

**Built for Survival** 

## Kanban Maturity Model





**6.1** After meetings: Take congruent actions with confidence

A Map to Organizational Agility, Resilience, and Reinvention

Release 1.3

	Organizational  Maturity Level	GENERAL PRACTICES					
CULTURAL VALUES SCOPE		VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
Achievement YSB1	Oblivious	O.1 Visualize a person's work by means of a individual kanban board  O.2 Visualize basic work item related information on a ticket  O.3 IN-PROGRESS ODNE ON	<b>0.1</b> Establish individual WIP limits	<b>0.1</b> Categorize tasks based on the nature of the work and its urgency, importance, and impact	<b>0.1</b> Make the rules for the individual kanban explicit	<b>0.1</b> Engage in individual reflection	
	0-1	1.1 Visualize work for several individuals by means of an aggregated individual kanban board  1.2 Visualize discovered initial policies  1.3 Use avatars to visualize individual's workload  1.4 Visualize discovered initial policies  1.5 Visualize discovered initial policies  1.6 Visualize discovered initial policies  1.7 Visualize discovered initial policies  1.8 Visualize discovered initial policies  1.9 Visualize discovered initial policies  1.9 Visualize discovered initial policies  1.1 Visualize discovered initial policies	<b>1.1</b> Establish per-person WIP limits		1.1 Discover initial policies	<b>1.1</b> Conduct Team Kanban Meeting	
Collaboration Taking Initiative Transparency	Team focused  • Emergent process • Inconsistent outcomes • Team Kanban	1.4 Visualize the work carried out by a team by means of a team kanban board  1.5 Visualize basic policies  1.6 Visualize basic policies	<b>1.2</b> Establish team WIP limits		1.2 Define basic policies	<ul><li>1.2 Conduct Team Retrospective</li><li>1.3 Conduct Team Replenishment Meeting</li></ul>	
	1-2	2.1 Visualize progress using a horizontal position on an emergent workflow kanban board  2.2 Visualize work types by means of card colors or board rows  2.3 Visualize blocked work items, defects and rework  2.4 Visualize work item aging		<ul> <li>2.1 Define work types based on customer requests</li> <li>2.2 Define basic services</li> <li>2.3 Map upstream and downstream flow</li> <li>2.4 Collect flow-related data (e.g., lead time)</li> <li>2.5 Capture the desired delivery date</li> </ul>	<ul><li>2.1 Define flow-related metrics (e.g., lead time)</li><li>2.2 Define basic service policies</li></ul>	<b>2.1</b> Conduct Workflow Replenishment Meeting	2.1 Identify sources of dissatisfaction
Acts of Leadership Customer Awareness Evolutionary Change Flow Narrative Respect Understanding (internal)	Customer-Driven	2.8 Visualize constant WIP (CONWIP) on an emergent workflow delivery kanban board  2.9 Visualize unordered activities with checkboxes on the ticket  2.10 Visualize optional, unordered, potentially concurrent activities using two columns of checkboxes on the ticket  2.11 Visualize optional multiple unordered, nonconcurrent activities performed by specialist teams using partial rows within a column on the board  2.12 Visualize defined workflow using a kanban board  2.13 Visualize optional, unordered, potentially concurrent activities using two columns of checkboxes on the ticket	2.1 Establish constant WIP (CONWIP) limits on an emergent workflow	<ul><li>2.6 Manage defects and other rework types</li><li>2.7 Manage aging WIP</li><li>2.8 Implement Flow Manager role</li></ul>	<ul> <li>2.3 Define policies for managing aging WIP</li> <li>2.4 Define policies for managing defects and other rework types</li> <li>2.5 Define basic policies for dependency management</li> </ul>	<ul><li>2.2 Conduct Workflow Kanban Meeting</li><li>2.3 Conduct Flow Review</li></ul>	<ul> <li>2.2 Identify sources of delay</li> <li>2.3 Revise problematic policies</li> <li>2.4 Define actions to develop basic understanding of the process and improve flow</li> </ul>
	2-3	3.1 Visualize Ready to Commit status, also known as Ready to Pull 3.2 Visualize request acceptance criteria, also known as entry criteria 3.3 Visualize workflow and teams' work items by means of an aggregated teams kanban board 3.4 Visualize ideas development by means of an upstream (discovery) kanban board 3.5 Visualize discarded options on an upstream (discovery) kanban board 3.6 Visualize aborted work 3.7 Visualize class of service using ticket colors, board rows or ticket decorators 3.8 Visualize parent-child and peer-peer dependencies 3.9 Use a parking lot to visualize currently waiting or blocked work requests dependent on another service or system 3.9 Visualize discarded options on an upstream (discovery) kanban board	<ul><li>3.0 Establish WIP limit on the aggregated service delivery overview board</li><li>3.1 Establish activity-based WIP limits</li></ul>	<ul> <li>3.0 Manage blocking issues</li> <li>3.1 Organize around the knowledge discovery process</li> <li>3.2 Defer commitment (decide before the last responsible moment)</li> <li>3.3 Measure and analyze the service's fitness-for-purpose</li> <li>3.4 Use cumulative flow diagrams to monitor queues</li> <li>3.5 Use Little's Law</li> <li>3.6 Report rudimentary flow efficiency</li> <li>3.7 Gradually eliminate infinite buffers</li> <li>3.8 Actively close upstream requests that meet the discard criteria</li> <li>3.9 Analyze &amp; report on aborted work</li> <li>3.10 Use classes of service to affect selection</li> <li>3.11 Analyze and report on failure demand</li> </ul>	<ul> <li>3.0 Define policies for managing blocking issues</li> <li>3.1 Define Fit-for-Purpose-related metrics</li> <li>3.2 Explicitly define request acceptance criteria</li> <li>3.3 Define policies for discarding requests upstream</li> <li>3.4 Define criteria for aborted work</li> <li>3.5 Define basic classes of service based on qualitative cost of delay</li> </ul>	3.1 Conduct Improvement Suggestions Review	3.1 Solicit change and improvement suggestions 3.2 Identify transaction and coordination costs
Agreement Balance Customer Service Fitness for Purpose Leadership at All Levels Short-term Results Understanding (external) Unity & Alignment	Fit-for-Purpose	3.11 Visualize replenishment signals  3.12 Visualize pull criteria (also known as pull policies, definition of done, or exit criteria)  3.13 Visualize what is pullable  3.14 Visualize available capacity  3.15 Visualize failure demand versus value demand  3.16 Visualize dependencies on shared services using a column with a WIP limit	<ul> <li>3.2 Use an order point (minimum limit) for upstream replenishment</li> <li>3.3 Use a maximum (max) limit to constrain upstream capacity</li> <li>3.4 Bracket WIP limits across sub-states</li> <li>3.5 Bracket WIP limits across activities</li> <li>3.6 Create a full kanban system</li> </ul>	<ul> <li>3.12 Develop triage discipline</li> <li>3.13 Manage peer-to-peer and parent-child dependencies</li> <li>3.14 Use two-phase commit</li> <li>3.15 Establish a service level agreement (SLA)</li> <li>3.16 Determine the due date</li> <li>3.17 Forecast delivery</li> <li>3.18 Apply qualitative Real Options Thinking</li> <li>3.19 Implement Service Delivery Manager role</li> <li>3.20 Implement Service Request Manager role</li> </ul>	<ul> <li>3.6 Establish a commitment point</li> <li>3.7 Explicitly define pull criteria</li> <li>3.8 Establish a delivery point and a delivery buffer</li> <li>3.9 Establish customer expectations for each work item or a class of work items</li> <li>3.10 Explicitly define fitness-for-purpose and manage it based on metrics</li> </ul>	<ul> <li>3.2 Conduct Replenishment Meeting</li> <li>3.3 Conduct Delivery Planning Meeting</li> <li>3.4 Conduct Service Delivery Review (downstream)</li> <li>3.5 Conduct Service Request Review (upstream)</li> <li>3.6 Conduct Service Risk Review</li> </ul>	<ul> <li>3.3 Analyze blocker likelihood and impact</li> <li>3.4 Analyze lead time tail risk</li> <li>3.5 After-meetings: Discuss a problem spontaneously; then bring it to the Service Delivery Review</li> </ul>
	3-4	4.1 Visualize local cycle time 4.2 Use ticket decorators to indicate risks 4.3 Visualize risk classes with different swim lanes 4.4 Visualize split-and-merge workflows 4.5 Visualize waiting time in dependencies parking lot 4.6 Visualize SLA exceeded in dependencies parking lot 4.7 Visualize split-and-merge workflows 4.8 Visualize split-and-merge workflows 4.9 Visu		<ul> <li>4.1 Collect and report detailed flow efficiency analysis</li> <li>4.2 Use explicit buffers to smooth flow</li> <li>4.5 Use classes of dependency management according to cost of delay</li> <li>4.6 Use classes of booking in a dynamic reservation system</li> </ul>		<ul> <li>4.1 Conduct Organizational Risk Review</li> <li>4.2 Conduct Operations Review</li> <li>4.3 Conduct Marketing Strategy Review</li> </ul>	4.1 Develop qualitative understanding of chance versus assignable cause for process performance variation
Business Focus  Competition  Customer Intimacy  Data-driven decision making  Deeper Balance  Fairness  Leadership Development  Regulatory Compliance	Risk-Hedged  • Model-driven management  • Anticipating risks  • Portfolio management  • Forecasting outcomes  • Fitter-for-purpose	4.7 Visualize WIP limits on dependencies parking lot  4.8 Visualize capacity allocation by work type  4.9 Visualize capacity allocation by class of service	<ul> <li>4.1 Limit WIP for a dependency parking lot</li> <li>4.2 Limit WIP by type of work</li> <li>4.3 Limit WIP by class of service</li> </ul>	<ul> <li>4.7 Determine a reference class data set</li> <li>4.8 Forecast using reference classes, Monte Carlo simulations and other models</li> <li>4.12 Make appropriate use of forecasting</li> <li>4.13 Use statistical methods for decision making</li> <li>4.10 Allocate capacity by class of service</li> </ul>	<ul><li>4.1 Establish demand-shaping policies</li><li>4.2 Establish SLA on dependent services</li></ul>		
	Consistent economics  4  5						<ul> <li>5.1 Identify bottlenecks</li> <li>5.2 Identify impact of shared resources</li> <li>5.3 Develop quantitative understanding of common vs special cause for process performance variation</li> </ul>
s Portfolio	5 Market Leader 5 - 6	5.1 Visualize fixed teams and floating workers (shared resources) across aggregated services		<b>5.1</b> Utilize hybrid fixed service teams together with a flexible labor pool		<b>5.1</b> Conduct Organizational Strategy Review	<ul> <li>5.4 Exploit, subordinate to, and elevate bottlenecks</li> <li>5.5 Exploit, subordinate to, and elevate shared resources</li> <li>5.6 After meetings: Discuss - Suggest - Take actions - Seek forgiveness</li> </ul>
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