

Agile - Necessary, But Not Sufficient

Agile Benefits

- Customer / Stakeholder Focus
- Transparency
- Team Engagement
- Faster Delivery of Value
- Flexibility
- Feedback Loop / Higher Quality
- Continuous Improvement ...



Jeff Sutherland
Co-developer of Scrum '93
Co-author Agile Manifesto '01

"You can't manage a large scrum organization without understanding Lean."



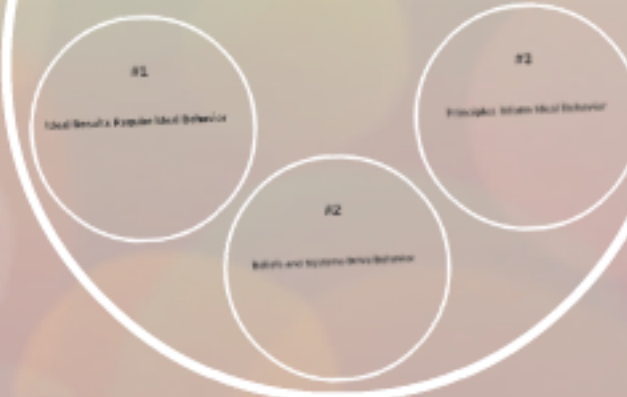
Secret Sauce

The Goal is not to create value...

The Goal is to create a system of learning
i.e. a People System!

Shigeo Shingo

3 Insights of Enterprise Excellence



- Respect every individual
- Lead With Humility



Back to Agile...



Agile Opportunities

- Value Stream Focus
- Systems Thinking
- Lead with Respect
- Shingo



People, Process, Technology...
in that order!



Lean Thinking



Shigeo Shingo's 3 Insights of Enterprise Excellence

Insight	Local Results & People Must Behave	Integrated System Must Behave	Culture and Systems Must Behave
1. Local Results & People Must Behave	100%	100%	100%
2. Integrated System Must Behave	100%	100%	100%
3. Culture and Systems Must Behave	100%	100%	100%
4. Local Results & People Must Behave	100%	100%	100%
5. Integrated System Must Behave	100%	100%	100%
6. Culture and Systems Must Behave	100%	100%	100%
7. Local Results & People Must Behave	100%	100%	100%
8. Integrated System Must Behave	100%	100%	100%
9. Culture and Systems Must Behave	100%	100%	100%
10. Local Results & People Must Behave	100%	100%	100%



"Systems"

Key Work Systems Drive Key Behaviors...



Taylor's 4 Principles of Scientific Management:

- Replace rule-of-thumb work methods with scientific approach (time and motion)
- Train employees
- Detailed instruction and supervision of workers in discrete tasks
- Managers define the work and the workers actually do the work



"A person's life is an accumulation of time, so we have to use it effectively, otherwise, we are wasting their life."

Eiji Toyoda



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