Agile for building,
Lean for learning

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## Feature comparison?

<table>
<thead>
<tr>
<th>Agile</th>
<th>Lean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iterations</td>
<td>Small batches + customer pull</td>
</tr>
<tr>
<td>Automated</td>
<td>Jidoka</td>
</tr>
<tr>
<td>testing</td>
<td></td>
</tr>
<tr>
<td>Taskboards</td>
<td>Visual management</td>
</tr>
<tr>
<td>Burndown charts</td>
<td>Performance management</td>
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<tr>
<td>…</td>
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</tbody>
</table>
Context #1: waterfall

Sample of 20 projects
Context #2: agile

Velocity

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>8</td>
<td>28</td>
<td>20</td>
<td>11</td>
</tr>
</tbody>
</table>

Target
It’s all about people!
Operational success

Processes + Tools + People
Different approaches

Agile:

BUILDING

Process for building the right product with the minimum overhead in an unclear environment

Lean:

LEARNING

Practices for developing the right skills to deliver more value with the less waste
Developing skills

Who needs to learn what to succeed?

1. Define the goal
2. Understand the main obstacles
3. Create an exercise
4. Practice with frequent feedback

Customer satisfaction
Quality
Lead time
Lean **AND** Scrum
Kanban
Extreme Programming
Waterfall
Unified Process

...
The lean practice

For each team:

- Create a visual environment that clarifies the challenge and reveals problems
  - Obeya

- React immediately

- Solve problems one by one
  - PDCA

- Spread the knowledge
  - Standards & training

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Lean exercises

Define value
Deliver right first time
Deliver on time every day

Manager = Teacher
Define value

« We need to implement features or user stories X and Y »

Go & see users:

- What is the problem we want to solve?
- Why is it important?
- How and when will we check that it is solved?
Define Value
Project goal: « Simplify the activity »

<table>
<thead>
<tr>
<th>Role</th>
<th>Planned savings per request</th>
<th>Actual duration per request</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1 hour</td>
<td>10 minutes</td>
</tr>
<tr>
<td>B</td>
<td>4 hours</td>
<td>1h30</td>
</tr>
<tr>
<td>C</td>
<td>30 minutes</td>
<td>3 minutes</td>
</tr>
</tbody>
</table>

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Deliver Right First Time

« We need more resources for testing »

At every step in the process:

- What problems were found?
- Why did they occur? Why? Why?
- How can we prevent these problems from happening again?
Right First Time Stories

Rework

Incremental construction

Why?

Why?

Why?
Right First Time Projects

Defects

Internal reworks

Why?
Why?
Why?
Deliver on time every day

« It took longer than expected, we should have estimated better »

- Is the project on track today? How do you know?
- What are you planning to do?
Getting past « wrong estimates »

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On time every day

« Everything is okay… »

Fine-grained milestones

Daily goals

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Agile ≠ Lean
Agile first?

What is the problem you are trying to solve?
Lean first

Define the challenge
Engage the teams
Visualize the causes
What will work?
Let them own the choice
Teach them problem solving
It’s about them
It starts with you
Thanks!

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