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?

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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?

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Customer enquiries enter Genesys queue for action → SLA of 5 days not met (general enquiries) SLA for Stat Dec (2 days) → Reality is enquiries are delayed to get actioned - current queue is still at over 2000 enquiries un-opened/answered → Lack of staff (recruitment) and trained staff able to answer enquiries

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)?

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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?

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IT Services

Security (Pen Testing etc)

TO's request is valid

TO's reporting valid/ complete

EA/ SA

Banking Services

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.

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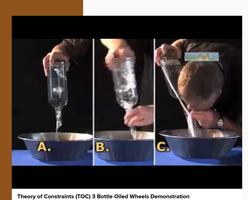
Bottlenecks

School drop off and pick up → Dependent on train turning up on time. Train is late, what and if the van is on time to pick up and drop off → Potentially late for school and work → If late for work, need to make up time

Laundry → My time, machine capacity → Dealt with: I get kids to fold and put away their clothes and I have a long returning cost of self lofting clothes in the wardrobe. Impacts "Quality demand feeds through to the process - assigned and effort.

extracurricular activities → Kapa haka / Sports / Extra Whānau obligation → No time for anything else =/ → No time for extra work!



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?

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Five focusing Steps

Identify = find

Exploit = Optimize

Subordinate = coordinate, collaborate, cultivate

Elevate = Upgrade

- 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!

Identify

Exploit constraints

Subordinate all else to constraints exploitations

Elevate system constraints

SME bottleneck. Availability constraint.

Document, or better yet "draw" = 2-min video

Require queries to enter the service desk (i.e. people have to raise a request) and provide minimal requests to make visible, and highlight work that is blocking or thoughtful decisions

Define work type for these queries, or policy (incl wip, potentially)

education / upskill

Use auto-search as request is raised, i.e. as user creates the request, existing "answers" in the knowledge/knowledge base surface

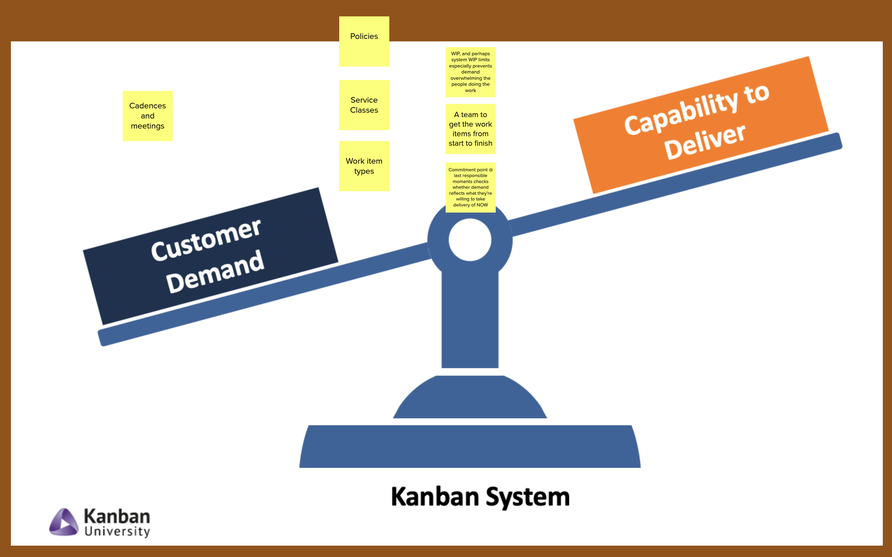
Pay for training/ education

Pay more and hire people who suck less

Pay more and hire people who suck less

Five Focusing Steps

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



Demand and Capability