

Kanban beyond technology – Effective Implementation in HR

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Тяжело!



Padma Satyamurthy is an enthusiastic IT professional, aspiring to create & implement meaningful process management frameworks which can enable project delivery excellence. She has 14+ years of experience in the IT Industry with expertise in Consulting, Project Management, People Management, Coaching, Mentoring & Training and Solution Design. This experience is coupled with strong leadership, communication, analytical, problem solving, and customer service skills.

Padma has worked in various domains like BFSI, Engineering, Aerospace, Healthcare, Retail and E-commerce

Methodologies and techniques

Agile - Scrum, Kanban, Lean, FDD, TDD, Scaled Agile Framework

Domains

Retail, BFSI, Telecom, Healthcare

Core Competency

Enterprise Agile Transformation; Executive coaching; Scaling agile

Certifications

Certified Scrum Master, SAFe Agilist, SAFe Program Consultant

Agile Tools

Rally, TFS, Jira

Training Competency

Leading SAFe, Agile, Scrum (trained over 600+ project managers, architects, developers and testers among others; training customized to suit senior management and leadership teams)

Kanban

A visual process management system

Visual Card, Signboard, Billboard.

Time spent producing waste could be expended elsewhere

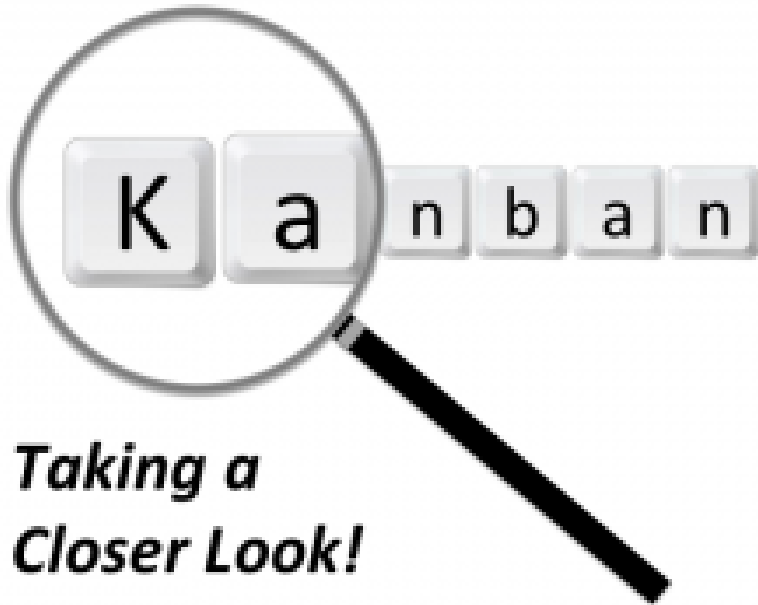
Toyota originally used Kanban cards to limit the amount of inventory tied up in "work in progress" on a manufacturing floor

Represents how WIP is allowed in a system.

Human Resource Functions



Kanban Core Practices & Principles



Foundational Principles

- Start with **what you do now**
- Agree to pursue evolutionary change
- Initially, respect current roles, responsibilities & job titles
- Encourage acts of leadership at all levels

Core Practices

- Visualise
- Limit work in progress (WIP)
- Manage Flow
- Make Process Policies Explicit
- Implement feedback loops
- Improve collaboratively, evolve experimentally



Source: <http://www.leankanbanuniversity.com/kanban-method>

Why Kanban ?

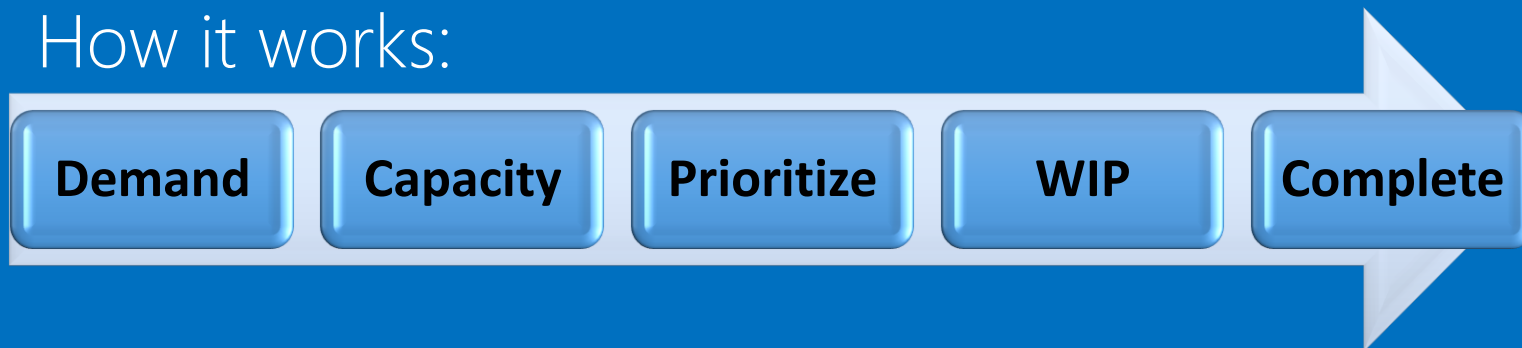
- No prescribed roles
- Continuous delivery
- Single piece flow allows work pulled through system
- Easy changes to the list
- Measurement is through cycle time



Talent Acquisition

The Change:

- Centralized request to **Align Talent Acquisition (TA) Business Needs**
 - Queue to **Prioritization**
 - Vague descriptions to **Requirements in small user stories**
 - Requests in SAP to **Visual Board**
 - **PUSH to PULL system**
-
- How it works:

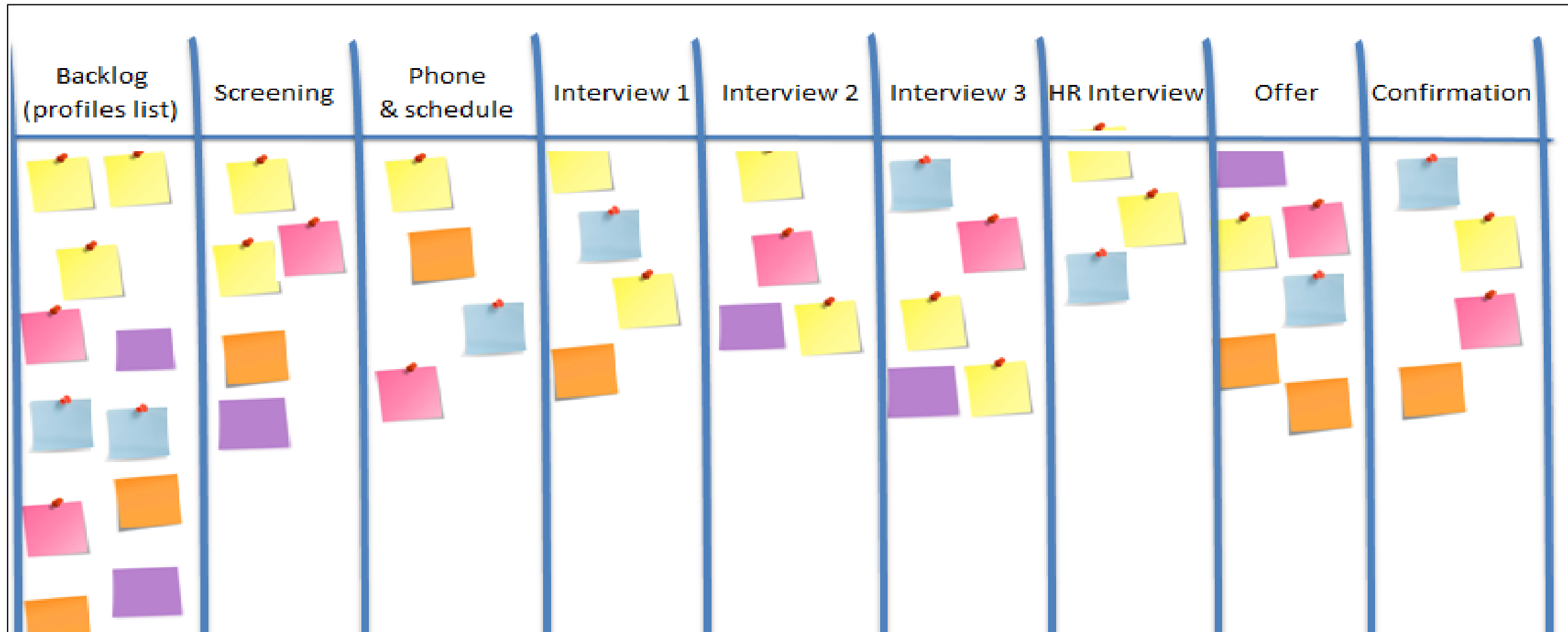


Key Kanban Principles Applied – (Talent Acquisition)



- Visualize the workflow
 - How does the demand supply look like?
 - Negotiations and prioritization
- Limit WIP
 - WIP limit 5
- Manage Flow
 - Alternate day stand ups
- Make process policies explicit
 - Business Units understand TA process and WIP concepts
- Improve collaboratively
 - Team works to fulfill the demand
 - Cycle time a key measure

Kanban Board – (Talent Acquisition)



Daily Stand up

Weekly update to BUs

Weekly Retrospective

Kanban Benefits – (TA)



- Visual boards for tracking status and progress
- WIP limit helping TA team to avoid stress and focus on couple of items only
- Clear expectations with BUs on timelines for their requirements
- Improved cycle time resulting in a happy confident team 😊😊

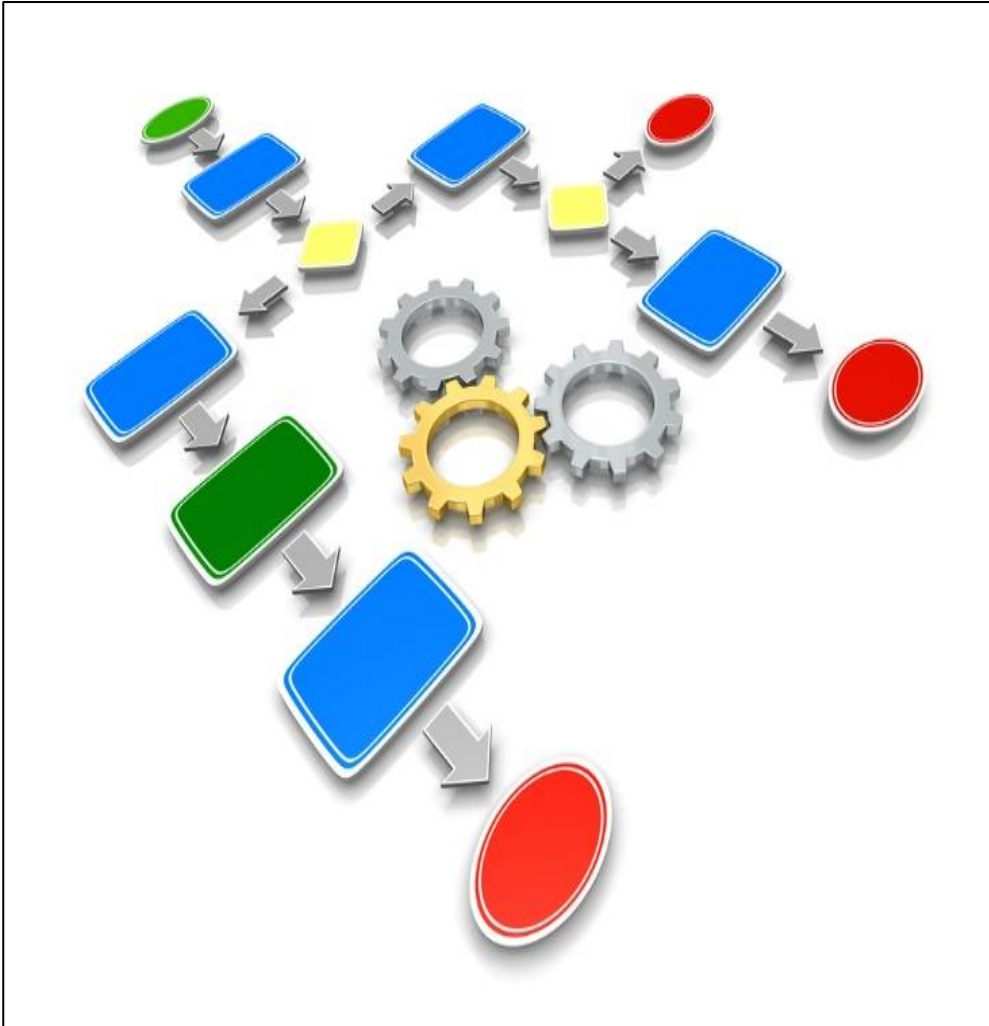
Learning & Development

Learning &
Development

The Change

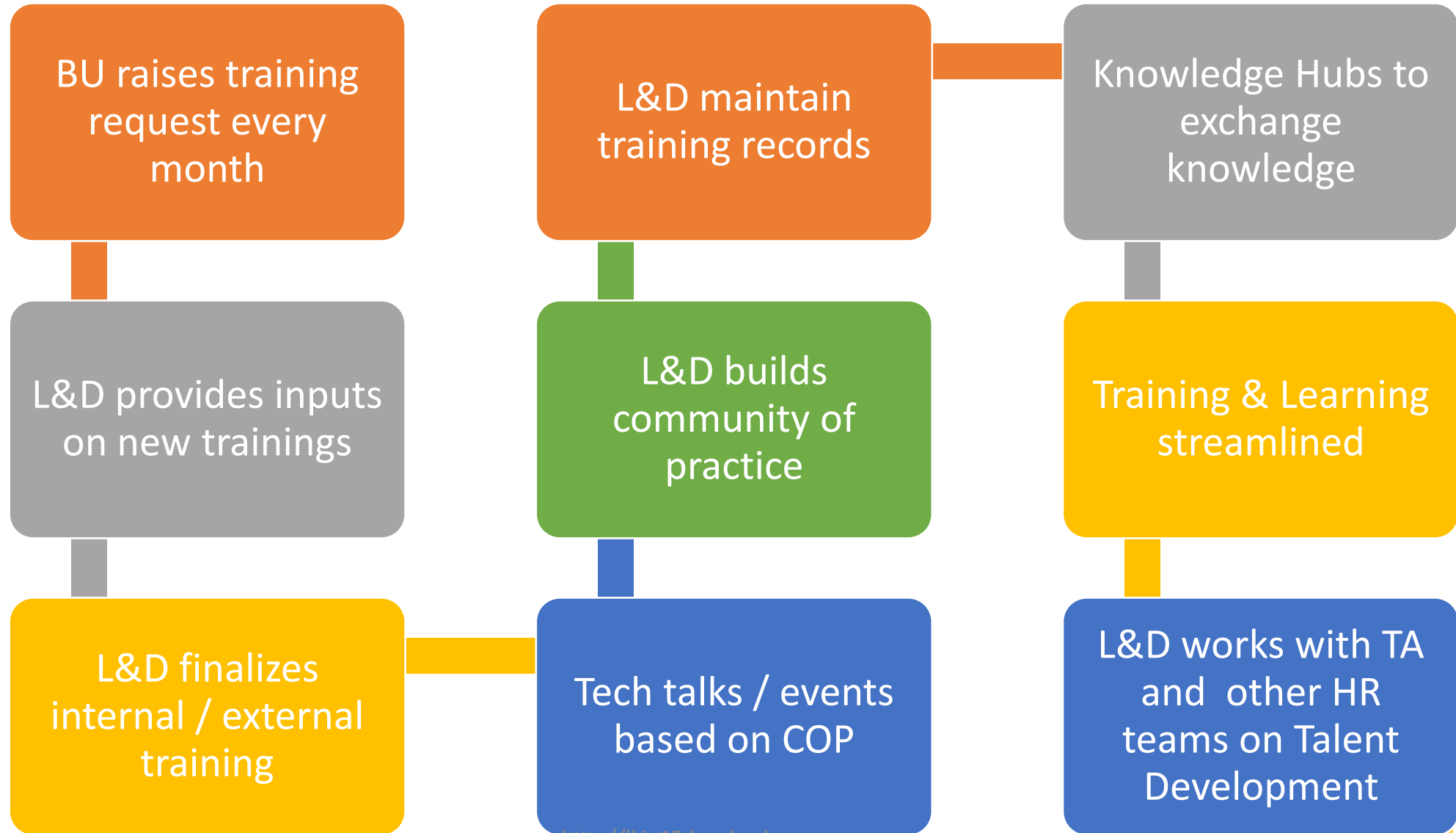
- Finalized annual Training programs to **Month-wise Plans**
- Annual budgets to **Need-based Budgets**
- Number game to **Value and Need based Trainings**
- Training to **Applying Knowledge**
- Budget based training to **Right training for right team member**

Key Kanban Principles Applied – (L&D)

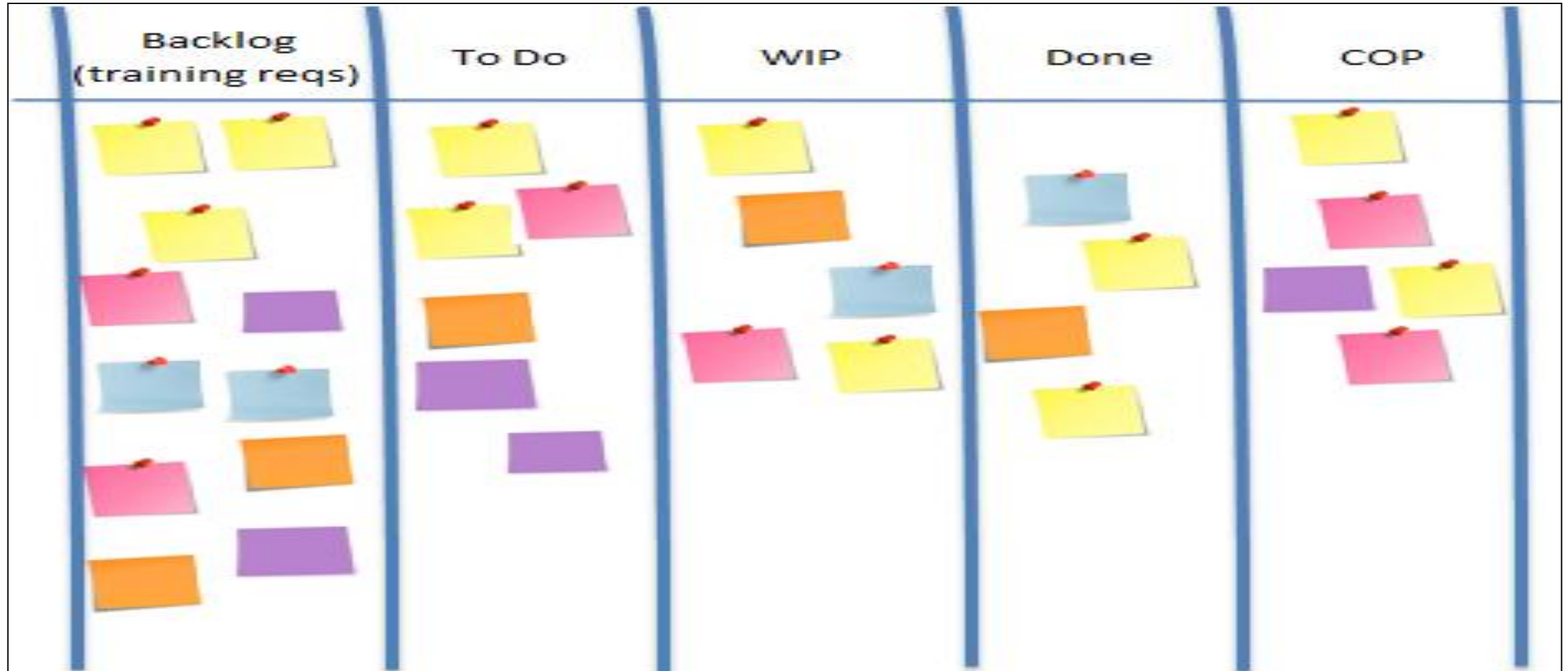


- Visualize workflow
 - Work with BUs closely to get training requirements every month
- Manage Flow
 - Map the budget with the requests received
 - Prioritize the requests based on budgets and time available
- Improve Collaboratively
 - Work with BUs and ask them to visualize requirements at least a quarter in advance
 - Coach BU leaders on alternate trainings available and update on what's new

Kanban Change – (L&D)



Kanban Board – (L&D)



Alternate day Stand up

Bi-Weekly update to BUs

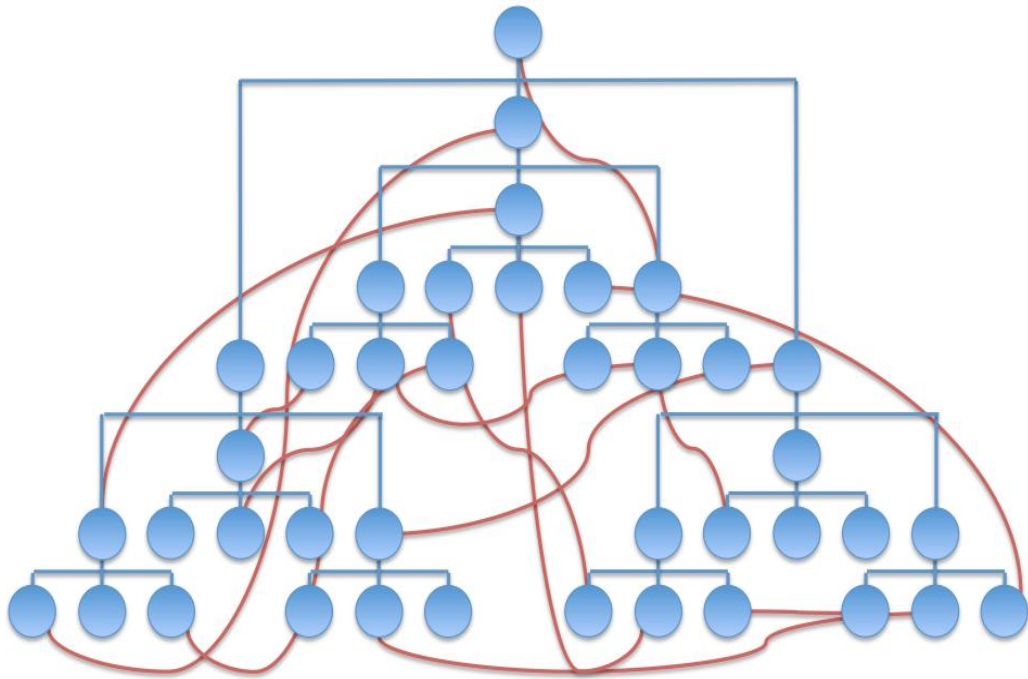
Bi-Weekly Retrospective

Reward & Retain



- Employee reward and retain is lot of culture driven
- When people are rewarded, it's far easier to retain them
- What motivates people? (based on Daniel Pink's Drive)
 - Autonomy
 - Mastery
 - Purpose

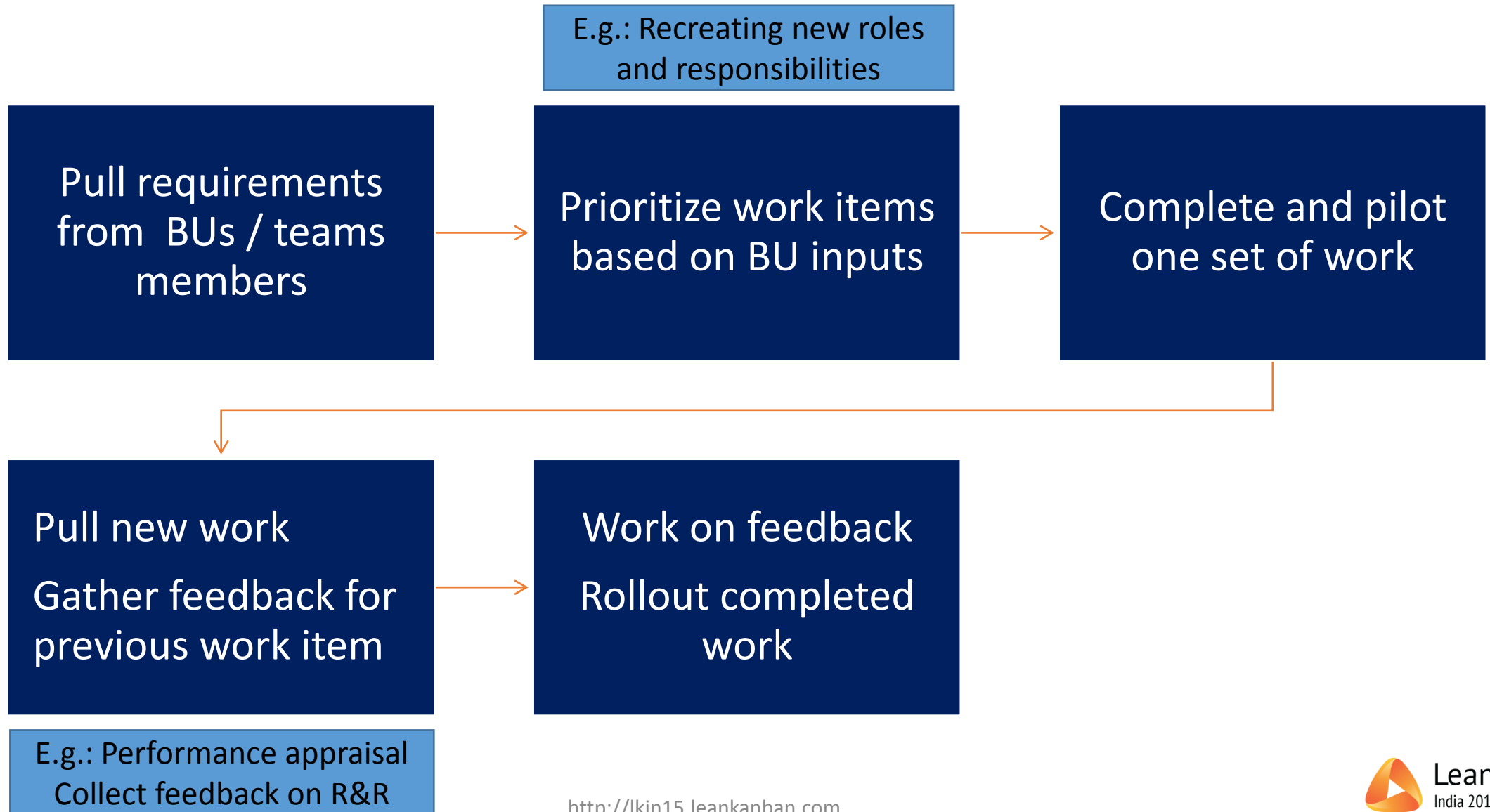
Reward & Retain



The Change

- Conflict of roles to **Right Hierarchy**
- Complex Reporting layers to **Flat Structure**
- Manager driven performance discussions to **360° Appraisals**
- Performance discussions once a year to **Quarterly Career Progression Discussions**
- Late performance feedback to **Timely Improvement Feedback**

Kanban workflow and WIP – Reward & Retrain



Roles & Responsibilities



- It's essential that the HR team maps the roles to the agile specific terminologies to bring in a sense of seriousness and accountability in the agile transformation
- There are three steps in this:
 - Defining job description aligning to the agile roles for new hires
 - Mapping existing job functions to the agile roles so that current roles can be transformed to agile defined roles
 - Establishing distinctive functional and operational hierarchy for the teams to work on the core Scrum pillar of Transparency

Roles & Responsibilities

RACI Matrix	Portfolio Mgmt	Epic Owners	Enterprise Architect	Product Mgmt	Business owners	System Architect	RTE	System team	Release Mgmt	PO	SM	Team
Generation of Strategic themes	R/A	C	C	I	I	I						
Business EPIC creation and EPIC Prioritization	R	A	I	I	I	I						
Architectural EPIC creation and EPIC Prioritization	R	I	A	I	I	I						
Value stream creation	R/A	C	C	I	I	I						
Budget allocation	R/A	C	C	I	I	I						
EPIC Kanban Management Flow (Business epics)	R	A	I	I	I	I						
EPIC Kanban Management Flow (Architectural epics)	R	I	A	I	I	I						
Governance	R/A	I	I	I	I	I						
Portfolio metrics creation and management	R/A	I	I	I	I	I						
Creation of Vision	I	I	I	A	R	C	I	I	I	I	I	I
Program Backlog creation	I	I	I	A	R	C	I	I	I	I	I	I
Program Backlog refinement	I	I	I	A	R	C	I	I	I	I	I	I
Breaking of epics into features	I	I	I	A	R	C	I	I	I	I	I	I
Definition of Cost of Delay	I	I	I	A	R	C	I	I	I	I	I	I
WSFJ prioritization	I	I	I	A	R	C	I	I	I	I	I	I
Management of program Epics	I	I	I	A	R	C	I	I	I	I	I	I
Communication and coordination with System Architect	I	I	I	A	R	C	I	I	I	I	I	I
Communication and coordination of field defects	I	I	I	A	R	C	I	I	I	I	I	I
Communication and coordination with teams	I	I	I	A	R	C	I	I	I	I	I	I
Communication and coordination with Product owners - PO Scrum	I	I	I	A	R	C	I	I	I	I	I	I
Creation, maintenance and communication of Product roadmap	I	I	I	A	R	C	I	I	I	I	I	I
Drives PI	I	I	I	A	R	C	I	I	I	I	I	I
Train progress escalation management to Portfolio teams	I	I	I	A	R	C	I	I	I	I	I	I
Set content and design priorities based on business drivers and economic prioritization	I	I	I	R	C	I	I	I	A	I	I	I

Sr./Engineering Manager	Portfolio Leader / Epic Owner
Sr./Program Manager	
Sr./Project Manager	Chief Scrum Master
Sr./Project Lead	Scrum Master
Sr./Technical Specialist	Product Manager / Product Owner
Sr./Technical Architect	System Architect / Enterprise Architect
Developers & Testers	Agile Team
Quality Specialists	Shared Resources
Sales / Marketing / Business Leaders	Business Owners
Resource Managers	Agile Champions

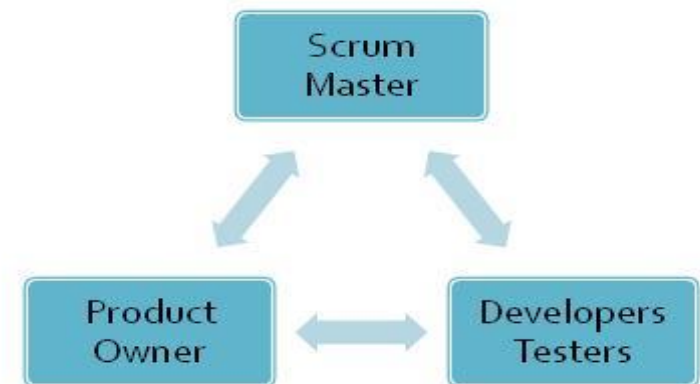
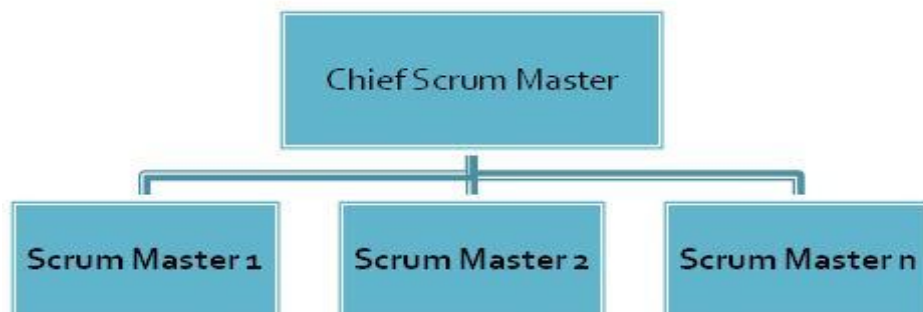
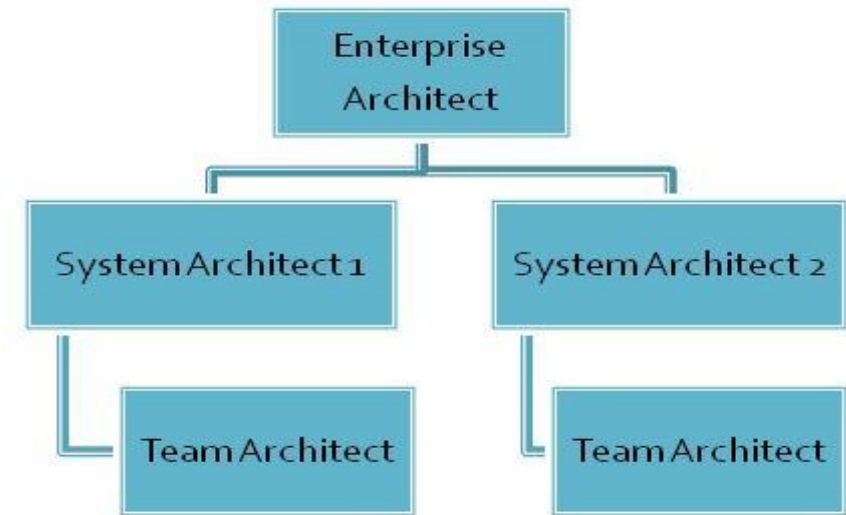
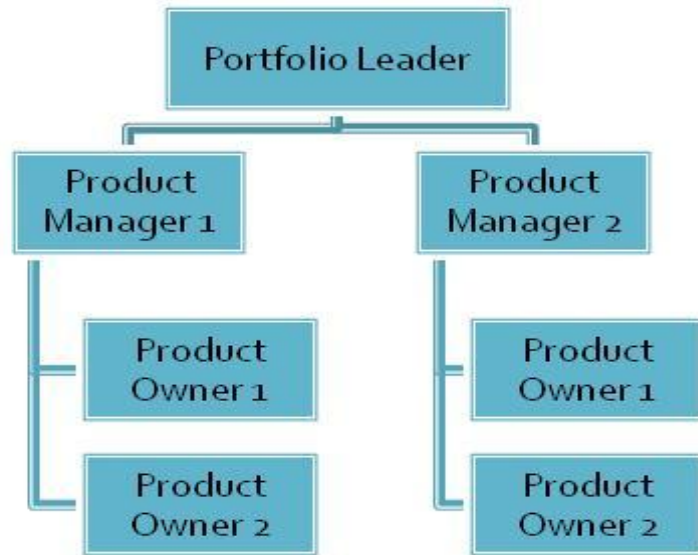
- Right role and job descriptions
- Role mapping to new set up
- Change in designations for all roles

Key Kanban Principles Applied– Reward & Retain

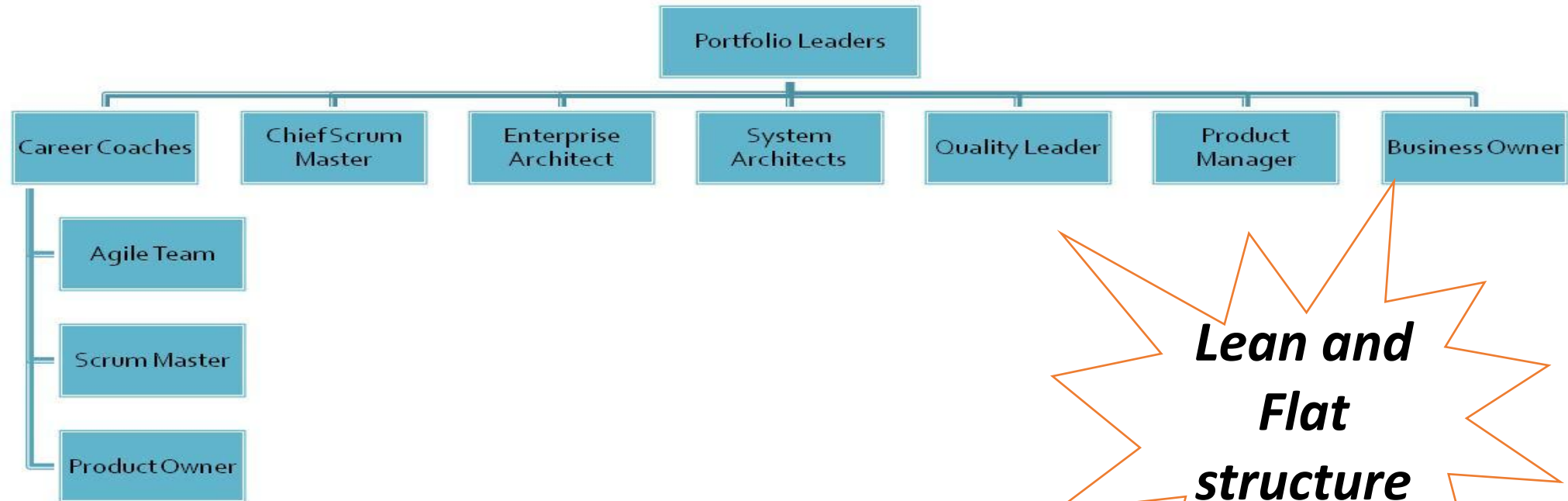


- Visualize the work flow and simplify
 - Taking a current picture of how many hierarchical layer
 - Visualize on simplifying the same
- Make Process Policies Explicit
 - Draft processes and policies and take feedback from the teams before finalizing
- Improve Collaboratively
 - Continuous collaboration to improve until the organization reaches a fairly simple and desired result

Org Structure – Functional Hierarchy



Org Structure – Reporting Hierarchy



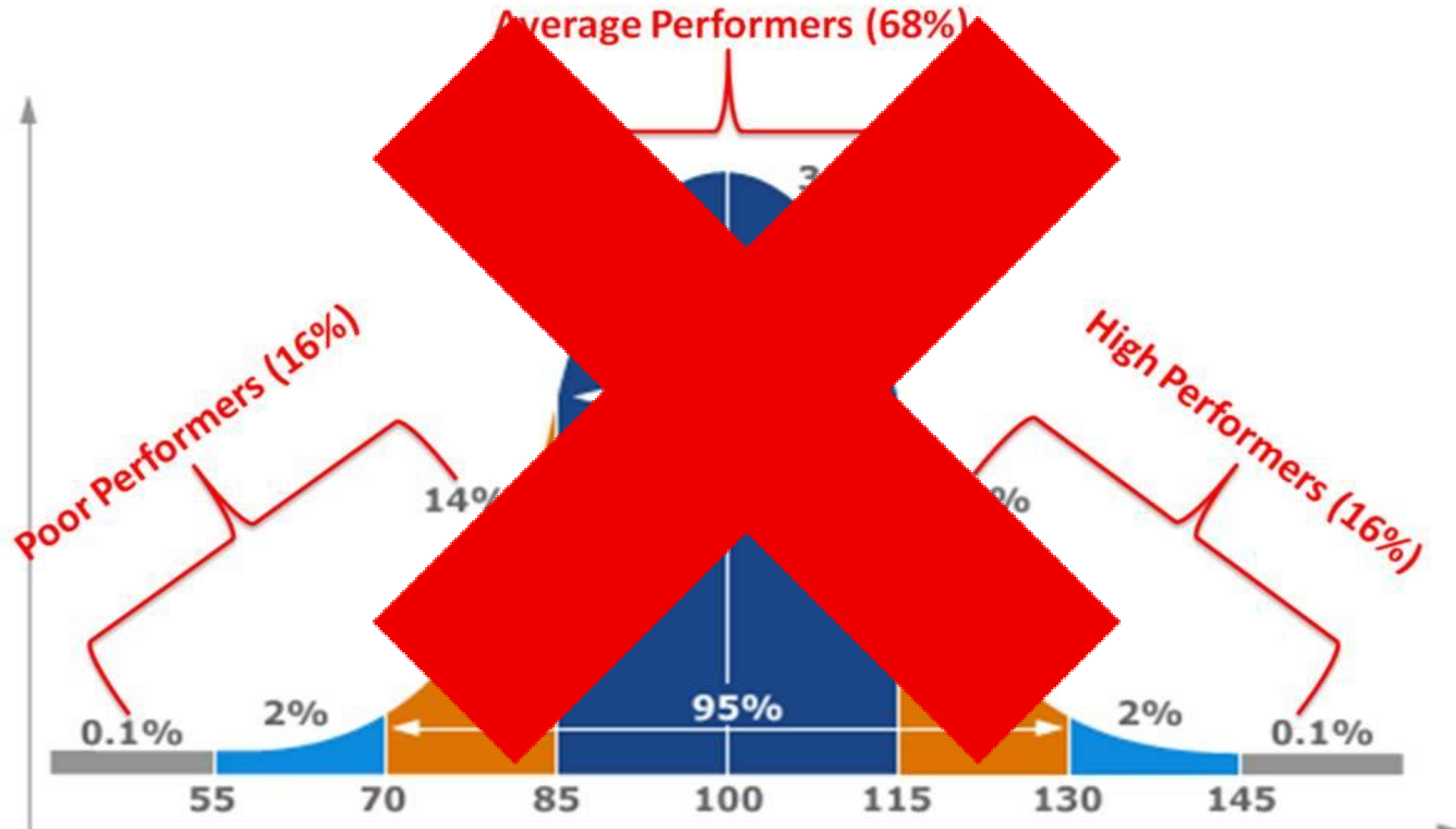
**Lean and
Flat
structure**

Career Progression



- It's important for every organization to provide a career progression for their team member
- Career progression can be horizontal and / or vertical depending on the interest of the team member as well as the skill sets required to fulfill the role
- Some good practices:
 - A clear and compelling vision supported by strong leadership role modeling values
 - Create a culture of high trust, openness, responsibility, collaboration and engagement
 - Understand and leverage the 70:20:10 learning model by
 - Providing just-in-time access to knowledge (10%);
 - Environment and tools to support knowledge sharing, strong communities of practices and on-demand coaches (20%)
 - Rich opportunities for continuous, hands-on learning via pairing, job sharing, frequent job rotations, mentors and coaches (70%).

Bell Curve



360 Degree Feedback



- 360° feedback for all roles
- Frequent discussions between team members and career
- Early feedback given enough time for team member to improve
- Career progression discussions based on team member interest

Motivate & Energize



“Clients do not
come first.
Employees come
first.
If you take care of
your employees ,
they will take care
of the clients.”

Richard Branson

- Motivation energizes, manages and controls behavior in workplaces
- Employees look beyond money to be motivated and energized
- Motivated employees bring high level of innovation, produce high quality of work with higher efficiency

Motivate & Energize

Flat org
structure

Right talent
for right
role

360 Degree

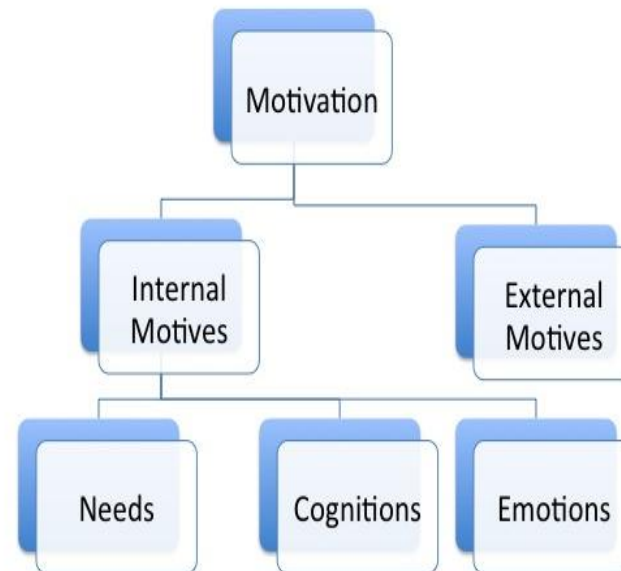
Reward and
Retain

Purpose

Autonomy

Mastery

Hierarchy of the Four Sources of Motivation



Training &
Learning

Conferences
/ Workshops

Coaching /
Mentoring

Final Results

Impressive
Results!

- Talent Acquisition efficiency increased by 30 – 40%
 - Joining formalities made hassle free for new employees
 - Losing good candidates due to lag in recruitment process decreased significantly
- Learning & Development under one umbrella
 - Easy identification of trainers and trainees
 - Easier to measure effectiveness of training and outcome
 - Right training for right team member based on career interests

Final Results

Impressive
Results!

- Lateral movements based on team member interests and skill sets
 - Increased employee happiness index (used niko niko calendar)
- Frequent and timely performance feedback for team members
 - Reduced attrition
 - Increased employee engagement
 - 20% improvement in go-to-market time

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