List the services your customers perceive that you provide to them.
Are there shared services in the organization?
Why are they shared?
For each service, what level of Kanban do you envisage:
- Personal Kanban
- Team Kanban
- Service-oriented Kanban?
- Full Workflow Kanban pull system?

Seeing Services

10 minutes

Exercise – Seeing Services

- List the services your customers perceive that you provide to them.
- Are there shared services in the organization?
- Why are they shared?
- For each service, what level of Kanban do you envisage:
  - Personal Kanban
  - Team Kanban
  - Service-oriented Kanban?
  - Full Workflow Kanban pull system?

Kanban University

Service

Shared? Why?

Kanban Level Why?

Change Request

Change management process → CAB/Governance

Because separate services are required to collaborate to deliver this service → Full Workflow Pull

Feature Development

Bug Request

QA

Release Management

Incident

Service Oriented Kanban (time critical, all-hands)

Exercise: Seeing Services

Do the roles of Service Delivery Manager (SDM) or Service Request Manager (SRM) exist in your organization today?
If not, what are the cultural & political implications of introducing them?
Would it be easier to stick with current roles, responsibilities & job titles?
Who would play the SDM role, who the SRM role?
What is their current title? Which responsibilities and what policy ownership do you envisage for them?

Roles

10 min

Exercise: Roles

- Do the roles of Service Delivery Manager (SDM) or Service Request Manager (SRM) exist in your organization today?
- If not, what are the cultural & political implications of introducing them? Would it be easier to stick with current roles, responsibilities & job titles?
- Who would play the SDM role, who the SRM role?
- What is their current title? Which responsibilities and what policy ownership do you envisage for them?

Kanban University

At the bank we had these roles--connected services (SDM) roles. In NZ I have NEVER seen.

Xero

Business Analysis Core Service

Design Core Service

Te Rūnanga o Toa Rangatira (Ngāti Toa)

GM Product (Upstream/SRM)

GM Product (Upstream/SRM)

GM - Department → Project Manager / Program

PO

SDM

PM Platform (SDM)

PM (SDM)

PM (SDM)

Manager - BU

SRM

Exercise: Roles

Treasure Hunt: Scaling out across the organisation

Scaling principles: scale out one service at a time

Scaling dimentions:
1) width
2) height
3) depth

Treasure Hunt: Scaling out across the organisttion

Upstream Kanban: What would you say about this information if a newspaper reporter wanted to quote you

Conceptualise the work your organisation does as a network of interrelated services. → Optimise the flow of work and comms between upstream suppliers and downstream customers → Reduce waste and improve services system efficiency

Kanban team saves money upstream by gathering ideas in the CRM

Visualisation of the stage requests & discarded idea

Committed work vs commitment point

Upstream min & max WIP limit

Min & Max limits to ensure sufficient options are always available

Upstream

Delivery

More committed than anyone else

Downstrea max WIP limit

Max WIP limits to manage flow for fast and predictable delivery

Upstream Kanban