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?

Go Money | Onboarding Services
Card Management | Expense Management
Internet Banking

Agile Practice | Team Kanban
Finance | Team Kanban
Architecture | Team Kanban
Business Analysis | Service-Oriented Kanban
Project Management | Service-Oriented Kanban
Data & Insights | Team Kanban

Funding as a service
Data ingestion as a service
Business intelligence as a service

Cloud | Enterprise softtware | Programme Enabling
Endpoints | Testing
Security | Architecture | Change

PWS Services | Life Coaching | Low-cost Housing

Housing Maintenance Services | Transport Services | Support Co-ordination | PWS Services Design

Team Kanban | Group Kanban

Team Kanban
Loyalty programmes | Customer Data
Messaging | Marketing Campaign Platform

Tech Writers | Finance | Architecture
Data Engineering
Data Insight | Security
Service Oriented Kanban
Full Workflow Pull System - aspirational
Agile Coaching & Business Improvement
Team Kanban

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

Tanya/ Sally- we don't have those titles → We don't need to introduce the titles now. It would be disruptive → SRM role is currently be done PMs and POs → EMs, ETLs, PO do more SDM role- depending on the team → Team Tris to pass on delivery each week in sync to take to Team of Teams (ROM) alignment each Monday to report delivery status and raise any "at risk" blockers

Program Director as SRM
SRM - Delivery Leads, 'Priority Group' (governing body).
SDM / SRM- Delivery Leads (within policy context)

Guy and Dani
Serko- Software Development Company
At TEC we don't have the roles but
Existing Role: Service Delivery Manager (Engineering Manager and Project Manager) an Request Manager - product, support, marketing
No changes as its deliver its expectation
SRM is the "change lead"
SM on projects, Platform manager on BAU
I wouldn't change the names, but maybe defien roles
Delivery lead ultimately repsonsible

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

SDM and SDR do not currently exist in our orgs.
If we introduce these roles, people will feel threatened and we must prove the value of these roles. It might be easier to assign these new accountabilities to existing roles.

Such as:
For SDM - we would balance between Engineering Management and Project Management.

For SRM - we would assign these accountabilities to the Product Management and Performance Lead team.

Exercise: Roles

Treasure Hunt: Scaling out across the organisation

Scaling out by width, height, depth

Height (hierarchical by type or programme)
Width (left to right across value stream)
Depth (balance and flow within a stream)

Scale one service at a time, not whole org in one)

Upstream acquires options
High discard rates in upstream Kanban - art of saying "no"
Downstream converts options to value
Low discard rates after commitment point

Portfolio, Program and Project Level Service's can be scaled but take one service at a time.

Organisational Improvements Emerge

Treasure Hunt: Scaling out across the organisstion

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

The upstream Kanban embraces "the art of saying no"

The Art of Not Getting Started - spending money to save money scandal

Be conformable to say No with Kanban and beat the delay the delivery process.

In Kanban, upstream is about acquiring options and downstream is about executing on them if they make it through the gauntlet

What is Up doesn't always need to come down

Keep your commitments

Less is more when it comes to upstream options.

Upstream Kanban