TameFlow Connection No 4

Hello Friends of Herbie

This is issue no. 4 of the **TameFlow Connection Newsletter**. Last week was particularly intense with four engaging *Campfire Talks with Herbie* webinars; and I also prepared my talk for next week's TOCICO 2020 conference.

Here are some highlights.

TameFlow

The Campfire Talks with Herbie

If you missed last weeks' *"Campfire Talks with Herbie,"* here's a summary:

- [Campfire No. 10](#) with [Srinivas Garapati](#). Srinivas asked a crucial question, of how the **Thinking Processes** influenced the shaping of the *TameFlow Approach*. In answering I gave a brief introduction to what the *Thinking Processes* of the *Theory of Constraints* actually are.

- [Campfire No. 11](#) with [Daniel Gagnon](#). Daniel Gagon was concerned about overcoming the credibility gap and how to address objections that could be raised when introducing the *TameFlow Approach*. With this I explained that we simply use the "persuasion" or "sales" techniques that are fully developed in the *Theory of Constraints*; by using the *Thinking Processes* to address

the **Levels of Disagreement**.

- [Campfire No. 12](#) with [Daniel Plourde](#). Daniel Plourde wanted to better understand how to find the **Constraint in the Work Flow** when dealing with a portfolio of products and several teams - in other words when dealing with a **PEST Environment** (with multiple Projects/Products, Events/Deadlines, Stakeholders and Teams).

- [Campfire No. 13](#) with [Julia Wester](#). Julia Wester was the guest on a very special *Campfire*, because it fell on the anniversary of Dr. Goldratt's death anniversary (see further down). And it was specially apt remembering his quote - "*Tell me how you measure me, and I will tell you how I will behave. If you measure me in an illogical way, do not complain about illogical behavior*" because Julia did a brief presentation about **Probabilistic Forecasting**. Metrics are fundamental to the *TameFlow Approach* and we strive to use *logical* measurements across all our activities.

  One of the most compelling reflections that came out of the conversation with Julia was about how just as the industry is starting to appreciate that **Resource Efficiency** is not a good metric and that **Flow Efficiency** is much better, here comes the *TameFlow Approach* with a superior paradigm: that of **Throughput Efficiency**.

  (Note: *Flow Efficiency* is tackled in Chapter 3, *Flow Efficiency, Little's Law and Economic Impact*, of the [Tame your Work Flow, How Dr. Goldratt of "The Goal" would apply the Theory of Constraints to rethink knowledge-work management](#) book, while *Throughput Efficiency* is the focus of pretty much the rest of the book.)

  Julia also asked what advice I would give to Kanban practitioners. My answer was simply: to remain absolutely true to the three **Founding Principles of Kanban** and its six **Core Practices**. But with a twist: to rephrase Principle No. 2 as: "*Agree to pursue, incremental, evolutionary and PURPOSEFUL change,*" in order to be guided by "*The Goal*" of our organization. And with a

challenge: to evolve experimentally using models and the scientific method by running the experiment of removing **Column WIP Limits** and replacing them with **Drum-Buffer-Rope** instead.

This coming week we will have two *Campfire Talks with Herbie*. You can subscribe to get [calendar notifications](#) to know when the next episodes are out.

Re-read Saturday

[Thomas "Tom" Cagley Jr.,](#) the host of the [Software Process and Measurement Cast](#) (also known as the "SPaMCast!"), has re-read Chapter 1 of the [Tame your Work Flow](#) in his weekly series of *Re-read Saturday* blog posts. This week's re-read is here:

[Re-read Saturday, Tame you Work Flow Week 3: Chapter 1 – The Power of Explicit Mental Models](#).

Tom's final remark is quote-worthy:

> *"One of my key takeaways from this chapter is the need to expose the mental models we are using to guide decisions. They may be correct or they may be flawed, but unless they are exposed and evaluated we can easily set off a cascade of problems that lead to unintended consequences."*

If you haven't read the book yet, now is a good time to do so, and follow along the weekly commentary from Tom; and maybe comment yourself on his blogs. If you don't have a copy of the book, you can always get it with a discount with [this deal](#).

Theory of Constraints

Commemorating Dr. Goldratt

IN MEMORIAM

Eliyahu M. Goldratt
(March 1947- June 2011)

"Tell me how you measure me, and I will tell you how I will behave."

June 11, 2020 was Dr. Goldratt's death anniversary. The web has been full of posts in his remembrance. But one that struck a cord in particular was this LinkedIn post with a nine minute video really worth looking at, by Dr. Alan Barnard. It is packed with pearls of wisdom. Like:

- "**A LIFE GOAL is a dream taken seriously**."

- "*Classification, Correlation, Causal Theories*."

- "*Start with the specific, and go to the general.*"

- The extension of the **VUCA** acronym to **VUCCA**, with an extra "C" and meaning: Volatility, Uncertainty, Complexity, **Constraints** and Ambiguity. Will definitely use this new one!

- "*A THEORY is a good explanation of WHY something is USEFUL and IMPORTANT.*"

- "*We have the responsibility not to stand in Eli's shade, but on his shoulders, and not allow inertia become our constraint.*"

Yes! That last point is resonating loud. Dr. Goldratt would not have taught us his lessons if we remained content to stay where he left us. We need to go beyond. And I'm striving to put that in practice every day.

The TOCICO 2020 Virtual Conference

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As I mentioned I have been preparing for this one! You really don't want to miss my talk at the upcoming **TOCICO 2020 virtual conference**. It is entitled *"TOC in a VUCA Word, Bridging the World of Agile and TOC."*

I will be explaining: the deeper connections between *Patterns* and the *Nature of Knowledge-Work*; the shortcomings of *Scrum*; why conventional *Project Management* doesn't make it, not even with TOC's *Critical Chain Project Management*; what thought processes brought me to develop the *TameFlow Approach* to deal with both *Operational Flow* and *Psychological Flow*; the *Undesired Effects* I saw in Scrum, Kanban and CCPM; the critical importance of *Little's Law*; the necessity to *Limit Work in Process*; the rational for using *Drum Buffer Rope*; and ultimately why it is so important to be able to perform **Step 1: Identify the Constraint** in knowledge-work. And how bringing all the ideas together allows us to do that.

In short, it is a talk you don't want to miss!

(Besides, this week the TOCICO hosted a *Meet the Speakers* webinar introducing some of the speakers at the conference. There is a recording here. My segment is between 0h58m57s and 1h04m50s.)

Finally, remember that Monday June 15 is the *last* day you can register for the conference with my **special promotional code** of

2020TENDON. You may use the code on the [Registration Page](). It will give you a $300 discount on the ordinary price and many more benefits; you can get the ticket for **only $99**.

Agile & Scrum

In the world of Agile there is a lot of talk about **Psychological Safety**. Here's an interesting article, [Psychological Safety In The Workplace – An Integrative Framework](), that provides many perspectives on what that means. It is interesting that if you are able to realize the **Unity of Purpose** pattern, many of these elements are fulfilled.

Here's a post, [Beware of the Efficiency Trap](), by Wolfgang Hilpert. He contemplates how there is a hierarchy of metrics: **Inputs < Outputs < Outcomes < Impact** related on scales of *context predictability* and *autonomy stage*. It is an interesting post. Yet I am always amused at how these hierarchies and matrices quickly become overly complicated; and reflect on how much simpler all of this can be if you reason in terms of **Patterns**, **Pattern Languages** and **Pattern Theory**. Then everything becomes very consistent, and is seen as a transformation of contexts. Just so much more concise and elegant; and at the root of what I do with the *TameFlow Approach*.

Kanban & Lean

Here is a treat from an email exchange between [Al Shalloway]() and Donald Reinertsen discussing what are the different [Types of Processes](). Don's classification of processes is very insightful.

That's it for now. Have a great week!

Steve

P.S.

Help me spread the awareness about the *TameFlow Approach*. Tell your friends and colleagues to subscribe to this [TameFlow Connection Newsletter]() - Why not even forward them a copy of this issue! - and watch the [Campfire Talks with Herbie]() webinars.

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TameFlow Consulting Limited

Villa Malitah 15, Triq il-Mediterran, San Giljan, Malta