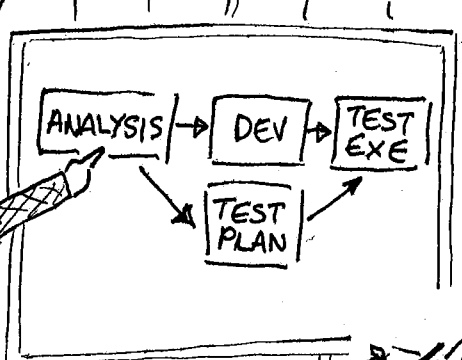
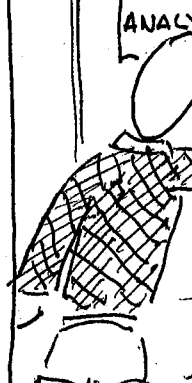
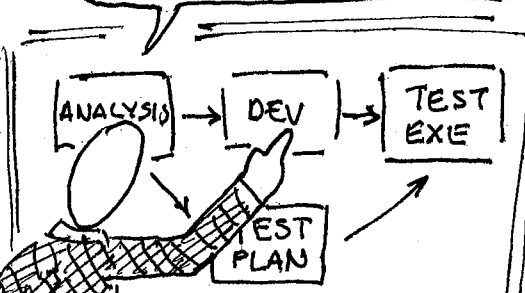


LET'S LOOK AT AN EXAMPLE. CONSIDER SOFTWARE DEVELOPMENT. LOOK FAMILIAR?



IN ORDER TO SAVE TIME DEVELOPMENT AND TEST PLANNING OCCUR IN PARALLEL. MAKE SENSE?



SURE DOES. FINISH ANALYSIS AND HAND OFF TO DEVELOPMENT AND TEST PLANNING. IT ALL COMES TOGETHER IN TEST EXECUTION.

ANALYSIS

DEV

TEST PLAN

DO YOU SEE A PROBLEM? THINK ABOUT REAL OPTIONS.

TEST PLAN

NO. TO BE HONEST, I'M TOTALLY LOST

REAL OPTIONS ARE ABOUT INFORMATION ARRIVAL. WE WANT INFORMATION TO ARRIVE BEFORE WE MAKE A COMMITMENT

THAT MUCH I GET. OLAV SAID THE SAME THING

SO WHERE IS THE COMMITMENT IN THIS PROCESS?

IN DEVELOPMENT, WHERE WE COMMIT TO THE BEHAVIOUR OF THE SYSTEM.

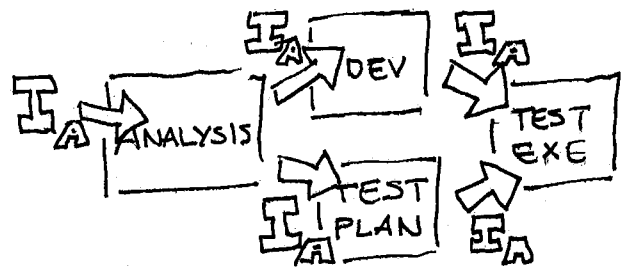


RIGHT. NOW WHERE CAN INFORMATION ARRIVE IN THE PROCESS?

ANALYSIS, DEV, TEST PLAN, TEST EXECUTION, EVERYWHERE. THOUGH LESS SO IN TEST EXECUTION



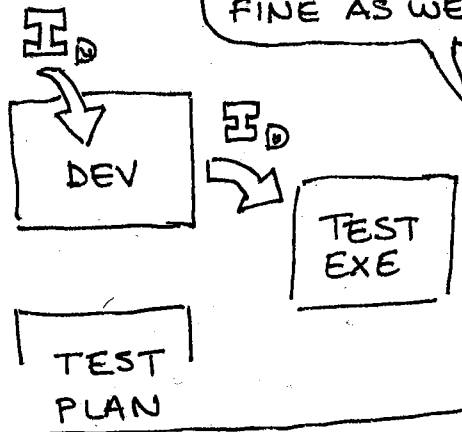
AND ALL THIS INFORMATION NEEDS TO FLOW THROUGH DEVELOPMENT. LET'S LOOK AT INFORMATION ARRIVING IN ANALYSIS. I'LL LABEL IT "I_A"



LOOKS OK.

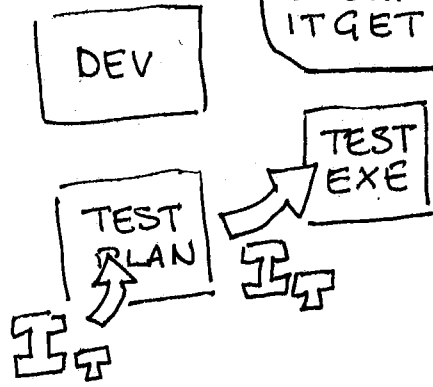
NOW THE INFORMATION ARRIVING INTO DEVELOPMENT. I'LL LABEL THAT "I_D"

THAT LOOKS FINE AS WELL



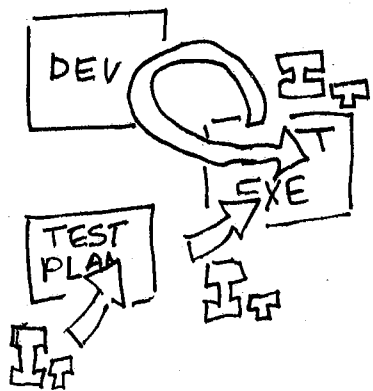
NOW LOOK AT INFORMATION ARRIVING INTO THE TEST PLANNING PHASE. I'LL CALL IT "I_T".

OOOH! HOW DOES IT GET INTO DEV?



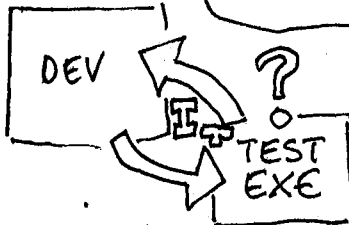
THE INFORMATION WILL GET INTO DEVELOPMENT BUT IT IS AS BUGS THAT DISRUPT THE FLOW.

WHAT DO YOU MEAN BY DISRUPT THE FLOW

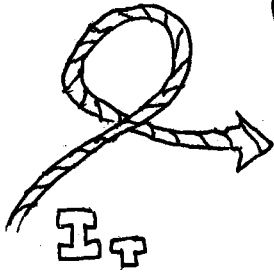


WELL I_A, I_D AND I_T NEED TO BE INCORPORATED INTO THE DEVELOPMENT. THIS CAN HAPPEN IN AN ORDERLY MANNER OR IN A RANDOM UNCONTROLLED MANNER.

SO I_T ARRIVES RANDOMLY INTO DEVELOPMENT, WHEREAS I_A AND I_D ARRIVE BEFORE ANY COMMITMENTS.

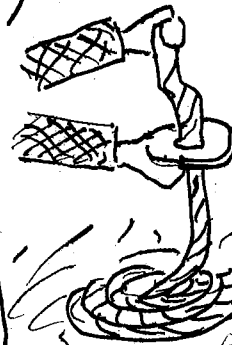


EXACTLY. I_A AND I_D ARRIVE BEFORE THE COMMITMENT BUT I_T ARRIVES AFTER AND EVEN WORSE, IT ARRIVES AT A RANDOM TIME WHICH DISRUPTS THE FLOW.



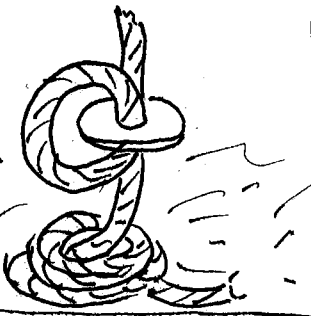
WHAT ABOUT FLOW?

IN A KANBAN SYSTEM WE LIMIT THE WORK IN PROGRESS AND ALLOW THE BUSINESS INVESTOR TO PULL VALUE FROM THE SYSTEM,



A BIT LIKE PULLING A COIL OF ROPE THRU A HOLE THE SIZE OF THE ROPE

THE PROBLEM WITH I_T IS THAT IT MEANS ADDITIONAL WORK IS RELEASED INTO THE SYSTEM WHICH TAKES THE WORK IN PROGRESS ABOVE THE LIMIT. IN EFFECT LOOPING THE ROPE THROUGH THE HOLE AGAIN.



HOW DO YOU MAKE IT FIT?

YOU ASK GOOD QUESTIONS. THE SIZE OF THE HOLE IS FIXED SO WE REDUCE THE THICKNESS OF THE ROPE OR KEEP "CUTTING" IT TO FEED IN A LENGTH OF I_T ROPE.



SO REDUCE THE THICKNESS MEANS ALLOCATE RESOURCE TO "BUG FIXING" OR I_T AS YOU CALL IT, AND "CUTTING" IS TASK SWITCHING

AND WE KNOW THAT REDUCING CAPACITY AND TASK SWITCHING ARE....?

BAD! BAD! BAD! AND VERY UNPOPULAR WITH THE BUSINESS INVESTOR

20% TO FIX THE THINGS THAT AFT GANQ AGLEY

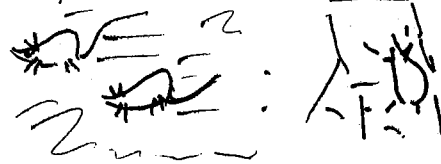


REDUCING CAPACITY BY ALLOCATING RESOURCE TO BUG FIXING IS VERY VISIBLE TO SAID BUSINESS INVESTOR SO WE TEND TO GO FOR THE TASK SWITCHING....

WHICH IS WORSE!

CAT! RUN!

GIVE ME A SECOND. I'M JUST FINISHING THE PLAN



WHY DO YOU SAY THAT?

TASK SWITCHING ISN'T VISIBLE. EACH SWITCH LOSES TIME THAT IS HARDER TO EXPLAIN.

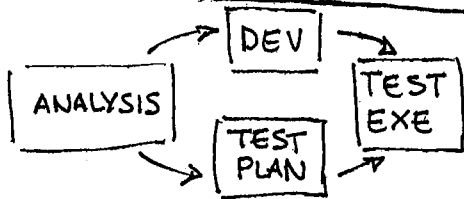
WHAT HAVE YOU DONE TODAY?

ONE HOUR ON CHEESE PATROL. ONE HOUR ON CAT WATCHOUT. AND SIX HOURS REMINDING MYSELF ABOUT CAT DYNAMICS SOFTWARE

GET UP, IT'S A STAND UP, NOT A LIE DOWN.

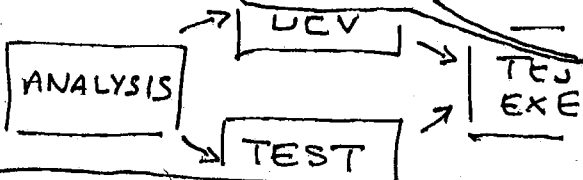
AND WE CANNOT BATCH UP THE BUGS BECAUSE THAT WILL DELAY DISCOVERY OF BUGS THAT ARE MASKED BY THE KNOWN BUGS

THIS IS PRETTY BAD



IT'S EVEN WORSE THAN THAT. IT CAN EASILY BE AVOIDED.

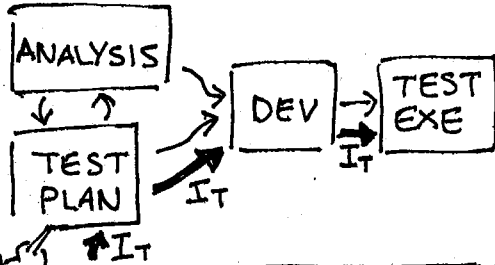
How so?



LISTEN UP. THE ONE WITH HIS UNDERPANTS OVER HIS TROUSERS MIGHT BE ABOUT TO SAY SOMETHING USEFUL!

FAT CHANCE

WE CAN CHANGE THE PROCESS SO THAT IT FLOWS INTO DEVELOPMENT. LOOK.



GENIUS

IT WILL NEVER WORK.

WHAT DO YOU THINK?

SURELY IT WILL MEAN THE ANALYSIS WILL TAKE LONGER AND DELAY THE PROJECT



LONGER?

WHO DO YOU THINK IS RIGHT?

MY MONEY IS ON THE ONE WHO LOOKS LIKE HIS UNDERPANTS ARE OVER HIS PANTS

WHAT IS MONEY SURELY YOU MEAN CHEESE.

ACTUALLY WE REMOVE DUPLICATION OR WASTE. LETS GO EAT SOME CORN. I'LL TELL YOU WHY AFTER LUNCH.

GOOD IDEA. I'M STARVING. DO YOU HAVE CHEESE TO GO ON THE CORN?

