

Agile Dev Better Software DevOps

WEST

A TECHWELL EVENT

AW6

Agile Product Development

Wednesday, June 6th, 2018, 1:30 PM

Beating the Feature Factory Mindset

Presented by:

John Cutler
Independent Consultant

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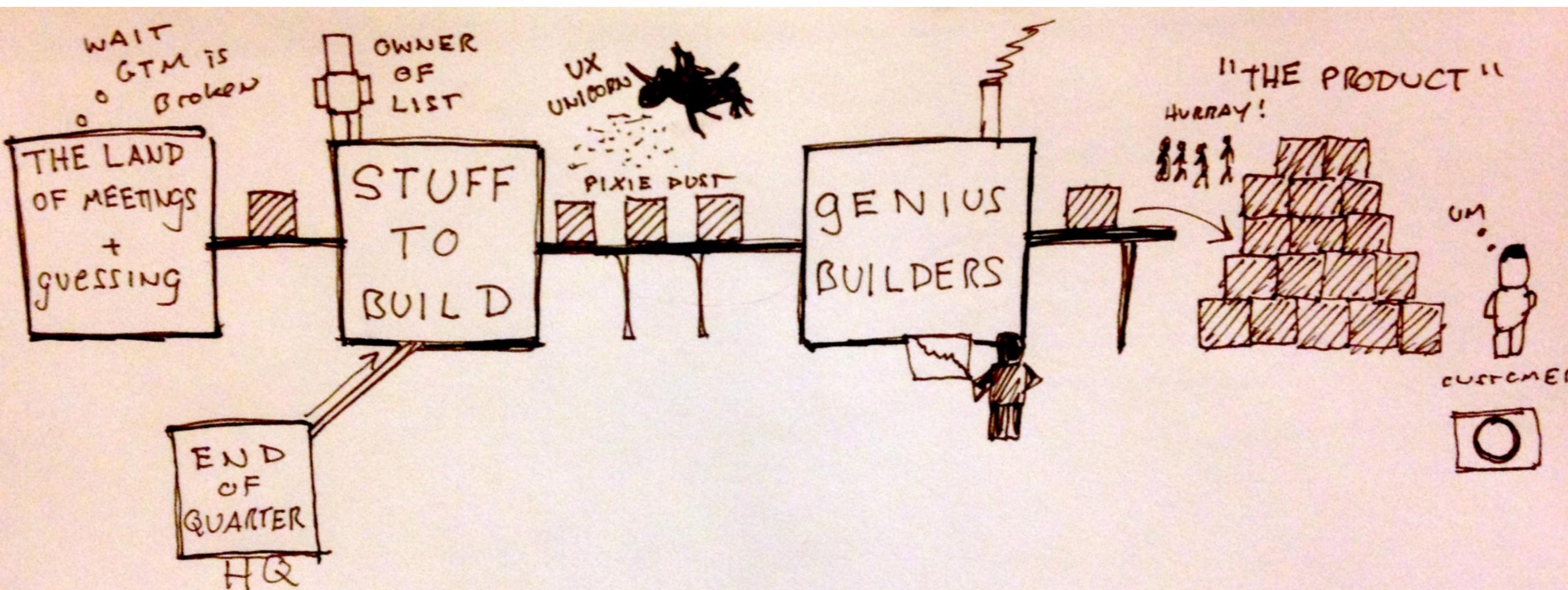
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John Cutler

Independent Consultant

John Cutler is a multiple-hat-wearer and product development nut. He loves wrangling complex problems and answering the "why" with qualitative and quantitative data. John blogs on Medium in Hacker Noon. He has a perspective that spans individual roles, domains, and products. John knows agile product management and frequently shares his knowledge on Twitter.

Beat the Feature Factory



@johncuttlefish

baking a birthday cake

touchscreen

be a good listener

go fishing and catch a fish

user empathy Siri university degree

a world class IT conference

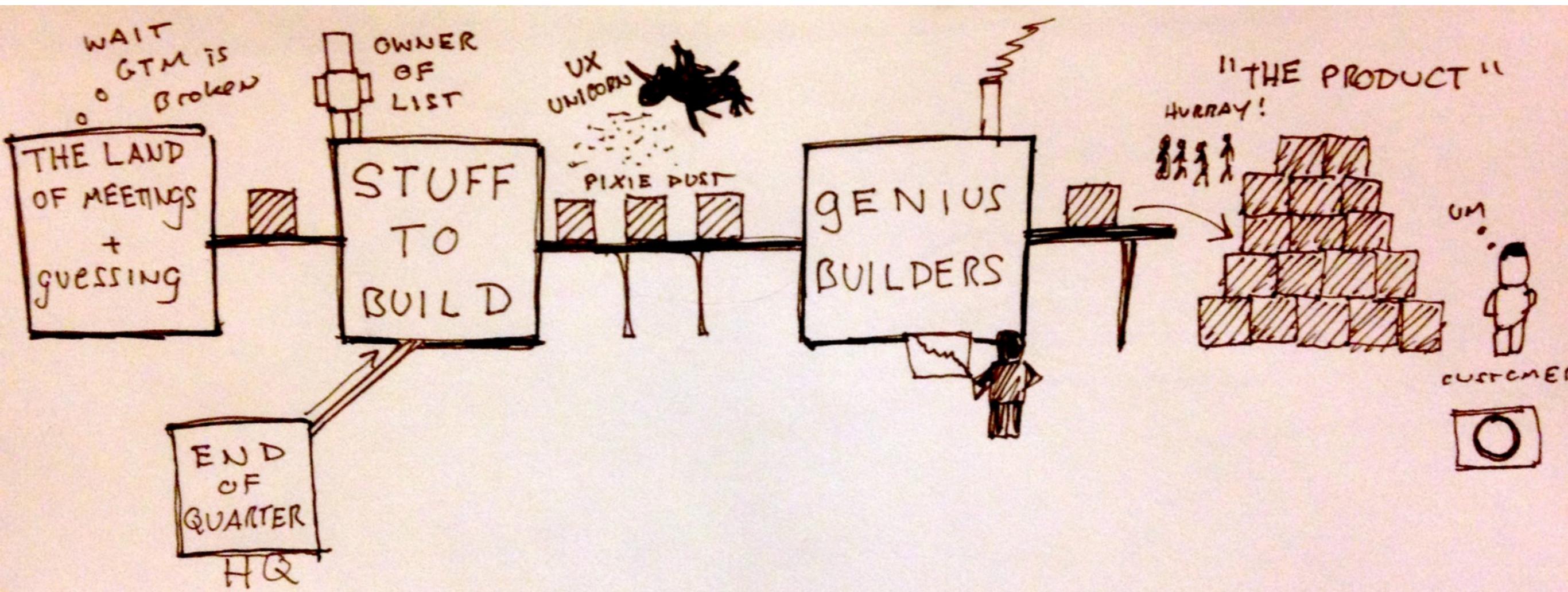
get married

marriage

project, feature, or mission?

The Post

@johncuttlefish



12 Signs You Are Working in a Feature Factory

No measurement

Rapid shuffling of teams/projects

Success theater

Infrequent acknowledged failures

No connection to core metrics

No product manager retrospectives

Prioritization over validation

No tweaking/iteration

Culture of hand-offs

Large batches

Chasing upfront revenue

Shiny objects

We crave impact.
We appreciate rigor.
We love solving problems.
We sense new opportunities.

The Post

...and we need to deal
with the mess.

(Or leave the company before it gets too bad)

The Post

“I hop between companies, and look for who is using interesting technologies. That is usually worth a couple good years. Of course, I had always dreamed of helping people with technology. But it looks like our businesses aren’t designed to do that. They all go to shit.”

–Developer

“We never really get to iterate. So of course I am going to freak out about the design. Design is my craft. I was trained to use design to help people. I thought the whole point of software was the ability to keep improving. But that just doesn’t happen.”

-Designer

**“I fucking hate MVPs.
It is shorthand for cut corners and ship.”**

–Seems Like Everyone

The Post



The Post

Software, Oh Software

@johnCutlefish

Everything as a Service (EaaS)

Customers rent products

Customers rent access to a stream of innovation

Customers buy on features, renew on value

Customers expect to be able to walk away

Product is not “shipped” (and built repeatedly)

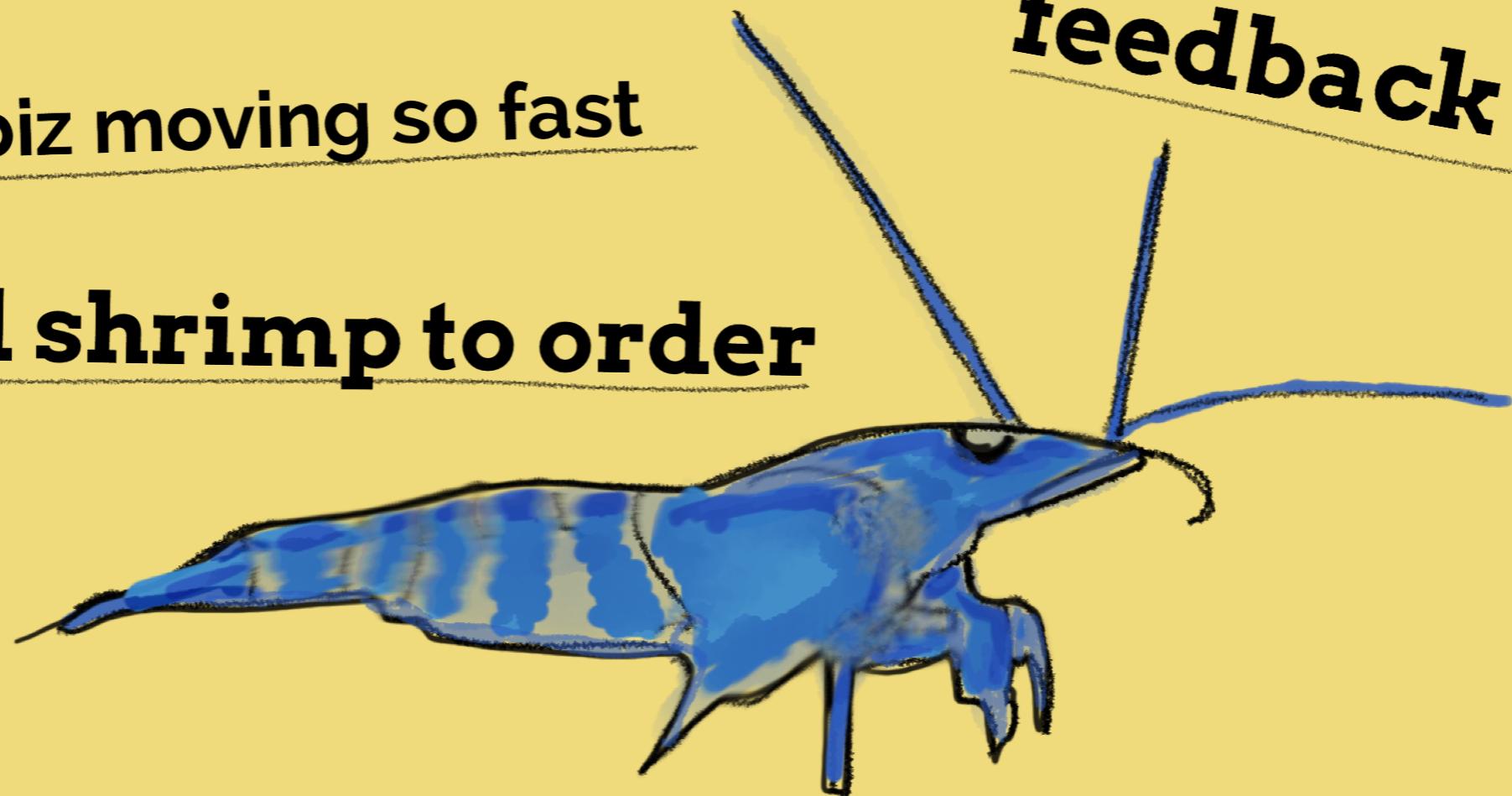
Software

people want their shrimp now

shrimp biz moving so fast

i breed shrimp to order

feedback 24-7

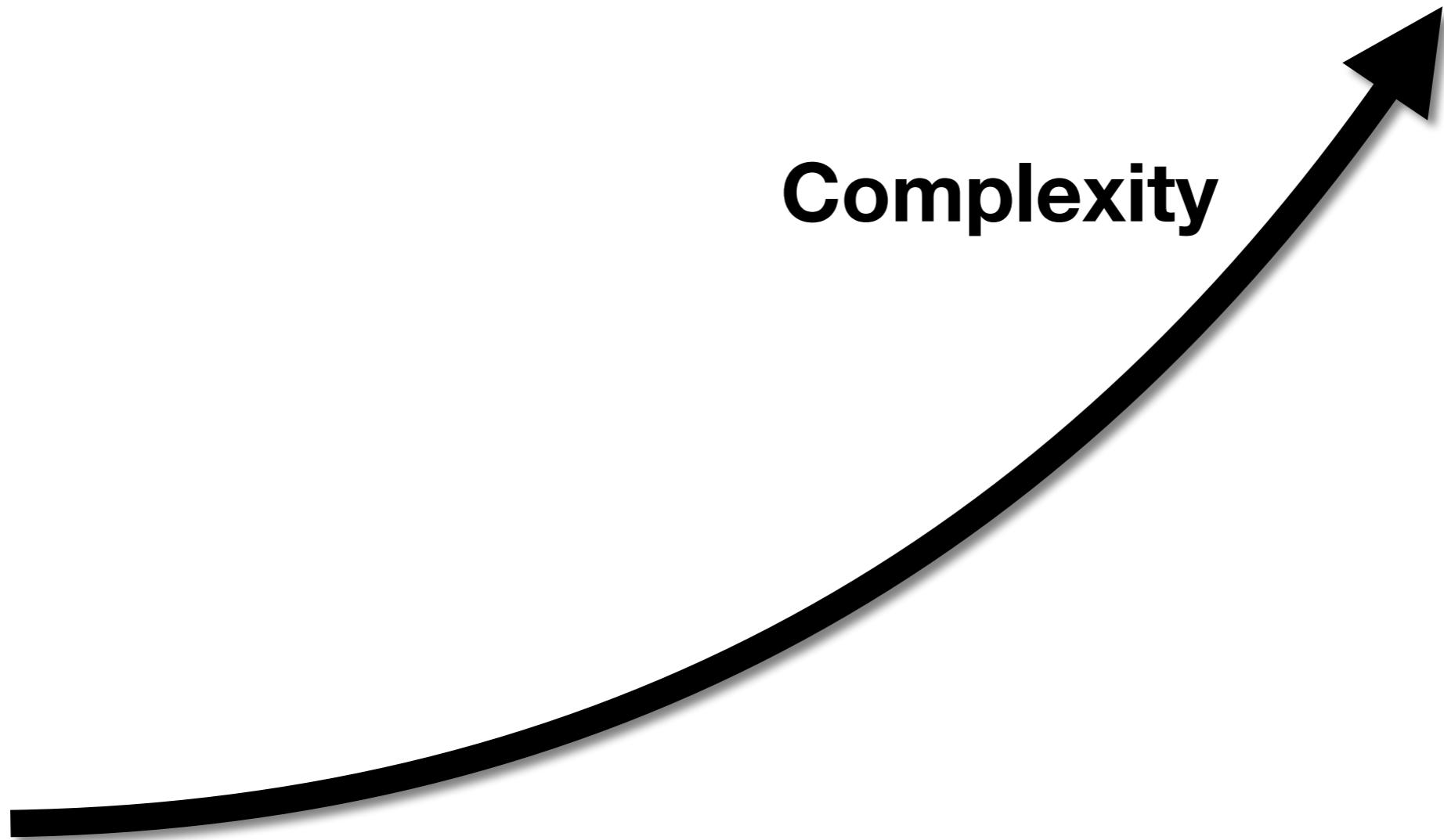


amazon is setting the standard, man

everything moves so damn fast

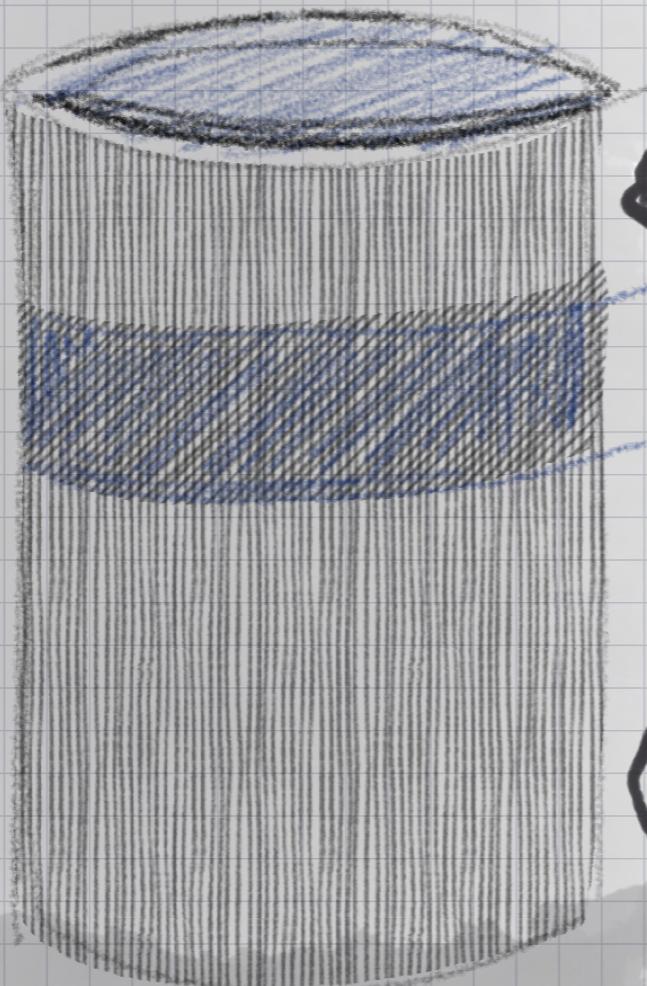
shrimp as a service
Software

Software



“It is like building a hotel iteratively, but only adding stuff. Creepy hallways to nowhere. 1000s of rooms, most unused. Layers of paint (no sanding). And then trying to build a boutique hotel on top of that. And then an amusement park.”

...OK✓



- MAKE Breakfast
- MANAGE my portfolio
- Help me GET MARRIED
- DIAGNOSE THAT ISSUE IN PRODUCTION

Software

Features are temporary.
Products are temporary.
Technologies are temporary.

Software

Feature

Feature

Feature

Feature

Feature

Software

"The Product"

Job

Job

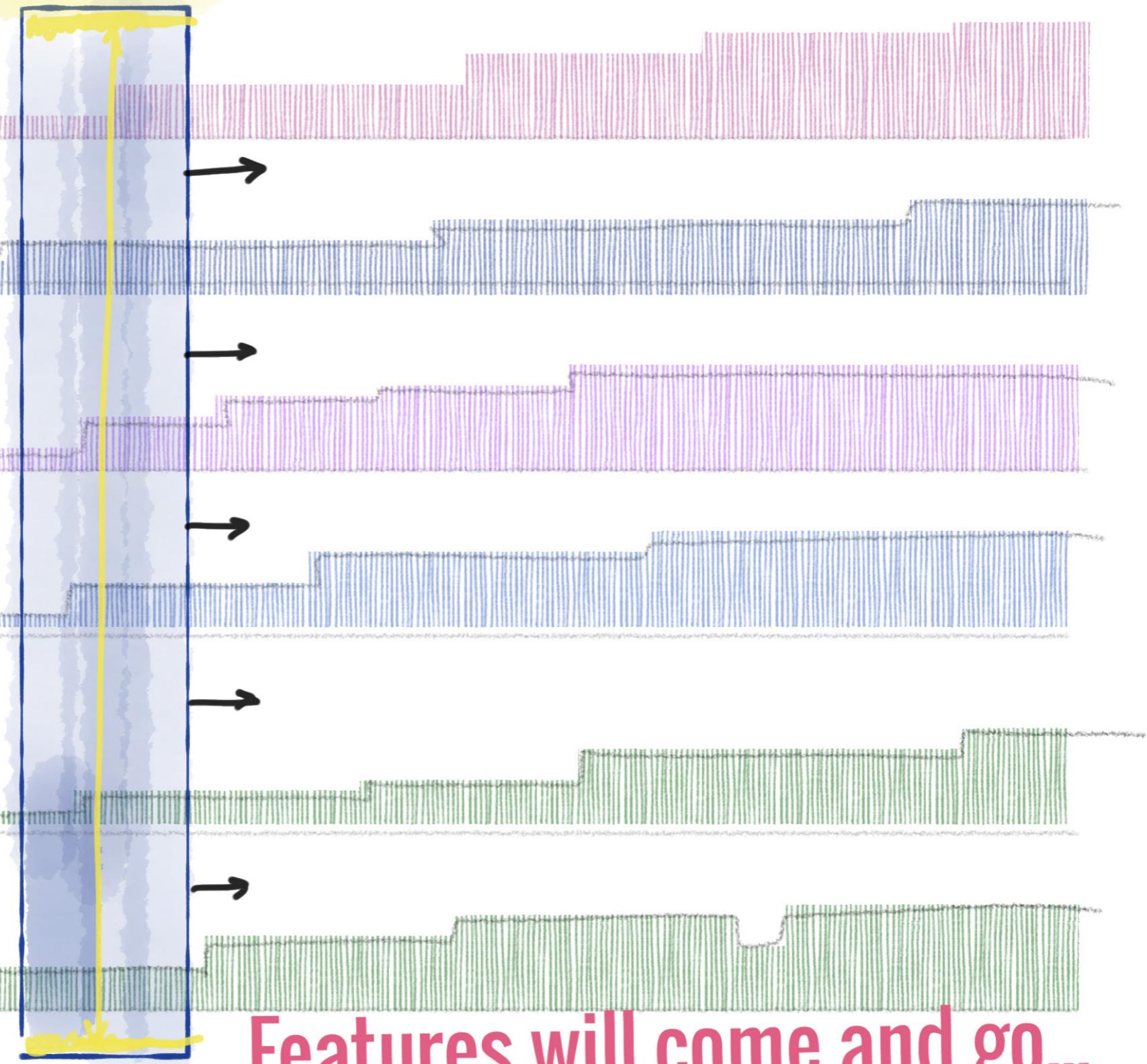
Job

Job

Job

Job

Software



Features will come and go...

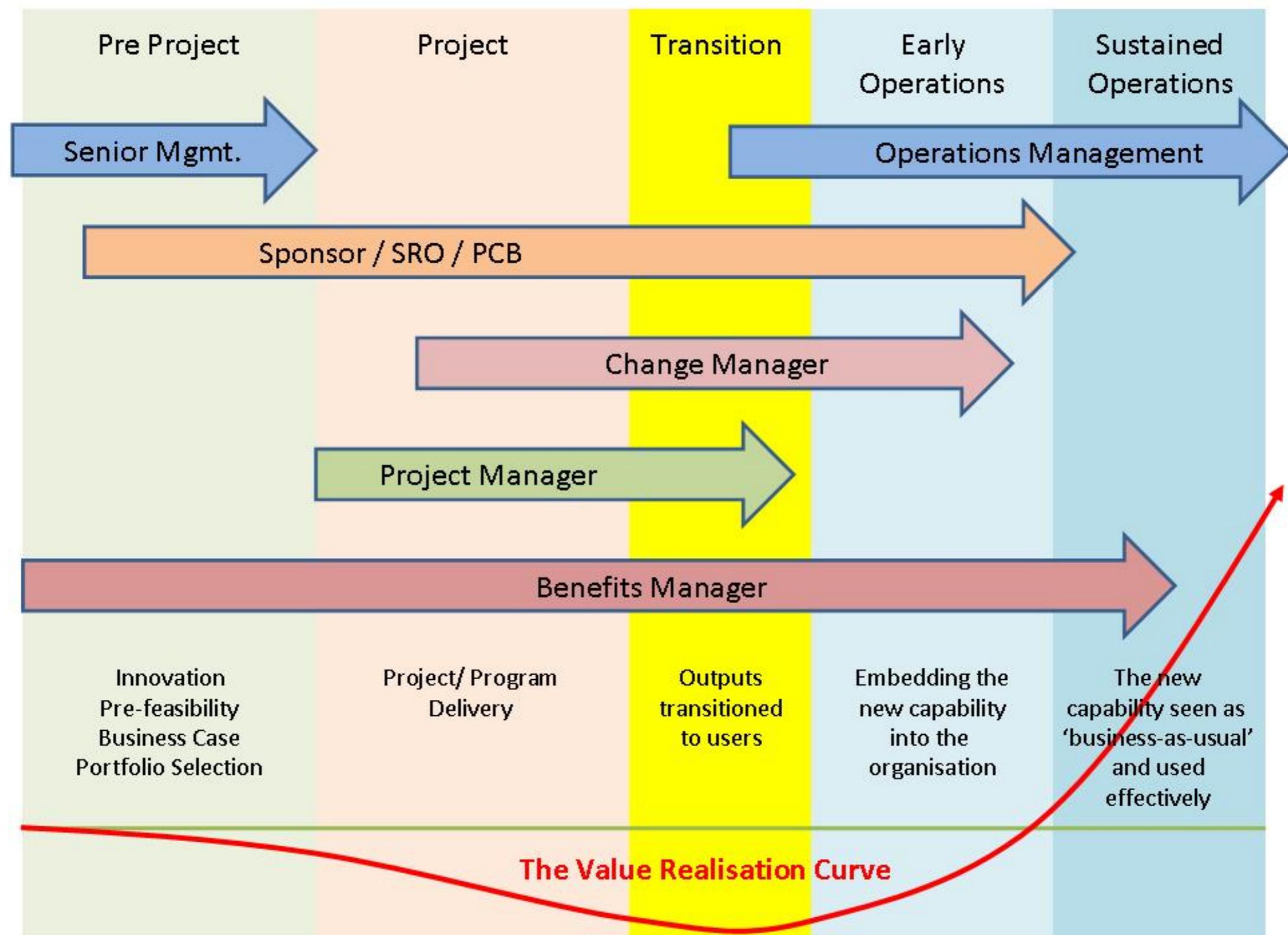
The Problem

@johncuttlefish

“This is all well and good, but we can’t get anything out the door let alone figure out if it works. I mean things used to be better. We shipped a ton of stuff. But things have just slowed down since then. I’m not sure why.”

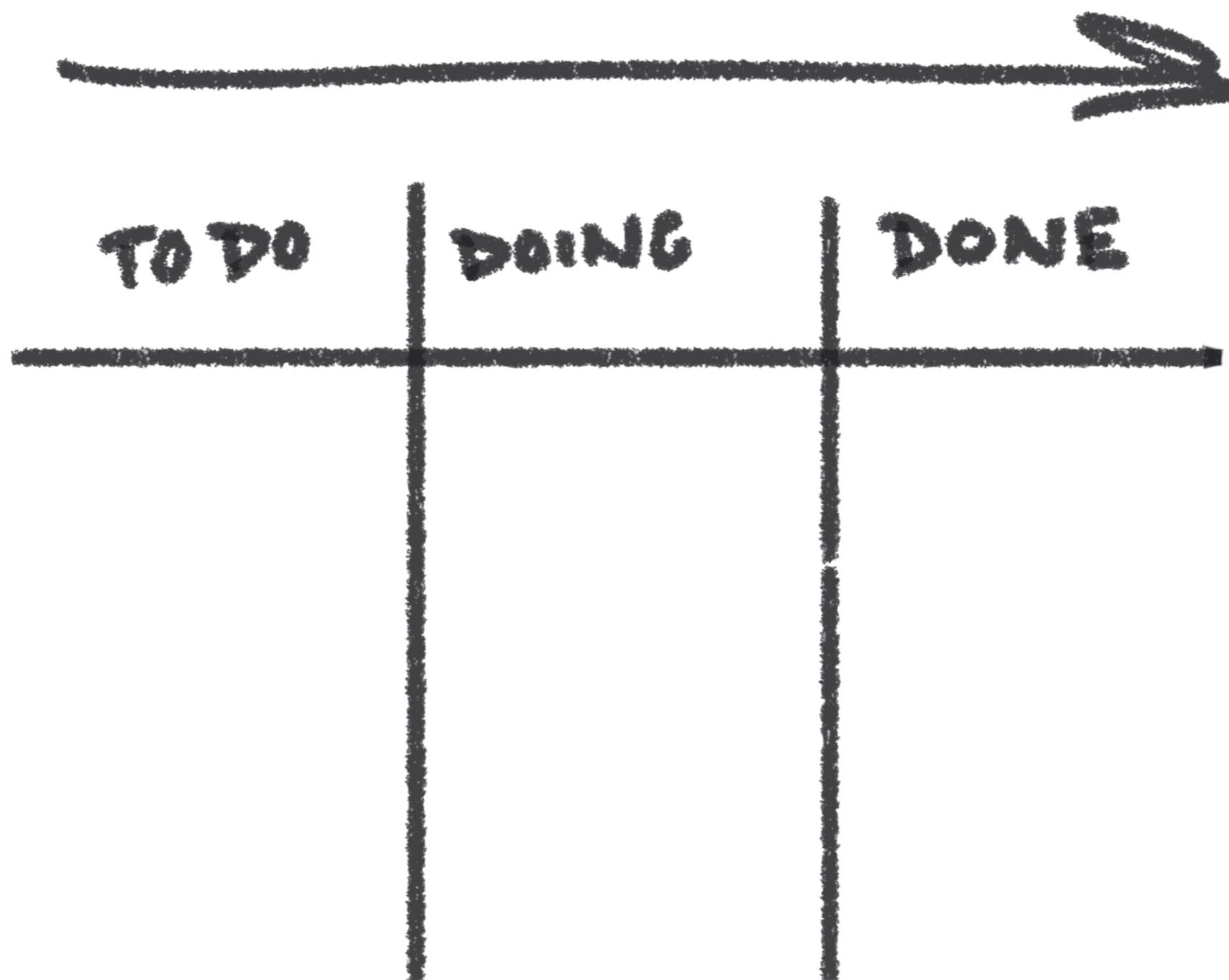
-Manager

The Problem



[https://mosaicprojects.wordpress.com/
2012/11/03/who-manages-benefits/](https://mosaicprojects.wordpress.com/2012/11/03/who-manages-benefits/)

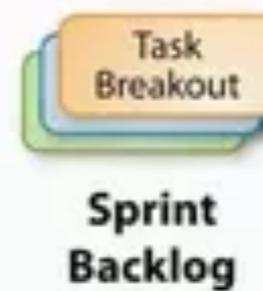
The Problem



The Problem

The Agile Scrum Framework at a Glance

Inputs from Executives,
Team, Stakeholders,
Customers, Users

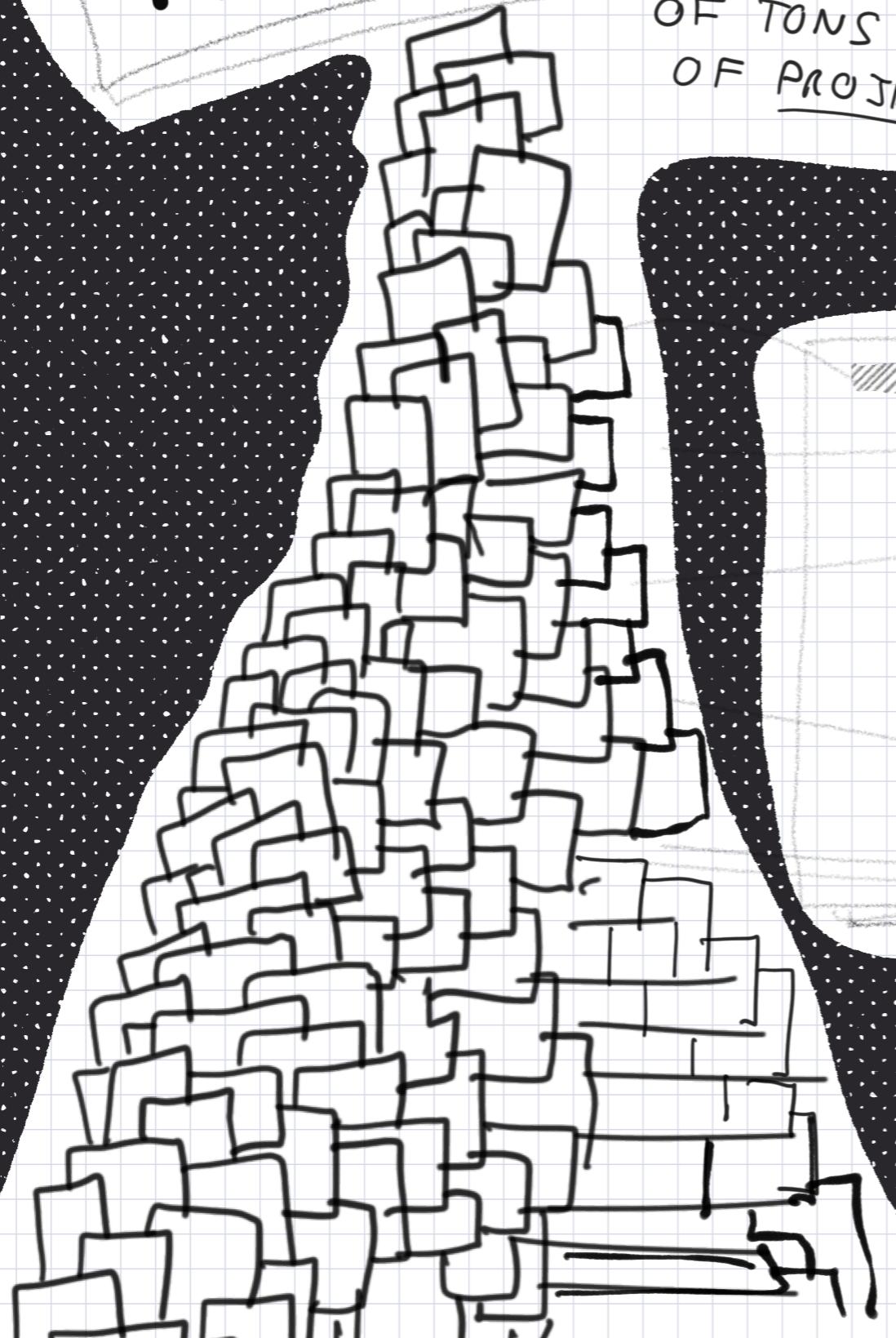


AGILE FOR ALL
Making Agile a Reality™

The Problem

THE BACKLOG

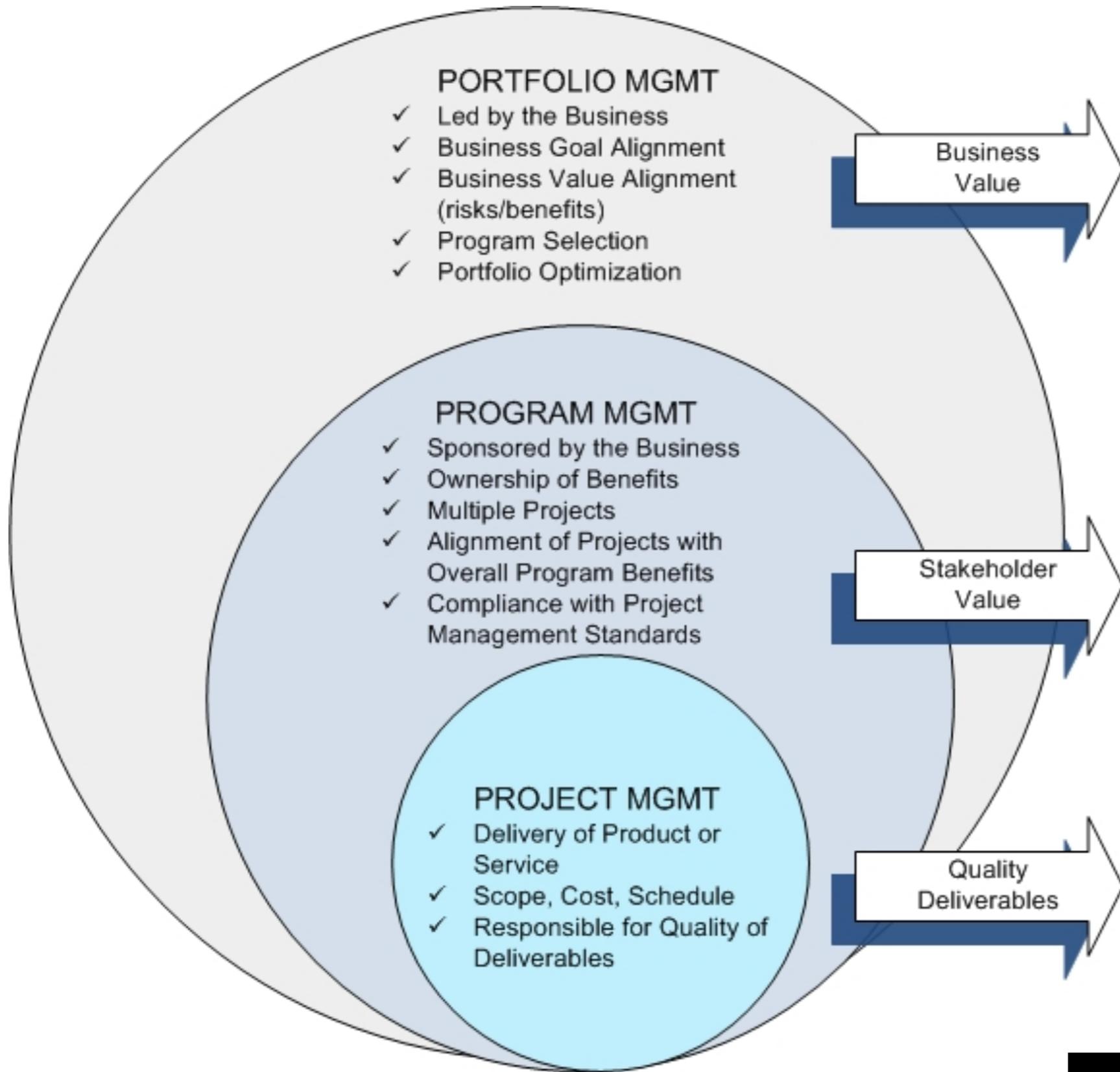
OF TONS
OF PROJECTS



THE ROADMAP

We equate
VISION TO
A PLAN

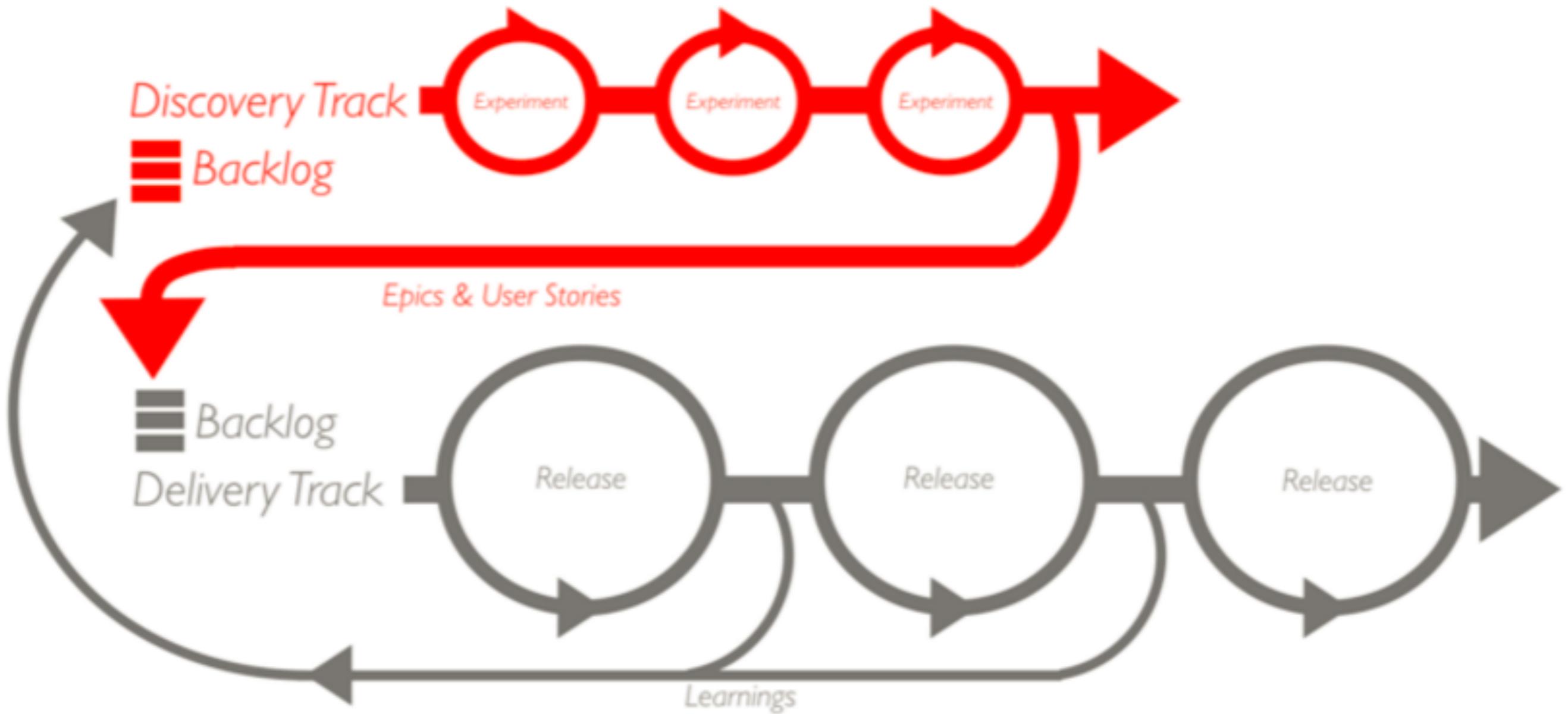
all "inventory"



Team?

© 2009, Jerry Bucknoff, PM Best Practices.

The Problem



The Problem

Software is eating the world

Mutability is so powerful, but so dangerous

We are continuously adding complexity

Our understanding of risk has not caught up

Management, finance, governance ... not caught up

We eat so fast sometimes ...

The Problem



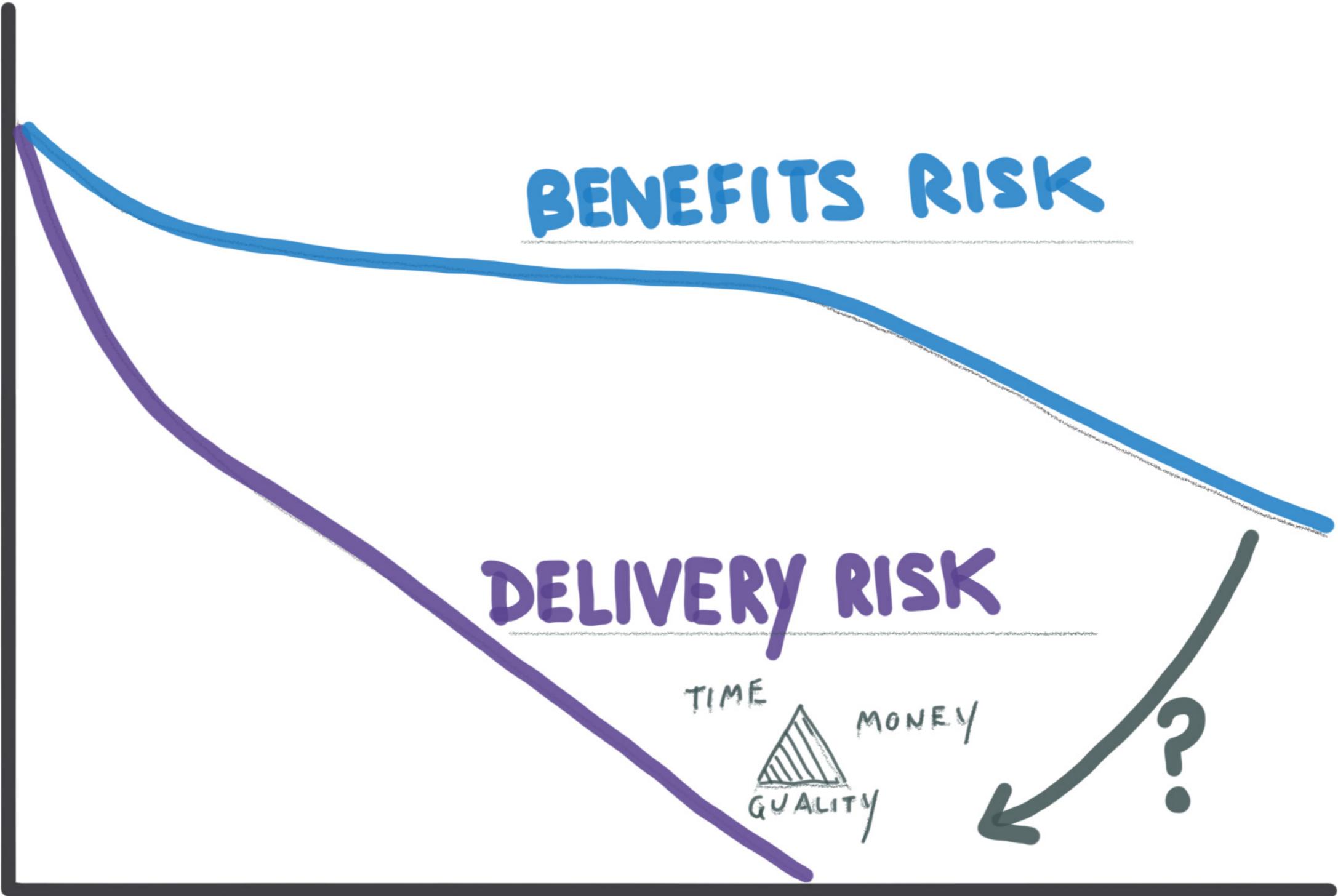
FEATURE PUKER

The Problem

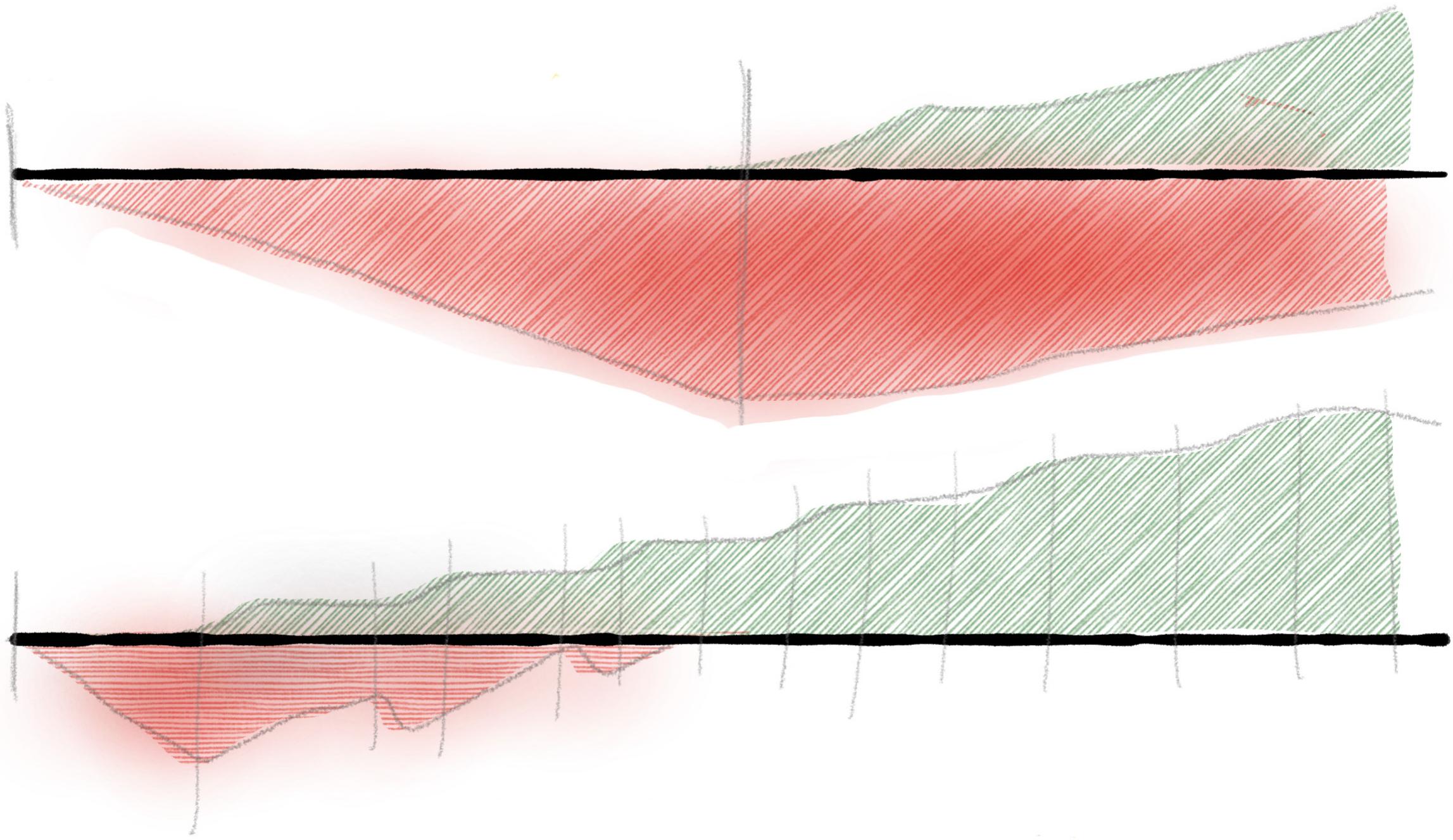
**Summary:
Humans care
Software is powerful
This is ****ing hard**

Opportunities

@johncuttlefish

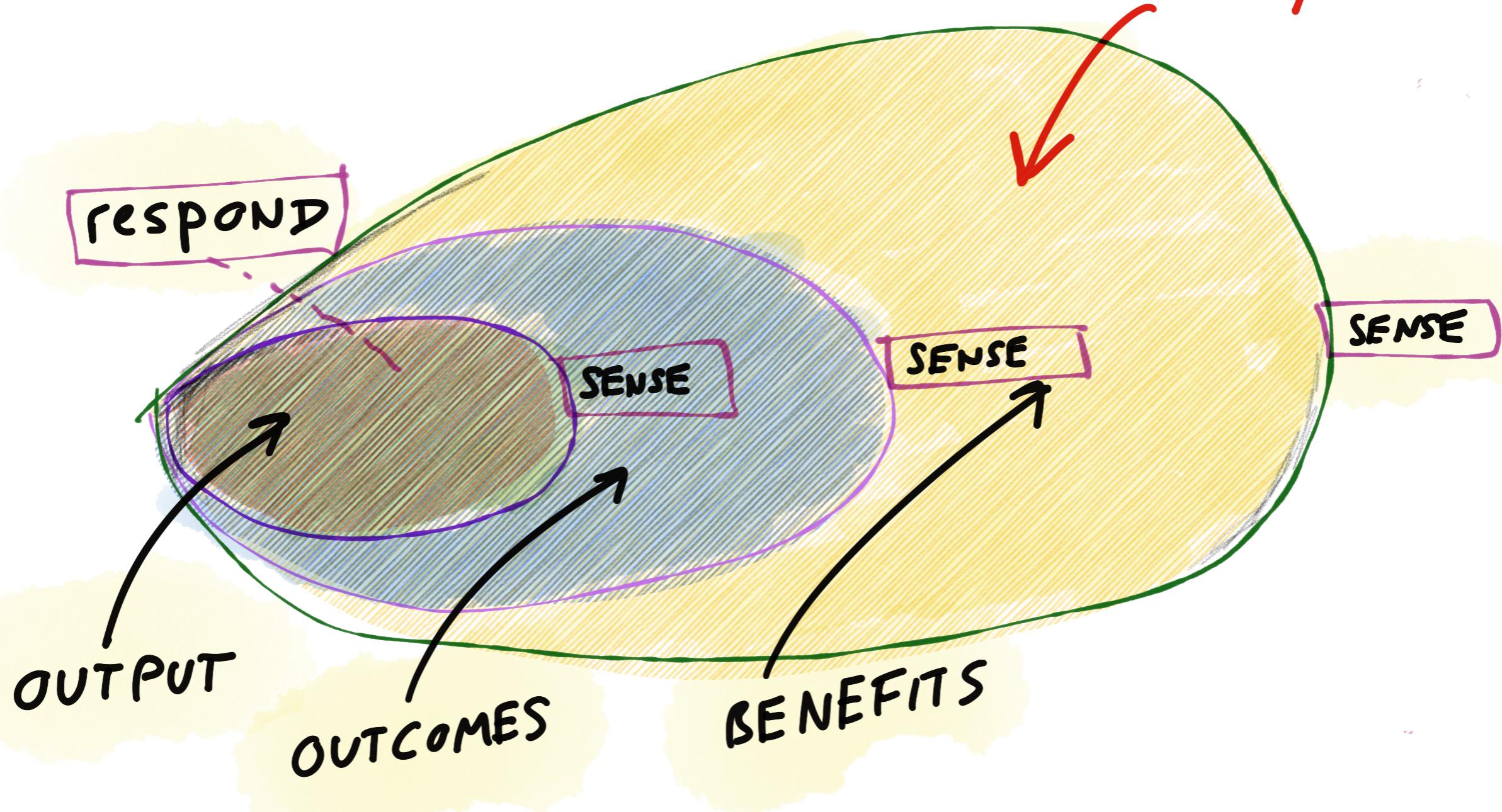


Opportunities



Opportunities

CAN WE SHORTEN THIS CYCLE?



Opportunities

Achieve equal (or greater)
outcomes while adding
as little complexity as
possible

Opportunities

Human Angle:
Meaningfulness of work
Retention
Engagement
>1.7 years

Opportunities

Show don't tell.

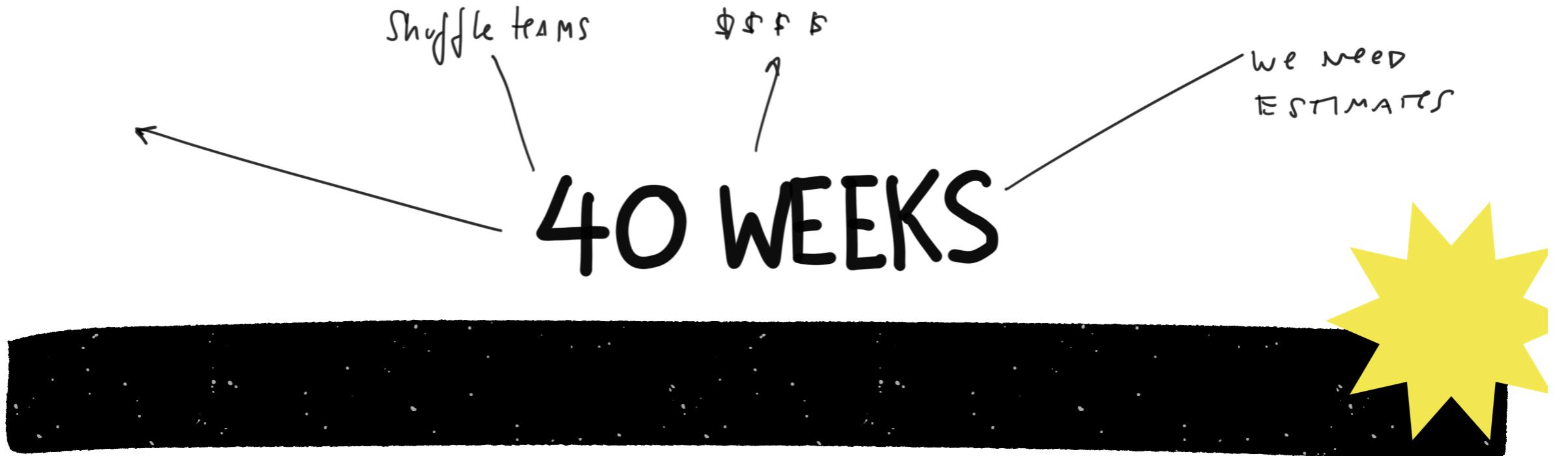
Most people haven't seen it work.

We believe something is possible when we see it work.

This is possible in your context.

We're the problem solvers. We understand what is possible. It is up to us.

Opportunities



MISSION

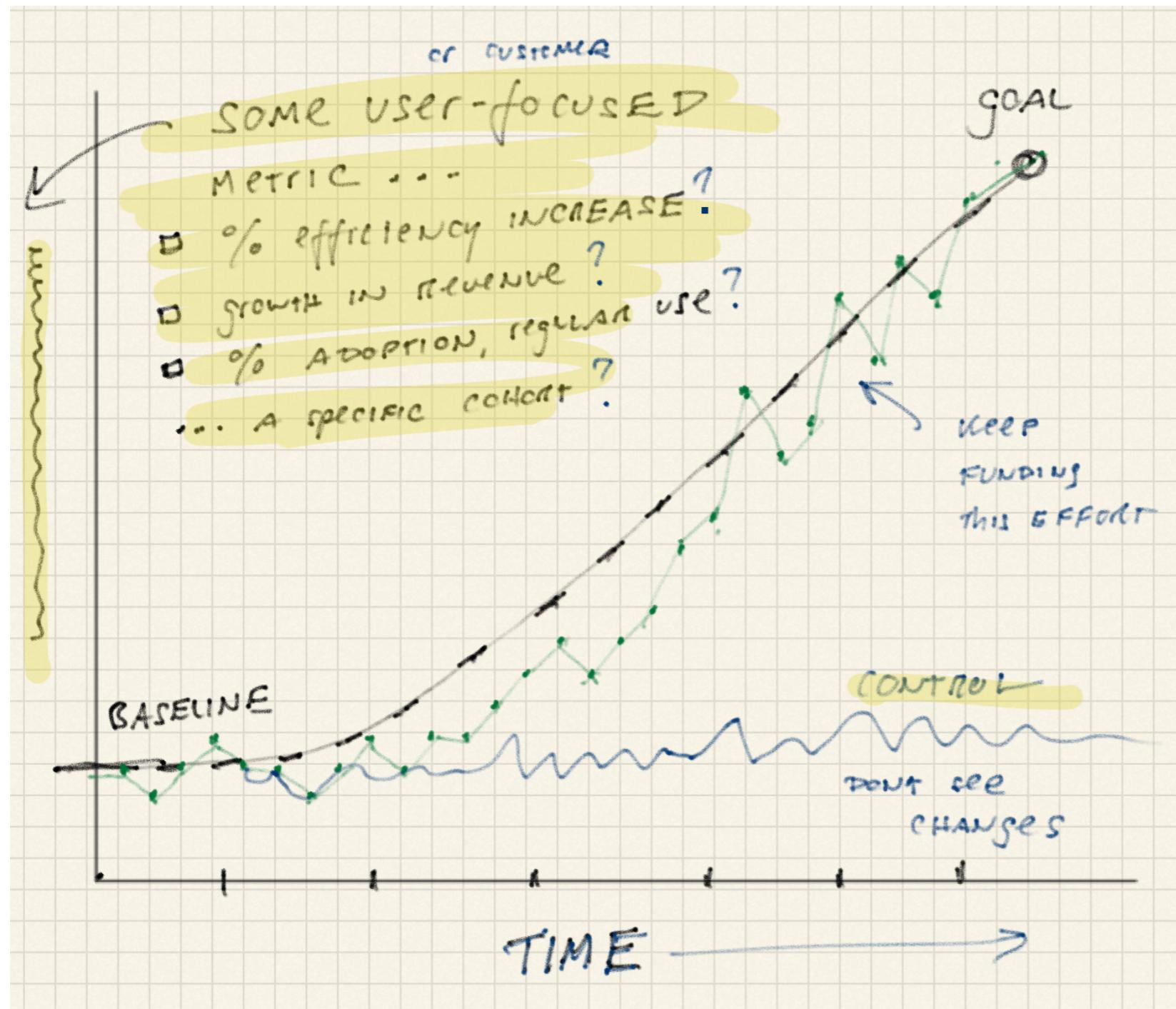
3 DAYS
(TO COLLECT Money)

Letter to the Future

- Commit to present to organization in 3-6 months
- Write a brief/presentation with baseline metrics, assumptions, risks, etc.
- Add projections (dotted lines)
- Start a regular initiative “check-in” activity across the company. Present the letters to the future.

Opportunities

Mission Based Teams



**Incrementally funded
Outcome/benefit based
Dedicated team
Continue as needed
Regular validation
Vs. Control**

Opportunities

Feature flags
Experiment frameworks
Continuous Delivery
Plan for personalization

Opportunities

Cheap measurement

Record everything...

Pendo / Heap / MixPanel

Opportunities

De-demonize Rework

Opportunities

Lunch With Customers



Customer Research Panel

Destroy your MVPs

Opportunities

Feature Kill Quotas

Opportunities

Measure for increases in complexity (and impacts)

Opportunities

Outcome-Centric Boards



Opportunities

Outcome based roadmaps
Jobs-to-be-done
Capabilities
Belief networks

Opportunities

“John, you have to remember that what seems intuitive to you, may not be intuitive to other people. This isn’t an us-vs-them thing. This is an issue of awareness, trust, and change.”

–Friend and mentor

Summary:

Humans care

Software is powerful

This is **ing hard**

And that's why it is valuable

Show don't tell

Make people awesome

Deliver value continuously

Make safety a prerequisite

Experiment & learn rapidly

Software