From plans to capabilities

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"All dichotomies are harmful"
Waterfall process

- The plan is everything
- Code monkeys
- Process «never» describes reality
The Chuck Norris process

- Immense capability
- Improvised planning
- Craftsmen
Cowboy process

- Overconfidence
- Naive plans
Cowboy process

"Do you use Emacs or Vi?"
Cowboy process

"Do you use Emacs or Vi?"

"Neither, I just open a pipe into the compiler"
IDF: Lebanon 1982

- Orders describe objectives
- Decisions are made at all levels
IDF: Irak 1981

- «Everything» was preplanned
- Capability had to be created
Early agile: small projects

- The project is everything
- Everything must be planned

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Later Scrum: big projects

- The project is still everything
- Multi-level plans
Networked environments

- Many projects
- Many systems
- To a large degree unplannable!
Planning - Capability

Waterfall - Chuck Norris

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Planning

Capability

Waterfall  Scrum  Chuck Norris

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Planning

Capability

Waterfall  Scrum  Kanban  Chuck Norris
Conjecture: most orgs should reduce reliance on planning
How do you shift towards capability?

• Improve the system
• Improve people’s skills
The Deming religion

“94% of problems can be traced to the process, but only 6% to the person”
How do you increase people’s capability?
How do you increase people's capability?

- Pair programming
How do you increase people’s capability?

- Pair programming
- Deliberate practice
How do you increase people’s capability?

- Pair programming
- Deliberate practice
- More slack!
Shifting the system towards capability
Shifting the system towards capability

• Shorter releases: feedback replaces planning
Shifting the system towards capability

- Shorter releases: feedback replaces planning
- Increase visibility: what are we doing now?
Shifting the system towards capability

- Shorter releases: feedback replaces planning
- Increase visibility: what are we doing now?
- What you sell defines how you can deliver
The ideal software process
The end has passed

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