



# KANBAN FOUNDATION

## CERTIFICATION



KBFC™ Version 092025

\*This program has been developed with the support of generative artificial intelligence and validated through rigorous editing and internal control processes at Certiprof.



# Who is Certiprof®?

---

**Certiprof® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.**

**Our philosophy is based on the creation of knowledge in community and for this purpose its collaborative network is formed by:**

**Our Lifelong Learners (LLL)** identify themselves as Continuous Learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and ever-expanding digital world. Regardless of whether or not they win the exam.

Universities, training centers, and facilitators around the world are part of our network of **CPLS (Certified Partner For Learning Solutions)**.

**Authors (co-creators)** are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to industry needs.

**Internal Staff:** Our distributed team with operations in India, Brazil, Colombia and the United States is in charge of overcoming obstacles, finding solutions and delivering exceptional results.



# Our Affiliations

---

## Memberships



## Digital badges issued by



# IT Certification Council – ITCC

**Certiprof® is an active member of ITCC.**

One of the importance of being part of the ITCC is how industry leaders collaborate with each other in an open format to explore new or different ways of doing business that inspire and encourage innovation, establishing and sharing best practices that allow us to extend that knowledge to our community. Certiprof has contribute with white papers in the Career Path Ways Taskforce a taskforce that was implemented internally to offer students with the opportunity to know what path to take after a certification.

- **IBM**
- **CISCO**
- **ADOBE**
- **AWS**
- **SAP**
- **GOOGLE**
- **ISACA**



# Agile Alliance

---

## **Certiprof® is a corporate member of the Agile Alliance.**

By joining the Agile Alliance corporate program, we continue to empower people by helping them reach their potential through education. Every day, we provide more tools and resources that enable our partners to train professionals who seek to enhance their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



This alliance allows individuals and companies certified or accredited with Certiprof® to have a worldwide distinction through a digital badge.

Credly is the world's largest badge repository, and leading technology companies such as IBM, Microsoft, PMI, Nokia, and Stanford University, among others, issue their badges with Credly.

Companies issuing knowledge validation badges with Credly:

**IBM**

**Microsoft**

**PMI**

**Universidad de Stanford**

**Certiprof**



# Digital Badges



According to a study by the IT Certification Council (ITCC), people knew little about digital badges years ago. Today, large companies and educational institutions around the world issue badges.

Digital badges contain detailed metadata about who earned them, the competencies required, and the organization that issued them. Some badges are even linked to the activities needed to attain them.

For companies and educational institutions, badges and the information they provide are so important that many decisions, such as hiring or admission decisions, are based on the data they provide.

**Digital Badges:**  
What Are They?



# Why are they important?



- **Ease of Sharing and Verifying Achievements:**

Digital badges allow professionals to showcase and verify their achievements instantly and globally. According to a Credly report, **LinkedIn profiles with digital badges receive 40% more attention from recruiters and employers.**

- **Visibility on Digital Platforms:**

In a survey conducted by Pearson and Credly, **85%** of users who earned digital badges shared them on LinkedIn, and **75%** reported that this improved their **professional credibility in their networks.** In addition, **76%** of employers surveyed said that digital badges help them quickly identify specific skills.



# Why are they important?

- **Hiring Impact:**

A study by the **International Project Management Association (PMI)** found that candidates who display project management digital badges are **60%** more likely to be hired compared to those who only mention their skills without digital verification.



# Why are they important?

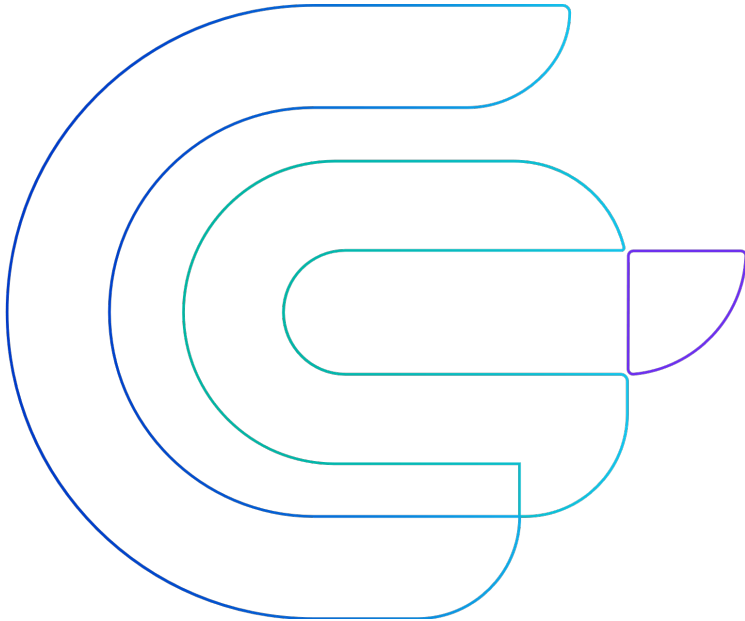


- **Personal Brand Empowerment:**

Digital badges' instant visibility and verification allow professionals to demonstrate their skills and build a solid personal brand. According to a LinkedIn study, professionals who use digital badges **are 24%** more likely to advance in their careers.

Certification and digital badges validate knowledge and are powerful tools for continuous improvement and employability. In a world where lifelong learning has become the norm, these credentials are key to professional development and competitiveness in the global job market.





Not all badges are created equal, and at **Certiprof**, we are committed to offering you more than just digital recognition. By earning a badge issued by certiprof, you will receive validation of your knowledge backed by one of the world's leading professional certification bodies.

**Take the next step and earn the badge that will open doors and position you as an expert in your field.**



# Why getting your certificate is essential?

- **Proof of Expertise:** Your certificate formally acknowledges the skills and knowledge you've acquired. It serves as verifiable proof of your qualifications and demonstrates your commitment to excellence in your field.
- **Credibility and Recognition:** In today's competitive job market, employers and peers value credentials that distinguish you from others. A certification certificate from a recognized institution, like Certiprof, provides instant credibility and boosts your professional reputation.
- **Career Advancement:** Having your certificate can open doors to new opportunities. Whether it's a promotion, a raise, or landing a new job, certifications are critical differentiators employers look for when evaluating candidates.



# Why getting your certificate is essential?

- **Networking Opportunities:** Holding a certificate connects you with a network of certified professionals. Many organizations have alumni or networking groups where you can share experiences, exchange ideas, and grow your professional circle.
- **Personal Achievement:** Earning a certification is a significant accomplishment, and your certificate is a tangible reminder of the hard work, dedication, and progress you've made. It's something you can be proud of and showcase to others.



# Badge



Template ID:


b8fb0fb7-f9fa-48a1-8868-55146b1  
0896a


## Kanban Foundation


**Issued by: Badge Claimed**

Kanban Foundation (KBFC™) holders have an understanding of the Kanban method and visual management. They are able to apply core practices such as visualizing work with boards and cards, limiting work-in-progress (WIP), managing flow, and using basic metrics (Lead Time, Cycle Time, Throughput) to drive continuous improvement and value delivery across industries.

[Learn more](#)

 Certification

 Paid

 Foundational

**Earn This Badge**



# Lifelong Learning

- Certiprof has created a special badge to recognize consistent learners.
- By 2024, more than 1,000,000 of these badges have been issued in over 11 languages.

## Purpose and Philosophy

- This badge is intended for people who firmly believe education can change lives and transform the world.
- The philosophy behind the badge is to promote commitment to lifelong learning throughout life.

## Accessing and Earning the Badge

- The Lifelong Learning badge is awarded at no cost to those who identify with this approach to learning.
- Anyone who considers themselves to be a lifelong learner can claim their badge by visiting:

<https://certiprof.com/pages/certiprof-lifelong-learning>





# SHARE AND VERIFY YOUR LEARNING ACHIEVEMENTS EASILY

#KBFC #certiprof



# International Certification – Kanban 101 Entry Level (KB101EL™)

## General Structure

**Suggested total duration:** 4 hours (45 minutes per module → 5 modules = approx. 3.75 hours, rounded up to 4 hours)

**Learning level:** Entry level

**Target audience:** Beginners in visual management, practitioners, freelancers, community managers, students, and small business owners

**Instructional design approach:** Microlearning + PBL (Project-Based Learning) + Visual examples + Step-by-step guides

**Key references:** Kanban University (2024), Lean Kanban University (2024), Certiprof® Kanban Guide (2024)





# MODULE 1

## Make It Visible! Understand What Kanban Is



# “When everything is urgent and nothing moves forward...”

How can you really know the status of your tasks if you can't see them all at once?

Ana works at a small digital design agency. Her team is talented but constantly putting out fires:

- Tasks get forgotten
- Clients grow impatient
- Work piles up
- Meetings go nowhere

Ana feels like her team isn't making progress. One day, in a casual conversation, someone mentions “Kanban.” She looks into it and discovers a visual, simple, and flexible way to organize work—without needing drastic changes.

That's how her team begins its journey to transform the way they work... starting from what they already do.



# Kanban Key Concepts Glossary

Before moving on, it's important to get familiar with some essential Kanban terms.

These definitions are explained simply, with relatable everyday and workplace examples to help you easily spot how they apply.

<b>Concept</b>	<b>Clear and simple definition</b>	<b>Everyday Example</b>	<b>Organizational Example</b>
<b>Card</b>	Represents a task or action. Makes work visible.	"Call the Plumber" written on a sticky note.	"Review Client X proposal."
<b>Column</b>	Category showing the task's status within a process.	"To Do," "In Progress," "Done."	"Backlog," "Design," "Approved."
<b>Flow</b>	The path a task takes from start to finish.	Baking a cake: ingredients → mix → oven → serve.	Campaign process: briefing → design → feedback → publish.
<b>WIP Limit</b>	Max number of tasks allowed at once. Boosts focus.	Only 2 dishes in the oven at a time.	Max 3 deliverables in progress per designer.



# Kanban Principles in Action

“Kanban isn’t just a board with sticky notes—it’s a work philosophy rooted in simple principles. These principles help you stay organized and improve continuously, step by step.”

## Start with what you do now

Don’t change everything—improve from where you are.

**Everyday Example:** Cleaning your room without throwing everything out.

**Workplace Example:** A company shifts from Excel to digital Kanban boards.

## Visualize the work

Make tasks visible to understand them better.

**Everyday Example:** Task list on your fridge.

**Workplace Example:** Marketing campaign board.

## Limit work in progress (WIP)

Avoid multitasking; finish one thing before starting another.

**Everyday Example:** Cooking one dish at a time.

**Workplace Example:** Developer with a max of 2 open tickets.

## Manage flow

Track progress to avoid bottlenecks.

**Everyday Example:** Setting the table: plates → cutlery → glasses.

**Workplace Example:** Support tickets are moving from “pending” to “resolved.”

## Encourage leadership at all levels

Everyone can suggest improvements—not just the leader.

**Everyday Example:** The family decides together how to organize a move.

**Workplace Example:** Team proposes changes during a retrospective.

## Pursue continuous improvement

Regularly review and tweak your processes.

**Everyday Example:** Adjusting your morning routine weekly.

**Workplace Example:** Team reflects at the end of each sprint.



# “It All Started with a Card”: The Simple and Powerful Origin of Kanban

In the 1950s, Toyota faced significant production challenges, including overproduction, delays, and errors.

Industrial engineer **Taiichi Ohno** was inspired by American supermarkets, where products were only restocked when taken off the shelf. This sparked the creation of **the Kanban system**—a visual method using cards to signal what to produce, when, and how much.

This approach helped streamline the workflow without requiring radical changes, reduced waste, made work visible, and encouraged continuous improvement.

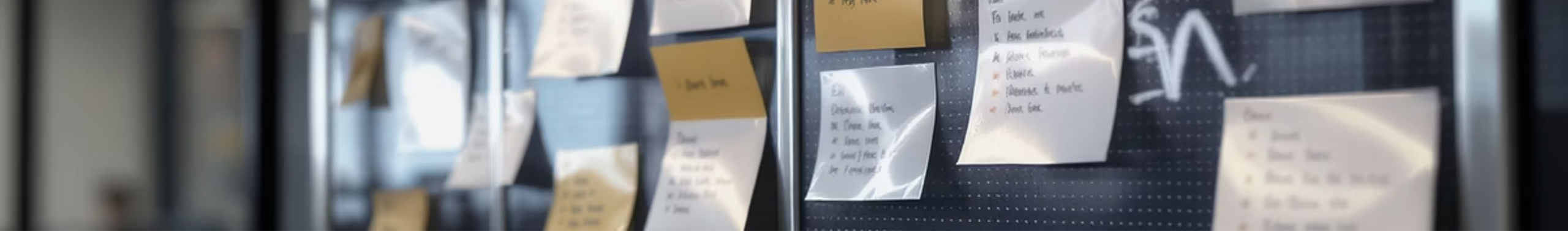
## Applied principles:

- Start with what you do now
- Visualize the work

## Examples:

- **Every day:** Using sticky notes to organize a household chore list.
- **Business:** Customer support teams using digital cards to track pending, ongoing, and resolved cases.





## “Method or Tool? Discover Both Sides of Kanban”

Many people think Kanban is just a board with sticky notes—but it’s much more than that.

Kanban is both:

A **continuous improvement method**: a mindset for managing work and change gradually, respecting current processes. A **visual tool**: the actual board (digital or physical) where that method comes to life.

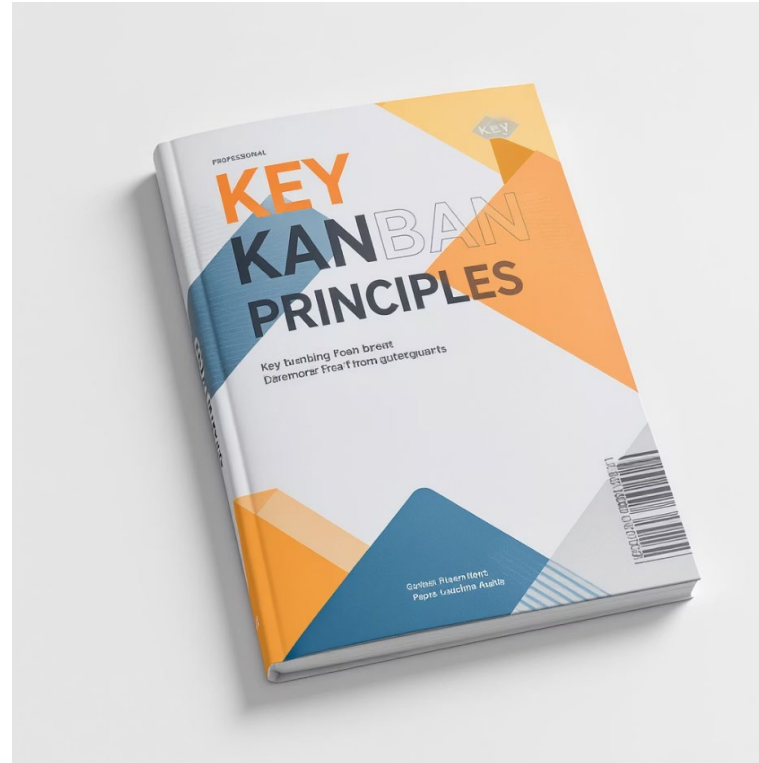
- **The Kanban method** encourages small, sustainable changes without disrupting what’s already working.
- **The Kanban board** helps you apply that thinking in a visible, collaborative way.



# “Method or Tool? Discover Both Sides of Kanban”

## Applied principles:

- Embrace evolutionary change
- Respect current processes
- Visualize the work



**Everyday life:** The recipe is the method; your kitchen and tools are the tools.



**Workplace:** A team using Excel can gradually shift their tasks onto a Kanban board without breaking their current workflow.





# From Kanban to Scrum: Expand Your Agile Toolkit

Just like Kanban helps visualize work, other agile frameworks—like Scrum—help you organize work into iterative cycles.



SCRUM MASTER



“Take the next step—get certified as a Scrum Master with Certiprof®.”





# “Let It Flow – How Kanban Improves Your Work Without the Overhead”

Many teams get stuck because they start too many tasks at once—and finish none. Kanban suggests limiting work in progress (WIP) so you can:

- Focus
- Make real progress
- Deliver higher-quality results

This practice improves flow—the movement of tasks through each stage of your process.

## Applied principles:

- Limit work in progress  
Manage flow
- Encourage leadership at all levels (through autonomy and responsibility)

## Examples

**Every day:** Cooking lunch one dish at a time.

**Workplace:** A development team limits each member to 2 active tasks. This boosts focus and reduces errors.



# Ana's Team – From Chaos to Clarity

Let's return to Ana and her digital agency. After applying Kanban with a simple digital board—using columns like “To Do,” “In Design,” and “Ready for Client”—the team:

- Gained visibility over their tasks
- Improved task prioritization
- Finished more projects in less time
- Reduced confusion and rework

By limiting work in progress, each designer had only two active tasks. Since they respected their existing process, there was no resistance to change.

**The result:** more structure, less stress, and on-time deliveries.





## Key Takeaway from Module 1

---

**“Kanban helps you improve by building on what you already do.”**

You don't need to change everything—just make work visible, improve flow, and reduce chaos.”





# MODULE 2

**“From the invisible to the visible:  
The board and the cards in  
action”**



# “Too much work, nothing’s clear”

*Have you ever felt like you had so many notes, emails, or pending tasks that you didn’t know where to start?*

Luis is a marketing intern at a small business.

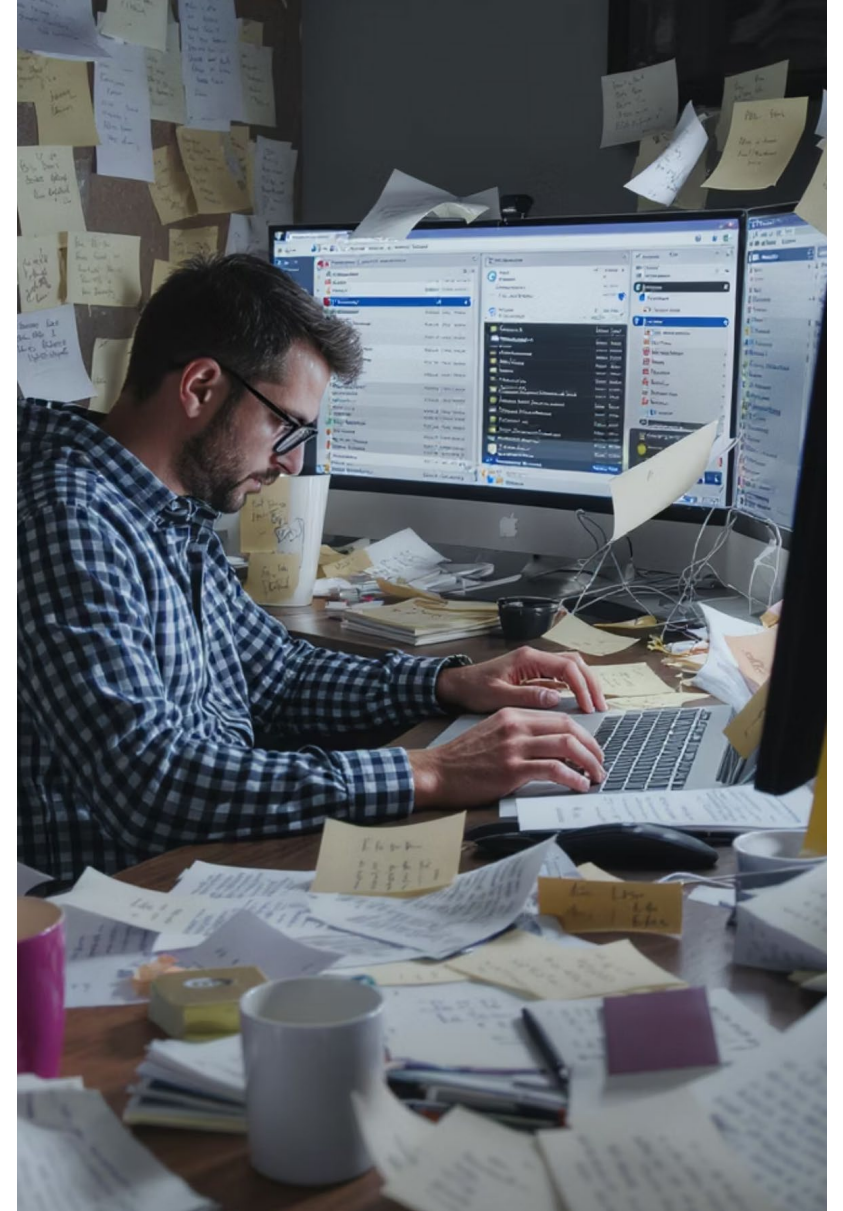
His boss asks him to keep track of several tasks: write a post, coordinate with design, review metrics, and prepare a report.

But everything is scattered across emails, chats, and random notes. Luis feels lost. He doesn’t know what’s still pending, what’s already in progress, or what’s finished.

A teammate shows him a digital Kanban board and explains:

“Here, each task is a card, and each column shows what stage it’s in. That way, nothing gets lost.”

That day, Luis discovered that **making work visible changes the way you work.**



# Key Concepts Glossary

Before exploring the board and the cards, let's clarify a few essential concepts to make everything easier to understand.

Concept	Clear and Simple Definition	Everyday Example	Organizational Example
<b>Pending Cards</b>	List of tasks that haven't been started yet.	Grocery list stuck on the fridge	Unstarted campaign ideas in marketing
<b>Work in Progress</b>	Tasks that are actively being worked on	Cooking one dish while another waits	A design currently being reviewed
<b>Effective Card</b>	A card that's clear, actionable, and assigned	"Pay bills today – Juan"	"Send weekly report – Ana – Friday"
<b>Digital Board</b>	Online tool to visualize and manage tasks	Mobile app to organize a move	Trello or Jira board with team tasks



# Learn: Columns – From To-Do to Done

On a Kanban board, **columns are like train stations**—each task moves through them until it reaches its final destination. The simplest columns are:



Even with just these three, you can visualize and manage your workflow. You can also customize your columns depending on your team's process.

## Applied principles:

- Visualize the work
- Manage the flow

**Every day:** “To Do” = serve food → “In Progress” = cooking → “Done” = groceries already bought

**Workplace:** “Pending” = task briefed → “In Progress” = under design → “Done” = client approved



# Every Task Has a Face: Cards as Core Units

Cards are the core unit of a Kanban board. Each card represents a specific task, and it should be self-explanatory at a glance.

By moving cards across the board's columns, you can quickly identify:

- What's in progress
- What's blocked
- What's already completed

## Applied principles:

- Visualize the work
- Start with what you do now

**Every day:** “Call grandma” card on the fridge → moved to “Done” after the call.

**Workplace:** Trello card: “Prepare monthly report – Luis – due Friday”



# Cards That Speak – How to Create Effective Tasks

Not all task cards are created equal. A poorly written card can create confusion, duplication of effort, or lead to inaction.



## Concrete Action

Each card must specify a clear and specific action, such as "Write blog post" instead of just "Marketing."



## Defined Owner

It must clearly indicate who is responsible for carrying out the task to ensure accountability.



## Deadline

If applicable, including a deadline helps manage expectations and prioritize work.

When everyone on the team understands what each card means without having to ask, the board becomes a shared visual language—and a better way to coordinate.

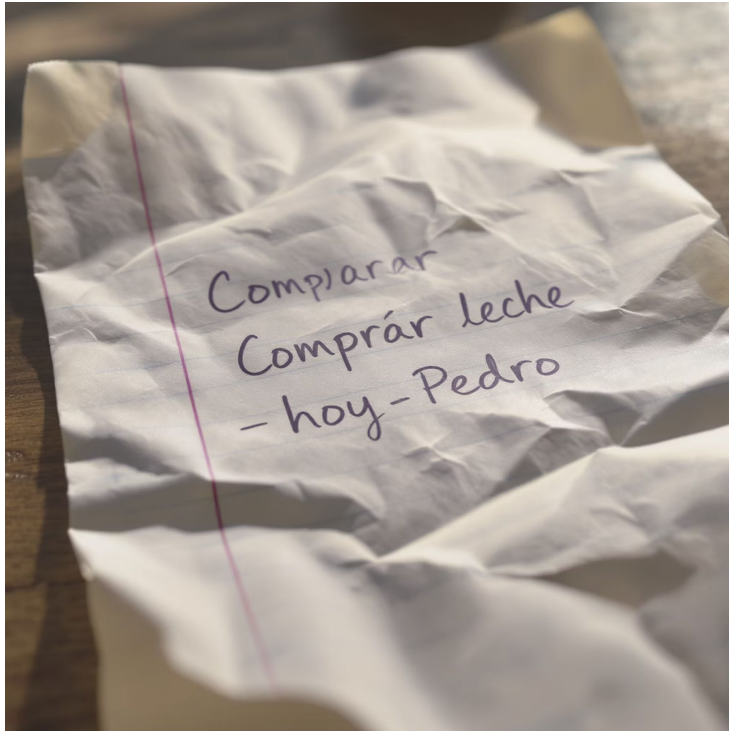
## Applied principles:

- Encourage leadership at all levels (assigning responsibility)
- Manage the flow (clear, actionable tasks help move work forward)



# Cards That Speak – How to Create Effective Tasks

“Buy milk – Pedro – Today”



“Buy milk – Pedro – Today”

Workplace:



“Send proposal to Client Z – Owner: Ana – Due Monday”



# The Risk of Not Seeing – Why Mapping Tasks is Key

When there's no visual board, work gets lost in your head, in notebooks, or scattered across email chains. This leads to:

## Constant Forgetting

Important tasks getting lost in the chaos

## Duplication of Efforts

Duplication of Efforts Several people doing the same thing unknowingly

## Disorganization and Delays

Disorganization and Delays Lack of coordination and wasted time

Adopting the habit of visually mapping everything on a board is a good management practice because it frees our minds, facilitates coordination, and creates shared responsibility.

### Applied principles:

- Visualize the work
- Encourage leadership at all levels

**Every day:** A family forgets to pack items when moving because nothing was written down. With a shared list, everything flows better.

**Workplace:** A team that manages all tasks by email leads to chaos. With a board, they gain visibility and reduce rework.



# Take Your Board to the Next Level

Mastering boards and cards is just the beginning.

If you want to go deeper into Kanban and learn how to apply it in real-world situations, your next step is the Kanban Essentials Professional Certificate – KEPC™.



**KANBAN ESSENTIALS** 

"Take the next step and strengthen your skills with Certiprof®."





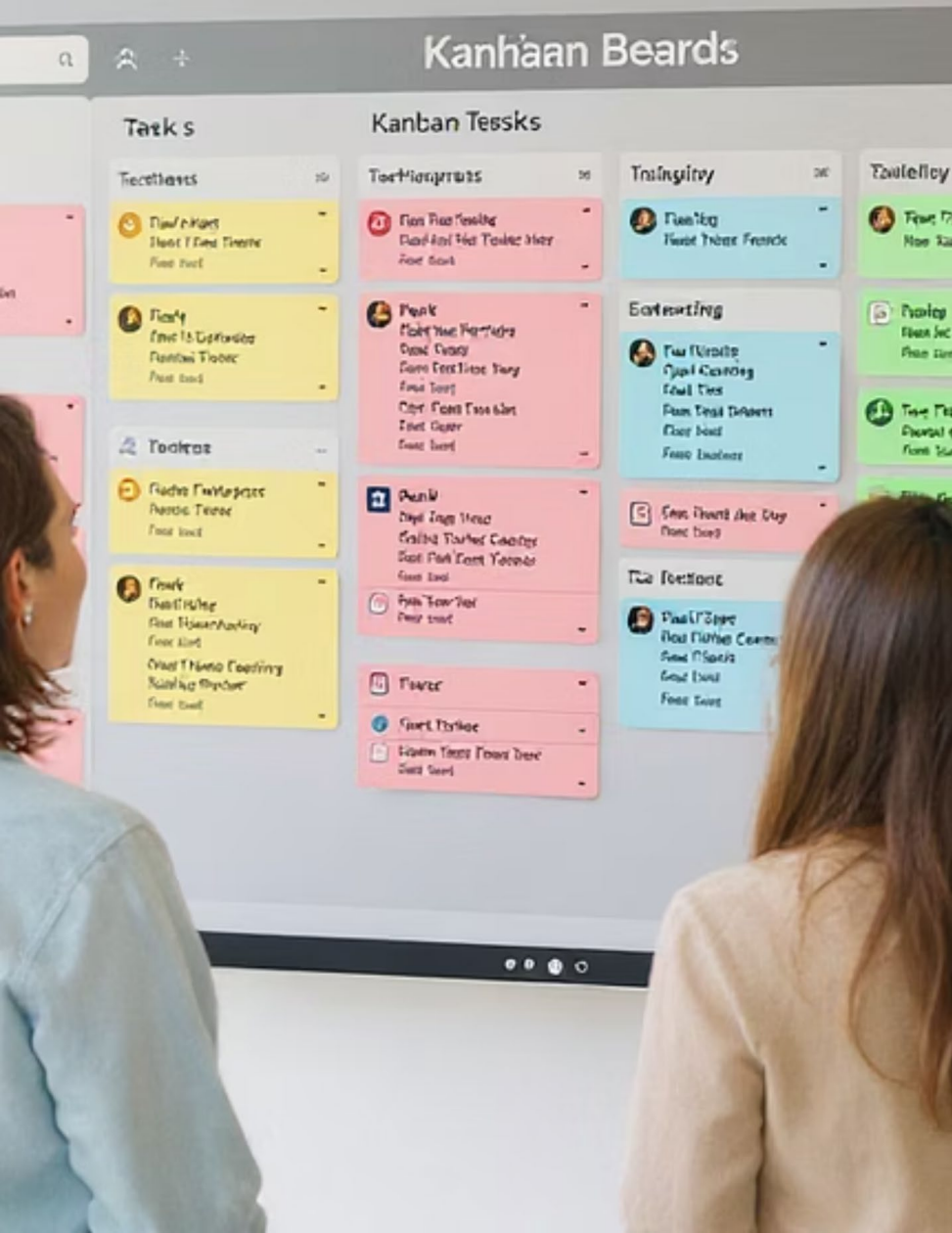
# Luis' Board – From Mess to Clarity

Let's go back to Luis. Before using Kanban, he had no clear system—everything was in his head, his inbox, and chats.

- **The columns show him**  
What is pending, in progress, and done
- **The backlog reminds him**  
The backlog reminds him What hasn't started yet
- **The effective cards**  
The effective cards Allow him to clearly track each task
- **With a digital board**  
His entire team collaborates in real time

And, above all, the habit of mapping everything prevents confusion and oversights for them.





# Key Takeaway from Module 2

**“The board is your work map”**

The cards are your steps, and the habit of visualizing everything is how you avoid getting lost.





# MODULE 3

## Don't Do Everything at Once: The Power of Limiting Tasks and Managing Flow



# Everything at once... and nothing gets done

What happens when you try to do five things at once and don't finish any of them?

Carolina is an intern on a technical support team. Every day, she receives multiple requests: reply to customer emails, update the database, review reports, and follow up on incidents.

Eager to prove she's efficient, Carolina starts all the **tasks at once**.

## The result:

None are completed on time

The team doesn't know the status of incidents

Clients get frustrated because they don't receive clear responses

A coworker tells her:

*"The problem isn't how much you work, it's that you're doing everything at the same time. Try limiting what you take on at once."*

That day, Carolina discovered the importance **of limiting tasks** in progress so that work can actually flow.



# Key Concepts Glossary

Before exploring task-limiting practices and flow management, let's clarify some key concepts for better understanding.

Concept	Clear and Simple Definition	Everyday Example	Organizational Example
<b>Limiting Tasks</b>	Deciding how many tasks you can have active at the same time to finish them first.	Cooking one dish at a time instead of three.	A designer handles only 2 banners at a time.
<b>Managing Flow</b>	Monitoring how tasks move from start to finish, aiming for smooth progress.	Setting the table: plates → cutlery → glasses.	Support tickets: open → resolve → close.
<b>Bottleneck</b>	A point where tasks accumulate and block progress.	Waiting in line at the supermarket checkout.	A reviewer takes too long to approve tasks.
<b>Relief Strategy</b>	Actions to reduce a bottleneck.	Opening a new register at the store.	Reassigning tasks to another team member.



# Too Much in Progress, Too Little Finished – Why Limiting Tasks Matters

Having too many tasks open at once leads to low quality and delayed completion. Limiting tasks in progress forces you to focus on fewer things, but finish them better and faster.

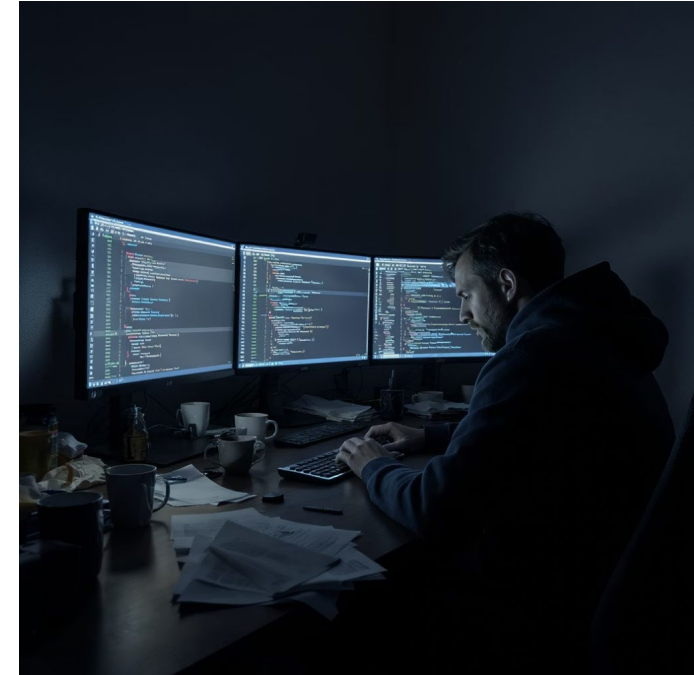
## Applied principles:

- Limit work in progress
- Manage the flow



### Every day

You're doing laundry, cooking, and tidying up all at once—none get done.



### Organizational

A developer has 5 open tickets, but hasn't closed any



# The Secret Isn't Speed – How Limiting Tasks Improves Flow

Limiting tasks doesn't mean working less—it means working better. By focusing on fewer things at once:

## Finish sooner

Higher completion speed

## Reduce errors

Better quality due to increased focus

## Provide real visibility to the team

Everyone knows the true status of work

Flow improves because each task moves forward with fewer interruptions.

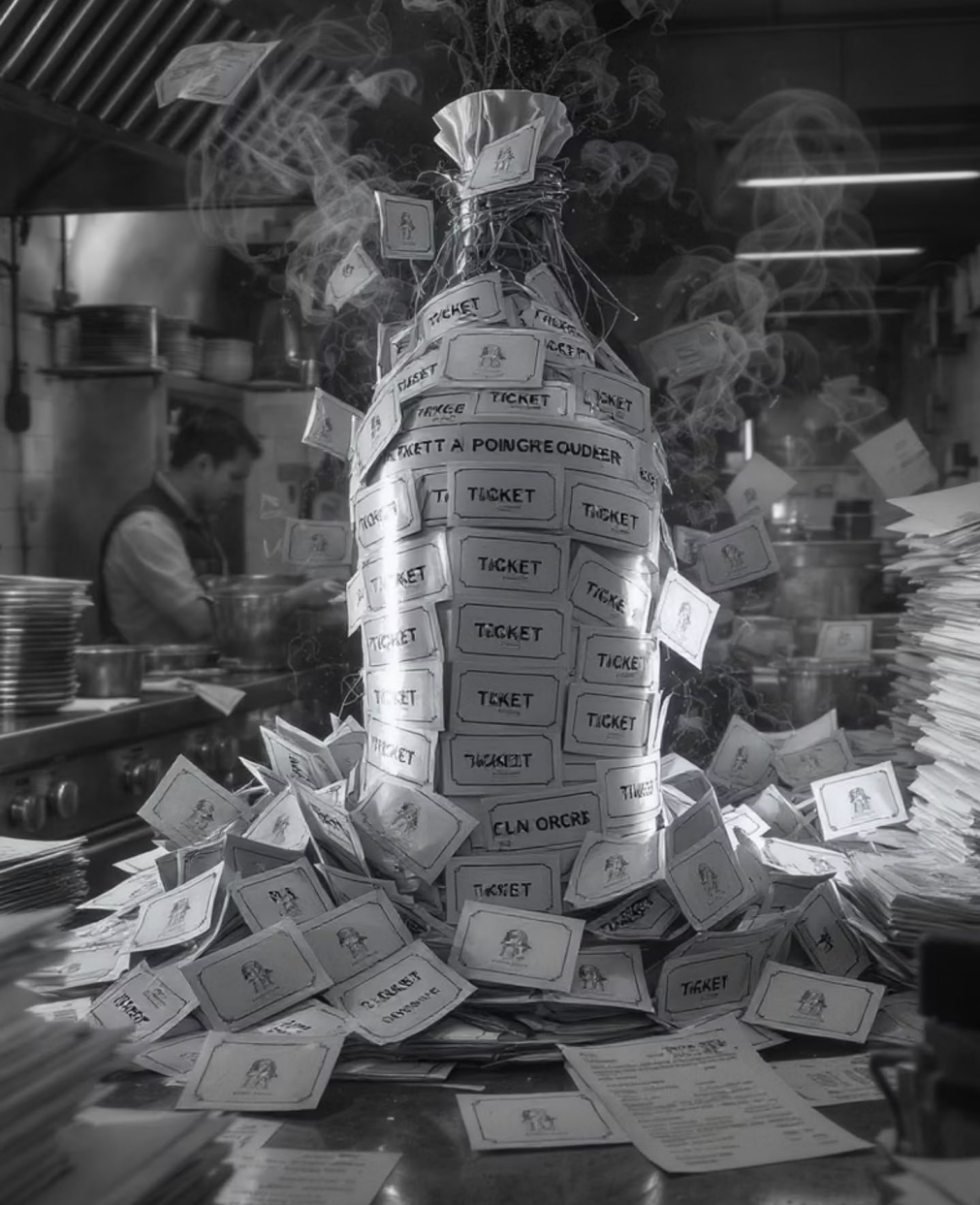
### Applied principles:

- Start with what you do now
- Visualize the work

**Every day:** Cook one dish, serve it, then make the next. Everything's ready on time, nothing burns.

**Organizational:** A design team is limited to 2 tasks per designer. Productivity increases as everything progresses faster.





# When Everything Gets Stuck: How to Identify Bottlenecks

A bottleneck is a point in the process where tasks pile up and block progress. Detecting them early is vital—there's no use having many tasks in progress if they all get stuck at the same stage.

## Applied principles:

- Manage the flow
- Encourage leadership at all levels

## Every day

At a restaurant, all orders pile up because there's only one cook.

## Organizational:

In a QA team, only one person approves deliveries, and the board fills up with cards waiting for review.



# Unclog the Flow: Strategies to Resolve Bottlenecks

Once you've identified a bottleneck, it's time to take action.

01

---

## Redistribute Work

support the person in charge

02

---

## Reduce the task limit

in that stage

03

---

## Automate or simplify

repetitive tasks.

04

---

## Ask for external help

if the team can't handle everything.



# Unclog the Flow: Strategies to Resolve Bottlenecks

## Applied principles:

- Embrace evolutionary and incremental change
- Encourage leadership at all levels



**Every day:** During a move, if one person is packing too slowly, others jump in to help close boxes.



**Organizational:** If the bottleneck is legal review, another lawyer from the team steps in temporarily.





# From Kanban Flow to Lean Six Sigma Optimization

Limiting tasks and improving flow isn't just for Kanban. It's also the foundation of quality and efficiency methodologies like Lean Six Sigma, which teaches you to reduce waste and optimize processes.



**LEAN SIX SIGMA YELLOW BELT** 

Learn to optimize processes with Lean Six Sigma and get your Yellow Belt certification.



# Carolina's Transformation – From Chaos to Flow

Let's revisit Carolina, the technical support intern.

## Before: Overload and Stagnation

- She had many open tasks, but none were completed.
- Clients were frustrated.
- The board showed a major pile-up in the “In Progress” column.

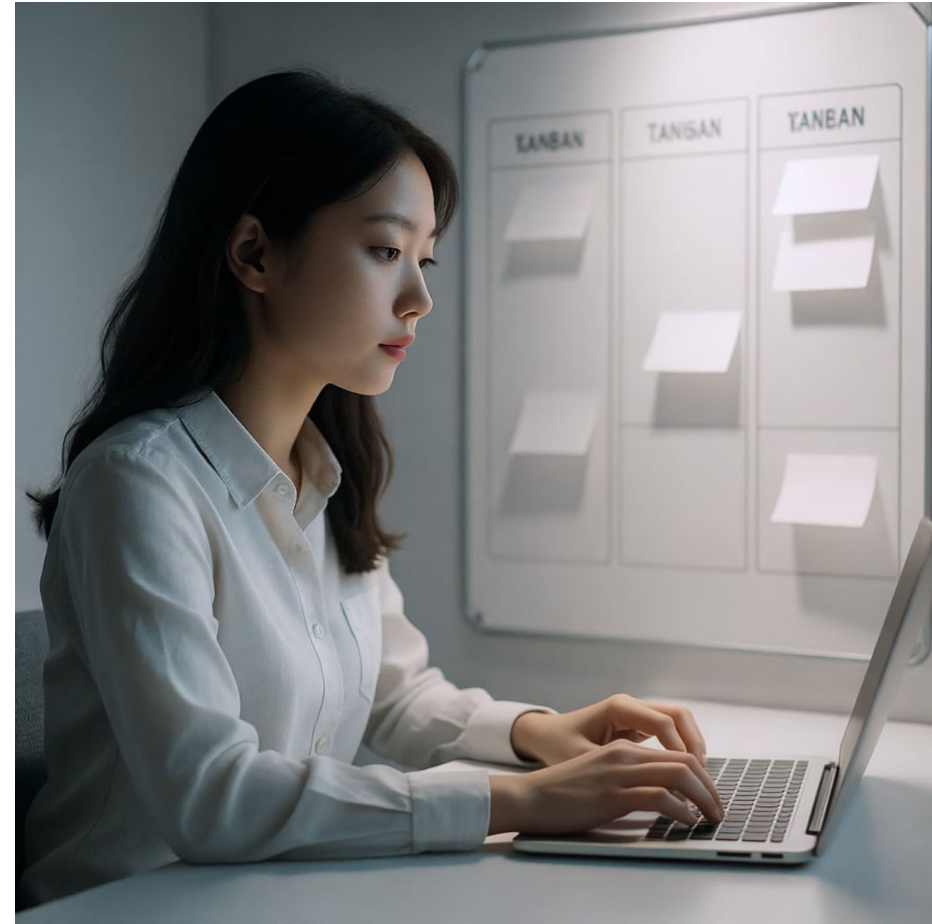


# Carolina's Transformation – From Chaos to Flow

Let's revisit Carolina, the technical support intern.

## After applying Kanban and limiting active tasks:

- She focused on 2 tasks at a time.
- She identified that the bottleneck was in ticket approvals.
- Together with the team, they implemented strategies to redistribute the workload.





## Key Learning from Module 3

**“It’s not about doing more, but about making work flow.”**

By limiting tasks and resolving bottlenecks, you move forward with clarity and deliver real value.





# MODULE 4

## Are You Making Progress or Just Staying Busy? Discover It with Kanban Metrics





# Why are we never on time?

Are you truly making progress, or are you just busy all day? Mateo is an intern in a software development team.

The team delivers projects, but clients keep asking:

When will it be ready?

Why do some tasks take so long?

How much can we deliver in a month?

The team works hard, but they have **no way to measure their performance**. They rely only on feelings: “we feel slow” or “it seems like we’re doing a lot.”

A mentor explains to Mateo that Kanban offers **simple but powerful metrics** to measure progress:

- **Lead Time, Cycle Time, and Throughput**

From that day forward, the team started giving clear answers instead of assumptions.



# Key Concepts Glossary

Before we start measuring, we need to understand what these metrics represent in Kanban.

<b>Concept</b>	<b>Clear and Simple Definition</b>	<b>Everyday Example</b>	<b>Organizational Example</b>
<b>Lead Time</b>	Total time from the moment a task is requested to when it's delivered.	From ordering takeout to when the food arrives at your home.	From a client requesting a change to receiving the final result.
<b>Cycle Time</b>	Time from when work on a task begins to when it's completed.	From when you start cooking until the meal is served.	The time it takes to develop a software ticket.
<b>Throughput</b>	Number of tasks completed in a set time frame.	The number of meals you cook in one hour.	The number of support tickets resolved by a team in a week.
<b>Kanban Metric</b>	A performance indicator for workflow efficiency.	The time it takes to organize a house move.	Weekly KPI showing team productivity.



# From Request to Delivery – The Power of Lead Time

**Lead Time** is the total time from the moment someone requests to the moment they receive the result.

This metric matters because it reflects the **customer's experience**:

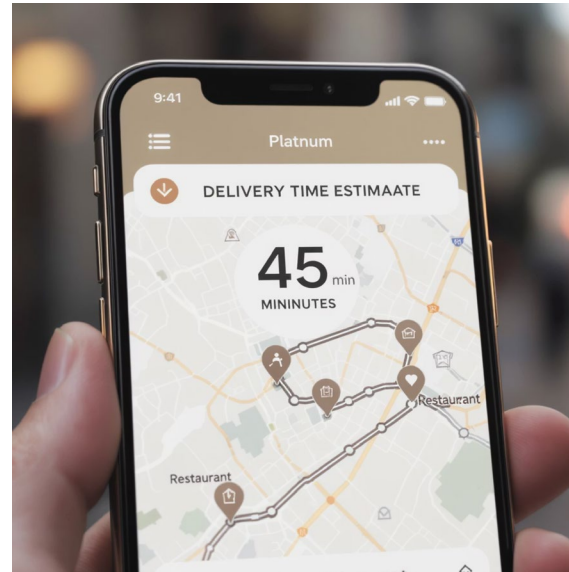
They don't care when you started—only when they get what they asked for.

## Applied principles:

- Visualize the work
- Manage the flow

## Every day:

You order food via an app → it takes 45 minutes to arrive → that's the **Lead Time**.



## Organizational:

A client requests a logo → it takes 10 days to deliver → that's the **Lead Time**.



# The Internal Pace – Discover Your Cycle Time

**Cycle Time** measures how long it takes you to execute a task—from the moment you start working on it to the moment it's finished.

Unlike Lead Time, Cycle Time **doesn't include waiting time**—just your actual work speed.

## Applied principles:

- Limit work in progress
- Manage the flow

## Every day

You start cooking at 12:00 and finish at 12:40 → your Cycle Time is 40 minutes.

## Organizational

The QA team starts testing a ticket on Monday and finishes on Wednesday → **the Cycle Time** is 3 days.



# Your True Capacity: Measuring Throughput

Throughput is the number of tasks completed within a specific period of time.

This metric helps you understand how much your team can actually deliver, which in turn allows for better planning.

## Applied principles:

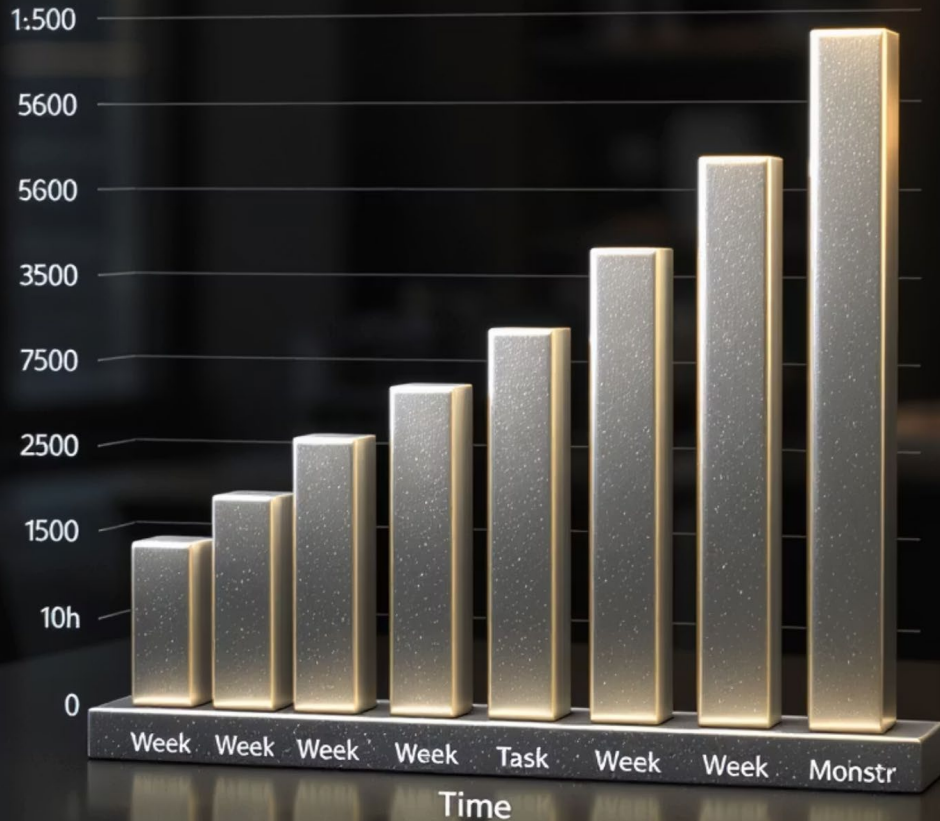
- Start with what you do now
- Encourage leadership at all levels

## Every day

You complete 5 tasks from your list in one afternoon → that's your throughput.

## Organizational

A support team resolves 30 tickets in one week → that's their throughput.





# From Measuring with Kanban to Innovating with Artificial Intelligence

Metrics like Lead Time and Cycle Time help you understand your actual capacity. Today, measuring and analyzing data is also essential in emerging fields like Generative Artificial Intelligence, which is transforming the way we work.



GENERATIVE AI



"Explore Generative AI and get certified with Certiprof."



# Mateo's Transformation – Clarity Through Metrics

Let's go back to Mateo's story.

## Before:

- He couldn't answer how long deliveries took.
- The team didn't know whether they were fast or slow.
- No one had a clear picture of their actual capacity.



# Mateo's Transformation – Clarity Through Metrics

Let's go back to Mateo's story.

## After applying Kanban metrics:

- With **Lead Time**, he could accurately estimate when a customer would receive their product.
- With **Cycle Time**, they discovered their actual work speed.
- With **Throughput**, enabled the team to understand their weekly delivery capacity.



## Key Learning from Module 4

**“Kanban metrics turn perceptions into data.”**

If you can measure it, you can improve your real progress.





# MODULE 5

# Continuous Improvement: Small Changes, Big Results





# The Coffee Always Spills

What would happen if you improved just one small part of your routine every day?

Daniela is an intern on a customer service team.

Each morning she prepares coffee for the office, but the same problems always occur: she spends too long finding mugs, spills coffee, or forgets the sugar.

A coworker tells her:

“If you fix one small thing each day, by the end of the week your routine will be perfect.”

That advice applies to work too: identifying blockers, giving feedback, and making small improvements helps processes flow better—without needing major changes.



# Key Concepts Glossary

Before we talk about continuous improvement, let's clarify a few practical concepts.

<b>Concept</b>	<b>Clear and Simple Definition</b>	<b>Everyday Example</b>	<b>Organizational Example</b>
<b>Blocker</b>	Something that stops or delays a task.	Forgetting your keys before leaving the house.	Waiting for a manager's approval.
<b>Feedback</b>	Information received to improve an action or result.	A friend tells you your recipe needs less salt.	A client suggests changes to a report.
<b>Small Changes</b>	Incremental adjustments that improve a process step by step.	Always leaving your keys in the same place.	Automating a manual report.
<b>Continuous Improvement</b>	Habit of regularly reviewing and adjusting processes.	Each week you organize your kitchen better.	A team reviews its practices at the end of each sprint.



# Identify What's Stopping You: Spot Simple Blockers

A blocker is anything that prevents a task from moving forward. Sometimes they're small and easy to solve, but if ignored, they can cause big delays.

## Applied principles:

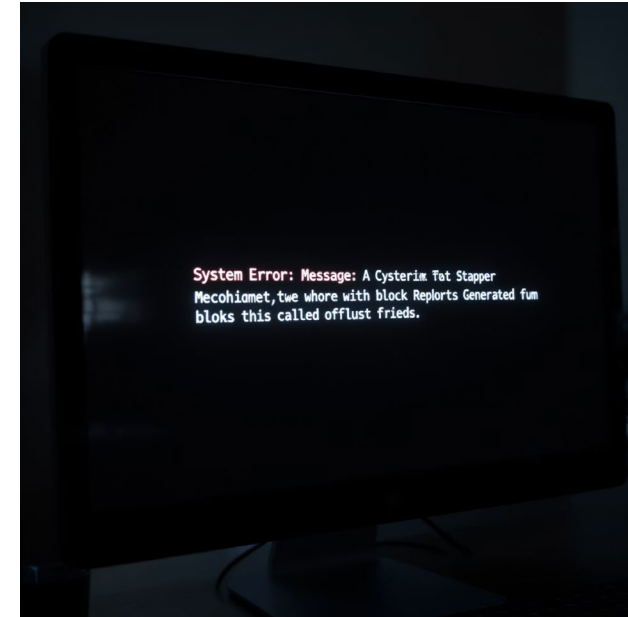
- Visualize the work
- Manage the flow

### Every day

You forgot to charge your phone and can't work in the morning.



**Organizational:** A report is delayed because the system isn't working, and no one says anything.





# The Magic of Simplicity: Feedback and Small Changes

Feedback helps you notice what you hadn't seen before. Based on it, teams apply incremental changes—minor, continuous adjustments that help avoid mistakes or improve processes.

### Applied principles:

- Embrace evolutionary and incremental change
- Encourage leadership at all levels

### Every day

Your friends say you're always late  
→ you set your alarm 10 minutes earlier.

### Organizational

The design team receives feedback from marketing and changes the delivery format to make it clearer.



# Make It a Habit: The Value of Continuous Improvement

Continuous improvement isn't a one-time event—it's a consistent habit. It's about regularly reviewing how we work and making minor tweaks that, over time, lead to major changes.

## Applied principles:

- Start with what you do now
- Improve continuously

**Every day:** Each week, you reorganize your schedule to be more productive.



**Organizational:** A team holds retrospectives at the end of each cycle, always identifying one small area to improve.



# From Process Improvement to Innovation Design

Continuous improvement is the heart of Kanban, but it's also the foundation of Innovation.

With Design Thinking, you can solve problems creatively and with user focus.



DESIGN THINKING 

"Build your innovation skills with the Design Thinking certification from Certiprof."





# Daniela and Her Habit of Improvement

Let's remember Daniela, who used to spill coffee all the time. By applying continuous improvement, she:

01

## Identified blockers

Cups too far away, sugar disorganized

02

## Made minor changes

Kept everything within reach

03

## Listened to feedback

From her colleagues

Now, making coffee is quick and error-free. At work, she applies the same logic: identify blockers, listen to feedback, and improve step by step.





## Key Learning from Module 5

---

**“Continuous improvement doesn’t happen all at once”**

it’s the result of small daily actions that, over time, create a big impact.



# Get Certified and Show What You Know



Now that you've completed the 5 modules of the International Certification Kanban IOI Entry Level (KBIOIEL™), you're ready to take the next step:

**Take your official exam for free—and only pay if you want the official certificate.**

## Why get certified?

### Validate Your Knowledge

In Kanban with an international standard

### Obtain a Certificate

Globally recognized by Certiprof®

### Take an Initial Step

Towards more advanced certifications in agility, innovation, and management

## Remember:

***The exam is free. You only pay if you want to receive the official certificate.***

Evaluate yourself without pressure and show what you know!



# ources and References

- Anderson, D. J. (2010). Kanban: Successful evolutionary change for your technology business. Blue Hole Press.
- Certiprof®. (2024). Kanban Guide. CertiProf.
- Kanban University. (2024). Kanban Method Resources. Retrieved from: <https://kanban.university>
- Lean Kanban University. (2024). Foundations of Kanban.
- OpenAI. (2025). ChatGPT for Educational Content Design Support. OpenAI.

This material combines trusted bibliographic sources with AI tools to support instructional design.





**Follow us, get in touch!**



**[www.certiprof.com](http://www.certiprof.com)**

CERTIPROF® is a registered trademark of Certiprof, LLC in the United States and/or other countries.