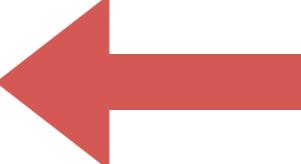


JC Grubbs
@the grubbsian



What services do you need?

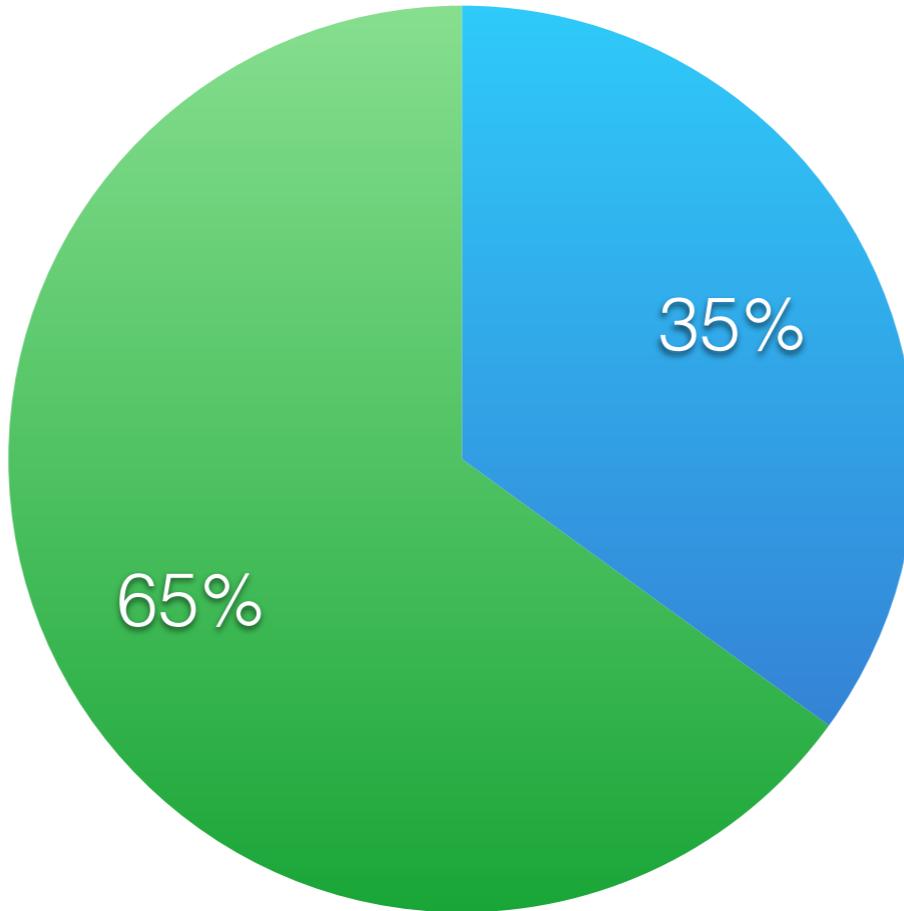
- Web application development
- Mobile development
- Visual Design and User Experience
- E-Commerce development (recurring or one-time billing)
- API development
- Rescuing a project that's in jeopardy 
- Help interviewing candidates or vetting development staff
- Help coaching and mentoring your team
- Technical training
- CodeRev (code review service)
- DevOps and Infrastructure Automation



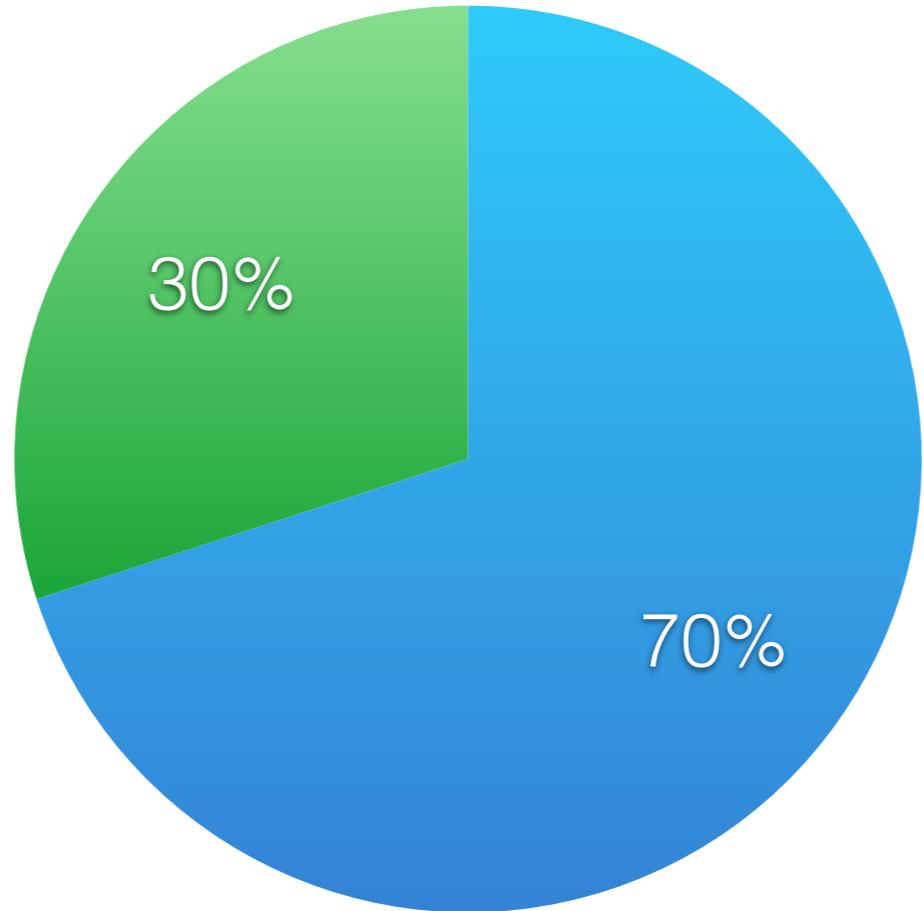
Stopping the Slow-motion Train Wreck

- 0 Industry FAIL
- 1 Archetypes
- 2 The Signs
- 3 Root Causes
- 4 Righting the Ship
- 5 The Aftermath

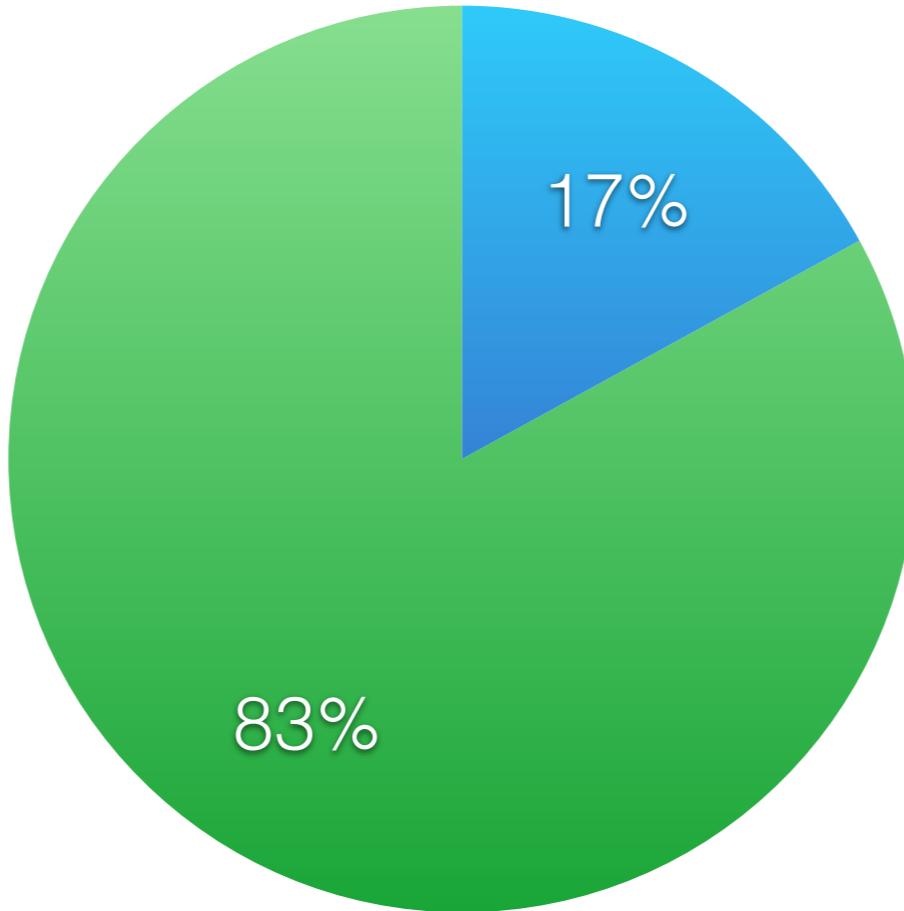
0 Industry FAIL



Logica Management Consulting found in a 2008 study that 35% of organizations had abandoned a major project in the last 3 years.



A study by KPMG in 2010 found that 70% of organizations have suffered at least one project failure in the last 12 months.

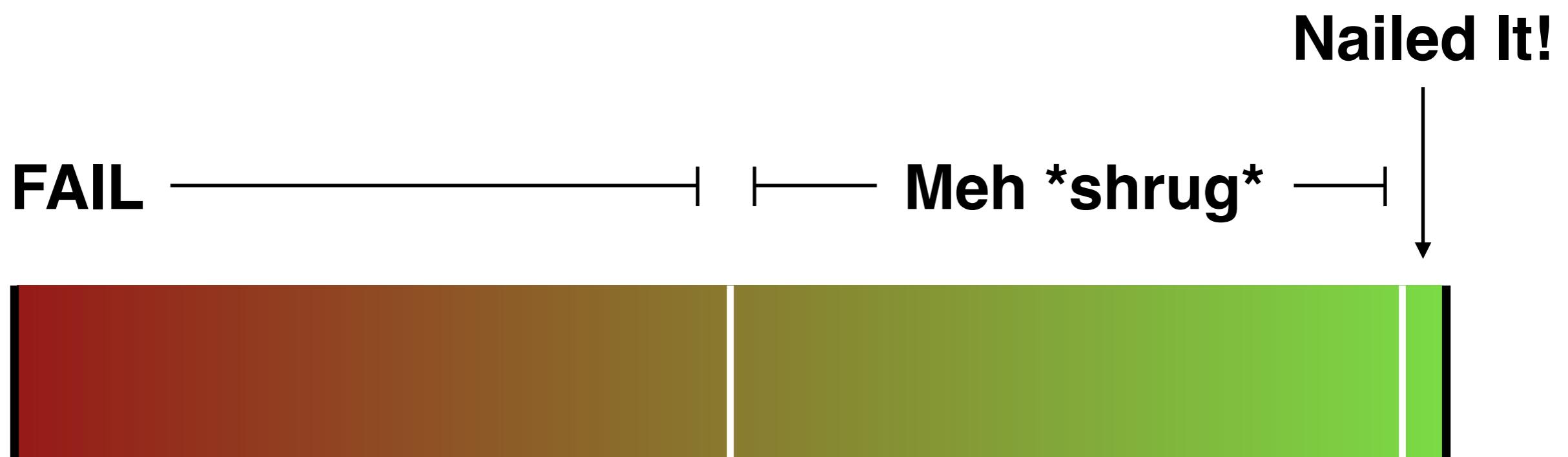


A 2012 study by McKinsey found that 17% of IT projects go so badly that they threaten the existence of the company.

How the tech team sees the spectrum of success.



How the business team
sees the spectrum of success.



1 Archetypes

Money Pit



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Sisyphean



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Pyrrhic Victory



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Zombie



Abandonware



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2 The Signs

Disengagement



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Disengagement

- Stakeholders rarely show up
- Team members avoid meetings or standups
- Lack of interest from business users

Inconsistent Effort



Inconsistent Effort

- Lots of PTO or sick time
- Time tracking reports show volatility
- Commit/delivery frequency is slowing or volatile



Conflict

Conflict

- Visible frustration or interpersonal issues
- Meetings ending abruptly
- Cliques forming
- Individuals are shunned

Code Signals



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Code Signals

- Areas of code churn
- Individuals with high affinity to areas of code
- Low/inconsistent test coverage
- High complexity or coupling



Multiproject Workspace

MY SAMPLE PROJECT Current/Backlog

- 3 Mar - Current Pts: 5 of 10
 - Cart manipulation should be AJAXy (DD1) Deliver
 - Some product photos not scaled properly when browsing products Finish
 - When shopper submits order, authorize total product amount from payment gateway (DD1) Finish
 - Shopper should be able to enter credit card information and shipping address (DD1) Finish
- 4 Mar Pts: 8
 - configure solr for full text searching Start
 - Shopper should be able to search for product Start
 - Initial demo to investors Finish
 - Integrate with payment gateway Start
 - If system fails to authorize payment amount, display error message to shopper Start
 - If authorization is successful, show order number and confirmation message to shopper Start
 - Send notification email of order placement to admin Start
 - Shopper should be able to check status of order by entering name Start

MY SAMPLE PROJECT 2 Current/Backlog

- 3 Mar - Current Pts: 2 of 7
 - Shopper should be able to click on a product, and see all product details, including photos Start
 - Shopper should be able to add product to shopping cart (BD1) Start
 - Shopper should be able to Accept or Reject to view contents of shopping cart (BD1, DD1) Start
 - Shopper should be able to Remove product from shopping cart (BD1) Start
 - Cart manipulation should be AJAXy Deliver
 - Shopper should be able to recommend a product to a friend (DD1) Start
 - Some product photos not scaled properly when browsing products Start
 - configure solr for full text searching Start
 - Shopper should be able to search for product Start
 - Initial demo to investors Finish
- 4 Mar Pts: 9
 - Shopper should be able to read reviews for a product Start
 - Admin should be able to mark a product as featured Start
 - Featured products should appear on the site landing page Start
 - Admin should be able to create and edit blog articles Start
 - Admin should be able to save blog articles in draft mode Start

NOTIFICATIONS

- My Sample Project 2 21 minutes ago
 - Product browser should be able to recommend a product to a friend Deliver
 - Integrate with payment gateway Deliver
 - native iPhone product browser should be able to share Deliver
 - Facebook can be used to share features Deliver
 - Apply styling to all shopper facing parts of the site, based on assets from designer design Start
 - Signed in shopper should be able to post product reviews Start
 - Signed in shopper should be able to rate product, by choosing 1-5 stars Start
 - When shopper is browsing products, show average product rating and number of reviews next to each product Start
 - Shopper should be able to read reviews for a product Start
 - Admin should be able to mark a product as featured Start
 - Featured products should appear on the site landing page Start
 - Admin should be able to create and edit blog articles Start
 - Admin should be able to save blog articles in draft mode Start
- My Sample Project 2 21 minutes ago
 - Product browsing pagination not working in IE6 Start

Product State:started

Sample Project Finish ✓

Sample Project Finish ✓

Sample Project Finish ✓

Some product photos not scaled properly when browsing products Start

STORY TYPE Bug

POINTS Unestimated

STATE Started

REQUESTER Dan Demo 1001

OWNERS <none>

FOLLOW THIS STORY (1 follower)

Updated: 10 minutes ago

DESCRIPTION (edit)

This is markdown!

- with a bullet
- and another
- and yet another.

```
function removeUnderscores(url) {
  if (url[0] === "_" && url[url.length - 1] === "_") {
    return url.substring(1, url.length - 1);
  }
  return url;
}
```

Productivity Metrics

Productivity Metrics

- WIP over time
- Velocity over time
- Delivery by individuals
- Estimate creep



Cargo Cult

Cargo Cult

- Developers stop asking “Why?”
- “That’s how we always do it.”
- More focus on technology than on business/use cases

ugh

why god, WHY???

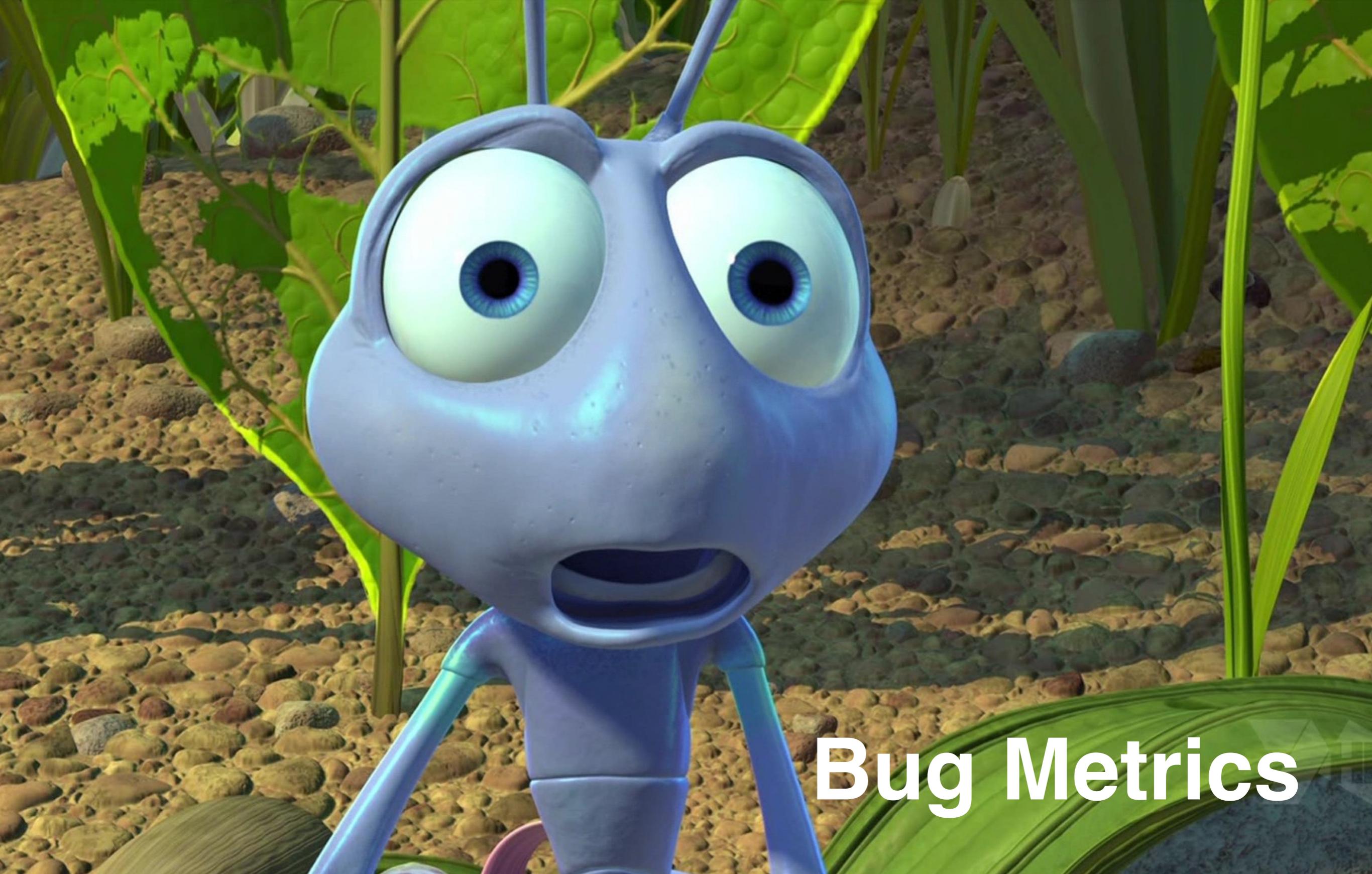
if you don't know what you're doing,
don't #*\$*&@ing do it

please stop breaking

if you find this...send help

WTF

Commit Fail

A close-up of a blue, two-eyed cartoon character with a single mouth, standing in a lush green environment. The character has a large, bulbous head and a simple body with three legs. It is surrounded by various green plants and leaves.

Bug Metrics



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Bug Metrics

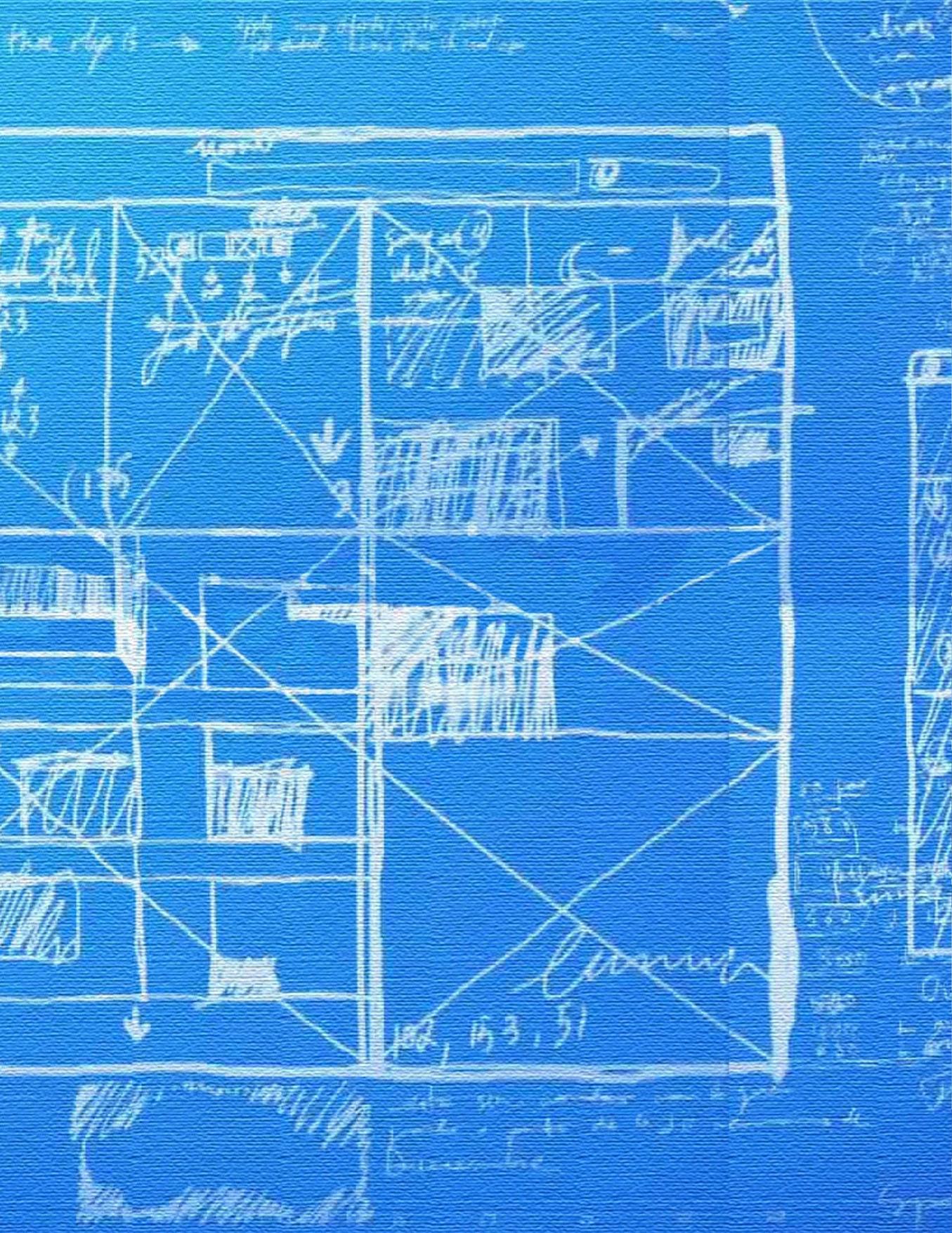
- New bug rate increases
- Bug close rate decreases
- Re-open rate increases
- CI pass/fail rates
- Congregating bugs
- Bug “owners”

3 Root Causes

Misalignment



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Ambiguity



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Unaddressed Risk



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Skill Deficiencies



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Vendor Failure



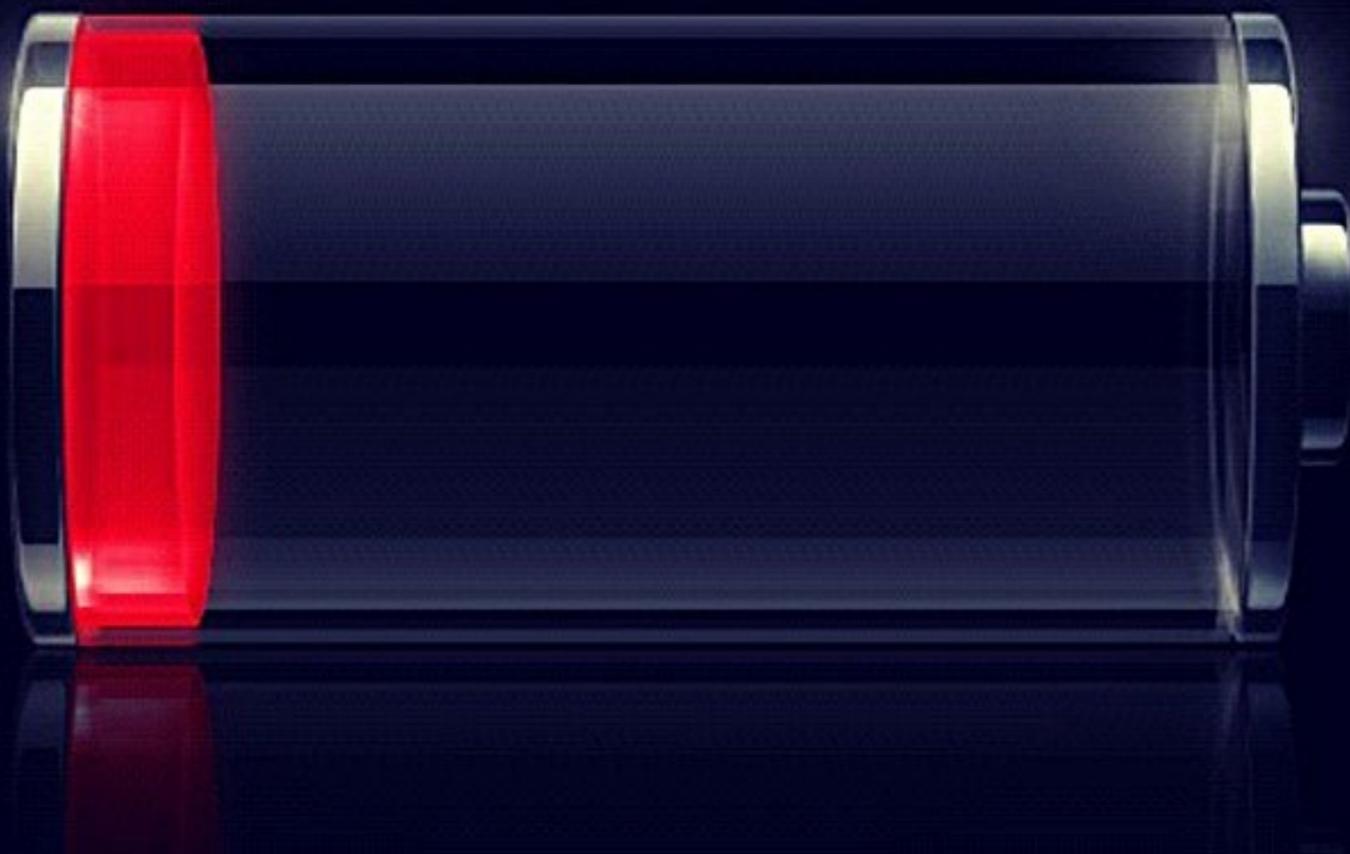
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Dysfunction

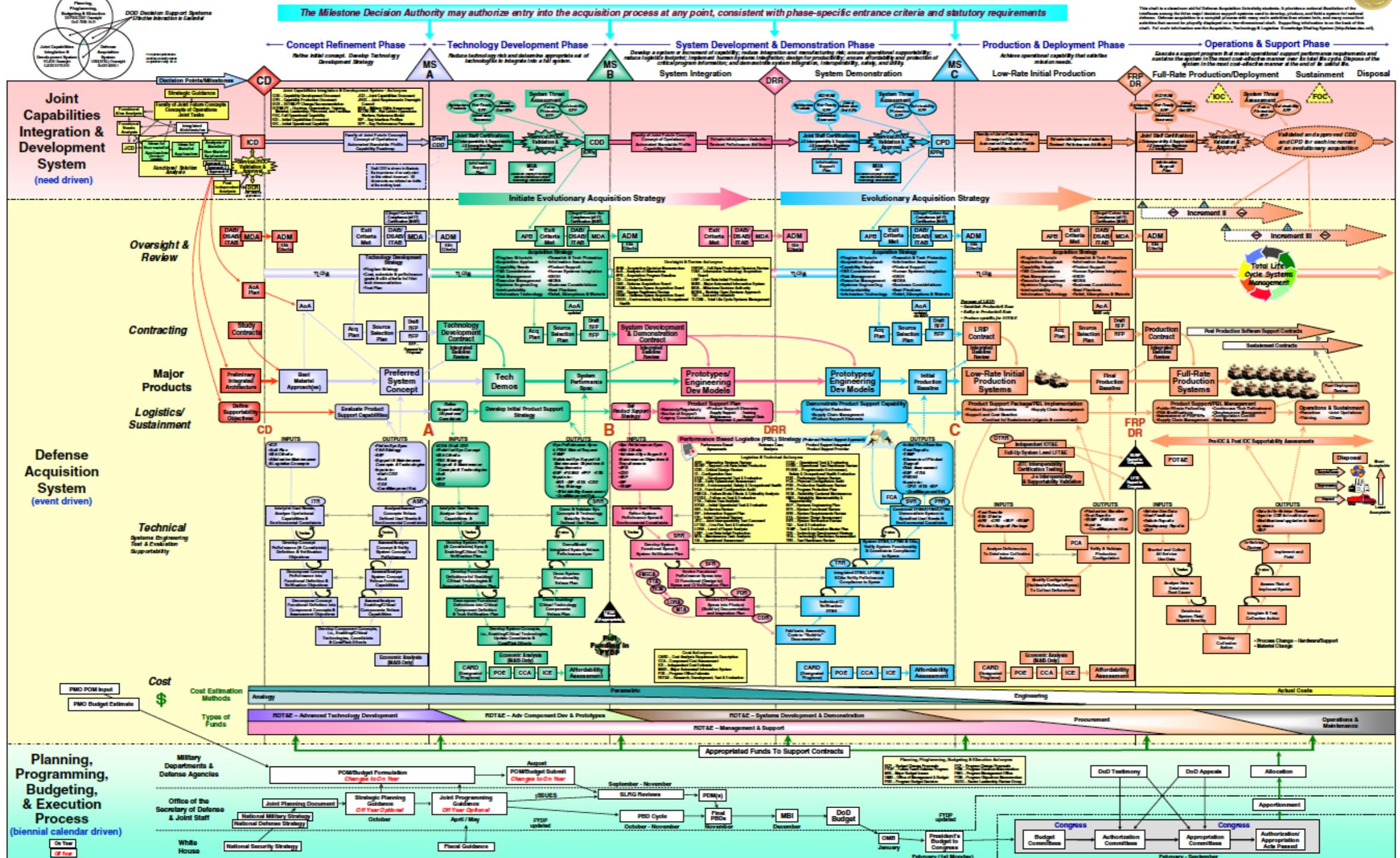


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Limited Resources

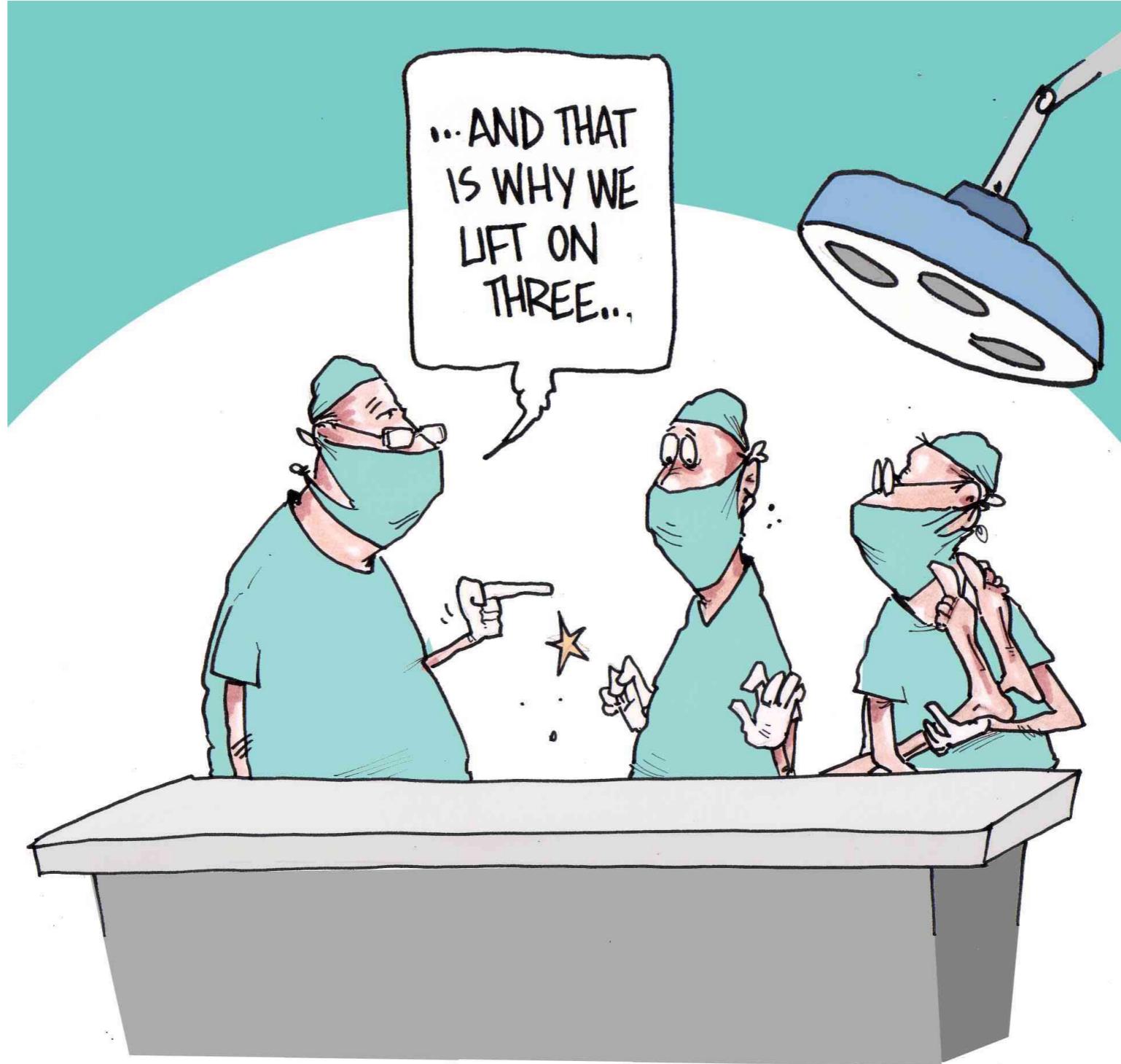
Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework



Process Breakdown



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Lack of Coordination

Technical Challenges



4 Righting the Ship



I LIKE MY UMBRELLA. BUT,
I REALLY NEED A DOPE-ASS PARKA

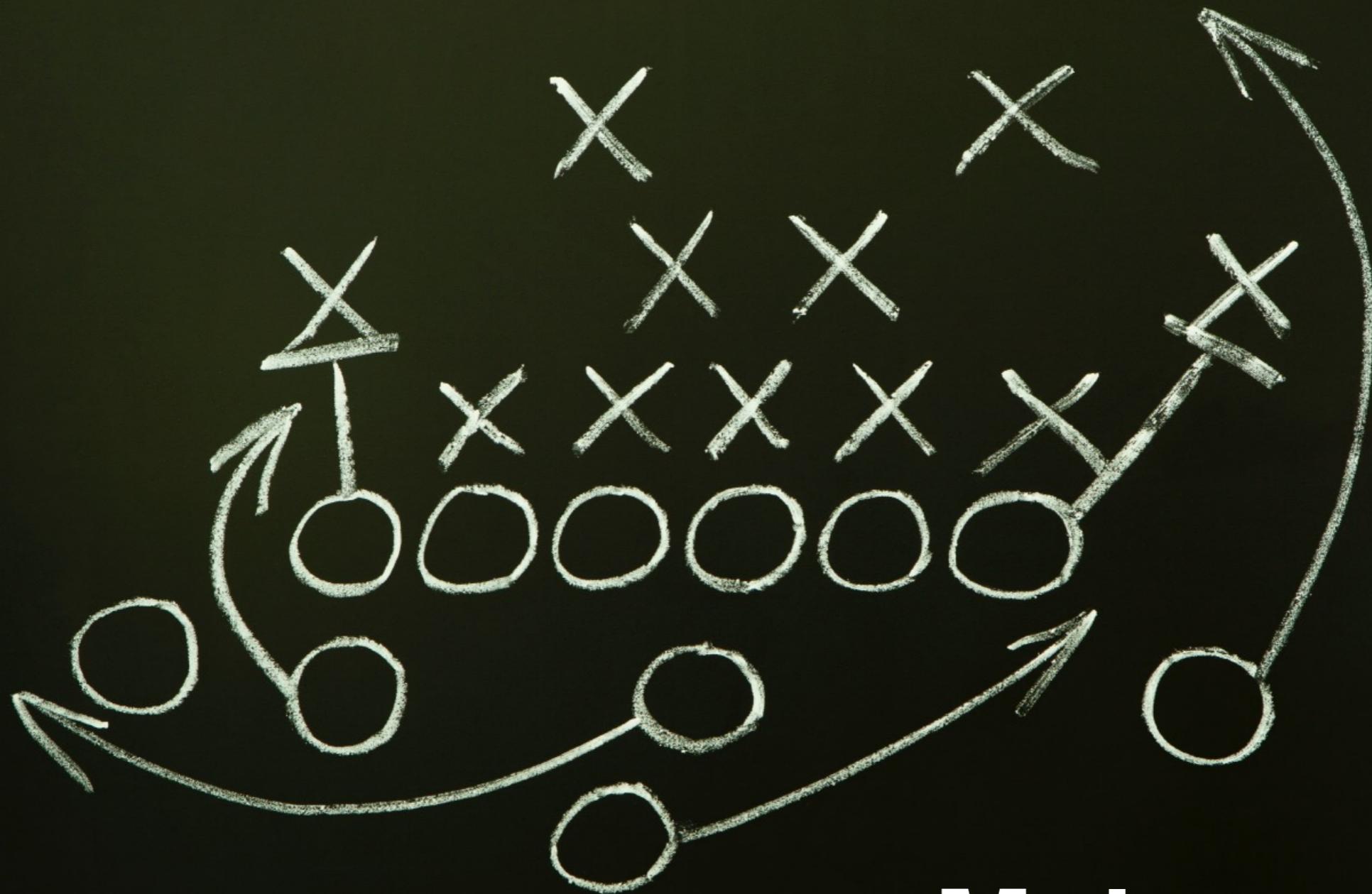
Introspection

Introspection Techniques

- Retrospectives
- Communication mapping
- Manager / Managee

Questionnaires

- One-on-ones



Make a Plan



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PUPIL

Mary Susie Crowe

ROOM

132

PHONE

none

ADDRESS

8133 Madison Ave.

GRADE SCHOOL

St. Catherine

SUBJECT	COURSE	MARCH 11 MARK ABS.	APRIL 29 MARK ABS.	JUNE 7 MARK ABS.	FINAL TOTAL MARK ABS.	PARENT'S SIGNATURE
Literature	I	B 0	B 0	B	B	
Composition	II	B	B	B	B	Mrs. H. Crowe
Latin	II	B 0	B 0	B	B	
History	9A	A 0	A+ 0	A	A	Harold J. Crowe S.
Clothing	9A	A 0	B 0	B 0	B 0	
Phy. Education	II		B	A	B	
Health and Safety	II	B	B	B	B	
ALL DAY ABSENCES		0	0	0	0	TEACHER'S SIGNATURE
TIMES TARDY						c.t. Black

DUE AT SCHOOL FROM

9:00 A.M. TO 2:45 P.M.

TUTOR TIME AT SCHOOL

45 MINUTES

HOME STUDY FROM

E.M.T.H.S. Form 23A 9-39 1000

TO

A. M. FROM

7:00

TO 8:00

P. M.

Report Cards



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Get Your
Hands Dirty



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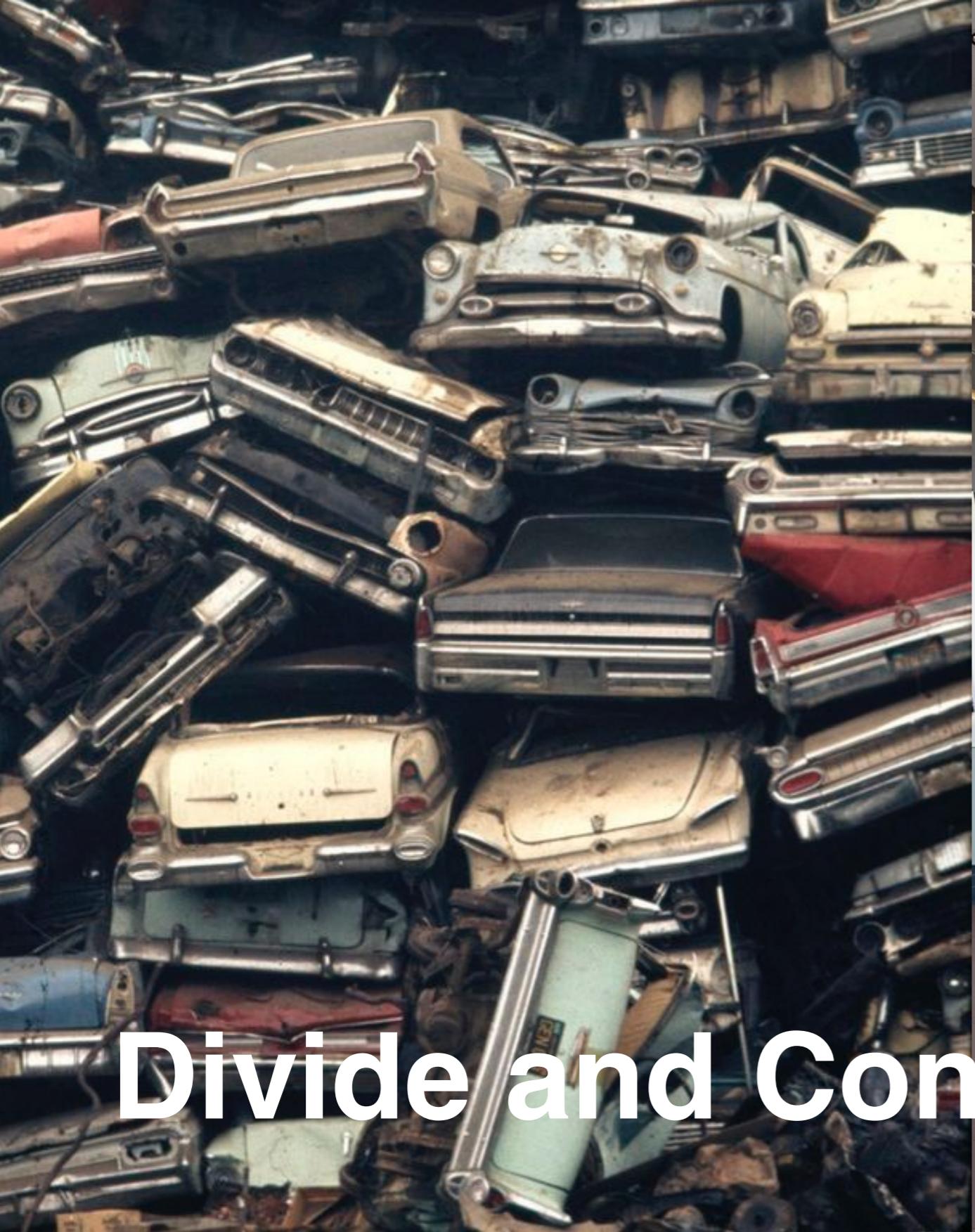
Opportunities to Win



Refresh
the Team



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Divide and Conquer



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Return to Discipline



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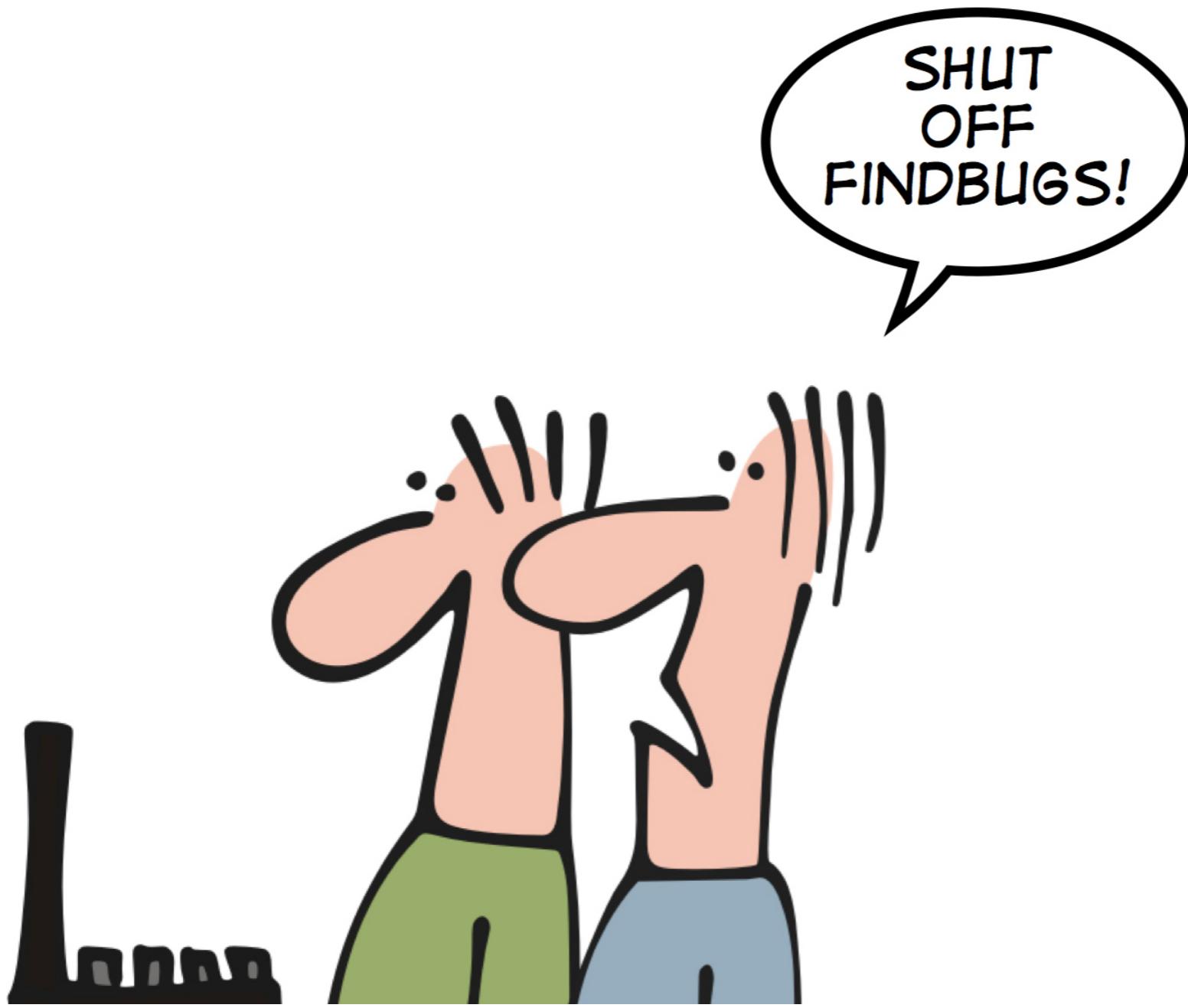
Pair Programming

- Helps to break up knowledge silos
- Rebuilds camaraderie and shared experience
- Brings deficiencies to light, nobody can hide



5 The Aftermath

Technical Debt





Attrition



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A photograph of two FBI agents in uniform. On the left, a woman with short, reddish-brown hair is looking towards the right. On the right, a man with dark hair is also looking towards the right. Both are wearing dark jackets over light shirts and ties, with "FBI" patches on their shoulders.

Trust Breakdown



Thanks
Q&A

JC Grubbs @the grubbsian devmynd.com

