What is this thing called Pull?

An Inflection Point in the Way Things are Done
MRP scheduled all purchases and sent orders to each workstation

✓ Reliably shipped ~ 60% of weekly plan
✓ Orders filled in ~ 6 weeks
✓ A lot of expediting

“If only you would try harder to do what the schedule says….”
Pull From Demand

Crisis at our Video Cassette Plant

- Competition selling cassettes for less than we could make them

Our Response

- Statistical Analysis for Quality Improvement
- Just-in-Time (Lean) Production

The Great Coffee Cup Simulation

Immediate Results:

- 95% of weekly plan
- Orders filled in 2 weeks
- No expediting
**Software Development Kanban**

**Visualize the Workflow**

**Limit Work in Process**

Make it clear what to do next

Understand Capacity

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**FLOW**

**Avg cycle time:** 12 days

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**Thanks to Henrik Kniberg of Crisp**
Inventory is Evil

It gets old
It gets lost
It hides quality problems
It slows everything down

Little’s Law
Time Through the System =
Number of Things in Process
Average Completion Rate

Don’t Batch
And Queue!

Backlogs are Evil
Pull from Capacity

(Wishful Thinking)

Input Flow

(Wishful Thinking)

Output Capacity

Never
From: Only the Paranoid Survive, by Andy Grove,

Business goes on to new heights

10x change in an element of the business. What worked before doesn’t work now. The executives are the last to know.

Business declines

**Theory:**

*Any transition from Push to Pull will create an inflection point.*
## Inflection Points

### Version 1.0 - Contract Focus
- Processes and tools
- Comprehensive documentation
- Contract negotiation
- Following a plan

### Version 2.0 - Development Focus
- Individuals and interactions
- Working software
- Customer collaboration
- Responding to change

### Version 3.0* - Customer Focus
- Team vision and initiative
- Validated learning
- Customer discovery
- Initiating Change

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**Inflection Point:**
Customer Pull

*Kent Beck, Startup Lessons Learned – April 23, 2010*

http://www.justin.tv/startuplessonslearned/b/262656520
First Build the Right Thing

There is nothing so useless as doing efficiently that which should not be done at all. – Peter Durcker

Most products failures are caused by a lack of Customers.

Not this:  

But this:
Brilliant Systems are the result of a matching of mental models between those developing a system and those who will be using the system.
GE Healthcare

“We realized that the biggest impediment was that we were selling what we were making [rather than] making what the customers here needed.”*

“Our engineering and marketing teams now interact closely with the customers here [in India] to understand their requirements. We look at their work flow, their environmental limitations, their profitability issues and other factors and we then price, design and manufacture the products accordingly”**

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*V. Raja, president and CEO of GE Healthcare-South Asia.

**Ashish Shah, general manager, global technology, GE Healthcare
Disruptive Technologies

Stage One – Start-up
✓ New technology finds an unmet need

Stage Two – Growth
✓ Move up-market for higher margins

Stage Three – Flattening
✓ The product overshoots market needs

Stage Four – Disruption
✓ New low end product
  × Faster, smaller, cheaper, draws less power, etc.
  × But not good enough for up-market customers
✓ Enters down-market and finds an unmet need
✓ Eventually grows up and takes over the market

Marc Benioff
Salesforce.com

When I started Salesforce, I asked the question:
“Why isn’t all enterprise software like Amazon.com?”

Associated Press
July 28, 2010

The question now really is:
“Why isn’t all enterprise software like Facebook?”

Version 2.0

Version 3.0
The OODA Loop*

- Observe
- Orient
- Decide
- Act

Those who execute this loop fastest always win.

*Developed by John Boyd
Competing on the Basis of Speed

Zara: Fashion clothing
✓ Design-to-Store in 2 weeks.
✓ Twice-weekly orders.
   ✗ Delivers globally 2 days after order
      ➢ On hangers, priced, ready to sell
      ➢ Shipping prices are not optimized!
✓ Manufactures in small lots
   ✗ Mostly at co-ops in Western Spain
      ➢ At Western European labor rates…

<table>
<thead>
<tr>
<th>RESULTS</th>
<th>Zara</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Items introduced / year</td>
<td>11,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Items sold at full price</td>
<td>85%</td>
<td>60-70%</td>
</tr>
<tr>
<td>Unsold Items</td>
<td>&lt;10%</td>
<td>17-20%</td>
</tr>
<tr>
<td>% sales spent on advertising</td>
<td>0.3%</td>
<td>3-4%</td>
</tr>
<tr>
<td>% sales spent on IT</td>
<td>0.5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

“Over the past four years, I have watched with amazement the rise of Amazon Web Services. What started out as a basic S3 storage service ... has disrupted – and transformed – the entire technology landscape.” – Technology writer Om Malik

“The fact is that because of the cloud, today a young upstart can take market share without an incumbent having time to react.” – Werner Vogels, Amazon.com
Build the Thing Right

Technical Discipline:
✓ Could you imagine continuous deployment?

Relentless Improvement:
✓ Do you find and fix the cause of every defect?

Test-Driven Handovers:
✓ A quiet boat is a fast boat.*

*Gurra Krantz - Swedish yacht skipper
Factors that Lead to Better Performance & Personal Satisfaction:

**Autonomy:**
- The desire to be self-directed.

**Mastery:**
- The urge to get better.

**Purpose:**
- The aspiration to make a contribution to something larger than ourselves.

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**Open Source**

- Defies all known social & economic theory
- “The impossible public good.”
  - Incredibly stable
  - Impossibly complex
  - No monetary rewards or sanctions
  - No central authority in the traditional sense
Motivation 2.0
- Extrinsic motivation
- Pay for time

Economics 2.0
- The key scarcity which drives decisions is capital

Coordination 2.0
- Leaders direct followers
- No option to opt-out

Passion 2.0
- Keeping Score

Motivation 3.0
- Intrinsic motivation
- Treat Workers like Volunteers

Economics 3.0
- The key scarcity is the time, energy & brainpower of bright, creative people

Coordination 3.0
- Leaders recruit followers
- There is always an option to opt-out

Passion 3.0
- First of all, I need to know why
The Role of the Benevolent Dictator

Why do Open Source Projects have Benevolent Dictators?

Let people know where they’re going and why.

Attract volunteers.

Let people know how to contribute.

Organize the Environment.

Take responsibility for success.

Inspire Passion.

I want to make an important contribution.

I don’t want to waste my time.

I want to be on a winning team!
Companies that Treat Employees like Volunteers

**W. L. Gore & Associates**

GORE-TEX and a thousand other products

$2B privately held company.

Profitable every year for 50 years.

Organized to foster innovation through teamwork, involvement, and passion.

People choose what to work on and make personal commitments to peers.

They have mentors, but not ‘bosses’.

Leaders are people who attract followers.

Businesses split when they reach 300 people.

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**William McKnight:**

“There are men and women, to whom we delegate authority and responsibility, if they are good people, are going to want to do their jobs in their own way.

Mistakes will be made. But those mistakes are not as serious in the long run as the mistakes management will make if it undertakes to tell those people exactly how to do their jobs.”

“Hire good people, and leave them alone.”

“Encourage experimental doodling.”

“Let people run with an idea.”

**Motivators at 3M**

Self-Nomination

Self-Determination

Peer Recognition

No Penalty for Mistakes

Exposure to Management

You Get to Run The Business

You Get to Do It Again

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Google

“We offer our engineers ‘20% time’ so that they’re free to work on what they’re really passionate about.”

50% of Google’s products originated from 20% time.
What do these Companies have in Common?

1. Focus on customer success, rather than company success.
2. Organize to be able rapidly recognize and quickly respond to strategic inflection points.
3. Focus on attracting and engaging top people, rather than selecting and executing top projects.
4. Believe that local decision-making is far more important than company-wide standardization.
5. Believe that shareholders are better served by a long term focus, even at the expense of quarterly results.
Economics 3.0
The coming scarcity:
The time, energy and brainpower of bright, creative people.

Coordination 3.0
Leaders attract followers.
Wisdom is found at the worksite.

Motivation 3.0
Autonomy
Mastery
Purpose

Passion 3.0
Start with the Why.
One ‘whole system’ team, in direct contact with customers.
Lean software development

Thank You!

More Information: www.poppendieck.com