Resistance	Logical or Emotional	Mitigation	Logical Argument	Body of Knowledge
Change in way of working and feeling restricted by WIP limits	Emotional - fear of not having enough work to do	Training, lead by example and show what happens when no WIP limits are applied		
Fear of a car crash (work piling up before and after commitment point)	Emotional	?	Established system, reassurance it can and does work, take small steps to mitigate risk and give people time to acclimatise	
Visibility--fear of "how it will look"	Emotional	Inclusion, signalling transparency, regular communication, shared understanding and ownership		
Fear of the unknown--stepping out of the known and embarking on The Hero's Journey				
Replacement (role or function)	Emo			
Control (lack there of)	Emo	Coaching or education	Be better prepared or have the tools to do their work	Team Work? Colab? Education?

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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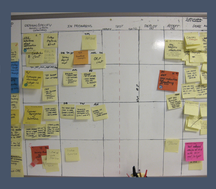
Post Science Case Study Review

Work Item Types	Classes of Service	Commit Points			Shared Services	Bottlenecks / Non Instantly available problems
		Point	Symetrical / Asymetrical	Reversal Mechanism?		
Special items			In put queue - stakeholders input items and team pulls items	1) Do it anyway no matter how long it takes 2) Talk to customer/ stakeholder and resize 3) put back into backlog	PO/BA etc	

Posit Science Case Study Review

10 min

- List work item types
- List classes of service
- Identify commitment points
  - Is it a symetrical 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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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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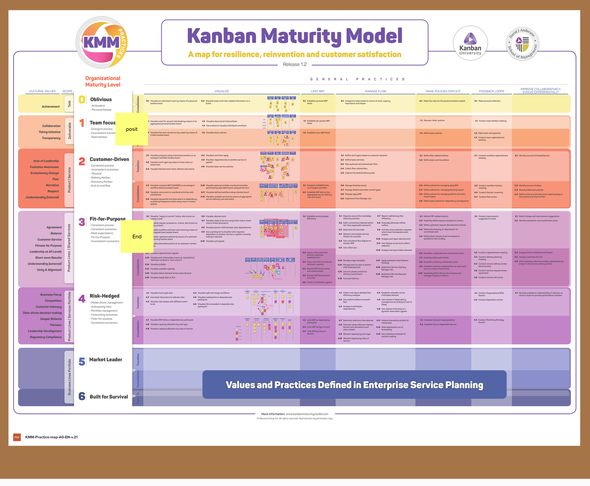
Post Science Case Study KMM Evaluation

Before

After



Reflection: Your organisation

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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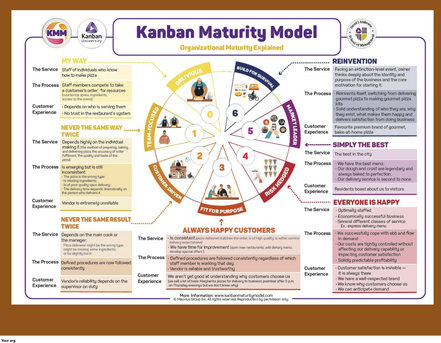


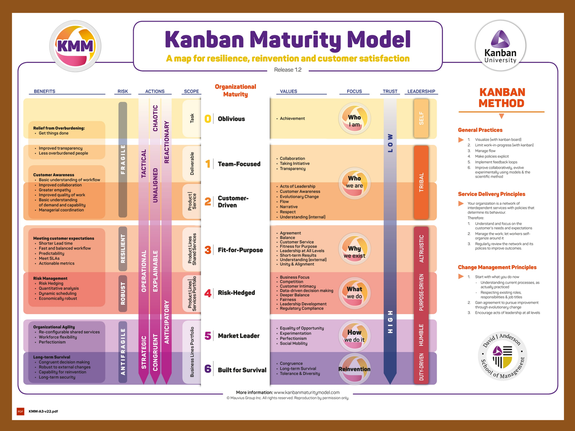
Reflect on your organization and your current Kanban implementation. What are the characteristics?
Are you still at maturity level 0 or 1? These early maturity level organizations represent the majority of the market, perhaps 80%+. Why do you think that is?
Why do you think "full" Kanban pull systems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

Treasure Hunt: Maturity Levels

3 pillers:
1) culture
2) practices
3) outcomes

Illustrates appropriate practices

Prevents failure modes

Provides a map for appropriate adoption

It is a model of Organisational Maturity