European
Lean IT Summit

13 & 14 october, 2011
Paris, France

Lean IT
From Theory to Application

Moving beyond the *what* to the *how*!

Mike Orzen
Lean Enterprise Institute
The Shingo Prize
www.maorzen.com

Level Set

European
Lean IT Summit

Paradigms

Where is Value in IT?
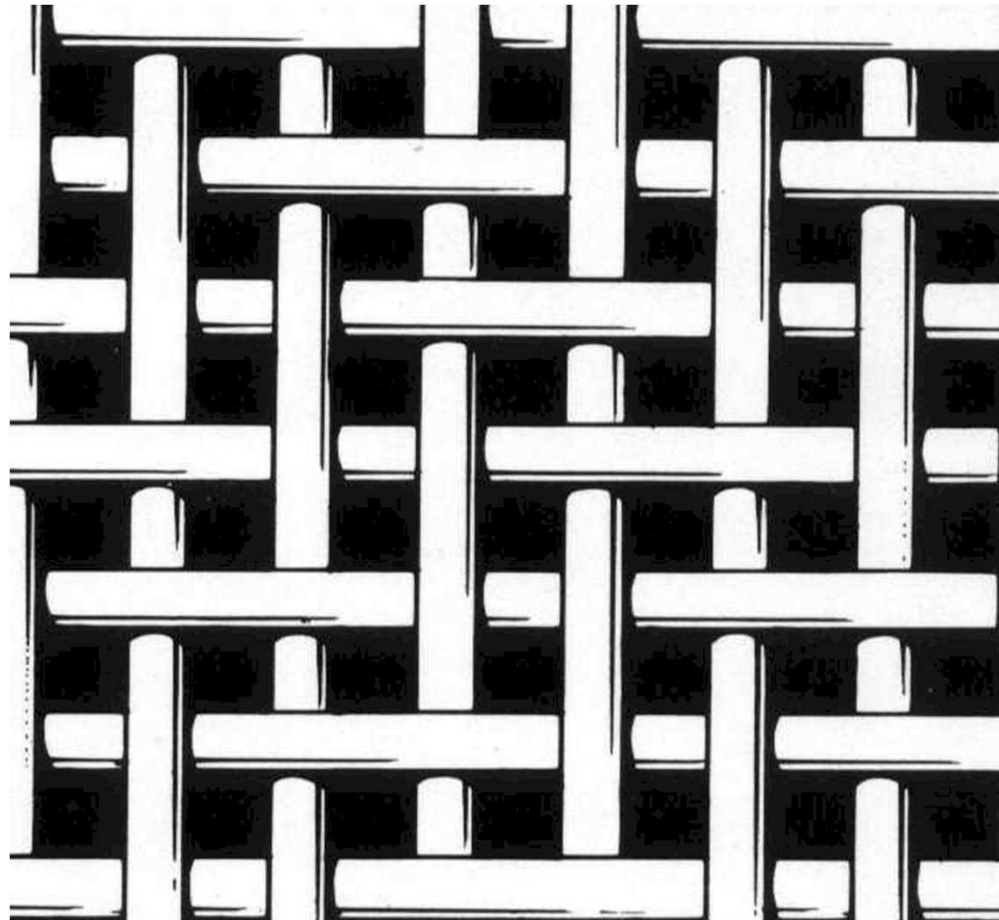
European
Lean IT Summit

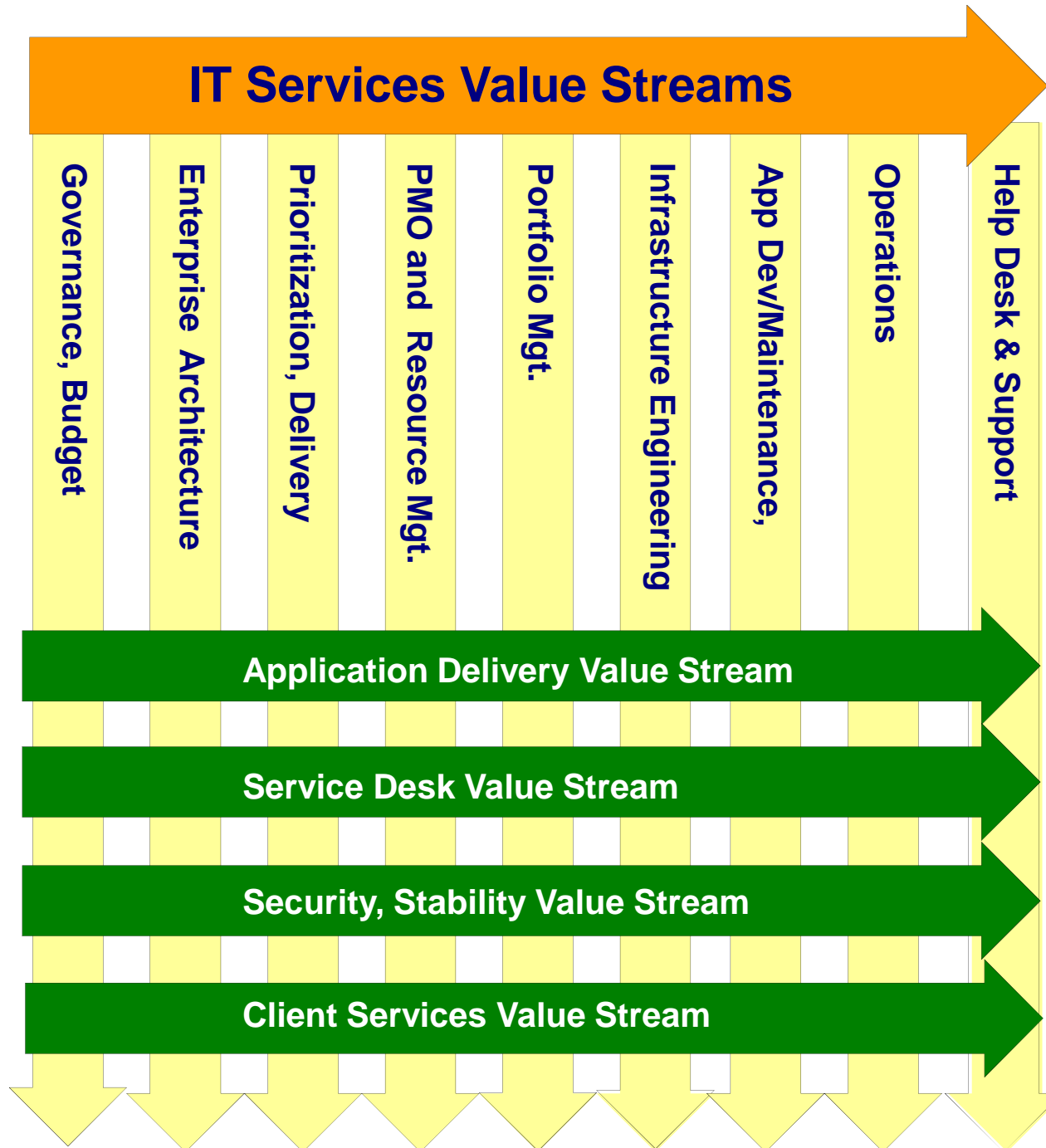# The IT Myth
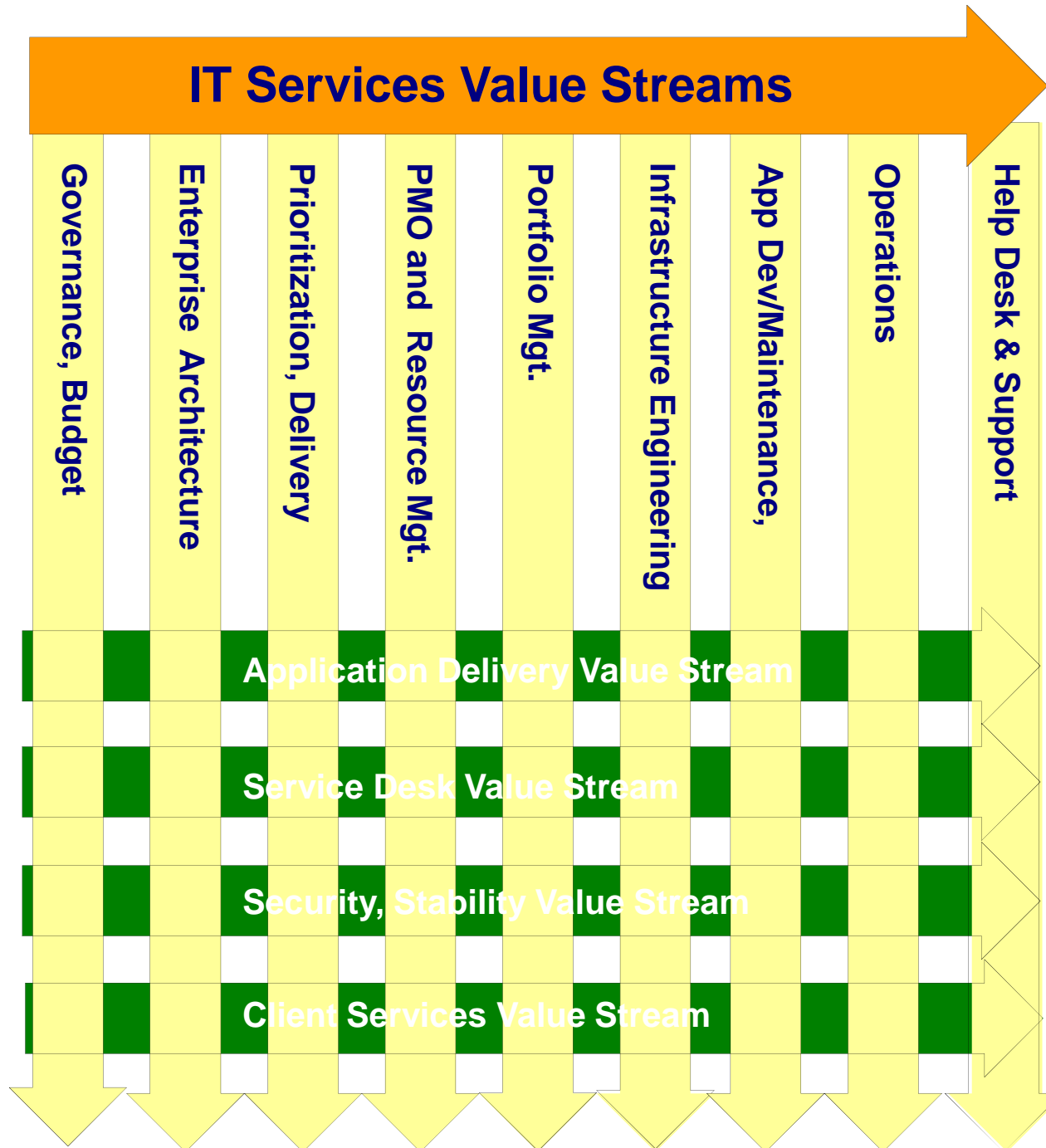
- IT enables people to solve problems and create value

  - Information is primary

  - Functionality is secondary

The "Weave"

IT Services Value Streams

Governance, Budget

Enterprise Architecture

Prioritization, Delivery

PMO and Resource Mgt.

Portfolio Mgt.

Infrastructure Engineering

App Dev/Maintenance,

Operations

Help Desk & Support

Application Delivery Value Stream

Service Desk Value Stream

Security, Stability Value Stream

Client Services Value Stream

7

IT Services Value Streams

Governance, Budget	Enterprise Architecture	Prioritization, Delivery	PMO and Resource Mgt.	Portfolio Mgt.	Infrastructure Engineering	App Dev/Maintenance,	Operations	Help Desk & Support
		Application Delivery Value Stream						
		Service Desk Value Stream						
		Security, Stability Value Stream						
		Client Services Value Stream						

8

IT Services Value Streams

Governance, Budget · Enterprise Architecture · Prioritization, Delivery · PMO and Resource Mgt. · Portfolio Mgt. · Infrastructure Engineering · App Dev/Maintenance, · Operations · Help Desk & Support

Application Delivery Value Stream

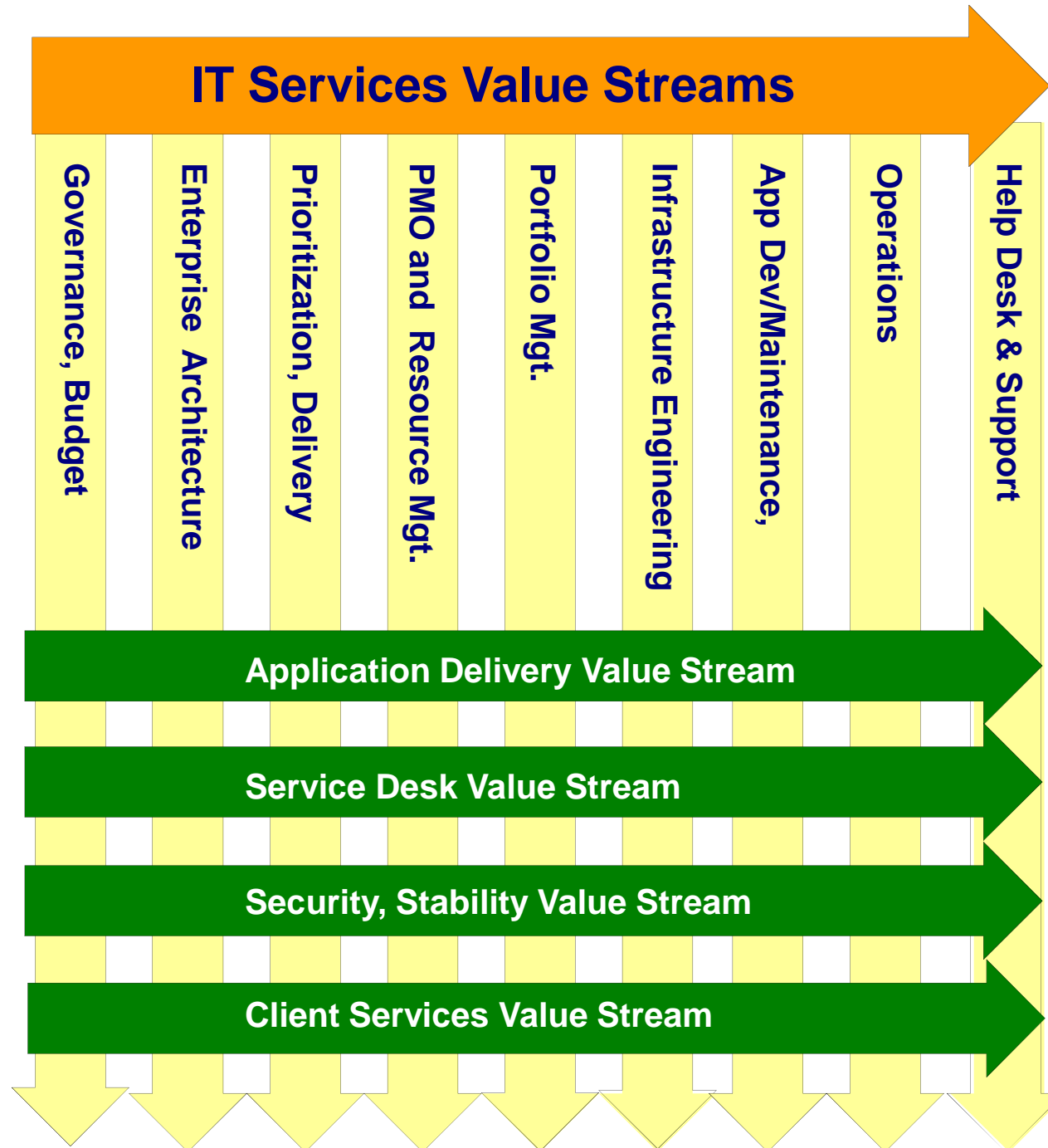Service Desk Value Stream

Security, Stability Value Stream

Client Services Value Stream

About the "Weave"

- The good: expertise and execution/collaboration and communication

- The bad: silo based thinking, local optimization, conflicting priorities

- The ugly: unnecessary complexity and tech debt
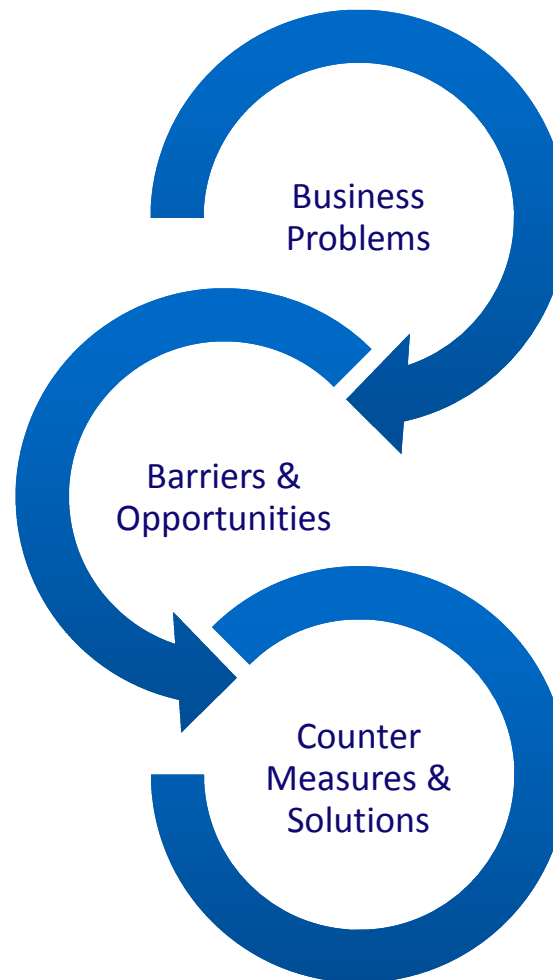
IT vs. Lean - Behaviors
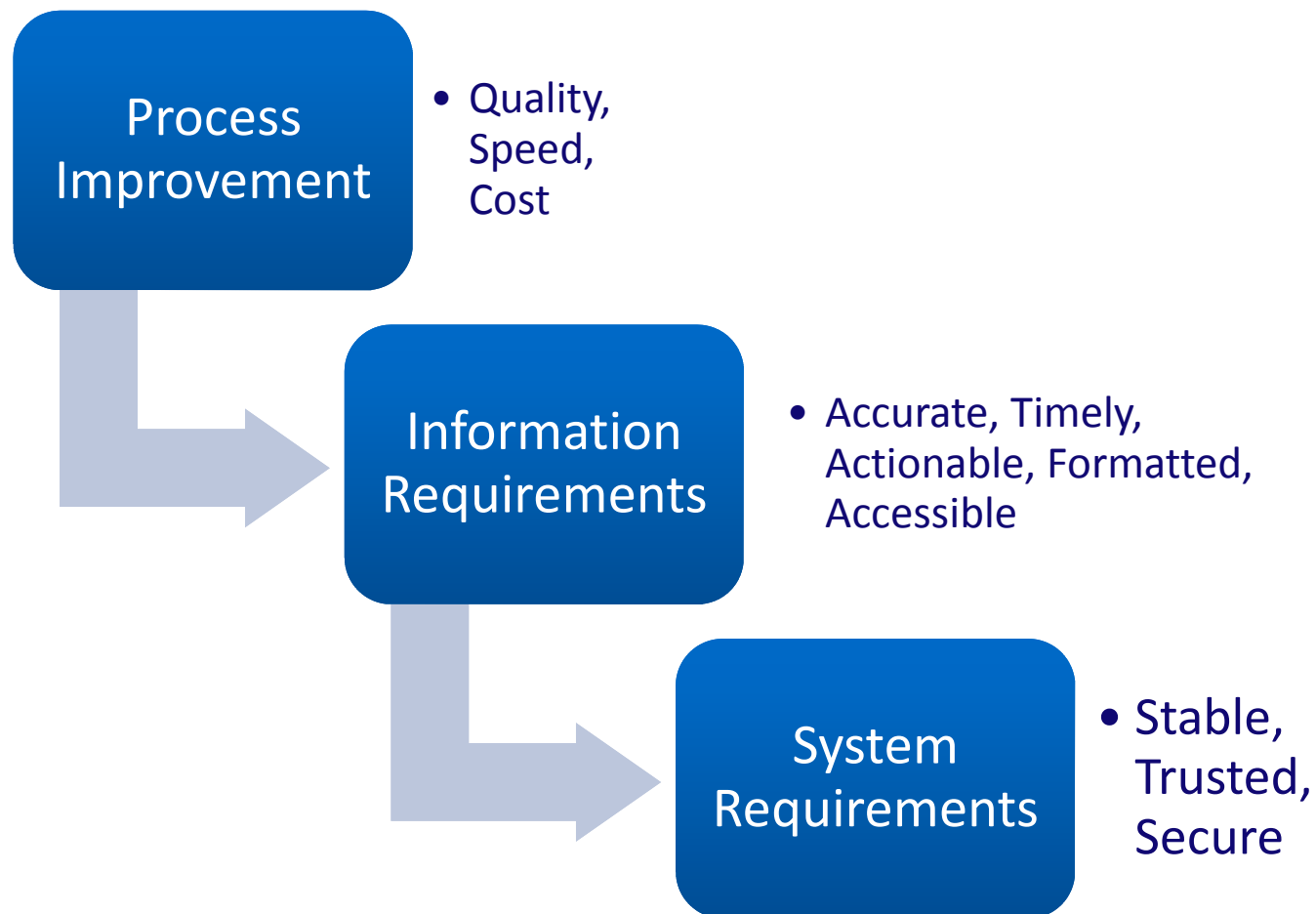
- Firefighting to methodical cadence of work

European
Lean IT Summit

4 Steps

1 Understand the *real* work

2 Streamline communication

3 Simplify the process

4 Adopt hypothesis-driven problem solving

Projects
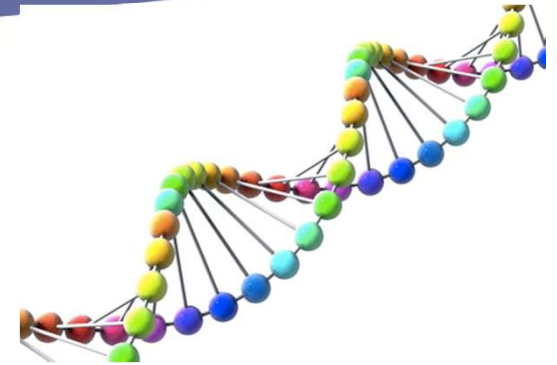

Business Problems

Barriers & Opportunities

Counter Measures & Solutions

European Lean IT Summit

Working Sequence

Process Improvement

- Quality, Speed, Cost

Information Requirements

- Accurate, Timely, Actionable, Formatted, Accessible

System Requirements

- Stable, Trusted, Secure

European Lean IT Summit

An Example

- "Know the *business* better than the *business*"

- *4 DNA elements applied to information*

European
Lean IT Summit

Processing "Client" Records

1. ***Specifications document all work processes and include content, sequence, timing and outcome.***

   - VSM
   - Volume, quality and timing measures
   - Focused process mapping
   - Problem solving

European Lean IT Summit

Processing "Client" Records

Map Information Sources, Flows, & Requirements

Processing "Client" Records

2. ***Connections with clear YES/NO signals directly link every customer and supplier.***

- Collaborate <u>all</u> the players
- Coordinate information systems
- Establish clear signals and business rules

European
Lean IT Summit

Processing "Client" Records

Determine Information To Be Delivered

Let Users Define Value

European
Lean IT Summit

Processing "Client" Records

3. ***Every product and service travels a single, simple and direct flow path.***

- Clearly define the target value stream

- Keep it simple and direct

- Coordinate information systems

European Lean IT Summit

Processing "Client" Records

Keep Information Flow "Simple"

Avoid Workarounds

Processing "Client" Records

4. ***Workers at the lowest feasible level, guided by a coach, improve their own work processes using scientific methods.***

- Keeps the people closest to the work engaged in CPI

- Keeps work instructions from becoming "invisible"

- Works as a disinfectant to reactive firefighting behavior

European
Lean IT Summit

Processing "Client" Records

IT Must Be Engaged In Ongoing CPI

Why is Lean IT So Difficult?

The Trouble with CPI and IT

- Conflicting forces

- Event-driven thinking

- Culture of heroic effort

- Leading with technology to solve a process problem (missing the point)

European
Lean IT Summit

Examples of Applied Lean IT

- Server Deployment
- App and H/W Maintenance
- Dev/Ops Coordination
- Break/Fix Process
- Offshore Coordination
- Coverage Process
- Help Desk
- Prioritization

Questions & Comments

Mike Orzen
Lean Enterprise Institute
The Shingo Prize
www.maorzen.com
Twitter: MikeOrzenLeanIT