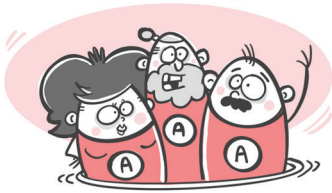


FACT SHEET - OPERATION

1



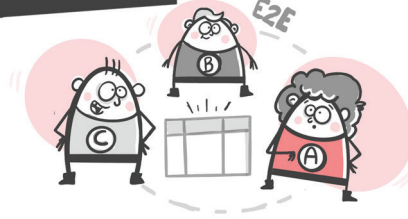
- **Purpose:**
 - coordination of work within operational units (like e.g. teams)
- **Create focus:**
 - time slice, work in process limits
- **Agile interactions:**
 - standup, improvement, input coordination if necessary
- **Measure progress:**
 - delivery metrics like cycle time, throughput
- **Visualize situation:**
 - how people do the work
 - work item types (support, new stuff...) - blockers and problems
 - bugs...
 - external dependencies
 - waiting times

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FACT SHEET - E.Z.E COORDINATION

2



- **Purpose:**
 - Coordination across team boundaries
 - Focus on end-to-end coordination
 - Ensure that the right team is working on the right thing at the right time
- **Create focus:**
 - time slice, work in process limits
- **Agile interactions:**
 - standup, improvement, delivery planning
- **Measure progress:**
 - delivery metrics: cycle time, throughput, etc. - outcome and strategy fulfillment metrics: KPI, OKR, value, etc
- **Visualize situation:**
 - where the work is
 - connecting the upstream with the downstream - waiting times
 - dependencies
 - gaps in value creation

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FACT SHEET - STRATEGY

3



- **Purpose:**
 - create strategic alignment throughout the organization
 - definition of the strategic company priorities - making strategy operationalizable
- **Create focus:**
 - mostly with time slices
- **Agile interactions:**
 - standup, improvement, strategic planning
- **Measure progress:**
 - progress of KPIs, OKRs, value...
- **Visualize situation:**
 - strategic directions
 - outcomes
 - progress in terms of strategy fulfillment

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THE BPUF TRAP

4



be careful while designing your flight level arch. to don't make a **big design up front** model instead of using the model itself as A starting point of learning.
Start simple, inspect and adapt!

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ALL ABOARD!

5



Bring business and top management on board.
Business agility is not a team sport but a **company** sport.

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RIGHT FOCUS

6



focus on what you want to **achieve** not on methods or frameworks.

embrace the art of keeping it simple

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METRICS SHAPES BEHAVIORS

7



beware what you are measuring and how the **people** are responding to that. the line between **measuring** and **controlling** is very thin . be balanced!

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EMBRACE THE "DEVIL"

8



instead of waste energy trying to **eliminate** dependencies from your systems, **embrace** and **manage** them by **visualizing**, **creating** awareness and **expliciting** it.

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THE FIGHT LEVELS

9



Take care that your Flight Levels model, don't turn into a **Fight Level** model. people tend to be very passionate about what they already know, so, avoid new complicated terms and make connections to their **real** world.

FL. is just a **way of thinking** not a box of rules, use it to create **bridges** not **walls** within your systems.

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ORGANIC ADAPTATION

10



Instead of an "all-at-once-pushed-movement", the Flight Levels must be built as an **organic adaptation**.

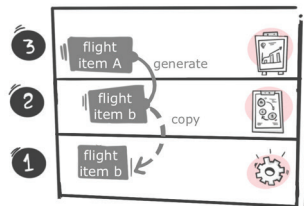
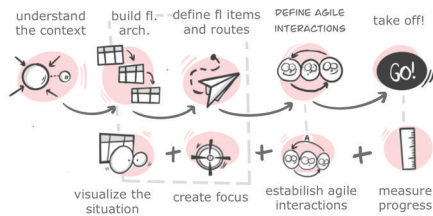
Ressignificate the current practices to be shaped to the new thinking model, and take advantage off the existing ceremonies, boards, visualizations and rituals, instead off creating something new.

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ARCH. SAMPLES

A0



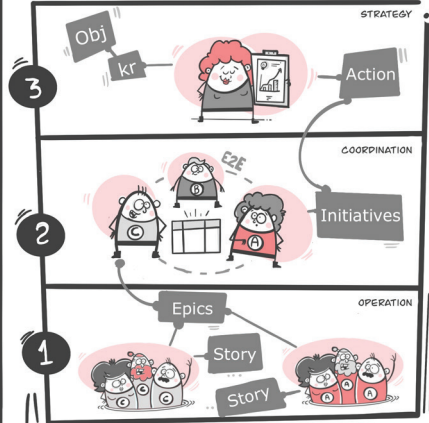
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ARCH. SAMPLES

A1

An example only. It's not a recipe!



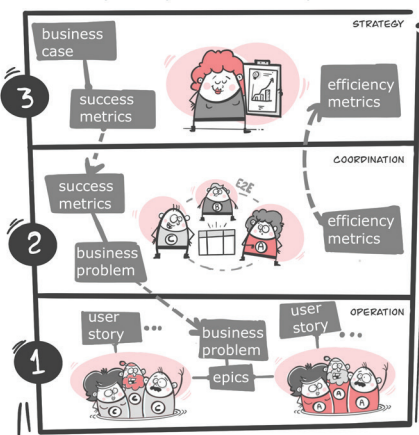
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ARCH. SAMPLES

A2

An example only. It's not a recipe!



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RULES

1- Ask the group(s) to read the THEORETICAL CARDS and have some discussion around that. Try to form mixed groups (people that already have some knowledge about FL together with the ones that have no freaking clue about it) to have a better discussion.

2- Read the cards in loud voice explaining and giving context just to ensure that everyone got the point (3 levels, 4 activities, and the flight mode)

Introduce a scenario (fake or real) to give them a context to work with.

3- Ask the group(s) to turn the "ARCH. SAMPLE" card #A0 that connects the theoretical part with the Architecture samples they are gonna see. Challenge the group(s) to sketch the very first version of a Flight Levels System Architecture for the given context. That's round 0.

4- Ask the group(s) to turn the others "ARCH. SAMPLE" cards and compare them with the sketched Flight Levels Architecture. Challenge the group(s) to try to improve their proposed model with the insights they got from those cards. That's round 1.

5- Split the "TIPS AND TRAPS" cards to the group participants (2-3 for each one) and ask them to read the card and debrief about it for a while trying to find some interesting improvements to their sketched model. All cards must be read. That's round 2.

6- If you have more than 1 group in the room ask them to present the sketched model to the others that will take note about what's being shared and will debrief a little bit more upon their very own sketched model. That's round 3.

7- Finalize the game with this important awareness: "Essentially, all models are wrong, but some are useful." - George E.P. Box - It's just a starting point and must be organically evolved.

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THE FLIGHT MODE

T1

- 1 Understand the context - The Flight Levels Model is not a recipe that can be applied in the same way in every organization.
- 2 Build the flight levels architecture - what are the flight levels system and how are they connected?
- 3 Define fl. items and fl. routes - fl. items : which work item types are processed in which work systems, fl. routes: how the work items fly over the different work systems.
- 4 Define agile interactions - Agile interactions tell us who should talk to whom, about what and how often.
- 5 Take off - describes an agile roll-out approach for establishing the flight level model in a company

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THE 4 ACTIVITIES

T2

- 1 Visualize the situation - Local optimization leads to global suboptimizations, so, find a way to visualize the end to end flow that people are working on in order to deliver value.
- 2 Create Focus - You can't embrace all things at the same time! so in the best of the spirit of "stop starting, start finishing" find your work limits (timeframes or WIP limits) and setup your pull system from that.
- 3 Establish Agile Interactions - Boards don't change organizations, people do! so define who needs to talk to whom how often.
- 4 Measure Progress - Are you going on the right way? Seek the right metrics to tell you that, but beware, metrics shape behaviors.

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THE 3 LEVELS

T3

- 3 Strategy: The direction the company is seeking for. The results and goals will drive the entire chain on the next months to be more lucrative and grow.
 - 2 Coordination: The End to end workflow coordination and optimization of team's interactions to produce the right thing at the right time
 - 1 Operation: This level belongs to the team that completes the daily work, cross-functional teams, such as a designer, developer, and tester, who work together on a small product or subsystem.
- "The higher the Flight Level, the greater the leveraging effect."
 - "The higher you fly, you have an overview with fewer details, the lower you fly, you can see more details but no longer the entire landscape."

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