



JOLSONS-CHI



ProKanban.org

Kanban in Highly Regulated Environments

with Colleen Johnson

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Highly Regulated Environments

- ▶ Finance
- ▶ Health Care
- ▶ Environmental
- ▶ Insurance
- ▶ Government
- ▶ Education
- ▶ Legal



Understanding Risk Profiles

Determining the optimal level
of risk tolerance by considering:

1. Likelihood
2. Cause
3. Impact



Risk Mitigation

- ▲ Service Level Expectations
- ▲ Work Item Age
- ▲ Workflow Polices



Using Service Level Expectations

A SLE is a forecast of how long an item should take from the time it starts until the time it is finished and contains both a **range** and a **probability**.

Example:

75% of user stories will be completed
in 8 days or less.



Using Work Item Age

Work Item Age is the amount of elapsed time between when a work item started and **the current time**.

Example:

Work item AP-1234 has been
in progress for 10 days.



Using Workflow Policies

Explicit policies about how work items can flow through each state from started to finished.

Example:

Before stories may be pulled into “To Do”

- ❑ team must review acceptance criteria
- ❑ minimum WIP of 2, maximum WIP of 4

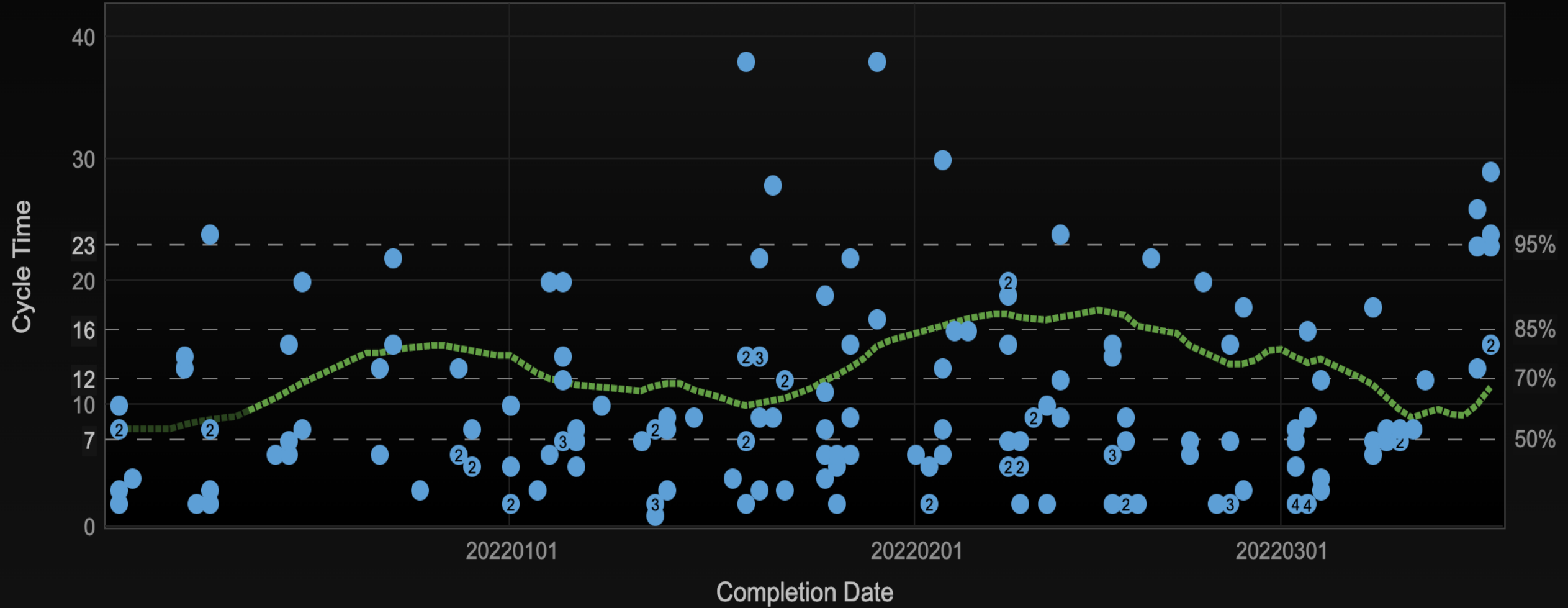




Cycle Time Scatterplot



Example Data



Reducing Variability

- ▲ Right Sizing
- ▲ Managing WIP
- ▲ Consistent Flow



Right Sizing

Right-sizing work items means ensuring each piece of work isn't so large or so small that it will get stuck in the system (it is **not** making items the same size).

Example:

We believe that this story is as small as possible while still being independently valuable.



Managing WIP

Work-in-Progress (or work-in-process) is the number of work items started but not finished. **WIP** limits can be by system or by state of the workflow

Example:

Each column on the board has a WIP limit of 3 items, and total system WIP of 9.



Consistent Flow

Avoid work piling up or moving in batches through any part of the workflow.

Example:

5 stories in development must all move to test at the same time, exceeding the state WIP limit of 2.



Success with Kanban

ACCURACY

- ▶ Does your team have the tools and practices in place to manage work-in-progress with SLE and policies to manage aging work?

RESPONSIVENESS

- ▶ Does your team limit work-in-progress to that enable new work to enter the workflow and priorities to easily change?





What does the Team's Control?

- ▲ Creating workflow policies
- ▲ Acting on aging work
- ▲ Working within WIP
- ▲ Reprioritizing work
- ▲ Improving the system



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