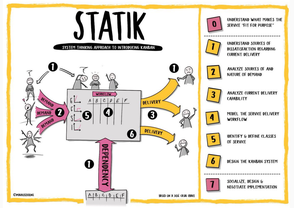
Overview of STATIK Steps

1. Sources of Dissatisfaction
2. Analyze Demand
3. Analyze Capabilities
4. Model the Workflow
5. Identify Classes of Service
6. Design the Kanban System

Kanban

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University,
trainer: Silke Noll



Form groups around cases

15 min

- You will have a great learning opportunity to practice STATIK with your own cases. Who would like to offer a real-world case to practice STATIK?
- Form groups of 3-4 people, one of them with a "case," a (future) Kanban system that should be designed
- As a first step, help the Case Owner to describe their **"Service."** Use the Service Design Canvas or any other visualization might evolve throughout the application of the STATIK stages.
- You might draw a diagram positioning the service in the network of services in that organization

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Context: Change/ Delivery

What is the service we are providing?

eg. **New** things we want to implement IT, like Co-op GPT

To delivery transformative change at the Co-op

What Service Do You Provide?

Kanban

Customers:

What do they ask you for?

What do you do with those requests?

Where does finished work go?

eg. Different departments / BUs

Deliver IT change

Follow project delivery process to implement changes

Goes back to the end users (BU)

Kanban Tennis

Demand Analysis

15-30 min

In your groups, perform a Demand Analysis:

- **Identify work item types**
  - Where does demand come from?
  - What do customers request? Scale?
  - Complexity?
  - Tip: different types resulting in different workflows, dependencies, required skills)
- **For each type of work, analyze:**
  - Arrival rate and nature of demand (random, burst, seasonal, batches, chaotic, planned or unplanned, anticipatable or not?, refutable/discretionary or not?)
  - Customer expectations (even if unreasonable)

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

Do it Kanbanan! Kanban Learning

Demand Analysis

Work Item Type	Arrival Pattern	Nature of Demand	Customer Expectations
Infra - tech refresh (ei laptop upgrades)	every 2 or 3 years	Plannable	100% refreshed by the due date
Infra - any other infra activities			
New Applications	anytime	unplannable anticipatable	complete the application as soon as possible
Existing Application - Existing software enhancements (Servicenow, SAP)			

Identify work item types.

Where does demand come from?
What do customers request? Scale? Complexity?
(Tip: different types resulting in different workflows, dependencies, required skills)

For each type of work, analyze:

Arrival rate and nature of demand (random, burst, seasonal, batches, chaotic, planned or unplanned, anticipatable or not?, refutable/discretionary or not?)

Customer expectations (even if unreasonable)

Demand Analysis

Capability Analysis

30 min

Kanban Tennis Blueprint

Work Item Type	Delivery Rate	Defect Rate	Capability Analysis	Demand vs Capability
Infra - tech refresh (ei laptop upgrades)				
Infra - any other infra activities				
New Applications				
Existing Application - Existing software enhancements (Servicenow, SAP)				

Capability Analysis

Optional: Capability Analysis

30 min

- An open and team-fate, called:
  - Capability Analysis
  - Capability Analysis Canvas
- Capability Analysis
  - Capability Analysis Canvas
  - Capability Analysis Canvas
- Related to Capability:
  - Kanban Maturity Model

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban Tennis Blueprint

Kanban Maturity Model

Classes of Service

Class of Service	Work Item Type(s)	Policies	SLAs
Standard	New Applications Infra - any other infra activities	Prioritise sequentially Reviewed by team regularly	
Fixed state	Infra - tech refresh (ie. laptop upgrades) Anticipated compliance items	Prioritise by the deadline	
Expedite	Urgent compliance/ regulatory item	Prioritise the most	Normally last-resort
Intangibles	Maintenance, upgrades	Lower priority	

Consider the risks associated with different work items types, such as cost of delay.
Describe some policies for classes of service, e.g. Expedite.
- What are the rules for how something should be treated?
- Typically we care about queuing, discipline & volume of tickets.
Which classes of service apply to which work item types? 1 to 1 mappings are common.
Are there any existing SLAs or other policies that cause interruptions, untracked work, and hidden Classes of Service?
Do these (negatively) affect customer satisfaction?

Kanban Tennis

Discovering Classes of Service

30 min

- Consider the risks associated with different work items types, such as cost of delay
- Describe some policies for classes of service, e.g. Expedite.
  - What are the rules for how something should be treated?
  - Typically, we care about queuing discipline & volume of tickets
- Which classes of service apply to which work item types? 1 to 1 mappings are common.
- Are there any existing SLAs or other policies that cause interruptions, untracked work, and hidden Classes of Service?
- Do those (negatively) affect customer satisfaction?

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

System Replenishment & Delivery Frequencies

30 min

- What is the appropriate input or system replenishment frequency?
- How quickly are things changing (in the business)? What is the arrival rate of new information that would affect selection of items?
- What is the ideal delivery frequency for your Kanban system?
- What are the transaction costs of a delivery (training, deployment, governance) and the lead times involved (e.g. training lead time)?
- Does it make sense for delivery and system replenishment frequency to be the same, or is it more natural for them to be different?
- Is on-demand delivery or replenishment possible? What would it take to make it possible?

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

Replenishment & Delivery Cadences

Work Item Type(s) / Classes of Service	Replenishment Frequency	Delivery Frequency	Transaction costs
Standard New Applications Infra - any other infra activities	Once a year (?)	Revisit list every quarter	Agile - every fortnight	Not fixed, depends on size of the work
Fixed state Infra - tech refresh (ie. laptop upgrades) Anticipated compliance items			
Expedite Urgent compliance/ regulatory item			
Intangibles Maintenance, upgrades			
Standard Enhancements	Monthly (BRM forum)		Lower transaction cost	Less people to coordinate, less red tape
Expedite Project change request			

IT Leadership
Portfolio
Programme/ Project
Cross-Team

What is the appropriate input or system replenishment frequency?
How quickly are things changing (in the business)? What is the arrival rate of new information that would affect selection of items?
What is the ideal delivery frequency for your Kanban system?
What are the transaction costs of a delivery (training, deployment, governance) and the lead times involved (e.g. training lead time)?
Does it make sense for delivery and system replenishment frequency to be the same, or is it more natural for them to be different?
Is on-demand delivery or replenishment possible? What would it take to make it possible?

Replenishment & Delivery Cadence

Understand motivation for change

10 min

- Describe Sources of Internal/ Team Frustration
  - Variability that randomizes the process
  - What prevents work being delivered on-time, with good quality, etc.
- Describe Sources of Customer Dissatisfaction
  - Reason's customers are unhappy/expectations not met
  - (or points of customer conflict)

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

Sources of Dissatisfaction

Internal	eg. Anyone in IT, PM	eg. GMs, farmers	External
Unhappy workers due to non-value adding tasks	Cumbersome processes	Bottlenecks at certain phase	disruption of current processes	BU wanted a change on the product when on the last phase of the delivery	Production changes cause Farmers too any issues
Too much time taken in meetings to discuss what the change is about	Doers Dont know "why" the change is required?	Downstream teams not always being involved in planning and negotiations about no changes in scope, resourcing and costs after project kicked off	✔ poor communication	Lead time	Its costs too much
Business requirements unclear	Unpredictable work pushing down	unplanned work disruptive	project terminated half way	Project does not provide customer-focused solution	Did we really need that new shiny thing? I dont see the point of it
Promising too much for no time	Funding (?)	Resource allocation Cannot predict resourcing levels and capacity	Organisational change affects projects	May not have functional / technical support upfront when building business case	poor BAU handover
Are we delivering high priority/ value work?					

Kanban Tennis

Map the workflow(s)

15-30min

In your groups, model the workflow(s) in your service delivery

- Sketch the workflow for a few types of work
  - Any method is acceptable, like flow charts, sticky notes, or stickmen drawing
- Discuss the sequence of dominant activities for discovering new knowledge/information
  - List the activities (use verbs)
  - Does the knowledge discovery activity span across people/teams and show collaborations?
- Are there any specialist activities?

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

Activity A
Activity B

Map the workflow(s)

New Applications

Identify business need → Assess request feasibility → Assign PM to build a business case → Build business case → Get business case approved → Mobilise project team → Build project solution → Test project solution → Perform UAT → Deploy project solution → ELS → Handover to BAU → Close project

Infra - tech refresh (ie. laptop upgrades)

Identify business ***risk*** → Ask BRMs for acceptance → BRMs ask Portfolio Managers to work on request → Assign PM to build a business case → Build business case → Get business case approved → Mobilise project team → Build project solution → Test project solution → Perform UAT → Deploy project solution → ELS → Handover to BAU → Close project

Sketch the workflow for a few types of work.
- Any method is acceptable, like flow charts, sticky notes, or stickmen drawing.

Discuss the sequence of dominant activities for discovering new knowledge/information.
- List the activities (use verbs).
- Does the knowledge discovery activity span across people/teams and show collaborations?

Are there any specialist activities?

Kanban Tennis

Prerequisites for Module 4

15 (+30) min

- Please get this done before the start of the next module!
- Kanban Foundations Quiz
- Worksheet "Elements of a Kanban System"

Official Licensed Material, KSD-v2.0.4 Copyright © 2024 Kanban University, trainer: Silke Noll

Kanban

Kanban System Design

KANBAN CORE CONCEPT REVIEW

Question 1: The Kanban Method is focused on managing the work and letting people do what?

- ☐ Work on their own projects
- ☐ Receive direction from their manager
- ☐ Self-organize around it
- ☐ Grow softer

Question 2: What kind of activities commonly take place when work is going through a workflow?

- ☐ Replenishment activities
- ☐ Data entry activities
- ☐ Value-adding activities
- ☐ Collaboration activities

Question 3: If you have a system lead time of 100 days and the work is in process 10 days out of that time, the FLOW EFFICIENCY is:

- ☐ 10 days
- ☐ 10 percent
- ☐ 10 percent
- ☐ unclear

Question 4: "Standard", "Fixed date", "Intangible", "Expedite" are typical examples of...

- ☐ Work Item Types
- ☐ Classes of Service
- ☐ Blockers
- ☐ STATIK

1

Kanban

Official Licensed Material, Copyright © 2019 Kanban University

Kanban System Design

Worksheet "Kanban system elements"

Step #1: Revise the Kanban Principles and Practices

1. Please read David J. Anderson's Blog Article "The (Change) Principles and General Practices of the Kanban Method": https://djaa.com/the-principles-and-general-practices-of-the-kanban-method/
2. Use the 3*2 grid on page 2 of this worksheet to fill in the name of the practices and some notes. Leave space for more information to be added!

Step #2: Derive the elements of a Kanban system

Having refreshed the Change Principles and six Kanban core practices, please think through this question:

What elements or characteristics would a Kanban system need to have in order to support these practices and principles?

Hints: A Kanban board is part of a Kanban system, but there is way more to it!
The Essential Kanban Guide Condensed defines a Kanban system as "a flow system with defined commitment and delivery points, and with work in progress limits".
The Kanban system can be seen as the management system for running and improving your service.

Add your thoughts on required elements in the space below and/ or the grid on the next page that you have pre-filled with the practices.

1

Kanban Tennis System Blueprint