



Embrace Disruption

You Are Your Process

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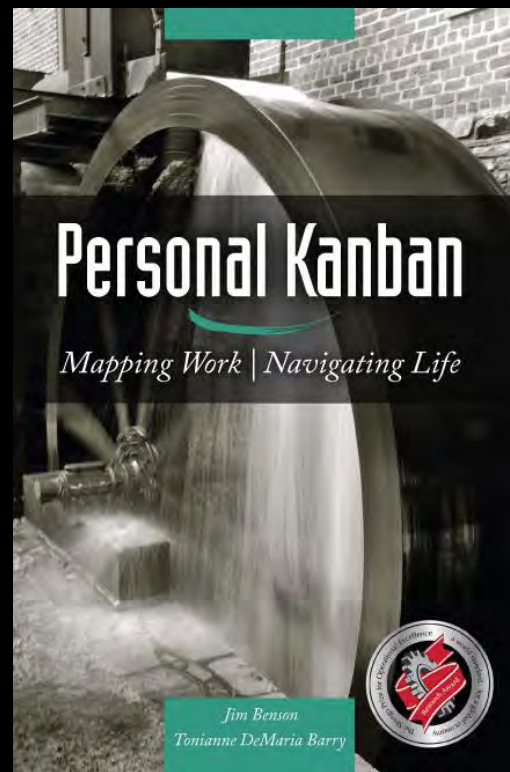
Jim Benson
Agile Australia
May 2014

Who am I?

Jim Benson

- Personal Kanban
- Modus Cooperandi
- I have spent my career building things

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Where's Your Gemba?



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Knowledge Work Means

- Invisible Work
- Difficult Estimation
- High Variation
- Snake Oil Management
- Rapidly Changing Contexts
- Wild Interpretations
- Projects Spinning Out of Control



What is Needed

- Visibility into Process
- Visibility into Work
- Create a Gemba that isn't Self-Reporting
- Build a System for Knowledge Work to Thrive



We need a system to disrupt.

We need the agency to disrupt it.

We need to be smart enough to engage in
healthy disruption.

Disruption Requires Understanding

- We need a Gemba
- We need to focus
- We need to see flow
- We need to focus on the value stream
- We need to keep it simple and visual

We Are Ghosts In the Machine

Man need not be degraded
to a machine
by being denied
to be a ghost in a machine.

~ Gilbert Ryle



Canned Systems are Anti-Human

Canned Systems:

- Overly Constrain Your System

Canned Systems are Anti-Human

Canned Systems:

- Overly Constrain Your System
- Obfuscate Memetic Interactions Through Increased Levels of Bovine Fecal Matter Mascarading as Productivity Exercises

Canned Systems are Anti-Human

Canned Systems:

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- Kill Ideas With Bullshit Rituals

Canned Systems are Anti-Human

Canned Systems:

- Overly Constrain Your System
- Kill Ideas With Bullshit Rituals
- Inelegantly Respond to Changes in Context

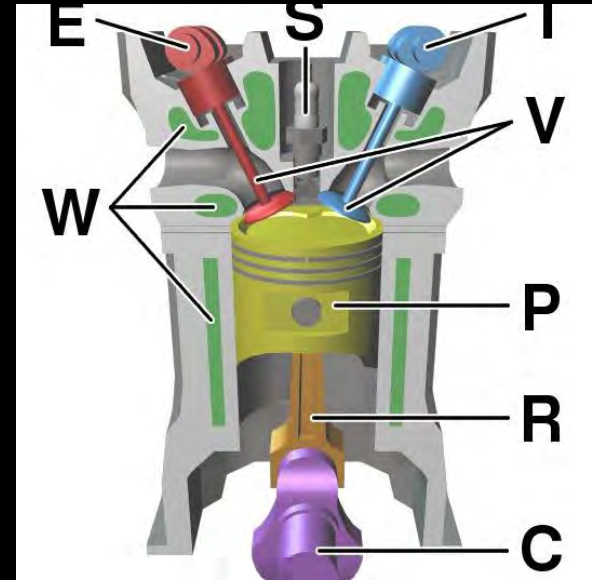
Proper Systems Support People

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Proper Systems Support People

Proper Systems:

- Have Minimal Constraints



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- Promote Shared Stories



Proper Systems Support People

Proper Systems:

- Have Minimal Constraints
- Promote Shared Stories
- Respond to Market Demands



Deming's System of Profound Knowledge

#1 Understand Systems

All Our Work Is Systems

Nested

- Political
- Structural
- Procedural
- Social
- Psychological
- Economic
- Creative
- Legal

Deming's System of Profound Knowledge

#1 Understand Systems

#2 Appreciate Variation

"Uncontrolled variation is the enemy of quality"

Knowledge Work is a Sea of Variation. It's:

- Invisible
- Prone to Interruption
- Prone to Changes in Context
- High Fear / Low Trust
- Inventive
- **Highly Disruptive / Disruptable**

Deming's System of Profound Knowledge

#1 Understand Systems

#2 Appreciate Variation

#3 Appreciate Knowledge

Planned and Unplanned Collide



In Knowledge Work:

- Quality is a Moving Target
- Expectations Change Suddenly
- Collisions are Political and Frustrating
- **We Must Learn**

Deming's System of Profound Knowledge

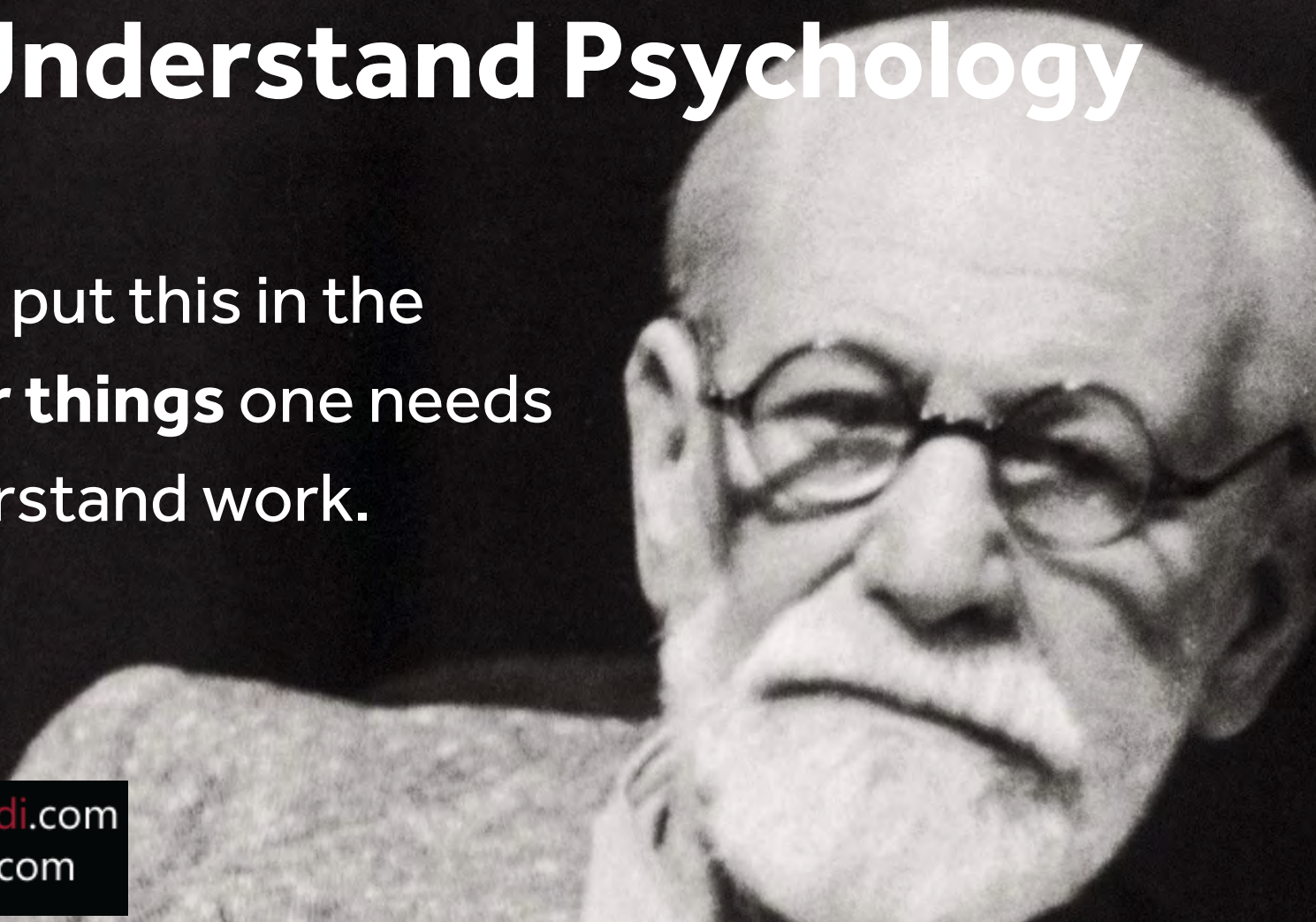
#1 Understand Systems

#2 Appreciate Variation

#3 Appreciate Knowledge

#4 Understand Psychology

Deming put this in the
top four things one needs
to understand work.



The Psychology of Knowledge Work

The Workshop of the Mind is Often Untidy.

- Planning Fallacy
- Rosy Retrospection
- Expectation Bias
- Fundamental Attribution Error
- Negative Agency Bias

Knowledge Work is Cats

Project Managers in Knowledge Work:

- Fight for Systemic Control
- Are Held Accountable for DOING but not DONE
- Manage to Deadlines
- Reward Individual Performance
- Rarely Engage in Systems Thinking

WHY?

In Short

We Manage Blind

The Results are Apparent

Most Knowledge Work Projects:

- Vary Wildly from Expectations
- Hold Individuals Accountable for Systemic Breakdowns
- Conspicuously Do Not Learn from Repeated and Obvious Mistakes or Wasteful Acts



**The Element
of Confusion**

The Bad News

There is no cure.

The Good News

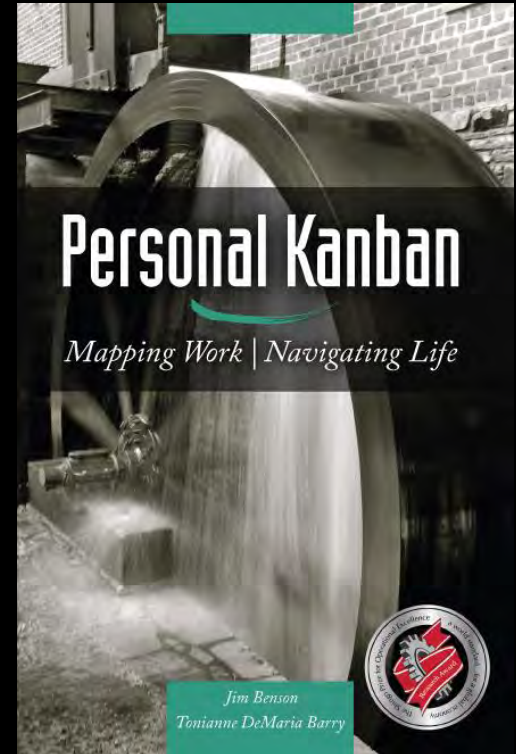
Innovation and Complexity
Are Mutually Supportive

Minimal Systems for Maximum Flexibility

2 Rules for Knowledge Work:

1. Make Work Visible
2. Limit Work in Process

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Rule One

Visualize Work

We can better manage
what we can see

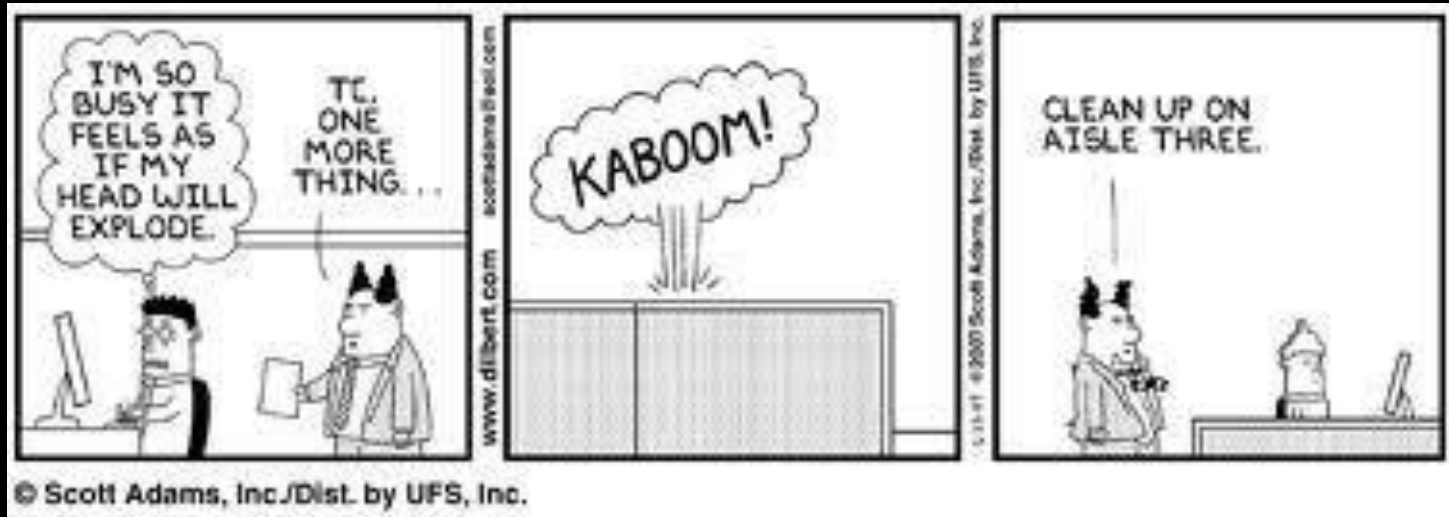
Rule Two

Limit Work in Process

We Cannot Do More Work
Than We Can Handle

Pain, Chaos, & Fear

We live in a world of overload.



Work In Process (WIP)

Work you are actively doing right now.

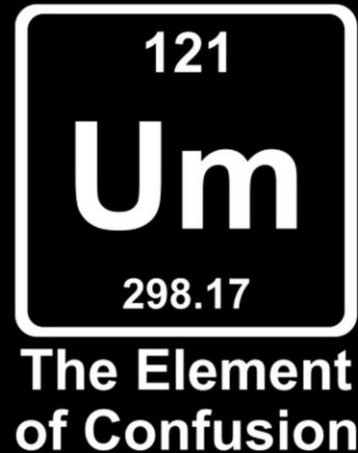
As an individual or a team.

I Can't See!

Knowledge work is invisible. New work has no apparent social costs.

We estimate based on the best of intentions and the worst of environments

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We Have a Capacity

**We cannot do more work
than we can handle.**

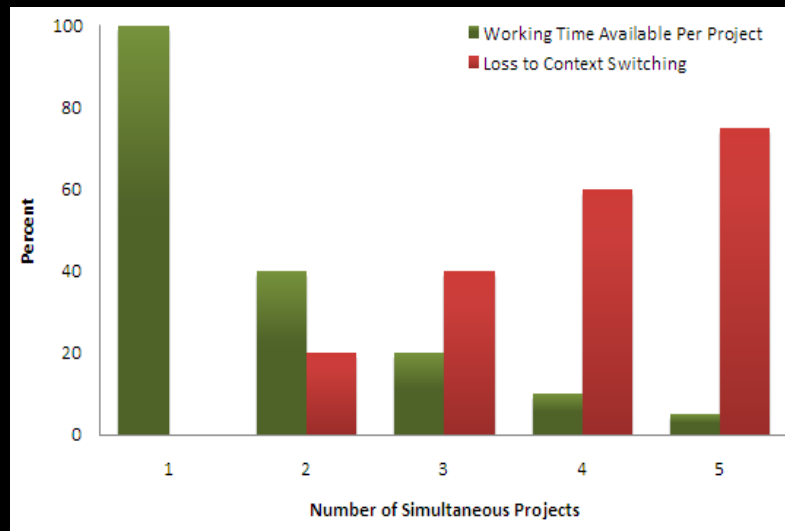
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Multitasking is Overload

Multitasking / Context Switching:

- Increases errors
- Increases cognitive burnout
- Impedes our ability to process information
- Increases information to process!



Multitasked tasks breed more tasks...not completion!

We're Not Jedi

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We Need to See Our Work...

...it's Important.

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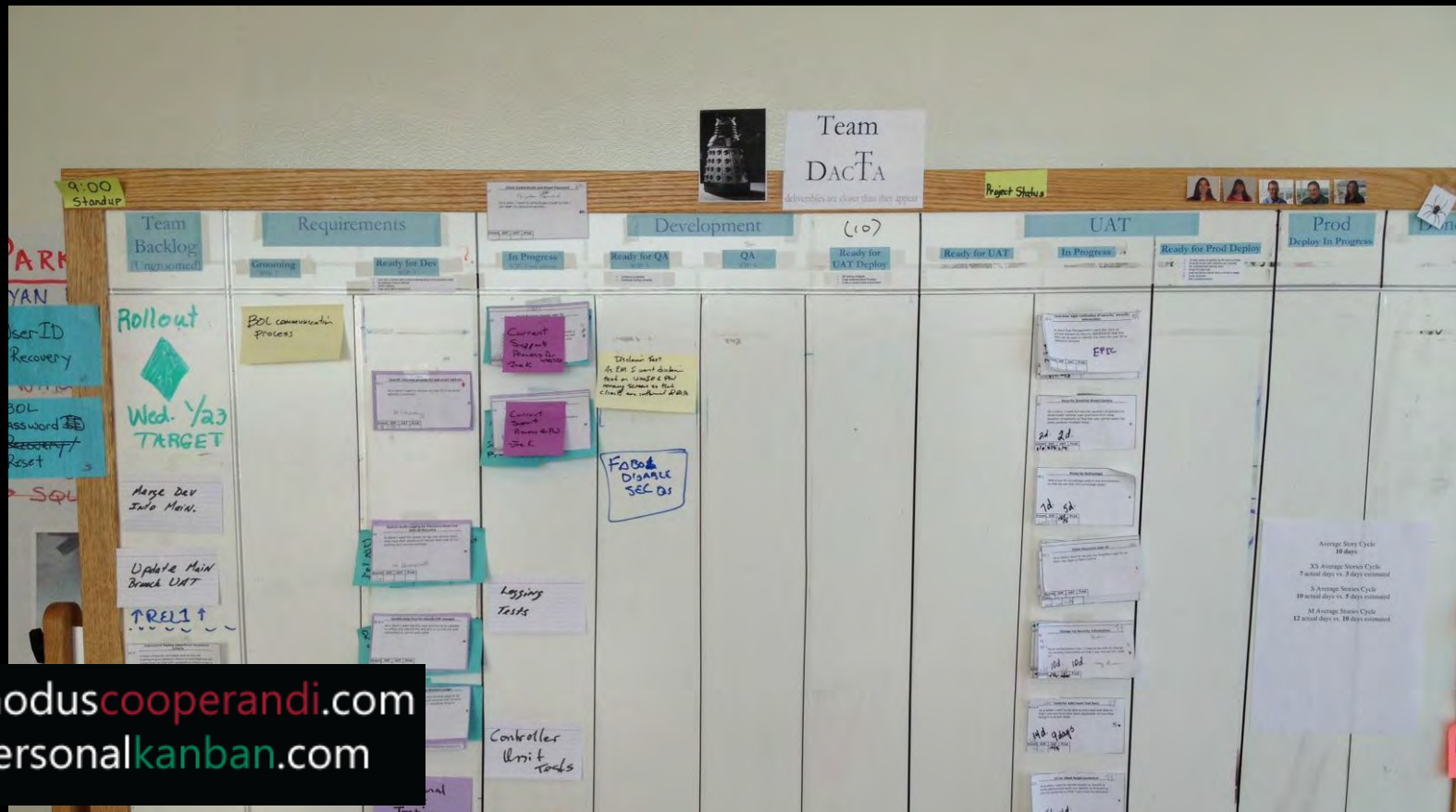


Visual Controls in a Knowledge Work Environment

- Create Shared Stories
- Facilitate Flow Through Pull
- Normalize Estimates via Measurable Completion
- Respect Natural Variation and Interruption
- Broadcast Load in Real-Time to All Stakeholders
- **Highlight Cognitive Biases**



What These Visual Controls Look Like



Too Much WIP

High Cognitive Load
= Distraction
and Stress

Lack of Cognitive Ease
= Greater Reliance
on Shortcuts

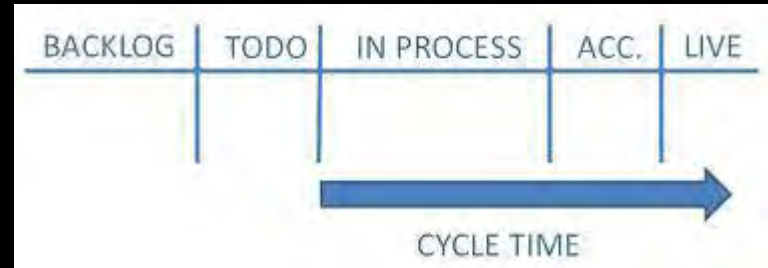
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Flow Means Real Metrics

Lose Guesswork Projections

Replace with Cycle Time



Your Work is Your Story

End Blame in Our Lifetime

Support Stats Thu, 02/17

Total	805	↓
Board	153	↑
O&C	15	↓
Opened	42	↓
Closed	44	↓
Emergency	6	↑

Team Stats

In Queue	29	TTFT	6d 6h 44m
Teams	blue	green	red
Underway	88	111	65
Awaiting	10	26	23
Resolved	6	4	14
Closed	2	1	6

Oldest Tickets

Tid#	Library	Product	Age	Reply
192259	ATCEM (New Zealand Branch)	ITS for Windows	17w 1d 2h 13m 30s	
192724	Academy School District 20	LS 4.2	16w 3d 1h 34m 34s	
192725	Academy School District 20	LS 4.2	16w 3d 1h 31m 26s	13w 4d 1h 7m 28s
199859	Sequoiah Regional Library System	LS 4.2	6w 17h 57m 58s	
200176	Harrison Public Library	LS 4.1	5w 5d 20h 15m 28s	
200479	Weber School District	LS 4.2	5w 2d 1h 32m 14s	2w 6d 18h 50m 37s
201465	Chicago Public Schools Dept of Lib	LS 4.2	4w 2h 5m 56s	
202099	Morehouse Parish Library	LS 4.2	3w 1d 20h 51m 29s	
202710	Springville Public Library	LS 4.2	2w 2d 22h 50m 2s	
202719	Thompson School District	LS 4.2	2w 2d 22h 27m 46s	

Team Slayer Calendar

Thu, 02/17

8am - 10am	Joshua	Phillip	Amanda
10am - 12pm	Damon	Jason	Alvin
12pm - 2pm	cyost	JR	Chris

Fri, 02/18

8am - 10am	David	anda
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Double Loop (PDSA) Learning Via the Board

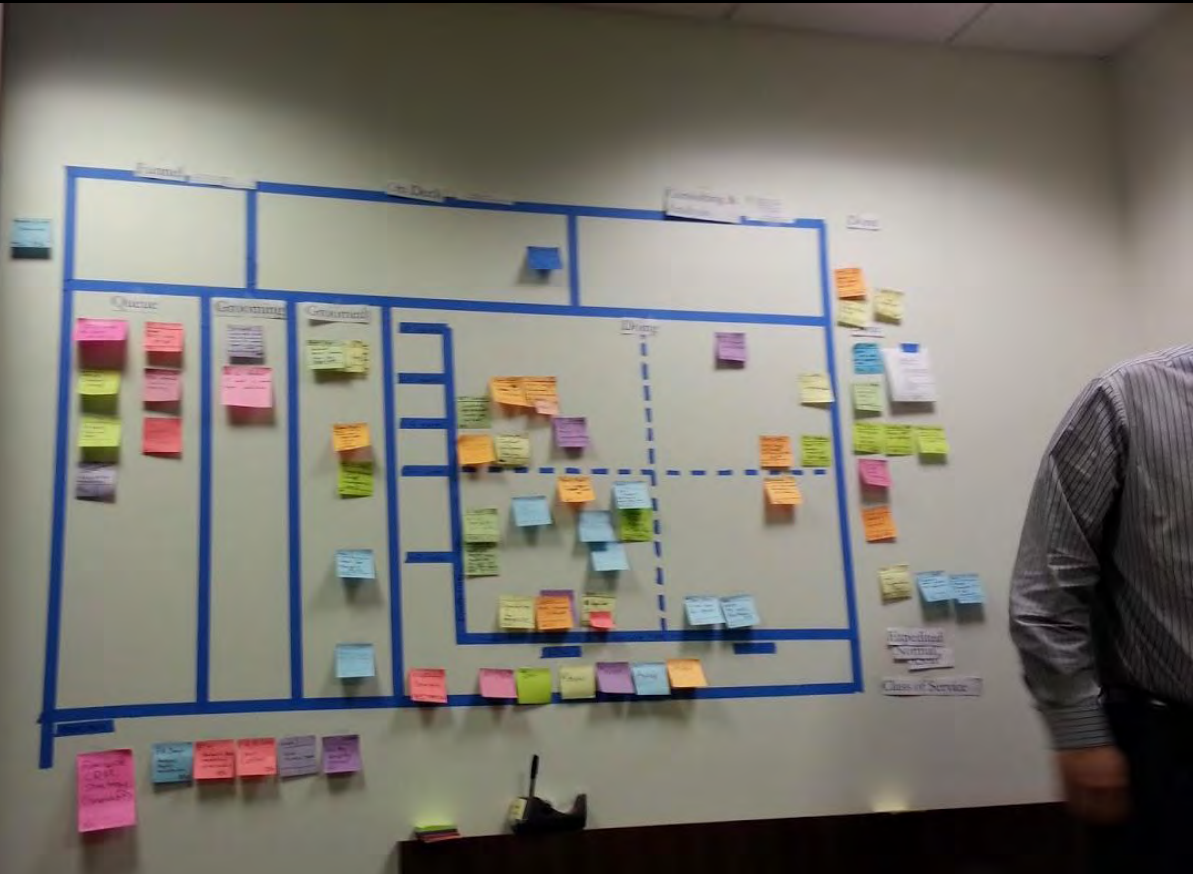
Boards Show
Workflow ...

More Importantly
Boards Give
Real-Time
Feedback
(Full time Study)

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Redefining WIP



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WHY PLANS FAIL

A Modus Cooperandi MemeMachine

Why
Business Decision Making
Is More Than
Just Business

JIM BENSON

Author and Creator of Personal Kanban

Recently Published by Modus Cooperandi Press

WHY LIMIT WIP

A Modus Cooperandi MemeMachine

We are
Drowning
in Work

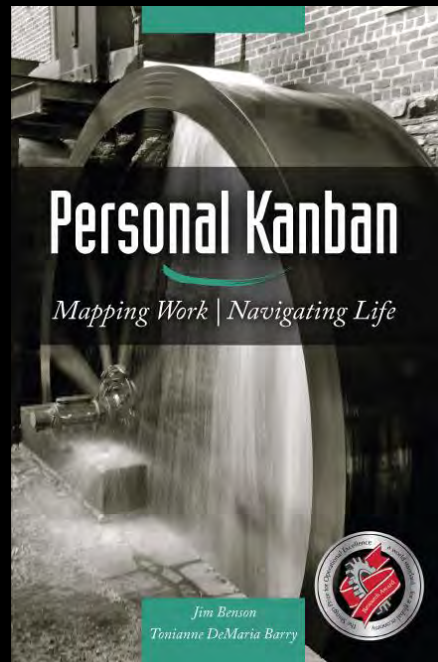
JIM BENSON

Author and Creator of Personal Kanban

Thank You

Jim Benson

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Performance Through Collaboration

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