Background

This 2-day Kanban training class uses an interactive teaching method to help students gain an understanding of Kanban Pull Systems and how to apply them to the build, deploy and environment maintenance arena. Working in small teams, class attendees will analyze and design a kanban system implementation for a real world scenario.

What you will learn

An introduction to Lean, Pull Systems and Kanban
Visualizing value Streams
Controlling Work-in-progress
Implementing different classes of service
Negotiating service level agreements with customers
Implementing a culture of continuous improvement (Kaizen)
How established industrial engineering theory can apply to operations
Identifying variability
Classifying bottlenecks as capacity constrained resources or non-instant availability resources
Managing bottlenecks appropriately for improved throughput
Understanding transaction and coordination costs in a kanban process
Using Metrics and Reporting to drive continuous improvement

Introduction

Introduction to kanban
What is a kanban system
Background of kanban systems for Operations
Prescriptive versus incremental evolutional approach

Demand Analysis for Initial Kanban System Design

What are the types of work for your team?
What is the daily, monthly, or seasonal demand for your team's time?
What are sources of customer dissatisfaction?
What are sources of internal dissatisfaction?

Value Stream Mapping and Tracking

Defining customer-valued work items
Value-stream mapping
Work item tracking (manual and electronic)
Standup meetings
Kanban boards

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WIP

Setting work-in-progress limits

Simulation Game

Hands on experience working with a realistic kanban system

Classes of Service

Types of work items
Emergencies and interrupts
Expediting
Policies for processing work items

Service Level Agreements

Striking a different bargain
Determining a service level agreement

Bottlenecks

Identifying bottlenecks
Capacity constrained resources
Non-instant availability resources
Improving throughput

Variability

How to identify and classify variability
Strategies to reduce variability

Scaling Kanban

Standup meetings
Two-tiered kanbans
Swim Lanes

Case Studies

A look at allocation and capacity for improvements
Handling complexity with reduced variability

Operations Review

Quantitative objective performance measures

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Metrics and Reporting

- WIP - Cumulative flow
- Statistical Process Control (SPC)
- Lead Time
- Cycle Time
- Open Issues and Blocked Work Items

Kaizen Culture

- Meaning of Kaizen
- Trust and transparency
- Alignment
- Focus on Value Delivery
- Empowerment, Delegation (Self-organization)
- Objective Quantitative Management with simple Metrics

Summary

- Culture
- Policies
- Collaboration
- Continuous Improvement

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