

From Washing Machines to Governance Architecture

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Northbridge Appliance Services

I want you to imagine you are the leadership team of Northbridge Appliance Services.

You repair washing machines, dishwashers, and domestic appliances.

- You have 150,000 customers.
- Call volumes are rising.
- Customer ratings are falling.
- Engineers are busy.

The board is concerned.

Leadership believes the issue is call centre efficiency.

You have been asked to redesign the call centre model."

Design Your Call Centre

Your company repairs washing machines. 150,000+ customers. Engineers in the field.

- 1 Where would you locate the team?
- 2 What skills and knowledge do agents need?
- 3 How do you measure success?

10 minutes discussion · 6 minutes playback (3 per team)

Design Your Call Centre

10 Minutes

10 minutes discussion · 6 minutes playback (3 per team)



Two Teams.

Same Work.

Different Outcomes.



Efficiency

vs

Purpose

Failure Demand

Creates

Invisible Load

**Which Team Has the
Authority
to Remove the
Causes of Failure
Demand?**

Replace Washing Machines

with Initiatives

148

**Initiatives
Launched**

3

**Delivered
Measurable
Value**



Congestion Is **Structural**

Not Behavioural



If Throughput Supports 10...

Why Are **40** Active?

Explicit

Work-in-Progress Constraint

Protects Throughput



Decision Latency

Traps

Capital

Architecture A



Architecture B



Most organisations contain both.
The question is which dominates under pressure.

Design the Governance Architecture

You've seen Architecture A and B. Now design your own governance model.

- 1 Who starts work? What is the entry condition?
- 2 Who stops work? What is the exit condition?
- 3 Where are trade-offs resolved — and by whom?
- 4 What prevents initiative overload from returning?

10 minutes

Trade-offs

Must Be

Explicit

Stop Work

to

Protect Flow



Authority

Must Align With

Information



Decisions Should Sit Where Flow Is Visible

Governance

From Inspection

to Resolution

Value Stream

as Optimisation

Boundary



Start

Proportionately

One System at a Time



Capital Must Be **Concentrated** **Not Diffused**

Flow Is Architectural

Where Is

Congestion Really Created?