



Drink Lean From the Source

Kenji HIRANABE
Change Vision, Inc.

Seeing is understanding.

*Hello,!
I'm from Japan.*





Kenji HIRANABE(1/2)



- (co-)Translator of ...



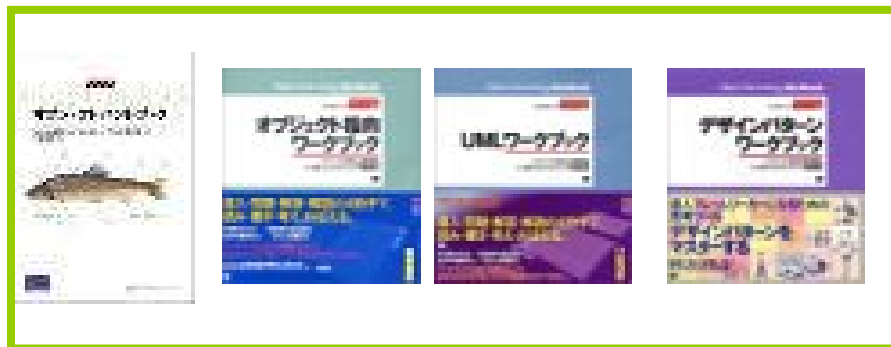
C++ book



XP/ Agile books



Agile and Scrum:
Collaborative Software
Development That Connects
Customers, Engineers and
Management



OO, UML books



Mind Map book



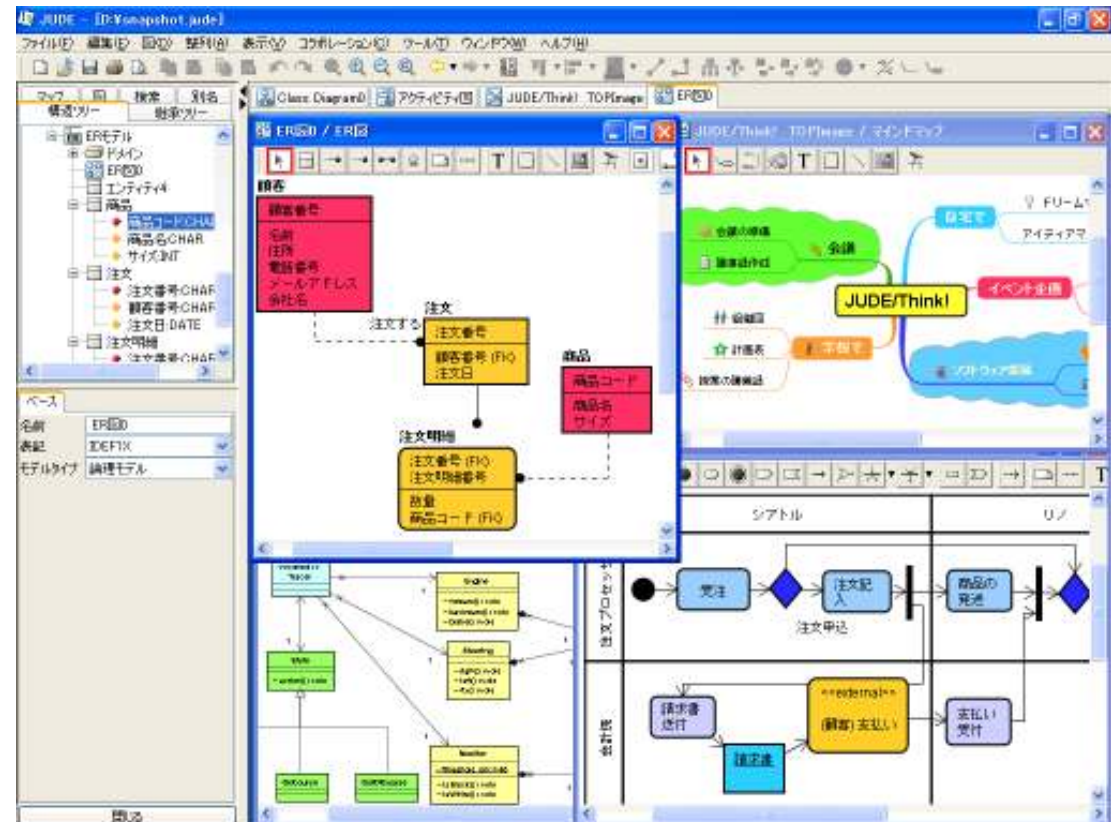
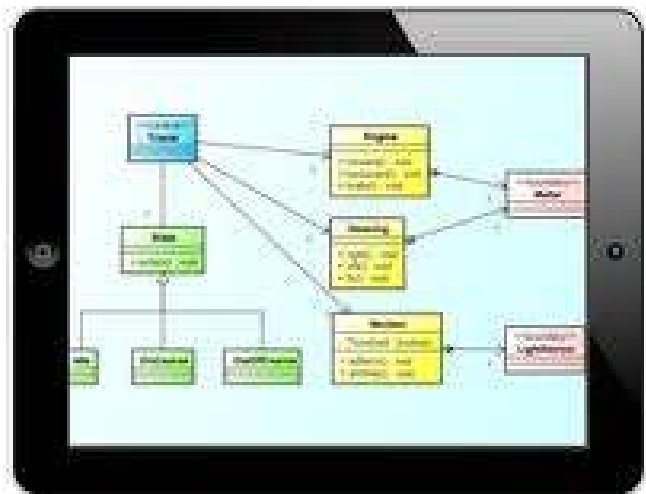
Scrum book



Kenji HIRANABE(2/2)



- CEO of Astah.net.
- **astah – UML editor (formerly known as “JUDE”)**
 - With Mind Map, ERD
 - <http://astah.net/>
 - Runs on
 - PC, Mac, Linux, iPad



Seeing is understanding.

Agile Japan 2009

zen (改善)
nchi-Gembutsu (現地・現物)
is "People" positioned in
/TPS
t Change
e Japanese audience



Satoshi Kuroiwa



Mary Poppendieck



Agile Japan 2011



**“Fearless Change”,
Linda Rising**

Innovation Sprint 2011



Agenda

- The Big Picture of Lean and Agile
 - and Japan's implication
- A video of a Factory Reconstruction
 - to learn from the Source of Lean

Big Picture of Lean and Agile

Do you know
where the
word "Scrum"
came from?



SCRUM



(C) Odd-e Pte Ltd
www.odd-e.com



Product Owner



Scrum Master



Sprint

1-4 weeks

Daily Scrum

15min

Daily

Product Owner
Team Scrum Master
Product Owner



Product Backlog

Sprint Planning Part1

Sprint Planning Part2

Sprint Backlog

Product Backlog Refinement

Potentially Shippable Product Increment

Sprint Review

Sprint Retrospective

1-4h

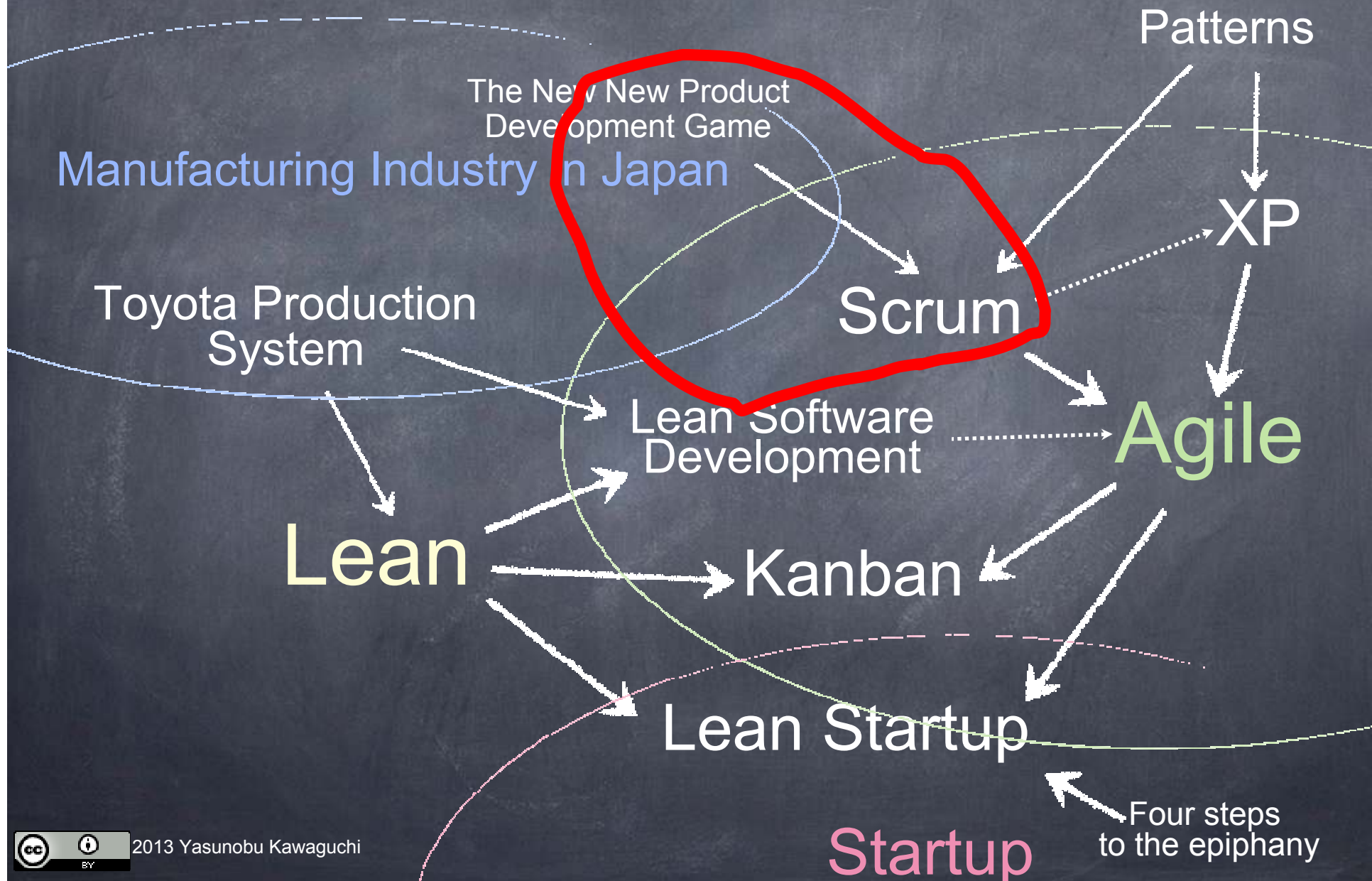
1-4h

5-10% of Sprint

1-4h

1-3h

Agile and Lean



The new new product development game

*Stop running
the relay race and
take up rugby*

*Hiroataka Takeuchi and
Ikujiro Nonaka*

In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies in Japan and the United States are using a holistic method—as in rugby, the ball gets passed within the team as it moves as a unit up the field.

This holistic approach has six characteristics: built-in instability, self-organizing project teams, overlapping development phases, "multilearning," subtle control, and organizational transfer of learning. The six pieces fit together like a jigsaw puzzle, forming a fast and flexible process for new product development. Just as important, the new approach can act as a change agent: it is a vehicle for introducing creative, market-driven ideas and processes into an old, rigid organization.

Mr. Takeuchi is an associate professor and

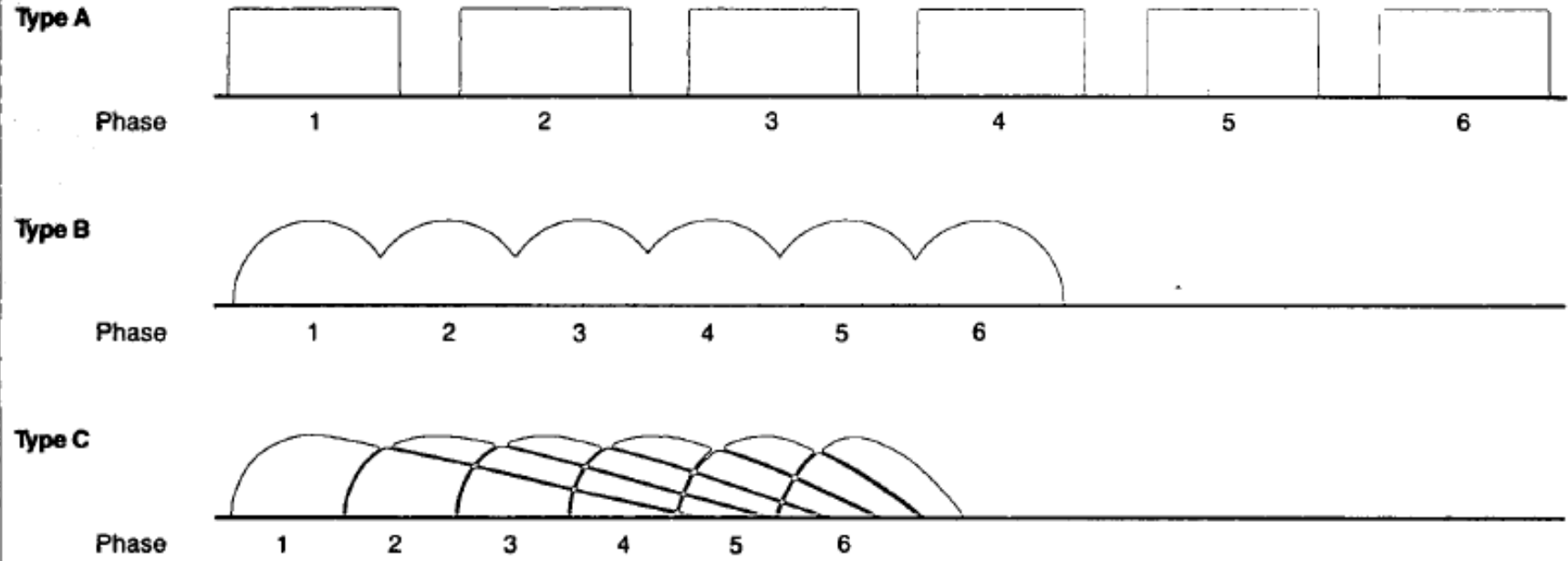
The rules of the game in new product development are changing. Many companies have discovered that it takes more than the accepted basics of high quality, low cost, and differentiation to excel in today's competitive market. It also takes speed and flexibility.

This change is reflected in the emphasis companies are placing on new products as a source of new sales and profits. At 3M, for example, products less than five years old account for 25% of sales. A 1981 survey of 700 U.S. companies indicated that new products would account for one-third of all profits in the 1980s, an increase from one-fifth in the 1970s.¹

This new emphasis on speed and flexibility calls for a different approach for managing new product development. The traditional sequential or "relay race" approach to product development—

New product development

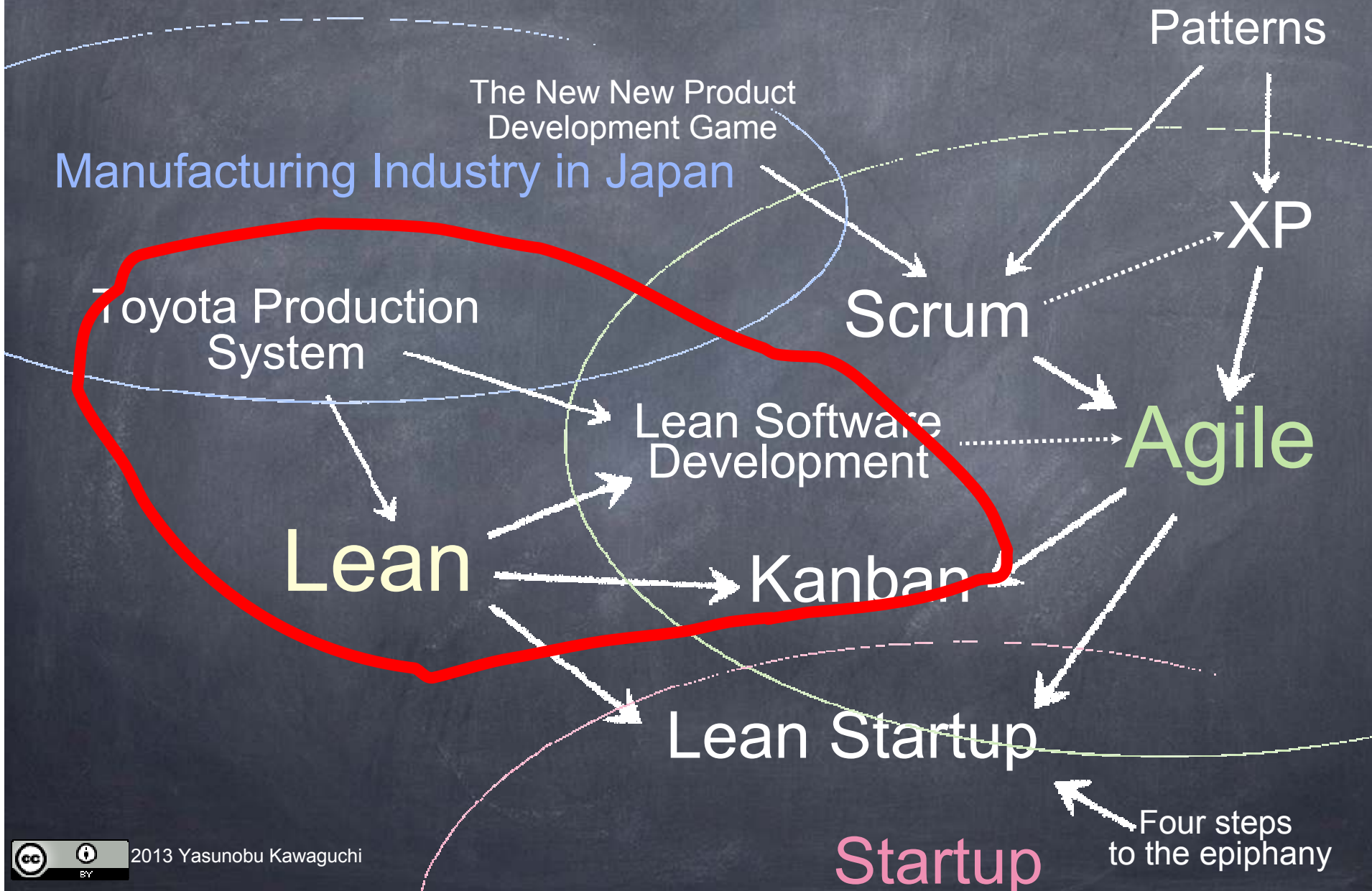
Exhibit I Sequential (A) vs. overlapping (B and C) phases of development



Innovation Sprint 2011



Agile and Lean



Video of Factory Reconstruction

A Video of Factory Reconstruction

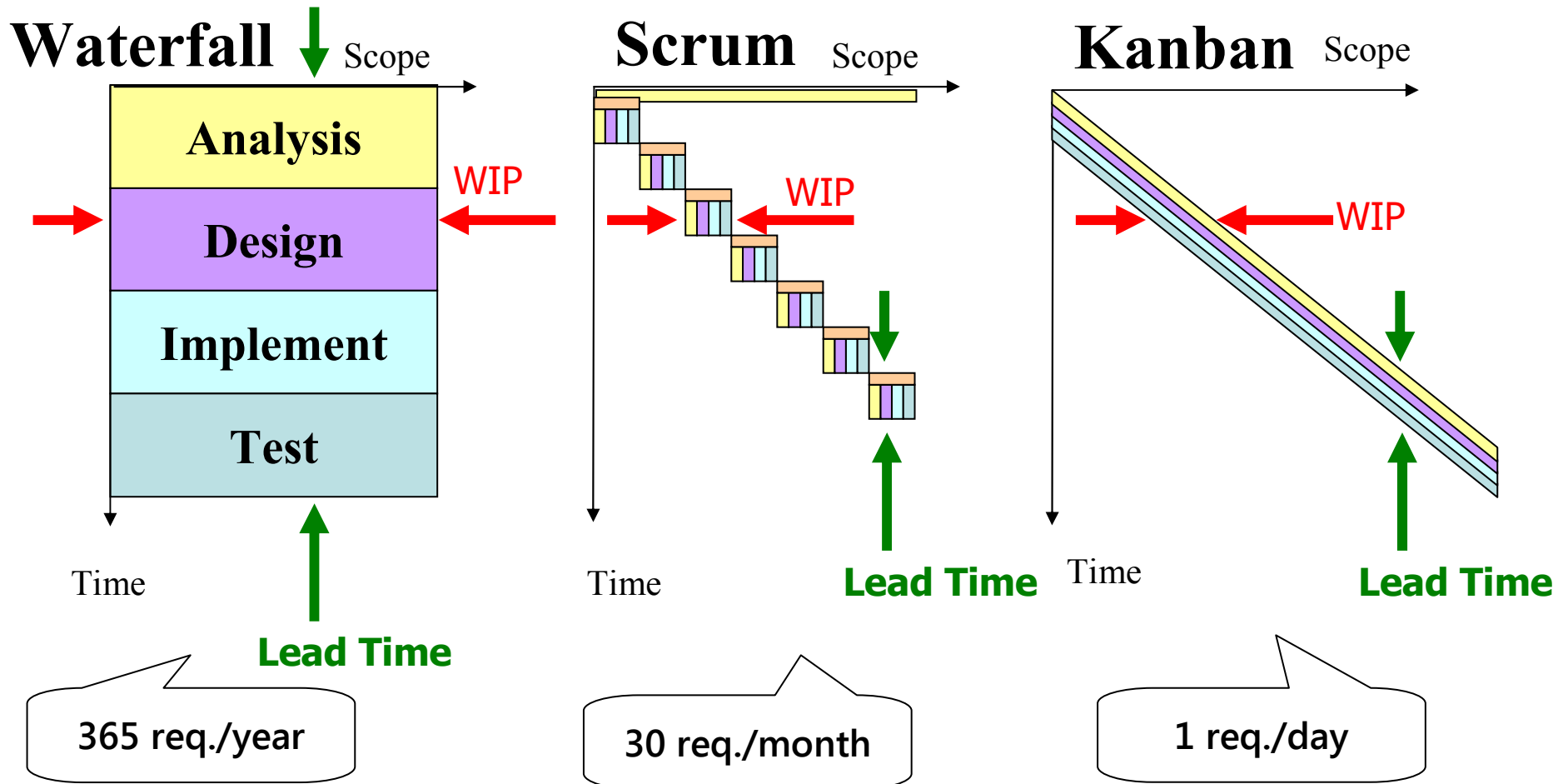
- 20 minutes video
- Explain by a Mind Map (5 parts)
 1. Waste
 2. Change
 3. Conflict
 4. Yatai
 5. Kaizen
- Share findings, ideas

Yatai (or Hotdog Stand)



What is WIP ?





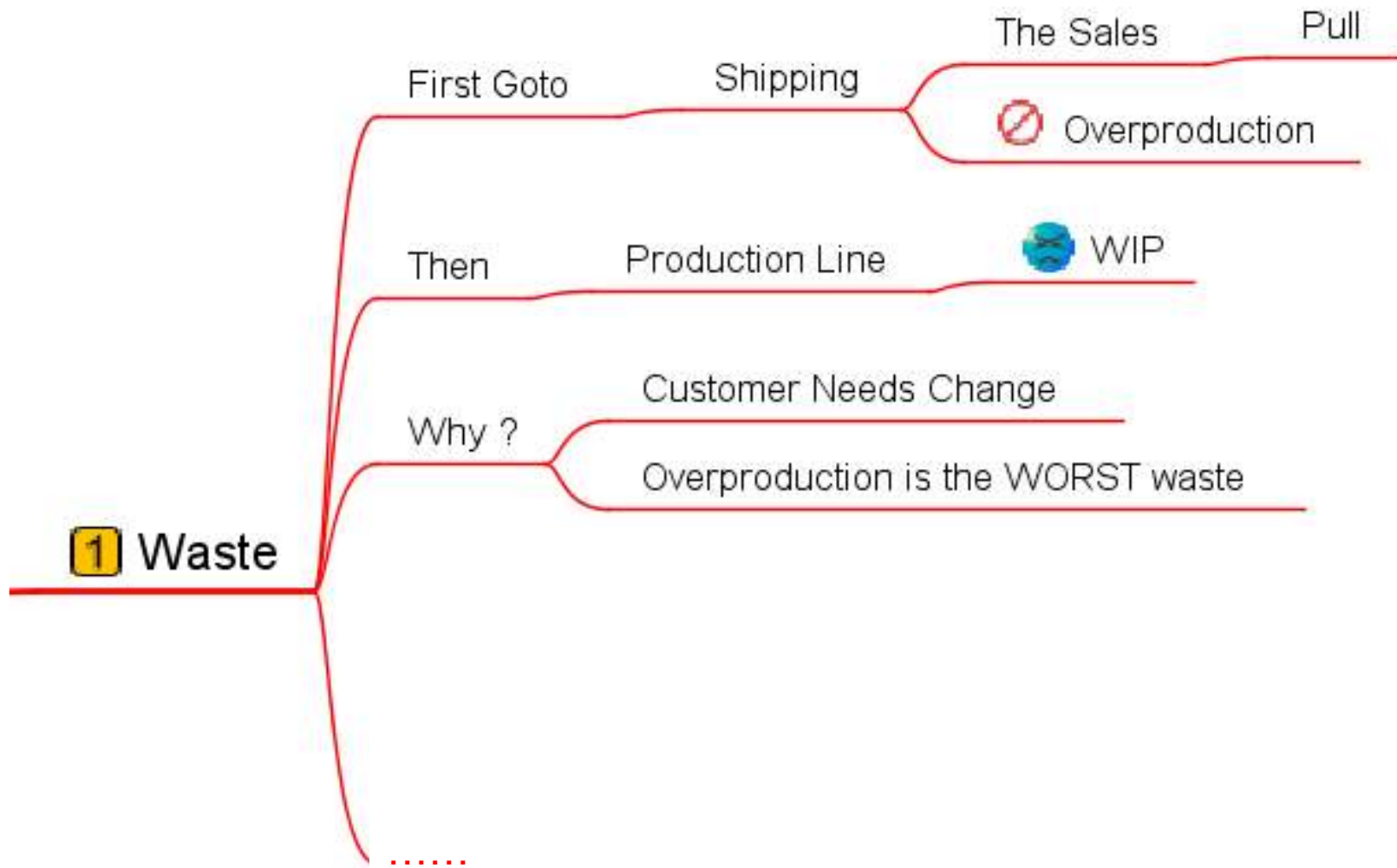
Average throughputs are the same

Little's Law: $WIP = Lead\ Time(Time\ to\ completion) \times Throughput(productivity)$
 Smaller WIP -> Little waste and more.

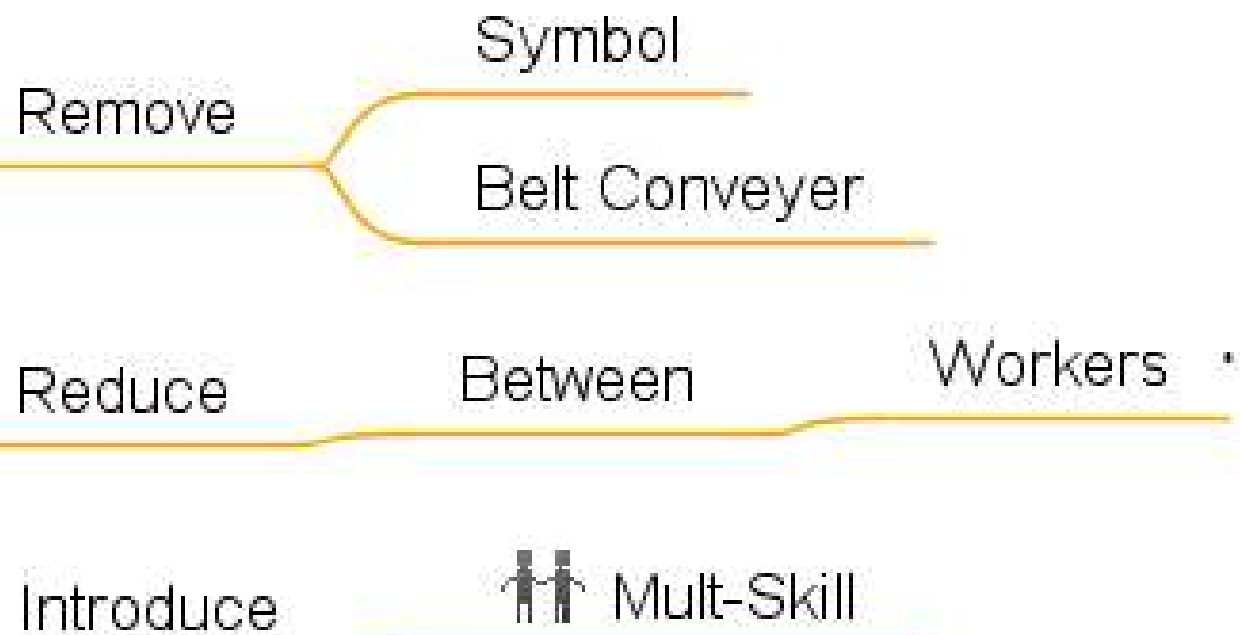
If Throughputs are the same, Smaller WIP reduces LeadTime ...-> Faster Delivery

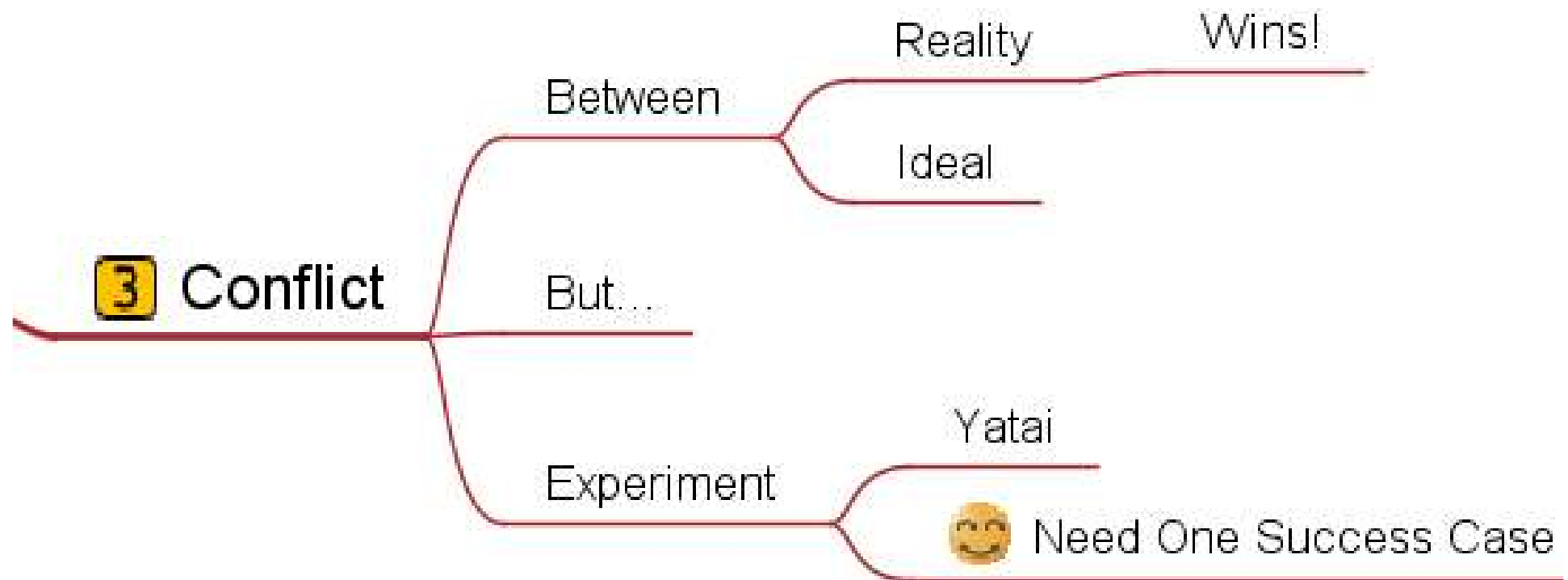
Video!

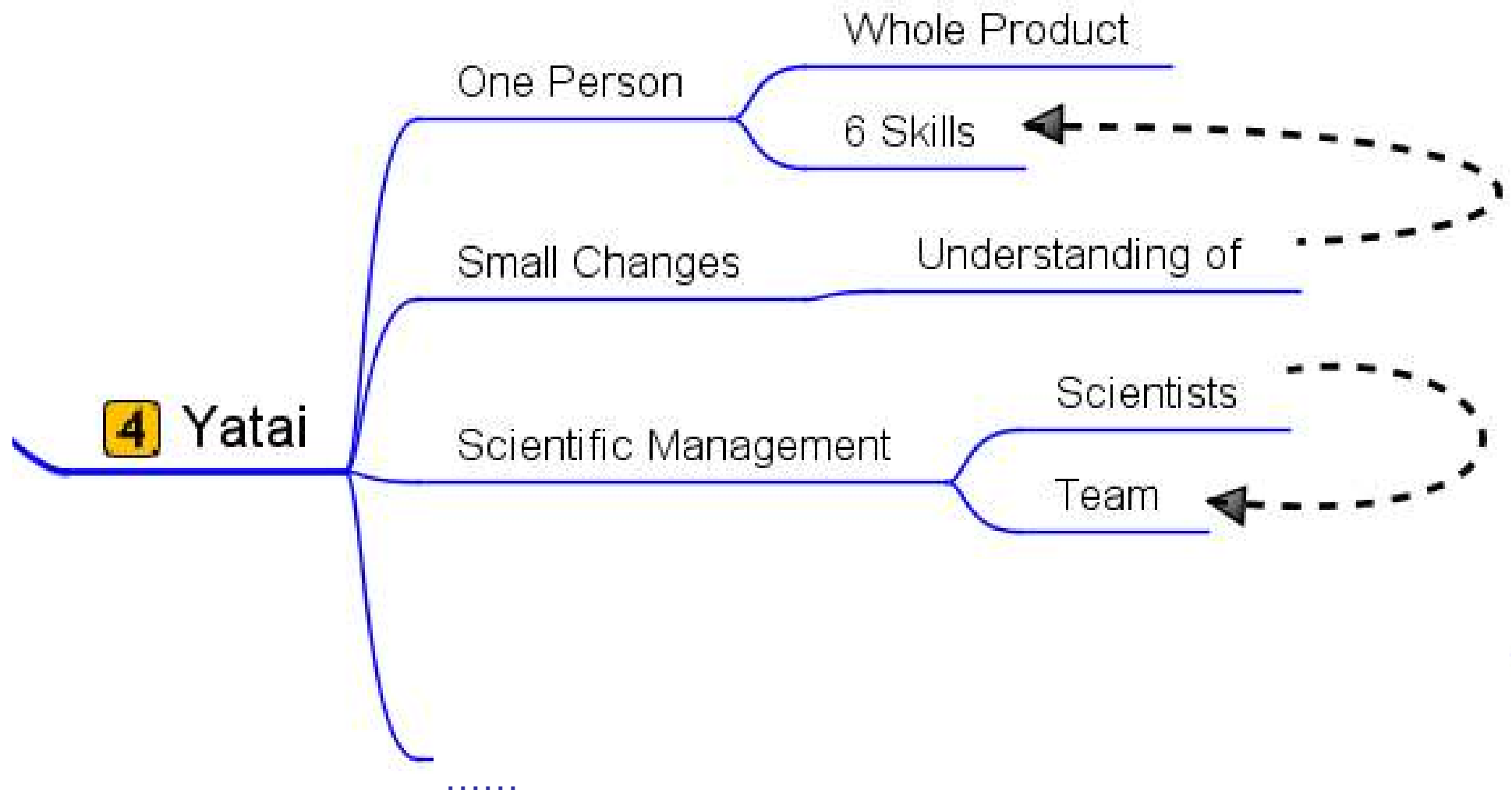


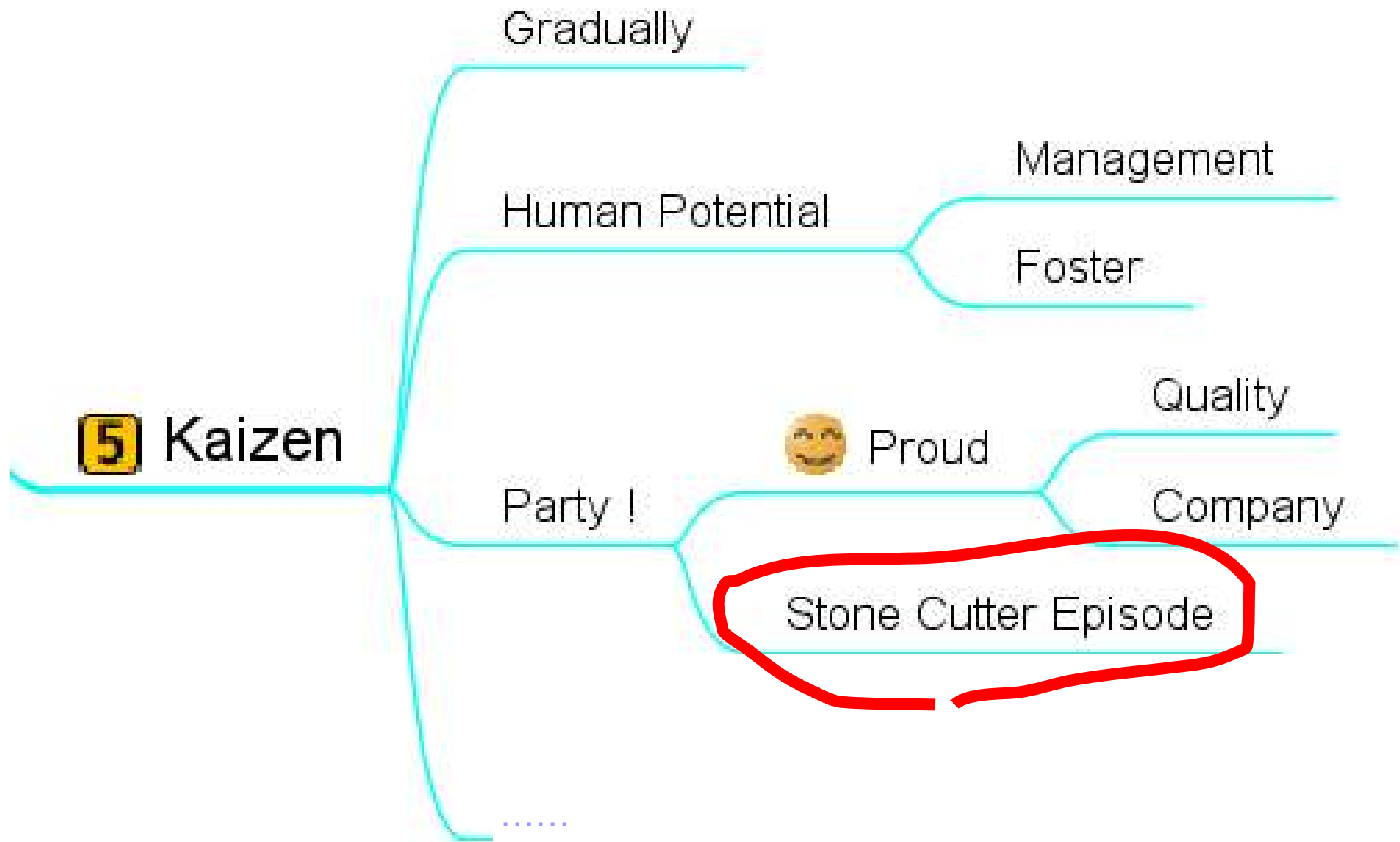


2 Change!











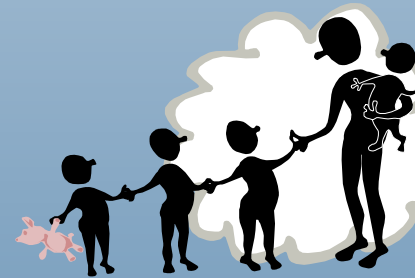
What are You Building?

*Three Stonecutters were asked:
“What are you doing?”*

I’m cutting stones!



I’m building a cathedral.



I’m earning a living.



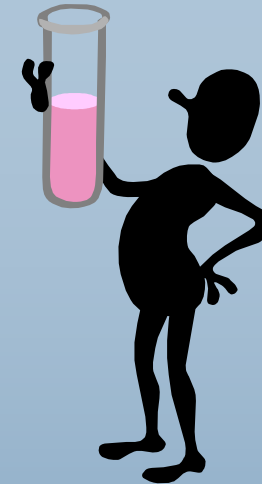


Cathedral Builders

Move responsibility and decision-making to the lowest possible level.



Stone Cutters or Cathedral Builders?



The Litmus Test:

*When workers are annoyed by their job –
Do they complain,
ignore it, or fix it?*

 **Notes**

He Didn't



PowerPoint Presentation



Go to Gemba

To solve Problems

Context is everything

He Didn't



tell what to do



Ask People at Gemba

Sense of Urgency

Really have to think and act.

Objectives of Kaizen

Sense of Contribution

Taking Part in the whole



Notes

Context

"Think for yourself" attitude

😊 People

Vehicle of Knowledge

🌐 Book or Manual

PPP

People

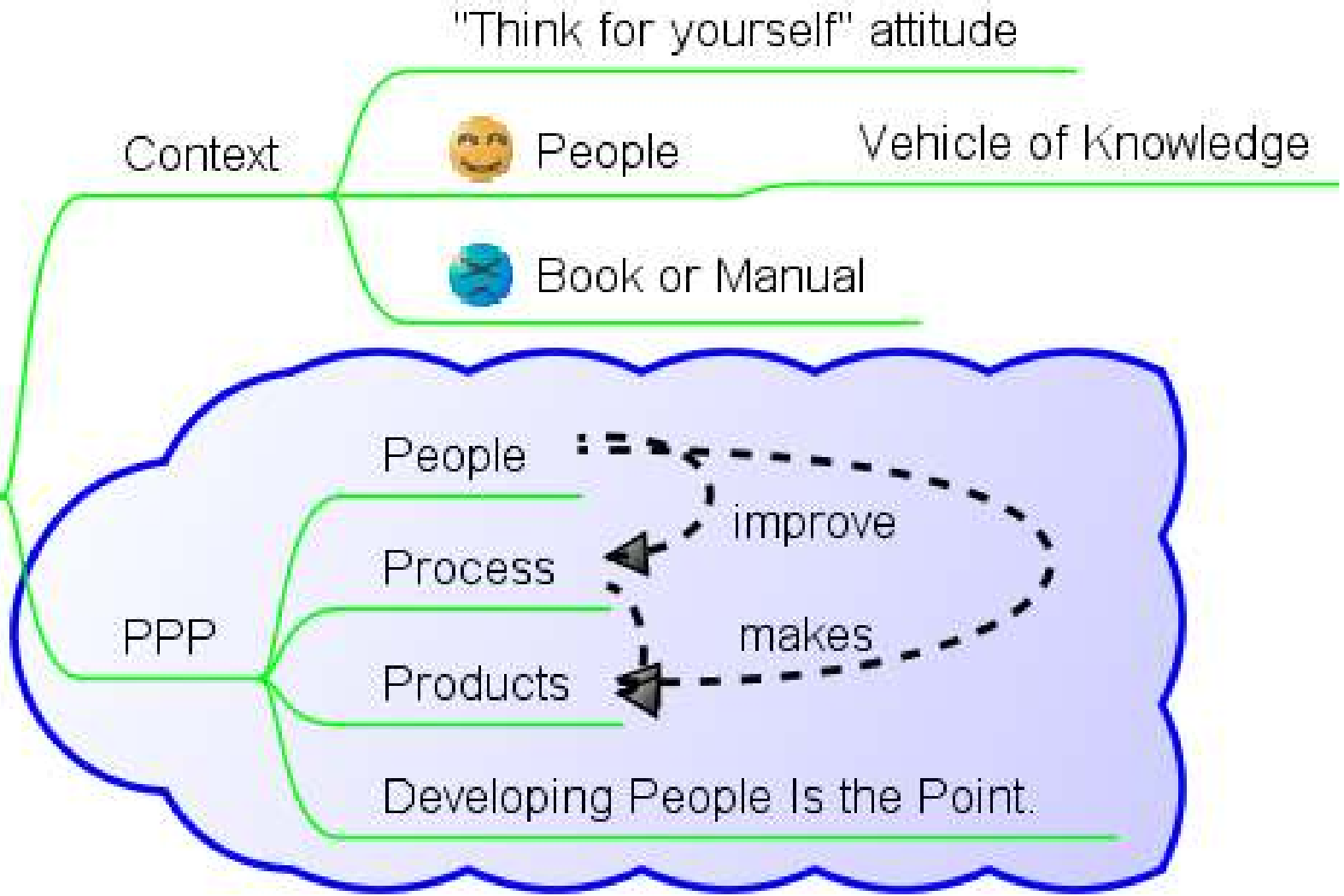
Process

Products

improve

makes

Developing People Is the Point.

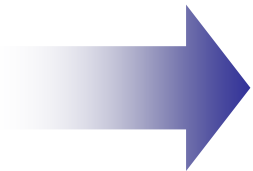


- Scientific Management

- There is
“One Best Way”



Think



Do

Managers
Plan on Desk.

Workers
Do it.

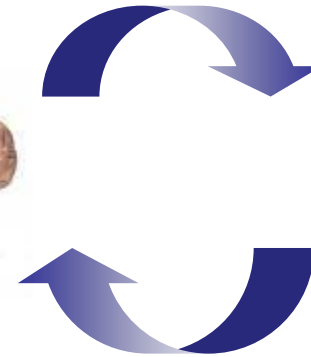
Command Control

- Lean

- Do it and
Think for Yourself



Think



Do

Workers Do and Think for themselves.
Managers help workers do and think.

Kaizen

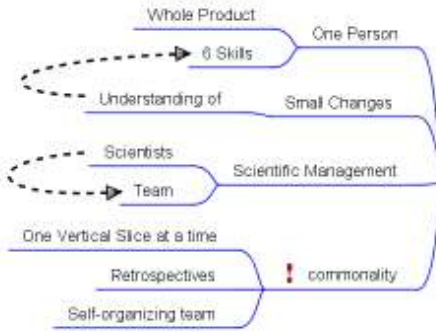
*“Lean is scientific management
where the scientists are the first line workers.”*

-- John Shook

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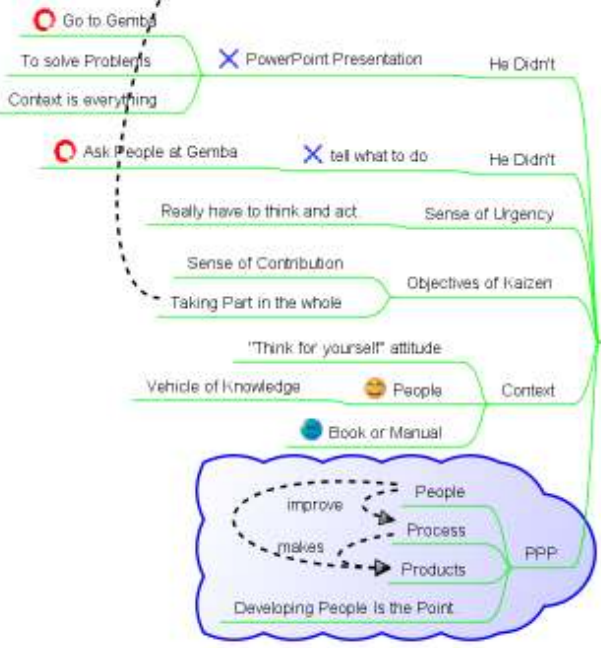
4 Yatai



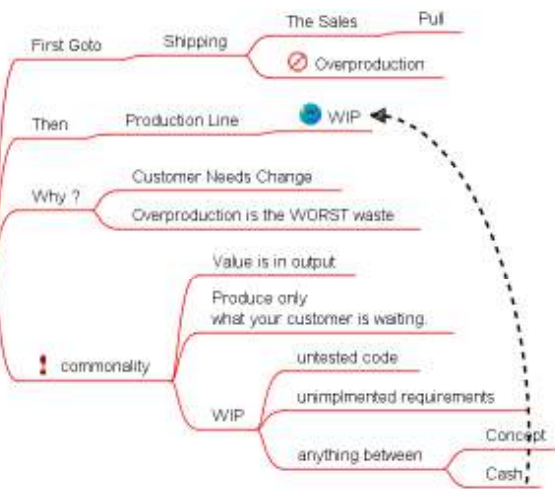
5 Kaizen



Notes



1 Waste



2 Change!



3 Conflict



*Seeing is
Understanding.*

