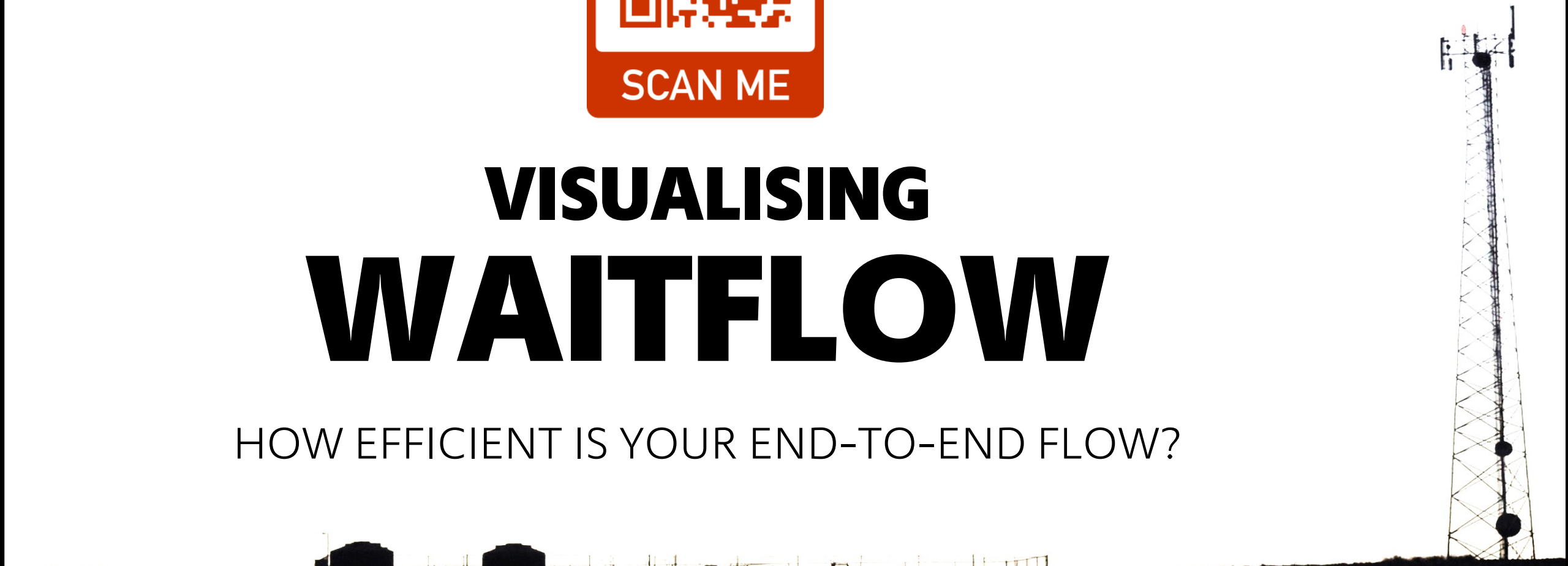
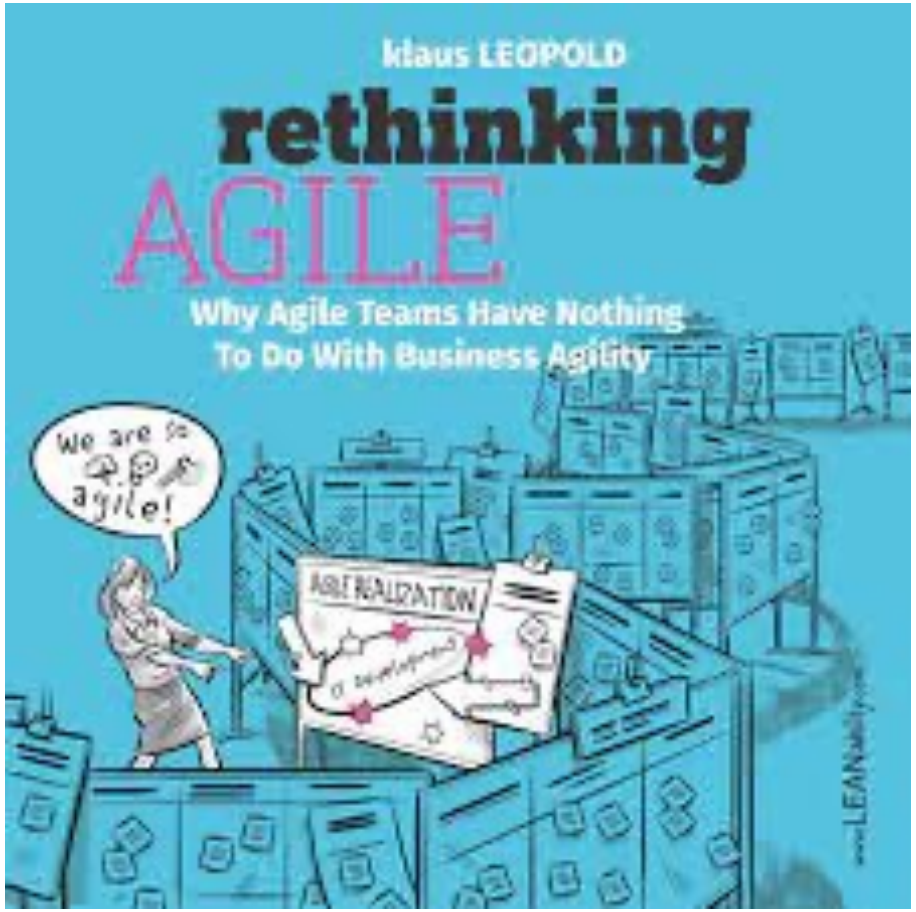
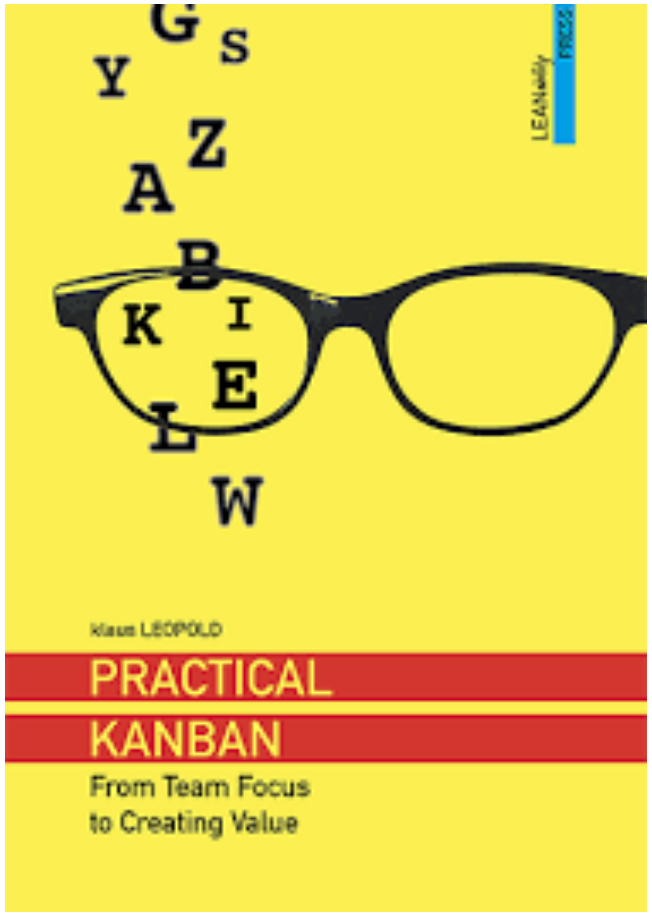
SCAN ME

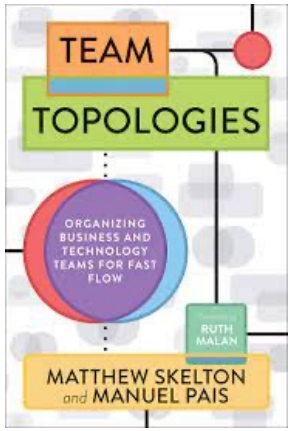
VISUALISING WAITFLOW

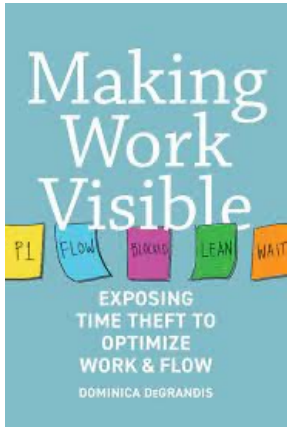
HOW EFFICIENT IS YOUR END-TO-END FLOW?

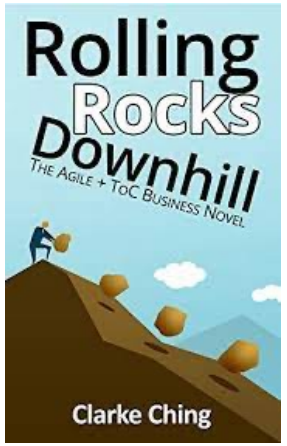



Klaus LEOPOLD
rethinking
AGILE
Why Agile Teams Have Nothing To Do With Business Agility
We are so agile!
AGILE REALIZATION


Y
S
Z
A
B
I
K
E
L
W
LEANability
Klaus LEOPOLD
PRACTICAL
KANBAN
From Team Focus
to Creating Value


TEAM
TOPOLOGIES
ORGANIZING BUSINESS AND TECHNOLOGY TEAMS FOR FAST FLOW
RUTH MALAN
MATTHEW SKELTON
and MANUEL PAIS

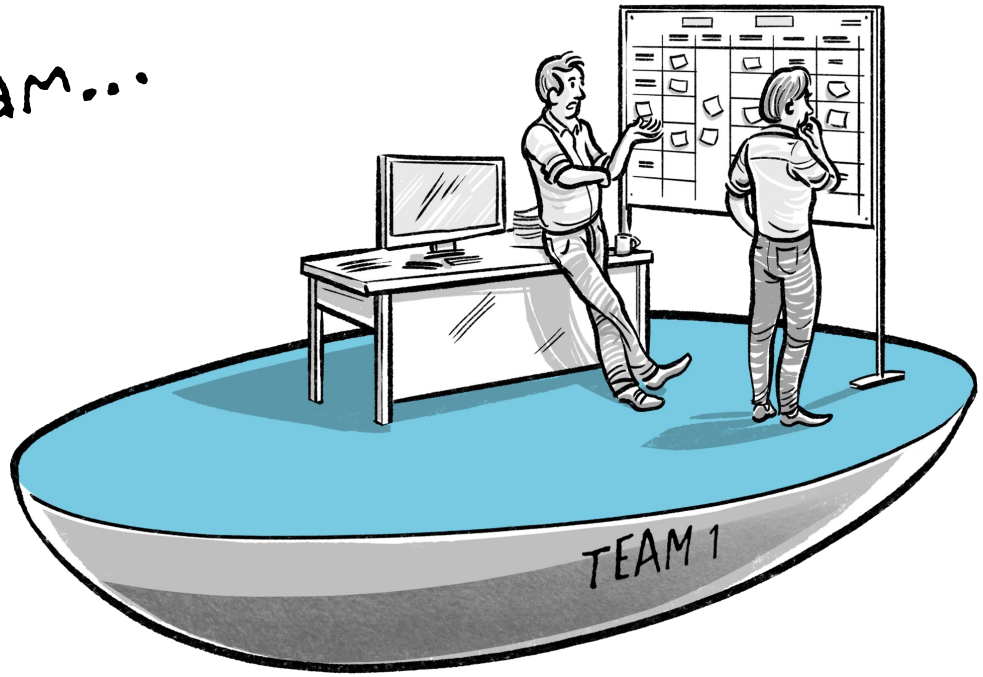

Making
Work
Visible
PI
FLOW
BLOCKS
LEAN
WAIT
EXPOSING
TIME THEFT TO
OPTIMIZE
WORK & FLOW
DOMINICA DeGRANDIS

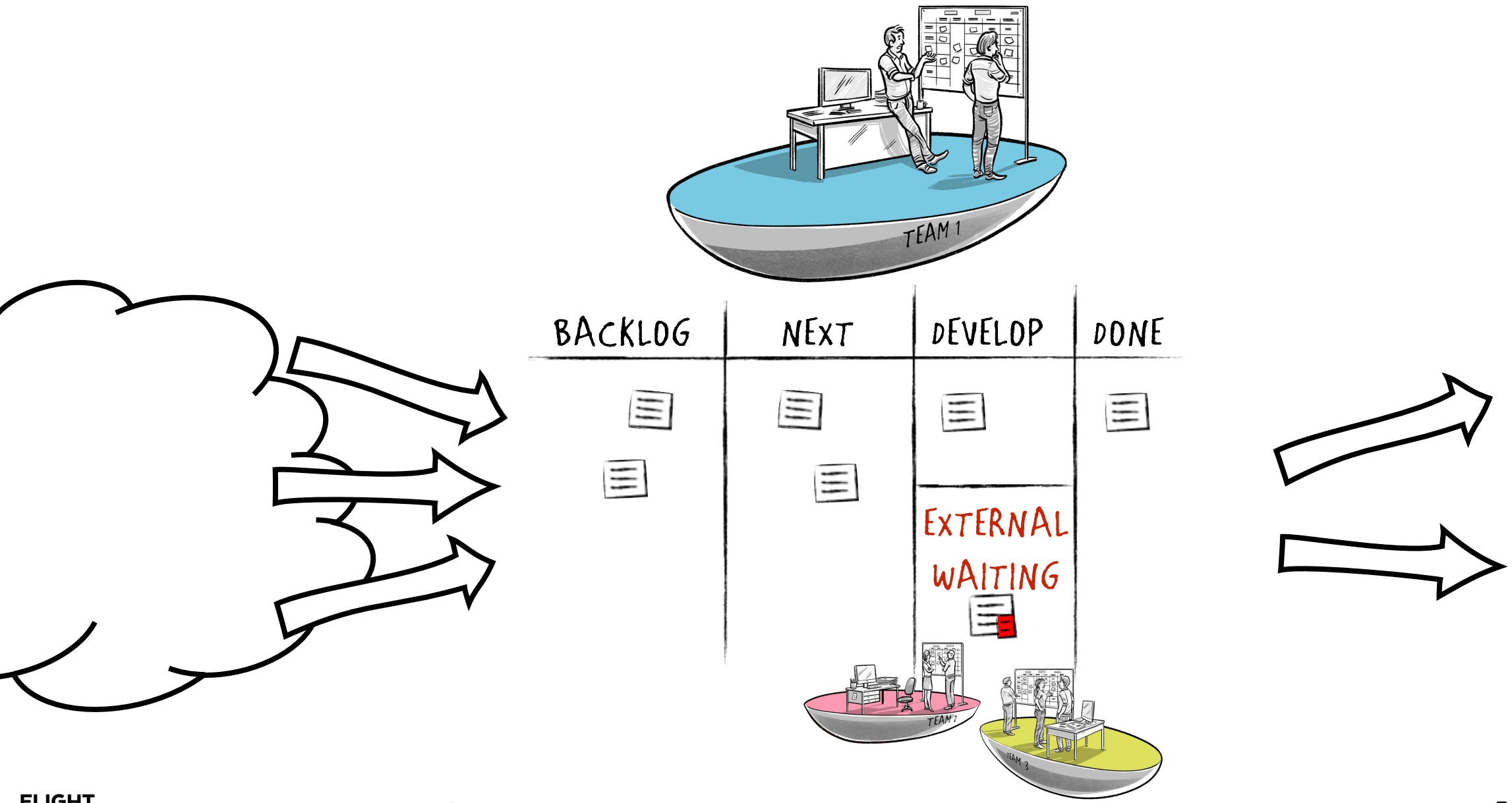

Rolling
Rocks
Downhill
THE AGILE + ToC BUSINESS NOVEL
Clarke Ching

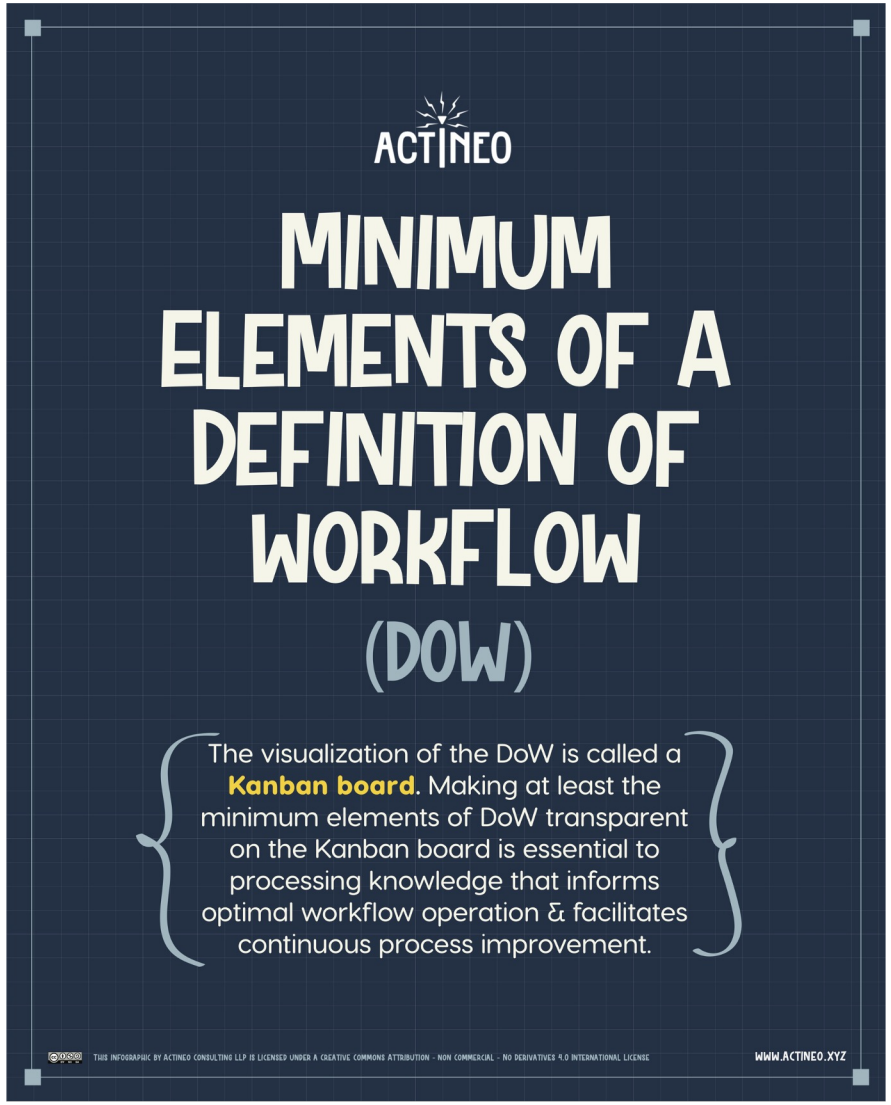
what does **workflow** mean to you?

what **workflows** do you use?

a typical team...



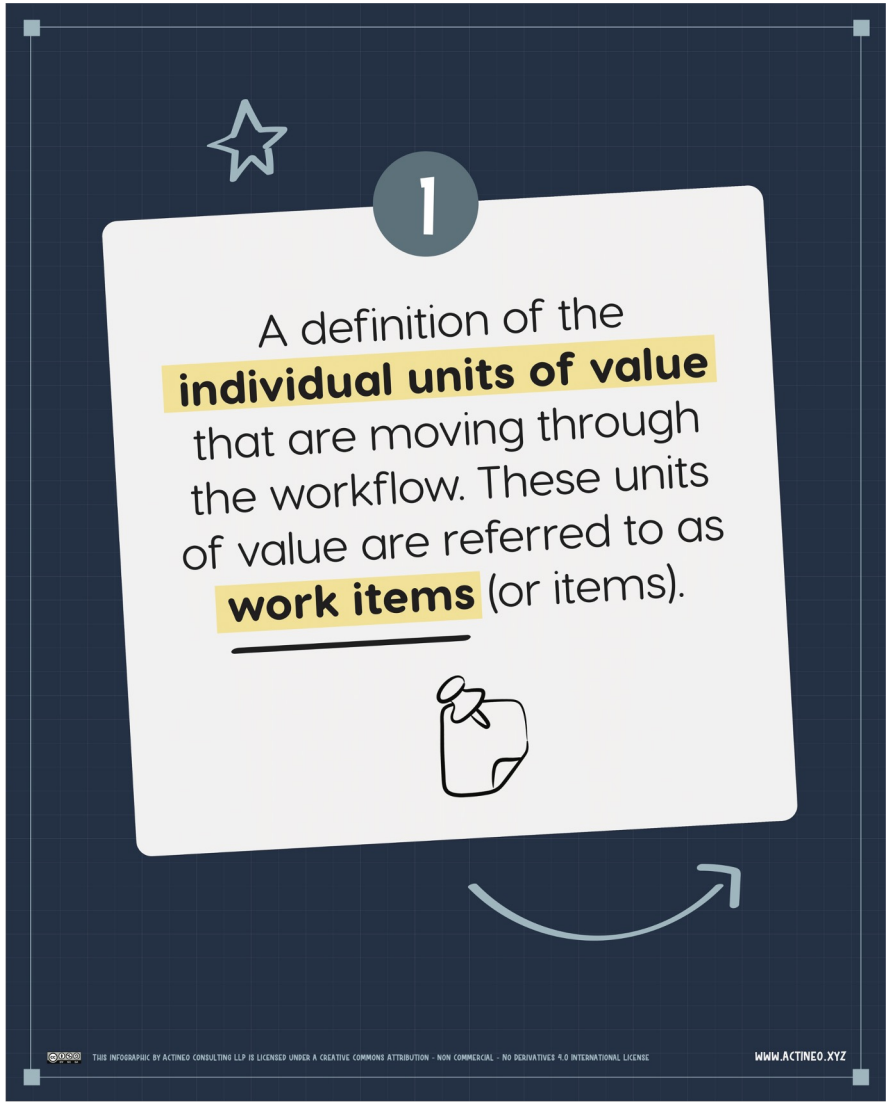

TEAM 1
BACKLOG
NEXT
DEVELOP
DONE
EXTERNAL
WAITING
TEAM 2
TEAM 3


ACTINEO
MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW
(DOW)
The visualization of the DoW is called a Kanban board. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.
THIS INFOGRAPHIC BY ACTINEO CONSULTING LLP IS LICENSED UNDER A CREATIVE COMMONS ATTRIBUTION - NON COMMERCIAL - NO DERIVATIVES 4.0 INTERNATIONAL LICENSE
WWW.ACTINEO.XYZ

ACTINEO

MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)

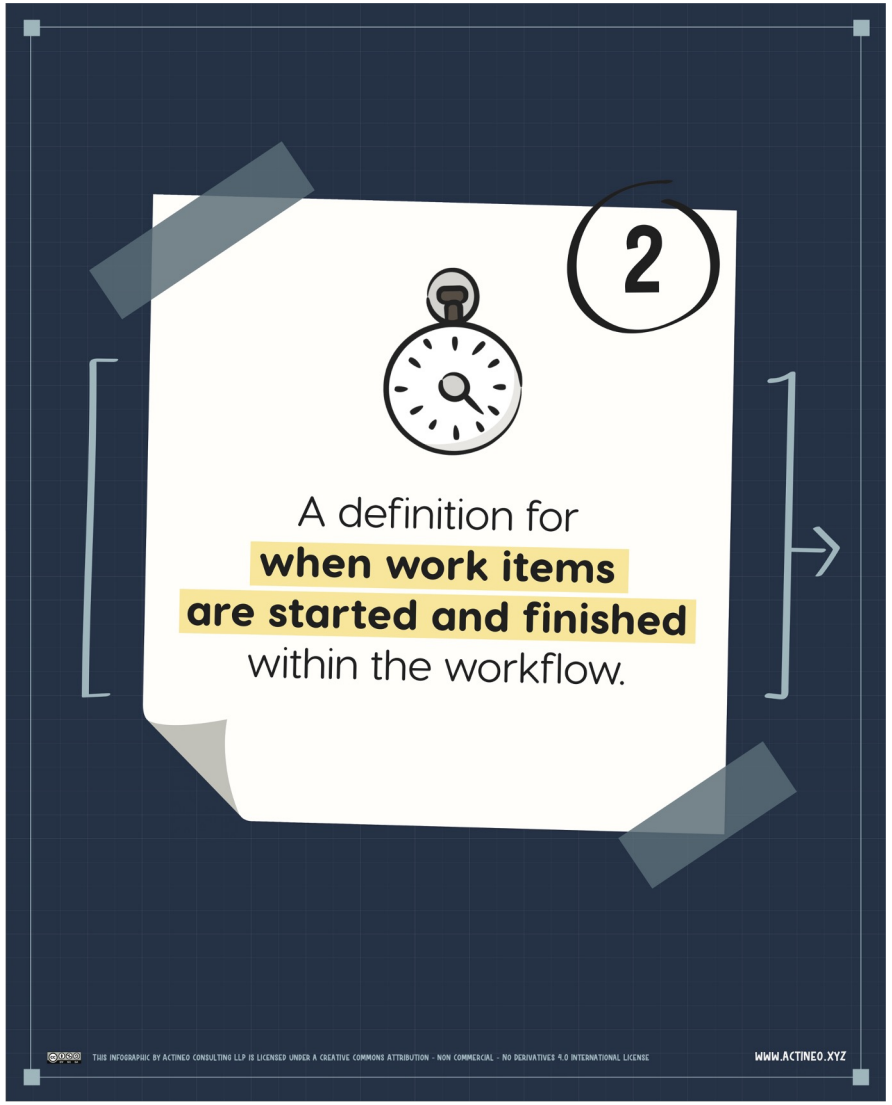
The visualization of the DoW is called a **Kanban board**. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.



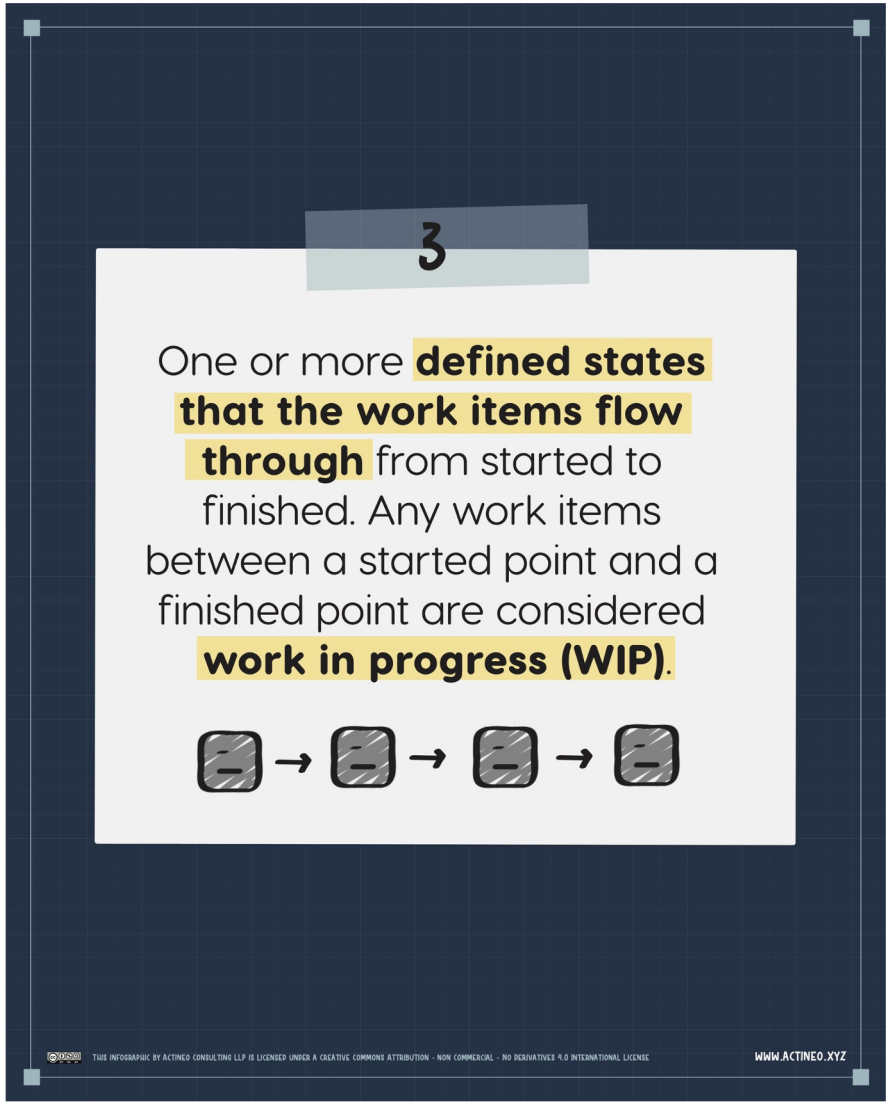
ACTINEO

MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)

The visualization of the DoW is called a **Kanban board**. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.



ACTINEO
MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)
The visualization of the DoW is called a Kanban board. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.


3
One or more defined states that the work items flow through from started to finished. Any work items between a started point and a finished point are considered work in progress (WIP).
THIS INFOGRAPHIC BY ACTINEO CONSULTING LLP IS LICENSED UNDER A CREATIVE COMMONS ATTRIBUTION - NON COMMERCIAL - NO DERIVATIVES 4.0 INTERNATIONAL LICENSE
WWW.ACTINEO.XYZ

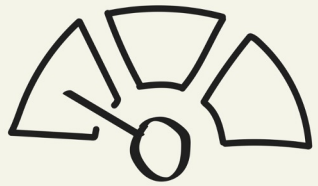
ACTINEO

MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)

The visualization of the DoW is called a **Kanban board**. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.

4

A definition of **how WIP will be controlled** from started to finished.



WWW.ACTINEO.XYZ

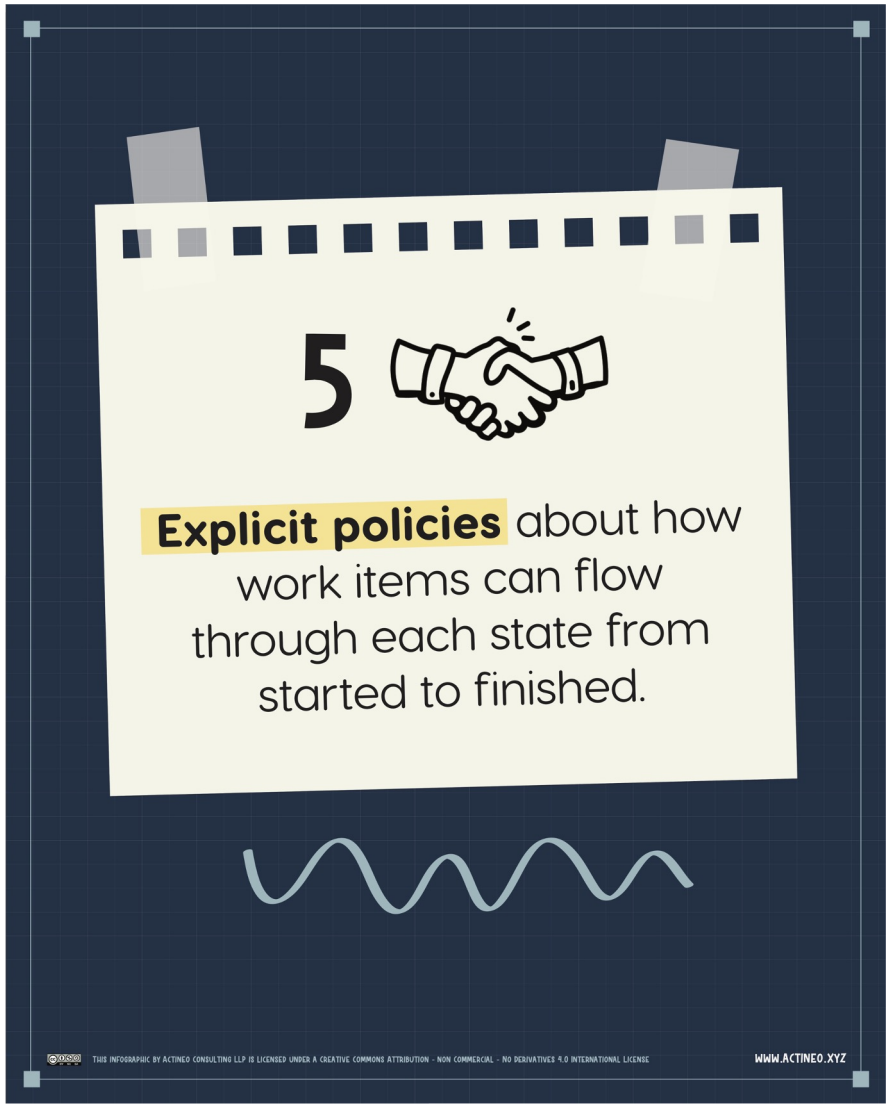
3

One or more **defined states that the work items flow through** from started to finished. Any work items between a started point and a finished point are considered **work in progress (WIP)**.

ACTINEO

MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)

The visualization of the DoW is called a **Kanban board**. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.



3

One or more **defined states that the work items flow through** from started to finished. Any work items between a started point and a finished point are considered **work in progress (WIP)**.

ACTINEO

MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)

The visualization of the DoW is called a **Kanban board**. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.

3

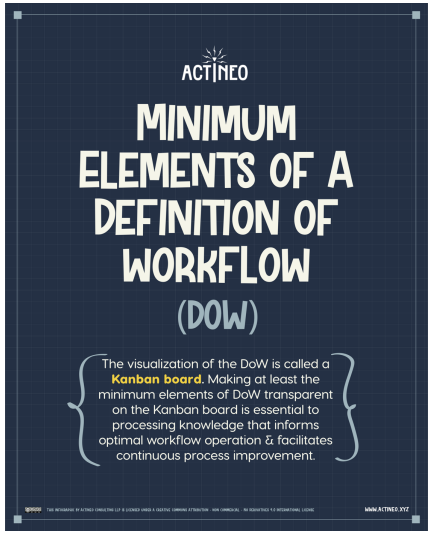
One or more **defined states that the work items flow through** from started to finished. Any work items between a started point and a finished point are considered **work in progress (WIP)**.

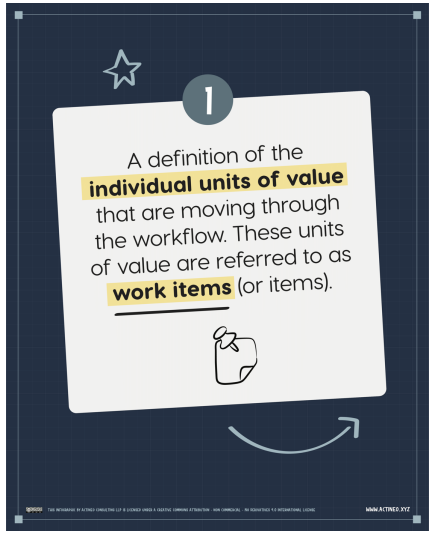
ACTINEO
MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW (DOW)
The visualization of the DoW is called a Kanban board. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.

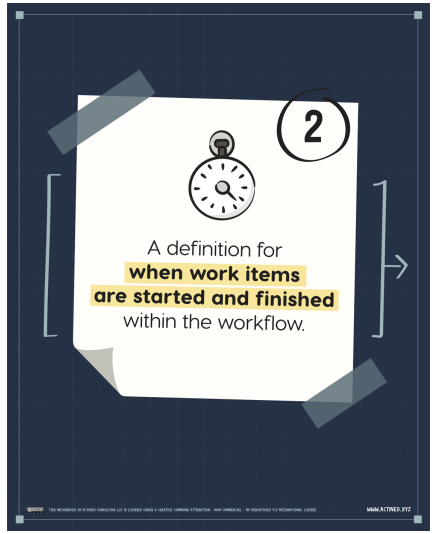

DOWNLOAD THE PDF
THIS INFOGRAPHIC BY ACTINEO CONSULTING LLP IS LICENSED UNDER A CREATIVE COMMONS ATTRIBUTION - NON COMMERCIAL - NO DERIVATIVES 4.0 INTERNATIONAL LICENSE
WWW.ACTINEO.XYZ

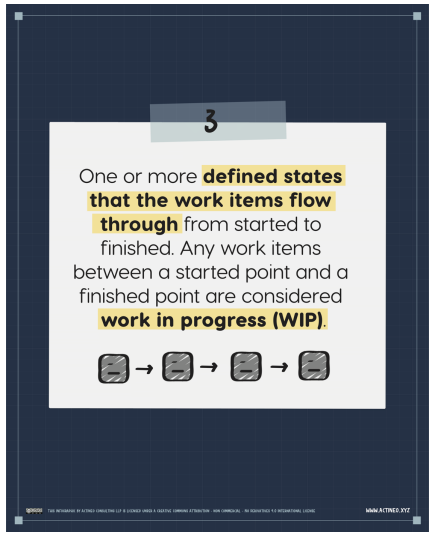
3
One or more defined states that the work items flow through from started to finished. Any work items between a started point and a finished point are considered work in progress (WIP).

6
SLE
A Service Level Expectation (SLE), which is a forecast of how long it should take a work item to flow from started to finished.


ACTINEO
MINIMUM ELEMENTS OF A DEFINITION OF WORKFLOW
(DOW)
The visualization of the DoW is called a Kanban board. Making at least the minimum elements of DoW transparent on the Kanban board is essential to processing knowledge that informs optimal workflow operation & facilitates continuous process improvement.
WWW.ACTINEO.XYZ

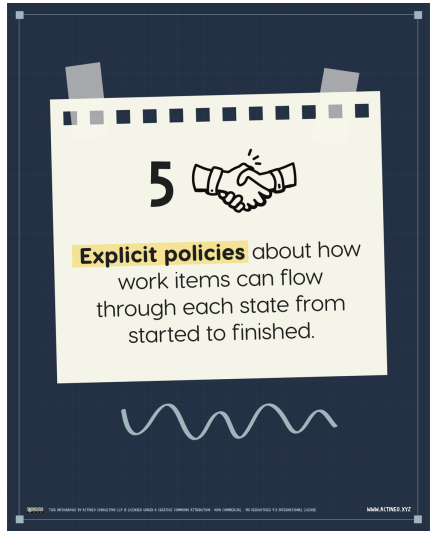

1
A definition of the individual units of value that are moving through the workflow. These units of value are referred to as work items (or items).
WWW.ACTINEO.XYZ


2
A definition for when work items are started and finished within the workflow.
WWW.ACTINEO.XYZ


3
One or more defined states that the work items flow through from started to finished. Any work items between a started point and a finished point are considered work in progress (WIP).
WWW.ACTINEO.XYZ


DOWNLOAD THE PDF
WWW.ACTINEO.XYZ


4
A definition of how WIP will be controlled from started to finished.
WWW.ACTINEO.XYZ

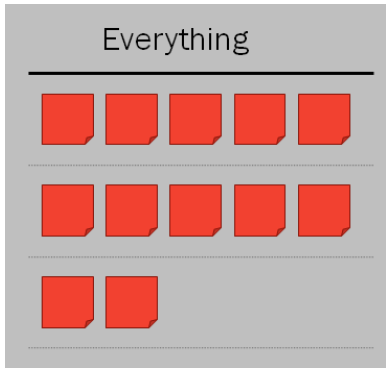

5
Explicit policies about how work items can flow through each state from started to finished.
WWW.ACTINEO.XYZ

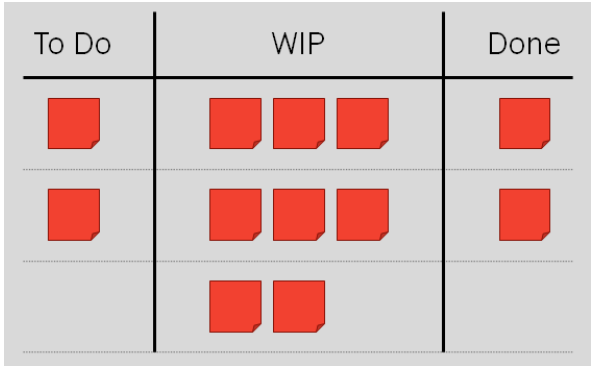

6
SLE
A Service Level Expectation (SLE), which is a forecast of how long it should take a work item to flow from started to finished.
WWW.ACTINEO.XYZ

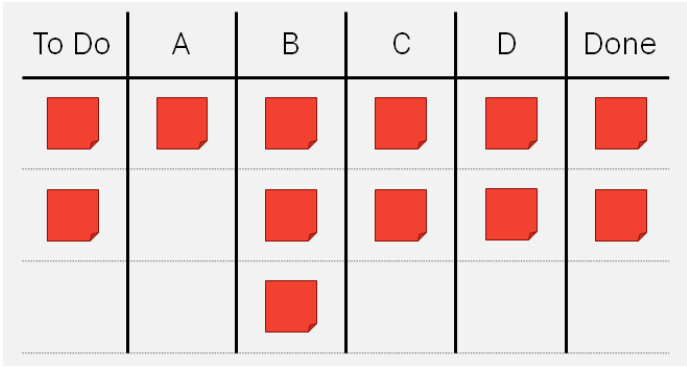
which elements of a DoW do you use today?

Identifying your (initial) workflow

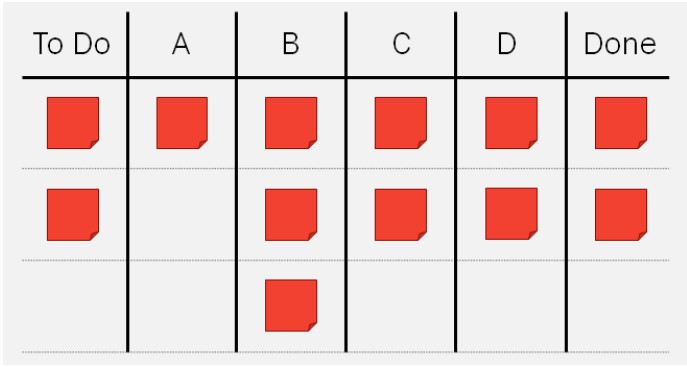
Start with the work







Start with the process (or value stream)

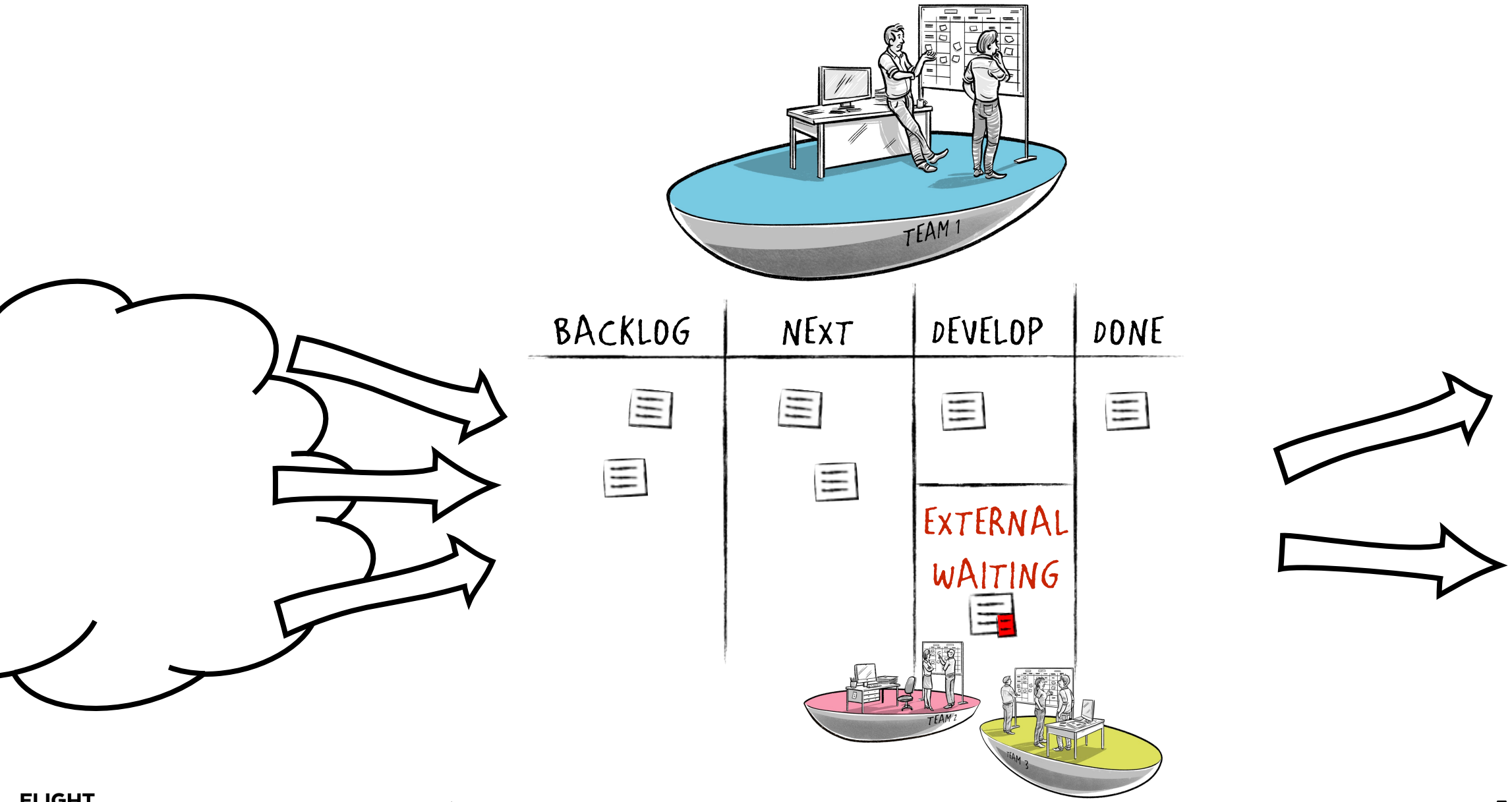


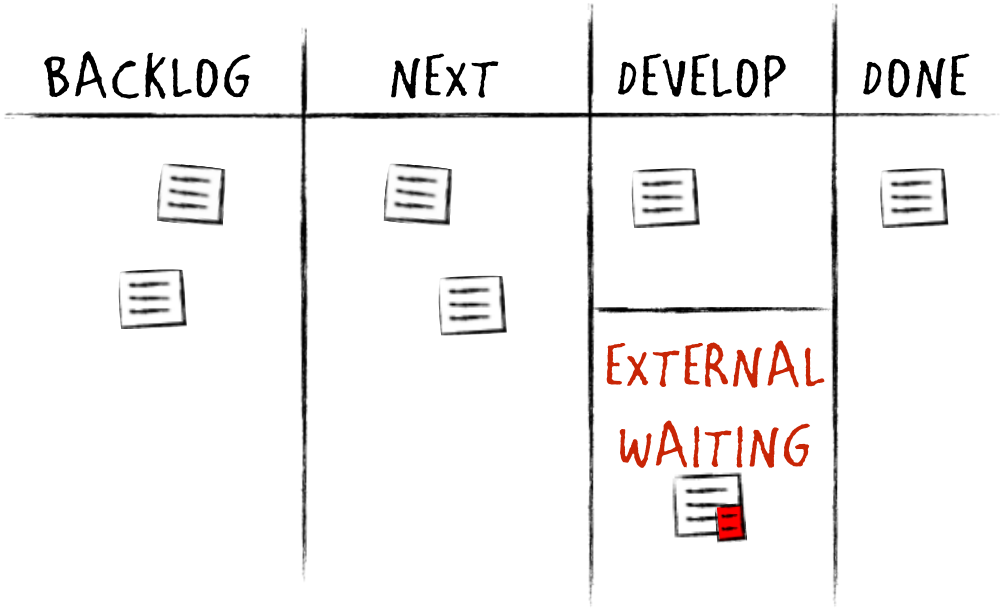
workflow

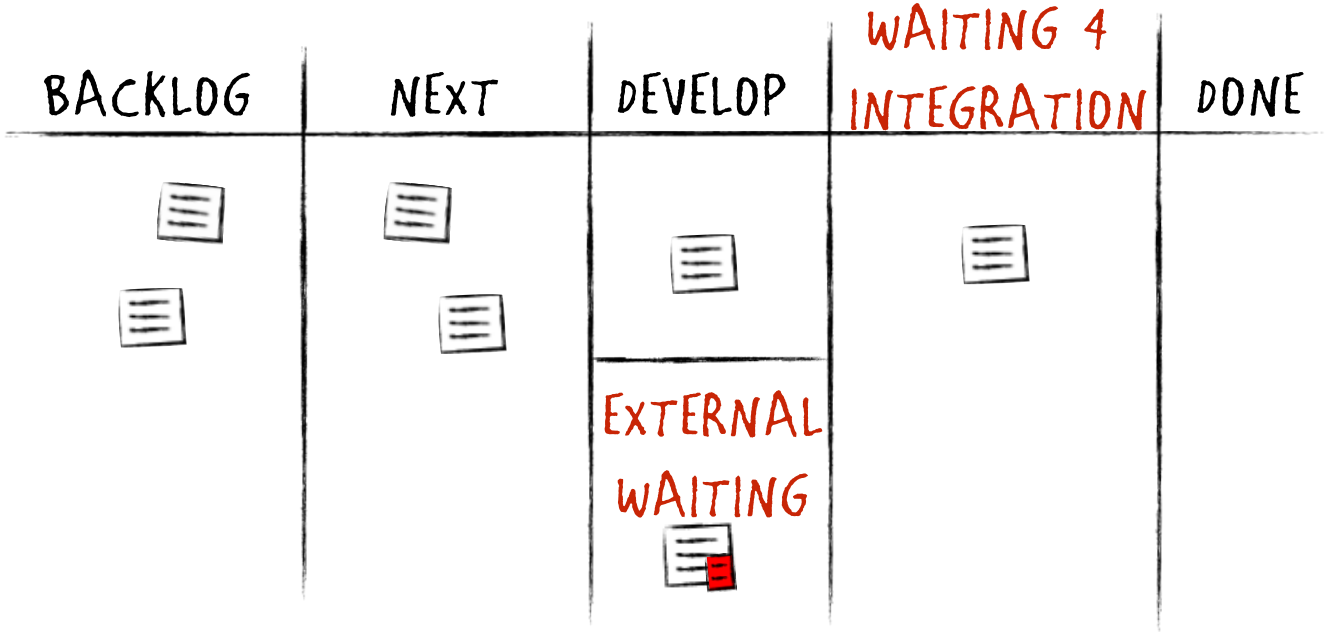
≠

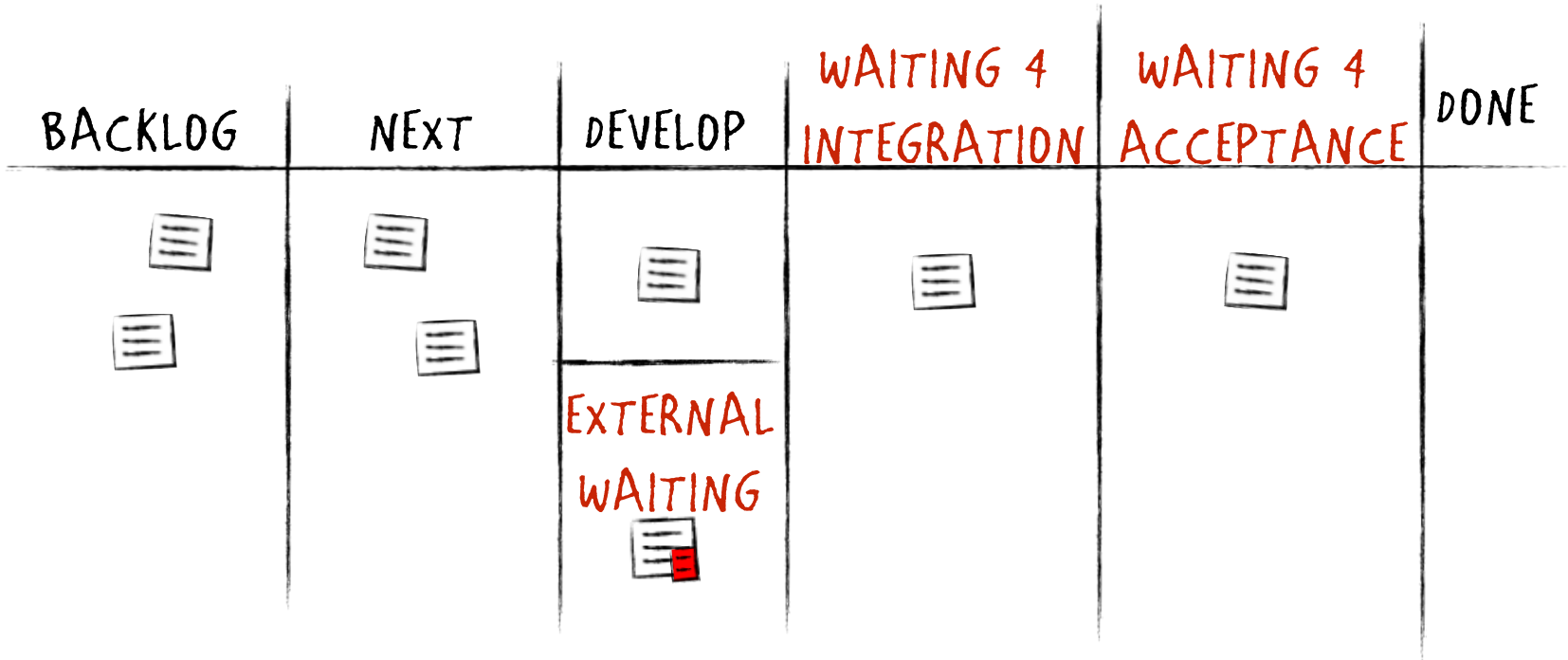
roleflow

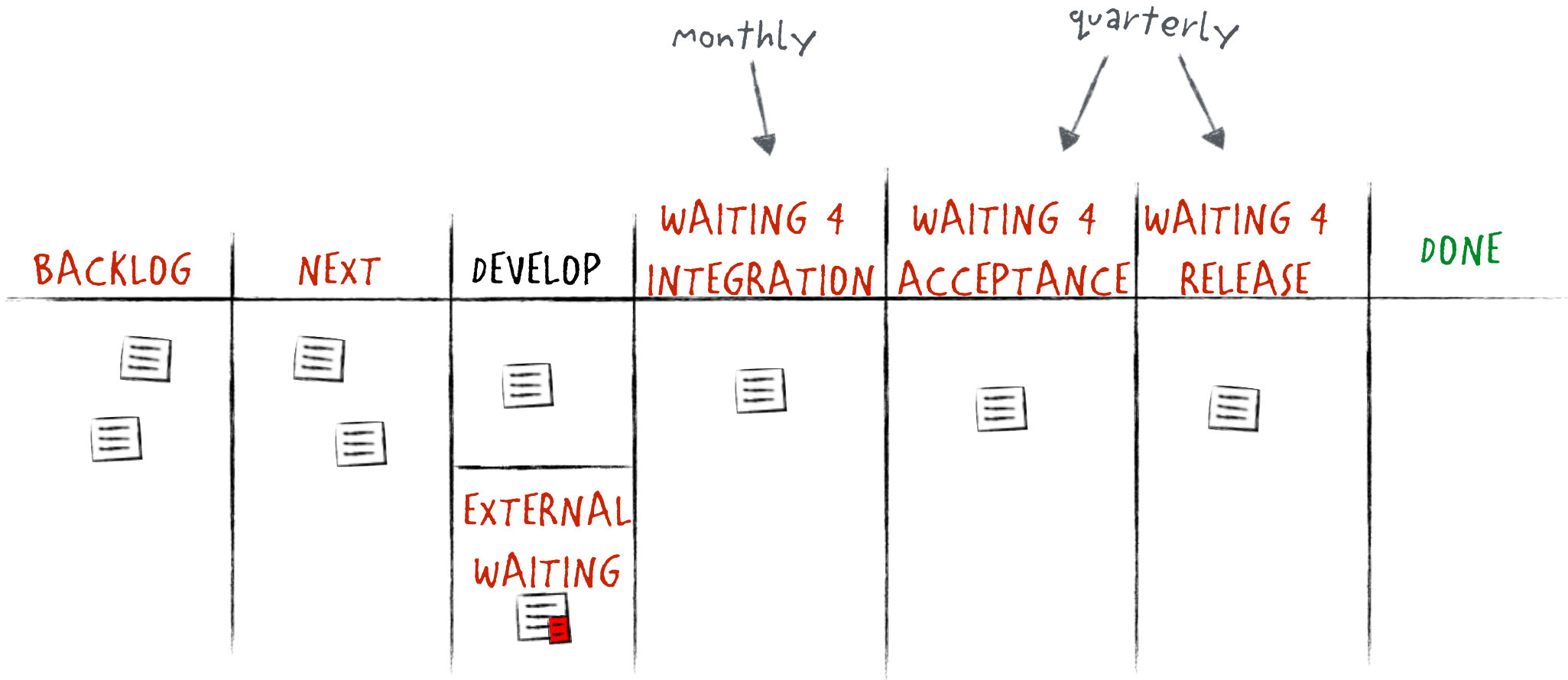
workflow scenario

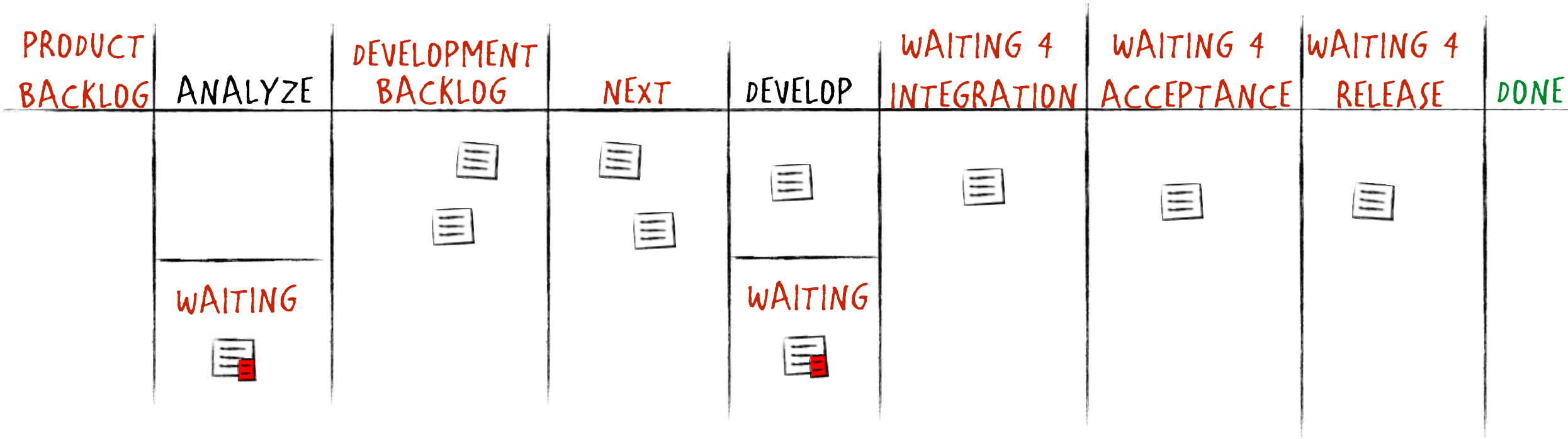

TEAM 1
BACKLOG
NEXT
DEVELOP
DONE
EXTERNAL
WAITING
TEAM 2
TEAM 3

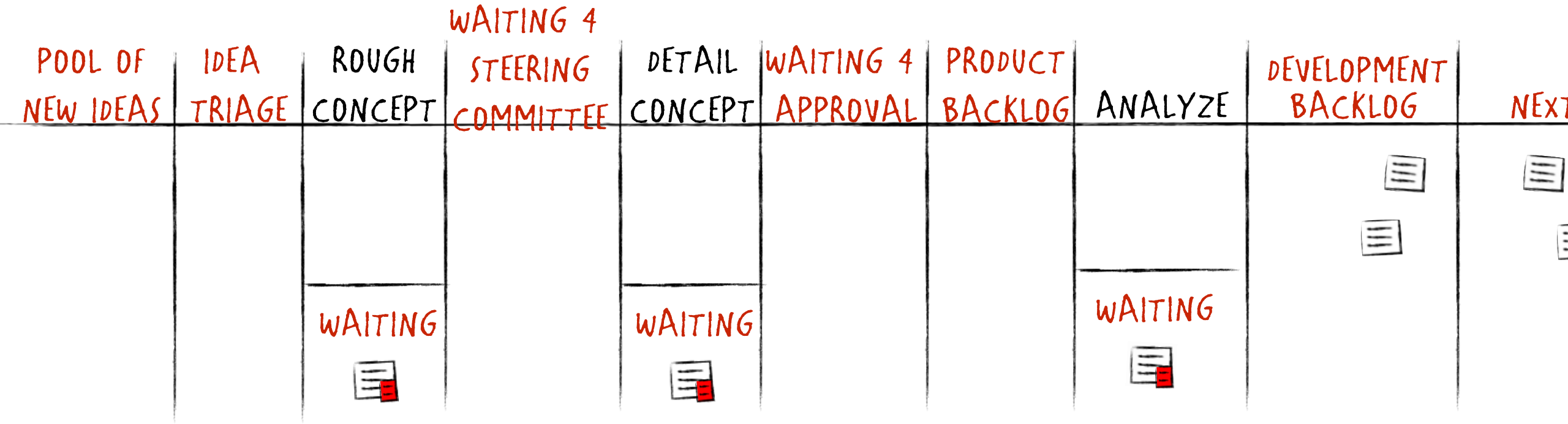

BACKLOG
NEXT
DEVELOP
DONE
EXTERNAL
WAITING

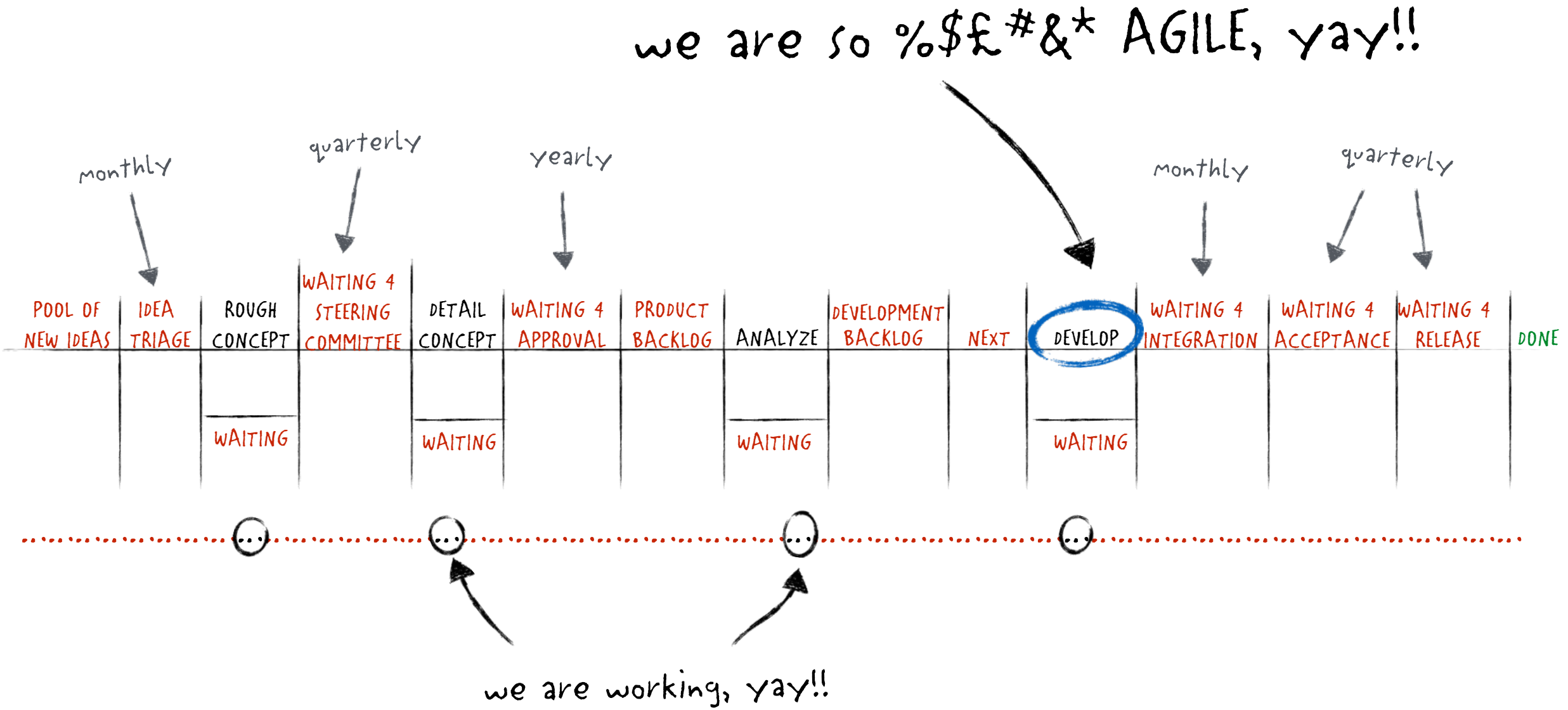

BACKLOG
NEXT
DEVELOP
WAITING 4 INTEGRATION
DONE
EXTERNAL WAITING


BACKLOG
NEXT
DEVELOP
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
DONE
EXTERNAL WAITING


monthly
quarterly
BACKLOG
NEXT
DEVELOP
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
WAITING 4 RELEASE
DONE
EXTERNAL WAITING


PRODUCT BACKLOG
ANALYZE
WAITING
DEVELOPMENT BACKLOG
NEXT
DEVELOP
WAITING
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
WAITING 4 RELEASE
DONE


POOL OF NEW IDEAS
IDEA TRIAGE
ROUGH CONCEPT
WAITING 4 STEERING COMMITTEE
DETAIL CONCEPT
WAITING 4 APPROVAL
PRODUCT BACKLOG
ANALYZE
DEVELOPMENT BACKLOG
NEXT
WAITING
WAITING
WAITING


we are so %$£#&* AGILE, yay!!
monthly
quarterly
yearly
monthly
quarterly
POOL OF NEW IDEAS
IDEA TRIAGE
ROUGH CONCEPT
WAITING 4 STEERING COMMITTEE
DETAIL CONCEPT
WAITING 4 APPROVAL
PRODUCT BACKLOG
ANALYZE
DEVELOPMENT BACKLOG
NEXT
DEVELOP
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
WAITING 4 RELEASE
DONE
WAITING
WAITING
WAITING
WAITING
we are working, yay!!

create an end-to-end flow snake

DOWNLOAD FOR OFFLINE USE

PROMPT:

We are going to visualise the efficiency of a process by creating a Flow Snake

INSTRUCTIONS:

We are going to assess the efficiency of a process to diagnose a health issue.

1. There are a number of steps that need to be completed.
2. Each cell in the Flow Snake represents a day. The day is the smallest unit in this context.
3. If the step takes 3 days to complete, you will use 3 cells in the Flow Snake
4. Even if a step is as short as 15 minutes, the minimum unit is 1 cell in the Flow Snake (i.e. 1 day).
5. If the step involves doing an activity that gets us closer to a diagnosis, colour the appropriate number of cells in Green (Active
6. If the step involves waiting or queuing, then colour the appropriate number of cells Red (Wait / Waste)
7. We have completed the first 3 steps to give you a head start

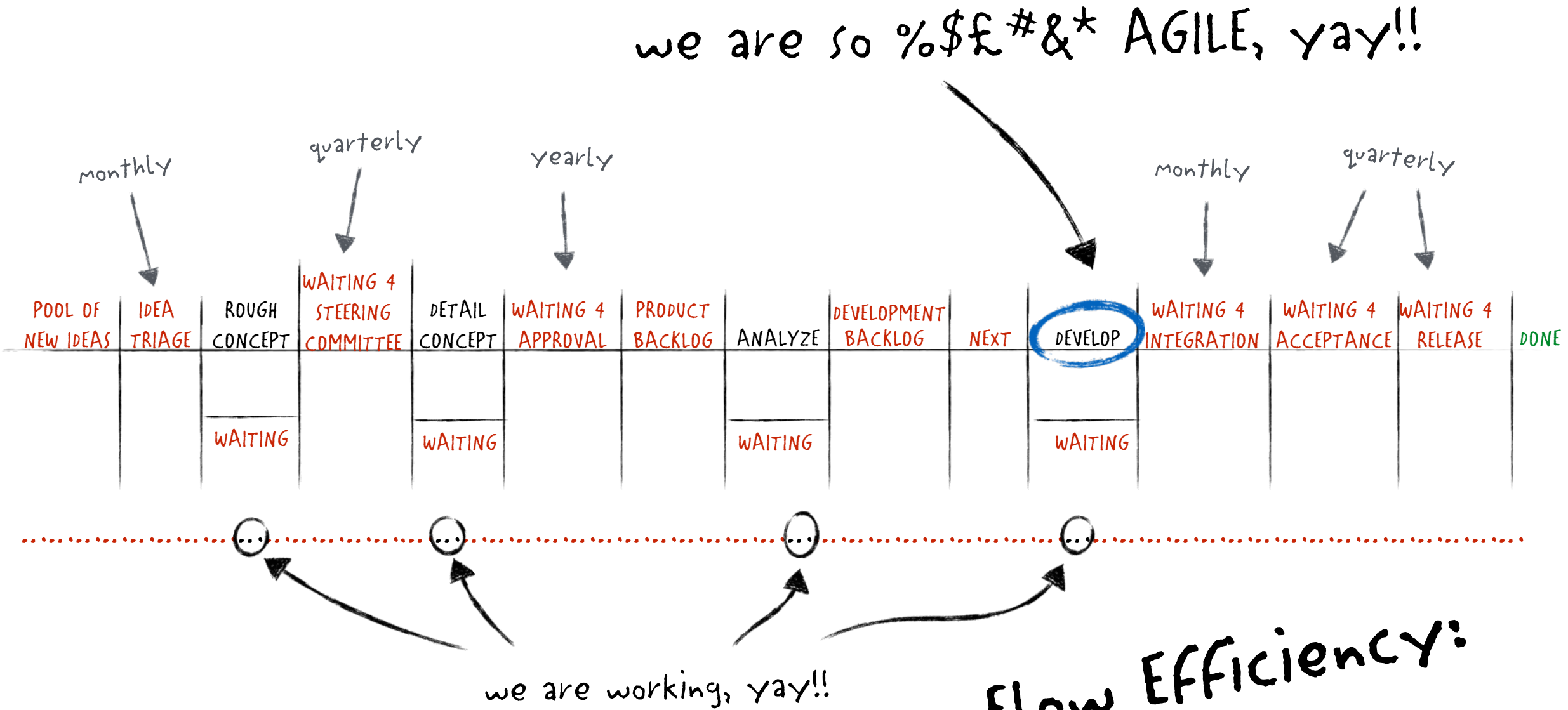
Note: You don't have to use all 100 cells available. Use as many as you think the process takes to complete (in days)

1. *The school teachers are worried that a child may have ADHD. They decide to notify the parents*
2. *3 days later, the admin team produces the letter and posts it to the parents*
3. *The post takes 2 days to get to you*
4. The day the parents receive the letter they make an appointment with the GP
5. The appointment is in 2 days
6. The GP appointment takes 20 minutes and she decides to refer the case to an specialist
7. You wait 7 days until the specialist department calls you to make an appointment
8. The appointment is in 2 weeks
9. On the day of the appointment, it takes 30 minutes to get to the hospital. You wait 45 minutes until it is your turn and the specialist does a 30 minute consultation. The specialist decides to interview the child. The next appointment is in 2 weeks.
10. On the day of the interview, you travel to the hospital, wait for 1 hour for the interview to start and the interview lasts 60 minutes. A follow up is scheduled for in 7 days time
11. The day of the follow-up it is agreed to schedule a psychological investigation in 8 days
12. On the day of the investigation, the parents take the child to the hospital and the investigation lasts 3 days.
13. A medical investigation is arranged for 14 days later
14. On the day of the medical investigation, the parents take the child to the hospital and the investigation on what medicines might work takes 2 days
15. The medical team schedule a final follow up discussion 11 days later
16. On the day of the final follow-up the parents meet the medical team for 1 hour to get a final diagnosis.
17. The child does not suffer from ADHD

01	02	03	04	05	06	07	08	09	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

1. 1A The school teachers are worried that a child may have ADHD. They decide to notify the parents
2. 2W 1A 3 days later, the admin team produces the letter and posts it to the parents
3. 1W The post takes 2 days to get to you
4. 1A The day the parents receive the letter they make an appointment with the GP
5. 1W The appointment is in 2 days
6. 1A The GP appointment takes 20 minutes and she decides to refer the case to an specialist
7. 6W 1A You wait 7 days until the specialist department calls you to make an appointment
8. 13W The appointment is in 2 weeks
9. 1A 13W On the day of the appointment, it takes 30 minutes to get to the hospital. You wait 45 minutes until it is your turn and the specialist does a 30 minute consultation. The specialist decides to interview the child. The next appointment is in 2 weeks.
10. 1A 6W On the day of the interview, you travel to the hospital, wait for 1 hour for the interview to start and the interview lasts 60 minutes. A follow up is scheduled for in 7 days time
11. 1A 7W The day of the follow-up it is agreed to schedule a psychological investigation in 8 days
12. 3A On the day of the investigation, the parents take the child to the hospital and the investigation lasts 3 days.
13. 13W A medical investigation is arranged for 14 days later
14. 2A On the day of the medical investigation, the parents take the child to the hospital and the investigation on what medicines might work takes 2 days
15. 10W The medical team schedule a final follow up discussion 11 days later
16. 1A On the day of the final follow-up the parents meet the medical team for 1 hour to get a final diagnosis.
17. The child does not suffer from ADHD

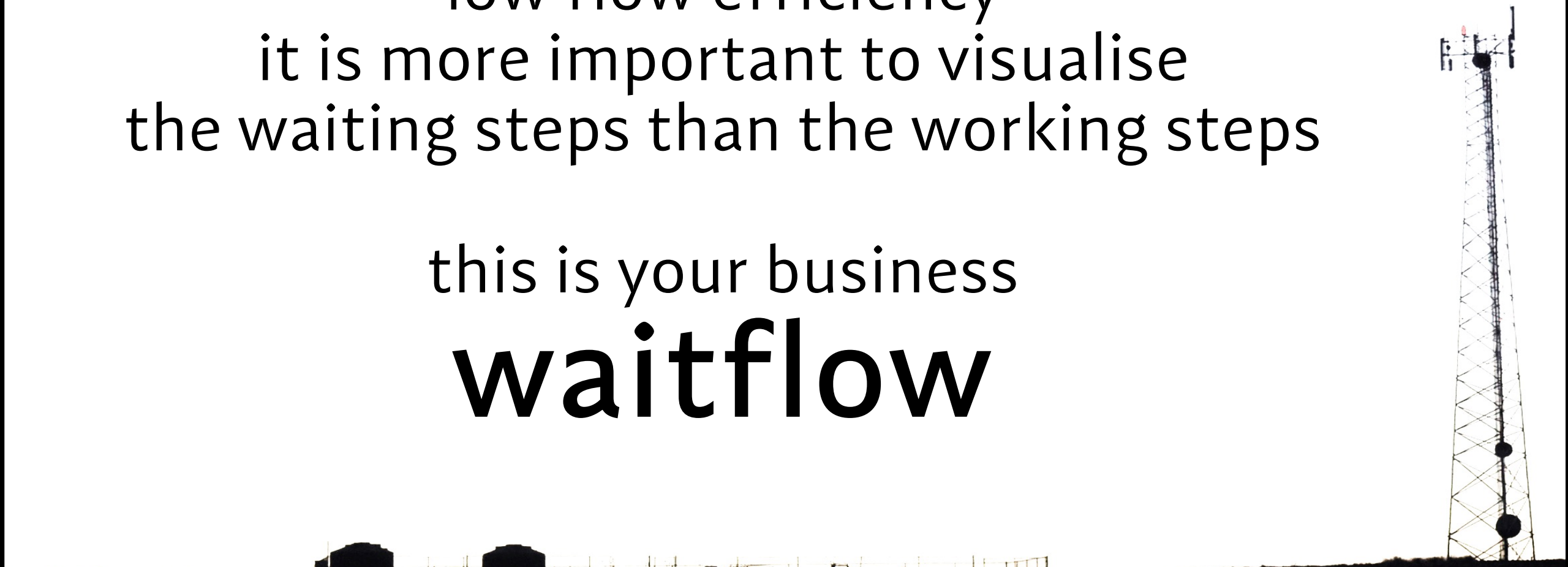
01	02	03	04	05	06	07	08	09	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

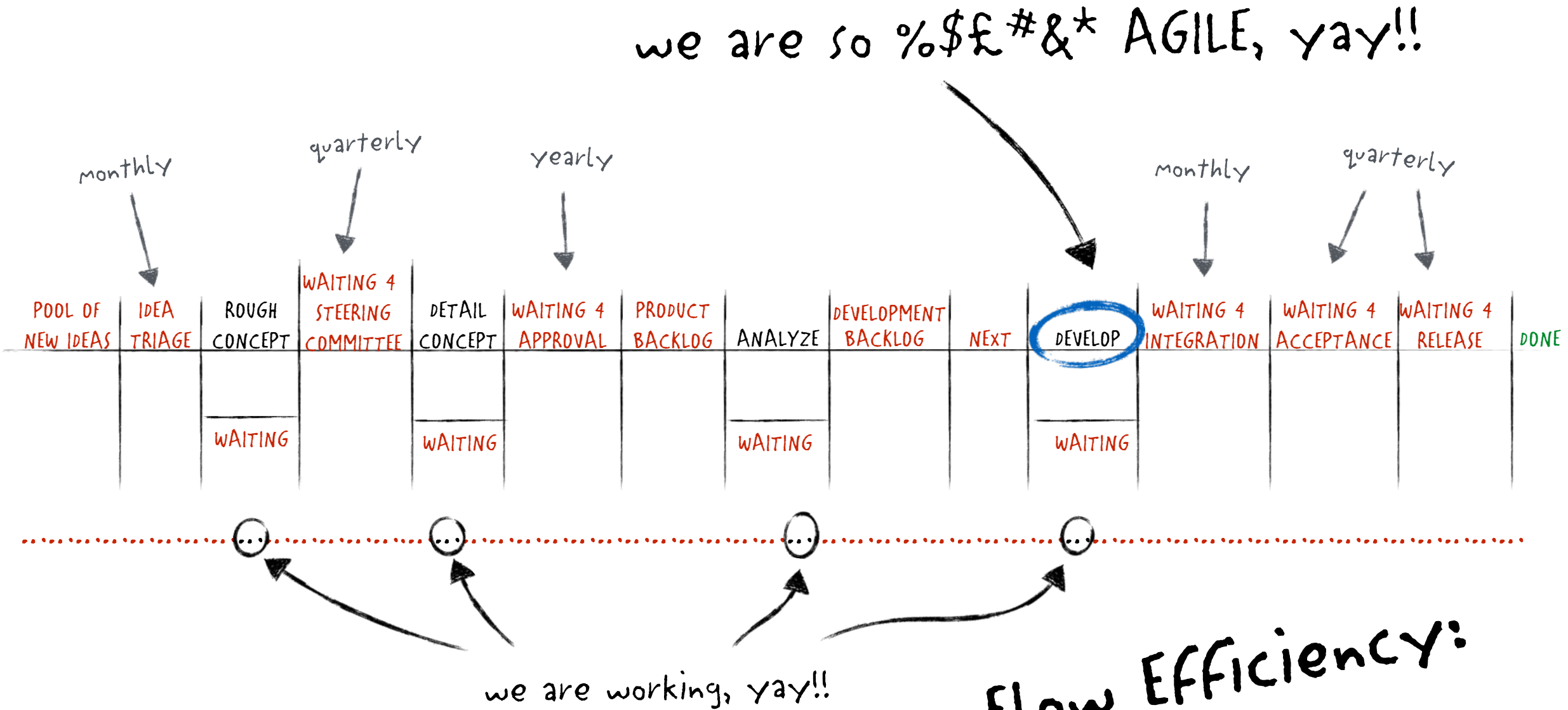

we are so %$£#&* AGILE, yay!!
monthly
quarterly
yearly
monthly
quarterly
POOL OF NEW IDEAS
IDEA TRIAGE
ROUGH CONCEPT
WAITING
WAITING 4 STEERING COMMITTEE
DETAIL CONCEPT
WAITING
WAITING 4 APPROVAL
PRODUCT BACKLOG
ANALYZE
WAITING
DEVELOPMENT BACKLOG
NEXT
DEVELOP
WAITING
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
WAITING 4 RELEASE
DONE
we are working, yay!!
Flow Efficiency:
~8%

in environments with
low flow efficiency
it is more important to visualise
the waiting steps than the working steps

this is your business

waitflow

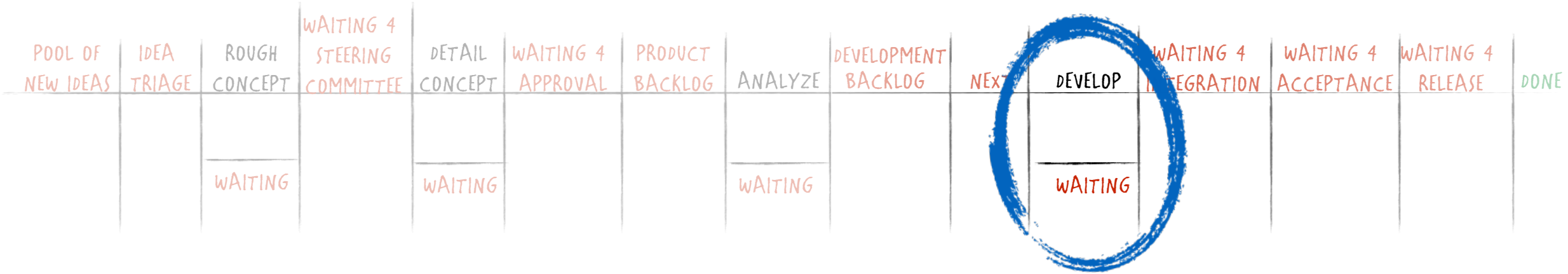



we are so %$£#&* AGILE, yay!!
monthly
quarterly
yearly
monthly
quarterly
POOL OF NEW IDEAS
IDEA TRIAGE
ROUGH CONCEPT
WAITING 4 STEERING COMMITTEE
DETAIL CONCEPT
WAITING 4 APPROVAL
PRODUCT BACKLOG
ANALYZE
DEVELOPMENT BACKLOG
NEXT
DEVELOP
WAITING 4 INTEGRATION
WAITING 4 ACCEPTANCE
WAITING 4 RELEASE
DONE
WAITING
WAITING
WAITING
WAITING
we are working, yay!!
Flow Efficiency:
~8%

we are so %$£#&* AGILE, yay!!

maybe this is Agile software development
but this has NOTHING to do with
business agility!!

this company is as lame
on the market as before



Don't fall into the local optimisation trap!

Some experiments you can try

visualise your end-to-end waitflow

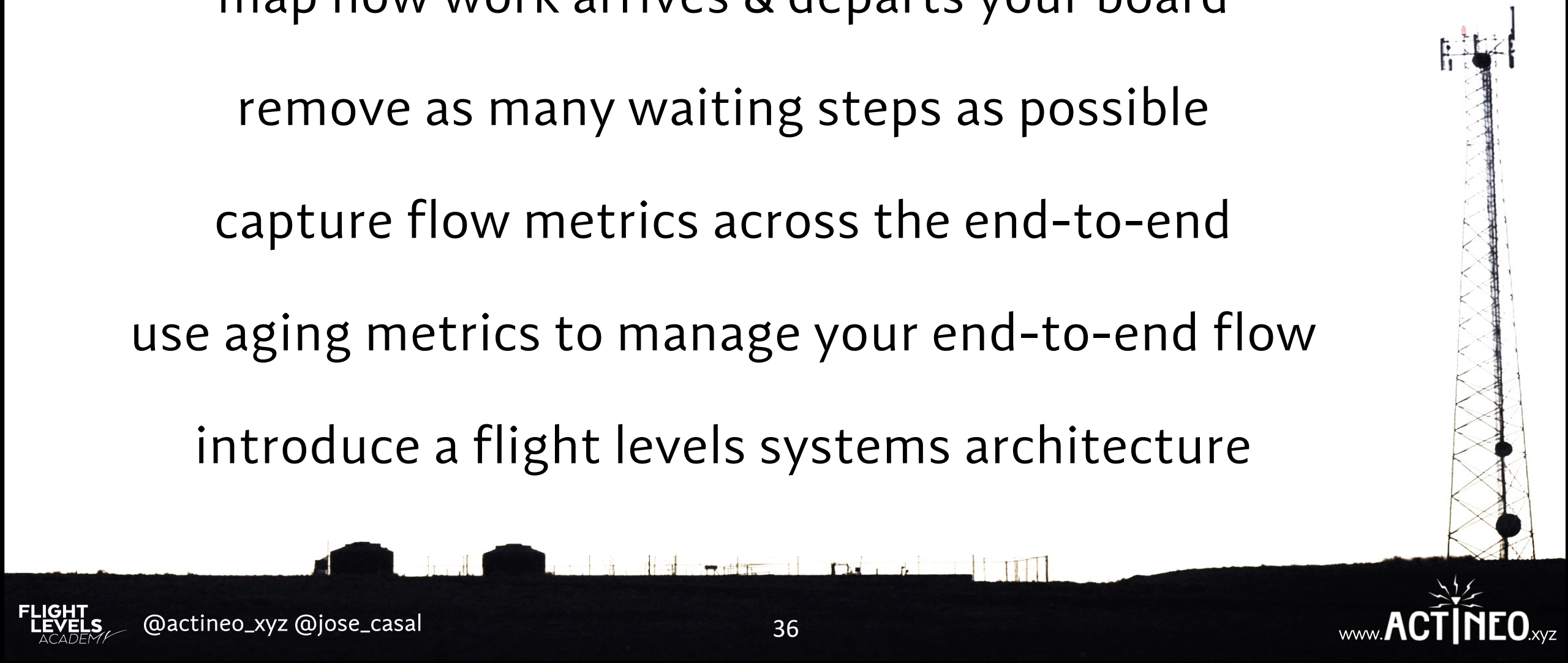
map how work arrives & departs your board

remove as many waiting steps as possible

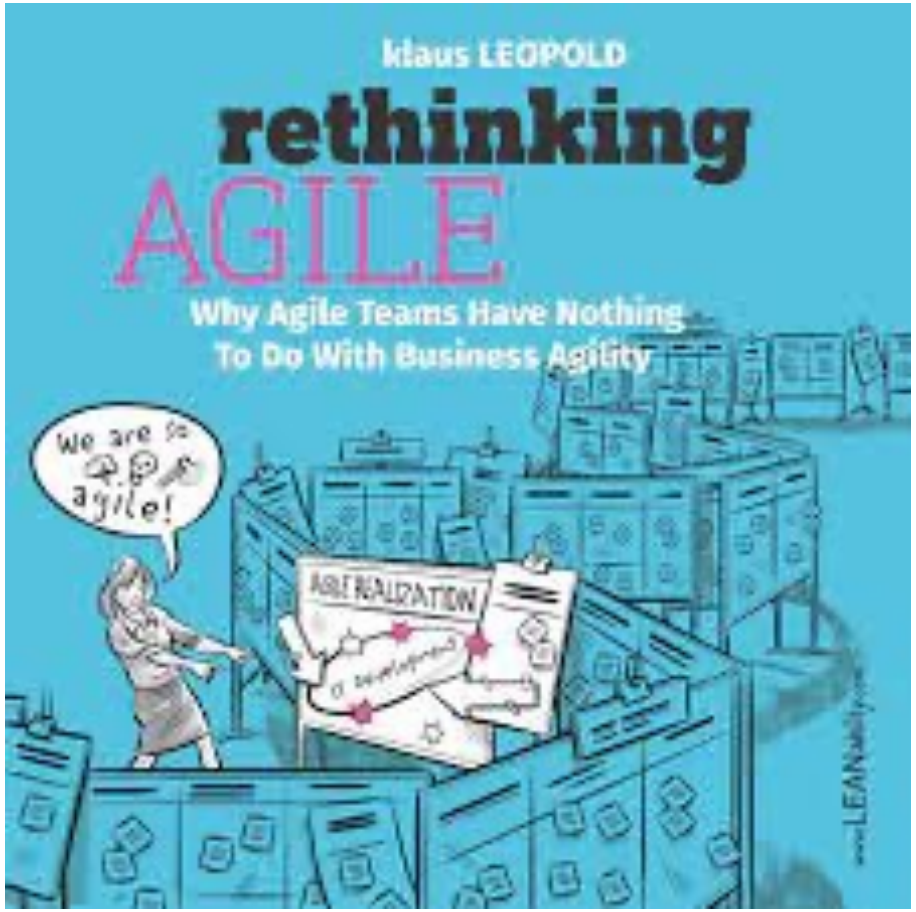
capture flow metrics across the end-to-end

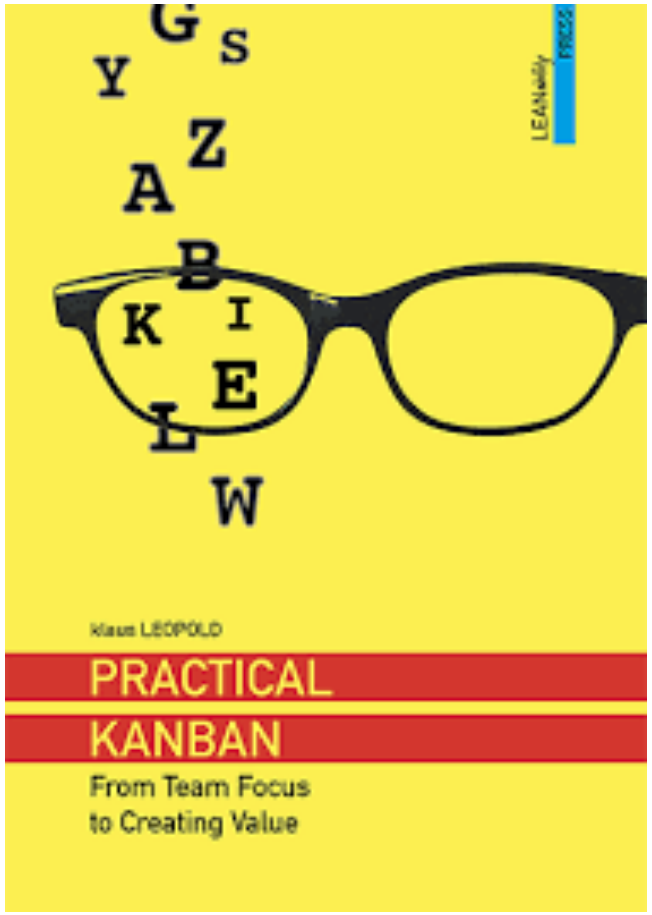
use aging metrics to manage your end-to-end flow

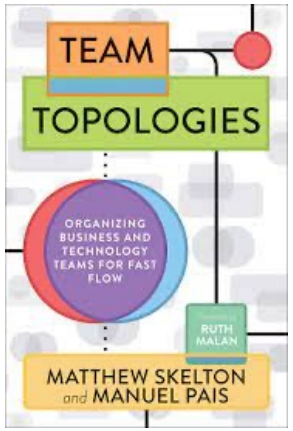
introduce a flight levels systems architecture

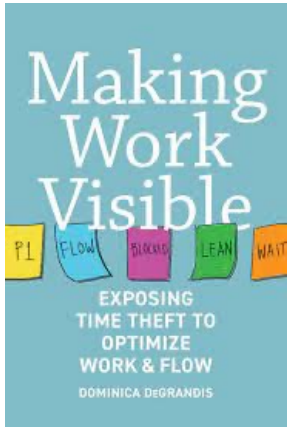


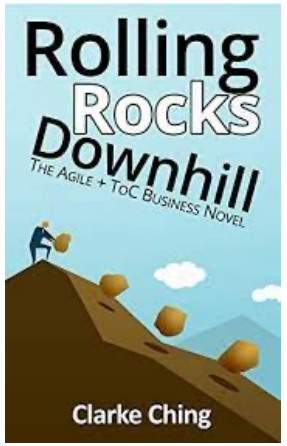
how are you going to use this back at work?


Klaus LEOPOLD
rethinking
AGILE
Why Agile Teams Have Nothing To Do With Business Agility
We are so agile!
AGILE REALIZATION


Klaus LEOPOLD
PRACTICAL
KANBAN
From Team Focus to Creating Value


TEAM
TOPOLOGIES
ORGANIZING BUSINESS AND TECHNOLOGY TEAMS FOR FAST FLOW
MATTHEW SKELTON and MANUEL PAIS


Making Work Visible
EXPOSING TIME THEFT TO OPTIMIZE WORK & FLOW
DOMINICA DeGRANDIS


Rolling Rocks Downhill
THE AGILE + ToC BUSINESS NOVEL
Clarke Ching

Reference Materials

BLOGS

- Watch the ball not the player
  https://actineo.xyz/blog/business-efficiency-watch-the-ball-not-the-player/
- How well does your system flow?
  https://actineo.xyz/blog/how-well-does-your-system-flow/
- Flow Efficiency: the hidden truth of agile teams
  https://actineo.xyz/blog/flow-efficiency-the-hidden-truth-of-agile-teams/

VIDEOS

- The efficiency paradox
  https://actineo.xyz/blog/019-the-efficiency-paradox/
- The resource utilisation trap
  https://actineo.xyz/blog/010-the-resource-utilisation-trap/

SCAN ME

Give feedback to Jose

Scan this QR code

Or go to

https://talk.ac/josecasal

and enter this code when prompted

DLG

Powered By talkadot