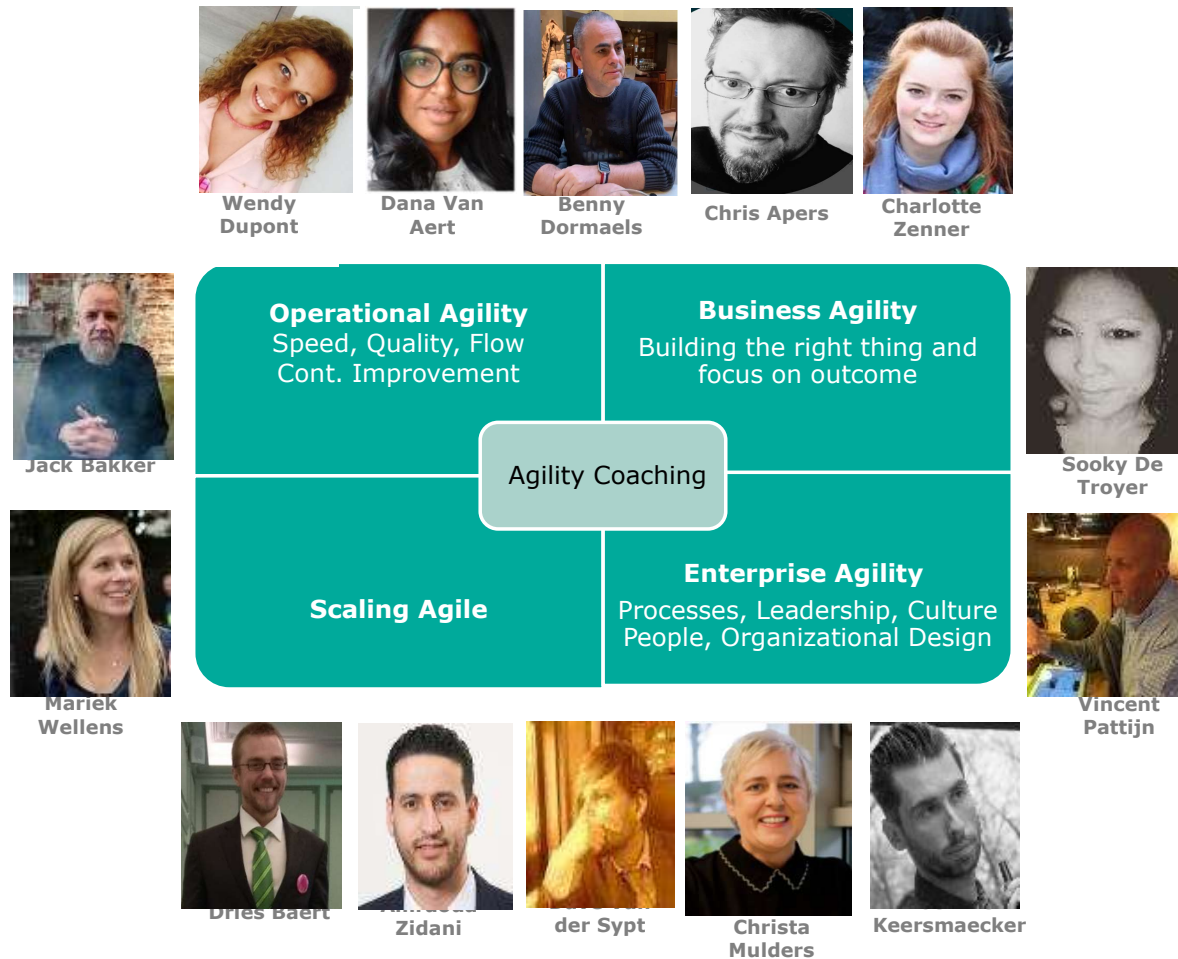




EFlowlab

Agile Coaching Team



Who are you?



The power of simulations

Okaloa Flowlab changes how people think about managing their work.

The simulation sets up the experience and allows hands and hearts to be engaged. The time spent by the participants to reflect on what's happening gets the head engaged.

Source: Karl Fuchs, Lean – Agile Transformation, Practice Lead and coach



Engage the intuitive as well as the rational brain.



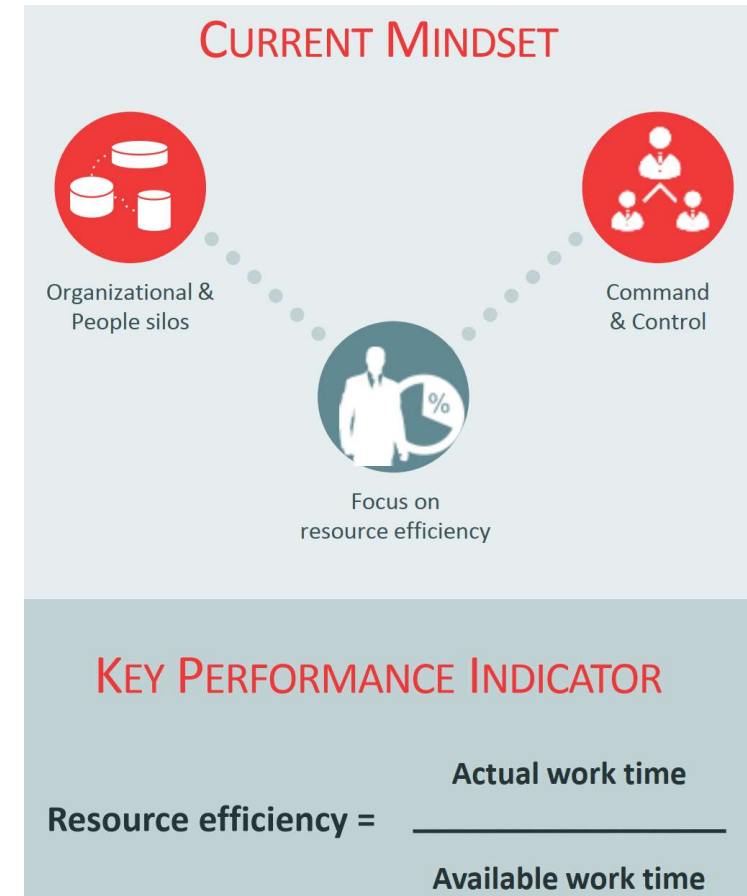
Quickly iterate between theory and practice.



Explore current and future way of working in a safe environment.

Round 1 - Policies

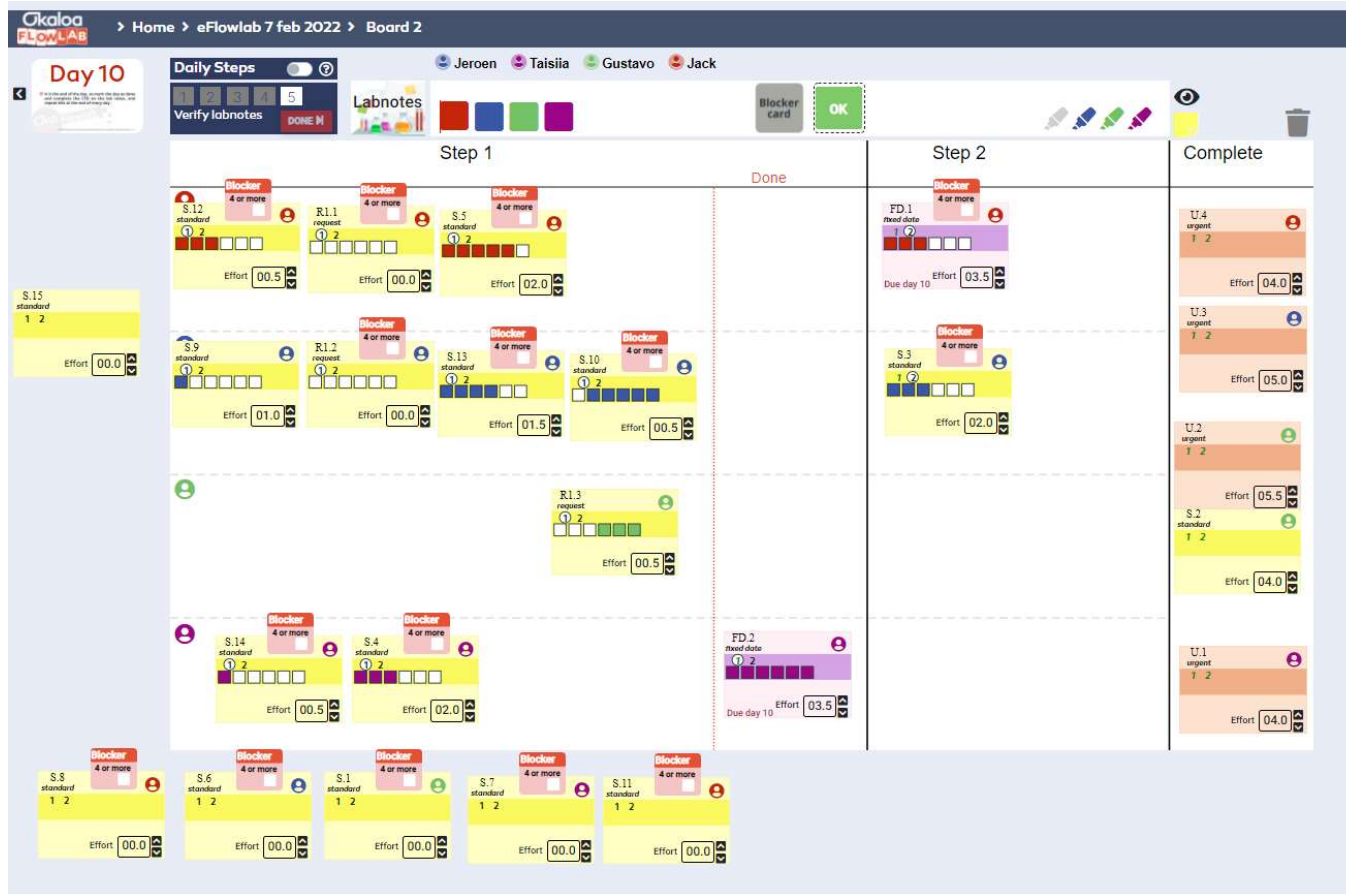
- We are assuming a **resource efficiency mindset**
- Players and roles:
 - 3-5 players per boards with 1 (additional) player taking up the role of project manager or coordinator (if not enough players a player plays double roles);
 - Project manager or coordinator is a very traditional project manager who is very focused on **keeping the team busy at all times**; and has a strong **command and control mindset** (he/she defines who is working on what when).
 - Team members are specialists in their domain and work in isolation (**silos thinking**).
 - Dices are thrown **after** the work assignment
 - Unblocking requires a dice result of 4 or more.




Results Round 1 Team 1



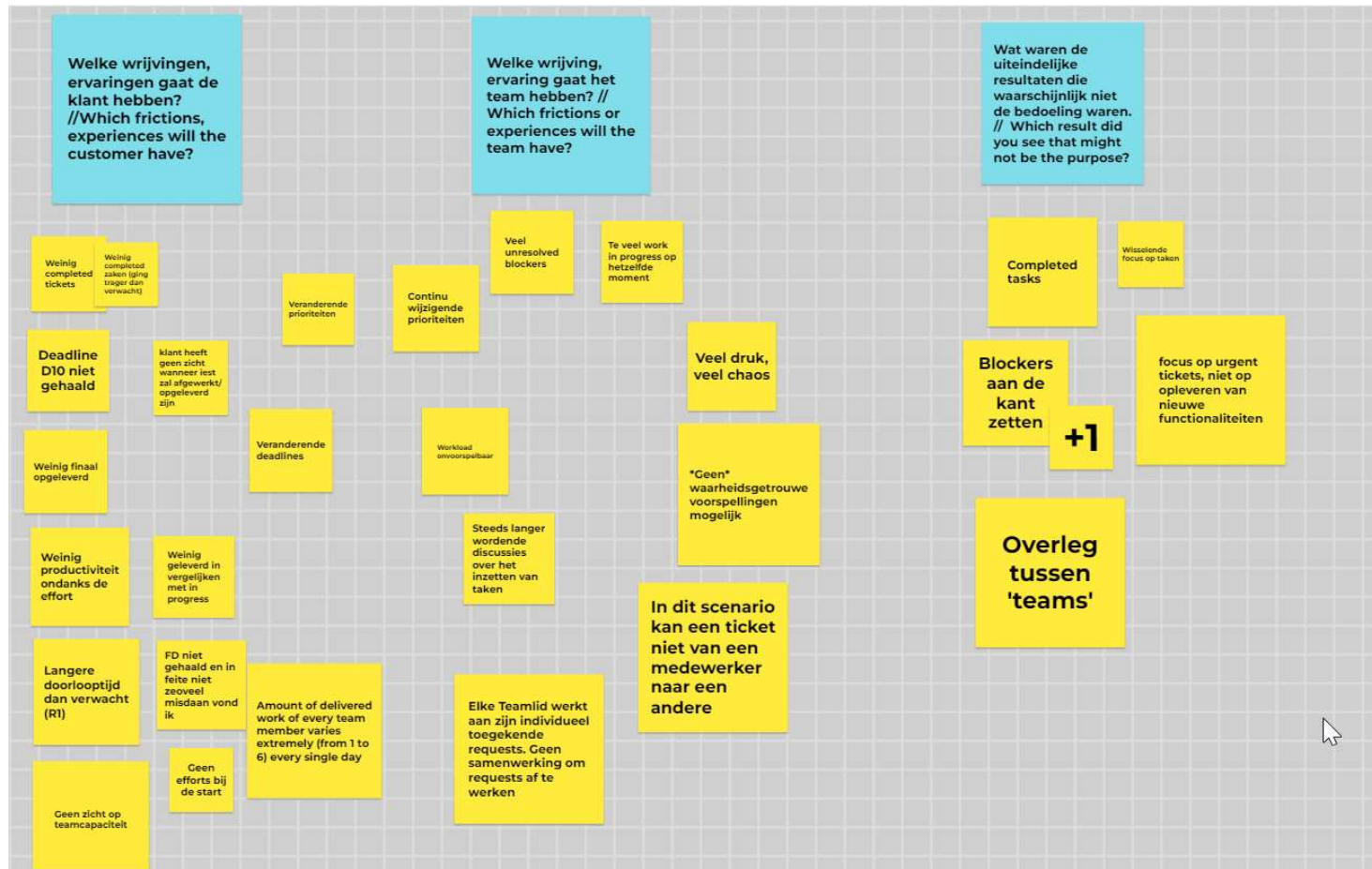
Results Round Team 2



Results Performance review

 Performance Overview eFlowlab 7 feb 2022 - Round 1		
DAY 5	Board 1	Board 2
WIP	13	12
Delivered	0	0
DAY 7	Board 1	Board 2
Effort	4	21
Delivery date	27	40
DAY 10	Board 1	Board 2
WIP	11	13
Delivered	7	5
Delivery rate	0.7	0.5
Average effort	4.1	4.5
Resource efficiency	98.8%	100%
Approx. average lead time	16	26
Approx. flow efficiency	26%	17%

What have you observed?

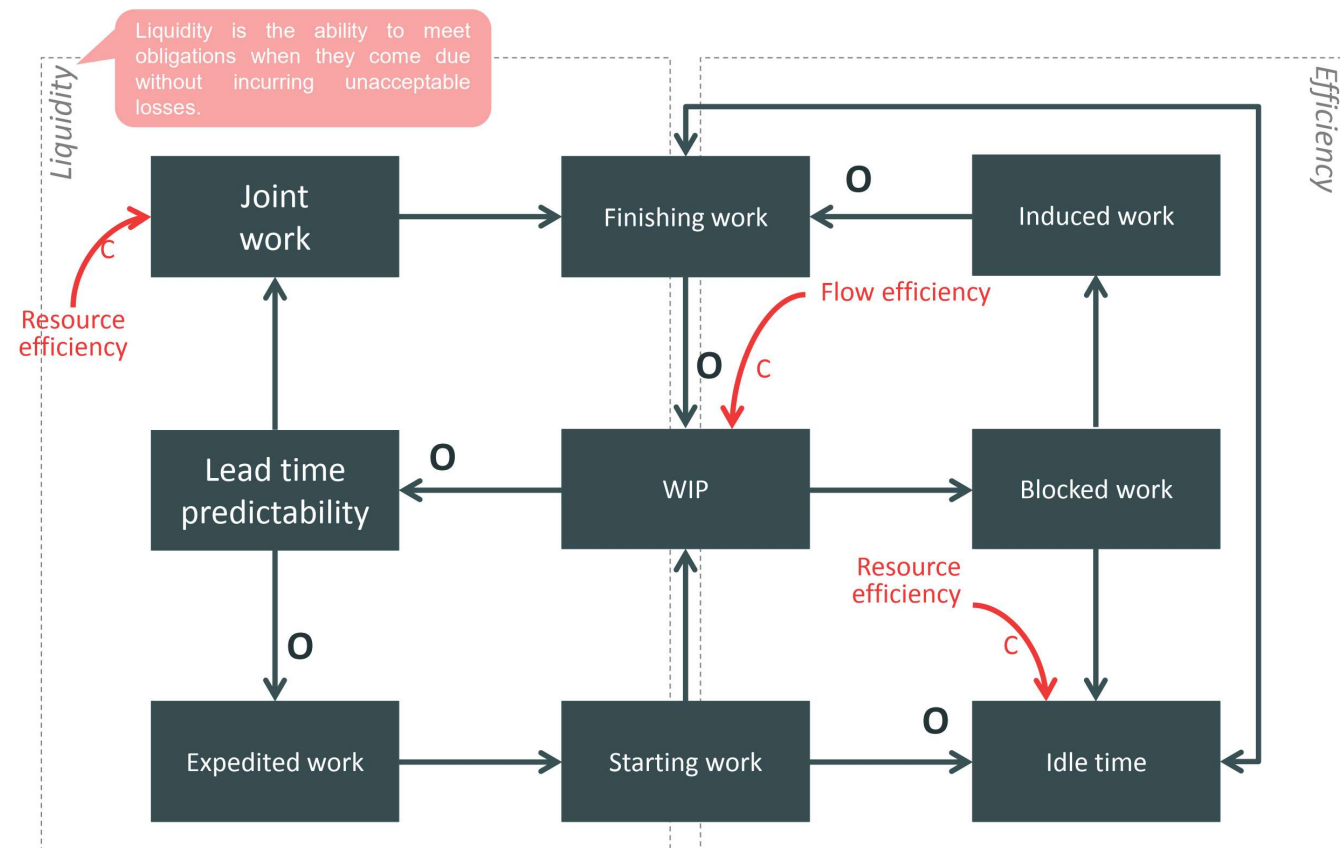


Manage work, not workers.

Modeling the core dynamics of how work works.

System of work

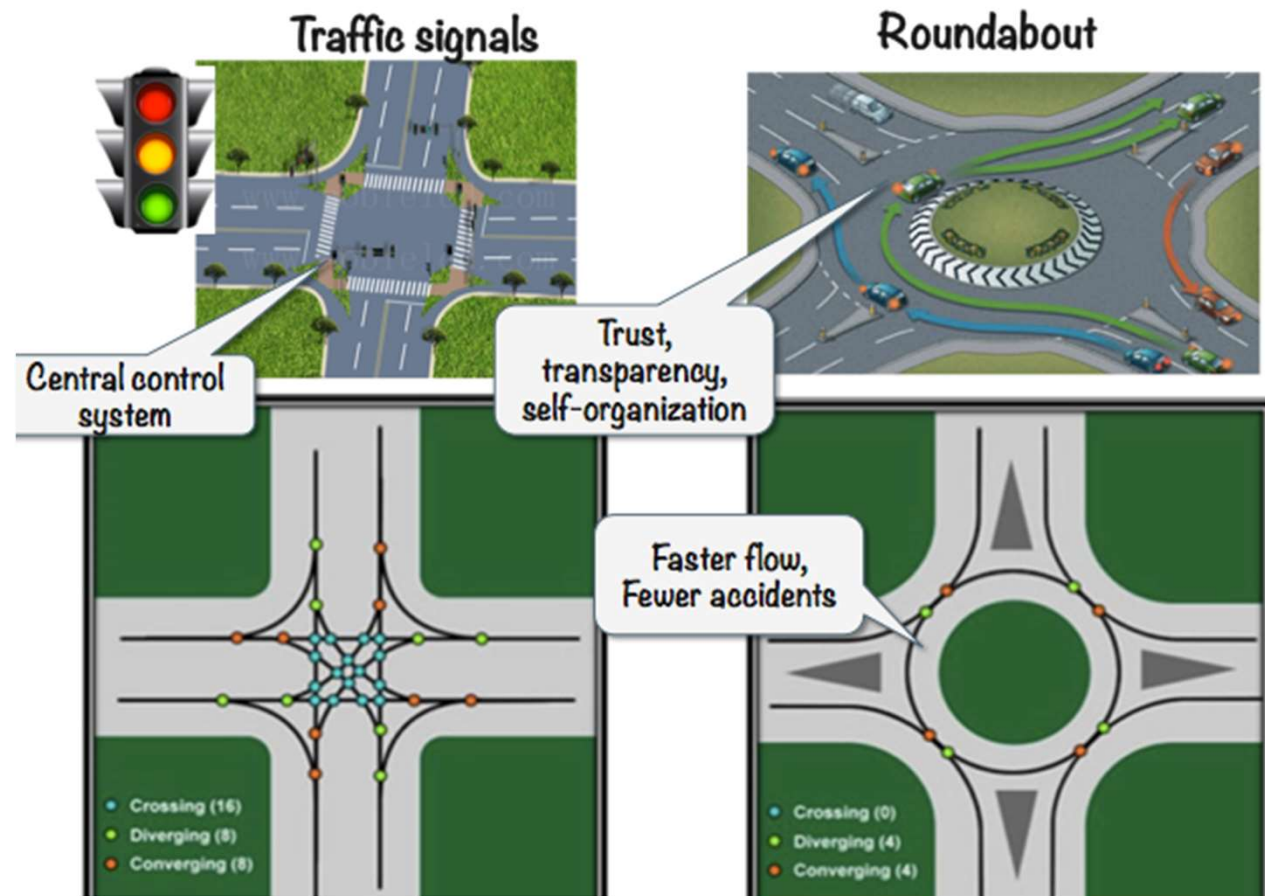
Cause and effect loop



Control vs autonomy

Traffic Signal Crossroad
External Control Systems
No Flow
More Accidents

Roundabout
Autonomy via rules & signals
Better Flow
Fewer Accidents



Henrik Kniberg

Source: <http://www.wsdot.wa.gov/Safety/roundabouts/benefits.htm>

Round 2 - Policies

We are assuming a **Flow Efficiency Mindset**

- Project manager or coordinator are now supporting the team and the process
- Pull & Collaboration during the sprint planning
 - > We decide what to work on next within our WIP limit.
 - > Stop Starting Start Finishing
- Team members are still specialists in their domain but don't work in isolation (silo thinking) anymore.
 - > They can collaborate with work value or productivity (Dice) of half rounded above (e.g. if I throw a 3, I can give 2, if 1 it is 1, if 4 it is 2, ...)
- Dices are thrown before the work assignment.
- Unblocking requires a dice result of 4 or more and we can unblock others.

Results Round 2 Team 1

ORADOL LOWLAB > Home > eFlowlab 7 feb 2022 > Board 1

Day 10

Daily Steps 1 2 3 4 5
Verify labnotes DONE

Labnotes

Carmen David Jerry Michel

Blocker card OK

Step 1 Done Step 2 Complete

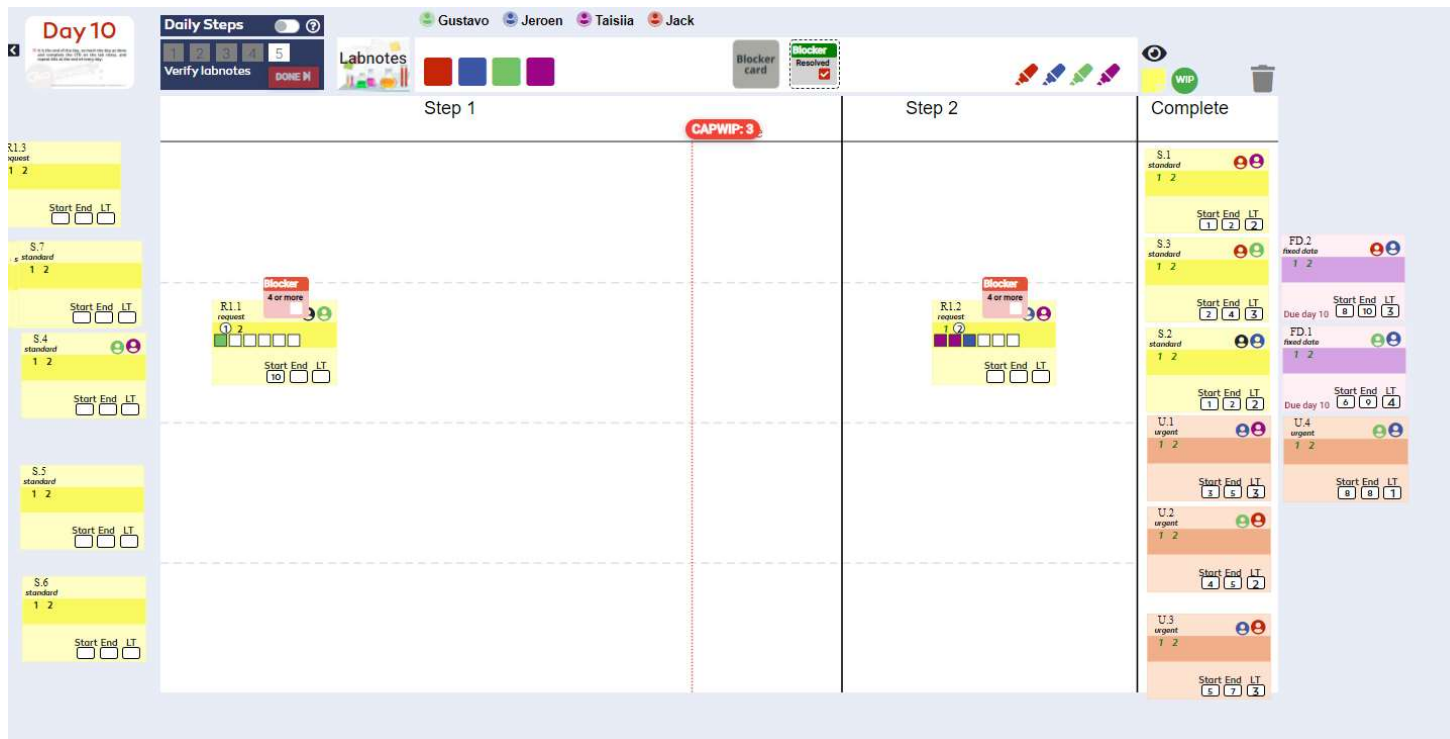
Task List (Left):

- S.5 standard 2 Start End LT
- 1st 2 Start End LT
- U.1.2 urgent 1 2 Start End LT
- 3rd 2 Start End LT


Task List (Right):

- S.1 standard 1 2
- U.4 urgent 1 2
- U.2 urgent 1 2
- S.4 standard 1 2 Start End LT
- Due day 10 1 2 Start End LT
- FD.2 fixed date 1 2
- U.1 urgent 1 2 Start End LT
- S.3 standard 1 2
- U.3 urgent 1 2 Start End LT

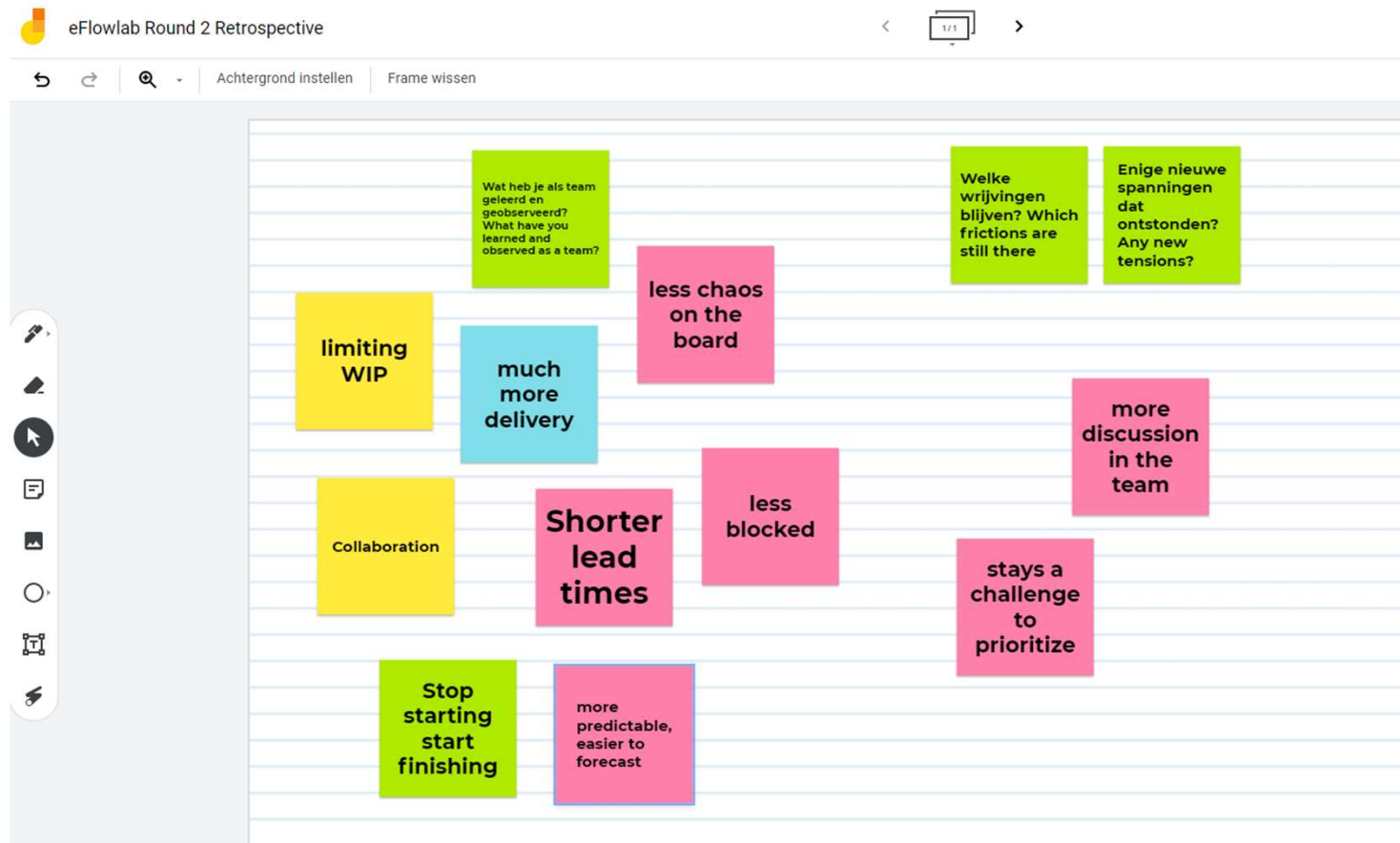
Results Round 2 Team 2



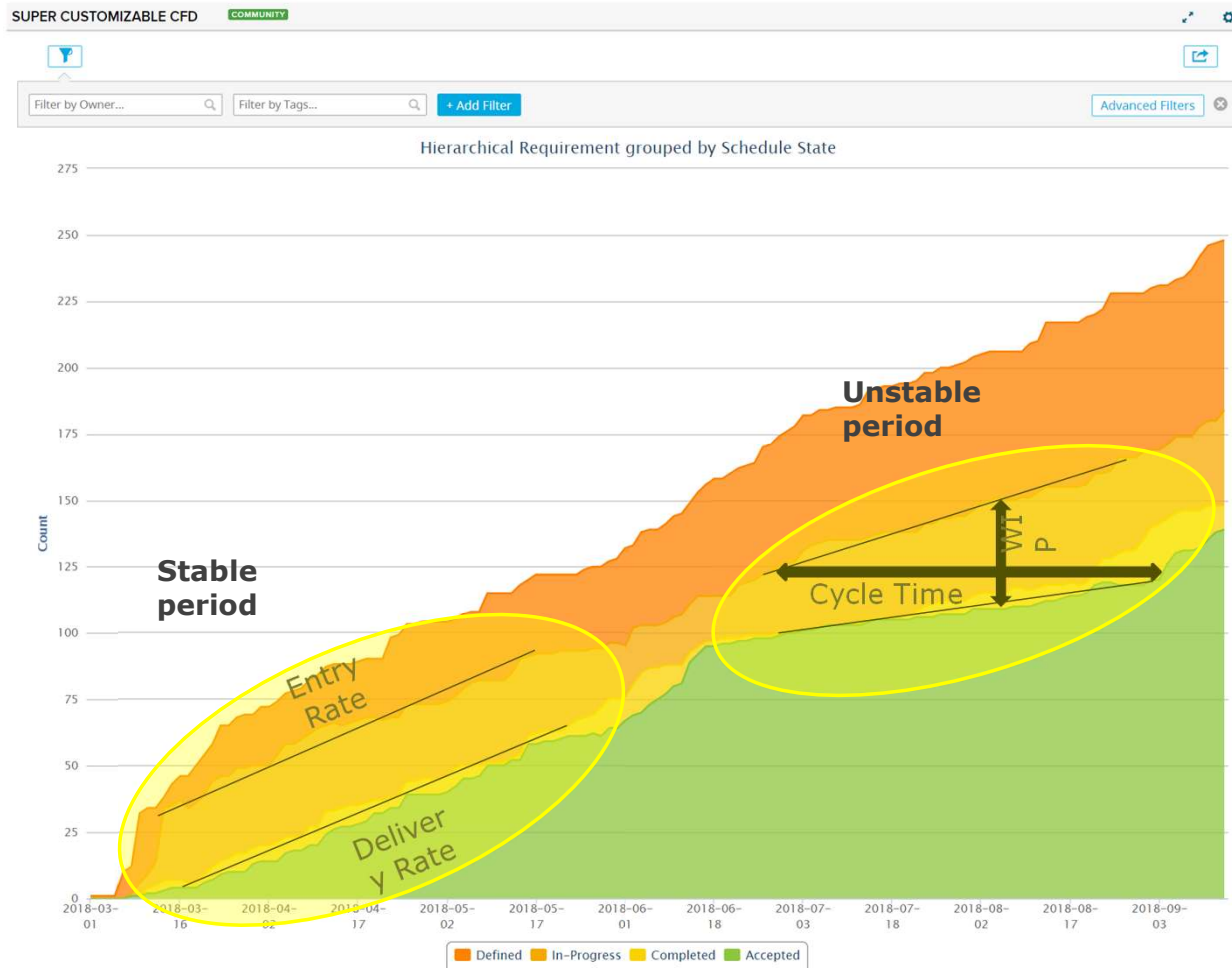
Results Performance review round 2

 Performance Overview eFlowlab 7 feb 2022 - Round 2		
DAY 5	Board 1	Board 2
WIP	4	2
Delivered	3	5
<hr/>		
DAY 7	Board 1	Board 2
Effort		8
Delivery date	5	5
<hr/>		
DAY 10	Board 1	Board 2
WIP	1	2
Delivered	6	8
Delivery rate	0.6	0.8
Average lead time	4	1.5

What have you observed?



Cumulative Diagram (CFD)



The CFD (Cumulative Flow Diagram) on User Story is the representation of the history of the Progress, it counts every day the number of US in a "Schedule State" (Defined, In-Progress, Completed & Accepted) that are cumulated starting with the "Accepted" at the bottom.

Advantages:

It shows the trends on what you start and what you complete, allowing you to take actions on reducing your WIP.

Attention Points:

The right mapping between the "Flow states" of your Team Board and the "Schedule States" should represent the real situation.

Ex.: "In-Progress" Schedule State mapped with "Development" Flow State

LITTLE'S LAW

Avg LEAD TIME (LT) = Avg WIP / Avg delivery rate



Collaboration policy

Helping

Apprenticing

Synchronising

Swarming

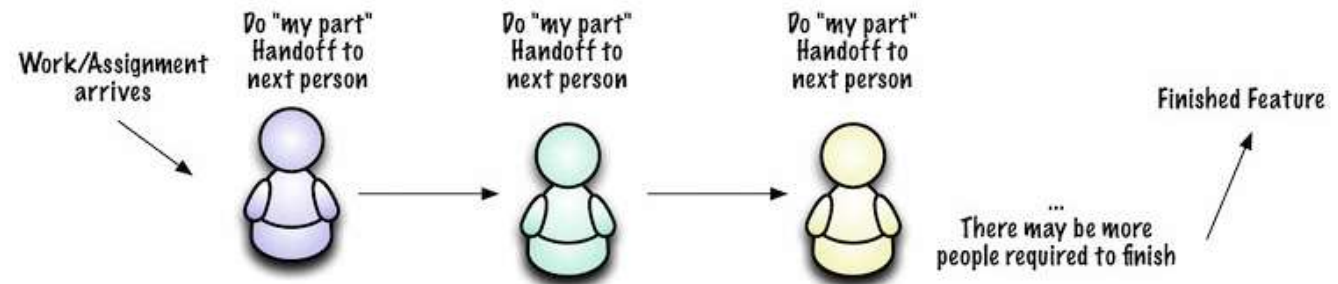
Integration
escalation

Pairing

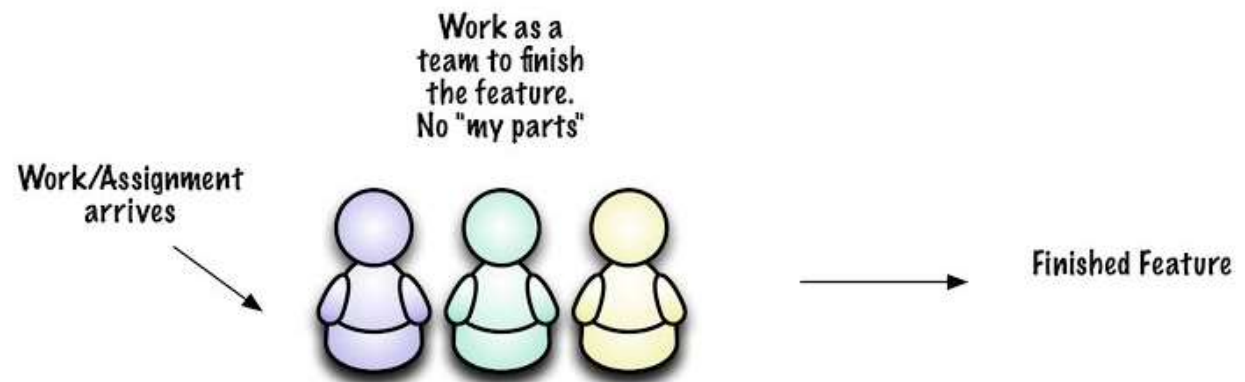
Resource Efficiency vs Flow Efficiency

AZ1

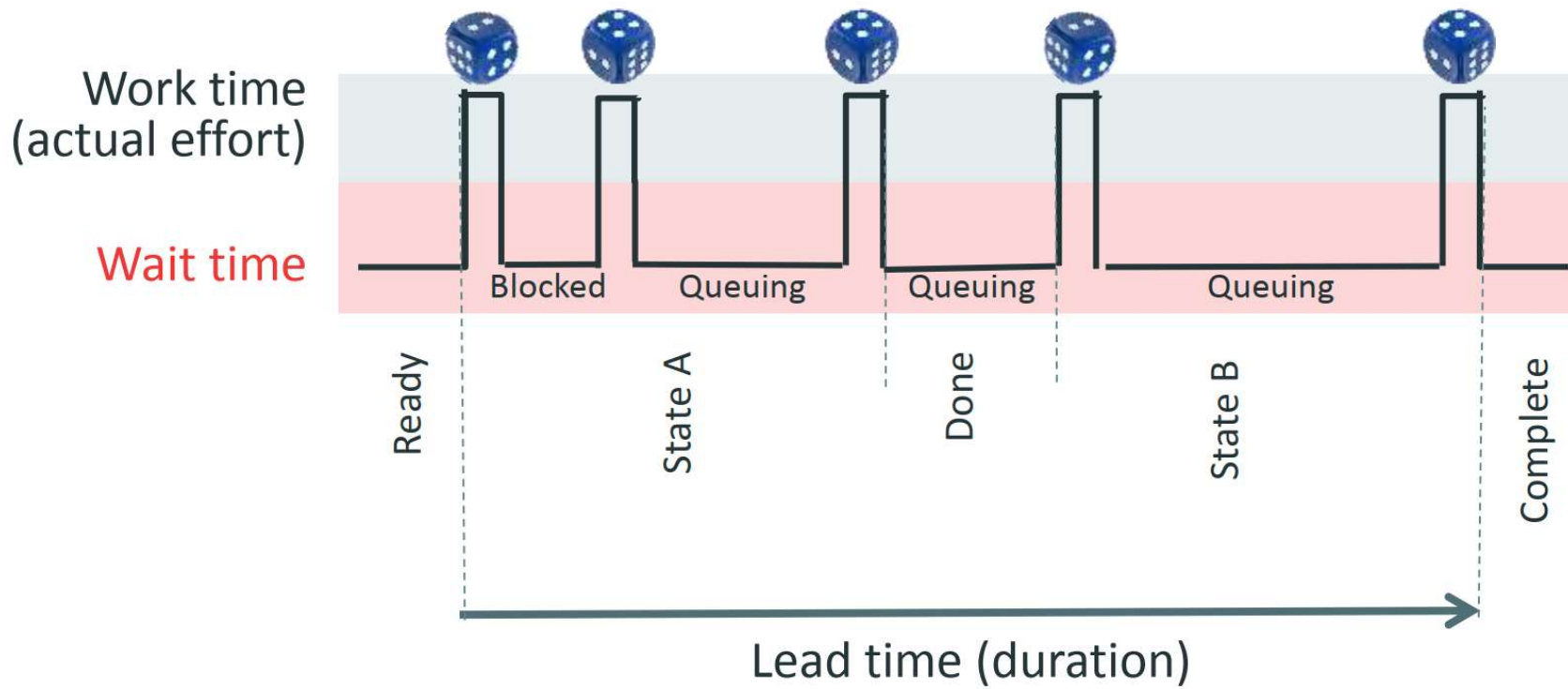
Resource Efficiency:
About each person's *output*



Flow Efficiency:
About the team's *throughput*



Wait Time



FLOW EFFICIENCY



Flow efficiency focuses on the amount of time it takes from identifying a need to satisfying that need.



It needs a shift from 'resource focus' to 'customer focus'



Flow efficiency = TOUCH time/ Lead Time

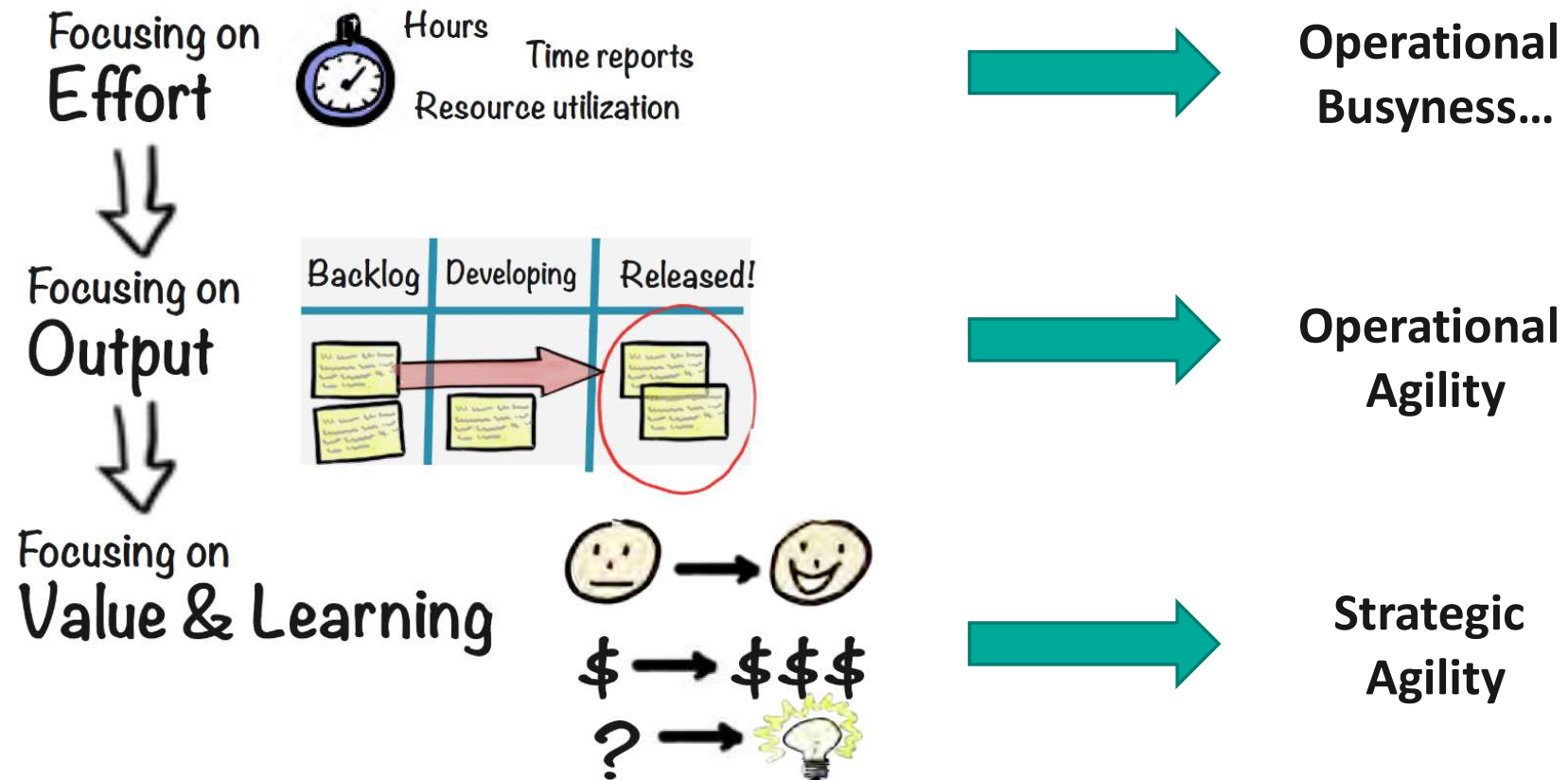
See Flow efficiency bij Niklas Modig <https://youtu.be/hGJpez7rv0>

STOP STARTING,
START FINISHING!

From push to pull

Work in progress (WIP) limits allow to move from 'push' to 'pull' and improve the flow of work.

Strategic Agility



Definitions

- WIP = Work in progress
- Lead Time = The time that an item is in progress between the commitment and delivery points.
- Touch Time = The time spent actually working on an item
- Delivery Rate = The rate at which items are delivered per unit of time.

References:

- KANBAN the essential guide (Anderson and Carmichael)
- This is Lean (Niklas Modig)
- Business Dynamics: Systems thinking and modeling for a complex world (John Sterman)
- The righteous Mind (Jonathan Haidt)
- Creating great choices (Jennifer Riel and R Martin)
- Okaloa Flowlab



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