Prefilled Problem Picture Analysis Map – silo <u>and</u> Continuous Improvement

Problem: Our product development is too slow, too expensive and delivers the wrong products with bad quality

Symptom: We have the wrong values, mindset and culture

Symptom: Too low Resource Efficiency

Symptom: We are not proactive enough neither to opportunities nor problems (almost all root causes)

Symptom: Too low Flow Efficiency

Symptom: Too much coordinating work

Symptom: Too much activity re-starting

Symptom: Too much activity re-scheduling

Symptom: Teams work independently in parallel with a too short cadence

Symptom: Hidden faults/low quality are discovered too late

Symptom: We get slower and slower for every feature we are adding

Symptom: We deliver customer value too slow

Symptom: Too many tasks fall between the chairs

Too much Proj. Adm. Waste

Symptom: Organisational Clogging

Too much Activities in Queues waste

Symptom: Contradictory/ late requirement changes

Symptom: No one in the line feels responsible for the activity

Symptom: Chinese whispers effect

Symptom: Too many coordinators

Symptom: Overuse of underutilisation

Symptom: Too frequent retrospectives

Symptom: The customer need not fully understood

Symptom: We have a crappy systemisation

Symptom: Too long chains of interdependencies

Symptom: People are part of too many chains of interactions

Symptom: Too long chains of interactions

Symptom: Too many stakeholders that cannot agree

Symptom: The customer does not know what to require

Symptom: The delivery packages are too big

Symptom: The project phases are in sequence

Symptom: Time-boxed (planned) activities, are queued to specialists [1] (bottle necks) / People juggle with too many activities

Symptom: The fixed cycle time increases the cycle time for the teams that do not need the "spare time", which according to Little's Law will increase throughput time; meaning a lower Flow Efficiency.

Symptom: To frequent start-up and close-down of time-boxes

Symptom: The uncertainty of the product is underestimated

Symptom: The system product is not built on a modular platform

Symptom: Too high hierarchies in the line and project organisations

Symptom: Too many people in queues to solve activities

Symptom: Too small time-boxes

Symptom: Too slow feedback

Symptom: Too big batches

Root cause: We do not have the right I-competence for our business

Root cause: Our teams are neither sitting full-time in a flat hierarchy, nor following the numbers 5, 15 and 150

Root cause: Too few people are T-shaped [2]

Root cause: The short-term (i.e. sprint activities, activities until next IE(s)) and the long-term planning with interdependencies, critical line, etc. for the total deliveries are not properly taken care of [3]

Root cause: The Integration Events [4] are not timely

Root cause: We do not have control and responsibility over the system product's architecture with respect to Conway's law

Root cause: There is no setup for incremental build of SW MVPs / HW/SW platforms with modules

Root cause: There is no setup for parallel work

silo problems

Added Continuous Improvement problems

A non-adaptive organisation will die

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[1] within the team, another team or an expert (SME), or no one available   [2]multi-I-shaped in production   [3] do not forget margins for variability   [4] and Aggregation Points in production