

INTRODUCTION TO LEAN

Lean is a process for identifying and reducing waste in a system,
without reducing productivity.

THE GOAL

Lean is a process for identifying and reducing waste in a system,

without reducing productivity.



Failure: The most common reason for failed implementation of Lean is reducing waste in a manner that reduces system productivity.

Lean is a systems thinking approach and all decisions should be made in the context of the whole system, and not local optimization.



Defects



Overproduction



Waiting



Non-Utilized Talent



Transportation



Inventory



Motion



Extra-Processing

CATEGORIES OF WASTE

OVER PRODUCTION

There is nothing so useless as doing efficiently that which should not be done at all.

Peter Drucker



Examples:

- Cancellation
- Features that the customer has not asked for
- Low value feature before high value
- Features that are not used
- Features that will not be released
- Features that do not add value

INVENTORY

Give me six hours to chop down a tree and I will spend the first four sharpening the axe.

Abraham Lincoln



Examples:

- Knowledge
 - Written stories, Mockups/Wireframes, Ideas/Brainstorming
- Code on a branch (in progress)
- Completed Stories
 - Feature toggles, Pending Release, Future Release

TRANSPORTATION



Examples:

- Hand-offs (bringing up to speed)
- Knowledge silos
- Onboarding
- Deploying



OVER-PROCESSING

Examples:

- Doing more than is necessary for a feature
 - Extra functionality
 - Extra code reviews
 - Over testing
- Unnecessary New Technology EDD/RDD
 - EDD - Ego Driven Development (complex code to impress peers)
 - RDD – Resume Driven Development (using unnecessary tools to pad resume)
- Re-Learning



WAITING

Examples:

- Done columns
- Review columns
- Blocked cards
- Completed but not deployed
- Ready columns

MOTION

Examples:

- Context-switching
- Right Tools
- Right Environment
- Communication Barriers
- Teamwork





DEFECTS

Examples:

Bugs

Bounce-backs

Escaped defects

System down time

Slow response rates



WASTED POTENTIAL OF PEOPLE

Examples:

- Anonymity
- Irrelevance
- Immeasurement

QUESTIONS