

# Driving Defence Excellence: Implementing the 10 Rules of Flow

## Section 1: The 10 Rules of Flow



### 1. Reduce Work in Progress (WIP)

We must strictly limit the number of live projects and tasks to prevent over-saturation, imbalance queues, and extended lead times.



### 2. Complete Full Kits

We ensure that tasks are only released when 100% of required information, equipment, materials, and enablers are available to prevent work-stoppages.



### 3. Release to Capacity

We utilise a 'Release Gate' mechanism to ensure work enters the system only when capacity is complete to exist, maintaining optimal flow.



### 4. Reduce Multi-Tasking

We must minimise interruptions and task-switching to free up skilled resources, especially on complex and sensitive areas dedicated to the highest priority work.



### 5. Show Servant Leadership

Our management must be visible and available daily to remove obstacles, provide resources, align, and enable the flow of work for teams on the ground.



### 6. Ensure Clear Definitions of Done

Every task requires a 'Definition of Done' and documentation of handover criteria to prevent ambiguity and ensure work is truly ready for the next stage.



### 7. Plan for Uncertainty

We use rolling wave plans with visible buffers and slack on critical paths to protect our delivery from imminent changes and execution uncertainty.



### 8. Focus on the Constraint/Integration Point

We synchronise the entire portfolio around the primary bottleneck or integration points to protect the critical path.



### 9. Focus on Remaining Duration

We ignore 'speed' tabs and report only on the remaining duration of open tasks every day, focusing on proactive and fast recovery actions.



### 10. Measure to Drive the Right Behaviours

We will replace outdated lead time metrics with global flow metrics to align with project delivery, such as WIP levels and buffer consumption rates.

## Section 2: The Operating Rhythm: How We Execute



### Daily Stand-Up Meetings (DSUMs)

Short, focused sessions to review progress, identify bottlenecks immediately, and enable rapid decision-making.



### Visual Management Systems

Transparent systems that make flow and risks visible so the organisation removes waste, improves flow, and resolves with priority for the day.



### Prioritising Flow Over Local Efficiency

We only expedite work when it increases overall throughput, rather than trying to leap over individual resource 'busy' on the wrong tasks.



## Section 3: The Strategic Outcome: Our Future Reality



### Reliability

Project due dates are achieved and costs align with budget expectations.



### Productivity

Tasks are finished on time with minimal rework and fewer package delays.



### Visibility

Delivery progress is clear through a single, robust priority system.



### Resources

Increased availability as experts spend less time in meetings and more time doing high-value work.



### Stakeholders

Reduced delays in commitments and minimised data quality issues.



### Alignment

Total integration of Design, Combat Systems, Platform, and Build cycles.