

The TameFlow Connection Newsletter

The latest news and ideas about the *TameFlow Approach*

Hello Friends of Herbie!

Welcome to the third issue of the **TameFlow Connection Newsletter**. In this issue I bring you some of the latest news, a summary of the latest [Campfire Talks with Herbie](#), and some further reading suggestions.

News

Re-read Saturday of "Tame your Work Flow"

[Thomas "Tom" Cagley Jr.](#), the host of the [Software Process and Measurement Cast](#) also known as the "SPaMCast!" - where he has held over 600 episodes and where I have been interviewed a number of times - has started a new series of his *Re-Read Saturdays*.

The **awesome news** here is that this new *Re-Read* series will be about the very [Tame your Work Flow, How Dr. Goldratt of "The Goal" would apply the Theory of Constraints to rethink knowledge-work management](#) by yours truly and [Daniel Doiron](#). So if you haven't read the book yet, this is a great way to go through it, under the critical guidance of Tom Cagley, and sharing your ideas and comments on his blogs or on the [TameFlow Community](#), where you can always find me or Daniel to interact with.

Tom's posts about this *Re-read* are here:

1. [Re-read Saturday, Tame you Work Flow Week 1: Logistics and Front Matter](#)
2. [Re-read Saturday, Tame you Work Flow Week 2: Prologue.](#)

And if you don't have a copy of the book, you can always get it with a discount with [this deal](#).

TOCICO 2020 Conference

I have been invited as a speaker at the next [Theory of Constraints Virtual Conference](#) from June 22 to 26. Given that I have never taken any official TOC training, I consider being invited to the conference as a great testament to my work.

You can [download the conference program](#); and you will see I will be delivering a talk entitled: **TOC in a VUCA World, Bridging The World of Agile and TOC**, on June 26 at 12:30 EDT.

You don't want to miss this presentation!

As a speaker, I can invite a few of my friends and clients to attend the conference at a **huge** discount. The non-member conference price is \$399 but with this special invitation, your price would be **only \$99 (a \$300 discount)**. And your special \$99 registration includes the following benefits:

- Access to all conference presentations live and on-demand during the conference (June 22 to 26)
- Access to on-demand viewing for 1 week following the conference (June 27 to July 3).
- Registration BONUSES that are given for FREE to all conference attendees

To register with the discount, visit the [Registration Page](#) and enter the promotion code: **2020TENDON**. This \$300 discount is available until June 15.

TameFlow

Campfire Talks

In case you missed last week's *"Campfire Talks with Herbie"*, here's a summary:

- **Campfire No. 6** did not have any one special guest, but was an experiment for me to see how it would work to have multiple

participants. In fact, in the second half of the webinar I had Daniel Doiron, Rudiger Wolf, Nick Zdunic and Doug Boling joining. (As you know, I am still learning the ropes about how to host a webinar.) In the first half of the show I addressed the question that was asked by [Aram Petrosyan](#) the week before. The question was: "How does TameFlow manage scope changes during MOVE execution?" After presenting how to consider **MOVES** as targeted scope, I gave the same explanation that you can read about in the older blog post [Management of Extra Work](#).

- [Campfire No. 7](#) saw [Mark Jorgensen Chaudry](#) as the guest. We talked about many things, but in particular about [How TameFlow looks at Customer Value and Customer Focus](#). In the TameFlow Approach, the Customer is only one party whose needs we want to satisfy. Interestingly enough, the fundamental equation of **Throughput Accounting** capture the interests of all actors:
 - The **Customer Value** is represented by **Sales**.
 - The **Investor Value** is represented by **Net Profit**.
 - The **Employee Value** is represented (mostly) by **Operating Expenses**.
 - The **Supplier Value** is represented (mostly) by **Totally Variable Costs** (as was observed later by Daniel Doiron).
- [Campfire No. 8](#) with [Mario Latreille](#) brought us to discuss about [How to bring Throughput Accounting to the attention of executive management](#). If executive management is not on board from the start - as it should be when adopting the TameFlow Approach - then one tactic is to use the **Full-Kitting** phase to expose weakness in the *business side* of the organization and escalate the issue to top management on the basis of **Throughput Accounting** arguments.
- [Campfire No. 9](#) welcomed [Katharine \(Kate\) Chajka](#) who asked about [How to "Scale"](#). We delved into how the TameFlow Approach is **scaleless** and how it differs from Agile Transformations (that start with teams and then "scale-up") or Lean Transformations (that use a "Big Bang" approach). With the TameFlow Approach, we start with a thin **vertical slice** of the organization, from the CEO down to one or a few teams. The

intention is to rewire the "nervous system" of the organization, so that it can develop more refined sensitivity about what is happening, and interpret those signals in the light of TameFlow's **Mental Models**.

This week we will have four *Campfire Talks with Herbie* events. The line-up of guests is really inspiring, and you don't want to miss the conversations we will have

In order not to miss any *Campfire Talk*, remember you can **subscribe** to get [calendar notifications](#) about when the next episodes are out.

Community Highlights

[Doug Boling](#) has been asking many interesting questions. In particular, in the [Work Flow vs Work Process](#) thread, he asked what would be the **Constraint in the Work Execution?**

I gave him this [reply](#), which you might find interesting, as distinguishing between the **Constraint in the Work Flow**, the **Constraint in the Work Process** and the **Constraint in the Work Execution** is one of the most characteristic and important elements when dealing with **Operational Flow**.

The [Community](#) forum also had great contributions by [Wayne Mack](#), [Ben Vautier](#), [Mario Latreille](#) and [Rudiger Wolf](#) on topics such as:

- [Constraint modeled in stochastic terms](#)
- [Kanban's fixation of bottlenecks](#)
- [Not understanding Buffer Fever Chart](#)
- [FinOps another avenue to bring finance into the orbit of the team](#)

Theory of Constraints

Here are some noteworthy tidbits relating to the *Theory of Constraints*.

- David Hodes wrote a post about [Mapping your current reality](#). If you are not familiar with the **Current Reality Tree** TOC's **Thinking Processes**, this might give you an idea of what they are.
- Here a 15 year story of using TOC to reduce student attrition: [Graduating More Students at Medgar Evers College](#). Shows that

TOC can be applied in many fields. The presentation is not the greatest, but the story is compelling. The interesting part starts at around the 8th minute. Also the concluding remark, that you need *"institutional leadership to embrace the method to have systemic change"* is clearly relevant for any TameFlow application.

- Here's an curious medium post on [Open Source and the Theory of Constraints](#). I made a mental connection with my landmark post of 2012 where I wrote about *Theory of Constraints and Software Egneineering*" wherein, in particular, I gave a **Throughput Accounting** example on how to [Decrease Investment and Operating Expense with Open-Source Software](#).
- On the topic of **how to convince an organization to change**, here's a **great war story** by Bill Dettmer, one of the giants of the **Thinking Processes**. See this short 4 minute video: [The Norovirus Approach](#). (Thanks to David Hodes for point to this little gem!)

Bill's first sentence is spot on: *"You don't try to sell the method. You sell what it can deliver!"*

The last sentence is even more memorable... *"The Norovirus approach to spreading the Thinking Processes. You let people become infected with it, and pretty soon they have to wanna know how to do it."* (Of course, speaking about viruses in these times is a bit... well... spooky! But it renders the very idea! :)

Kanban & Lean

- On the same topic... Here Peter Scholtes gives advice about [How Do I Apply New Management Ideas Without Executive Level Support?](#) and more. With TameFlow we ideally aim at always having top-management on board; but, of course, if you are not top-management yourself, you might need expediencies as those suggested here. Or use the **Thinking Processes** as in Bill Dettmer's story above! Comparing Bill Dettmer's approach to Peter Scholtes, which one would you prefer?
- If you are into Kanban and use **Column WIP Limits**, here's an

interesting [video](#) by Tom Looy that shows how disruptive they are with respect to the presence of a **Constraint**. While the example is significant, I do not agree with the conclusion that the "*Constraint moves daily*". Again this is the pattern of (over-)reacting on Special Cause Variation. That's why, in TameFlow, I make the distinctions between the Constraint in the Work Flow, in the Work Process and in the Work Execution.

Have a great week!

Steve

P.S. Forward this mail to your friends and colleagues. Let them know they can [get "Tame your Work Flow" at a discount](#) and invite them to watch the "[Campfire Talks with Herbie!](#)" too!



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