What is your purpose for being here in this class? What are your objectives?

Purpose for class

Lesson One

- We should track work requested by Customers or ideas for products, services, or features created by business people, as they progress towards completion.
- Tracking time expended doing work or resource utilization is of much less value.
- The available time (number of workers x number of hours worked) is not a representation of inventory.

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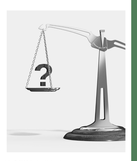
Lesson Four

Capacity should be measured as a quantity of units of inventory.

Capacity should NOT be measured as the product of the number of workers x the available hours worked.



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Discuss in breakout rooms

Group 1

Lesson Five

- Defer commitment to gather the most information possible avoiding rework or aborted work.
- Shrink lead times to minimize the chance that the market shifts and the Customer changes their mind.

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Lesson Six

- Stop starting, start finishing!
- Focus on flow!

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Group 3

Deferring commitment hard for people to do, so we need to do-ing SLIP optimizing in what we can do

ANZ is a push system

So many systems, people, delivery teams, makes it difficult to avoid rework/aborted work

Tech too far away from the customer

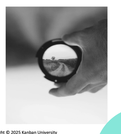
Big projects/ programs don't fully understand customer changes - long lead time onboarding

Needs to happen at every level of the business and supported by management

Yes

Lesson Three

- We cannot manage what we cannot see.
- Instrumenting for, tracking, and reporting progress through a workflow is the fundamental enabler for a focus on lead time reduction.
- Identifying the units of inventory, and the work item types, is a fundamental capability for managing modern professional services, intangible goods, and knowledge worker businesses.



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Transparency

Collaboration

Flow

Understanding

Kanban Values

Group 2

Lesson Two

Because knowledge work is perishable, there is a cost of delay.

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Cost of delay is relative to the time

Decision making

Not replicable & changes

Must think at the system level

Group 1, 2 and 3

Lesson Seven

- In an agile organization with an autonomous, empowered workforce, managers must become systems thinkers.
- Managers need to take ownership of the system. The system is defined by a set of policies that are under management control.
- It is the managers' responsibility to deliver on Lou Gerstner's vision that mature organizations build processes that provide their competitive advantage.

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We have to get this right to enable the other lessons

Need to move away from Managers doing localised optimisation

5 - Everything & more!

4 - Got everything I needed

3 - Most of what I wanted was there

2 - Some things, but some items were missing

1 - Not fulfilled at all

5

FOMO- everyone else was coming!- Bonnie

Laura - Deeper understanding of Kanban and new ideas around how to measure and improve workflow

Continue growing my knowledge in this space. I don't know what I don't know, yet- Bonnie

JS - Better understanding of metrics and how to use them

Karen - how to visualise work, what does it entail

praneema

learn how to identify bottle neck and improve flow, learn better backlog management priority matrix

Karen - Understand flow, and practical applications

4

Learn about current practices for Kanban, Flow and measurement

Keen to better set and track metrics across Kanban- Bonnie

t clearer on antipatterns, things to watch out for (Suzie)

JS - Better equipped to have conversations about Flow and why it's important

MJ - Understanding of metrics and application across large program.

Karen - How to optimise flow, language to use to help te understar concept bene

JS - Learn more about Kanban, I know there is heaps that I don't know.

AK - grow understanding in flow to be able to better implement & improve, and apply meaningful metrics across the system to tell the story

3

How to best talk to leadership about Flow metrics and how they and teams can use to support their needs (Suzie)

Increase knowledge and competency in additional frameworks and understand Pros/ cons

Extend my knowledge on Flow Metrics and application across large orgs (Suzie)

How were your objectives for this class achieved?

5 minutes

- Move your stickies along the scale provided by your trainer.
- Per sticky: To which degree has this objective been fulfilled?
- Important: Please put additional stickies on the original ones with the key reason for this rating.

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Final Learning Log

5 minutes

- Have a look at all the artefacts in the virtual whiteboard and your personal notes.
- What has most surprised you?
- What is still puzzling you?
- What do you take away from all of this, what will you do (differently) next Monday?

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One interesting learning point

Final exercise: Sharing highlights

3 minutes

- Review your learning log, and pick a few highlights that you are willing to share with the group:
  - What has most surprised you?
  - What is still puzzling you?
  - What do you take away from all of this, what will you do (differently) next Monday?
- Post these on stickies to the virtual whiteboard.

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A reminder of how much you get from mapping your systems fully and visualizing flow. Will work with teams to map their 'real' workflow

How might we accurately start to capture data across our delivery teams?

Codesigning system policies to make important but easily ignored practices explicit.

Flow review is a retrospective that is date focused, not fluff

Kanban is a method, not a framework

The board is a feedback loop

Good to better understand the values

Explore policy concept (what we can introduce and start with)

WIP on Deliverable level

Introduce Flow review

Thinking about Upstream Metrics

Explore CFD.

No drastic change to existing meetings, not forced to change the name

Bring Kanban ceremonies into existing first e.g. Flow Review

Commit at the last responsible moment

Look at the board right to left

Keep using Systems thinking

Change some of the language I use

Lead time is the time from start to delivery. I knew this and have always found it confusing so good to visualise it

Using policies and not having to use WIP limits straight away

Focus on System Policies

Double-down on upstream flow

How can we start less and finish more in our current model

I'm still going to be talking a lot about Commitment Points

Flow Manger

WIP Limits are a stressor

Workflow can be different on a single board, particularly at a system level

Keen to build a N7 Portfolio level board that considers Flow Delivery instead of just tracking random Epics

More understand of upstream flow, processes

Can we capture upstream work and fully capture the process

Policies are key to ensuring success in Kanban across every layer of the org

Ability to visualise and monitor backlog size to support efficiency calculations

Make policies of the System explicit but not plentiful

Resource efficiency is the anti-pattern thought

Track the done state of each item to capture max. work/ waste

At team level, how can we capture the work done by other teams to help derive policies?

create/ work on some discard policies

more understanding on lead time

create waiting and blocked labels on existing boards

write up some action points before next big room planning

Kanban Maturity Model

A map for resilience, reinvention and customer satisfaction

Release 1.2

BENEFITS	RISK	ACTIONS	SCOPE	Organizational Maturity	VALUES	FOCUS	TRUST	LEADERSHIP
Relief from Overburdening: • Get things done	FRAGILE	CHAOTIC	Task	0 Oblivious	• Achievement	Who I am	LOW	SELF
• Improved transparency • Less overburdened people		TACTICAL	Deliverable	1 Team-Focused	• Collaboration • Taking Initiative • Transparency	Who we are		TRIBAL
Customer Awareness • Basic understanding of workflow • Improved collaboration • Greater empathy • Improved quality of work • Basic understanding of demand and capability • Managerial coordination		UNALIGNED	Product / Service	2 Customer-Driven	• Acts of Leadership • Customer Awareness • Evolutionary Change • Flow • Narrative • Respect • Understanding [internal]			
Meeting customer expectations • Shorter Lead time • Fast and balanced workflow • Predictability • Meet SLAs • Actionable metrics	RESILIENT	OPERATIONAL	Product Lines Shared Services	3 Fit-for-Purpose	• Agreement • Balance • Customer Service • Fitness for Purpose • Leadership at All Levels • Short-term Results • Understanding [external] • Unity & Alignment	Why we exist		ALTRUISTIC
Risk Management • Risk Hedging • Quantitative analysis • Dynamic scheduling • Economically robust	ROBUST	EXPLAINABLE	Product Lines / Services Portfolio	4 Risk-Hedged	• Business Focus • Competition • Customer Intimacy • Data-driven decision making • Data Balance • Patience • Leadership Development • Regulatory Compliance	What we do		PURPOSE-DRIVEN
Organizational Agility • Re-configurable shared services • Workforce flexibility • Perfectionism	ANTIFRAGILE	STRATEGIC	ANTICIPATORY	5 Market Leader	• Equality of Opportunity • Experimentation • Perfectionism • Social Mobility	How we do it	HIGH	HUMBLE
Long-term Survival • Congruent decision making • Robust to external changes • Capability for reinvention • Long-term security		CONGRUENT	Business Lines Portfolio	6 Built for Survival	• Congruence • Long-term Survival • Tolerance & Diversity	Reinvention		DUTY-DRIVEN

More information: www.kanbanmaturitymodel.com

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KMM-A3-v22

KANBAN METHOD

General Practices

1. Visualize [with kanban board]
2. Limit work-in-progress [with kanban]
3. Manage flow
4. Make policies explicit
5. Implement feedback loops
6. Improve collaboratively, evolve experimentally (using models & the scientific method

Service Delivery Principles

- Your organization is a network of interdependent services with policies that determine its behaviour.

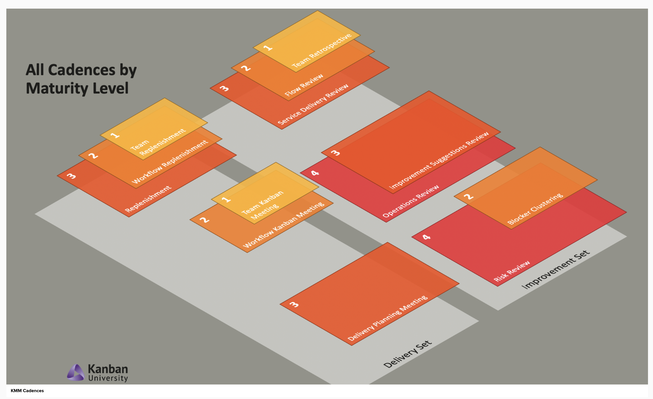
Therefore:

1. Understand and focus on the customer's needs and expectations
2. Manage the work; let workers self-organize around it
3. Regularly review the network and its policies to improve outcomes.

Change Management Principles

1. Start with what you do now
   - Understanding current processes, as actually practiced
   - Respecting existing roles, responsibilities & job titles
2. Gain agreement to pursue improvement through evolutionary change
3. Encourage acts of leadership at all levels

David J Anderson School of Management



XMM Cadences

Tool Links

Swift Kanban from digite

https://www.digite.com/swiftkanban/swiftkanban-free-trial?promoCode=s-mdl-001

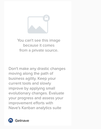
Link

businessmap

https://businessmap.io/sign-up?referral_code=889205?

Link

nave

https://getnave.com/kanban-dashboards?referral=NAVE-033

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