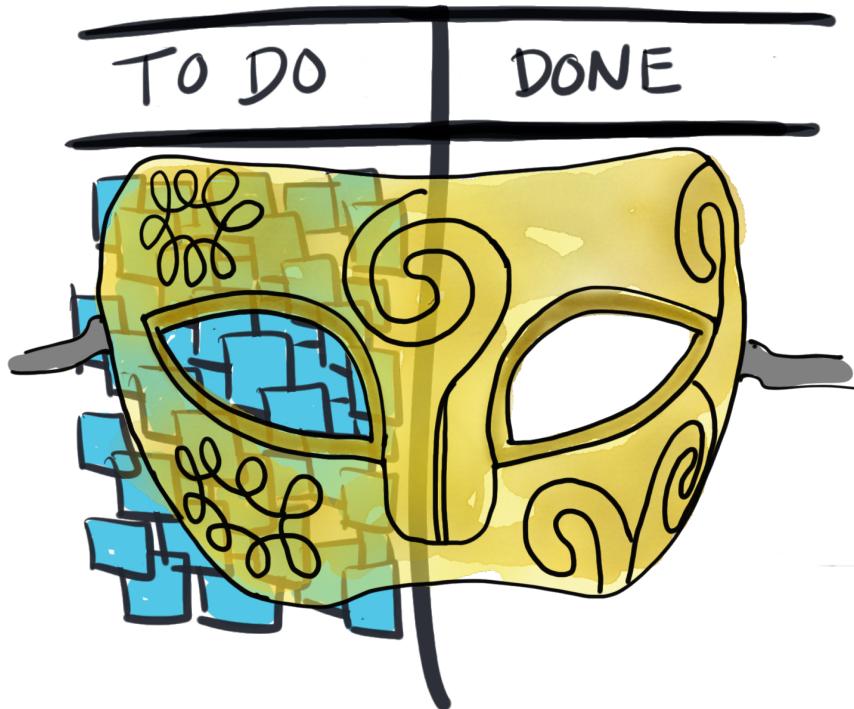


Making Work Visible – How to Unmask Capacity Killing

WIP



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@dominicad

A look at three things

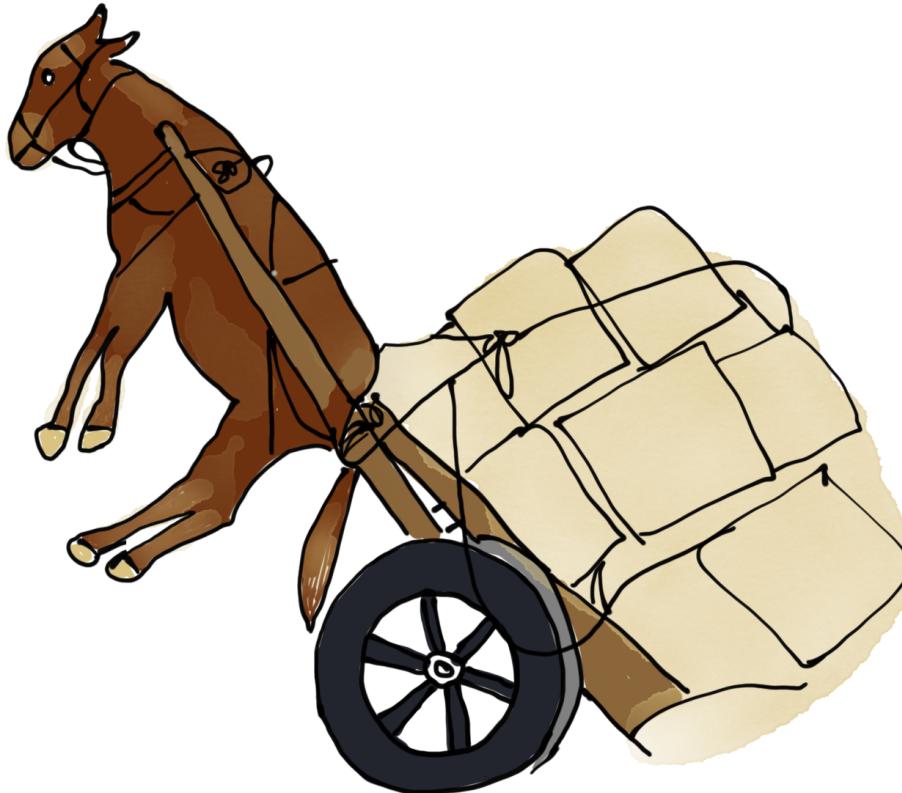
1. Why are we really so overloaded?
 1. How to unmask the overload
 2. Kanban designs that can bring visibility to the things that kill capacity.

Why do we think we can finish things faster than we actually can?



Tend to underestimate # distractions
yes to requests that we should decline

Sometimes burnout cultures play a role, but



Many of the reasons why we're overwhelmed starts with our own doing.

Why do we say yes to doing more work than we have capacity to do? 4 reasons

#1 - I don't want to let the team down.

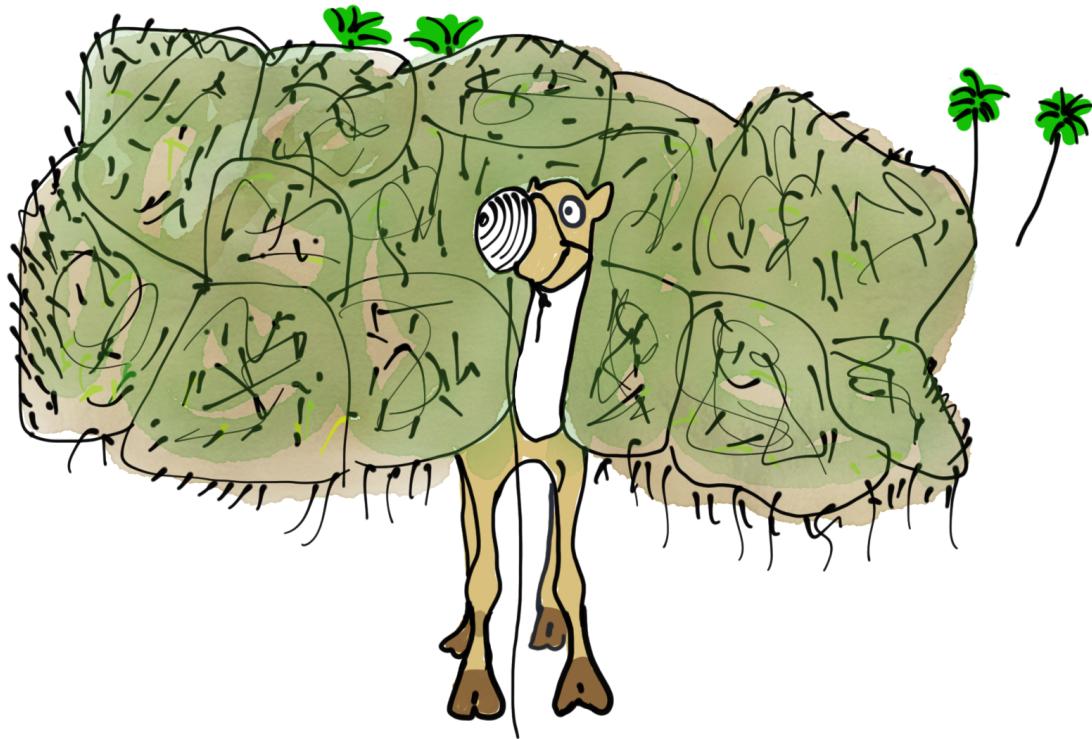


#2 I'd rather start a shiny new thing than toil in something unglamorous.



optimize for fun

#3 I Didn't realize how big the request was.



#4 The boss asked me.



It's hard to say "no," to the boss or to people we like.

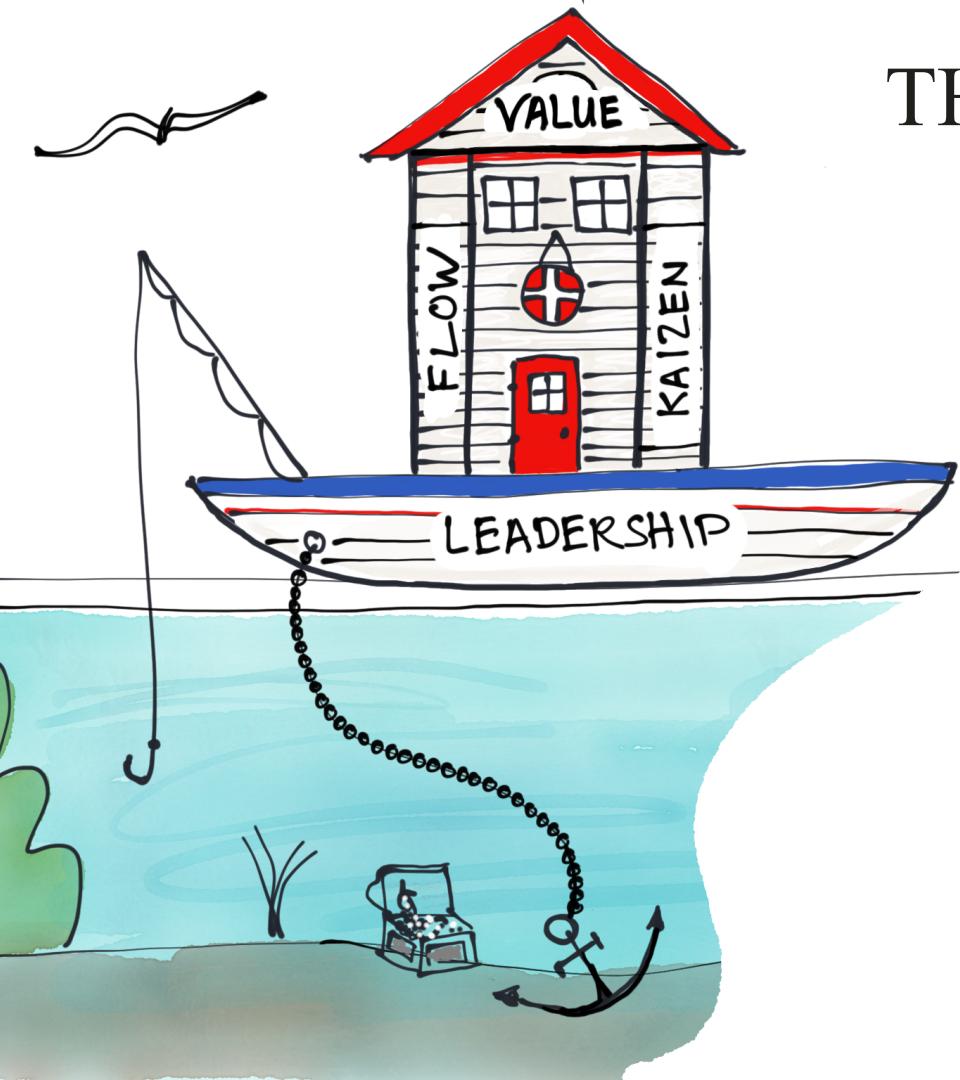
Who feels okay to refuse a manager's request?

ENTER DEVOPS CULTURE



- information flow
- the value of learning
- high cooperation & trust
- people like their job

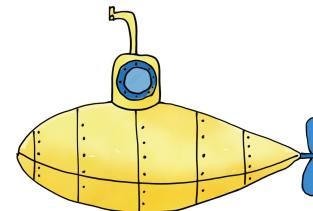




THE LEAN HOUSE

- Respect for people
- Leadership
- Continuous Improvement
- Value
- Flow

Pay attention to this visual cue



Continuous smooth & fast FLOW of customer value makes for happy customers.

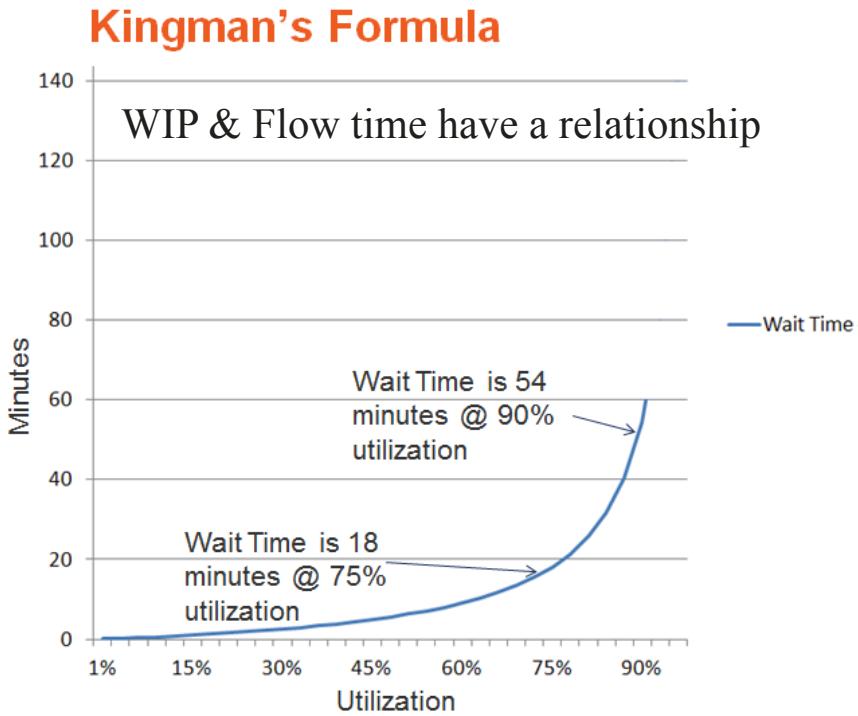


The biggest deterrent to FLOW is too much WIP

Value Stream - the activities done from beginning to end for a specific product or service in order to provide business value.

WHY TOO MUCH WIP DETERS FLOW

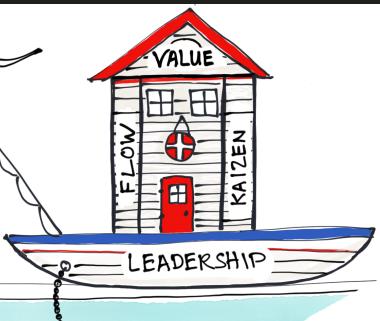
*“I’m sorry, but
all our agents are
busy at the moment.”*



<https://www.leancompetency.org/lcs-articles/the-equation-of-lean/>

<https://leanlaborstrategies.com/2013/12/13/those-office-workers-have-it-made/>

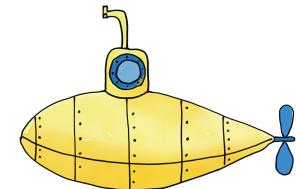
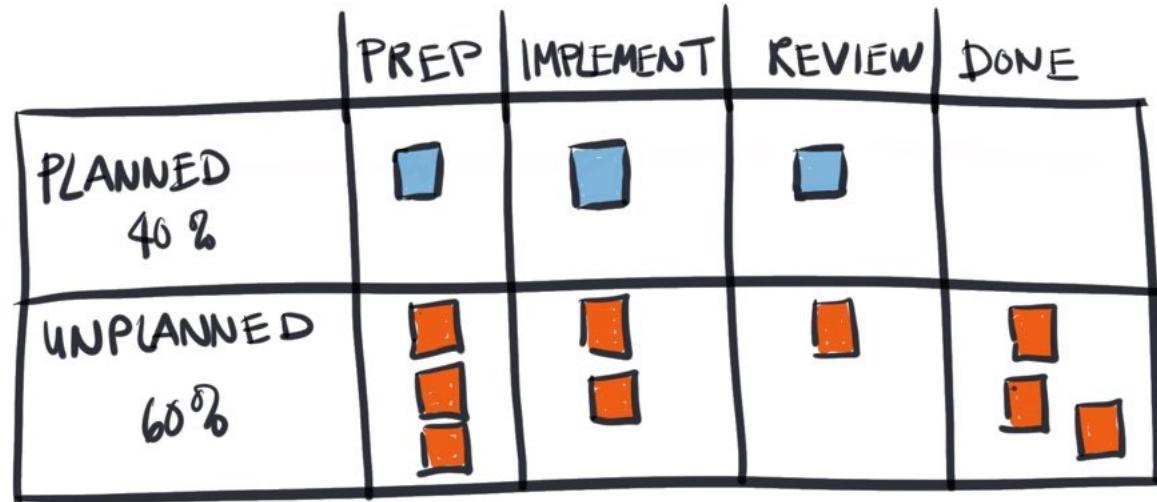
WIP is the leading indicator that your FLOW is congested.



33 boats moving through a canal
at one time makes for a long wait.

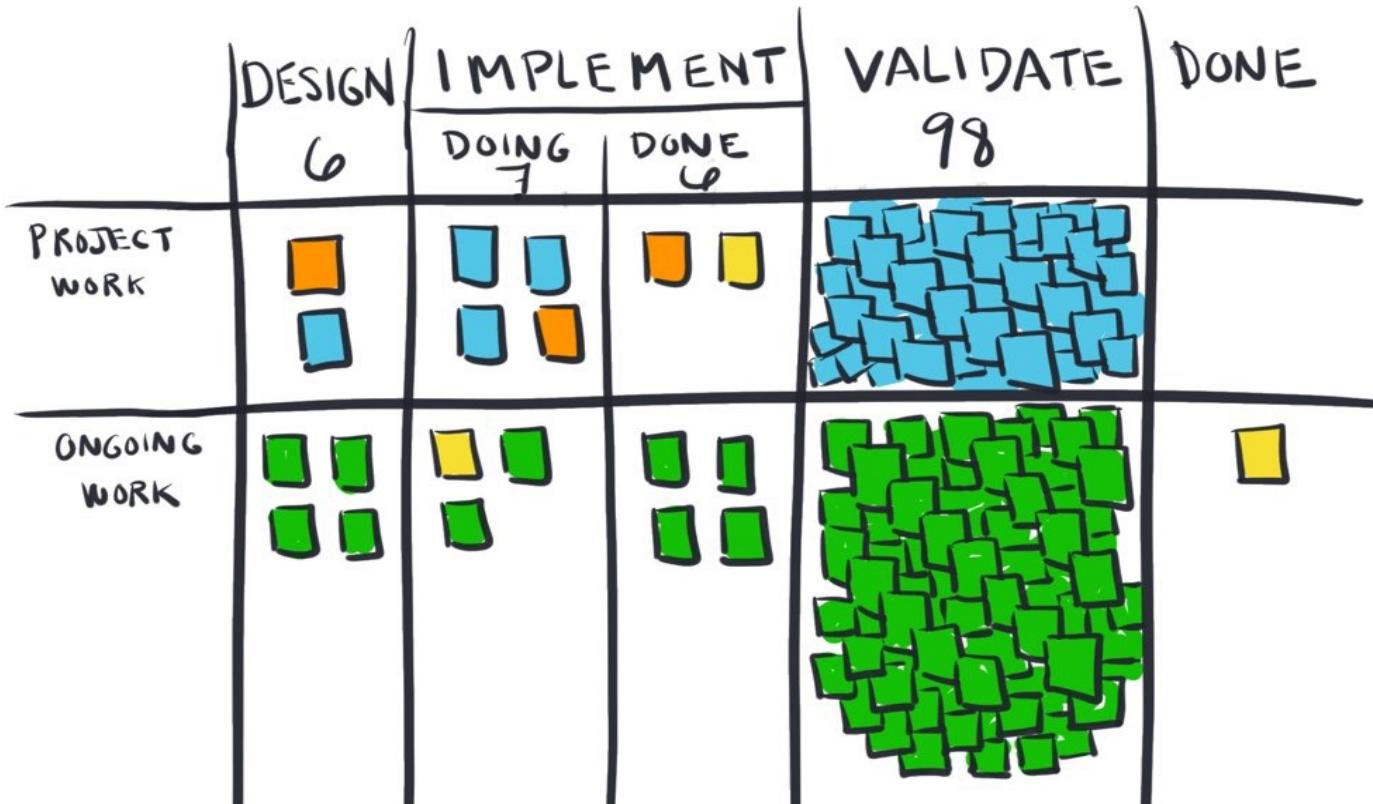
HOW TO UNMASK WIP OVERLOAD

Map out workflow to see where work gets stuck..



Partially completed work is expensive – make it visible to provoke conversations on how to speed it up.

Improve Flow by making work visible

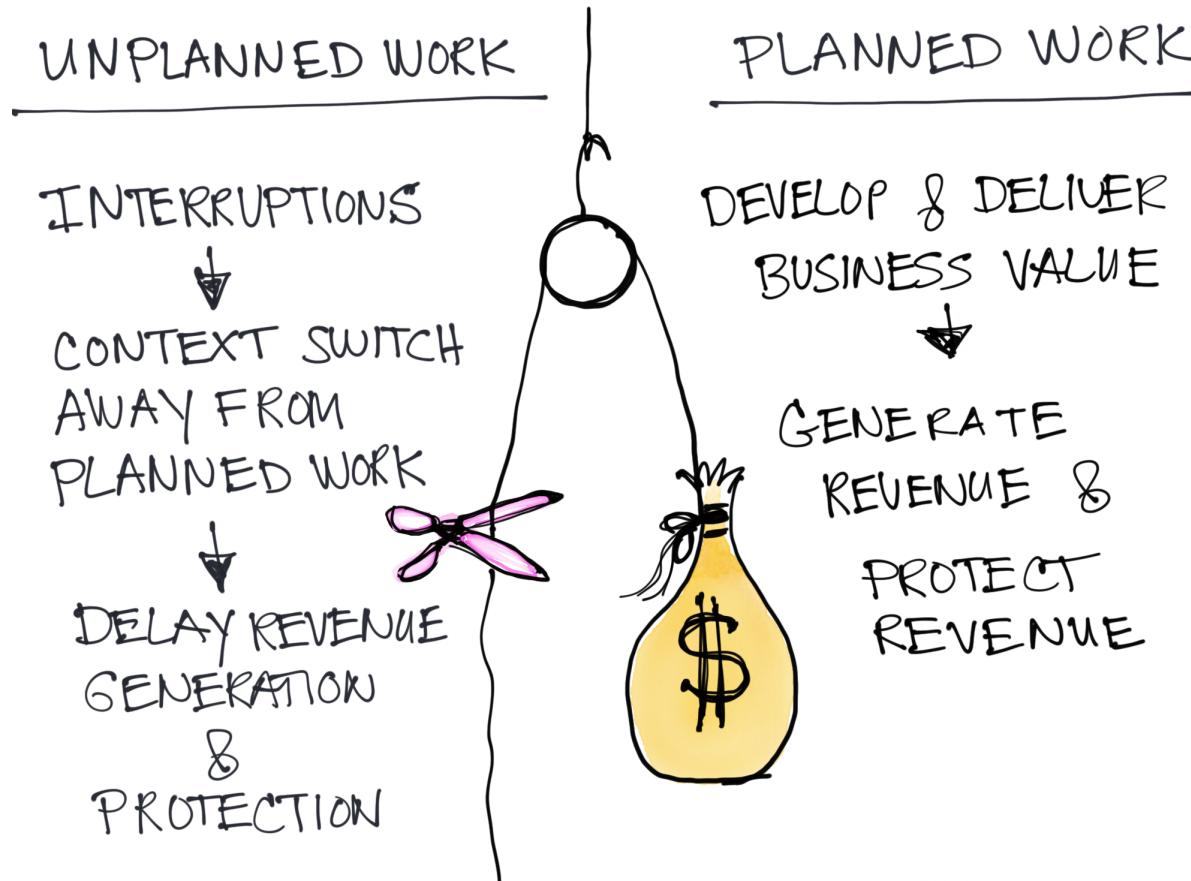


“WHY IS THIS
EXPENSIVE PIECE
OF BUSINESS VALUE
STUCK?”

START WITH FINDING CONSTRAINTS

1. UNPLANNED WORK
2. CONFLICTING PRIORITIES
3. DEPENDENCIES

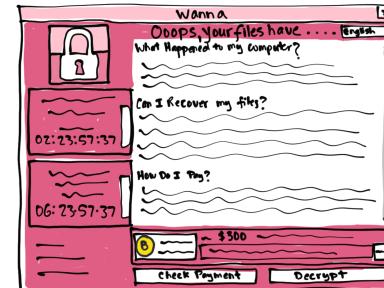
#1 UNPLANNED WORK

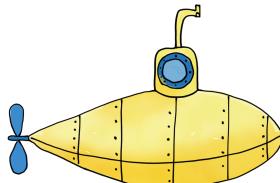


PLAN FOR UNPLANNED WORK

Uncertainty abounds in this world. It will always exist, so plan for it. Put yourself in a position so that unplanned work won't **kill** you.

Completed maintenance reduces unplanned work.

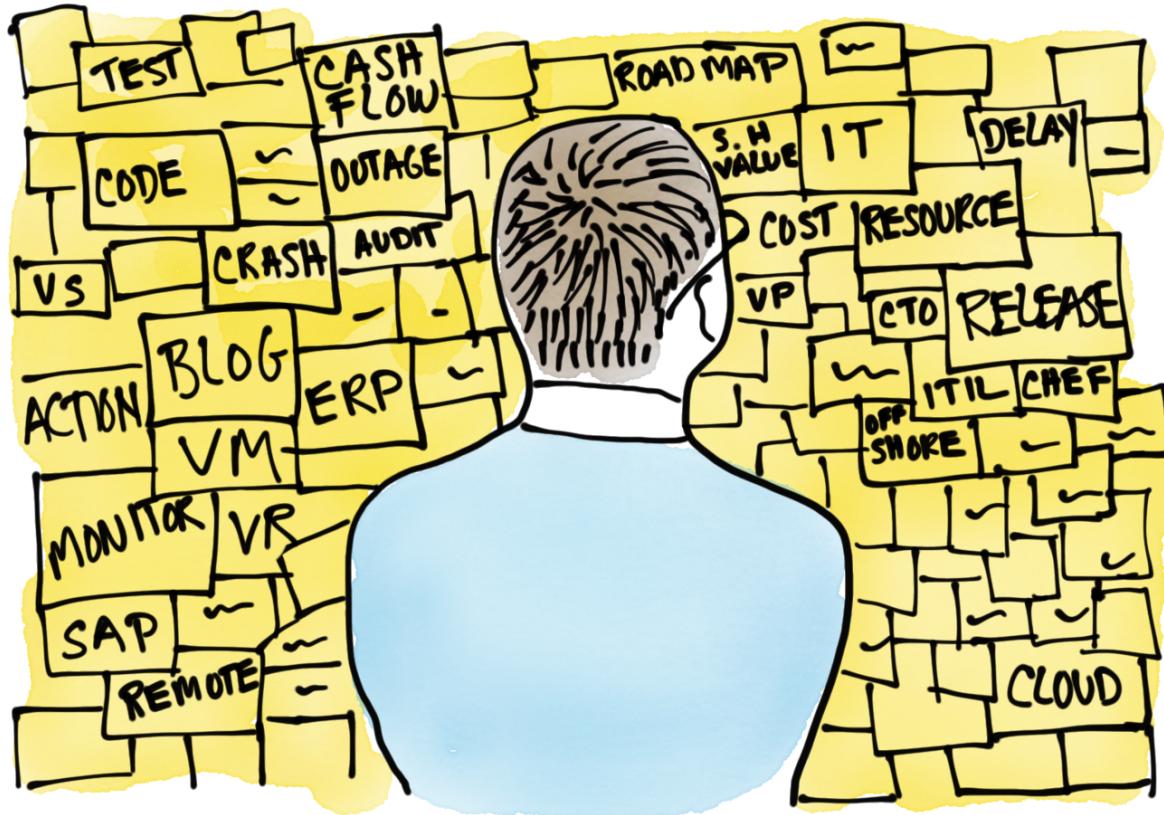




	To do	doing	validate	done
Unplanned work				
Planned work				
Maintenance work				

HOW TO UNMASK UNPLANNED WORK

#2 CONFLICTING PRIORITIES



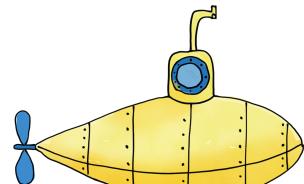
ANTICIPATE CONFLICTING PRIORITIES

End-of-month invoicing competes with entering payables and responding to customer account upgrade requests.

For time sensitive, cadence-driven work, give other work a lower priority.

04.03.2017	31.03.2017	01.04.2017	3MA01 GBP	P	Rent	A
01.04.2017	30.04.2017	01.05.2017	300,00 GBP	P	Rent	A
01.05.2017	04.05.2017	01.06.2017	308,80 GBP	P	Rent	A

1 - 4 100,00 GBP
308,80 GBP



	To do	doing	validate	done
Expedites and Unplanned				
Cadence work				
Business requests				
Team improvements				

HOW TO UNMASK CONFLICTING PRIORITIES

#3 DEPENDENCIES

Dependencies affect almost everyone.

We work in webs of interdependencies



<https://medium.com/netflix-techblog/towards-true-continuous-integration-distributed-repositories-and-dependencies-2a2e3108c051>

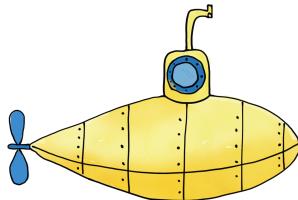
EXPECT DEPENDENCIES

Dependencies are
Asymmetrical in their
impact.

*“Every dependency doubles
your chance of being delayed
and late.”*

Troy Magennis

YOU	FRIEND	BROTHER
Orange		
	Orange	
		Orange
Orange	Orange	
	Orange	Orange
Orange		Orange
	Orange	Orange
Orange	Orange	
		Green
Green		Green



TEAM DEV

TODD	DOING	DONE

TEAM OPS

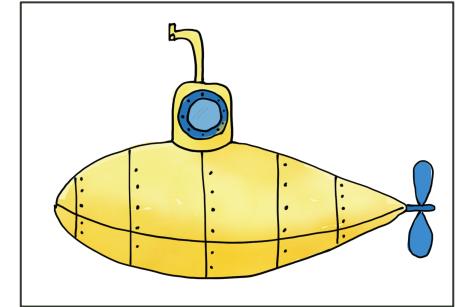
TODD	DOING	DONE



HOW TO UNMASK DEPENDENCIES

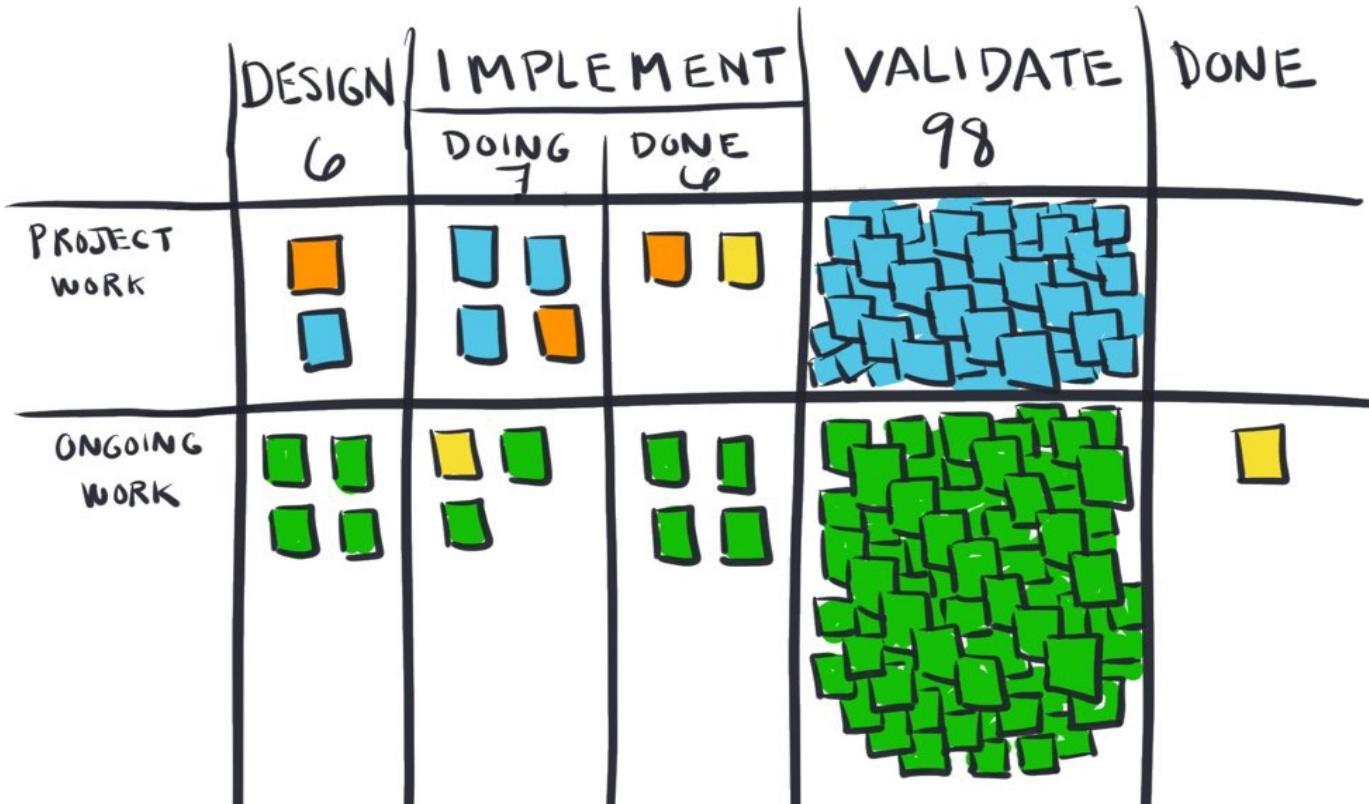
NEXT STEP: TAKE CHARGE OF WIP

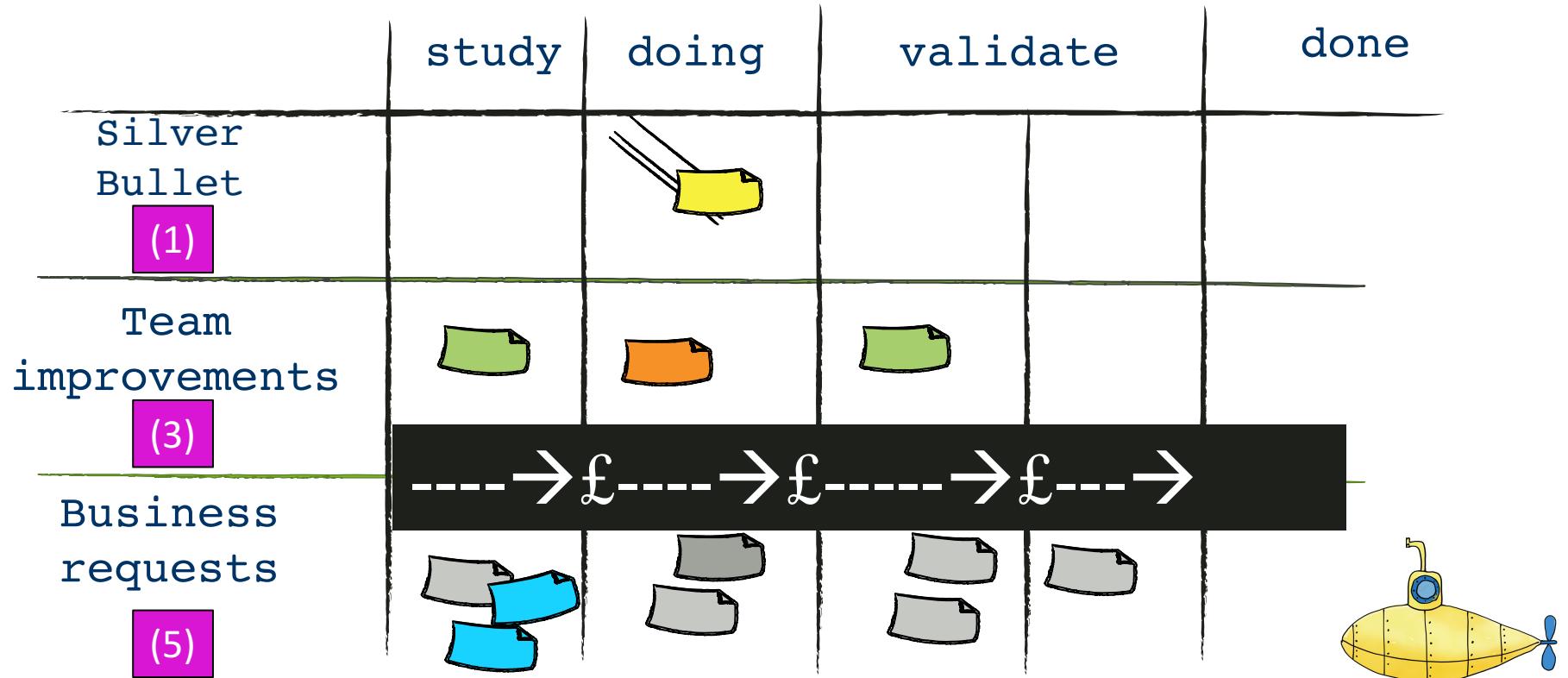
Tips to keep expensive
business value flowing



- If you don't use WIP limits, start!
- Let WIP limits be a creative friendly constraint
- Limit WIP to the teams capacity
- Consider setting WIP limits that reflect current reality

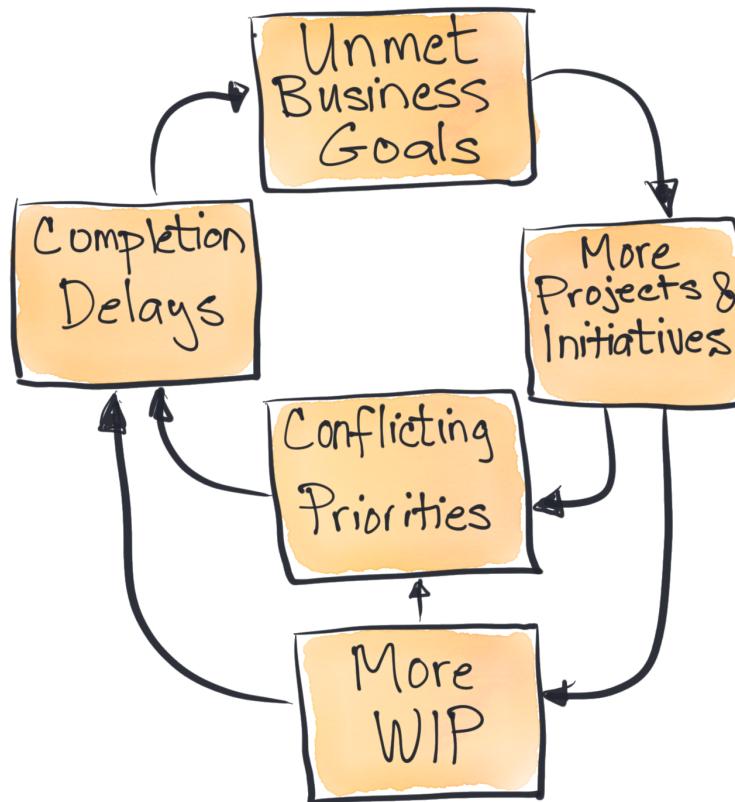
WIP limits intentionally insert tension





CONSIDER WIP LIMITS BY WORK TYPE

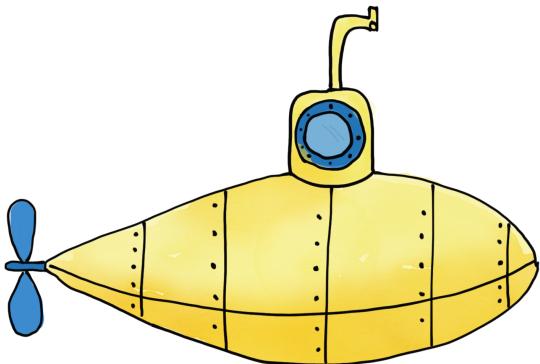
Limit WIP to Find Problems



Partially completed work results in unmet value.

Remove barriers of too much WIP, so people can deliver some value before starting something new.

Make Work Visible to improve the Flow of value



Make work visible to unmask the overload

Limit WIP to enable smooth Flow

Lose the mask



TO RECEIVE THE FOLLOWING:

- A copy of this presentation
- A copy of the LeanKit Lean Business report
- A Kanban roadmap e-book to help you dive into the deep
- Updates on my upcoming book, **Making Work Visible**

Just pick up your phone and send an email to: dominica@leankit.com
Subject: FLOW

Here are the problems that still remain

People take on more work than they have capacity to do.

As leaders, please consider your positional power when you ask people to do stuff. Know that they will usually say yes, which often overloads them, and their teams, and slows the flow of delivering business value.



leankit

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