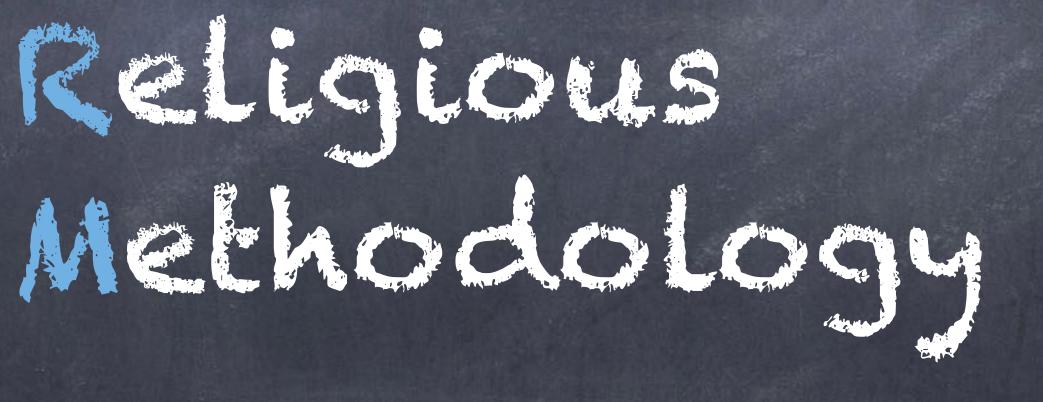
## Dan North Otastapod



## Kalherine Kirk Okkirk



It is so slow to deliver! It is expensive, poor value Too many "surprises" PMO tells us too late!

## PMO and Change groups

IT always blow their estimates and can't stick to a plan How can we govern and report? We don't even know if their work is aligned with the org!

# PLEASE ACLP US. Development

We know we are slow... but we are working so hard! Business doesn't trust us PMO micromanages us Infrastructure is a bottleneck Our landscape is so complicated!

### Infrastructure

We want to help but der teams won't tell us what they need Our procurement cycle is annual so we have to know in advance



# What are we doing so wrong?



VS

# Cost Accounting cost and profit centres local "performance" largels busyness and effort







"You are aiming at the wrong target"

Throughput Accounting

whole org creakes value identify and resolve bottlenecks lead time and throughput



## Agile<sup>th</sup> will save us!

## PMO and Change groups

### Agile<sup>m</sup> will save us!

# ON TRANC MAR CHEER Development

## Agile<sup>m</sup> will save us!

## Infrastructure

Agile<sup>m</sup> will save us!







Agile<sup>m</sup> didn't save us! Or whatever it was those IT folks were doing

PMO and Change groups Aqile<sup>m</sup> didn't save us! People were even more reluctant to give estimates. They even have a #hashbag

# PLEASE AELP U.S...

### Development

Agilet didn't save us! It's the same old command-and-control, just with different labels

Infrastructure Agile<sup>m</sup> didn't save us! Now they are even less likely to know what they want



That thing we tried worked ok, and then it stopped working!

PMO and Change groups

That thing we tried worked ok, and then it stopped working!

# PLEASE AELP LS. Development

That thing we tried worked ok, and then it stopped working!

### Infrastructure

That thing we tried worked ok, and then it stopped working!





# That thing was bried worked ok, and enen it stopped workeing!







## Interdependency drives the need to collaborate

These are the drivers of Lean and Agile methods

# Three Characlerislics

# change drives the need to adapt

## Dissatisfaction drives the need to iterate

But why does that matter?

# That thing was bried worked ok, and then it stopped working!



# Things were going ok, and then they werent!



# Three Inevitables of the Universe

Expiry stimulates creating, starting over

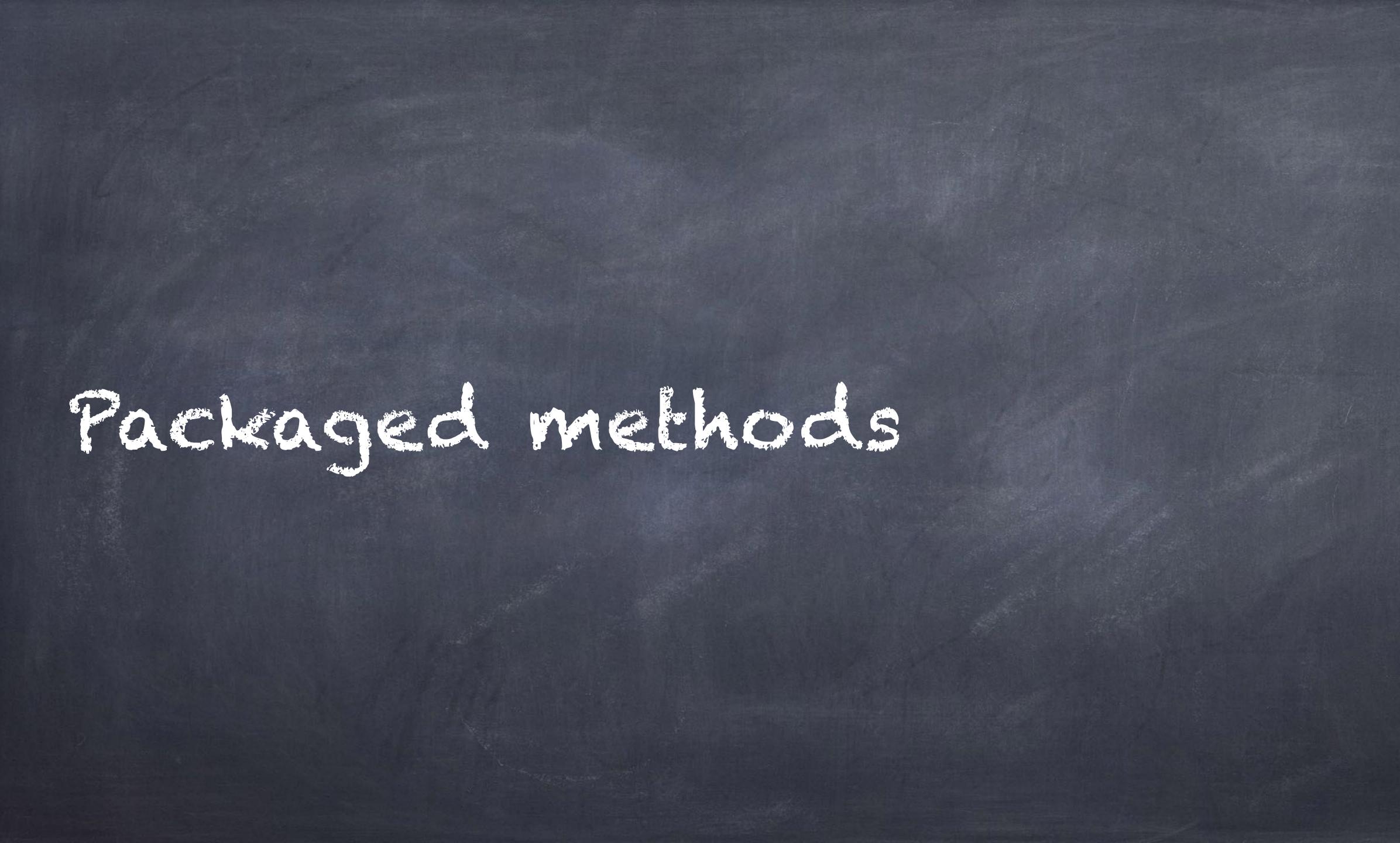
Dysfunction stimulates innovating, challenging

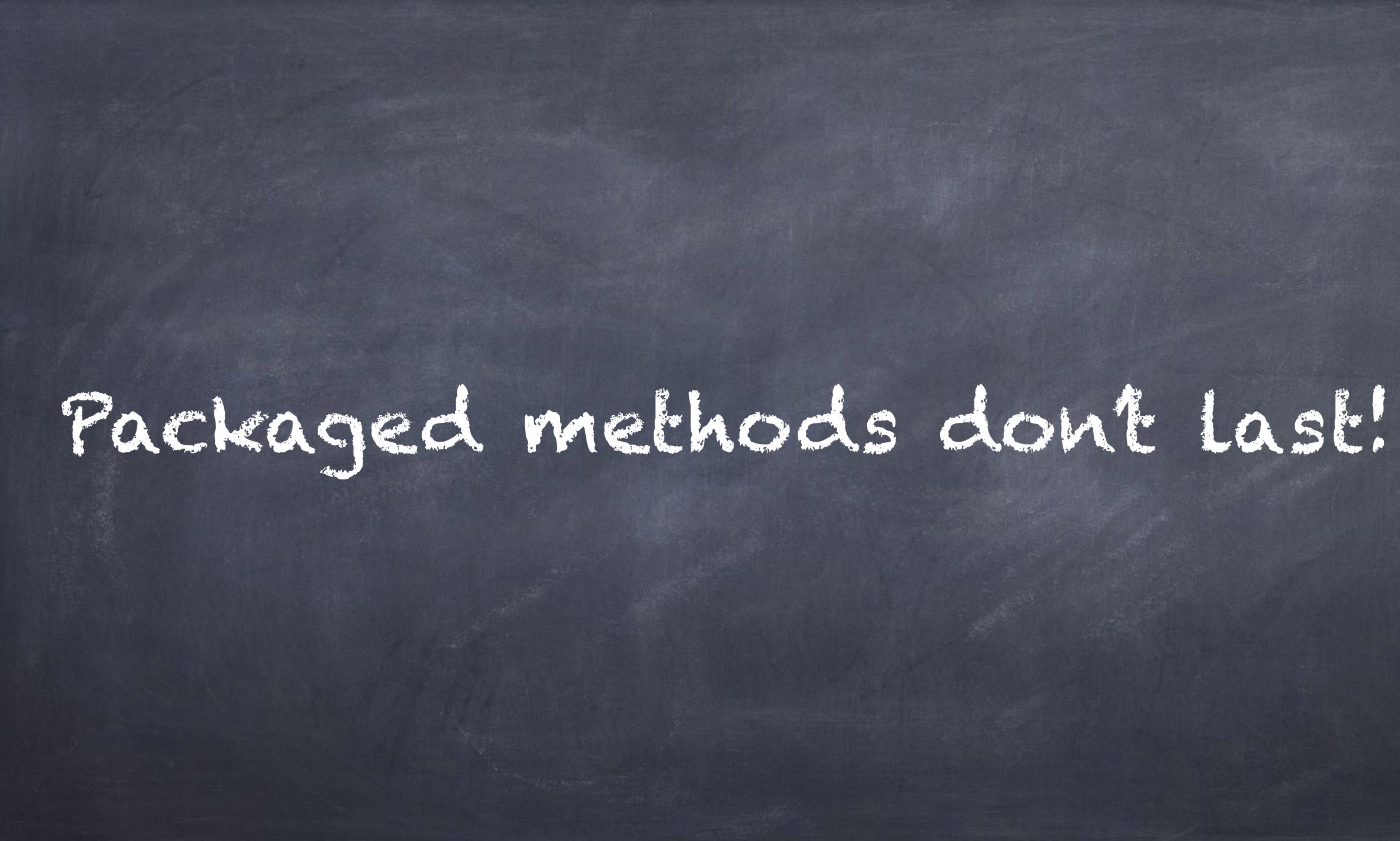
Degradation stimulates maintaining, transforming



# Three Incritables CONTRACTOR ETU

Applies to people, projects, teams, strategies, organisations







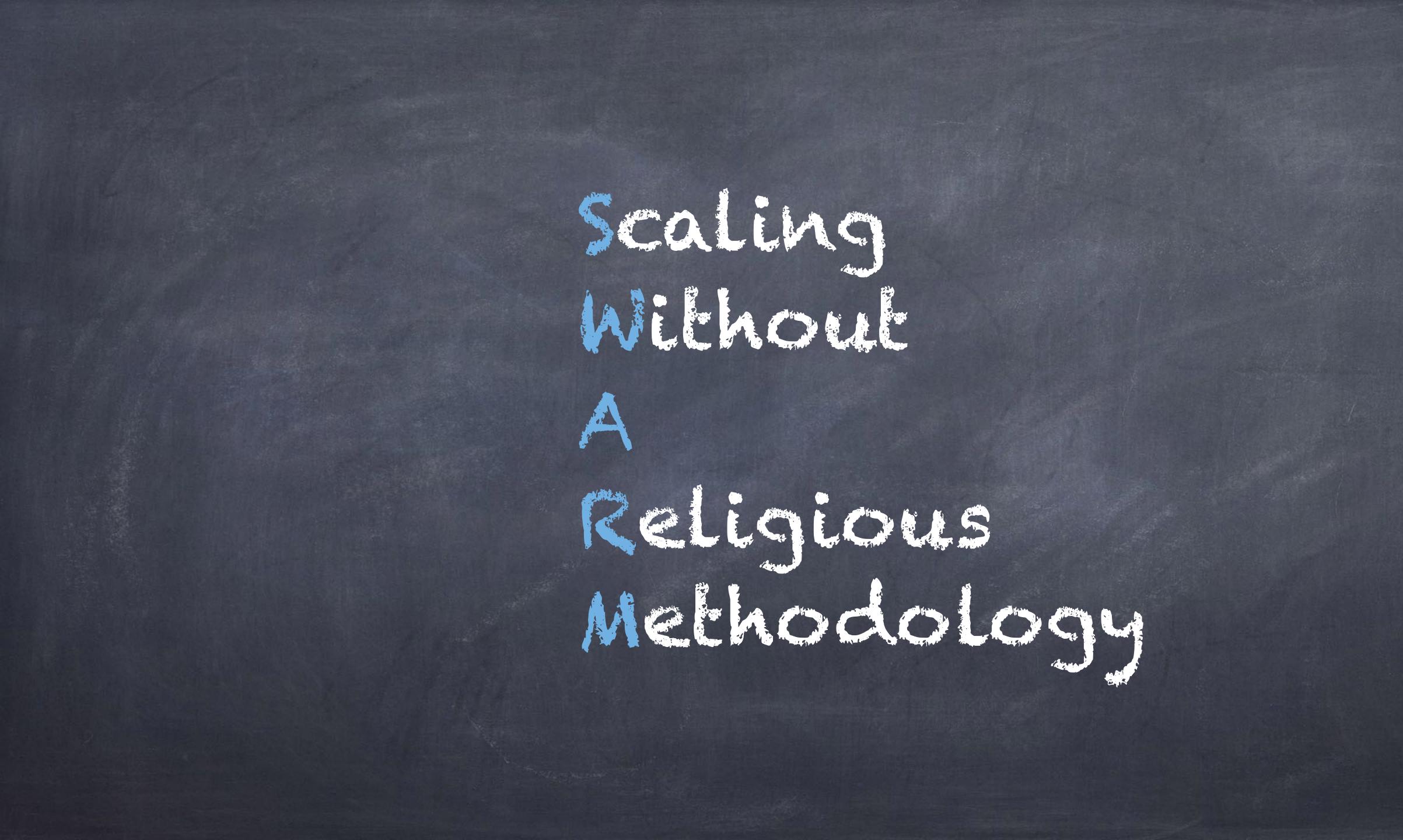


crave answers and we fear uncertainty.

# First a word about religion

# religion (n): the structures, constraints and rituals we humans accrete around a kernel of faith because we

- Dan North







Realized States States

# Investment

Praclise

# Education

# - Consistent - Invested - Resilient

# \*necessary but not sufficient

# Communications

# External help



# Based on simple principles

Reople are basically good @ "Everyone is trying to help" Sustainable flow of value is the goal o We need to Learn new metrics and techniques Theory of Constraints: one constraint at a time o "The Goal" as a book club

# This is literally all of it

## Visualise -> Stabilise -> Optimise

## Start small, get data

## Learn from mistakes, iterate

\*not literally



Mastery is understanding how to work with the grain. This means adapting, iterating and combining techniques for your context and the changes around you.

There is no magic formula, but there is hope

This all takes education, time, practise, and other things

# Dont be fooled!

You can't defeat the universe



# Dan North Clastapod



## Kalherine Kirk Okkerk