

Lean Thinking

Improving your Organisation's Value Stream beyond Software Development

This interactive, hands-on course equips you with the essential lean concepts you need to know to improve your company beyond software development. Whereas Agile is focussed on gathering requirements and transforming them into shippable software, lean thinking addresses the entire value stream, from identifying customer needs to satisfying them. This includes innovation and portfolio management, project approval processes, deployment, production support, sales and service.

The course enables you to take a holistic view at your organisation's processes. You will learn how to improve quality and productivity and reduce time-to-market and cost. You will leave the course with concrete improvement steps for your own organisation.

Objective

Understand how lean works and be able to apply lean principles to your own organisation to improve quality and productivity and reduce time-to-market and cost.

Duration: One day

Target audience

Product managers, Product Owners, development/IT managers, ScrumMasters, project managers, service and production support managers, test managers, quality and process managers.

Prerequisites

The participants are required to have working knowledge of Agile software development processes such as Scrum. Additionally, you are requested to watch the video listed below prior to the class. Reading the book stated below will be greatly beneficial.

Mary and Tom Poppendieck. *Using Lean for Competitive Advantage*.

<http://www.infoq.com/interviews/poppendieck-lean-2007>

Jeffrey K. Liker. *The Toyota Way*. McGraw-Hill Education. 2003

Contents

The course is interactive and participatory. It uses exercises and encourages discussion. The contents include:

Introduction

- Lean Thinking and Agile Software Development
- The Roots of Lean Thinking
- Overview of Lean Thinking
- Overview of Lean Software Development

Value Streams

- From customer needs to product delivery: The value stream
- The value stream mapping technique
- The current state value stream map

Eliminating Waste, Overburden and Variation

- Discovering and removing waste (Muda)
- Avoiding and resolving overburden (Muri)
- Removing unnecessary variation (Mura)

Lean Process Characteristics

- Push vs. pull
- Kanban
- One-piece flow and just-in-time
- Takt time and cadence
- Workload levelling (Heijunka)

The Future Value Stream

- Creating the future state value stream map
- Developing the improvement plan

Lean Management Principles

- Empowerment and respect
- Teamwork
- See for yourself (Gentchi Genbutsu)
- Quality first (Jidoka)
- Continuous improvement (Kaizen)
- Visual controls (Andon)
- Standardisation
- Reflexion (Hansei)

About the Trainer

Roman Pichler works as an independent consultant, trainer and coach. He helps organisations to embrace Lean and Scrum. Roman's clients value his rich and diverse experience in Lean and Scrum ranging from helping start-ups as well as large global companies to embrace new ways of working. Roman is a Certified Scrum Trainer. He is the author of [Scrum – Agiles Projektmanagement erfolgreich einsetzen](#). The book discusses how lean principles can be used to complement Scrum. Roman speaks and teaches in English and German.