

software pilots

TRIFORK.

Deliver Early and Often - There is No Excuse!

Jesper Boeg
VP Trifork Agile Excellence
jbo@trifork.com

May 12, 2011

In general

- Who am I?
- Comment!
 - This will be a lot more fun if it is not just me talking

Agenda

- Introduction
- Why is delivering early important?
- Why is delivering early difficult?
- What works?
- What doesn't work?



WHO IS HERE TODAY?

A 60 minute talk? But it is so Easy!

- Break down requirements into pieces of functionality that have inherent business value and implement those pieces end-to-end in prioritized order

No Excuse?

- Well that might not be entirely true
 - Legal
 - Contractual
 - Large MMF's
 -

I Am Not Saying:

- Don't
 - Think
 - Explore
 - Investigate
 - Pretotype

Hands up

- How many of you consider yourself to be working in an Agile context?
 - Your definition

Hands Up

- How many of you had your latest system working in production (roughly, from project kickoff):
 - More than 2 years
 - 2 years
 - 1 year
 - ½ year
 - Less than 3 month

WHY IS DELIVERING EARLY IMPORTANT?

Proof!

- *“A system is a hypothesis until it is released to production and accessed by users”* (roughly)
 - Jez Humble, Yesterday at GOTO; Cph.

Risk Mitigation

- *“Product development processes cannot innovate without taking risks. Fast feedback truncates unsuccessful paths quickly ...”*
 - Don Reinertsen, Principles of Product Development Flow.

Fast Feedback

- *“... a single incorrect assumption can force us to change hundreds of later decisions. When we delay feedback, rework becomes exponentially more expensive”*
 - *Don Reinertsen, Principles of product development flow*

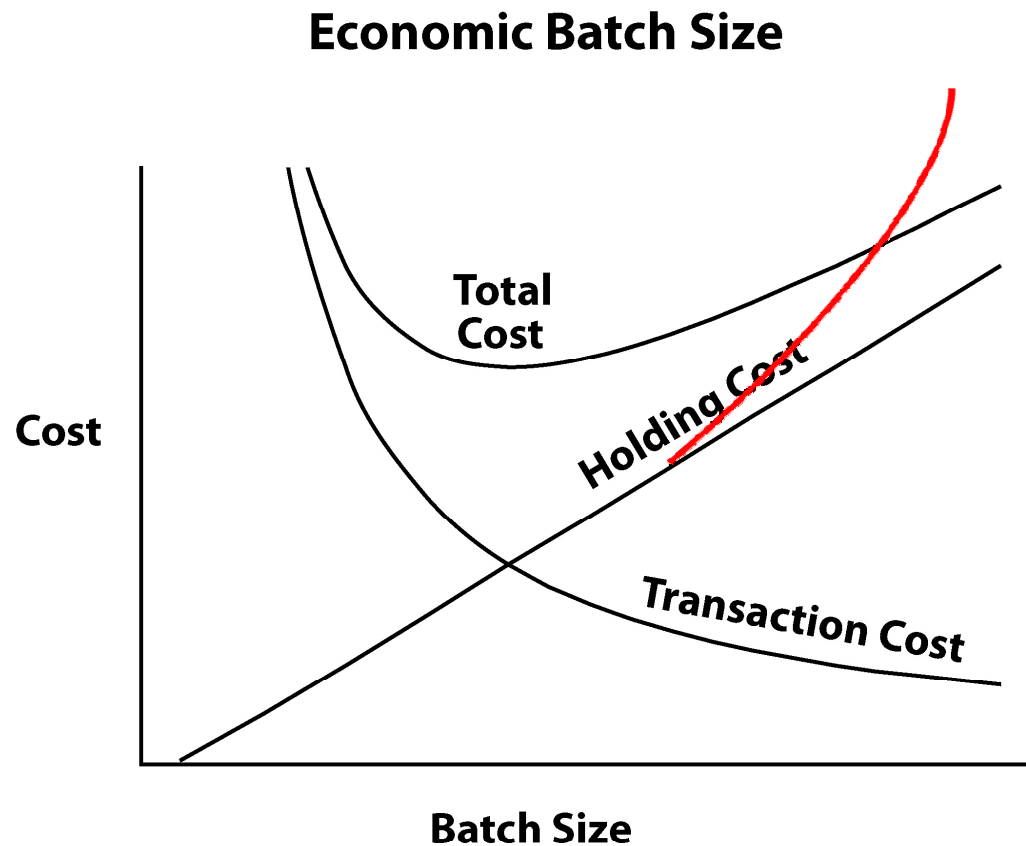
Exposes Value

- *“organizations when starting with agile, cannot realize this value immediately because their teams do not deliver completed valuable results. Rather, most organizations are set up so that a team delivers an intermediate result which is useless on its own”*
 - *<http://www.agileadvice.com/archives/metrics/index.html>*

Reaction Time

- *"We were probably the first vendor to transition into the new Pentium FPU processor, simply because we didn't have a hundred and some days of inventory out in distribution that we had to move first."*
 - Rosendo G. Parra, Group Vice President of Dell Computer Corporation

Feedback Ages



From "The Principles of Product Development Flow," by Donald G. Reinertsen.
Celeritas Publishing: 2009. Copyright 2009, Donald G. Reinertsen



WHY IS IT SO DIFFICULT?

**LET US TAKE A LOOK AT
SOME OF THE ISSUES**

Organizational Challenges

- *“The Agile mantra has always been to deliver value early and often, but we have not always pushed that to the limits of actual deployment and customer solutions. The reasons are more organizational than technical”*
 - *Jim Highsmith,*
www.jimhighsmith.com/2011/03/24/speed-to-value

Defer Problems

- To most people the world is a cozy, unproblematic place when you do not have to deal with a systems in production



Project Poker

- Project Poker can only be played with a system that has not yet been released to production
 - And some people have unfortunately become really good at this game



Legal Issues



Complex Domains and Large MMFs



Project Scope

- *“One of the most dangerous of all batch size problems is the tendency to pack more innovation in a single project than is truly necessary”*
 - Don Reinertsen, The Principles of Product Development Flow

Contract Issues



Fear Driven Management



Political Decisions





**WHAT CAN WE DO TO OVERCOME
THESE CHALLENGES?**

Story Mapping

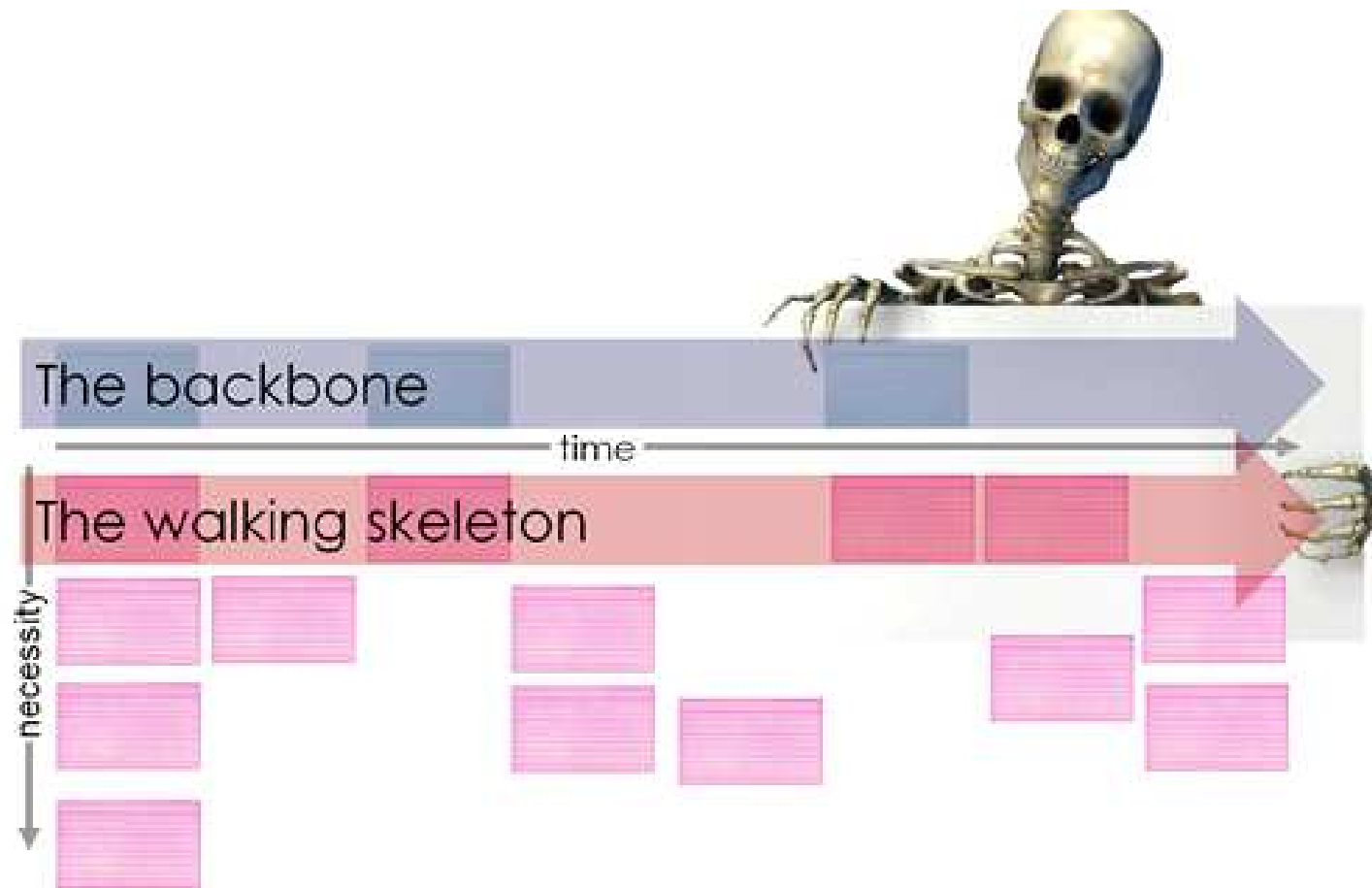


Figure from: Jeff Patton, http://www.agileproductdesign.com/blog/the_new_backlog.html

Close Communication

- Across the Entire Value Chain



Challenge!

- Challenge Decisions to Delay, Extend, Postpone....
- Challenge Organizational, Personal, Fear, Political...



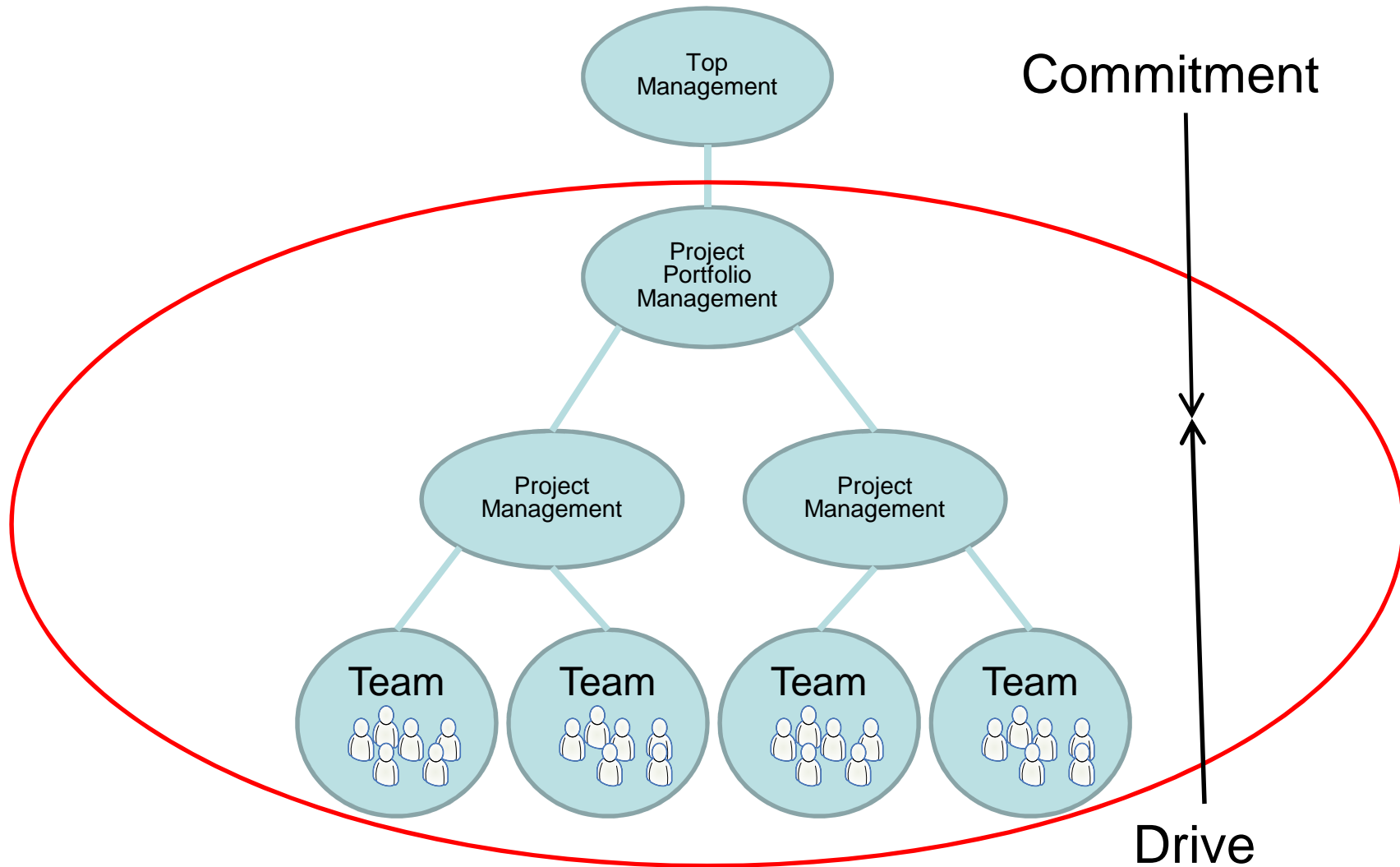
Shared Product Vision



Regular Cross Team Meetings



Coaching All Levels

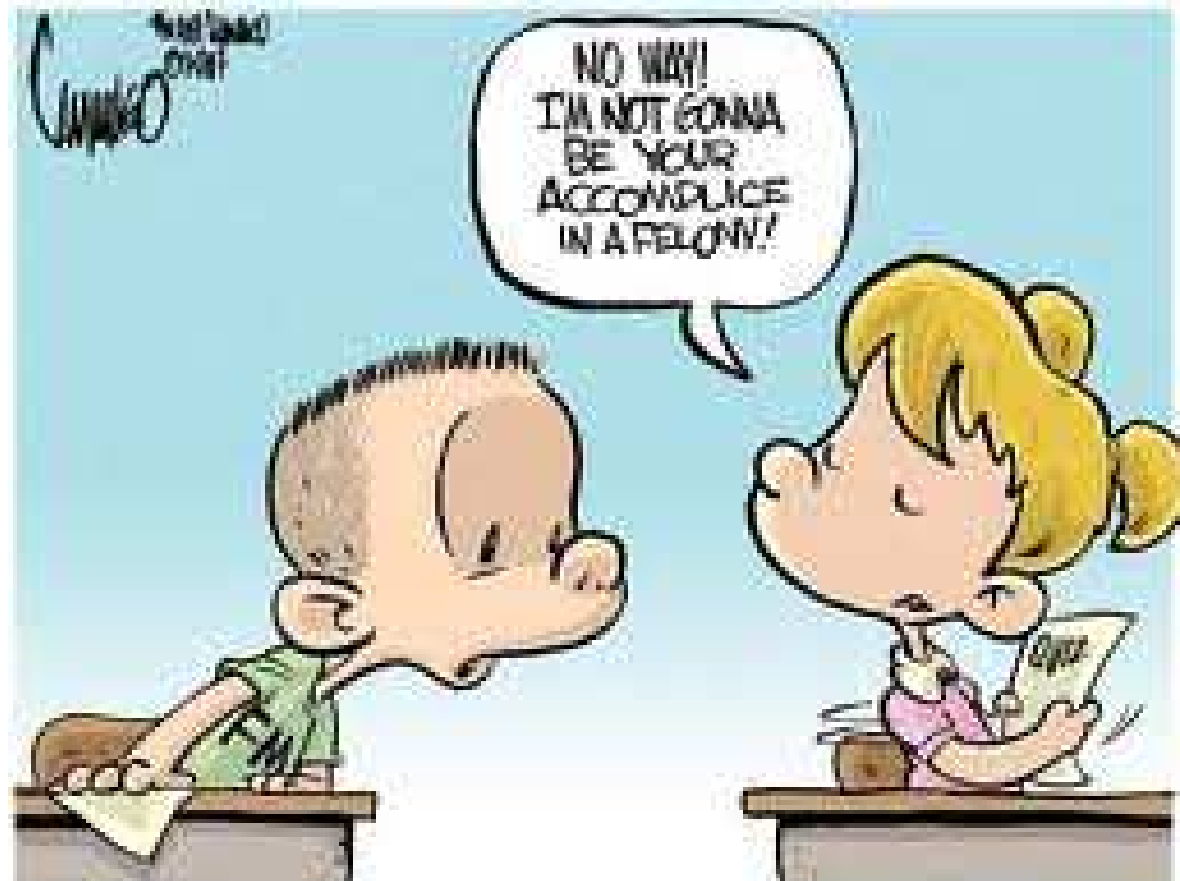


Very Close Collaboration with Users

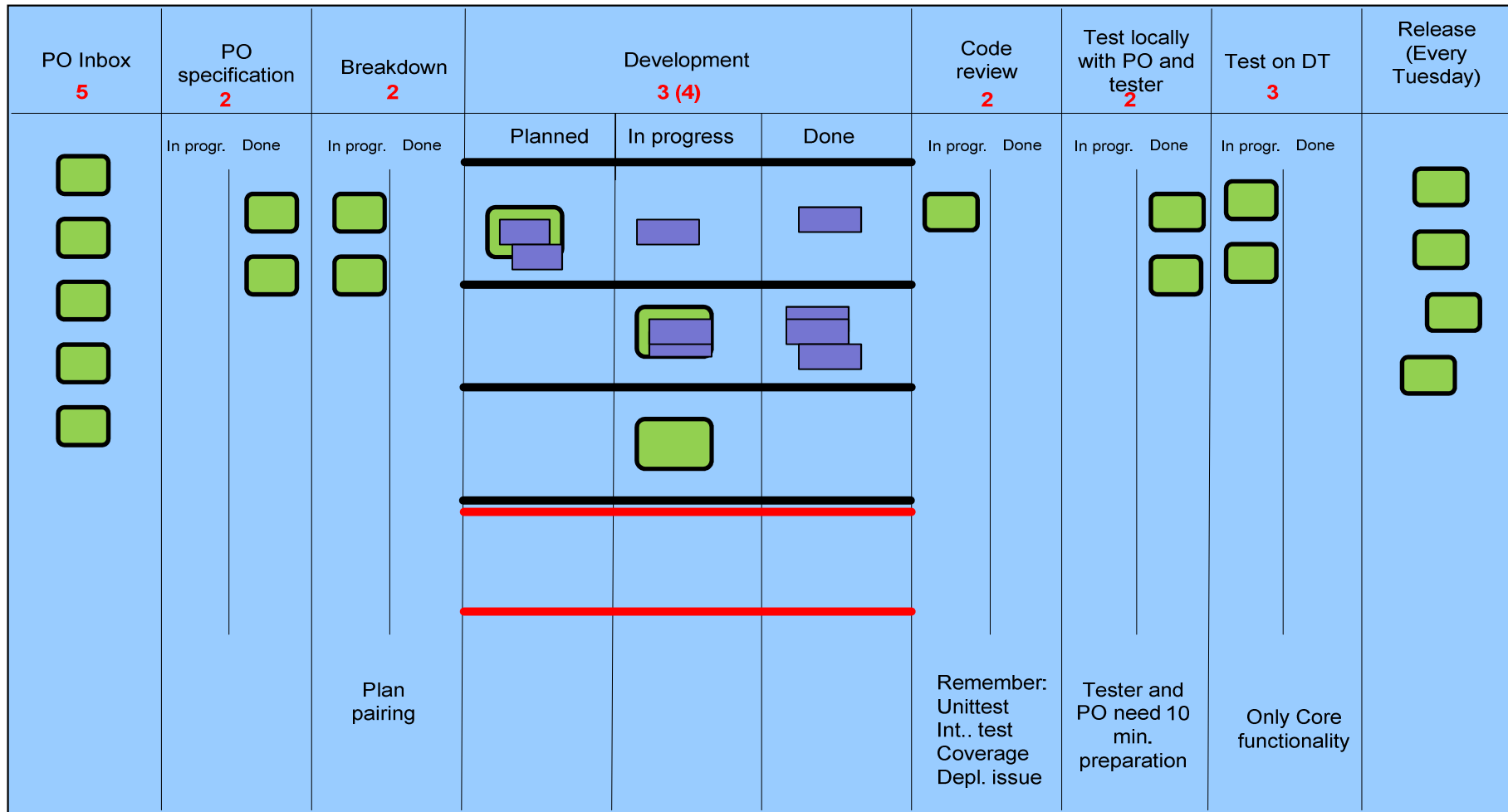
- Make them WANT the system



Creative Cheating



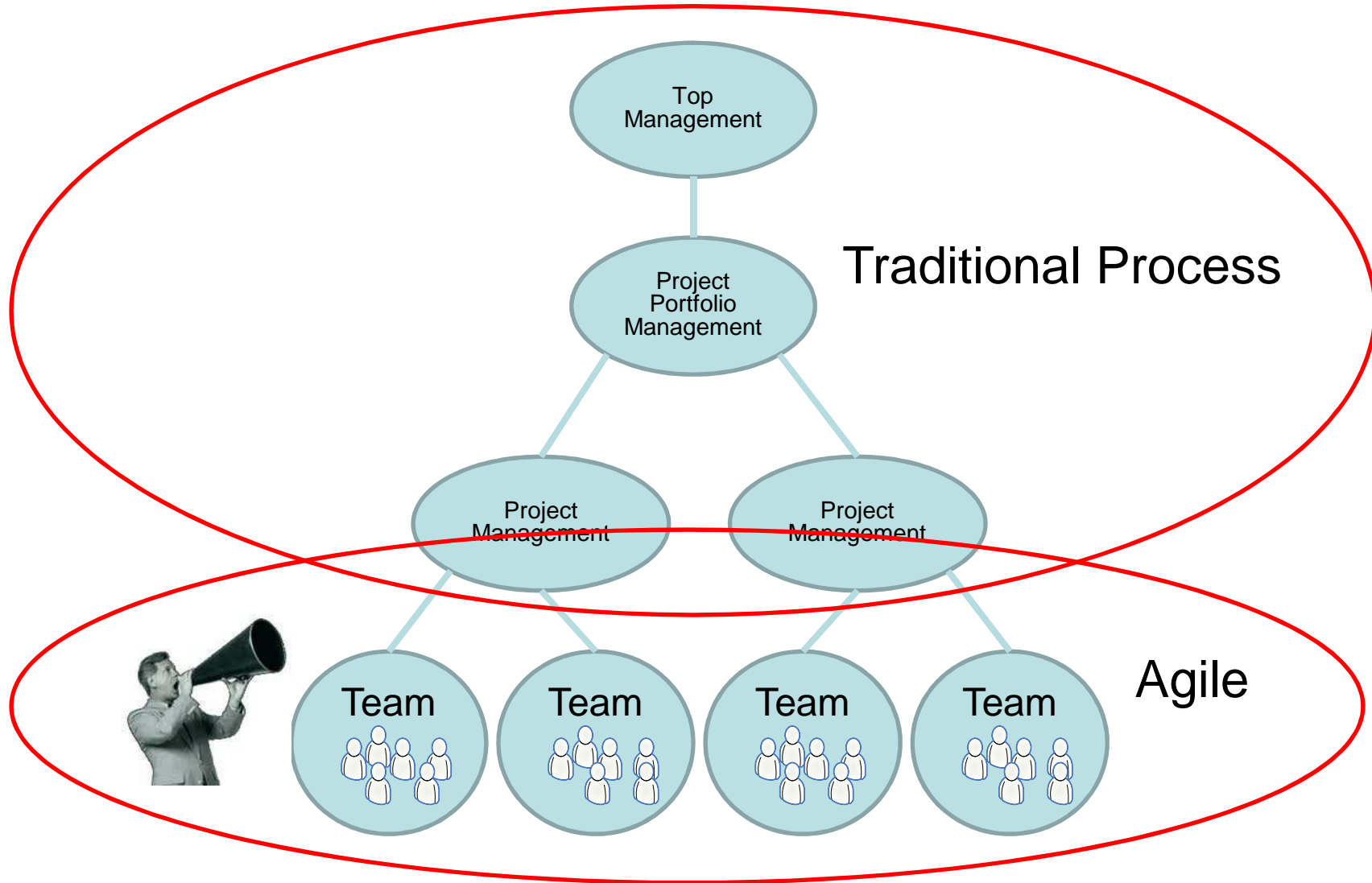
Workflow Visualization





WHAT DID NOT WORK

Plugin Agile



Plugin Agile

- *“...it won’t happen unless leadership understands its potential strategic impact and the organizational adaptability necessary to implement it.”*
 - Jim Highsmith,
<http://www.jimhighsmith.com/2010/12/22/continuous-delivery-and-agility/>

Not Speaking their Language



Written Reports



Missing Agile Champion

