

Mastering the Chaos

Notes from Michael “Monty” Montgomery, IDesign

PD is your friend (savior).

- a. You plan *everything*.
 - b. Don't be afraid to tell the business that they blew up your plan and that there will be a new plan as a result.
 - c. Get comfortable doing mini-PDs.
 - d. The activities between milestones are effectively these.
 - e. Sprints are just well thought out milestones in a well thought out plan.
 - f. Bringing a little sanity to your plan is well worth the slight additional time and cost.
 - g. You must dial in your estimation strategies. See below.
2. Always be on the lookout for architect apprentices.
 - a. Both Juval and I agree, you can only oversee 1 Jr. HOP at a time.
 - b. You must plan for this. Including onboarding.
 - c. One architect can only oversee at most 3 Sr. Teams at a time.
 - d. That means you may need 6 apprentices!
 - e. Take them all to the AMC. That's what I did...literally...
 3. You must accurately identify your HOPs.
 - a. As warned in the DDC, failing to do so will “doooooom” your project.
 - b. Each team is different.
 - c. Don't micro your seniors.
 - d. Don't overestimate your juniors.
 - e. **Each may respond to a different estimation technique.**
 - f. **You must include the teams in the estimation process.**
 - g. Some things are non-negotiable.
 - h. Know Thy Team
 4. Establish a formal Onboarding Syllabus
 - a. No one. I repeat no one touches a line of code without onboarding.
 - b. Run your curriculum as 1hr. Overviews & 2hr. Deep Dives.
 - c. Do this across Design, Plan and Technology.
 5. **Architects Code**
 - a. You must display clear technical leadership or they will eat you alive.
 - b. They create the iFX.
 - c. They create the Slices.
 - d. They do the PoCs.
 - e. They enable testability.
 - f. Encourage innovation through a community-owned iFX that's under architect review.
 - g. Never have a standing iFX team. Instead, invite 'A' players to pair w/ you directly to advance the iFX. They get a break from the feature grind. You get to see what they're about. The Org gets something done and often some tech debt pay down.
 - h. Architects must occasionally participate in feature sprints across the groups, just to understand the gaps and pain they're inflicting on their community. I do this often. I have TypeScript in prod. Method-informed code in JS. Worked on pipelines. Understand PS, ARM and the vital importance of automating everything.
 6. **Be at once respectful, diligent, vigilant and firm.**
 - a. Someone's gotta keep an eye on the code...