Kanban Maturity Model
Culture
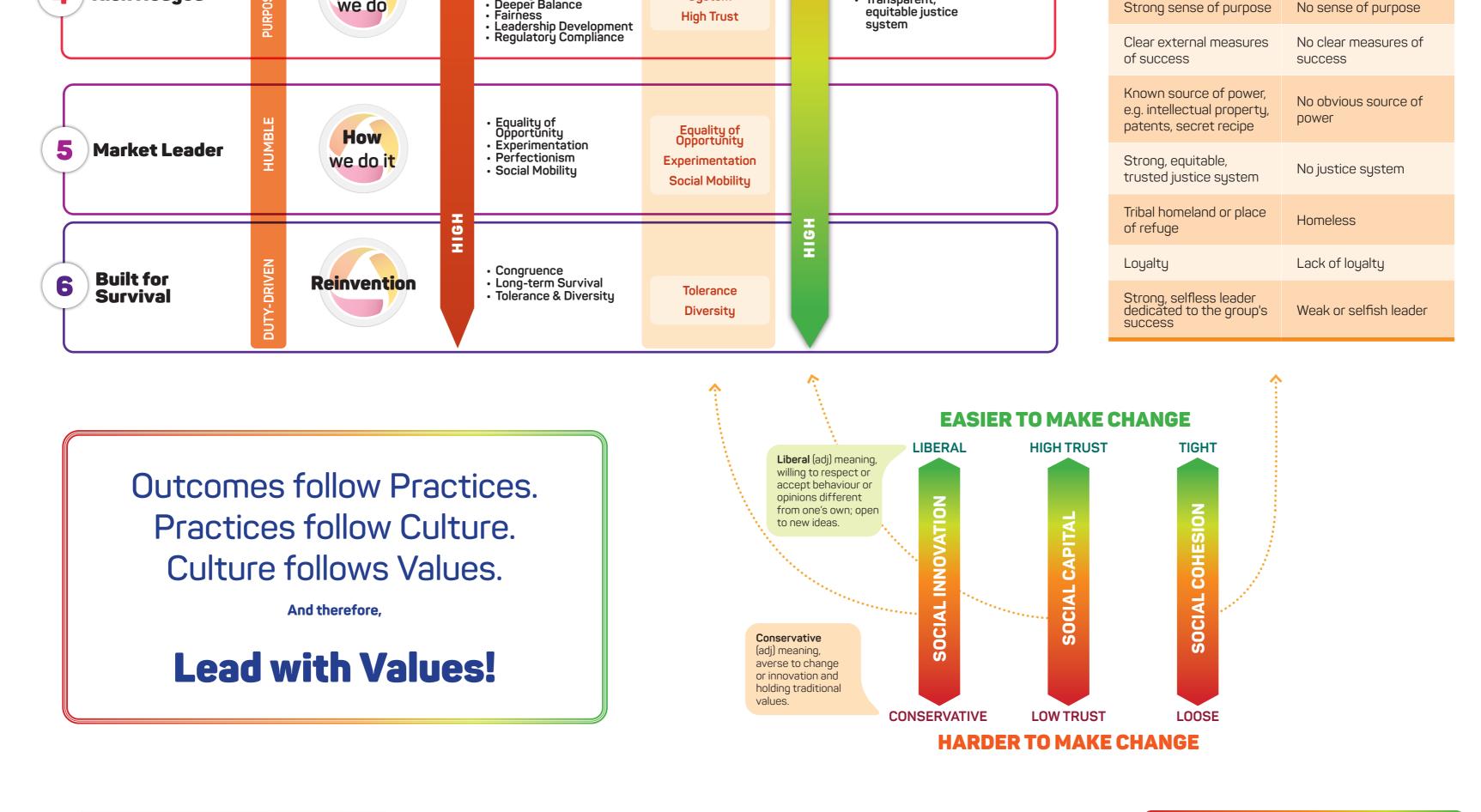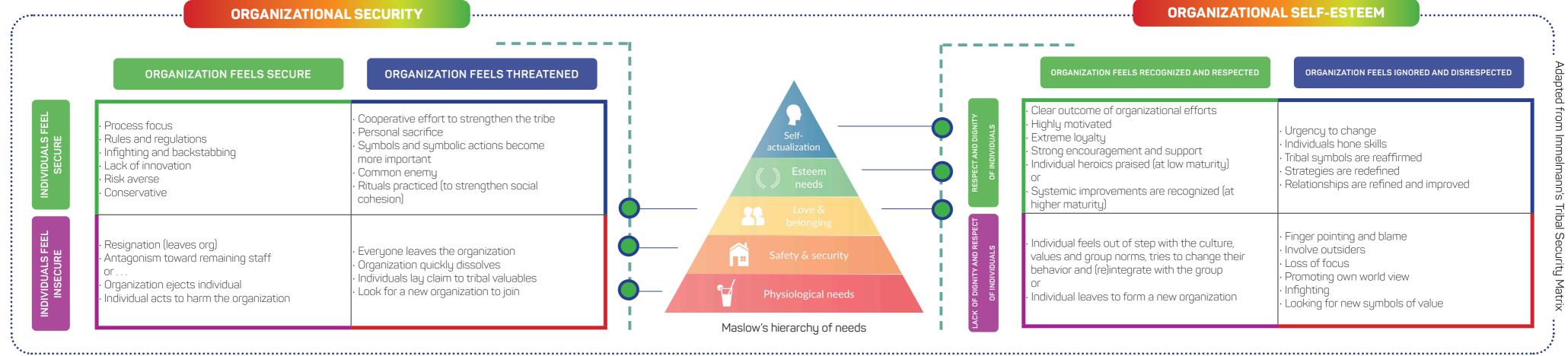
KMM | Kanban University | David J. Anderson School of Management

Outcomes follow Practices > Practices follow Culture > Culture follows Values

Organizational Maturity
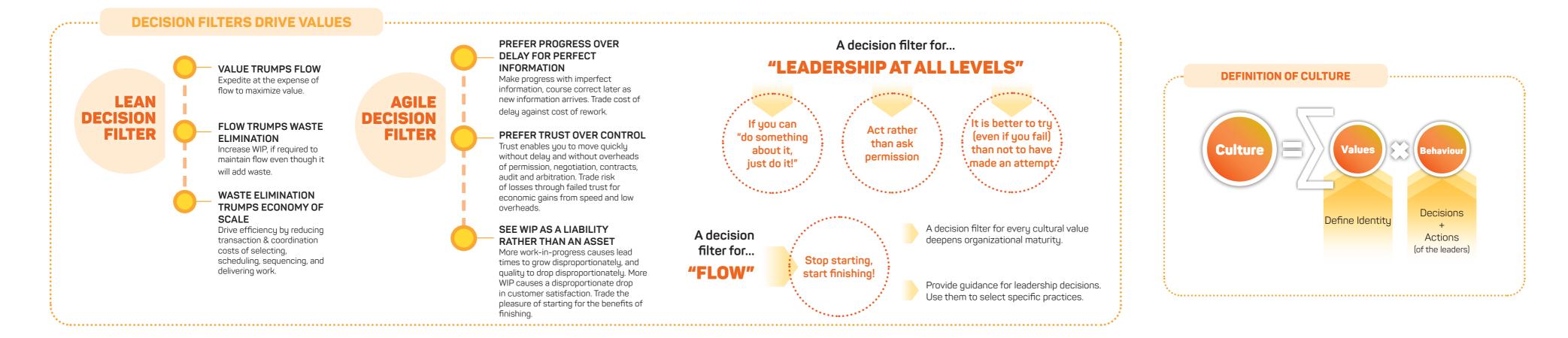
Level		LEADERSHIP	FOCUS	VALUES	BUILDING INNOVATIVE CULTURE	TRUST
0	Oblivious	SELF	Who I am	• Achievement		LOW
1	Team-Focused	IDENTITY-DRIVEN	Who we are	• Collaboration • Taking Initiative • Transparency	Freedom of Speech	• Transparency • Collaboration • Competence • Event-Driven • Acts of Trust
2	Customer-Driven	IDENTITY-DRIVEN		• Acts of Leadership • Customer Awareness • Evolutionary Change • Flow • Narrative • Respect • Understanding (internal)	Rule of Law	• Explicit values • Explicit policies • Empowerment
3	Fit-for-Purpose	ALTRUISTIC	Why we exist	• Agreement • Balance • Customer Service • Fitness for Purpose • Leadership at All Levels • Short-term Results • Understanding (external) • Unity & Alignment		• Vulnerability • Keeping promises • Predictability • Consistency • Cadence • Confidence • Build reputation • Explicit decision frameworks
4	Risk Hedged	PURPOSE-DRIVEN	What we do	• Business Focus • Competition • Customer Intimacy • Data-driven decision making • Deeper Balance • Fairness • Leadership Development • Regulatory Compliance	Equitable Justice System / High Trust	• Flatter org structure • Tolerance of Failure • Learning from Failure • Transparent, equitable justice system
5	Market Leader	HUMBLE	How we do it	• Equality of Opportunity • Experimentation • Perfectionism • Social Mobility	Equality of Opportunity / Experimentation / Social Mobility	
6	Built for Survival	DUTY-DRIVEN	Reinvention	• Congruence • Long-term Survival • Tolerance & Diversity	Tolerance / Diversity	

(VALUES axis: LOW → HIGH; DISCIPLINE; TRUST axis: LOW → HIGH)

BUILDING SOCIAL COHESION

STRENGTHEN	WEAKEN
Work in the office	Work remotely from home
Collaborate with colleagues	Work in isolation
Wear a uniform	No dress code
Charismatic leader	Introverted, distant leader
Strong rite of passage	No rite of passage
Clear definition of membership / "in"	Fuzzy definition of membership / "in vs. out"
Clearly defined social hierarchy	Loosely defined or implicit social hierarchy
Clearly defined roles and relationships	Loosely defined, implicit or missing definition of roles & relationships
Strong symbols, brands, identity marks	No symbols, brands or identity marks
Strong history and narrative	Weak history or narrative
Strong traditions	Weak or lack of traditions
Arcane tribal language	Plain language
Common enemy	No clear enemy
Strong sense of purpose	No sense of purpose
Clear external measures of success	No clear measures of success
Known source of power, e.g. intellectual property, patents, secret recipe	No obvious source of power
Strong, equitable, trusted justice system	No justice system
Tribal homeland or place of refuge	Homeless
Loyalty	Lack of loyalty
Strong, selfless leader dedicated to the group's success	Weak or selfish leader

EASIER TO MAKE CHANGE

LIBERAL	HIGH TRUST	TIGHT
SOCIAL INNOVATION	SOCIAL CAPITAL	SOCIAL COHESION
CONSERVATIVE	LOW TRUST	LOOSE

HARDER TO MAKE CHANGE

Liberal (adj) meaning, willing to respect or accept behaviour or opinions different from one's own; open to new ideas.

Conservative (adj) meaning, averse to change or innovation and holding traditional values.

Outcomes follow Practices.
Practices follow Culture.
Culture follows Values.

And therefore,

Lead with Values!

ORGANIZATIONAL SECURITY

INDIVIDUALS FEEL SECURE

ORGANIZATION FEELS SECURE	ORGANIZATION FEELS THREATENED
• Process focus • Rules and regulations • Infighting and backstabbing • Lack of innovation • Risk averse • Conservative	• Cooperative effort to strengthen the tribe • Personal sacrifice • Symbols and symbolic actions become more important • Common enemy • Rituals practiced (to strengthen social cohesion)

INDIVIDUALS FEEL INSECURE

• Resignation (leaves org) • Antagonism toward remaining staff or … • Organization ejects individual • Individual acts to harm the organization	• Everyone leaves the organization • Organization quickly dissolves • Individuals lay claim to tribal valuables • Look for a new organization to join

Maslow's hierarchy of needs
- Self-actualization
- Esteem needs
- Love & belonging
- Safety & security
- Physiological needs

ORGANIZATIONAL SELF-ESTEEM

RESPECT AND DIGNITY OF INDIVIDUALS

ORGANIZATION FEELS RECOGNIZED AND RESPECTED	ORGANIZATION FEELS IGNORED AND DISRESPECTED
• Clear outcome of organizational efforts • Highly motivated • Extreme loyalty • Strong encouragement and support • Individual heroics praised (at low maturity) or • Systemic improvements are recognized (at higher maturity)	• Urgency to change • Individuals hone skills • Tribal symbols are reaffirmed • Strategies are redefined • Relationships are refined and improved

LACK OF DIGNITY AND RESPECT OF INDIVIDUALS

• Individual feels out of step with the culture, values and group norms, tries to change their behavior and (re)integrate with the group or • Individual leaves to form a new organization	• Finger pointing and blame • Involve outsiders • Loss of focus • Promoting own world view • Infighting • Looking for new symbols of value

Adapted from Immelmann's Tribal Securing Matrix

DECISION FILTERS DRIVE VALUES

LEAN DECISION FILTER
VALUE TRUMPS FLOW — Expedite at the expense of flow to maximize value.

FLOW TRUMPS WASTE ELIMINATION — Increase WIP, if required to maintain flow even though it will add waste.

WASTE ELIMINATION TRUMPS ECONOMY OF SCALE — Drive efficiency by reducing transaction & coordination costs at selecting, scheduling, sequencing, and delivering work.

AGILE DECISION FILTER
PREFER PROGRESS OVER DELAY FOR PERFECT INFORMATION — Make progress with imperfect information; course correct later as new information arrives. Trade cost of delay against cost of rework.

PREFER TRUST OVER CONTROL — Trust enables you to move quickly without delay and without overheads of permission, negotiation, contracts, audit and arbitration. Trade risk of losses through failed trust for economic gains from speed and low overheads.

SEE WIP AS A LIABILITY RATHER THAN AN ASSET — More work-in-progress causes lead times to grow disproportionately, and quality to drop disproportionately. More WIP causes a disproportionate drop in customer satisfaction. Trade the pleasure of starting for the benefits of finishing.

A decision filter for… "LEADERSHIP AT ALL LEVELS"
- If you can "do something about it, just do it!"
- Act rather than ask permission
- It is better to try (even if you fail) than not to have made an attempt

A decision filter for… "FLOW"
- Stop starting, start finishing!

A decision filter for every cultural value deepens organizational maturity.

Provide guidance for leadership decisions. Use them to select specific practices.

DEFINITION OF CULTURE

Culture = Values × Behaviour

Values → Define Identity

Behaviour → Decisions + Actions (of the leaders)

More information: www.kanbanmaturitymodel.com
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