Communicating Ideas in a fullenough way about the systems (current & future)

Misunderstanding of differences between performance and productivity Poor effort estimation and coordination within the

Data is Fragmented across various Silos

Using the lens of "**Software Excellence**", think about what problems and constraints make it difficult to build a product that matters, and do awesome quality work:

Software Excellence needs to be multidisciplinary Misalignment of understanding of what is software excellence pre-release software excellence is subjective/statistical. The value we get from production software will tell if was excellent enough or not

not a shared idea of what software excelence is between devs

Excellence for who, with what, over what timeframe Long or broken feedback loop between business and system

Using the lens of "**Thriving**", think about what problems and constraints make it difficult for people to thrive, teams to thrive, and organizations to thrive:

Geek selfsabotage: optimism, isolation, obsession

> Communicate between stakeholders, developpers but from the system (current & future)





Communication Issues (interruptions, unclear expectations)

How to justify and explain the costs of the software enterprise



Discontinuity of Knowledge about:

- Domain
- System (current and future)

Profitability of "bad software done quick"

Dark Work



Power dynamics
- some options
are not available
to all levels of
workers

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