LONDON
INTERNATIONAL
SOFTWARE DEVELOPMENT
CONFERENCE 2015

goto;
conference

STOP
#NoProjects

The End of Projects and what happens next

Allan Kelly - @allankelly.net

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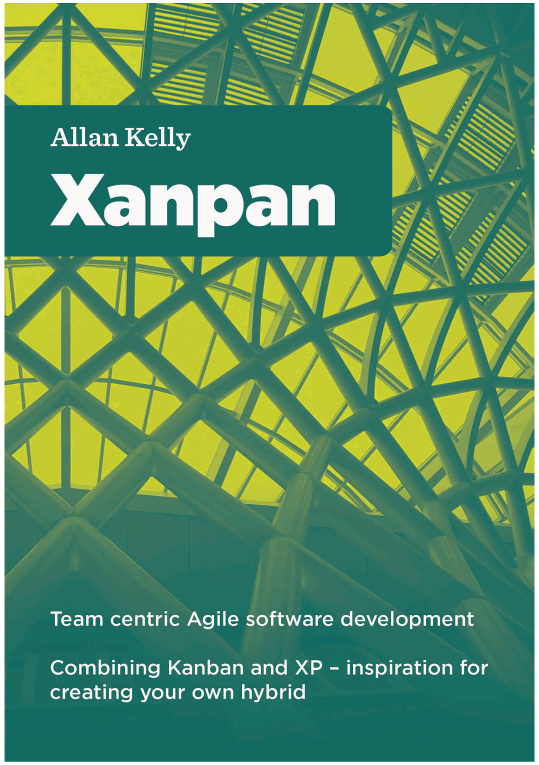
Workshops: Sept 14-15 // Conference: Sept 16-18, 2015

Allan Kelly…

- ➢ Training for Agile
- ➢ Advice on
  - ➢ Agile, adopting Agile
  - ➢ Organizing teams


Allan Kelly
Xanpan
Team centric Agile software development
Combining Kanban and XP – inspiration for creating your own hybrid

Author

- – **Xanpan**: Team Centric Agile Software Development https://leanpub.com/xanpan (2014-2015)
- – **Business Patterns for Software Developers** (2012)
- – Changing Software Development: Learning to be Agile (2008)

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Business Patterns for Software Developers
Allan Kelly
Clearly defines the route to business strategy and operations
Includes over 38 strategy patterns
Explains how to implement specific patterns
Includes sequence diagrams linking patterns
Forward by Linda Rising

Problem #1 - Benefit

Project Success Criteria

- On Schedule
- On Budget
- On Quality (Features)

Where's the value?
£ $ €

Project Model Assumptions

1. Value is knowable

   And is known before start

2. There is no value in flexibility

   i.e. Options are valueless

Pre-defined outcome?

Requirements change

The world changes

The observed rate of change in the US is about 2% per calendar month

Compound to ~27% per annum

Capers Jones, 2008

IT/IS & Business Manager survey

70% believe they are failing to identify and quantify the benefits adequately

38% openly admit they overstate the benefits in order to obtain funding

80% report that the review and evaluation of completed projects is also inadequate

- due to the focus on [achieving] cost, time and quality objectives and not on whether the intended benefits were realized.

Delivering value from IS and IT investments, John Ward, Cranfield School of Management, 2006 – survey of UK & Benelux managers
http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/deliveringvaluereport.pdf

The Project model leads to…

Conflict and….

Goal displacement

- Chasing date over benefit
- Chasing time over benefit
- Chasing cost over benefit
- Chasing features over benefit

Solution

Focus on Benefit not The End

Ask not, “When will the software be done?”

Do ask: “When will the software deliver value next?”

Think: Stream of Value

(which might stop one day)

Not: An end date

Change Governance

What have you delivered for me lately?

- Base Governance on actual delivered benefits
  - Not milestones completed
  - Not documents
  - Not budgets

Picture from Picasa - Creative Commons License
http://commons.wikimedia.org/wiki/
File:House_of_Parliment_6_2012-07-08.jpg

Governance based on results

- Experiment friendly
  - Failure tolerant
  - Fail fast, fail cheap (salvage)
- Align with strategy
- Governance through *Iterative Portfolio Management*

Iterative Portfolio Management

- Fixed schedule for gate reviews
- Review what is ready on a date
  - Benefit delivered to date
  - Potential benefit if continued

Problem #2 – The End

Software isn’t temporary

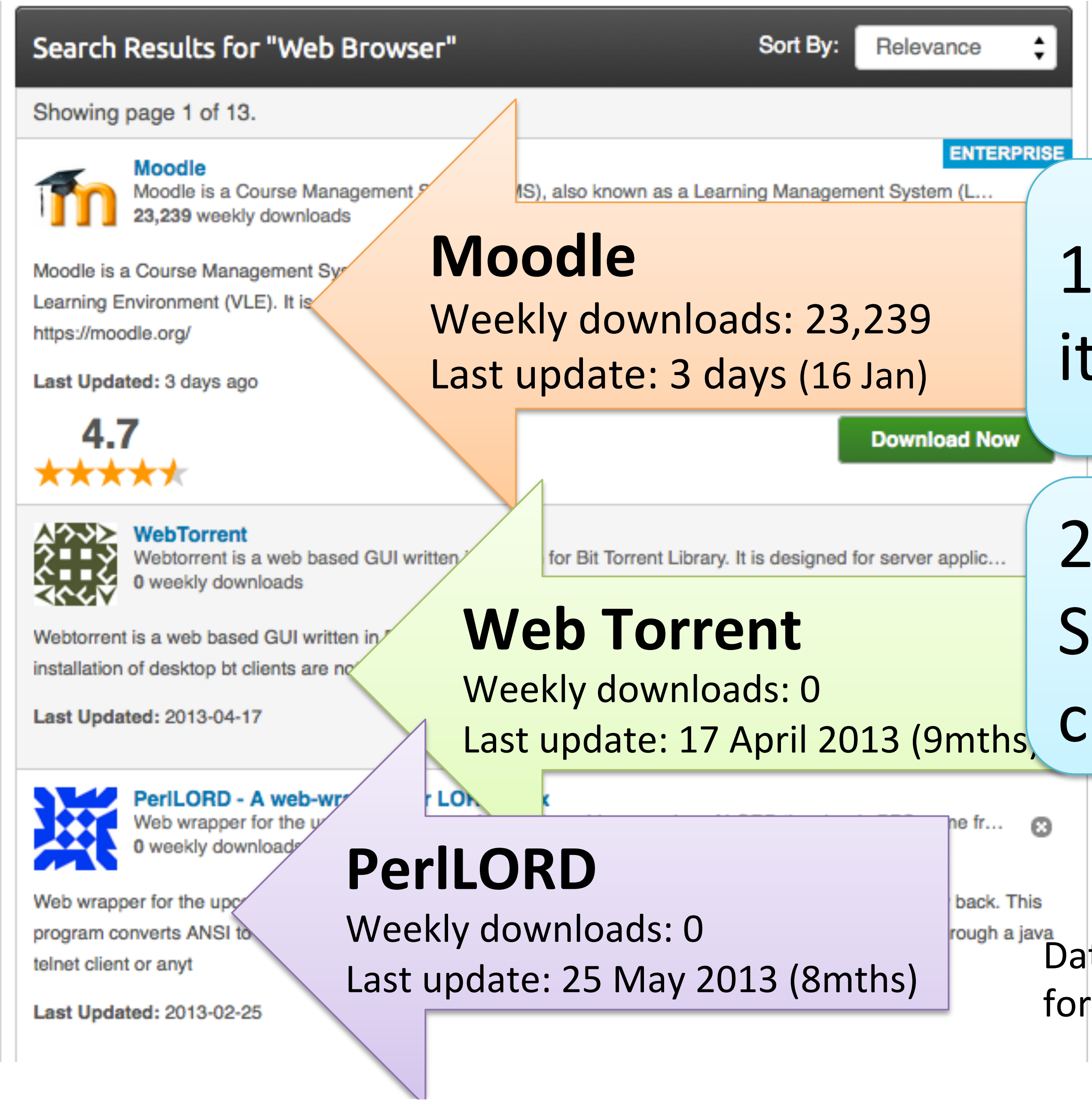
Successful software doesn’t stop

Successful software continues to change

Only dead software has an end-date

Projects end
Successful software
doesn’t

Successful software?



Search Results for "Web Browser"

Sort By: Relevance

Showing page 1 of 13.

ENTERPRISE

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23,239 weekly downloads

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PerlLORD - A web-wr LOR x

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Web wrapper for the upc back. This
program converts ANSI to rough a java
telnet client or anyt

Last Updated: 2013-02-25

Moodle

Weekly downloads: 23,239

Last update: 3 days (16 Jan)

Web Torrent

Weekly downloads: 0

Last update: 17 April 2013 (9mths)

PerlLORD

Weekly downloads: 0

Last update: 25 May 2013 (8mths)

1) If they use it, it will change

2) Only Dead Software Stops changing

Data from SourceForge search for “WebBrowser” 19 Jan 2014

End dates damage quality

- Short term thinking leads to…
  - Corner cutting
  - Known & unfixed bugs
  - Residual technical debt
  - Knowledge lost

End Date considered harmful

Late requirements considered inferior

A Project is…

"A **temporary organization** that is needed to produce a unique and **predefined outcome** or result at a **pre-specified time** using **predetermined resources.**"

PRINCE2 definition of project

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/

Software Development ❤ Project Management

A Match Made in Hell

Software is forever

Projects are TEMPORARY

Rational end dates?

In the US more than half of the large projects … predetermined end date is selected, and it is forced on the project by arbitrary decree.

Capers Jones, 2008

Solution

- Work to the business deadline
  - Do what you can in the time
  - Do good work

Deadlines Good

End dates Bad

Temporary organizations

The most destructive idea known to software development

Temporary Organization?

- Storming
- Norming
- Forming
- Performing
- Destroying

} Takes time & money!

Why destroy performing teams?
Why spend that money?
Why loose knowledge?

Temporary organizations

The most destructive idea known to software development

Disbanding teams destroys

- Knowledge
- Capability
- Performance

Corporate Psychopathy

Process by which corporations disband performing teams and release staff

Solution

Base work around stable

- Teams

Aim for continuity

Continuous flow

Continuous improvement

Continuous delivery

Continuous benefit

Continuous not Temporary

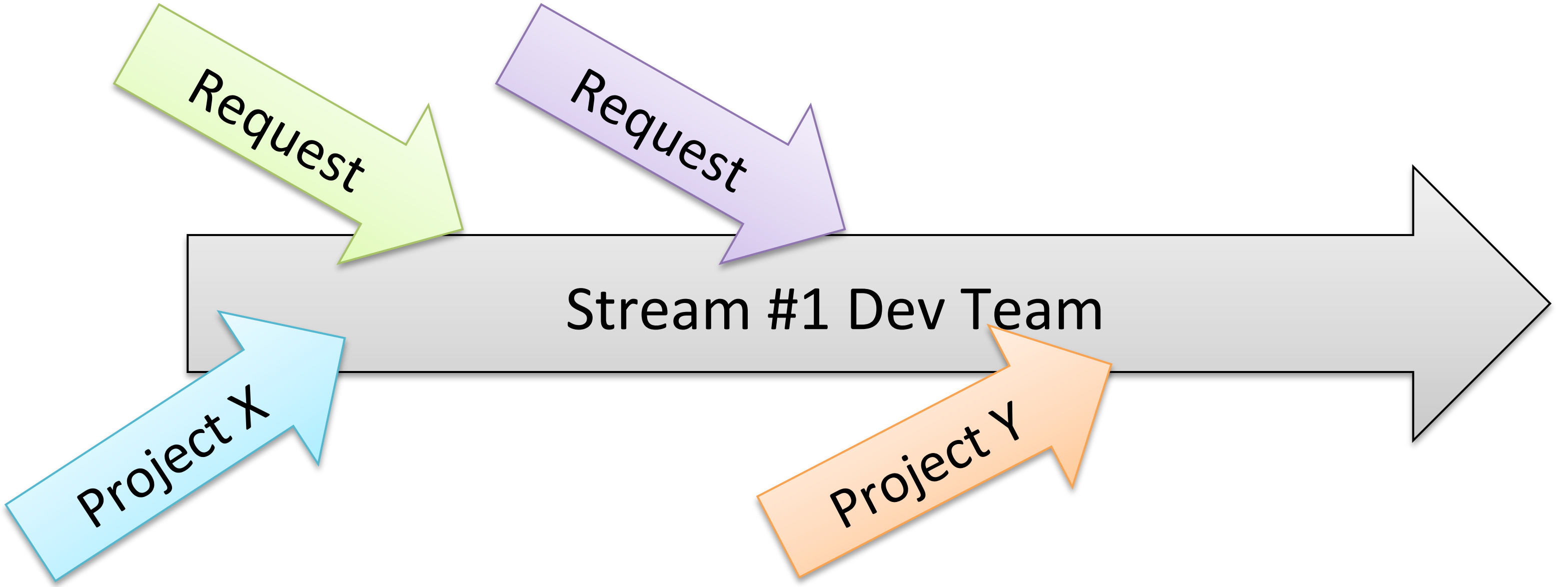
Bring the work to the team

Bring the work to the team

Bring the work to the team

Bring the work to the team

Organize by business stream & team



- Aim for stable teams & continuity
- Close to business
- Manage queues within capacity

What to do about it…

- Keep teams together
- Flow work to the teams
- Work in the small
- Work continually
- Demonstrate value

Problem #4 – Projects are Big

- Project model is optimized for big
- Used on small pieces of work it inefficient
- Projects push big decisions up
  - to big men
  - with big cheque books
  - top-down authority

Software development…

- Does NOT have economies of Scale
- Development has DISECONOMIES of scale

Milk is cheapest in BIG cartons

Software is cheapest in lots of small cartons

And small cartons of software reduce risk

Big increases risk

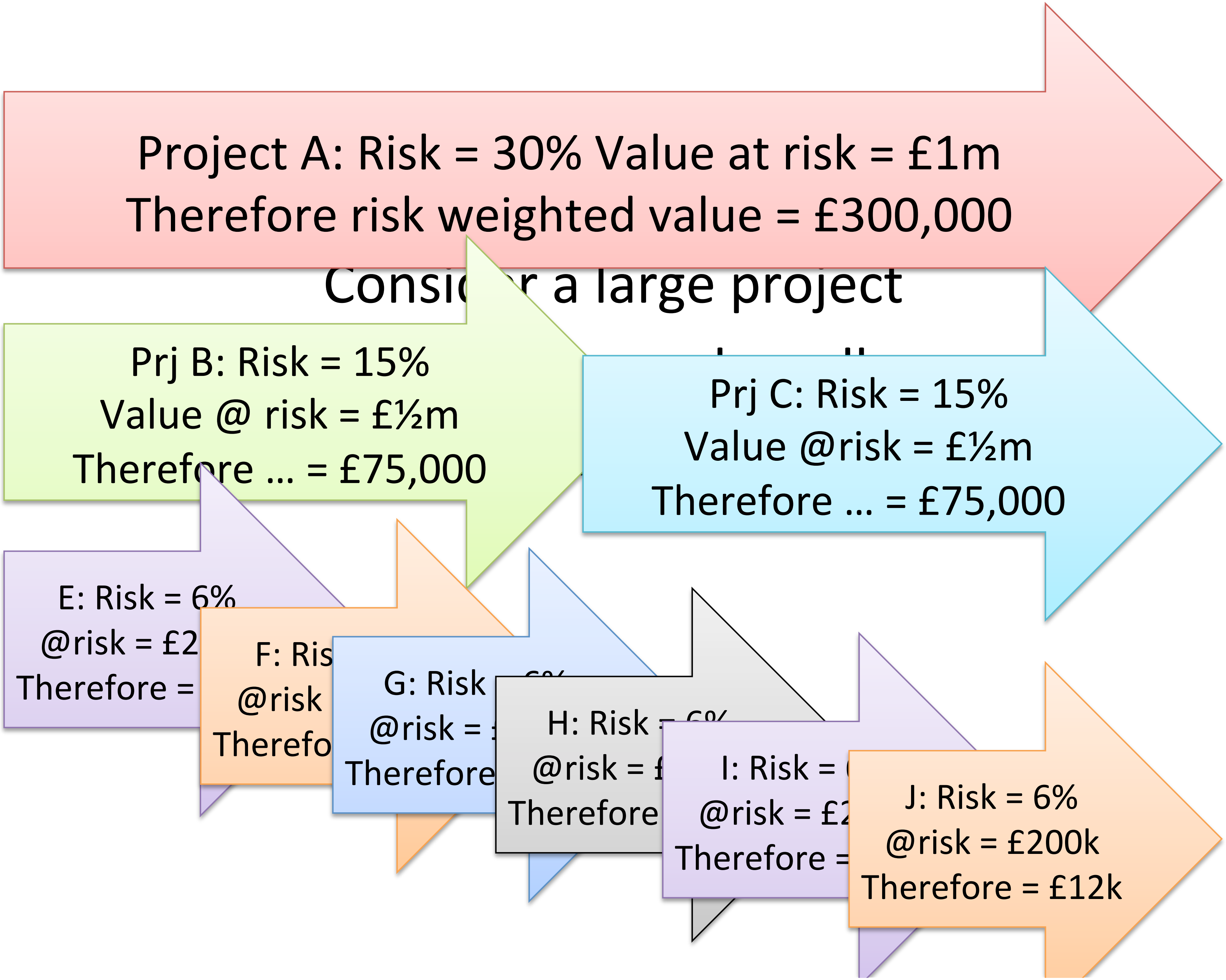
Solution

Software development…

- Does NOT have economies of Scale
- Development has DISECONOMIES of scale

Therefore

- Stop thinking BIG
- Start thinking SMALL



Project A: Risk = 30% Value at risk = £1m
Therefore risk weighted value = £300,000

Consi r a large project

Prj B: Risk = 15%
Value @ risk = £½m
Therefore … = £75,000

Prj C: Risk = 15%
Value @risk = £½m
Therefore … = £75,000

E: Risk = 6%
@risk = £2
Therefore =

F: Ris
@risk
Therefo

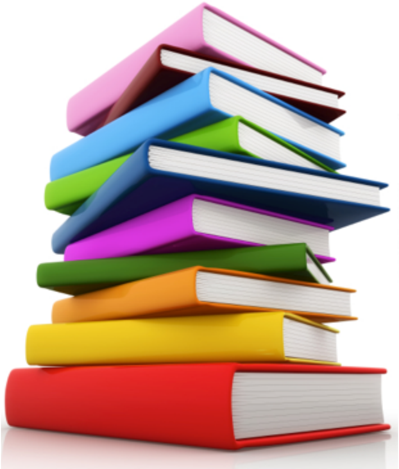
G: Risk
@risk = £
Therefore

H: Risk
@risk = £
Therefore

I: Risk =
@risk = £2
Therefore =

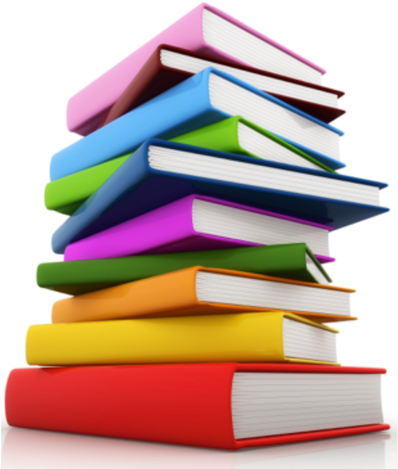
J: Risk = 6%
@risk = £200k
Therefore = £12k

Big Batch Size



Build this!

Wait

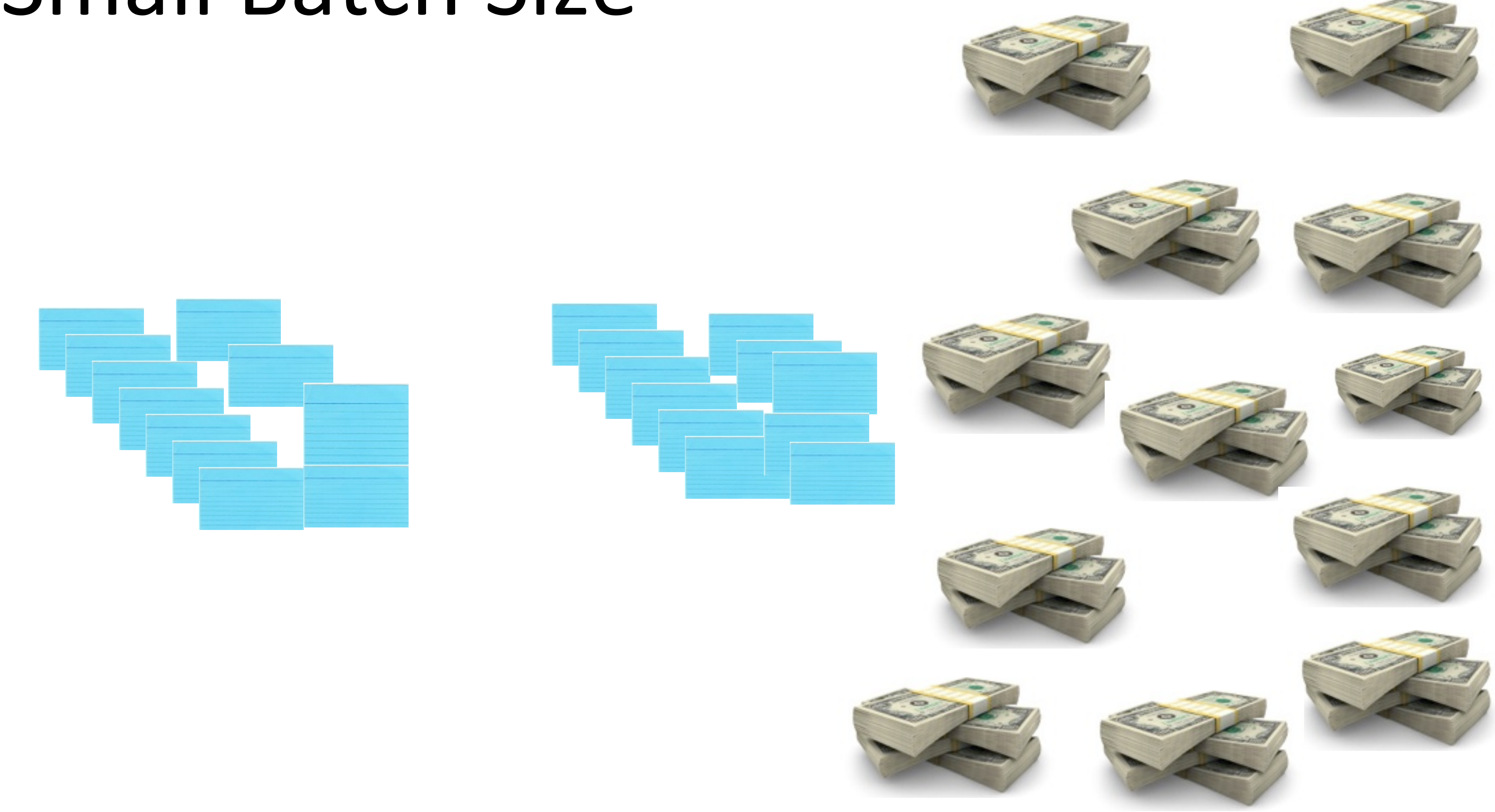


Deliver this!

Wait

Make lots of this!

Small Batch Size



… and keep going

The End of Projects

- Projects are accounting codes
- Finished Software is Dead Software
  - Living software changes
  - Dead software doesn’t
  - Living software doesn’t end
- Project thinking kills software

Wait a minute….

Project Manager

Not fair!
You misrepresent us!

We don’t

- Break up teams
- Stick doggedly to requirements

We do

- Allow change
- Consider value
- Work continually

So what is “A project”?

Why does Prince 2 contain this definition?

And what does a “Project Manager” actually *Manage*?

Problem #3: Language

“False Projects”

When the language of projects is used to discuss work which is not a project

Confusion!

Stop confusing people
Stop misleading yourselves

Beyond Projects

A new model….

Waterfall 2.0   Continuous Flow

Jonathon’s Run Fall, Pennsylvania by Hubert Stoffels (http://flickr.com/photos/22195940@N00)
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Continuous flow

- Work in the small
- Get good at doing small things
  - Deliver small increments of value
  - And evaluate results
- Go fast
- Value seeking
- Repeat, don't stop

Organize for…

Work management optimized for small

- Lots of small decisions
- Devolved authority

Base work around stable

- Teams

Aim for continuity

Could this ever work?

Seems to work well on Sand Hill Road …

- Governance by results?
- Fail fast, fail cheap?

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Beyond Projects

- It ain’t ever over
- BAU is not a dirty work

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Xanpan

Amazon or LeanPub

https://leanpub.com/xanpan

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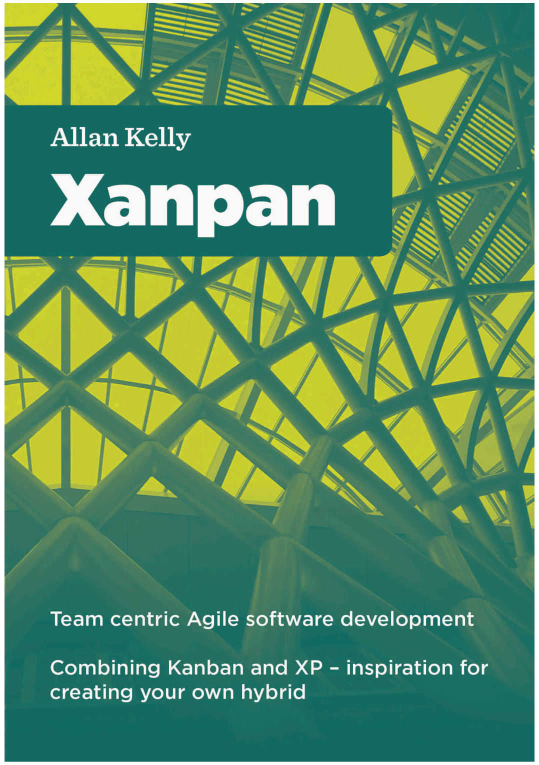

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