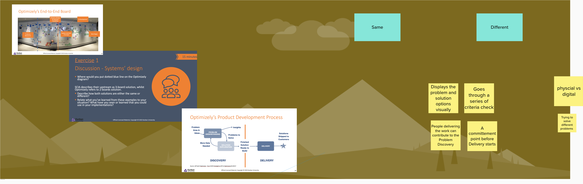
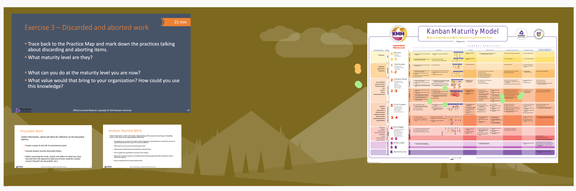

Same
Different
Exercise 1
Discussion - Systems' design
30 mins
Displays the problem and solution validation virtually
Goes through a series of criteria check
A commitment point before Delivery starts
physicist vs digital
a single board that allows us to walk right to left
vs having to go to 3 diff boards to move from right to left

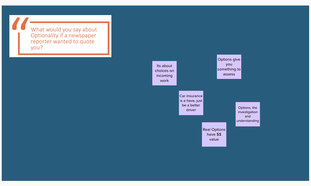
Tell your zoom partner what Optionality if a newspaper System Design if a newspaper reporter wanted to quote you?
Choose to do the right thing
Bringing reality to the unreal
Exposing the end to end real work
Making work for Leaderships
A visualisation tool giving visibility and transparency for all interested parties
OMG Luxon is going to have to write it down
Visualisation of your ideas

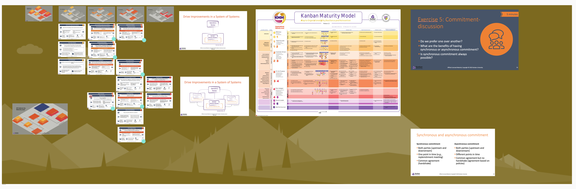
Exercise 2 - Turbulent Flow
15 min
Do you observe at your work any causes of turbulent flow? Which of the items resulted from failure, disruptive or speculative demand?
Did you have to expedite them in consequence?
What improvements could you introduce to minimize or cancel this demand?
Picture Demand that lacking of information when delivery started
Disruptive Demand that emerged of tickets prior to Planning
Speculative Demand that has not linked to strategic priorities
Causes of a Turbulent Flow
Test through E2E and thorough testing before Release
Test through E2E and thorough testing before Release

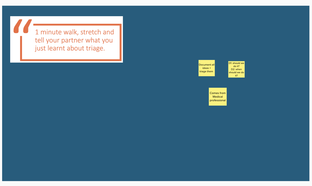

Exercise 3 – Discarded and aborted work
15 min
Trace back to the Practice Map and mark down the practices talking about discarding and aborting items.
What maturity level are they?
What can you do at the maturity level you are now?
What value would that bring to your organization? How could you use this knowledge?
Kanban Maturity Model
Impolite Work
Kanban Abarted Work

1 minute walk and talk, tell 1 person what you just learnt about turbulent flow, and discarded and aborted work

Exercise 4 – Roles
30 mins
Does the role of Flow Manager or Service Delivery Manager (SDM) exist in your organization today?
If not, would it be easier to introduce it or to change the job roles? What responsibilities & job titles?
Who would play the Flow Manager or SDM role?
What is their current title? Which responsibilities and what policy changes do you envisage for them?
Typical Functions of a Flow Manager
Typical Functions of SDM


What would you say about Optionality if a newspaper reporter wanted to quote you?
No about chances on recurring work
Options give you something to assess
Car insurance is a forex, and be a better driver
Options, the investigation and understanding
Real Options have $$ value


Kanban Maturity Model
Exercise 5: Commitment discussion
30 mins
Agile Approaches in a System of Systems
Agile Approaches in a System of Systems
Agile Approaches in a System of Systems
Agile and Lean Approaches
Agile and Lean Approaches

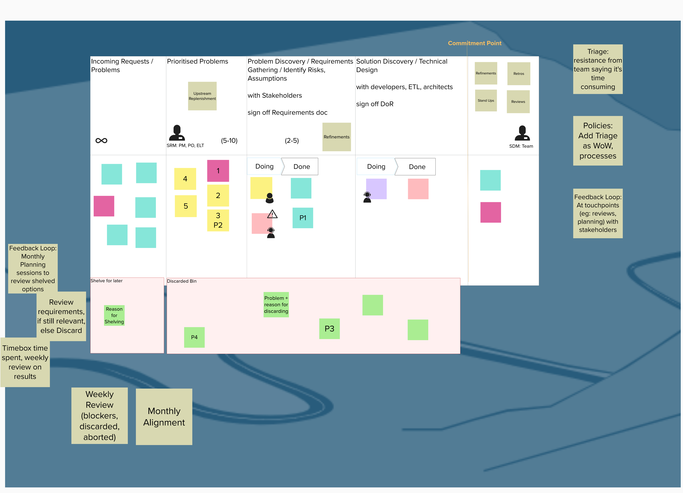

1 minute walk, stretch and tell your partner what you just learnt about triage.

DESIGN EXERCISE – PART 1
20 minutes
Using the knowledge from this module, draft your 1st upstream system design.
Consider:
Visualization (1,2,3 boards solution?)
Visualization practices
Policies (e.g., definition of ready, re-order policies)
Minimum and maximum limits and re-order point
Feedback loops
Discarded items bin
If your upstream system already exists, use it and think about improvements you could introduce

DESIGN EXERCISE – PART 2
15 minutes
Using the knowledge from this module, add turbulent flow and discarded items elements to your upstream system design.
Consider:
Type of turbulent flow you observe
How to visualise it
Policies to introduce
Policies for turbulent flow
Visualization and management of discarded items
Establishing a healthy range for discarded items

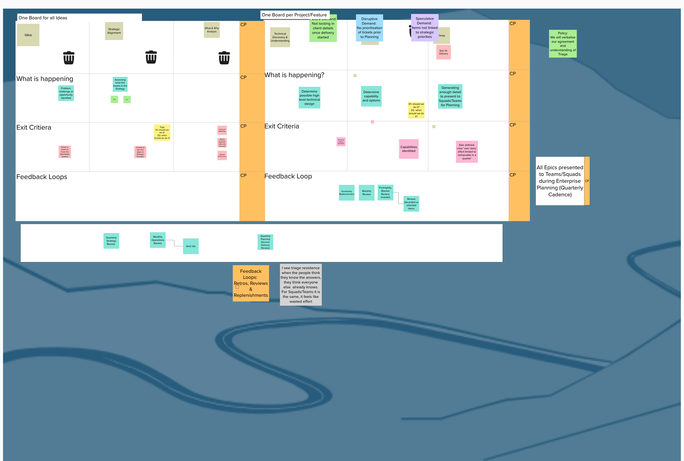
DESIGN EXERCISE – PART 3
15 minutes
Using the knowledge from this module, add triage and feedback loops to your upstream design.
Consider:
The roles you would need to introduce
The purpose of your current cadences
Which feedback loops operate effectively already
The cadences which could be improved
The cadences which are missing and would bring the value to the organization

DESIGN EXERCISE – PART 4
10 minutes
Using the knowledge from this module, add real options and triage to your system design.
Consider:
How difficult that would be for your organization to introduce triage and real options
What resistance you can face and from whom
What policies you should add to ask options and triage to work
Which feedback loops would support real options and triage


Commitment Point
Incoming Requests / Problems
Prioritised Problems
Upstream Replenishment
SRM PM, PO, ELT
(5-10)
Problem Discovery / Requirements Gathering / Identify Risks, Assumptions
with Stakeholders
sign off Requirements doc
(2-5)
Refinements
Solution Discovery / Technical Design
with developers, ETL, architects
sign off DoR
Refinements
Reviews
Stand Ups
Reviews
SDM Team
Doing
Done
Doing
Done
Shelve for later
Discarded Bin
Reason for Shelving
Problem + reason for discarding
Triage: resistance from team saying it's time consuming
Policies: Add Triage as WoW, processes
Feedback Loop: At touchpoints (eg: reviews, planning with stakeholders
Feedback Loop: Monthly Planning sessions to review shelved options
Review requirements, if still relevant, else Discard
Timebox time spent, weekly review on results
Weekly Review (blockers, discarded, aborted)
Monthly Alignment

DESIGN EXERCISE – PART 5
Using the knowledge from this module, improve your upstream system design.
Consider:
Which feedback loops are valid support managing shelved items
Which feedback loops are valid support making or changing policies and principles
Do you need to add or improve any feedback loop(s) to support gathering and refining requirements
How would you identify the point of diminishing returns?
Think about any additional policies for your upstream system. Revisit the questions from 2 summary slides:
What decisions are being made
How much should we track before we reach a decision points
"How much would I pay to know [this piece of information] or [the answer to this question]?"

DESIGN EXERCISE – PART 6
20 min
Complete the following activities and prepare to report your results.
Review your design
Does it cover the typical "downsteam" activities in upstream workflows from your chosen domain(s)?
Does it cover the typical "upstream" activities in workflows through the some workflow maps? If not, why?
Did you detect the point of diminishing returns?
Recognize that at the point of diminishing returns from an activity it is time to make a decision
Collect potential decision points and their characteristics
What decisions are being made and how would you model them?
Design upstream policies
Describe the role(s) which would help you in managing upstream system.
how would you introduce them? You can use the „introducing roles" slide to support your decision.


One Board for all Ideas
One Board per Project/Feature
Idea
Ranked Ideas
Ranked Ideas
Technical Discovery & Refinement
Disruptive Demand that has prioritisation of tickets prior to Planning
Speculative Demand that has not linked to strategic priorities
Idea
Idea
Policy for an upstream and downstream "Triage"
What is happening
What is happening?
Exit Criteria
Exit Criteria
Feedback Loops
Feedback Loop
All Epics presented to Teams/Squads during Enterprise Planning (Quarterly Cadence)
Feedback Loops: Retros, Reviews & Replenishments
I see triage resistance from teams saying they know the answers, they think everyone knows the answers. For Squads/Teams it is the same, it feels like wasted effort