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Trilha Kanban e Lean

**Upstream Kanban: exercitando a eficácia criativa
do seu fluxo de trabalho**

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A visão mais ingênua do desenvolvimento de software ágil é que todo mundo chega e começa a escrever o código sem gastar um tempo inicialmente descobrindo o que fazer.

Martin Fowler



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ESSENTIAL UPSTREAM KANBAN

PATRICK STEYAERT



Livro: Essential Upstream Kanban -
Patrick Steyaert (2017)



definição

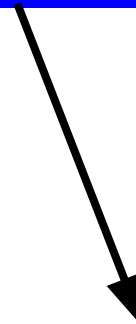


The purpose of the Upstream Kanban is to evaluate the different options and prepare work items so that they are ready to be committed. The objective is that the team can execute work items without undue delays.

Patrick Steyaert



Upstream + **Downstream**



Escolher o
machado

Afiar o
machado

Usar o
machado



Upstream

+

Downstream

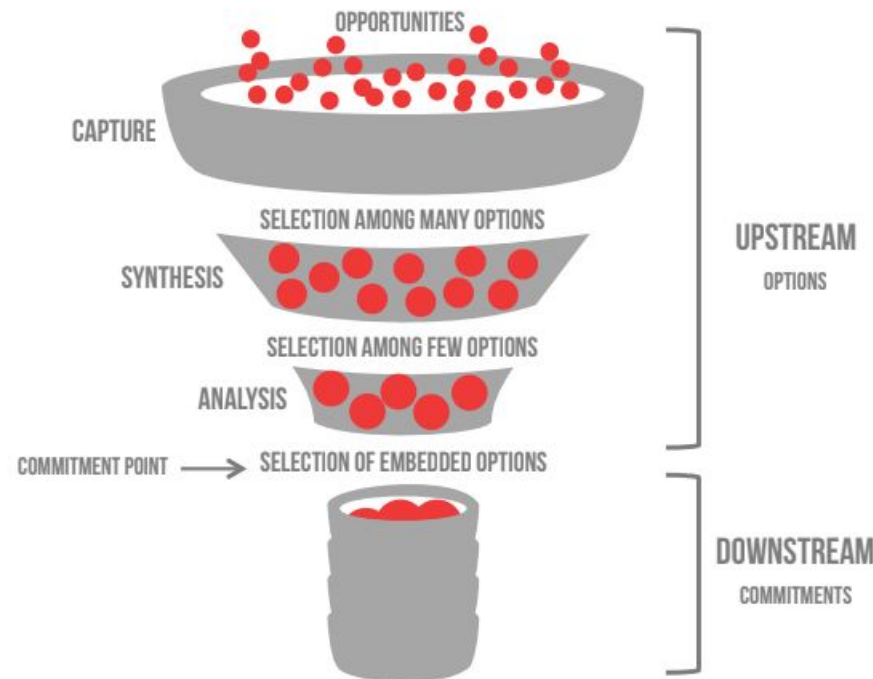
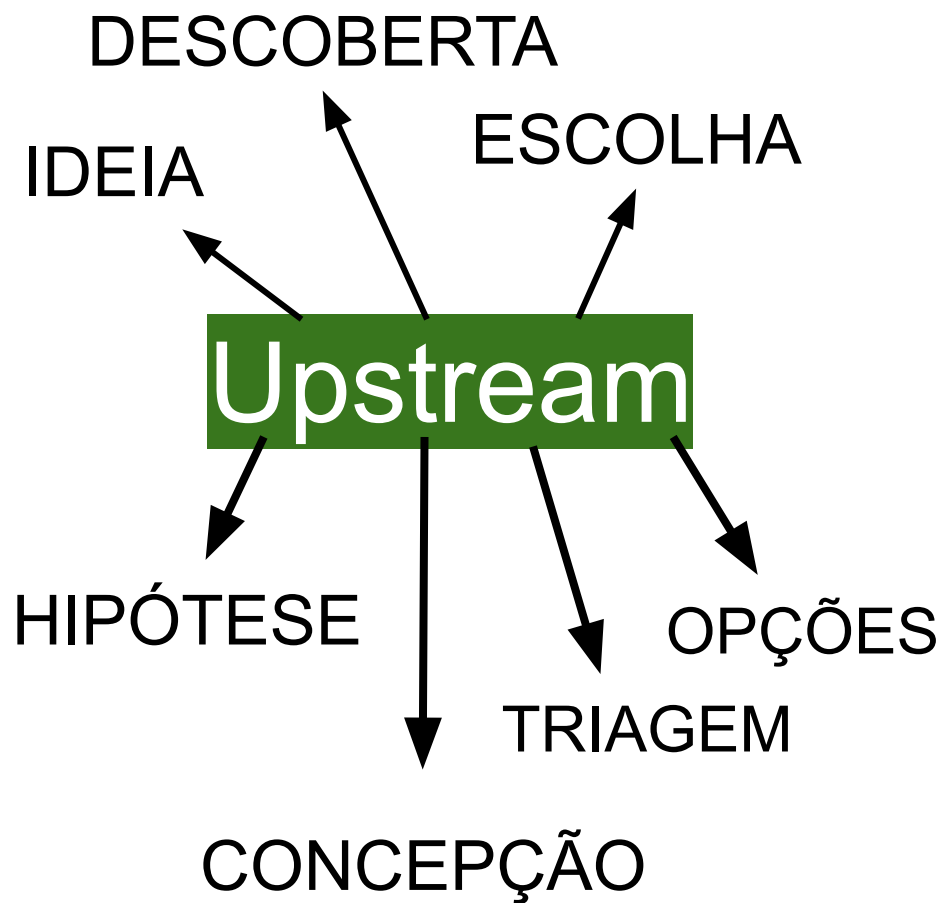
Escolher o
machado

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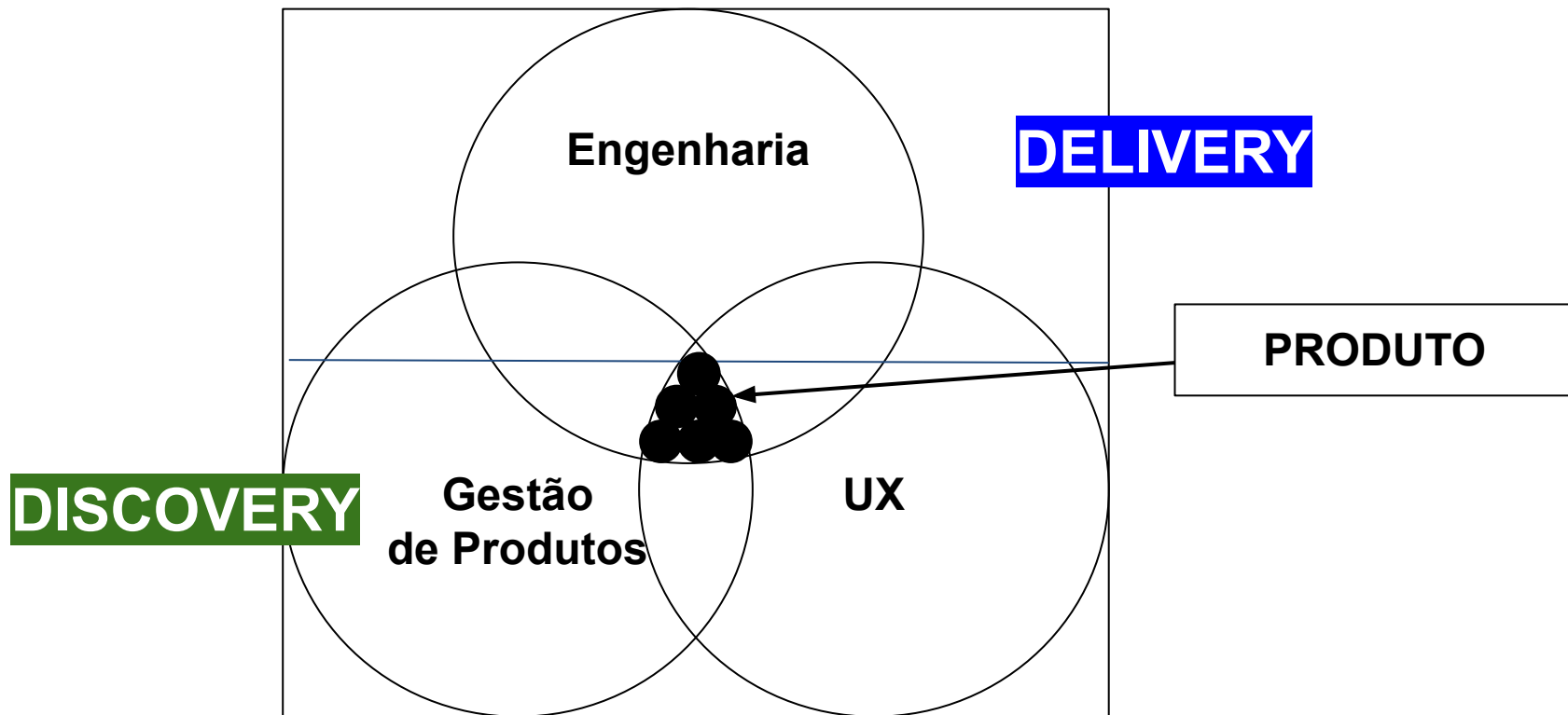
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gestão de produtos



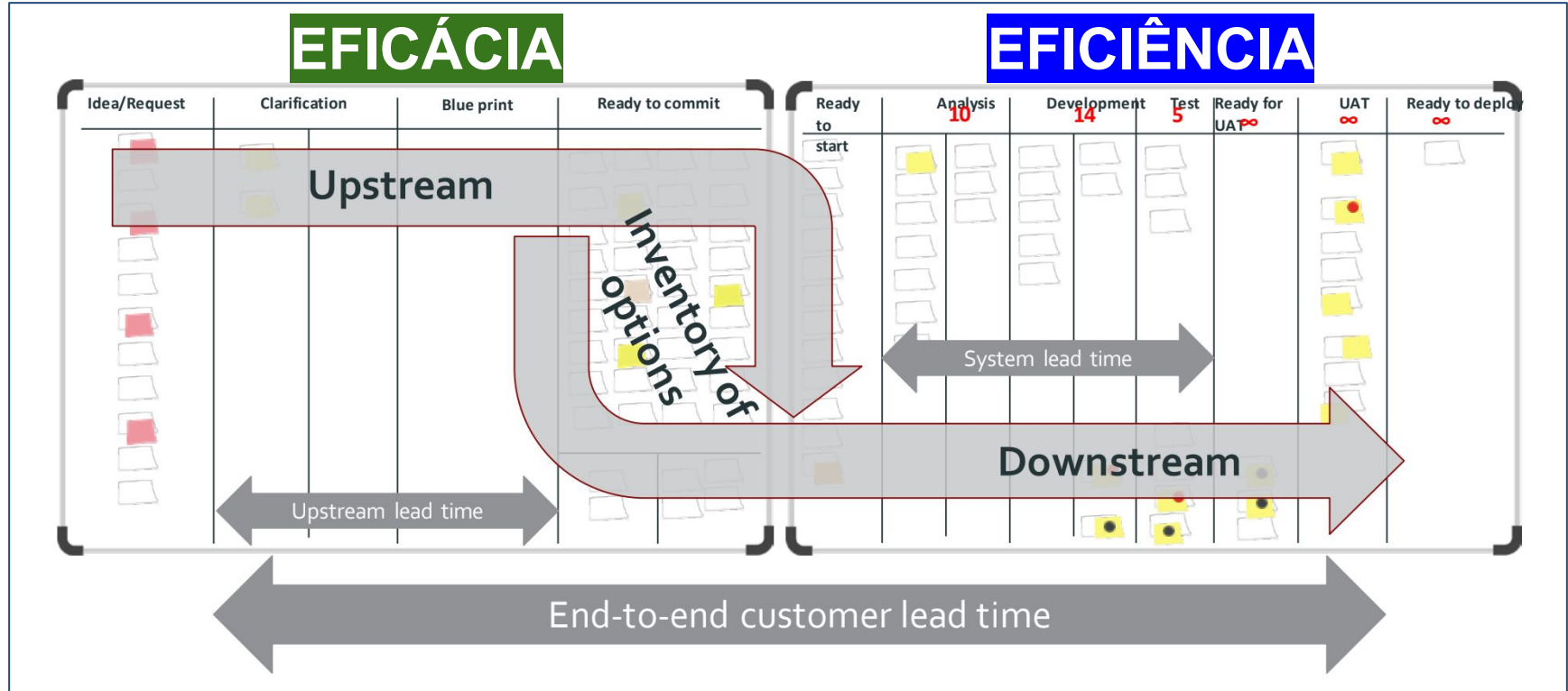
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end-to-end



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There is nothing so useless as doing efficiently that
which should not be done at all.

Peter Drucker

The most efficient you are doing the wrong thing, the wronger you become. It is much better to do the wrong thing than the wrong thing righter. If you do the right thing wrong and correct it, you get better.”

Russel L. Ackoff



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FAZER A COISA CERTA {

SABEDORIA

ENTENDIMENTO (KNOW-WHY)

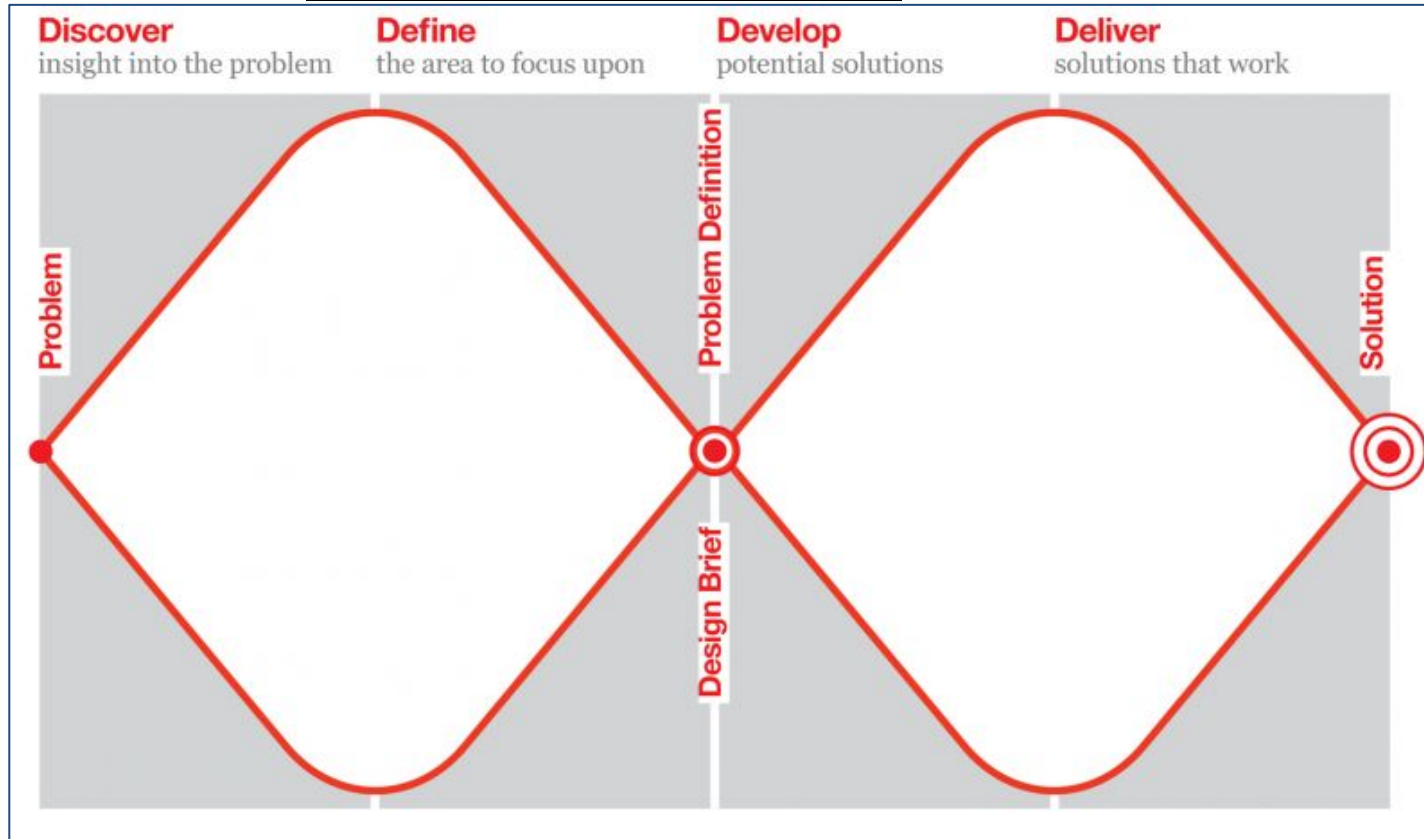
CONHECIMENTO (KNOW-HOW)

INFORMAÇÃO (WHO? WHERE?
WHEN?)

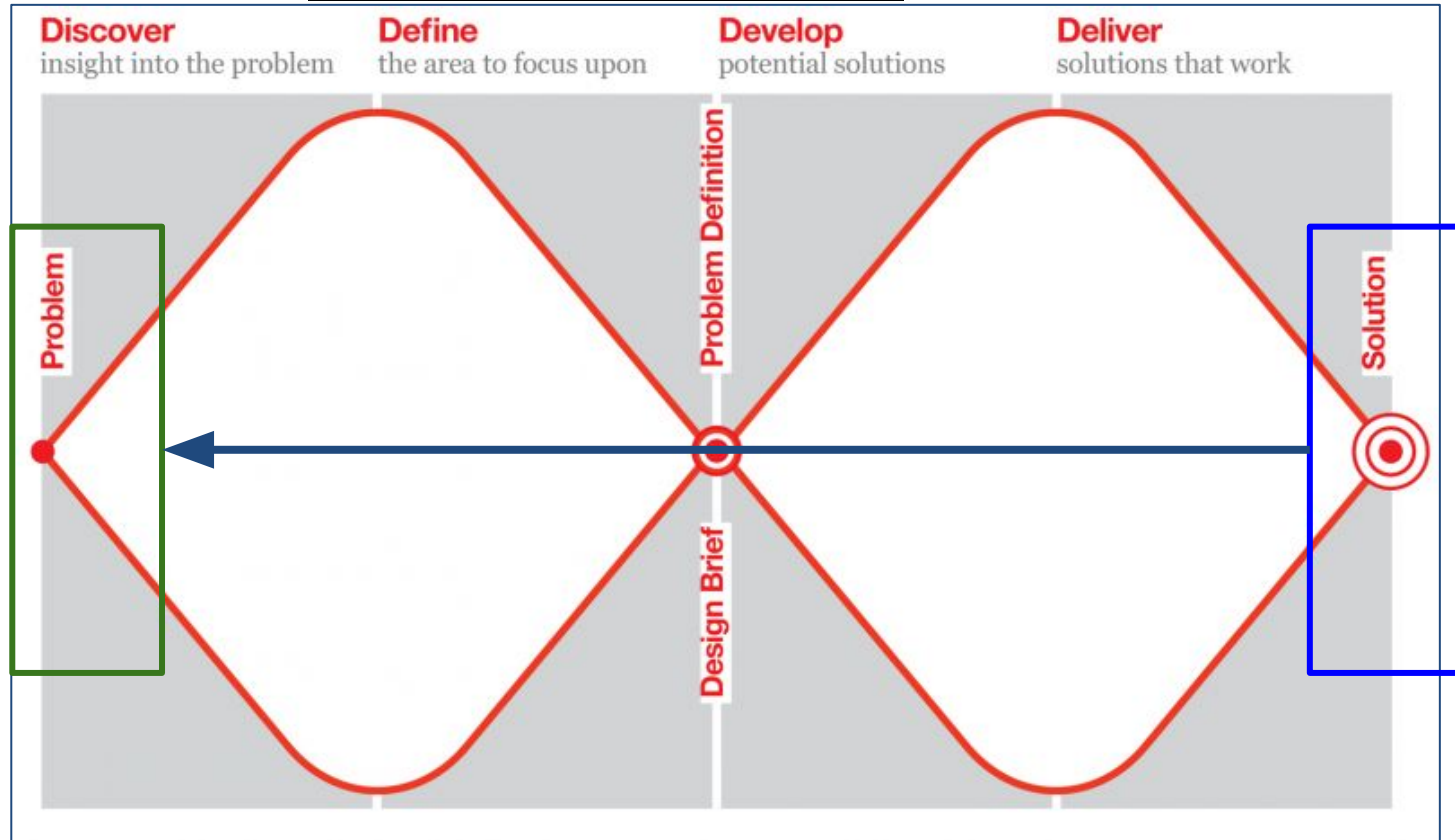
DADOS

PIRÂMIDE DE ACKOFF

Double Diamond Model



Double Diamond Model



Reflexão I:

Negligenciamos a clareza de qual é o problema que será resolvido e partimos direto para uma solução.

Reflexão II:

Trabalho do conhecimento é um trabalho criativo. Se é um trabalho criativo, podemos ter mais de uma solução para um mesmo problema.

Reflexão III:

Estamos envolvendo pessoas de diferentes habilidades para promovermos diferentes percepções sobre uma mesma solução?

Part of the **upstream process** was designed to make an **optimal choice** among the incoming requests. The underlying mindset is one in where a separation is made between **decision-making** and the actual execution: the business decides on priorities and the IT maintenance team executes according to priorities.

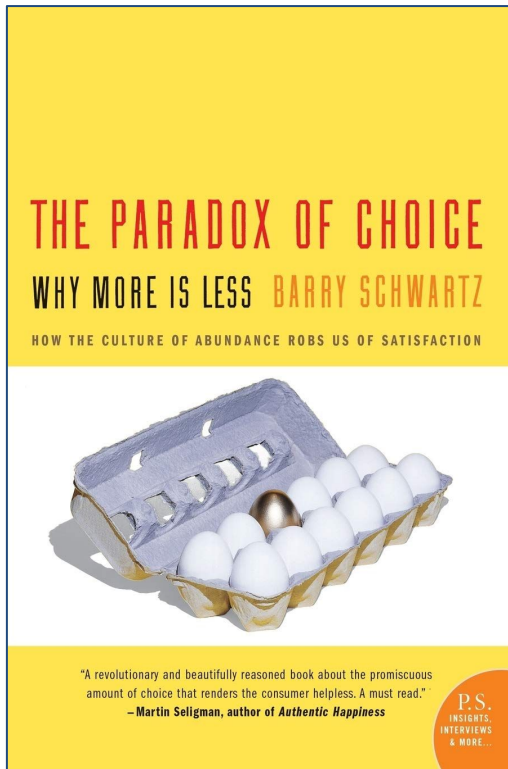
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Paradox of Choice

by Barry Schwartz



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Vídeo: [TED] The paradox of
choice | Barry Schwartz (2007)

Reflexão I:

Para permitir as nossas escolhas,
precisamos gerar opções que nos
possibilitem isso.

Reflexão II:

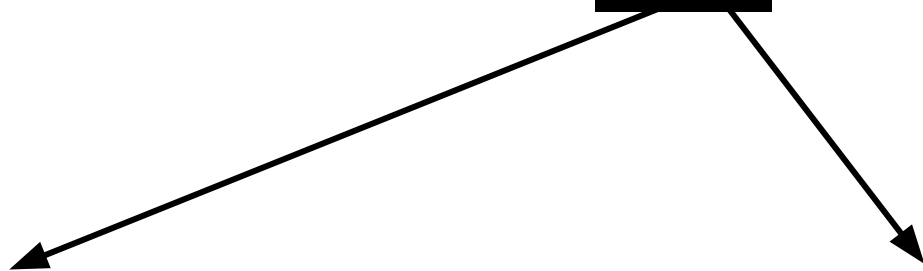
Nós temos uma variedade quase ilimitada de opções para selecionar. Afinal, não nos comprometemos com nada e as necessidades são infinitas (explosão de escolhas).

Reflexão III:

Precisamos ter clareza para selecionar entre benefícios e os riscos de tal escolha. O que você quer fazer? (difícil decisão, uma atrás da outra)

Reflexão IV:

Toda escolha tem **dois** efeitos.



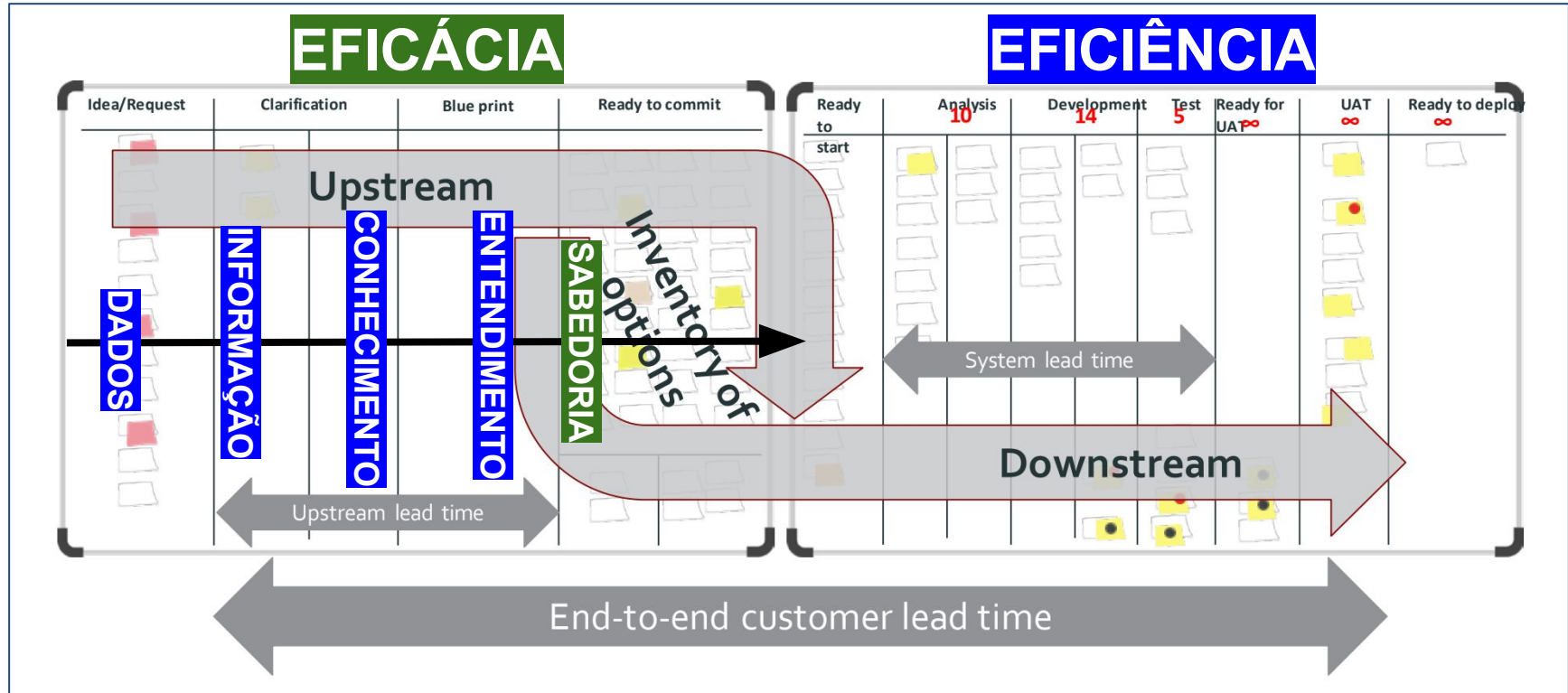
PARALISIA

INSATISFAÇÃO

busca pela eficácia



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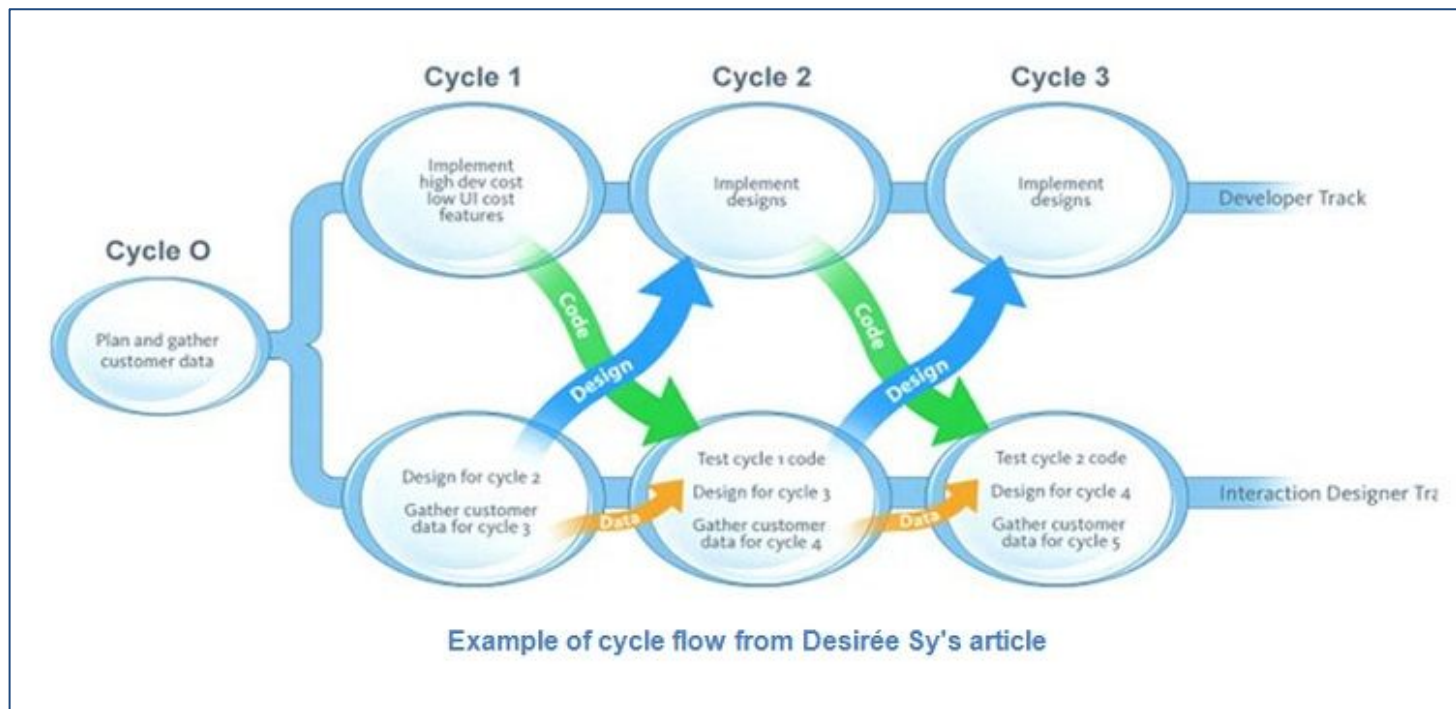


> **ALINHANDO**
DISCOVERY COM DELIVERY
na construção de um produto

Dual Track Development



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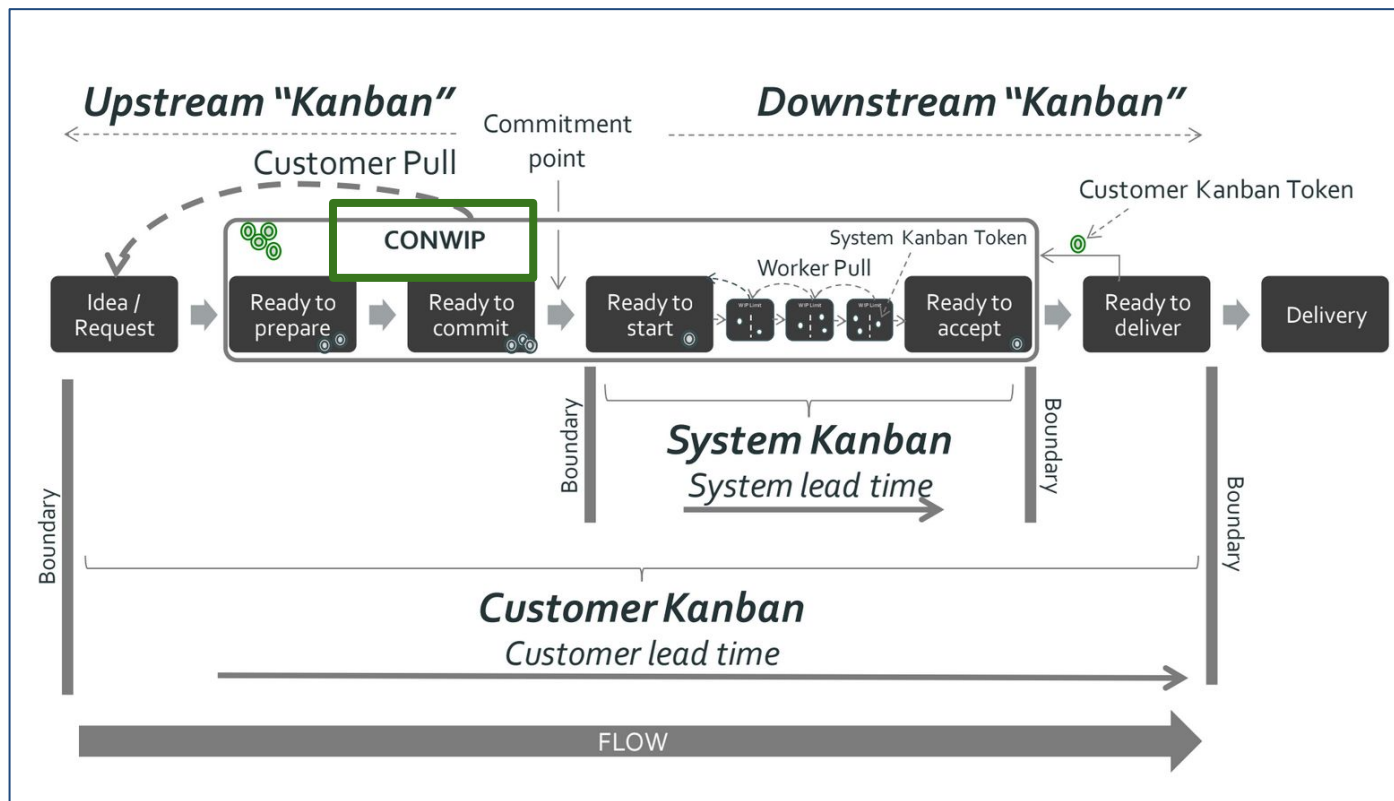


[[Dual Track Development is not Duel Track](#)]

While a product manager, designer, and senior engineer may lead and orchestrate discovery, they must involve the whole team in discovery tasks wherever possible. Keep discovery work and progress visible to the whole team.

Jeff Patton

CONWIP (CONstant WIP)





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> BOAS PRÁTICAS de DISCOVERY com SPIKE & POC

uso de spike



Create spike solutions to figure out answers to tough technical or design problems. A spike solution is a very simple program to explore potential solutions. Build the spike to only addresses the problem under examination and ignore all other concerns. Most spikes are not good enough to keep, so expect to throw it away. The goal is reducing the risk of a technical problem or increase the reliability...



Don Wells

uso de POC (Proof Of Concept)



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A PoC is a set of work efforts (a series of stories) aimed at achieving or validate a system (can consist of a number of components) that's being designed. It should result in demonstrable assets being generated such as a mockup website, some rough code, tested connectivity and basic architecture. (convert to whatever applied to your product).

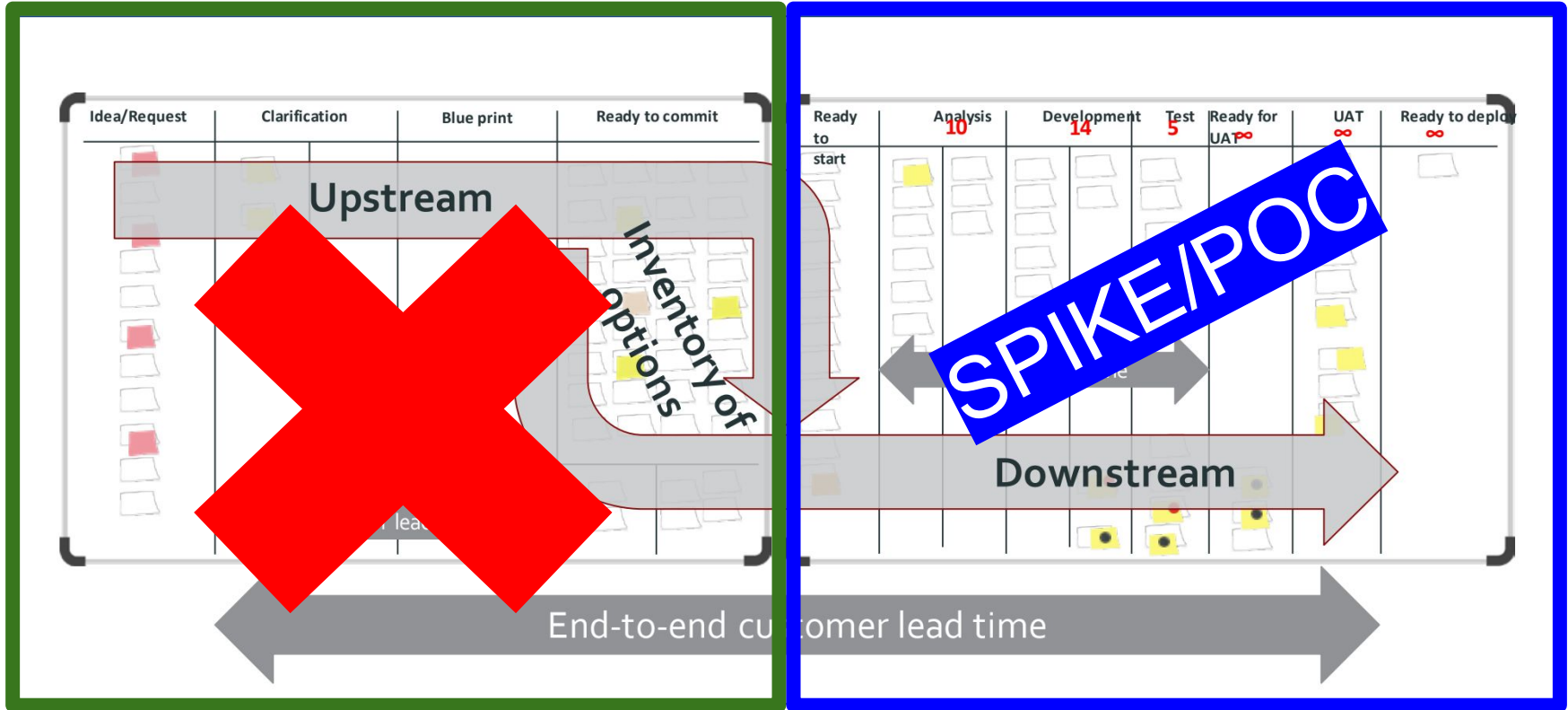


Eric (Agile View)

Sprint de Spike/POCs



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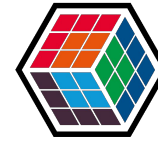
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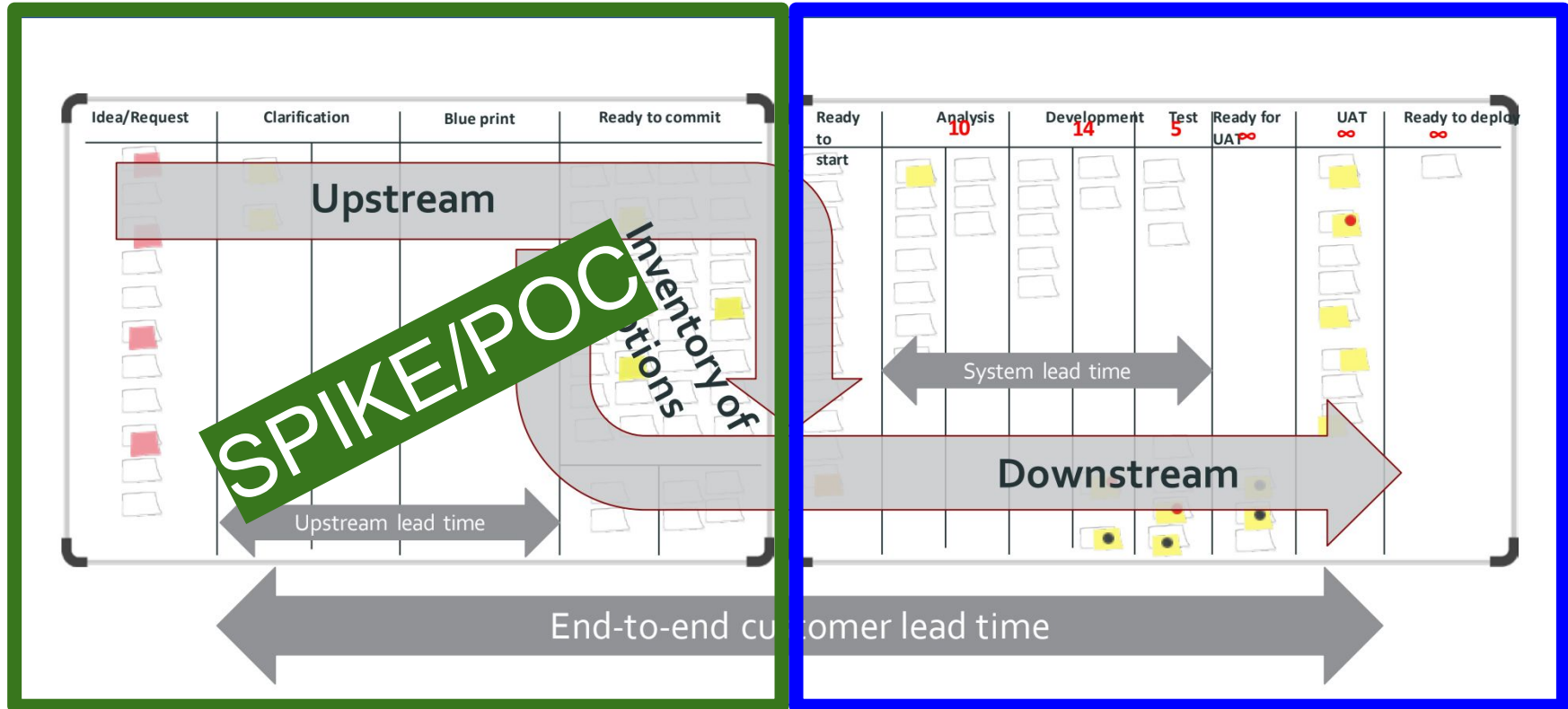
The heart of Scrum is a Sprint, a time-box of one month or less during which a “Done”, useable, and potentially releasable product Increment is created.

Ken Schwaber & Jeff Sutherland

Sprint de Spike/POCs



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> MINIMIZANDO o STARVATION
do seu FLUXO de TRABALHO

itens de **alto** e **baixo** valor

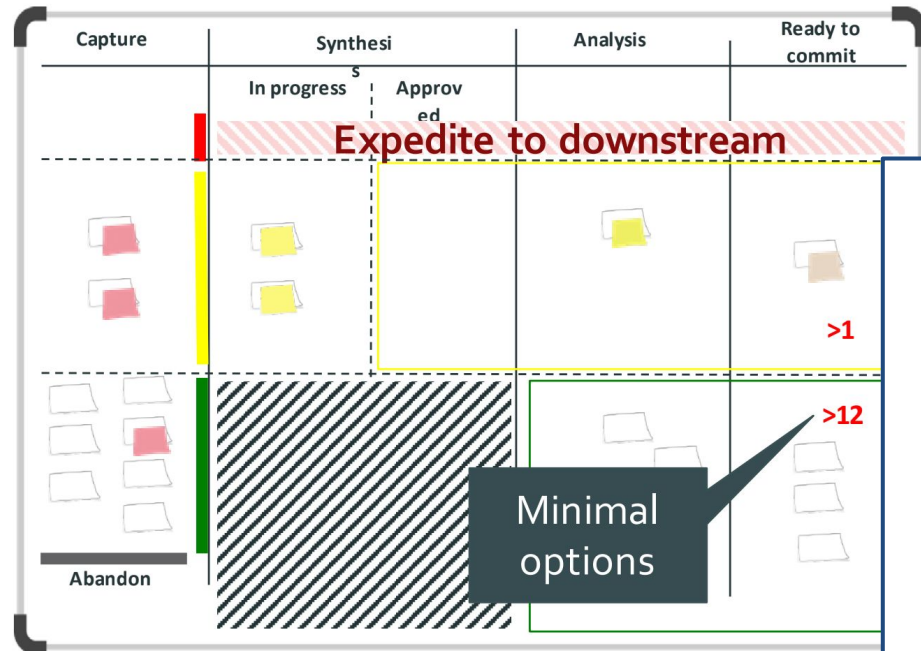


Not all value is alike.

estabeleça limites mínimos



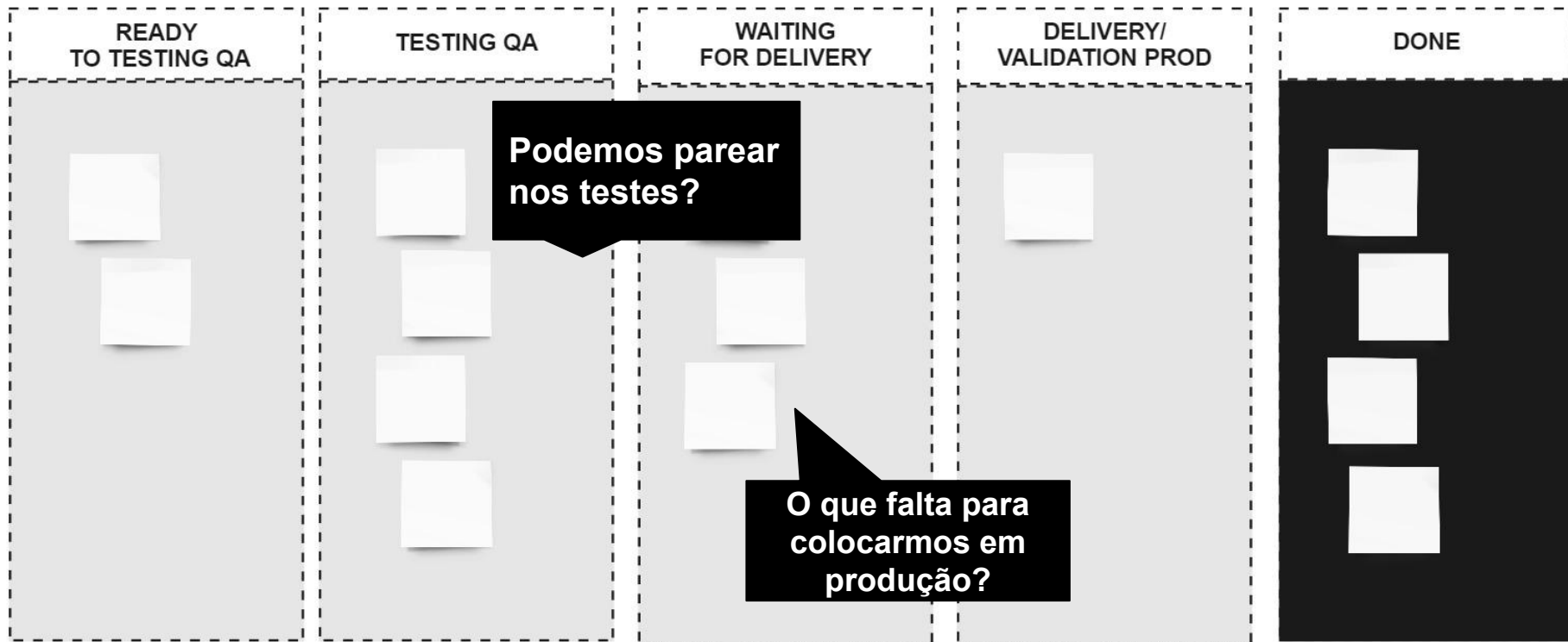
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tática do dia a dia



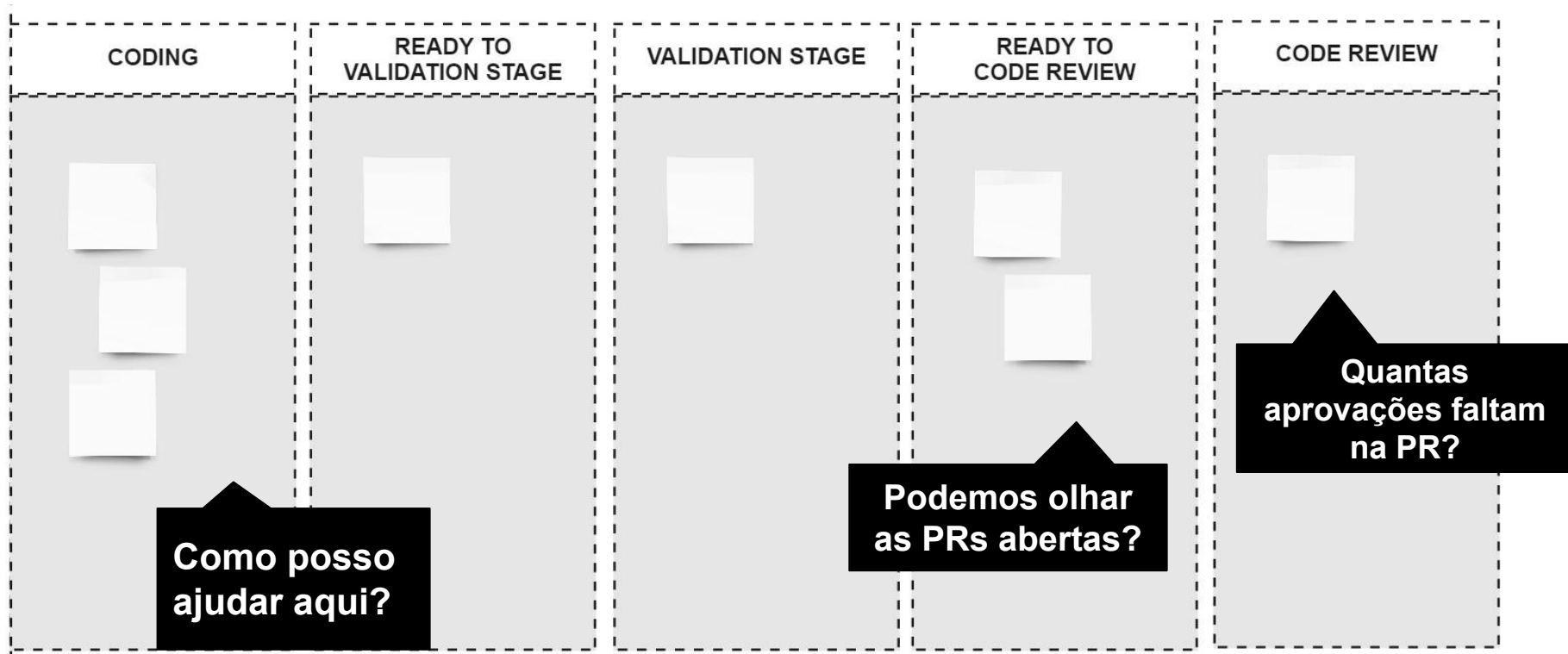
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tática do dia a dia



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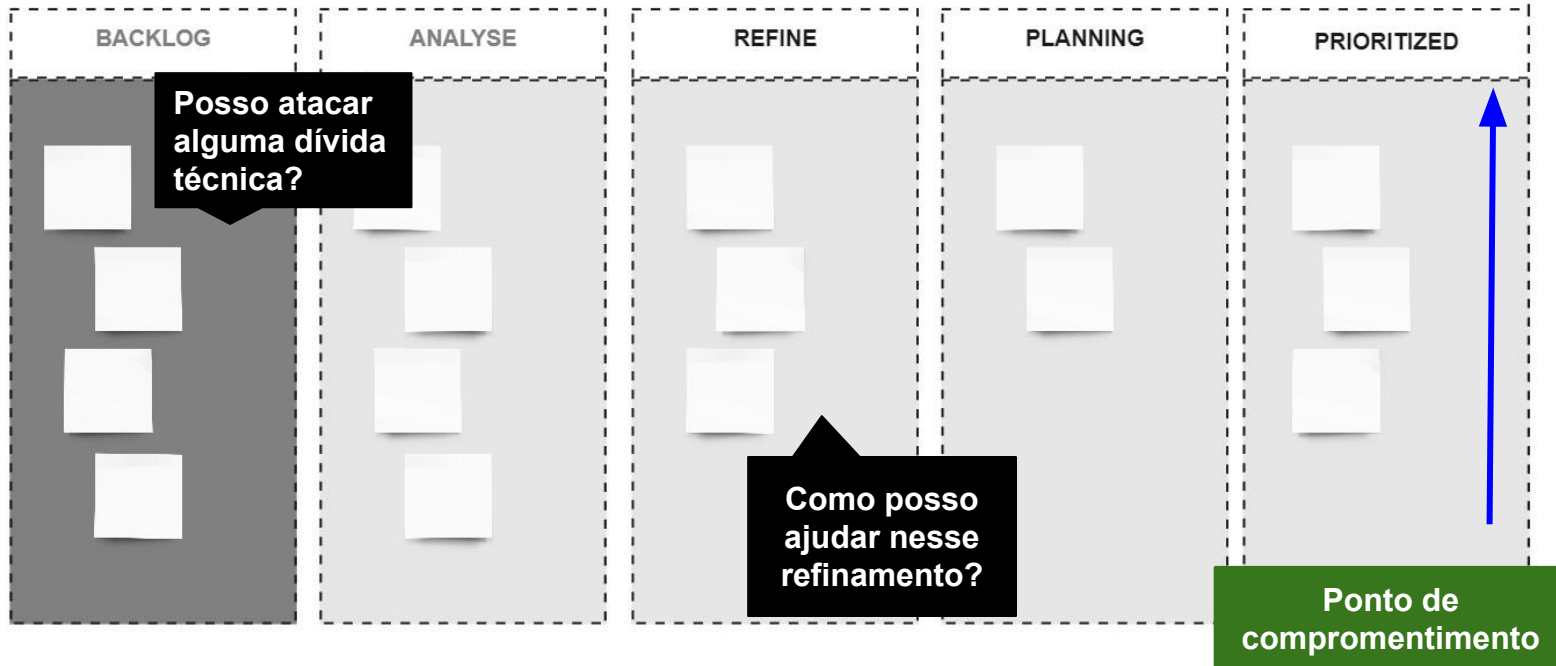


time olhando o todo



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UPSTREAM





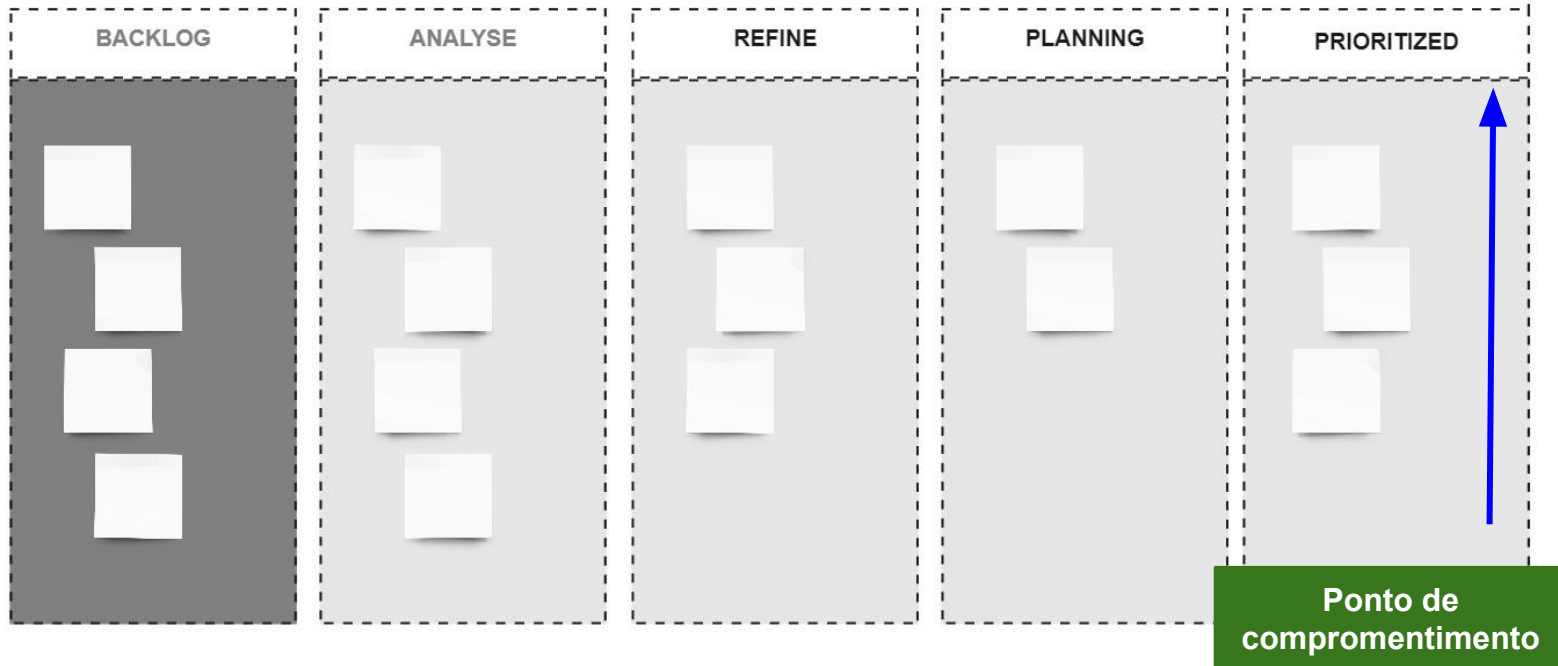
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> A **IMPORTÂNCIA** do
CUSTOMER LEAD TIME

está sentindo este **cheiro**?



UPSTREAM

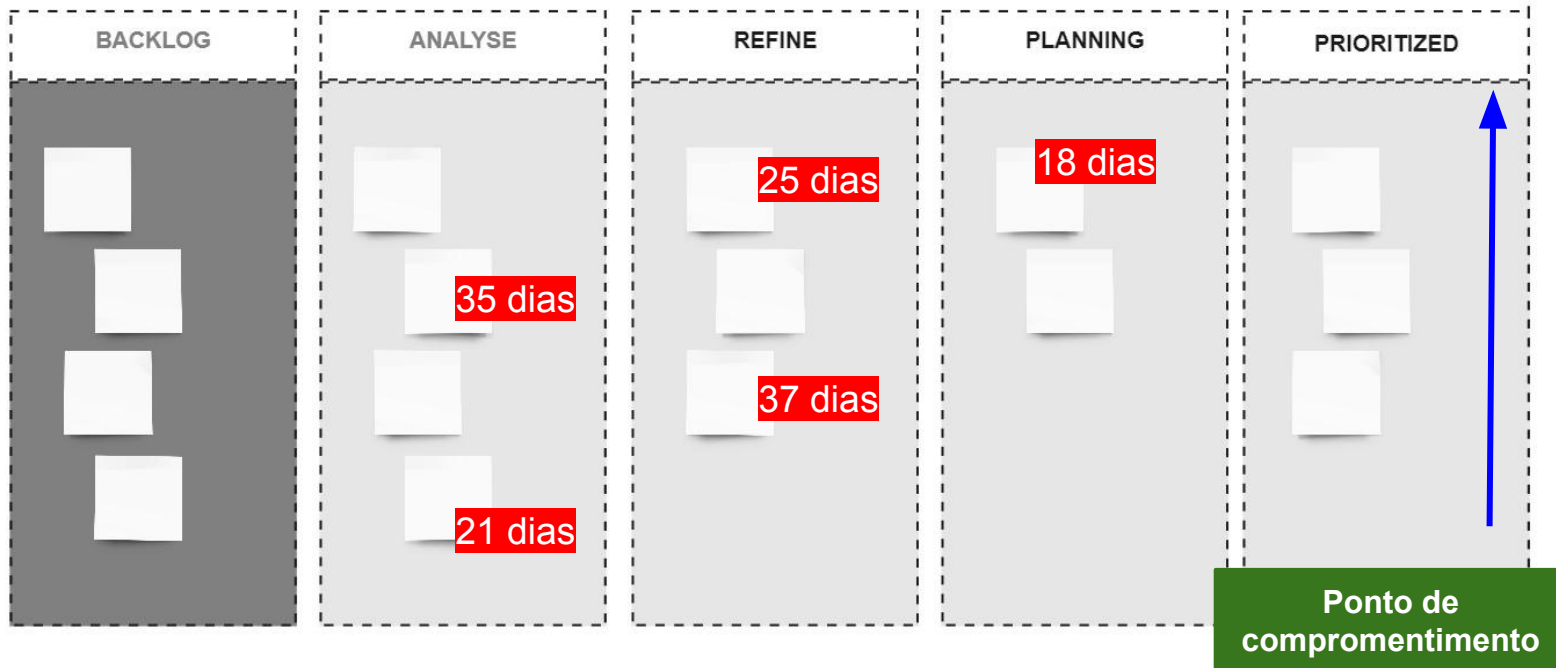


ele "fede" e você não sente...



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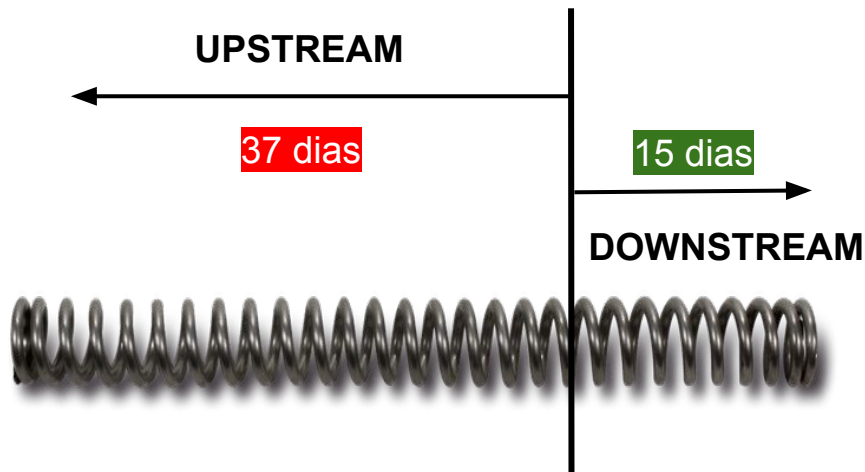
UPSTREAM



mola da pressão...



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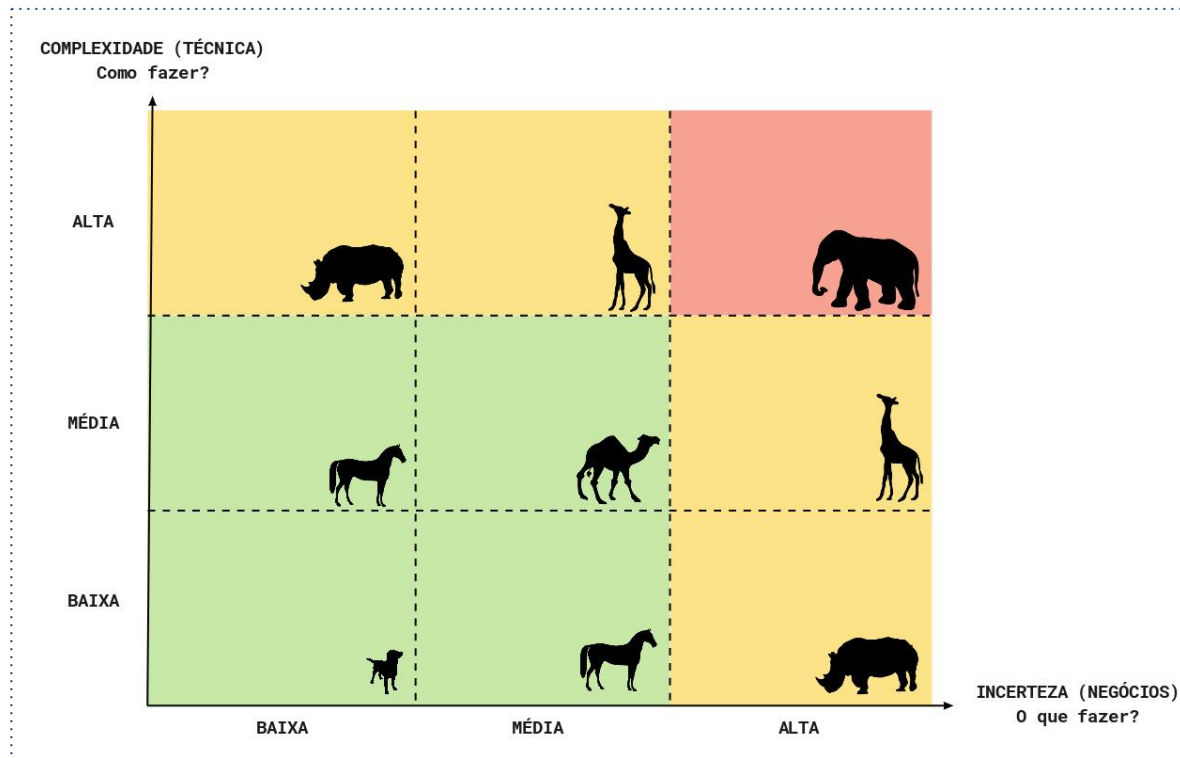
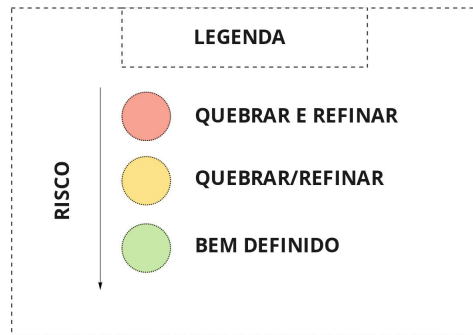


COMO ESTÁ A EXPECTATIVA DO MEU CLIENTE?
ESTOU ATENDENDO AO TIME-TO-MARKET?

matriz complexidade vs incerteza



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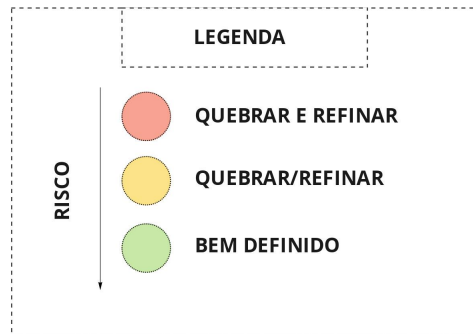


[\[Matriz de Complexidade vs Incerteza \]](#)

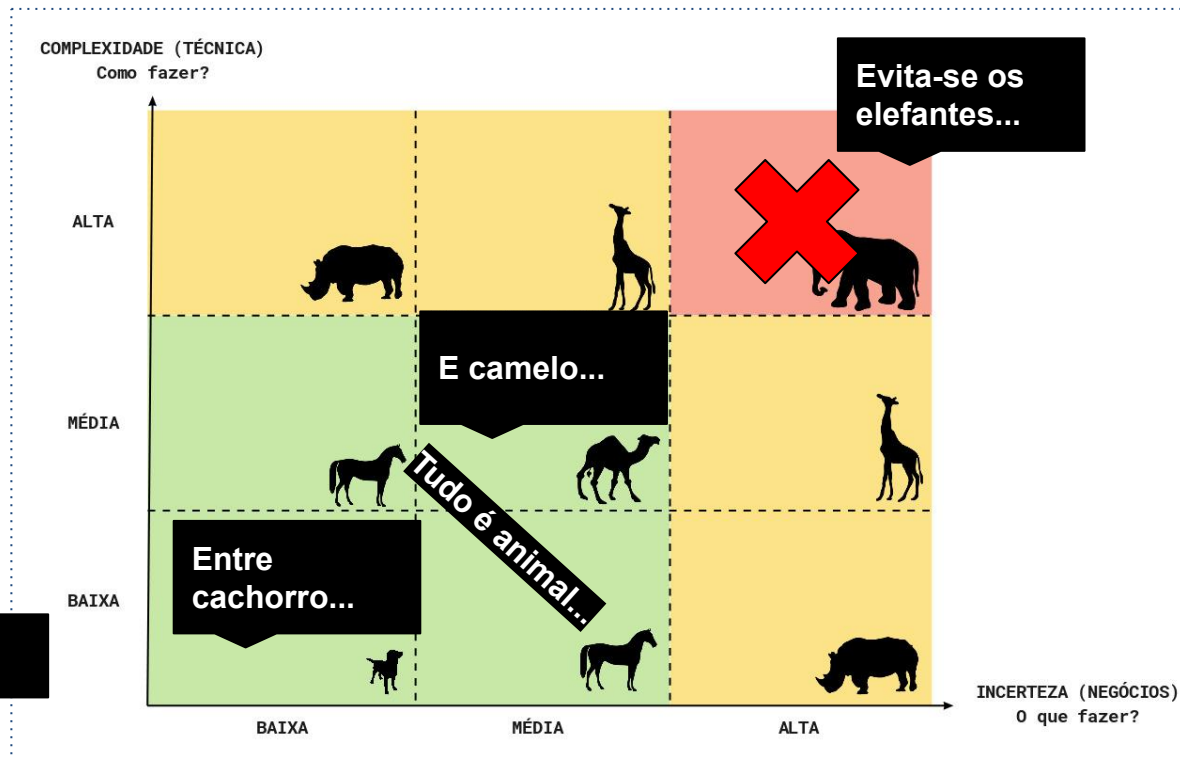
matriz complexidade vs incerteza



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E os ratos.



[\[Matriz de Complexidade vs Incerteza \]](#)



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**MUITO OBRIGADO!
FEEDBACK? DÚVIDAS?**



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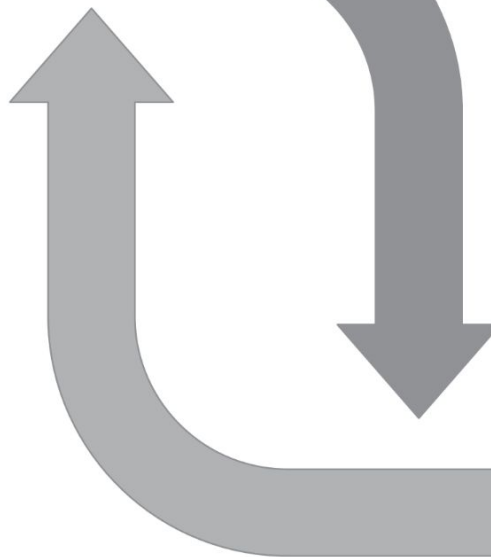
System Kanban

- Flow of work with worker pull
- Flow unit is work items (from committed work to work that is ready for acceptance)
- Measured by System Lead Time
- Implemented through WIP limit
- Collaboration within team to deliver a service and improve its fitness-for-purpose

Customer Kanban

(including Upstream Kanban)

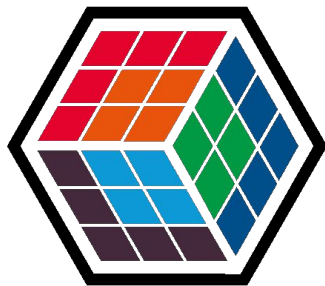
- Flow of demand with customer pull
- Flow unit is requests (from suspected need to satisfied requirements)
- Measured by Customer Lead Time
- Implemented through CONWIP & Minimal options limit
- Collaboration between customer and team in co-creation





Agile
Brazil 2020

Porto Alegre - 7, 8 e 9 de Outubro



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