turkuagileday
14.-15.5.2013

HOUSTON
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It’s Impossible to Buy Technical Excellence

Antti Kirjavainen

turkuagileday
14.-15.5.2013

HOUSTON
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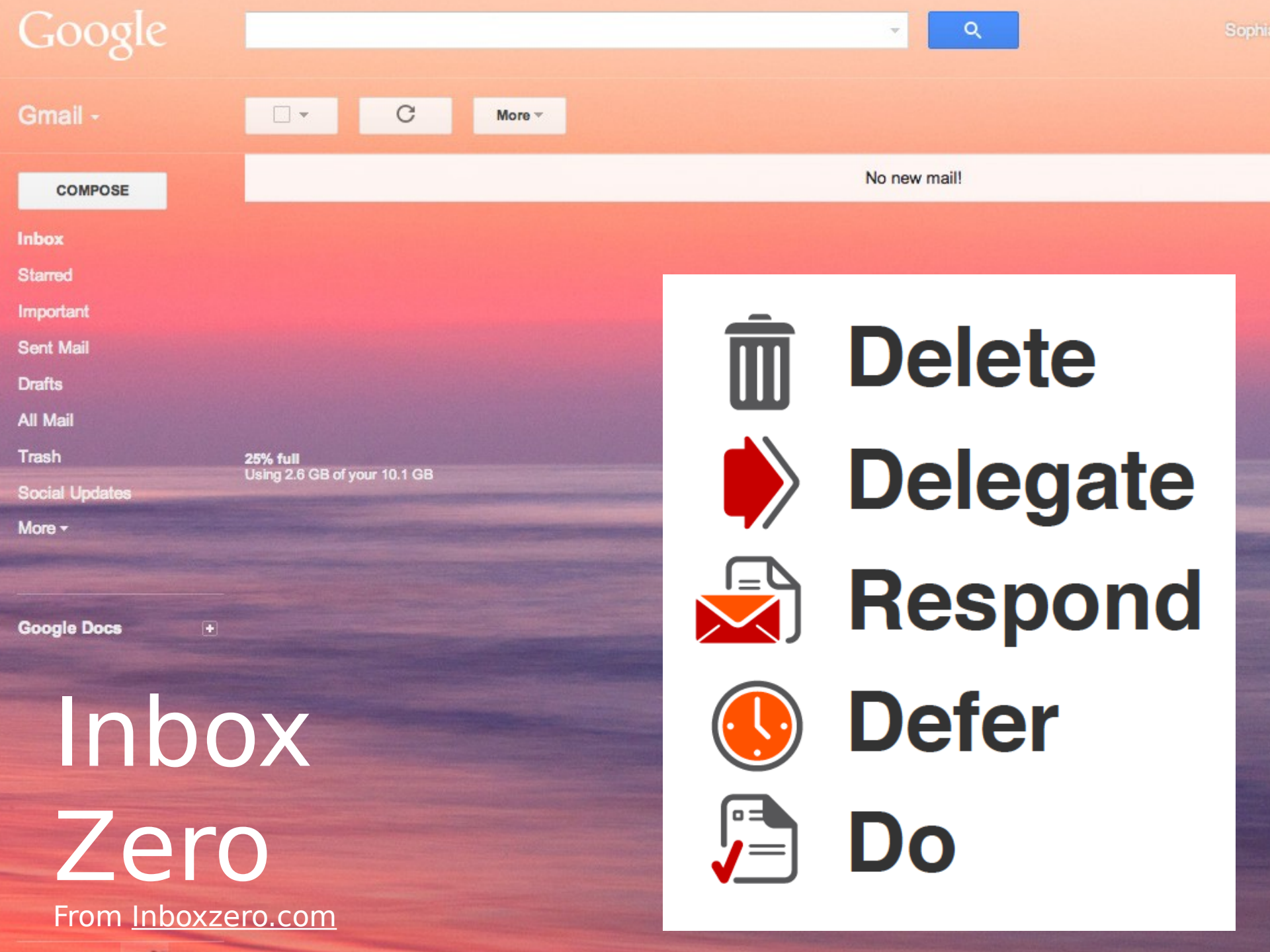
It’s really freaking madness to try to buy for or control Technical Excellence

Antti Kiriavainen

Photo by Casey Konstantin

Respect

From buzzfeed.com



Inbox Zero

From Inboxzero.com

Technical Excellence

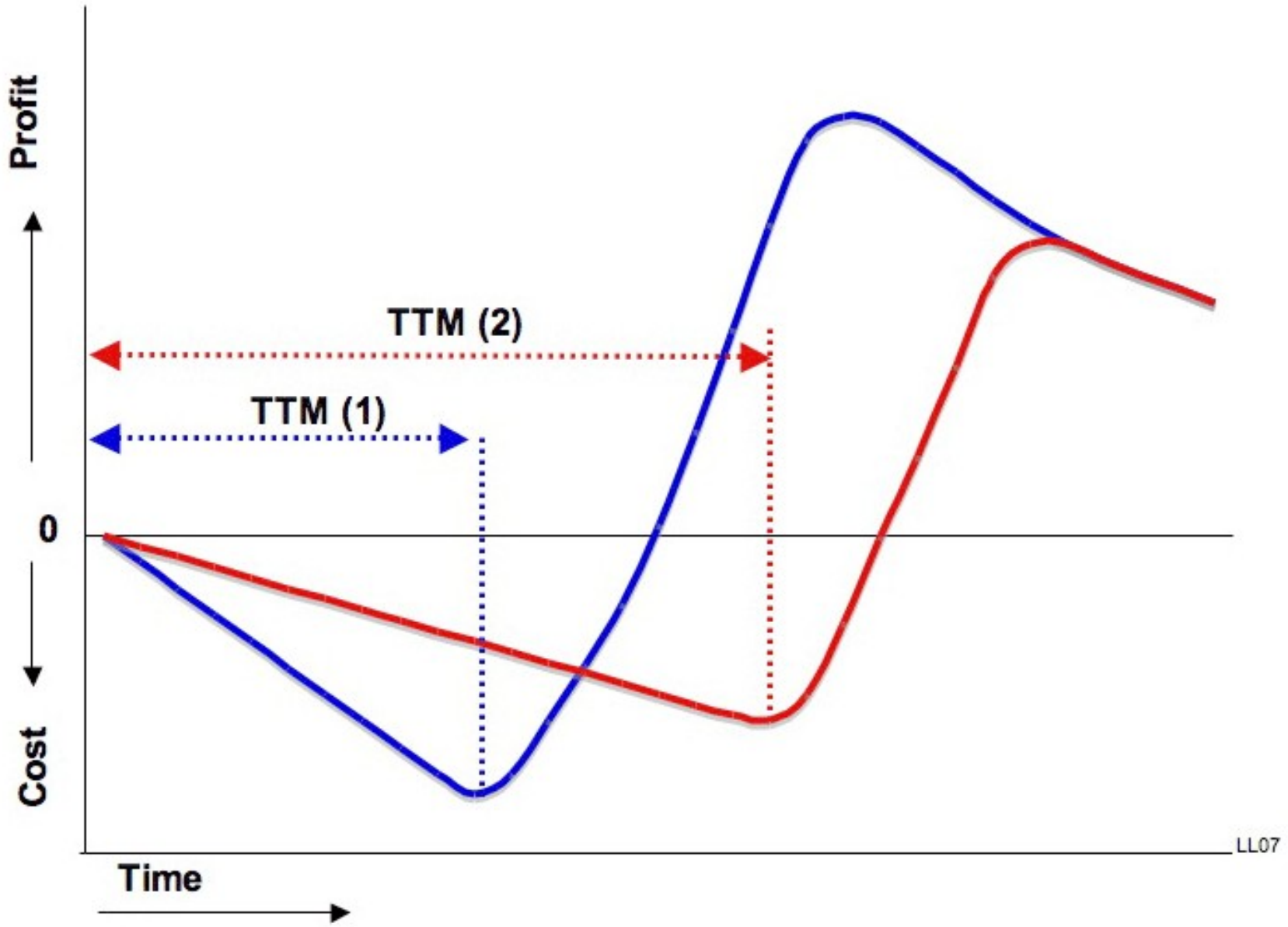
Technical Excellence

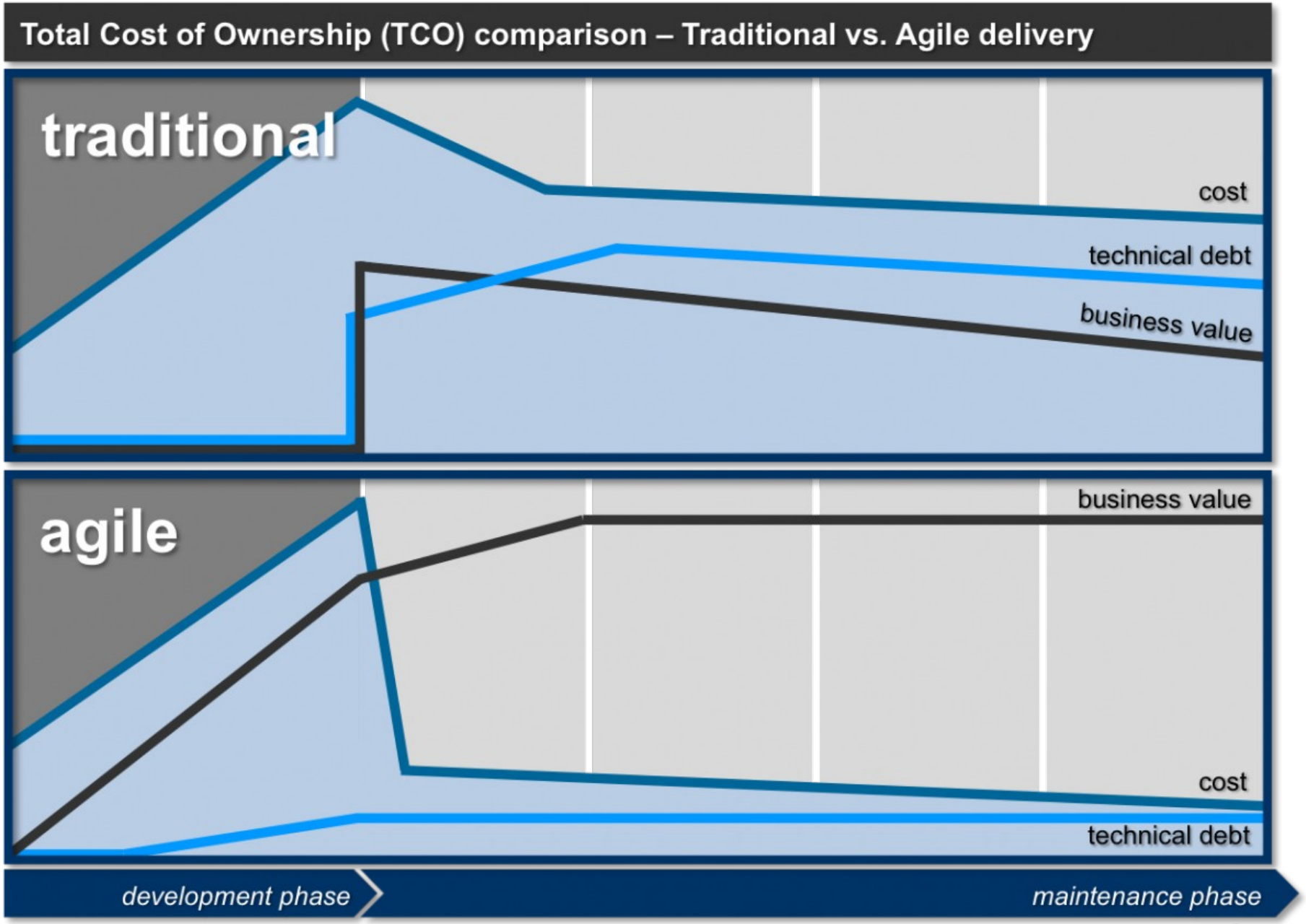
Continuous attention to
technical excellence *and*
good design enhances agility.

Examples of Technical Excellence

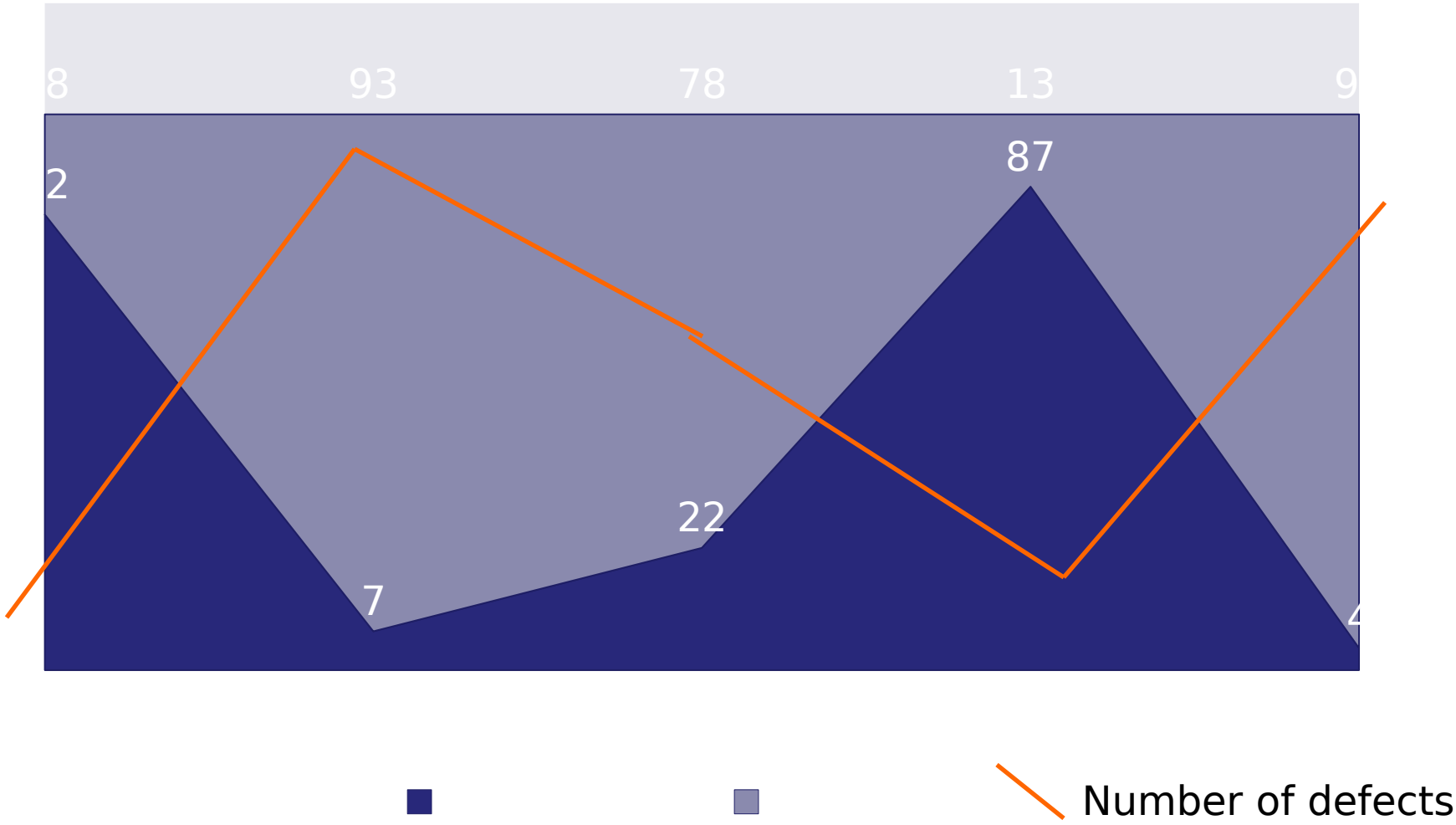
quality code,
sound architecture,
good test automation and coverage,
continuous integration and continuous deployment.

TTM (Time To Market)





Infographic from People10


8
93
78
13
9
2
87
22
7
4
Number of defects

Technical Excellence

building it right

to

maximize delivery potential

Traditional “Solutions”

Processes And policies

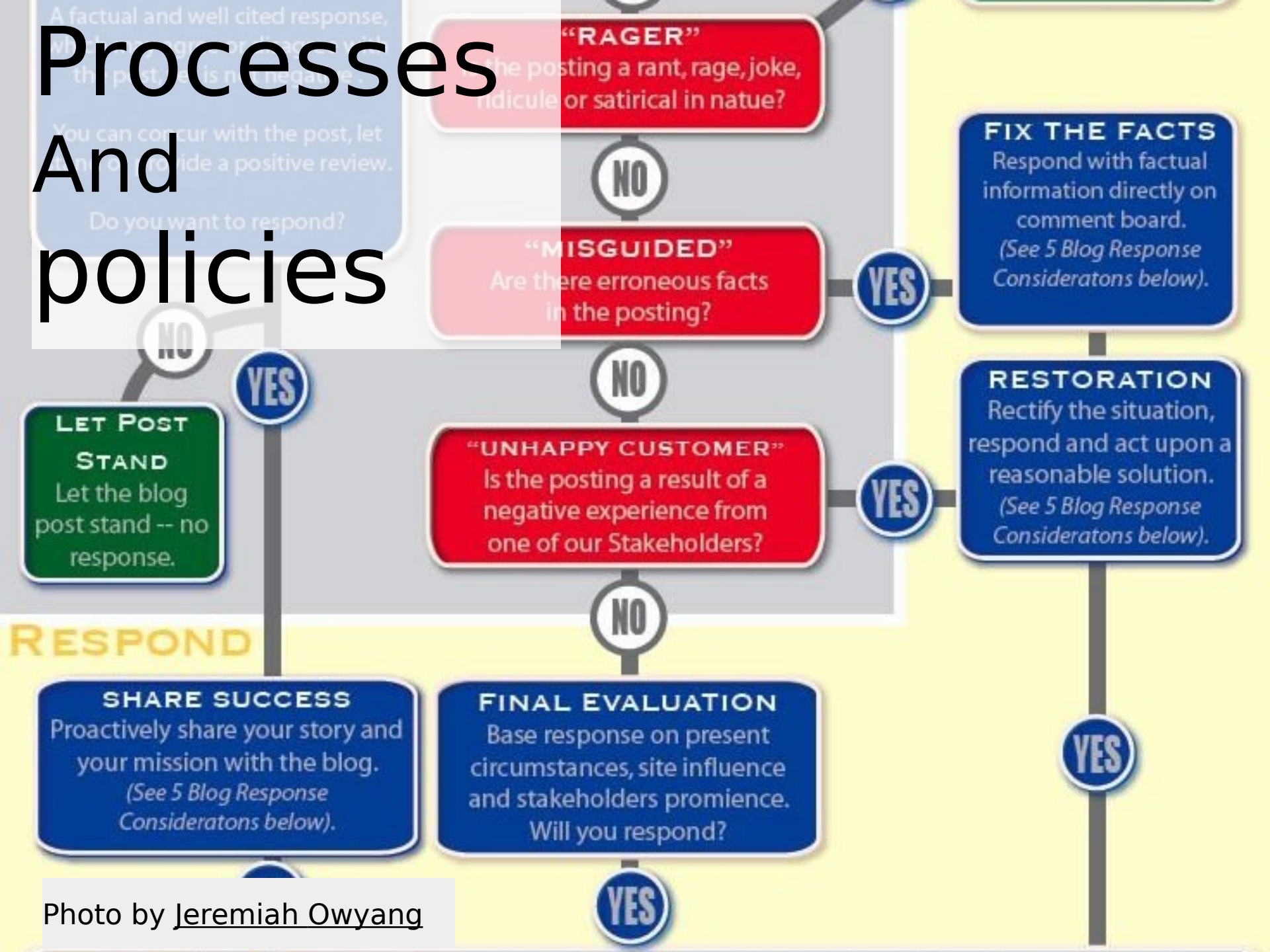
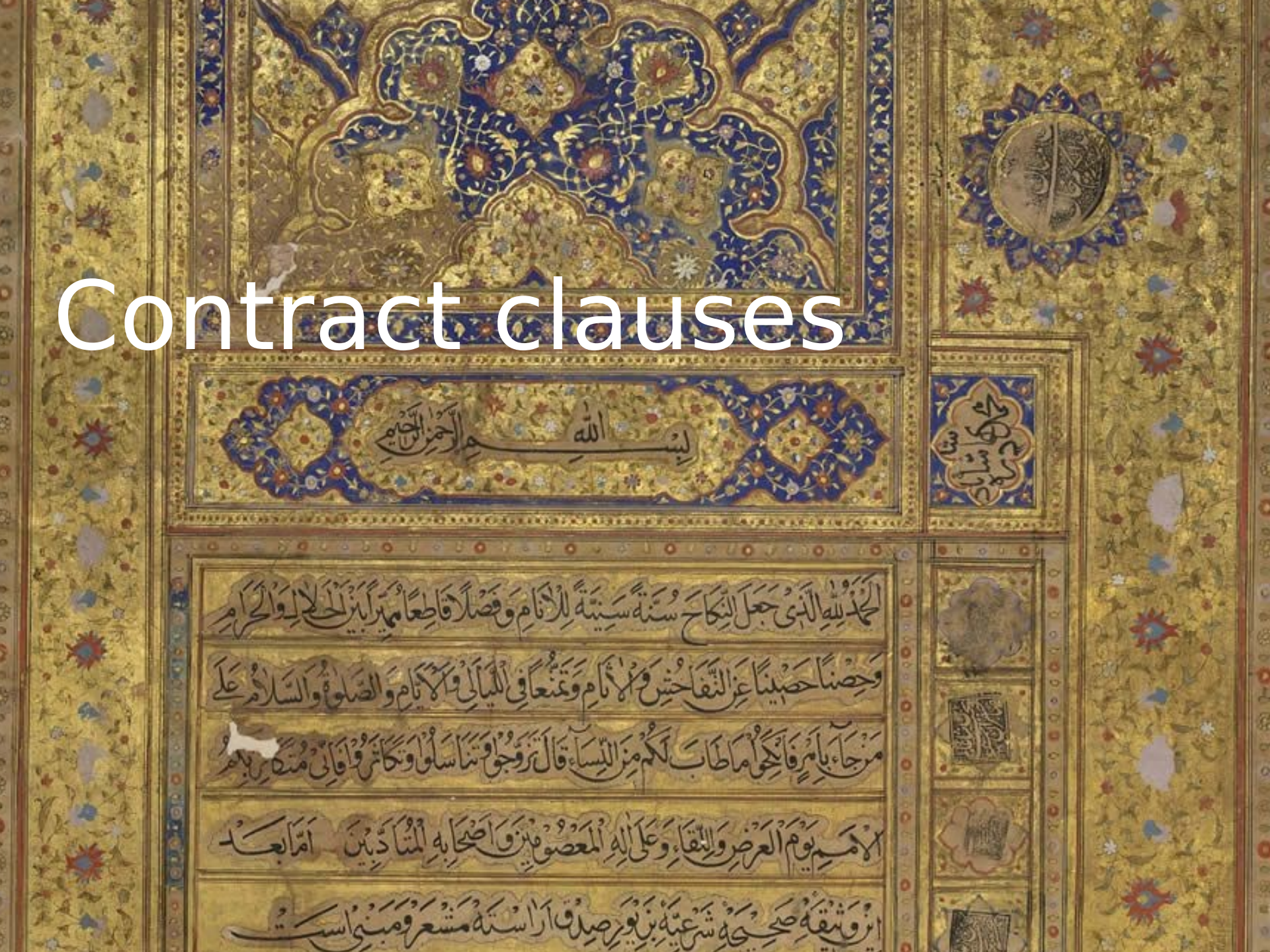


Photo by Jeremiah Owyang

Test Coverage Policy: The Idea

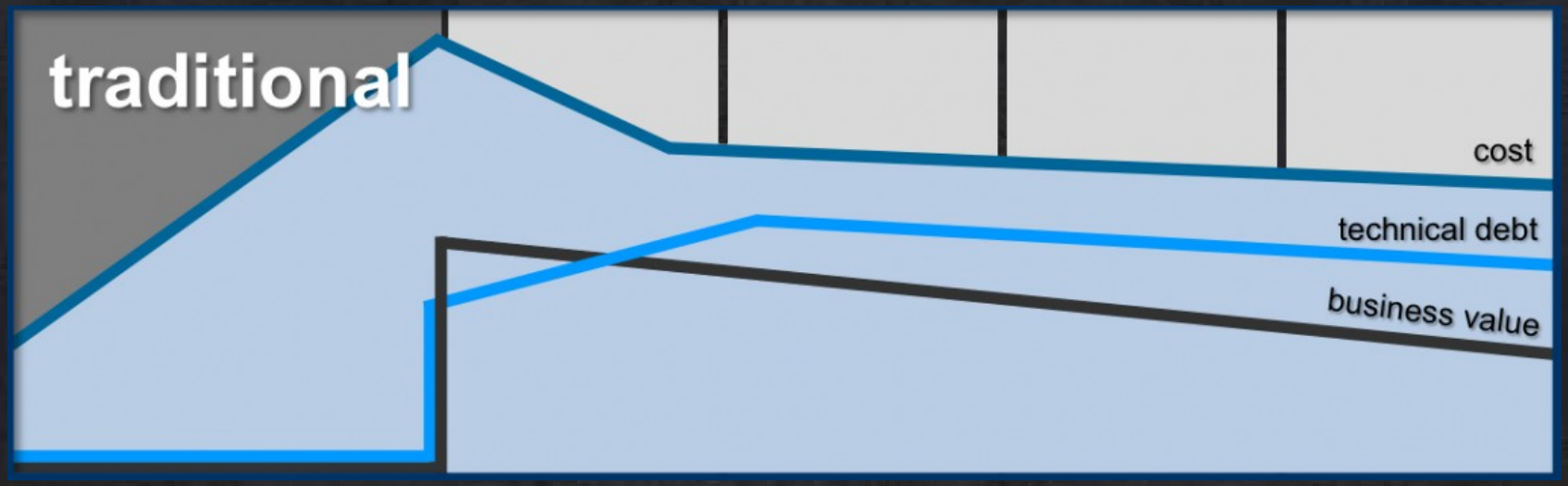
Test Coverage Policy: The Reality



Contract clauses

Contract with a Warranty Period

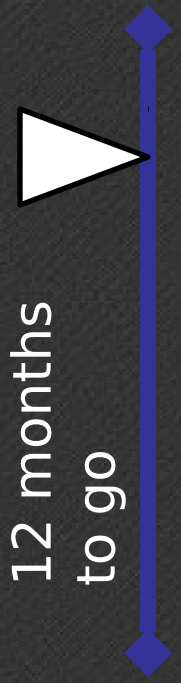
Contract with a Warranty Period



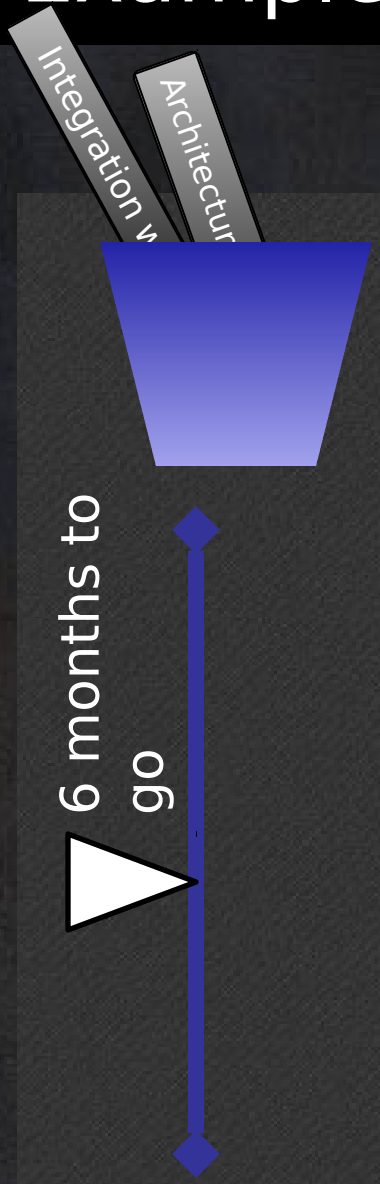
Prioritization by Business value

Example from Real Life: The Plan

Example from Real Life: The Reality



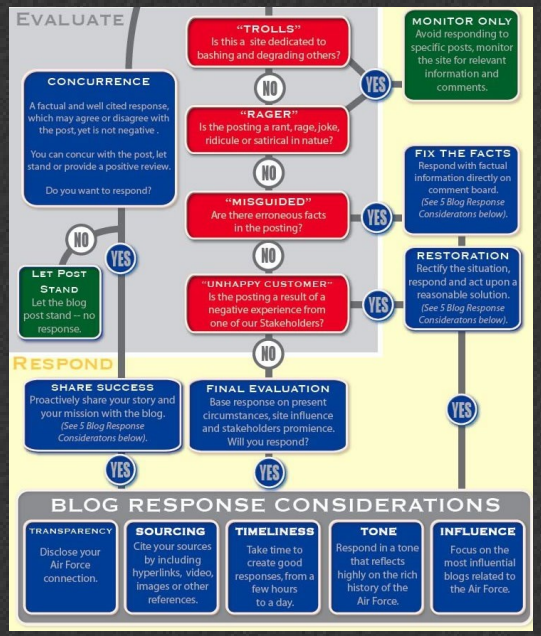
Example from Real Life: The Decision



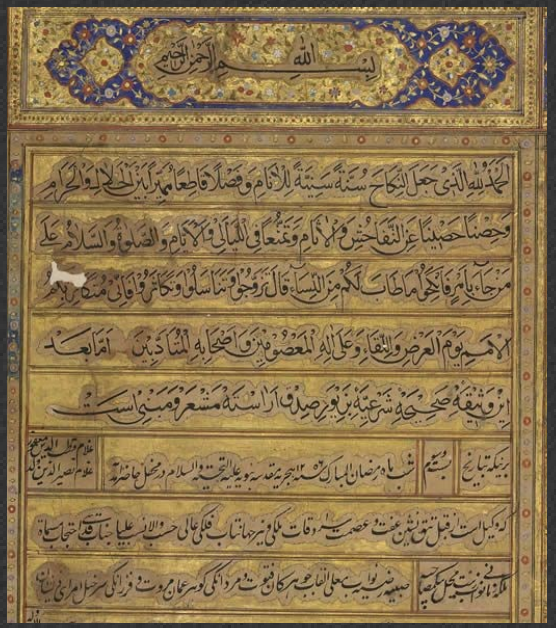
Duct tape & chewing gum solutions

Old approaches do not solve the problem

Processes and policies



Contract clauses

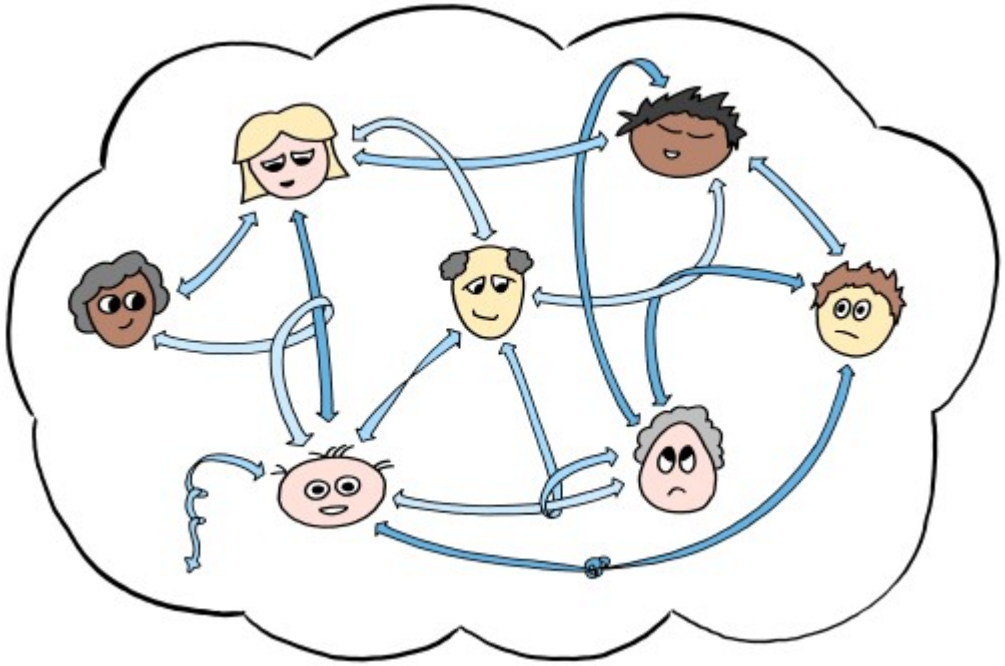


Business value prioritization

Why?

Traditional Management Paradigm: Extrinsic motivation

Desire to achieve goal G
Reward result R
Assume R leads to G

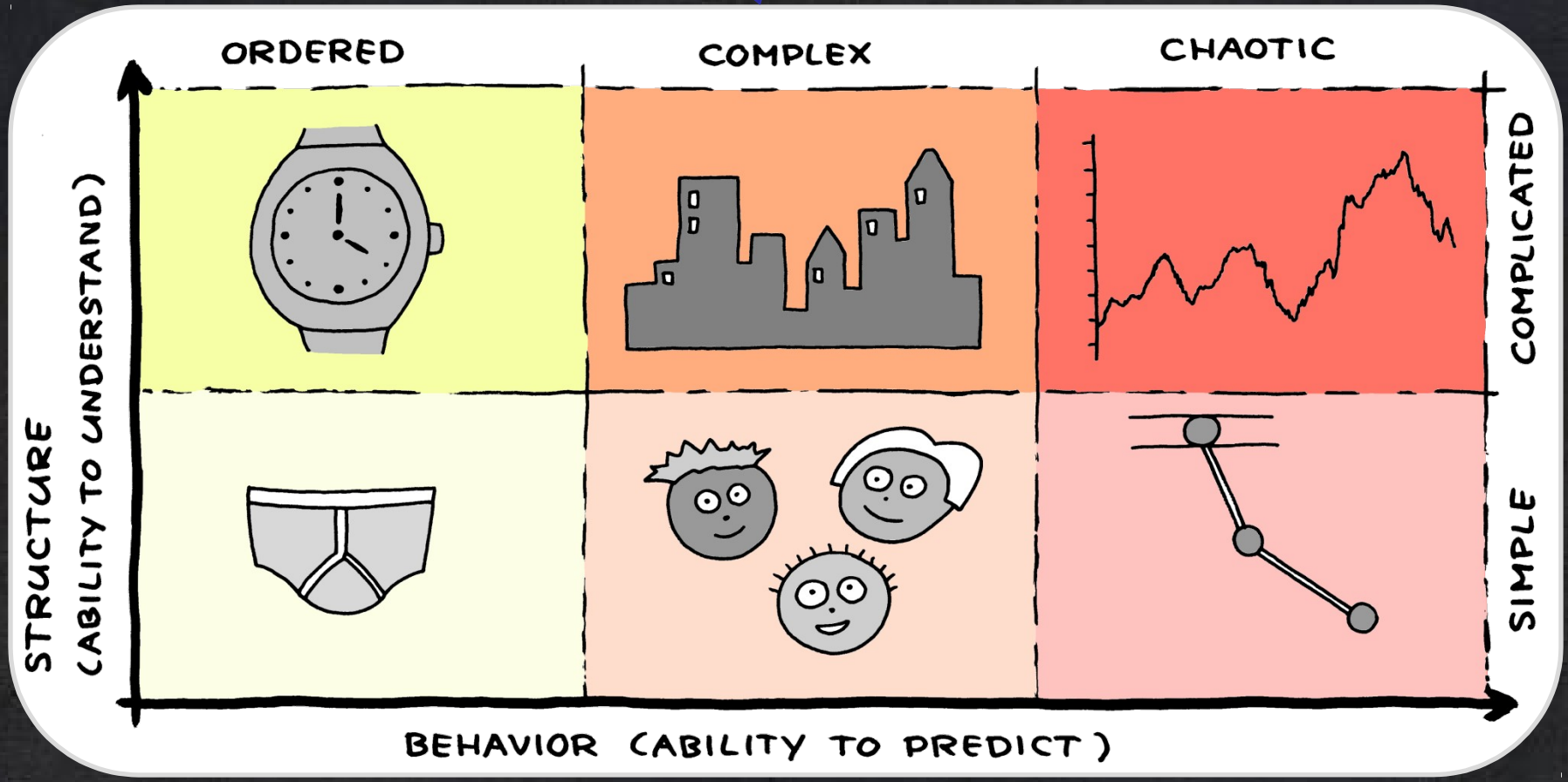


Problems with non-linear effects

From Management 3.0 by Jurgen Appelo

Non-linear effects in SW dev

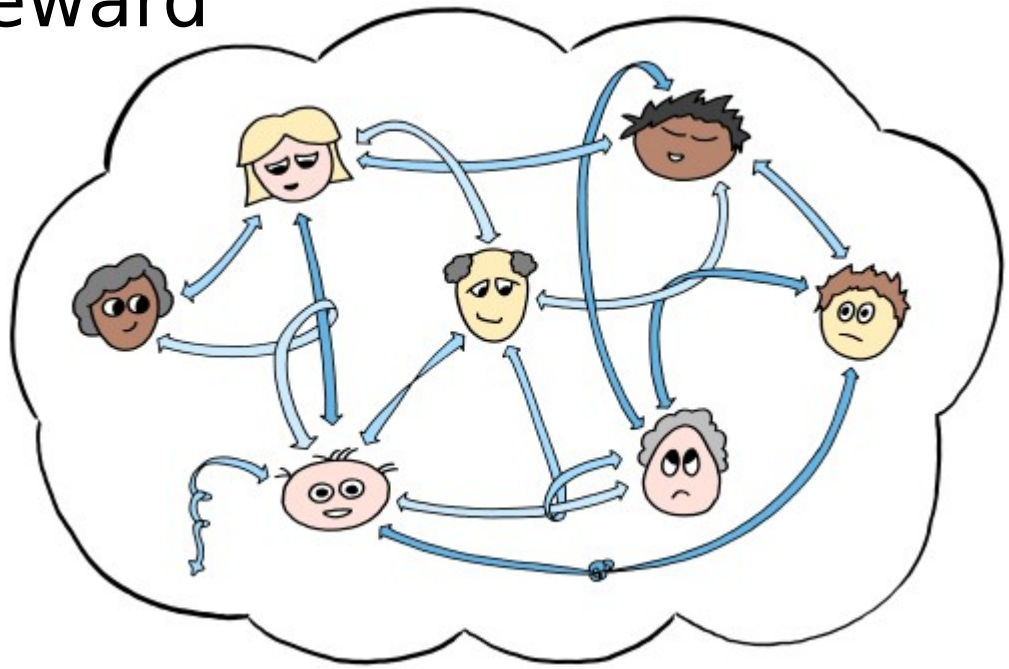
We are here



From Management 3.0 by Jurgen Appelo

New Management Paradigm: Intrinsic motivation

Desire to achieve goal G
Where G is its own reward



No non-linear effects

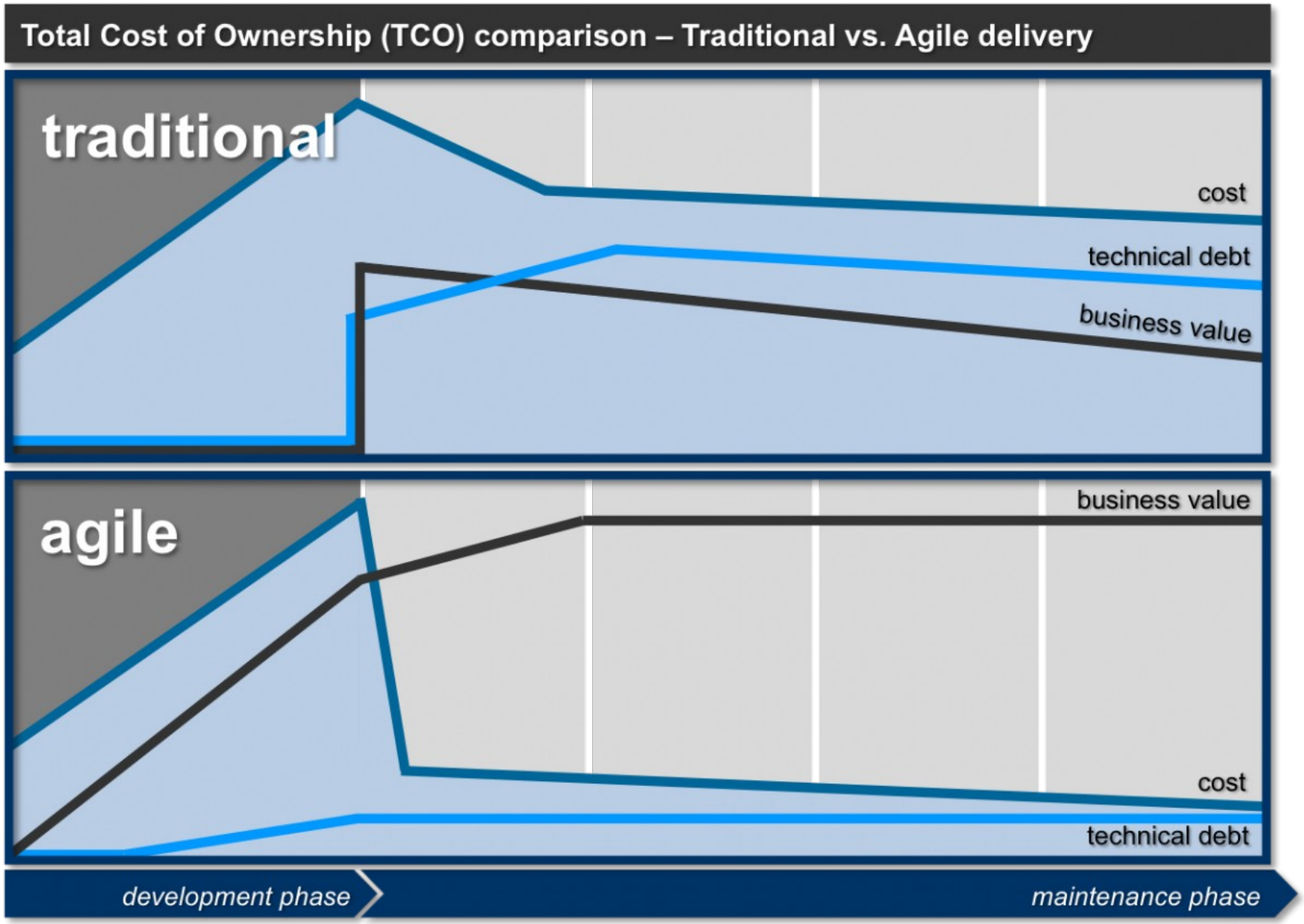
From Management 3.0 by Jurgen Appelo

Nurturing Technical Excellence

Photo by D Sharon Pruitt

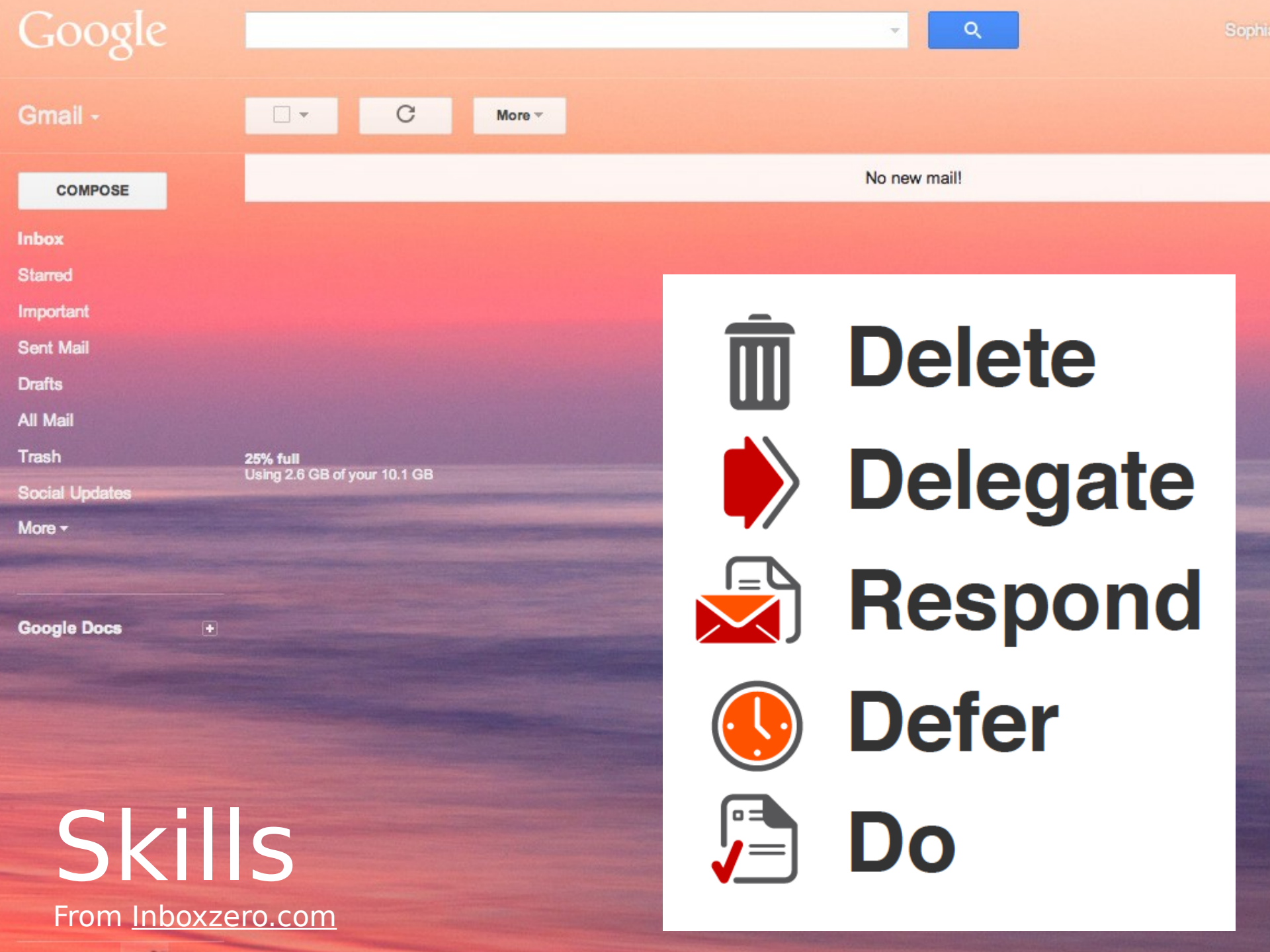
Intrinsic Motivation

From buzzfeed.com



Understanding TCO

Infographic from People10


Google
Gmail
More
COMPOSE
No new mail!
Inbox
Starred
Important
Sent Mail
Drafts
All Mail
Trash
Social Updates
More
25% full
Using 2.6 GB of your 10.1 GB
Google Docs
Delete
Delegate
Respond
Defer
Do
Skills
From Inboxzero.com

Autonomy

Discipline

Antti Leinonen, Sirkus Magenta, photo by Tuomas Stenbäck

Requires

Motivation
Understanding
Skills
Autonomy
Discipline

Contracting Point of View

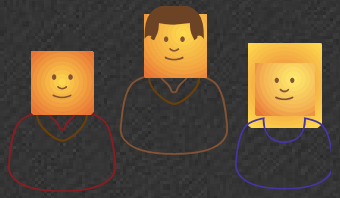
Shared	Contractor brings	Trust enables
Motivation	Skills	Autonomy
Understanding	+Understanding	
Discipline	+Discipline	

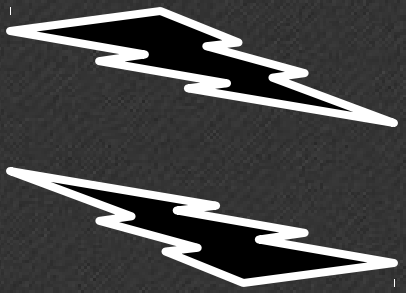
Good Patterns

Contracting

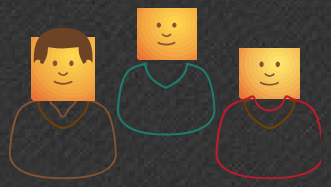
Business
(customer)

IT
(customer)





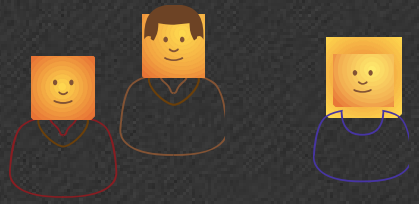
Contractor
dev team



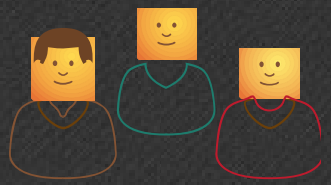
Contracting: Lead from customer

Business
(customer)

IT
(customer)



Contractor
dev team



Contracting: Lead from customer

Business
(customer)

IT
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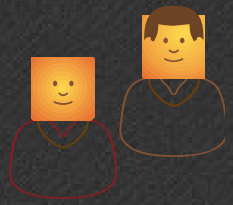
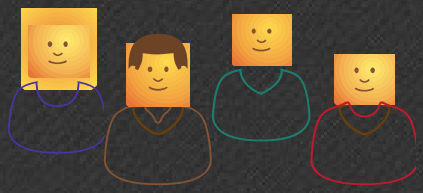


Joint dev
team



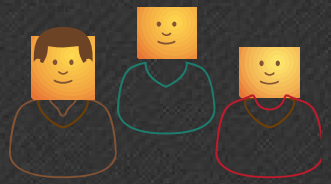
Who should define indicators / metrics?

Managers

IT / architects

Busines

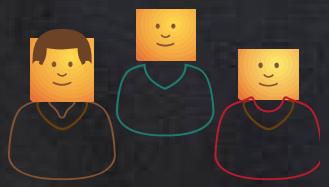
Developers



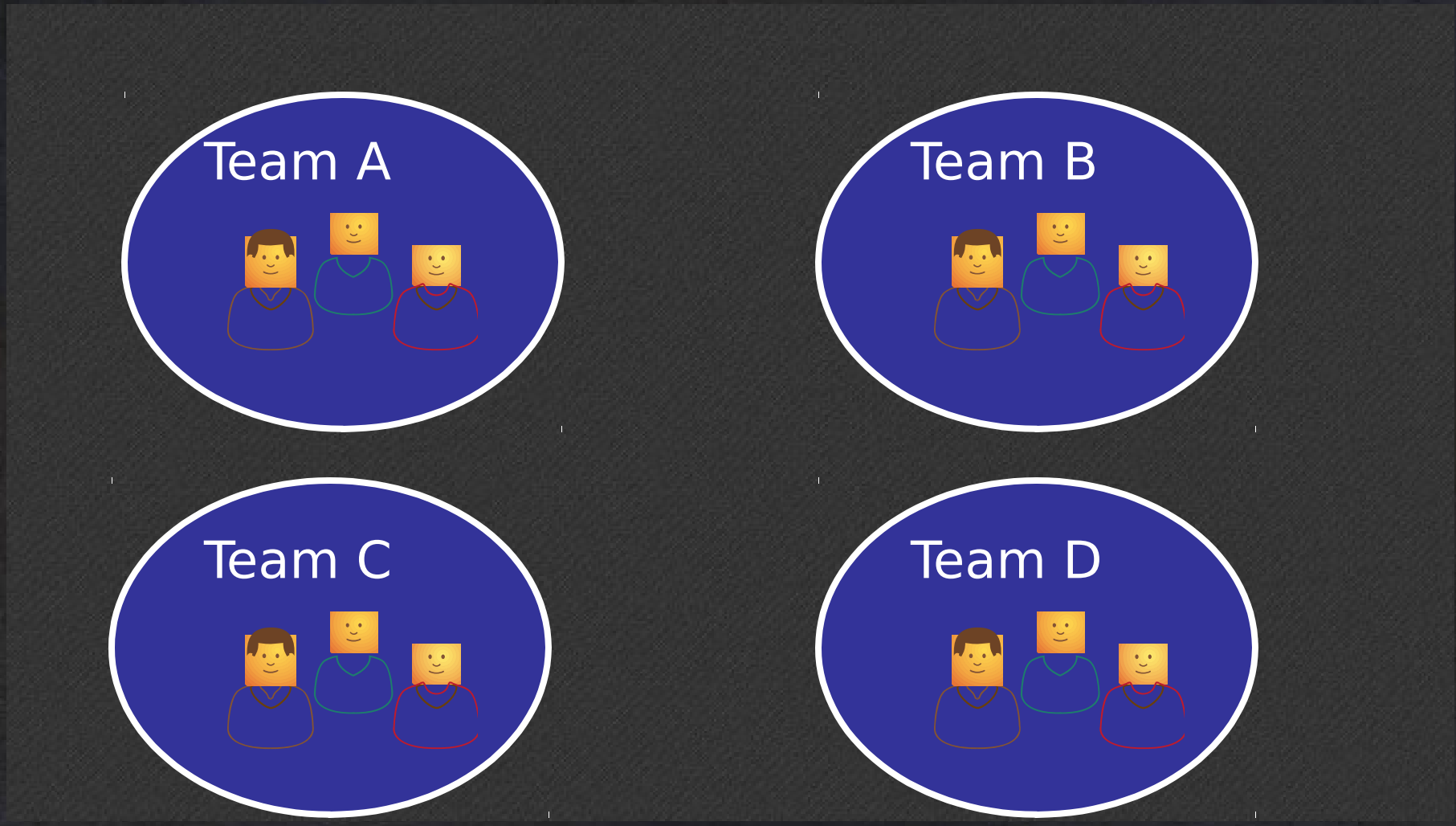
Test Coverage Policy

What would the Experts choose instead?

Developers



Let excellence grow in circles or guilds!



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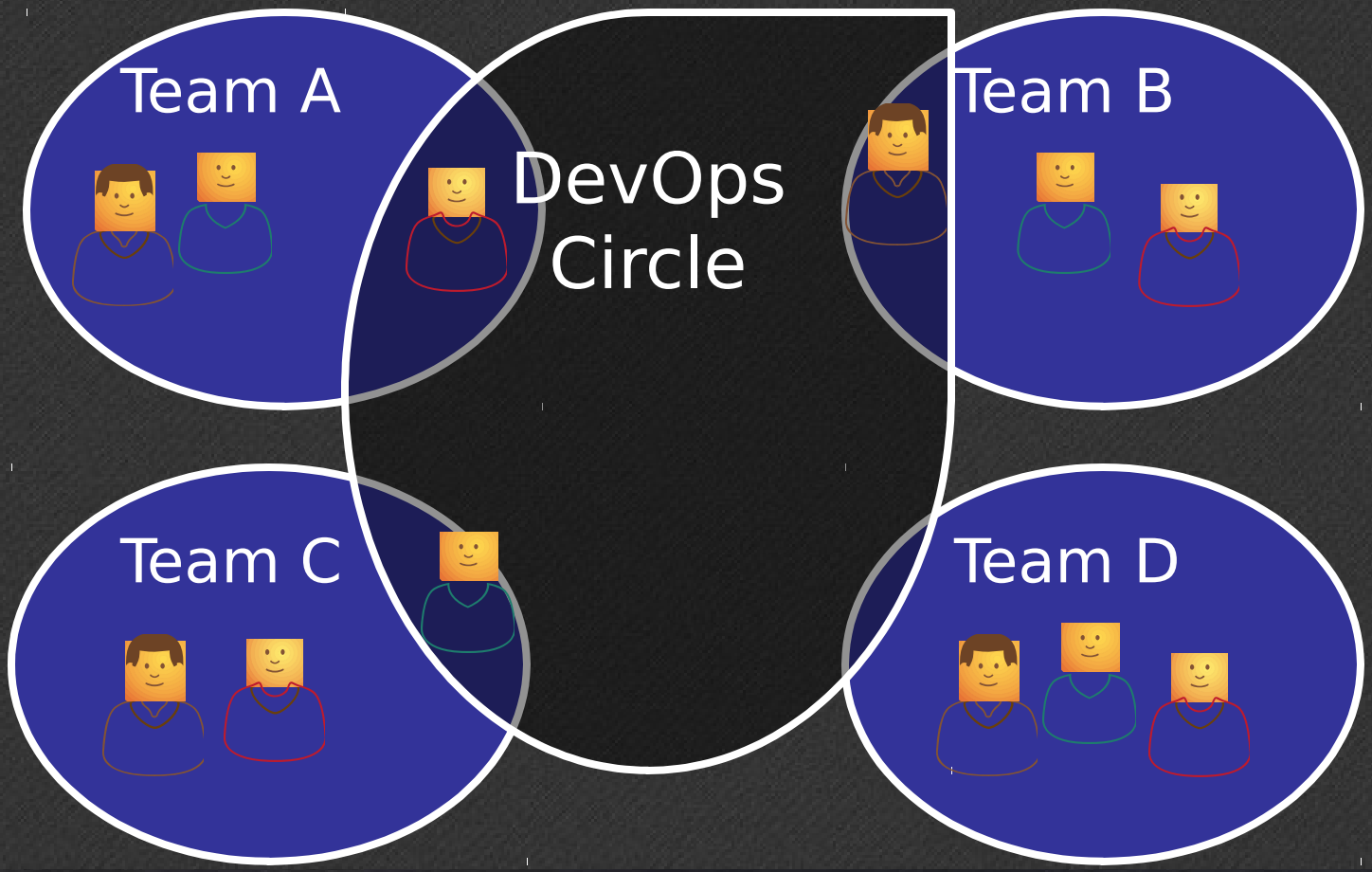
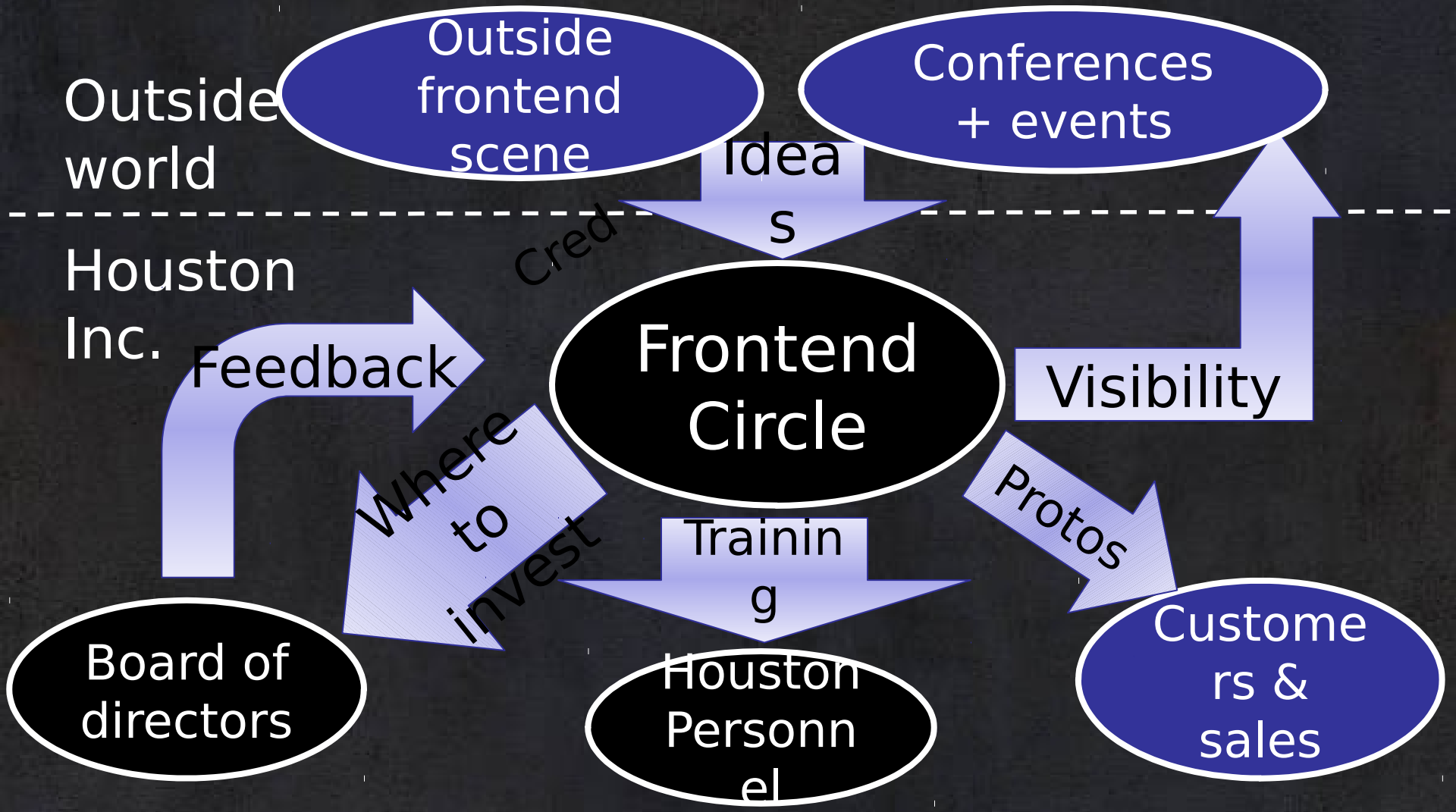


Houston Inc. Frontend Circle

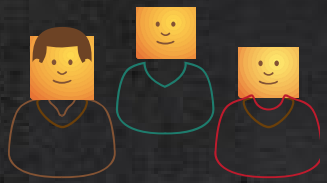


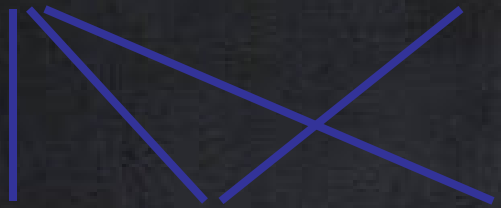
Involve devs on left side of value stream

business

IT / architects

developers



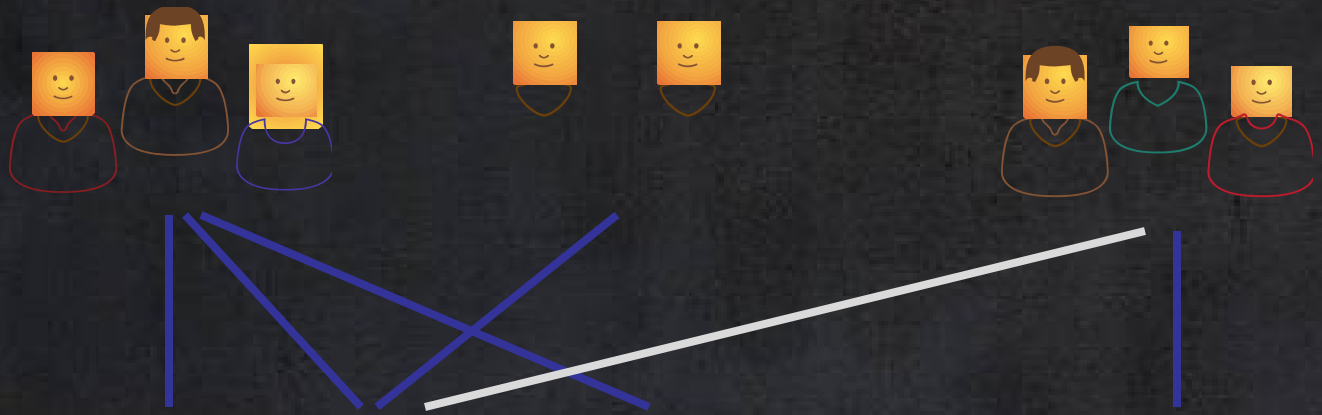


Involve devs on left side of value stream

business

IT / architects

developers

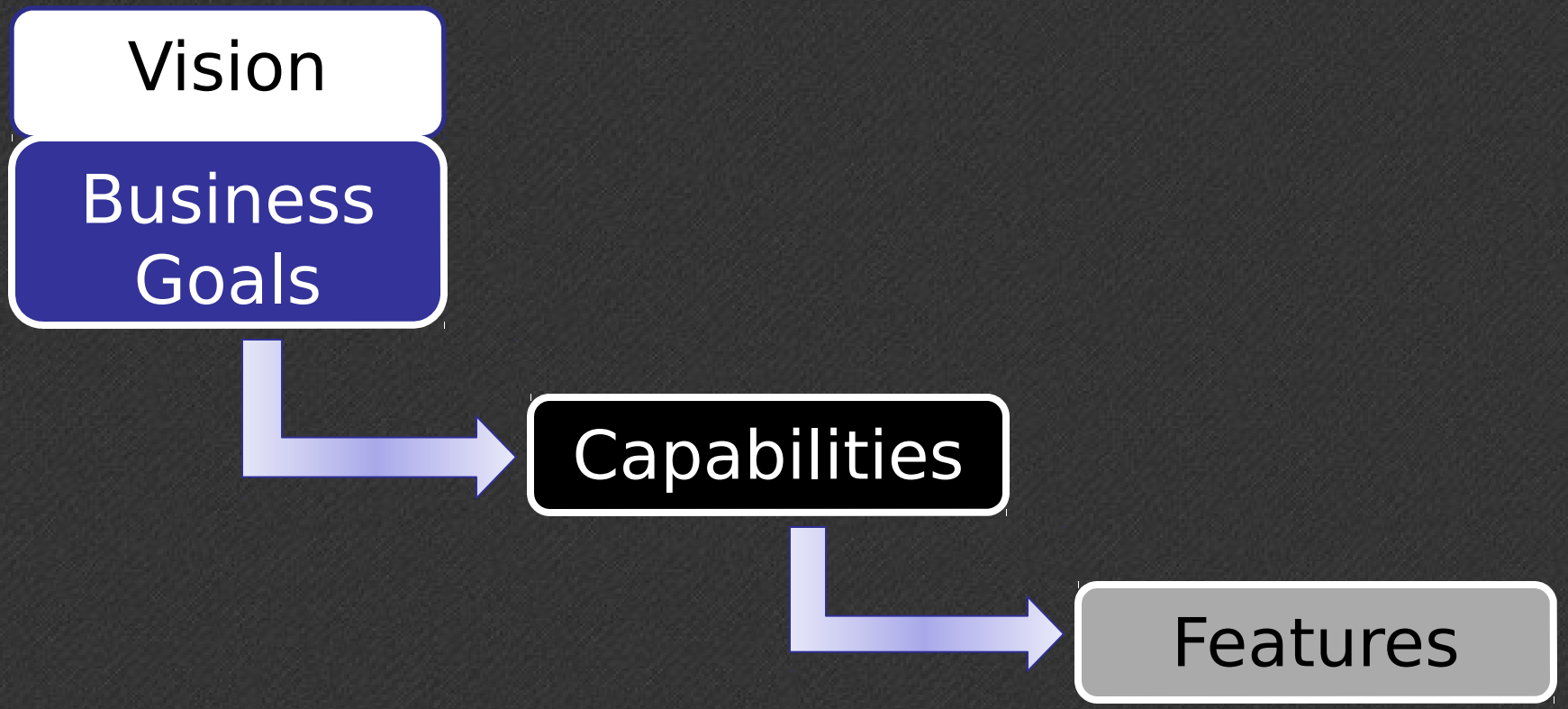


Options for solution

Risks

Concept

Breakdown of Work



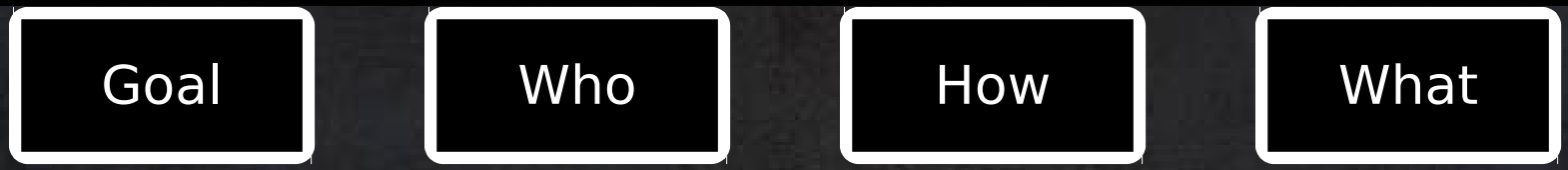
Adapted from BDD in the Large by Liz Keogh

Option for Solution Study

Impact Mapping

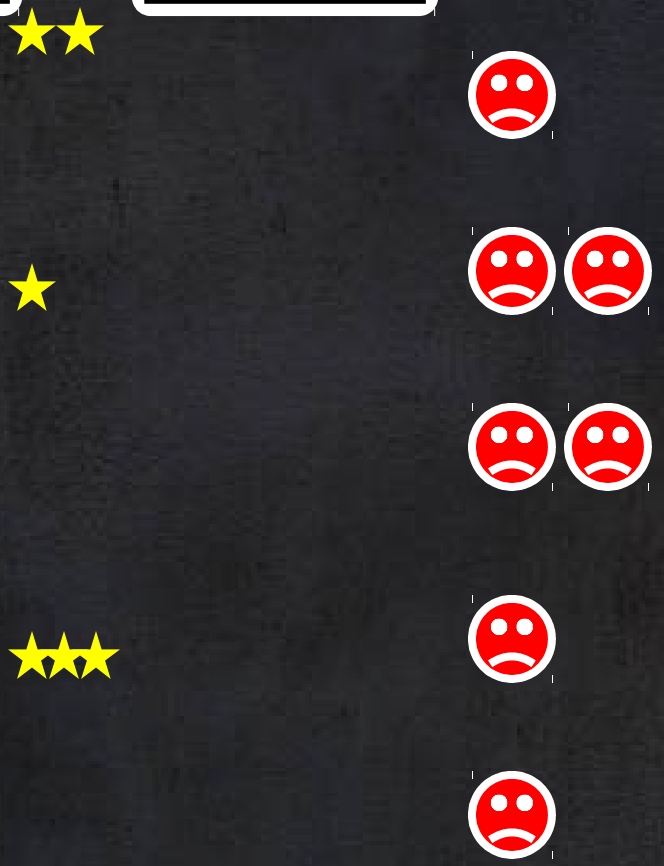
From Impact Mapping by Gojko Adzic

Impact Mapping



Impact Mapping

Goal | Who | How | What



Things to Consider

Hiring

Hiring

Motivation
Understanding
Skills
Autonomy
Discipline

Picking a contractor

Picking a contractor

Motivation
Understanding
Skills
Autonomy
Discipline

Picking a contractor

Individuals and interactions

Close collaboration

Get to know your prospective contracting developers well

Conclusions

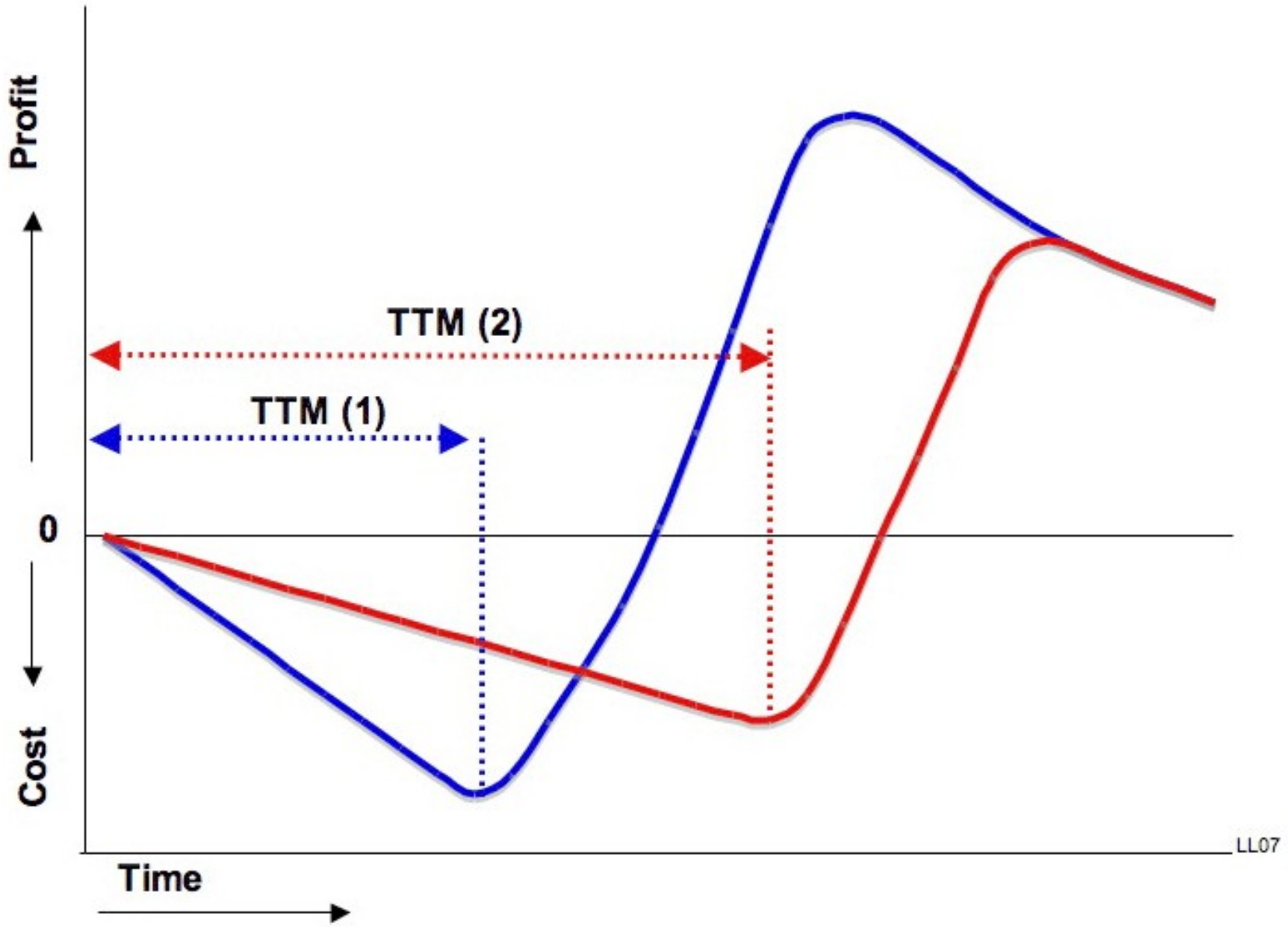
Technical Excellence

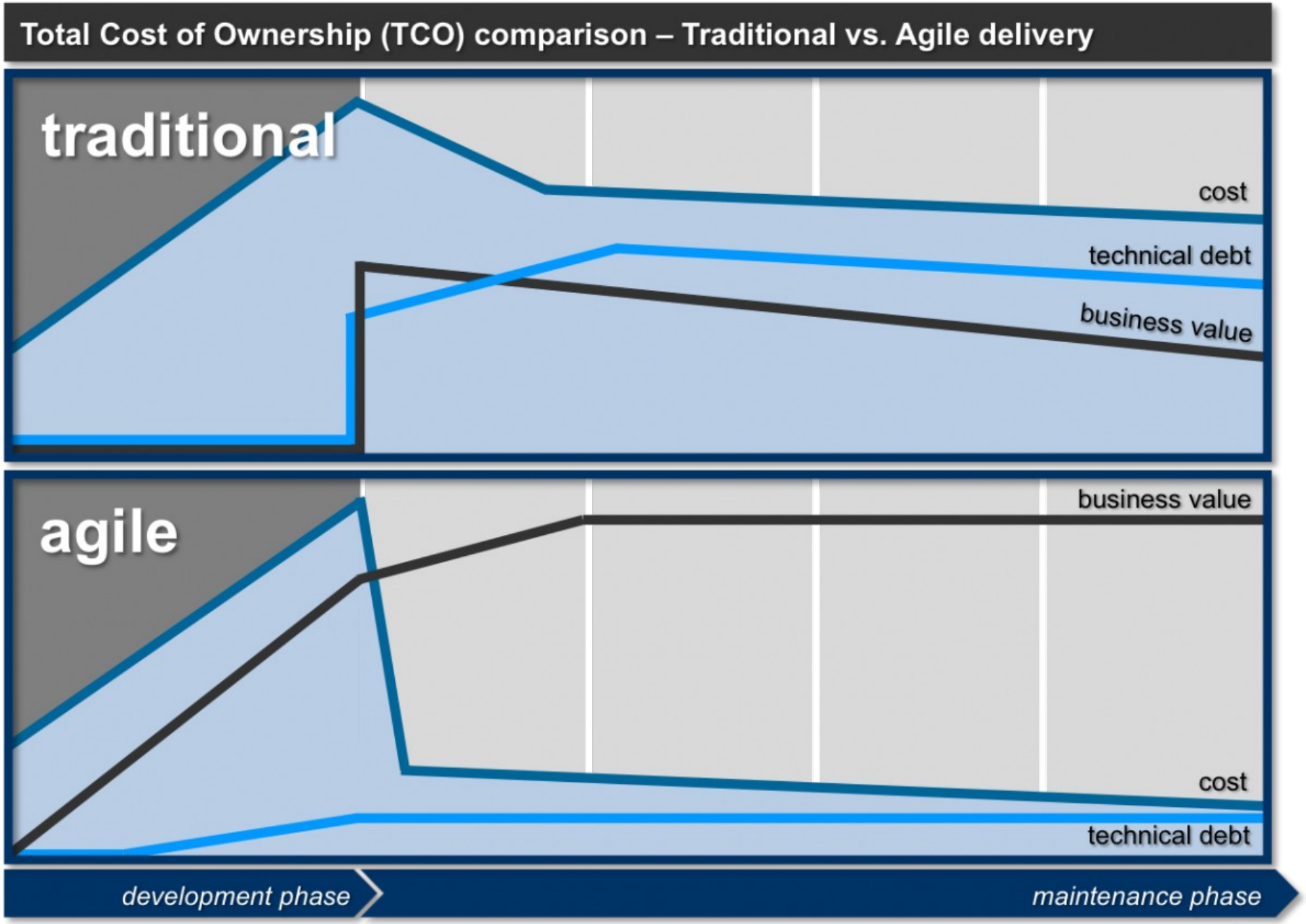
building it right

to

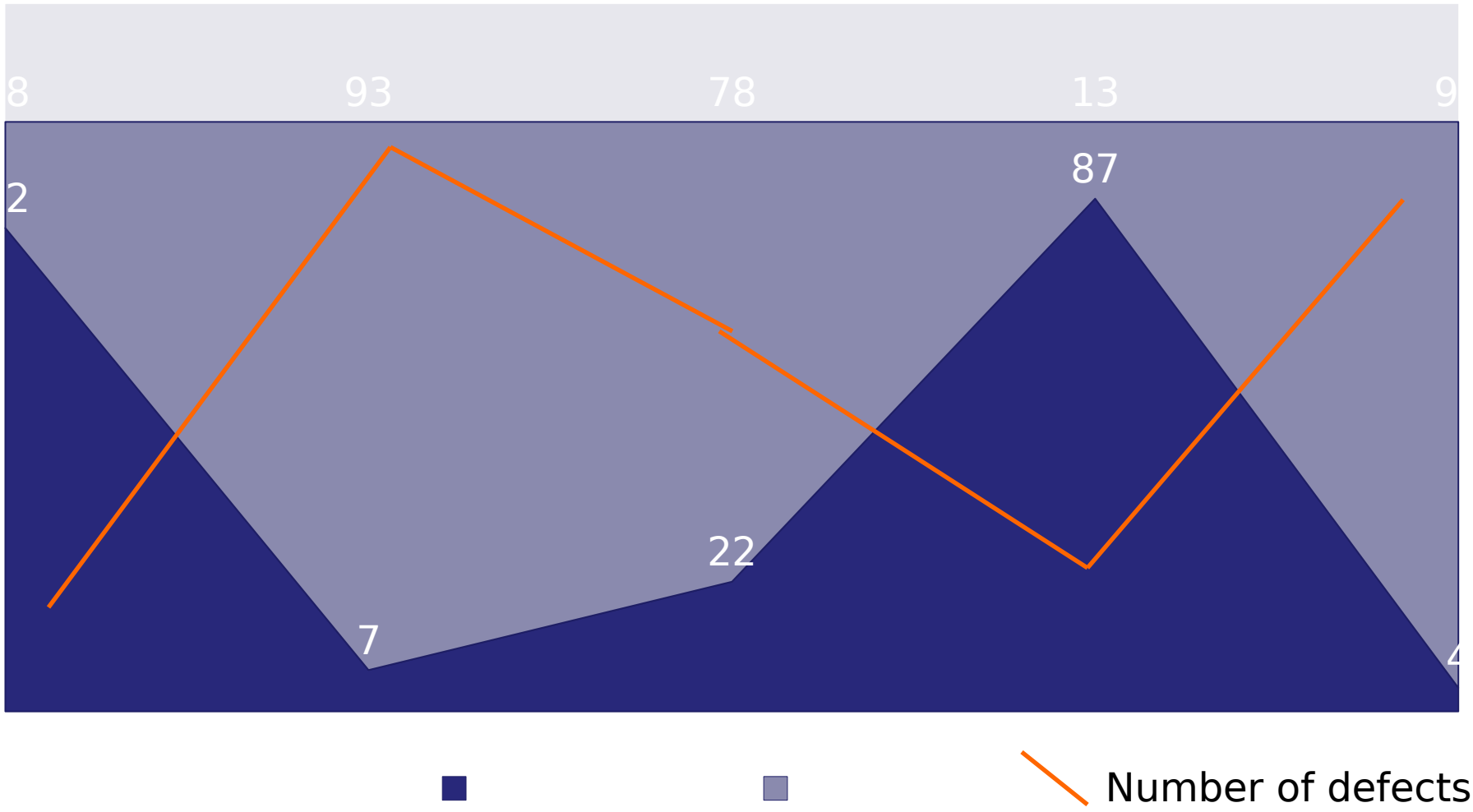
maximize delivery potential

TTM (Time To Market)





Infographic from People10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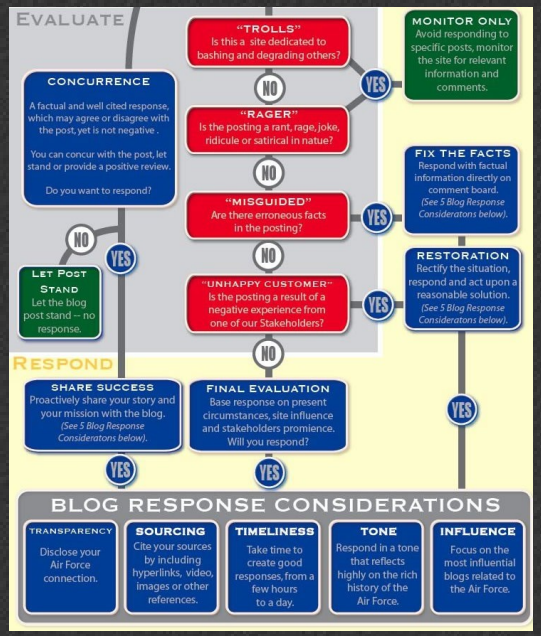
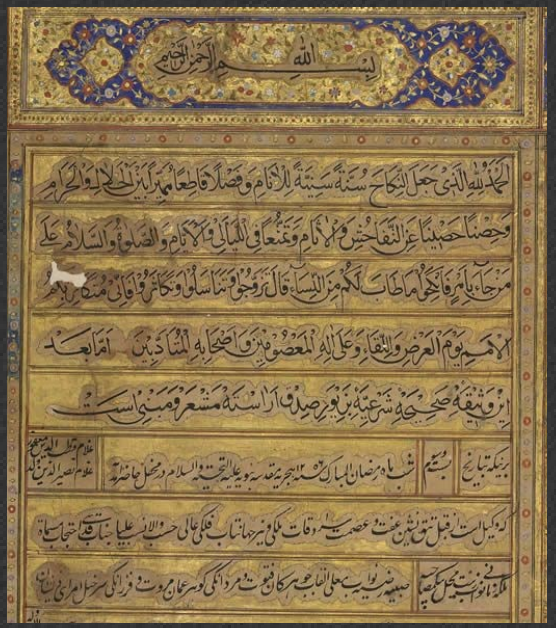
Number of defects

Old approaches do not solve the problem

Processes and policies



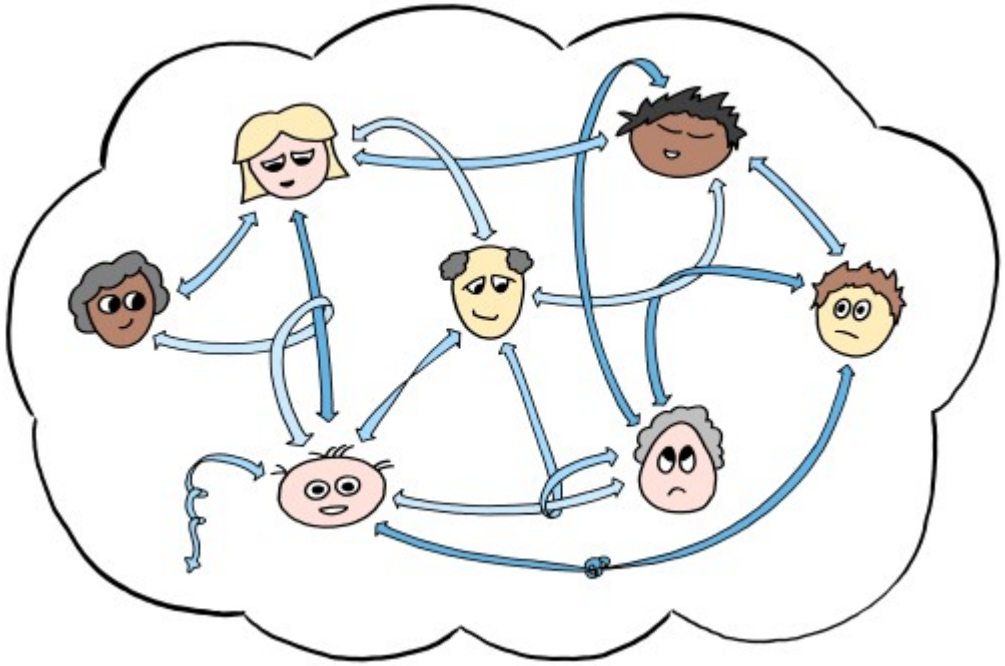
Contract clauses



Business value prioritization

Traditional Management Paradigm: Extrinsic motivation

Desire to achieve goal G
Reward result R
Assume R leads to G

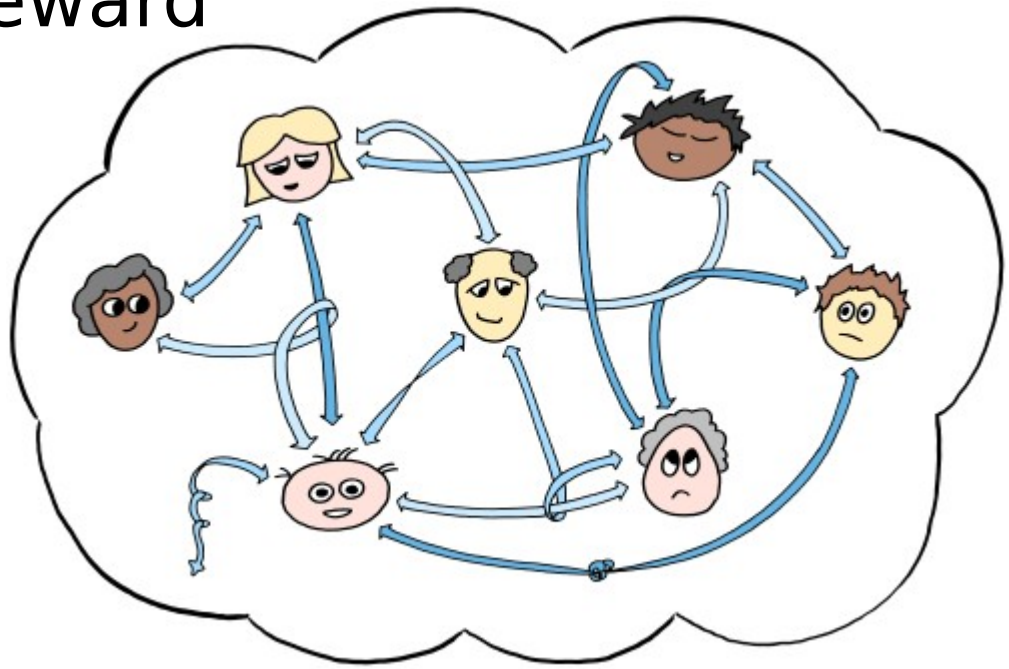


Problems with non-linear effects

From Management 3.0 by Jurgen Appelo

New Management Paradigm: Intrinsic motivation

Desire to achieve goal G
Where G is its own reward

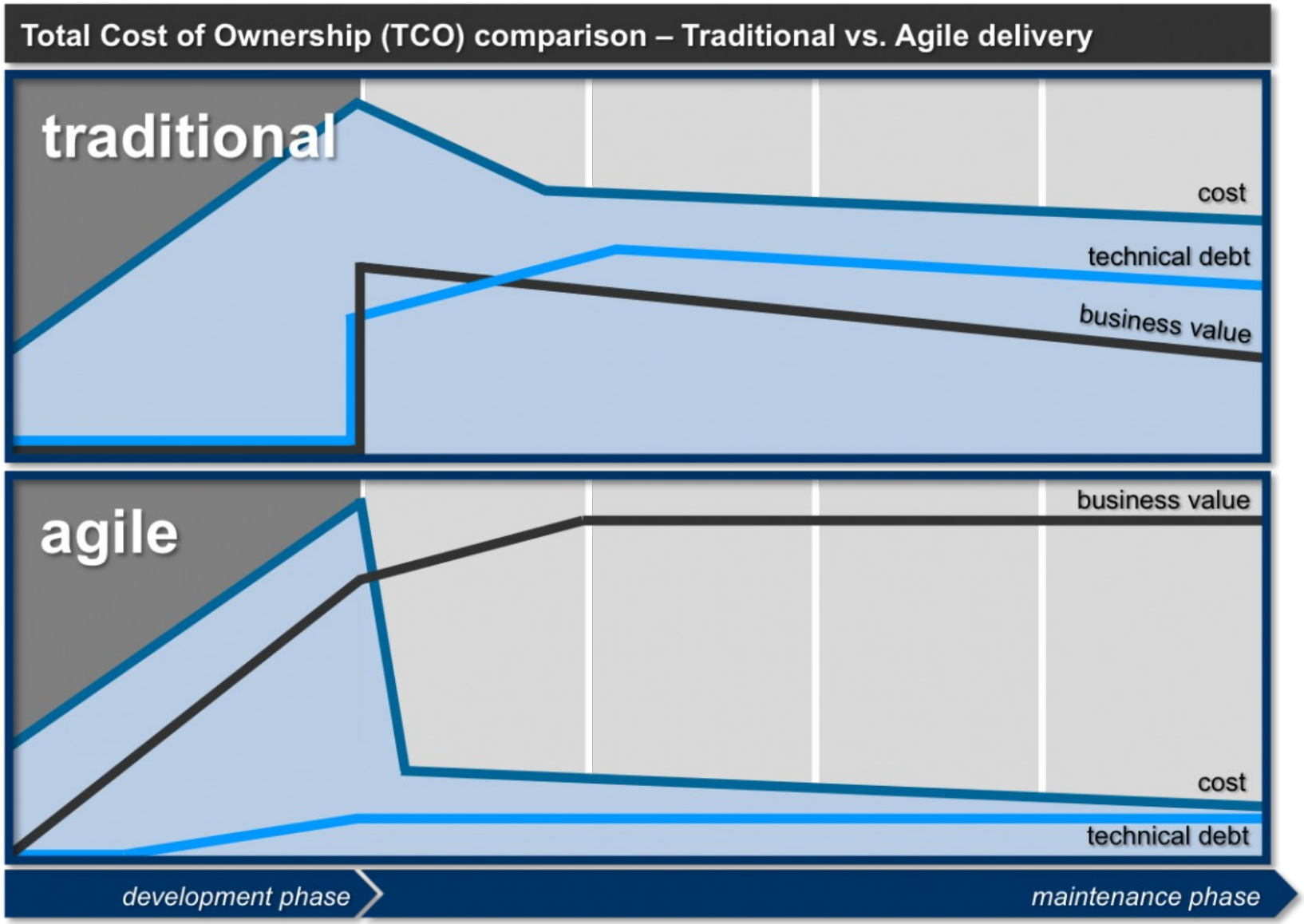


No non-linear effects

From Management 3.0 by Jurgen Appelo

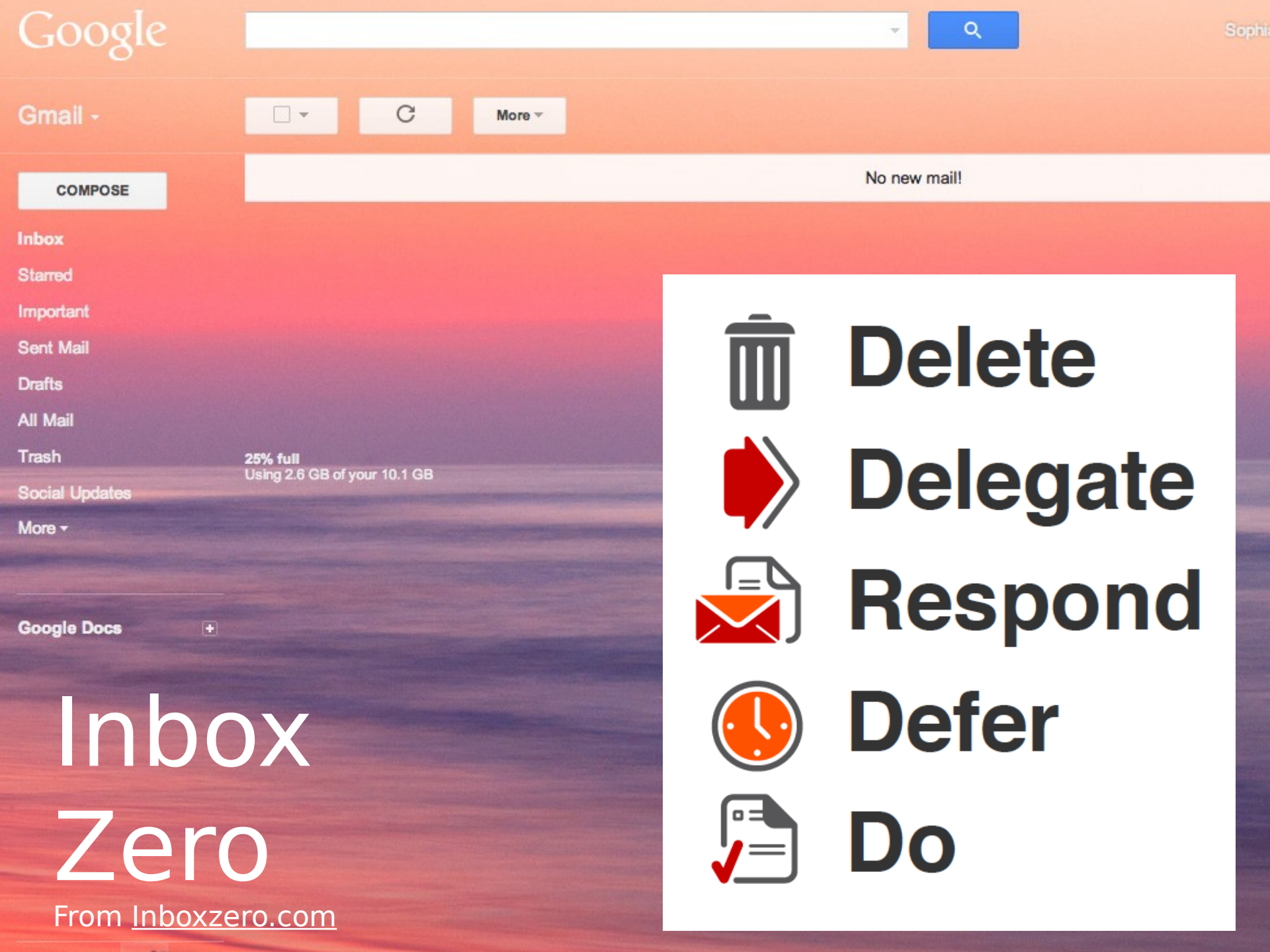
Intrinsic Motivation

From buzzfeed.com



Understanding TCO

Infographic from People10



Inbox Zero

From Inboxzero.com

Autonomy

Discipline

Antti Leinonen, Sirkus Magenta, photo by Tuomas Stenbäck

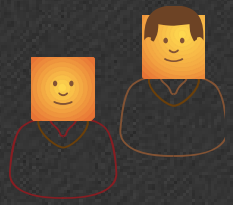
Contracting Point of View

Shared	Contractor brings	Trust enables
Motivation	Skills	Autonomy
Understanding	+Understanding	
Discipline	+Discipline	

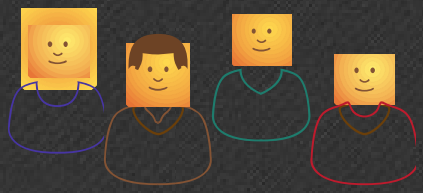
Contracting: Lead from customer

Business
(customer)

IT
(customer)

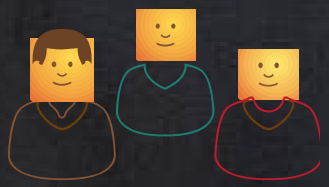


Joint dev
team

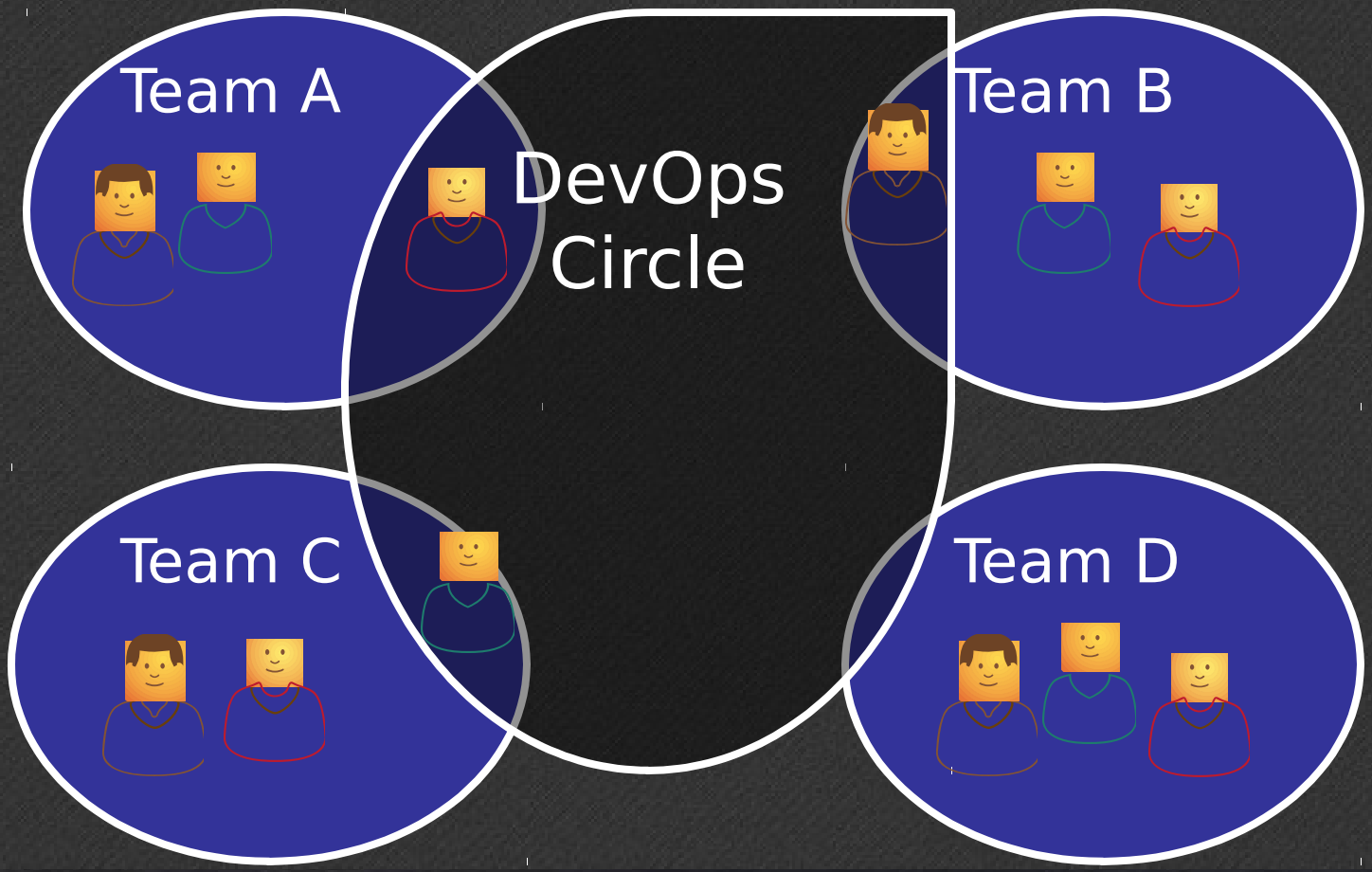


Involve devs in choosing indicators

Developers



Let excellence grow in circles or guilds!

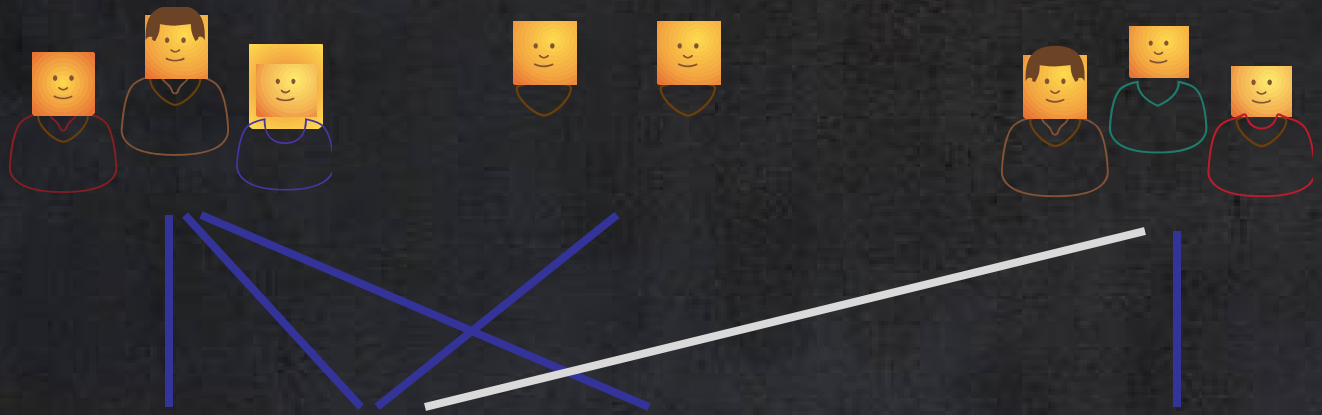


Involve devs on left side of value stream

business

IT / architects

developers



Options for solution

Risks

Concept

Motivation
Understanding
Discipline
Hiring

Skills Motivation Understanding
Discipline
Picking a contractor

Nurture Technical Excellence

Photo by D Sharon Pruitt

Maximize the Impact

Photo by Spettacolopuro

Thank you for your attention

turkuagileday
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