

Beyond features

Dan North

@tastapod

Agile Manifesto, 2001

We have come to **value**...

Individuals and interactions *over* processes and tools

Working software *over* comprehensive documentation

Customer collaboration *over* contract negotiation

Adapting to change *over* following a plan

Agile Methodology, 2016

We have come to **demonstrate...**

Individuals and interactions *over* processes and tools

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Agile Methodology, 2016

We have come to **demonstrate...**

Processes and tools *over* individuals and interactions

Comprehensive documentation *over* working software

Contract negotiation *over* customer collaboration

Following a plan *over* adapting to change

“Culture eats strategy for breakfast”

— *Peter Drucker*

“Methodology eats manifesto for breakfast”

Agile methodologies optimise for...



Agile methodologies optimise for...

Quality

Agile methodologies optimise for...

Feedback

Quality

Agile methodologies optimise for...

Communication

Feedback

Quality

Agile methodologies optimise for...

Communication

Feedback

Quality

Collaboration

Transparency

Agile methodologies optimise for...

Communication

Velocity

Feedback

Time to market

Quality

Collaboration

Predictability

Transparency

Agile methodologies optimise for...

Communication

Velocity

Feedback

Time to market

Quality

Collaboration

Predictability

Learning

Transparency

Agile methodologies optimise for...

Communication

Change

Velocity

Feedback

Simplicity

Flexibility

Time to market

Quality

Collaboration

Predictability

Learning

Transparency

Agile methodologies optimise for...

Communication

Change

Velocity

Feedback

Simplicity

Flexibility

Time to market

Quality

Collaboration

Predictability

Business value

Learning

Transparency

Agile methodologies optimise for...

Predictability

Agile methodologies optimise for...

Predictability

Agile methodologies optimise for...

Release planning

Predictability

Agile methodologies optimise for...

Sprint planning

Release planning

Predictability

Agile methodologies optimise for...

Sprint planning

Story points

Release planning

Estimation

Predictability

Planning poker

Agile methodologies optimise for...



Agile methodologies optimise for...



Agile methodologies optimise for...



We based software engineering on civil engineering



We based software engineering on civil engineering

Front-load the risk:

We based software engineering on civil engineering

Front-load the risk:

- **Architect** designs the overall structure

We based software engineering on civil engineering

Front-load the risk:

- **Architect** designs the overall structure
- **Engineer** assesses design for structural weaknesses

We based software engineering on civil engineering

Front-load the risk:

- **Architect** designs the overall structure
- **Engineer** assesses design for structural weaknesses
- **Quantity surveyor** estimates materials and costs

We based software engineering on civil engineering

Front-load the risk:

- **Architect** designs the overall structure
- **Engineer** assesses design for structural weaknesses
- **Quantity surveyor** estimates materials and costs
- **Project manager** ensures scheduling commitments

Engineering suggests bigger is better



Engineering suggests bigger is better

Wider roads are better

Engineering suggests bigger is better

Wider roads are better

Longer bridges are better

Engineering suggests bigger is better

Wider roads are better

Longer bridges are better

Bigger houses are better

Engineering suggests bigger is better

Wider roads are better

Longer bridges are better

Bigger houses are better

Fancier hospitals are better

What if we are wrong?

The goal:

The goal:

Sustainably minimise lead time to business impact

The goal:

Sustainably minimise lead time to **business impact**

The goal:

Sustainably minimise **lead time** to business impact

The goal:

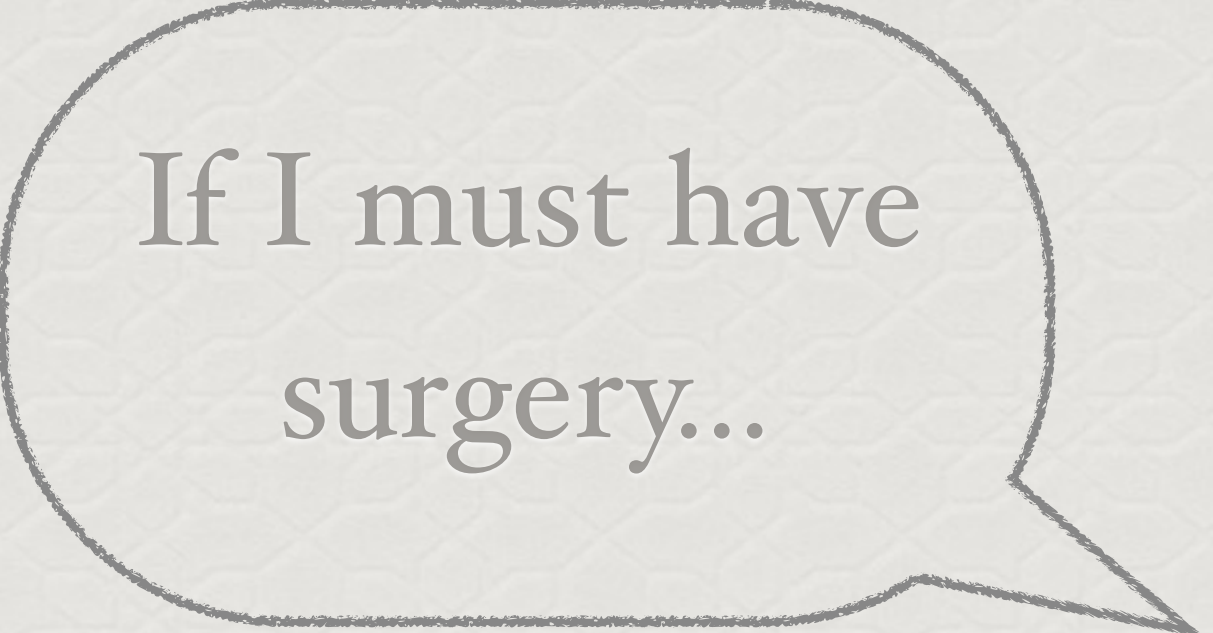
Sustainably minimise lead time to business impact

The goal:

Sustainably minimise lead time to **results**

Maybe software is more like surgery?

No-one wants surgery!



If I must have
surgery...

No-one wants surgery!

If I must have
surgery...

...I want the
minimum amount
possible!

No-one wants surgery!

If I must have
surgery...

...I want the
minimum amount
possible!

competent,
experienced
professionals...

No-one wants surgery!

If I must have
surgery...

established,
proven
techniques...

...I want the
minimum amount
possible!

No-one wants surgery!

competent,
experienced
professionals...

If I must have surgery...

established,
proven
techniques...

...I want the
minimum amount
possible!

No-one wants surgery!

...yet still
prepared for the
unexpected!

competent,
experienced
professionals...

If I must have surgery...

established,
proven
techniques...

...I want the
minimum amount
possible!

No-one wants surgery!

...yet still
prepared for the
unexpected!

competent,
experienced
professionals...

*But honestly?
I'd rather not have
surgery!*

If I must have surgery...

established,
proven
techniques...

...I want the
minimum amount
possible!

No-one wants surgery!

...yet still
prepared for the
unexpected!

competent,
experienced
professionals...

People want to be well!

*But honestly?
I'd rather not have
surgery!*

Surgery is more than cutting

Software is more than features?

Features

Features

Discovery

Features

Discovery

Kaizen

So what?

We need to re-engage...

A decorative diamond-shaped separator is centered on the horizontal line below the text.

We need to re-engage...

...with our business stakeholders

We need to re-engage...

...with our business stakeholders

...with our management

We need to re-engage...

...with our business stakeholders

...with our management

...with ourselves

We need to rethink our delivery model

A decorative diamond-shaped separator is centered on the horizontal line below the text.

We need to rethink our delivery model

Features

Discovery

Kaizen

all first class work

We need to rethink our delivery model

Features

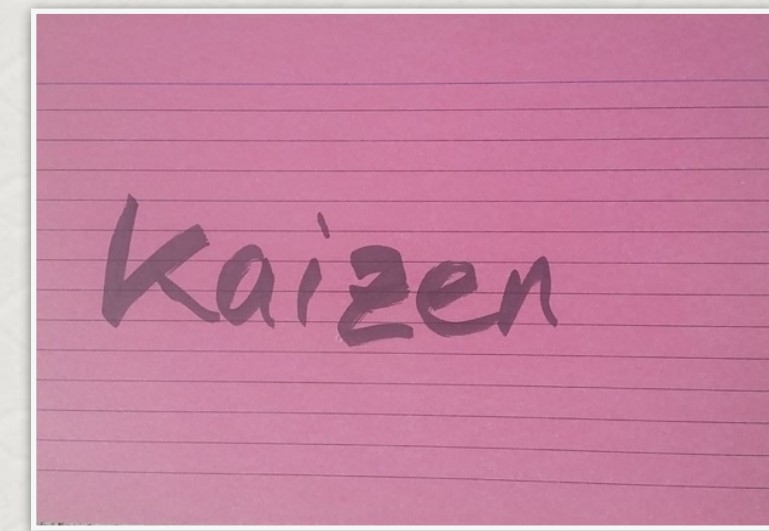
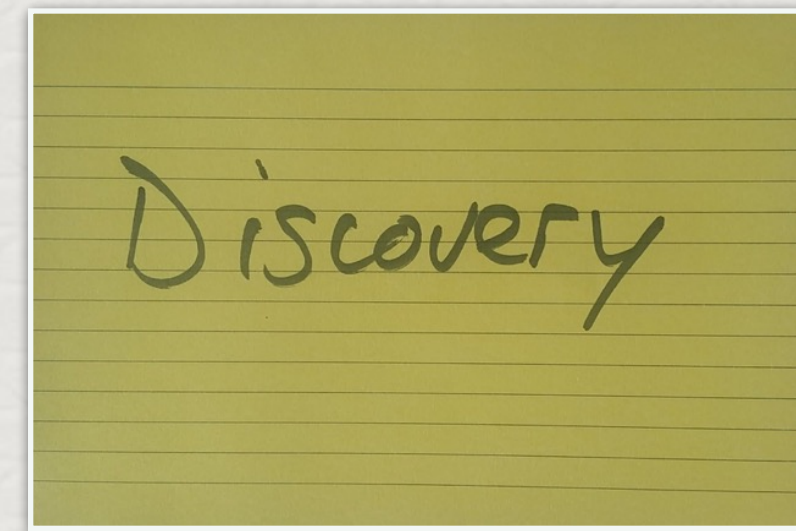
Discovery

Kaizen

all first class work

Schedule each, measure each, track each, showcase each

We need to rethink our delivery model



all first class work

Schedule each, measure each, track each, showcase each

Always some of each in flight

Setting a new direction

A decorative diamond-shaped separator is centered below the title, consisting of a thin horizontal line with a diamond shape in the middle.

Setting a new direction

Beyond **Software Engineering**

Setting a new direction

Beyond **Software Engineering** towards **Software Surgery**

Setting a new direction

Beyond **Software Engineering** towards **Software Surgery**

Beyond **programming**

Setting a new direction

Beyond **Software Engineering** towards **Software Surgery**

Beyond **programming** towards **business impact**

Setting a new direction

Beyond **Software Engineering** towards **Software Surgery**

Beyond **programming** towards **business impact**

Beyond **cutting**

Setting a new direction

Beyond **Software Engineering** towards **Software Surgery**

Beyond **programming** towards **business impact**

Beyond **cutting** towards **curing**

Beyond features!

Thanks for listening



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