

## Team Kanban Essentials

With Kanban you can manage work. Team Kanban Essentials is an actionable starting point for teams of knowledge workers who wish to use the Kanban Method to manage their work.

1.0

## Service

A means of delivering value to a team's customers (internal or external). From a service perspective, a request can scale from a task to the development of a product, project, or initiative.

Identified

Visualized

Monitored

Maturing

In Flow

Relates to: Work

1.0

## Work Item

A deliverable or a component thereof resulting from the demand placed at the system that will be worked on by the service. Work Items can be of different types, but all follow the same workflow (to be defined below)

Requested

Selected

State 2

State 3

Done

Relates to: Service

1.0

## Pool of Work

An emergent list of the work that has been requested from the service. The items that make up the Pool of Work are known as Work Items and must meet the Service's entry criteria.

Identified

Ordered

Describes: Service  
Describes: Work Item

1.0

## Kanban Board

A visual display of cards that represent the work items in a kanban system. Typically, boards are arranged in vertical columns that represent activities. Additional dimensions may be represented by color or other card attributes. Cards move rightward from as the work items they represent progress through the system. WIP limits and other policies may be represented visually.

Workflow Visualized

Basic Policies Visualized

Advanced Policies Visualized

Describes: Service

1.0

## Kanban System Definition

The Kanban System is a model of a kanban service delivery workflow. Its description includes its:

- Workflow with entry and exit criteria
- Accepted Work Item Types
- Policies including classes of service and WIP limits
- Metrics to be collected
- Cadences

Workflow & Cadences Defined

Basic Policies Explicit

Advanced Policies Explicit

Describes: Service  
and: Way of Working

1.0

## Kanban Metrics

Metrics are a means of feedback to indicate how the Kanban System is performing. There are three core Kanban metrics that should always be collected and maintained over time:

- 1 - Lead Time
- 2 - Delivery Rate (aka Throughput)
- 3 - Work in Progress (WIP)

These can be complemented with more advanced metrics as the Kanban System evolves.

Core Metrics Available

Advanced Metrics Available

Describes: Service

1.0

## Official Guide to the Kanban Method

Discover the Kanban Method through this short introductory guide that explains all the key concepts of the method in a simple easy-to-read format.

Visit [kanban.university/kanban-guide/](https://kanban.university/kanban-guide/)

## STATIK Workshop

A collaborative workshop that uses a systems-thinking approach to design and evolve a Kanban System. The STATIK approach should be applied, in an iterative way, to each service.

Way of Working

Prepare to do the Work

Leadership Management ... and all other competencies

- Service: Identified or beyond
- Kanban Board: Workflow Visualized or beyond
- Kanban System Definition: Workflow & Cadences Defined or beyond
- Pool of Work: Identified or beyond

1.0

### Team Replenishment

The team meets to select the items to do next from the Pool of Work (moving them over the commitment point) and oversee the preparation of options for future selection. A cadence-based event held weekly or as needed.

Work

**Prepare to do the Work**

Leadership Stakeholder Representation ... and all other competencies

Work: Prepared or beyond  
 Service: Visualized or beyond  
 Work Item: Selected  
 Pool of Work: Ordered

1.0

### Team Kanban Meeting

The Team meets to observe and track the status and flow of work and consider:

- How can we deliver the Work Items in system quickly?
- Has capacity become available?
- What should we pull next?

A cadence-based event held daily.

Work

**Coordinate Activity**

Leadership Management ... and all other competencies

Service: Monitored or beyond

1.0

### Team Retrospective

An opportunity for the team to reflect on how they manage their work and how they can improve. A cadence-based event held bi-weekly or monthly.

Work  
 Way of Working

**Support the Team**

Leadership Management ... and all other competencies

Kanban Board: Basic Policies Visualized or beyond  
 Kanban System Definition: Basic Policies Explicit or beyond  
 Way of Working: Working Well

1.0

### Flow Review

An opportunity for the team, its clients (both upstream and downstream) and its stakeholders to review all aspects of a service and its effectiveness. A cadence-based event held bi-weekly or monthly.

Kanban Metrics: Core Metrics Available or beyond

**Track Progress**

Leadership Stakeholder Representation ... and all other competencies

Service: Monitored or beyond  
 Kanban System Definition: Basic Policies Explicit or beyond  
 Way of Working: Working Well or beyond

1.0

### Tacit Work Item Type

An empty card for capturing Tacit Work Item Types.

.  
. .  
. .  
. .

1  
2  
3  
4  
5

Relates to:  Work Item

1.0

### Core Kanban Metrics

Metrics are a means of feedback to indicate how a Kanban System is performing. There are three Core Metrics:

- 1 - Lead Time
- 2 - Delivery Rate or Throughput
- 3 - Levels of WIP (Work in Progress)

These core metrics can be visualized in a Cumulative Flow Diagram.

Teams may identify additional metrics (such as quality or rework) but should not have too many metrics when they start. Be cognizant that "you get what you measure" so collection of metrics should be designed to counter or minimize any gaming of the system.

1.0

## MOVE FROM PROCESS TO PRACTICES

- Get started with IJI's Library of Practices
- Ready to go practices to get you up and running quickly

[ivarjacobson.com/practicelibrary](http://ivarjacobson.com/practicelibrary)

### Lead Time

Lead Time is the time it takes for a single work item to pass through the Kanban System from the commitment point (Selected) to the end point (Completed/Done).

Lead time is often analyzed using tools such as Lead Time Run Charts, Lead Time Distribution Charts and Cumulative Flow Diagrams.

One of three:  Core Kanban Metrics  
 Related:  Cumulative Flow Diagram

1.0

### Delivery Rate (aka Throughput)

Delivery Rate is the number of completed Work Items per unit of time, such as features per week, training classes per month or new hires per quarter.

To calculate the Delivery Rate we need to know the time each completed Work Item entered the 'Done' state.

One of three:  Core Kanban Metrics  
 Related:  Cumulative Flow Diagram

1.0

## WIP (Work in Progress)

WIP (Work in Progress) is the amount of Work Items in the Kanban System (or a defined part of it) at a certain point in time. It is controlled by defining specific WIP Limits for the System.

Figure 3

One of three: Core Kanban Metrics  
Related: Cumulative Flow Diagram

Designed using IJ Essence in Practice Workbench™ 1.0

## Cumulative Flow Diagram

A diagram that contains useful information regarding the flow of work across the activities of a workflow.

Complements: Core Kanban Metrics  
Indicates: Lead Time,  
 Delivery Rate (aka Throughput) and  
 WIP (Work in Progress)

Designed using IJ Essence in Practice Workbench™ 1.0

## Customizing The Service

The Team Kanban Essentials practice contains some elements that users can customize based on the specifics of their particular service.

- Each Service needs to define the States that the Work Items progress through. These states will usually map to columns on the Kanban Board.
- There may be some *tacit* Work Item Types that the Service will process. It may be useful to document their states.

Groups: Customizing Work Item and  
 Using Tacit Work Item Types

Designed using IJ Essence in Practice Workbench™ 1.0

## Advance Your Kanban Knowledge

Get official certified training from Kanban University. Discover how to help teams, coaches, managers, and leaders to utilize the Kanban Method to grow and improve their business.

Visit [kanban.university](https://kanban.university)

Designed using IJ Essence in Practice Workbench™ 1.0

## Customizing Work Item

The Work Item alpha is not complete. The states of a Work Item reflect how Work Items progress through the Service. As these are not the same for every Service, the Work Item card needs to be customized before it can be used.

The first and last states of **Requested** and **Done** are likely to be the same for each Service. If additional work is necessary to enter the Pool of Work, a second state of **Selected** is required.

The intermediate states describe the state of the Work Item as it progresses through the Service (for example: Develop Curriculum, Run Pilot, Finalize). These will be specific to your Service and can be recorded on the blank cards to use in games.

Designed using IJ Essence in Practice Workbench™ 1.0

## Using Tacit Work Item Types

Work Items that will be processed by a service can originate from many places and be of many different types. For example, a Service may process Features, User Stories, Bugs and Customer Requests.

Each of these will have their own states, and the function of Service will be to advance one or more state.

Some Work Item Types may not be Essentialized and will not have states defined for them. If these cases, capture them on a **Tacit Work Item Type** card and decide what states they progress through (perhaps just Identified, Ready, Done).

Designed using IJ Essence in Practice Workbench™ 1.0

## KMM Plus

**A MAP TO ORGANIZATIONAL AGILITY, RESILIENCE & REINVENTION**

Visit [kmm.plus](https://kmm.plus)

Designed using IJ Essence in Practice Workbench™ 1.0

## IJI SUSTAINABLE CHANGE FRAMEWORK

- Achieve consistent and lasting adoption of your agile techniques across your broad communities of practices!
- IJI's Framework and Consulting Services can help guide you.

[ivarjacobson.com/sustainable-agile-transformation](https://ivarjacobson.com/sustainable-agile-transformation)

Designed using IJ Essence in Practice Workbench™ 1.0

## Resources

- **The Kanban Method:** Team Kanban Essentials is based on **The Official Guide To The Kanban Method** available at <https://kanban.university/resources/>
- **Practice Content Copyright:** This Practice is copyright © 2022 Mauvius Group and Ivar Jacobson International SA.
- **Copyright for IJ Essence Kernel:** © 2020 Ivar Jacobson International SA. All rights reserved.
- **IJI Trademarks:** Ivar Jacobson and IJI Practice Workbench are trademarks or registered trademarks of Ivar Jacobson International SA and/or its subsidiaries.

Designed using IJ Essence in Practice Workbench™ 1.0