Title: Improving IT project delivery

Company or Industry: NGO

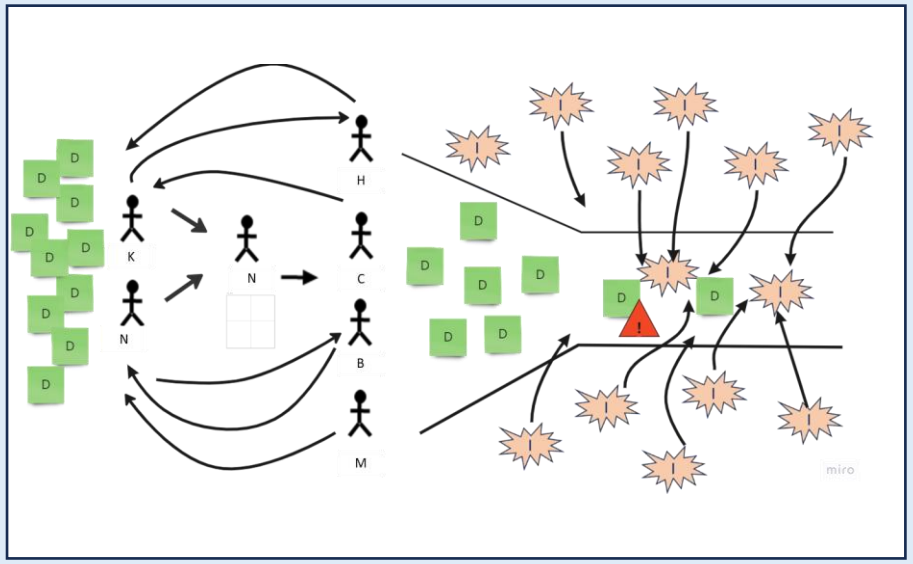
Problem Statement:

The internal IT development team for *COMPANY A* spends **more than 80 % of their time fixing issues** related to existing systems and **rework** on ongoing projects **due to change in scope** and 20% on "real projects" We need to switch to 80% on projects and 20% on issue resolution to reduce frustrations within the team and across the organization. Improved project delivery will also reduce external IT consultant spend.

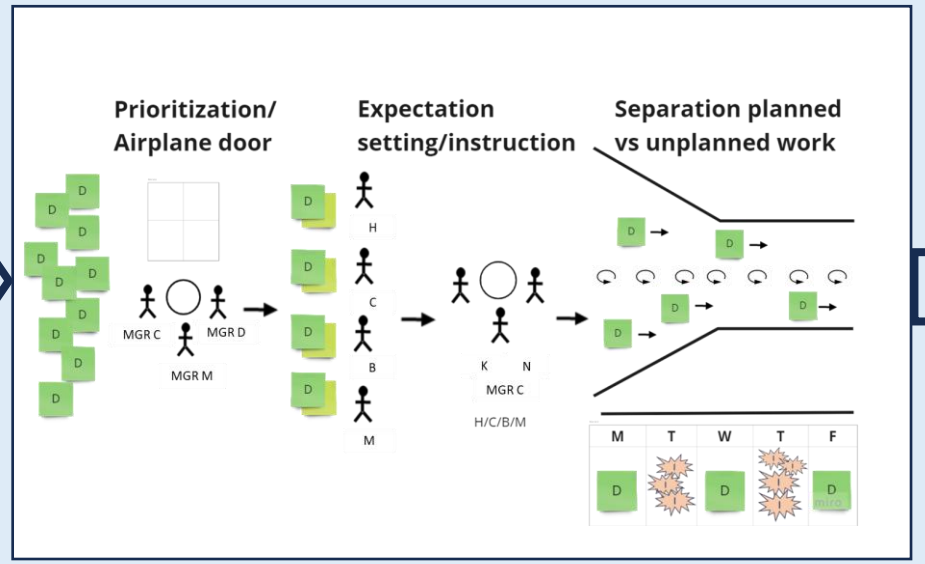
Key Actions

- Establish an airplane door and project prioritization meeting with right people/authority
- Create a visual board to align priorities and improve communications
- Separate capacity for unplanned vs planned work – set aside Tues and Thur for issue handling

Current Design

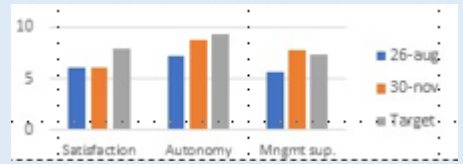


Target Design



Results

- *Time spent on issue resolution was cut in half (to 40%)*
- *Team morale improved – survey results up 22%*
- *IT Project work is progressing much faster*



Primary Root Cause (DWD Principle Violation): Regulate for flow

Observations/Failure Modes:

Drawing the current design wasn't easy. It was messy but helped us see the traffic jam. Key issues:

- No "airplane door" and no real prioritization happening (causing flow issue as too much work was entering the system)
- Rework and constant interruption added to the flow issues
- No distinction between planned and unplanned work

Lessons Learned / Next Steps:

- Studio work to set priorities and manage the intake process resulted in mutual understanding and shared ownership
- Isolating unplanned work to "issue days" immediately reduced stress levels and gave team a sense of control.

Next Step: Assign resource to help with project blockages, add studio mode/huddle meeting to improve project definition. Expand experiment to other departments/teams