



LEAN AND AGILE: FRIENDS OR FOES?

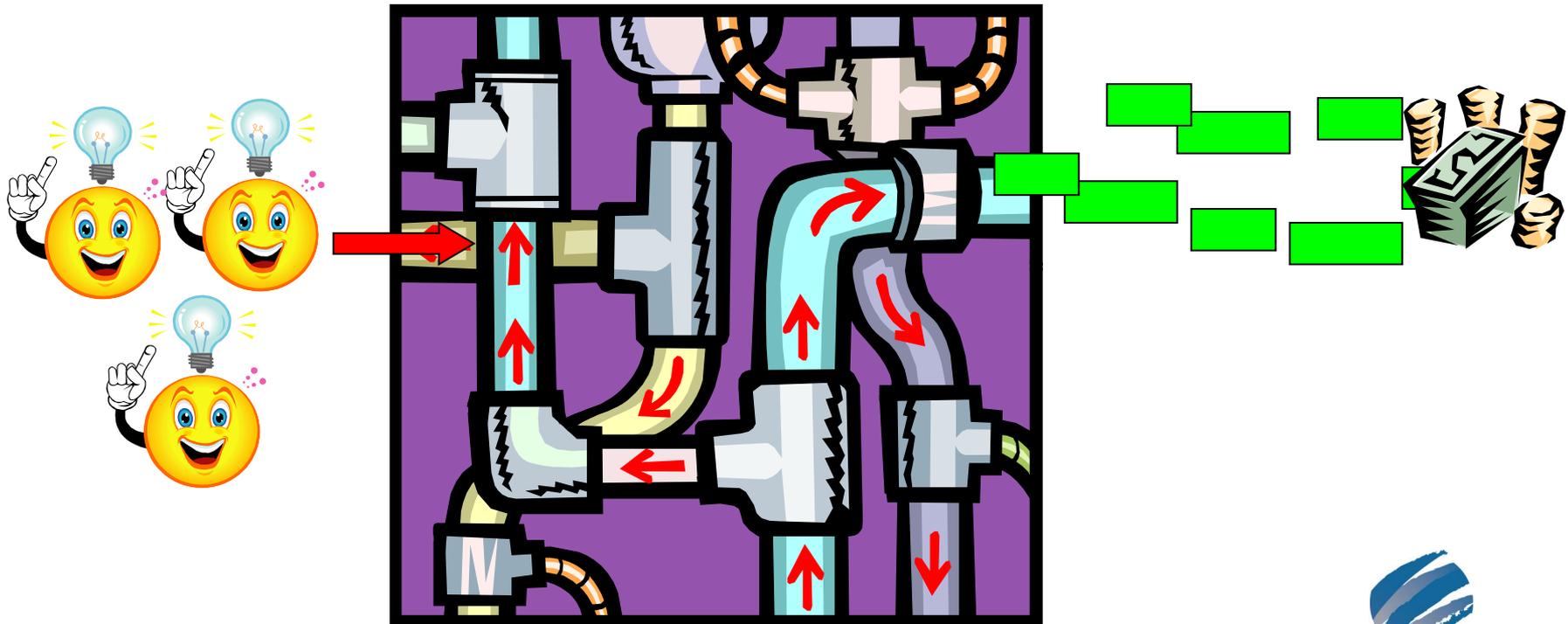


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LEAN: FAST, FLEXIBLE, FLOW

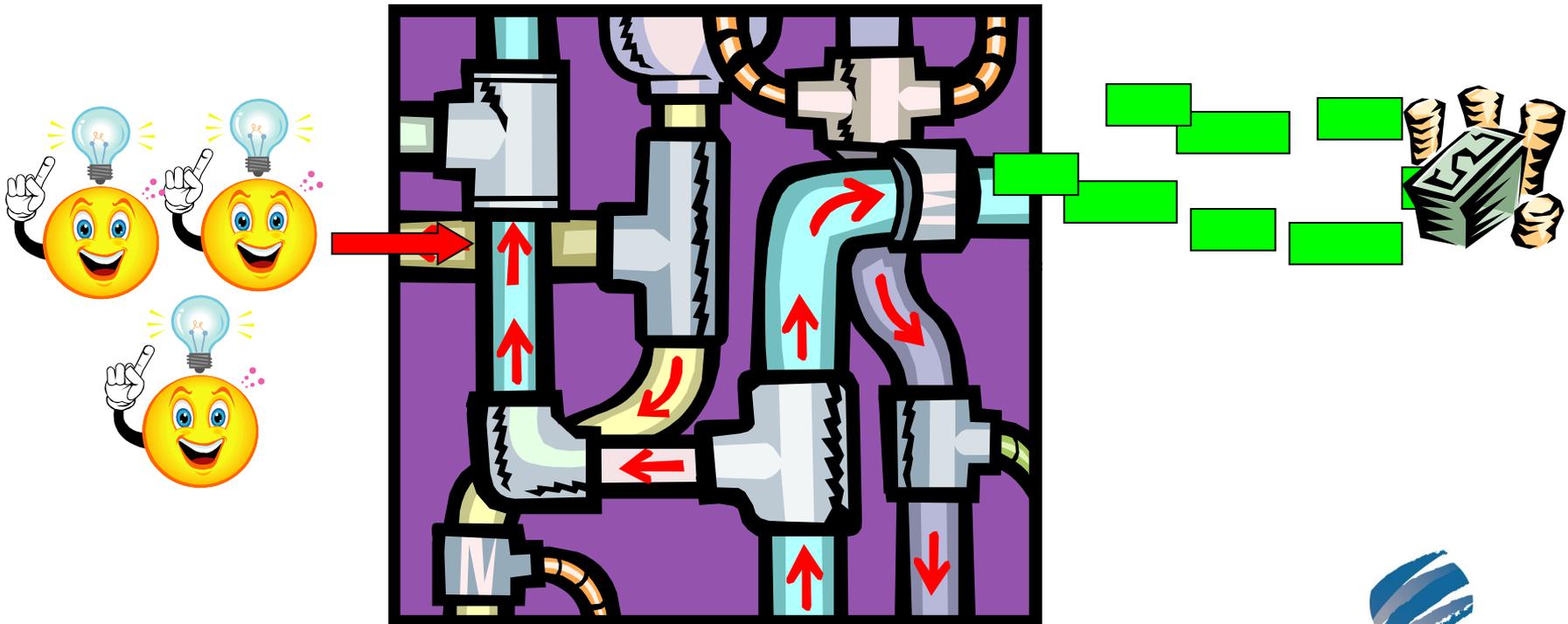
Think of your organization as a machine

turning *ideas* into *saleable features*

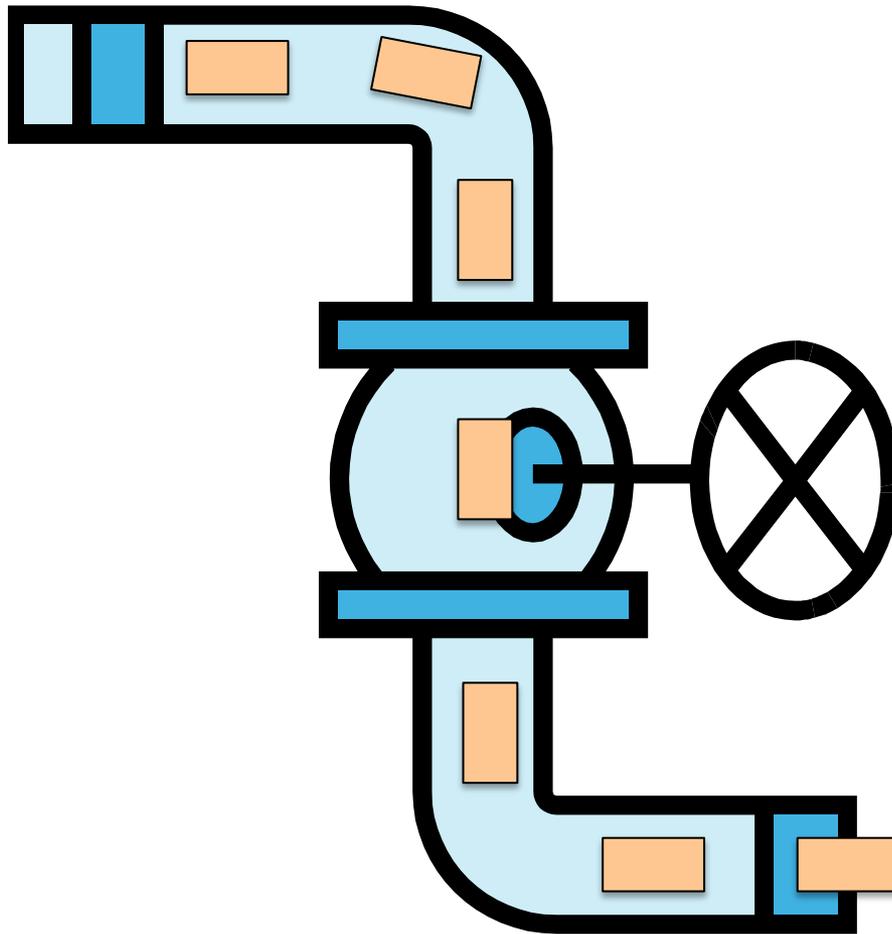


LEAN: FAST, FLEXIBLE, FLOW

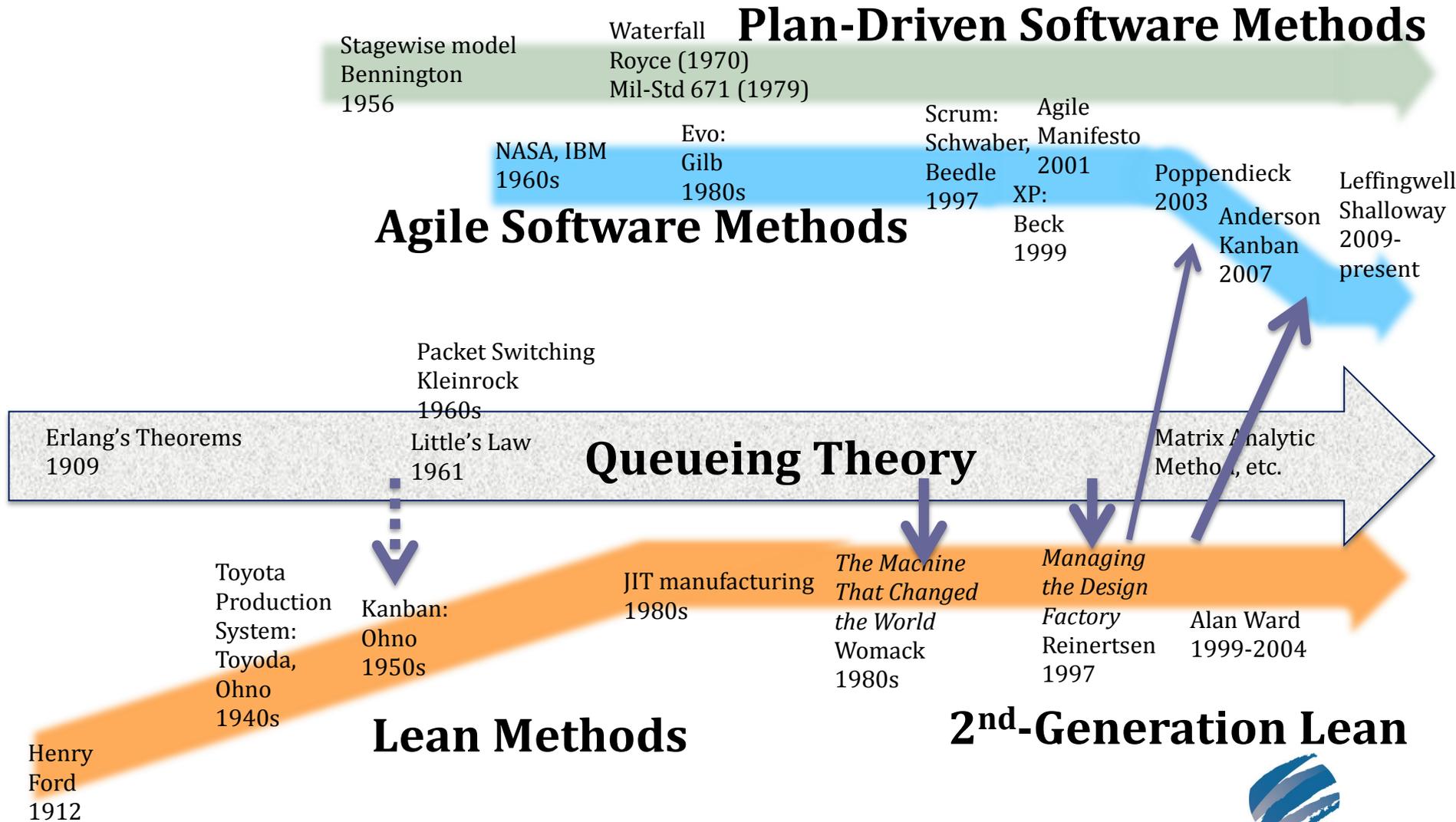
Goal: Optimize the *whole machine* to produce *valuable stuff* as *fast* and *smoothly* as possible.



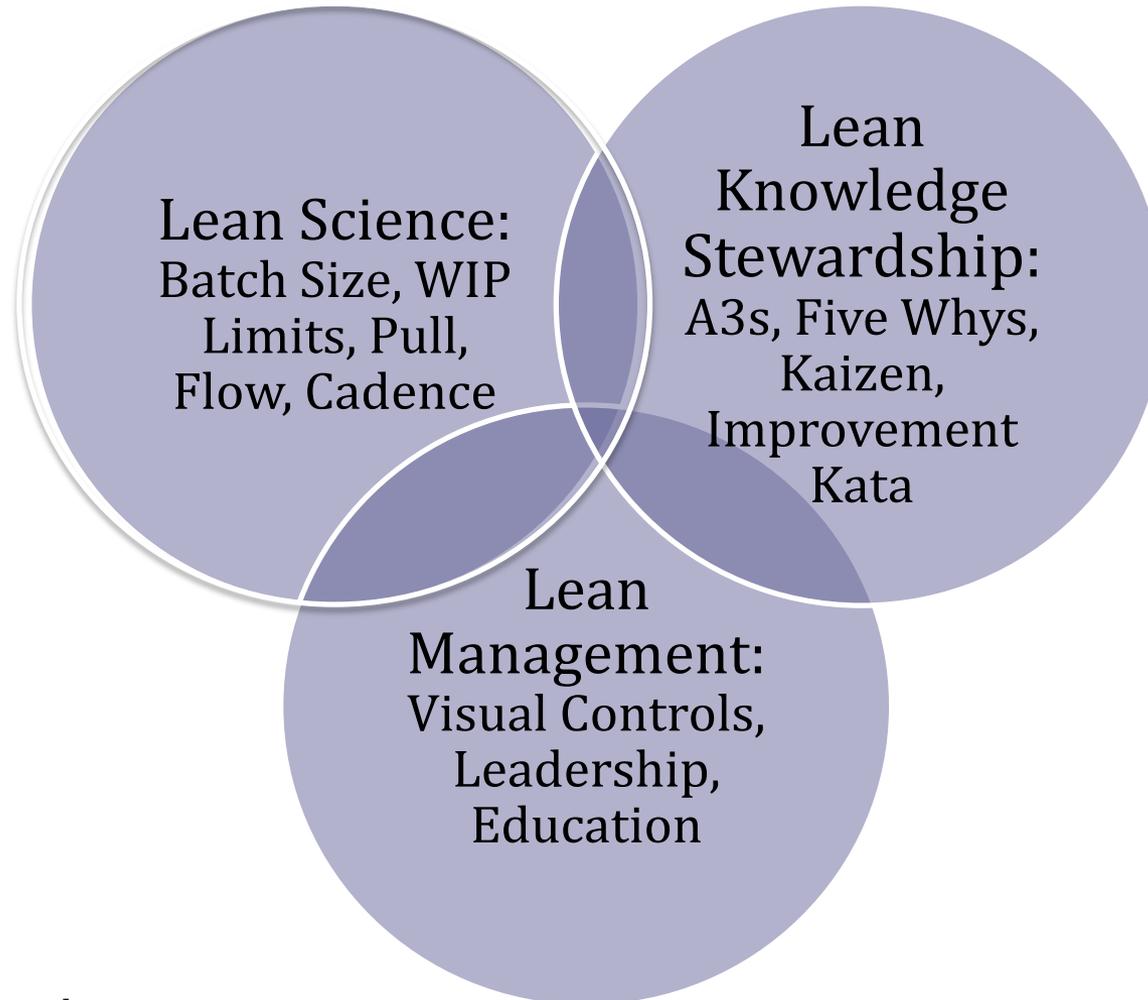
WHAT PREVENTS FLOW?



LEAN AND QUEUEING THEORY

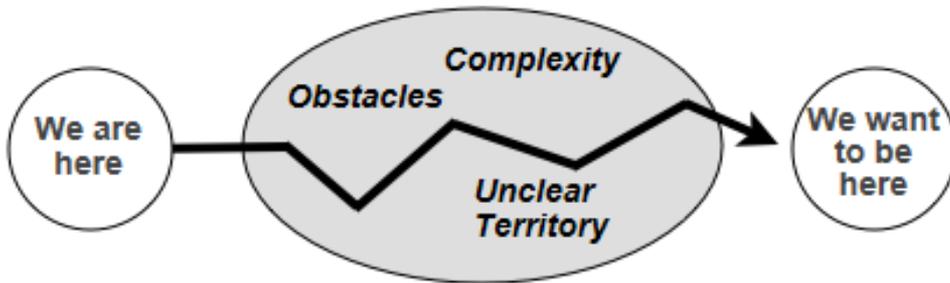


LEAN: THREE BODIES OF KNOWLEDGE



Alan Shalloway in
Lean-Agile Software Development

IMPROVEMENT KATA



Designed for uncertainty

Structured
Iterative
Scientific

From Mike Rother's
Improvement Kata Page
[http://www-
personal.umich.edu/~mroth
er/Homepage.html](http://www-personal.umich.edu/~mrother/Homepage.html)

ASK THE FIVE QUESTIONS AT EACH STEP

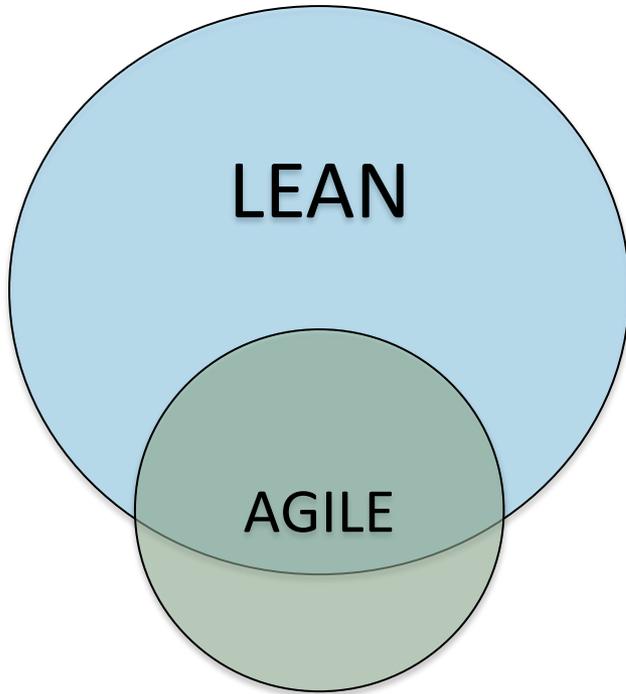
PDCA CYCLES RECORD				
Date	Process	Result	Obst. / Next Step	What We Learned
	Stop			
	Continue / Next Experiment			

COACHING KATA

The Five Questions

- 1) What is the Target Condition?
- 2) What is the Actual Condition now?
-----*Time Card Chart*-----
- 3) What Obstacles do you think are preventing you from reaching the target condition?
Which "one" are you addressing now?
- 4) What is your Next Step? (next PDCA / experiment). What do you expect?
- 5) When can we go and see what we Have Learned from taking that step?

You'll often work on the same obstacle for several PDCA cycles.



LEAN AND AGILE: RELATIVES

REFERENCES

- *Principles of Product Development Flow*; Reinertsen, Donald G; 2009;
- *Kanban: Successful Evolutionary Change for Your Technology Business*; Anderson, David; 2010
- *Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results*; Rother, Mike; 2010
- Improvement Kata: <http://www-personal.umich.edu/~mrother/Homepage.html>
- *Lean-Agile Software Development*; Shalloway, Alan et. al.; 2010
- Iberle Consulting Group resource page: <http://www.kiberle.com/links.html>

