continuous process improvement

Agile & Lean: It's About Getting Results

November 2, 2021

Port of Seattle | STRATEGIC INITIATIVES

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CPI Program Manager

Agile & Lean:
It's About
~~Getting Results~~
Respect for People

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Tools are Essential to Perform the Task

Knowing How To Use Them Makes All The Difference!

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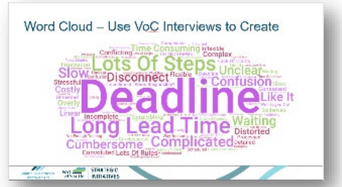
AGENDA: Agile Tools Applied to the PDCA Cycle

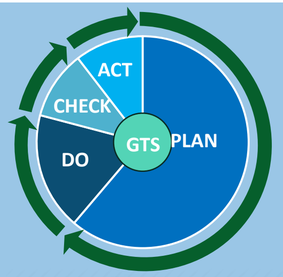


TOOLS

G R A S P T H E S I T U A T I O N

- Voice of the Customer

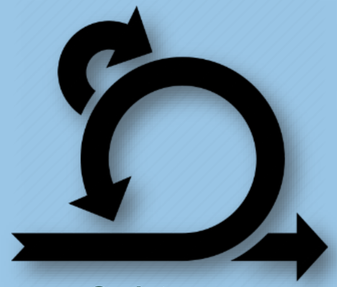
PURPOSE



PLAN

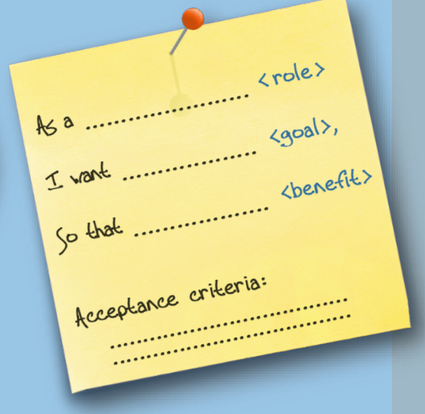
Collaboratively work together to identify problems and goals, understand the current state especially from the customer's perspective, formulate theories about root causes, develop solutions, define how to measure improvements, and plan improvements through CPI Workshop[s].

TOOLS



- Sprints

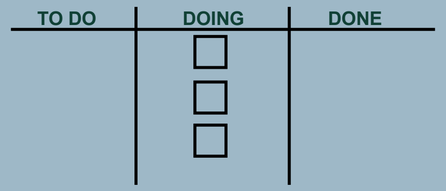
- Time Box



- User Stories

DO

Execute the plan, carry out activities, apply best practices, and manage improvement expectations with people & processes.



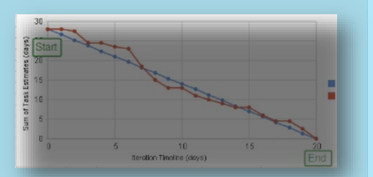
- Work in Progress (WIP)

- Kanban Boards

CHECK

Work with the improvement team to monitor and measure the improvement efforts, make sure that you check results through an EDI lens.

- Definition of Done



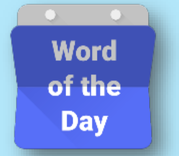
- Burn Down Charts

- EDI Lens

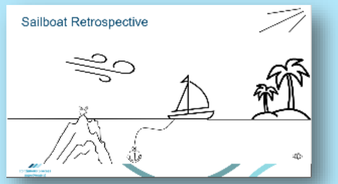
ACT/ADJUST

Standardize successful efforts through standard work and visual management, make adjustments when results don't meet expectations, celebrate successes, sustain efforts, and repeat PDCA cycle.

- Daily Stand Ups



- Word of the Day



- Retrospectives

AGILE: It is a Mindset for Improving Teamwork and Performance While Adapting to Customer Changes

Essentially it is an iterative project management methodology initially used for software development:

Individuals and Interactions OVER Processes and Tools

Working Software OVER Comprehensive Documentation

Customer Collaboration OVER Contract Negotiation

Responding to Change OVER Following a Plan

AGILE TODAY

Project Management Institute – changed PMP Certification this year to include AGILE

Project Management Institute

Project Management Institute

THIS IS TO CERTIFY THAT

Jared E Thatcher

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Randall T. Black • Chair, Board of Directors

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PROJECT MANAGEMENT INSTITUTE CORPORATE SEAL 1969

PMP® Number 1888363

PMP® Original Grant Date 29 December 2015

PMP® Expiration Date 28 December 2021

Project Management Institute

SCRUM

Scrum /skrəm/

noun

1. RUGBY

an ordered formation of players, used to restart play, in which the forwards of a team form up with arms interlocked and heads down, and push forward against a similar group from the opposing side. The ball is thrown into the scrum and the players try to gain possession of it by kicking it backward toward their own side.

2. BRITISH

a disorderly crowd of people or things.

"there was quite a scrum of people at the bar"

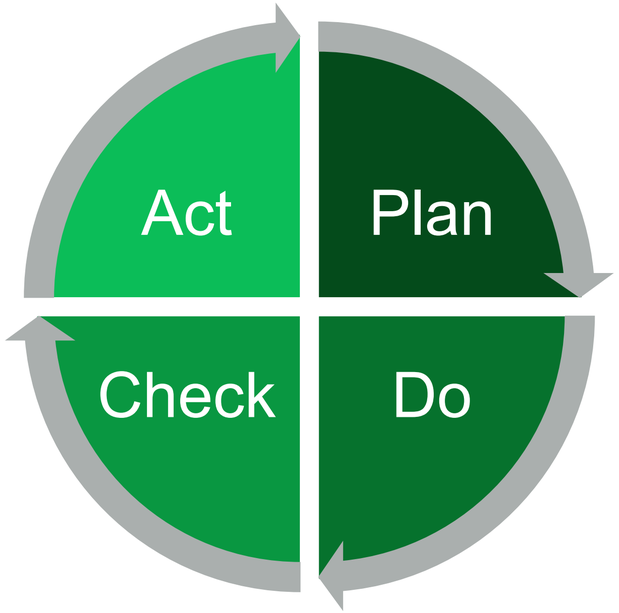
SCRUM = WORKING TOGETHER

PLAN, DO, CHECK, ACT(ADJUST) (PDCA)

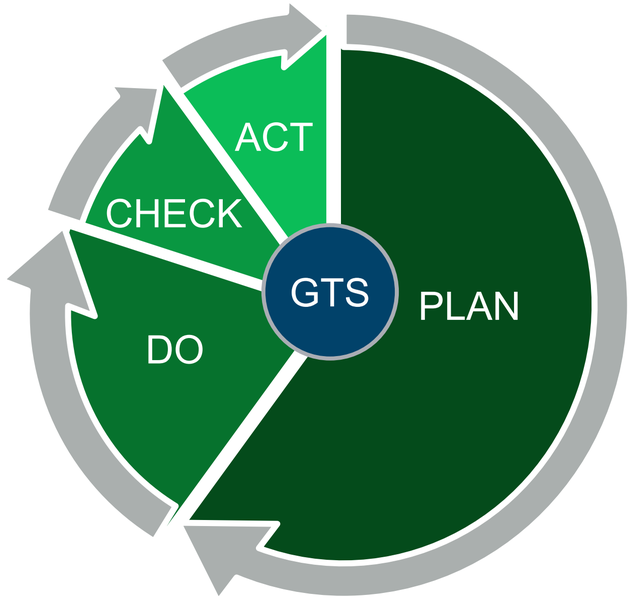
PDCA is a framework that is at the heart of continuous improvement.

The PDCA Cycle helps you in your efforts in continuous improvement.

Typically Shown Like This:



I Want You to Think of it Like This:



GTS = Grasp the Situation

GRASP THE SITUATION

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TOOL: VOICE OF THE CUSTOMER

Voice of the Customer (VoC)

Creating Value for the Customer is at the heart of Agile and Lean.

A Voice of the Customer interview is both an Agile and a Lean tool.

This tool is about reaching out to the customers to understand what they see as **value**.

We could easily spend an entire day learning how to run a successful VoC.

Why Voice of the Customer?

- Understand and align with what the customer values
- Keep the focus on providing value to the customer
- Gain greater understanding of the process
- Gather information to tell a story
- Be able to QUANTIFY qualitative data
- Create baseline data for potential Key Performance Indicators (KPIs)
- You might discover other customers of the process

Word Cloud – Use VoC Interviews to Tell the Story

Deadline
Long Lead Time
Lots Of Steps
Cumbersome
Complicated
Confusion
Disconnect
Time Consuming
Waiting
Like It
Unclear
Slow
Conflicting
Distorted
Inflexible
Complex
Frustration
Incomplete
Scrambling
Overly
Costly
Linear
Stressful
Unneeded
Convoluted
Lots Of Rules
Carelessness
Compliance
Processed
Detailed
Scheduled
Dates Don't Align
Misunderstood
Lack Of Trust
Lack Of Clarity
Flexible
Deadline
Impediment
Who's Responsible?
Too Much Review
Well Layed Out
Not Enough Training
Takes Months
Disconnect
Complicated
Unclear
Confusion
Good Electronic Workflow
Waste Of Time
Forced Review
Don't Follow Process
Too Many Hands In The Pot
Not Set In Stone
Way Too Long
Four-Page One-Pager?
Spiderweb
Intimidating
Flexible
Well Layed Out
Consistent
Slow
Time Sensitive
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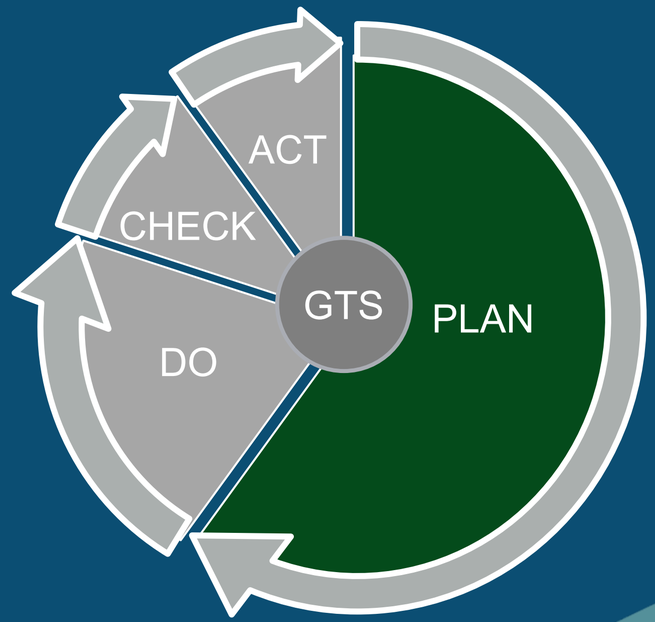
PLAN



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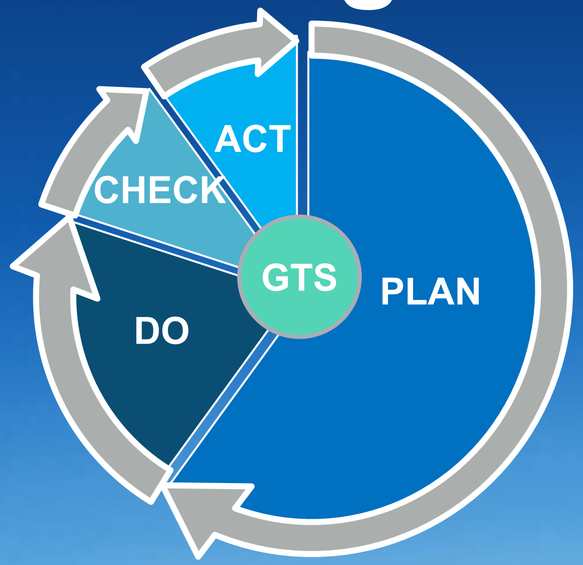
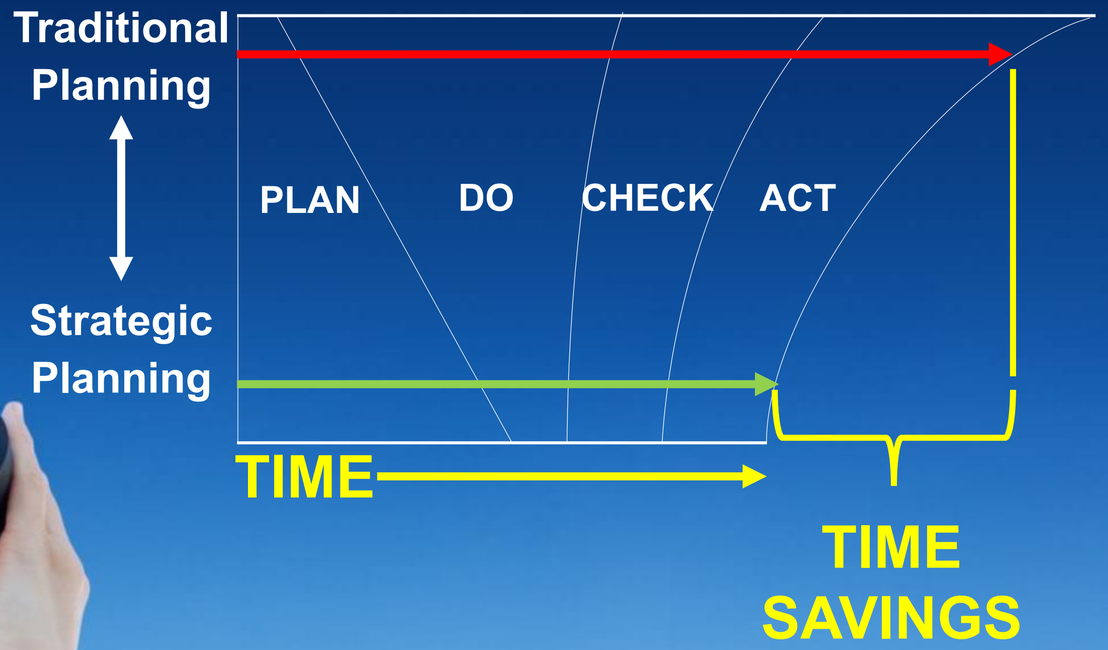
Planning is Key





TOOL: SPRINTS

Concept of the SPRINT

A Sprint is a sort race, but…
In Agile planning terms it is a predefined period of time to deliver some tangible result so that you can receive customer feedback and adjust where needed to increase value.

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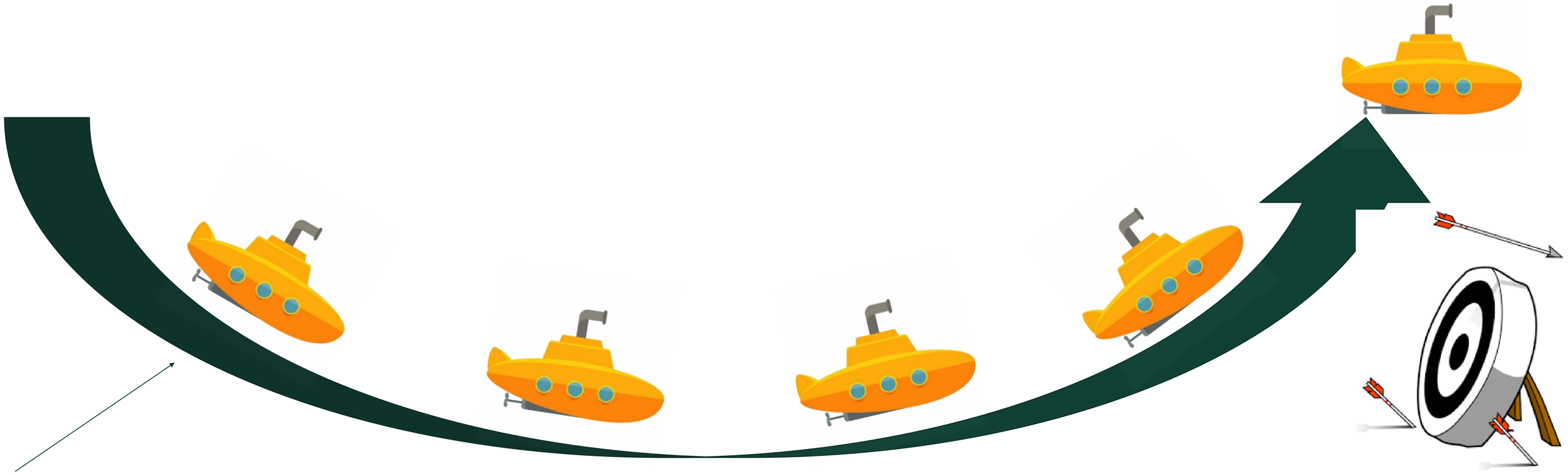
Traditional Project Delivery vs. ***SPRINT*** Delivery

Traditional Project Delivery work starts after getting direction and once the work is finished do you then check in to make sure the delivered results are what the customer is looking for.

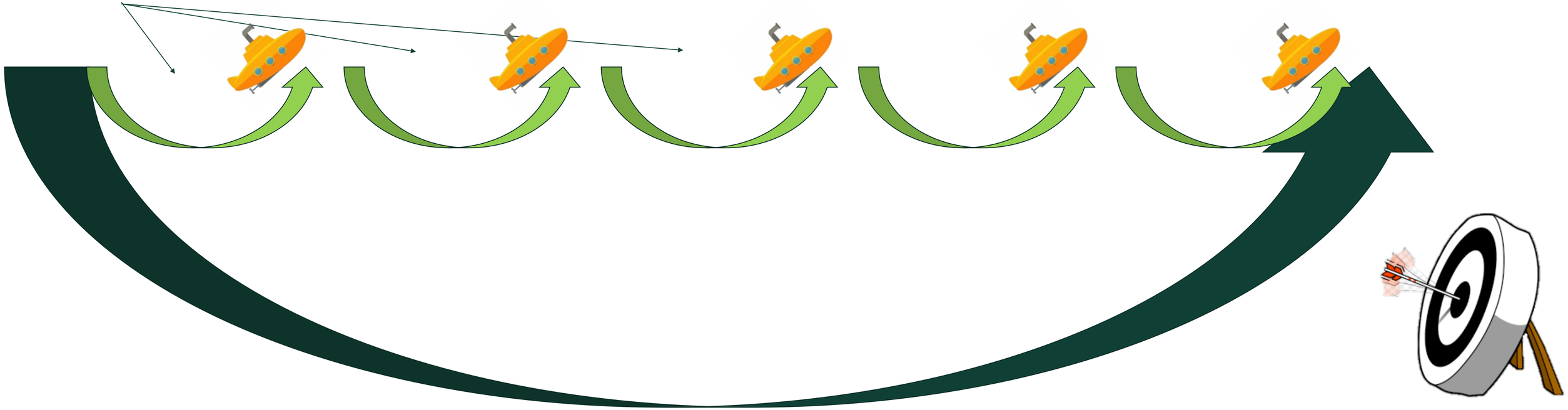


Typical Project Path: Don’t come up for air until done, but you can miss what the customer needs when you do this way.

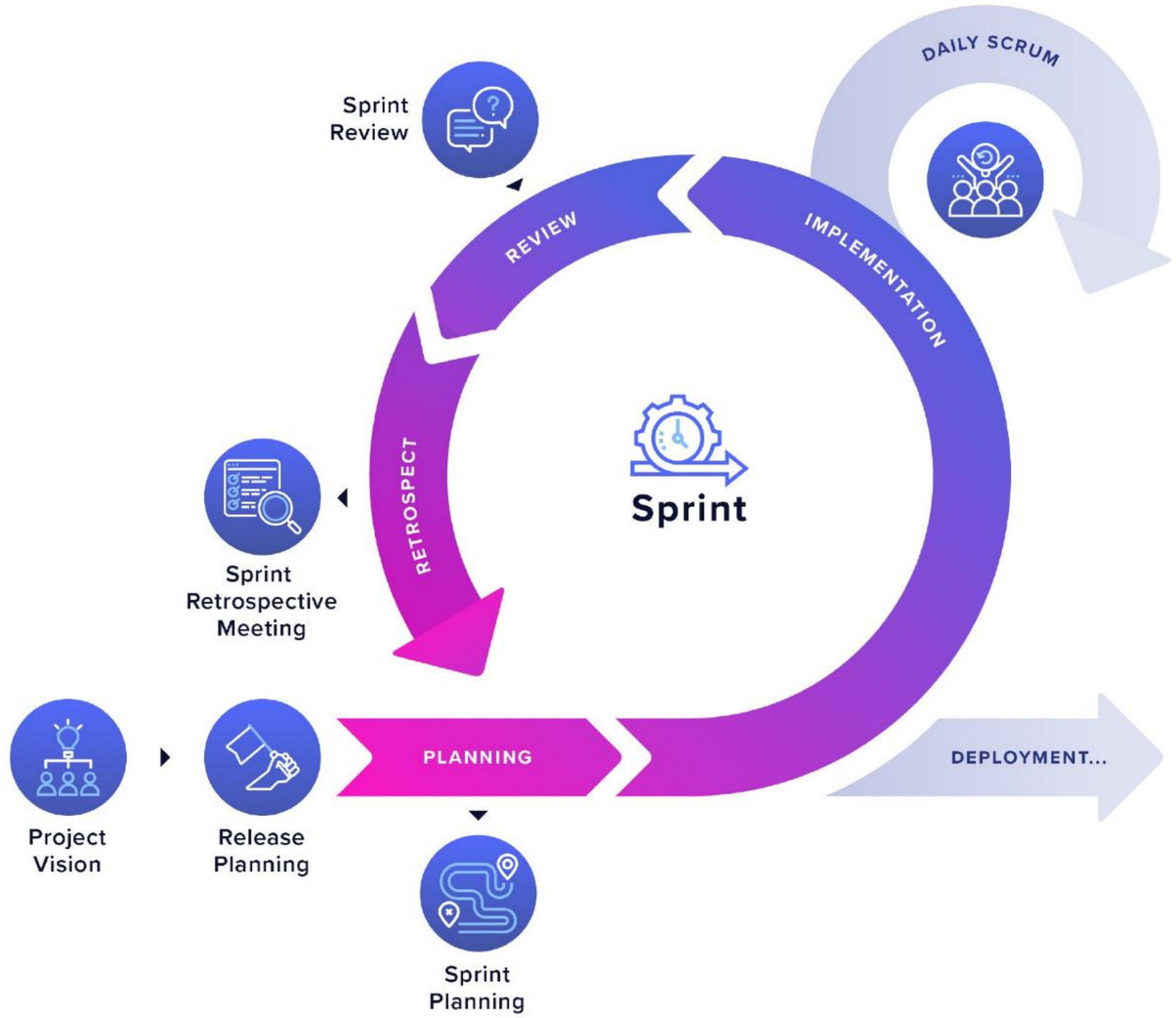
Traditional Project Delivery vs. ***SPRINT*** Delivery

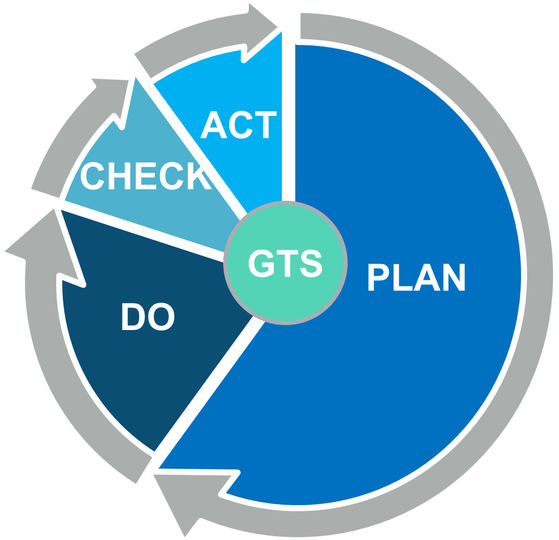
An Agile Sprint Delivery starts after getting direction but with each sprint they deliver some element of the project, checking in with the customer to course correct, as necessary.

Short Sprints:
Allow you to check in, make sure you are on the right path (course correction) before you finish the project.

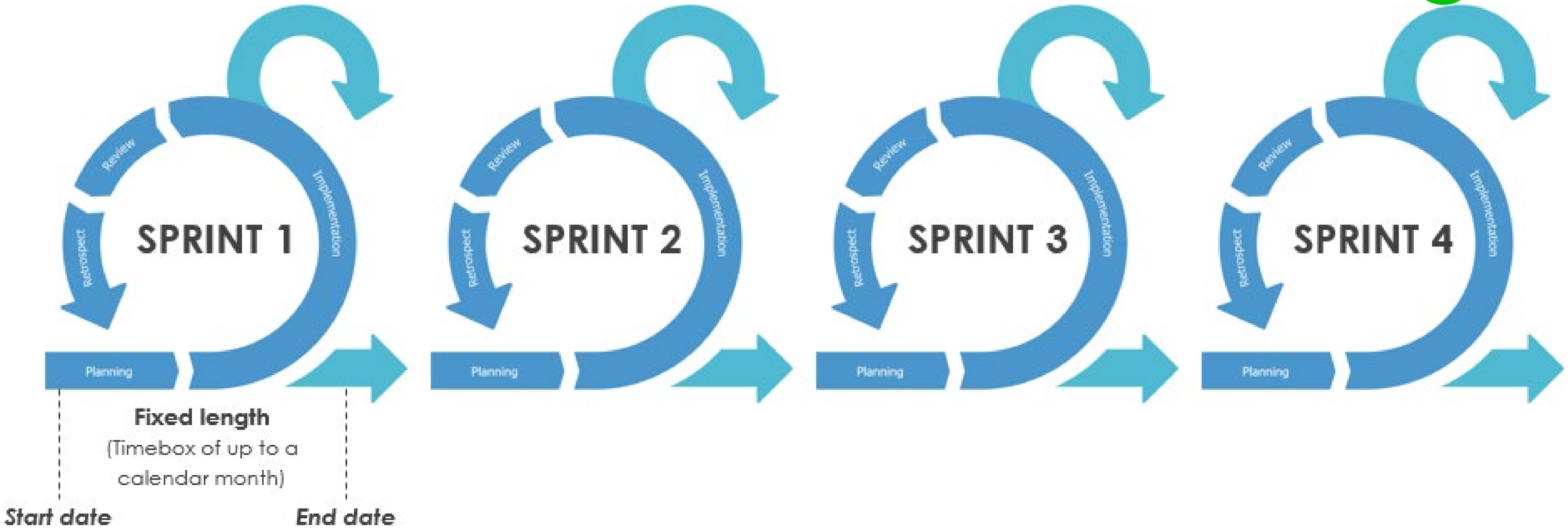


The SPRINT Cycle





SPRINTS: Project Management by Continuous Delivery of Value



TOOL: TIME BOX

Time Boxing

Time Boxing

The Result

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Advantages of the Time Box

Based on Parkinson's Law: "Work expands so as to fill the time available for its completion."

- It's a powerful time management technique
- It helps manage time by creating a predefined time period for an activity
- It forces you to set the time and hold to the deadline
- It encourages better prioritization
- Great tool for procrastinators & perfectionist
  "I can do it later" or "It's not good enough!"
- A set time forces action

TOOL: USER STORIES

User Stories

A User Story is a short and simple description of a feature (improvement)
told from the perspective of the person (customer) who desires the product or service.

How do we do this?

Clarify *who* wants the feature

Describe *what* they want the feature to do

Understand *how* they will benefit from the feature

User Stories Can Improve Your Improvements

USER STORIES HELP US:

MAINTAIN OUR FOCUS

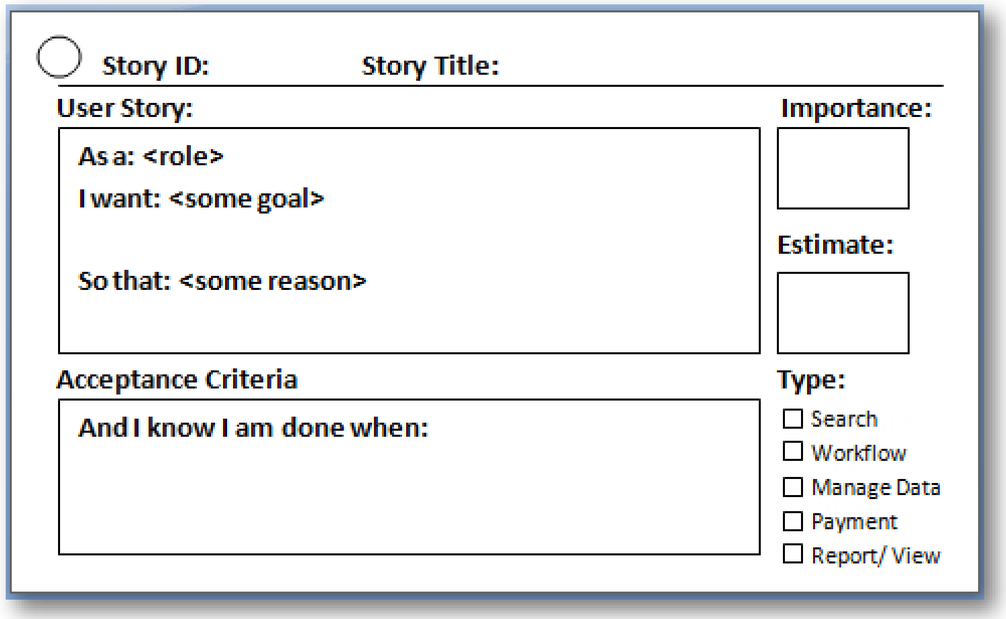
UNDERSTAND THE PURPOSE

RELATE/EMPATHIZE WITH CUSTOMERS

INFLUENCE OUR ACTIONS

ENABLE PEOPLE TO CREATE CUSTOMER VALUE

How to Write a User Story – A Simple Formula



"As a <role>

I want <some goal>

So that <some benefit>

The Acceptance Criteria (Definition of Done) is how you know when you're done

INVEST* in the Characteristics of a Good Story

Independent The user story should be self-contained, in a way that there is no inherent dependency on another user story.

Negotiable User stories, up until they are part of an iteration can always be changed and rewritten.

Valuable A user story must deliver value to the end user.

Estimatable You must always be able to estimate the size of a user story.

Scalable User stories should not be so big as to become impossible to plan/task/prioritize with a certain level of certainty.

Testable The user story or its related description must provide the necessary information to make test development possible.

* The INVEST framework was developed by Bill Wake

Example of Why User Stories Can Be Powerful

Situation: My father had a stroke a number of years ago, and doesn't move around as easily as he use to. He is coming over for a few day's visit.

The kids tend to leave their things all over the house (especially the floor), and this could create a tripping hazard.

As a Your Grandfather <role>

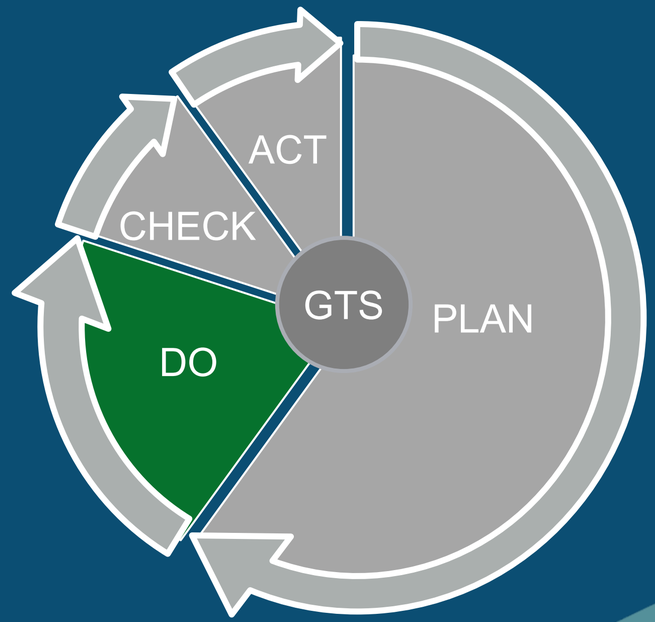
I want I want to enjoy my stay without worrying about tripping <goal>,

So that I can enjoy playing with my grandkids and be safe. <benefit>

Acceptance criteria:

- All tripping hazards are removed
- The guest bedroom & bath are cleaned

DO



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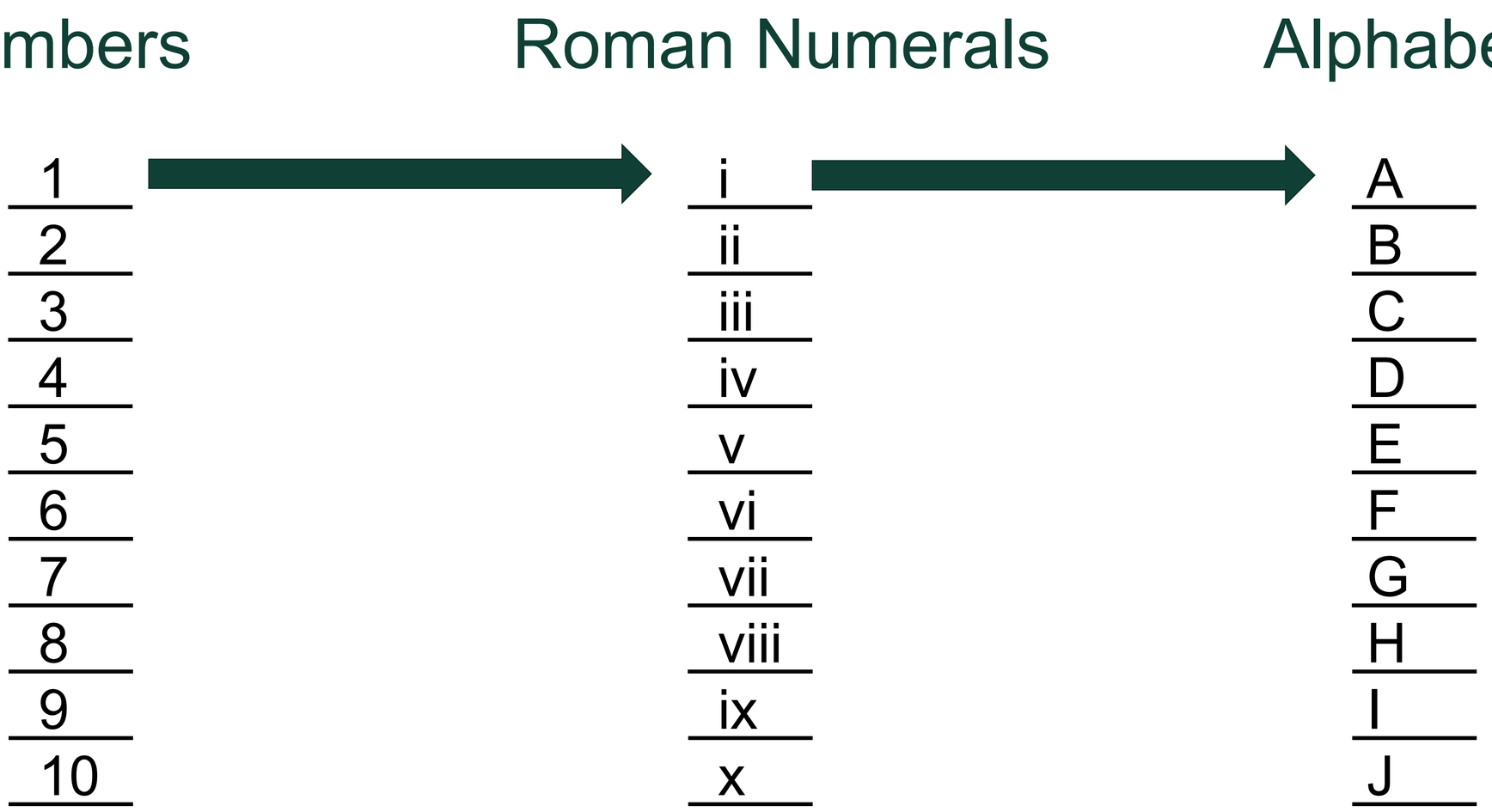
TOOL: WORK IN PROGRESS (WIP)

Who Thinks They Are Good At Multitasking?

Multitasking Activity (1/2)

Get out a piece of paper and make three columns like this:



Multitasking Activity (2/2)

Get out a piece of paper and make three columns like this:

Numbers	Roman Numerals	Alphabet
1	i	A
2	ii	B
3	iii	C
4	iv	D
5	v	E
6	vi	F
7	vii	G
8	viii	H
9	ix	I
10	x	J

Loss of Time to Context Switching

A chart developed by Gerald Weinberg to show this concept:

Number of Simultaneous Projects	Percent of Time Available per Project	Loss of Time to Context Switching
1	100%	0%
2	40%	20%
3	20%	40%
4	10%	60%
5	5%	75%

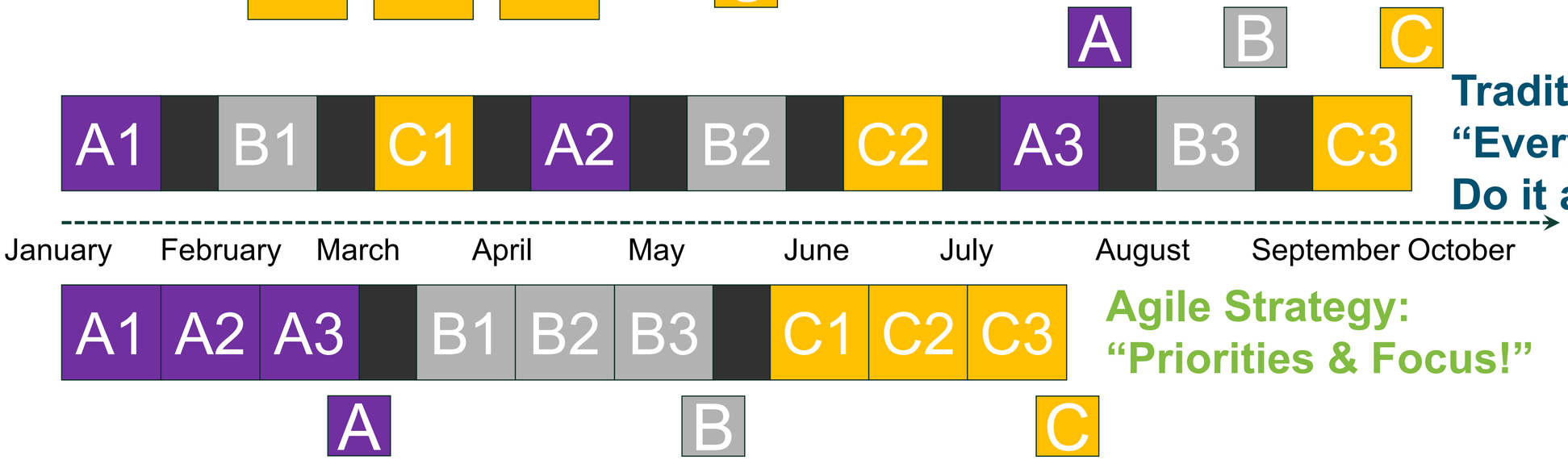
IT IS CRITICAL TO LIMIT THE *WORK IN PROGRESS* (WIP)

The Advantage of Limiting the **Work in Progress**

Project A A1 A2 A3 = A

Project B B1 B2 B3 = B

Project C C1 C2 C3 = C

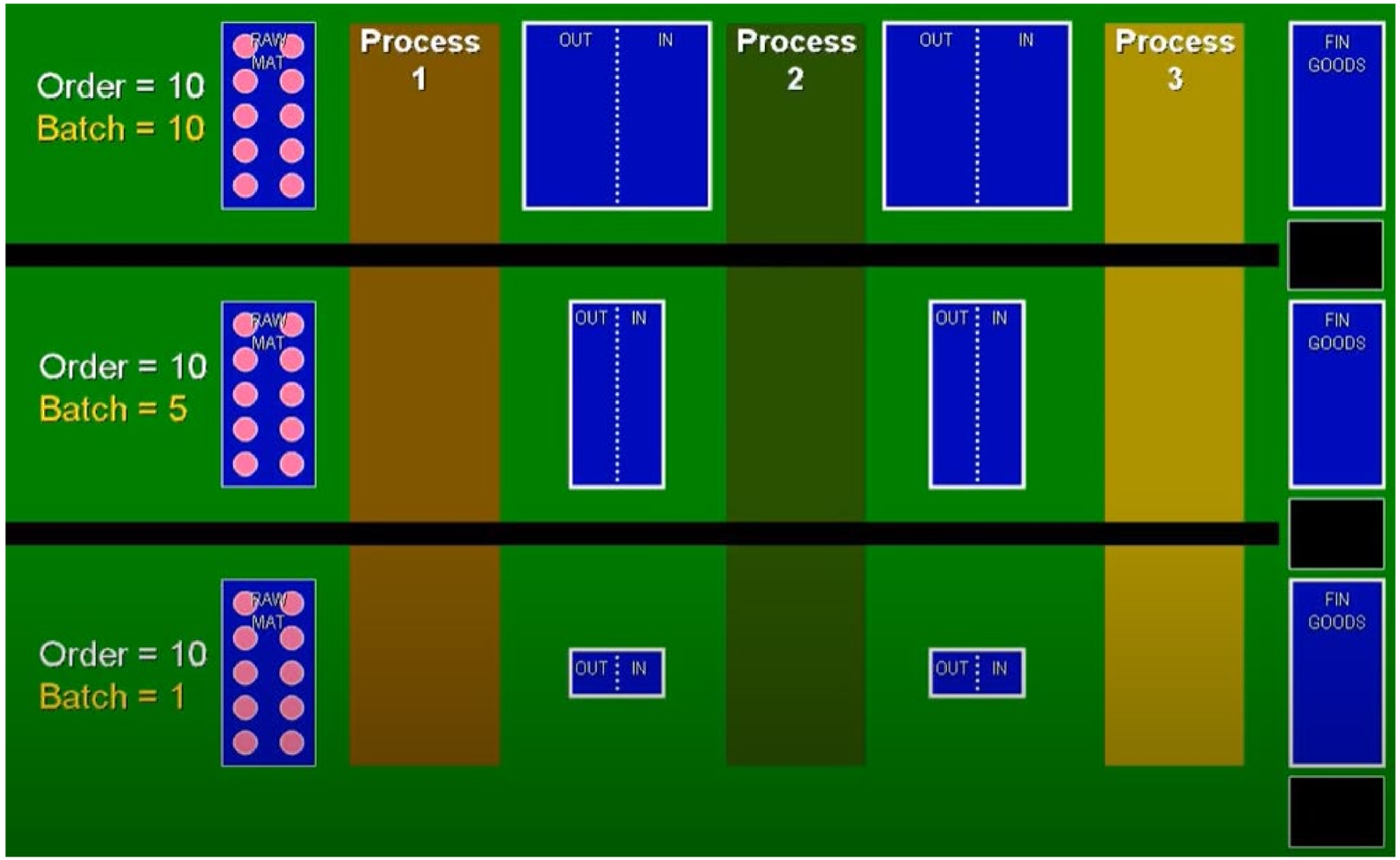


Traditional Strategy:
“Everything is Important!
Do it all at once!”

Agile Strategy:
“Priorities & Focus!”

Flow vs. Batching

https://youtu.be/JoLHKSE8sfU



Work in Progress (WIP) – How Many Things?

More of a prerequisite than' a cure-all, WIP helps you to maintain flow.
It creates the Goldilock's Zone – Not too much / Not too little – It's "***Just Right***"

Establish the WIP that is right for you. How many tasks will you focus on? 1, 2, 3, 4, 5?

Remember the loss of time due to Context Switching – Most people focus on 2-3 items.

The idea is to complete your tasks:

TO DO > DOING > DONE

WIP

TOOL: KANBAN BOARDS

Kanban Boards – A Visual Management Tool

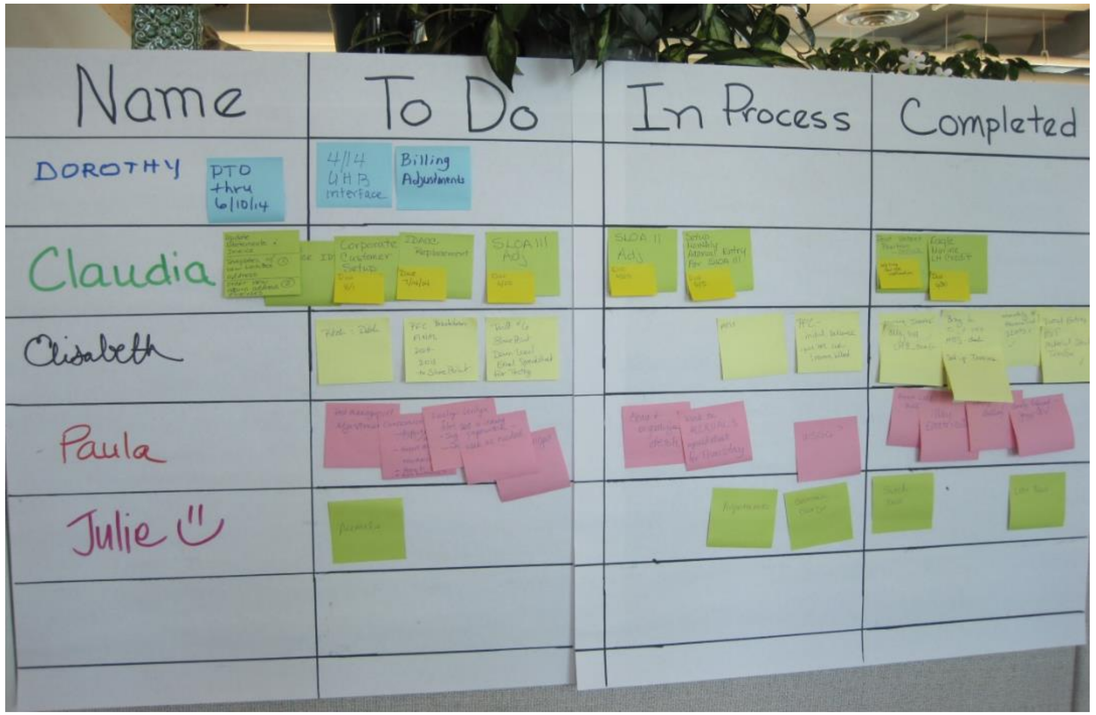
Kanban Boards are a simple, yet powerful visual management tool for performance.

At it Simplest, it is made up of three sections:

TO DO

DOING

DONE



Visual Management System's Key Elements

- Highly visual and simple
- Compare target to actual performance
- Used for what's important or critical
- Gaps are easily identified
- Can see Normal vs. Abnormal
- Helps to identify opportunities for improvement

How Many Items Can You Name?

Tool List

- ☐ 98 in. Professional Cutting Guide
- ☐ 72 in. Aluminum Straight Edge Ruler
- ☐ 16 in. Combination Square
- ☐ 5-3/8 in. Circular Saw Blade
- ☐ 7in. Orbital Air Sander
- ☒ 7-1/4 in. Circular Saw Blade
- ☒ Cordless Circular Saw
- ☐ Variable Speed Orbital Jig Saw
- ☐ 1/2 in. Heavy Duty Variable Speed Reversible Ha
- ☐ Sawzall Reciprocating Saw
- ☒ 20-Volt MAX Lithium-Ion Cordless 1/2 in. Drill/Dr
- ☐ 3/8 in. Variable Speed Drill
- ☒ 15 in. SharpTooth Hand Saw
- ☒ 26 in. Short-Cut Hand Saw
- ☒ 6' Two Man Crosscut Saw
- ☐ 5' Two Man Crosscut Saw
- ☒ 4' Two Man Crosscut Saw
- ☐ Canoe Paddles
- ☐ Adjustable Hacksaw
- ☐ 2 in. Pulley with Hook
- ☐ 3/8 in. x 100 ft. Diamond Braid Poly Rope
- ☐ Snorkeling Fins
- ☐ Yaktrax ® Walker
- ☐ Ice Pick
- ☐ Tennis Racquet
- ☐ 12 in. High-Tension Hack Saw
- ☐ Dual-Purpose Hacksaw
- ☐ Chainsaw — 24in.
- ☒ 42 in. Bolt Cutter
- ☐ 24 in. Level
- ☐ 18 in. Level
- ☒ Cordless Hedge Trimmer — 22in. Blade
- ☒ Chainsaw — 42in.
- ☐ 10 in. Circular Saw Blade
- ☐ 20 in. Aggressive-Tooth Saw
- ☒ Roughneck Pick Mattock
- ☒ 18 in. Hand Saw
- ☐ 15 in. Compass Saw
- ☐ 15 in. Saw
- ☐ Sanding Disc
- ☐ 16 oz. Pint Capacity Oil Can
- ☐ 6 oz. Oil Can Pistol Type
- ☐ 1/8 in. x 2-1/2 in. Regular Screwdriver
- ☐ 3/16 in. x 4 in. Regular Screwdriver
- ☐ 3/16 in. x 6 in. Regular Screwdriver
- ☐ 1/4 x 4 in. Regular Screwdriver
- ☐ 1/4 in. x 6 in. Regular Screwdriver
- ☐ 5/16 in. x 6 in. Regular Screwdriver
- ☐ #0 x2-1/2 in. Philips Head Screwdriver
- ☐ #1 x 3 in. Philips Head Screwdriver
- ☐ #2 x 4 in. Philips Head Screwdriver
- ☐ #2 x 6 in. Philips Head Screwdriver
- ☐ 3/16 in. nut driver
- ☐ 1/4 in. nut driver
- ☐ 5/16 in. nut driver
- ☐ 11/32 in. nut driver
- ☐ 3/8 in. nut driver
- ☐ 7/16 in. nut driver
- ☐ 1/2 in. nut driver
- ☐ Single-Speed Breast Drill
- ☐ Two-Speed Breast Drill
- ☐ Variable Speed Breast Drill
- ☐ Hand Brace
- ☐ 18 in. Square
- ☐ 15 in. Square
- ☐ 12 in. Square
- ☐ Mitre Square
- ☒ 7/16 x 3/8 in. Flare Nut Wrench
- ☒ 9/16 x 1/2 in. Flare Nut Wrench
- ☐ 11/16 x 5/8 in. Flare Nut Wrench
- ☐ 9 x 11 mm Flare Nut Wrench
- ☒ 10 x 12 mm Flare Nut Wrench
- ☒ 13 x 14 mm Flare Nut Wrench
- ☐ 8 in. Needle Nose Pliers
- ☐ 8 in. High Leverage Diagonal Cutters with
- ☒ 8 in. Combination Cutting Pliers
- ☒ 8 in. Adjustable Pliers
- ☐ Pipe Wrench
- ☒ 10 in. 90 Degree Nose Pipe Wrench Pliers
- ☐ 12 in. Tongue and Groove Pliers
- ☒ 12-3/4 in. Slip Joint Pipe Wrench Pliers
- ☐ 3 in. Premium Face Clamp
- ☒ 4 in. Premium Face Clamp
- ☐ 8 mm Combination Wrench
- ☐ 10 mm Combination Wrench
- ☐ 11 mm Combination Wrench
- ☐ 12 mm Combination Wrench
- ☐ 13 mm Combination Wrench

Tool List

- ☐ 14 mm Combination Wrench
- ☐ 15 mm Combination Wrench
- ☐ 16 mm Combination Wrench
- ☐ Metal Gas Canister 5 Gallon
- ☐ 10 in. Crescent Wrench
- ☐ 14 in. Crescent Wrench
- ☐ 18 in. Crescent Wrench
- ☐ 24 in. Crescent Wrench
- ☐ 10 in. Heavy Duty Pipe Wrench
- ☐ 14 in. Heavy Duty Pipe Wrench
- ☐ 18 in. Heavy Duty Pipe Wrench
- ☐ 24 in. Heavy Duty Pipe Wrench
- ☐ Multi-Purpose Respirator
- ☐ Folding Earmuff
- ☐ Pincers
- ☐ Large Pincers
- ☐ Breast Drill
- ☐ Metal Gas Canister 2.5 Gallon
- ☐ Breast Drill
- ☐ 10 in. Wood Rasp
- ☐ 10 in. Tapered Round File
- ☒ 10 in. Round File
- ☒ 10 in. Mill File
- ☒ 10 in. Triangular Saw File
- ☐ 10 in. Half Round Wood Rasp
- ☒ Wooden Shovel
- ☐ Digging Shovel
- ☒ 28 in. D-Handle Garden Spade
- ☒ Spading Fork
- ☒ Round Lawn Edger
- ☐ Kerosene Lantern
- ☐ 24 in. Wrecking Bar
- ☐ 1.5 lb. GroundStrike Mattock
- ☐ 22 oz. Smooth-Face Bricklayer's Hammer
- ☐ Milled-Face Hammer
- ☐ Mallet
- ☐ 5 oz. Sure Strike Tack Hammer
- ☒ 16 lb. Sledge Hammer
- ☐ 12 oz. Double-Face Soft Hammer
- ☒ 4 lb. Engineer Hammer
- ☒ 10 oz. Ash Handle Ripping Hammer
- ☐ 22 oz. Steel Checkered Face Hammer
- ☒ Machinist's Hammer
- ☒ Wood Mallet
- ☒ Land Rover Defender
- ☐ Ball Peen Hammer
- ☐ 24 in. Heavy-Duty Bolt Cutter
- ☐ 8 lbs. Double Bit Axe
- ☒ 8 lb. Splitting Maul
- ☒ 4.5 lb. Single Bit Axe
- ☐ 3.5 lb. Single Bit Axe
- ☐ 1-1/4 lb. Camp Axe
- ☐ 14 in. Low Angle Jack Plane
- ☐ 12 in. Bailey Bench Plane
- ☐ 9-3/4 in. Bailey Bench Plane
- ☐ 6-1/2 in. Block Plane
- ☐ 12 in. C-Clamp
- ☒ 14 in. C-Clamp
- ☐ 16 in. C-Clamp
- ☐ 4 in. Chipping Hammer
- ☐ 6 in. Chipping Hammer
- ☐ 4 in. C-Clamp
- ☐ 6 in. C-Clamp
- ☐ 8 in. C-Clamp
- ☐ 1/4 in. Combination Wrench
- ☐ 5/16 in. Combination Wrench
- ☐ 3/8 in. Combination Wrench
- ☐ 7/16 in. Combination Wrench
- ☐ 1/2 in. Combination Wrench
- ☐ 9/16 in. Combination Wrench
- ☐ 5/8 in. Combination Wrench
- ☐ 11/16 in. Combination Wrench
- ☐ 3/4 in. Combination Wrench
- ☐ 7/8 in. Combination Wrench

3 Second Rule

continuous process improvement

Tool List

- ☐ 98 in. Professional Cutting Guide
- ☐ 72 in. Aluminum Straight Edge Ruler
- ☐ 16 in. Combination Square
- ☐ 5-3/8 in. Circular Saw Blade
- ☐ 7in. Orbital Air Sander
- ☒ 7-1/4 in. Circular Saw Blade
- ☒ Cordless Circular Saw
- ☐ Variable Speed Orbital Jig Saw
- ☐ 1/2 in. Heavy Duty Variable Speed Reversible Ha
- ☐ Sawzall Reciprocating Saw
- ☒ 20-Volt MAX Lithium-Ion Cordless 1/2 in. Drill/Dı
- ☐ 3/8 in. Variable Speed Drill
- ☒ 15 in. SharpTooth Hand Saw
- ☒ 26 in. Short-Cut Hand Saw
- ☒ 6' Two Man Crosscut Saw
- ☐ 5' Two Man Crosscut Saw
- ☒ 4' Two Man Crosscut Saw
- ☐ Canoe Paddles
- ☐ 3/16 in. x 6 in. Regular Screwdriver
- ☐ 1/4 x 4 in. Regular Screwdriver
- ☐ 1/4 in. x 6 in. Regular Screwdriver
- ☐ 5/16 in. x 6 in. Regular Screwdriver
- ☐ #0 x2-1/2 in. Philips Head Screwdriver
- ☐ #1 x 3 in. Philips Head Screwdriver
- ☐ #2 x 4 in. Philips Head Screwdriver
- ☐ #2 x 6 in. Philips Head Screwdriver
- ☐ 3/16 in. nut driver
- ☐ 1/4 in. nut driver
- ☐ 5/16 in. nut driver
- ☐ 11/32 in. nut driver
- ☐ 3/8 in. nut driver
- ☐ 7/16 in. nut driver
- ☐ 1/2 in. nut driver
- ☐ Single-Speed Breast Drill
- ☐ Two-Speed Breast Drill
- ☐ Variable Speed Breast Drill

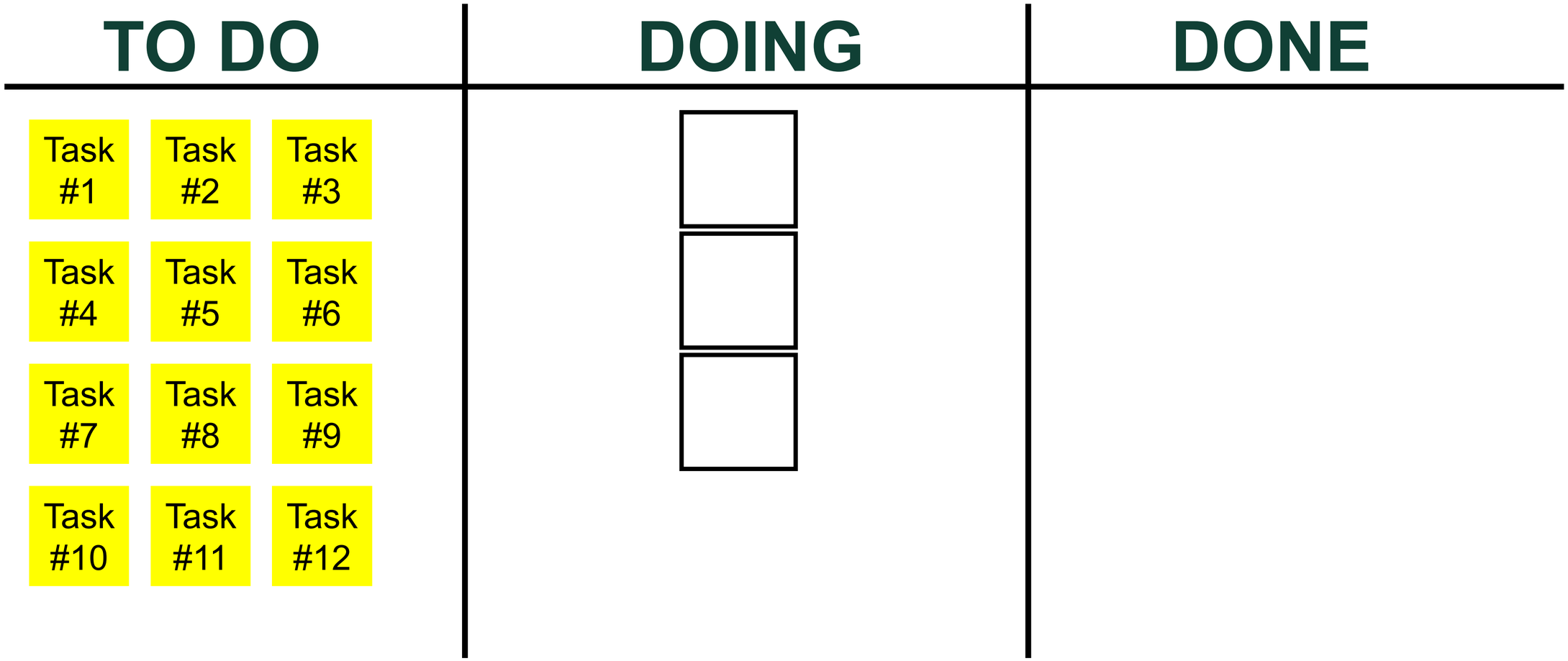
How Many Items Can You Name?

Let’s Do It Again: 3 Seconds

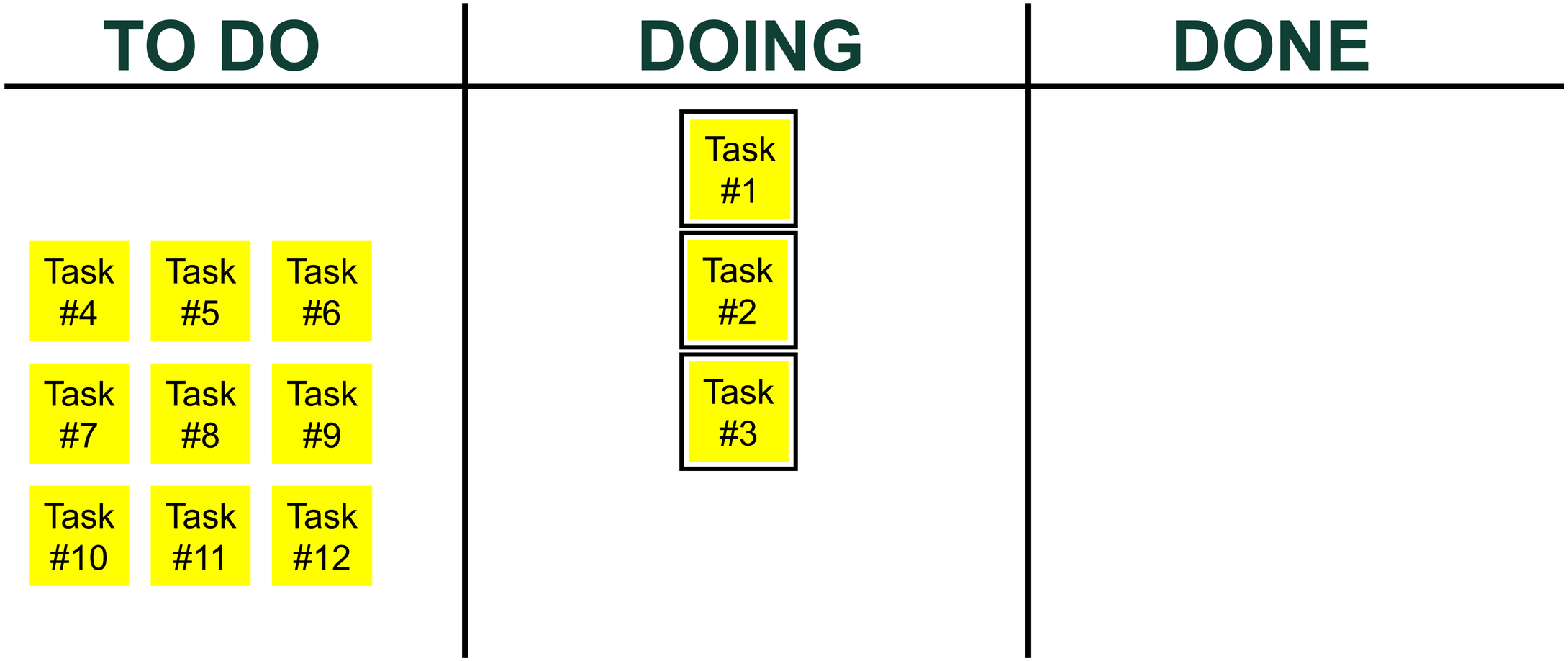
DEFENDER The best tool for the job.
LAND ROVER

How Many Items Can You Name This Time?

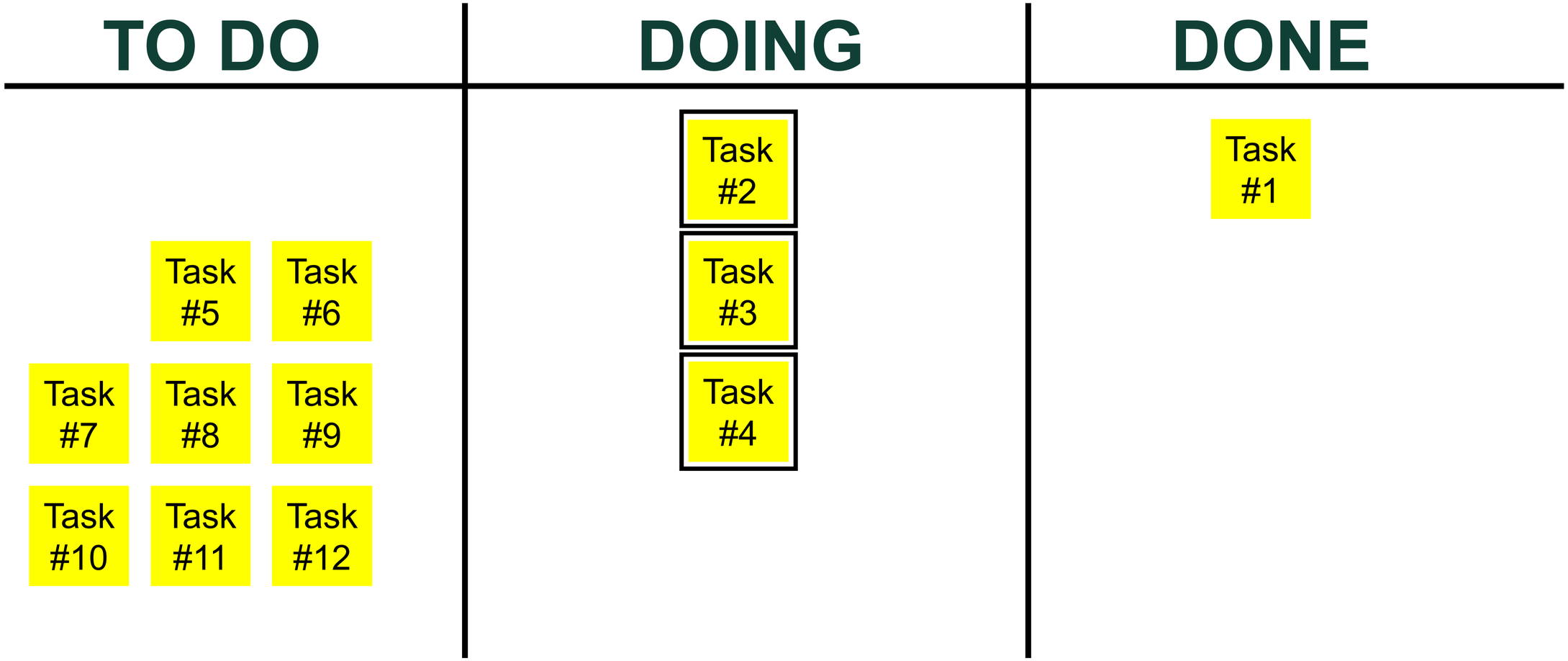
Kanban Boards Should be Simple



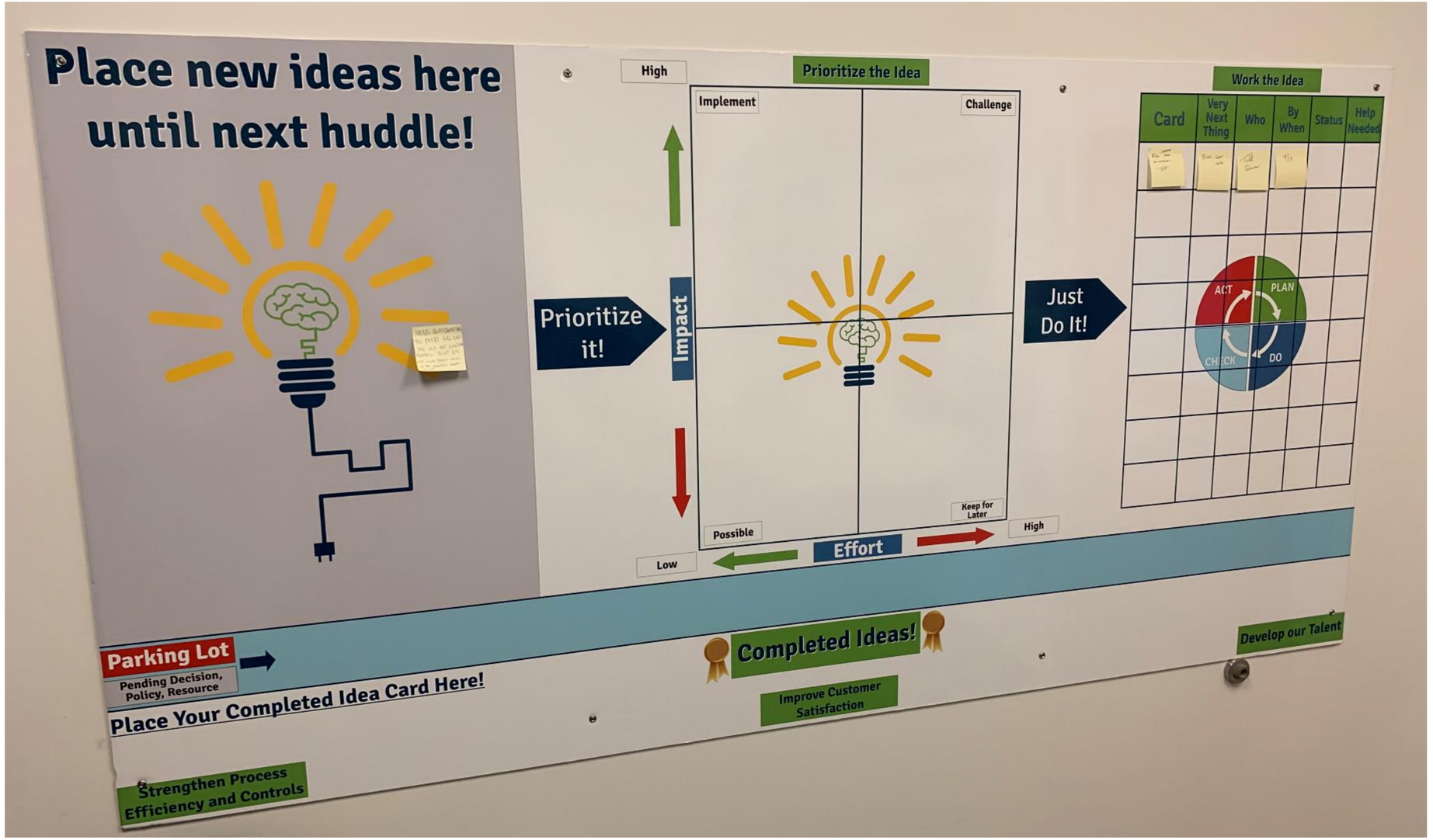
Kanban Boards Should be Simple



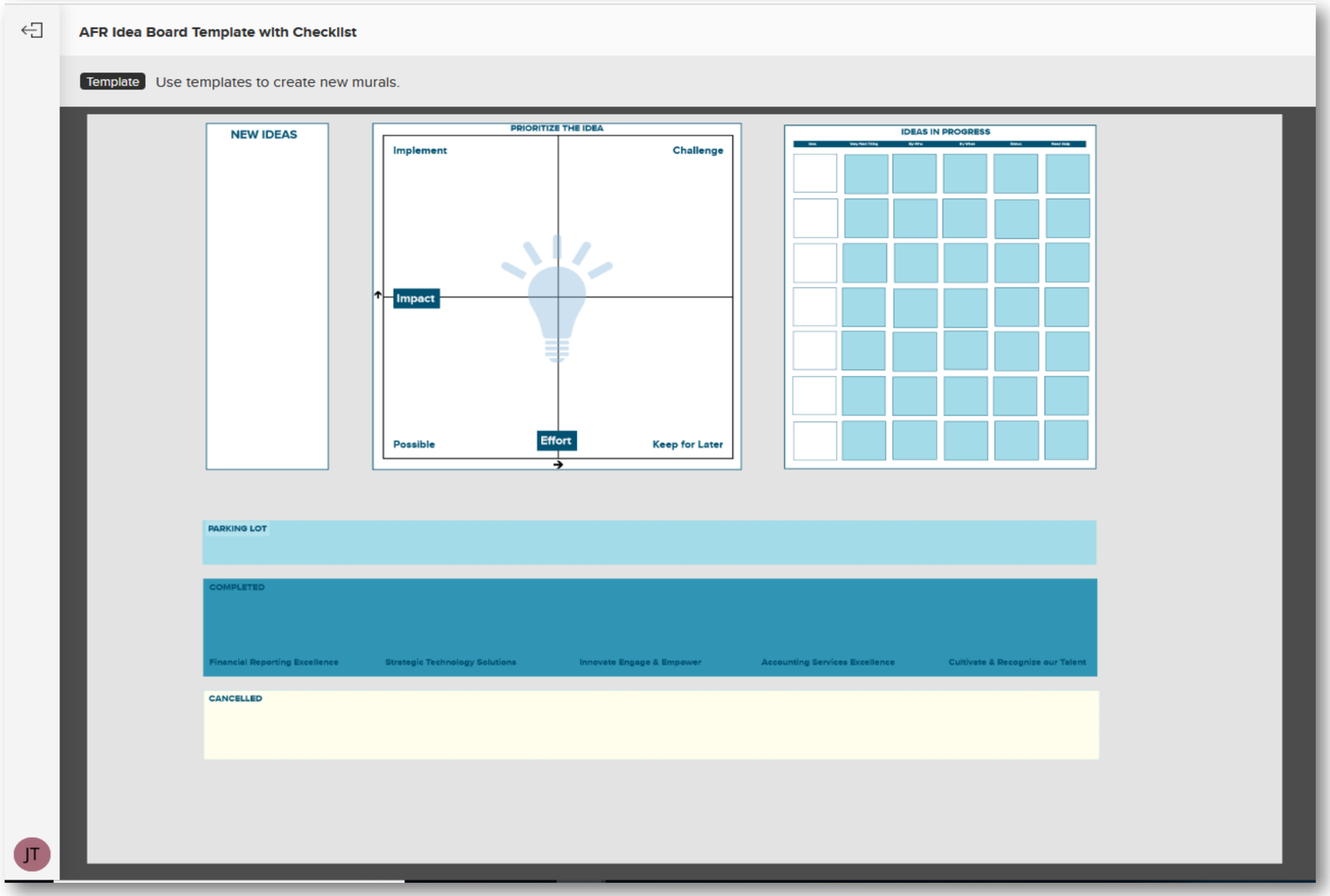
Kanban Boards Should be Simple



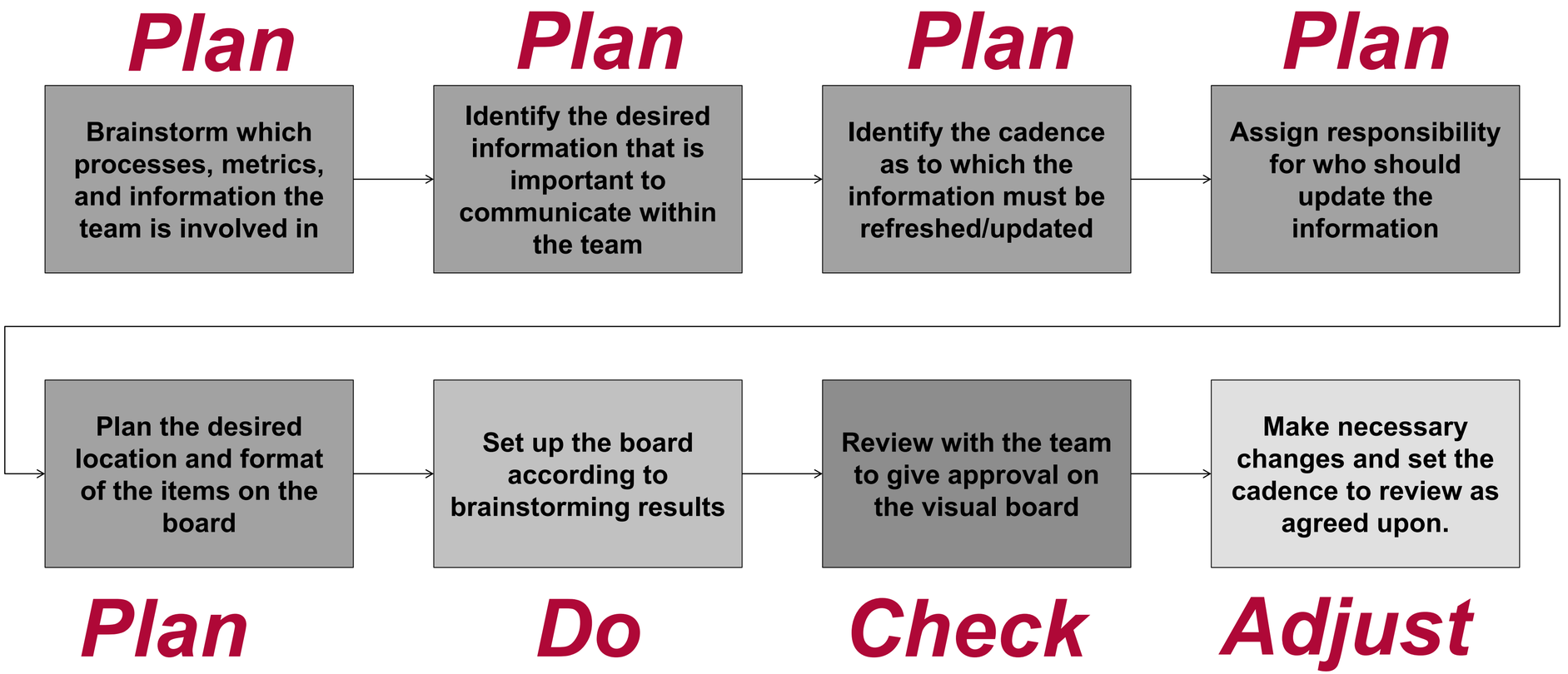
Physical Idea Generation Boards a Type of Kanban



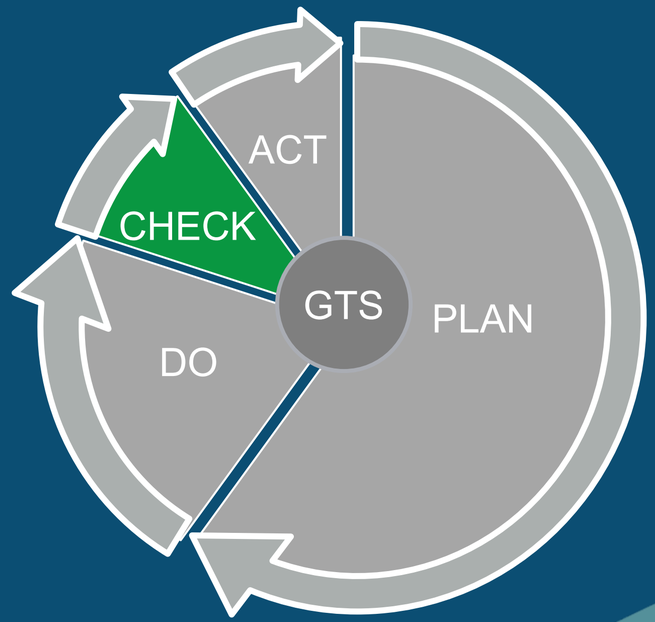
Virtual Idea Generation Boards on MURAL



How to Create a *Team Board/Kanban Board*



CHECK



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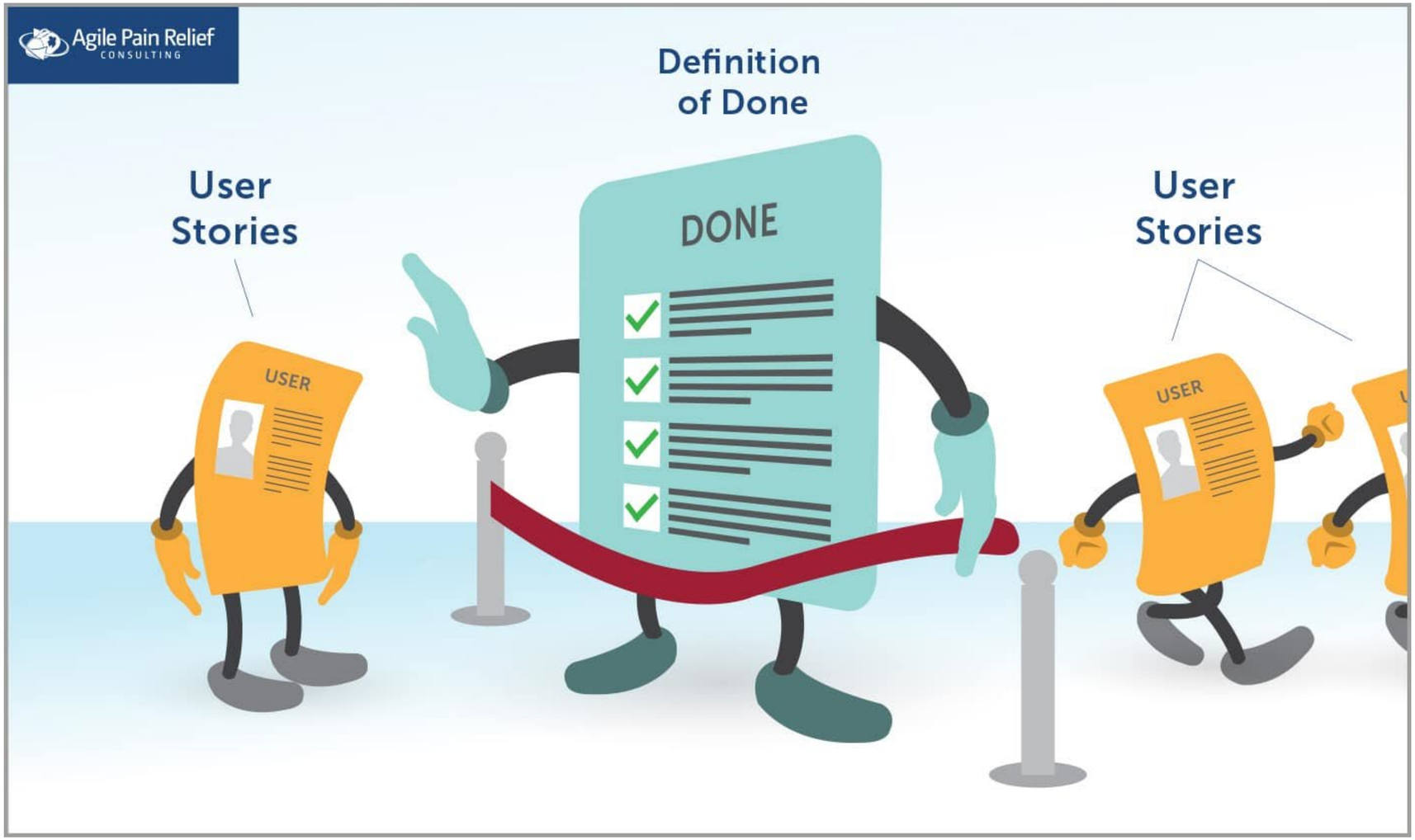
TOOL: DEFINITION OF DONE

Definition of Done is a Quality Check



Definition of Done (DoD) – Setting the Standard / Goal

While the DoD is created in the Plan phase, it is used in the Do & Check phase.

- This tool is used to define the standard for improvement deliverables.
- It creates transparency
- There is clarity around the expected results
- It helps to limit scope creep (stay focused on the target)
- It creates the greatest buy-in when the team working with the customer defines it

The Power of Defining the Definition of Done

When I asked the kids to “Do the dishes,” it never got done they way I wanted.

The Power of Defining the Definition of Done

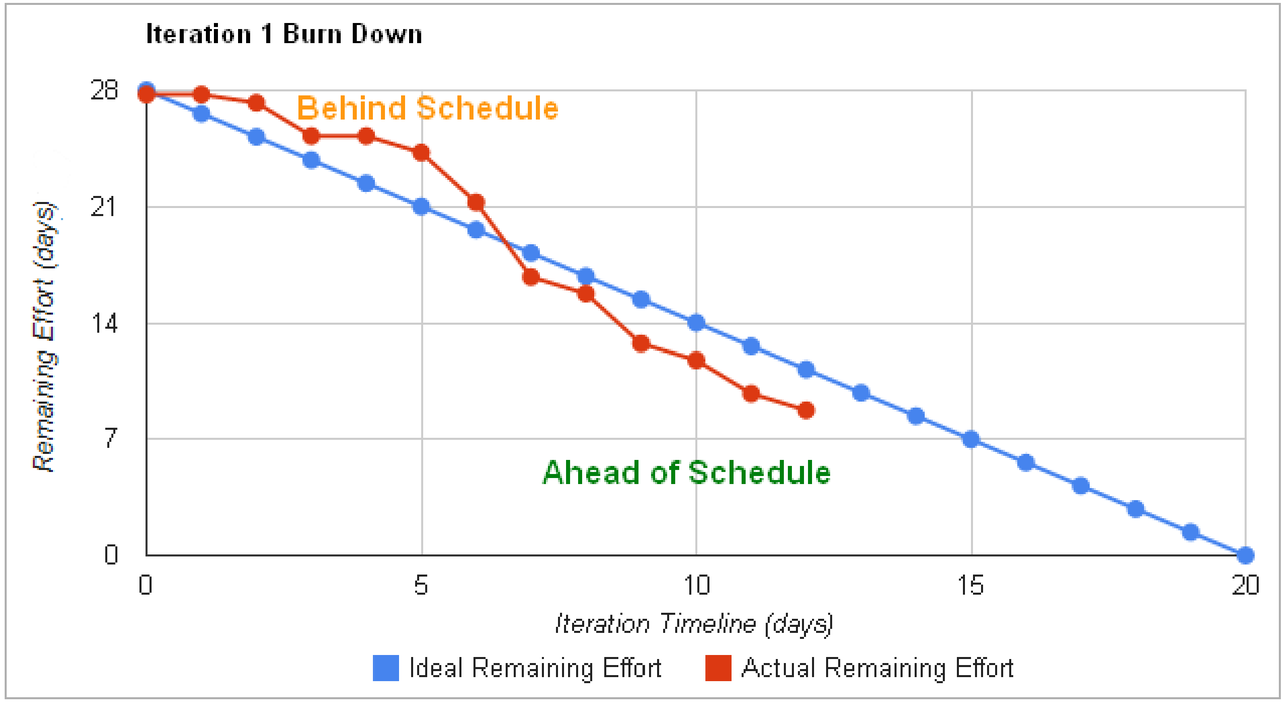
The kids were frustrated by the changing definition of what “Doing the dishes” meant.

The Power of Defining the Definition of Done

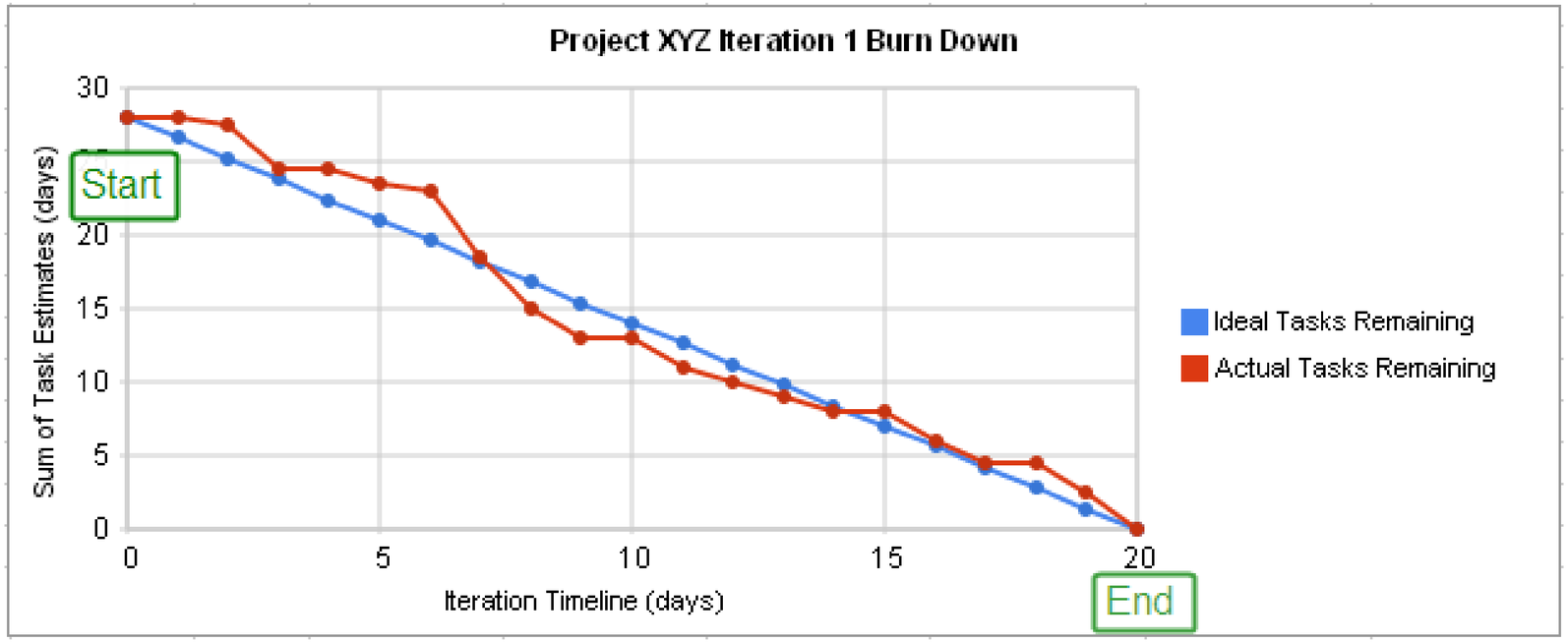
By participating in defining the Definition of Done, they have an ownership in the work.

TOOL: BURN DOWN CHARTS

Burn Down Charts



Burn Down Charts

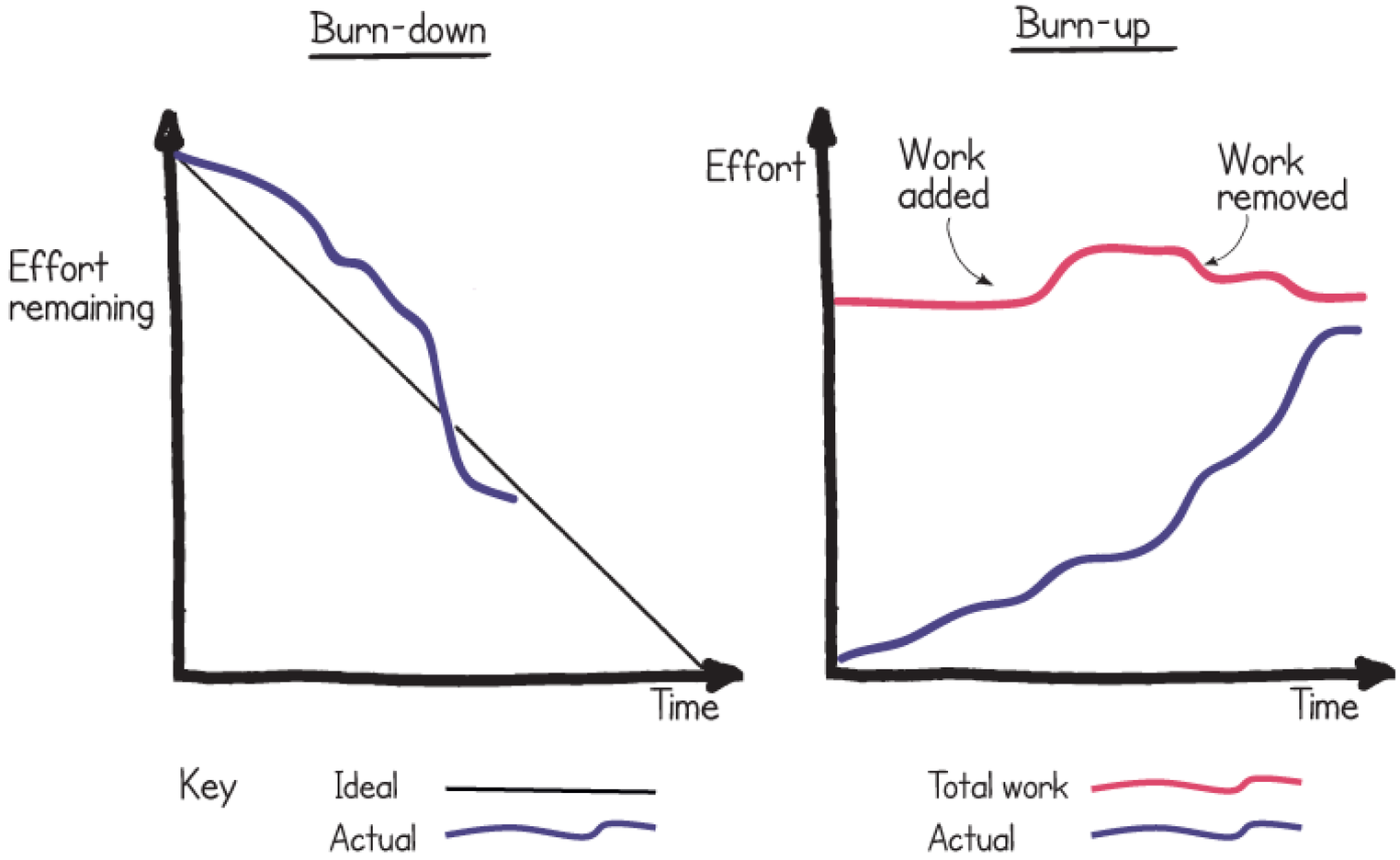


I managed a project where we only had three weeks with the contractor. By clearly defining the work and creating a burn down chart we tracked our progress daily and quickly adjusted if any problems came up. By having a visual idea about how much work we had done and what we had left to do, we were able to ensure we completed the project on time and under budget.

Burn Down or Burn Up Charts

How to Build

- Calculate the effort for the Sprint. This could be time or tasks, however the team wants to define effort for the Sprint.
  - Place that on the Y-Axis
- Take the number of days left before the project is due.
  - Place that on the X-Axis
- Every day, mark down (or up) the number of hours or tasks you completed for the Sprint and connect the line to the previous day's efforts.
- There is a little bit more flexibility with a burn up chart to add or remove work



TOOL: EDI LENS

(Equity, Diversity, and Inclusion)

Equity, Diversity, and Inclusion is Respect for People

When my mother-in-law first arrived in the US, she went to see a doctor who basically ignored her, perhaps assuming that she was uneducated. He looked at his chart, spoke to my wife who was interpreting, and spoke loudly to my mother-in-law (like that would help her understand English better), but rarely even looked in her direction.

Equity, Diversity, and Inclusion is Respect for People

When my wife interpreted some technical medical explanation from her mom, the doctor asked, “How does she know that?” “She’s a doctor” my wife explained. Instantly the way the doctor was treating my mother-in-law changed, because his perceptions changed. He sat up straight, looked her in the eye and spoke directly to her.

Perspective Plays an Important Role in Solutions

Just because you develop a solution, doesn't mean that it is the "Right" solution. Because we ***Value the Individual***, we need to make sure that we are inclusive in both the development of solutions and in understanding possible unintended consequences of a solution.

- What we think we see is not always a complete picture.
- Always assume the best intention.
- How do we make sure we are seeing a complete picture?

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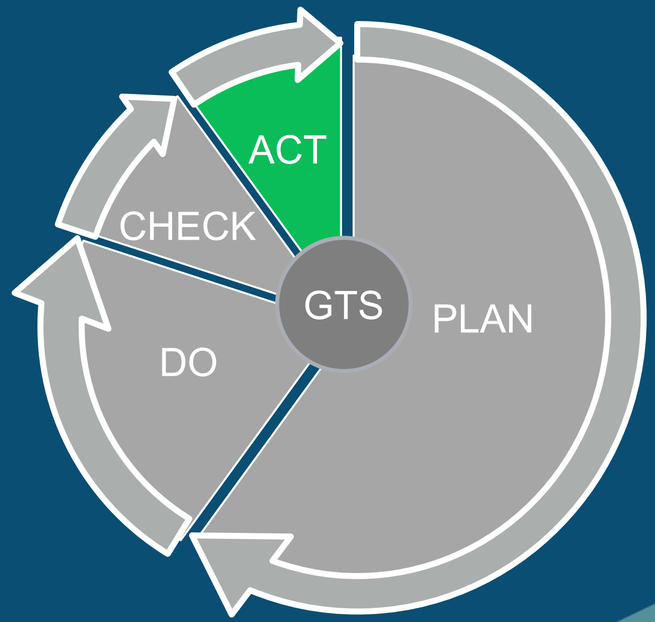
- How do we make sure we are seeing a complete picture?

The Port of Seattle Applies an EDI Lens to Our CPI Work

Respect for People means everything. We want to make sure that we are not unintentionally excluding anyone (think power dynamics), both as stakeholders to develop solutions, as well as being sure that there are not any unintended consequences to any of our solutions that might leave someone out.

It Only Takes A Minute
To Ensure That Solutions
Are Fair And Equitable

ACT



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TOOL: DAILY STANDUP

Why Hold Daily Stand Up Meetings?

- It improves the focus on customer service
- It is a tool to rapidly communicate information and implement changes
- It creates accountability between team members
- It builds trust, understanding, and strengthens the morale of the team
- It is a tool for improving performance
- It is a visual tool for communicating team targets and results
- It is a planning and scheduling tool
- It is a concise meeting ideally taking no more than 15 minutes

Daily Stand Ups Answer 3 Things:

What I did… “Yesterday I accomplished….”

What I’m doing… “Today I’m going to do…”

What I need help with… “I could use some help with…” or

“I have some bandwidth to help someone from 2-4pm today”

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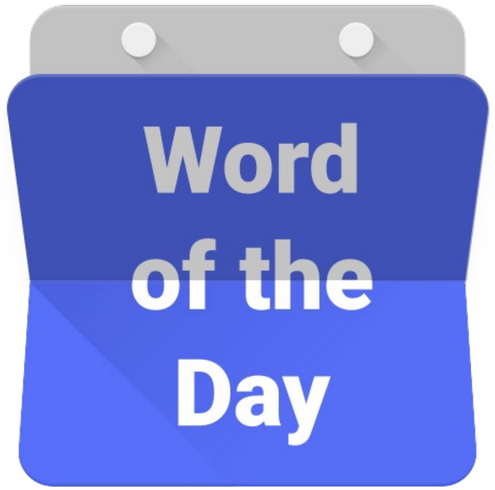
TOOL: WORD OF THE DAY

Word of the Day

This element of a team board can be used as an educational tool

OR

It can be a tool to create respect & understanding among team members



Word of the Day – Example of What Not to Do

Busy

Stressed

Uber-Overwhelmed

Llanfairpwllgwyngyllgogerychwyrndrobwllllantysiliogogogoch

Taumtawhakatanghangakoauauotamateaturipukakapikimaungahoronukupokaiwhenuakitanatahu

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“A Successful Team Board is One that is Consistently Used and People Care About Each Other.”

TRUST & RESPECT

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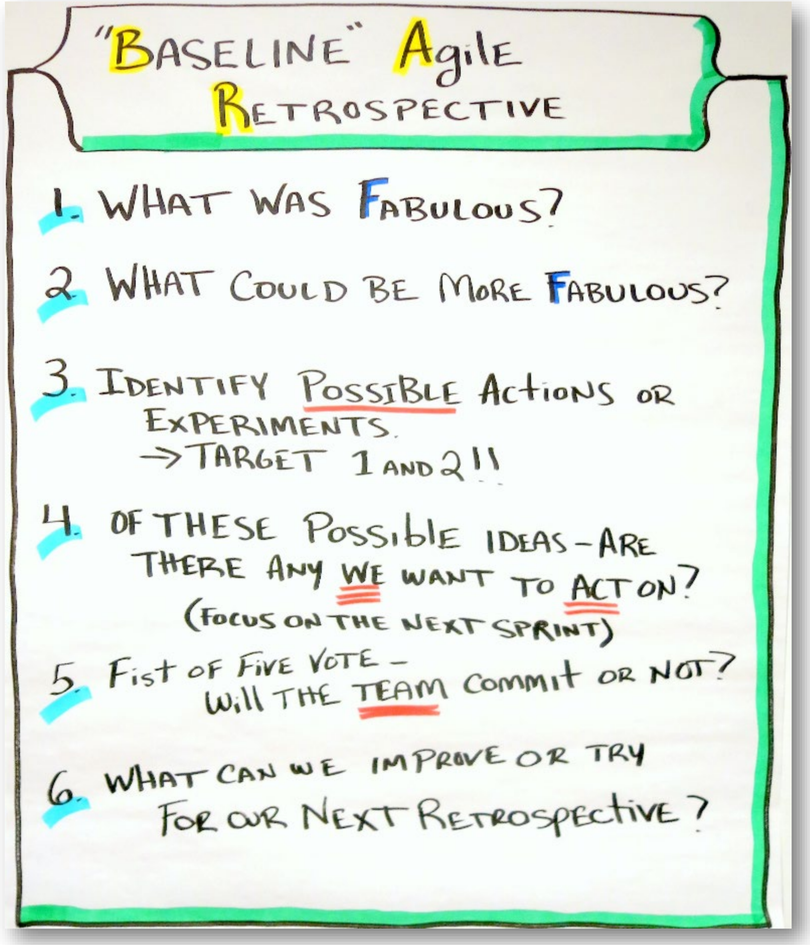
TOOL: RETROSPECTIVE

The Retrospective – Continuous Improvement

Takes place after a Sprint is over but before the next Sprint starts.
Take time (every time) to improve!

- As a team reflect on what went well,
- What didn't go so well,
- How you can do it better next time,
  (Collaborate on improvement ideas)
- What will you do different next time.



Sailboat Retrospective

What Goals Did We Have?
What was our destination? Did what we achieved align?

What Accelerated Us?
What helped us move forward?
What did we do right?

What Did We Learn?
What were our big take aways?
How can we improve the next time?

Our Crew?
Did we have the right team?
Were we set for success?

What Barriers Did We Encounter?
What risks did we need to navigate around? What Impacts did we have?

What Drag Did We Overcome?
What slowed us down? Did we see this or was it hidden from view?

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Retrospectives Are a Powerful Team Improvement Tool

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PDCA

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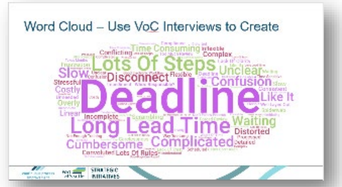
12 Agile Tools Used in Lean Improvements

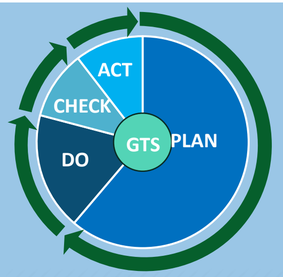


TOOLS

GRASP THE SITUATION

- Voice of the Customer

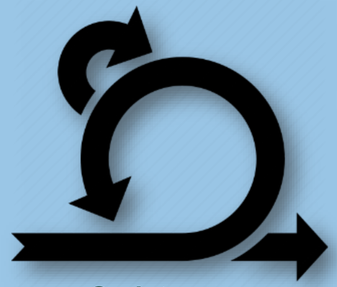
PURPOSE



PLAN

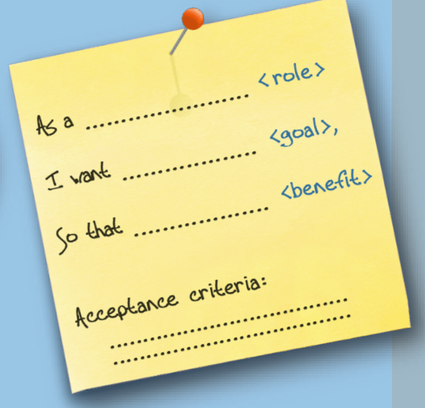
Collaboratively work together to identify problems and goals, understand the current state especially from the customer's perspective, formulate theories about root causes, develop solutions, define how to measure improvements, and plan improvements through CPI Workshop[s].

TOOLS



- Sprints

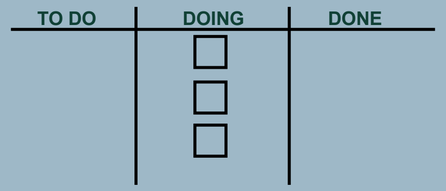
- Time Box



- User Stories

DO

Execute the plan, carry out activities, apply best practices, and manage improvement expectations with people & processes.



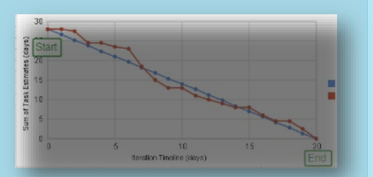
- Work in Progress (WIP)

- Kanban Boards

CHECK

Work with the improvement team to monitor and measure the improvement efforts, make sure that you check results through an EDI lens.

- Definition of Done



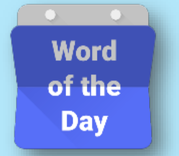
- Burn Down Charts

- EDI Lens

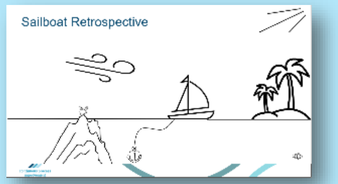
ACT/ADJUST

Standardize successful efforts through standard work and visual management, make adjustments when results don't meet expectations, celebrate successes, sustain efforts, and repeat PDCA cycle.

- Daily Stand Ups



- Word of the Day



- Retrospectives

continuous process
improvement

It’s About the People

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CONCLUSION

Agile & Lean:
It's About
~~Getting Results~~
Respect for People

CONCLUSION

Agile & Lean:
It's All About
Respect for People
Which Leads to Results

Autumn Mist
Stella Blue
Port of Seattle®

Thank You!

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CPI Program Manager
Port of Seattle
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206-519-9785