

# *The Falling off a Log theory* and other observations on the software industry

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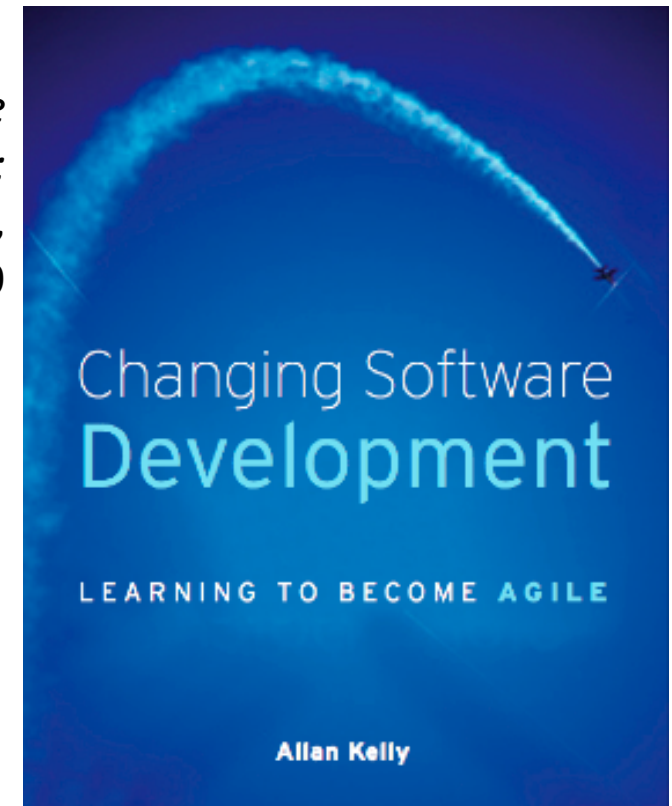
Software East

May 2010

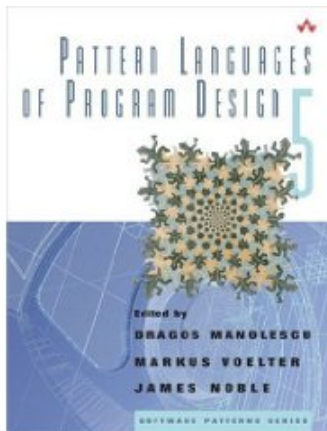
# Allan Kelly

*Changing Software  
Development:  
Learning to Be Agile,*  
2009

- Improve companies that make software
- Agile training, coaching, consulting
- [www.softwarestrategy.co.uk](http://www.softwarestrategy.co.uk)



*What am I doing here?*



*97 Things Every Programmer  
Should Know, Henney, 2010*

*Context Encapsulation in  
Pattern Languages of Program  
Design 5, 2006*



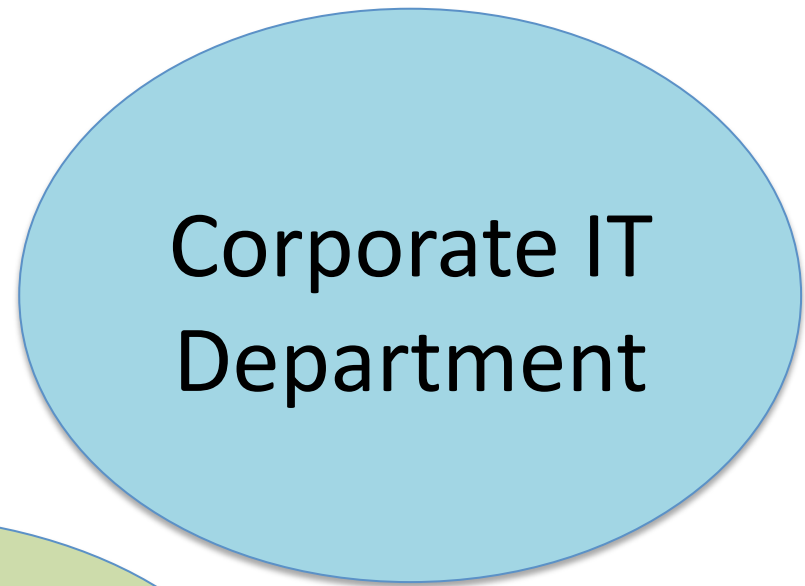
34 Business Strategy  
Patterns for Software  
Creators

# Themes

1. My biggest mistake
  - ... and the falling off a log theory
2. Three types of software creators
3. The Software Process
4. Customers
5. Four commandments

Falling off a log

# 3 Type of Software Company

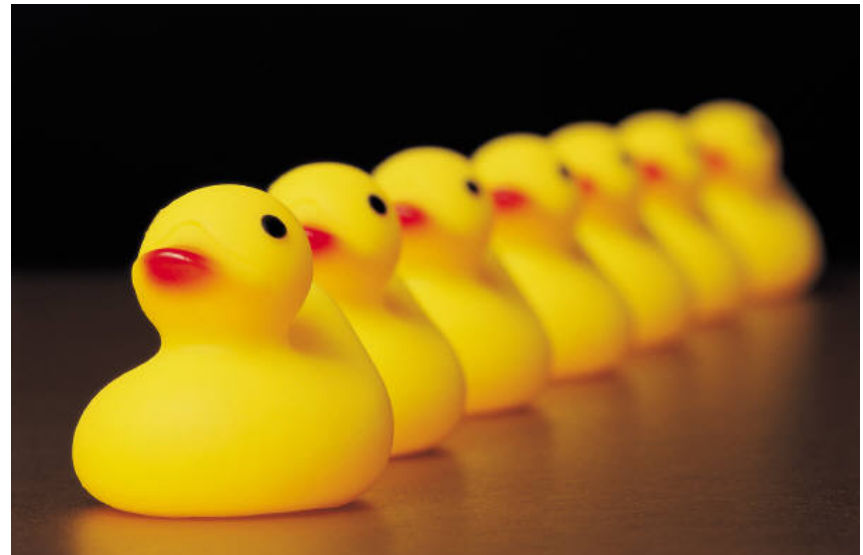


ESP - External Service  
Provider

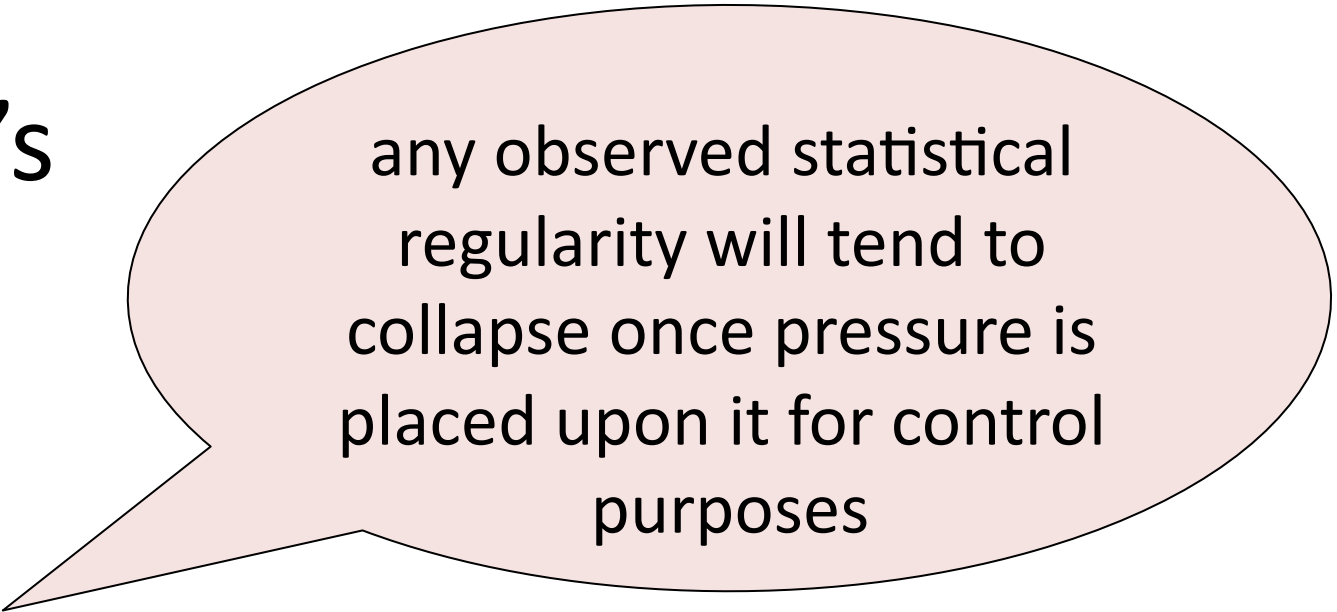
# Ducks not Bullets

*No Silver Bullets*

- Ducks
  - Get 'em in a Row
- Thousands of small decisions
  - Not one big one



# Goodhart's Law

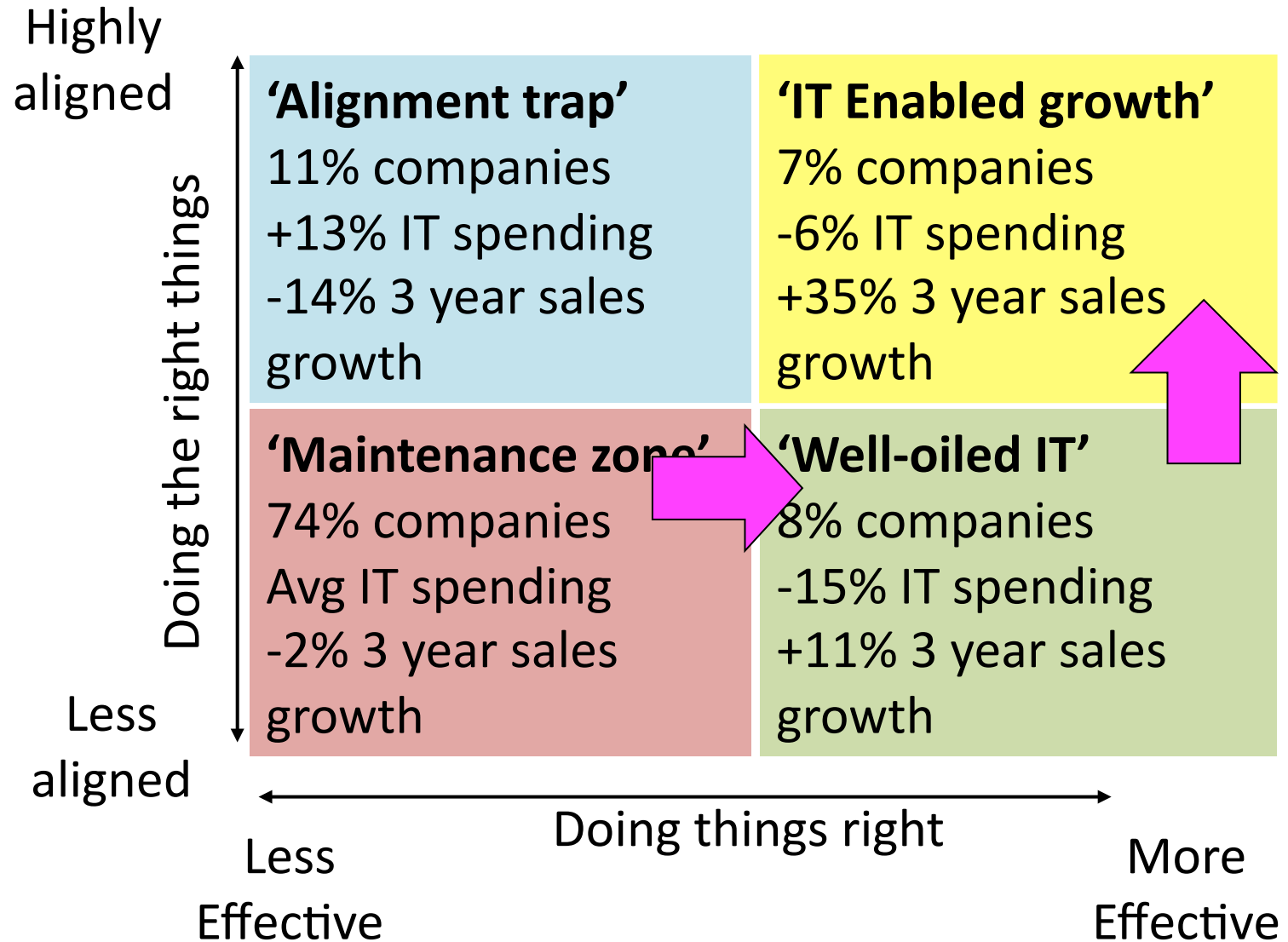


any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes

Charles Goodhart, 1975

- Making a measure a target destroys it
  - Information content lost
  - People & system adjust behavior: conscious & unconscious
- So: Don't make measures targets

# The Alignment Trap



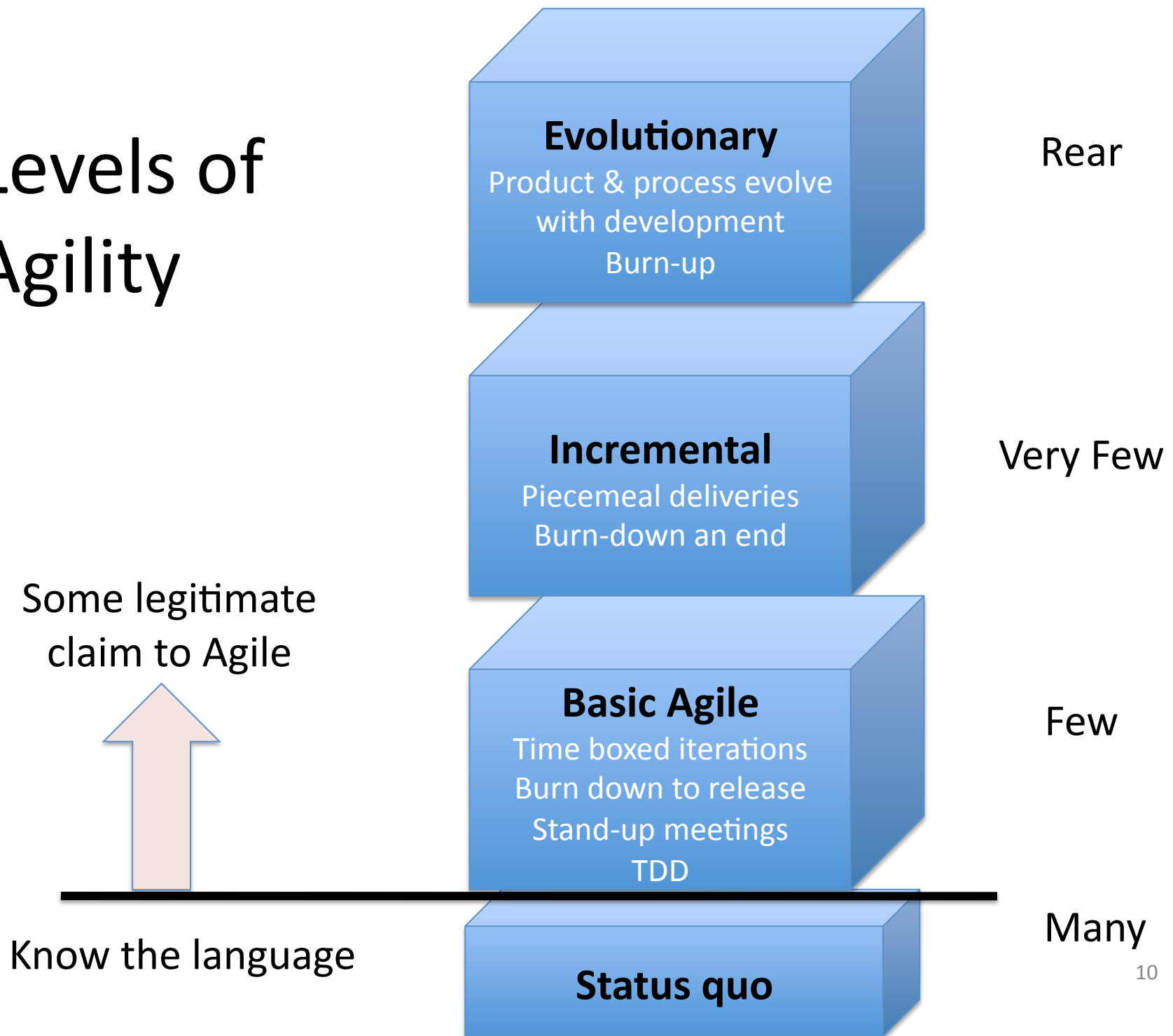
Source: Shpilberg, Berez, Puryear, Shah: MIT Sloan Review, Fall 2007

Objective: ~~Agility~~  
~~Excellence~~  
Mediocrity

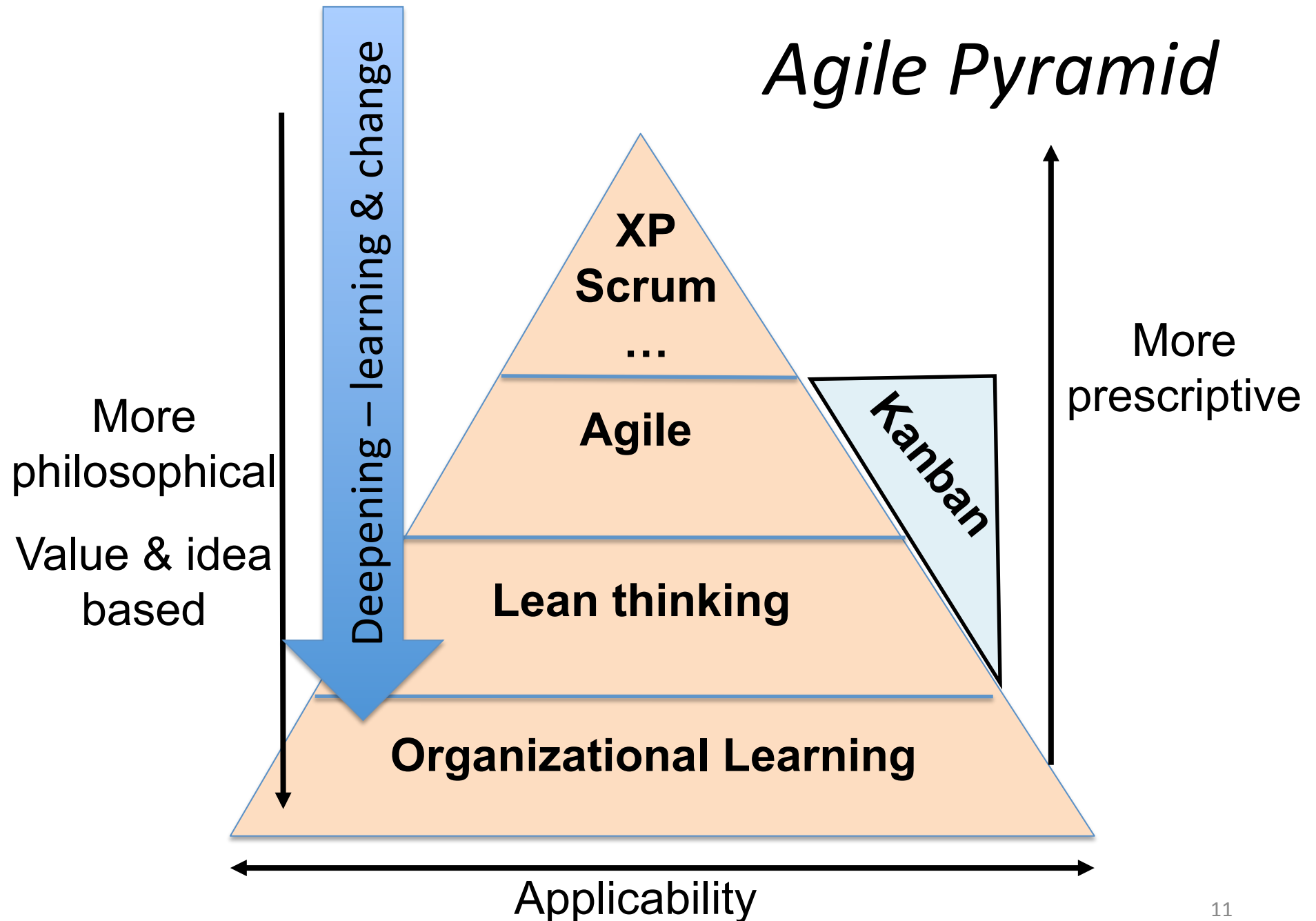
“In search of mediocrity....”

- Mediocrity is better than most
  - And usually enough
- Excellence is a bonus

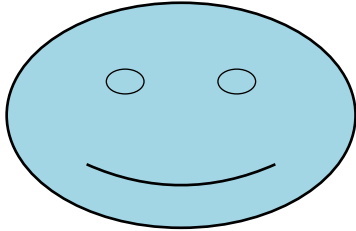
# Levels of Agility



# Agile Pyramid

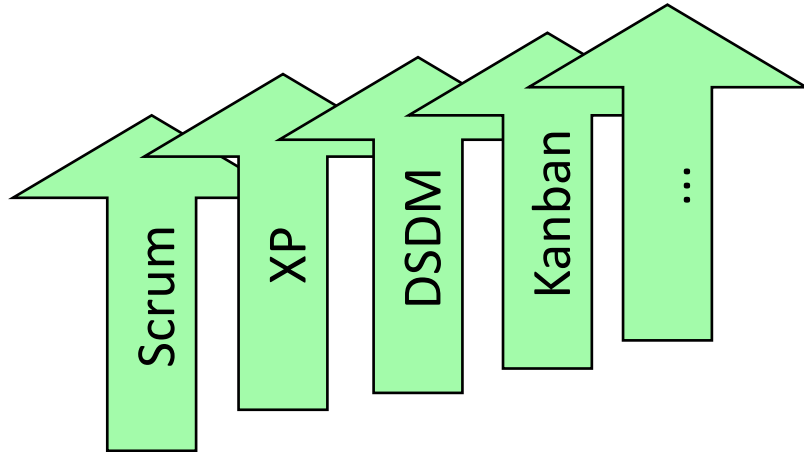


# Agile, Agile methods & the Agile toolkit



## The State of Agile (our objective)

- Quick on our feet
- Respond to change rapidly
- Deliver quickly



## Agile Methods

Promise to create the state of Agile



## The Agile toolkit

- Test Driven Development, Refactoring
- Iterations, Time boxing
- Retrospectives, ....

Its for the customer, stupid

# Commandments

1. Be effective
2. Know your customers
3. Strategy that says No
4. Employee latitude
  - Managers first duty is to their staff

# Thank you

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