

ELIASSEN GROUP SERVICES: KANBAN IMPLEMENTATION

INDUSTRY: FINANCIAL SERVICES

BACKGROUND

A central technology organization at a major national financial services firm is charged with preparing, updating and managing development environments for an array of “line of business” groups within the firm. The organization wanted to validate the value of using Kanban techniques to provide services to its internal clients.

ELIASSEN GROUP AGILE PRACTICE APPROACH

Eliassen consultants analyzed the structure of the organization and the requirements to provide support to its clients. They validated Kanban as the Agile approach likely to produce the greatest value for the organization. Eliassen Agile coaches then helped guide the Kanban implementation, including the application of techniques such as work visualization, work in progress (WIP) limits, and Kaizen principles. They also suggested changes to the organizational structure to support the transition to Kanban.

VALUE REALIZED TO DATE

Results of the successful Kanban implementation included:

- The organization’s teams became better aligned with the line of business groups they supported.
- Execution time on server setups was reduced to 3 days from 40.
- Work in Progress (WIP) limits provided accurate visibility into the actual capacity of teams, allowing managers to set priorities and make smarter business decisions.
- Kanban processes provided better visibility into support metrics, including cycle times for providing services to clients.
- Morale (as measured by confidential surveys) improved due to clearer understanding of individual roles and work limits.