

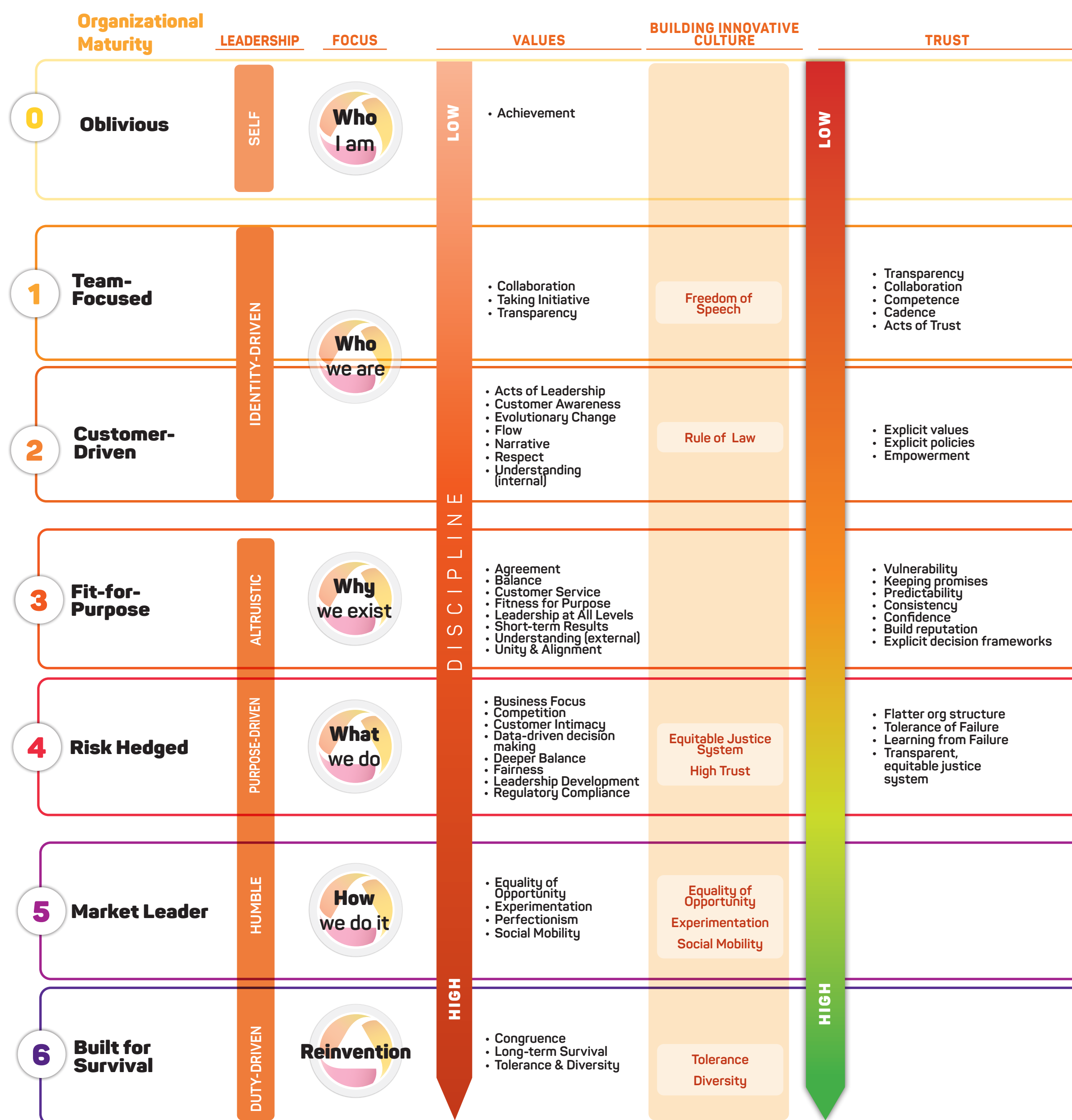


Kanban Maturity Model

Culture



Outcomes follow Practices > Practices follow Culture > Culture follows Values



BUILDING SOCIAL COHESION

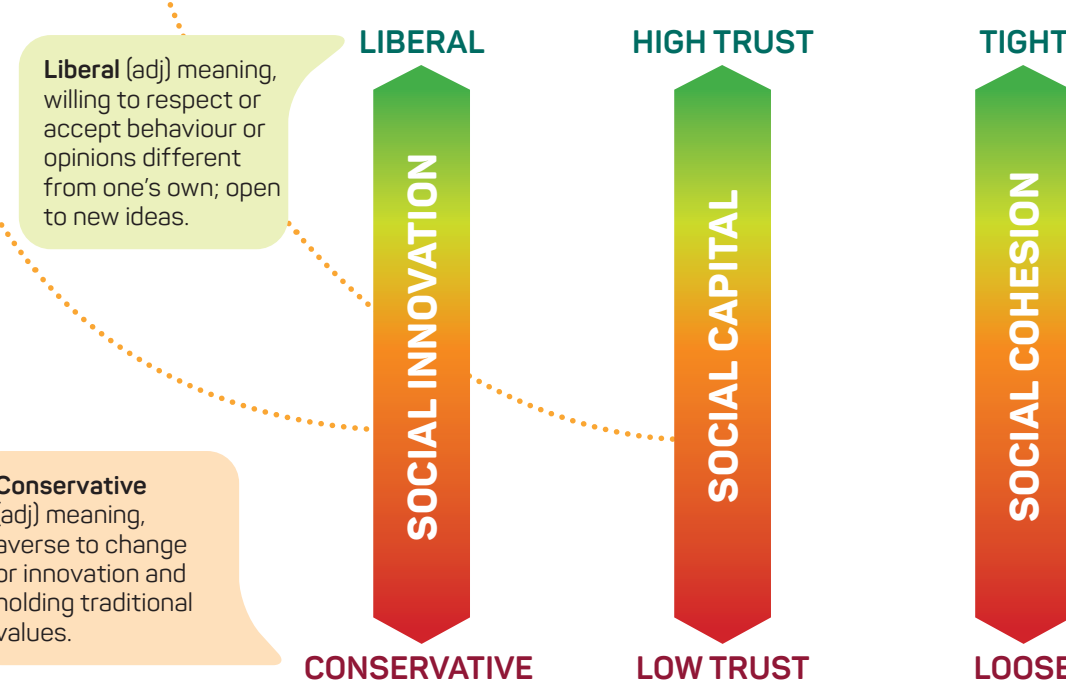
STRENGTHEN	WEAKEN
Work in the office	Work remotely from home
Collaborate with colleagues	Work in isolation
Wear a uniform	No dress code
Charismatic leader	Introverted, distant leader
Strong rite of passage	No rite of passage
Clear definition of membership / "in"	Fuzzy definition of membership / "in vs. 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

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

And therefore,

Lead with Values!

EASIER TO MAKE CHANGE



ORGANIZATIONAL SECURITY

ORGANIZATION FEELS SECURE

ORGANIZATION FEELS THREATENED

INDIVIDUALS FEEL SECURE

- Process focus
- Rules and regulations
- Infighting and backstabbing
- Lack of innovation
- Risk averse
- Conservative

INDIVIDUALS FEEL INSECURE

- Resignation (leaves org)
- Antagonism toward remaining staff or ...
- Organization ejects individual
- Individual acts to harm the organization

- Cooperative effort to strengthen the tribe
- Personal sacrifice
- Symbols and symbolic actions become more important
- Common enemy
- Rituals practiced (to strengthen social cohesion)

- 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

ORGANIZATIONAL SELF-ESTEEM

ORGANIZATION FEELS RECOGNIZED AND RESPECTED

ORGANIZATION FEELS IGNORED AND DISRESPECTED

RESPECT AND DIGNITY OF INDIVIDUALS

- 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)

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

- Urgency to change
- Individuals hone skills
- Tribal symbols are reaffirmed
- Strategies are redefined
- Relationships are refined and improved

- Finger pointing and blame
- Involve outsiders
- Loss of focus
- Promoting own world view
- Infighting
- Looking for new symbols of value

Adapted from Immenhans Tribal Security 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 of 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"

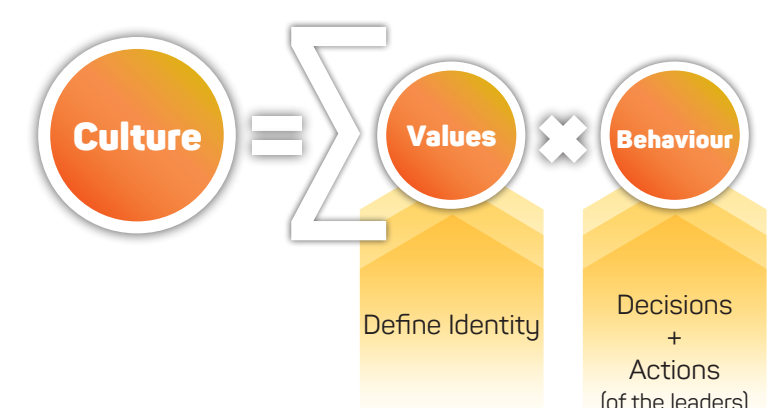
- If you can "do something about it, just do it!"
- Act rather than ask permission
- It is better to try (even if you fail) than not to have made an attempt.

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



More information: www.kanbanmaturitymodel.com

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