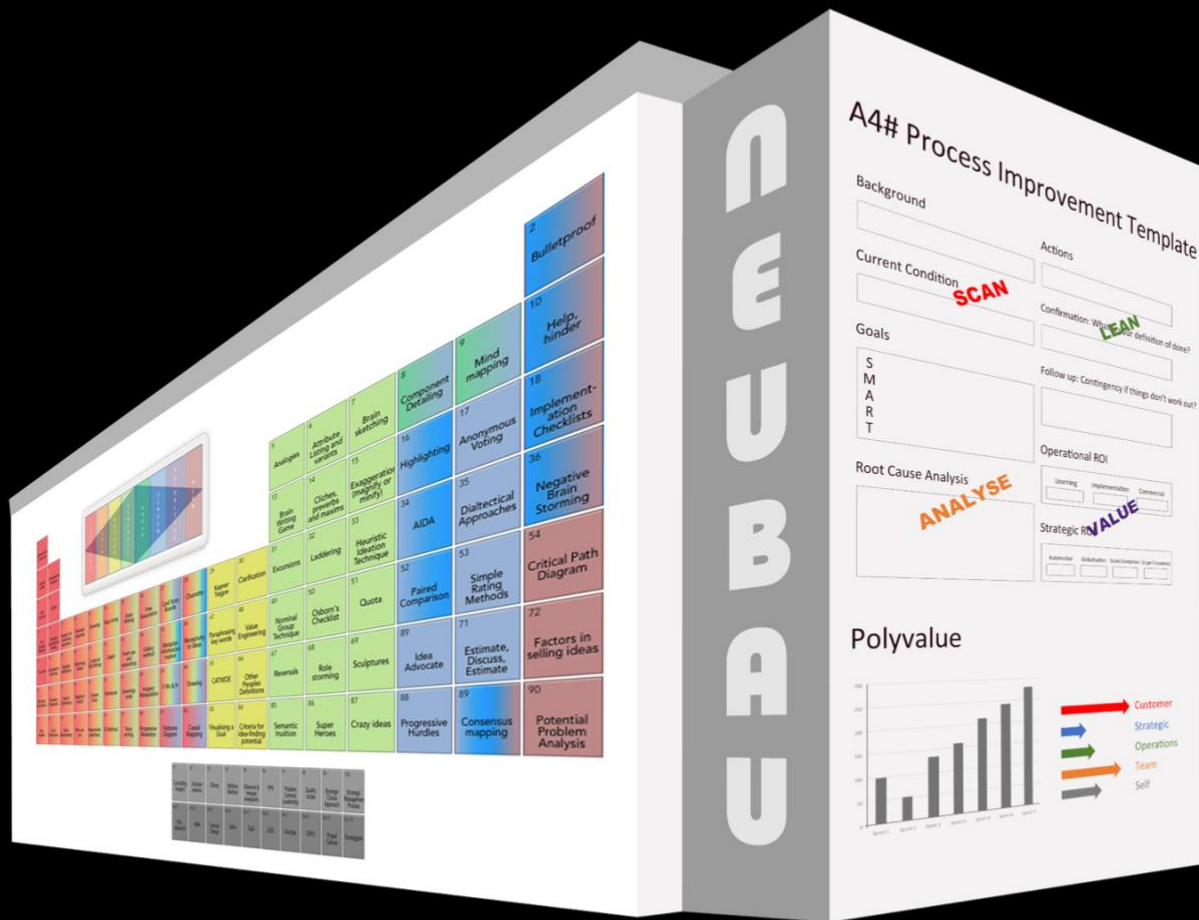


Lean Scenes

and how to use them...



Zak Moore & Keith Burnett

TIME AND EMOTION

INT. BUSY CAFE - DAY

THOM, a troubleshooter in his mid-30s, rushes into the cafe. He finds an empty table, sets down his laptop, and begins scanning the screen with a furrowed brow. LEICESTER RHOMBOID, an academic in his 50s, and KENT WAFFLE, a pseudo-anthropologist in his 60s, approach his table.

THOM
(looking up from his laptop)
Where has all this come from?

LEICESTER
(sitting down)
Agile doesn't seem to work anymore, and OKRs often just make you a bit player in someone else's drama. Borrowing from the arts evolved, at first, as an experimental solution -- and it worked.

THOM
(sceptically)
Uh-huh. So what's new -- genuinely new?

KENT
(joining them at the table)
We show how you can steal the devil's best tunes then get down to brass tacks. Borrowing from the arts is possible without becoming a beard-stroking muso, after all. Bauhaus systematized the process for material design; what's new here is that we're laying out how you can do this for organisational design too.

THOM
(leaning back, intrigued)
OK, kinda clever -- but why would I want it?

LEICESTER
Creativity is an in-demand skill, and the application of creative problem-solving to knotty project challenges is an under-supplied resource. Get it right, and this works where stiffer, formulaic methods don't; you can put radical ideas into use successfully and get the best from your team.

THOM
(glancing at his watch)
Hmm, maybe. But I'm on a mission. Is there a cheat sheet?

KENT
(chuckling)
That's what I asked for too. There are worked examples and templates at the end of this document, and via a download link, for a simple Lean Scene on a page and for an A4 business case to strengthen alignment with your firm's modus operandi. You won't need a long training course to use them, either.

Lean Scenes Whitepaper

THOM

(sarcastically)

But what if I want a long boring training course?

LEICESTER

(smirking)

Thanks so much for posing that obviously planted question. But, no; dull seminars and unreadable manuals are just not happening, sorry.

THOM

(sighing)

Right, I am going to have to read this, then. What's in it for me?

KENT

Well, we think it will give you an accessible way to bring latent talent back into the room and resolve the big 'blatant' issues of the day. You'll be reassured that it doesn't require a bloodthirsty revolution, and it will probably be relevant right across the business. Use it well, and it will sustain competitive advantage for your business, and probably make you, as an individual, positively indispensable.

THOM

(leaning forward, interested but still cautious)

So, you're going to want all my contact details, bank code, inner leg measurement etc. now then?

LEICESTER

(shaking his head)

Nope. If you need some bespoke input you can contact us, of course! But have a read through and see if you feel like trying it out gratis first.

THOM

(looks thoughtful as he turns back to his laptop)

LEICESTER and KENT exchange a satisfied glance.

FADE OUT.

Cue Camera

When work feels like you are a bit player in other peoples' dramas, use Lean Scenes.

The Lean Scene approach builds on techniques that our clients have asked us for, not to win awards on LinkedIn but to improve performance in the real world. It has matured over the last decade through trials, field tests and experimentation by the brave. As a way of getting the job done it is even more valuable today as AI enables crude productivity, staff expect to be heard, and adroit governance is needed to provide the right pace of change.

Managing by objectivesⁱ has evolved and will and continue to do so. Lean Scenes are the next evolutionary step to *enable growth with what you already have*.

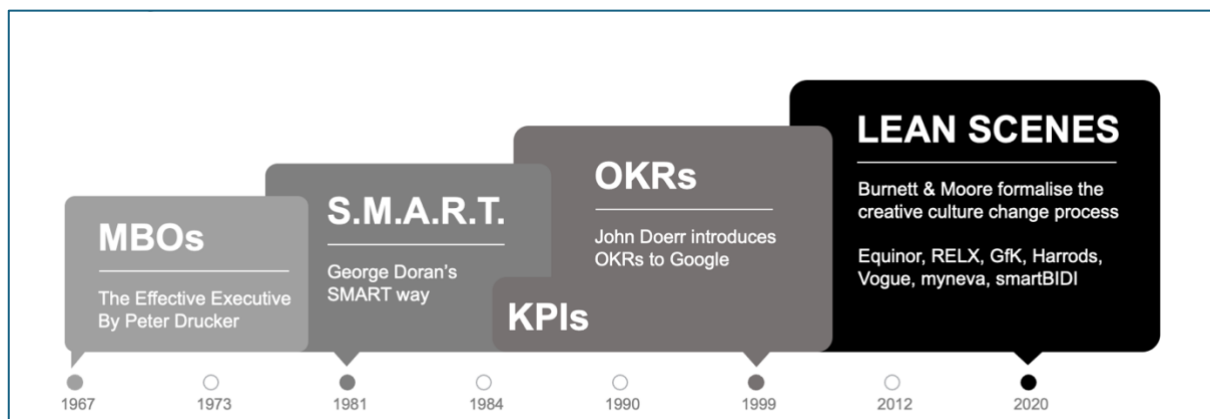


Fig 1 Evolution of managing by objectives

In short, Lean Scenes are business stories. They present initiatives based on one perception and two perspectives. They address the pain points of masters, managers and makers and offer tangible benefits, including to the bottom line. They measurably improve team culture – via metrics that work with your current MIS.

Run VT

What follows outlines the way our own improvement process has improved (how meta) since publication of our first book, “Creative Climate Change”, in 2014. Tying objectives to strategic aims proves surprisingly straightforward when you relax the bounds and allow a little artistic licence, complemented by scientific methods. Providing guidance for alignment while being open to justified emergence is key to preventing strategic drift in fast changing times; we’ve had to adapt too, and that’s a strength.

We will explain the problems with OKRsⁱⁱ and then present the data, and solutions, in a bottom-up style. First for Makers, then Managers, and finally a little something for the Masters of the universe – or those who think they are. Most of what you need to get started is here; there will be no obscure, expensive, training courses, and anything that needs to be added subsequently will be arrived at through conversation with actual humans.

OKRs vs. Lean Scenes: What’s the difference?







		OKR	Lean Scene
FOCUS		What & How	What & How by Whom
CADENCE		Quarterly or Monthly	2 – 13 weeks
ACCESS		Public & Transparent	Public & Transparent
DIRECTION		Cascading or stand-alone	Bottom up - checked for alignment & emergence
COMPENSATION		Divorced from compensation	Wellbeing benefits for all in the organisation
ASPIRATION		Aggressive & Aspirational	Inclusive and commercial

Table 1 Comparison of OKRs and Lean Scenes

Comparing the minimal approach of a Lean Scene to a formal OKR will leave most people thinking... why didn't I do it like this all along?

If the Lean Scene is small and can be ‘nodded through’ by a manager close to the action go with it. If, however the initiative requires more details to gain approval from 1-up, 2-up bosses then use the A4# business case. It provides all that one will find on an OKR, and more.

OKRs – good to great with Lean Scenes

Objectives and Key Results (OKRs) have become popular gauges for goal-setting and performance management in many organisations. However, despite their claimed potential benefits, OKRs have several notable limitations and drawbacks. Integrating **Lean Scenes**—short business stories crafted by maker teams or junior managers that present solutions to problems and list benefits for three organisational layers (makers, managers, and masters/C-Suite)—can effectively address these issues.

Problems with OKRs, and Lean Scenes Solutions

1. Lack of Detail

- **Problem:** OKRs often focus on high-level goals and broad outcomes, which can lead to a lack of specific, actionable detail.
- **Lean Scenes Solution:** Lean Scenes provide specific, actionable details by involving the teams who do the actual work in the problem-solving process.

- **Impact:** Teams gain a clearer understanding of the steps required to achieve objectives, reducing confusion and ensuring alignment in execution.

2. Written by People Who Do Not Do the Actual Work

- **Problem:** OKRs are frequently set by senior leaders or managers who may not have a deep understanding of the day-to-day challenges faced by the teams carrying out the allotted tasks.
- **Lean Scenes Solution:** Lean Scenes are authored by maker teams and junior managers who are directly engaged in day-to-day operations.
- **Impact:** This approach ensures that the goals are realistic and grounded in practical experience, increasing buy-in and commitment from team members who see their expertise being valued.

3. Too Many Administrative Overheads

- **Problem:** The process of setting, tracking, and reviewing OKRs can be time consuming and require significant administrative effort.
- **Lean Scenes Solution:** Lean Scenes streamline the process by focusing on concise, relevant stories rather than extensive documentation.
- **Impact:** The reduced administrative burden allows teams to dedicate more time to productive work, enhancing overall efficiency.

4. Short-Term Focus

- **Problem:** OKRs often emphasise quarterly goals, which can create a short-term mindset.
- **Lean Scenes Solution:** Lean Scenes can incorporate both immediate and long-term solutions, balancing short-term wins with sustainable growth strategies.
- **Impact:** This balanced approach ensures that while quarterly goals are met, long-term strategic objectives are also kept in sight.

5. Rigid Framework

- **Problem:** The structured nature of OKRs can sometimes be too rigid, not allowing for the flexibility needed in dynamic business environments.
- **Lean Scenes Solution:** Lean Scenes introduce flexibility by allowing teams to tailor their stories and solutions to the dynamic needs of their environment.
- **Impact:** This flexibility fosters creativity and innovation, as teams are not constrained by a rigid structure and can adapt to changing circumstances.

6. Misalignment with Company Culture

- **Problem:** The OKR framework may not always align with the existing company culture, particularly in organisations that value autonomy and organic goal setting.

- **Lean Scenes Solution:** Lean Scenes can be customised to fit within the existing company culture, promoting a more organic and inclusive approach to goal setting. Lean scenes are proven to improve team culture.
- **Impact:** This alignment reduces resistance and enhances employee morale, as the process feels more natural and supportive of the organisation's values on a team-by-team basis.

7. Overemphasis on Quantifiable Metrics

- **Problem:** OKRs tend to prioritise measurable outcomes, which can result in an overemphasis on quantifiable metrics.
- **Lean Scenes Solution:** Lean Scenes emphasise both quantitative and qualitative aspects, capturing a more holistic view of performance.
- **Impact:** This balanced evaluation ensures that important factors like team collaboration, creativity, and employee well-being are also recognised and valued.

8. Potential for Gaming the System

- **Problem:** Employees may set lower, easily achievable targets to ensure they meet their OKRs, or manipulate metrics to appear more successful.
- **Lean Scenes Solution:** By involving the teams in creating Lean Scenes, there is a greater emphasis on genuine problem-solving and meaningful progress.
- **Impact:** This reduces the likelihood of teams setting low targets or manipulating metrics, as the focus shifts to achieving real, impactful outcomes.

9. Insufficient Feedback Loops

- **Problem:** Without regular and effective feedback, teams may not know how well they are progressing towards their OKRs or what adjustments are needed.
- **Lean Scenes Solution:** Lean Scenes encourage continuous feedback and iteration by sharing solutions regularly such as daily rushes and on-demand demos.
- **Impact:** This ensures that teams receive timely feedback and can make necessary adjustments, enhancing the effectiveness of the OKR. Integrating Lean Scenes into the traditional OKR framework provides a bottom-up approach that complements the top-down nature of OKRs. By addressing issues such as lack of detail, administrative overhead, and misalignment with company culture, Lean Scenes create a more flexible, inclusive, and effective goal-setting and performance management system. This approach not only improves the practicality and relevance of objectives but also fosters a culture of continuous improvement and collaboration across all organisational layers.

Other issues that Lean Scenes can examine include:

- Efficiencies made to prevent problems are spotted and sorted.
- Bottlenecks appearing in workflow processes.
- Hero fixers expecting rewards.
- Lack of look-ahead in managerial layer.
- Vague, untested communications

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- Comparing office to 'WFH' culture
- Hearing the voices that matter at the right time

Enterprises which try Lean Scenes usually find it a logical way to improve team culture, leverage the opportunities AI presents, learn the skills for the new paradigm and grow your market share with existing people.

AI is a leveller in terms of everybody was given access to Generative AI at the same time. There are reports that show it raises the level of ability of individuals across any organisation. It allows us to convert our ideas and thoughts into words, pictures, music, videos and code. The common complaint is "it's almost correct but not quite". Skill is required to edit and connect the outputs into strategic competitive advantage.

You can expect, over time, to be asked to show your working. In other words, prompts will be used to determine if your thinking is critically and creatively correct for the context.

Here is a simple example in the style of *possibly* the greatest scene writer of them all:

A Sonnet of Lean Scenes' Blessings

Prompt	Generated sonnet-a-like
<p>I would like you to convert the following list of benefits to a Shakespeare sonnet format.</p> <p>Add the holistic benefits as a two-line stanza at the start.</p> <p>Benefits by role Makers</p> <ul style="list-style-type: none">- Capture and explain solutions to problems at speed- Gain the skills to move to a better job- Ride the wave of changing needs in the job market <p>Managers</p> <ul style="list-style-type: none">- Understand the people in the teams better- Learn studio management- Become champion and own the process <p>Masters</p> <ul style="list-style-type: none">- Set governance guidelines and monitor alignment and emergence- Learn the trends that you have not seen to train and retain pro-active people- Enjoy switched on, tuned in staff	<p>Holistic gains in each and every part, Lean Scenes thus bind the body, mind, and heart.</p> <p>To makers who solve problems with great speed, And capture answers swiftly with their might, Gaining skills to climb to higher deeds, To ride the waves of markets' shifting light.</p> <p>For managers, a boon of deep insight, To understand their teams with clearer view, They learn to guide the studio's flight, And champion processes with hearts anew.</p> <p>Masters set the governance with grace, And monitor alignment in their scheme, Unseen trends they now discern and trace, To train, retain proactive souls, their dream.</p>

Data showing who creates OKRs

	Fortune 500 (%)	UK Civil Service (%)	Start-up, based on Instagram pre-sale
C Suite	0.1	1 – 2	2
Senior managers	5 – 10	10 – 15	0
Junior managers	15 – 25	20 – 25	1
Maker teams	65 – 80	60 – 70	10

Table 2 Breakdown of roles by org type [Claude 22-Aug-24]

Key points:

- 1 In large organisations, around 35% of staff (managers) will create OKRs
- 2 Start-ups embrace emergence. Shared focussed understanding reigns
- 3 65% of staff have detailed experience and should be heard via lean scenes
- 4 Techniques to identify, approve, and leverage emergence are needed by large orgs.

Product Owners (POs) in established companies are generally more likely to use cascading OKRs, while those in start-ups might prefer using Lean Scenes to set and monitor work packages planned in collaboration with team players. This preference reflects the differing needs and organisational dynamics of these environments, horses for courses.

Established Companies:

- **Cascading OKRs:** In established companies, the structure is more hierarchical and complex, requiring clear alignment across different levels of the organisation. Cascading OKRs help to ensure that the strategic goals set at the top trickle down through various departments and teams, maintaining alignment and focus on long-term objectives. This approach facilitates consistency and accountability, making it easier for POs to track progress and ensure that every part of the organisation is moving in the same direction.
- **Focus on Alignment and Stability:** The PO in an established company often prioritises ensuring that their team's objectives are in line with the broader company strategy. Cascading OKRs are instrumental in achieving this, helping to maintain stability and a clear sense of direction across the organisation.

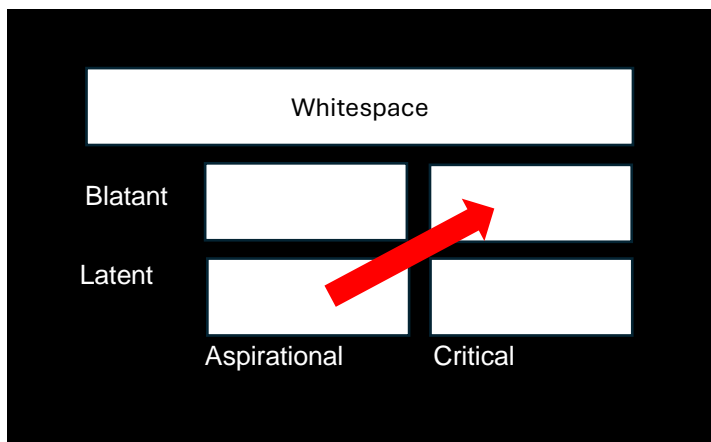
Start-ups:

- **Lean Scenes:** Start-ups, on the other hand, operate in a more dynamic and rapidly changing environment. Here, POs are more likely (or at least, better advised) to use Lean Scenes, a method that is closer to their need for agility and emergence. Lean Scenes emphasise real-time visualisation of workflows and alignment, allowing teams to quickly adapt to new information and changes in the market. This method supports the iterative and experimental approach typical of startups, where rapid prototyping and learning are critical.

Lean Scenes Whitepaper

- **Emphasis on Agility and Emergence:** Lean Scenes allow POs in startups to foster alignment without the rigidity of cascading OKRs. They provide a flexible framework that encourages team members to contribute to and evolve the product strategy as new insights emerge. This method supports the need for rapid pivots and encourages a culture of continuous improvement, which is vital in the fast-paced startup environment.

In summary, while Product Owners in established companies often rely on cascading OKRs to maintain alignment and ensure long-term stability, those in start-ups have more to gain from Lean Scenes. Lean Scenes offer an adaptable and emergent approach, better suited to the fast-changing and innovative nature of startups. SMBs are somewhere in-between.



The BLAC-Whitespace model originally developed by Underscore VCⁱⁱⁱ on behalf of Harvard Innovation labs.

A decent squad is similar in size to a start-up. BLAC-Whitespace techniques help squads switch on and tune in on rather than feeling like corporate conscripts.

Lean scenes are an ideal way to surface the latent aspirations of team players. Savvy managers can help them get the balance between working on their own agendas and making sure that the team meets the blatant critical business needs.

Creating work this way for squaddies is reminiscent of *True Discipline* from the UK Army leadership anthology “Serve to Lead”^{iv} – a phrase familiar to many agile-minded managers.

By “true discipline”, I do not mean a mere muscular response to orders. The latter comes from the training of body and wits; the former derives from a decision of the intellect which is based largely upon self-interest. I think that one of the general mistakes made by the military body is that because soldiering is a patriotic calling, it is regarded as somehow base to put self-interest foremost in appealing to the judgement and imagination of the soldier. Yet it is undeniable that a willingness to accept the system is the first step in the soldier’s personal advancement. As his success enhances his appreciation of the military life, he grows in knowledge and in a willing ability to apply it. These are the constituent elements of the true discipline upon which an army is finally dependent.

SLA Marshall, *Men Against Fire* (1947).

It is possible to incorporate Lean Scenes into an existing OKR management system. The flow of ideas changes, so bottom-up thinking is seen to *complement* the top-down culture. Purity is not a prerequisite, and the speed of decision-making is still likely to improve.

Data showing change in development paradigms



Reported users 100 million^v



Registered users 135 million^{vi}

A tale of two kitties. It was the best of times. It was the worst of times. How apt as we segue into the era of AI enabled work. Some see, and seize, the opportunities while others experience the reality of redundancy.

Scratch is 4 years older than GitHub but growing much faster at the time of writing.

Key points

- 1 More people learn to code by making games than business systems
- 2 Staff and customers who have used Scratch have different expectations
- 3 Scenario design makes sense for future proofing and enterprise growth.
- 4 The trend is towards creativity.

Scratch is a programming language that teaches (mainly) school pupils how to code by making games. It is like a playground language, so does not necessarily make for good use in adult organisations. That said, the design techniques are different from the forced separation of User Centred Design and Enterprise Architecture so often evident in the supposedly grown-up world. As more people are exposed to Scratch at school their expectations should inform businesses of what their staff and customers are looking for.

In Scratch, everyone gets their own studio after being active in the community.

Game designs usually start with scenario scripting. Backgrounds and characters are developed in a richer version of context and personas than are used in many commercial systems. The design ethos will, in all probability, be absorbed by progressive organisations. It will only improve with AI to do the drudge coding work. New management skills will be needed for studio style working.

To start thinking in scenarios you can be critical of the processes that you are working in. Use Lean Scenes to show improvement initiatives. Explain them to peers as well as 1-up, 2-up colleagues in elegant language. They will turn them into OKRs, and the political ones will take credit for themselves...

Data regarding creativity

Boston Consulting Group published research^{vii} into the effect that Gen AI has on sustainable creativity. It suggests that after an initial spurt there is a plateau reached by most staff. To create strategic value of rarity and inimitability and organisation people will work to create and share in creative cultures.

Exhibit 8 - Participants Believe That Use of Gen AI May Stifle Their Creativity Over Time



Sources: Human-Generative AI Collaboration Experiment (May-june 2023); BCG analysis.

Note: Based on 60 one-on-one interviews with participants who completed the creative product innovation task using GPT-4. The analysis focuses on the 46 participants who, in response to open questions, explicitly referred or alluded to the impact of generative AI on their creative abilities.

A survey in 2019 by LinkedIn and the World Economic Forum^{viii} detailed the following skills as being most in demand. Creativity was the #1 in-demand skill. Other surveys appear to back this up – but as always do your own research.

AI can provide the ability to generate pictures, videos, music and text. This is a good thing to be able to do however it misses the real reason that creativity is required. It is to provide

sustained competitive Value = Rarity + Inimitability + Organisation. (Barney)



When we teach Lean Scenes we start with the skills shown in the context of the SALVE process. It has three modes at the centre. We help people trust their intuition and then validate it through social and rational analysis.

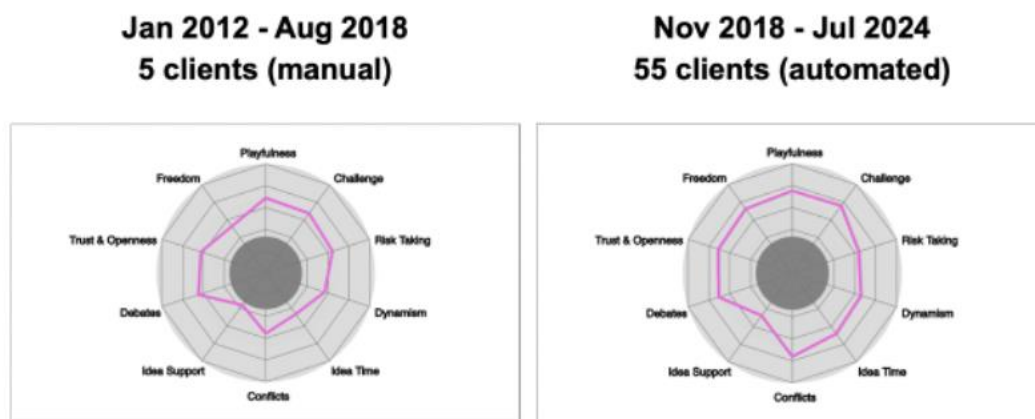
Some criticism has been levelled at MBO because it focuses^{viii} on goals rather than culture. Lean Scenes is a set of steps that formalise culture improvement process as we show next.

Data regarding team culture

Maker teams' culture

Time for a montage. After discovering Ekvall's Creative Climate Change^{ix} model in 2012 and using it with several customers' technical teams we were subsequently asked by senior managers to help their teams. After five assignments we wrote a book and published it. It did quite well topping the Kindle consultancy charts for a week. At this time, we used paper and sticky dots to record the team scores and analyse them in Excel. The process was anonymous to produce honest and accurate results.

In 2018 we wrote and released the online version of the app. More teams used it and from their experience we formalised the Lean Scene improvement process. We kept the anonymity to record results.



The data shows the average climate measure from teams before and after the web-app release. Better scores are higher on the dimensions.

Before	After
Climate data was recorded manually	On-line app made measurement faster
Helping underperforming teams	Statistically significant
Exclusively technology teams	Mix of team types – tech, sales, mgt.
Teams had unidentified issues to resolve	Mix of opening and closing climates showing improved uplift in scores

The graph provides a score to compare any team against. This is useful to know how a team is performing against a statistically significant measure. Team players are invited to suggest changes to improve the climate. This can be used with the BLAC-Whitespace approach to surface latent aspirations that can be applied to blatant critical needs.





These are Lean Scenes.



The basic solution – Lean Scenes

Managing by Objectives has been in vogue since 1967. Like all fashions and fads, it developed over time. OKRs were developed at Intel by Andy Grove from Intel and applied at Google by John Doerr for software development in 1999.

Since the turn of the 21st Century software development has been changing from Enterprise Architecture to Fast Moving Digital Goods (FMDG), such as apps. The rise of video games informs the way that computer systems will be designed and built. The paradigm is changing from systems based on architecture design patterns to studio style working based on music, dance, movies, and games. Gen Z and millennial staff expect to be heard.

Lean Scenes are a way to prepare for and apply changes to keep your work practices viable and valuable as you keep the lights on and adapt to the new paradigm in turbulent times. They provide strategic value through rarity, inimitability and organisation.

<h1>Lean Scene</h1>		Title	_____
		Author	_____ Date ____/____/____ Status _____
	Pitch	Overview of the initiative in a 30-word description	
	Makers	Pilot team benefits > scale	
	Managers	Benefits in learning, making & commercialisation	
	C-Suite	Benefits in automation & ESG – scope and scale	

 <https://timeandemotion.com/> 

Lean Scenes present initiatives, usually written by players in the maker teams.

They encourage creative thinking to solve critical issues and communicate cognition.

They are small enough to be carried in the head and written up in short durations.

They can be spoken and explained easily and quickly if needed as an elevator pitch.

They succinctly present benefits to 1-up, 2-up leaders. The benefits to managers and C Suite should be aligned with guidance that they have prepared. This is also good to show emergence of new ideas, especially in times when AI is providing the facsimile of new ideas at every level in businesses and society.

It is common to find that there are more experienced people in maker teams than in the management layer. Makers generally do not like admin and try to avoid it. The Lean Scene is a short, summarised initiative that identifies benefits through the organisation – like an elevator pitch to movie studio executives. It is a way of identifying issues before they are risks, checking for alignment or emergence against the strategic and operations guidelines that should be in place.

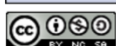
Depending on the size of organisation and formality of sign-off procedures a Lean Scene may be sufficient. In larger organisations that are acclimatised to OKRs there is the option of transferring the Lean Scene to an A4# business case.

Lean Scenes are new, and they're still 'flexing'. The style that they are written in may vary:

Approach writing a Lean Scene like an artist.

How to write and develop a lean scene *capture good ideas at speed for action*

Duration (minutes)	Who	What – outputs and outcomes
5 - 15'	You	Write short, memorable description of the initiative with benefits for: - Team, Operations, and Strategy
5 - 15'	You	Apply dialectics. What objections may be raised by people that will be affected.
5 - 15'	You and team	Explain the idea and benefits in small and large – discuss and adapt as needed
15 - 30'	You & 1-up manager	Explain the idea and list benefits in small and large – adapt as needed
15 - 60'	You & 1-up, 2-up managers	A4# business case – specific objectives, time, risks and mitigation, ROI/NPV



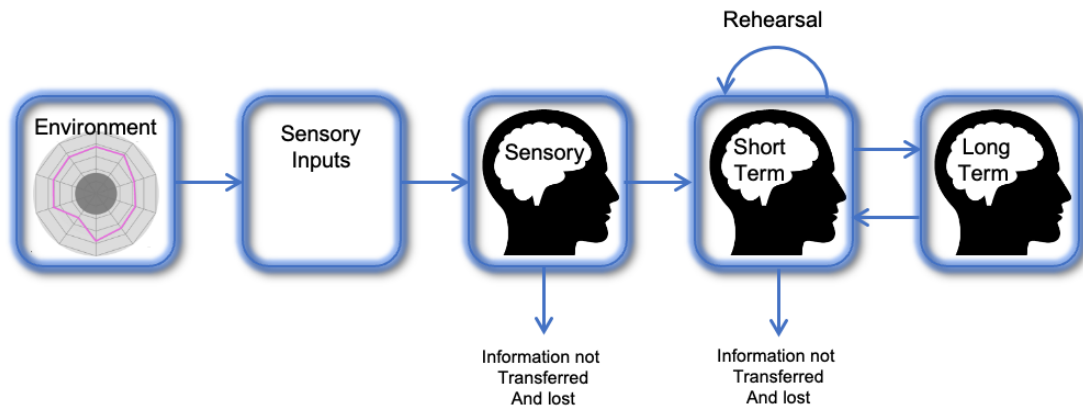
<https://timeandemotion.com/>



This is where you can allow your imagination to run free in a short duration. The benefits in the short and long term are real. In the short term you get a break from the mundanity that work can inflict on anyone at times. In the long term you can prevent your own creative brain atrophying.

Ideas can appear as if from nowhere. It is not surprising Nørretranders^x states that we receive 10 MB of information per second but only consciously process 250 Kb. Atkinson Shiffrin^{xi} whose work informs cognitive load theory says that short term memory can hold 7 items for about 30 seconds. It is no wonder we let good ideas slip away, especially when we are focussed on tasks that pay the bills.

Taking a good idea for process improvement and writing it as a Lean Scene is the **rehearsal** function of the Atkinson Shiffrin process to help shift the idea to long term memory with a paper/electronic copy that can be returned to when time allows.

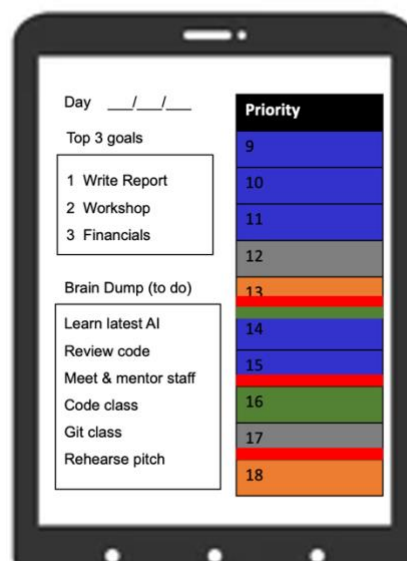


If you have the team climate measure you know the current environment, but it may be a *change* of environment that creates a good idea. So, get scribbling. Write it in a work logbook or Morning Pages if it occurred in a dream, shower, car drive, or any other out-of-office period. Whatever works for you is fine – make a note and return to it to shift from short to longer term memory. Write like a *bona-fide* auteur, a poet, a song lyricist... anything other than a project manager, in short. If you can find the earworm aphorism, the pithy phrase to make the scene stick in other peoples’ minds, you’re half-way to the green light already.

head-SPACE



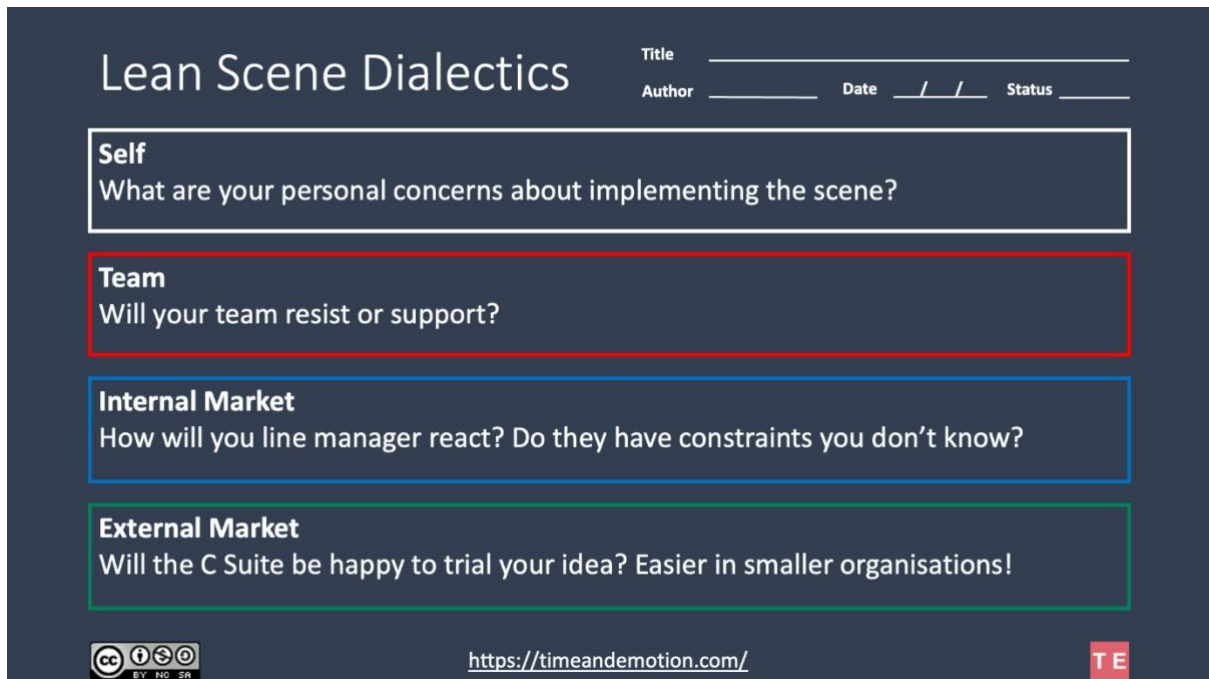
work-TIME



We’re assuming this is a male brain as the components are not connected and do not interact! Remember; it’s only a model...

Seriously, being able to move from head space to work time can be done by setting time aside in your day to work studio style. By yourself you can put your inhibitions aside and work in flow state for a short period. The effects are good in terms of both short- and long-term mental health.

Three of the best-known progenitors of the scientific method were Galileo Galilei, René Descartes, and Sir Francis Bacon. Bacon advocated the use of dialectics in *Novum Organum*^{xii}, and some literary conspiracy theorists even believe that he may have been involved in a team writing as ‘Shakespeare’ – but don’t worry too much about that if your time machine isn’t immediately to hand. Dialectics are useful to sense check Lean Scenes and anticipate the questions that antagonists may ask.



The image shows a dark blue form titled "Lean Scene Dialectics". At the top right, there are fields for "Title", "Author", "Date", and "Status". Below the title are four colored boxes, each with a heading and a question:

- Self** (white box): What are your personal concerns about implementing the scene?
- Team** (red box): Will your team resist or support?
- Internal Market** (blue box): How will you line manager react? Do they have constraints you don't know?
- External Market** (green box): Will the C Suite be happy to trial your idea? Easier in smaller organisations!

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With technical teams it is possible to set qualitative and quantitative measures such as KPIs that are checked against strategic and operational guidelines to show alignment and/or emergence.

Now you can show that you started with an initiative thought, developed a creative solution and backed it up with scientific method. It is normal to start from the climate model weak dimensions to back up your Lean Scene.



Modes in work are social, rational and intuitive. We can use them at will on the 4 step SALVE cycle. Intuition is sometimes the poor relation in a data-first context.

During the analysis period it is good to think like an artist for a short period (5 minutes?) before getting caught up in business models and bureaucratic procedures. With practise it will become practice.

Pitching tips

Everybody will want to know what is in it for them. That's human nature – but we can still aim for enlightened self-interest.

Gaining support for your idea through socialisation (or handing it over to a manager to implement) is like pitching a movie script. You present the idea and the synopsis of what is to follow. It is a process of negotiation; throw and catch the questions. If the big bosses suggest incorporating something of theirs into the synopsis say yes, and smile. You won!

Some suggestions for dealing at other levels.

Team:

- Dealing with desk top snipers. Spot them and call in top cover from above.
- Other vested interests. People may be jealous. Offer to help them too.
- Naysayers to harmonic code. Good team players back each other up. Take the solo
- The risk is yours, the credit is shared.

1-up boss – the value stream, project, product or service view:

- Value stream blueprint checks – one portfolio item. Show alignment and emergence
- Estimation for the unknown. Use scenarios – there are 8.
- Estimation for others. Calculate risk 3 ways. Tech, Process/User viability, Strategic

2-up boss – the strategic view:

- Align or emerge with G+ framework guidance. Show both and get approval
- Accommodating their view for top cover. When the top team ask for stuff to be added accept it. You will get support.

Small initiatives can be nodded through, and quiet support provided. Other times you may be asked for a business case – and that may be something you wish to ask for the 1-up manager to do or to help gain information that you may not have. That is taken care of the A4# business case.

Try to make the team and 1-up pitch process like a game of rounders, a pitch-catch, safe haven game played over several innings – a bit of summer sport for scrum teams.

We explain Value Stream Blueprints and G+ Frameworks in the example section. It is easier to see them in action in context. They are new to many.

Sign off and Implementation

Sign off processes vary from start-ups to SMEs to established, large organisations with varying degrees of formality, time spent preparing pitches and decision making. This can be infuriating and nerve-wracking as you wait for results.

Using the studio style of working you can start small using fifteen-minute duration activities to get started. If you're surfing a laptop, it's often effective to use some of your screen-time breaks to work on implementing ideas.

Break with the convention of formal processes. Operate in studio mode. The types of modern studio are:

- Game Most techies have made a game and many aspire to it.
- Movie Script: pitch, schedule, budget, staging, daily rushes, edit, release.
- Dance Choreograph, practise, rehearse, perform (Military drilling?).
- Music. When you start with data-first idea or support the above.

Timescales

Typically, six to eight weeks is sufficient for the majority of the work done in studio mode. It takes about six weeks to do stuff and two weeks to reflect and report. If it is the first time in a large organisation you can use thirteen weeks. Then get it to six weeks.

Writing tech to change and improve processes is easiest. Changing yourself is tricky. Asking others to change is hardest. Changing a habit takes about six weeks to get the basics in place, and it can last a lifetime to continuously make the change stick.

Project management.

As you have developed the narrative you have to make sure the cast and crew have time to practise and rehearse. Making simple *études* (short studies) is one way to practise and rehearse. Keep the mood light.

Reporting in real time, and by the board.

If you work in a music recording studio you are limited by the amount of time. Ideally you want to get the individual tracks recorded on the first take. That requires prior practise. Mastering takes time after the recording. People can drop by any time to hear what is happening. Demo tracks can be put out in emails. In business logic software you can share videos of processes or REPLs for tech savvy minded managers to review.

In movie making during the shooting daily rushes are shown to those who want to watch. You can do the same with screen driven designs by sharing Demos as videos.

Indie game making is a burgeoning business sector. The workflows used by the coders vary from the completely intuitive to formal backlogs. You can use Trello or Jira.

Dance is a way of co-ordinating human interaction. It can take practice. Judges score it.



Blending art and science and commerce

It is like magic, according to Arthur C Clarke. The reality is rather more straightforward.

If you are going to a pitch meeting take an A4# business case. A4# are extensions of Toyota A3 thinking - Minimum Business Cases [MBC]. They save a lot of time.

A4# Initiative

Background <input type="text"/>	Title _____
Current Condition <input type="text"/>	Author _____ Date ____/____/____ Status _____
Root Cause Analysis <input type="text"/>	Actions <input type="text"/>
Goals S M A R T <input type="text"/>	Confirmation: Definition of done? _____ By when: ____/____/____
	Follow up: contingency if things don't work out? <input type="text"/>
	Operational ROI Learning <input type="text"/> Implementation <input type="text"/> Commercial <input type="text"/>
	Strategic ROI Automation <input type="text"/> Green <input type="text"/> Scale Economies <input type="text"/> Scope Economies <input type="text"/>

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As a maker this may seem like a lot of boxes to fill in to explain the obvious. Share the workload with a scrum master or product owner. They should have the commercial sense to fill in the boxes for you.

The business case can be mapped out from the Lean Scene. It uses guidance from strategy and operations that should be provided from above and accessible to all. They are useful to recognise alignment and emergence. Emergence is essential for innovation. It is important for the 1-up and 2-up bosses to know so that they can be ready to update the operating model as required. This is usually done after the end of the initiative and the results of the Use Case Report are shared.

The supporting documents are available on request as a PowerPoint deck, if you are interested.

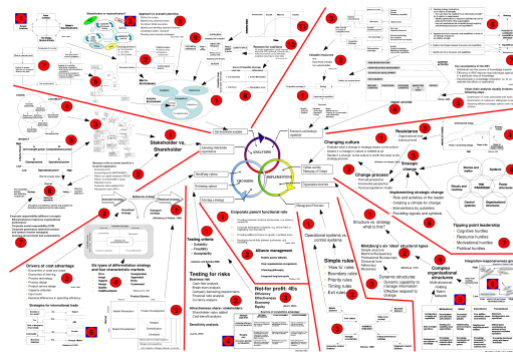
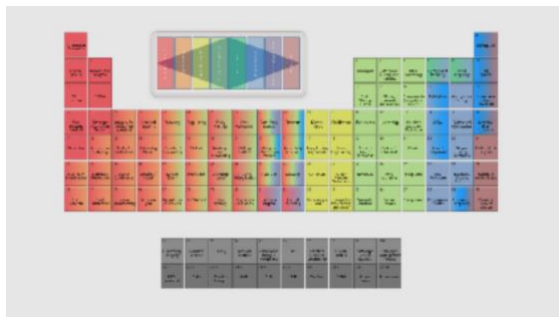
IF OKRs are your organisation's preferred way of receiving initiatives you can determine the KPIs from the SMART objectives. It is also useful to use the A4# to check any OKRs that cascade into your workstreams. If there are missing bits you can push back for clarification.

Explanation of A4#

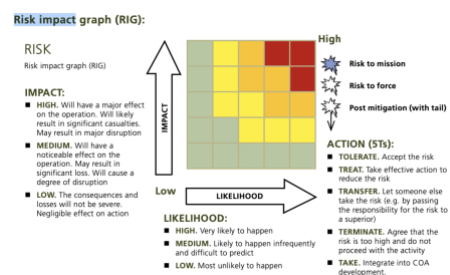
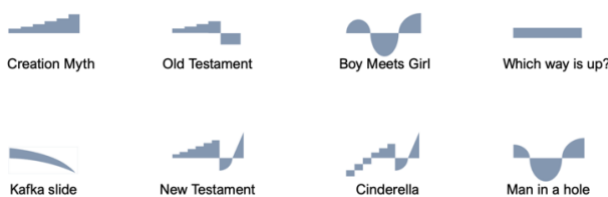
The A4# is a minimal business case [MBC]. It is an aggregation of critical, creative and rational thought communicated on a page. It has four sections Scan, Analyse, Lean, and Value.

SCAN is where you have applied critical thinking. Rather than being a barrack-room lawyer, nay-sayer, or doom monger you can use the techniques in Analyse to be creative and cognitive. Change modes between intuitive, rational, and social at will.

ANALYSE allows you to apply creative problem-solving techniques and back it up with cognitive thinking based on organisational strategy. If it feels above your pay grade, consider it as practice. You can of course use generative AI to make the job easier and faster. That is fine until you are needed to show your working. We supply master-level tools.



LEAN is where you do the scenario planning and risk analysis. Ideally, you should look ahead up to eight ways to determine what may adversely affect progress and morale. That may sound a lot in everyday terms, but it gets easier with practise. If you want extra points complete the Risk Impact Graph.



VALUE can be ascertained qualitatively on a first pass and backed up with figures on a second pass, if needed. If you are working in an organisation that allows you to bill studio time to your work streams within reason, the costs will be carried by the work stream on behalf of the organisation. The guidance should be supplied from the 1-up and 2-up managers by way of Value Stream Blueprint and G+ Framework. They will appear in the worked examples that follow.

Worked examples – format

At first glance this looks like a lot of material. You are responsible for the top one and possibly the second.

Lean Scene

Pitch
Argues to contribute to the creation of feature files that are English-like in nature and use business domain language. Increased coverage of thinking and testing the specified requirements.

Makers
win by allocating skills – writing feature files in Ghislain language and writing of feature files by the technical writers

Managers
win by having increased visibility to feature based test execution. Quality coverage will align uniform approach across several teams.

C-Suite
wins continuous improvement of quality.

This is what you write to show benefits to different levels in the organisation.

It is a good way to check that the top-down direction has been communicated and understood

A4# Initiative
Behaviour Driven Development

Background
Product software development and management teams will share look and feel across product levels to ensure software development

Current Condition
Team is in the process of software development. This is a wide looking and testing approach. This is a wide looking and testing approach. This is a wide looking and testing approach.

Goals
S. Team focused on development efficiency
M. Apply the BDD techniques at various stages
A. Start with one story in a sprint
B. Build infrastructure to support BDD
T. Realize a new story

Root Cause Analysis
Testing and quality assurance needs to be incremental in nature and allow for better collaboration. Requirements definition, development and testing are currently distinct activities that are decoupled from each other

Actions
Regiment will construct a proof of concept of a chosen story within 10 minutes to be used for demonstration with other test teams that use this approach

Confirmation: What is definition of done?
Feature files are written to cover the requirements specified in chosen story
Features written to result in automated tests

Follow-up contingency if things don't work out?
Use current approaches. See how

Operational Value
Learning, Shared, Scale Economies, Scope Economies

Strategic Initiatives
Scale, Impact, Standards, Shared Initiatives

This is written by you and or your immediate manager.

The manager may have to go and ask for information from other business functions. That should be in their job spec.

Operations Guidance

Learning	Implementation	Commercialisation
Internal Renewal - Research & Development - Work force development - Staff rotation	Intellectual Property - Patents, Trademarks & copyrights - Licensing Agreements - Code know-how	Customers - Marketing alliances (Open to market) - Brand labels - Customer churn & value - Churn rates - App add-ons
Acquired capabilities - Technology purchase/lease - Staff new acquisition - Capital Expenditure - New Staff attraction Managed cost	Technological Feasibility - Technical maturity - Risks and shifts - Speed to turn around new functions	Performance - Revenue, earnings & market share - Innovation revenues - Creative earnings and assets - Time to market
Networking - R&D alliances & joint ventures - Supplier & customer integration - Communities of practice	Internet (of things?) - Data analysis - Online purchases - Internet alliances - Log analysis	Growth Prospects - Product pipeline status - Expected efficiency savings - Planned initiatives - Expected break-even and cash-burn rates

This should be supplied by the owner of the work stream, project, product or other portfolio item you are working on

Make the items you align with **bold**

Add emergent items in **red**

Strategic Guidance

Strategic Objectives	Automation	Green Initiatives	Scale Economies	Scope Economies
Achieving efficiency in current operations	Address job design issues before they arise. Retain core staff in new roles?	Benefiting from differences in factor costs (e.g. wages and cost of capital)	Exploiting and potential scale economies in each activity	Sharing of investments and costs across products, markets and businesses
Managing risk	Hedging options against upstream innovation	Managing different kinds of risk arising from market or pricing related changes in competitive advantage of different countries	Balancing scale with strategic and operational feasibility	Portfolio diversification of risks and strategies of options and side-bets
Innovation, learning, discovery and adaptation	Idea time and support will require climate changes for some companies.	Learning from societal differences in organisational and managerial processes and systems	Benefiting from experience (cost reduction and innovation)	Shared learning across organisational components in different products, markets or businesses

This should be supplied by the C-Suite to provide concise strategic guidance.

Make the items you align with **bold**

Add emergent items in **red**

Three Lean Scene examples follow as well as three use case reports showing the end-to-end outputs and outcomes

- Introduction of Behaviour Driven Development
- Squad Onboarding
- AI Bid writing

Example 1 – Introduce BDD from team to managers

Scenario: A European Data Aggregation firm had been bought by an American Efficiency Fund. The company was being converted to realise value and made ready to be sold on.

They had tried to implement SAFe but failed in the first attempt. On the second attempt things went a bit better. SAFe is large and presents opportunities to run trials of new ways of working in the Product Increments that usually last three months.

In this case a Lean Scene to introduce behaviour-driven development [BDD] was raised and signed off. There were two other initiatives run by the team in the same period. Firstly introduce Docker and secondly a new product deployment process.

Lean Scene

Title Behaviour Driven Development - pilot
Author Ronald Date 24-Jul-18 Status Approved

Pitch Anyone to contribute in the creation of feature files that are English like in nature and use business domain language. Increased coverage of developing and testing the specified requirements.

Makers win by adopting skills – writing feature files in Gherkin language and writing of fixtures by the technical testers

Managers win by having increased visibility to feature based test execution. Quality assurance will adopt uniform approach across several teams

C-Suite wins continuous improvement of quality.

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Team

A4# Initiative

Behaviour Driven Development

Time and Emotion

Background

Provide software development and management teams with shared tools and a shared process to collaborate on software development

Current Condition

There is the proposal to apply test-driven development. This is quite technical in nature and requires a considerable amount of team pairing. Members also need to have programming skills

Goals

S Team involved in development lifecycle
M Apply the BDD techniques at various stages
A Start with one story in a sprint
R Build-Infrastructure is already in place
T Realize in one PI

Root Cause Analysis

Testing and quality assurance needs to be incremental in nature and allow for better collaboration. Requirements definition, development and testing are currently distinct activities that are decoupled from each other

Actions

Reginald will carryout a proof of concept of a chosen story within PI. Marcus to organise synchronisation with other test teams that are using this approach

Confirmation: What is your definition of done?

- Feature files written to cover the requirements specified in chosen story
- Fixtures written to result in automated tests

Follow up: contingency if things don't work out?

Use current approaches. Risk free

Operational Value considerations

Learning Gherkin Language	Implementation Checklists	Commercial Brand
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Strategic Value considerations


Automation Enabler	Global Align	Scale Economies Standards	Scope Economies Shared knowhow
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Value considerations are show over. They start as descriptions and then are converted to money

In this example the strategic and operational guidance was missing so we made it up and explained how it worked to the middle and senior managers. They of course initially resisted. This was ideal because resistance is fertile. By that we mean the opportunity to explain how their broad picture was not sufficient to provide guidance to the teams made them think and craft their own specific guidance.

Operations

Operations Guidance




Time and Emotion

Learning	Implementation	Commercialisation
Internal Renewal - Research & Development - Work force development - Staff retention	Intellectual Property - Patents, trademarks & copyrights - Licensing Agreements - Coded know-how	Customers - Marketing alliances (Speed to market.) - Brand Values - Customer churn & value - Online sales - App add-ons
Acquired capabilities - Technology purchase/lease - Spill over utilisation - Capital Expenditure - New Staff attraction - Motivated staff	Technological Feasibility - V-method maturity - Pilots and MVPs - Speed to turn around new functions	Performance - Revenue, earnings & market share - Innovation revenues - Creative earnings and assets - Time Saving
Networking - R&D alliances & Joint Ventures - Supplier & customer integration - Communities of practice	Internet (of things?) - Traffic analysis - Online purchases - Internet alliances - Log analysis	Growth Prospects - Product pipeline dates - Expected efficiency savings - Planned initiatives - Expected break-even and cash-burn rates

Strategy

Strategic Guidance



Time and Emotion

Strategic Objectives	Automation	Green Initiatives	Scale Economies	Scope Economies
Achieving efficiency in current operations	Address job design issues before they arise. Retrain core staff in new roles?	Benefiting from differences in factor costs (e.g. wages and cost of capital)	Expanding and exploiting potential scale economies in each activity	Sharing of investments and costs across products, markets and businesses
Managing risks	Hedging options against unproven innovation initiatives.	Managing different kinds of risk arising from market or policy-induced changes in comparative advantages of different countries	Balancing scale with strategic and operational flexibility	Portfolio diversification of risks and creation of options and side-bets
Innovation, learning, discovery and adaptation	Idea time and support will require climate changes for some companies.	Learning from societal differences in organisational and managerial processes and systems	Benefiting from experience (cost reduction and innovation)	Shared learning across organisational components in different products, markets or businesses

The topics addressed in the Lean Scene and A4# are shown in bold where there was alignment as the makers saw it and the red items are emergent actions that may require updating the operating model on successful pilot project.

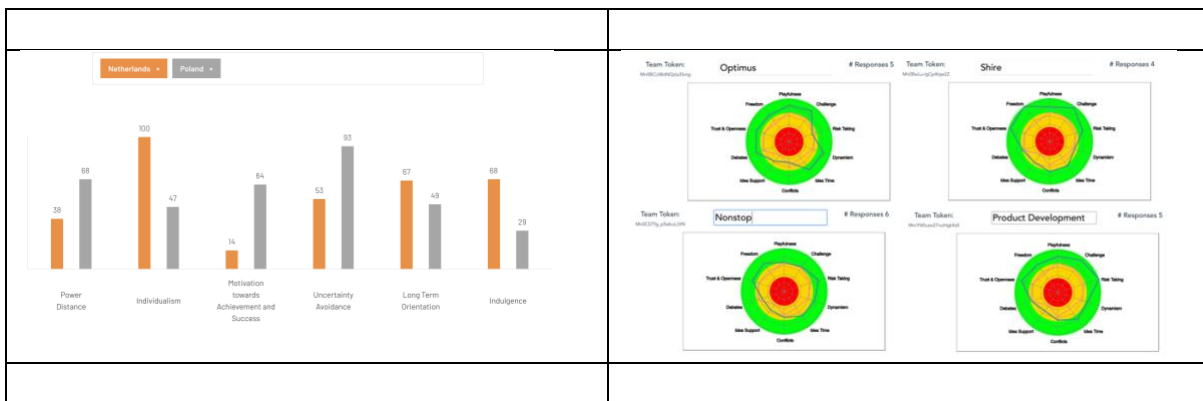
Example 2 – Cross culture teams and legacy replacement

Myneva is a Netherlands based developer of web and mobile apps for Social Services. Its legacy Java apps were two decades old and needed remaking for contemporary needs. A twenty-person squad of Polish developers configured as four teams was hired to do the work.

The product owner had seen and used the climate tools and team wellbeing techniques twice before, at Elsevier and Vogue. He was keen to try Lean Scenes to help gel the teams and focus on corporate priorities. After the event he was promoted to Chief Product Owner.

In a two-day onboarding session held in Poland the PO ran a workshop that considered the culture between the countries using Hofstede’s dimensions. This is a good way of exploring and explaining the different expectations of how work is done.

Another workshop measured the teams’ climates and the discussion resulting from the measurement were captured as A4# improvement initiatives.



In this case the Lean Scenes entered were written straight as A4# business cases. From a squad of twenty there were eight Lean Scenes created – seven by the team players, and one by the product owner. Here is what they produced.

Example: A4# Initiative GIT for version control

Background Need a better version control system	Actions Dan to set up and test On success Russ drills teams
Current Condition Waste time & money using poor relation	Confirmation: What is your definition of done? Code is entered into Repo and all tasks that are needed can be done
Goals S - Faster stream switching, Stable systems M - Measure work done. Compare downtime A - Do a pilot project on a subset of the codebase R - GIT is preferred and becoming standard T - Use downtime around Christmas to test	Follow up: contingency if things don't work out? Use current setup. Risk-free
Root Cause Analysis Fashion, fad, received wisdom and common sense say GIT is better than the current code repository. The people who do the work want to use it. A move that they manage will raise morale.	Operational ROI considerations Learning: <input type="checkbox"/> Implementation: <input type="checkbox"/> Commercial: <input type="checkbox"/> E1: <input type="checkbox"/> 5M <input type="checkbox"/> 8.5% time save <input type="checkbox"/> Brand: <input type="checkbox"/>
	Strategic ROI considerations Automation: <input type="checkbox"/> Global: <input type="checkbox"/> Scale: <input type="checkbox"/> Economics: <input type="checkbox"/> Scope: <input type="checkbox"/> Economies: <input type="checkbox"/> Enabler: <input type="checkbox"/> Align: <input type="checkbox"/> One Repo: <input type="checkbox"/> Open the silos: <input type="checkbox"/>

A4# Idea support base on new tech

Background Idea Support base on new technology	Actions Create a local debug machine, Improve time to deployment for any changes
Current Condition Spagetti code	Confirmation: What is your definition of done? Stable production env
Goals S - Simplify code, reduce redundant code M - Stable application A - n@fly R - reduce time of deployment T - Use Code standard	Follow up: contingency if things don't work out? Just work as usually
Root Cause Analysis Old code, not easy to assess the risks of a change, costs a lot of resources to rewrite / edit / tune. Code is sensitive for a change, involves all resources	Operational ROI considerations Learning: <input type="checkbox"/> Implementation: <input type="checkbox"/> Commercial: <input type="checkbox"/>
	Strategic ROI considerations Automation: <input type="checkbox"/> Global: <input type="checkbox"/> Scale: <input type="checkbox"/> Economics: <input type="checkbox"/> Scope: <input type="checkbox"/> Economies: <input type="checkbox"/>

Lean Scenes Whitepaper

A4# Team speak up

Background ...	Actions Focus as a team on a task create list of non team members responsibilities
Current Condition Members not fully openly collaborate	Confirmation: What is your definition of done? Smooth and happy members
Goals S - create taskforce for a epic M - fully clear issues in a epic A - feel agily R - time in sprint used per issue T - great in collaboration	Follow up: contingency if things don't work out? Just work as usually
Root Cause Analysis Multiple projects in a small team limited time / budget not knowing who is responsible about the tasks / tasks used Application area	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

A4# Quicker deployments to DevTest and Staging

Background We need quicker deployments to DevTest and Staging	Actions Arjan and Flor J will take care of pipeline improvements for Registration this year
Current Condition We are waiting time for long pipeline builds Not possible to do hotfixes due to wait one hour to deploy and run the c/s tests	Confirmation: What is your definition of done? When we decrease time of deployments We must get better results without skipping c/s tests
Goals S - Improve our pipelines to build faster M - Compare deployment time A - Create a link of repository and test improvements R - Use adjusted pipelines in all projects T - Use it and apply before the end of year	Follow up: contingency if things don't work out? We can remove it, because the POC will be done on a different repository
Root Cause Analysis The current pipelines are old fashioned. Right now we deploy changes more frequently as before	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

A4# - Thinking ahead before sprint

Background Thinking ahead before sprint	Actions Whole team will take care of proper investigations and create Confluence page (for complex features)
Current Condition We can't estimate correctly story because of lack of information	Confirmation: What is your definition of done? We see documentation We have at least one proposal to fix or implement a new feature
Goals S - Make better decisions before starting the sprint M - Monitor how many stories are on hold A - We can give more time for investigation tasks to find all possible solutions R - Add investigation results to Confluence (only for complex features) T - We can start next sprint	Follow up: contingency if things don't work out? We can reuse the on-hold column again
Root Cause Analysis Multiple times we finish features in the middle because lack of analysis before ticket started, which generates costs and frustrations	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

A4# Defined roadmap

Background A roadmap is a key way to be transparent about priorities.	Actions Preparing the roadmap Gathering ideas Estimation of the ideas
Current Condition The roadmap was not communicated when we made this lean scene	Confirmation: What is your definition of done? Roadmap approved, communicated and accepted. Then next to it, the items are developed and deployed
Goals S - Define the map for 2022 M - deploy the prioritized items to production A - set realistic goals for the roadmap R - it will support the dev team to make decisions inline with the roadmap T - the prioritized roadmap items should be implemented (and rolled out to the customer)	Follow up: contingency if things don't work out? Keep on working as is. There might be a chance that, because there is information missing, the team might take wrong decisions.
Root Cause Analysis Roadmap not clear, so the dev team does not know what will be deployed in a specific year.	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

A4# PO power

Background We had a mtg about cultural differences and this was one of the items	Actions Face to face meetings Not work related talks, when we have online meetings
Current Condition Getting to know each other. Still a bit of a customer-client relationship within the sprints team	Confirmation: What is your definition of done? Even more of a team feeling
Goals S - Getting to know each other better M - using for instance the research that we discussed in Poland and the survey A - Trust and openness R - Better team atmosphere T - Chipping	Follow up: contingency if things don't work out?
Root Cause Analysis The Netherlands might give us an insight on the cultural differences between Poland and the Netherlands	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

A4# Analysis is not done upfront

Background It cause problems during development	Actions Take our time before we start sth for preparation. Involves in it everyone who can help with it
Current Condition Sometimes during development we explore some different ways or impossibilities	Confirmation: What is your definition of done? Better prepared task before we start epic, story - full complete information, good description
Goals S - Proper kick off before start M - better estimated stories A - Trust and transparency R - Better team understanding T -	Follow up: contingency if things don't work out?
Root Cause Analysis We dont have business analysis	Operational ROI considerations Learning Implementation Commercial
	Strategic ROI considerations Automation Global Scale Economies Scope Economies

The initiatives worked through smoothly at team level during the trying times of Covid.

What became apparent to the now Chief Product Owner was the lack of strategy from the top. The model highlighted the need to have the C-Suite set G+ strategic guidance and for the senior operations managers define the value stream blueprints.

The G+ organising framework converts Ghoshal's original matrix for Globalisation into a sensible way to guide teams in AI and Corporate Social Responsibility. It eases the pains of associated governance and helps teams refine good ideas. This makes it easy for 1-up and 2-up managers to quickly understand and approve or ask for refinement.

Example 3 - Bid writing automation – Lean Scene to business.

SmartBIDI started as a process improvement initiative in a strategic supplier to the UK Government. Zak coded, made marketing content, learned to sell (slowly). Tim was the Executive Producer.

Lean Scene: To bid or not to bid – that is the rhetorical question

A better way of finding information, checking it against requirements and impressing clients is required.

DOS Kapital is the answer.

Strategic	Increase bid success rate	ABCD share price has fallen in comparison to CAP over the last five years. ABCD must win more work or sell – if the trends continue.
Operational	Save time preparing bids	Staff must NOT waste time searching, cutting and pasting from spreadsheets to start the DOS bid process. AUTOMATE IT.
Team	Be creative and productive	Staff can use their new time to work on value-add activities

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Part of the job was to read the UK Government Digital Outcomes and Suppliers [DOS] tenders website. Candidate tenders were selected, an Excel spreadsheet of previous responses was searched and the best answer was selected. This twelve-hour task was universally detested.

A4# - Bid Automation

Background	<p>Dos bids are necessary. They waste man-days. The situation will worsen as the number of bids increases.</p> <p>Current Condition</p> <p>Colleagues waste time searching for information to cut and paste as Dos bid answers. 1 - 2 man-days per bid</p> <p>Goals</p> <p>S Improve search & automate delivery M #bids processed, \$time saved, #work won A POC & prototype built and running R Needs a cost code to charge for T Can be deployed in January 2020</p> <p>Root Cause Analysis</p> <p>The accepted way of bid processing is old fashioned. It is an ideal candidate to automate and allow humans to add value in order to win more work from the public sector</p>	Actions														
		<ul style="list-style-type: none"> Deploy the search tool on a GCP server for all to use. Help colleagues prepare Dos bids by responding to improvement requests. Increase automation per sprint <p>Confirmation: What is your definition of done?</p> <p>Dos Bids are processed in less than half current time. Production is automated – not cut and paste Quality improves by logic checks.</p> <p>Follow up: contingency if things don't work out?</p> <p>Carry on as is – low risk.</p> <p>Operational ROI</p> <table border="1"> <tr> <td>Learning</td> <td>Implementation</td> <td>Commercial</td> </tr> <tr> <td>Yes</td> <td>1,333%</td> <td>Yes</td> </tr> </table> <p>Strategic ROI</p> <table border="1"> <tr> <td>Automation</td> <td>Globalisation</td> <td>Scale Economies</td> <td>Scope Economies</td> </tr> <tr> <td>Yes</td> <td>n.a.</td> <td>Yes</td> <td>1,333%</td> </tr> </table>	Learning	Implementation	Commercial	Yes	1,333%	Yes	Automation	Globalisation	Scale Economies	Scope Economies	Yes	n.a.	Yes	1,333%
Learning	Implementation	Commercial														
Yes	1,333%	Yes														
Automation	Globalisation	Scale Economies	Scope Economies													
Yes	n.a.	Yes	1,333%													

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A leftfield idea emerged overnight; try using semantic search on the spreadsheet. The were up for trying, but not confident they had the technical skills. Neither was the consultant, just yet, but to get the ball rolling an A4# business case was prepared.

Bid Automation Tactical Analysis (from maker POV)

Discovery and Learning	Implementation	Commercialisation
Internal Renewal - Research & Development - Work force development - Organisational Capital Process	Intellectual Property - Patents, trademarks & copyrights - Licensing Agreements - Coded know-how	Customers - Marketing alliances - Brand Values - Customer churn & value - Online sales - App add-ons
Acquired capabilities - Technology purchase/lease - Staff over utilisation - Capital Expenditure	Technological Feasibility - V-method maturity - Pilots and MVPs - First Mover? - Best Mover	Performance - Revenue, earnings & market share - Innovation revenues - Patent and know-how royalties - Creative earnings and assets
Networking - R&D alliances & Joint Ventures - Supplier & customer integration - Communities of practice - FLAIR integration	Internet (of things?) - Traffic analysis - Online purchases - Internet alliances - Always on staff	Growth Prospects - Product pipeline dates - Expected efficiency savings - Planned initiatives - Expected break-even and cash-burn rates
Costs Income ROI		£6,000 £8,000,000 – 4 years 1333%

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The organisation did not have formalised value stream blueprints or G+ strategic guidelines so generic templates were brought into play and filled with ROI projections. These were enough to convince the 1-up boss to let the team use studio time to develop the initiative over six weeks.

Bid Automation Strategic Analysis (from maker POV)

G+	Automation	Green Initiatives	Scope Economies	Scale Economies
Achieving efficiency in current operations	Process more bids with existing staff		Can be used by different teams.	Win more work
Managing risks	Be ready to support clients when they are pressurised by new Government		Humans can override the recommendation	Low risk as humans retain control
Innovation, learning and adaptation	Competitors will move to this – if they have not already done so		Share learning to increase ML/AI experience in tech team Share with clients to help write bids!	Share real world application that uses ML/AI for FLAIR to learn from
Costs Income ROI				£6,000 £8,000,000 – 4 years 1333%

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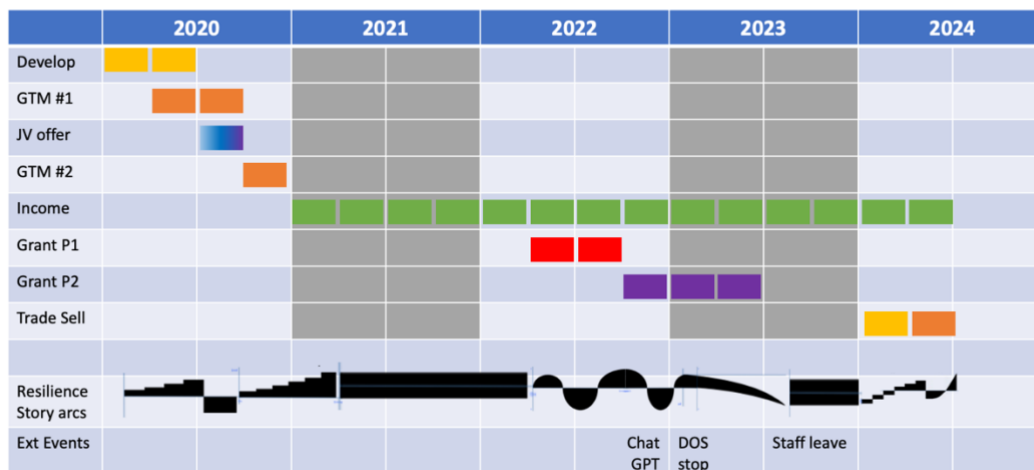
Studio time is a way of using breaks in the day to work on experimental stuff. Four 15-minute sessions per day can do the trick.

Showing daily rushes helped. It was enjoyable and the product worked, reducing the job to under an hour.

Lean Scenes Whitepaper

When the client no longer needed Zak the consultant, the product was developed independently, taken to market and ended up with a company valued at €1.1 million by the European Innovation Council.

smartBIDI timeline and resilience graph



Personal reflection on the process

The initial build was done over six weeks. Work was performed in fifteen-minute chunks every two hours. This is usual when training AI models. A few parameters are changed, and the training is re-run.

The independent build was run studio style. Rather than extend the original a complete rewrite was carried out. This is more like making songs or movies than coding other peoples' backlogs.

Running over an extended period as a start-up brings ups and downs as can be seen from the resilience graph. The naïve approach of build it and they will come was soon realised as a fallacy. One needs to be a marketer and salesperson too.

Lockdown happened at the same time. We had to go and help out Government with a few contract jobs. Because the system was built as FMDG it did not need any maintenance for a year. At the end of the year the main client offered to step in and create a joint venture to secure grant funding. Half way through the second stage of the application ChatGPT was released. We lost competitive advantage. Speed is essential for start-ups.

NB Taking an idea to market typically takes twice as long and costs twice as much as development.

Use Case Reports

Running Lean Scenes end-to-end requires reporting. This is true especially if you are making efficiency savings that otherwise will go unnoticed.

Here are some real-world Use Case Reports from happy customers. We get repeat business.

Equinor – SALVE applied



The change in climate over six months is a bona fide metric. It was measured before and after.

The journey shape shows initial resistance.

The improved velocity shows an upturn in productivity.

The climate improved slightly.

Harrods – SALVE applied



The journey shows a plateau. The maturity improvement is the output and outcome.

The teaching and coaching was performed like a dance of change. Small lessons with time to practise and rehearse.

GFK KKR – SALVE applied



The climate improvement was tangible and visible after six weeks.

The journey shows resistance from agile-only managers. It was overcome to leverage the experienced team players for the corporate needs. BLAC-Whitespace.

Conclusions and Next Steps

Conclusions

Lean scenes extend OKRs and provide insights to emergence. They are more inclusive and capture insights from the people who do the actual work. If the maker teams do not know the strategic and operational needs, it is a shortcoming of internal communications.

Lean Scenes are used to improve team *culture*.

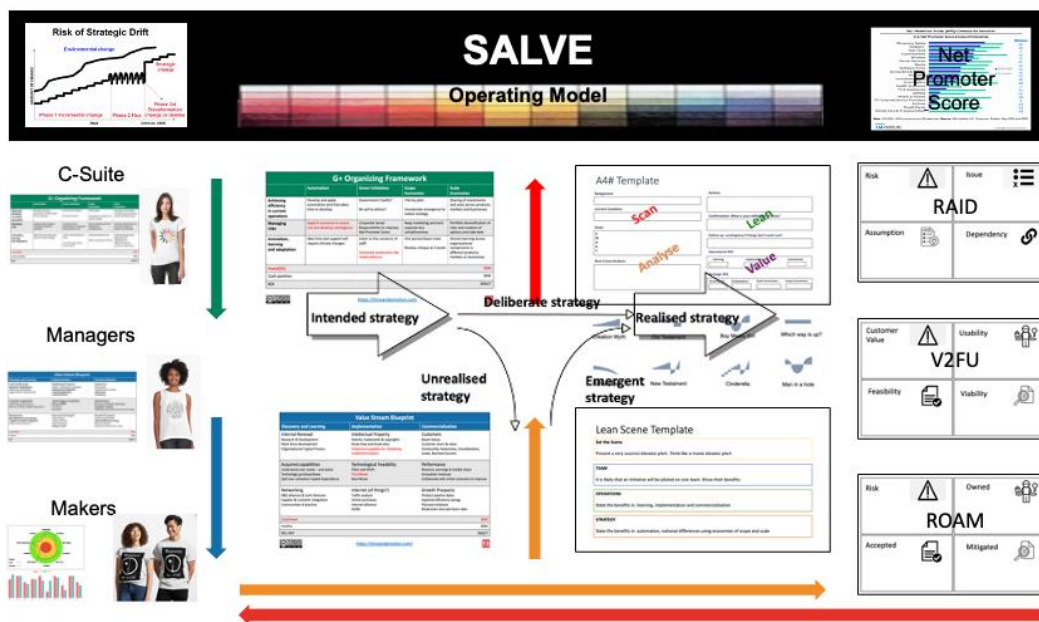
Lean Scenes are easy to write, check, edit, approve and SLIP into current workflow (SLIP = Simple, Low or no cost, Immediate and long-term benefits, Plays nicely in eco system)

Next Steps

Strategists Create and validate G+ framework

Managers Create and validate Value Stream Blueprints per portfolio item

Makers Write, pitch and implement Lean Scenes



Contact and material

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References

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