Lesson 2.5: Dealing with Unplanned Work





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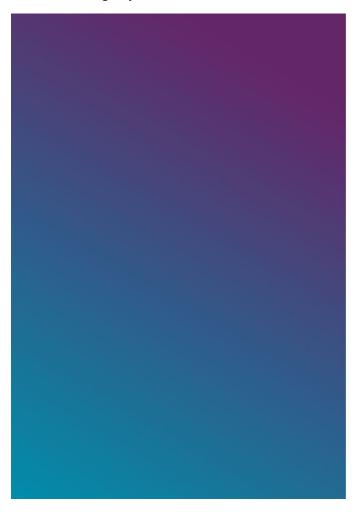
Slide 1: How Often Does This Happen to You?



How Often Does This Happen to You?

Unplanned work happens to the best of us!

Slide 2: Learning Objectives



Learning Objectives

Discuss how best to deal with unplanned work

Identify causes

Describe mitigation **strategies**

Explain importance of tracking

Slide 3: How Unplanned Work Shows Up



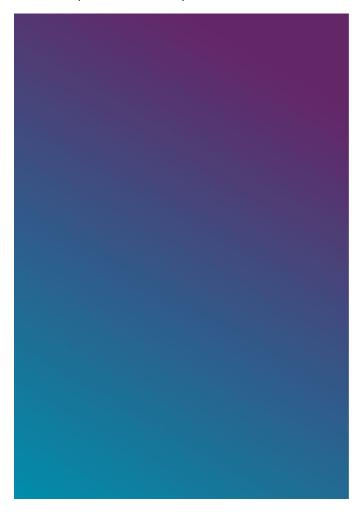
How Unplanned Work Shows Up

A "quick" question

An incident

"Drop everything" events

Slide 4: Unplanned Discovery Work



Unplanned Discovery Work

Research request

Further define a feature

Dig deeper into a tech solution

Slide 5: How Do We Deal with Unplanned Work?



How Do We Deal With Unplanned Work?

Track it

Determine how disruptive it is

It can indicate organizational performance

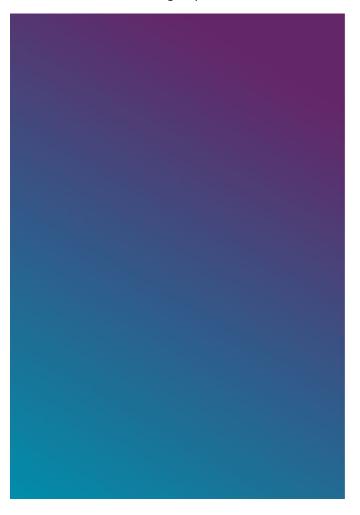
Slide 6: An Example from Starbucks



An Example from Starbucks

Tracking unplanned work demonstrated the disruption

Slide 7: Benefits of Tracking Unplanned Work



Benefits of Tracking Unplanned Work

Quantified cost of disruption

Provided way to **predict** it

Allowed team to factor it into planning

Slide 8: Disruption of Context Switching



Disruption of Context Switching

Rethink the value of multitasking

Beware changing priorities

Distractions come with dangers

Slide 9: Context Switching is Counterproductive



Context Switching is Counterproductive

Time is lost

Quality suffers

Remedy:

Focus delivers value to the customer faster

Slide 10: Manage Multiple Priorities



Manage Multiple Priorities

Organize teams with **focused** priorities

Slide 11: Standardize Process of Prioritization



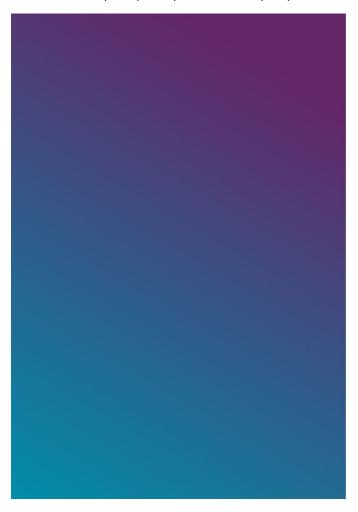
Standardize Process of Prioritization

Set strategic priorities up front

Senior leaders **resolve** conflicting priorities

Clear and **aligned** priorities flow to teams

Slide 12: Loosely Coupled Systems Remedy Unplanned Work



Loosely Coupled Systems Remedy Unplanned Work

Indicator of **high-performance** organization

Enables teams to test easily

Enables deployment

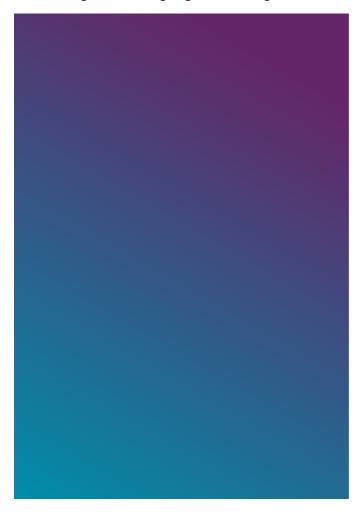
Slide 13: Defining an Integrated Environment



Defining an Integrated Environment

"An environment is one in which multiple independent services are deployed together."

Slide 14: High-Performing Organizations Agree



High-Performing Organizations Agree

"We can and do deploy or release our application independently of other applications and services it depends on."

Slide 15: What's Important in High-Performing Organizations?



What's Important in High-Performing Organizations?

Loosely coupled systems that can be **changed** and **validated** independently

Slide 16: DevOps and Loosely Coupled Systems



DevOps and Loosely Coupled Systems

Allow teams to be loosely coupled

Allow to be autonomous

Aim to achieve a piece of the value



Track unplanned work

Quantify the impact

Invest in solutions