List the services your customers perceive that you provide to them.
Are there shared services in the organization?
Why are they shared?
For each service, what level of Kanban do you envisage:
- Personal Kanban
- Team Kanban
- Service-oriented Kanban?
- Full Workflow Kanban pull system?

Seeing Services

10 minutes

Exercise – Seeing Services

- List the services your customers perceive that you provide to them.
- Are there shared services in the organization?
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  - Service-oriented Kanban?
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Service	Shared? Why?	Kanban Level Why?
DevOps Engineer	Data Engineers and DevOps was not required full time, but only for specific phases of the project/service delivery. They were also shared across different feature delivery teams	Service oriented Kanban
Data Engineer		
Business Analysis	No other business area has these types of specialised resources	PM - Full pull system
Project Management	People are called PM's but don't actually engage in the discipline	APP and BI Dev Service orientated
App Development		BA - Service orientated
BI Development		

Exercise: Seeing Services

Do the roles of Service Delivery Manager (SDM) or Service Request Manager (SRM) exist in your organization today?
If not, what are the cultural & political implications of introducing them?
Would it be easier to stick with current roles, responsibilities & job titles?
Who would play the SDM role, who the SRM role?
What is their current title? Which responsibilities and what policy ownership do you envisage for them?

Roles

Neither of those roles exist - the function is performed by the PM

Leave the roles out - it would be easier to keep existing PM role

Cultural impacts would be non-science people running science delivery so focus on cost vs value would be a contentions point

10 min

Exercise: Roles

- Do the roles of Service Delivery Manager (SDM) or Service Request Manager (SRM) exist in your organization today?
- If not, what are the cultural & political implications of introducing them? Would it be easier to stick with current roles, responsibilities & job titles?
- Who would play the SDM role, who the SRM role?
- What is their current title? Which responsibilities and what policy ownership do you envisage for them?

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Exercise: Roles

Treasure Hunt: Scaling out across the organisation

Team and service sort of means the same

Reviews are all about improvements; Daily coordination => meetings

Emerging roles (not job titles, but rather capabilties): SDM, SRM

Treasure Hunt: Scaling out across the organisstion

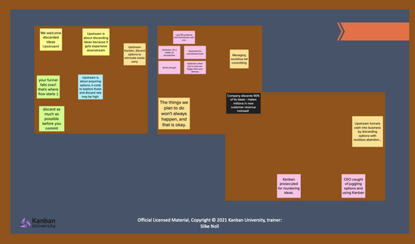
Upstream Kanban: What would you say about this information if a newspaper reporter wanted to quote you

It's our way of refining work, confirming that it is needed before we commit -weeding out what is not valuable

Diverge and Converge: go wilde, brainstorm, gather information. Then put your ducks in a row

The art of saying no

Purposefully reducing our demand



Upstream Kanban