

Dan North  
@tastapod

Scaling  
Without

a

Katherine Kirk  
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Religious  
Methodology



# Please help us...

## Business stakeholders

IT is so slow to deliver!  
IT is expensive, poor value  
Too many "surprises"  
PMO tells us too late!

## PMO and Change groups

IT always blow their estimates  
and can't stick to a plan  
How can we govern and report?  
We don't even know if their work  
is aligned with the org!

## Development

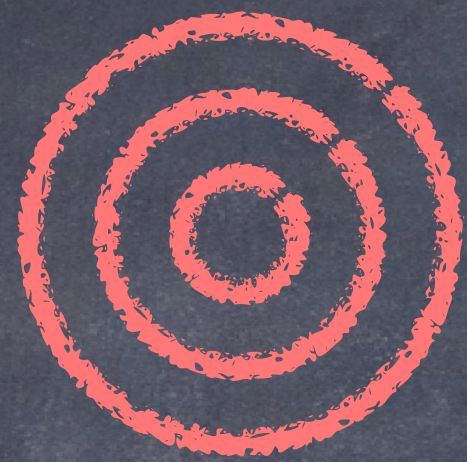
We know we are slow...  
but we are working so hard!  
Business doesn't trust us  
PMO micromanages us  
Infrastructure is a bottleneck  
Our landscape is so complicated!

## Infrastructure

We want to help but dev teams  
won't tell us what they need  
Our procurement cycle is annual  
so we have to know in advance



# What are we doing so wrong?



"You are aiming at the wrong target"

Cost Accounting



cost and profit centres

local "performance" targets

busyness and effort

vs

Throughput Accounting



whole org creates value

identify and resolve bottlenecks

lead time and throughput



# Oh right, we get it!

Business stakeholders

Lean/Agile™ will save us!

PMO and Change groups

Lean/Agile™ will save us!

Development

Lean/Agile™ will save us!

Infrastructure

Lean/Agile™ will save us!





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# Please help us...

## Business stakeholders

Lean/Agile™ didn't save us!  
Or whatever it was those  
IT folks were doing

## PMO and Change groups

Lean/Agile™ didn't save us!  
People were even more  
reluctant to give estimates.  
They even have a #hashtag

## Development

Lean/Agile™ didn't save us!  
It's the same old  
command-and-control,  
just with different labels

## Infrastructure

Lean/Agile™ didn't save us!  
Now they are even less likely  
to know what they want



# Please help us...

Business stakeholders

That thing we tried was  
working ok, and then  
it stopped working!

PMO and Change groups

That thing we tried was  
working ok, and then  
it stopped working!

Development

That thing we tried was  
working ok, and then  
it stopped working!

Infrastructure

That thing we tried was  
working ok, and then  
it stopped working!



How do we always end up here?

That thing we tried was  
working ok, and then  
it stopped working!



# Some things are inevitable

You wait. Time passes....  
Thorin waits.

You wait. Time passes....  
Thorin waits.

You wait. Time passes....

You wait. Time passes....

You wait. Time passes....



# Some things are inevitable

Degradation stimulates maintaining, transforming

Dysfunction stimulates innovating, challenging

Expiry stimulates creating, starting over

Applies to people, products, process, strategy, organisations



# Why does this happen?

Change drives the need to adapt

Interdependency drives the need to collaborate

Imperfection drives the need to iterate

These are the drivers of Lean and Agile methods



Packaged methods don't last!



Packaged methods can't last!



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# First a word about religion

religion (n): the structures, constraints and rituals we humans accrete around a kernel of faith because we fear uncertainty so we invent answers.

— Dan North



Influence

Education

Leadership

- Consistent
- Invested
- Resilient

Time

Table stakes\*

\*necessary but not sufficient

Investment

Communications

Practise

External help



# Based on simple principles

People are basically good

- "Everyone is trying to help"

Sustainable flow of value is the goal

- We need to learn new metrics and techniques

Theory of Constraints: one constraint at a time

- "The Goal" as a book club



# This is Literally\* all of it

Visualise → Stabilise → Optimise

Start small, get data

Learn from mistakes, iterate

\*not literally



# Summing up

Don't be fooled!

You can't defeat the universe

Mastery is understanding how to work with the grain.  
This means adapting, iterating and combining techniques  
for your context and the changes around you.

There is no magic formula, but there is hope

This all takes education, time, practise, and other things



# Thanks for Listening

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