objective

Play & Evolve – How to use Unified Flow to reach higher KMM Levels

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Overview

Maturity Card Game

Unified Flow

Outline

Show me the numbers!



objective

PLAY



Maturity Card Game

Adaptable to any context

The game is adaptable to different contexts and it is simplified for everyday problems.

Play and learn

You will get points, but the most important thing is learning how to solve organizational problems.

No more than your context

During the game list different scenarios and find the problems in them

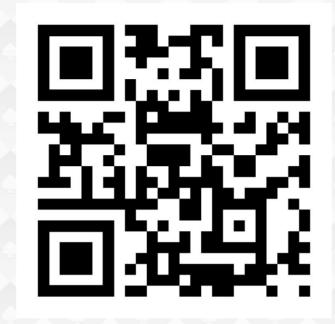
Created based on

Cornucopia and Dixit games using Kanban Maturity Model (KMM).





KMM - Kanban Maturity Model



https://kmm.plus/



Kanban Maturity Model

A map for resilience, reinvention and customer satisfaction Release 1.2



Organizational BENEFITS RISK ACTIONS SCOPE VALUES FOCUS TRUST LEADERSHIP Maturitu CHAOTIC Who Oblivious Achievement REACTIONARY Iam Relief from Overburdening: · Get things done 3 0 · Improved transparency · Less overburdened people TACTICAL Collaboration Team-Focused Taking Initiative Transparency UNALIGNED Customer Awareness Who Basic understanding of workflow Improved collaboration Acts of Leadership we are · Greater empathy Customer Awareness Improved quality of work **Evolutionary Change** Customer-Basic understanding Flow Driven of demand and capability Narrative Managerial coordination Respect · Understanding (internal) Agreement Balance Meeting customer expectations Customer Service · Shorter Lead time Fitness for Purpose Leadership at All Levels Short-term Results Why · Fast and balanced workflow Fit-for-Purpose Predictability we exist · Meet SLAs Understanding (external)
 Unity & Alignment Actionable metrics ROBUST **Business Focus** Risk Management Competition · Risk Hedging Customer Intimacy Quantitative analysis What Data-driven decision making Deeper Balance Risk-Hedged · Dunamic scheduling we do Economically robust Leadership Development Regulatory Compliance I 9 H HUMBLE ANTIFRAGILE Organizational Agility Equality of Opportunity Re-configurable shared services
 Workforce flexibility How CONGRUENT Experimentation Market Leader · Perfectionism STRATEGIC we do it Perfectionism · Social Mobility Long-term Survival Congruent decision making Robust to external changes Long-term Survival **Built for Survival** Reinvention Capability for reinvention Tolerance & Diversity Long-term security

KANBAN **METHOD**

General Practices

- Visualize (with kanban board)
 - 2. Limit work-in-progress (with kanban)
 - Manage flow
 - 4. Make policies explicit
 - 5 Implement feedback loops
 - 6. Improve collaboratively, evolve experimentally using models & the

Service Delivery Principles

Your organization is a network of Interdependent services with policies that determine its behaviour. Therefore:

- 1. Understand and focus on the customer's needs and expectations
- 2. Manage the work: let workers selforganize around it
- 3. Remuladu review the network and its polices to improve outcomes.

Change Management Principles

- 1. Start with what you do now
 - Understanding current processes, as actually practiced
 - Respecting existing roles, responsibilities & job titles
 - 2. Gain agreement to pursue improvement through evolutionary change
 - 3. Encourage acts of leadership at all levels





More information: www.kanbanmaturitymodel.com @ Mauvius Group Inc. All rights reserved. Reproduction by permission only.

The cards



Let's play

Choose: 4 to 8 players or pairs

Suggested timebox 1h30 to 2h (TODAY: 45min)

Evaluate the maturity from the group point of view (TODAY: table players average)

Sort out one card and answer: "Does this scenario happen in my job environment?"

If 50% of the group members disagree discard the card

Preparing

Groups of 5 players

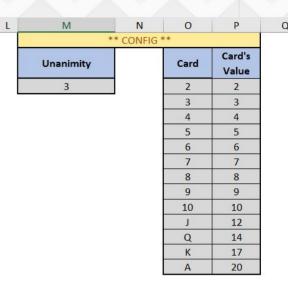
Deal 7 cards to each player

Each player can read their cards, but keep them secret

Someone will score the points (in the computer)

Register and Score

1	Α	В	С	D	Е	F	G	Н	I	J
1		** F	ILL OUT THE VOTES AN	ID WHO C	OLUM	NS (COLUMNS E and F) **			** PLAYERS **	
2	id	Card	Dimension	Value	Votes	Who?		Name	Email	Points
3 4 5 6 7 8 9 10	1	2	Visualize					Pedro	pedro.martins@objective.com.br	22
4	2	3	Visualize	9	3	Marcelo		Marcelo	mlwater@gmail.com	35
5	3	4	Visualize					Ramon	ramon@objectivegroup.com	26
6	4	5	Visualize	18	5	Marcelo		Juliano	contato@julianoribeiro.com	15
7	5	6	Visualize	10	2	Pedro		Rodrigo	rodrigo@aspercom.com	14
8	6	7	Visualize							0
9	7		Visualize	10	1	Ramon				0
10	8	9	Visualize	15	3	Juliano				0
	9		Visualize			:				
12	10	J	Visualize			E				
13	11		Visualize							
14	12	K	Visualize							
15	13	A	Visualize						Report	
16	14	2	Limit Wip						Report	
17	15		Limit Wip					-		
18	It		Limit Wip	8	2	Marcelo				
19	17		Limit Wip		20000	3				
20	18		Limit Wip	12	3	Pedro			Reset	
21	19	7	Limit Wip							
22	20	8	Limit Wip	16	4	Ramon				
23	21	9	Limit Wip							
24	22	10	Limit Wip	14	2	Rodrigo				
25	23	J	Limit Wip	16	2					
26	24	Q	Limit Wip							
27	25	K	Limit Wip			,				





Report

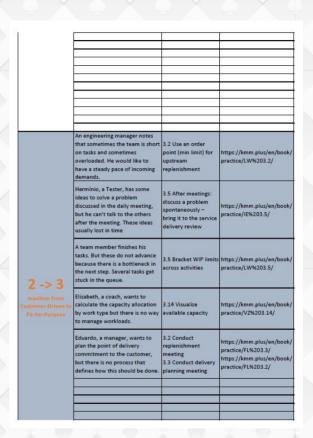
Others International Int	0-1	1 Territorial	1-2	2 feetane-biven	2-3	3 Philip Payers	3-4	4 Not halped Senior intent

Our KMM level as assessed by the Maturity Card Game is:

1 Team-Focused

To leave the level	We have to solve problems like	The best practice for resolving	And a good tip on how to implement
Oblivious			
0 -> 1 tradition from Oblivious to Team focused			
	Eduardo, a team leader, wants to know what is blocked and what are the dependencies between the tasks, but these are not visible.	2.3 Visualize blocked work items, defects and rework	https://kmm.plus/en/book practice/VZ%202.3/
1	An agile coach is trying to analyze work efficiency, but he/she cannot identify which tasks are stalled/waiting, nor who is on which task.	2.7 Visualize basic service policies	https://kmm.plus/en/book practice/VZ%202.7/
Team focused			

	Ramon, a Product Manager, thinks that the impediments is			
	moving the progress to fail, but no one try do discover the root cause.	2.3 Conduct flow review	https://kmm.plus/en/book, practice/FL%202.3/	
	Ariel, a developer, wants to execute a task but he doesn't know how to create and link the dependencies.	2.5 Define basic policies for dependency management	https://kmm.plus/en/book/ practice/XP%202.5/	
	Isabela, a Project Manager, would like to make some change in the flow steps, but she is unable to express her opinion.	2.3 Conduct flow review	https://kmm.plus/en/book practice/FL%202.3/	
	Roberto, a Product Manager, has a huge backlog of improvements in the app but rarely knows what the next item has to be delivered.		https://kmm.plus/en/book practice/MF%203.3/	
	José, a Functional Manager, doesn't know in detail how much his area is spending in coordination costs	3.2 Identify transaction and coordination costs	https://kmm.plus/en/book practice/IE%203.2/	
	Felipe, a QA, wants to block an issue, but he doesn't know how to set the impediment and what that means in the flow.	3.0 Define policies for managing blocking issues	https://kmm.plus/en/book practice/XP%203.0/	
2 Customer-Driven	Gabriela, a developer, knows that some opened tasks could be discarded, but she doesn't know how to cancel them.	3.3 Define upstream request abandonment policies	https://kmm.plus/en/book practice/XP%203.3/	





Each round

	Choose 1 card dimension	Vote on the cards, reflecting: "most benefit with less effort"				
2	Each player pick a card from this dimension and place it face down	Score points: Card value + 2 per vote + 3 if unanimity				
3	If you don't have the dimension, return any card to the deck (and shuffle)	J=12 Q=14 K=17 A=20				
4	Turn all selected cards up and read each of them	Distribuite a new card to everyone, so they have 7 cards again				
5	"Does this scenario happen in my job environment?"	New round begins				
0						



Results

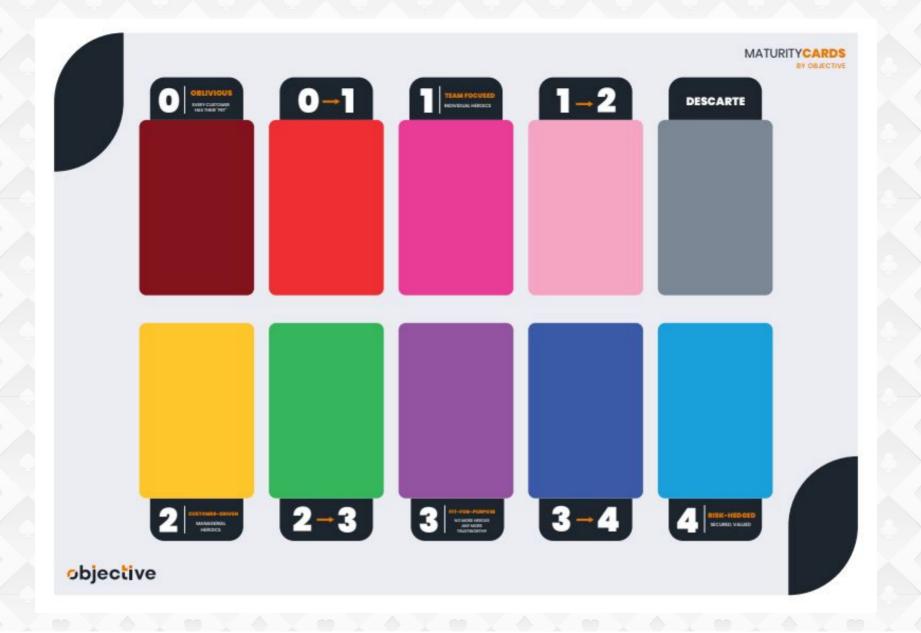
Time is up!

Who is the winner?









The cards



https://kmm.plus/en/book/practice/VZ%202.7/

Organizational Maturity Level

0

Oblivious

- Ambivalent
- · Personal Kanban

0-1



Team focused

- · Emergent process
- · Inconsistent outcomes
- · Team Kanban

1-2

2

Customer-Driven

- Consistent process
- · Inconsistent outcomes
- · "Routine"
- · Delivery Kanban
- · Discovery Kanban
- · End-to-end flow



0.1 Visualize a person's work by means of a individual kanban board

1.4 Visualize the work carried out by a team by means of

aggregated individual kanban board

- 1.1 Visualize work for several individuals by means of an
- 1.2 Visualize discovered initial policies
- 1.3 Use avatars to visualize individual's workload

VISUALIZE

0.2 Visualize basic work item related information on a

1.5 Visualize basic poli

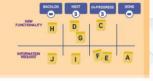
ticket

- 2.1 Visualize progress using a horizontal position on an
- 2.2 Visualize work types by means of card colors or board rows

emergent workflow kanban board

- 2.3 Visualize blocked work items, defects and rework
- 2.4 Visualize work item aging

- 2.5 Visualize dependencies on another service or system
- 2.6 Visualize dependencies on shared services using avatars
- 2.7 Visualize basic service policies



- 2.8 Visualize constant WIP (CONWIP) on an emergent workflow delivery kanban board
- 2.9 Visualize unordered activities with checkboxes on
- 2.10 Visualize optional, unordered, potentially concurrent activities using two columns of checkboxes on the ticket
- 2.11 Visualize optional multiple unordered, nonconcurrent activities performed by specialist teams using partial rows within a column on the board
- 2.12 Visualize defined workflow using a kanban board
- 2.13 Visualize multiple services by means of aggregated service delivery overview board







Kanban Maturity Model



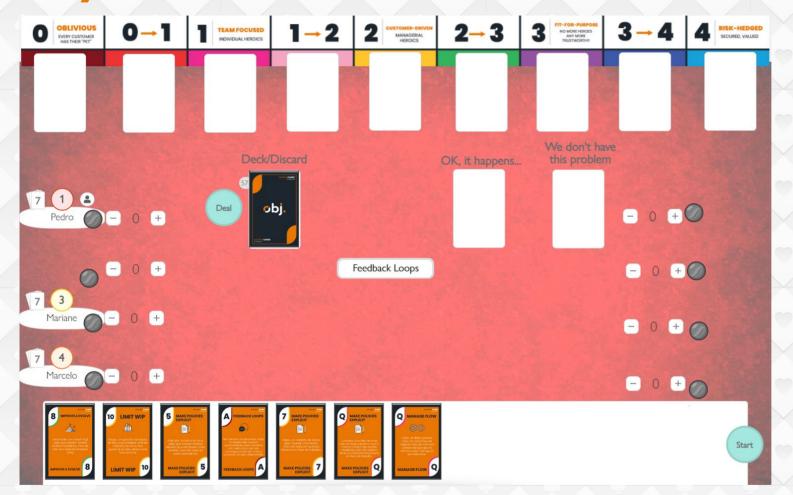


A Map to Organizational Agility, Resilience, and Reinvention

CULTURAL VALUES S	COPE	Maturity Level		VISUALIZE		LIMITWP	MANAGE FLOW	MAKE POLICIES EXPLICIT	FEEDBACK LOOPS	IMPROVE COLLABORATIV EVOLVE EXPERIMENTAL
Achievement	sk	Oblivious Ambivalent Personal Hanban	g 0.5 Visualize a person's well-by means of a individual leastern board	0.2 Visualise basic work Herrinshild (of errelfus us a side).	0 0 0 0 x 0 c x	0.1 Enterfair ind hidself MIP limits	6.1 Cris gots at site based on the nature of the and its urgency, importance, and impect	earls #4.1 He her the rules for the is divided lamban explicit	6.1 Engage is inchiticul reflection	
	Tar	0-1	11 Visual co work for several individuals by means of an agg regarded individual is attain box of	1.2 Visual be discovered initial palicies 1.5 Use a vettors to visual be individual's workload		S.f. Exhabitish per-person WIP Smite		Mr. Discover Willel problem	55 Conduct Team Spring Meeting	
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Transparency	Delivera	1-2		2.8 Visualize dependencies en another service or system 2.6 Visualize dependencies en alvand service a unting motion 2.7 Visualize basic service politica			3.6 Define work tip as based on customer requests 3.2 Define basic services 3.5 Map upstream and domarkeam flow 3.4 Collect flow-related data (a.g., Leaf stree) 3.8 Copture the desired delivery data.	8.5 Cultum financial and directly (a g. lead form) 8.2 Cultum bad councies publics	B.1 Conde of Worldflaw Replants brand Heating	2.5 Identify sources of disastinfaction
Acts of Leadership Customer Awareness Evolutionary Change Flow	rvice	Customer-Driven - Consistent process - Inconsistent outcomes - 'Reuture' - Delivery Kanban - Discovery Kanban - End-to-and flow	BA Visualism construct WPP/CHWPF on an ameganit workform delivery law form the control of the co	Maubic optional multiple conneised, conce accurate activities a reformable product for terms oring partial contributes. Some contributes and accurate the based on the contribute of the contributes of the contribute of the contributes of		B.E. Catabilith constant WIP (COMWP) lands on as smargert world ave	3.6 Manage deflects and other woushing as 3.7 Manage aging NP 3.8 Implement Flor Manage role	A.D. Coffine publishes for mensaging spring WEP A.D. Coffine publishes for mensaging software and other executing space B.B. Coffine basis publishes for dependency mensagement.	B.B. Conduct Workflow Surdian Heating B.B. Conduct Flow Review	2.8 Mercify scenars of day 2.9 Revise problematic policies 2.4 Ceffine actions in develop beat understaths process and lespons flow
Narrative Respect inderstanding (internal)	Product Se	2-3	Pleady to PIS 3.2 Visualize request acceptance crizeris, also incoverse setty orthost as estig orthost 5.3 Visualize receive and teams' work trans is your amount of as a gaugated factors lawface board 8.4 Visualize ideas development by manns of as	3.6 Visualos abortad work 3.7 Visualos class of rennfaculty licitus calors, loand rone at tildat focusators 3.6 Visualos powrsh child and pass-pow dependencies 3.6 Visualos powrsh child and pass-pow dependencies 3.6 Visualos powrsh powrsh or relative convertig waiting acticida or application of application or restriction or application of application or acticidate or application of application of application of applications of application or acticidate or or acticid		Catablah MP Park on the aggregated service adversy conclusives. Catablah school-plassed WP levis	8.1 Cognetic around the knowledge discovery process 9.2 Conform committee (in dide before the last reaponable me series) 8.3 Houses and melyon the series of the series of these series of the series of these series of these series of these series of these series of the ser	3.1 Coffee Felve-Purpass—valend metrics 3.2 Capitally of the ampairs coordinate or certain 3.3 Capitally of the ampairs coordinate 3.4 Capitally of the ampairs coordinate 3.5 Capitally of the ampairs coordinate 3.6 Capitally of the ampairs coordinate 3.7 Capitally of the ampairs coordinate 3.8 Capitally of the ampairs coordinate 3.9 Capitally capitally coordinate 3.9 Capitally basic closure of marries be sed on qualitative coordinate 3.9 Capitally coordinate 3.9 Capitally capitally coordinate 3.9 Capitally capitally coordinate 3.9 Capitally capitall	8.0 Conduct Blocker Clustering 8.0 Conduct Improvement Suggestions Review	8.5 Calcit charge and improvement suggest 8.2 Inhvitig transaction and coordination on
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Loodarship Development Regulatory Compilance	Product	4-5	Trans							5.2 Identify impact of shared resources 6.5 Develop quantitative as denotes day of co- special cause for grocess perfernance you
Equality of Opportunity Exparimentation Perfectionism Sector Mobility	es Portfolio	5 6	5.1 Vinandos final finance and floring vindors (phared reace to e) across approprial services				S.1 Utilize highlid fibed sentice teams togeth ar with a Saudie labor post		6.1 Conduct Organizational Distrings Servine	8.4 Exploit, subordinate to, and division bottle 8.6 Exploit, subordinate to, and division shares 8.6 After meetings (focuser - Suggest - Table 5 self-forg harmons
Social Mobility Congruence	s Line									

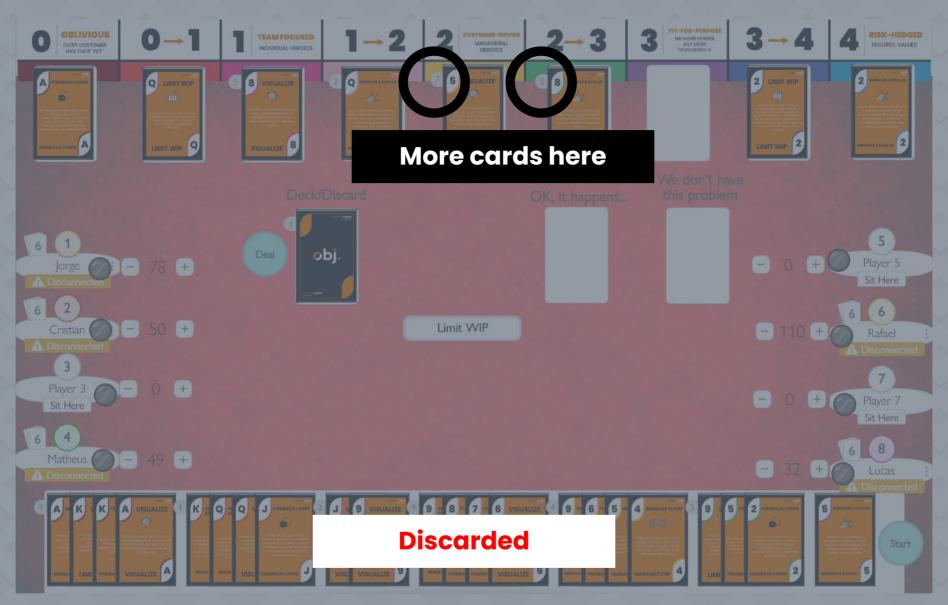
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Play online





https://en.maturitycard.com/



Some cases

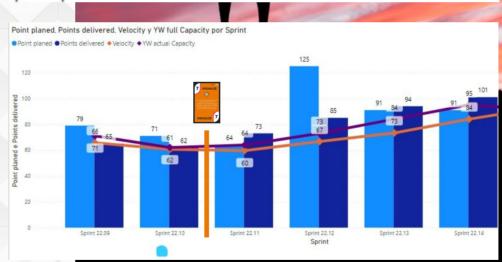




One team in an Industrial sector

"Very cool dynamics! In a relaxed time, we were able to comprehensively visualize how the other departments are doing in terms of agile management"

"It's an interesting game, the team plays and wants to win while reflecting on problems and challenges from the Kanban perspective."

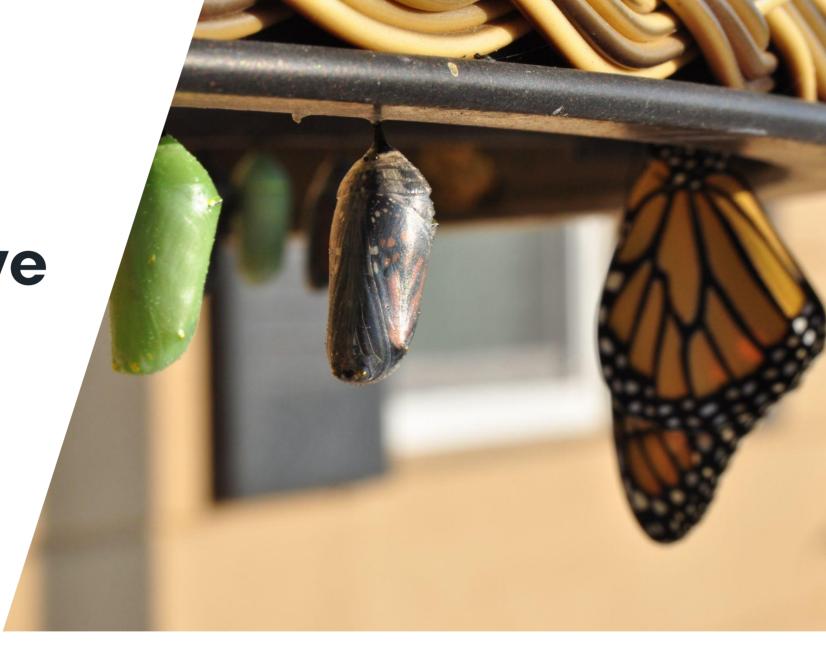


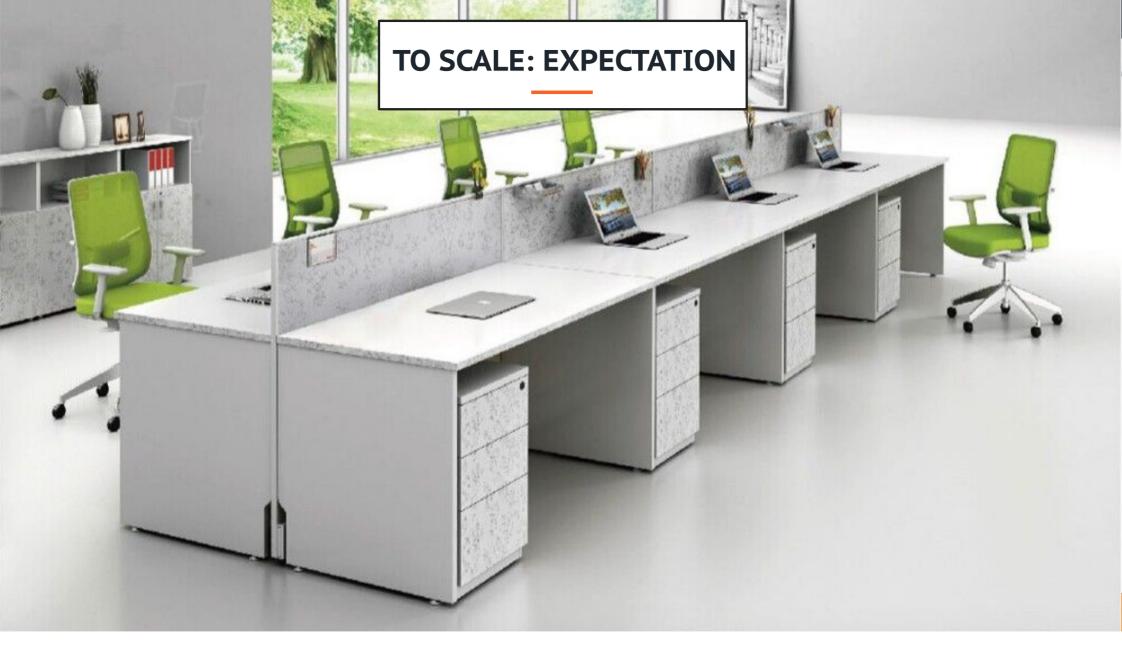
What's next

- APP redesign
- Other maturity versions (DevOps, UX, Security, etc.)

objective

EVOLVE

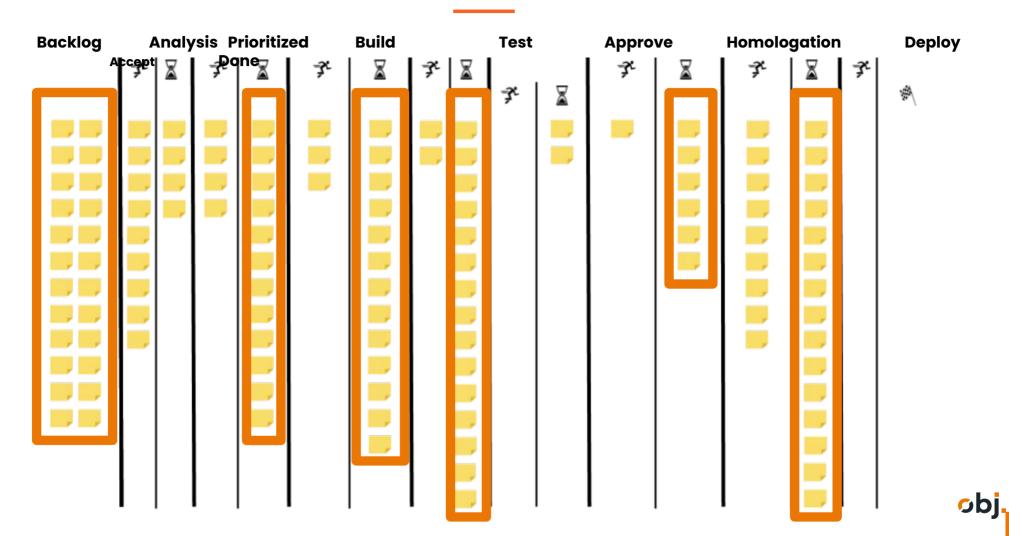


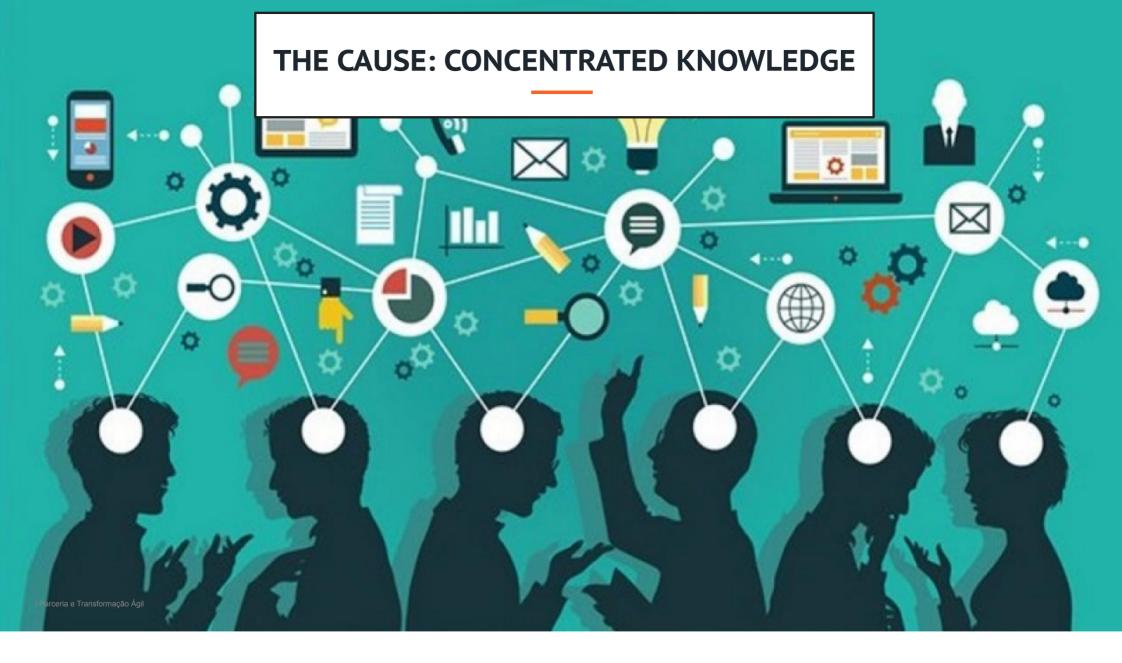






CONSEQUENCE: BOTTLENECKS





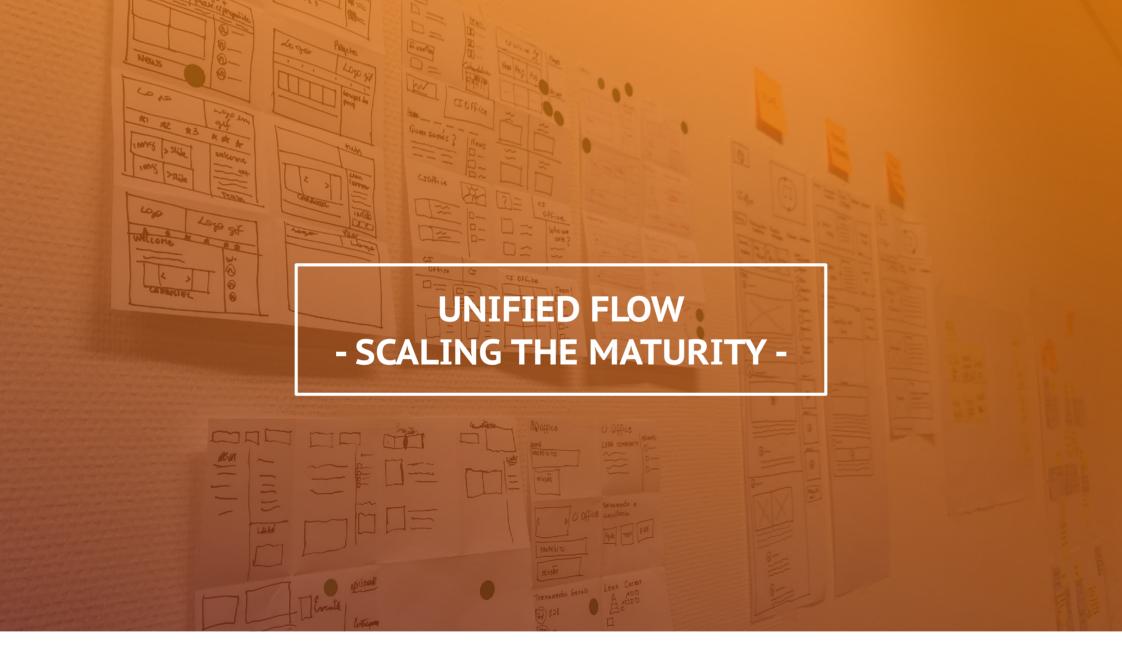




THE CAUSE: DEMANDS VERSUS CAPACITY







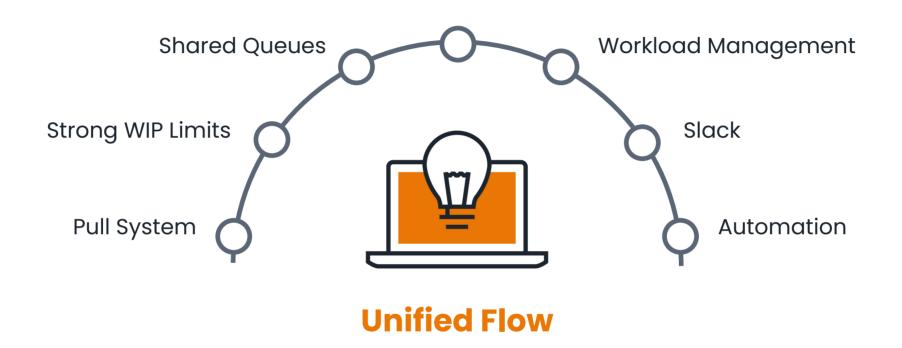
Unified Flow* - Definition



"Multiple teams working on multiple projects (product demands) in a shared flow, single backlog and preset workload (flow pressure)"



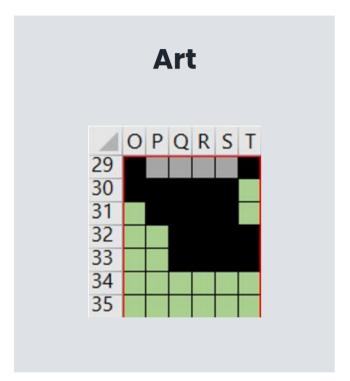
Systematic Knowledge Sharing







The Game - Task types





Math



Roles





P.O.







The Game >24 attendees

02:00

- Organization with more points is the winner
- 3 task types
 - o ART: 40 points if all tasks done
 - o **LOGIC:** 8 points each 3 tasks done
 - o MATH: 2 points each task done
- If a task has a bug, it returns to 'To Do'

- 2 Organizations
- 1 Manager per organization
 - Set the workload
 - o Can see the backlog
 - o Move from 'Backlog' to 'To Do'
 - Support the teams
- Leader 1 per team (up to 4 teams)
 - o Review the tasks
 - Deliver the tasks
 - Support the teams
- Team (Everyone else, +3 per team)
 - o Do the tasks
 - o Must respect:
 - Workload
 - Priority
 - Limited WIP (slots)



The Game <24 attendees

02:00

- Winner: 70 points or more
- 3 task types
 - o ART: 40 points if all tasks done
 - o **LOGIC:** 8 points each 3 tasks done
 - o MATH: 2 points each task done
- If a task has a bug, it returns to 'To Do'

- 1 Manager
 - o Set the workload
 - o Can see the backlog
 - o Move from 'Backlog' to 'To Do'
 - o Support the teams
- Leader 1 per team (up to 4 teams)
 - Review the tasks
 - Deliver the tasks
 - Support the teams
- Team (Everyone else, +3 per team)
 - o Do the tasks
 - o Must respect:
 - Workload
 - Priority
 - Limited WIP (slots)



The Game - Playing

Steps

- 1. Pull one task from 'To Do' (from top)
- 2. Show the task to P.O. and accept the job
- 3. Put the card on Doing
- 4. Execute the task
- 5. Move the card to 'To Review'
- 6. Leader review the card (moving the card to 'Reviewing')
- 7. If ok, Leader deliver the solution to Client
 - a. If not, fix the problem
- 8. If approved by Client. , Leader move the card to 'Done'
 - a. If not, open a new card in 'To Do'
- 9. Return to the 1st step

Tips

- Manager can change the workload definition everytime
- Manager and Leaders can help the team as needed.









Debriefing

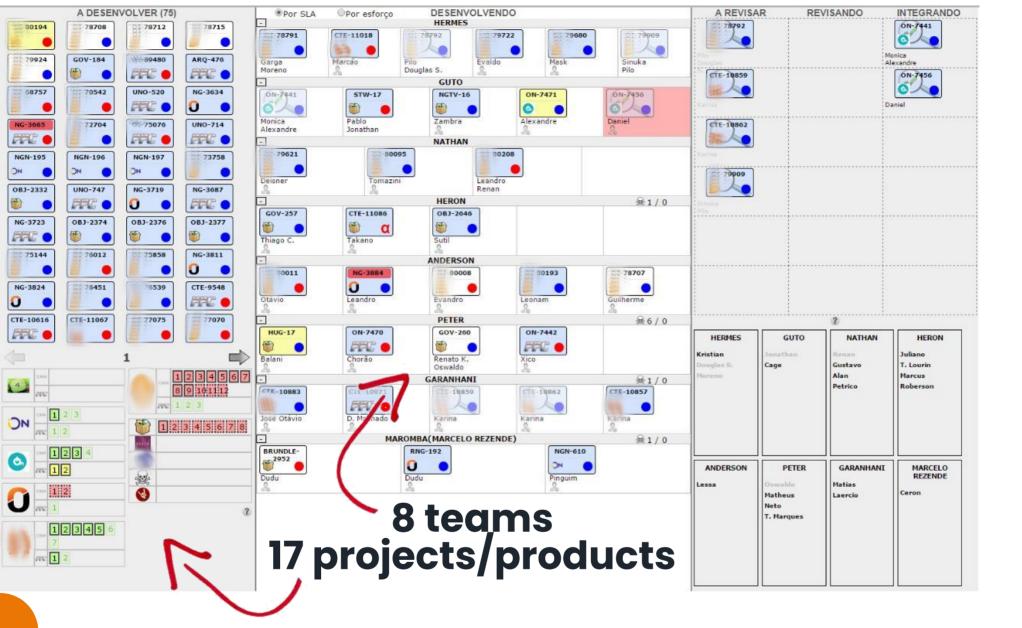
• What is the purpose of each player?

 What is the purpose of the manager and leaders?

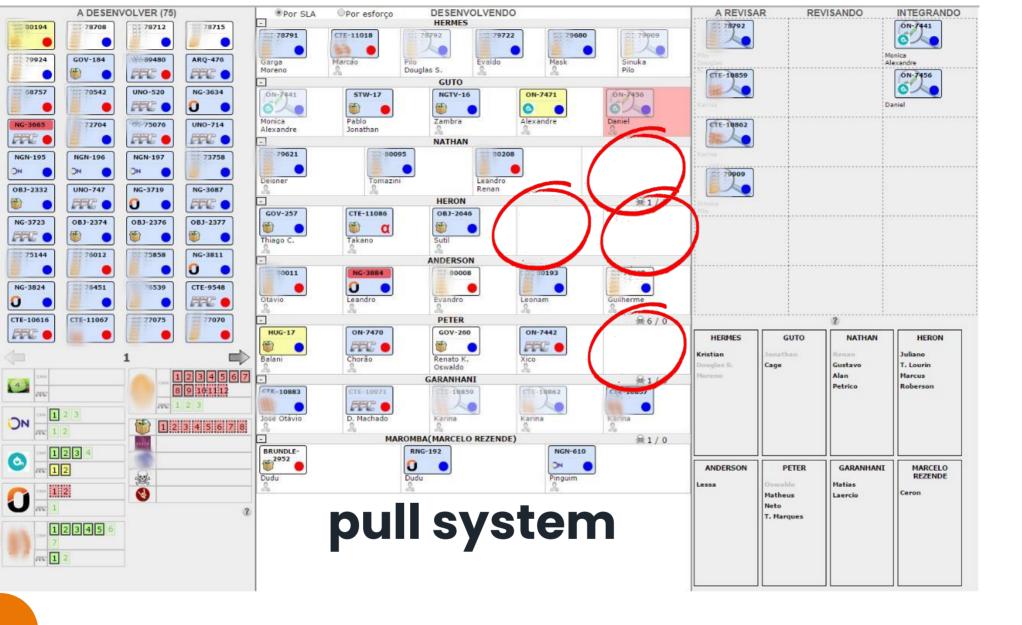
 What we need to do to have the same approach in our jobs?



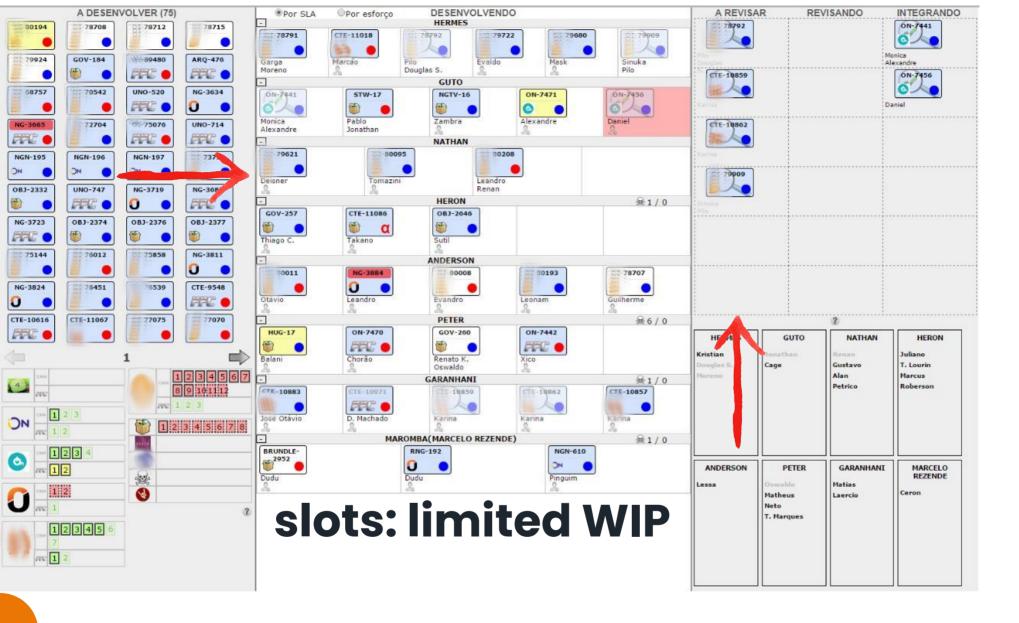




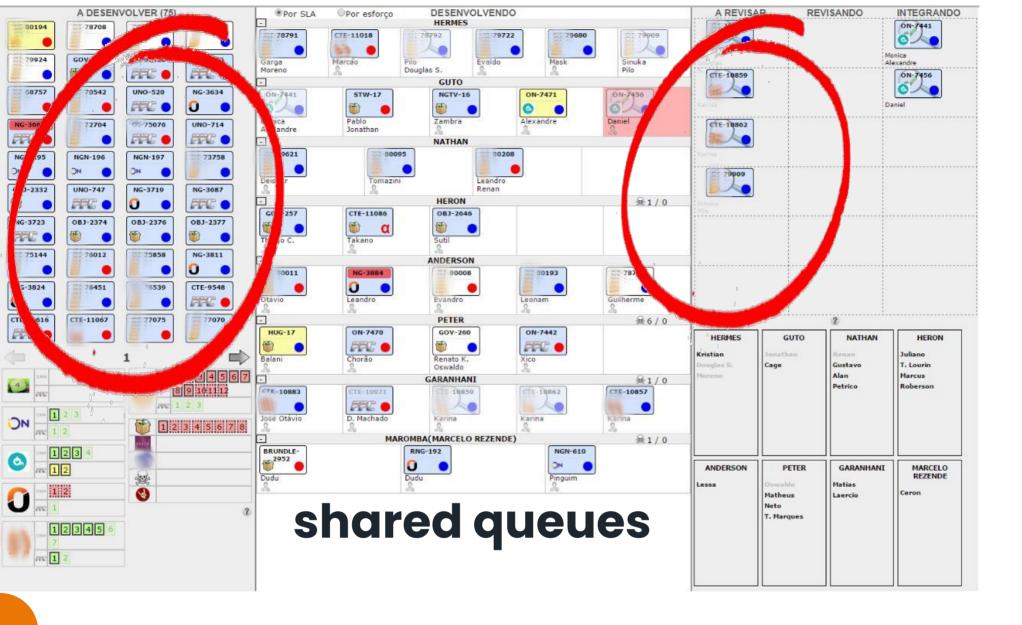




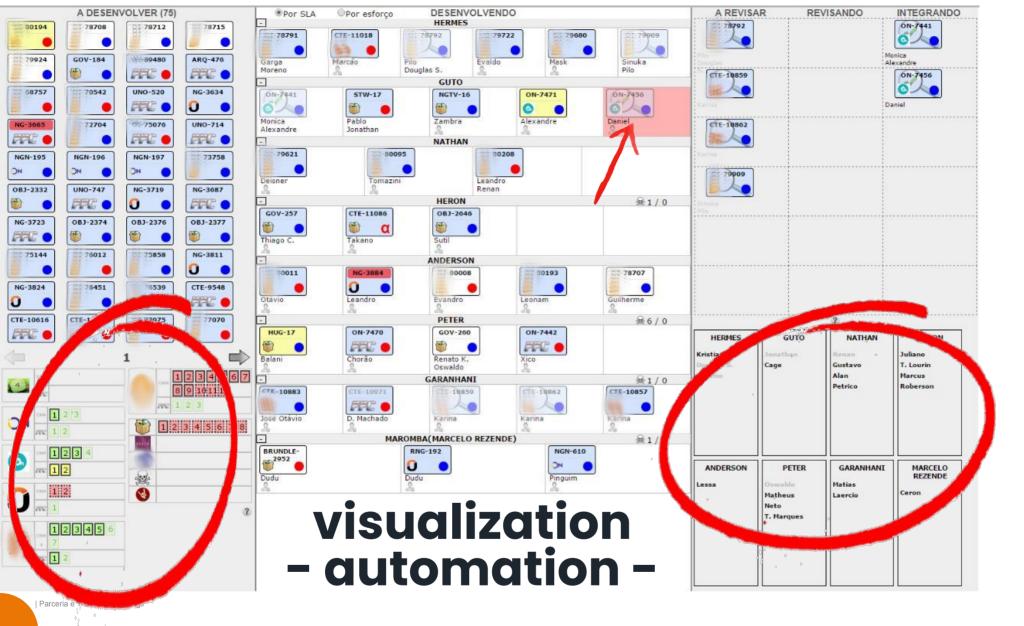




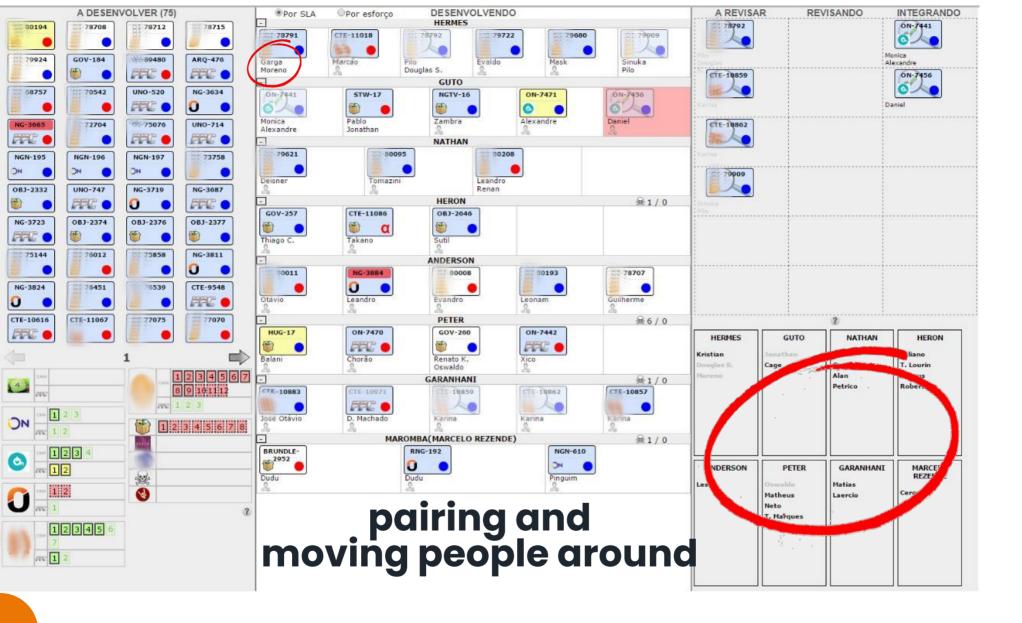




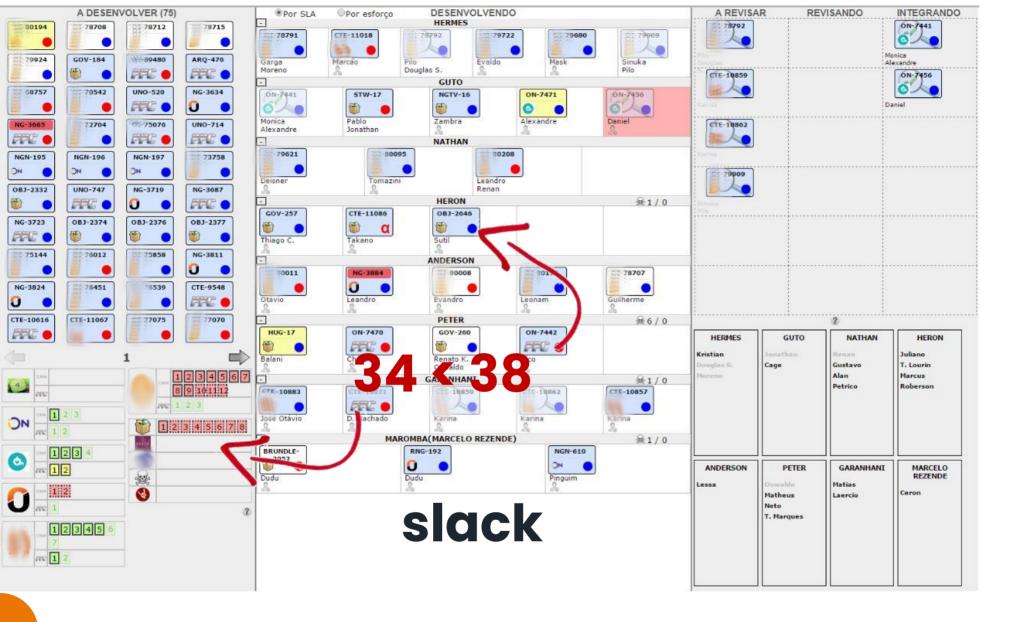








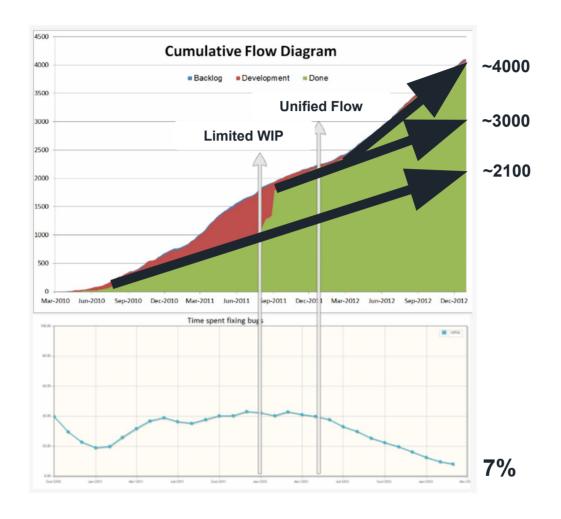








RESULTS





objective

RESULTS (agile teams)

- productivity: +-6x
- predictability: >98%

- quality (bugs): from 40% to <10%
- turnover: <1% (over 5 years)





RESULTS (waterfall teams)

- productivity: +-11x
- predictability: >90%

- quality (bugs): from 60% to <10%
- overtime: from 1000h to <50h

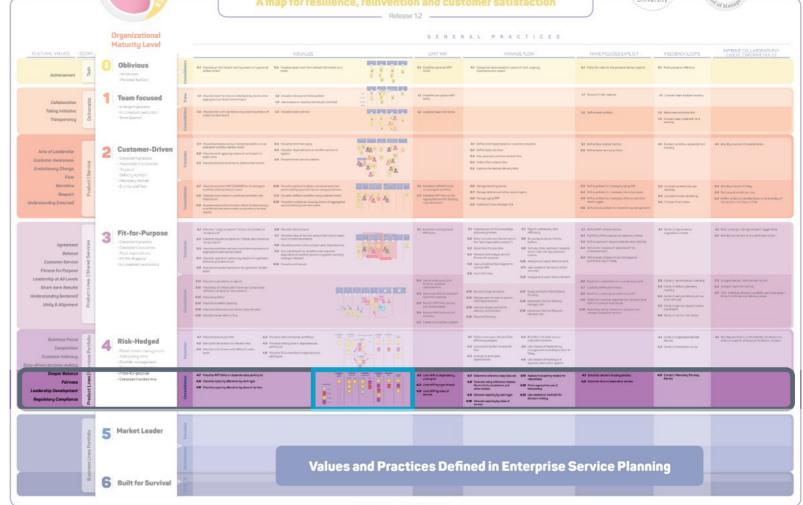




Kanban Maturity Model



A map for resilience, reinvention and customer satisfaction



Rodrigo Yoshima | AKT - AKC

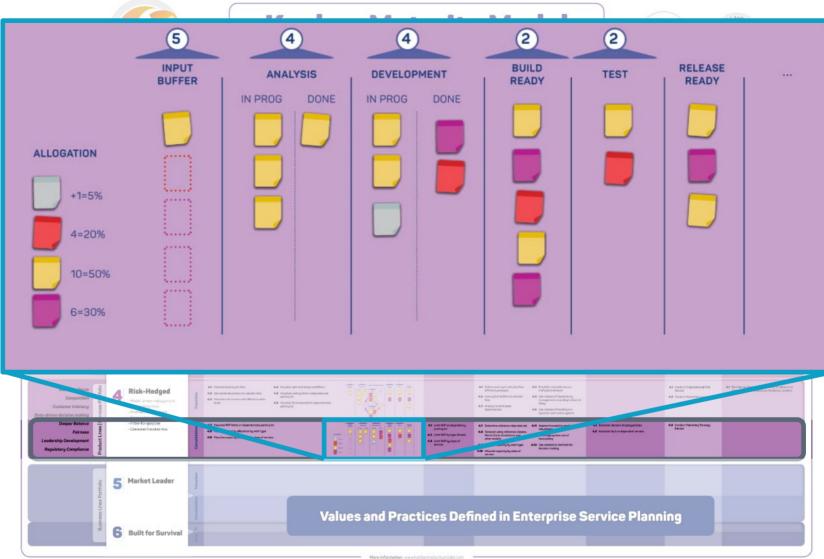
empirically to KMM

"The only company I

ever saw evolve

level 4!"





More cases in other companies...



Software House 30 members

+productivity +quality +focus -waste



Dafiti

Largest Fashion e-commerce (Latam) 120 IT members

+productivity
+visibility
+data-driven
+time-to-market



Biggest Care Cosmetic (World) 450 Product members

> +productivity +visibility -bottlenecks +efficiency



Takeaways

- Have fun while measuring your maturity level;
- Follow your evolution path;
- Use Dynamic Workloads to steer your focus;
- Work with Unified Flow to leverage your throughput and lead-time.



CALL TO ACTION

- Maturity Card Game
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