

Making work flow

Back to the simple basics

Introduction

- Software development is a systems problem
- Software development is a learning problem

Traditional view of software development

1. Want
2. Requirements
3. Break it down on some axis
4. Find human resources that are capable of performing the units of work
5. Distribute work and keep resources busy and fully utilized
6. End-up with a finished product

Traditional focus points of software development

- Choice of technology
- Finding people who are competent with the chosen technology
- Division of labour according to skills

Common patterns

- Teams are formed per project
- No teams, rather individuals who are assigned work
- Project manager

Typical questions that do not have answers

- How ready is feature X?
- How is the time getting spent?
- Are we reinventing the wheel?

Does it have to be this
way?

What did we miss?

- People care and want to get things done
- Effective teams are more than the sum of their parts
- How about cross-competencies and learning?

Teams that finish early accelerate faster

- 1. Stable teams**
2. Yesterday's weather
- 3. Swarming: one piece continuous flow**
4. Interrupt Pattern: Illegitimus non interruptus
5. Daily Clean Code
6. Emergency procedure
- 7. Scrumming the scrum**
8. Happiness metric
- 9. Teams that finish early accelerate faster**

“And Agile is not the important part of Scrum.
TPS is – the Toyota Production System. Agile is kind of
the very modern, superficial, unproven set of cute things that keep people from having to
take responsibility for stuff.”

–Jim Coplien

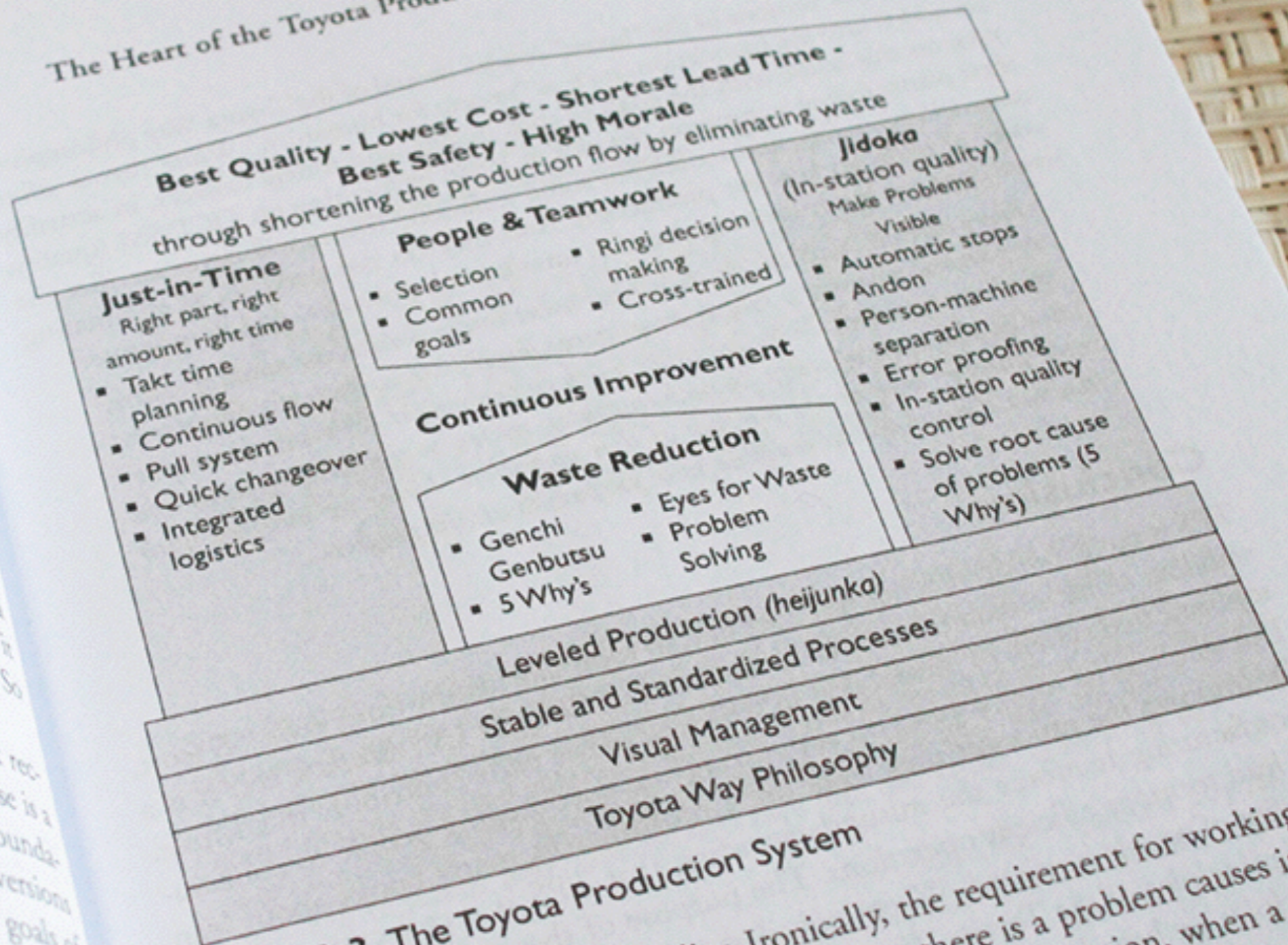


Figure 3-3. The Toyota Production System

foundation of the house is stability. Ironically, the requirement for working with little inventory and stopping production when there is a problem causes instability and a sense of urgency among workers. In mass production, when a machine here is no sense of urgency: the maintenance department is scheduled to fix the equipment to fix a problem, other departments keep the operations running. By contrast, in lean production, there is always a sense of urgency.

“Boyd concluded that the Toyota Production System was another implementation of the principles he had associated with the Blitzkrieg.”

– Chet Richards. Certain to win - the strategy of John Boyd applied to business

Key Attributes of Blitzkrieg

- Einheit: mutual trust, unity, cohesion
- Fingerspitzengefühl: Intuitive feel, especially for complex and chaotic situations
- Auftragstaktik: Mission, generally considered as a contract between superior and subordinate
- Schwerpunkt: A concept that provides focus and direction to the operation

Division of work

- Per technological layer
- Per screen
- Per feature

Stable teams

- Consistency
- Getting rid of the human resource model
- People get to know each other's capabilities and skills
- Reduced exposure to the Tuckman cycle (forming, storming, norming, performing)

Swarming

- Team per task
- Focus maximal effort on finishing one backlog item at a time

Scrumming the scrum

- Use the process to develop the process
- Identify the most important impediment affecting the team and remove it
- Put your improvements in the backlog

Teams that finish early accelerate faster

- When things are not finished on time, people will feel bad
- Rushing the development will lead to quality problems and technical debt
- Take time to fix your problems and accelerate

Takeouts

- Work on one thing at a time, team per task
- Identify and remove impediments to make the process and workplace better
- Ask why
- Use common sense

References

- <http://www.scrumplop.org/>
- <https://submissions.agilealliance.org/system/attachments/attachments/000/000/084/original/FinishEarlyAccelerateFasterHICSS2014.pdf?1385085678>
- http://www.amazon.com/Certain-Win-Strategy-Applied-Business-ebook/dp/B003N9C0D0/ref=sr_1_1?ie=UTF8&qid=1414229150&sr=8-1&keywords=certain+to+win
- http://www.amazon.com/Toyota-Way-Management-Principles-Manufacturer-ebook/dp/B000SEGIVS/ref=sr_1_2?ie=UTF8&qid=1414229193&sr=8-2&keywords=toyota+production+system