

Evolving Projects for the Digital Age

Allan Kelly

allan@allankelly.net / @allankellynet

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How many project managers in
the room?

It's digital, stupid





Deere & Co

+ Add to myFT

John Deere ploughs a new furrow with algorithmic acquisition

Tractor maker is part of an 'agtech' boom that has drawn record financing this year





HOME WORLD UK COMPANIES MARKETS OPINION WORK & CAREERS LIFE & ARTS

Wal-Mart Stores Inc

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Walmart bucks retail gloom with digital sales boost

Ecommerce investments pay off for world's largest retailer in online battle with Amazon





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Rentokil Initial PLC

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Rentokil deploys tech to outsmart pests



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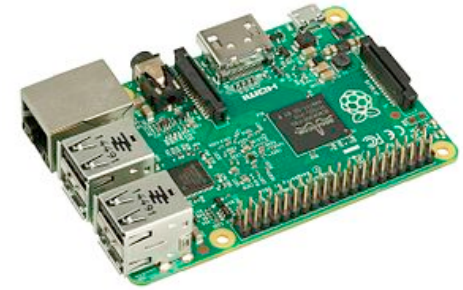
I at

IBM 360



Museum
Media

46 years ...



1970 OS/360 model 195

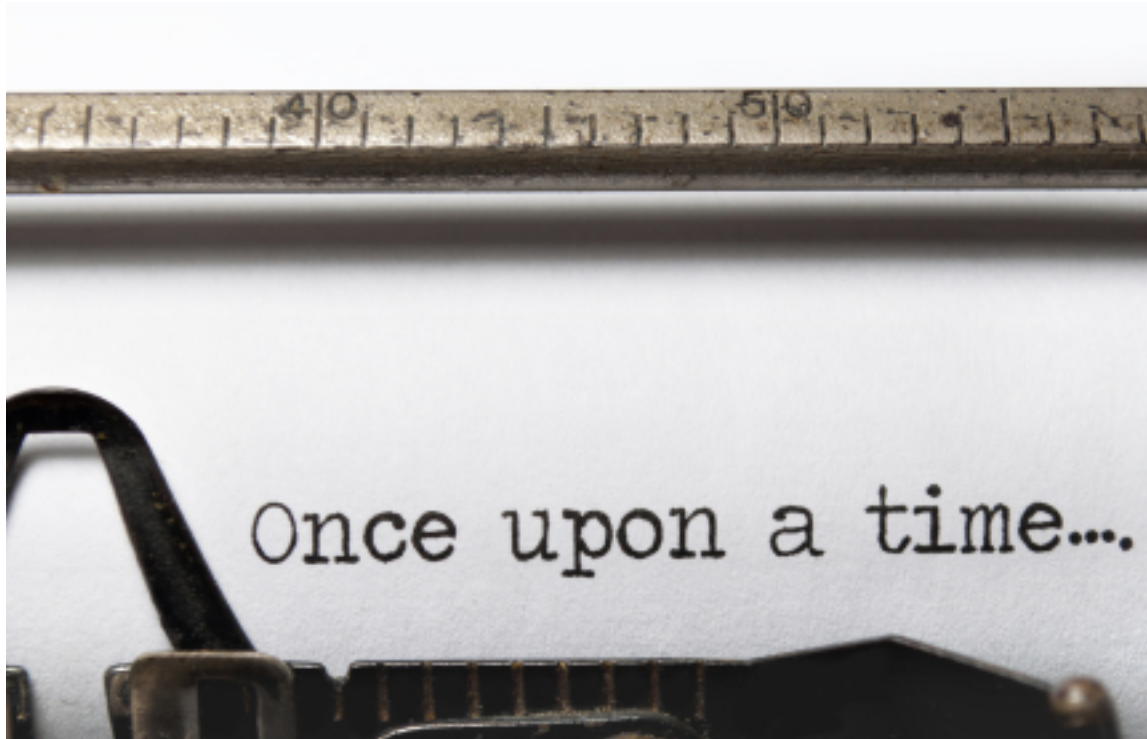
- 10,000 KIPS (10 MIPS)
- 4096kb (4Mb)
- COBOL on OS/360
- IMS database
- Monthly rental \$250,000
(Approx. \$1.25m in 2016 prices)

CPU cycles €€€ ->
Planning is cheap

2016 Raspberry Pi 2

- 4,744 MIPS
- 1 Gb
- Linux
- Python, Scala, Ruby, ...
- SQL, NoSQL
- Buy \$35

CPU cycles €€€ ->
Planning is \$expensive



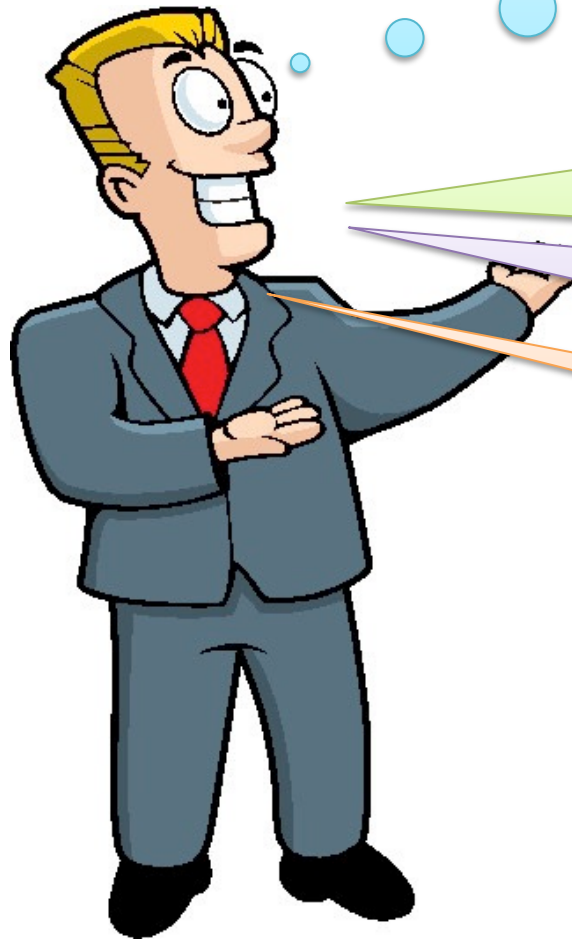
The Business makes the money

IT serve

Expensive, Unreliable

Difficult to talk to, Late

The Business



Always late &
expensive... best kept
on a tight leash

I need an app built...

I need you to connect
to our supplier

Do it more cheaply

IT existed to serve *the business*

And then Digital...

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Digital technology
creates new business
opportunities

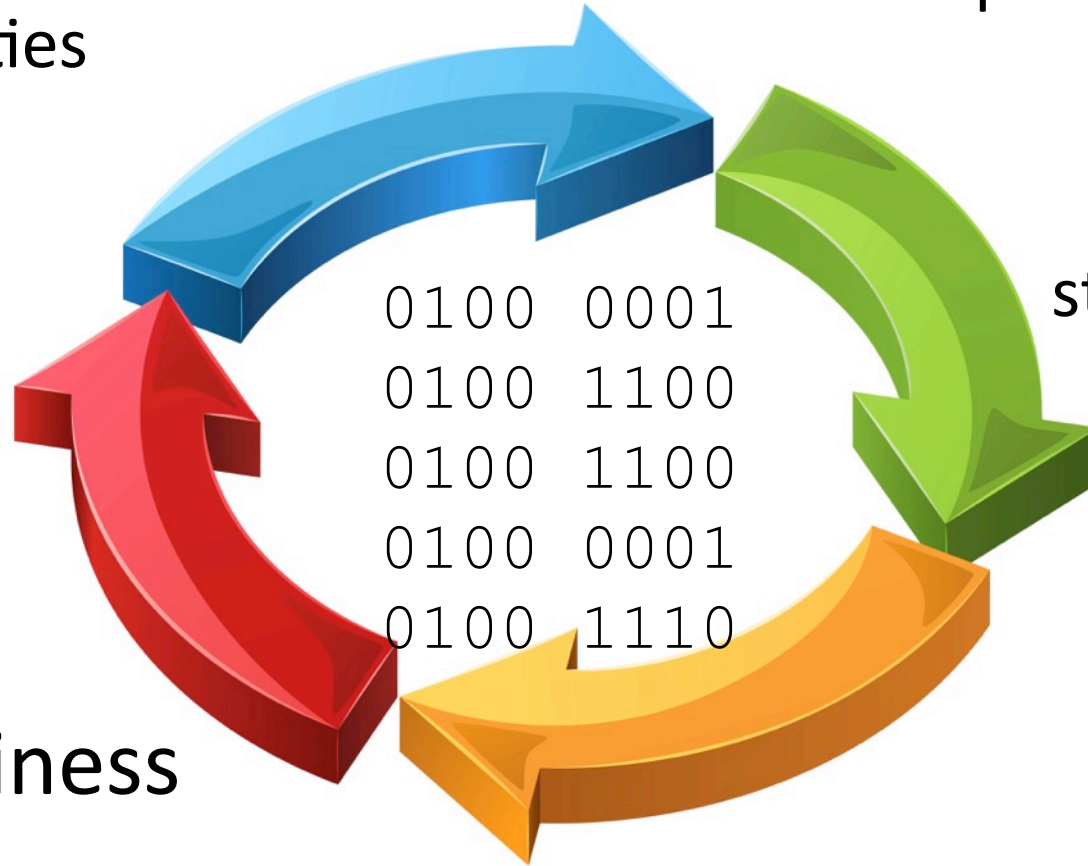
Compete differently
and disrupt **incumbents**

New
strategies &
business
models

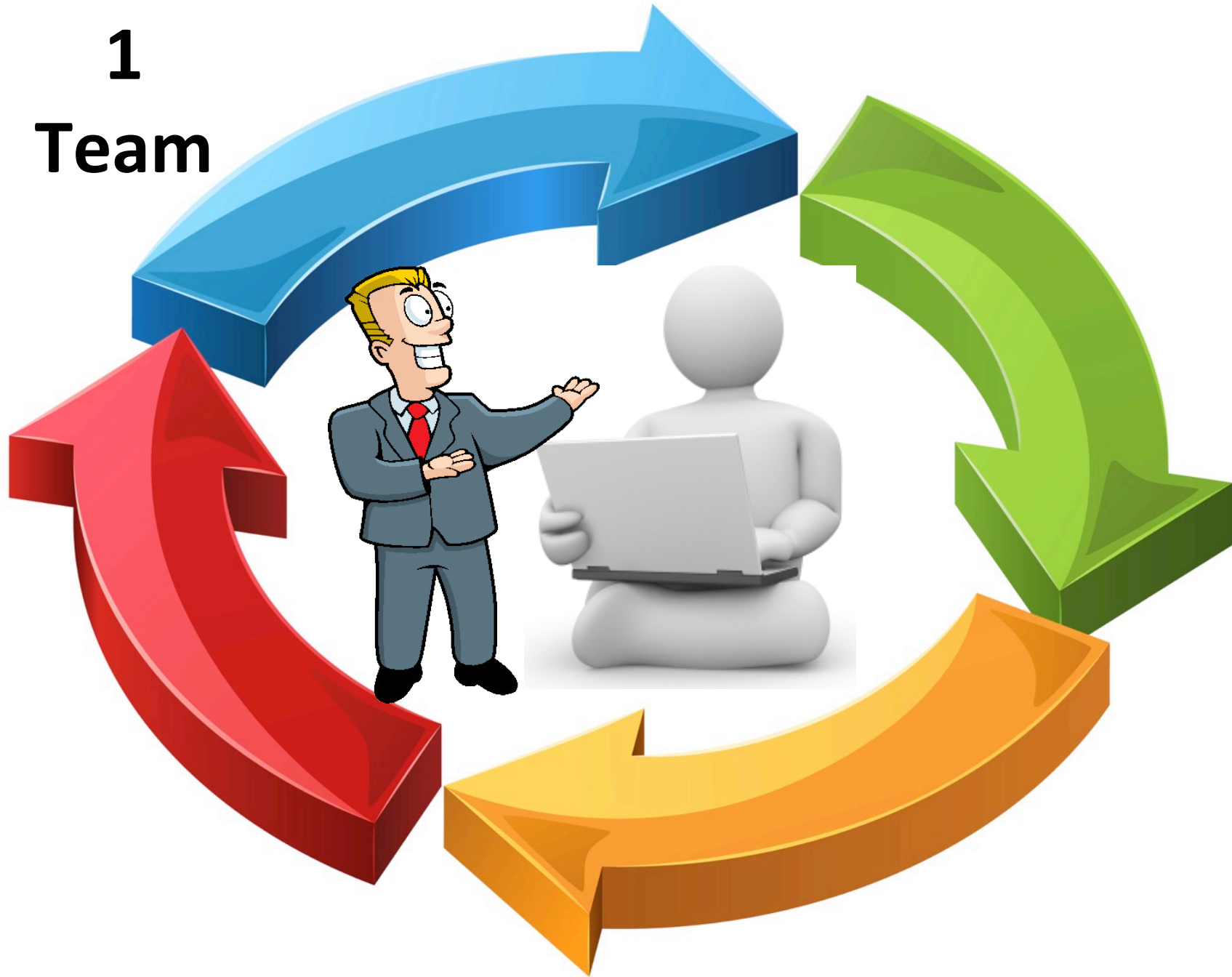
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Every business
IS
a technology
business

Technology is the business
The business is technology



1 Team



The business is technology

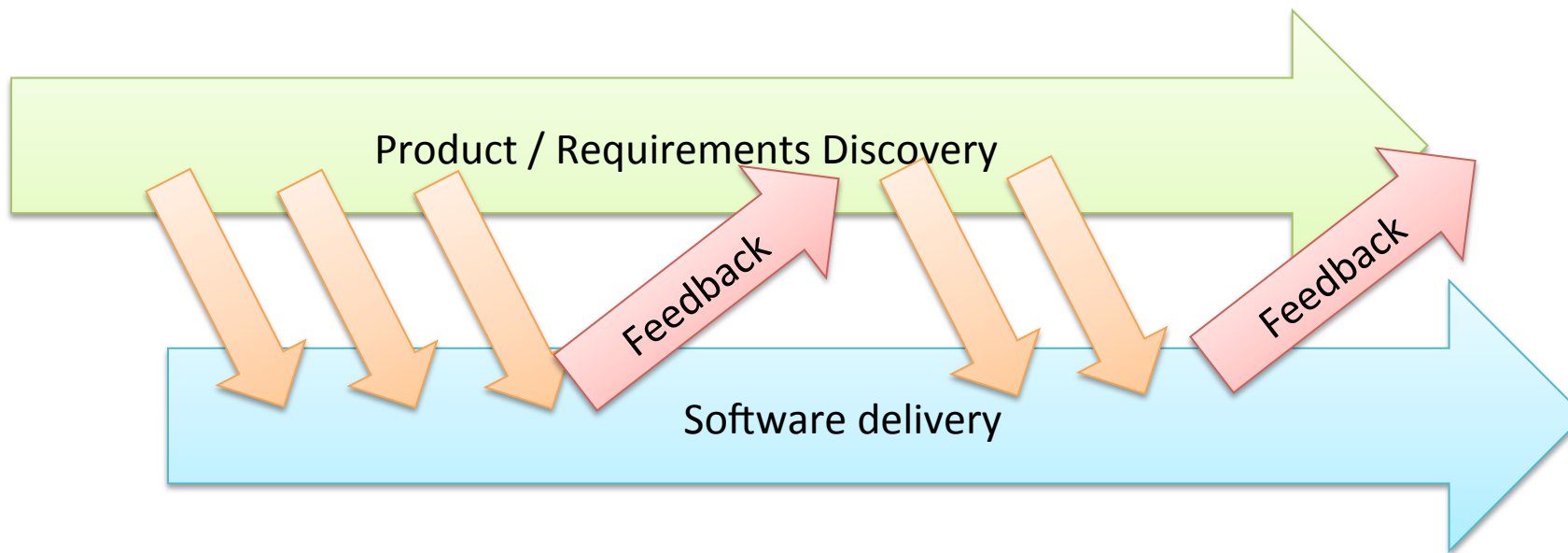
Technology is the business

Scopeless contracts



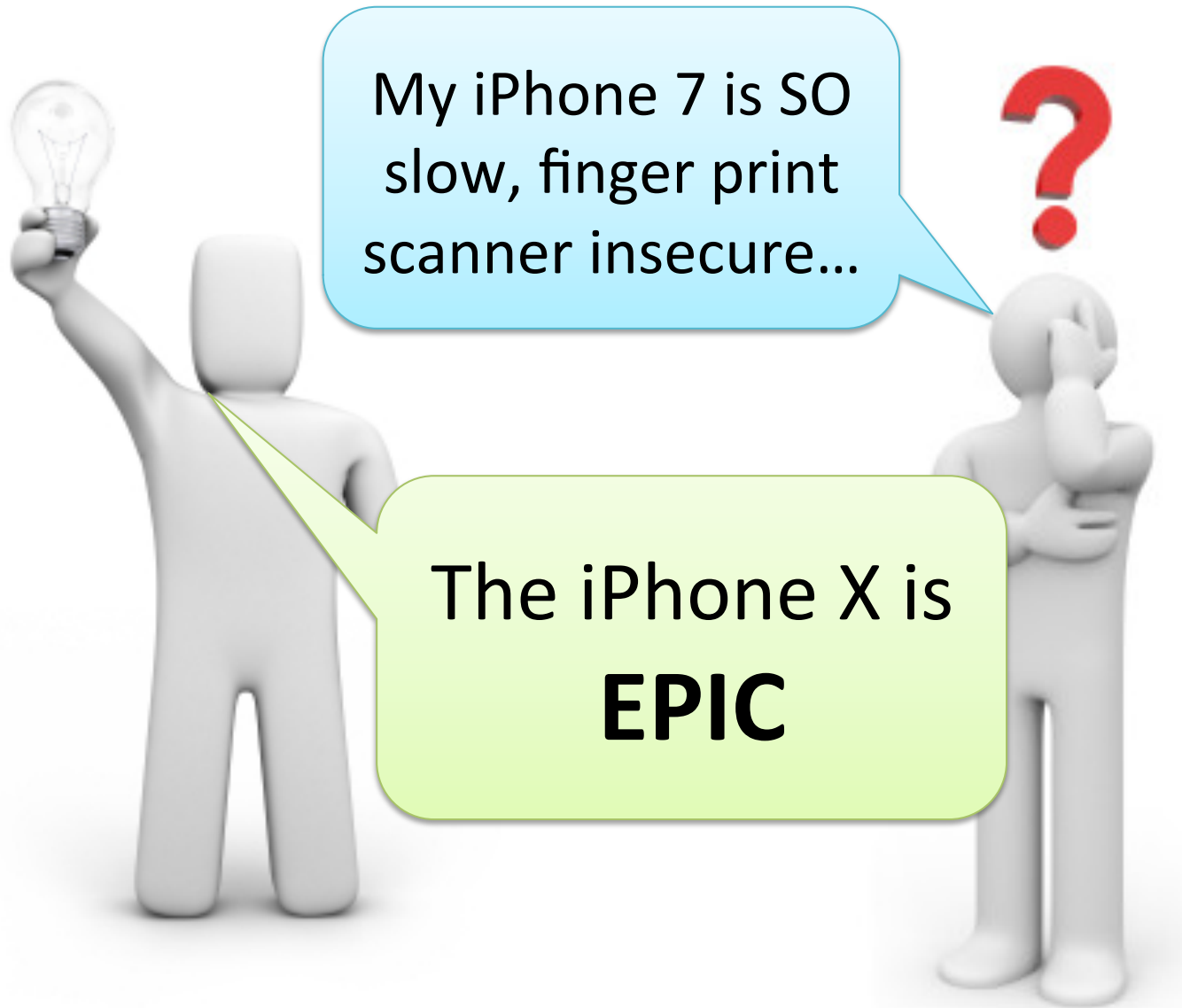
Dual track

Requirements discovery in parallel with delivery



Problem understanding &
solution co-evolve

Solution defines the problem



You cannot define what is wanted at
the start

Project evolution needs to embrace
uncertainty & ambiguity

When will Tesco be done?



A project is....



"PMI defines a project by its two key characteristics:

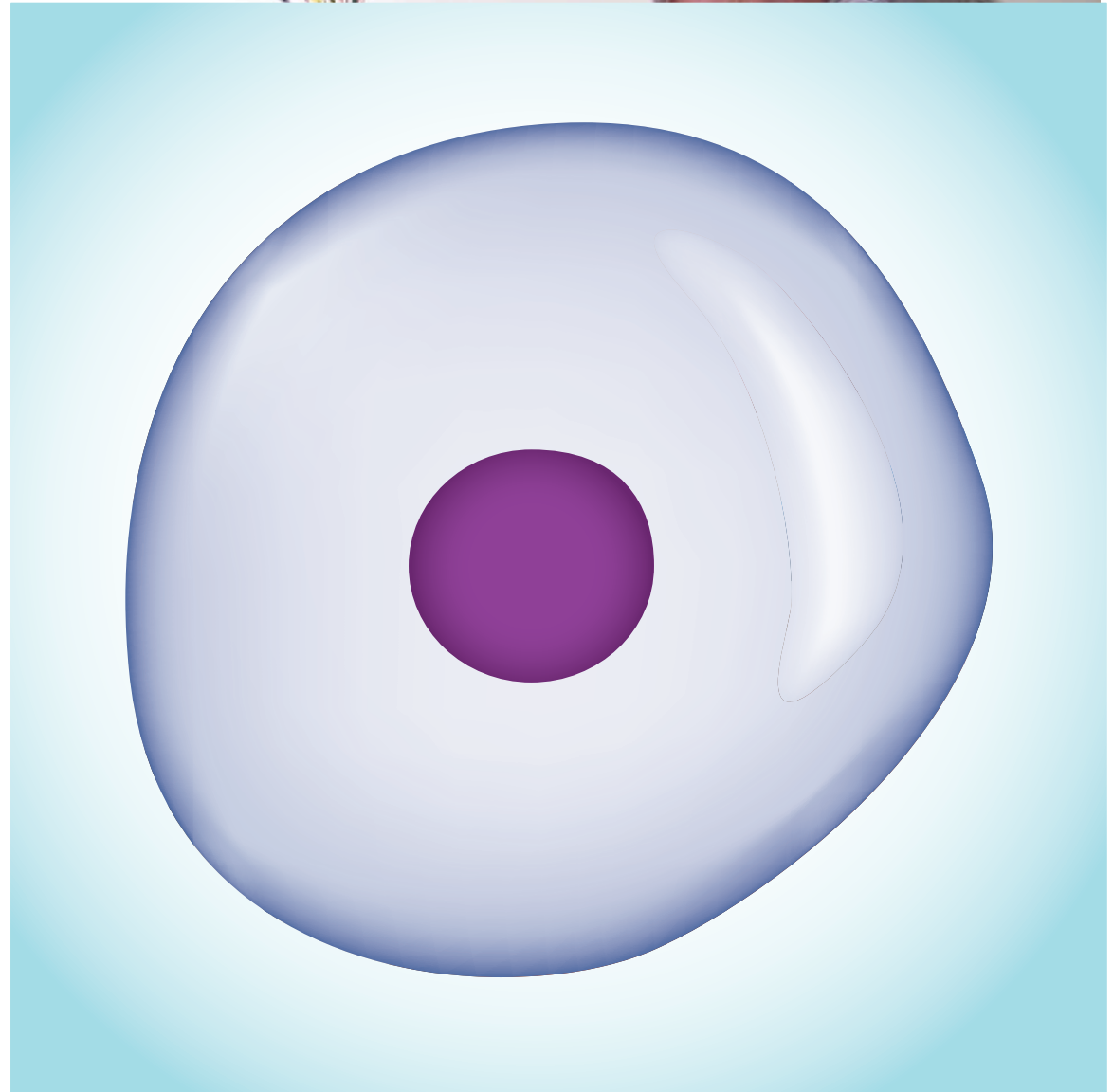
- it is temporary and
- undertaken to create a product, service, or result that is unique."

Project Management Institute - <http://pm4id.org/1/2/>

Amoeba Teams

Production Cell

- Continuous
- Part of business
- All the skills
- Responsible
- Grows / Shrinks
- Splits

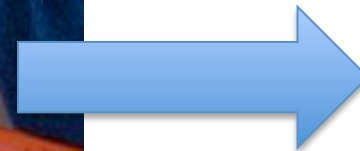
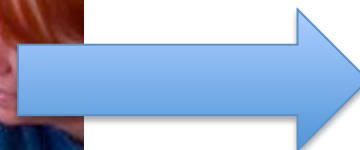
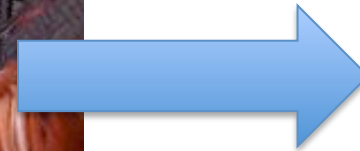


Bring the work to the team

Bring the work to the team

Bring the work to the team

Bring the work to the team



Project = Changing Collection of work

Requirements

User Stories

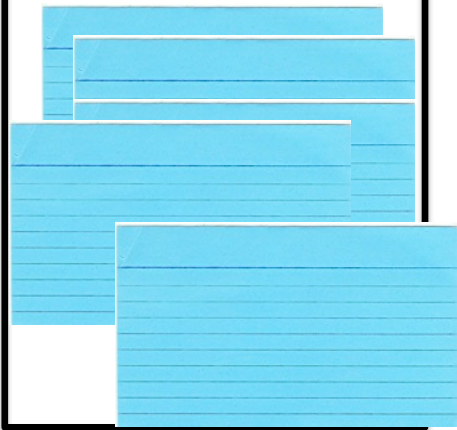
Use Cases

Product Backlog Items

Bug fix

Urgent work request

Project Jupiter



Project Saturn



Success criteria & Governance

How much business
value did the team
create last month?



To be Agile, or not to be Agile?

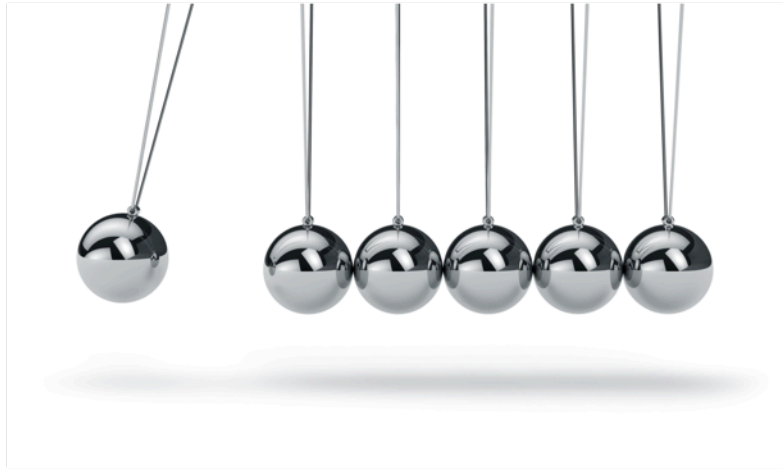
- Can you wait 6 months for delivery?
- Can you be sure what you want delivered in 6 months?
- Is Waterfall competitive for you?
- What are your competitors doing?

And what value is added by Agile early delivery?



Continuous Digital

An agile alternative to projects
for digital business



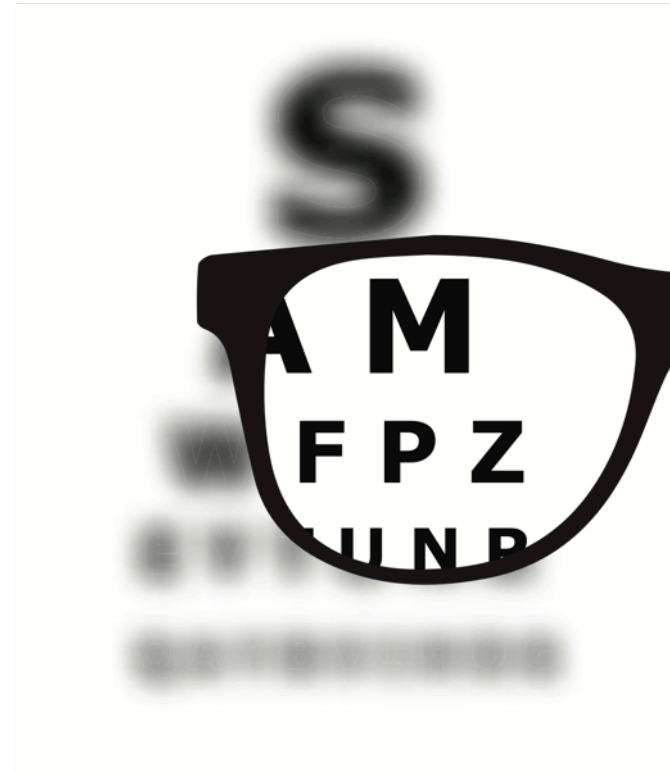
- ❖ Software development for the digital business
- ❖ Team based development without projects
- ❖ Guided by value

Allan Kelly

<https://leanpub.com/cdigital>

<https://leanpub.com/myopia>

Project Myopia



A #NoProjects book

Allan Kelly

Summary

1. The business is technology
and technology is the business
2. Embrace ambiguity at the start
3. One team
4. Continuity not temporary

Allan Kelly


allan@allankelly.net

@allankellynet

Continuous Digital
<https://leanpub.com>



Continuous Digital
Correcting Project Myopia



- ❖ Software development for the digital business
- ❖ Team based development without projects
- ❖ Guided by value

#NoProjects Allan Kelly