Implementing Kanban at Scale at Sandvik IT

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The Story

Why?
• Why the Kanban Method at Sandvik IT?

How?
• How did we implement Kanban within 60+ teams?

Impact!
• The results so far

Next
• Our new challenges
What do we do?
We manufacture advanced special alloys and ceramic materials, industrial tools and mining equipment. We work in close cooperation with our customers and we invest heavily in research and development.

What are we?
We are a world-leading high-technology engineering group.

Who are we?
Our corporate culture is characterized by our thrive to bring the best and most innovative solutions to our customers.
Findings from > 25 Dev teams

Why Kanban at Sandvik IT

Same top challenges

Root cause → No Flow control
The Kanban Method Fits our Context and Goals

- See and manage the flow of work
- Strong focus on improve
- Evolution over Revolution

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How to make Kanban implement itself?
Engineering the Kanban Implementation

- **Pull-based**
  - No Push!
- **Awareness**
  - Get early adopters
- **1 Day**
  - Teams are too busy
- **Minimal Coaching**
  - Have few coaches

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The "Kanban Kick-start" Concept

Prepare
Gather info & Set expectations

Kick
Create Kanban system based on purpose (1 day)

Stabilize
Update Kanban system to fit the team (week-months)

Improve
Challenge the team to work toward target condition (forever)

Flow Manager

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HR Team
The Kanban Kick-start Field Guide

Create the Capability to Evolve

Get it at: http://leanagileprojects.blogspot.se/

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## Managing Many Teams

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Photo: Christophe Achouiantz

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### PREPARE WITH MANAGER
- Prospects?
- Kick-starting

### Team Coaching
- Lean Business Platform (Management)
- Technical Business Platform (Management)
- Standard Services (Management)
- Active Coaching
- Active Coaching

### Flow Manager Coaching
- CAP
- Standard/Non-Standard
- Out of Scope

### Done
- PETE (Projects)
- DOW
- BTIP

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### Backlog
- QFD Management
- Process Support & Control

### Address
- Knowledge Managers
- Data Center Services

### Key Support
- SMART Team
- Integration - Nokia
- Integration - Vendors

### N/A
- CBP
- BI - SMT DW (AM)
- Communications
- LISA + PORT

### Done
- Transformation Office
- Governance & Control
- Deployment Planning
- Telephone
- NFD - SNS
- IT - SNS
- Process Architects
- Change Managers
Kanban Assessment

Team X

Effects (12)

Improve (10)

Visualize (13)

2012-10-11

2012-08-20

Feedback Loops (7)

Limit WIP (4)

Explicit Policies (12)

Manage Flow (11)

More info at: http://leanagileprojects.blogspot.se/
## Result so far

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<tr>
<th></th>
<th>&lt;2 m</th>
<th>3-5 m</th>
<th>6 m</th>
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<tbody>
<tr>
<td>Better prio of work</td>
<td>X</td>
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<tr>
<td>Less task switching</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Better team collaboration</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Less stress</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Better collaboration with customers</td>
<td>X</td>
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<tr>
<td>Customer more involved</td>
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<td>More focus on quality</td>
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<td>X</td>
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<tr>
<td>Shorter lead times</td>
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Source: “The effects of Kanban in software development teams - A study of the implementation at Sandvik” R.Ericsson & A.Granlöf 2011
Impact of Better Collaboration

Better Collaboration

Better Cohesion

Deliver the Right Thing

Photo: Christophe Achouiantz

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Other Notable Impacts

- Better Team Survivability
- Better Team Building
- Kanban
Other Notable Impacts

Install a habit of transparency and improvements in the org.
What happens now?

- Build on the foundation we have
- Improve
- Next step – scale up
Thanks!

Kanban Kick-start Field Guide & Kanban Assessment
http://leanagileprojects.blogspot.se/

Get more info about the Sandvik Journey on InfoQ:
http://www.infoq.com/articles/kanban-Sandvik-IT-1
http://www.infoq.com/articles/kanban-Sandvik-IT-2