

turkuagileday  
14.-15.5.2013

HOUSTON  
INC.

# It's Impossible to Buy Technical Excellence

Antti Kirjavainen

turkuagileday  
14.-15.5.2013

HOUSTON  
INC.

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

Antti Kirjavainen







Photo by Casey Konstantin

Dear Casey,  
I understand how overwhelming your life must feel during this stressful time. I watched my sister lose her home to foreclosure several years ago. I can help you save your credit and avoid foreclosure. Whether you want to save your home or need a quick sale, please let me go over your options with you. I promise straightforward and honest answers. Call me at 310-444-1111.  
Thank you, Shirley



ForGIFs.com

# Respect

From [buzzfeed.com](http://buzzfeed.com)



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



# Inbox Zero

From [Inboxzero.com](http://Inboxzero.com)



## Delete



## Delegate



## Respond



## Defer



## Do

Technical Excellence

# Technical Excellence

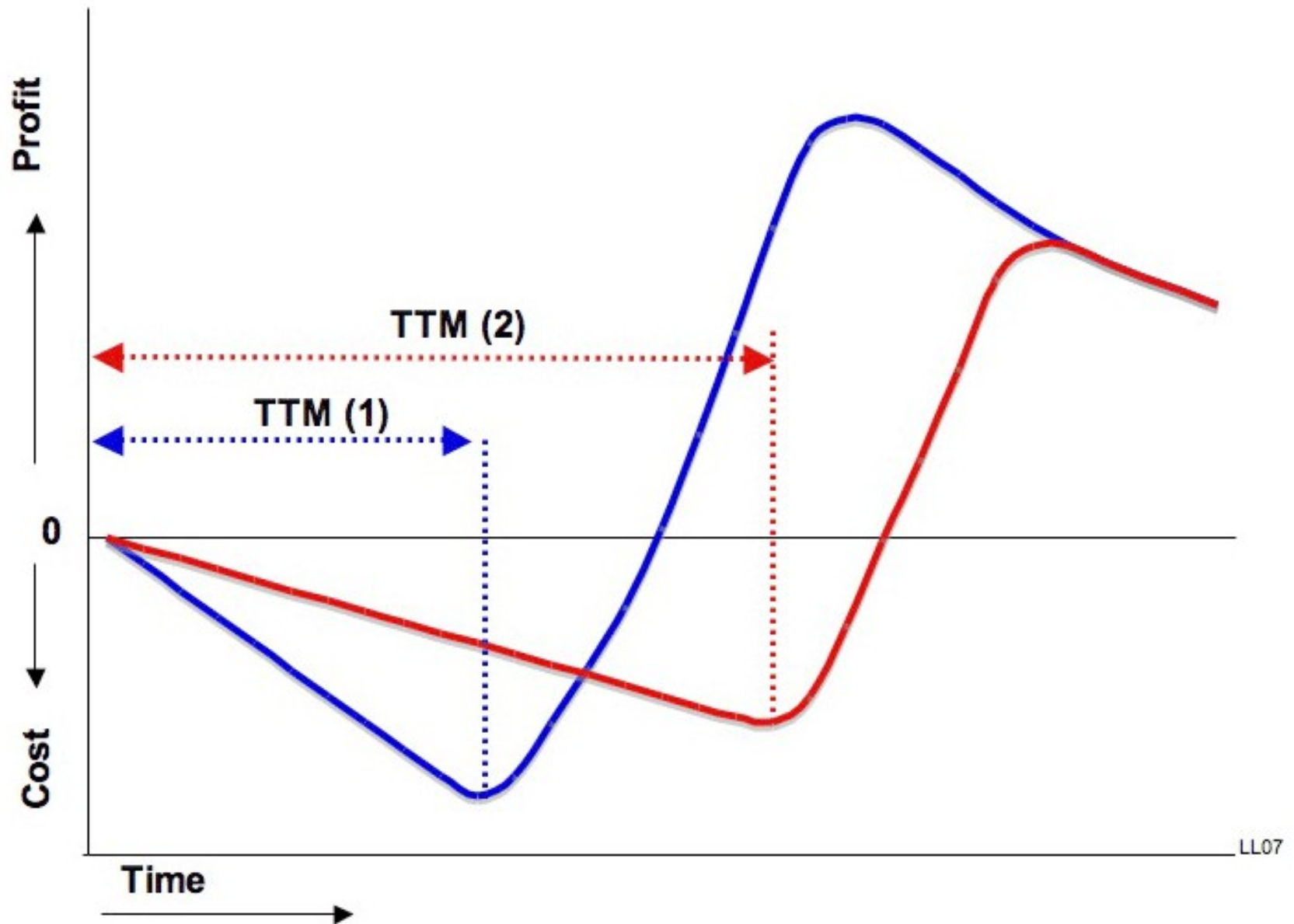
*Continuous attention to technical excellence and good design enhances agility.*



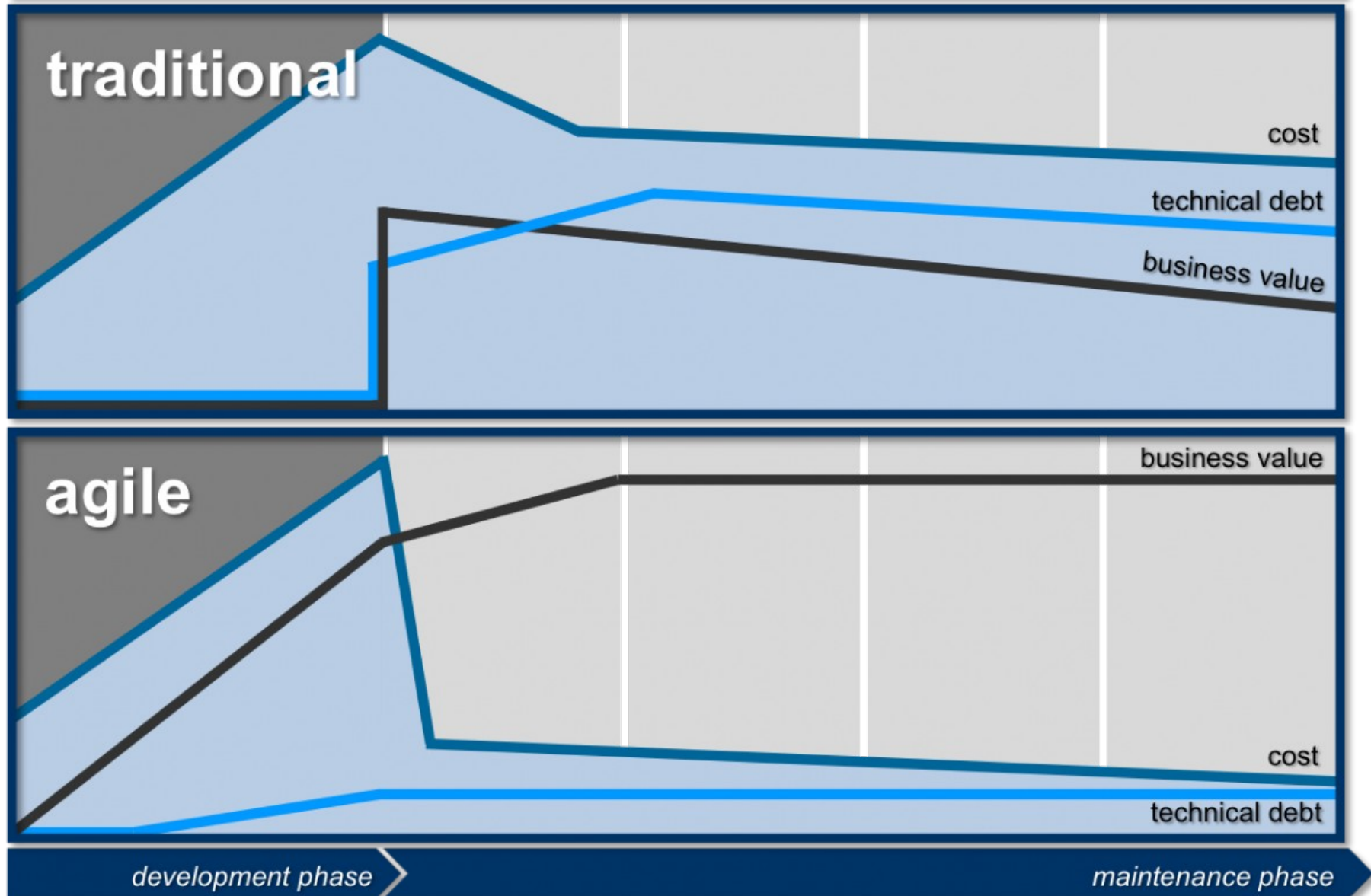
# Examples of Technical Excellence

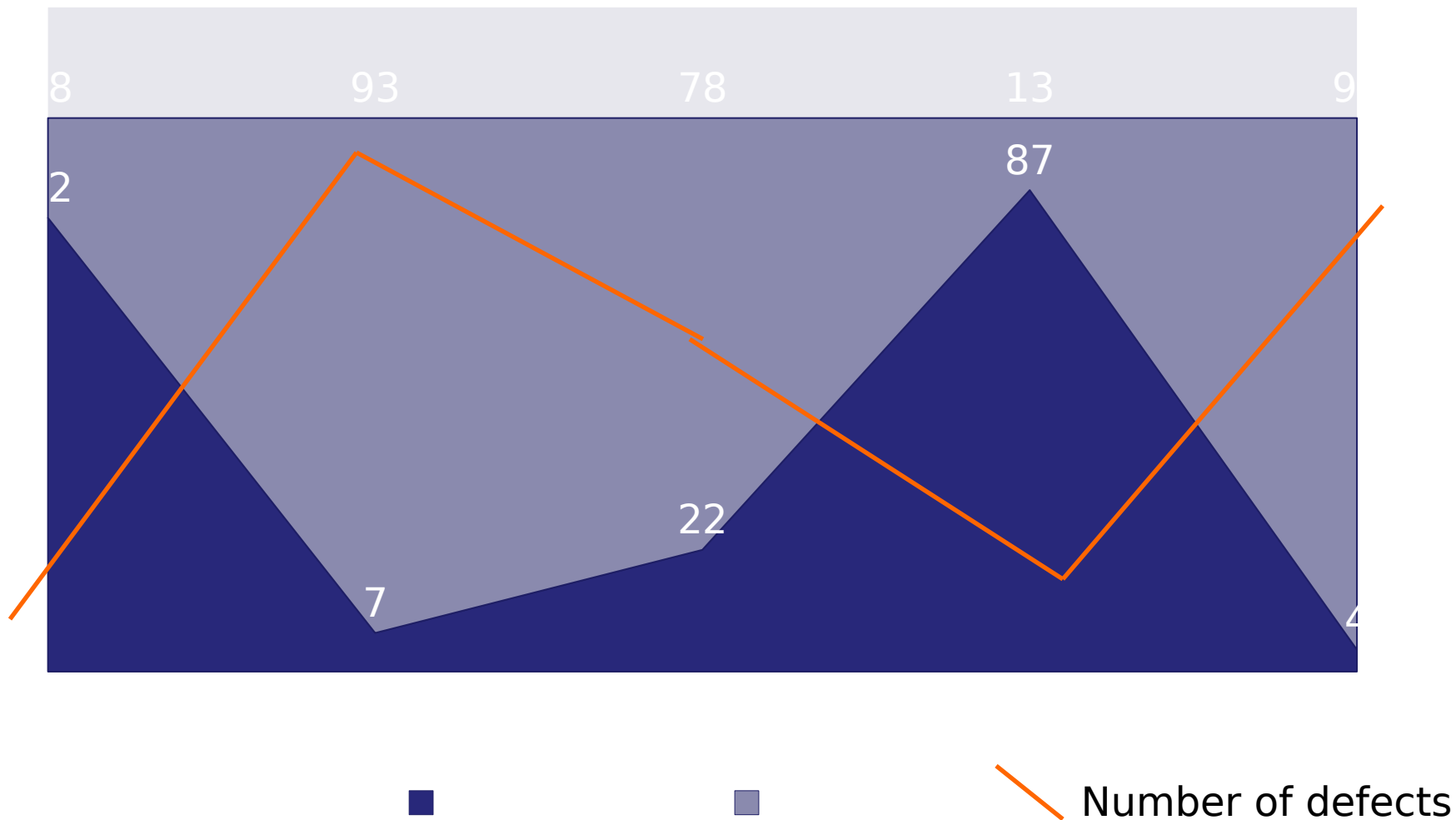
quality code,  
sound architecture,  
good test automation and  
coverage,  
continuous integration and  
continuous deployment.

# TTM (Time To Market)



## Total Cost of Ownership (TCO) comparison – Traditional vs. Agile delivery







Technical Excellence

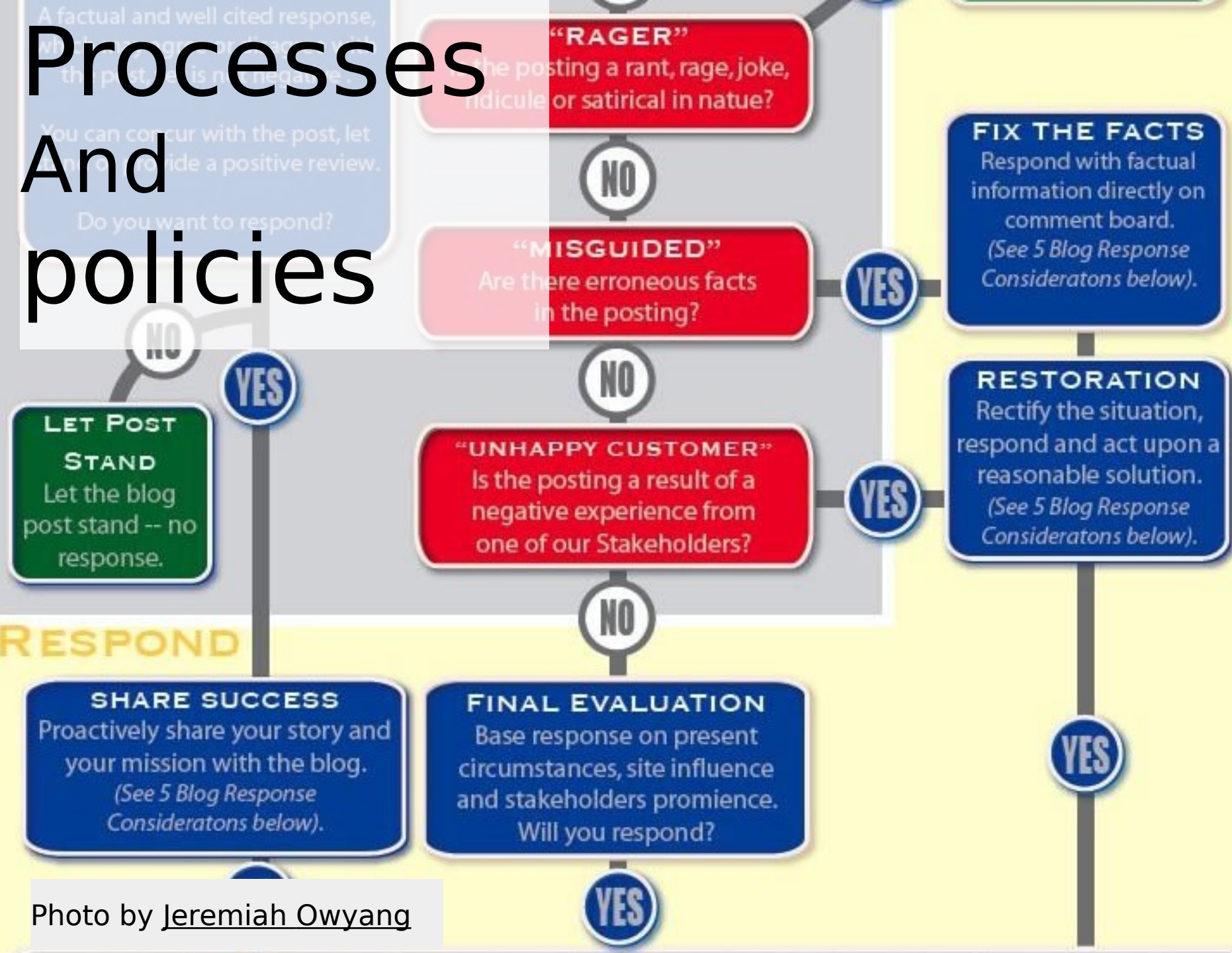
building it right

to

maximize delivery  
potential

# Traditional “Solutions”

# Processes And policies



# Test Coverage Policy: The Idea



# Test Coverage Policy: The Reality




# Contract clauses



الحمد لله الذي جعل النكاح سنة سنية للأنام وقصلاً قاطعاً مبركاً ليل الحلال والحرام  
وحصناً حصيناً غزيراً للنفاختين والأنام وتنعافاً لليالي والأيام والصلوة والسلام على  
مرجاء يأمر فأنكحوا ما طاب لكم من النساء قال روجوا وتأسلوا وكأثر ولأني منكم ربهم  
الأمم يوم العرض واللقاء وعلى الله المعصوفين وأصحابه المتأدين أما بعد  
أبو شقيقه صحبة شرعية بن يور صدق أراسته مشعر ومبني أسس

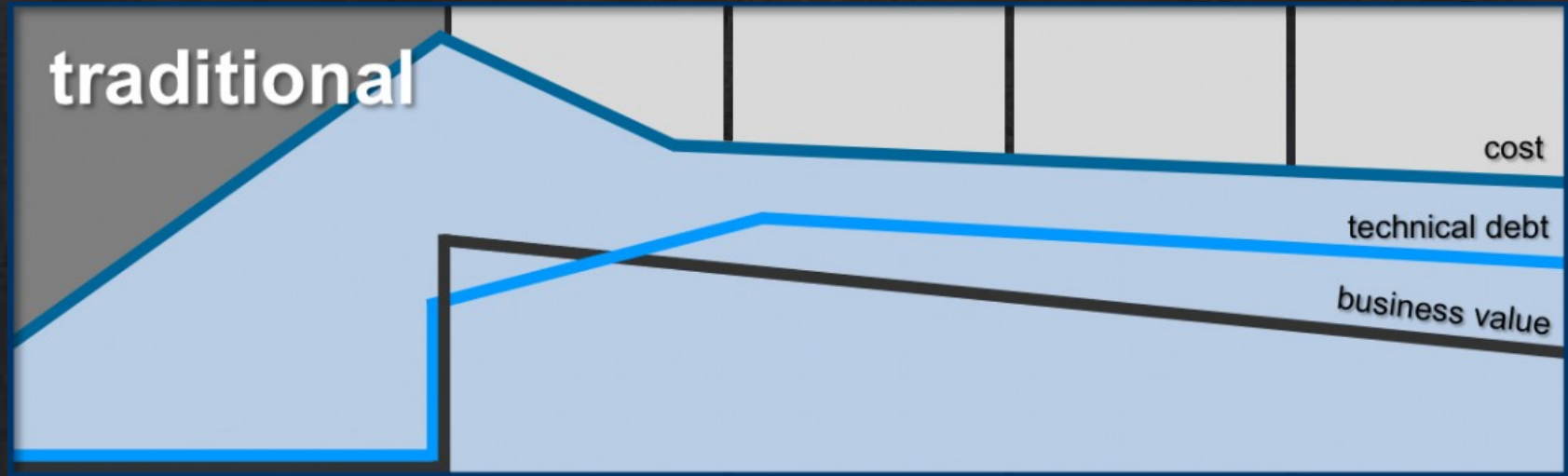


# Contract with a Warranty Period



We'll fix all the defects for free during these periods!

# Contract with a Warranty Period



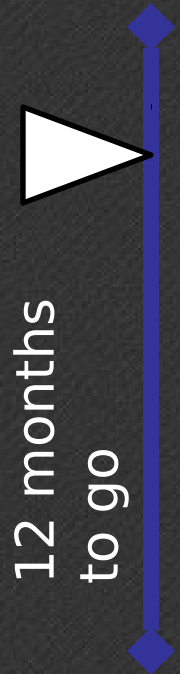


Prioritization by  
Business value

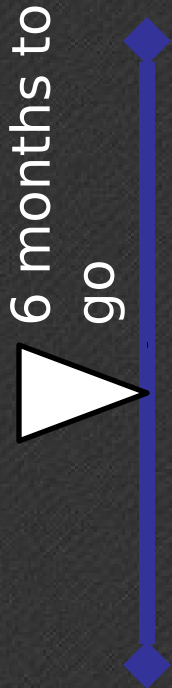
# Example from Real Life: The Plan



# Example from Real Life: The Reality



# Example from Real Life: The Decision

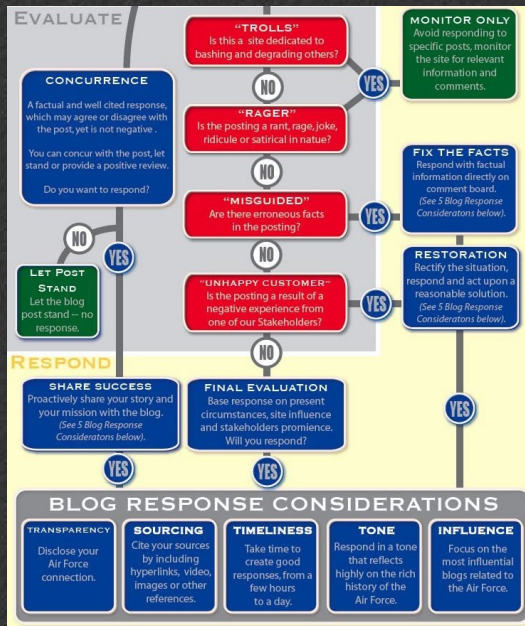


Duct tape & chewing  
gum solutions



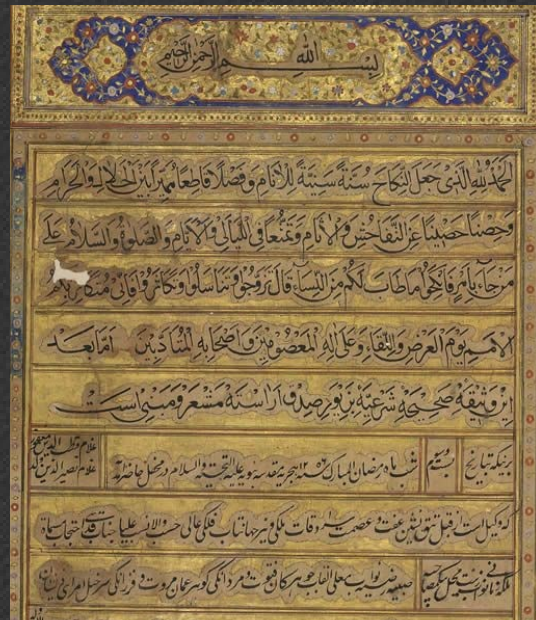
# Old approaches do not solve the problem

Processes and policies



Contract clauses

Business value prioritization



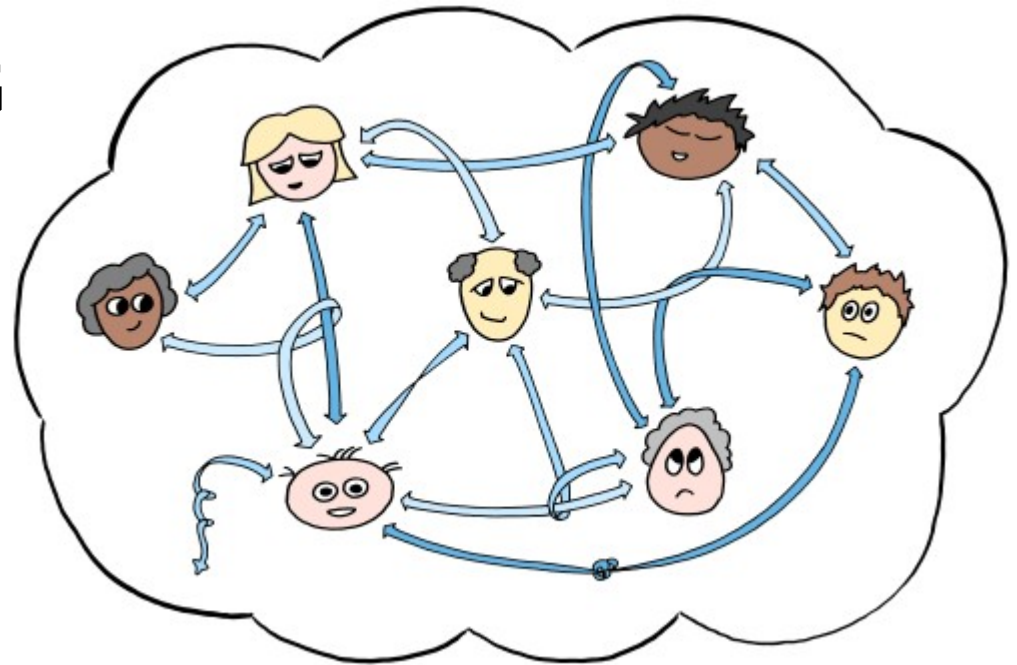
Why?

# Traditional Management Paradigm: Extrinsic motivation

Desire to achieve goal G

Reward result R

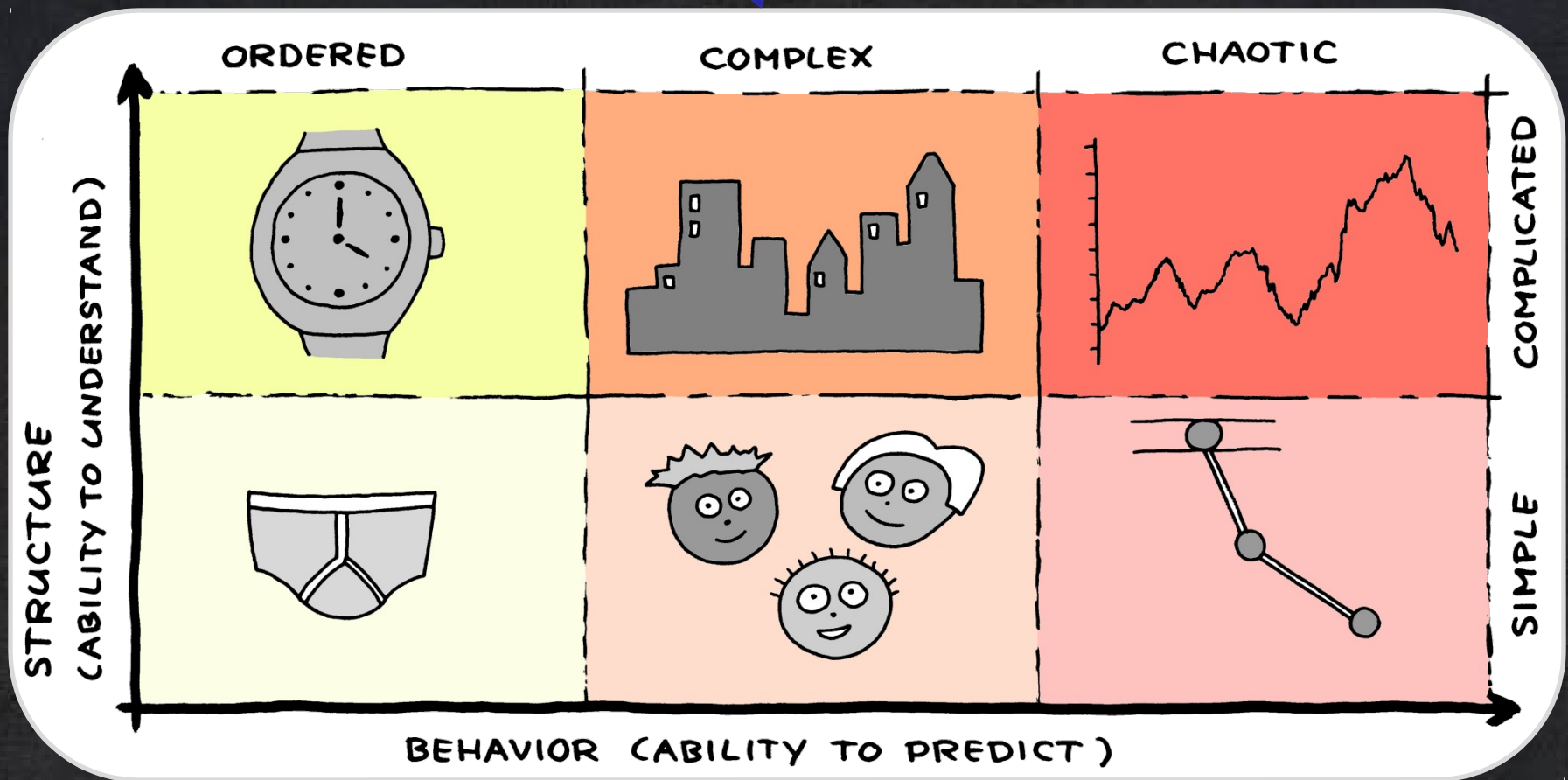
Assume R leads to G



## Problems with non-linear effects

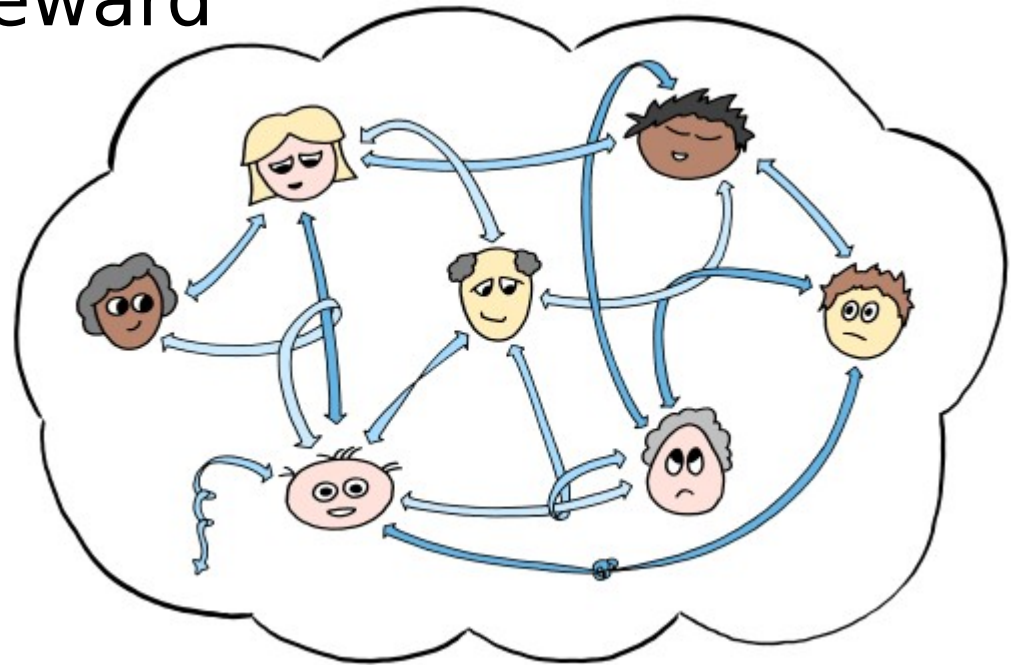
# Non-linear effects in SW dev

We are here



# New Management Paradigm: Intrinsic motivation

Desire to achieve goal G  
Where G is its own reward



No non-linear effects



# Nurturing Technical Excellence



Photo by D Sharon Pruitt

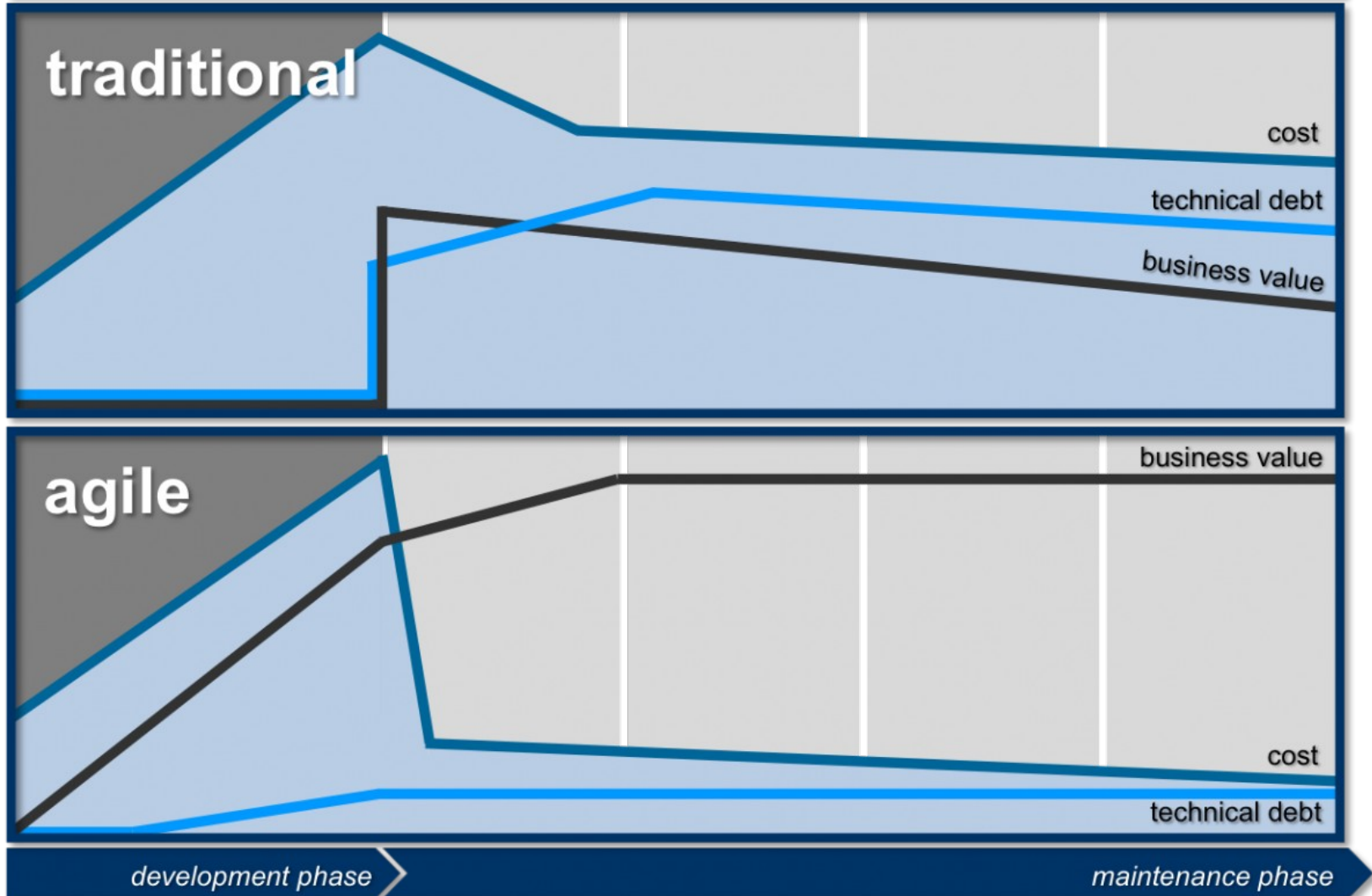


ForGIFs.com

# Intrinsic Motivation

From [buzzfeed.com](https://www.buzzfeed.com)

## Total Cost of Ownership (TCO) comparison – Traditional vs. Agile delivery



# Understanding

Infographic from [People10](#)



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



# Skills

From [Inboxzero.com](http://Inboxzero.com)



## Delete



## Delegate



## Respond



## Defer



## Do



# 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

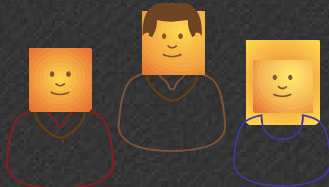
# Good Patterns

# Contracting

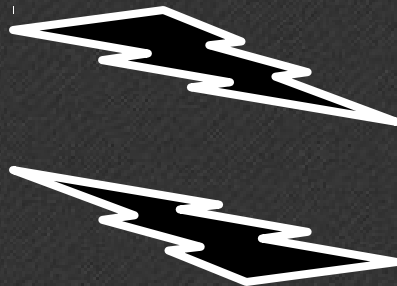
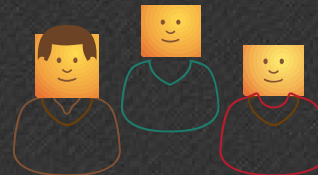
Business  
(customer)



IT  
(customer)



Contractor  
dev team



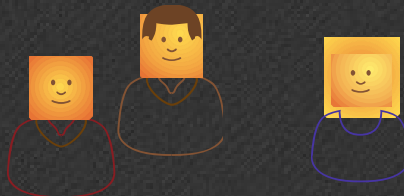


# Contracting: Lead from customer

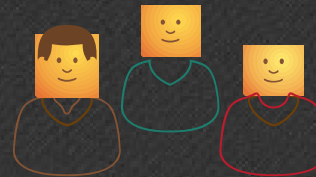
Business  
(customer)



IT  
(customer)



Contractor  
dev team

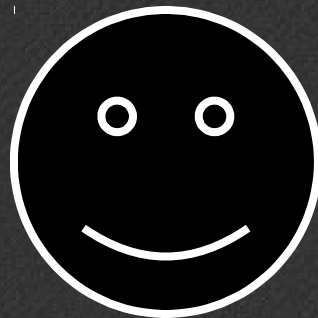
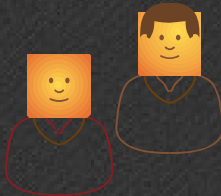


# Contracting: Lead from customer

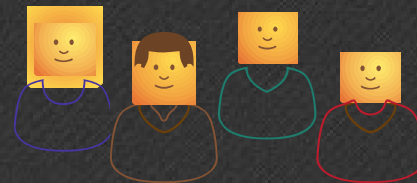
Business  
(customer)



IT  
(customer)



Joint dev  
team



# Who should define indicators / metrics?

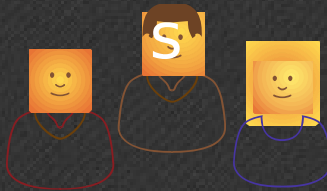
Managers



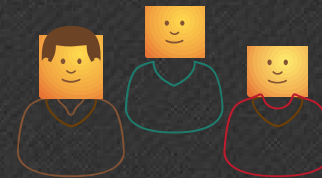
IT / architects



Business



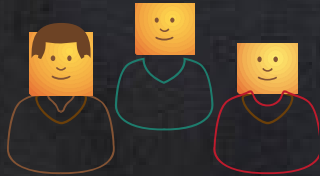
Developers



# Test Coverage Policy

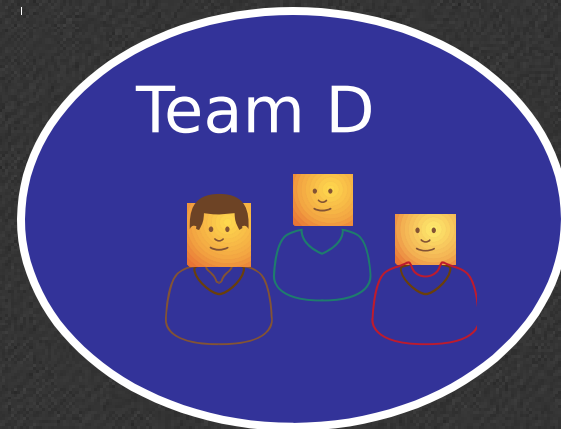
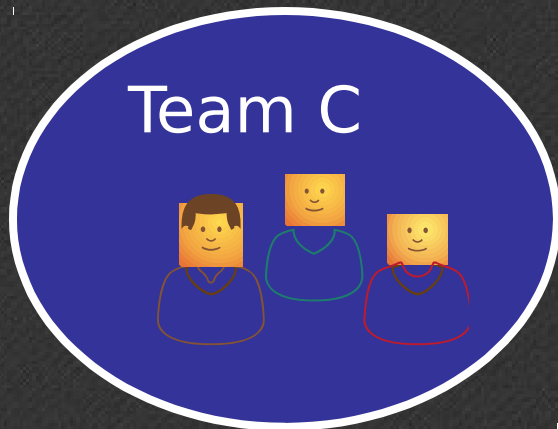
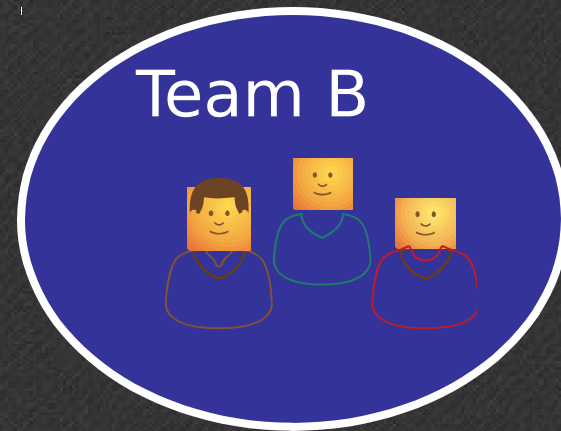
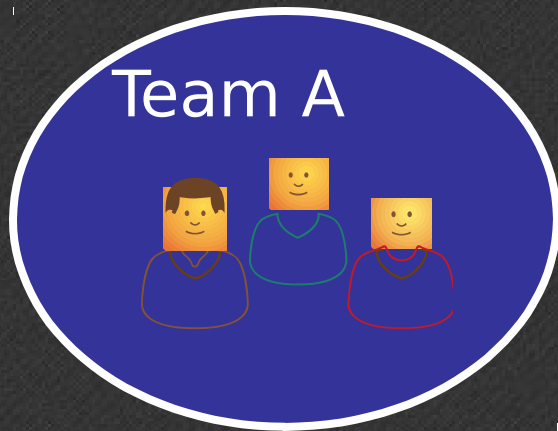
# What would the Experts choose instead?

Developers

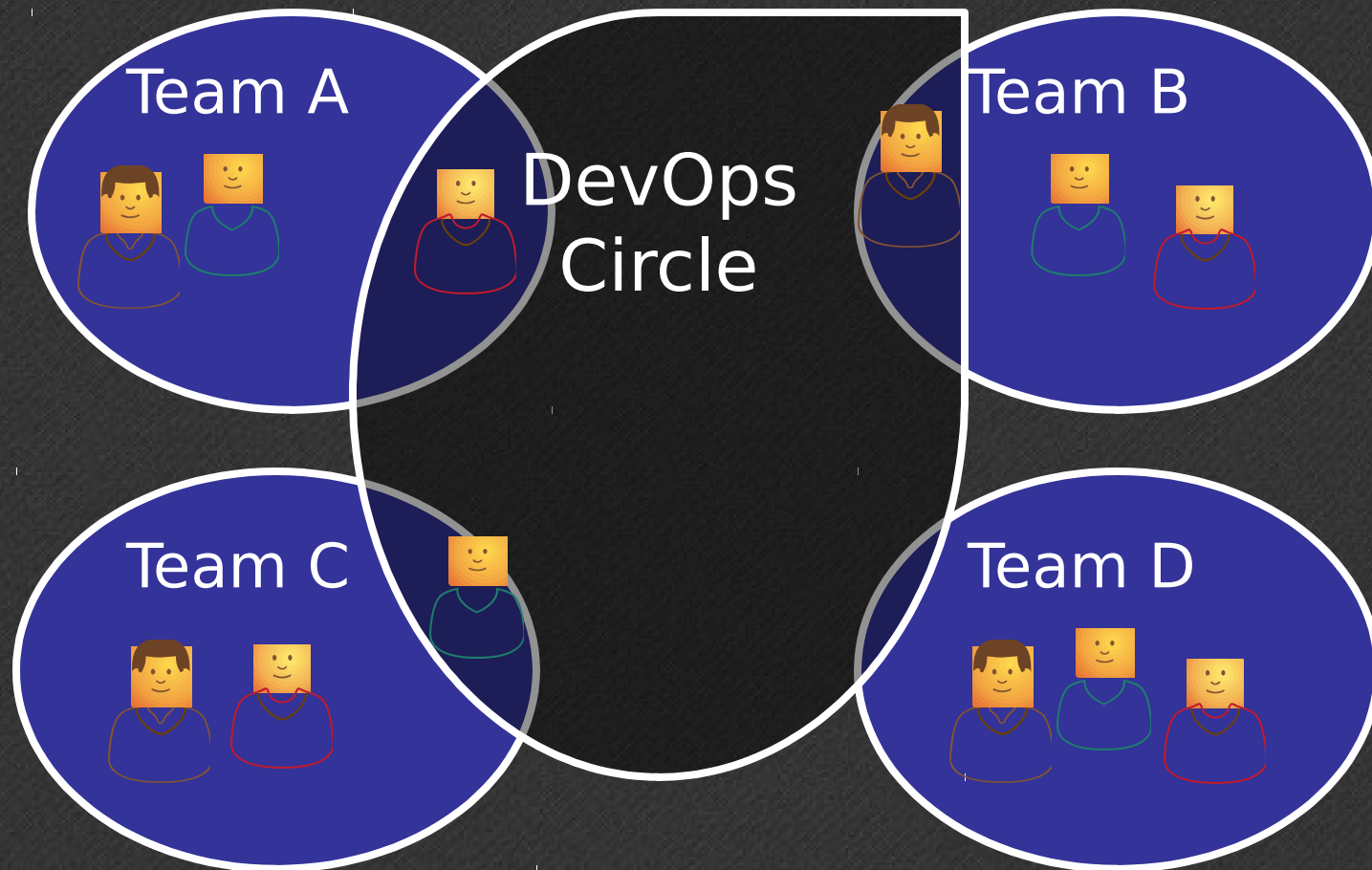




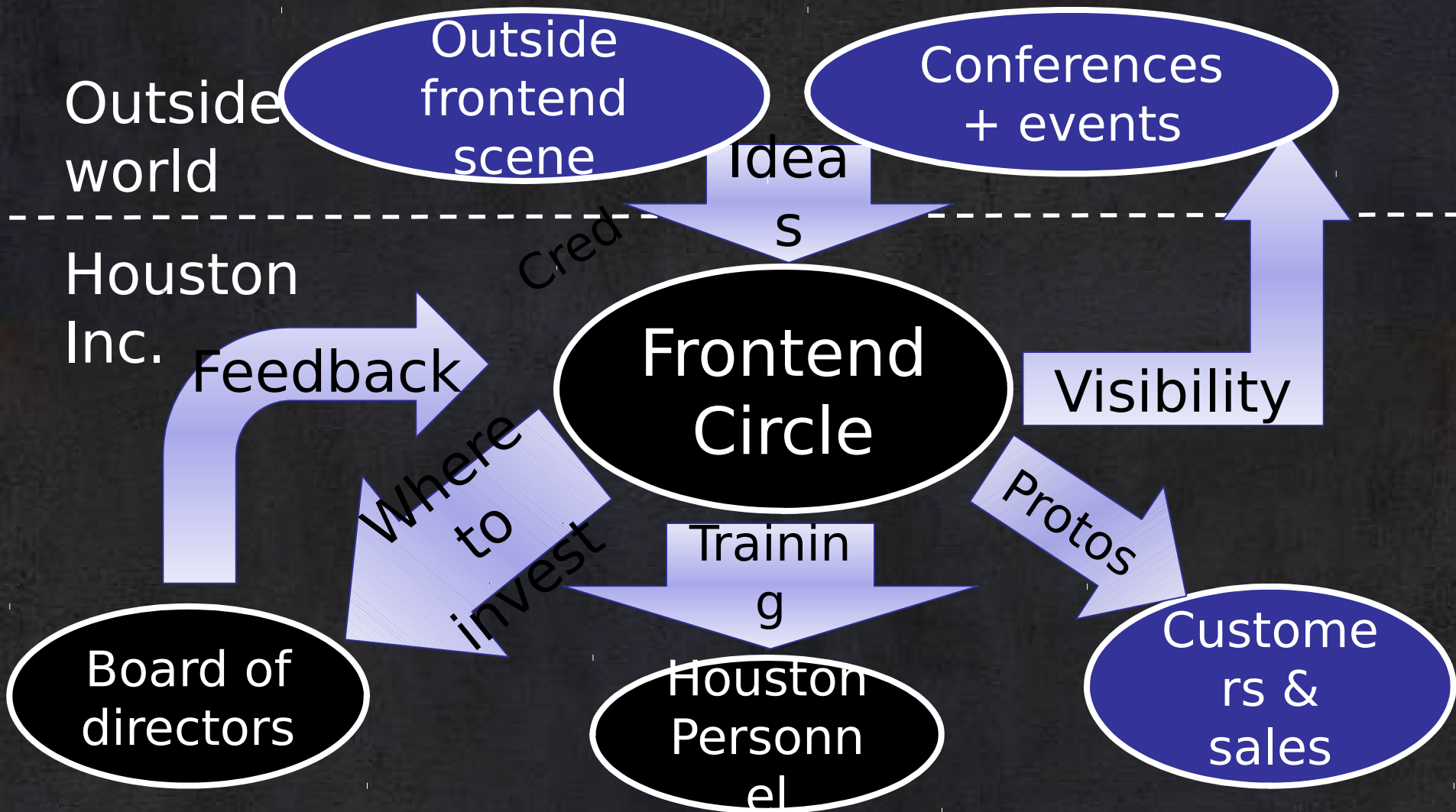
# Let excellence grow in circles or guilds!



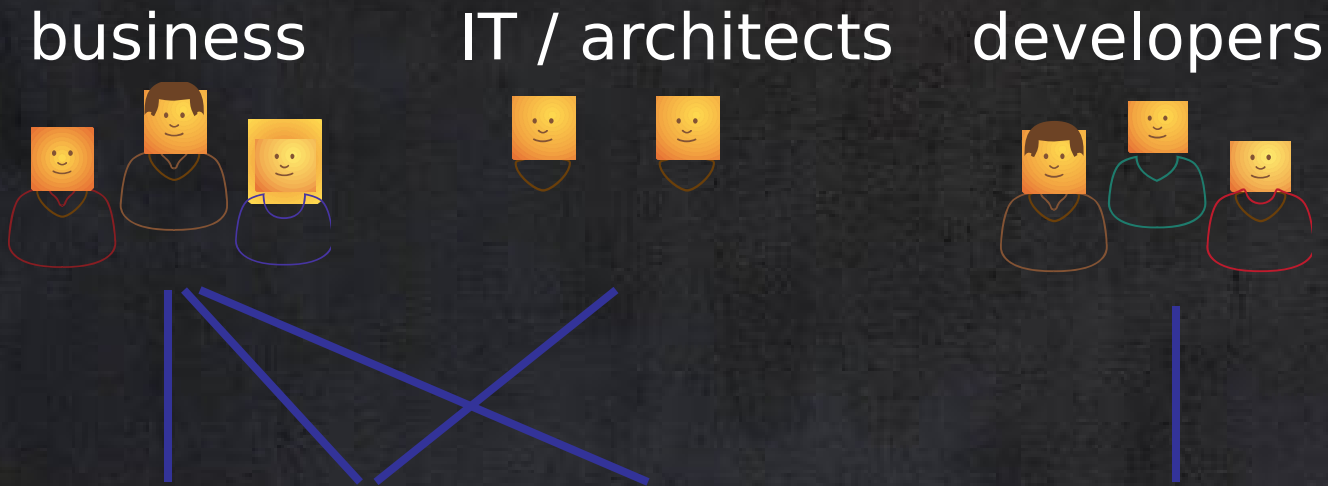
# Let excellence grow in circles or guilds!



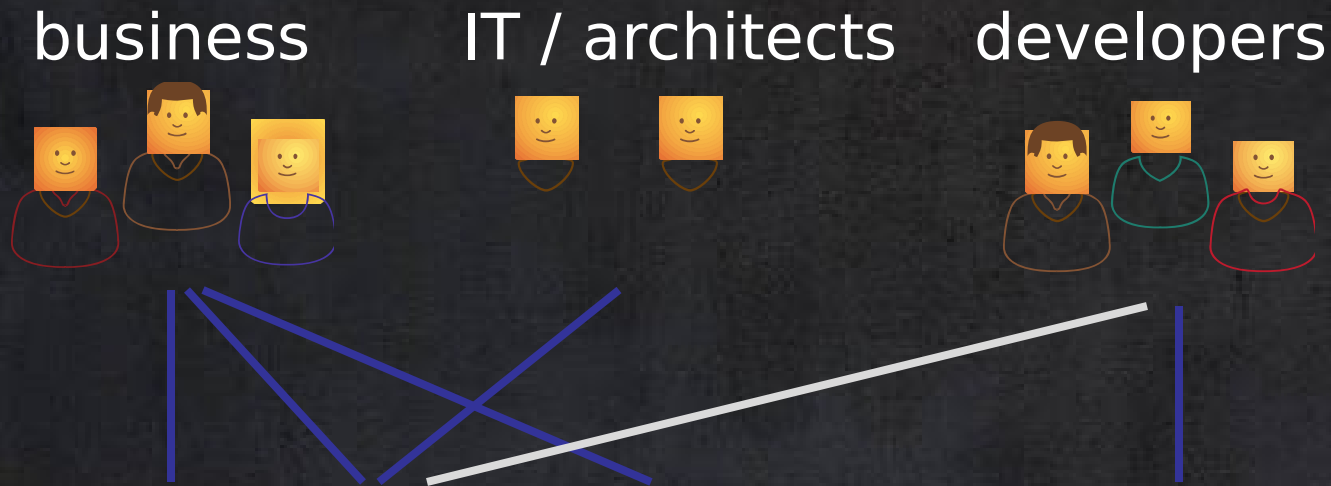
# Houston Inc. Frontend Circle



# Involve devs on left side of value stream



# Involve devs on left side of value stream



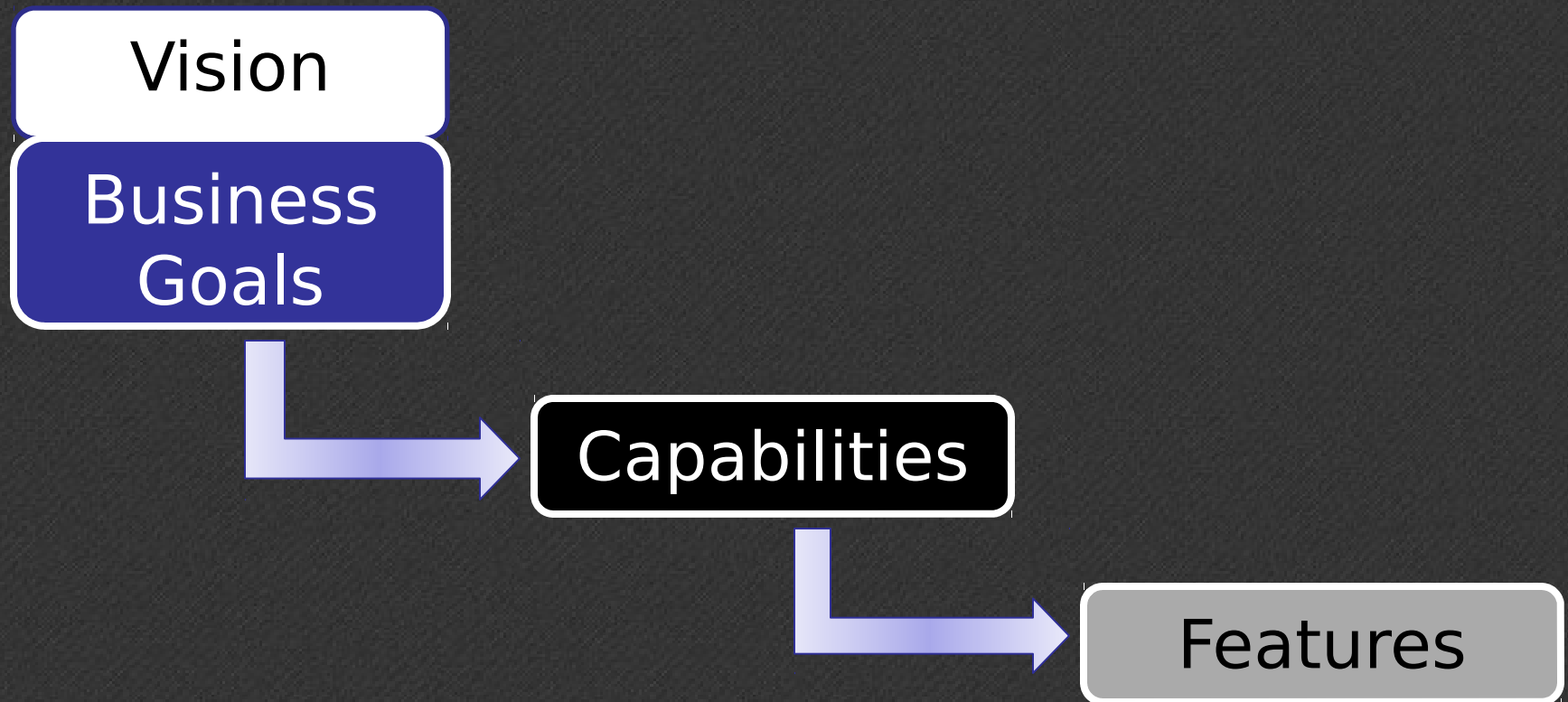
Options for  
solution

Risks

Concept



# Breakdown of Work



Adapted from [BDD in the Large](#) by Liz Keogh

# Option for Solution Study

Impact Mapping

# Impact Mapping

Goal

Who

How

What

# 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



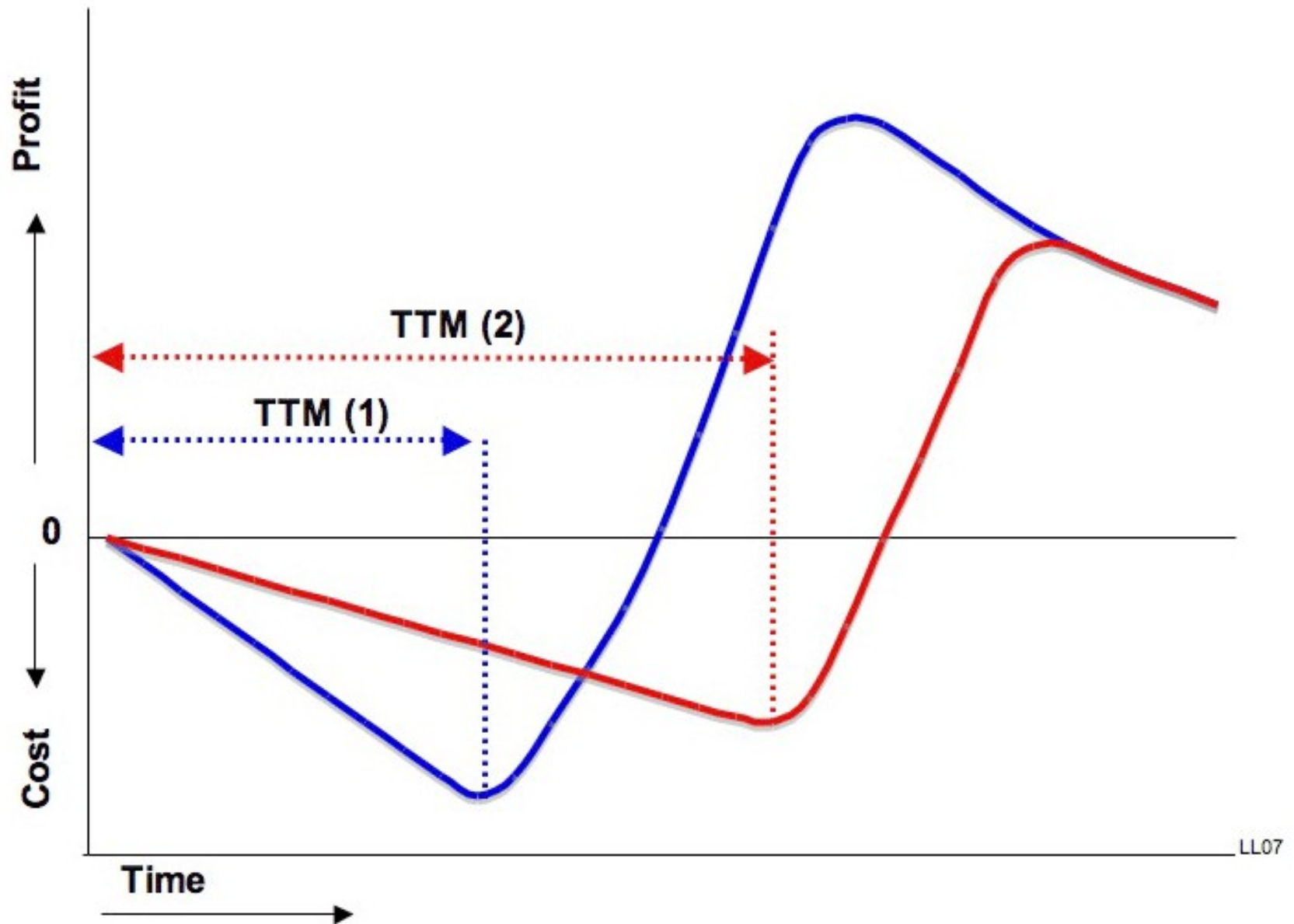
Technical Excellence

building it right

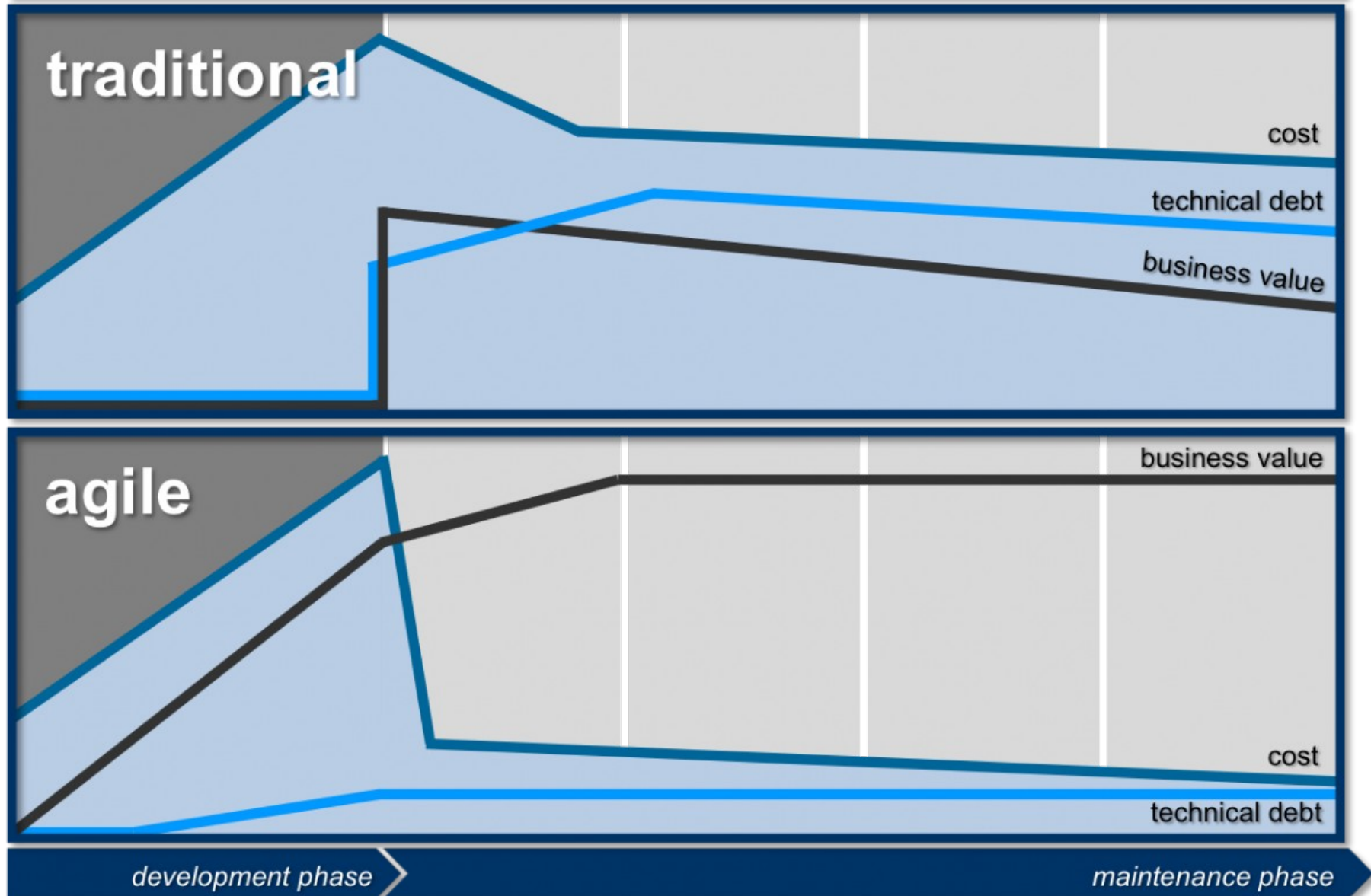
to

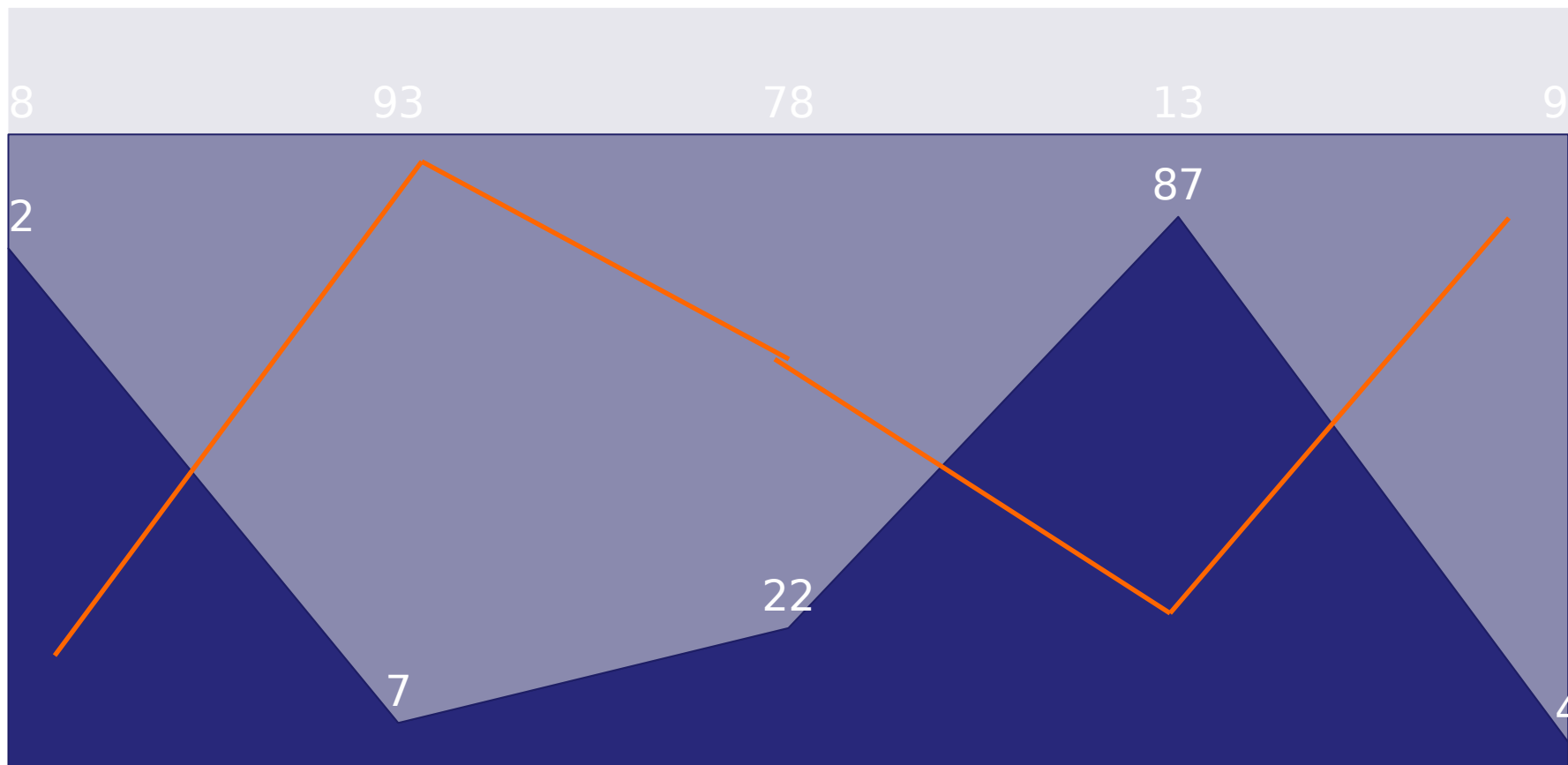
maximize delivery  
potential

# TTM (Time To Market)



## Total Cost of Ownership (TCO) comparison – Traditional vs. Agile delivery

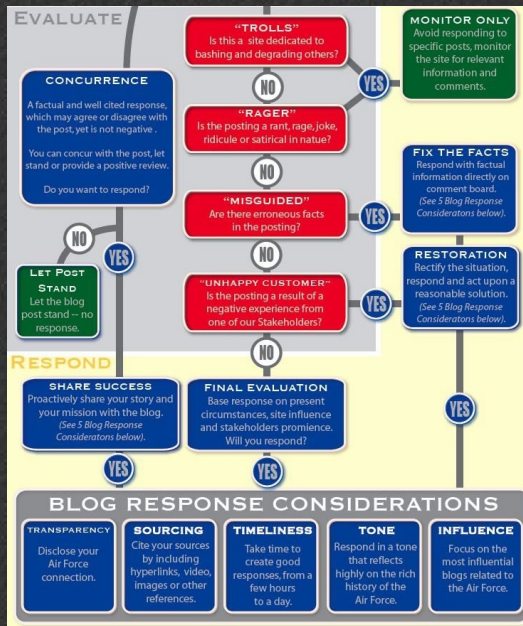




Number of defects

# Old approaches do not solve the problem

Processes and policies



Contract clauses

Business value prioritization



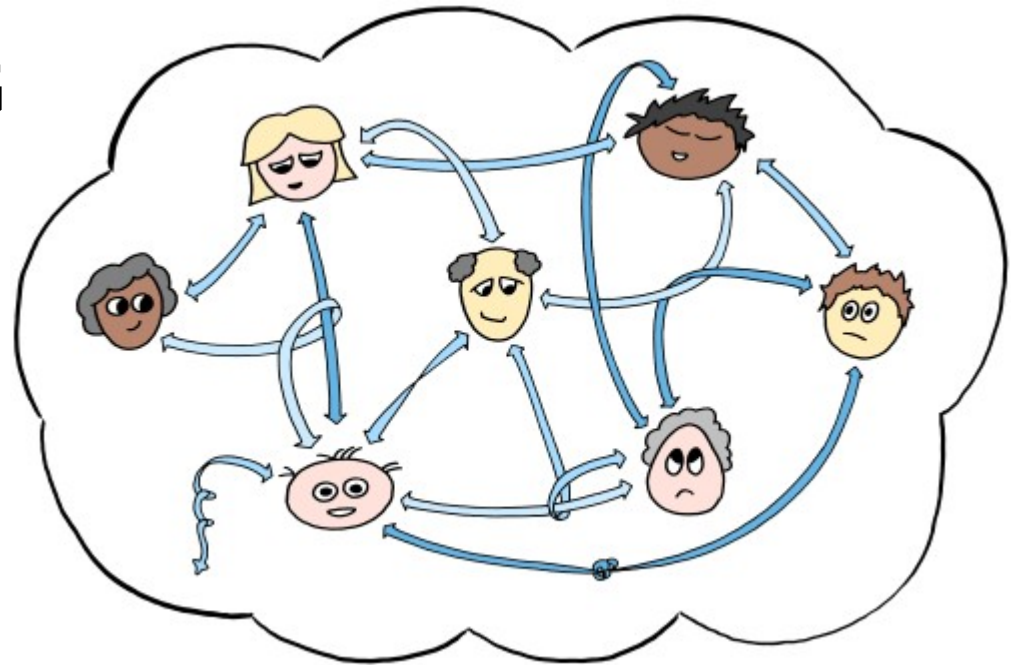


# Traditional Management Paradigm: Extrinsic motivation

Desire to achieve goal G

Reward result R

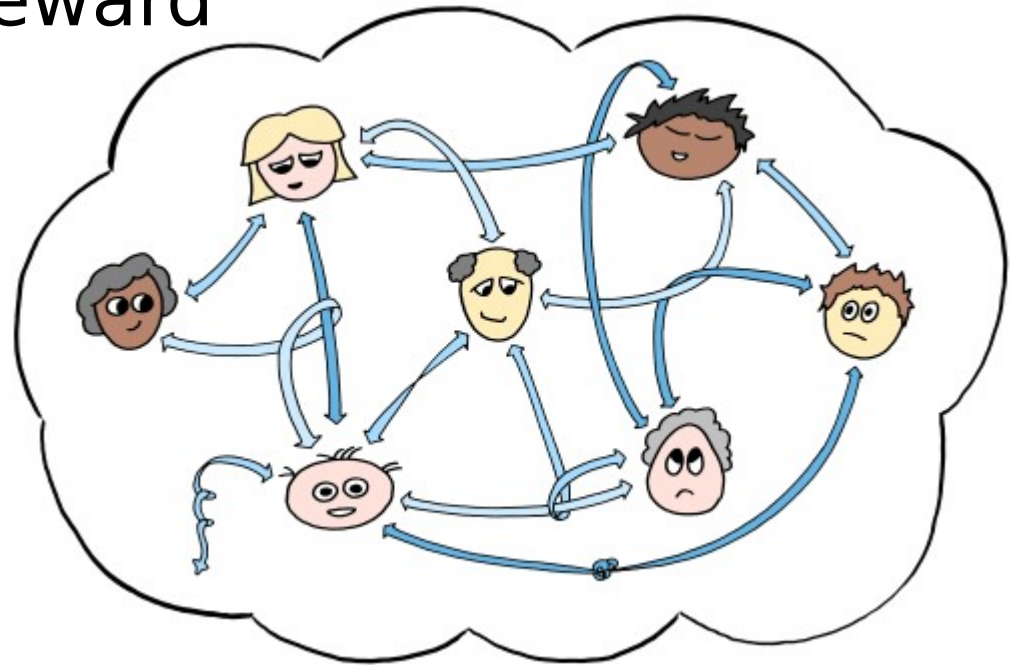
Assume R leads to G



## Problems with non-linear effects

# New Management Paradigm: Intrinsic motivation

Desire to achieve goal G  
Where G is its own reward



No non-linear effects

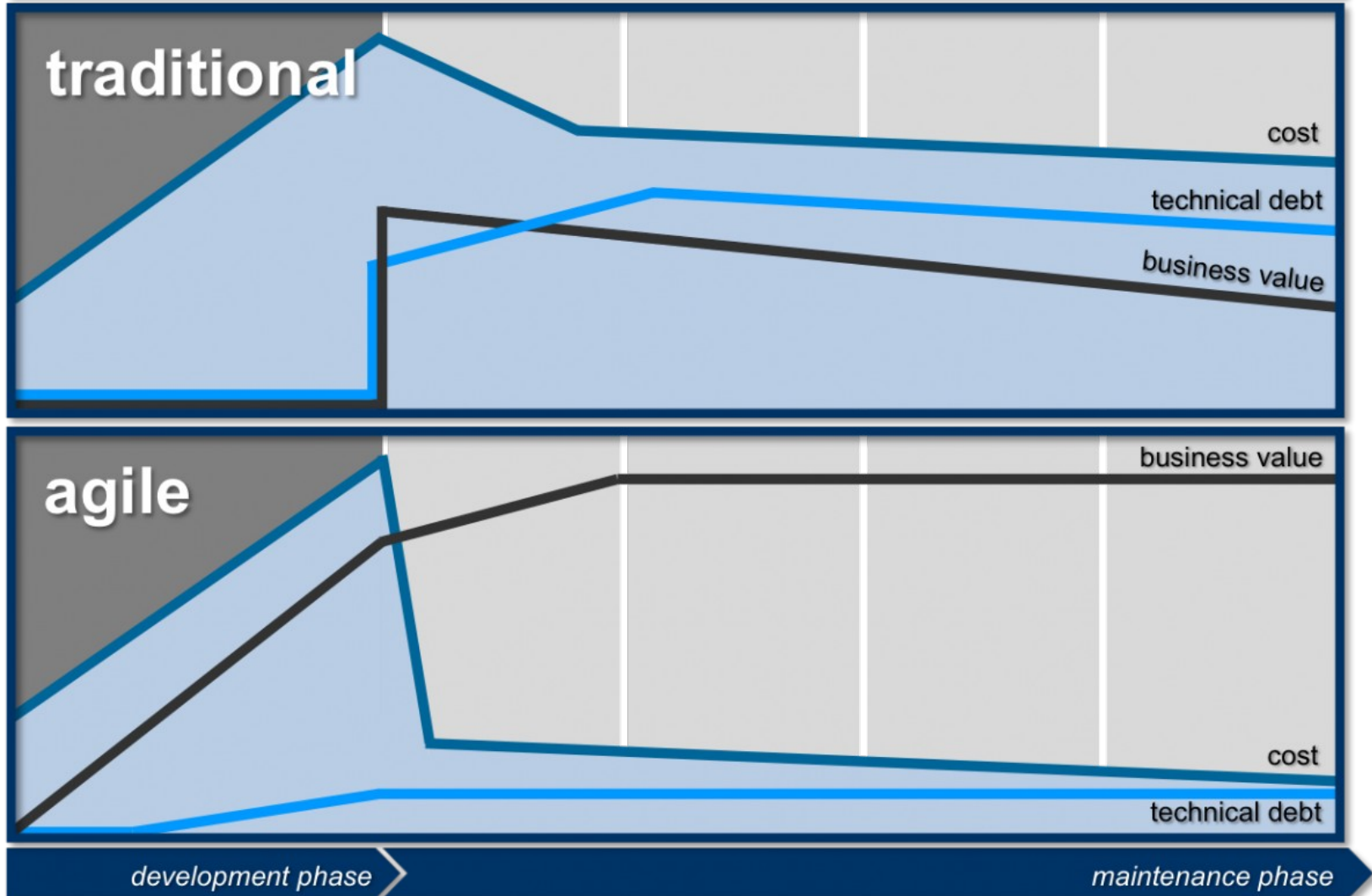


ForGIFs.com

# Intrinsic Motivation

From [buzzfeed.com](https://www.buzzfeed.com)

## Total Cost of Ownership (TCO) comparison – Traditional vs. Agile delivery



# Understanding

Infographic from [People10](#)



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



# Inbox Zero

From [Inboxzero.com](http://Inboxzero.com)



## Delete



## Delegate



## Respond



## Defer



## Do



# 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

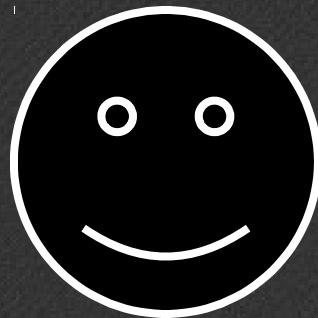
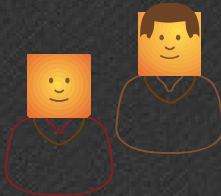
+Discipline

# Contracting: Lead from customer

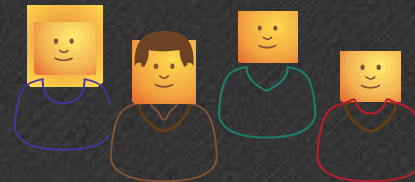
Business  
(customer)



IT  
(customer)

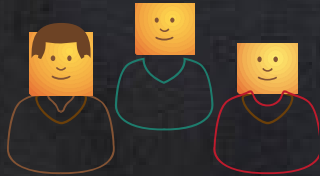


Joint dev  
team

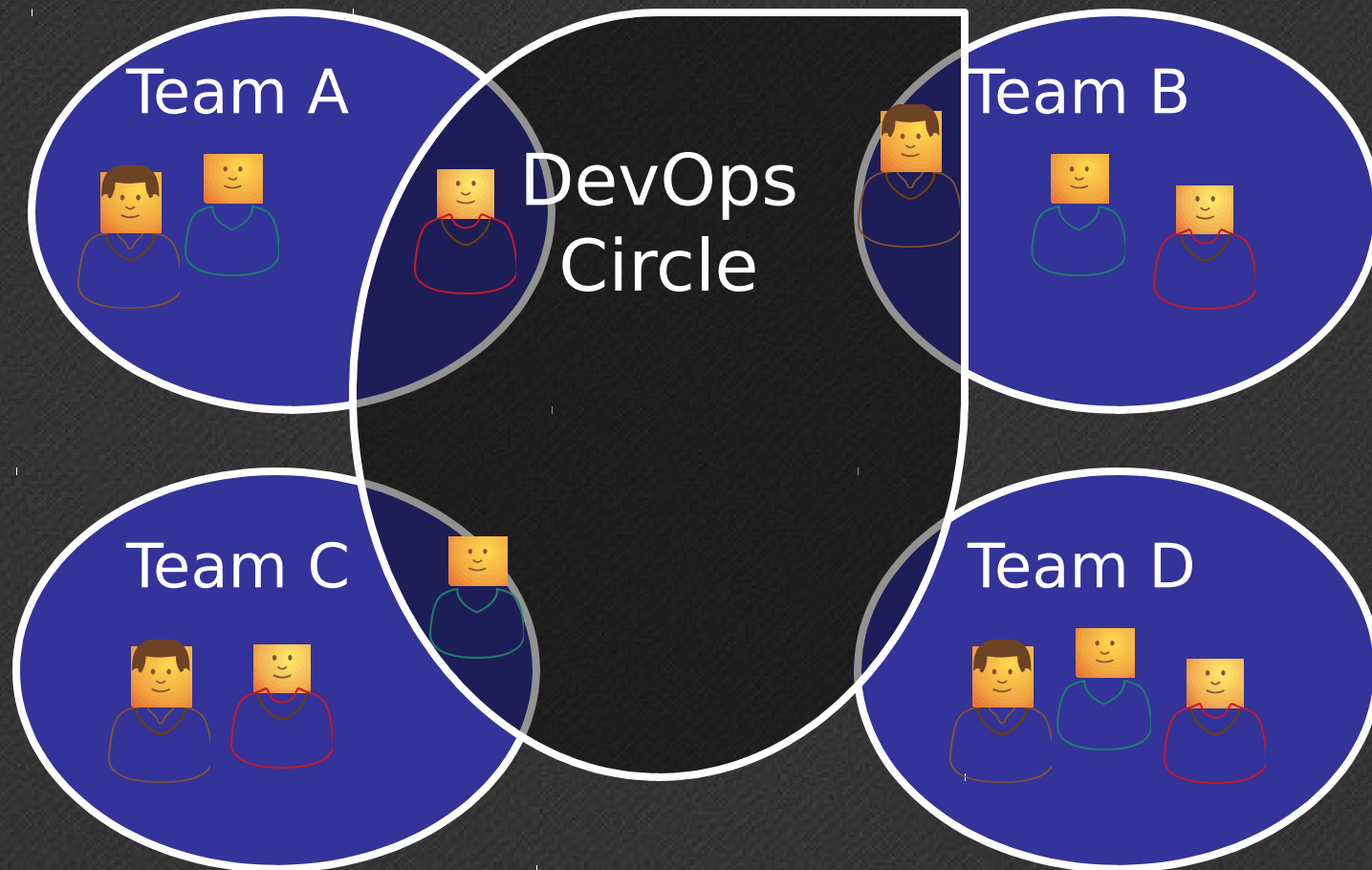


# Involve devs in choosing indicators

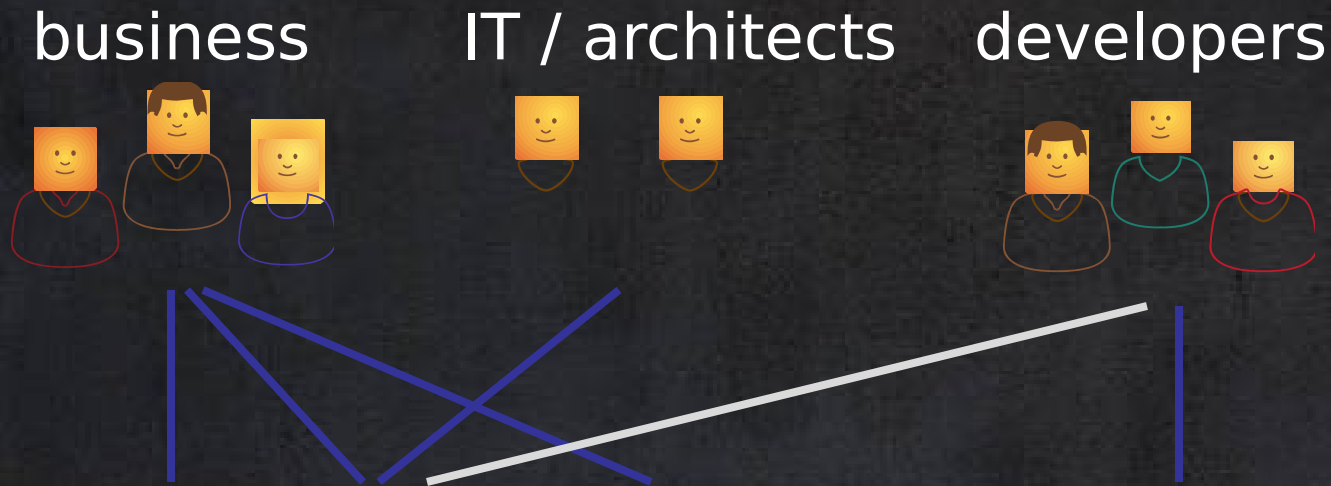
Developers



# Let excellence grow in circles or guilds!



# Involve devs on left side of value stream



Options for  
solution

Risks

Concept



A modern meeting room with large windows on the left side, letting in bright light. The floor is made of light-colored wooden planks. In the center, there are several tables and chairs arranged for a meeting. A whiteboard on a stand is visible in the background. A potted plant with yellow flowers sits on one of the tables.

Motivation  
Understanding  
Discipline

Hiring



Skills Motivation Understanding  
Discipline



Picking a contractor



# Nurture Technical Excellence



Photo by D Sharon Pruitt



Maximize the Impact

Photo by [Spettacolo puro](#)

Thank you for your attention





HOUSTON  
INC.

Antti Kirjavainen  
antti.kirjavainen@houston-inc.com  
@anttiki

<http://www.slideshare.net/AnttiKirjavainen/>  
<http://learninggamedev.wordpress.com/>  
<http://www.houston-inc.com/>