

**Significant performance  
increase of an agile team  
through application of  
TOC and CCPM concepts**

**Testimonial: Development of  
an Android App “Wire”**



Berlin 2014

## ► Initial situation ...

- Development of an Android app for a start up (Wire Swiss GmbH) development team in Berlin
- Two teams in separate locations, approx. 14 team members
- 7 developers, rest UX, QA etc.
  
- Development ongoing for over a year
- Affected by repeated delays & deferrals
- Stakeholders and team unhappy with deadline compliance
  
- 20<sup>th</sup> August 2014  
Call from scrum master / product owner

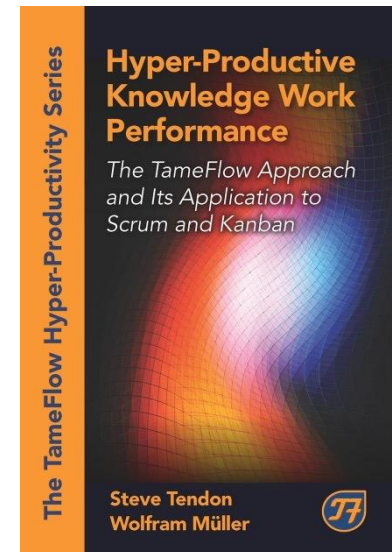
## ► Intervention: two immediate steps ...

1. *Reduce work in progress to an absolute minimum*
2. *Determine a due-date with a reasonable buffer and monitor buffer consumption*

based on the book:

Hyper-Productive Knowledge  
Work Performance

Steve Tendon and Wolfram Müller



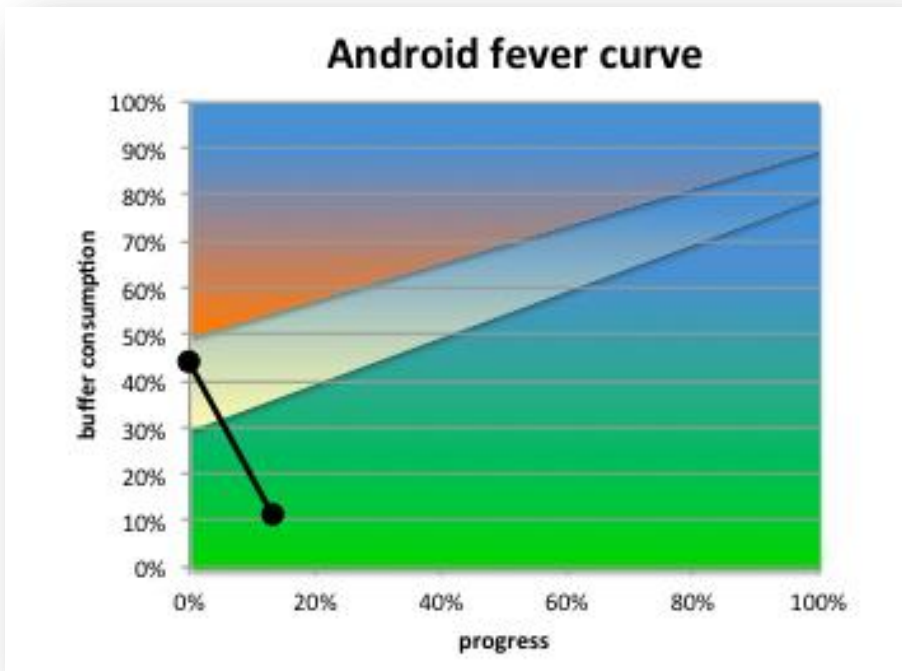
## ▶ Step 1. Reduce WIP to the Minimum ...

***... goal: fewer tasks than developers***

- *Within 8 days the WIP was reduced from ratio of 1:8 to 1:2.5*
- *That's a reduction to one third of the original, achieved by simply stopping to take on additional tasks*

## ► Step 2. Determine Buffer and start CCPM Fever Curve

September 8



First fever curve was drawn

Due date set for November 4<sup>th</sup> based on an expected velocity increase of +10%

Report progress every week

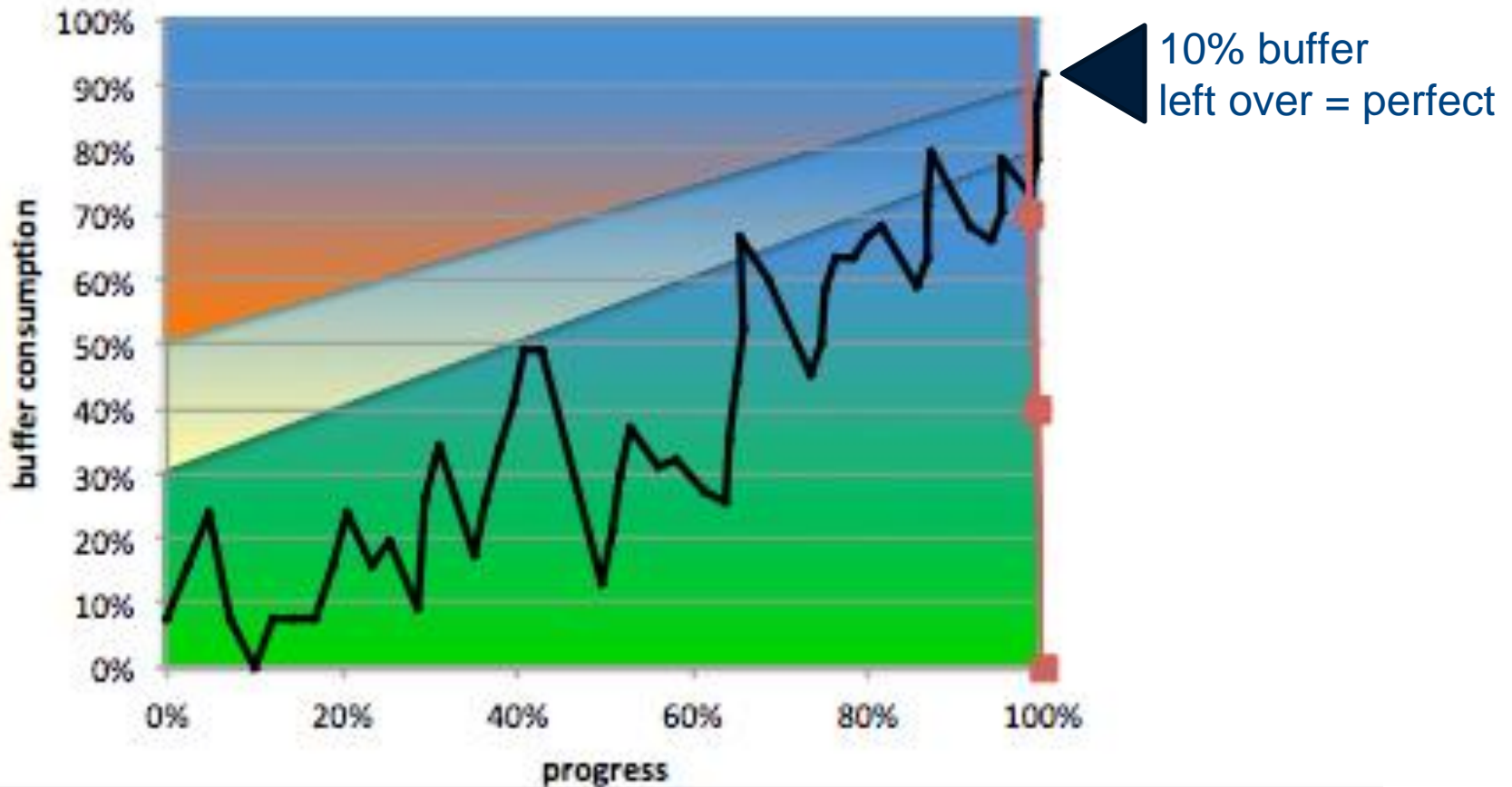
What you see here is a very typical jump into the green.

This is caused by two effects:

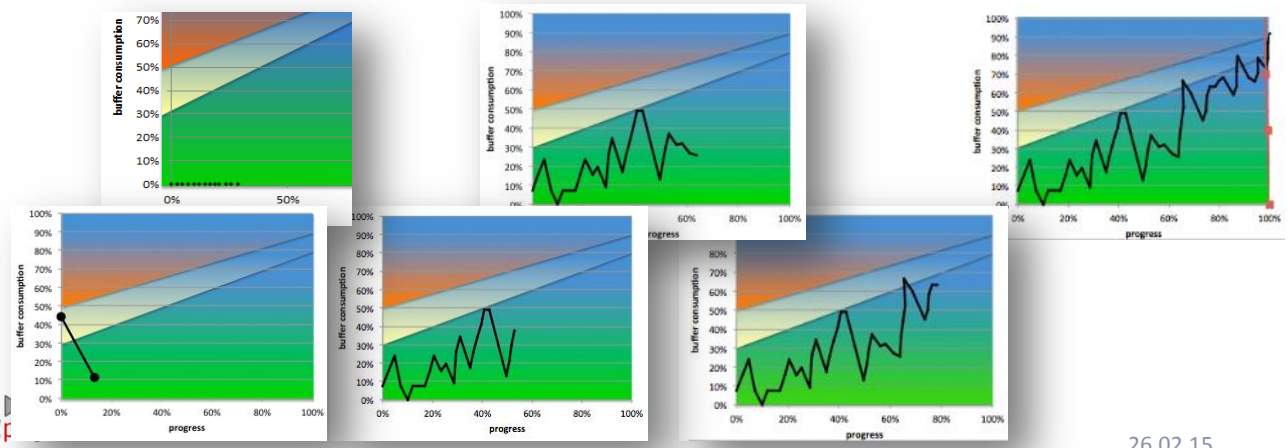
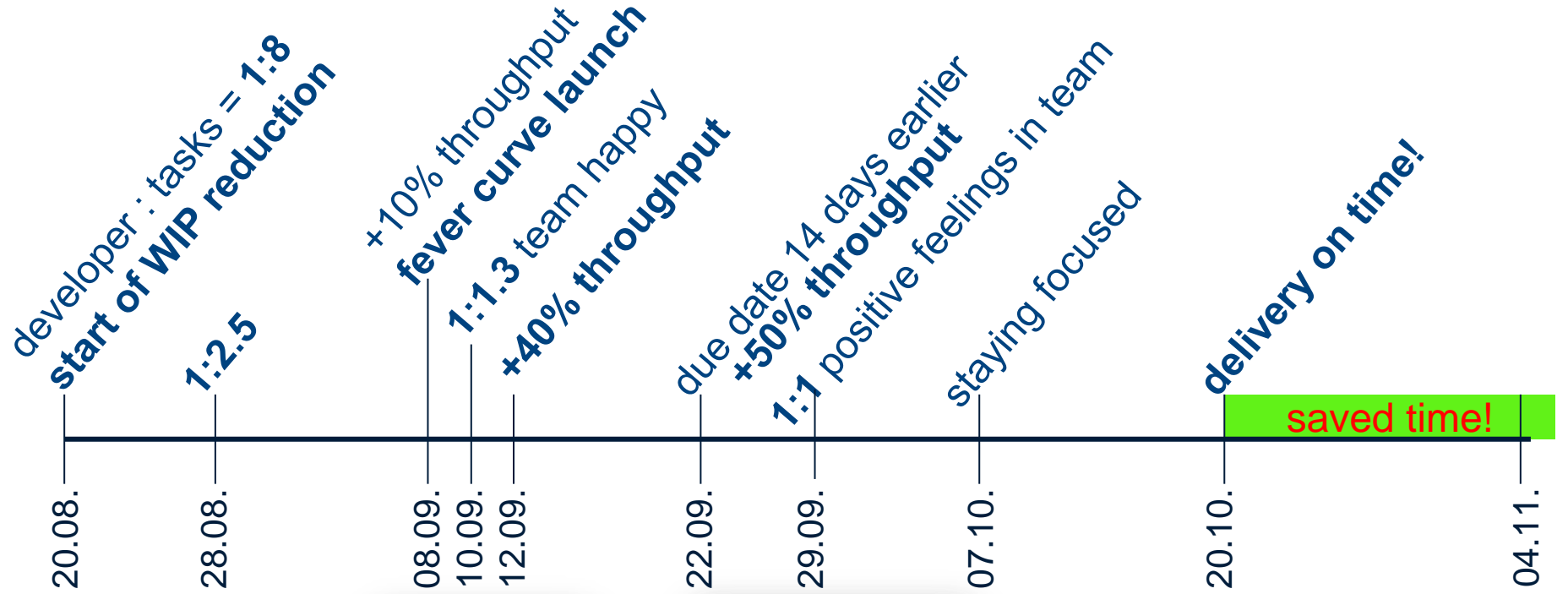
1. on task per developer makes all hidden obstacles visible immediately, forcing the team to resolve them; velocity jumps up.
2. by showing a dedicated buffer the „fear“ in the team disappears – as a result hidden buffers get freed up

▶ **Goal reached – feature completed on time!**  
Sped up by two weeks and +50% increased throughput

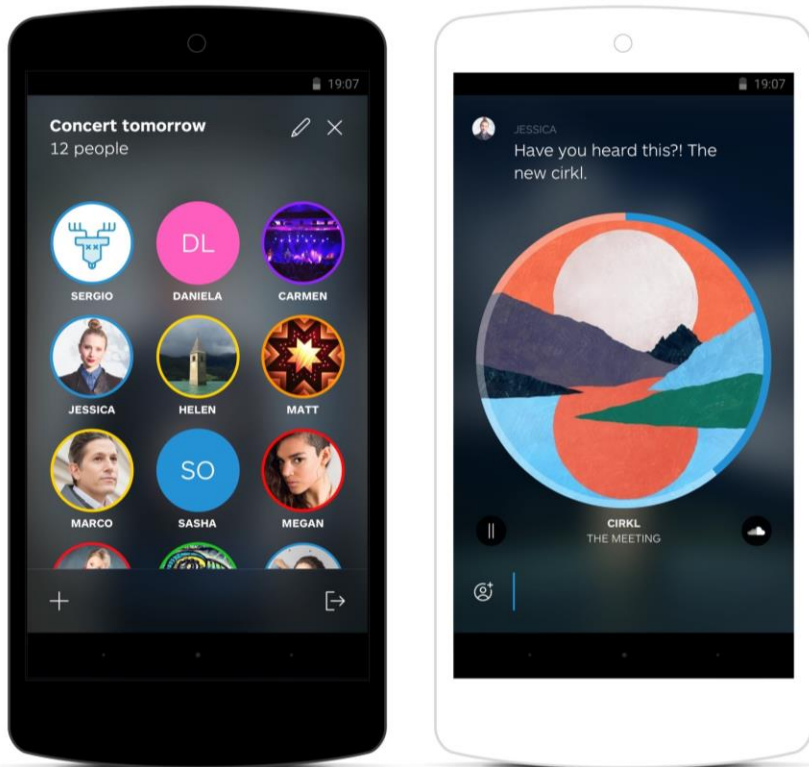
### Android fever curve



# Timeline of Success



# ► Wire – the result



It's beautiful.

Visually rich, clean, and elegant, Wire delivers a communication experience like no other. Write, talk, share pictures, music and video with people on phones, tablets and desktops — Wire is thoughtfully designed. For your every thought.

[wire.com](http://wire.com)



▶ this breakthrough is designed by ...



Wolfram Müller



Steve Tendon



# ► Want to find out more?

+49 171 565 1821

wolfram.mueller@vistem.eu

and of course  
on wire ...



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