

Business Demystified

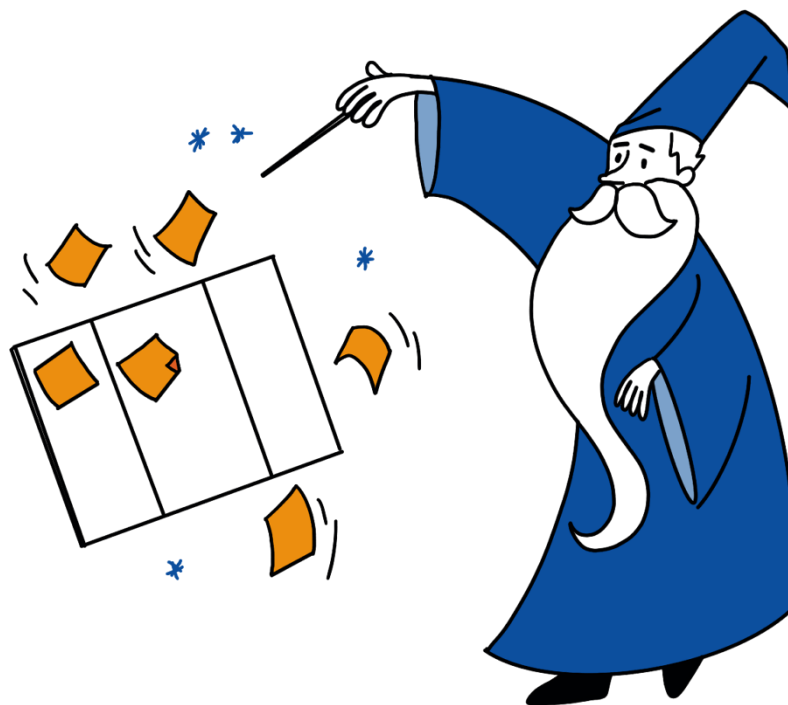
How to achieve goals when
everything changes?



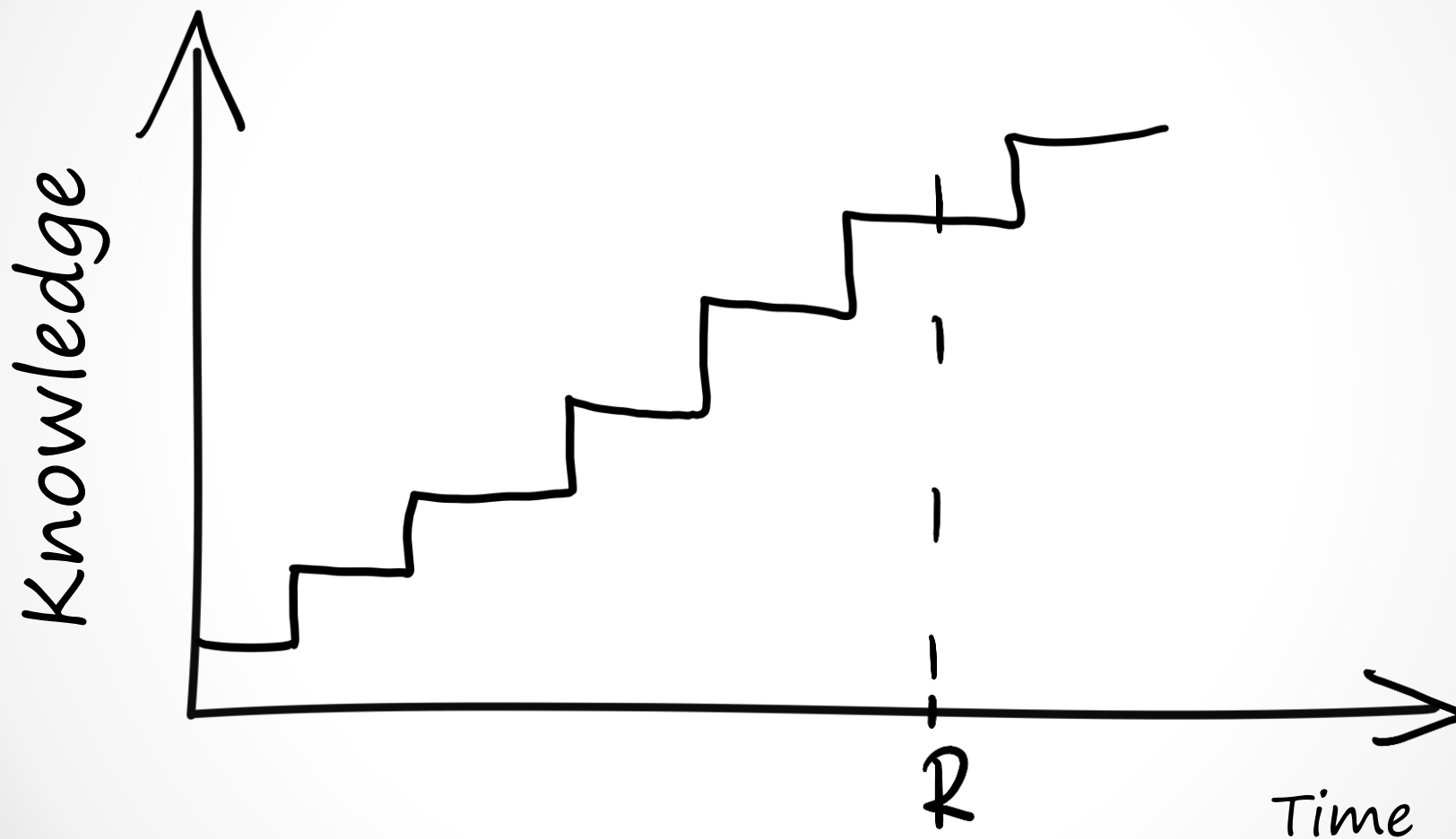
Tomasz Wykowski

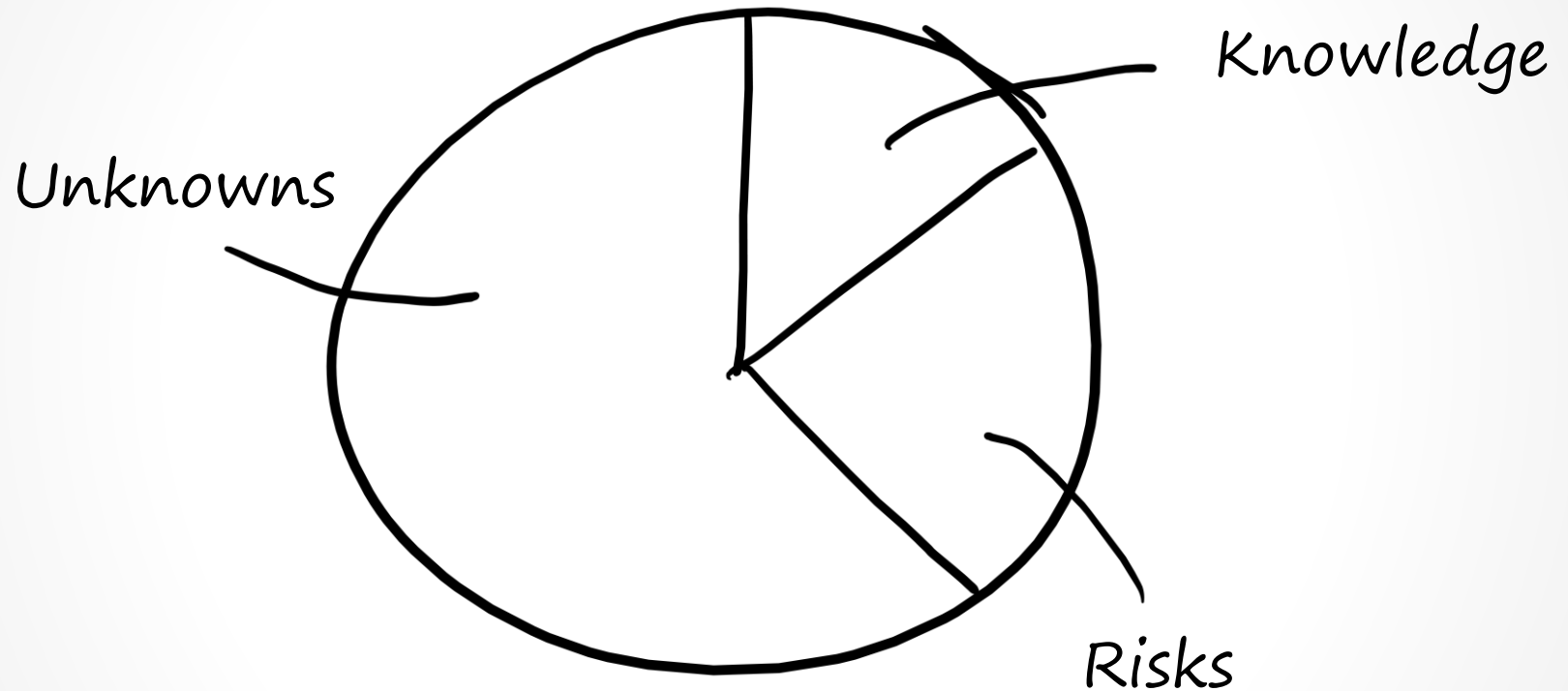
Tomasz.Wykowski@procognita.com





*One thing that surprised
you...*





Unknown Unknowns...

- Business
- Technology
- People & Interactions

*Product Managers are
wrong...*

*How quickly can you
validate your idea?*

*“We need to figure out
how to deliver software
so fast that our
customers don’t have
time to change their
mind.”*

– Mary Poppendieck –

*Why is it taking so much
time?*

- Waiting...
- Other teams
 - Decisions
 - Resources

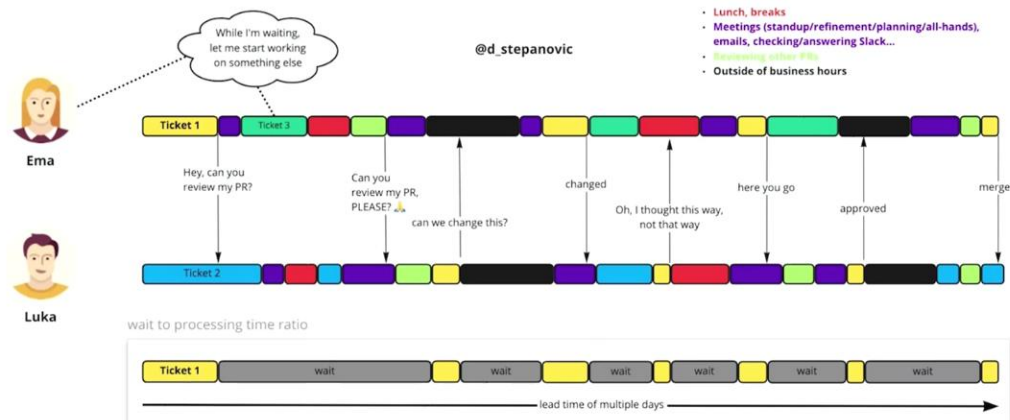


Dependencies.
AKA lack of:

- Competences
- Permissions
- Infrastructure



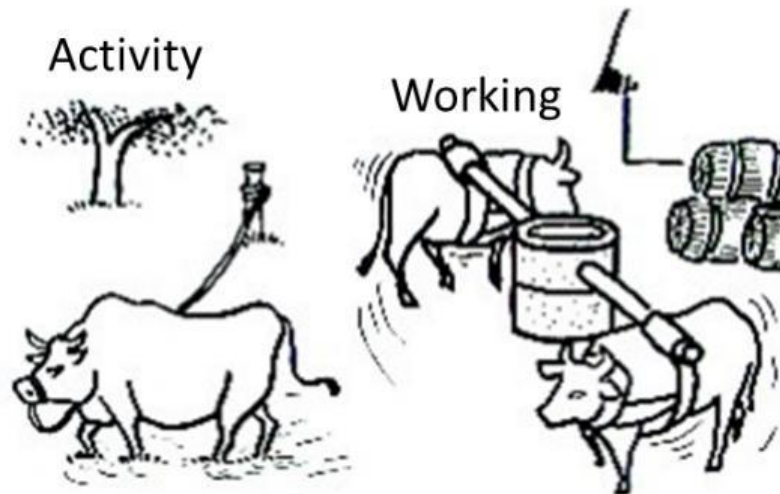
PR-based async code review



Dragan Stepanović

Async Code Reviews Are Choking
Your Company's Throughput

Activity vs Working



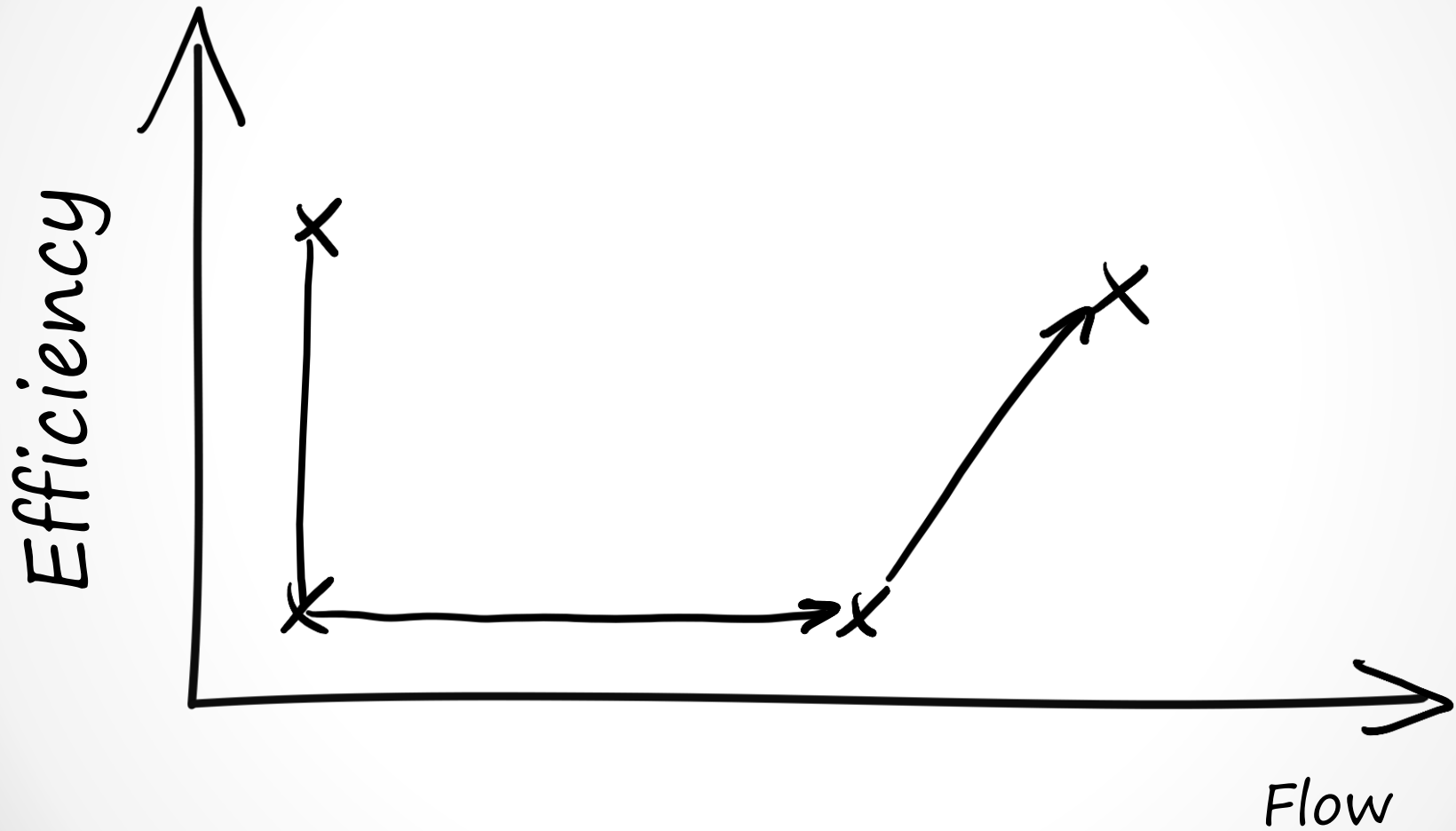
Context Switching Is a Waste

Work in Progress
Is a Waste

Handoff
Is a Waste

Re-learning
Is a Waste

*Extensive documentation
Is a Waste*



*Is your system designed
to support collaboration
on the most important
item?*

*Measure what matters:
Collaboration Friction.*

*What forces people to
avoid collaboration?*

How many 'top priority items' does your organization have?

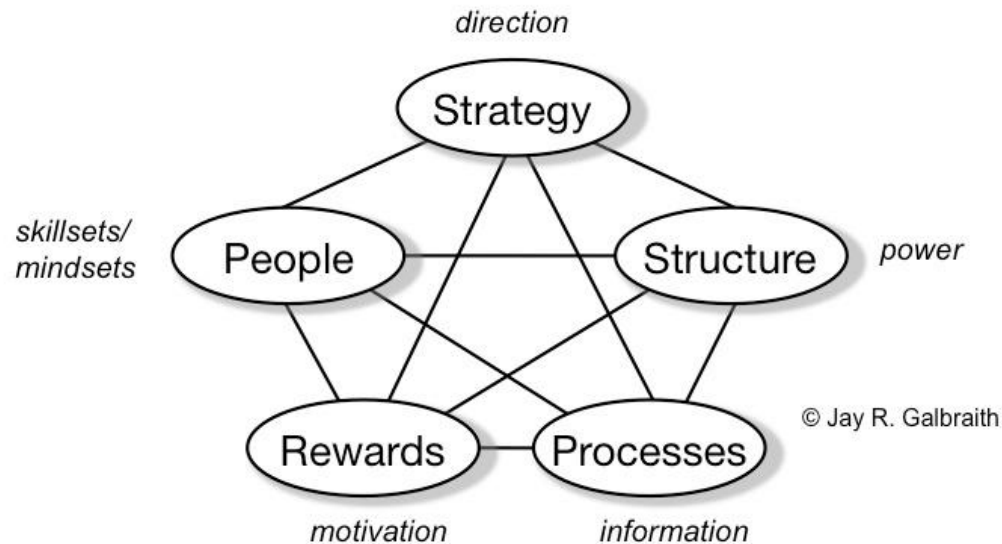
*How many people are
collaborating on the most
important initiative?*

What prevents your organization from focusing on the most important initiative when priorities change?

What makes face-to-face
conversations with the
users harder?

Structural change

The Star Model™



*Make collaboration on
one item easier*

*Make lack of
collaboration harder*

Remove dependencies: Competences

Remove dependencies: Permissions

Remove dependencies: Infrastructure



Lean Software Development

Tomasz Wykowski, LLC

Resource Control
Be Idle
Large Batches

Just Remove Waste

1. Waste is everywhere
2. Waste looks like VA
3. Waste creates Waste

Gojira

VA

VA

Tomasz Wykowski

Lean Software Development -
what can we learn from Toyota?

Talk Learn More

Let's stay in touch



Tomasz Wykowski

Tomasz.Wykowski@procognita.com

<http://www.linkedin.com/in/wykowski>



ProCognita | 
GET AGILE

