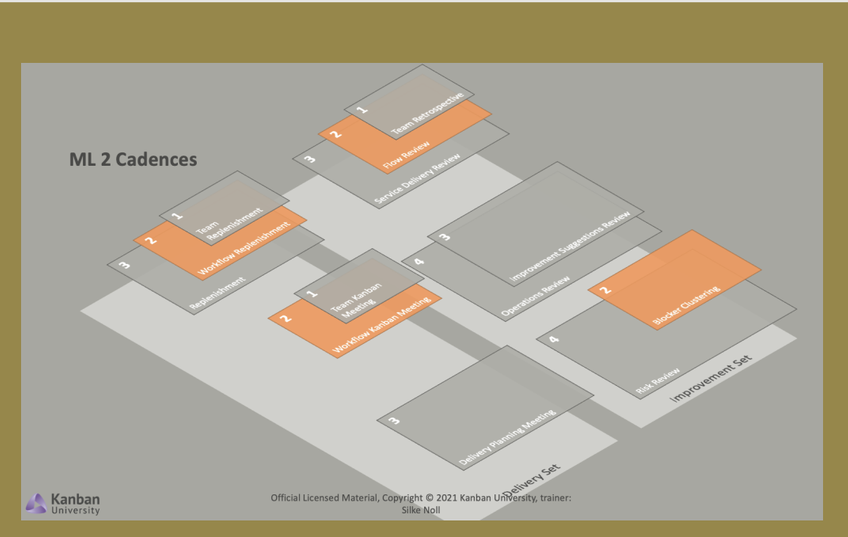
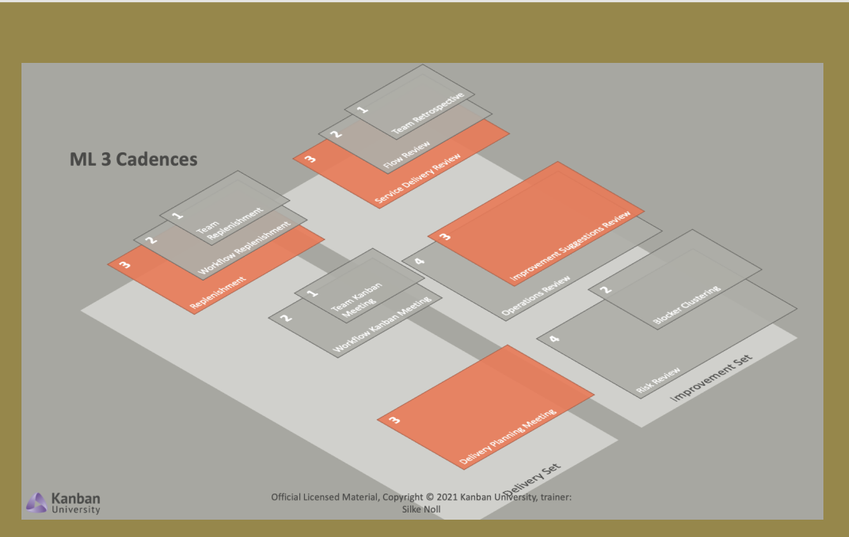
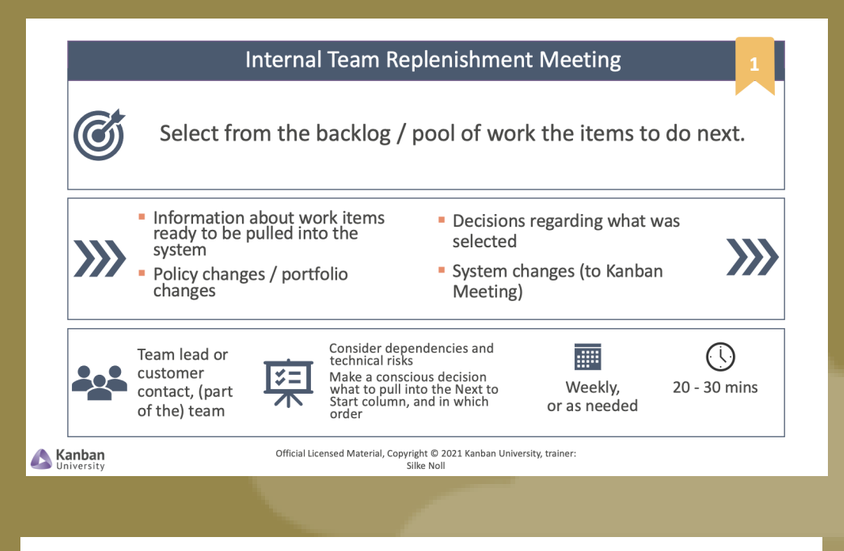
All Cadences by Maturity Level

ML 1 Cadences


ML 2 Cadences


ML 3 Cadences

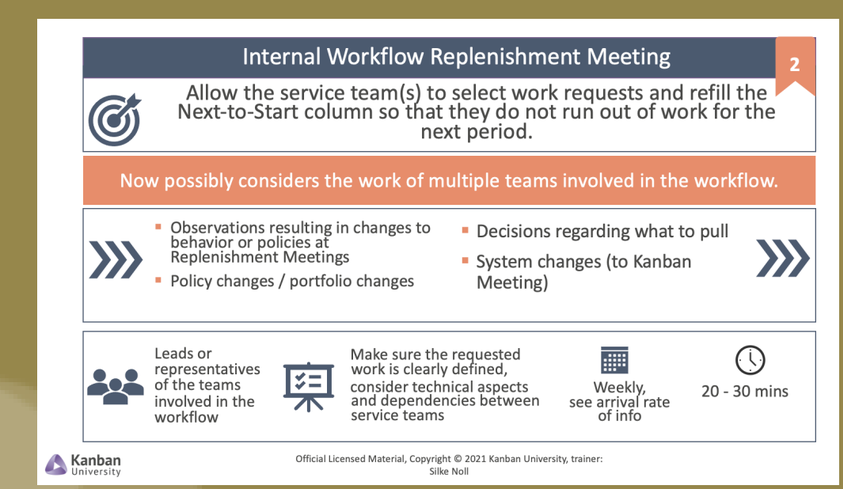
ML 4 Cadences


Internal Team Replenishment Meeting
1

Select from the backlog / pool of work the items to do next.

- Information about work items ready to be pulled into the system
- Policy changes / portfolio changes
- Decisions regarding what was selected
- System changes (to Kanban Meeting)

Team lead or customer contact, (part of the) team | Consider dependencies and technical risks. Make a conscious decision what to pull into the Next to Start column, and in which order | Weekly, or as needed | 20 - 30 mins

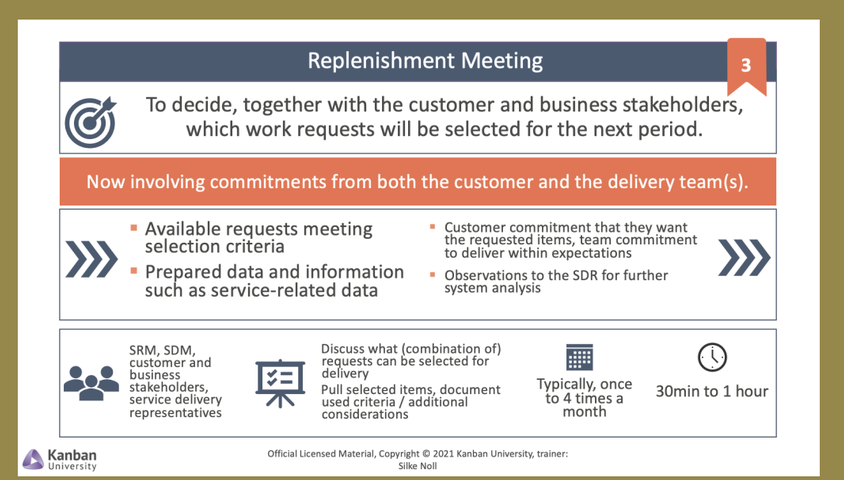

Internal Workflow Replenishment Meeting
2

Allow the service team(s) to select work requests and refill the Next-to-Start column so that they do not run out of work for the next period.

Now possibly considers the work of multiple teams involved in the workflow.

- Observations resulting in changes to behavior or policies at Replenishment Meetings
- Policy changes / portfolio changes
- Decisions regarding what to pull
- System changes (to Kanban Meeting)

Leads or representatives of the teams involved in the workflow | Make sure the requested work is clearly defined, consider technical aspects and dependencies between service teams | Weekly, see arrival rate of info | 20 - 30 mins

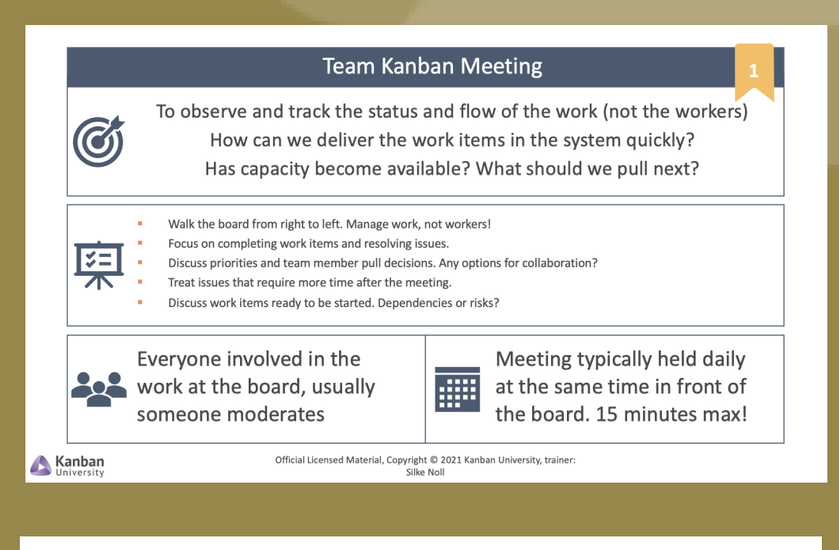

Replenishment Meeting
3

To decide, together with the customer and business stakeholders, which work requests will be selected for the next period.

Now involving commitments from both the customer and the delivery team(s).

- Available requests meeting selection criteria
- Prepared data and information such as service-related data
- Customer commitment that they want the requested items, team commitment to deliver within expectations
- Observations to the SDR for further system analysis

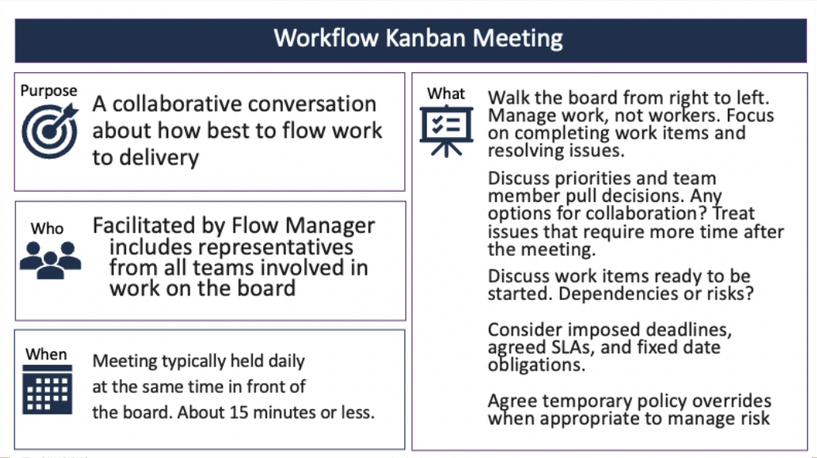
SRM, SDM, customer and business stakeholders, service delivery representatives | Discuss what (combination of) requests can be selected for delivery. Pull selected items, document used criteria / additional considerations | Typically, once to 4 times a month | 30min to 1 hour


Team Kanban Meeting
1

To observe and track the status and flow of the work (not the workers)
How can we deliver the work items in the system quickly?
Has capacity become available? What should we pull next?

- Walk the board from right to left. Manage work, not workers!
- Focus on completing work items and resolving issues.
- Discuss priorities and team member pull decisions. Any options for collaboration?
- Treat issues that require more time after the meeting.
- Discuss work items ready to be started. Dependencies or risks?

Everyone involved in the work at the board, usually someone moderates | Meeting typically held daily at the same time in front of the board. 15 minutes max!


Workflow Kanban Meeting

Purpose A collaborative conversation about how best to flow work to delivery

Who Facilitated by Flow Manager includes representatives from all teams involved in work on the board

When Meeting typically held daily at the same time in front of the board. About 15 minutes or less.

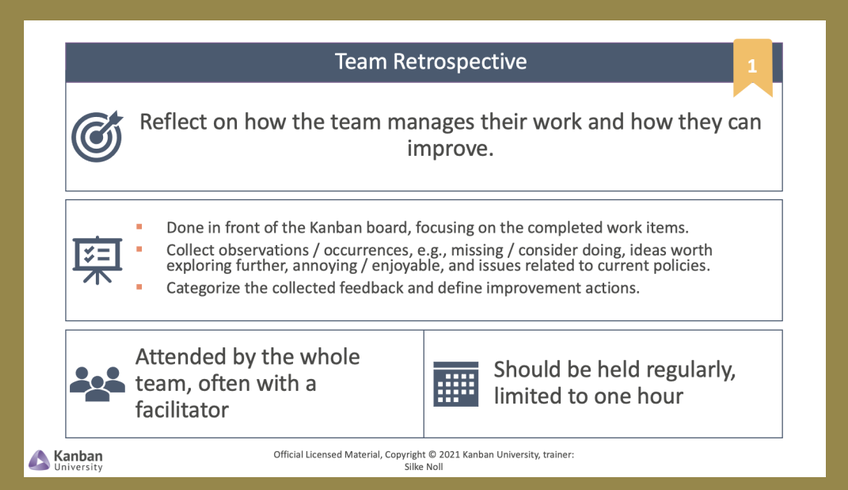
What Walk the board from right to left. Manage work, not workers. Focus on completing work items and resolving issues.

Discuss priorities and team member pull decisions. Any options for collaboration? Treat issues that require more time after the meeting.

Discuss work items ready to be started. Dependencies or risks?

Consider imposed deadlines, agreed SLAs, and fixed date obligations.

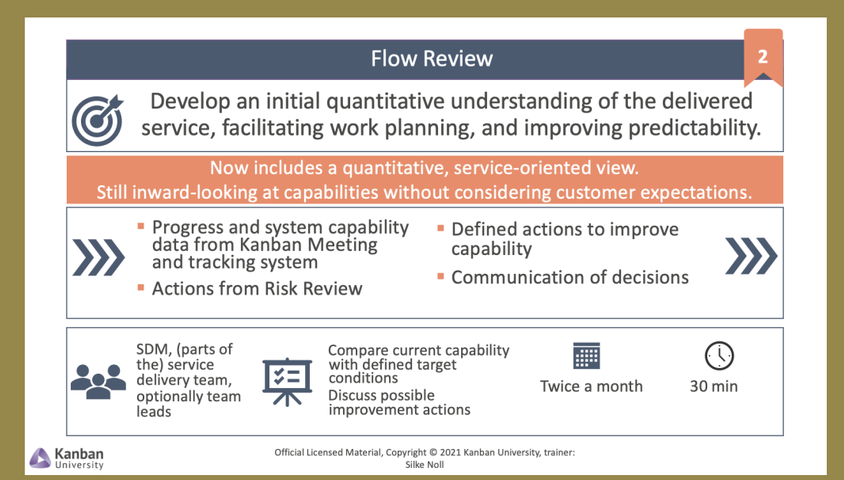
Agree temporary policy overrides when appropriate to manage risk


Team Retrospective
1

Reflect on how the team manages their work and how they can improve.

- Done in front of the Kanban board, focusing on the completed work items.
- Collect observations / occurrences, e.g., missing / consider doing, ideas worth exploring further, annoying / enjoyable, and issues related to current policies.
- Categorize the collected feedback and define improvement actions.

Attended by the whole team, often with a facilitator | Should be held regularly, limited to one hour

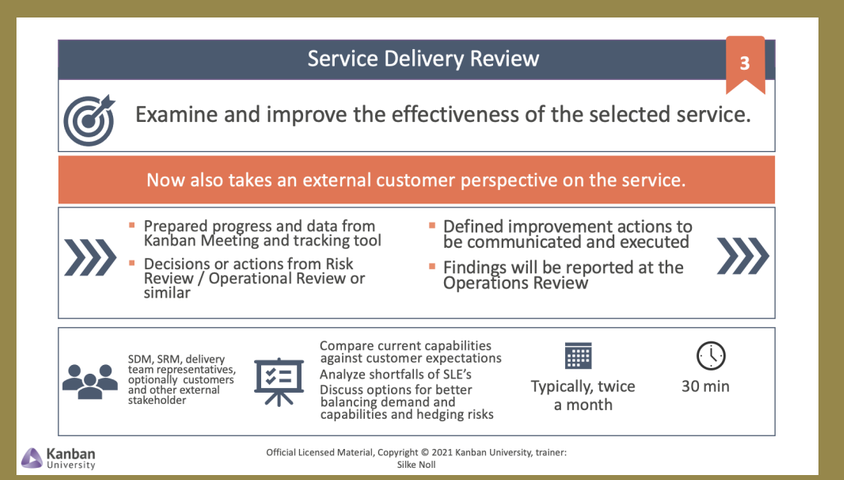

Flow Review
2

Develop an initial quantitative understanding of the delivered service, facilitating work planning, and improving predictability.

Now includes a quantitative, service-oriented view.
Still inward-looking at capabilities without considering customer expectations.

- Progress and system capability data from Kanban Meeting and tracking system
- Actions from Risk Review
- Defined actions to improve capability
- Communication of decisions

SDM, (parts of the) service delivery team, optionally team leads | Compare current capability with defined target conditions. Discuss possible improvement actions | Twice a month | 30 min

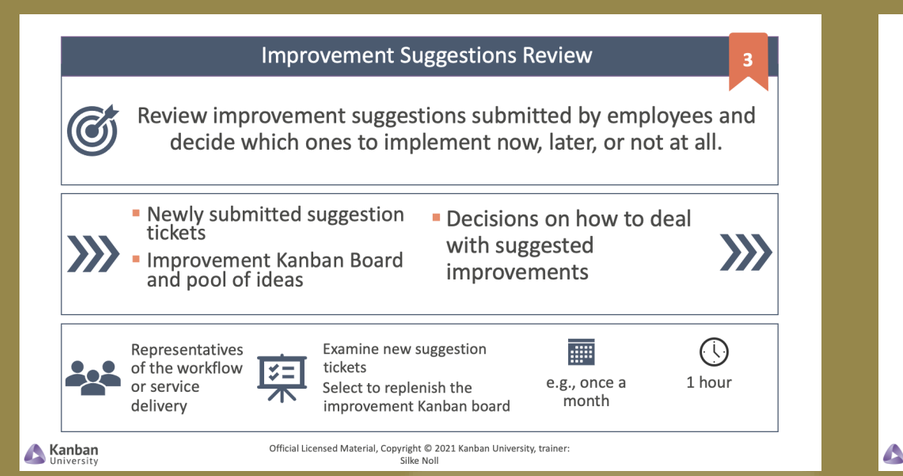

Service Delivery Review
3

Examine and improve the effectiveness of the selected service.

Now also takes an external customer perspective on the service.

- Prepared progress and data from Kanban Meeting and tracking tool
- Decisions or actions from Risk Review / Operational Review or similar
- Defined improvement actions to be communicated and executed
- Findings will be reported at the Operations Review

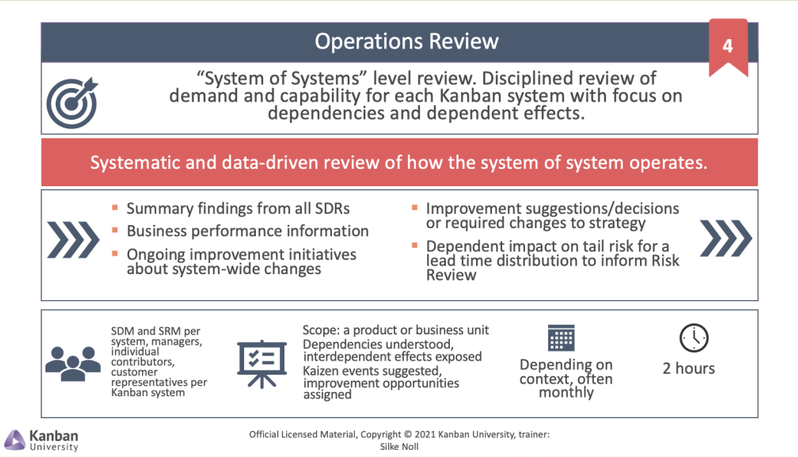
SDM, SRM, delivery team representatives, optionally customers and other external stakeholder | Compare current capabilities against customer expectations. Analyze shortfalls of SLE's. Discuss options for better balancing demand and capabilities and hedging risks | Typically, twice a month | 30 min


Improvement Suggestions Review
3

Review improvement suggestions submitted by employees and decide which ones to implement now, later, or not at all.

- Newly submitted suggestion tickets
- Improvement Kanban Board and pool of ideas
- Decisions on how to deal with suggested improvements

Representatives of the workflow or service delivery | Examine new suggestion tickets. Select to replenish the improvement kanban board | e.g., once a month | 1 hour

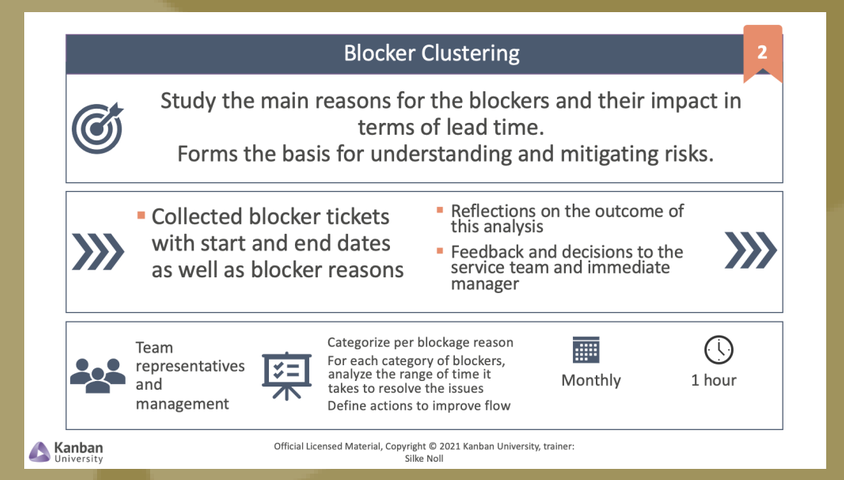

Operations Review
4

"System of Systems" level review. Disciplined review of demand and capability for each Kanban system with focus on dependencies and dependent effects.

Systematic and data-driven review of how the system of system operates.

- Summary findings from all SDRs
- Business performance information
- Ongoing improvement initiatives about system-wide changes
- Improvement suggestions/decisions or required changes to strategy
- Dependent impact on tail risk for a lead time distribution to inform Risk Review

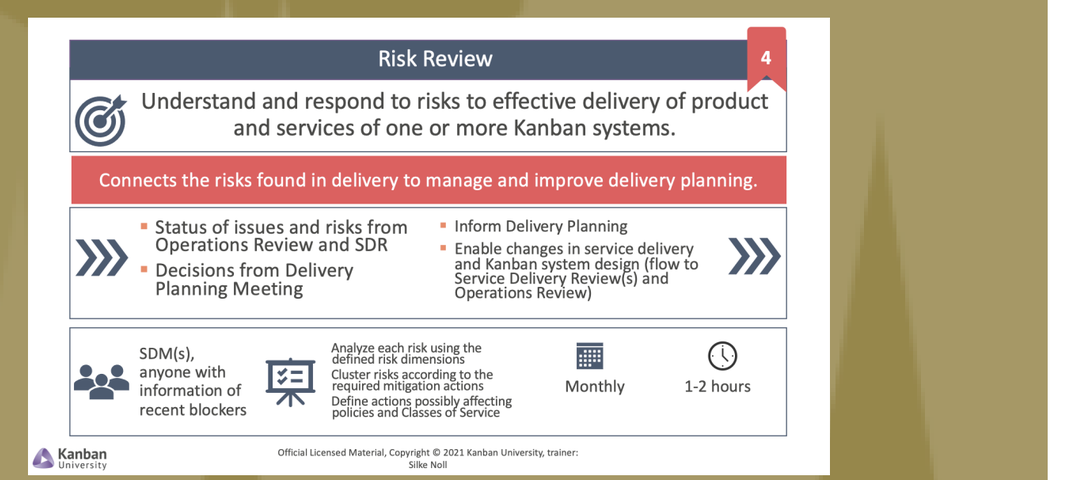
SDM and SRM per system, managers, individual contributors, customer representatives per Kanban system | Scope: a product or business unit. Dependencies understood, interdependent effects exposed. Kaizen events suggested, improvement opportunities assigned | Depending on context, often monthly | 2 hours


Blocker Clustering
2

Study the main reasons for the blockers and their impact in terms of lead time.
Forms the basis for understanding and mitigating risks.

- Collected blocker tickets with start and end dates as well as blocker reasons
- Reflections on the outcome of this analysis
- Feedback and decisions to the service team and immediate manager

Team representatives and management | Categorize per blockage reason. For each category of blockers, analyze the range of time it takes to resolve the issues. Define actions to improve flow | Monthly | 1 hour

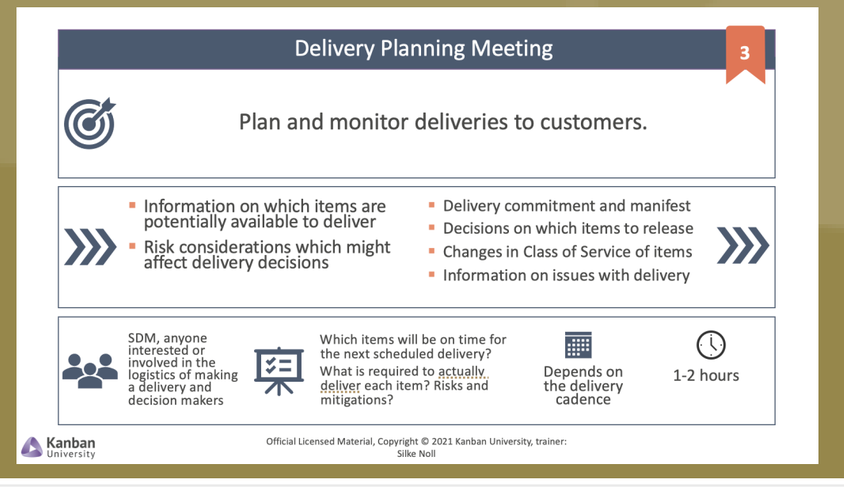

Risk Review
4

Understand and respond to risks to effective delivery of product and services of one or more Kanban systems.

Connects the risks found in delivery to manage and improve delivery planning.

- Status of issues and risks from Operations Review and SDR
- Decisions from Delivery Planning Meeting
- Inform Delivery Planning
- Enable changes in service delivery and Kanban system design (flow to Service Delivery Review(s) and Operations Review)

SDM(s), anyone with information of recent blockers | Analyze each risk using the defined risk dimensions. Cluster risks according to the required mitigation actions. Define actions possibly affecting policies and Classes of Service | Monthly | 1-2 hours


Delivery Planning Meeting
3

Plan and monitor deliveries to customers.

- Information on which items are potentially available to deliver
- Risk considerations which might affect delivery decisions
- Delivery commitment and manifest
- Decisions on which items to release
- Changes in Class of Service of items
- Information on issues with delivery

SDM, anyone interested or involved in the logistics of making a delivery and decision makers | Which items will be on time for the next scheduled delivery? What is required to actually deliver each item? Risks and mitigations? | Depends on the delivery cadence | 1-2 hours

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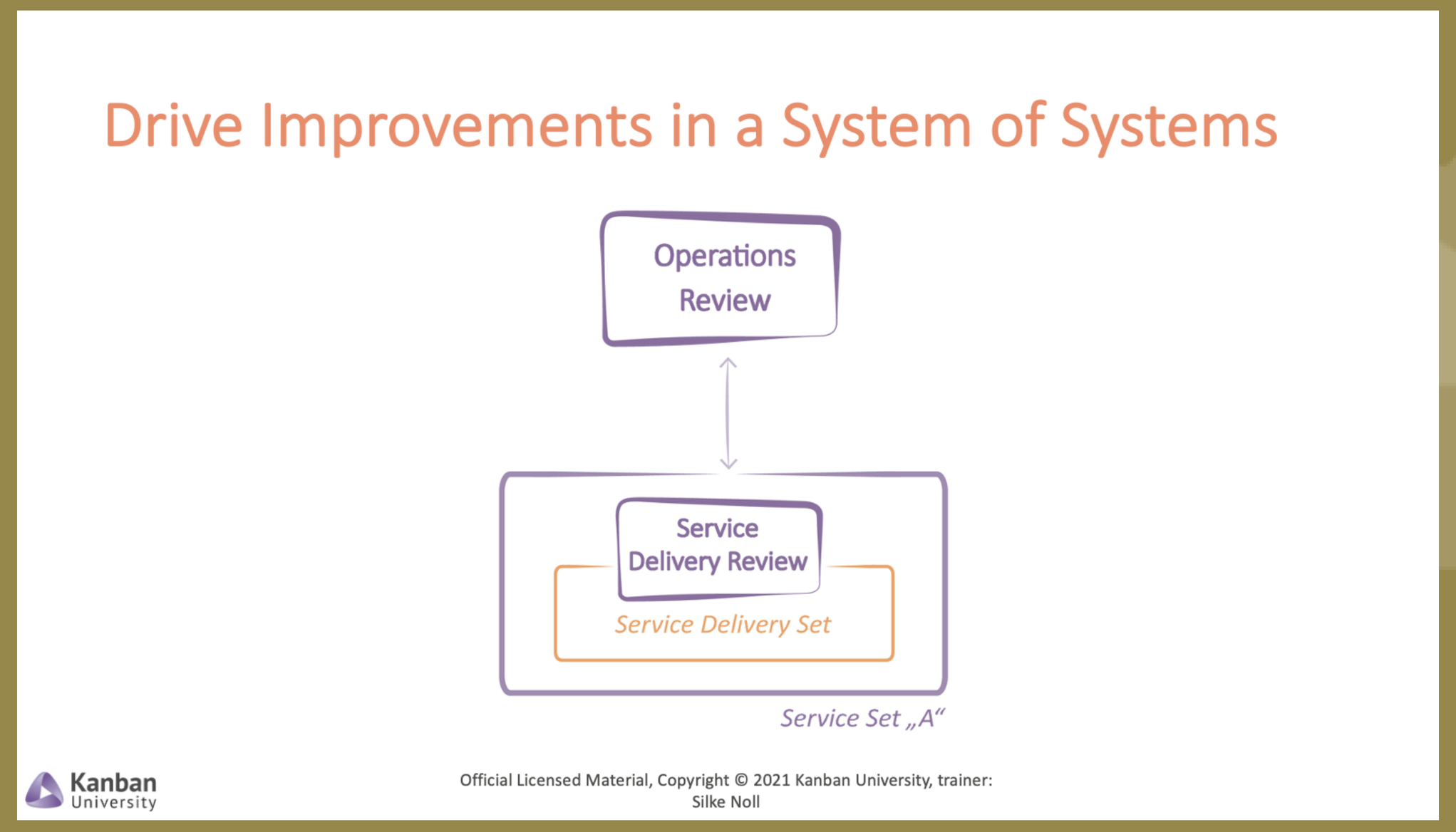
Drive Improvements in a System of Systems

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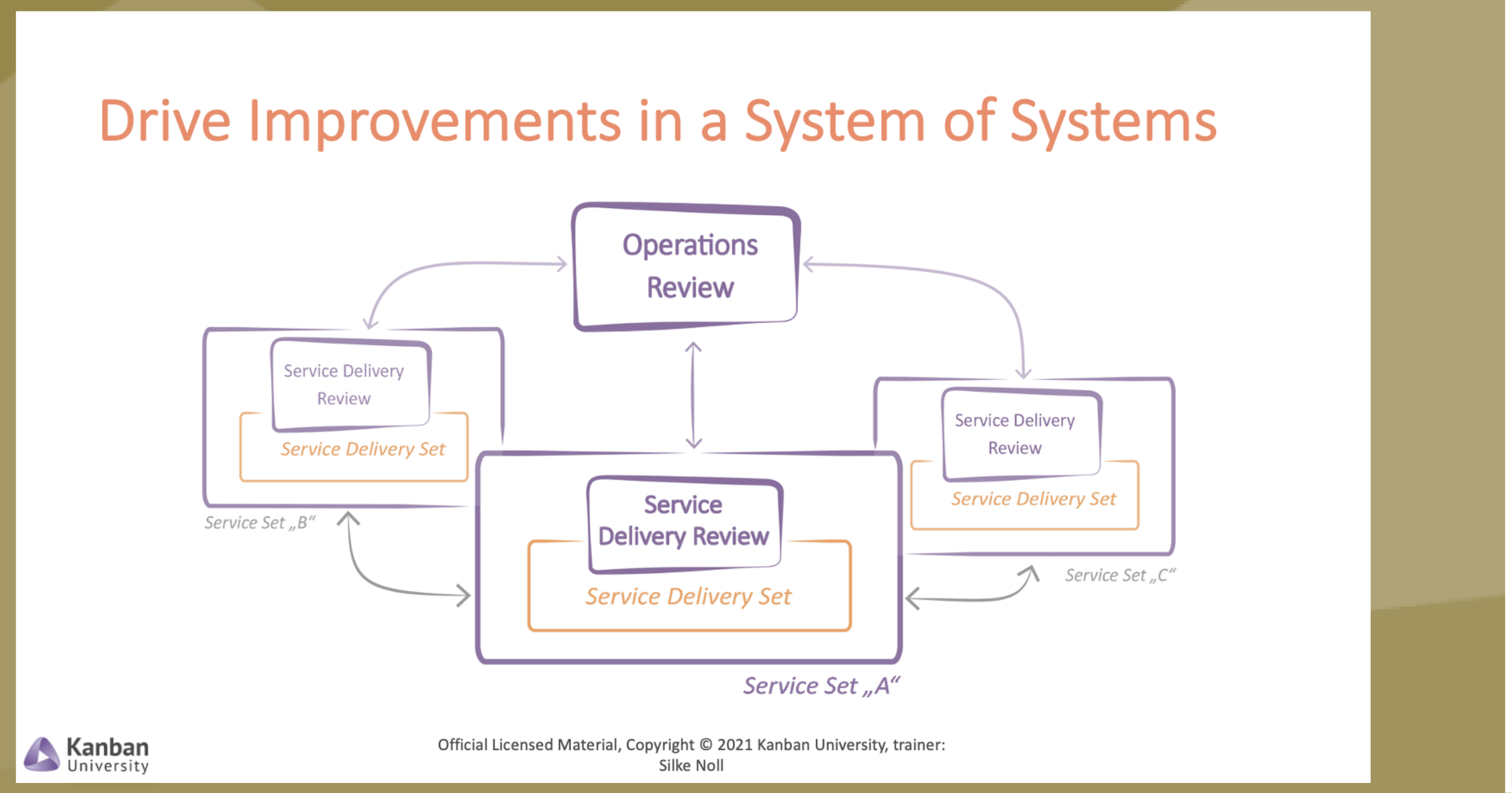
Drive Improvements in a System of Systems

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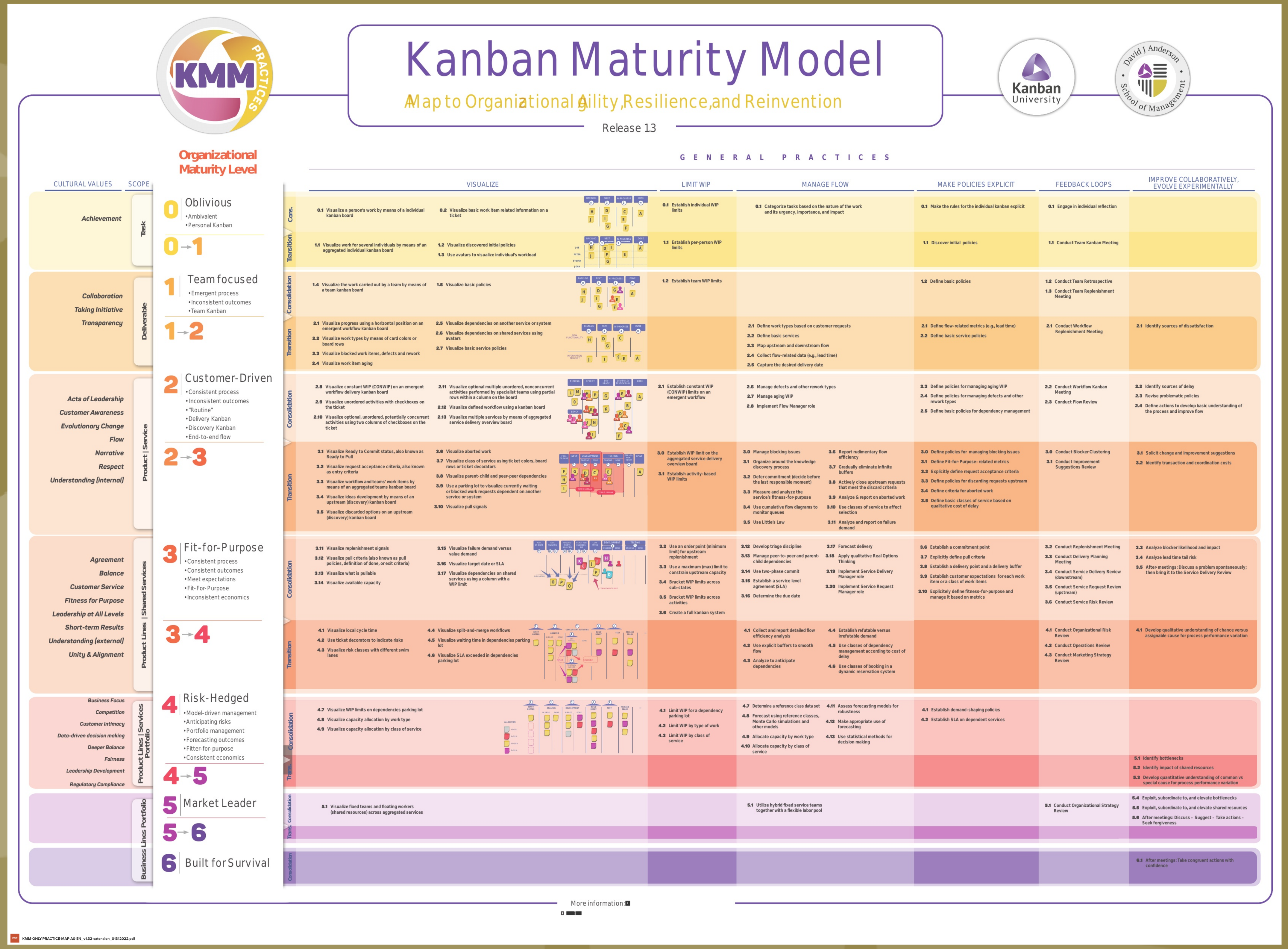

Kanban Maturity Model

Map to Organizational Agility, Resilience, and Reinvention

Release 1.3

KMM PRACTICES

Kanban University

David J Anderson School of Management

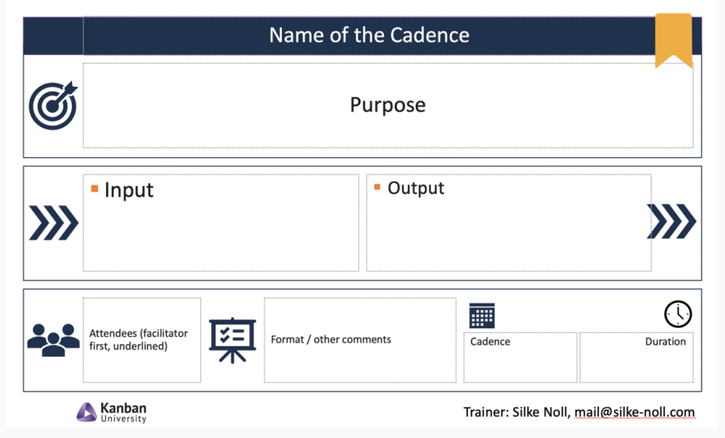
GENERAL PRACTICES

Cultural values	Scope	Organizational Maturity Level		Visualize	Limit WIP	Manage Flow	Make Policies Explicit	Feedback Loops	Improve Collaboratively, Evolve Experimentally
Achievement	Task	0 Oblivious •Ambivalent •Personal Kanban	Cons.	0.1 Visualize a person's work by means of a individual kanban board 0.2 Visualize basic work item related information on a ticket	0.1 Establish individual WIP limits	0.1 Categorize tasks based on the nature of the work and its urgency, importance, and impact	0.1 Make the rules for the individual kanban explicit	0.1 Engage in individual reflection	
		0→1	Transition	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	1.1 Establish per-person WIP limits		1.1 Discover initial policies	1.1 Conduct Team Kanban Meeting	
Collaboration Taking Initiative Transparency	Deliverable	1 Team focused •Emergent process •Inconsistent outcomes •Team Kanban	Consolidation	1.4 Visualize the work carried out by a team by means of a team kanban board 1.5 Visualize basic policies	1.2 Establish team WIP limits		1.2 Define basic policies	1.2 Conduct Team Retrospective 1.3 Conduct Team Replenishment Meeting	
		1→2	Transition	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 2.5 Visualize dependencies on another service or system 2.6 Visualize dependencies on shared services using avatars 2.7 Visualize basic service policies		2.1 Define work types based on customer requests 2.2 Define basic services 2.3 Map upstream and downstream flow 2.4 Collect flow-related data (e.g., lead time) 2.5 Capture the desired delivery date	2.1 Define flow-related metrics (e.g., lead time) 2.2 Define basic service policies	2.1 Conduct Workflow Replenishment Meeting	2.1 Identify sources of dissatisfaction
Acts of Leadership Customer Awareness Evolutionary Change Flow Narrative Respect Understanding (internal)	Product | Service	2 Customer-Driven •Consistent process •Inconsistent outcomes •"Routine" •Delivery Kanban •Discovery Kanban •End-to-end flow	Consolidation	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 multiple services by means of aggregated service delivery overview board	2.1 Establish constant WIP (CONWIP) limits on an emergent workflow	2.6 Manage defects and other rework types 2.7 Manage aging WIP 2.8 Implement Flow Manager role	2.3 Define policies for managing aging WIP 2.4 Define policies for managing defects and other rework types 2.5 Define basic policies for dependency management	2.2 Conduct Workflow Kanban Meeting 2.3 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
		2→3	Transition	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 3.10 Visualize pull signals	3.0 Establish WIP limit on the aggregated service delivery overview board 3.1 Establish activity-based WIP limits	3.0 Manage blocking issues 3.1 Organize around the knowledge discovery process 3.2 Defer commitment (decide before the last responsible moment) 3.3 Measure and analyze the service's fitness-for-purpose 3.4 Use cumulative flow diagrams to monitor queues 3.5 Use Little's Law 3.6 Report rudimentary flow efficiency 3.7 Gradually eliminate infinite buffers 3.8 Actively close upstream requests that meet the discard criteria 3.9 Analyze & report on aborted work 3.10 Use classes of service to affect selection 3.11 Analyze and report on failure demand	3.0 Define policies for managing blocking issues 3.1 Define Fit-for-Purpose- related metrics 3.2 Explicitly define request acceptance criteria 3.3 Define policies for discarding requests upstream 3.4 Define criteria for aborted work 3.5 Define basic classes of service based on qualitative cost of delay	3.0 Conduct Blocker Clustering 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	Product Lines | Shared Services	3 Fit-for-Purpose •Consistent process •Consistent outcomes •Meet expectations •Fit-For-Purpose •Inconsistent economics	Consolidation	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 target date or SLA 3.17 Visualize dependencies on shared services using a column with a WIP limit	3.2 Use an order point (minimum limit) for upstream replenishment 3.3 Use a maximum (max) limit to constrain upstream capacity 3.4 Bracket WIP limits across sub-states 3.5 Bracket WIP limits across activities 3.6 Create a full kanban system	3.12 Develop triage discipline 3.13 Manage peer-to-peer and parent-child dependencies 3.14 Use two-phase commit 3.15 Establish a service level agreement (SLA) 3.16 Determine the due date 3.17 Forecast delivery 3.18 Apply qualitative Real Options Thinking 3.19 Implement Service Delivery Manager role 3.20 Implement Service Request Manager role	3.6 Establish a commitment point 3.7 Explicitly define pull criteria 3.8 Establish a delivery point and a delivery buffer 3.9 Establish customer expectations for each work item or a class of work items 3.10 Explicitly define fitness-for-purpose and manage it based on metrics	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; then bring it to the Service Delivery Review
		3→4	Transition	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		4.1 Collect and report detailed flow efficiency analysis 4.2 Use explicit buffers to smooth flow 4.3 Analyze to anticipate dependencies 4.4 Establish refutable versus irrefutable demand 4.5 Use classes of dependency management according to cost of delay 4.6 Use classes of booking in a dynamic reservation system		4.1 Conduct Organizational Risk Review 4.2 Conduct Operations Review 4.3 Conduct Marketing Strategy Review	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	Product Lines | Services Portfolio	4 Risk-Hedged •Model-driven management •Anticipating risks •Portfolio management •Forecasting outcomes •Fitter-for-purpose •Consistent economics	Consolidation	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	4.1 Limit WIP for a dependency parking lot 4.2 Limit WIP by type of work 4.3 Limit WIP by class of service	4.7 Determine a 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	4.1 Establish demand-shaping policies 4.2 Establish SLA on dependent services		
		4→5	Trans.						5.1 Identify bottlenecks 5.2 Identify impact of shared resources 5.3 Develop quantitative understanding of common vs special cause for process performance variation
	Business Lines Portfolio	5 Market Leader	Consolidation	5.1 Visualize fixed teams and floating workers (shared resources) across aggregated services		5.1 Utilize hybrid fixed service teams together with a flexible labor pool		5.1 Conduct Organizational Strategy Review	5.4 Exploit, subordinate to, and elevate bottlenecks 5.5 Exploit, subordinate to, and elevate shared resources 5.6 After meetings: Discuss - Suggest - Take actions - Seek forgiveness
		5→6	Trans.						
		6 Built for Survival	Consolidation						6.1 After meetings: Take congruent actions with confidence

More information:

KMM-ONLY-PRACTICE-MAP-A0-EN_v1.32-extension_01312022.pdf

Treasure hunt: Cadences


Name of the Cadence

Purpose

- Input
- Output

Attendees (facilitator first, underlined) | Format / other comments | Cadence | Duration

Trainer: Silke Noll, mail@silke-noll.com

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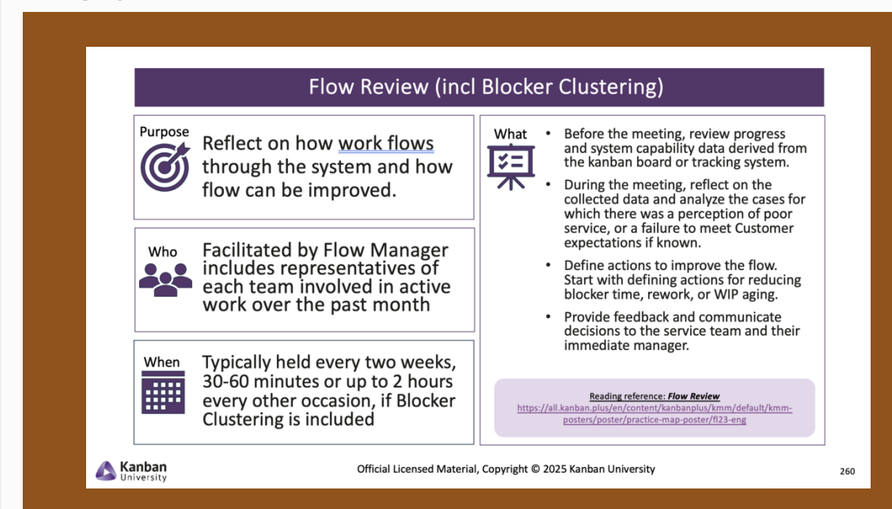
Design your Flow Review


Flow Review (incl Blocker Clustering)

Purpose Reflect on how work flows through the system and how flow can be improved.

Who Facilitated by Flow Manager includes representatives of each team involved in active work over the past month

When Typically held every two weeks, 30-60 minutes or up to 2 hours every other occasion, if Blocker Clustering is included

What
- Before the meeting, review progress and system capability data derived from the kanban board or tracking system.
- During the meeting, reflect on the collected data and analyze the cases for which there was a perception of poor service, or a failure to meet Customer expectations if known.
- Define actions to improve the flow. Start with defining actions for reducing blocker time, rework, or WIP aging.
- Provide feedback and communicate decisions to the service team and their immediate manager.

Reading reference: Flow Review

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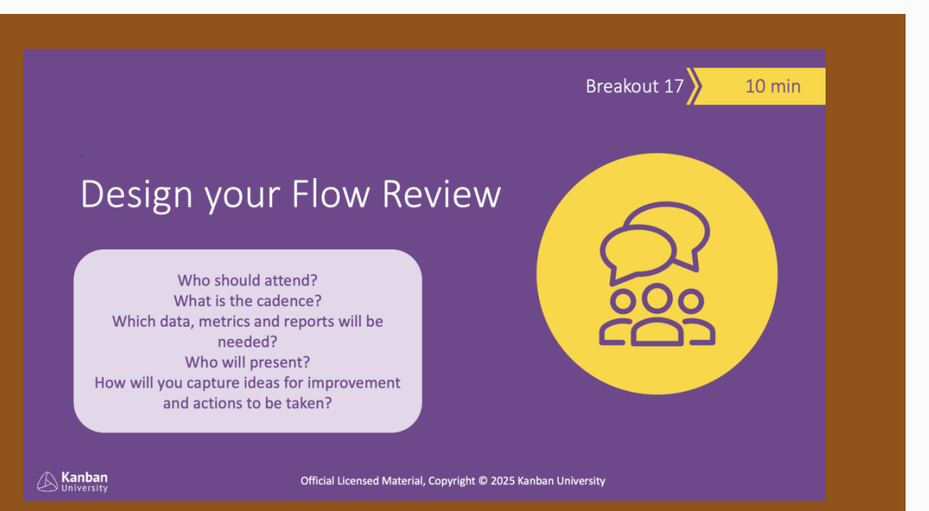
Design Your Flow Review


Breakout 17 | 10 min

Design your Flow Review

Who should attend?
What is the cadence?
Which data, metrics and reports will be needed?
Who will present?
How will you capture ideas for improvement and actions to be taken?

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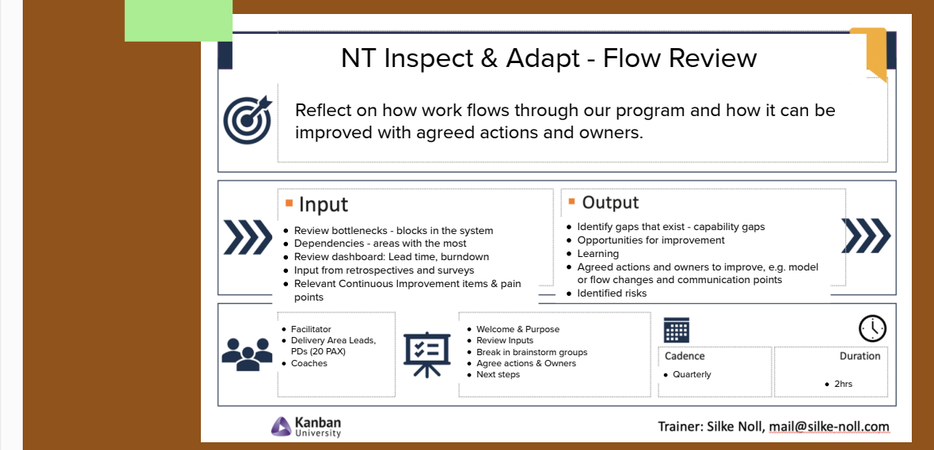
Room 2


NT Inspect & Adapt - Flow Review

Reflect on how work flows through our program and how it can be improved with agreed actions and owners.

- Input
  - Review bottlenecks - blocks in the system
  - Dependencies - areas with the most
  - Review dashboard: Lead time, burndown
  - Input from retrospectives and surveys
  - Relevant Continuous Improvement items & pain points
- Output
  - Identify gaps that exist - capability gaps
  - Opportunities for improvement
  - Learning
  - Agreed actions and owners to improve, e.g. model or flow changes and communication points
  - Identified risks

- Facilitator
- Delivery Area Leads, PDs (20 PAX)
- Coaches

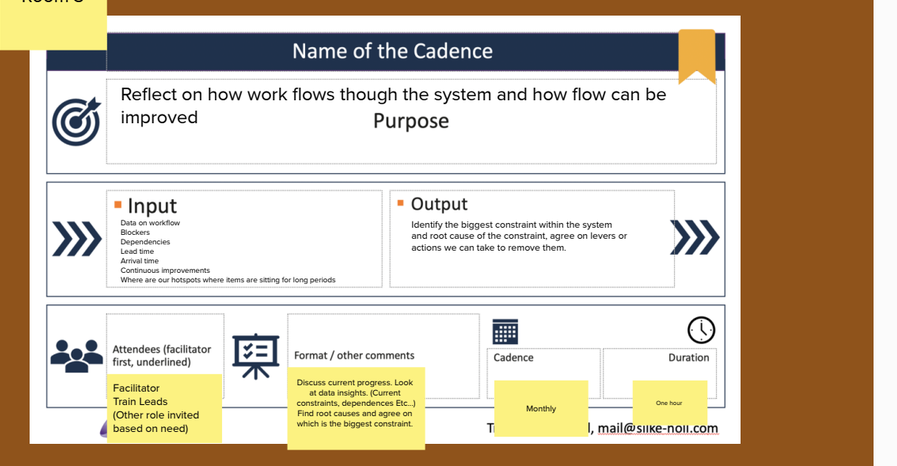
- Welcome & Purpose
- Review Inputs
- Break in brainstorm groups
- Agree actions & Owners
- Next steps

Cadence
- Quarterly

Duration
- 2hrs

Trainer: Silke Noll, mail@silke-noll.com

Room 3


Name of the Cadence

Reflect on how work flows though the system and how flow can be improved

Purpose

- Input
- Output

Identify the biggest constraint within the system and root cause of the constraint, agree on levers or actions we can take to remove them.

Attendees (facilitator first, underlined)

Facilitator
Team Leads
(Other role invited based on need)

Format / other comments

Discuss current progress. Look at data insights. (Current constraints, dependencies Etc..) Find root causes and agree on which is the biggest constraint.

Cadence

Monthly

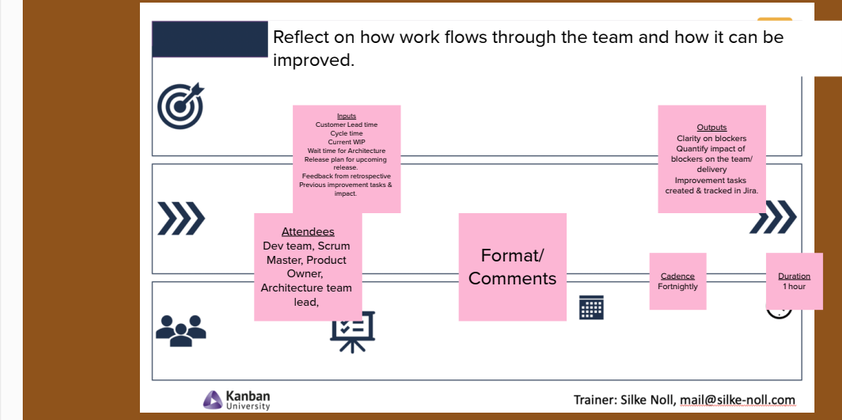
Duration

One hour

Trainer: Silke Noll, mail@silke-noll.com

Fortnightly release & fortnightly planning

Room 1


Reflect on how work flows through the team and how it can be improved.

Inputs
Customer Lead time
Cycle time
Current WIP
Wait time for Architecture
Release plan for upcoming release
Feedback from retrospective
Previous improvement tasks & impact

Outputs
Clarity on blockers
Quantify impact of blockers on the team/delivery
Improvement tasks created & tracked in Jira

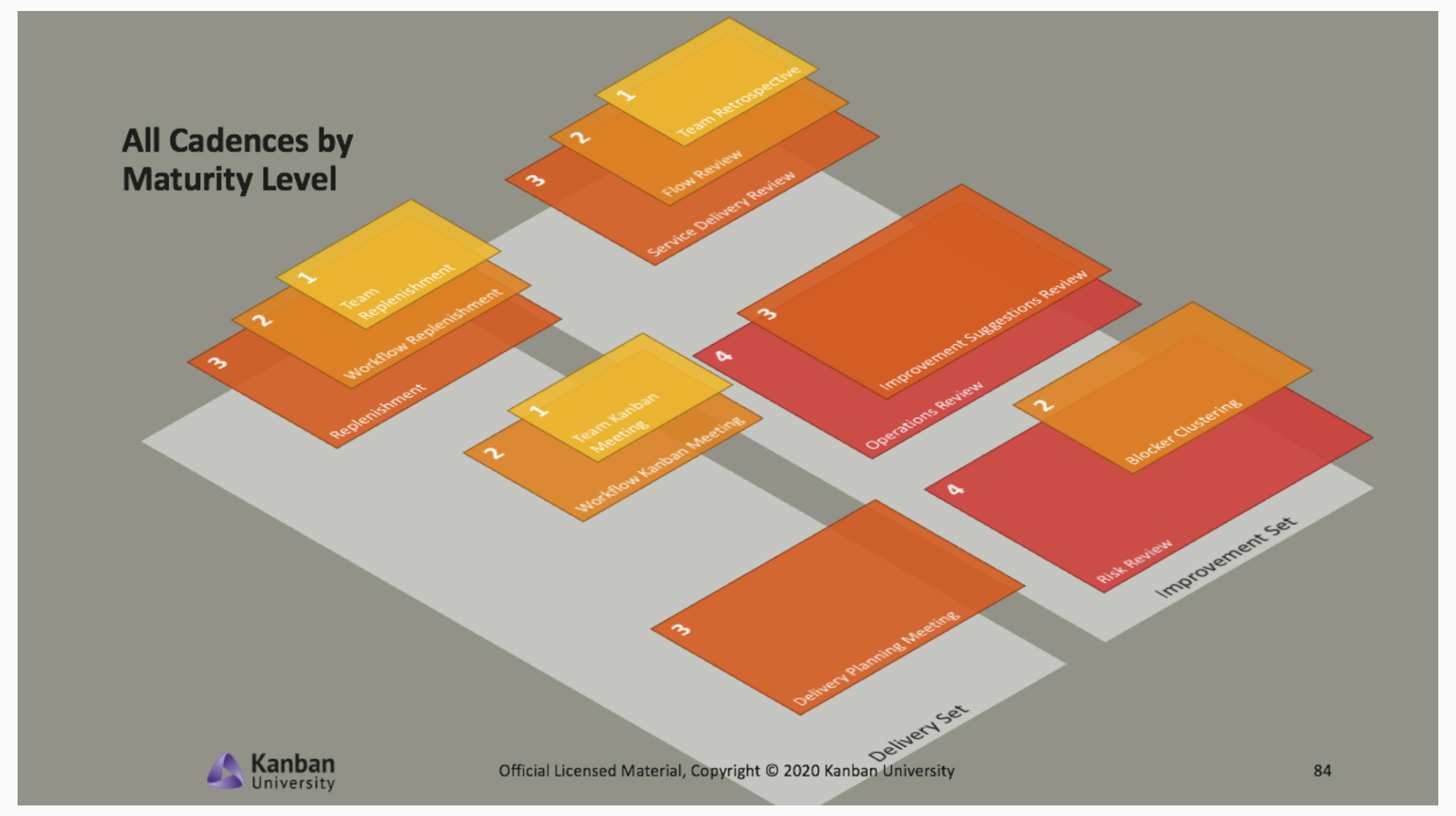
Attendees
Dev team, Scrum Master, Product Owner, Architecture team lead,

Format/ Comments

Cadence
Fortnightly

Duration
1 hour

Trainer: Silke Noll, mail@silke-noll.com


All Cadences by Maturity Level

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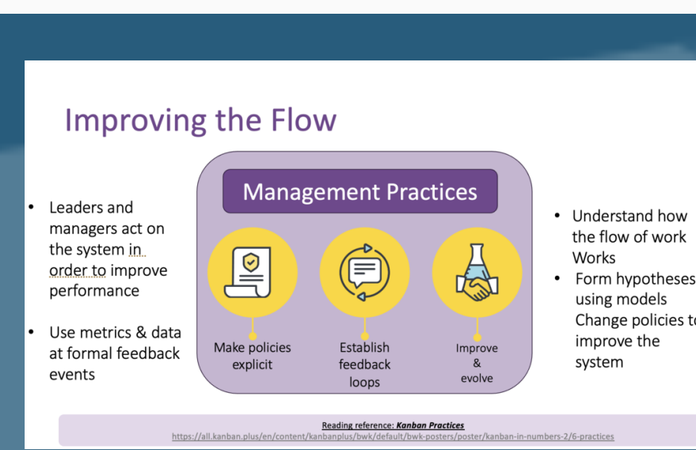

Improving the Flow

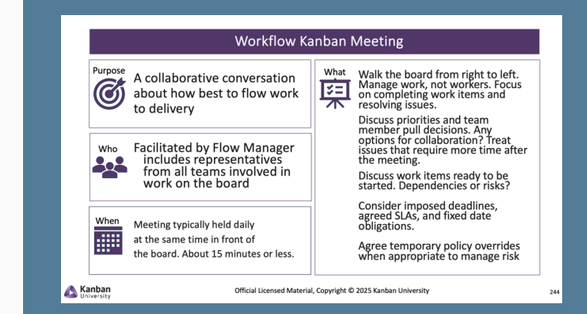
- Leaders and managers act on the system in order to improve performance
- Use metrics & data at formal feedback events

Management Practices

Make policies explicit
Establish feedback loops
Improve & evolve

- Understand how the flow of work Works
- Form hypotheses using models Change policies to improve the system

Reading reference: Kanban Practices

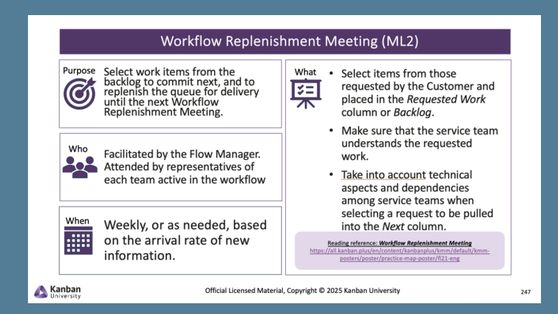

Workflow Kanban Meeting

Purpose A collaborative conversation about how best to flow work to delivery

Who Facilitated by Flow Manager includes representatives from all teams involved in work on the board

When Meeting typically held daily at the same time in front of the board. About 15 minutes or less.

What Walk the board from right to left. Manage work, not workers. Focus on completing work items and resolving issues. Discuss priorities and team member pull decisions. Any options for collaboration? Treat issues that require more time after the meeting. Discuss work items ready to be started. Dependencies or risks? Consider imposed deadlines, agreed SLAs, and fixed date obligations. Agree temporary policy overrides when appropriate to manage risk


Workflow Replenishment Meeting (ML2)

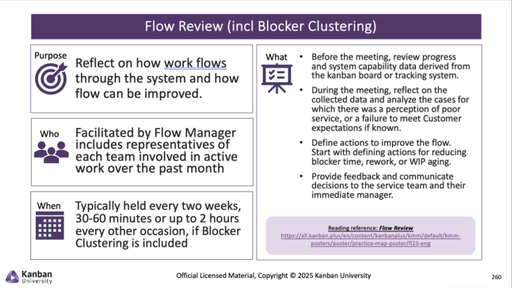
Purpose Select work items from the backlog to commit next, and to replenish the queue for delivery until the next Workflow Replenishment Meeting.

Who Facilitated by the Flow Manager. Attended by representatives of each team active in the workflow

When Weekly, or as needed, based on the arrival rate of new information.

What
- Select items from those requested by the Customer and placed in the Requested Work column or Backlog.
- Make sure that the service team understands the requested work.
- Take into account technical aspects and dependencies among service teams when selecting a request to be pulled into the Next column.

Reading reference: Workflow Replenishment Meeting


Flow Review (incl Blocker Clustering)

Purpose Reflect on how work flows through the system and how flow can be improved.

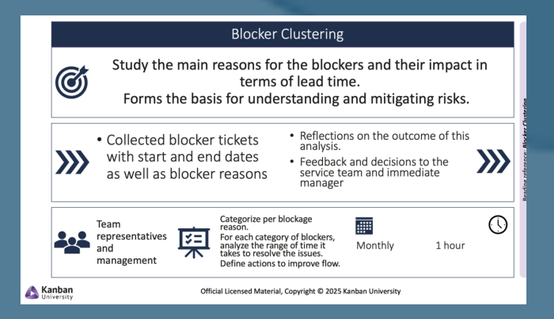
Who Facilitated by Flow Manager includes representatives of each team involved in active work over the past month

When Typically held every two weeks, 30-60 minutes or up to 2 hours every other occasion, if Blocker Clustering is included

What Before the meeting, review progress and system capability data derived from the kanban board or tracking system. During the meeting, reflect on the collected data and analyze the cases for which there was a perception of poor service, or a failure to meet Customer expectations if known. Define actions to improve the flow. Start with defining actions for reducing blocker time, rework, or WIP aging. Provide feedback and communicate decisions to the service team and their immediate manager.

Reading reference: Flow Review

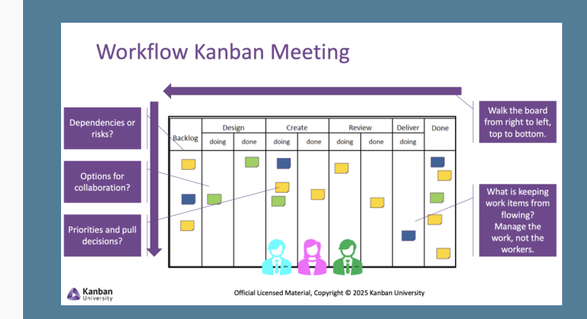
> Bring the narrative!
> Metrics without the story limit improvement


Blocker Clustering

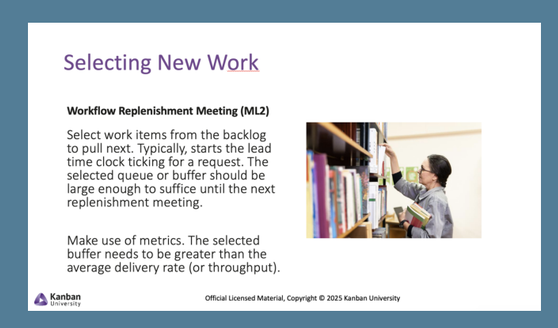
Study the main reasons for the blockers and their impact in terms of lead time.
Forms the basis for understanding and mitigating risks.

- Collected blocker tickets with start and end dates as well as blocker reasons
- Reflections on the outcome of this analysis
- Feedback and decisions to the service team and immediate manager

Team representatives and management | Categorize per blockage reason. For each category of blockers, analyze the range of time it takes to resolve the issues. Define actions to improve flow. | Monthly | 1 hour


Workflow Kanban Meeting

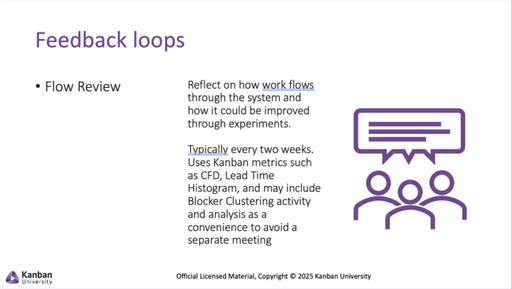
Dependencies or risks?
Options for collaboration?
Priorities and pull decisions?
Walk the board from right to left, top to bottom.
What is keeping work items from flowing? Manage the work, not the workers.


Selecting New Work

Workflow Replenishment Meeting (ML2)

Select work items from the backlog to pull next. Typically, starts the lead time clock ticking for a request. The selected queue or buffer should be large enough to suffice until the next replenishment meeting.

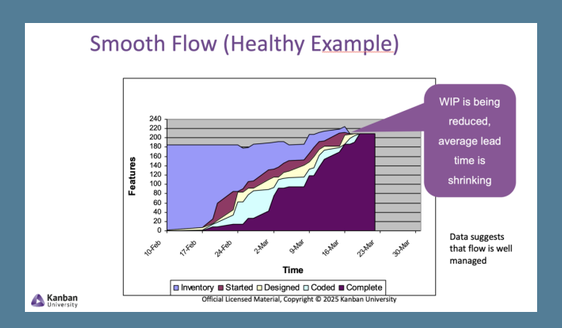
Make use of metrics. The selected buffer needs to be greater than the average delivery rate (or throughput).

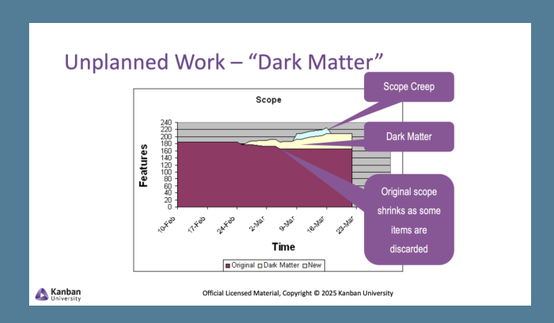

Feedback loops

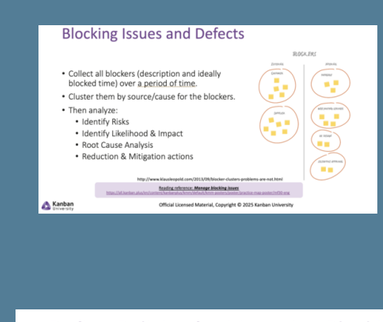
- Flow Review

Reflect on how work flows through the system and how it could be improved through experiments.

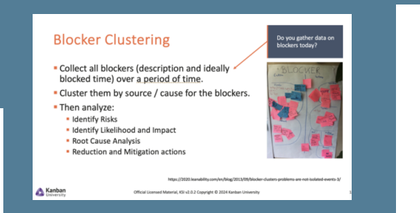
Typically every two weeks. Uses Kanban metrics such as CFD, Lead Time Histogram, and may include Blocker Clustering activity and analysis as a convenience to avoid a separate meeting


Smooth Flow (Healthy Example)


Unplanned Work – "Dark Matter"


Blocking Issues and Defects

- Collect all blockers (description and ideally blocked time) over a period of time.
- Cluster them by source/cause for the blockers.
- Then analyze:
  - Identify Risks
  - Identify Likelihood & Impact
  - Root Cause Analysis
  - Reduction & Mitigation actions


Blocker Clustering

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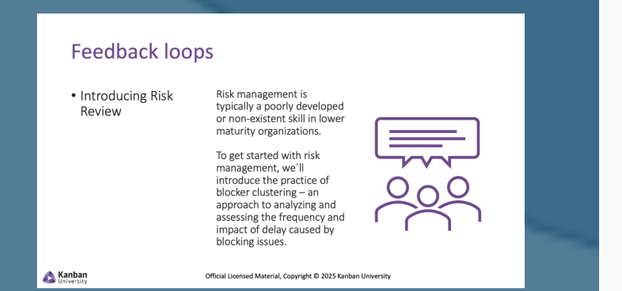
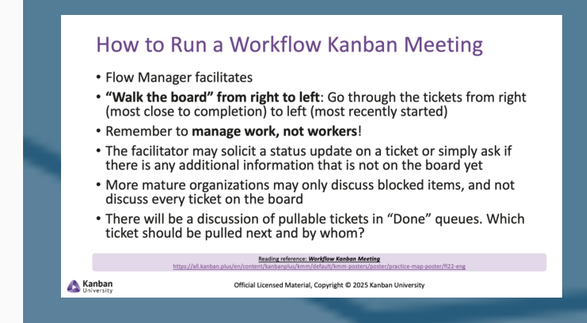

Feedback loops

- Introducing Risk Review

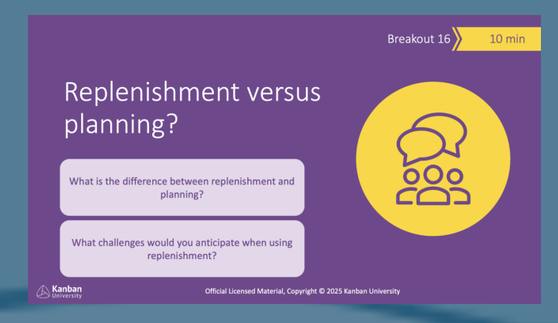
Risk management is typically a poorly developed or non-existent skill in lower maturity organizations.

To get started with risk management, we'll introduce the practice of blocker clustering – an approach to analyzing and assessing the frequency and impact of delay caused by blocking issues.


How to Run a Workflow Kanban Meeting

- Flow Manager facilitates
- **"Walk the board" from right to left:** Go through the tickets from right (most close to completion) to left (most recently started)
- Remember to **manage work, not workers!**
- The facilitator may solicit a status update on a ticket or simply ask if there is any additional information that is not on the board yet
- More mature organizations may only discuss blocked items, and not discuss every ticket on the board
- There will be a discussion of pullable tickets in "Done" queues. Which ticket should be pulled next and by whom?

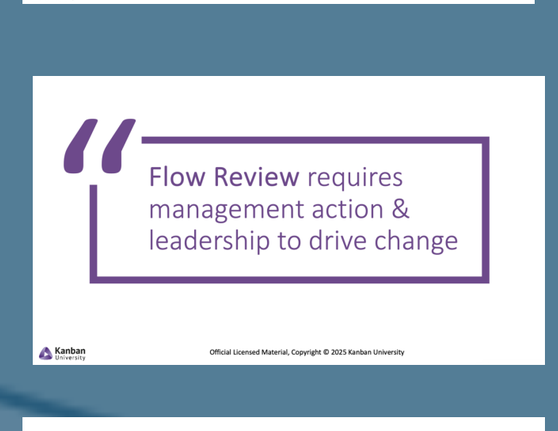
Reading reference: Workflow Kanban Meeting

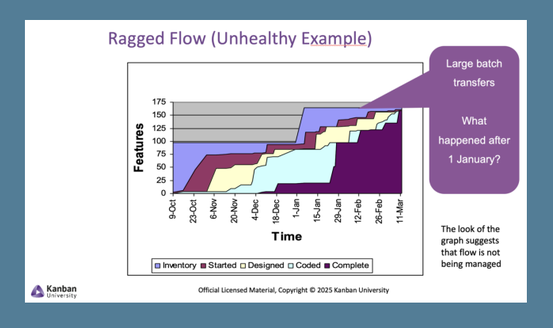

Breakout 16 | 10 min

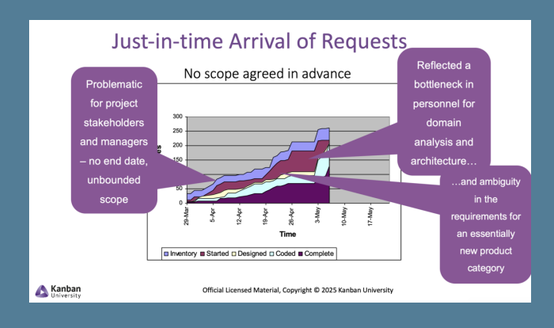
Replenishment versus planning?

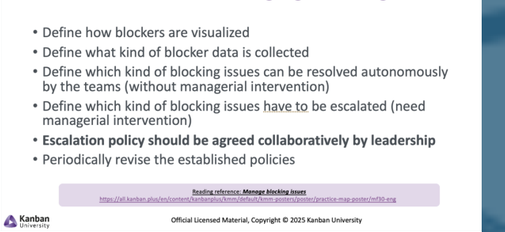
What is the difference between replenishment and planning?

What challenges would you anticipate when using replenishment?


> Flow Review requires management action & leadership to drive change

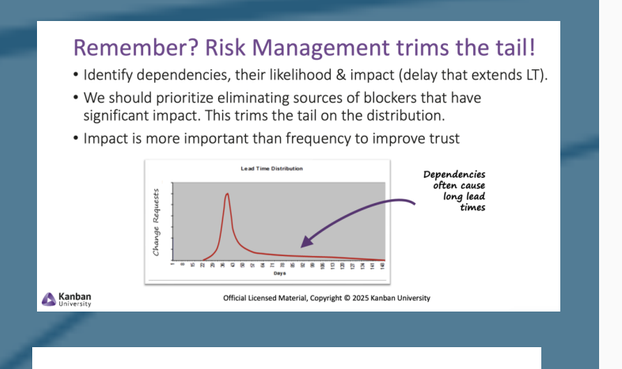

Ragged Flow (Unhealthy Example)


Just-in-time Arrival of Requests

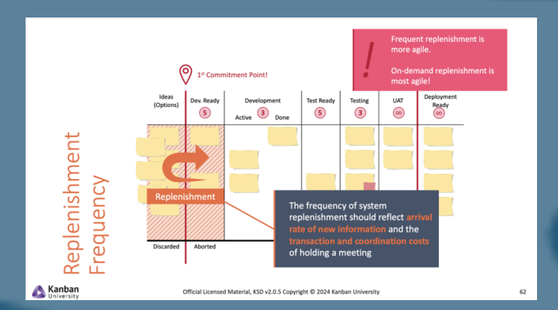

Define Policies for Managing Blocking Issues

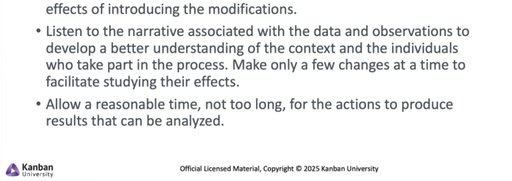
- Define how blockers are visualized
- Define what kind of blocker data is collected
- Define which kind of blocking issues can be resolved autonomously by the teams (without managerial intervention)
- Define which kind of blocking issues have to be escalated (need managerial intervention)
- **Escalation policy should be agreed collaboratively by leadership**
- Periodically revise the established policies

Reading reference: Manage blocking issues

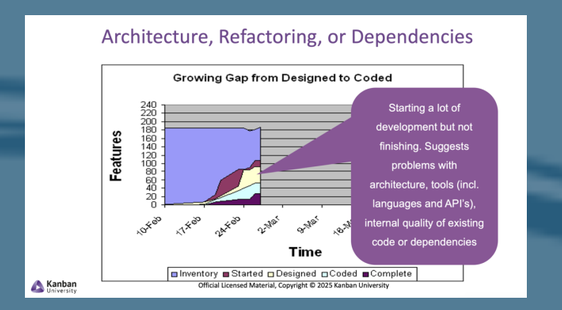

Remember? Risk Management trims the tail!

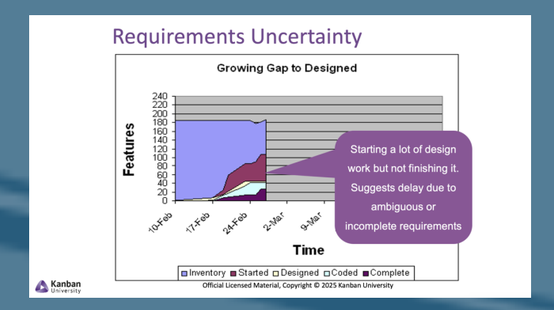
- Identify dependencies, their likelihood & impact (delay that extends LT).
- We should prioritize eliminating sources of blockers that have significant impact. This trims the tail on the distribution.
- Impact is more important than frequency to improve trust

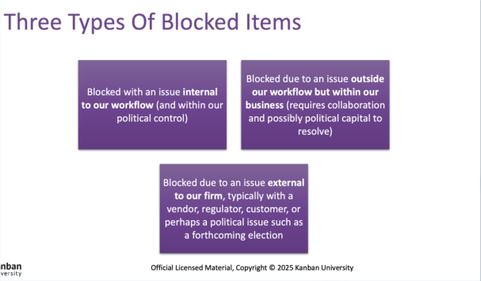

Replenishment Frequency
Replenishment
The frequency of system replenishment should reflect arrival rate of new information and the transaction and coordination costs of holding a meeting
Frequent replenishment is more agile.
On-demand replenishment is most agile!


Taking action, showing leadership?

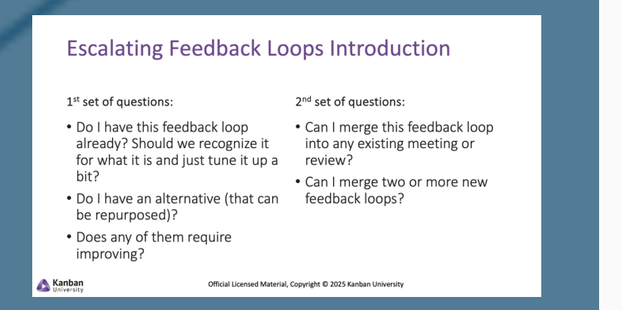
- Based on the results of the Flow Review, decide what changes to policies to introduce and what results you expect to observe as effects of introducing the modifications.
- Listen to the narrative associated with the data and observations to develop a better understanding of the context and the individuals who take part in the process. Make only a few changes at a time to facilitate studying their effects.
- Allow a reasonable time, not too long, for the actions to produce results that can be analyzed.


Architecture, Refactoring, or Dependencies


Requirements Uncertainty

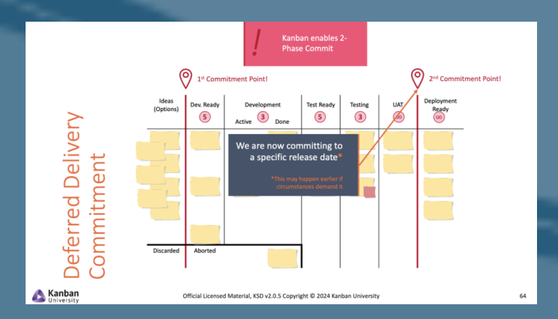

Three Types Of Blocked Items

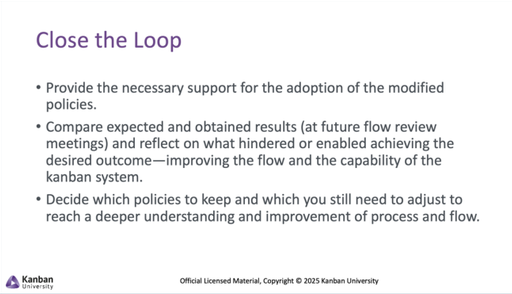
Blocked due to an issue internal to our workflow (and within our political control)
Blocked due to an issue outside our workflow but within our business (requires collaboration and possibly political capital to resolve)
Blocked due to an issue external to our firm, typically with a vendor, regulator, customer, or perhaps a political issue such as a forthcoming election


Escalating Feedback Loops Introduction

1st set of questions:
- Do I have this feedback loop already? Should we recognize it for what it is and just tune it up a bit?
- Do I have an alternative (that can be repurposed)?
- Does any of these require improving?

2nd set of questions:
- Can I merge this feedback loop into any existing meeting or review?
- Can I merge two or more new feedback loops?


Deferred Delivery Commitment
Kanban enables 2-Phase Commit
We are now committing to a specific release date!


Close the Loop

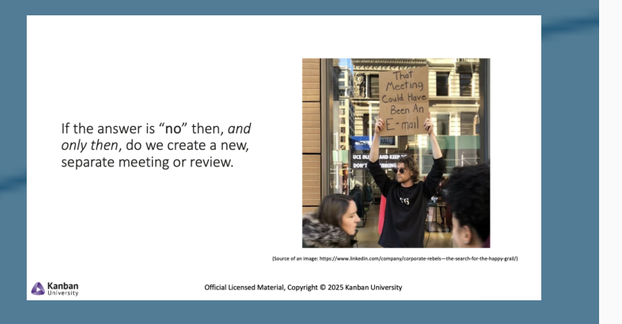
- Provide the necessary support for the adoption of the modified policies.
- Compare expected and obtained results (at future flow review meetings) and reflect on what hindered or enabled achieving the desired outcome—improving the flow and the capability of the kanban system.
- Decide which policies to keep and which you still need to adjust to reach a deeper understanding and improvement of process and flow.

Breakout 18 | 5 min

Blocker Clustering

Should blocker clustering be a separate meeting? Or could it be included as an activity in an existing meeting agenda? If so which one?

What is the appropriate cadence for blocker clustering? What time period is needed to gather enough new information?


If the answer is "no" then, and only then, do we create a new, separate meeting or review.

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ML2 Cadences