

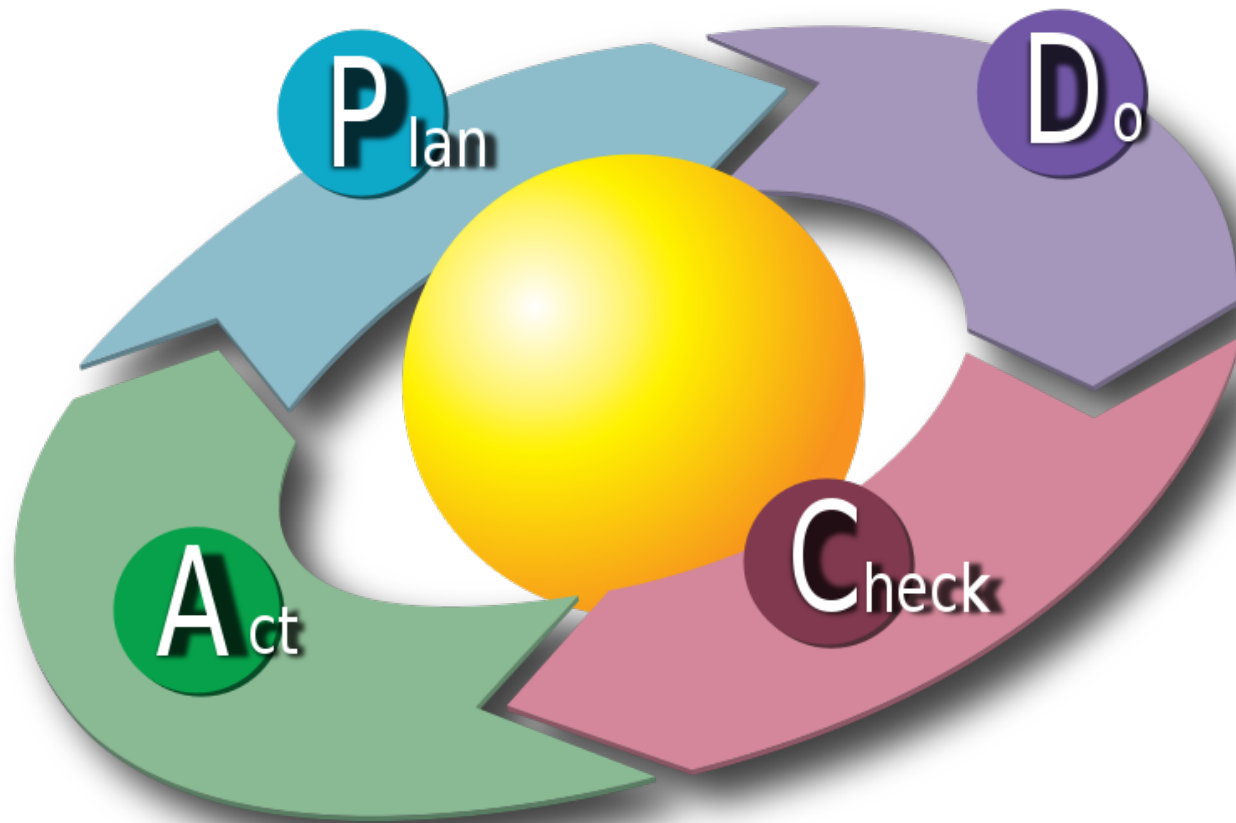
How to solve your toughest impediments?

Jef Cumps - @jcumps

Bart Oste - @bartoste



Deming quality cycle: PDCA



A3 mindset

- Objectivity
- Results and process driven
- Synthesis, distillation and visualization
- Goal: Seek alignment and ensure progress

Problem solving A3

Title

Owner, date

Background

Countermeasures

Current condition

Goal

Effect confirmation

Root cause analysis

Follow-up actions

Problem solving A3

Title

Owner, date

Background
Current condition
PLAN
Goal
Root cause analysis

Countermeasures
DO
Effect confirmation
CHECK
Follow-up actions
ACT

ACTION!

- ✓ Agree on 1 tough and common impediment within your group!
- ✓ Pick 1 person that suffers from the impediment as the 'Owner' of the A3.



Problem solving A3

Test automation to boost customer satisfaction!

Marcus W. 1/9/2012

Background

XXX project, 2-monthly releases, highly visible to many different customers, pilot for Scrum

Current condition

Too many bugs found after first 3 releases: resp. 24, 32 and 29 important or critical bugs.

→ customers unhappy and risk of losing market share due to 'bad quality image' of product. First 2 customers left: around 280k€ loss!

Goal

Get good quality image + don't lose any more customers by lowering bug rates to:

→ 0 critical bugs per release

→ < 3 important bugs per release

ACTION!

- ✓ Build first 3 parts from the A3:
 - Background
 - Current condition
 - Goal



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Root cause analysis

Why? Too much last minute testing before release

Why? Testing not in Sprint 'Definition of Done'

Why? Not possible to test everything inside Sprint

Why? All manual tests, no test automation

Why? No knowledge/experience of test automation + no management support

ACTION!

- ✓ Build 'Root cause analysis' part from the A3, using 5 Why's.



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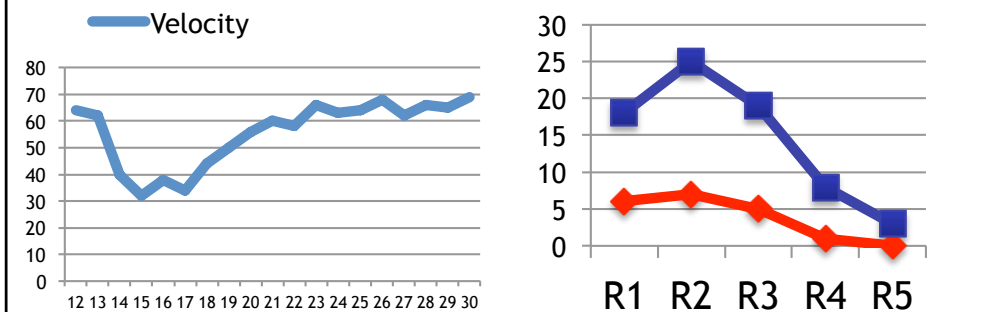
Countermeasures

- Explain value of test automation to mgmt + get support for next steps (John, 15/9)

- Put automated unit and acceptance tests in D.O.D from Sprint 15 onwards (expected velocity drop: 40-50% in first 4-5 sprints to learn + catch up)

- Get automation expert into Sprint 14 (cost € 7.600) to setup C.I. and teach us automation (by pair programming)

Effect confirmation



ACTION!

- ✓ Build 'Countermeasures' part from the A3. Try to get actions as SMART as possible!
(Specific, Measurable, Achievable, Realistic, Time bound)
- ✓ Start defining 'Effect confirmation' metrics.



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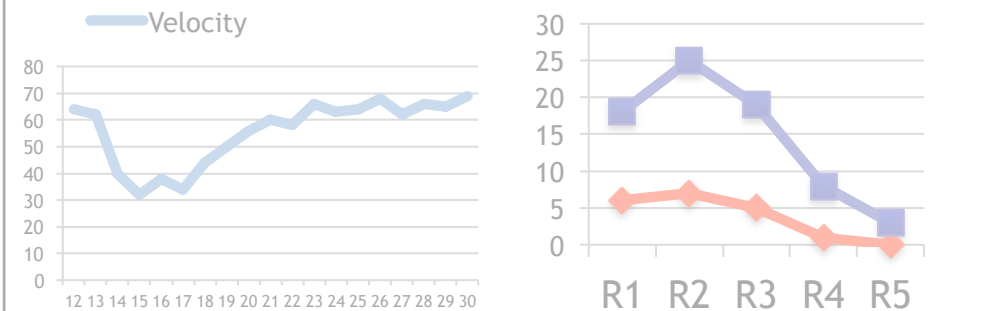
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Effect confirmation



Follow-up actions

- Share automation and C.I. knowledge with other teams
- Learn more about ATTD and start implementing it

Problem solving A3

Title

Owner, date

Background

Any background information that is essential to understanding the extent and importance of the problem.

Current condition

Clear and simple overview of current process + fact-based understanding of the problem. Quantify the 'pain' you're suffering.

Try to use visual elements (chart, drawing, table, ...) to enhance understanding!

Goal

Clear definition of desired outcome, including metrics to measure success.

Also, quantify the gain of reaching this goal!

Root cause analysis

Investigation of the root cause(s) of the problem stated in the current condition.

*Dig deep enough to find the deeply rooted seeds of the problem!
Good techniques for root cause analysis are 5 Why's or a Fishbone diagram.*

Countermeasures

List of necessary actions to address / solve the root causes of the problem.

Include:

- What must be done*
- How (approach) it is best done*
- Who is responsible*
- When it should be done*

Effect confirmation

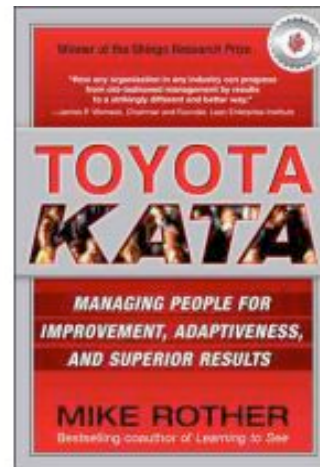
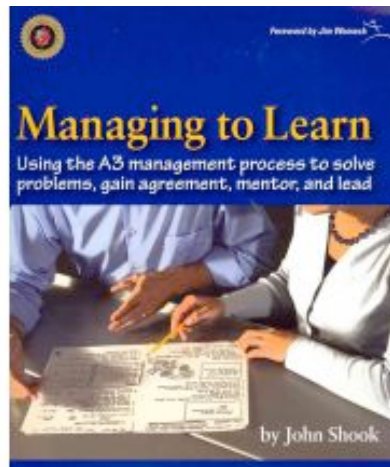
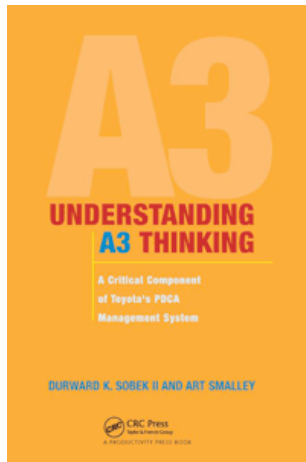
Tracking of the metrics defined in the Goal section, to assure that the defined countermeasures were the right ones to reach the goal, and that they were properly executed.

Follow-up actions

Reflection on what further changes should be made to reach the goal (maybe countermeasures need to be adapted or added). Also further actions needed to sustain the improvement on the long term.

Questions?







LET'S DELIVER VALUE!

Feel free to contact me!

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Thank you!

