Kanban Maturity Model

A map for resilience, reinvention and customer satisfaction

Release 1.2

Cultural Values | **Scope** | **Organizational Maturity Level**

0 Oblivious

- Ambivalent
- Personal Kanban

Cultural Values: *Achievement*

Scope: Task

General Practices

Consolidation

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
0.1 Visualize an individual's work by means of a personal kanban board **0.2** Visualize basic work item related information on a ticket	**0.1** Establish personal WIP limits	**0.1** Categorize tasks based on nature of work, urgency, importance and impact	**0.1** Make the rules for the personal kanban explicit	**0.1** Make personal reflection	

1 Team focused

- Emergent process
- Inconsistent outcomes
- Team Kanban

Cultural Values: *Taking Initiative*, *Transparency*, *Collaboration*

Scope: Deliverable

General Practices

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VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
1.1 Visualize work for several individuals by means of an aggregated personal kanban board. **1.2** Visualize discovered initial policies.	**1.1** Establish per-person WIP limits		**1.1** Discover initial policies	**1.1** Conduct team Kanban meeting	

Consolidation

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
1.3 Visualize the work carried out by a team by means of a team kanban board **1.4** Use avatars to visualize individual's workload **1.5** Visualize basic policies	**1.2** Establish team WIP limits		**1.2** Define basic policies	**1.2** Make team retrospective **1.3** Conduct team replenishment meeting	

2 Customer-Driven

- Consistent process
- Inconsistent outcomes
- "Routine"
- Delivery Kanban
- Discovery Kanban
- End-to-end flow

Cultural Values: *Customer Awareness*, *Flow*, *Basic Understanding*, *Respect*, *Evolutionary Change*, *Acts of Leadership*, *Narrative*

Scope: Product | Service

General Practices

Transition

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
2.1 Visualize progress using a horizontal position on a kanban board **2.2** Visualize work through a delivery kanban board with per-person WIP limits **2.3** Visualize work types by means of card colors or board rows **2.4** Visualize blocked work items, defects and rework **2.5** Visualize work item aging **2.6** Visualize dependencies on another service or system **2.7** Visualize basic service policies **2.8** Visualize development of options by means of an upstream kanban board **2.9** Visualize avatars on an upstream kanban board		**2.1** Define work types based on customer requests **2.2** Define basic services **2.3** Map upstream and downstream flow **2.4** Define and collect flow metrics	**2.1** Define basic service policies	**2.1** Conduct workflow replenishment meeting	**2.1** Identify sources of dissatisfaction

Consolidation

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
2.10 Visualize constant WIP (CONWIP) on an emergent workflow delivery kanban board. **2.11** Visualize concurrent or unordered activities with checkboxes. **2.12** Visualize sequential activities where no dependency or preferred sequence exists using rows or vertical spaces. **2.13** Visualize optional multiple unordered activities performed by specialist teams using partial rows. **2.14** Visualize defined workflow using a kanban board **2.15** Visualize multiple services by means of aggregated service delivery overview board	**2.1** Establish CONWIP limits on emergent workflow. **2.2** Establish WIP limit on the aggregated service delivery overview board.	**2.5** Manage blocking issues **2.6** Manage defects and other rework types **2.7** Manage aging WIP **2.8** Implement Flow Manager	**2.2** Define policies for managing aging WIP **2.3** Define policies for managing blocking issues **2.4** Define policies for managing defects and other rework types **2.5** Define basic policies for coordinating work of different service teams	**2.2** Conduct workflow Kanban meeting **2.3** Conduct blocker clustering **2.4** Conduct flow review	**2.2** Identify sources of delay **2.3** Revise problematic policies **2.4** Define actions to develop basic understanding of the process and improve flow

3 Fit-for-Purpose

- Consistent process
- Consistent outcomes
- Meet expectations
- Fit-For-Purpose
- Inconsistent economics

Cultural Values: *Customer Service*, *Balance*, *Deeper Understanding*, *Fitness for Purpose*, *Leadership at All Levels*, *Unity & Alignment*, *Short-term Results*, *Agreement*

Scope: Product Lines | Shared Services

General Practices

Transition

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
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 team work items by means of aggregated team kanban board **3.4** Visualize upstream options by means of a upstream (discovery) kanban board **3.5** Visualize discarded options on an upstream 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 work requests dependent on another service or system currently waiting or blocked.	**3.1** Establish activity based WIP limits	**3.1** Organize around the knowledge discovery process **3.2** Defer commitment (decide at the "last responsible moment") **3.3** Define F4P-related metrics **3.4** Collect service-related data **3.5** Analyze service fitness-for-purpose **3.6** Use cumulative flow diagram to monitor queues **3.7** Use Little's law **3.8** Report rudimentary flow efficiency **3.9** Gradually eliminate infinite buffers **3.10** Actively close upstream requests which meet the abandonment criteria **3.11** Analyze and report aborted work **3.12** Use classes of service to affect selection **3.13** Develop triage discipline	**3.1** Explicitly define request acceptance criteria **3.2** Define upstream request abandonment policies **3.3** Define the meaning of "abandoned" for committed work **3.4** Define basic classes of service based on qualitative cost of delay	**3.1** Conduct improvement suggestions review	**3.1** Solicit change and improvement suggestions **3.2** Identify transaction and coordination costs

Consolidation

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
3.10 Visualize replenishment signals **3.11** Visualize pull signals **3.12** Visualize pull criteria (also known as "pull policies", "definition of done"or "exit criteria") **3.13** Visualize available capacity **3.14** Visualize failure demand versus value demand **3.15** Visualize target date or SLA	**3.2** Use an order point (min limit) for upstream replenishment **3.3** Use a max limit to constrain upstream capacity **3.4** Bracket WIP limits for different states **3.5** Create a full kanban system	**3.14** Manage peer-to-peer or parent-child dependencies **3.15** Analyze and report failure demand **3.16** Use two-phase commit for delivery commitment **3.17** Forecast Delivery **3.18** Apply qualitative Real Options Thinking **3.19** Implement Service Delivery Manager **3.20** Implement Service Request Manager	**3.5** Establish a replenishment commitment point **3.6** Explicitly define pull criteria **3.7** Establish a delivery commitment point **3.8** Establish customer expectations for each work item or a class of work items	**3.2** Conduct replenishment meeting **3.3** Conduct delivery planning meeting **3.4** Conduct service delivery review (downstream) **3.5** Conduct service request review (upstream) **3.6** Conduct service risk review	**3.3** Analyze blocker likelihood and impact. **3.4** Analyze Lead time tail risk **3.5** After meetings: discuss a problem spontaneously – bring it to the service delivery review

4 Risk Hedged

- Model-driven management
- Anticipating risks
- Portfolio management
- Forecasting outcomes
- Fitter-for-purpose
- Consistent economics

Cultural Values: *Customer Intimacy*, *Deeper Balance*, *Competition*, *Data-driven decision making*, *Fitter for Purpose*, *Leadership Development*, *Regulatory Compliance*, *Fairness*

Scope: Product Lines | Services Portfolio

General Practices

Transition

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
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		**4.1** Collect and report detailed flow efficiency analysis **4.2** Use explicit buffers to smooth flow **4.3** Analyze to anticipate dependences **4.4** Establish refutable versus irrefutable demand **4.5** Use classes of dependencies management according to Cost of Delay **4.6** Use classes of booking in a dynamic reservation system	**4.1** Explicitely define fitness-for-purpose and manage it based on metrics	**4.1** Conduct organizational risk review **4.2** Conduct operations review **4.3** Conduct Stategy Review	**4.1** Develop qualitative understanding of common vs chance cause for process performance variation

Consolidation

VISUALIZE	LIMIT WIP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIVELY, EVOLVE EXPERIMENTALLY
4.5 Visualize WIP limits on dependencies parking lot **4.6** Visualize waiting time in dependencies parking lot **4.7** Visualize SLA exceeded in dependencies parking lot **4.8** Visualize capacity allocation by work type **4.9** Visualize capacity allocation by class of service	**4.1** Limit WIP on dependency parking lot	**4.7** Determine reference class data set **4.8** Forecast using reference classes, Monte Carlo simulations and other models **4.9** Allocate capacity by work type **4.10** Allocate capacity by class of service **4.11** Assess forecasting models for robustness **4.12** Make appropriate use of forecasting **4.13** Use statistical methods for decision making la toma de decisiones	**4.2** Establish demand shaping policies **4.3** Establish SLA on dependent service		

5 Market Leader

Scope: Business Lines Portfolio

Transition

Consolidation

6 Built for Survival

Values and Practices Defined in Enterprise Service Planning

More information: www.kanbanmaturitymodel.com