Exercise – Sources of Delay (Part 1 of 2)

10 min

- Gather 5-10 sticky notes: Where in your organization does work wait (queue), and for how long?
- Cluster these sticky notes based on the source / cause for the delay! Do dependencies cause delay? Which type?
  Internal to your service, external to your service but internal to your business, external to your business?
- Is the length of the delay predictable or not? What is a typical lead time distribution?

Kanban University

Delay

Exercise – Sources of Delay (Part 2 of 2)

10 min

- On more sticky notes, write down any actions available to avoid or influence these different delays.
- Does avoiding delay change the risk in delivering the work?
- Can you imagine reducing the size of queues and length of queuing time? If so, what are the implications?
- Can you imagine circumstances where avoiding dependencies that cause delay would be acceptable?

Kanban University

Waiting for research output from different team

Dependency - Internal

Predictible

Resource capability - architcture

Knowledge dependency

Unpredictable

procurement approval

Policy

unpredictable

Trade and transport - certification

Knowkedge

Unpredictable

Environmwntal health reporting

External dependency

Predictable

Different crm config to make the people to pull the request rather push

Transparency of current work load

Training and guidelines with maturity indicator

What is should have and nice to have from bureacrasy

Agreed sla

Sources of Delay

Exercise – Dependencies (1 of 2)

10 min

1 On what service(s) do you depend, i.e. which ones do you call?

2 How do you identify in good time which work items will have dependencies on external services?

3 Can you predict when you will demand capacity on dependent services?

4 Where are you dependent on your customer(s)?

Kanban University

Dependencies

Exercise – Dependencies (2 of 2)

10 min

Walk in the dependent service(s)' shoes!

- How does demand look from that perspective?
  - How do they manage demand that is blocking or waiting?
  - Do they have multiple sources of demand?
  - Do they offer different classes of service?

Kanban University

Analysts → Proof of concept → Platform

Regulatory team → RMA → planning guidance

planning guidance → capacity modelling and data → Dev. Engineers

Too much of work

overburdened

Unpredictable work

Too much different work from different sources

Why do we have to keep doing this? Why can we not standardize it?

Dependencies

Bottlenecks in day-to-day life

10 min

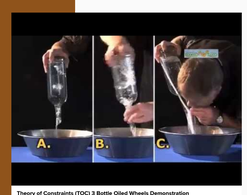
- As a group, take 2 minutes to collect as many "bottleneck situations" you know from your day-to-day life as you can. Put them as stickies on the virtual whiteboard.
- Select some of the examples, and add information about:
  - The cause of the bottleneck
  - The impact on you
  - How it has been dealt with / How it could have been dealt with.

Kanban University

Bottlenecks

traffic

Start early or late



Theory of Constraints (TOC) 3 Bottle Oiled Wheels Demonstration

Practical demonstration of how the Theory of Constraints (TOC) can help you to improve your business. Three identical bottles of water flowing at different r...

Youtube

Bottlenecks

The Five Focusing Steps

10 min

- In your groups, select a bottleneck situation from private or work lives.
- What is the typical response to this situation?
- Now, apply the 5 focusing steps to it.
- What insights did you gain? Did you discover other options you did not think about at first?

Kanban University

- The Five Focusing Steps:
  - Identify the system's constraint(s).
  - Decide how to exploit the system's constraint(s).
  - Subordinate everything else to the above decision(s).
  - Elevate the system's constraint(s).
  - Start all over!

team leader approval in po

Delays, late delivery

select items that need approval

Have services with less work help approval

Identify = find

Exploit = Optimize

Subordinate = coordinate, collaborate, cultivate

Elevate = Upgrade

Five Focusing Steps

What improvements can you think of that can shape the demand or improve delivery capability?

Visibility of items and where it stands

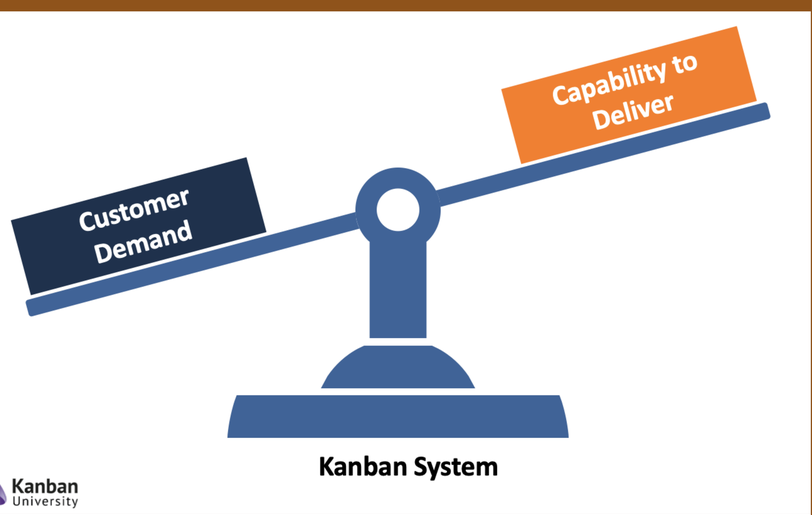
Capability vs forecast kpi

Work item dependencies

Work types

Benefit monitoring

Blockers visibility in delivery



Demand and Capability