

Business Value of Lean Leadership

22 Attributes of Successful Business Executives, Directors, and Managers

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Agile Cost of Quality: <http://www.davidfrico.com/agile-vs-trad-coq.pdf>

DevOps Return on Investment (ROI): <http://davidfrico.com/rico-devops-roi.pdf>

Dave's NEW Business Agility Video: <http://www.youtube.com/watch?v=hTvtsAkL8xU>

Dave's NEWER Scaled Agile Framework SAFe 4.5 Video: <http://youtu.be/1TAuCRq5a34>

Dave's NEWEST Development Operations Security Video: <http://youtu.be/qrWRoXSS9bs>

DoD Fighter Jets versus Amazon Web Services: <http://davidfrico.com/dod-agile-principles.pdf>

Principles of Collaborative Contracting: <http://davidfrico.com/collaborative-contract-principles.pdf>

Principles of Lean Organizational Leadership: <http://davidfrico.com/lean-leadership-principles.pdf>

Principles of Evolutionary Architecture: <http://davidfrico.com/evolutionary-architecture-principles.pdf>

Principles of CI, CD, & DevOps - Development Operations: <http://davidfrico.com/devops-principles.pdf>

LEAN Leadership Principles

- ✓ Guide organizations to deliver new impactful products and services at the speed-of-light.
- ✓ Reduce risk using millions of inexpensive learning loops per day to uncover tacit market needs.
- ✓ Apply digital transformation principles to increase value and reduce waste, defects, and cycle-time.



Servant Leadership

lead·er·ship (lē'dər-shĭp') Guide, shepherd, direct, influence, inspire;
To show the path forward.

- ✓ Recognized lean thinker
- ✓ Promotes lean principles
- ✓ Builds a lean organization

RESULT: Lean organizational change institutionalizes much faster



Con conversationally Rich

con·ver·sa·tion (kɒn'vər-sā'shən)
Chat, discuss, exchange, dialogue;
To exchange thoughts, feelings.

- ✓ Daily F2F communications
- ✓ Mostly casual and informal
- ✓ Unstructured conversation

RESULT: Lean just-in-time exchange of
up-to-date information/data



Highly Collaborative

col·lab·o·ra·tive (kə-lăb'ə-rə-tĭv)
Cooperative, synergistic, together;
To create a new idea together.

- ✓ Extremely small teams
- ✓ Work in collaborative pairs
- ✓ Temporary as-needed basis

RESULT: Lean innovations developed
and delivered extremely fast



Visually Intensive

vi·su·al (vĭzh'ōō-əl) Draw, paint, picture, model, illustrate, elucidate;
To communicate with images.

- ✓ Simple, informal visuals
- ✓ More pictures than words
- ✓ Low cost, easy to maintain

RESULT: Lean information exchanged holistically and completely

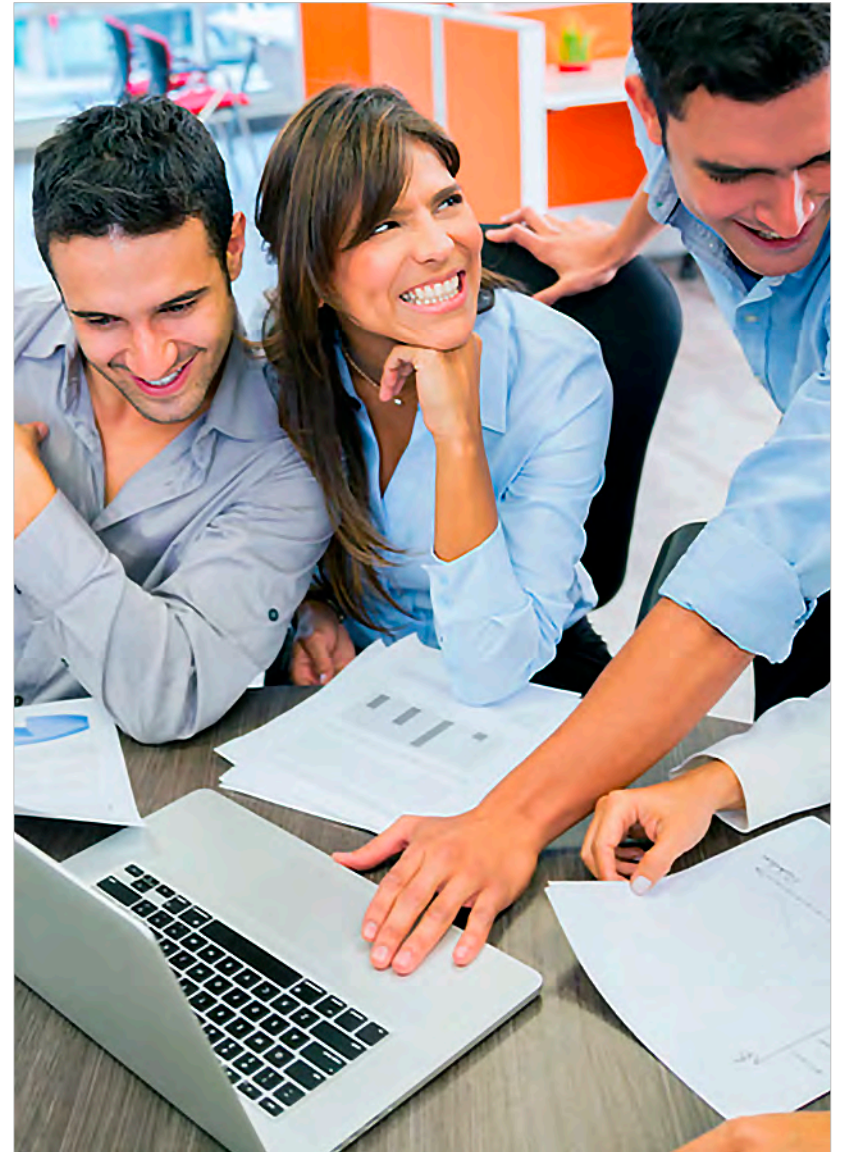


Social Atmosphere

so·cial (sō'shəl) Friendly, congenial, kind, amicable, intimate, neighborly;
To interact in a positive way.

- ✓ A congenial workplace
- ✓ Make it informal, intimate
- ✓ Conducive to cooperation

RESULT: Lean performance optimizes, balances, and stabilizes



Empowerment Oriented

em·pow·er (ĕm-pou'ər) Delegate, permit, endow, entitle, authorize;
To grant equal decision rights.

- ✓ Delegate power, authority
- ✓ Instill employee ownership
- ✓ Bottom up decision making

RESULT: Lean performance is enabled to reach peak speed/quality



Focused Single Tasking

fo·cused (fō'kəst) Aim, point, direct, zero-in, undivided, concentrate on;
To concentrate on a single task.

- ✓ Do one small task at a time
- ✓ Prepare, start, and finish
- ✓ Minimize interruptions

RESULT: Lean speed, quality, cycle time, performance improve



Lightened Workloads

light-en (līt'ən) Ease, decrease, lessen, remove, relieve, alleviate;
To decrease size of a large task.

- ✓ Decrease task sizes
- ✓ Build in excess capacity
- ✓ Allow time to be productive

RESULT: Lean throughput, lead time, cycle time, quality improve



Balanced Workflow

bal·anced (băl'ənst) Level, match, align, smooth, equalize, harmonize;
To harmonize opposing forces.

- ✓ Match demand to capacity
- ✓ Pull work through system
- ✓ Start work you can finish

RESULT: Lean wait time, bottlenecks, queues and delays reduced



Product Orientation

prod·uct (prɒd'əkt) Wares, goods, yield, output, release, merchandise;
To deliver a valuable request.

- ✓ Establish value streams
- ✓ Deliver small products fast
- ✓ Create product ecosystems

RESULT: Lean value creation achieved
via rapid product feedback

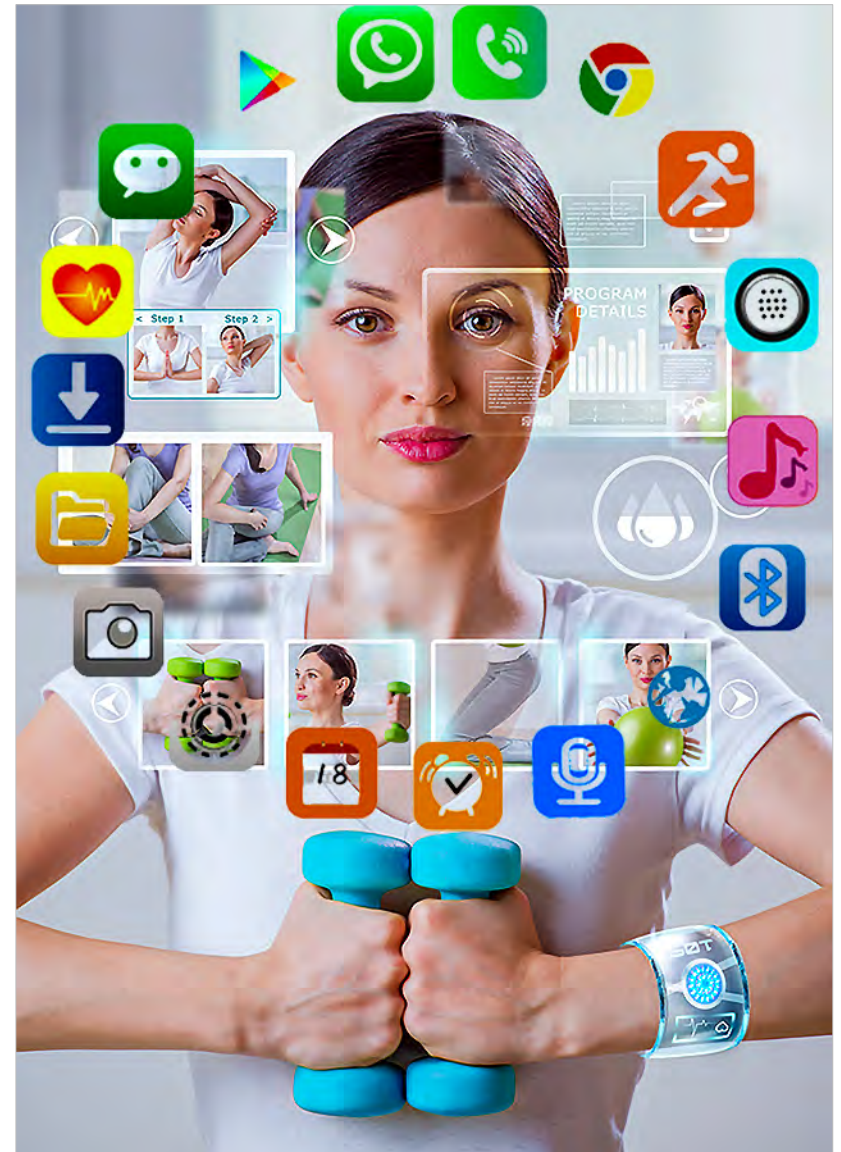


Small Experiments

ex·per·i·ment (ik-spĕr'ə-mənt) Test, trial, probe, model, sample, prototype;
To gather rapid data from a test.

- ✓ Form business hypotheses
- ✓ Develop fast, low-cost tests
- ✓ Gather feedback and repeat

RESULT: Lean throughput, value, and performance achieved fast



Extremely Small Batches

batch·es (băch'əs) Group, set, lot, pack, bunch, collection, aggregate;
To order a large amount of jobs.

- ✓ Decrease batch sizes
- ✓ Shorten delivery times
- ✓ Plan for fast turnaround

RESULT: Lean lead, cycle time, and feedback cycles decreased

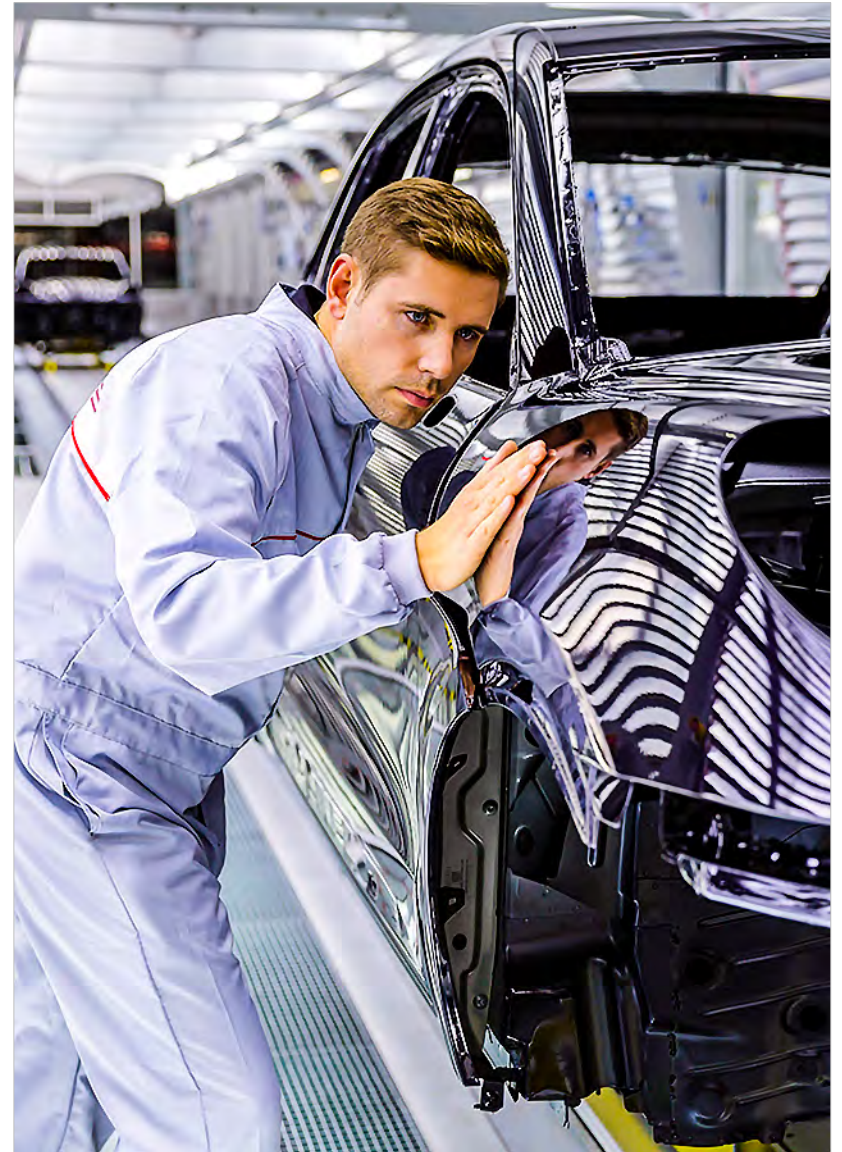


One-Piece Workflow

one-piece (wŭn'pēs) Single, only, isolated, solitary, discrete, individual;
To order one element at a time.

- ✓ One requirement at a time
- ✓ Make requirements small
- ✓ Deploy requirement fast

RESULT: Lean performance, feedback,
and value achieved quickly

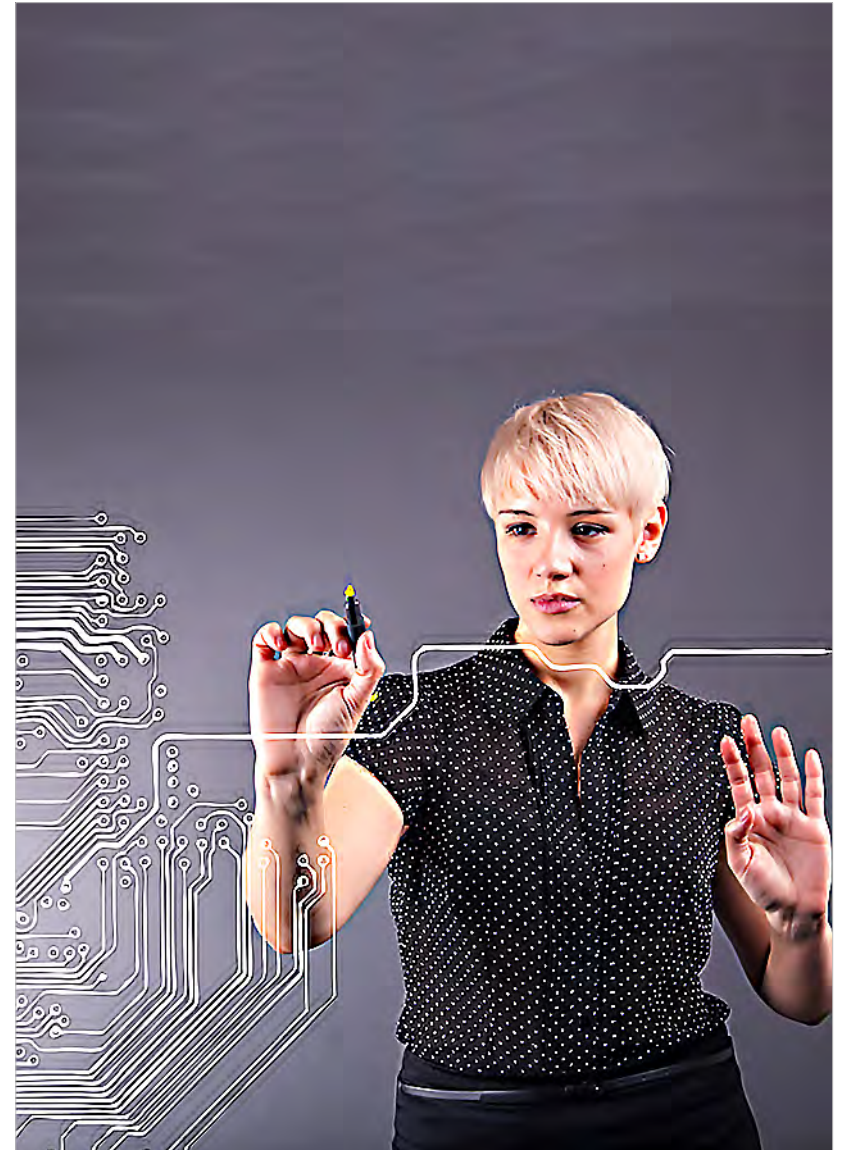


Minimalistic Design

min·i·mal (mĭn'ə-məl) Easy, small, simple, elementary, uncomplicated;
To create a very simple solution.

- ✓ Form very simple designs
- ✓ Independent as possible
- ✓ Create a single function

RESULT: Lean lead times, cycle times,
and delivery speeds increase

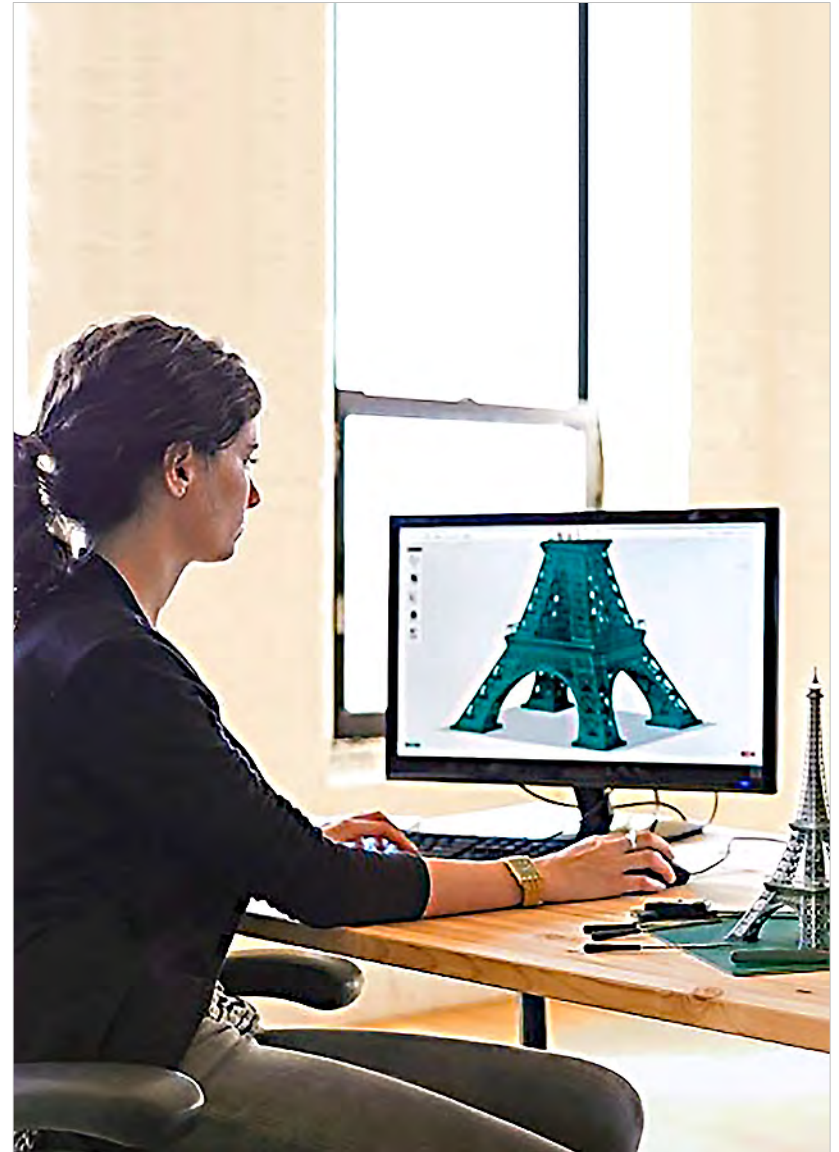


Emergent Architecture

e·mer·gent (ĩ-mûr'jənt) Grow, form, rise, evolve, unfold, develop, mature;
To gradually evolve a solution.

- ✓ Gradually create designs
- ✓ Grow and evolve solutions
- ✓ Adapt to unplanned change

RESULT: Lean customer value reached very quickly and completely



Modularized Microservices

mod·u·lar (mɔj'ə-lər) Unit, chunk, block, interchangeable component;
To make small independent units.

- ✓ Create small services
- ✓ Functionally independent
- ✓ Amalgamate to ecosystems

RESULT: Lean value is achieved fast, efficiently, and effectively



Intense DevOps Automation

dev-ops (děv'ops) Early, automated, iterative, fast, test, integrate, deploy;
To automate test and deployment.

- ✓ Automate version control
- ✓ Automate end-to-end tests
- ✓ Create automated pipelines

RESULT: Lean balance of work flows,
demand and value achieved

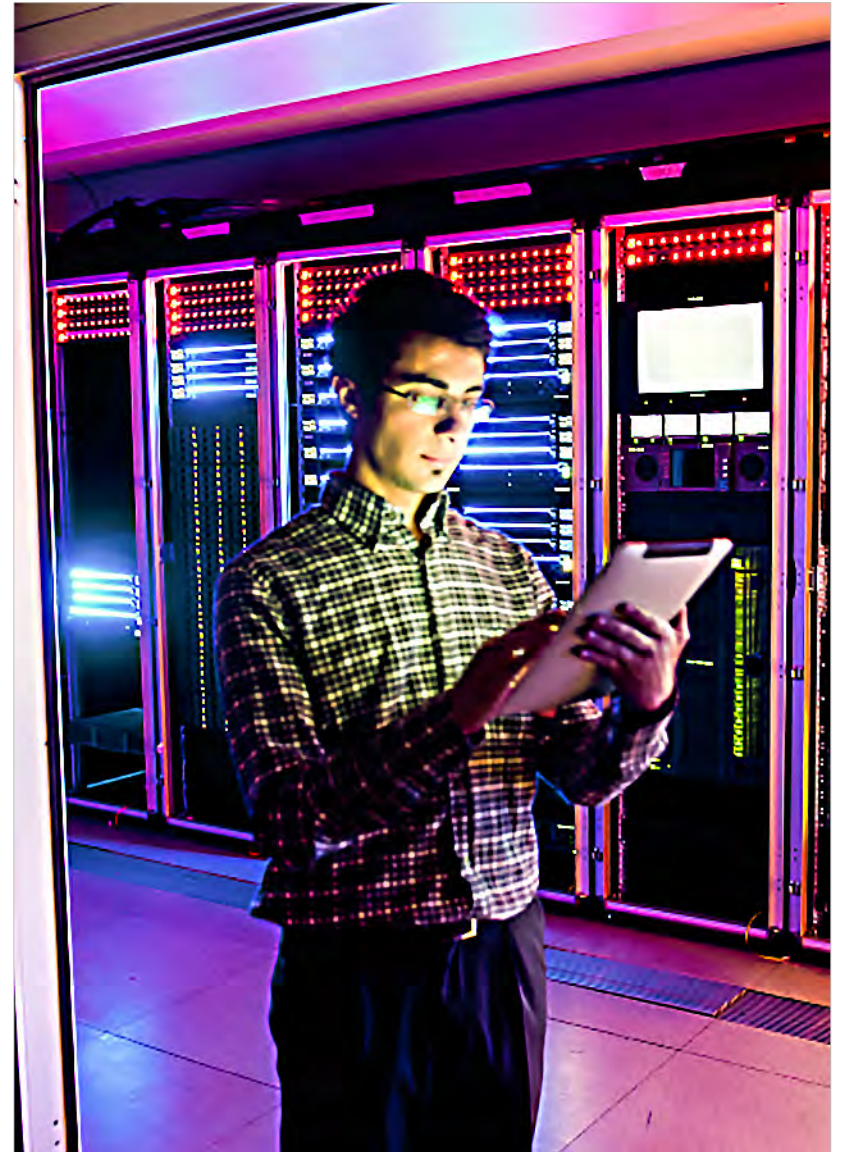


Frequent Small Deployments

de·ploy (dī-ploi') Send, ship, deliver, launch, release, install, distribute;
To quickly deploy small services.

- ✓ Create small microservices
- ✓ Automatic test and certify
- ✓ Fast automatic deploys

RESULT: Lean workflow, effectiveness, efficiency, value, & feedback



Fast End-to-End Cycle Times

cy·cle·time (sī'kəl-tīm) Effort, hours, duration, schedule, throughput, interval;
To accelerate end-to-end delivery.

- ✓ Map end-to-end value stream
- ✓ Eliminate low-value activity
- ✓ Automate manual process

RESULT: Lean workflow fast, efficient, value adding, & inexpensive



Shift-Left Innovation

in·no·vate (ɪn'ə-vāt') Invent, create, new, fresh, original, novelty, futuristic;
To create new original solution.

- ✓ More up-front designers
- ✓ Fast small experimentation
- ✓ Automated backend deploy

RESULT: Lean value adding product and service development

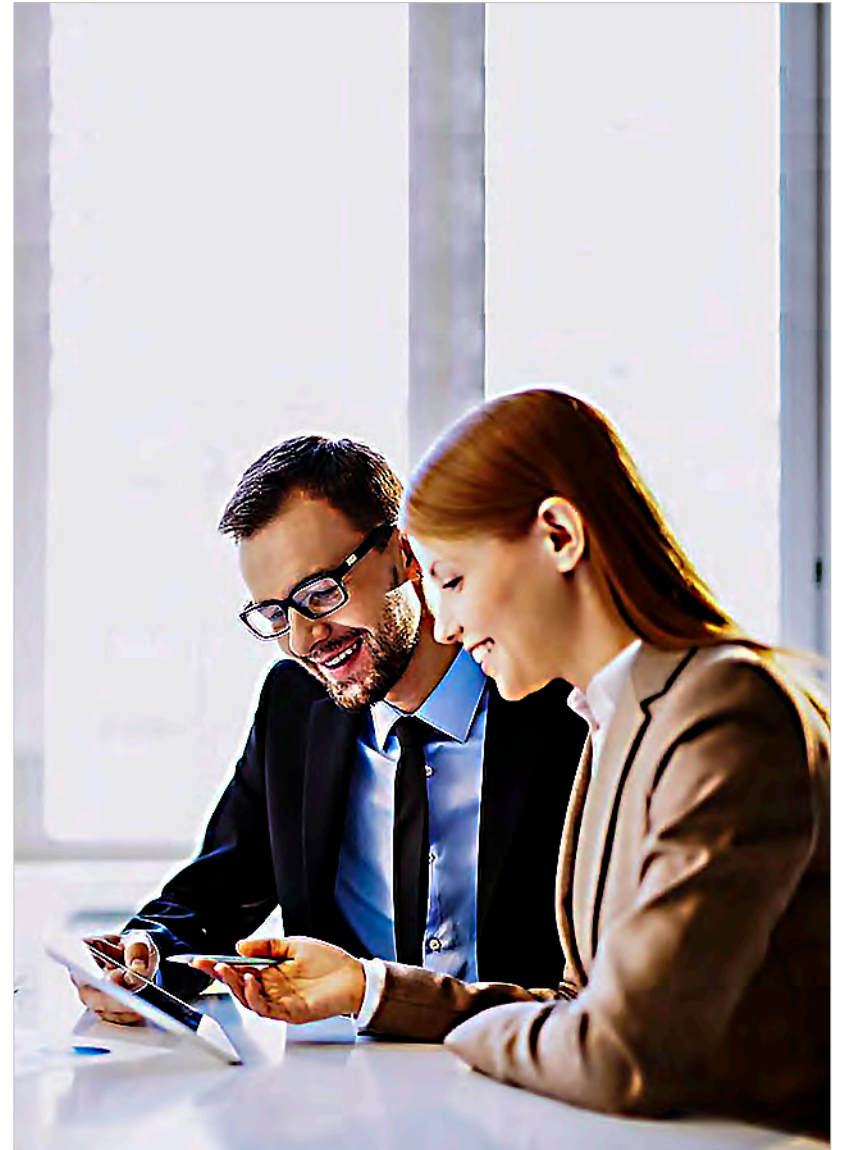


Customer Measurement

meas·ure (mězh'ər) Count, quantify, qualify, appraise, assess, evaluate;
To quickly assess customer value.

- ✓ Quickly market prototypes
- ✓ Assess customer reaction
- ✓ Optimize customer value

RESULT: Lean end-to-end enterprise value creation & optimization

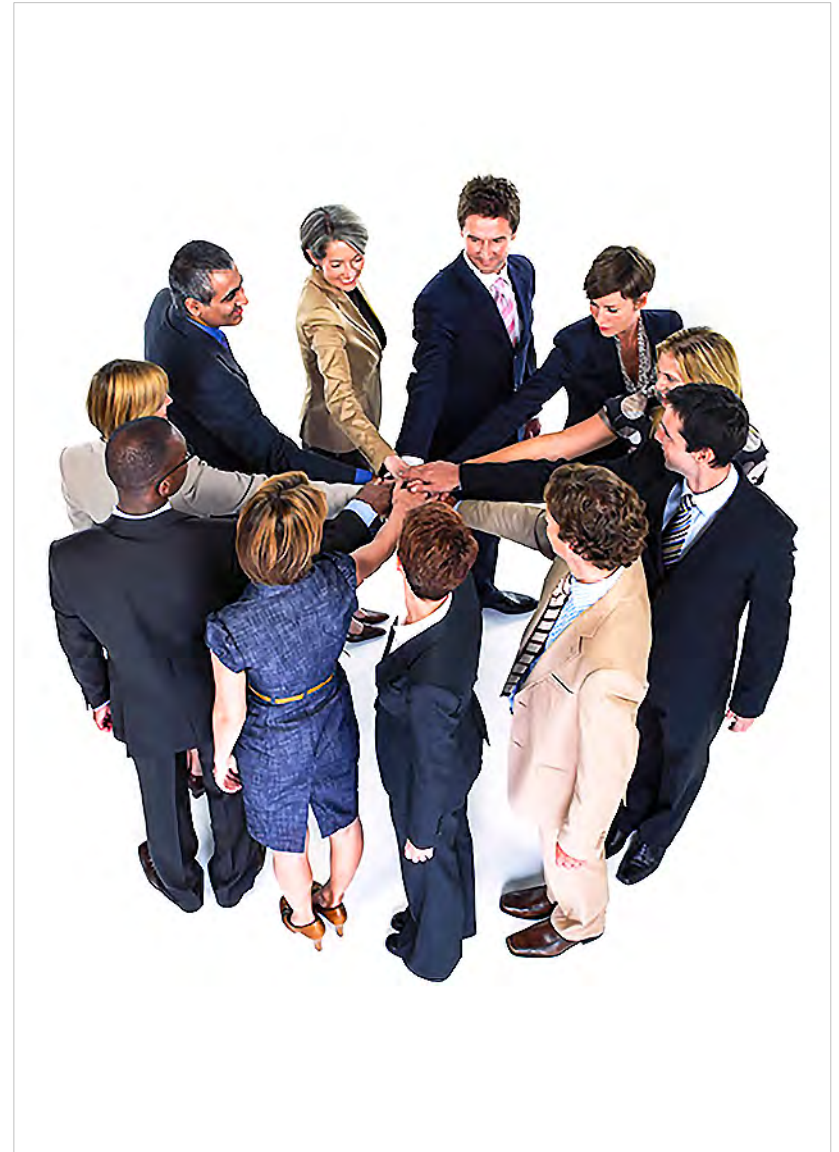


Relentless Improvement

im·prove (ĭm-prōōv') Fix, enhance, amend, refine, polish, purify, perfect;
To make fast frequent correction.

- ✓ Frequently retrospect
- ✓ Radical process redesign
- ✓ Quickly implement changes

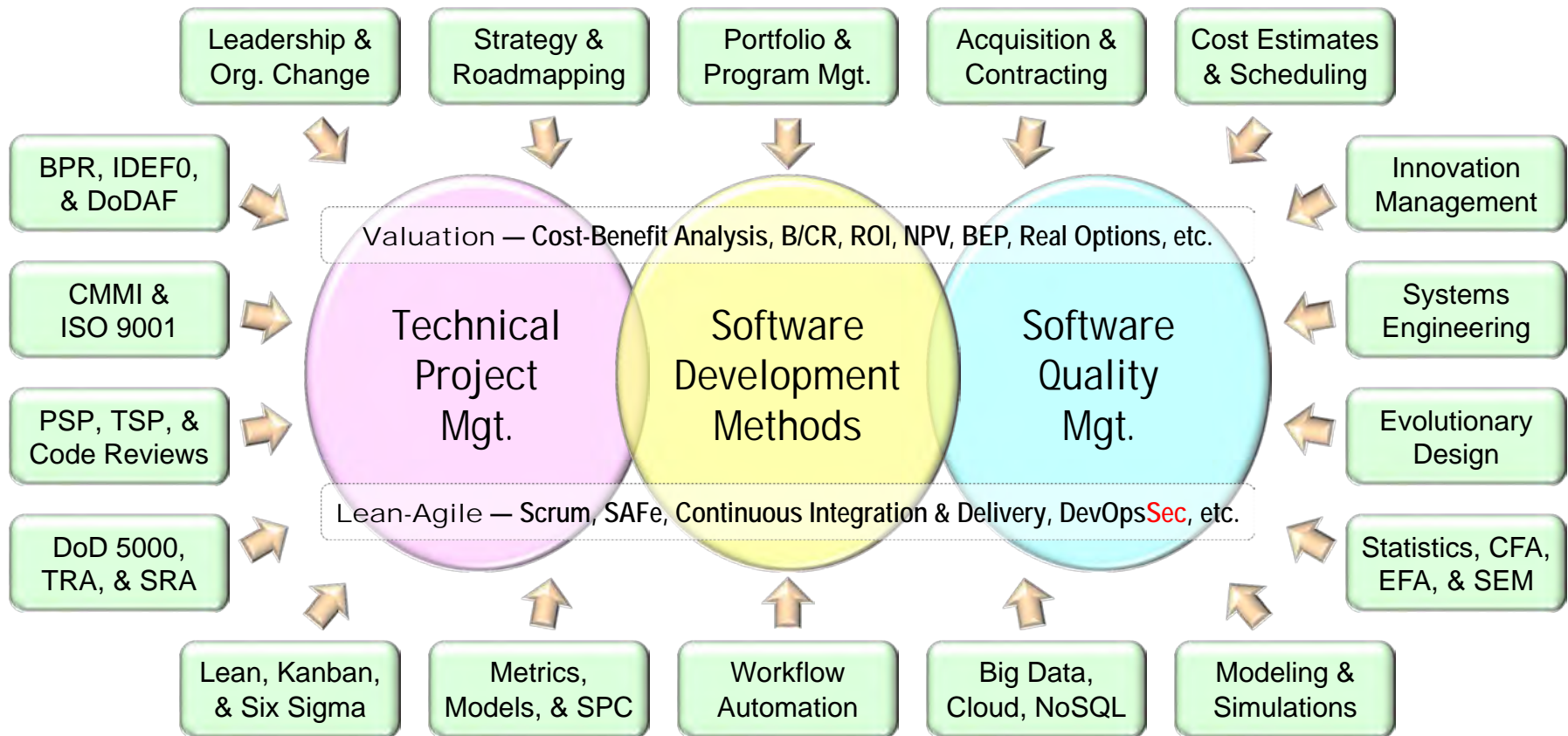
RESULT: Lean end-to-end efficiency,
effectiveness & market value



Summary

- ✓ **Servant Leadership**
- ✓ **Extremely Small Batches**
- ✓ **Business Experimentation**
- ✓ **Simple Minimalistic Designs**
- ✓ **Emergent & Evolutionary Design**
- ✓ **Small, Highly-Collaborative Teams**
- ✓ **Focused, Single-Tasking, Limited WIP**
- ✓ **Long-Lived Value Streams & Budgeting**
- ✓ **Rich, High-Context Informal Conversations**
- ✓ **End-to-End Fully Automated DevOps Pipelines**
- ✓ **Level Workflow by Matching Capacity to Demand**
- ✓ **One-Piece Workflow & Frequent Small Deployments**
- ✓ **Highly-Modularized Design-Independent Microservices**
- ✓ **Excess Capacity for Fewer High-Value Adding Innovations**
- ✓ **Frequent Qualitative & Quantitative Customer Measurements**
- ✓ **Continuous Improvement, Adaptation to Change, Pivot & Move**
- ✓ **Radical End-to-End Value Stream Lead & Cycle Time Reductions**
- ✓ **Simple Visualization, Openness, and Transparent Communications**
- ✓ **Happy, Healthy, & Informal Social Relationships, Trust, & Attitudes**
- ✓ **Empowerment, Employee Ownership, & Frontline Bottoms-Up Decision-Making**
- ✓ **Shift-Left Thinking--More People Creating & Innovating than Testing & Validating**

Dave's Capabilities



STRENGTHS – Lean & Agile Thinking • 360 Leadership Assessments • Executive & Agile Coaching • Enterprise Business Agility • Agile Acquisition Contracts • Scaled Agile Framework (SAFe) • DevOps + Security (DevOpsSec) • Cloud Computing/Amazon Web Svcs. • Portfolio, Program, & Project Mgt. • 5x5x5 Innovation & Marketing Sprints • Strategic Planning & Technology Roadmaps • Program Increment & Big Room Planning • Emergent & Evolutionary Microservices • Exploratory MVP, MVA, & MMF Experiments • Lean Startup Product-Focused Value Streams • Performance Metrics, Measures & Dashboards



- **Data mining.** Metrics, benchmarks, & performance.
- **Simplification.** Refactoring, refinement, & streamlining.
- **Assessments.** Audits, reviews, appraisals, & risk analysis.
- **Coaching.** Diagnosing, debugging, & restarting stalled projects.
- **Business cases.** Cost, benefit, & return-on-investment (ROI) analysis.
- **Communications.** Executive summaries, white papers, & lightning talks.
- **Strategy & tactics.** Program, project, task, & activity scoping, charters, & plans.

