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COLLABORATIVE
LEADERSHIP
TEAM
—

Winging It: LeSS Adoption in Agricultural Manufacturing

<http://collaborativeleadershipteam.com>



@CoLeadTeam

#REALCHANGE



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CST, Certified LeSS Practitioner

- 23+ years Information Technology
- CEO, CoLeadTeam
- Mom, Wife, Teammate and Lifelong Learner
- Based in Minneapolis, MN

C L T



When You Think of Poultry...

Chickens...



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Turkeys...



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Duck



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The Client

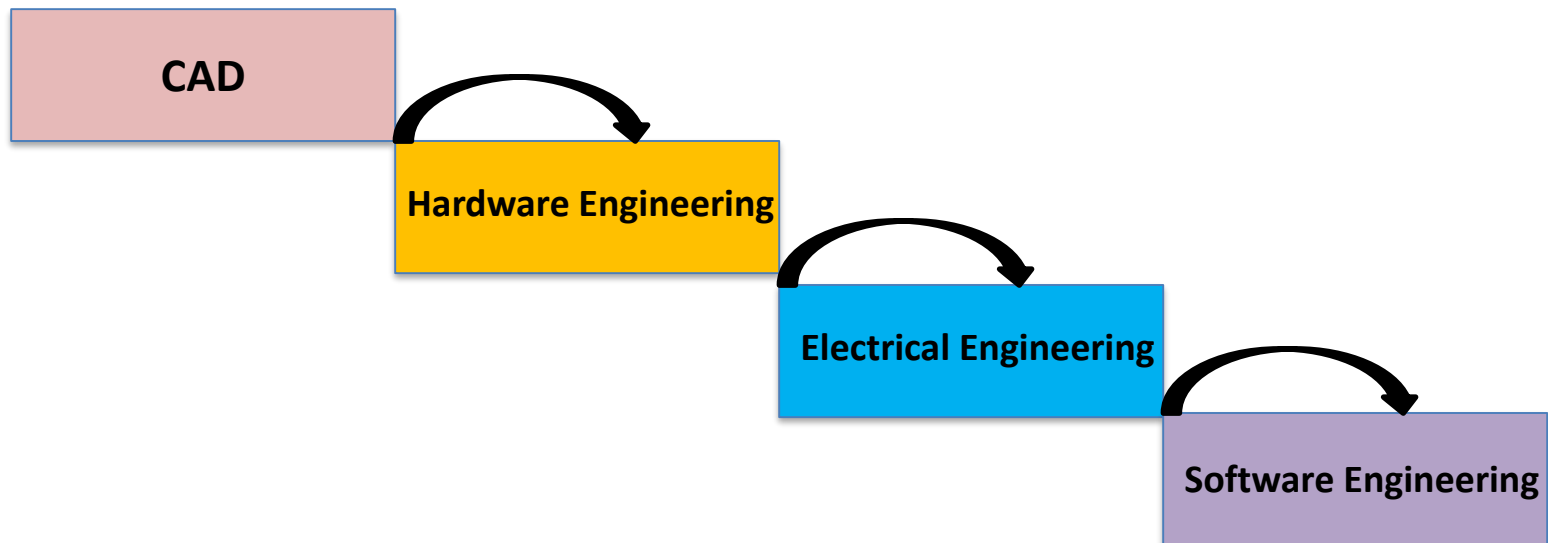
- Company manufactures and engineers robotics systems that serve the agricultural industry across the globe
- Passionate cross-functional team members continue to innovative process automation technology that advances their customers' ability to feed the world
- Organization values collaboration, communication and agility remaining adaptable and flexible to do what is necessary to succeed
- Primary market focus was poultry: chickens, turkeys and ducks...

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Oh My!

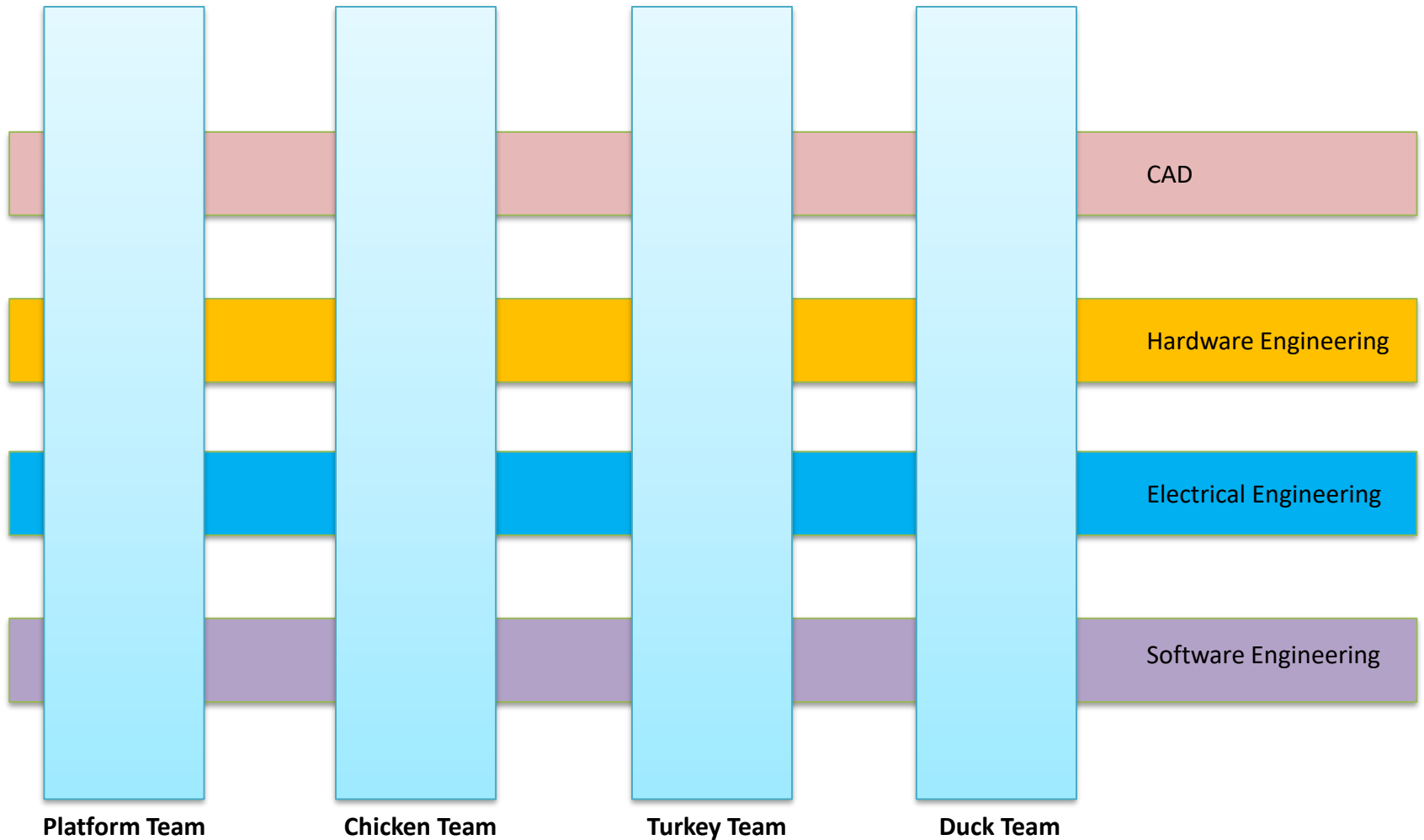
Before Education & Coaching



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After Some Education & Coaching



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Success?

- Under this structure new product saw the light of day
- Creation and production started to move from upwards of 8 months to 6 months, then 4 months
- There was an increase in transparency, cross-training and cross-functional behaviors took place
- There was an increase in focus and shorter feedback loops with the introduction of Scrum
- The client declared success
- The coach was happy and agreed
- And then...

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Certified LeSS Practitioner



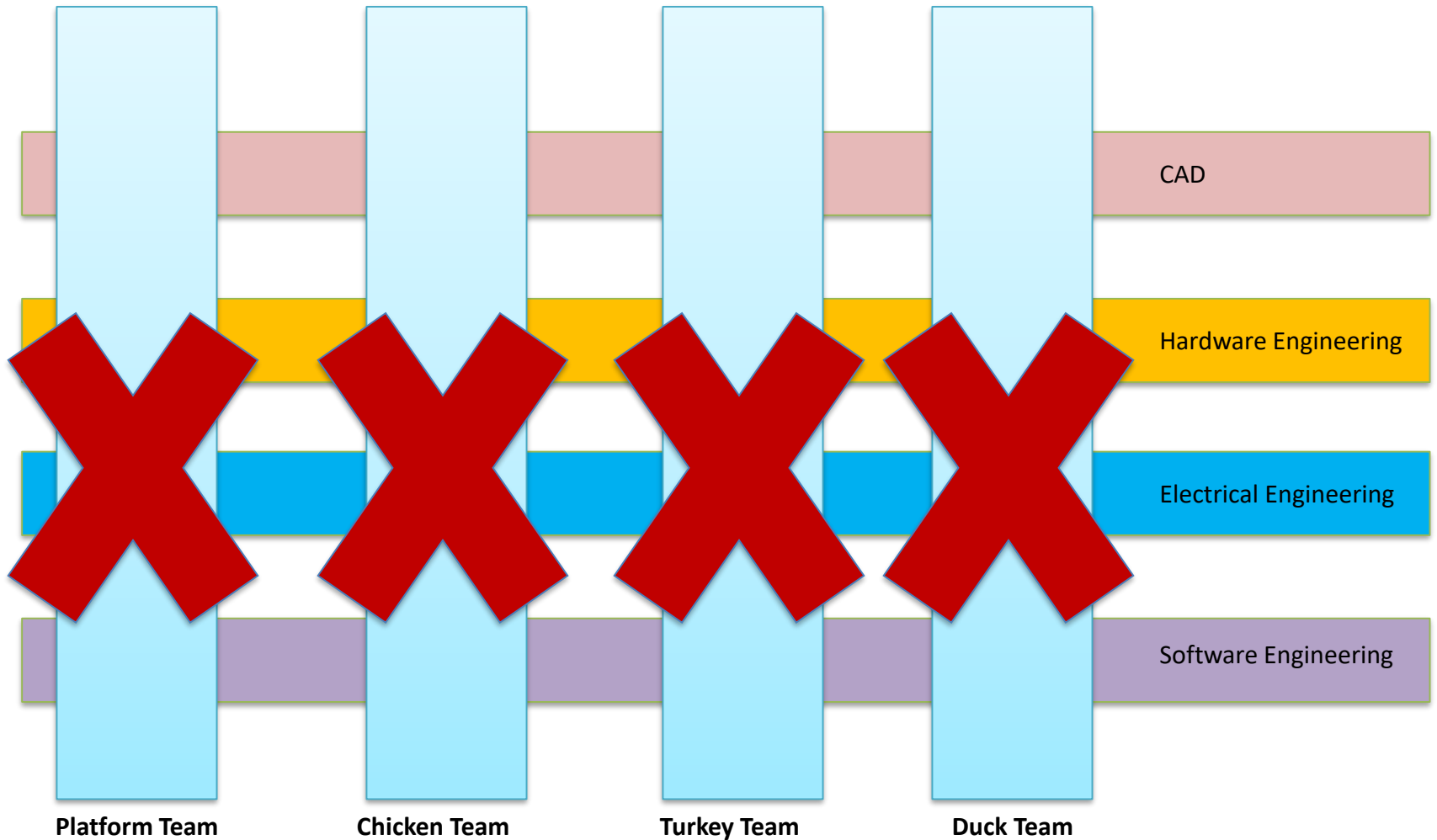
**July 2015
Florida**



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Still Componentish



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Several Days Afterwards



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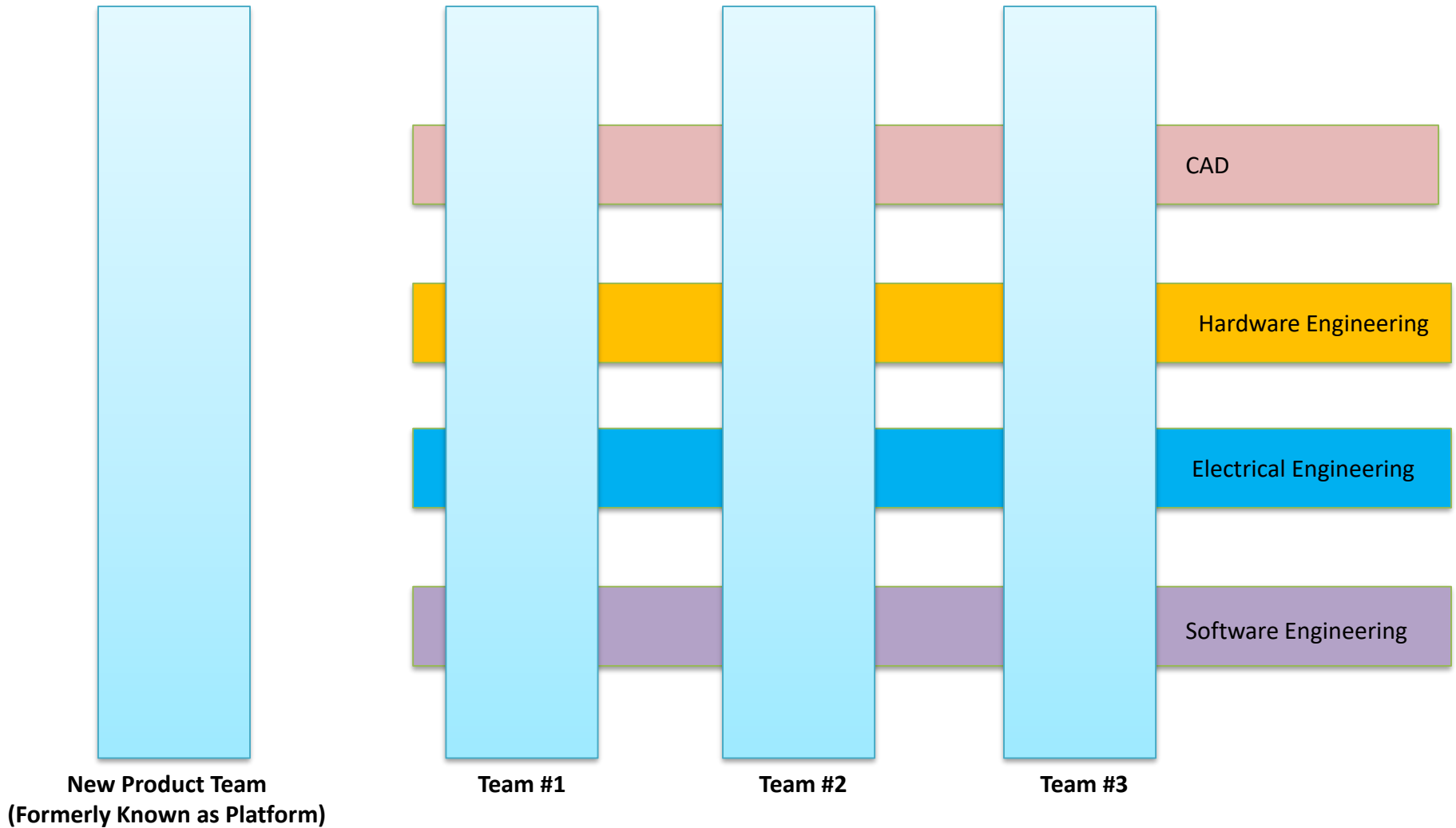
Several Months Afterwards



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After Certified LeSS Practitioner



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Success!

- Under this structure these birds soared...yes, soared
- You know what they say about having to explain a joke...
- Creation and production started to move from upwards of 4 months to 2 months to every Sprint
- There was an even larger increase in transparency, cross-training and cross-functionality and focus with the introduction of Scrum
- Any team could now pull any Product Backlog Item regardless of species and deliver working product

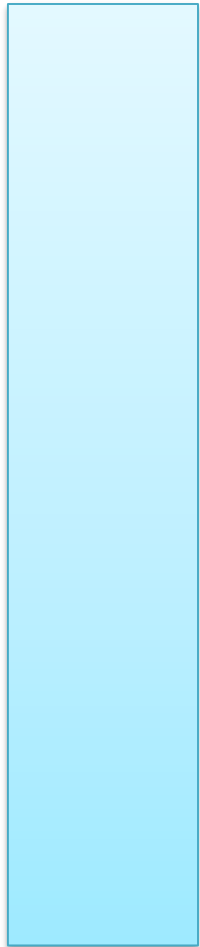
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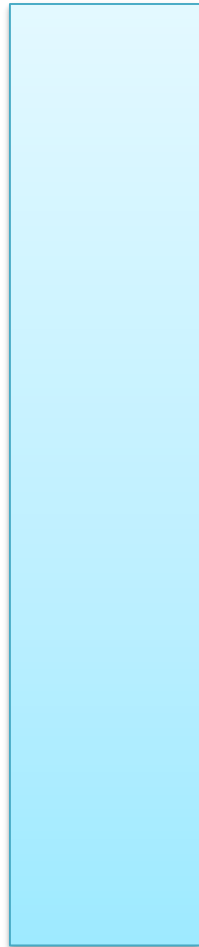
Continued Success

- Scrum has become the chosen way to do work throughout this organization enabling the company to branch into new markets with new products – without hiring more people
- Beyond engineering the following groups all now work this way:
 - Research & Development
 - Manufacturing
 - Service

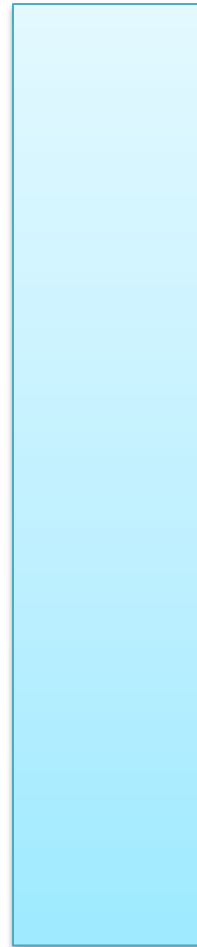
Today



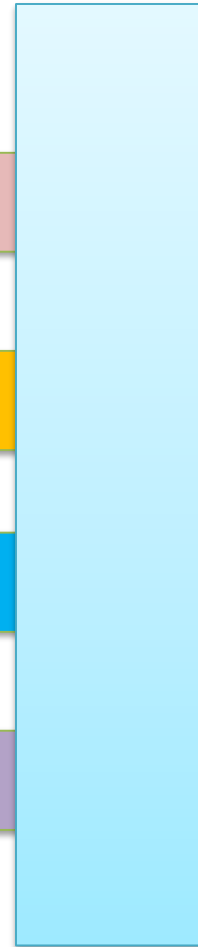
New Product Team
(Formerly Known as Platform)



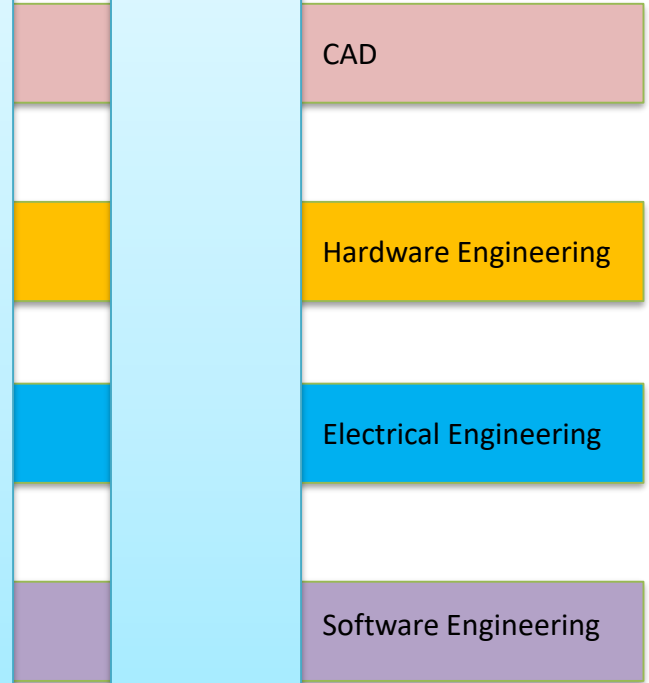
New Product Team
(Formerly Known as Team #3)



Team #1



Team #2



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Continued Success

- Under this structure with manufacturing and shipping of product to customers, productivity continues to increase
- Approximately 6 units are now created per week but “release” takes place upon completion of the Sprint (12 units every 2 weeks)
- The reason for waiting until the close of the Sprint to actually ship is that the customers requested this “batch” cycle – they can’t take delivery as quickly as it can be achieved

Site Visits



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Recipe for Success

- LeSS Works
 - Asking if LeSS works is a waste of time – this has been asked and answered in organizations all over the globe
 - Will it work for your organization is a better question
 - That answer is up to the people in the organization
 - What experiments are they willing to try?
 - What are they willing to change?
- Scrum is a Choice
 - As a different way to do work, organizations get to make the choice: keep working the old way or change to this new way
 - If the choice is made to change, the other realization that many organizations underestimate is that this means actually changing

Recipe for Success

- What can Naive Agile Coaches Do?
 - Continually learn
 - Continually challenge the Status Quo
 - Avoid judgements such as “right” or “wrong; “bad” or “good”
 - Ask powerful questions
 - Remind clients and students that Agile/Scrum/LeSS is not a destination or the goal
 - Remind clients and students about the principle of Continuous Improvement
 - Remind clients and students of Scrum’s values: openness, respect, focus, commitment and most importantly courage

Questions - Discussion



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