Don’t Just Do Something, Stand There!

How Effort Metrics and Utilization Constrict the Flow of Value
Please Turn Your Smartphones ON!
#Lascot15

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Psychological Safety is #1

Safe to: Question authority, make decisions, experiment, learn, and support family.
Who Is This Guy?! 

Husband, Dad, Humanistic Lean Flow-Based Systems-Thinking Consultant at CDA Consulting, Sailor

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My Favorite People

Kris
Sam
Ben

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My Other Interest

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Learning

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Me (not speaking)

5 crew solving problems

Seriously

#AGILE2016

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Why Are We Here?

I'm a collection of organic molecules called Carl Sagan.

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Oh Right, at This Session

Seek to understand the relationship between utilization and flow.

Discuss some alternatives to optimizing for busyness.

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But First, an Apology

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Resource Efficiency Nightmare: 0% Utilization

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Waste

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~100% Resource Efficiency

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“Resource” Efficiency Nightmare 0% Utilization

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That Guy Woke Up and Said...

THE #1 PROGRAMMER EXCUSE FOR LEGITIMATELY SLACKING OFF:

"MY CODE'S COMPILING."

HEY! GET BACK TO WORK!

COMPILING!

OH. CARRY ON.

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What Can Happen When “Agile” Turns Up?

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What Are Legalistic Frameworks?

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Prescriptive: Follow these rules and Agile hyper-productivity will be your reward.
• Castigate when the rules are not followed.
• Take pride in following those rules.
• Measure success based on compliance to the rules.

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• Blame failure on lack of strict adherence to the rules.
Some Agile Adoption Antipatterns

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Ever Heard of a Cargo Cult?

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Focus on Compliance to the Framework
Over Value

cargo cult
noun
plural noun: cargo cults
(In the Melanesian islands) a system of belief based around the expected arrival of ancestral spirits in shaps bringing cargos of food and other goods.

Translations, word origin, and more definitions

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Focus on Compliance to the Framework
Over Value

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Status reporting stand-up meetings

- What did you do yesterday?
- What will you do today?
- Any impediments?

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Splitting Teams & Creating Dependencies

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WHAT CAN I DO?!!
• Limit WIP
• Visualize Flow of Value
• Strategy Deployment
Limit Work In Progress
Excessive Work in Progress (WIP) is the enemy of flow.

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If We Measure Busyness, We’ll Create More Busyness.

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What is Failure Demand?

Failure Demand is demand that originates from a failure to have done something right in the first place.

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Typical Example of Failure Demand

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Agile team produces growing velocity but, as they speed features out the door, bugs are introduced. When bugs come into the backlog they’re assigned velocity points. It is theoretically possible, therefore, to have a team producing zero value while increasing velocity fixing bugs.

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Pitfalls of Ignoring Failure Demand
Protecting Silos From Failure
Demand Creates More...
“Pain-Killer Teams”

- In order to keep developers typing at maximum utilization, we create teams to absorb the failure demand caused by developers typing at maximum utilization. These teams often have unlimited WIP and must consume an unending stream of demand. This also hides the problems from the people creating them.

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Value Demand

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Make Strategic Intent Visible

Strategic Intent

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Clear Priorities Are Essential To Distributed Decision-Making

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Stephen Bungay: Directed Opportunism

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In Order to Have High Autonomy, High Alignment is Needed. To have High Alignment, Strategic Clarity is Needed.

The Organization is Not a Machine, But an Organism, a Set of Human Relationships.

-Steven Bungay

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In Order to Have High Autonomy, High Alignment is Needed. To have High Alignment, Strategic Clarity is Needed.
Understand Strategic Purpose

Karl Scotland

http://availagility.co.uk/

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Quantify Value

In the absence of information about Value, of course the system optimises for other things. Why should this surprise anyone?

— Joshua J. Arnold (@joshuajames)
January 5, 2014
Principles of Product Development
Flow
Utilization & Queuing Theory

Waiting times more than double as utilization moves from 80% to 90% and double again as it moves from 90% to 95%.
Rules Are Waste

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Create Slack

I DID NOTHING TODAY AND STILL GOT PAID

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Three Types of Slack

- Variability Buffer
- Learning
- Innovation

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Slack as Variability Buffer

SHOCKWAVE TRAFFIC JAMS RECREATED FOR FIRST TIME

Footage courtesy of University of Nagoya, Nagoya, Japan

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Lean Decision Filter

Flow Trumps Waste

Value Trumps Flow

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What Does That Mean?
Flow Trumps Waste

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Lean Decision Filter
Value Trumps Flow

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A unit unavailable for response provides no service to the community. The unit may be out of service for a multitude of reasons... If a unit is not available 80% of the time, it is not reasonable to expect the unit to perform at the 80th percentile.

Poor availability negatively influences response times.  
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Slack For Learning

NOT SURE IF PROGRAMMING

OR JUST TYPING

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Read a Book

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Lean Coffee

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Learn Lean Coffee
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Slack For Innovation

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The Lean Startup

Build (Prototype)

Learn ($)  Measure (Test)
What Happens Without Slack?

- Failure Demand
- Silos: “Pain-Killer Teams”
- Overloaded Bottlenecks
- Deadline-Driven Development
- Exponential Delays

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Pre Work
30 days

Total Story Lead Time
30 days

Story / Feature Inception
5 Days

Waiting in Backlog
25 days

“Active Development”
30 days

Waiting for Release Window
5 Days

System Regression Testing & Staging
5 Days

Post Work
10 days

Courtesy Troy Magennis focusedobjective.com
9 days (70 total) approx 13%

Courtesy Troy Magennis focusedobjective.com
A Brief Digression Into Metrics

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Limit WIP, Eliminate Task-Tracking

"After" Burndown:

PO review Bottlenecks are small
Crossed the ideal line
Team Testimonials

“Limiting our work in progress so we focused on completion was a big deal for us. It felt better to have one story than five tasks in progress.”  –Lead Developer

“Development was very helpful with testing, volunteering to clear impediments and helping us test during the sprint.”  –Lead Tester

“The team is excited and helping each other out during stand-up and working together in the War Room”  –PM/SM

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“A system is not the sum of the behavior of its parts; it is the product of their interactions.”
Books

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THANK YOU!

Hai 5?

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