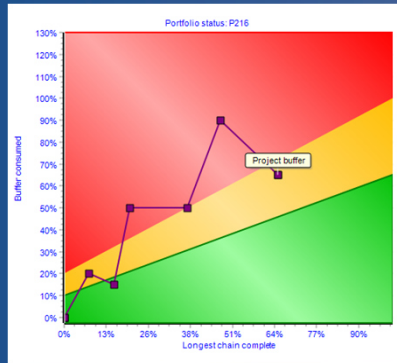
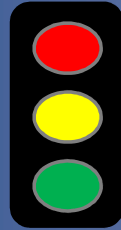


Bufferconsumption



Progress



# TIPS TO IMPROVE FLOW

Ad Vermeulen

# A-dato

High Performance Delivered

# Subjects

2

- ▣ What does CCPM do?
- ▣ What is Flow?
- ▣ Why is measuring flow important?
- ▣ Where to start?
- ▣ Tips to improve flow

# Dr. Sigmund, Psychiater

3

Doktor Sigmund, van **Multitasken** verliere ich meinen Kopf

Wenn man mehrere Dingen gleichzeitig macht wird alles nur für die Hälfte erledigt und das ist sehr frustrierend

Der neue Trend ist **Singletasking**. Das bedeutet fokussieren auf nur einen Vorgang, ohne sich ablenken zu lassen.

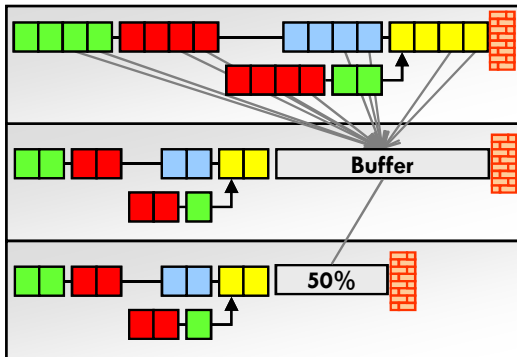
Ist **Singletasking** denn nicht wie das Tun seiner normalen Job?



# LYNX Critical Chain Ingredients in 2 minutes

*Prevent patients need to visit Dr. Sigmund for multi-tasking complaints*

A CCPM Plan with Buffers



Daily Progress update for the open workpackages

| ID | Description                                  | Priority | RTS |
|----|----------------------------------------------|----------|-----|
| 3  | ©Review<br>D1 Product Development            |          | Yes |
| 5  | Sourcing Materials<br>D1 Product Development |          | Yes |
| 6  | ©Approve design<br>D2 Product Development    |          | Yes |
| 19 | Prototype Review<br>D2 Product Development   |          | Yes |
| 8  | Receive Materials<br>D2 Product Development  |          | Yes |
| 28 | Prepare Manual<br>D2 Product Development     |          | Yes |

Traffic light = 1 operational priority for everybody across projects

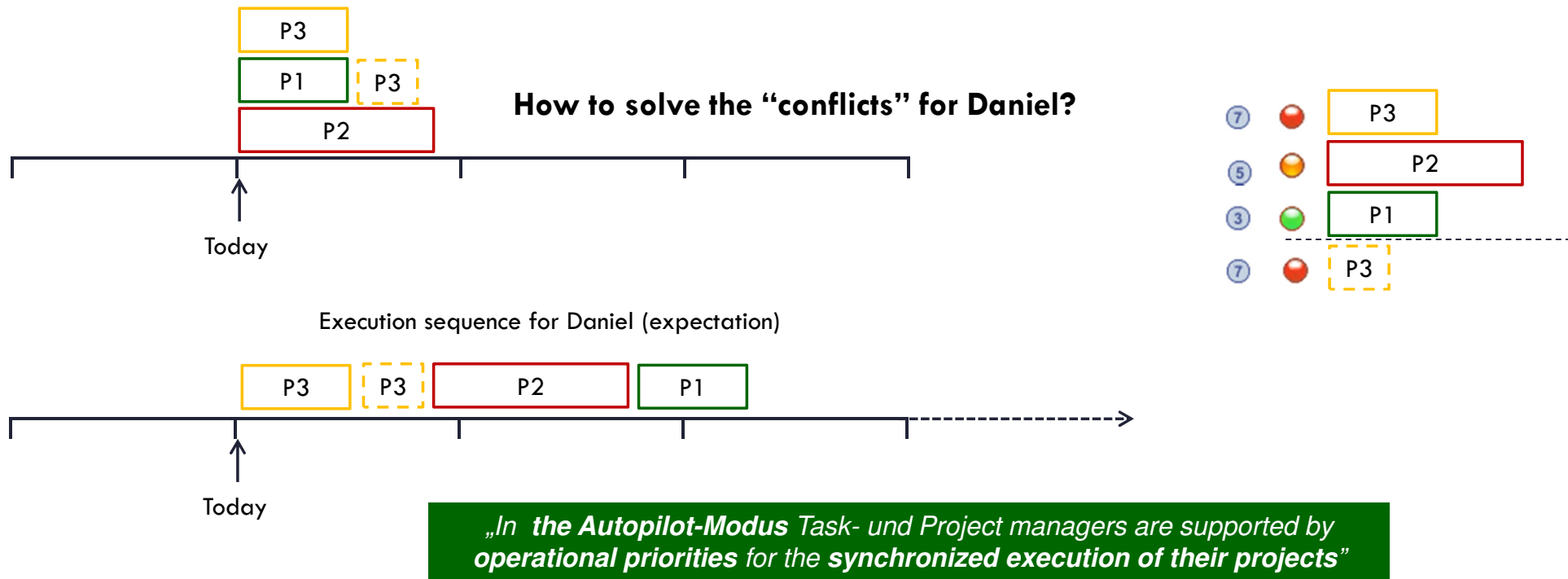


CCPM gives you operational priorities to prevent multi-tasking and sequencing the queues.

# CCPM also solves your resource conflicts

## *Auto-Pilot Modus with Operational Priorities*

We have **ONE** System Engineer called “Daniel”



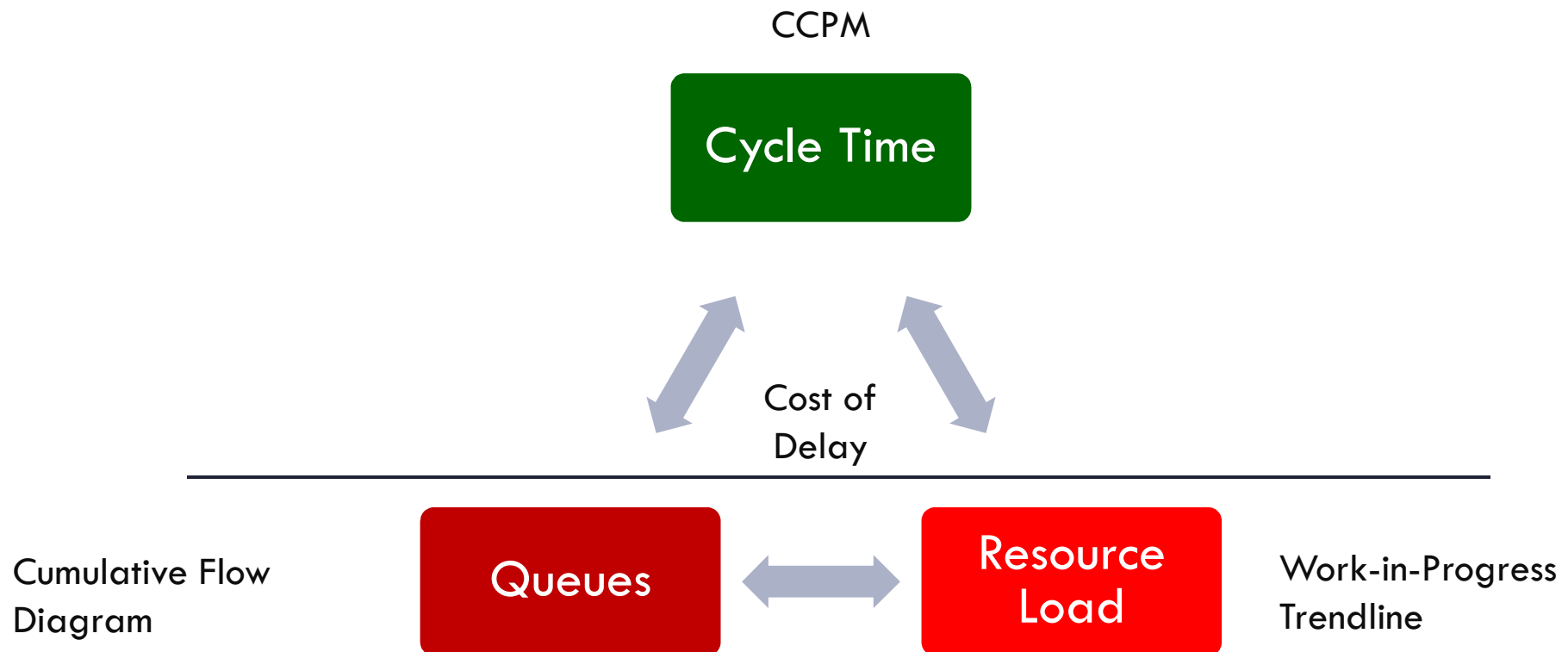
# Alles im grünen Bereich...

6



# What else to watch?

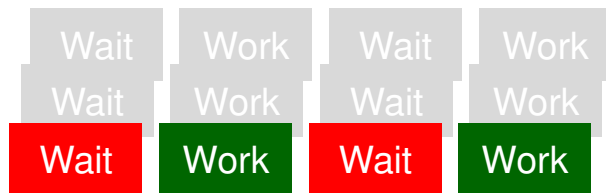
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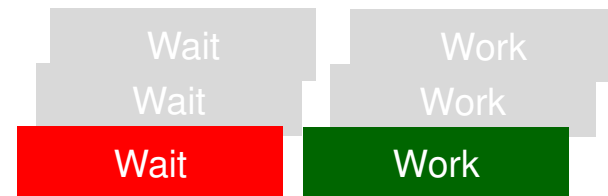
# Queues

8

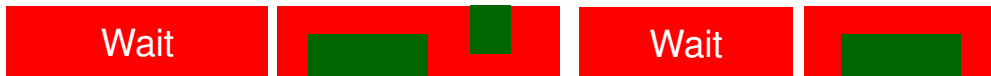
Tasks in a Kanban Process



Tasks in a Project



A task



A task



× 100 % =

Flow  
Efficiency

Most jobs are not slow, but typically just have to wait a lot.

# How bad are queues?

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- Queues Create
  - Longer Cycle Times
  - Increased Risk
  - More Variability
  - More Overhead
  - Lower Quality
  - Less Motivation

*Little's Law - Time in the System*

$$\frac{\text{WIP (\# units)}}{\text{Output (\# units per period)}} = \text{Avg. Leadtime (in periods)}$$

Queues are responsible for the  
Costs of Delay

# Where to start improving?

10



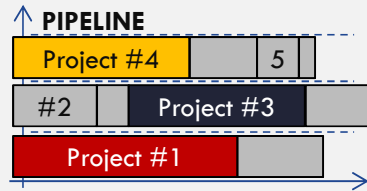
# Where to start improving?

11

- ▣ Reduce queues to reduce waiting time and increase “flow”
- ▣ Start measuring Queues
  - ▣ Flow Diagrams
  - ▣ WIP Load Diagrams
- ▣ Manage and reduce the Queues
  - ▣ Identify the constraint
  - ▣ Manage your Work-in-Progress
  - ▣ Across all Levels

# Manage Flow at all Layers

## Layer 1 Multi-Project



stakeholder  
„priority board“

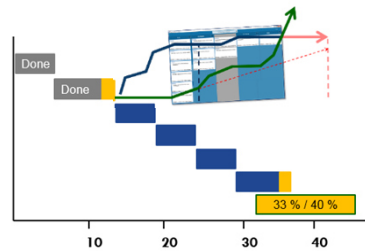
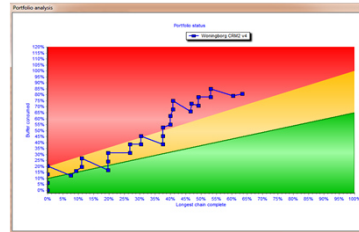


new projects



Projects that Flow

## Layer 2 Single Project

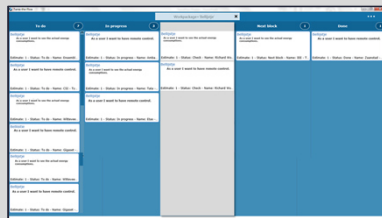
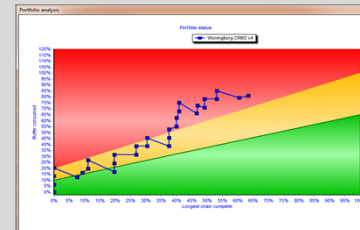


teams



Tasks that Flow

## Layer 3 Workpackages Agile & Kanban



To do's that Flow  
Kanban Processes



# Measure the queues

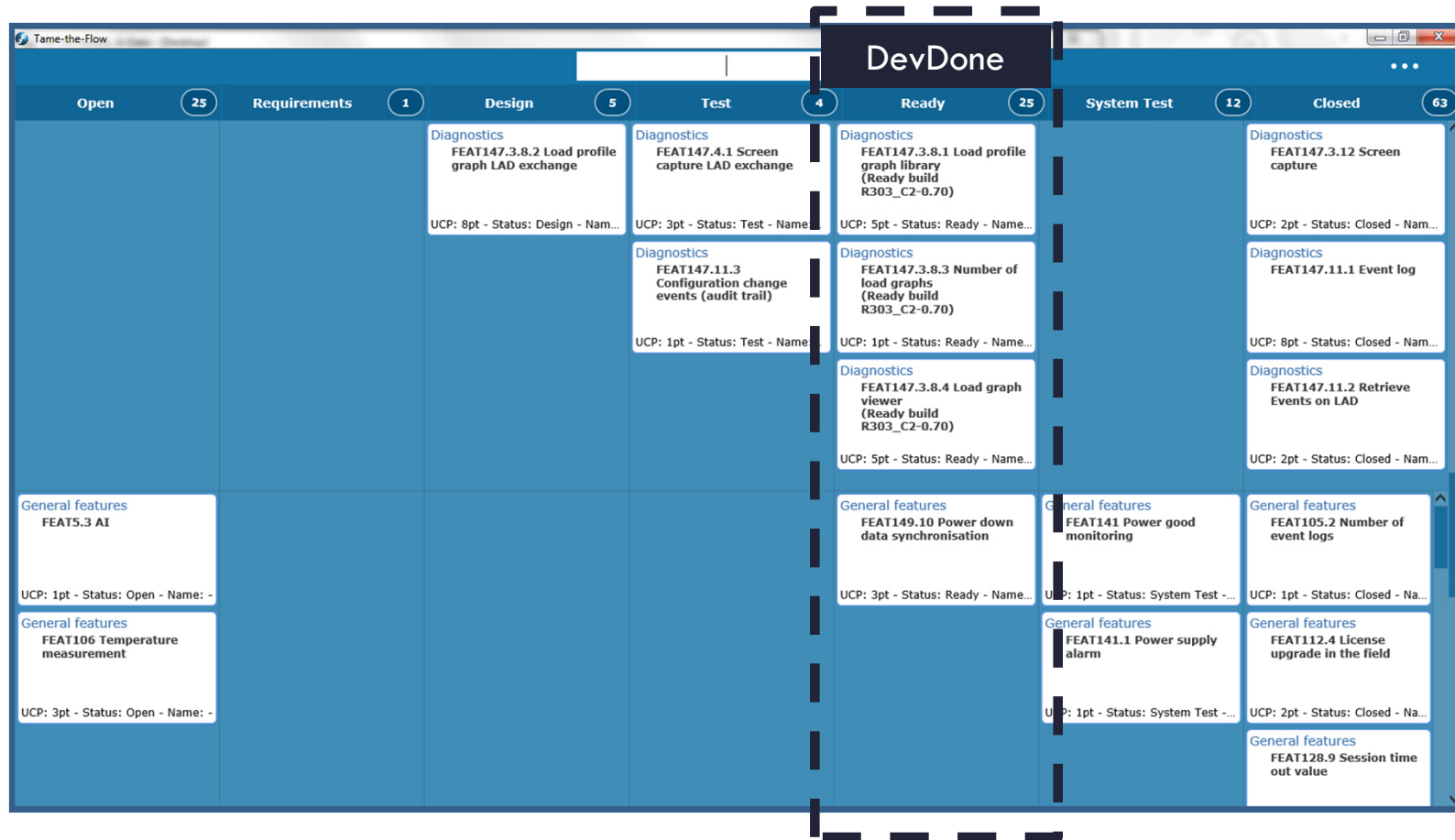
13

- ▣ Remodel your process to also identify waiting time
- ▣ Measure Queues at all 3 levels:
  - ▣ Tickets or cards that are waiting (teams) in a Kanban Process
    - Issues, Stories, Sub-tasks
  - ▣ Tasks Ready to Start and Waiting
  - ▣ Projects Waiting (portfolio)
- ▣ Tools provided by LYNX:
  - ▣ Flow Trends
  - ▣ Cumulative Flow Diagrams
  - ▣ Work-in-Progress Trendline

# Kanban Process Example

*Make waiting time visible and measurable (DevDone)*

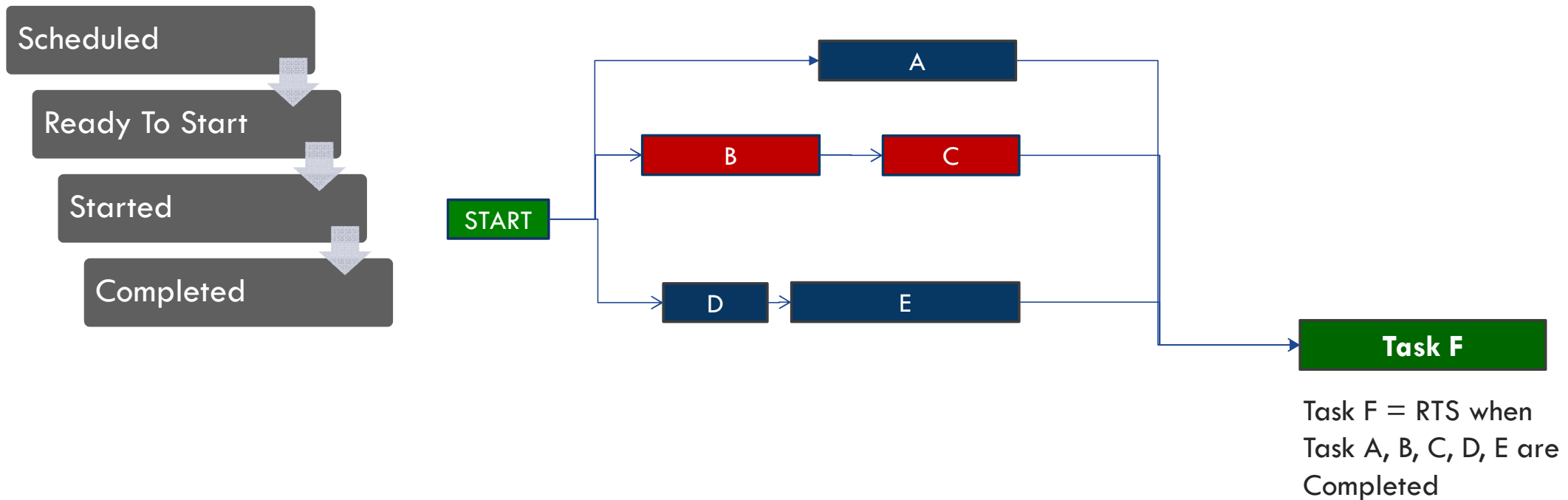
14



# Task Leadtime Timestamps in a Project

*Upstream Check of Dependencies following the network*

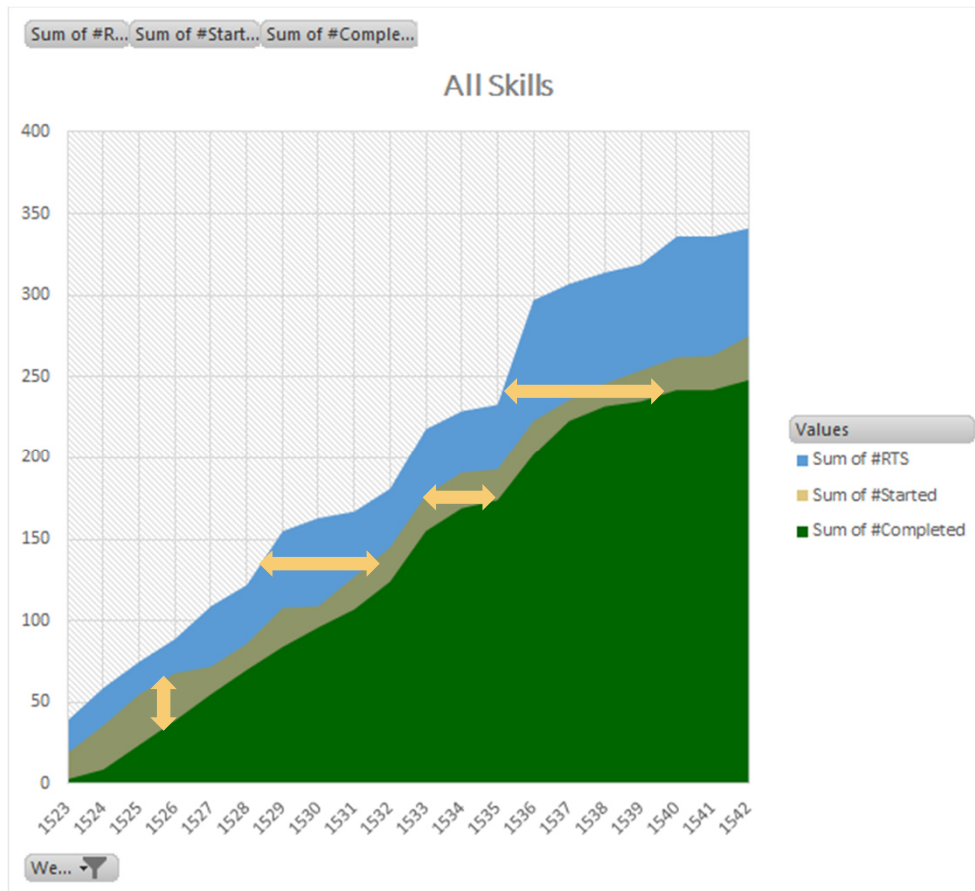
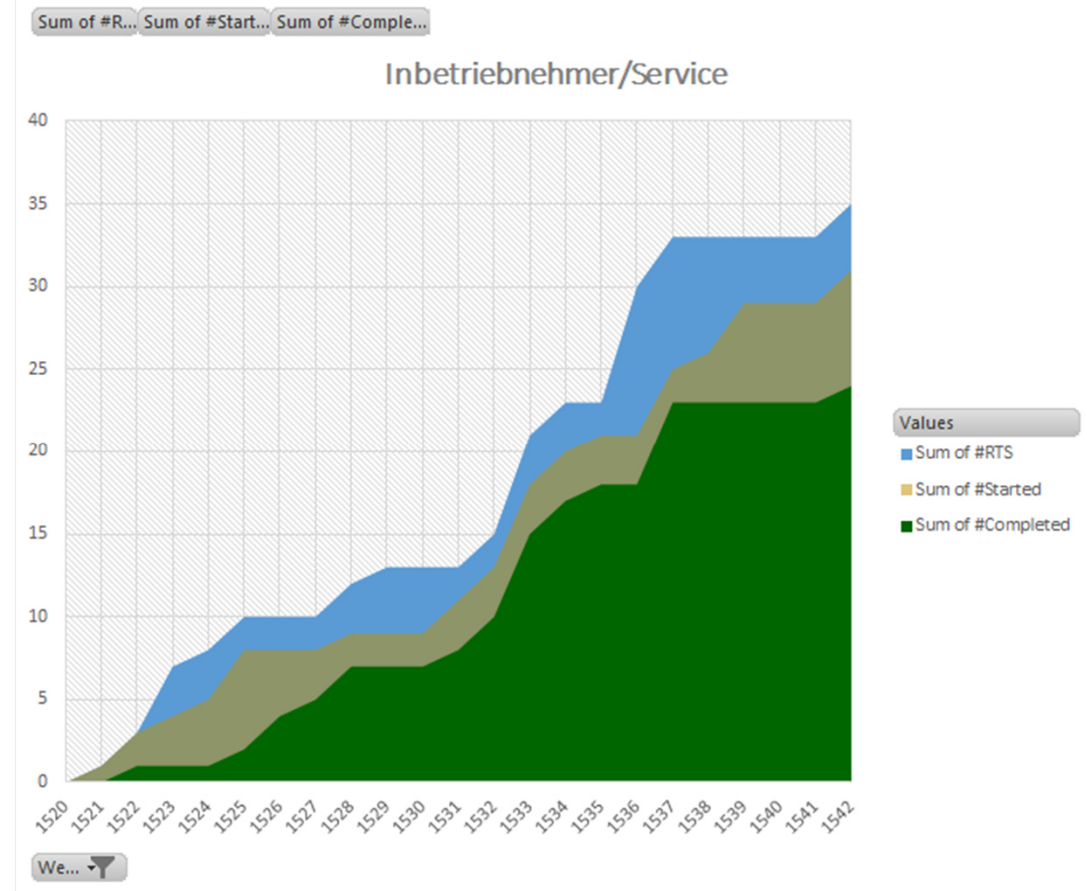
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# Examples (1)

## Multi-Project Task Flow Diagrams

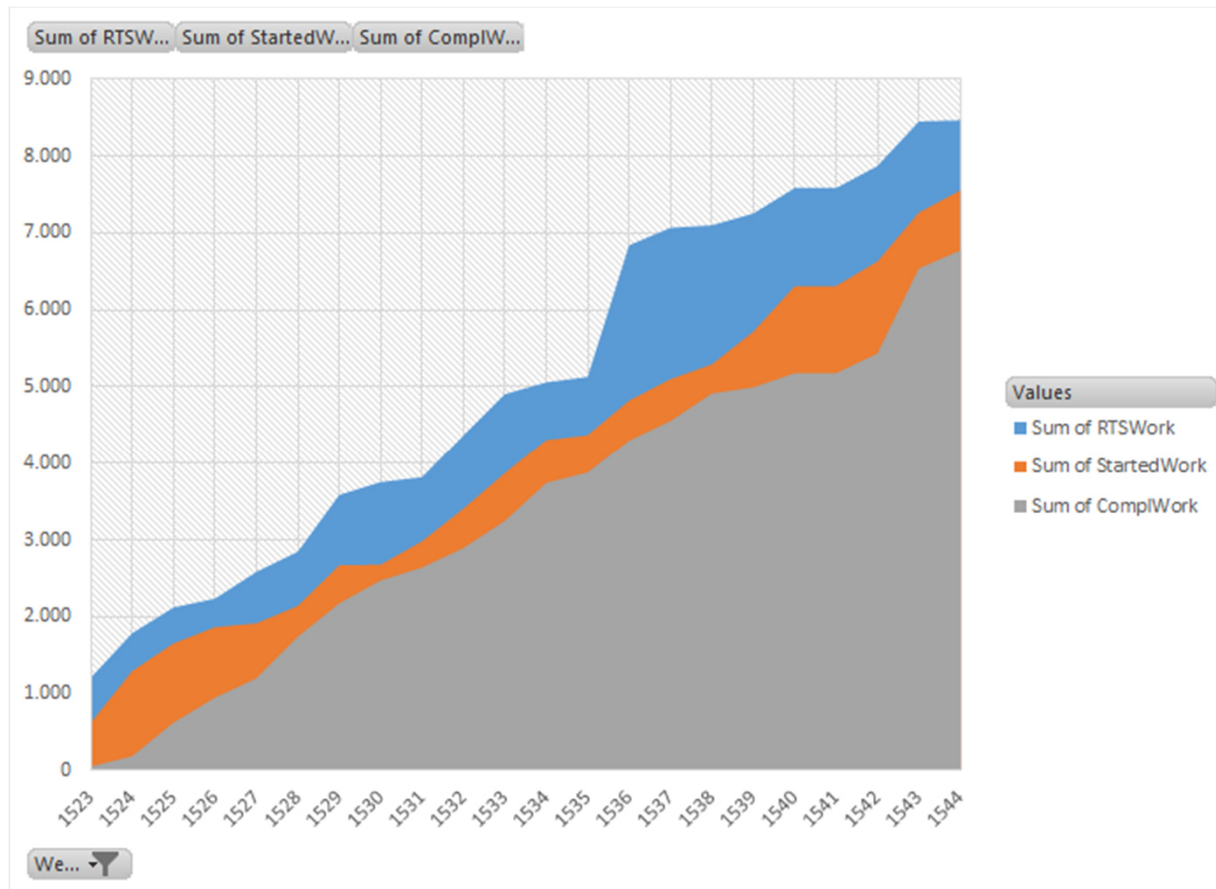
16



# Examples (2)

## All Skill – work hours forecast

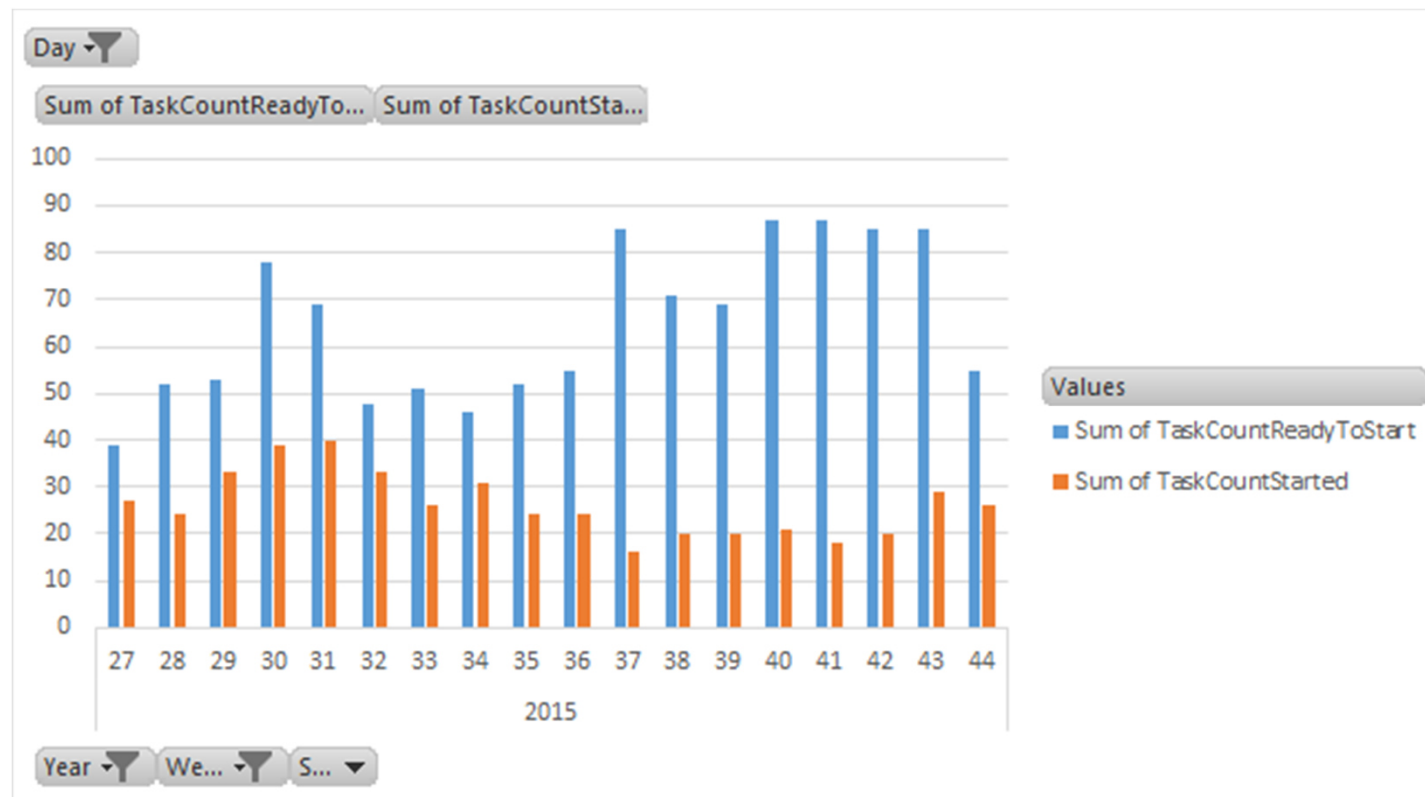
17



# Flowtrend

## *All Tasks and Skills*

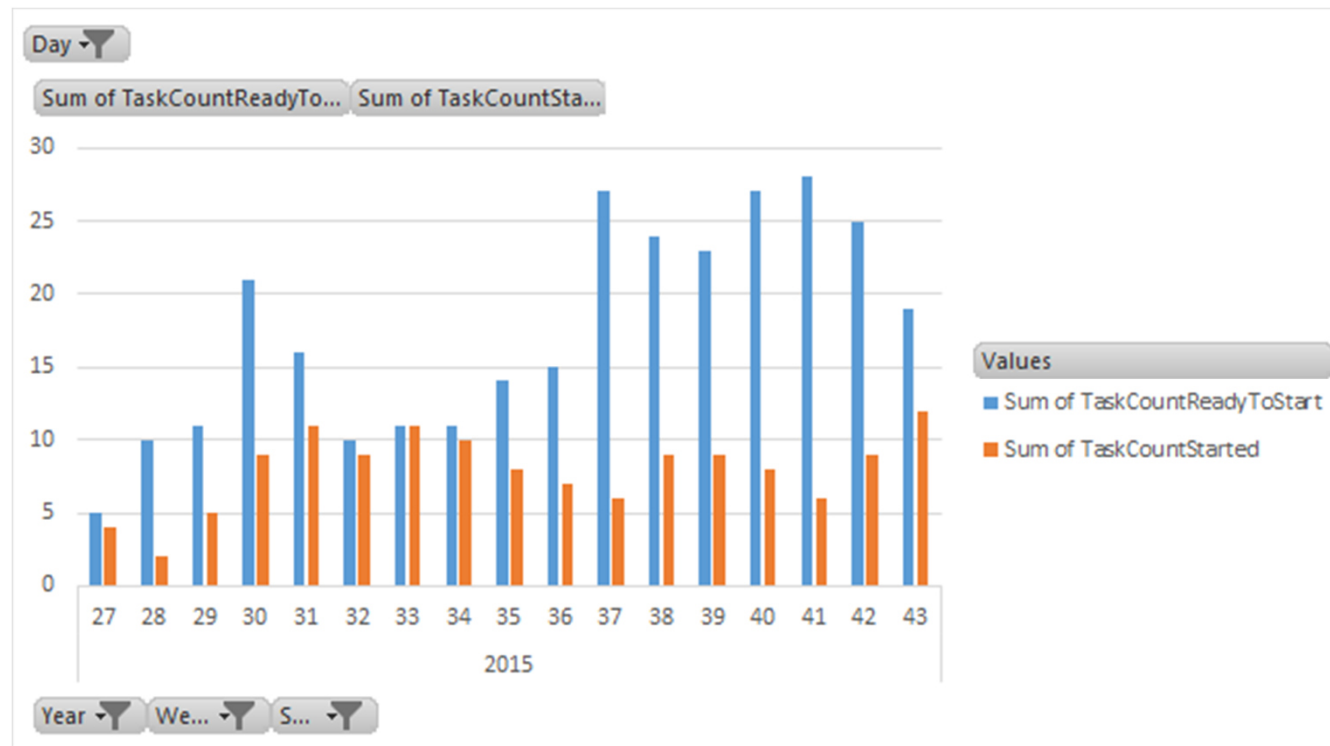
18



# Flow Trend

## *Inbetriebnehmer*

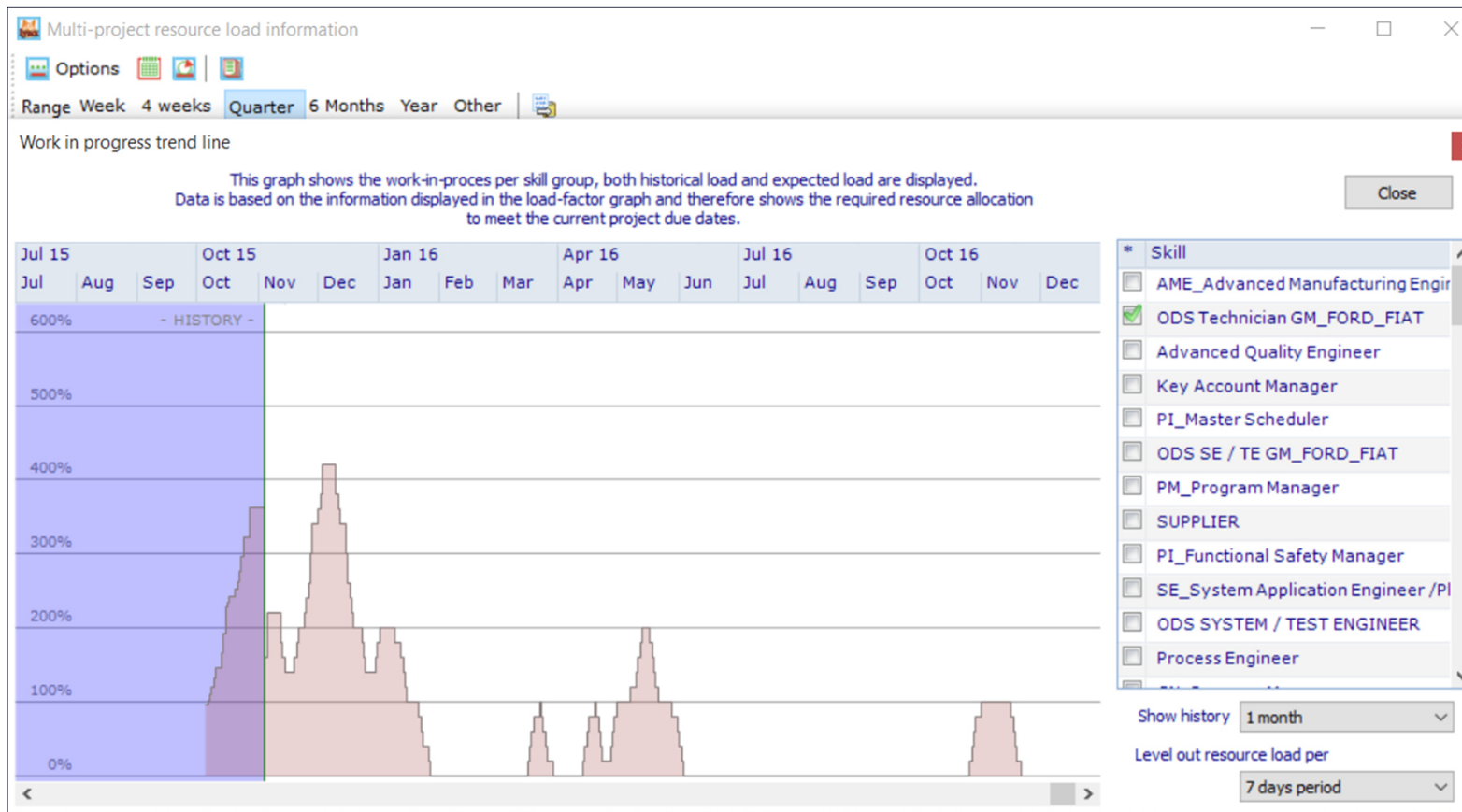
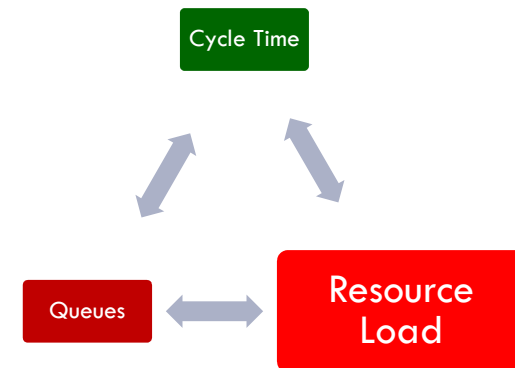
19



# Monitor the Work-in-Progress Trendline

*When and how much capacity is needed to meet the due dates*

20

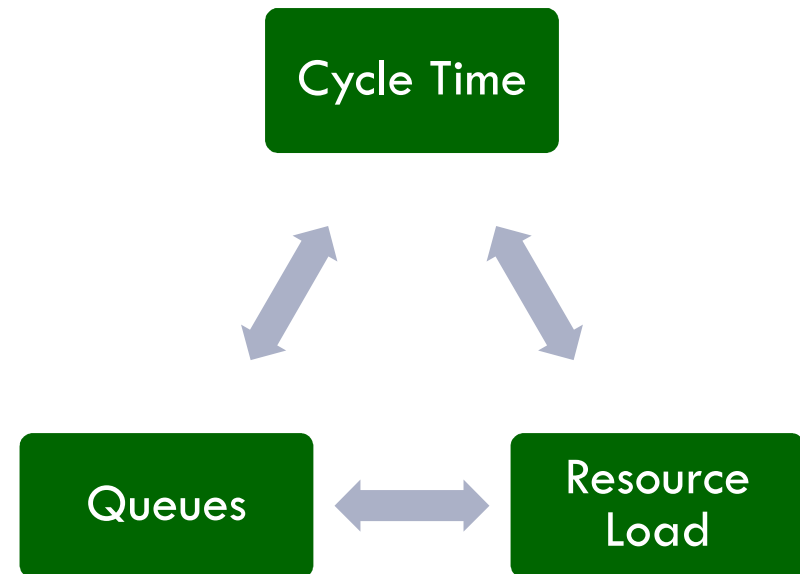


# Conclusion

## *Tips to for getting more flow*

21

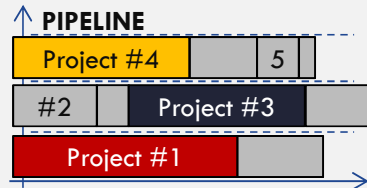
- ▣ Manage Cycle Time performance (CCPM)
- ▣ Make Time Explicit (Kanban Process)
- ▣ Measure and Manage Queues
- ▣ Measure and manage resource load (WIP Trend)
- ▣ (Do the Dice Game.....)



Alles im grünen Bereich!

# Improve *Flow* at all layers with *LYNX TameFlow*

## Layer 1 Multi-Project



stakeholder  
„priority board“

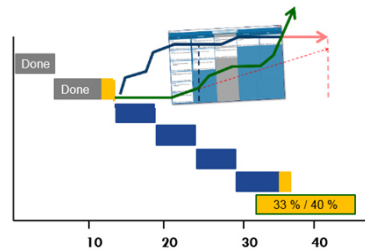
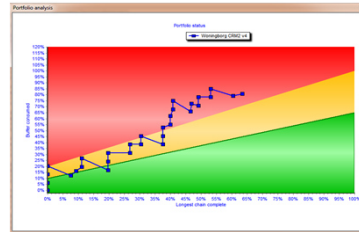


new projects



Projects that Flow

## Layer 2 Single Project

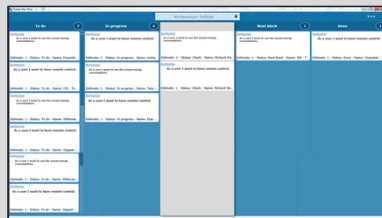
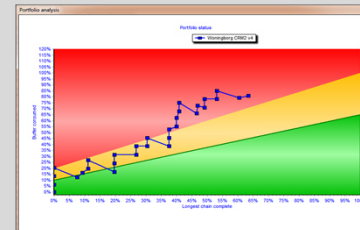


teams



Tasks that Flow

## Layer 3 Workpackages Agile & Kanban



To do's that Flow  
Kanban Processes





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