Pulling the flow in an IT environment.

What to expect ?

Where do we start from ?
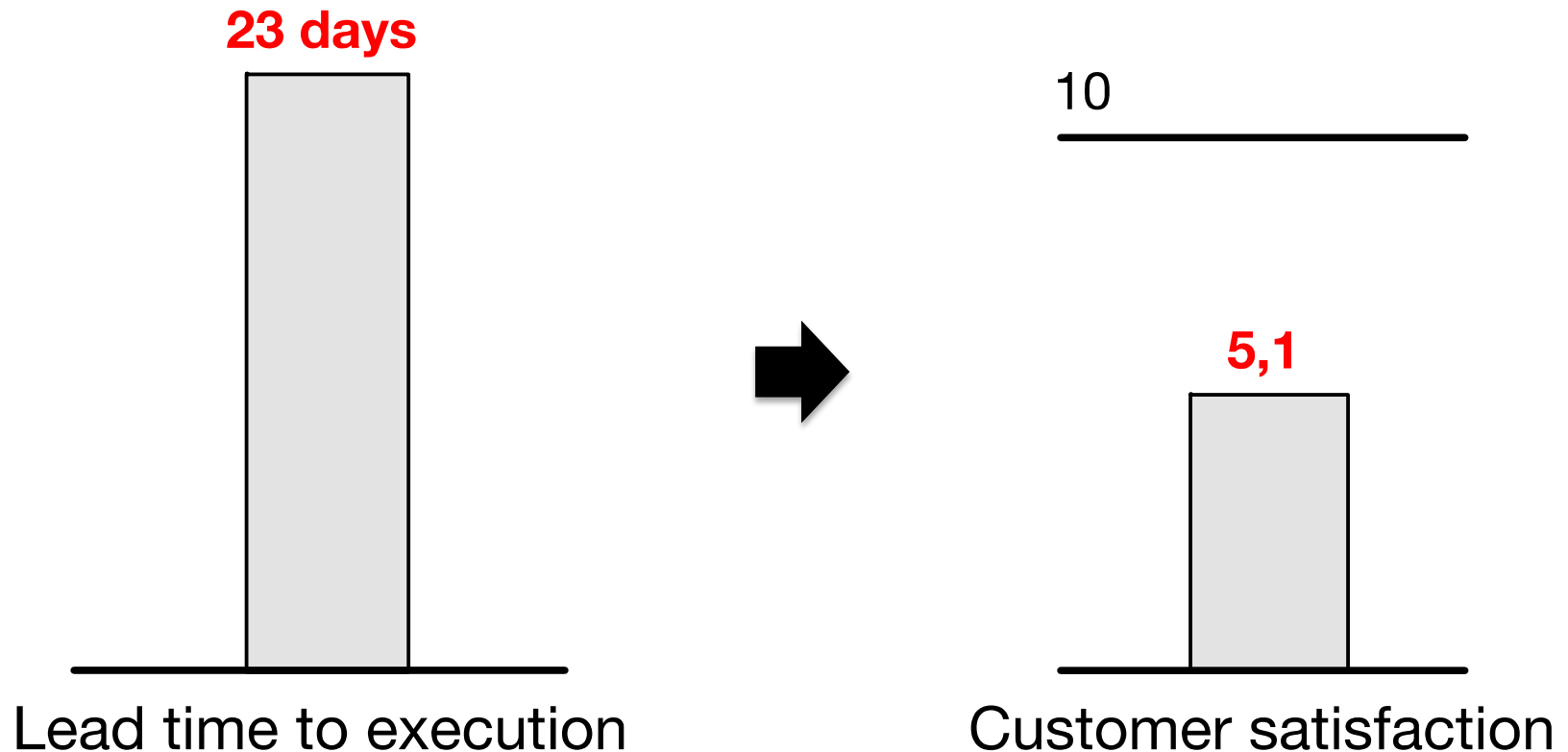
We are delivering programs that enable servers to exchange files automatically
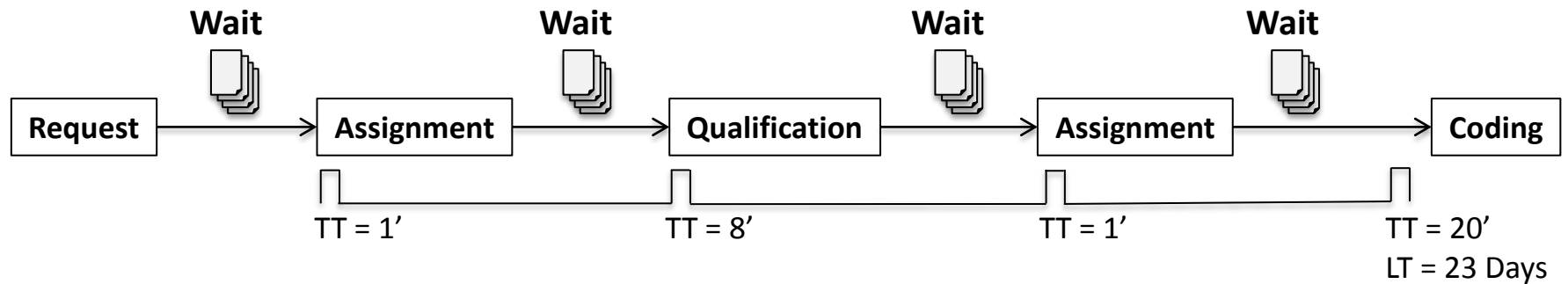

Our clients are unhappy

The Quality is not satisfying
the Lead Time is unbearably long

23 days

10

5,1

Lead time to execution

Customer satisfaction

OK, we have to see this

Gemba

Efficiency= 30' / 23d = 0.2%

TT = Touch Time
LT = Lead Time

What do we want to do about it ?

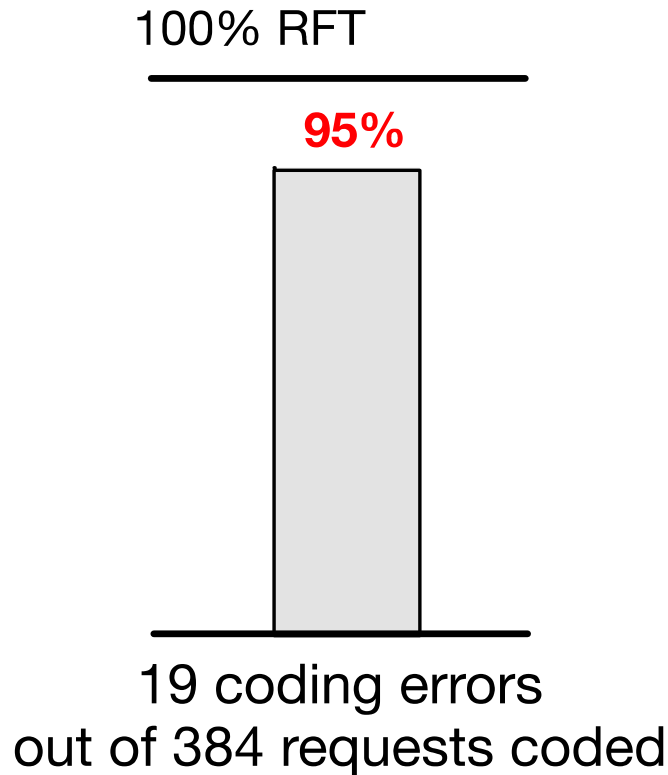# We want to restore customer satisfaction
by delivering **within 1 day** a fully functional program

23 days

1 day

Lead time to execution

10

8

5,1

Customer satisfaction

Performance achieved within 2 months

The quality is measured

100% RFT
_____

95%

19 coding errors
out of 384 requests coded

Fine, but is that an improvement ? We humbly don't know

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The Lead Time is divided by 20

23 days

1 to 2 days

At project start

after 2 months

71%

29%

1 day

2 days
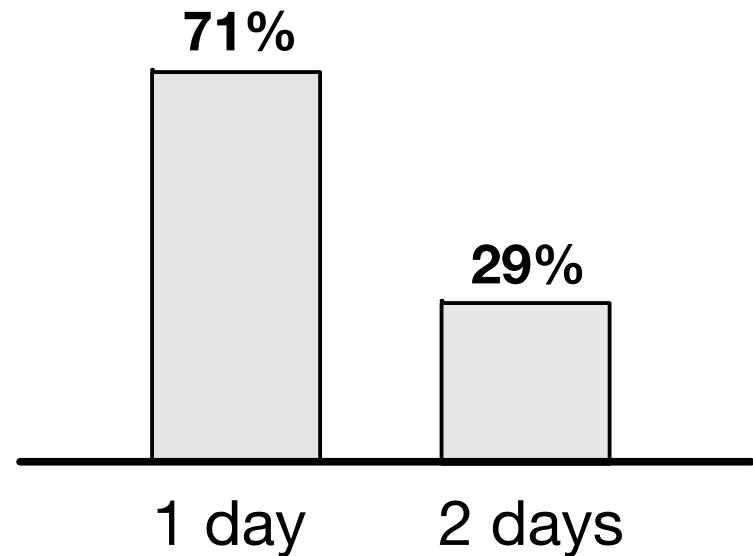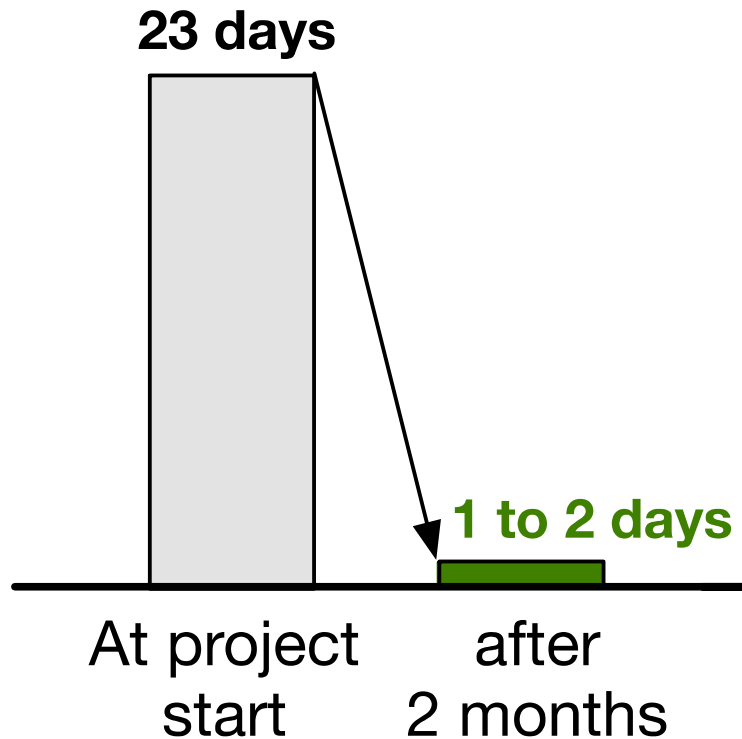
The Stock of requests is eliminated

	180	229	0
	Start	1 month	2 months
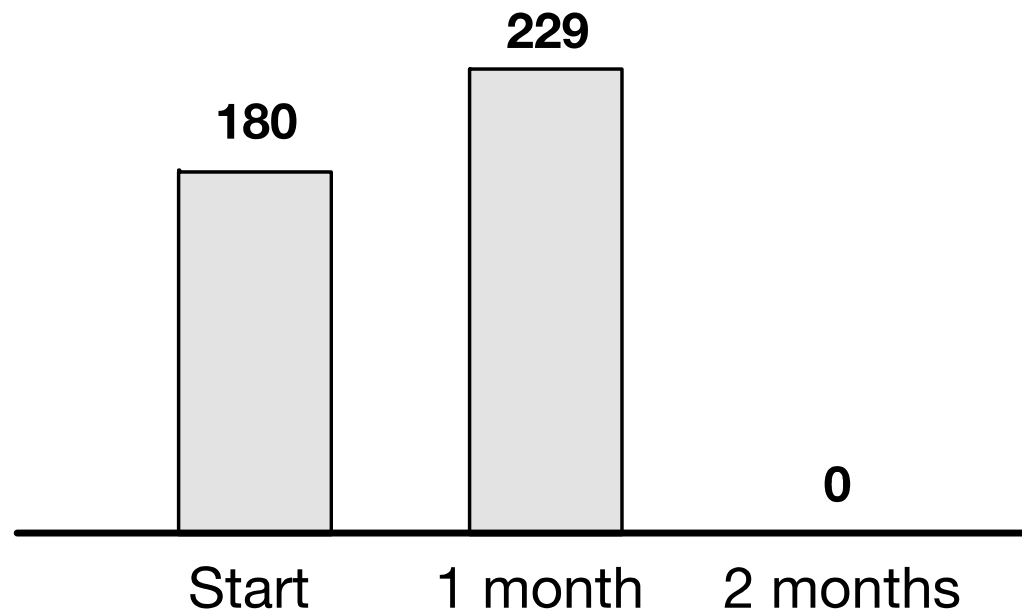
And Customer Satisfaction climbs above our target

10

8

8,4

5,1

Customer satisfaction
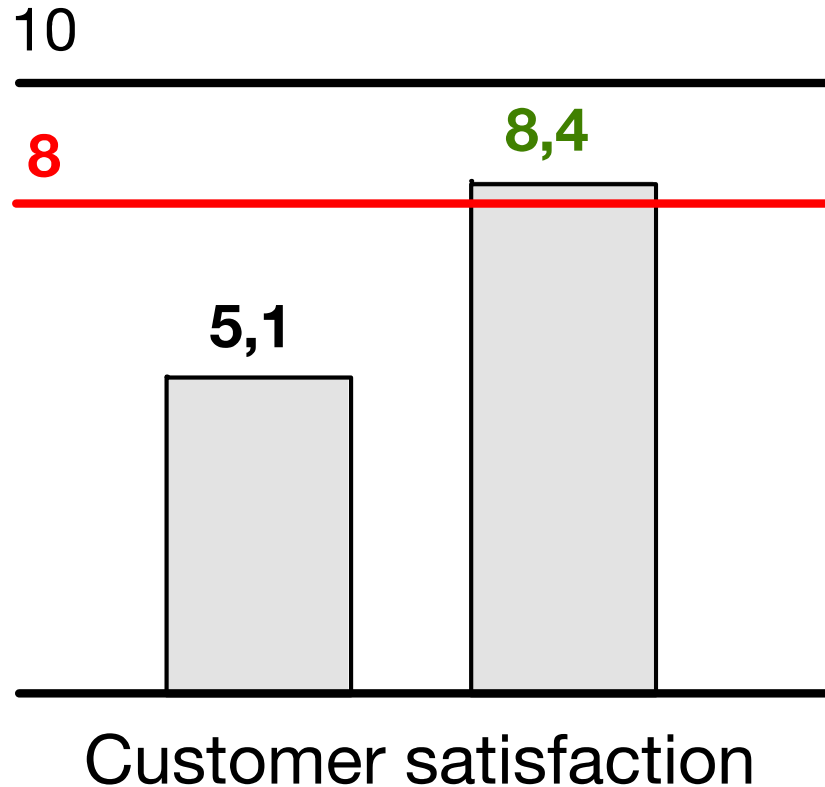
How do we go about it ?

Roadmap

Cell

↳ Pull flow

 ↳ Andon

  ↳ Red bins

   ↳ Problem solving
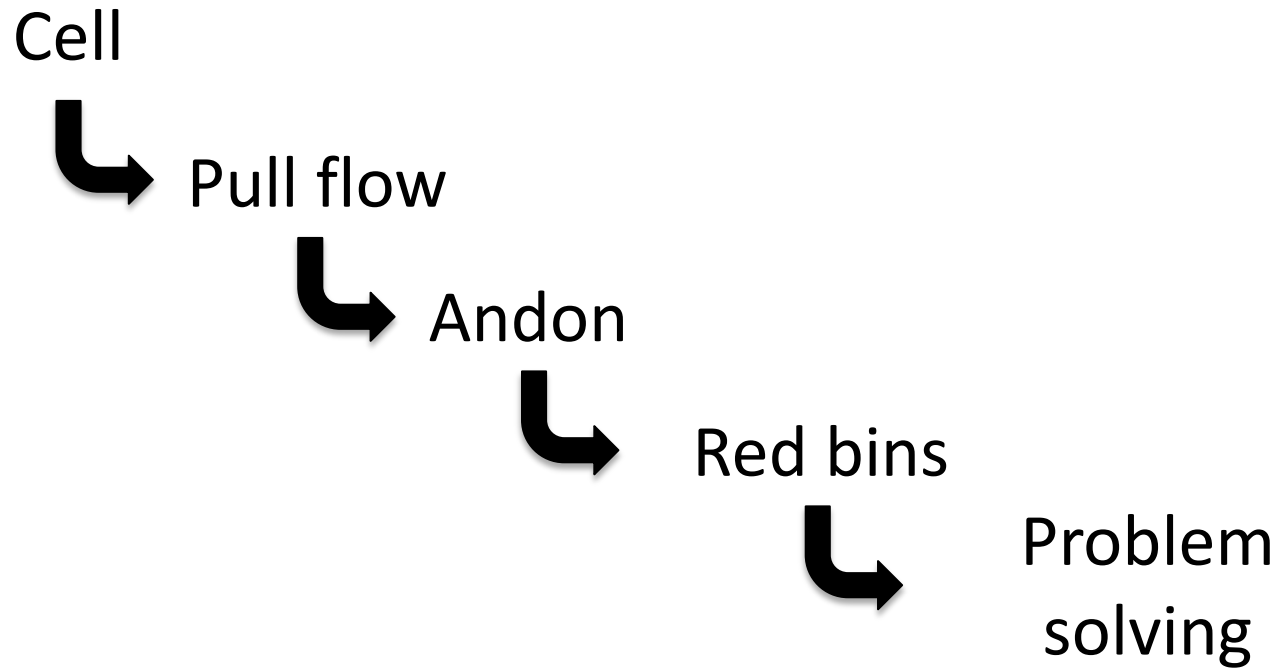
First we have to build the cell

Roadmap

Cell ⬅

Pull flow

Andon

Red bins

Problem solving

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We decide to move from this …

Distant co workers

Customer

Request   Qualification   Assignment   Coding

... to this !

Customer

Colocated co workers

Creation

Qualification & Coding

1 Team Leader
1 qualifier
2 coders

Sounds easy, right ? Well …

Co workers switched

No network

Accident

Vacation

No Desk

Workflow not installed

No laptop

Process changed

Borrowed laptop does not function
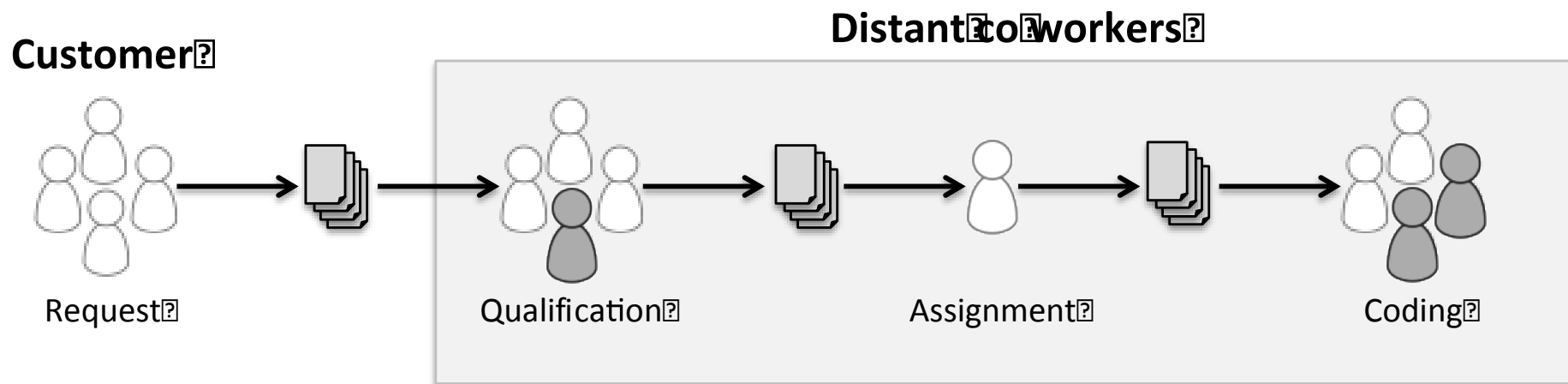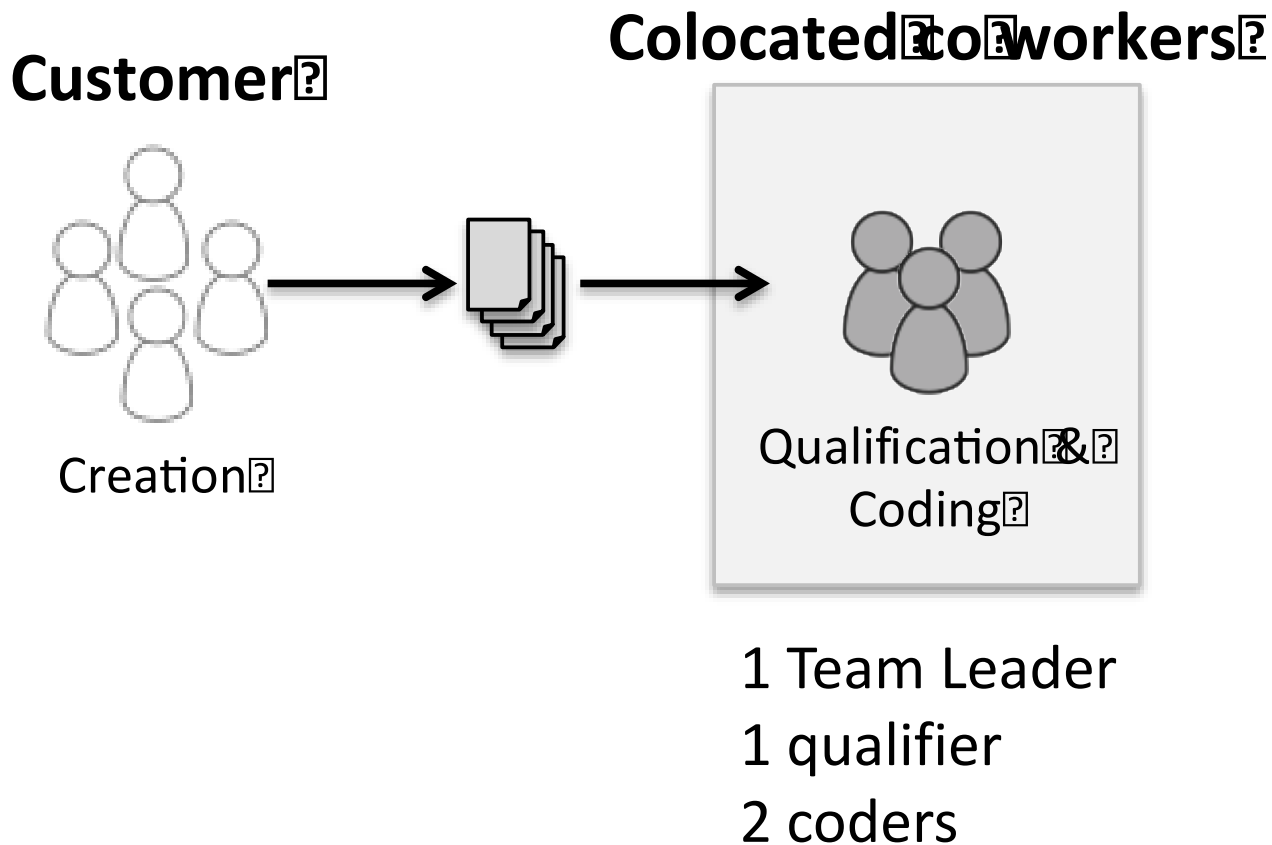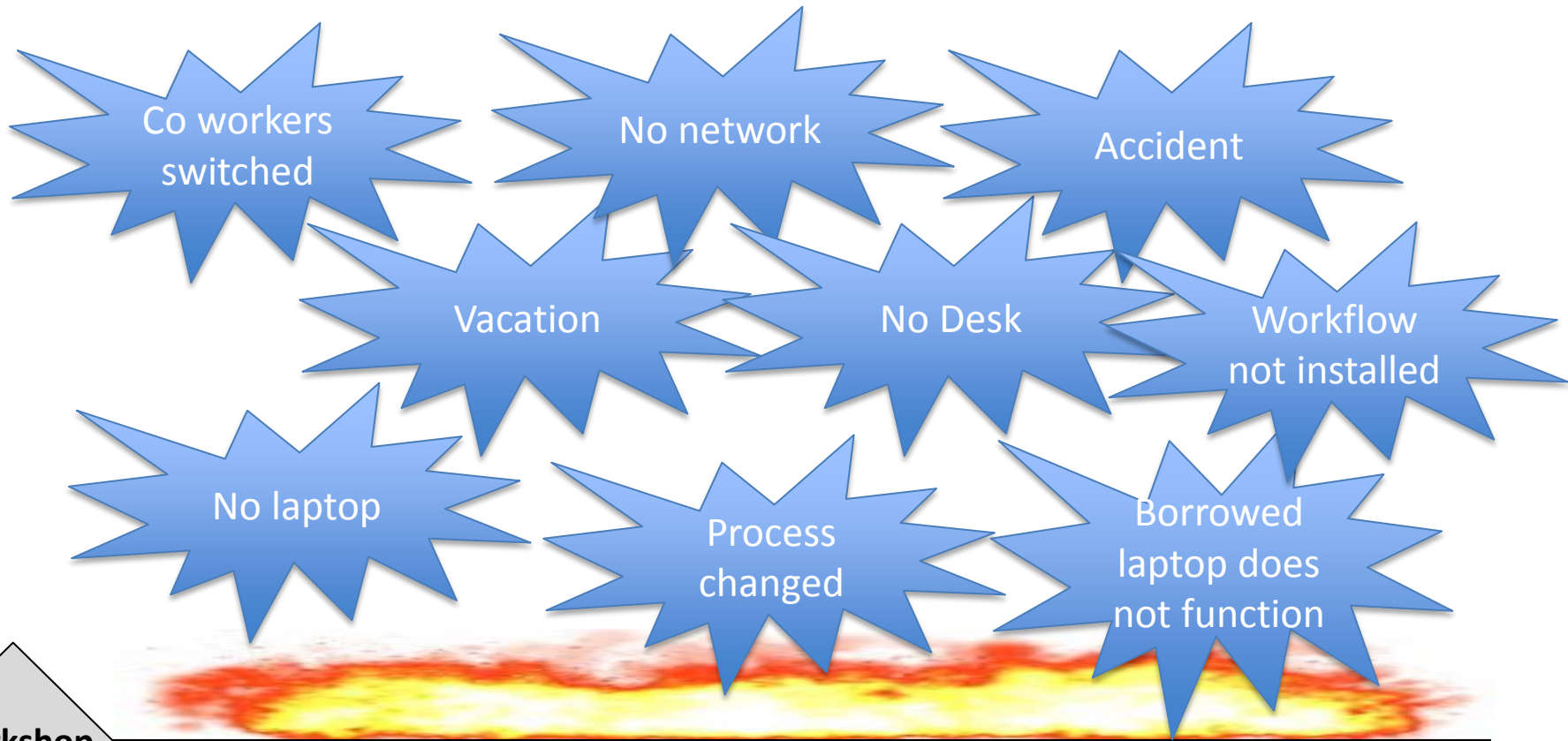
Workshop

First Month

And meanwhile, obviously …

229

180

At project
start

Half through
the project
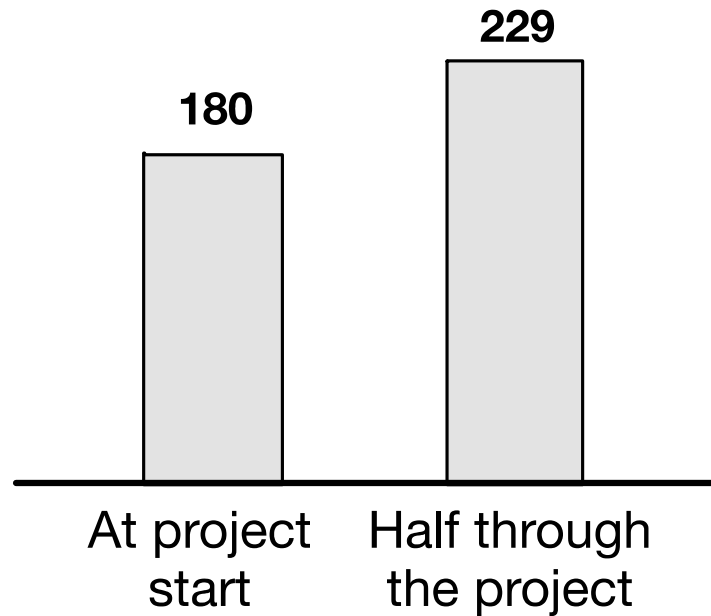
Workshop

First Month

But finally… We are getting there !

And it immediately pays off …

23 days

-11 days

At project
start

Set up
production cell
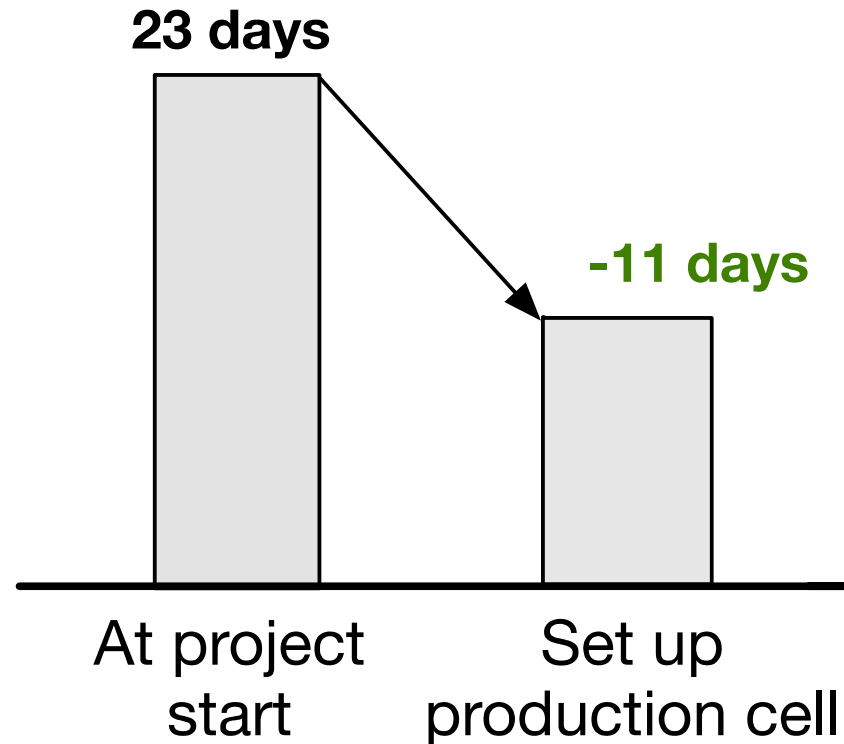
… by simply removing the wait
due to the disconnection of the qualification and coding processes
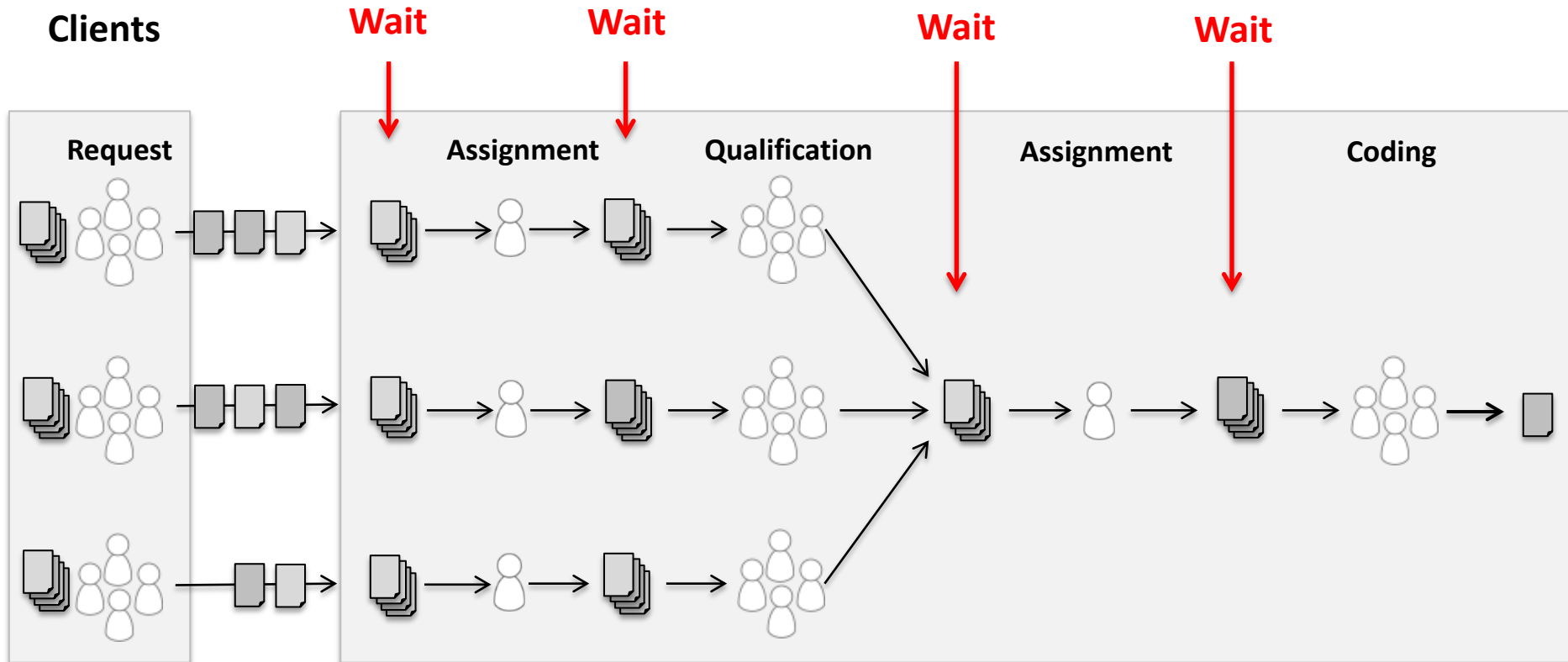
But ultimately, is everything ok ?

The situation is still very confusing

We still have no clue of today's requests, the work in progress, stock, lead time, quality of coding and productivity.

So first of all, we need to :

1 – make the activities visible

2 – drive the activities

1 – Make the team activities visible
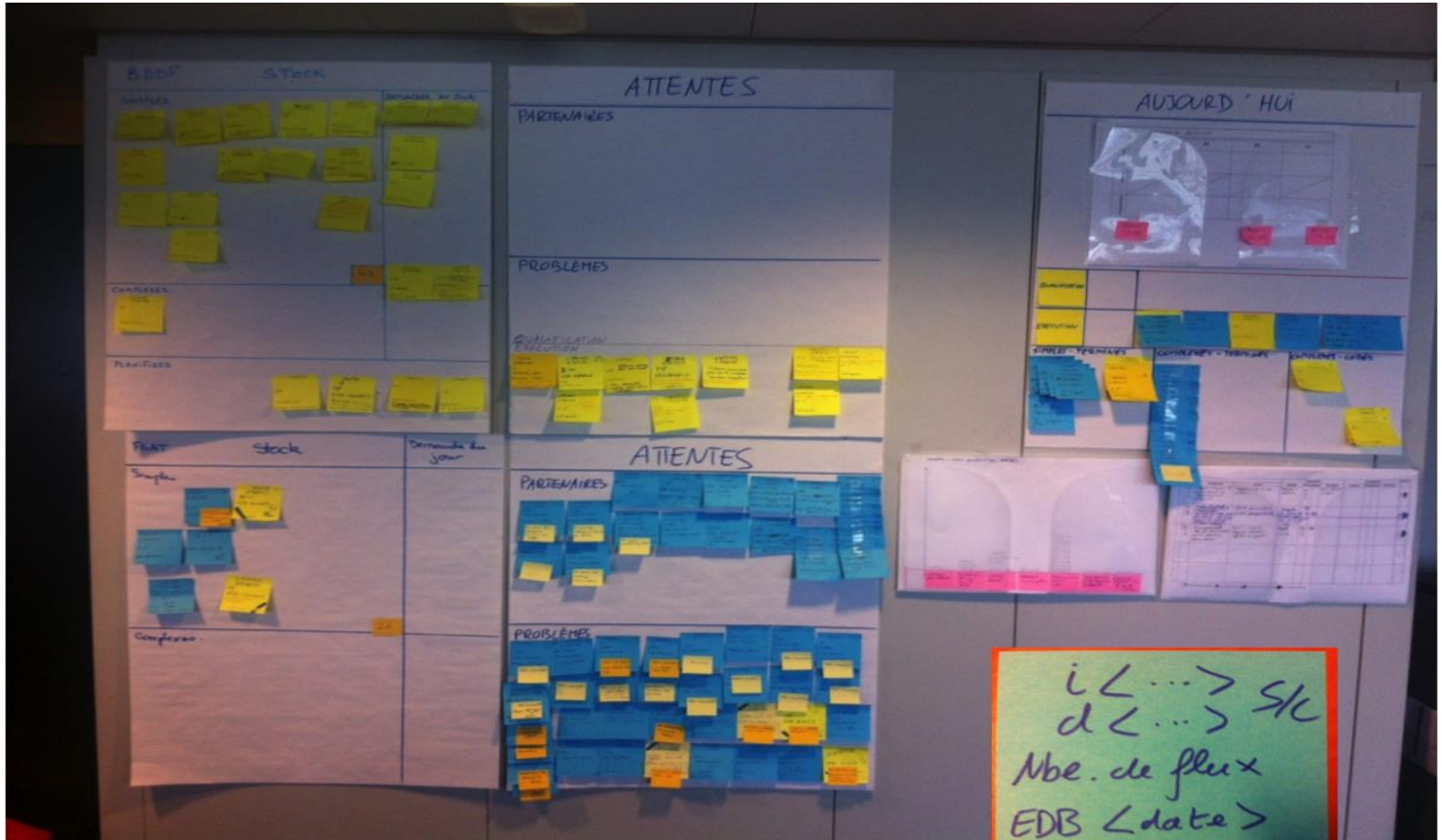
Benefits

We immediately know what is going on

– Today's workload

– Coming days workload as long as there is stock to deal with

– Client incomplete requests awaiting further information

We can make informed decisions

– Not much to do today, I can take requests out of the stock

– Too much to do today, I know I have to ask for help

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2 – Drive the team activities

Customer satisfaction

Quality

Stock

Indicators are
updated every
day at 5pm

Lead Times

Problem solving

Benefits

We have an impact on Lead Time

- show in real time if the team succeeds in fulfilling today's requests

- quickly identify why and what problems to solve

We have an impact on Quality

- identify the causes of bad quality

Now our activities
are manageable,
let's activate the cell

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Roadmap

Cell

Pull flow

Andon

Red bins

Problem solving
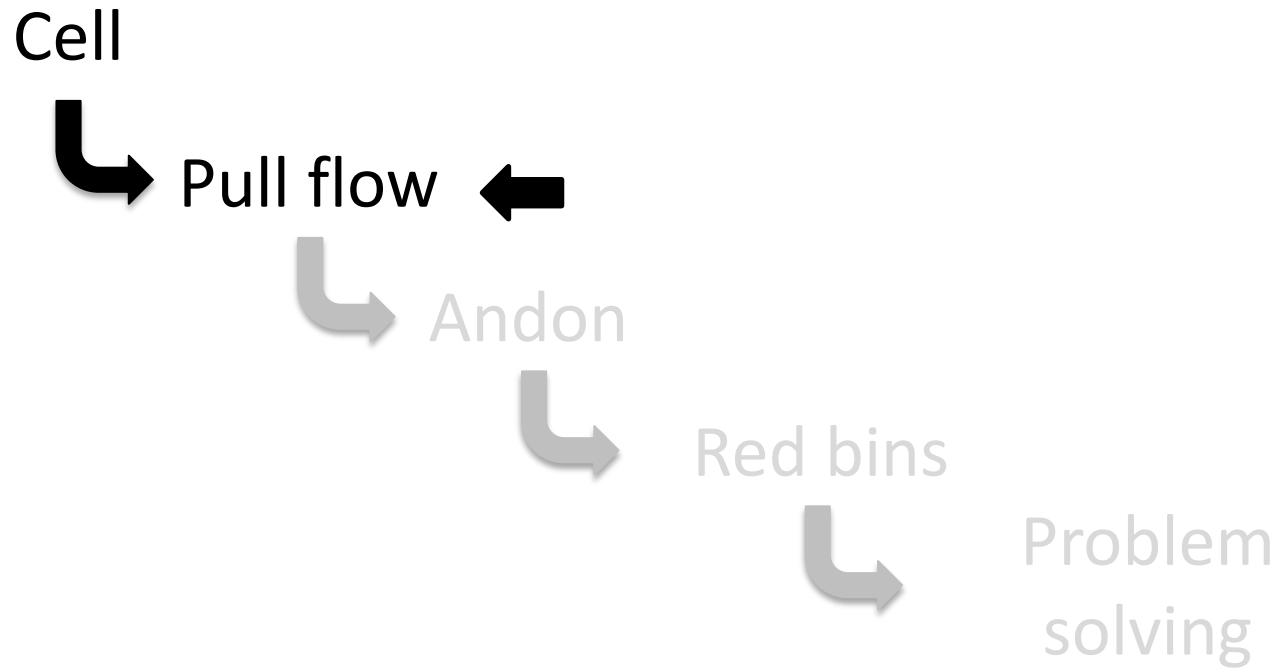
Previously, we had a pushed flow …

Client

Request

Qualification

Stock

Stock

Assignment

Coding

Stock

Request
fullfilled
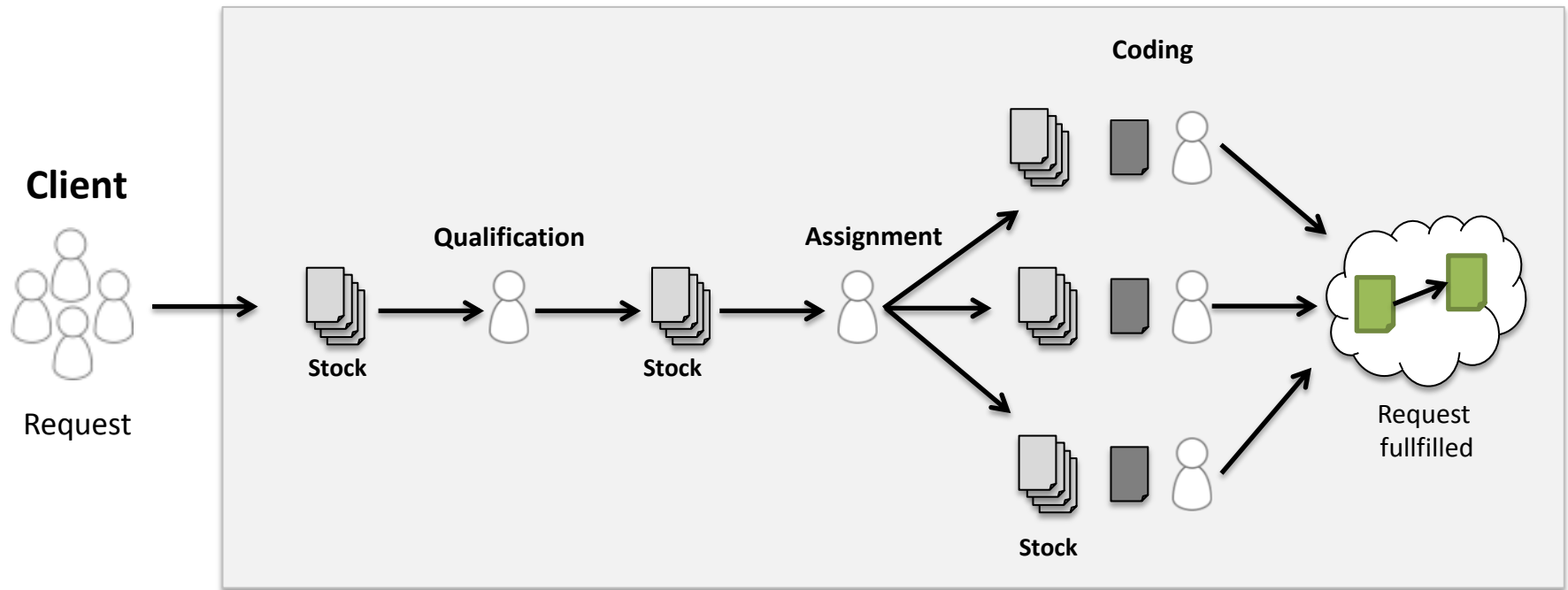
... now we are setting up a pulled flow
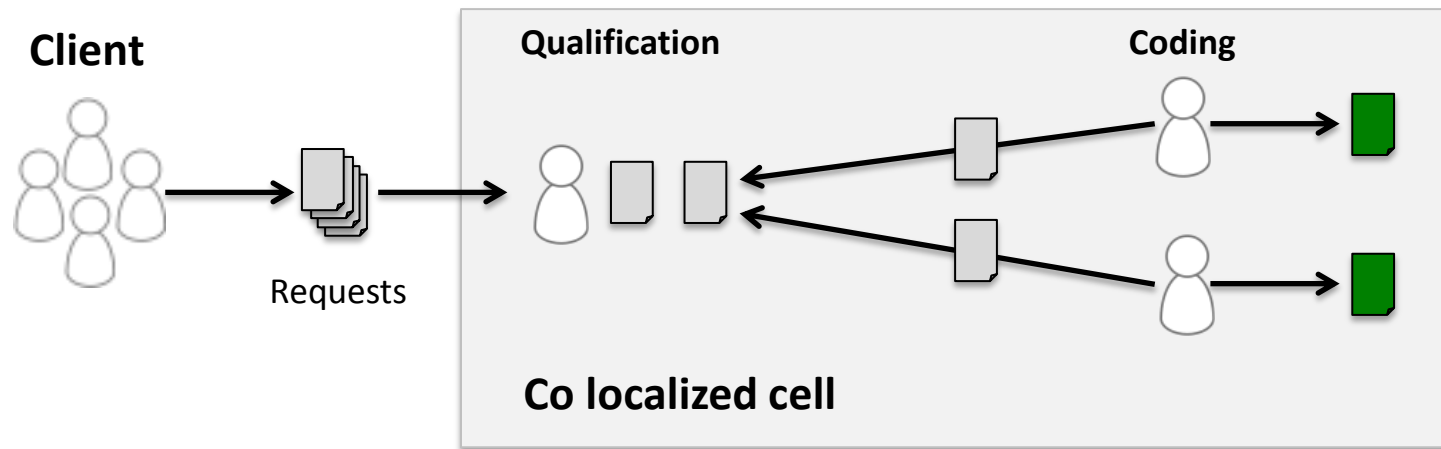
Rule #1 : address today the requests arrived yesterday

Rule #2 : do not qualify (and send to code) throughout the day, 10:30 am is the limit

Rule #3 : only code requests from the stock if today's requests are fully addressed

That's how it materialized
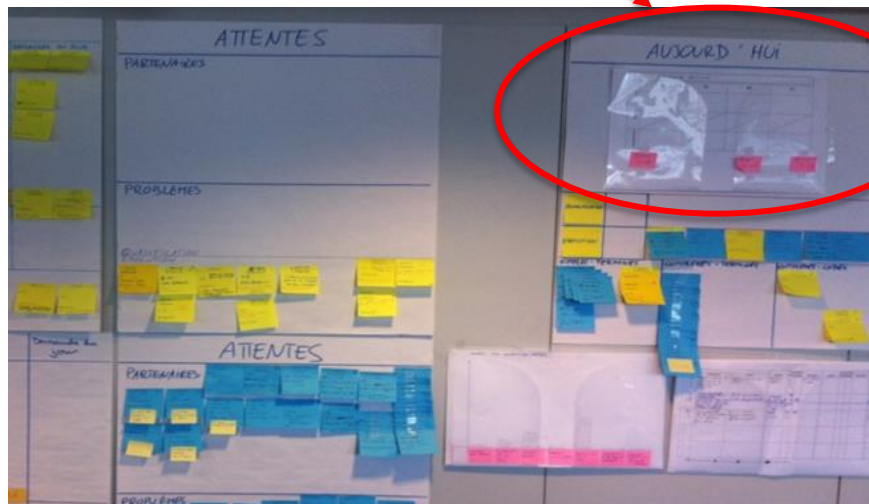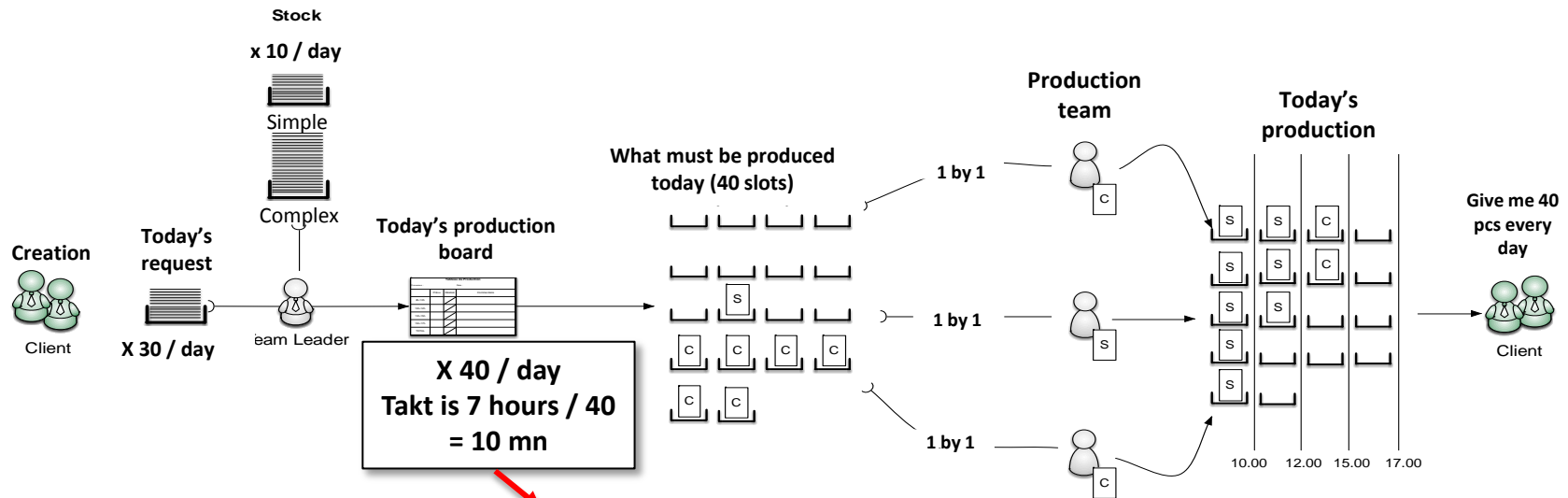
All we need to do now is to allow the flow to, well ... flow

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Roadmap

Cell

Pull flow

Andon

Red bins } ←

Problem solving

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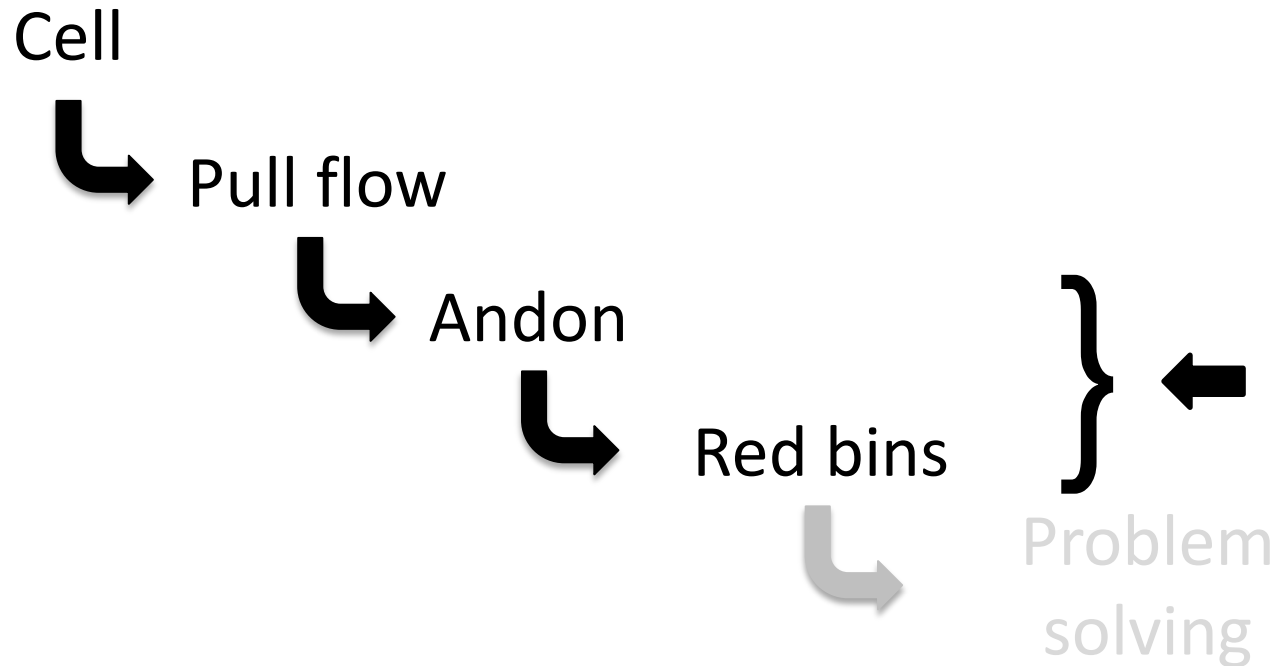
Production is still difficult

Pulling the flow without any further action yields no result at all. Our main concern is that the team complains about impossible goals and get demotivated quickly.

We need to help the team produce :
1 – Andon : stop at first difficulty, and call for help
2 – Set up a Problem Solving Flow by using red bins

1 – Andon, where did we use it ?
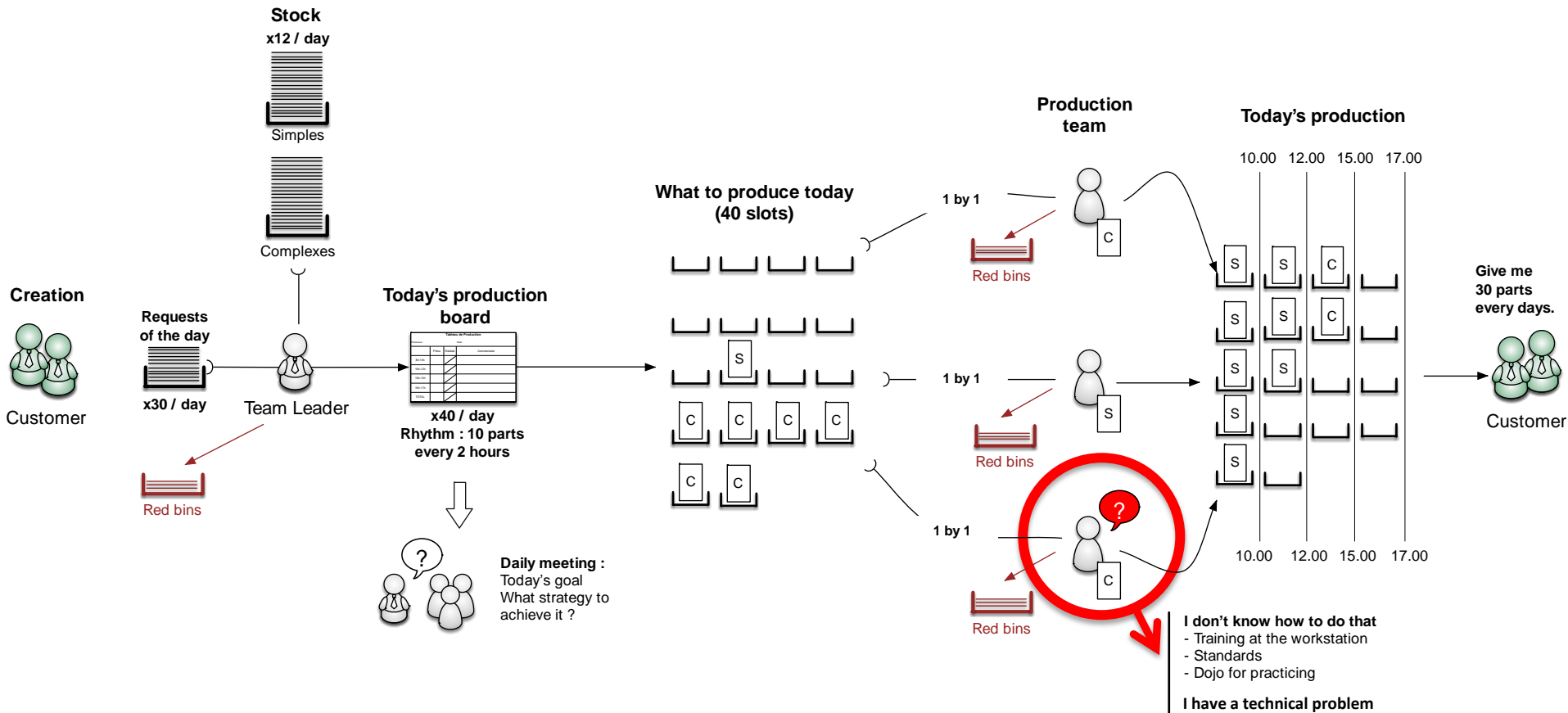
1 – Andon, what did we use it for ?

For different reasons, an operator may be unable to code requests.

" I cannot do it "
> Security device forbid access to the server
> The requests asks for transfers circulating information to or from non secured environments
> Server names are unknown or non existent, I need to find that information
> …

" I don't know how to do it "
> This particular transfer requires a specific configuration, which I am not familiar with
> This is a mainframe environment, I have no training on it
> …

" I don't understand what is required "
> This request has too many inconsistencies, I cannot figure out what is required
> This requests asks for the modification of a transfer that does not exist, what do I do ?
> …

1 – Andon, how did we use it ?
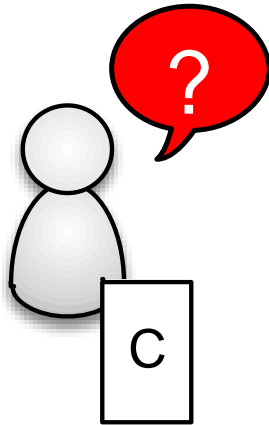
Andon – Asking the Team Leader for help

- Stop the production when something goes wrong
- Solve problems immediately
- Train at the workstation : the expert helps and shows
- Fill the red bins for up-to-the-root-cause problem solving

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Benefits

The team is being helped
- No one fights to resolve a problem on his own

Co workers gain competence
- They train at the workstation
- They write working standards
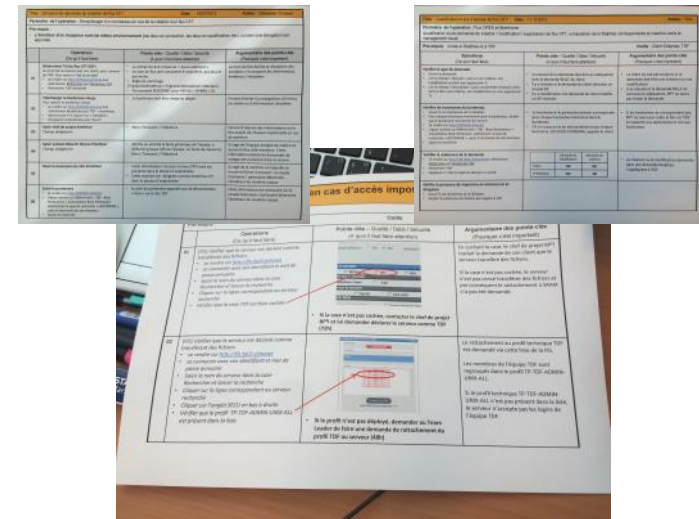
Since we decided to solve problems immediately, productivity increases

12

4

x3

At project start

At the end
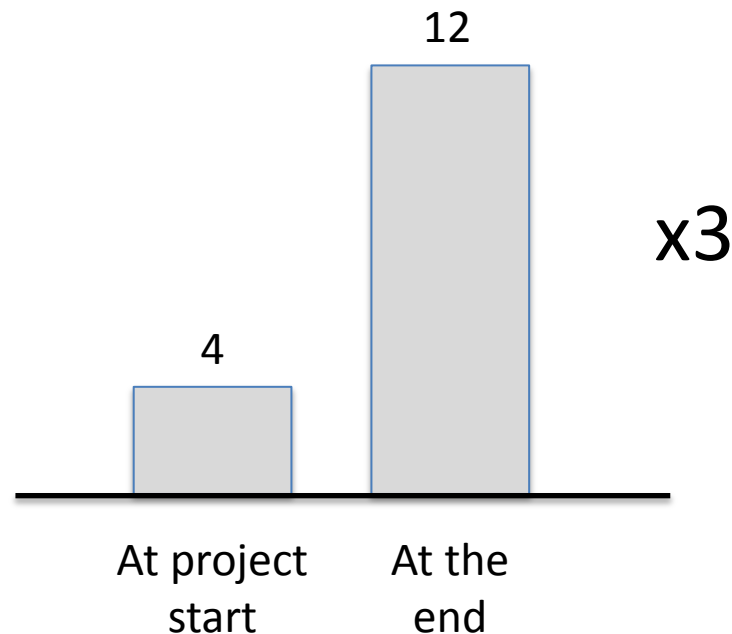
2 - Set up a Problems Solving Flow
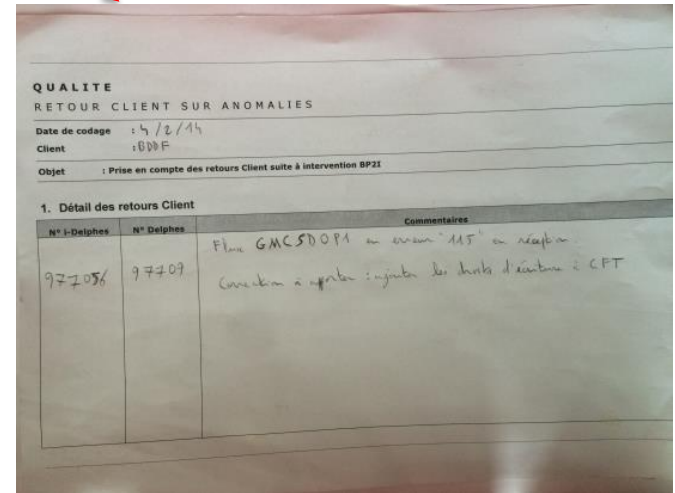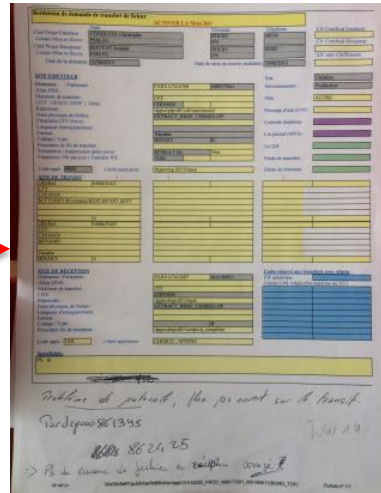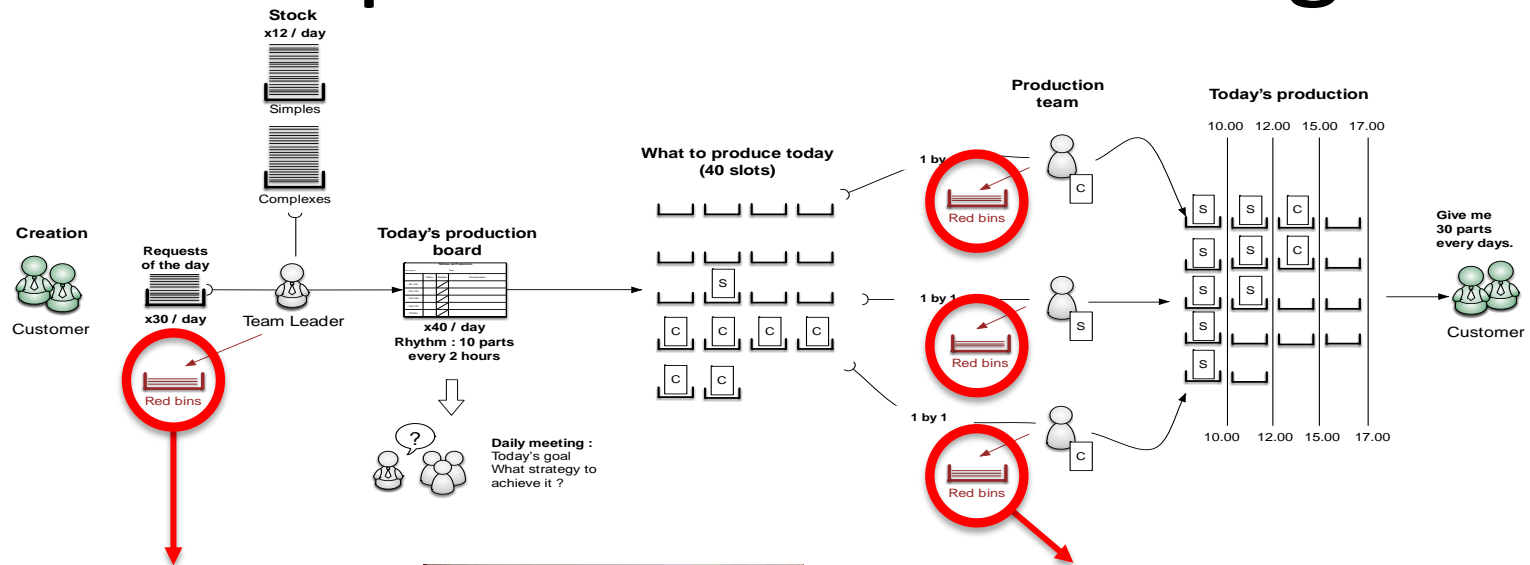
Benefits

Red bins unveil problems where and when they arise

– This focuses the Team Leader's energy on real problems

– Solving them makes production smoother

" Oobeya + Kaizen = Deep Thinkers "

– Solving problems where they are in order to produce builds up competence

(Within 2 months, our "rookie" was able to answer other experts' questions about technical issues, and judged the way we were using the file transfer technology within our IT)

That provides us with generous amounts of problems we can solve

Roadmap

Cell

↳ Pull flow

↳ Andon

↳ Red bins

↳ Problem solving ←
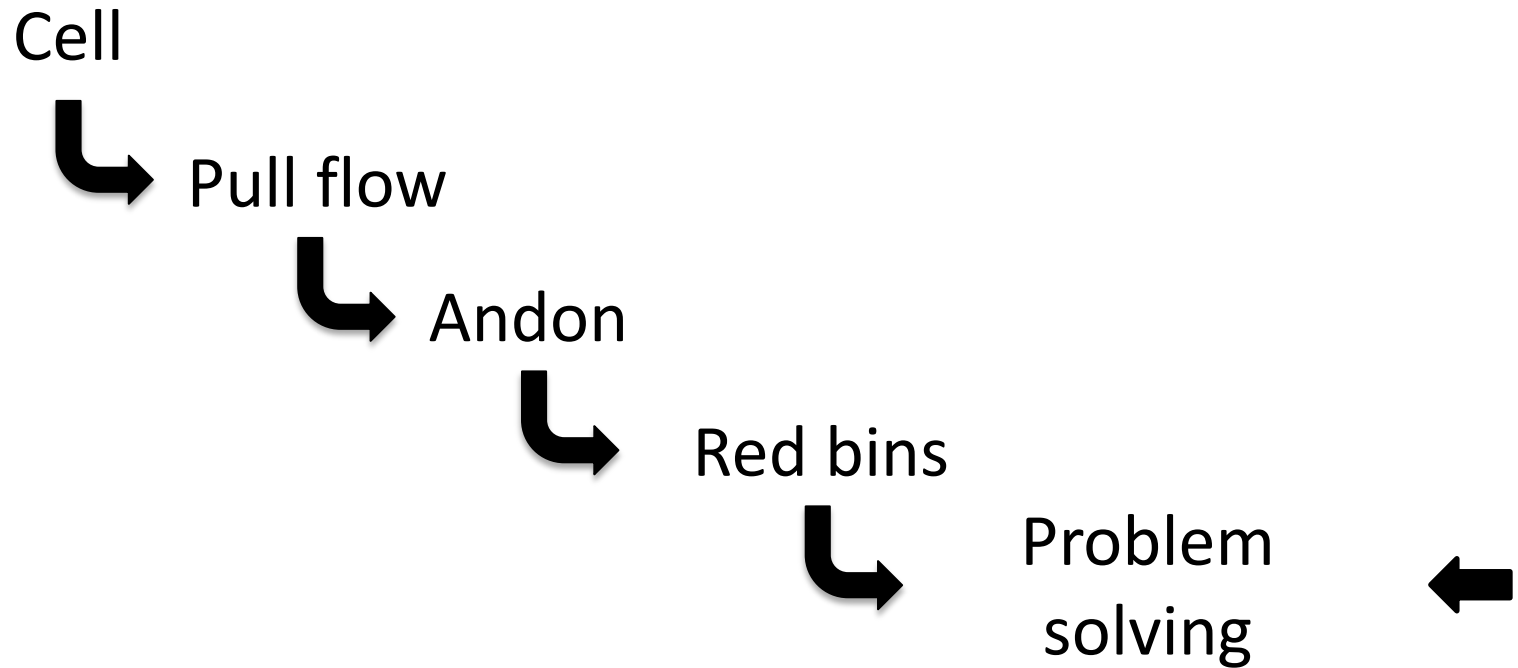
Example: protect the coding phase

Initial situation

- 60% of the incoming request forms are incomplete and require correction and rework
  - Forms are complicated and uneasy to fill in
  - Customers don't know how to go about it
- The cell has to stall the request, because they cannot understand it
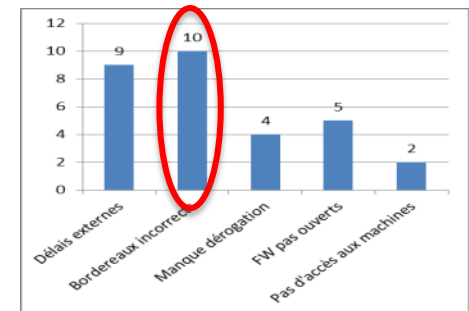
Actions

- Write a working standard to help the requester to correctly formulate his request
- TWI training for 10 requesters at their workstation

Results

- The application of the standard increases the compliance of the request forms
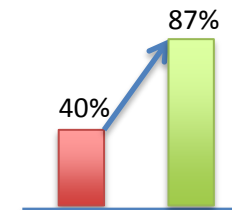
Compliance of the request form

More examples

In conclusion

Pulling the flow in IT, what to expect ?

Your team will develop ground breaking performance

The system will fight back

People you involve will renew their interest in the lean journey

Thank you for your attention

Any questions ?