

Kanban diagram of work as it progresses from stage to stage.

(No bucket can contain more than three projects at a time.)

Backlog	In progress	Built	Validated
A	D	F	
B	E		
C			

Work on A begins. D and E are in development. F awaits validation.

Backlog	In progress	Built	Validated
G		D	F
H	B	E	
I	C	A	

F is validated. D and E await validation. G,H, I are new tasks to be undertaken. B and C are being built. A completes development.

Backlog	In progress	Built	Validated
	G	D	F
H →	B →	E	
I →	C →	A	

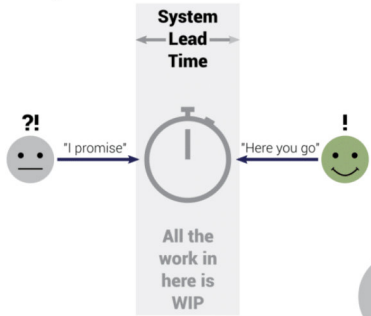
*B and C have been built, but under **Kanban**, cannot be moved to the next bucket for validation until A, D, E have been validated. Work cannot begin on H and I until space opens up in the buckets ahead.*

Service-Orientation



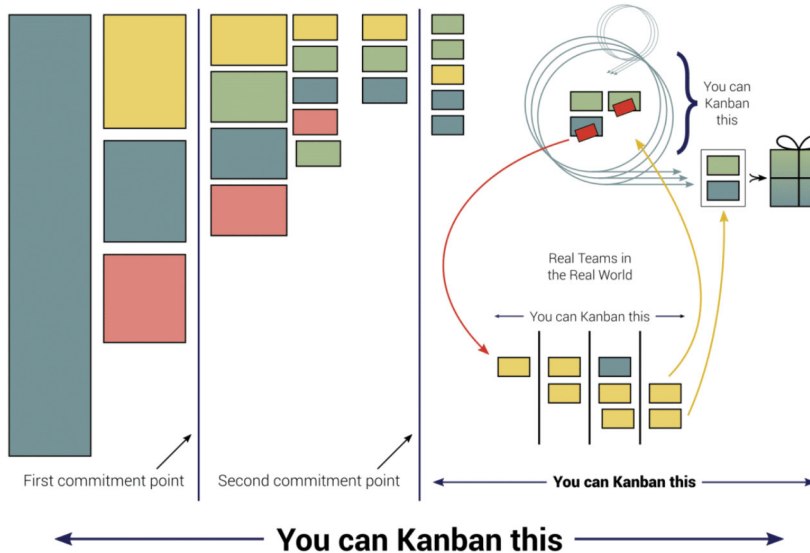
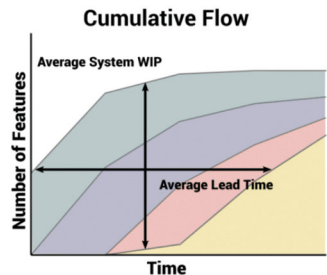
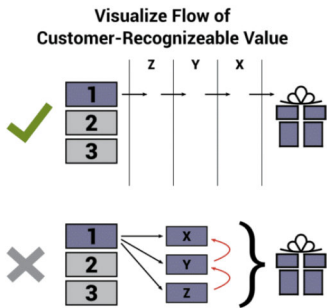
What We Do For Our Customers

System WIP & Lead Time



Values	Agendas	Principles	Practices
Transparency	Survivability	Start with what you do now	Visualize
Balance		Agree to pursue evolutionary change	Limit WIP
Collaboration			
Customer Focus	Service-Orientation	Encourage acts of leadership at all levels	Manage Flow
Flow		understand & focus on customer needs & expectations	Make Policies Explicit
Leadership			
Understanding	Sustainability	Manage the work, let people self-organize around it	Implement Feedback Loops
Agreement		Evolve policies to improve outcomes	Improve Collaboratively, Evolve Experimentally
Respect			

Service-Delivery System



KANBAN

Designed By Travis Birch
1-800-215-2314 <https://www.beriteig.com>
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Demand Matrix

Type	Source	Destination	Arrival Rate	Pattern	Expectations
Deliverable Request	Requestor	Benefactor, Receiver	Of requests, not promises	Random, Regular, Predictable, Seasonal	Time, Quality, etc.
Add					
Change					
Fix					
Clean Up					

Work Item Types & Classes of Service

Class	Expedite	Fixed Date	Standard	Intangible
Type	Drop everything else, do it now.	Absolute drop dead date.	ASAP	We will need it eventually.
Add	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria
Change	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria
Fix	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria	Yes/No? Criteria

Workflow Mapping

