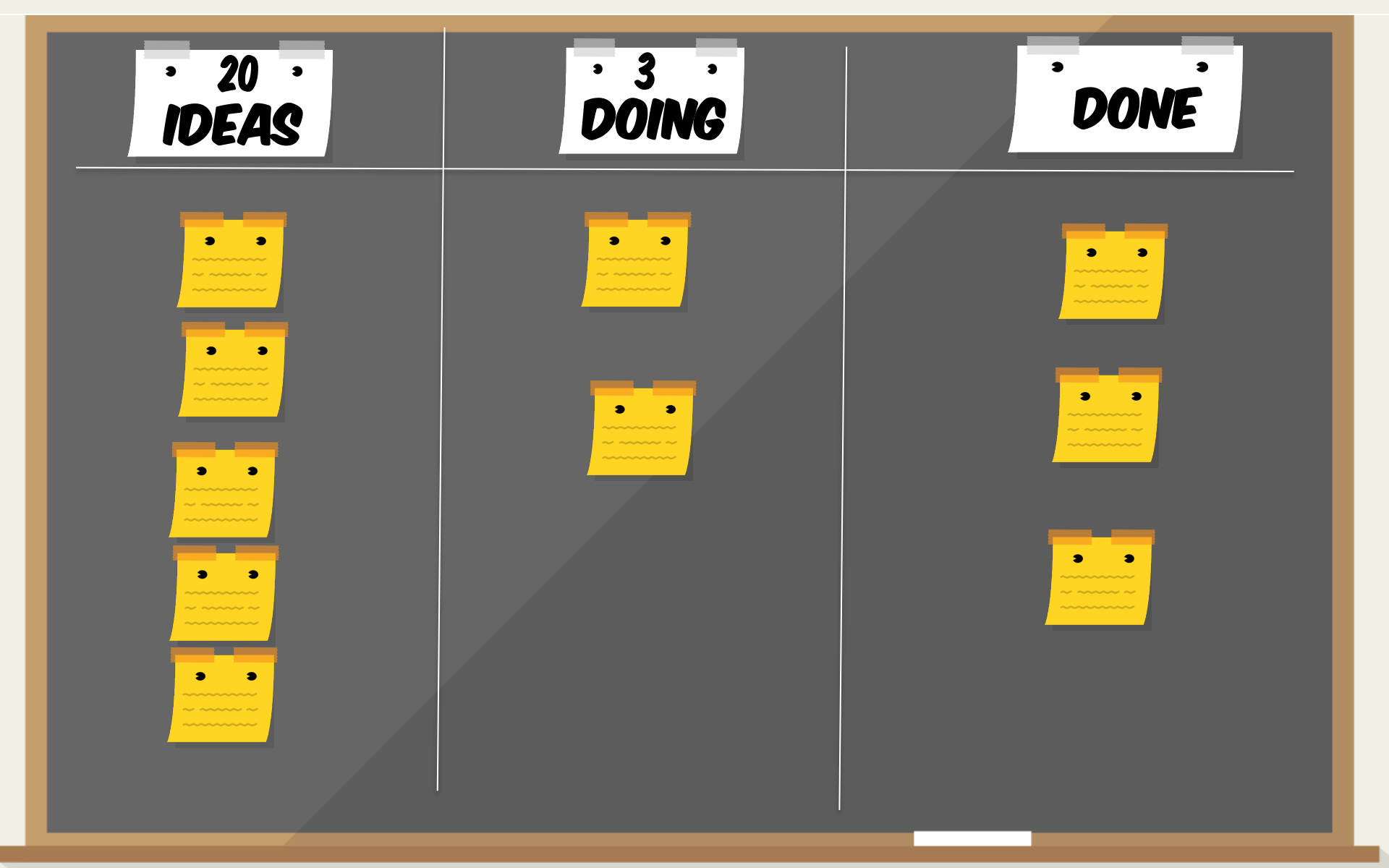

BACKLOG
20 SP
SELECTED
WORK
TEST
ACCEPT
DOING
DONE
READY
OK
STORY
TODO
IN PROGR
DONE
FREE - MAX 2 AVATARS X PERSON

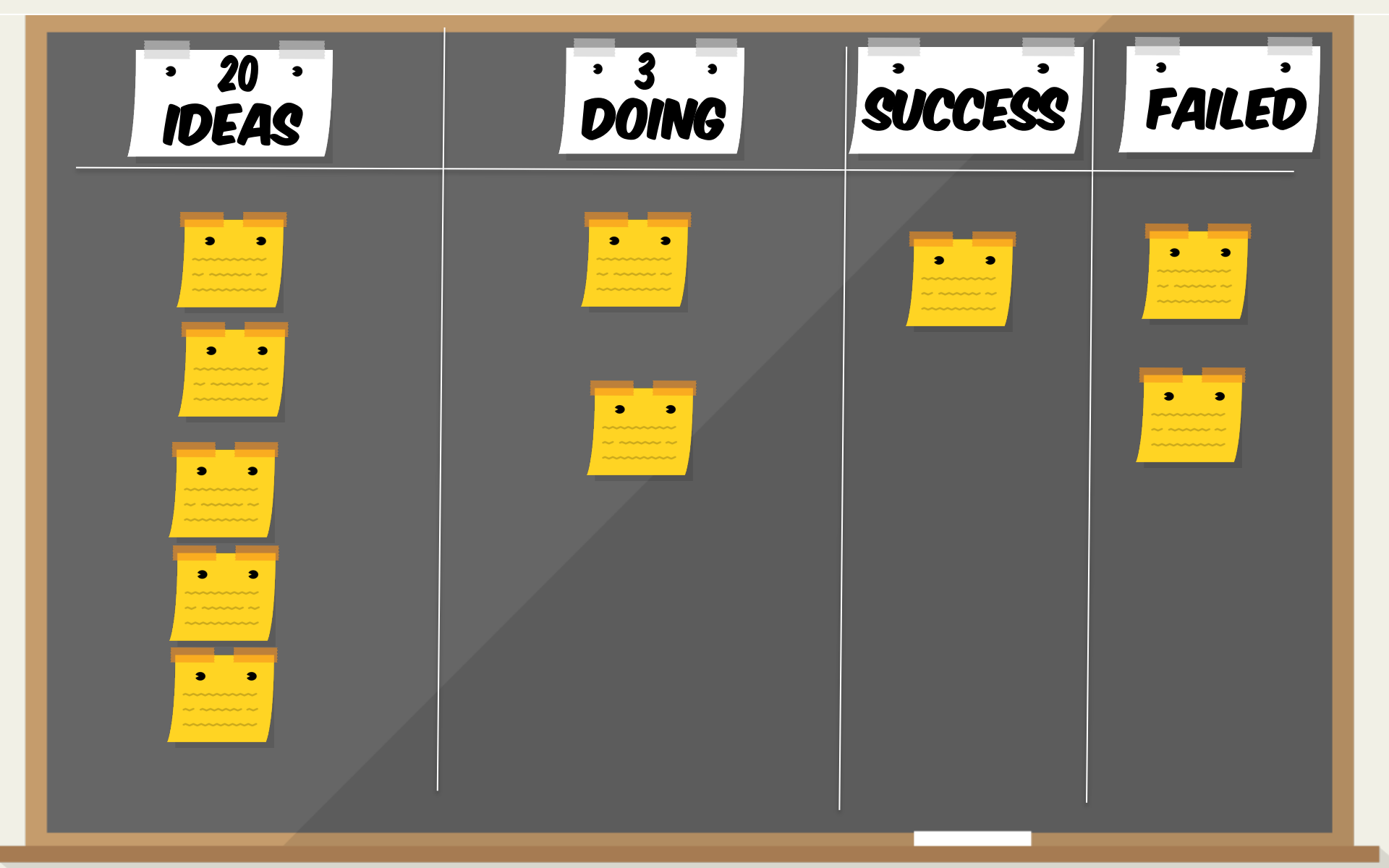

BACKLOG
20 SP
SELECTED
WORK
TEST
ACCEPT
DOING
DONE
READY
OK
STORY
TODO
IN PROGR
DONE
FREE - MAX 2 AVATARS X PERSON
RELATED TASKS

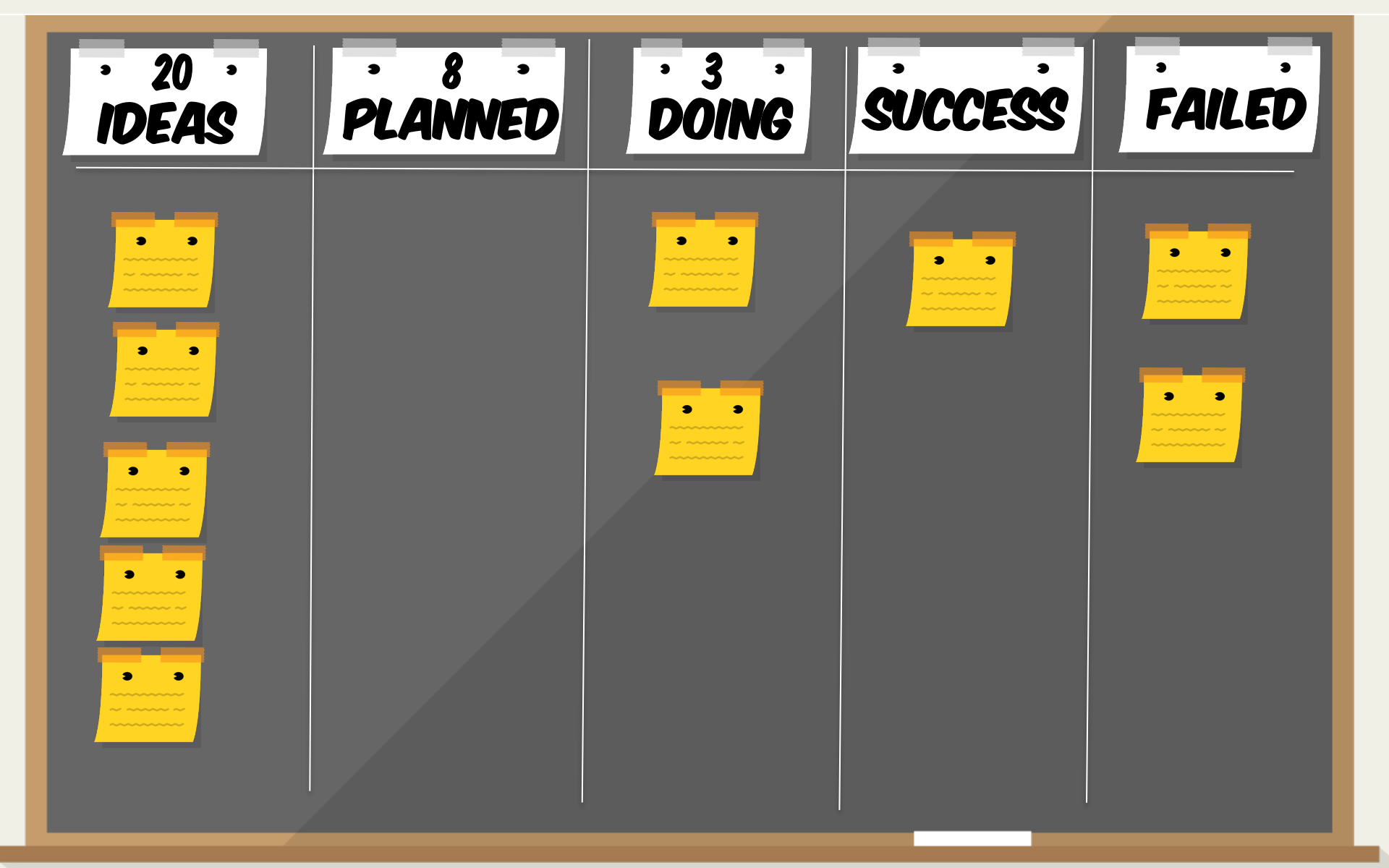

BACKLOG
20 SP
SELECTED
WORK
TEST
ACCEPT
DOING
DONE
READY
OK
TODO
IN PROGR
DONE
FREE - MAX 2 AVATARS X PERSON

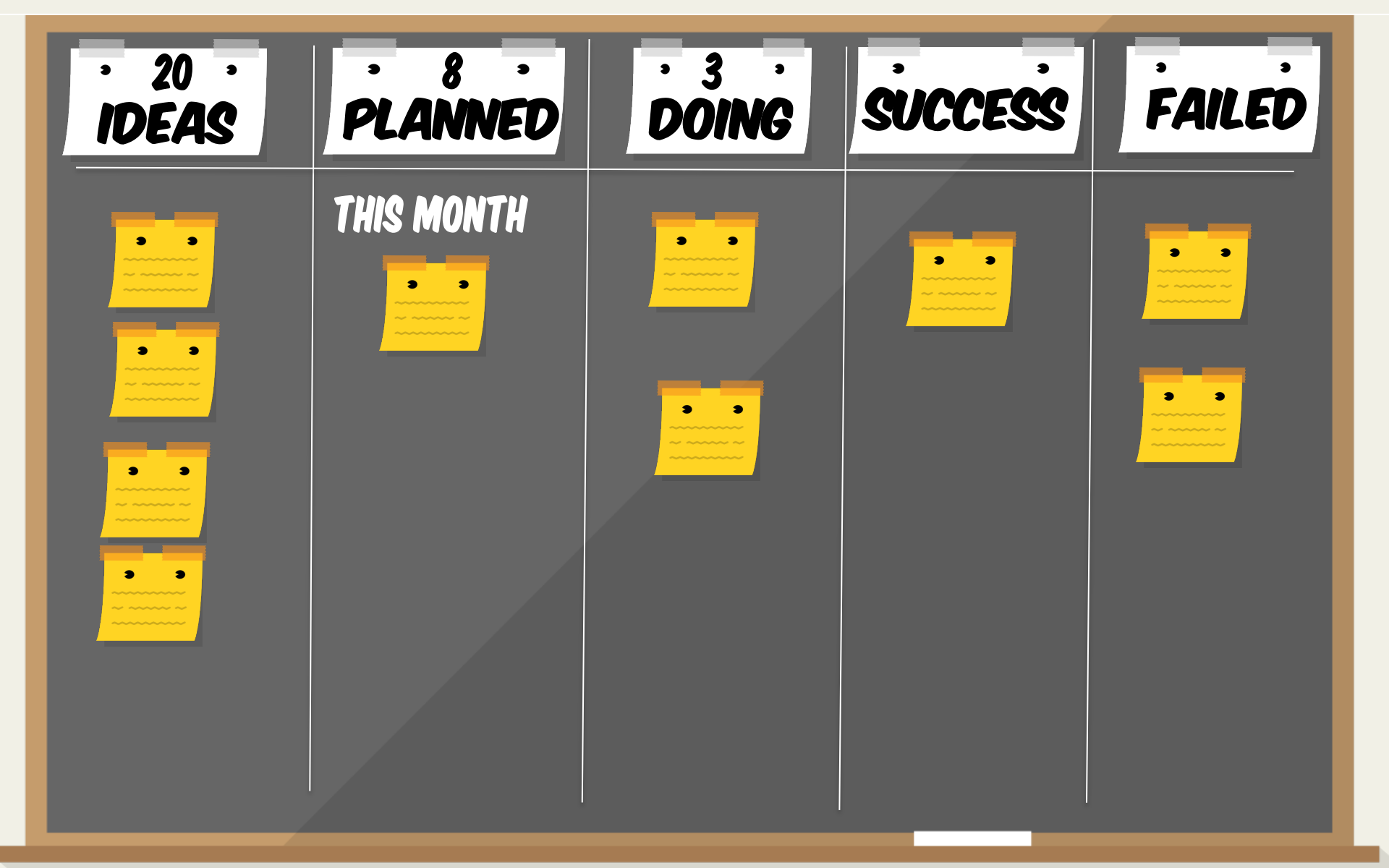
LIVE SPRINT!

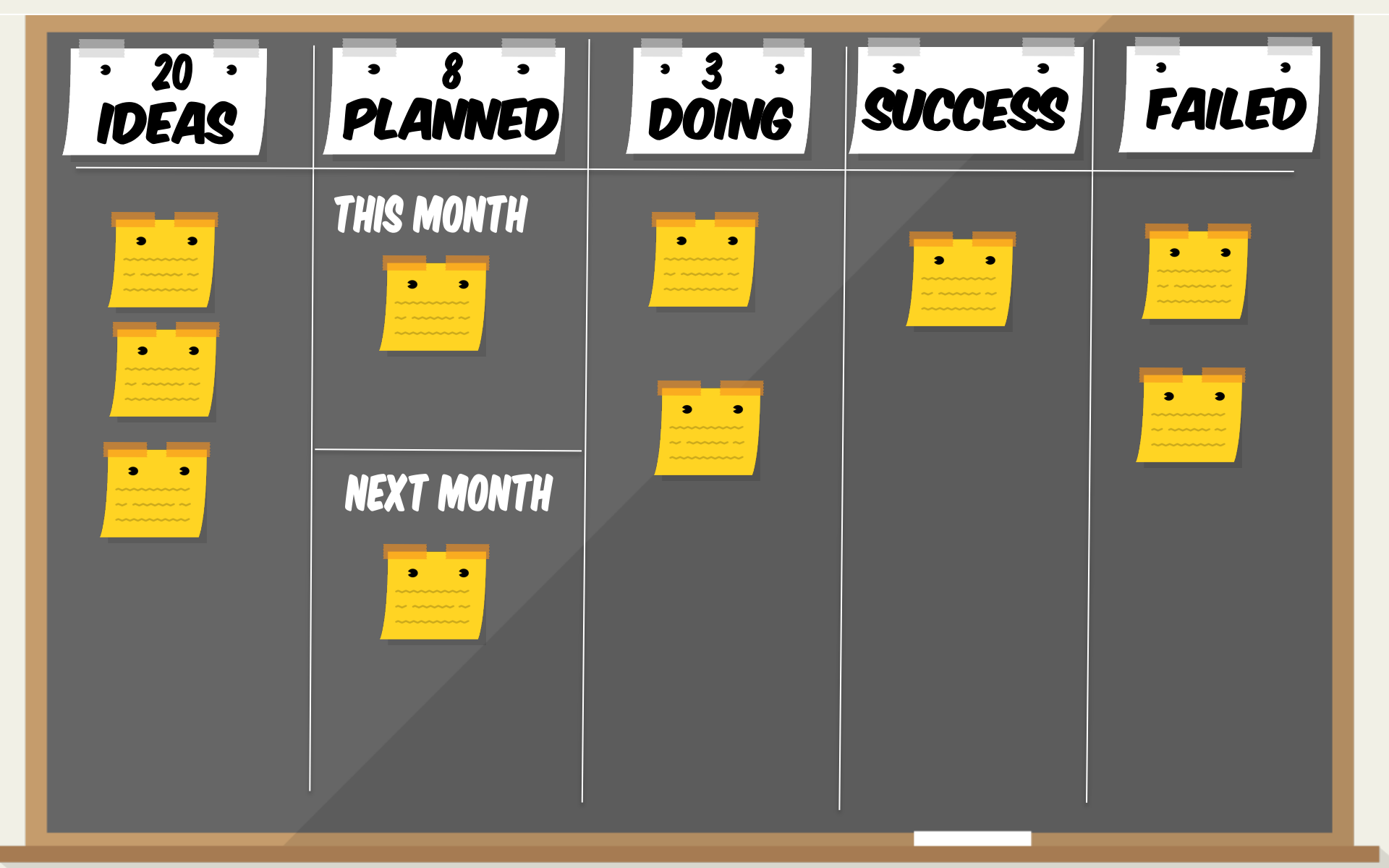
Personal kanban board


20
IDEAS
3
DOING
DONE

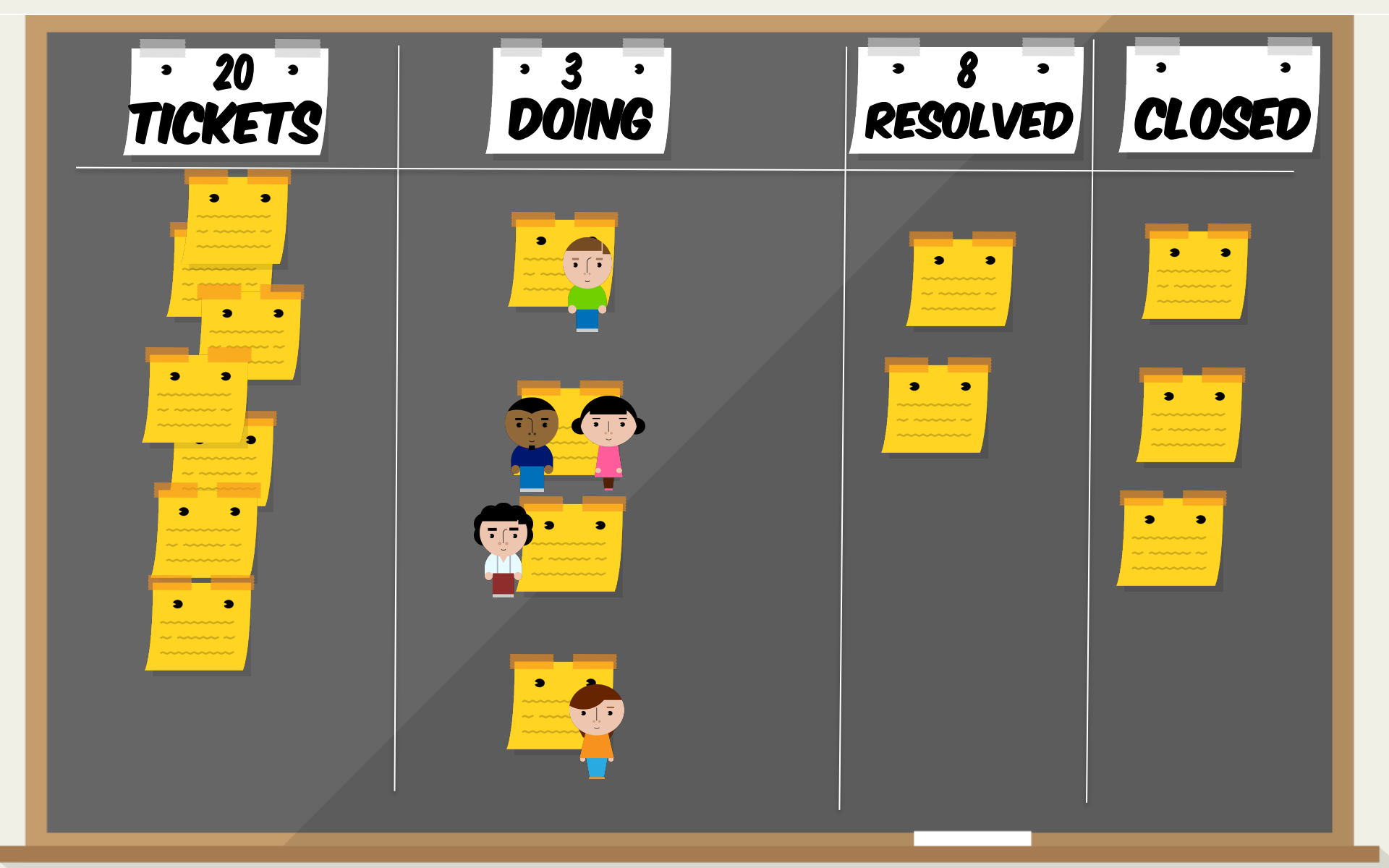

20
IDEAS
3
DOING
SUCCESS
FAILED

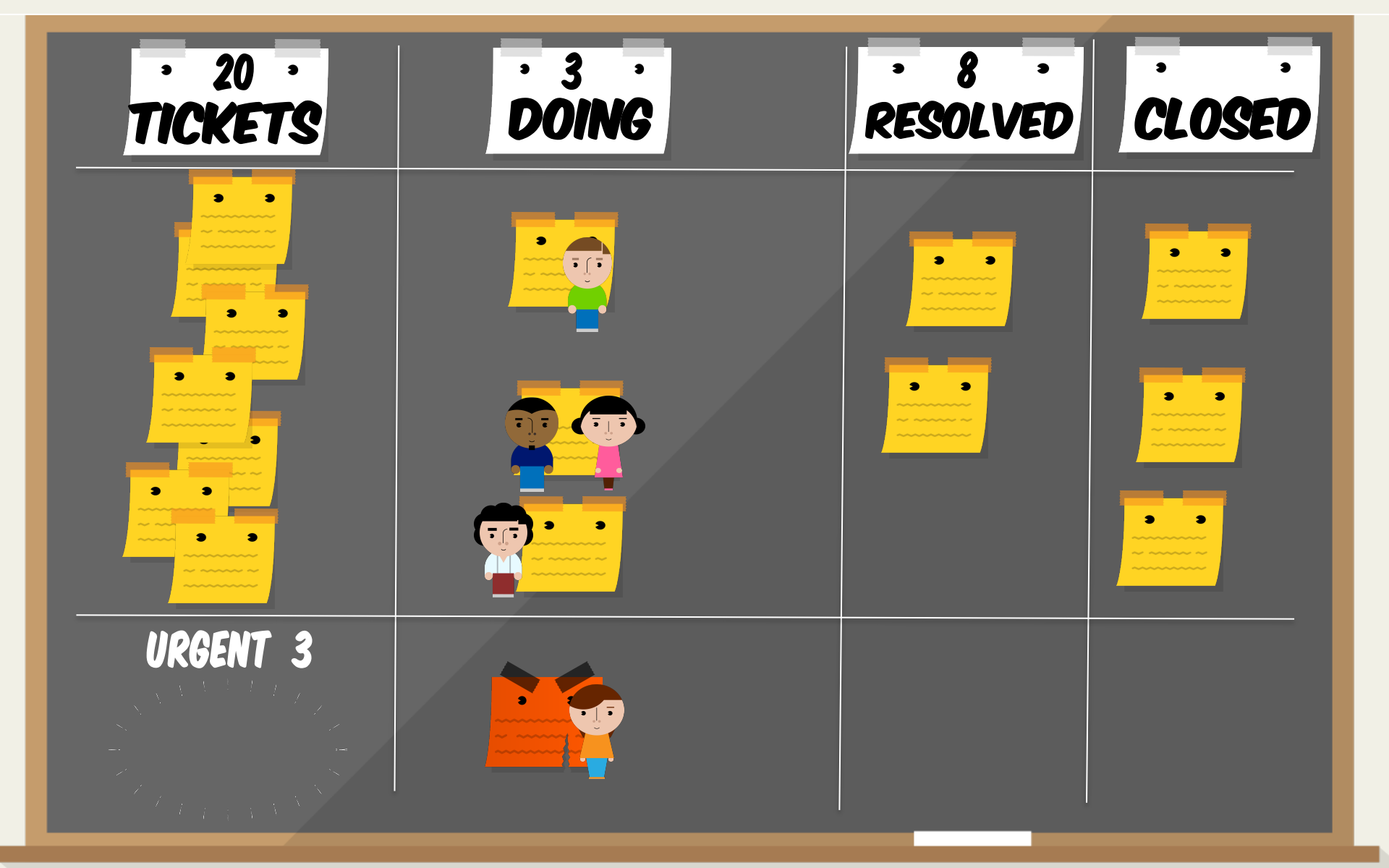

20
IDEAS
8
PLANNED
3
DOING
SUCCESS
FAILED

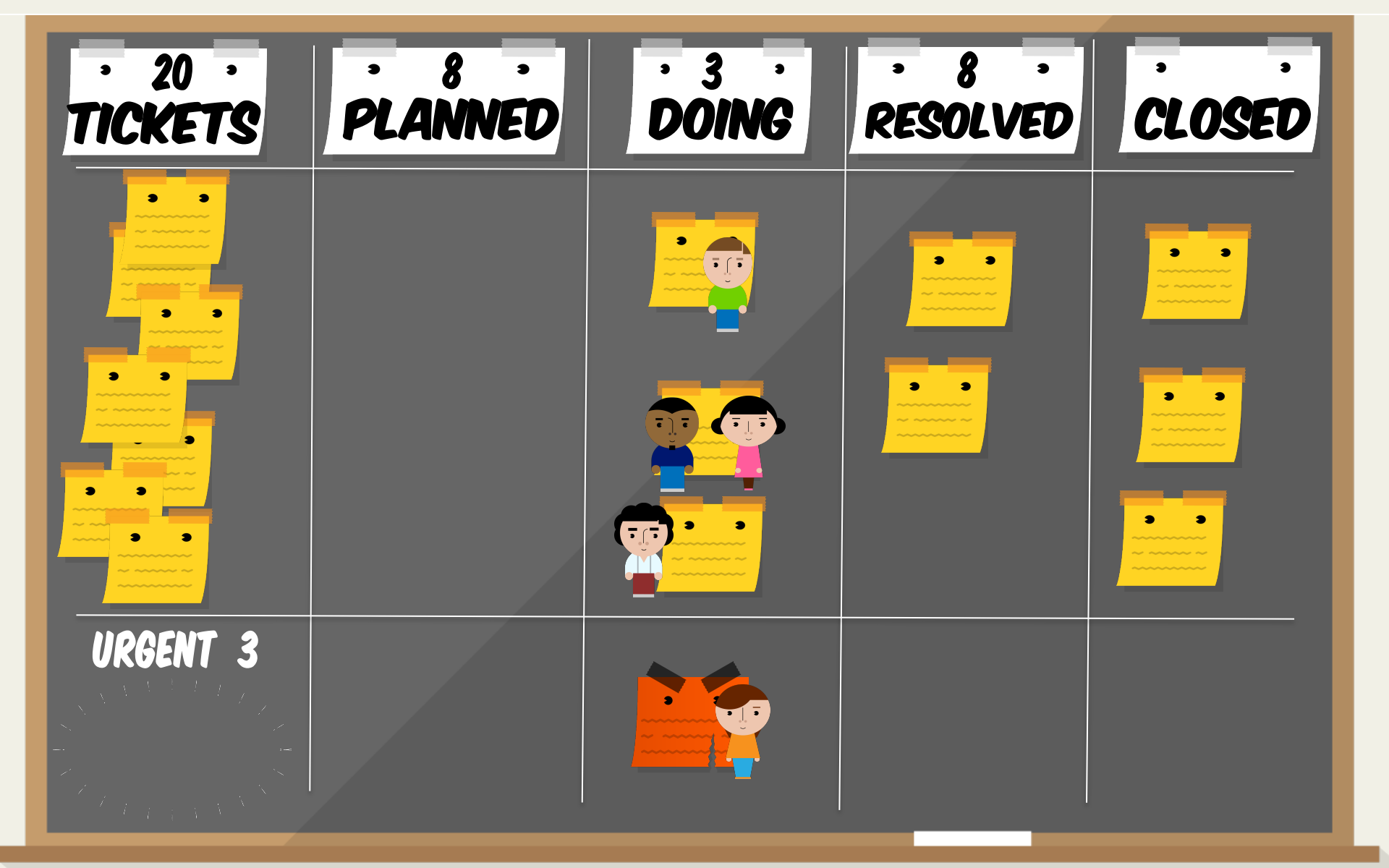

20
IDEAS
8
PLANNED
3
DOING
SUCCESS
FAILED
THIS MONTH

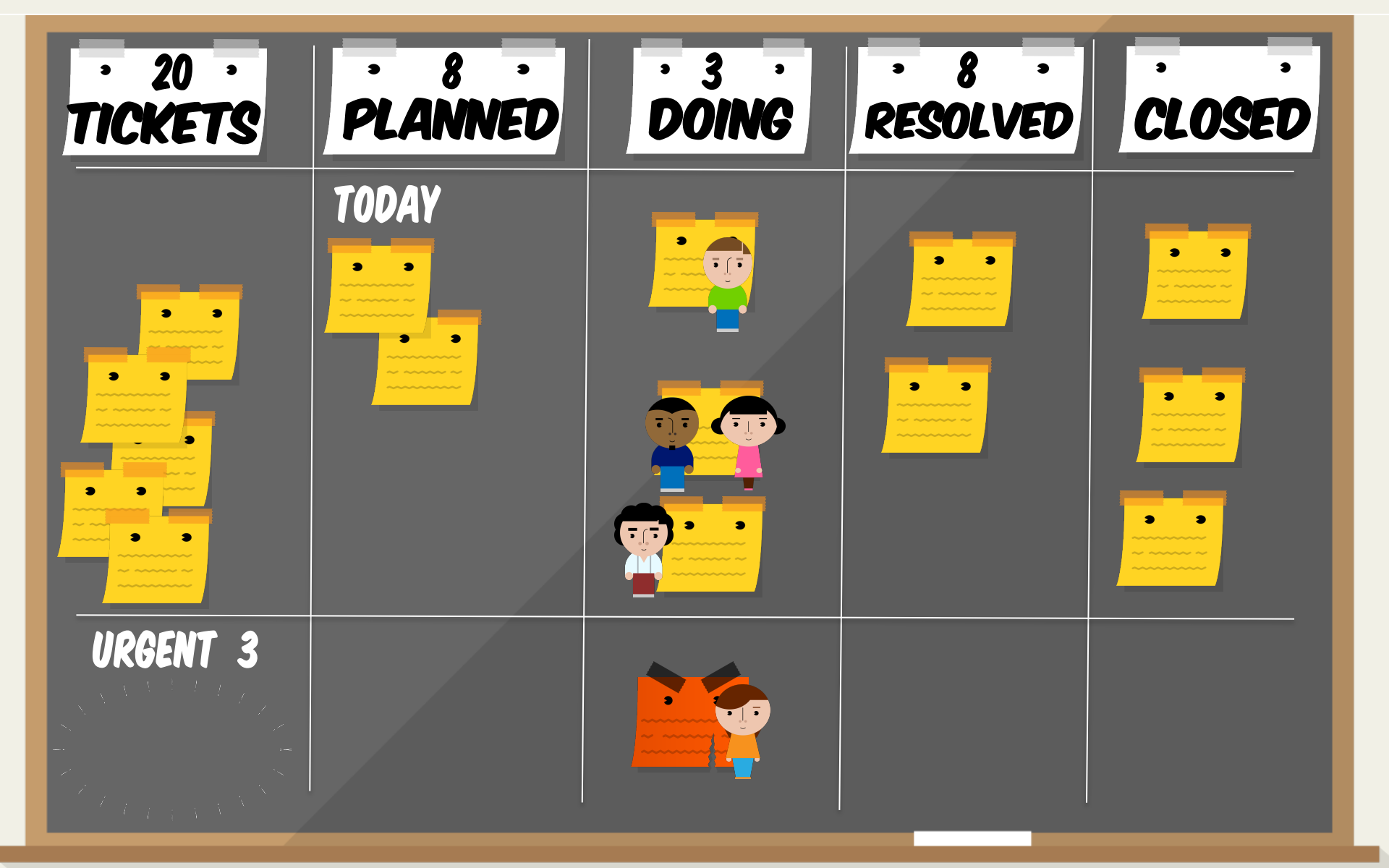

20
IDEAS
8
PLANNED
3
DOING
SUCCESS
FAILED
THIS MONTH
NEXT MONTH

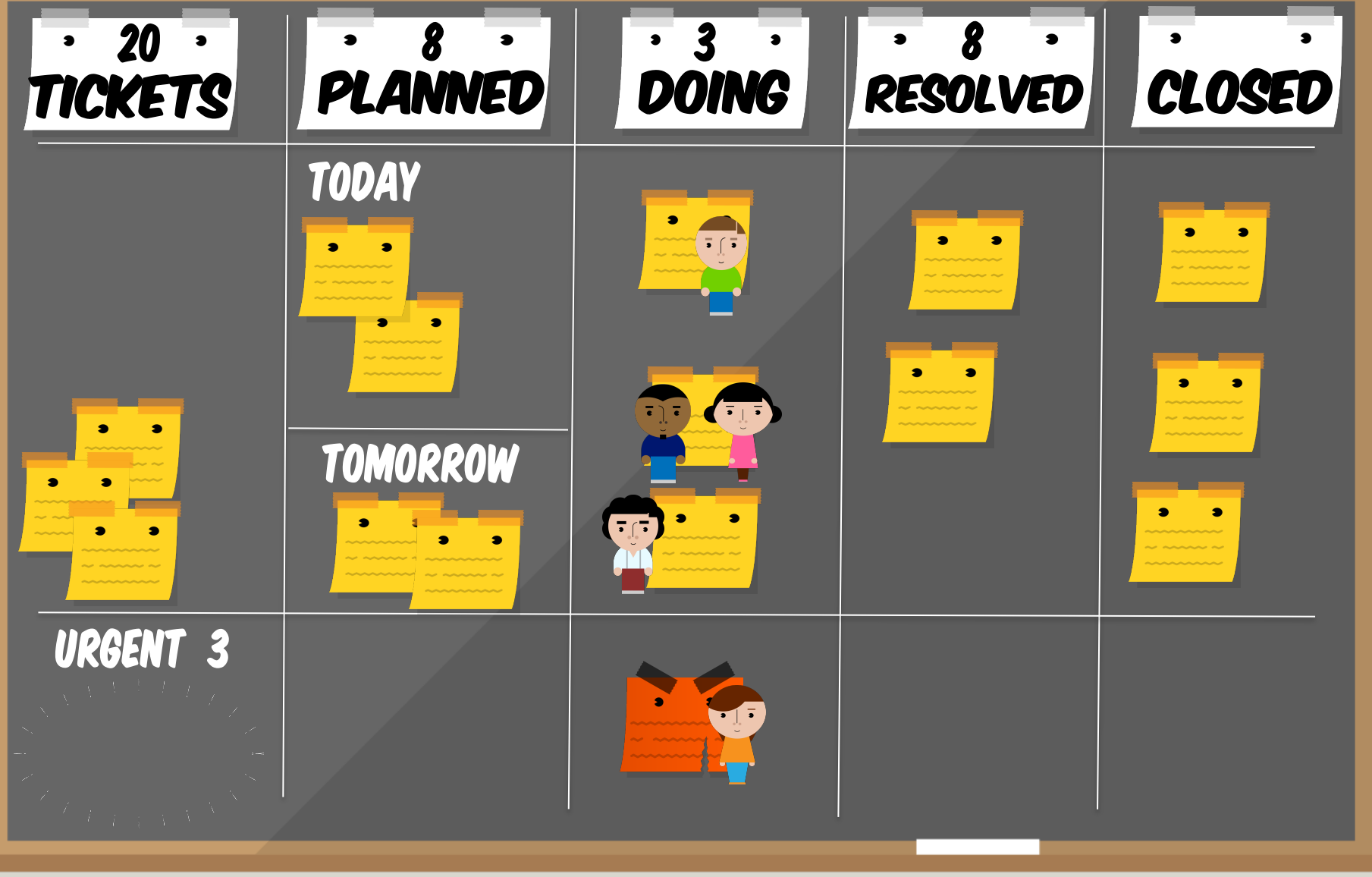
Support Team kanban board

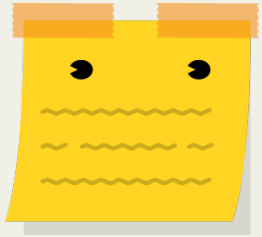

20
TICKETS
3
DOING
8
RESOLVED
CLOSED


20
TICKETS
3
DOING
8
RESOLVED
CLOSED
URGENT 3


20
TICKETS
8
PLANNED
3
DOING
8
RESOLVED
CLOSED
URGENT 3

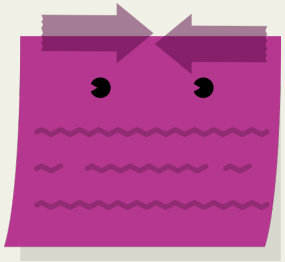

20
TICKETS
8
PLANNED
3
DOING
8
RESOLVED
CLOSED
TODAY
URGENT 3


20
TICKETS
8
PLANNED
3
DOING
8
RESOLVED
CLOSED
TODAY
TOMORROW
URGENT 3

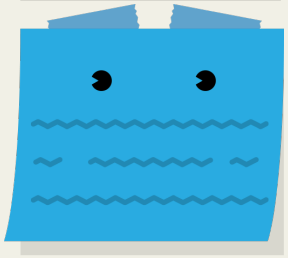


tasks

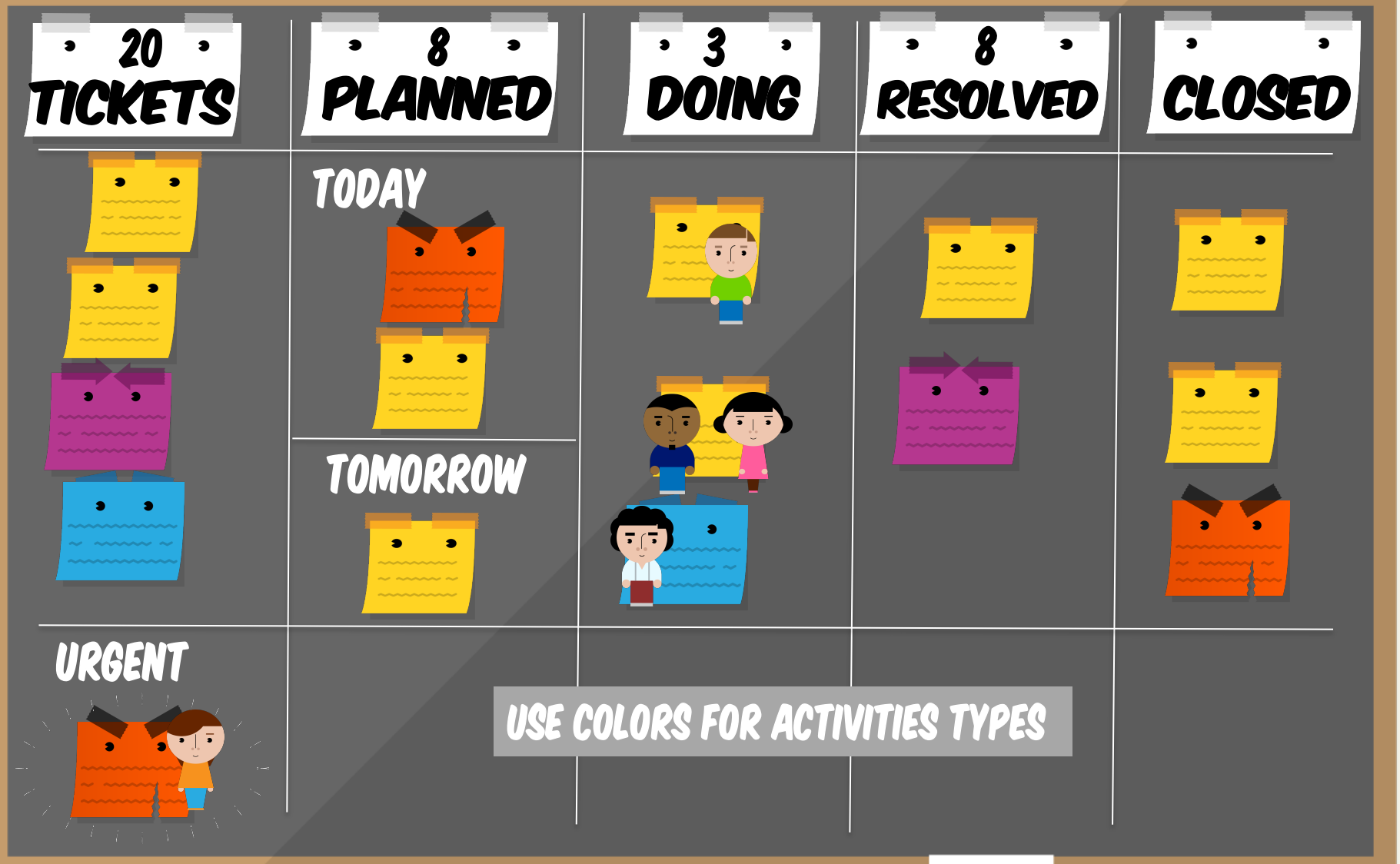
bugs



change requests

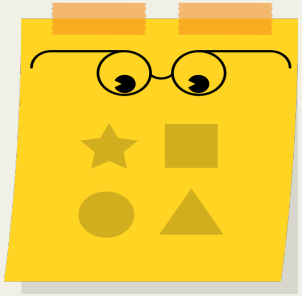


new features


20
TICKETS
8
PLANNED
3
DOING
8
RESOLVED
CLOSED
TODAY
TOMORROW
URGENT
USE COLORS FOR ACTIVITIES TYPES

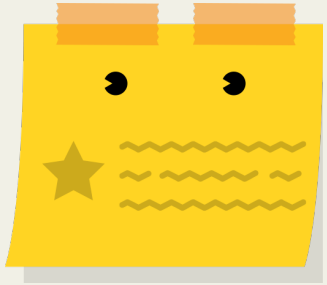
LIMIT MIX OF ITEMS TYPES

Time driven kanban board

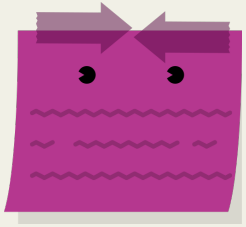


program

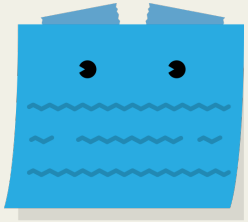
project



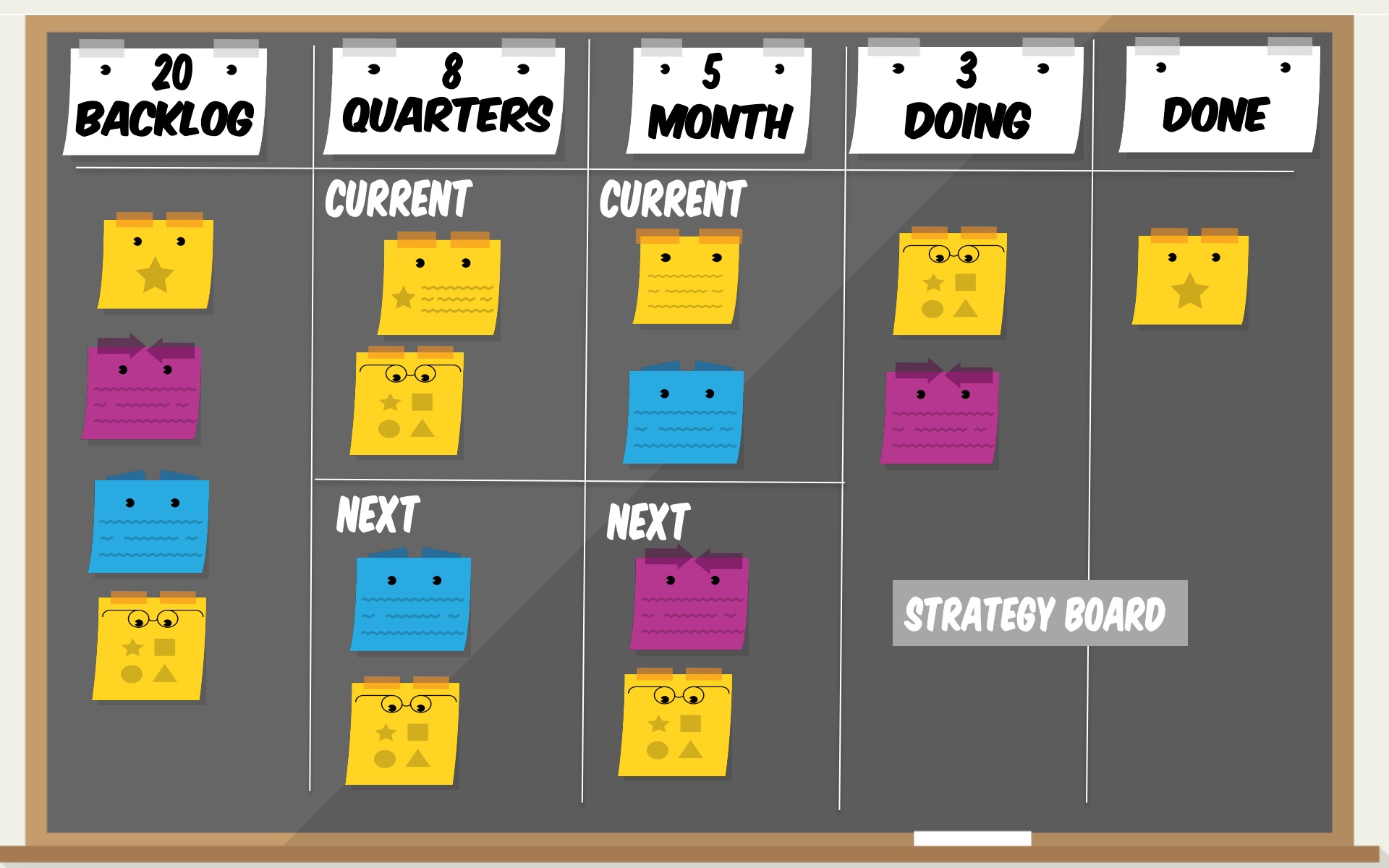
sub-project



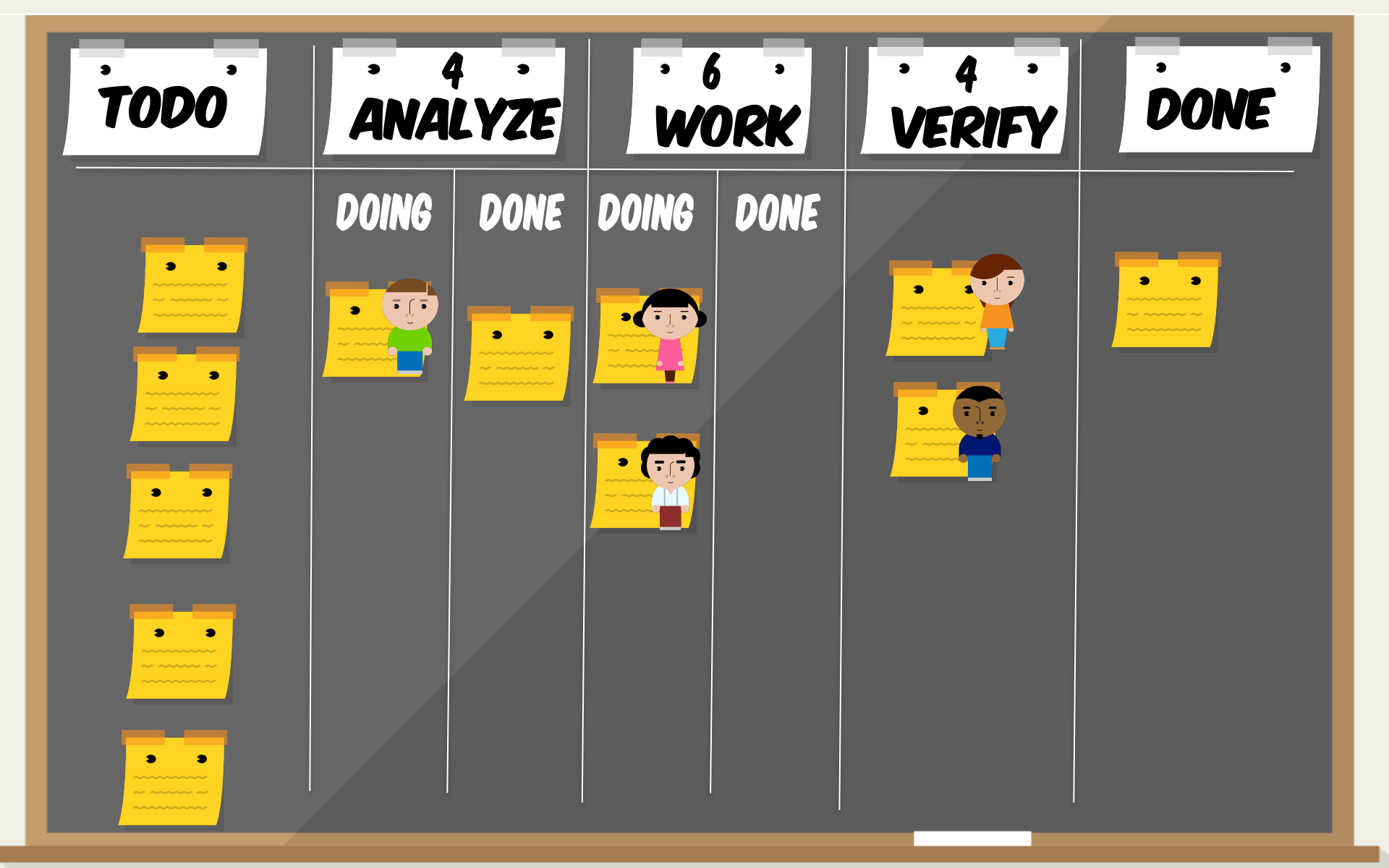
change requests

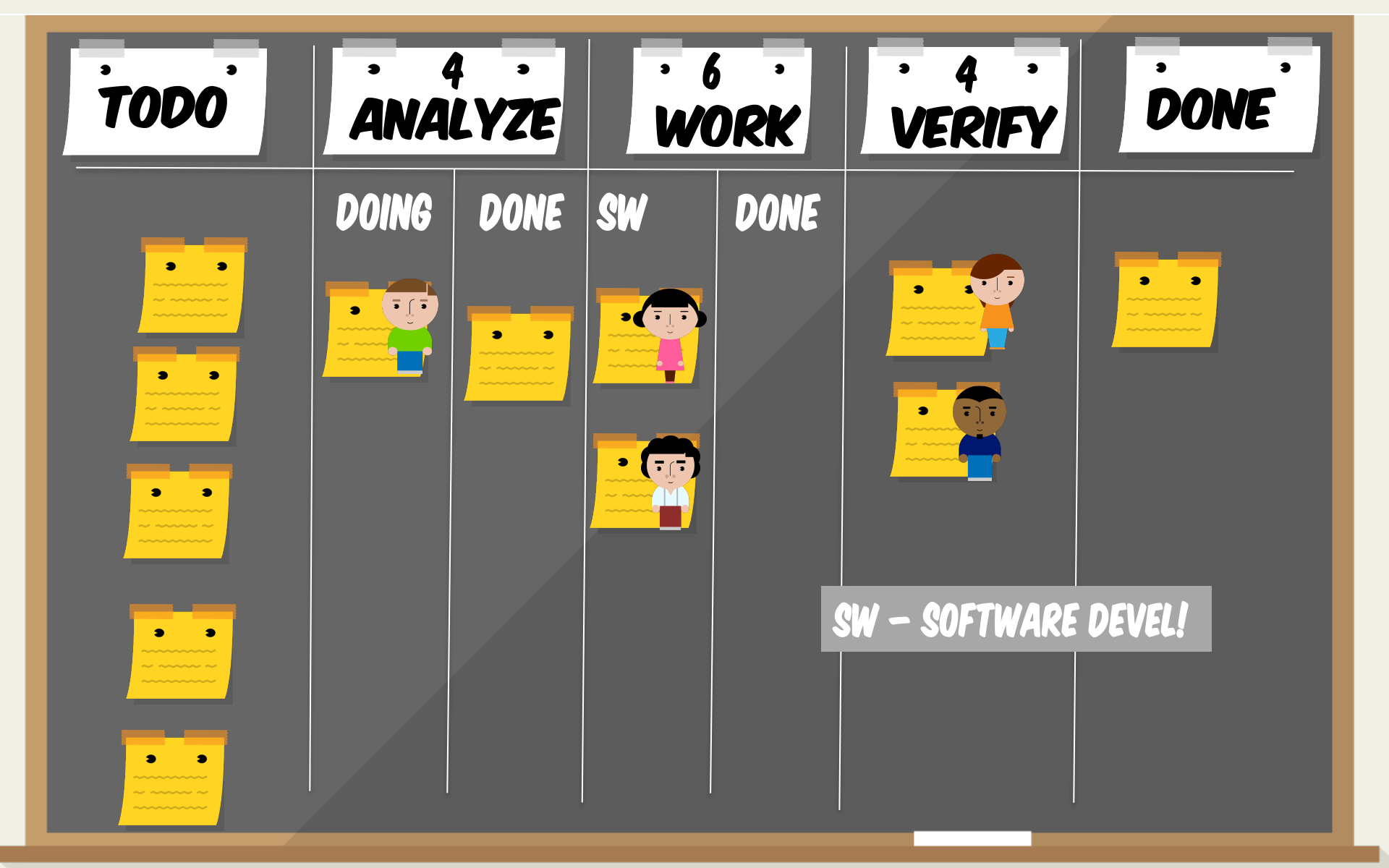


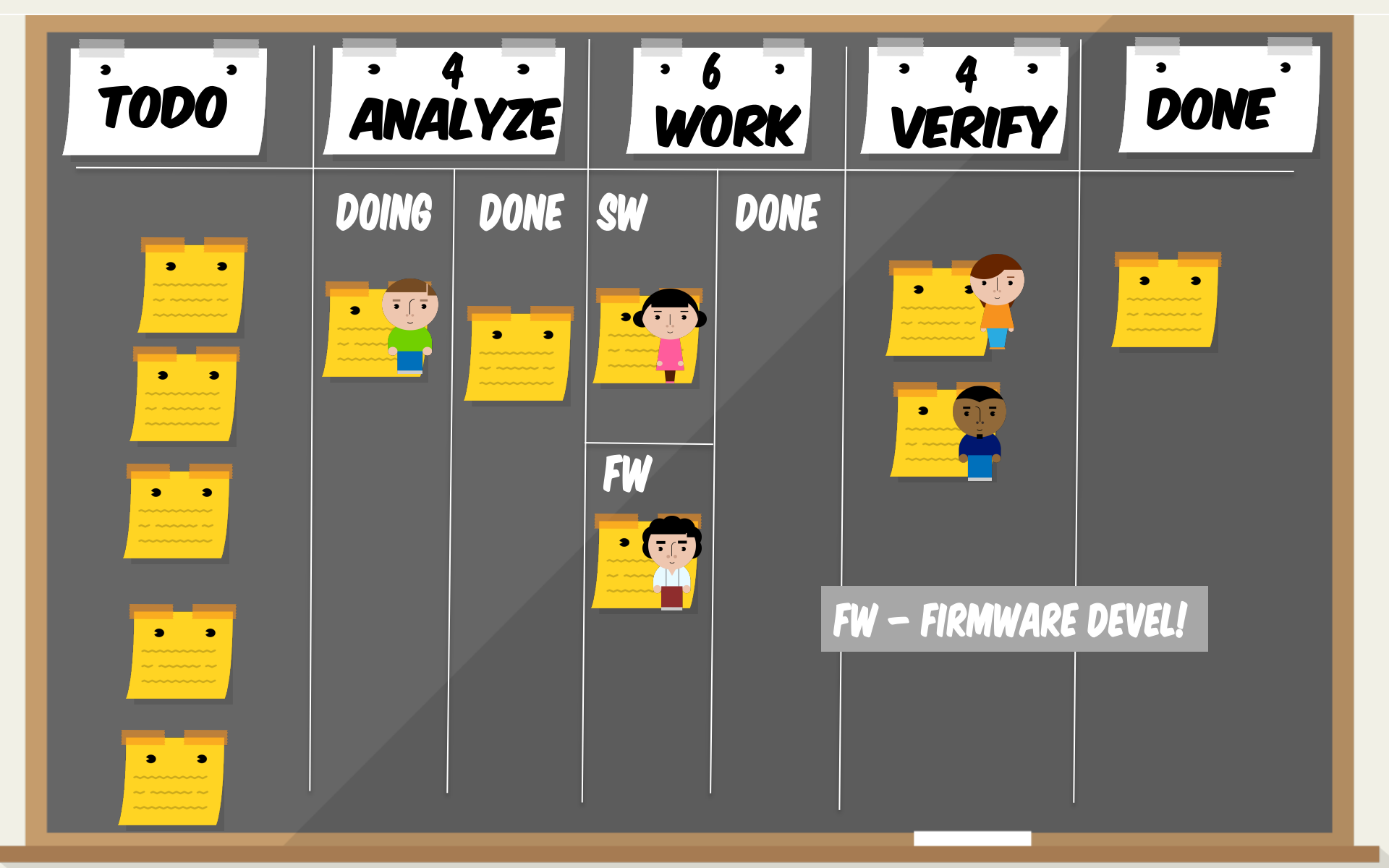
new features

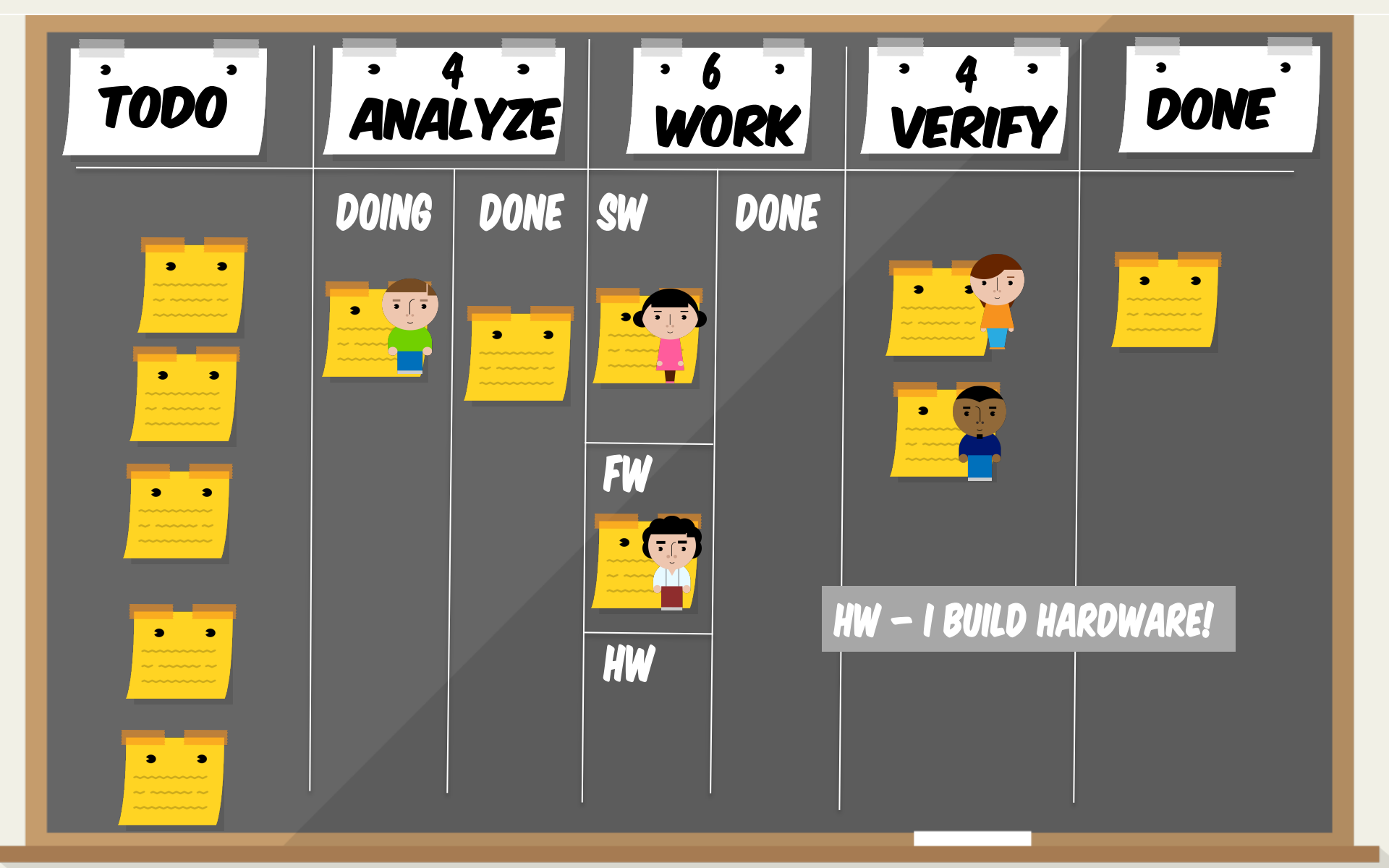

20
BACKLOG
8
QUARTERS
5
MONTH
3
DOING
DONE
CURRENT
CURRENT
NEXT
NEXT
STRATEGY BOARD

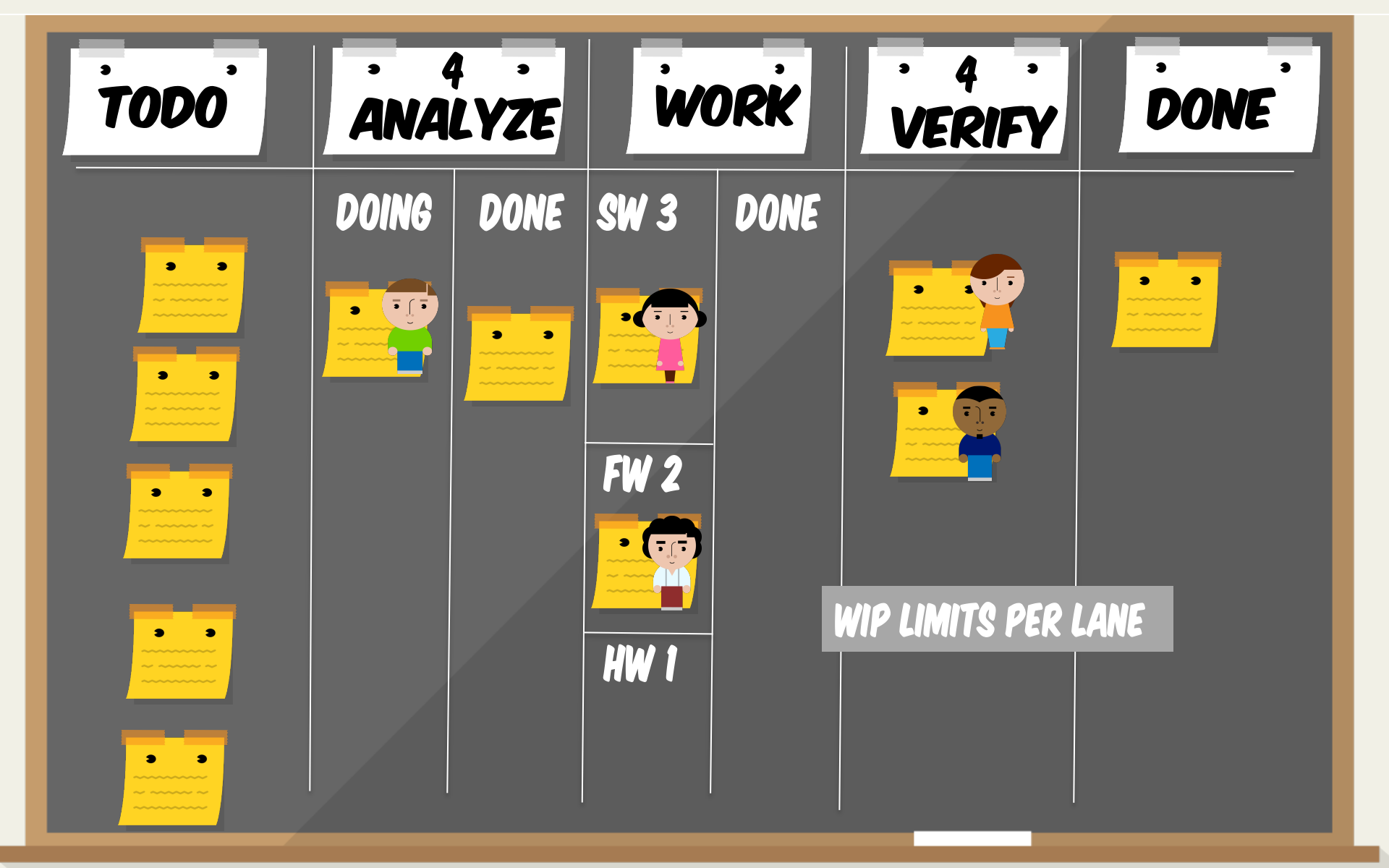
Cross-functional team kanban board


TODO
4
ANALYZE
6
WORK
4
VERIFY
DONE
DOING
DONE
DOING
DONE

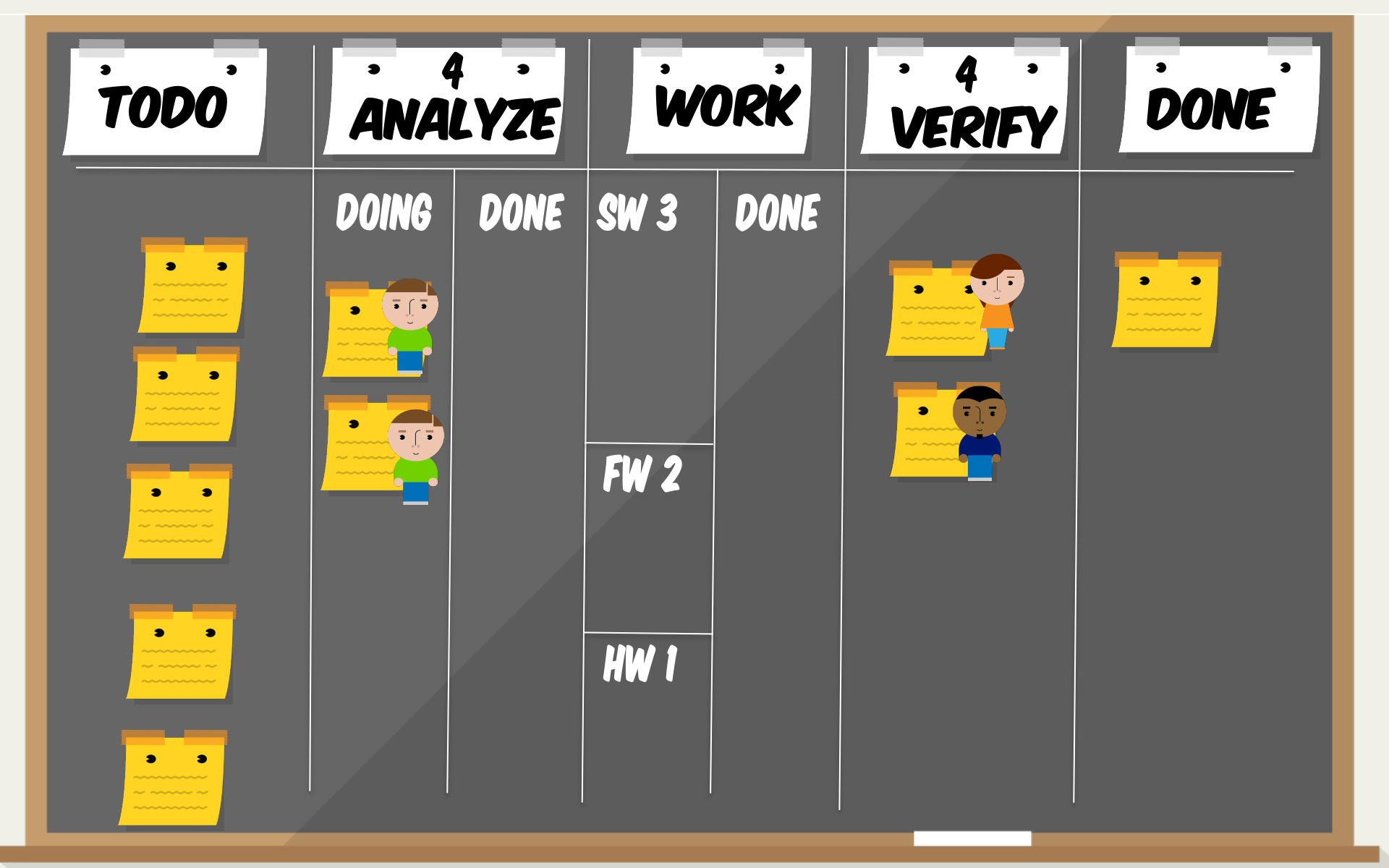

TODO
4
ANALYZE
6
WORK
4
VERIFY
DONE
DOING
DONE
SW
DONE
SW - SOFTWARE DEVEL!

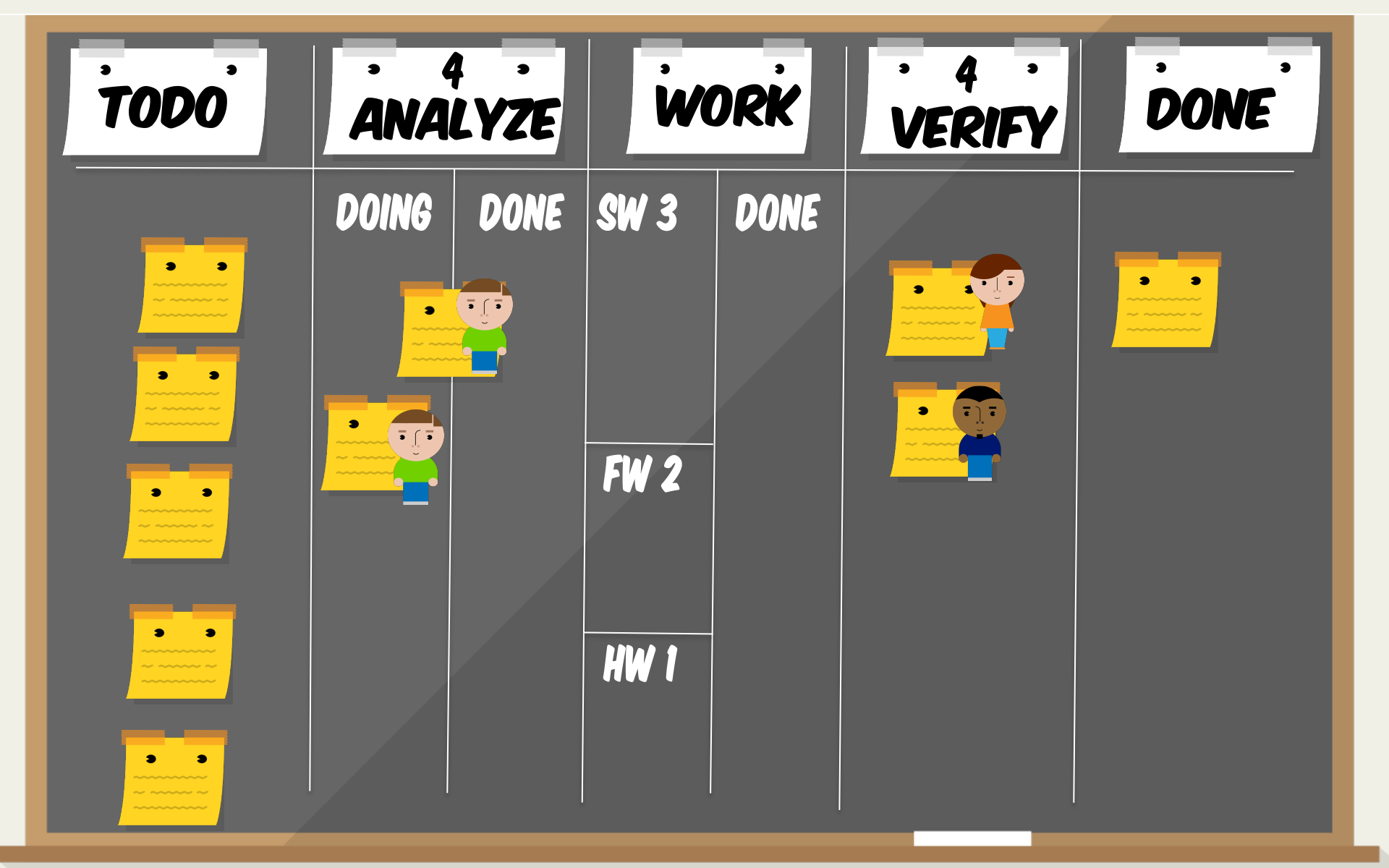

TODO
4
ANALYZE
6
WORK
4
VERIFY
DONE
DOING
DONE
SW
DONE
FW
FW - FIRMWARE DEVEL!

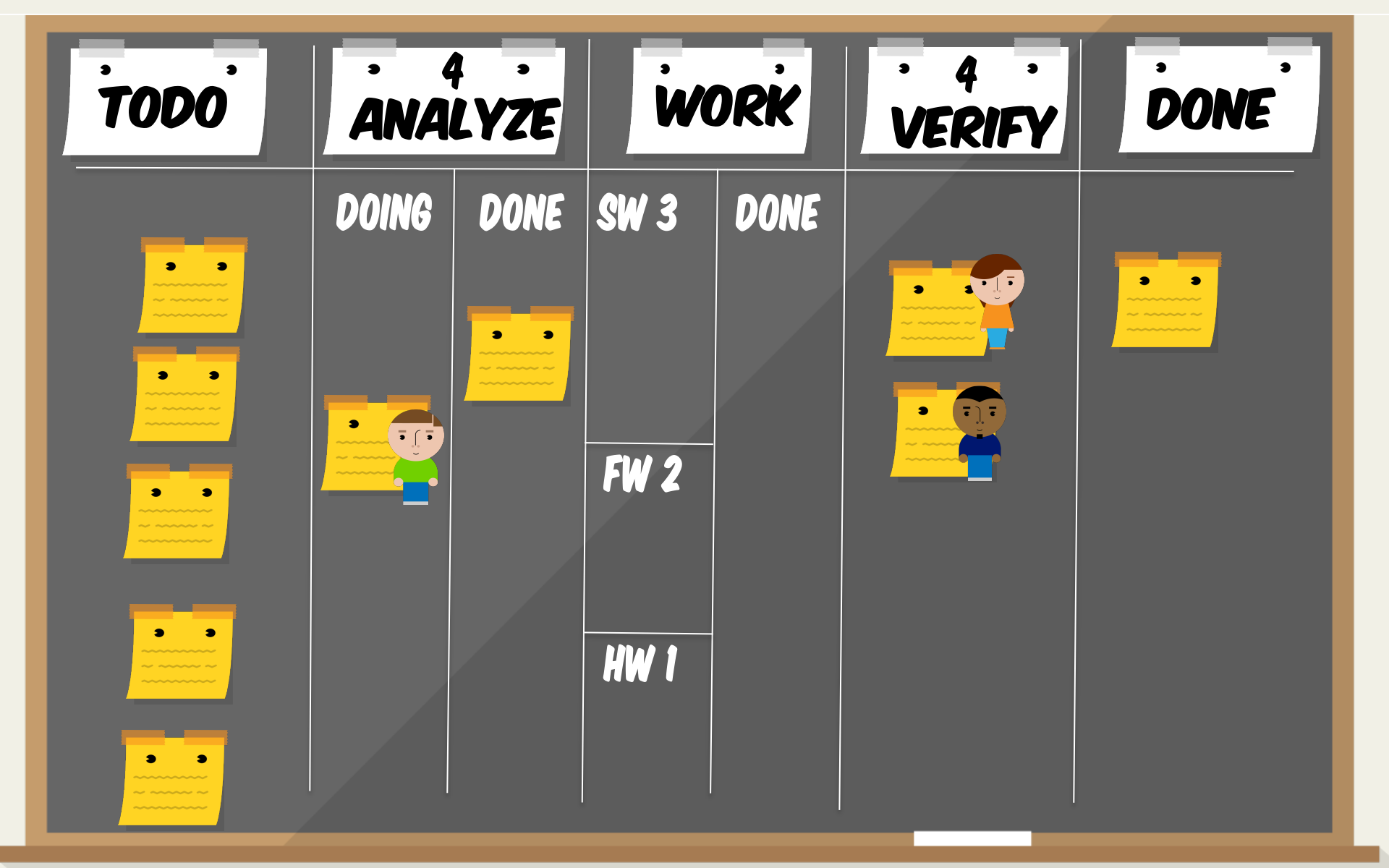

TODO
4
ANALYZE
6
WORK
4
VERIFY
DONE
DOING
DONE
SW
DONE
FW
HW
HW – I BUILD HARDWARE!

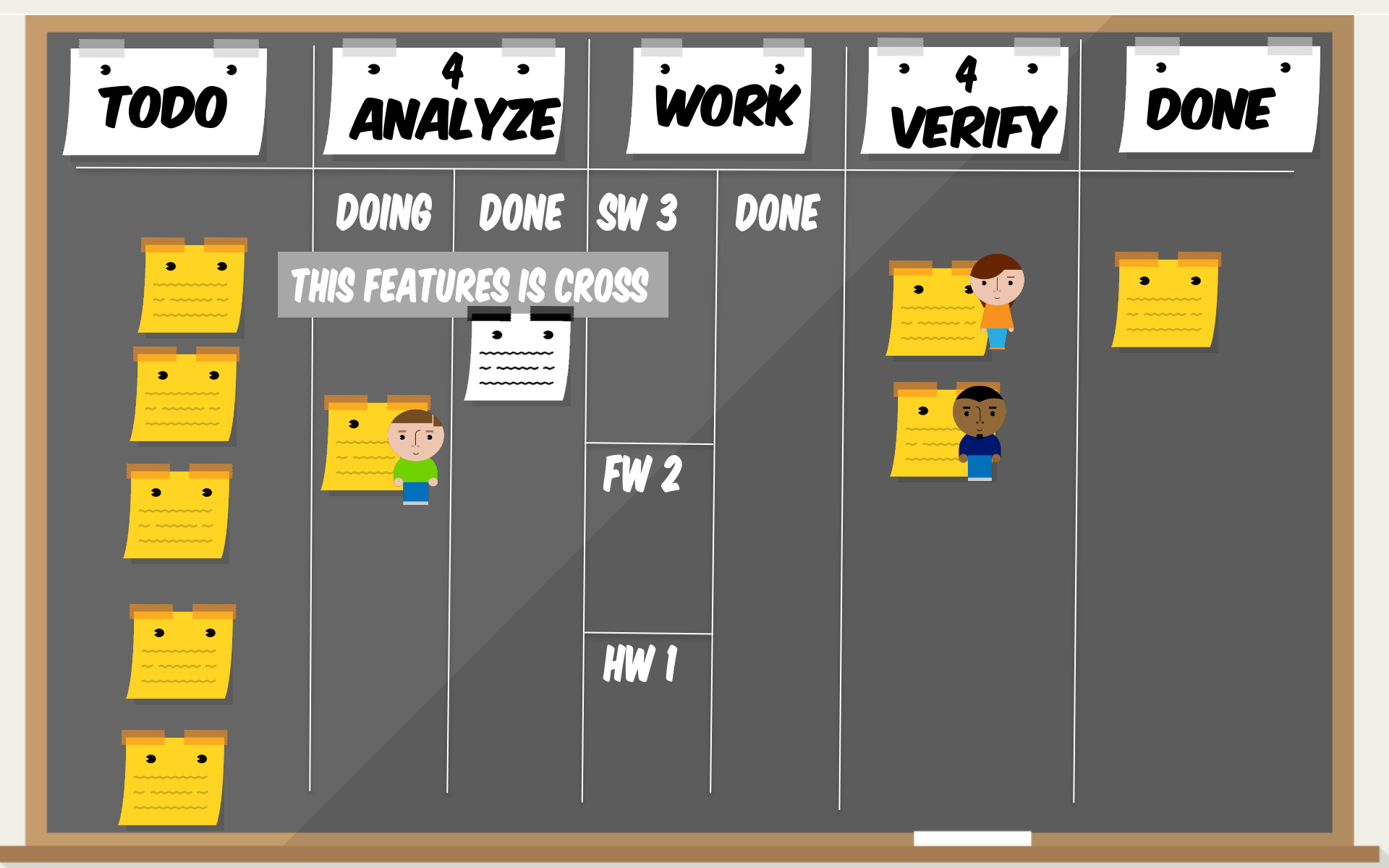

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
WIP LIMITS PER LANE

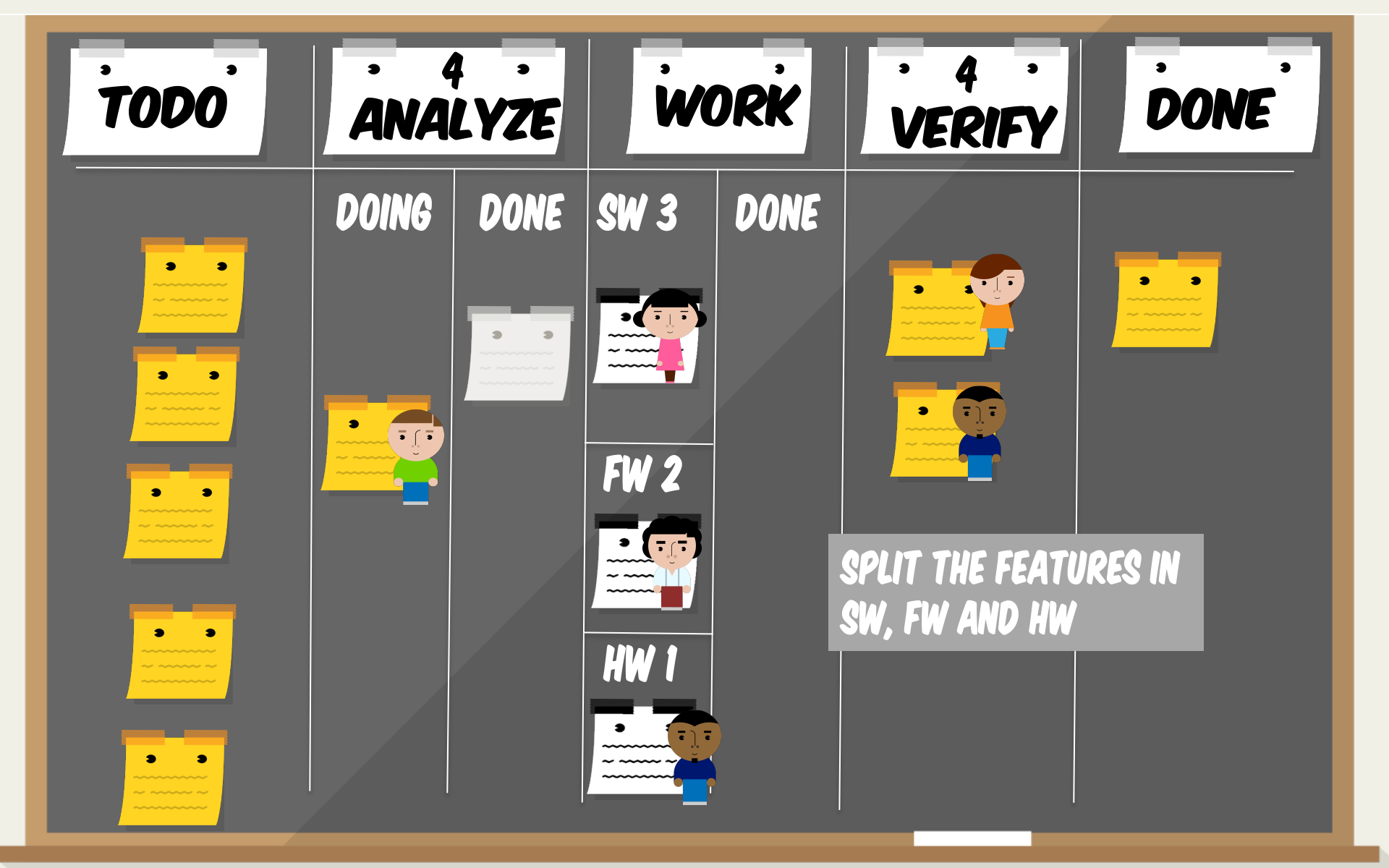
Scatter merge

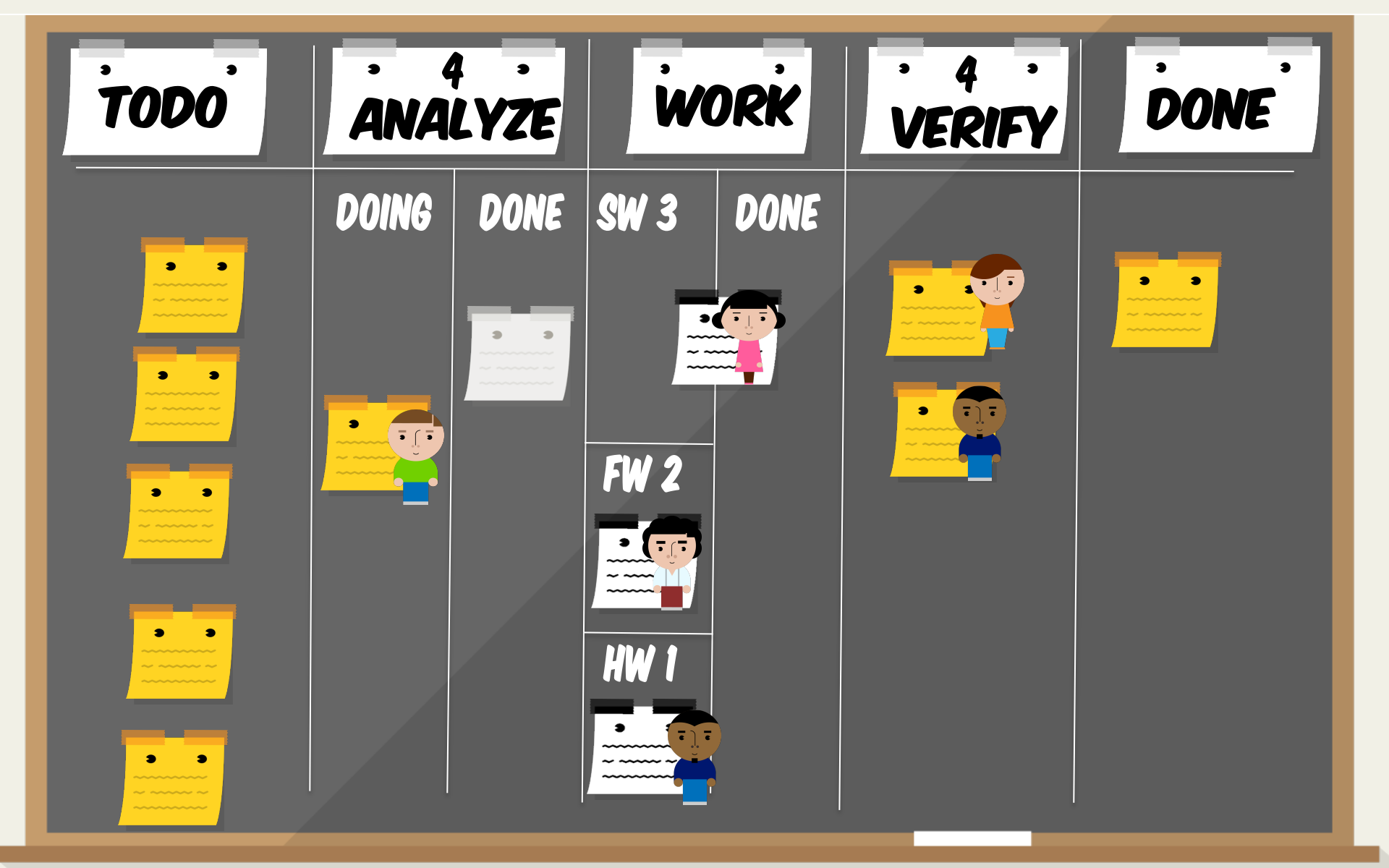

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1

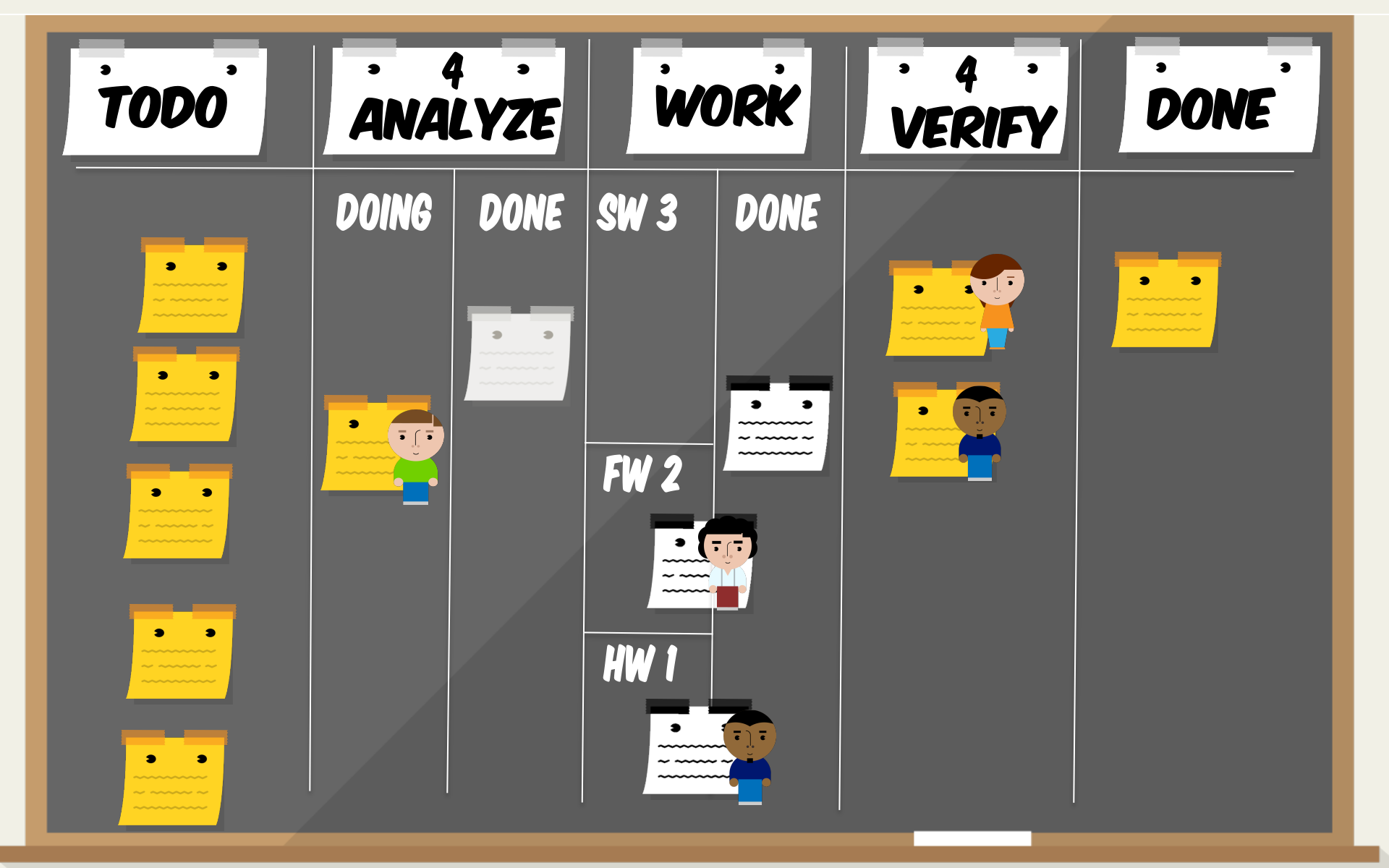

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1

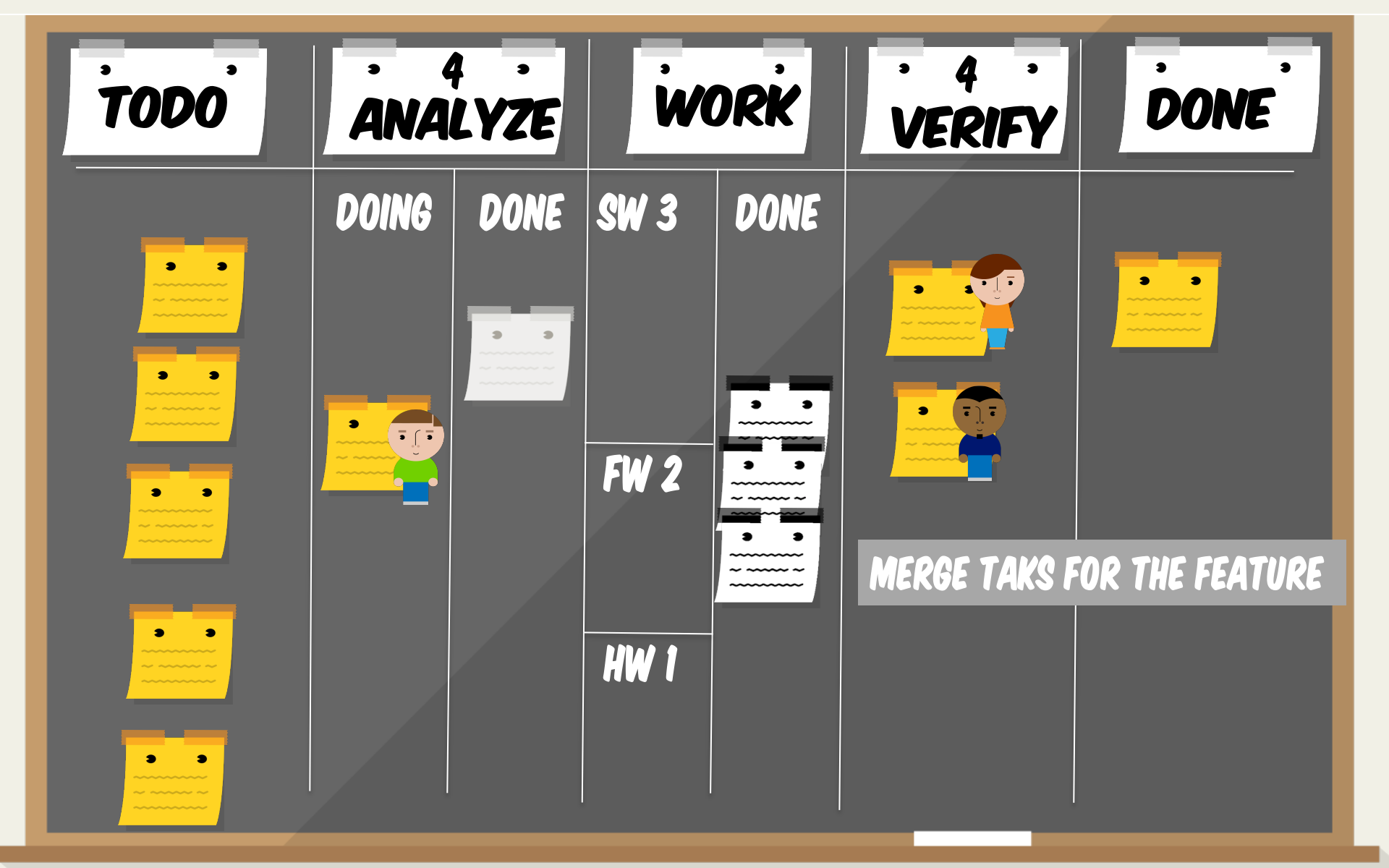

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1

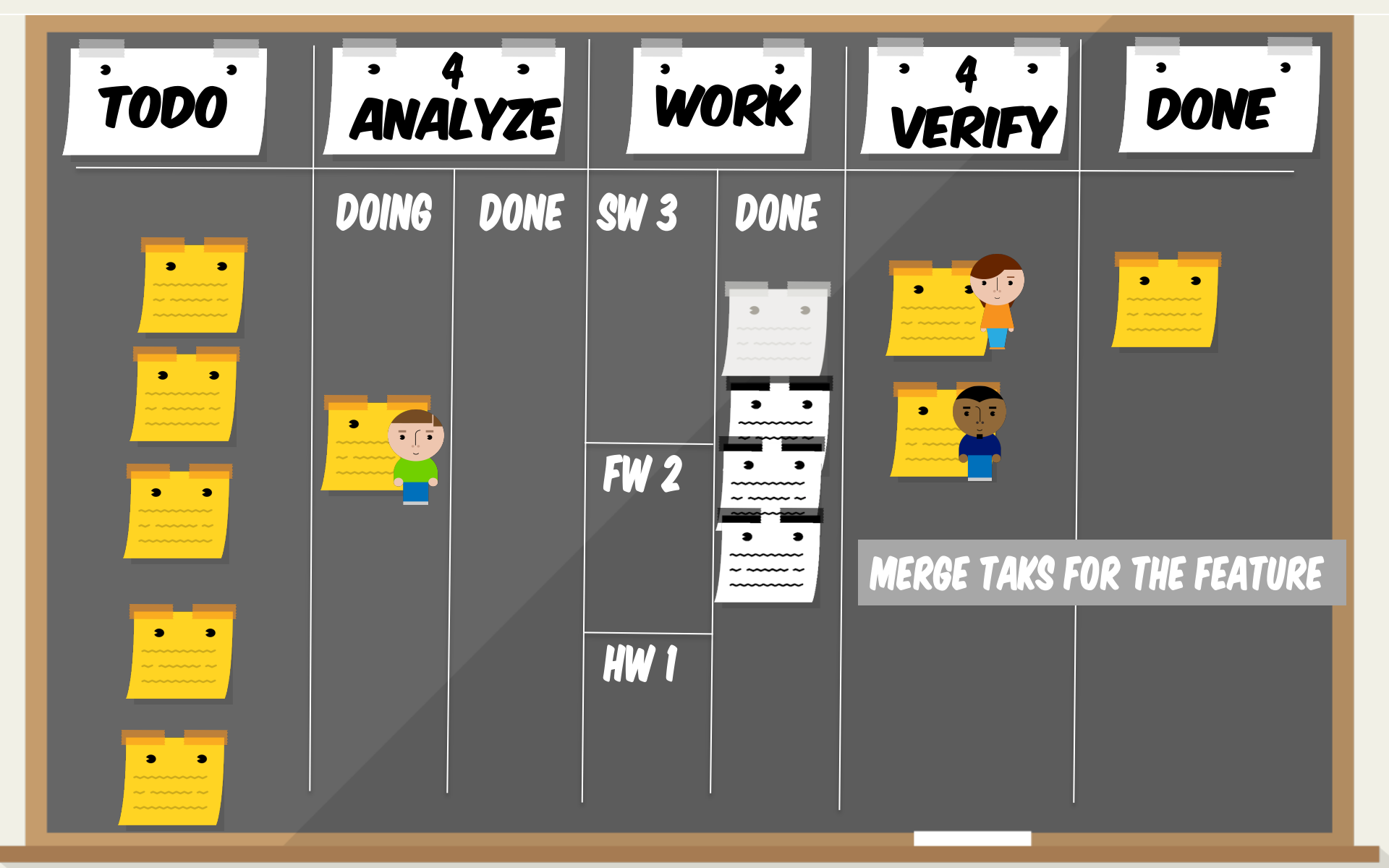

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
THIS FEATURES IS CROSS
FW 2
HW 1

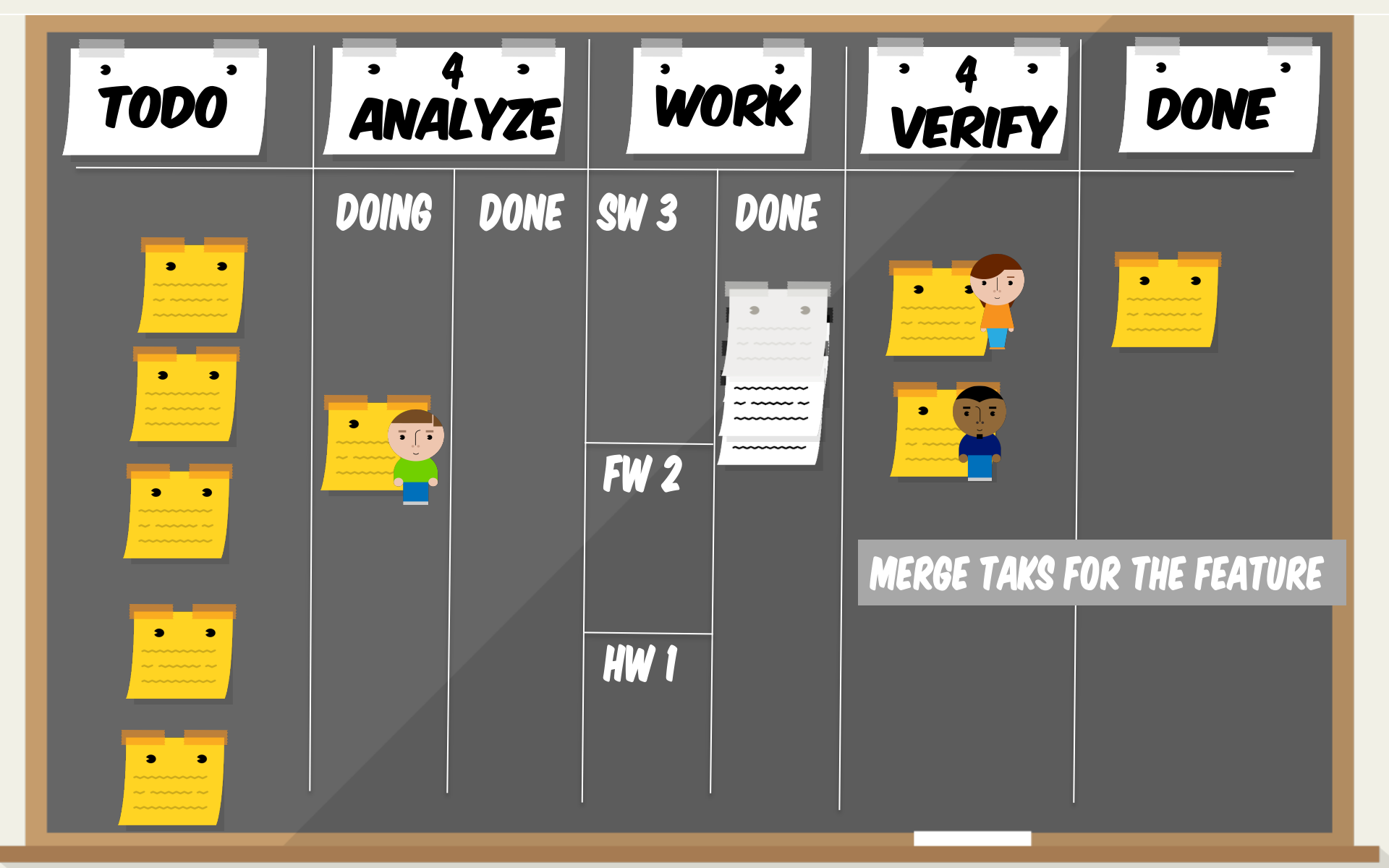

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
SPLIT THE FEATURES IN SW, FW AND HW

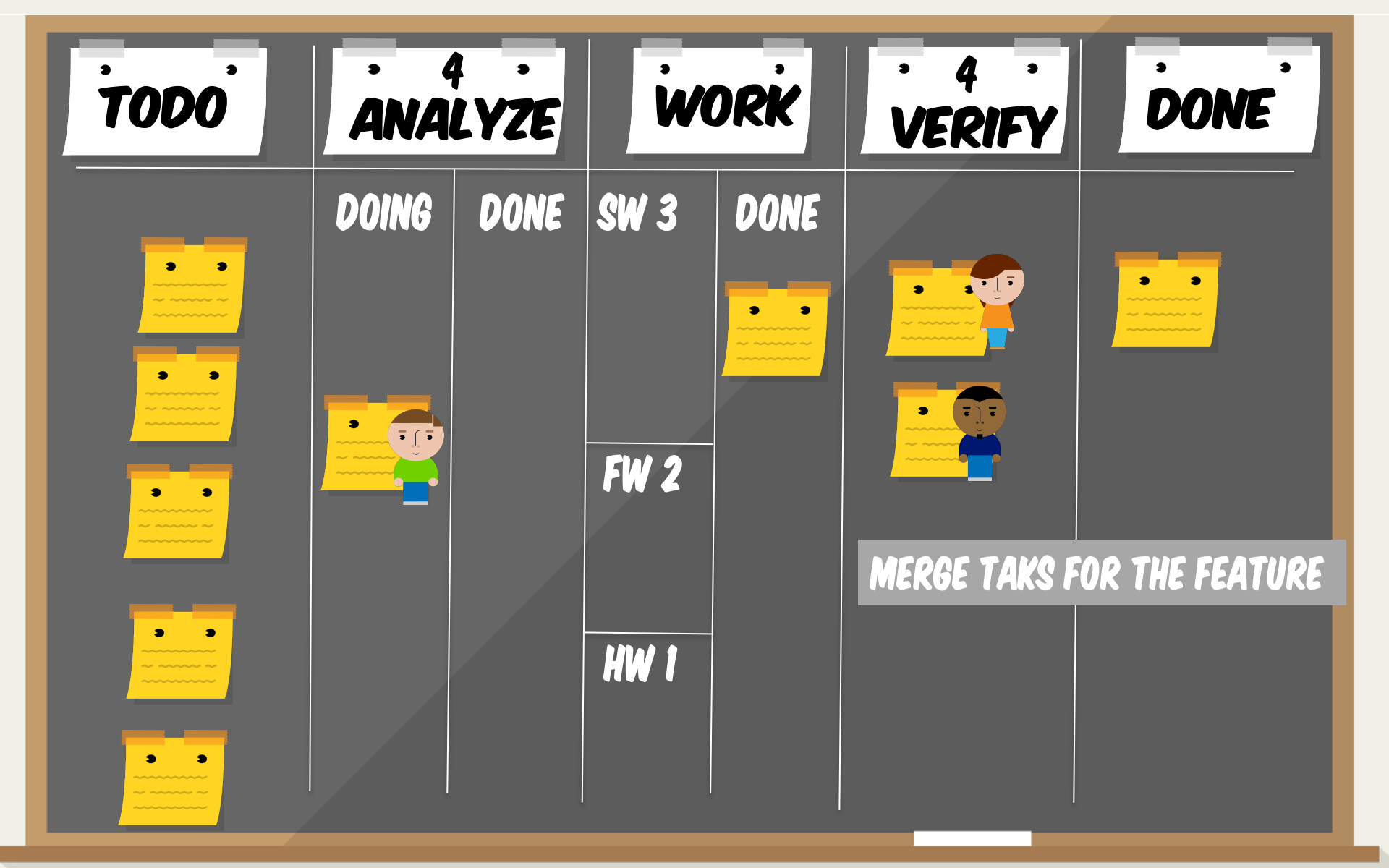

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1


TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1

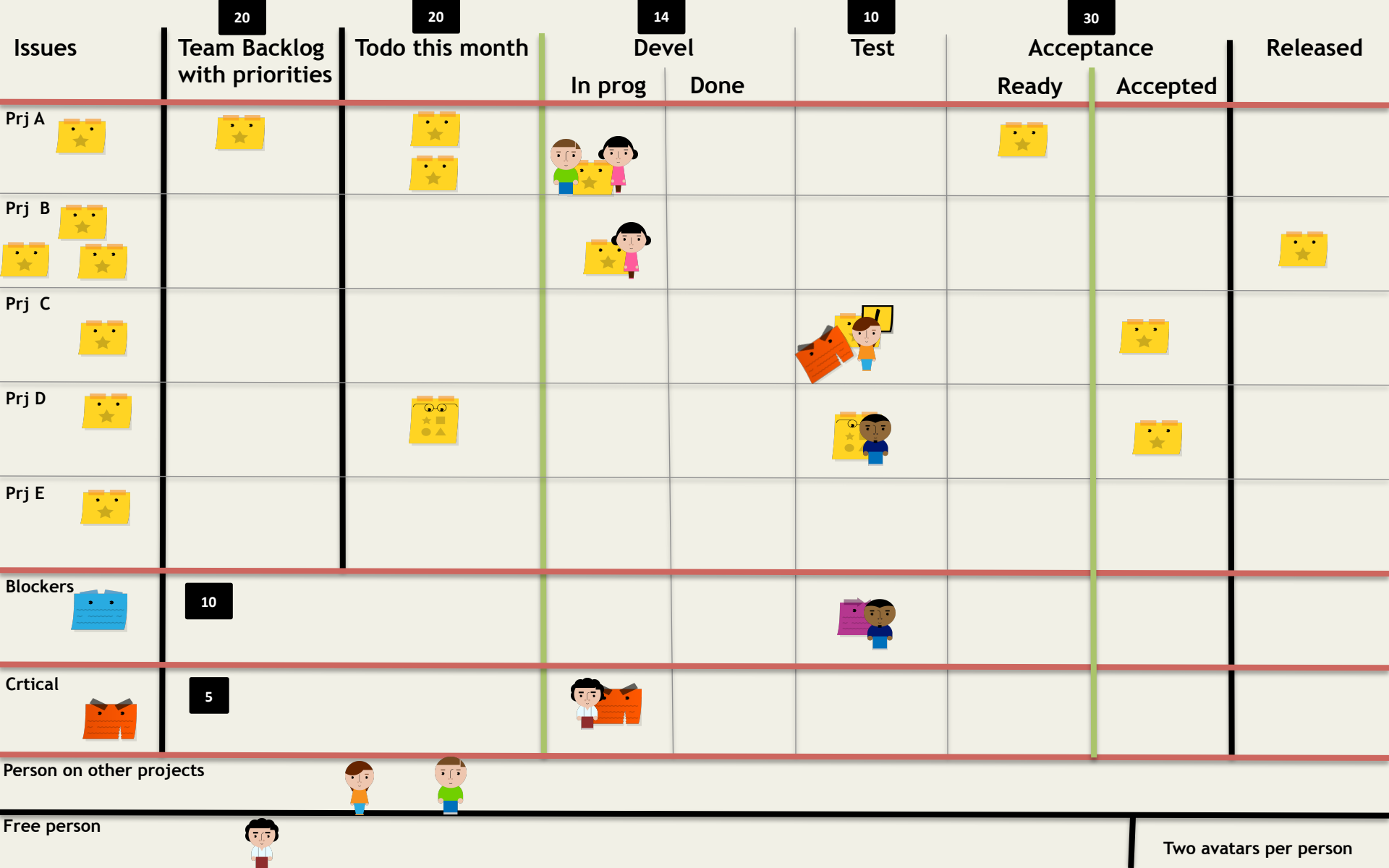

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
MERGE TAKS FOR THE FEATURE


TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
MERGE TAKS FOR THE FEATURE

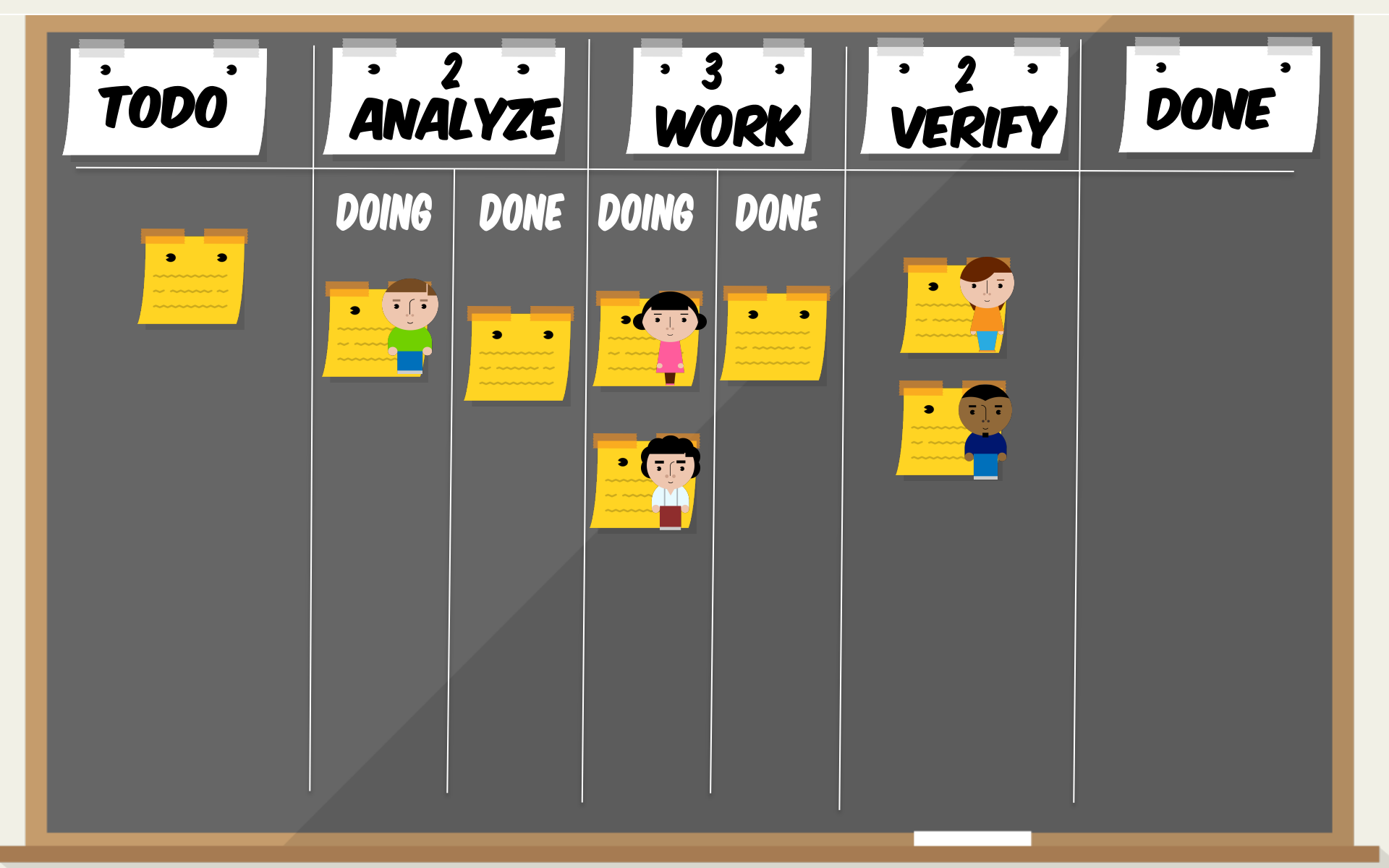

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
MERGE TAKS FOR THE FEATURE

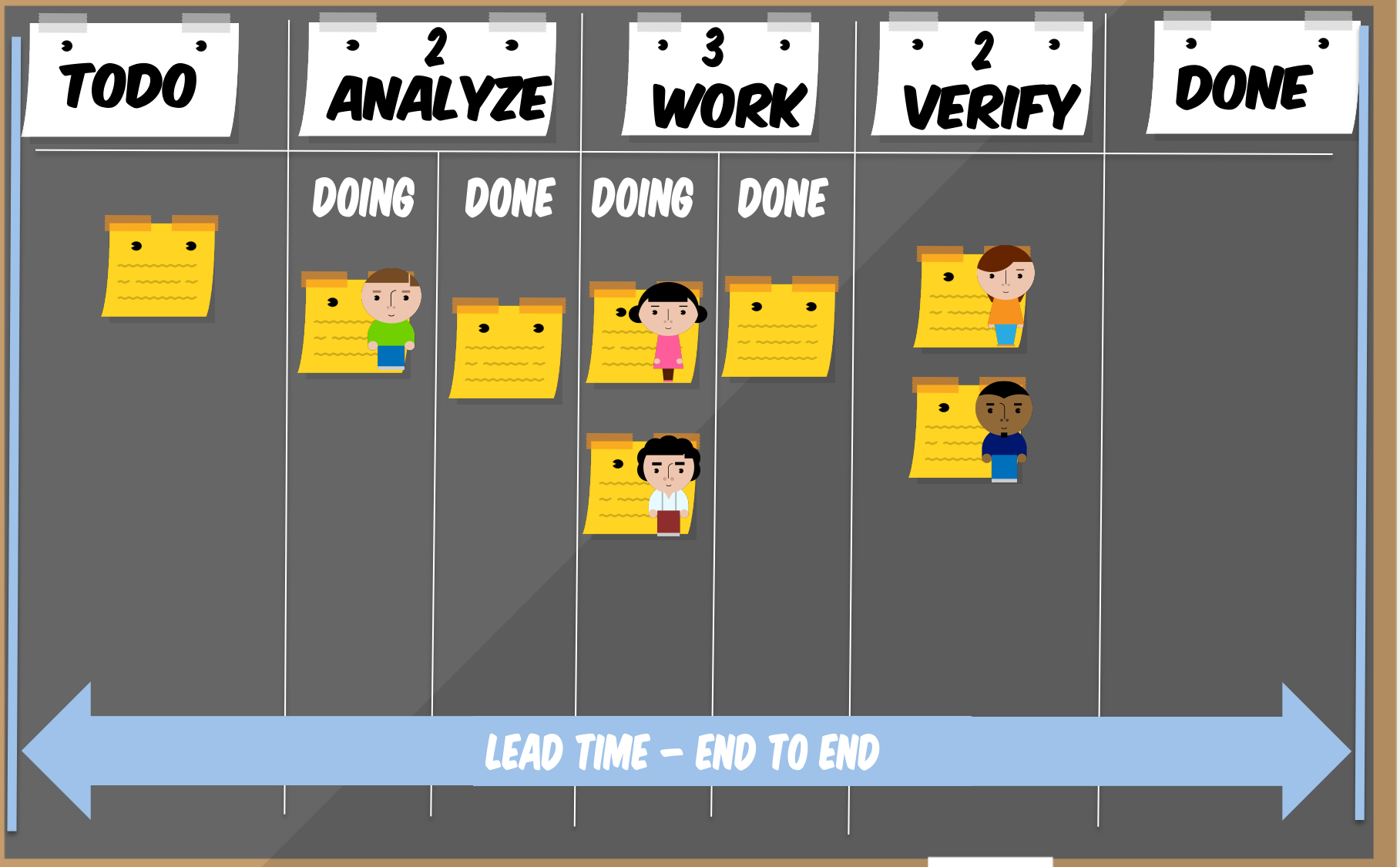

TODO
4
ANALYZE
WORK
4
VERIFY
DONE
DOING
DONE
SW 3
DONE
FW 2
HW 1
MERGE TAKS FOR THE FEATURE

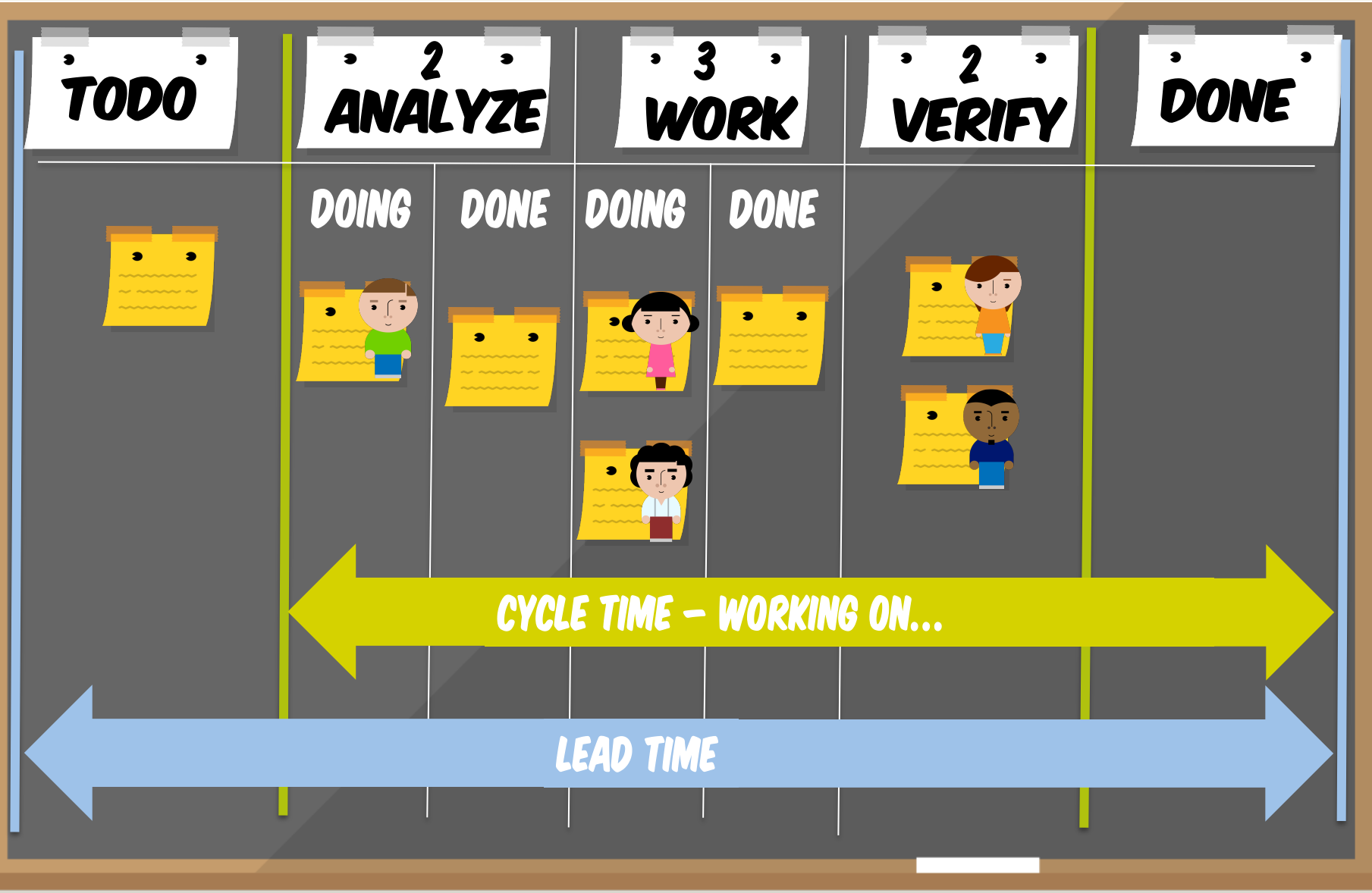
Program kanban board

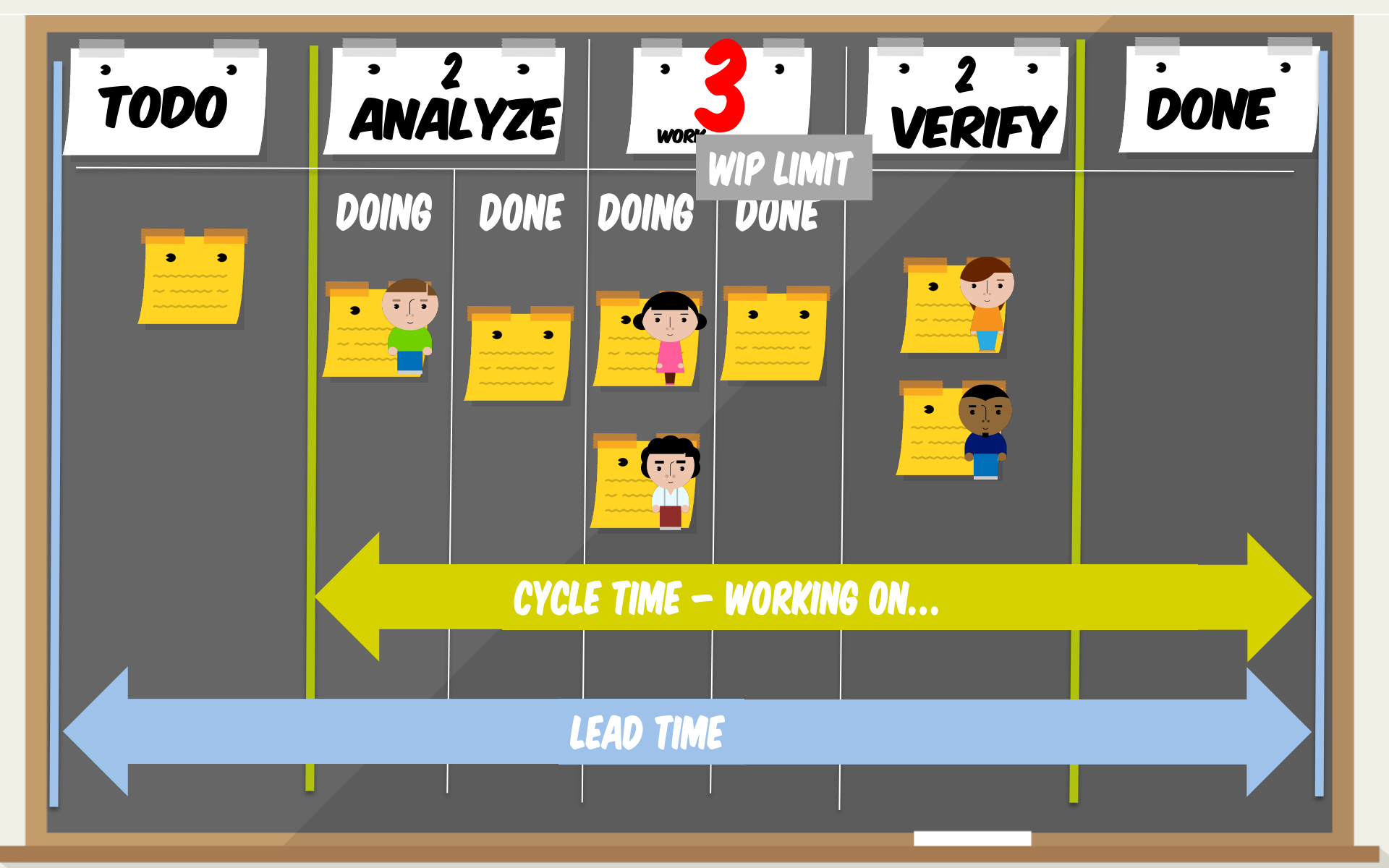

20
20
14
10
30
Issues
Team Backlog with priorities
Todo this month
Devel
In prog
Done
Test
Acceptance
Ready
Accepted
Released
Prj A
Prj B
Prj C
Prj D
Prj E
Blockers
10
Crtical
5
Person on other projects
Free person
Two avatars per person

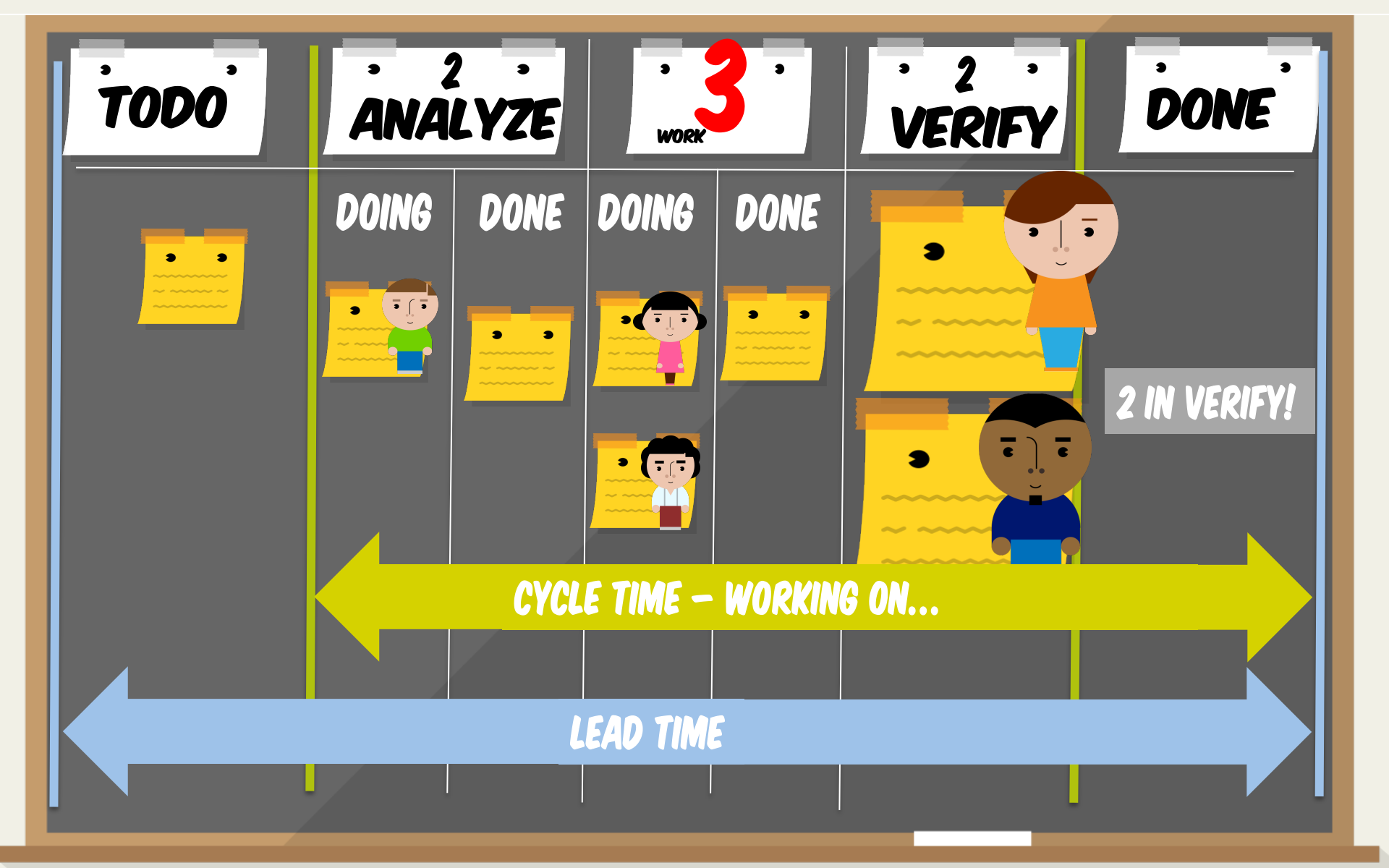
Cumulative flow diagram

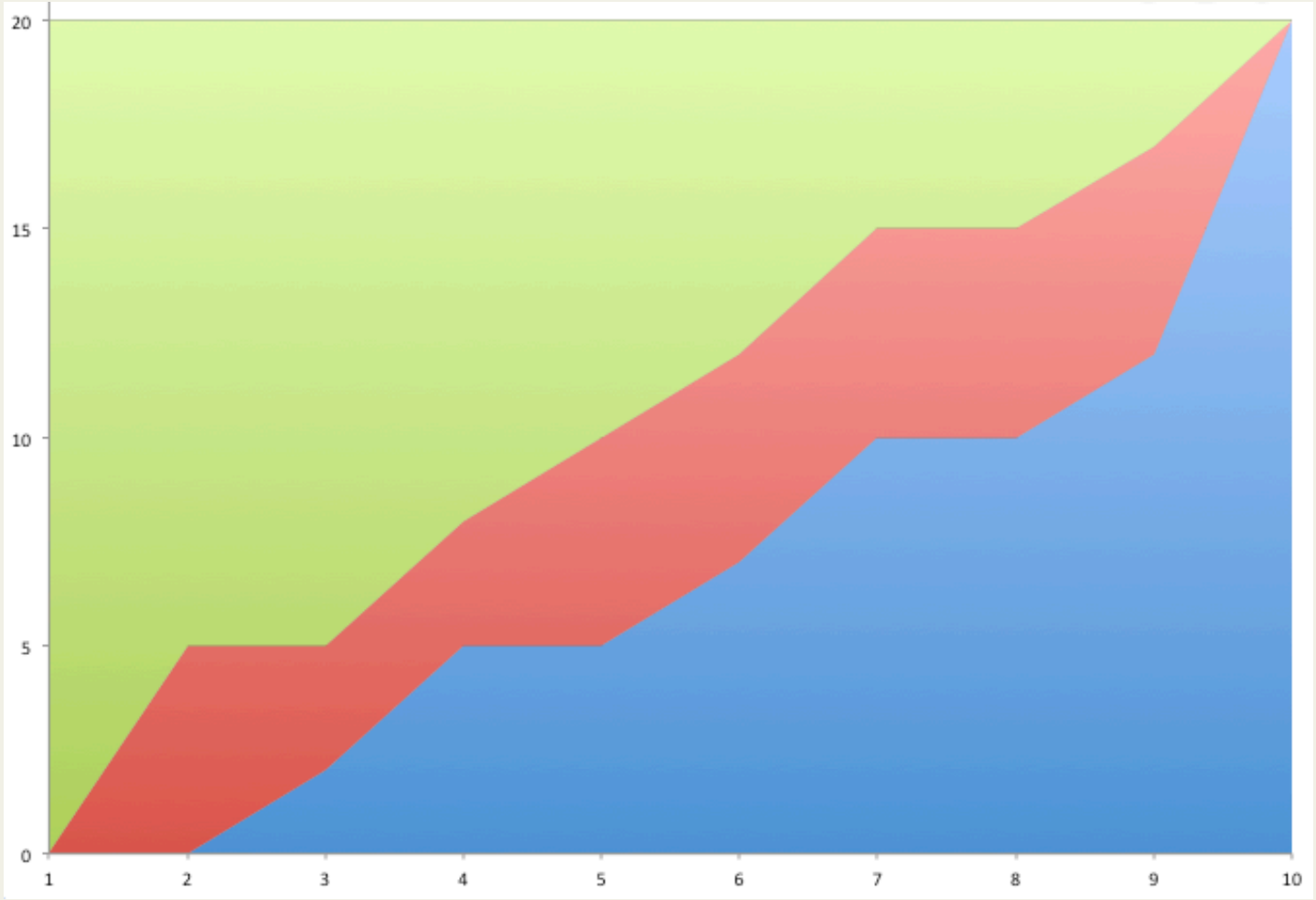

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
LEAD TIME – END TO END

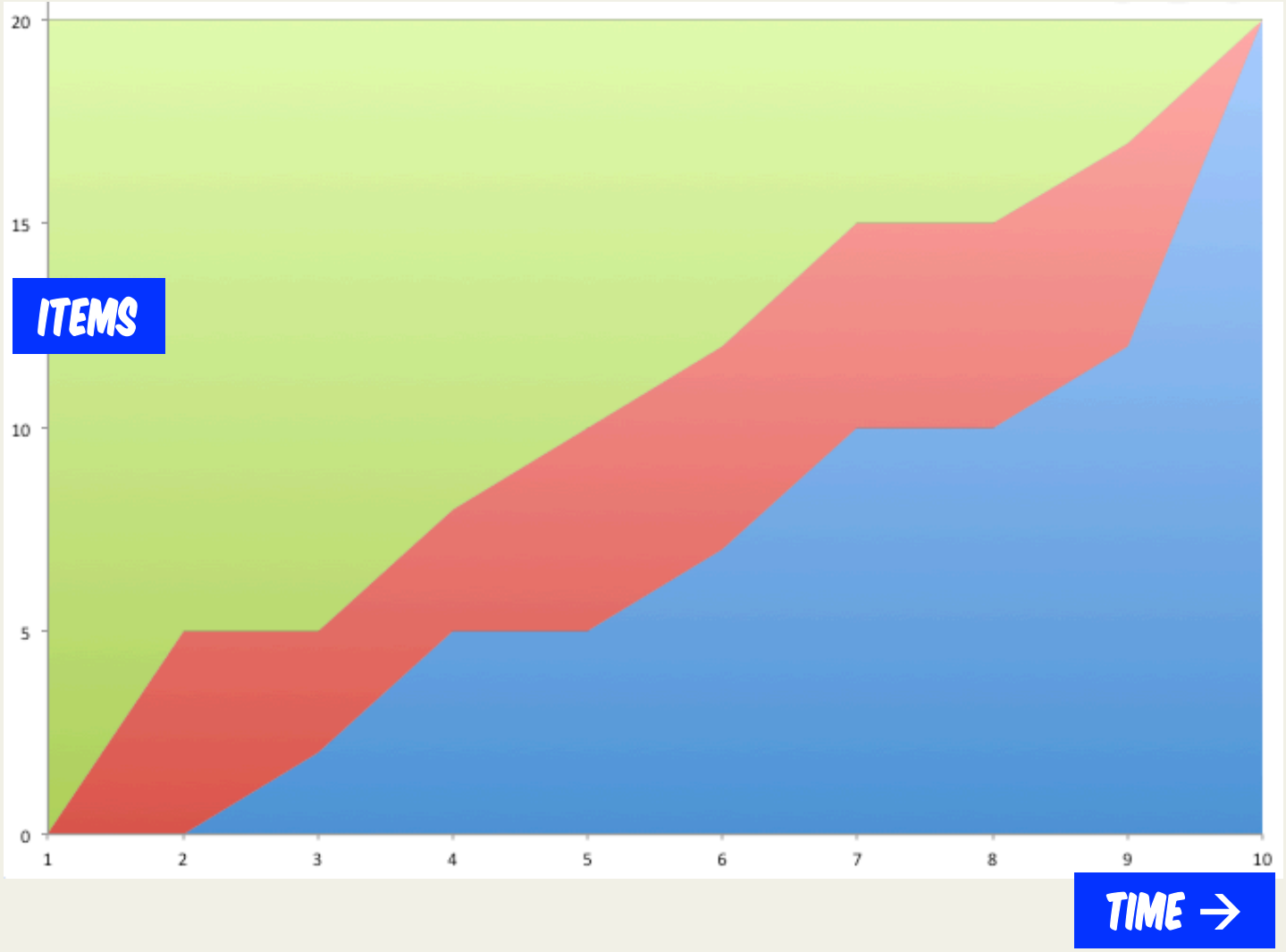

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
CYCLE TIME – WORKING ON...
LEAD TIME


TODO
2
ANALYZE
3
2
VERIFY
DONE
WIP LIMIT
DOING
DONE
DOING
DONE
CYCLE TIME – WORKING ON...
LEAD TIME

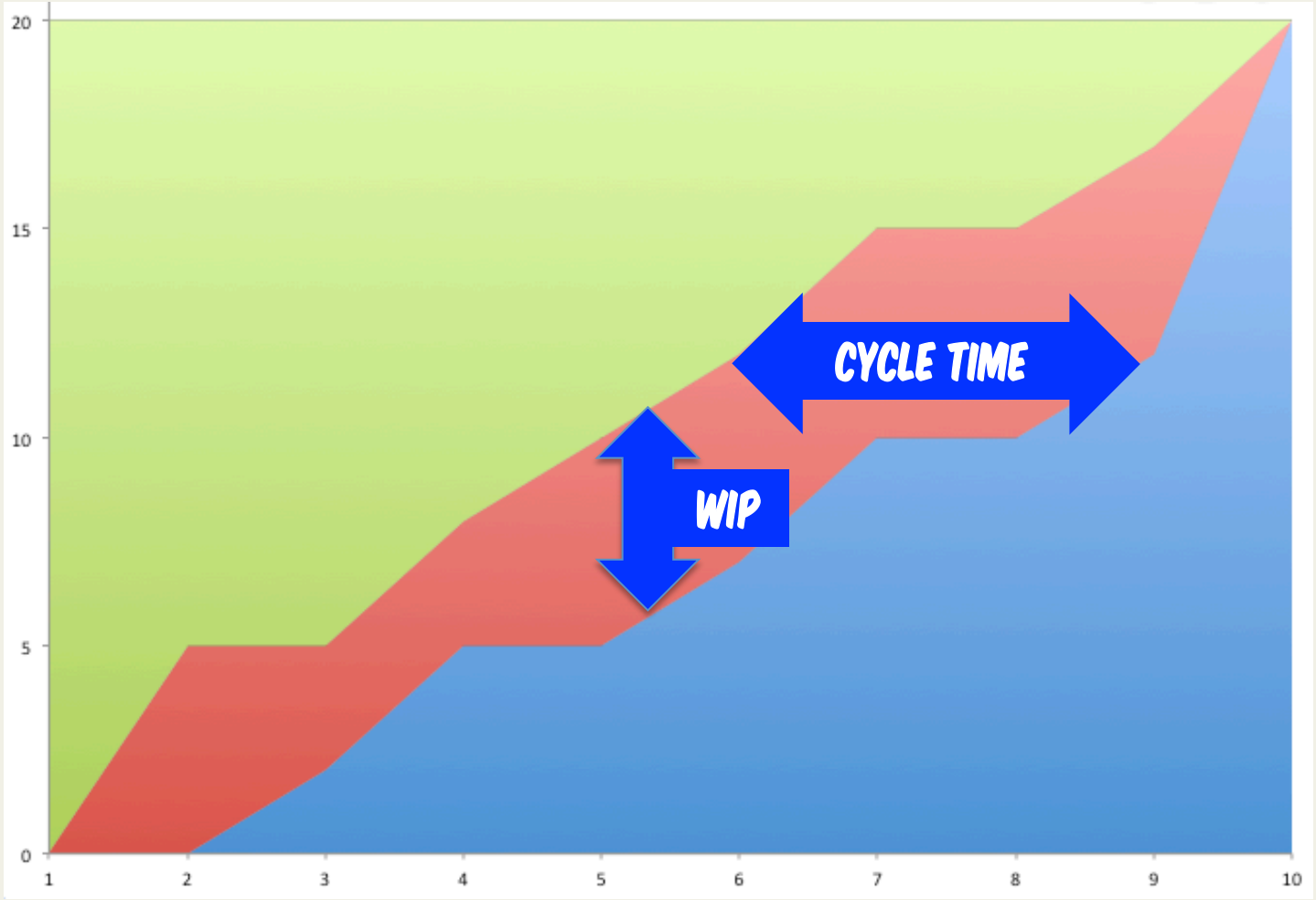

TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
2 IN VERIFY!
CYCLE TIME – WORKING ON...
LEAD TIME



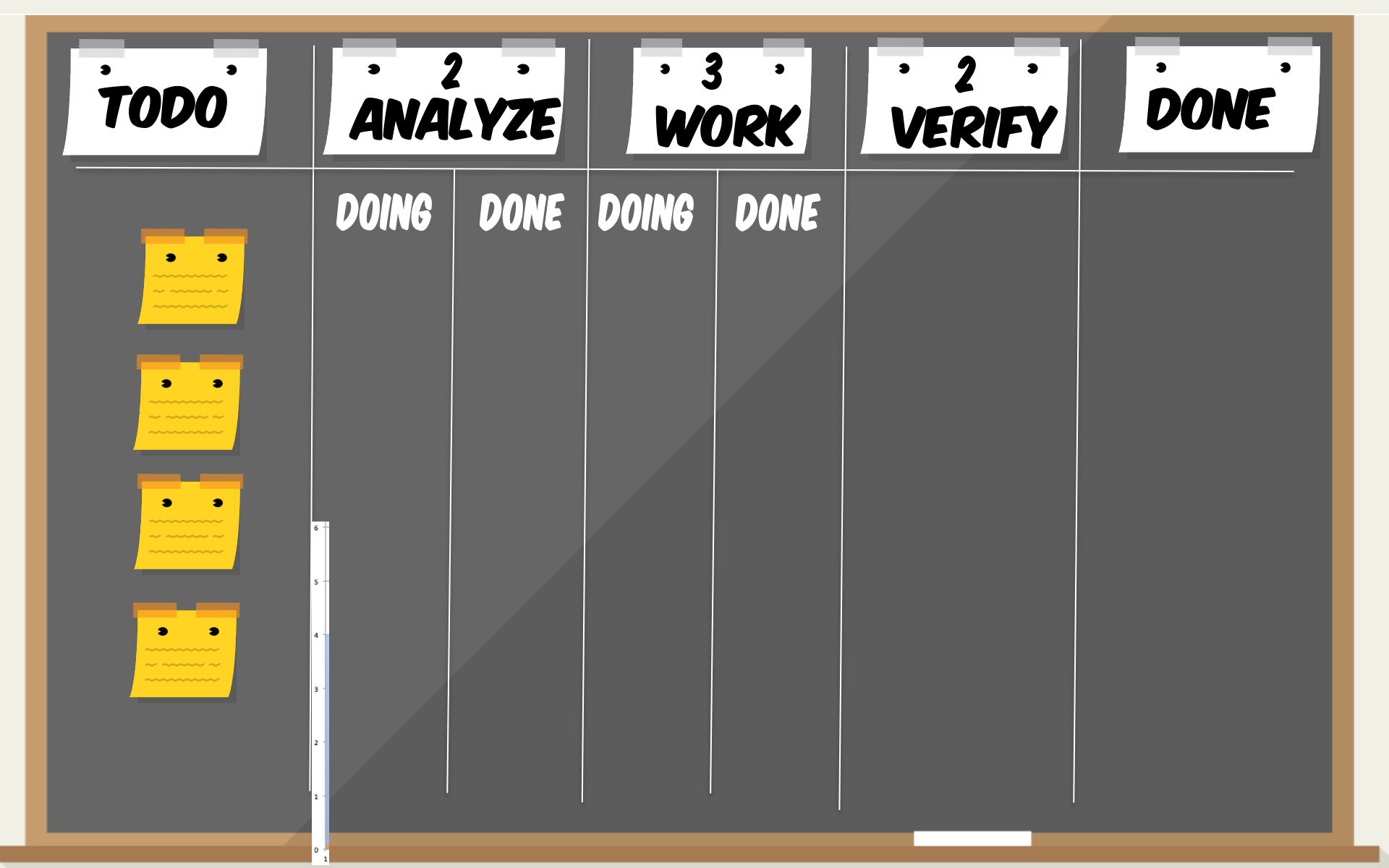
Draw them on cumulative flow diagram

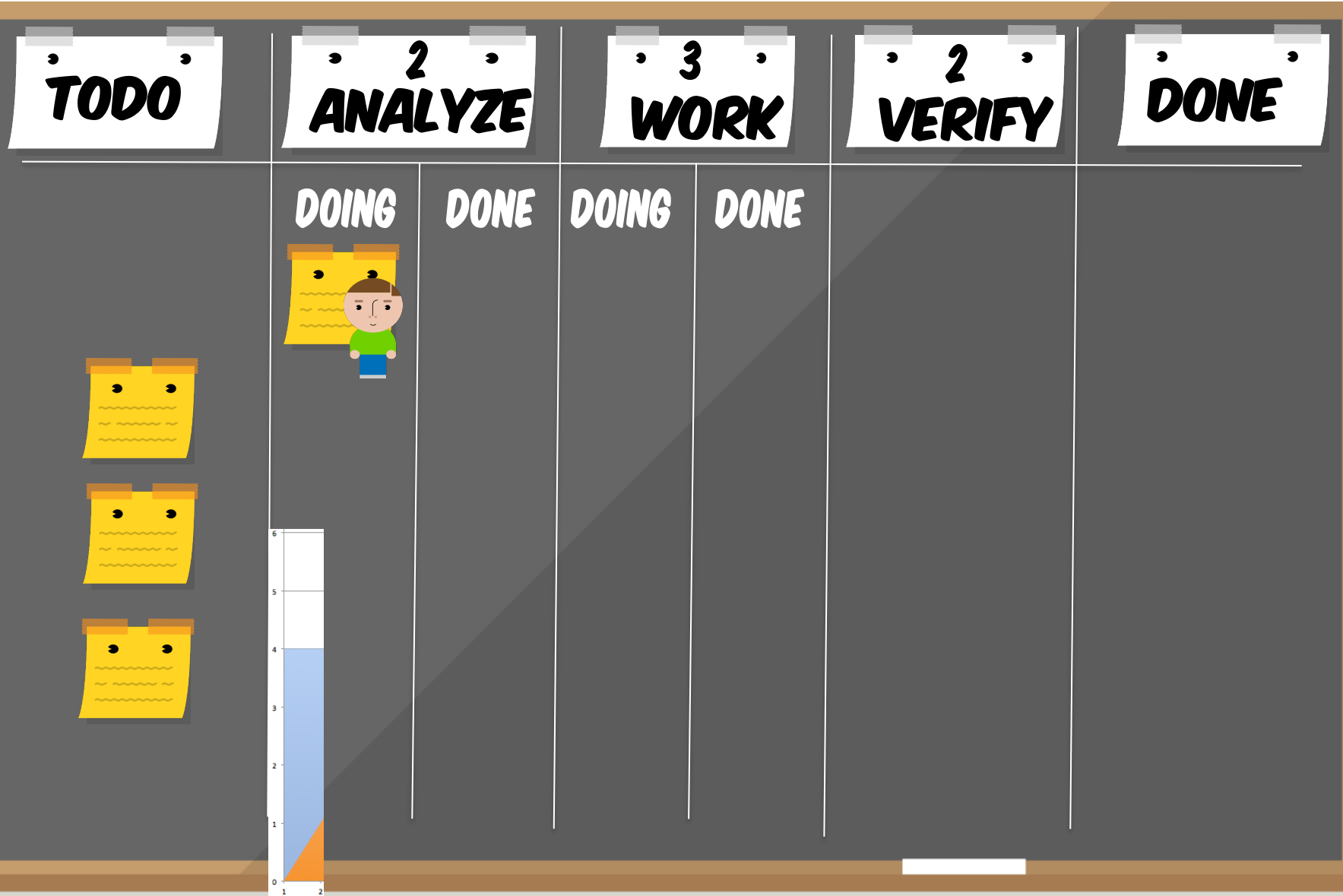


Draw them on cumulative flow diagram



Draw them on cumulative flow diagram


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
6
5
4
3
2
1
0
1
2

TODO

2 ANALYZE

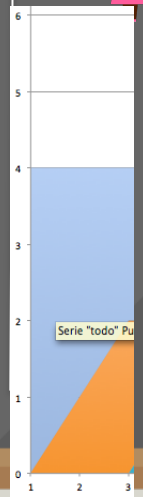
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

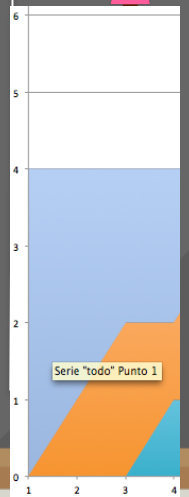
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

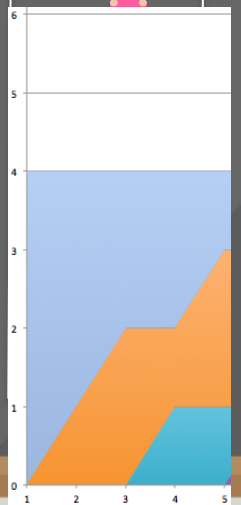
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

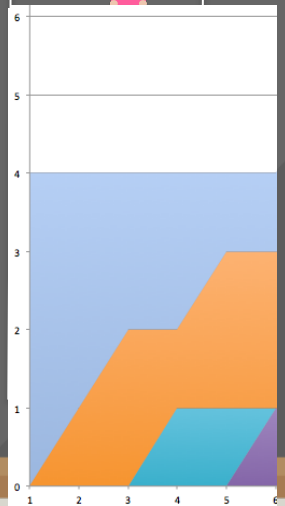
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

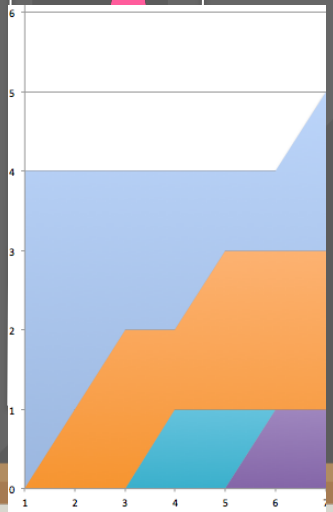
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

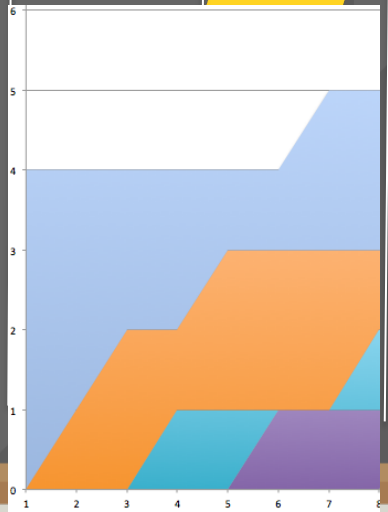
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

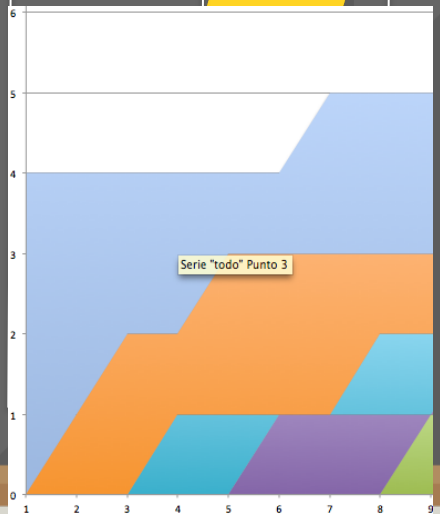
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

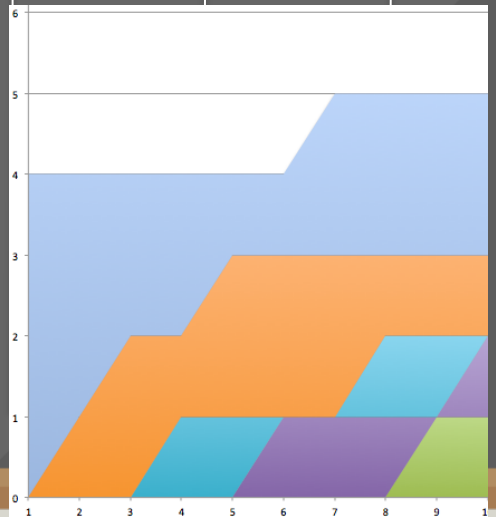
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

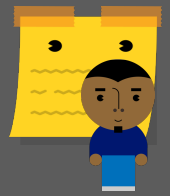
DOING | DONE

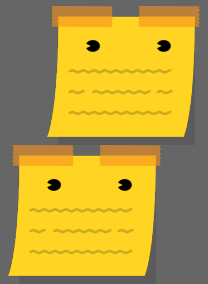
3 WORK

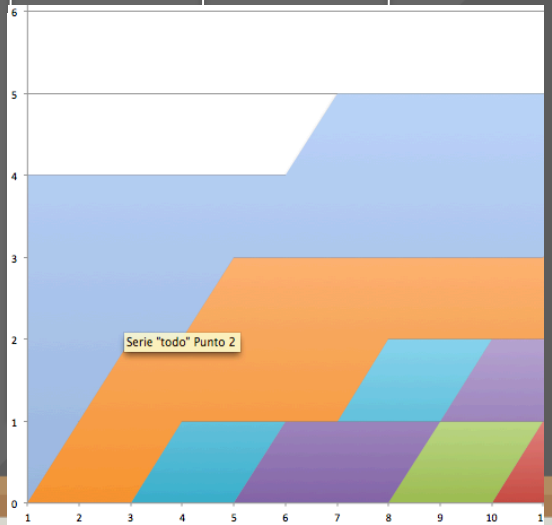
DOING | DONE

2 VERIFY

DONE







TODO

2 ANALYZE

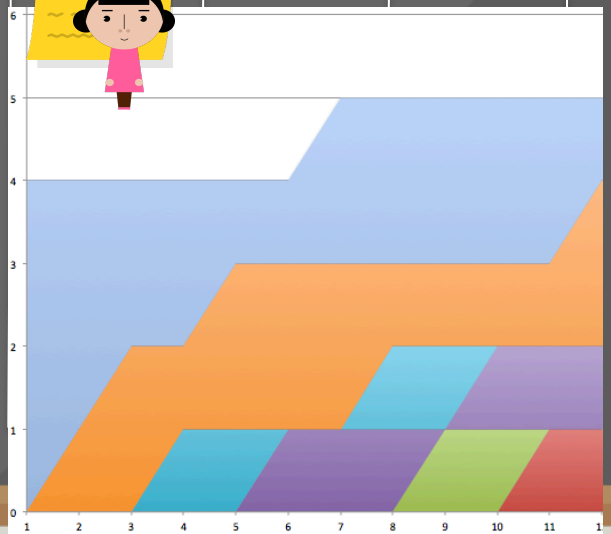
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

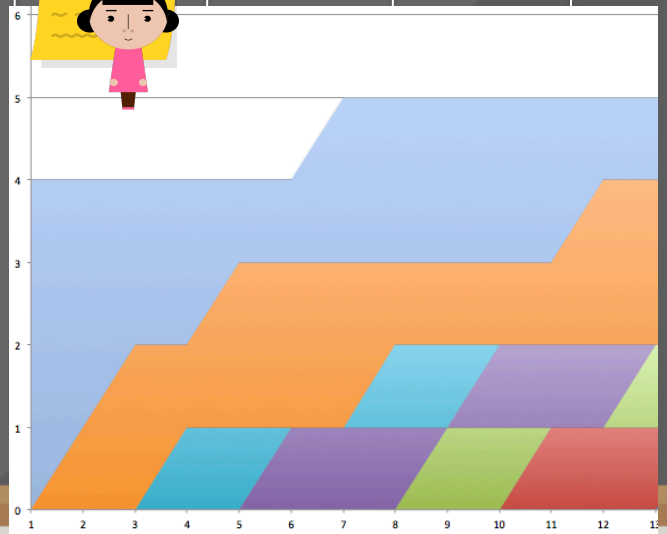
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

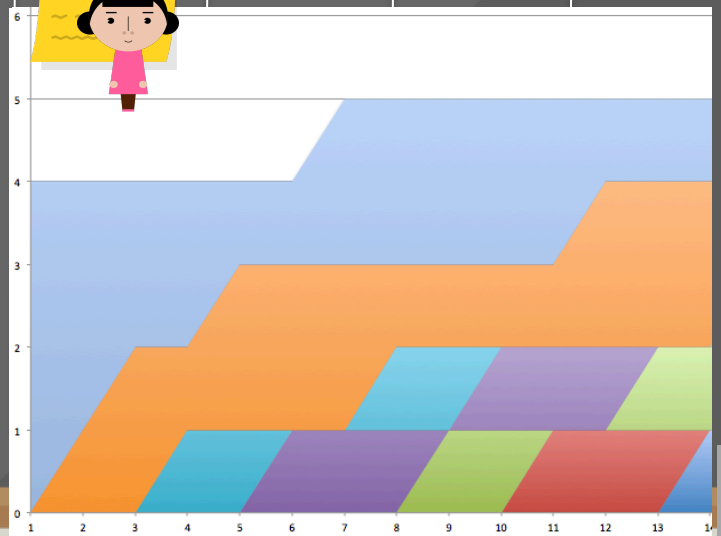
2 ANALYZE

3 WORK

2 VERIFY

DONE

DOING | DONE | DOING | DONE



← COOL FIRST DONE!

TODO

2 ANALYZE

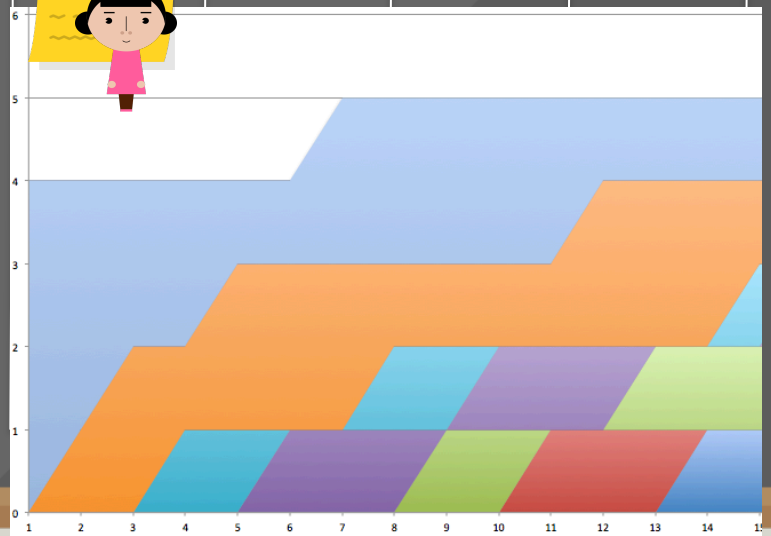
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

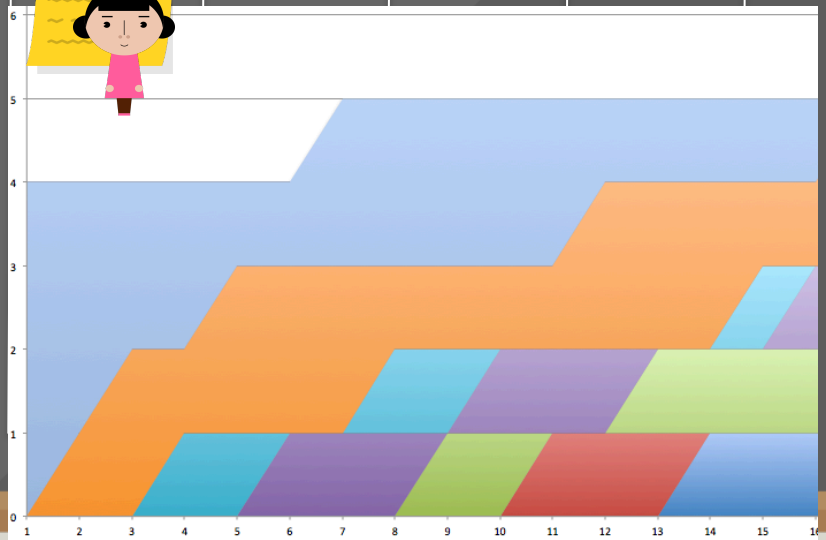
DOING | DONE

3 WORK

DOING | DONE

2 VERIFY

DONE



TODO

2 ANALYZE

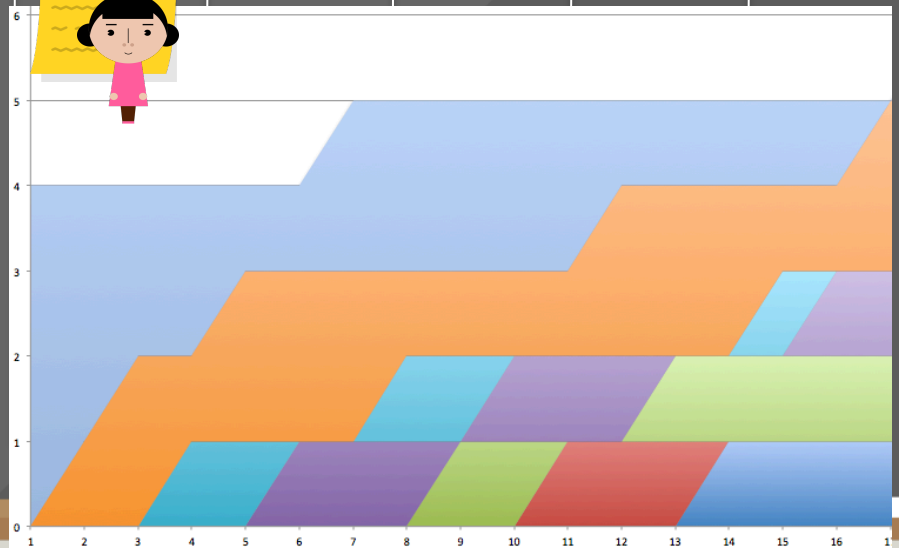
DOING | DONE

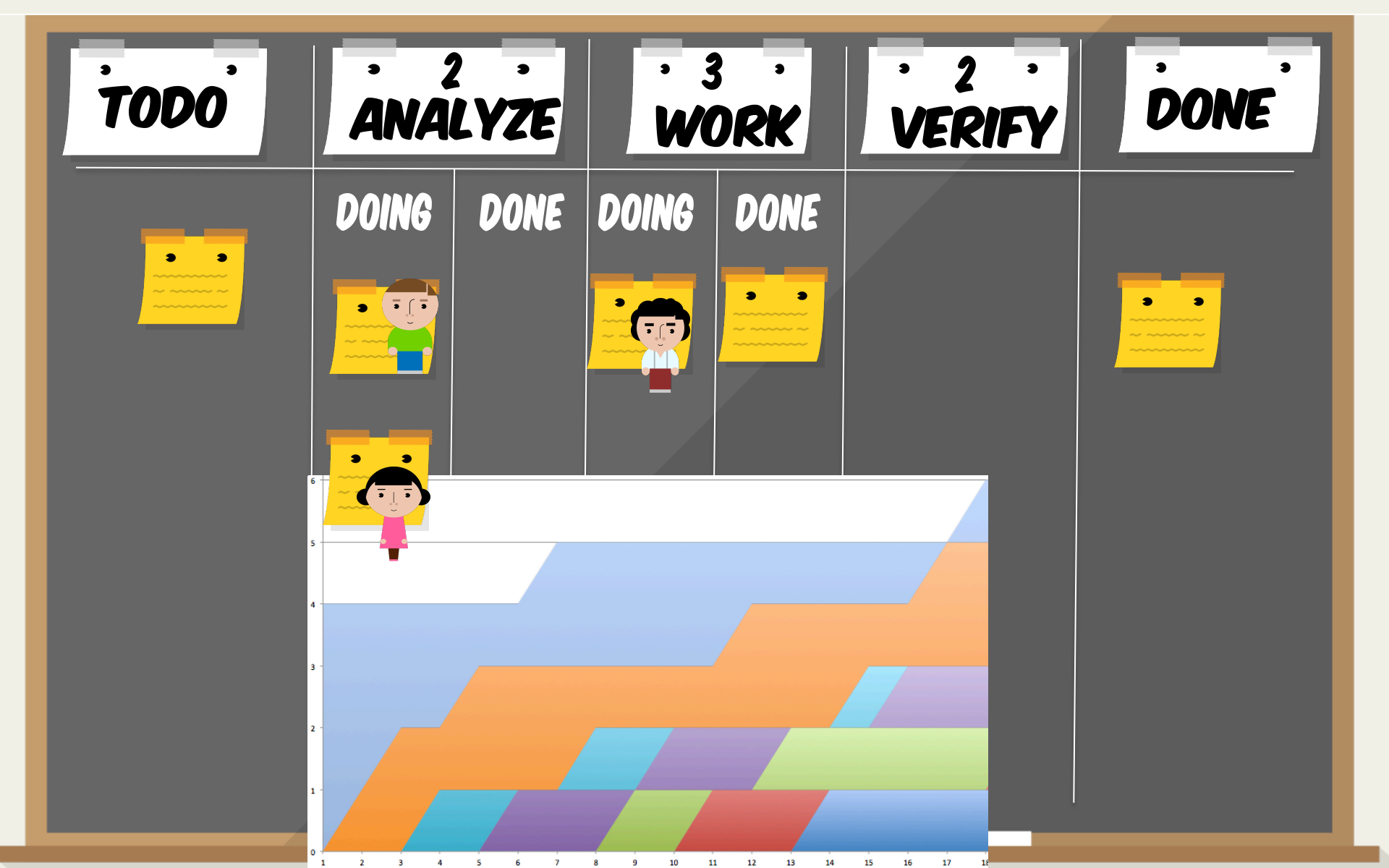
3 WORK

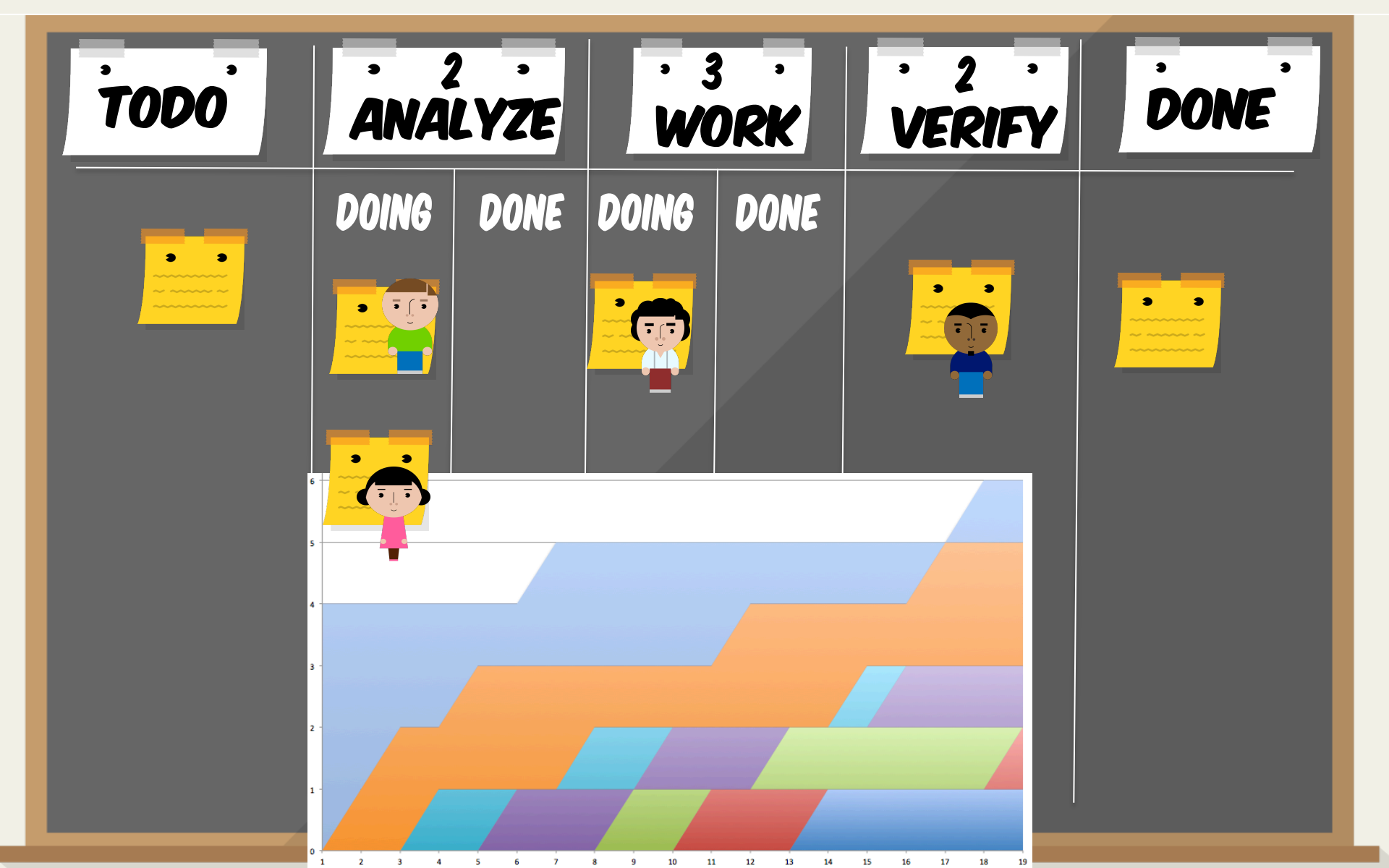
DOING | DONE

2 VERIFY

DONE




TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE


TODO
2
ANALYZE
3
WORK
2
VERIFY
DONE
DOING
DONE
DOING
DONE
0
1
2
3
4
5
6
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19

This is not the end …

… is just the begin of your journey!
Kanban is not only a board; Lean is not only Kanban.

Be curios, respect people and improve, always!

Stay tuned for next versions:

- Portfolio kanban boards
- Prisoner metric
- Control Charts
- How-to reduce the WIP step-by-step from current situation to one-piece-flow

Credits

v0.3 - alpha

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Work inspired by great slides and posts written by:

- Joakim Sundén, Marcus Hammarberg and Christophe Achouiantz - http://www.slideshare.net/marcusoftnet/kanbanboards
- Antonio Lucca - http://tonyxzt.blogspot.it/2011/09/measurment-is-quantitatively-expressed.html
- Claudio Perrone - http://www.slideshare.net/cperrone/a3-kaizen-heres-how
- Benjamin Mitchell - http://blog.benjaminm.net/2012/06/26/how-to-study-the-flow-or-work-with-kanban-cards/
- Gaetano Mazzanti - http://www.slideshare.net/mgaewsj/agile-in-the-bathtub
- David Anderson - http://agilemanagement.net/index.php/kanbanbook/
- Fabio Armani - http://www.slideshare.net/tangram77/scrumban-a-methodology-fusion-bettersoftware-2011
- Yuval Yeret - http://www.slideshare.net/yyeret/explaining-cumulative-flow-diagrams-cfd

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