

Our Vision for Lean Practice

If we are to succeed, we must deliver value faster and more cheaply. We understand a great deal about our business environment and what is needed, and we have mastered the complexities which are inherent to it. *We are experts in our domain, and more is known to us than is unknown.* Hence we are now able to focus on optimising the things we build and the way we build them. The cumulative gains we seek will give us the critical advantage we need to stay ahead. We will therefore perform work in small increments to achieve each optimisation, while the work we do can be planned as far ahead - and in as much or as little detail - as it needs to be. Each team will inspect and adapt its products and its processes based upon the empirical experience of ongoing delivery, and with a view towards reducing waste and finding efficiencies. That's what lean practice is all about. Once you know you are building the right thing, you should ensure you are building it well.

As lean professionals, we have mastered the risks in our environment and recognise an obligation to enhance value. By making small and cumulative improvements in an iterative and incremental manner, better outcomes can be delivered to our customers and stakeholders. However we will do this on the basis that, as experts, *we should start with what we are doing now.*

This will be achieved using Kanban, a simple lean framework for mastering the delivery of complicated products. As masters of our value stream, we will continue to use our experts in their current roles unless and until we have evidence that they ought to change. Their work will be done in small batches which will be of a deliberately limited size. This will allow throughput to be increased, and lead time reduced before value is evidenced. The depreciation of work-in-progress will be minimised, and metrics obtained early and often so efficiencies can be found and wasteful practices challenged. Just as the flow of traffic ought to be managed as efficiently as possible in order to reduce congestion, our teams will search for bottlenecks, instances of under-utilisation, and other waste.

