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

Marcelo Walter and
Pedro Cruz

Outline

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PLAY

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Maturity Card Game

Adaptable to any context

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

No more than your context

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

Play and learn

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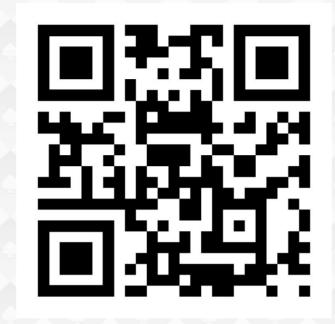
Created based on

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

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KMM – Kanban Maturity Model

https://kmm.plus/

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Kanban Maturity Model
A map for resilience, reinvention and customer satisfaction

Release 1.2

KMM · **Kanban University**

BENEFITS	RISK	ACTIONS			SCOPE	Organizational Maturity		VALUES	FOCUS	TRUST	LEADERSHIP
Relief from Overburdening: · Get things done	FRAGILE	TACTICAL	CHAOTIC	REACTIONARY	Task	**0**	Oblivious	· Achievement	Who I am	LOW	SELF
· Improved transparency · Less overburdened people			UNALIGNED		Deliverable	**1**	Team-Focused	· Collaboration · Taking Initiative · Transparency	Who we are		TRIBAL
Customer Awareness · Basic understanding of workflow · Improved collaboration · Greater empathy · Improved quality of work · Basic understanding of demand and capability · Managerial coordination					Product | Service	**2**	Customer-Driven	· Acts of Leadership · Customer Awareness · Evolutionary Change · Flow · Narrative · Respect · Understanding (internal)			
Meeting customer expectations · Shorter Lead time · Fast and balanced workflow · Predictability · Meet SLAs · Actionable metrics	RESILIENT	OPERATIONAL	EXPLAINABLE	ANTICIPATORY	Product Lines Shared Services	**3**	Fit-for-Purpose	· Agreement · Balance · Customer Service · Fitness for Purpose · Leadership at All Levels · Short-term Results · Understanding (external) · Unity & Alignment	Why we exist		ALTRUISTIC
Risk Management · Risk Hedging · Quantitative analysis · Dynamic scheduling · Economically robust	ROBUST				Product Lines Services Portfolio	**4**	Risk-Hedged	· Business Focus · Competition · Customer Intimacy · Data-driven decision making · Deeper Balance · Fairness · Leadership Development · Regulatory Compliance	What we do	HIGH	PURPOSE-DRIVEN
Organizational Agility · Re-configurable shared services · Workforce flexibility · Perfectionism	ANTIFRAGILE	STRATEGIC	CONGRUENT		Business Lines Portfolio	**5**	Market Leader	· Equality of Opportunity · Experimentation · Perfectionism · Social Mobility	How we do it		HUMBLE
Long-term Survival · Congruent decision making · Robust to external changes · Capability for reinvention · Long-term security						**6**	Built for Survival	· Congruence · Long-term Survival · Tolerance & Diversity	Reinvention		DUTY-DRIVEN

KANBAN METHOD

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

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 self-organize around it
3. Regularly 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

David J Anderson School of Management

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The cards

Points

Dimensions

Scenario

MATURITY CARD
BY OBJECTIVE

8

VISUALIZE

Evandro, a team member, doesn't know the exactly criterias to move a task from a step to the next.

8

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

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Preparing

Groups of 5 players
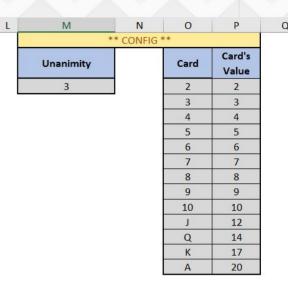
Deal 7 cards to each player

Each player can read their cards, but keep them secret

Someone will score the points (in the computer)

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Register and Score

id	Card	Dimension	Value	Votes	Who?
1	2	Visualize			
2	3	Visualize	9	3	Marcelo
3	4	Visualize			
4	5	Visualize	18	5	Marcelo
5	6	Visualize	10	2	Pedro
6	7	Visualize			
7	8	Visualize	10	1	Ramon
8	9	Visualize	15	3	Juliano
9	10	Visualize			
10	J	Visualize			
11	Q	Visualize			
12	K	Visualize			
13	A	Visualize			
14	2	Limit Wip			
15	3	Limit Wip			
16	4	Limit Wip	8	2	Marcelo
17	5	Limit Wip			
18	6	Limit Wip	12	3	Pedro
19	7	Limit Wip			
20	8	Limit Wip	16	4	Ramon
21	9	Limit Wip			
22	10	Limit Wip	14	2	Rodrigo
23	J	Limit Wip	16	2	
24	Q	Limit Wip			
25	K	Limit Wip			
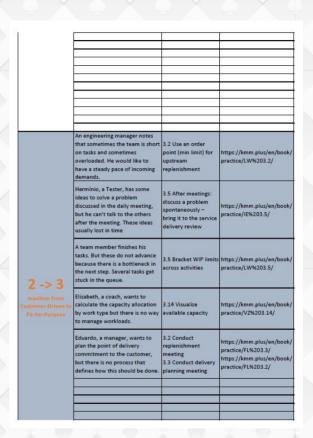
** FILL OUT THE VOTES AND WHO COLUMNS (COLUMNS E and F) **

** PLAYERS **

Name	Email	Points
Pedro	pedro.martins@objective.com.br	22
Marcelo	mlwater@gmail.com	35
Ramon	ramon@objectivegroup.com	26
Juliano	contato@julianoribeiro.com	15
Rodrigo	rodrigo@aspercom.com	14
		0
		0
		0

** CONFIG **

Unanimity
3

Card	Card's Value
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9
10	10
J	12
Q	14
K	17
A	20

Report

Reset

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Report

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
0 Oblivious			
0 -> 1 trasition from Oblivious to Team focused			
1 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/
	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/

1 -> 2 transition from Team focused to Customer-Driven	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/
2 Customer-Driven	Roberto, a Product Manager, has a huge backlog of improvements in the app but rarely knows what the next item has to be delivered.	3.3 Measure and analyze service fitness-for-purpose	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/
	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/

2 -> 3 trasition from Customer-Driven to Fit-for-Purpose	An engineering manager notes that sometimes the team is short on tasks and sometimes overloaded. He would like to have a steady pace of incoming demands.	3.2 Use an order point (min limit) for upstream replenishment	https://kmm.plus/en/book/practice/LW%203.2/
	Hermínio, a Tester, has some ideas to solve a problem discussed in the daily meeting, but he can't talk to the others after the meeting. These ideas usually lost in time	3.5 After meetings: discuss a problem spontaneously – bring it to the service delivery review	https://kmm.plus/en/book/practice/IE%203.5/
	A team member finishes his tasks. But these do not advance because there is a bottleneck in the next step. Several tasks get stuck in the queue.	3.5 Bracket WIP limits across activities	https://kmm.plus/en/book/practice/LW%203.5/
	Elizabeth, a coach, wants to calculate the capacity allocation by work type but there is no way to manage workloads.	3.14 Visualize available capacity	https://kmm.plus/en/book/practice/VZ%203.14/
	Eduardo, a manager, wants to plan the point of delivery commitment to the customer, but there is no process that defines how this should be done.	3.2 Conduct replenishment meeting 3.3 Conduct delivery planning meeting	https://kmm.plus/en/book/practice/FL%203.3/ https://kmm.plus/en/book/practice/FL%203.2/

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Each round

1 Choose 1 card dimension

2 Each player pick a card from this dimension and place it face down

3 If you don't have the dimension, return any card to the deck (and shuffle)

4 Turn all selected cards up and read each of them

5 "Does this scenario happen in my job environment?"

6 Vote on the cards, reflecting: "most benefit with less effort"

7 Score points: Card value + 2 per vote + 3 if unanimity

8 J = 12   Q = 14   K = 17   A = 20

9 Distribuite a new card to everyone, so they have 7 cards again

New round begins...

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Results
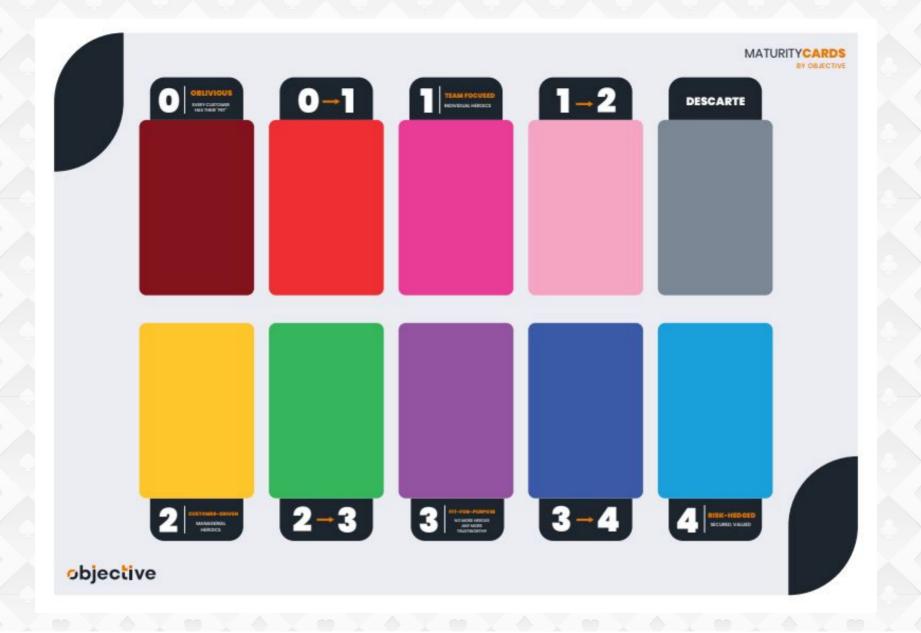
Time is up!

Who is the winner?

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The cards

Level

Points

Dimensions

Scenario

Solution

8

MATURITY**CARD**
BY OBJECTIVE

VISUALIZE

Evandro, a team member, doesn't know the exactly criterias to move a task from a step to the next.

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

Kanban Maturity Model — A Map to Organizational Agility, Resilience, and Reinvention (Release 1.3)

Play online

More cards here

Deck/Discard

OK, it happens...

We don't have this problem

Discarded

Some cases

MERCOSUL LINE

btg pactual

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."

Point planed, Points delivered, Velocity y YW full Capacity por Sprint
● Point planed ● Points delivered ◆ Velocity ◆ YW actual Capacity
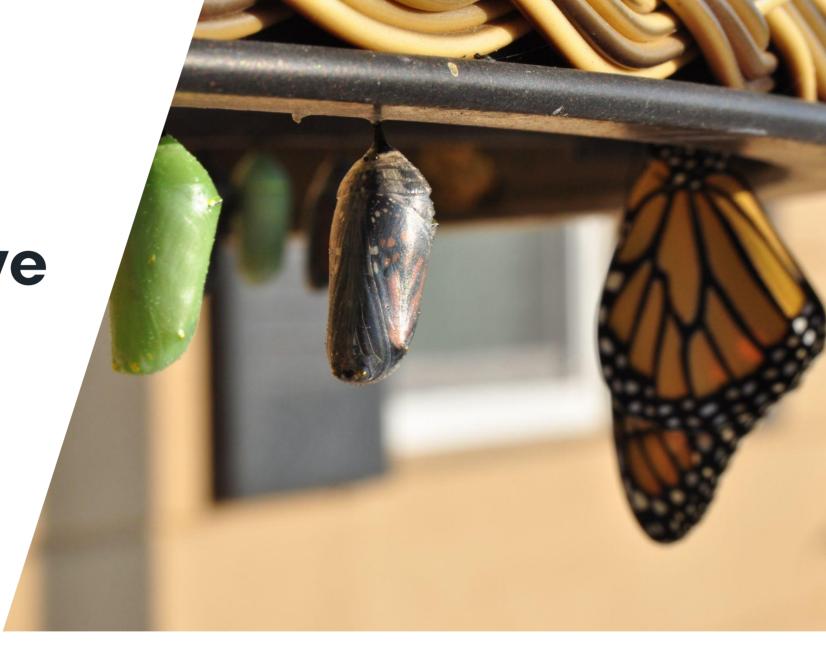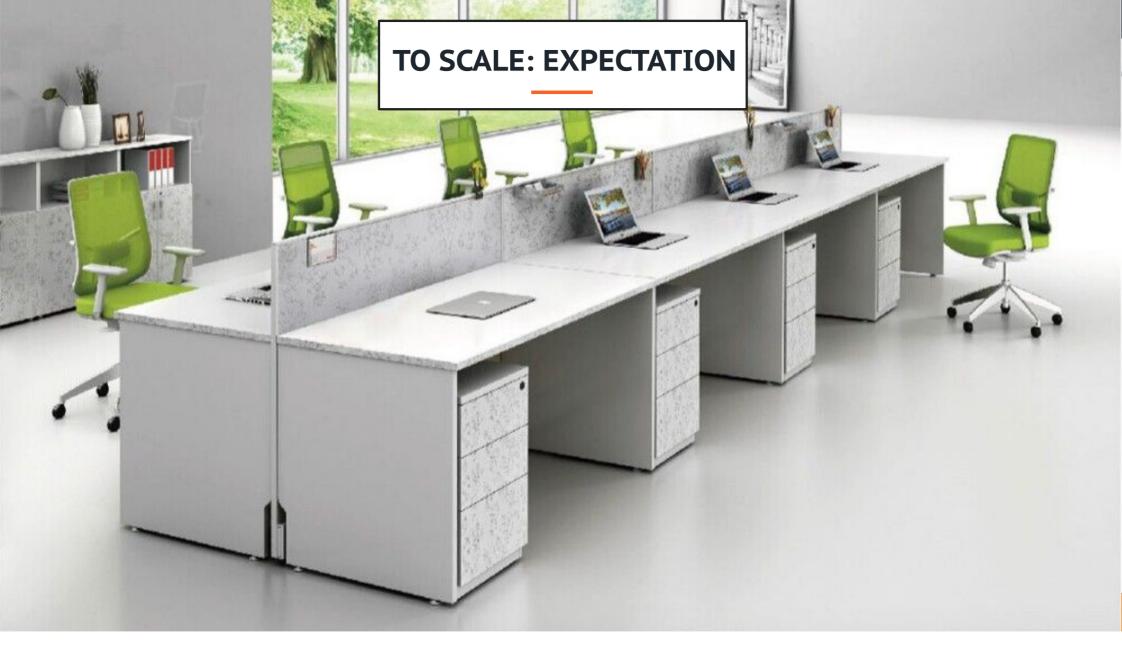
What's next

- APP redesign

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

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EVOLVE

TO SCALE: EXPECTATION

TO SCALE: THE REALITY

THE CAUSE: QUEUES
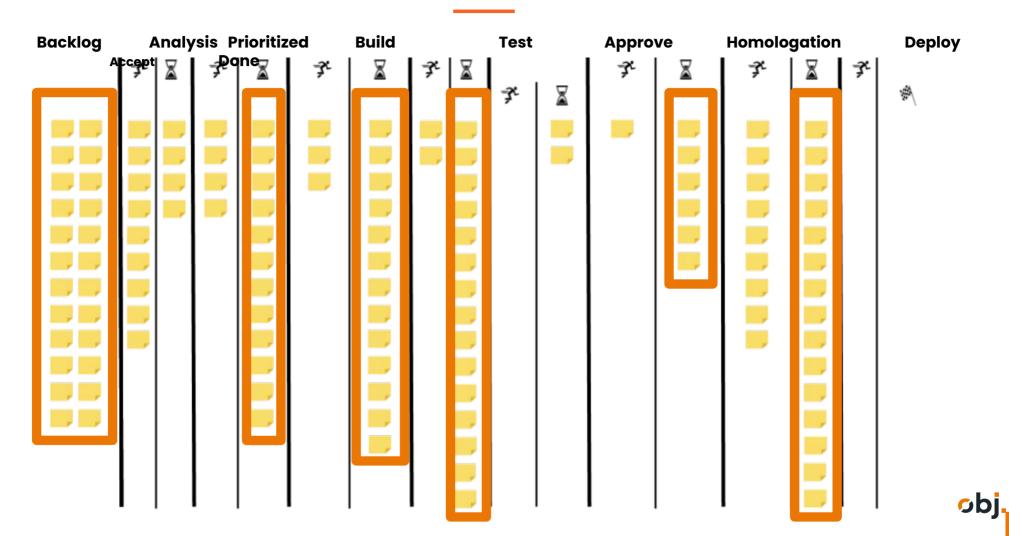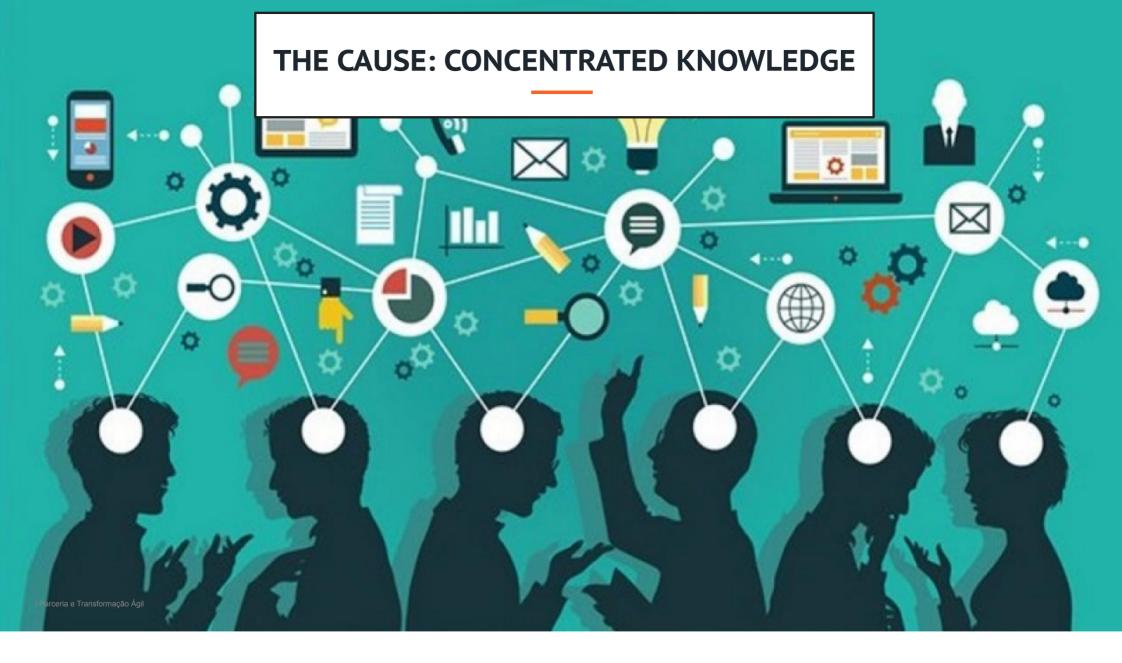
CONSEQUENCE: BOTTLENECKS

THE CAUSE: CONCENTRATED KNOWLEDGE

| Parceria e Transformação Ágil

CONSEQUENCE: SUPER-HEROES

THE CAUSE: DEMANDS VERSUS CAPACITY

CONSEQUENCE: LACK OF ACCOUNTABILITY

UNIFIED FLOW
- SCALING THE MATURITY -
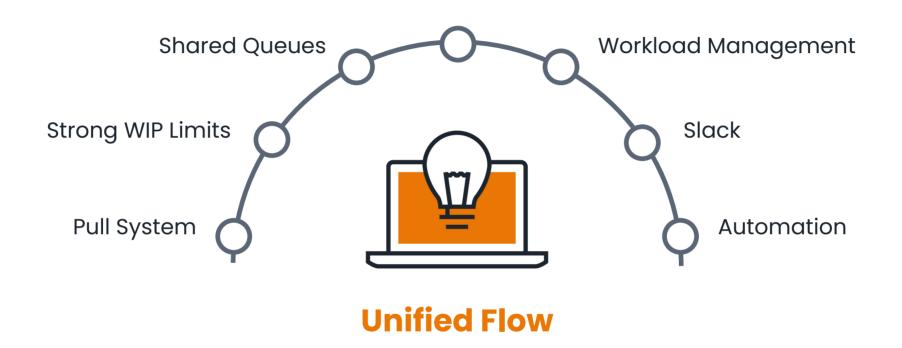
Unified Flow* – Definition

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

UNIFIED FLOW
- HANDS-ON -

The Game - Task types

Art

Logic

Math

60+[35 +(7 x 9 + 7) : 14] =

Roles

P.O.

Manager

Team

Leader
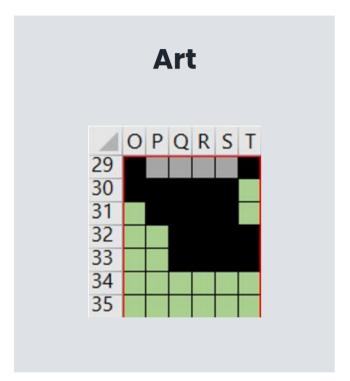
The Game >24 attendees

02:00

- Organization with more points is the winner

- 3 task types

    - **ART:** 40 points if all tasks done

    - **LOGIC:** 8 points each 3 tasks done

    - **MATH:** 2 points each task done

- If a task has a bug, it returns to 'To Do'

- 2 Organizations
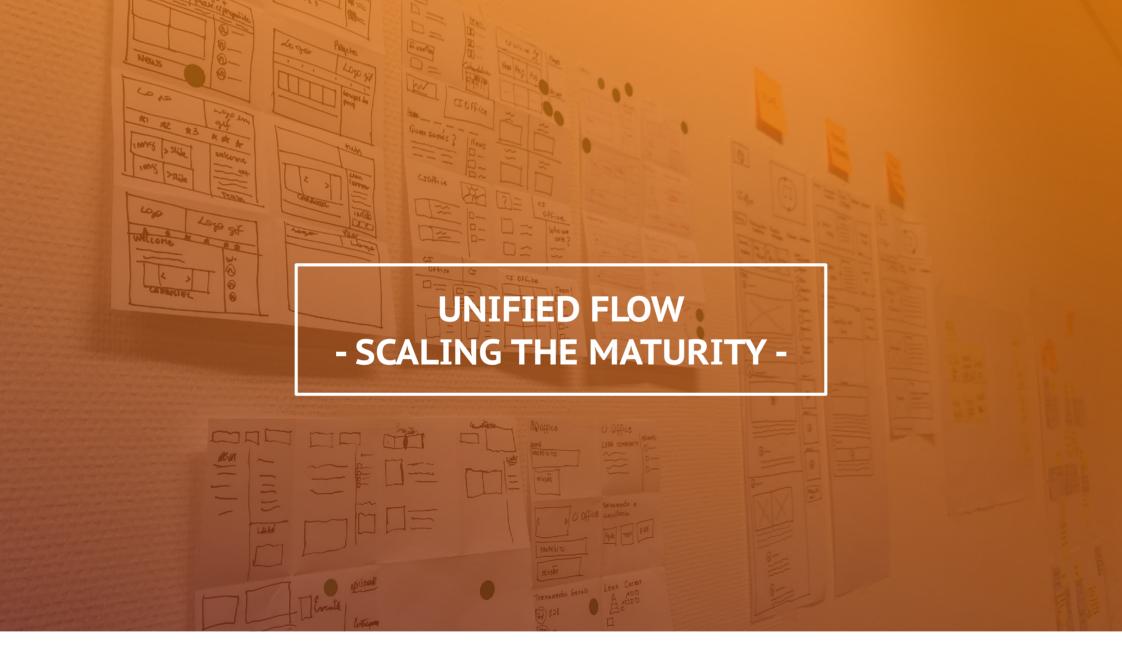- 1 Manager per organization
    - Set the workload
    - Can see the backlog
    - Move from 'Backlog' to 'To Do'
    - Support the teams

- Leader - 1 per team (up to 4 teams)
    - Review the tasks
    - Deliver the tasks
    - Support the teams

- Team (Everyone else, +3 per team)
    - Do the tasks
    - Must respect:
        - Workload
        - Priority
        - Limited WIP (slots)

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The Game <24 attendees

02:00

- Winner: 70 points or more

- 3 task types

  - **ART:** 40 points if all tasks done

  - **LOGIC:** 8 points each 3 tasks done

  - **MATH:** 2 points each task done

- If a task has a bug, it returns to 'To Do'

- 1 Manager
  - Set the workload
  - Can see the backlog
  - Move from 'Backlog' to 'To Do'
  - Support the teams

- Leader - 1 per team (up to 4 teams)
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    - Workload
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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.
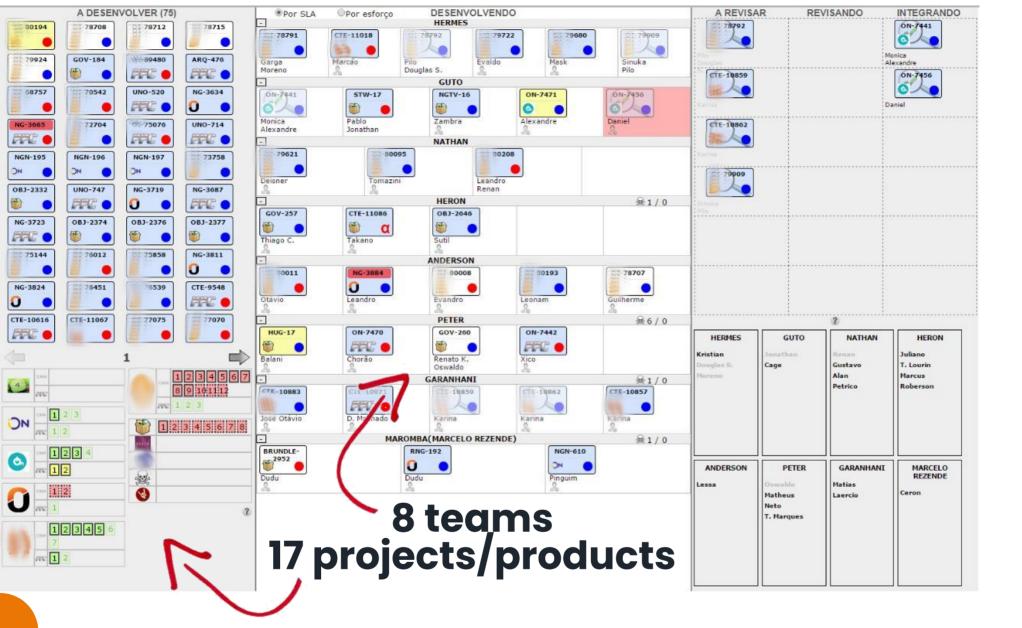
INSIGHTS

Debriefing

- What is the purpose of each player?

- What is the purpose of the manager and leaders?
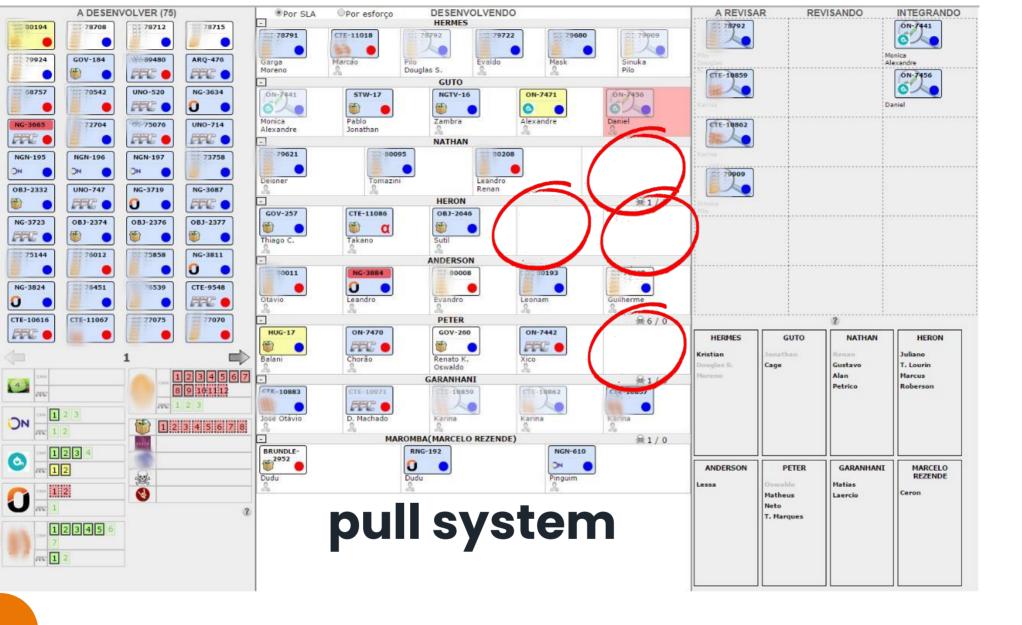
- What we need to do to have the same approach in our jobs?

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A REAL CASE

8 teams
17 projects/products

pull system

slots: limited WIP

shared queues

visualization
– automation –

pairing and
moving people around

SHOW ME THE NUMBERS!
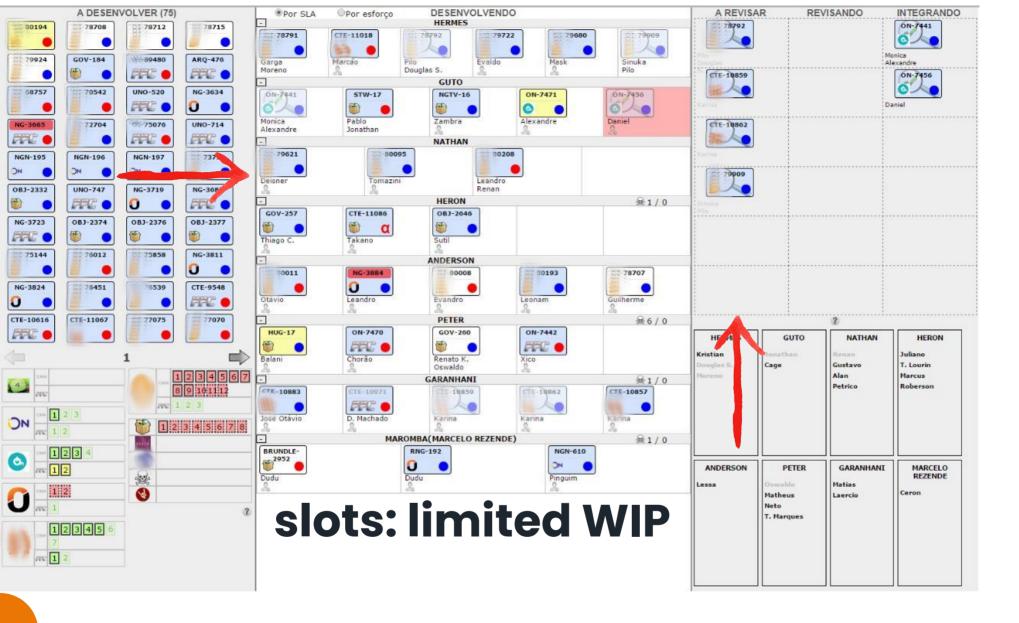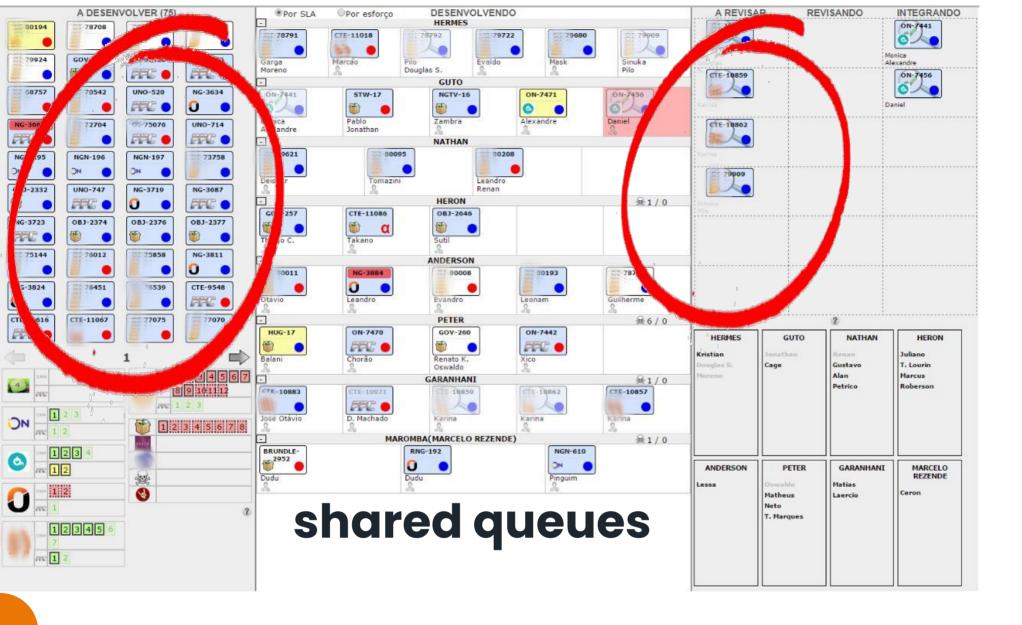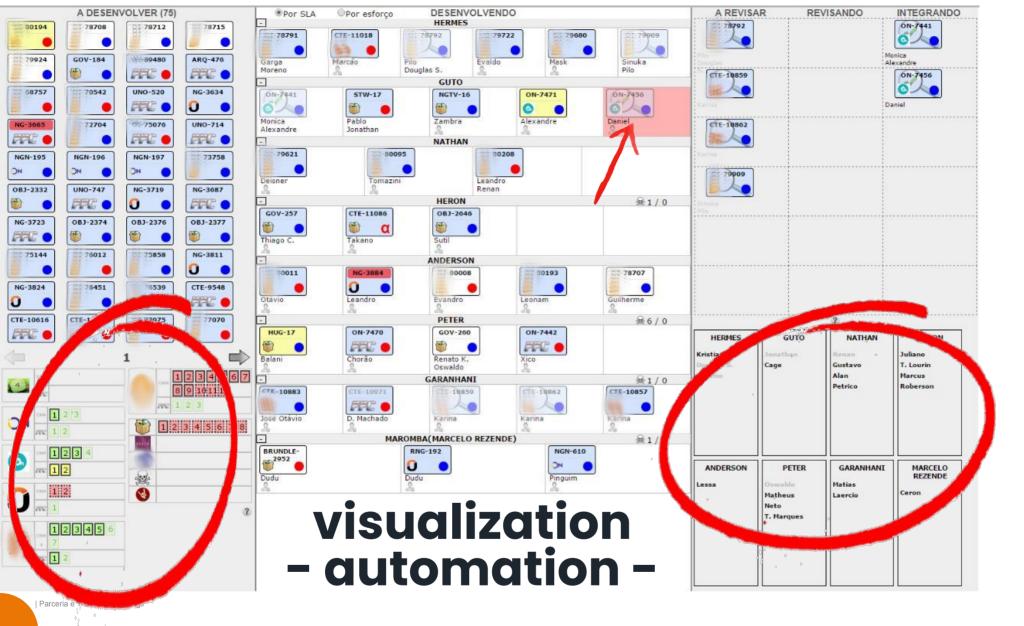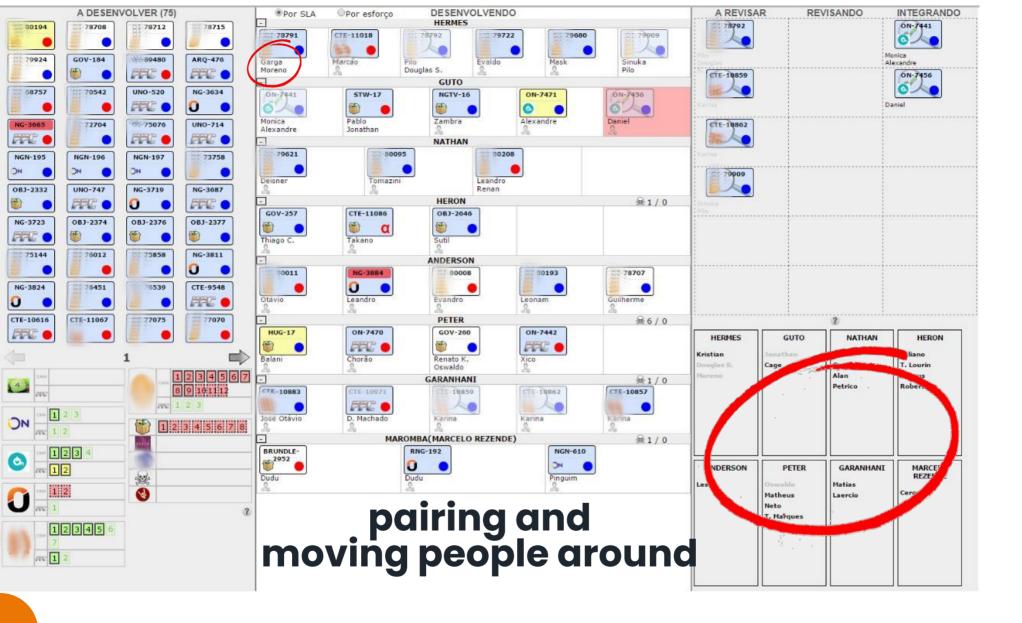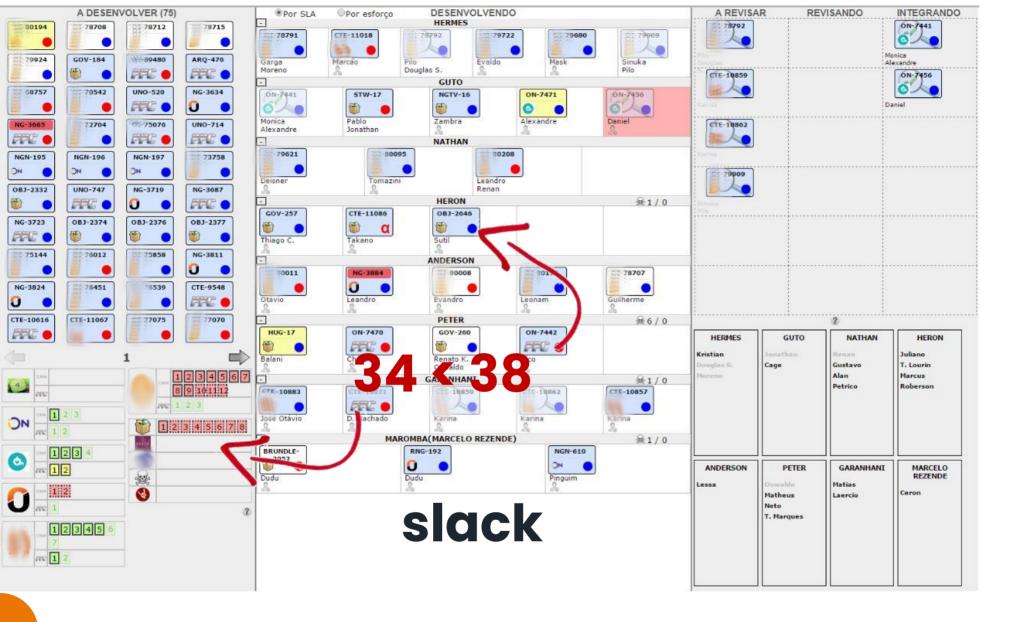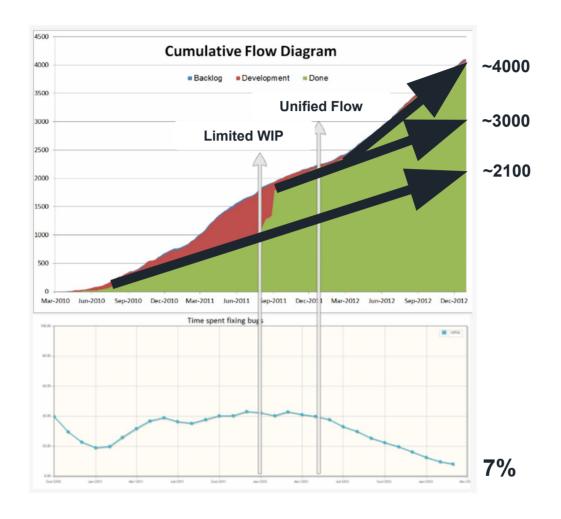
RESULTS

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RESULTS
(agile teams)

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

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

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RESULTS
(waterfall teams)

- **productivity: +-11x**

- **predictability: >90%**

- **quality (bugs): from 60% to <10%**

- **overtime: from 1000h to <50h**
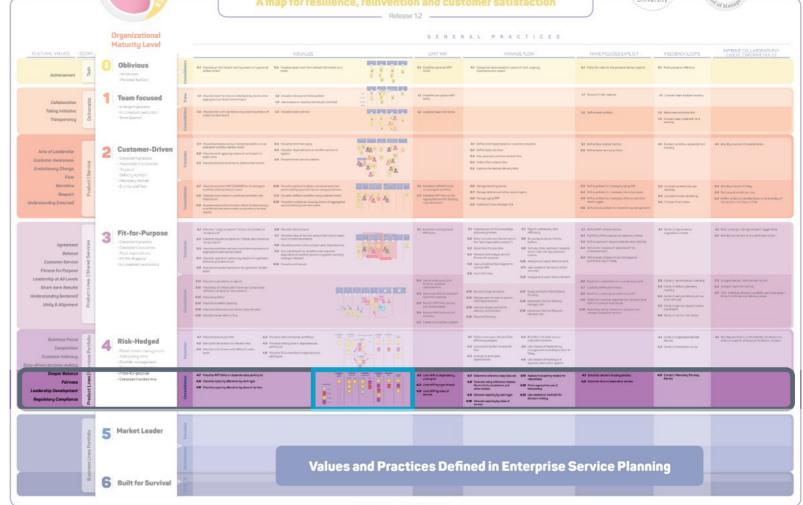
"The only company I ever saw **evolve empirically** to KMM level 4!"

Rodrigo Yoshima | AKT - AKC

ALLOGATION

- +1=5%
- 4=20%
- 10=50%
- 6=30%

		5 INPUT BUFFER	4 ANALYSIS		4 DEVELOPMENT		2 BUILD READY	2 TEST	RELEASE READY
			IN PROG	DONE	IN PROG	DONE			

Values and Practices Defined in Enterprise Service Planning

		4	Risk-Hedged
	5	Market Leader
	6	Built for Survival

More information: www.kanbanmaturitymodel.com
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More cases in other companies...

Taller

Software House
30 members

+productivity
+quality
+focus
-waste

Dafiti

Largest Fashion e-commerce
(Latam)
120 IT members

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

Natura

Biggest Care Cosmetic
(World)
450 Product members

+productivity
+visibility
-bottlenecks
+efficiency

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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**

  - Schedule a free match with one consultant!

- **Unified Flow**

  - Get 50% off in a 2 days training!
  (pay only U$ 600)
  - Discount cupom: KGS22

Let's talk!

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