FAST FEEDBACK: THE KEY TO BUSINESS AGILITY

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PAIR AND SHARE

Find a partner and introduce yourself

Share with this person

| One of your organization's end-to-end processes | How that process could deliver value sooner than it does today |
WHAT IS THE VALUE OF GOING FASTER?

My goal

- Create a wildly successful video streaming company

Need to choose

- what to work on in the next two months
SUBSCRIPTION GAME

Place a single task card on each work square

For each month, update the subscriber and revenue numbers as per the formula.

Total the subscribers and revenue numbers at the bottom of the sheet.

Month 1
Simplify Search +1K subs

New Subscribers: 1000
Paid Subscriptions: 1000
Revenue: $10,000

Total Subscribers: 3000

10 Minutes
WHAT IS THE VALUE OF DELIVERING FASTER?

<table>
<thead>
<tr>
<th>Team</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team A</td>
<td>New Home Page</td>
<td>Simplify Search</td>
<td>Mobile Browsing</td>
</tr>
<tr>
<td>Team B</td>
<td>New Home Page</td>
<td>Simplify Search</td>
<td>Mobile Browsing</td>
</tr>
<tr>
<td>Team C</td>
<td>New Home Page</td>
<td>Simplify Search</td>
<td>Mobile Browsing</td>
</tr>
</tbody>
</table>

$30,000 total
WHAT IS THE VALUE OF DELIVERING FASTER?

**Efficiency**
- Team A: New Home Page
- Team B: Simplify Search
- Team C: Mobile Browsing

- **Month 1:** $0 – 0 new subs
- **Month 2:** $0 – 0 new subs
- **Month 3:** $30,000 – 3,000 new subs

$30,000 total

**Speed**
- Team A: New Home Page
- Team B: Simplify Search
- Team C: Mobile Browsing

- **Month 1:** $10,000 – 1,000 new subs
- **Month 2:** $20,000 – 1,000 new subs – 1,000 existing subs
- **Month 3:** $30,000 – 1,000 new subs – 2,000 existing subs

$60,000 total
ADDITIONAL REASONS TO DELIVER FASTER
HOW DO WE GO FASTER?

\[ L = \lambda W \]

WIP = Cycle time x Throughput

Cycle time = WIP / Throughput
WASTE

- Transport
- Inventory
- Motion
- Waiting
- Overproduction
- Over Processing
- Defects
WASTE

Transport
Inventory
Motion
Waiting
Overproduction
Over Processing
Defects
TESTING TAKES TIME

How can it make us go faster?
FEEDBACK
WASTE

Transport
Inventory
Motion
Waiting
Overproduction
Over Processing
Defects
WE NEED TO UNDERSTAND THE FLOW

- Recall – what was the opportunity for processes improvement that you wrote down?
- We can use Value Stream Maps to identify the biggest sources of delay and suggest ways to remove them.
Creative request received

Assign to PM → Review request, attach task list → Kick-off creative work → Design graphics and write copy → Hold Internal review → Update graphics and copy based on review → Present Creative to client

Internal approval

Make changes based on client feedback → Hand over files to P&D → Check files to ensure they show up → Link form PTP to eBlocks → Check links → Handover to Marketing → Build emails

Emails sent
BUILD A VALUE STREAM MAP

- At your table – pick a process to map (more than technology)
- Build the Value Stream Map together
- Verb noun format
- Avoid branching
- No loops

20 Minutes
Creative request received

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Review request, attach task list

Kick-off creative work

Design graphics and write copy

Hold Internal review

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Internal approval

Hand over files to P&D

Check files to ensure they show up

Link form PTP to eBlocks

Check links

Handover to Marketing

Build emails

Emails sent
Elapsed Time
is the time between 2 events

(a) 3:18 p.m. to 7:30 p.m.

4 hours 12 min.
ANNOTATE VALUE STREAM MAP

- Touch time
- Elapsed time

10 Minutes
DO YOU SEE WHAT OTHERS CAN'T SEE?

What stands out?
Creative request received

Assign to PM
Review request, attach task list
Kick-off creative work
Design graphics and write copy
Hold Internal review
Update graphics and copy based on review
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Elasped time: 60 days, 8 hours/day = 480 hours

Touch time: 44.03 hours

Process efficiency: (44.03/480)*100 = 9.2%
PROCESS EFFICIENCY

\[
\frac{\text{Total Touch Time}}{\text{Total Elapsed Time}} \times 100
\]
CALCULATE YOUR PROCESS EFFICIENCY

- \((\text{Total Touch time/Total Elapsed time}) \times 100\)

5 Minutes
FEEDBACK

In Software
```c
void updateLeds()
{
    usbShowStatusWithGreenLed();
    LED_YELLOW(yellowLedOn);
    LED_RED(serialProtocolError);
}

void executeCommand()
{
    switch (commandByte)
    {        
        case COMMAND_TOGGLE_YELLOW_LED:
            yellowLedOn ^= 1;
            break;

        case COMMAND_GET_X:
            response[0] = x & 0xFF;
            response[1] = x >> 8 & 0xFF;
            usbComTxSend(response, 2); // Assumption: usb
            break;
    
```
FEEDBACK
Beyond Software
FEEDBACK LOOPS

Feedback to O&K from Tiffany/Kelly/Erin
- copy (internal)
- design (internal)
- brand
- user experience
- adherence to CR/strategy

IDEA CREATION
- internal to client

ASSESS
- campaign structure
- financial prediction

Creative Execution
- exploration of concept
- discussion of ideas
- final ticket created

External Feedback
- drive revenue/engagement
- DR best practices

Post-deployment

how much # did email make
YOUR FEEDBACK LOOPS

- Indicate Feedback loops on your Value Stream Map
YOUR FEEDBACK LOOPS

- Do any feedback loops significantly impact process efficiency?
- Any low value feedback loops?
REDUCE WAIT STATES

- Review your Value Stream Map:
  - What was your process efficiency?
  - How can it be faster?
  - How can you minimize the time to get feedback?
  - Are there any low value feedback loops that can safely be eliminated?
How can we get a User Story done within a sprint if we have to wait for all that feedback and approvals, especially outside of software?

Borrow a new concept from Agile software development
All the brilliant minds working on:
The same thing
At the same time
In the same space
On the same computer
GLOBAL EMAIL TEAM

45 minutes to complete work that normally takes a calendar week.
• Pick a commitment partner
• Exchange contact information
• Write down one thing you will do based on this session
• Follow up with your accountability partner within 30 days and hopefully beyond that.
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