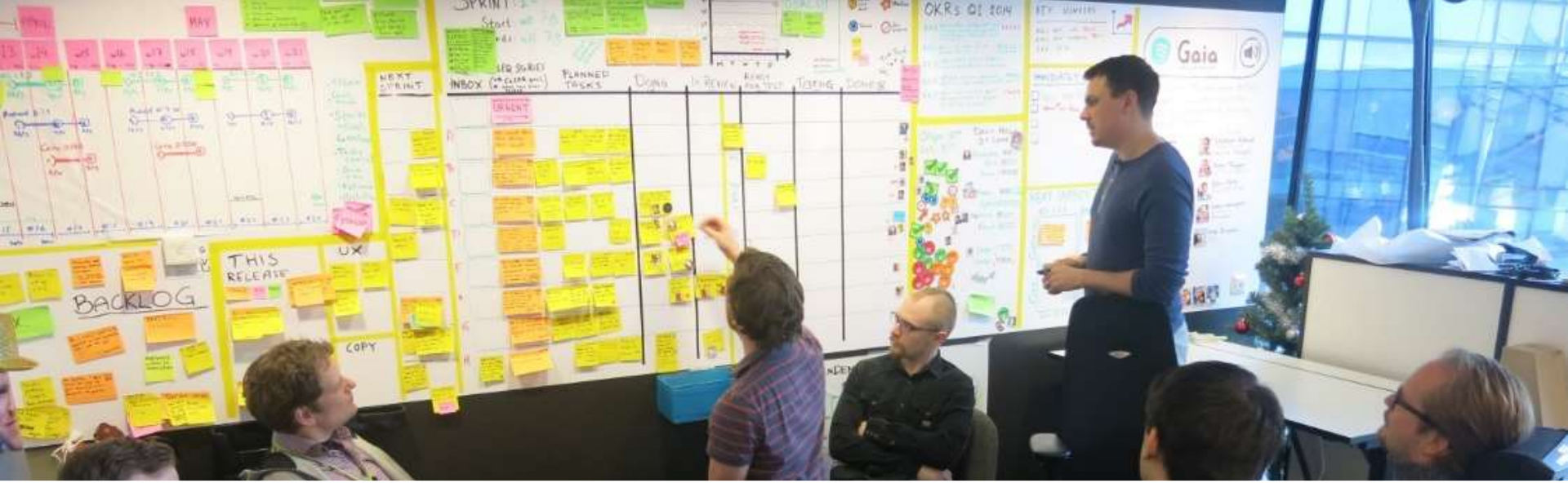


Flow through VISUALIZATION

SAST – 20th September 2018

Jimmy Janlén

crisp

Visualization is all about feedback...

Visualization is all about feedback...

Image this with lag*

*delayed feedback

And visualization is about behaviors

And visualization is about behaviors

And visualization is about behaviors

And visualization is about behaviors

And visualization is about behaviors

And about shared understanding

And about shared understanding

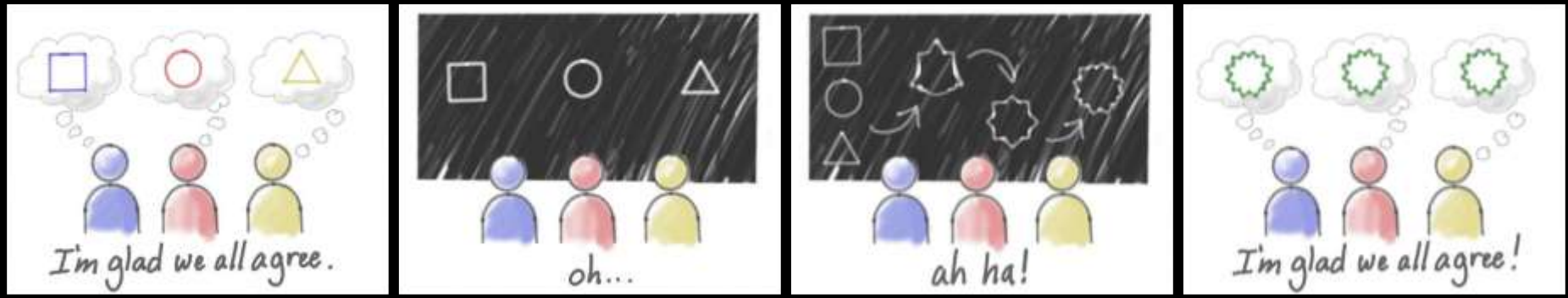


Illustration: Jeff Patton and Luke Barrett's

And about shared understanding

Workflows

What flows through the system?

What flows through the system?

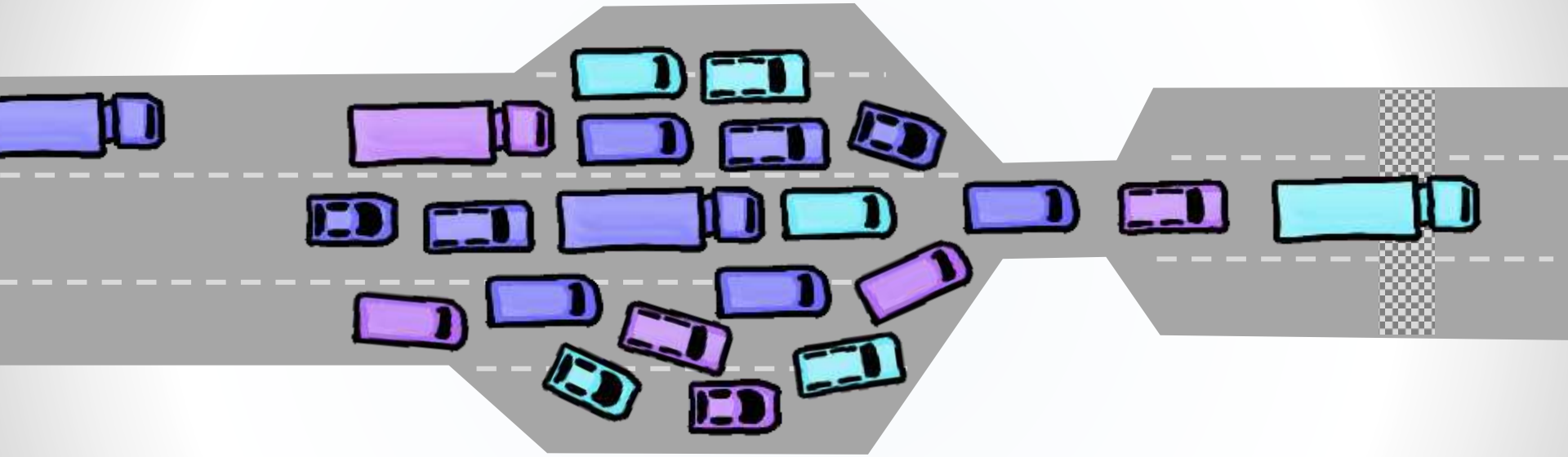
Lean in a nutshell

Lean ≈ Focus on the flow,
not on how to keep people busy

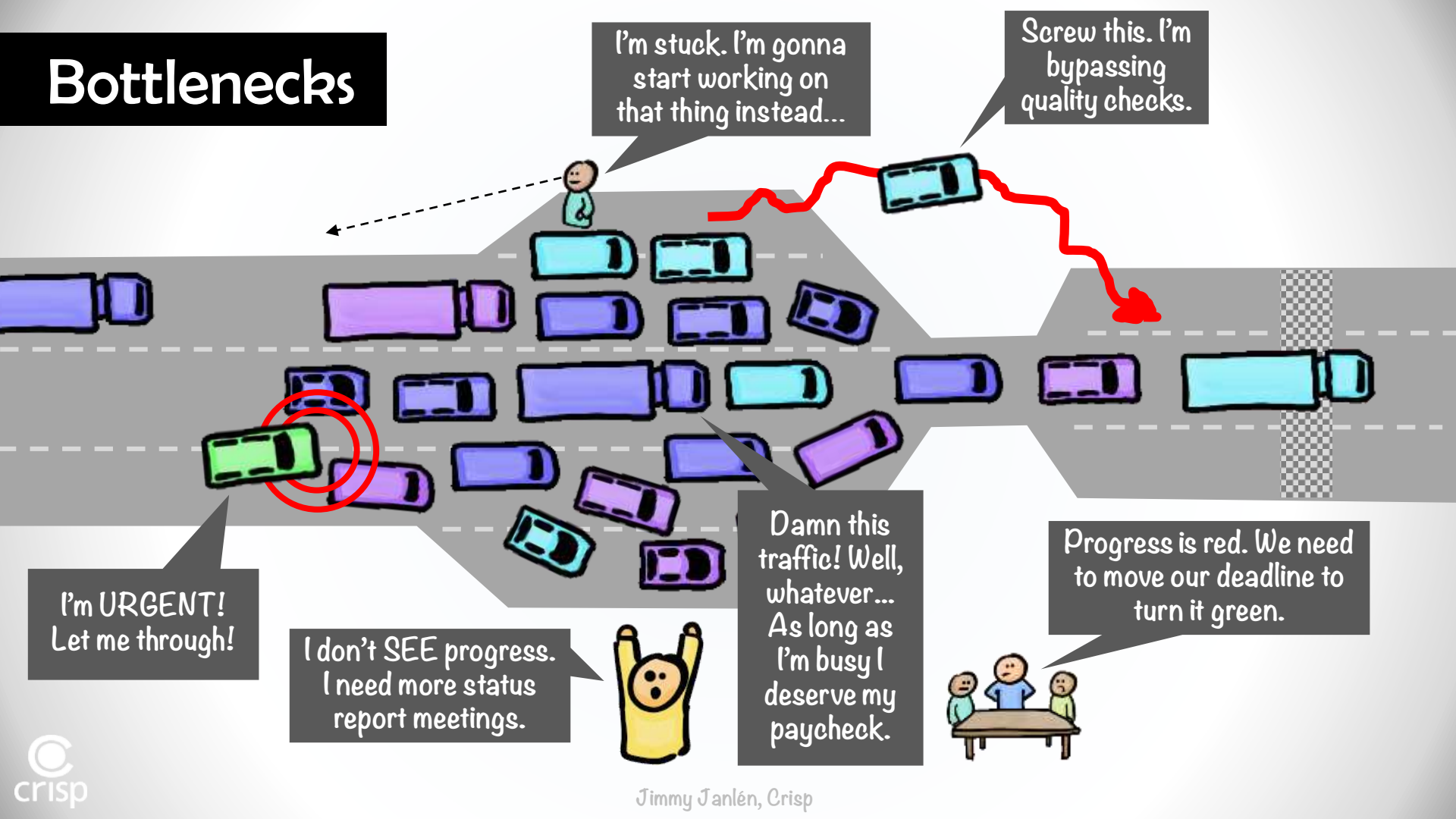
crisp

How do you optimize flow here?

Bottlenecks



Bottlenecks

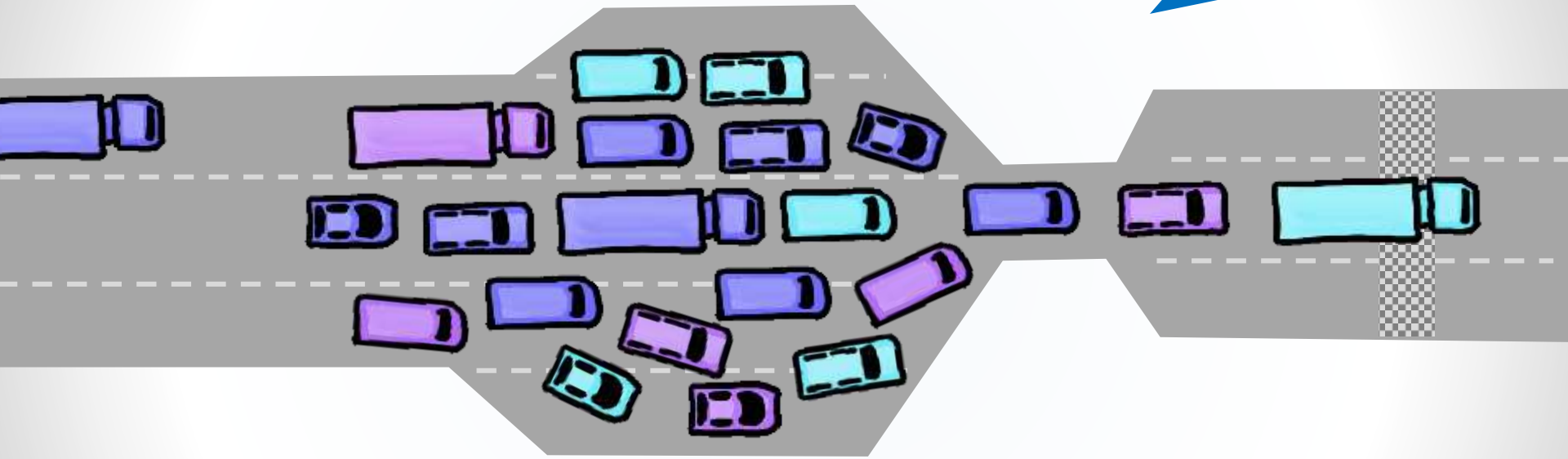


crisp

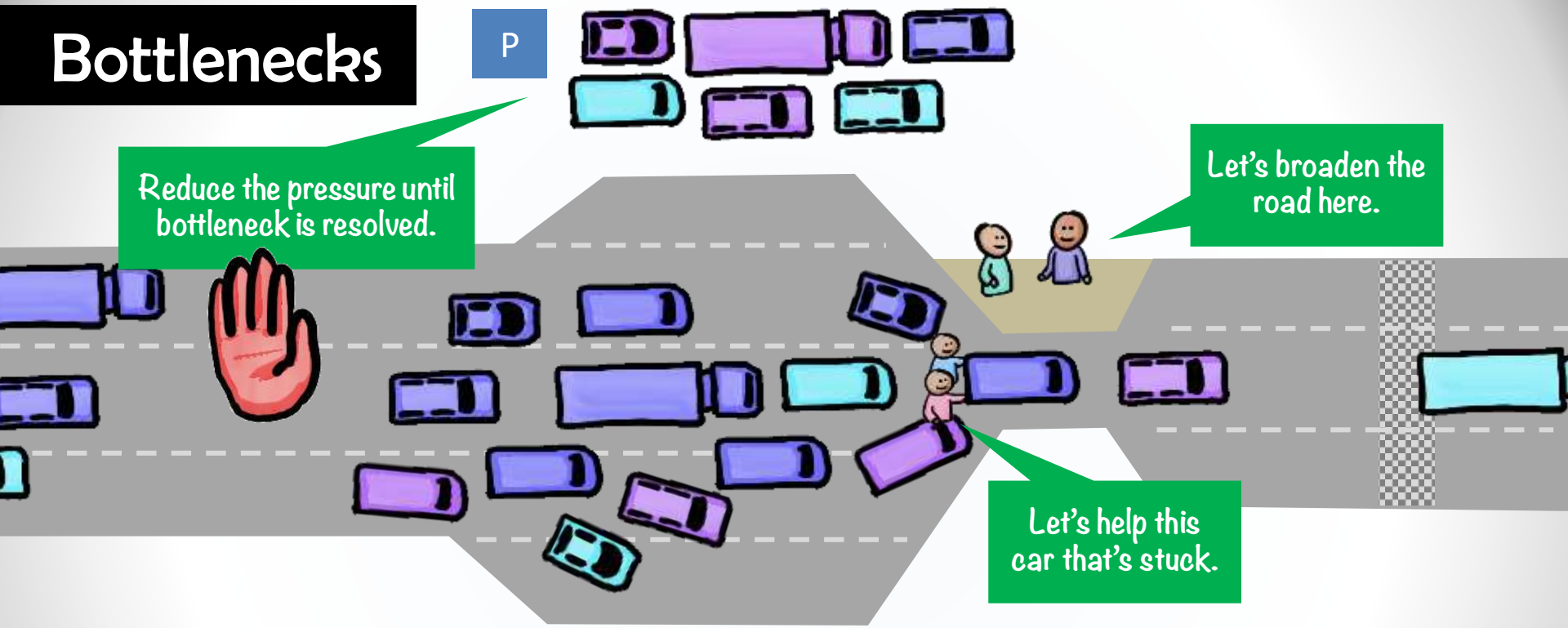
Jimmy Janlén, Crisp

Bottlenecks

What does Lean teaches us?

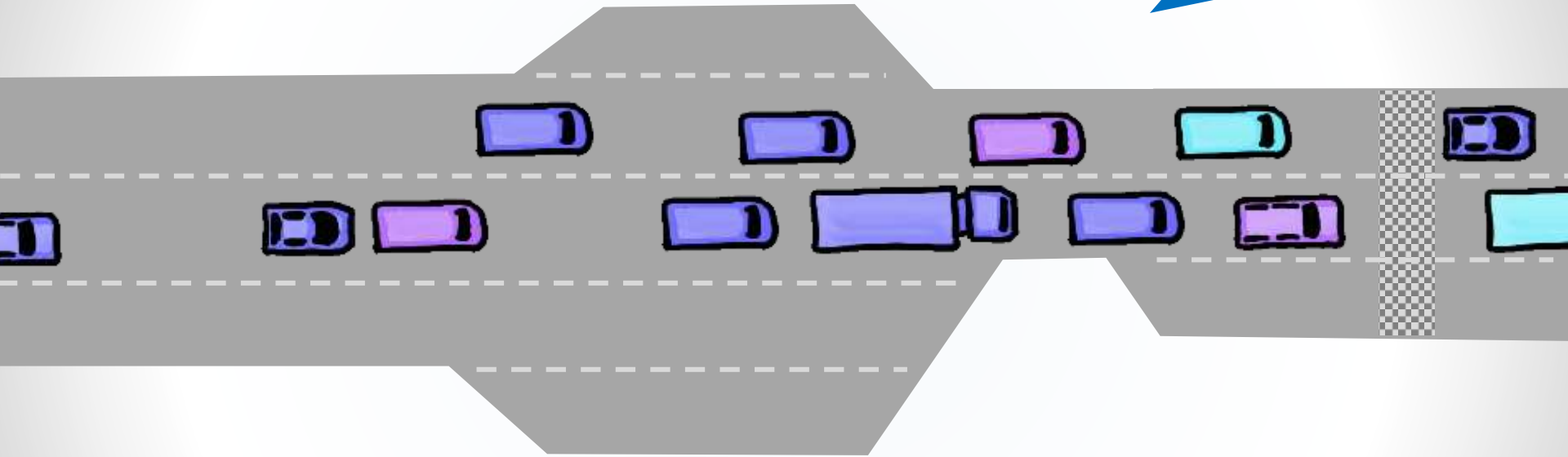


Bottlenecks

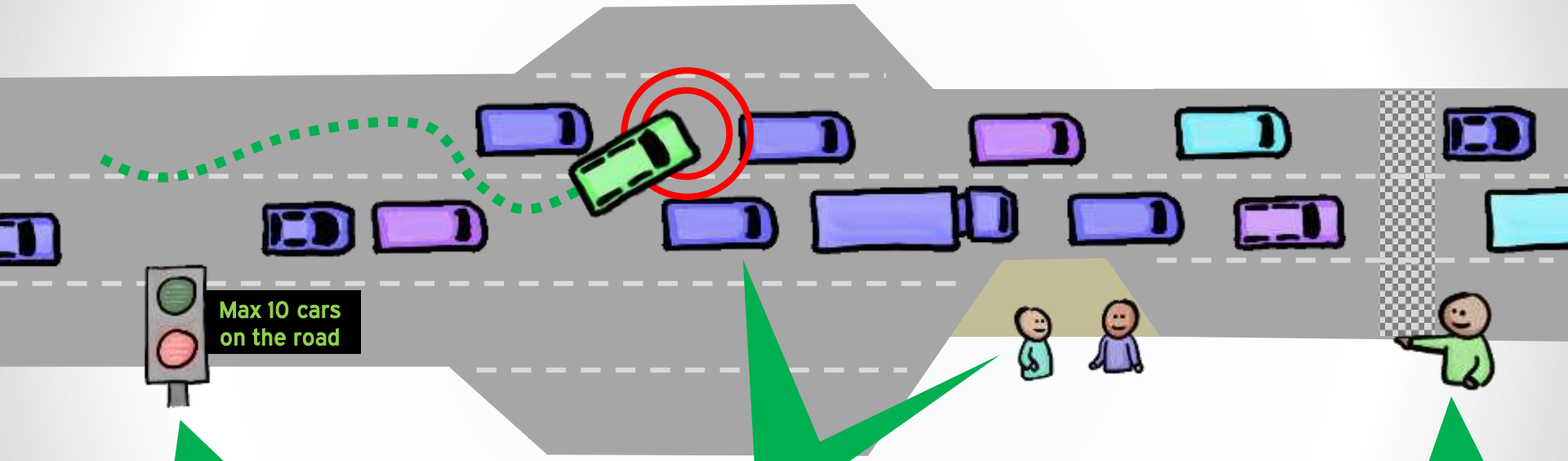


Maintain flow

How can we maintain the flow?



Maintain flow



Limit input to the roads capacity.

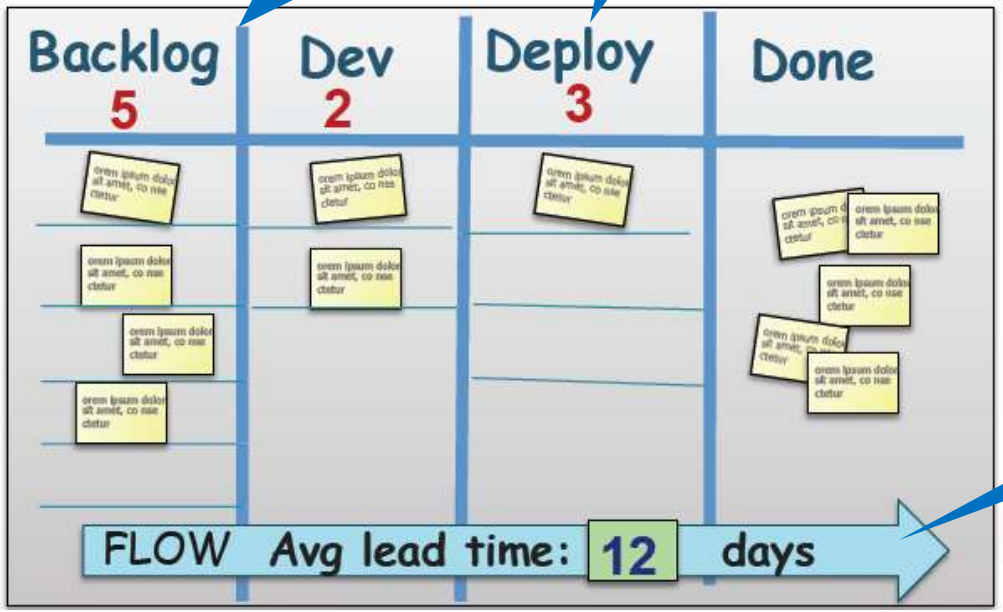
Have enough slack to handle urgent work and to do improvements.

I'm done. Lets see whats next.

Kanban

1. Visualize the workflow. Both steps and work.

2. Limit WIP

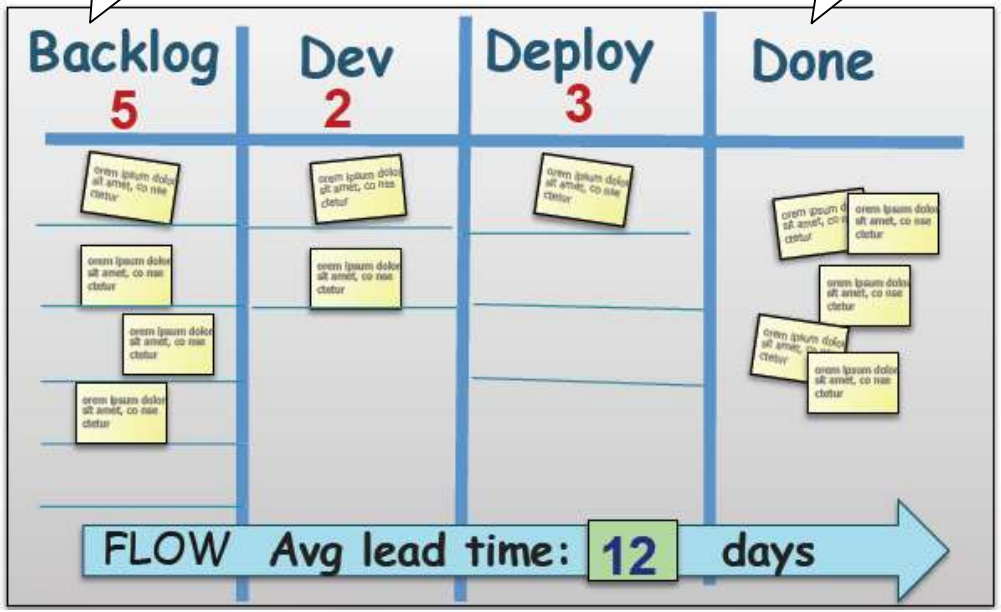


3. Measure and optimize flow (lead time)

Kanban

What should we do next?
Do we have a VIP queue?

What is done?
When it's done?



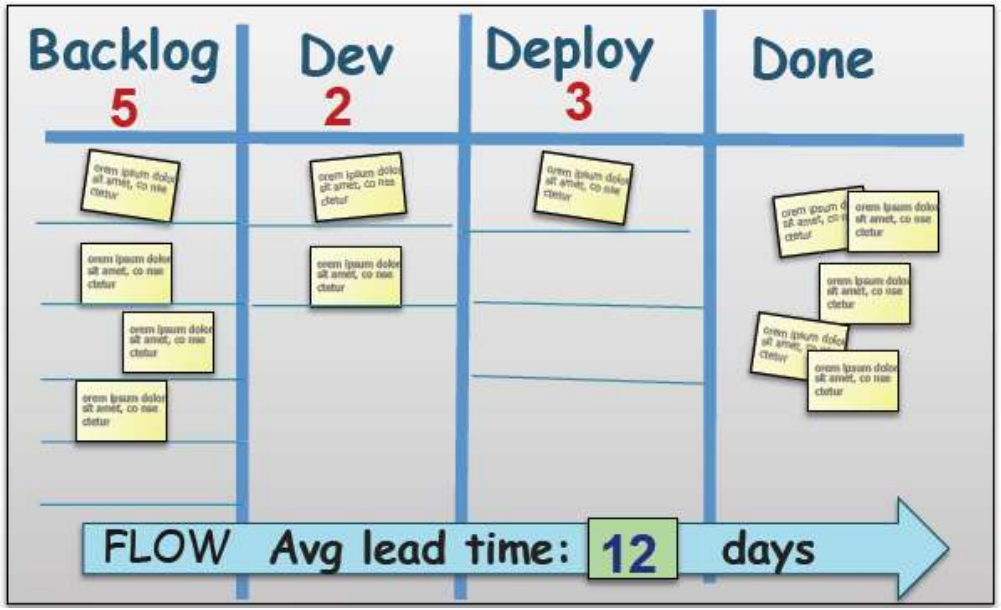
4. Explicit rules and policies

What are the rules of the game?

How?
WoW
WA

Kanban

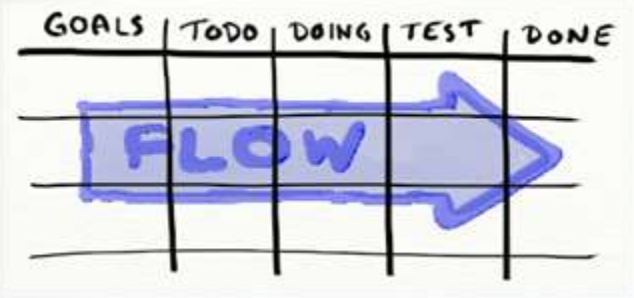
5. Improve as a team!

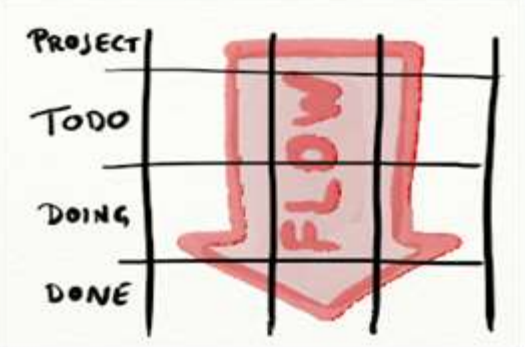


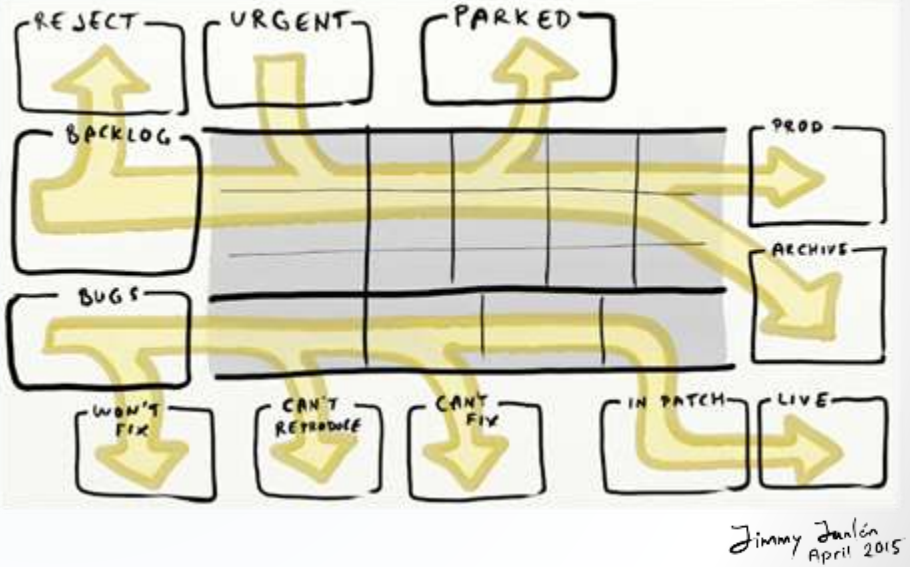
Step 1 – Visualize the flow

and the work

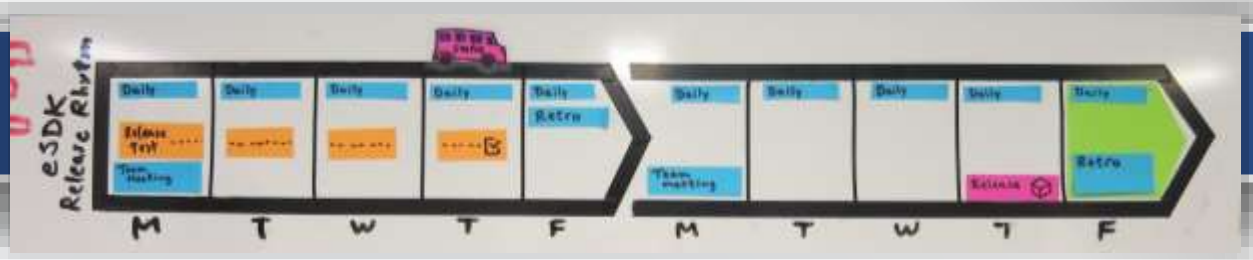
Flows


GOALS
TODO
DOING
TEST
DONE
FLOW


PROJECT
TODO
DOING
DONE
FLOW

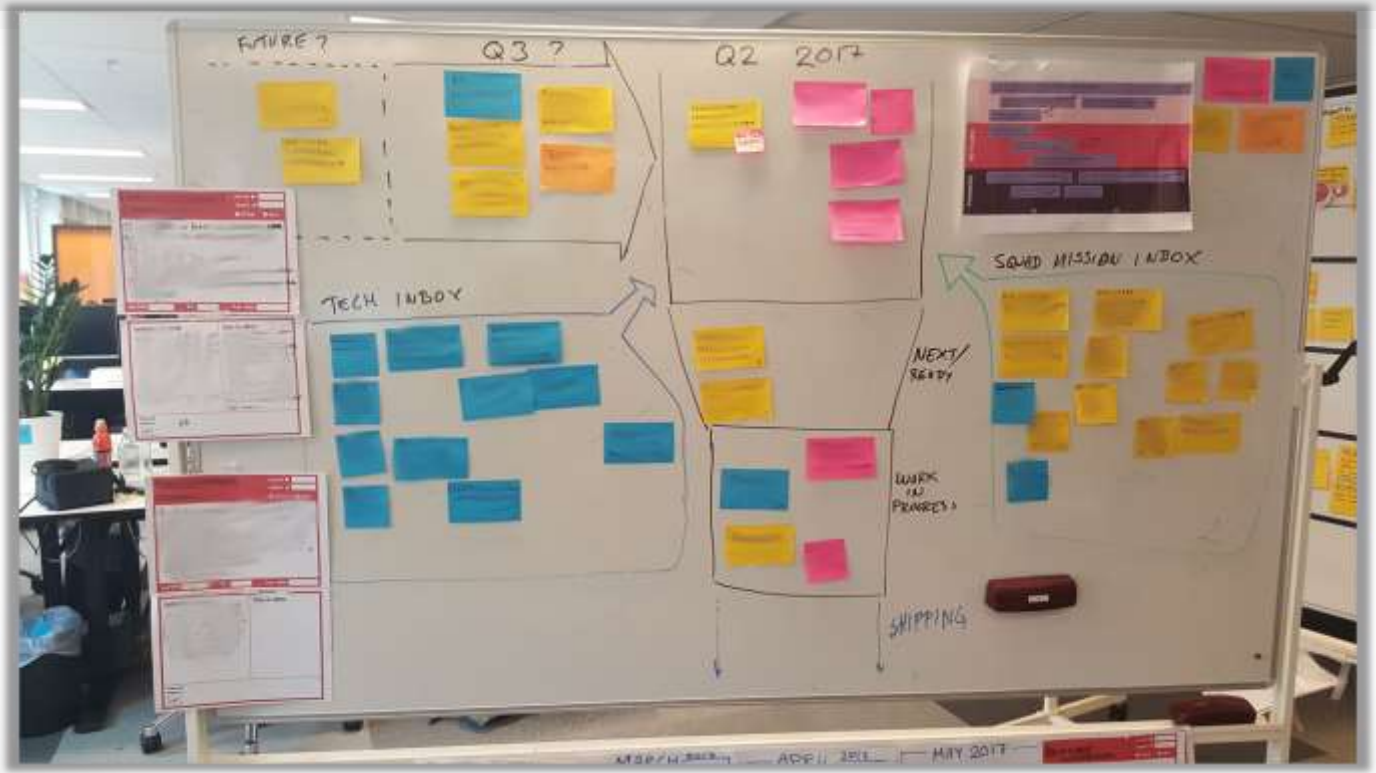

REJECT
URGENT
PARKED
BACKLOG
PROD
ARCHIVE
BUGS
WON'T FIX
CAN'T REPRODUCE
CAN'T FIX
IN PATCH
LIVE
Jimmy Janlén
April 2015

Flows

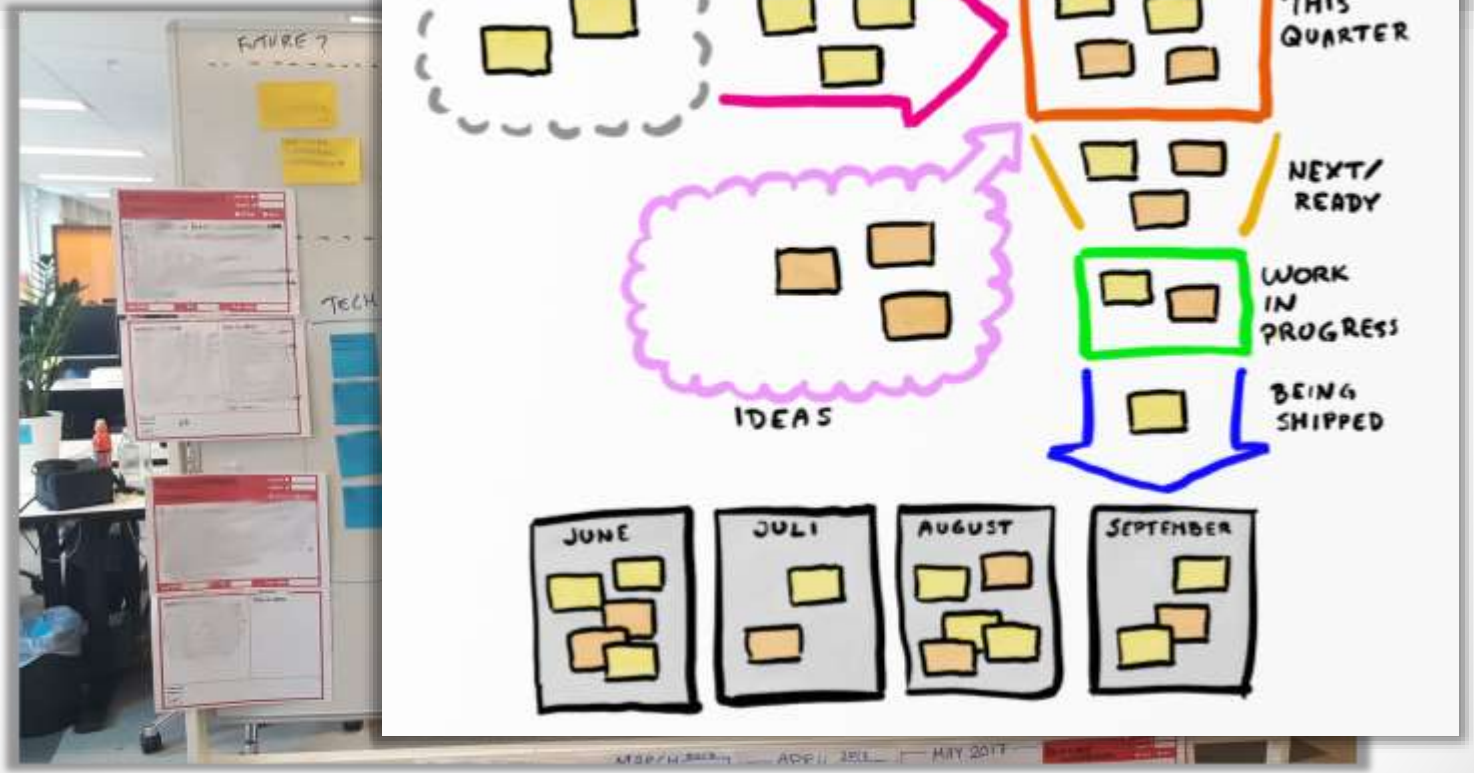

eSDK Release Rhythm
Daily
Release Test
Team meeting
Retro
M
T
W
T
F
M
T
W
T
F

UPCOMING
INBOX
DOING
WAITING
DONE

Flows


FUTURE ?
Q3 ?
Q2 2017
TECH INBOX
SQUAD MISSION INBOX
NEXT/ READY
WORK IN PROGRESS
SHIPPING
MAY 2017

Flows

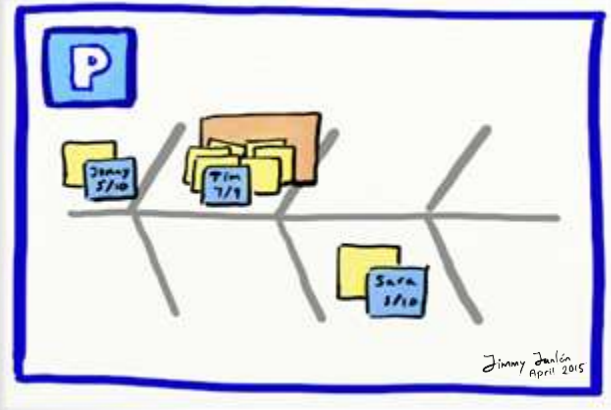

FUTURE?
NEXT QUARTER
THIS QUARTER
NEXT/ READY
WORK IN PROGRESS
BEING SHIPPED
IDEAS
JUNE
JULI
AUGUST
SEPTEMBER

Step 2 – Park!

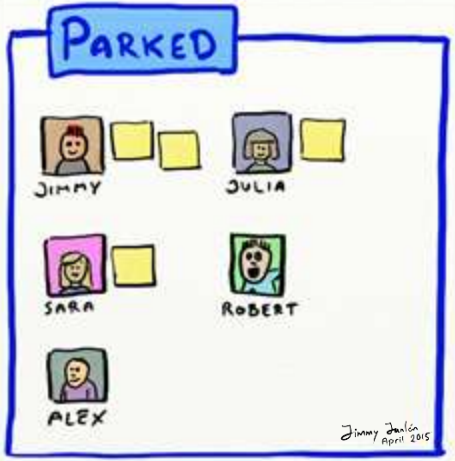
Relieve the pressure

crisp

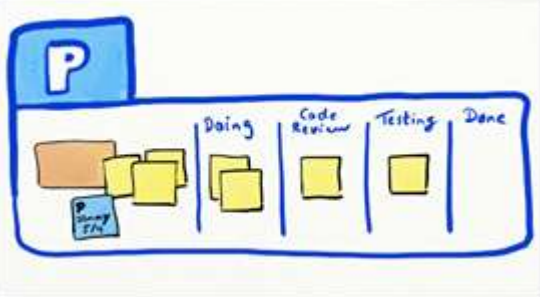
Parked



Parking Lot



Parked by Person



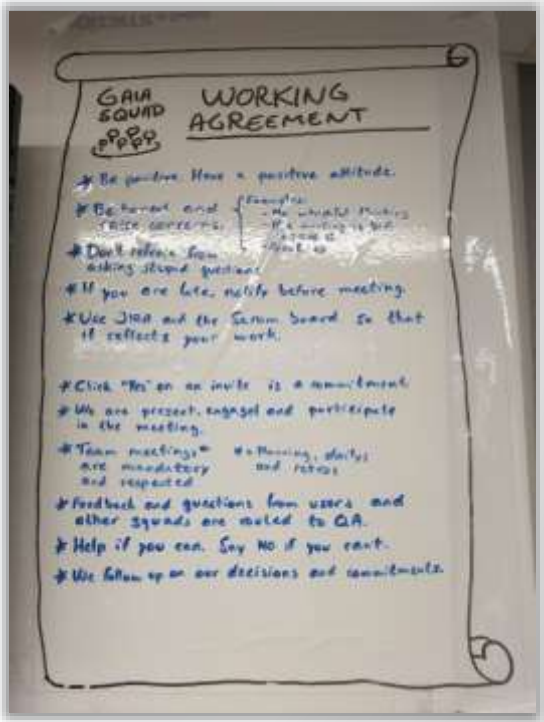
P-Lot with states

Step 3 – Agree upon rules

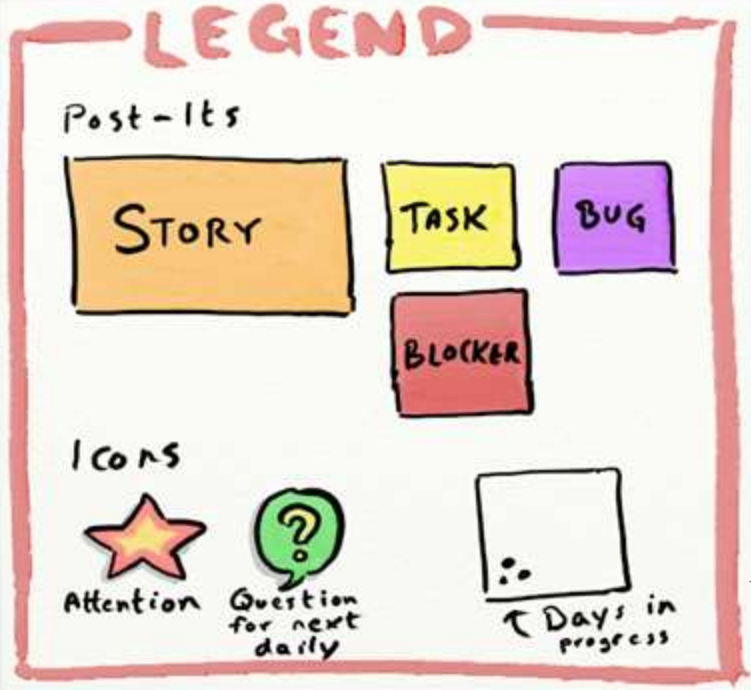
So you can discuss how to improve them

crisp

Explicit Policies



Legend


LEGEND
Post-Its
STORY
TASK
BUG
BLOCKER
Icons
Attention
Question for next daily
Days in progress
Jimmy Janlén April 2015

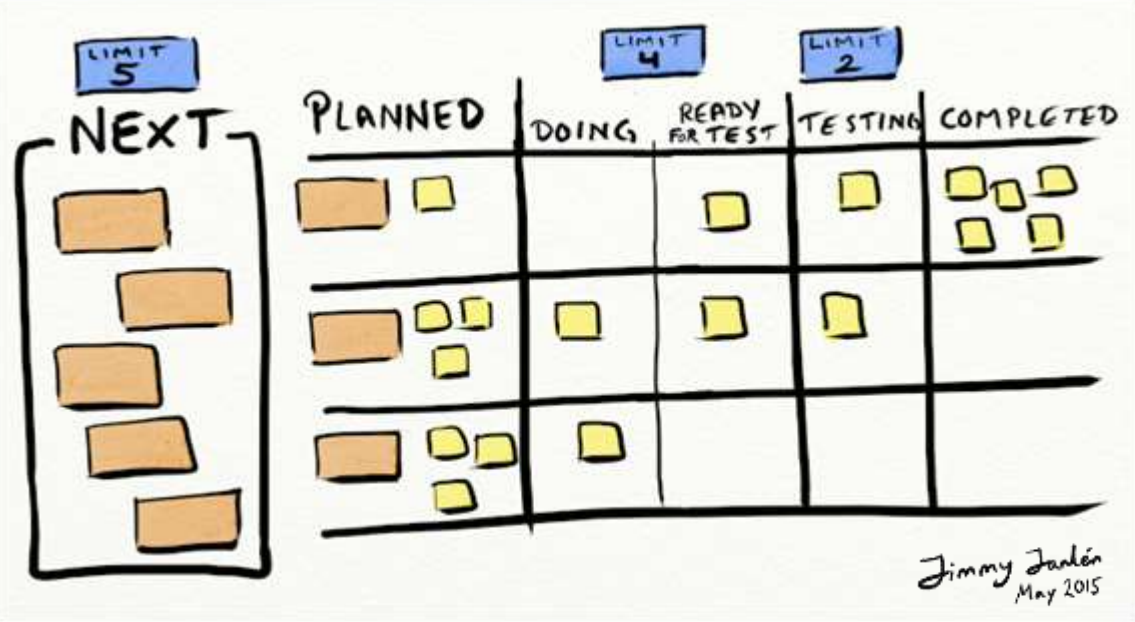
Legend

Step 3 – Prevent overflow

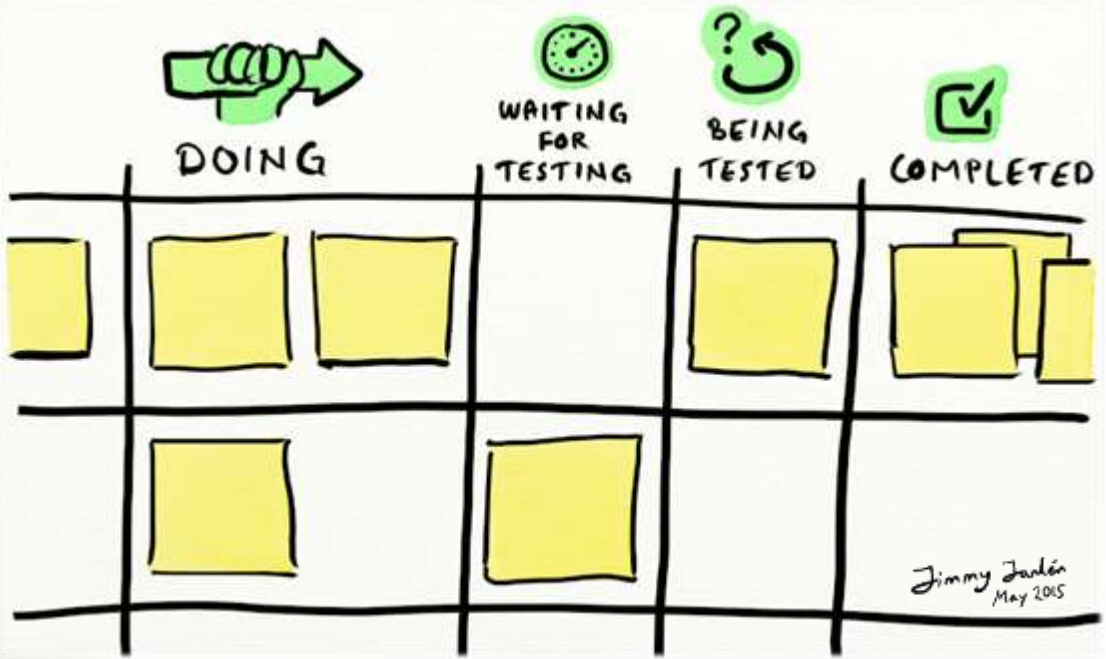
Stop starting. Start finishing.

Limit Work In Progress

WIP Limits



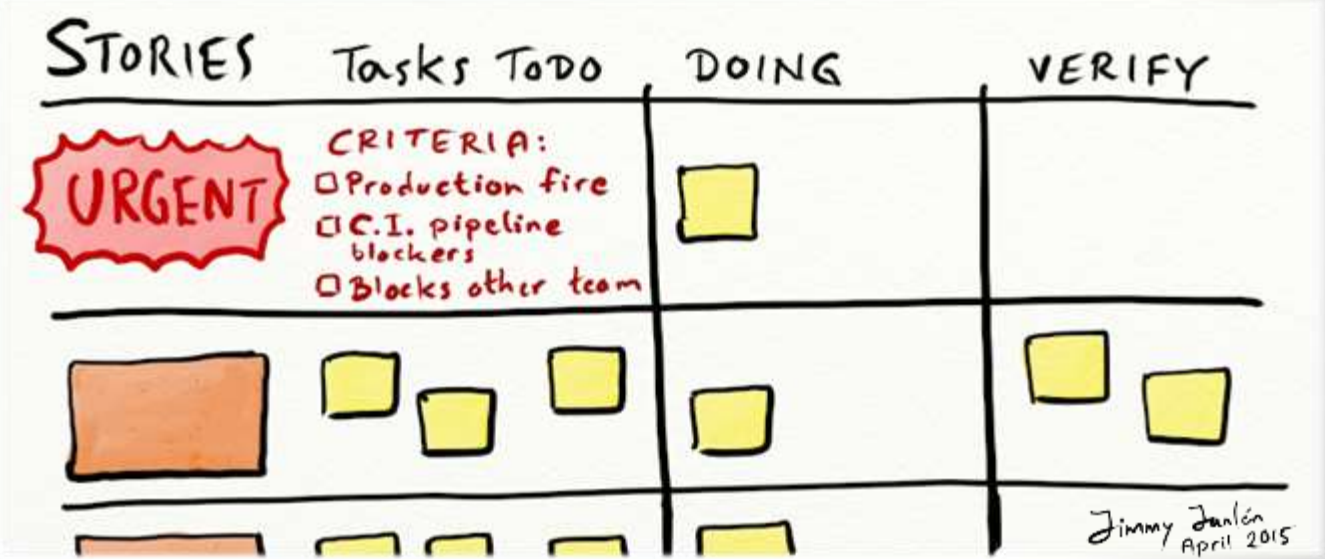
Limit Work In Progress



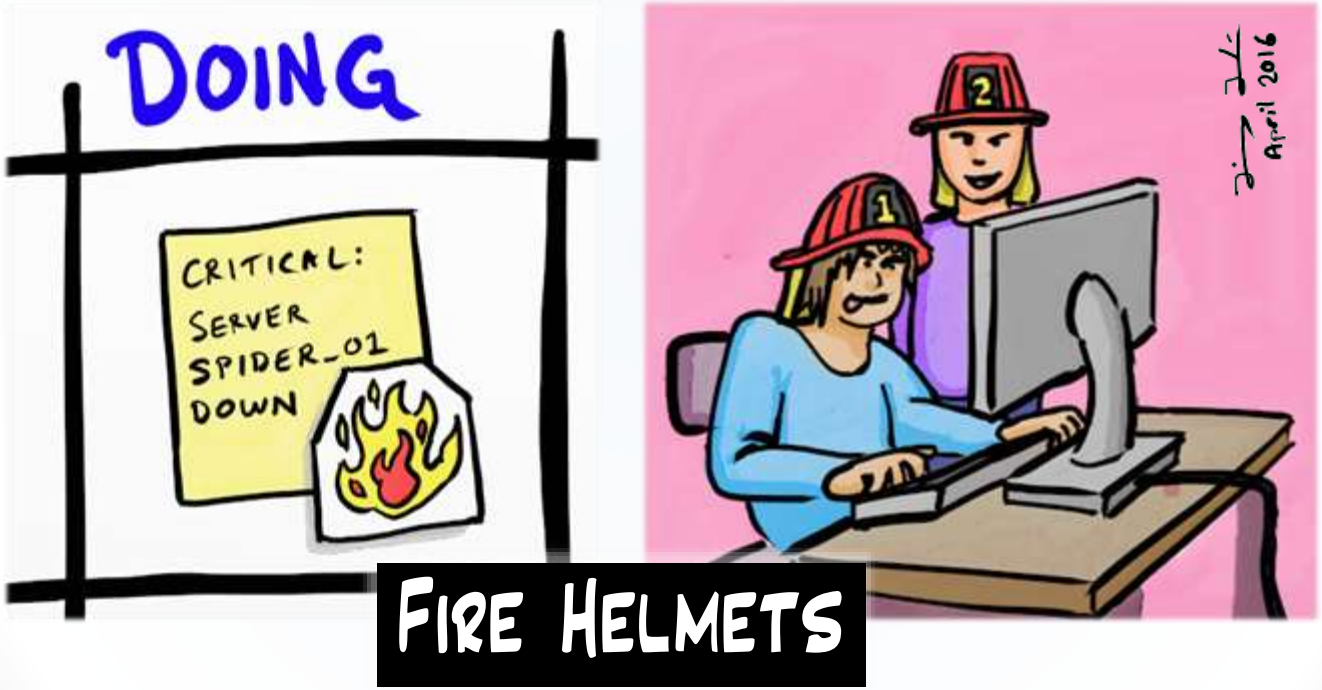
LIMIT BY SPACE

Manage urgencies

Urgent lane with Criteria



Manage urgencies



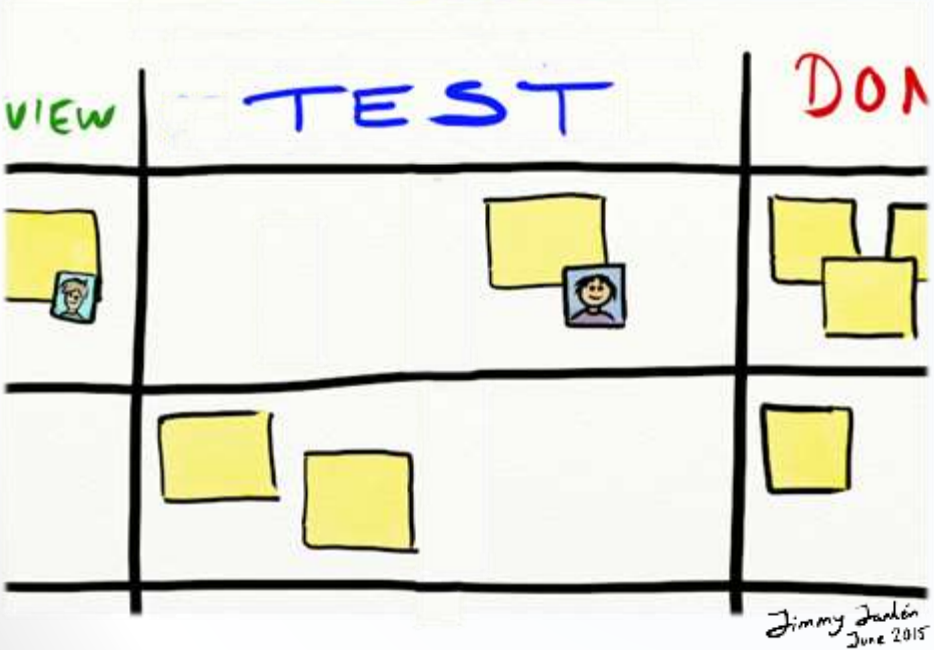
Fire Helmets

Step 4 – Reveal bottlenecks

Where do thou hide waste?

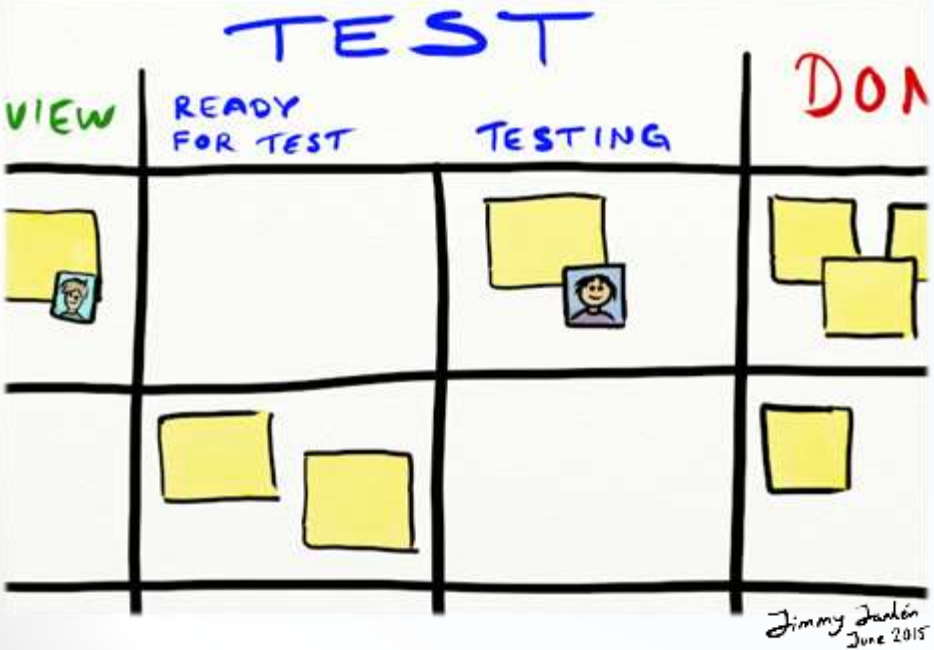
crisp

Test

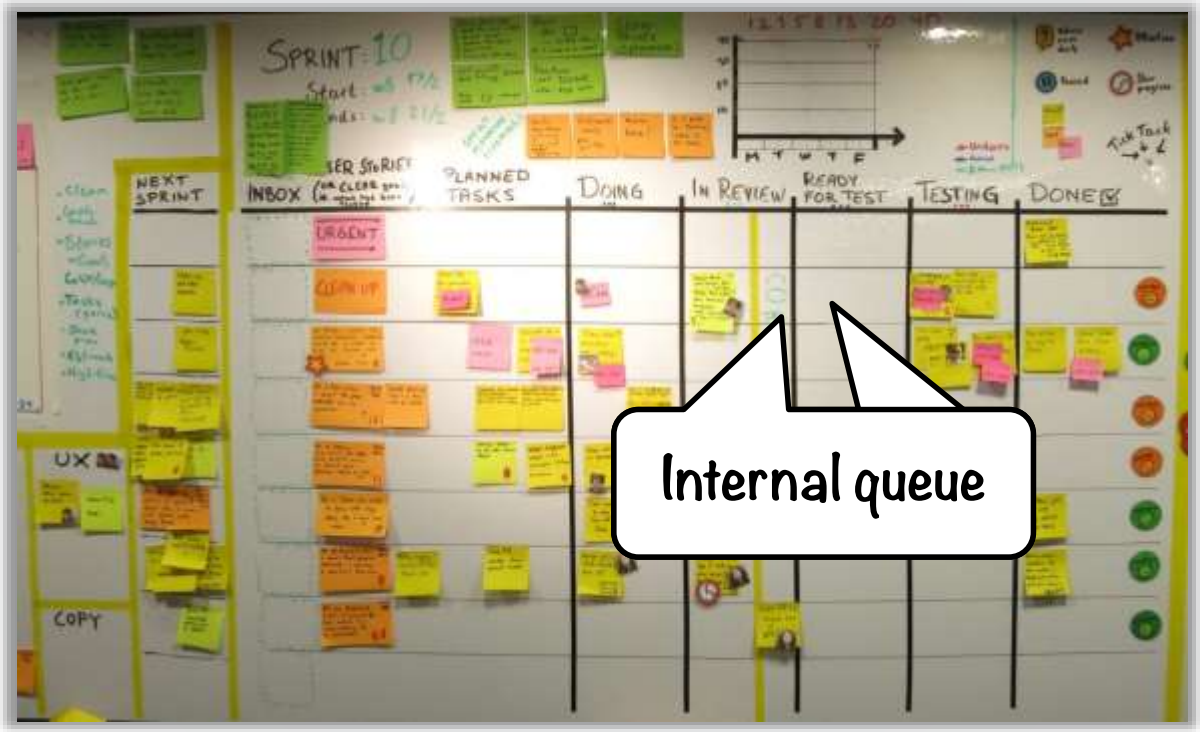


What does it mean when a Post-it is in the "TEST" column?

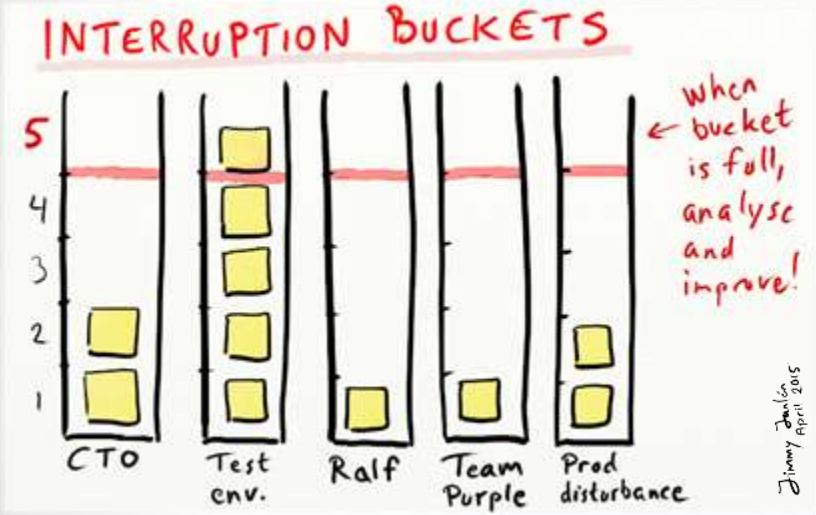
Internal queues

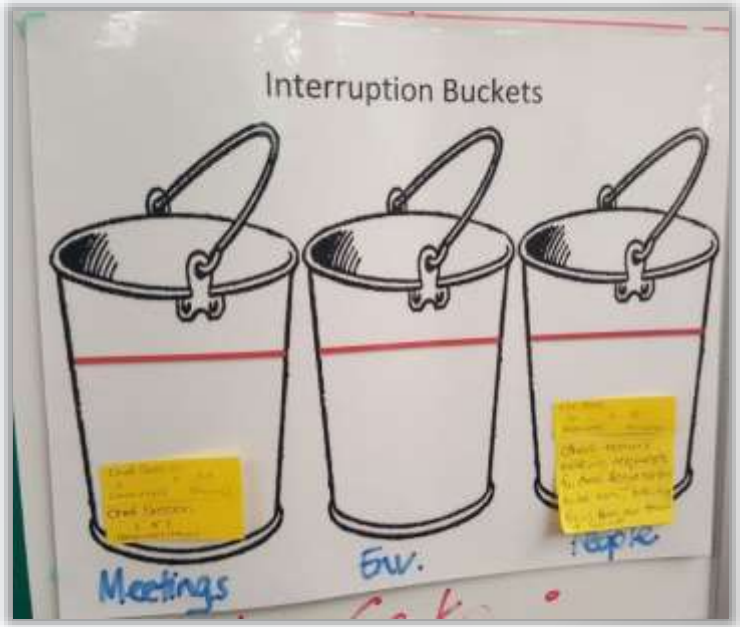


Internal queues



External interrupts



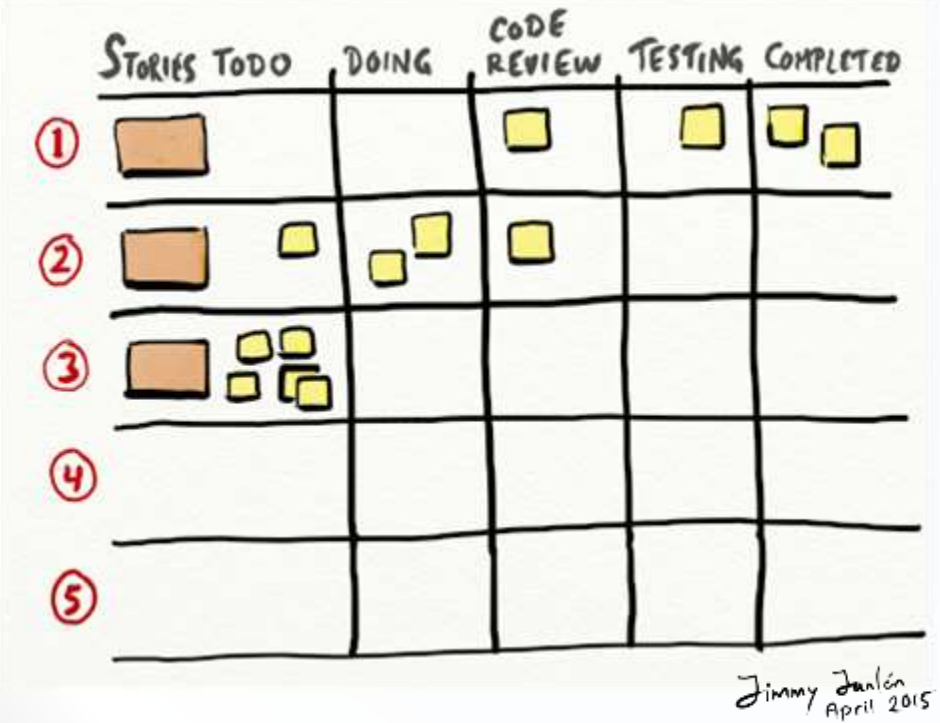


Interruption Buckets

Step 5 – Optimize the flow

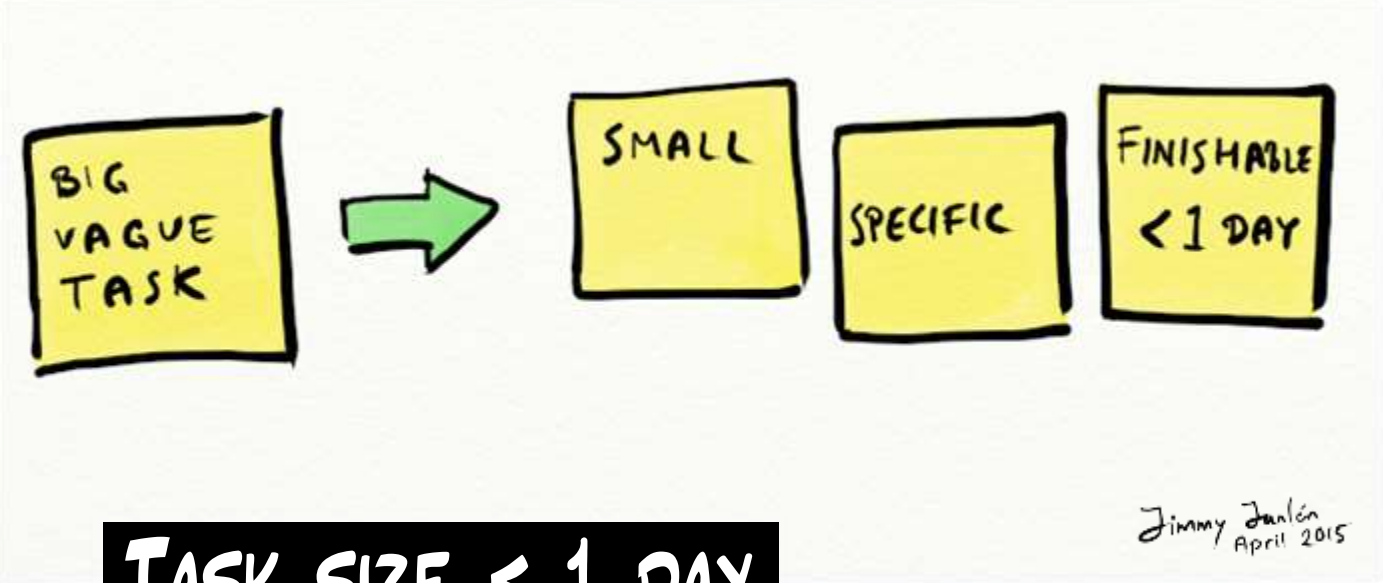
Less is more

Focus as a team



Lane Priority

Flow of tasks



TASK SIZE < 1 DAY

Flow of tasks

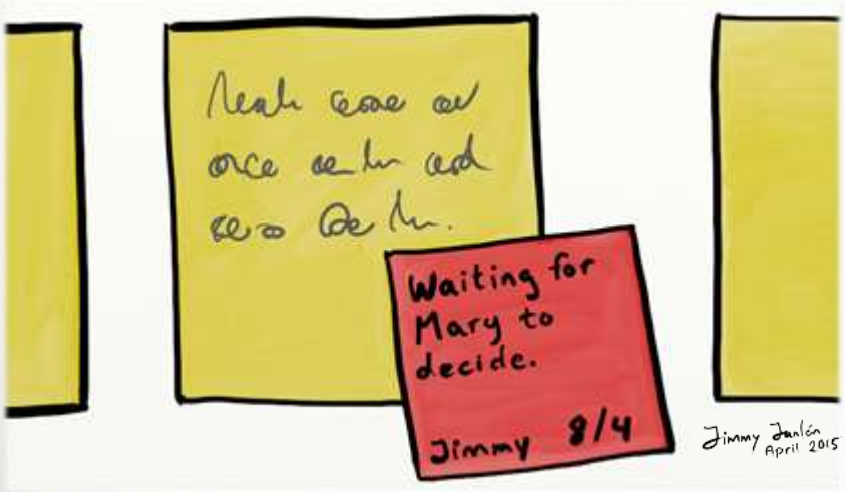
DOTTING

Flow of tasks

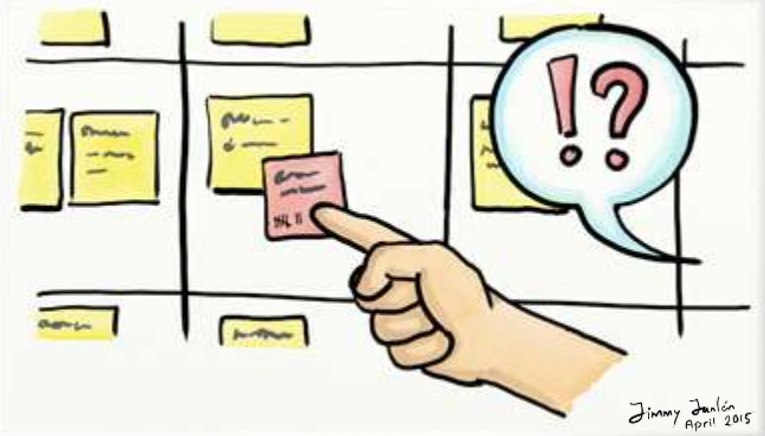
DOTTING

Flow of tasks

Blocker notes

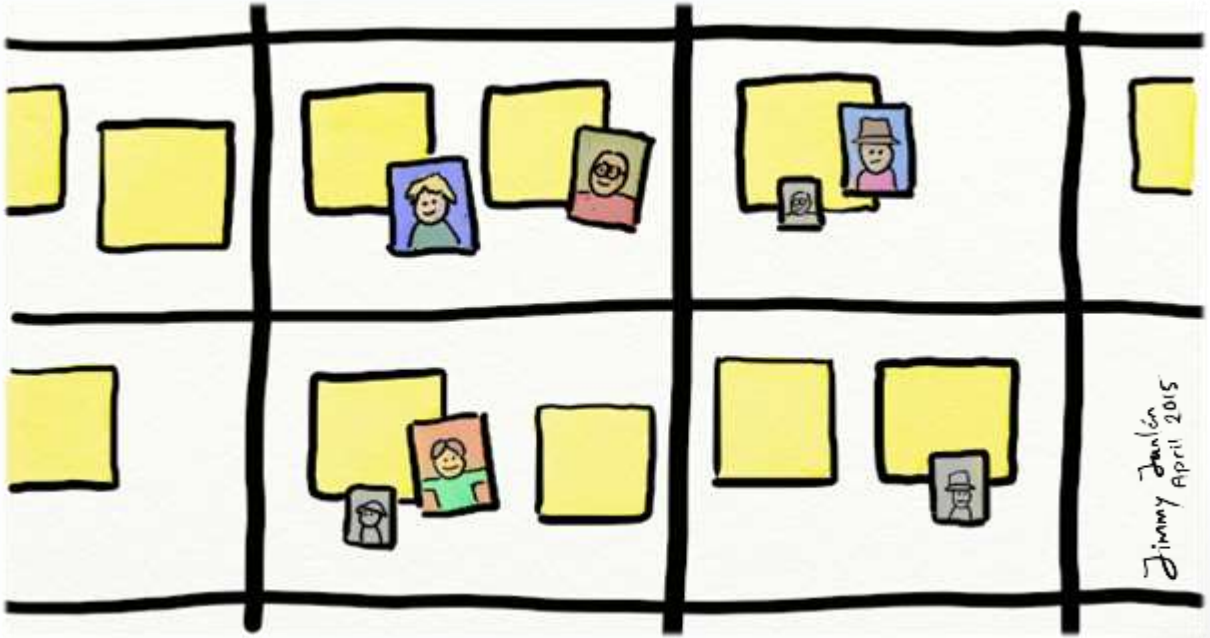


Days wasted



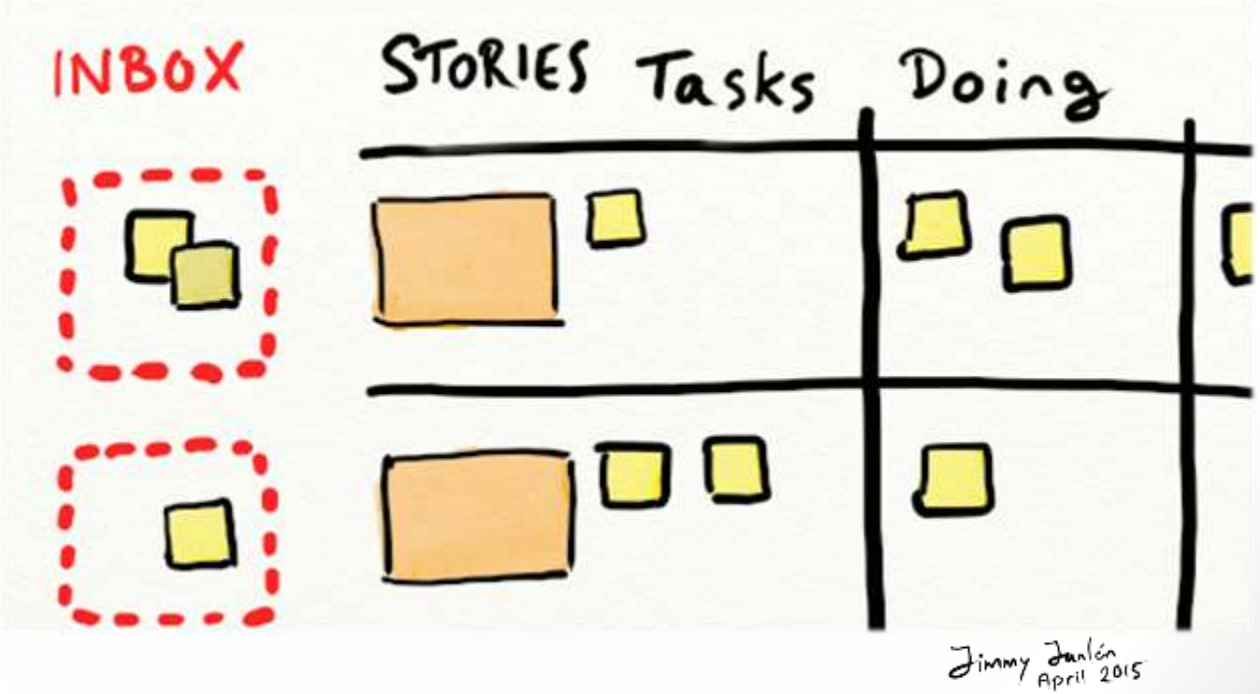
Focus

2 AVATARS



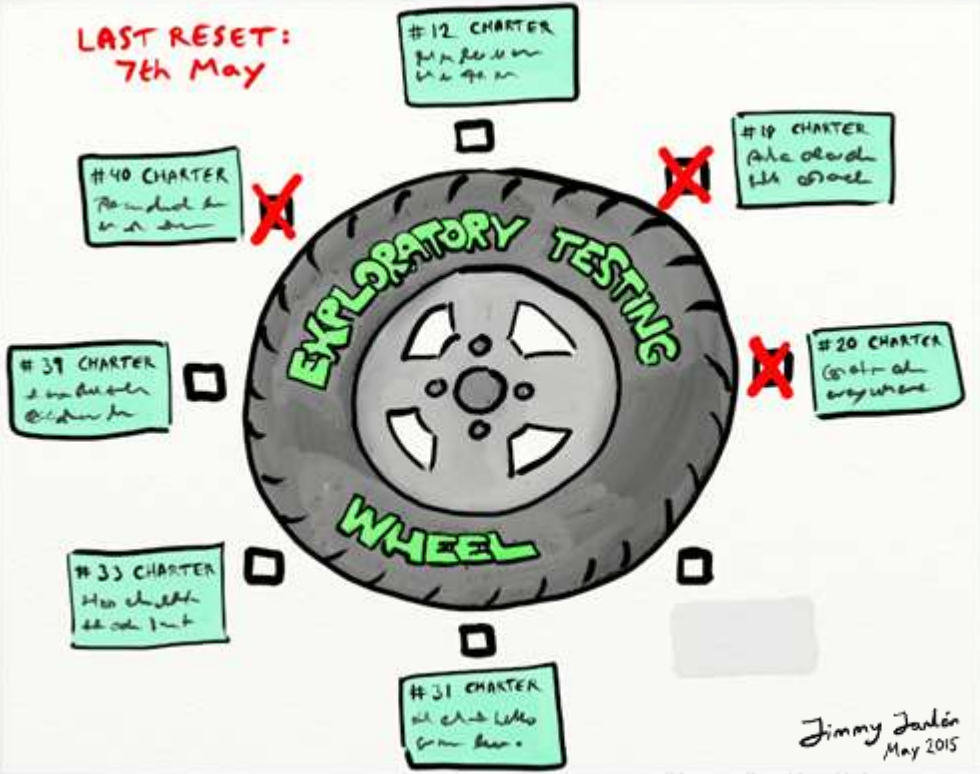
Focus

INBOX

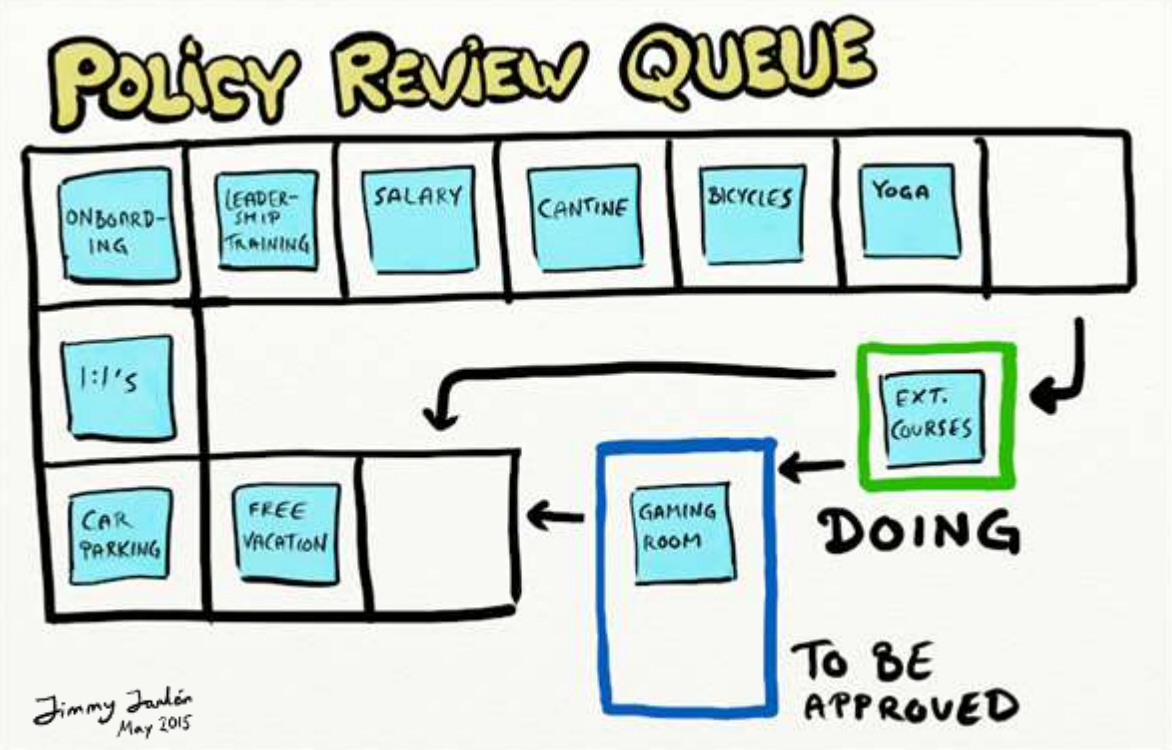


Balancing with long term work?

Exploratory Regression Testing



Work Loop

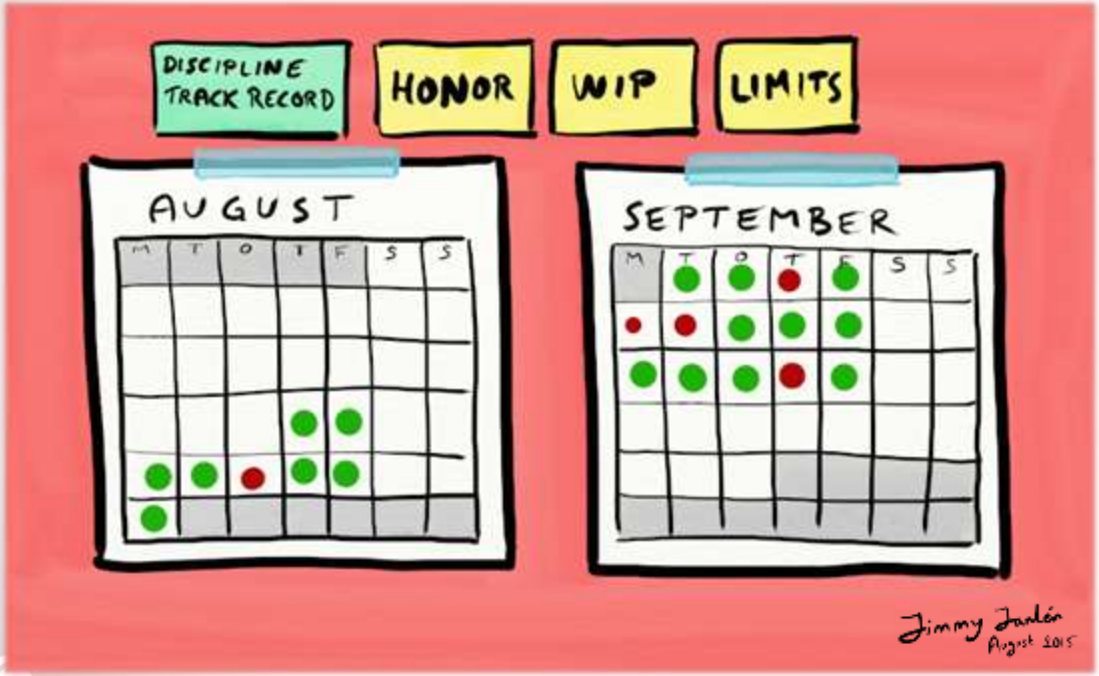

POLICY REVIEW QUEUE
ONBOARD-ING
LEADER-SHIP TRAINING
SALARY
CANTINE
BICYCLES
YOGA
1:1's
CAR PARKING
FREE VACATION
EXT. COURSES
GAMING ROOM
DOING
TO BE APPROVED
Jimmy Janlén
May 2015

Step 6 – Create new habits

Shape your behaviours

crisp

Track your discipline



or...

Fewer open bugs than yesterday

Urgent lane cleared by end of day

We could release today

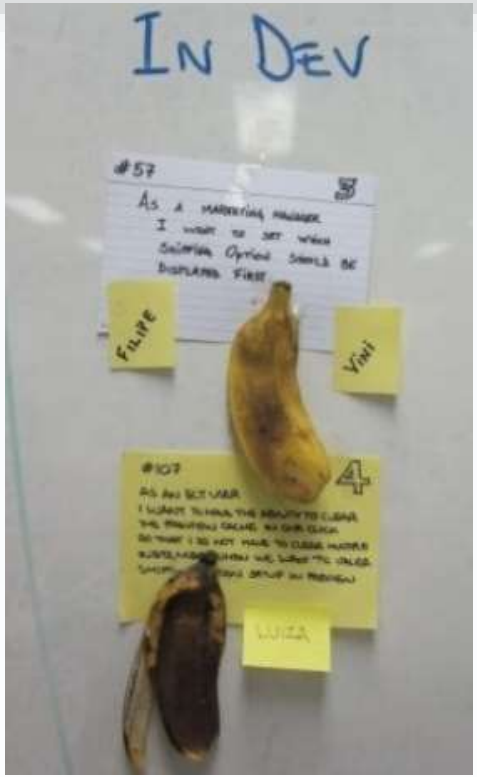
Cont. Deployment pipeline open

Reward

SCORE CARD
STANDUP STARTS ON TIME 1
3H PAIRING 1
RETRO ACTION DONE 2
JOINT LUNCH 1
URGENT LANE EMPTY 1
MOB PROGRAMMING DAY 5
JAR-JAR-BLING
D
C
B
A
A: CAKE
B: BOWLING
C: HACK DAY
D: WEEKEND TRIP
Jimmy Janlén
May 2015

Engage

Have fun :-)



Jimmy Janlén, Crisp

Thank you for listening!

Jimmy Janlén

Agile Coach, Crisp, Stockholm

Email: jimmy.janlen@crisp.se
Twitter: @jimmyjanlen
Blog: http://blog.crisp.se/author/jimmyjanlen

Casumo

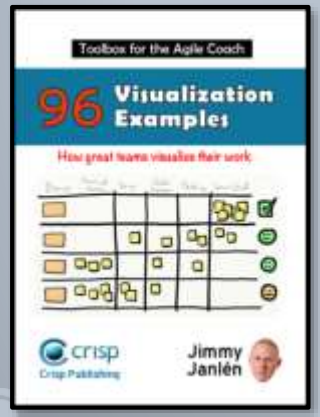
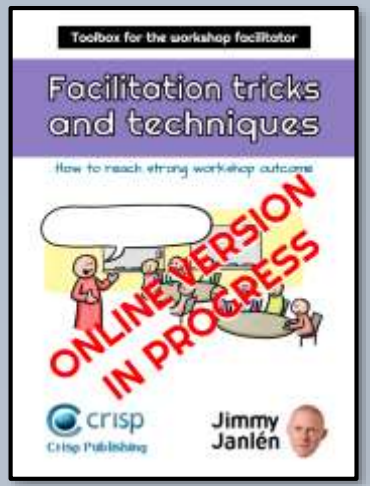
Spotify

QuizUp

Westpac

vodafone

RaySearch Laboratories

MittMedia

Telepo