# Diets Don't Work

## Getting Sustainable Results with Scrum

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  - 20+ years in the trenches working with teams as a performer and coach

  - Teaches others how to do apply Lean and Agile principles and practices in a sustainable way

  - CST, CSP, CSM

  - Lean, Agile, TQM, BPR, Six Sigma, SDLC (Waterfall)...

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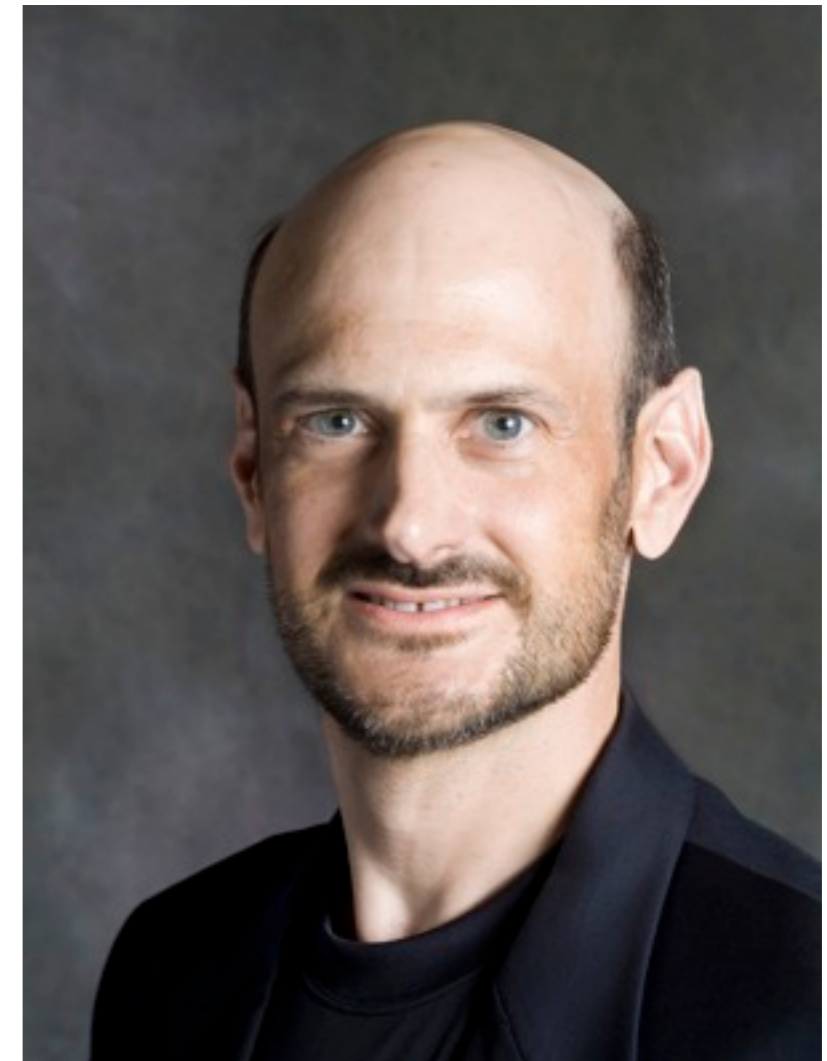
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# Why Diet?

- Lose weight

- Feel better
  more energy
  self-image

- Control:
  cholesterol
  blood pressure
  blood sugar

# Broken System

- We diet because something is out of balance in our bodies resulting in undesirable results

- Think of your body as a system

- The diet is a solution for something that is broken in the system

# Fixing the Broken System

Unavoidable reality:

- Temporary solutions yield temporary results

- Targeted solutions sometimes yield unexpected (and undesirable) results

- Fixing the broken system requires a holistic, sustained process

# Who's the Customer?

- Fixing the broken system requires that you understand the result you seek to achieve

- What will be different when the system is "fixed"?

# What's the Problem We're Trying to Solve?

- Organizations often use Agile to solve point-specific problems that in the end make no difference to the customer

- This is a misapplication of Agile that stems from a misplaced perception of value

- Results in sub-optimized solutions that can wreck havoc on the rest of the organization

# What is Value?

- To be sustainably successful, organizations must produce something of value

- But what is it that constitutes value?

# Lean Perspective

- Organizations create value when they deliver to customers:

  - What they want

  - When they want it

  - At a price they're willing to pay

# Misplaced Emphasis

A panda walks into a café. He orders a sandwich, eats it, then draws a gun and proceeds to fire it at the other patrons.

'Why?' asks the confused, surviving waiter amidst the carnage, as the panda makes towards the exit. The panda produces a badly punctuated wildlife manual and tosses it over his shoulder.

'Well, I'm a panda', he says, at the door. 'Look it up.'

The waiter turns to the relevant entry in the manual and, sure enough, finds an explanation. 'Panda. Large black-and-white bear-like mammal, native to China. Eats, shoots and leaves.'
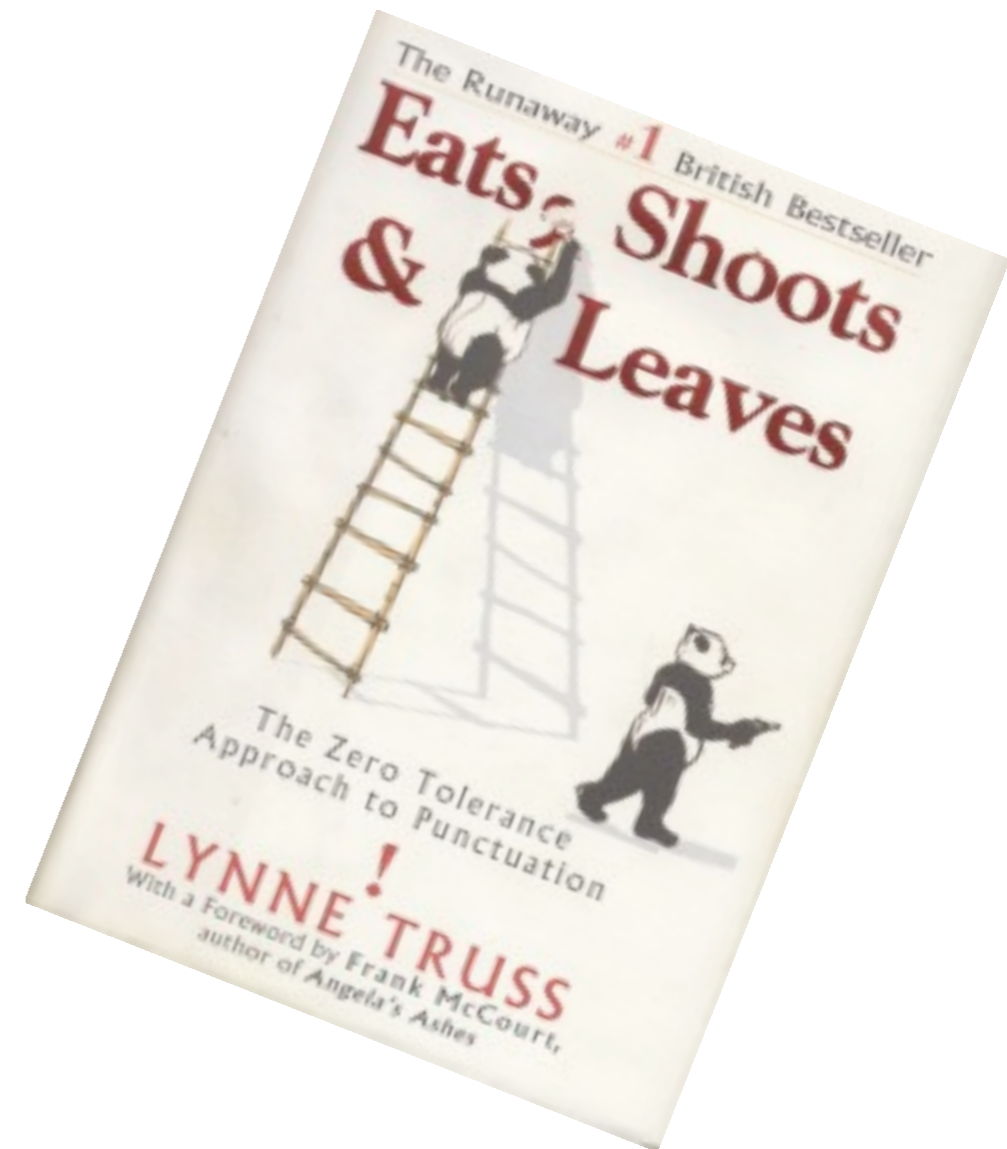
# Blame it on Frederick Winslow Taylor

"The most prominent single element in modern scientific management is the task idea"

- Extract from Taylor's 1911 essay, "The Principles of Scientific Management"
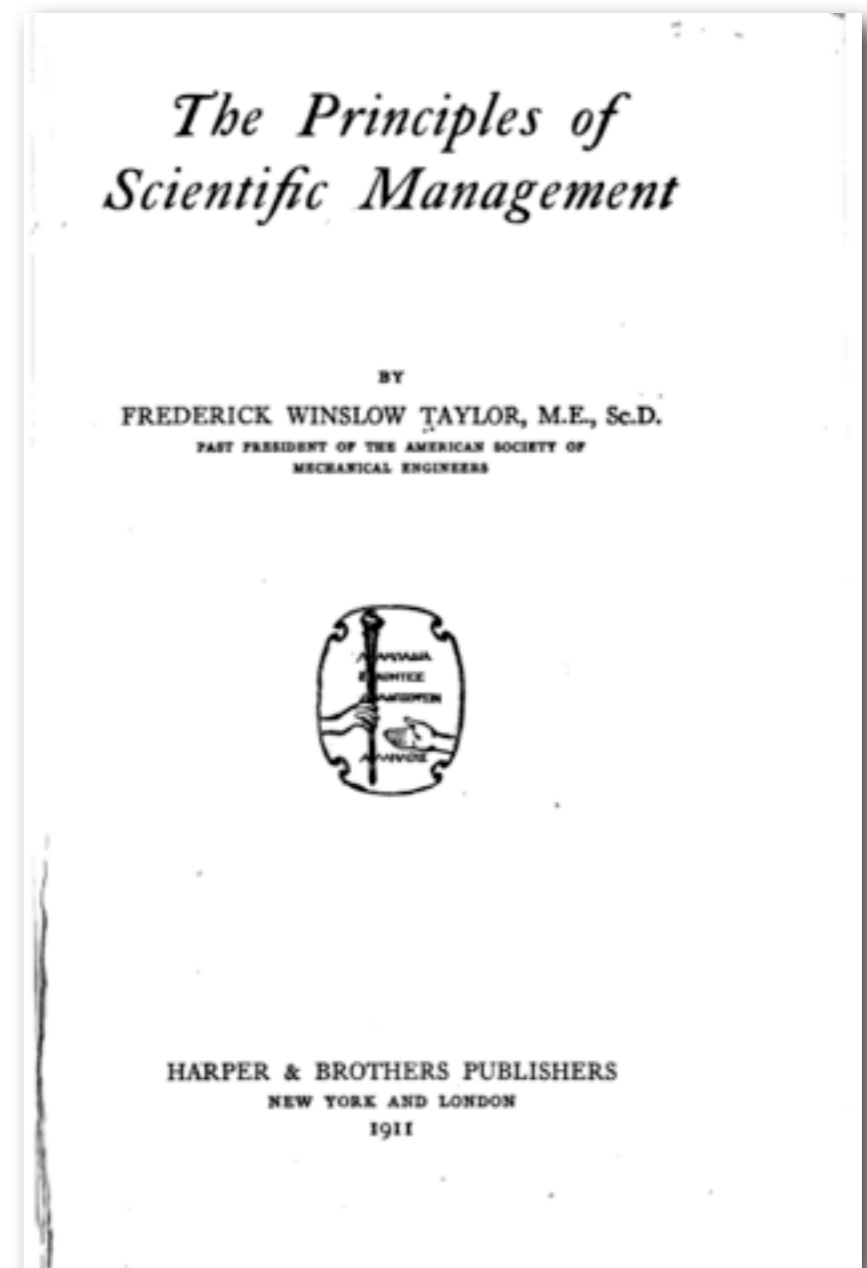
# When Task is Made King...

All things serve the task:

- management creates organizational structures best suited to accomplishing the task

- efficiency experts establish the best way to execute the task

- quality experts implement controls to ensure processes stays within defined tolerances

- workers are trained in process to complete the tasks

- management evaluates performance on process compliance

# Let's Get Lean!

Local optimization = Bad

Global optimization = Good

Lean measures of success:

- cycle time

- financial return

- customer satisfaction

# Software Challenges

| Organization | Process | Management Approach | Motivational Systems |
|---|---|---|---|
| **Functional Silos**<br><br>• Requirements Engineering<br>• Systems Architecture<br>• Design<br>• Coding<br>• Quality Assurance<br>• Operations<br>• Etc. | **"Waterfall"***<br><br>• Sequential Phases<br>• Control Gates<br>• Handoffs<br>• Specialization<br>• Project-based<br>• Change disrupts process | **Plan Driven**<br><br>• BUFD<br>• Management directs activities<br>• Monitor Process<br>• Stick to Plan<br>• Progress measured against plan<br>• Control costs | **Focus on the Individual**<br><br>• Measure and reward at the individual level<br>• Reward compliance with process<br>• Reward task accomplishment<br>• Short-term focus |

*With apologies to Winston W. Royce

# The Value Stream

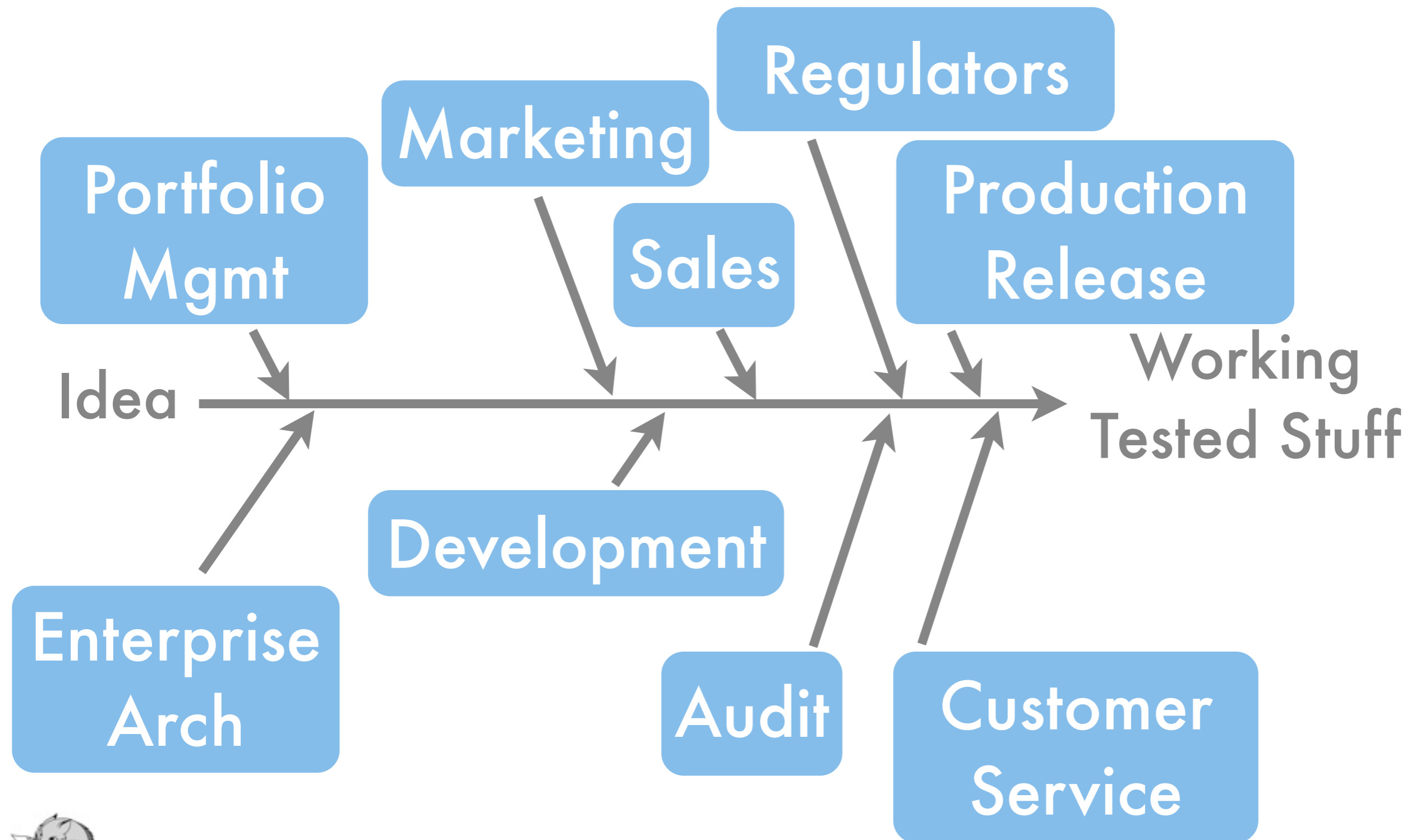- Delivery process = stream carrying value to the customer — the value stream

- Object is to make value flow to the customer

# What is the Value Stream?

Idea → Development → Working Stuff

# The Lean Transformation

Restructure work and workers to optimize flow and reduce cycle time

# Seeing the Value Stream

- Customers don't care about task efficiency — they care about results

- Define the problem in terms of achieving success in the customer's eyes

# Global Perspective

- Consider entire value stream from initial concept to delivery through the entire life of the product or service, concluding with the product or service's ultimate retirement

- Forces global optimization

# One Team

- The Team that creates the product, supports and maintains the product

- Work queue contains new features alongside maintenance items

- Customer is King

- Work is prioritized from customer's perspective

# Agile Software Development

- Regular cadence of brief delivery cycles (no more than one month) resulting in potentially releasable part of overall product

- Close collaboration with Customer

- Inspect and Adapt

- Customer drives development

# Where Organizations Fall

- Limit implementation of Agile to the existing technology delivery group

- Fixes just one part of the delivery stream

# What Effective Agile Teams

- Take a holistic view

- Optimize flow

- Involve the Customer

- "Team" lives beyond delivery

# Sustaining Results with Scrum

- Identify your ultimate customer

- Move from a task-centric to a customer-centric perspective

- Establish goals for cycle time, financial results, and customer satisfaction and measure progress against these goals

- See the whole value stream

- Organize around flow

- Involve the customer

# Contact Info



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