Diamond Sponsor

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PRAIRIE DEV CON PRESENTS

# DELIVER

EXPLORING BETTER WAYS TO DELIVER SOFTWARE

Media Sponsor

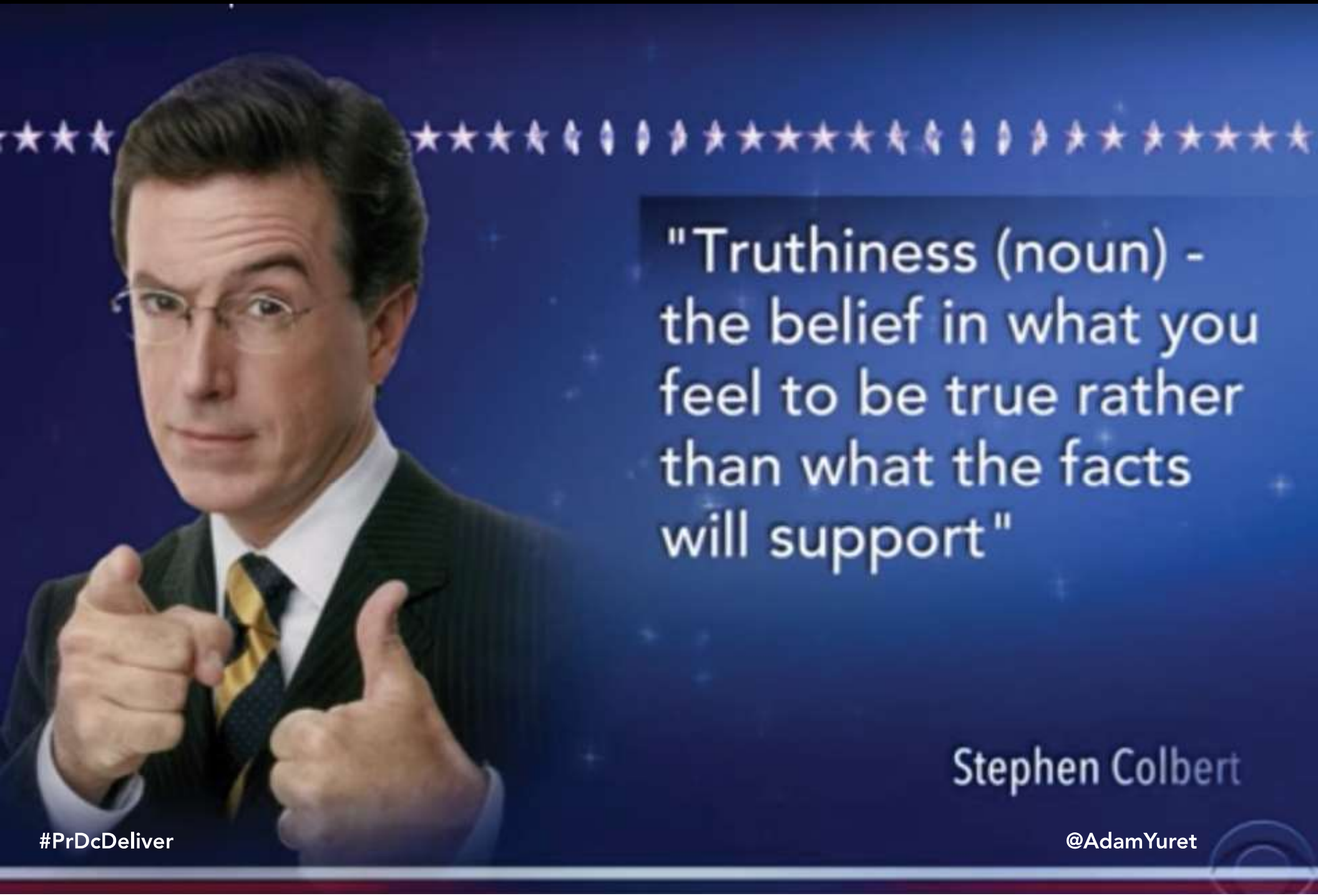
Please Turn Your
Galaxy S7… ON!
#PrDcDeliver
@AdamYuret
(c) 2016 USLaun

#PrDcDeliver
Start with 'Why'
@AdamYuret

# WHY AREN'T WE WORKING THIS WAY?

# WHAT'S NEXT?

# DISCLAIMER


"Truthiness (noun) - the belief in what you feel to be true rather than what the facts will support"
Stephen Colbert
#PrDcDeliver
@AdamYuret

DON CHEADLE
HOU$E OF LIE$
#PrDcDeliver
#HailHydra
@AdamYuret

Iconoclast: A person who attacks cherished beliefs or institutions.

1 massive acquisition

+

Stock tanks hard

=

Sold to private equity & 7 rounds of layoffs

"Why is it that *we* have all the great ideas, and yet *they* still have all the money?"

Lean Agile Scotland

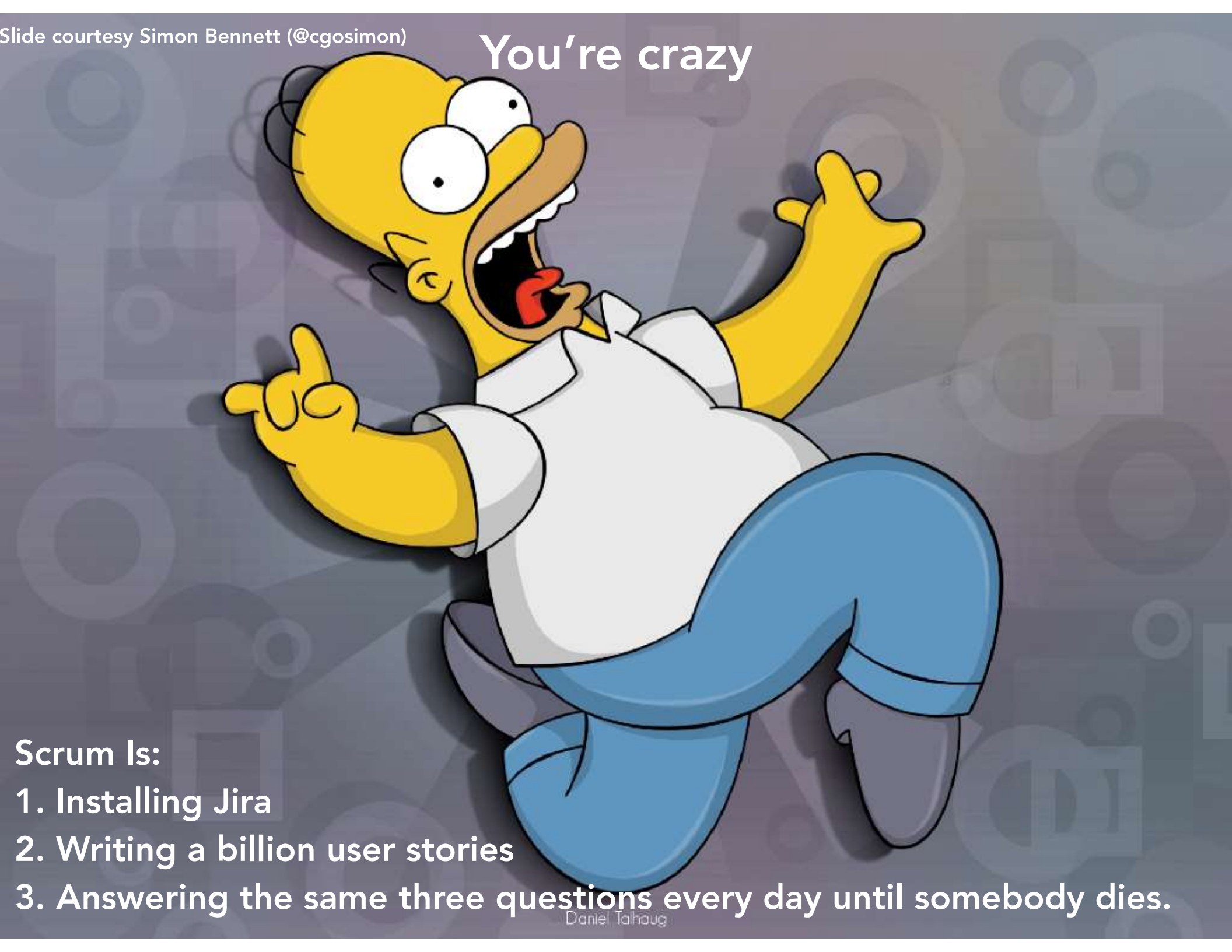
#PrDcDeliver

@AdamYuret

Let’s tip some sacred cows!
#PrDcDeliver
@AdamYuret

Slide courtesy Simon Bennett (@cgosimon)

# You're crazy



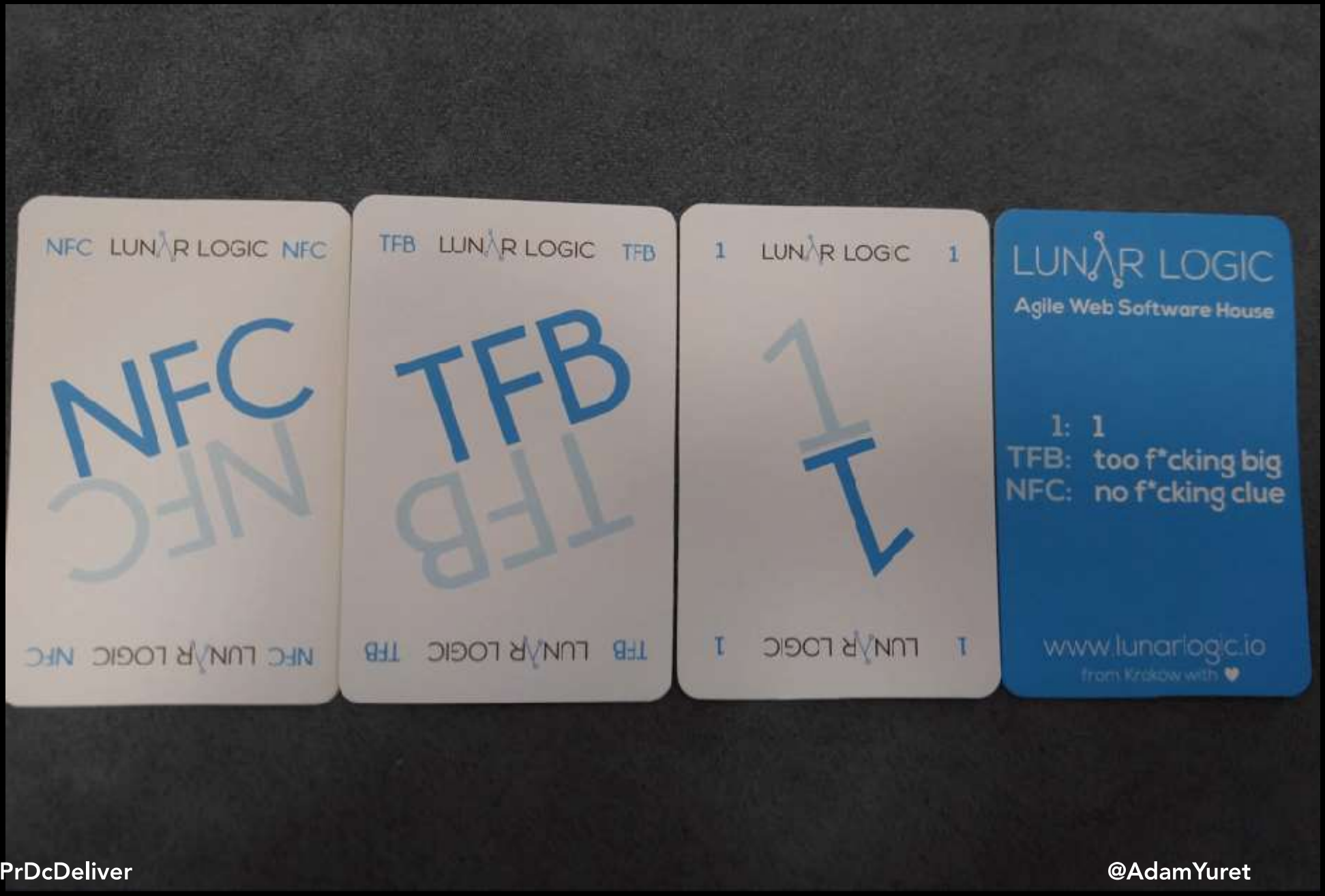
Scrum Is:

1. Installing Jira
2. Writing a billion user stories
3. Answering the same three questions every day until somebody dies.

Daniel Talhaug

# #Estimates

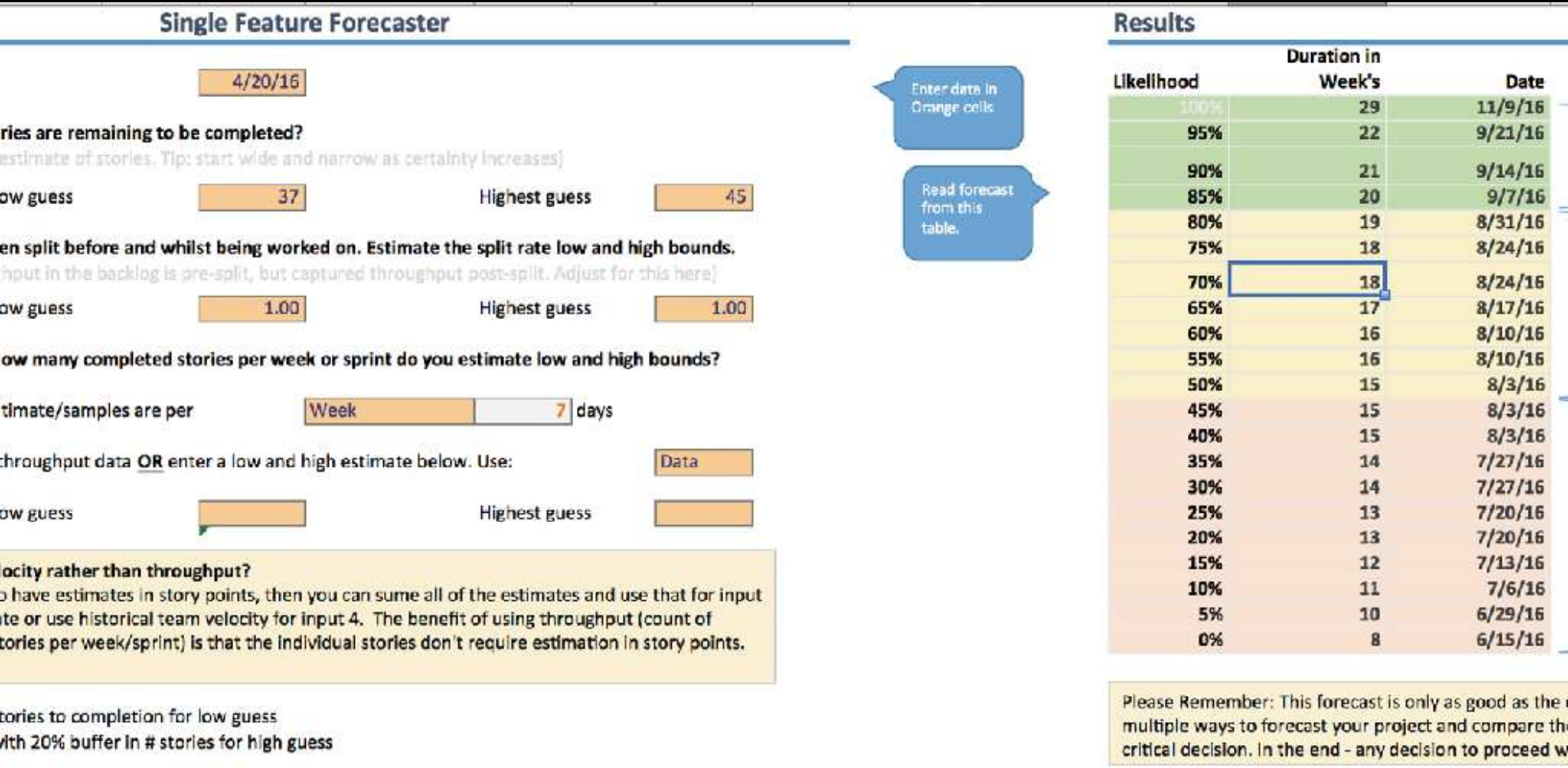
# #NOESTIMATES!

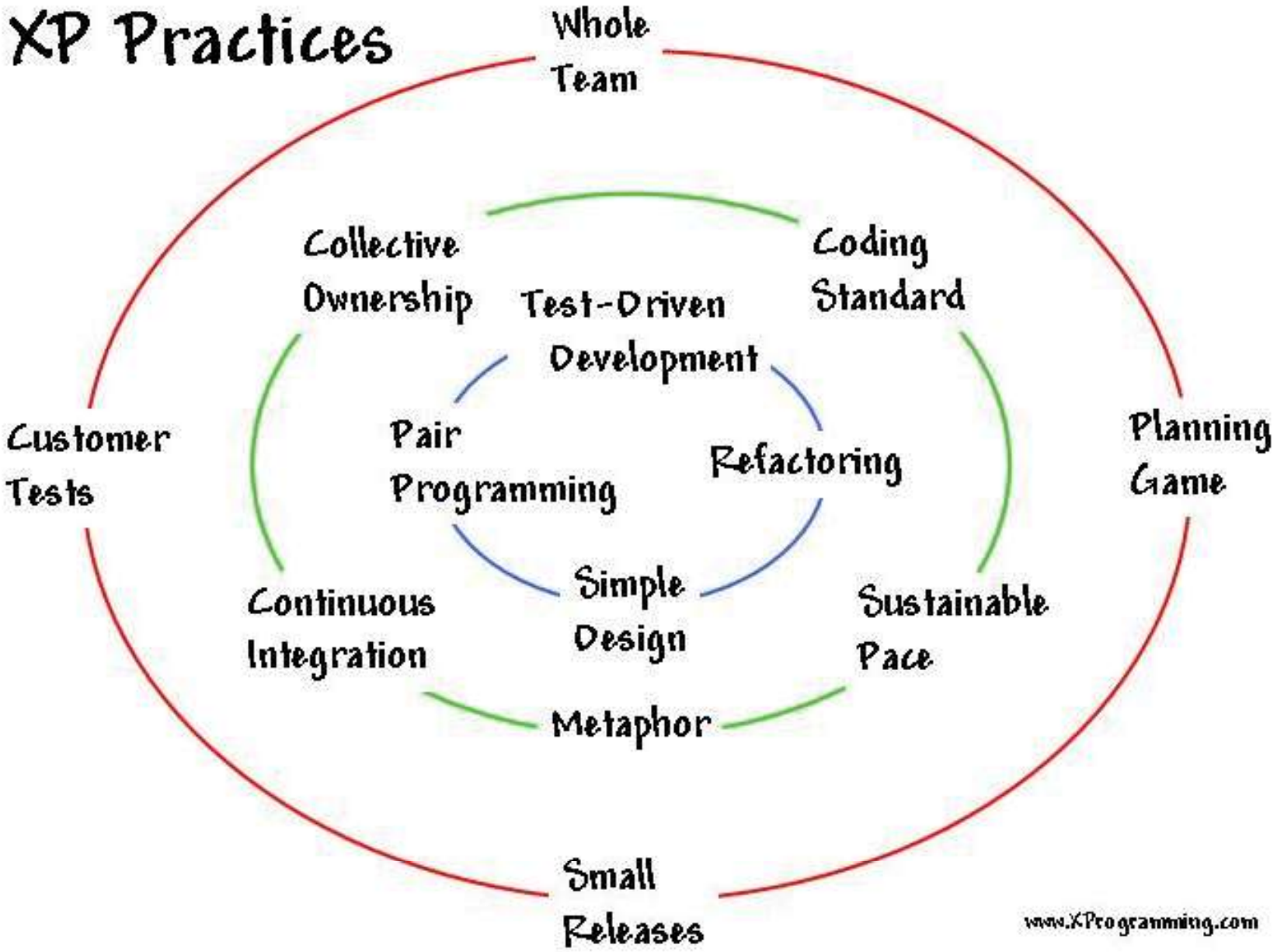



#PrDcDeliver

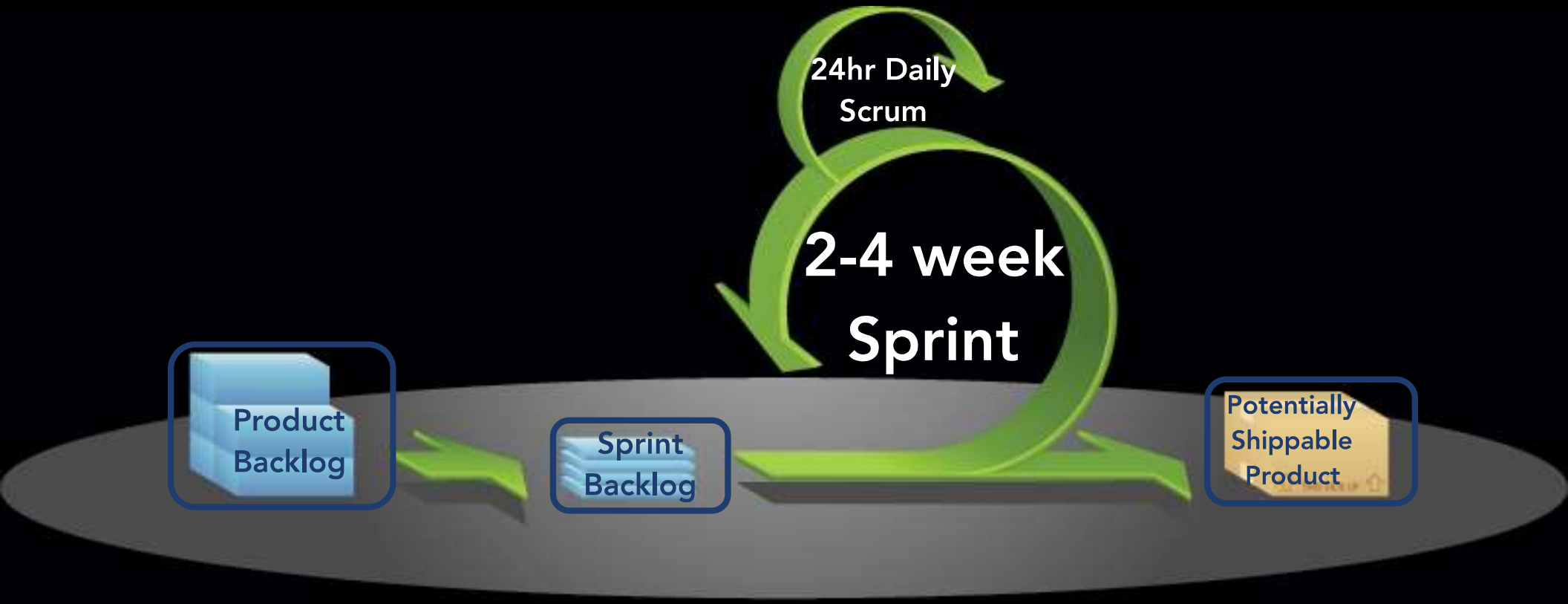
@AdamYuret

# #KnowEstimates




XP Practices
Whole Team
Collective Ownership
Coding Standard
Test-Driven Development
Customer Tests
Pair Programming
Refactoring
Planning Game
Continuous Integration
Simple Design
Sustainable Pace
Metaphor
Small Releases
www.XProgramming.com

# SCRUM!


24hr Daily
Scrum
2-4 week
Sprint
Product
Backlog
Sprint
Backlog
Potentially
Shippable
Product

WORKED FINE IN DEV
OPS PROBLEM NOW
#PrDcDeliver
@AdamYuret

@CatSwetel

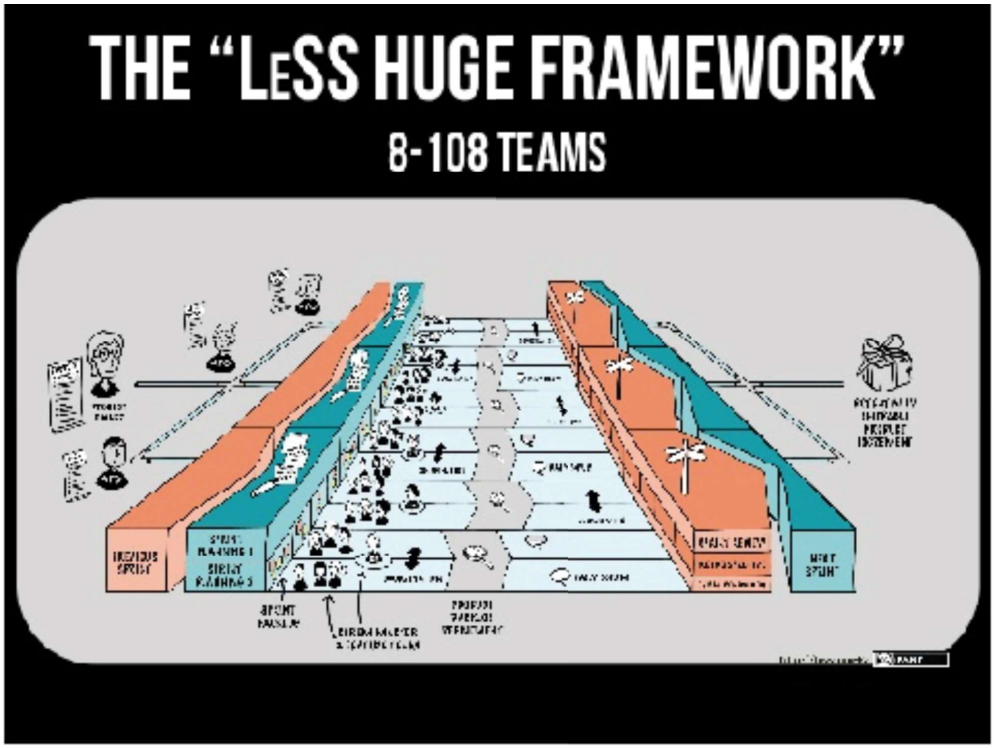
Following

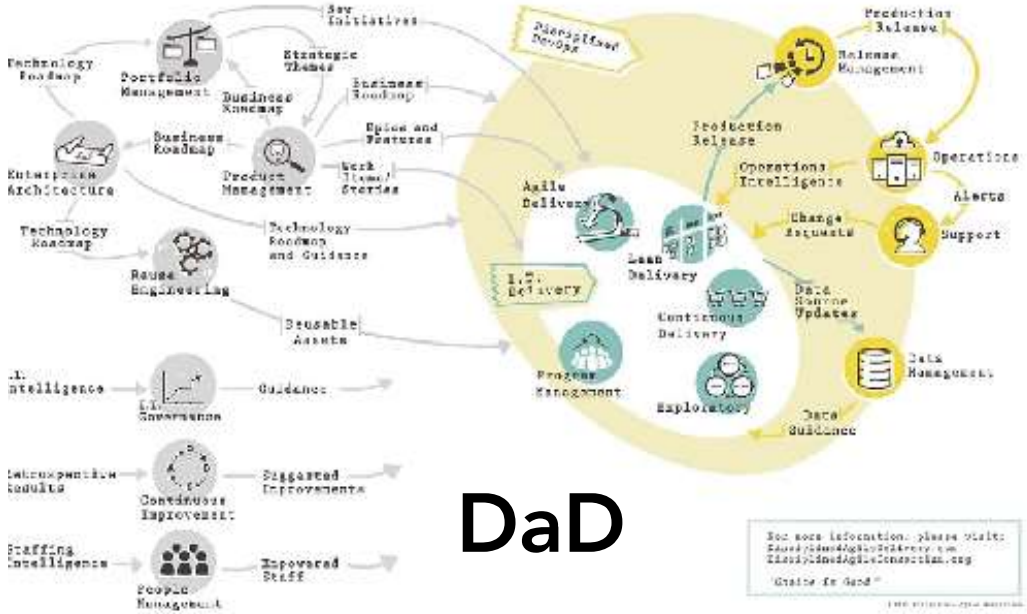
When you're trying to explain devops and they keep asking you, "how do you know when to cut off the dev so the ops can begin?"

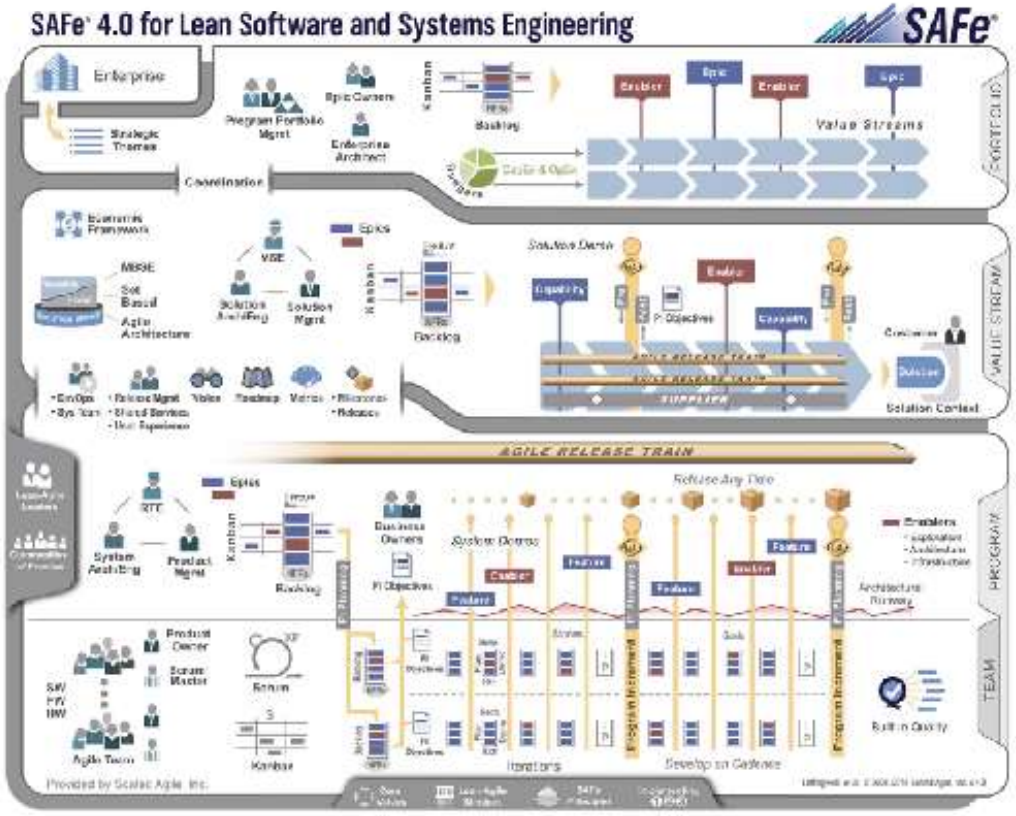
#PrDcDeliver

@AdamYuret

5:47 PM - 29 Mar 2017 from Mesa, AZ




# Framework Wars!

#PrDcDeliver

@AdamYuret

LeSS SAFe DaD
#PrDcDeliver
@AdamYuret

Agile

~~Agile~~
Scrum

#PrDcDeliver

@AdamYuret

~~Agile~~
~~Scrum~~
~~Kanban~~
DevOps

~~Agile~~
~~Scrum~~
~~Kanban~~
~~DevOps~~
SAFe

“Agile”

Currently, the best Scrum Teams in the world average 750% gains over the velocity of waterfall Teams with much higher quality, customer satisfaction, and developer experience. We have worked directly with projects in the U.S. [3], Russia [4], the Netherlands and India [5], and compared results with Software Productivity Research data on agile Teams [5]. Capers Jones data has been almost exactly equivalent to ours giving us significant confidence in our findings. The problem addressed in this paper is that over 90% of Scrum Teams never deliver the capability seen in most of our teams and Capers Jones teams [6].

# "Data"

#PrDcDeliver

@AdamYuret

Source: https://34slpa7u66f159hfp1fhl9aur1-wpengine.netdna-ssl.com/wp-content/uploads/2014/05/Hyper-Productive-Metircs.pdf

**cgosimon**
@cgosimon

Following

OH: Oh, so when you said “Agile Transformation”, you meant changing Agile, not the organisation…

10:14 PM - 15 Jul 2017

**83** Retweets **132** Likes

2 83 132

# Context!

Coaching!
#PrDcDeliver
@AdamYuret

# Focus on Compliance to the Framework Over Value

@AdamYuret http://sayat.me/ayuret adam.yuret@gmail.com

#PrDcDeliver
WAT?!
@AdamYuret

Fortune 10 List
1. Wal Mart
2. Berkshire Hathaway
3. Apple
4. Exxon Mobile
5. McKesson
6. United Health Group
7. CVS Health
8. General Motors
9. AT&T
10. Ford Motor
"Burning Platform?"
#PrDcDeliver
@AdamYuret

Fortune 10
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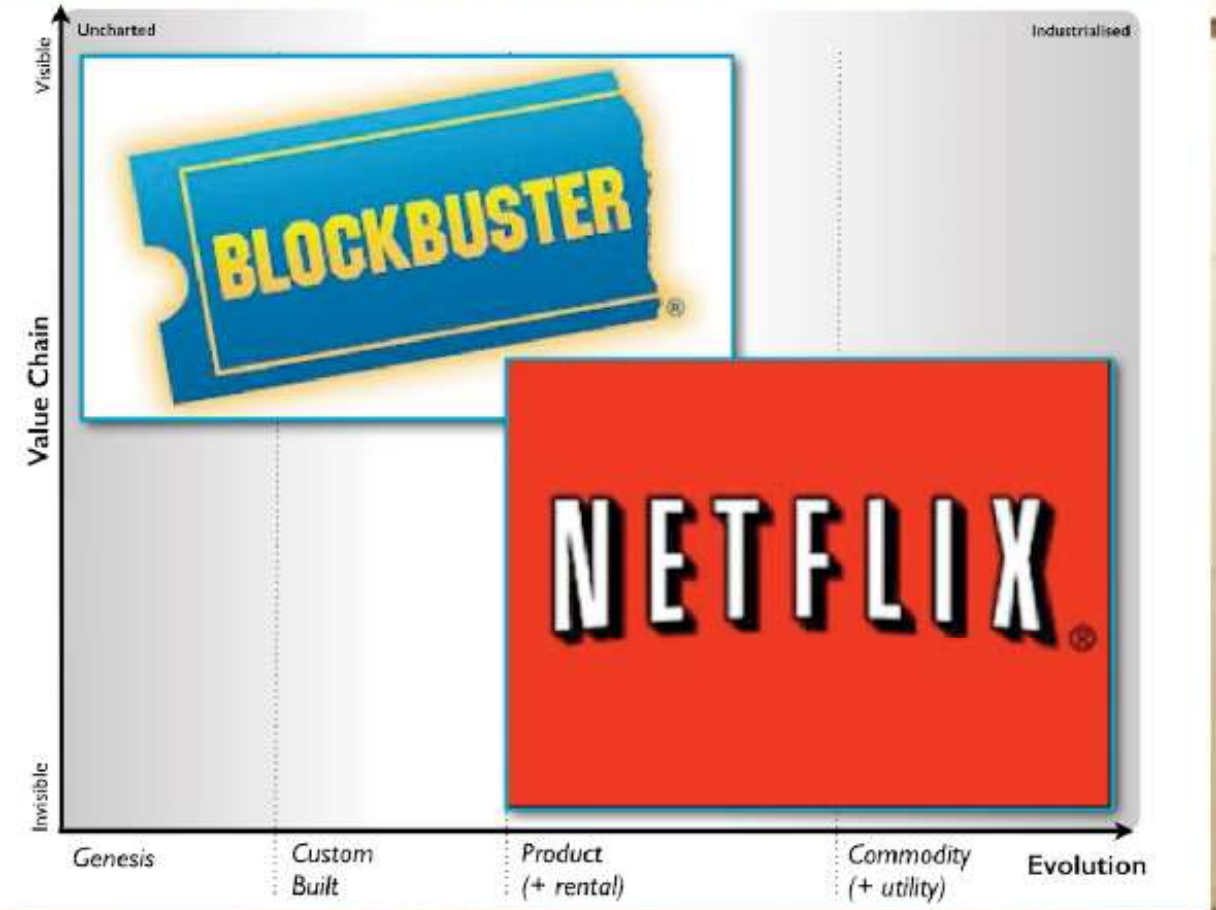
5. McKesson
6. United Health Group
7. CVS Health
8. General Motors
9. AT&T
10. Ford Motor
"Burning Platform?"
#PrDcDeliver
@AdamYuret

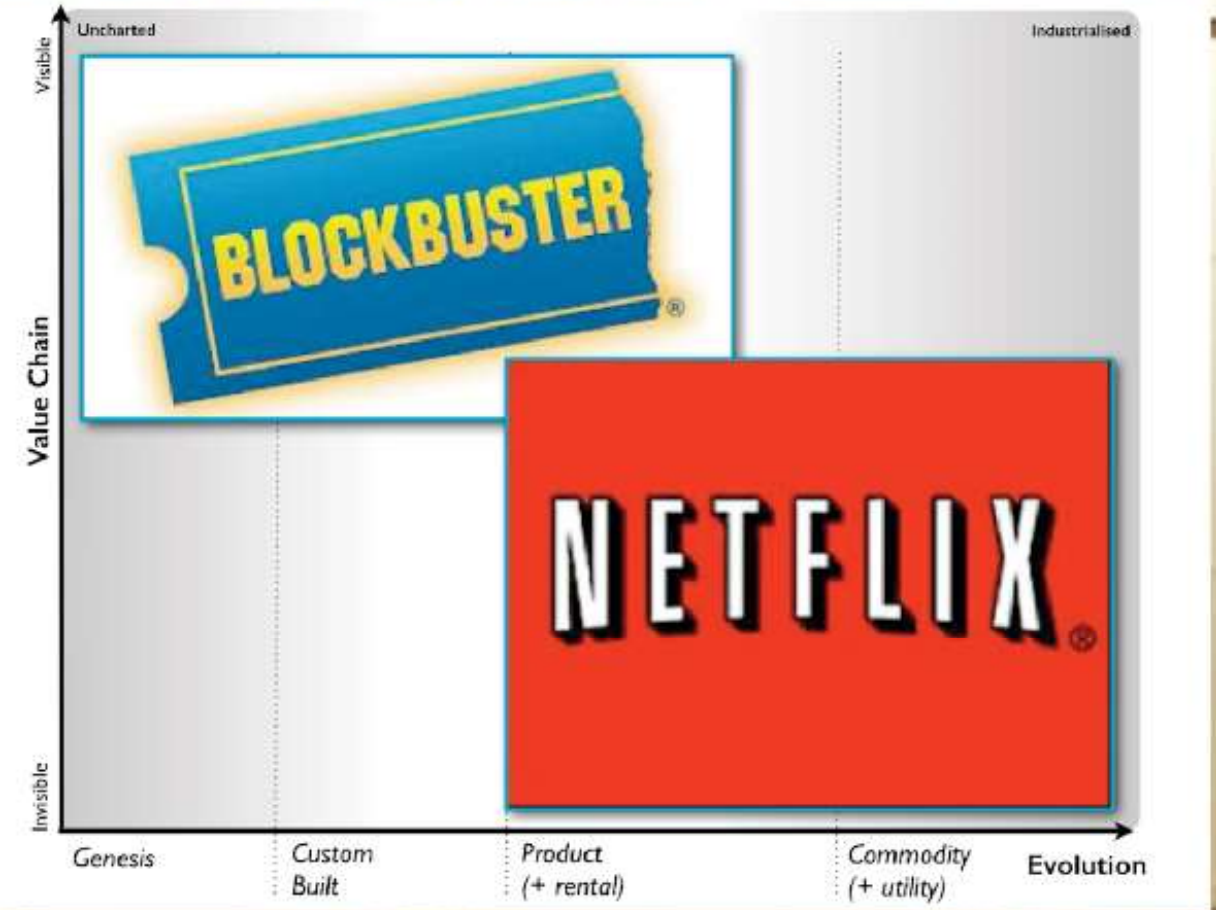
ONE BILLION DOLLARS



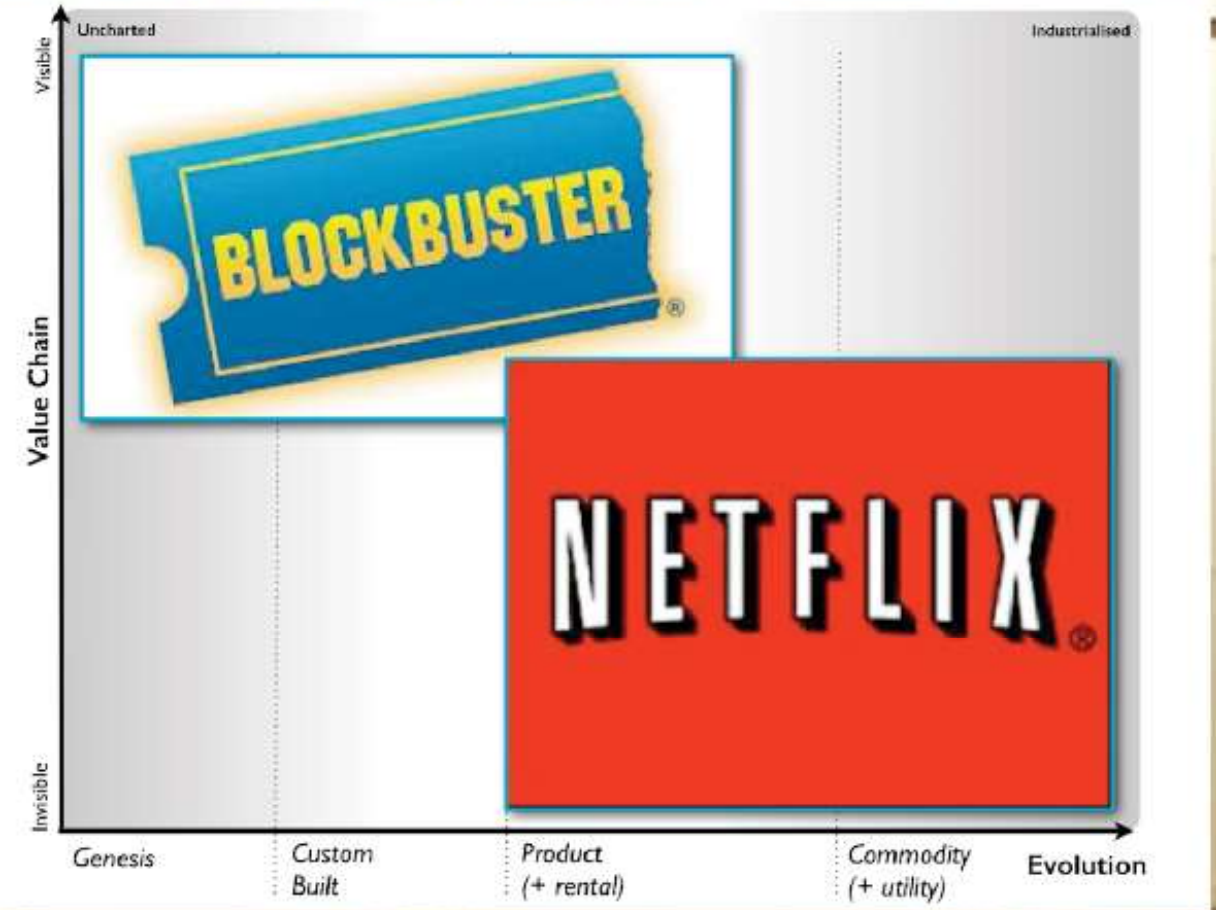
# Disruptive Innovation!

#PrDcDeliver

@AdamYuret



# Who was first with a website?



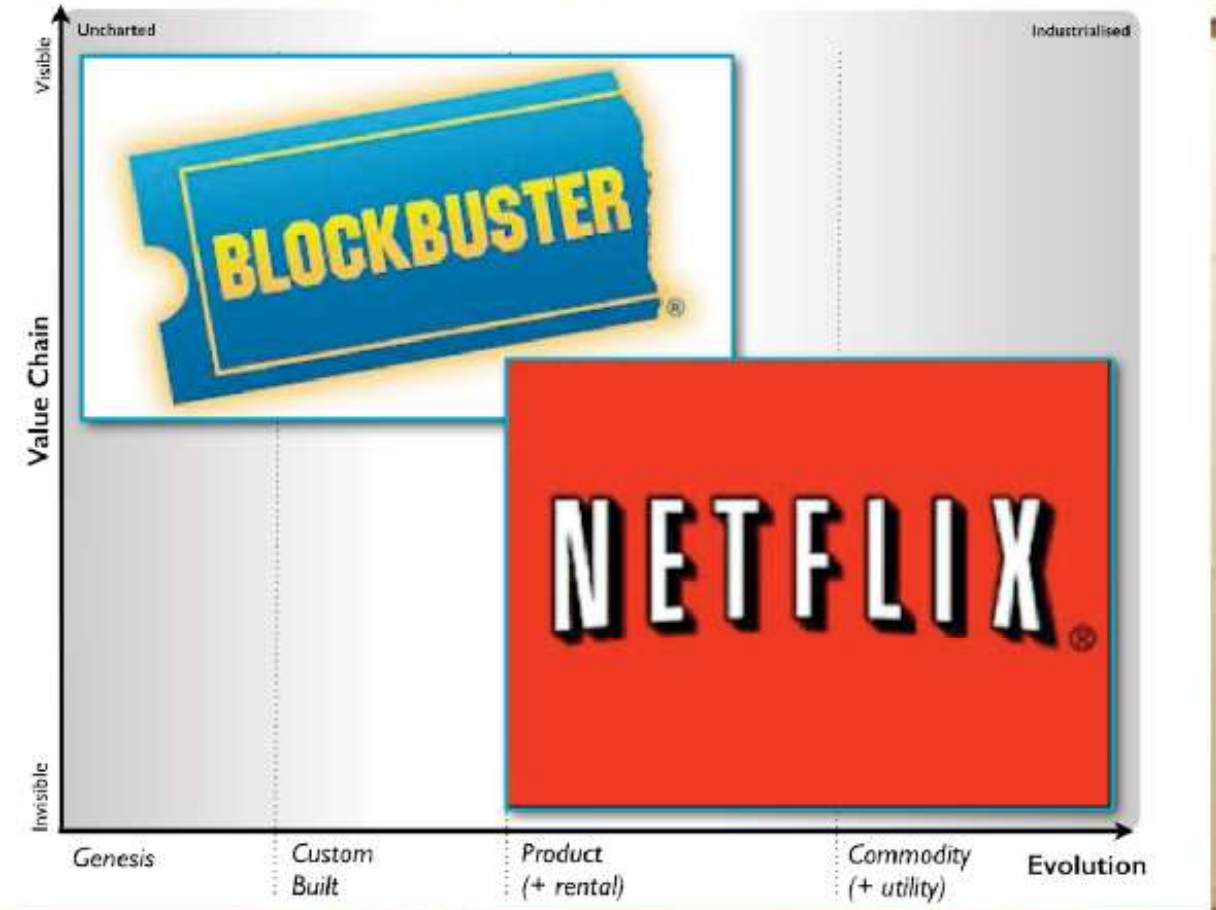

Lean Agile Scotland

Simon Wardley

# Who was first with a website?

#PrDcDeliver

@AdamYuret




Lean Agile Scotland

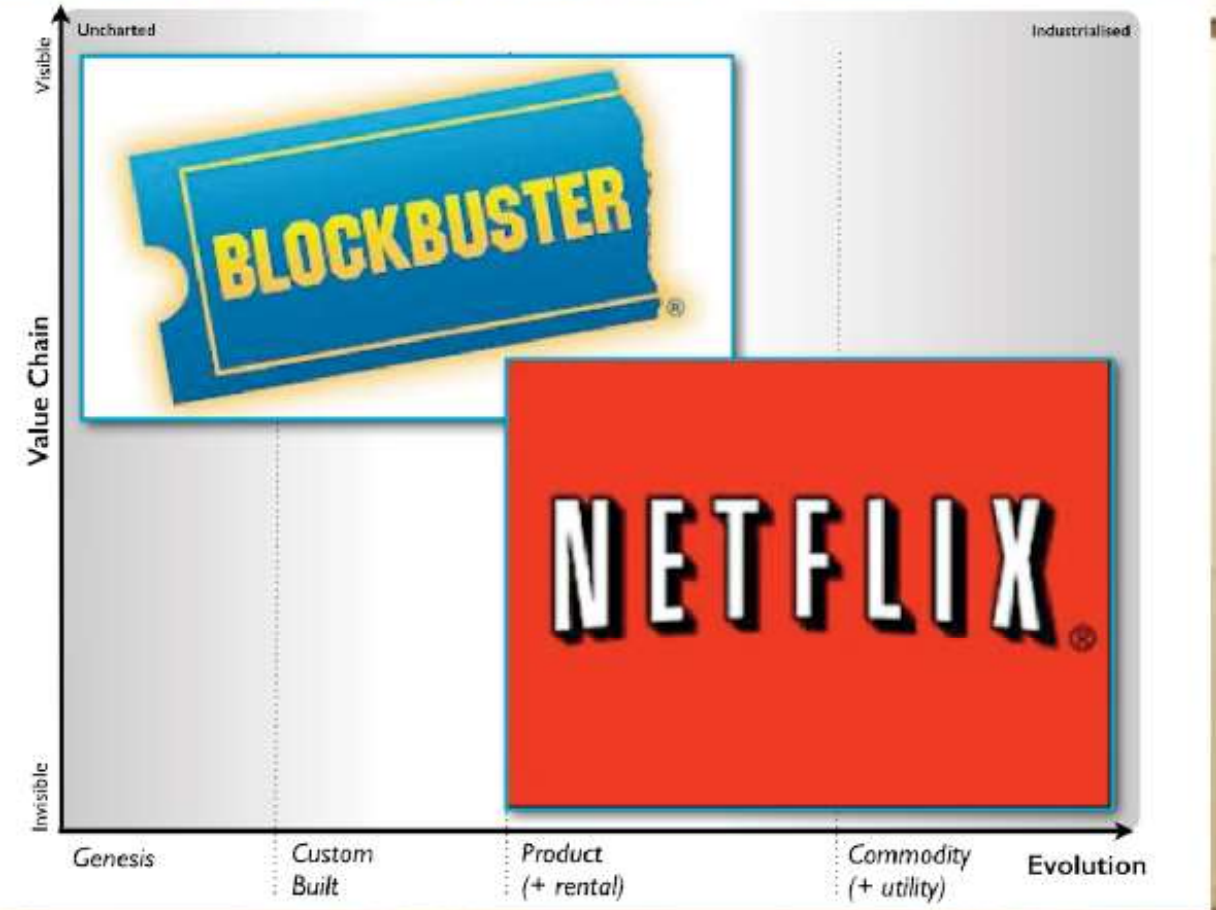
Simon Wardley

Who was first with a website?

Who was first with online ordering?

#PrDcDeliver

@AdamYuret




Lean Agile Scotland

Simon Wardley

Who was first with a website?

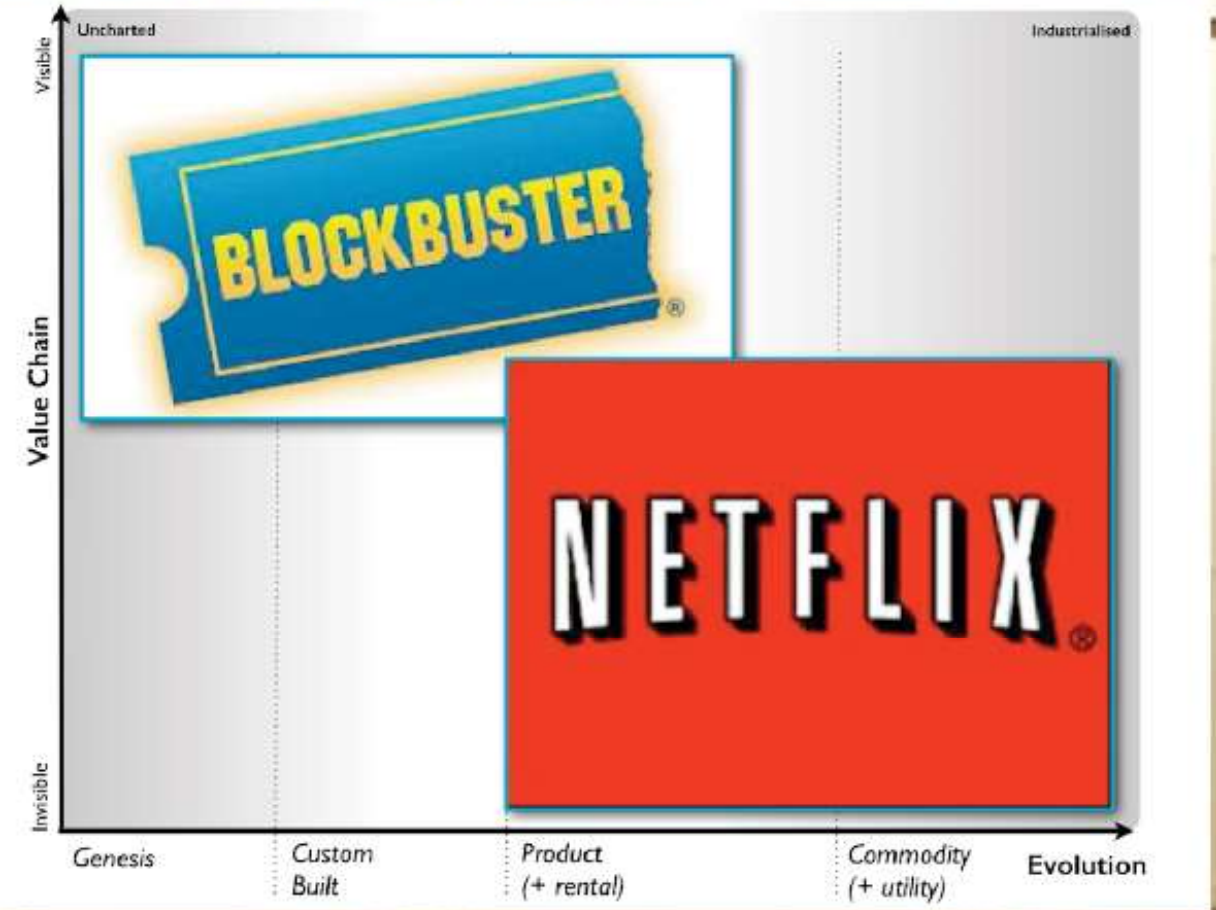
Who was first with online ordering?

BLOCKBUSTER

BLOCKBUSTER

#PrDcDeliver

@AdamYuret




Lean Agile Scotland

Simon Wardley

Who was first with a website?

Who was first with online ordering?

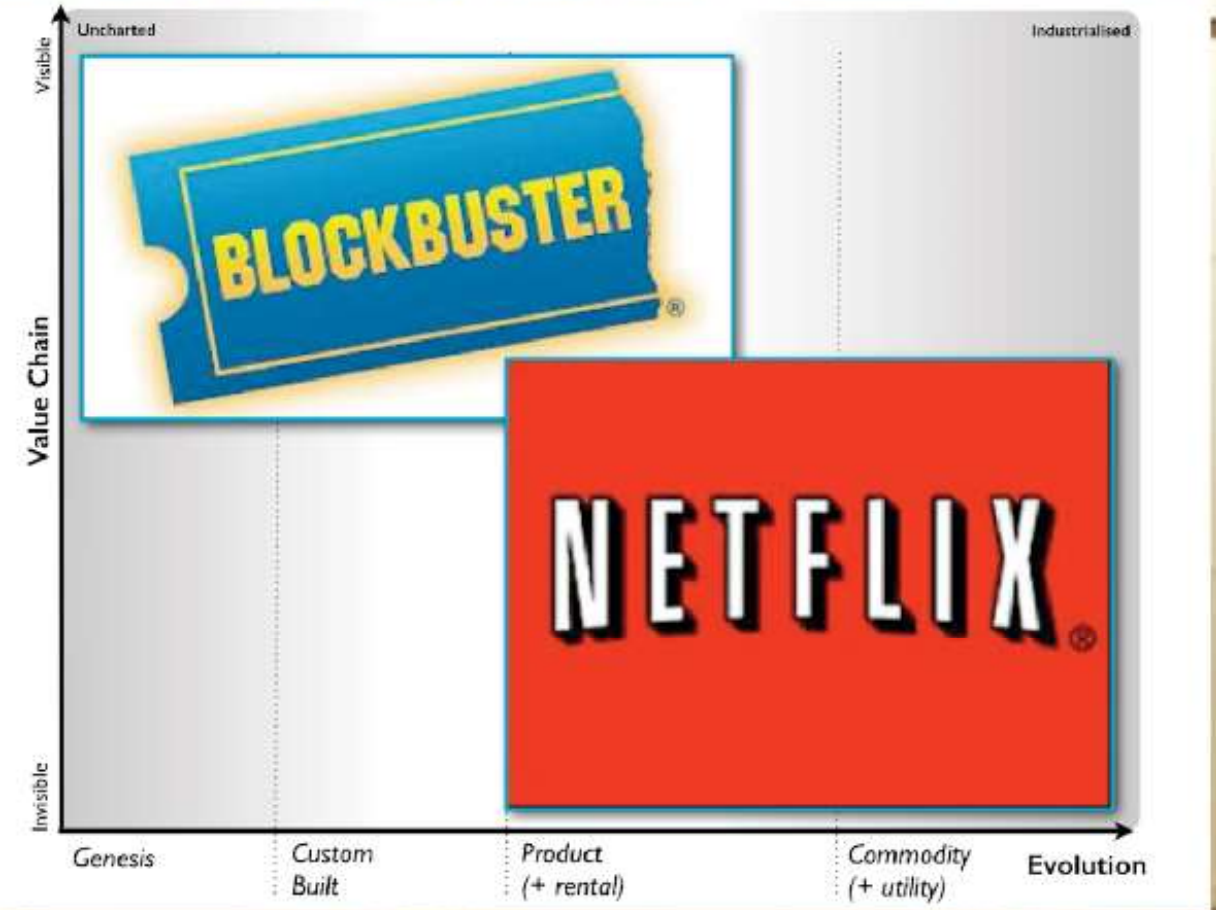
Who was first with online streaming?

BLOCKBUSTER

BLOCKBUSTER

#PrDcDeliver

@AdamYuret




Lean Agile Scotland

Simon Wardley

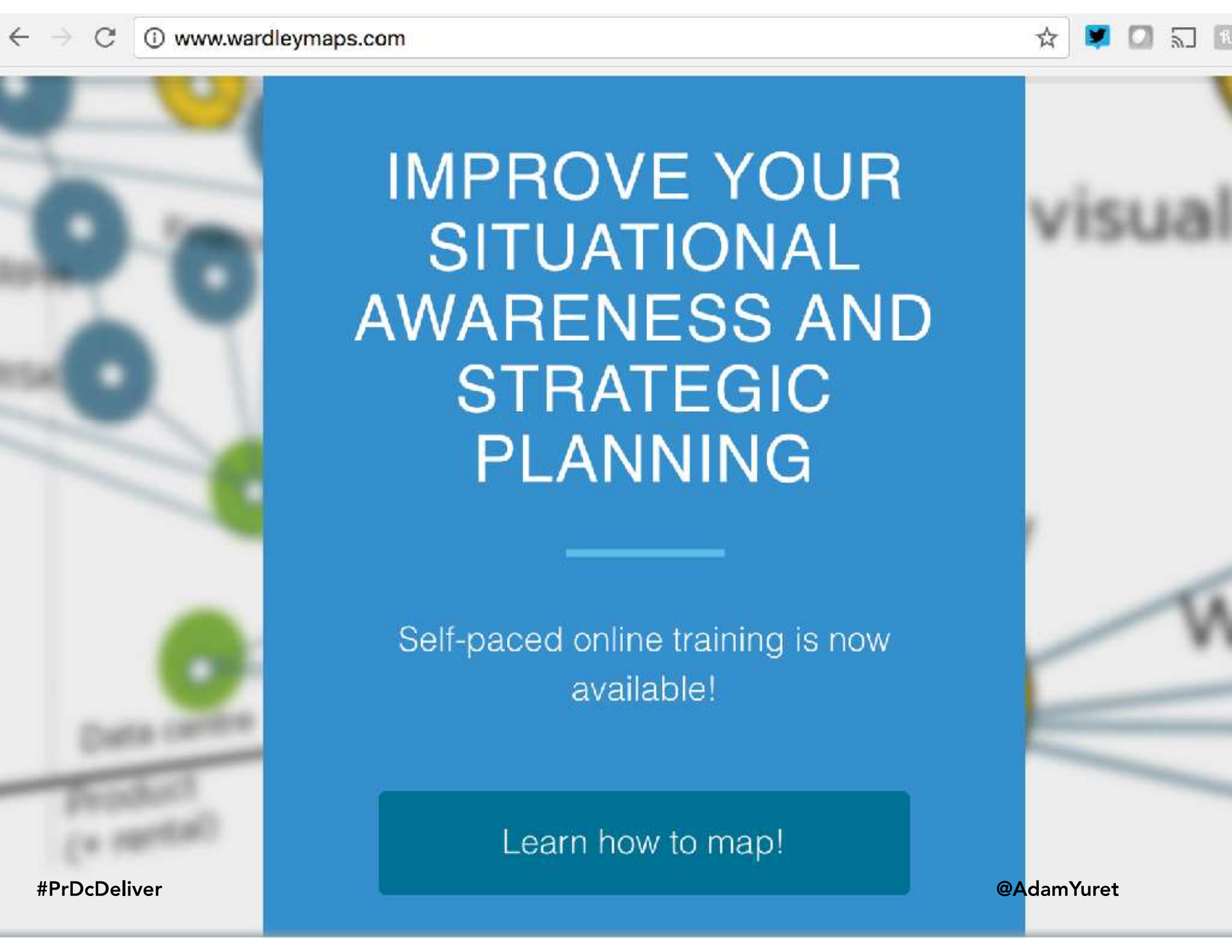
Who was first with a website?

Who was first with online ordering?

Who was first with online streaming?

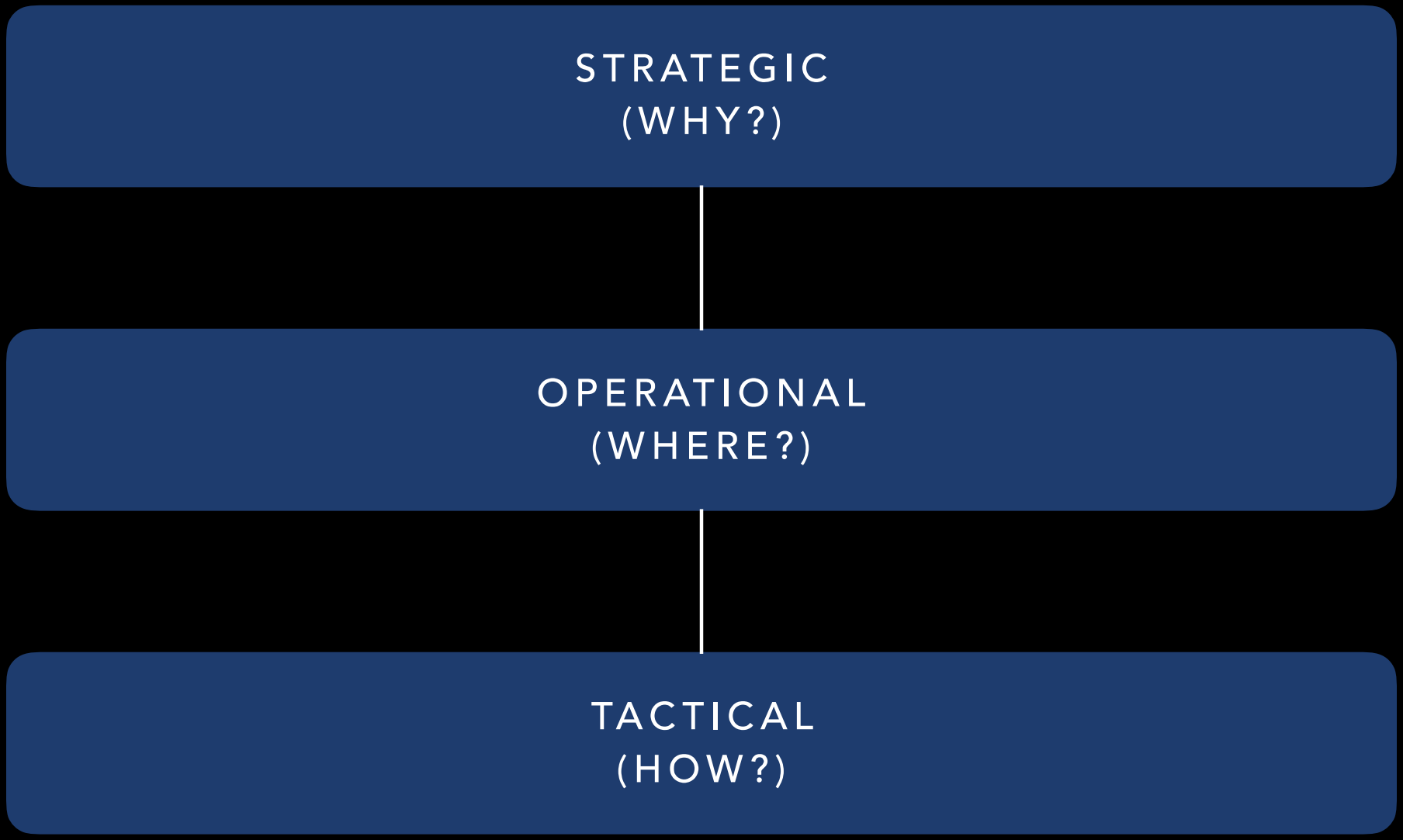
#PrDcDeliver

@AdamYuret




#PrDcDeliver

@AdamYuret


STRATEGIC
(WHY?)
OPERATIONAL
(WHERE?)
TACTICAL
(HOW?)

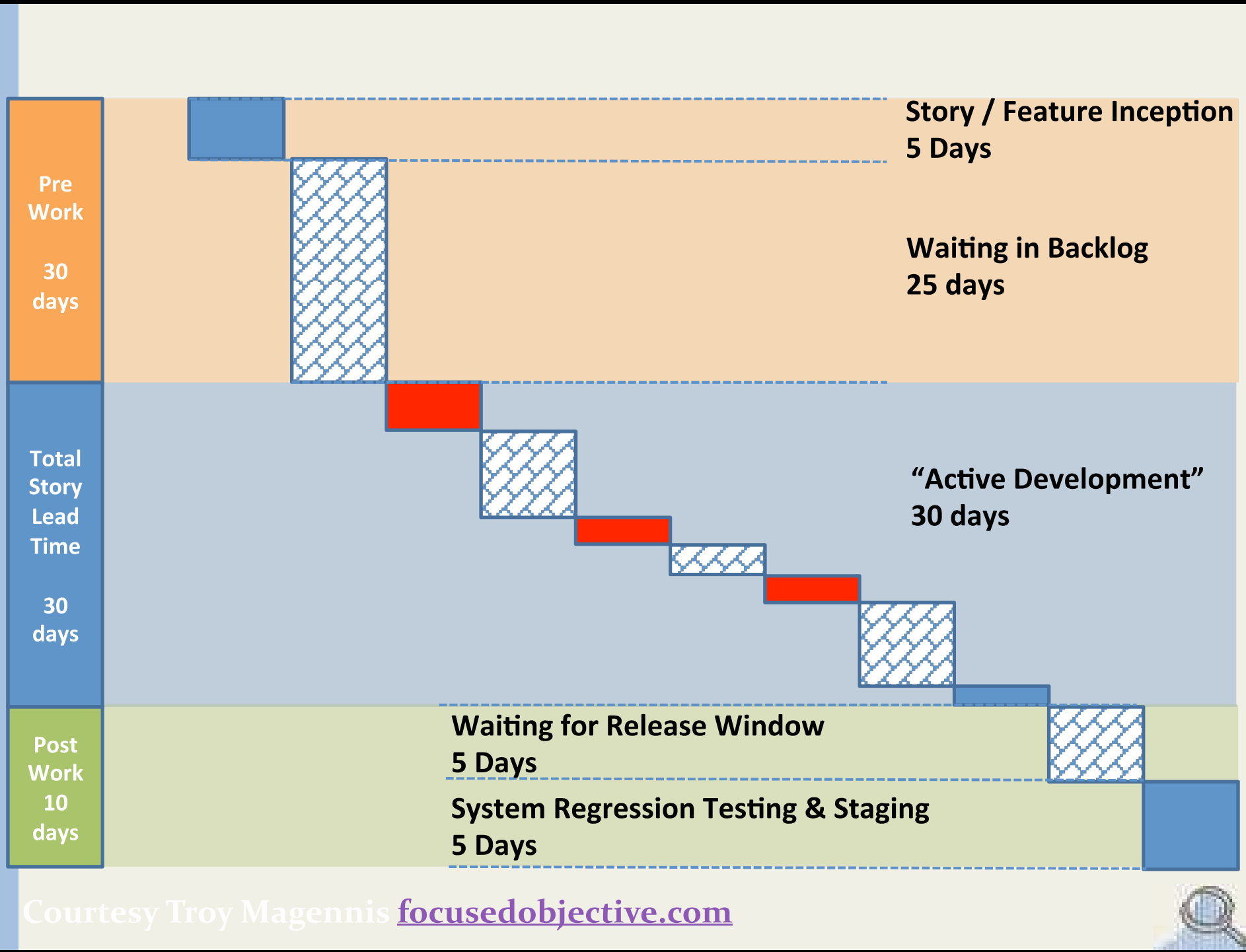
STRATEGIC
(WHY?)
OPERATIONAL
(WHERE?)
TACTICAL
(HOW?)
Agile

# PROCESS CYCLE EFFICIENCY

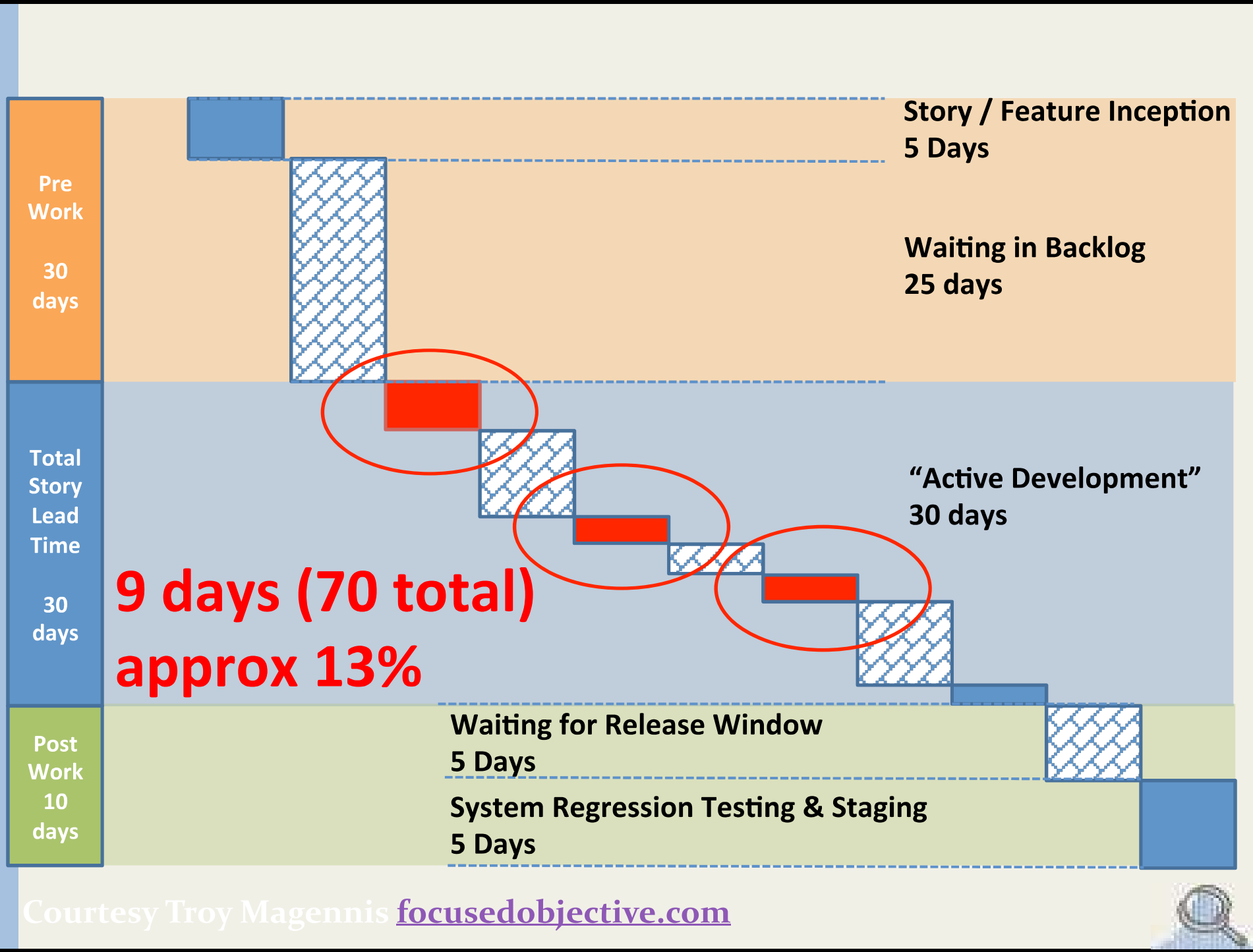
"The total amount of lead time spent working on the actual problem" -Wikipedia

Typically <10% in technology

>90% of delays are caused by queues




Courtesy Troy Magennis [focusedobjective.com](focusedobjective.com)




Courtesy Troy Magennis [focusedobjective.com](focusedobjective.com)

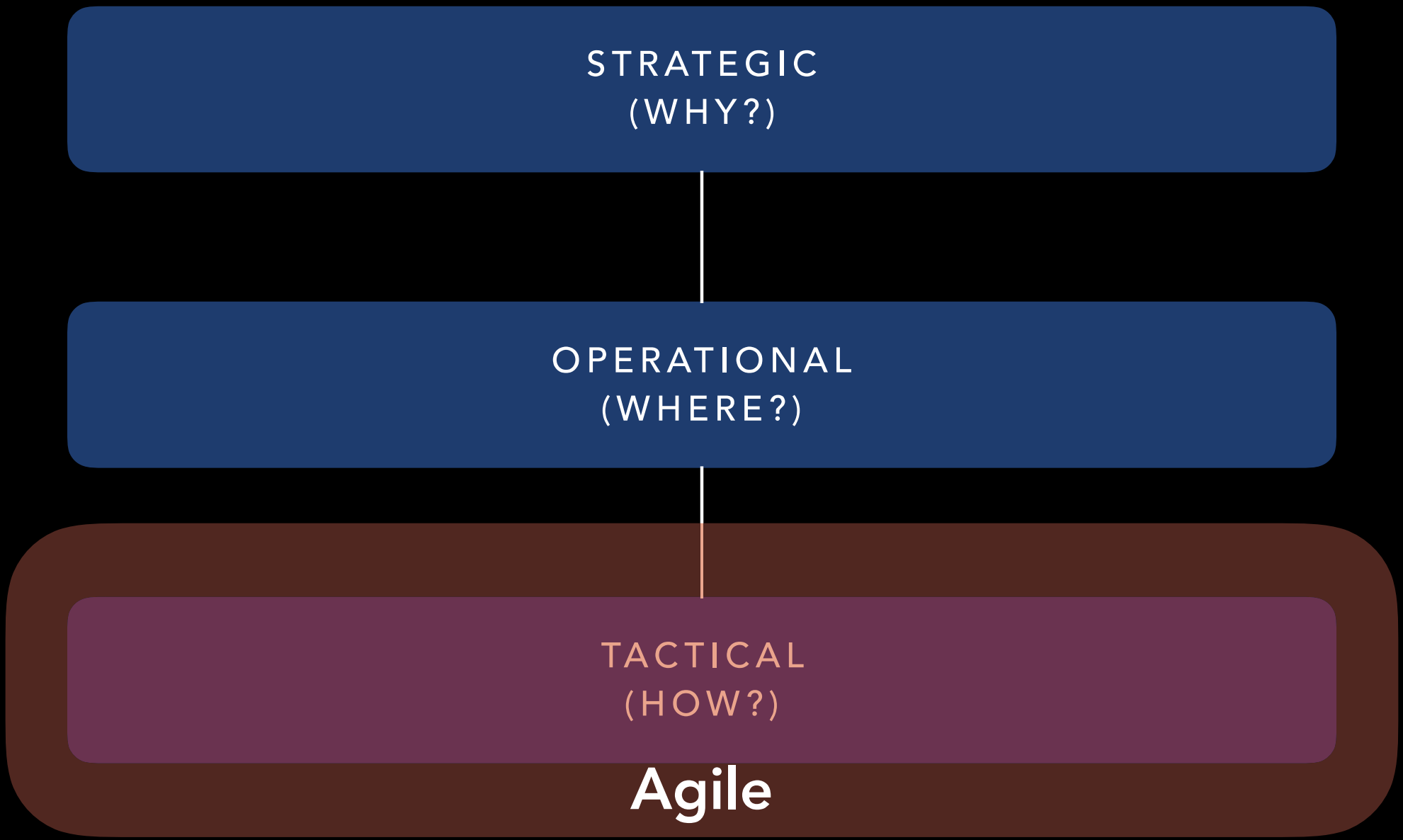
# Faster Typing Doesn't Mean More Value Delivered

"Gave our poodle a summer haircut and broke our cat."

#PrDcDeliver

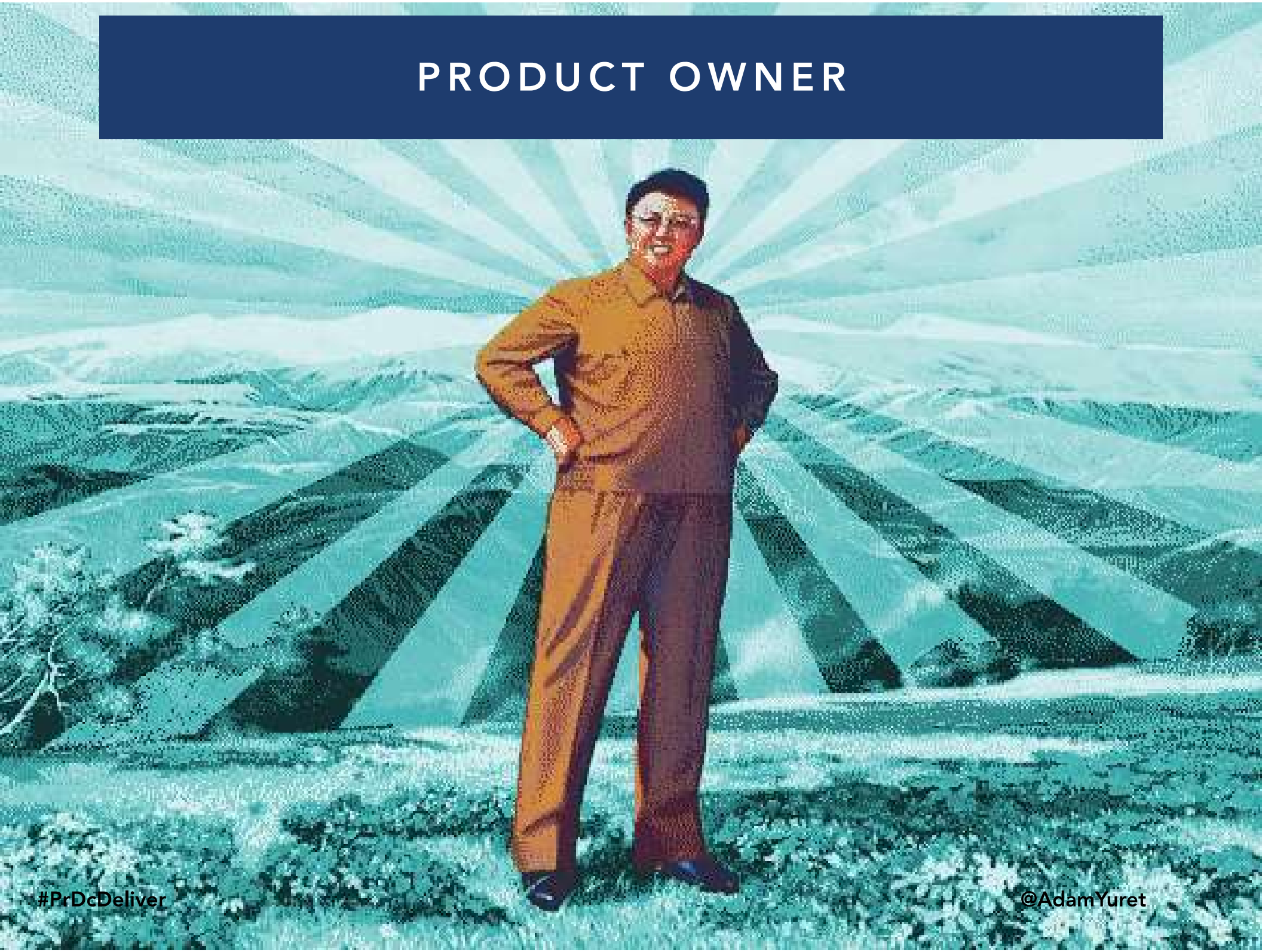
@AdamYuret

http://imgur.com/JjBMudp


STRATEGIC
(WHY?)
OPERATIONAL
(WHERE?)
TACTICAL
(HOW?)
Agile

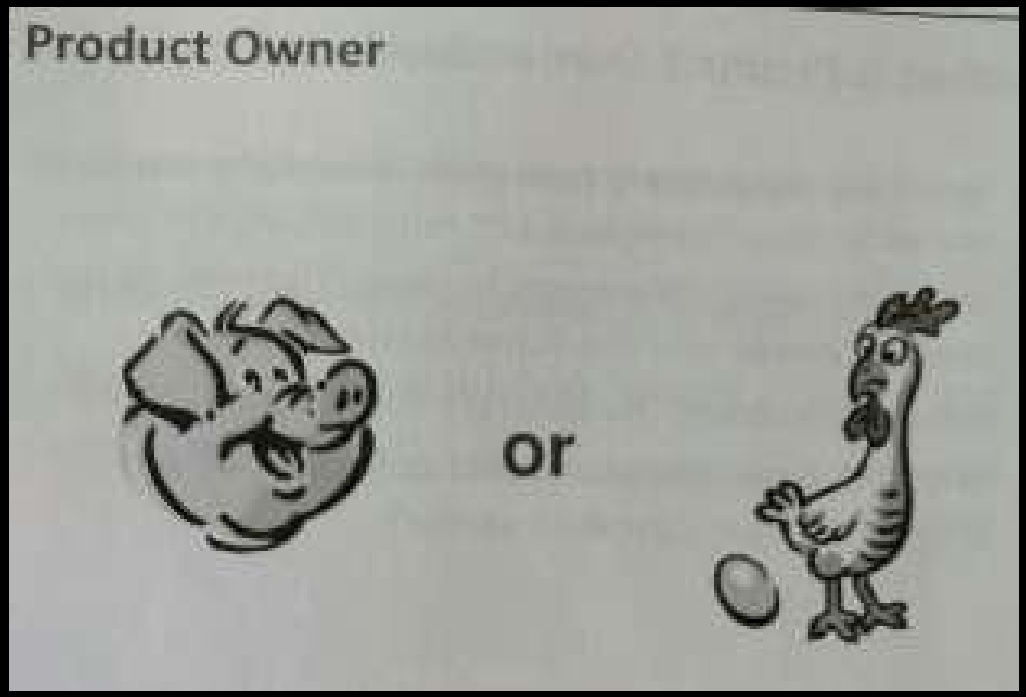
Agile Doesn't Have a Brain
#PrDcDeliver
@AdamYuret
TOMATOSOUP13

# PRODUCT OWNER



#PrDcDeliver

@AdamYuret




Divisive metaphors

Abusive blaming

#PrDcDeliver

# These approaches typically make things worse!

"It is common for big orgs to adopt Agile, but see no financial benefits. Why? Development is faster, but that has no bearing on 1) making the right product decisions, and 2) working to realize benefits. The whole POINT of Agile is to reduce risk. In project work, that risk is "on time / within scope". In product work, that risk is "this thing doesn't ****ing work". This is the whole fallacy of the PO "accepting" delivery of a feature. No benefit have been delivered!"

-John Cutler

@AdamYuret

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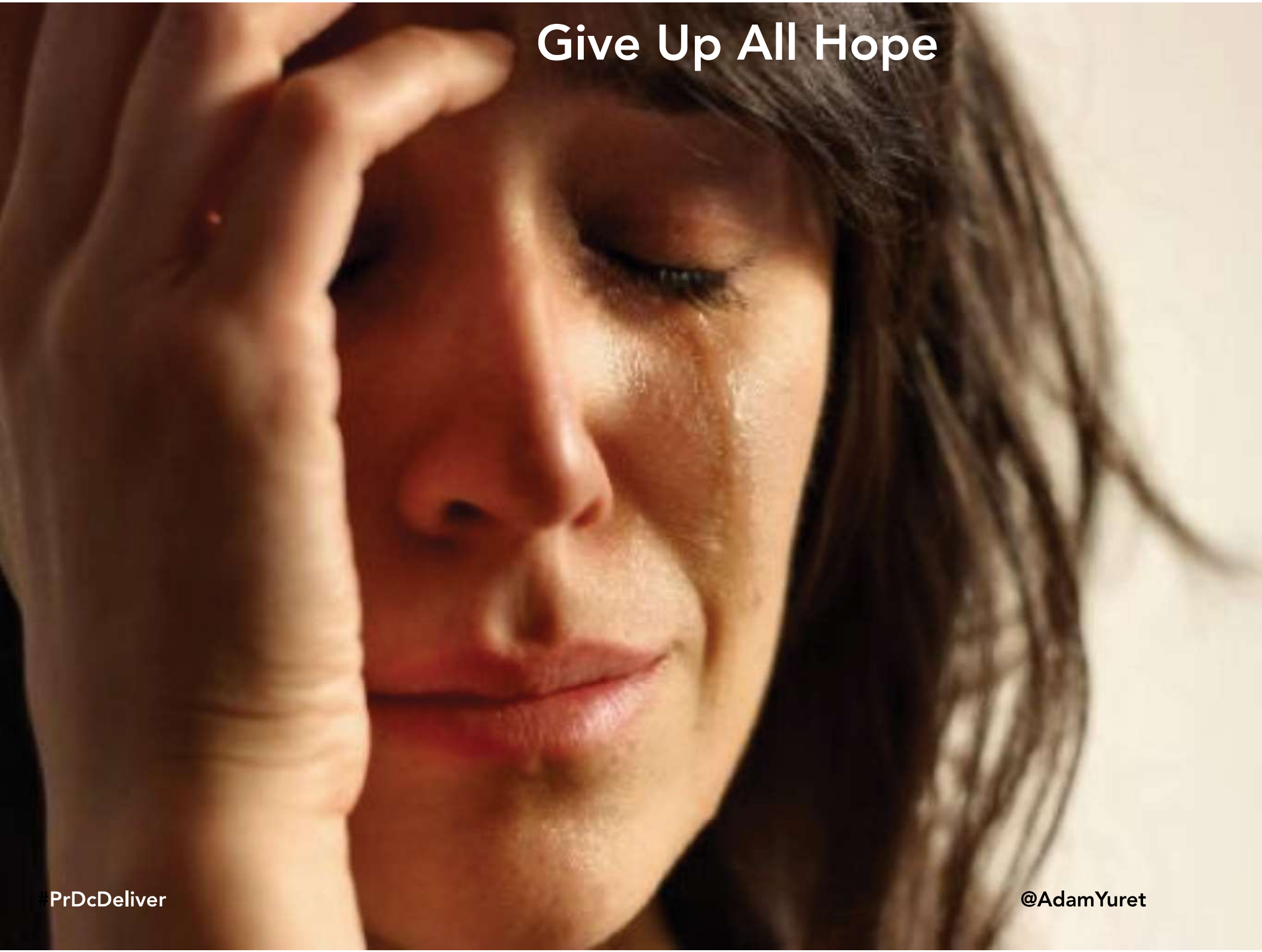
# Give Up All Hope



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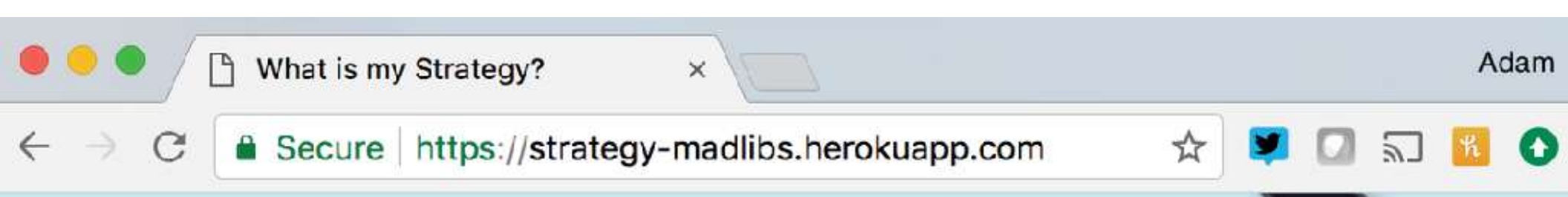
@AdamYuret

# STRATEGY

"A high level plan to achieve one or more goals under conditions of uncertainty. " -Wikipedia

# Understand Why We're Here!

PRODUCT INSTITUTE
http://productinstitute.com/
@lissijean
Melissa Perri
#PrDcDeliver
@AdamYuret




Fork me on GitHub

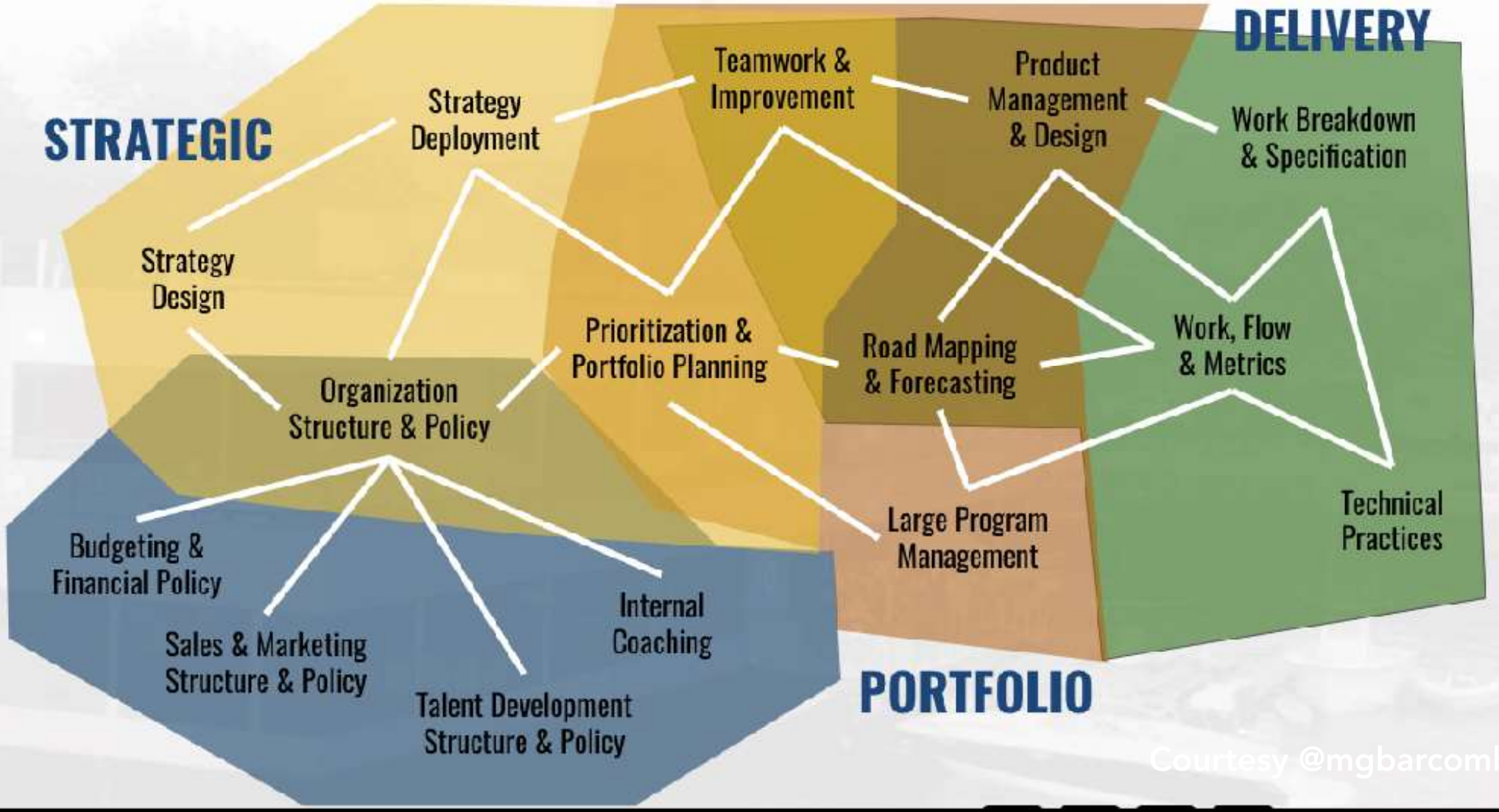
# HOW NOT TO DO STRATEGY DEPLOYMENT EFFECTIVELY

*Our strategy is agile. We will lead a secure effort of the market through our use of revolution and social media to build a competitive advantage. By being both cloud based and innovative, our collaborative approach will drive ecosystem throughout the organization. Synergies between our insight from data and digital business will enable us to capture the upside by becoming customer focused in a digital first world. These transformations combined with learning organization due to our leaders will create a blockchain through internet of things and data leaders.*

# "One Pager"

(bad pun)

# Lean Enterprise Agility Framework (L.E.A.F.)




## Organizational Design

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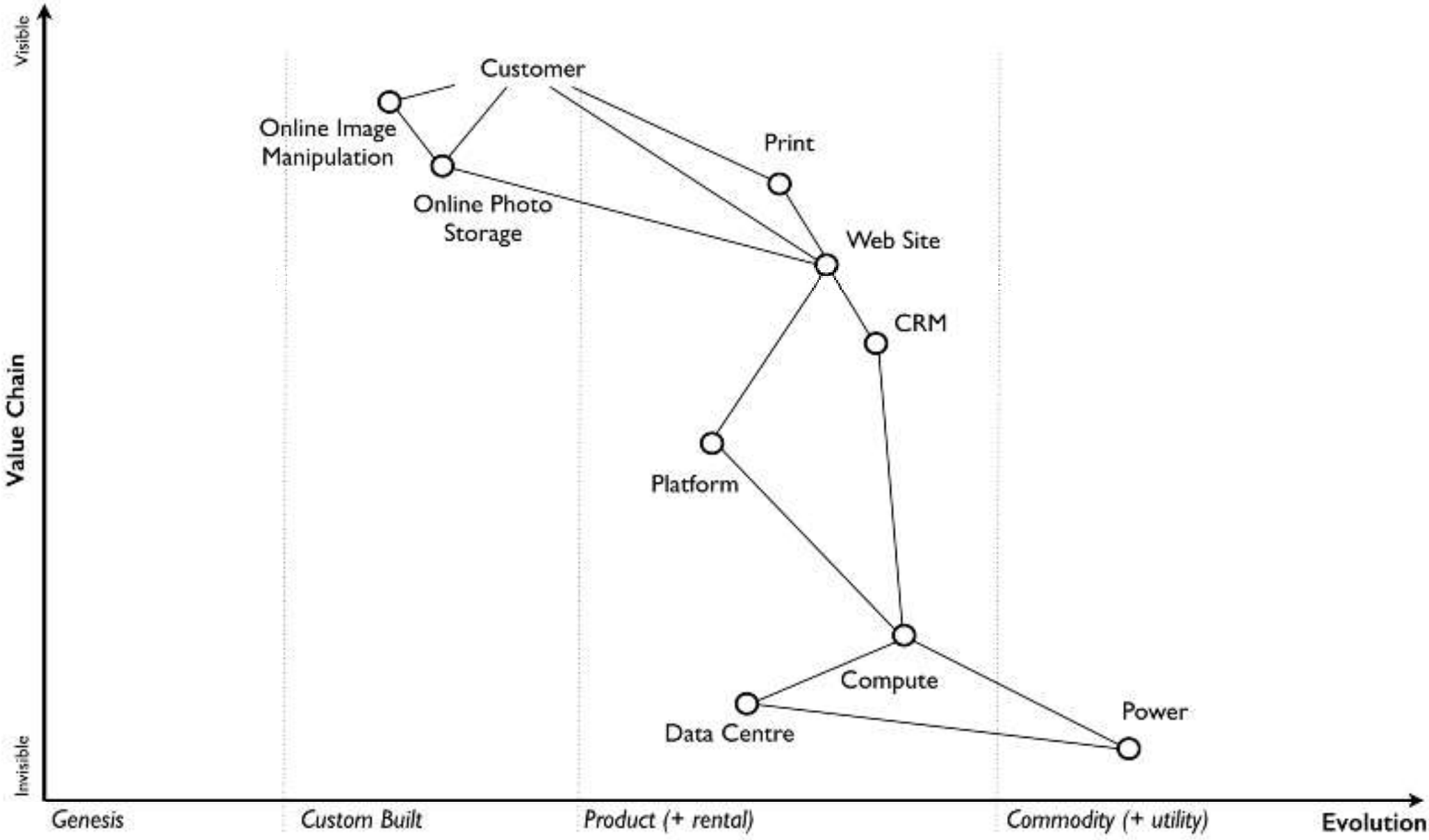



# Wardley Maps

#PrDcDeliver

@AdamYuret

| | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 10 | | | | | | | | | | | | | | | |
| | | | | | 9 | | | | | | | | | | | | | | | |
| | | | | | 8 | | | | | | | | | | | | | | | |
| | | | | | 7 | | | | | | | | | | | | | | | |
| | | | | | 6 | | | | | | | | | | | | | | | |
| | | | | | 5 | | | | | | | | | | | | | | | |
| | | | ○ | ● | 4 | Fourth Tactic | | ● | ● | | ○ | | | | | | | | | |
| | | | ● | ● | 3 | Third Tactic | | ● | ● | | ● | | | | | | | | | |
| | | ○ | | | 2 | SecondTactic | | | | ● | | | | | | | | | | |
| | | | ● | ○ | 1 | Incremental Delivery | | ● | | ○ | | ● | | | | | | | | |
| 5 | 4 | 3 Third Strategy | 2 Second Strategy | 1 Global Domination | Tactics The coherent actions we will take<br>Strategies The guiding policies that enable us<br>**True North**<br>The orientation which informs what we should do<br>Aspirations The results we hope to achieve | | Evidence The outcomes that indicate progress | 1 Improved NPS | 2 Second Exhibit | 3 Third Exhibit | 4 Fourth Exhibit | 5 Fifth Exhibit | 6 | 7 | 8 | 9 | 10 |
| | | ● | ● | ● | 1 | Increase Revenue | + 10% | ○ | ● | ● | ● | | | | | | | | | |
| | | ○ | | ● | 2 | Second Aspiration | - 5% | ● | | | ● | ○ | | | | | | | | |
| | | | | | 3 | | | | | | | | | | | | | | | |
| | | | | | 4 | | | | | | | | | | | | | | | |
| | | | | | 5 | | | | | | | | | | | | | | | |

Karl Scotland Ltd

X-Matrix A3

http://availagility.co.uk/templates

#PrDcDeliver

# Hoshin Kanri

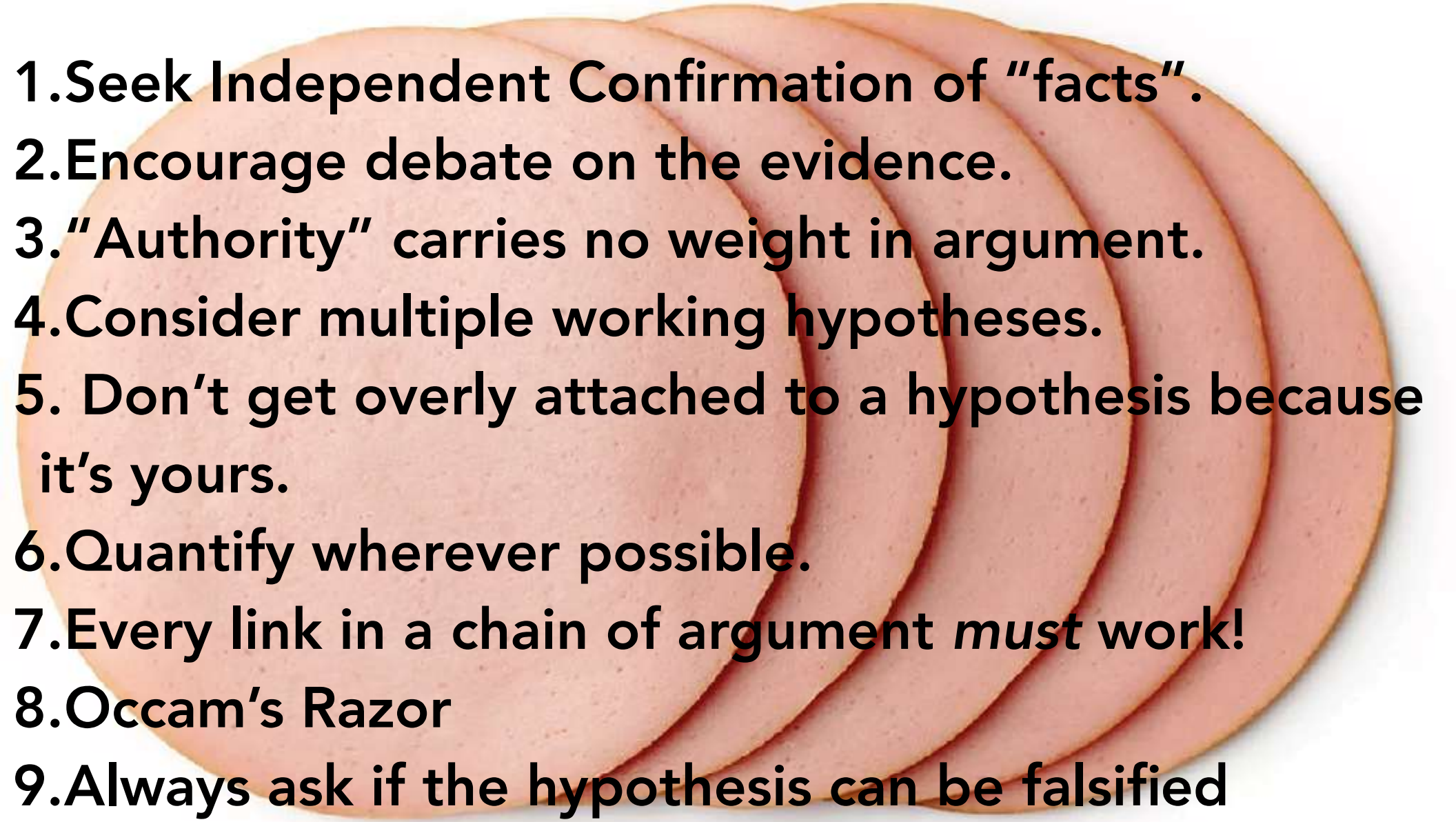
@AdamYuret

"Why is it that *we* have all the great ideas, and yet *they* still have all the money?"

Lean Agile Scotland

@AdamYuret
#PrDcDeliver

# Baloney Detection Kit



1. Seek Independent Confirmation of "facts".
2. Encourage debate on the evidence.
3. "Authority" carries no weight in argument.
4. Consider multiple working hypotheses.
5. Don't get overly attached to a hypothesis because it's yours.
6. Quantify wherever possible.
7. Every link in a chain of argument *must* work!
8. Occam's Razor
9. Always ask if the hypothesis can be falsified

https://www.brainpickings.org/2014/01/03/baloney-detection-kit-carl-sagan/

# Summary

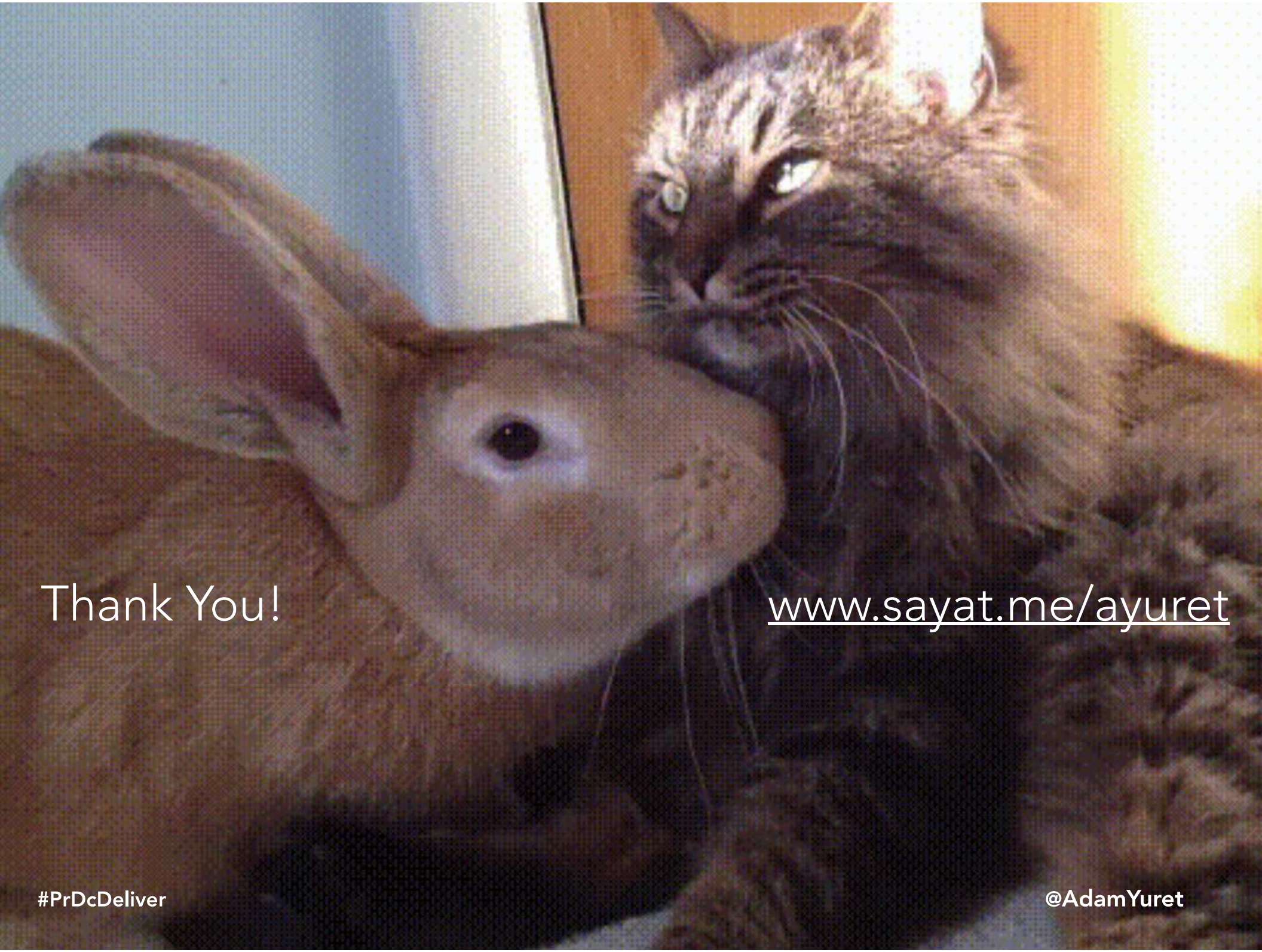
Agile (as commonly practiced) is solving the wrong problem for the wrong people.

Where there is no urgency there is inertia that is hard to overcome.

Markets care less about how we do things than what we deliver.

If you can influence organizational design and strategy deployment, doing so will reap large rewards.

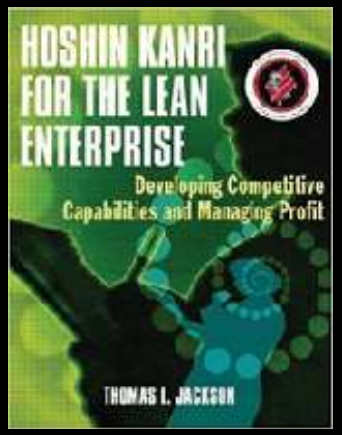
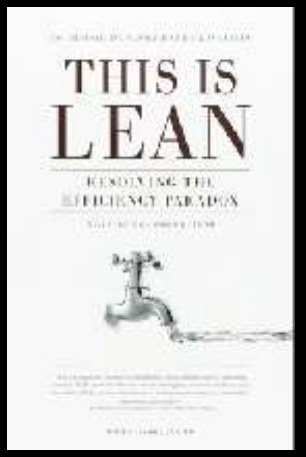
If you cannot influence the big picture, act locally, but only with the big picture in mind.


Thank You!
www.sayat.me/ayuret
#PrDcDeliver
@AdamYuret

# Resources

Forecasting Tools: bit.ly/SimResources

Product Management School: http://productinstitute.com/

Wardley Mapping: www.wardleymaps.com

Availagility X-Matrix Template: http://bit.ly/xmatrix