



# Kanban Maturity Model: Why should you care about it?

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I have had enough of maturity models.

Looking for an lighter approach to organizational agility.

## General pattern of organization needs

- -Time to market
- -Rework and defects
- -Risk
- -Cost

- + Collaboration
- + Focus on customer value
- + Happy customers
- + Alignment to business goals
- + Productivity / efficiency
- + ROI



## Exciting experience has been developed, collected, documented and published since 2012.

- Different organizations
- Different context: organization, business domain, culture, goals
- Different approaches

## All cases are different. All cases have common aspects:







achieve unique purpose



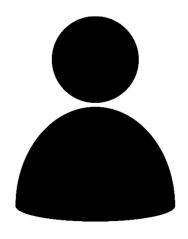
*improve* continually



I, as a **coach**, how can I find relevant ideas to help my customers improve?

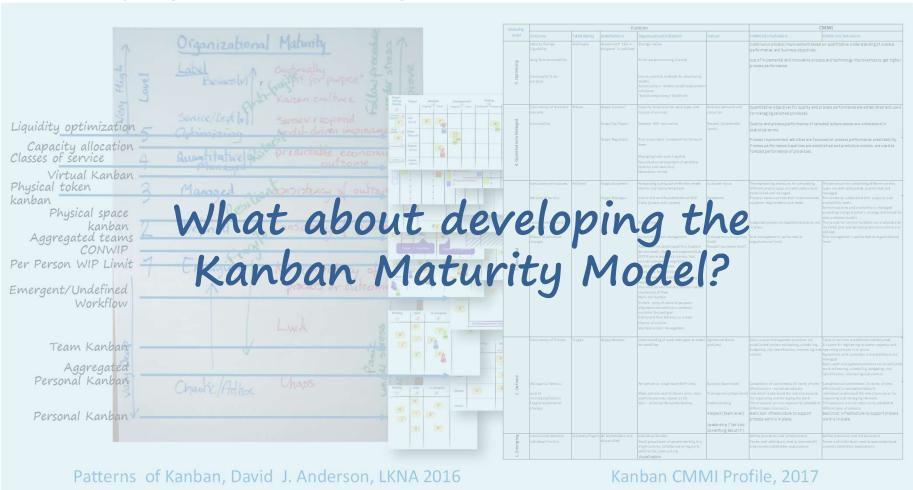


I, as a **Manager**, what can I expect for my organization and business? What arguments shall I use to engage other Managers in the agile initiative?



I, as a **Project/Service Manager**, what shall I
do so that my team
meets customer
expectations?

## Codifying patterns of organizational evolution



### **Advantages**

Actionable giudance

 Coversation and alignment around a shares understanding of a goal

 A framework for envisioning the future, the desired state, and defining improvement path

Benchmarking organizational agility and fittnes-for-purpose

How to develop a useful maturity model?

Disadvantages

 Focus on compliance (with little thinking)

Evolutionary or prescribed approach?



## Kanban Maturity Model (KMM)

Purpose

To support the development of the following organizational capabilities

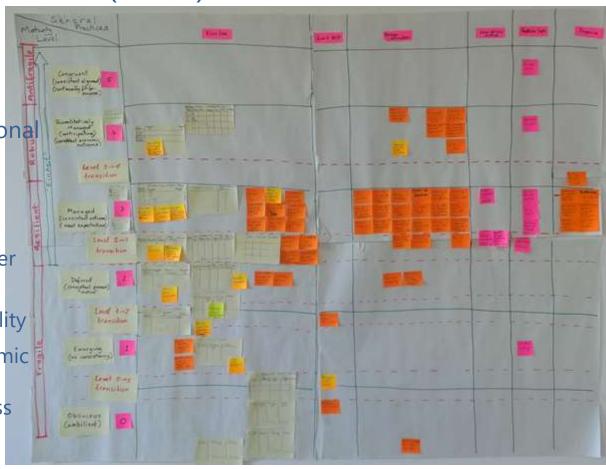
Relief from overburdening

 Deliver on customer expectations

Organizational agility

Predictable economic outcomes and financial robustness

Survivability



#### 0. OBLIVIOUS

An individual managing her own tasks Focus on finishing work with higher quality Reduce re-work Relief of overburdening.

#### 2. DEFINED

#### **Teams**

Emerging definition of workflow, criteria of prioritization and decision making Work is still pushed into the system Initial understanding of workflow

#### 4. MANAGED QUANTITATIVELY

Consistently fit-for-purpose
Focussed on improving economcic results
Quantitative risk management
Develop robustness against
unforeseen events
High Predictability
Rapid response to customers
Capability to reconfigure services

#### 6. CONGRUENT

last
Congruent and antifragile organization across different
business contexts

Business is built-to-

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ML 0 ML 1 ML 2 ML 3 ML 4 ML 5 ML 6

#### 1. EMERGING

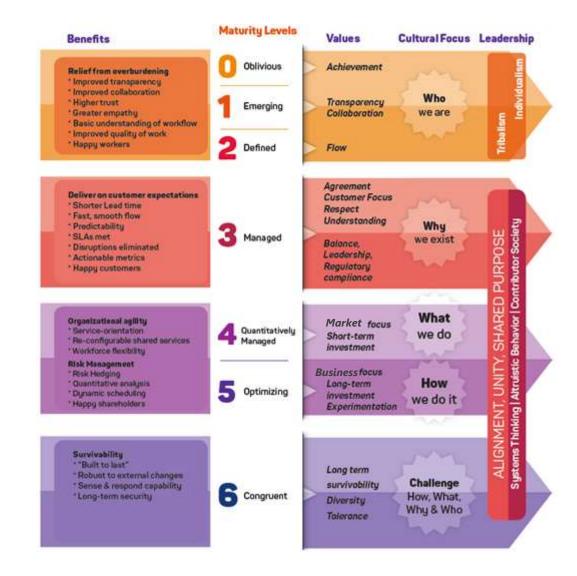
Group of individuals
Inconsistent process and results
High workload and stress
Collaboration
Work starts to be seen as a
sequence of services

#### 3. MANAGED

Process, policies and decision framerworks are defined Processes followed consistently End-to-end workflow Customer expectations met "Fit for purpose"

#### 5. OPTIMIZING

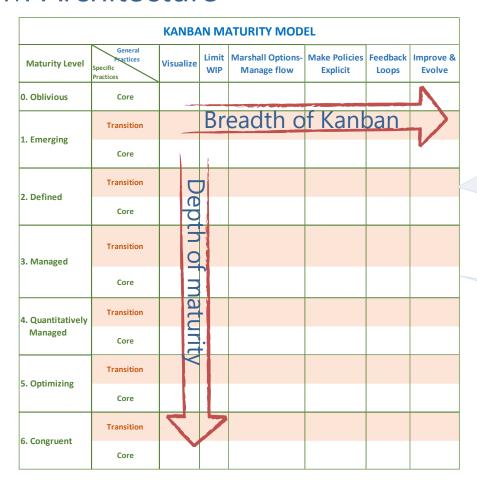
Business is consistently fit-for-purpose Focus on optimizing efficiency and improved economic outcome String culture of continuous improvement Flexible definition of new services Developing organizational agility and adaptability





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### **KMM Architecture**

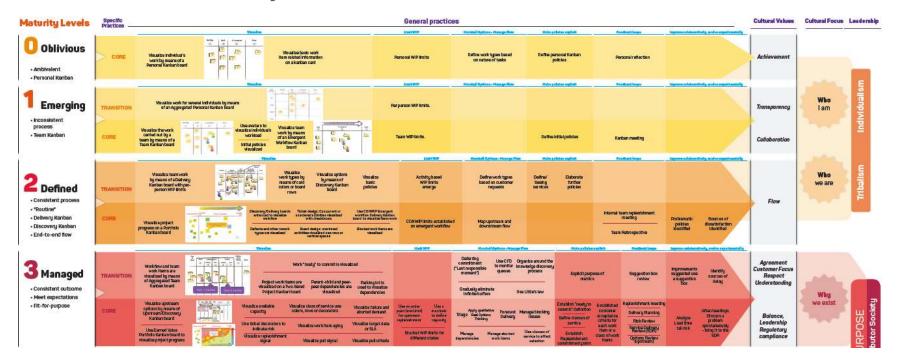




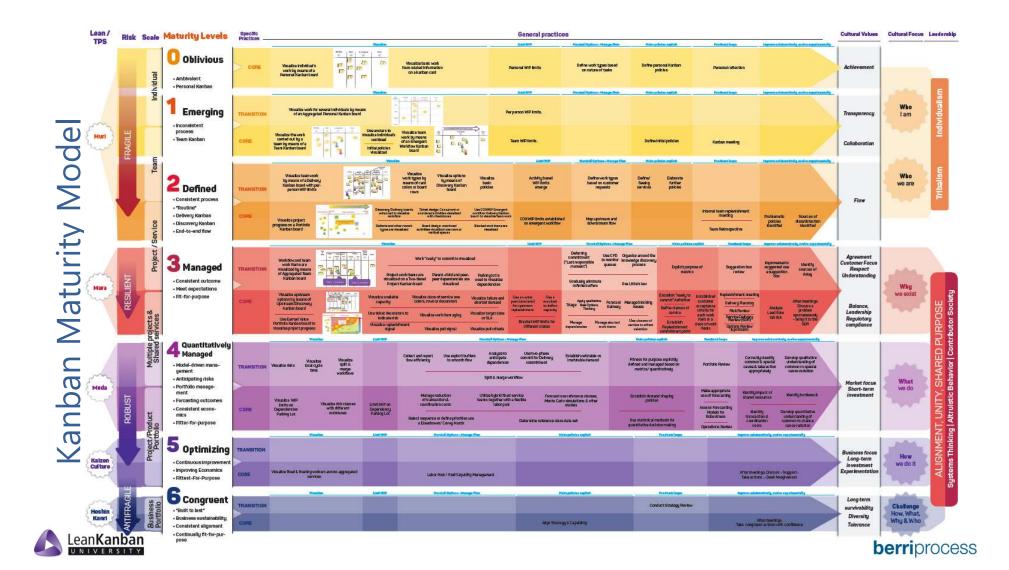
**Transition practices**: easy to introduce without meeting resistance once the previous level is achieved.

Core practices: Together with the Transition practices complete the characteristics of the corresponding Maturity Level pattern.

## Kanban Maturity Model







"All models are wrong.
Some are useful"
- George Box

We are committed to deliver a useful model. Your feedback is essential for this.

### How to use the model?

- Kanban Coaches, Agile Coaches
  - This a preliminary release!
     Feel free to validate it.
     Feeback will be appreciated.
  - Guidance for leading customer's initiatives
  - Appraise clients and identify improvement options
  - Guide for discussion of governance and risks associated to an organizational change
  - Define a roadmap for developing further organization's agility

- Project and service managers
  - Pragmatic and actionable guidance on how to improve
    - predictability
    - meeting customer expectations
    - focused team work.
- Executives
  - Understand the value of KMM for their business
  - Understand what is expected from the journey to enterprise agility
  - Select appropriate Kanban level of implementation
  - Define an improvement roadmap

## Next steps

- Developing the Leadership extension
- Develop the ESP extension
- Develop an appraisal method and program
- Validate the KMM and the appraisal method

### KMM Summary

- Purpose: Develop Enterprise scale agility
- Focus on business outcomes
- Target audience for the preliminary release:
  - Kanban coaches
  - Agile coaches
  - Executives
  - Project/Service Managers
- Revisions: the process will be announced soon

- How is KMM different
  - Based on real experience with Kanban in different types of organizations and contexts
  - Based on positive and negative experience with existing maturity models and methods
  - 7 maturity levels
  - Transition and Core levels
  - Uses patterns of observable behavior
  - Can be used todether with CMMI, other Project Management methods, BPMMs and Lean

## Questions?



## Thank you.

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## Soluciones efectivas para empresas competitivas

- Lean Kanban University Accredited Kanban Trainer y Certified Kanban Coaching Professional
- 15 de experiencia en mejora de procesos en base a Lean, Kanban, CMMI®, Six Sigma, prácticas ágiles.
- Más de 20 años de experiencia en gestión de proyectos en el dominio de desarrollo de software e industria.
- Instructora Certificada de CMMI Institute.