Frequent
Small
Good
Decoupled

FSGD

(Fizz Good)

what **Fizz Good**
and
what **doesn’t**

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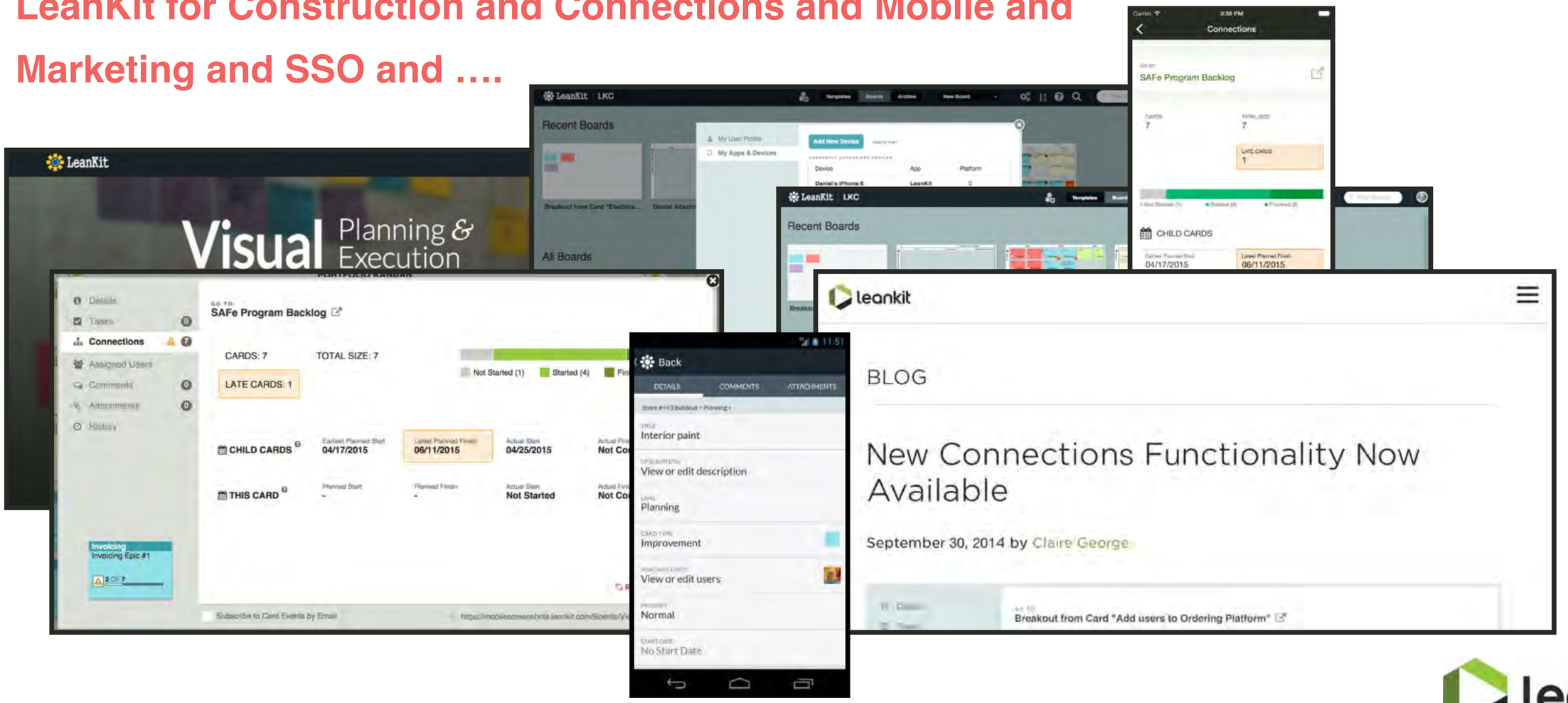
Hurray! Never Again

LeanKit for Construction and Connections and Mobile and Marketing and SSO and ….



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We love Lean, Kanban, Agile, DevOps

AND

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Frequent
Small
Good
Decoupled

FSGD

(Fizz Good)

Frequent

Small

Good

Decoupled

Annually

Quarterly

Sporadic

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Release Frequently for ...

- Feedback
- Visibility into the work
- Opportunity to reprioritize
  - Maybe you're done
  - Critical issues
  - Unplanned work
  - Changing business realities

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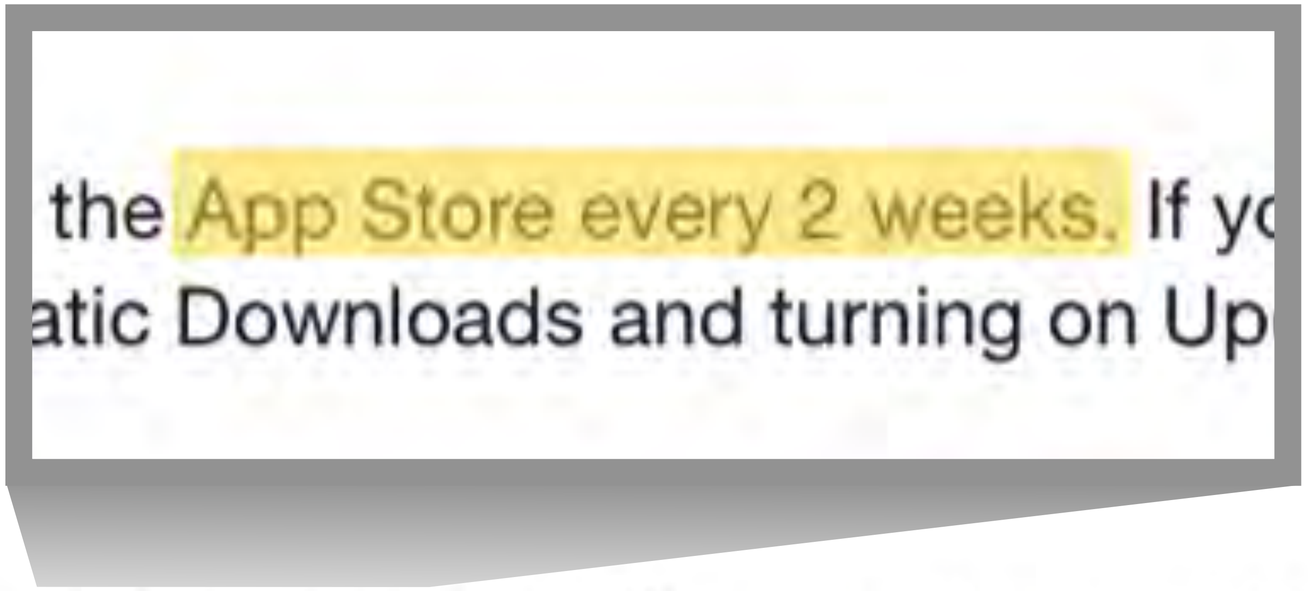

Version 16.0 Posted Oct 15, 2014

Thanks for using Facebook! To make our app better for you, we bring updates to the App Store every 2 weeks. If you have iOS7 or up, you can update the app automatically (without checking back here) by going to Settings > iTunes & App Store > Automatic Downloads and turning on Updates.

Every update of our Facebook app includes improvements for speed and reliability. As other new features become available, we'll highlight those for you in the app.

Version 15.0 Posted Sep 29, 2014

Thanks for using Facebook! To make our app better for you, we bring updates to the App Store every 4 weeks. If you have iOS7 or up, you can update the app automatically (without checking back here) by going to Settings > iTunes & App Store > Automatic Downloads and turning on Updates.

Every update of our Facebook app includes improvements for speed and reliability. As other new features become available, we'll highlight those for you in the app.

Version 14.9 Posted Sep 17, 2014

Thanks for using Facebook! To make our app better for you, we bring updates to the App Store every 4 weeks. If you have iOS7 or up, you can update the app automatically (without checking back here) by going to Settings > iTunes & App Store > Automatic Downloads and turning on Updates.

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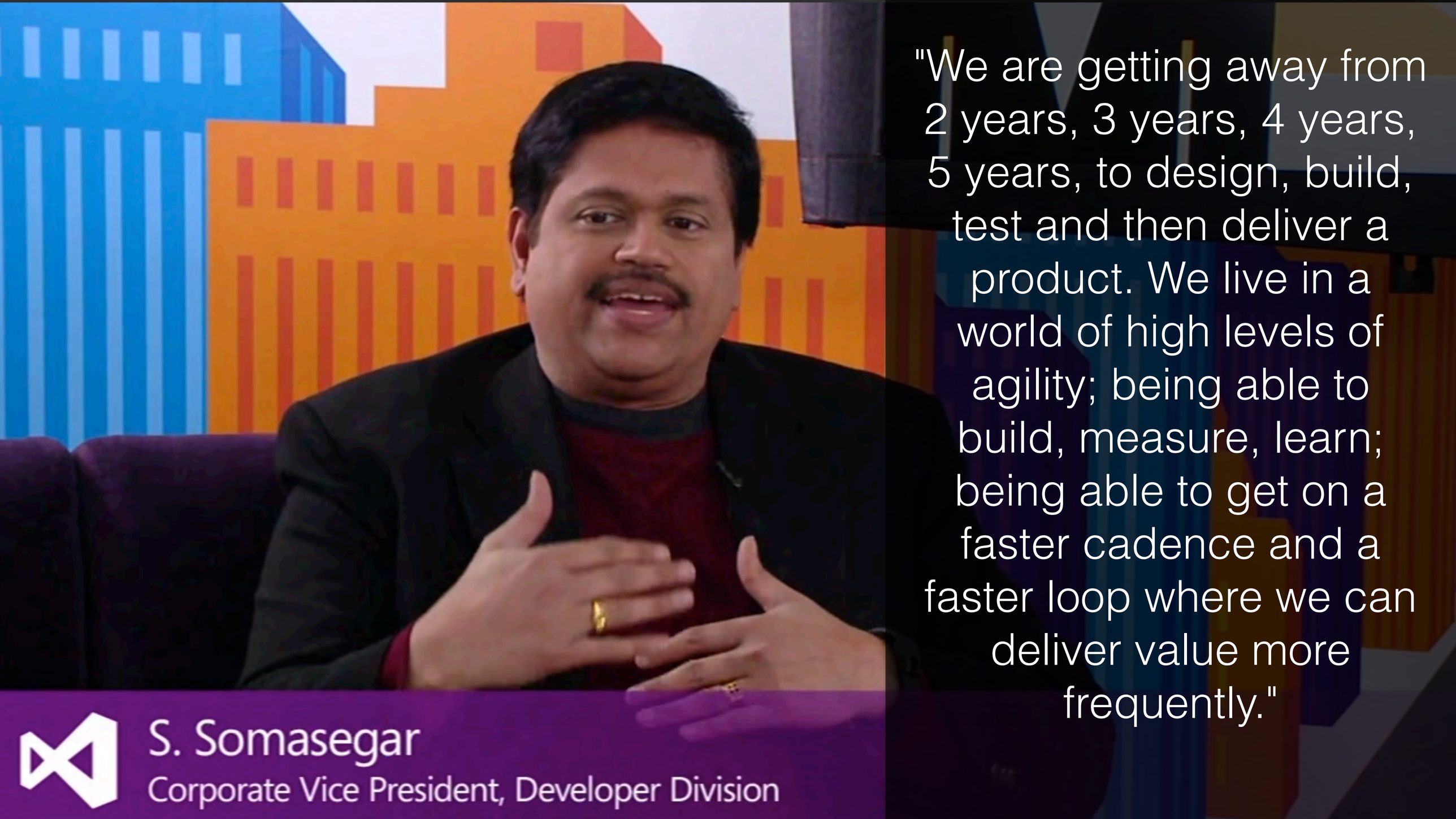
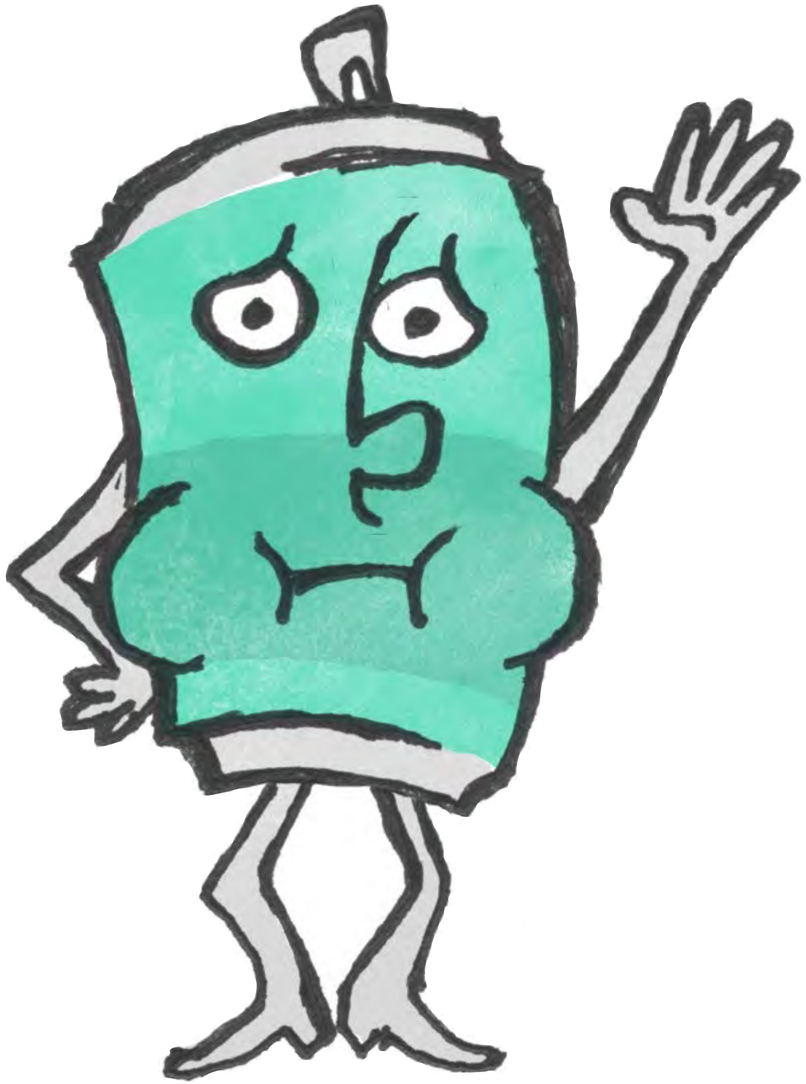


"We are getting away from 2 years, 3 years, 4 years, 5 years, to design, build, test and then deliver a product. We live in a world of high levels of agility; being able to build, measure, learn; being able to get on a faster cadence and a faster loop where we can deliver value more frequently."

… and we don’t just mean to the customer



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because math

(not the Agile Manifesto)

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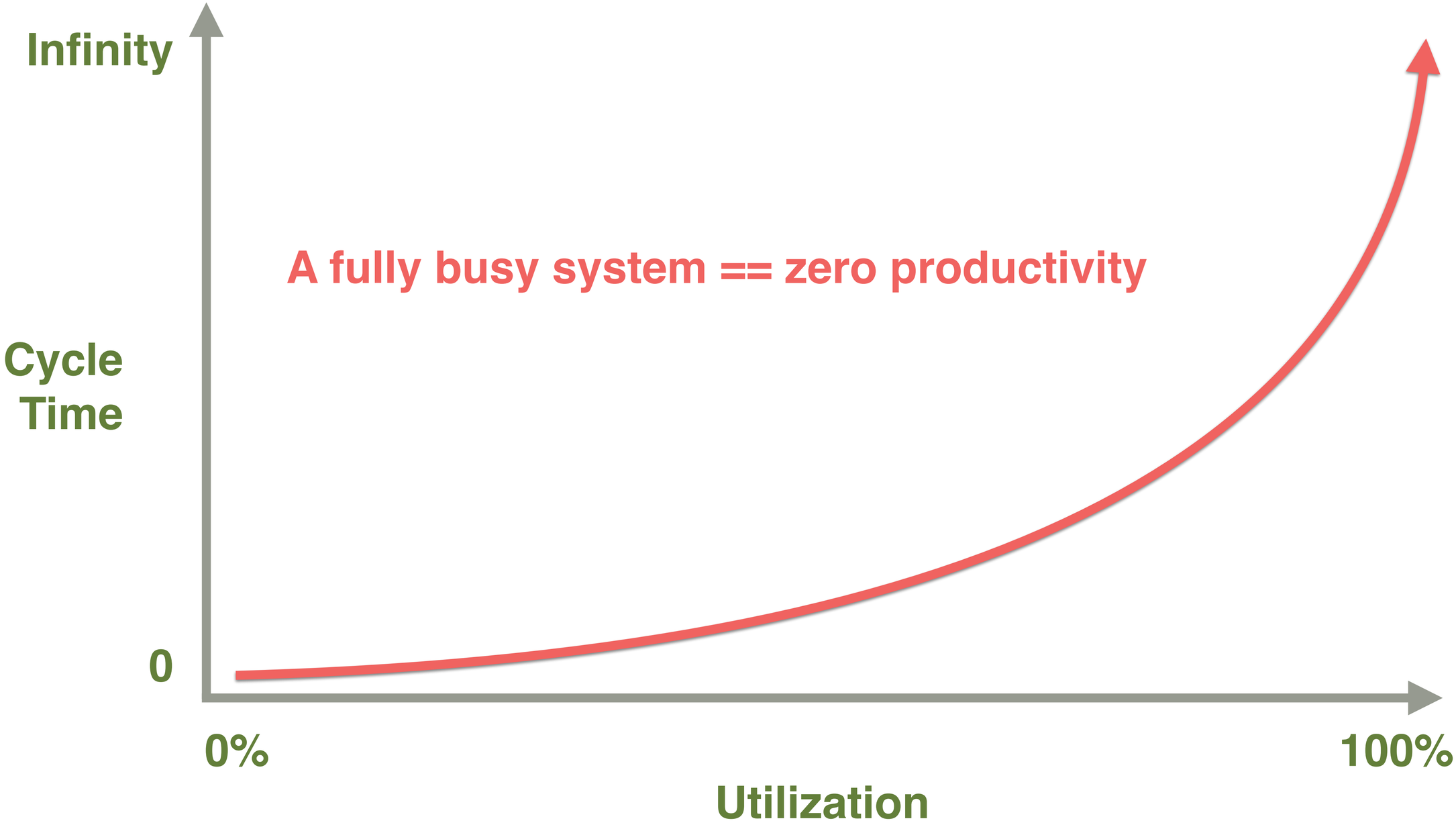

All credit and praise rightfully belongs to to Don Reinertsen

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A little bit of reduction goes a long way

WIP Limit	1	2	5	10	20	Infinite
Average Cycle Time	1.0	1.5	2.8	4.6	7.2	10
Time in Queue	0	0.5	1.8	3.6	6.2	9
Utilization Percent	47	63	79	85	89	90
Slack Time	53	37	21	15	11	10
Blocking Percent	47	30	13	5	1	0

All credit and praise rightfully belongs to Don Reinertsen

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Let's assume the starting point is 90% utilization, 10 day cycle time & no WIP limits

WIP Limit	1	2	5	10	20	Infinite
Average Cycle Time	1.0	1.5	2.8	4.6	7.2	10
Time in Queue	0	0.5	1.8	3.6	6.2	9
Utilization Percent	47	63	79	85	89	90
Slack Time	53	37	21	15	11	10
Blocking Percent	47	30	13	5	1	0

All credit and praise rightfully belongs to Don Reinertsen

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A WIP limit of twice current average makes us 28% faster in return for 1% slack

WIP Limit	1	2	5	10	20	Infinite
Average Cycle Time	1.0	1.5	2.8	4.6	**7.2**	10
Time in Queue	0	0.5	1.8	3.6	**6.2**	9
Utilization Percent	47	63	79	85	**89**	90
Slack Time	53	37	21	15	**11**	10
Blocking Percent	47	30	13	5	**1**	0

All credit and praise rightfully belongs to Don Reinertsen

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A WIP limit equal to current average makes us 54% faster in return for 5% slack

WIP Limit	1	2	5	10	20	Infinite
Average Cycle Time	1.0	1.5	2.8	**4.6**	7.2	10
Time in Queue	0	0.5	1.8	**3.6**	6.2	9
Utilization Percent	47	63	79	**85**	89	90
Slack Time	53	37	21	**15**	11	10
Blocking Percent	47	30	13	**5**	1	0

All credit and praise rightfully belongs to Don Reinertsen

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It’s tough to limit WIP with variable batch sizes

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Frequent

Small

Good

Decoupled

Big

Some things are just naturally big?

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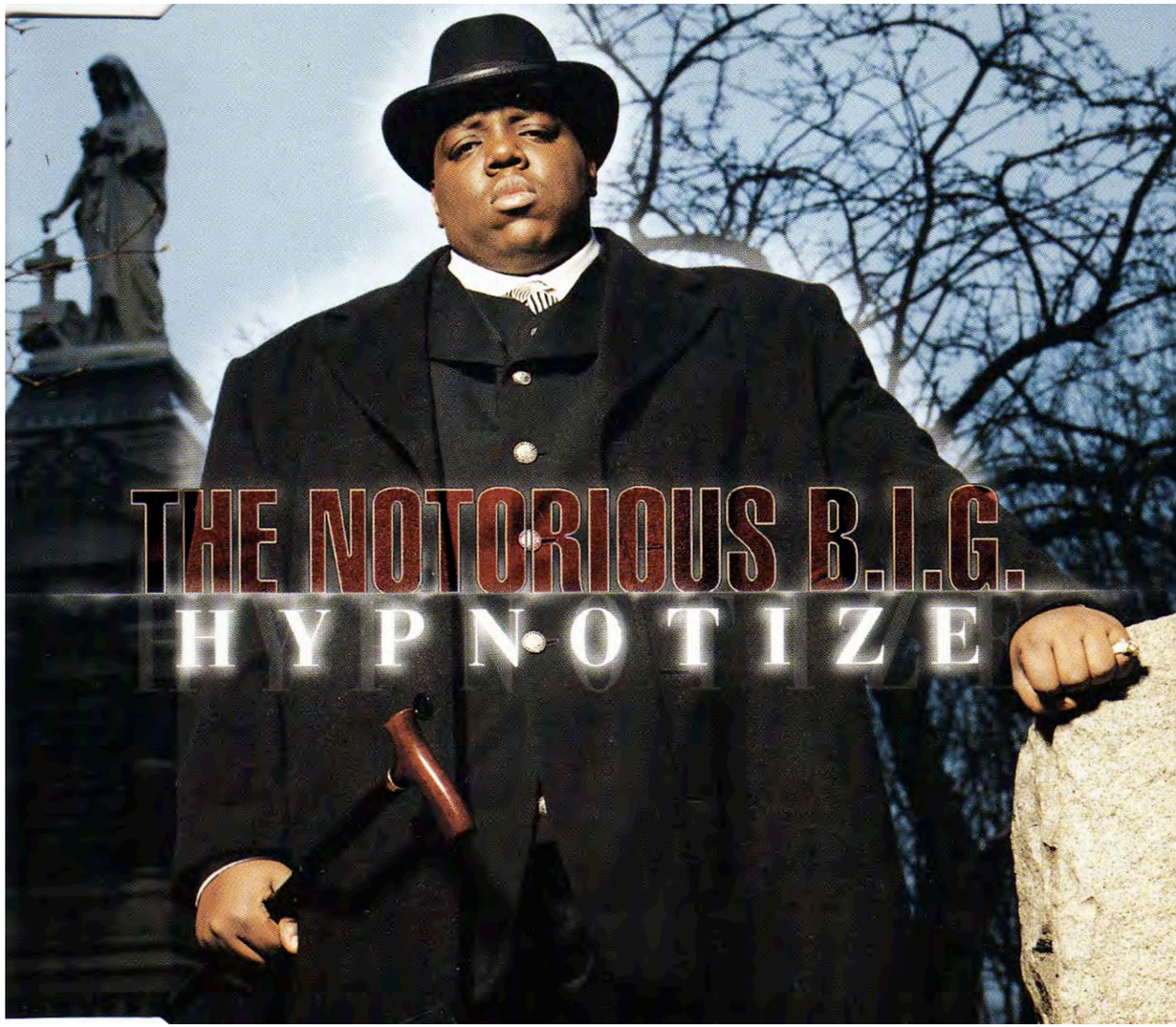
Some things are just notoriously big



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Why?

Why?

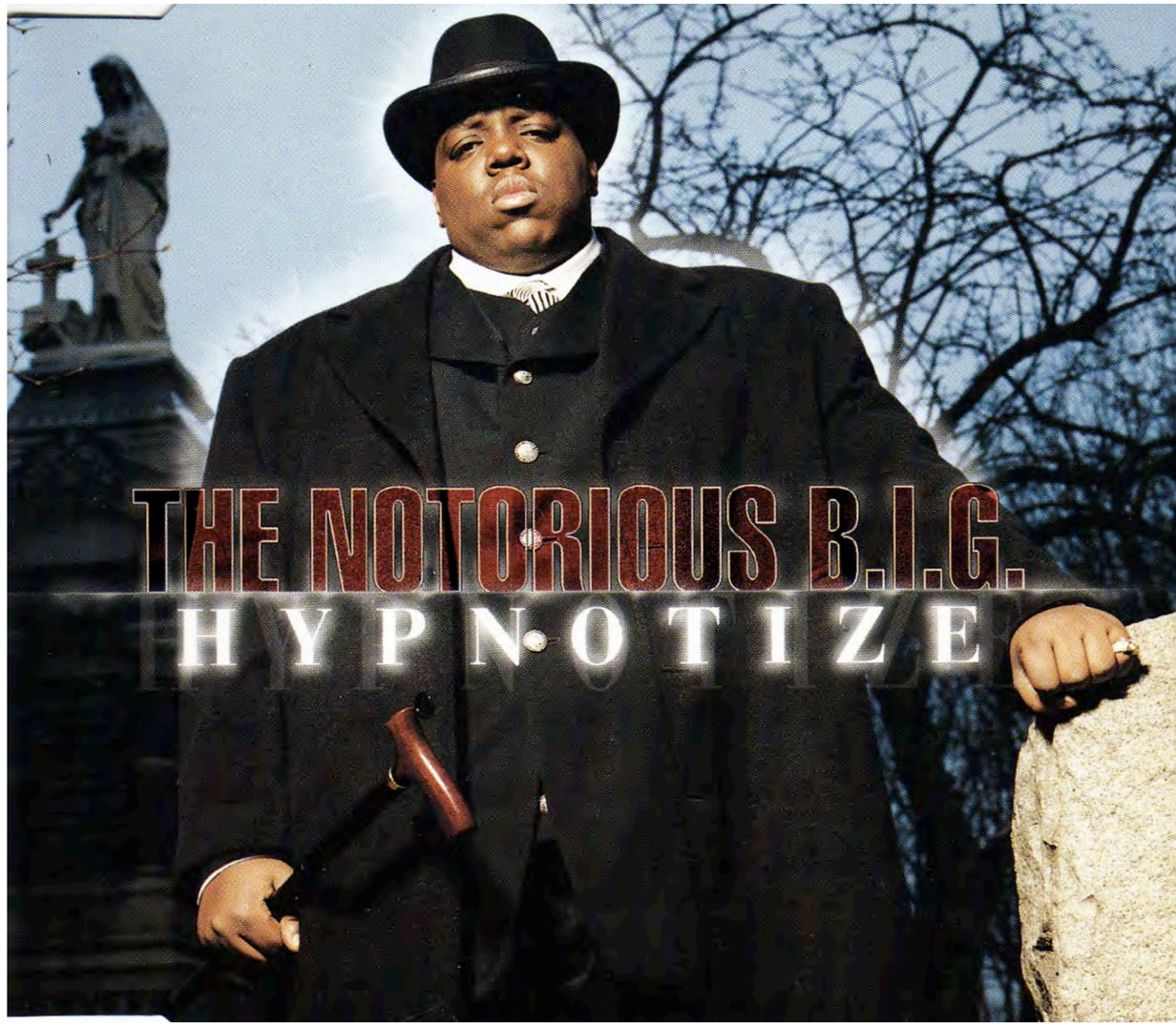
Why?

Why?

Why?

Five Why's

Root Cause Analysis



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5 Why example: notoriously big things

Why does it have to be so big?

It does lots of things and has lots of components

Why does it do so many things?

Because they are interrelated.

Why can't they be broken into several releases?

Because it is costly to deploy each of them

Why is that?

Because we do not have an automated testing and release process

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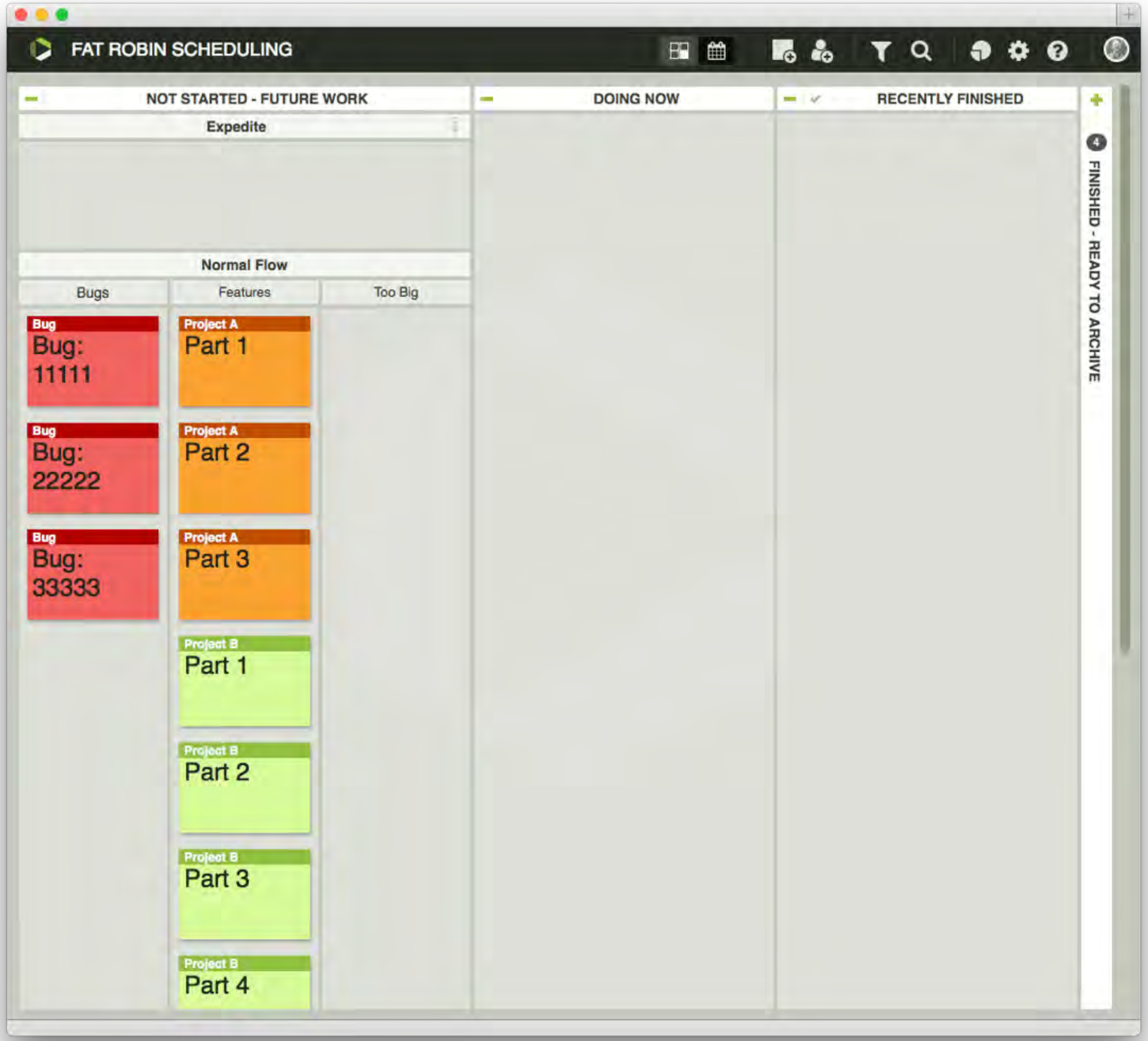

Round Robin Scheduling

- Breaking work into smaller slices
- Just-in-time decision making

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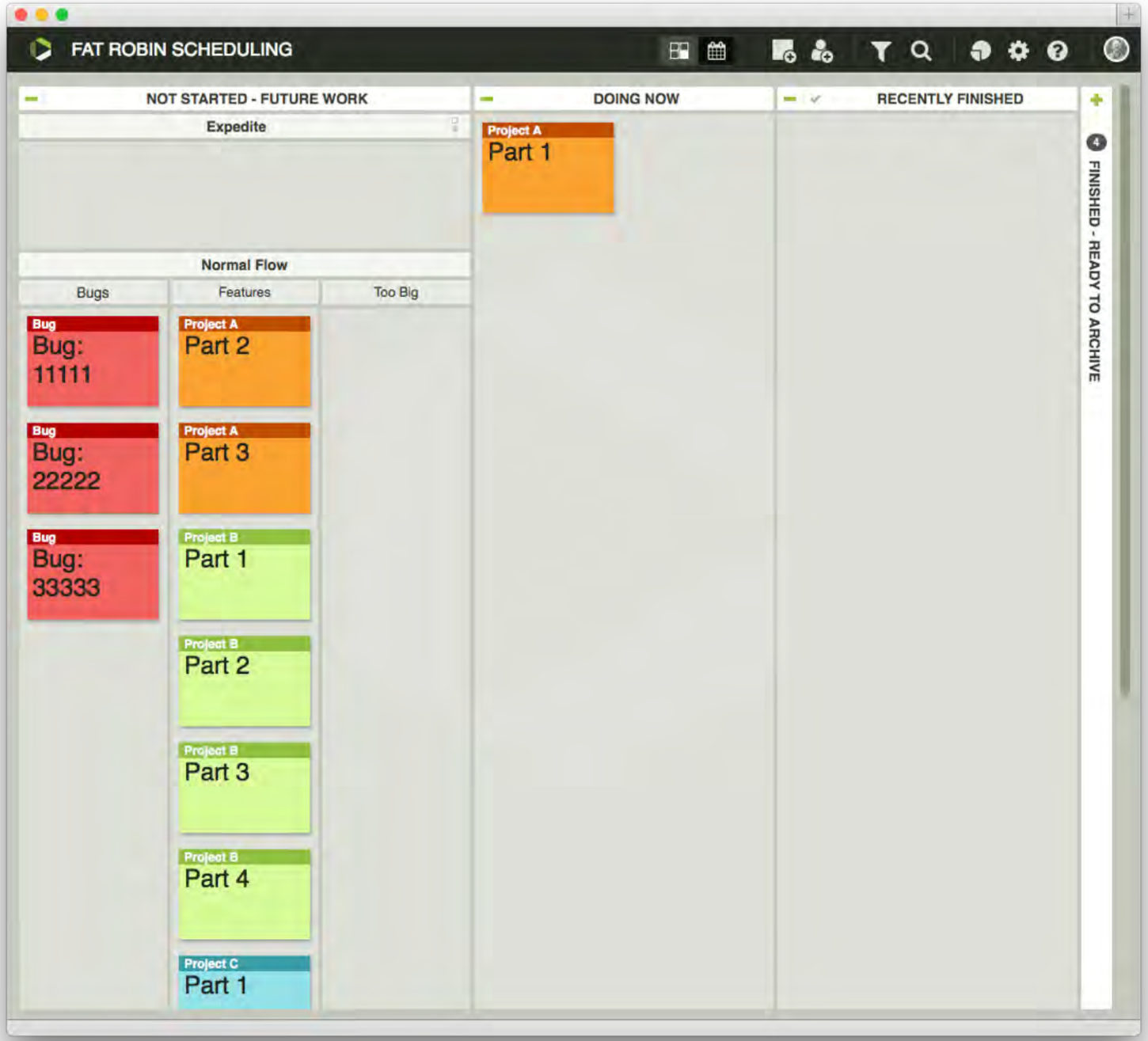

Round Robin Scheduling

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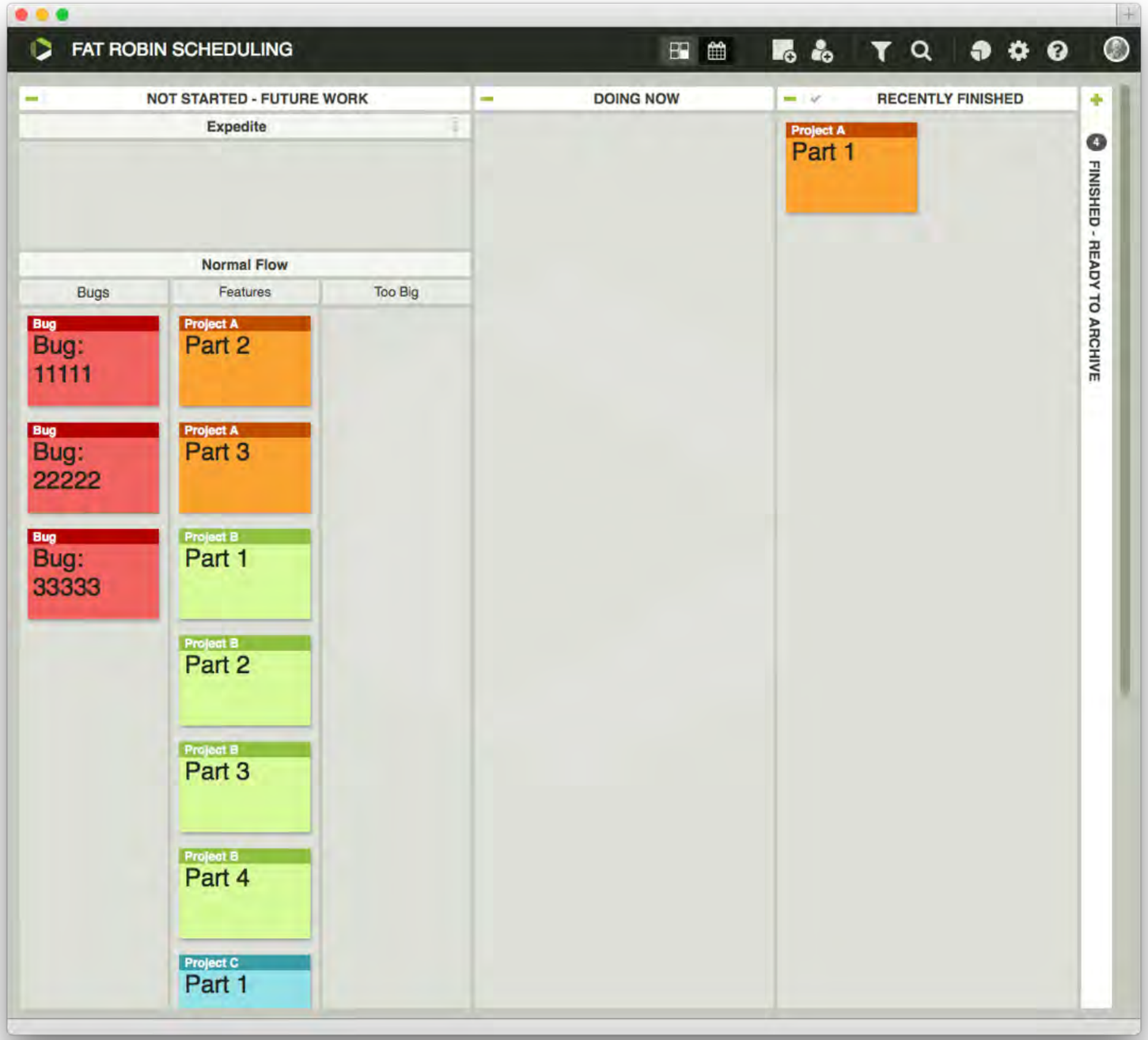

Round Robin Scheduling

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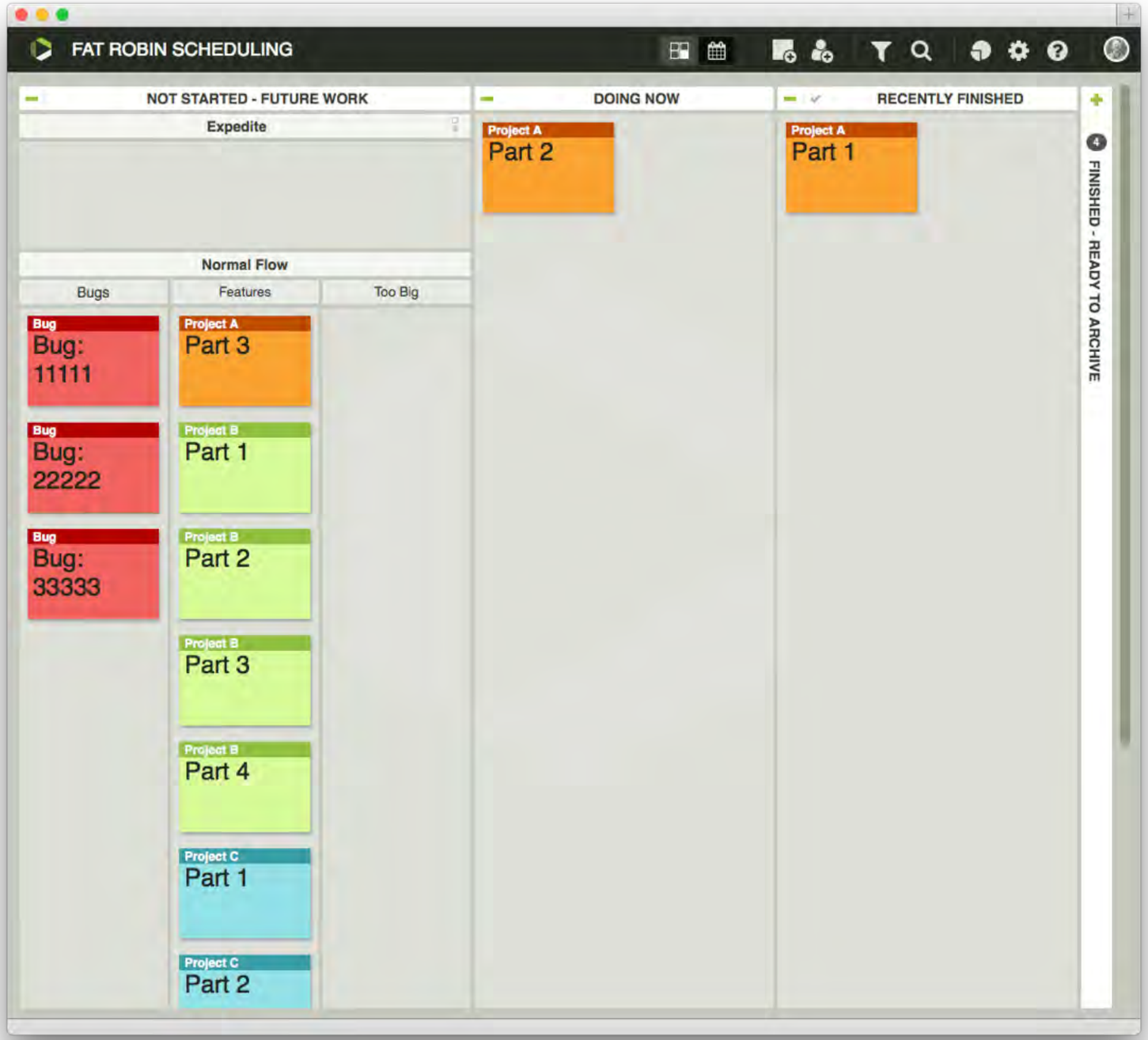

Round Robin Scheduling

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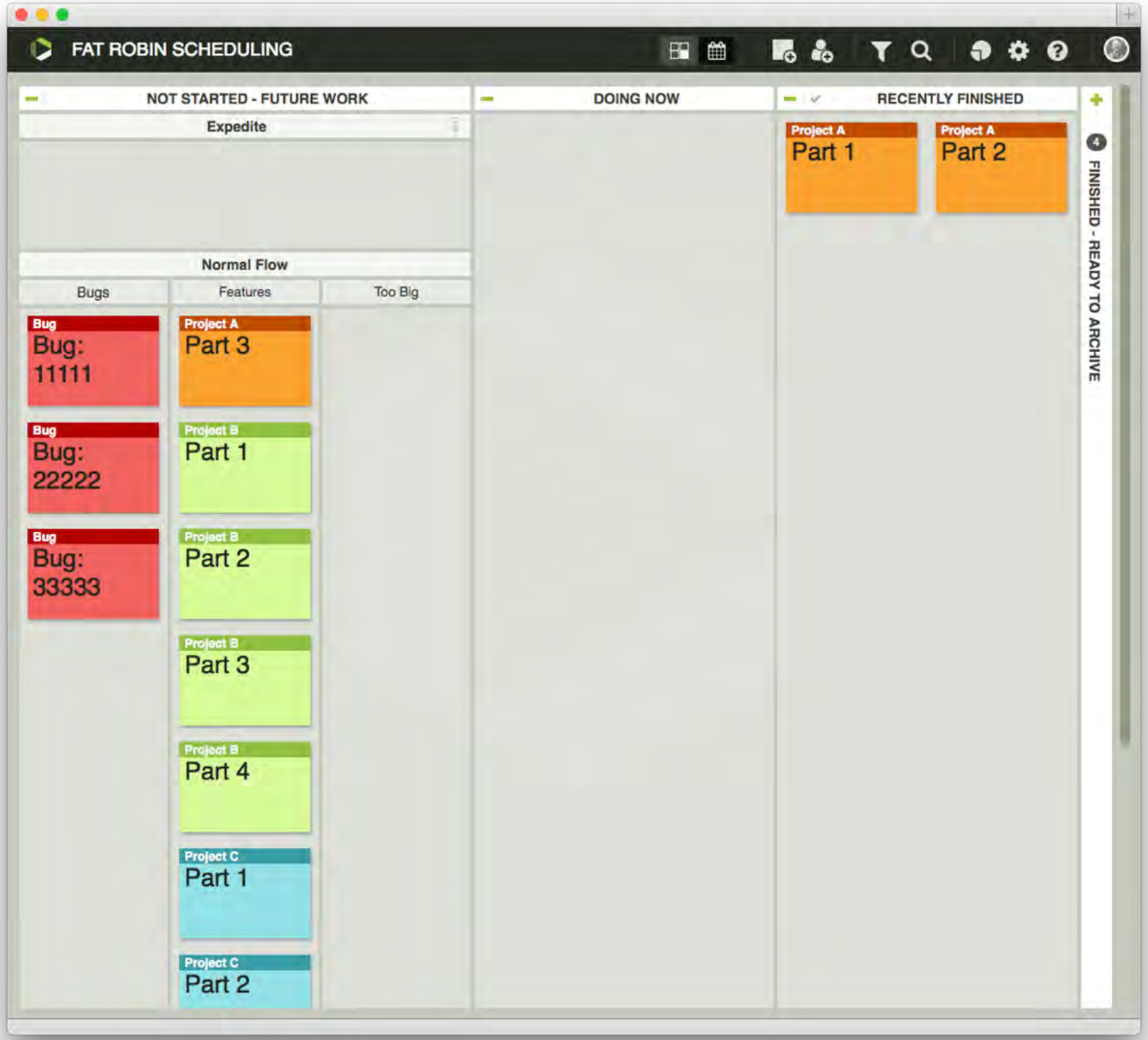

Round Robin Scheduling

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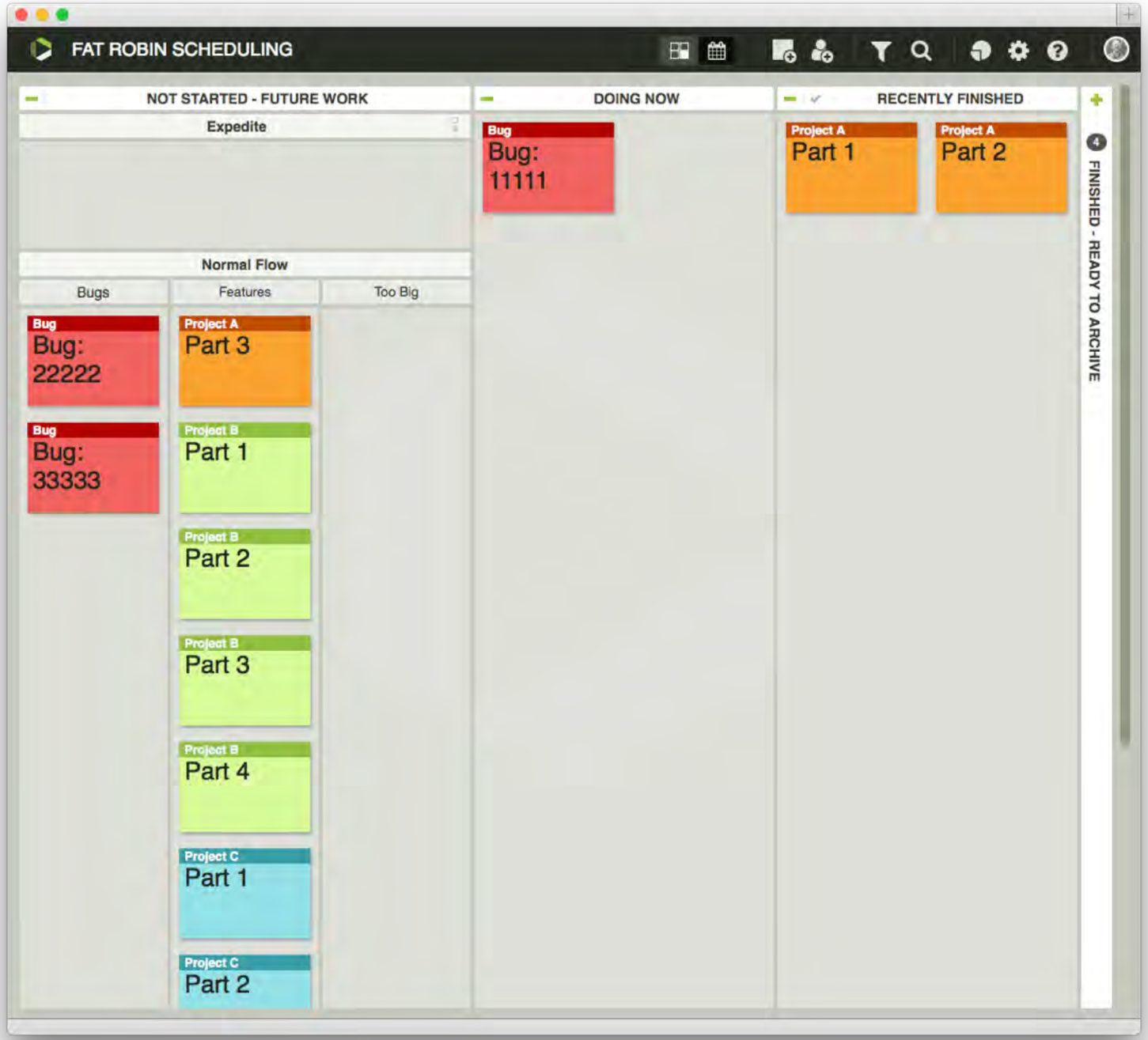

Round Robin Scheduling

- Smaller batch size allows flexible reprioritization without context switching

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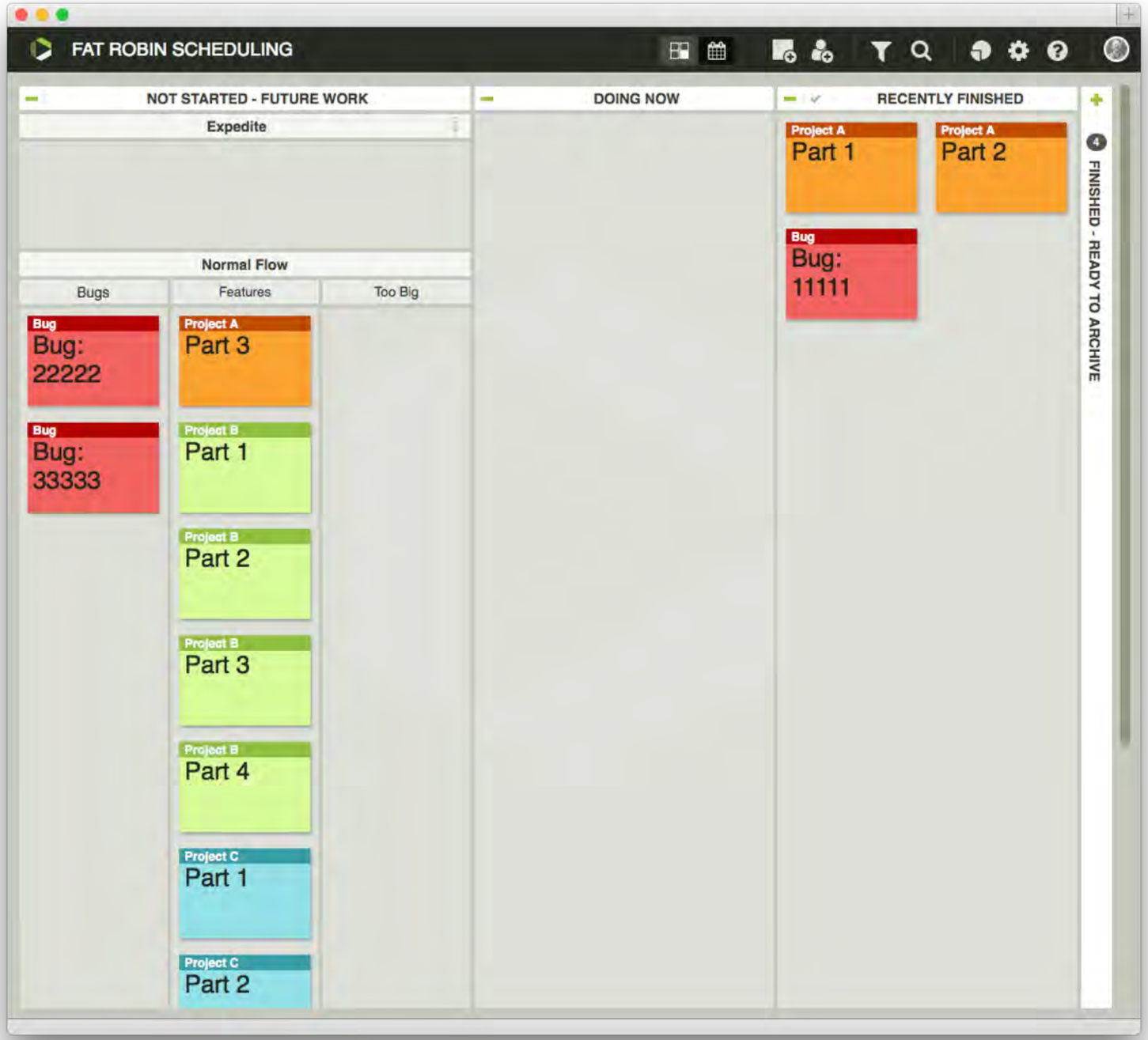

Round Robin Scheduling

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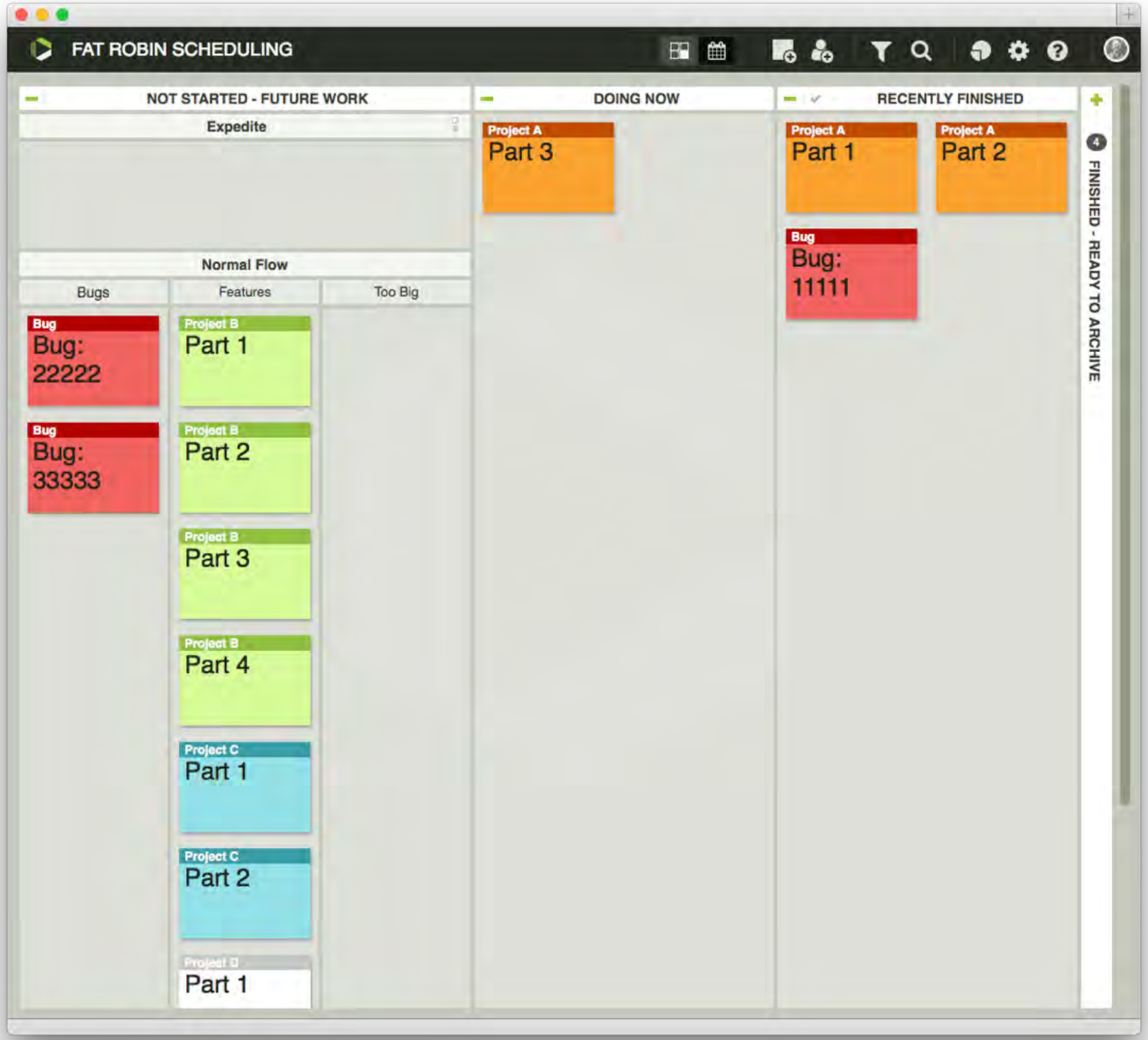

Round Robin Scheduling

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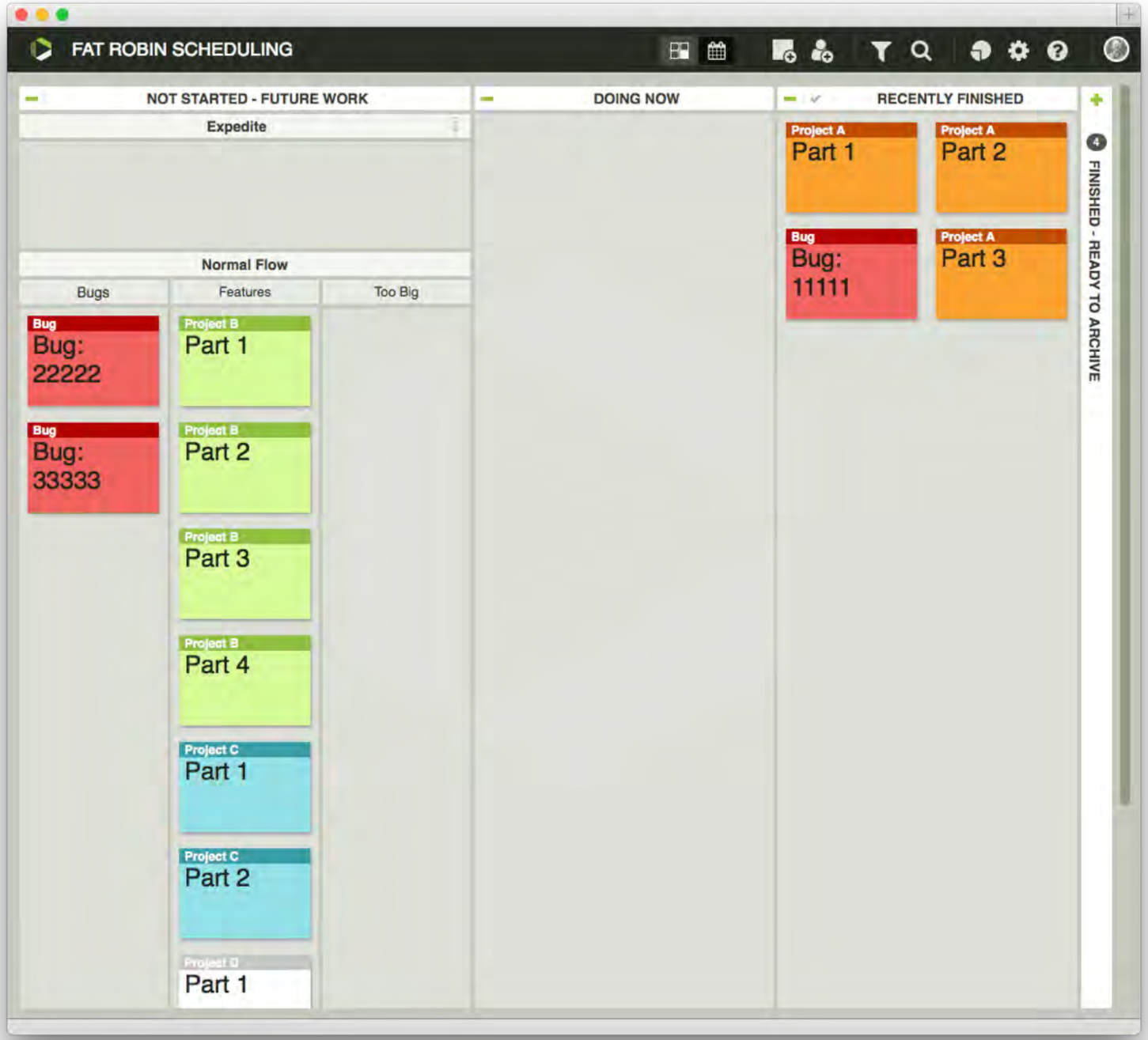

Round Robin Scheduling

- What next?
  - Project B?
  - Bugs?
  - Maybe Project C?
  - Your choice!

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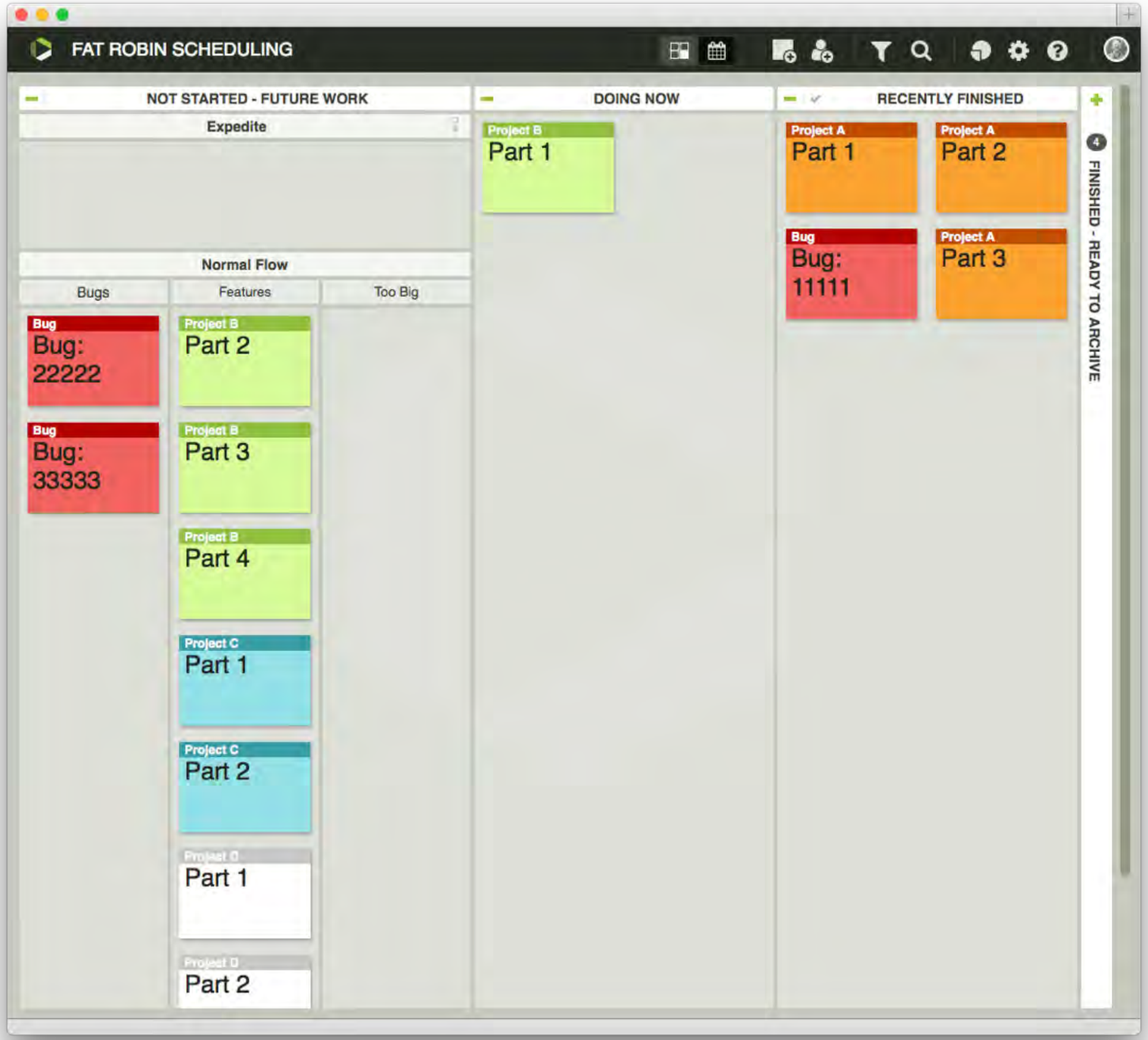

Round Robin Scheduling

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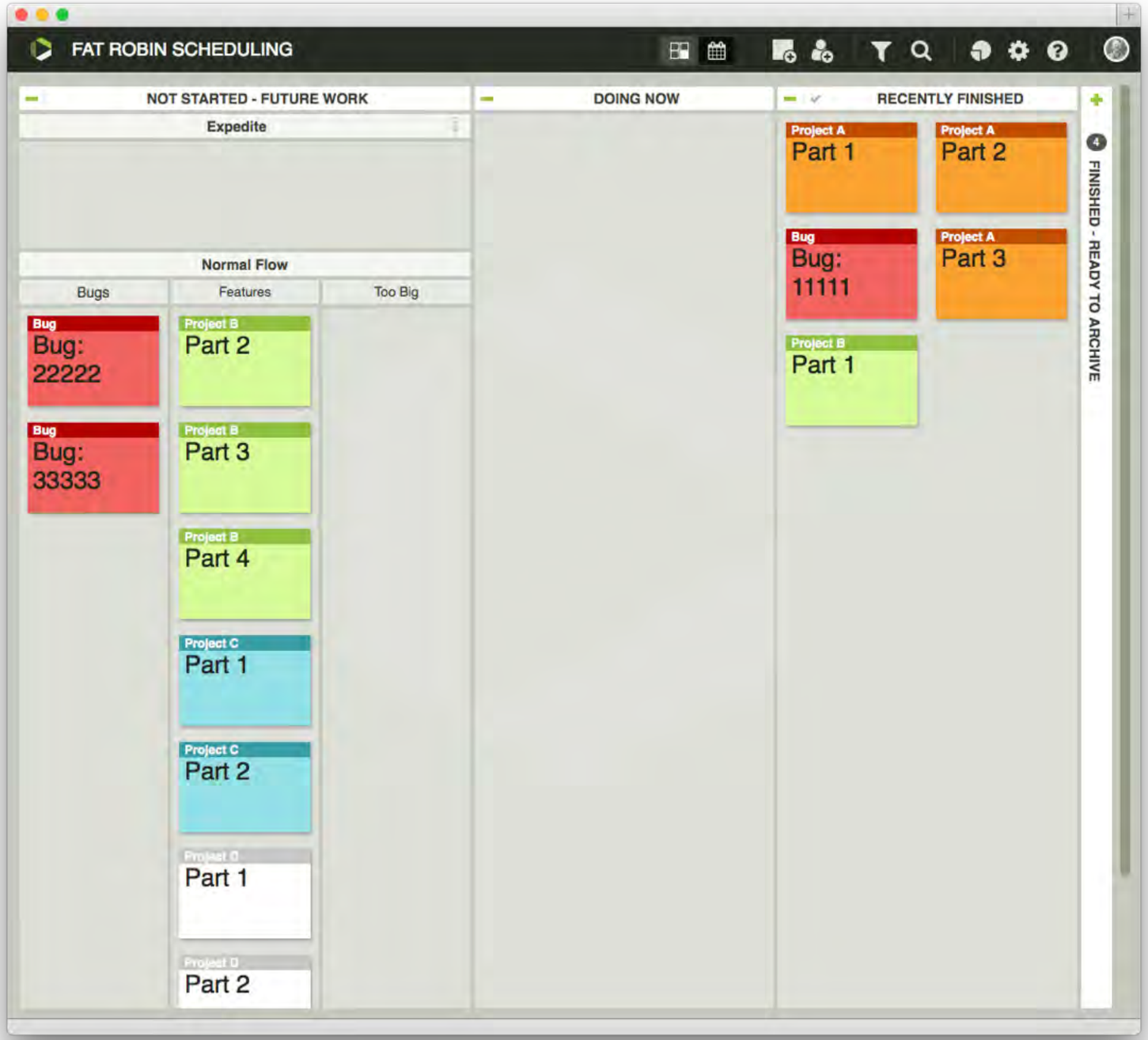

Round Robin Scheduling

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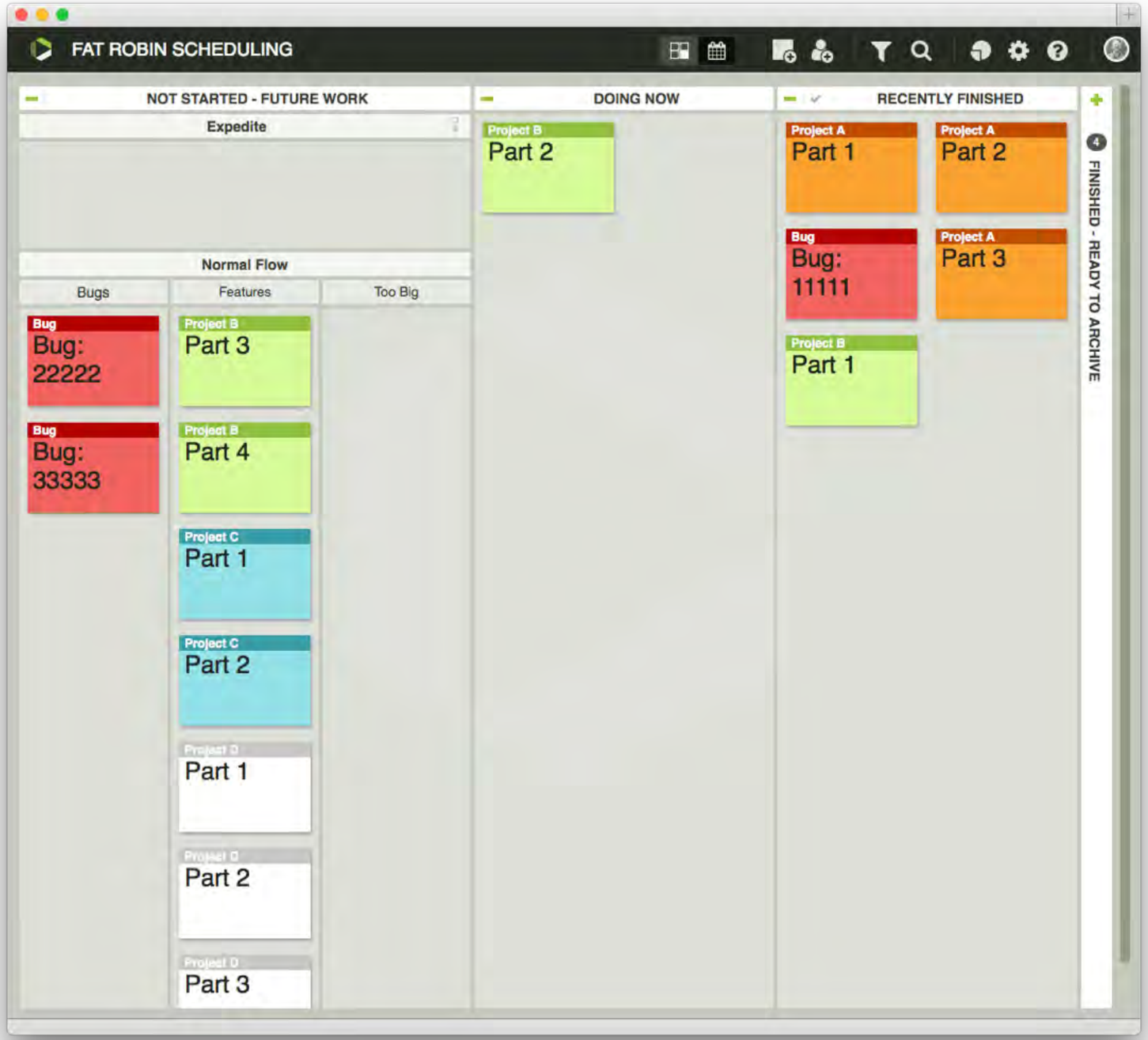

Round Robin Scheduling

- Oh no. Project B Part 2 is taking too long.
- Too big!
- Too fat!

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Stop Digging

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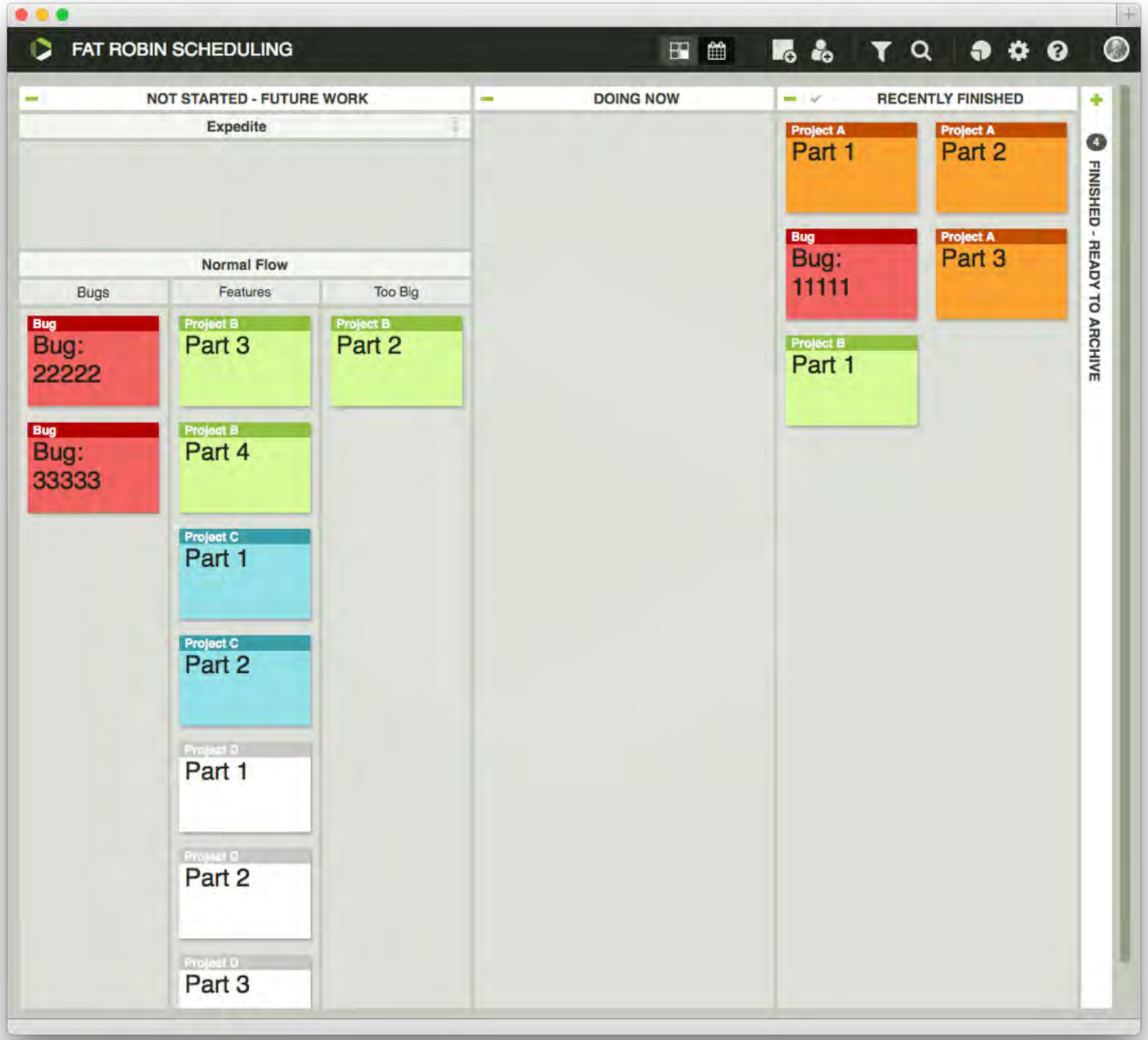

~~Round~~ Fat Robin Scheduling

- Move it aside
- Choose next priority

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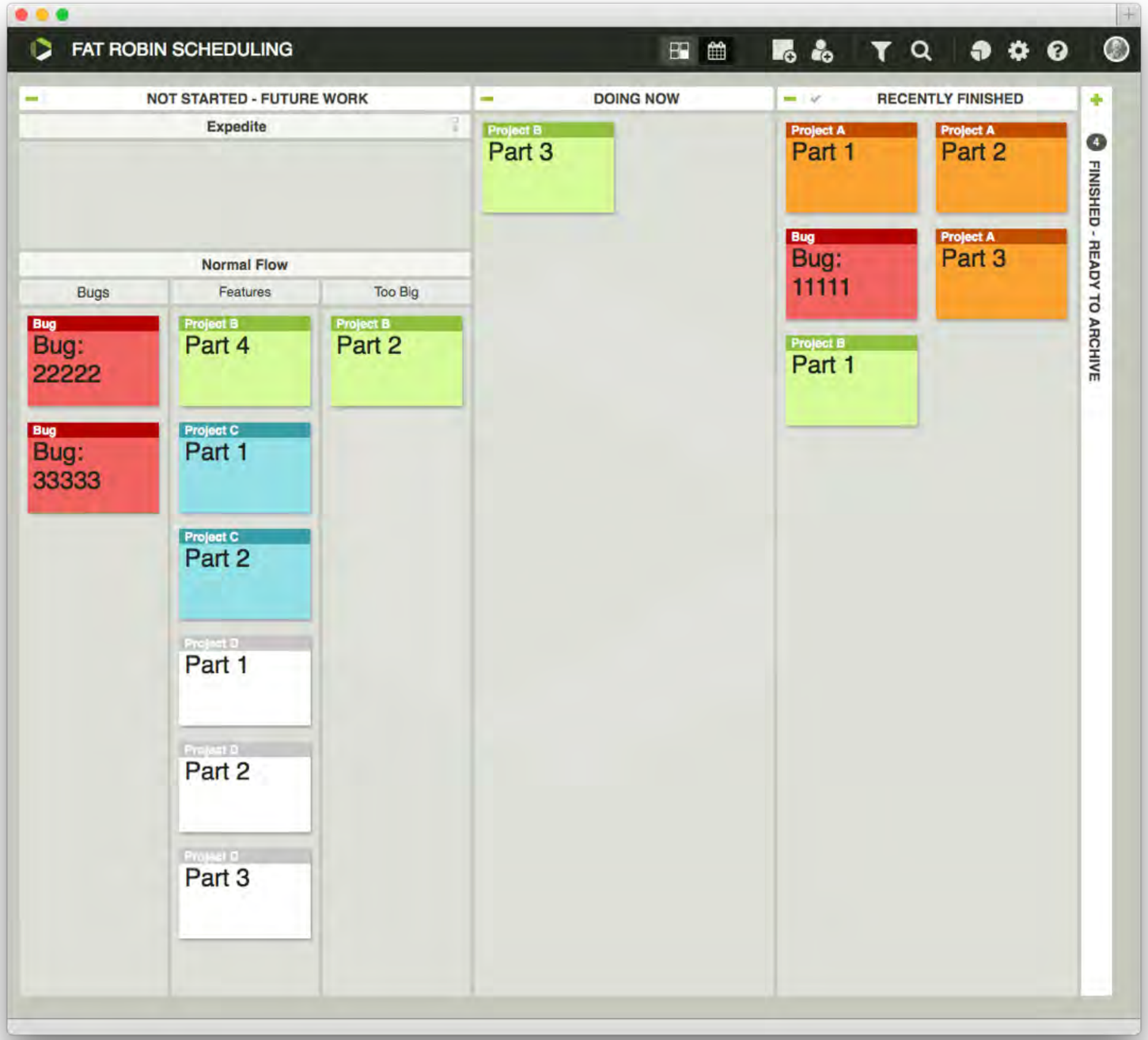

Fat Robin Scheduling

- Small & Decoupled allow us to complete, and gain value from, other portions of the project

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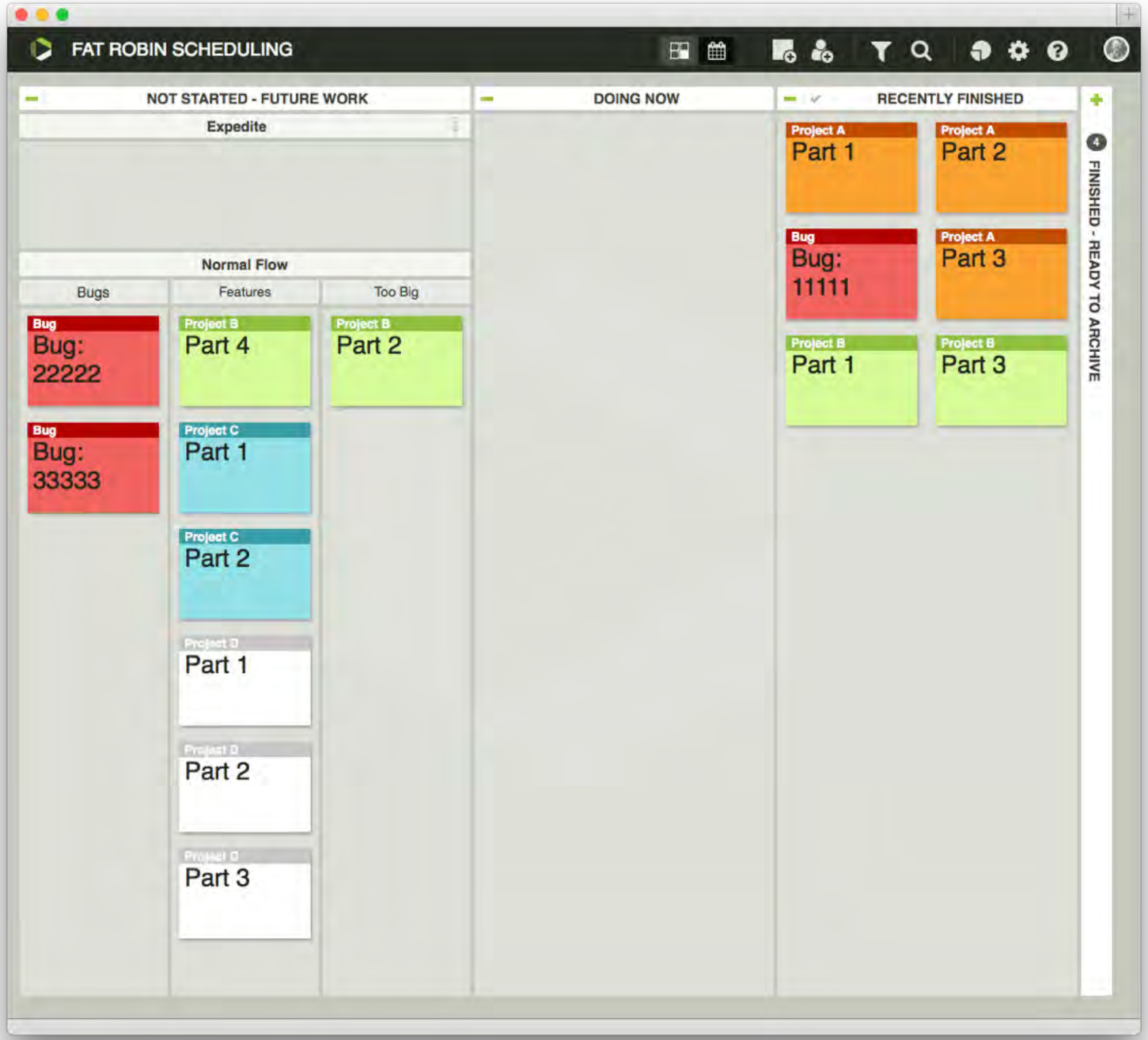

Fat Robin Scheduling

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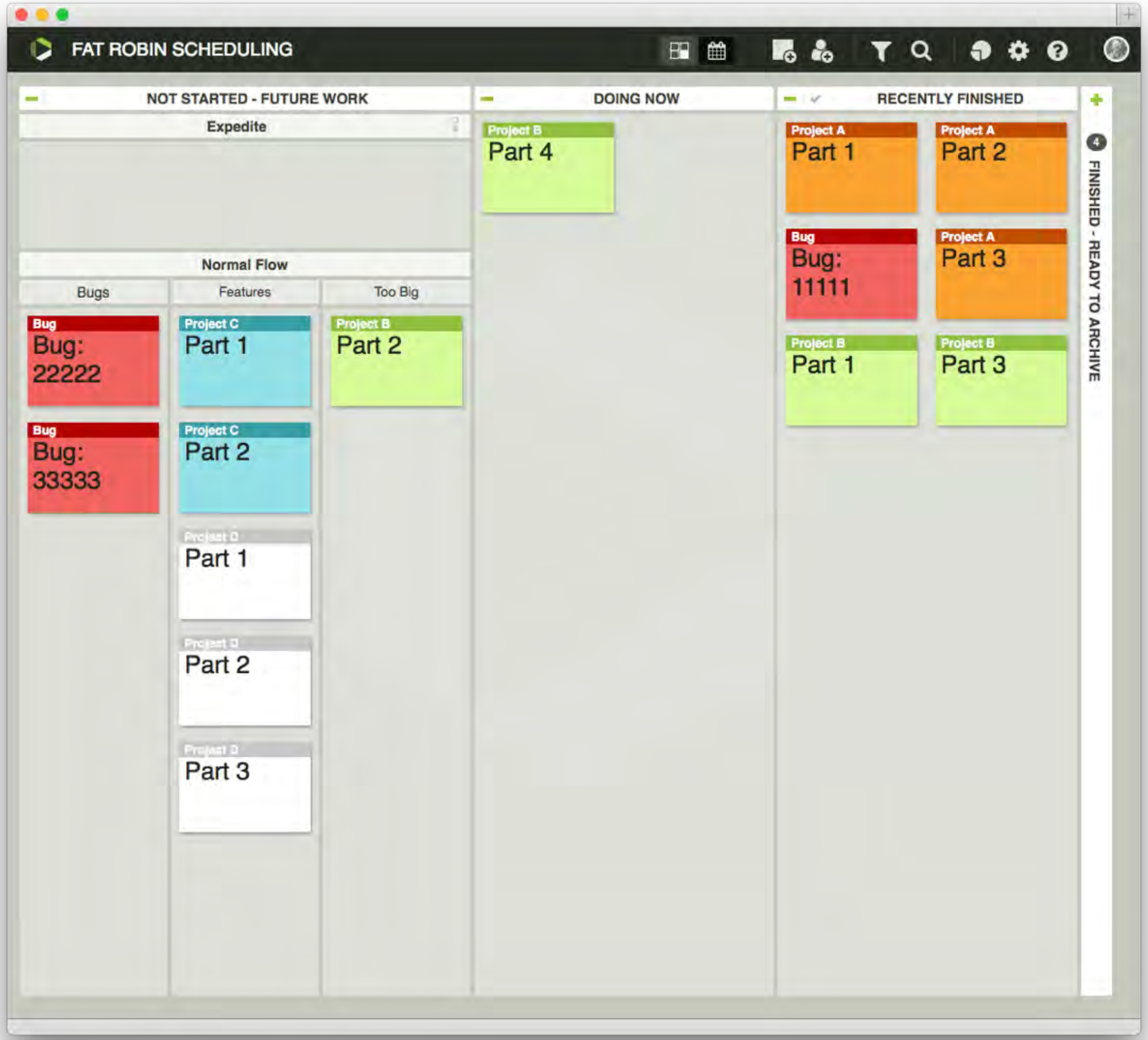

Fat Robin Scheduling

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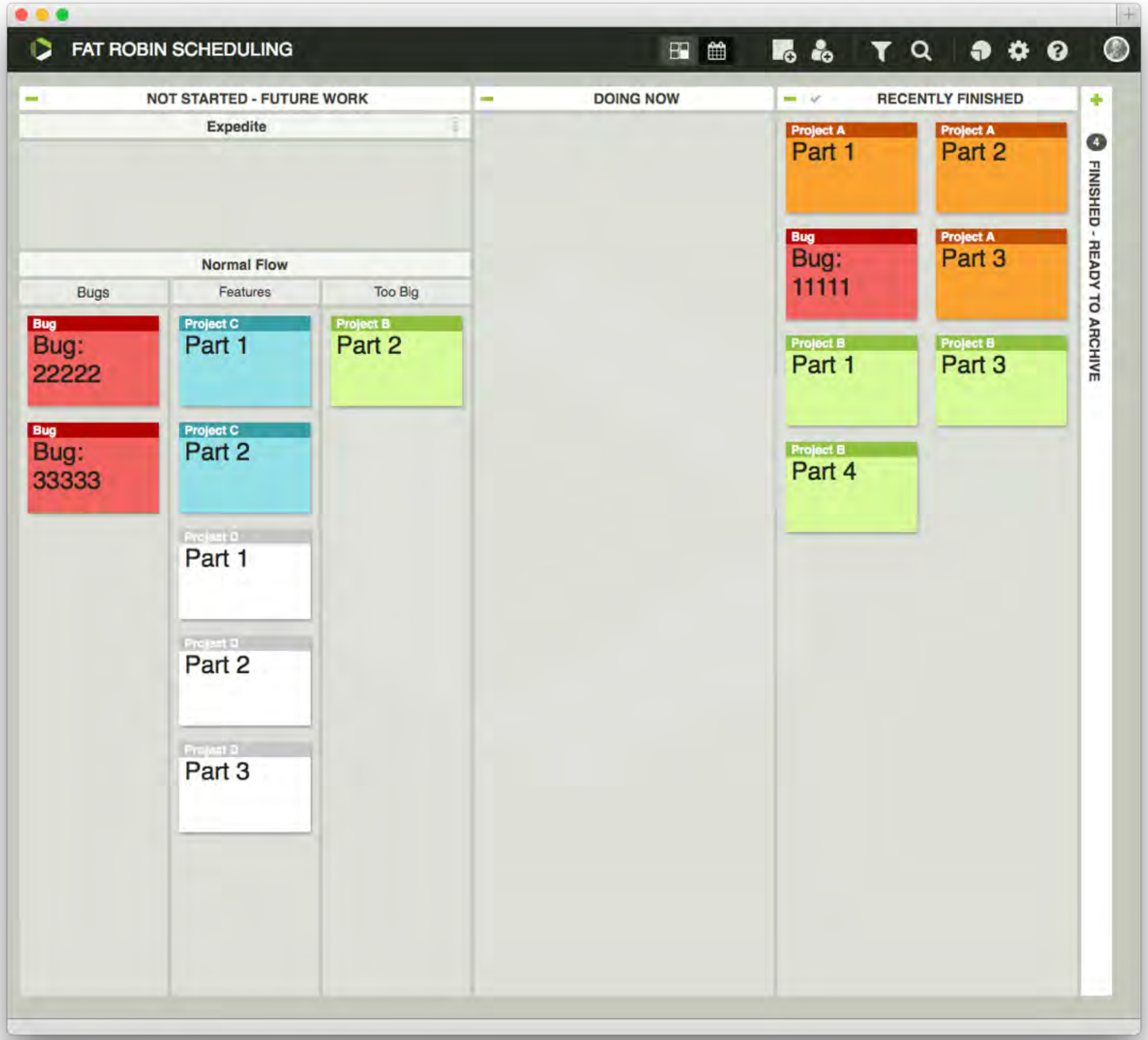

Fat Robin Scheduling

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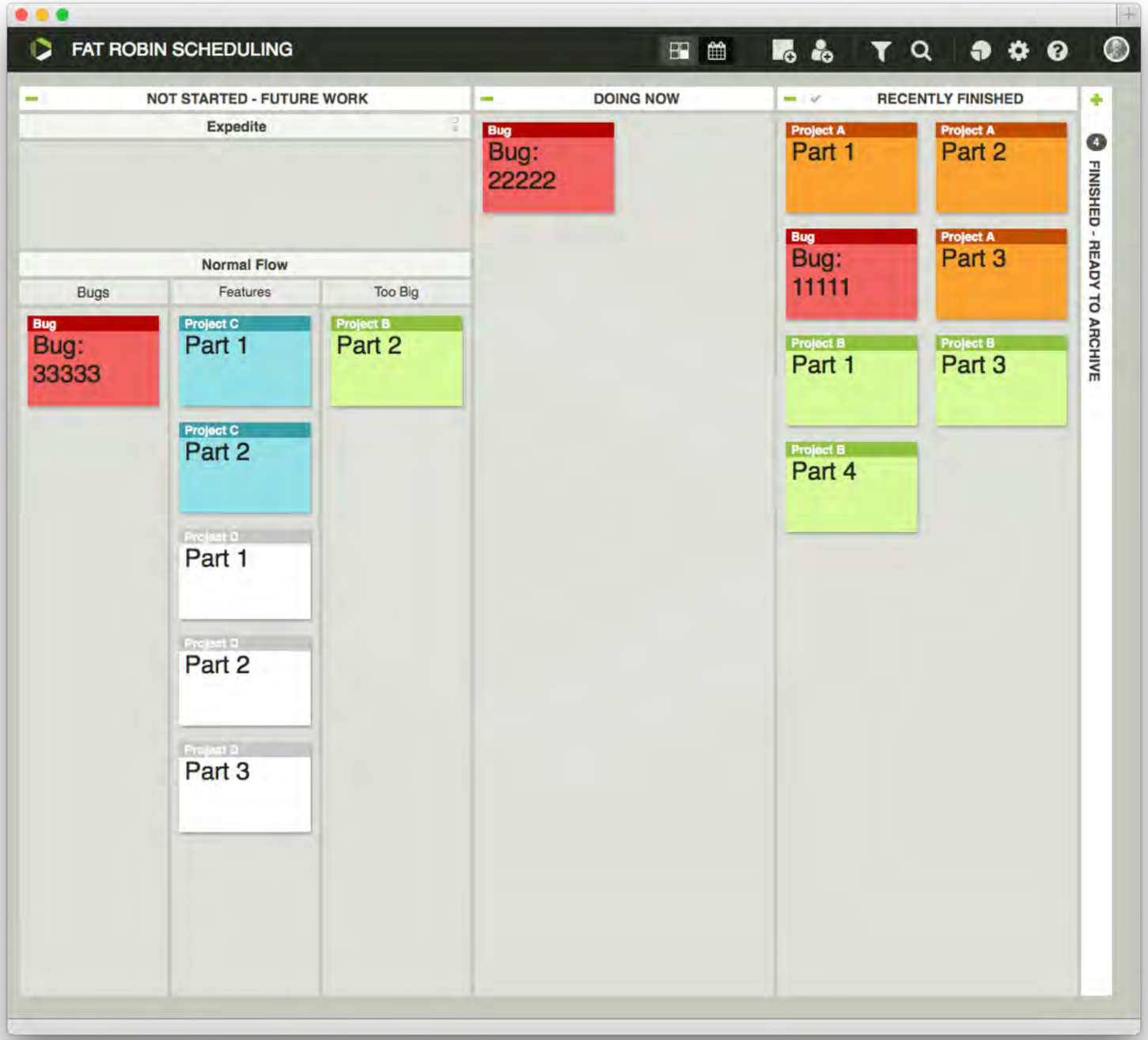

Fat Robin Scheduling

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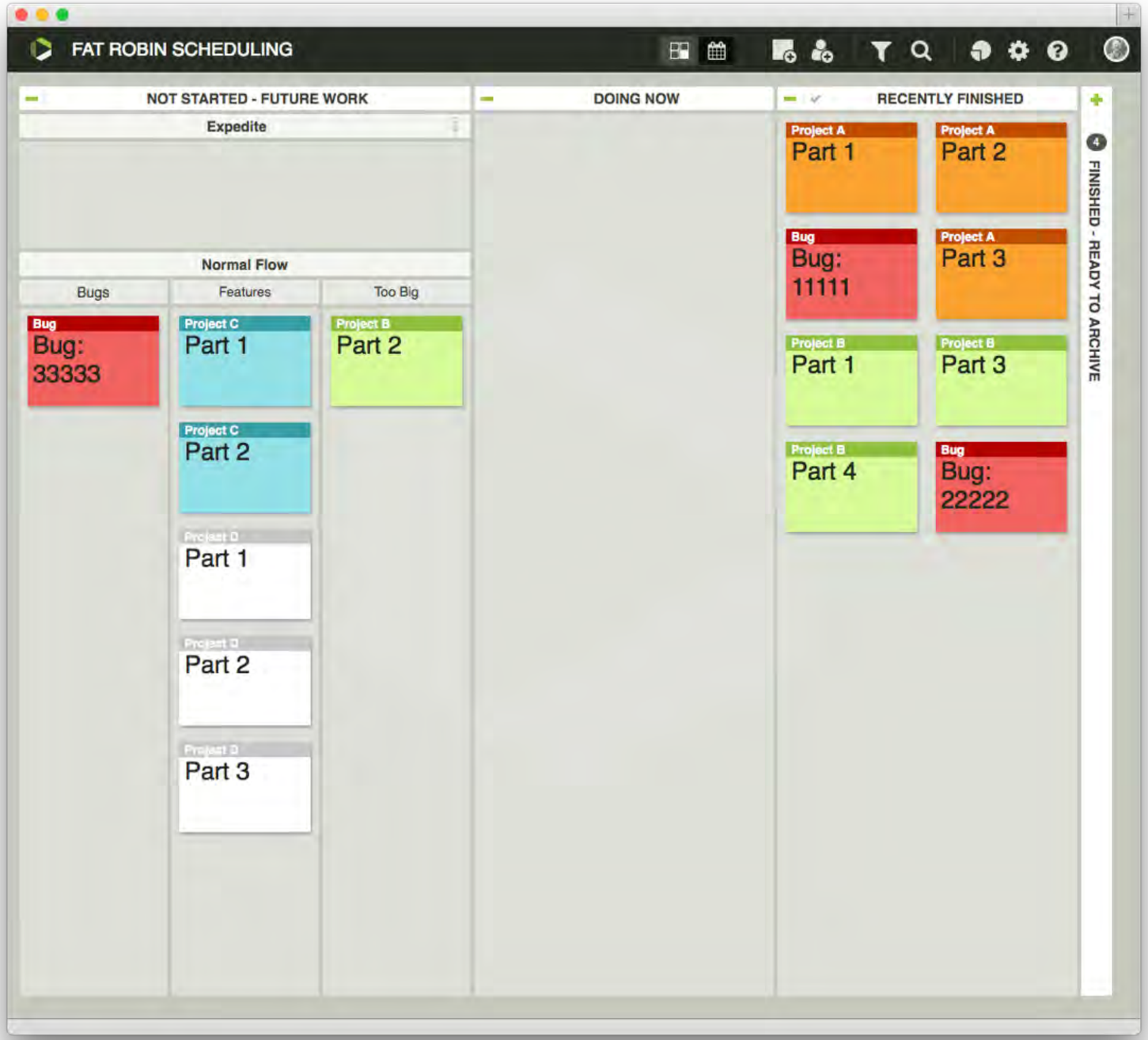

Fat Robin Scheduling

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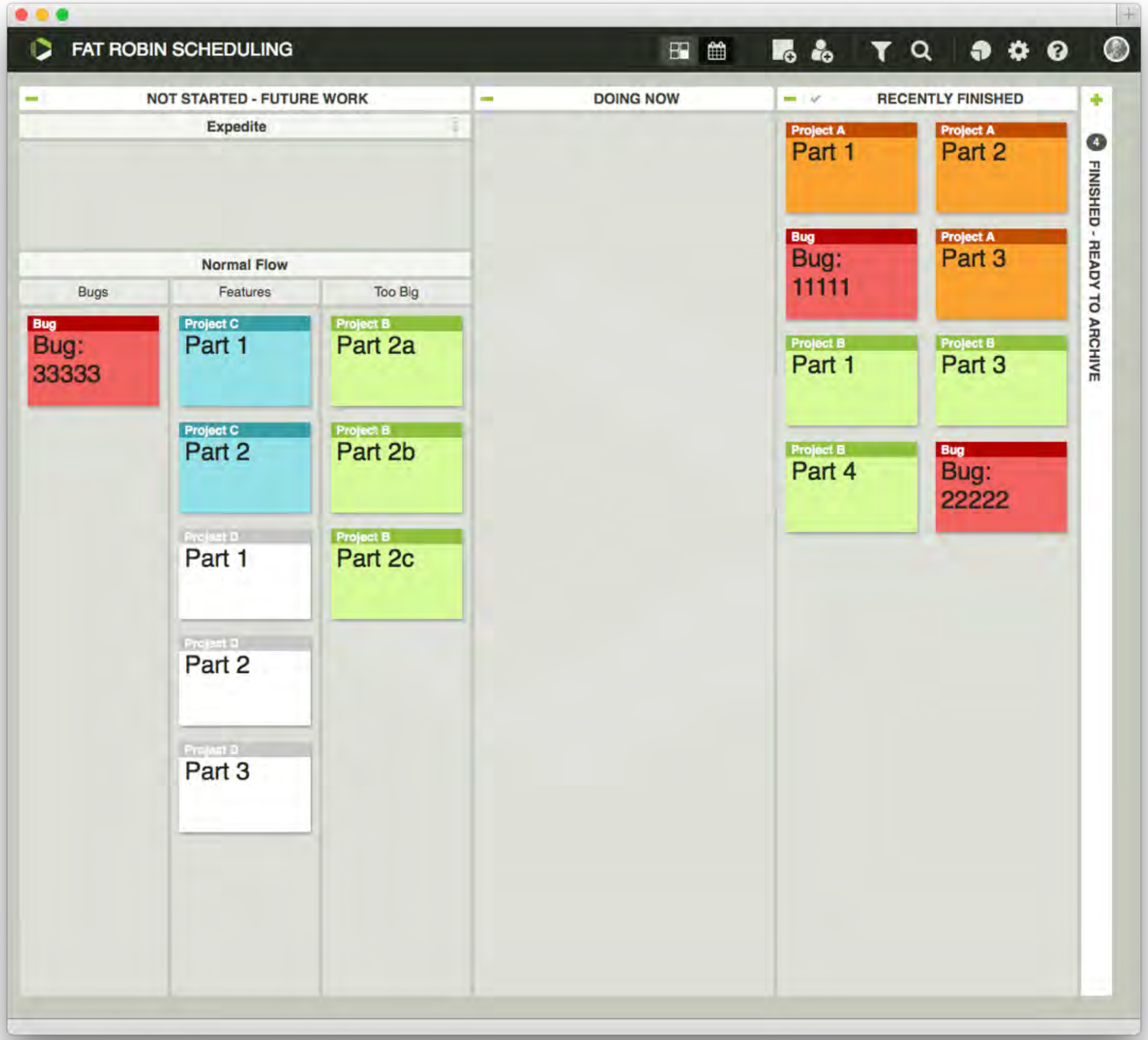

Fat Robin Scheduling

- Back to that fat robin
- Break him up into smaller pieces

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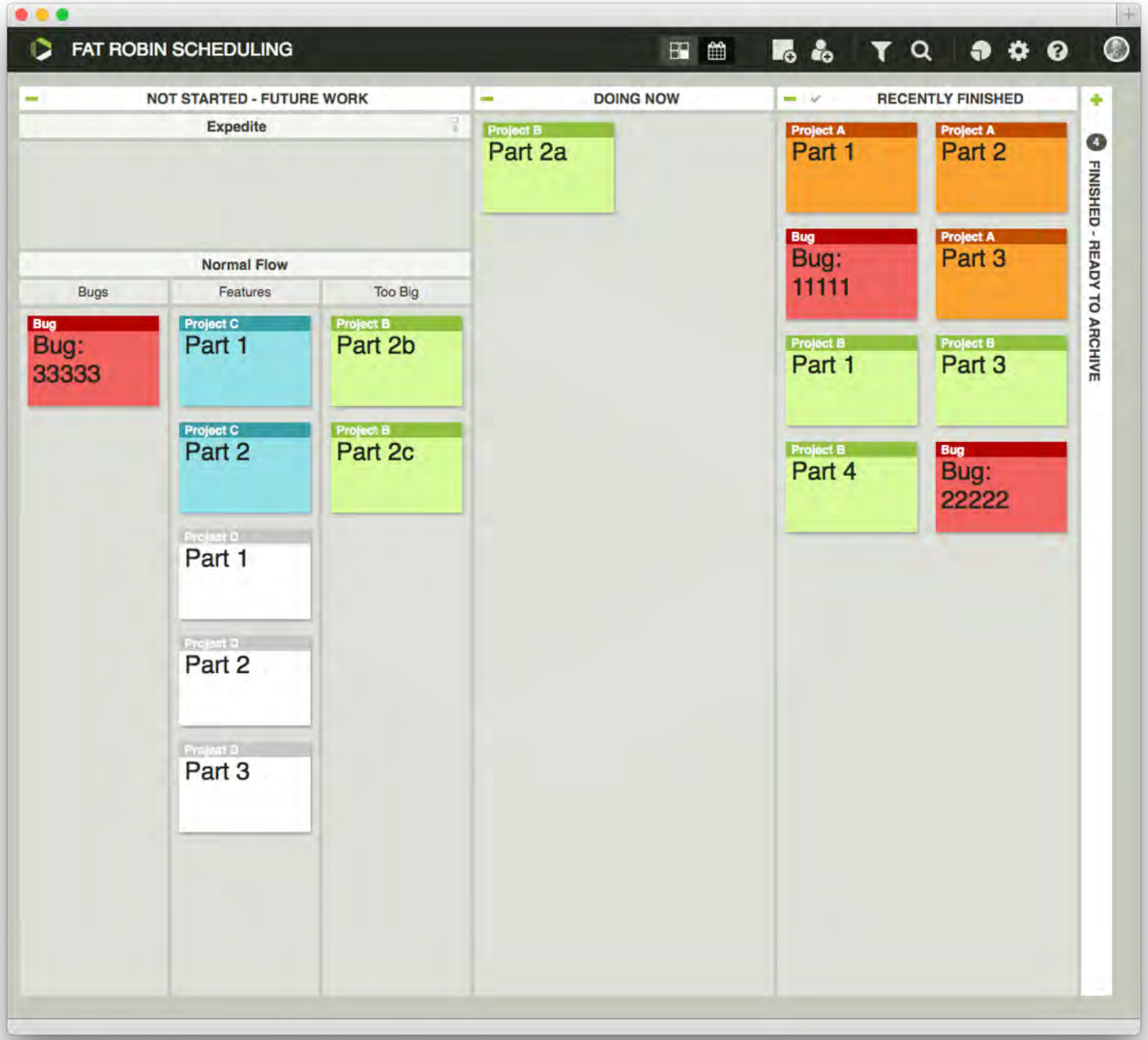

Fat Robin Scheduling

- Flow as usual

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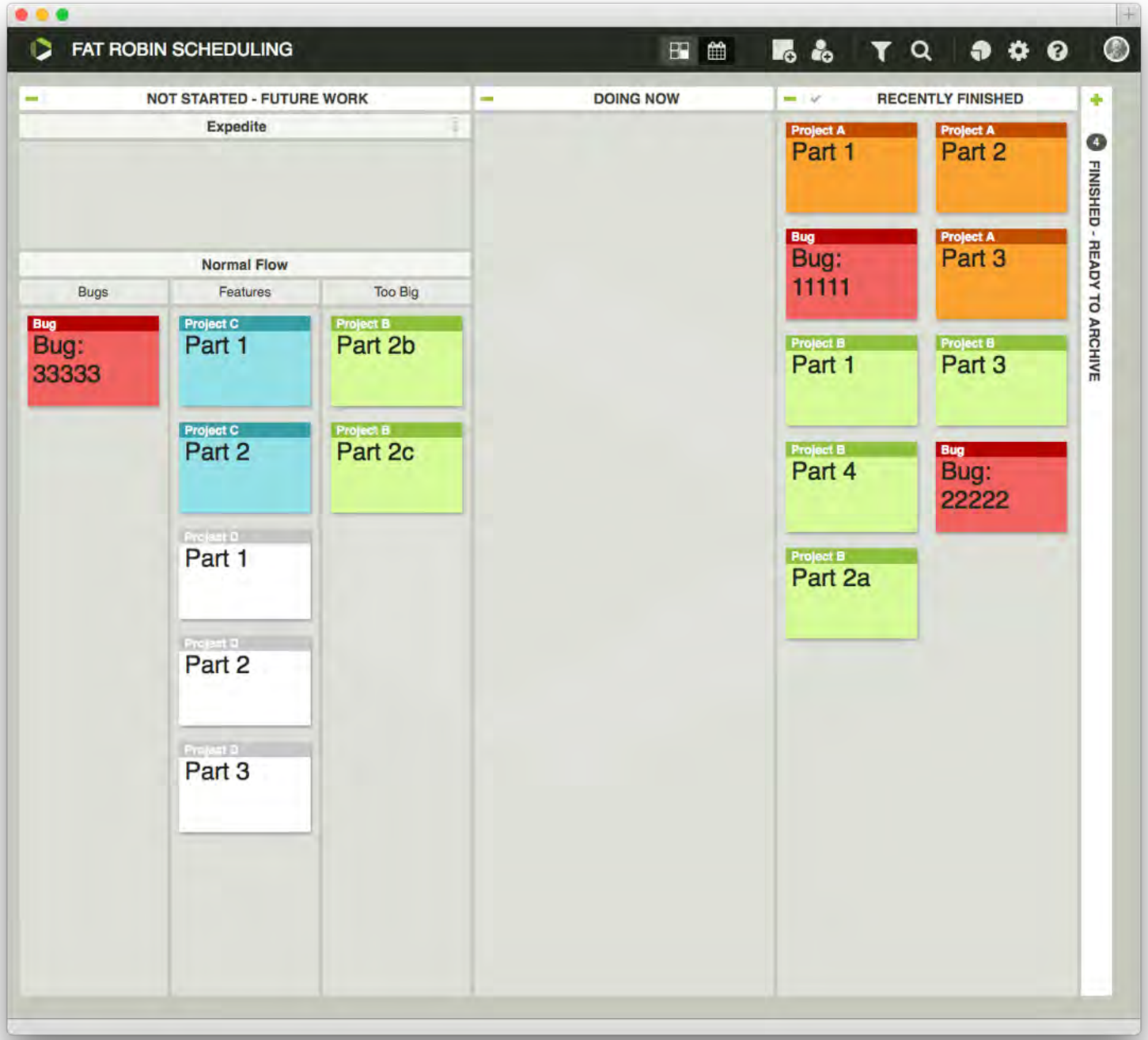

Fat Robin Scheduling

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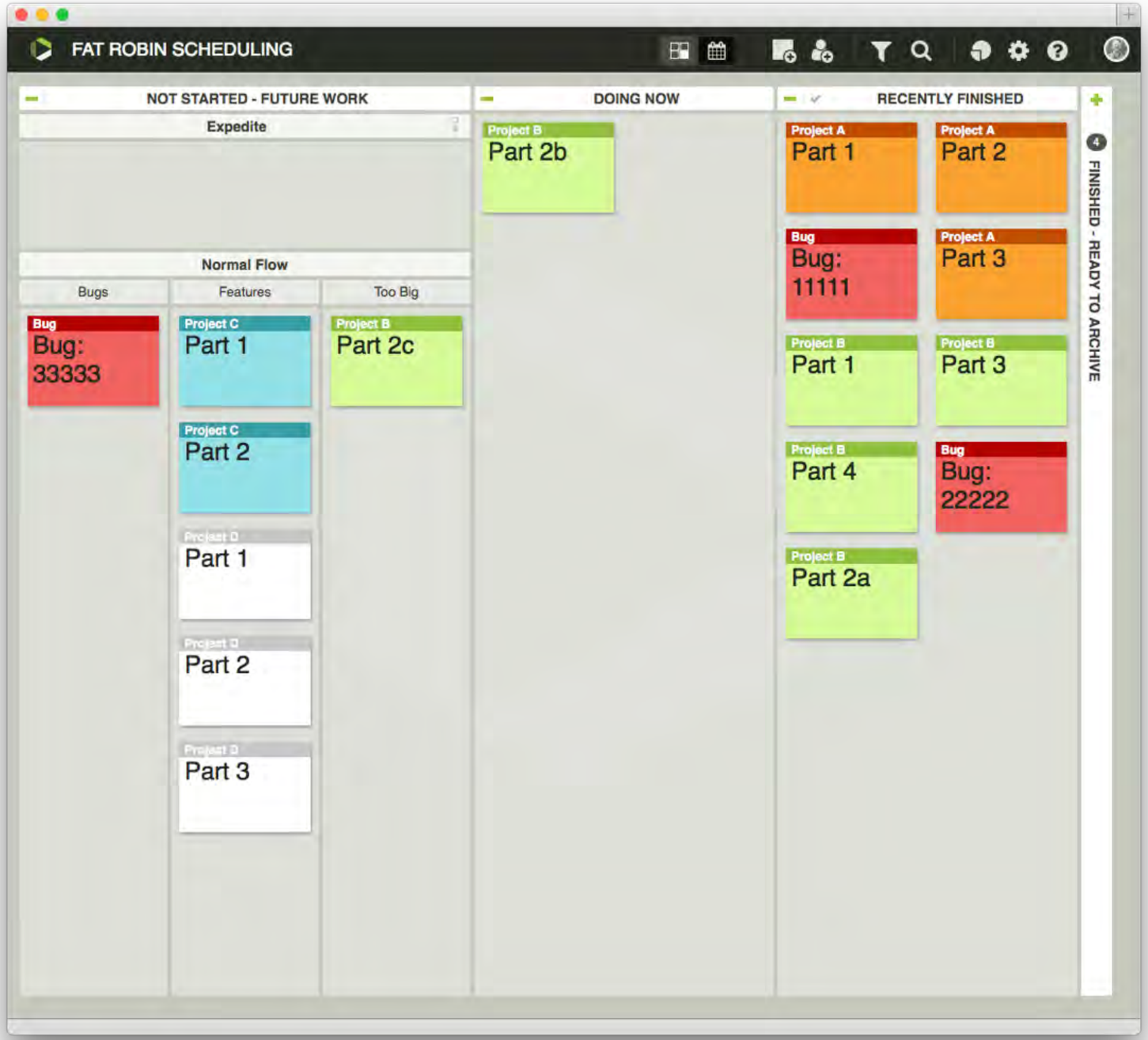

Fat Robin Scheduling

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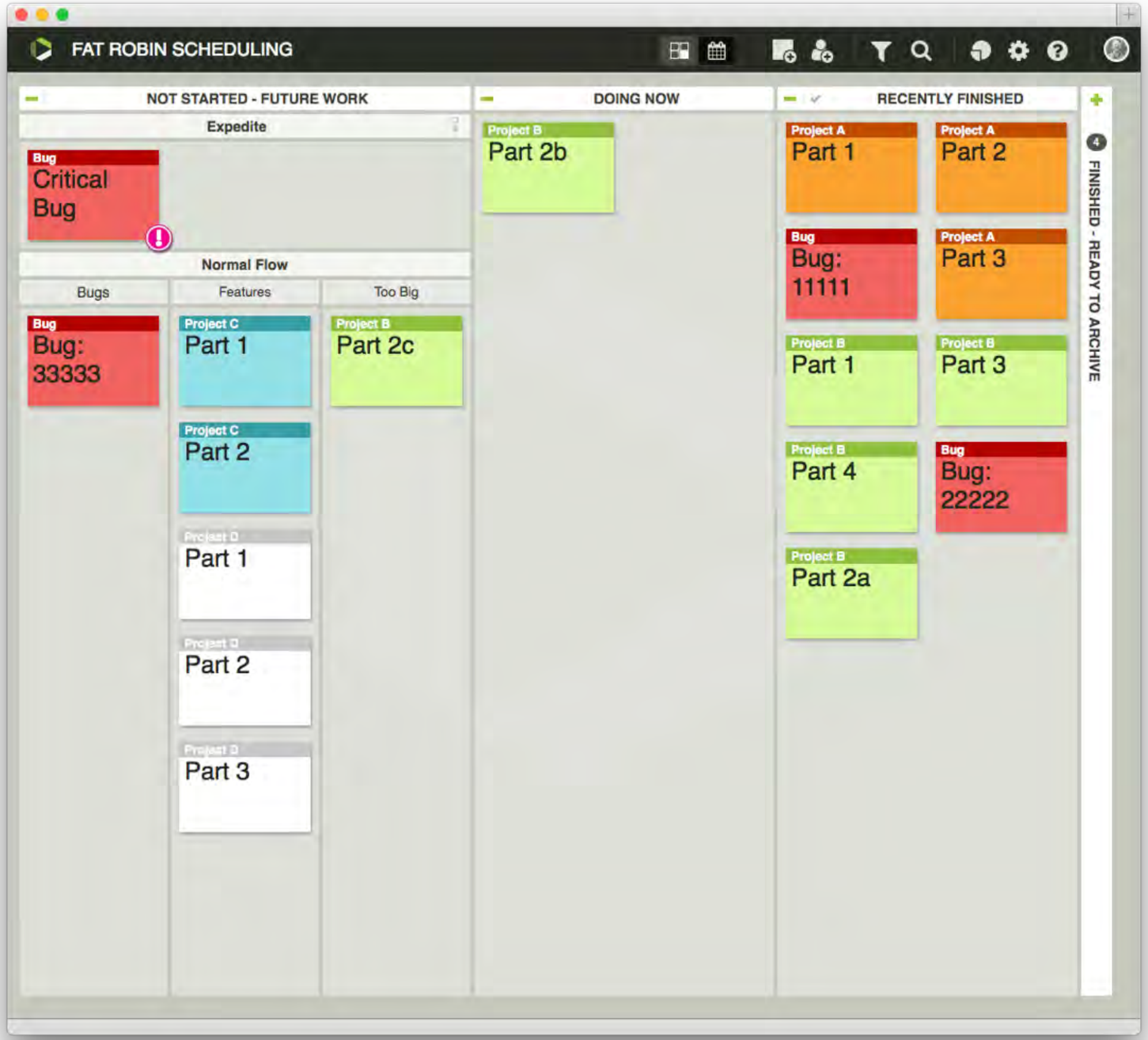

Fat Robin Scheduling

- What about critical issues?

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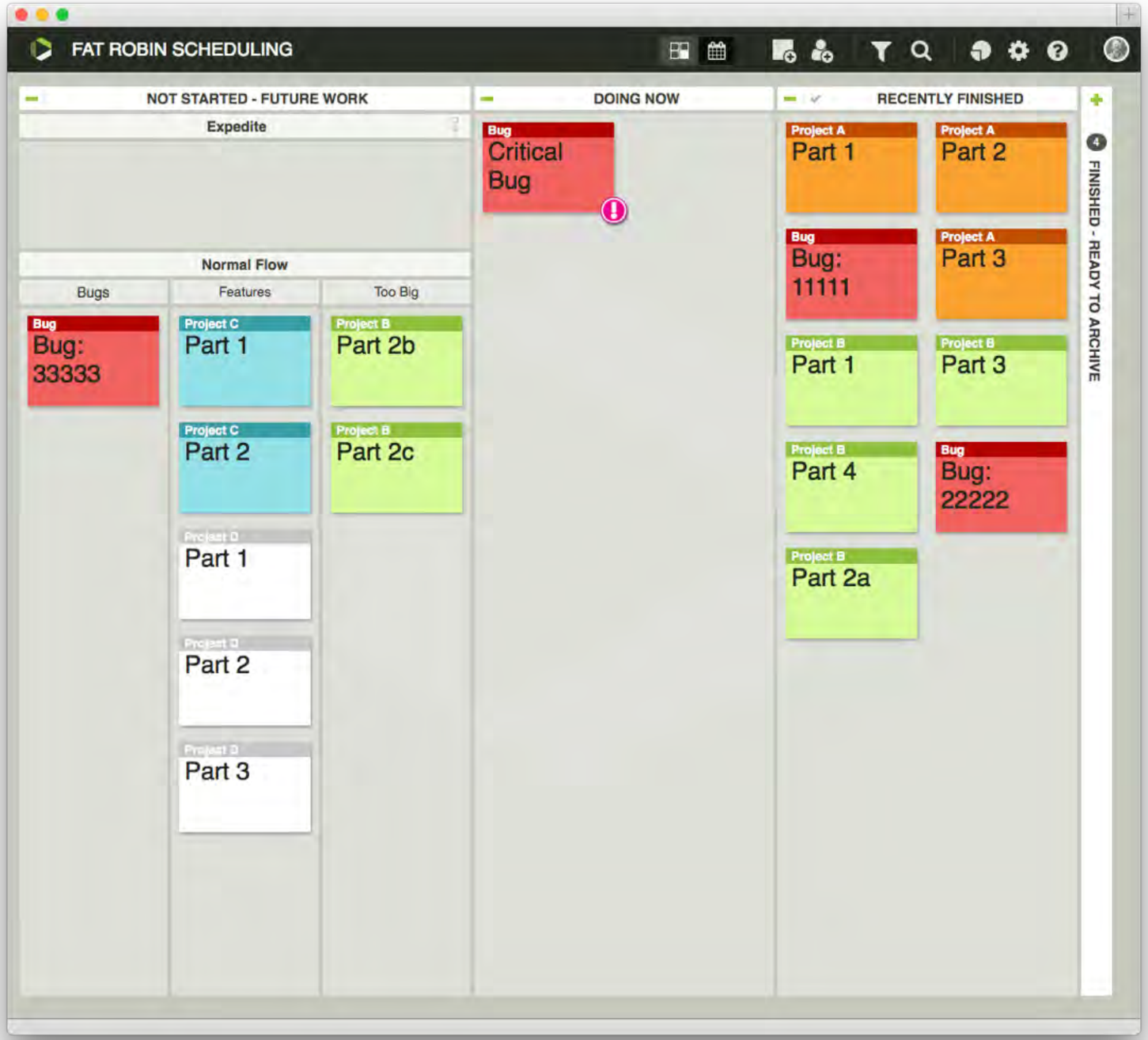

Fat Robin Scheduling

- Stop the line
- Tools down on other work
- Do not simply add more work to the team

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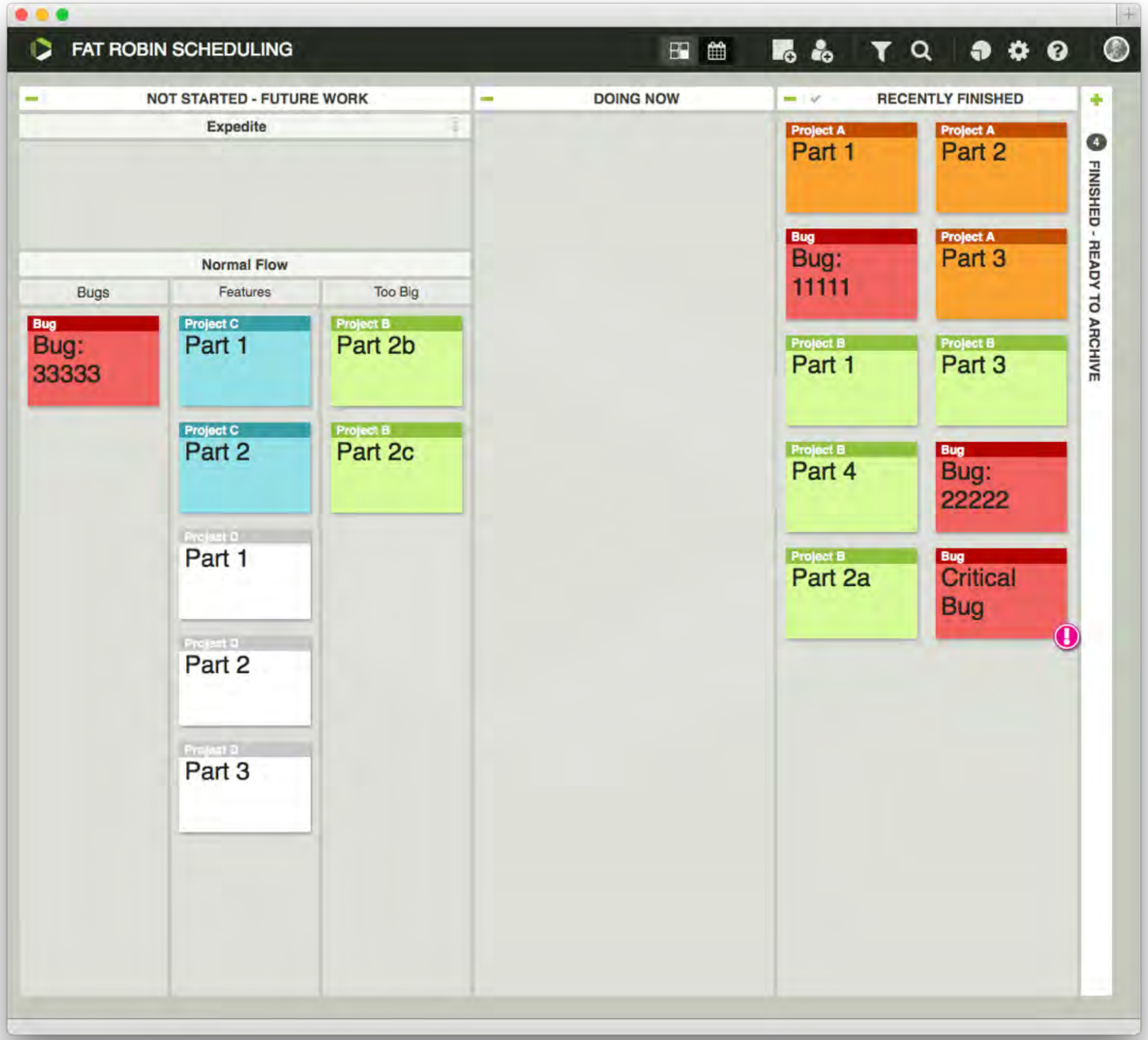

Fat Robin Scheduling

- Critical issue resolved, back to usual flow

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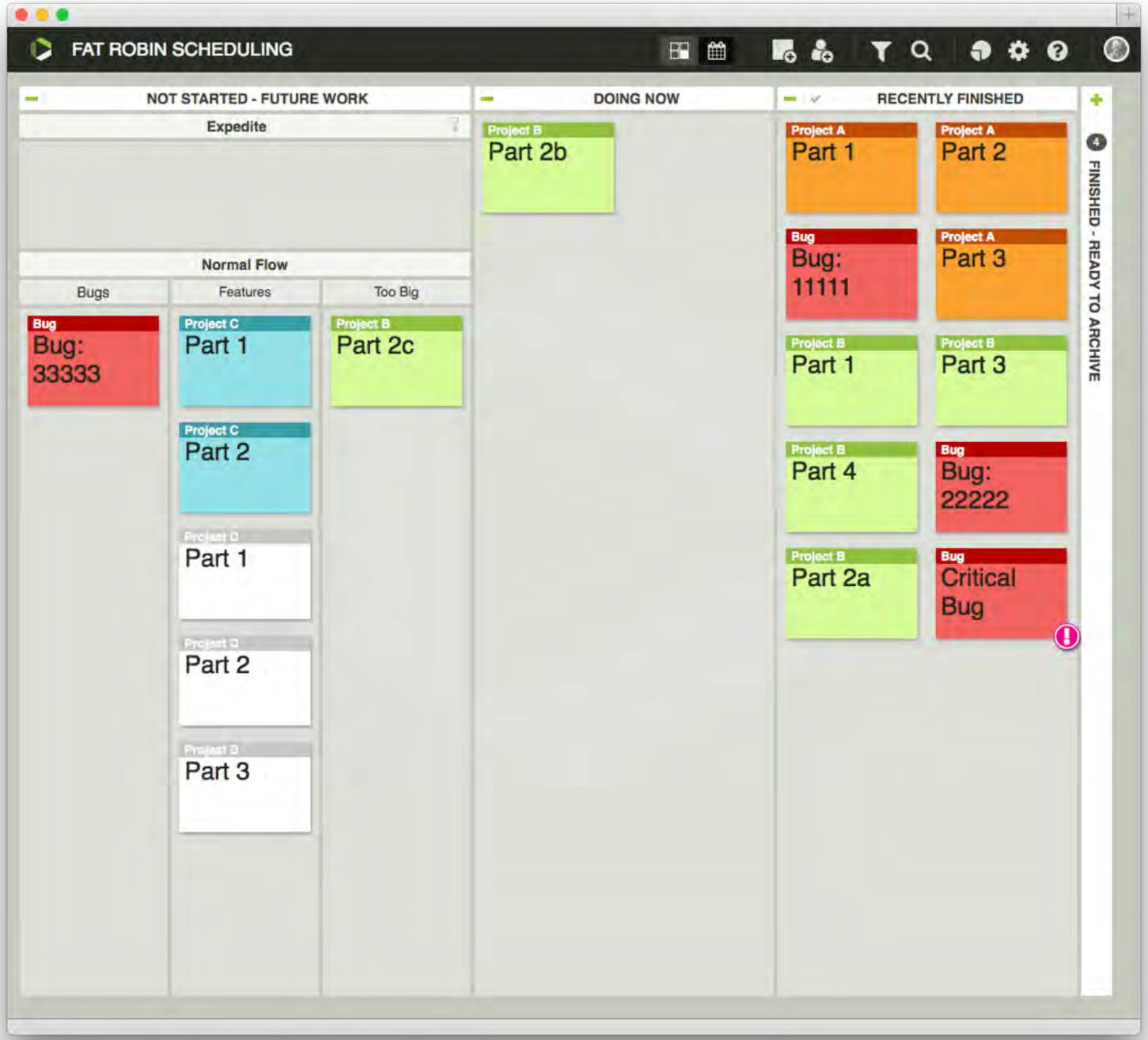

Fat Robin Scheduling

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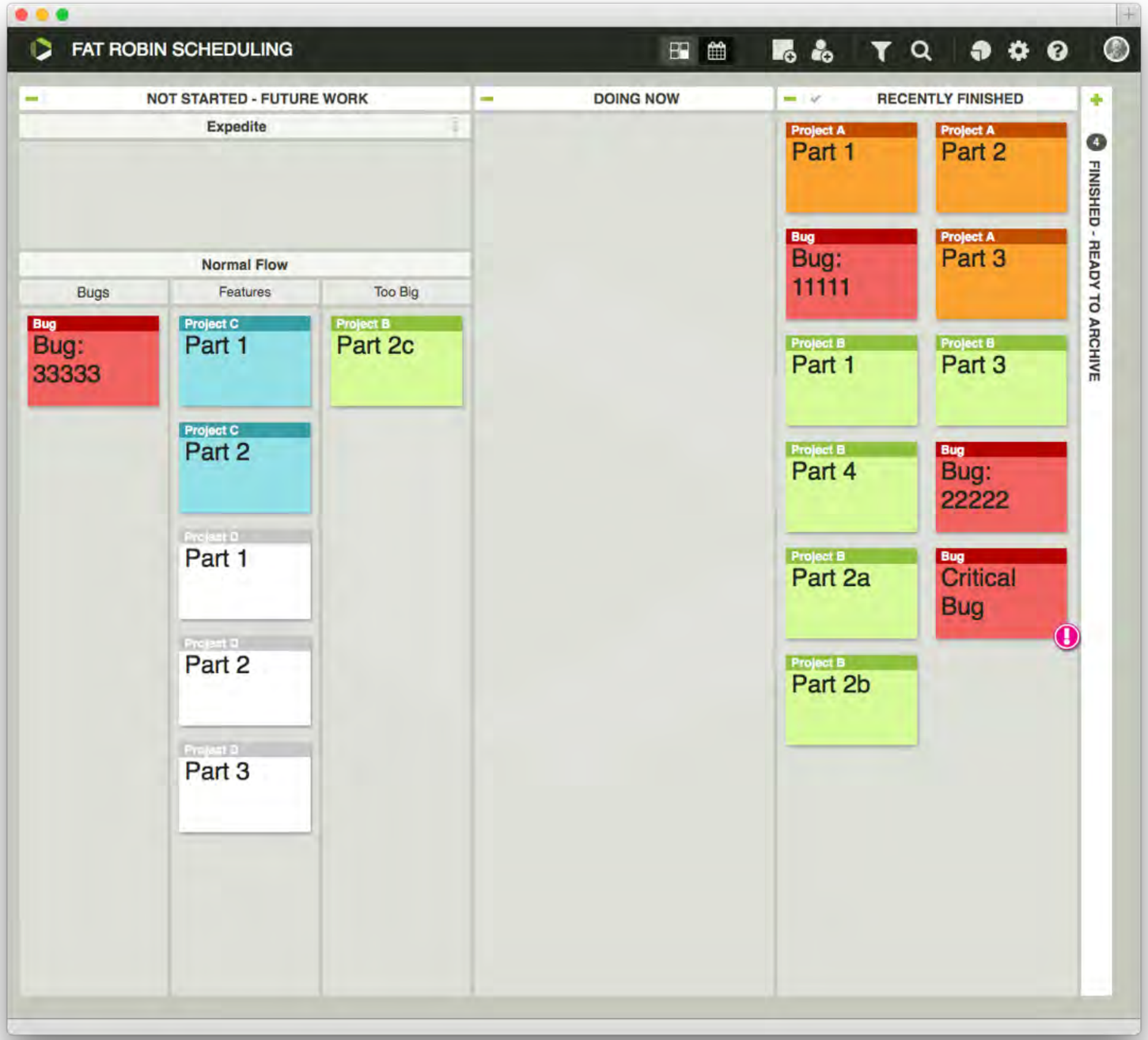

Fat Robin Scheduling

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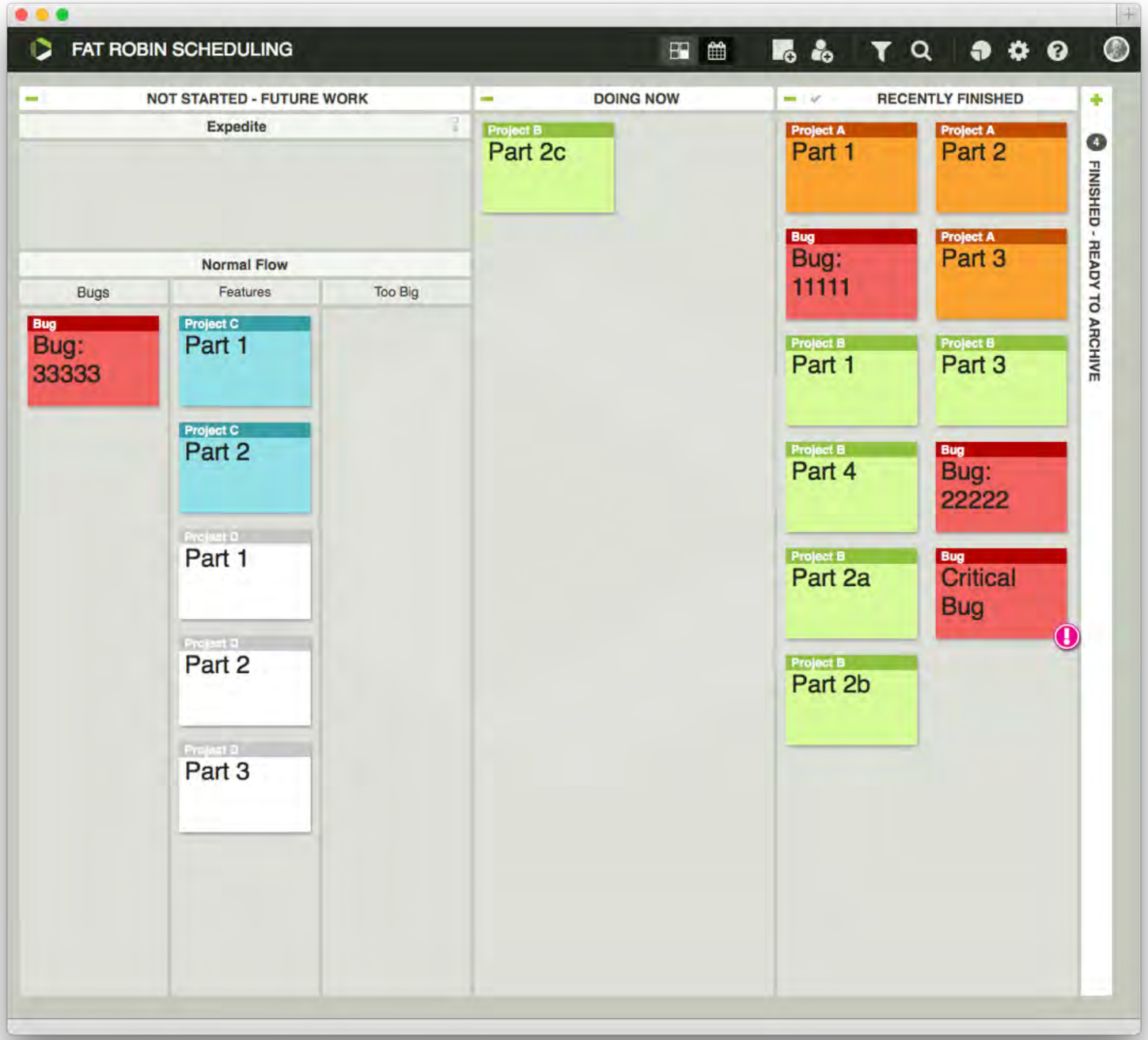

Fat Robin Scheduling

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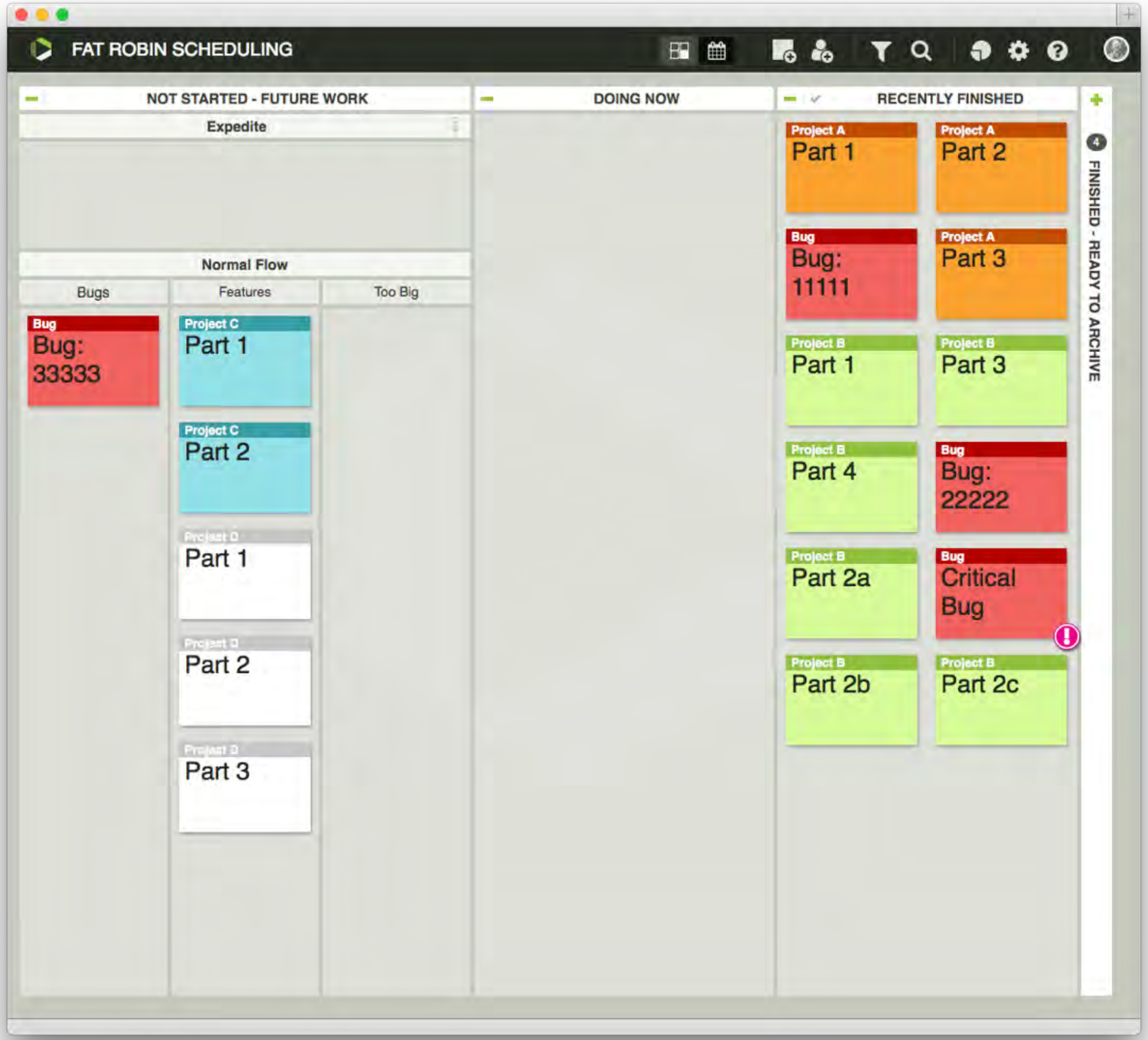

Fat Robin Scheduling

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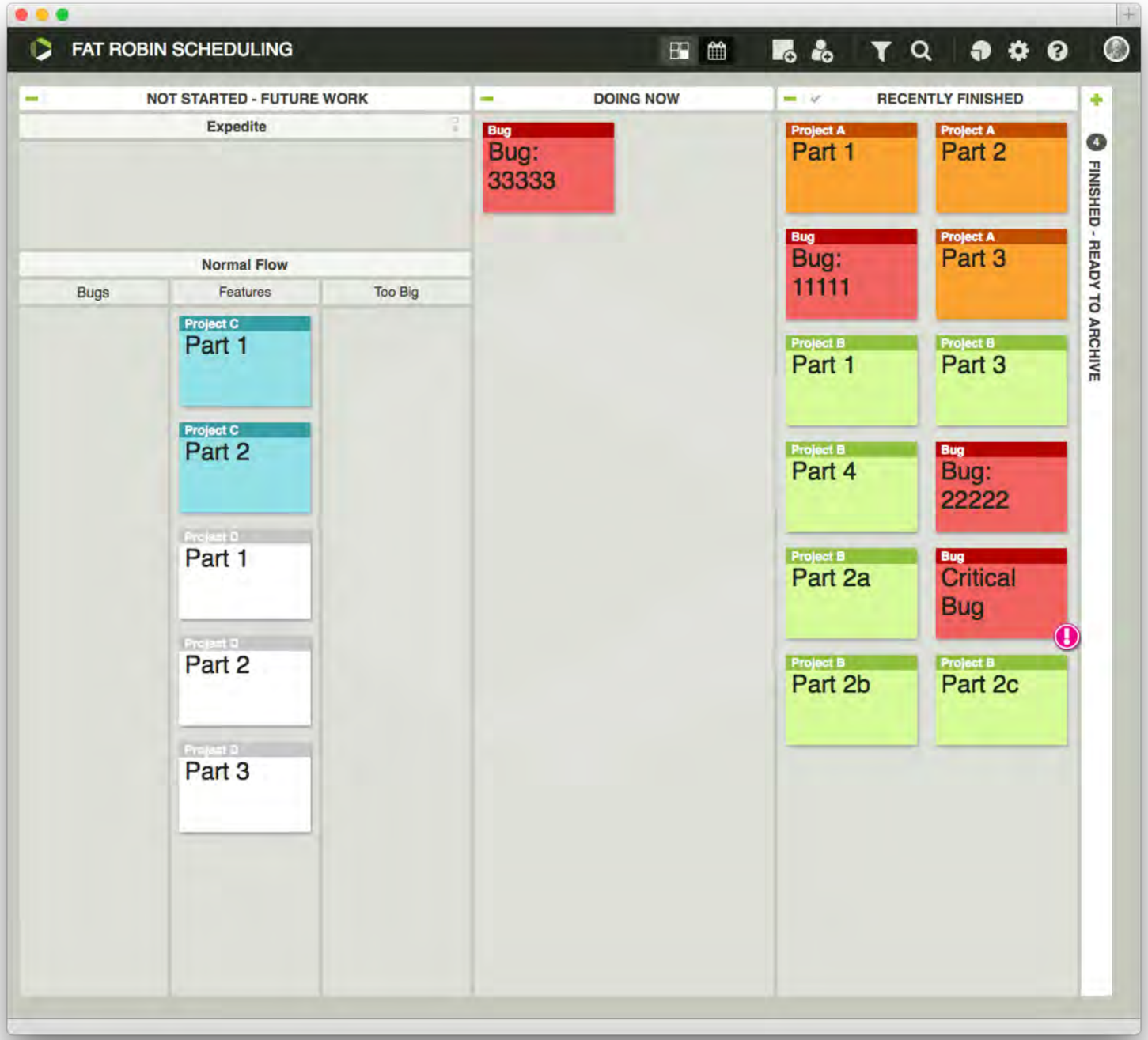

Fat Robin Scheduling

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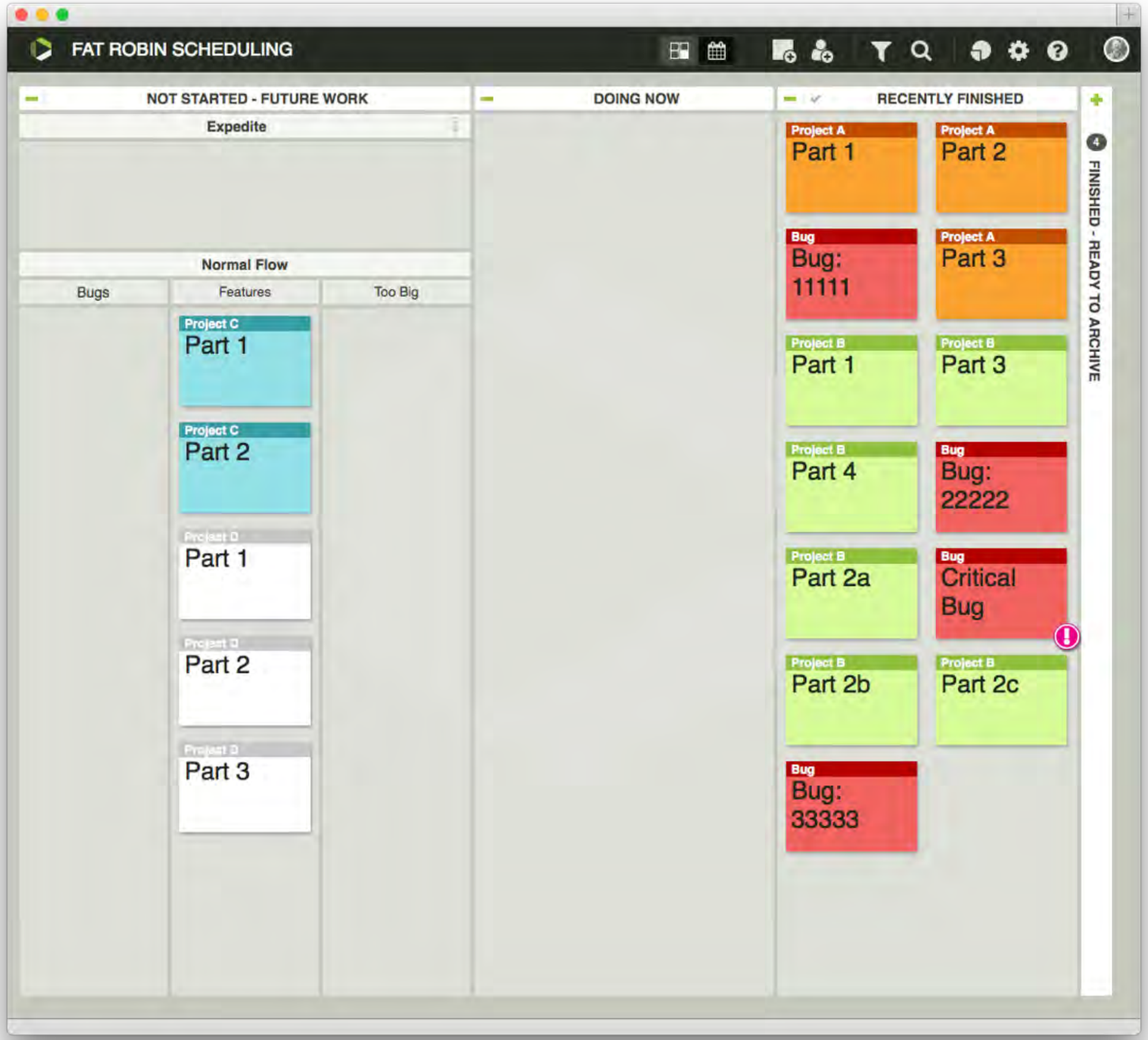

Fat Robin Scheduling

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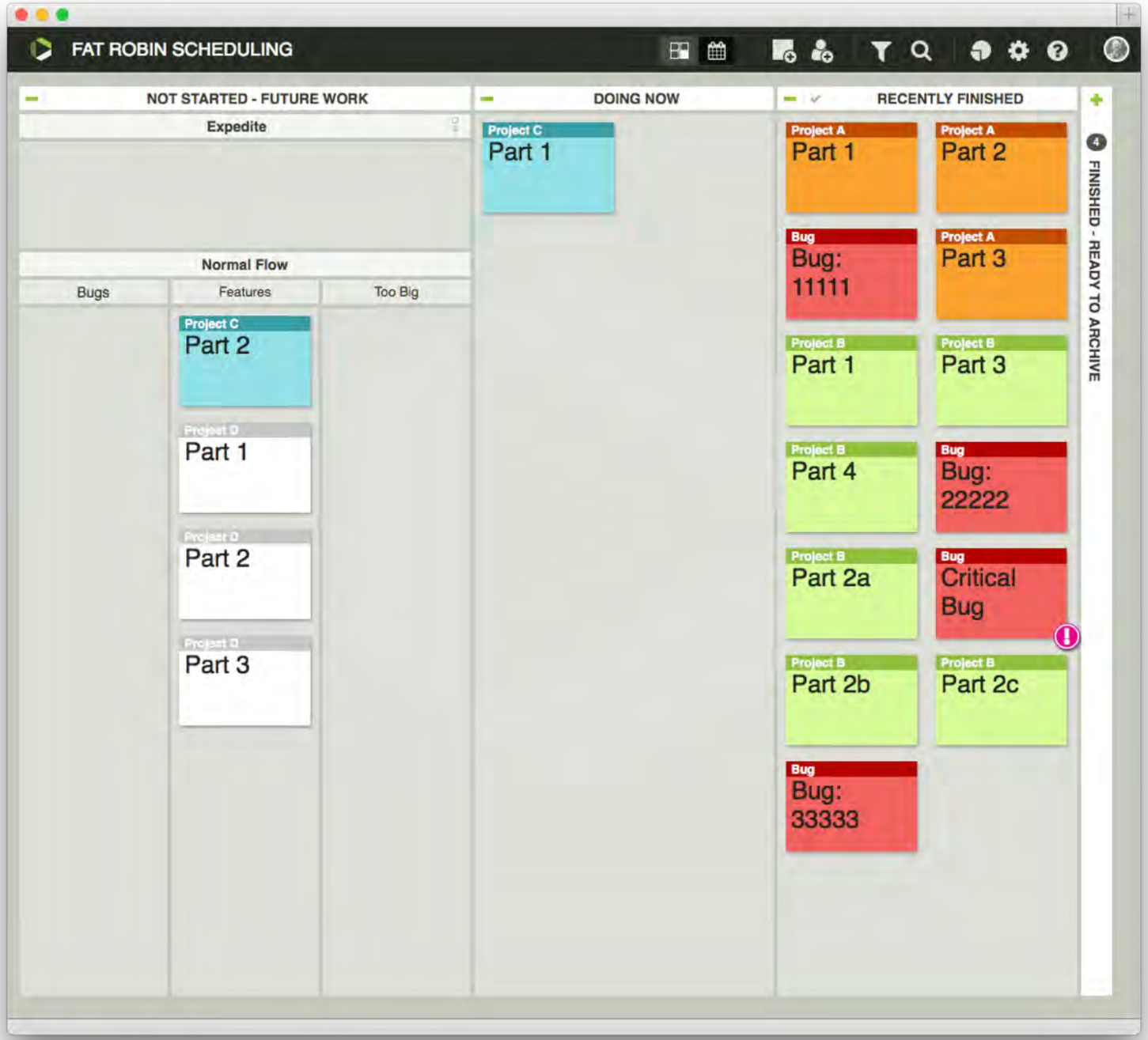

Fat Robin Scheduling

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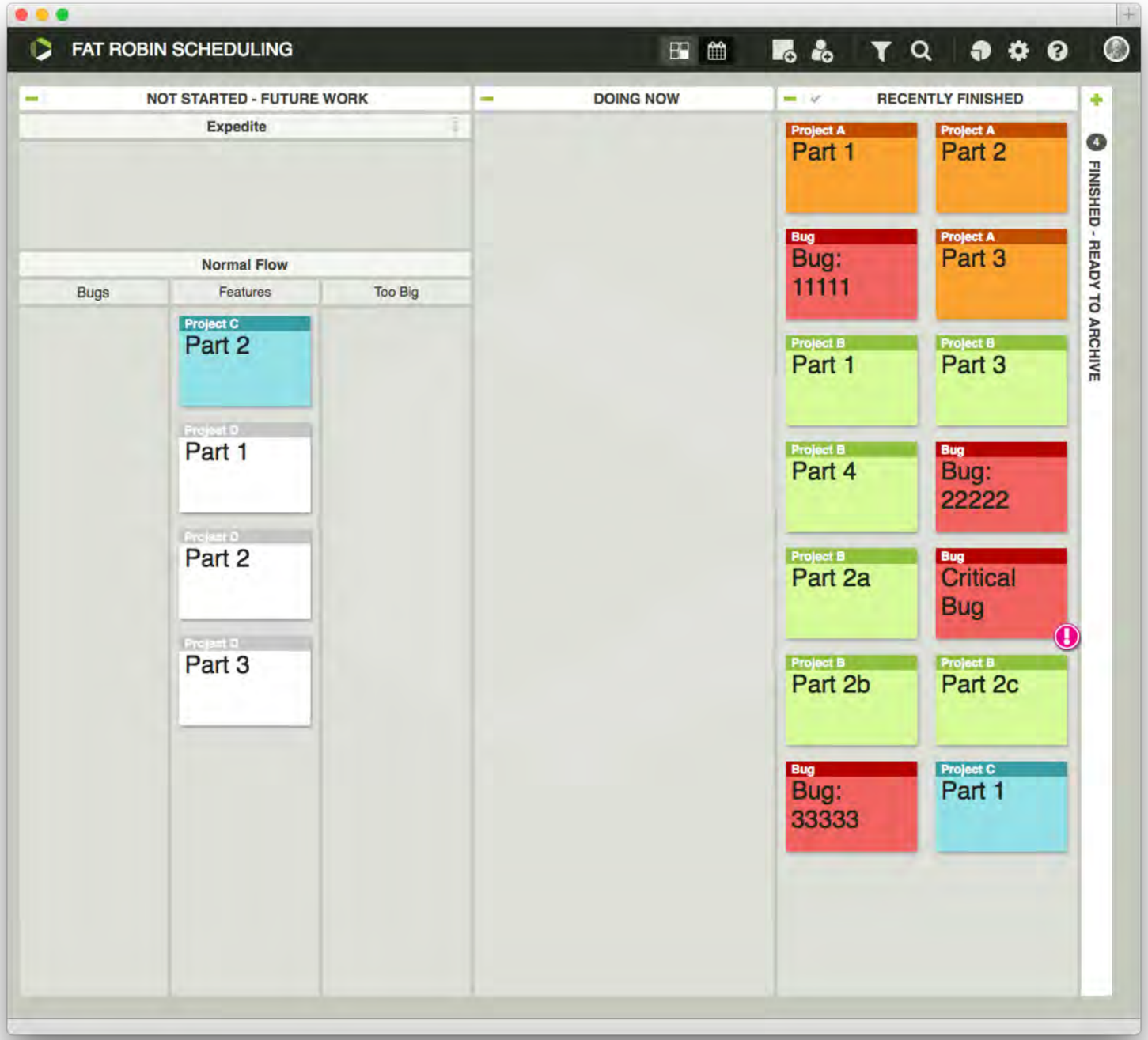

Fat Robin Scheduling

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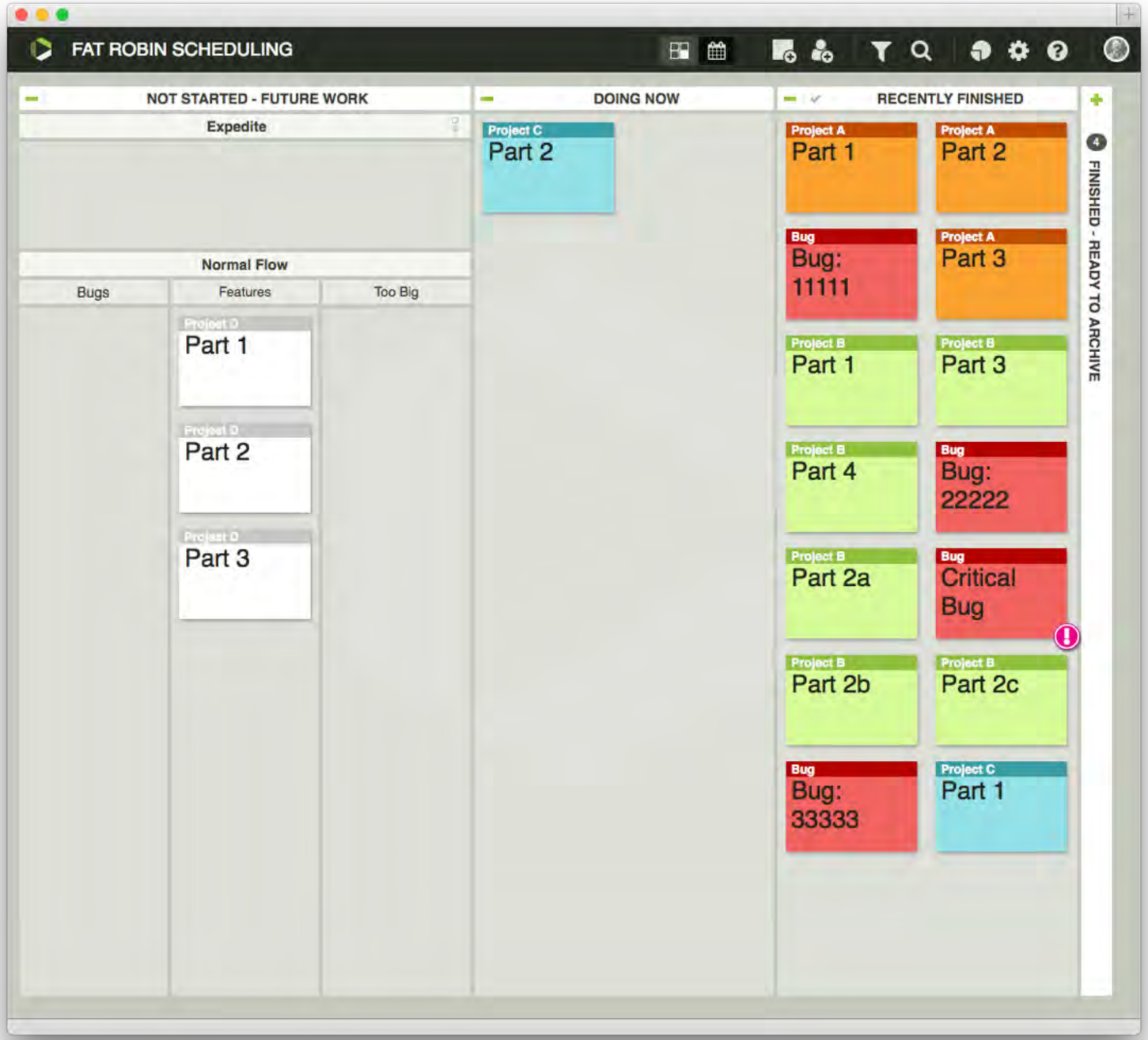

Fat Robin Scheduling

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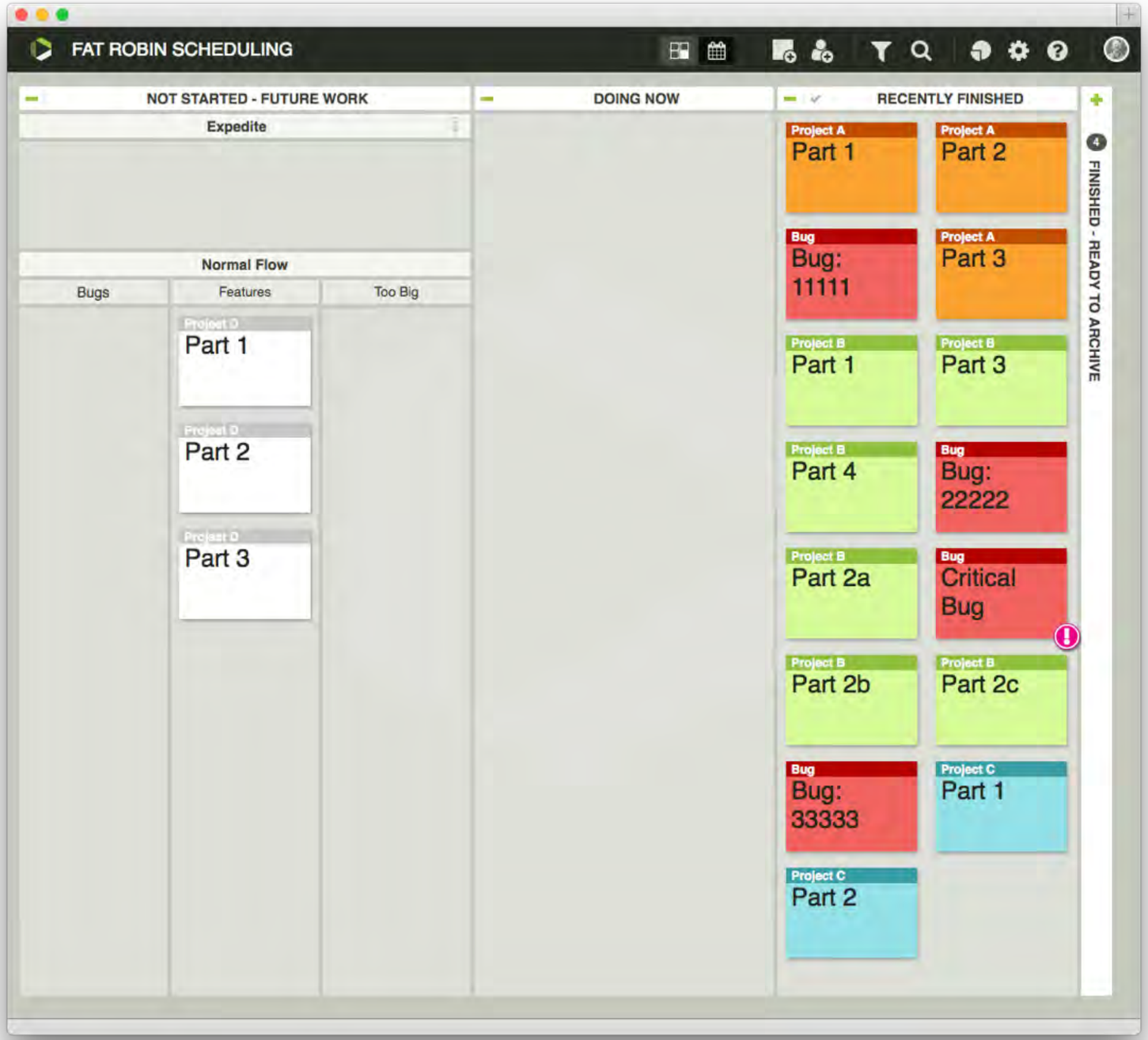


Fat Robin Scheduling

leankit

Frequent

Small

Good

Decoupled

Garbage

leankit

Tested
Logged
Documented
Reviewed

@ifandelse
github.com/ifandelse

leankit

Frequent

Small

Good

Decoupled

Garbage

Gold-plated

If you are not embarrassed by the first version of your product, you've launched too late.

Startup Quote!

REID HOFFMAN

FOUNDER, LINKEDIN

AT&T
9:42 AM
Camera
Photos
Tuesday
9
Calendar
73°
Weather
SMS
Text
Maps
Stocks
Settings
YouTube
Notes
Calculator
Clock
iPod
Safari
Mail
Phone

Cut, copy and paste
Works across apps
Undo support
Developer AP
Cocoa Touch
ort for text

Frequent

Small

Good

Decoupled Coordinated

Releasing a New Feature

Sales Team

Marketing Team

Browser Team

Mobile Team

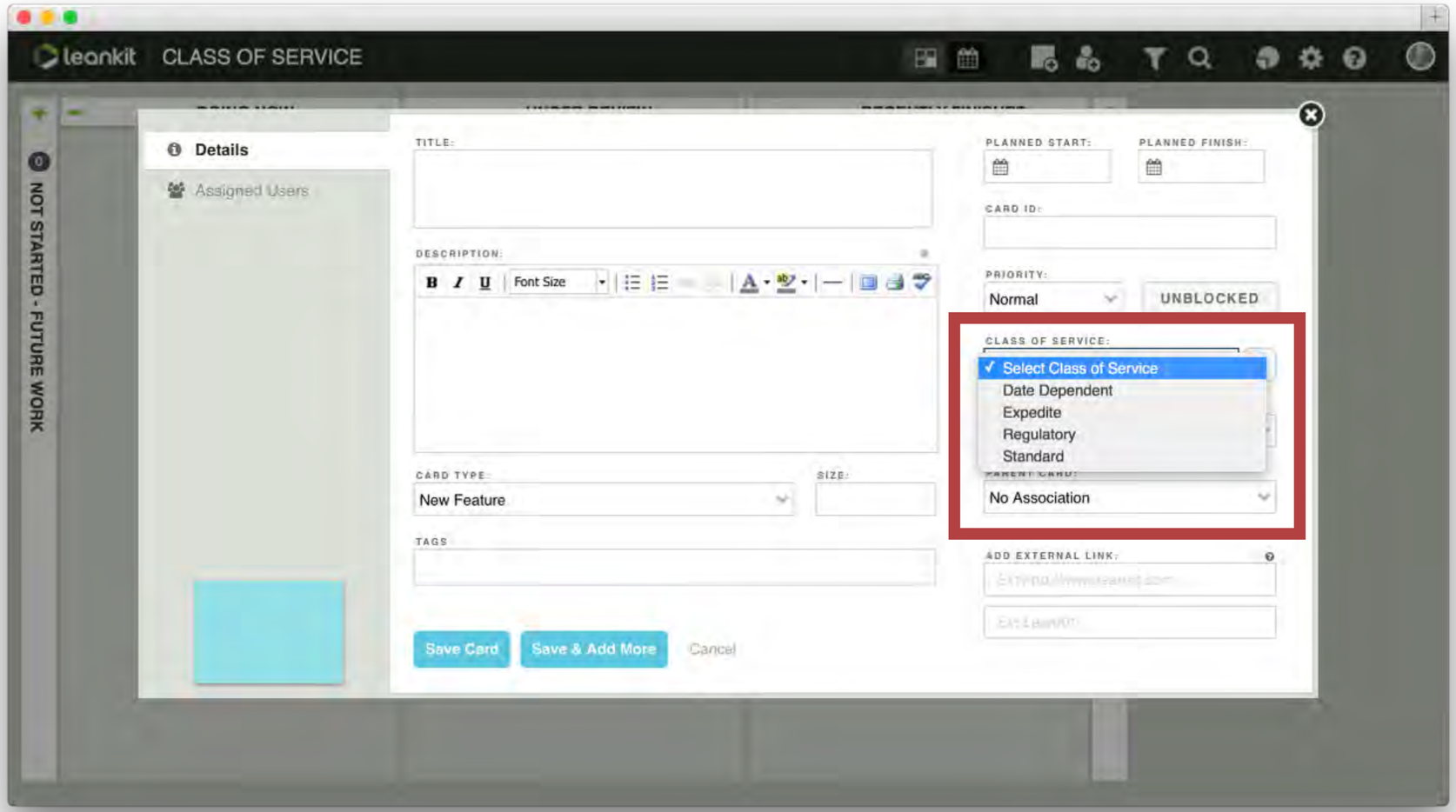
API Team

leankit

Decoupled Coordinated

leankit

Example: Custom Icons



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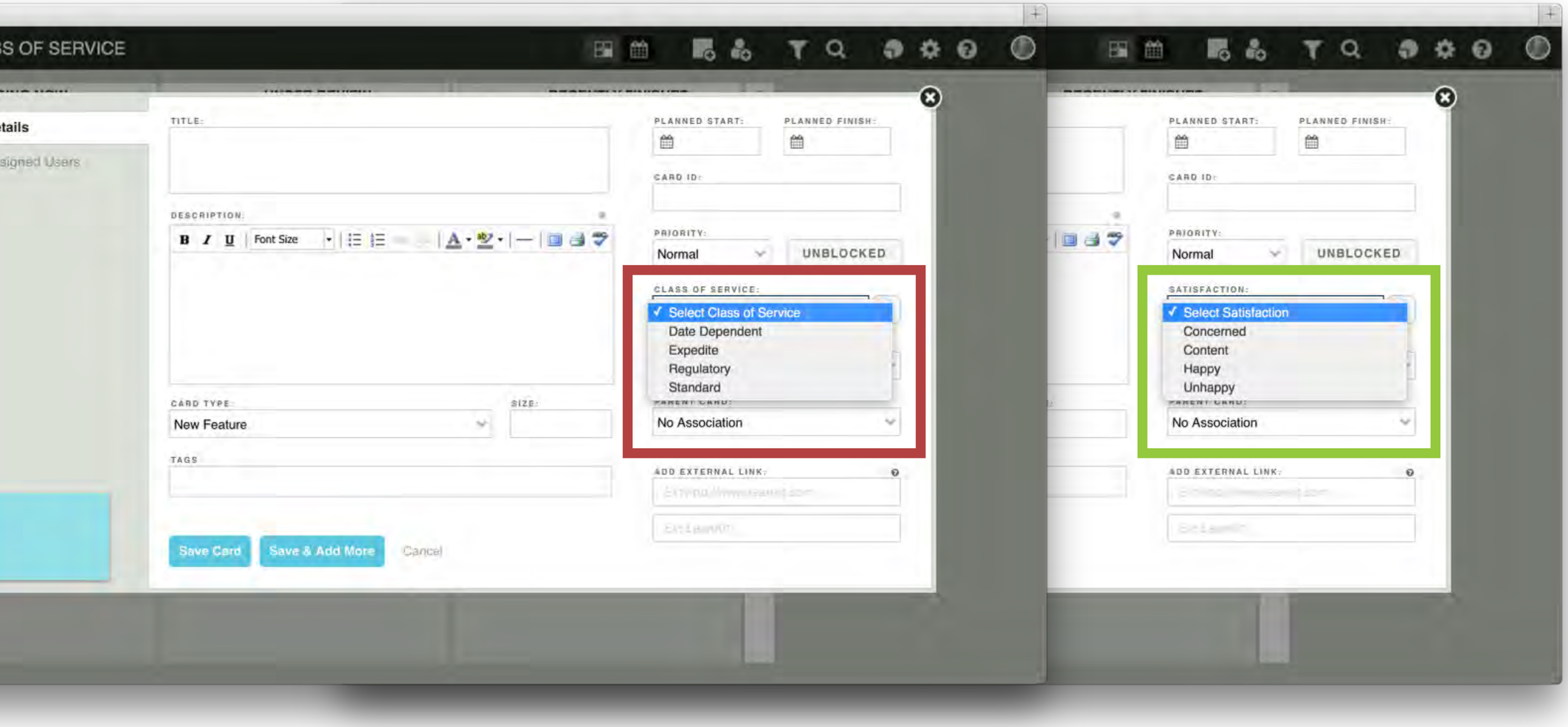
Example: Custom Icons



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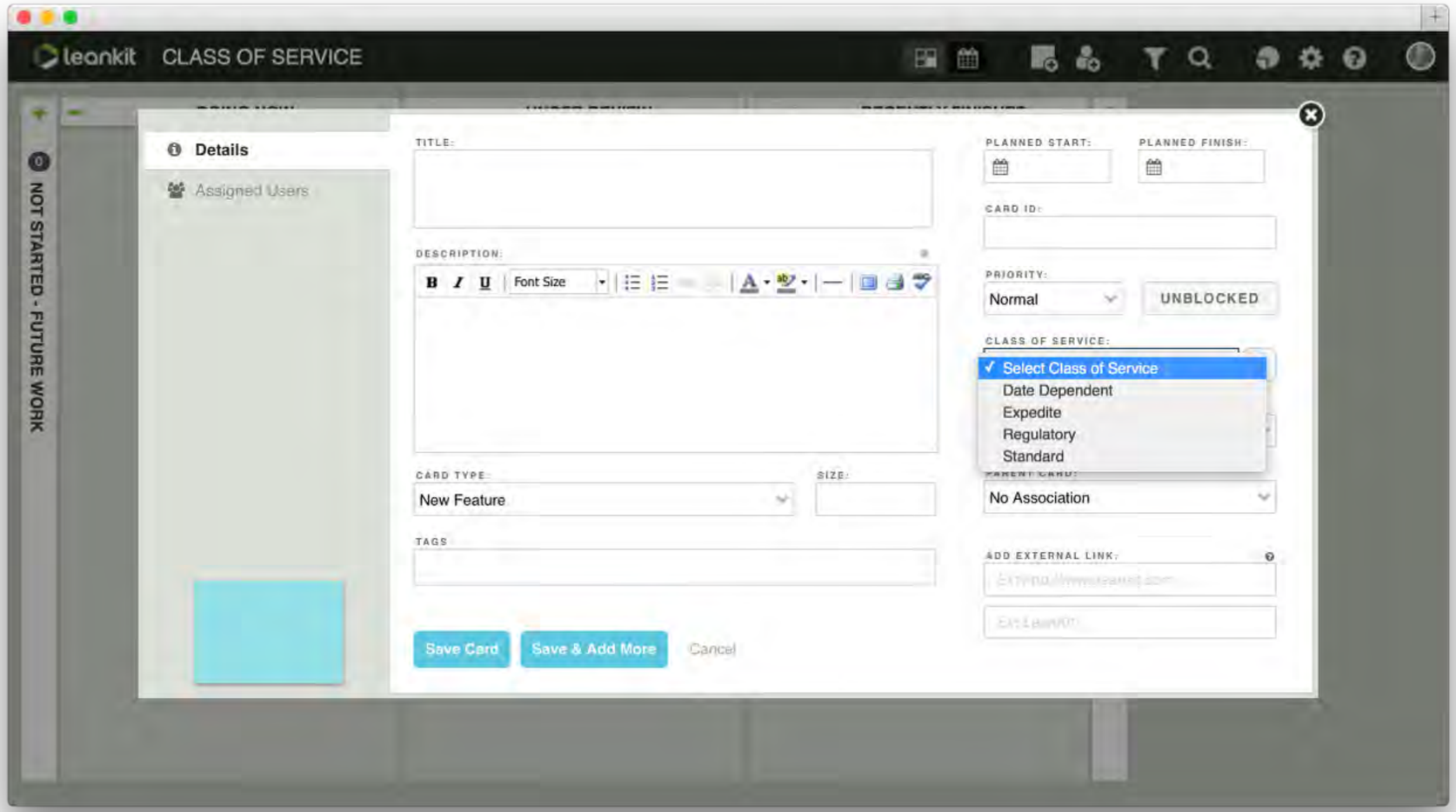
Example: Custom Icons

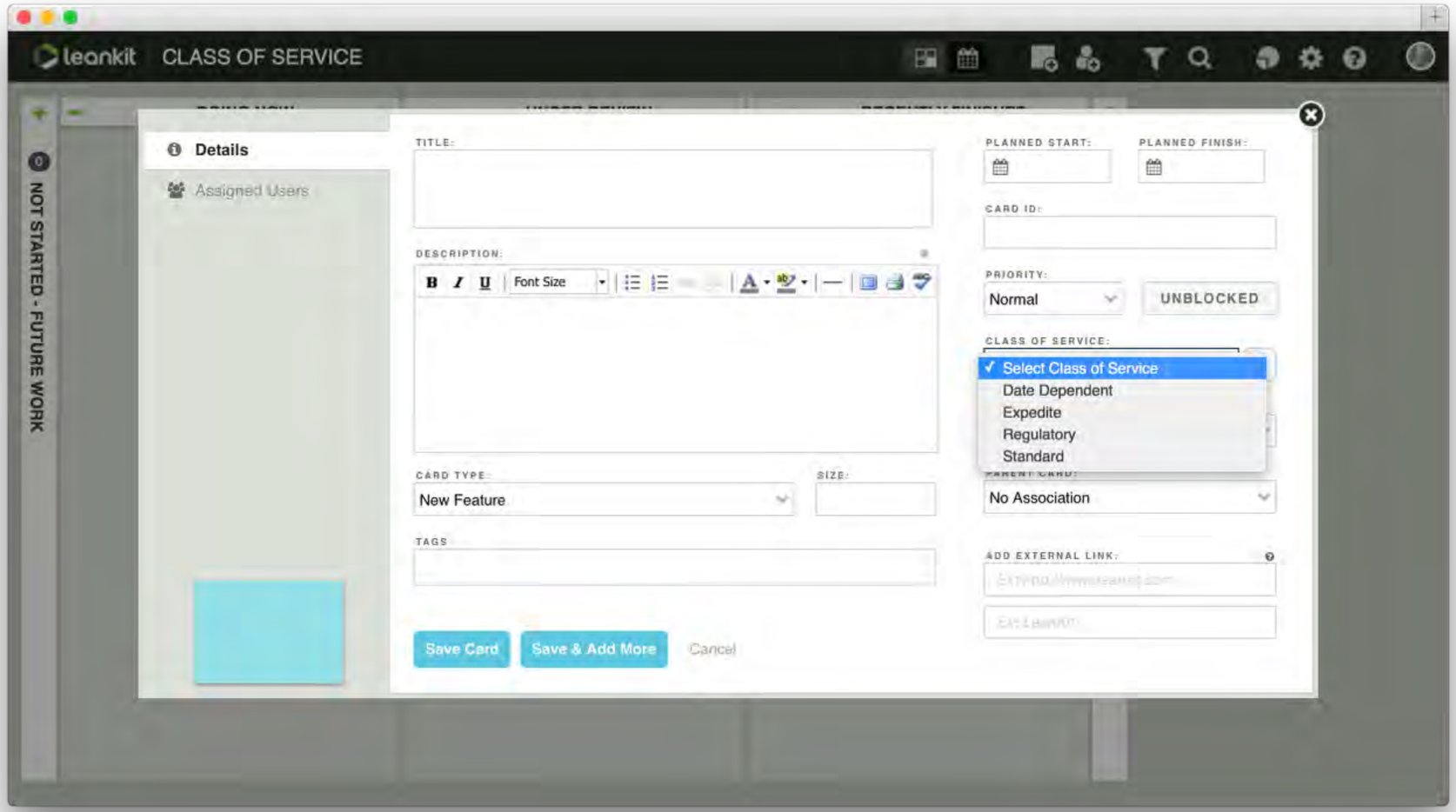
New field in the database, prepopulated … SHIP IT!



leankit

Example: Custom Icons

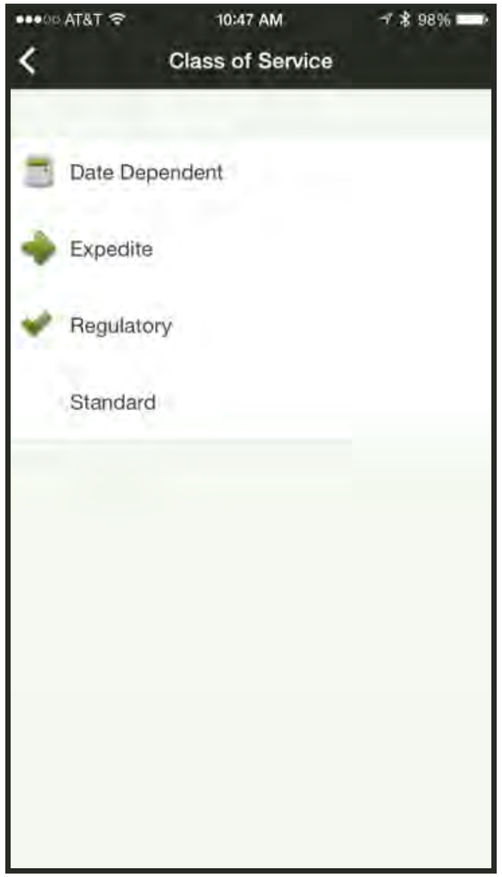
Use that to relabel UI in browser … SHIP IT!



leankit

Example: Custom Icons

Use that to relabel UI in mobile … SHIP IT



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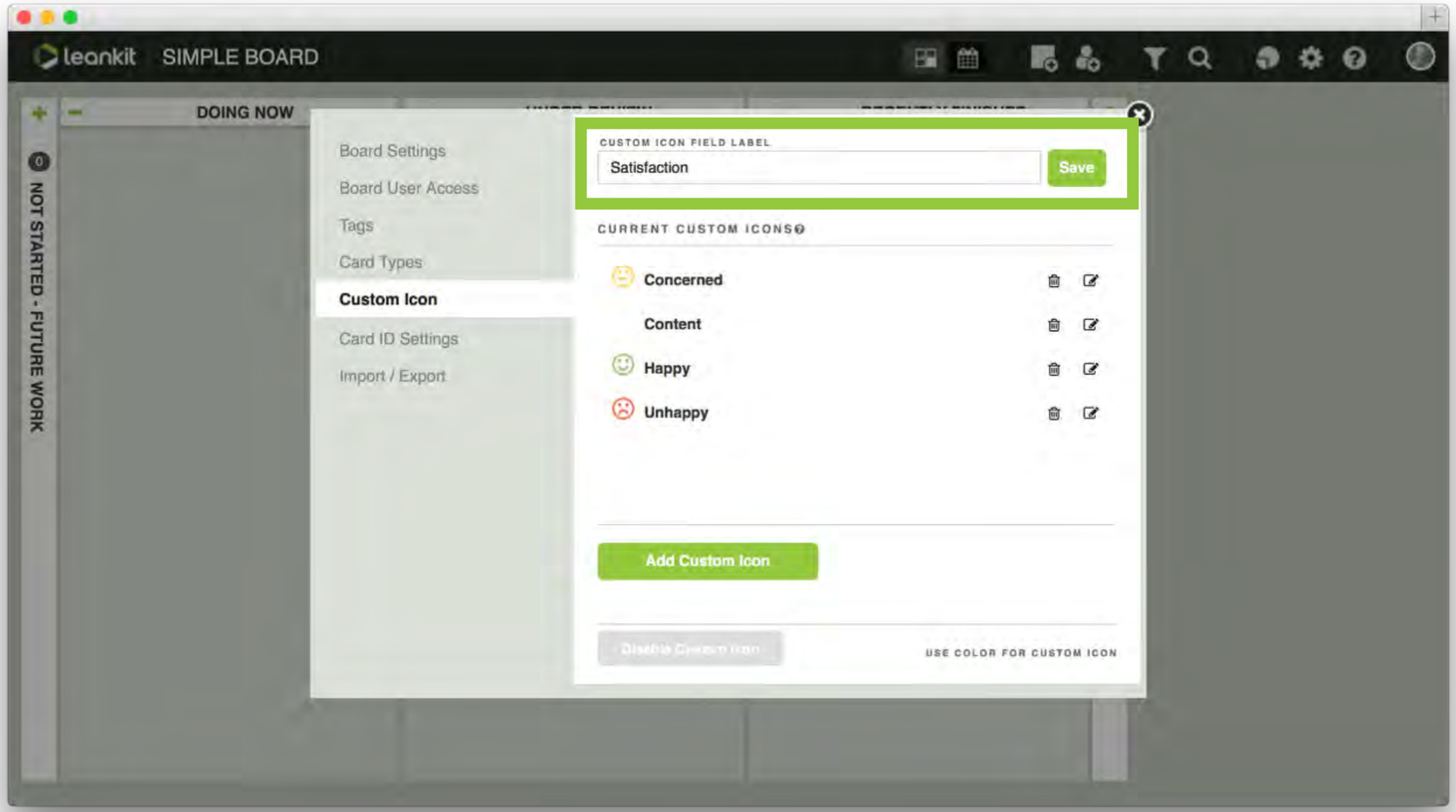
Example: Custom Icons

Add edit field to browser board edit UI … SHIP IT!



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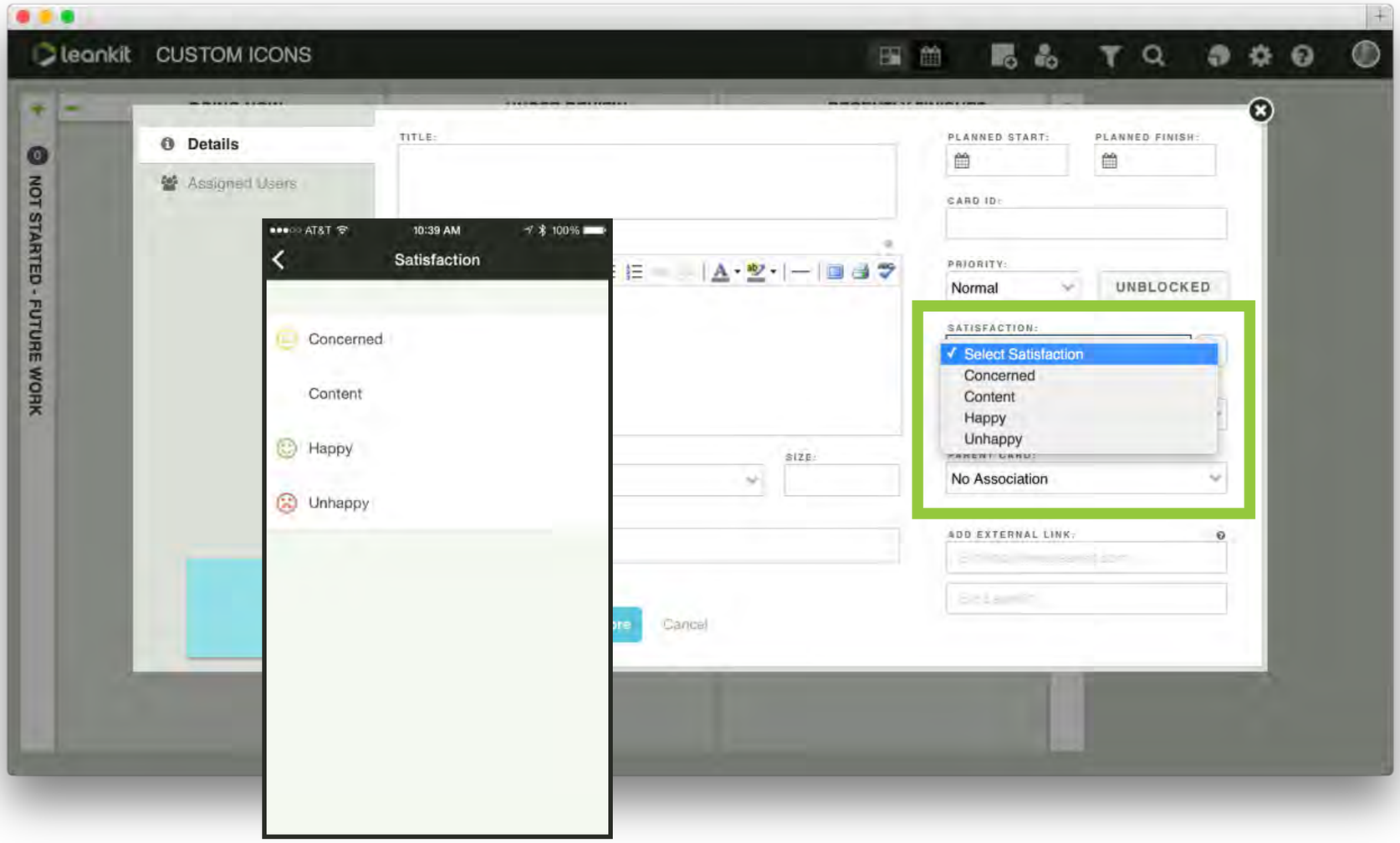
Example: Custom Icons

All the pieces are in place. It just works.



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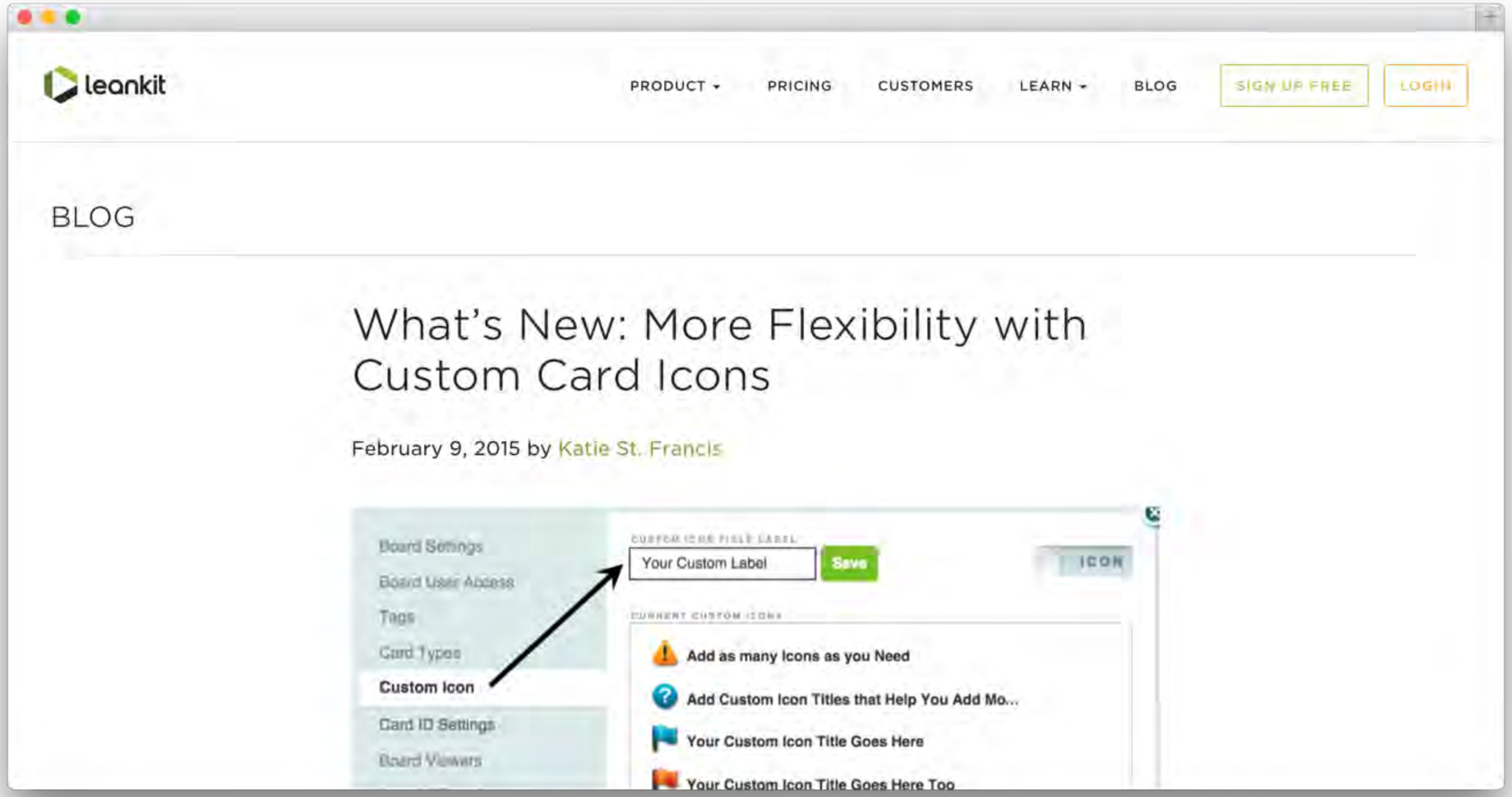
Example: Custom Icons

ANNOUNCE IT (prewritten … whenever)



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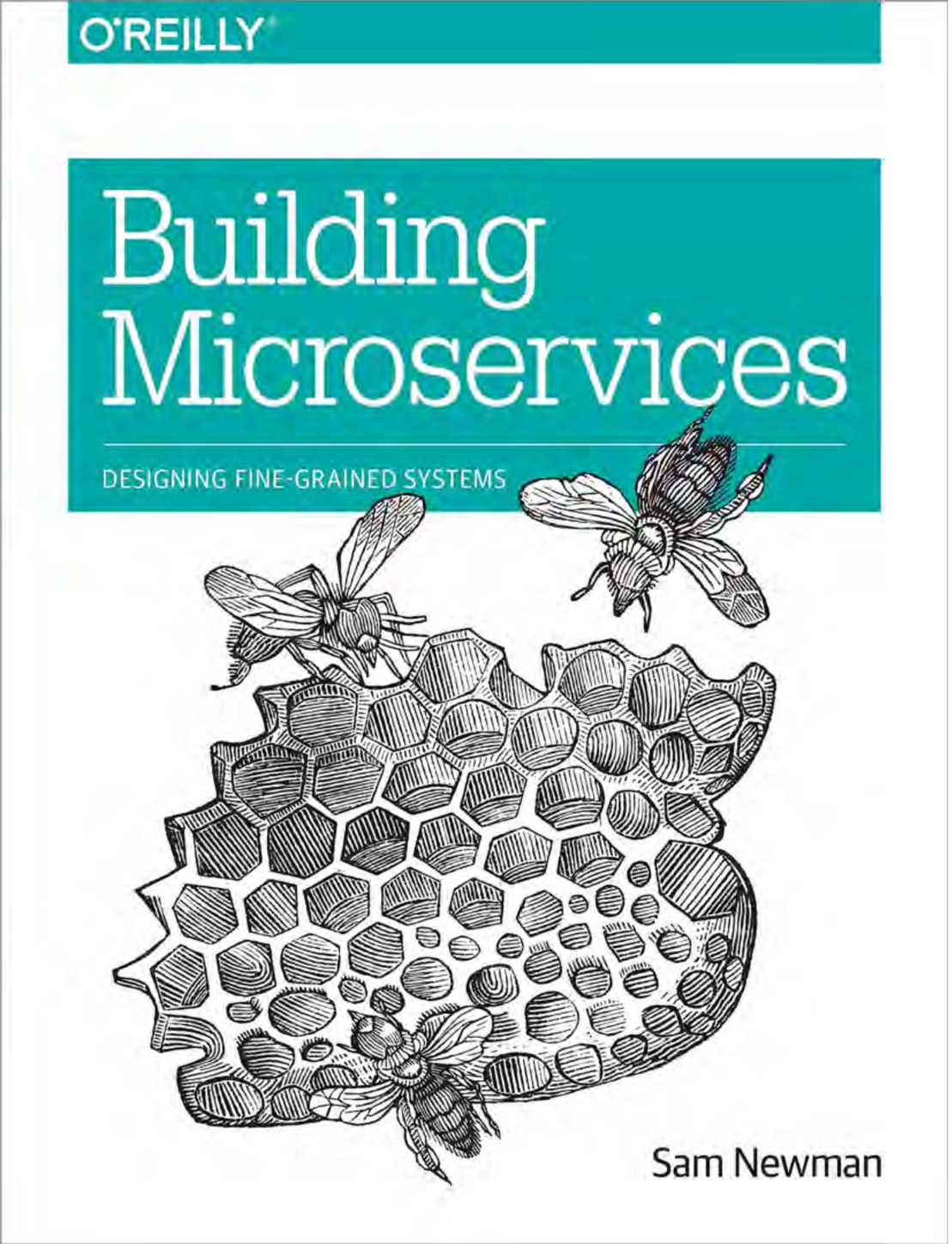


"These services need to be able to change independently of each other, and be deployed by themselves without requiring consumers to change. ... Without decoupling, everything breaks down for us."

leankit

Frequent

Small

Good

Coordinated

Decoupled

Damaging

leankit

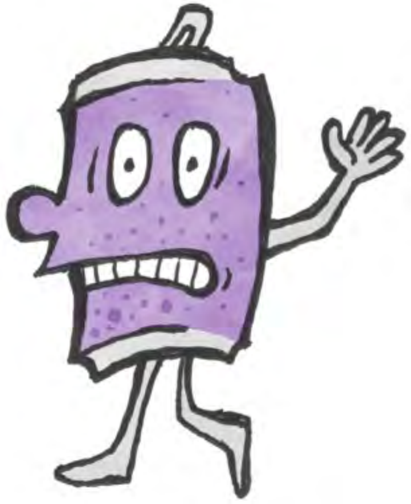
Frequent
Small
Garbage
Decoupled

leankit

Frequent
Small
Garbage
Decoupled

Frequent
Small
Good
Damaging

~~Frequent~~
~~Small~~
~~Good~~
~~Decoupled~~



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PRIMUM NON NOCERE

leankit

PRIMUM NON NOCERE

First, do no harm

leankit

Frequent

Small

Good

Decoupled

(i.e. non damaging, do no harm)

bioethics

beneficence

non-maleficence

leankit

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

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Results

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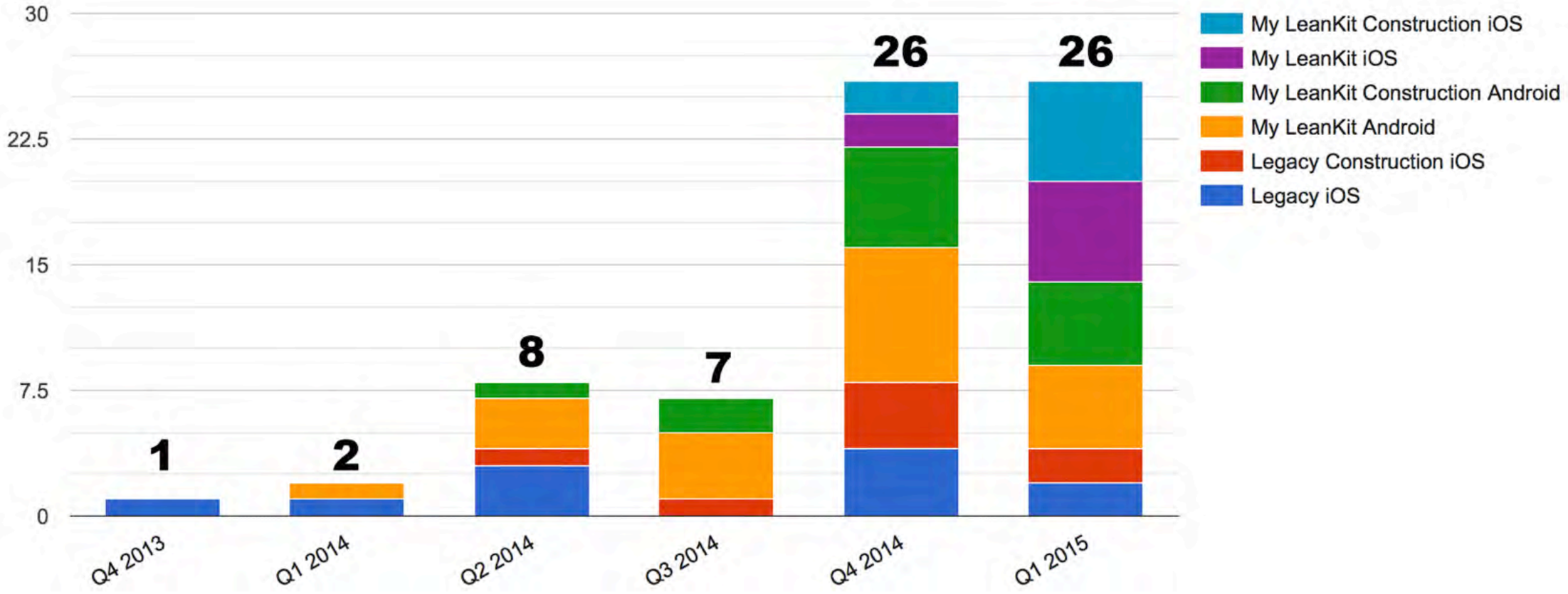
LeanKit Mobile Team Releases



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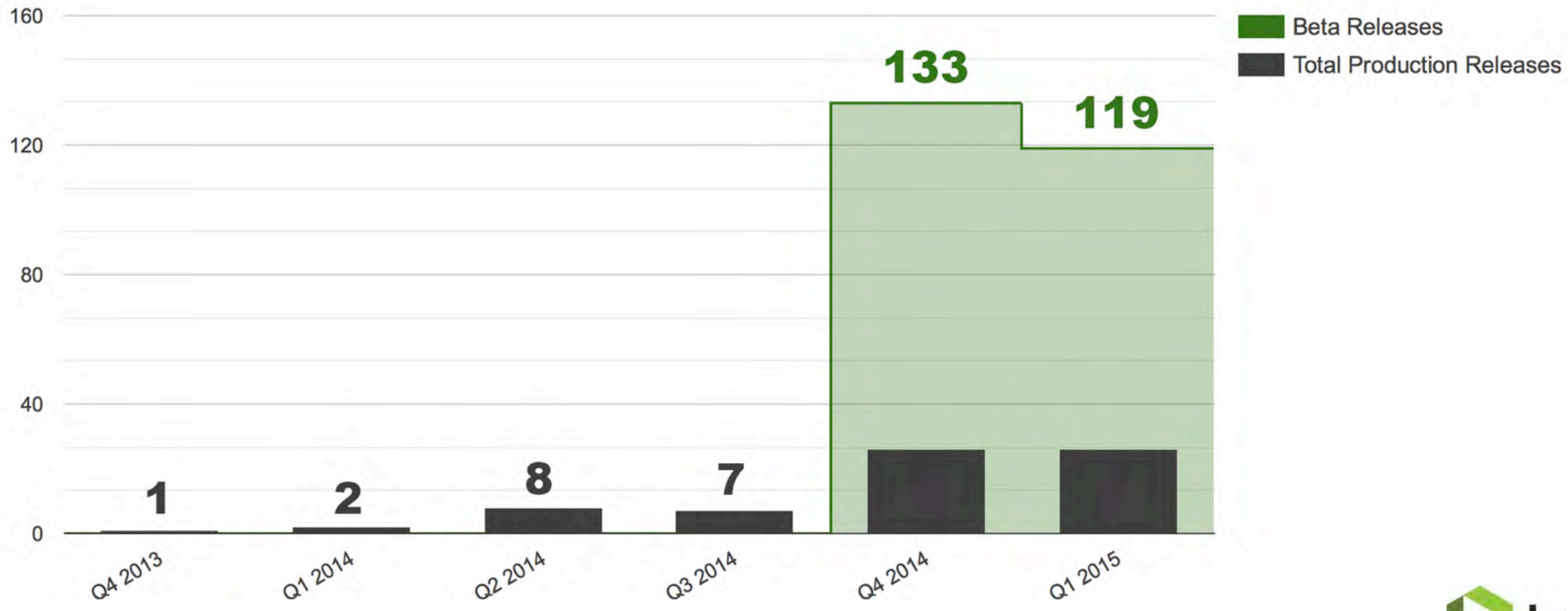
LeanKit Mobile Team Beta Releases



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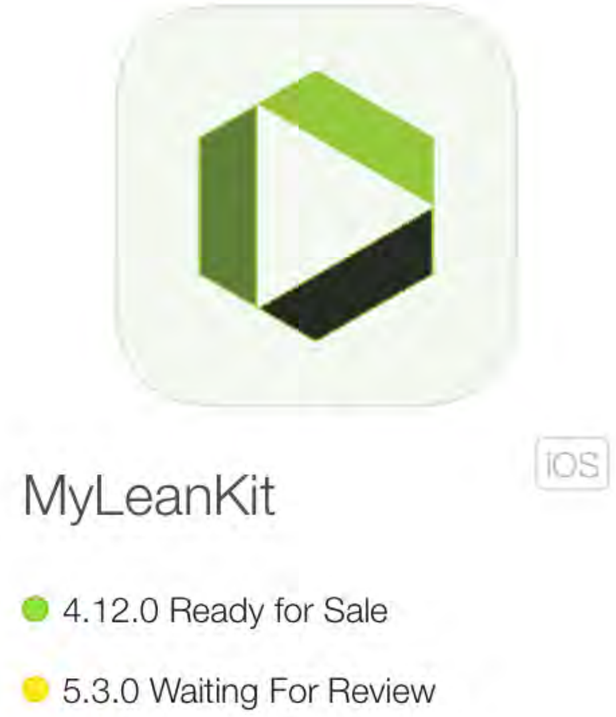
LeanKit Mobile Team Releases



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Frequent
Small
Good
Decoupled

@daniel_norton
github.com/danielnorton
leankit.com/fsgd

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2014 by LEANKIT – Daniel Norton, Jon Terry and Chris Hefley

FSGD (Fizz Good) – A LeanKit Way of Working

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