LeSS

#LeSSWorks

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Lean Thinking & LeSS

LeSS

More with LeSS

Scaling?

first, a caution...

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One of the directors of SAGE was discussing why the programming had gotten out of hand. He was then asked, **"If you had it to do all over again, what would you do differently?"** ...

[Horowitz74]

His answer:

"**Find the ten best people and write the entire thing themselves**."

[Horowitz74]

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after many years working in **large**, **multisite**, & **offshore** development, our key advice? ...

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large: don't

multisite: don't

offshore: don't

but groups still 'scale',
for reasons...

...compelling
("create LTE")

...questionable
("low-cost developers")

descaling with LeSS

A View of LeSS

Sprint Planning One in LeSS

Scrum Master   Product Owner

representatives
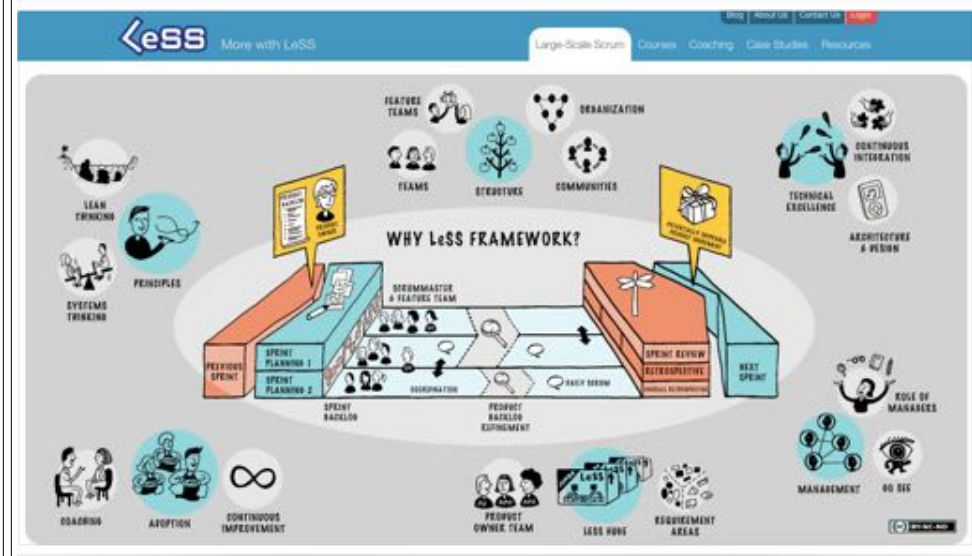from each team

Product Manager
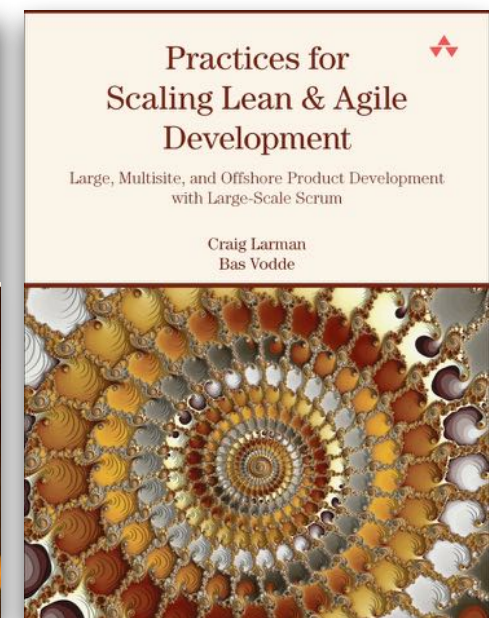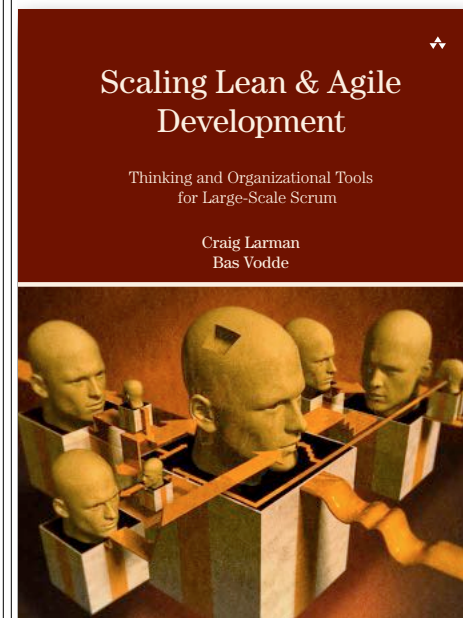(& domain expert)

Sprint Review "Bazaar" in LeSS

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Another View: **less.works**

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Lean Thinking & LeSS

First Two LeSS books...

served as lead coach of
lean software development @ Xerox

@ Toyota in Japan

Co-author of…

LEAN PRIMER

leanprimer.com

this is the **second** time
have been asked to
introduce **Lean
Thinking & LeSS** at
Citrix Goleta ;) …

On Fri, Apr 16, 2010 at 8:21 AM, Jim Chase <Jim.Chase@citrix.com> wrote:
Hi Craig,

We are a large development organization who has adopted Scrum and are now looking into Lean and its application to our culture. We have approximately 180 developers and QA and are growing. Ken Schwaber taught a CSM class for many of us, and spent a short time explaining Scrum to the entire team. We are mostly in one office, but we do have a couple of teams in San Francisco and in Bangalore, India. We are constantly looking for experiences form other large companies so that we can help team members and managers to be more effective.

We've had some time to get comfortable with Scrum and are now looking into Lean and its ramifications for our organization. We'd like to enlist the aid of an expert on Lean thinking who can guide our management team and the teams to effectively embrace Lean thinking. Of course we have read your Lean Primer, Scaling Lean & Agile Development, and I'm now reading Practices for Scaling Lean & Agile Development.

I'd like to speak with you about what you would recommend for our team, and if you would be interested in teaching and coaching at our facility in the Santa Barbara area. I have reviewed some of your classes, and a few relevant ones may be:

Lean and Agile Coaching, Curriculum, and Programme Design
Lean and Agile Transformation Leadership
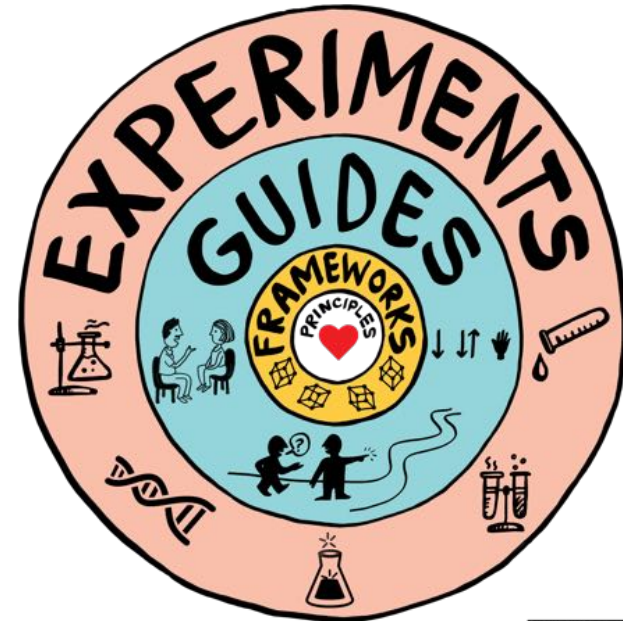Deep-Dive Question and Answer Management Workshop - Lean/Agile Product Development

I'm sure that many more classes would be applicable to us. I'd be interested in hearing what you would recommend for our organization, and have you prepare quotes for us to consider. Please give me a call at one of the numbers below.

Thanks,
Jim

Jim Chase
Director, Software Development

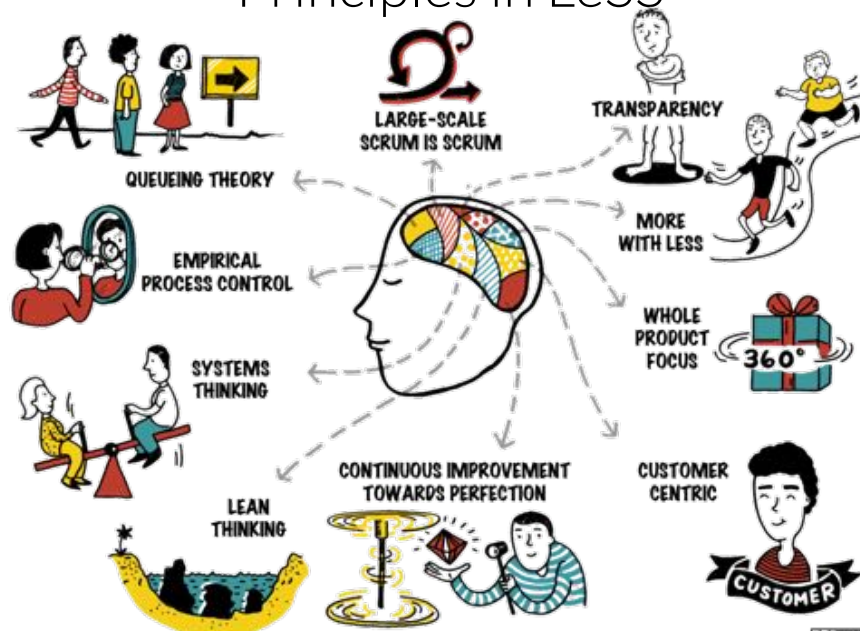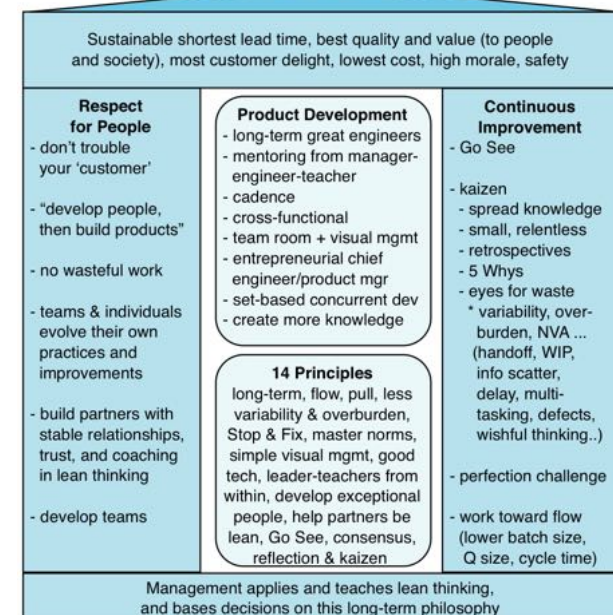Citrix Online | 6500 Hollister Avenue | Goleta, CA 93117

LeSS

Principles in LeSS

BIG topic: Lean Thinking House

Sustainable shortest lead time, best quality and value (to people and society), most customer delight, lowest cost, high morale, safety

Respect for People	Product Development	Continuous Improvement
- don't trouble your 'customer'	- long-term great engineers	- Go See
- "develop people, then build products"	- mentoring from manager-engineer-teacher	- kaizen
- no wasteful work	- cadence	- spread knowledge
- teams & individuals evolve their own practices and improvements	- cross-functional	- small, relentless
	- team room + visual mgmt	- retrospectives
	- entrepreneurial chief engineer/product mgr	- 5 Whys
	- set-based concurrent dev	- eyes for waste
	- create more knowledge	* variability, over-burden, NVA ... (handoff, WIP, info scatter, delay, multi-tasking, defects, wishful thinking..)
- build partners with stable relationships, trust, and coaching in lean thinking	**14 Principles** long-term, flow, pull, less variability & overburden, Stop & Fix, master norms, simple visual mgmt, good tech, leader-teachers from within, develop exceptional people, help partners be lean, Go See, consensus, reflection & kaizen	- perfection challenge
- develop teams		- work toward flow (lower batch size, Q size, cycle time)

Management applies and teaches lean thinking, and bases decisions on this long-term philosophy

» where's the name "**lean**" from?

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John Krafcik

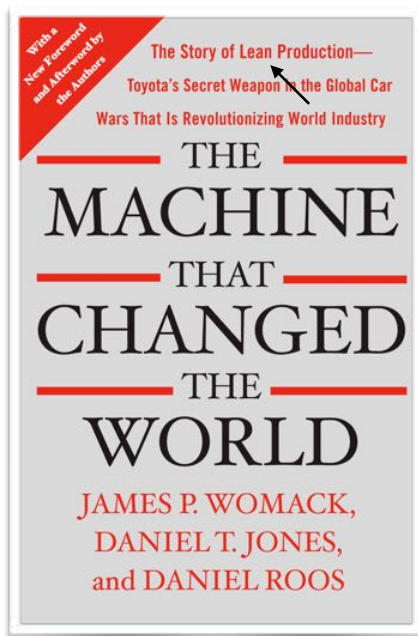Triumph of the Lean Production System

John F. Krafcik   MIT International Motor Vehicle Program

THE RESEARCH FINDINGS REPORTED in this article will help to overturn a common myth about the auto industry: that productivity and quality levels are determined by an assembly plant's location. In reality there exists a wide range of performance levels among Japanese, North American, and European plants. Corporate parentage and culture do appear to be correlated with plant performance; the level of technology does not. Plants operating with a "lean" production policy are able to manufacture a wide range of models, yet maintain high levels of quality and productivity. Ed.

Sloan Management Review

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Fall 1988

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and then MIT (1991)…

With a New Foreword and Afterword by the Authors

The Story of Lean Production—
Toyota's Secret Weapon in the Global Car
Wars That Is Revolutionizing World Industry

THE
MACHINE
THAT
CHANGED
THE
WORLD

JAMES P. WOMACK,
DANIEL T. JONES,
and DANIEL ROOS

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'Lean' was coined by Toyota people to mean the Toyota way

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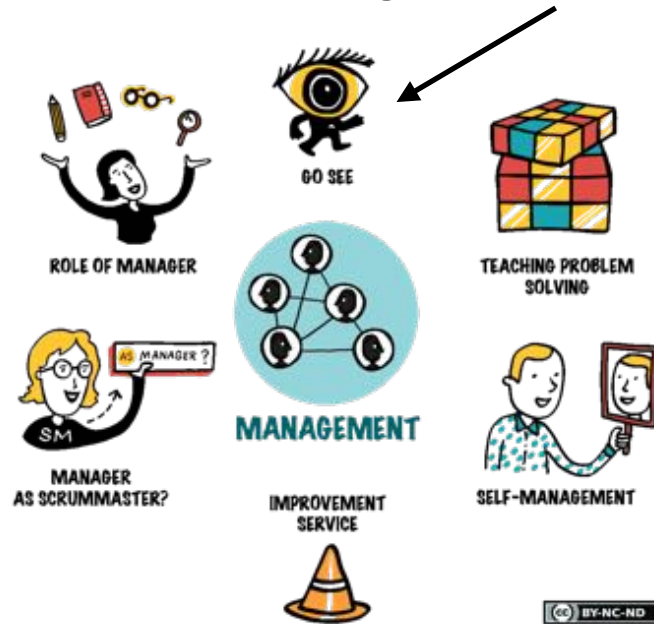» what are the big ideas in lean or the Toyota way… as defined by its creators, Toyota?

let's search

genchi genbutsu (Go See)

Lean Thinking: Go See

Slide 33

LeSS Management

ROLE OF MANAGER — GO SEE — TEACHING PROBLEM SOLVING — MANAGER AS SCRUMMASTER? — MANAGEMENT — IMPROVEMENT SERVICE — SELF-MANAGEMENT

BY-NC-ND

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Slide 34

"Go See is the most important management skill for LeSS managers"

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Slide 35

where do managers go?

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Slide 36

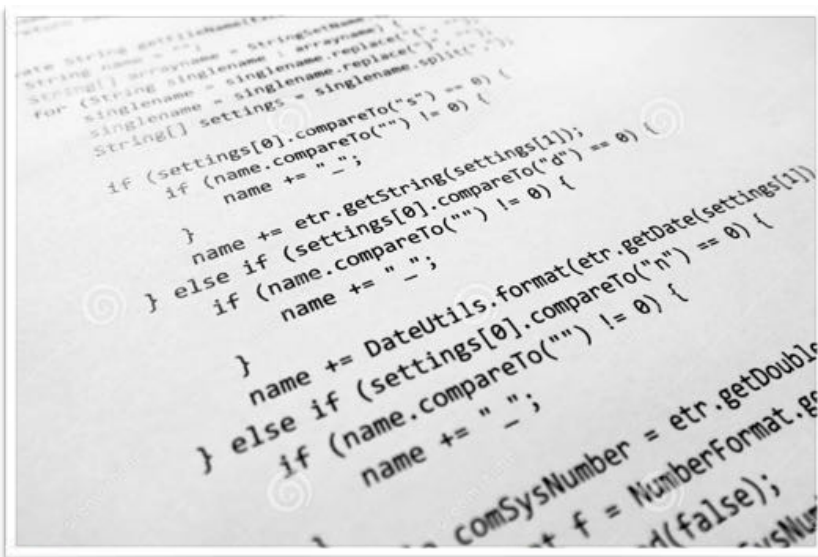**gemba** of
value creation

gemba of
value consumption

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» **where** is gemba of value creation?

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my 'office' at gemba of value creation

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true **gemba of value creation** in software development

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Go See is not...

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goals of Go See by managers

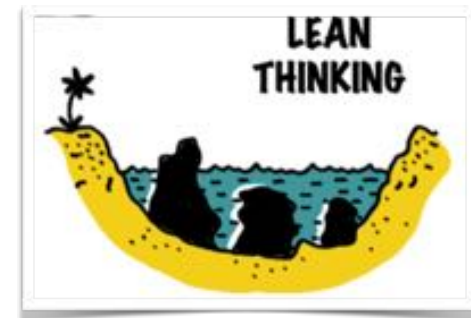· better problem solving capability (by whom?)

· better organizational decisions (by whom?)

» what would it mean for managers in your organization to practice Go See?

Lean Thinking: Rocks & Lake Dynamic

Why the Lean Symbol in LeSS?

LEAN THINKING

done! thank you

#LeSSWorks
@less_works