Resistance	Logical or Emotional	Mitigation	Logical Argument	Body of Knowledge
We've never had it, why do we need it now?	Emotional			
Tasks waiting for others so no work to do	Logical/ Emotional	Impress on the team regarding urgency	Explain importance and urgency	Task prioritization, Customer Satisfaction, Feedback
Not wanting to say NO	Emotional	Explain the situation and our process.	Breaks our agreed capacity, that was put in place as we're less effective if we exceed our WIP limit	The Tax of context switching
Reduces Autonomy? Can't work on what they want when they want.				
Current process/ WoW is set. Can't change it				
Don't want to do other people's work				

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

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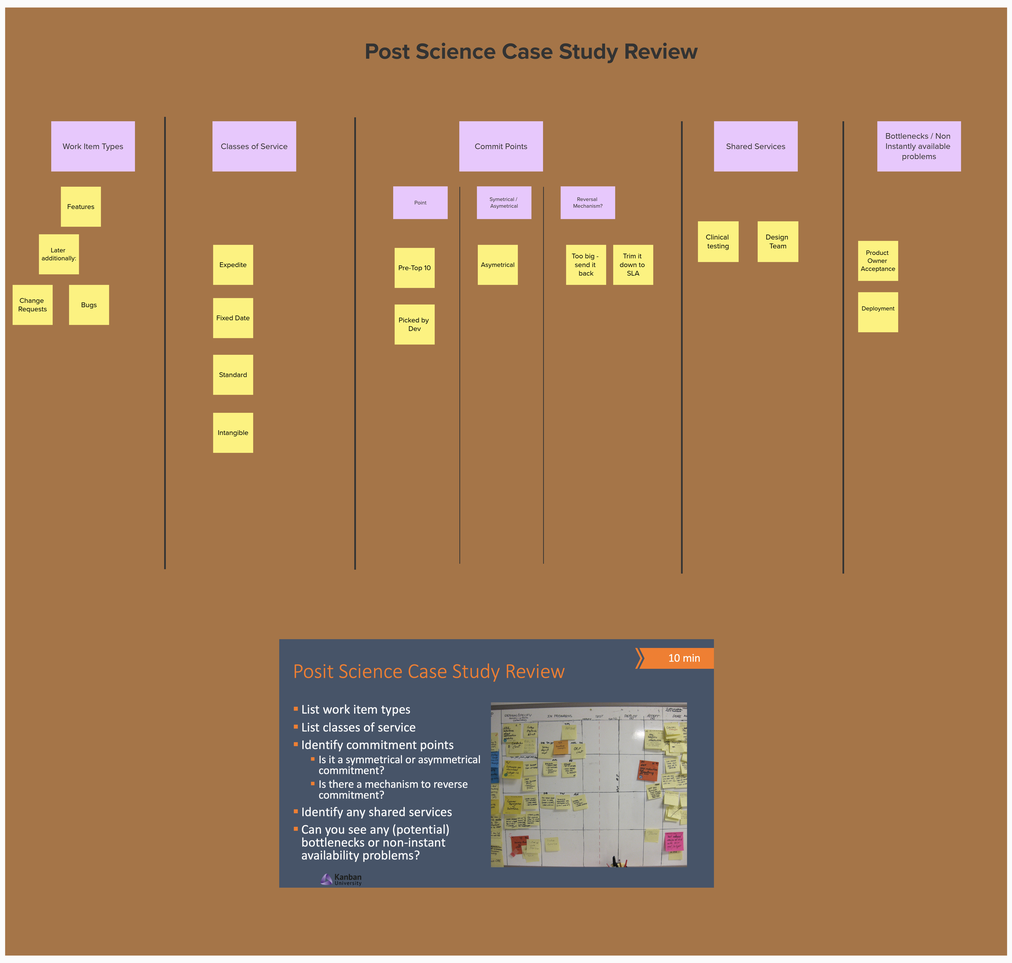
Post Science Case Study Review



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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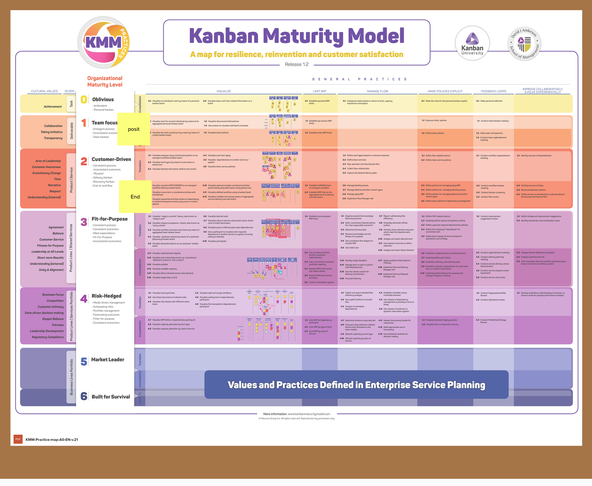
Post Science Case Study KMM Evaluation

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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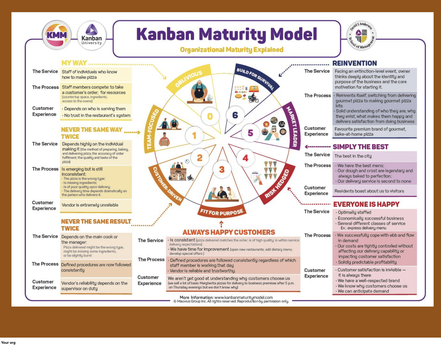

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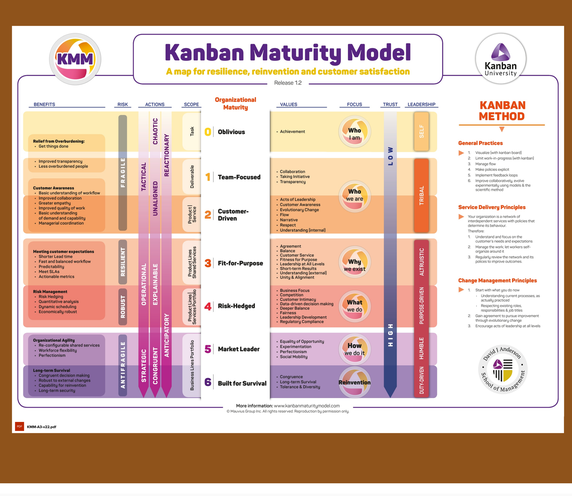
Reflection: Your org

Treasure Hunt: Maturity Levels



Treasure Hunt Maturity Levels