

How to bake a change

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Understand the goal



=> Product management

=> Product development

Understand the goal

Baking the cake right

Ship faster

- without cutting corners

Spend less

- without hurting performance

Improve quality

- without adding overhead

Baking the right cake

Find the target

- understand customer needs

Hit the target

- build products customers want

Stay on target

- adapt to a changing market

Understand the goal

Meet lots of people

“Listen like you don’t know the answer”

What **delights** them? What **frustrates** them?

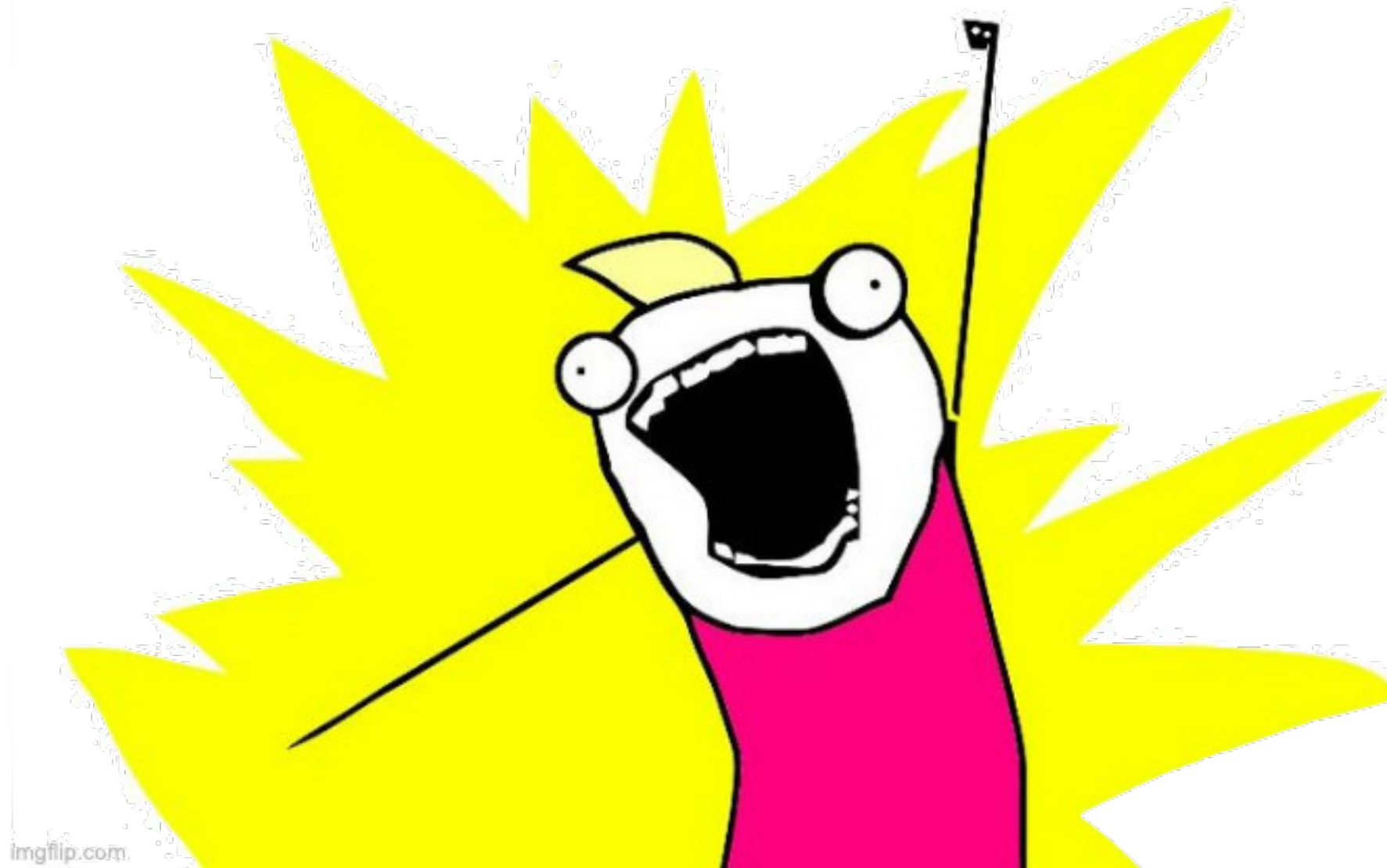
Listen for the **story behind the story**

Play back what you learned, with **options**

Decide where to **start**

You cannot

FIX ALL THE THINGS!



Use the **Rule of 63***:

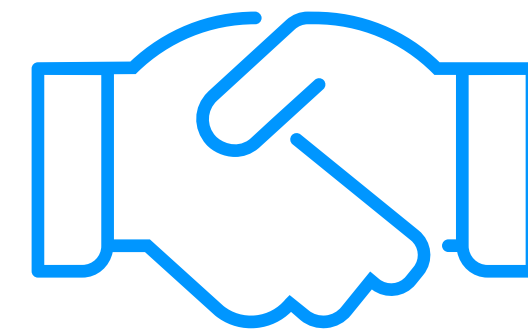
Pick 3, suck up
the other 60!

* <https://dannorth.net/go/63>

Seek vertical alignment

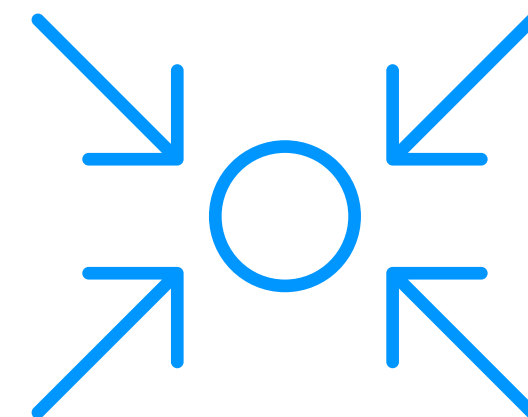
Establish **buy-in** from **top to bottom**

- “What’s in it for me?”



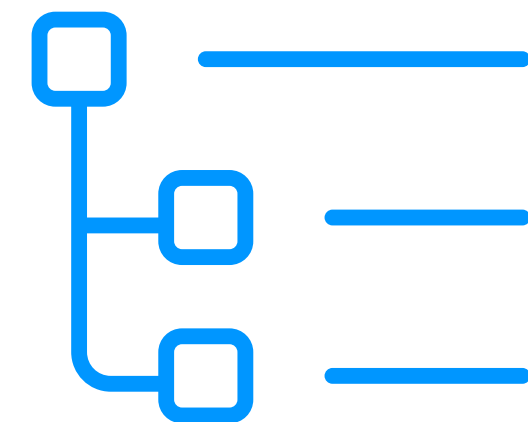
Start small and focused

- choose one programme or initiative
- 50-100 people



Federate the goal through **OKRs**

- tangible, measurable, *exciting!*
- for both the cake and the method



Seek horizontal alignment

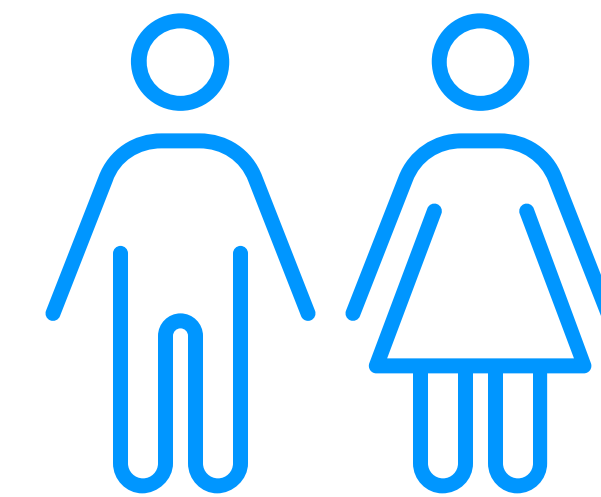
Align measurement through common metrics

- flow metrics: lead time, throughput, WIP
- human metrics: robust surveys



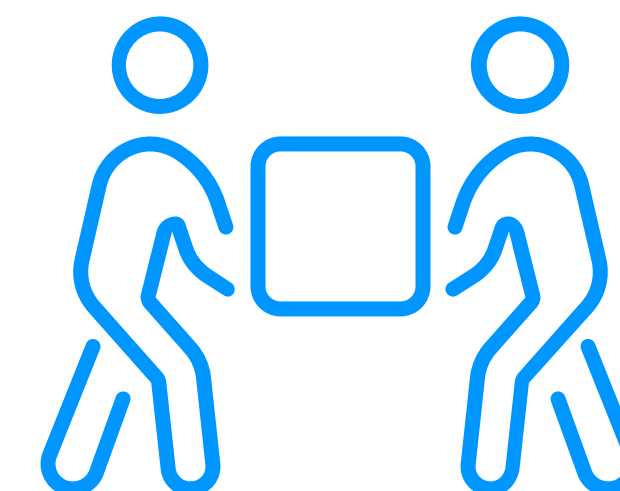
Align ways of working by connecting people

- through formal practices and informal communities
- harvest and amplify; make teams famous!



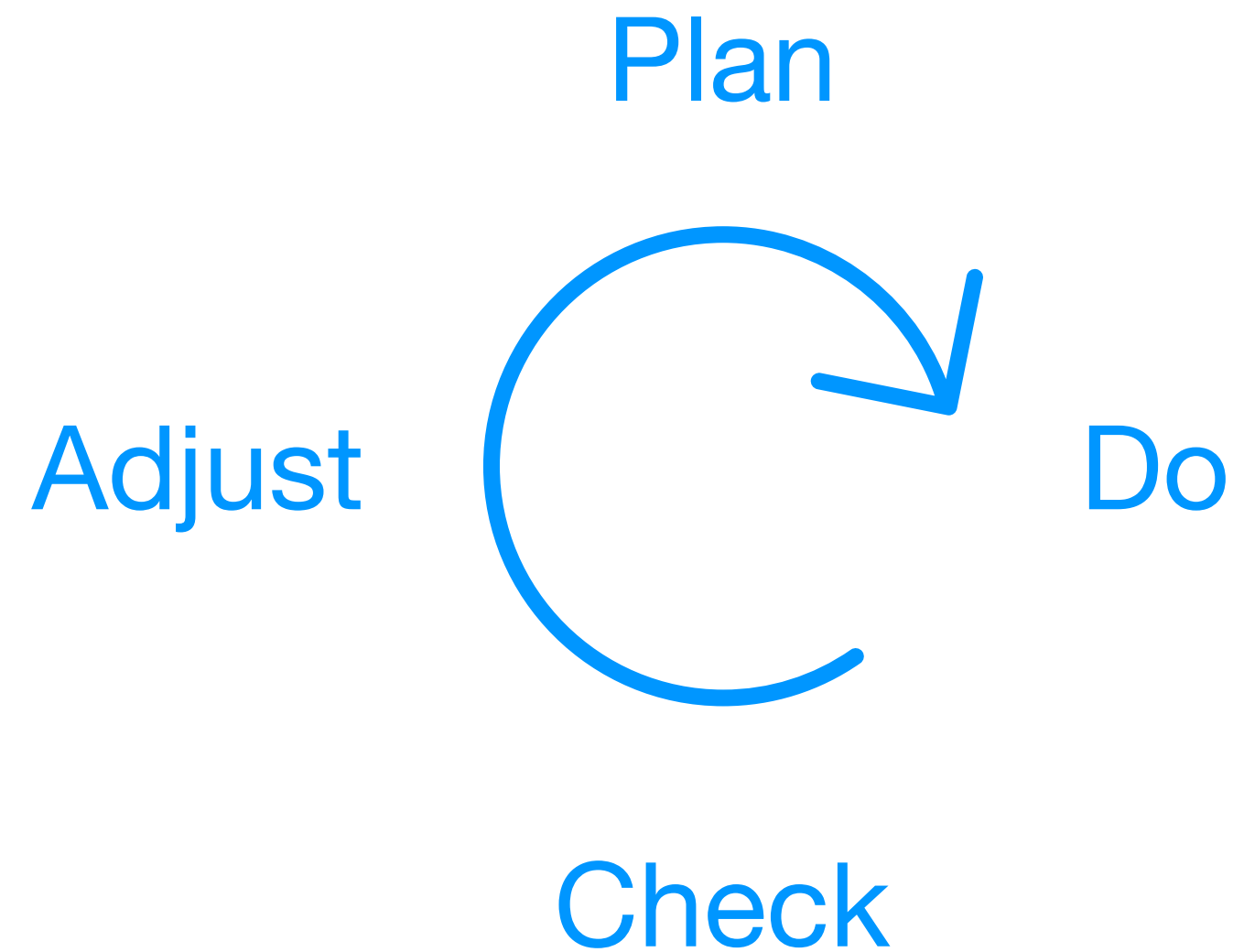
Encourage collaboration on shared goals

- shift from scarcity mindset to abundance mindset

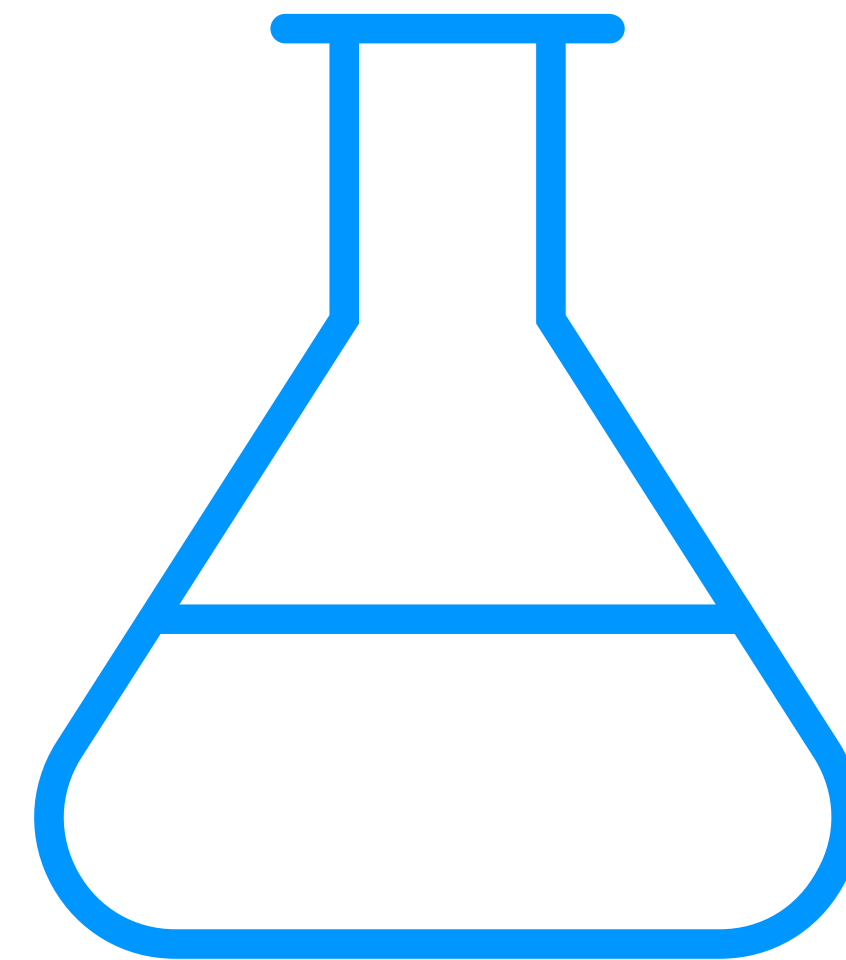


Explore some of those options!

Deming cycles



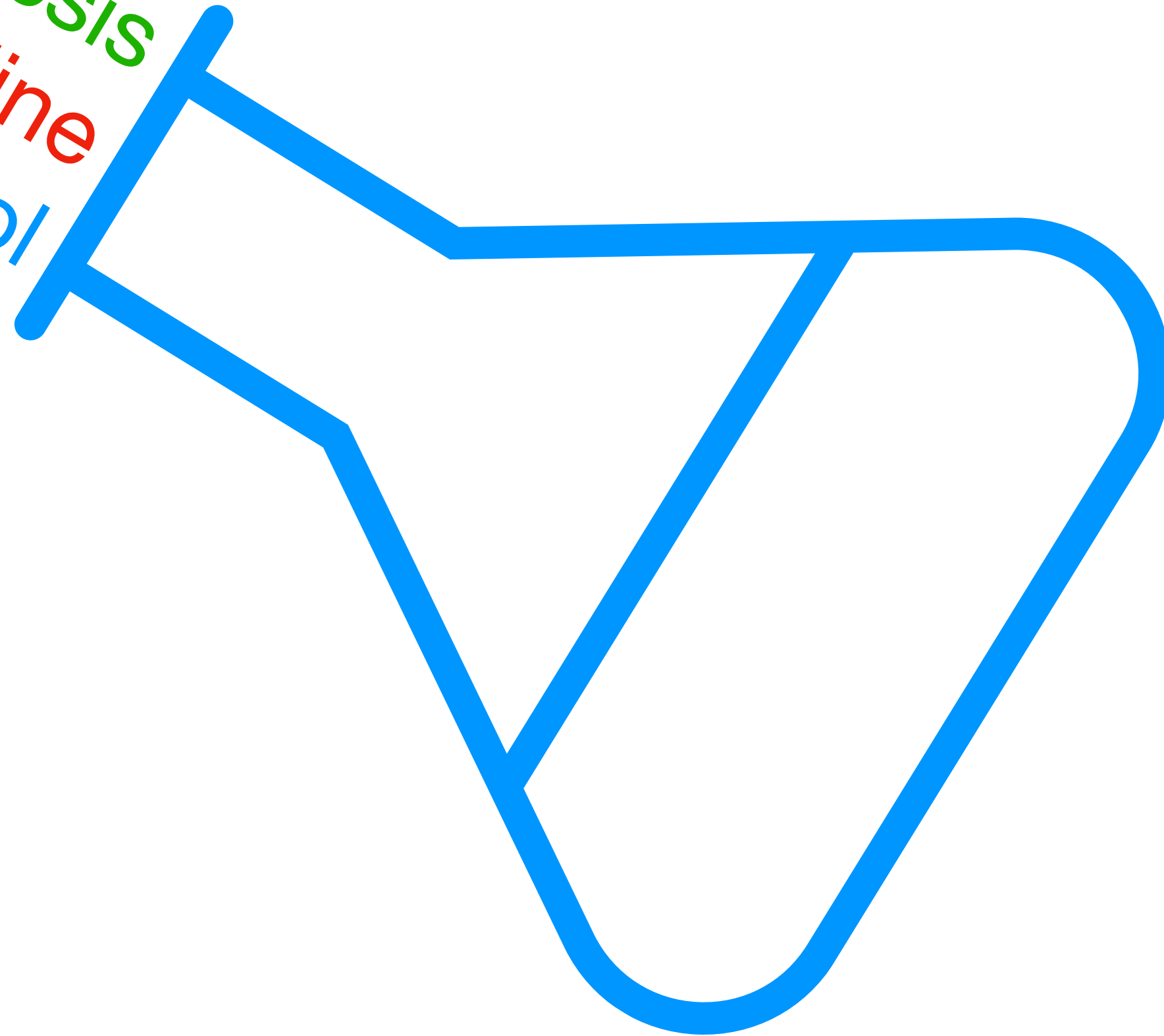
Experiments



We are pretty **rubish** at experiments!

Co-create the Plan

hypothesis
+ baseline
+ control



The point is to **falsify** the hypothesis!

Do: VESSA

Visualise

Eliminate

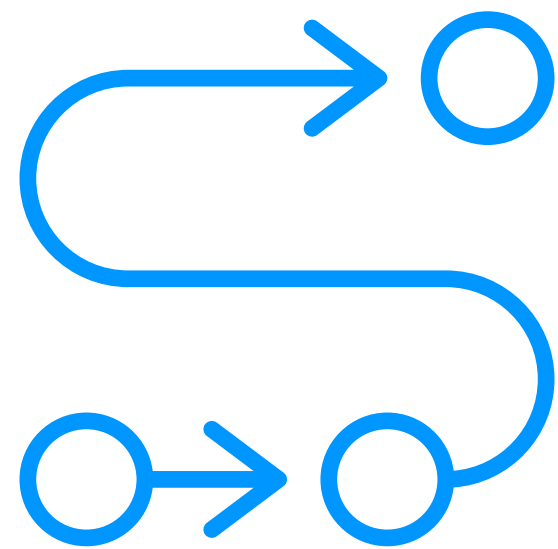
Simplify

Standardise

Automate

Do: Visualise

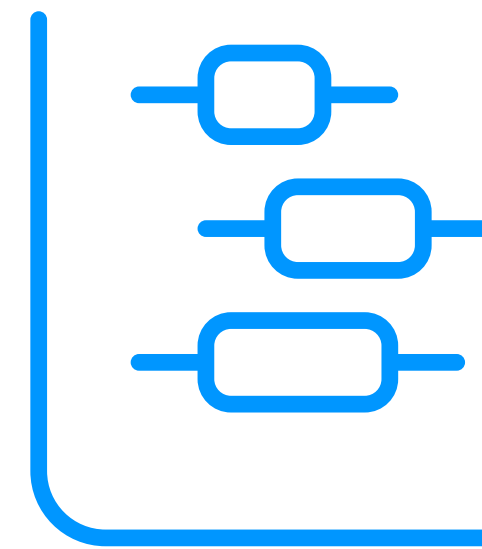
Value streams



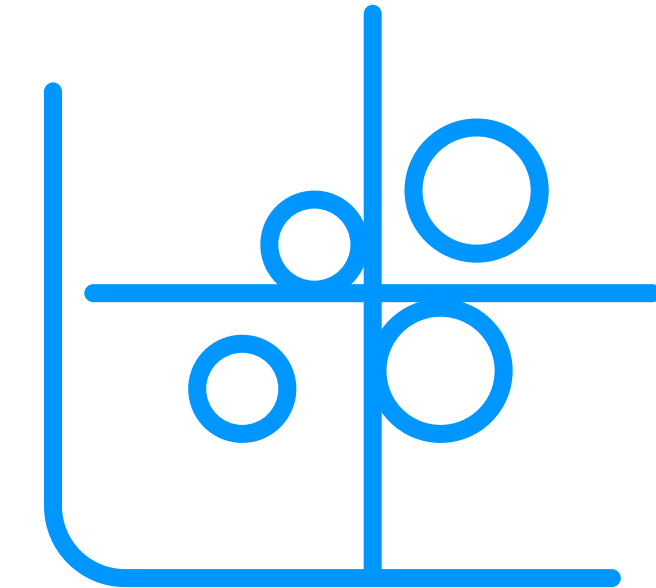
Flow metrics



Wardley maps



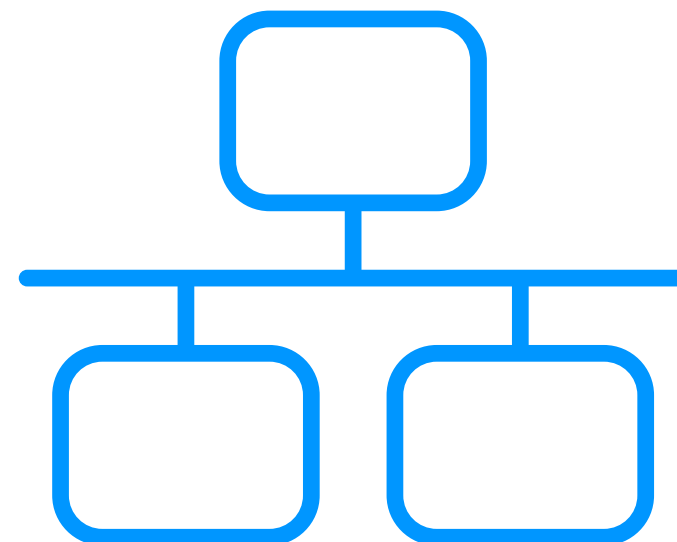
Purpose alignment



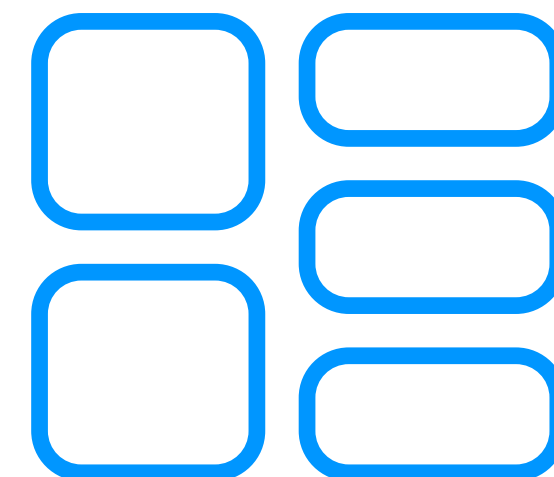
Likert surveys



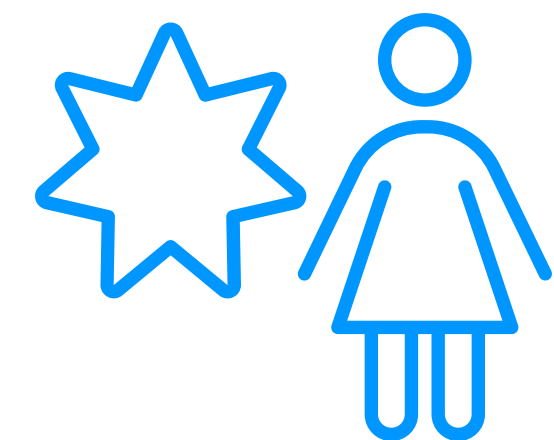
C4 models



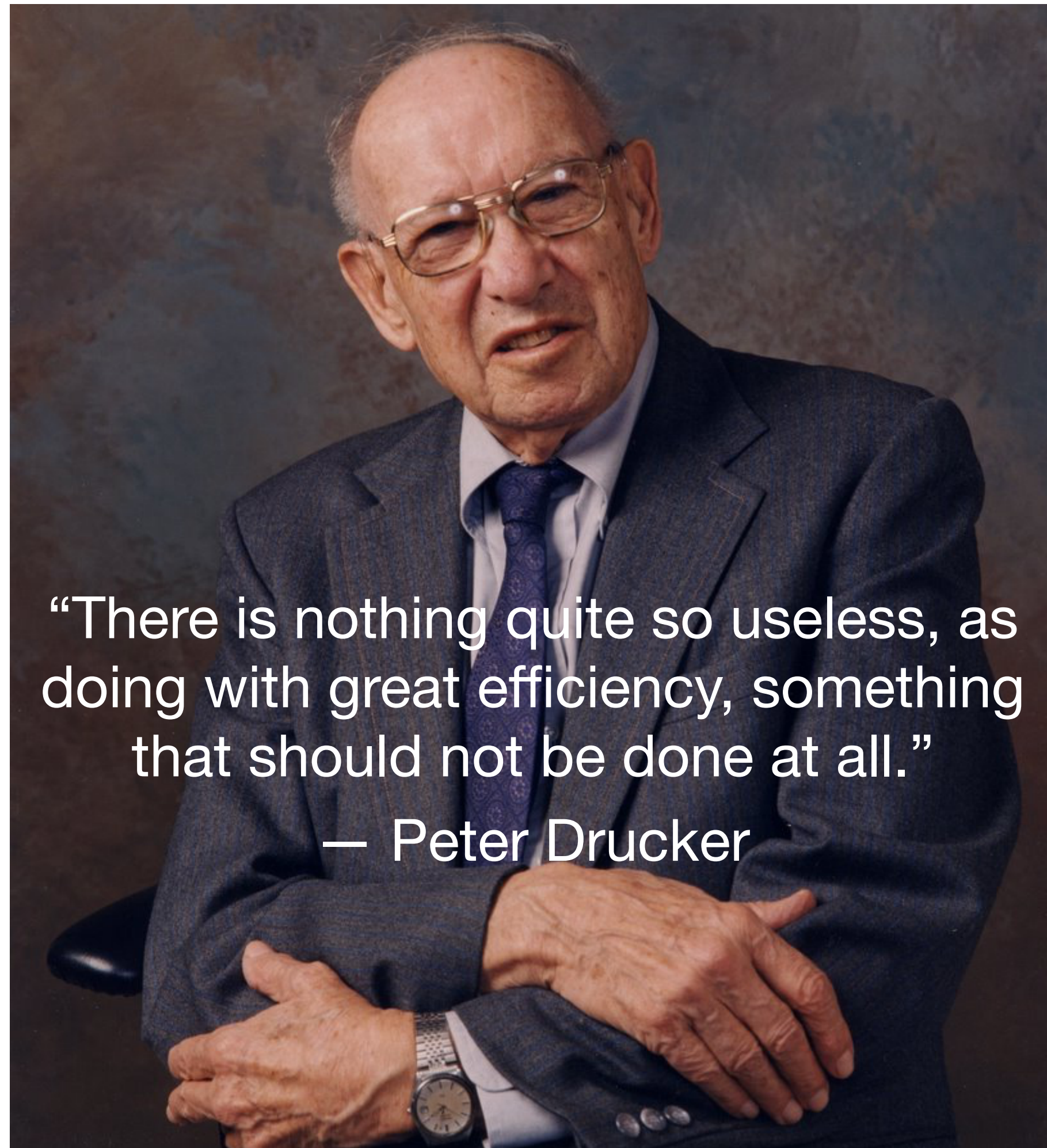
Demand maps



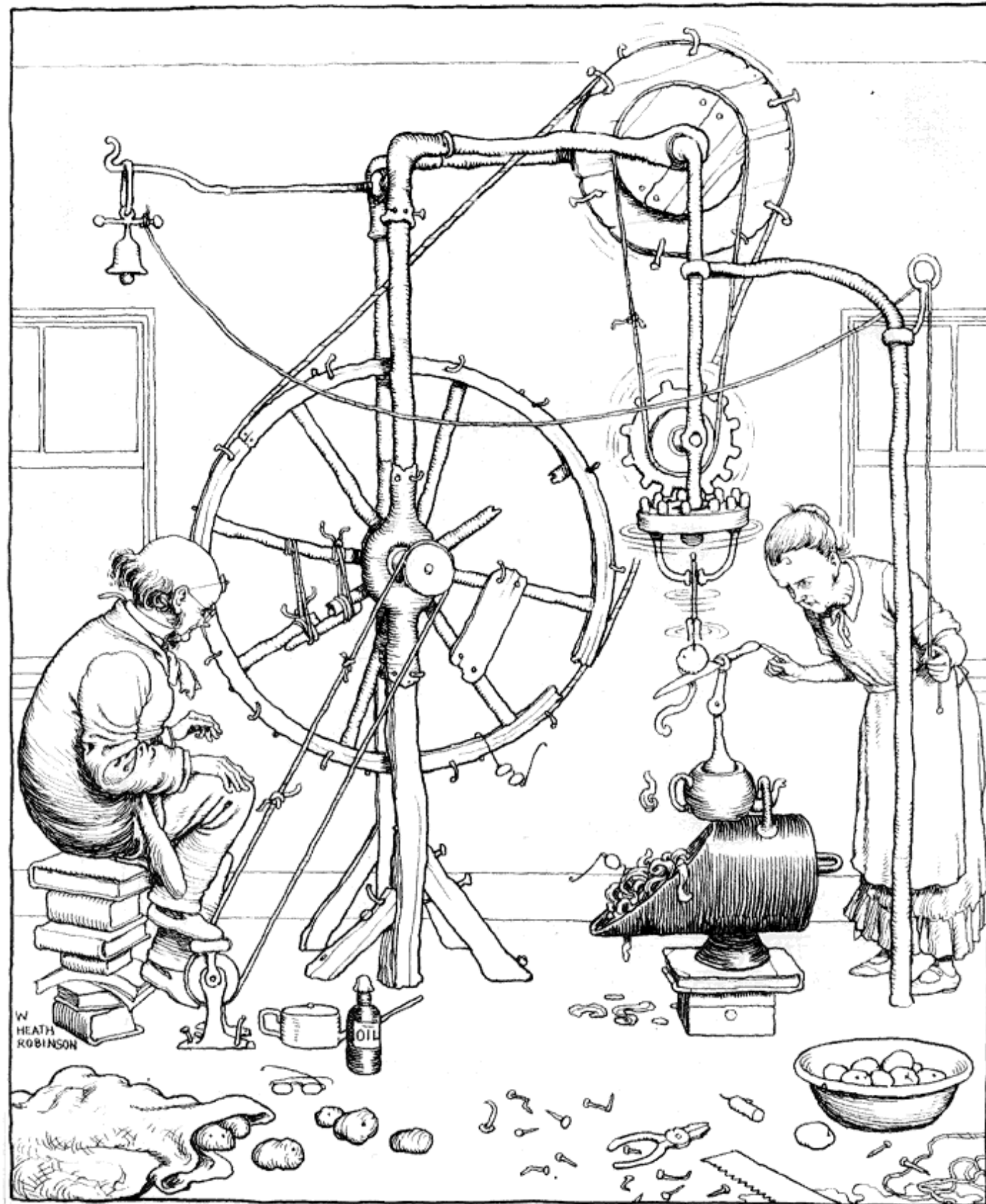
Capability maps



Do: Eliminate



Do: Simplify



The Professor's invention for peeling potatoes.

The **CXO Test** for process bloat:

Chief **Security** Officer

- we got **hacked**

Chief **Compliance** Officer

- we got **finned**

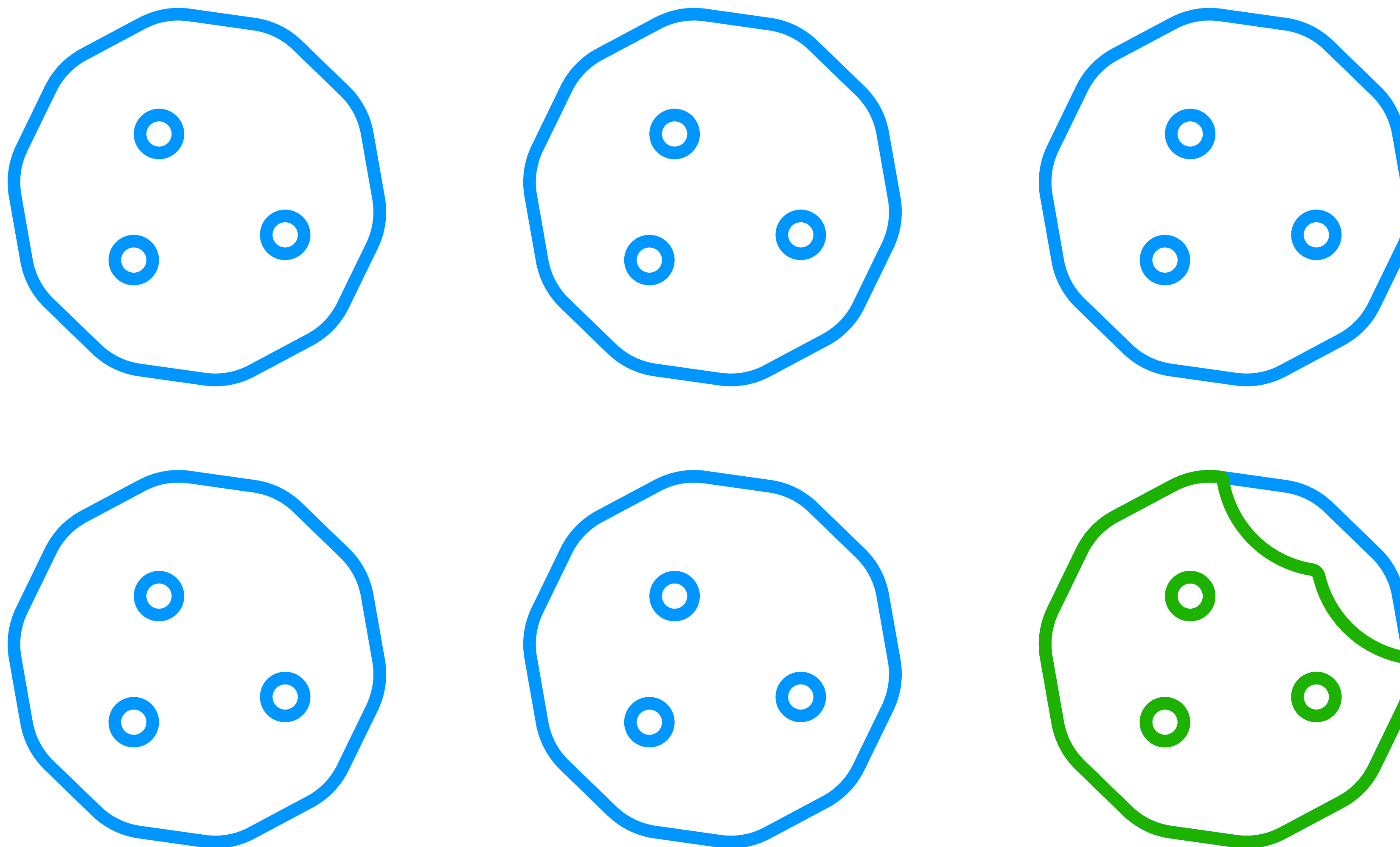
Chief **Product** Officer

- we got **blindsided**

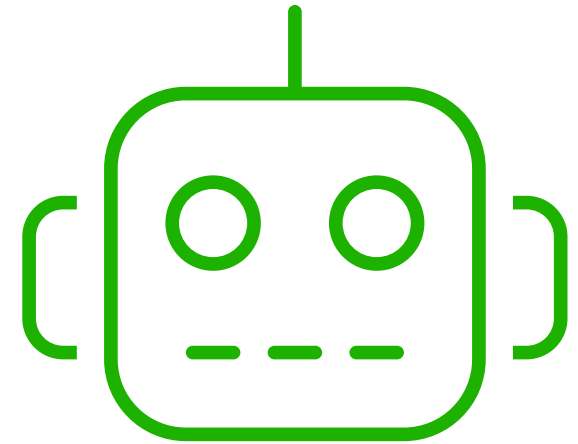
Chief **People** Officer

- we got **sued**

Do: Standardise



Do: Automate



Automate **the tasks**



Not **the process!**



“**Autonomation**: automation with a human touch” — Taiichi Ohno

Check against the goal



“Look with your feet; think with your hands” — Taiichi Ohno

Adjust based on evidence



Twist

Stick

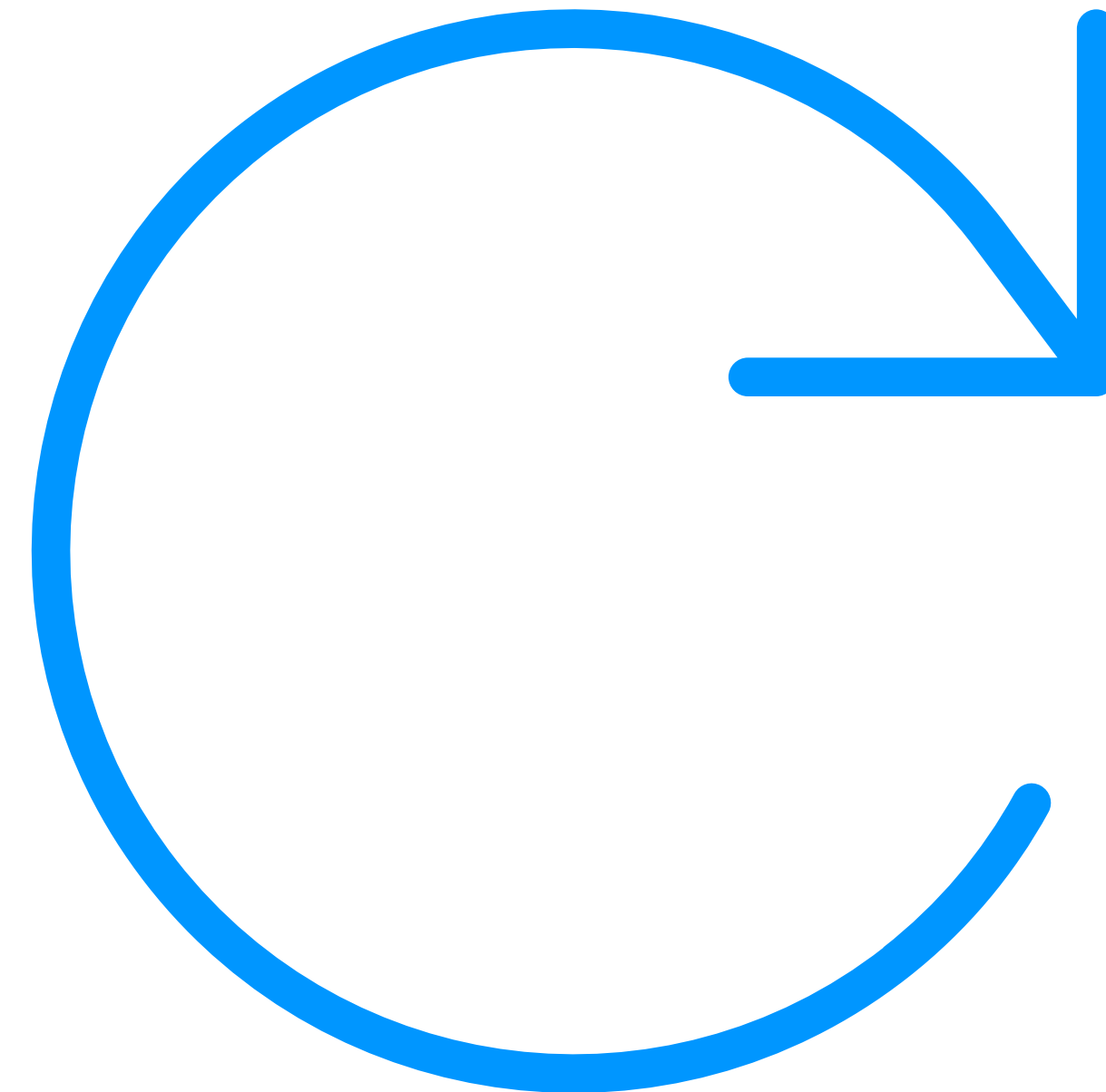
Fold

Then do it all again!

Are we still baking **the right cake**?

Are we still baking it **the right way**?

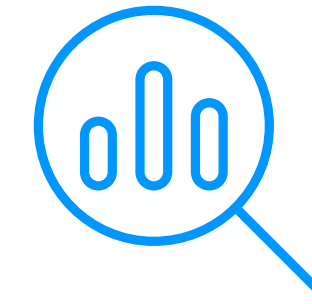
Do we still have **everyone** with us?



Recap: rules of the kitchen

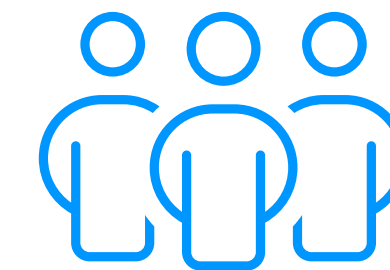
Understand the **problem**

- Don't just rock up with a **solution**
- Yes, I'm looking at you, SAFe, LeSS, Scrum@Scale, ...



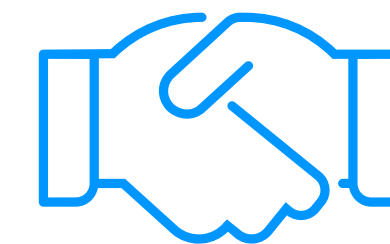
Listen to the **people**

- They know their context better than you



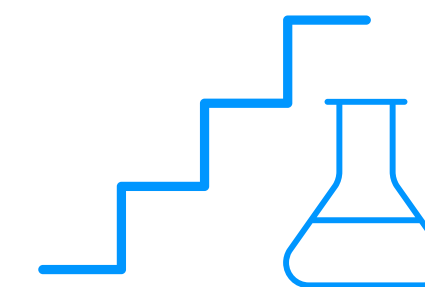
Seek **alignment**

- Connect people, and bring them on the journey



Try **small, iterative, evidence-based** changes

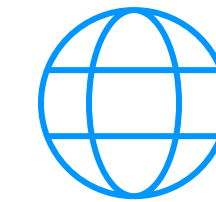
- science is hard, VESSA is your friend



Be prepared to **change the recipe!**

Thank you

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Come and find me!