



**LeanKanban**  
North America 2018



# Developing Business Agility through KMM

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## Business agility is about...

- The ability to operate in uncertain environment
  - Uncertainty coming from customers, market, technologies, or product/service complexity
- The ability to shift focus quickly without interrupting the flow of delivering value to the customers.

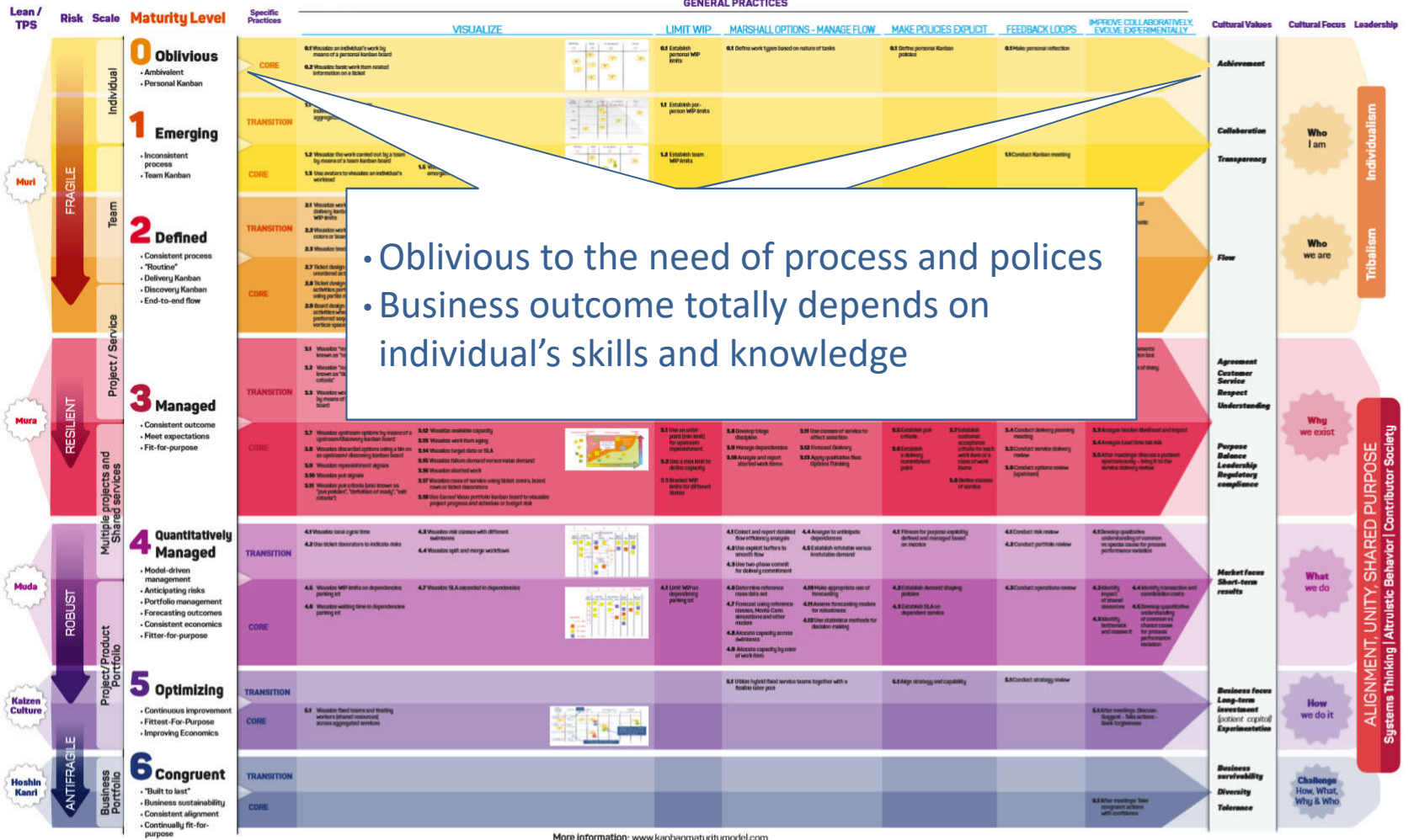
## Business agility is based on ...

- Quick feedback from the environment
- Ability to understand and analyze current situation
- Ability to make quick decisions and execute them
- Ability to align the organization around the common purpose

# How to use the **KANBAN MATURITY MODEL** to develop business agility

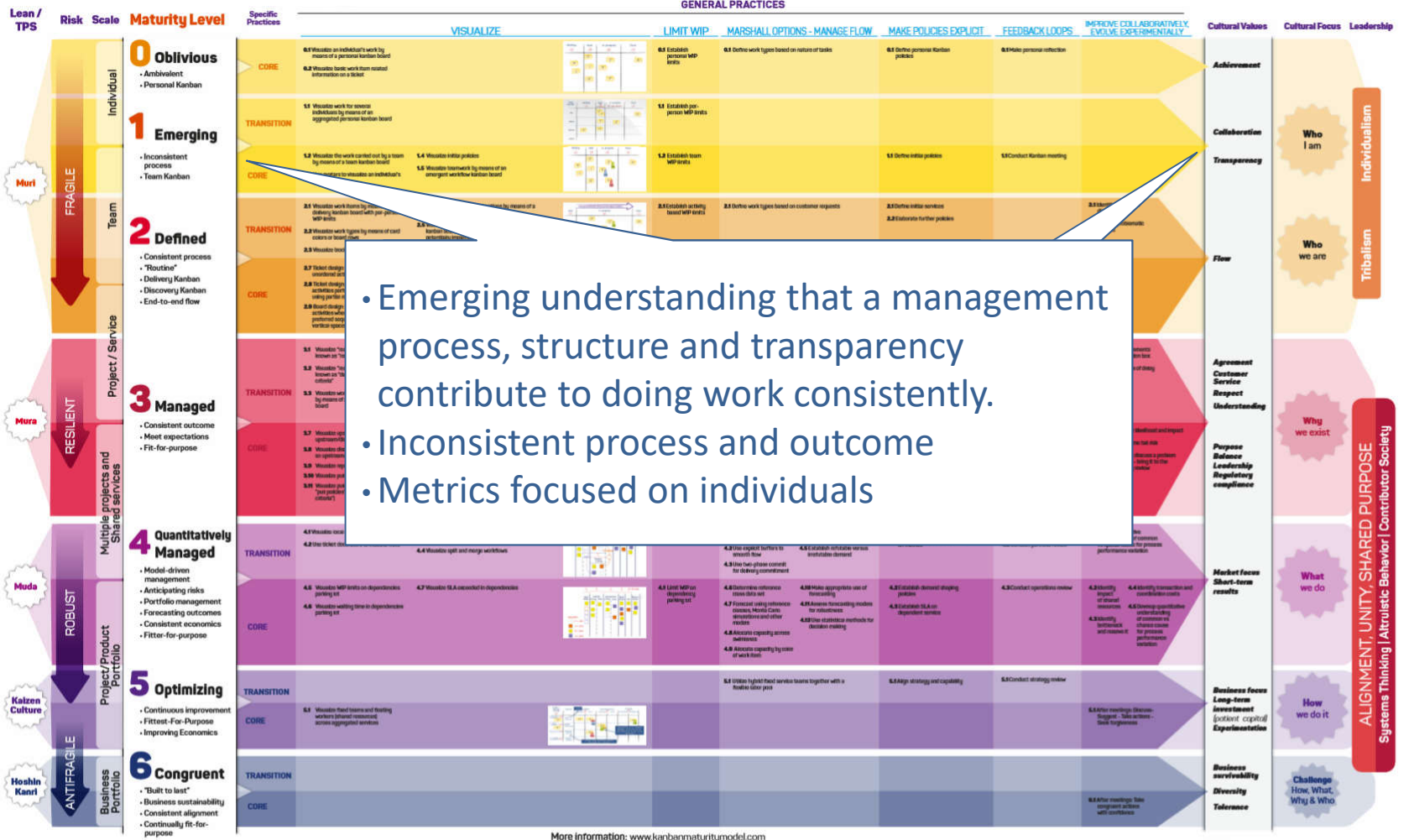
1. Screen the organization's context:
  - Organization's profile
  - Cultural values
  - Business purpose.
2. Adapt appropriate practices to evolve the organization to their purpose.

# Kanban Maturity Model



• Oblivious to the need of process and polices  
 • Business outcome totally depends on individual's skills and knowledge

# Kanban Maturity Model



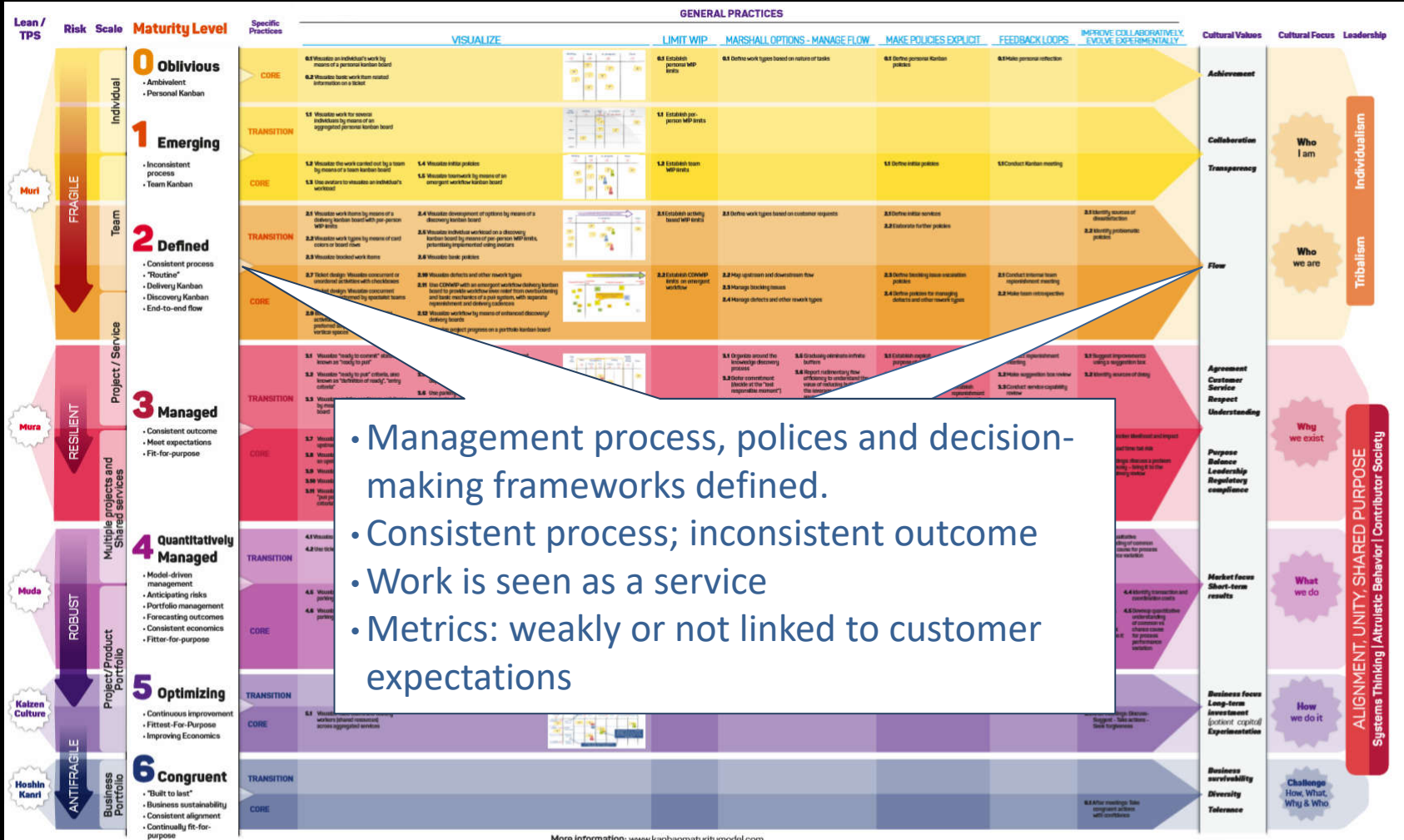
• Emerging understanding that a management process, structure and transparency contribute to doing work consistently.

• Inconsistent process and outcome

• Metrics focused on individuals



# Kanban Maturity Model



- Management process, polices and decision-making frameworks defined.
- Consistent process; inconsistent outcome
- Work is seen as a service
- Metrics: weakly or not linked to customer expectations

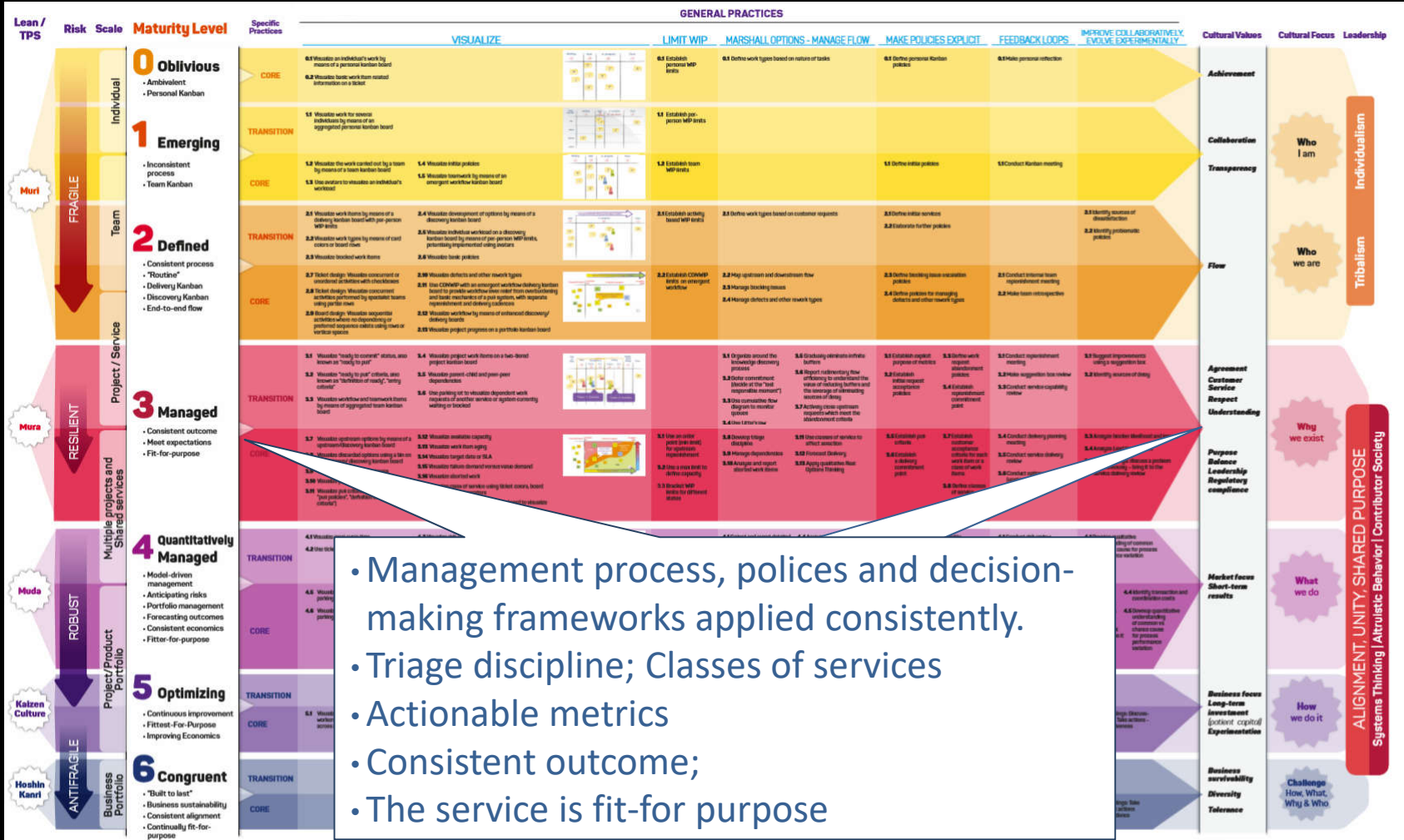
More information: [www.kanbanmaturitymodel.com](http://www.kanbanmaturitymodel.com)

berriprocess

ALIGNMENT, UNITY, SHARED PURPOSE  
Systems Thinking | Altruistic Behavior | Contributor Society



# Kanban Maturity Model

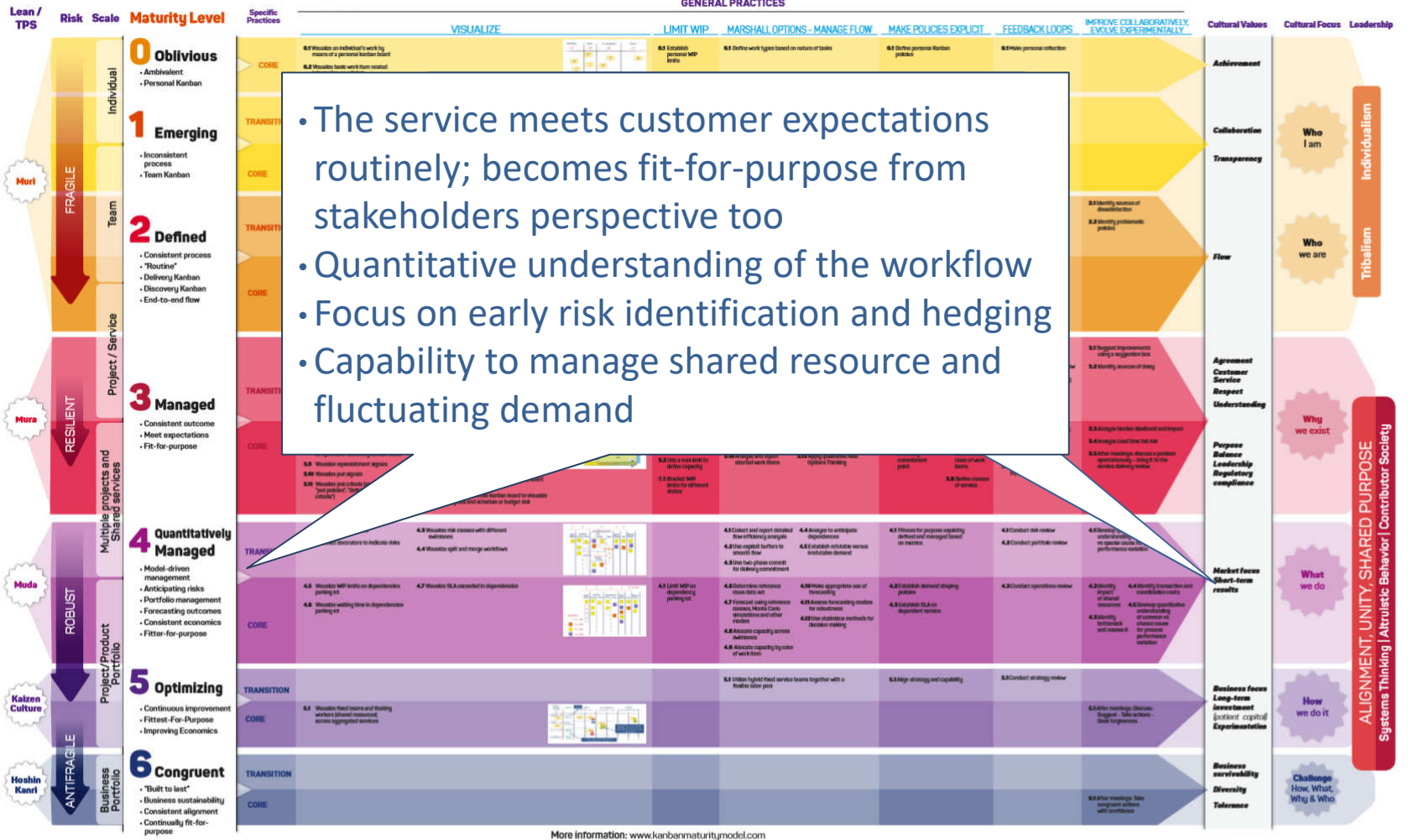


- Management process, policies and decision-making frameworks applied consistently.
- Triage discipline; Classes of services
- Actionable metrics
- Consistent outcome;
- The service is fit for purpose

berriprocess

ALIGNMENT, UNITY, SHARED PURPOSE  
Systems Thinking | Altruistic Behavior | Contributor Society

# Kanban Maturity Model



• The service meets customer expectations routinely; becomes fit-for-purpose from stakeholders perspective too

• Quantitative understanding of the workflow

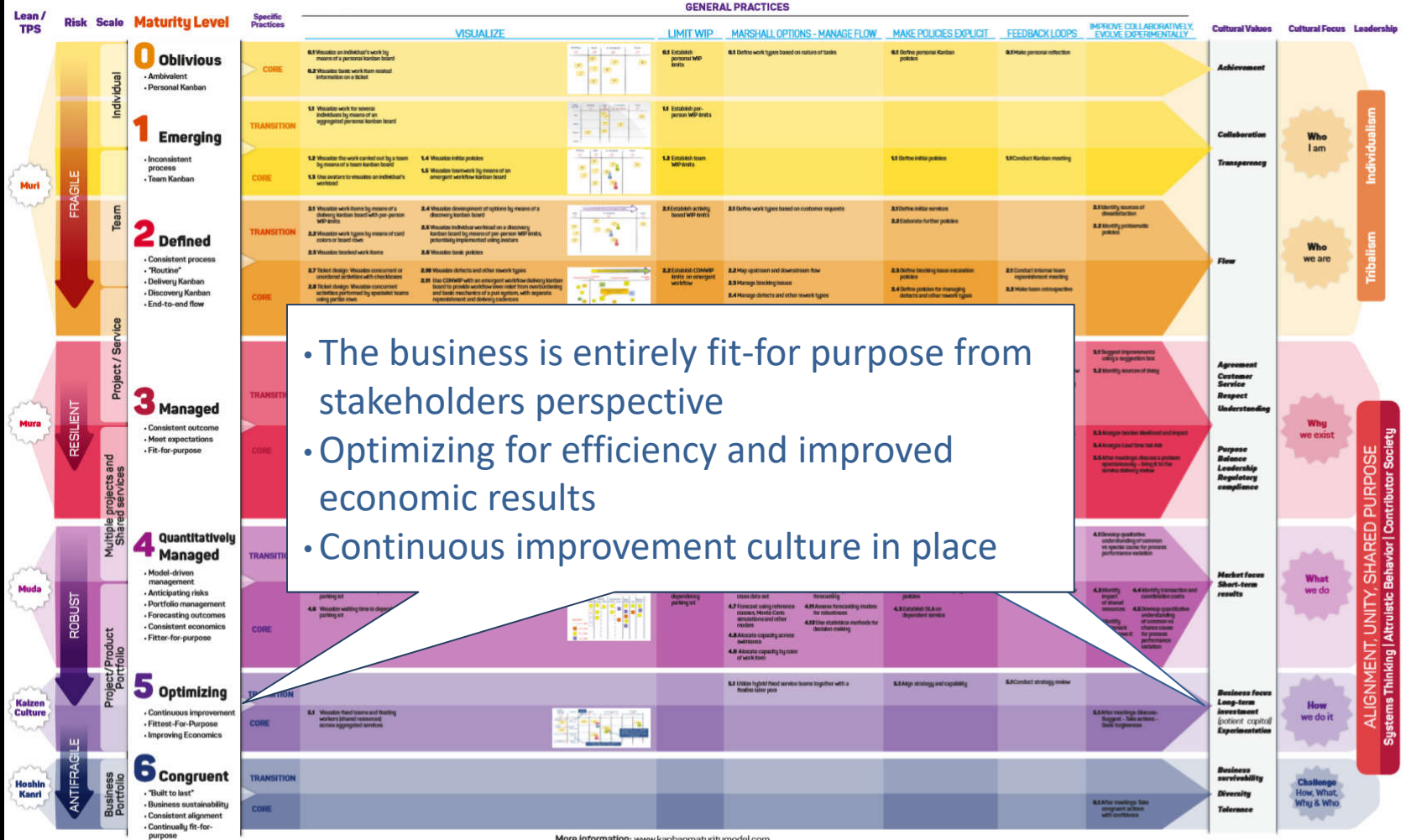
• Focus on early risk identification and hedging

• Capability to manage shared resource and fluctuating demand





# Kanban Maturity Model

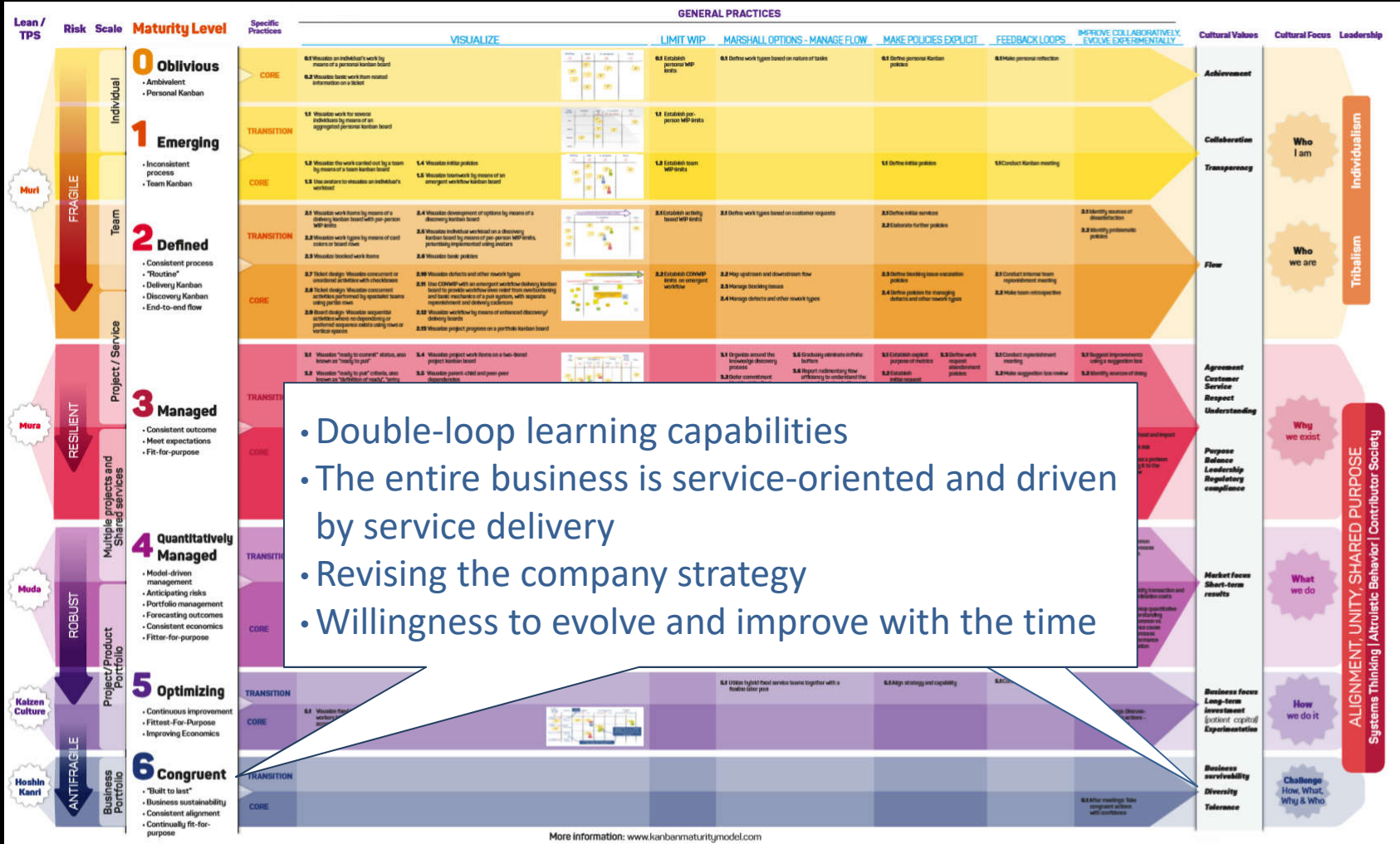


• The business is entirely fit-for purpose from stakeholders perspective  
 • Optimizing for efficiency and improved economic results  
 • Continuous improvement culture in place

More information: [www.kanbanmaturitymodel.com](http://www.kanbanmaturitymodel.com)



# Kanban Maturity Model



• Double-loop learning capabilities  
 • The entire business is service-oriented and driven by service delivery  
 • Revising the company strategy  
 • Willingness to evolve and improve with the time

More information: [www.kanbanmaturitymodel.com](http://www.kanbanmaturitymodel.com)

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## Two cases

- 15 people aprox
- Startup to established business
- Software development
- Flat organizational structure
- Ambitious, risk-taking young people; strong personality
- Using agile practices
- Objectives:
  - (1) Happy paying customers
  - (2) Fast delivery of features

ExpertCrew

- 150 people aprox
- Stable business
- Finance data processing
- Established organizational structure
- Several teams apply basic agile practices
- Objectives: Become agile
  - (1) Time-to-market
  - (2) Adaptability to change

FinAgile

# ExpertCrew situation

- Practices used by the core team
- ✓ Personal kanban boards in Trello, chat in Slack
- ✓ Daily meetings
- ✓ Bi-weekly demo-planning meeting
- ✓ Retrospectives
- ✓ 3 months product planning

Start 2 new features



5-6 new people on board

- **Re-organize** the leadership team
- **"Friends at work"** policy
- **Structure** the organization by specializations: UX design, sw development, content creation
- New people execute assigned tasks
- 6 weeks product planning

**What is wrong with our management?**  
How to grow a sustainable business?

**Product quality; Misalignment**

**Misalignment**

- **Re-structure** the organization in 3 feature teams sharing 1 UX designer and 1.5 SW developer
- **Re-organize** the leadership team

# FinAgile situation

Practices used by selected teams

- ✓ ~5 Team kanban boards
- ✓ Daily meetings
- ✓ Bi-weekly demo-planning meeting
- ✓ Retrospectives
- ✓ 3 months product planning

*Attention and resources focused on first wave projects.*

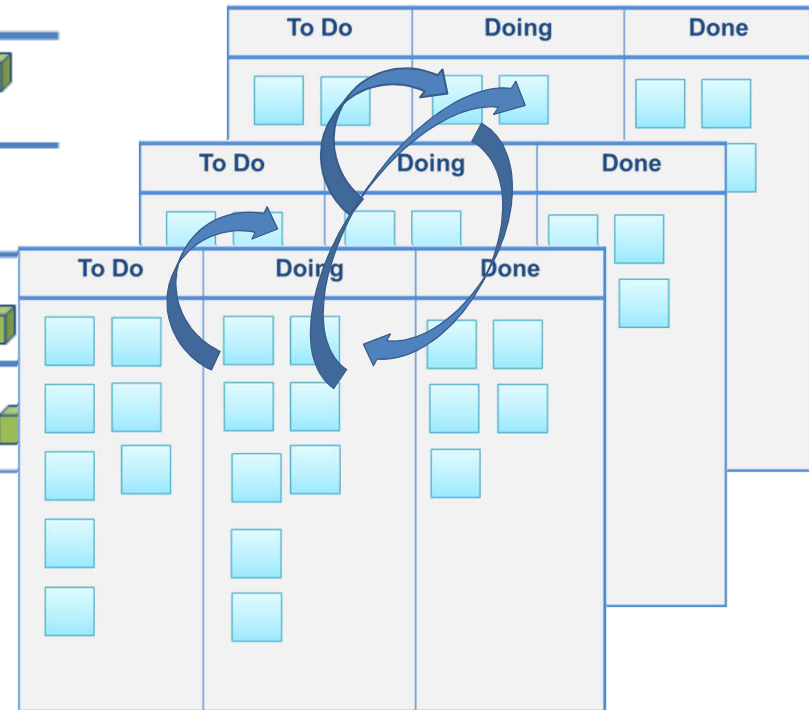


*Short iterations and committed teams work well.*

- **Re-structure** the organization in multi-disciplinary project teams
- **Agile Express training for all teams**
- **Push more work to project teams**
- Unclear how to manage services
- **Start with portfolio management**

# Teams using agile practices $\neq$ Agile organization

NEW SOLUTIONS	MONTH 1	MONTH 2	MONTH 3	Q2	> Q2
A		■	■	■	■
B		■	■ ■		
C		■ ■		■ ■	■
D			■	■	■



## Dependencies cause:

- Queues of additional work
- Interruptions
- Rework due to miscommunication
- Frustration
- Extra work hours / Larger delivery time

## Agile radiator metrics

- Transparency
  - Team members speak openly
  - Clear project objectives
- Confidence
  - In the team mates
- Continuous improvement
  - Seek improvements in work practices continually
  - Use short feedback cycles
  - Commitment to learning
- Value generation
  - Use short cycles of delivery
  - Take into account customer feedback

# FinAgile situation

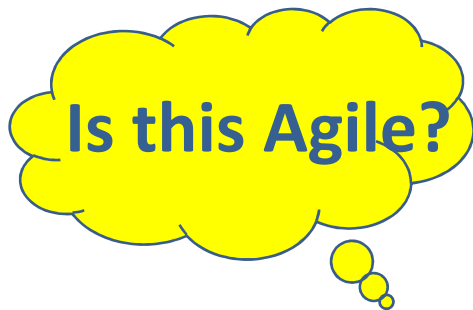
- Practices used by selected teams
- ✓ Team epic – feature – task boards
  - ✓ Daily meetings
  - ✓ Bi-weekly demo-planning meeting
  - ✓ Retrospectives
  - ✓ 3 months product planning

*Attention and resources focused on first wave projects.*



*Short iterations and committed teams work well.*

- **Re-structure** the organization in project teams
- **Agile Express** training for all teams
- **Push more work to project teams**
- Unclear how to manage services
- **Start with portfolio management**



- **Re-structure** the organization to separate projects from recurring services
- **New roles:** Staffer and Specialization managers
- Start with a new **tool** (Jira).

**Plenty of team dependencies;  
Unclear priorities;  
Misalignment;  
Too many meetings;  
Overloaded individuals**





## From practice perspective - very similar organizations

### ExpertCrew

Practices used by the core team

- ✓ Personal kanban boards in Trello, plus chat in Slack
- ✓ Daily meetings
- ✓ Bi-weekly demo-planning meeting
- ✓ Retrospectives
- ✓ 3 months product planning

### FinAgile

Practices used by selected teams

- ✓ Team task boards
- ✓ Daily meetings
- ✓ Bi-weekly demo-planning meeting
- ✓ Retrospectives
- ✓ 3 months product planning

# Culture differences

## ExpertCrew

- Seek quick improvement of business outcomes (customers, economic results)
- Weakly centralized management. “Friends at work”
  - Employees value the liberty to contribute and develop their own ideas.
  - Slow decision making due to involving lots of people in it.
- No triage discipline. React according to personal perception of customer needs.

## FinAgile

- Seek gradual improvements in work organization
- Strongly centralized management
  - Strong management identity (authority)
  - Employees are used to comply to procedures and fulfill clear assignments
  - Management bandwidth exhausted in team meetings (backlog grooming and demo)
  - Slow problem resolution and decision making due to strong dependence on limited management resources
- No triage discipline. All work has to be done

# Culture differences

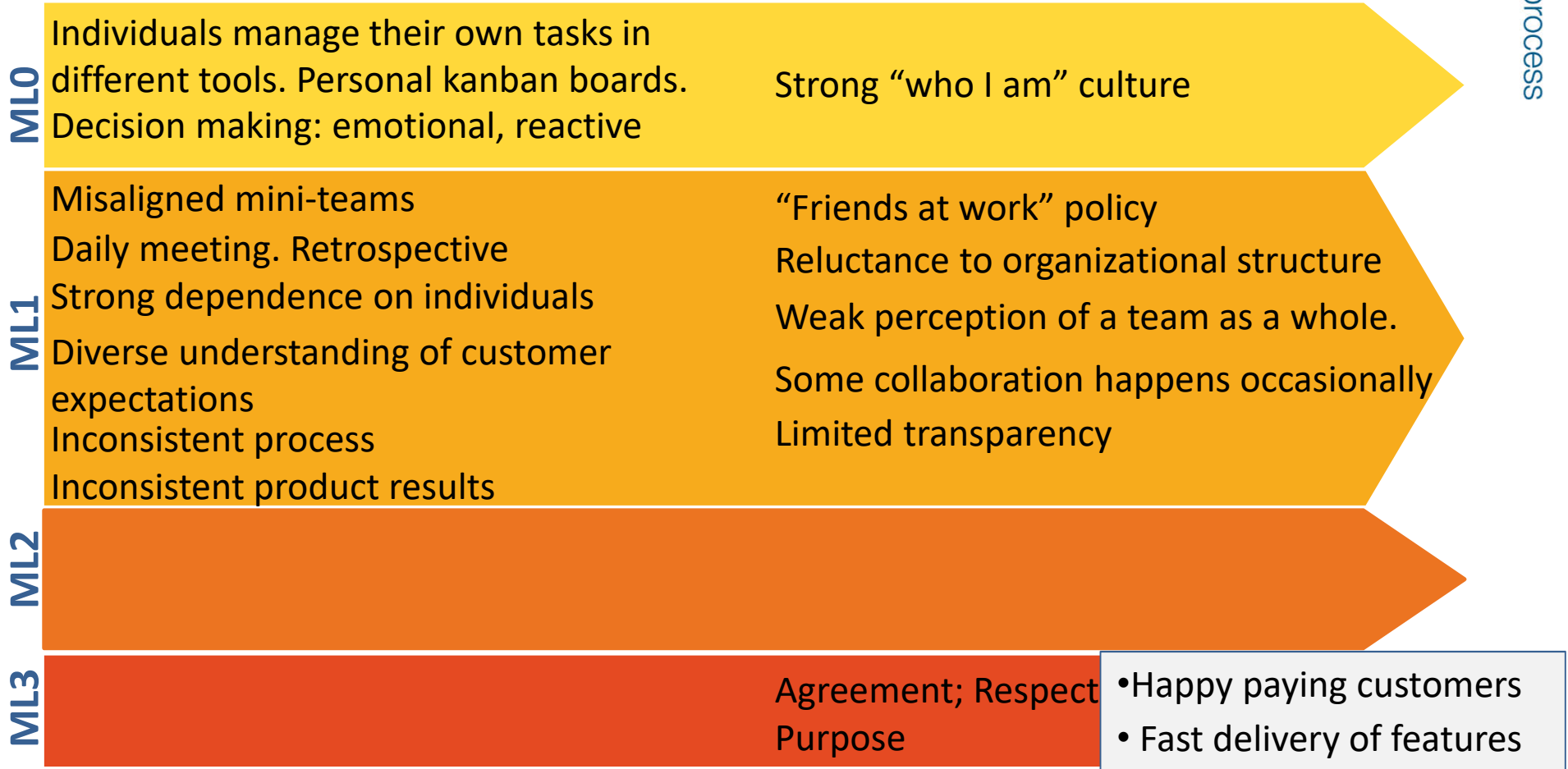
ExpertCrew



FinAgile



# ExpertCrew on KMM



## NEXT 6 MONTHS:

- BETTER TRANSPARENCY

→ CLEAR CRITERIA FOR  
PRIORITISATION B/W mini-teams

→ VISIBILITY OF CURRENT  
STATUS  
+ Resource  
ALLOCATION?  
→ PROJECT DEADLINE  
SYNC? → TRANSITION

- A CULTURE WHERE WE OPENLY  
VOICE CHALLENGES every day

- VISUALISING BLOCKERS

COMPANY  
→ KANBAN BOARD  
(PHYSICAL)

- BUILD ATTITUDES & SKILL  
FOR A T-SHAPED WORKFORCE

- PLANNING SMART MEETINGS

- HOW WE CAN MAKE THESE +  
CHANGES IN THE SPACE?

## Action plan

Next month

- Retrospective
- Improvement actions

Next week

- Feedback about routines and board design

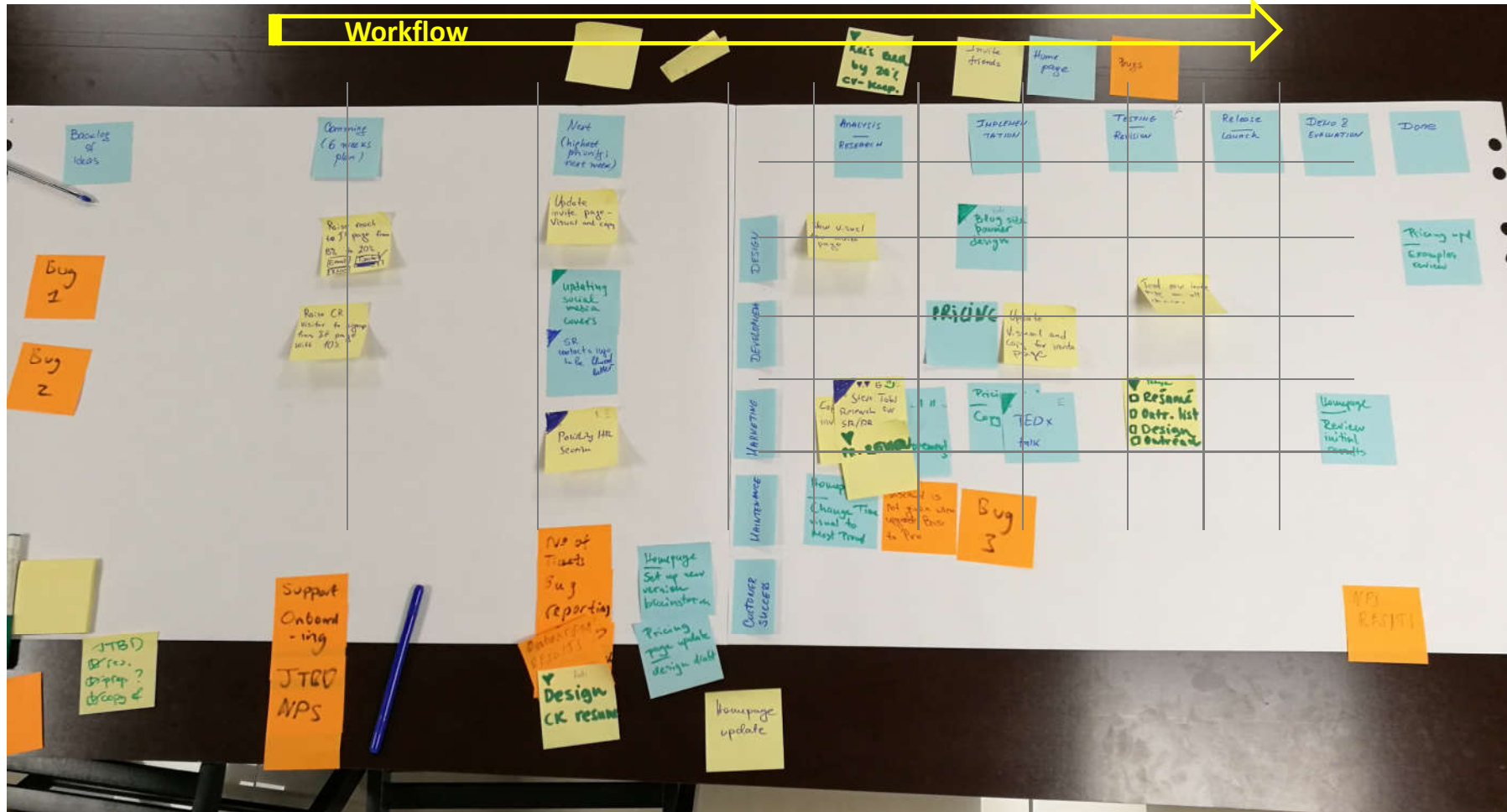
- Migrate info to the board

- Create a discussion channel

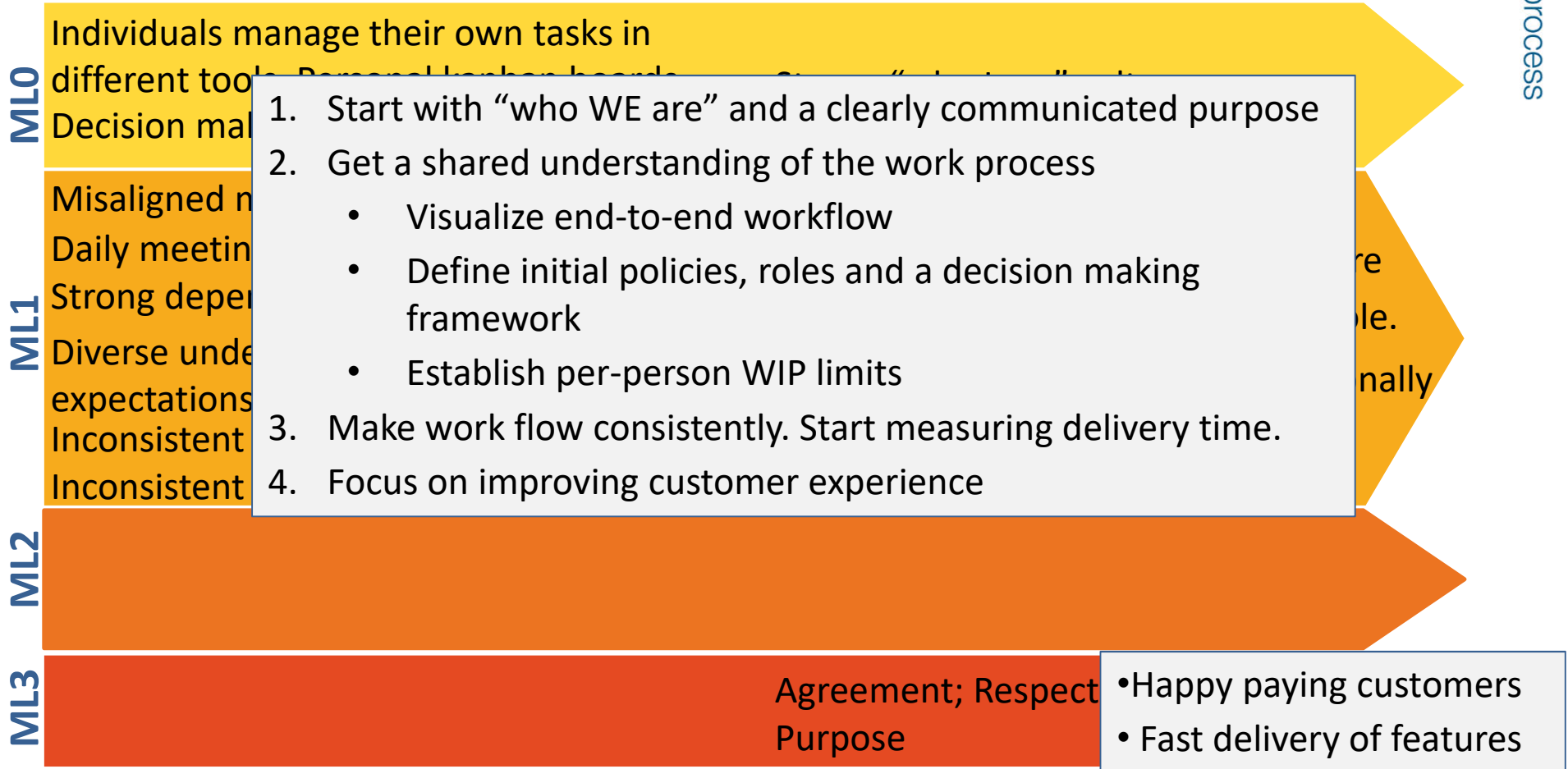
Tomorrow

- Summary & insights
- Set up the calendar
- Set up the boards
- Update the policies and print them out

# Product development kanban board – initial design



# ExpertCrew on KMM



# FinAgile on KMM

ML0



ML1

Org. structure based on specializations	<i>Strong "Who I am as a manager" culture</i>
Work is pushed into the process	Some collaboration within the teams
Priority criteria not established	Transparency within teams
Lack of understanding of system capability	Difficult alignment between teams
Employees are overloaded	
Product and service requirements understood and must meet	
Outcome depends on individual's heroics	

ML2

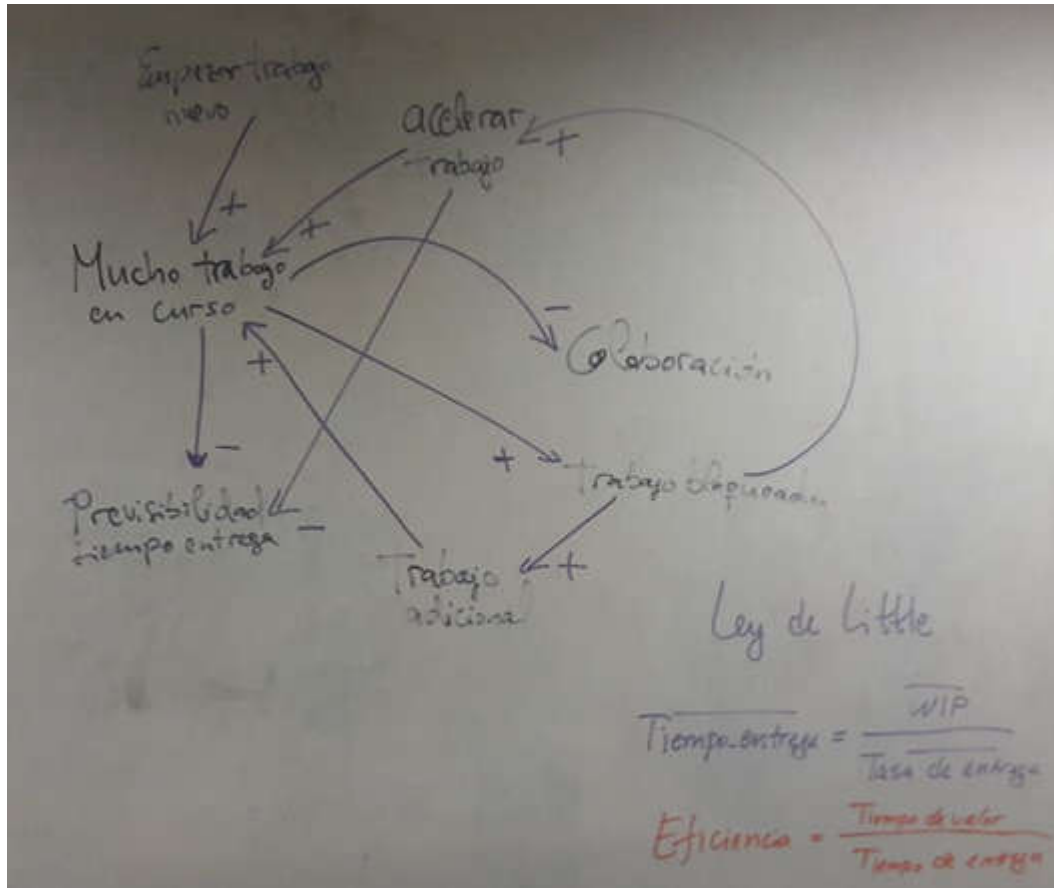
Basic delivery workflow defined for projects
Decision making policies not established.
"Yes" to every work request.

ML3

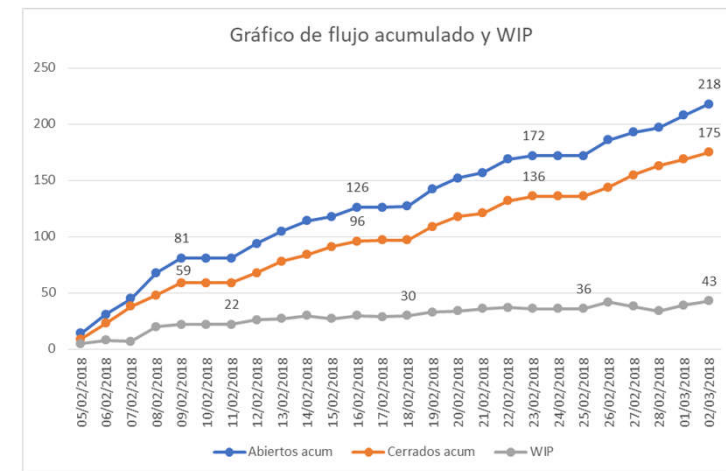


- Time to market
- Adaptability to change





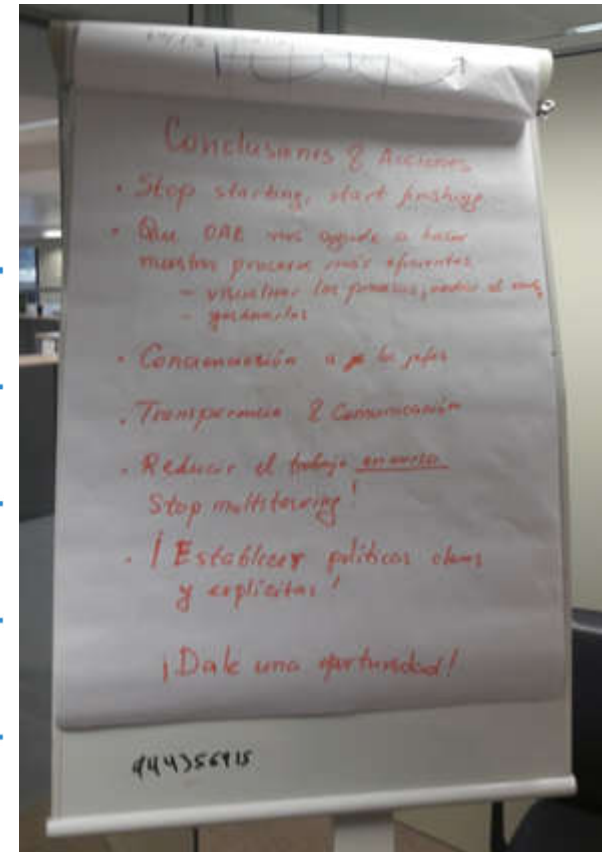
Initial understanding of how knowledge-based systems work



Supported by data and actionable metrics

PROJECTS & SERVICES	Next	Doing	Done
A	1 cube	2 cubes	1 cube
B	1 cube	2 cubes	0 cubes
C	2 cubes	2 cubes	1 cube
D	0 cubes	2 cubes	1 cube

Agree Management level view



Define conclusions and actions

# FinAgile on KMM

ML0

“... manager” culture

1. Align the Managers

- Basic understanding of systems thinking and flow
- Start seeing work as service
- Decentralize the management. Define decision making polices to empower the teams
- Multiple project and service management

ML1

Org. structure  
Work is pushed  
Priority critical  
Lack of understanding  
Employees  
Product and  
understood  
Outcome driven

the teams  
in teams

2. Get a shared understanding of the work process

- Visualize end-to-end workflow
- Establish per-person WIP limits

ML2

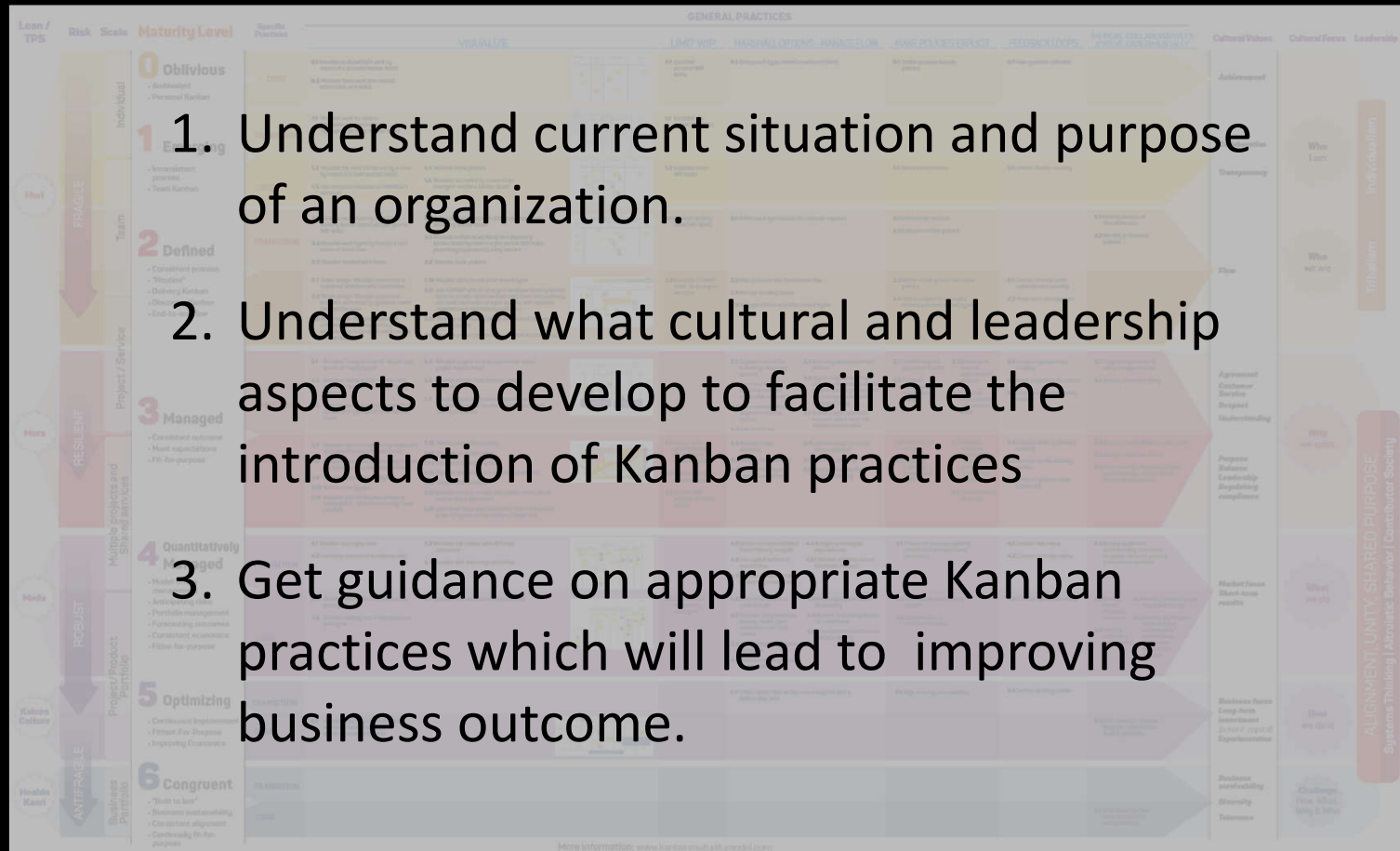
Basic delivered  
Decision making  
“Yes” to every work.

3. Make work flow consistently

ML3

• Time to market  
• Adaptability to change

# Developing Business Agility with KMM



1. Understand current situation and purpose of an organization.

2. Understand what cultural and leadership aspects to develop to facilitate the introduction of Kanban practices

3. Get guidance on appropriate Kanban practices which will lead to improving business outcome.

The background is a vibrant blue with a complex network of white lines and dots, resembling a data or social network. The word 'berriprocess' is repeated in a light blue, semi-transparent font across the background. A vertical white bar is positioned on the right side of the image.

**Thank you!**

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