

IN THE END
EVERYTHING IS WORK ETHIC

MATTEO CARELLA

AGILE COACH

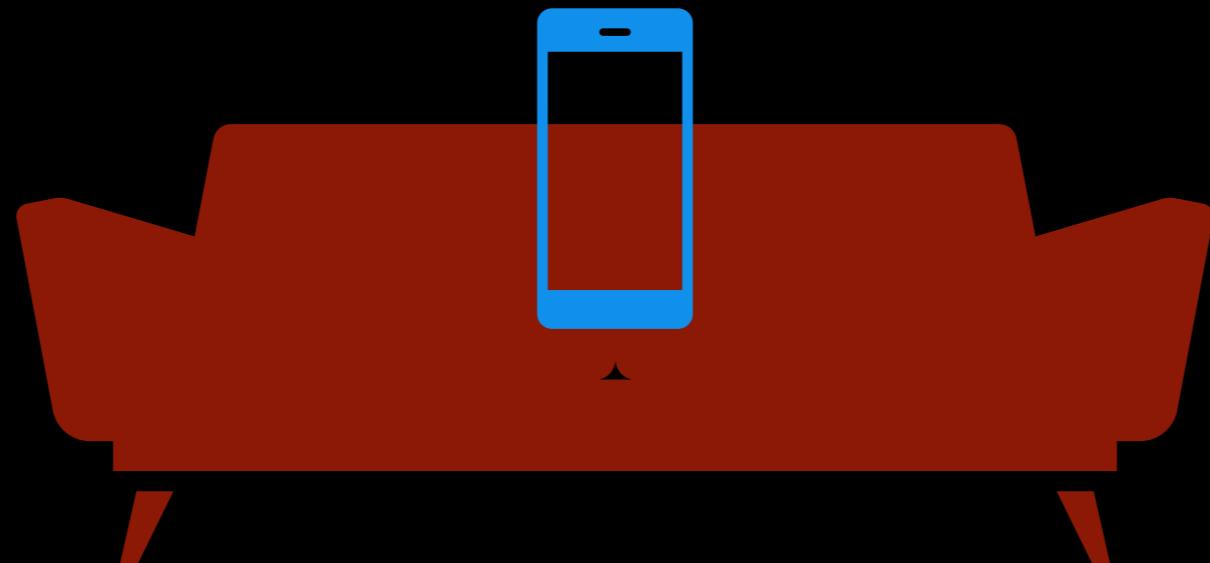


AGILE VENTURE
BOLZANO 2019

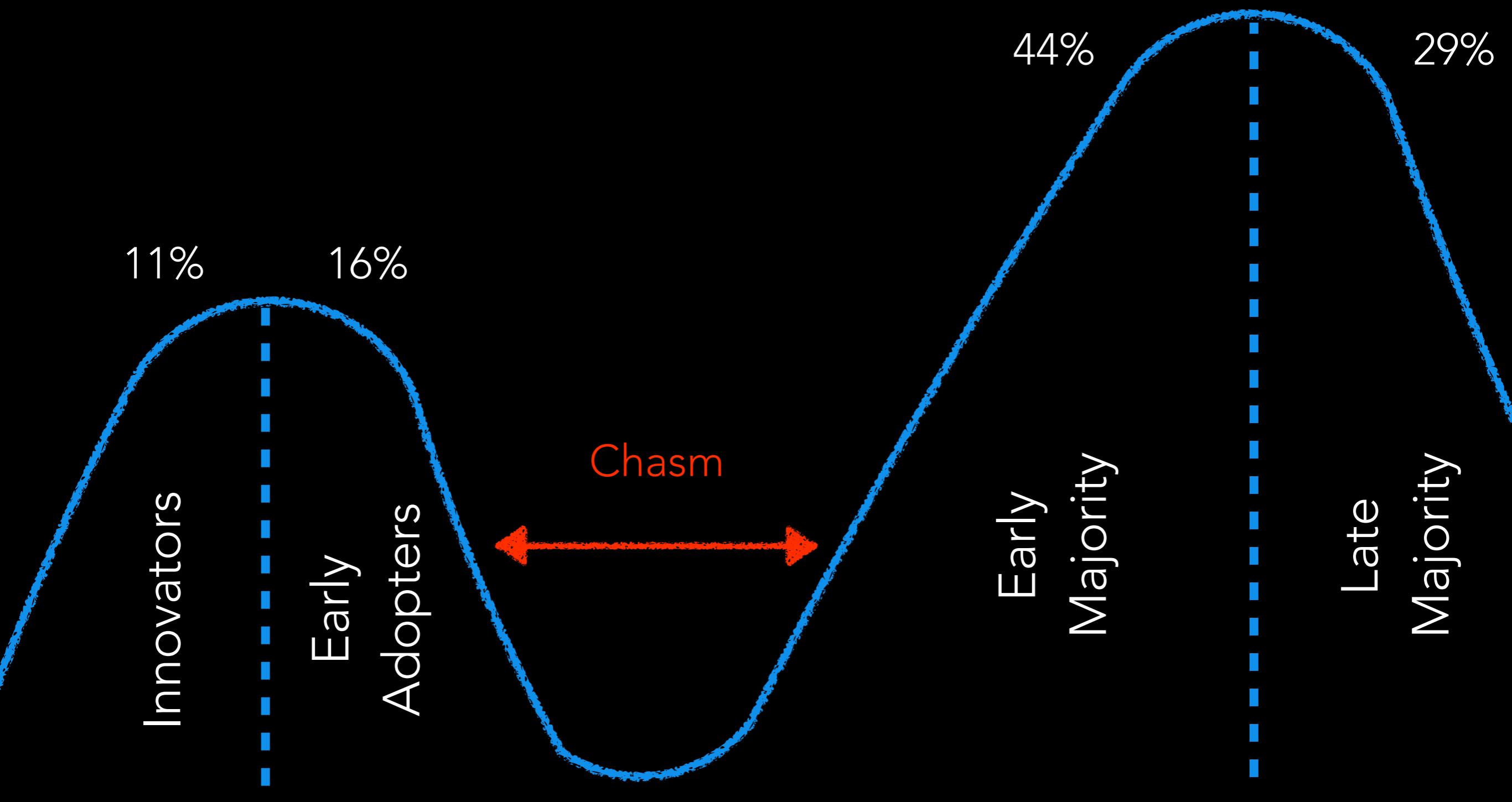
Every 18 months, the capacity of a microprocessor doubles, and its price is cut in half. True from the 1960 to this day. If the same speed of innovation were applied to air travel from 1970 to today, a flight from Paris to New York would cost less than a penny and last less than a second.

BERNARD STERCHI

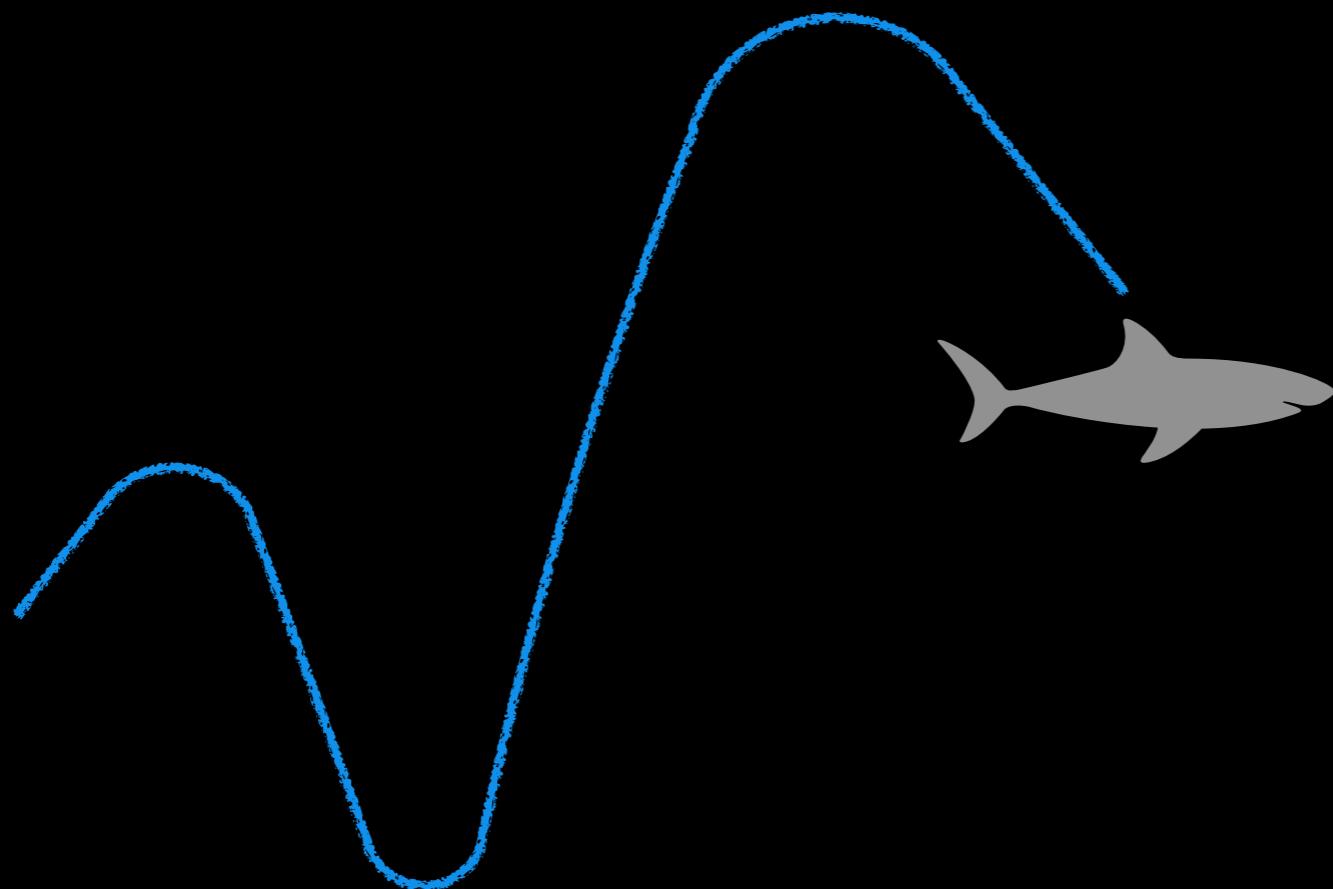
THE SPEED OF INNOVATION ALSO MEANS
THAT NOVELTIES BECOME COMMON VERY
FAST



ADOPTION CURVE

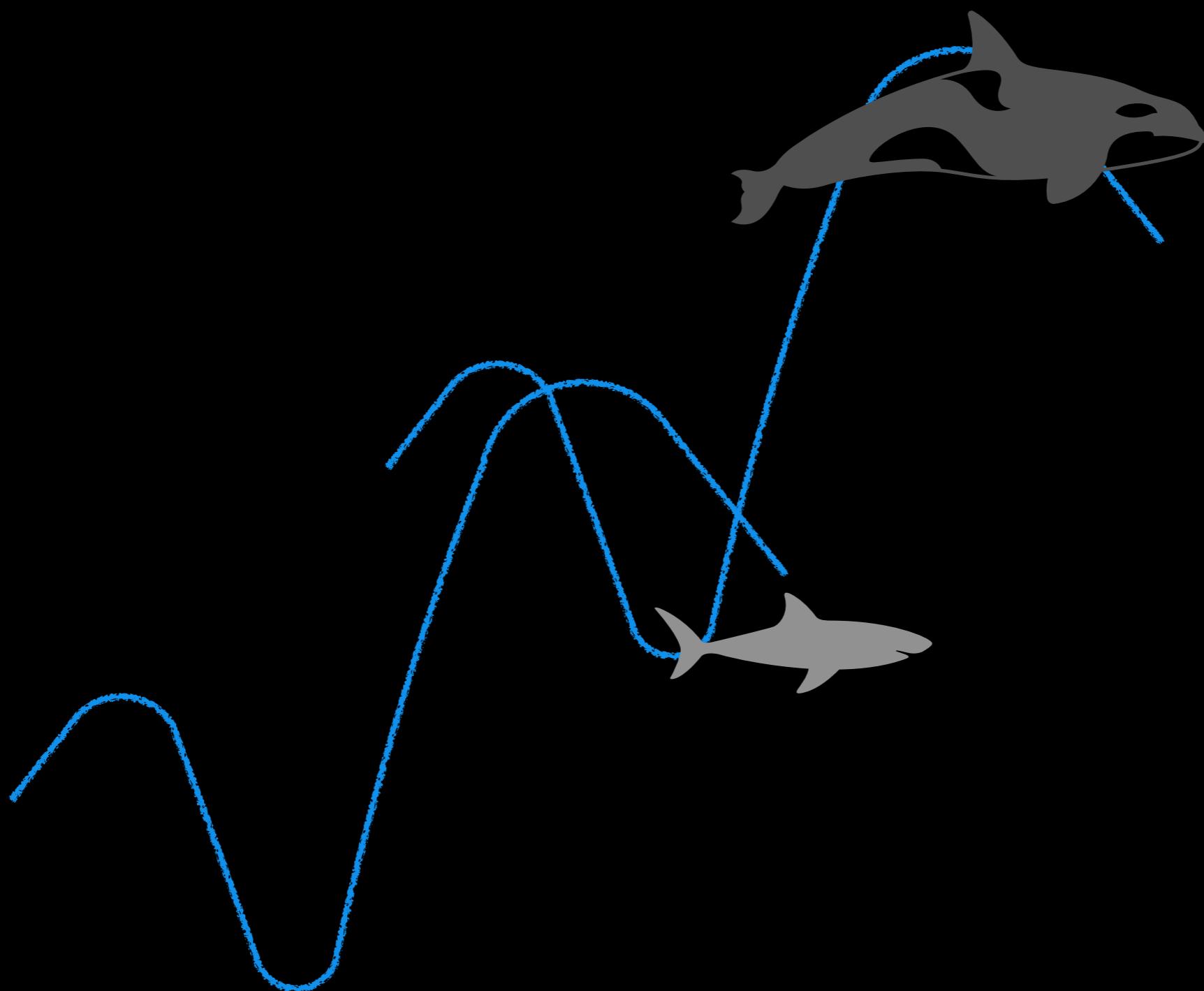


APEX PREDATOR THEORY



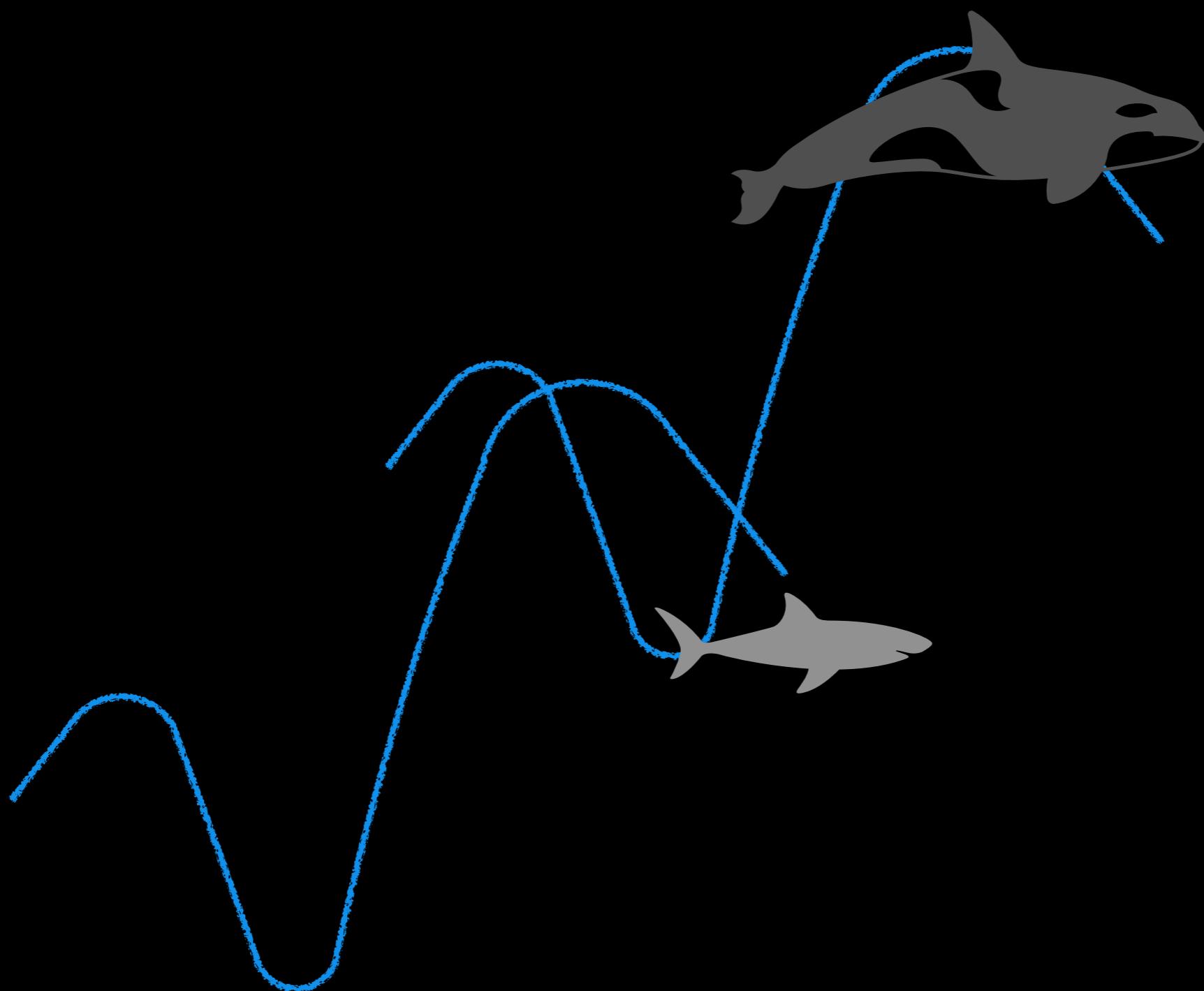
By Dave Snowden

APEX PREDATOR THEORY



By Dave Snowden

APEX PREDATOR THEORY

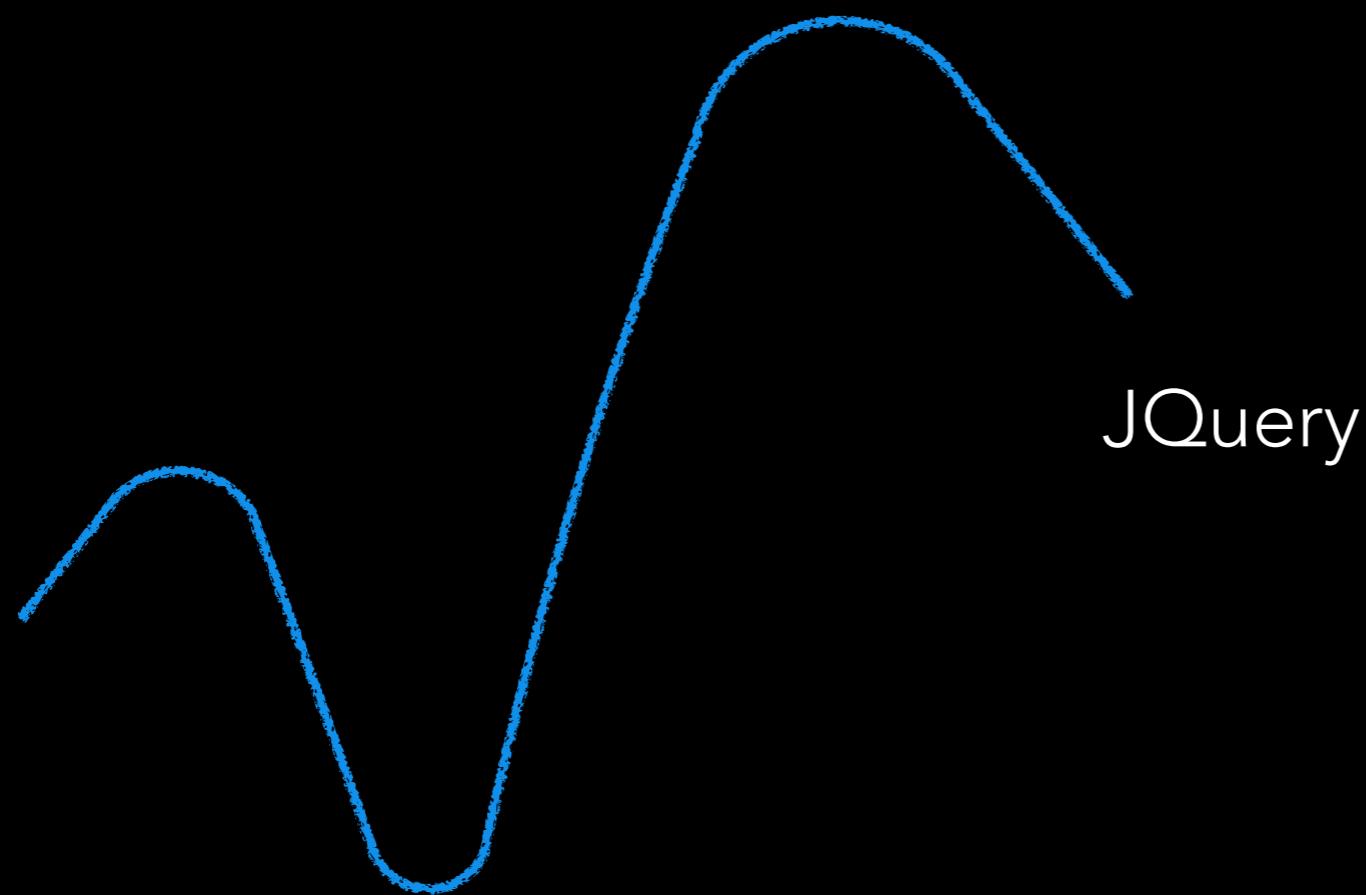


By Dave Snowden

YELLOWSTONE WOLVES

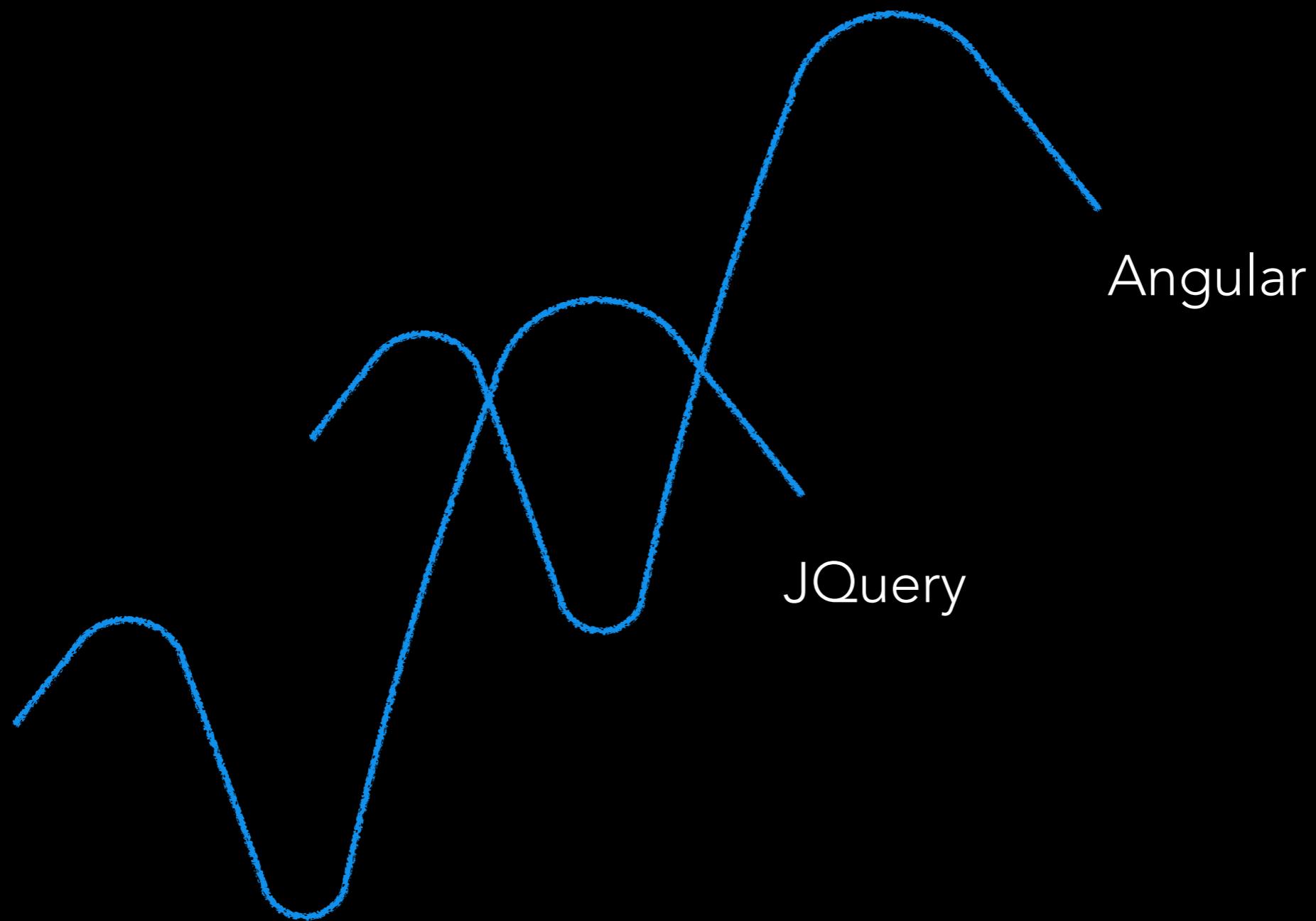


S-CURVE



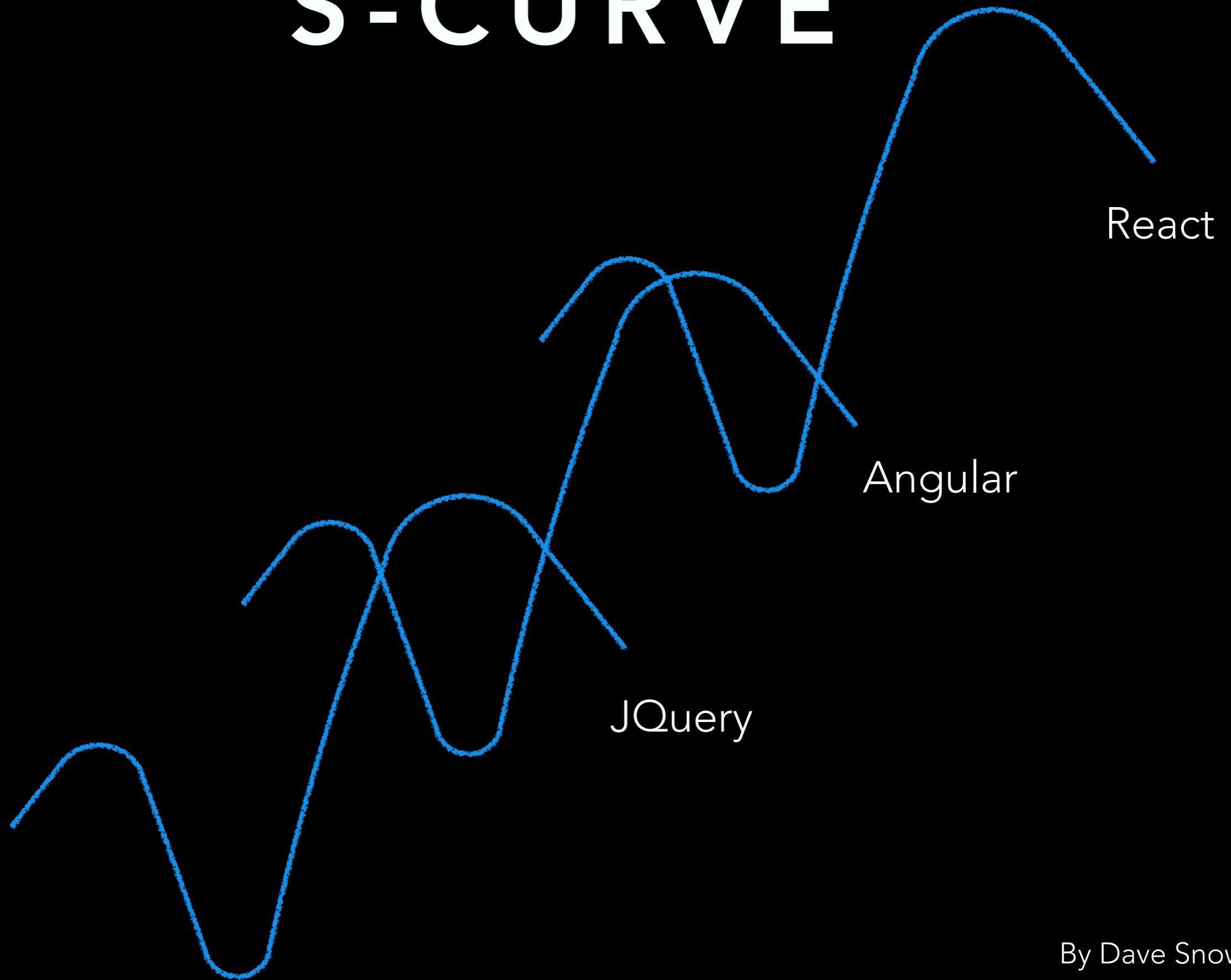
By Dave Snowden

S-CURVE



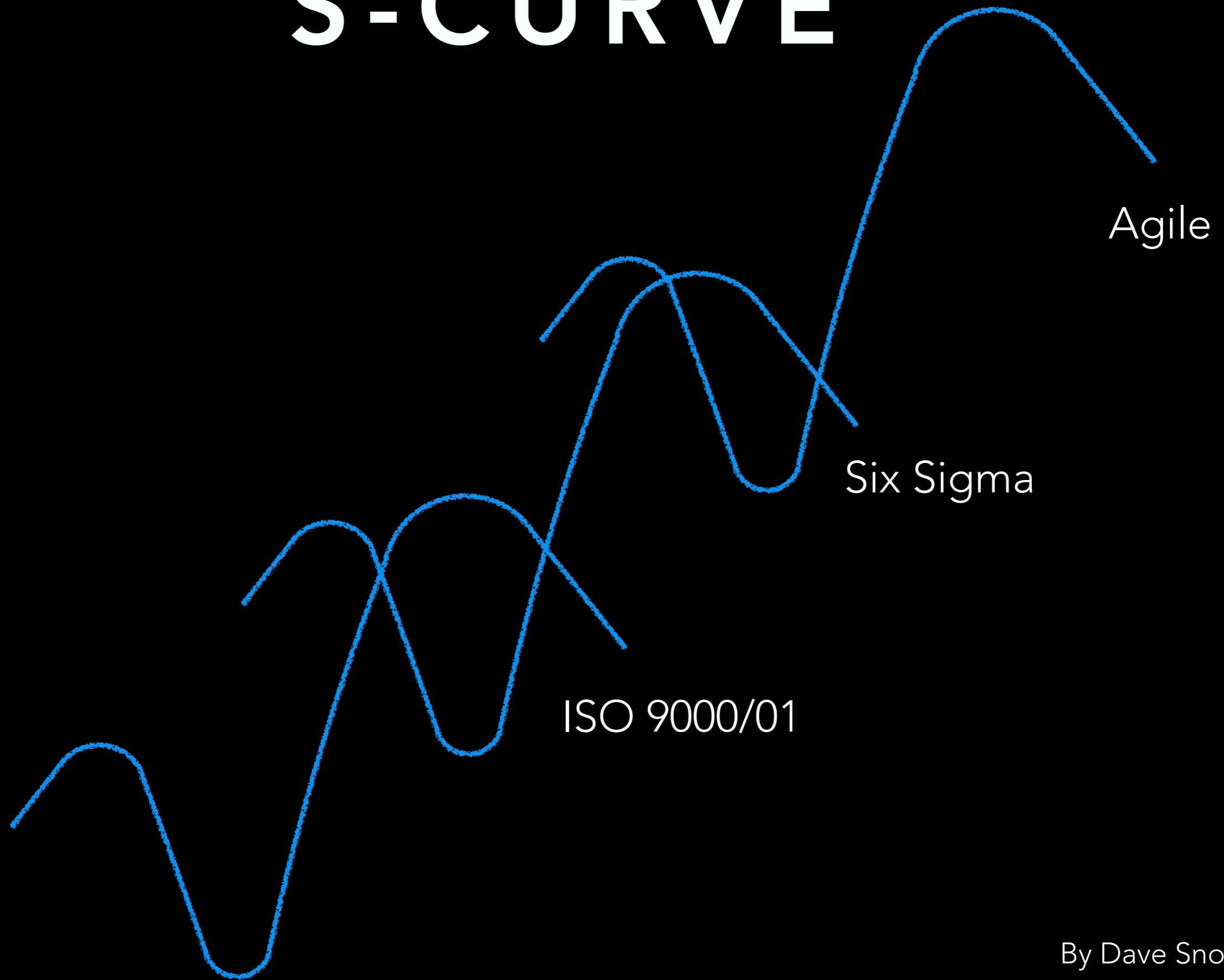
By Dave Snowden

S-CURVE



By Dave Snowden

S-CURVE



By Dave Snowden

SIGNS OF COMMODIFICATION

THE UPDATED AGILE MANIFESTO

REVISED

THE UPDATED AGILE MANIFESTO



~~REVISED~~

~~THE UPDATED AGILE MANIFESTO~~

~~NEW~~

THE ANTIFRAGILE MANIFESTO

THE ANIFFE MANIFESTO



PLUG & PLAY MODELS

“Nothing pleases people more than to go on thinking what they have always thought, and at the same time imagine that they are thinking something new and daring: it combines the advantage of security and the delight of adventure”

– THOMAS STEARNS ELIOT

- 1** **Validated learning over opinions and conventions**
- 2** **Customer focused collaboration over silos and hierarchy**
- 3** **Adaptive and iterative campaigns over Big-Bang campaigns**
- 4** **The process of customer discovery over static prediction**
- 5** **Flexible vs. rigid planning**
- 6** **Responding to change over following a plan**
- 7** **Many small experiments over a few large bets**

WE ARE REBRANDING
COMMON SENSE



WE ARE REBRANDING
COMMON SENSE AND SELLING
IT TO COMPANIES IN A
WICKED WAY



BUZZZZWORDS

Agile Communication Specialist

BUZZZZWORDS

Agile Communication Specialist

Agile Chapter Lead

BUZZZZWORDS

Agile Communication Specialist

Agile Chapter Lead

Agile PM

BUZZZZWORDS

Agile Tech Lead

Agile PM

Agile Communication Specialist

Agile Chapter Lead

BUZZZZWORDS

Agile Tech Lead

Agile PM

Agile Communication Specialist

Agile Chapter Lead

Agile PMO

BUZZZZWORDS

Agile Tech Lead

Agile PM

Agile Marketer

Agile PMO

Agile Communication Specialist

Agile Chapter Lead

BUZZZZWORDS

AgileHR Professional

Agile Communication Specialist

Agile Tech Lead

Agile PM

Agile Marketer

Agile PMO

BUZZZZWORDS

AgileHR Professional

Agile Communication Specialist

Agile Tech Lead

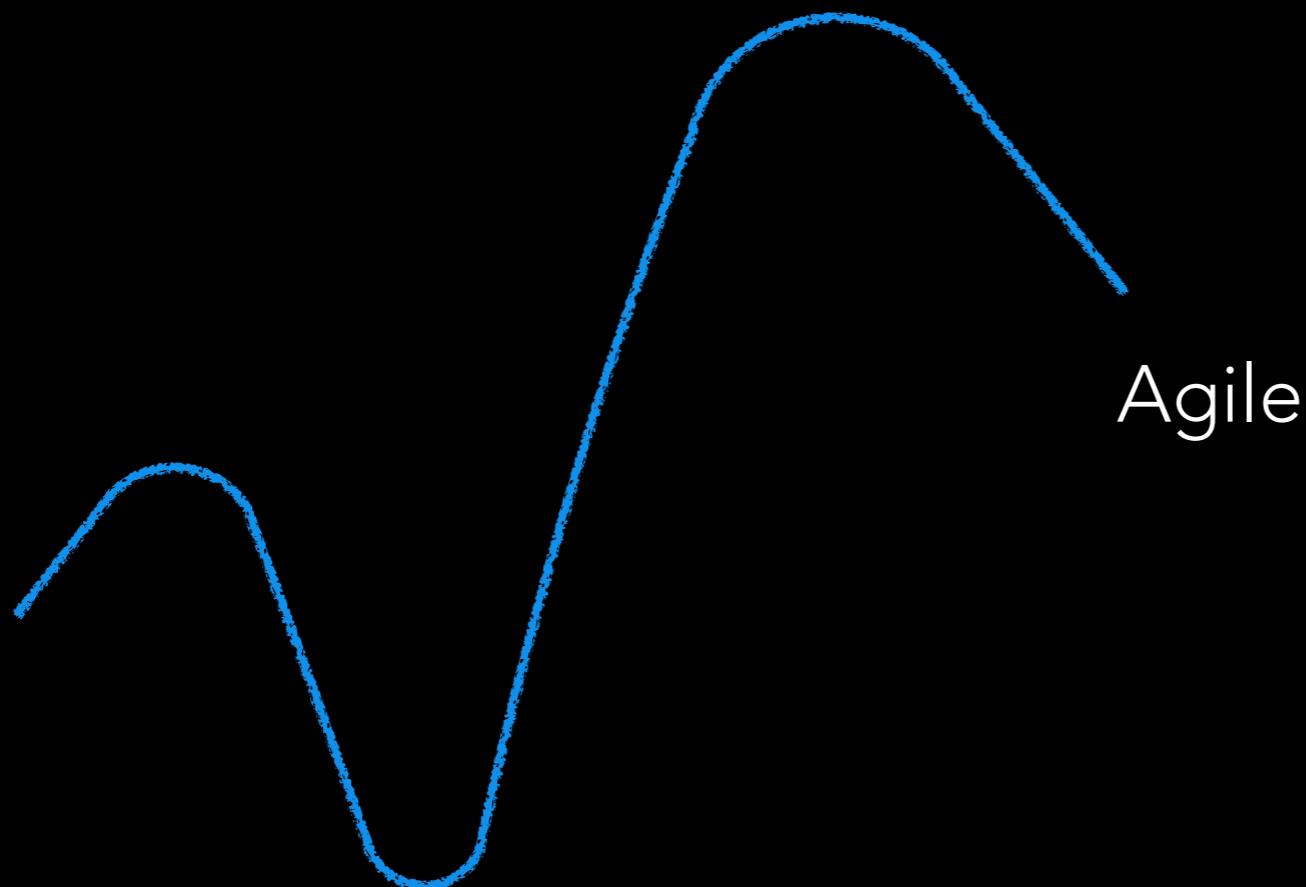
Agile PM

Agile Scrum Master

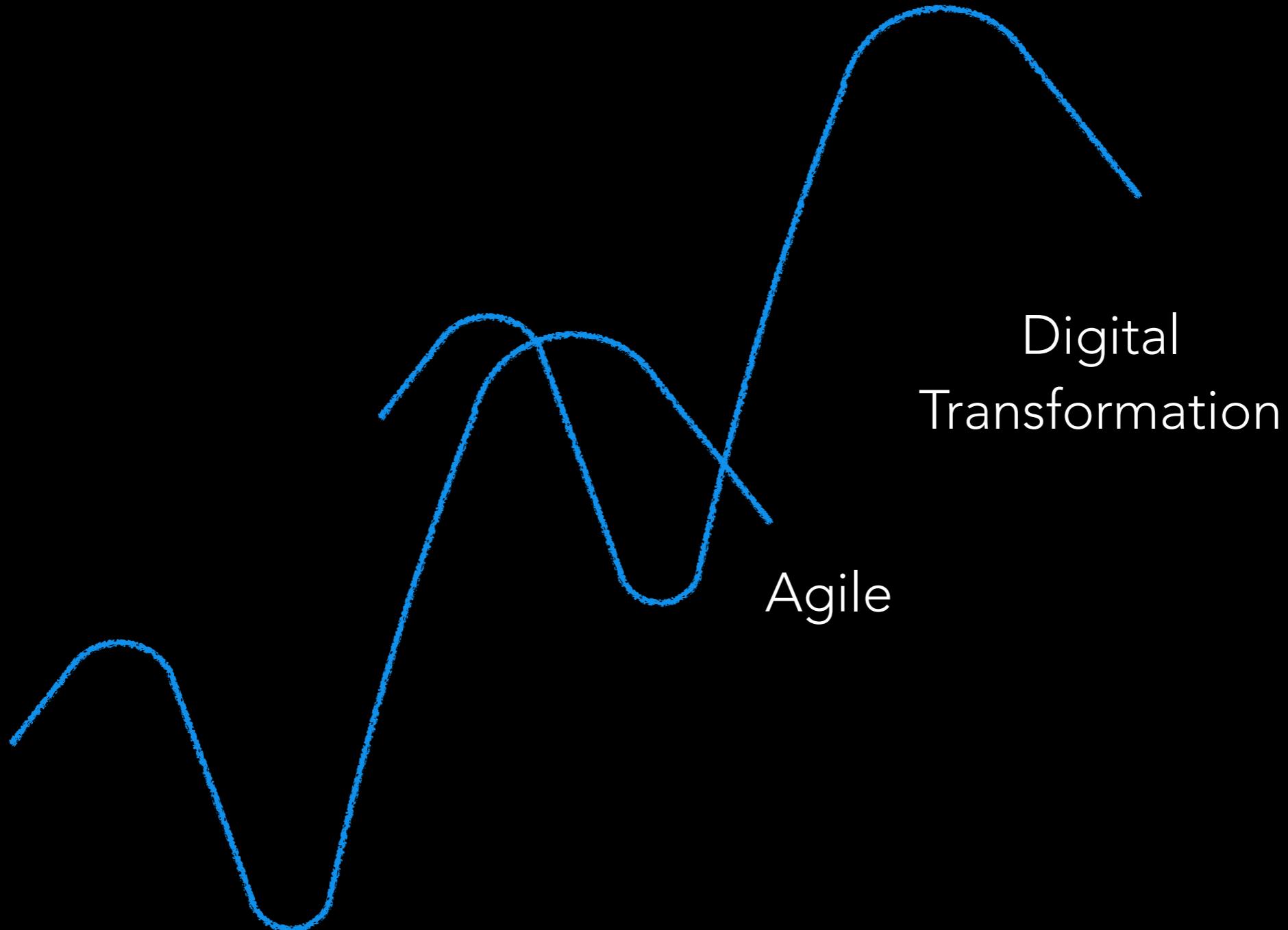
Agile Marketer

Agile PMO

TRANSFORMATION FADS



TRANSFORMATION FADS



BUZZZZZZZZWORDS

Digital HR

BUZZZZZZZZWORDS

Digital Innovation Expert

Digital HR

BUZZZZZZZZWORDS

Digital PMO

Digital Innovation Expert

Digital HR

BUZZZZZZZZWORDS

Digital PMO

Digital Scrum Master

Digital Innovation Expert

Digital HR

BUZZZZZZZZWORDS

Digital PMO

Digital Scrum Master

Digital Innovation Expert

Digital Agile Coach

Digital HR

BUZZZZZZZZWORDS

Digital PMO

Digital Scrum Master

Digital Dried Hello Kitty Giant Octopus

Digital Innovation Expert

Digital Agile Coach

Digital HR

BUZZ WORDS

Digital PMO

Digital

Digital Innovation

um Master

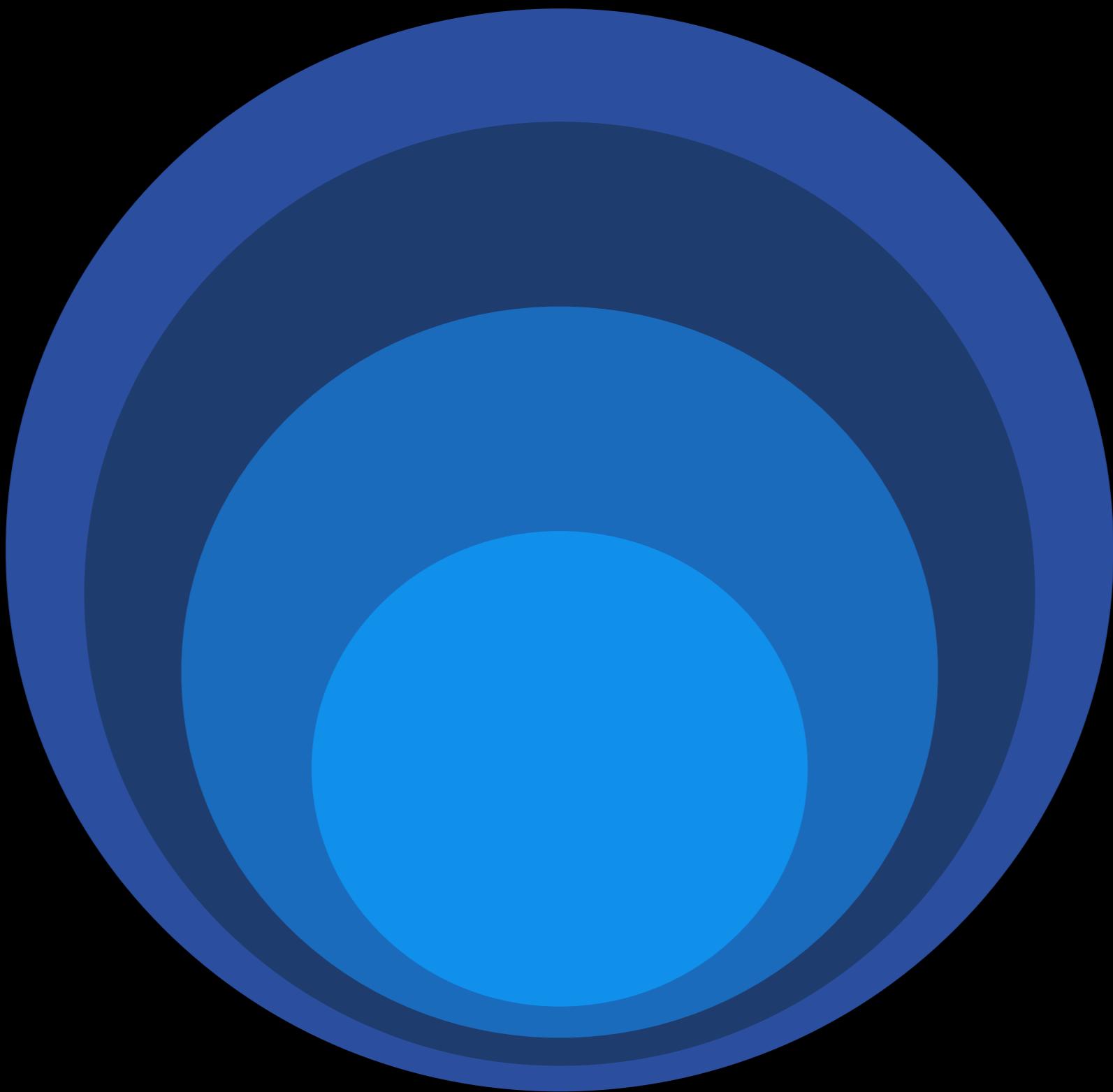
ous

Coach





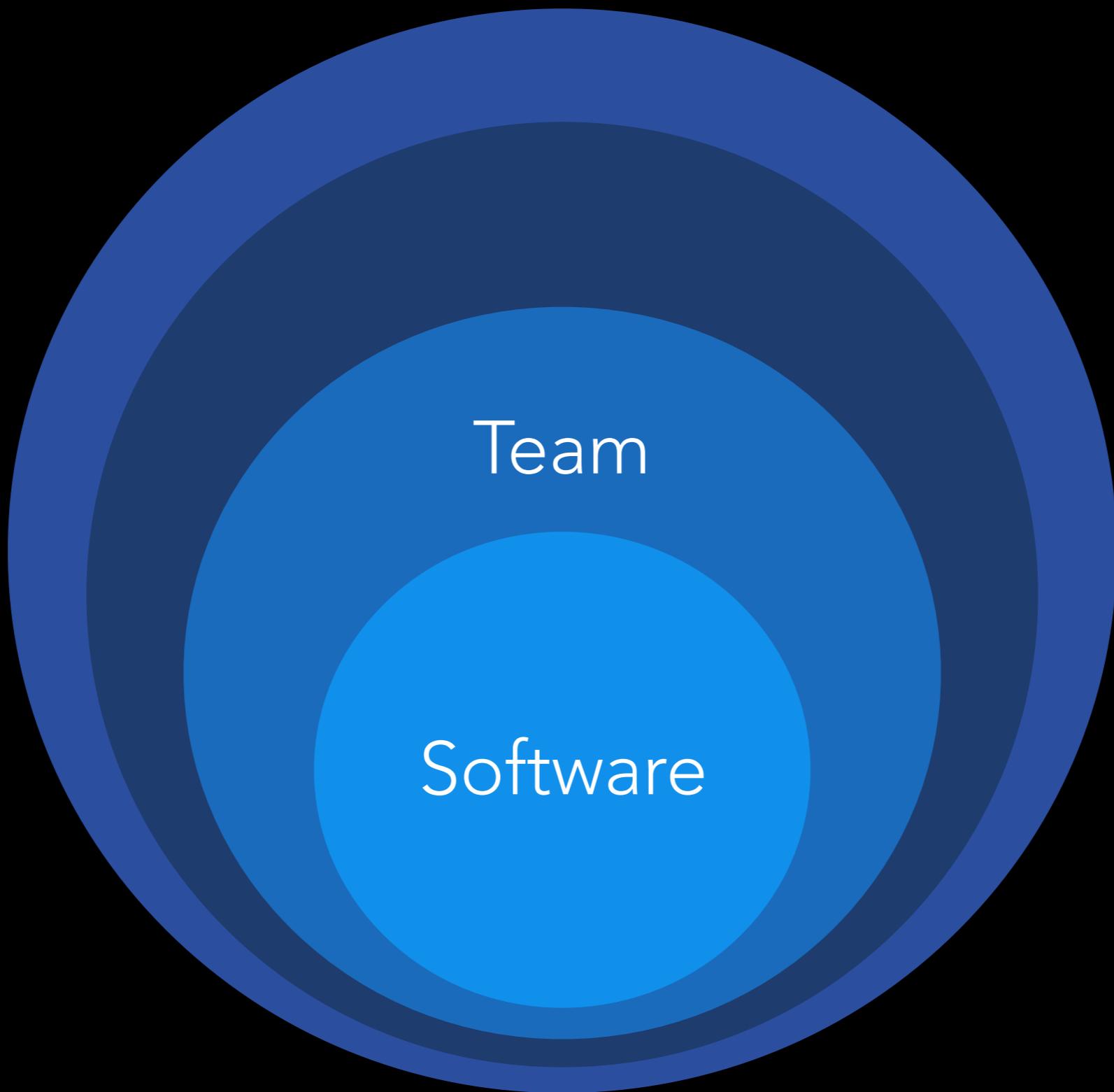
WE DISCOVERED HOLISM...



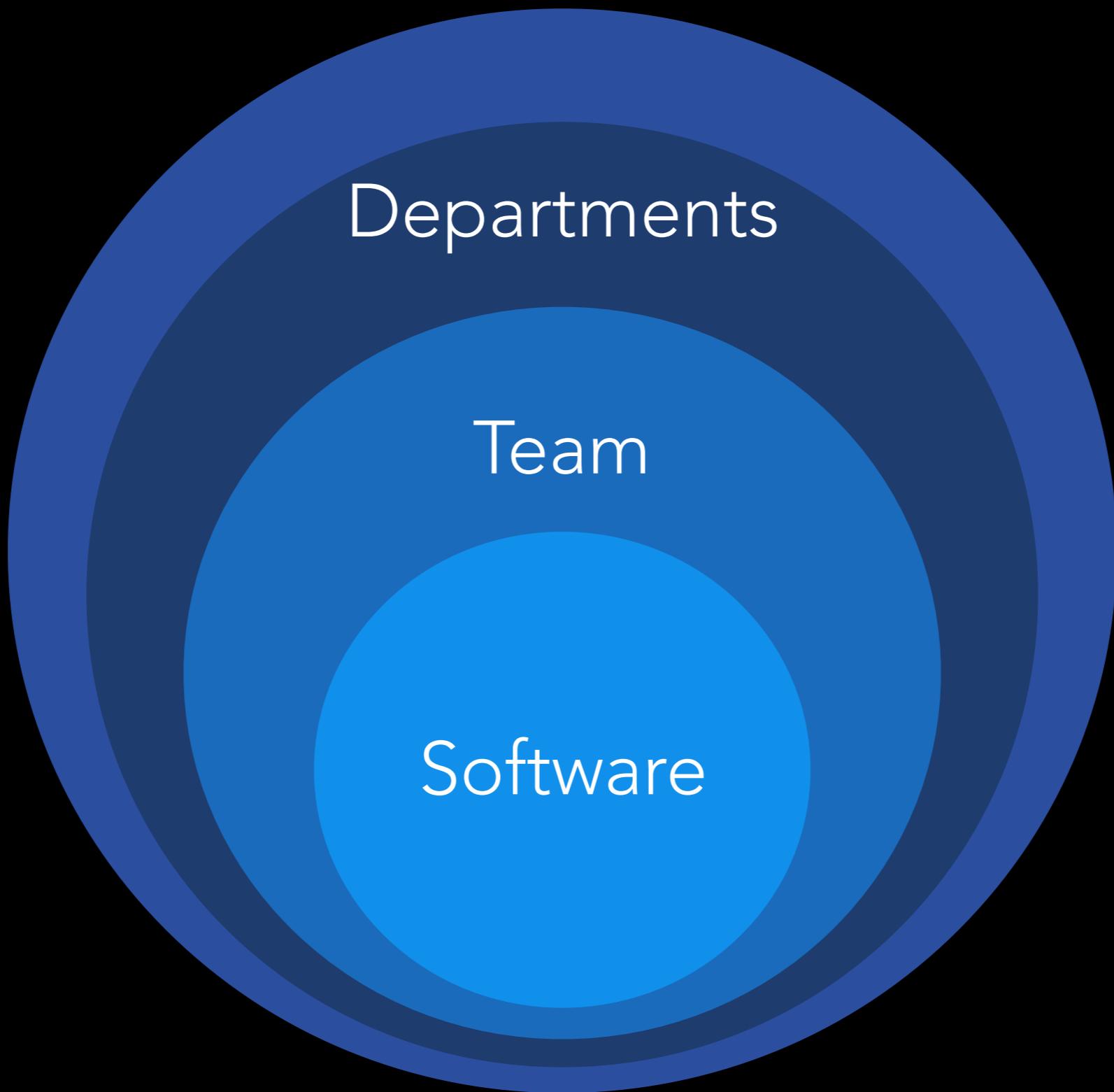
WE DISCOVERED HOLISM...



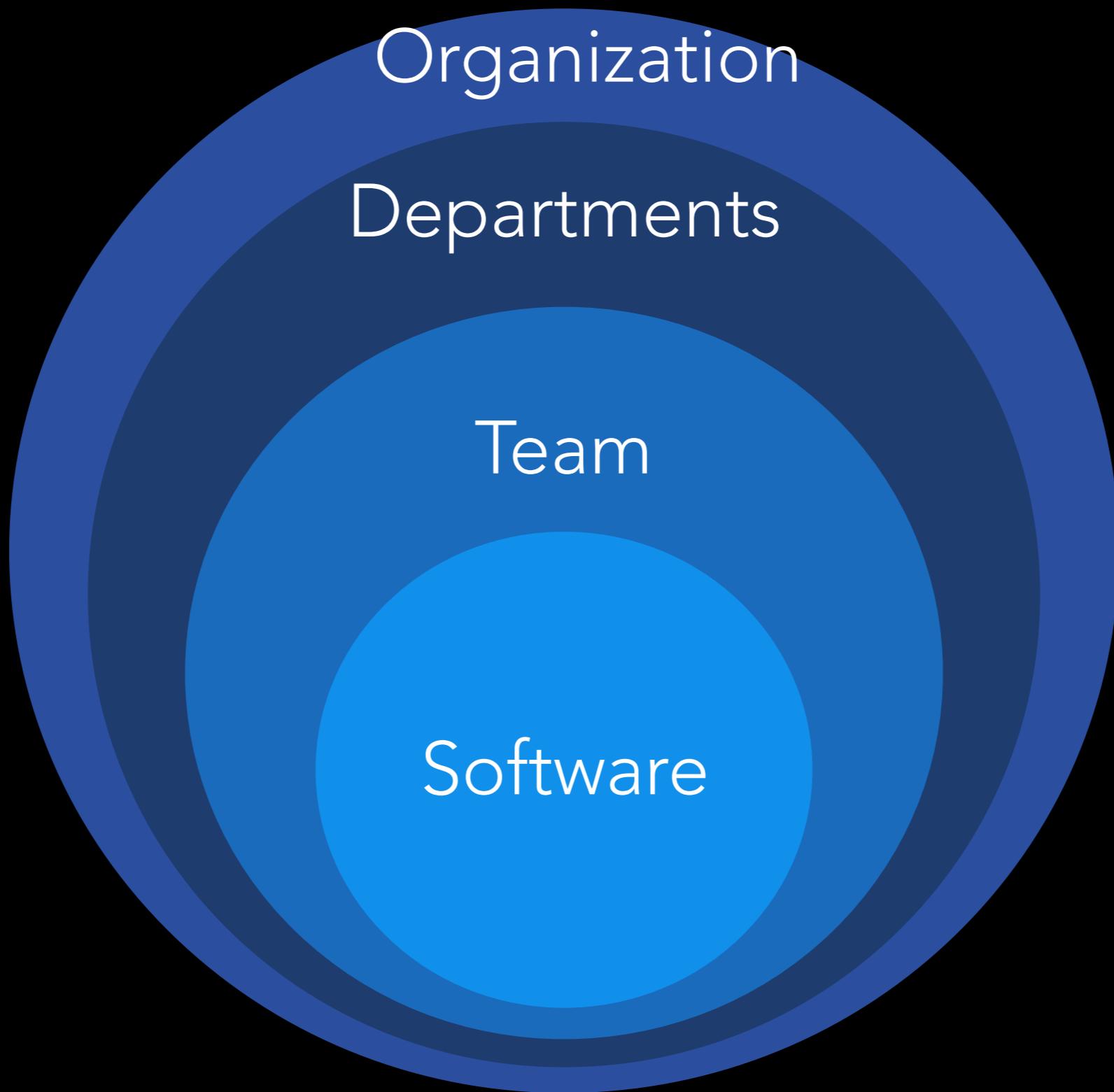
WE DISCOVERED HOLISM...



WE DISCOVERED HOLISM...



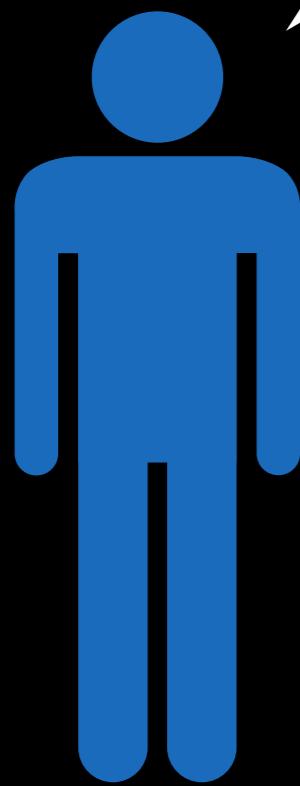
WE DISCOVERED HOLISM...

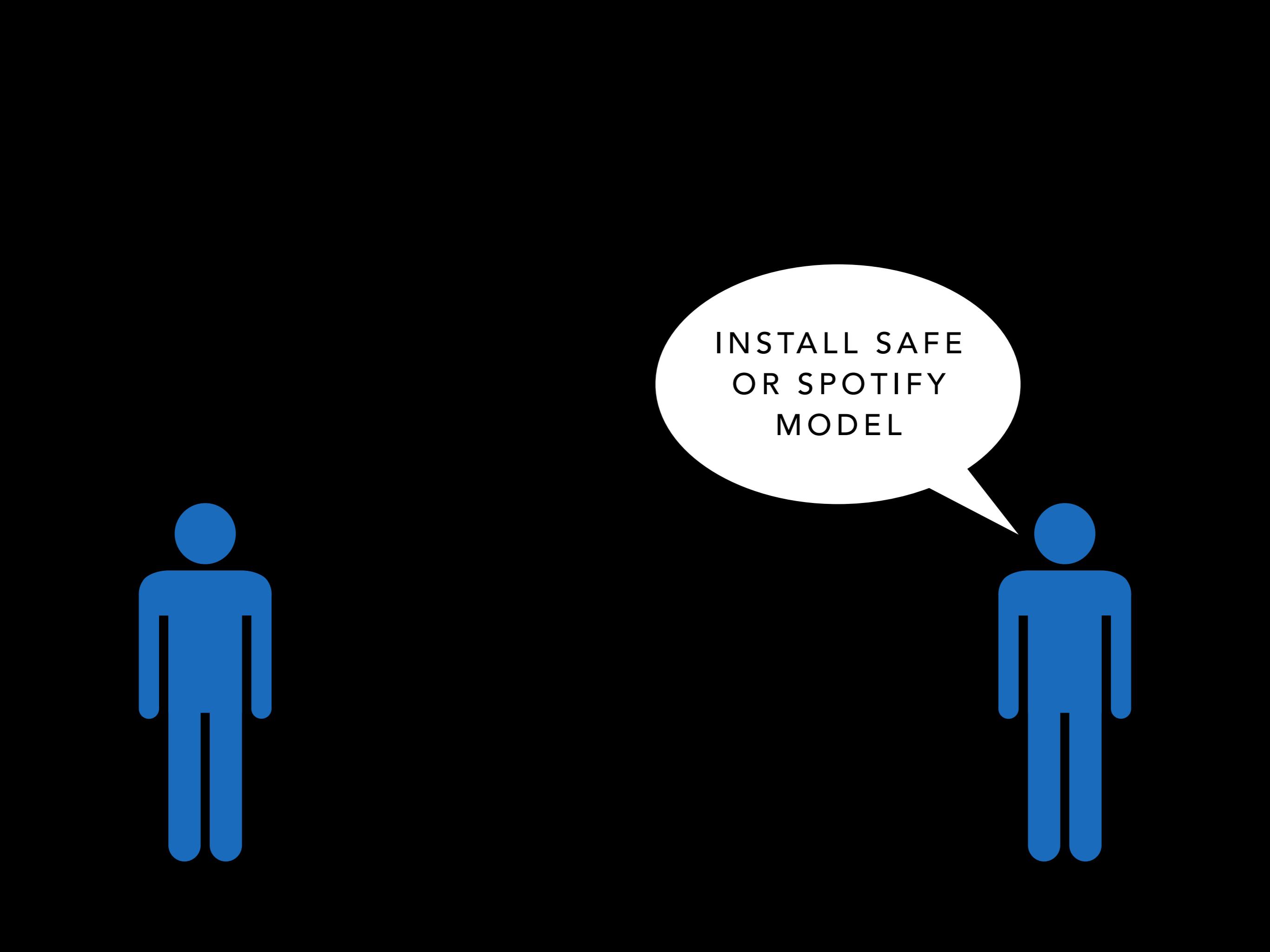


IN THE WRONG WAY

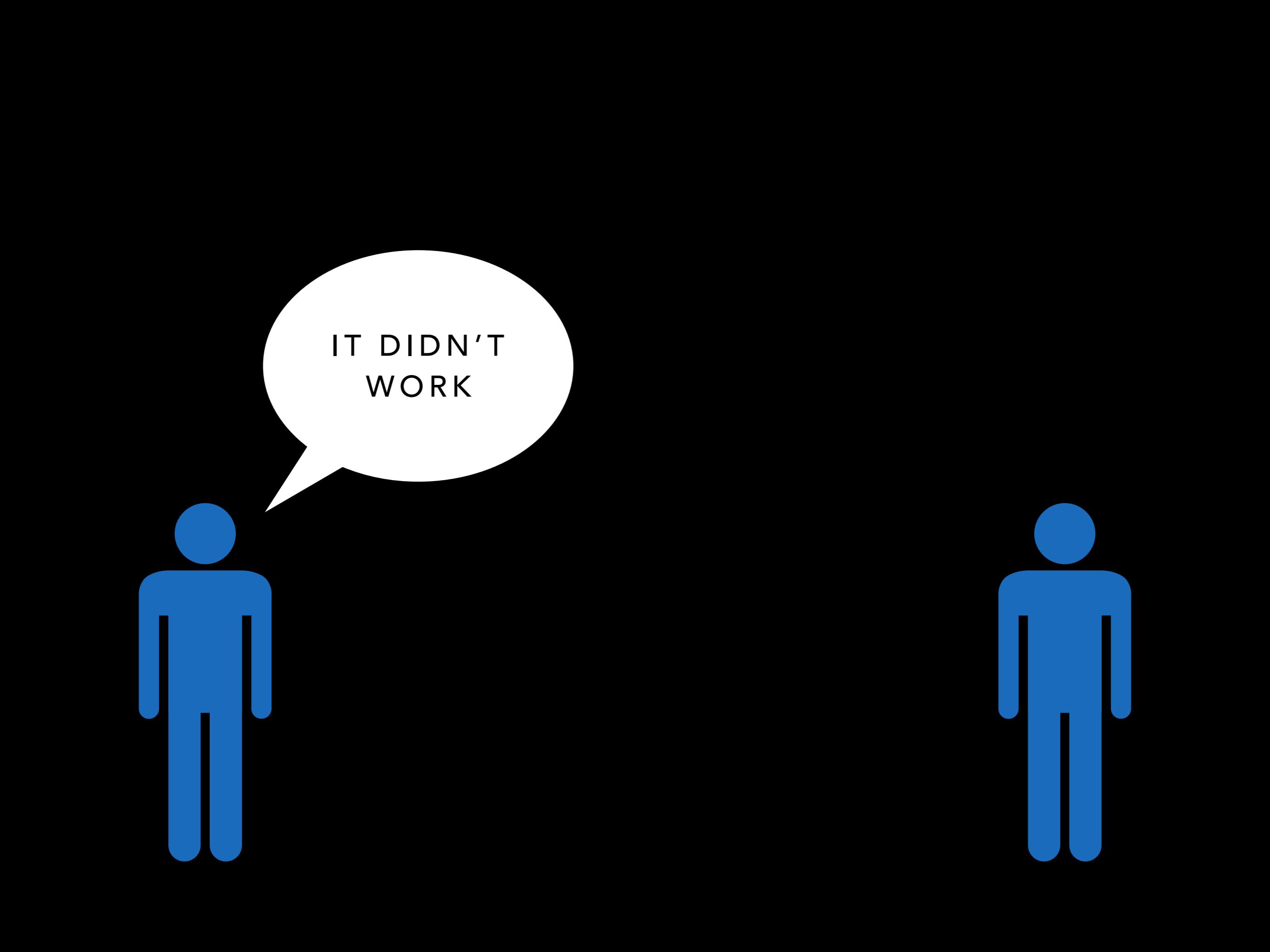


I WANT
TRANSFORM
MY COMPANY

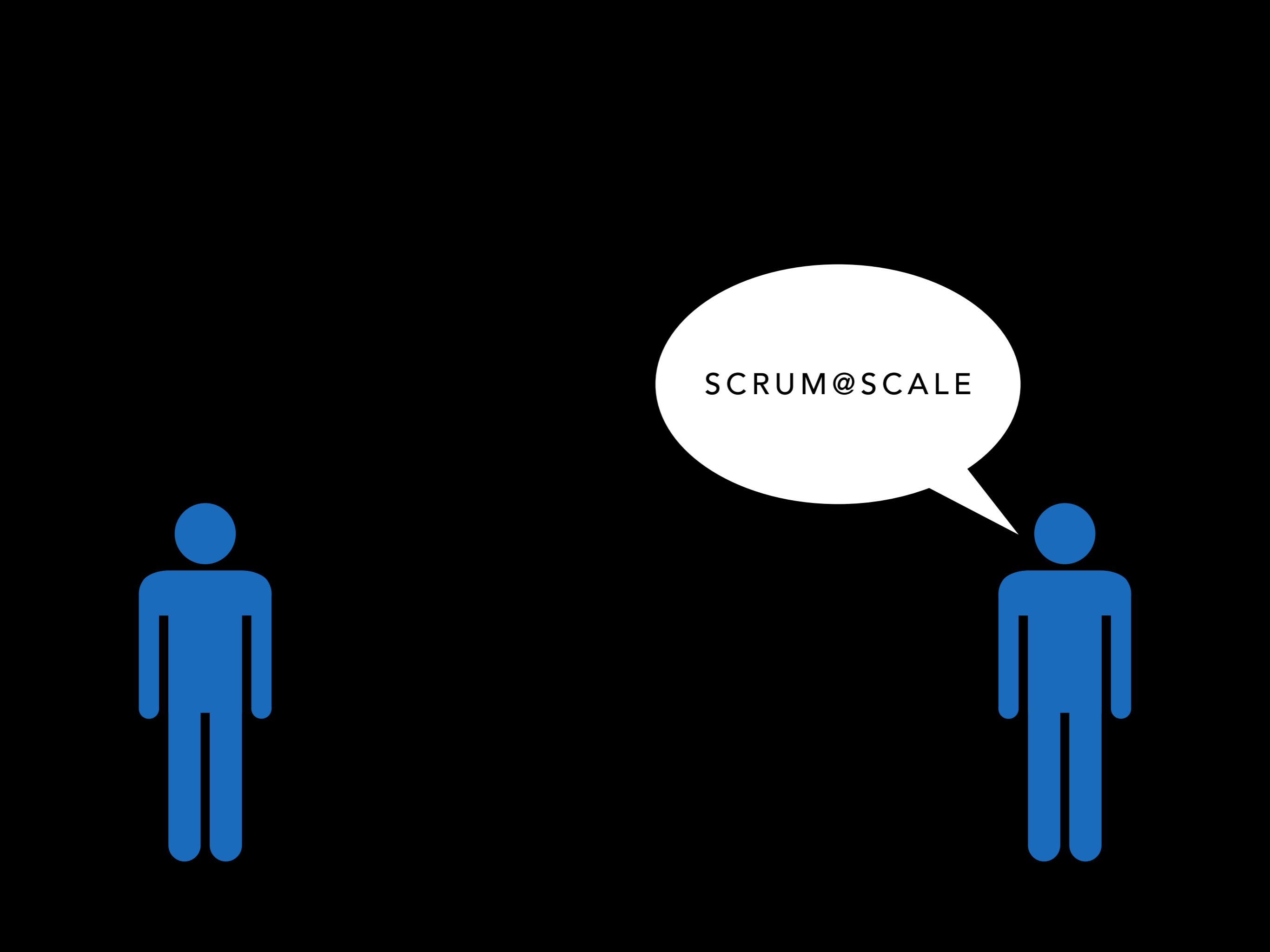




INSTALL SAFE
OR SPOTIFY
MODEL



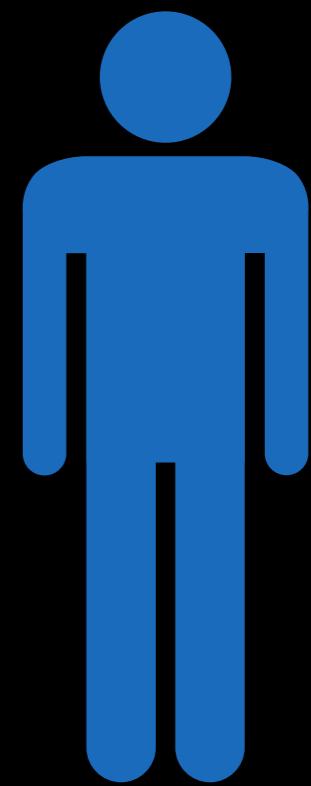
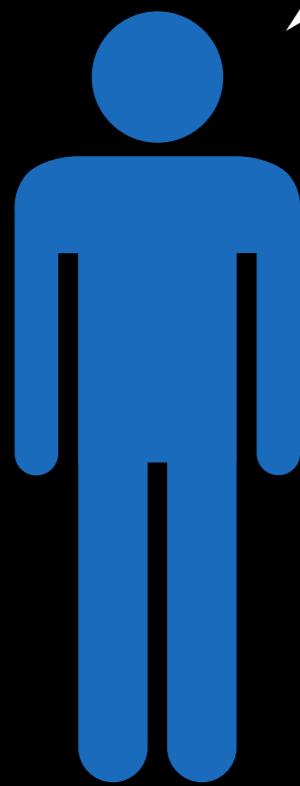
IT DIDN'T
WORK

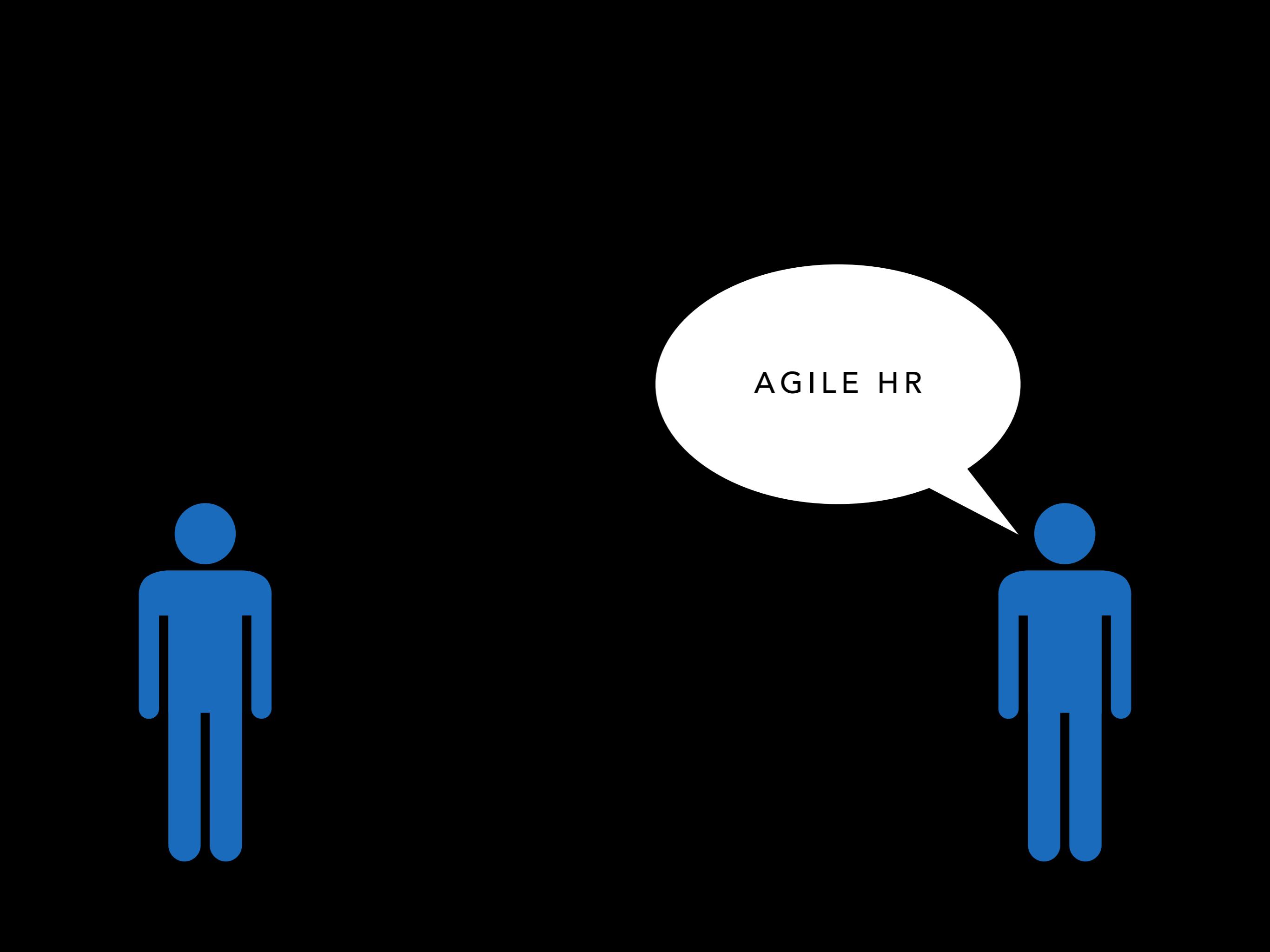
The logo features a black background with two blue stylized human figures on the left and right. A white speech bubble is positioned above them, containing the text "SCRUM@SCALE".

SCRUM@SCALE

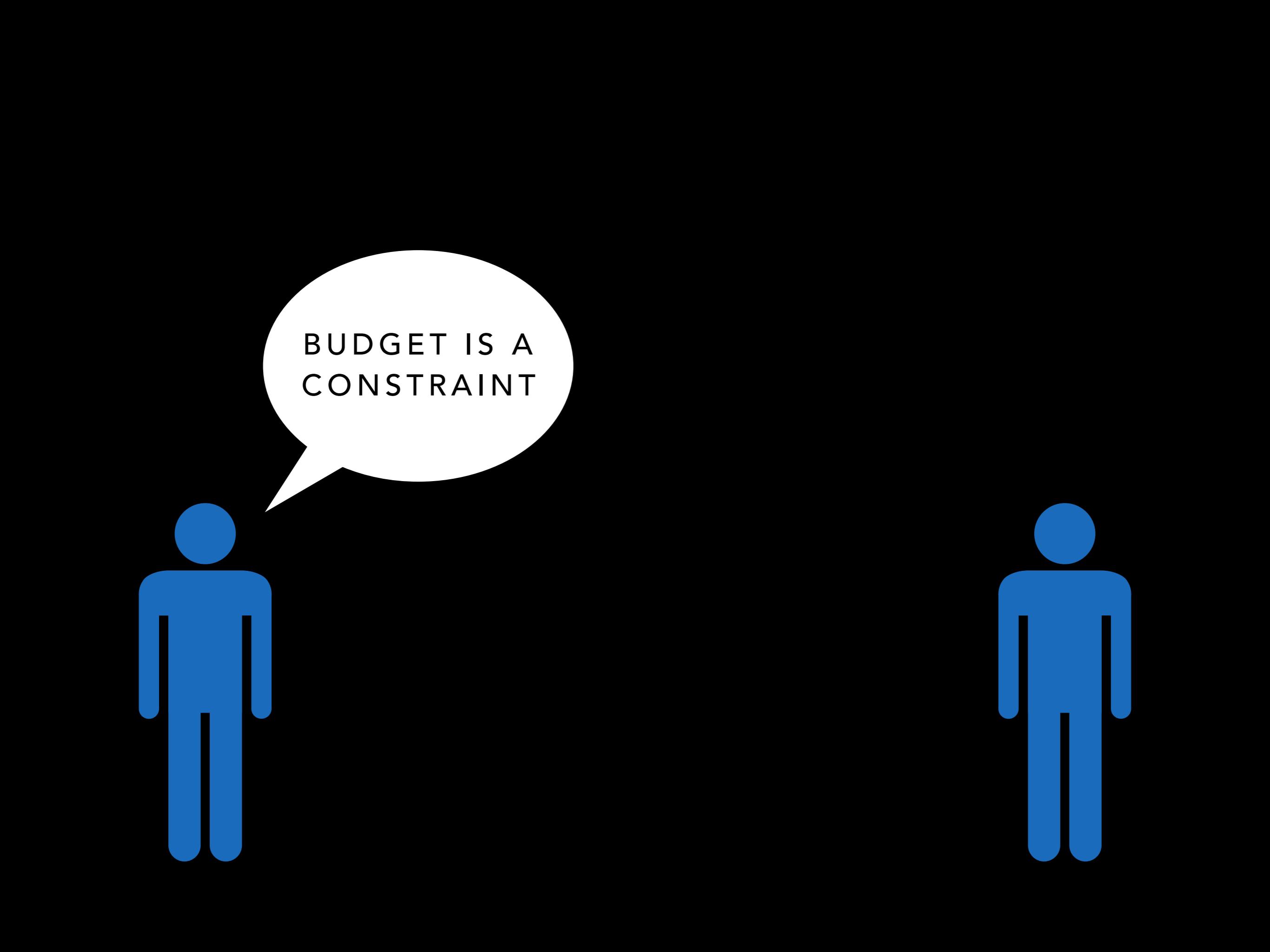


WE HAVE HR
ISSUES





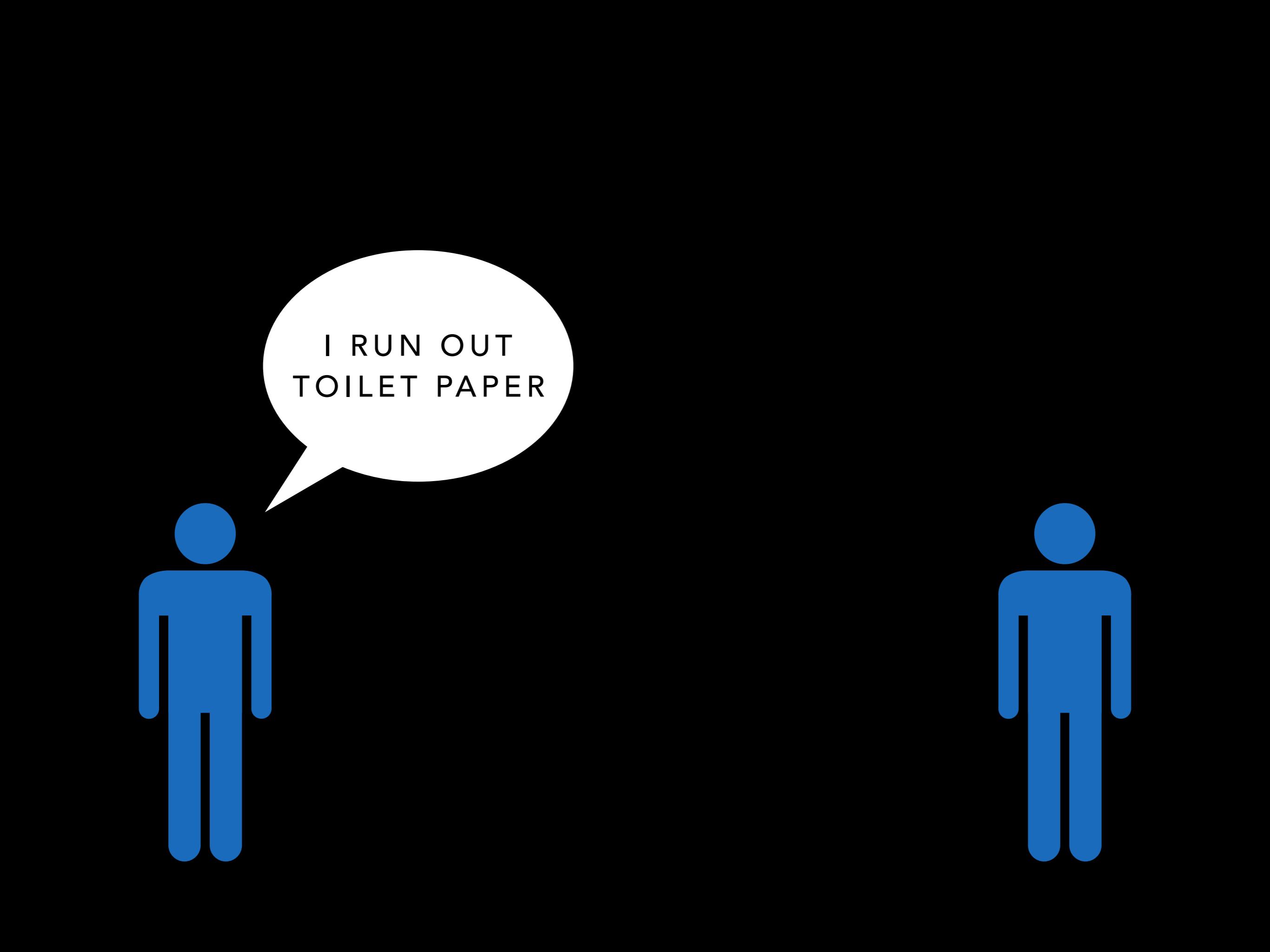
AGILE HR



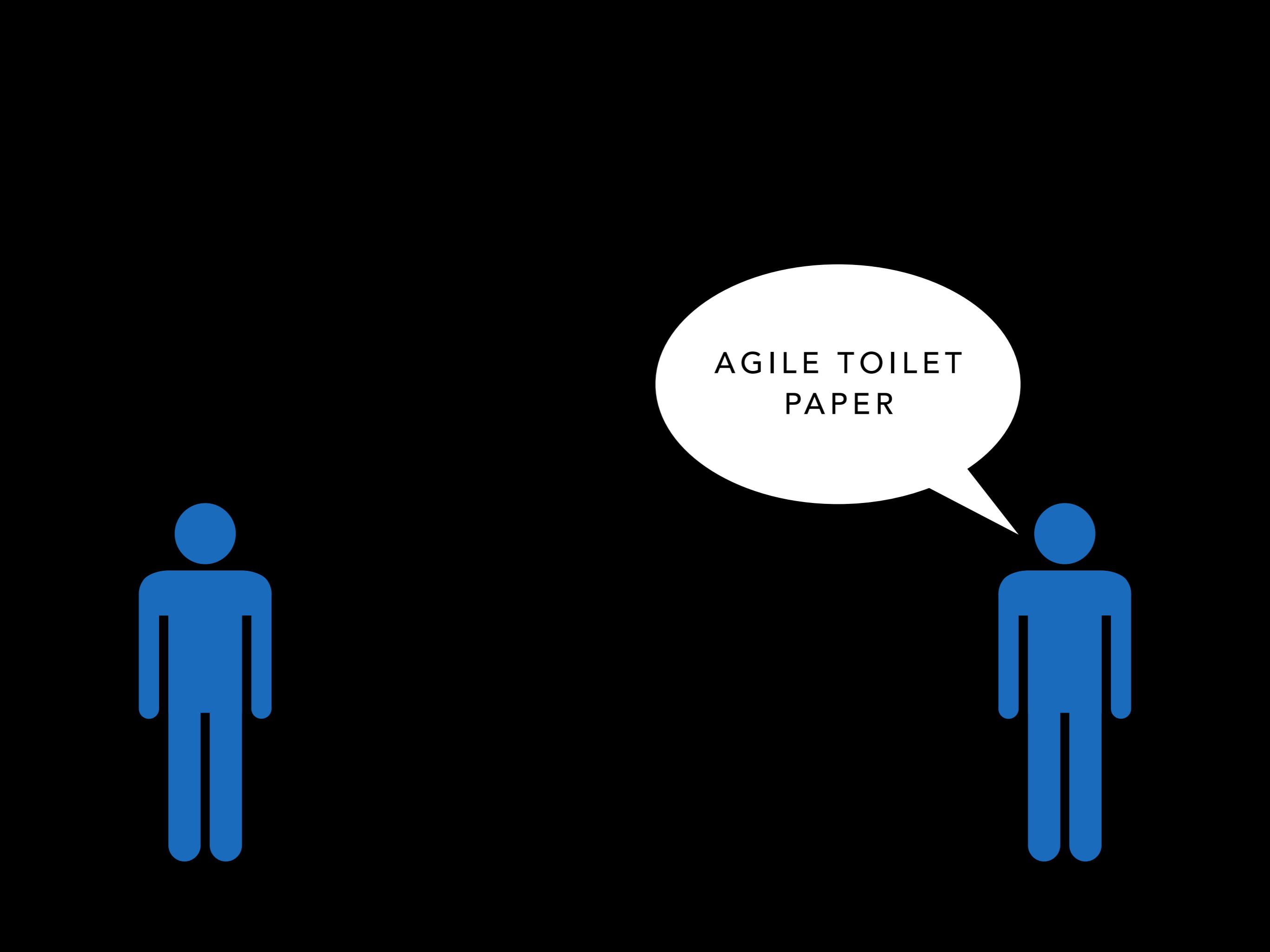
BUDGET IS A
CONSTRAINT



GO BEYOND
BUDGETING

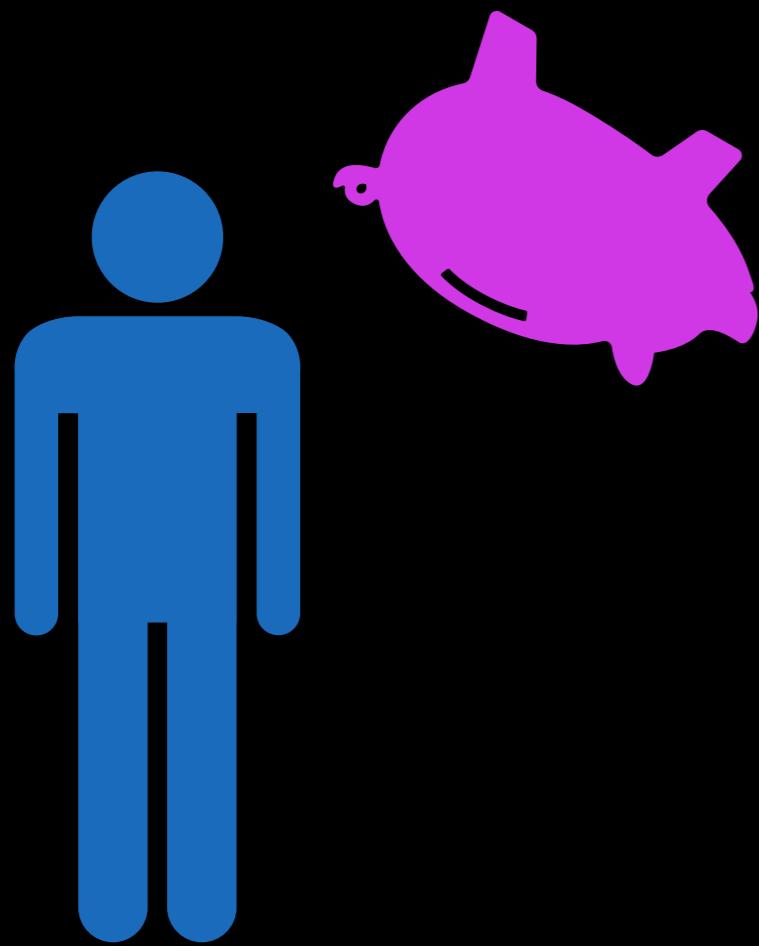


I RUN OUT
TOILET PAPER

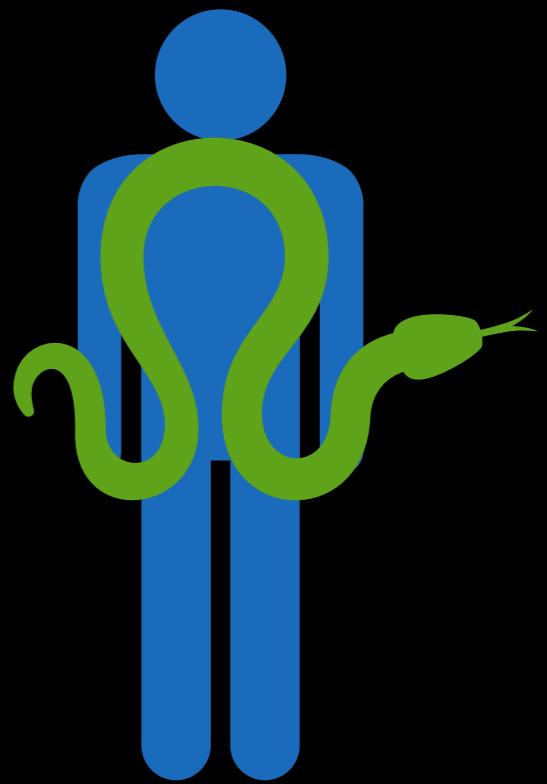


AGILE TOILET
PAPER

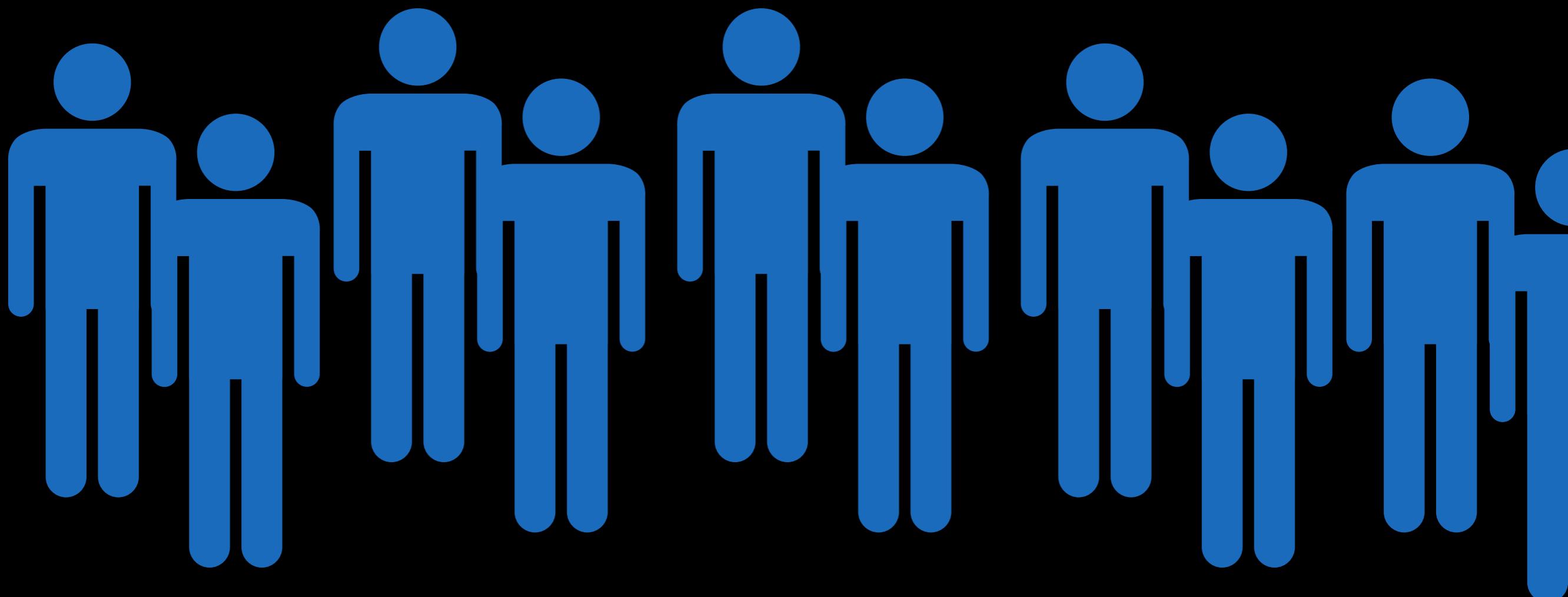
CUSTOMER VALUE?



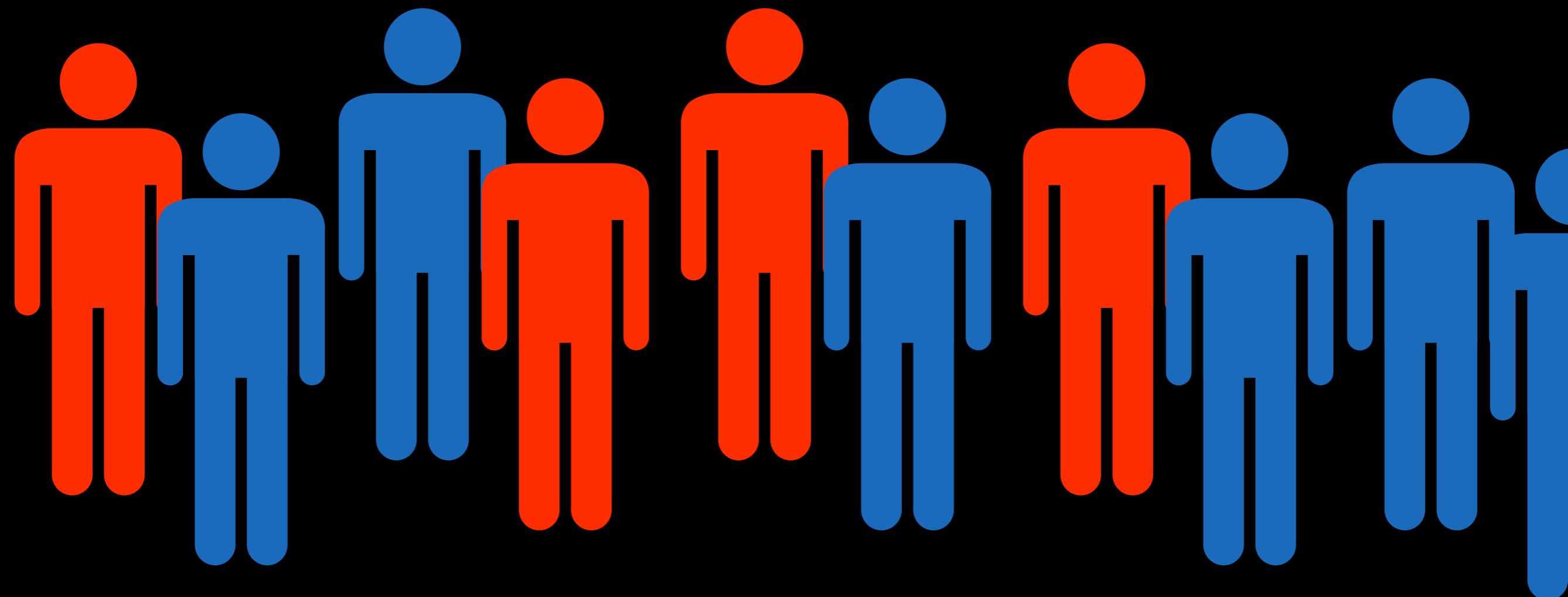
"Agile" Expert



DISILLUSION



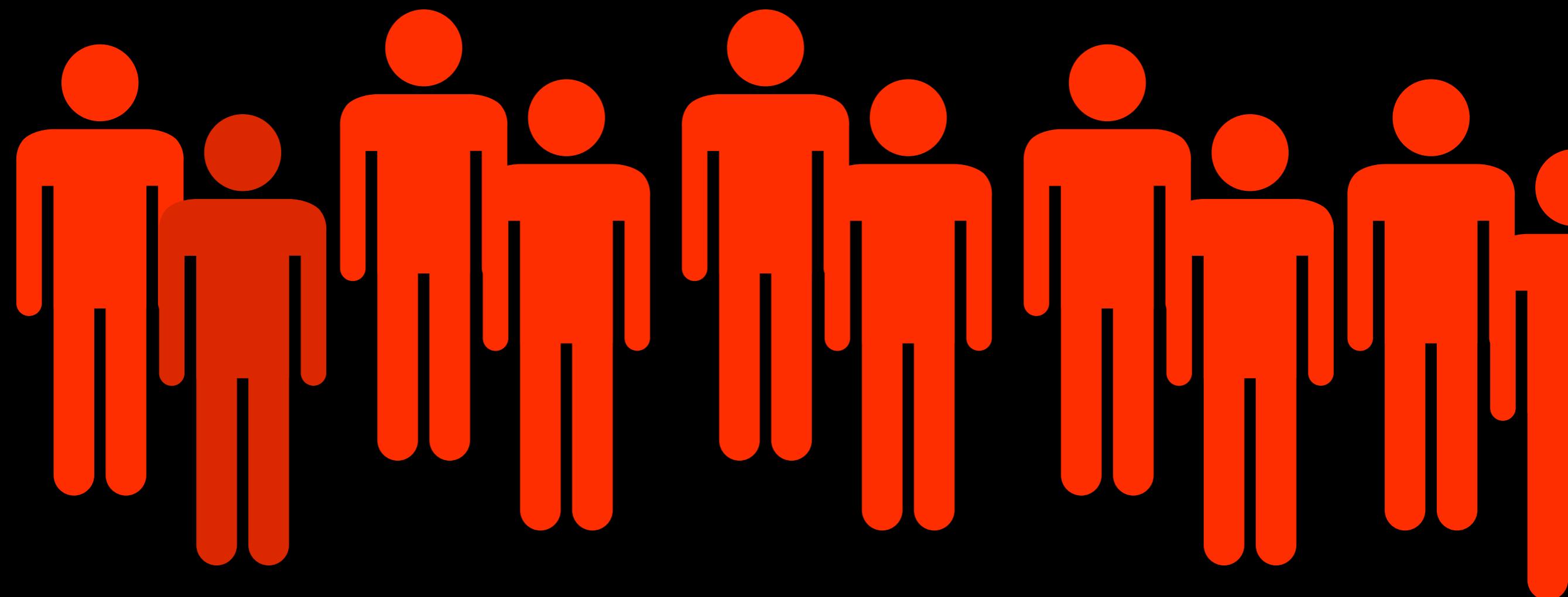
DISILLUSION



DISILLUSION



DISILLUSION



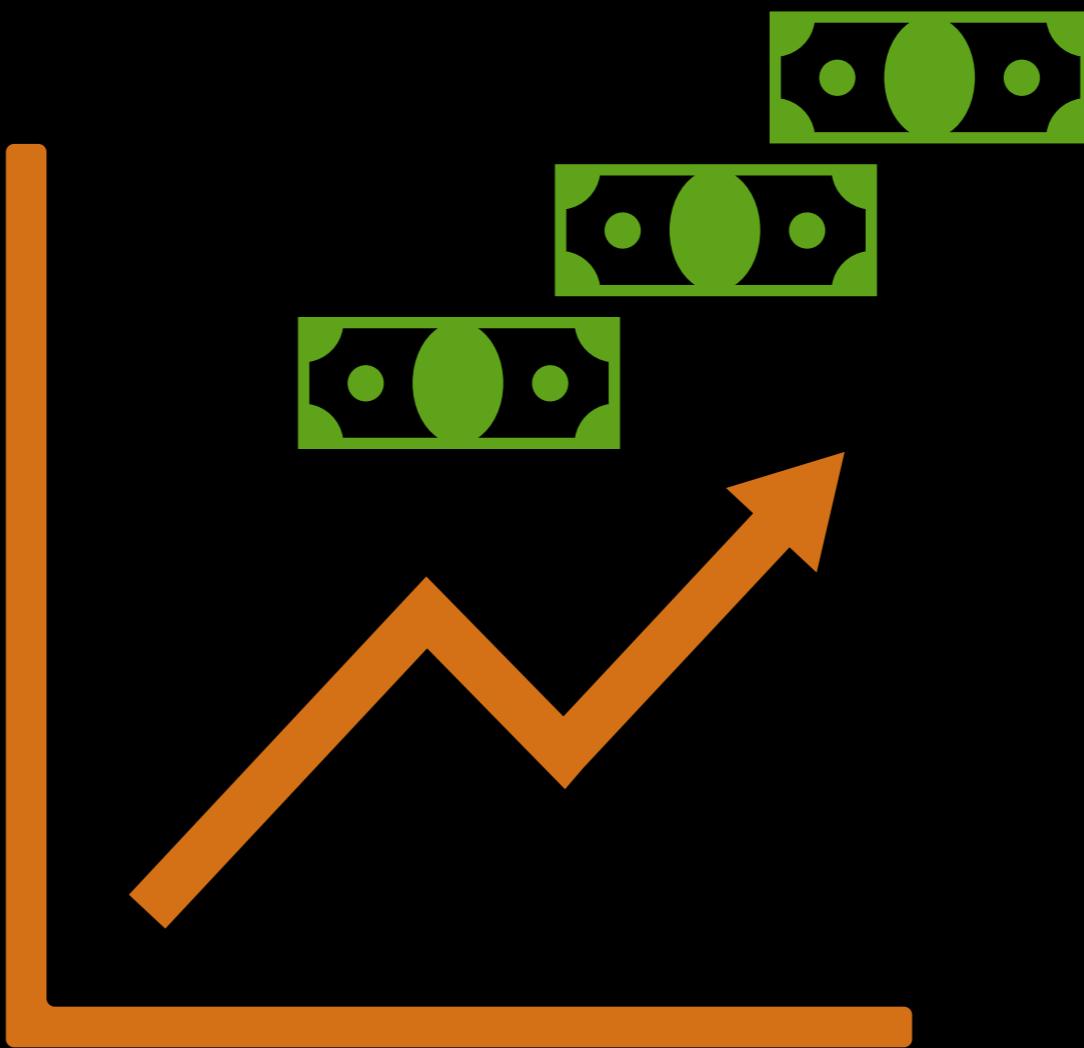
AGILE ECONOMY



AGILE ECONOMY



AGILE ECONOMY



AGILE ECONOMY

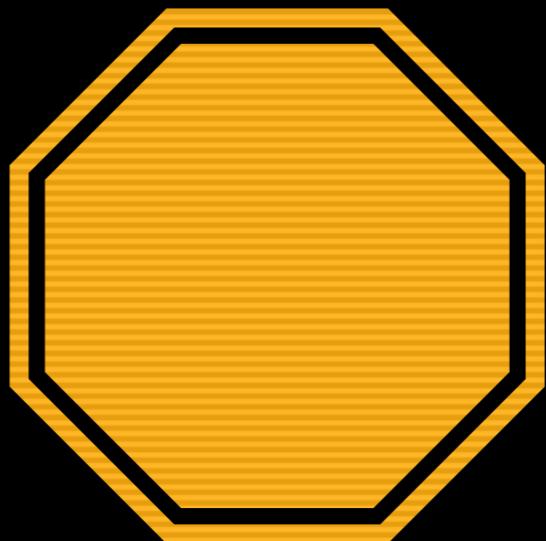


RESISTANCE TO CHANGE



IS A NEGATIVE
FEEDBACK LOOP

ROAD END



WE BLAME MINDSET

RESPONSIBILITY
OBLIGATION

SHAME

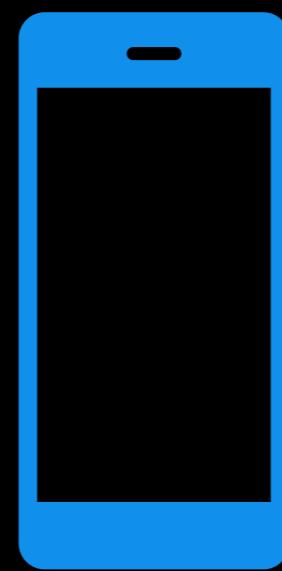
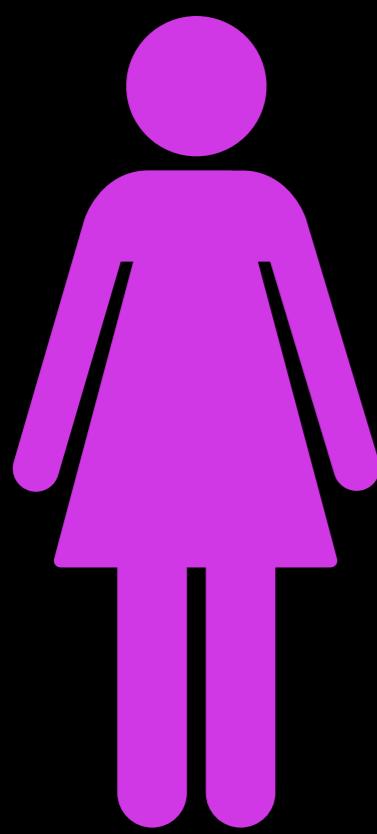
JUSTIFY

LAY BLAME

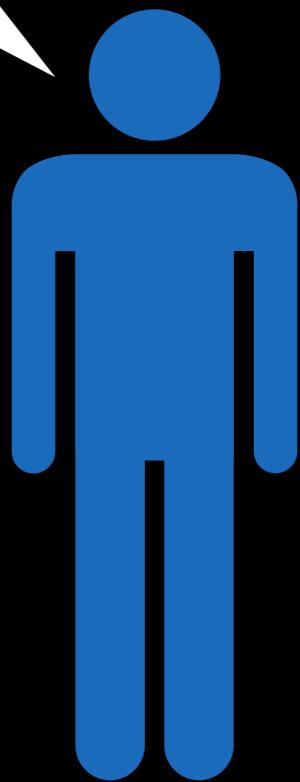
DENIAL

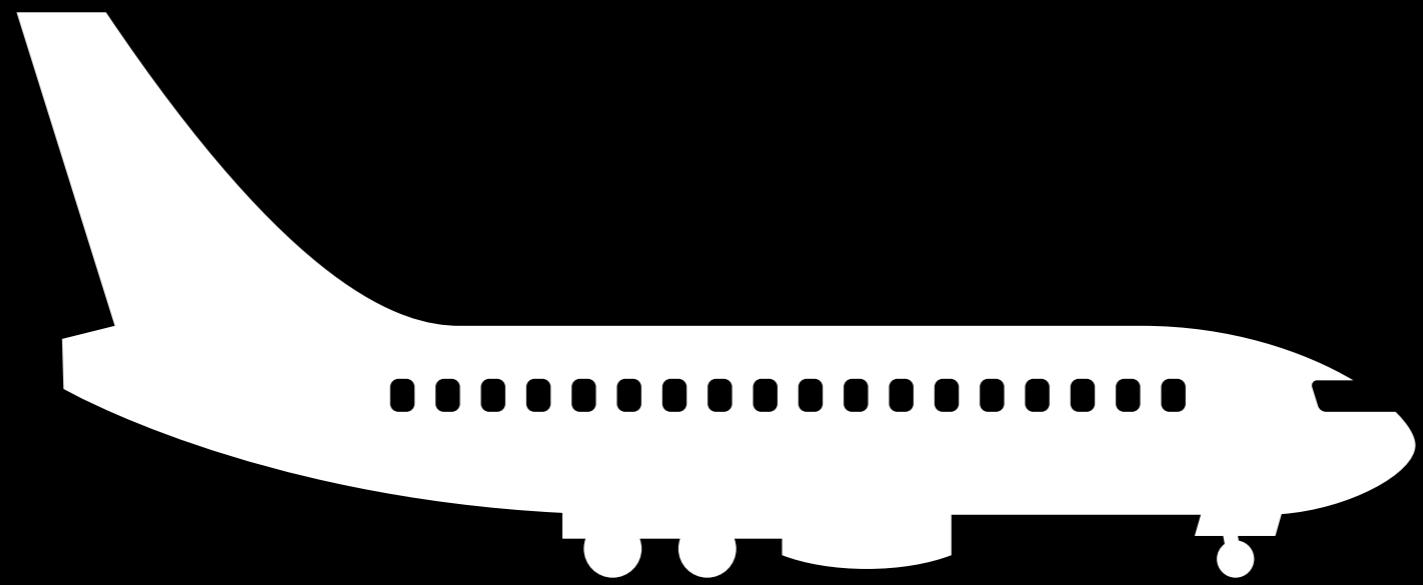
A detailed marble sculpture of a classical figure, likely a soldier or deity, shown from the waist up. He is wearing a detailed cuirass and holding a large, ornate shield on his left arm. His right hand is clenched in a fist. The sculpture is set against a dark, solid background.

SOFTWARE



HELLO, MOM?





Bank



Bank



Software House



Bank Software House



Pizzeria

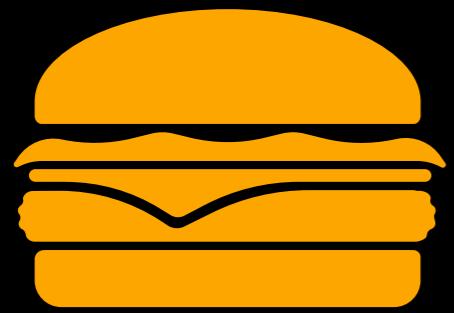


Software House



Pizzeria Software House



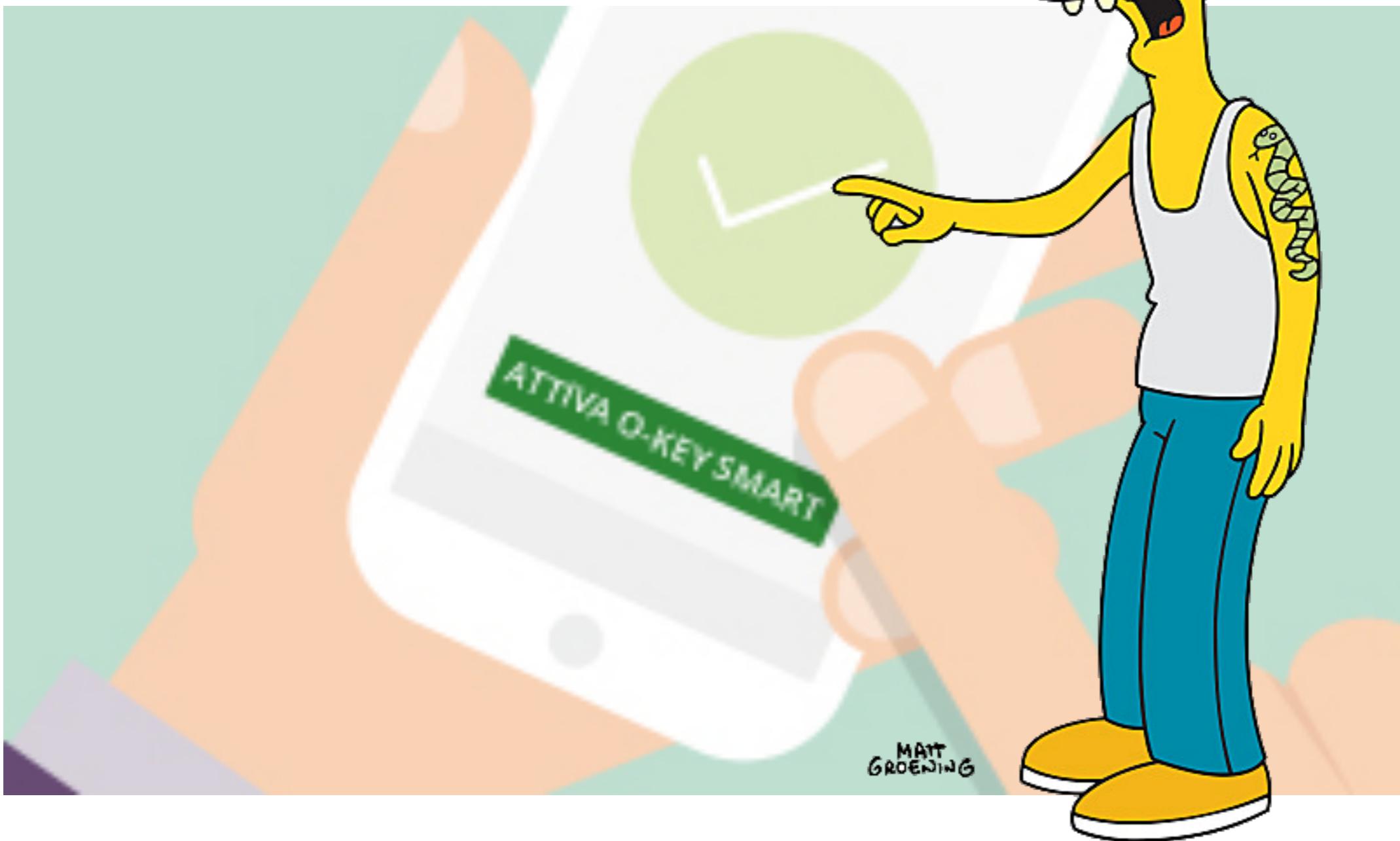


Bank
Software House

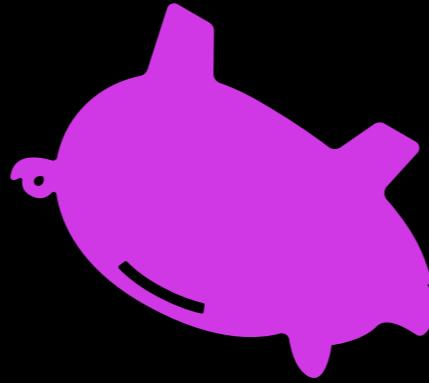




SMART



CUSTOMER VALUE...HELLO?



We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.



The whole company

Transformation



HOORAY NOW WE ARE FAST AND COMPETITIVE!



Good

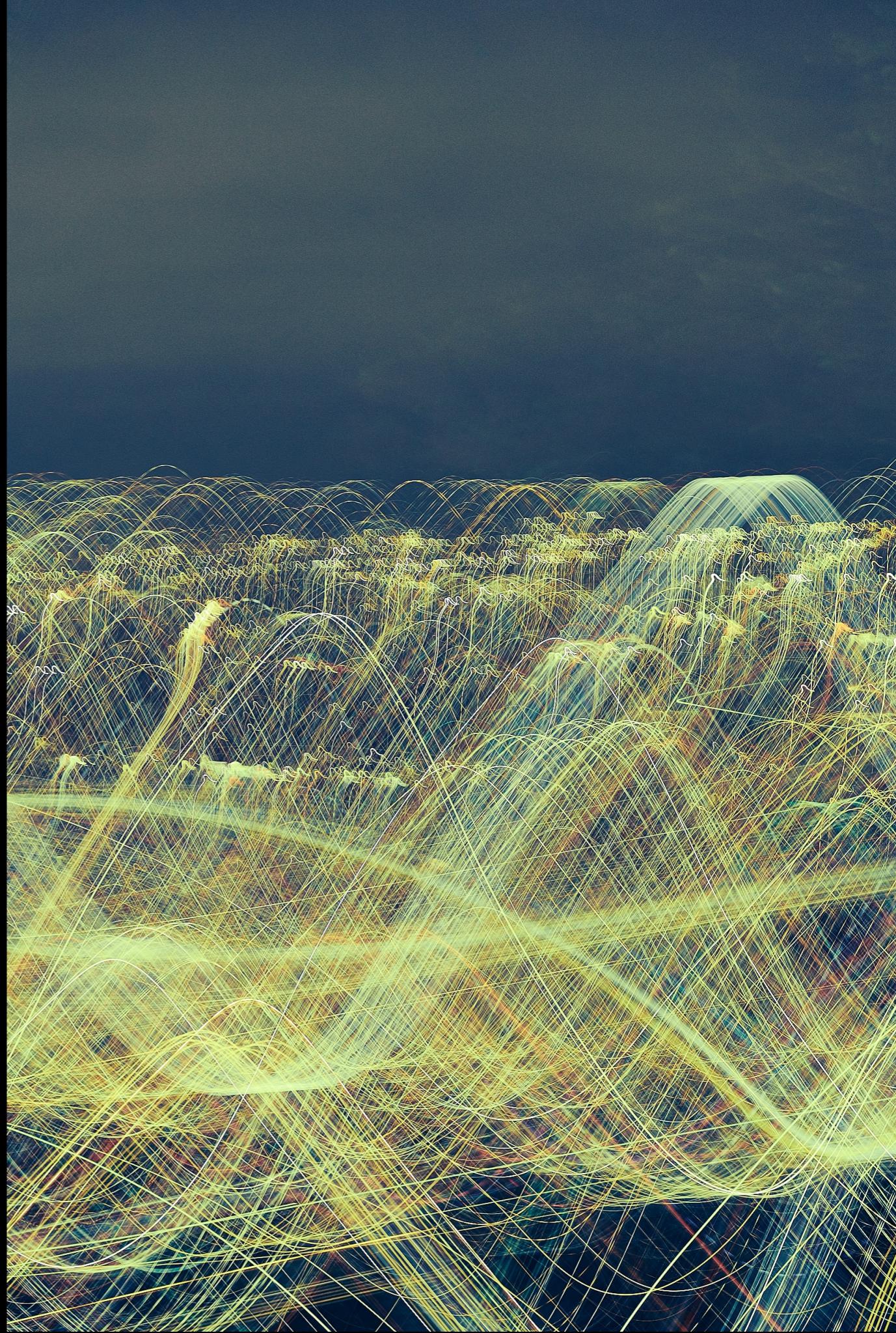


Fast

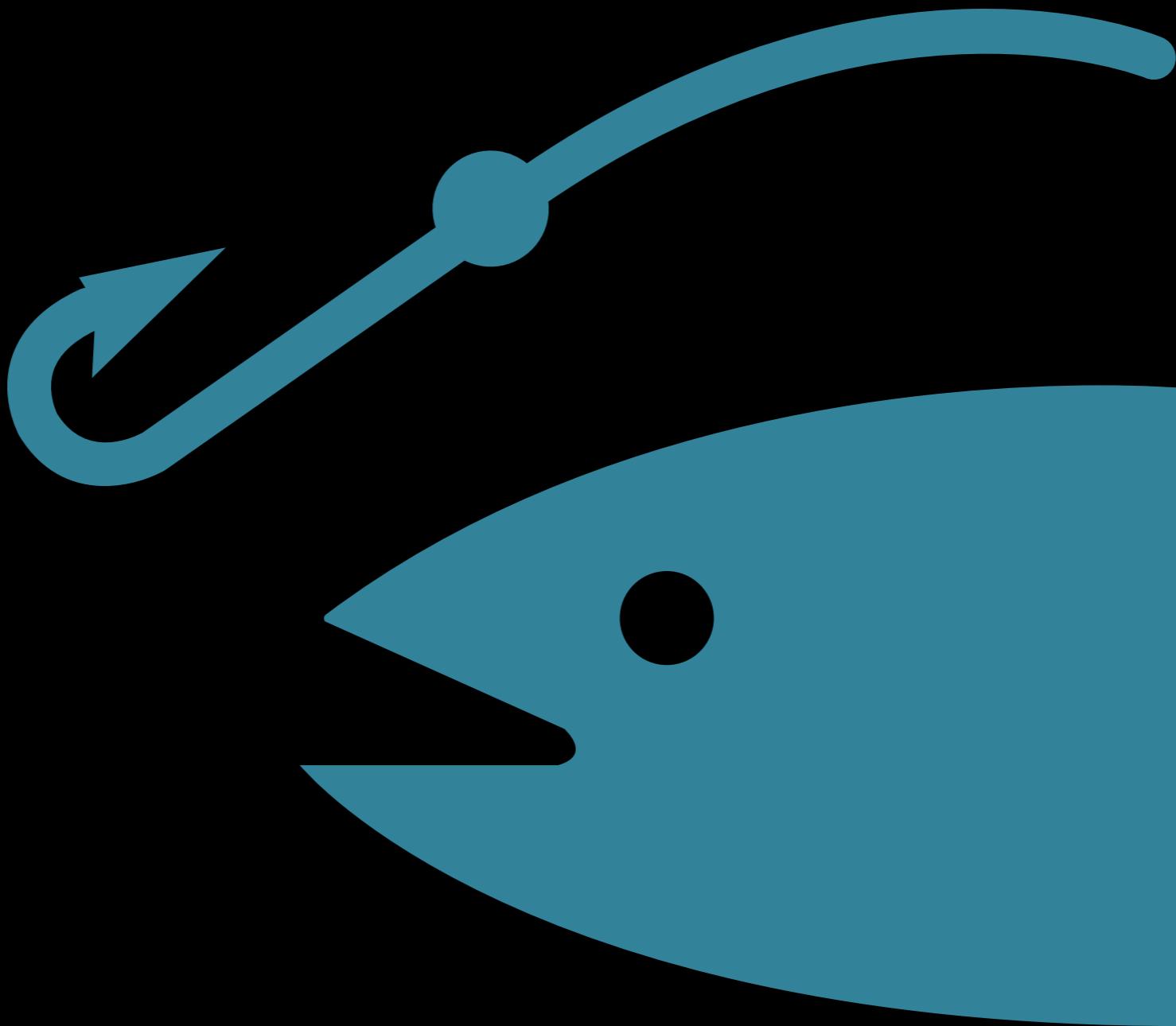
FAR FROM EQUILIBRIUM

From-equilibrium refers to a type of dynamic equilibrium in which the state of a system is constantly changing with time due to an external energy (or matter) input.

Absence of energy it is another word for death.



TRAGEDY OF THE COMMONS

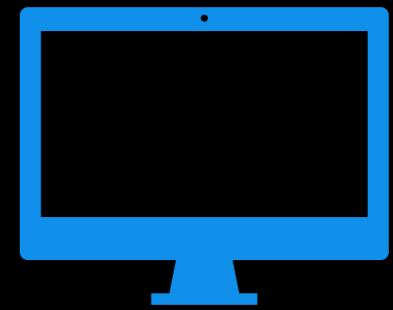
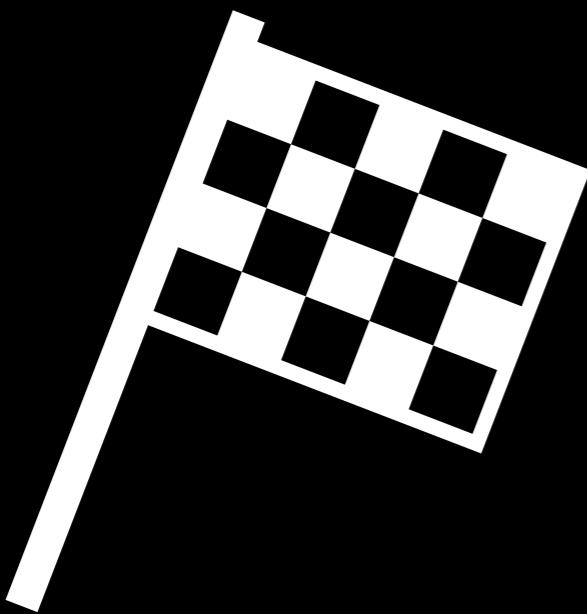


~~Good~~



Fast

TECHNOLOGY MOVE FASTER THAN
PEOPLE HOW ARTICULATE DEMANDS



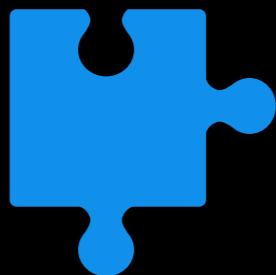
CORRUPTION OF GOOD INTENT



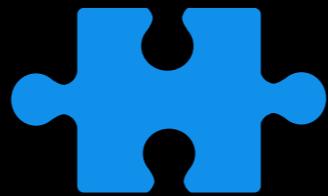
KILLED BY GOOGLE.COM

AGILE BEYOND SOFTWARE

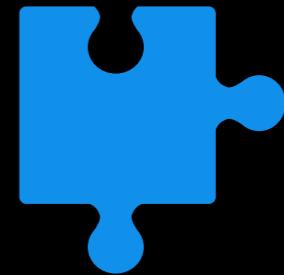
Agile People



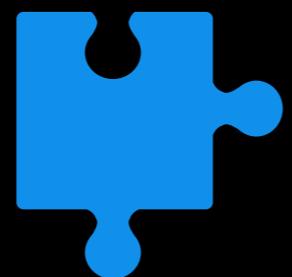
Agile Leadership



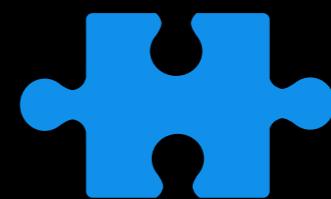
Agile Scaling



Agile Budgeting

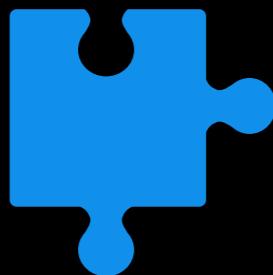


Agile & Design Thinking

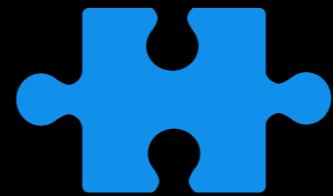


BEYOND SOFTWARE

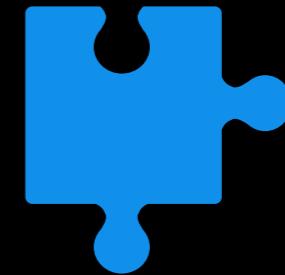
People



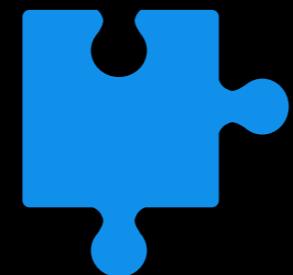
Leadership



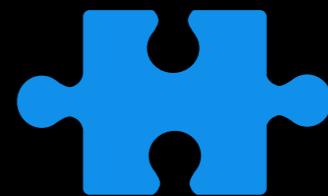
Scaling



Budgeting



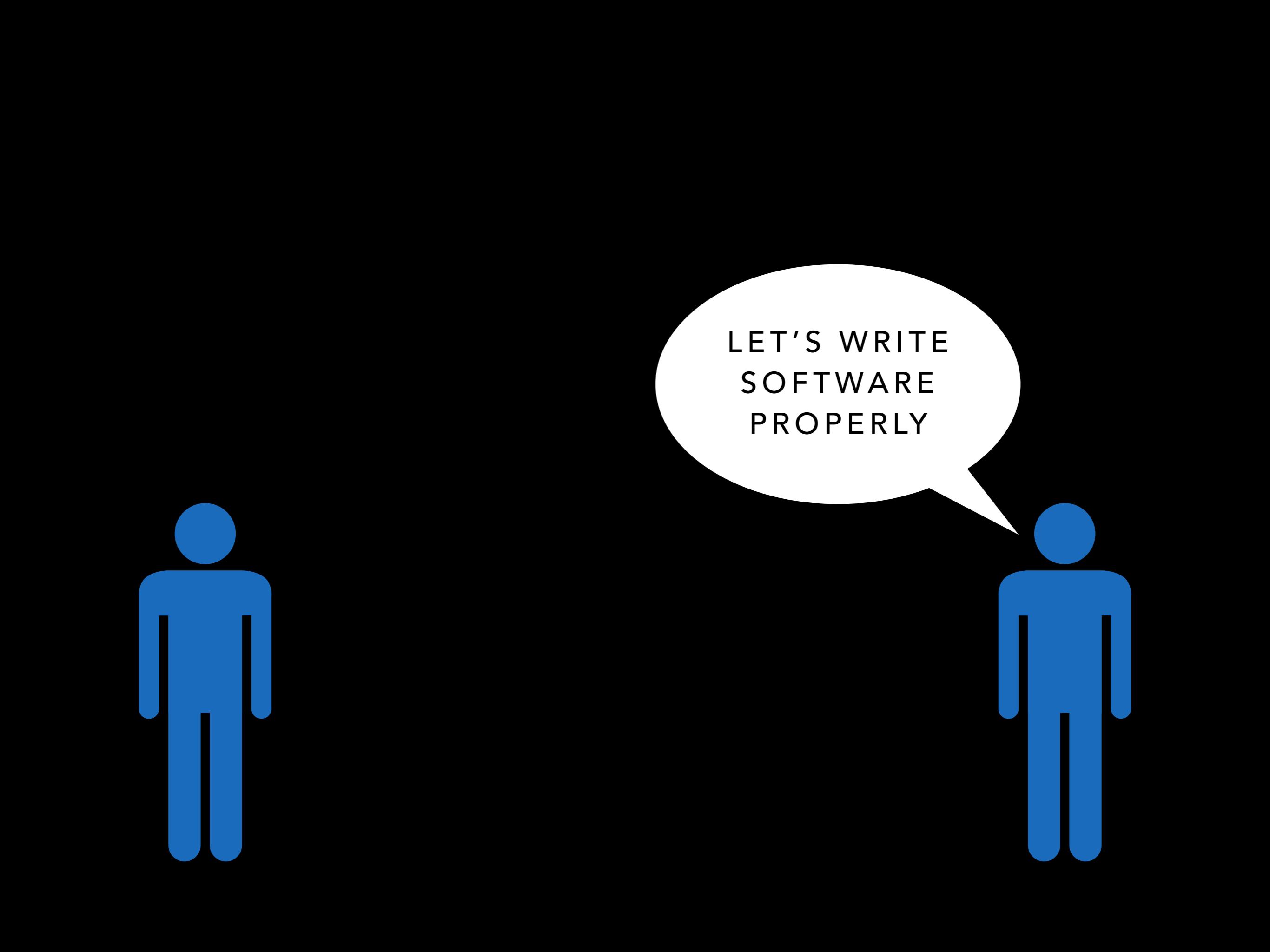
Design



WE HAVE TONS OF PROBLEMS TO SOLVE
BEFORE WRITING GOOD SOFTWARE

WE HAVE TONS OF PROBLEMS TO SOLVE
MEANWHILE WRITING GOOD SOFTWARE

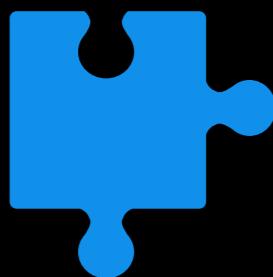




LET'S WRITE
SOFTWARE
PROPERLY

BEYOND SOFTWARE

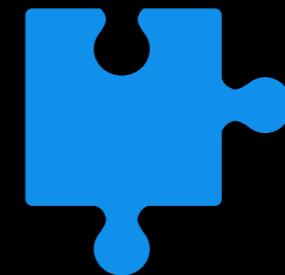
People



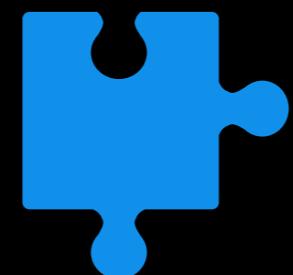
Leadership



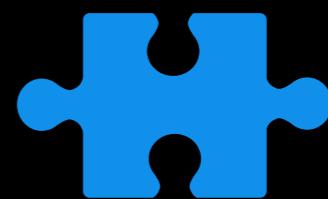
Scaling



Budgeting



Design



NOT PUZZLE PIECES

People



Leadership



Scaling



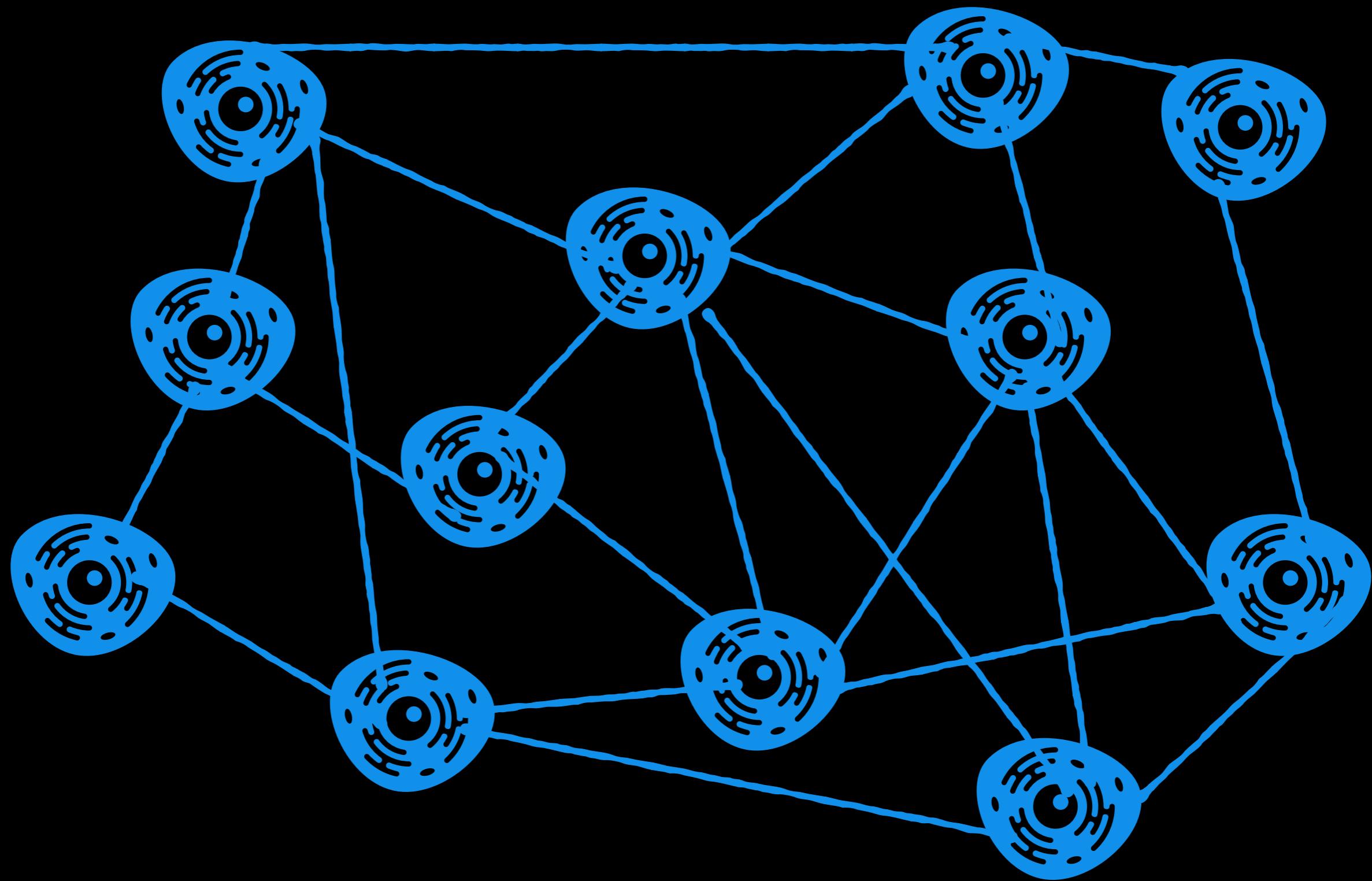
Budgeting



Design



ELEMENTS OF A BIGGER PICTURE



Complexity is looking at interacting elements and asking how they form patterns and how the patterns unfold [...] Science doesn't like perpetual novelty

BRIAN ARTHUR

Bimodal IT = Marathon Runners + Sprinters

Think
Marathon Runner



Mode 1

Reliability

Price for performance

Waterfall, V-Model,
high-ceremony IID

Plan-driven,
approval-based

Enterprise suppliers,
long-term deals

Good at conventional
process, projects

IT-centric, removed
from customer

Long (months)

Goal

Value

Approach

Governance

Sourcing

Talent

Culture

Cycle times

Mode 2

Agility

Revenue, brand,
customer experience

Agile, Kanban,
low-ceremony IID

Empirical, continuous,
process-based

Small, new vendors,
short-term deals

Good at new and
uncertain projects

Business-centric,
close to customer

Think
Sprinter



Gartner.

Bimodal IT = Marathon Runners + Sprinters

Think

Marathon Runner



Marathon Runner	Sprinter
Focus on quality	Agility
Price performance	Revenue, speed, customer experience
Waterfall, V-Model, Iterative ceremony	Kanban, huddle, stand-up ceremony
Planning, design, proof-of-concept	Empirical, continuous, process-based
Enterprise support, long-term delivery	Small, new, cross-functional, short-term
Good at conventional products	Focused at scale and projects
IT-centric, removed from business	Business centric, close to customer
Long (months, years)	Short (days, weeks)

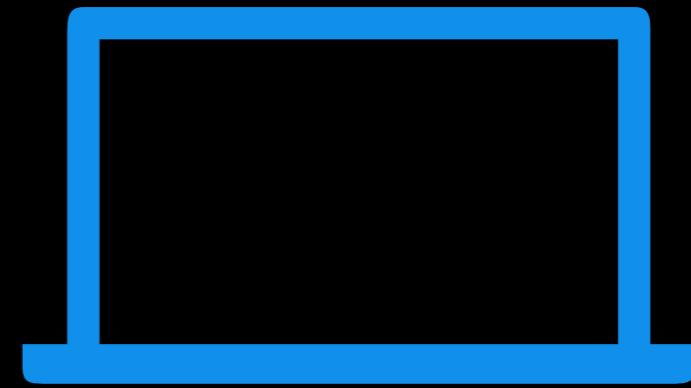
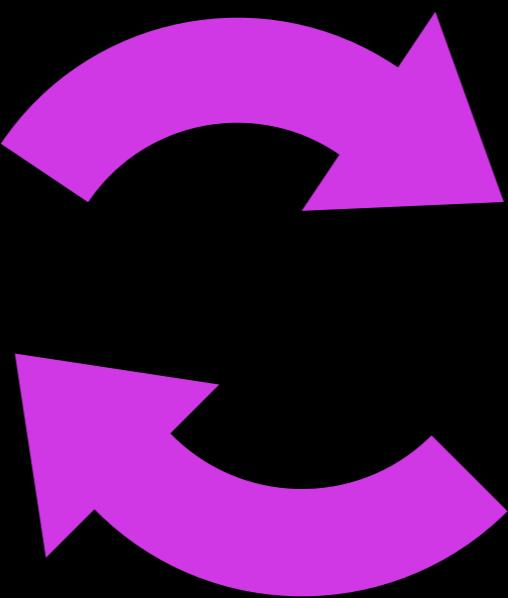
Think

Sprinter



Gartner.

COEVOLUTION



People in the world

Software

SOCIAL MEDIA & POPULISM

TECHNOLOGY SHAPE US

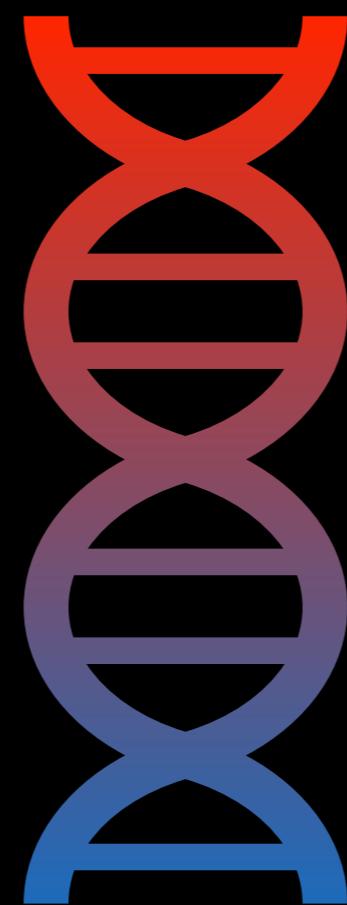


Brain plasticity

TECHNOLOGY SHAPE US



Brain plasticity

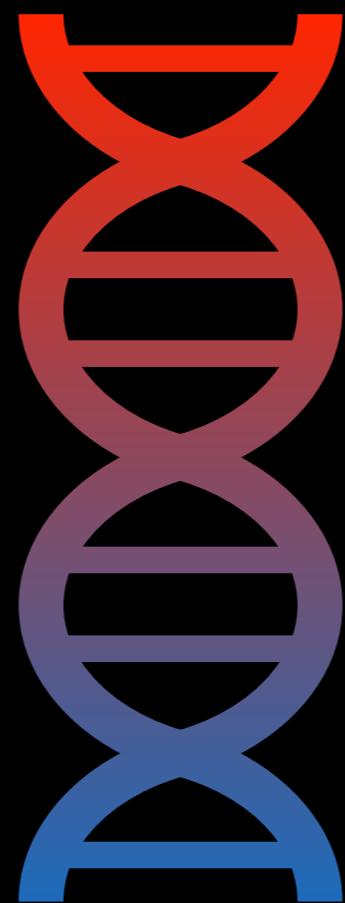


Epigenetic

TECHNOLOGY SHAPE US



Brain plasticity

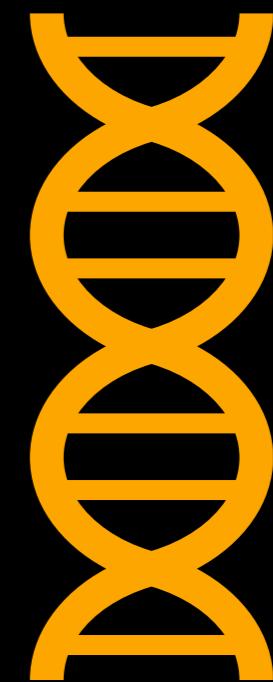
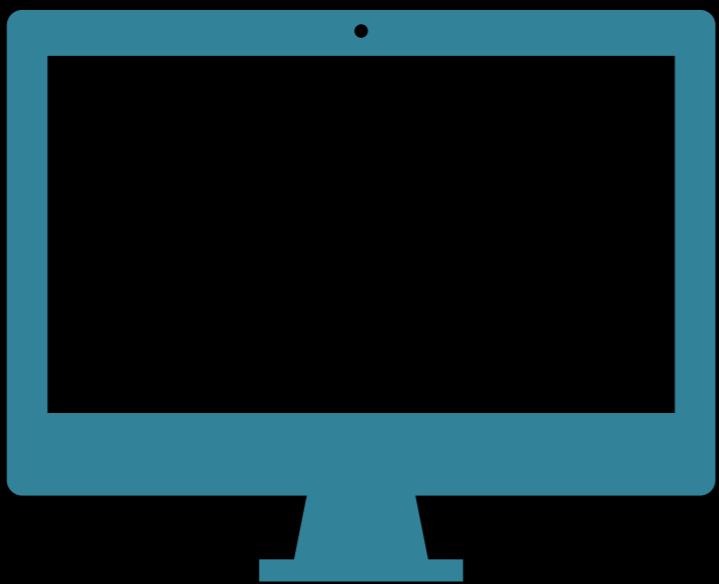


Epigenetic



Involution

STUPID SOFTWARE CAN
KILL PEOPLE
AND CHANGE BIOLOGY



Every company is nowadays a software company too. This means they have two big ethical responsibilities: how they treat their people, and how they deliver their software



IN THE END,
EVERYTHING IS
WORK ETHIC.

IN THE END
EVERYTHING IS WORK ETHIC

MATTEO CARELLA

AGILE COACH



AGILE VENTURE
BOLZANO 2019