Evolution: from #NoProjects to Continuous Digital

Talking Agile up a level
2020 edition

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Oredev
Malmo, November 2019

Scarce resources

What is the scarce resource <u>today</u>?

(What would you like more of?)

2013 #NoProjects

Software has diseconomies of scale

Projects are big batch so increase risk

Project planning is control

Requirements don't work – team should find what is needed as they work

Projects destroy value (Cost of Delay)

Projects suffer Commitment Escalation

Projects are temporary
Software is permanent

Projects damage quality

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Big is more expensive

Milk is cheapest in BIG cartons

And small cartons of software reduce risk

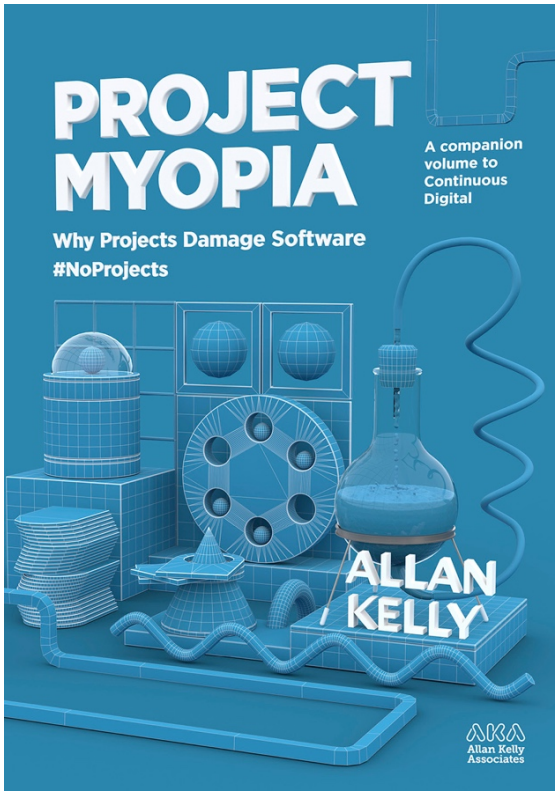
Software is cheapest in lots of small cartons

Projects create goal displacement

Project success criteria:

- On Schedule
- On Budget
- On Quality (Features)

Where's the value? £ $ €



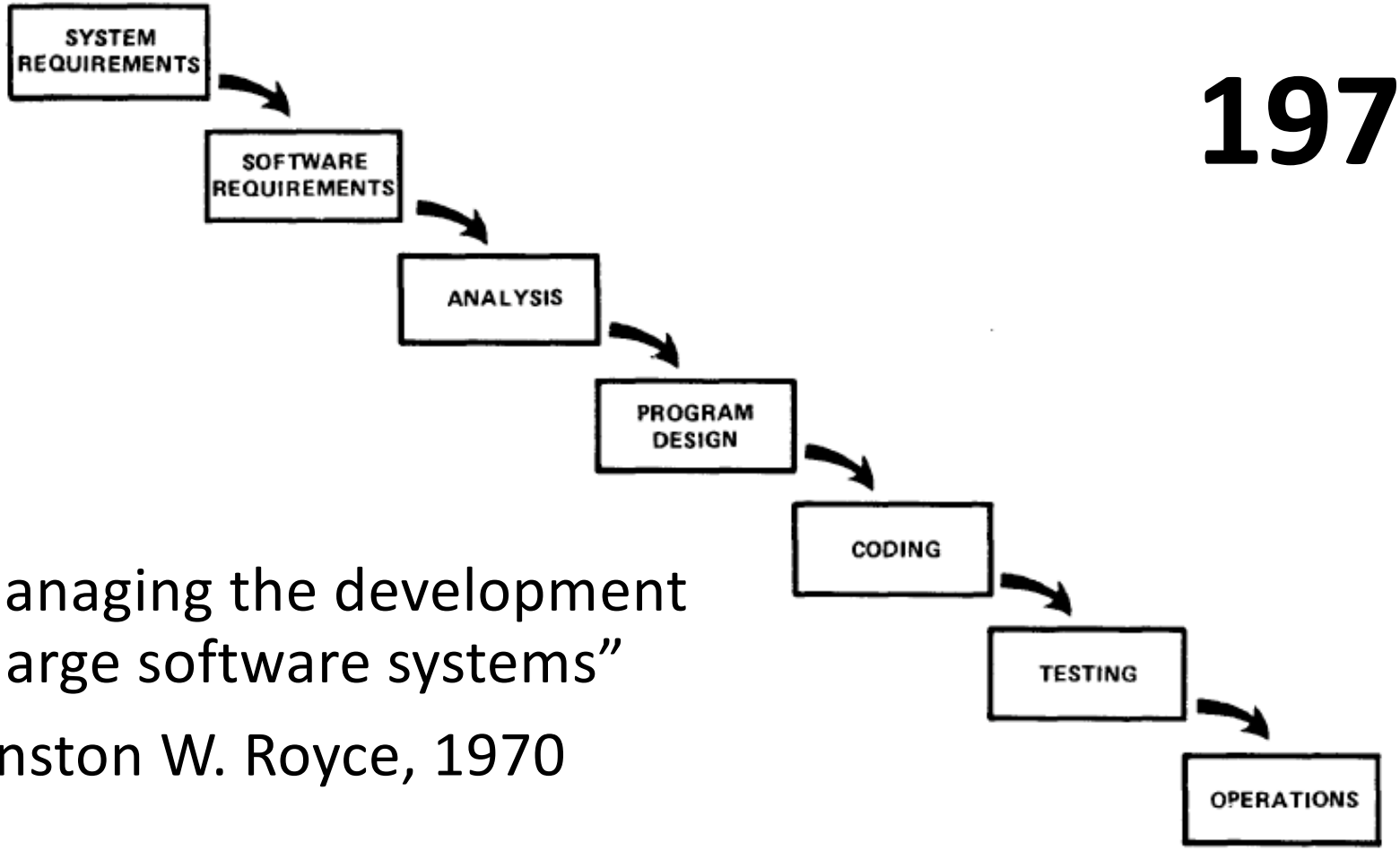
https://leanpub.com/b/continuous/

Back in time…

time(0)

time(0)

mexico 70



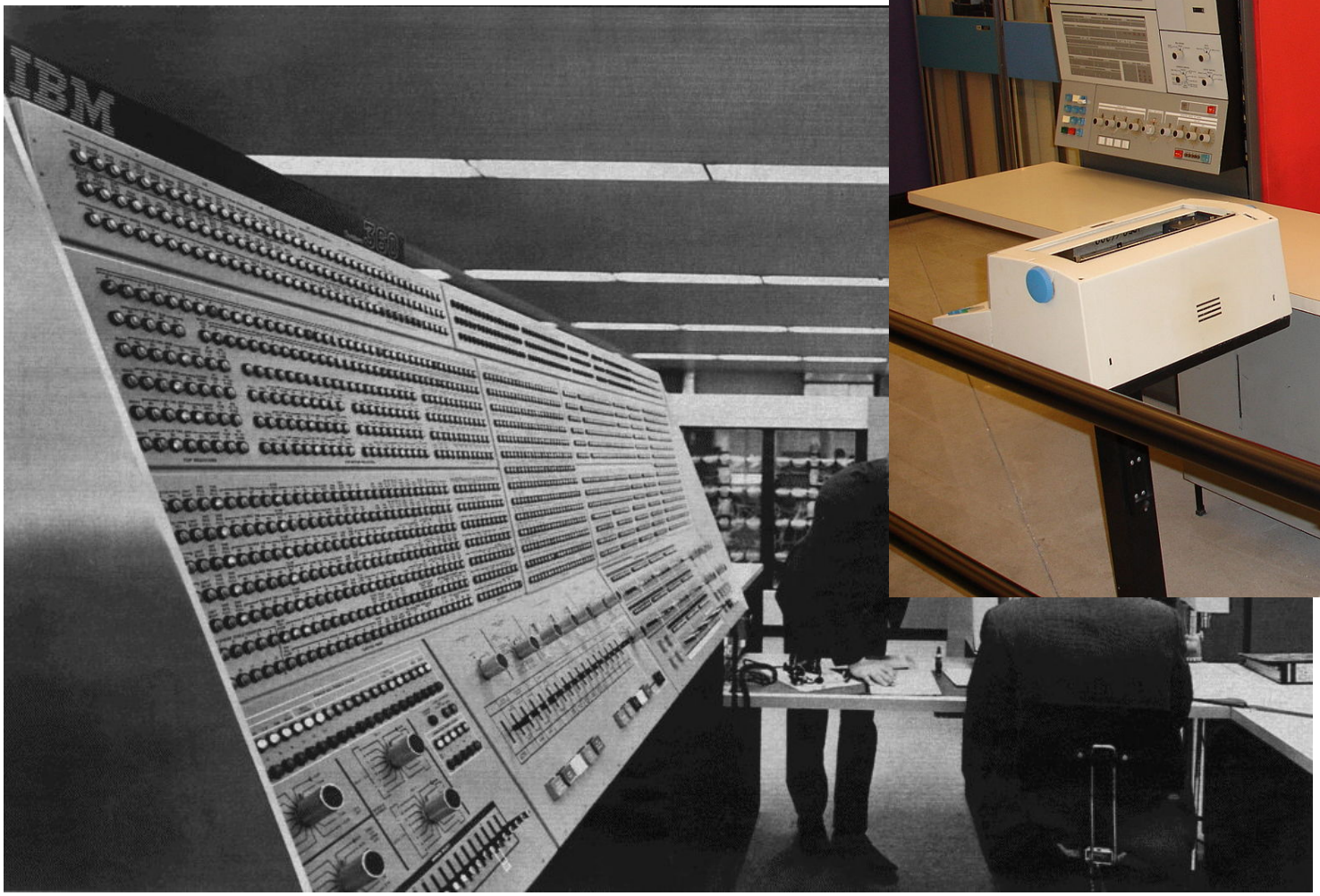
1970

"Managing the development of large software systems"

Winston W. Royce, 1970

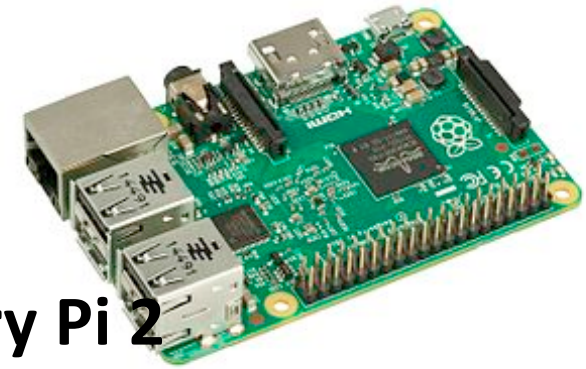
Founded 1968

1970 - IBM 360



IBM 360 at Computer History Museum
Dave Ross: CCL license via WikiMedia

Technology change



1970 IBM/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 €€€ expensive
-> Planning is cheap

2016 Raspberry Pi 2

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

CPU cycles ~~€€€~~ cheap
-> Planning is expensive

Technology Change

Stage #1 – Do the same things faster

Stage #2 – Adopt new processes to increase benefit

Stage #3 – Innovation from process change

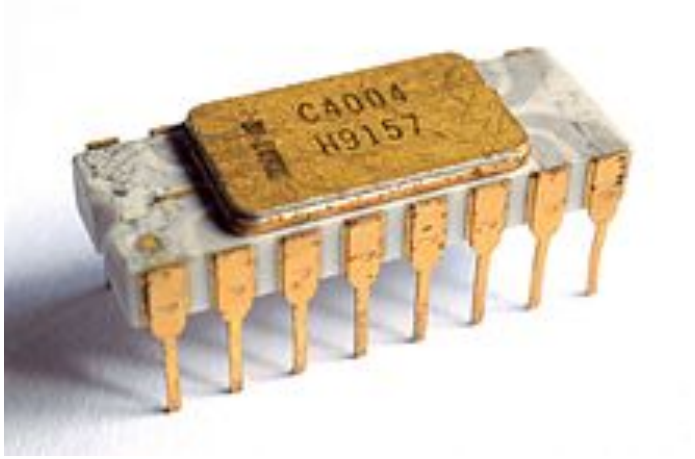
Repeat

Electricity

Factories needed redesign

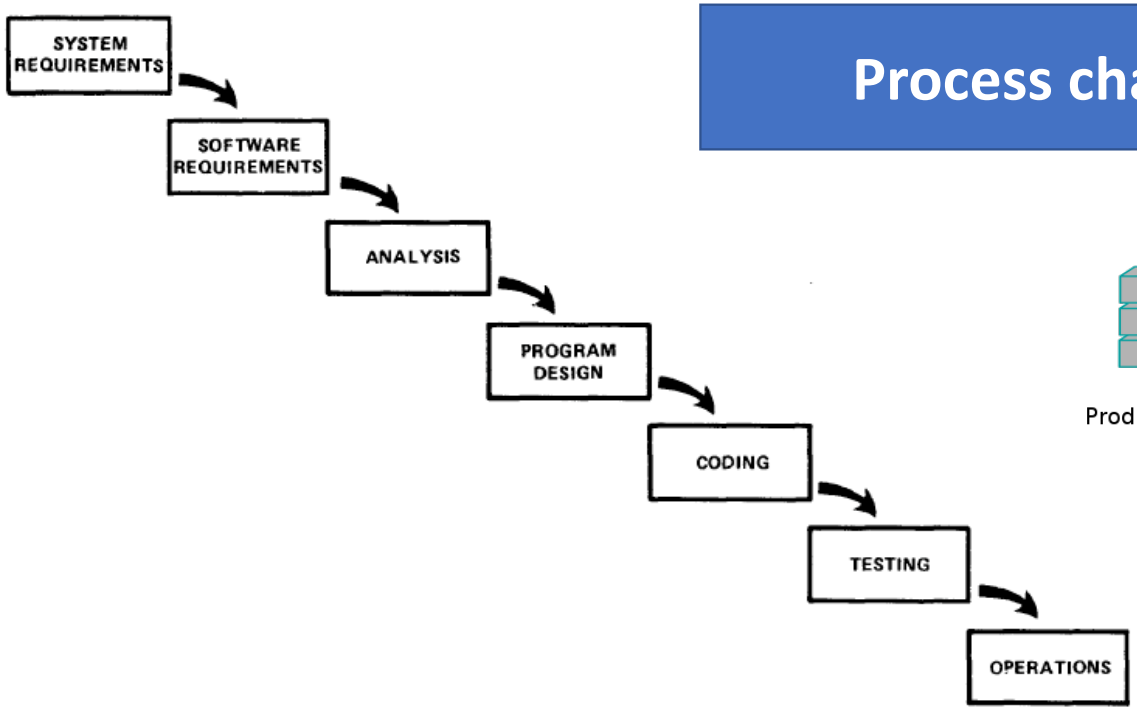
Processes needed changing

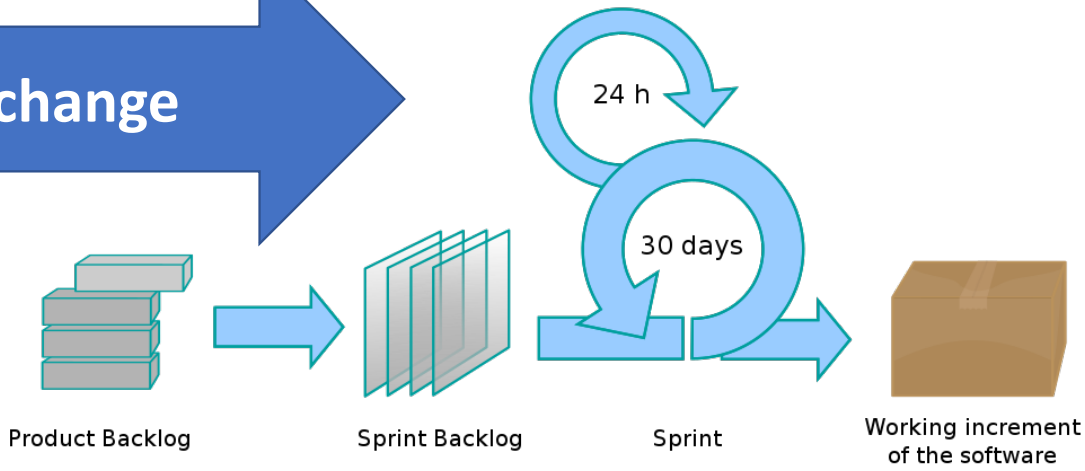
Factory image © Unknown - https://pin.it/qyb3sfi7uhhrwd



Technology change

Process change





Technology change creates

Business change

and

change creates opportunities

Digital native businesses

Continuous Digital

Continually improving digital technology to improve business

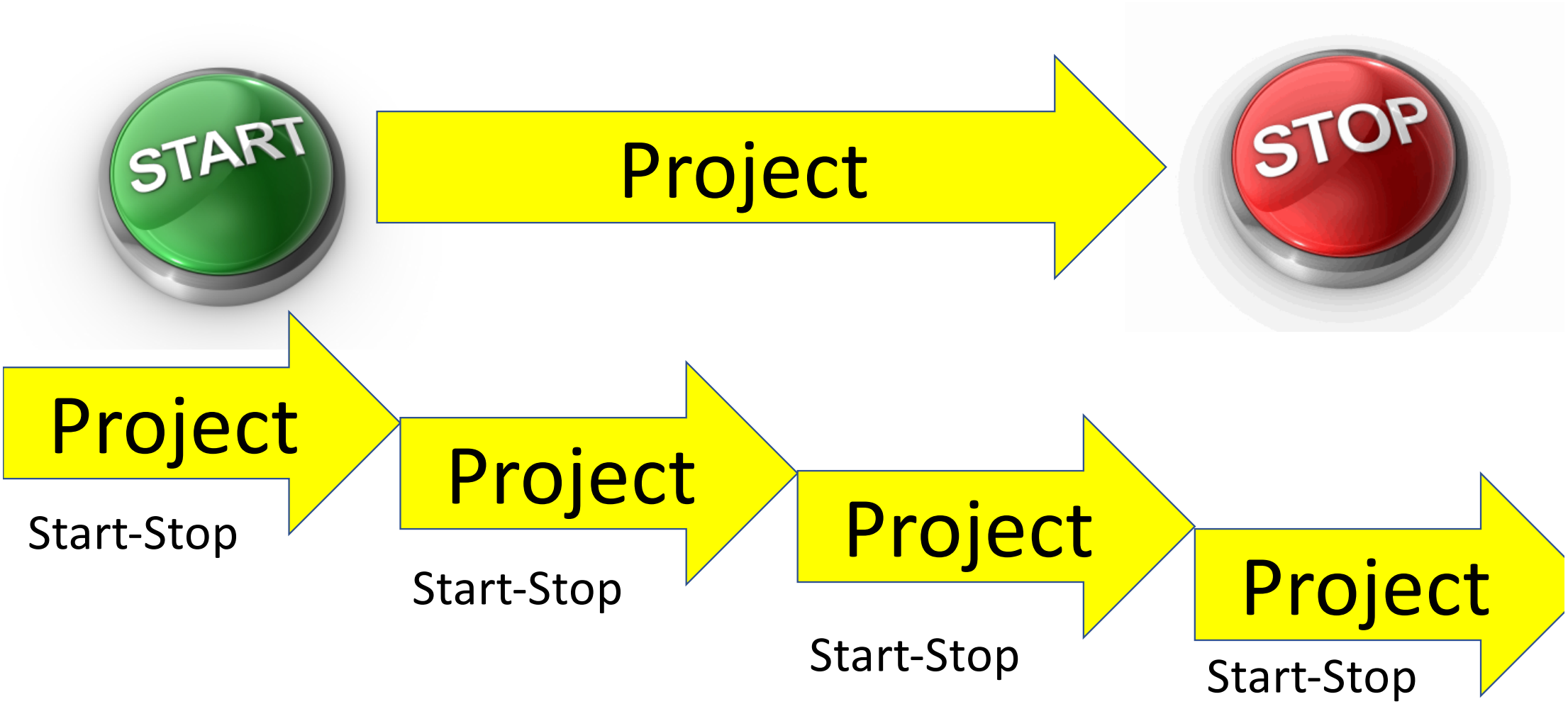
A project is….

"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/

Projects are a Stop-Start model



In 2020…

Continuous flow

Continuous improvement

Continuous delivery

Continuous **digital** business

Continuous is not Temporary

The Project Model

- Optimised for scare capital resources
- Dates from age of mainframes, assumes:
  - CPUs cycles are the limited
  - Digital technology changes can be “done”

2020: A new management model

A model for continuous digital business

A model optimised for the new scarce resource:

Talent

Organize around team

Team are the means of production

Continuous - stable but not static

Fund teams not project

Team is a business unit

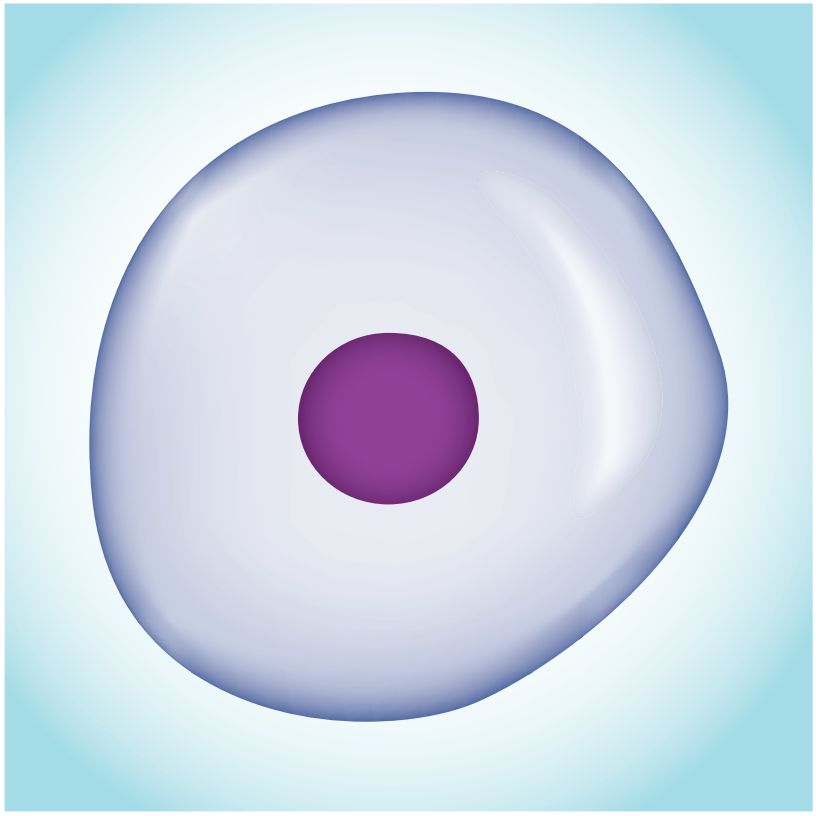
Flow the work to the team

Push authority down to the team level

One team

- Tasked with a mission
- Seek & deliver value
- Combines technology & business skills
  - Programmers, testers, analysts, product managers, ops, support, …
  - #BizTech
- Pull in skills as needed
- Measured on business impact

Amoeba Teams: Production Cell



Amoeba Management
Inamori, K.
2013.

Minimally Viable Team

- Start small
- Grow
- Split
- Shrink
- Merge
- Close when no benefit

Money & Governance

- Think like a Venture Capitalist
- Make multiple bets
- Start early (don’t wait for complete information)
- Start small
  - Seed capital - fund what you can afford to loose
  - Minimally viable team
- Success brings more money & team growth
- Regular portfolio review processes: grown, shrink, kill

Continuous Digital

The business is technology and technology is the business

Continuous Digital

- Governance by business-benefit delivered
- Start building & analysis together
- Optimise for (lots of) small
- Products over projects
- Business over products
- Teams are the means of production

Questions?

The business is technology

And technology is the business

Optimise for small

Manage for continuity

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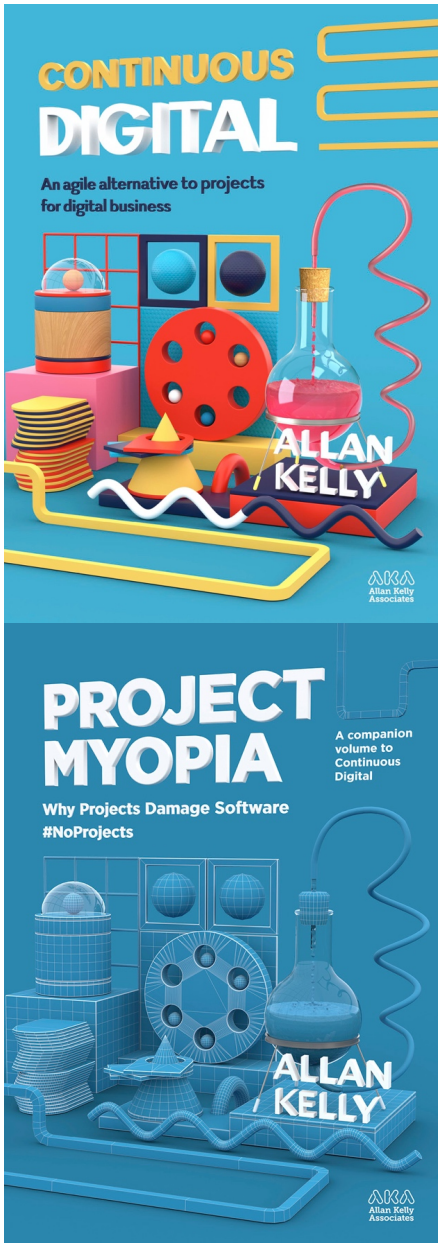
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