Assignment #5 - Alejandra and Federico

We summarized the key learning outcomes from the experiment and explored how these could be applied to optimize the workflow in a **Kanban-based** organization.

In the first iteration, there was no clear strategy, and the primary focus was on maximizing individual output to deliver as many products as possible within a set time. This approach, however, led to a bottleneck in the final stage, as this role involved more steps than the others, creating an imbalance in the workflow.

For the second iteration, we applied one of Kanban's General Practices, specifically **Little's Law**, by limiting each team member's **Work in Progress (WIP)** to one task at a time. This adjustment aimed to optimize **lead time**. As a result, we produced a similar number of boats but with significantly less unfinished work, reducing wasted resources. Additionally, the team moved from a **push-based** system, where the Project Manager pushed tasks forward, to a **pull-based** system, where tasks were pulled by team members at the bottleneck stage. This change prevented bottlenecks, reduced stress, and better aligned the outcomes with our expectations.

In the third iteration, the team introduced additional adjustments to improve overall outcomes. First, tasks were redistributed to balance workload, as some tasks were simpler while others required more effort. Second, recognizing the importance of the external team's role in finalizing the product, we allocated one team member to assist the external team. This adjustment allowed us to better meet the required output ratio of three planes for each boat (1 boat = 3 planes) and improved coordination across teams.

In conclusion, the optimizations made across the iterations demonstrated meaningful improvements in workflow efficiency. Setting **WIP** limits helped reduce bottlenecks and improved the overall flow, while enhancing communication and coordination among team members enabled better workload balancing and elevated the quality of more complex tasks. Additionally, a commitment to continuous improvement, through experimenting with adjustments like role flexibility and new workflow phases, highlighted the value of refining processes iteratively to adapt and optimize performance.

Together, these Kanban optimizations not only increase **delivery rate** but also emphasize quality, minimize resource waste, and reduce **lead time**, creating a more streamlined and effective workflow.