

A grayscale photograph of a person's hands holding a camera up to their eye, as if taking a picture. The person's face is partially visible in the background. Overlaid on the image is the text 'Check my FLOW' and a subtitle 'Maximizing the Delivery of Value and Learning'.

Check my

FLOW

Maximizing the Delivery of Value and Learning

Tommy Norman



Agile Nashville



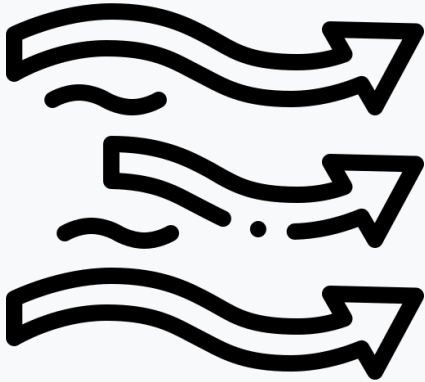
Music City Agile

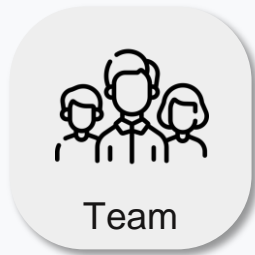


O'Reilly Online
Learning



What is flow?





Waste Removal



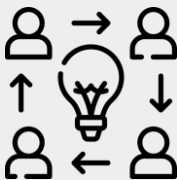
Achieving Flow



Identify Waste: Measure your process to find bottlenecks.



Remove Waste: Perform data-driven experiments.



Repeat: Foster a culture of continuous improvement.

Identify Waste

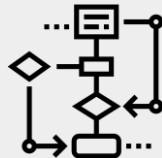
7 Wastes (Muda)



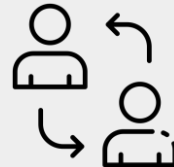
**Partially
Done Work**



**Extra
Features**



**Over
Processing**



Hand Offs



Delays



**Task
Switching**





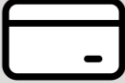
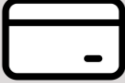
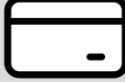






Defects













Where do you find the
most waste in your
current process?



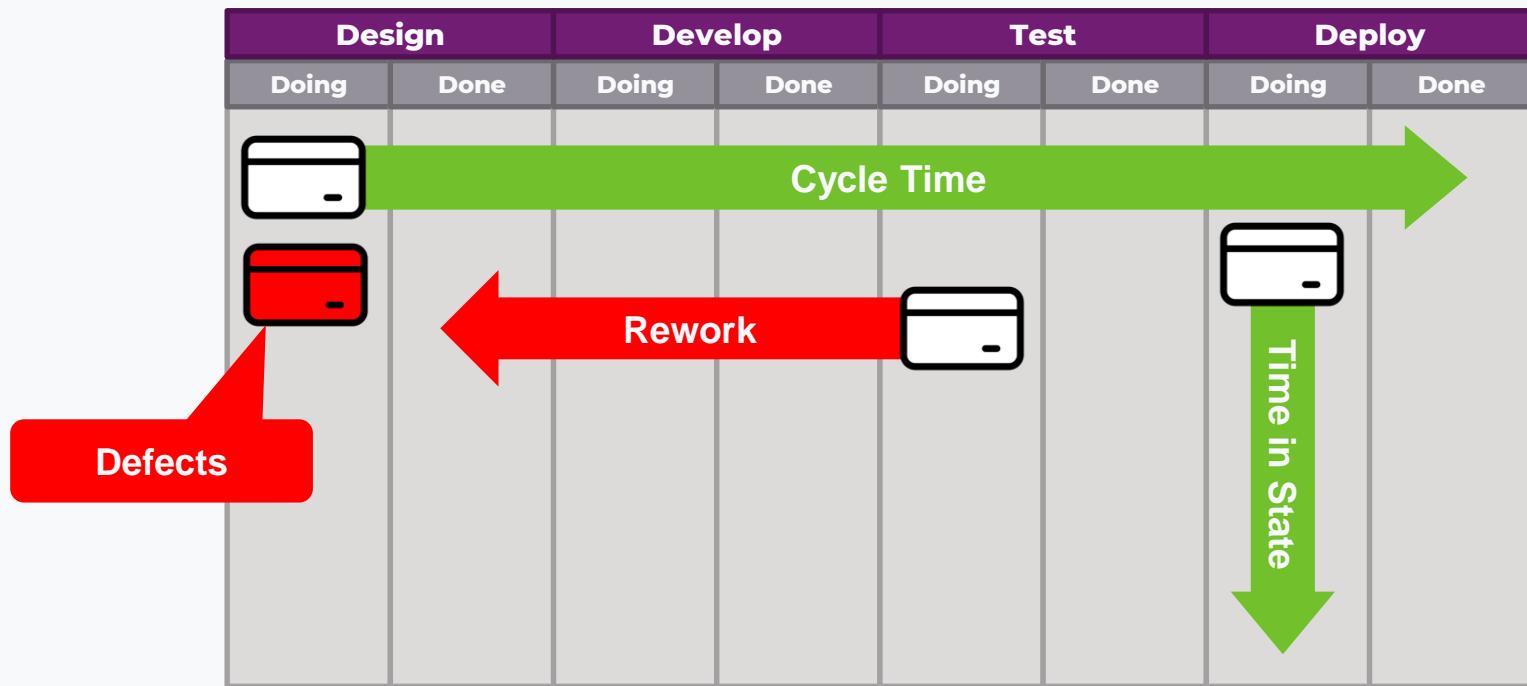
Make Work Visible

Design		Develop		Test		Deploy	
Doing	Done	Doing	Done	Doing	Done	Doing	Done
			    	 			

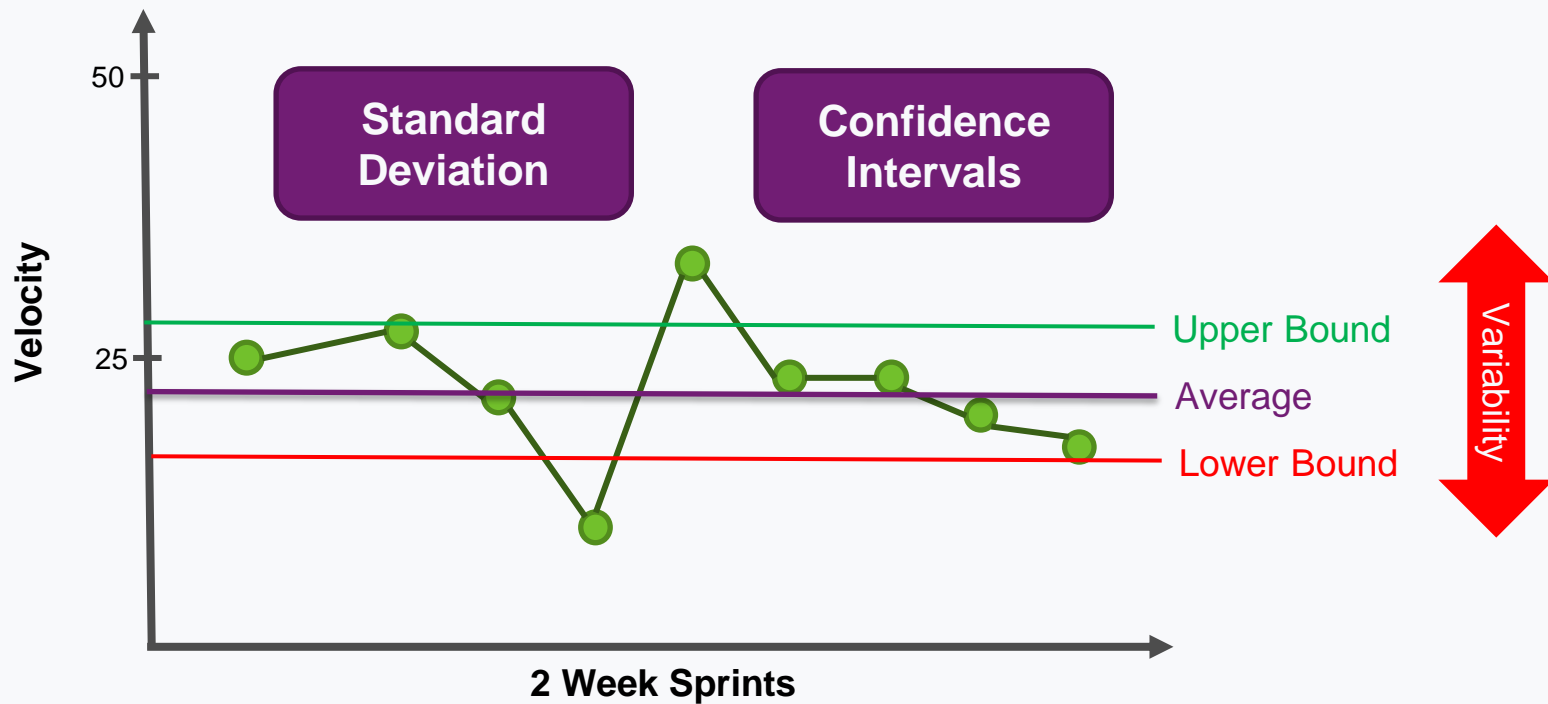
Identify Bottlenecks

Design		Develop		Test		Deploy	
Doing	Done	Doing	Done	Doing	Done	Doing	Done
			    	 			 

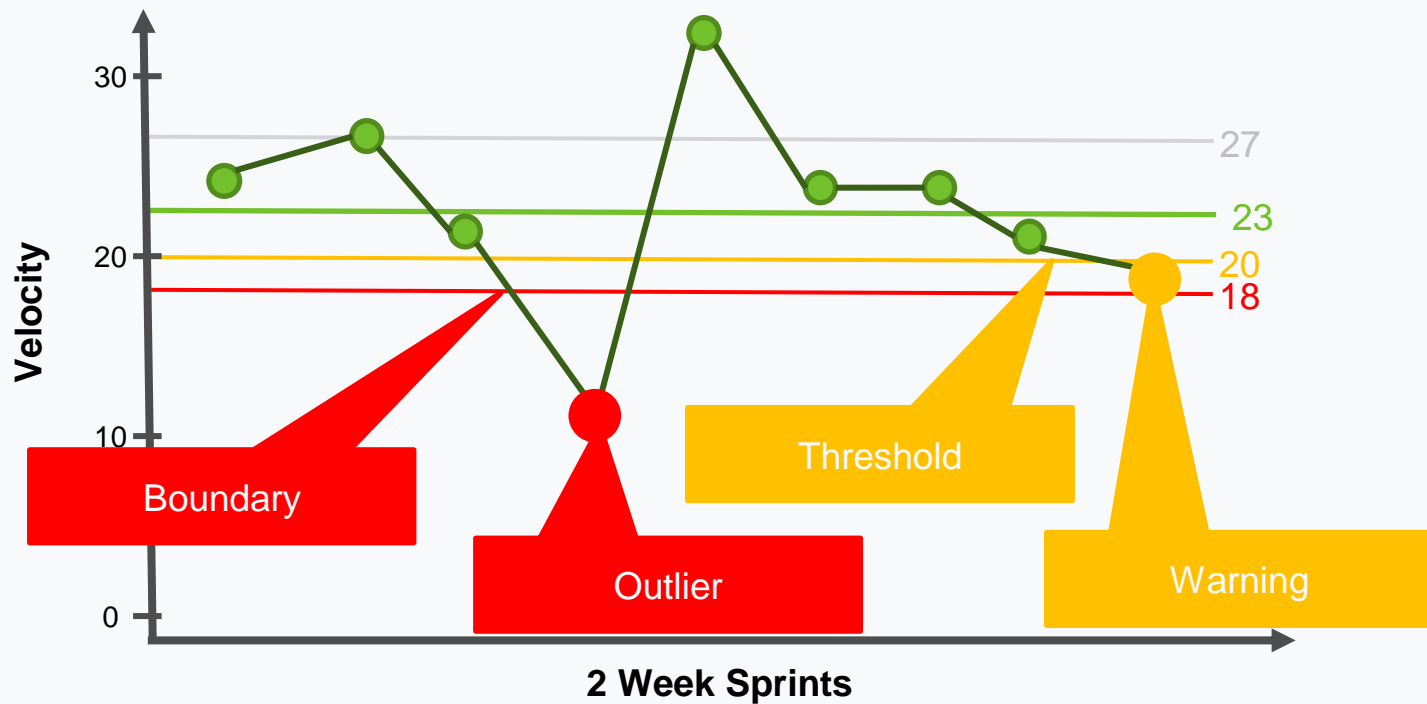
Collect Metrics



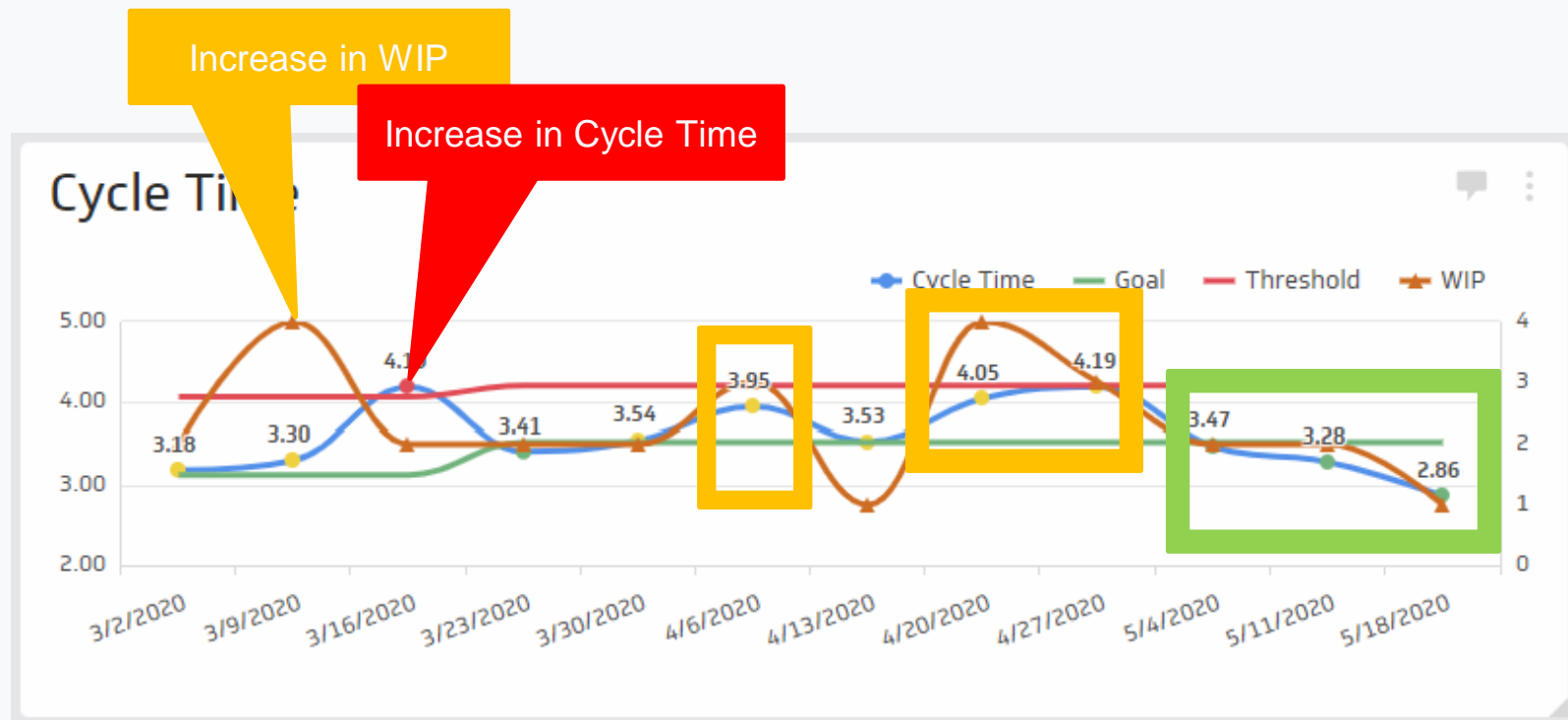
Use All That Math You Didn't Learn



Thresholds And Boundaries

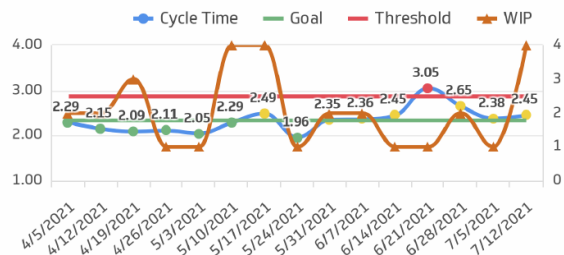


Identify Patterns

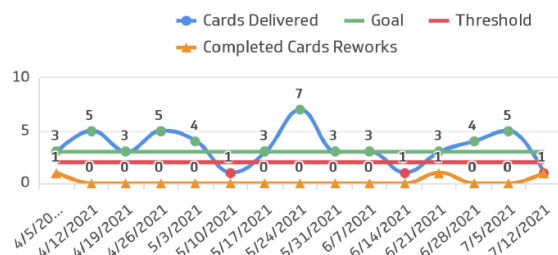


Balanced Metrics

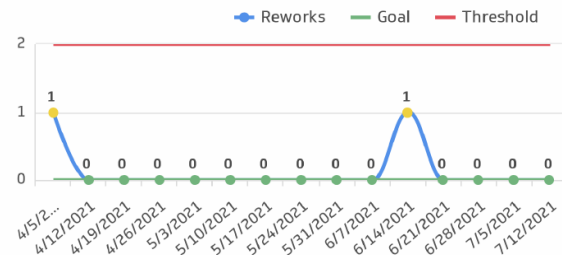
Cycle Time



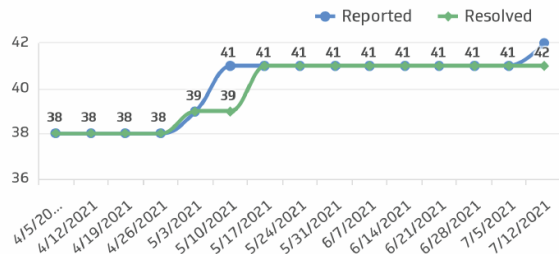
Cards Delivered



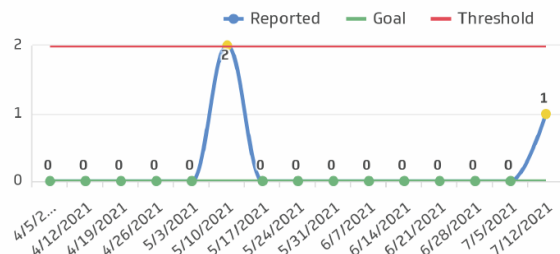
Reworks



Bugs

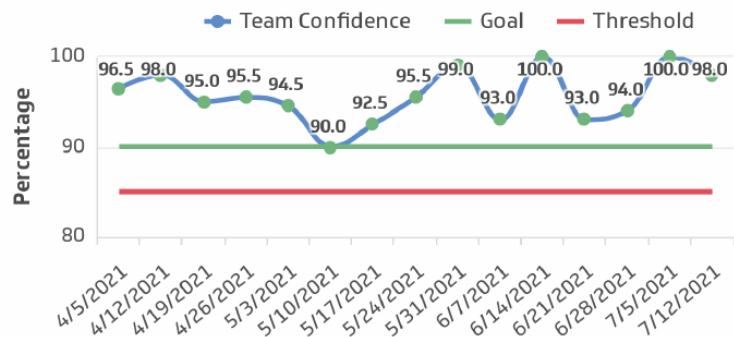


Open Bugs

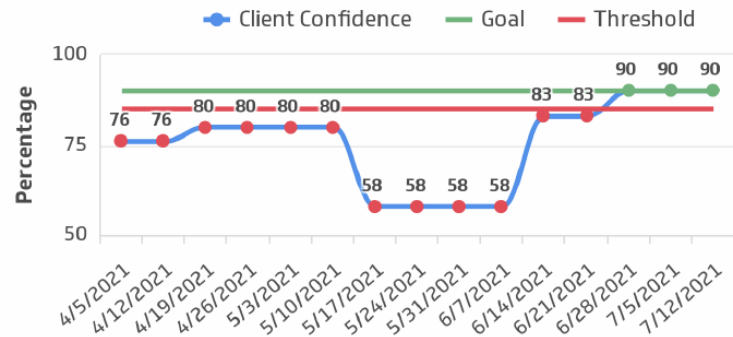


Don't Forget The Team & The Customer

Team Confidence



Client Confidence



Identify Waste

Make Work Visible

Look For Bottlenecks

Collect Applicable Metrics

Identify Thresholds And Boundaries

Look For Patterns

Remove Waste

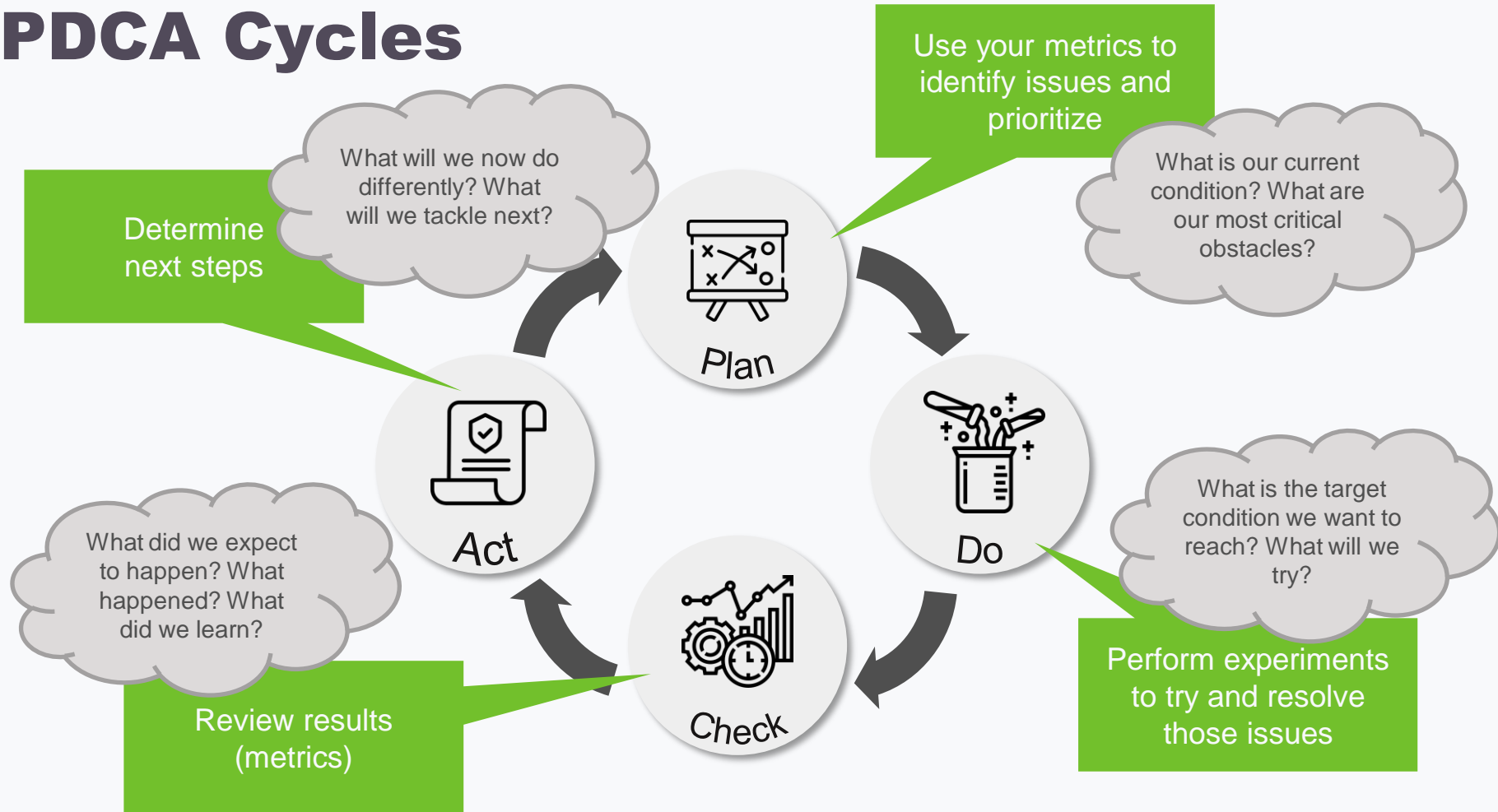
How are you currently
addressing waste in
your process?



Toyota Kata



PDCA Cycles



Kata Experiments

Challenge:

Decrease cycle time without negatively affecting quality.

Metrics	Target Condition	Current Condition	PDCA 1	PDCA 2
Cycle Time per Card	4.0	5.25		
Guardrail Metrics				
Reworks per Cards	<2	1.5		
Bugs per Week	<3	2		
Cards Per Week	=>1.75	1.75		
WIP Limit	4	8		

Obstacles:

- Too much WIP.
- Long deployment times.
- Not enough QA testers.
- Too many reworks.
- Cards are too big.

Experiments:

Date	What did we expect?	What happened?	What did we learn?

Remove Waste

Set A Challenge

Determine Current Condition

Set Target Condition

Identify & Prioritize Obstacles

Perform Experiments

Review Results

Incorporate Learning

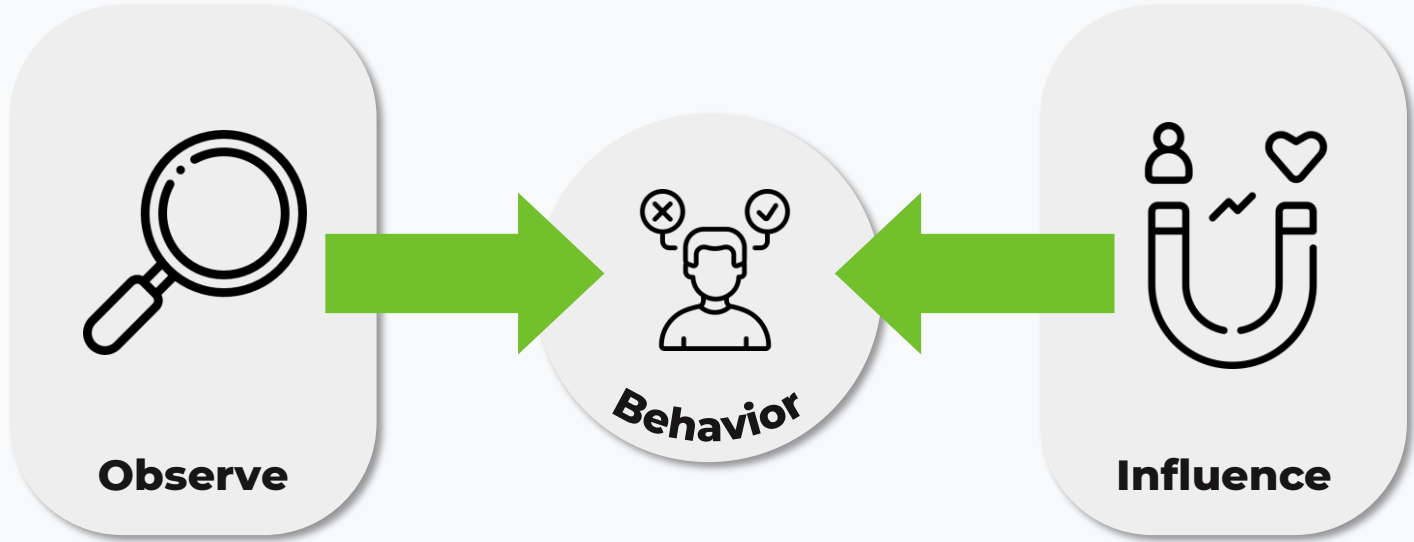
Repeat



What is preventing
you from doing this
right meow?



Metrics Are About Behavior



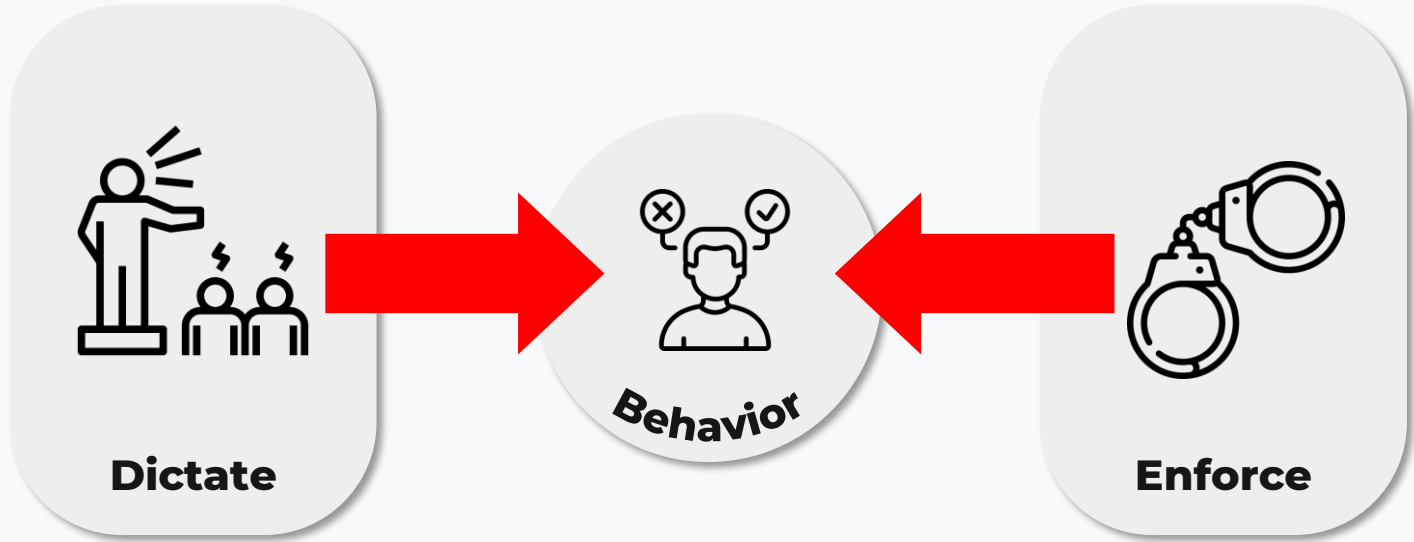
Goodhart's Law

“When a measure becomes a target, it ceases to be a good measure.”





Metrics Are About Behavior



Bad Behavior Is Usually About Fear

What happens
if I fail?

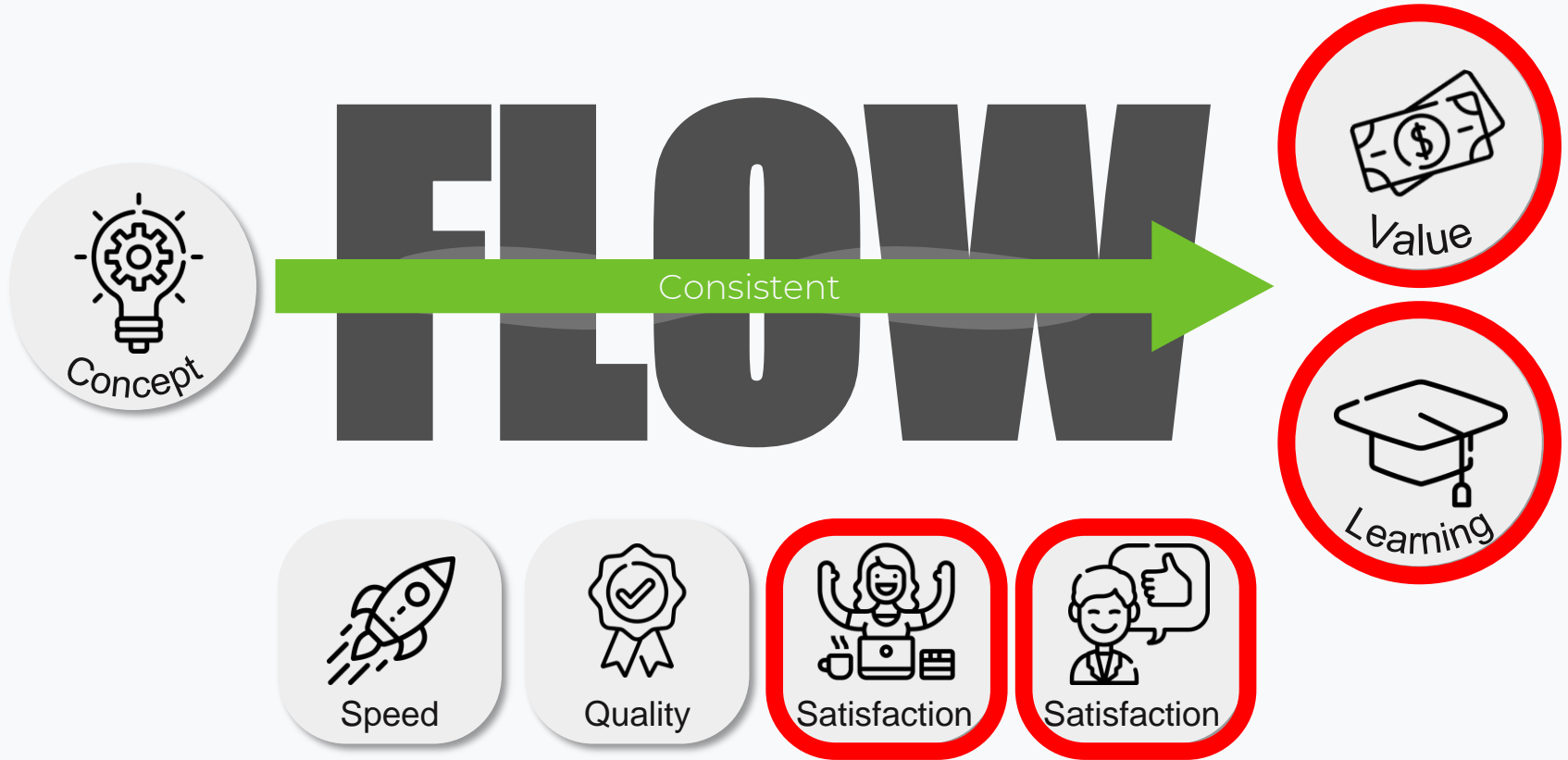
I'm scared to try
something new!

I don't know
what's going to
happen!

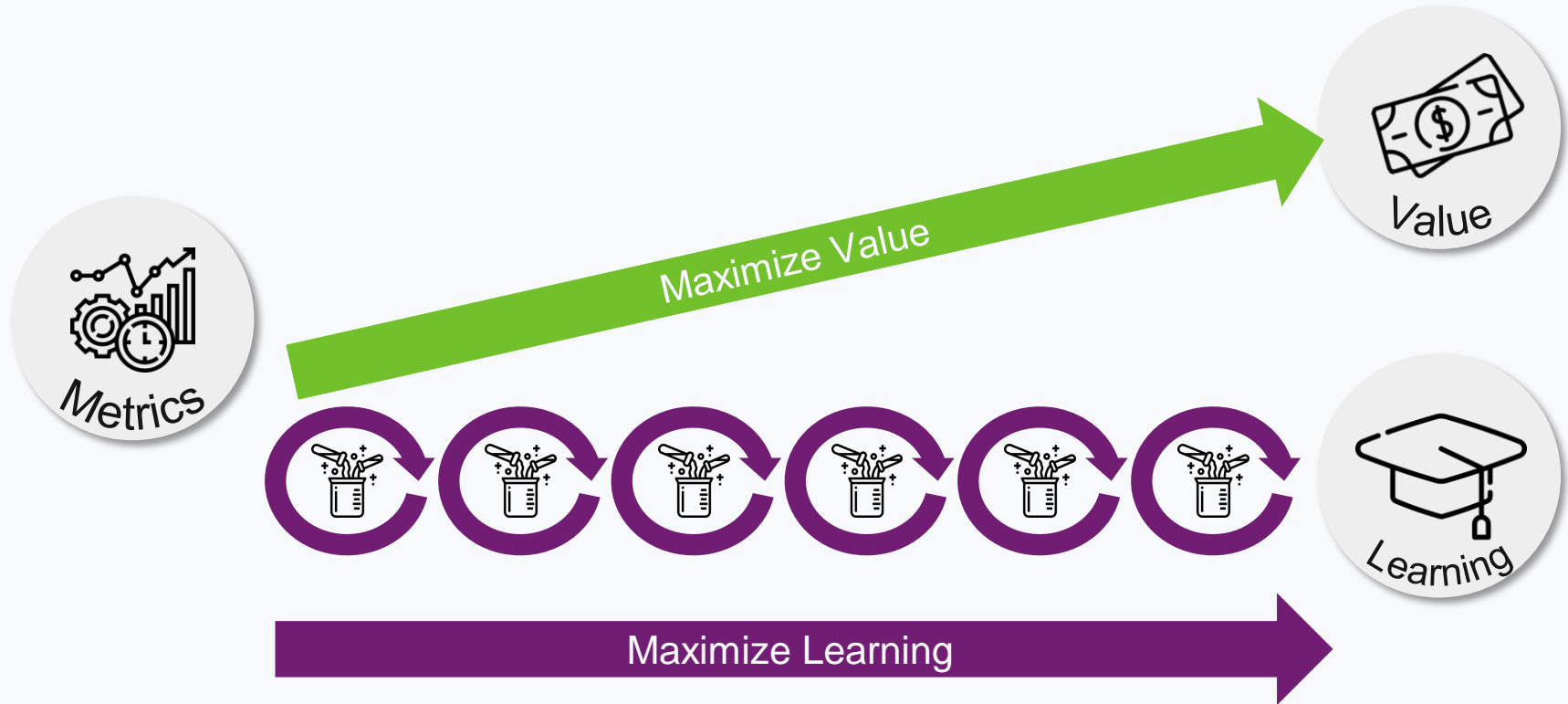
I'm scared to tell
people bad
news!



A Culture Of Continuous Improvement



A Culture Of Continuous Improvement



Wrap Up

Wrap Up

Make Your Process Visible

Measure The Flow Of Value

Let The System Reveal Itself

Identify & Prioritize Obstacles

Perform Data Driven Experiments

Incorporate Learning Into Your Process

Continuously Improve

Thank you!

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O'Reilly:	<code>oreilly.tommynorman.com</code>

Additional Resources

- My one hour webinar covering the metrics mentioned in this presentation:
<https://www.youtube.com/watch?v=7hWmv52CQbQ&t=5s>
- My Agile Metrics Applied training video on O'Reilly Learning Online that is a deeper dive into the same content above: <https://learning.oreilly.com/videos/agile-metrics-applied/9780138039103/> If you do not have an O'Reilly account, you can purchase that video training here: <https://www.informit.com/store/agile-metrics-applied-video-training-9780138039059>
- LeanKit's (now Planview) eBook on how to get started with visualizing your work with Kanban: <https://info.planview.com/kanban-roadmap-ebook-lad-en-reg.html>
- A nice overview of Toyota's Improvement Kata: <https://www.atlassian.com/agile/agile-at-scale/using-improvement-kata-to-support-lean>
- Another Toyota Kata article that is a bit more prescriptive in the process, but gives you a good idea of where to start: <https://danlebrero.com/2021/01/06/toyota-kata-in-software-development-continuous-improvement/>
- Book on using Toyota Kata with software development: <https://www.amazon.com/dp/B07NV11YJ8/>
- Short overview of the 7 wastes of Lean Software Development: <https://medium.com/@markbarbs/the-7-wastes-of-lean-software-development-1a6acbe9d5d7>