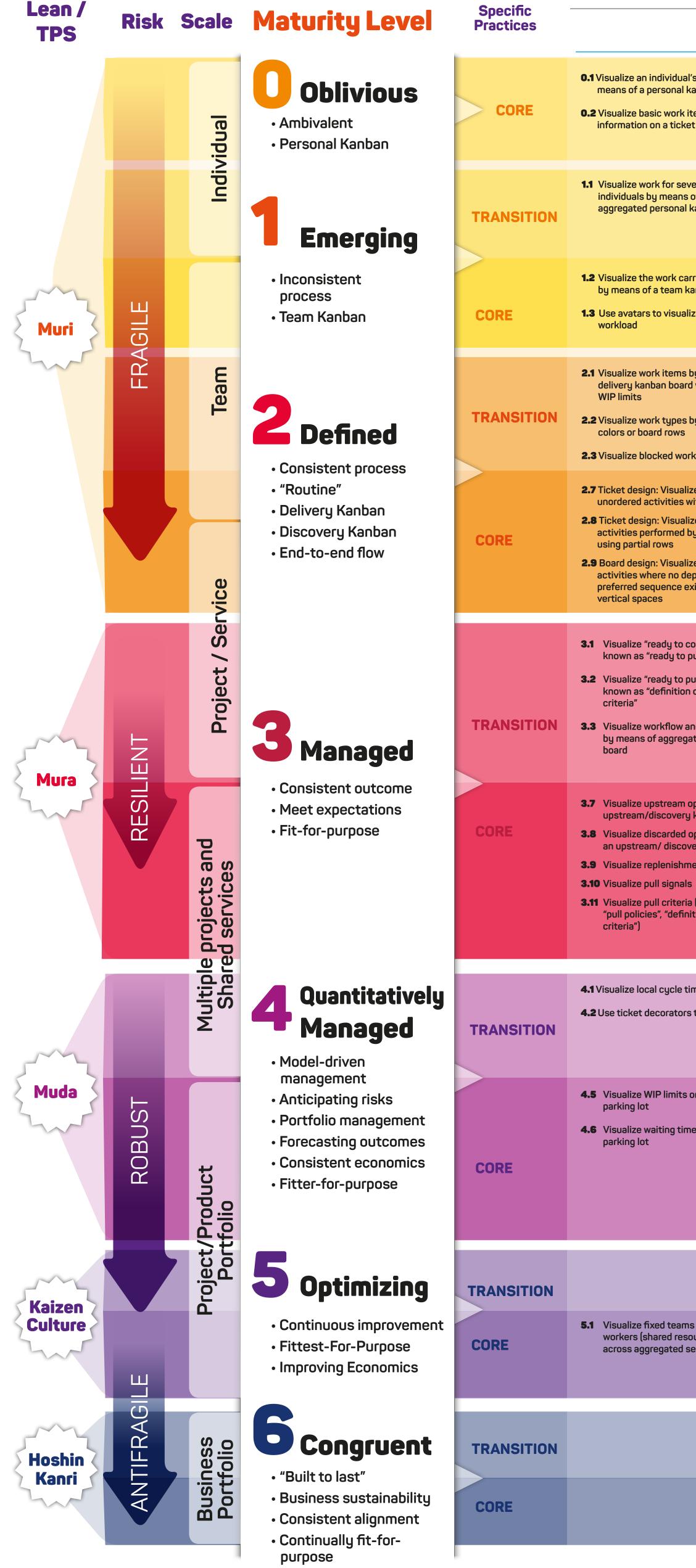


Lean Kanban UNIVERSITY



Kanban Maturity Model: Evolving Fit-For-Purpose Organizations

GENERAL PRACTICES

			CEREI				
	VISUALIZE			MARSHALL OPTIONS - MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABO EVOLVE EXPERIM
ual's work by al kanban board rk item related cket		Backlog Next In-progress Done Image: State of the s	0.1 Establish personal WIP limits	0.1 Define work types based on nature of tasks	0.1 Define personal Kanban policies	0.1 Make personal reflection	
several ns of an nal kanban board		Team Backlog Next per person In-progress (3) per person Done Joe Peter Peter Peter Peter Joann Joann Indext (1) Indext (1)	1.1 Establish per- person WIP limits				
carried out by a team n kanban board ualize an individual's	1.4 Visualize initial policies1.5 Visualize teamwork by means of an emergent workflow kanban board	Backlog Next In-progress Done	1.2 Establish team WIP limits		1.1 Define initial policies	1.1 Conduct Kanban meeting	
ns by means of a bard with per-person es by means of card vs work items	 2.4 Visualize development of options by means of a discovery kanban board 2.5 Visualize individual workload on a discovery kanban board by means of per-person WIP limits, potentially implemented using avatars 2.6 Visualize basic policies 	Horizontal position shows percentage complete Next	2.1 Establish activity based WIP limits	2.1 Define work types based on customer requests	2.1 Define initial services2.2 Elaborate further policies		 2.1 Identify sources of dissatisfaction 2.2 Identify problematic policies
valize concurrent or es with checkboxes valize concurrent ed by specialist teams valize sequential o dependency or e exists using rows or	 2.10 Visualize defects and other rework types 2.11 Use CONWIP with an emergent workflow delivery kand board to provide workflow level relief from overburden and basic mechanics of a pull system, with separate replenishment and delivery cadences 2.12 Visualize workflow by means of enhanced discovery/ delivery boards 2.13 Visualize project progress on a portfolio kanban board 	ing i i i i i i i i i i i i i	2.2 Establish CONWIP limits on emergent workflow	 2.2 Map upstream and downstream flow 2.3 Manage blocking issues 2.4 Manage defects and other rework types 	 2.3 Define blocking issue escalation policies 2.4 Define policies for managing defects and other rework types 	2.1 Conduct internal team replenishment meeting2.2 Make team retrospective	
to commit" status, also to pull" to pull" criteria, also ion of ready", "entry w and teamwork items egated team kanban	 3.4 Visualize project work items on a two-tiered project kanban board 3.5 Visualize parent-child and peer-peer dependencies 3.6 Use parking lot to visualize dependent work requests of another service or system currently waiting or blocked 	Pool of Ideas Next Development Testing Peelog- ment Ready Done © angoing Done © angoing Done © @ @ @ @ © F H Team 1 Kanban Team 2 Kanban		 3.1 Organize around the knowledge discovery process 3.2 Defer commitment (decide at the "last responsible moment") 3.3 Use cumulative flow diagram to monitor queues 3.4 Use Little's law 3.5 Gradually eliminate infinite buffers 3.6 Report rudimentary flow efficiency to understand the value of reducing buffers and the leverage of eliminating sources of delay 3.7 Actively close upstream requests which meet the abandonment criteria 	 3.1 Establish explicit purpose of metrics 3.2 Establish initial request acceptance policies 3.4 Establish replenishment commitment point 	 3.1 Conduct replenishment meeting 3.2 Make suggestion box review 3.3 Conduct service capability review 	 3.1 Suggest improvements using a suggestion box 3.2 Identify sources of delations of the second sec
m options by means of a ery kanban board ed options using a bin on covery kanban board shment signals hals eria (also known as finition of ready", "exit	3.13 Visualize work item aging	Proposed Project Complete (%) Projects-in-progress Complete 100% I	 3.1 Use an order point (min limit) for upstream replenishment 3.2 Use a max limit to define capacity 3.3 Bracket WIP limits for different states 	3.8 Develop triage discipline 3.11 Use classes of service to affect selection 3.9 Manage dependencies 3.12 Forecast Delivery 3.10 Analyze and report aborted work items 3.13 Apply qualitative Real Options Thinking	 3.5 Establish pull criteria 3.6 Establish a delivery commitment point 3.8 Define classes of service 	 3.4 Conduct delivery planning meeting 3.5 Conduct service delivery review 3.6 Conduct options review (upstream) 	 3.3 Analyze blocker likeliho 3.4 Analyze Lead time tail r 3.5 After meetings: discuss spontaneously – bring it service delivery review
e time ors to indicate risks	 4.3 Visualize risk classes with different swimlanes 4.4 Visualize split and merge workflows 	5 4 4 2 2 input Analysis Buffer In Prog Done Split Sp		 4.1 Collect and report detailed flow efficiency analysis 4.2 Use explicit buffers to smooth flow 4.3 Use two-phase commit for delivery commitment 4.4 Analyze to anticipate dependences 4.5 Establish refutable versus irrefutable demand 	4.1 Fitness for purpose explicitly defined and managed based on metrics	4.1 Conduct risk review4.2 Conduct portfolio review	4.1 Develop qualitative understanding of comm vs special cause for pro- performance variation
its on dependencies time in dependencies	4.7 Visualize SLA exceeded in dependencies	Allocation 4 = 20% 6 = 30% 5 4 4 5 $2 = 20 total10 prog Done10 prog Done Done10 prog Done10 prog Done Done Done Done Done Done Done Done$	4.1 Limit WIP on dependency parking lot	 4.6 Determine reference class data set 4.7 Forecast using reference classes, Monte Carlo simulations and other models 4.8 Allocate capacity across swimlanes 4.9 Allocate capacity by color of work item 4.6 Determine reference data set 4.10 Make appropriate use of forecasting 4.11 Assess forecasting models 4.12 Use statistical methods for decision making 	 4.2 Establish demand shaping policies 4.3 Establish SLA on dependent service 	4.3 Conduct operations review	 4.2 Identify impact of shared resources 4.4 Identify coordia of shared unders 4.5 Develor unders 4.3 Identify bottleneck and resolve it of or propertor perfor variation
				5.1 Utilize hybrid fixed service teams together with a flexible labor pool	5.1 Align strategy and capability	5.1 Conduct strategy review	
ams and floating resources) Id services		Engine Teams					5.1 After meetings: Discuss Suggest - Take actions Seek forgiveness
							6.1 After meetings: Take congruent actions

More information: www.kanbanmaturitymodel.com

beta release

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ABORATIVELY, RIMENTALLY **Cultural Focus** Leadership **Cultural Values** Achievement Collaboration Who lam Transparency 5 Who we are Flow Agreement Customer Service Respect Understanding Why ociety od and impact we exist Purpose Balance တ s a problem Ű, it to the 👘 Leadership ntributor Regulatory compliance Ŷ \square \mathbf{O} \square \mathbf{C} Ŷ Behavior process **Market focus** What S Short-term we do fy transaction and stic results nation costs , UNI Altruis υρ γυαπι standing nmon vs nce cause ocess mance Thinking Z ΣZ **Business focus** E E **Systems** Long-term How investment we do it (patient capital) Experimentation Business survivability Challenge How, What, Diversity Why & Who Tolerance

congruent actions with confidence