

# How Software Developers Can Transform Organisations

Nick Tune - [@ntcoding](https://twitter.com/ntcoding)

# THE AGILE TRANSFORMATION DANCE



Credit: Capital United Entertainment

# DEVELOPERS ARE EVOLVING



“

*[company] send their developers to regularly spend time on farms understanding their users [farmers].*



Melissa Perri  
@lissijean

“

*Consistently the best source of new ideas  
are the developers!...*

*Good teams ensure their engineers  
contribute to make the product better*



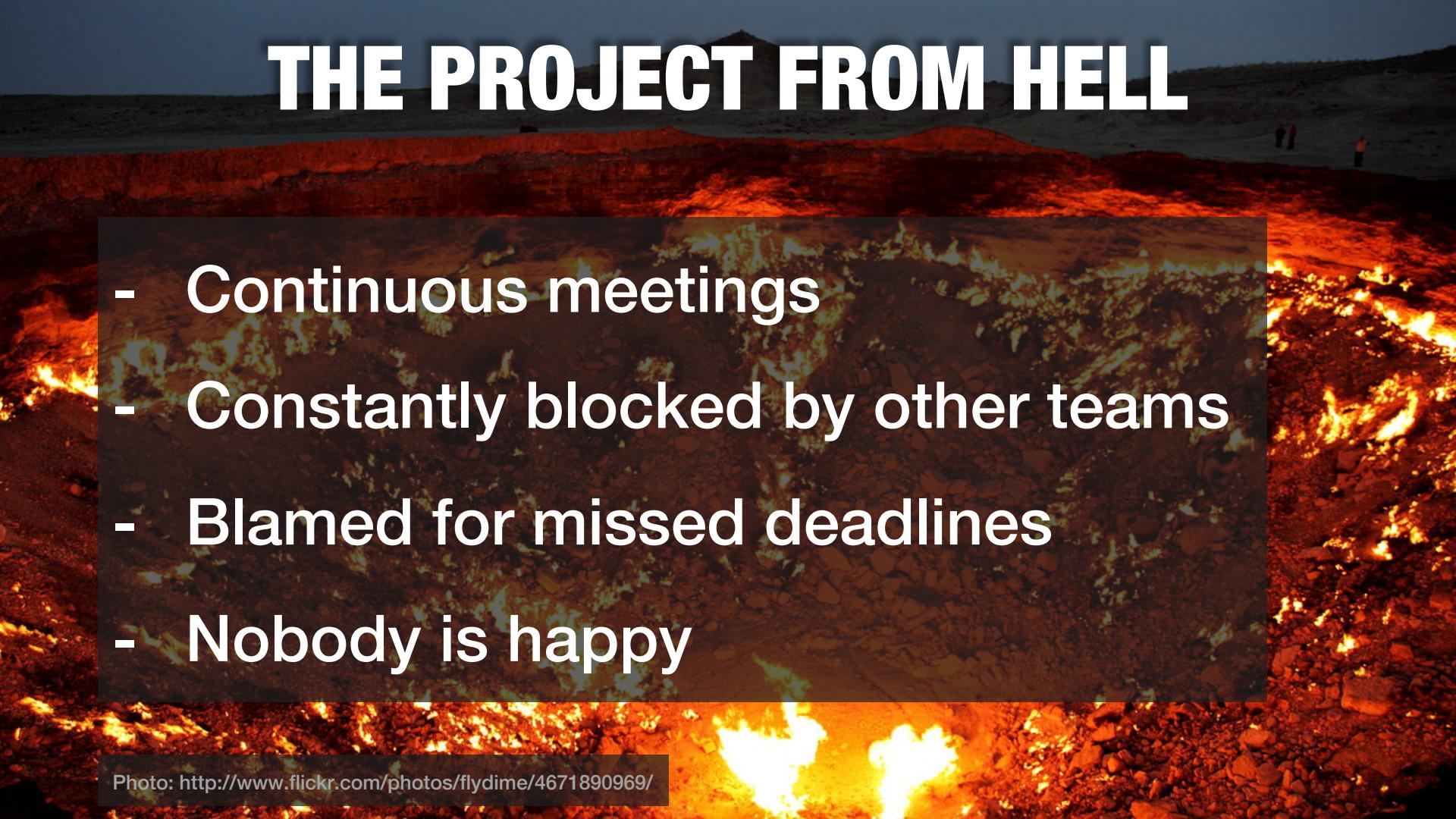
Marty Cagan  
@cagan

How can you become a  
**superhero** developer who  
transforms organisations?

#1

# Transforming Your Perspective

# THE PROJECT FROM HELL

The background image depicts a volcanic scene at night or dusk. In the foreground, there are glowing lava flows and a field of cooled lava rocks. Small silhouettes of people are visible in the distance, emphasizing the scale of the volcanic activity.

- Continuous meetings
- Constantly blocked by other teams
- Blamed for missed deadlines
- Nobody is happy

“

*I wish the managers would do their job  
and fix all these problems so I can write  
some beautiful code*

-- Ex-colleague

**Don't** wait for managers.

**You** already can fix business  
and organisational problems.

#2

# Becoming an Organisation Designer

“

*If the architecture of the organization is at odds with the architecture of the system,  
the architecture of the organization wins*

-- Ruth Malan

@ruthmalan

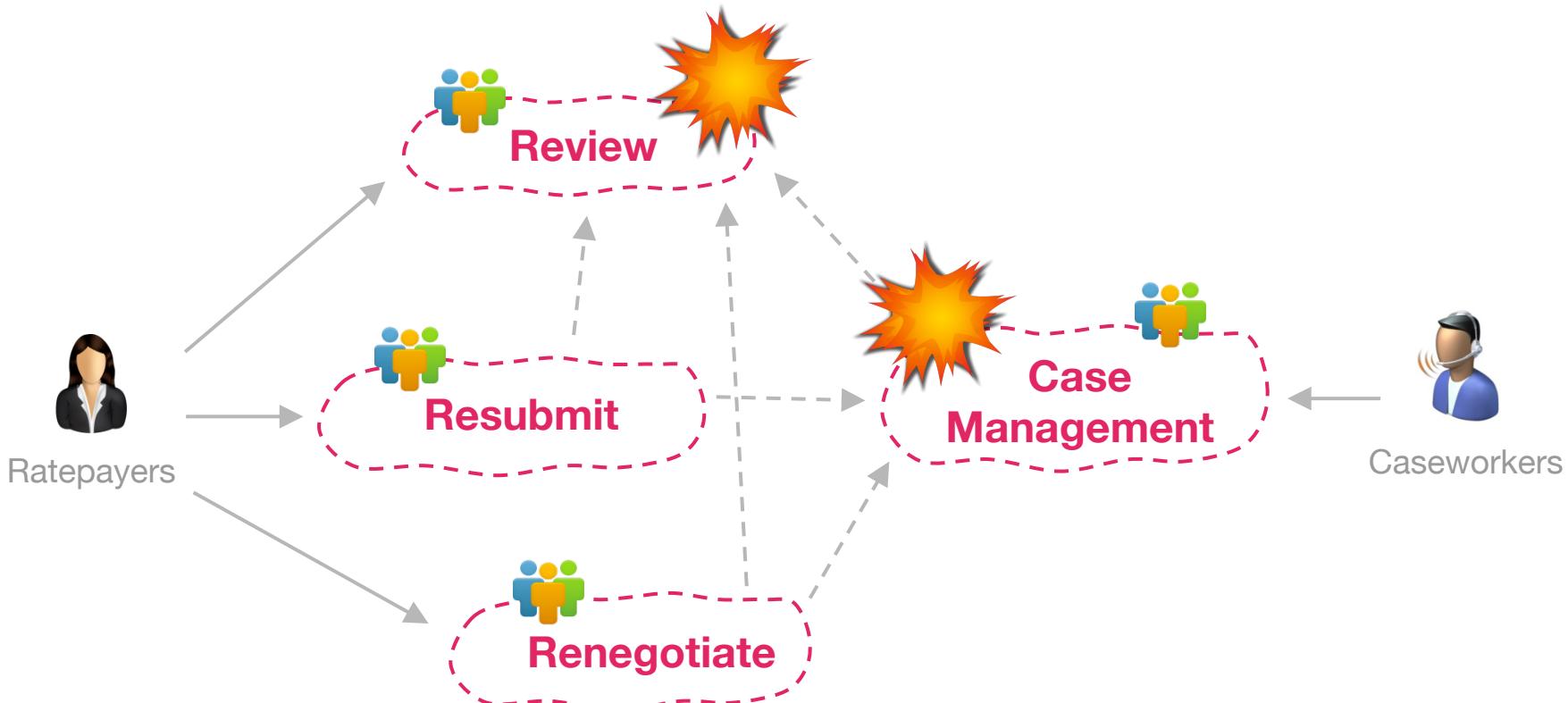
“

*Domain-Driven Design should really be  
called “boundary-aware design”*



Mathias Verraes  
@mathiasverraes

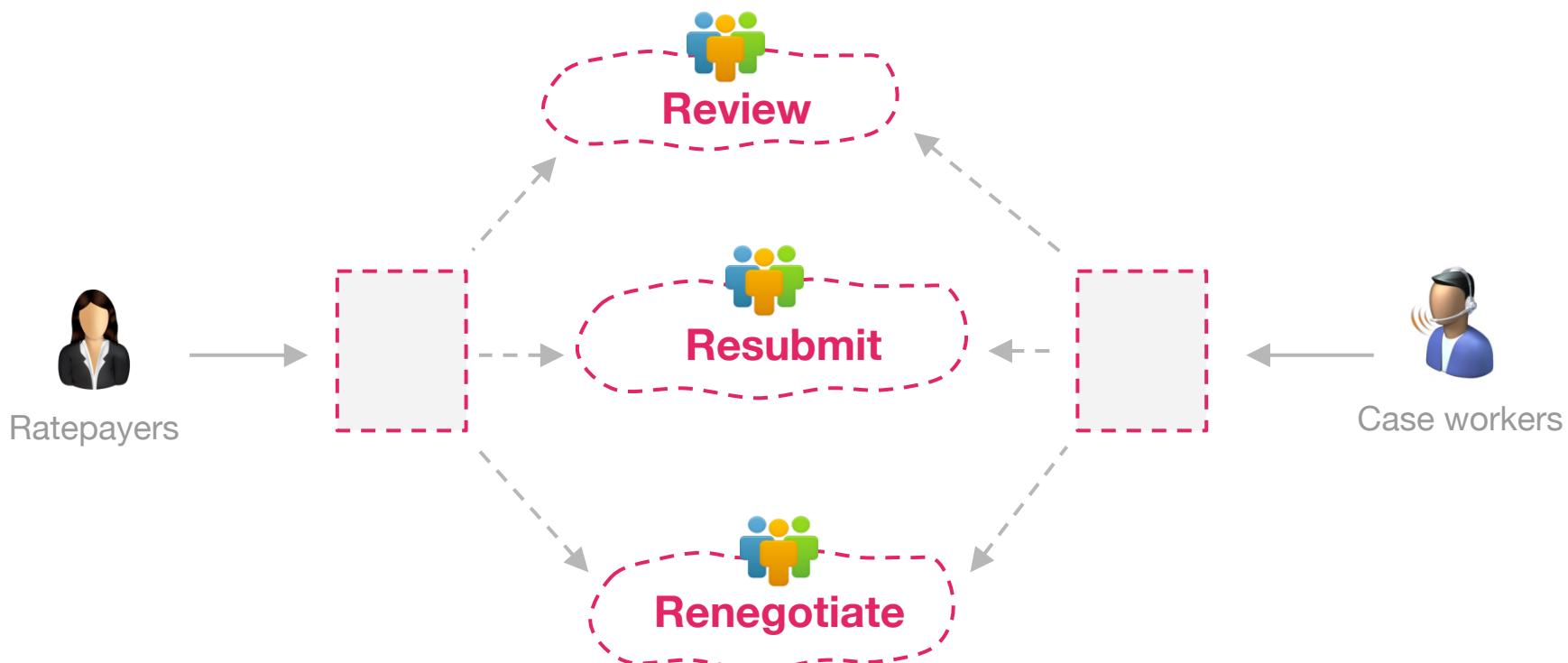
# Bounded Contexts



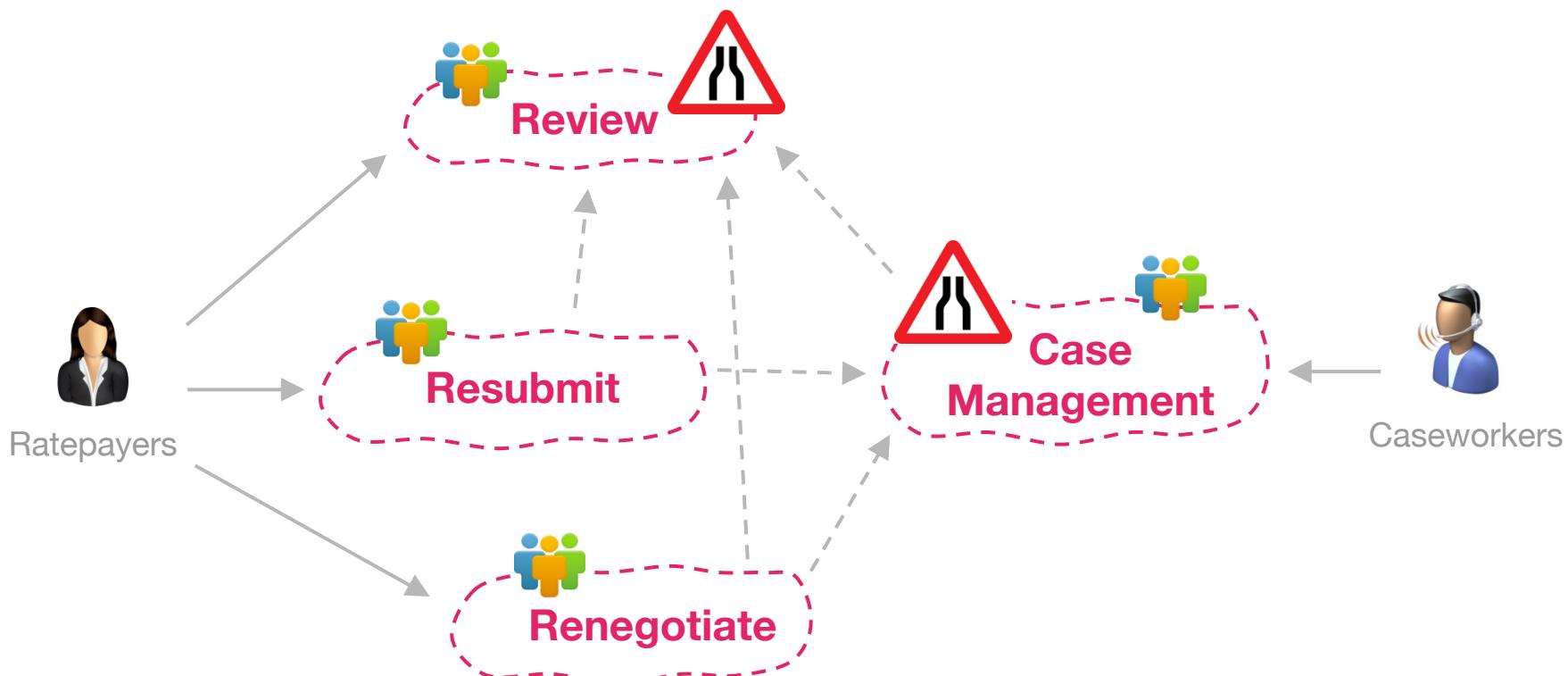
# Bounded Context Clues

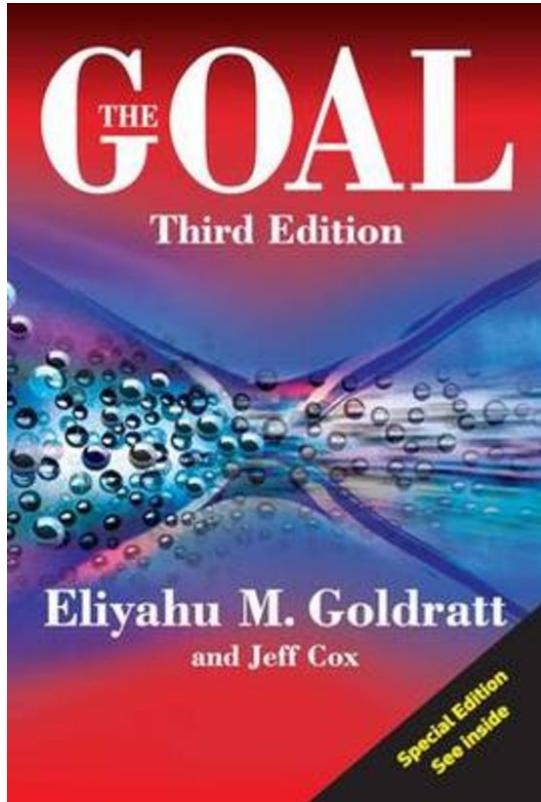
- contextual language
- data: flow, ownership, uniqueness
- domain expert boundaries
- core to business strategy
- business process steps

# Problem Solved



# Organise to Eliminate Bottlenecks





Use Theory of Constraints  
to create autonomous  
teams by identifying  
bottlenecks.

**DDD** = model hypothesis

**ToC** = model validation

# Finding Service Boundaries: The One Rule that Matters...

Maximise your ability to frequently deliver and  
get **feedback**

[ntcoding.co.uk/blog/2017/01/finding-service-boundaries-one-rule](http://ntcoding.co.uk/blog/2017/01/finding-service-boundaries-one-rule)

“

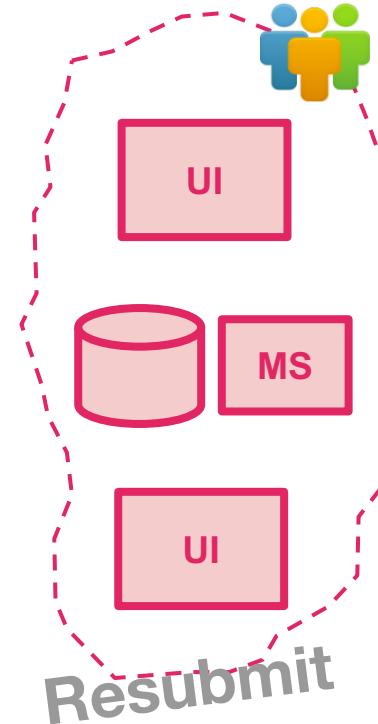
*We had 10 teams... we analyzed the bottlenecks... we ended up with 3 teams... lead times improved massively*



Anna Dick, Coop Digital  
@Dixi\_chick

# Bounded **Autonomy** Contexts

Product and tech things  
that change together for  
**business** reasons, owned  
by a single team.



#3

# Becoming a Continuous Organisation Designer

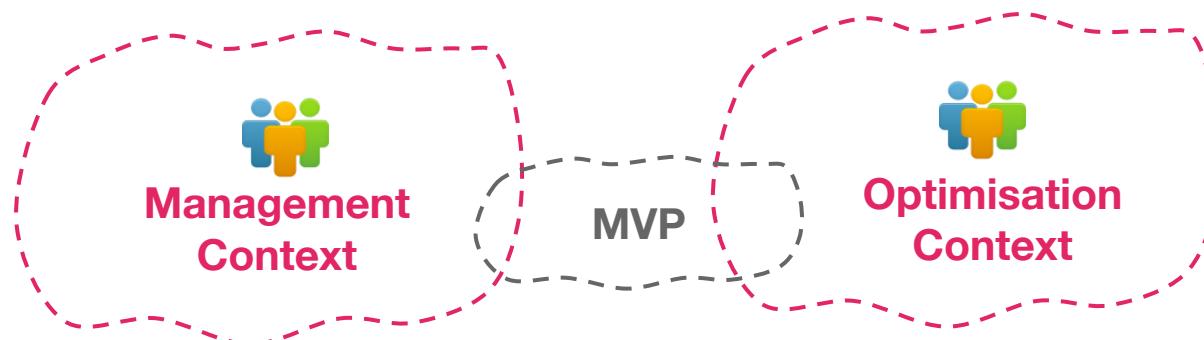
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*Organisation design is a fundamental, continuing process, not a repair job*



Naomi Stanford  
@naomiorgdesign

# Operating Context Always Changes



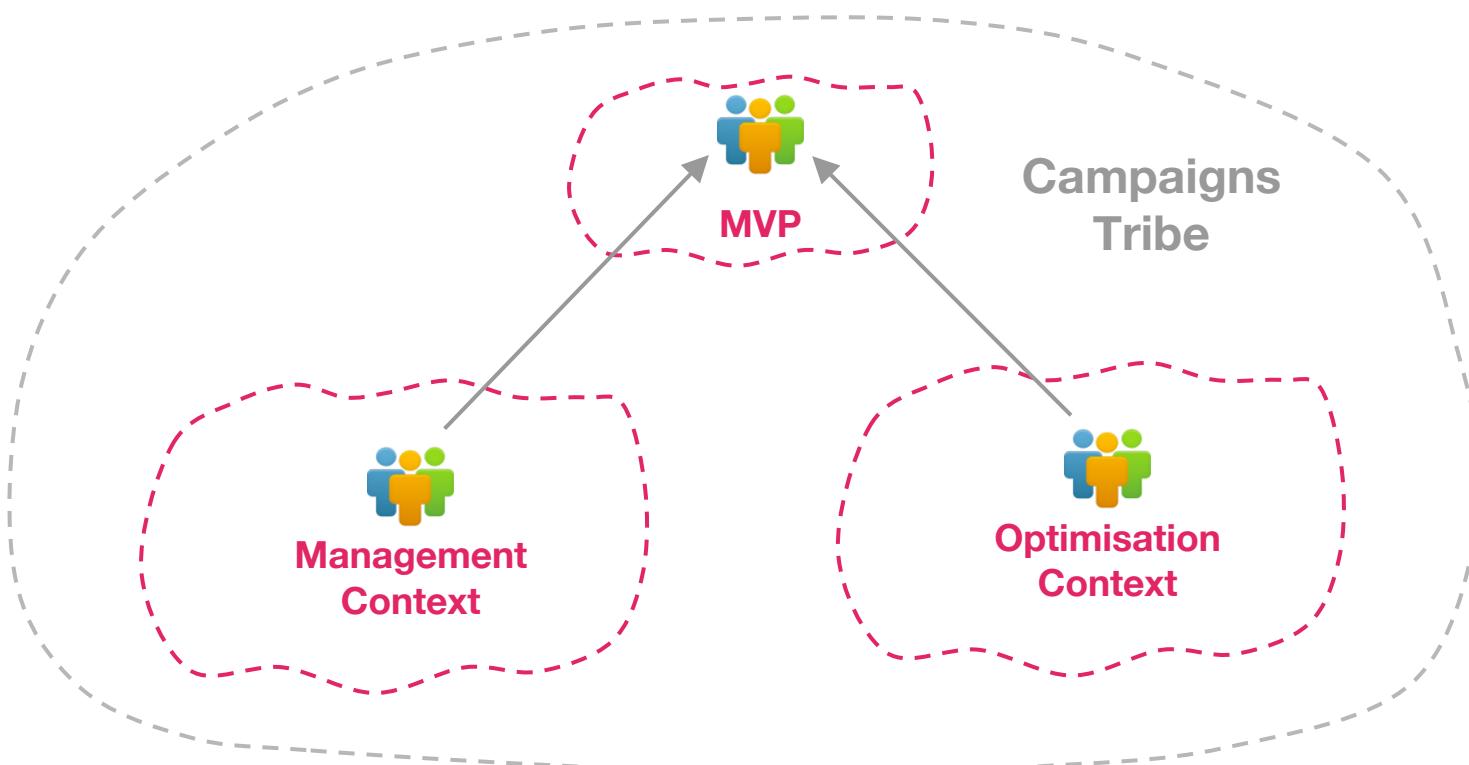
“

*Trade off collaboration costs [between teams] with innovation speed, based on current organisational needs*



Matthew Skelton  
@matthewpskelton

# Discovery Team & Highly-Aligned ‘Tribe’



#4

# Becoming a Superhero Tech Strategist

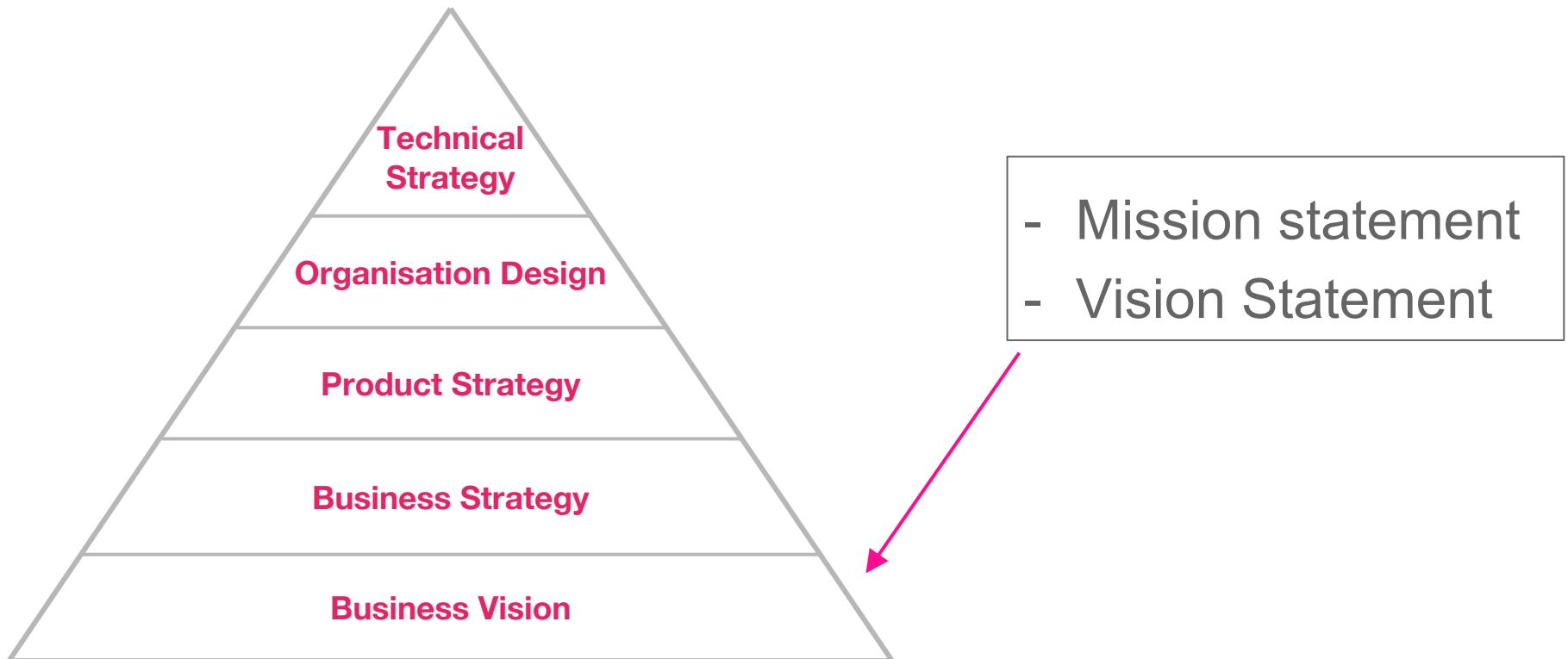
To design the best strategy,  
you need to **unwind** all  
assumptions and understand  
the **real** problem

# BINGO!

We found the real problem.

Photo: Bad Boy Bingo

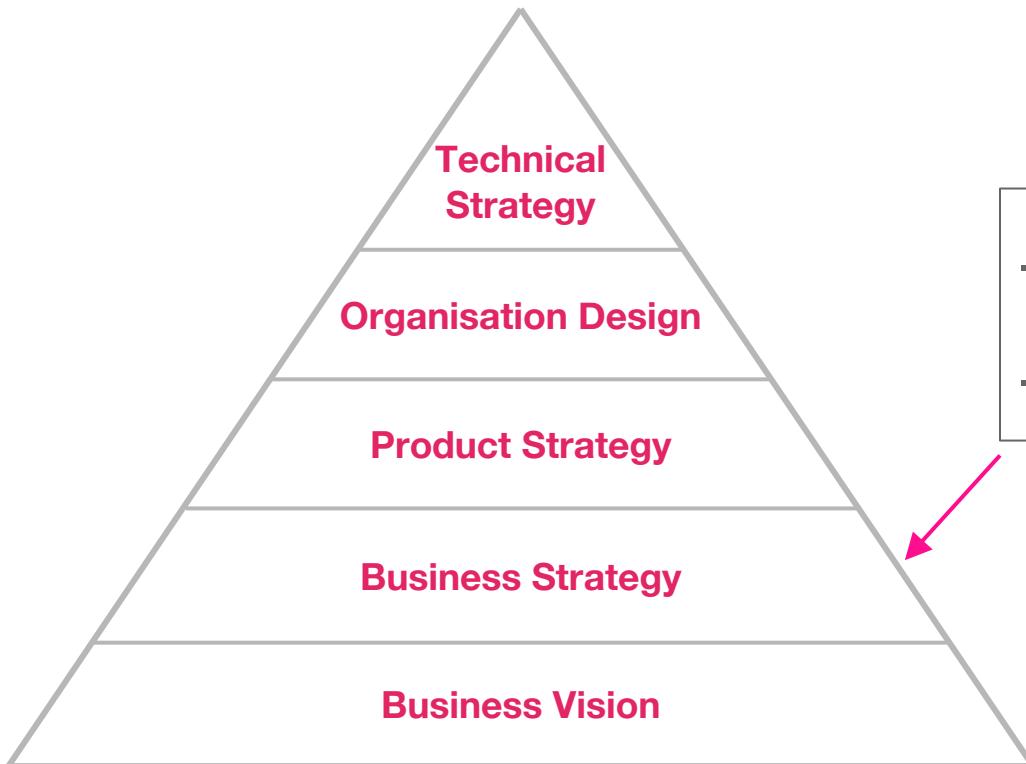
# Understanding “The Business”



# Salesforce.org Mission Statement

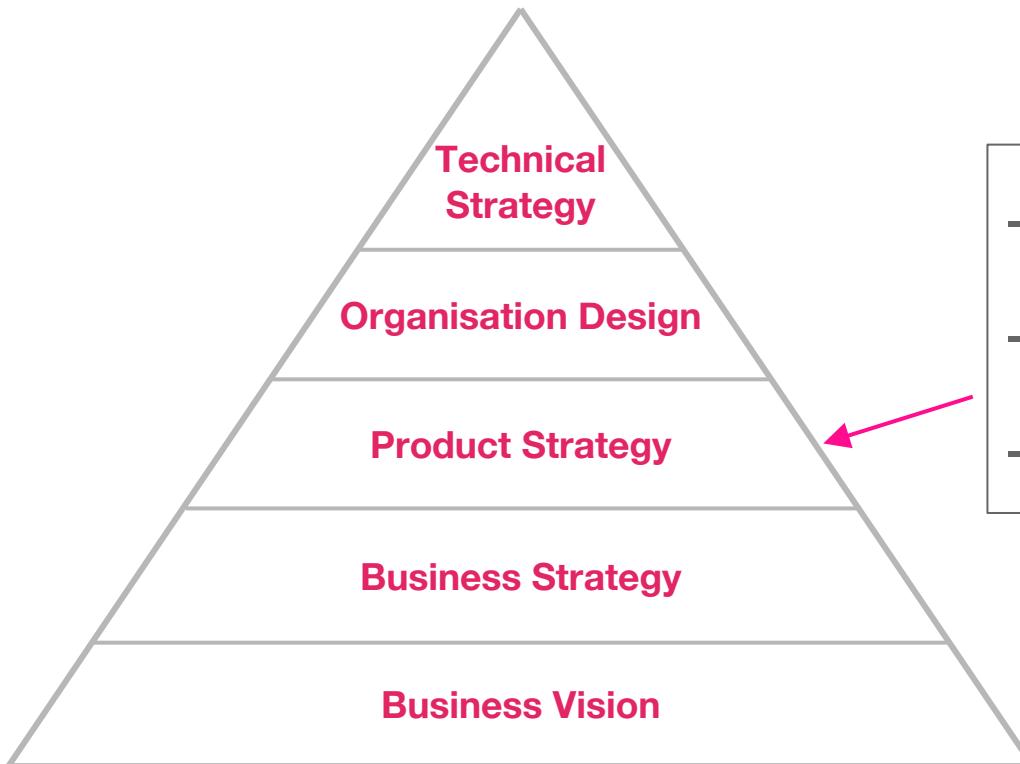
*Salesforce.org is based on a simple idea: leverage Salesforce's technology, people, and resources to help improve communities around the world. We call this integrated philanthropic approach the 1-1-1 model...*

# Understanding “The Business”



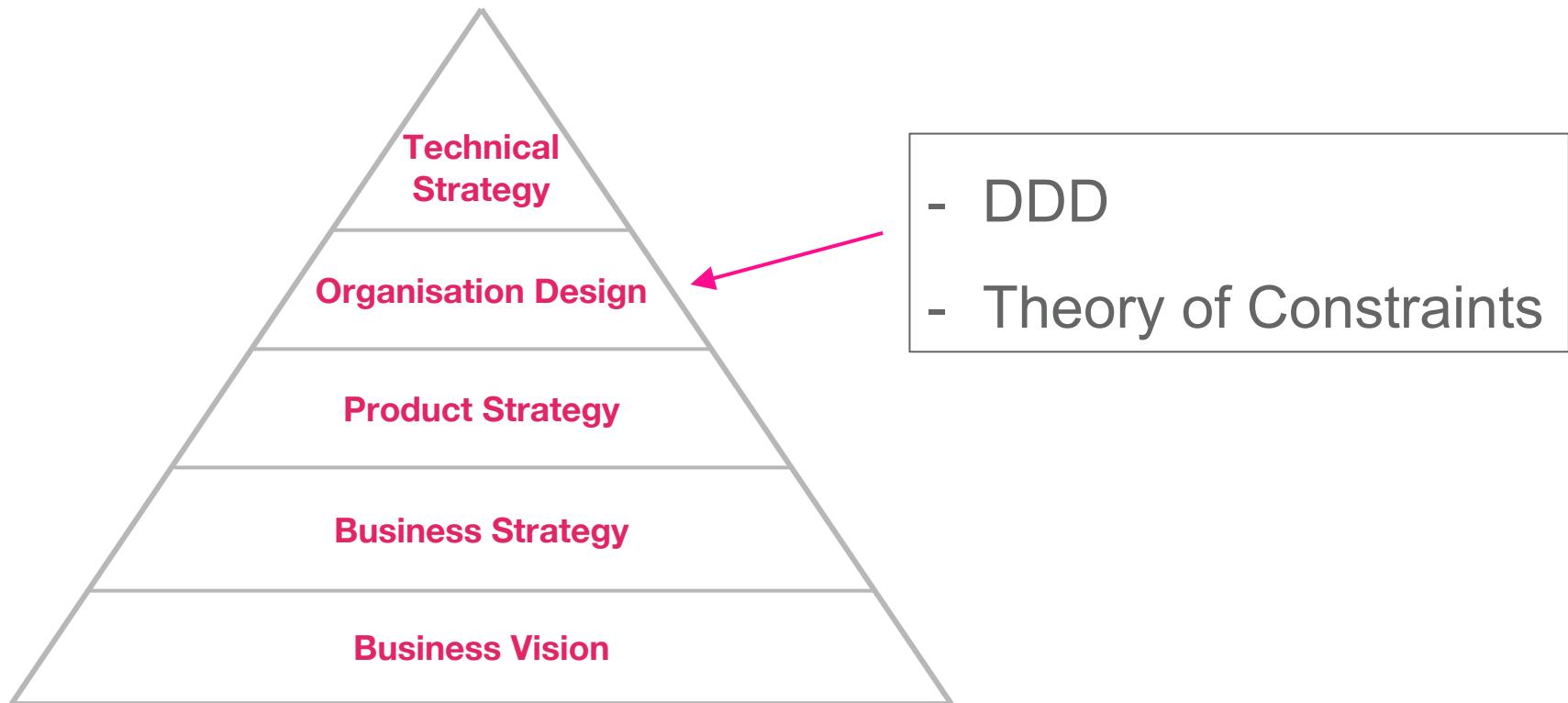
- Business Model Canvas
- Wardley Maps

# Understanding “The Business”



- Product Strategy Canvas
- User research/testing
- Impact Mapping

# Understanding “The Business”



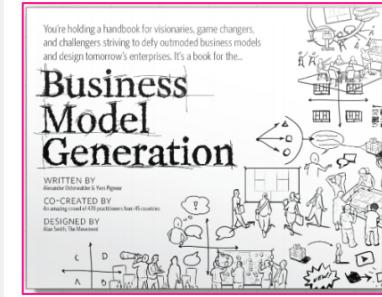
# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



Alexander  
Osterwalder &  
Yves Pigneur

# Why use tools like BMC?

- Learn to think like business/domain experts
- Learn to talk like business/domain experts
- Create company-wide **shared vision**
- Understand what **really is** core to business

To create the optimal  
**strategy**, you also need a  
wide understanding of the  
current landscape

# Creating Wide Understanding

- Show and tells
- Cross-team pairing
- Cross-functional pairing
- Event storming

#5

You are Now  
Transformed...

# Theory of Constraints, Business Model Canvas?

My **manager** will never let me  
try that stuff...

# Time to Transform

- Learn Theory of Constraints
- Learn Business Model Canvas
- Run workshops in your organisation
- Think of the pyramid
- [optional] wear a superhero outfit

# YOU NOW HAVE SUPERPOWERS



Photo: <https://www.flickr.com/photos/lizswezey2/15314187570>

# Want More?

- [ntcoding.co.uk/blog](http://ntcoding.co.uk/blog)
- Becoming a Tech Strategist -  
[bit.ly/2qCcyTg](http://bit.ly/2qCcyTg)
- [ntcoding.co.uk/workshops](http://ntcoding.co.uk/workshops)



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