



From 'Agile Hangover' to 'Antifragile Organisations'

Russ Miles

Simplicity *itself*





Question?

Confession...





In the beginning...



Chaos

Crisis

Moved on...















Moved on...



Kent Beck



Mike Beedle



Arie van Bennekum



Alistair Cockburn



Ward Cunningham



Martin Fowler



James Grenning



Jim Highsmith



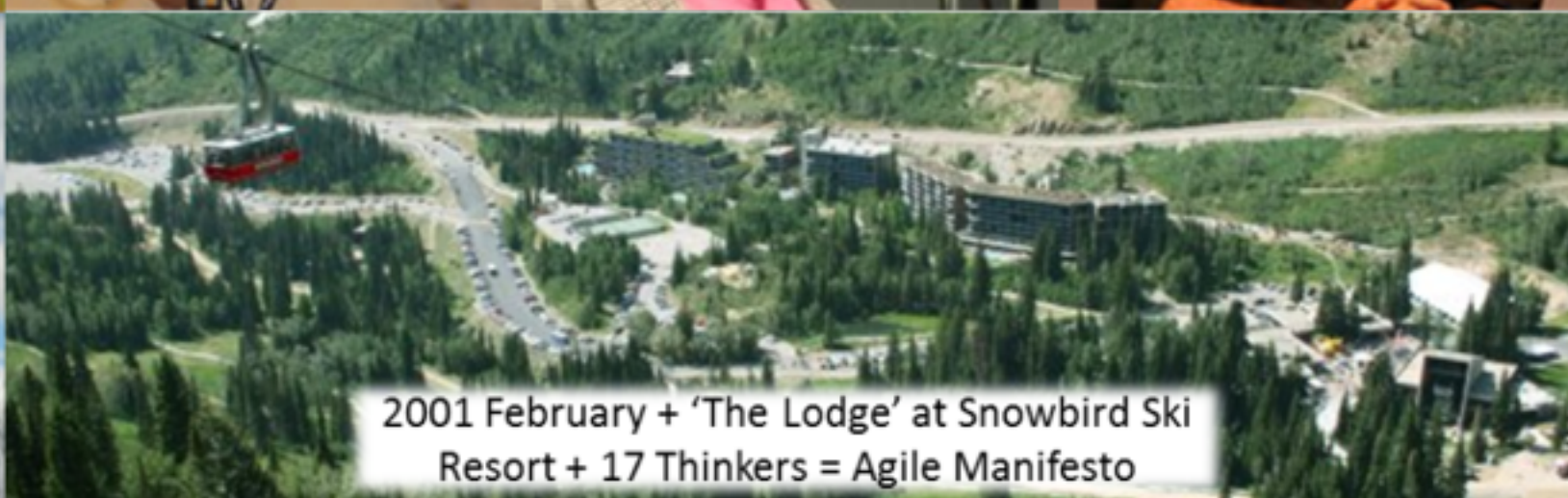
Andrew Hunt



Ron Jeffries



Jon Kern



2001 February + 'The Lodge' at Snowbird Ski Resort + 17 Thinkers = Agile Manifesto



Brian Marick



Bob Martin



Stephen Mellor



Jeff Sutherland



Ken Schwaber



Dave Thomas











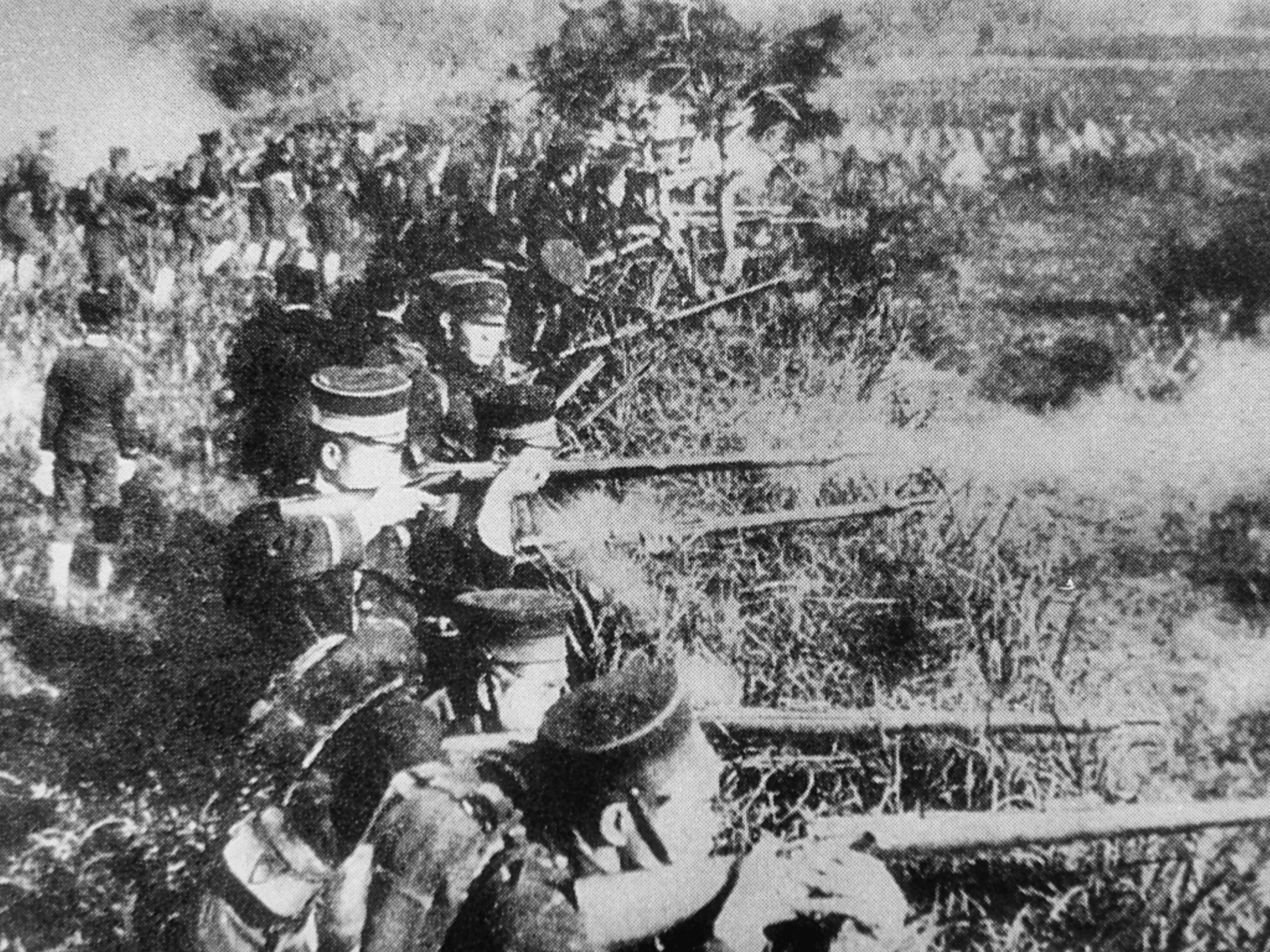






We don't know what
we're doing

**We don't know what
we're doing**



Also...

Introversion

Pair Programming

Keyboard Clacking

Keyboard Ballet

A Story...



“The Elephant in the
Standup”



Our software hadn't
kept up...

Platonic...

Heraclitus

Don't know what we're
doing

Stoic



So...?



ManifestNO

Where's our saviour?



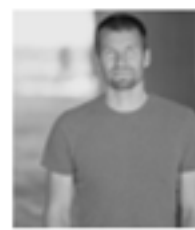




Adrian Cockcroft,
Technology Fellow,
Member of Program
Advisory Board



Aino Vonge Corry,
Retrospectives
Facilitator, Member
of Program Advisory
Board



Alexander Stigsen,
CEO of Realm Inc



Andrew Sorensen,
Artist-Programmer,
Author of Impromptu
& Extempore
languages



Brock Whitten,
Harp Platform



Chris Atherton,
Freelance User
Experience Architect,
Finite Attention Ltd.



Cliff Click,
Odata CTO



David Evans,
Agile Consultant,
Specification by
Example



David Nolen,
Cognitect Software
Engineer



Dean Wampler,
Big Dataist, O'Reilly
Author, Member of
Program Advisory
Board



Doug Talbott,
Product Design
Consultant, Bedarra
Research Labs



Erik Doernenburg,
Head of Technology
Europe at
ThoughtWorks,
Member of Program
Advisory Board



Eva Andreasson,
Cloudera, Member of
Program Advisory
Board



Graham Hinchly,
Financial Times



Greg Young,
Independent
Consultant &
Entrepreneur



James Lewis,
Principal Consultant
at Thoughtworks



James Montemagno,
Developer Evangelist
at Xamarin



Jan Møller,
Principal Engineer at
Mycelium and expert
on Bitcoin



Jens Østergaard,
Co founder of Scrum
Training Institute



Jens Peter Hedegård,
Head of Mobile
Software
Development, Trifork
A/S

at Thoughtworks
Principal Consultant
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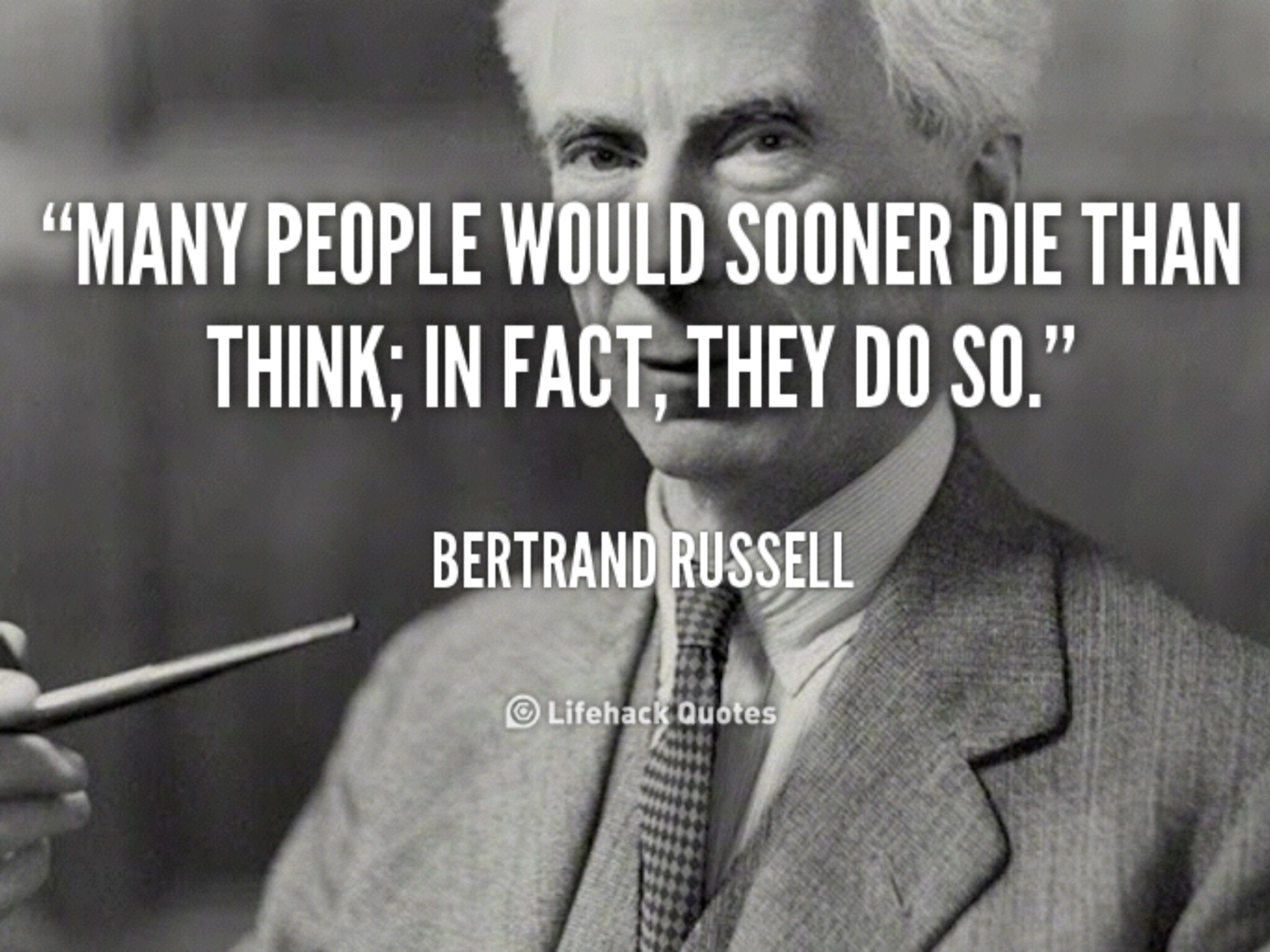
A/S
Development, Trifork
Software
Head of Mobile
Jens Peter Hedegård



no

sorry



A black and white portrait of Bertrand Russell. He is an older man with white hair, wearing a suit and tie. He is holding a cigarette in his right hand, which is visible on the left side of the frame. The background is dark and out of focus.

**“MANY PEOPLE WOULD SOONER DIE THAN
THINK; IN FACT, THEY DO SO.”**

BERTRAND RUSSELL

© Lifehack Quotes



MY AUTHORITAH!

RESPECT IT.

BEN
AFFLECK

MATT
DAMON

LINDA
FIORENTINO

SALMA
HAYEK

JASON
LEE

JASON
MEWES

ALAN
RICKMAN

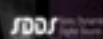
CHRIS
ROCK

DØGMA¹⁸



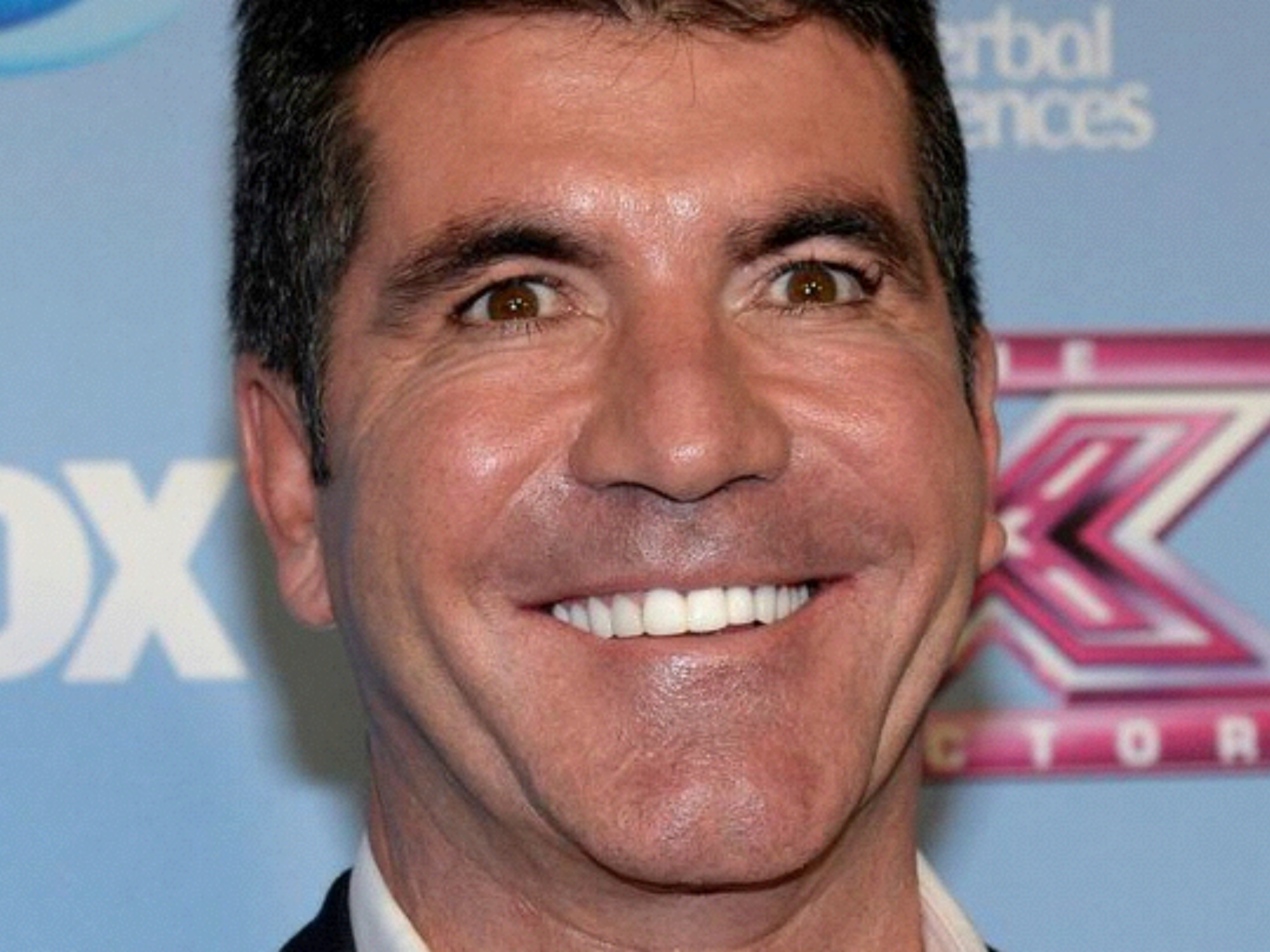
IT CAN BE HELL GETTING INTO HEAVEN

FILMFØUR PRESENTS A VIEW ASKEW PRODUCTION "DØGMA" BEN AFFLECK MATT DAMON LINDA FIORENTINO SALMA HAYEK JASON LEE ALAN RICKMAN CHRIS ROCK
PRODUCTION DESIGNER ROBERT "RATFACE" HOLTZMAN COSTUME DESIGNER ABIGAIL MURRAY SPECIAL VISUAL EFFECTS BY STATION X STUDIOS EDITORS KEVIN SMITH & SCOTT MESIER
MUSIC SUPERVISOR RANDALL POSTER MUSIC BY HOWARD SHORE DIRECTOR OF PHOTOGRAPHY ROBERT YEOMAN EXECUTIVE PRODUCERS JONATHAN GORDON CO-PRODUCED BY LAURA GREENLEE
PRODUCED BY SCOTT MESIER WRITTEN AND DIRECTED BY KEVIN SMITH



WWW.DØGMA-MOVIE.CO.UK

FILM 4



YOU have the answer





Principles

**ANTI FRAGILE
DON'T BOTHER
TO HANDLE
WITH CARE**



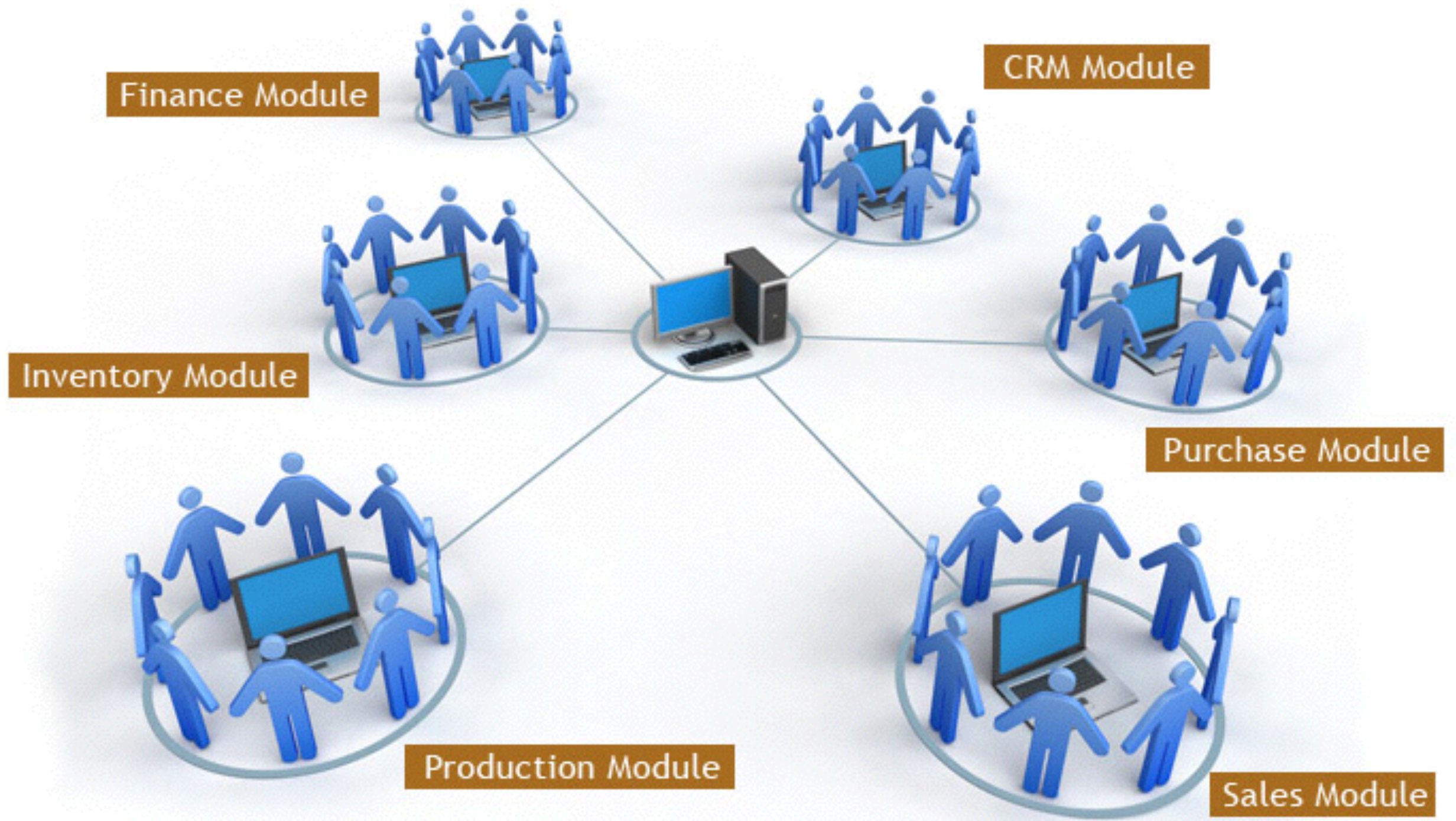
Fragile -> Robust -> Antifragile

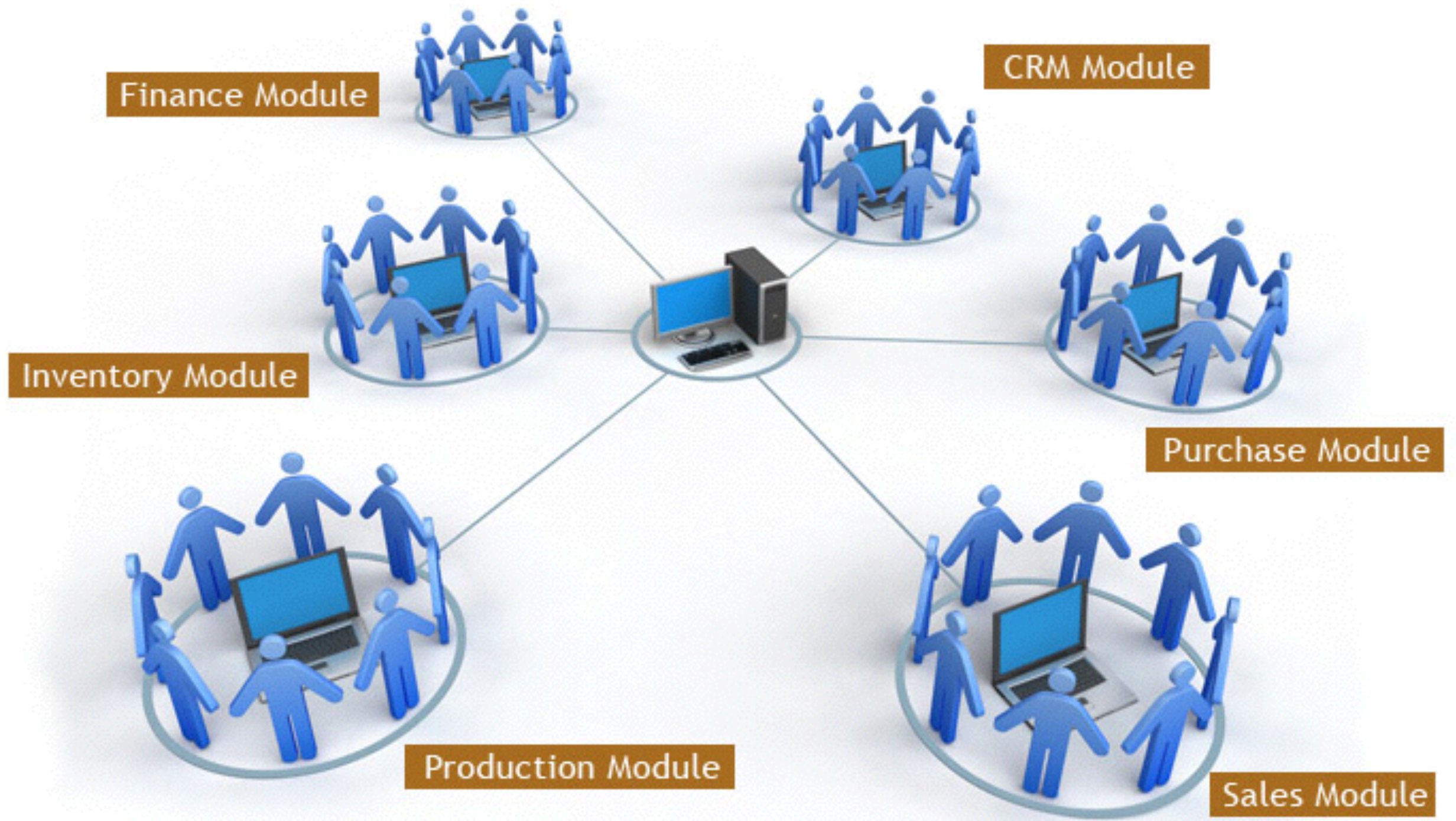
PLEASE
HASSLE ME!



Boynston

live on stress.





Dogma lacks context

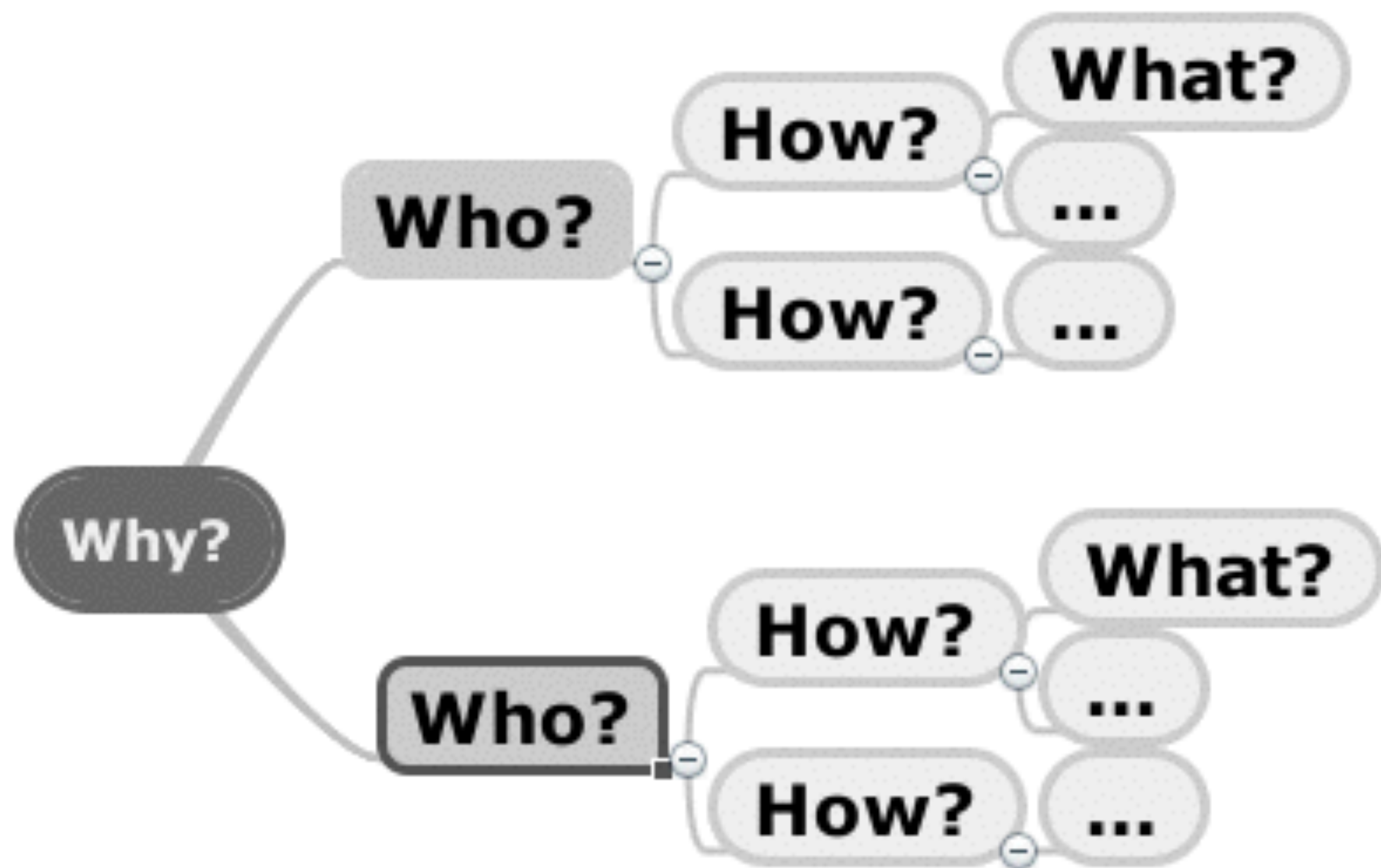
You know the context

*YOU can make this
happen*



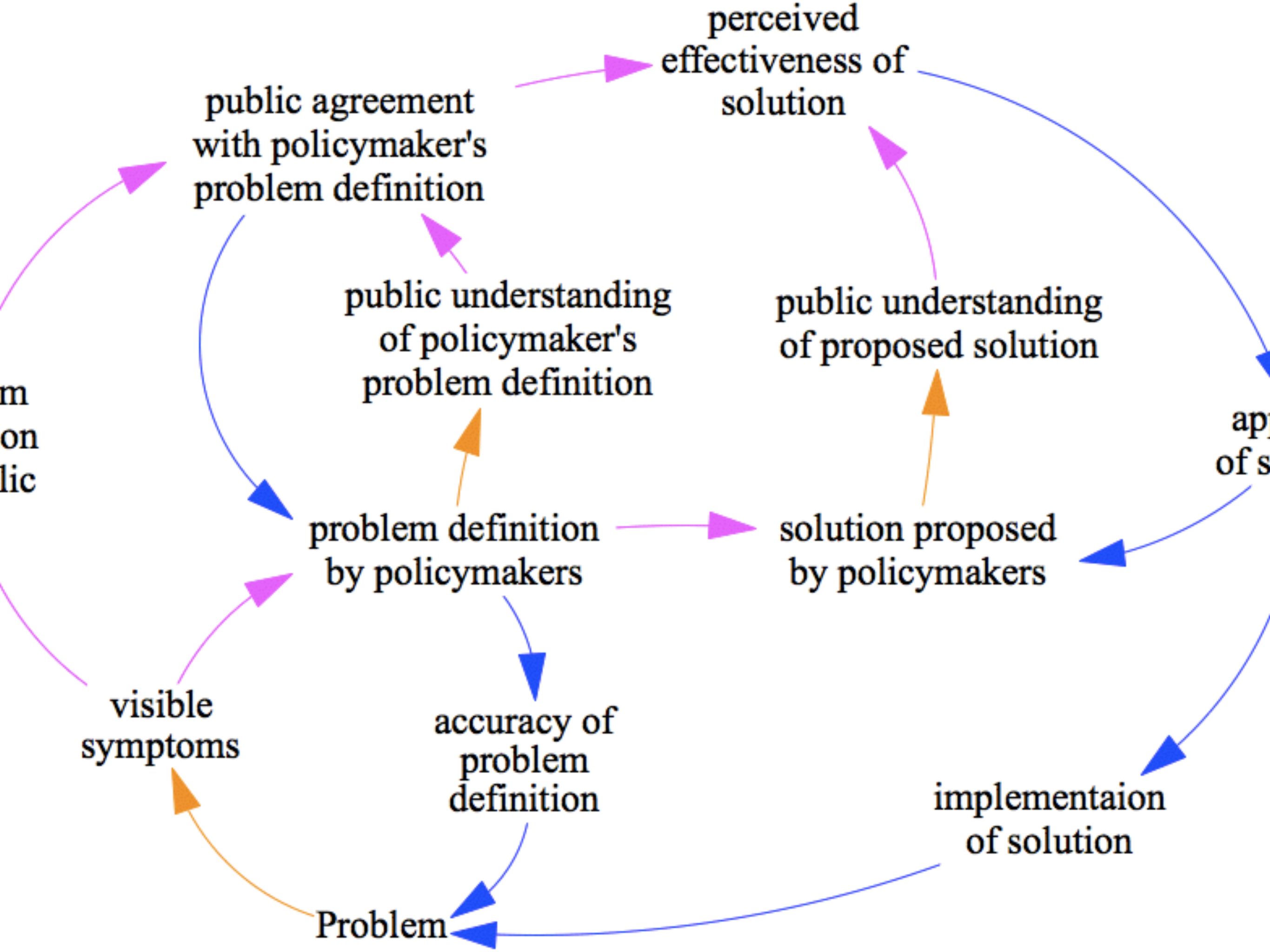






[illegible]





Complex

the relationship between cause and effect can only be perceived in retrospect

probe – sense - respond

emergent practice

Complicated

the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge

sense – analyze - respond

good practice

novel practice

no relationship between cause and effect at systems level

act – sense -respond

Chaotic

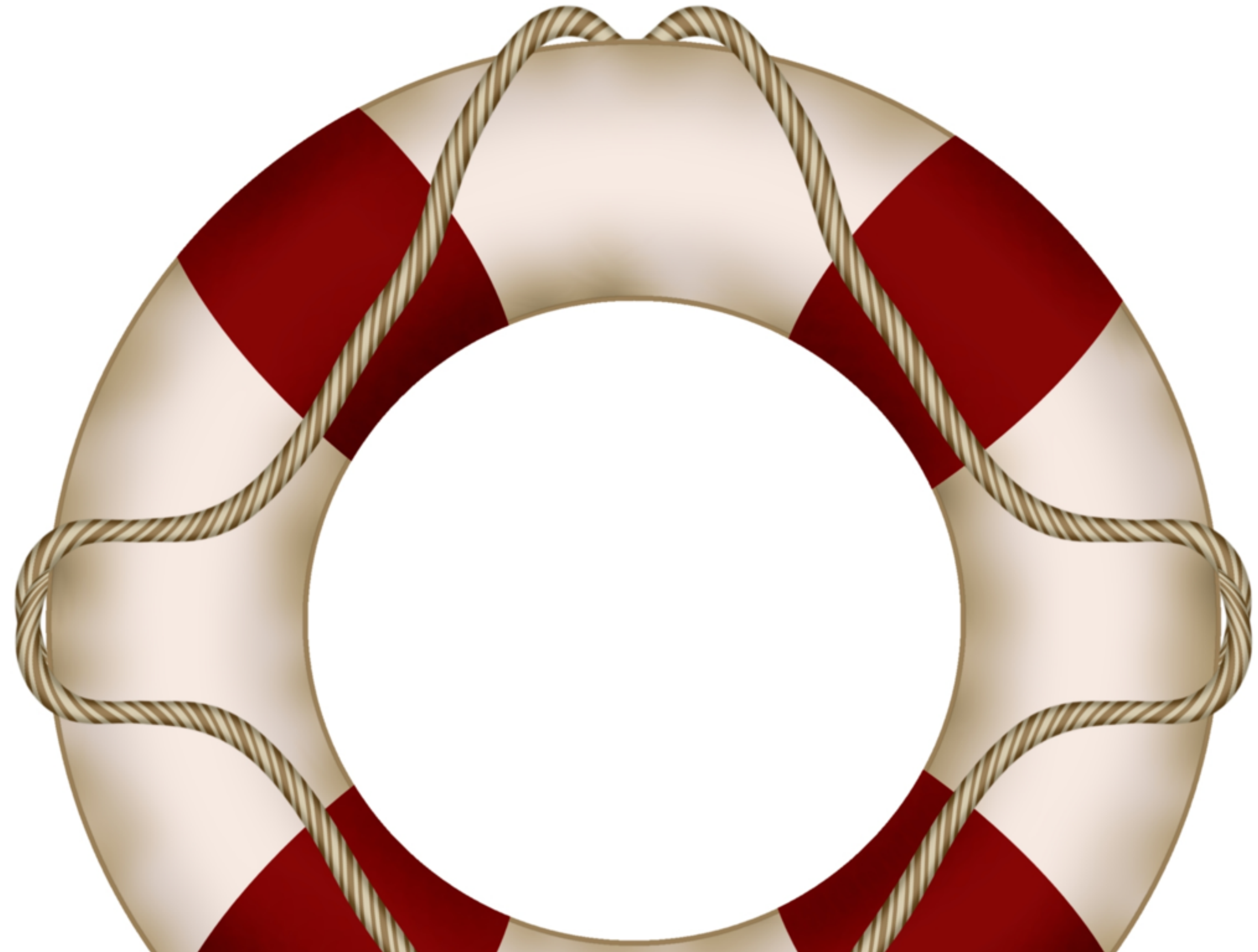
best practice

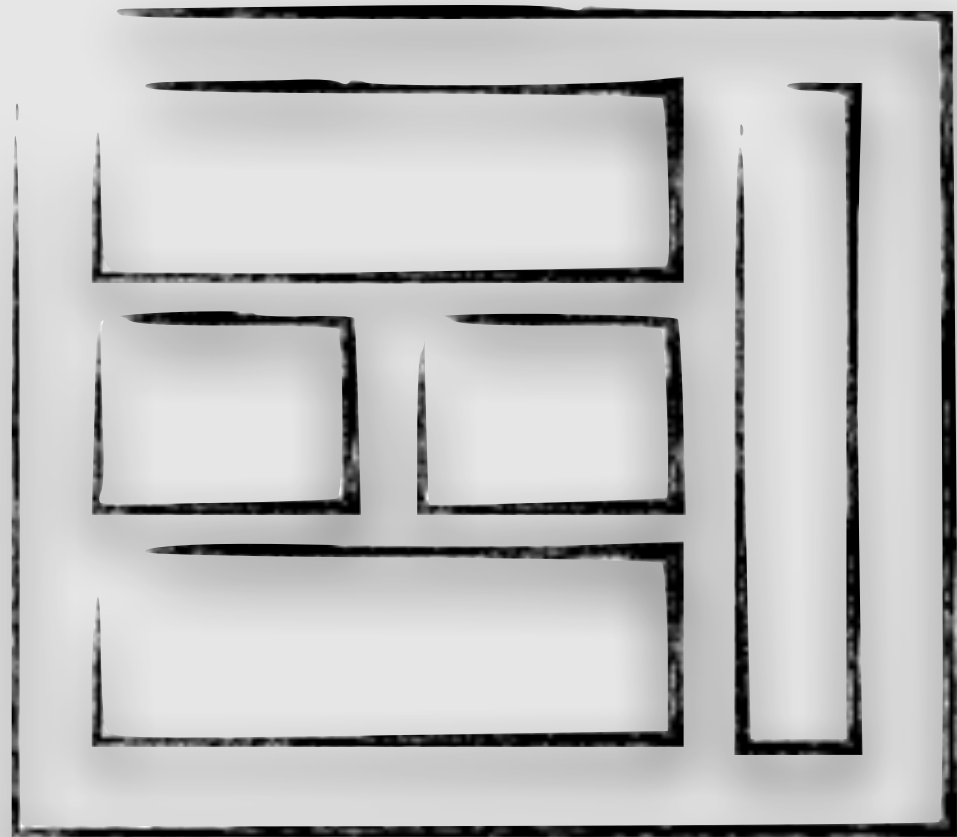
the relationship between cause and effect is obvious to all

sense – categorize - respond

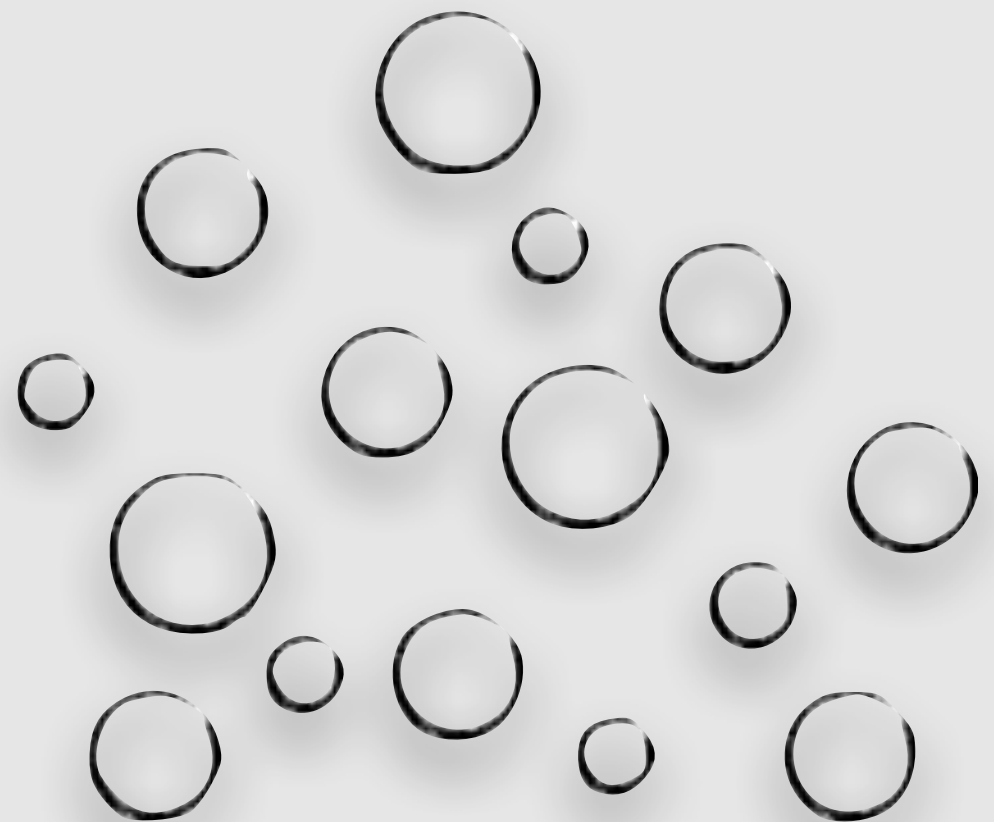
Simple







MONOLITHIC/LAYERED



MICRO SERVICES



responsive

scalable

resilient

event-driven

Remember & Apply

not YAA

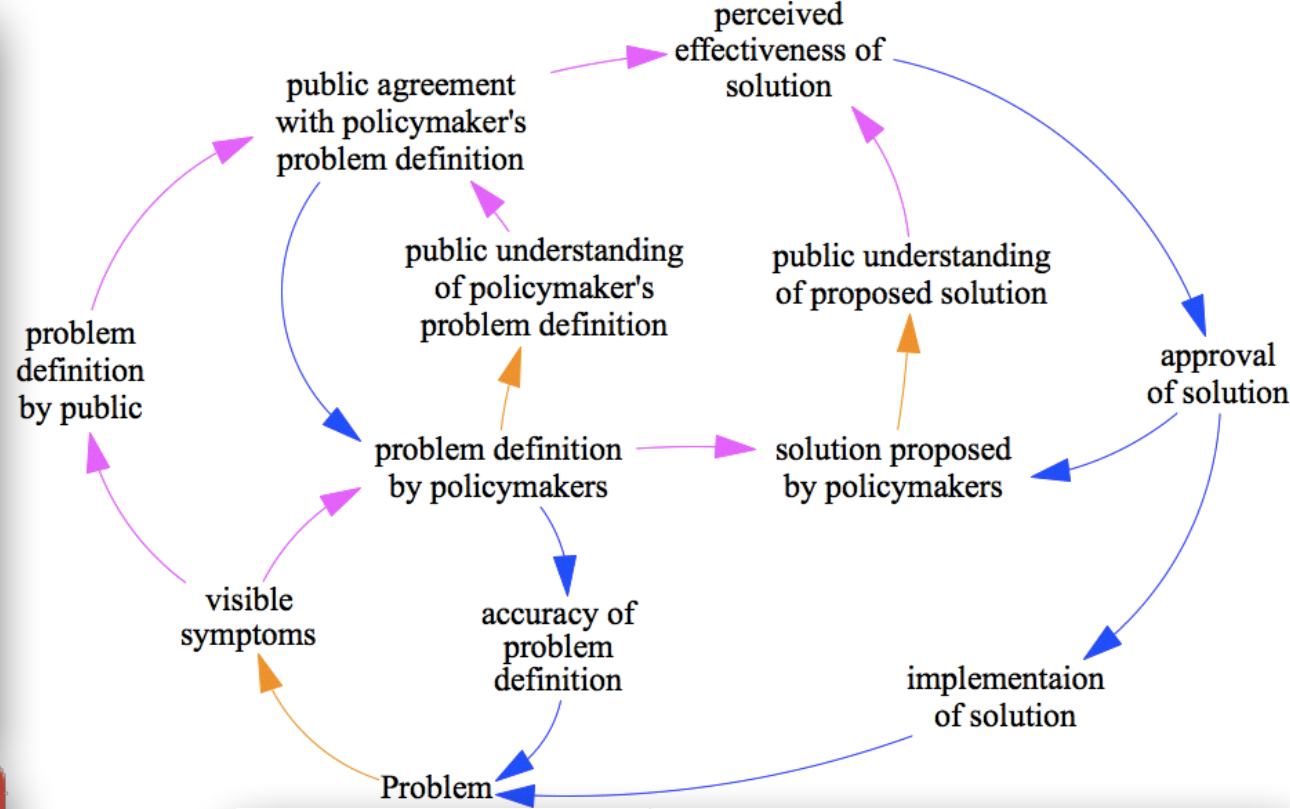
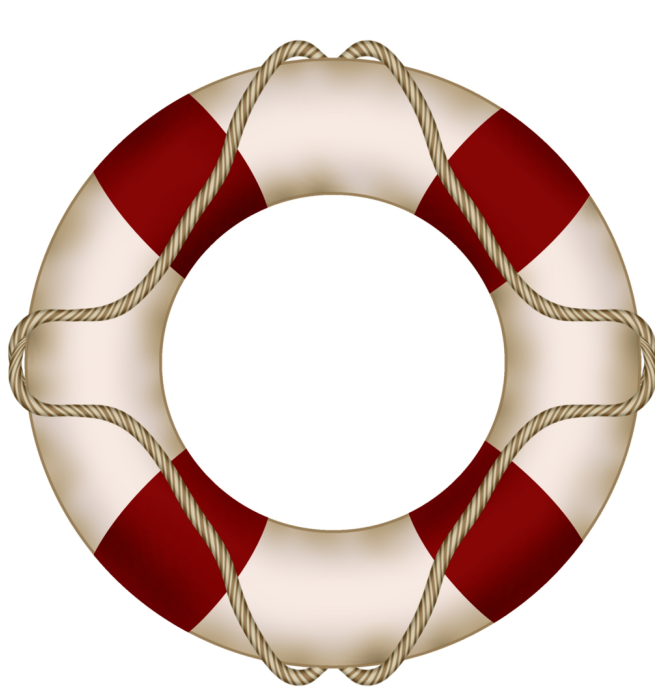
It's your system

YOU change it

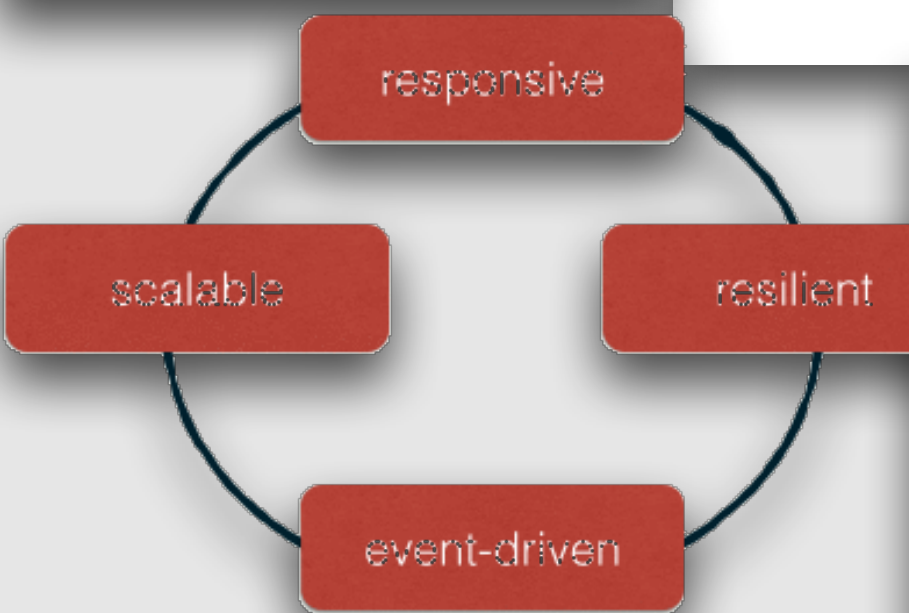
**ANTI FRAGILE
DON'T BOTHER
TO HANDLE
WITH CARE**



Fragile -> Robust -> Antifragile



0.472	↓	2.80%	N/A
0.420	↓	1.53%	22.550
0.1325	↓	0.68%	30.400
1.250	↓	0.21%	N/A
0.340	↓	1.50%	N/A
0.340	↑	2.03%	N/A
0.412	↓	0.87%	16.310
4.300	↓	0.65%	38.900
0.130	↑	0.96%	N/A
0.010	↑	0.80%	N/A
0.331	↓	1.55%	6.080
0.325	↓	2.15%	N/A
0.30	↓	1.06%	17.300

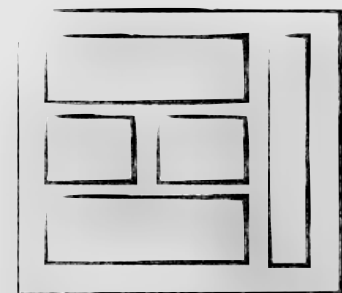


Complex
the relationship between cause and effect can only be perceived retrospectively
probe – sense – respond
emergent practice

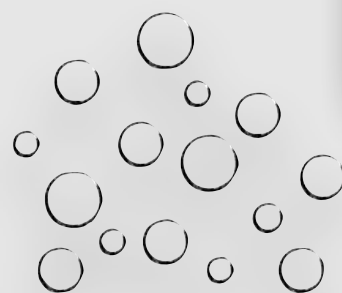
novel practice
no relationship between cause and effect at systems level
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Chaotic

© Cynefin framework by Dan Snowden

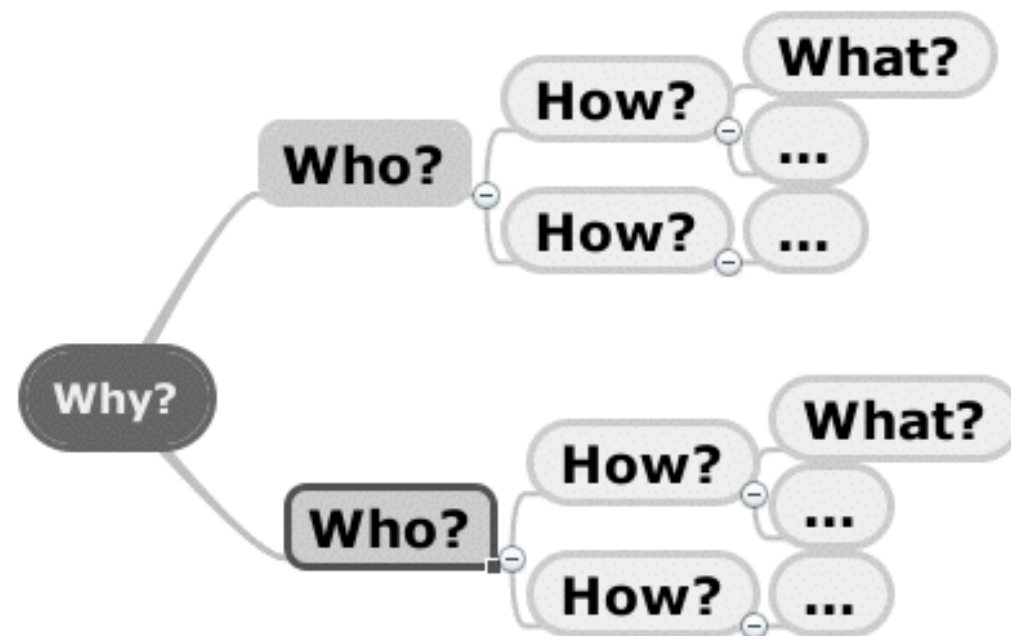
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the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge
sense – analyze – respond
good practice



MONOLITHIC/LAYERED



MICRO SERVICES



What's the real payback?

Innovation

Antifragile Software book:

<https://leanpub.com/antifragilesoftware>



Thank-you

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Simplicity *itself*