Evolution: from #NoProjects to Continuous Digital

Talking Agile up a level

2020 edition

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Oredev
Malmo, November 2019
Scarce resources

What is the scarce resource today?
(What would you like more of?)
2013
#NoProjects

Projects are temporary
Software is permanent

Projects damage quality

Software has diseconomies of scale

Projects are big batch so increase risk

Project planning is control

Requirements don’t work – team should find what is needed as they work

Projects destroy value (Cost of Delay)

Projects suffer Commitment Escalation

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Big is more expensive

Milk is cheapest in BIG cartons

And small cartons of software reduce risk

Software is cheapest in lots of small cartons
Projects create goal displacement

Project success criteria:
• On Schedule
• On Budget
• On Quality (Features)

Where’s the value? £ $ €
https://leanpub.com/b/continuous/
Back in time...
"Managing the development of large software systems"
Winston W. Royce, 1970
Founded 1968
1970 - IBM 360

IBM 360 at Computer History Museum
Dave Ross: CCL license via WikiMedia
Technology change

1970 IBM/360 model 195
• 10,000 KIPS (10 MIPS)
• 4096kb (4Mb)
• COBOL on OS/360
• IMS database
• Monthly rental $250,000
  (Approx. $1.25m in 2016 prices)

2016 Raspberry Pi 2
• 4,744 MIPS
• 1 Gb
• Linux
• Python, Scala, Ruby, ...
• SQL, NoSQL
• Buy $35

CPU cycles €€€ expensive
-> Planning is cheap

CPU cycles €€ cheap
-> Planning is expensive
Technology Change

Stage #1 – Do the same things faster
Stage #2 – Adopt new processes to increase benefit
Stage #3 – Innovation from process change
Repeat
Electricity

Factories needed redesign
Processes needed changing

Factory image © Unknown - https://pin.it/qyb3sfi7uhhrwd
Technology change creates business change and change creates opportunities.
Digital native businesses

Continuous Digital

Continually improving digital technology to improve business
A project is....

"PMI defines a project by its two key characteristics:
• it is **temporary** and
• undertaken to create a product, service, or result that is unique."

Project Management Institute - http://pm4id.org/1/2/
Projects are a Stop-Start model
In 2020...

Continuous flow
Continuous improvement
Continuous delivery
Continuous digital business

Continuous is not Temporary
The Project Model

• Optimised for scare capital resources
• Dates from age of mainframes, assumes:
  • CPUs cycles are the limited
  • Digital technology changes can be “done”
2020: A new management model

A model for continuous digital business

A model optimised for the new scarce resource:

Talent
Organize around team

Team are the means of production

Continuous - stable but not static

Fund teams not project

Team is a business unit
Flow the work to the team
Push authority down to the team level
One team

• Tasked with a mission
• Seek & deliver value
• Combines technology & business skills
  • Programmers, testers, analysts, product managers, ops, support, …
  • #BizTech
• Pull in skills as needed
• Measured on business impact
Amoeba Teams: Production Cell

Amoeba Management
Inamori, K.
2013.
Minimally Viable Team

- Start small
- Grow
- Split
- Shrink
- Merge
- Close when no benefit
Money & Governance

- Think like a Venture Capitalist
- Make multiple bets
- Start early (don’t wait for complete information)
- Start small
  - Seed capital - fund what you can afford to loose
  - Minimally viable team
- Success brings more money & team growth
- Regular portfolio review processes: grown, shrink, kill
Continuous Digital

The business is technology and technology is the business
Continuous Digital

• Governance by business-benefit delivered
• Start building & analysis together
• Optimise for (lots of) small
• Products over projects
• Business over products
• Teams are the means of production
Questions?

The business is technology
And technology is the business
Optimise for small
Manage for continuity

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