

Make a list of things that cause variation in work and flow of work

Variability in Work & Possible Responses

- ✓ Different types of work requests
- ✓ Different types of work requests
- ✓ Different types of work requests
- ✓ Different types of work requests

Variation in Size of Work Requests

- Different types of work requests
- Different types of work requests
- Different types of work requests
- Different types of work requests

Variation in Complexity

- Different types of work requests
- Different types of work requests
- Different types of work requests
- Different types of work requests

Variation in Quality

- Different types of work requests
- Different types of work requests
- Different types of work requests
- Different types of work requests

Compliance

- Different types of work requests
- Different types of work requests
- Different types of work requests
- Different types of work requests

Variability in Flow and Possible Responses

- Different types of work requests
- Different types of work requests
- Different types of work requests
- Different types of work requests

Unplanned Work

Reworking Defects

Expedite

Policy for Rework

The True Cost of Waste

Rework

Fixing quality problems and estimate future demand?

Managing flow produces dramatic improvements

Expedite Policies

Variability

Sources of delay

- Delays to work
- Delays to work
- Delays to work
- Delays to work

Where are your delays?

Visualizing and tracking flow can reveal bottlenecks.

Blocking Issues and Defects

Improving Bottleneck Problems

The Five Fixing Team

Non-Instant Availability

Bottlenecks are common in traffic

Bottlenecks in day-to-day life

Visualizing Bottlenecks - Growing queue

Visualizing Bottlenecks - Starvation

sleep need

money constraints

food allergies

traffic jams (some streets are overcrowded)

lift at office

Sources of Delay

Do you treat all cards the same way?

A Class of Service is actually just a set of policies that define how something should be treated, such as, its queueing discipline

Classes of Services mapped to Delay Cost curves

Example Policy wall from HSBC

Flow Management Policies

Managing Defects and Other Rework Policies

Discard & Abandonment Policies

Sequencing Policies

Risk Policies

Aging WIP Policies

Discuss in Breakout rooms

Policies