

**ARE YOU
LEAN-AGILE**
...

Welcome

**OR
FAT-FIXED?**

Welcome

Welcome

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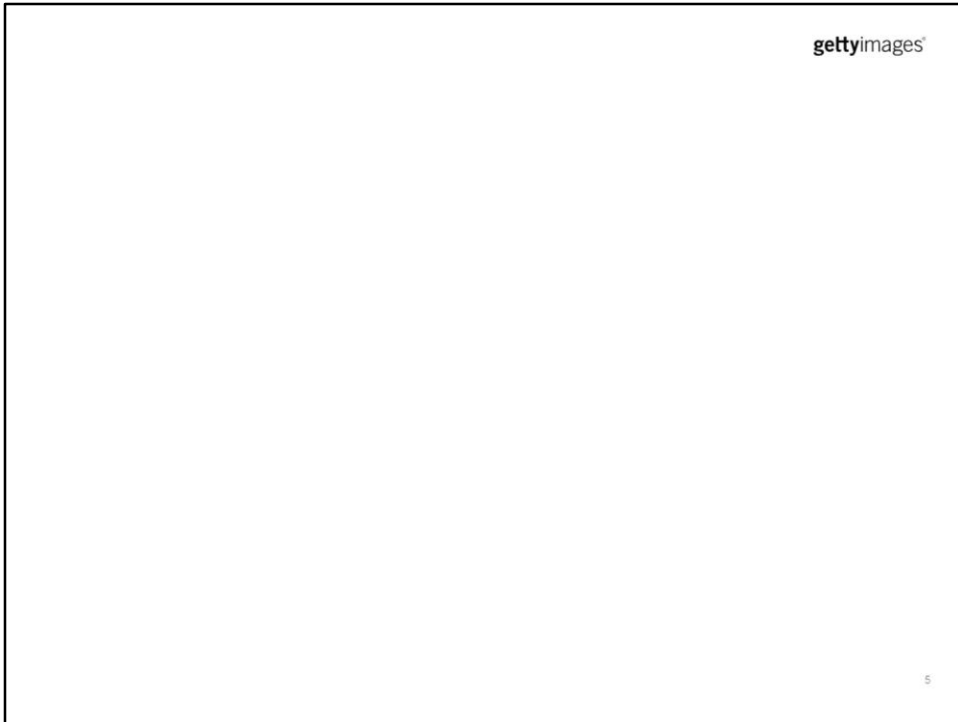
You **Tube**



Intenda (Intended Agenda)

- About Dalene
- About Getty Images
- Principles, Methods, Practices & Processes
- Lean-Agile Refresher
- Fat-Fixed Pitfalls

Overview



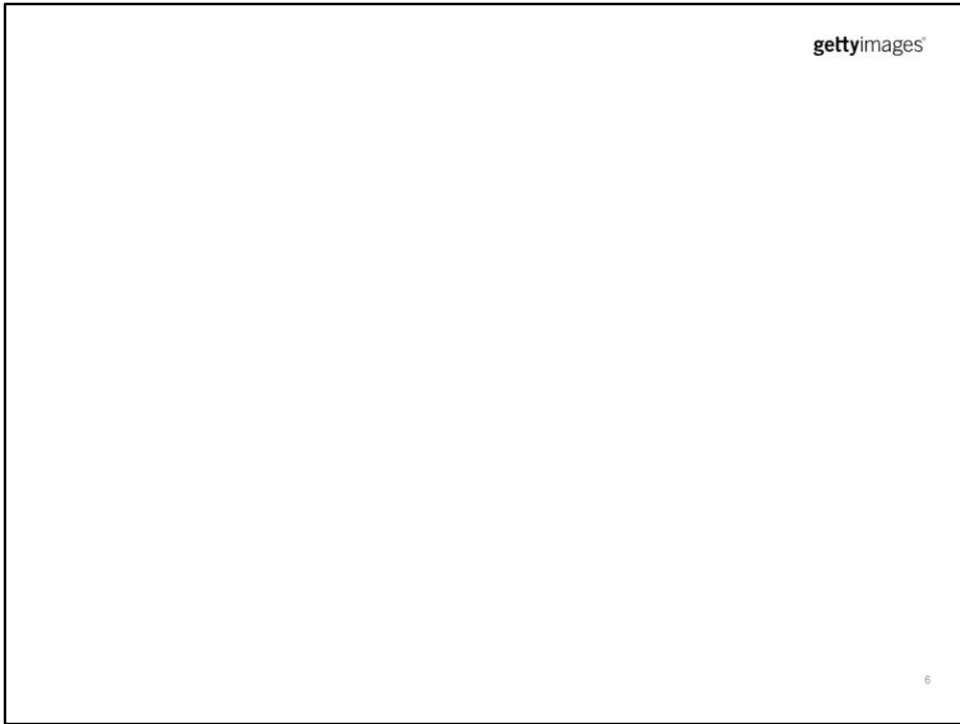
About Dalene

By nature – prefer concrete, routine, fixed, black-n-white answers (first born, German, Math & Music education)

By nurture – change presents opportunity, agility allows adaptation, growth-mindset brings greater comfort (“OK with gray”)

Rec Read: Switch: How to Change Things When Change Is Hard, Heath Brothers
(fixed-mindset/growth-mindset relationship to success)

15+ years PM, found my home in PO – perfect blend of biz & tech, focus on execution
Found my culture at Getty – Lean/Agile “for real” (not dabbling like previous companies – just ceremonies) – free to fail to innovate, reward for collab. over individual contrib.



20th Anniversary

Creative (Premium Stock) + Editorial (News, Sports, Entertainment, Archival) + Video
+ Music

iStock (midStock)

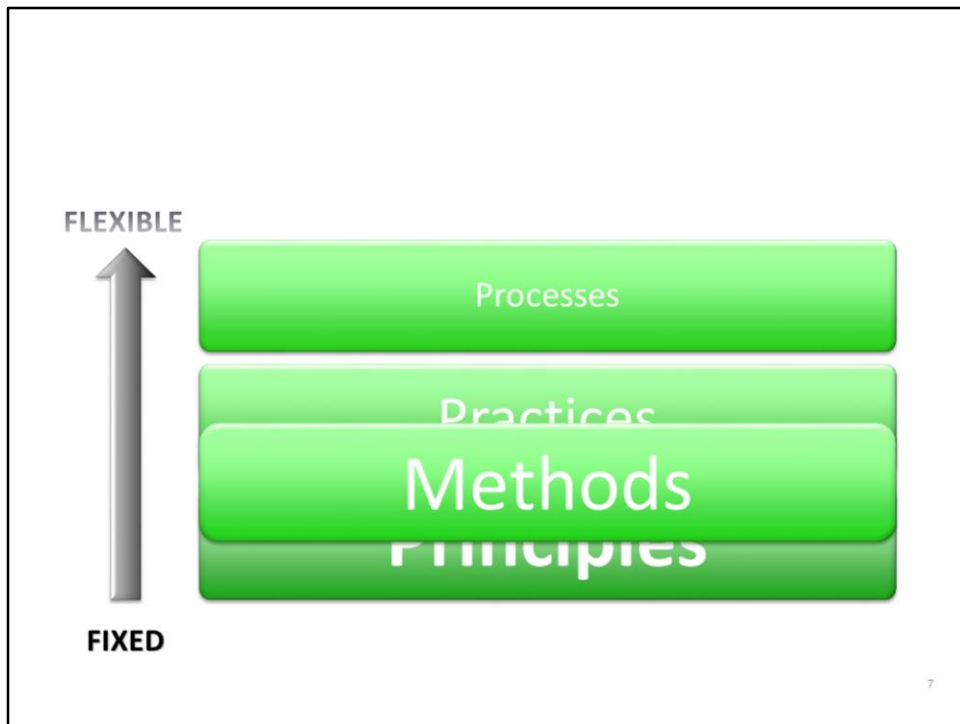
Mobile Apps

APIs

MMS

Global (20+ offices worldwide)

5 Tech centers (Seattle, Calgary, Madison, NYC, Tel Aviv)



Start with principles (understanding WHY we approach technology the way we do). Principles are the foundation (framework) – the building blocks for methods, practices and processes.

*While some principles may be more important than others, they are more or less fixed.

***Methods, are libraries from which Practices can be pulled, and can be revised with experience.**

*Practices can be adapted on-the-fly.

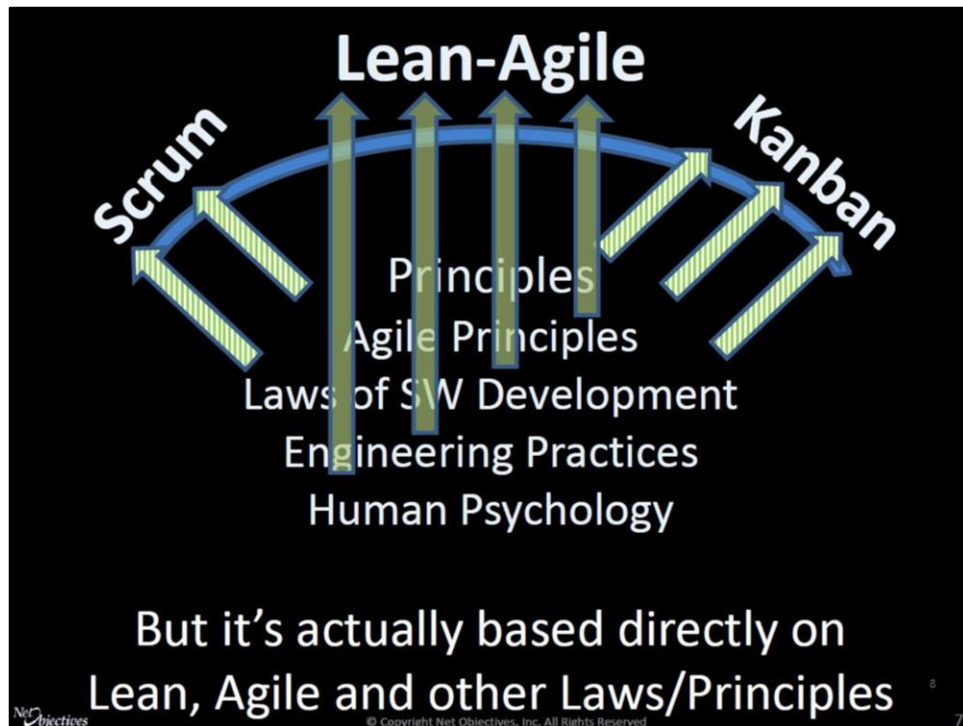
*Processes are “helps”, shouldn’t override thinking – being deliberate.

* Be Reasonable

- Do not blindly follow these because someone told you to...
- Understand why you are doing something and use YOUR best judgment on when to/not to apply

Origins of Principles of SW Dev: Agile, Lean, Flow

Example: Principle – Manage work in progress, *Method* – Scrum/Kanban, Practice – Iteration planning/Kanban queues with WIP limits/Track velocity/burndown



Lean

- ▶ **Optimize the Whole**
- ▶ **Focus on Customers**
- ▶ **Energize Workers**
- ▶ **Eliminate Waste**
- ▶ **Learn First**
- ▶ **Deliver Fast**
- ▶ **Build Quality In**
- ▶ **Keep Getting Better**

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The Lean Mindset, Mary & Tom Poppendieck

Agile

Prefer

- ▶ Individuals and interactions
- ▶ Working software
- ▶ Customer collaboration
- ▶ Responding to change

Over

- ▶ processes and tools
- ▶ comprehensive documentation
- ▶ contract negotiation
- ▶ following a plan

Agile Manifesto, <http://agilemanifesto.org/>

Flow

- The Economic View
- Managing Queues
- Exploiting Variability
- Reducing Batch Size
- Applying WIP Constraints
- Controlling Flow Under Uncertainty
- Using Fast Feedback
- Achieving Decentralized Control

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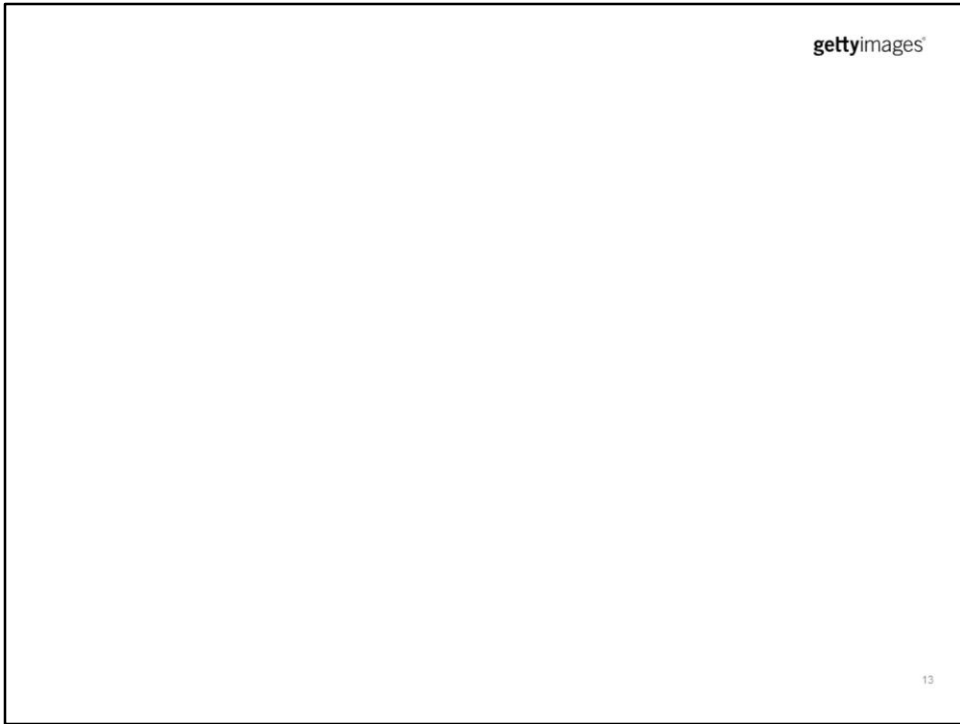
The Principles of Product Development Flow, *Donald Reinertsen*

“Fat” Pitfalls

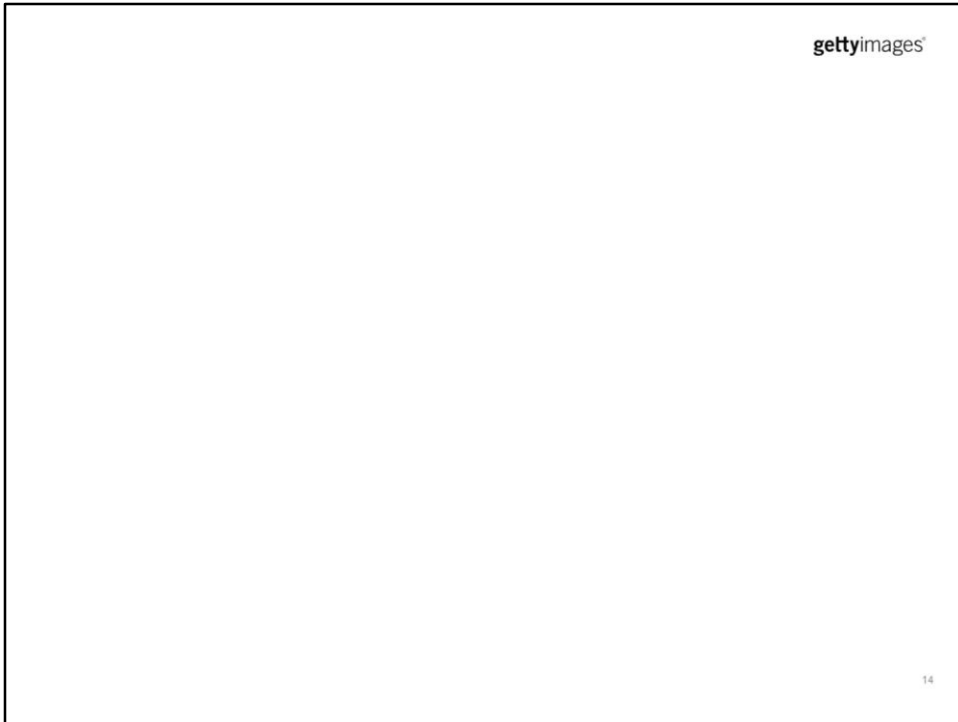
- ▶ Optimize the ~~Team~~ **Team**

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The Lean Mindset, Mary & Tom Poppendieck



We introduced Lean/Agile at the team level, but optimized for local team efficiency.



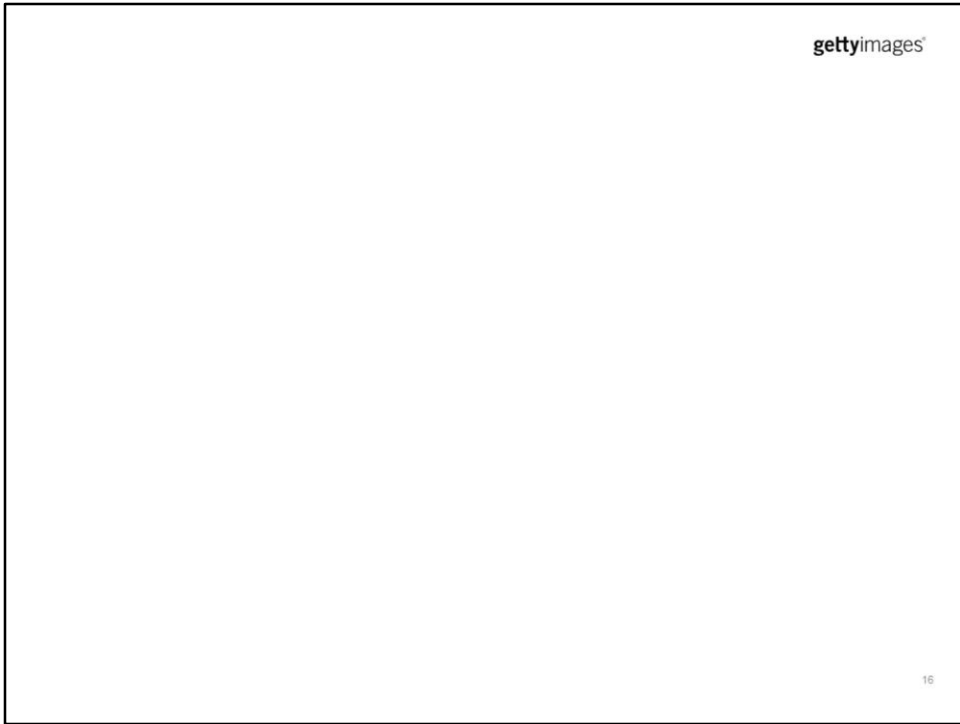
But not synchronized at system level (e.g. website, or application). Instead, based on Line of Business “allocation” model – e.g. spend 25% on eCommerce, 10% on Technology, 5% on Finance, etc. – each Feature was classified, evaluated for relative ROI, then “magically” balance against LOB allocation (PMO will tell you it was really just voodoo).

“Fat” Pitfalls

- ▶ Optimize the Whole
- ▶ Focus on **Requirements**

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The Lean Mindset, Mary & Tom Poppendieck



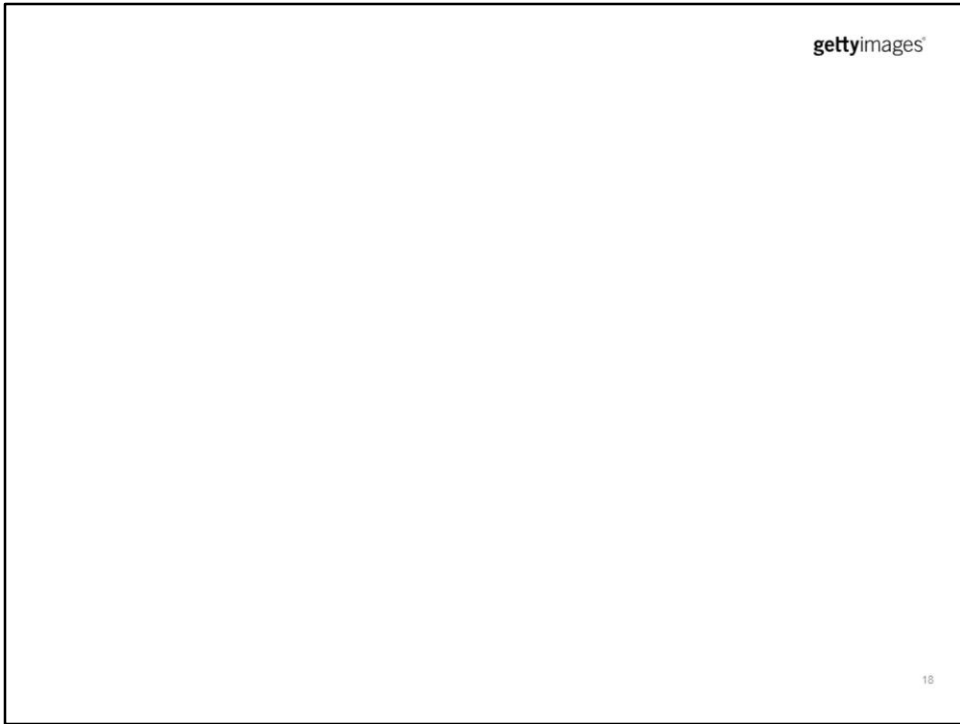
Can you get started now? What do you know you need? What the lowest fidelity “artifact” needed to move the solution forward?

“Fat” Pitfalls

- ▶ **Optimize the Whole**
- ▶ **Focus on Customers**
- ▶ **Eliminate Waste**
Implementation Waste

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The Lean Mindset, Mary & Tom Poppendieck



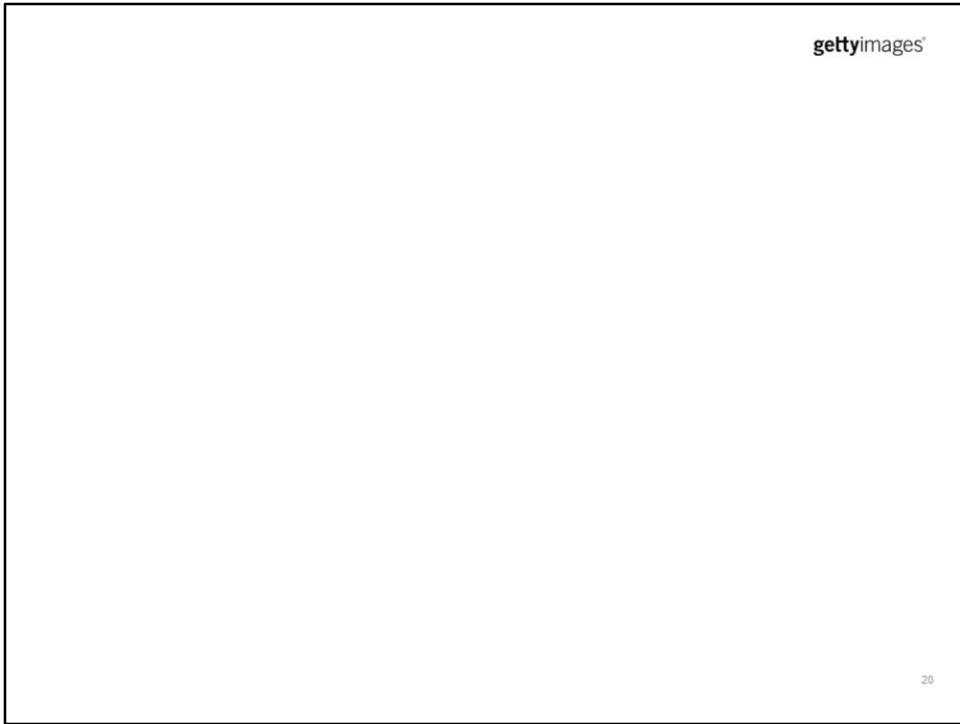
Dev is only a part of the value stream from idea to delivery – diminishing returns from efficiency gains in dev alone.

“Fat” Pitfalls

- ▶ **Optimize the Whole**
- ▶ **Focus on Customers**
- ▶ **Eliminate Waste**
- ▶ **Assume First**

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The Lean Mindset, Mary & Tom Poppendieck



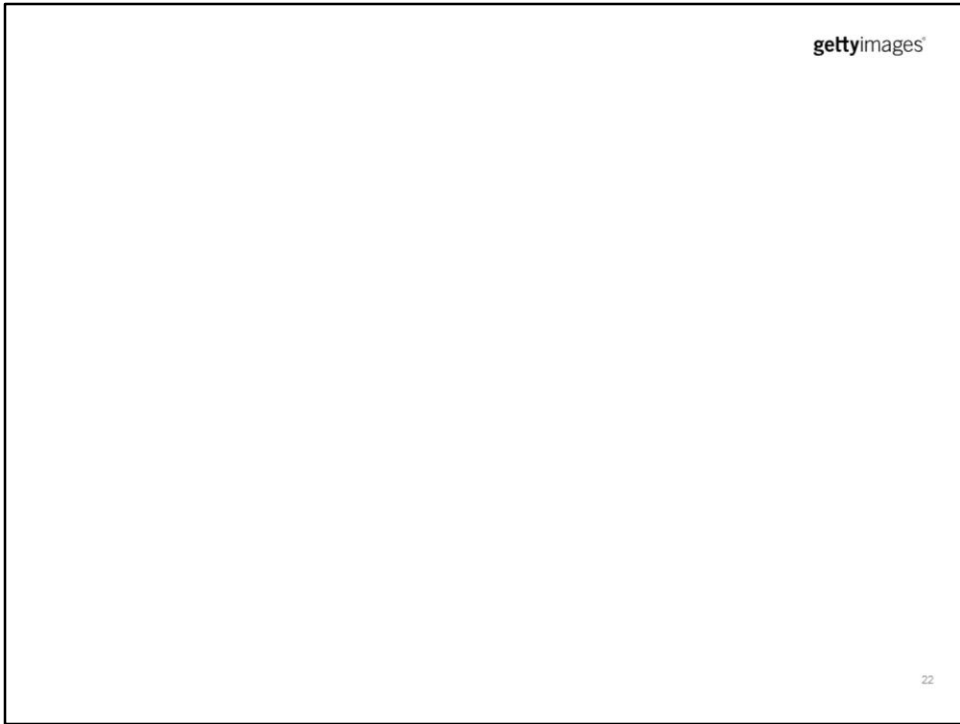
You are not the user. You are not the stakeholder even. Do you “really” understand the problem? Do you have the “best” solution?

“Fat” Pitfalls

- ▶ Optimize the Whole
- ▶ Focus on Customers
- ▶ Eliminate Waste
- ▶ Learn First
- ▶ Keep **Repeating** Better

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The Lean Mindset, Mary & Tom Poppendieck



Customers evolve. Technology changes. Markets shift. Beating the competition means **learning** faster, the rest can be duplicated.

“Fixed” Pitfalls

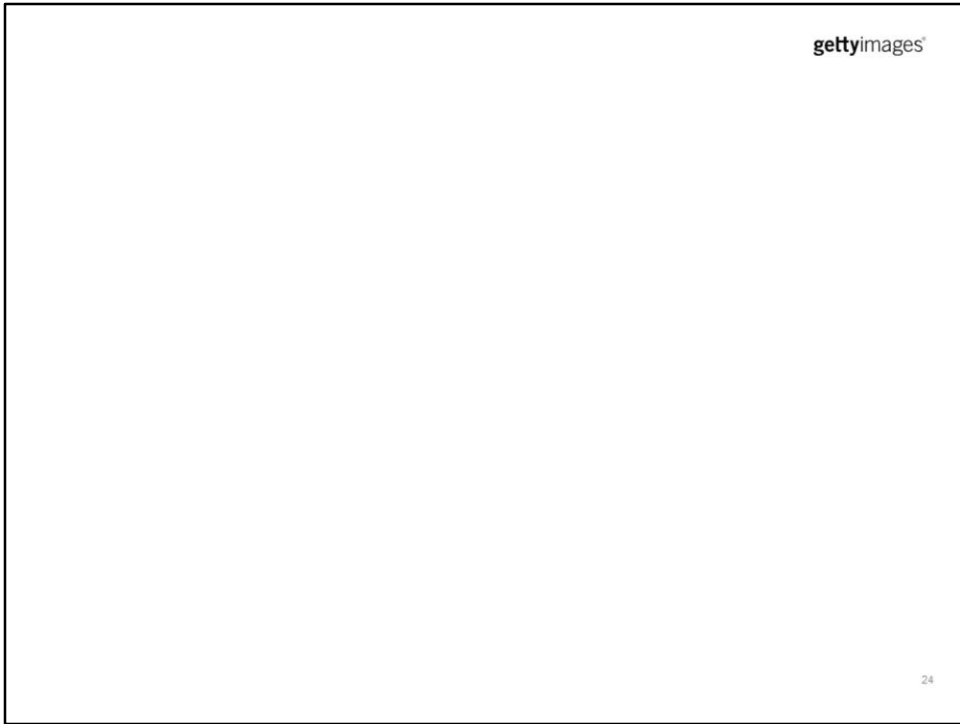
Solely

- ▶ Individuals and interactions

Without

- ▶ processes **on** tools

Agile Manifesto, <http://agilemanifesto.org/>



Following recipes can prevent repeating mistakes – just remember to leave room for happy disasters.

“Fixed” Pitfalls

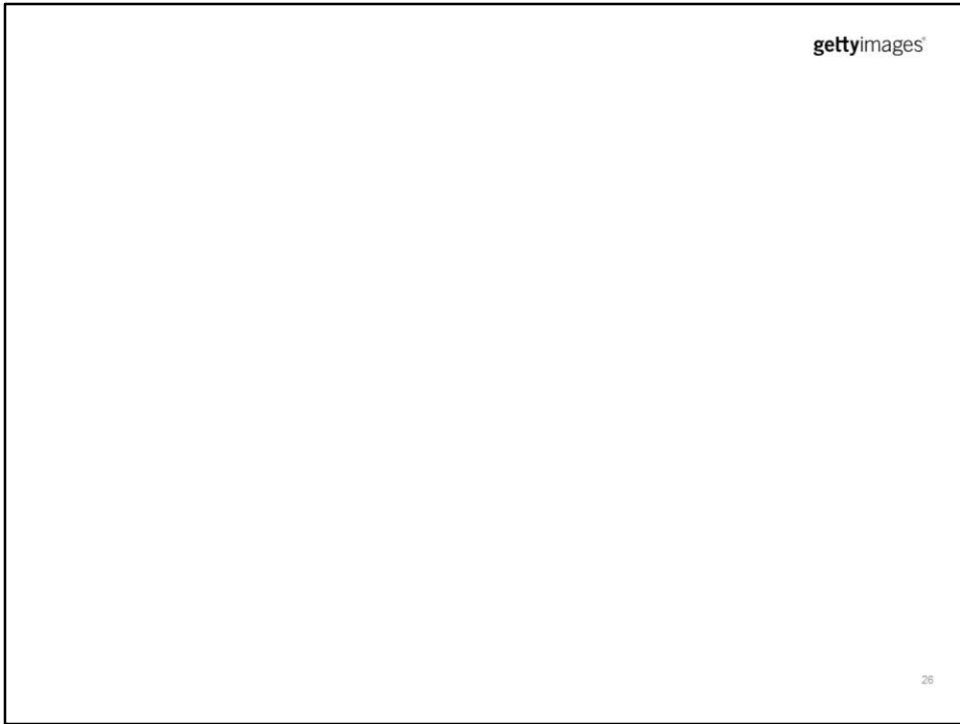
Solely

- ▶ Individuals and interactions
- ▶ Working software

Without

- ▶ processes and tools
- ▶ **any** documentation

Agile Manifesto, <http://agilemanifesto.org/>



Especially when iterating – dynamic and emergent design may need the “assist”.

“Fixed” Pitfalls

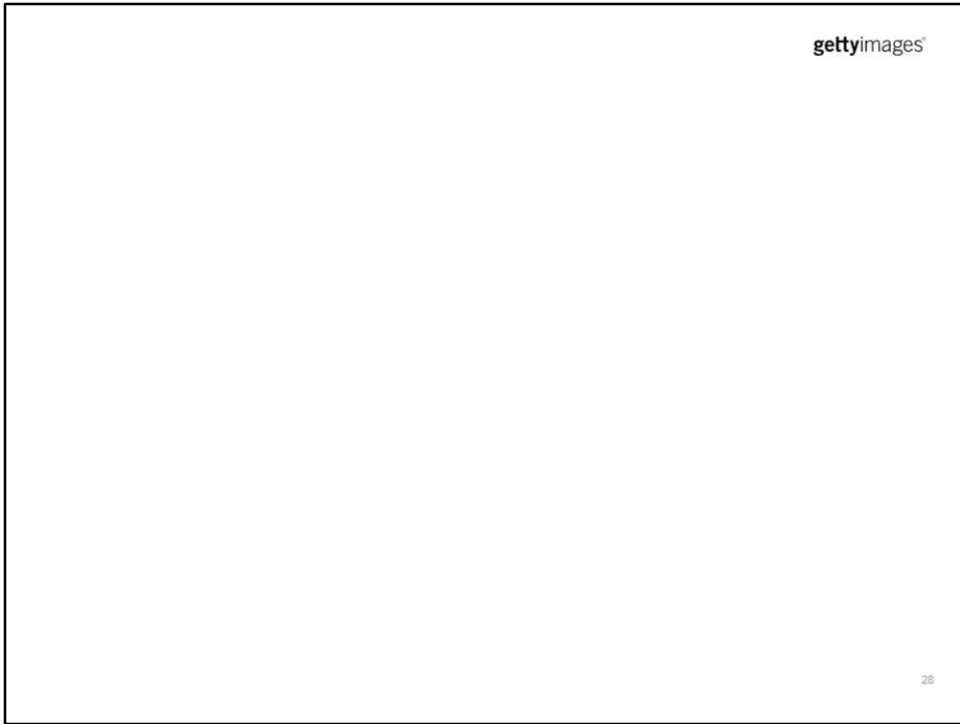
Solely

- ▶ Individuals and interactions
- ▶ Working software
- ▶ Customer collaboration

Without

- ▶ processes and tools
- ▶ comprehensive documentation
- ▶ innovation or disruption

Agile Manifesto, <http://agilemanifesto.org/>



Customers can describe/show problems, but may not know solutions or delights!

"Fixed" Pitfalls

Solely

- ▶ Individuals and interactions
- ▶ Working software
- ▶ Customer collaboration
- ▶ Responding to change

Without

- ▶ processes and tools
- ▶ comprehensive documentation
- ▶ contract negotiation
- ▶ aligning to a vision

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Questions?

Thank You

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Credits

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