

POPCORN FLOW

IF CHANGE IS HARD...
MAKE IT CONTINUOUS

DID YOU REMEMBER TO RATE
THE PREVIOUS SESSION?



written, illustrated and
performed by

Claudio Perrone

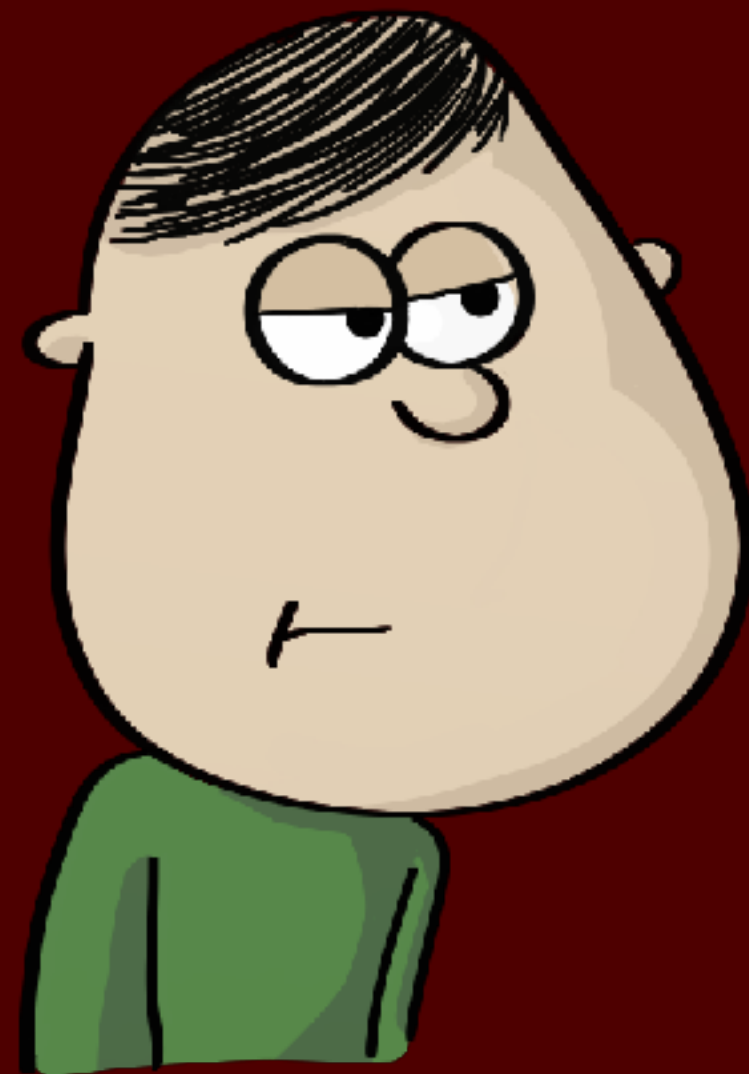


agilesensei.com
a3thinker.com
popcornflow.com



@agilesensei

INERTIA IS OUR ENEMY



Inertia

ɪˈnəːʃə/

noun

A tendency to do nothing or remain unchanged.

synonyms:

inactivity, inaction, inactiveness, inertness, passivity, apathy, accidie, malaise, stagnation, dullness, enervation, sluggishness, lethargy, languor, languidness, listlessness, torpor, torpidity, idleness, indolence, laziness, sloth, slothfulness ...



@agilesensei

WE DROWN ONE BY ONE



WE ARE LIKE ZOMBIES



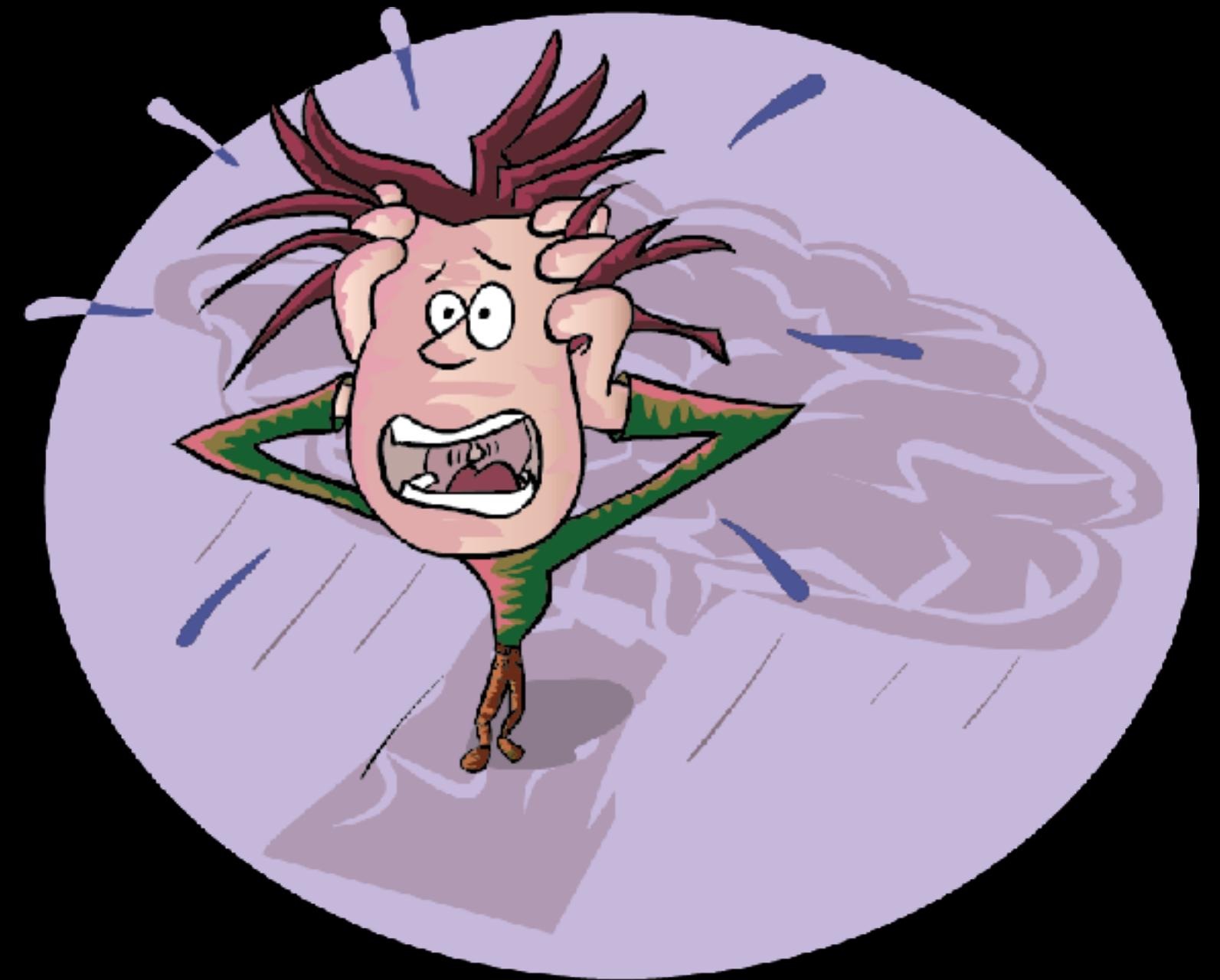
@agilesensei

MEANWHILE...

"MENACING WAVES ARE MARCHING TOWARDS US"

“ If the rate of *change* on the outside exceeds the rate of change on the inside...
...the end is near.

-- Jack Welch, former CEO at GE



@agilesensei

A satellite image of a hurricane, showing a well-defined eye and spiral cloud bands over a dark blue ocean. The image is used as a background for the text.

WE LIVE IN TURBULENT TIMES

Credit: NASA Goddard MODIS Rapid Response Team



@agilesensei

TECHNOLOGY & SOCIETY EVOLVE FASTER THAN MOST ORGANIZATIONS' ABILITY TO ADAPT

new knowledge discoveries

legal or regulatory change

“exponential” technology developments

new trends

global competition

increased business
& consumer sophistication



@agilesensei

SO, I WONDER...

HOW CAN
INDIVIDUALS & ORGANIZATIONS
MOVE FAST
LEARN FASTER
AND THRIVE
IN THIS **BRAVE NEW WORLD?**



@agilesensei

WE WANT TO IMPROVE BUT...

*Improvement
without change
is impossible.*

-- Claudio Perrone

*MOST OF US THINK
ABOUT **CHANGE** AS BIG,
SLOW AND SCARY*



@agilesensei



BUT WHAT IF WE COULD MAKE IT INFINITELY SMALL...

*... AND LEARN TO **EVOLVE FAST**,
ALMOST AS FAST AS A MICROORGANISM?*

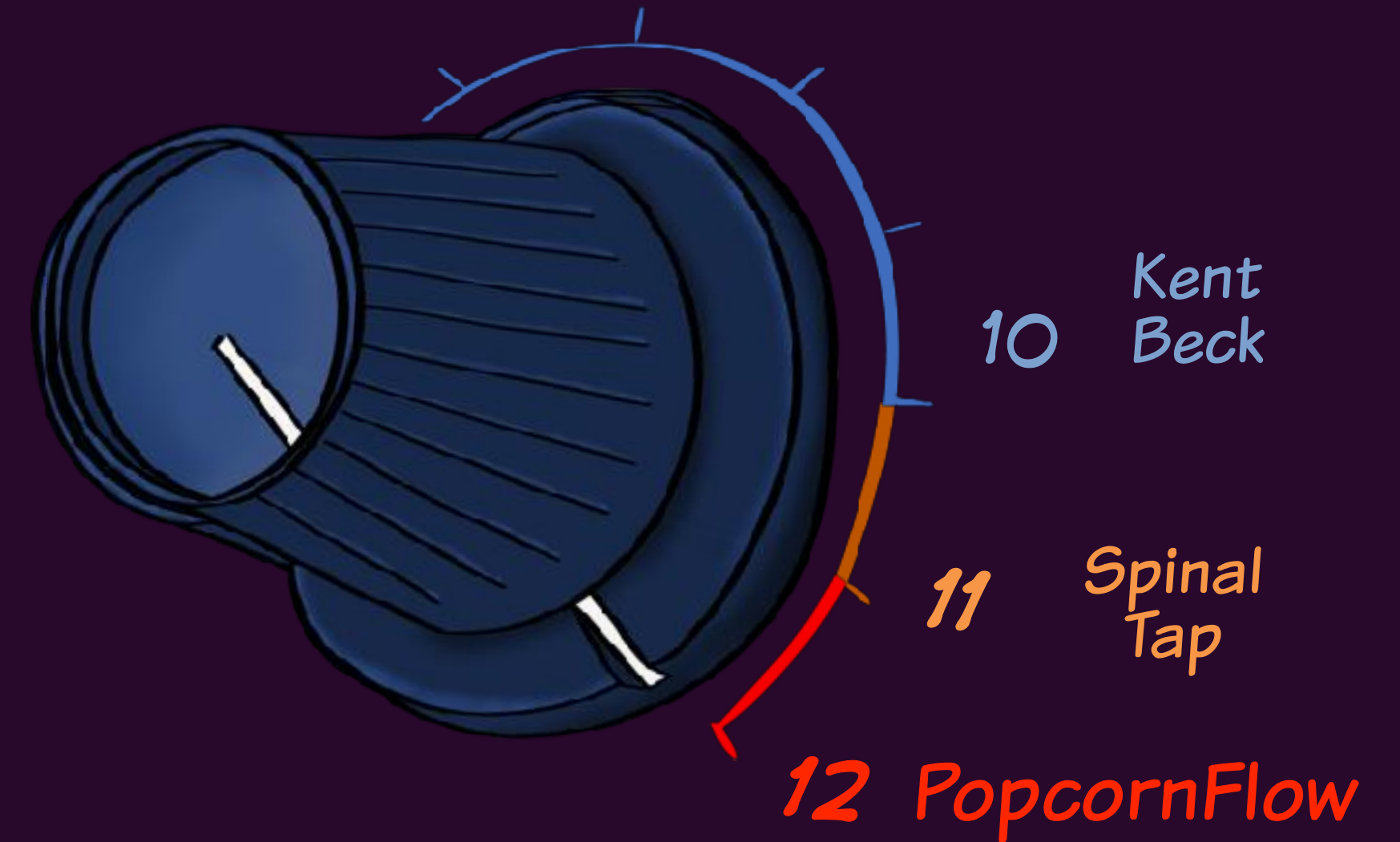


@agilesensei

HERE IS A "MAD" THOUGHT...

“If change is hard,
make it continuous.

— the “virus” principle



*TRYING TO REWIRE THE HUMAN BRAIN IS
DIFFICULT, HOWEVER.*



A BETTER OPTION IS TO ACT ON THE **SYSTEM**
- I.E. THE ENVIRONMENT IN WHICH DECISIONS ARE MADE.

...BUT HOW?



ENTER POPCORNFLOW



POPCORNFLOW CAPTURES A PRAGMATIC, ANTI-FRAGILE PHILOSOPHY...



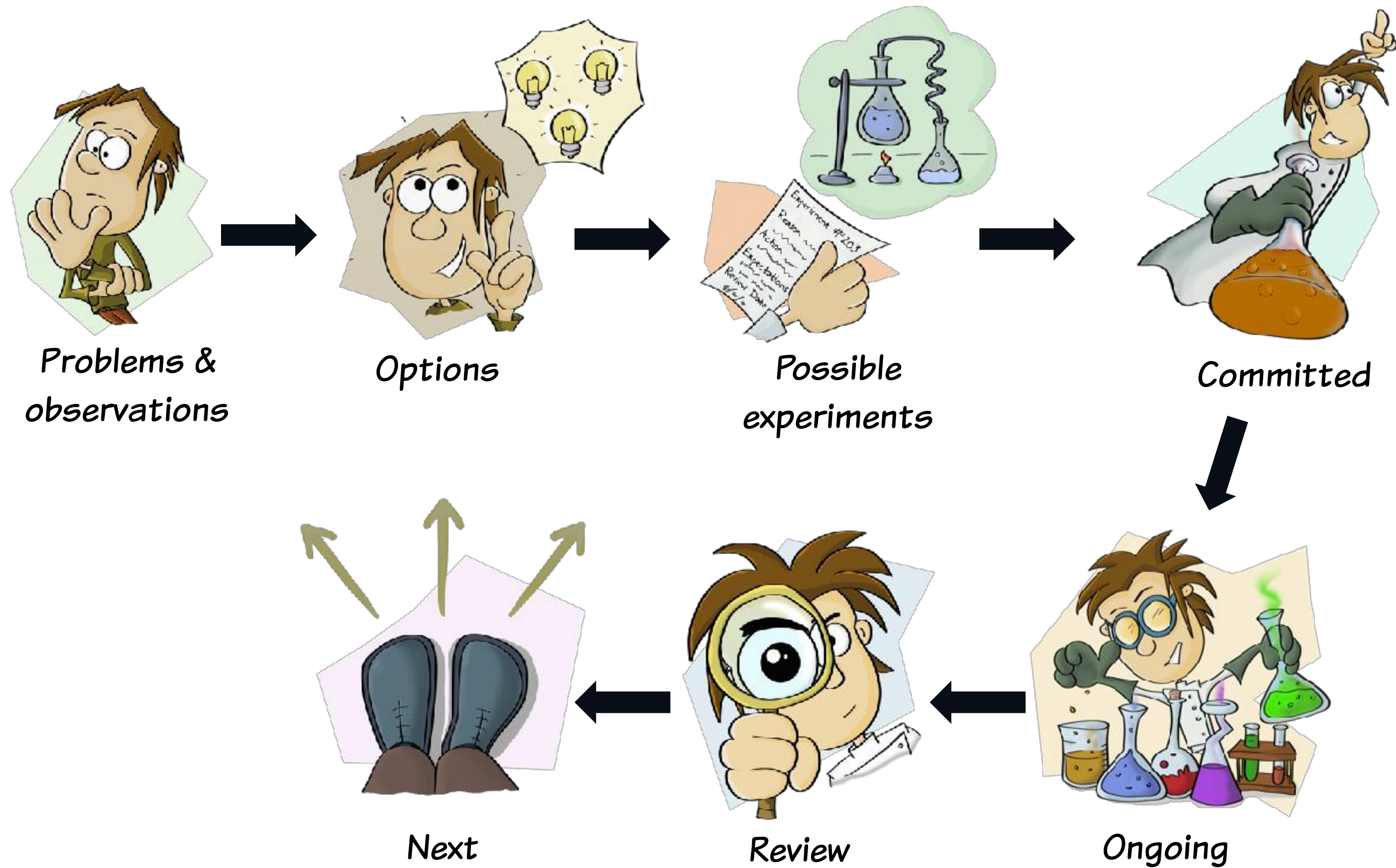
Inertia is our enemy

As a consequence:

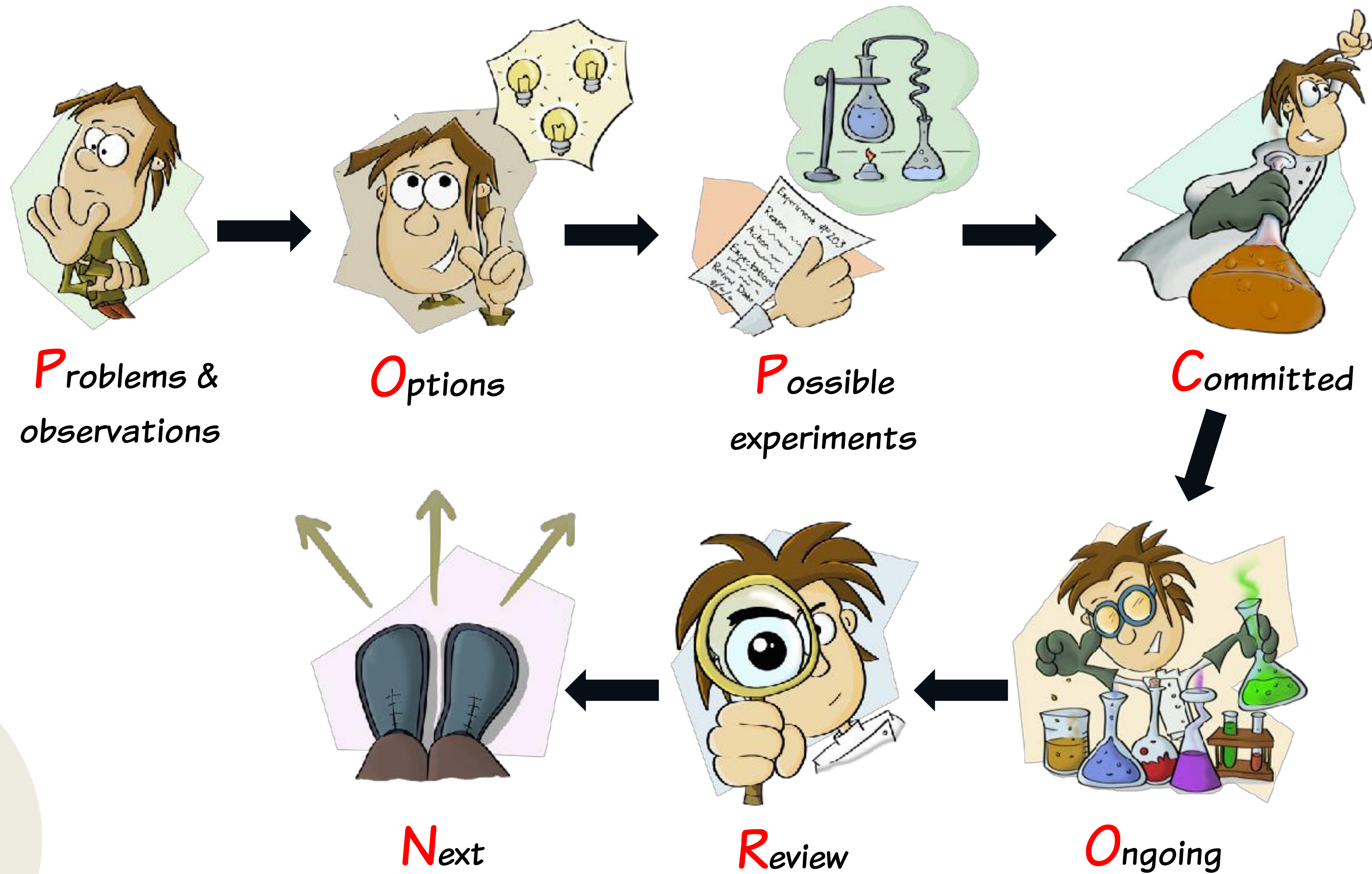
- 1 If change is hard, make it continuous (*Virus Principle*).
- 2 It's not only what you do
but also what you learn by doing it that matters (*Ladder Principle*).
- 3 Everybody is entitled to their own opinion, but...
A shared opinion is a fact (*Freedom Principle*).
- 4 It's not "fail fast, fail often"...
It's "learn fast, learn often" (*Skateboarder Principle*).
- 5 Small bets, big payoff (*Option-Trader Principle*).



... AND A 7-STEP DECISION CYCLE



... AND A 7-STEP DECISION CYCLE

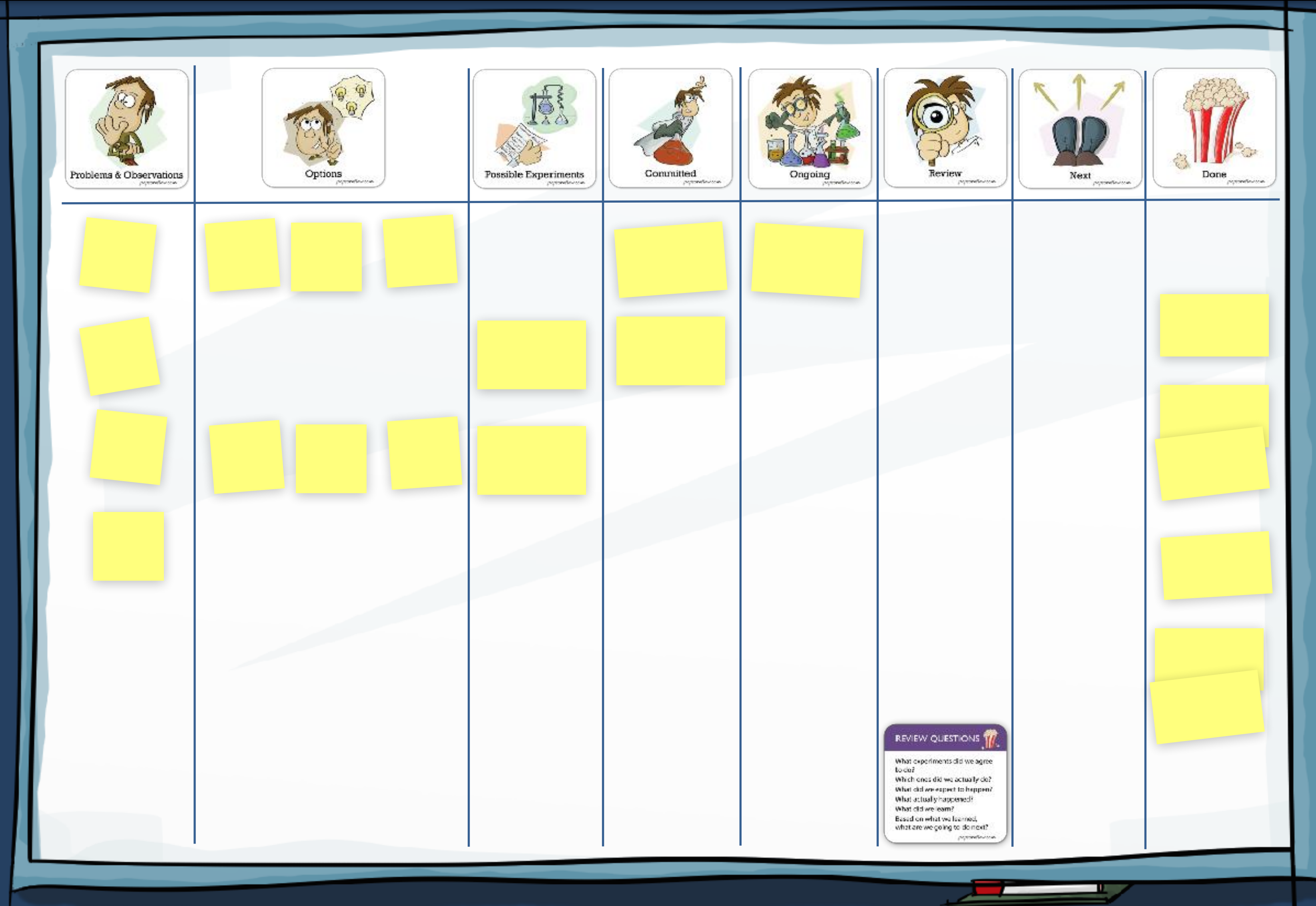


<http://popcornflow.com>



@agilesensei

A "POPCORNFLOW BOARD" BRINGS TO THE SURFACE A LEARNING STREAM

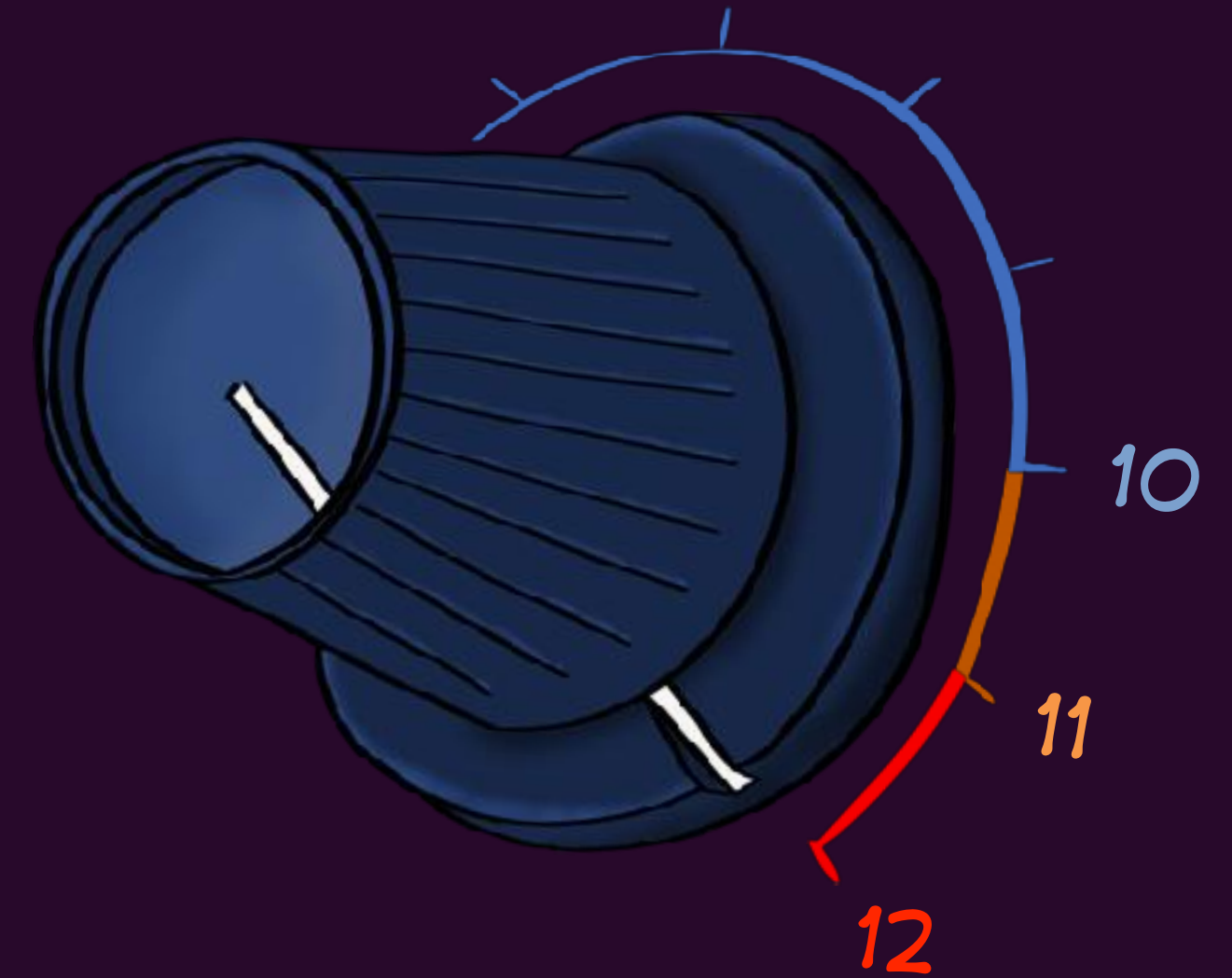


YOU SEE...

“

*It's not only what you **do** but also what you **learn** by doing it that matters..*

— the “ladder” principle



@agilesensei

IT STARTS WITH PROBLEMS & OBSERVATIONS

TIME

Piles of work

Fear to f* * *
things up

Aggressive deadlines

We're slow to deliver

Legacy systems

Queues

Quality sucks
could improve

Dependencies

Risk

Need more people!

We never seek options

Decisions take forever

Innovate! Ehm... How?

We are soo

bloody reactive

We work in silos

Not much time for
reflection

Is failure ever

celebrated here?

How does the
customer think?

How do people get
anything done over here?

Too many competing
priorities

Do we have
the right
mindset?

Are we effective
or just efficient?



Are we just producing widgets
or solving business problems?



@agilesensei

"MOANING" 24/7 RARELY HELPS :-)



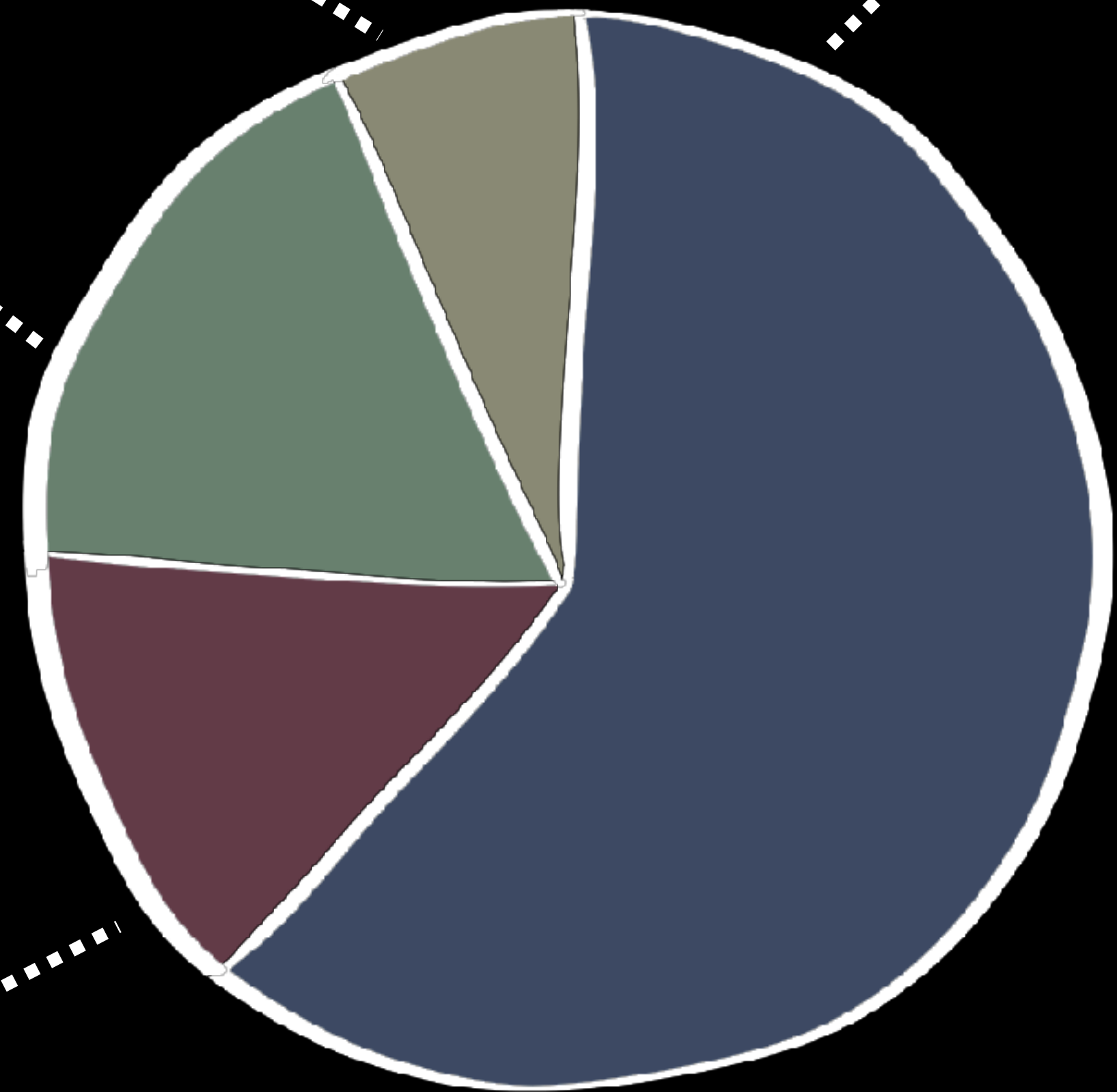
Augusto "Gus" Evangelisti

I did everything I could,
but my peers/managers are idiots

I moan but I know
I'm wrong

I moan but I'm unable
to make my point with
peers/management

I only moan and do
nothing about it



<https://mysoftwarequality.wordpress.com/2013/10/10/stop-moaning-be-the-change/>



@agilesensei

*I SEE PROBLEMS AS AN EASY ENTRY POINT
TO HACK INTO THE SYSTEM*

TIME

Piles of work

Fear to f* **
things up

Aggressive deadlines

We're slow to deliver

Legacy systems

Queues

Quality sucks
could improve

Dependencies

Risk

Need more people!

We never seek options

Decisions take forever

Innovate! Ehm... How?

We are soo

bloody reactive

We work in silos

Not much time for
reflection

Is failure ever
celebrated here?

How does the
customer think?

How do people get
anything done over here?

Too many competing
priorities

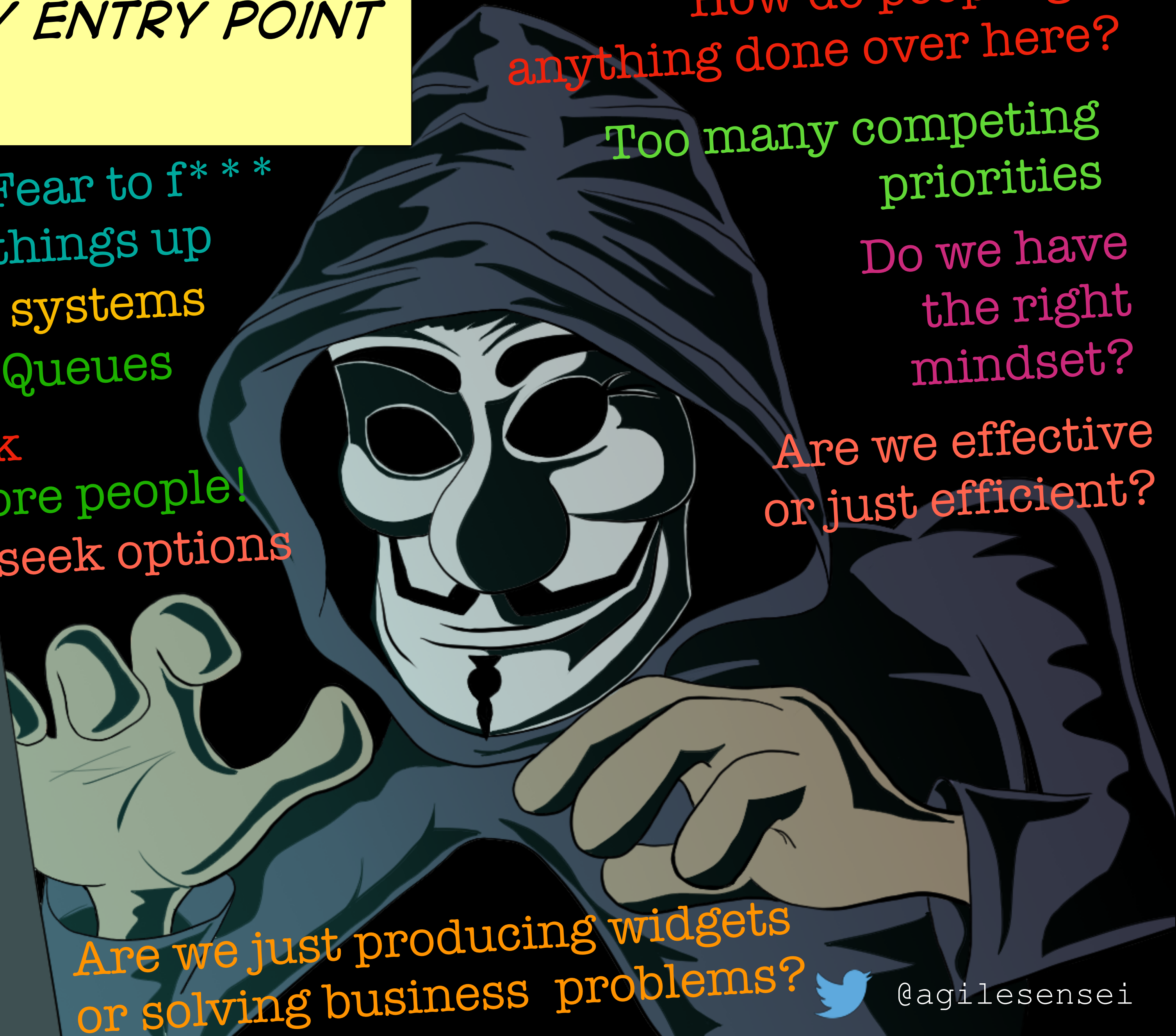
Do we have
the right
mindset?

Are we effective
or just efficient?

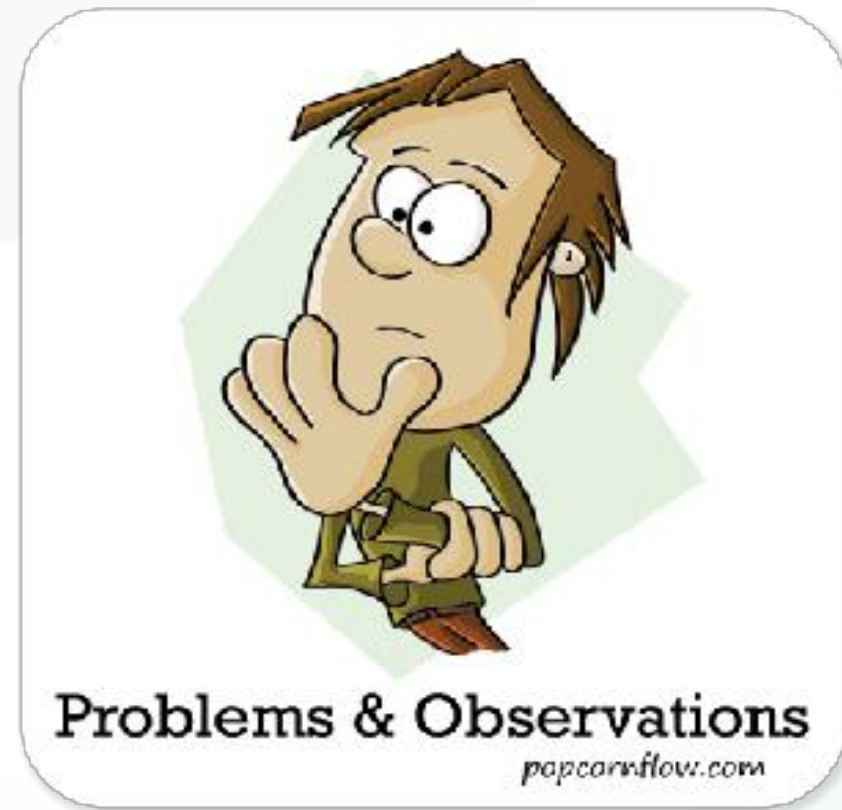
Are we just producing widgets
or solving business problems?



@agilesensei



FOR EXAMPLE,



@agilesensei

*TO BEAT INERTIA, I'M HAPPY TO MAKE PROGRESS EVEN
WITH IMPERFECT INFORMATION. AS A CONSEQUENCE...*

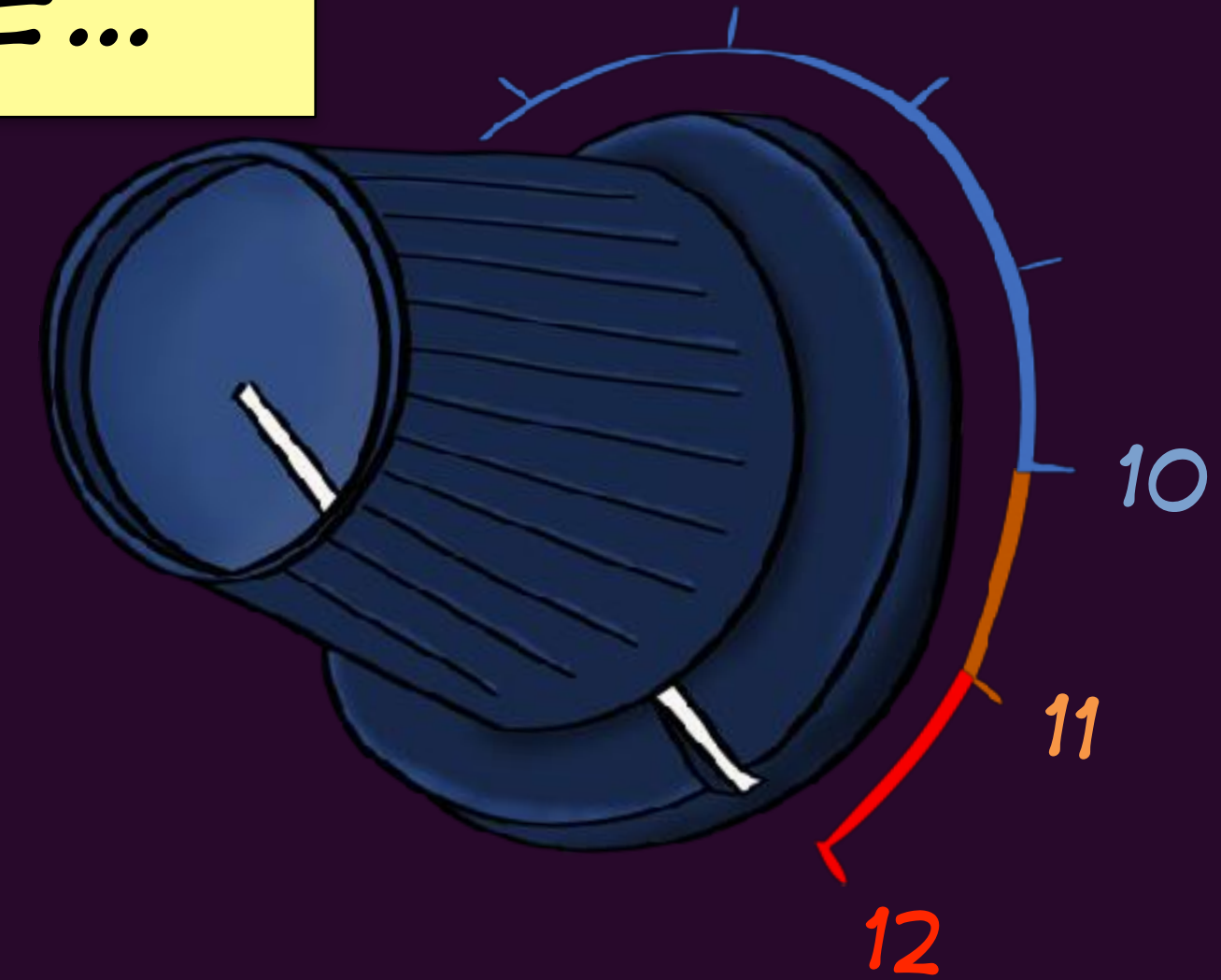
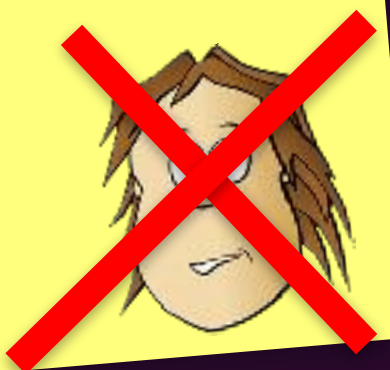
“

*Everybody is entitled to their own
opinion, but...*

A shared opinion is a fact.

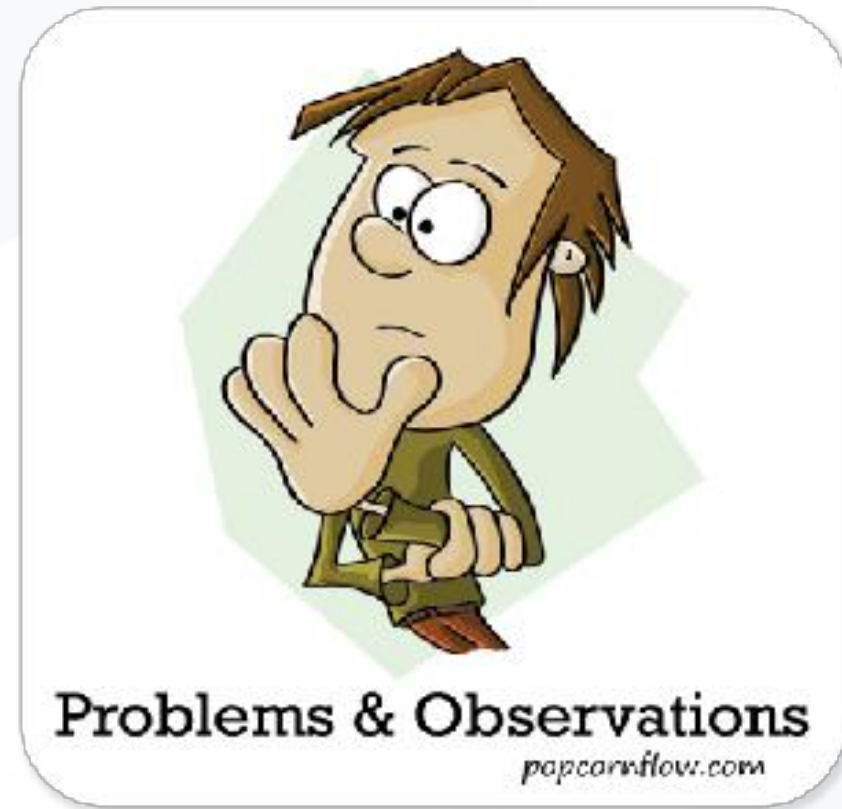
— the “freedom” principle)

The quality
of our code
sucks.



@agilesensei

... I USE SHARED OBSERVATIONS TO CREATE/ELICIT OPTIONS ("RULE OF THREE").



The quality
of our code
sucks.

Code review

BDD

Pair
Programming



@agilesensei

PROMISING OPTIONS LEAD TO A BACKLOG OF POSSIBLE EXPERIMENTS.



Options

popcornflow.com



Possible Experiments

popcornflow.com



Committed

popcornflow.com

Code review

BDD

Pair
Programming

Action: Let's
pair program
for 3 days

pair to write
(manual) BDD
scenarios for
next 3 features



@agilesensei

EXPERIMENTS THAT WE COMMIT TO PURSUE HAVE AN ACTION, REASON, EXPECTATION AND REVIEW DATE.



Committed

popcornflow.com



Ongoing

popcornflow.com

Action: Let's pair program
Reason: Code quality sucks

Expectations:

- Perception is that code is better
- We'll like it & want to keep doing it

Duration: 3 days

Review Date: dd/mm/yy



@agilesensei

AT EACH RETROSPECTIVE, WE ASK EXACTLY THESE QUESTIONS:



Ongoing

popcornflow.com



Review

popcornflow.com



com.

REVIEW QUESTIONS



What experiments did we agree to do?

Which ones did we actually do?

What did we expect to happen?

What actually happened?

What did we learn?

Based on what we learned, what are we going to do next?

popcornflow.com

Action: Let's pair program

Reason: Code quality sucks

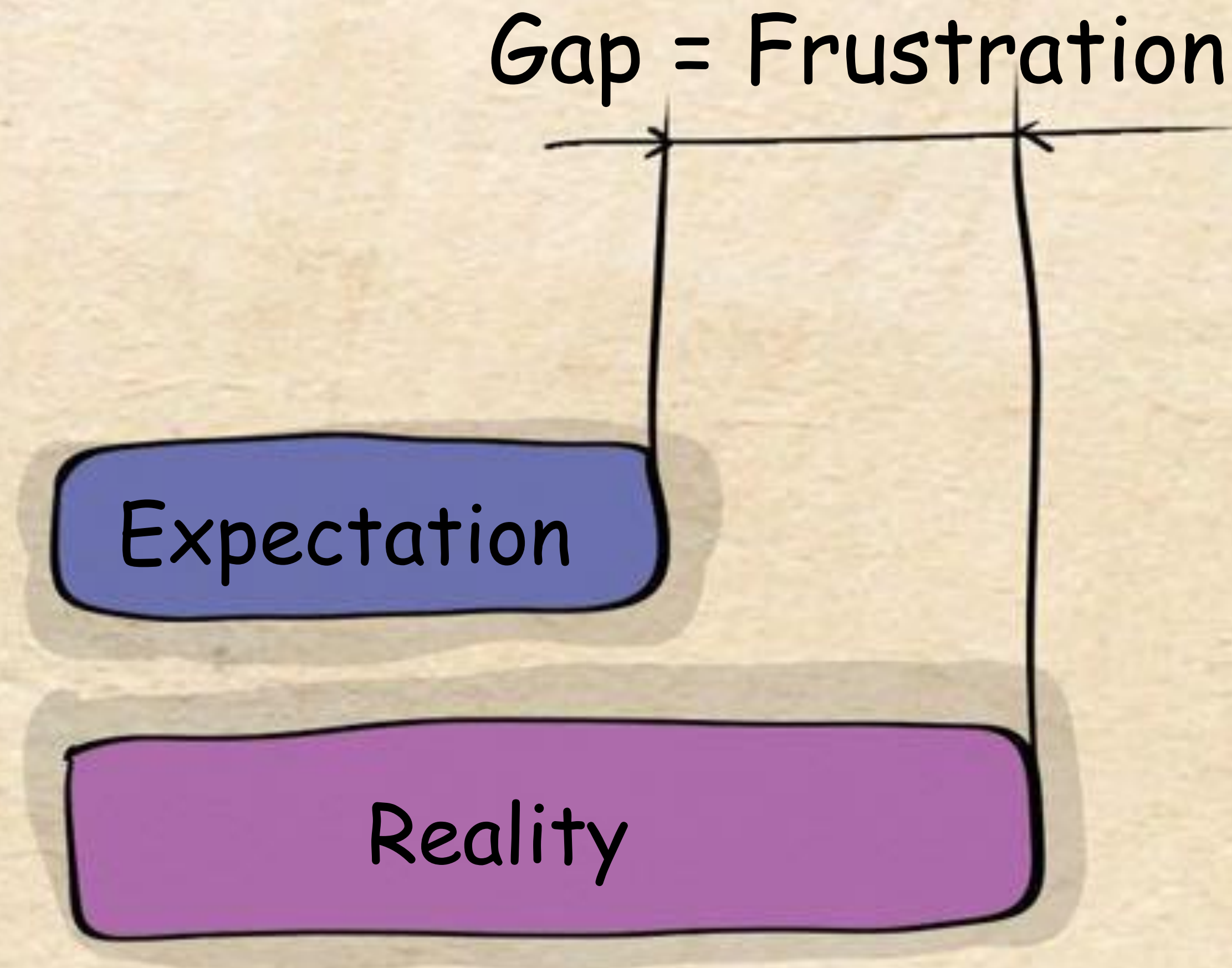
Expectations:

- Perception is that code is better
- We'll like it & want to keep doing it

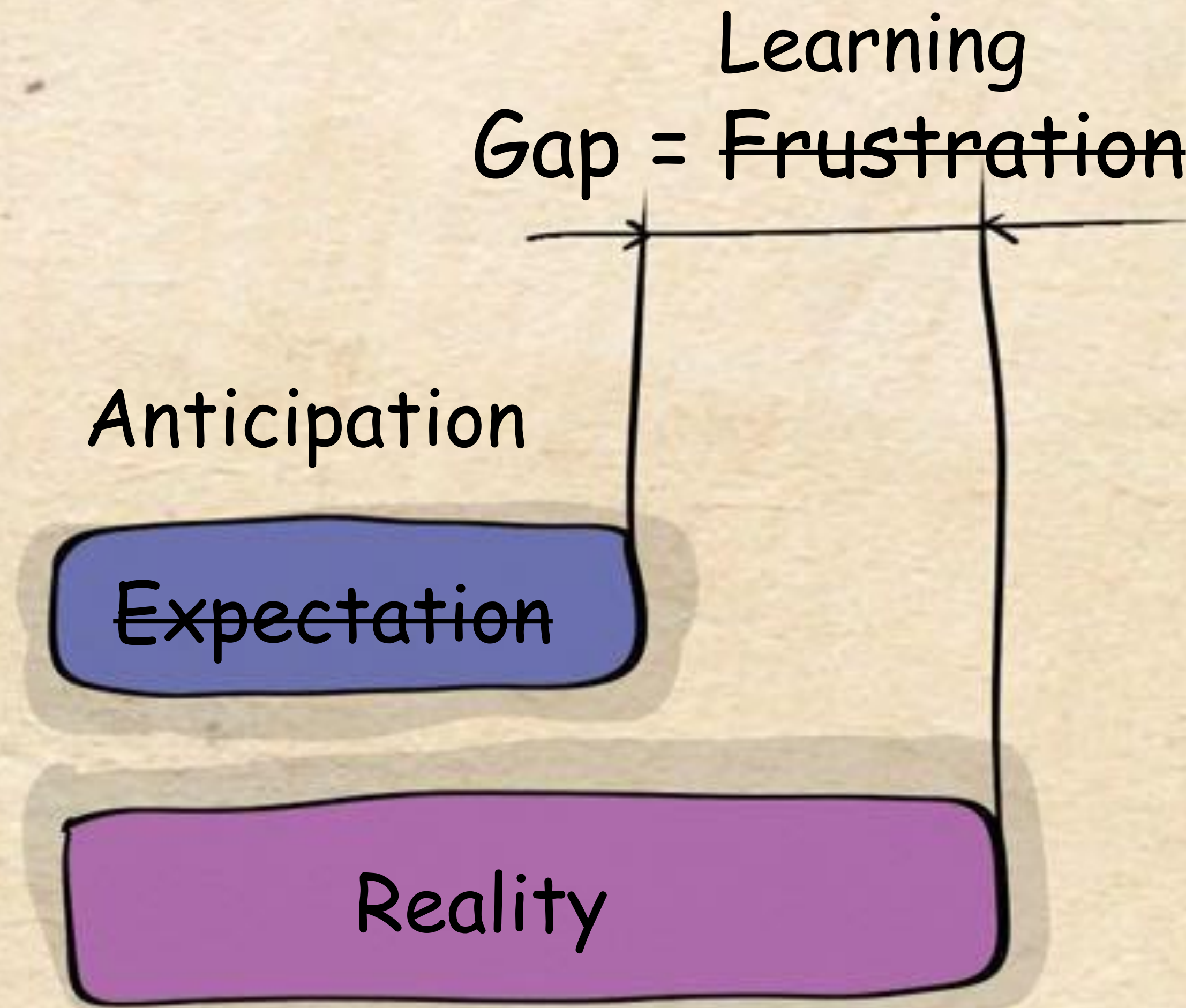
Duration: 3 days

Review Date: dd/mm/yy

SOME PEOPLE FEAR "FAILURE" ...



*... BUT WE ONLY REALLY "FAIL" WHEN WE
LIMIT OUR OPPORTUNITIES TO LEARN*



*BESIDES, CAN YOU REALLY
LEARN IF YOU ARE NOT
PREPARED TO FAIL?*

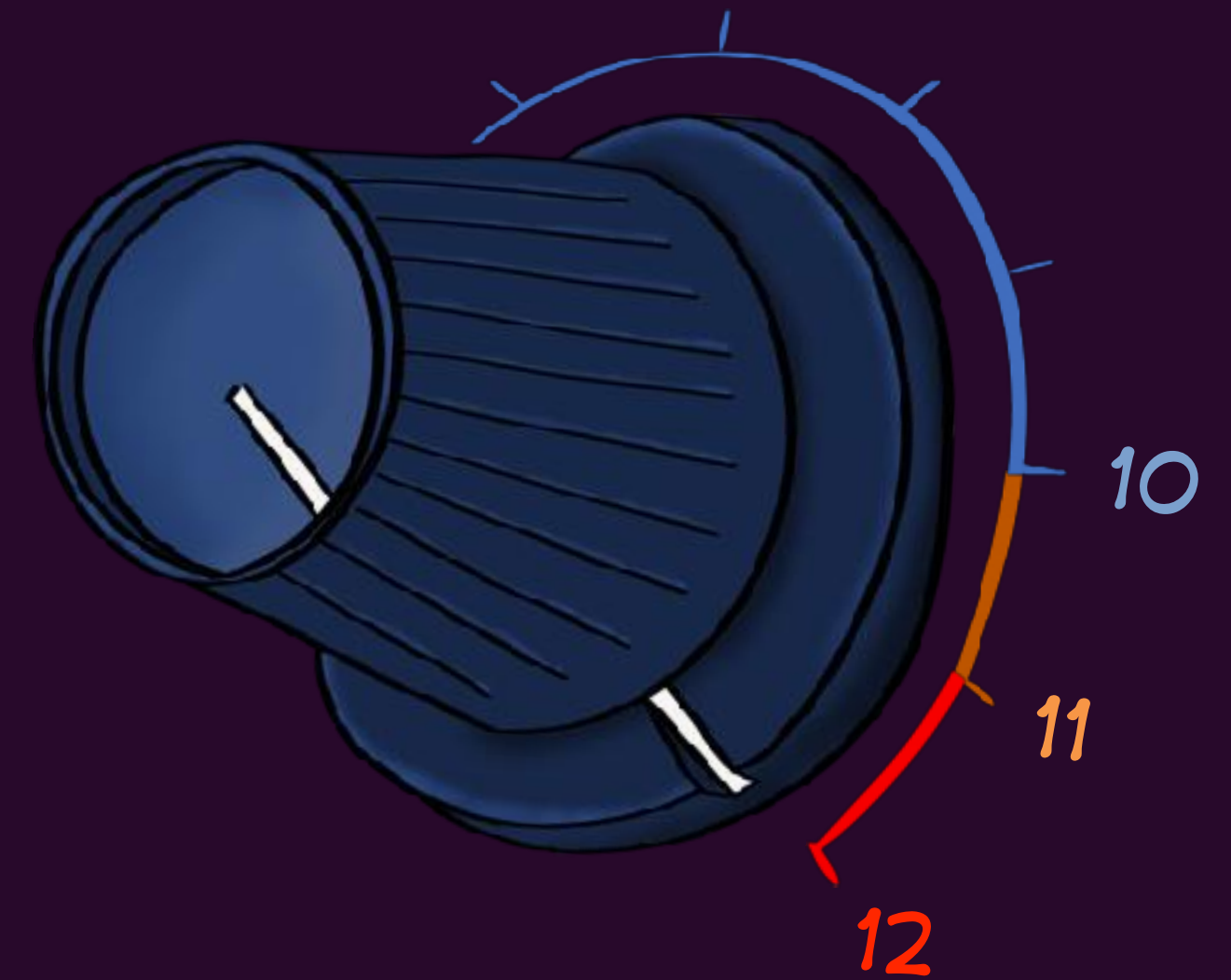


AFTER ALL...

“

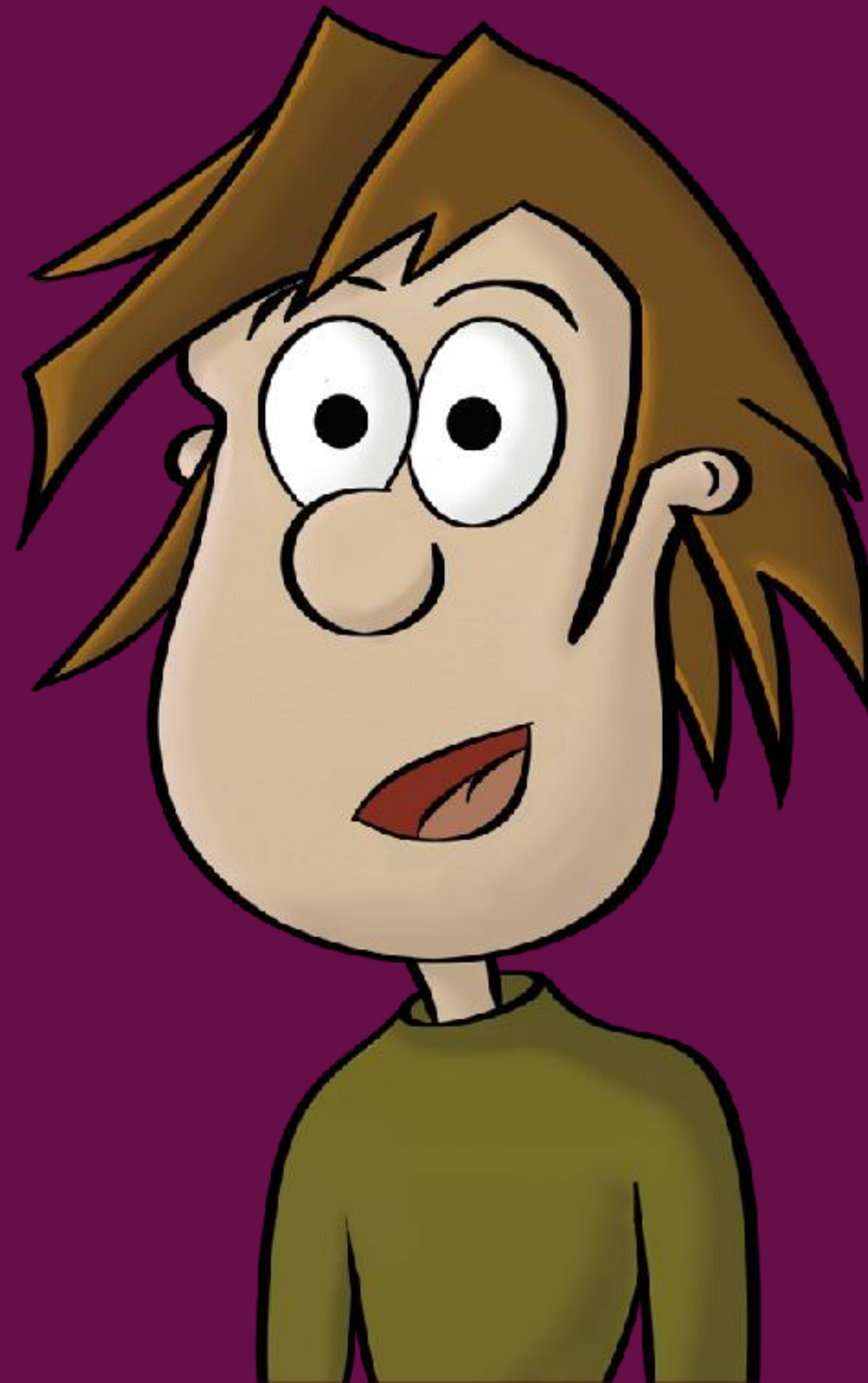
*It's not “fail fast, fail often”...
It's “learn fast, learn often”.*

— the “skateboarder” principle



*RATHER THAN JUST **SURVIVE** UNCERTAINTY...*

*... WE WANT TO **EXPLOIT** IT!*

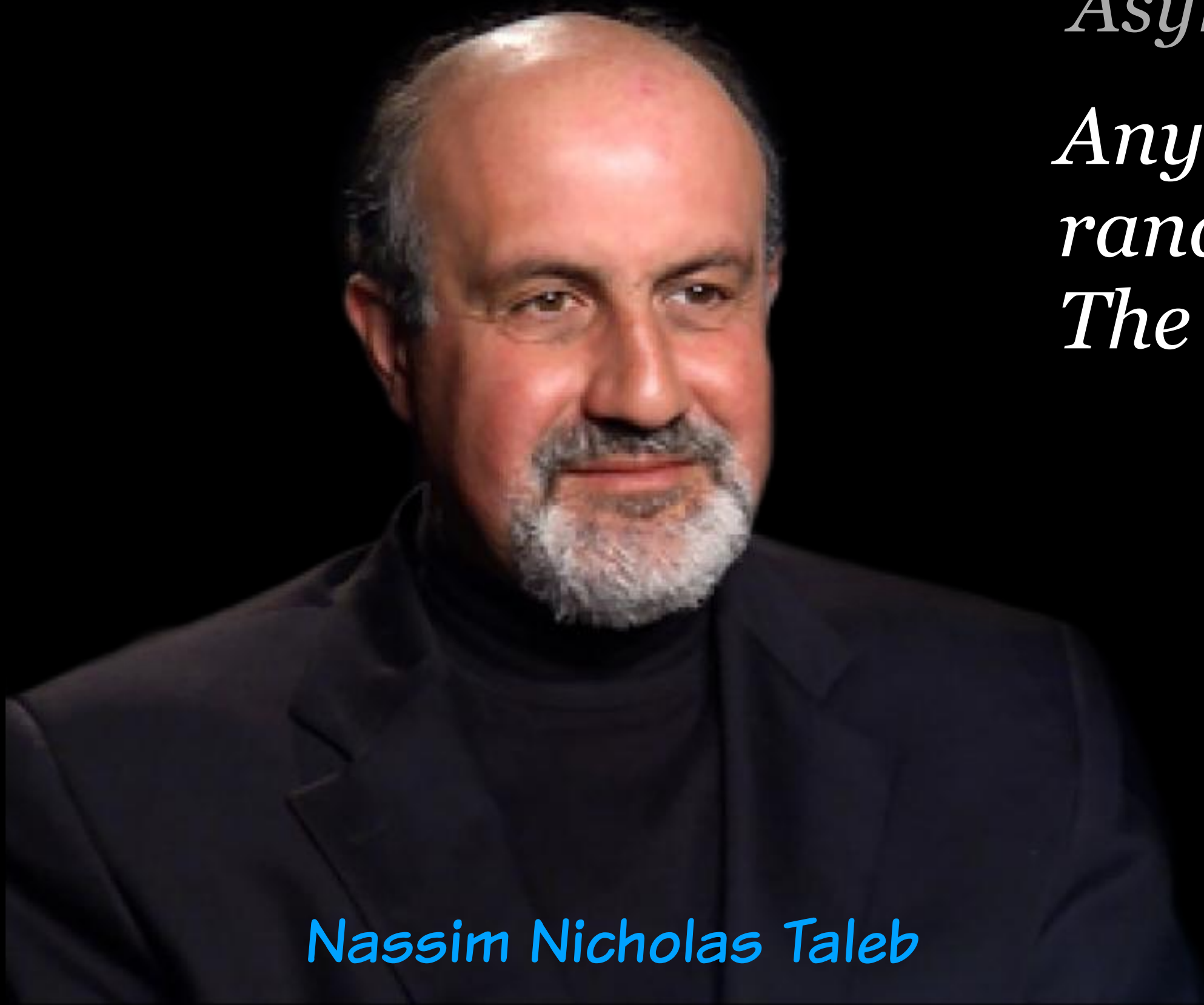


CRUCIALLY...

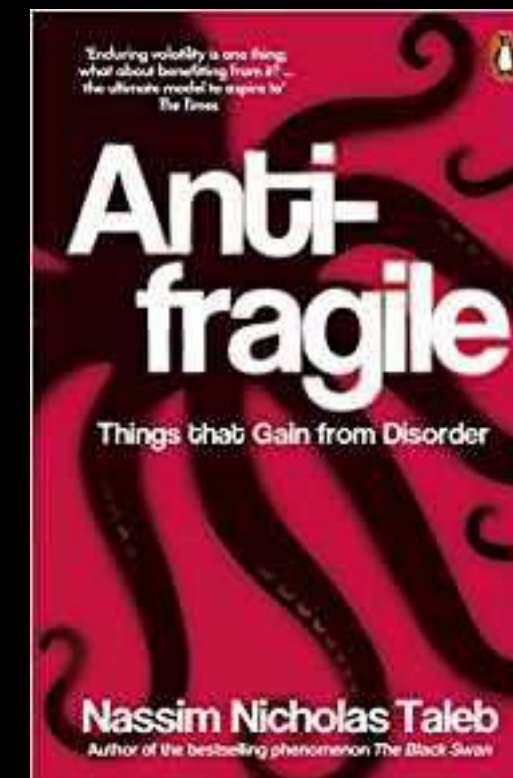
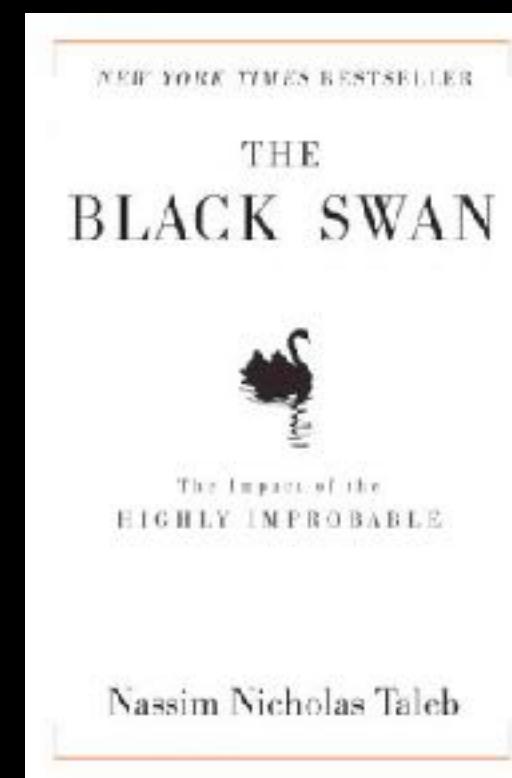
“*Some things gain from disorder.*”

Asymmetry test:

*Anything that has more upside than downside from random events (or certain shocks) is **anti-fragile**. The reverse is fragile.*

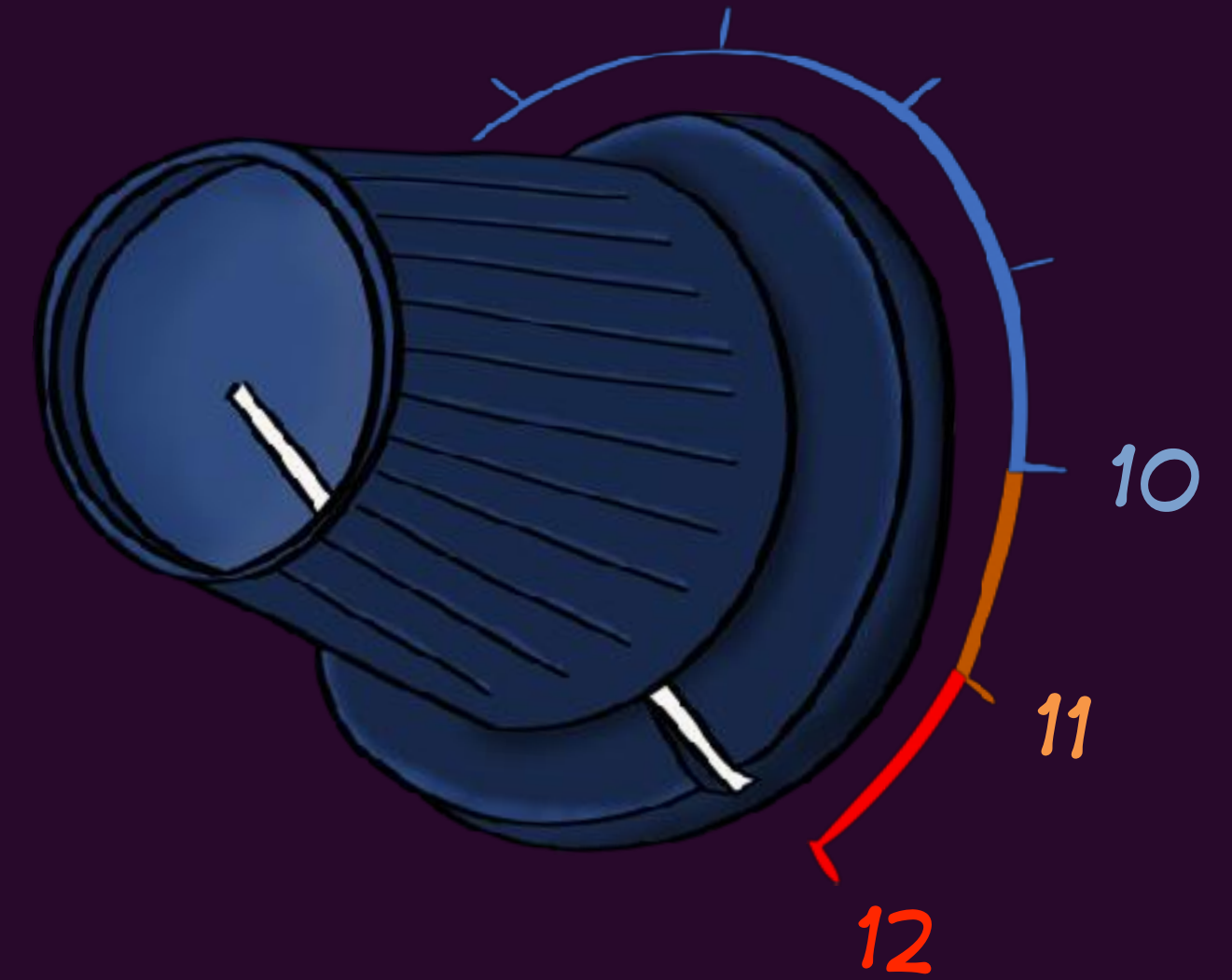


Nassim Nicholas Taleb



@agilesensei

AND SO...



“

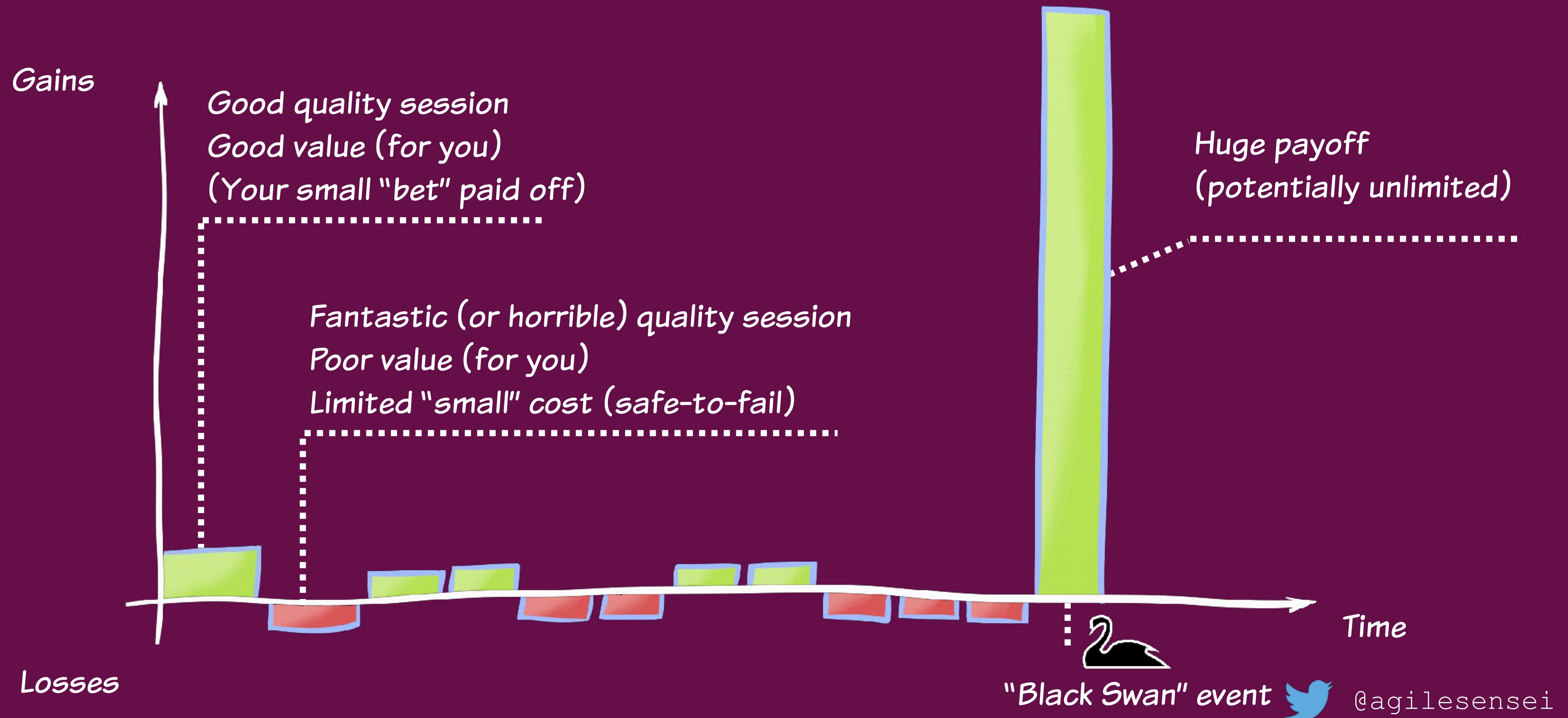
Small bets, big payoff.

— the “option trader” principle



@agilesensei

YOUR PARTICIPATION TO THIS CONFERENCE IS AN EXAMPLE OF HOW YOU CAN USE VARIABILITY, OPTION ASYMMETRY AND TIME TO YOUR ADVANTAGE



RIGHT FROM THE BEGINNING, I KNEW THAT POPCORNFLOW WAS DIFFERENT.



*... BECAUSE I SAW ONCE-TROUBLED TEAMS BEING ABLE
TO HANDLE 5-10 CHANGE EXPERIMENTS EACH WEEK...*



*... QUICKLY NEGOTIATE CHANGE AND CONVERGE
TO SUCCESS*



@agilesensei

Experiment: "Fix as you go": If found small bugs (less than 20mins), just branch and fix them. Do a pull request and mark the id on the card.

Reason: too much bureaucracy for small bugs.

Expectation:

- developer happy to fix things as needed without lengthy triages.

Experiment: Pair on JIT analysis

Reason: We are moving towards JIT analysis to reduce sprint planning and moving to continuous flow.

Expectation:

- DoD created

Experiment: Do an Analytics meet-up to show how analytics work in <new kanban tool>

Reason: <product owner> needs some form of predictability.

Expectation:

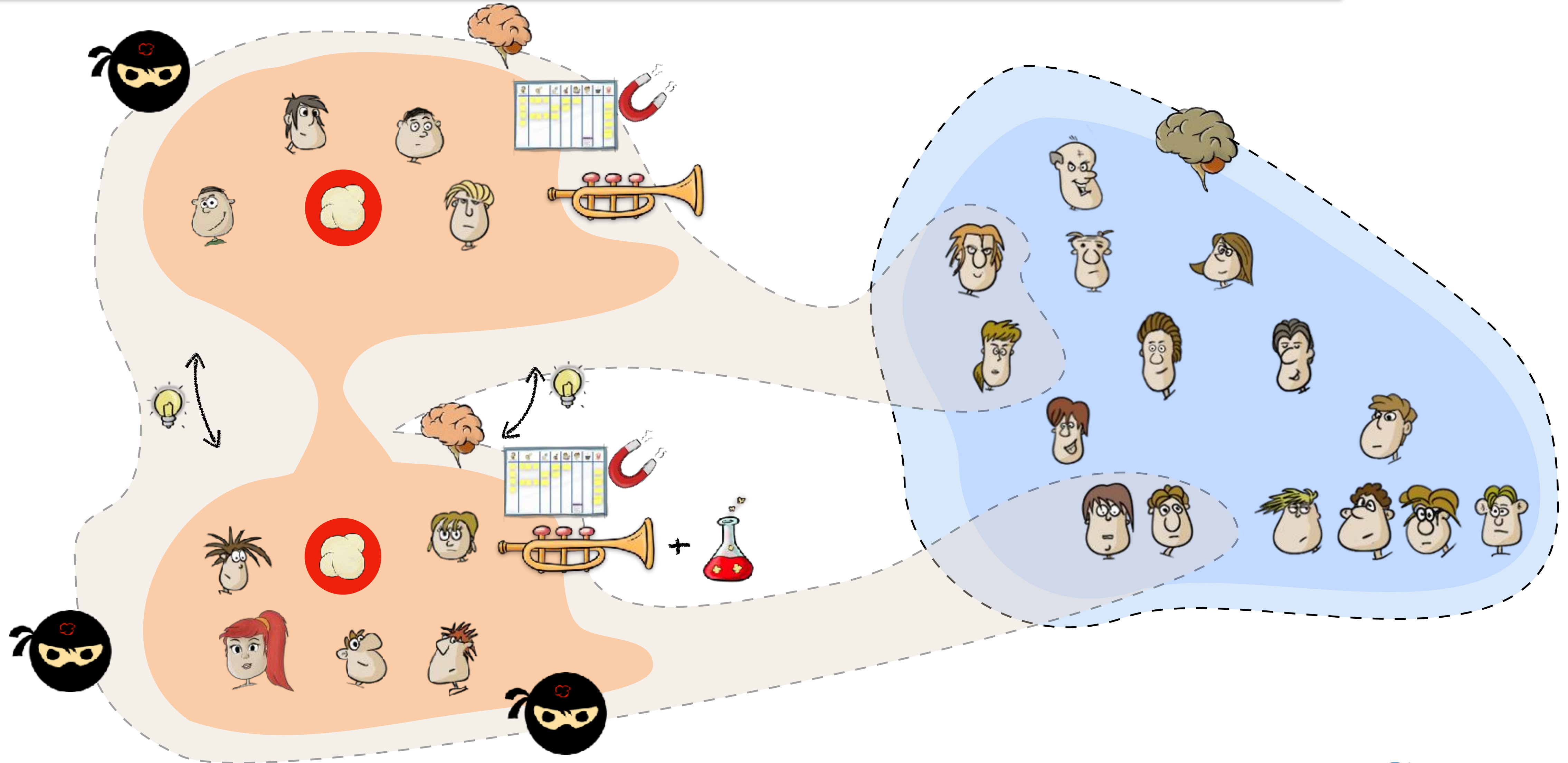
- Po/Team are aware of what's possible now with the current level of analytics
- We have better understanding of if, how, when we can improve forecasting with minimum amount of estimation.



POPCORNFLOW IS LIKE AN "ALIEN" TECHNOLOGY...



VIRUS-LIKE PATTERNS ARE EMERGING TO DISRUPT THE STATUS QUO...



... AND "TERRAFORM" ORGANIZATIONS



@agilesensei

*IMAGINE A CONTINUOUS FLOW OF EXPERIMENTS TO ACCELERATE
THE RATE OF CHANGE IN EVERY CORNER OF YOUR ORGANIZATION...*



... HOW FAR WOULD YOU GO?



www.scurri.co.uk

*The change to our business
has been transformational.*

*Last year, our company revenue grew by **10x**.
and the coaching that Claudio provided
was the bedrock for our success.*

— Rory O' Connor, CEO at Scurri



*we manage parcel deliveries
for some of the world's biggest online retailers*



@agilesensei

TODAY, POPCORNFLOW IS ENTERING MORE ORGANIZATIONS



@agilesensei

*ITS FAST AND LIGHTWEIGHT **DECISION CYCLE** THAT CAN BE HIRED
TO GET MANY 'JOBS' DONE*



@agilesensei

*POPCORNFLOW IS TOUCHING LIVES EVEN OUTSIDE
THE BUSINESS WORLD...*



@agilesensei

A WHILE AGO, MATTEO HAD A PROBLEM



Problems & Observations

I want to sell snails. Mummy says that nobody would buy them. But she doesn't know that.



@agilesensei

***SO, HE CREATED 16 OPTIONS...
IN LESS THAN 1 HOUR!***

Options



I want to sell snails. Mummy says that nobody would buy them. But she doesn't know that.

I could ask kids I know if they want to buy it

I could make a video about everything that I'm going to do with the snails that I'm selling

I could make a youtube video with tips about

I could put a sign on the door saying "snails for sale"

Make a weekend sale on Saturday with everything half price

Make & sell a snail-sized bike

Make a snail

I could give up. I'll never give up.


I can make a snail spooky ride and sell it

Maybe on some days I may sell them for free

I can make a snail workshop where I say everything I

*HIS FIRST EXPERIMENT DIDN'T BRING THE RESULTS
THAT HE HAD HOPED FOR*

YouTube Search



0:00 / 1:30

Analytics Video Manager

Snails for sale!!!

Matteo Perrone

Channel settings

@agilesensei 36 views

HIS SIGN WAS PROMISING TOO, BUT DIDN'T WORK OUT EITHER



@agilesensei

*NO MATTER WHO
AND HOW HE ASKED...*

*... NOBODY
WANTED TO BUY
HIS SNAILS*



@agilesensei

WHAT WOULD YOU DO?

“ *I could give up.
I’ll never give up.*

-- Matteo Perrone

MATTEO DECIDED TO EXPLORE A NEW OPTION

I will make a comic book with a story about snails with Daddy. (I don't want daddy to miss out on the fun). I'll sell it for €4.99... is is a good price?

24th Jun 2016



HE WORKED FURIOUSLY ON
AN EPIC ADVENTURE



@agilesensei

WED, JUNE 15 2016

HIS 4-PAGE MVP EARNs HIM HIS FIRST €20...

... IN HIS SLEEP!



<http://popcornflow.com/snails>



Did you enjoy what I've done so far?
Show me your support and I'll send you a PDF
when I'm finished!

I'll give 50% of my profits to help fund the
soft-play area in my school.

Donation Amount:

0.99

EUR

Donate

*48 HOURS
LATER...*

€91.02



@agilesensei

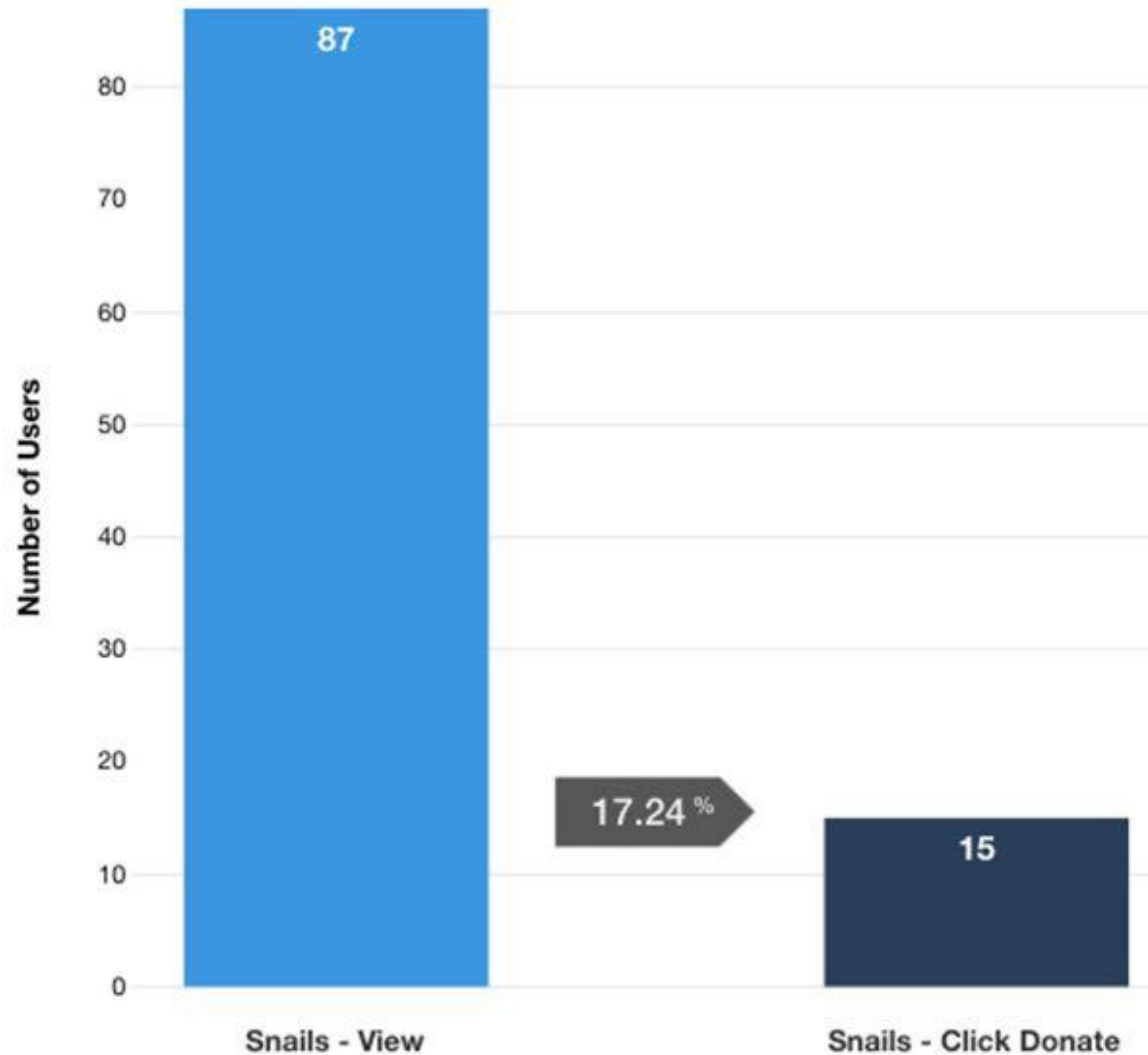
*FOR A LONG TIME, HE
BEGGED PEOPLE TO VISIT
HIS LANDING PAGE*



<http://popcornflow.com/snails>

***1 OUT OF 6 PEOPLE WHO VIEWED THAT PAGE
END UP SUPPORTING THIS CHEEKY MONKEY***

<http://popcornflow.com/snails>



@agilesensei

*CONTINUOUS EVOLUTION IS
A WAY OF LIFE*



MUTANTS EXIST AND ARE AMONG US



“Every single week,
I’m 5 experiments older.
When you’ll die, how old
would you rather be?
Two experiments old...
Or twenty thousands?”

-- Claudio Perrone

*AND THEN,
WHAT IF...*



... POPCORNFLOW COULD ENABLE
FRIENDLY STRANGERS TO
AFFECT GLOBAL CHANGE?

I'M CRAZY ENOUGH TO DARE



<http://www.globalgoals.org/>



@agilesensei

FINAL THOUGHTS

“

*In times of change,
learners inherit the earth...*

*... while the learned
find themselves beautifully equipped
to deal with a world
that no longer exists.*

-- Eric Hoffer



@agilesensei

WE LIVE IN TURBULENT TIMES INDEED...



@agilesensei

... AND IT'S AWESOME!





NEXT IS NOW

Wanna dig deeper?

Option 1: Join my workshop tomorrow.

Option 2: Bug me in the corridors.

Option 3: Bring me to your place.

PLEASE,
REMEMBER TO
RATE THIS SESSION.
THANK YOU!



Claudio Perrone



claudio@agilesensei.com

www.agilesensei.com

[@agilesensei](https://twitter.com/agilesensei)



[@agilesensei](https://twitter.com/agilesensei)