Cadenced Flow: Adapting Delivery Teams

with

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Our problem

Our principles

Alignment with a purposeful, directional goal

Understand the problem/decision at hand

Design experiments

Evidence based change/improvement

Learn and reflect

Cadenced Flow "approach"

Methodology: A systematic process for doing something

(what)

Approach: A way of doing or thinking about something

(how)

1. Cadence activities pragmatically
2. Understand workflow
3. Measure with intent
4. Make work smaller
5. Specify collaboratively
6. Deliver frequently
7. Experiment to improve

Cadence activities pragmatically

What activities enable success?

Why do they add value?

How often should they happen?

Cadence activities pragmatically

Activity	Cadence
Planning	Mon - 30 min
Sync up	Wed/Fri @ 9am - 15min
Improve	JIT from retro wall
Demo	Sched ever 3-5 weeks
etc...	Whateva
YMMV	Wheneva
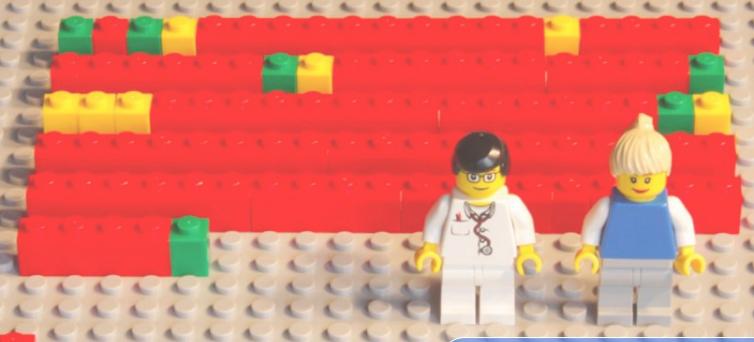
Understand workflow

Non value adding: Wait time

Non value adding: Required waste

Value adding: Actual demand
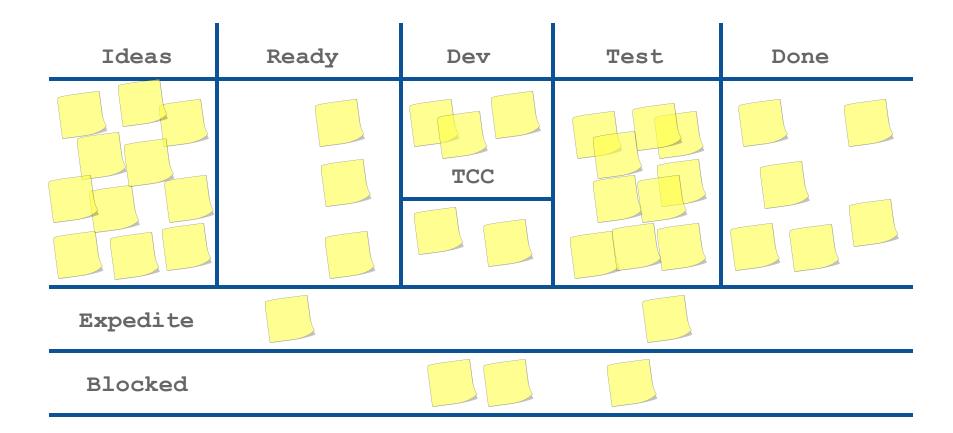
Experience the workflow from the point of view of a unit of work

bit.ly/redbrickcancer
@hakanforss

Created by Håkan Forss @hakanforss http://hakanforss.wordpress.com

Measure with intent

Only measure to make decisions

Use balanced metrics
(eg: productivity, quality, well-being)
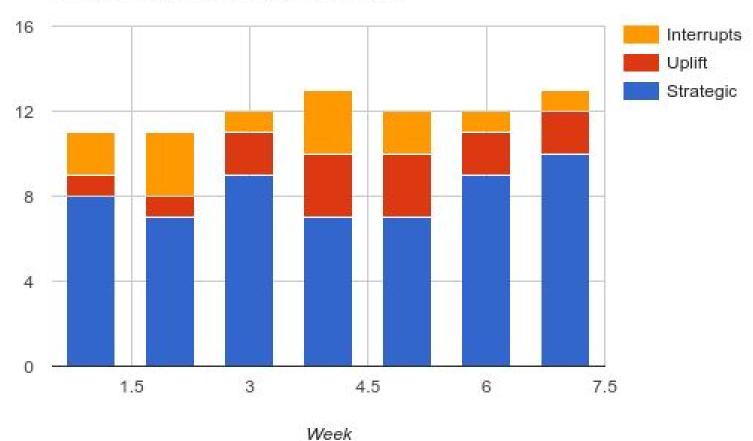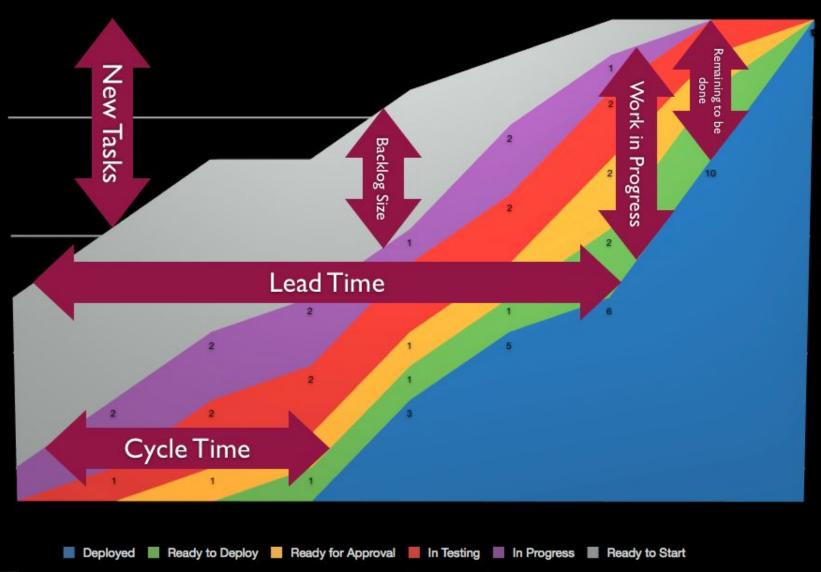
Capacity Usage

Strategic , Uplift and Interrupts

How to Read a Cumulative Flow Diagram

New Tasks

Backlog Size

Work in Progress

Remaining to be done

Lead Time

Cycle Time

Deployed   **Ready to Deploy**   **Ready for Approval**   **In Testing**   **In Progress**   **Ready to Start**

PaulKlipp.com
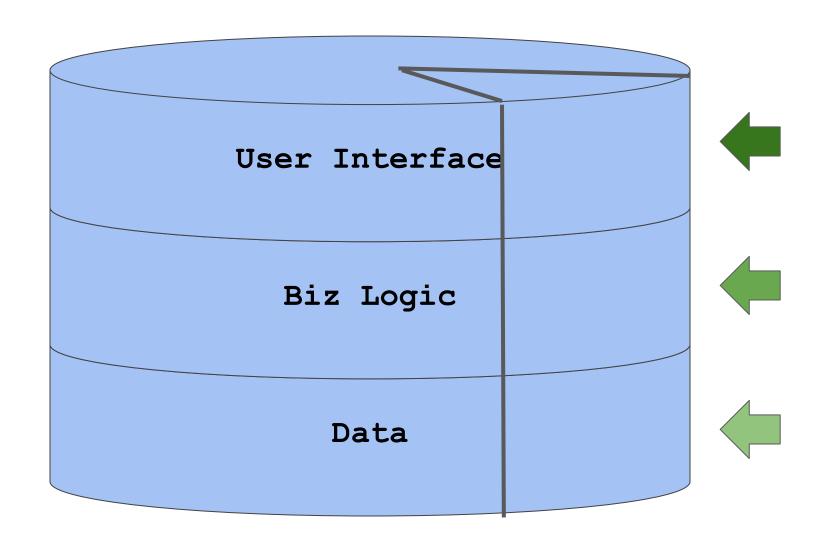
Make work smaller

Increase learning

Reduce risk

Improve predictability

Horizontal slicing

User Interface

Biz Logic

Data

HOW TO SPLIT A USER STORY

Patterns for splitting

WORKFLOW STEPS

Can you take a thin slice through the workflow first and enhance it with more stories later?

Can you split the story so you do the beginning and end of the workflow first and enhance with stories from the middle of the workflow?

OPERATIONS

Can you split the operations into separate stories?

BUSINESS RULE VARIATIONS

Can you split the story so you do a subset of the rules first and enhance with additional rules later?

Is each st 1/10 to 1/6 of y

Do eac stories sati

DEFER PERFORMANCE

Could you split the story to just make it work first and then enhance it to satisfy the non-functional requirement?

Does the story get much of its complexity from satisfying non-functional requirements like performance?

Does the story describe a workflow?

Does the story include multiple operations? (e.g. is it about "managing" or "configuring" something?)

Does the story have a variety of business rules? (e.g. is there a domain term in the story like "flexible dates" that suggests several variations?)

Are there can depriorit

start here

2

APPLY THE SPLITTING PATTERNS

Is there an o to start with early value, mitigati

VARIATIONS IN DATA

Can you split the story to process one kind of data first and enhance with the other kinds later?

Does the story do the same thing to different kinds of data?

the story to ore first and later stories?

Does the story have a simple core that provides most of the value and/or learning?

MPLEX

last resort

You're done could try an to see if it v

When you apply the obvious split, is whichever story you do first the most difficult?

Does the story have a complex interface?
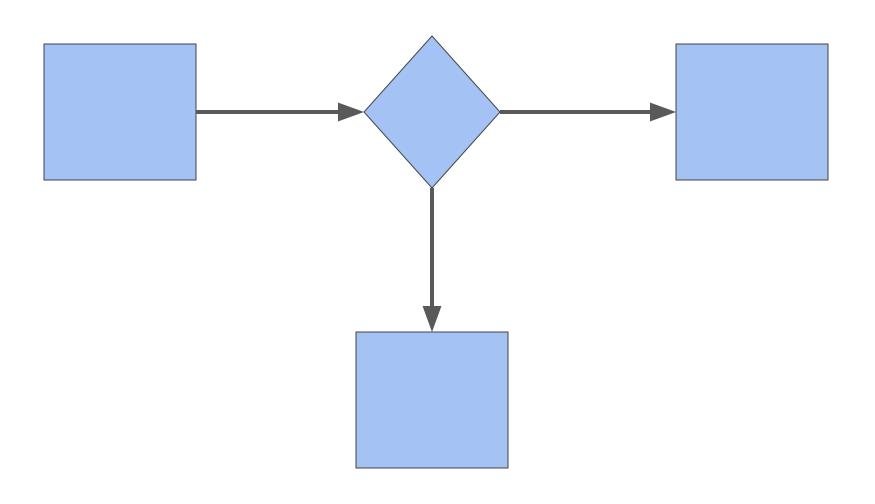
@agileforall Richard Lawrence

Could you group the later stories and defer the decision about which story comes first?

Does the story get the same d data

Are you still baffled about how to split the story?

MAJOR EFFORT
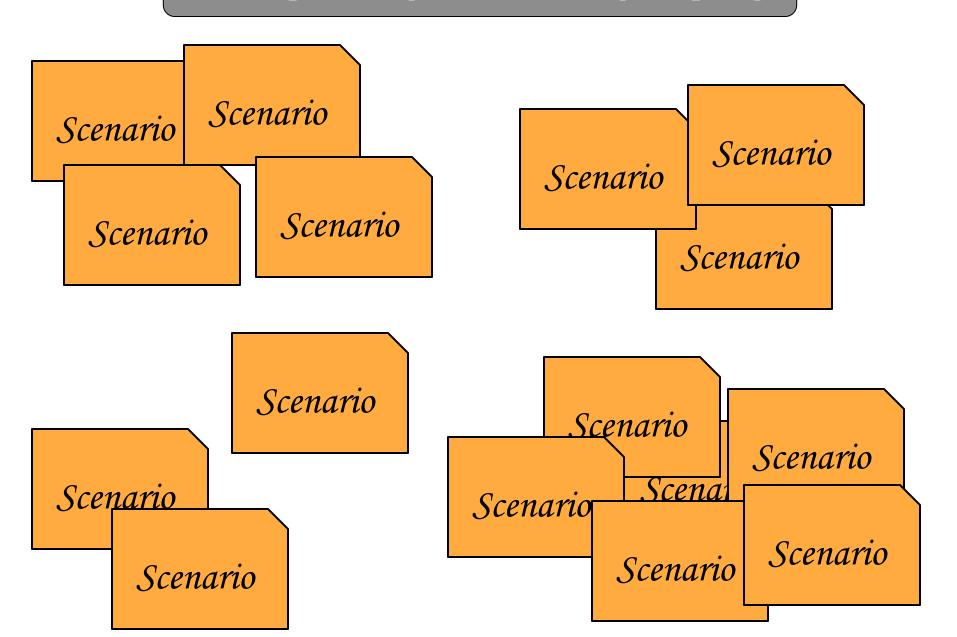
Is there a simple version you could do first?

Can you find a small
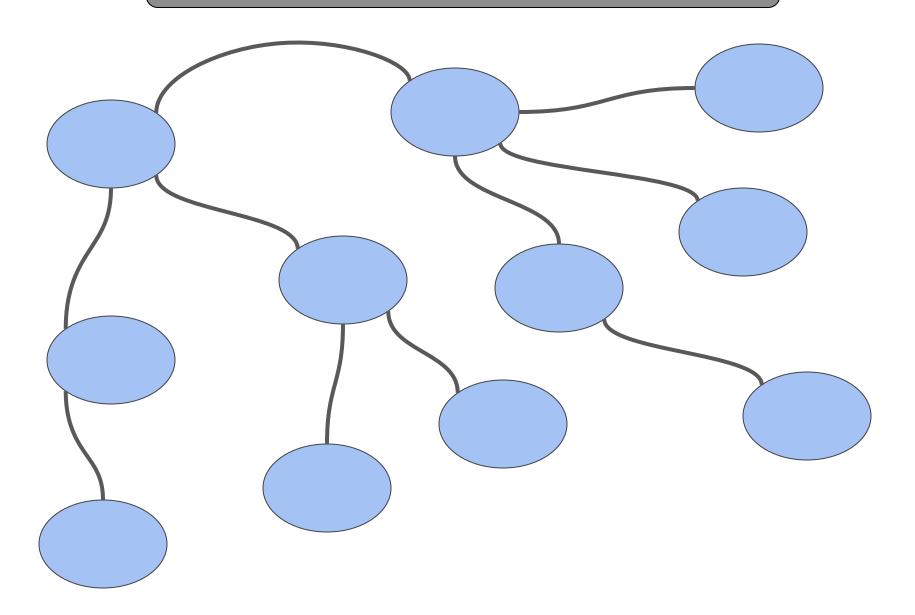
Decomp using flow charts

Decomp using scenario grouping

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

Scenario

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Scenario

Scenario

Scenario

Scenario

Decomp using mind mapping

Specify collaboratively

Defer detail acceptance criteria

Promote test case creation

Collaborate: function over role

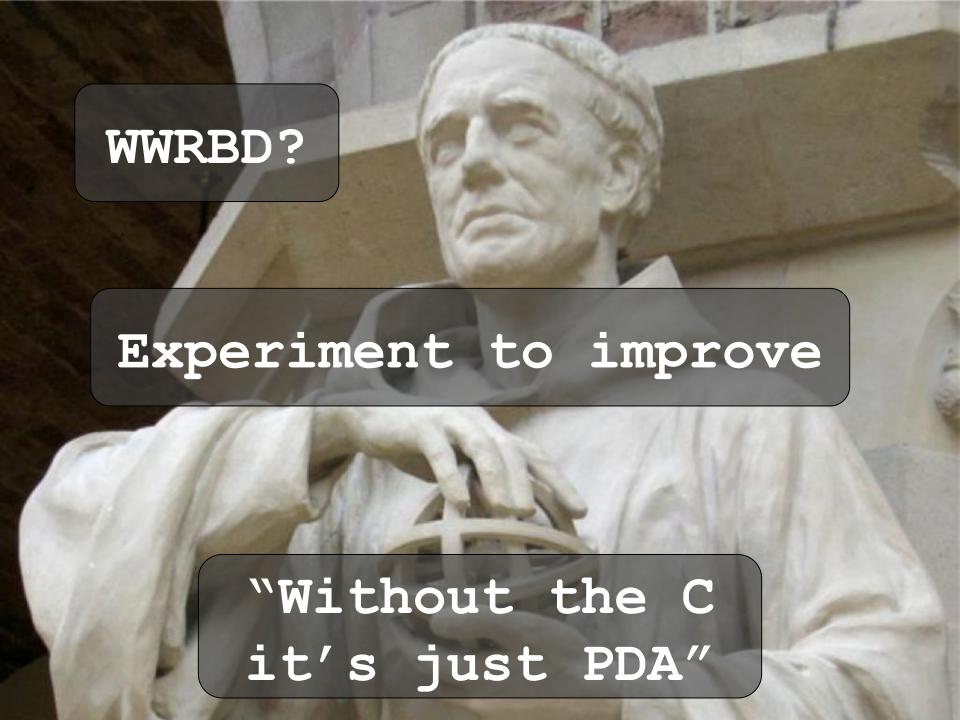**Programmer triggered pull**

Timbox 30min/15min

Deliver frequently

Things get easier with repetition

You develop muscle memory & rhythm

(PS...read the Phoenix Project!)

WWRBD?

Experiment to improve

"Without the C it's just PDA"

At the end of the day...

Cadence & flow are not mutex

Be intentional about what you do

Break down large batches

Build understanding collaboratively

Get regular customer feedback

Make time for improvement

Questions?

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