



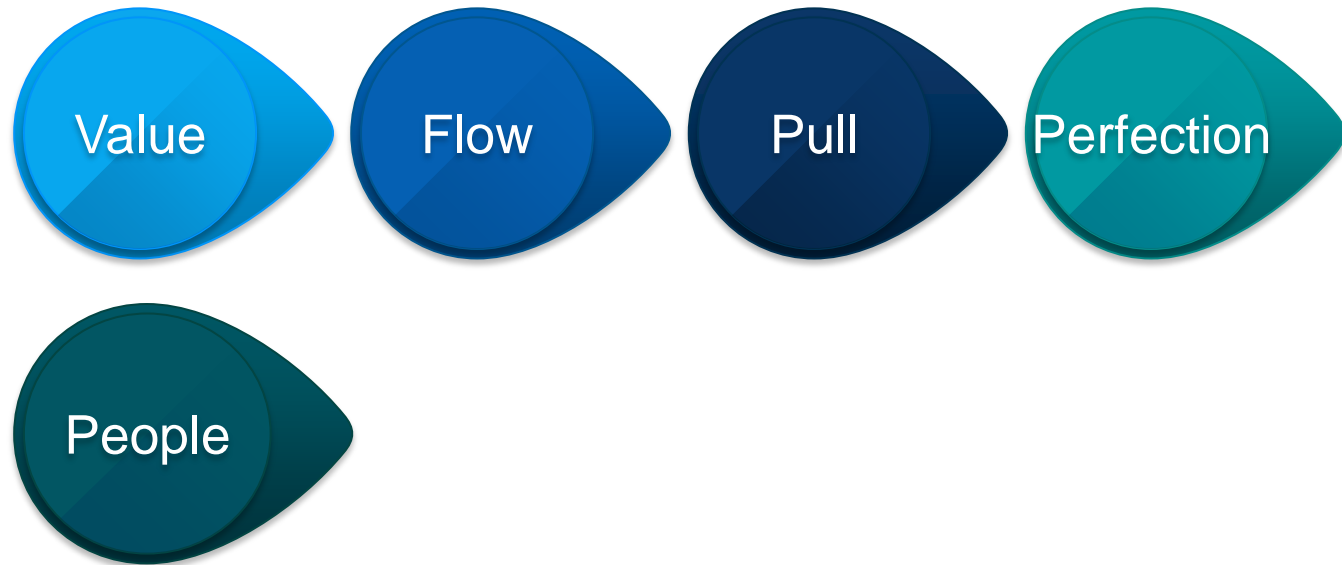
Lean IT Summit

Lean Thinking in IT

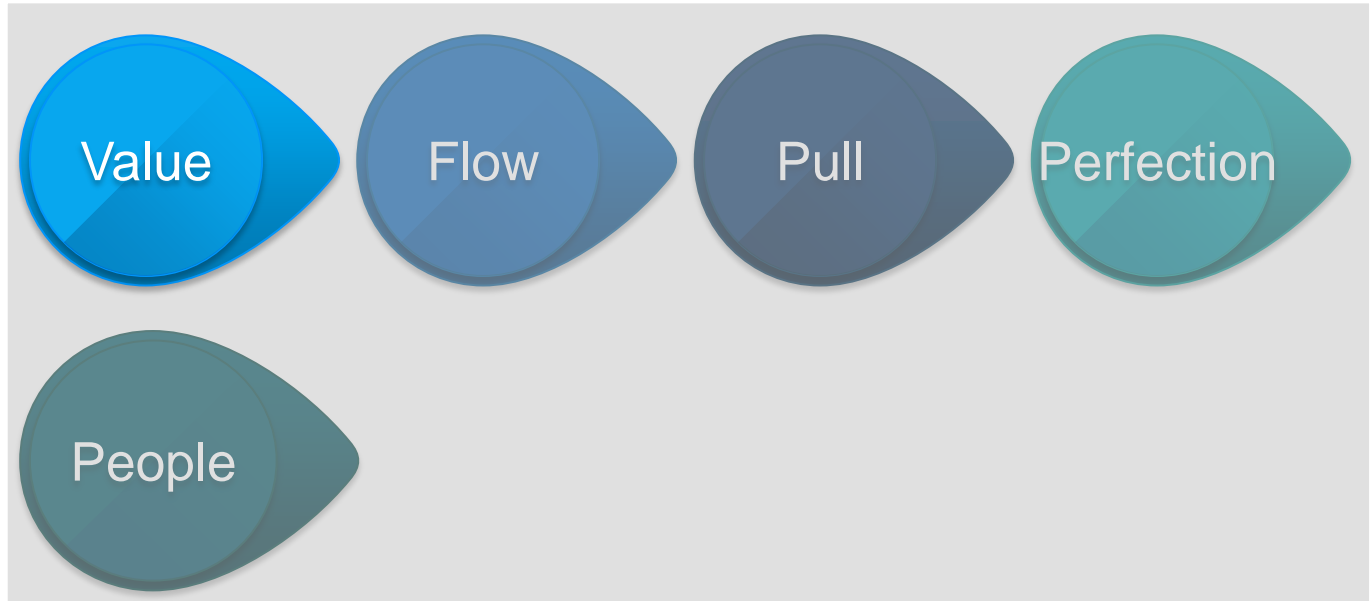
Paris, France
16 & 17 October, 2014

Marie-Pia IGNACE – Institut Lean France
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Lean Thinking in IT



Lean Thinking in IT



Who are your clients?

Clients

Employees

Functions

Us

Client	Service	Value A
35	33	37
3	8	6
11	6	4
10	9	11
11	10	16

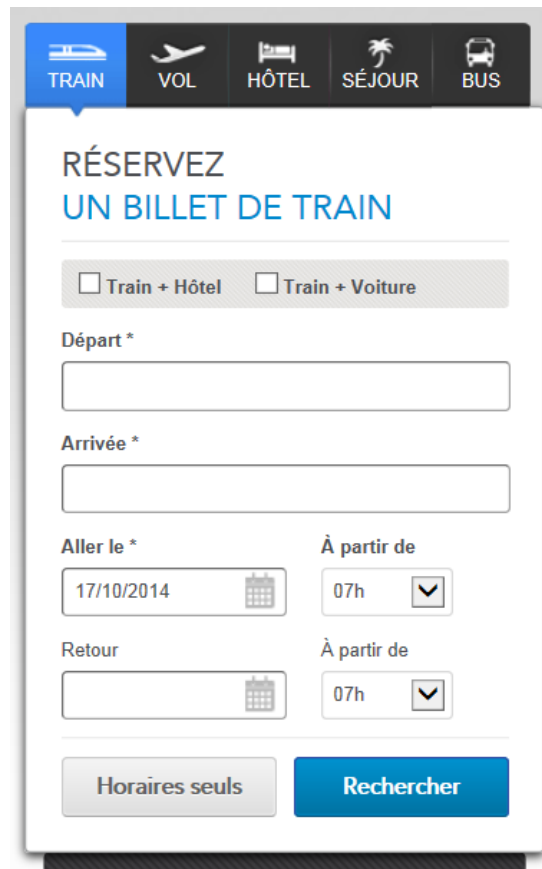
Who are your clients?



What is your value?



What is your value?



The image shows a web interface for booking a train ticket. At the top, there is a navigation bar with five options: TRAIN (selected), VOL, HÔTEL, SÉJOUR, and BUS. Below this, the main heading reads "RÉSERVEZ UN BILLET DE TRAIN". There are two checkboxes: "Train + Hôtel" and "Train + Voiture". The form includes fields for "Départ *" and "Arrivée *". Below these are fields for "Aller le *" (with a date of 17/10/2014 and a calendar icon) and "Retour" (with a calendar icon). To the right of these are "À partir de" dropdown menus, both set to "07h". At the bottom, there are two buttons: "Horaires seuls" and "Rechercher".


TRAIN VOL HÔTEL SÉJOUR BUS


RÉSERVEZ
UN BILLET DE TRAIN


☐ Train + Hôtel ☐ Train + Voiture


Départ *

Arrivée *

Aller le * 17/10/2014 

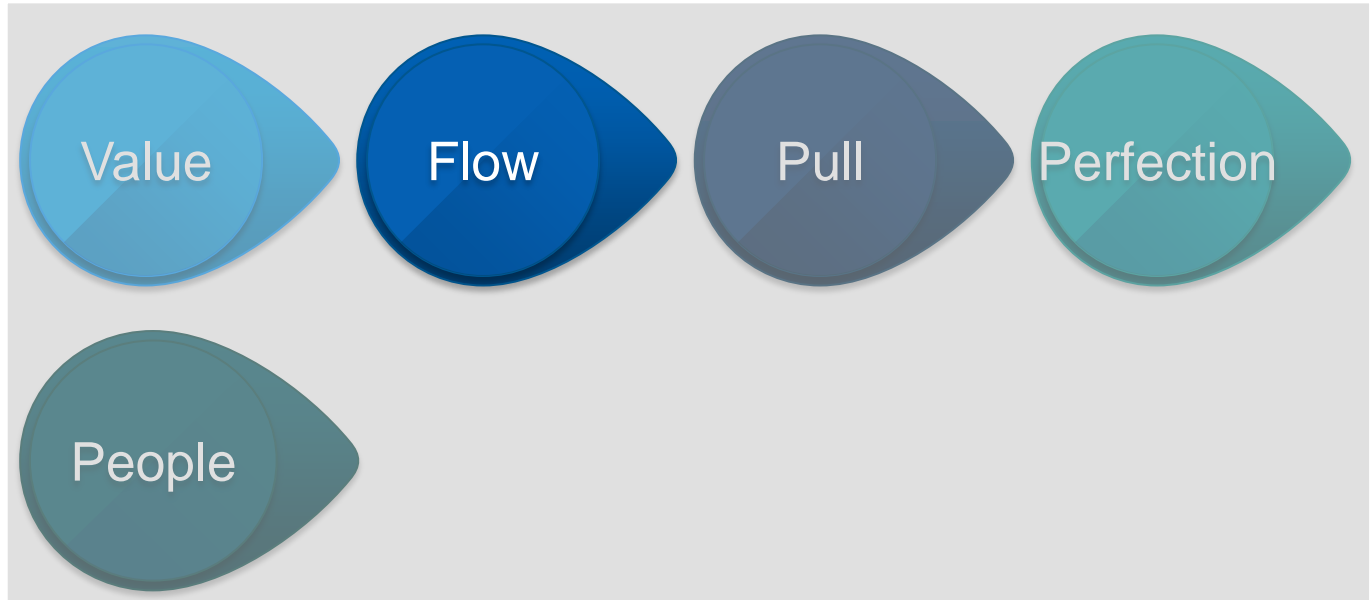
À partir de 07h 

Retour 

À partir de 07h 

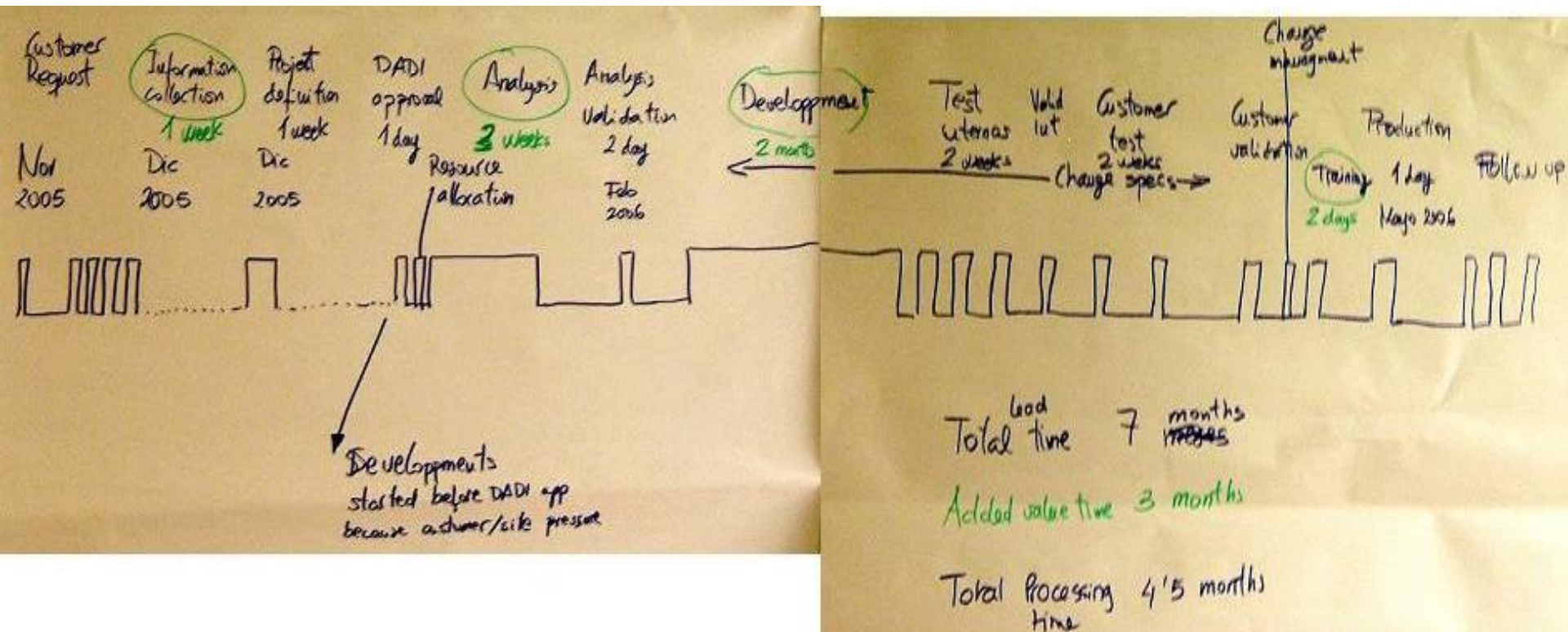
Horaires seuls Rechercher

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Flow is for velocity





Flow

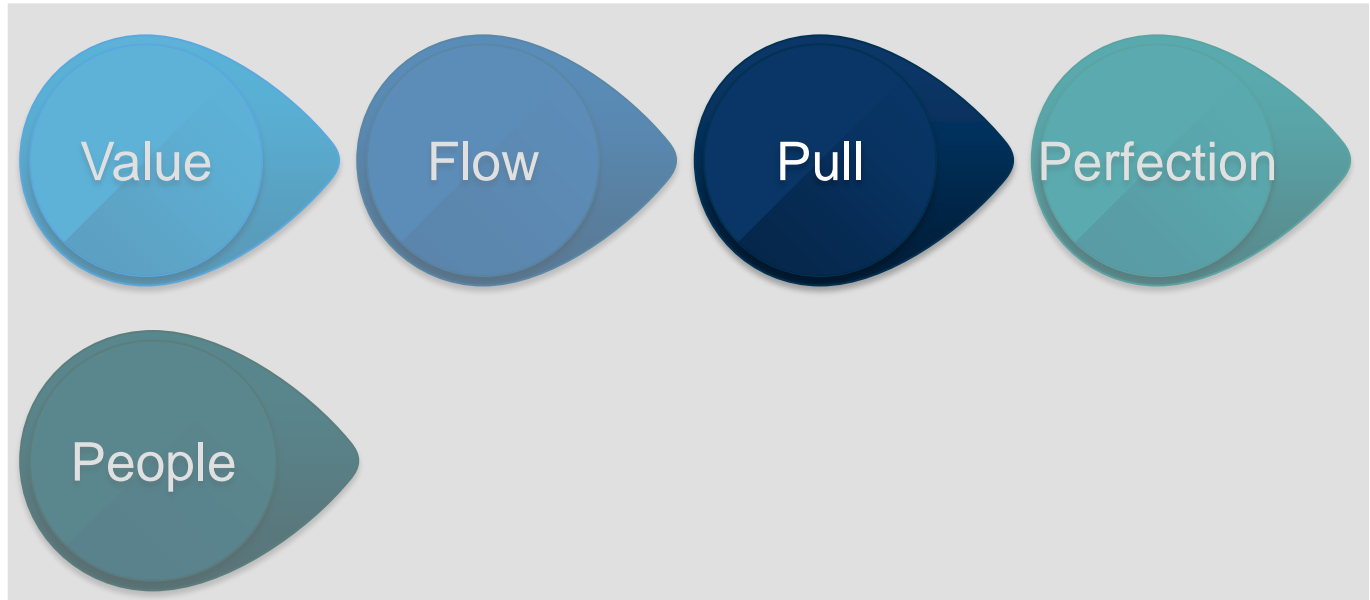
1. Connect
the dots

23 → 1
days

2. Manage
your red bins



Lean Thinking in IT



As fast as your
client requests
it
-
As late as
possible



Pull

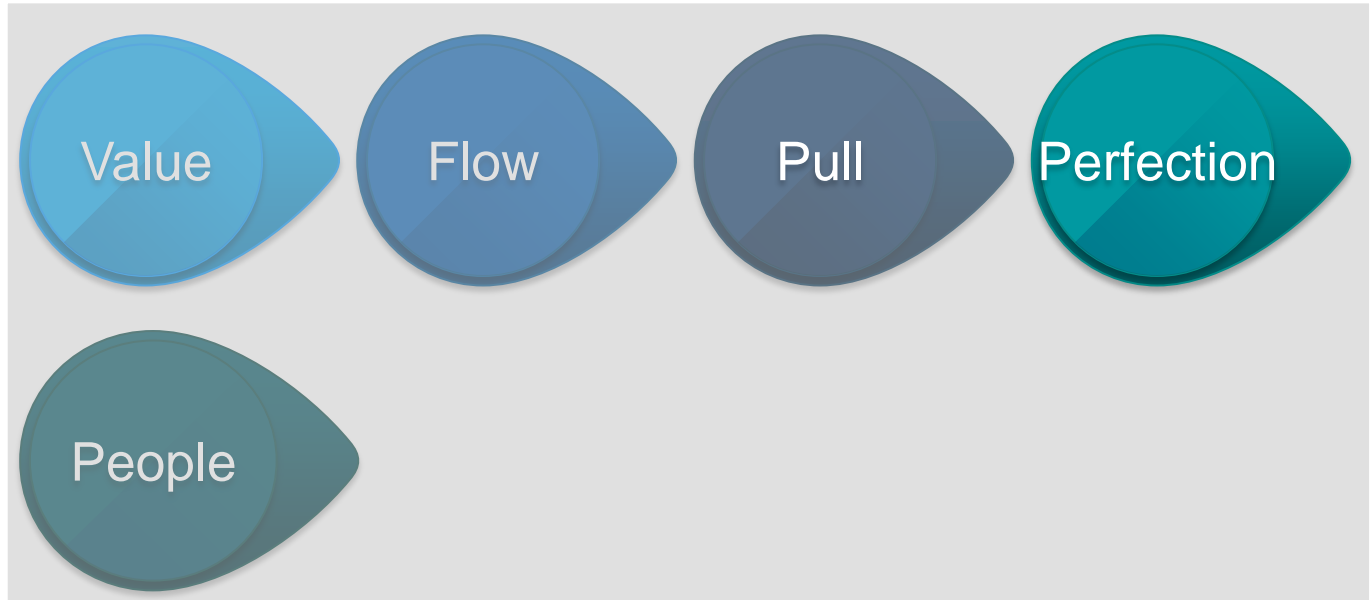
1. Calculate
your **takt time**

+10  0
days

2. Let it lead
your process




Lean Thinking in IT





Perhaps the biggest challenge I see is the application of lean management principles to software creation, which is highly complex, with numerous opportunities for defects.

...

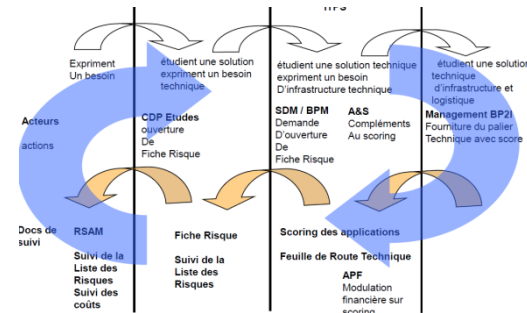
The only real testing happens once the software is completed, with the customer as a beta tester. To me, this is unacceptable; **we would never do that with a washing machine.** 



Marc Onetto
served as a
Senior Vice
President of
Worldwide
Operations at
Amazon.com

TPM in IT

Availability
of the
infrastructure
-
Count the 9



Year 0 – 98,993%

Year 1 – 99,373%

Year 2 – 99,696%

Quality of the code

-

Count the Kloc

eXtreme-Programming

Small batches

Reduce dependencies

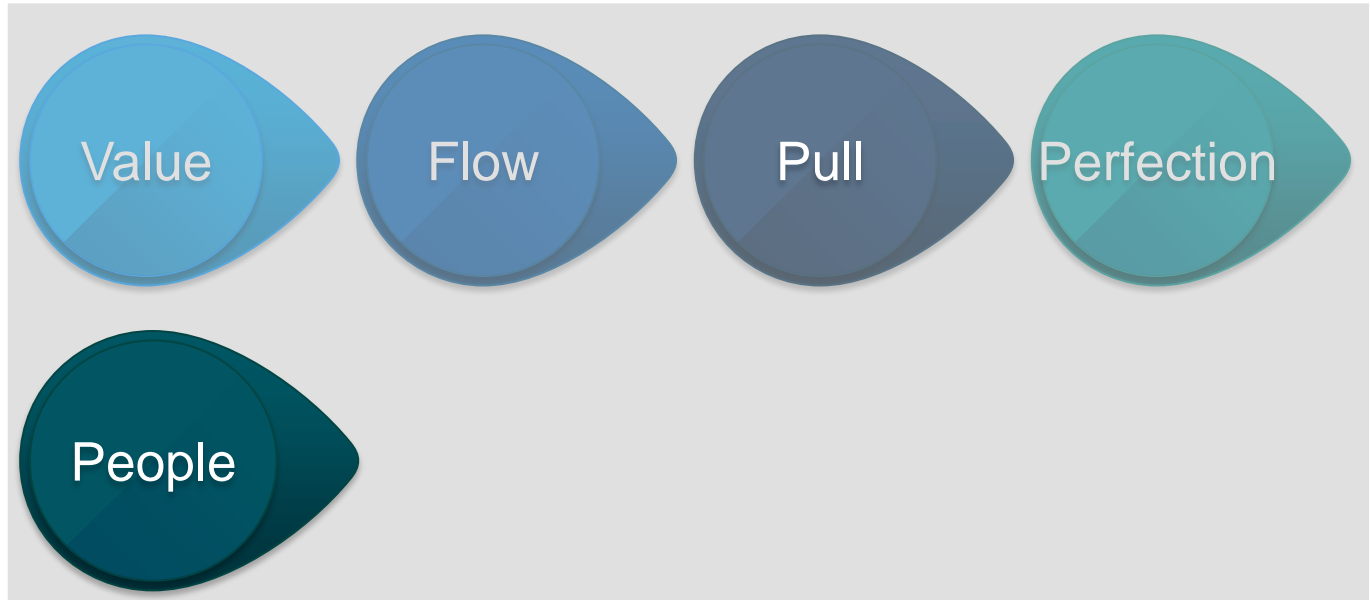
SW/HW

Automated continuous
integration

Design-By-Contract

0.05 defects /Kloc

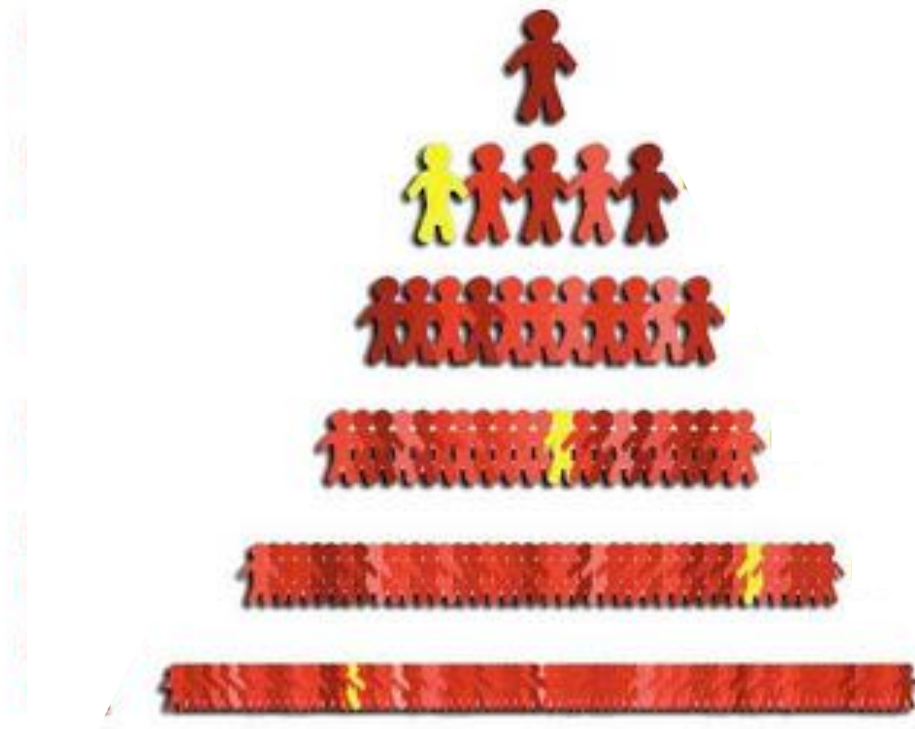
Lean Thinking in IT



«I found what Toyota did so remarkable. The company thought about the assembly line as a way to get product out. But it also engaged people in solving problems. And that turned the company into a creative environment.»



Pixar's co-founder Ed Catmull





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