

# *Transformation before Implementation*

Agile Cocktail: 2 parts Lean, 1 part Scrum and a splash of BPR!



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MTUG PEERS & BEERS TALK

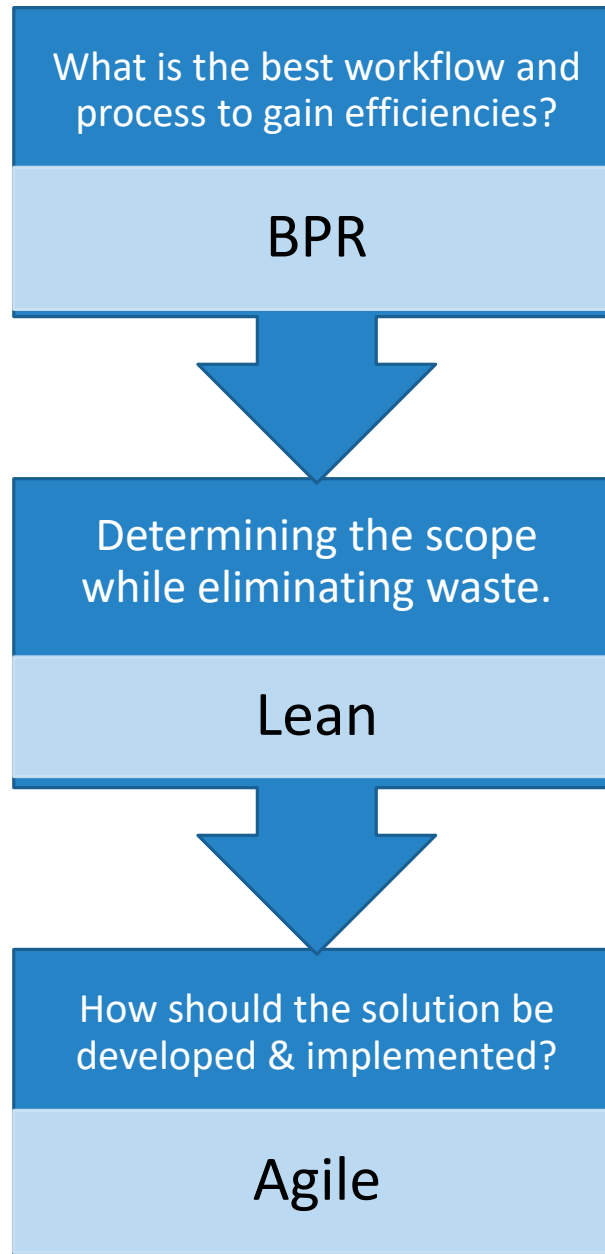
PRESENTATION BY HEIDI ORLANDO & DEBRA ARRINGTON

AUGUST 22, 2018

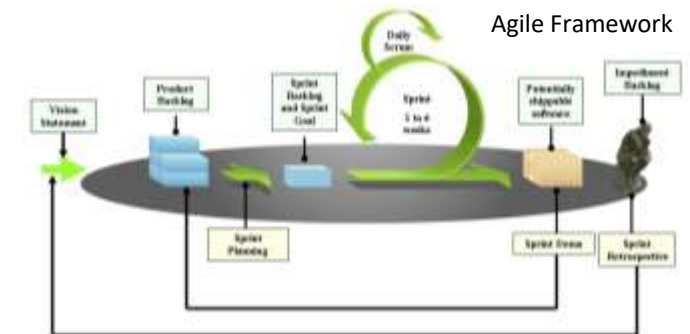
# THEME

Common theme we tend to overlook is that all these methodologies require a different mindset or a new way of looking at the value proposition, yet all **work very well together!**

Most organizations miss this critical step before implementing new business process software.



Lean Six Sigma Model



## FOCUS

Develop a more Business-Centric approach and to build adoption in our organization before implementing new software.

***BPR*** – Begins with eliminating Non-Value-Added work, dated legacy policies, and manual efforts or a paper-based workflow.

***Lean Six Sigma*** – Focus on the customer, improve and smooth the process flow, remove Non-Value-Added steps and waste.

***Agile Transformation*** – To ensure collaboration, feedback loops, and to remove Non-Value-Added work by prioritizing with the business.

# Business Process Reengineering

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Important method of redesigning existing business process to improve productivity, to streamline and eliminate the time it takes from beginning to end.

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After working through rethinking their existing small processes, our teams are now much more open to tackling larger more complex process flows.

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They all see the advantages to eliminate tons of manual work, spreadsheets, sign-offs for the sake of having a sign-off with no meaningful value.

# Lean Six Sigma – Five Phases

1. NVA
2. BVA
3. CVA

## Lean Six Sigma Model



# IDENTIFY

Helps the team to identify the root cause challenges

Taking the team through this process helps them to identify the root cause challenges

If you are lucky enough to know the processes built into your new software, you can guide them toward these solutions

Important to slowly familiarize the team with the new platform before implementation

Studies show that it's best if employees have a clear understanding about the business process improvement before automating the system

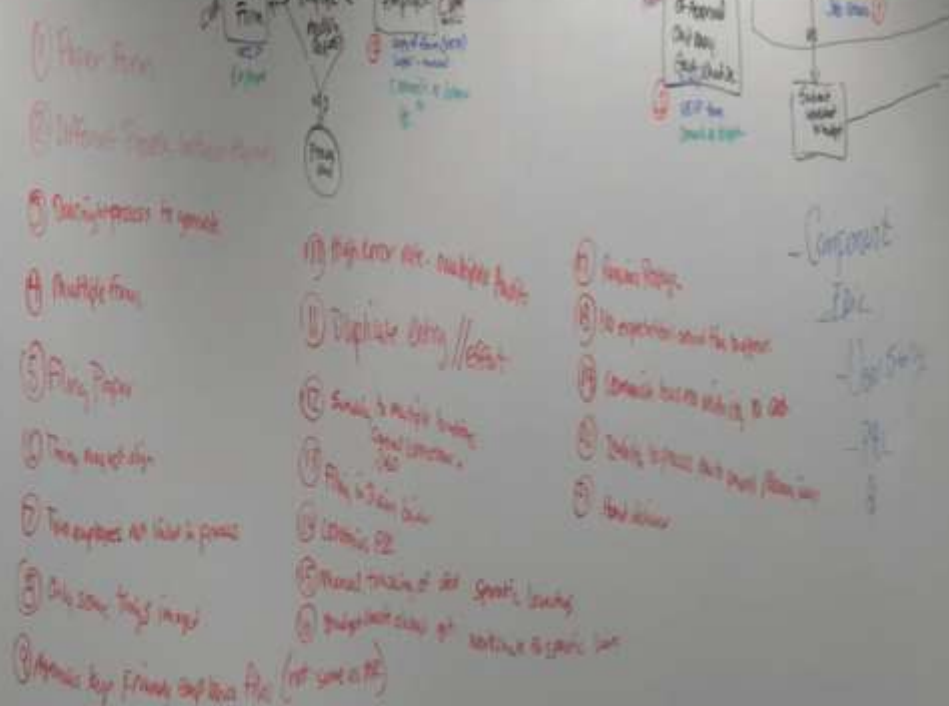
# EXPERIENCE

Essentially an evolution of changing the way we think about a large, overwhelming business process software implementation.

How we at the State of Maine have used this in a new project:

1. Brought the core team (BA, QA, Business Functional) together to work through the most lengthy and daunting processes
2. Started by walking the team through one of their processes – documenting and facilitating on the wall; BA documented in Visio and QA built tasks in a JIRA Backlog
3. Results – allowed the team to see the whole process from beginning to end, surprised to realize how many people this one small process touched.
4. An “Aha Moment!”

- Prouss Flow
- SIPOL
- CIA/BVA/NVA
- Brainstorming
- Reengineering

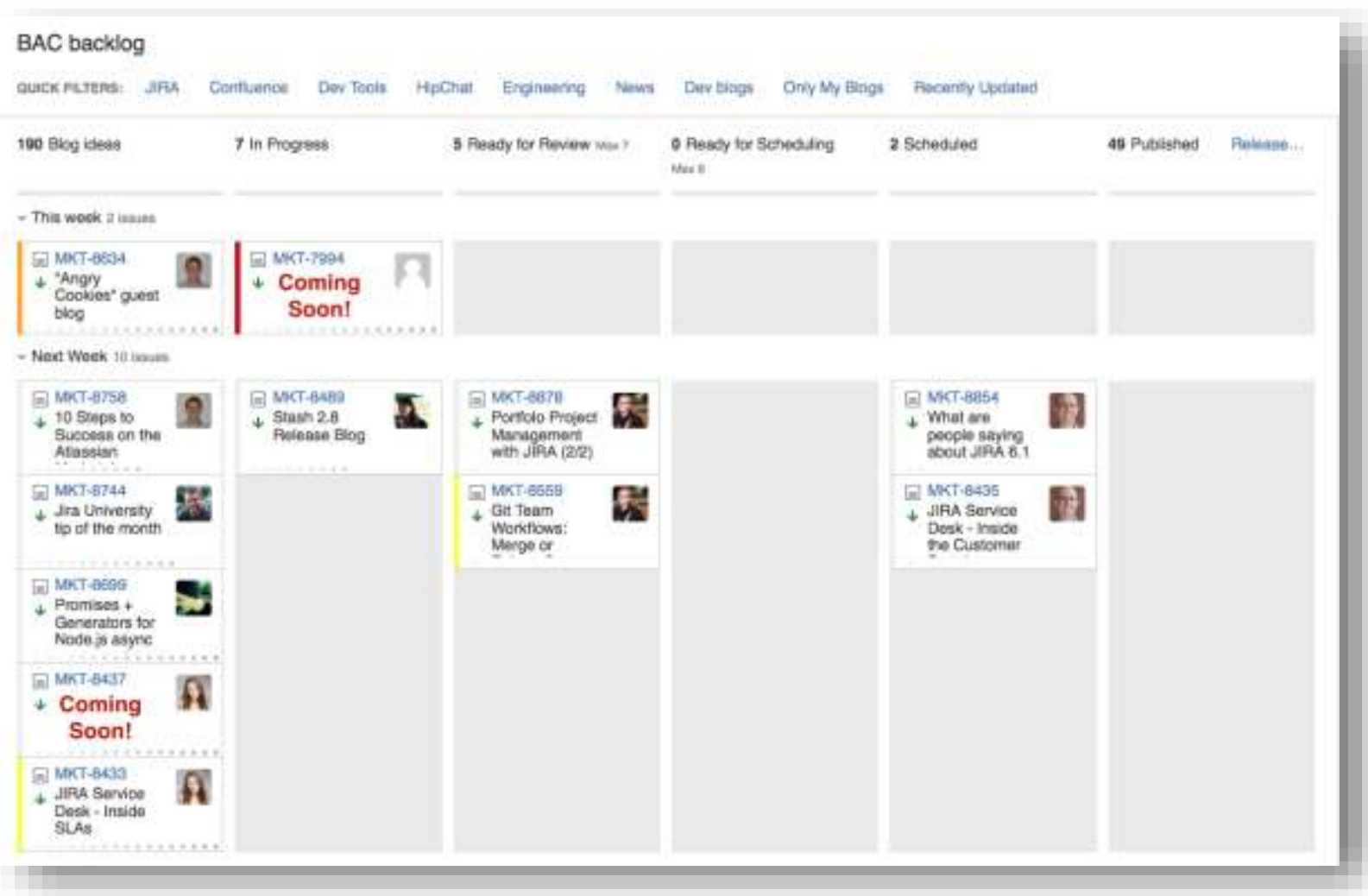




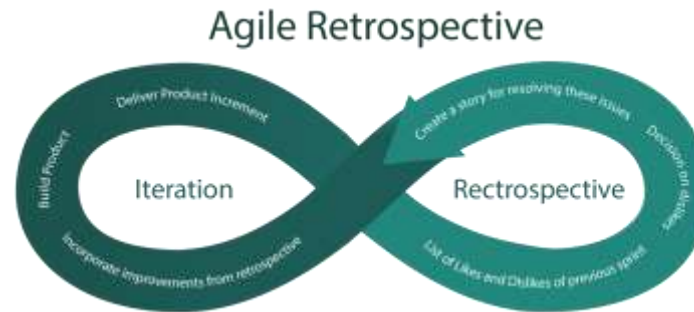
# ACTION

## State of Maine example

1. Four teams divided by domains within the department and areas of the software solution
2. Each team groomed the backlog and prioritized the tasks required to alter and document the new flows.
3. Assigned points to the prioritized backlog, assigned tasks to team members and moved tasks into Sprint 0 (two week sprint)
4. Stand Ups held with each team every morning starting at 8:00 AM (15 minutes per team)
5. As tasks are worked on, team moves them through the swim lanes (To Do, Researching, In Progress, Review, Done)
6. End of Sprint conduct Sprint Review & Retrospective (Went well, Needs Improvement, Keep Doing, Stop Doing)
7. Repeat from Step 2

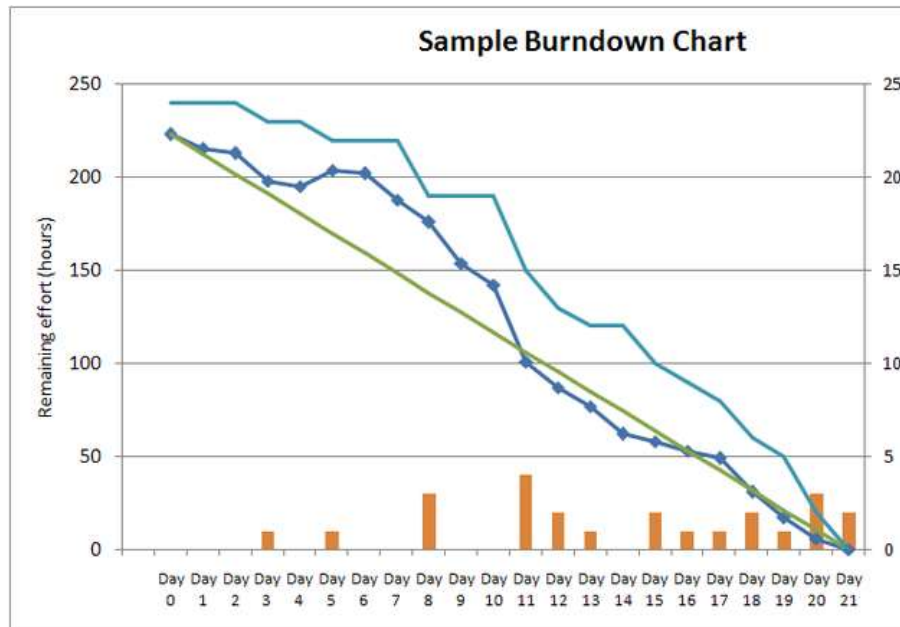


# JIRA Sprint Swimlanes



# Sprint Retrospective

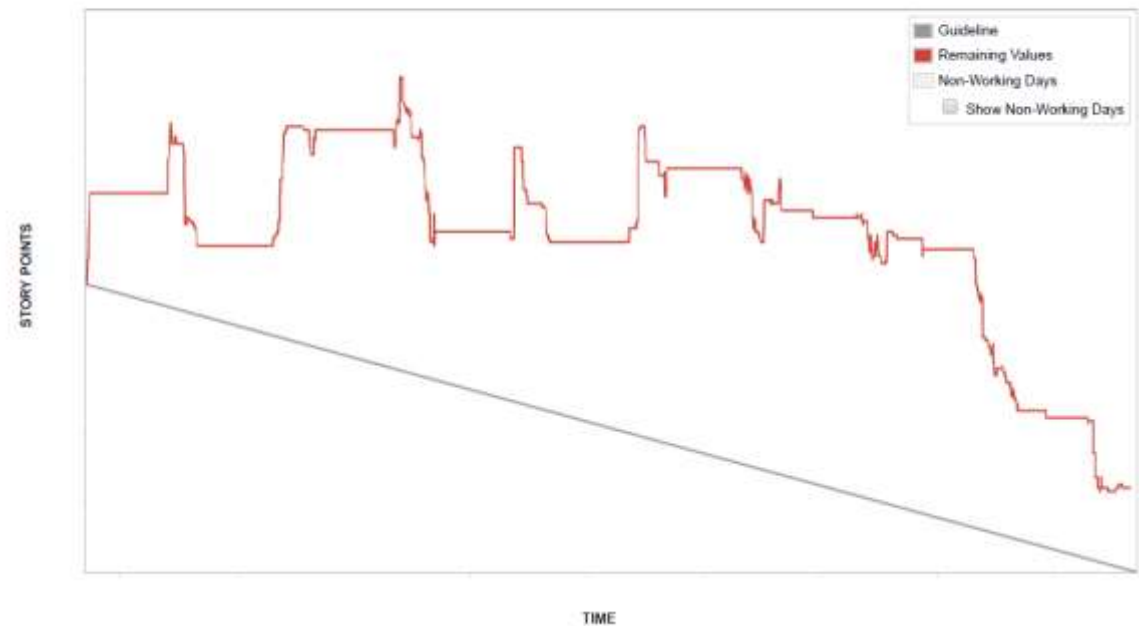
# Sprint Reporting



Burndown Chart [Switch report ▾](#)

Guinea Pig Sprint

[Story Points ▾](#)



# The Org chart is turning upside down

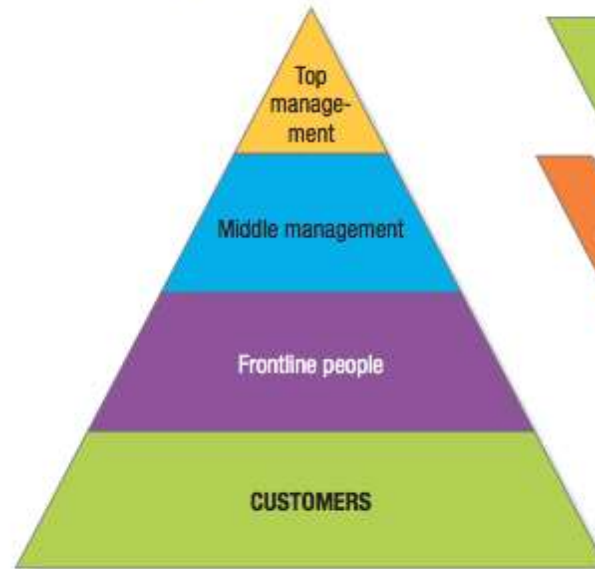
Workplaces are evolving ... often, entire organizational structures are changing.

Some organizations are changing from giving top-down orders to enabling self-organizing teams!

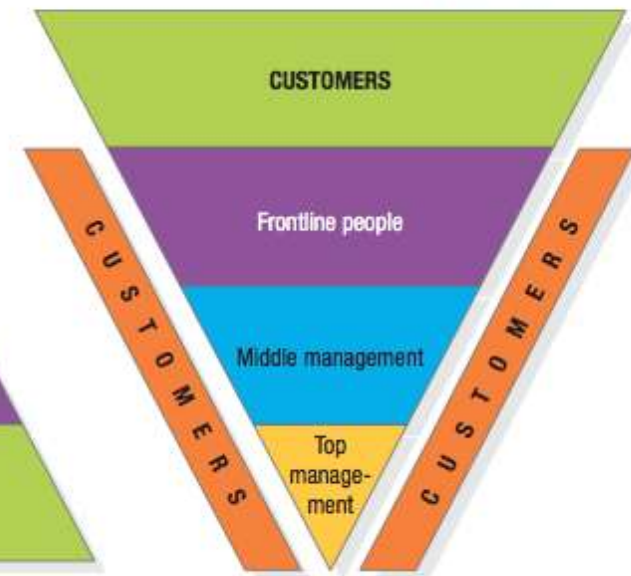
Companies are becoming more customer-centric and prioritizing work based on value to the customer!



(a) Traditional Organization Chart



(b) Modern Customer-Oriented Organization Chart



# Agile is changing the way we work!

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## Old Way of Working -

- Large projects lasted years without regular check-ins
- People were given tasks by their managers and expected to carry them out independently, no feedback allowed
- Worker feedback was given in a written annual review

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## New Way of Getting Work Done!

- Daily collaboration; feedback almost instantly
- Workers may know more about a topic than their manager
- Teams empowered to make independent decisions quickly
- Managers enable and empower environments where people can do their best work!

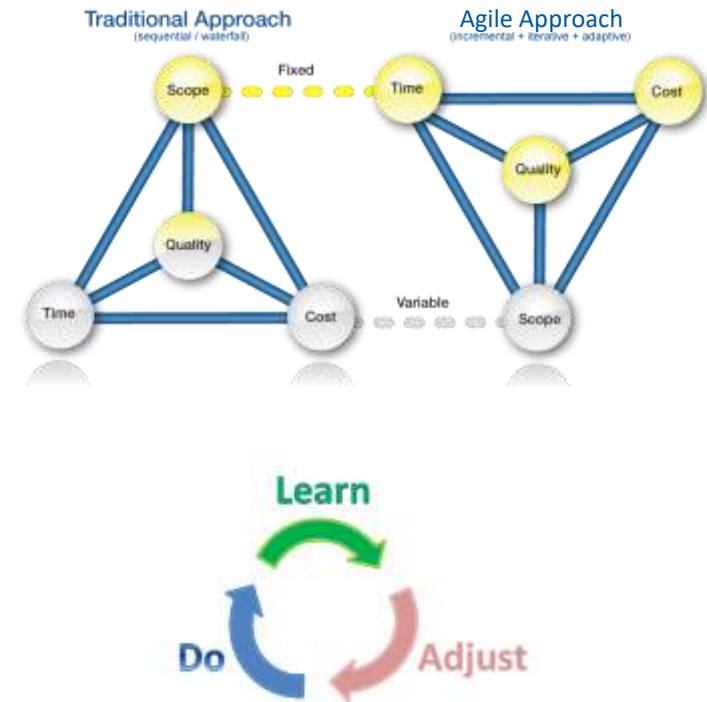




# Agile: it's not a process, it's a new way of thinking!



Continuous Improvement feedback loops!



# How to become Agile-minded

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1. Break tasks down into bite-size pieces
2. Focus on outcomes
3. Make your work visible and transparent
4. Track your progress & celebrate the wins
5. Inspect & adapt using feedback
6. Embrace change
7. Daily standup meetings
8. Look to limit “Work in Process”
9. Continuous improvement & learning through education (do, learn, adapt)
10. Self-organize instead of expecting to be directed, eliminate ~~command and control management.~~





# Questions?

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## Thank You!

