## Variability

varying iteration lengths, varying batch sizes of features, varying size of one feature, varying team members or size, varying delivery times, defects (these introduce much variability),  interruption to handle hot defects, irregular arrival of requests

**Resolution**?
- leveling the work

- cadence; for example, timeboxed iteration such as 2 weeks

- decompose a few large-effort customer features into many smaller-effort features, so that a more consistent amount of work is taken on each iteration

## Overburden

- overtime for arbitrary deadlines

- one Product Manager having to know hundreds of features in detail

- often seen with specialist bottlenecks and over-dependence on super-specialists

**Resolution**?
- develop "eyes to see" queues & bottlenecks and those who are doing too much

- take on less work in iteration; descope

- spread the work and skill—cross-train

### 3 Sources of Waste

## NVA actions

- for example, handoff, waiting, scattered information, partially done work, task switching

**Resolution**?
- kaizen events such as Scrum Retrospective to learn to see it and experiments to reduce