

software pilots

TRIFORK.

Deliver Early There Is No Excuse!

Jesper Boeg

VP Trifork Agile Excellence

jbo@trifork.com

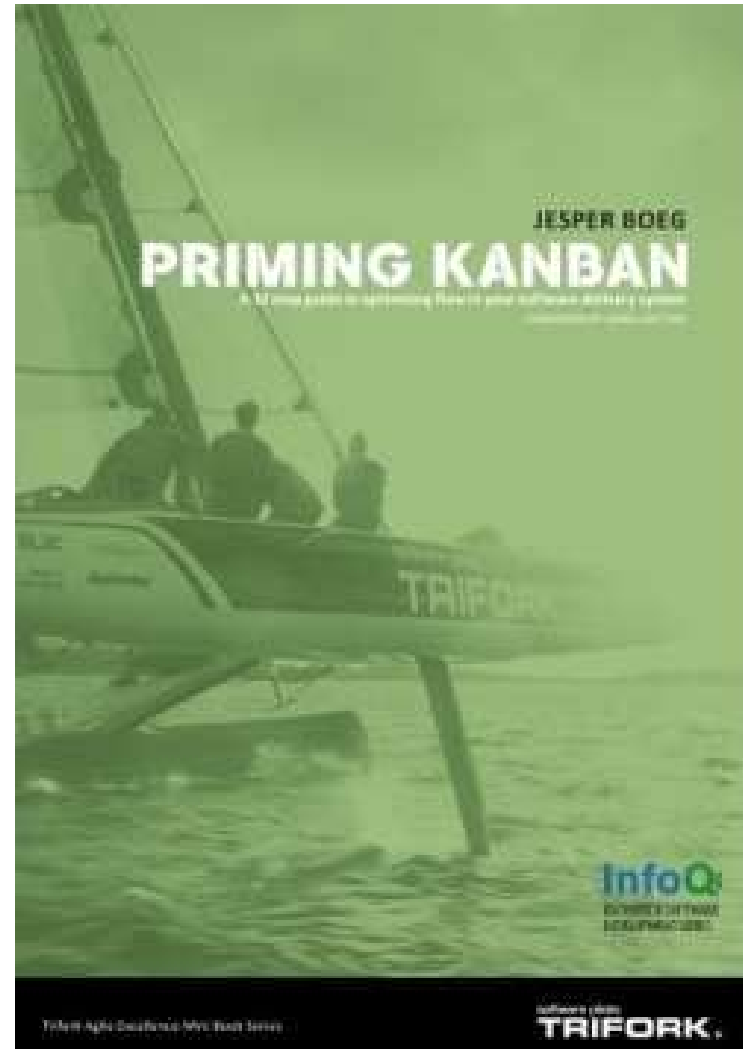
Twitter: @J_Boeg

QConSF 2011

Who Am I?

- Worked as Agile/Lean consultant for the past 6 years at Trifork
- Coach and mentor for:
 - CEOs, Program managers, Project managers, Product Owners, Scrum Masters, Teams
- Worked as Scrum Master, Product Owner, Project Manager and Developer
- Helped transition organizations, teams and individuals to a Agile/Scrum/Kanban/Lean way of work
- Primarely with large organizations
 - Energy, Finance, Insurance.....

-
- *I want to make people happier and more motivated across the entire value chain by helping clients deliver valuable software to the end user faster, with higher quality and immediate feedback. Ultimately resulting in better financial results for everybody*



TRIFORK.



WHY THIS TALK?





WHO IS HERE TODAY?

Agenda

- Introduction
- Why Is Delivering Early Important?
- Why Is It Difficult?
- What Can We Do To Improve It?
- What Seems Not To Work?
- Key Take-Ways

**HOW MANY OF YOU HAVE
CHILDREN?**

How Does That Look from a Product Development Perspective?

- Project initiation: 0 - ½ year
- MMF: 7-9 months
- Maintenance period: 18+ years

Perfect Waterfall?

- Similar products: Billions
- Available Product Specifications: 10.000s



**YOU CAN EVEN ASK OTHERS
HOW THEIR PRODUCT
PERFORMED IN PRODUCTION**



BUT THEN REALITY HITS

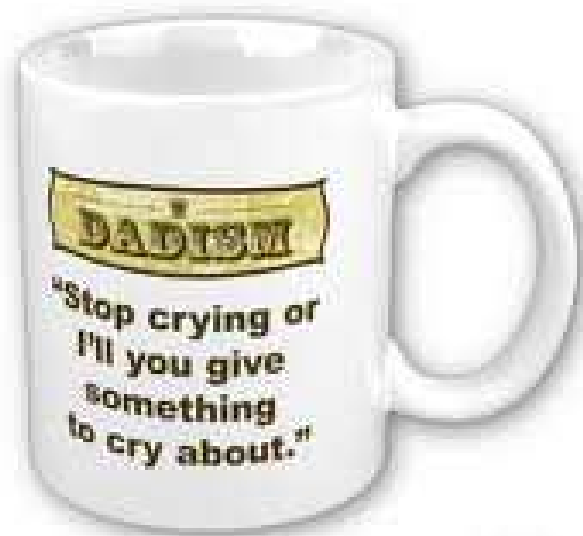
Load

- You experience very high loads at certain times



Debugging

- Fixes that work on similar products have no effect at all



Hardware budgets



Exceptions

- Your product seems to throw exceptions all the time



**AND THIS IS A “PRODUCT”
WE KNOW**

Analogy

- If we do not release early we are practically trying to plan how to take care of a baby from outer space



And Doing it Blindfolded



A 60 minute talk? But it is so Easy!

- Break down requirements into pieces of functionality that have inherent business value and implement those pieces end-to-end in prioritized order

I Am Not Saying:

- Don't
 - Think
 - Explore
 - Investigate
 - Pretotype



Think. think. think.

Hands up

- How many of you consider yourselves to be working in an Agile context?
 - Your own definition

Hands Up

- How many of you had your latest system working in production within (roughly):
 - 2 years from development started
 - 1 year from development started
 - ½ year from development started
 - Less than 3 month from development started

WHY IS DELIVERING EARLY IMPORTANT?

Value

- *“Until your code is in production making money or doing what it is meant to do, you have simply wasted your time”*
 - Chris Read, mentioned in blog
<http://jamiei.com/blog/2011/06/delivering-software-continuously-and-why-you-should/>

Proof!

- *“All systems are hypotheses until they are released to production and accessed by users”*
 - Jez Humble, GOTO; Copenhagen 2011.

Plans

- *"No battle plan survives contact with the enemy"*
 - German military strategist, Helmuth von Moltke

Feedback and Risk

- *“Product development processes cannot innovate without taking risks. Fast feedback truncates unsuccessful paths quickly ...”*
 - Don Reinertsen, Principles of Product Development Flow.

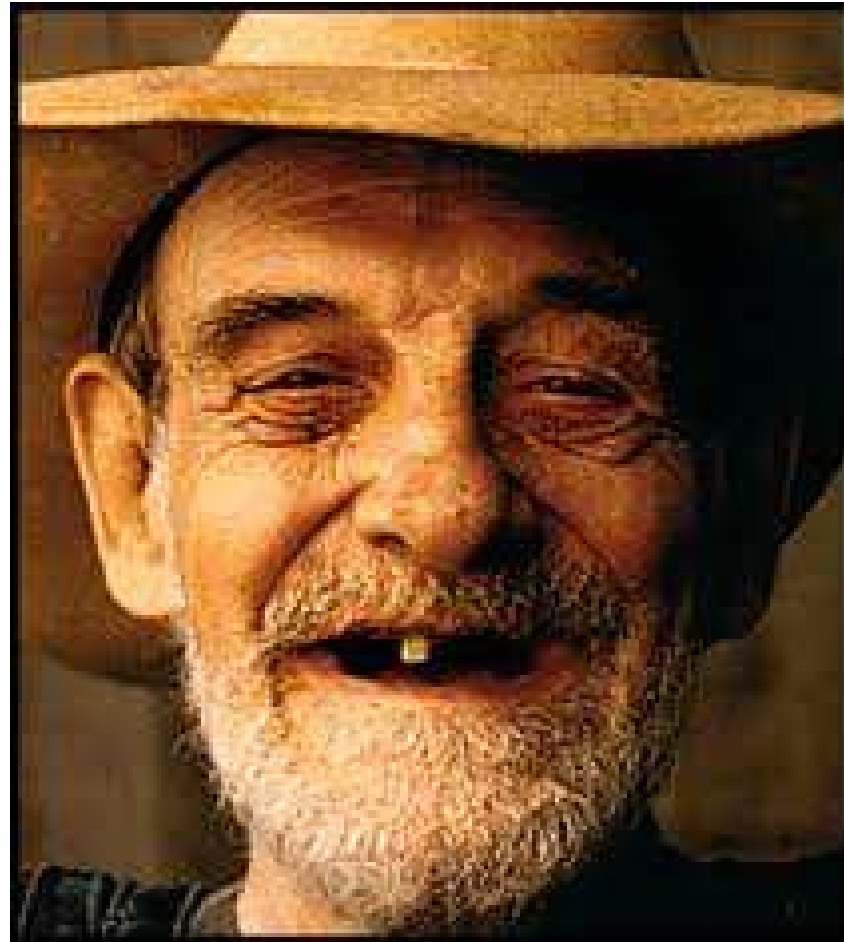
Slicing It Right

- Far more than 50% of functionality in software is rarely or never used. These aren't just marginally valued features; many are no-value features.
 - The Standish Group, reported in the IEEE conference 2002

Reaction Time

- *"We were probably the first vendor to transition into the new Pentium FPU processor, simply because we didn't have a hundred and some days of inventory out in distribution that we had to move first."*
 - Rosendo G. Parra, Group Vice President of Dell Computer Corporation

Feedback Ages





**LET US TAKE A LOOK AT
SOME OF THE ISSUES**

Organizational Challenges

- *“The Agile mantra has always been to deliver value early and often, but we have not always pushed that to the limits of actual deployment and customer solutions. The reasons are more organizational than technical”*
 - *Jim Highsmith,*
www.jimhighsmith.com/2011/03/24/speed-to-value

Defer Problems

- To most people the world is a cozy, unproblematic place when you do not have to deal with systems in production



Project Poker

- Project Poker can only be played with a system that has not yet been released to production
 - And some people have unfortunately become really good at this game



Value Ignorance

- *“organizations when starting with agile, cannot realize this value immediately because their teams do not deliver completed valuable results. Rather, most organizations are set up so that a team delivers an intermediate result which is useless on its own”*
 - *<http://www.agileadvice.com/archives/metrics/index.html>*

Legal Issues



Complex Domains and Large MMFs



Project Scope

- *“One of the most dangerous of all batch size problems is the tendency to pack more innovation in a single project than is truly necessary”*
 - Don Reinertsen, The Principles of Product Development Flow

Contract Issues



Fear Driven Management





**WHAT CAN WE DO TO OVERCOME
THESE CHALLENGES?**

Shared Product Vision



Story Mapping

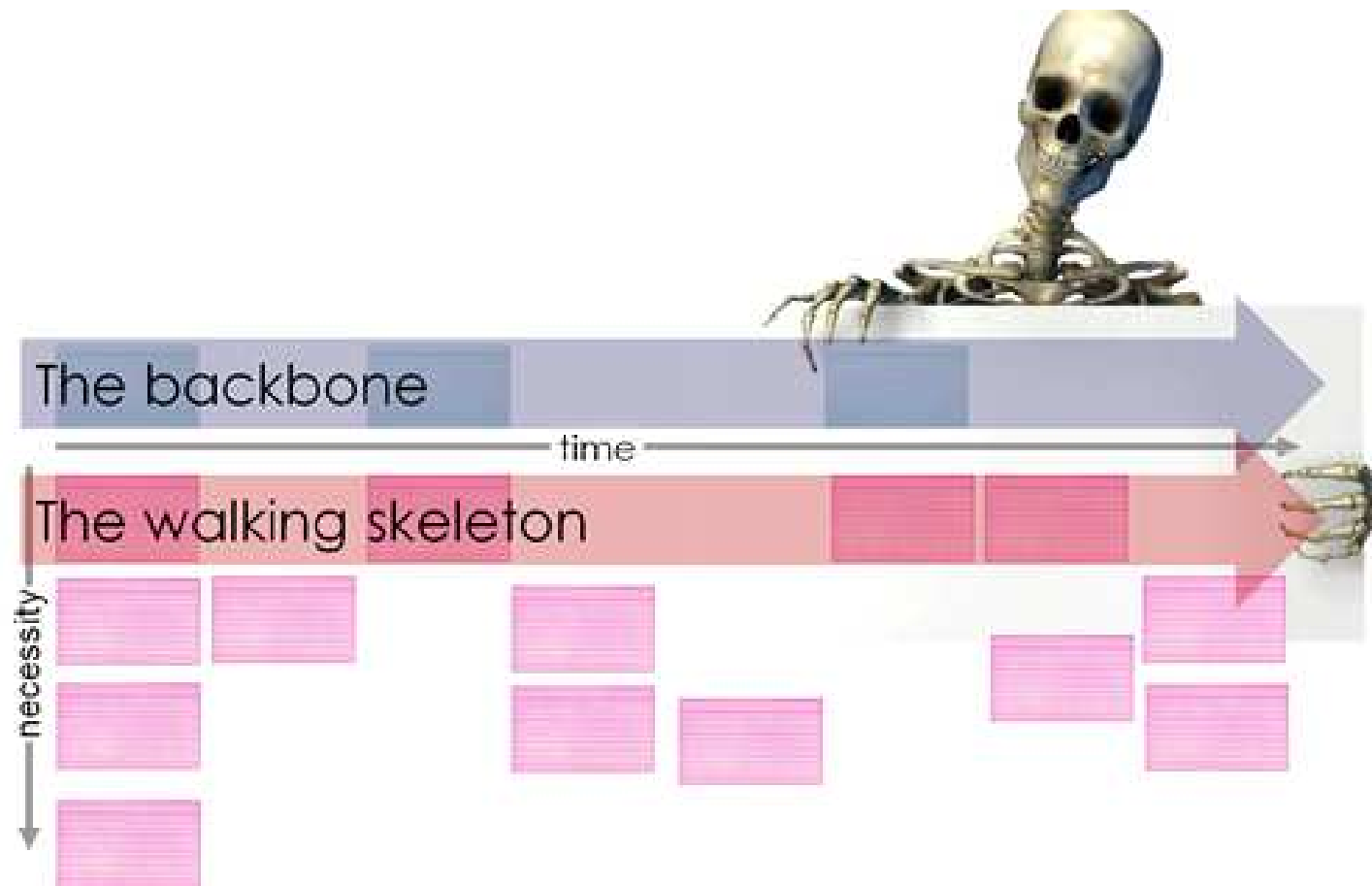
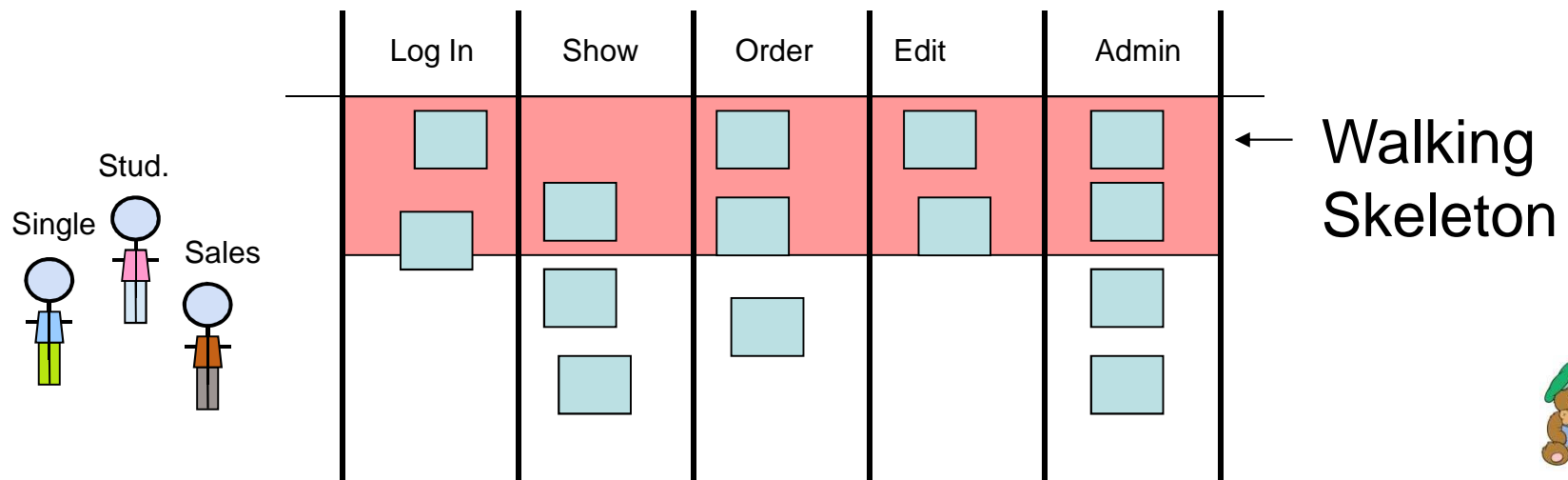


Figure from: Jeff Patton, http://www.agileproductdesign.com/blog/the_new_backlog.html

Story Map Process

- Create Product Vision
- Identify "backbone" activities"
- Identify roles/personas
- Walk the story map with each role
- Prioritize (Walking skeleton)

Vision: intuitive booking of theater tickets in 50 seconds



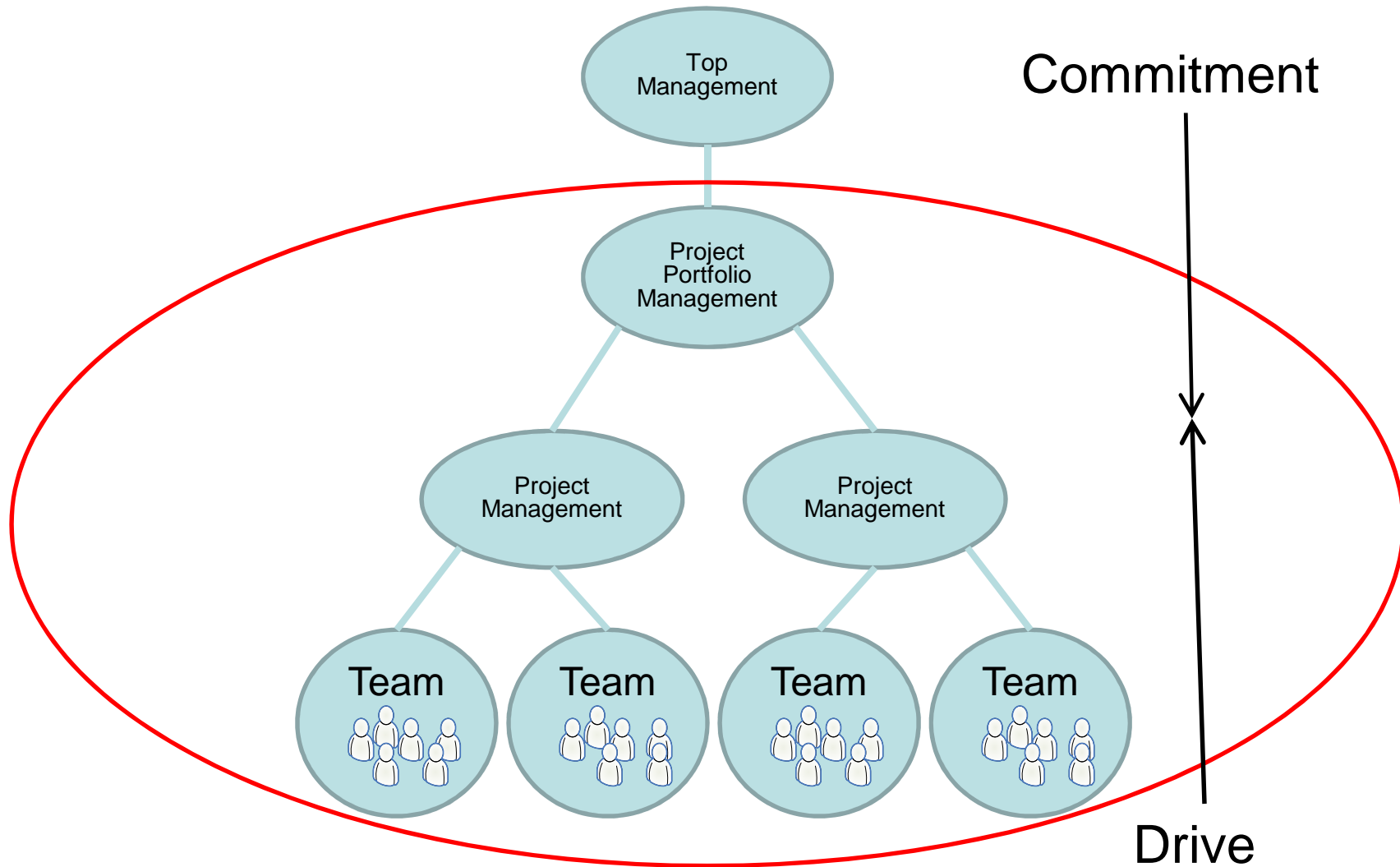
Regular Cross Team Meetings

- Close Communication Across the Entire Value Chain



» Especially in multi team setups

Coaching All Levels



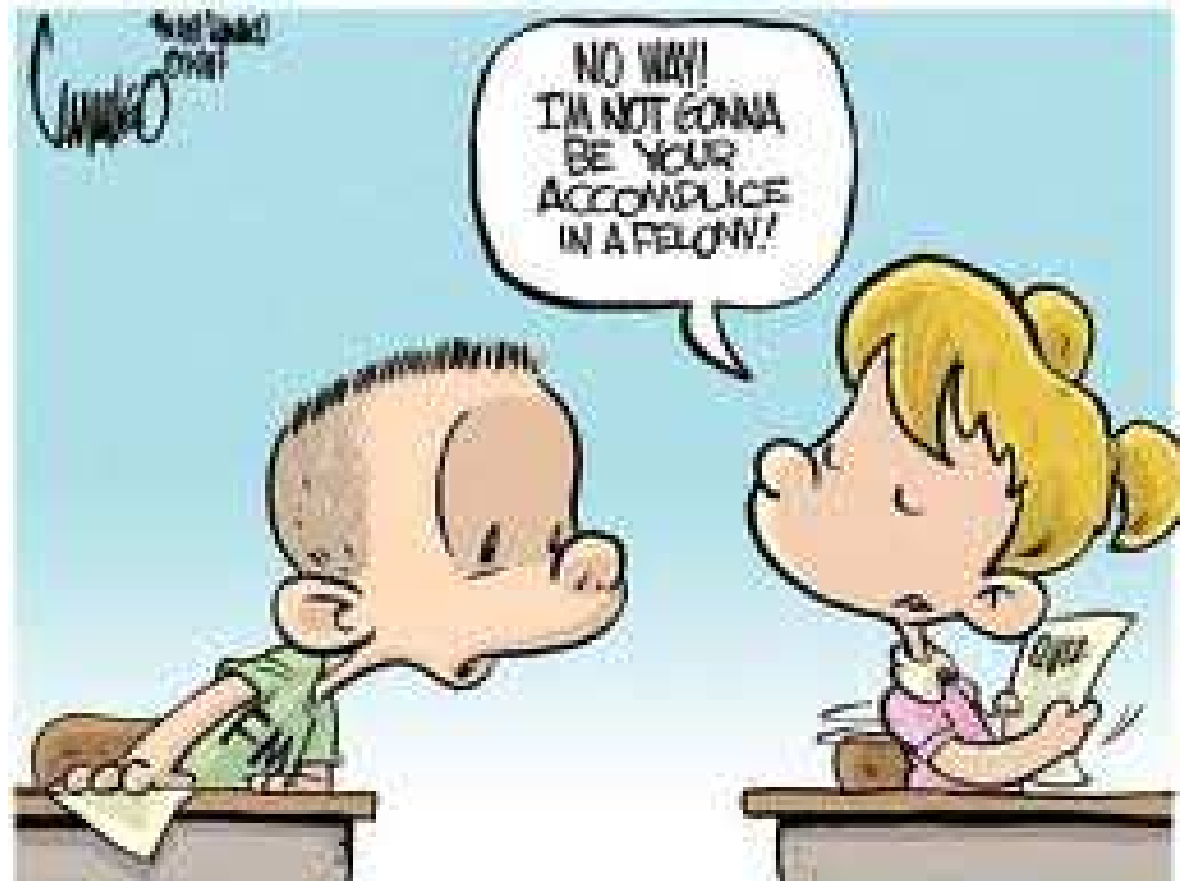
Very Close Collaboration with Users

- Make them WANT the system

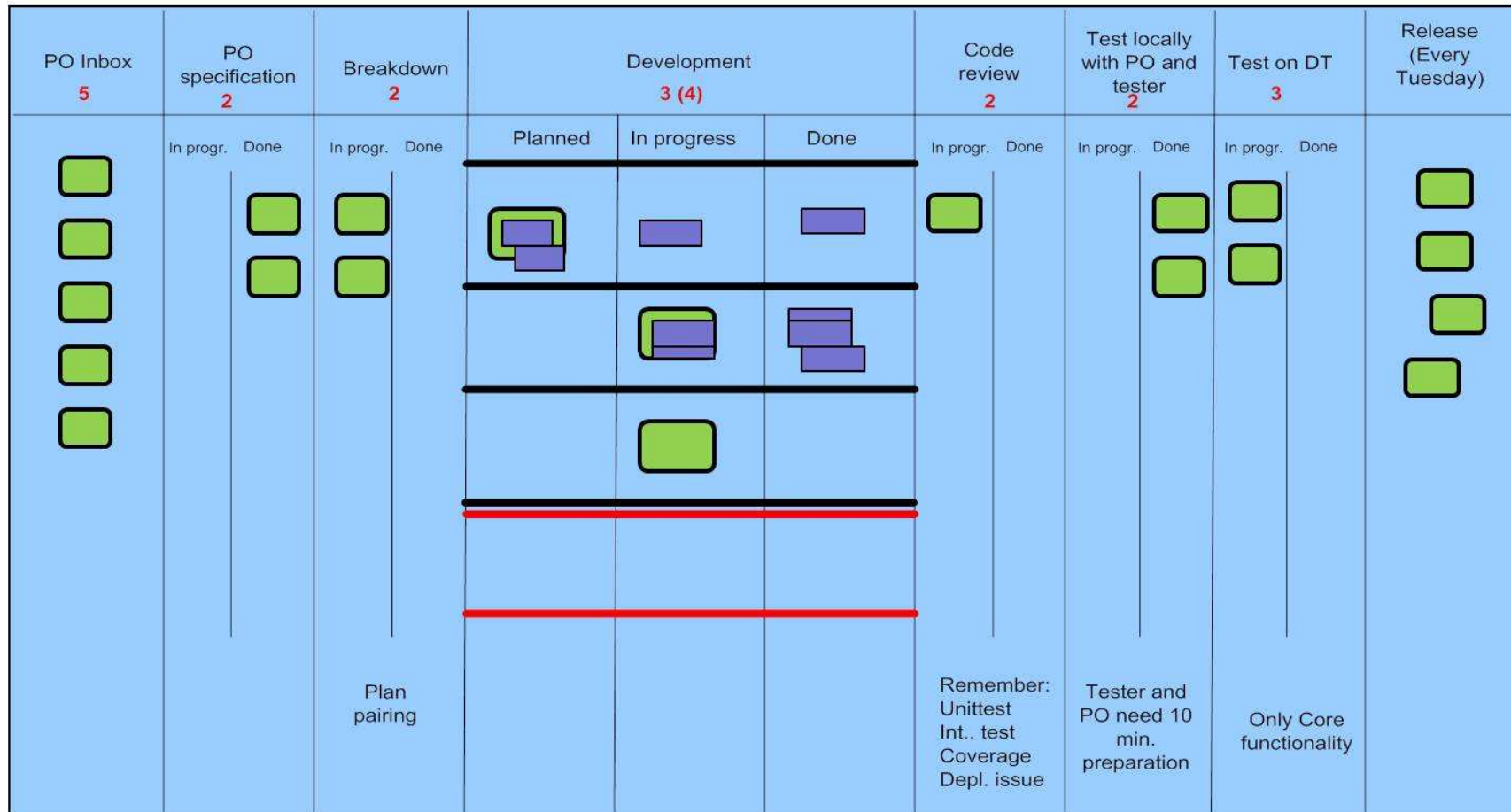


» Do not treat your users like an obstacle!

Creative Cheating



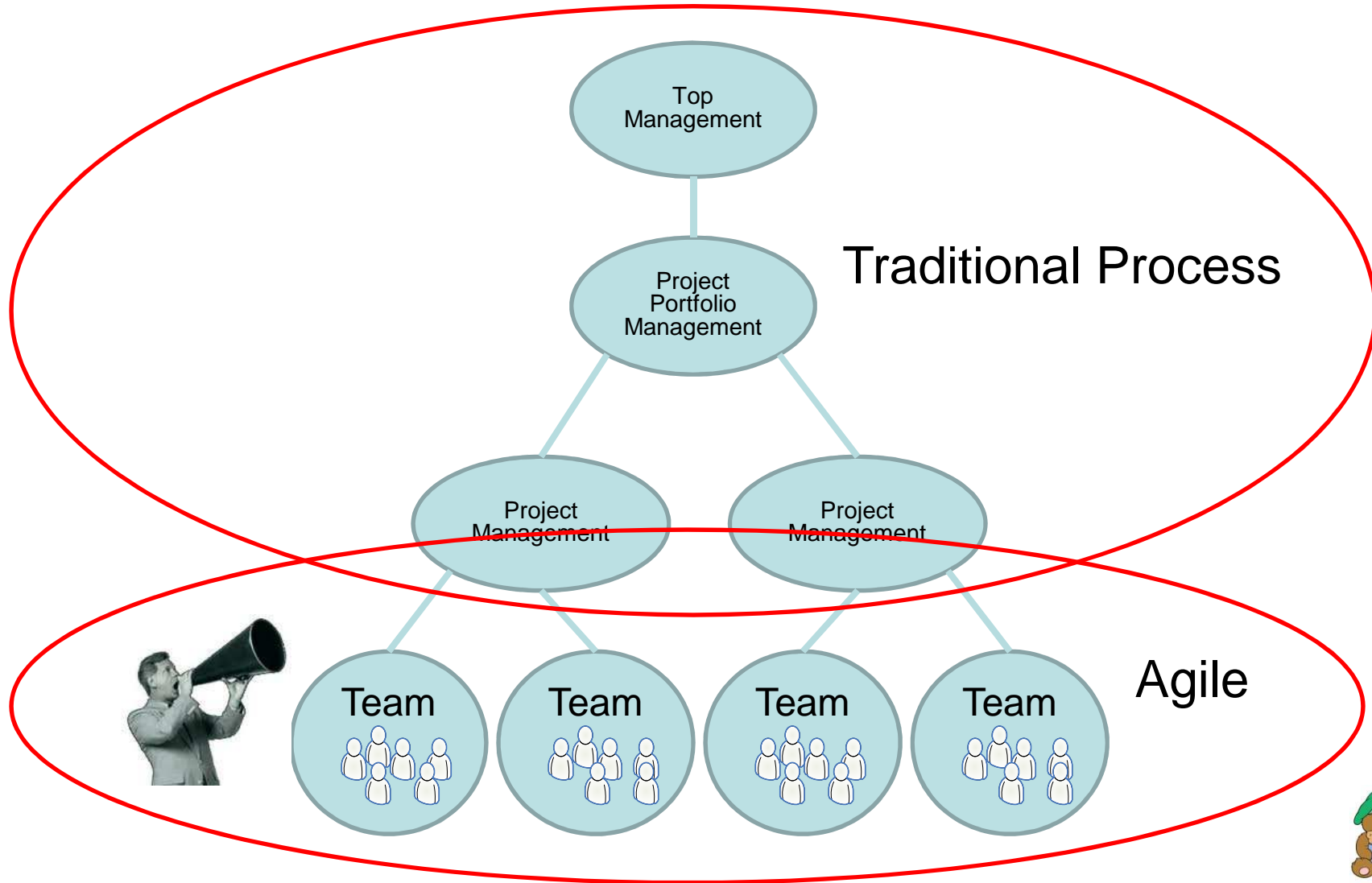
Visualize Workflow Across the Entire Value Chain!





WHAT DOES NOT WORK

Plugin Agile



Missing Agile Champion

- You Need Someone to Challenge Decisions to Delay, Extend, Postpone....



No Receiver



- » “if we do not know who the customer is, we do not know what quality is”
 - » *the lean startup, ch. 6.*

Key Take Aways

- Deliver Early leads to:
 - Early Feedback
 - Higher Value
 - Risk Reduction
- Tools, Tips and Practices to Deliver Early Include:
 - Shared Vision
 - Story Maps
 - Value Stream Maps
 - Visualizing Work Across The Entire Value Chain
 - Coaching All Levels



QUESTIONS?

Disposition

- Eksempler fra virkeligheden
 - Hvad virkede
 - Hvad virkede ikke

Brainstorm

- Rigtig gode case studies
 - PH virkede fordi
 - Alignment mellem alle dele af projektet – IKKE fordi det var et nemt setup – hardware, software x2 business osv.
 - Fælles vision der var konkret og målbar men ikke detaljeorienteret
 - Klassisk Lean “working under the constraints”
 - Vision + Constraints = hurtigt til produktion
 - Ildsjæl og drive
 - NI virkede ikke fordi
 - Manglende management commitment. Kan ikke gøres bottum up