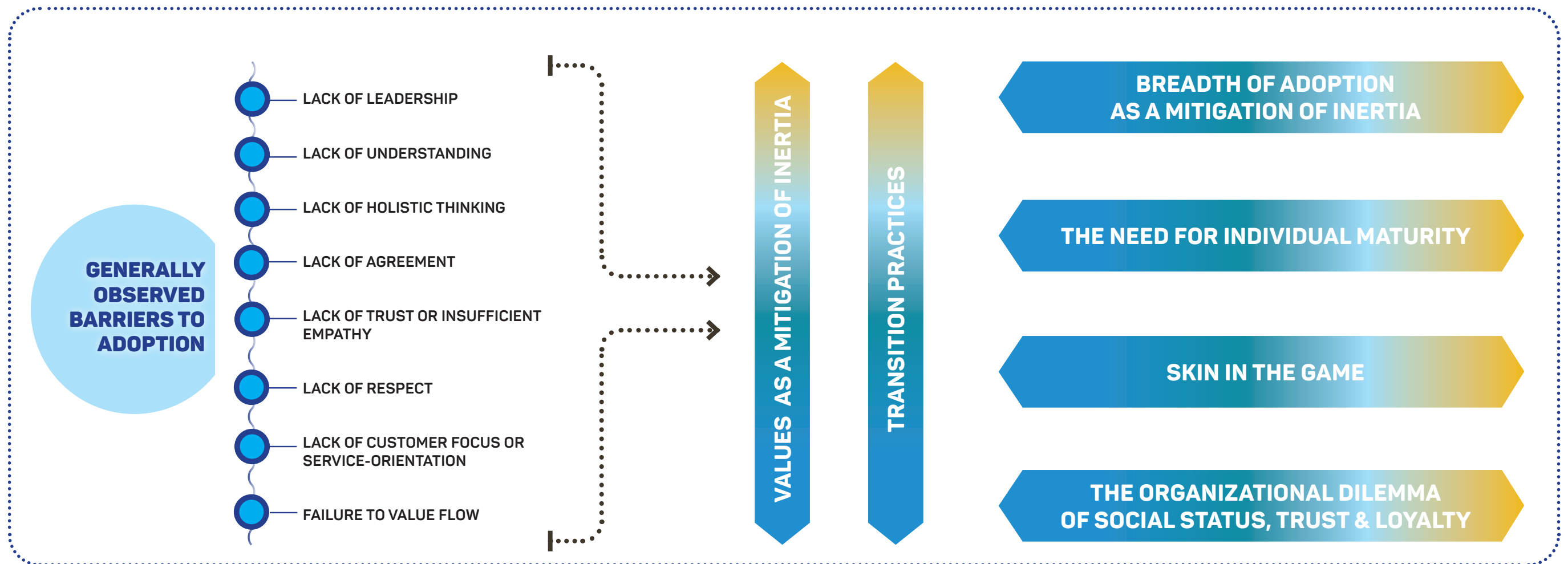




Kanban Maturity Model

Barriers to Adoption



KANBAN LITMUS TEST

ML 2

1. Has management behavior changed to enable Kanban?

ML 3

2. Has the customer interface changed, in line with Kanban?

ML 3

3. Has the customer contract changed, informed by Kanban?

ML 4

4. Has your service delivery business model changed to exploit Kanban?

BARRIERS TO ADOPTION

1. Not starting with a customer-facing service
2. Lack of service orientation or customer focus
3. Copying an organizational blueprint
4. Forced to use an organization's standard process

5. Managers not trained in Kanban
6. Lack of a Flow Manager
7. Legacy tooling

1

BARRIERS TO MATURITY LEVEL 2

2

1. Lack of purpose
2. "We are just order takers."
3. Silos, local metrics and reporting, lack of customer-oriented KPIs
4. Lack of role responsible and accountable for ensuring that customer orders meet expectations—the Service Delivery Manager
5. Regime change: evolving "informal" collaboration across silos eradicated after reorganization
6. "All our demand is fixed date."

7. "All our demand is irrefutable."
8. Lack of qualitative understanding of business risks
9. Lack of mathematical literacy
10. Lack of skills in negotiation or forming business agreements
11. Legacy tooling
12. "We need a tool before we can get started."

3

BARRIERS TO MATURITY LEVEL 3

4

BARRIERS TO MATURITY LEVEL 4

1. Lack of customer intimacy
2. Lack of strategic direction or risk-hedged allocation of investment
3. Lack of alignment and congruence with strategy and values

4. Lack of quantitative understanding of business risks
5. Lack of mathematical literacy
6. Lack of risk-management literacy
7. Lack of confidence, planning, and scheduling at scale

IMPLEMENTING ROLES

GROUP SHARED RESPONSIBILITIES



INDIVIDUAL ADDITIONAL RESPONSIBILITIES



NEW JOB TITLES



NEW ORGANIZATIONAL STRUCTURE



EASIER TO MAKE CHANGE

LIBERAL

HIGH TRUST

TIGHT

SOCIAL INNOVATION

INDIVIDUAL ADDITIONAL RESPONSIBILITY

NEW JOB TITLE

NEW ORGANIZATIONAL STRUCTURE & POSITION

SOCIAL CAPITAL

GROUP SHARED RESPONSIBILITY

SOCIAL COHESION

CONSERVATIVE

LOW TRUST

LOOSE

HARDER TO MAKE CHANGE