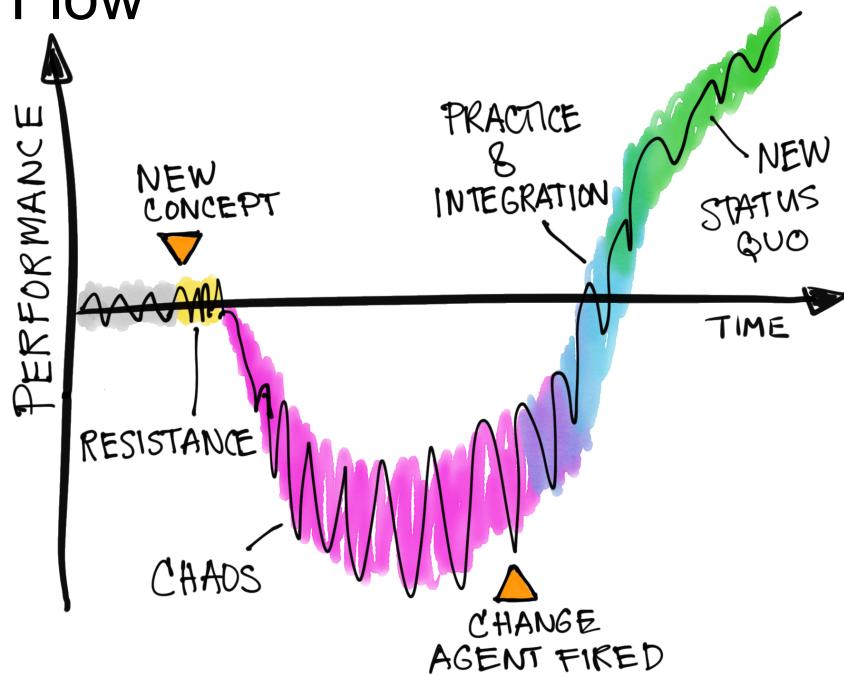


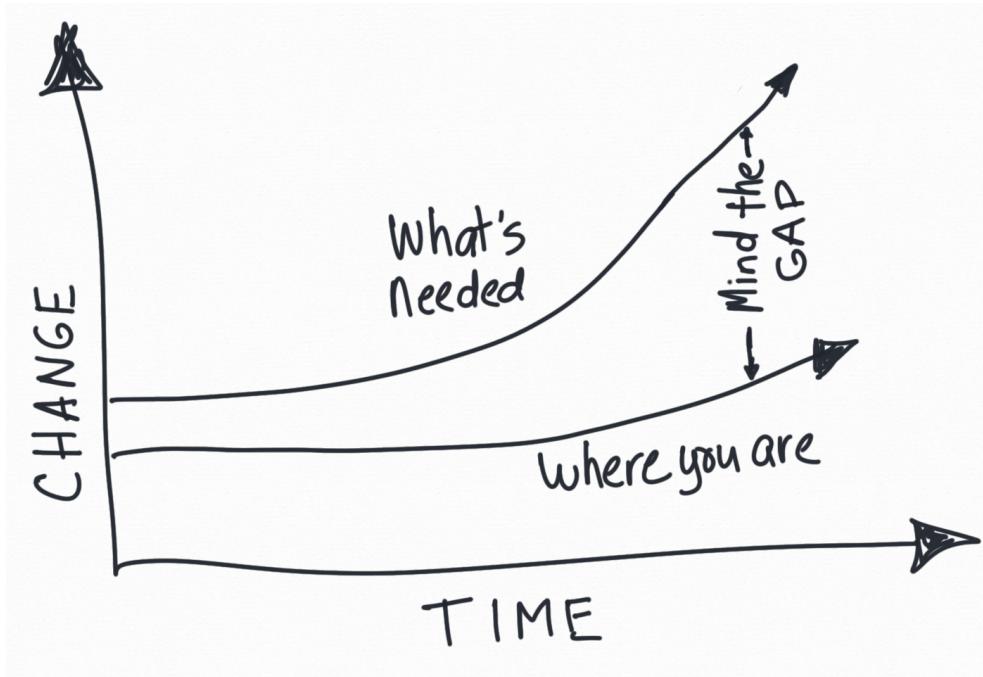
# Equipping People for Success: Overcoming Constraints to Flow



Dominica DeGrandis  
Author, Making Work Visible

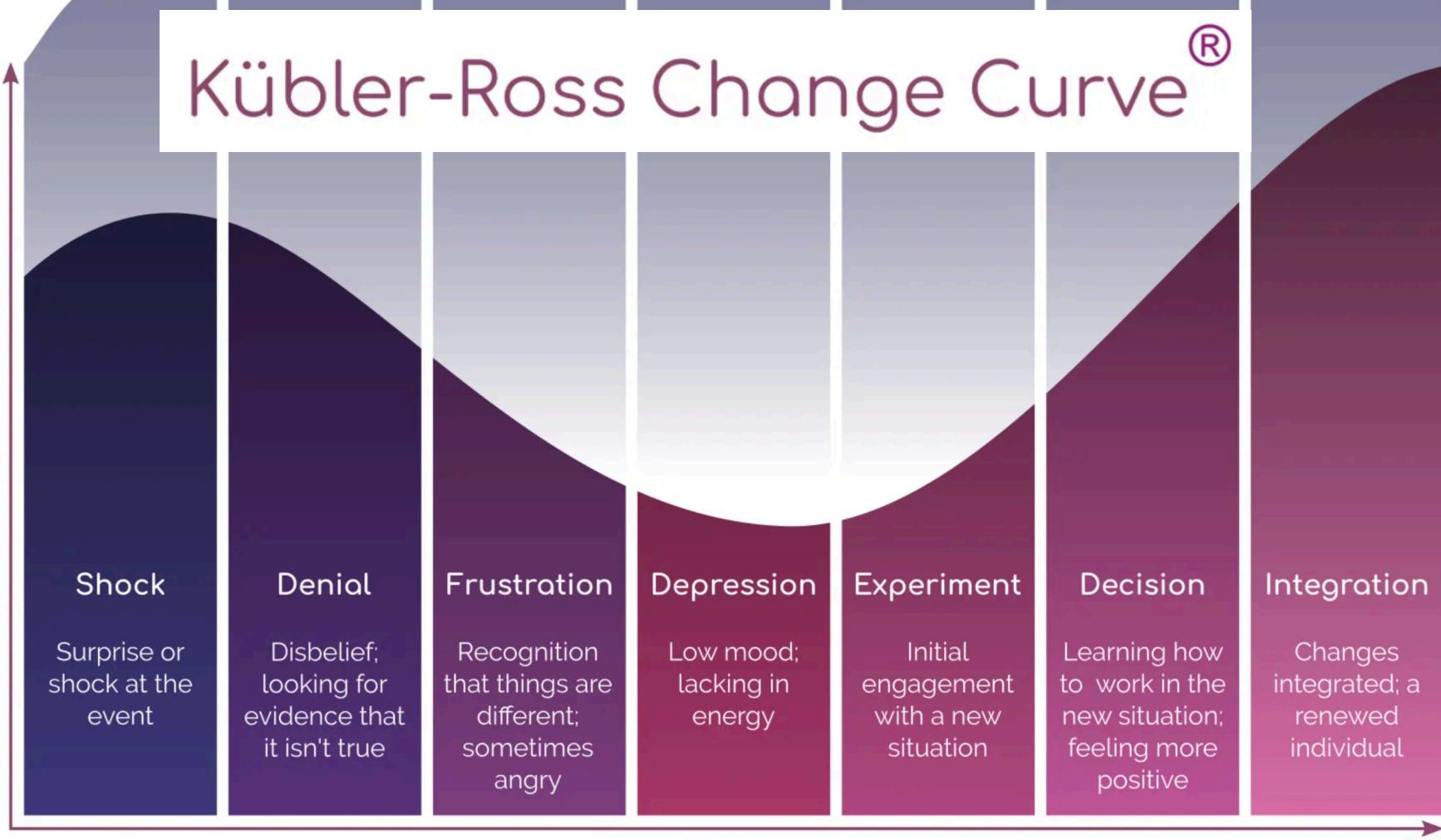
# The problem:

There's a gap between what's needed, and the people delegated to make it happen.

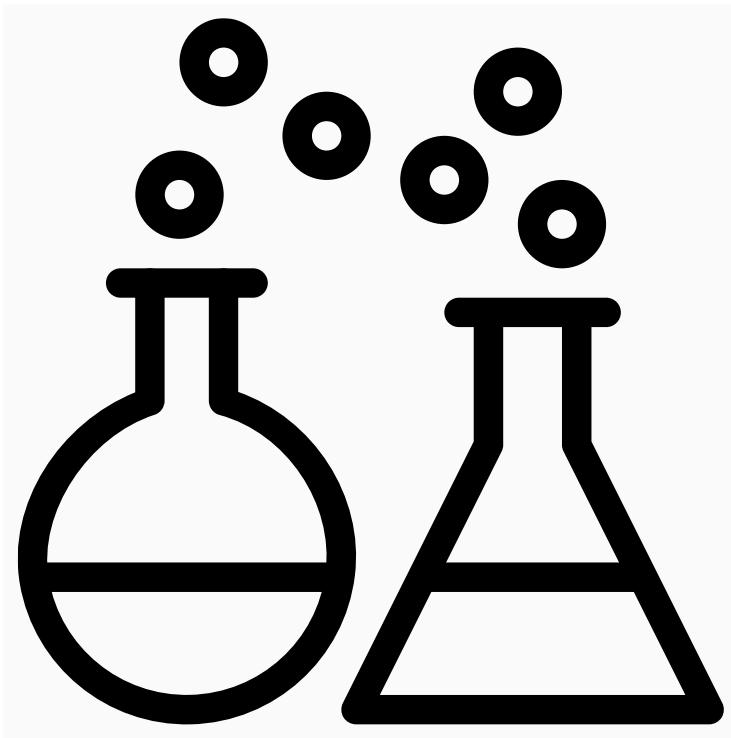


# Kübler-Ross Change Curve®

↑ Morale & Confidence



# Teach people how to experiment



# Teach people how to experiment

## 1. What hurts?

# 1. Identify Team Pain



## Team Pain

All the things that prevent you from getting work done.  
(Ex: too much WIP, conflicting priorities, dependencies.

Having too many back to back meetings		SCT tool failures	differen sources of information 👉	lack of planning tool
Changing engineering definitions 👉	tracking hours :)	Lack of telemetry 👉👉👉	resistance to change	Tools do not work correctly 👉👉👉
Waiting on Business Case (BC) Approvals	Entire working hours consumed by Meetings	Context switches	Waiting for emails replies 👉	inefficient/ ineffective meetings 👉👉
Too many meetings 👉👉👉👉👉	Learning about new request or information needed to get a BC approved	Not knowing if there is a problem with a BC until it has been in a approval queue for a few days	Change in priorities: important vs urgent	Alignme👉
Emails piling up	Extra time due to inaccurate or missing telemetry 👉	Rework in case of not approved plans	Requirement not clear in detail 👉👉	scope changes
Too many meetings	System breaks	tools not allowing one size fit all approach for products 👉	Everything is a high priority	Unclear processes 👉

# 2. Identify Business Pain

## Business Pain

What makes your upstream and downstream customers unhappy?  
(Ex: things take too long, no visibility, unpredictable delivery times).

not enough communication	lack of clarity of processes 👉👉	everything urgent and top priority 👉👉👉	Time performing reports for escalations to management (autopsies) 👉	Lack of context of team role(s) 👉👉👉
long/changing lead times	Reporting takes too long 👉	SCT slowdowns & failures 👉👉		Uncertainty on availability (quantity or timing)
Answering Customer questions	Customers need to talk with many different people in Supply Chain	Answering questions for which there's an already published response online	conflicting reporting between members of the team 👉	
Visibility of advancements. Frequent status updates meetings eat up time.		Inconsistent accuracy of telemetry in the trackers	Not knowing when certain jiras will be done 👉	
Pings about Business Case statuses	Vendors asking for Purchase Status	Dependency unknown	High level information vs granularity needed for analysis	No clarity on Business Case supporting documentation
late deliveries	Having to talk to many people to get an update 👉👉	Overlapping initiatives among SC teams 👉👉		

# Teach people how to experiment

1. What hurts?
2. What causes the pain?

### 3. Identify causes of pain points



## What causes these pain points?

Training to better understand roles & process. Lack of common language	outdated/incorrect data source hygiene	Too much WIP	manual information	Different products require different sources to find information	System breaks require human interactions for updates (deep dive in other sources)	Lack of telemetry for customers require human interactions
	Lack of Standard	Lack of Process results in need for clarification	Corporate culture of meeting for any issue, and all meetings being minimum 30 min slots. "this could have been a call or email"	Diluted focus	Lack of communication on system updates. Hard to keep up and train all stakeholders. Requires human update to each customer	High WIP / High Backlog hijacks updates frequency what translates into customer scheduling calls
Lack of alignment to priorities					No self-service updates from process changes	No self-service updates from systems

# Teach people how to experiment

1. What hurts?
2. What causes the pain?
3. What is the goal?



Tony

### Experiment Title: Get home by 5 pm

#### Background

- Tony's team was only allowed to release code to prod every 2 weeks after hours
- This created a situation where IT & the business were staying until 9 pm every other Monday

#### Current Situation

- Due to some recent poor release quality, the business had grown uncomfortable releasing code frequently. This led to bi-weekly releases.
- The deployment process was mostly manual

#### Goal

- Get everyone home by 5 pm
- Build business confidence in the team
- Improve flow & automate the release

#### Analysis

- The team was technically capable of releasing frequently (feature flags, blue/green deploys)
- The bi-weekly batch size was leading to higher risk of defects
- The business needed more confidence in IT

#### Countermeasures

- Do nothing and risk losing people
- Investigate a weekly deployment cadence

#### Action Plan

- 3 week experiment with weekly deployments
- Lower batch size each week
- Automate deployment process along the way

#### Results

- Moved from big batch to frequent flow of value. Flow time dropped.



- Employee happiness went up
- Business became more confident in IT
- Release process was automated close to 100%
- Home by 4:30 pm ☺

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3. What is the goal?
4. What steps will you take?



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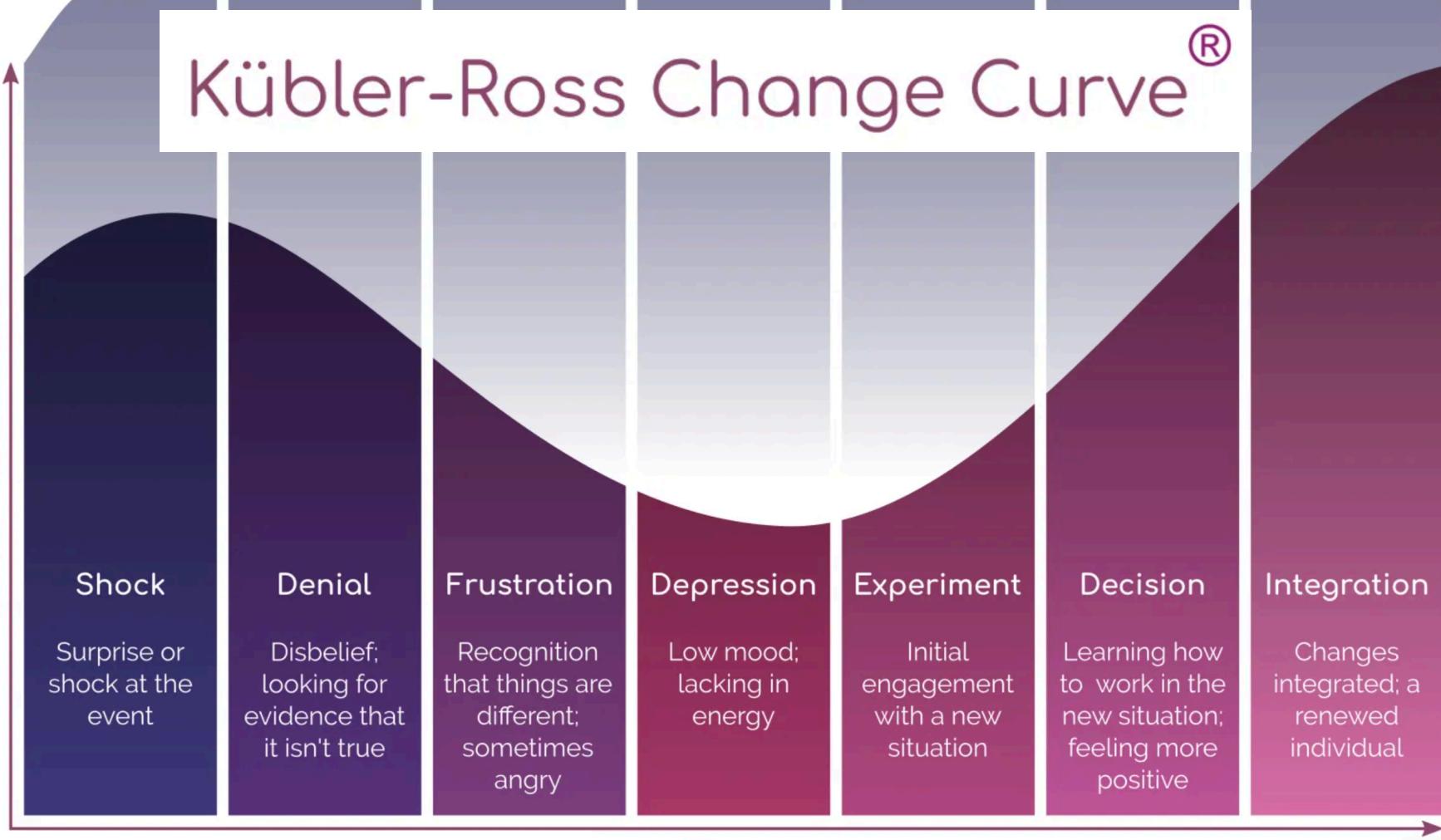
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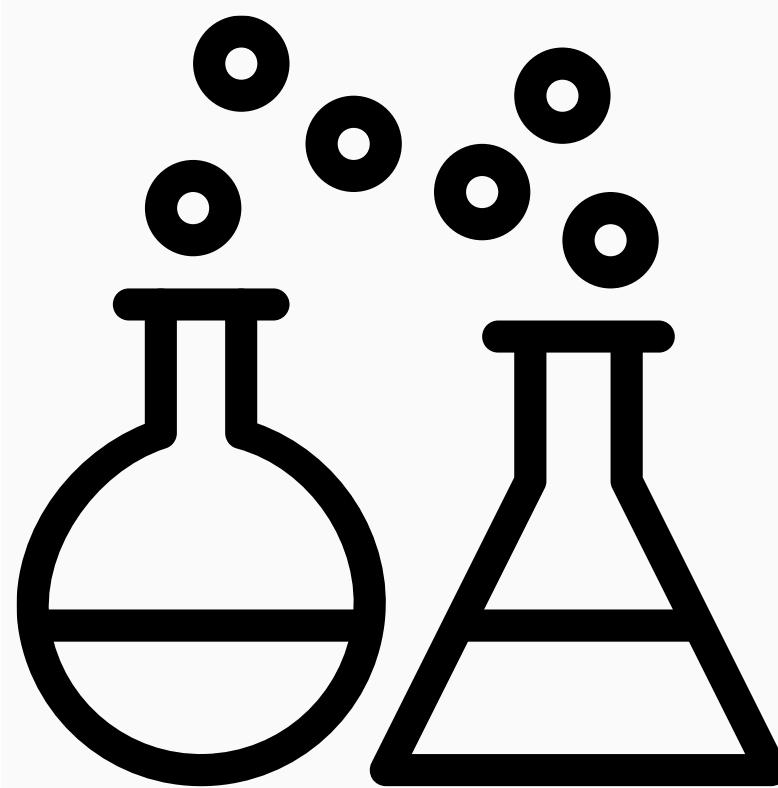
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# Kübler-Ross Change Curve®

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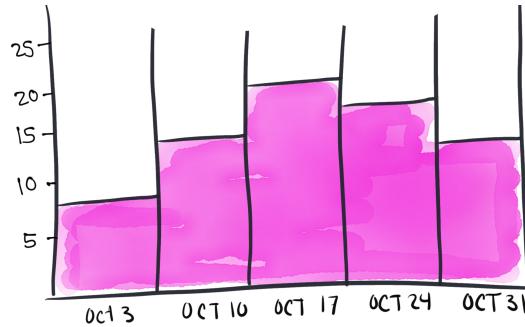


# Ask people to present experiment learnings & outcomes



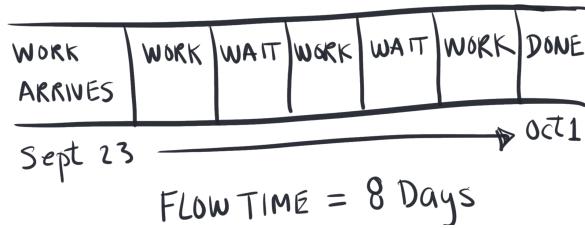
# Measure what Matters

## WIP



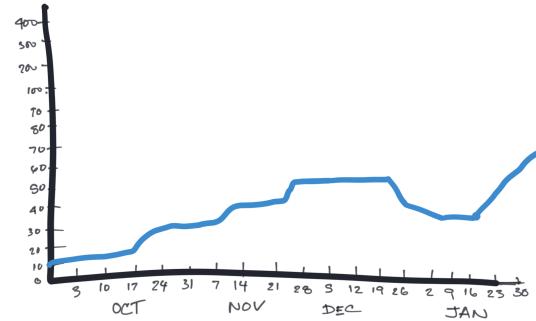
Work-In-Progress  
(Flow Load)

## SPEED



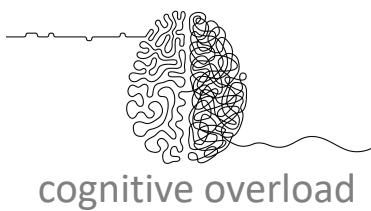
Flow Time

## TP

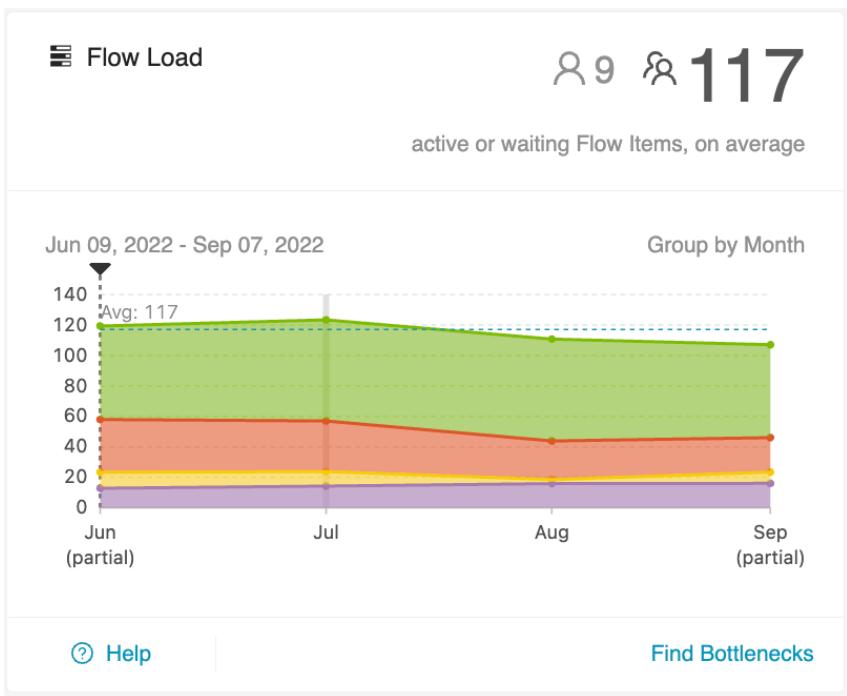


Throughput  
(Flow Velocity)

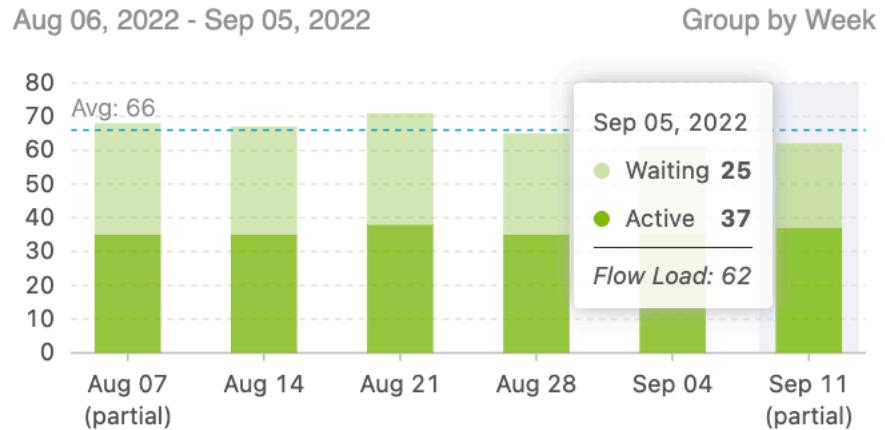
**Start with Work in progress (WIP):** All the work started but not yet finished.



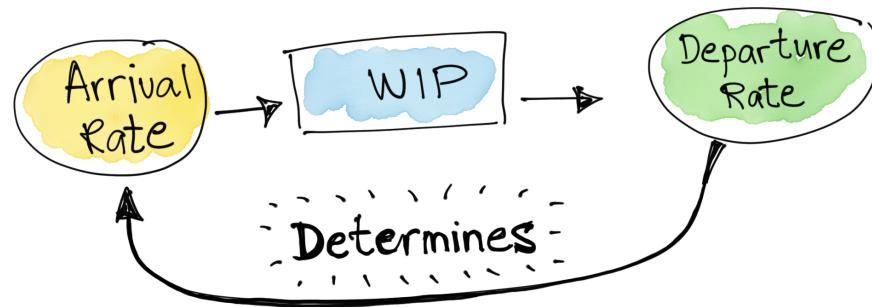
cognitive overload



**Work in progress (WIP):** All the work started but not yet finished, also known as Flow Load.

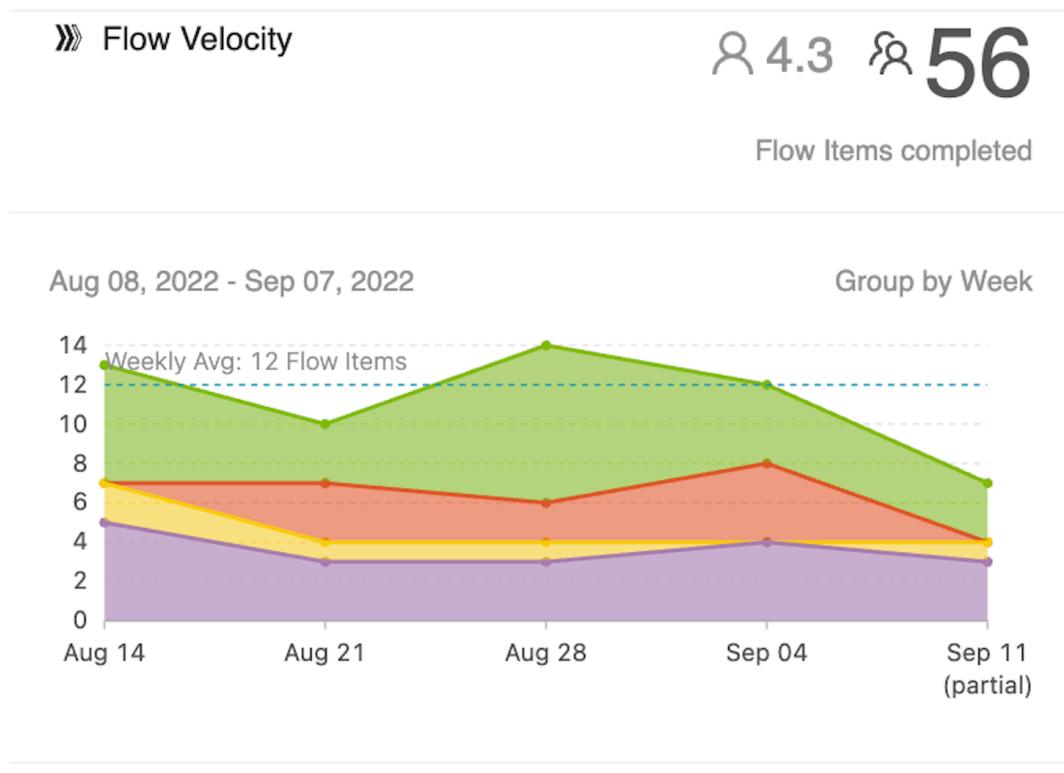


# Pull System

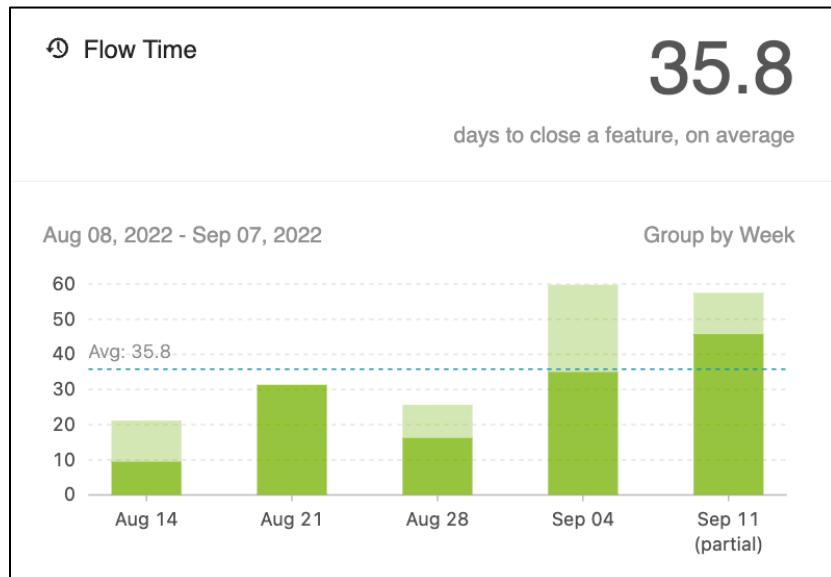
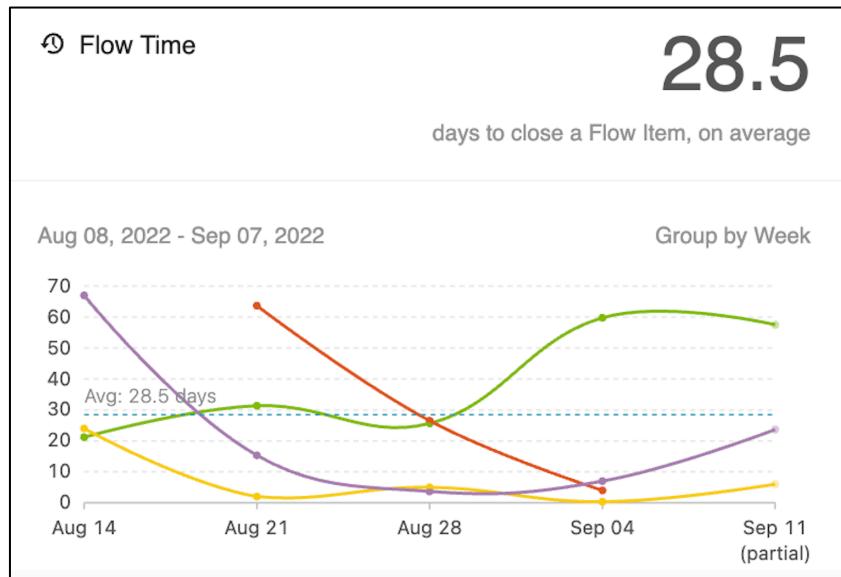


Drawing based off of Arne Roock's work on "Start Finishing and Stop Starting"

Throughput (Flow Velocity): Productivity measure for the number of items delivered over a period of time. FV Reflects teams capacity.

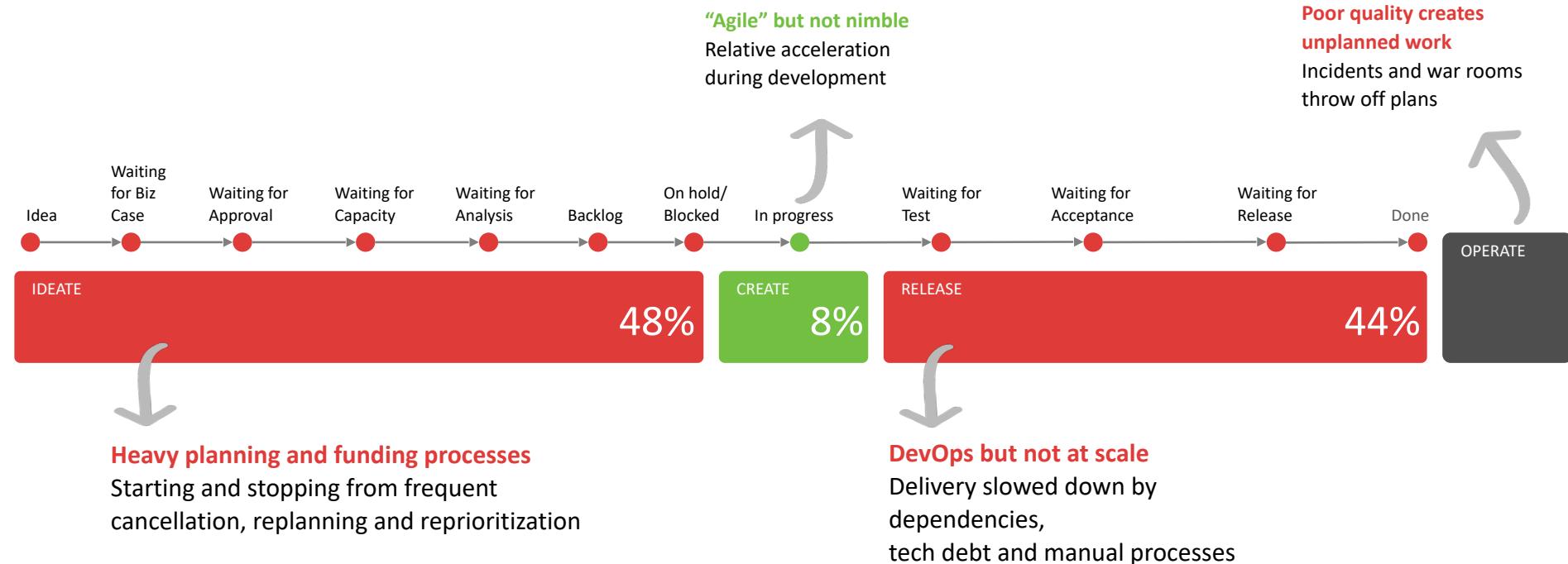


**Flow time:** The elapsed time to complete a request from the time work begins to the time the request is available for the customer.



# Drill-down into software development and delivery

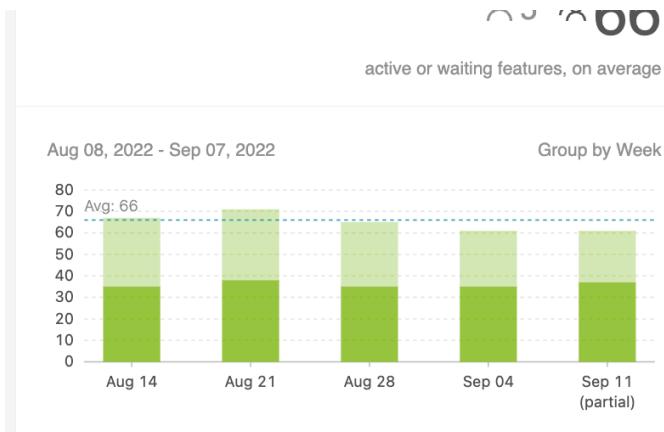
## Many organizations miss the mark



**Little's Law:** where the average flow time for time-to-market work is calculated as the ratio between WIP and throughput (Flow Velocity)

WIP is the primary factor in the equation (leading indicator)

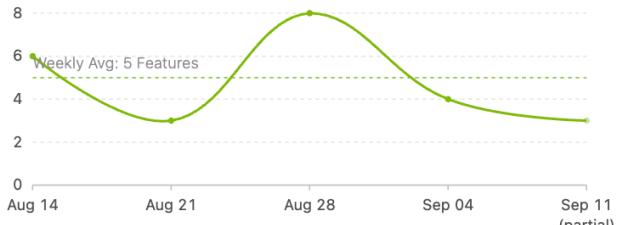
$$\text{Avg Flow Time} = \text{Avg WIP} / \text{Avg Flow Velocity}$$



Aug 08, 2022 - Sep 07, 2022

Group by Week

Weekly Avg: 5 Features

 Help Flow Time

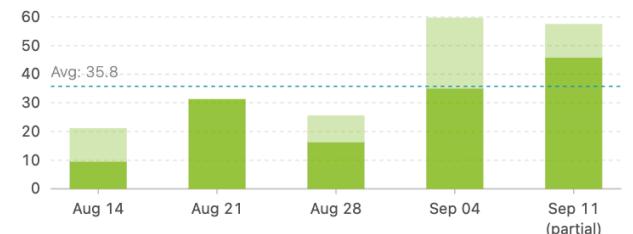
35.8

days to close a feature, on average

Aug 08, 2022 - Sep 07, 2022

Group by Week

Avg: 35.8



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# Build a coalition of the willing

“Individuals alone, no matter how competent or charismatic, never have all the assets needed to overcome tradition and inertia except in very small organizations.”

~ John Kotter

# Capabilty to effect Change:



Learn how to experiment



Allocate capacity to experiment



Present experiment learnings & outcomes



Understand & measure key flow metrics



Build a coalition of the willing

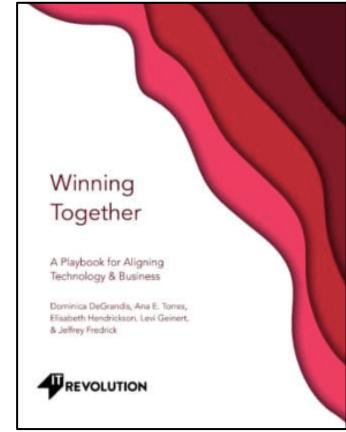
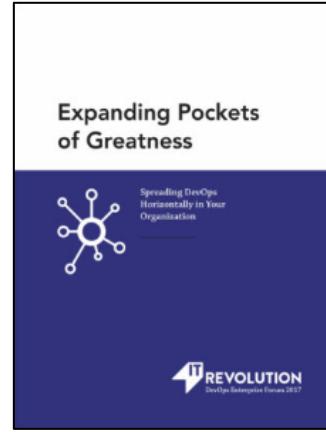
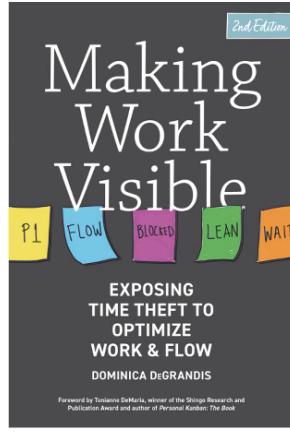
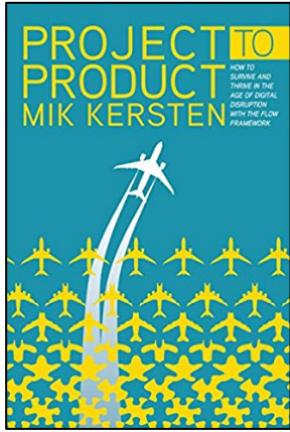
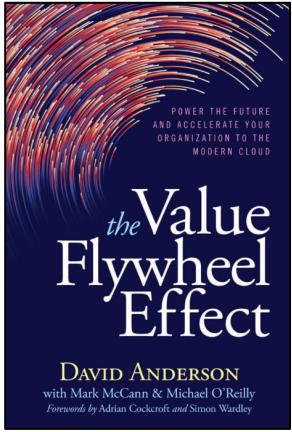


Connect with business partners to influence prioritization & budget



Be conscious of change curve states and psychological safety

# Resources



Dominica DeGrandis  
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Principal Flow Advisor  
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website: ddegrandis.com





**Connect with technology leaders** seeking to develop expertise in value stream management and the Flow Framework

[flowframework.org/flow-framework-community](http://flowframework.org/flow-framework-community)