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Yes We KANBAN

Kanban Management Professional Education: Developing Kanban Systems in the Enterprise

Part II of the KMP Credential

Silke Noll

Version v2.0

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Kanban Systems Improvement

Successful Evolutionary Change for your 21 Century Organization

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Before we start...

Create a free account in Kanban+ and apply the trial code, which you can find here: https://kanban.plus/pages/bwk-trial-subscription

You are going to need it for the exercises and as your learning process support.

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Posters you will need

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/statik/statik-intro

Be Like Water

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/kanban-in-numbers-2/6-benefits

Kanban in Numbers

You will find many more posters in the BWK+! Explore them all :)

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Supporting reading

Kanban in Numbers poster	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/kanban-in-numbers-2
Be Like Water poster	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/bwk-belikewater-poster
Chapter 10: *Lunch in Hibiya, Dinner at Anthony's*	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/lunch-in-hibiya
Chapter 11: *Be Like Water*	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/11belikewater
Chapter 12: *Codifying the Method*	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/codifying-the-method
Case Study: *Posit Science*	https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-case-studies/reader/posit-science
Kanban+ blog	https://kanban.plus/blogs/blog?page=1

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Introduction

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Power in Simplicity!

Kanban CONFERENCES

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Pragmatic, actionable, evidence-based guidance!

Something you can take away and implement next Monday

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Kanban Self-Assessment

1. Novice	Curious, no real knowledge, “my boss sent me”
2. Informed	Attended a Kanban conference, watched Kanban videos, or read material about Kanban
3. Practicing	Implemented a Kanban board with my team
4. Practitioner	“Kanbanized” a customer-oriented workflow involving multiple organizational units, with multiple activities, work item types and classes of service
5. Master	Applied #4 to multiple interconnected services in the enterprise, with quantitative feedback loops

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What is your purpose for being in this class?

What are your objectives?

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Purpose of this Class

- Take a pro-active, rational and well-communicated approach to continuous improvement
- Develop an understanding of evolutionary change and avoid the tendency for pushing disruptive, presumptive solutions
- Achieve higher levels of both internal and external customer satisfaction, sustainably
- Implement simple and effective cross-boundary coordination
- Effectively scale workflow agility without changing job titles, organization structures, or causing other disruptions
- Increase skills and implementation of the 6 general practices of Kanban

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Overview of the Course Modules

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Module 1

Kanban as an Evolutionary Change Method

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Motivation for the Kanban Method

Reading reference: ***Be Like Water***
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Motivation for the Kanban Method

> Why Kanban instead of traditional change methods?

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Traditional Change is an A to B Process

Current Process

Future Process

defined / designed in advance

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How Humans Process Information

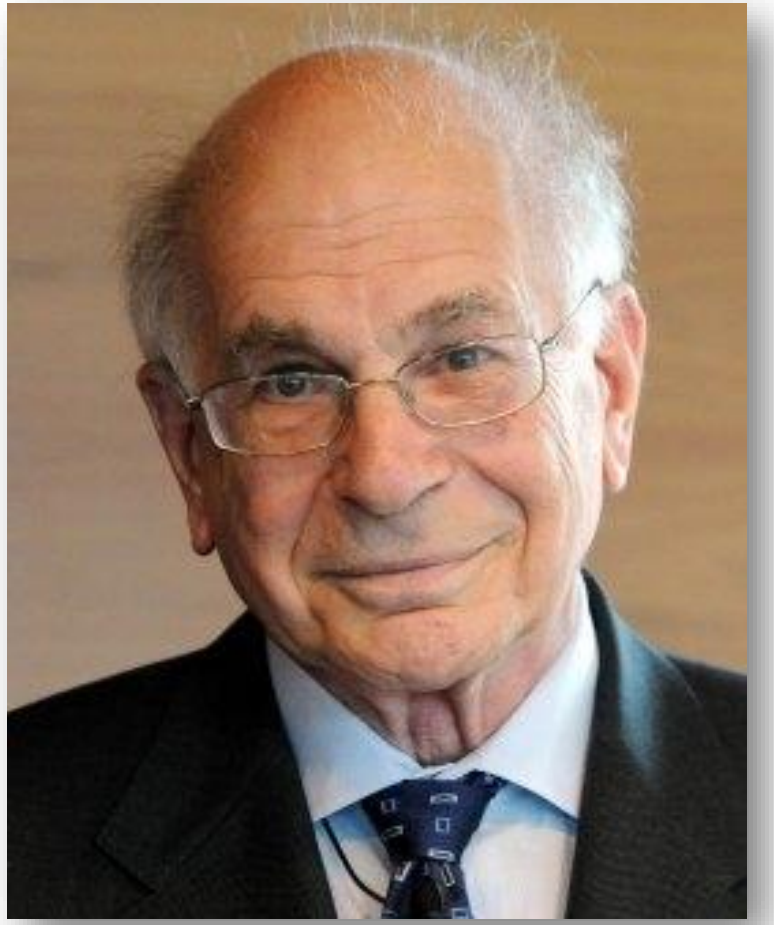
Learning by Experience

FAST!

But slow to learn.

System 1

Sensory Perception
Pattern Matching



Learning by Theory

SLOW!

But fast to learn.

System 2

Logical Inference
Engine

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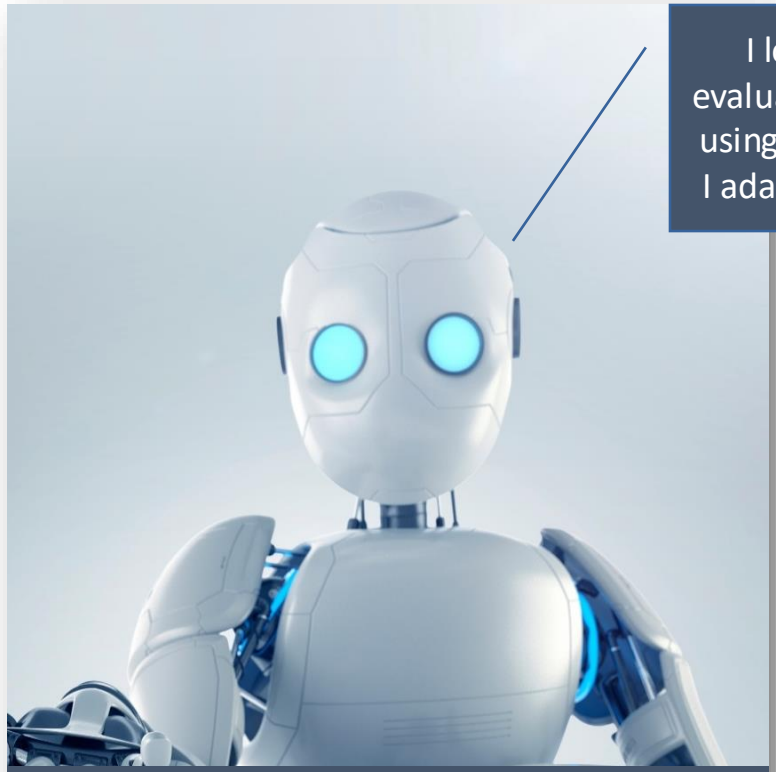
How We Process Change

I feel change emotionally using System 1. I adapt slowly.

Carbon-based life form



I logically evaluate change using System 2. I adapt quickly.

Silicon-based life form

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Adopting new processes challenges people psychologically and sociologically

- Most people resist change because individually they have more to lose than to gain…
  - New roles attack identity
  - New responsibilities threaten self-esteem and social status
- Keeping current practices is more conservative but avoids shaking up the current social hierarchy

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How is the Kanban Method a different type of change management?

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The Kanban Method …

- Rejects the traditional approach to change
- Believes it is better to avoid resistance than to push harder against it
  - Don’t install new processes
  - Don’t reorganize
- Is designed for carbon-based life forms
  - Evolutionary change that is humane

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The Kanban Method …

- Catalyzes improvement through use of Kanban systems and visual boards
- Takes its name from the use of kanban signals but it is just a name
- Anyone who thinks Kanban is just about Kanban (boards and systems) is truly mistaken

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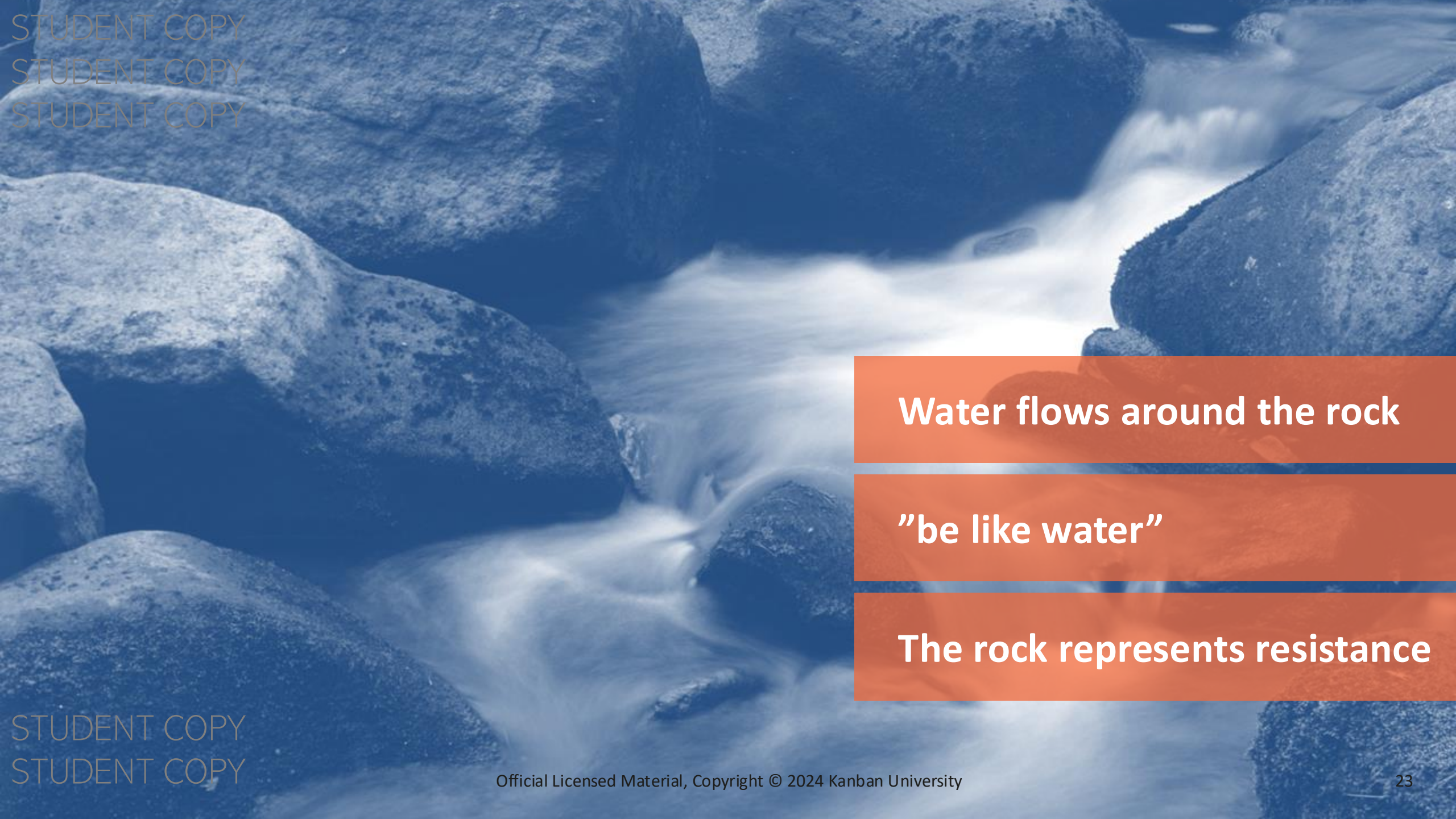

Water flows around the rock

”be like water”

The rock represents resistance

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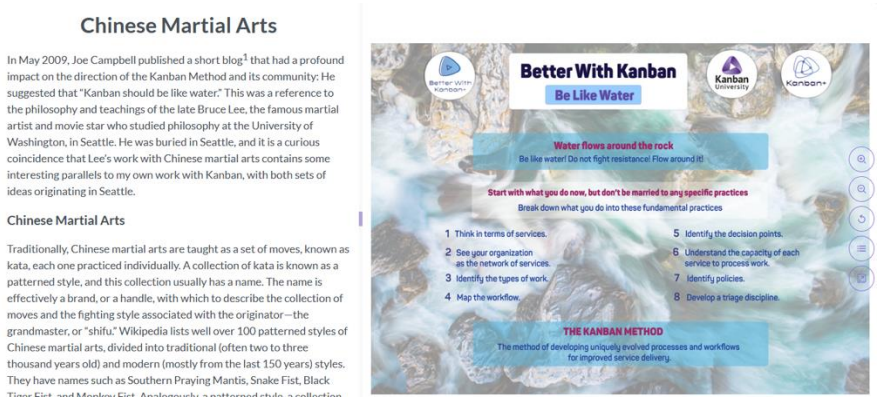
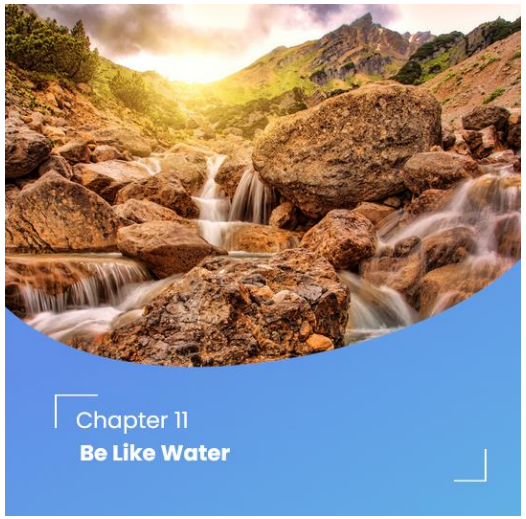
Learn more!



Explore the poster

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/bwk-belikewater-poster



Read the chapter

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/11belikewater

Download the poster

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-downloads

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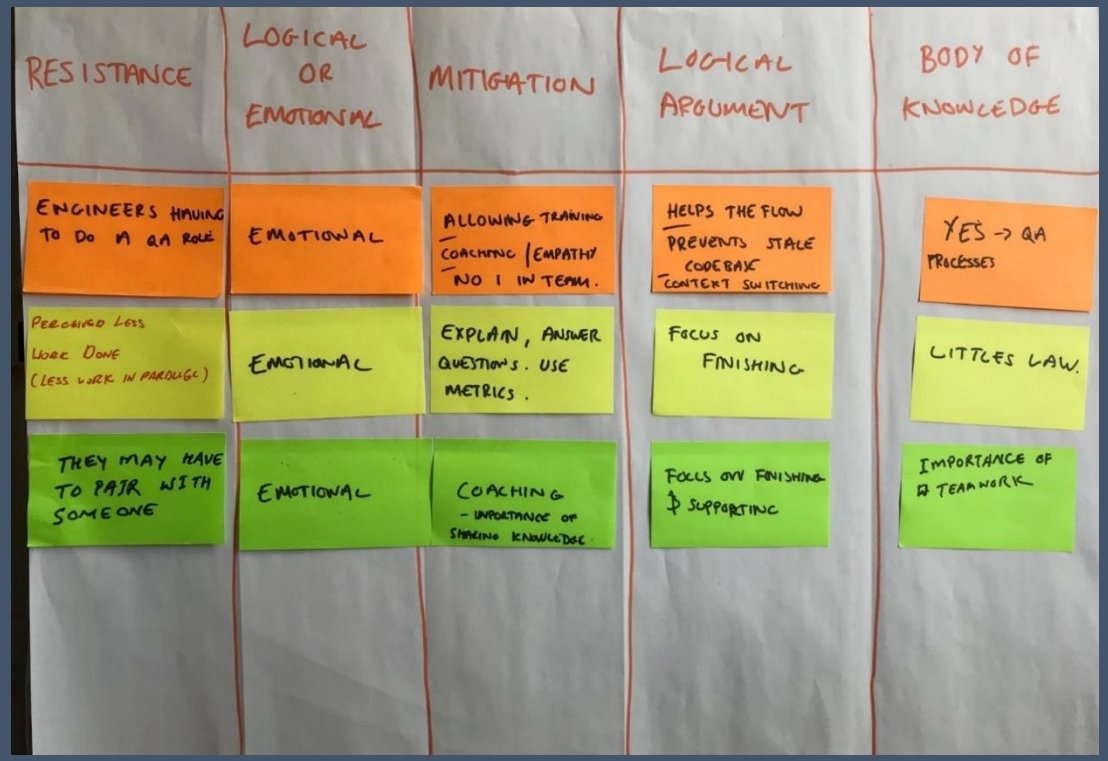
Exercise 1

15 min

Overcoming Resistance to WIP limit Introduction

- List reasons people might object to WIP limits. What are they afraid of?
  - Write each fear on a sticky note.
  - Are the objections emotional or logical?
- For each emotional resistance…
  - How might we mitigate the resistance?
  - What stronger emotion might help us overcome it? How might we design a visualization to raise awareness?
- For each logical resistance…
  - What logical argument is needed to overcome it?
  - Which body of knowledge is needed? Is training required?



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> There are different types of Kanban!

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Evolutionary Change

A Case Study

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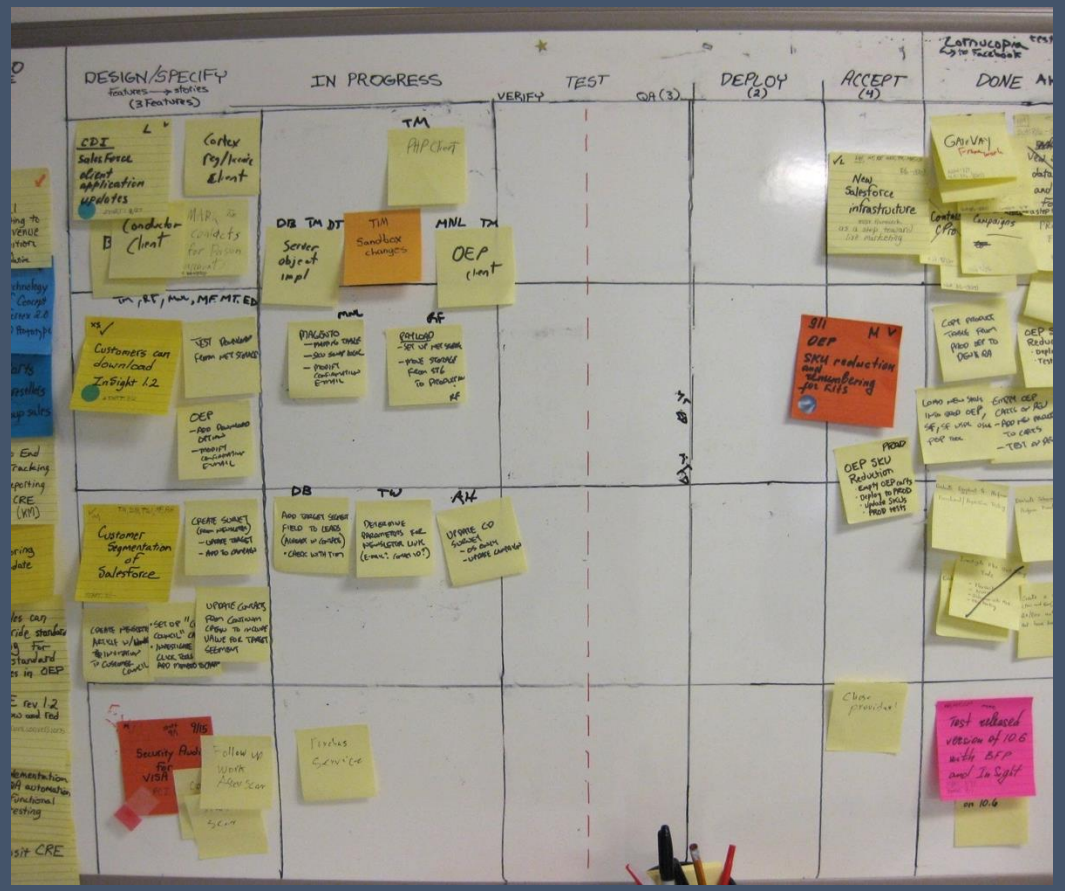
Posit Science Case Study Review

10 min

- List work item types
- List classes of service
- Identify commitment points
  - Is it a symmetrical or asymmetrical commitment?
  - Is there a mechanism to reverse commitment?
- Identify any shared services
- Can you see any (potential) bottlenecks or non-instant availability problems?



Reading reference: ***Posit Science Case Study***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-case-studies/reader/posit-science

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Kanban Maturity Model (KMM)

The playbook for managed evolutionary change

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The purpose of the KMM

It is a **model of Organizational Maturity**

…**provides** a **map** for appropriate practice adoption

… **prevents** typical **failure modes** seen in Kanban implementations

… illustrates **appropriate practices** for each level of organizational maturity.

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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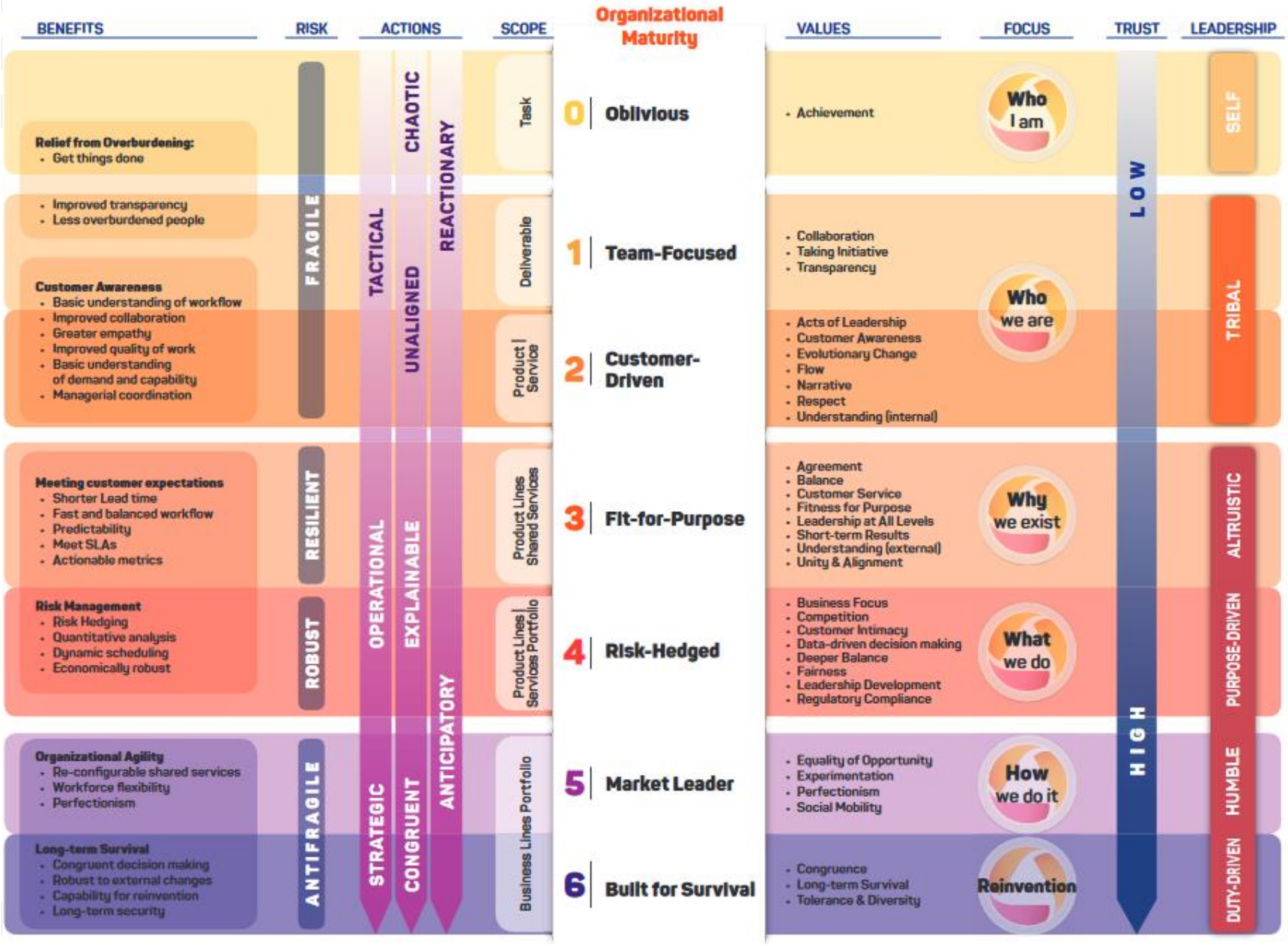

KANBAN METHOD

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 policies 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

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Download the poster: ***Kanban Maturity Model Overview***
https://all.kanban.plus/en/content/kanbanplus/kmm/default/kmm-downloads

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Three Aspects of KMM

Things people value and refer to them as principles or norms (written or unwritten) that justify behaviors and practices

"This is how we live here."

- Routine activities
- Observable patterns of interactions
- Settled, regular Kanban practices
- Habits

"This is how we do things around here."

- Demonstrated results
- Findings from external (customer) and internal (organization) perspective

"This is how our business looks like."

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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Overview of Maturity Levels 0 to 4

0	Oblivious	Individualism	‘My way”: Every customer has their pet
1	Team-focused	Individual heroics	“Never the same way twice”: individual heroics and unconnected teams
2	Customer-driven	Managerial heroics	“Never the same result twice”: delays and last-minute tension despite coordinated team effort
3	Fit-for-Purpose	Customer Service	“Always happy customers”: “no more heroes anymore”, processes under control
4	Risk-hedged	Fairness	“Everyone is happy”: “no more surprises”, processes under control

Reading reference: ***Kanban Maturity Model***
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Characteristics of an ML 0 organization

- Manage individual's work
- Individual oblivious to the need of policies
- Main objective: cope with the high workload
- Rudimentary instrumentation
- Business outcome totally depends on individual's skills and knowledge

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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Characteristics of an ML 1 organization

- Emerging culture of transparency, collaboration and teamwork
- Emerging process, still inconsistent, individuals typically manage tasks, some teams start managing work items
- Focus on starting
- Business outcome depend on individual's skills
- Metrics focused on applying the practices and individuals

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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Characteristics of an ML 2 organization

- Emerging service-orientation
- Consistent process, basic polices defined, emerging roles: Flow Manager, Service Request Manager
- Basic management of flow, blockers, rework, and dependencies between teams, some metrics are in place
- Customer expectations not yet understood
- Inconsistent outcome

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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Characteristics of an ML 3 organization

- Consistent process
- Manage upstream options, triage discipline
- Service delivery management, Classes of Services, Customer-oriented actionable metrics
- Basic operations / project portfolio review
- Consistent outcome
- The service is fit-for-purpose
- Kanban may be used to manage an upstream option development process such as drug design and approval
- Upstream Kanban is used to marshal options for commitment and delivery
- Typically, upstream (discovery) and downstream (delivery) are separate organizations with separate boards

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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Characteristics of an ML 4 organization

- The service becomes fit-for-purpose from stakeholders' perspective
- Quantitative understanding of the workflow
- Focus on risk identification and hedging
- Capability to manage shared resource and fluctuating demand

Reading reference: ***Kanban Maturity Model***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/13kmmchapter

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15 min

A KMM view of Posit Science

- In your workgroups, reflect on the Posit Science case study.
- Which maturity level might they have been at the beginning of the journey, and at the end?
- Referring to the KMM A0 poster, can you identify any specific techniques that were applied during the evolutionary change work?
- Reflect on the timeline for these changes: Thoughts and observations?

Reading reference: ***Posit Science Case Study***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-case-studies/reader/posit-science

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10 min

Reflection: Maturity Levels

- Reflect on your organization and your current Kanban implementation. What are the characteristics?
- Are you still at maturity level 0 or 1? These early maturity level organizations represent the majority of the market, perhaps 80%+. Why do you think that is?
- Why do you think “full” Kanban pull systems to be found at higher maturity levels are so challenging to adopt?

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Example: Barriers to evolving to ML 2

1. Not starting with a customer-facing service
2. Lack of service orientation or customer focus
3. Copying an organizational blueprint
4. Forced to use an organization's standard process
5. Managers not trained in Kanban
6. Lack of Flow Manager
7. Legacy tooling

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Key things to remember for now

> It is the organization that matures, not the Kanban that matures.
>
> Culture and practices should go hand in hand and together determine the possible outcomes.

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Summary: Driving Successful Change Initiatives with Kanban

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The Kanban Method

> "Successful evolutionary change for your 21st century business."

In order to successfully

- respond to market change
- survive in a rapidly changing market
- maintain fitness for purpose (without slow decay until a crisis punctuated by disruptive change initiatives)

Reading reference: ***Be Like Water***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/11belikewater

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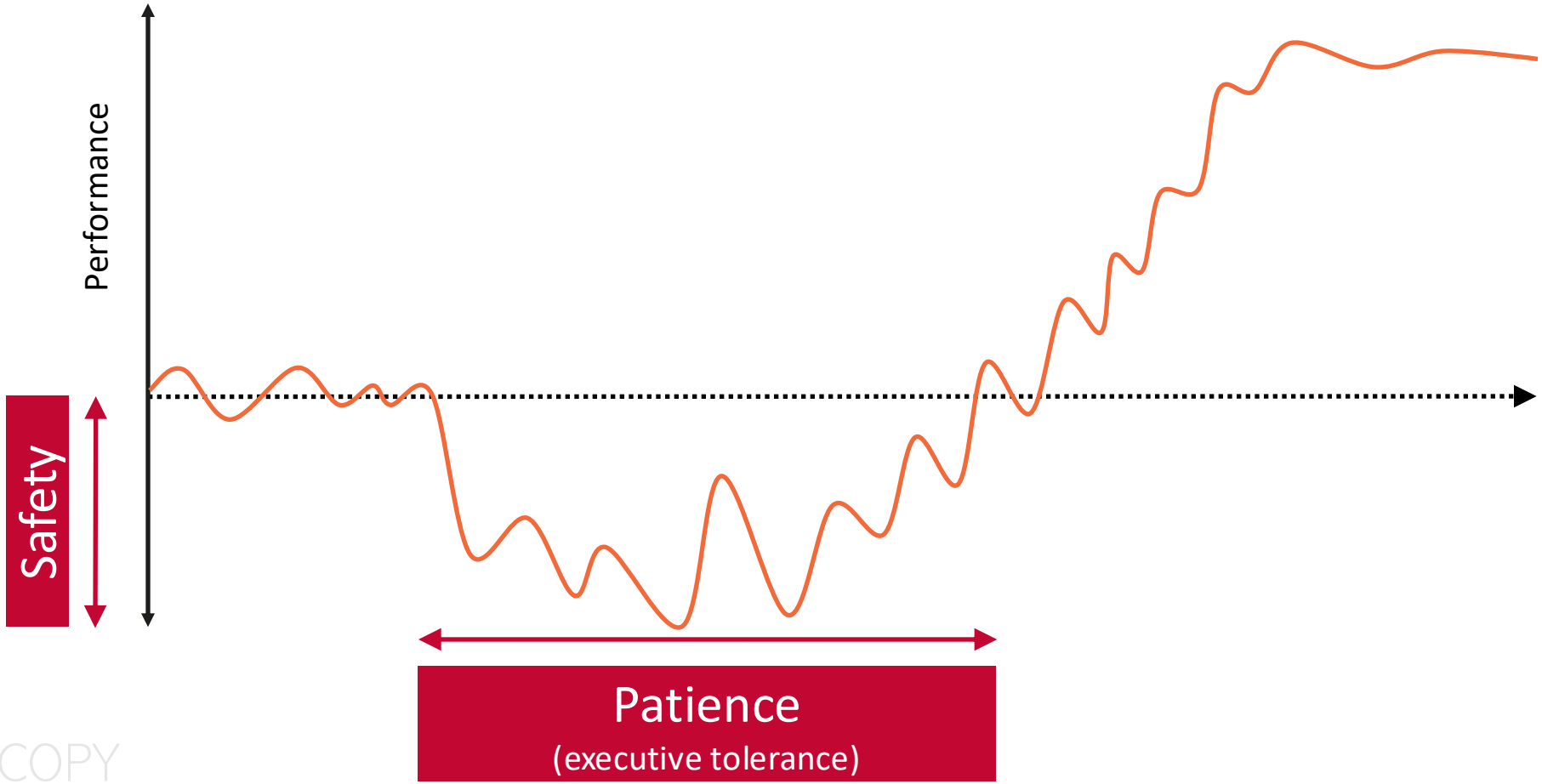
What Change Really Feels Like: The J Curve



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Start with what you do now

- The Kanban Method evolved with the principle that it should “be like water” - enable change while avoiding sources of resistance.
- With Kanban you start with what you do now and "kanbanize" it, catalyzing the evolutionary process into action. Changes to processes in use will occur.
- Evaluating whether a change is truly an improvement is done using fitness criteria that evaluate an external outcome.

Reading reference: ***Be Like Water***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/11belikewater

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Fitness Criteria

Fitness criteria are metrics that measure observable external outcomes.

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Fitness Criteria

Things customers or other external stakeholders value:

- Delivery time
- Quality
- Predictability
- Safety (conformance to regulatory

Metrics that qualitatively assess actual outcomes such as:

- Customer satisfaction
- Employee satisfaction

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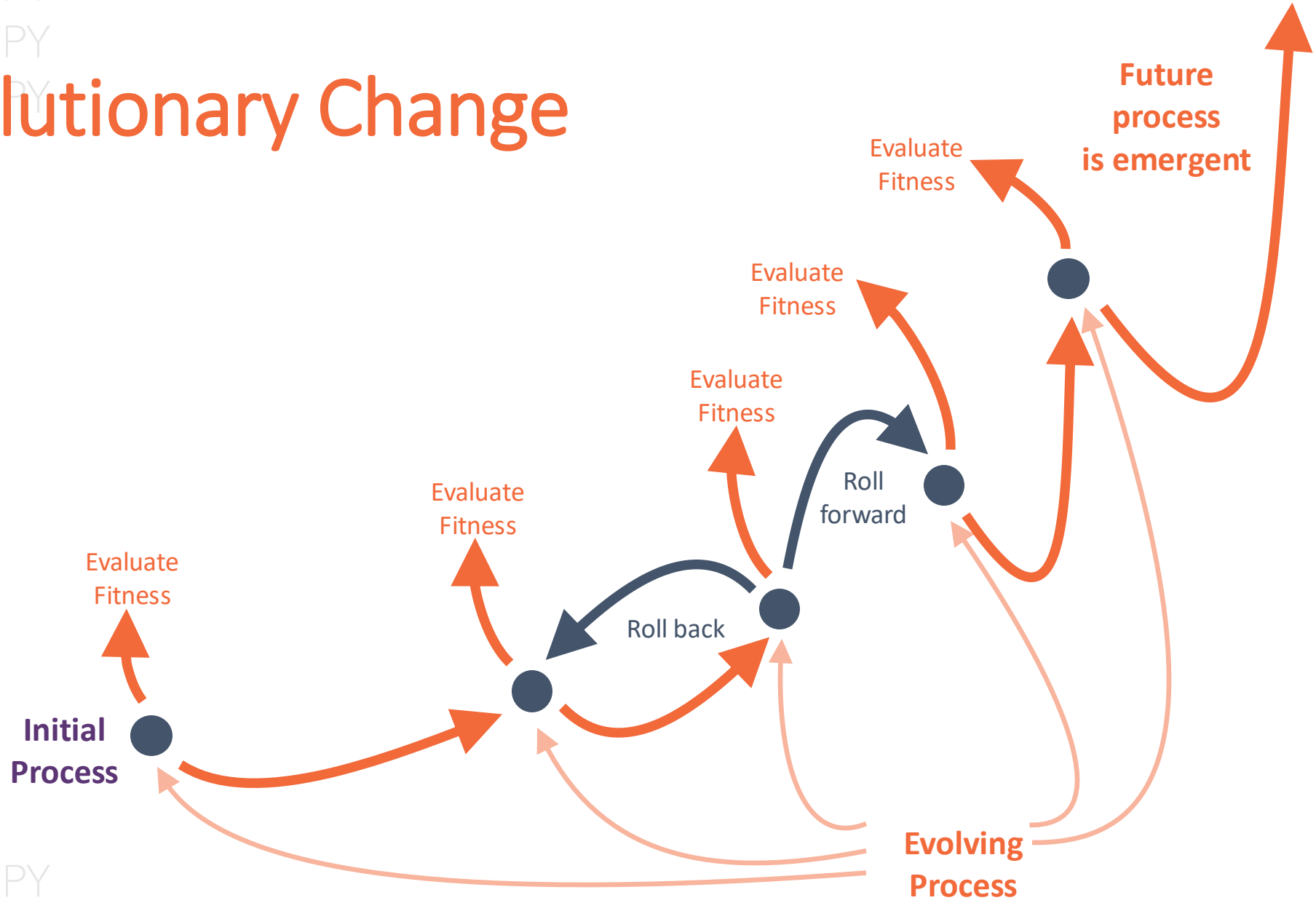
Evolutionary Change



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Want to learn more about managing change with Kanban?

You will learn more Kanban practices and improving service delivery in the Delivery Manager Specialization course of the KMP education.

Consider the Kanban Maturity Model and Kanban Coaching classes to become a Kanban Coaching Professional.

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Module 2

Kanban for the Enterprise

Review of the Kanban Method. How to scale, upstream Kanban, Services orientation.

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The Kanban Method

A Review

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30 min

Teach Backs: The Kanban Method

- Reviewing and presenting the core Kanban knowledge from the “old” section “Understanding Kanban Systems”.

Reading reference: ***Codifying the Method***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/codifying-the-method

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What is a Service?

Customer

Has need
Requests a product or service

Service Delivery
Respond to the need with a series of activities

Need fulfilled
Requestor accepts or acknowledges delivery

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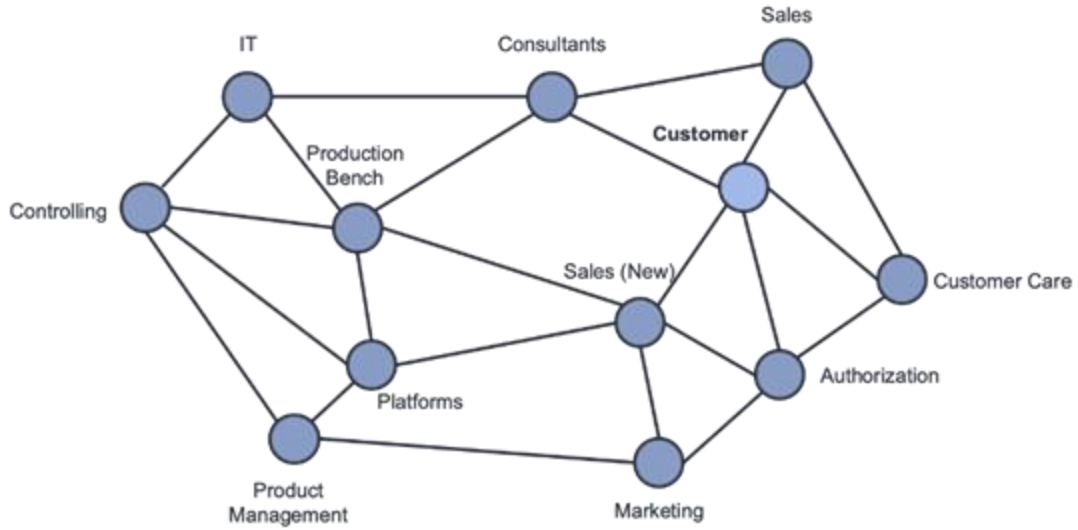
Kanban Method: Service Delivery Principles

Your organization is a network of interdependent services with policies that determine its behavior.

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 policies to improve outcomes



Reading reference: ***Kanban Principles***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/kanban-in-numbers-2/9-principles

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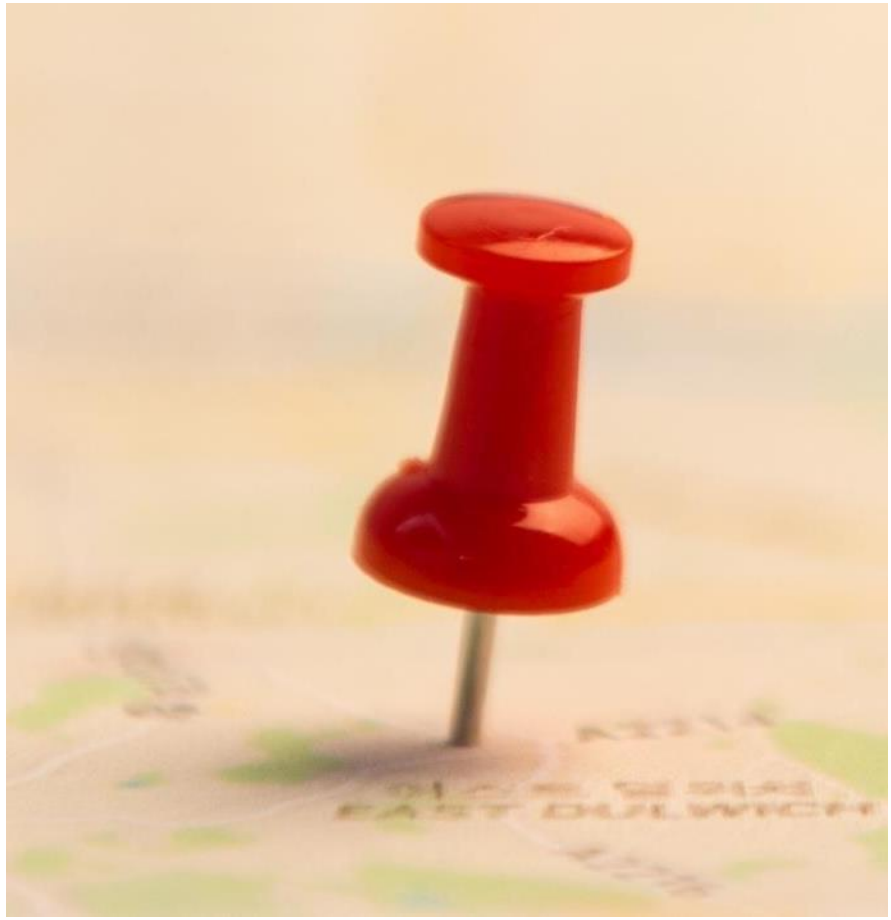
Kanban Method: Change Management Principles



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

Reading reference: ***Kanban Principles***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/kanban-in-numbers-2/9-principles

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The Kanban Method uses …

… **kanban boards** to visualize invisible work, workflow, and business risks together with **kanban systems** which limit work-in-progress

The Kanban Method delivers …

… faster, more predictable **service delivery** and an **adaptive capability** that enables you to respond effectively to changes in customer demand or your business environment

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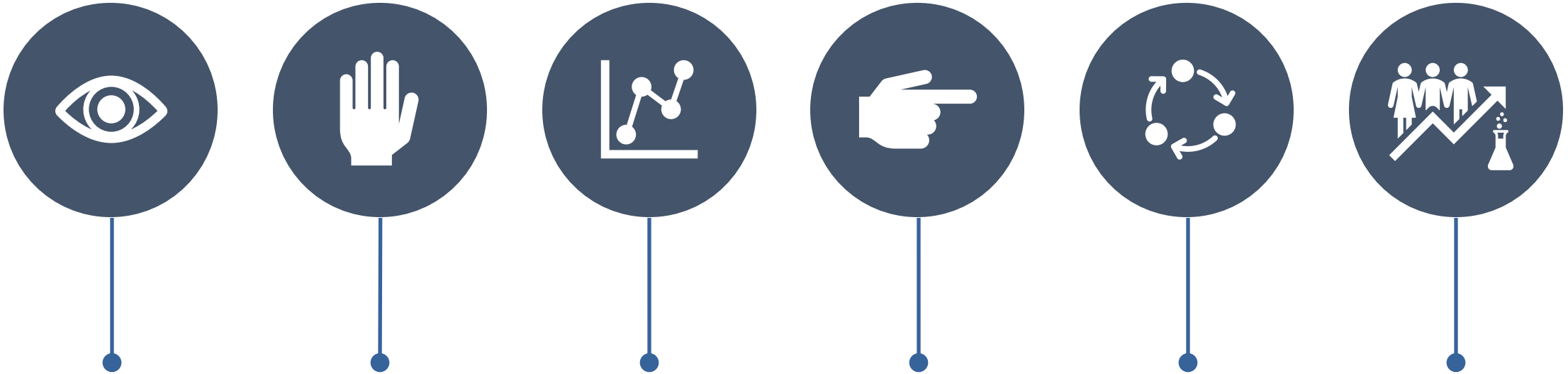
Kanban Method: General Practices



Visualize

Limit WIP

Manage Flow

Make Policies Explicit

Implement Feedback Loops

Improve Collaboratively, Evolve Experimentally
(using models and the scientific method)

Reading reference: ***Kanban Practices***
https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/kanban-in-numbers-2/6-practices

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Implementing Kanban for Service Delivery

Specific Practices

1. Visualize service delivery workflows
2. Implement pull systems with WIP limits
3. Manage flow within and across workflows
4. Make your decision framework, risk management policies, and boundaries of empowerment explicit
5. Implement the Kanban Cadences
6. Improve collaboratively, evolve experimentally

   (using fitness criteria metrics and model-driven improvements, based upon an understanding of risks, variability, constraints, sources of delay, queuing theory, real option theory, transaction, and coordination costs)

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STATIK (Systems Thinking Approach to Introducing Kanban)

Identify Services. For each service …

1. Understand what makes the service “fit-for-purpose”
2. Understand sources of dissatisfaction regarding current delivery
3. Analyze sources of and nature of demand
4. Analyze current delivery capability
5. Model the service delivery workflow
6. Identify and define classes of service
7. Design the Kanban system
8. Socialize design and negotiate implementation

Scope of KSD–Kanban System Design class

This process tends to be iterative.

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Full STATIK package

Access interactive poster

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-posters/poster/statik

XIT Sustaining Engineering (Microsoft)

Read case study

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-case-studies/reader/xit

Download poster

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Kanban systems don’t model the org chart. They model the flow of work to customers.

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Seeing Services

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The Kanban Lens

- See work as flow (from customer need to needs met)
- See workflow as a series of actions applied to the work
- See knowledge work as a service
- See your organization as a network of services

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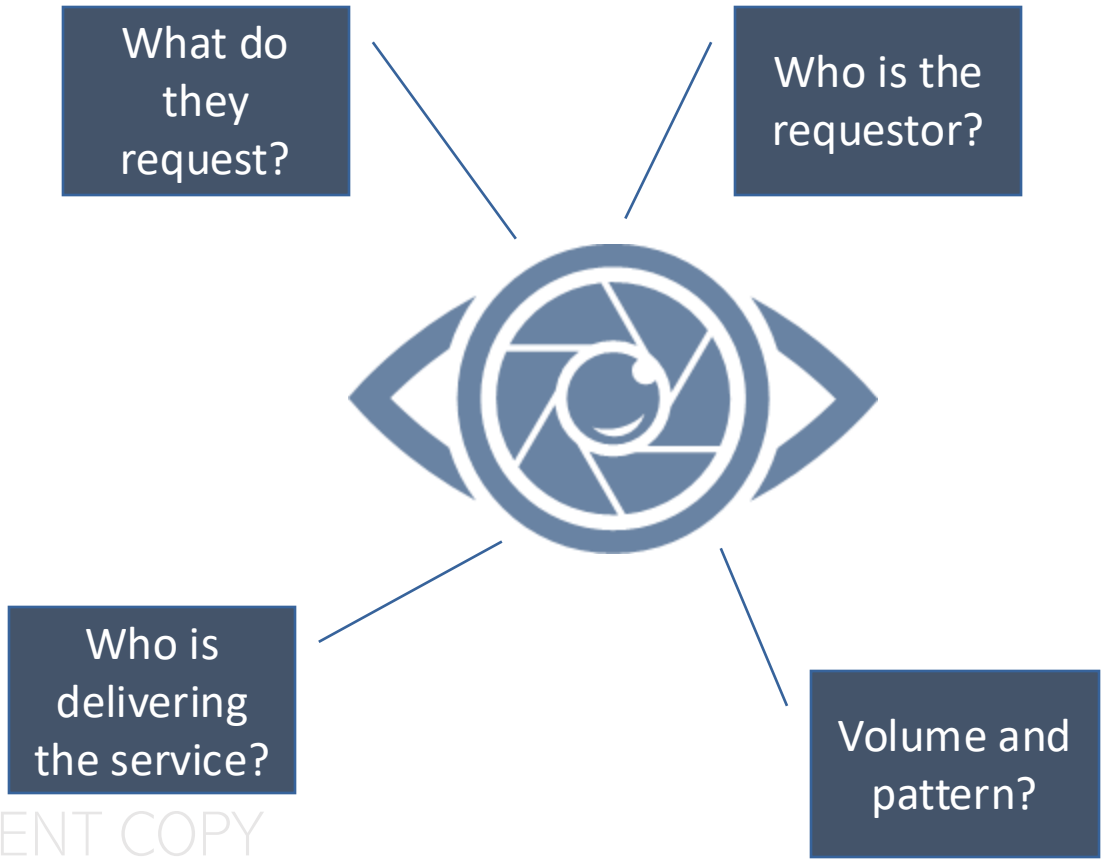
Identifying Enterprise Services Through the Kanban Lens



- See knowledge work as a service
- Perform STATIK per service
- See your organization as a network of services, e.g.,
  - Is the service “shared” across several requestors?
  - What other services are consumed or served?

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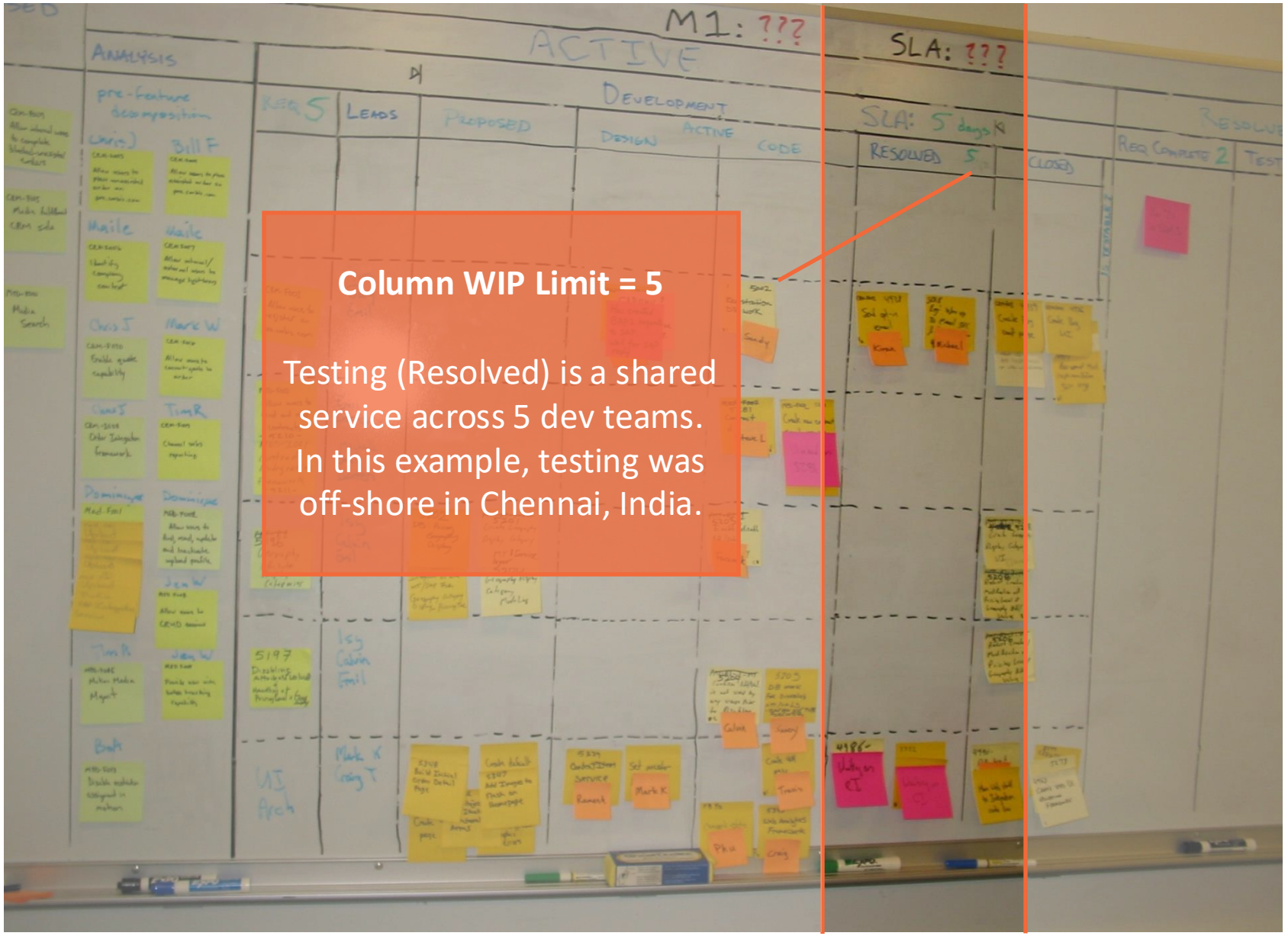

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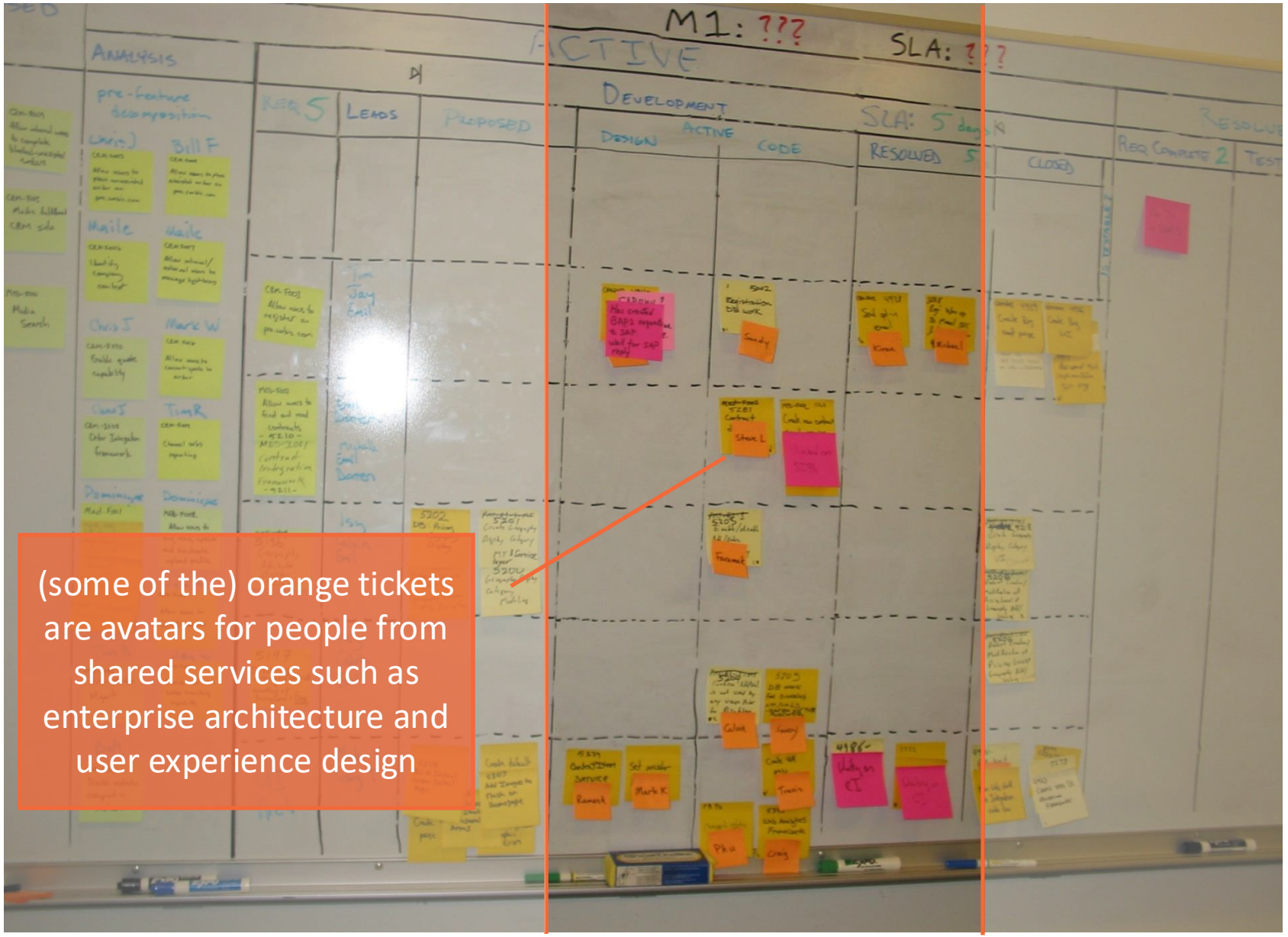

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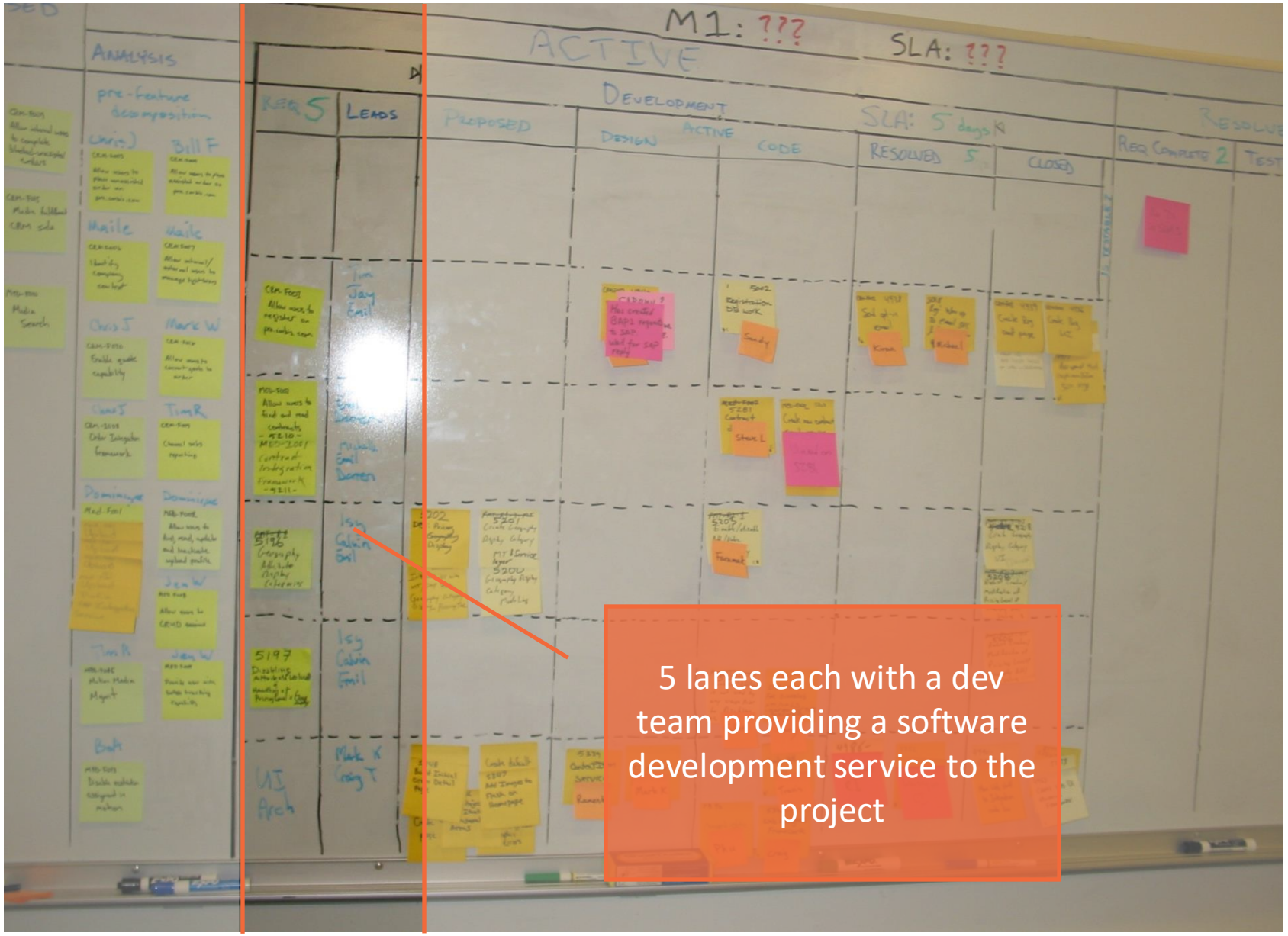

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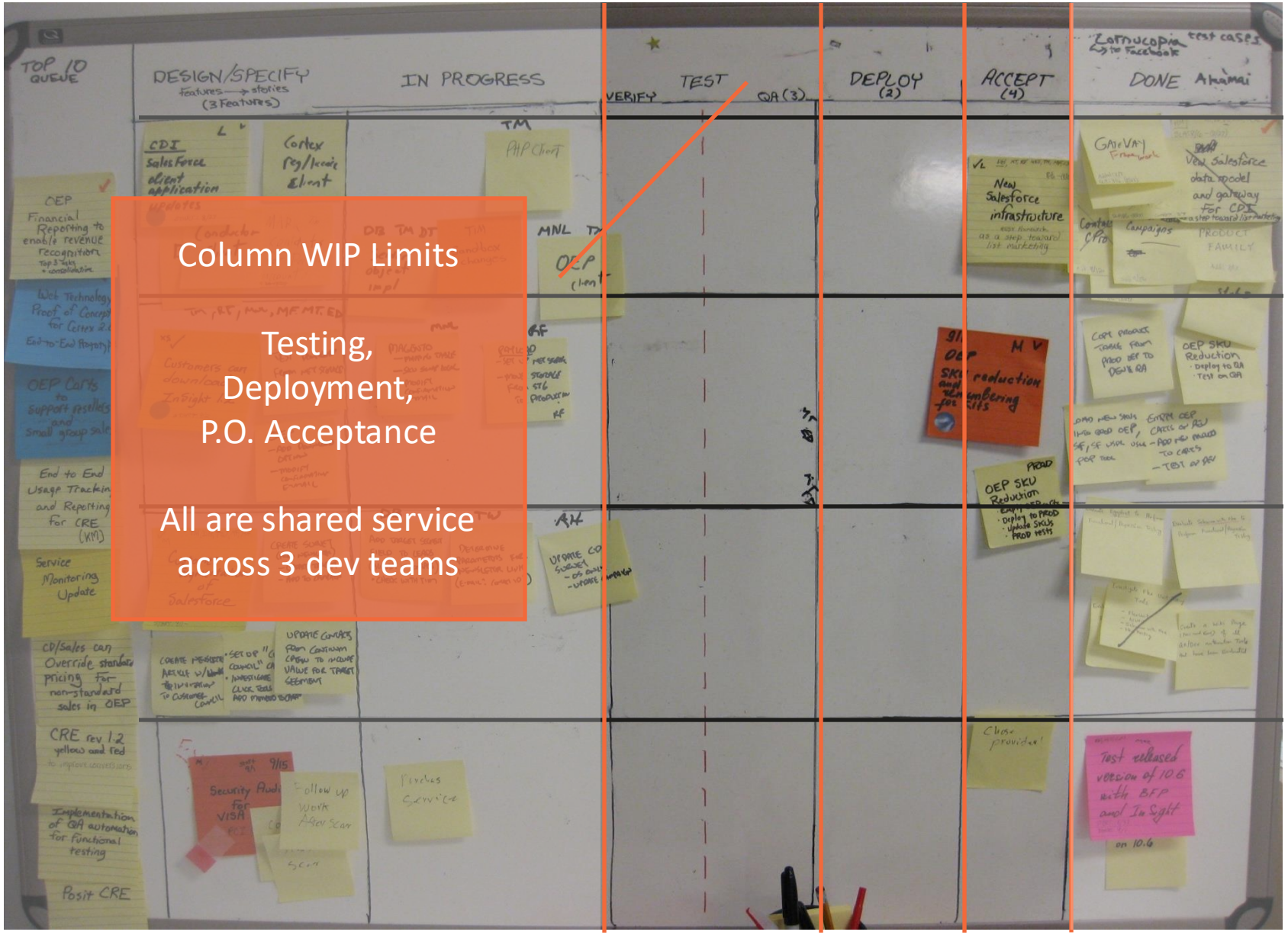

Column WIP Limits

Testing,
Deployment,
P.O. Acceptance

All are shared service across 3 dev teams

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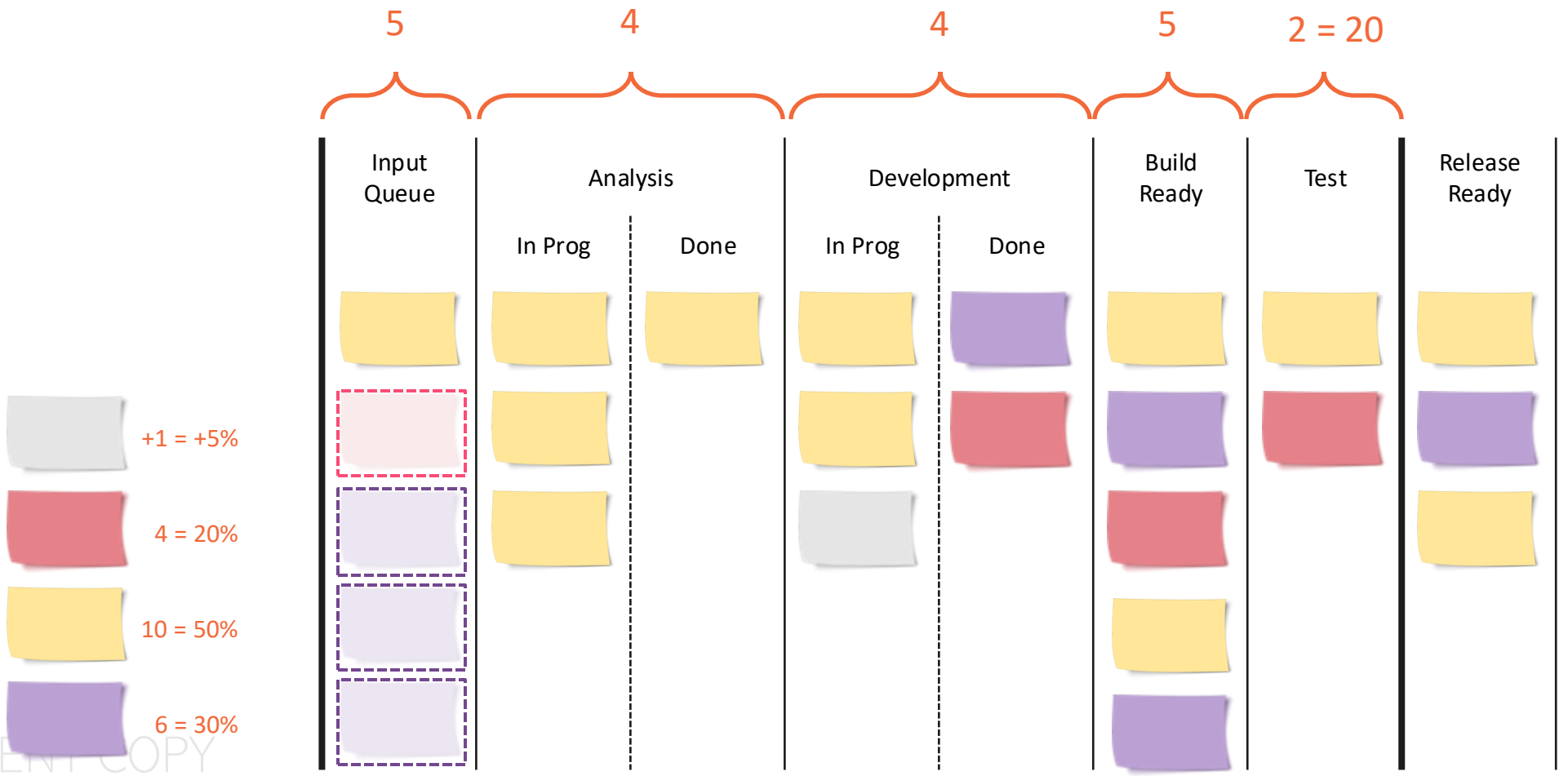
Single Service, Multiple Classes of Service
Allocate capacity with Kanban limit per color



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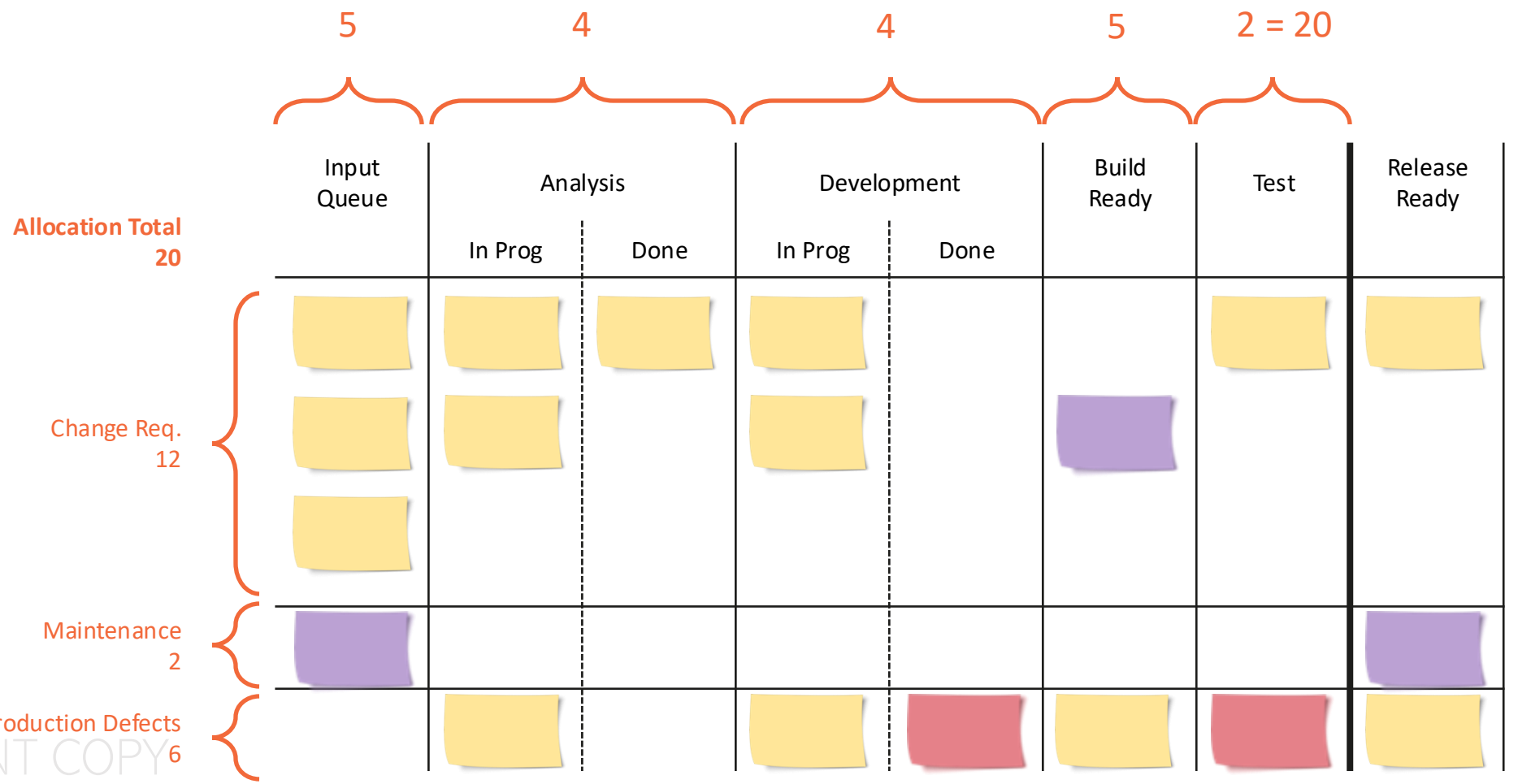
Three Services Aggregated Together



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10 min

Exercise – Seeing Services

- 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?

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Scaling out Across the Organization

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Identifying services and achieving flow of information are the keys to scaling across an enterprise.

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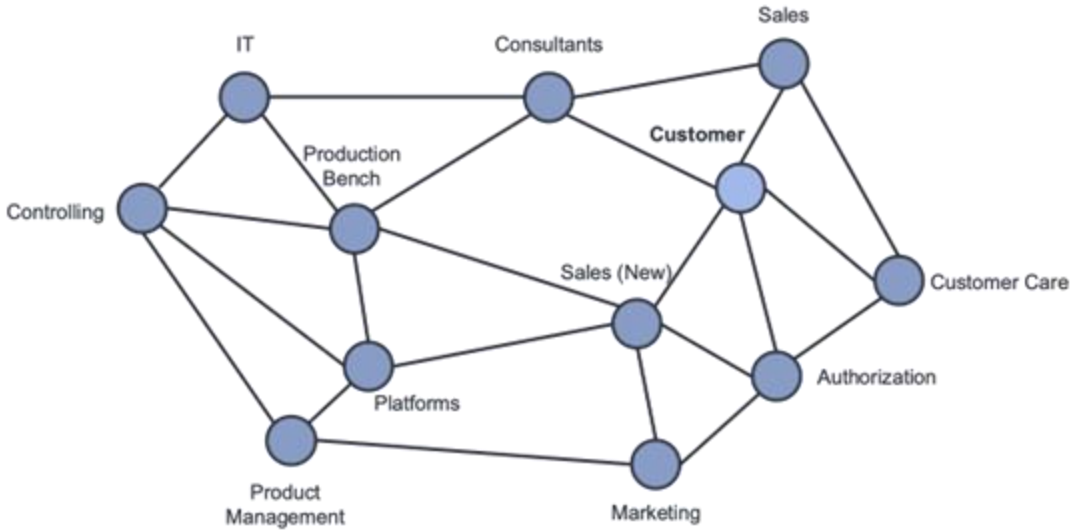
Kanban Scaling Principles

1. Scale out in a service-oriented fashion one service at a time.
2. Design each Kanban system from first principles using STATIK. Do not attempt to design a grand solution at enterprise scale.
3. Use the Kanban Cadences as the management system that enable balance, leading to better enterprise services delivery.



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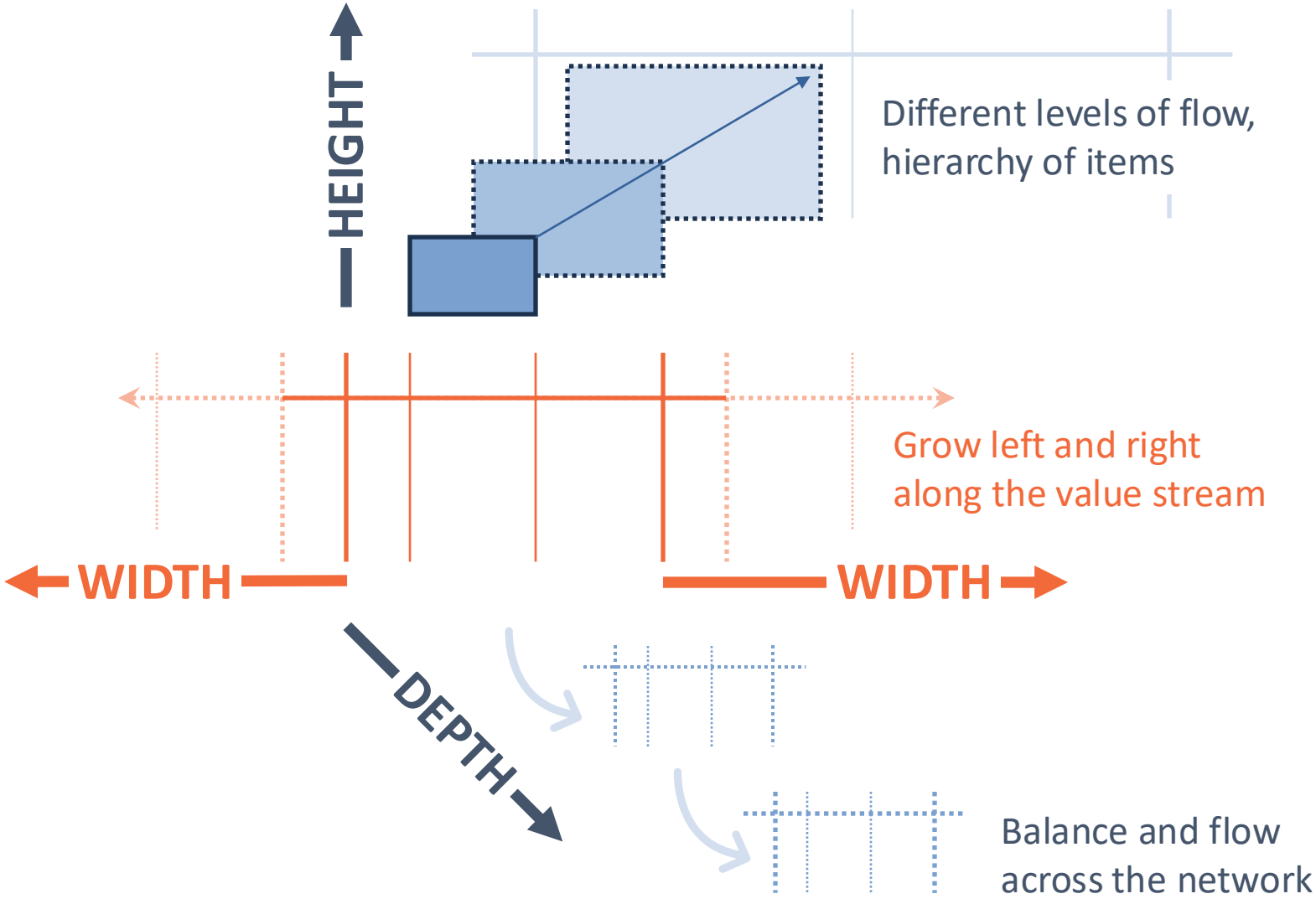
Kanban Scaling Dimensions



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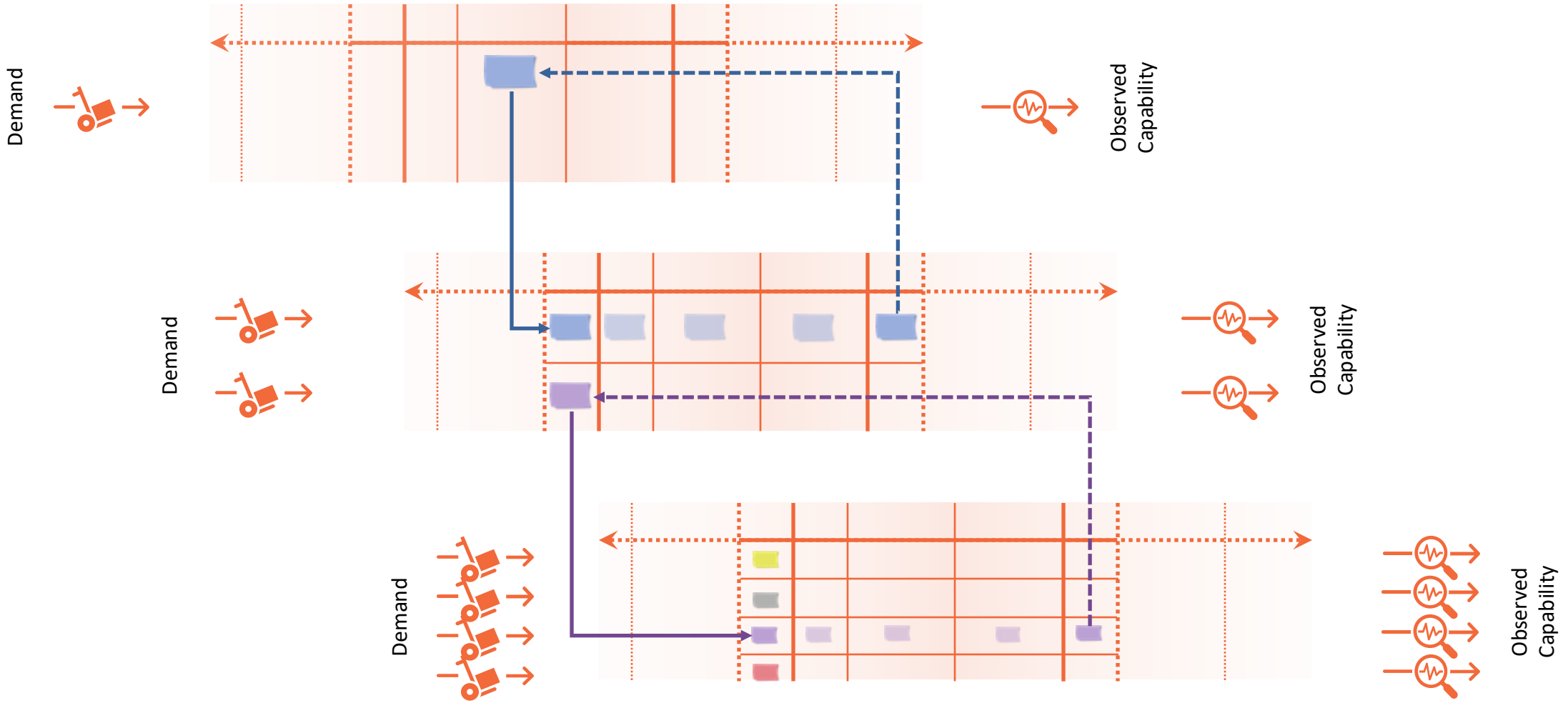
Treat each service separately



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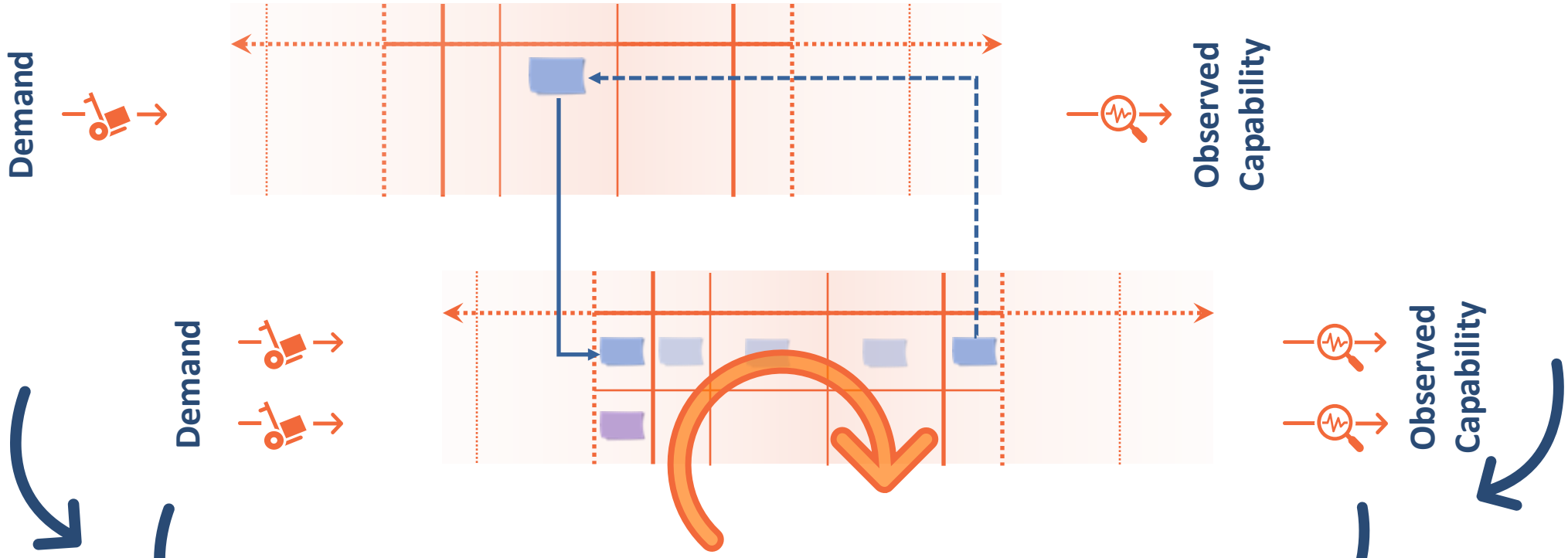
Organizational Improvements Emerge



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Coming soon: Enterprise Scaling Kanban

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Upstream Kanban

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Upstream acquires options. Downstream (delivery) converts options.

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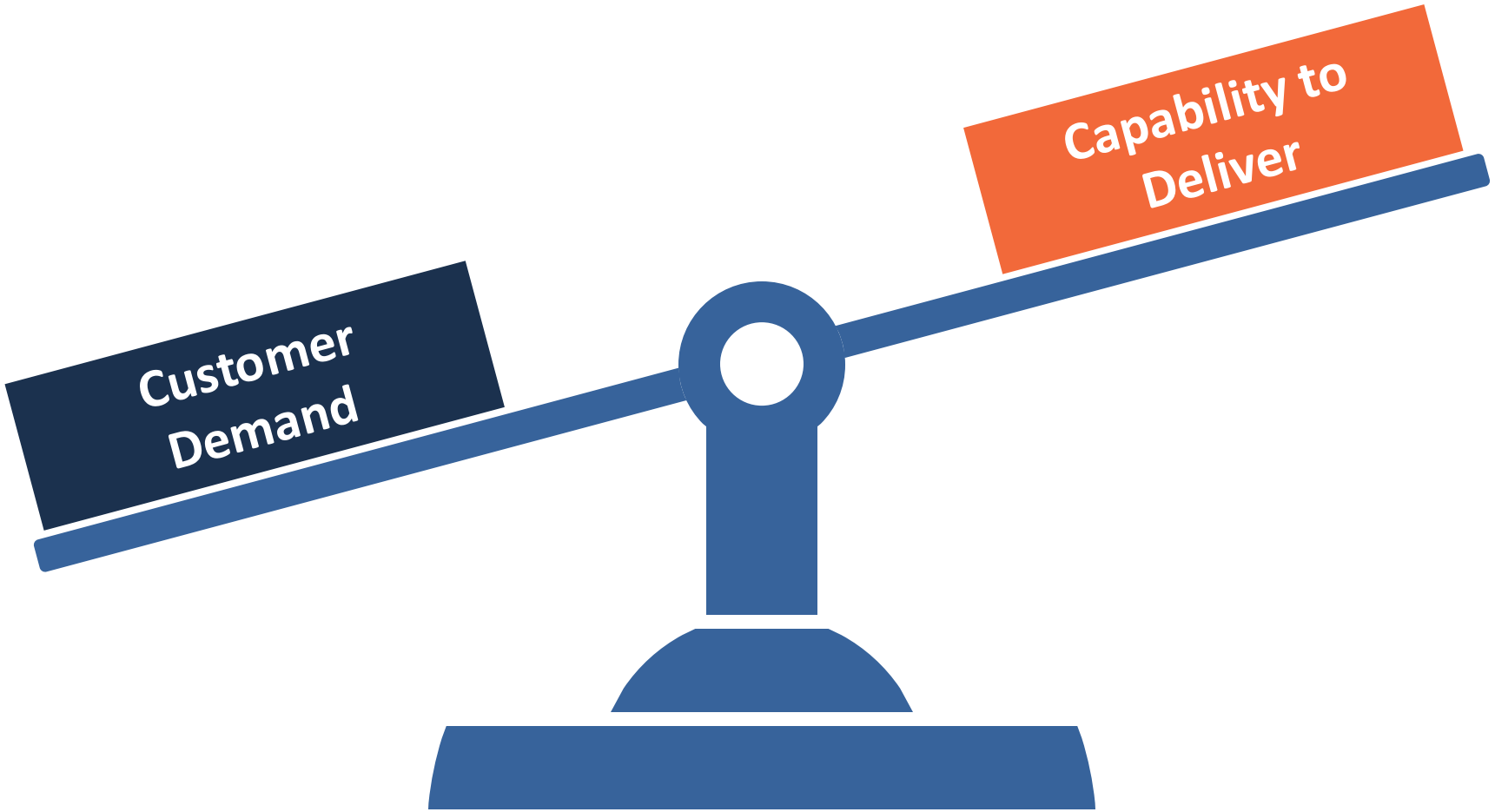
Kanban Balances Demand and Capability



Kanban System

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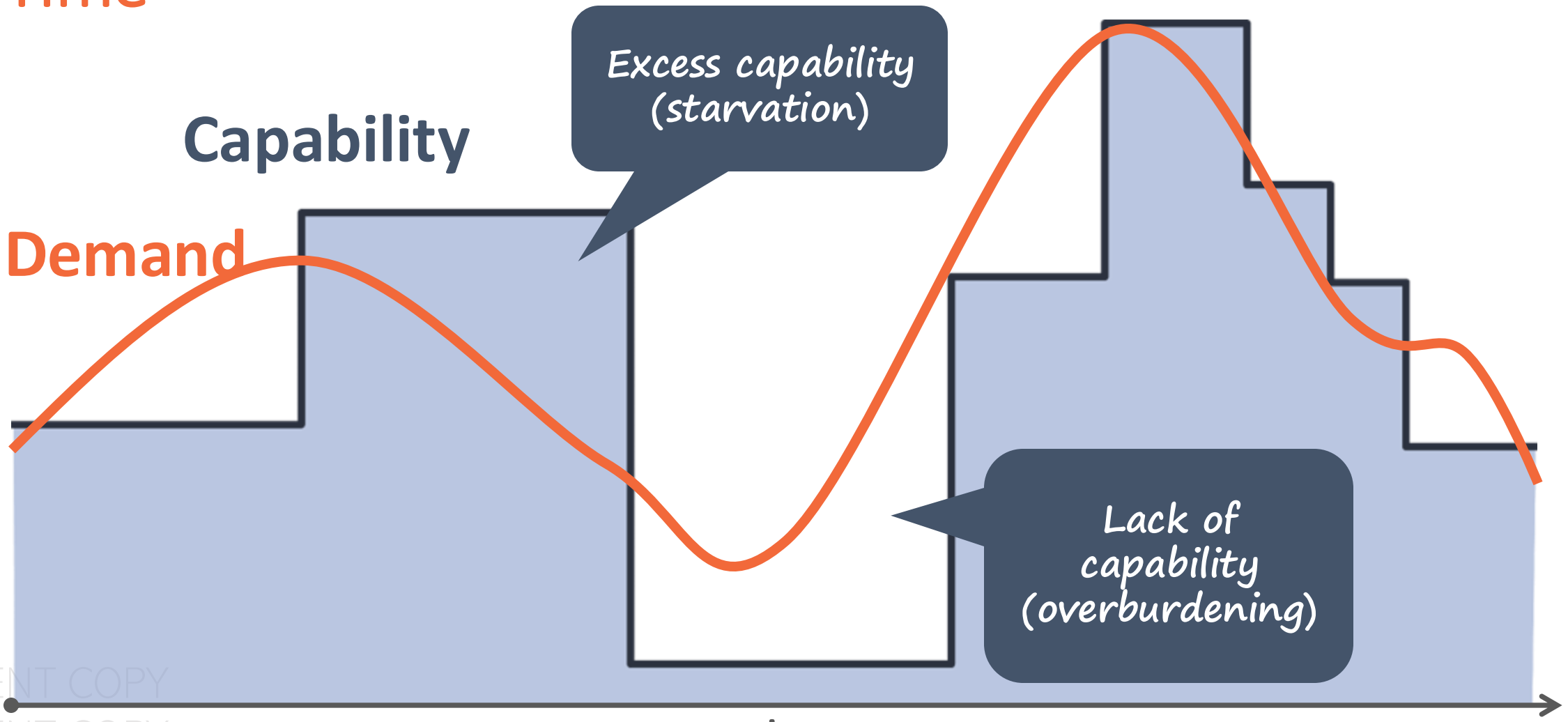
The Balance of Demand and Capability shifts over Time



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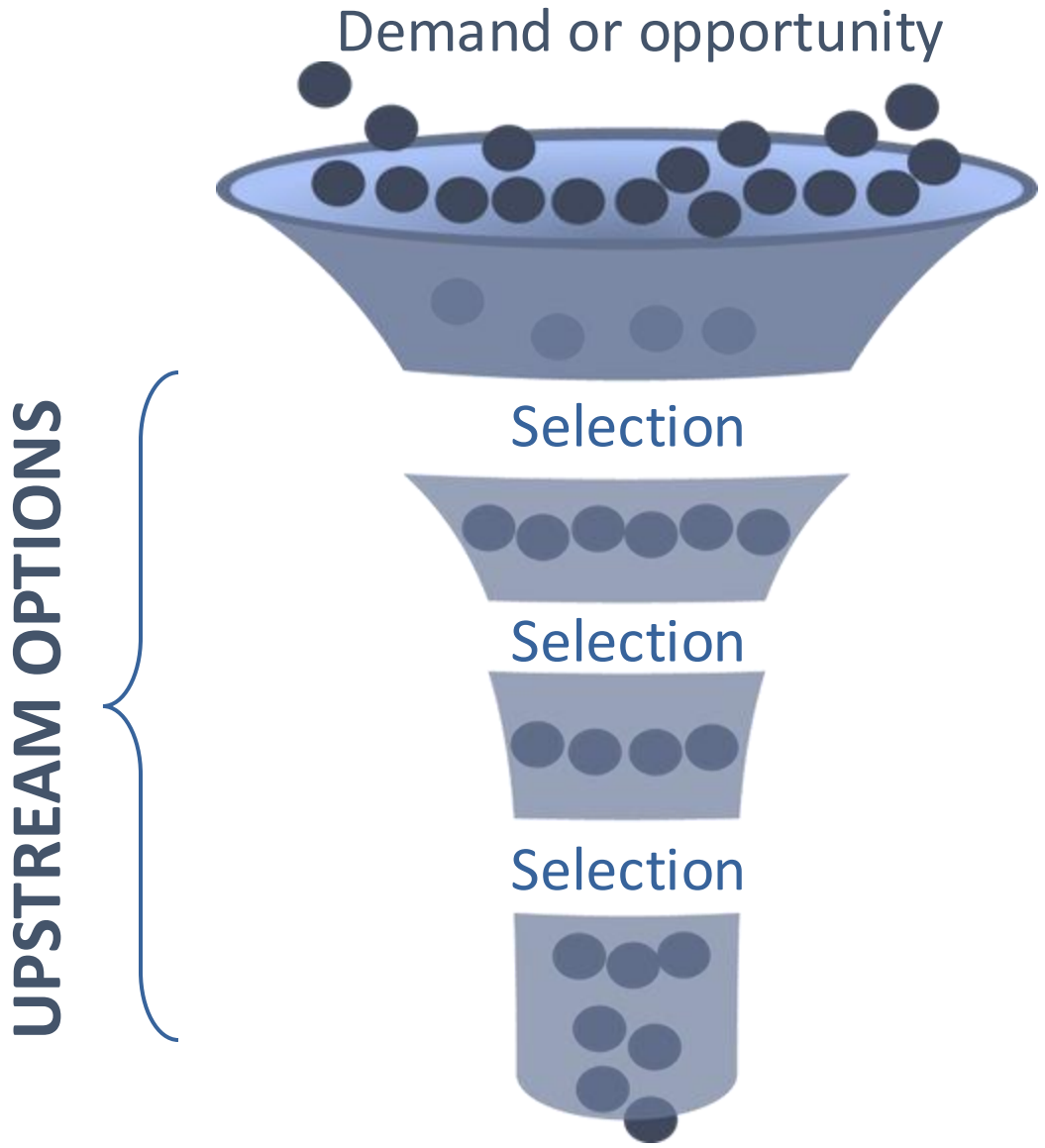
The Upstream Challenge

- Unclear demand or opportunity that does not present itself in a regular flow
- Demand comes in various shapes, sizes, forms
- Decision making in each of the selection stages causes delay
- Friction with the delivery process of committed work that is best organized around an even and predictable flow



Source: Essential Upstream Kanban, Patrick Steyaert

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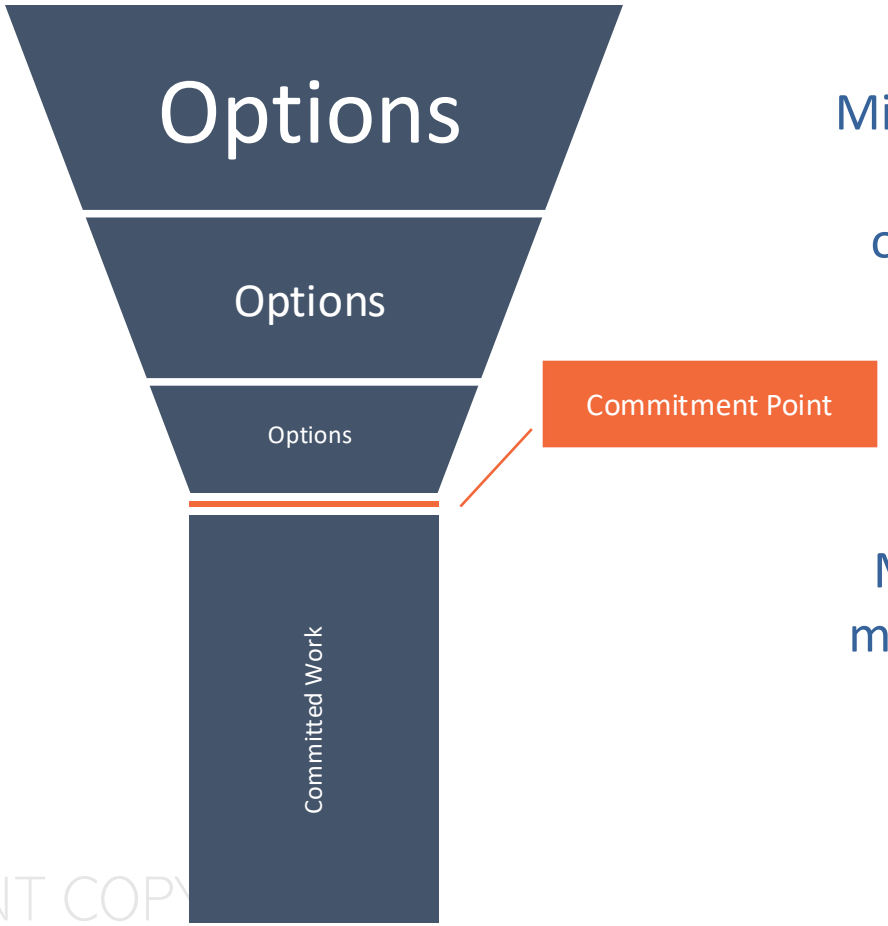
Upstream vs. Delivery Kanban



Min and Max limits to ensure sufficient options are always available

Max. WIP limits to manage flow for fast and predictable delivery

- Upstream
  - Money spent acquiring options
  - High discard rates
  - Iterative process
- Delivery
  - Money spent executing options generating customer value
  - Little to no discarding
  - Ideally sequential flow of work

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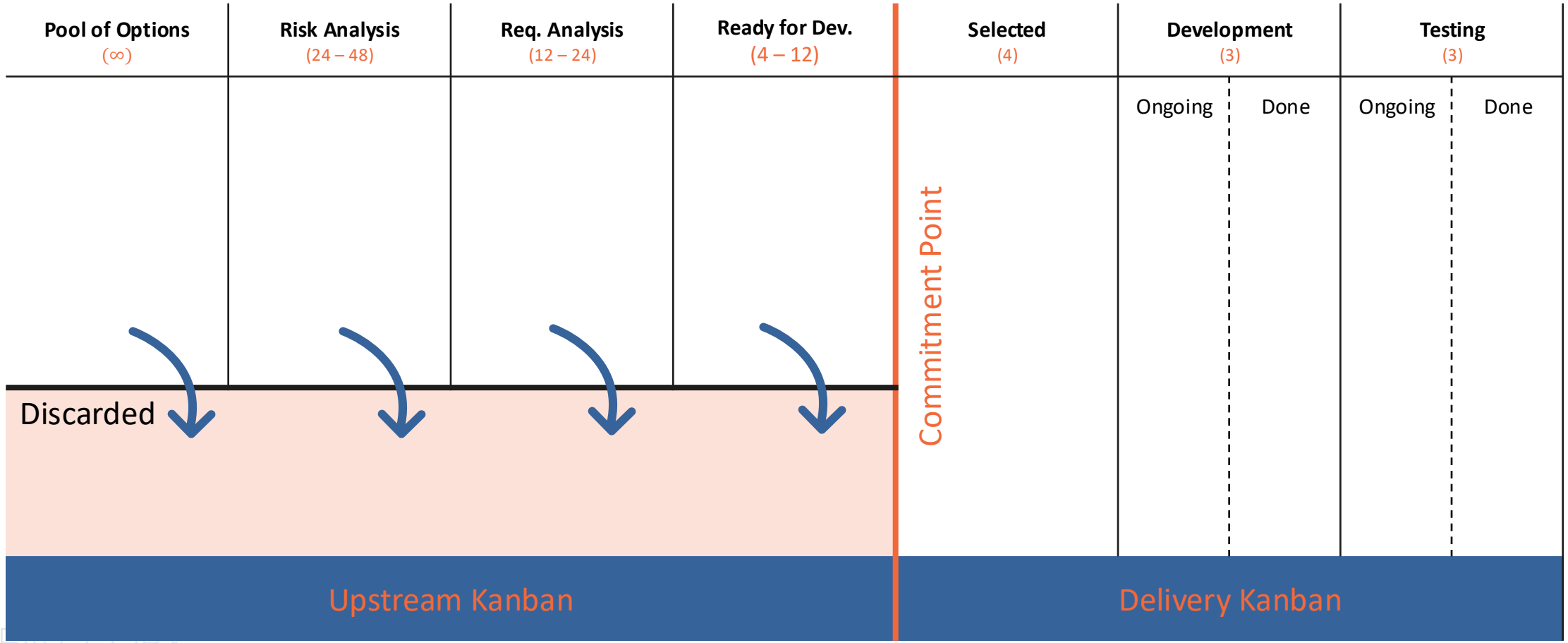
Upstream Kanban Prepares Options



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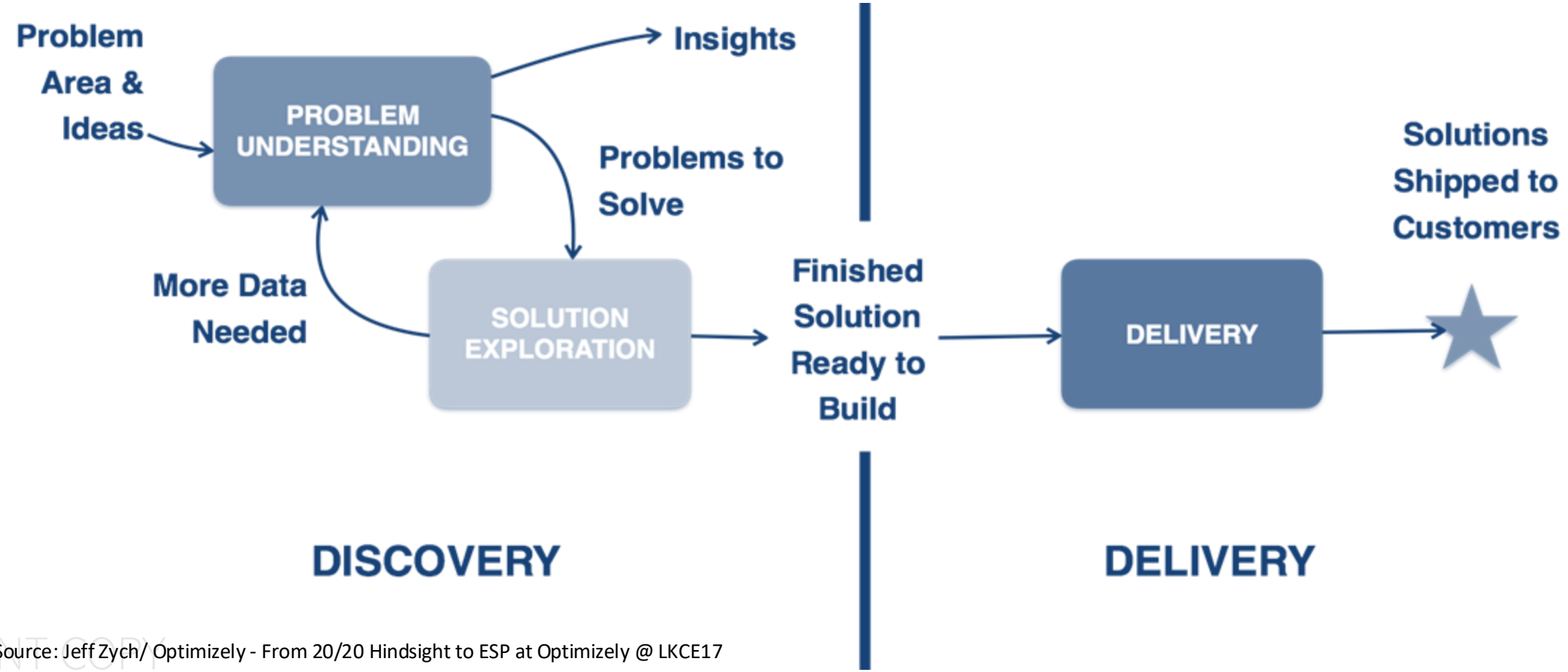
A Real-world Example: Optimizely's Product Development Process



Source: Jeff Zych/ Optimizely - From 20/20 Hindsight to ESP at Optimizely @ LKCE17

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Optimizely's End-to-End Board

Video reference: ***From 20/20 Hindsight to ESP at Optimizely***
https://www.youtube.com/watch?v=y8Ns5bdg0oo&t=91s

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Emerging Roles

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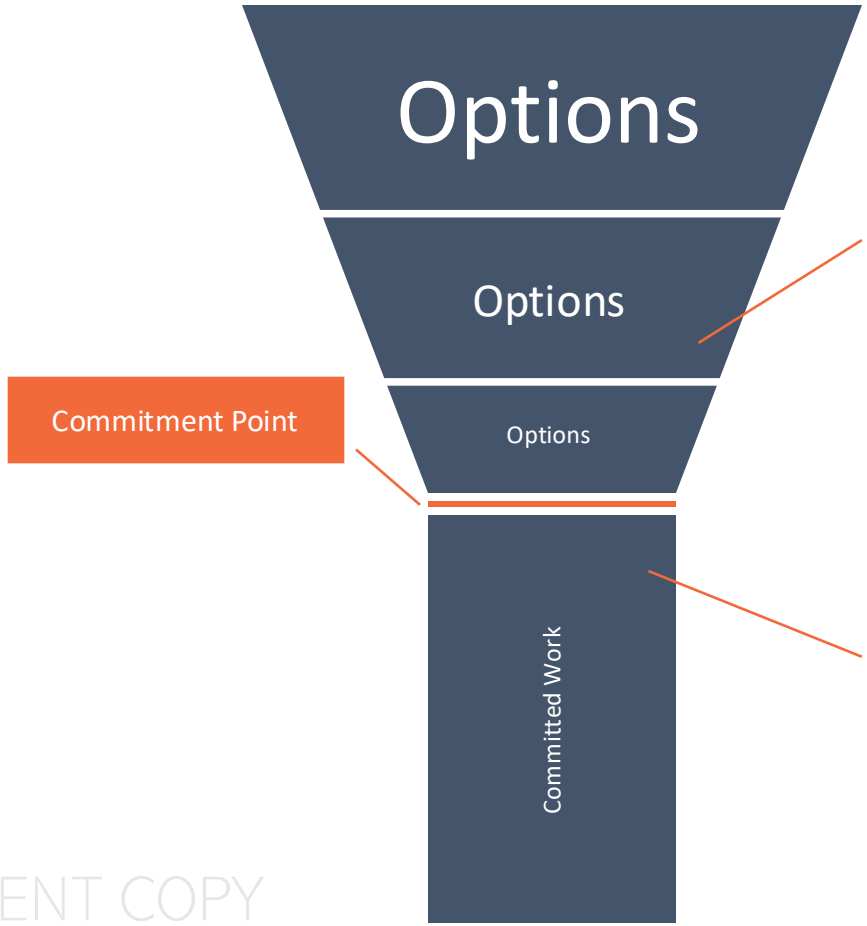
Kanban Roles are Emerging



- Service Request Manager (SRM)
  - Manages flow of options
- Service Delivery Manager (SDM)
  - Manages flow of committed work

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More about the emerging roles in Kanban

The Role of the Service Delivery Manager

https://all.kanban.plus/en/content/kanbanplus/bwk/default/bwk-chapters/reader/lunch-in-hibiya

Emerging Roles in Kanban

MARCH 30, 2024

https://kanban.plus/blogs/blog/emerging-roles-in-kanban

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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 and political implications of introducing them? Would it be easier to stick with current roles, responsibilities and 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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Module 3

Driving improvements: Metrics and Feedback loops

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Introduction to Feedback Loops

Managing and Improving Service Delivery

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Feedback Loops

- Are required within your organization for coordinated delivery and improving delivery of your service(s)
- Are key to scaling and improving service delivery
- Strengthen the learning capabilities of the organization and its evolution by means of managed experiments
- Some types of feedback loops in Kanban systems:
  - Kanban Boards
  - Metrics
  - Cadences (reviews and meetings)

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Learn more about Feedback Loops & Feedback Mechanism

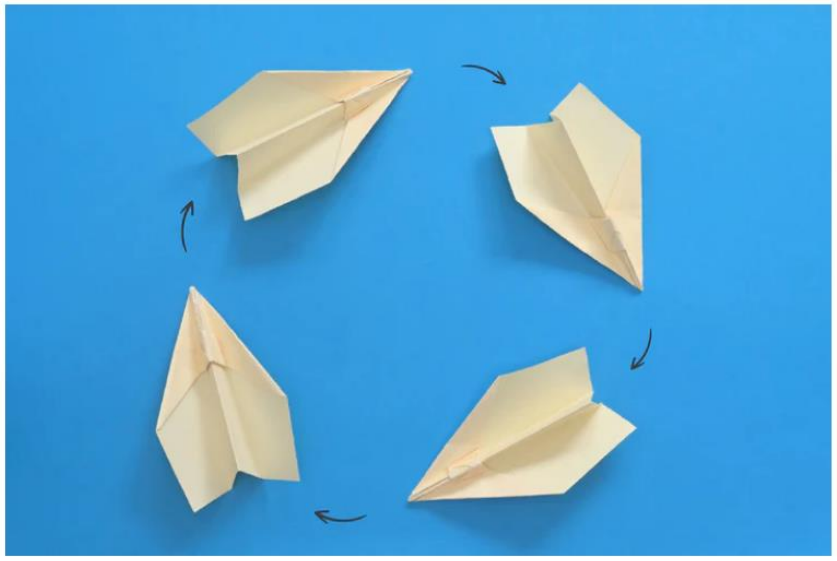
Feedback in Kanban - How to Introduce Meetings in Kanban?

MARCH 30, 2024

https://kanban.plus/blogs/blog/feedback-mechanism-in-kanban

Feedback loops: everything you need to know

MARCH 30, 2024



https://kanban.plus/blogs/blog/feedback-loops-everything-you-need-to-know-interview-with-andreas-bartel

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Types of Cadence

Service Delivery

- Used to coordinate the day-to-day delivery of the service:
  - What to start next?
  - How can we self-organize around the work / use existing capabilities?
  - Will we deliver according to commitments?
- All of these are called “meetings”

Service Improvement

- To review and improve:
  - Have work items been delivered according to customer expectations?
  - Do interdependent services effectively interact with each other?
  - What risks exist for service delivery, and how to address them?
- Driven by data and observations about finished work items
- All of these are called ”reviews”

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Alignment with Organizational Maturity

- As the organization matures, the feedback loops can and should mature as well.
- Build up the cadences gradually, enabling learning and insights in the organization.
- In this section, we introduce the cadence sets per maturity level.
- Although Kanban defines these cadences, this does not mean that these must be added to the already existing ones in an organization. The correct approach is to find out how the topics addressed fit best into organization's set of management meetings.

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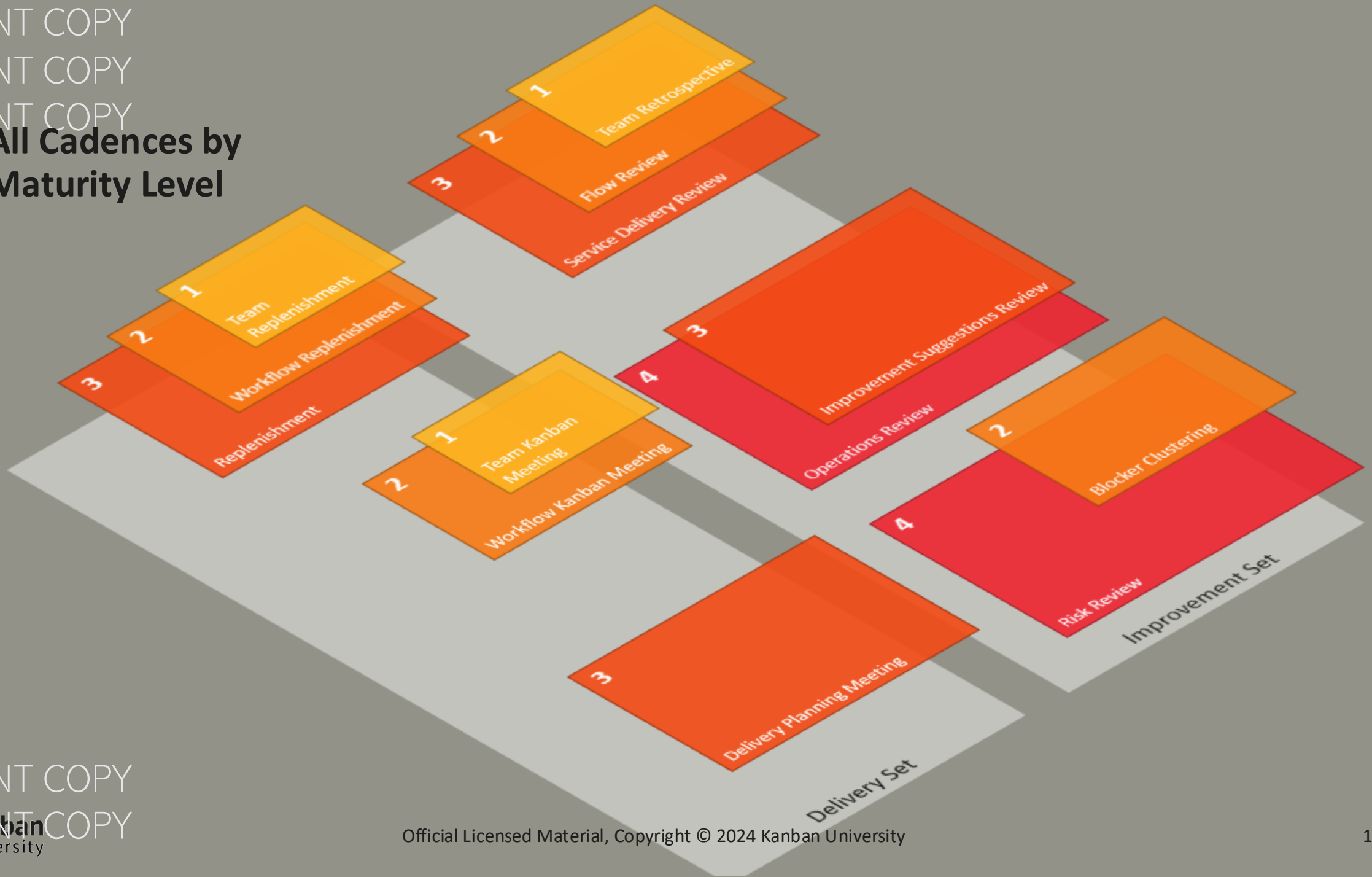
All Cadences by Maturity Level



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Maturity Level 1 Cadences

Ensuring that the team has the same understanding of the status of the work and can make right decisions about what to do

Facilitate the definition and refinement of the work practices

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10 min

Cadences at team level

- Which cadences would be required at ML1 (team focused) to manage and improve flow or work at the team level?
- Could you provide any examples from your own experience?

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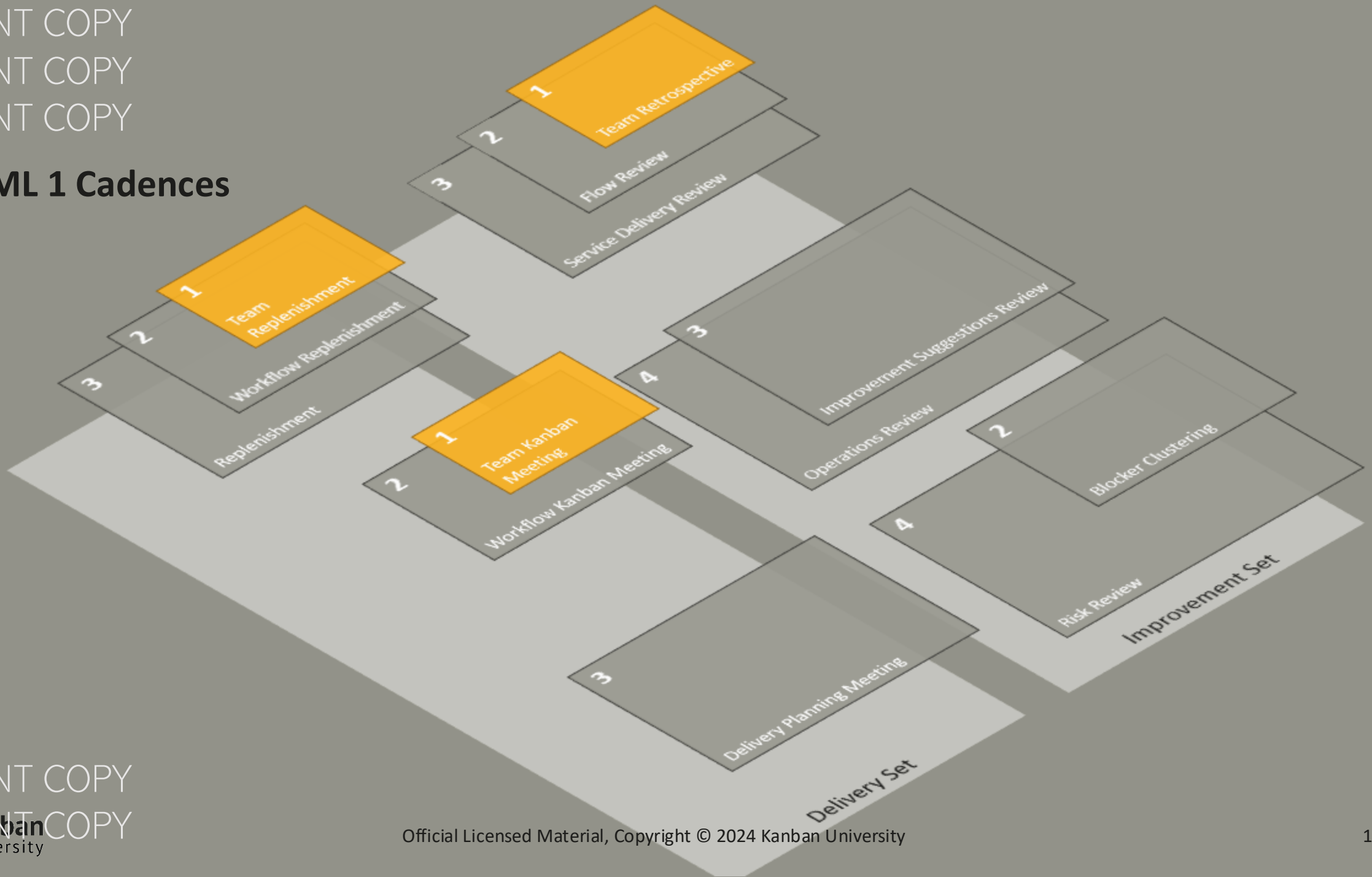
ML 1 Cadences



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Cadences at ML 1

Cadence	Purpose
Internal Team Replenishment Meeting	Select from the backlog / pool of work the items to do next.
Team Kanban Meeting	To observe and track the status and flow of the work (not the workers). How can we deliver the work items in the system quickly? Has capacity become available? What should we pull next?
Team Retrospective	Reflect on how the team manages their work and how they can improve.

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Internal Team Replenishment Meeting

1

Select from the backlog / pool of work the items to do next.

- Information about work items ready to be pulled into the system
- Policy changes / portfolio changes

- Decisions regarding what was selected
- System changes (to Kanban Meeting)

Team lead or customer contact, (part of the) team

Consider dependencies and technical risks

Make a conscious decision what to pull into the Next to Start column, and in which order

Weekly,
or as needed

20 - 30 mins

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Team Kanban Meeting

1

To observe and track the status and flow of the work (not the workers)

How can we deliver the work items in the system quickly?

Has capacity become available? What should we pull next?

- Walk the board from right to left. Manage work, not workers!
- Focus on completing work items and resolving issues.
- Discuss priorities and team member pull decisions. Any options for collaboration?
- Treat issues that require more time after the meeting.
- Discuss work items ready to be started. Dependencies or risks?

Everyone involved in the work at the board, usually someone moderates

Meeting typically held daily at the same time in front of the board. 15 minutes max!

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Team Retrospective

1

Reflect on how the team manages their work and how they can improve.

- Done in front of the Kanban board, focusing on the completed work items.
- Collect observations / occurrences, e.g., missing / consider doing, ideas worth exploring further, annoying / enjoyable, and issues related to current policies.
- Categorize the collected feedback and define improvement actions.

Attended by the whole team, often with a facilitator

Should be held regularly, limited to one hour

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Summary: Feedback Loops

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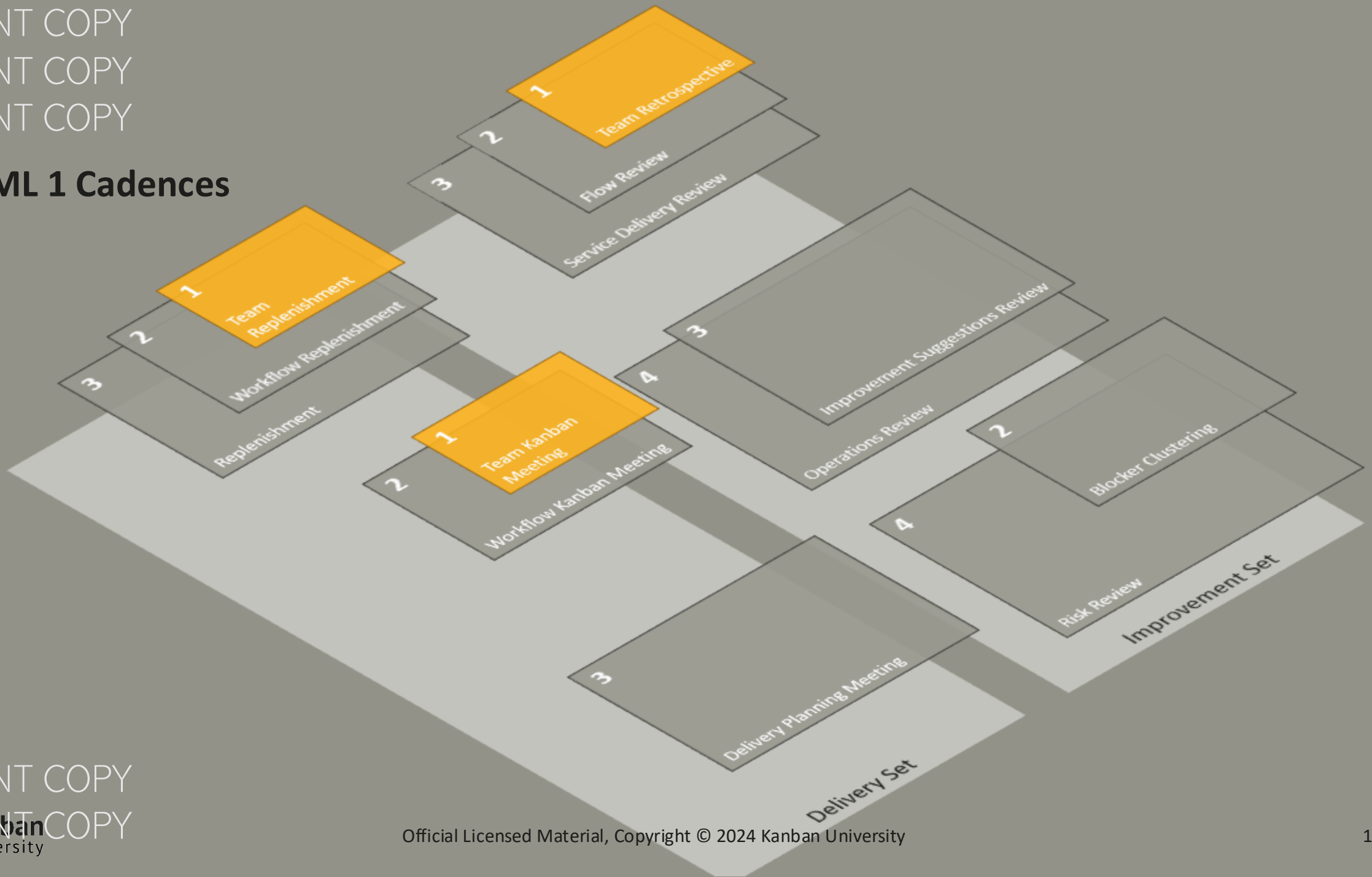
ML 1 Cadences



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new

Outlook

- In this module, you got an overview about the purpose and function of feedback loops.
- You learnt about the ML1 cadences
- In the upcoming specialization classes, you will learn more about ML2-ML4 cadences, with focus on upstream or delivery

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15 min

Closing Discussion: Let's do something about it!

- What will you do differently in your organization when you get back to your office next week?
- Do you have steps identified to establish or strengthen feedback loops (see the cadences)?
- What options do you have to implement practices, gather data and insights, share and reflect, and take further improvement actions?
- Is your organization ready for the Kanban Method? Or do you need the insights from the Change Leadership Masterclass or an experienced AKC to help gain acceptance for the necessary changes?

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Closure of the class

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NEW

3 min

Closing reflection

- Take a few minutes for silent reflection:
  - What do you take away from this class?
  - …(TBA)
- If you wish, share some of your thoughts with the class!

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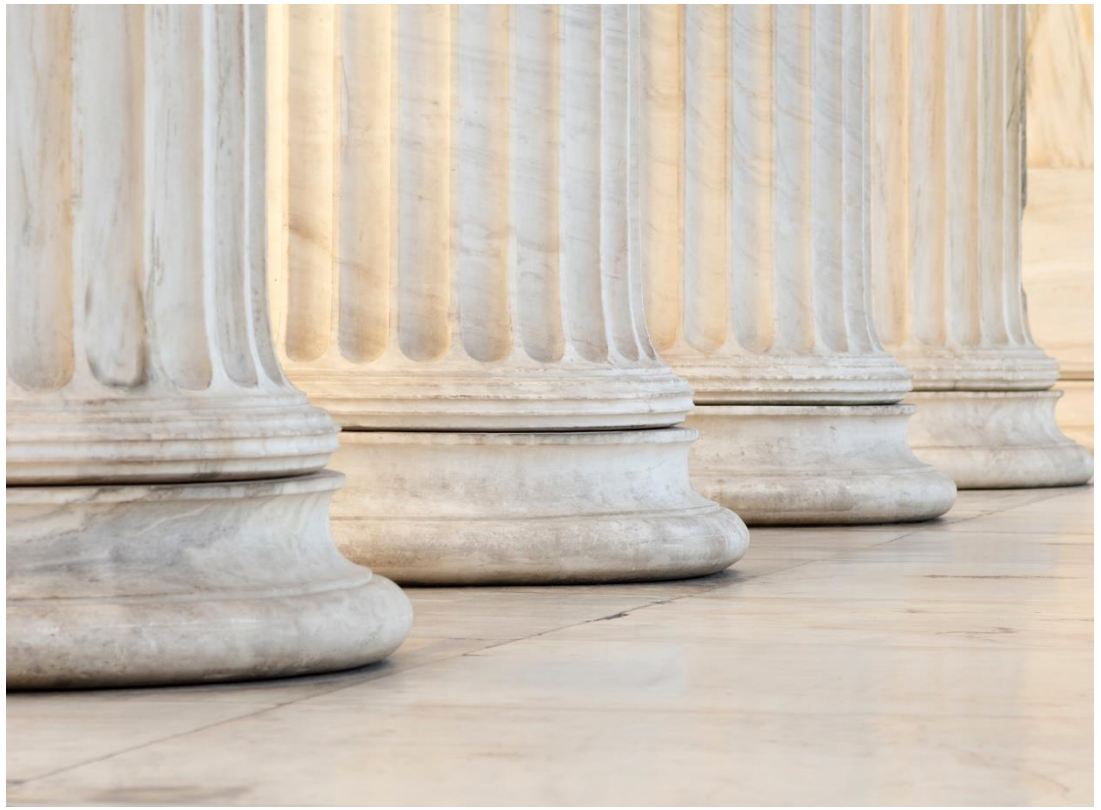
The KMP Foundations Are Laid!

- With this class, you gained the foundations knowledge for both specialization courses to becoming a KMP!



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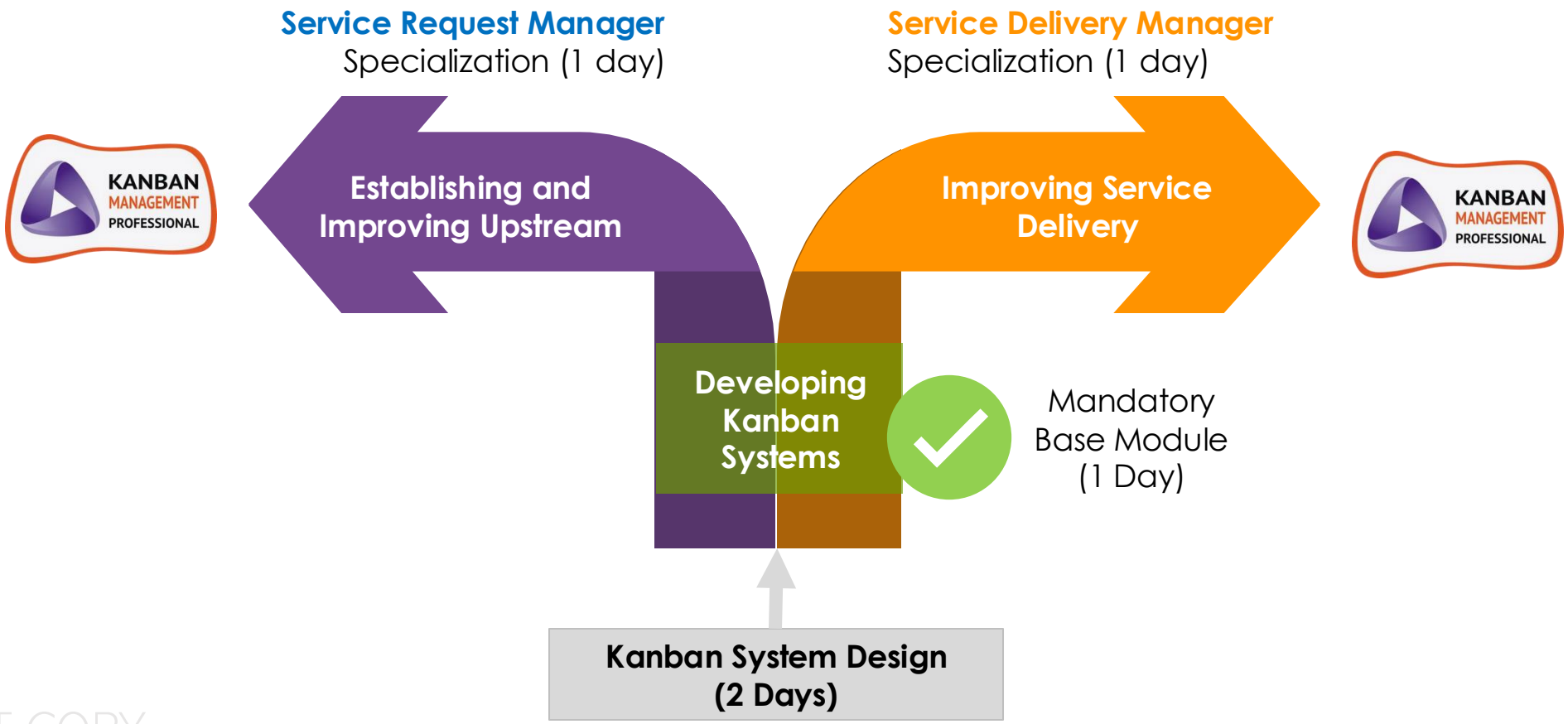
What is your next step to become a KMP?



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Basic Learning Paths

"Practitioner-levels"	"Alternative Path"	"Improving Maturity"
Enabling to apply selected concepts	Kanban Practices to implement ML 2-3 systems to improve service delivery	Driving improvement initiatives with the use of the KMM as a playbook
Team Kanban Practitioner	Kanban System Design + Kanban Systems Improvement	Kanban Maturity Model + Kanban Coaching Practices

Able to explain Kanban basics and motivations and apply Kanban practices in a team	Able to design Kanban systems up to level 3 and to continuously improve service delivery	Able to apply the the KMM playbook to help evolve an organization to a higher maturity

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