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“Fitness for project waist” through Lean-based waste elimination

Nadezhda Evstifeeva, Alexander Babkin



ARRIS Lean Excellence (Lean-X) initiative

LEAN

- Eliminate Waste
- Increase Speed

LEAN-X

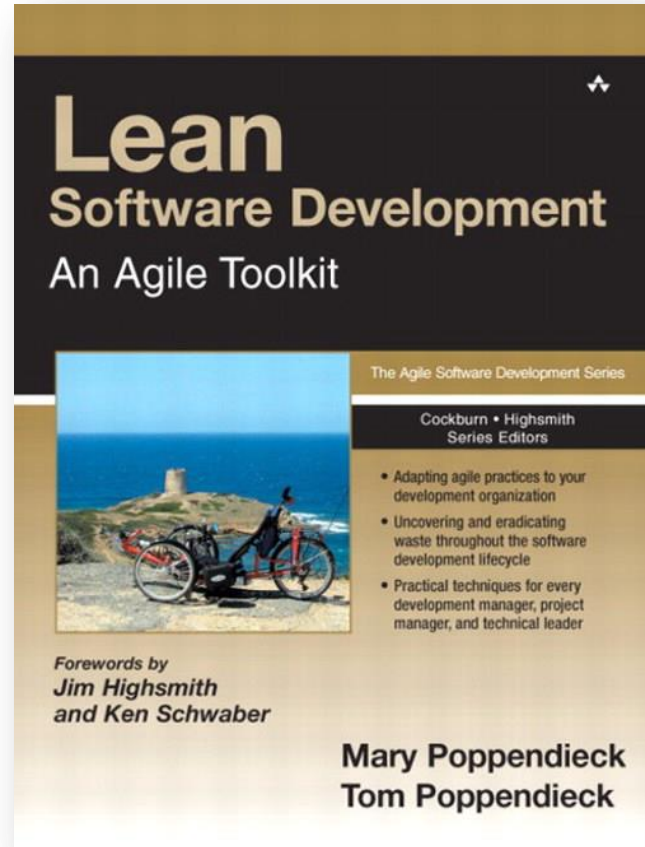


SIX SIGMA

- Reduce Variation
- Improve Accuracy

Lean principles

- Eliminate waste
- Amplify learning
- Decide as late as possible
- Deliver as fast as possible
- Empower the team
- Build integrity in
- See the whole



7 types of Lean wastes



Project context

- Distributed development teams following Agile (Scrum/Kanban)
- Development of new features and bug fixing



Improvement project goals

Team
effectiveness

to identify and eliminate Lean wastes existing in the current process and thus increase effectiveness of team's work

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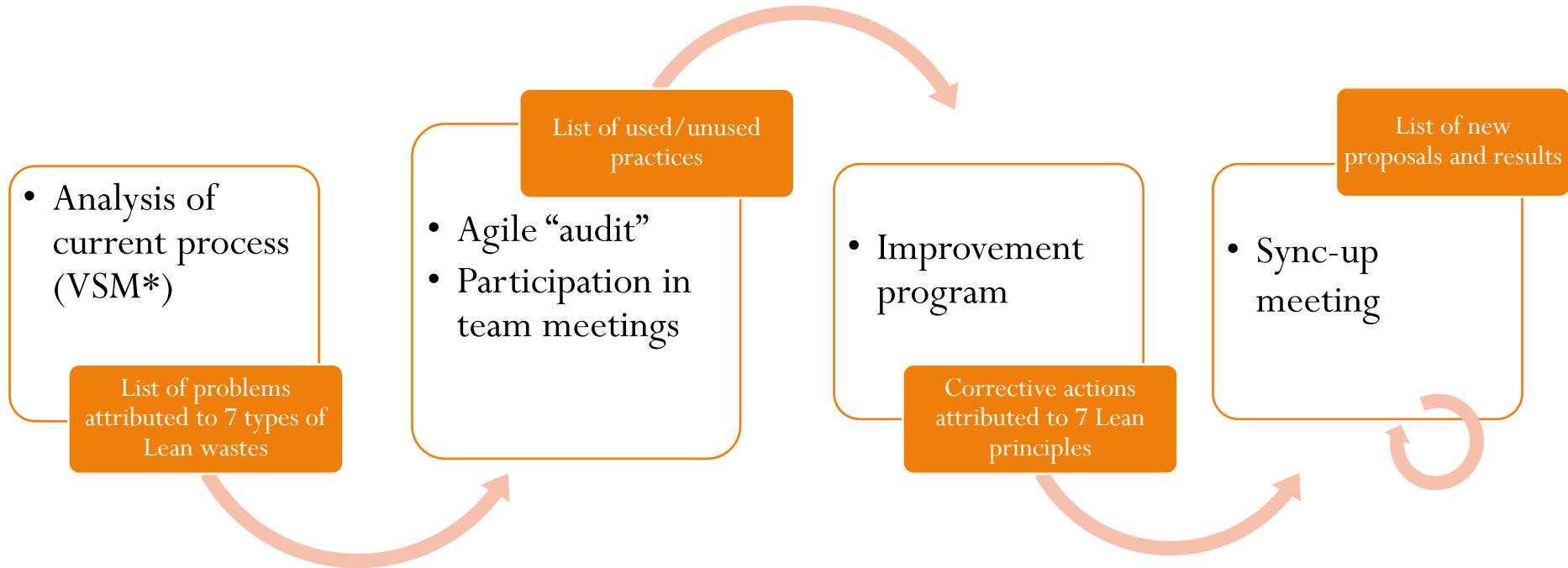
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Monotony
of work

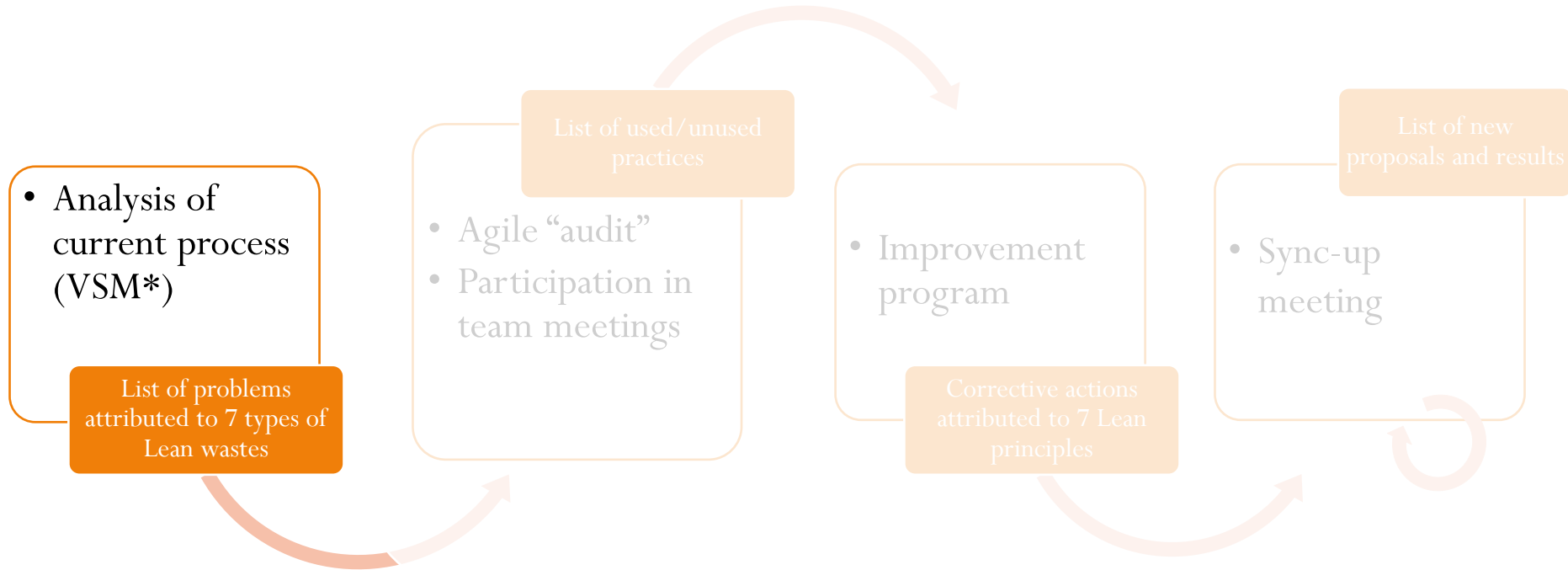
to tune the workflow to get rid or decrease monotony of routine work to increase employee motivation

Stages of Lean project



VSM – Value Stream Mapping

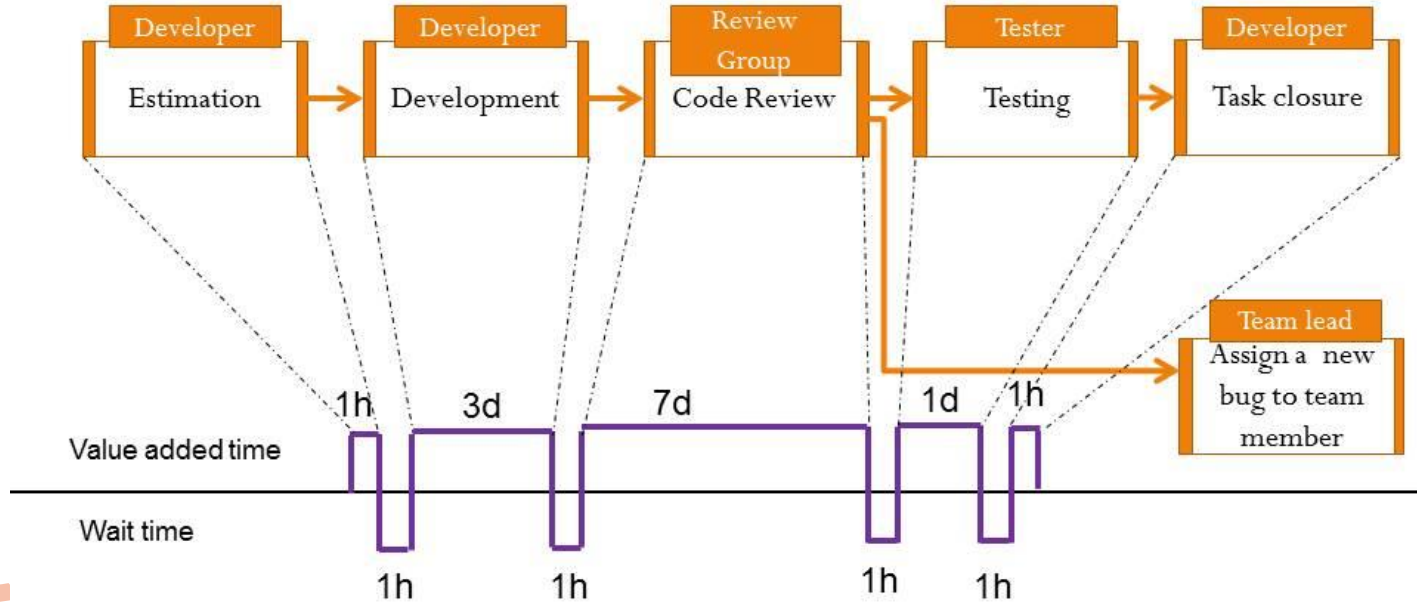
Stages of Lean project



VSM – Value Stream Mapping

Stages of Lean project

Development of new features

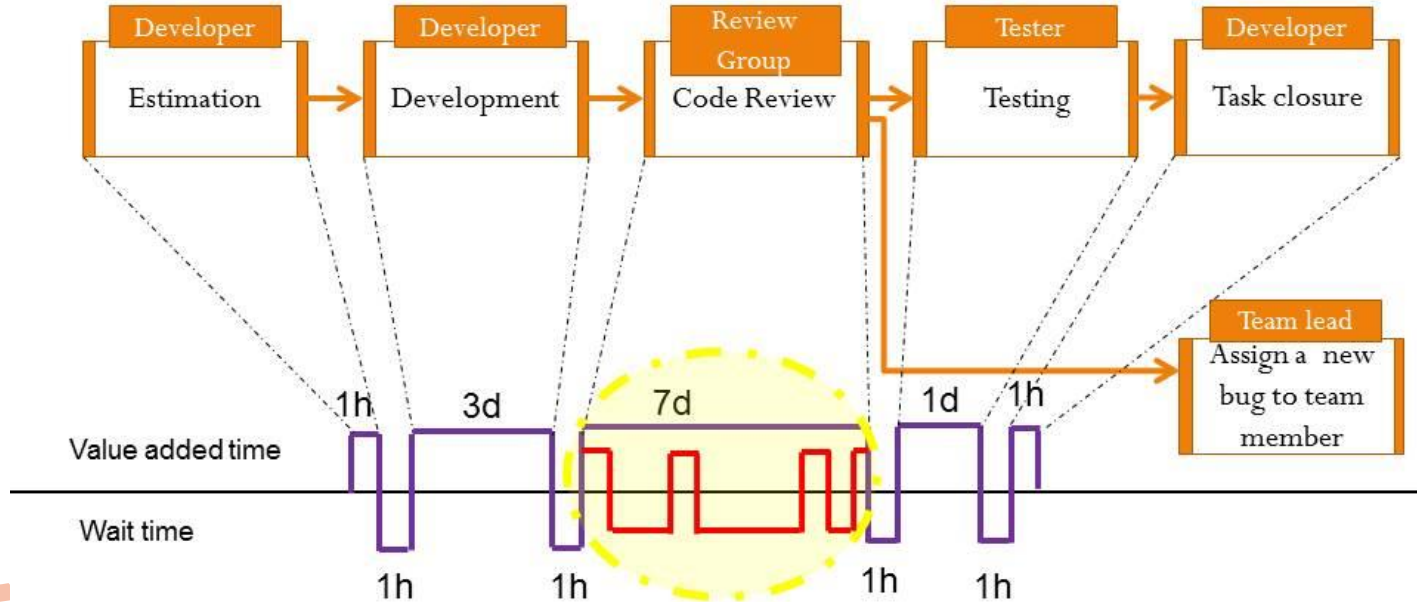


- Analysis of current process (VSM*)

List of problems attributed to 7 types of Lean wastes

Stages of Lean project

Development of new features



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Examples

Identified problems

Delays in review

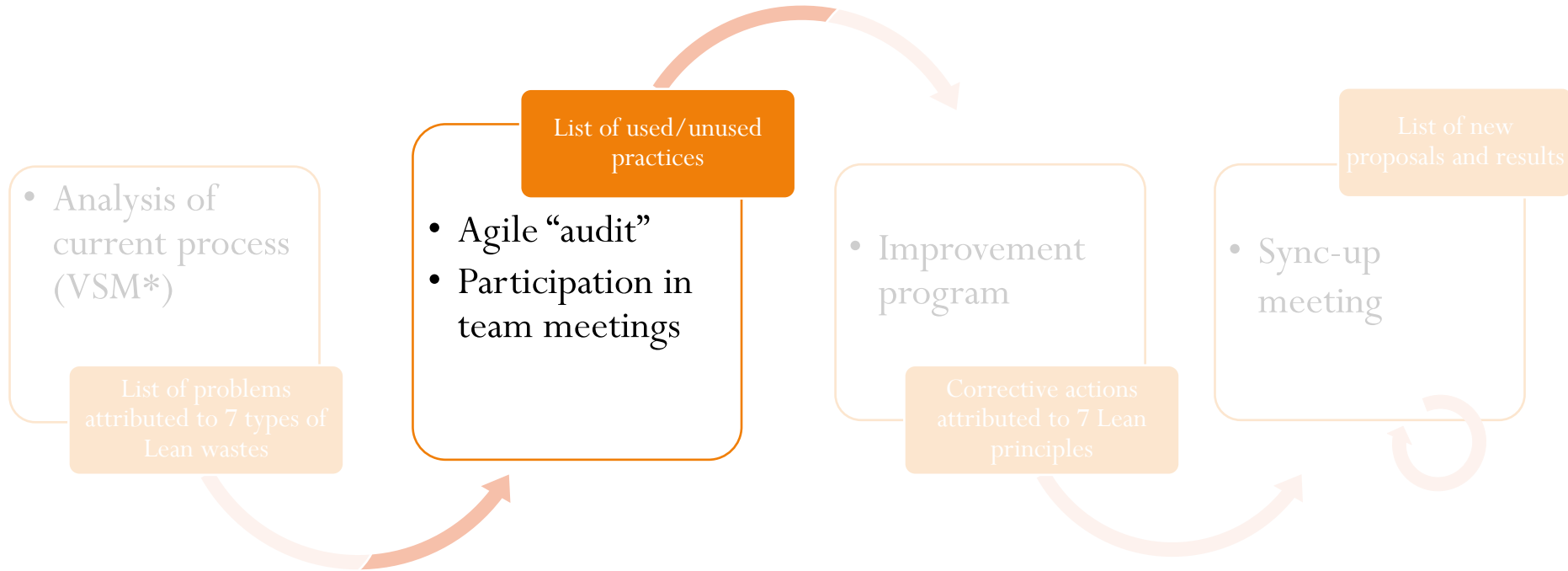
Tasks can be defined as not completed on “DoD meeting”

Type of Lean wastes

Waiting

Partially done work

Stages of Lean project



VSM – Value Stream Mapping

Examples

Identified problems

Stand up's duration could be up to 1 hour

Not all team members were involved in planning

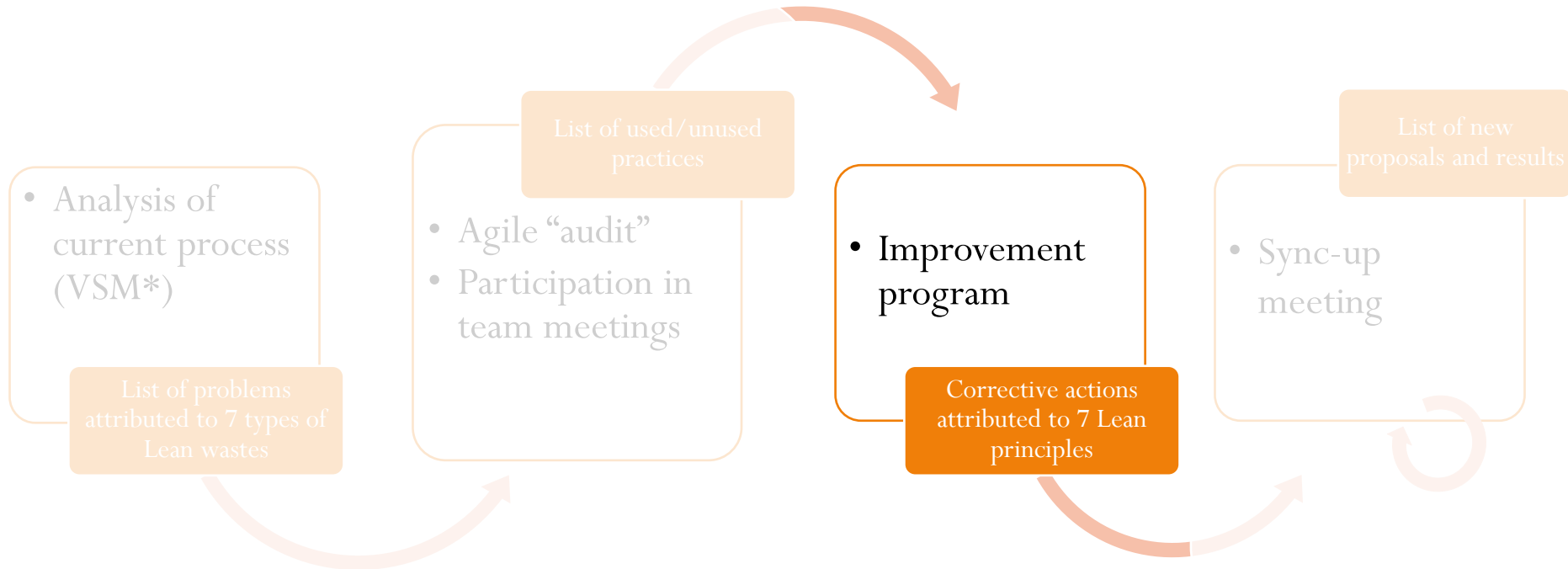
Type of Lean wastes

Extra processing

Motion



Stages of Lean project



VSM – Value Stream Mapping

Examples

Identified problems

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Tasks can be defined as not completed on "DoD meeting"

Partially done work

Improvement actions

Develop Code Review Nagging Script

Eliminate waste

Conduct stand-ups at the board and watch the time

Eliminate waste

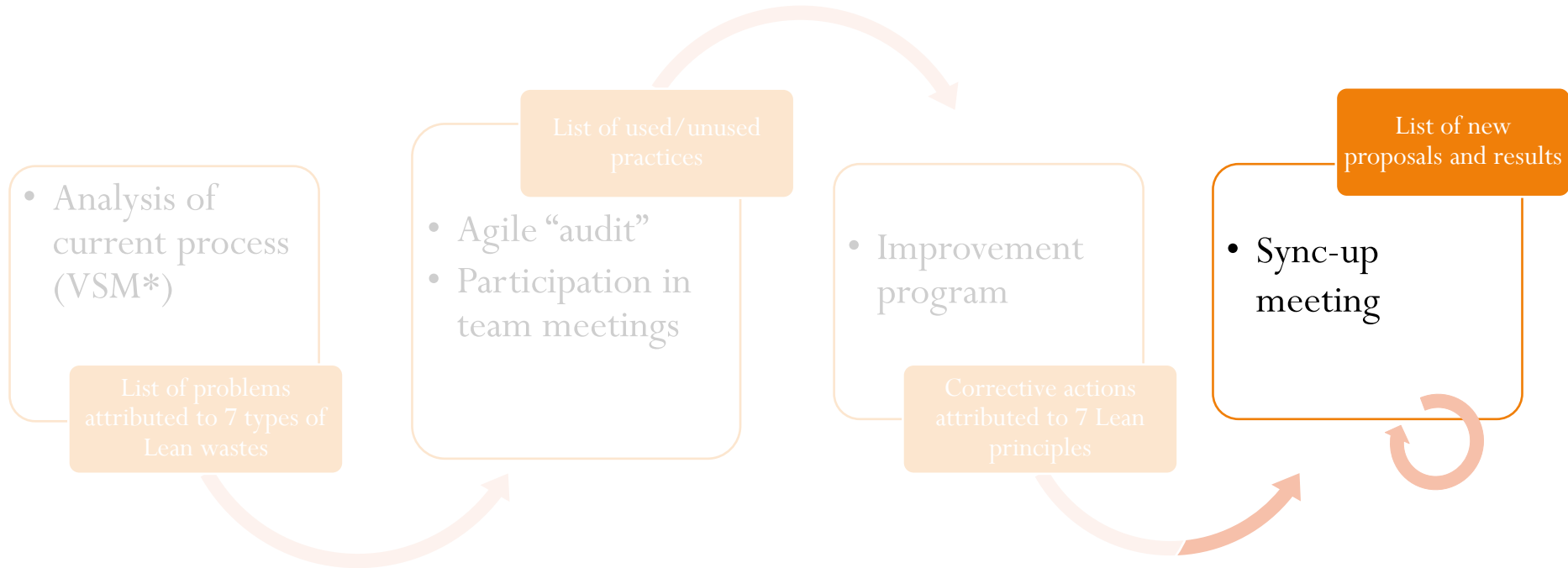
Conduct planning meeting with the team (planning poker)

Amplify learning; Empower the team

Check tasks against DoD criteria at the stand ups

Eliminate waste

Stages of Lean project



VSM – Value Stream Mapping

Results

- Effectiveness of the team increased by eliminating of identified wastes



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 - increasing of estimation accuracy.

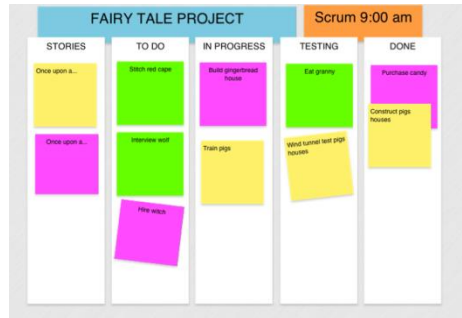


Results (2)

- Feedback improved both within the department and with partners from other centers

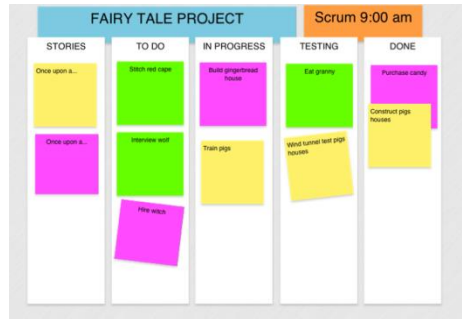
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 - intensification of team work (pair-programming).

FAIRY TALE PROJECT					Scrum 9:00 am
STORIES	TO DO	IN PROGRESS	TESTING	DONE	
Once upon a...	Sketch red rope	Build professional house	Est. gummy	Purchase candy	
Once upon a...	Interview user	Train pipe	Word search test PDP house	Construct pipe house	
	File work				

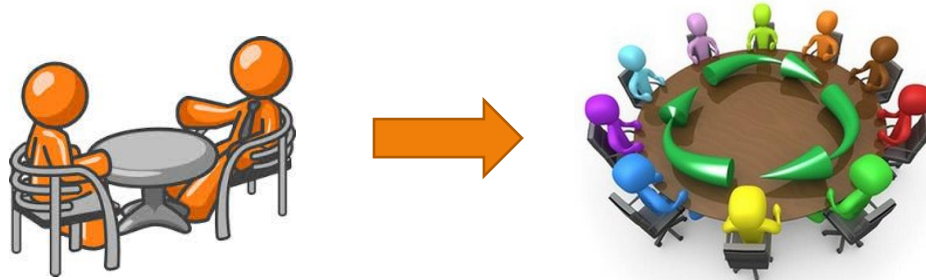


Results (3)

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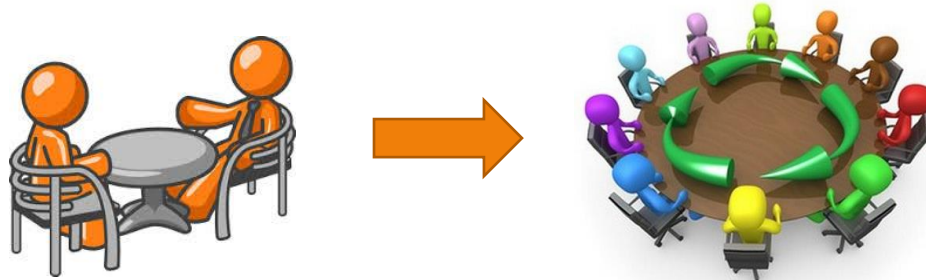
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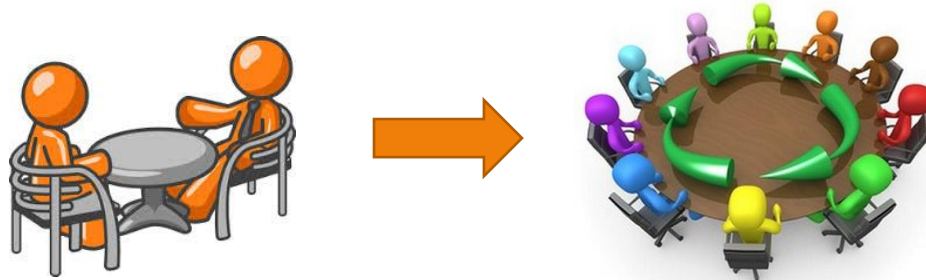
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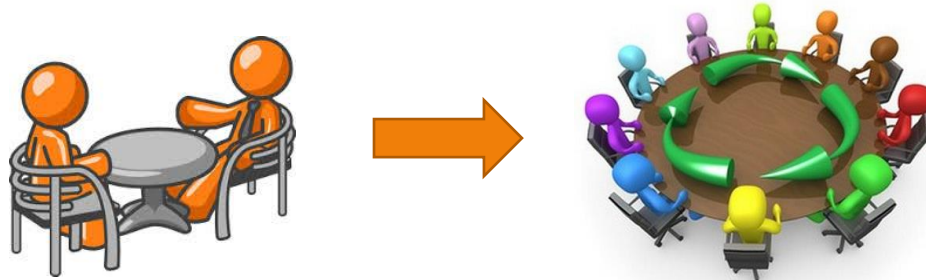
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ARRIS LeanX Practitioners



Contacts

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Thank you!
Questions?