True North & Technical debt

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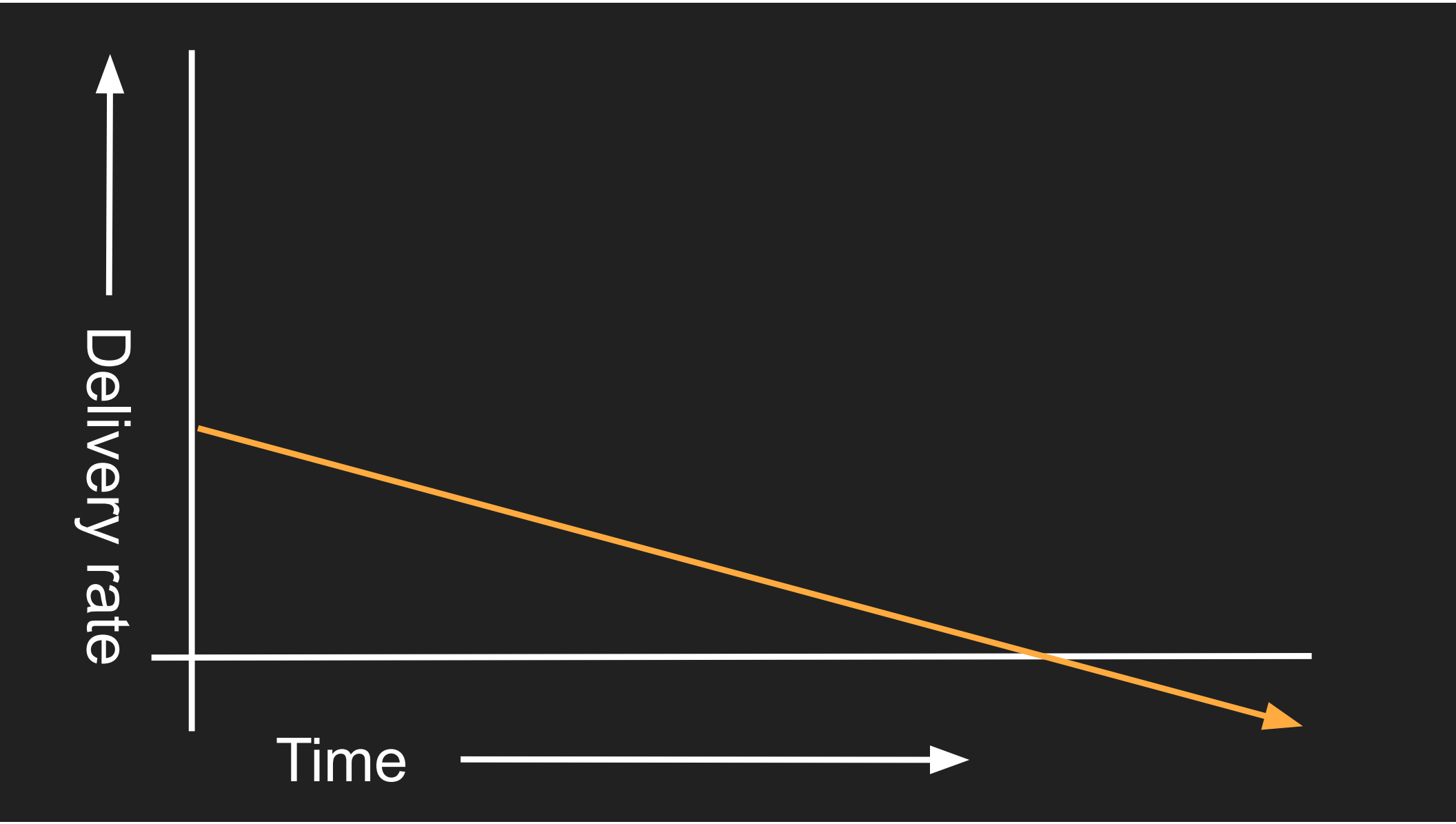
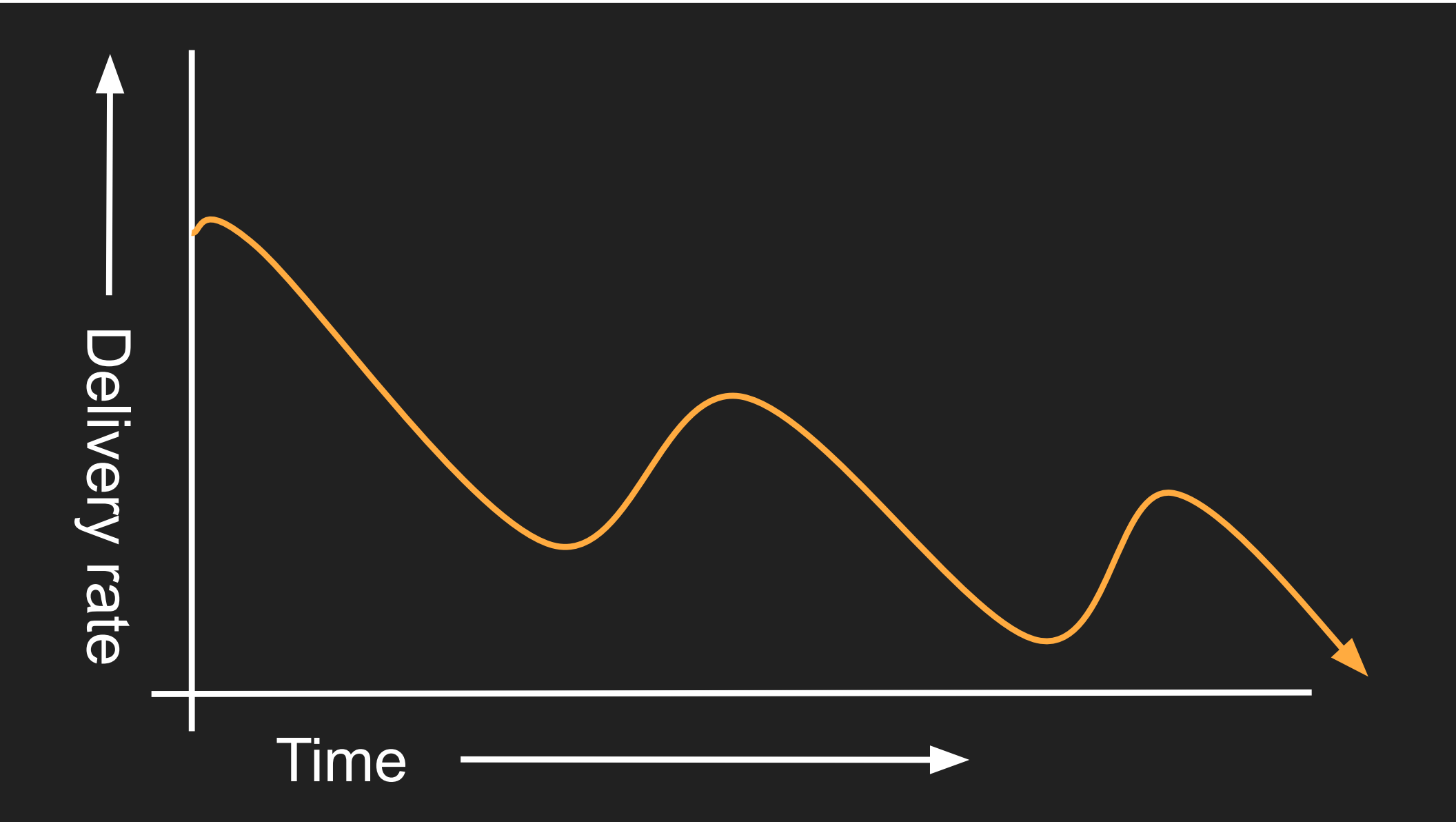
http://bit.do/devops-summit-2019

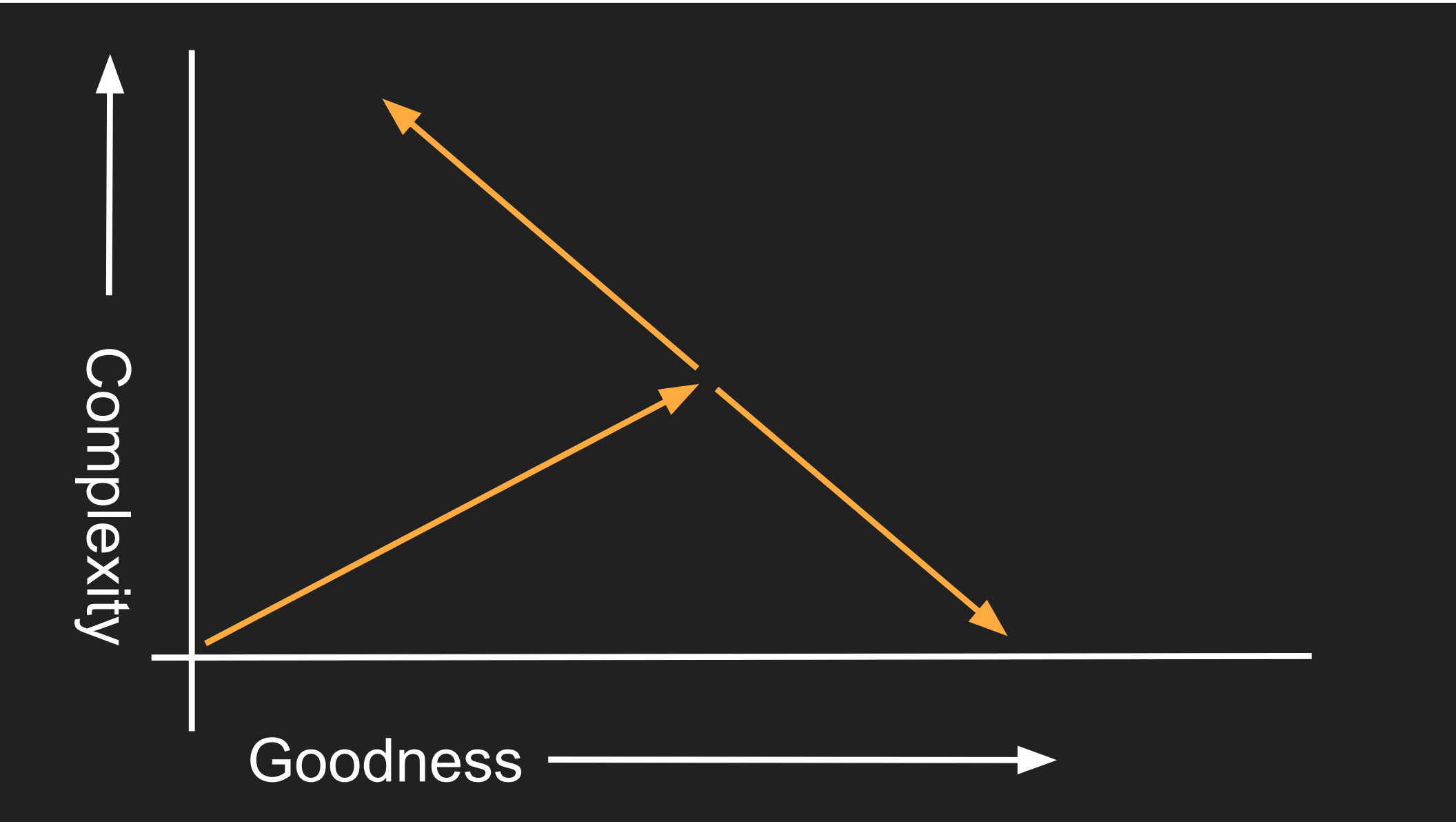
Why don’t we get faster?


Delivery rate
Time

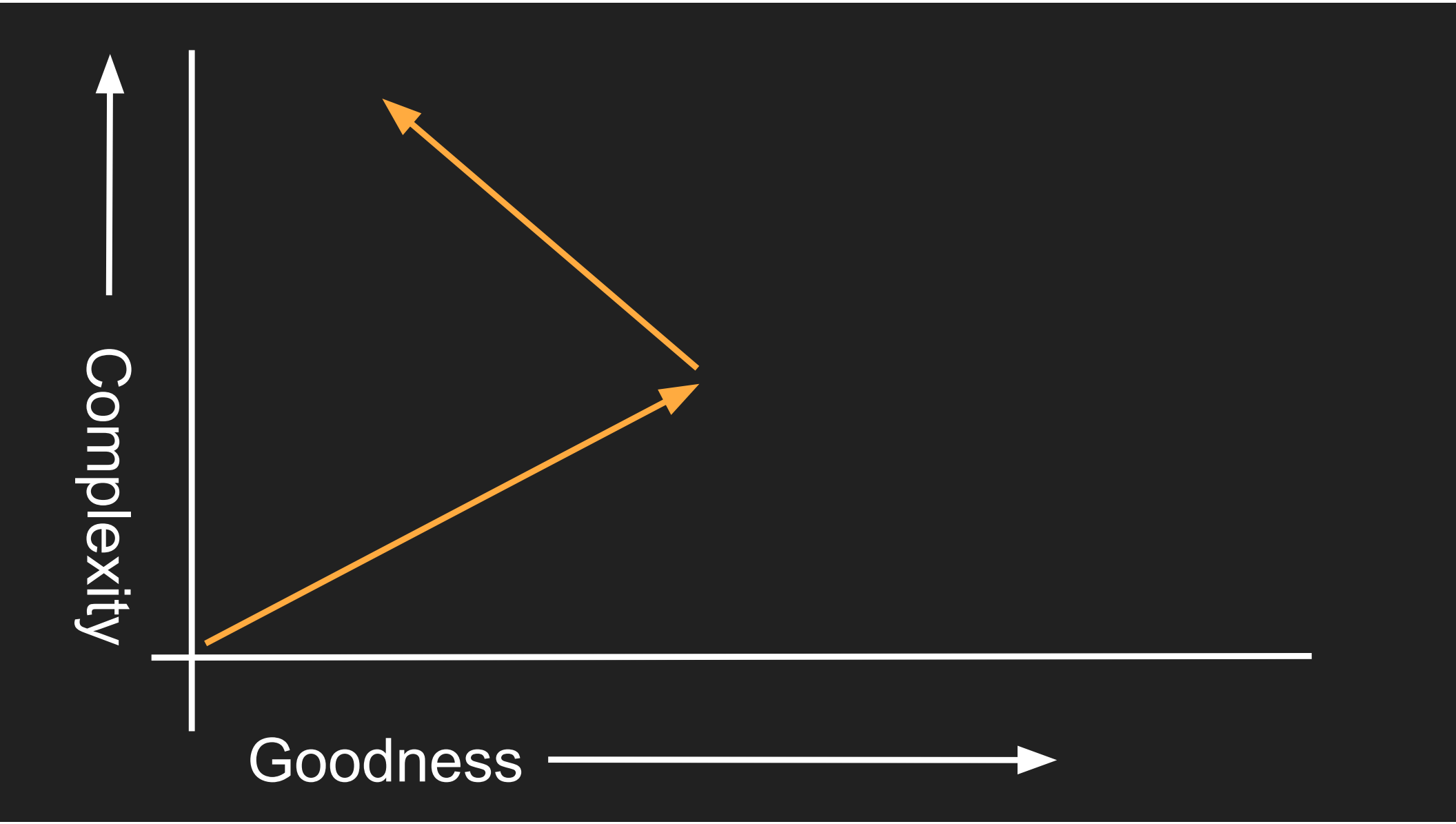
We don’t fix
our problems


Delivery rate
Time

We’re addicted to complexity


Complexity
Goodness

We do what’s best for us


Complexity
Goodness

We’re obsessed with workarounds

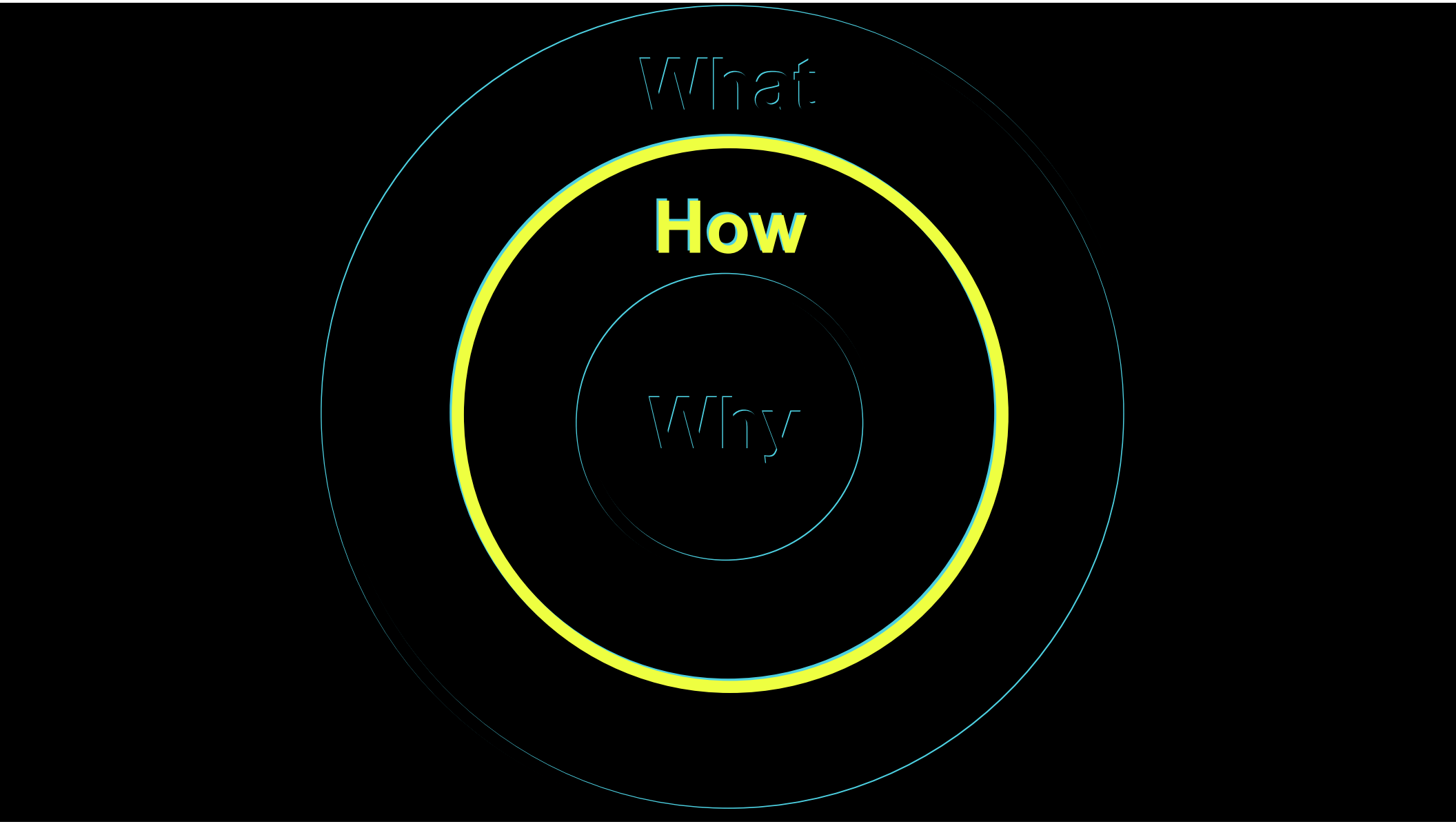
We disagree
about everything

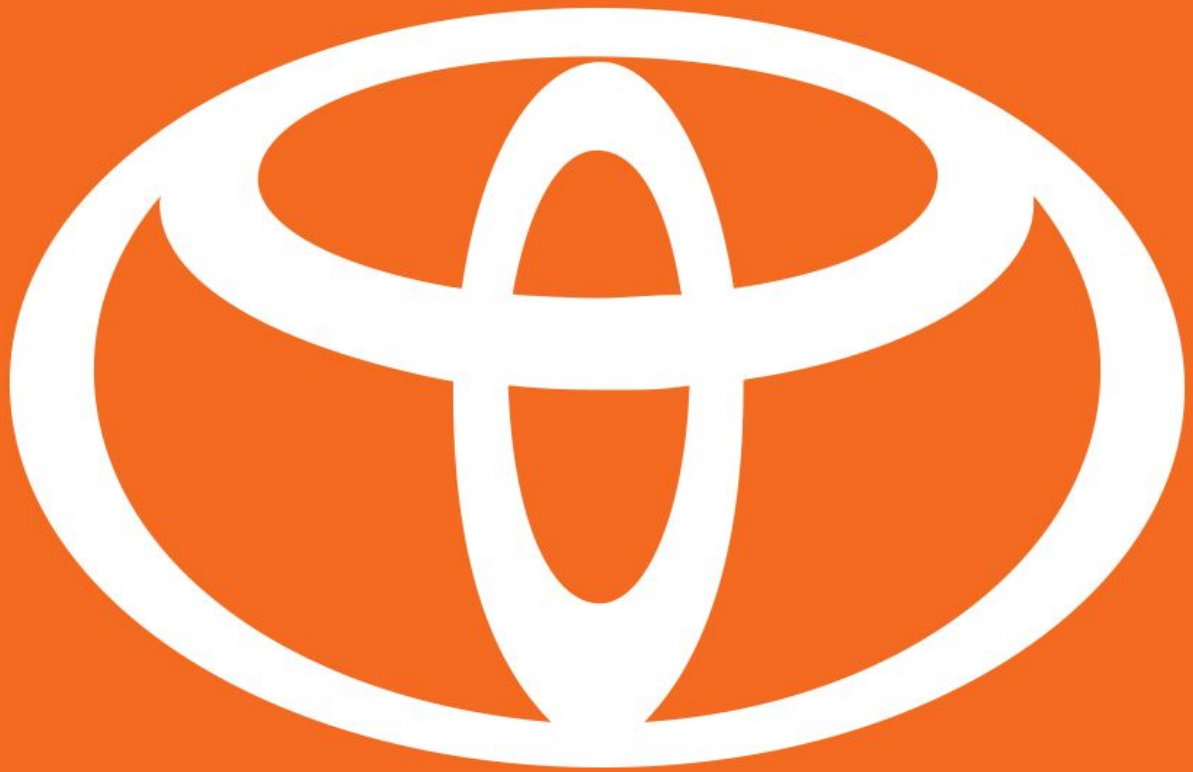
We feel
powerless

We were lost

Step 1

Finding our True North


What
How
Why



What is a True North?

A long range target of “how”

0 defects
100% value added
One piece flow
Security for people

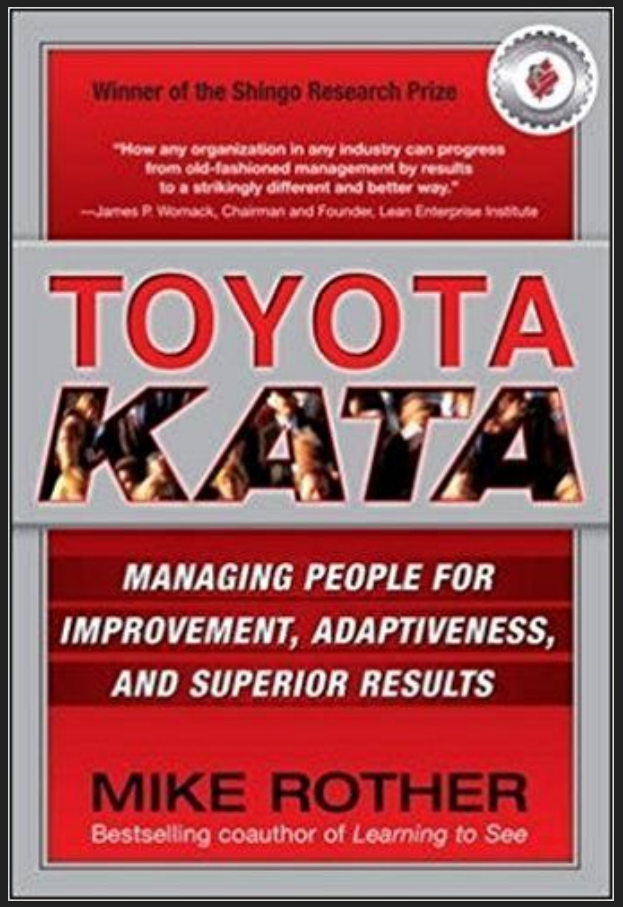
Culture

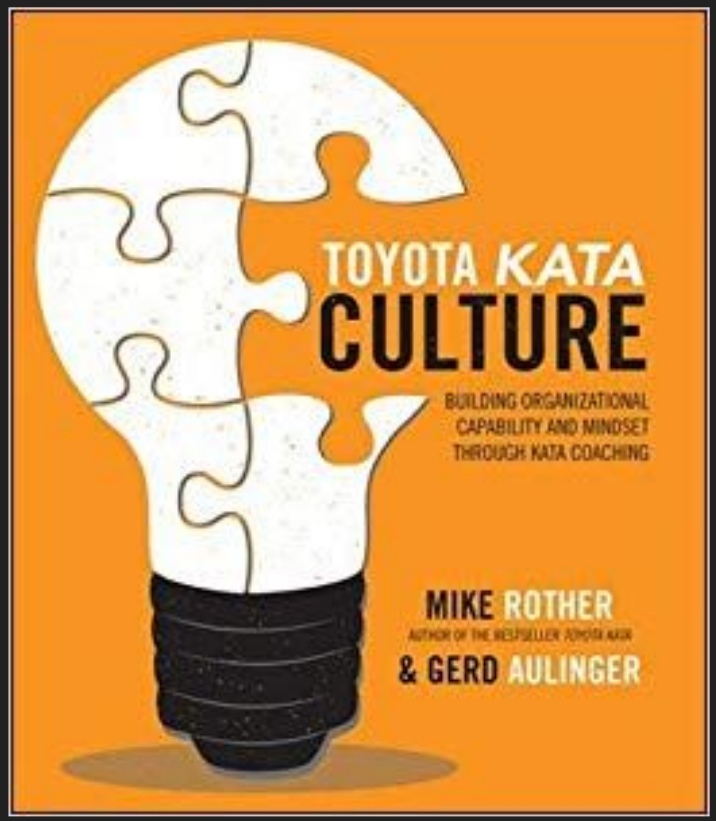
Automation

Lean

Measurement

Sharing


Winner of the Shingo Research Prize
"How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way."
—James P. Womack, Chairman and Founder, Lean Enterprise Institute
TOYOTA KATA
MANAGING PEOPLE FOR IMPROVEMENT, ADAPTIVENESS, AND SUPERIOR RESULTS
MIKE ROTHER
Bestselling coauthor of Learning to See


TOYOTA KATA
CULTURE
BUILDING ORGANIZATIONAL CAPABILITY AND MINDSET THROUGH KATA COACHING
MIKE ROTHER
& GERD AULINGER

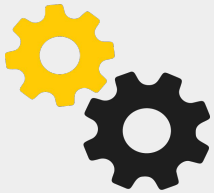
Our True North is
our long range
unachievable target
of how we build
brilliant software

A tech & product

summit

9 options, 9 pitches

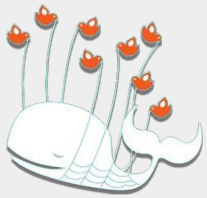
Automate everything



A frictionless experience for all

Continuous and instant deployment

100%
uptime



Zero
Defects

Monitor, alert
& visualise
everything

Something else?

100% business value

Always improving, always experimenting

Findmypast's True North

(100% business value)

Monitor, alert, & visualise everything

A frictionless experience for all

Always improving, always experimenting

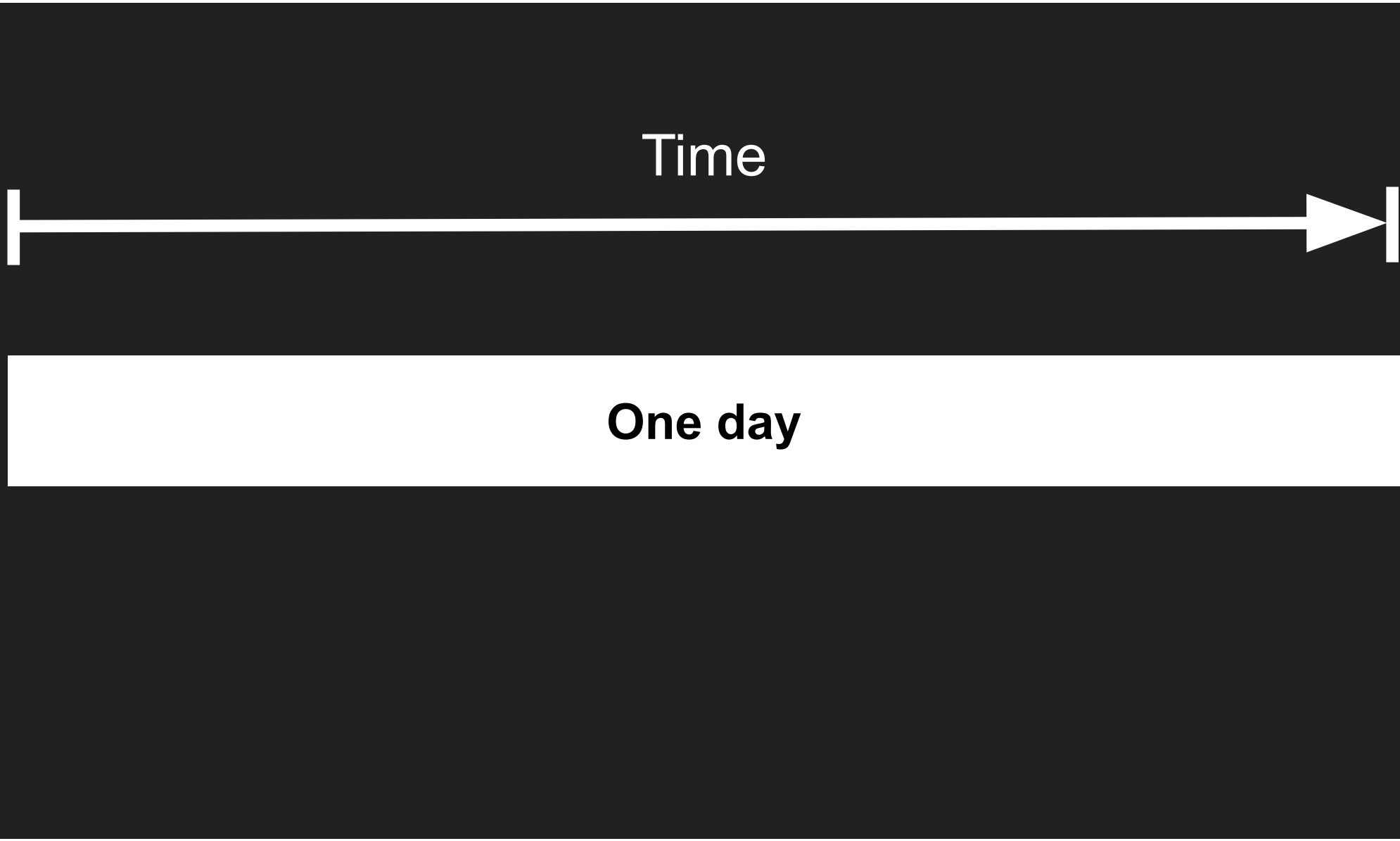
How **not** to support change...

We needed time

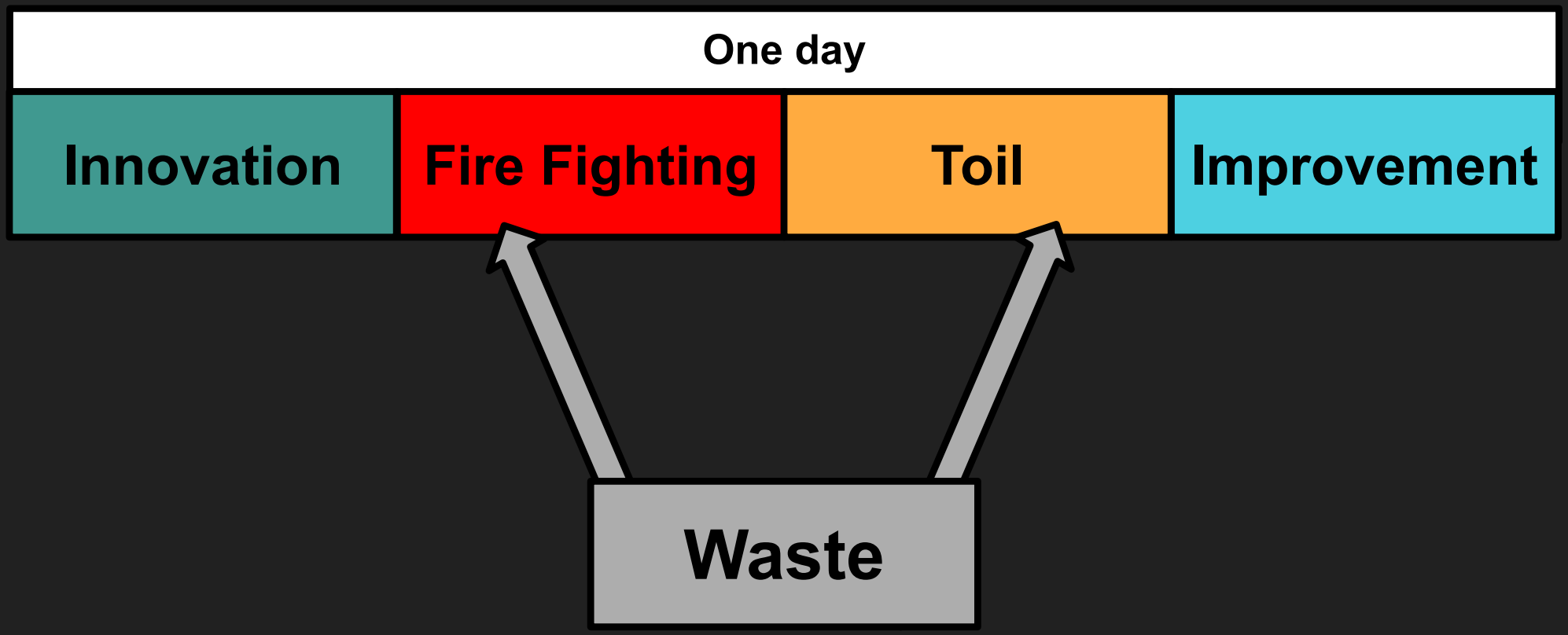
Step 2

Convincing the business

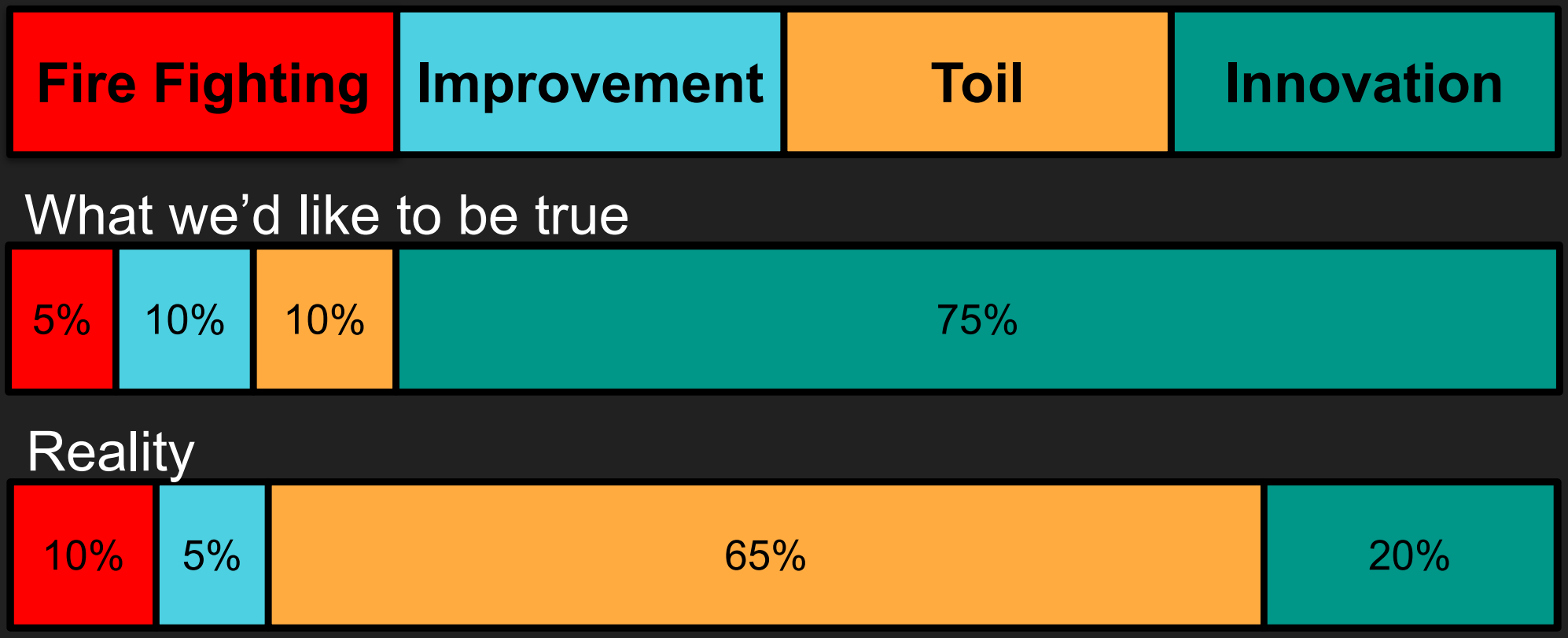
SHOW ME
THE MONEY

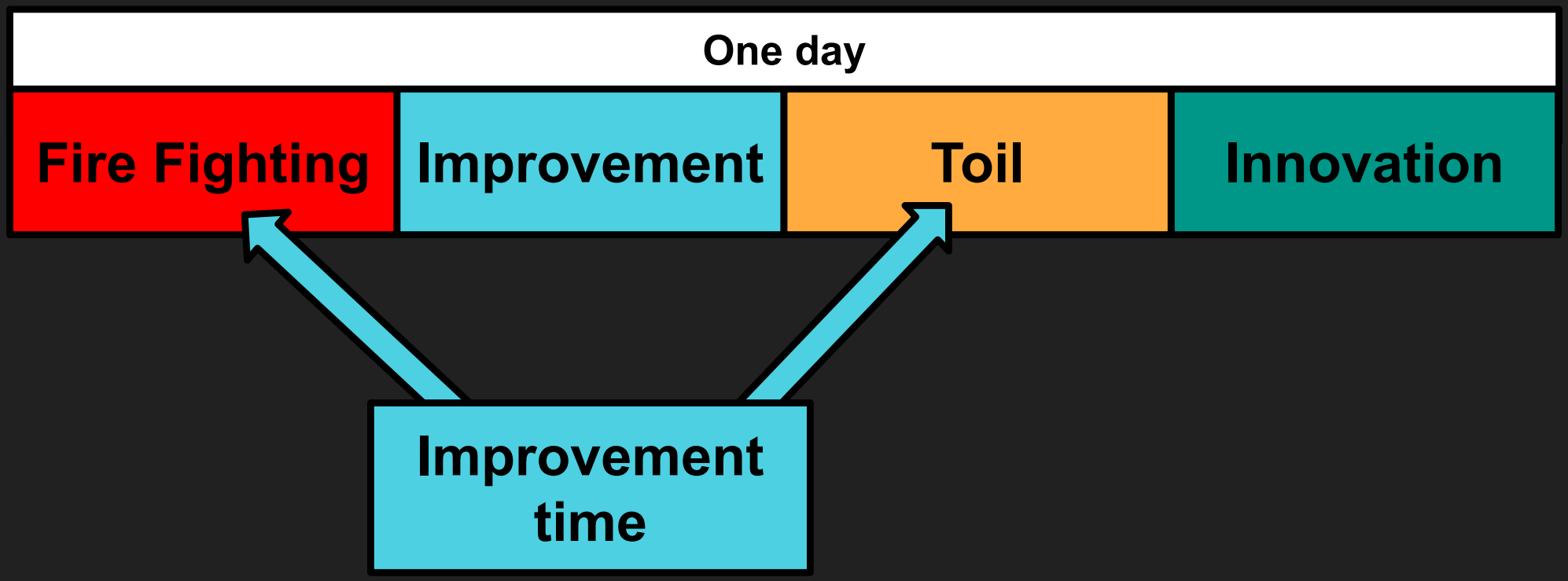

Time
One day

A day is filled with 4 types of work



But how much of each type?




One day
Fire Fighting
Improvement
Toil
Innovation
Improvement time

Constant and deliberate
improvement,
to reduce
toil & firefighting,
to make room for more
innovation!

Intuition…

Compound interest

No improvement

Week	1	2	3
Value per week	10	10	10
Total	**10**	**20**	**30**

1% improvement

Week	1	2	3
Value per week	8	8.08	8.16
Total	8	16.08	24.24

Value per week	Y1	Y2	Y3	Y4
10 value @ 0%	520	1040	1560	2080
8 value @ 1%	542	1497	2978	5537
Compound Gains	4%	44%	91%	166%

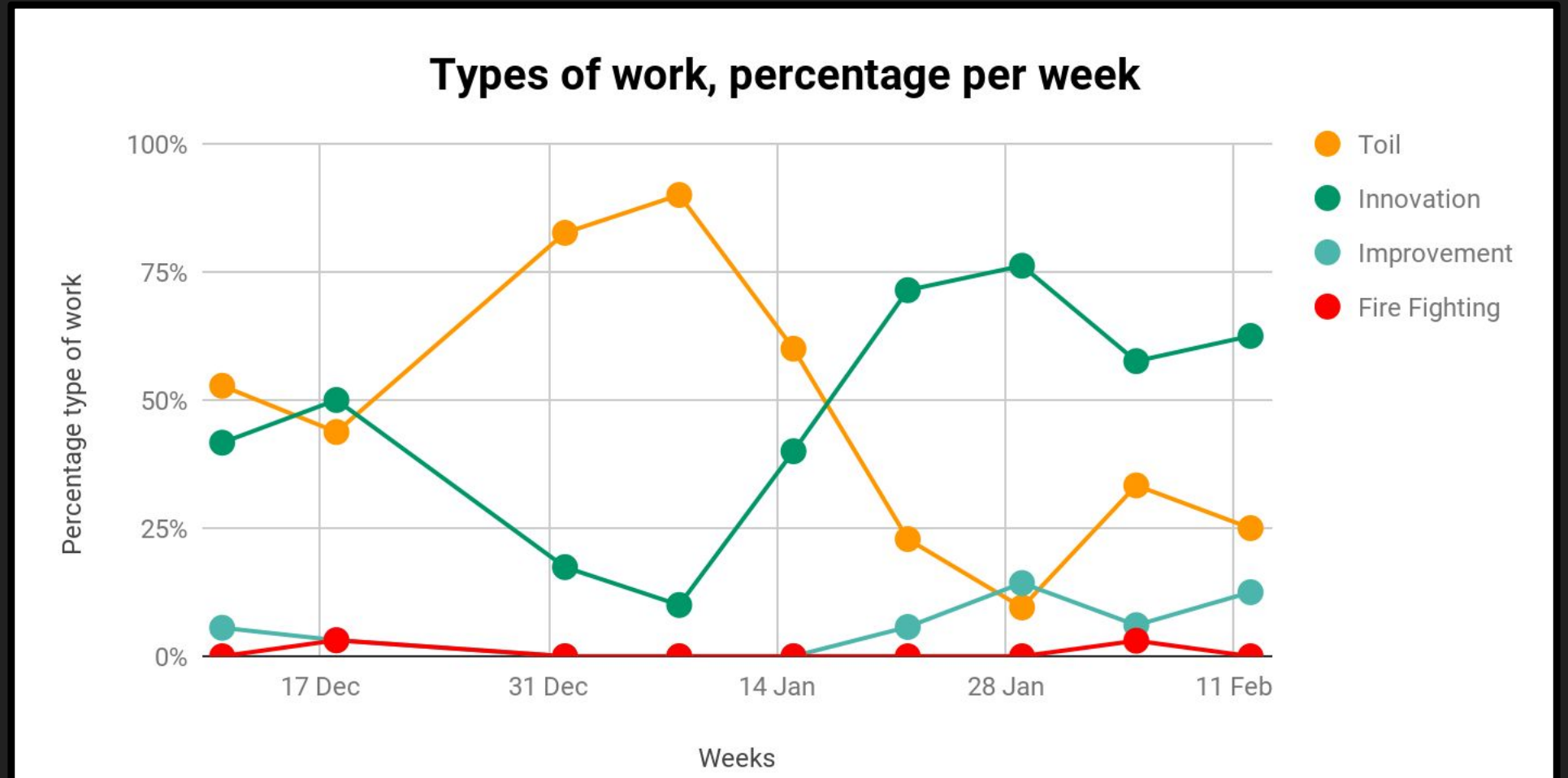
Step 3

Proving a point

Measure it

Measuring how we spend our time

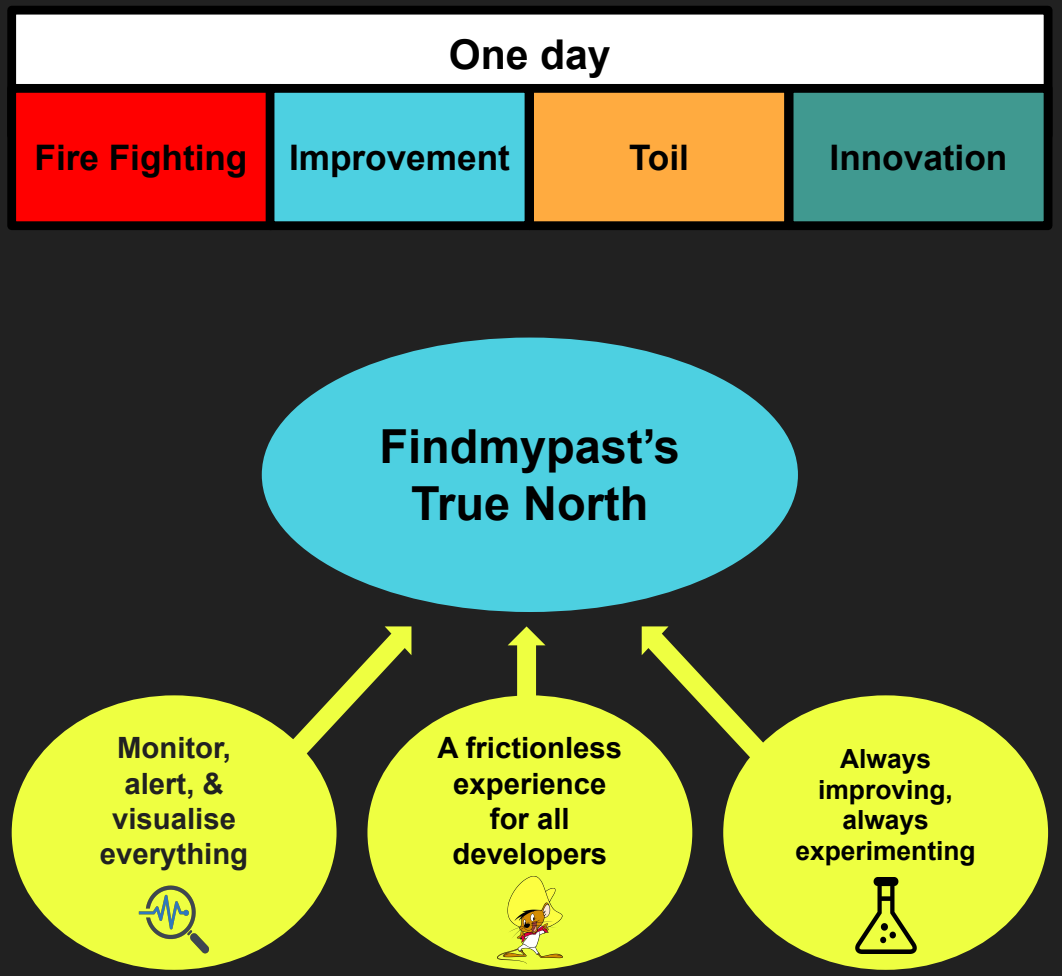
Improvement	Toil
I	𝍸 IIII
Innovation	**Fire fighting**
IIII	𝍸 I


Types of work, percentage per week
100%
75%
50%
25%
0%
Percentage type of work
17 Dec
31 Dec
14 Jan
28 Jan
11 Feb
Weeks
Toil
Innovation
Improvement
Fire Fighting

Step 4

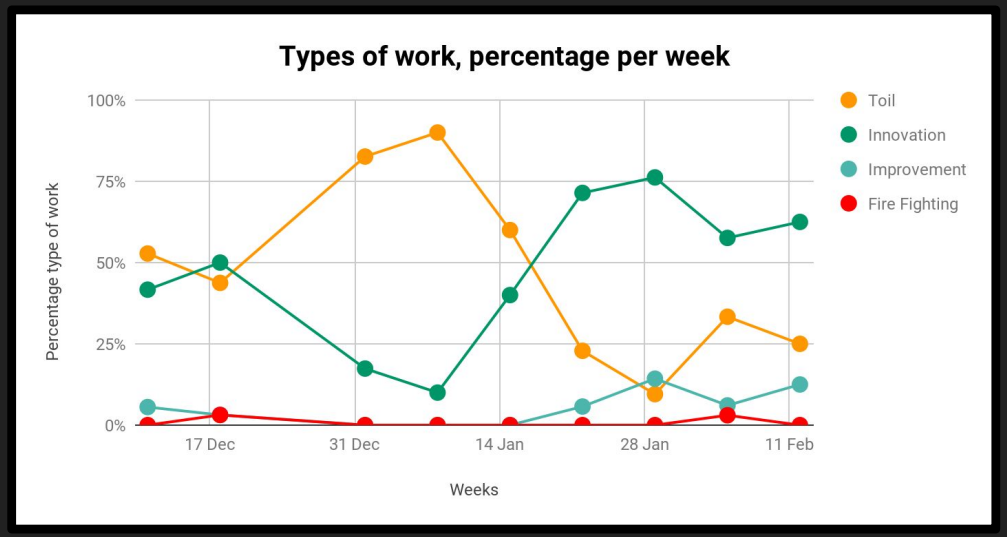
Rolling it out

Getting the teams on board



Start measuring

Improvement	Frustration
I	𝍸 IIII
Innovation	**Fire fighting**
IIII	𝍸 I



Time conflict

True North day

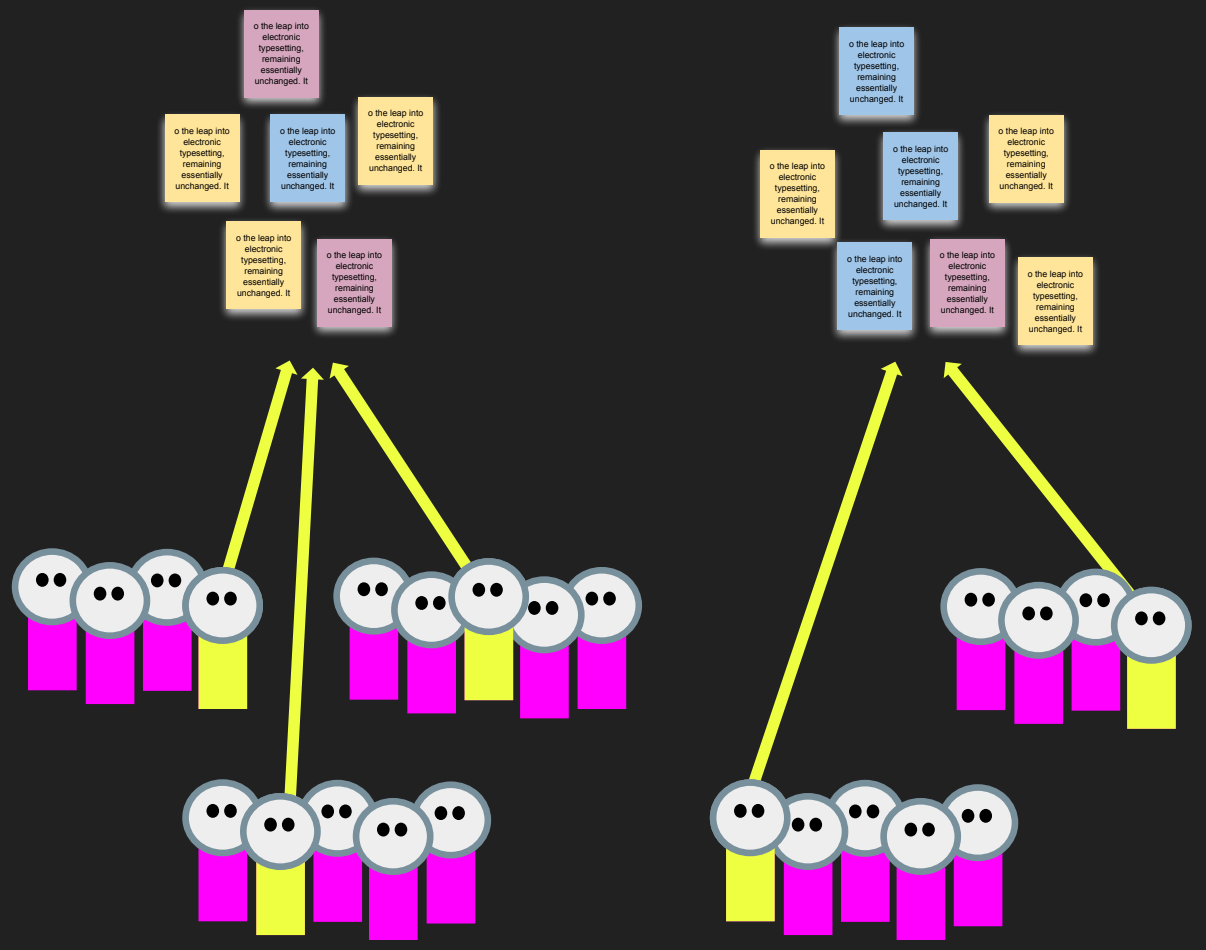
Step 5

Taking it further

How good is your working memory?

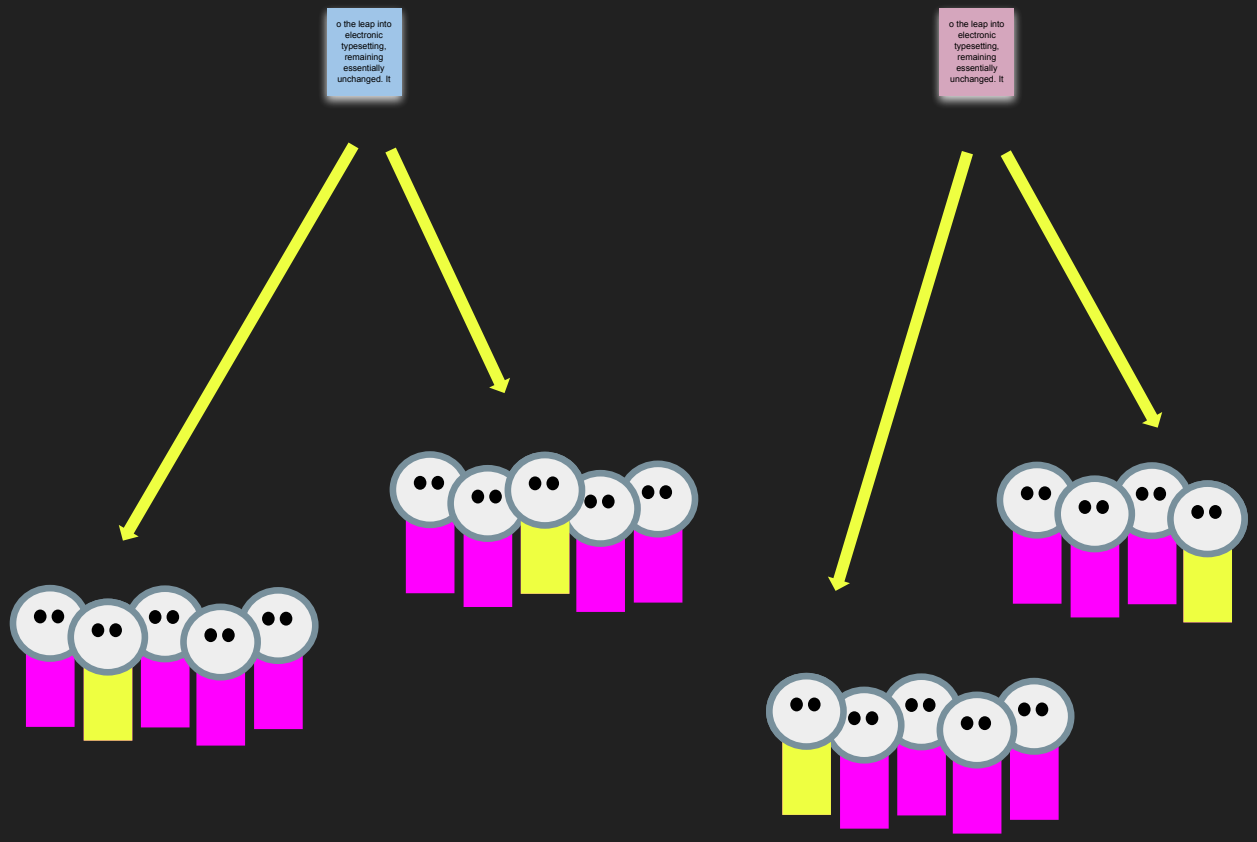
Surfacing

Shared problem walls



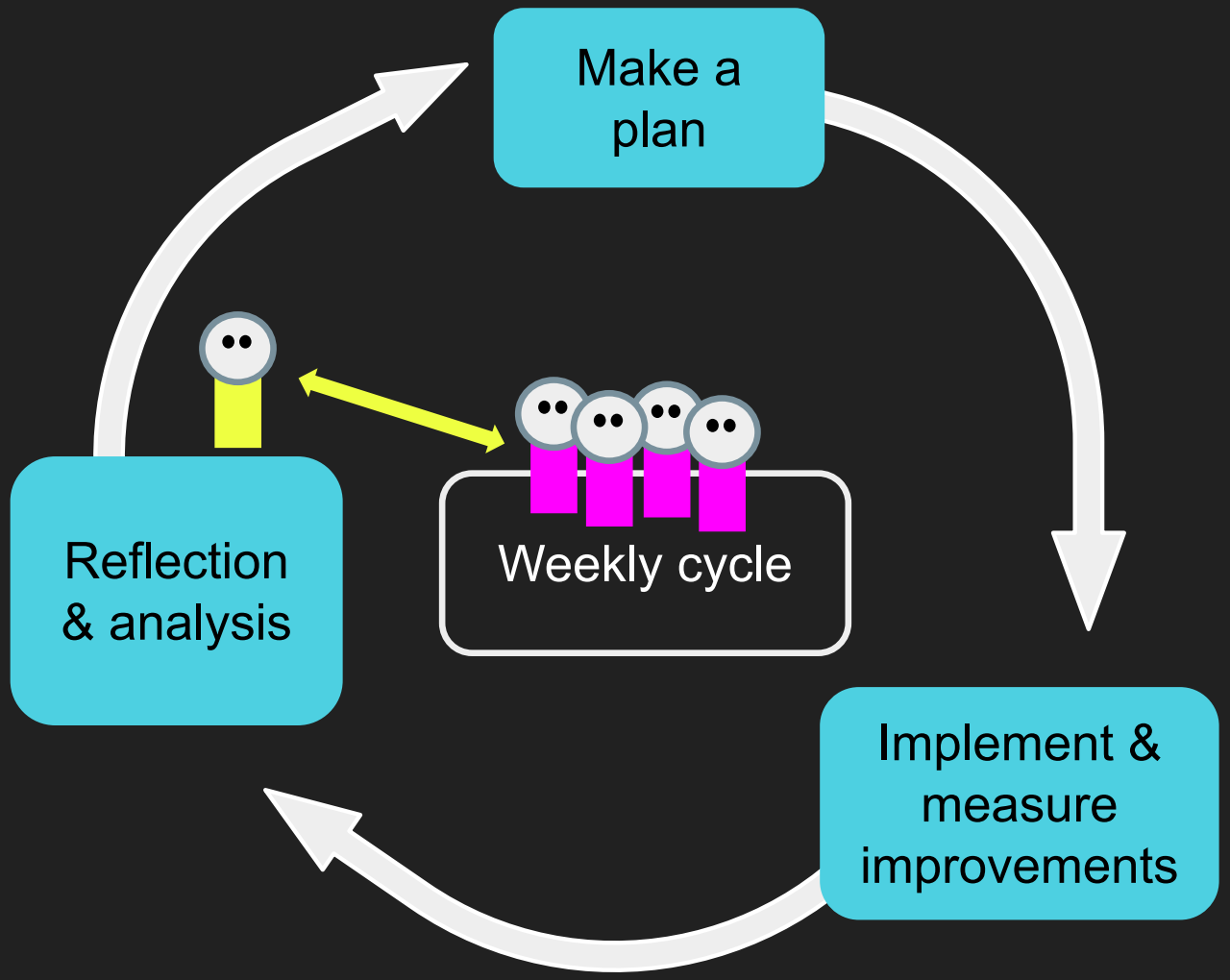
Swarming

Problem swarms

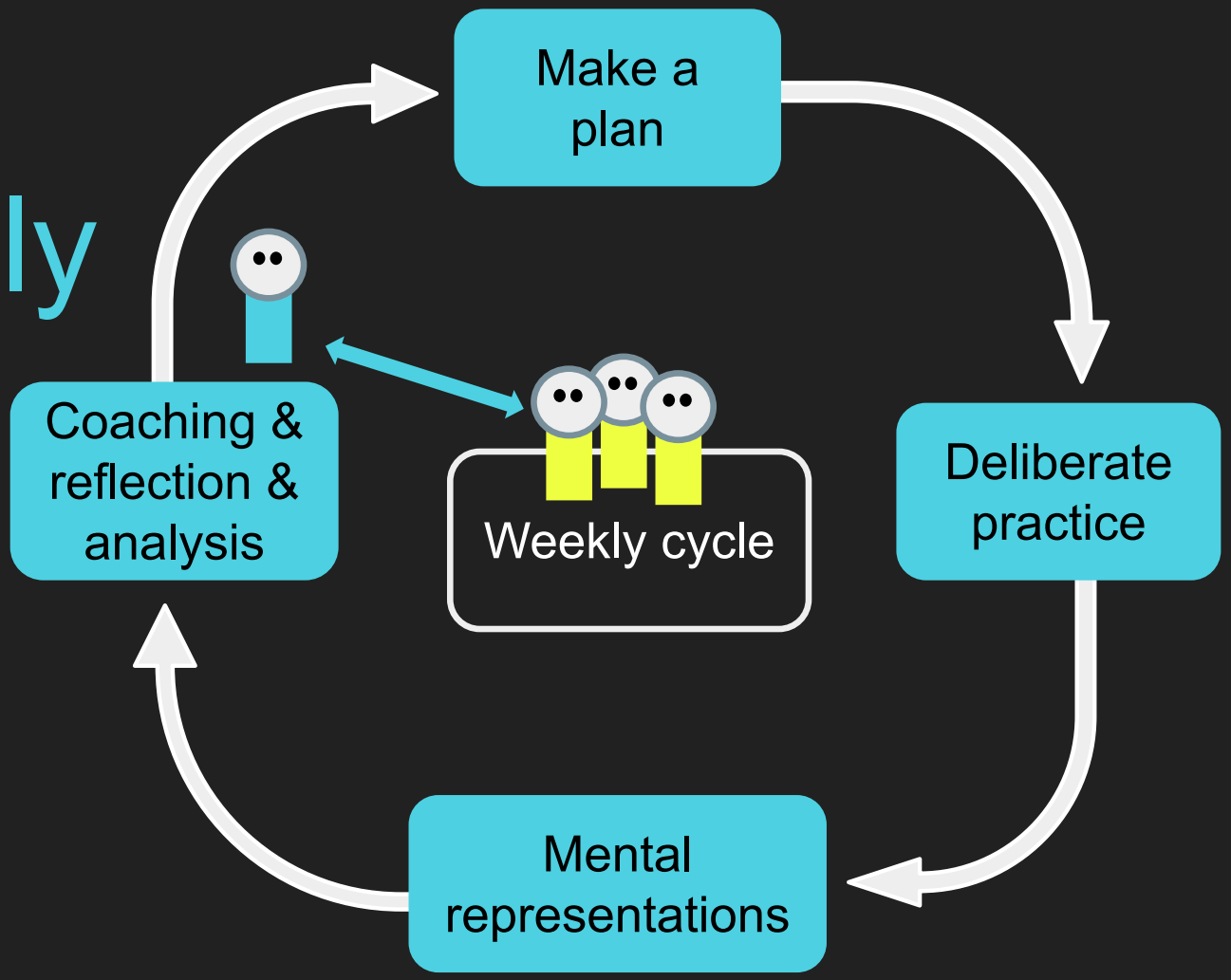


Coaching and learning

Surfacing problems in retros



Deliberately practicing problem solving



What have we learned?

What game
are you playing?

True North

Let's go faster!

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