

Traffic, Organizations and Lean

A short movie about a feeling



**This is how my latest
release felt...**

crisp

2

<https://www.youtube.com/watch?v=uHYshfjbujY>

About Hasse

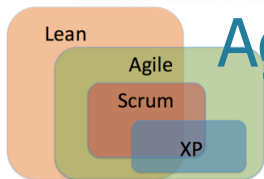
● Hans Brattberg

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- 070-575 31 32
- hans.brattberg@crisp.se



● Author of the book

- Prioritera, Fokusera, Leverera med Lean, Agile, Scrum och XP



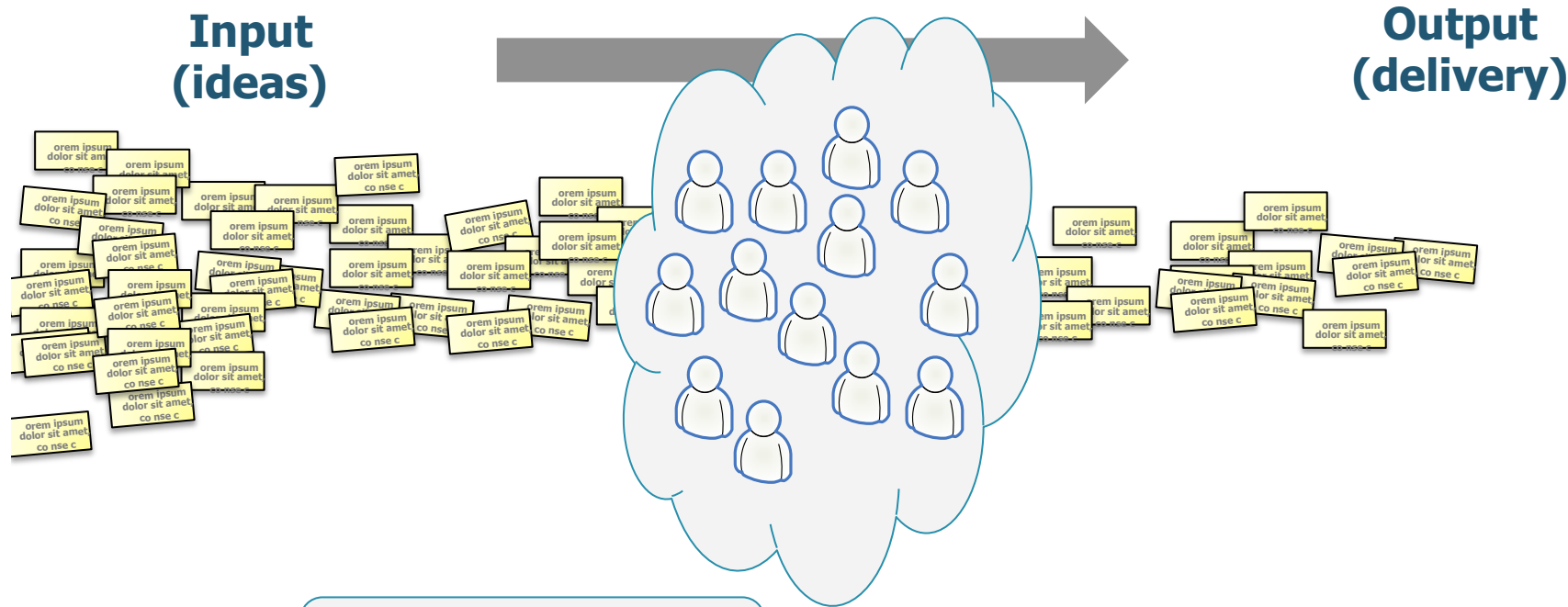
<http://www.crisp.se/books>

Swedbank



**If an idea was
a car**

See an organization as a queuing system



George Box

All models are wrong,
but some are useful

A typical start-up that has grown?



<https://www.youtube.com/watch?v=oetF3UTIwbc>

Let's get some order in the chaos!



<https://www.youtube.com/watch?v=lay8aZlsbB0>

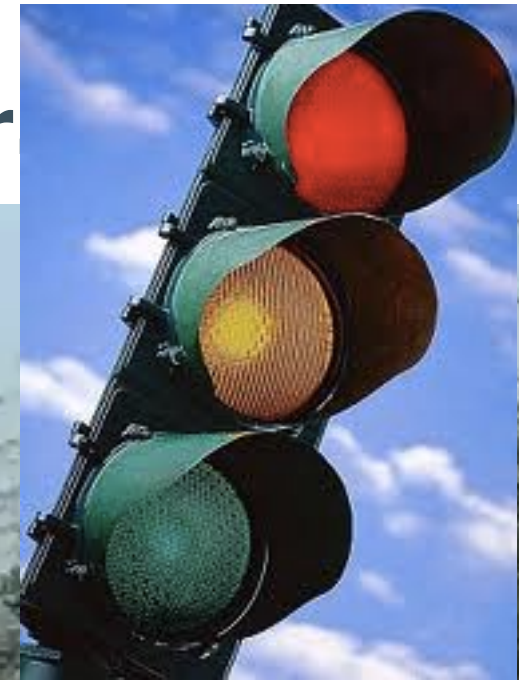
A busy one...



What do you do?



If every requirement was a Car

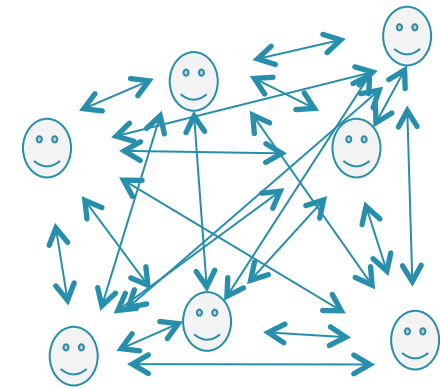
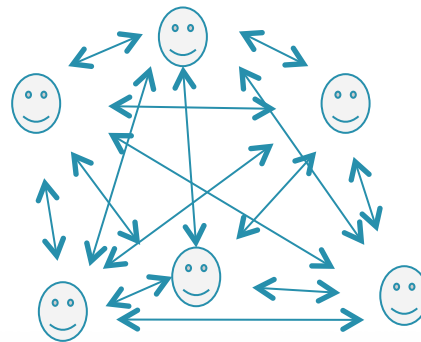
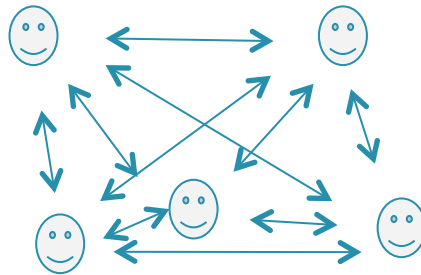
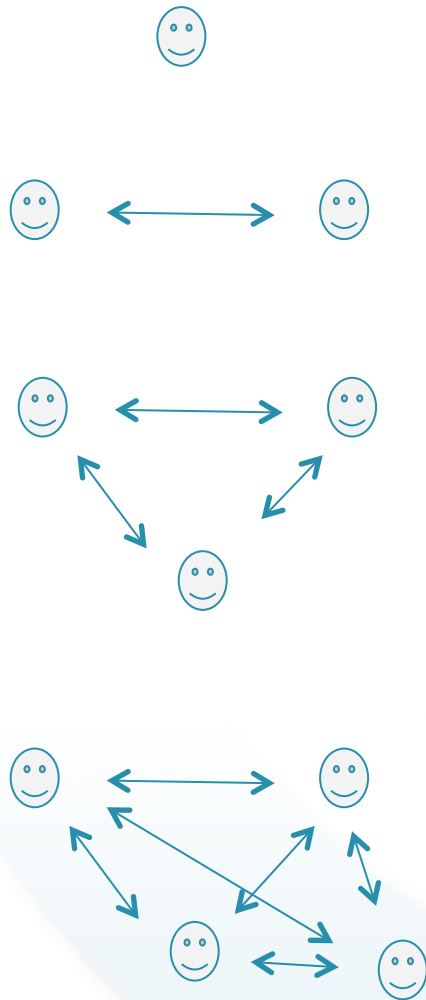


**Traffic
situations
vs Real
organization**

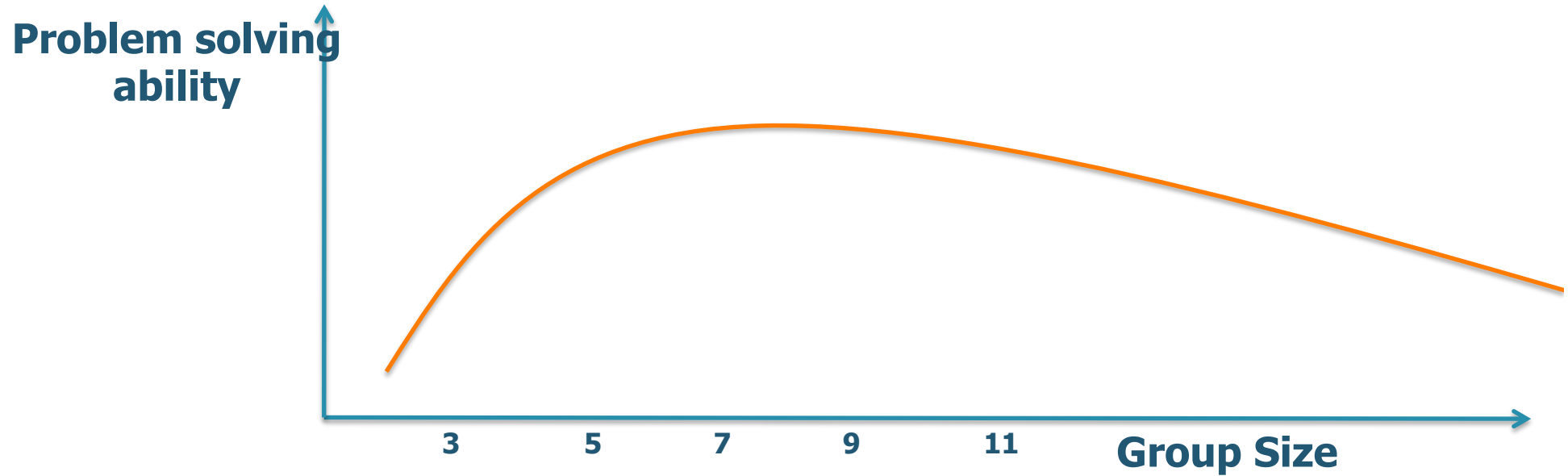
Size Matters



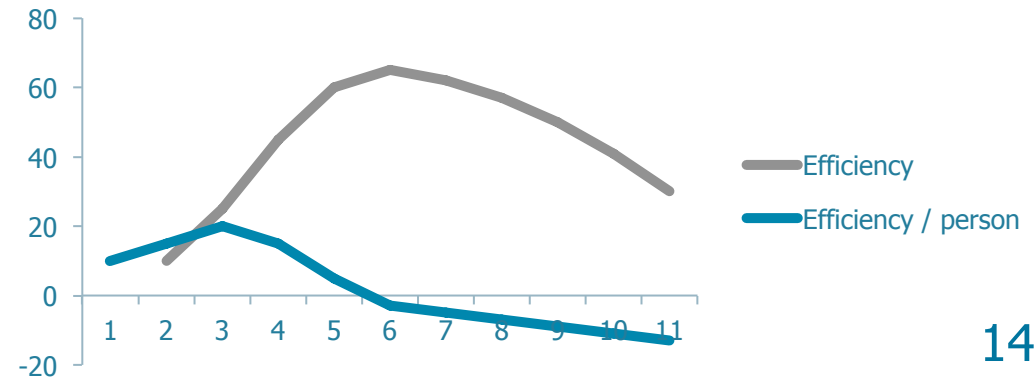
Size Matters



Group size and efficiency*



Scrum Team
3-9

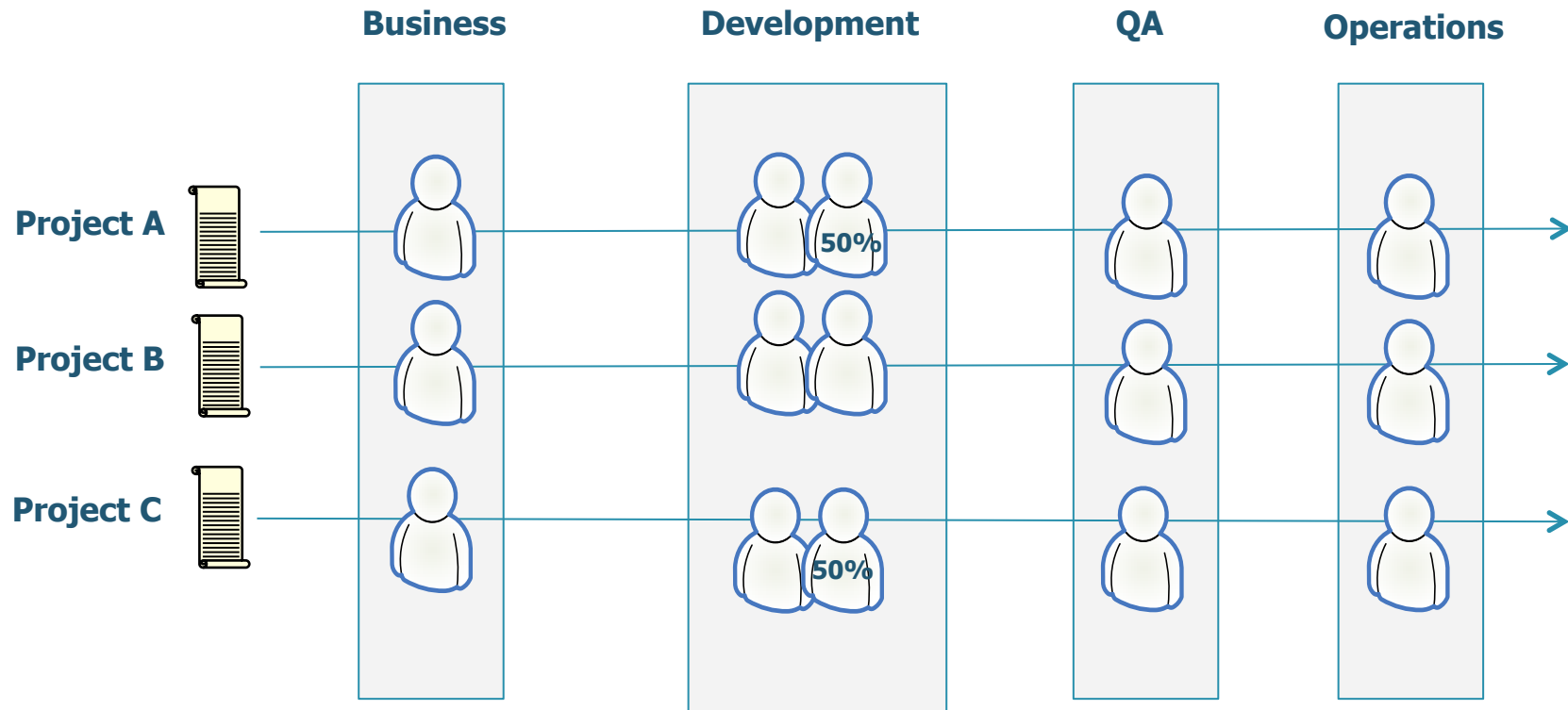


*Hare bibliography of small groups research 1972

Wrong Rules



Project organizations...

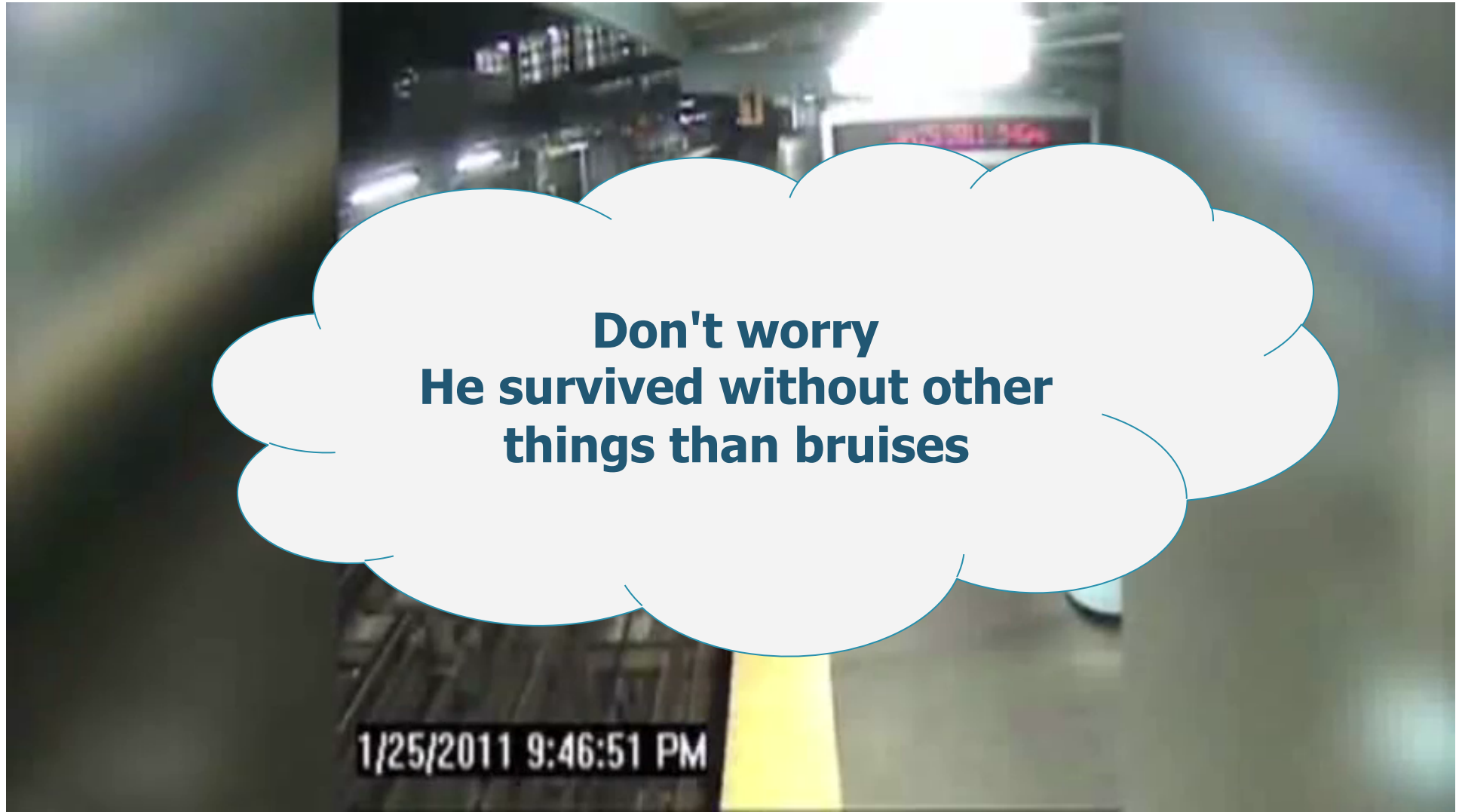


...make prioritizations by allocating resources

Witch causes multitasking



We are not so good at multitasking...



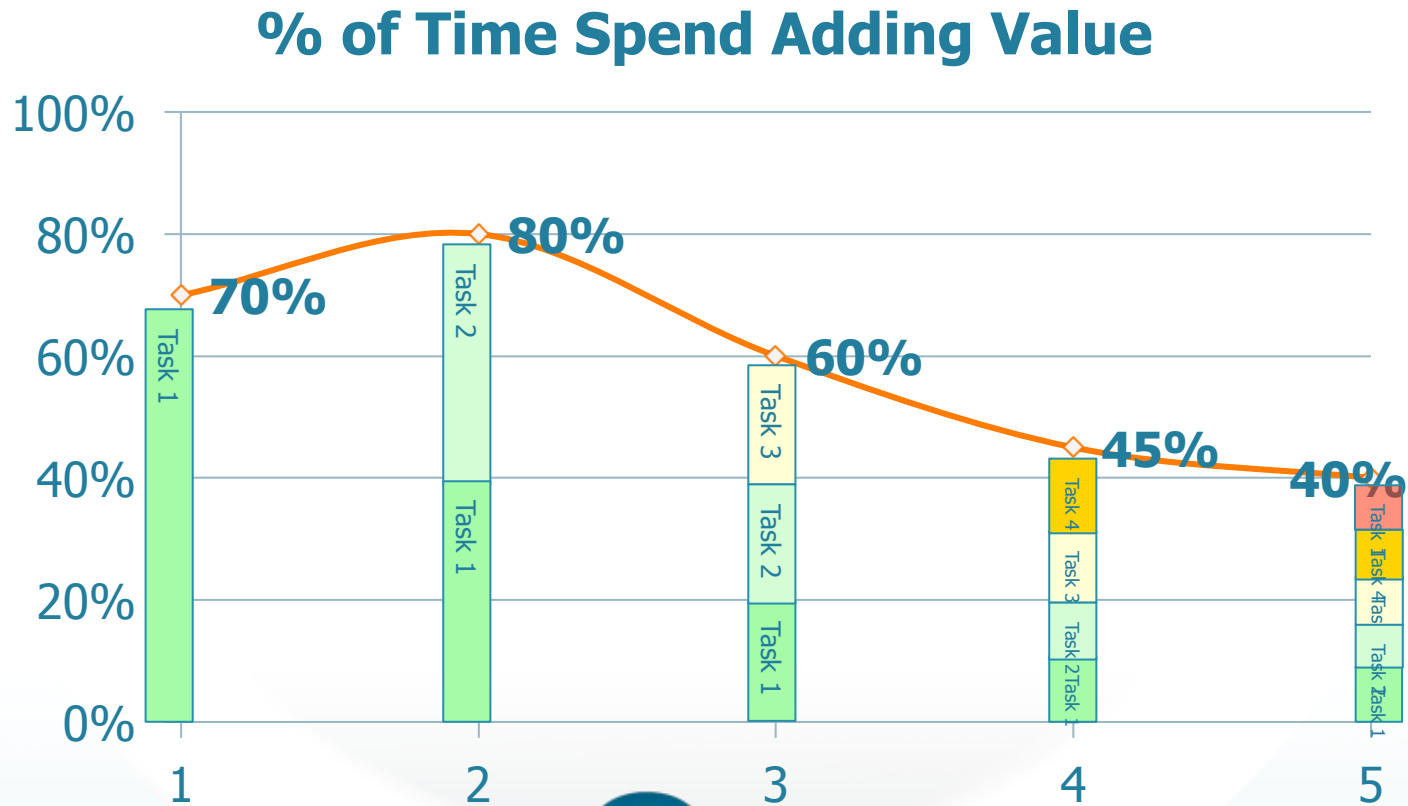
1/25/2011 9:46:51 PM

This is perhaps a solution?

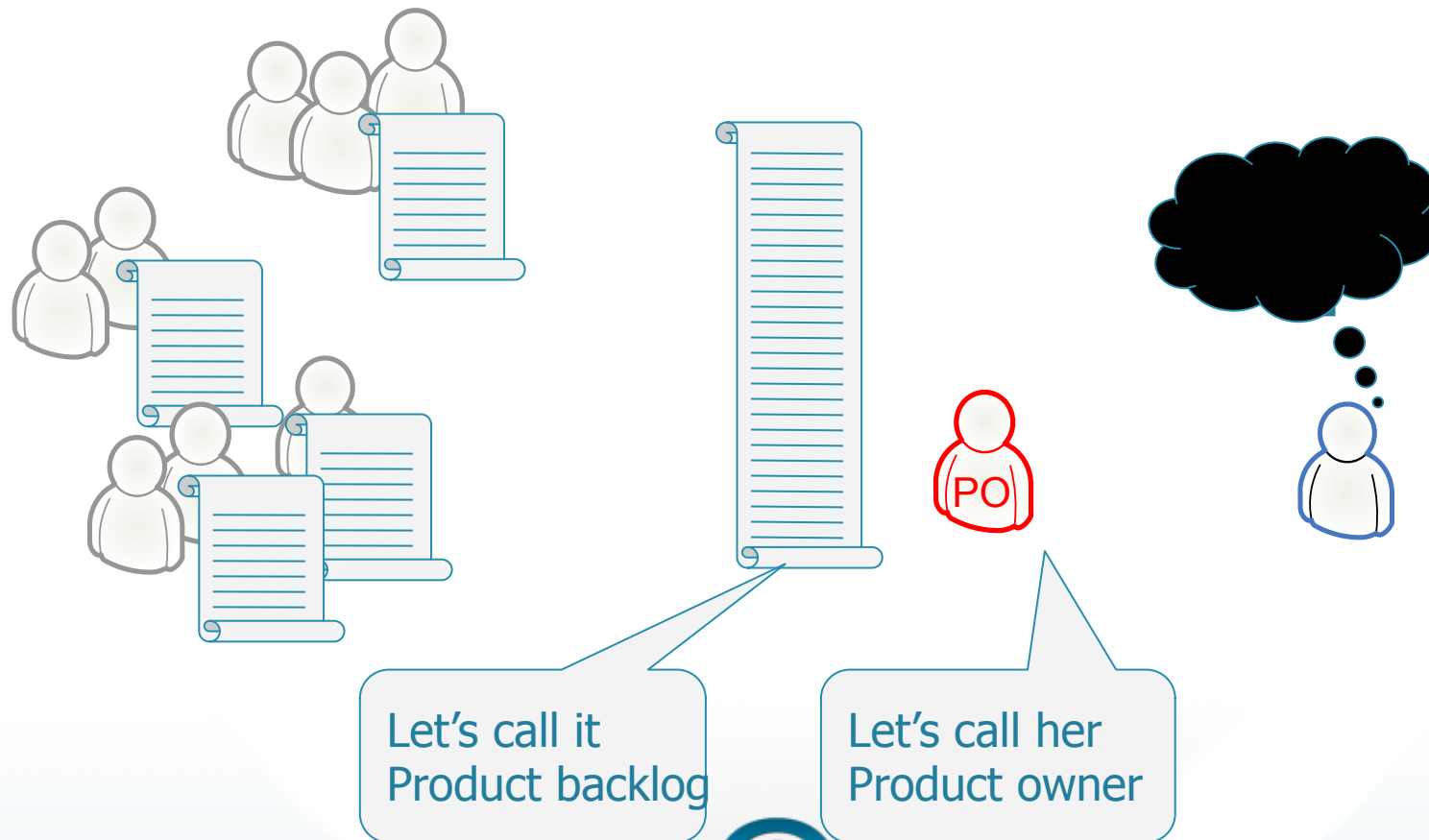


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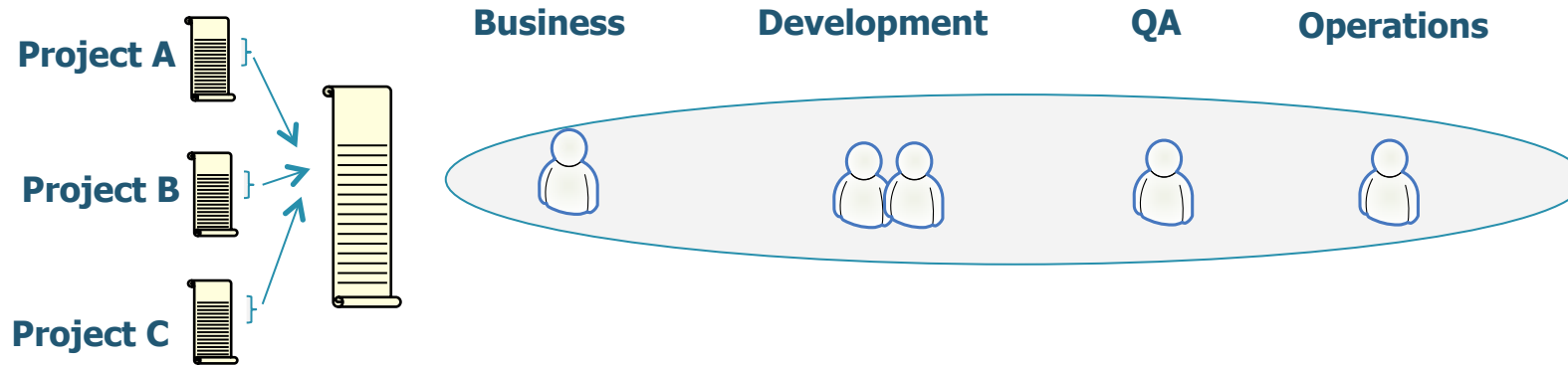
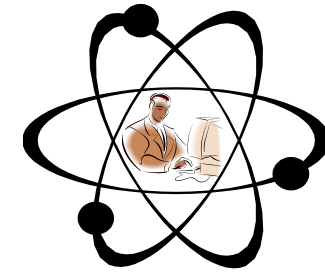
Cost of Multitasking



Solution – Collect work in one todo-list



Team organizations...



**...make prioritizations by changing the order in the backlog
Not by moving people around...**

100% resource utilization = 0% flow

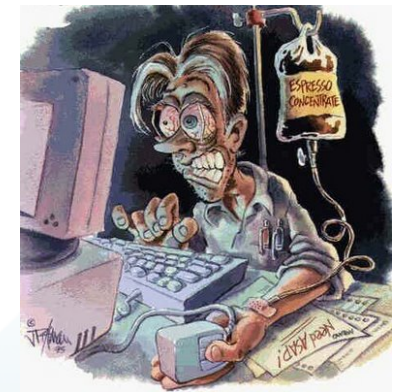
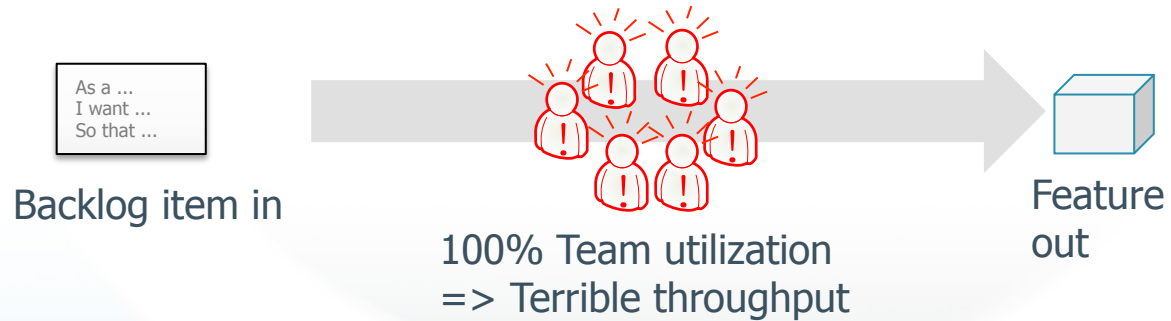
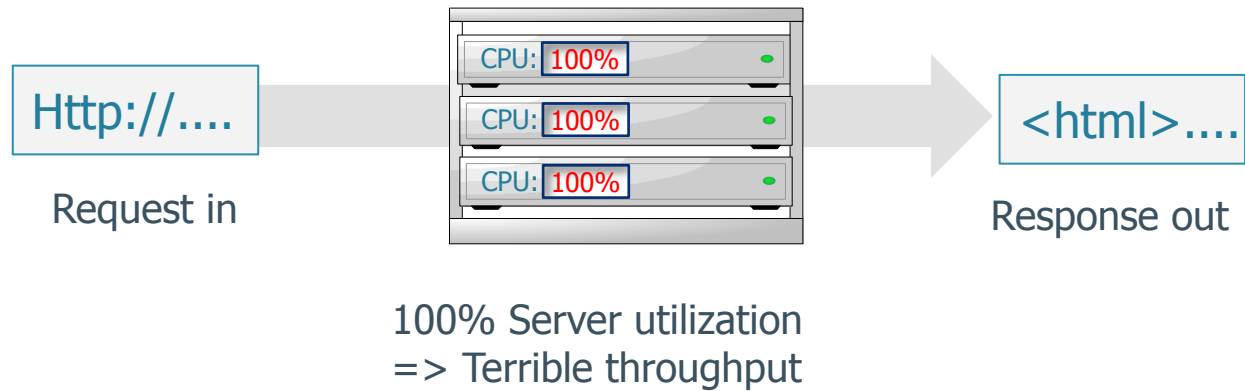
Max utilization, Slow flow



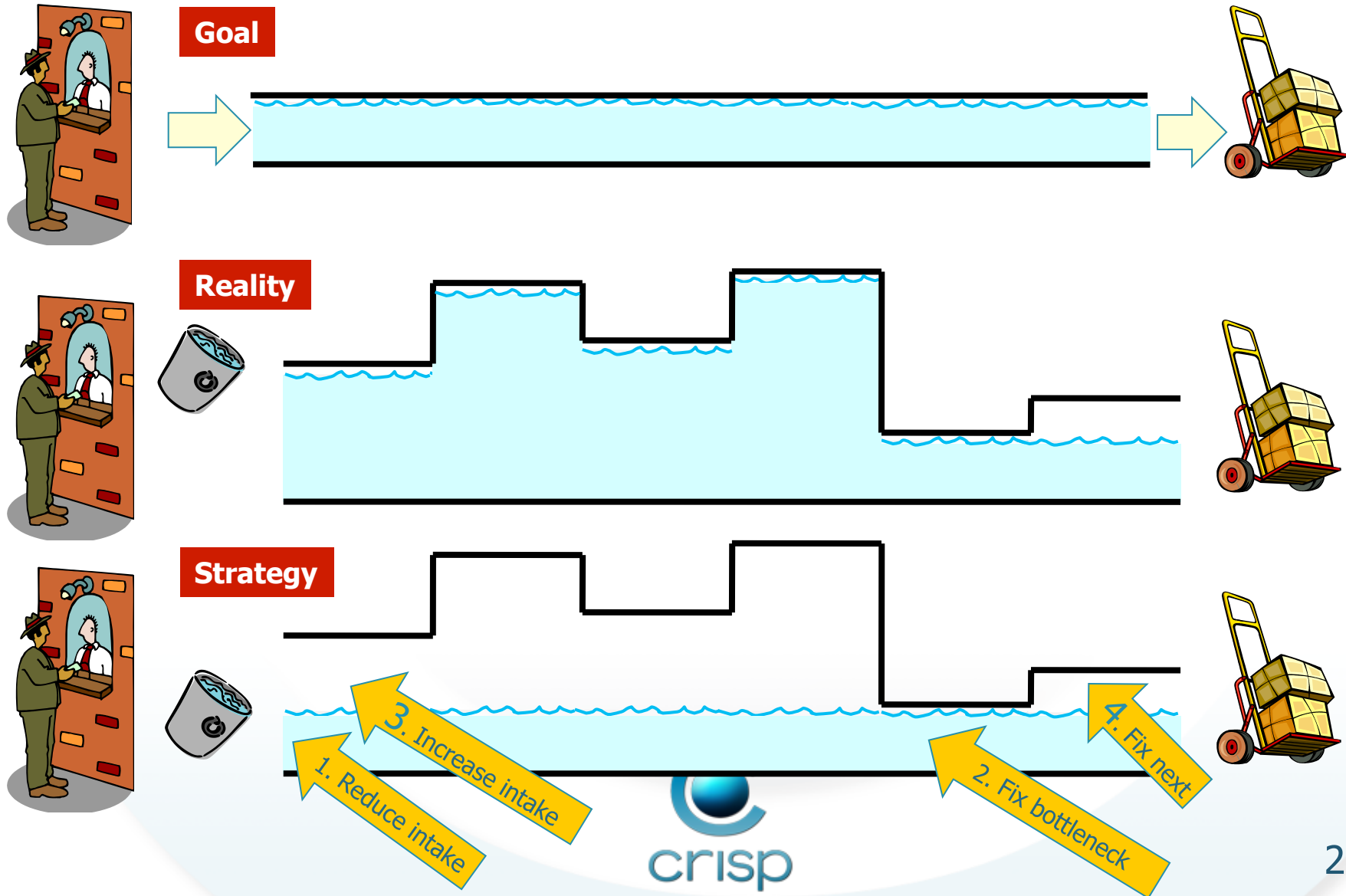
Low utilization, Fast flow



Slack



Theory of constraints – Smooth Flow



Prioritization is (also) about saying "no"



Final Thoughts about Projects

What is the right size of a project for your Org?



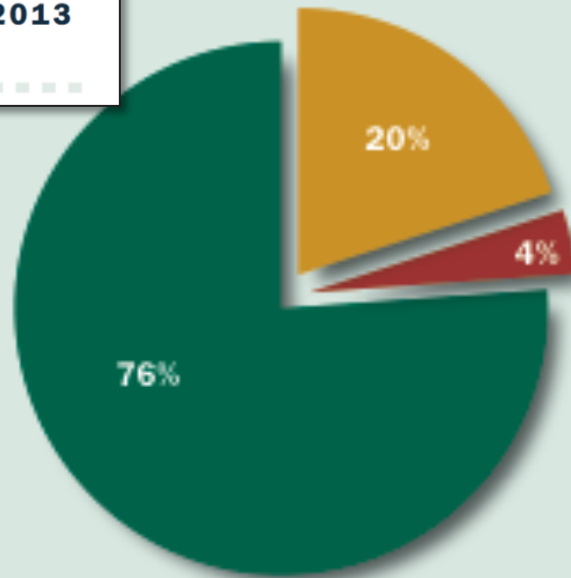
Big Projects usually fail. Regardless of process.



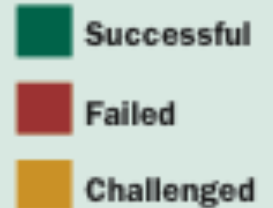
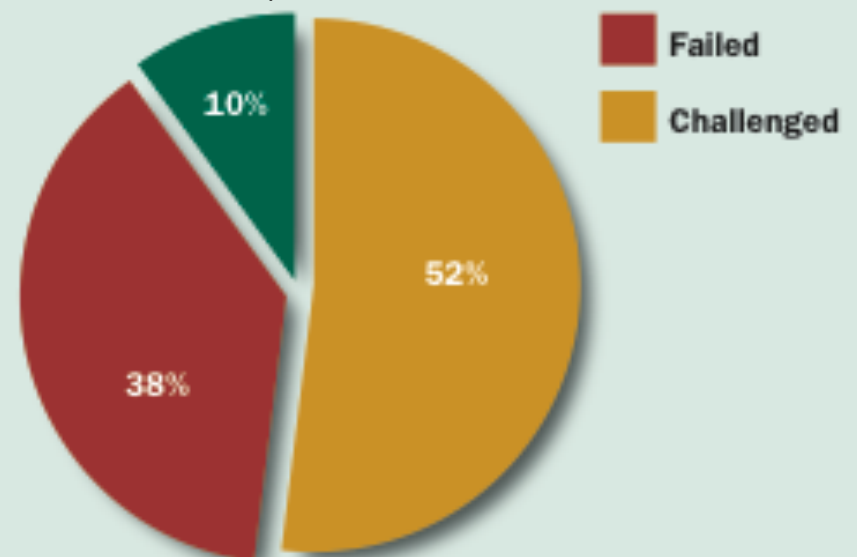
"The Standish Group has categorically stated with much conviction—backed by intense research—that the secret to project success is to strongly recommend and enforce **limits on size and complexity.**"

"These two factors trump all other factors."

Small Projects
< \$1 million



Large Projects
> \$1 million



What is the biggest project your org has succeeded with?



- **Begin there**



Q/A