

Scaling Without

A

Religious Methodology

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Please help us...

Business stakeholders

IT is so slow to deliver!
IT is expensive, poor value
Too many "surprises"
PMO tells us too late!

PMO and Change groups

IT always blow their estimates
and can't stick to a plan
How can we govern and report?
We don't even know if their work
is aligned with the org!

Development

We know we are slow...
but we are working so hard!
Business doesn't trust us
PMO micromanages us
Infrastructure is a bottleneck
Our landscape is so complicated!

Infrastructure

We want to help but dev teams
won't tell us what they need
Our procurement cycle is annual
so we have to know in advance

What are we doing so wrong?



"You are aiming at the
wrong target"

Cost Accounting

vs

Throughput Accounting



cost and profit centres

whole org creates value

local "performance" targets

identify and resolve bottlenecks

busyness and effort

lead time and throughput

Oh right, we get it!

Business stakeholders

Agile™ will save us!

Development

Agile™ will save us!

PMO and Change groups

Agile™ will save us!

Infrastructure

Agile™ will save us!



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Please help us...

Business stakeholders

Agile™ didn't save us!
Or whatever it was those
IT folks were doing

PMO and Change groups

Agile™ didn't save us!
People were even more
reluctant to give estimates.
They even have a #hashtag

Development

Agile™ didn't save us!
It's the same old
command-and-control,
just with different labels

Infrastructure

Agile™ didn't save us!
Now they are even less likely
to know what they want

Please help us...

Business stakeholders

That thing we tried
worked ok, and then
it stopped working!

PMO and Change groups

That thing we tried
worked ok, and then
it stopped working!

Development

That thing we tried
worked ok, and then
it stopped working!

Infrastructure

That thing we tried
worked ok, and then
it stopped working!

How do we always end up here?

That thing we tried
worked ok, and then
it stopped working!

Three Characteristics of Existence

Change drives the need to adapt

Interdependency drives the need to collaborate

Dissatisfaction drives the need to iterate

These are the drivers of Lean and Agile methods

But why does that matter?

That thing we tried
worked ok, and then
it stopped working!

But why does that matter?

Things were going ok,
and then they weren't!

Three Inevitables of the Universe

Three Inevitables of Industry

Degradation stimulates maintaining, transforming

Dysfunction stimulates innovating, challenging

Expiry stimulates creating, starting over

Applies to people, projects, teams, strategies, organisations

Packaged methods

Packaged methods don't last!

Packaged methods can't last!

So what are our options?

First a word about religion

religion (n): the structures, constraints and rituals we humans accrete around a kernel of faith because we crave answers and we fear uncertainty.

— Dan North

Scaling Without A Religious Methodology

Influence

Education

Leadership

- Consistent
- Invested
- Resilient

Time

Table stakes*

*necessary but not sufficient

Investment

Communications

Practise

External help

Based on simple principles

People are basically good

- "Everyone is trying to help"

Sustainable flow of value is the goal

- We need to learn new metrics and techniques

Theory of Constraints: one constraint at a time

- "The Goal" as a book club

This is Literally* all of it

Visualise → Stabilise → Optimise

Start small, get data

Learn from mistakes, iterate

*not literally

Summing up

Don't be fooled!

You can't defeat the universe

Mastery is understanding how to work with the grain.
This means adapting, iterating and combining techniques
for your context and the changes around you.

There is no magic formula, but there is hope

This all takes education, time, practise, and other things

Thanks for Listening

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