SAFE ZONES

ACHIEVING BUSINESS AGILITY THROUGH SAFE ZONES IN THE TRANSFORMATION JOURNEY

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lean it 101

HIGHWAY TO BUSINESS AGILITY

SHARING A

A REAL LIFE STORY

HIGH PERFORMANCE REQUIRES SAFETY

ACHIEVING BUSINESS AGILITY THROUGH
SAFE ZONES IN THE TRANSFORMATION JOURNEY

THE TRANSFORMATION JOURNEY
WHERE TO START?

J CURVE OF CHANGE

Performance

5. New Status Quo

4. Integration

1. Late Status Quo

▼ Foreign Element

2. Resistance

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Time

3. Chaos

▲ Transforming Idea
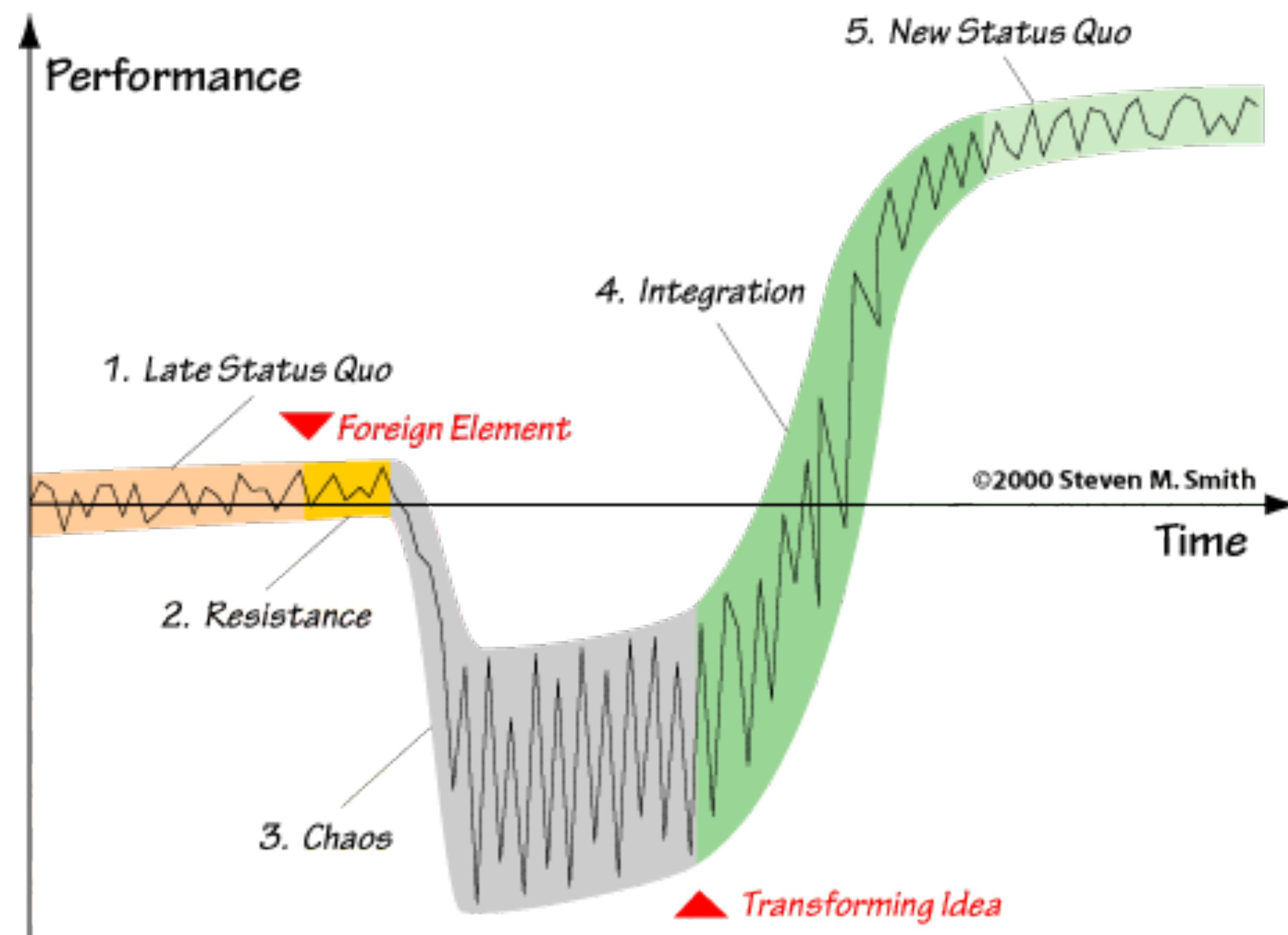
KEN BLANCHARD

SITUATIONAL LEADERSHIP MODEL

THE SITUATIONAL LEADERSHIP® II MODEL

Leadership Styles

HIGH

S3 · SUPPORTING · S2 · COACHING

SUPPORTIVE BEHAVIOR

DELEGATING · S4 · S1 · DIRECTING

LOW — DIRECTIVE BEHAVIOR — HIGH

D4 · D3 · D2 · D1

DEVELOPED ← → DEVELOPING

Development Levels
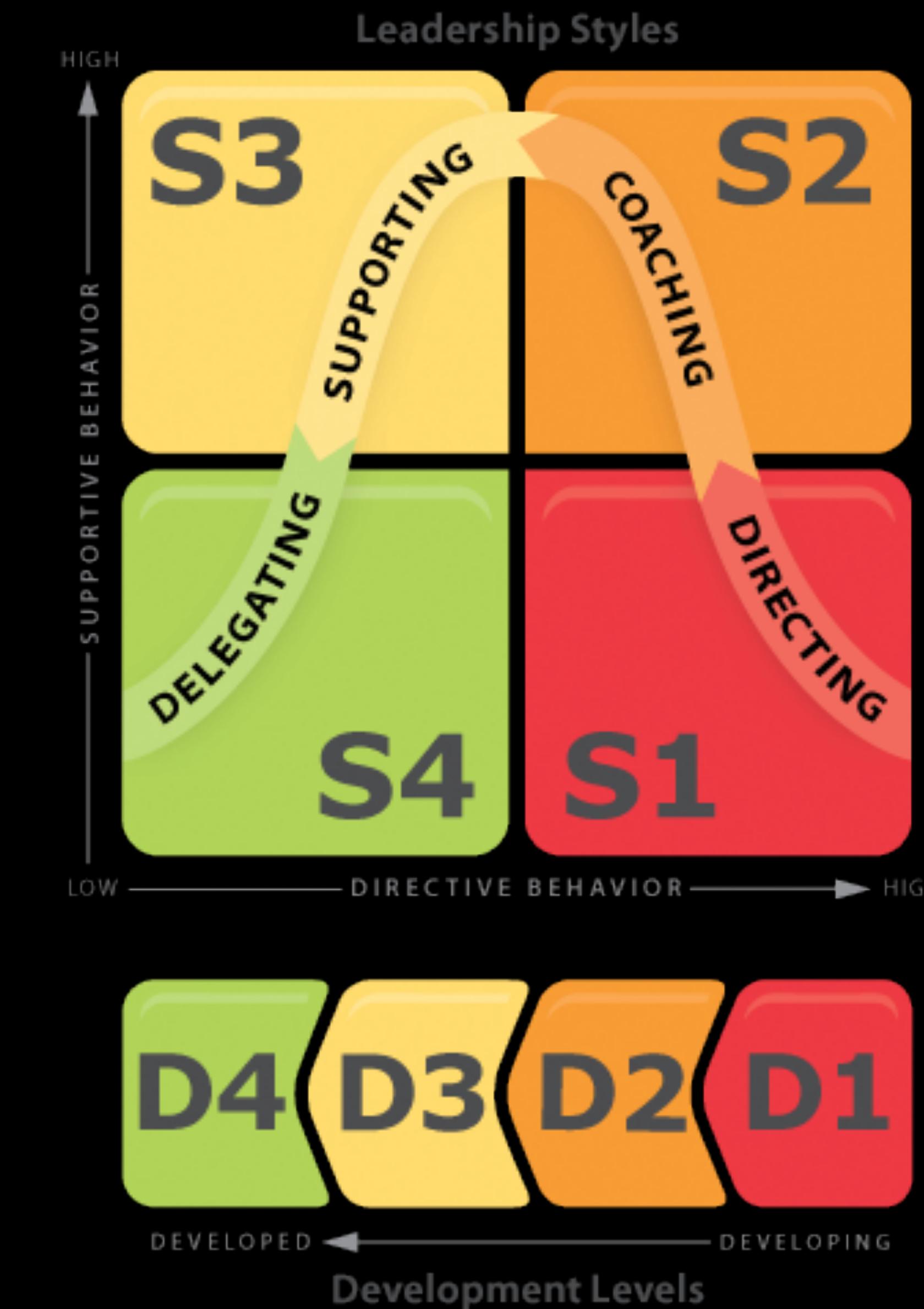
Lean Pyramid
HOSHIN KANRI EDITION

TRUST

Safety   Joy   Teamwork   Innovation   Responsibility   Strong Relationships

Self-management

Cohesion

Effective Transformation Deployment

Alignment and Consensus

Define purpose

Share principles & values → Empower people

Establish organisation vision → Plan business strategy with Hoshin Kanri → Deploy transformation policy

STRATEGY

Shape & prioritize demand through economics → Map the value stream → Break down the business goals

Pull to production according to capacity → Visualize throughput to manage the flow → Limit work in progress → Apply systems thinking to improve the whole

MANAGEMENT

Develop security and operations altogether ← Automate test early with jidoka ← Code to value just in time with TDD → Design reactive micro services

Emerge federated architectures → Provision infrastructure as code → Deploy seamlessly in the cloud ← Automate monitoring & alerting ← Evolve & Repeat

ENGINEERING

Respect   Ownership   Discipline   Agility

VALUE

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THE ALMIGHTY

MINDSET CHANGE

Less Visible
More Powerful

Mindset

Behavior

Values

Principles

Practices

Processes
And tools
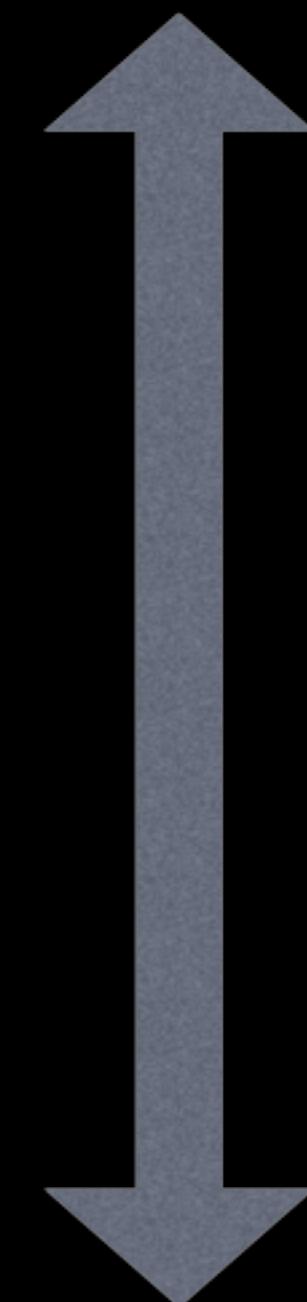
More Visible
Less Powerful

Develops a
Learning
Organisation

Requires
Organisational
Change

Can be adopted
With command
And control
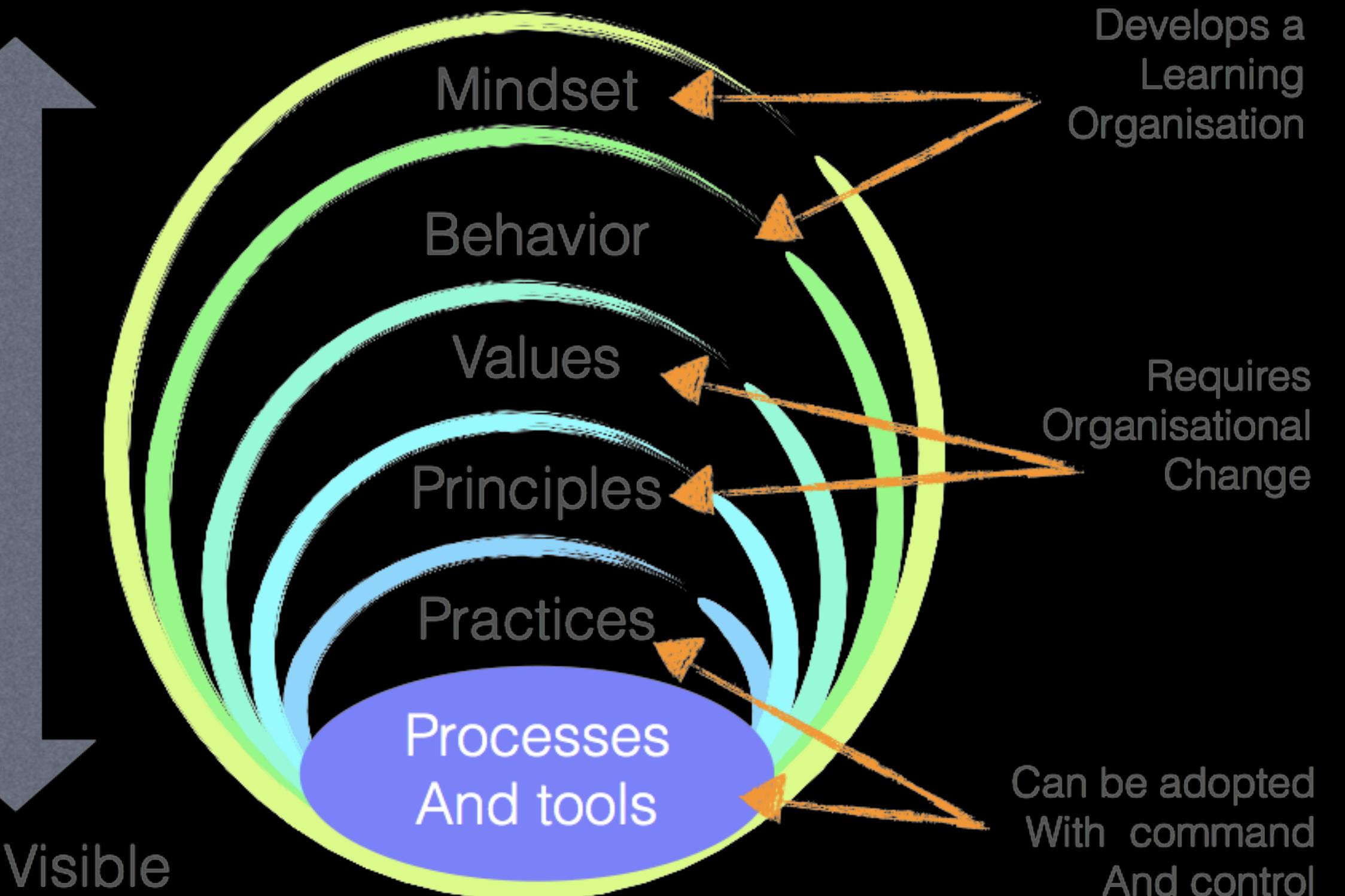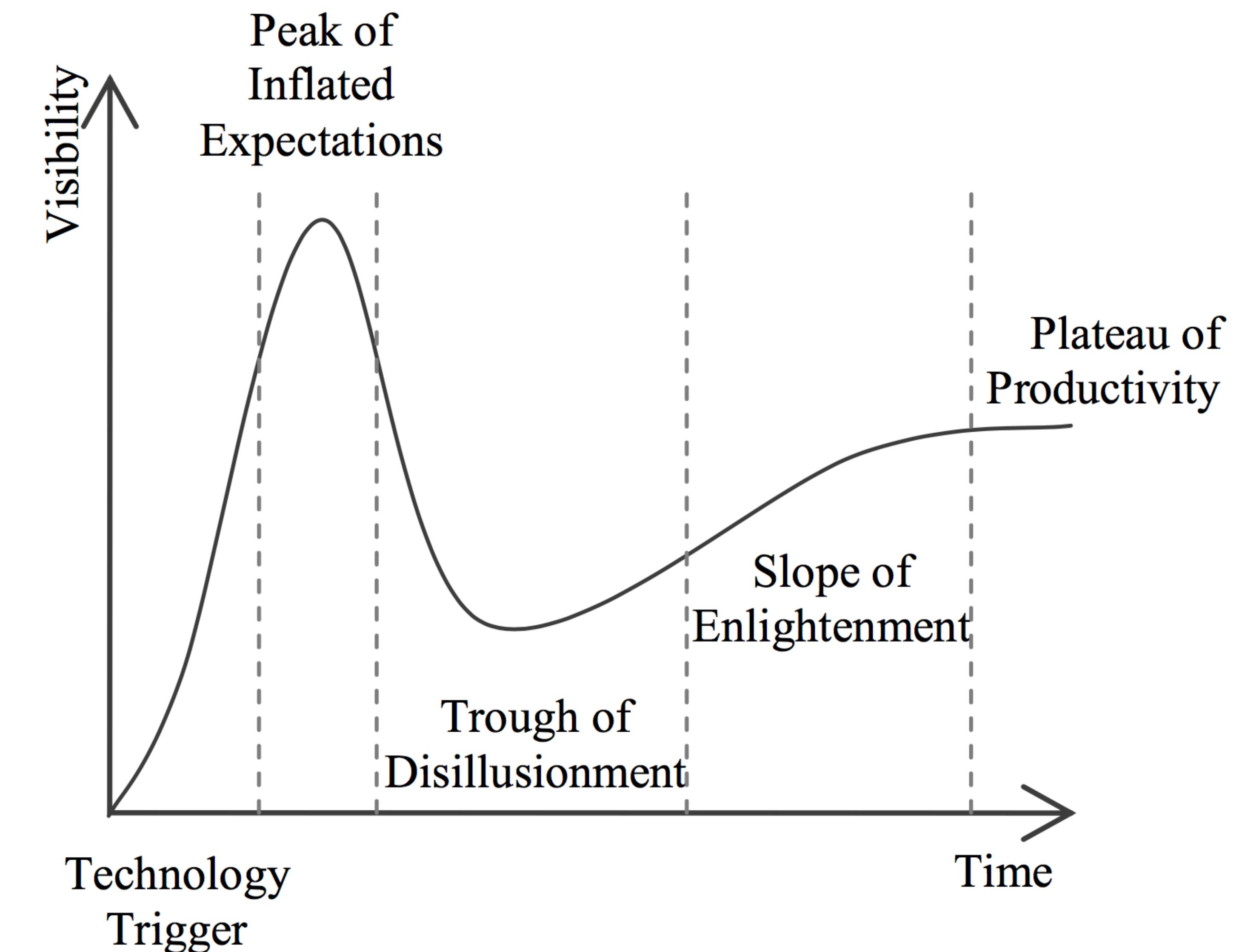
HYPE CYCLE

Figure 1. Gartner's Hype Cycle

HYPE CYCLE

APPLIED TO TRANSFORMATION

$1+1+1=10$

"rare air"

"team"
$1+1+1=3$

$1+1+1=4$
Most stop
here.
Don't.

$1+1+1=2$

Results

Team Maturity
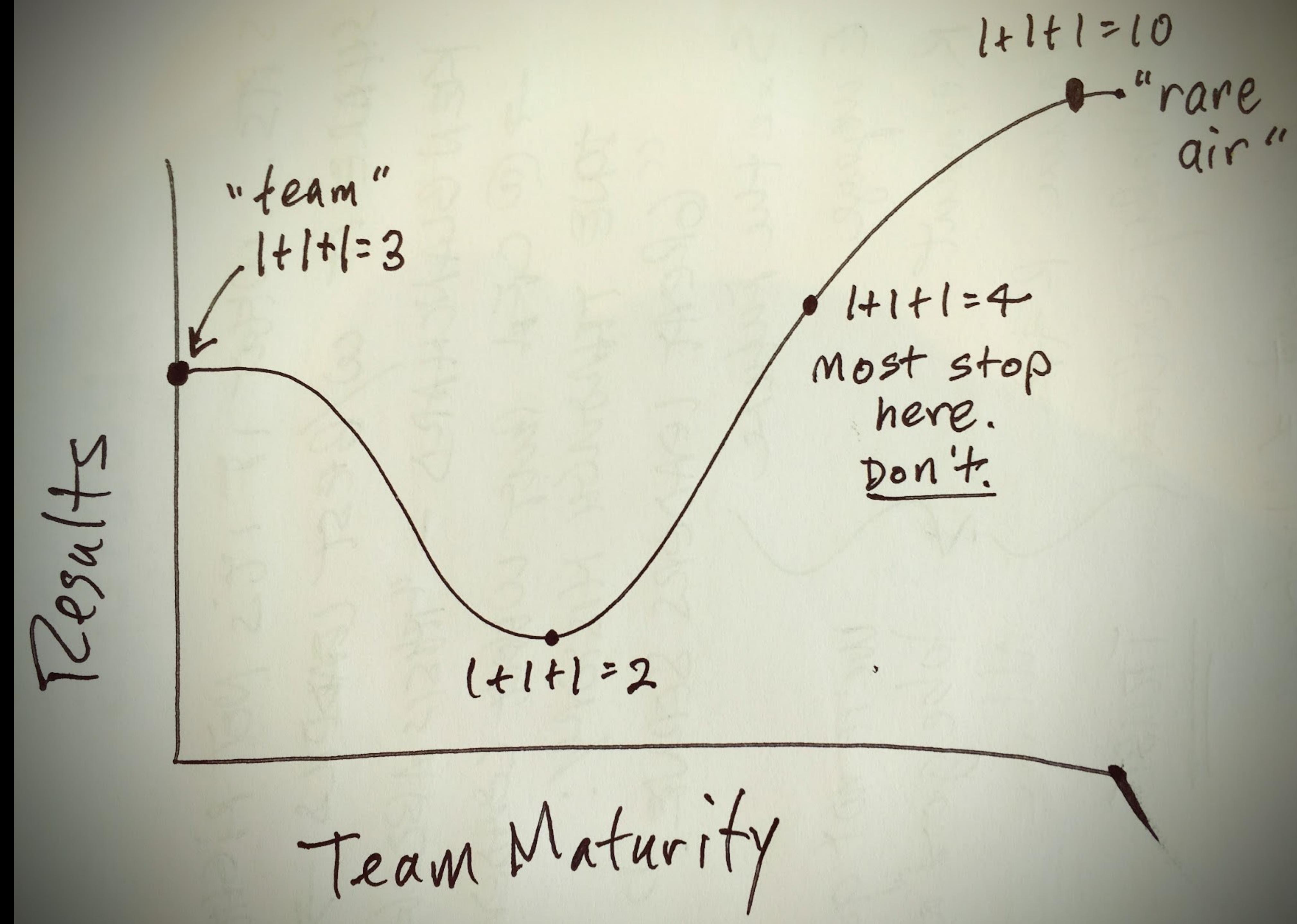
INTRODUCING THE IDEA OF
SAFE ZONES

Reflect and retrospect with your project community
Shorten feedback cycles
Inspect and Adapt relentlessly
Cultivate curiosity
Celebrate learning

LEARNING AND INVENTION

Elaborate on continuous experimentation
Build, measure, learn!

Share whatever you've got:
Open spaces
Lean coffee
Hackatons
Dojo's
Meet-Ups
Tech-talks

VISUALISE AND
MANAGE THE FLOW

Map the value stream
Make the flow visual
Identify bottlenecks
Understand instrumentation
Study demand

Eliminate or reduce Muda

INVENTORY / PARTIALLY DONE WORK
EXTRA PROCESSING /EXTRA PROCESSING
WAITING / DELAYS
OVERPRODUCTION / EXTRA FEATURES
TRANSPORTATION / HANDOFFS
MOTION / TASK SWITCHING
DEFECTS / DEFECTS

Reduce Muri (overload, Level demand)
Don't tolerate Mura (unevenness, defects)

IMPROVE
QUALITY TO EXCELLENCE

Jidoka - Automation with
a human touch

Automate repeatable activities:
- Infra structure provisioning
- Database migration
- Data quality analysis
- Data cleansing
- Code quality analysis
- Testing (Unit, Functional)
- Deployment
- System monitoring
- Crash recovery
- Self-service system support

SPEED UP
VALUE DELIVERY

Identify what value really is and how it's measured
Optimize batch sizes
Understand WIP
Understand the costs of storage versus transportation
Diminish transaction costs

ACHIEVE
PREDICTABLE DELIVERIES

Stabilise the flow

There is no predictability without stability

Develop basic stability

Understand capacity and availability

Understand and reduce variability

Ensure a steady rhythm

Measure flow statistics

Infer delivery dates based on throughput

	Total	Entregas		Veloc. Estimada	Veloc. Média Recente	Velocidade Requerida	
Story Count	135	68	50,4%	3,3	9,5 /Dia	3,9 /Dia	Status
Story Point	317	198	62,5%	7,7 /Dia	29,8 /Dia	7,0 /Dia	NO PRAZO

Percentual de Horas consumidas	66,3%

Total — Estimados — Projeção — Realizado

BURNUP

Total — Estimados — Realizado — Projeção

Gestão de Energia
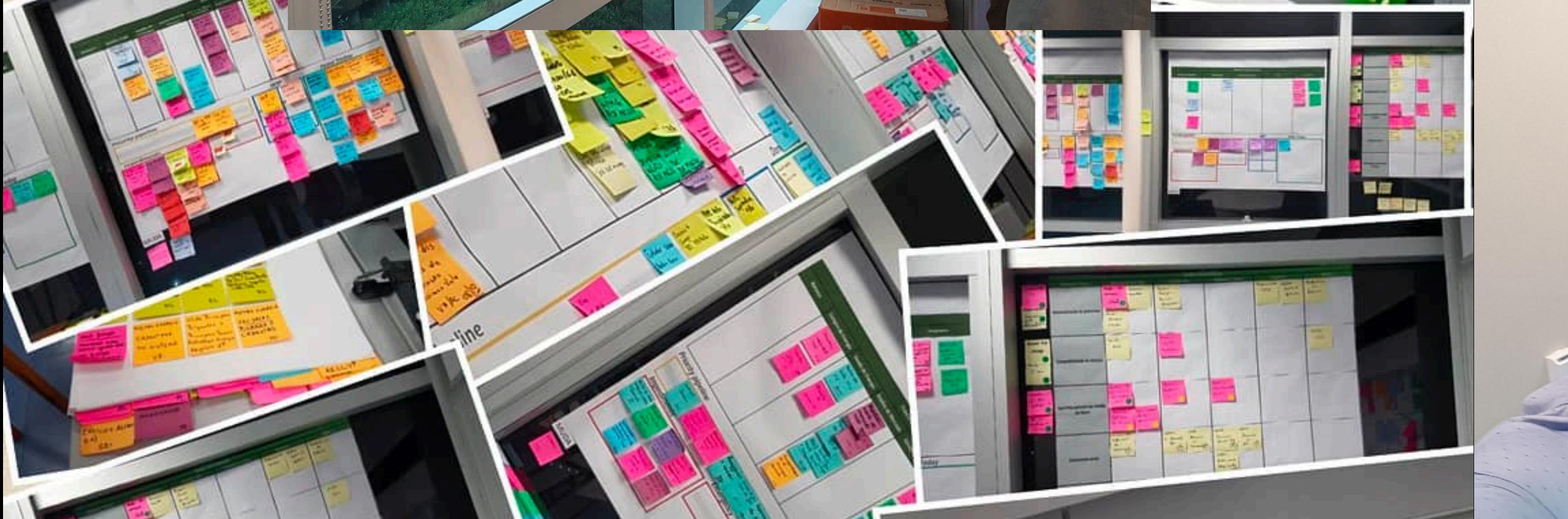
SAFE ZONES
MOST IMPORTANT RULE

BE SAFE

AND ENJOY YOUR RIDE