Evolution: from #NoProjects to Continuous Digital

Talking Agile up a level 2020 edition

Allan Kelly

allan@allankelly.net

@allankellynet

www.allankelly.net

Lean Agile London February 2020 Scarce resources

What is the scarce resource <u>today</u>? (What would you like more of?)





Arnold

Software has diseconomies of scale 2013 Projects are big batch so increase risk **#NoProjects** Project planning is control Requirements don't work - team should find what is needed as they work **Projects are temporary** Software is permanent **Projects destroy value** (Cost of Delay) **Projects damage quality Projects suffer** Allan Kelly - @allankellynet **Commitment Escalation** Steve Smith - @SteveSmithCD Joshua J. Arnold - @joshuajame

Evan Leybourn - @eleybourn

Software development...

- Does NOT have economies of Scale
- Development has DISECONOMIES of scale



Big is more expensive



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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)















Founded 1968



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







In 2020...

<u>Continuous</u> flow <u>Continuous</u> improvement <u>Continuous</u> delivery <u>Continuous</u> digital business <u>Continuous</u> **value**

Continuous is not Temporary

The Project Model

- Optimised for scarce 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 <u>Continuous</u> 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



Minimise dependencies

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.



<u>Minimally Viable Team</u>

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





70s& 80s Structured Programming & Hierarchy



2000s: Object Oriented Teams

Governance & Portfolio







The Halting problem

When do you stop a successful team delivering value? (How do you stop an unsuccessful team not delivering value for that matter?)

> How do you launch a new iterative? (when everyone is busy doing stuff already)

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

Allan Kelly

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@allankelly.net www.allankelly.net

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