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.
CATEGORIES OF WASTE

- Defects
- Overproduction
- Waiting
- Non-Utilized Talent
- Transportation
- Inventory
- Motion
- Extra-Processing
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
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
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
Examples:

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