

From plans to capabilities

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 smalltalk80

"All dichotomies are harmful"

Planning

Capability



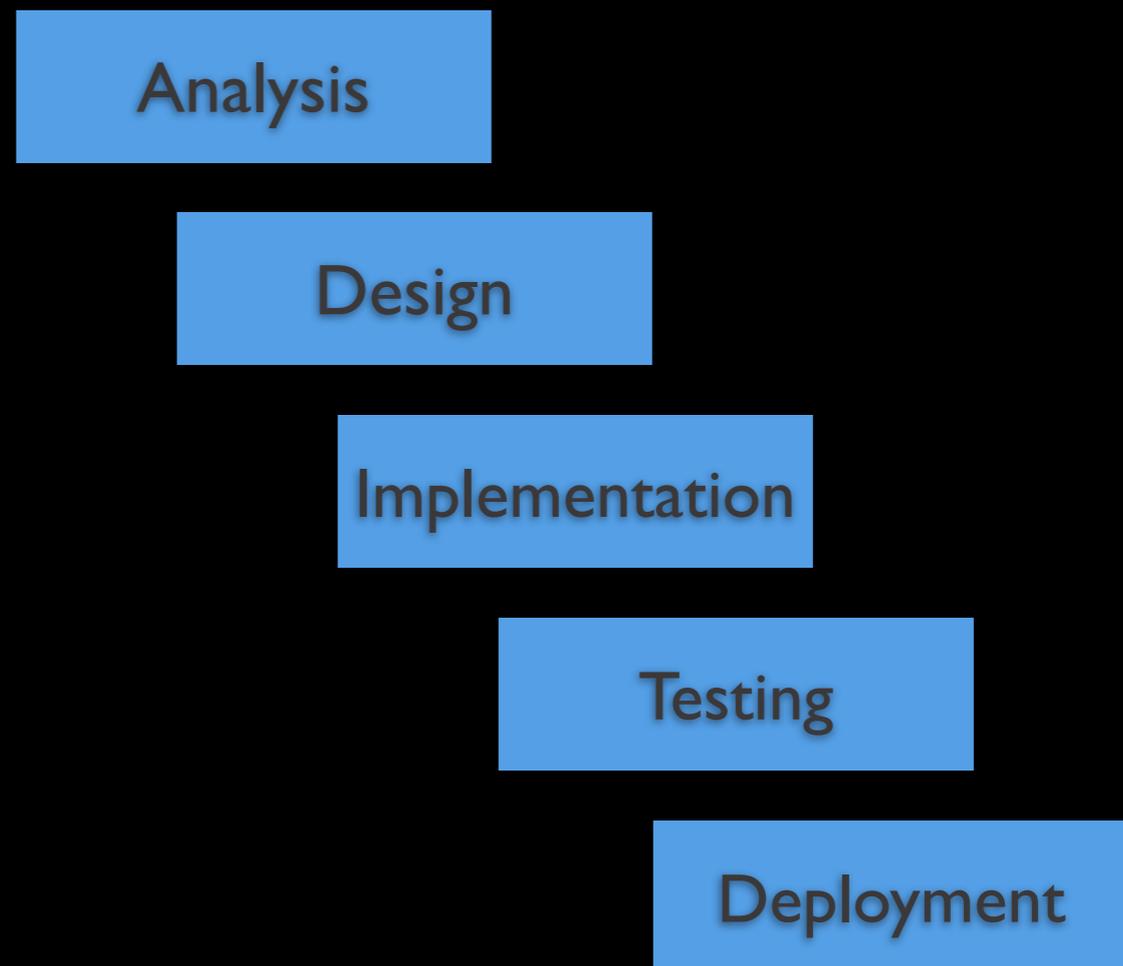
Formal
plans

Informal
plans



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



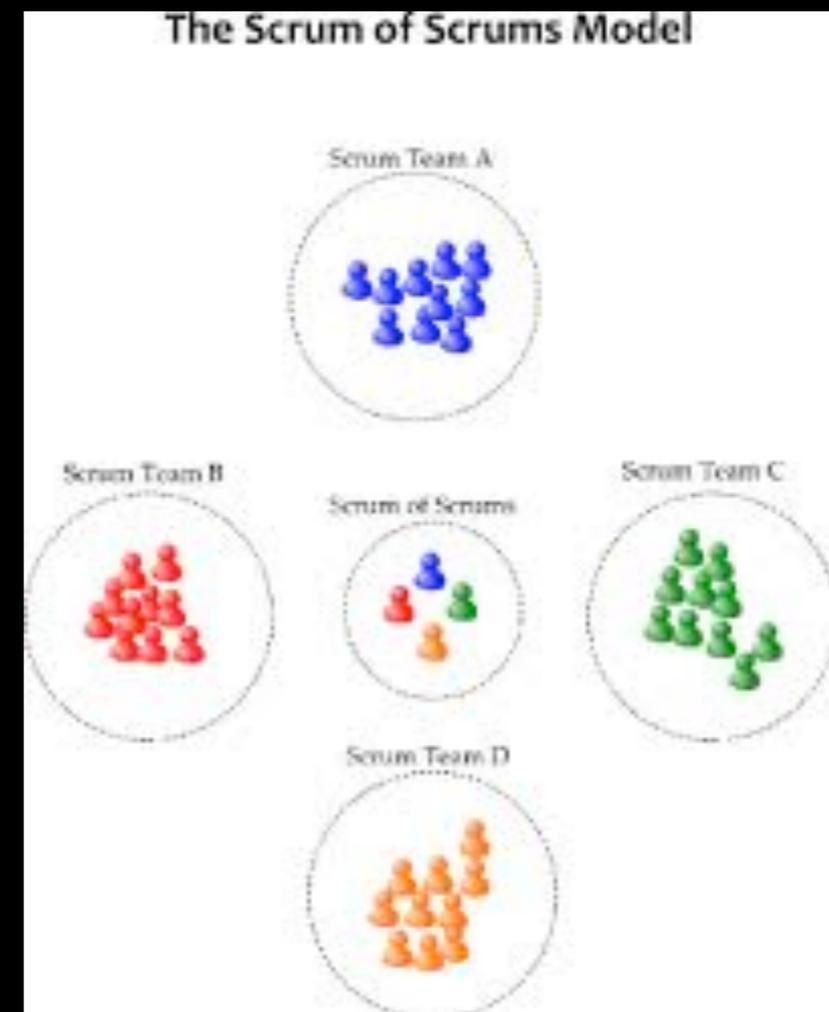
Early agile: small projects

- The project is everything
- Everything must be planned



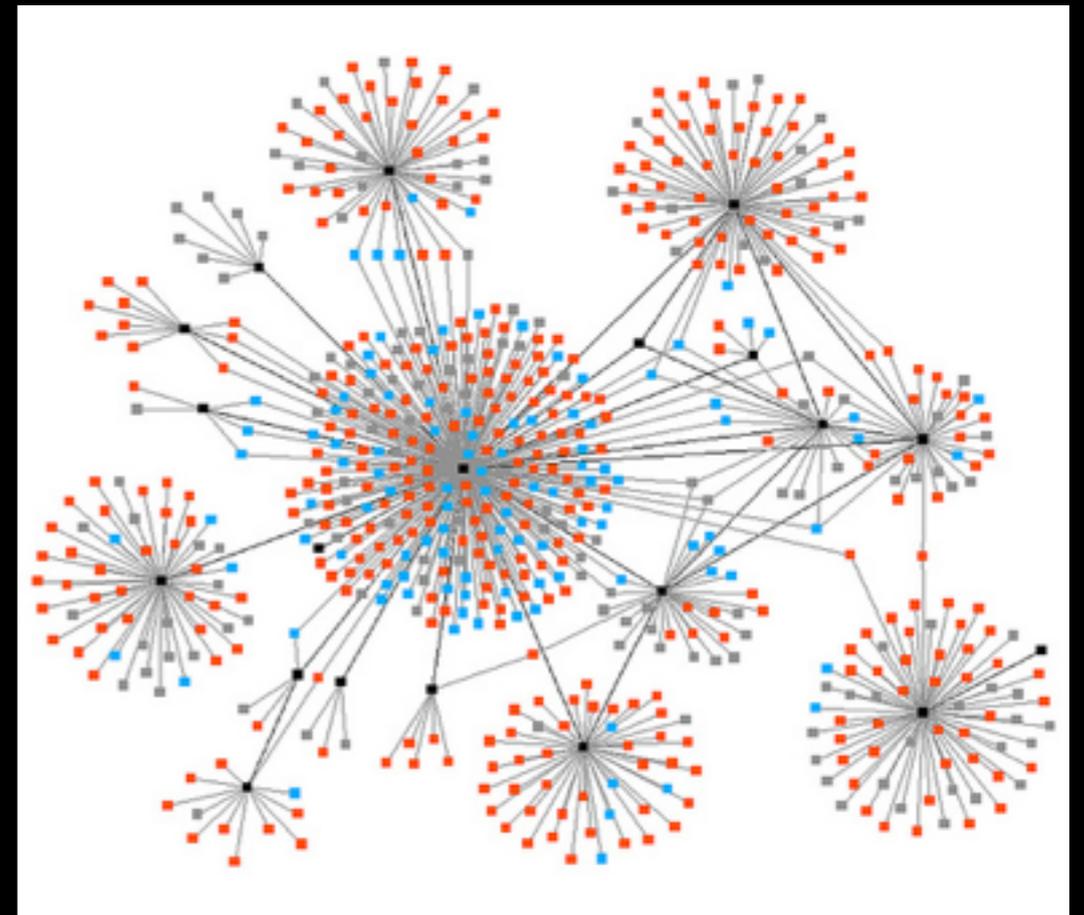
Later Scrum: big projects

- The project is still everything
- Multi-level plans



Networked environments

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



Waterfall

Chuck
Norris



Planning

Capability

Waterfall

Scrum

Chuck
Norris



Planning

Capability

Waterfall

Scrum

Kanban

Chuck
Norris



Planning

Capability



Planning

Capability

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?

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- Pair programming

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- 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

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- 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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