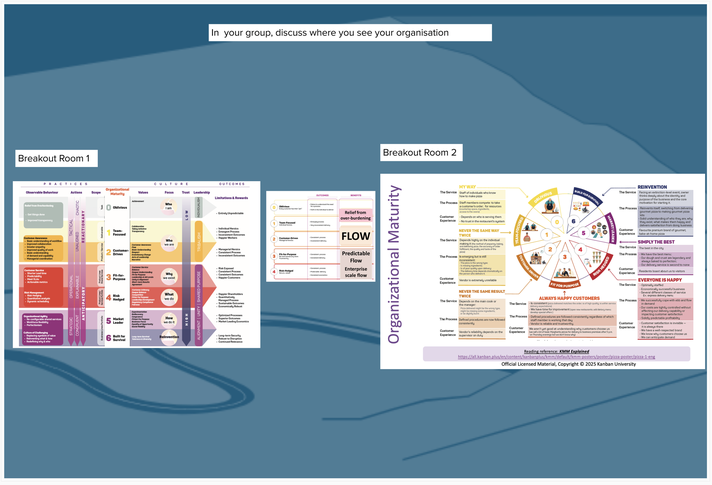
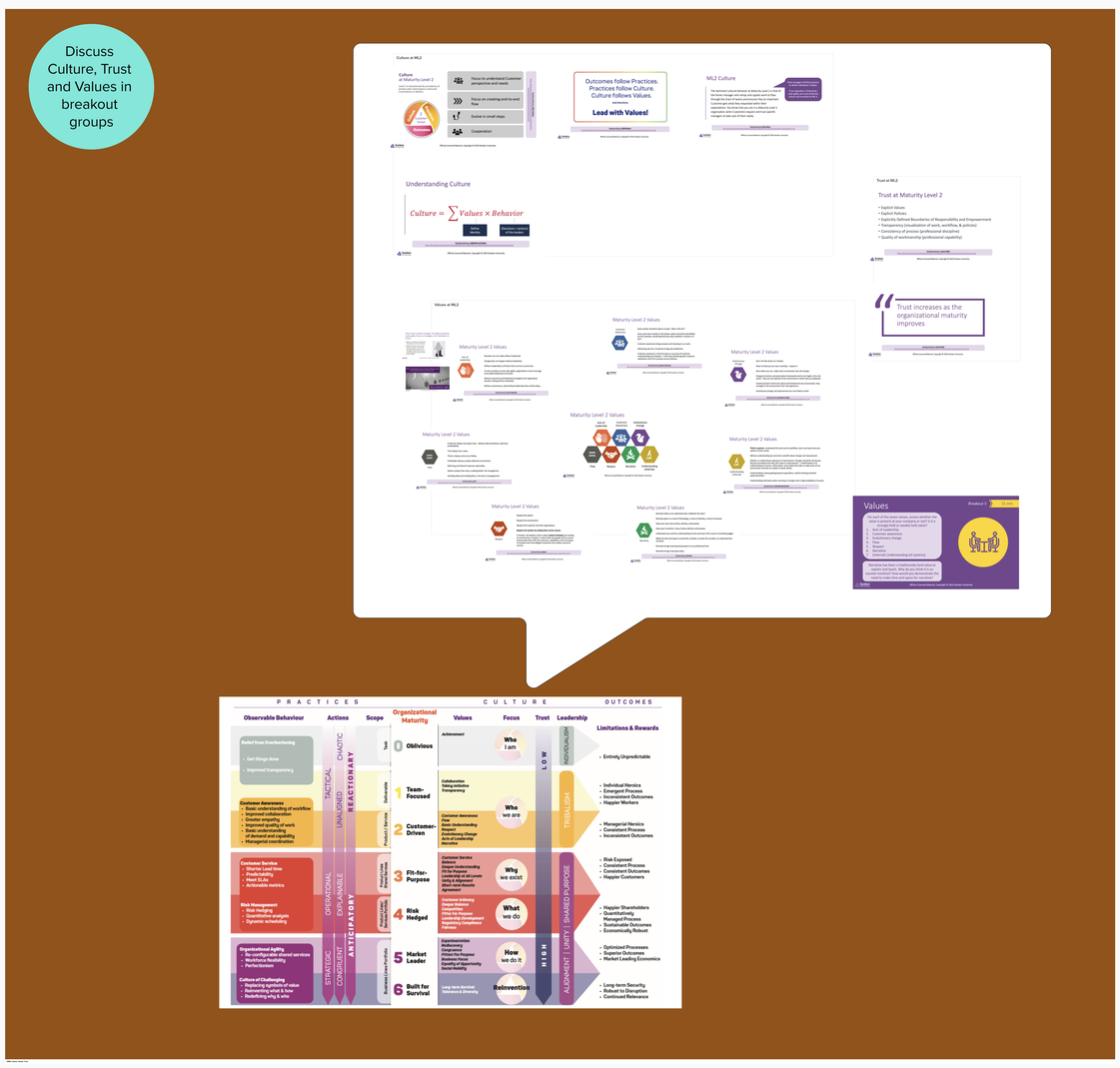
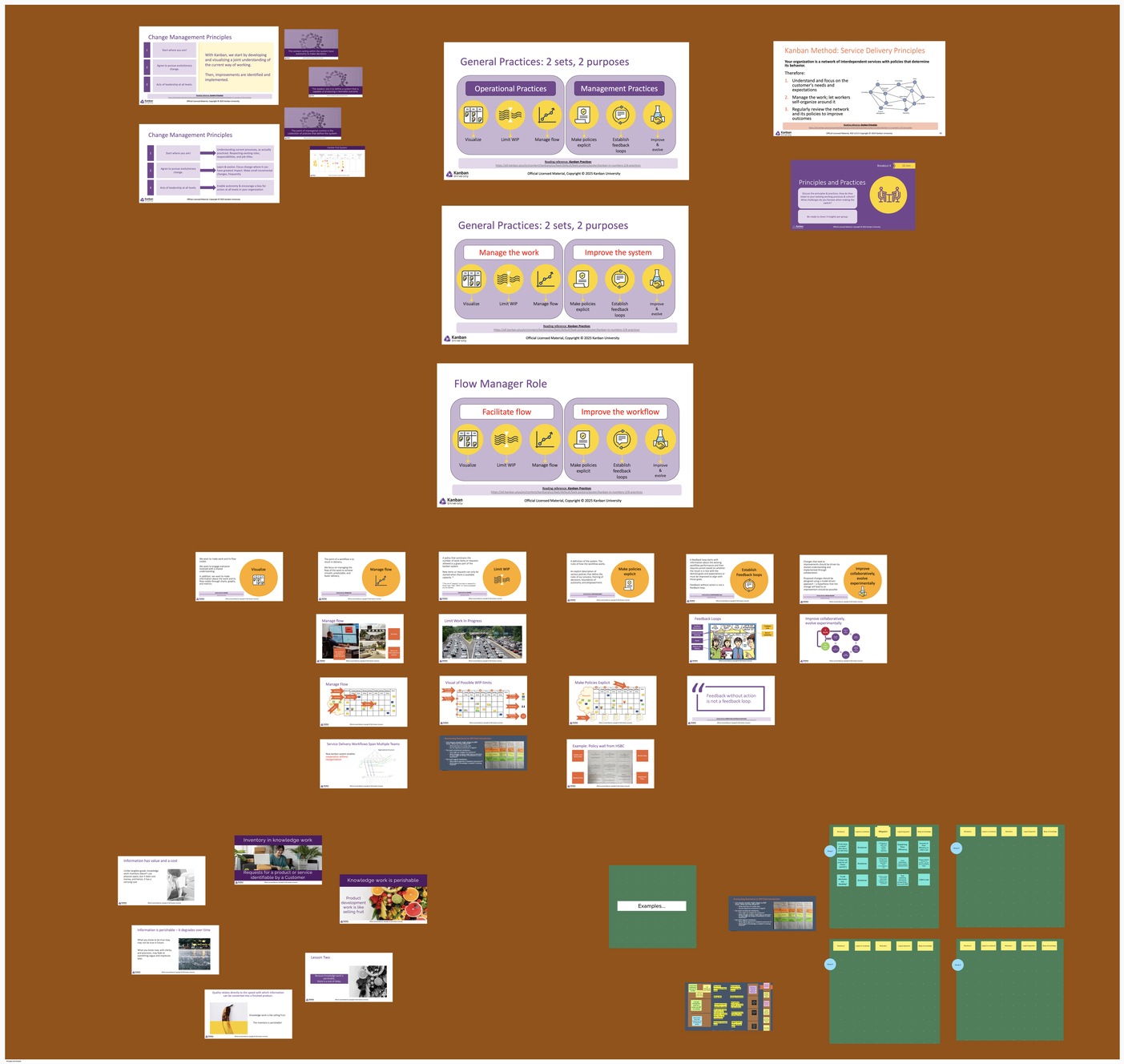
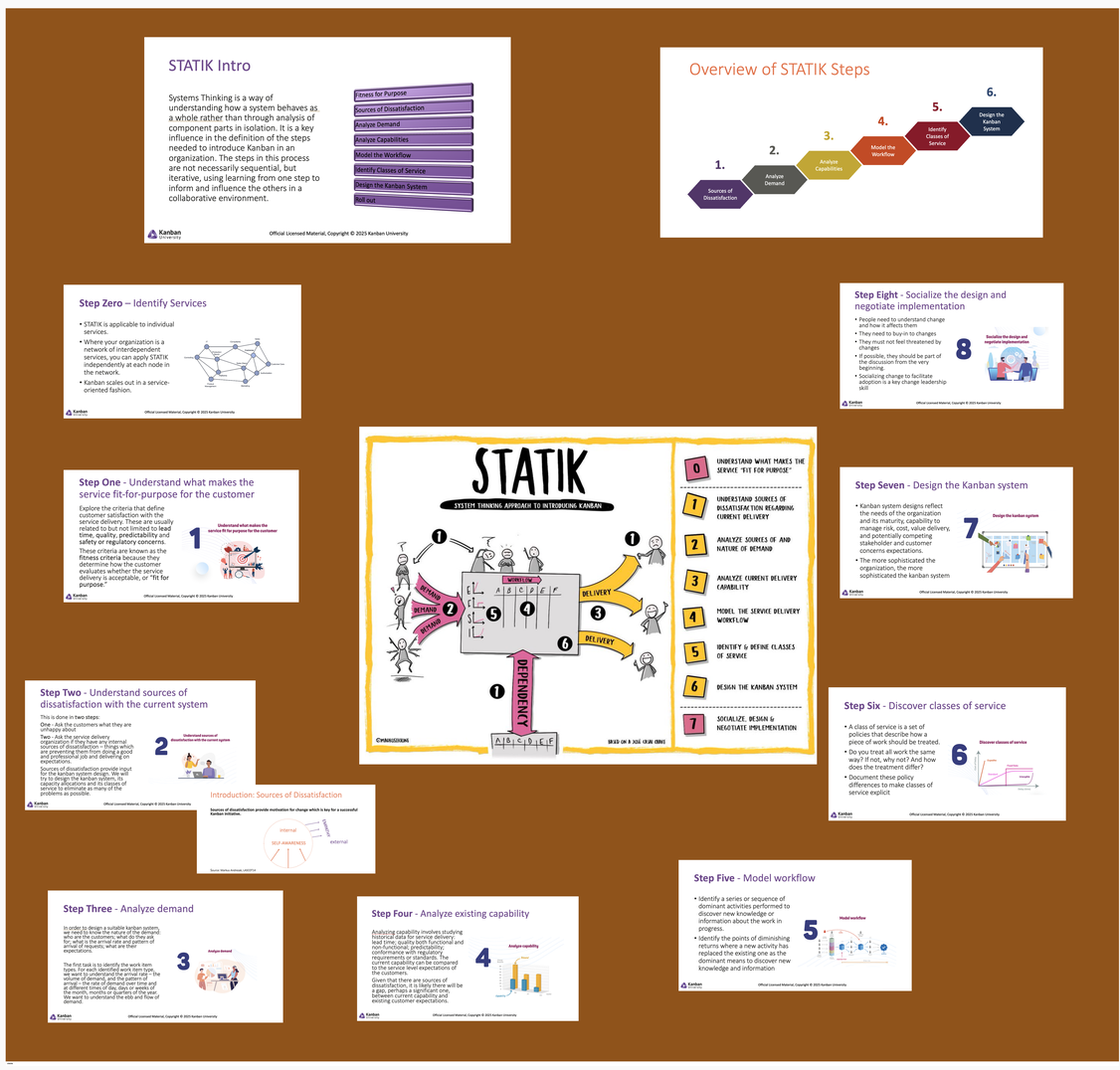


The Kanban Maturity Model looks at how Kanban practices tend to map to organizational culture and process maturity.

Organizational maturity, not Kanban maturity.

KMM is a model to improving customer service, which came down from a very simple and basic sounding question, but which is very profound: How do you know whether a change will be an improvement? A change to the design of your product, changes in the way that you do things, when do you know that it's going to be an improvement or not? Thinking about that evolved the fit-for-purpose framework going onwards from 2014.

What we do is we mark appropriate Kanban practices at different levels of organizational maturity. Organizational maturity is based on outcomes. There is a significant section based on culture and leadership, and we realize that the impediments to practice adoption are usually cultural. And if you're going to change the culture, we need leaders to behave differently, and we need to provide the leaders with a means of doing that. So the idea is that you lead with values. There are different values that are necessary to achieve different levels of organizational maturity. You lead with those values, you change your behavior in decision making, the actions you're taking. Culture change enables practice adoption, which enables the outcomes that you seek in order to improve to the next level.
Low maturity organizations panic under stress and regress, take a lot of damage. High maturity organization act in a much more anti-fragile kind of way. You stress them and they improve. We can move you down these levels and improve your business in a systemic manner. Consequently we can improve your business resilience (ego strength, how well can you cope in a crisis).

On which level would you like to be? Levels 5 and 6 really to be the best, like Formula 1. Ferrari, Mercedes, they all want to be the best, rest is just happy to show up. So 4 is about happy customers. 3 is happy customers, but imagine you lost money on every transaction. Eventually you'll run out of capital. So level 3 isn't a sustainable level. You either regress to level 2, or you go forward and achieve level 4. We believe that every business should be level 4, but 5 and 6 are optional. We start to see economic benefits from level 2.