

Embracing Uncertainty

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@tastapod

Patterns of

Effective

Delivery

Accelerated Agile

With apologies to George Lucas...

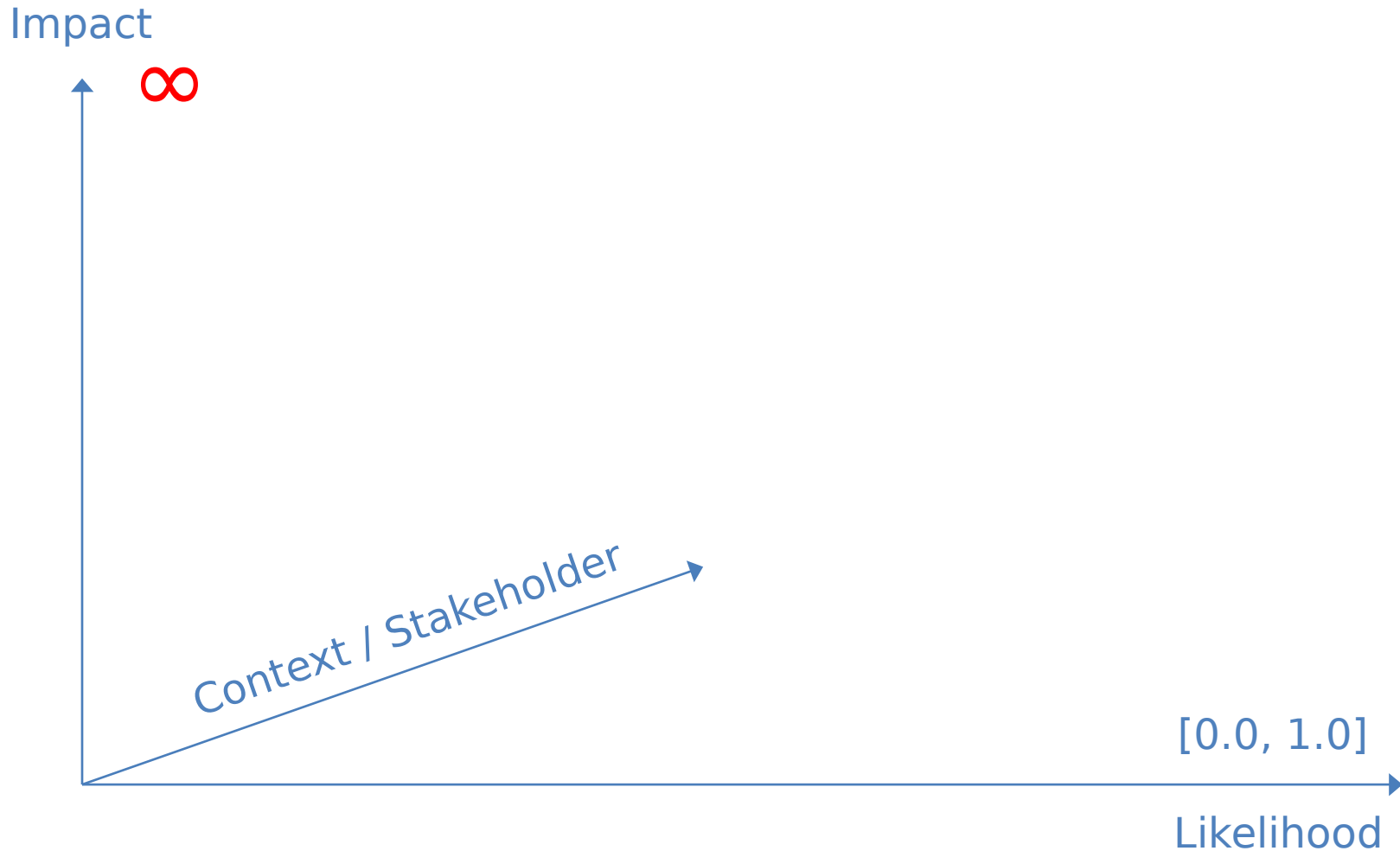
Fear leads to Risk

Risk leads to Process

Process leads to Hate

...and suffering and Gantt charts

Understanding risk



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Snowbird 2001

Individuals and interactions *over* processes and tools

Working software *over* comprehensive
documentation

Customer collaboration *over* contract negotiation

Responding to change *over* following a plan

Everywhere 2013

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Following a plan *over* responding to change

We crave **certainty!**

Faith becomes **religion**

Complex questions become **simplistic answers**

Interpretation becomes **dogma**

*We would rather be **wrong** than **uncertain***

So we resist uncertainty

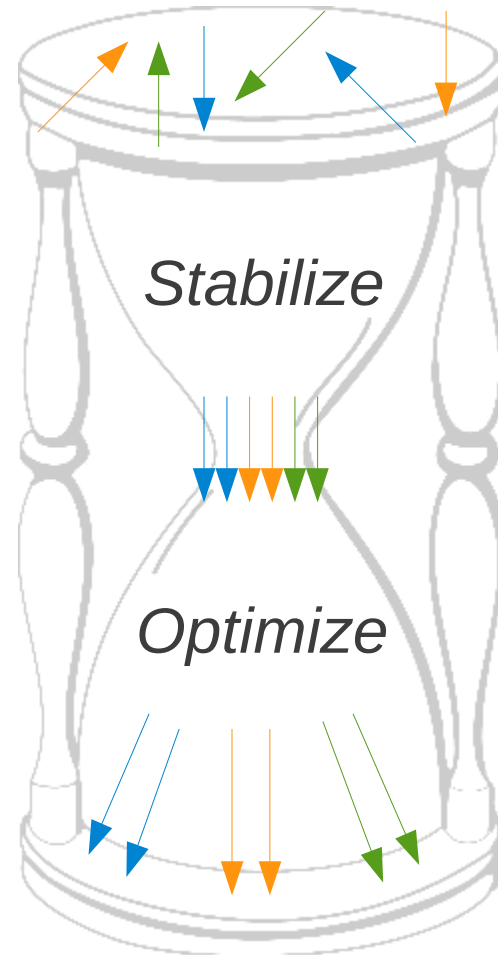
We resist uncertainty of scope

We resist uncertainty of technology

We resist uncertainty of effort

We resist uncertainty of structure

The Hourglass: a model of change



Stage 1: Chaos

Stage 2: Control

YOU ARE HERE!!

Stage 3: Freedom

Three Ages: a model of growth

1. Explore

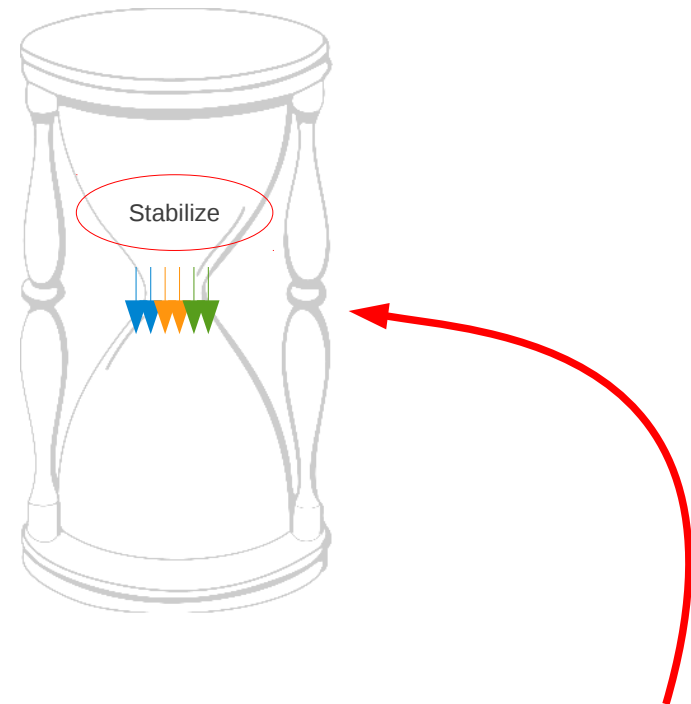
- maximize **discovery**

2. Stabilize

- minimize **variance**

3. Commoditize

- maximize **efficiency**



Agile methods optimize for the Second Age

Real Options

Options have value

Options expire

Commit deliberately

“Never commit early unless you know why”

Deliberate discovery

Ignorance is your biggest constraint

You are second order ignorant (but not third!)

Ignorance is multivariate and disjoint

Some unexpected bad things will happen

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Some **unexpected** bad things will happen

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Some unexpected **bad things** will happen

Embracing uncertainty

Embrace uncertainty of **scope**

Embrace uncertainty of **technology**

Embrace uncertainty of **effort**

Embrace uncertainty of **structure**

tl; dr

Expect the unexpected

tl; dr

Expect the **unexpectedable**

Anticipate **ignorance**

Embrace **uncertainty** – it's inevitable!

Thanks for listening

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