Hyper-Productive Knowledge Work Performance

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General Ideas

Hyper-Productivity	The ability to outperform competitors by several multiples

- Hyper-Productivity is the result of
  - Empirical and experimental practices
  - Short term planning
  - Incremental budgeting
  - Rapid execution
  - Short feedback loops
  - Double-loop learning
- TameFlow is an approach that can be added to existing management practices
- Knowledge work is about organizational learning

- A Patterns Approach is better for learning than establishing defined processes

Double Loop Learning	Learning by focusing on the product (Loop 1) and also processes around it (Loop 2)

Shapes and Patterns

Alexandrian Pattern:	A three part rule, stating a solution to a certain context or solution Pattern 1: Context: Mud Hut Problem: Allow natural light into the building Solution: Make an opening in the wall Pattern 2: Context: Skyscraper Problem: Allow natural light into the building Solution: Make an opening in the wall

Adjacency Diagrams	Interaction Grids
• Visualization technique for social networks	• Visualization of who interacts with how many people and how often

- In the most effective teams, the adjacency diagrams show a center around the performing individuals, not the managers
- The two foundational patterns for hyper-productivity are: Unity in Purpose and a Community of Trust
- Focus on Process is more important than focus on process

Scrum System

Roles	Meetings	Artifacts
• Product Owner • Scrum Master • Team	• Sprint Planning • Daily Meeting • Sprint Review	• Product Backlog • Sprint Backlog • Burndown Chart

- Scrum only works when the underlying patterns and concepts are understood and accepted and not only executed

Wicked Problems

- Wicked Problems do not have a definite solution
- Strategy is a wicked problem.

10 Characteristics of a wicked problem

1. No definitive formulation	Wicked problems cannot be clearly defined.
2. No stopping rule	There is no clear end point or final solution.
3. No clear-cut solutions	Solutions are subjective, not right or wrong.
4. Solutions cannot be tested	Effectiveness can only be judged over time.
5. One-shot operations	Every attempt has lasting, irreversible effects.
6. Solutions not enumerable	Possible solutions cannot be fully listed.
7. Incomparable and unique	Each wicked problem is one-of-a-kind.
8. No precedent	Past experience offers little help.
9. Interconnected problems	Every wicked problem links to others.
10. No right to be wrong	Mistakes have major, costly consequences.

Dealing with Wicked Problems

- Involve all Stakeholders
- List all opinions
- Use social planning instead of more systematic
- Create a shared understanding of the issue

- Document stakeholder assumptions, ideas and concerns

- A Model for Strategy Development
  - Mid-managers research a subject
  - Mid-managers present their ideas
  - Proposals are discussed

- The Process for Knowledge Work Development
  1. Envision and Speculate
  2. Collaborate and Explore
  3. Preconception and Adaptation
  4. Iteration

Discovery Driven Planning

- Managers are not held accountable for meeting a plan but for setting up learning

5 disciplines

1. Framing
2. Benchmarking
3. Strategic translation of operations
4. Assumption testing
5. Managing to milestones

4 Documents

1. reverse income statement

2. proforma operations specification
3. key assumptions checklist
4. milestone planning chart

Budgeting

12 Principles to substitute budgets

Values	Common cause instead of central plan
Governance	Shared values instead of detailed rules
Transparency	Open information instead of control
Teams	Accountable teams instead of central functions
Trust	Self-regulation instead of micro-management
Accountability	Peer review instead of hierarchy
Goals	Medium-term aims instead of short-term targets
Rewards	Relative results instead of fixed goals
Planning	Continuous process instead of annual event
Coordination	Dynamic adjustment instead of fixed budgets
Resources	Just-in-time instead of just-in-case
Controls	Fast feedback instead of budget variance

Creating A Shared Vision

Core Protocols of Jim McCarthy

= Specific behaviors to increase productivity in teams

11 Commitments

1. Engage when present
2. Listen more than you speak
3. Work in teams instead of alone
4. Speak only if improving the results
5. Accept rational feedback
6. Leave less productive situations
7. Do things now if possible
8. Focus on reaching the goal
9. Correctly use the protocols
10. Don't harm or tolerate harming anyone else
11. Don't do dumb things on purpose

11 Core Protocols

Pass (Unpass)	Lets you decline participation without explanation. Say “I pass.” Rejoin anytime by saying “I unpass.”
Check In	Builds emotional connection and commitment. Say how you feel (Mad, Sad, Glad, Afraid) End with “I’m in.” listeners say "Welcome"
Check Out	Keeps presence meaningful. Say “I’m checking out” and leave when you can’t stay engaged. Return when ready.
Ask For Help	Enables collaboration and learning. Ask “Will you [do X]?” The other person answers “Yes” or “No.”
Protocol Check	Ensures correct use of protocols. Say “Protocol Check” when something seems off Clarify or ask for help.
Intention Check	Clarifies purpose of behavior. Ask “What is your/my intention with X?”
Decider	Creates quick, unanimous decisions. Propose an action, count votes, and resolve outliers through Resolution.
Resolution	Brings outliers into agreement. Ask “What will it take to get you in?” Adapt or withdraw the proposal.
Perfection Game	Improves ideas constructively. Give a score (1–10), state what you liked Say how to make it a 10.
Personal Alignment	Increases self-awareness. Identify what you want, what blocks you, and the virtue you need to move forward.
Investigate	Deepens understanding. Ask curious, open questions to learn about someone’s thoughts or behavior.

Critical Roles

Patron Role	Leader of the organization Must be part of the organization Has to be a role model to the business values

- Scrum Master is counterproductive to productivity

The Thinking Process

= a way of thinking in the Theory of Constraints (TOC)

- 3 Fundamental Questions
  - What to change?
  - What to change to?
  - How to change?
- Layers of resistance
  - Disagreement on the Problem
  - Disagreement on the Solution
  - Disagreement on the Implementation

Kanban

= A practice to limit WIP

- Everyone should be focused on the same metric
- **Work in Progress (WIP)** | Work that is queuing up to be done

5 Focusing Steps (5FS)	4 Founding Principles	6 Core Practices	9 Values
1. Identify the Constraint 2. Exploit the Constraint until it works on max. capacity 3. Subordinate the constraint. The rest of the process needs to follow the	1. Start with what you know 2. Agree on continuous improvement 3. Respect the current process 4. Empower leadership on all levels	1. Visualize 2. Limit WIP 3. Manage flow 4. Make policies explicit 5. Implement feedback loops	1. Understanding 2. Agreement 3. Respect 4. Leadership 5. Flow

Current Reality Tree (CRT)

= Visualize cause-effect relationships in a system.

Span of Control	What you can directly control
Sphere of Influence	What you can indirectly influence

1. Identify the area of control and influence
2. List Undesirable Effects (UDEs).
3. Build links between the UDEs and test them logically using Categories of Legitimate Reservation (CLRs).
   Use circles to show "AND" connections when several causes lead to one effect.
4. Determine which UDEs are causes and which are effects.
5. Identify the root cause.

the process needs to follow the constraint 4. Elevate the constraint. Add capacity, change methods, or invest in improvements. 5. Repeat 0. Have a common goal 6. Redesign the system to influence the constraints		5. Implement feedback loops 6. Improve collaboratively, evolve experimentally	5. Flow 6. Customer 7. Focus Transparency 8. Balance 9. Collaboration

Kanban Lens	Kanban Agendas
• Service-orientation • Service delivery involves flow • Work flows through knowledge discovery	• Sustainability • Service-orientation • Survivability

Kanban Board

Shows the flow of the process and the WIP

• A constraint shows itself by pillage or starvation on the board

Flow in work

- Flow is a state of mind where work feels easy
- Daily standup meetings create a rich environment

Environmental	Psychological	Social	Creative
• Consequence • Rich environment with challenge • Deep Embodiment	• Focus/ No Distraction • Clear Goals • Immediate Feedback • Balance of Challenge and Skill	• Being with others concentrating • Shared Goals • Good Communication • Equal participation • Risk • Familiarity • Blending Egos • Sense of Control • Always say "yes"	• Creativity itself

Limits on Work in Progress

- Having Buffers for the work in progress enables pull
- Limiting WIP enables fast reaction to limits

TameFlow-Kanban

- Kanban focused on throughput
- Manage Risk by varying time, not scope

Drum-Buffer-Rope (DBR)

= A scheduling method to keep flow

Drum	The tact of the system. Every time one part does a step, the rest also does. Lead by the constraint.
Buffer	Work placed in front of the constraint.
Rope	If the constraint stops, so does the rest of the process

Common Cause Variation

- A build in variation that is inherit to the process
- Focus on common causes, the **constraints in the work process**
- Define the critical chain of MMFs in a project and add buffer to the plan
- Size the buffer by averaging the flow times of all work items and taking half of it
- Monitor the buffer of each step (Buffer Fever Chart, Buffer Control Chart, Cumulative Flow Diagrams, Burn up Chart with Buffer Zones)
- Categorize the situation in **3 Buffer Zones**
  - **Green**: Expected Variation. No Action needed
  - **Yellow**: Normal Variation. Analyze the causes
  - **Red**: Abnormal Variation. Act immediately to resolve the issue

Minimum Marketable Feature/ Release (MMF/MMR)	The minimum amount of features to deliver value
Critical Chain PM (CCPM)	Management of a project along a critical chain of events to finish a project

- Map out the skills of the team members
- If their status is green, low skill workers do the work
- If the status is red, high skill workers step in. Pull people from other projects with free capacity
- Always note the reason for the delay