Overcoming Resistance

Resistance	Logical or Emotional	Mitigation	Logical Argument	Body of Knowledge
Effort / work load	Emotional	Trial and error or subjective with similar	longer lead time	Little's law
Bottleneck	Logical	Dependency constraint	Dependency mgmt.	queuing theory
Urgent vs full	Logical	Context switching	Quantity vs quality	

List reasons people might object to WIP limits. What are they afraid of?
- Write each fear on a sticky note
- Are the objections emotional or logical?
For each emotional resistance...
- How might we mitigate the resistance?
- What stronger emotion might help us overcome it? How might we design a visualization to raise awareness?
For each logical resistance
- What logical argument is needed to overcome it?
- Which body of knowledge is needed? Is training required?

Exercise 1

15 min

Overcoming Resistance to WIP limit Introduction

- List reasons people might object to WIP limits. What are they afraid of?
  - Write each fear on a sticky note
  - Are the objections emotional or logical?
- For each emotional resistance...
  - How might we mitigate the resistance?
  - What stronger emotion might help us overcome it? How might we design a visualization to raise awareness?
- For each logical resistance
  - What logical argument is needed to overcome it?
  - Which body of knowledge is needed? Is training required?

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KMM view of Posit Science

A KMM view of Posit Science

15 min

- In your workgroups, reflect on the Posit Science case study.
- Which maturity level might they have been at the beginning of the journey, and at the end?
- Referring to the KMM A0 poster, can you identify any specific techniques that were applied during the evolutionary change work?
- Reflect on the timeline for these changes: Thoughts and observations?

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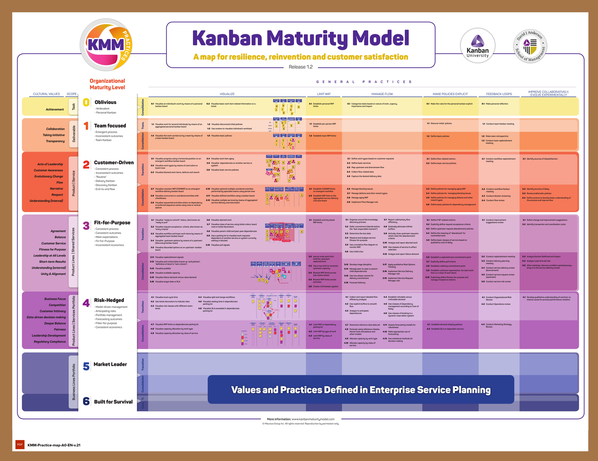
Post Science Case Study Review

Before	After
0-1	2



Posit Science Case Study Review

Post Science Case Study Review

Work Item Types	Classes of Service	Commit Points			Shared Services	Bottlenecks / Non Instantly available problems
		Point	Symetrical / Asymetrical	Reversal Mechanism?		
Bugs, maintenance and new features	exp., fixed date, std, intangible	Top 10	Asymetrical	21 days	PO	PO, clinical testing, deployment - CD

Posit Science Case Study Review

10 min

- List work item types
- List classes of service
- Identify commitment points
  - Is it a symmetrical or asymmetrical commitment?
  - Is there a mechanism to reverse commitment?
- Identify any shared services
- Can you see any (potential) bottlenecks or non-instant availability problems?

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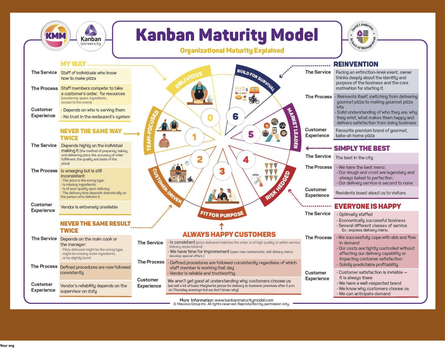
Reflection: Your organisation

ML 2

Reflection: Maturity Levels

10 min

- Reflect on your organization and your current Kanban implementation. What are the characteristics?
- Are you still at maturity level 0 or 1? These early maturity level organizations represent the majority of the market, perhaps 80%+. Why do you think that is?
- Why do you think "full" Kanban pull systems to be found at higher maturity levels are so challenging to adopt?



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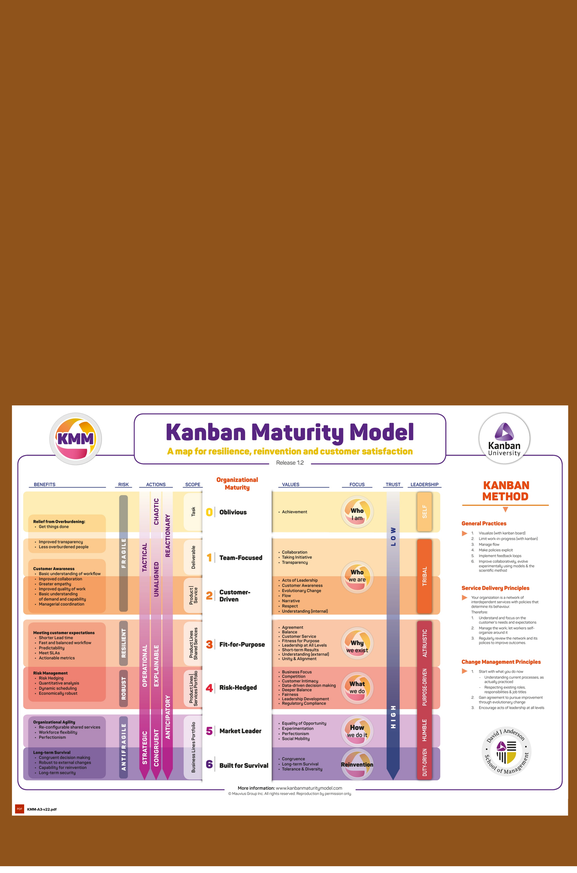
Reflection: Your org

Treasure Hunt: Maturity Levels



Treasure Hunt Maturity Levels