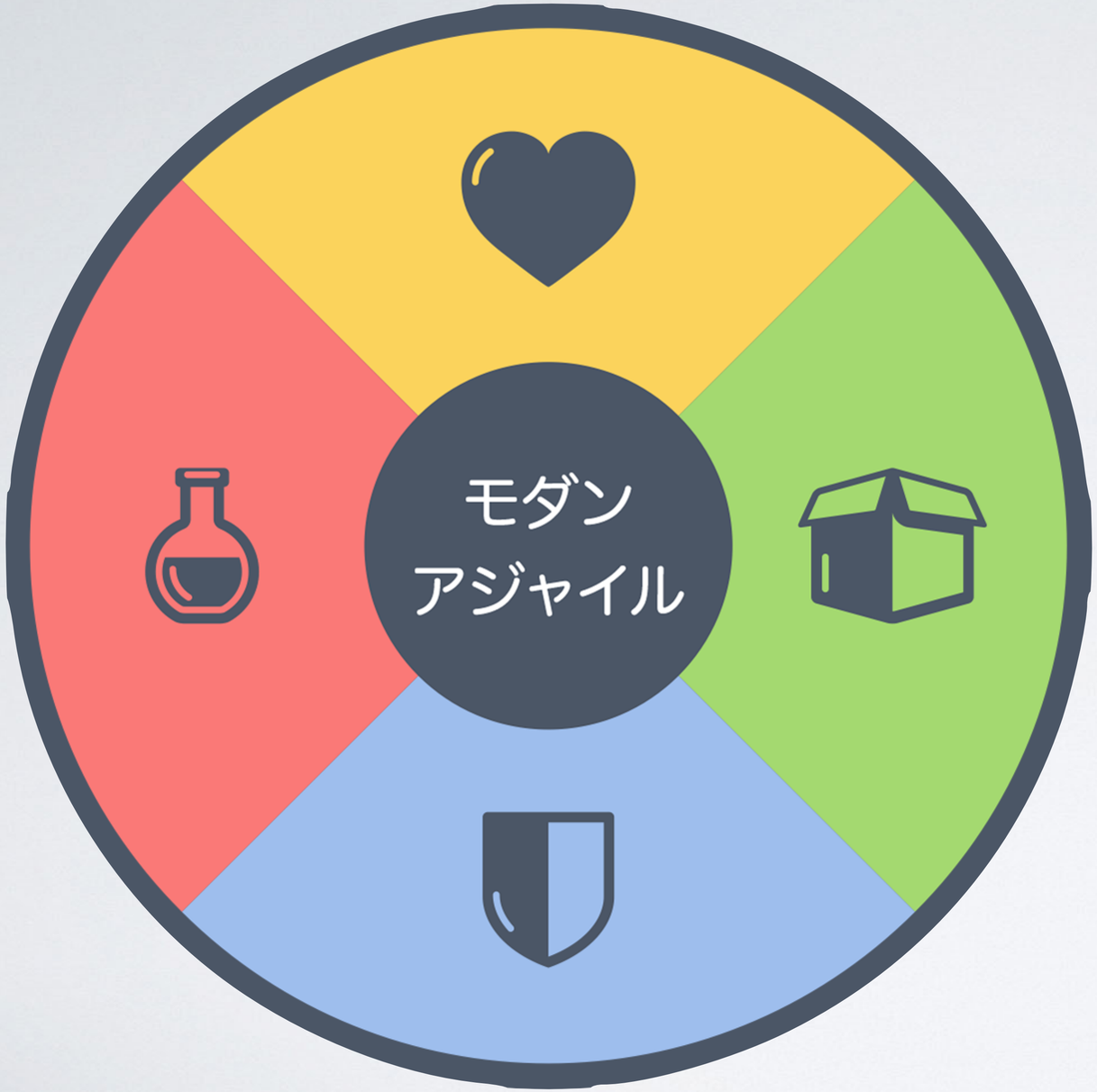
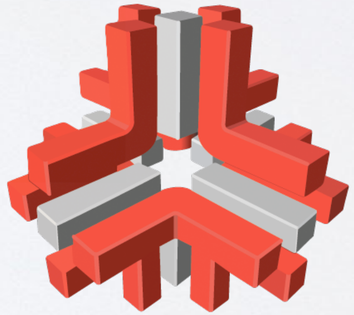
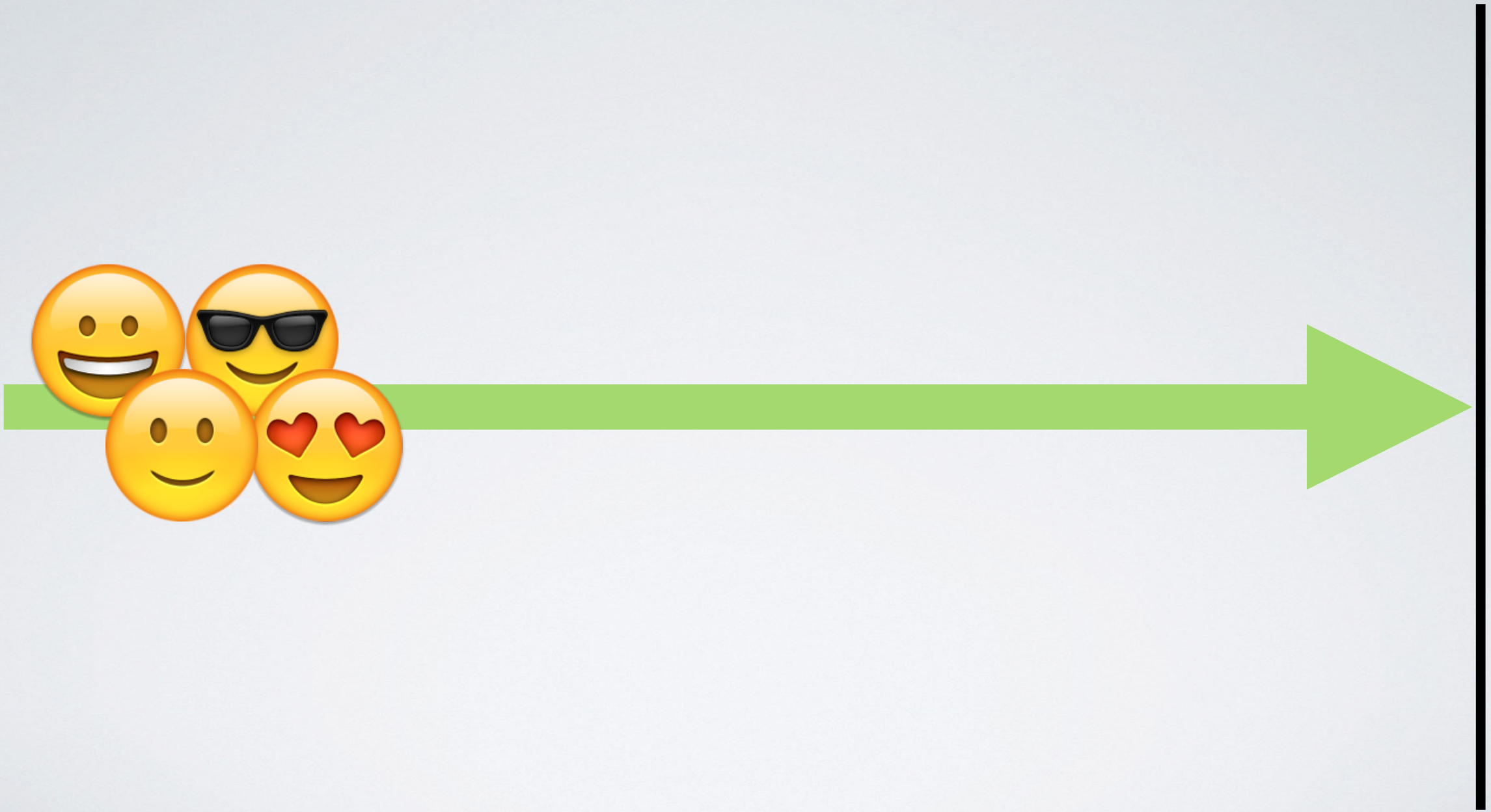
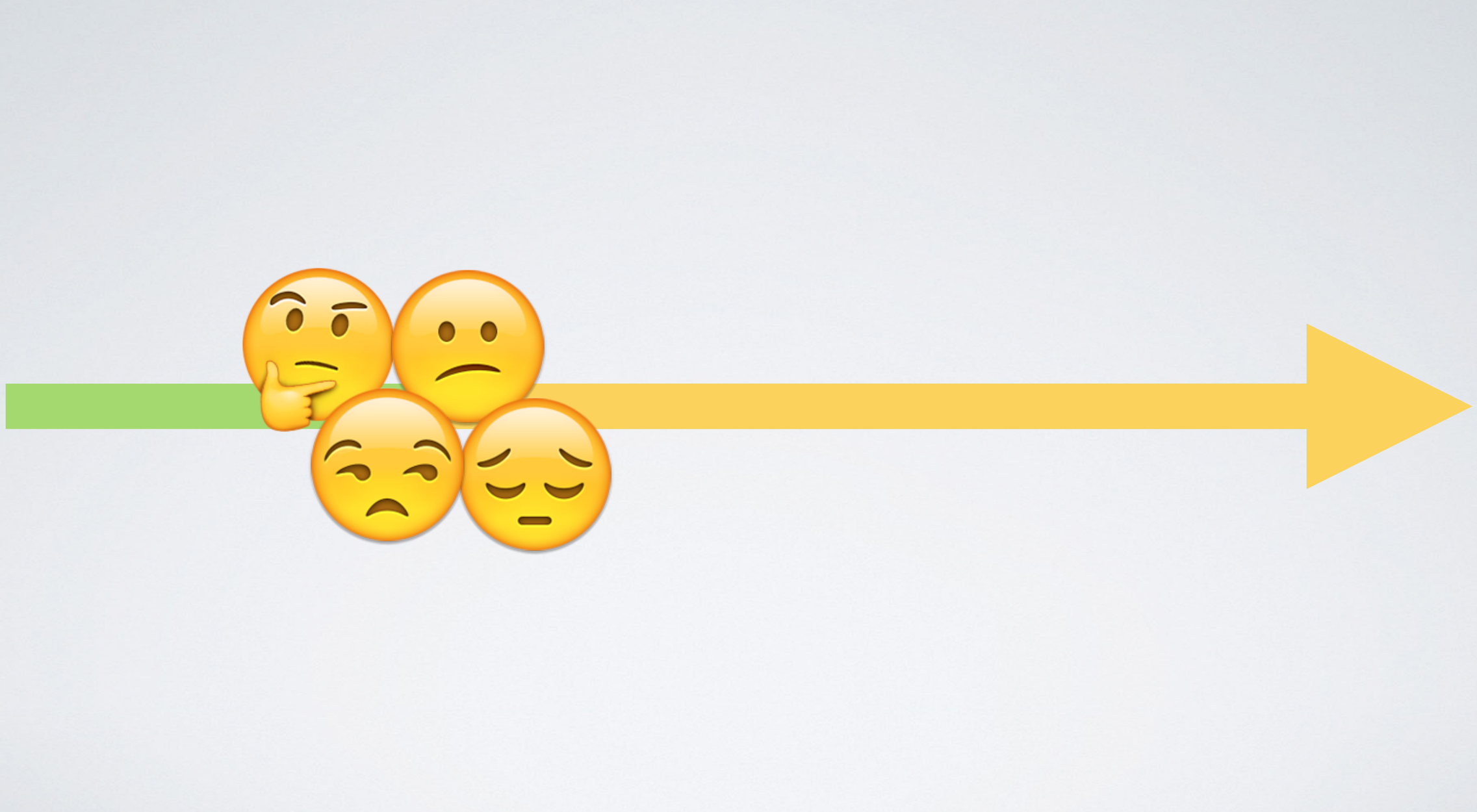
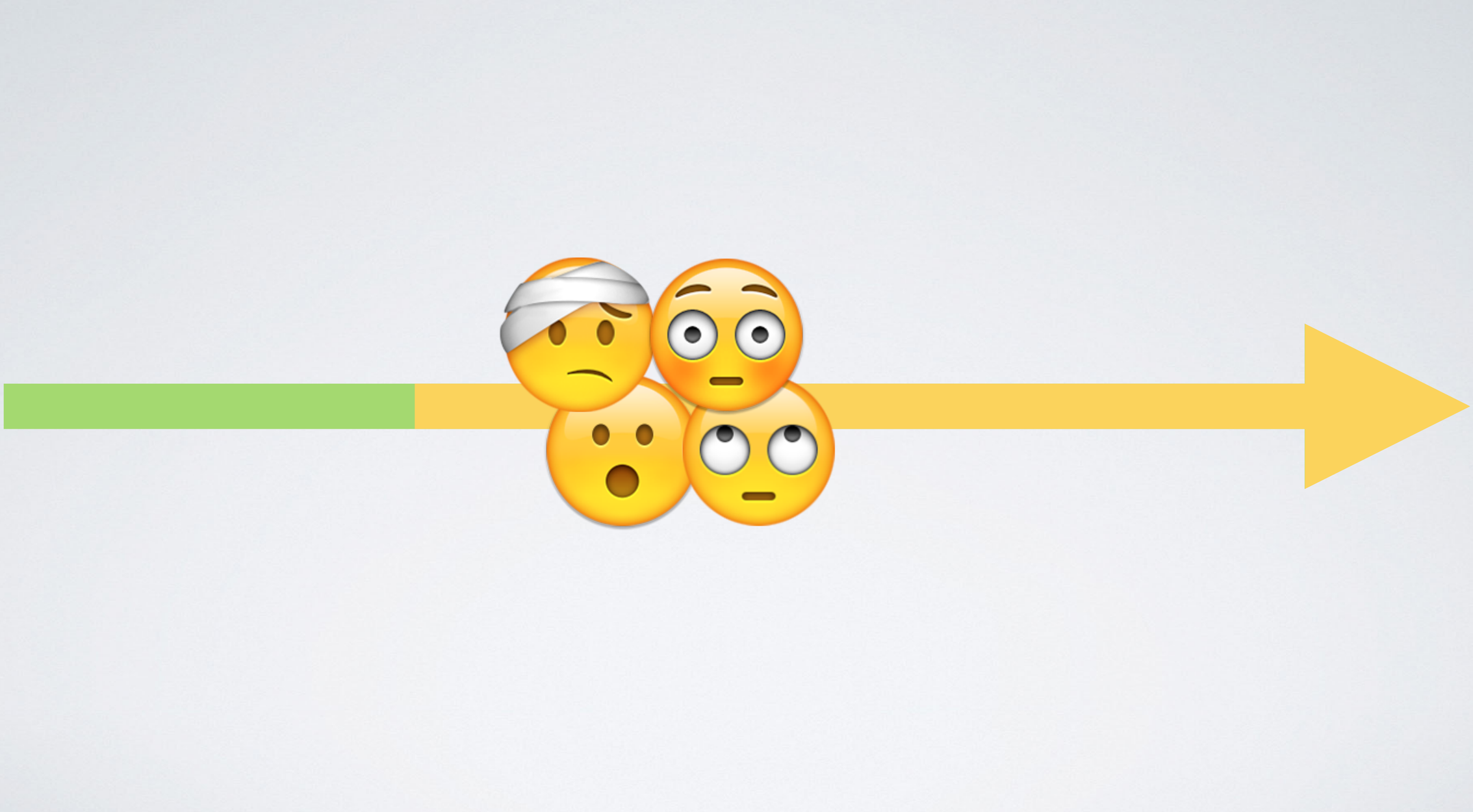


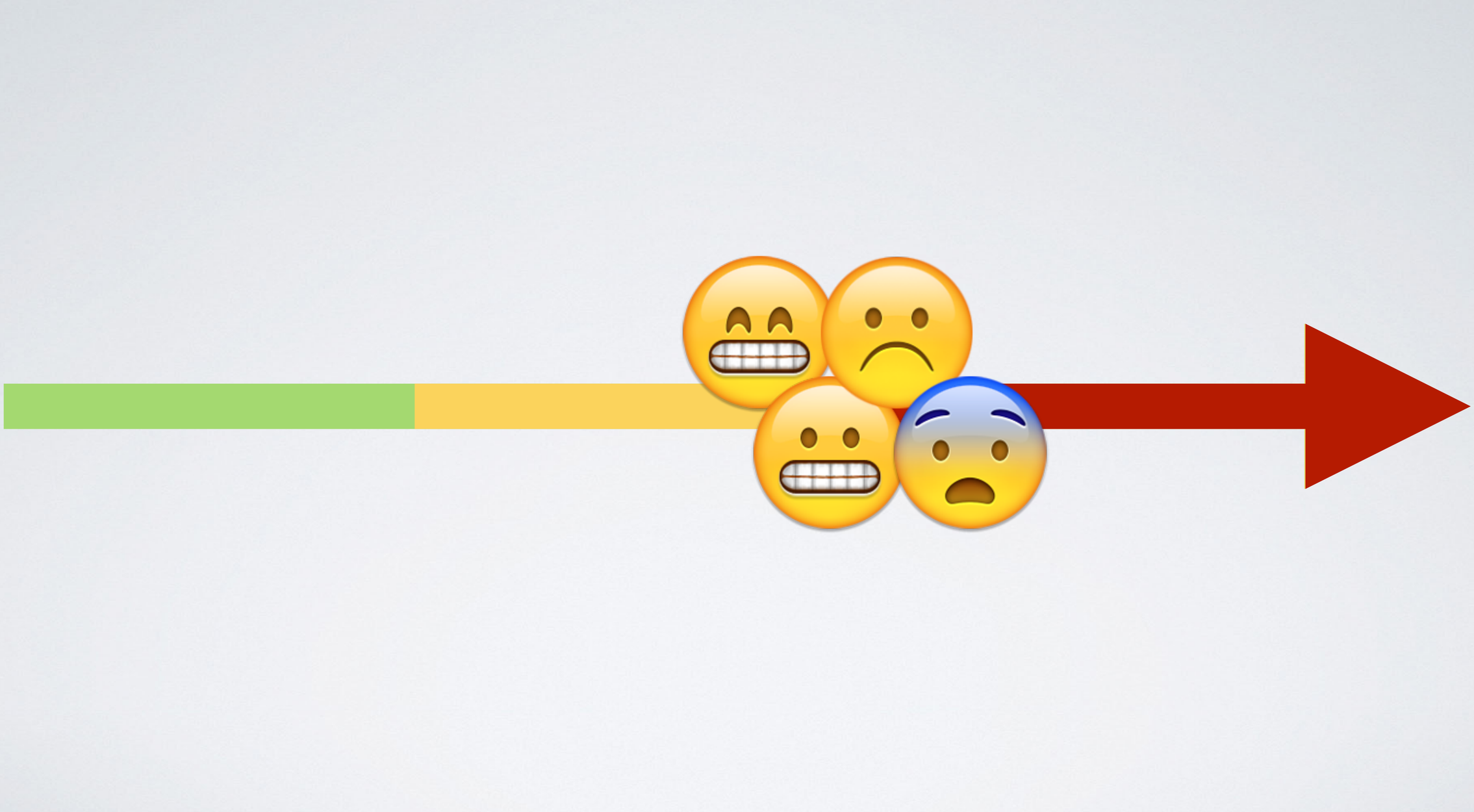
Joshua Kerievsky
CEO, Industrial Logic
@JoshuaKerievsky
IndustrialLogic.com
#ModernAgile

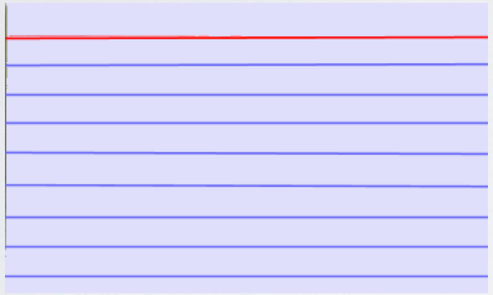










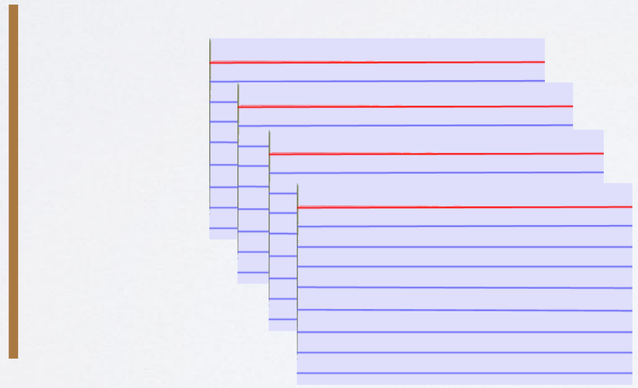


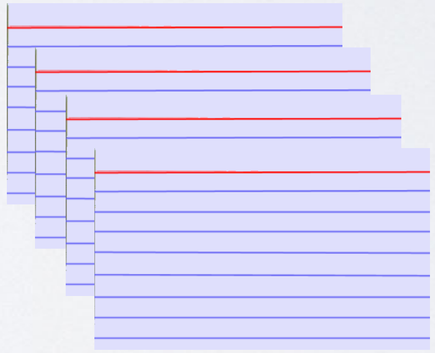
Definition of Done?

...

...

Product Owner
ACCEPTED

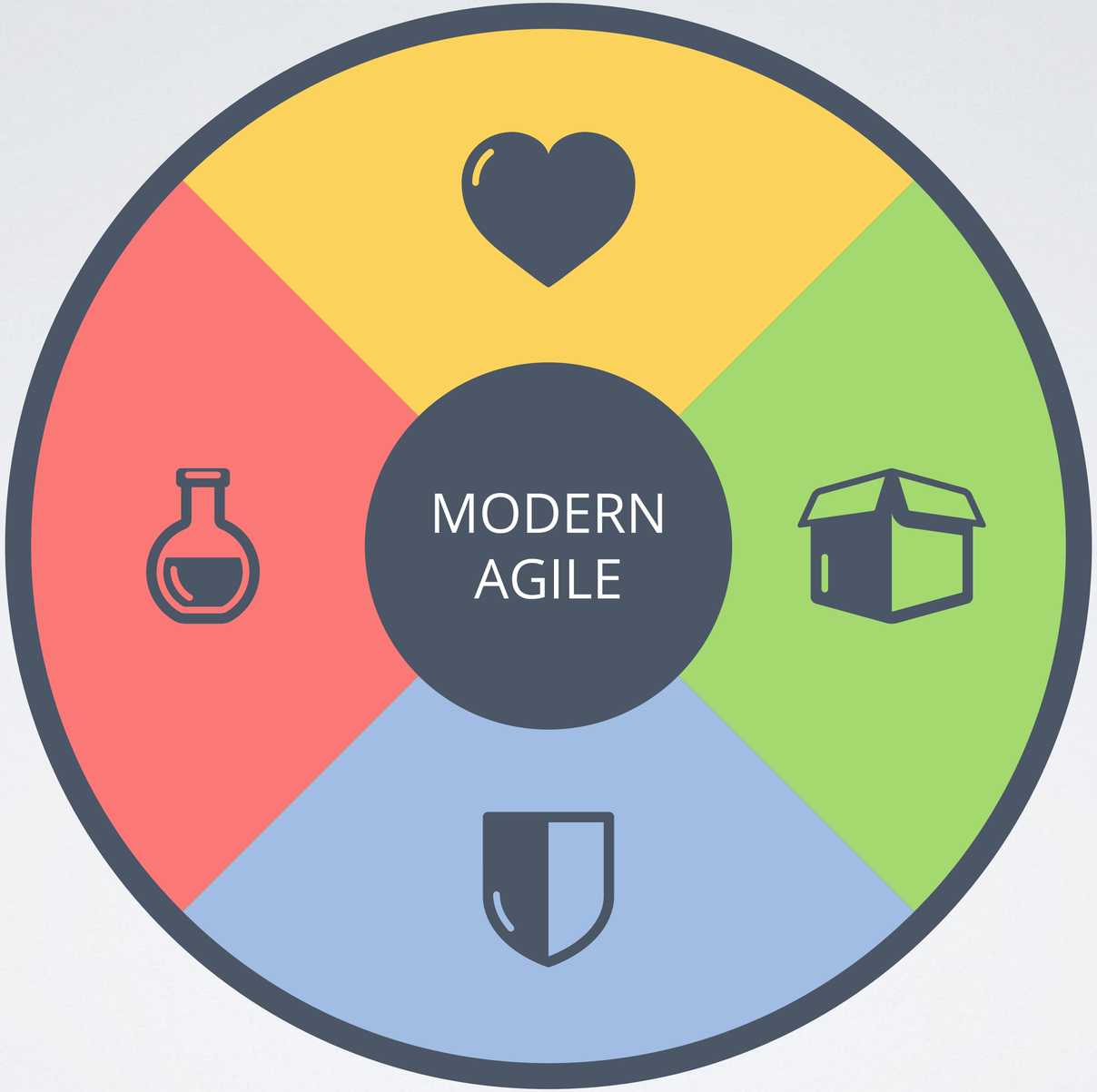




“Let’s Get Out of the Deliverables Business!”

-Jeff Gothelf, *Lean UX*

http://img.blog.yahoo.co.kr/ybi/1/1c/f6/cliffordmlarsen/folder/717992/img_717992_1359004_3?1103025176.jpg


MODERN
AGILE

人々を
最高にする

“The future is already here – it's just not very evenly distributed.”

William Gibson

Author, Neuromancer

ANZEN

2012

MODERN AGILE

O'REILLY
BADASS
Making Users Awesome
KATHY SIERRA
DELIVERING Happiness
A PATH TO PROFITS, PASSION, AND PURPOSE
Happy teams are more productive and managers should find joy at work, too!
Managing for Happiness
Games, Tools, and Practices to Motivate Any Team
Jurgen Appelo
"Jurgen's book is practical and fun, but most of all, it's subversive. If you care enough to get started, you'll discover that these tools will transform everything about your organization."
Seth Godin, The Icarus Deception
WILEY

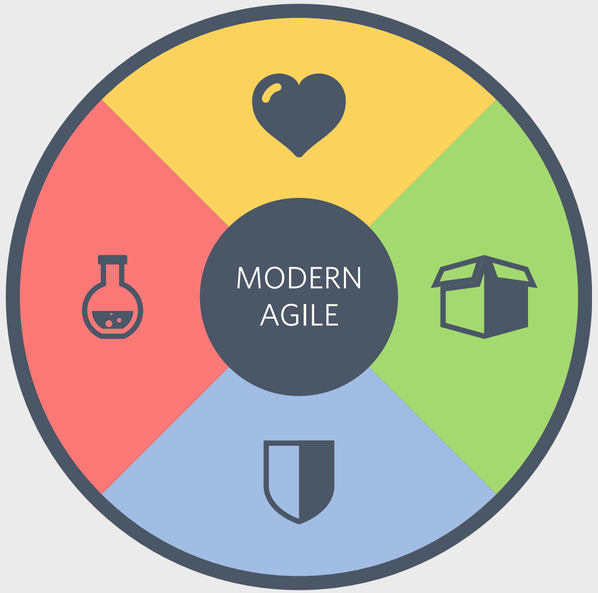
KANBAN
Successful Evolution for Your Technology
David J. Anderso
CONTINUOUS DEPLOYMENT WORKSHOP
The Addison-Wesley Signature Series
CONTINUOUS DELIVERY
Reliable Software Releases through Build, Test, and Deployment Automation
Jez Humble
David Farley
Foreword by Martin Fowler

THE LEAN STARTUP
THE LEAN SERIES
Josh Award Winner
Jeff Gothelf with Josh Seiden
LEAN UX
Applying Lean Principles to Improve User Experience
O'REILLY
Eric Ries, Series Editor
THE STARTUP OWNER'S MANUAL
The Step-by-Step Guide for
Agile Retrospectives
Making Good Teams Great
Esther Derby
Diana Larsen

By the author of the New York Times bestseller
The Power of Habit
Smarter Faster Better
Drift into Failure
NEW YORK TIMES BESTSELLER
THE POWER OF HABIT
SECOND EDITION
Driving FEAR Out of the WORKPLACE
Creating the High-Trust, High-Performance Organization
KATHLEEN D. RYAN
DANIEL K. OESTREICH
Pre-Accident Investigations
An Introduction to Organizational Safety
Todd Conklin
The Pragmatic Programmers
Liftoff Second Edition
Start and Sustain Successful Agile Teams
Diana Larsen
and Ainsley Nies
edited by Katharine Dvorak

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.



We are *uncovering better ways of getting awesome results.*

Hello! Welcome To

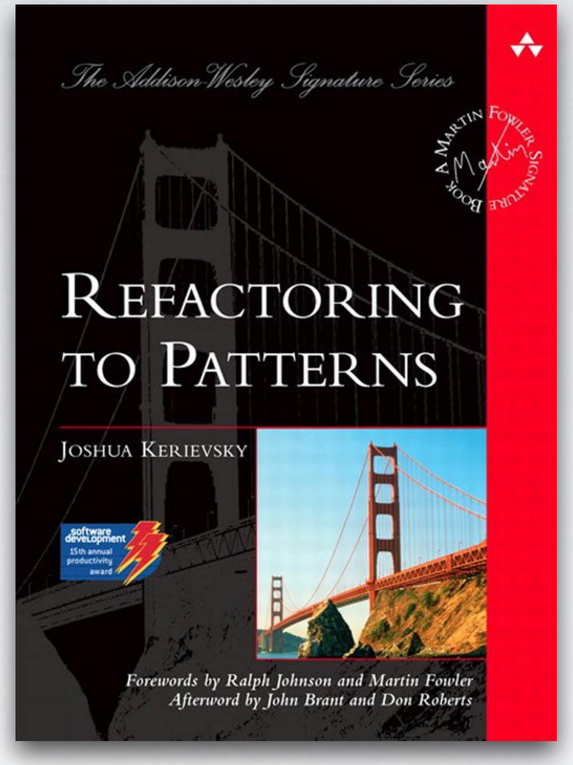
industrial logic

Culture Services Results Approach About Contact

Founder & CEO

Pioneering consultancy that radically improves software development for organizations worldwide

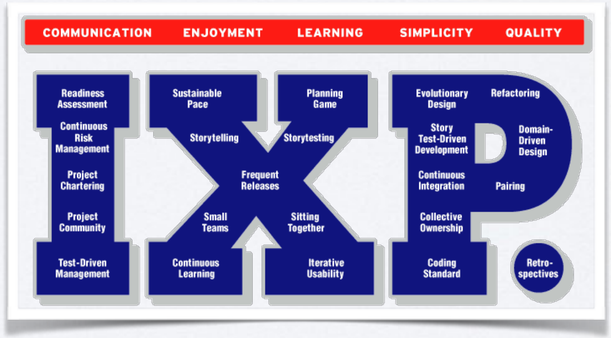
1999… Extreme Programming



2004 Book

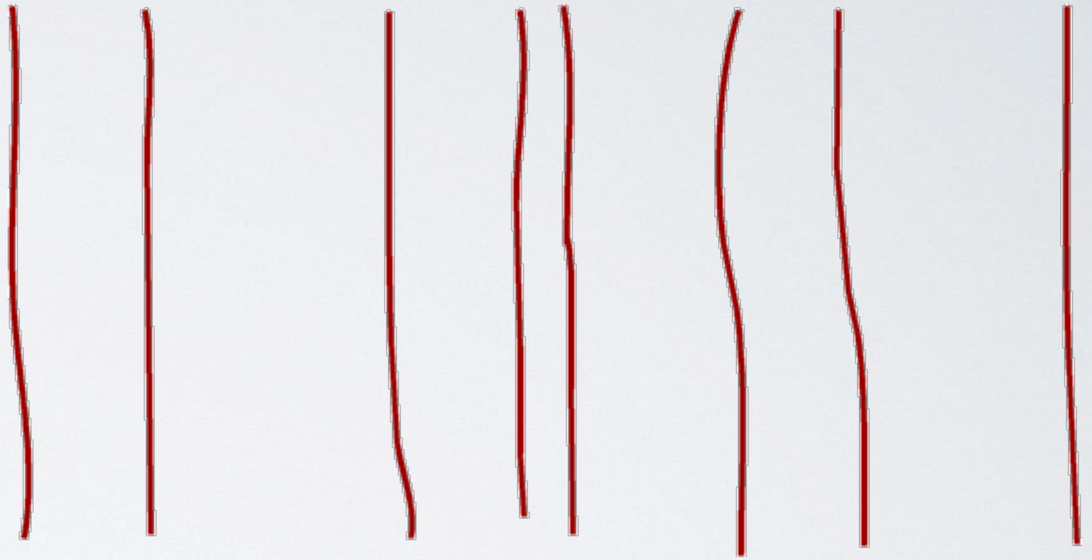
2006… Agile eLearning

2000… Agile Coaching



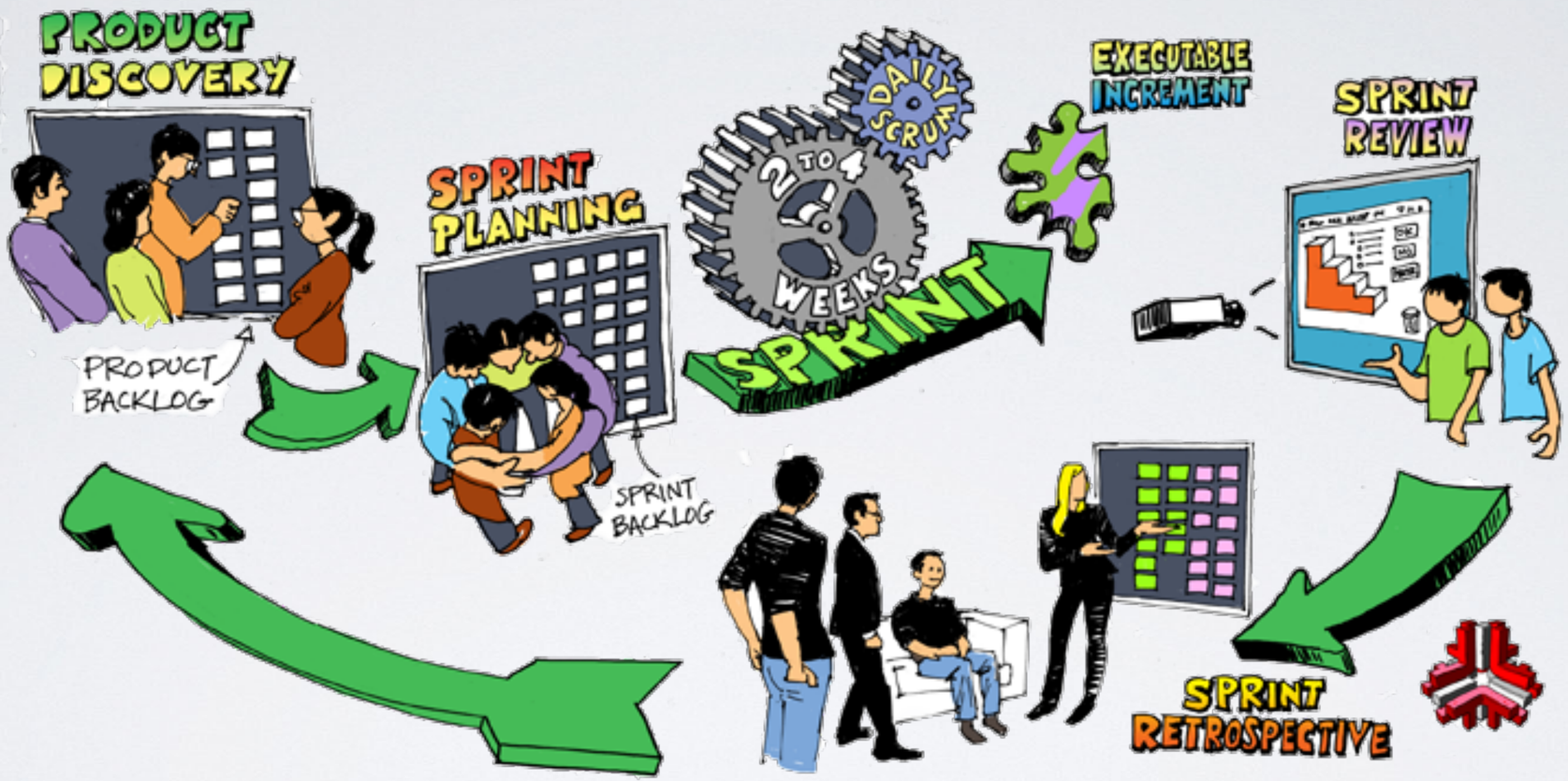
2004 Enterprise Agile

2013… Anzeneering



Agile2008 Conference

Motorola International 3200


PRODUCT DISCOVERY
PRODUCT BACKLOG
SPRINT PLANNING
SPRINT BACKLOG
DAILY SCRUM
2 TO 4 WEEKS
SPRINT
EXECUTABLE INCREMENT
SPRINT REVIEW
SPRINT RETROSPECTIVE

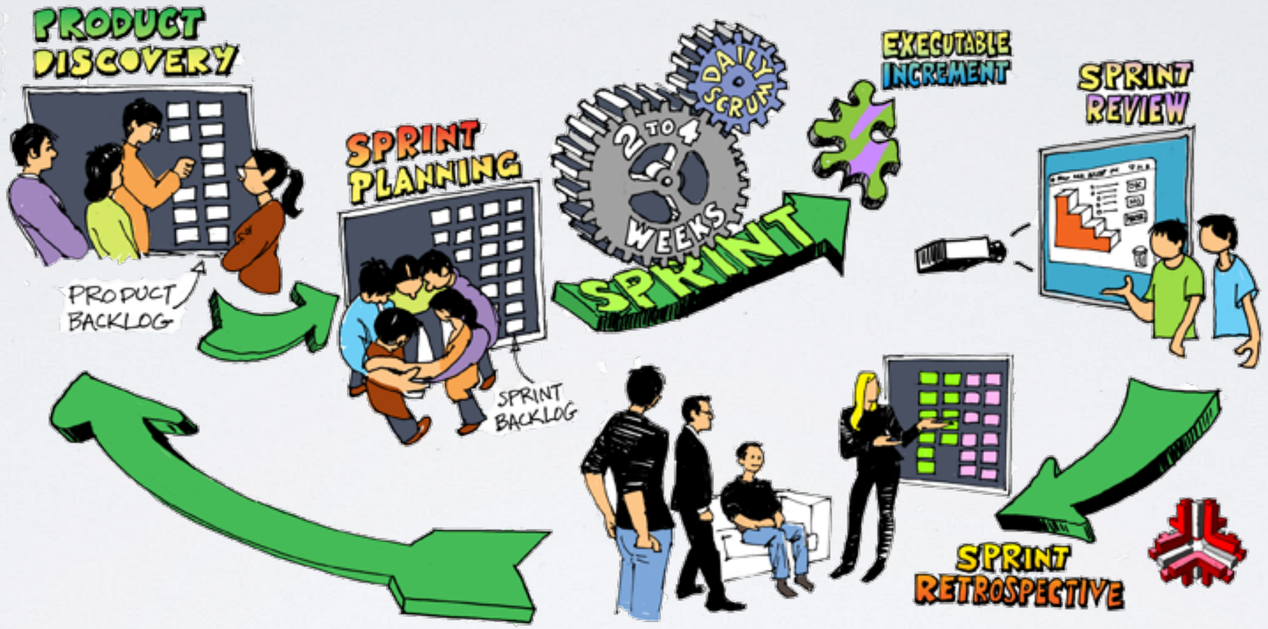
Agility
Requires
Balance

MODERN
AGILE

“The problem is never how to get new, innovative thoughts into your mind, but how to get old ones out.”

Dee Hock

Founder & CEO, Visa


PRODUCT DISCOVERY
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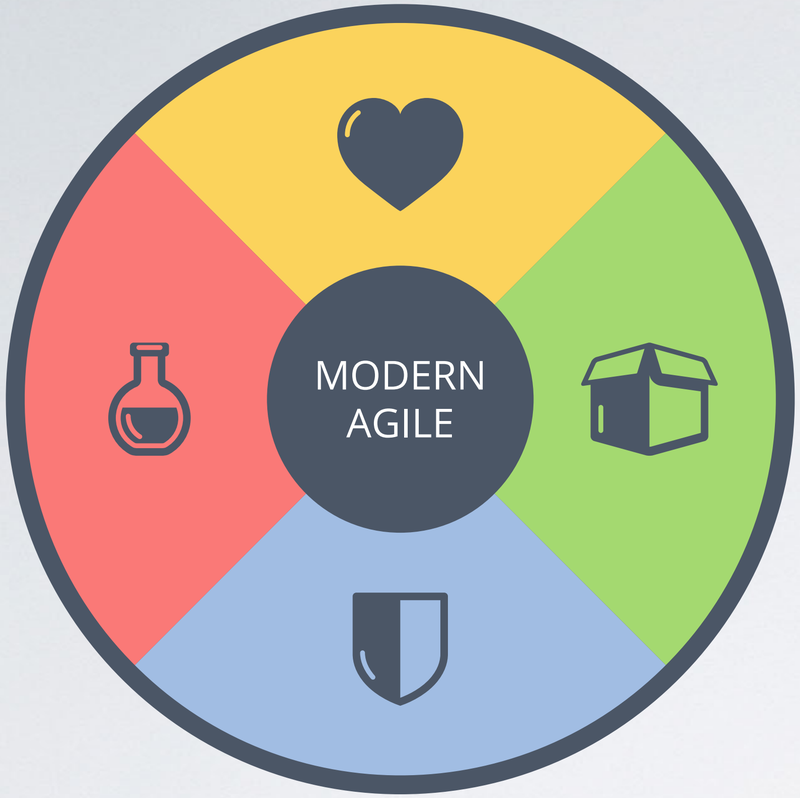
2 TO 4 WEEKS
SPRINT
EXECUTABLE INCREMENT
SPRINT REVIEW
SPRINT RETROSPECTIVE

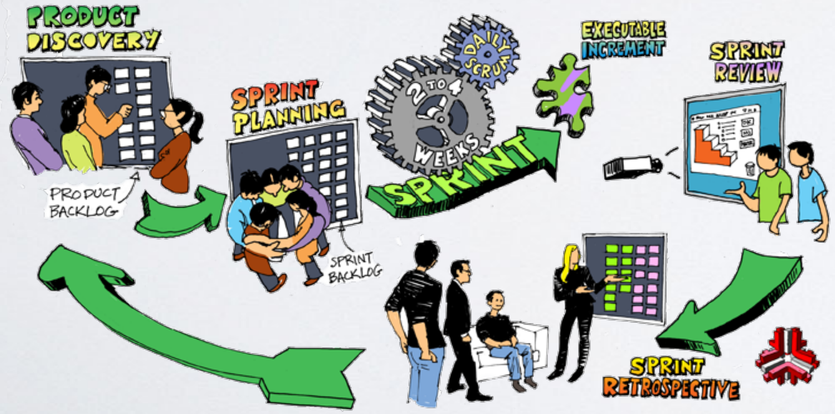
SprintCare Senior Living



Outcomes

Over

Outputs



Osteria Francescana

Massimo Bottura

Photo by Paolo Terzi

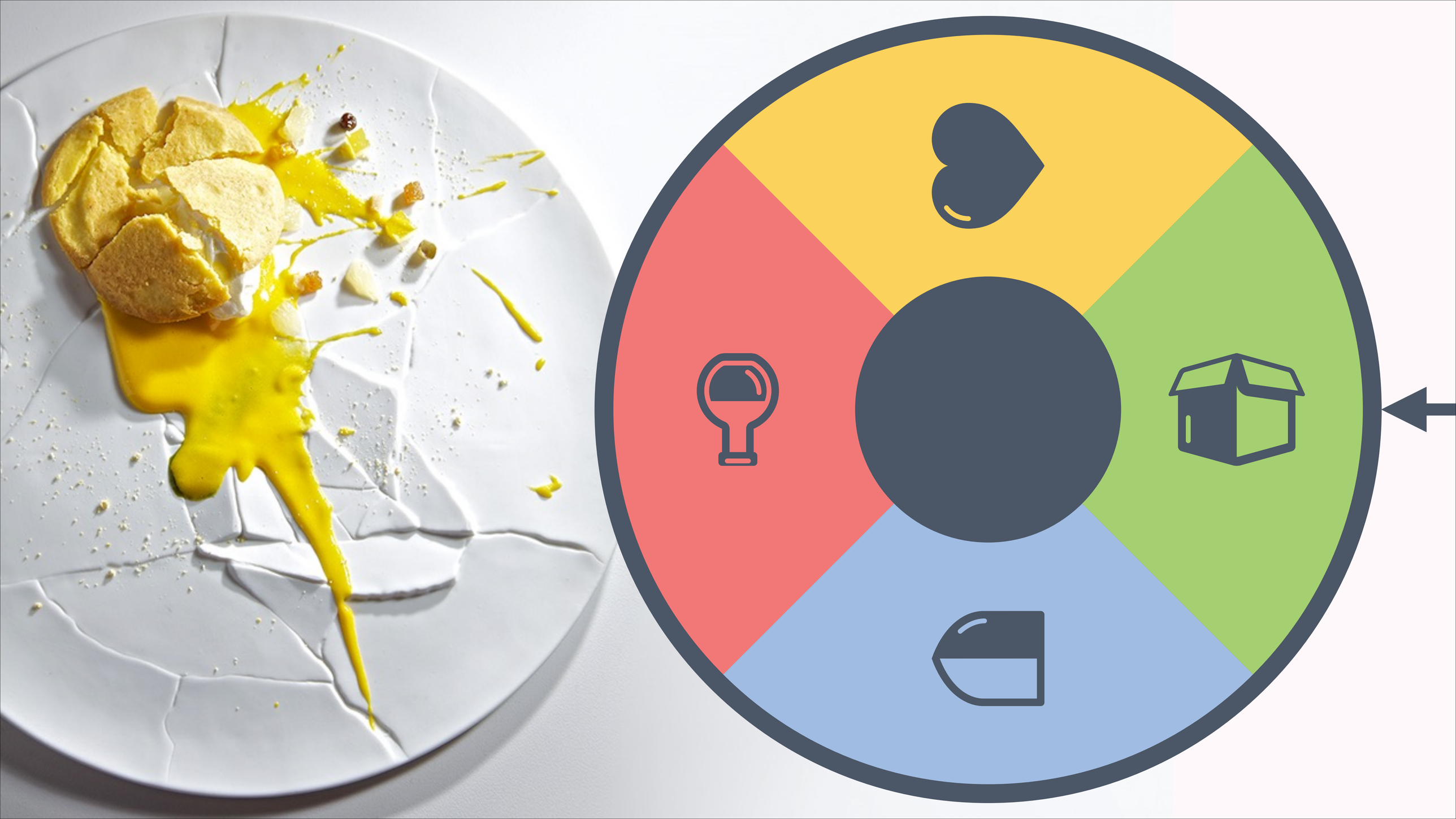
Five Ages of Parmigiano Reggiano

Photo by Paolo Terzi

Camouflage

Photo by Paolo Terzi

Takahiko
Kondo



人々を
最高にする

Harvard Business Review

January, 1986

The New New Product Development Game

Hirotaka Takeuchi

Ikujiro Nonaka

“Top management creates an element of tension in the project team by giving it great freedom to carry out a project of strategic importance and by setting very challenging requirements.”

Hirotaka Takeuchi

Ikujiro Nonaka

“Invent a faster train.”
— Head of Japanese railway system, 1955

100 km/h?
150 km/h?
250 km/h!!

1964: Tōkaidō Shinkansen

By Roger Wollstadt - http://www.flickr.com/photos/24736216@N07/3429753993/in/set-72157623081490477/, CC BY-SA 2.0, https://commons.wikimedia.org/w/index.php?curid=18004116

O'REILLY®

"Kathy's back, and her new book is simple, brilliant, and useful. What else do you need to know?"

—Seth Godin, Author, *What To Do When It's Your Turn*

BADASS

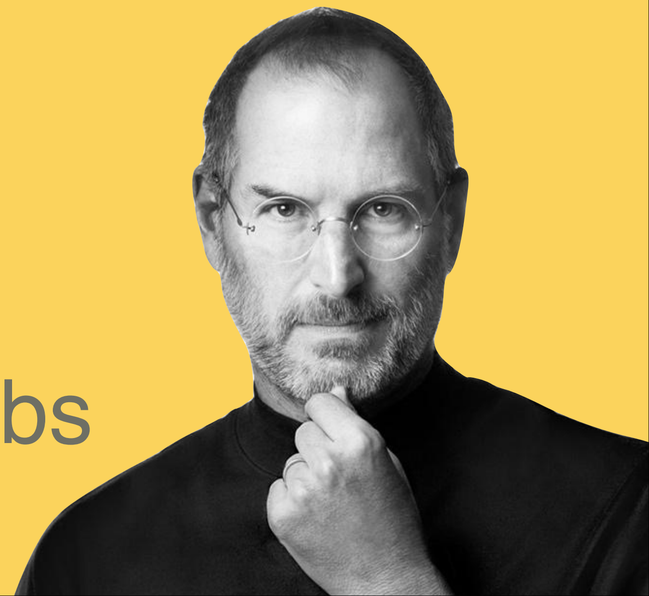
Making Users Awesome

KATHY SIERRA

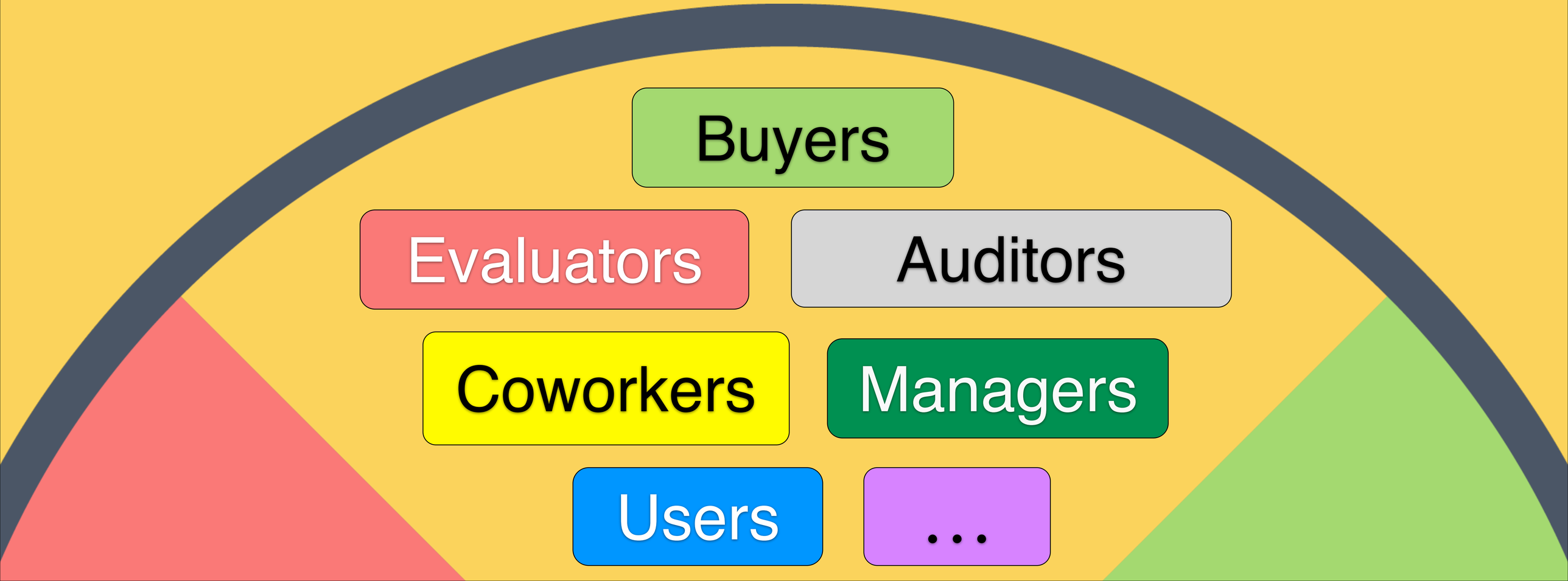
Cal

“You’ve got to start with the customer experience and work backwards to the technology.”

Steve Jobs



Who are we Making Awesome?



Awesome Outcomes from Cross-Functional Communities

Product Community

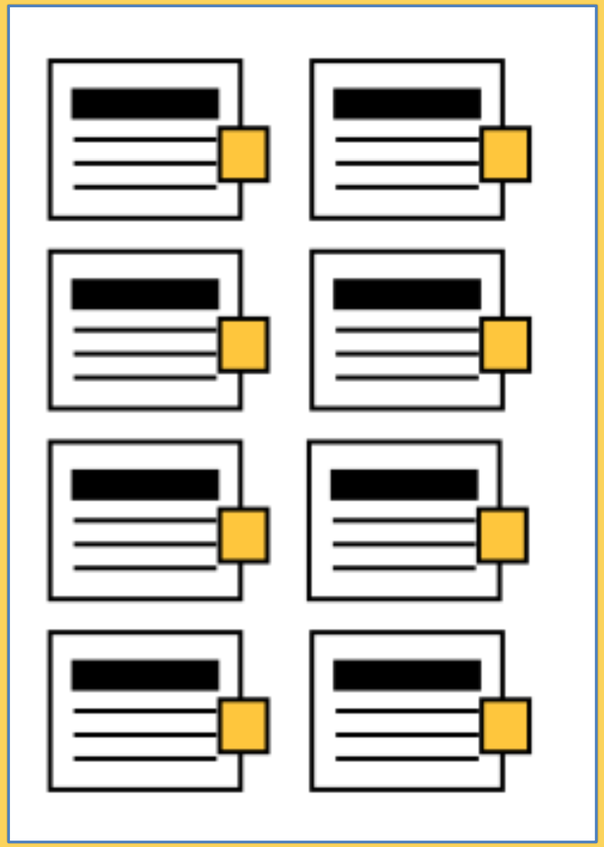
Chartering

- Vision
- Mission
- Objectives
- Community
- Agreements
- etc.

Informs →

← Fulfills

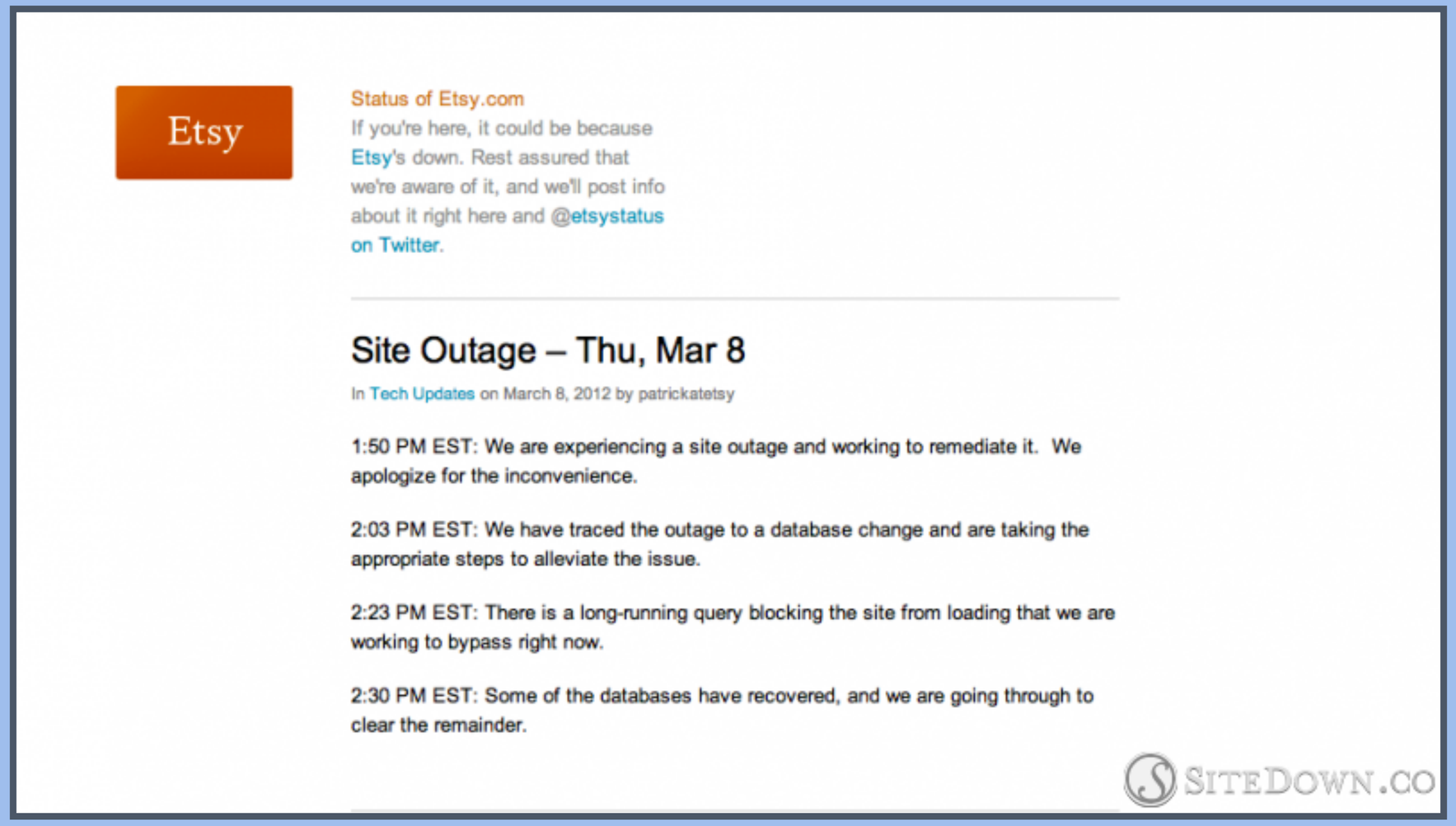
Release Planning

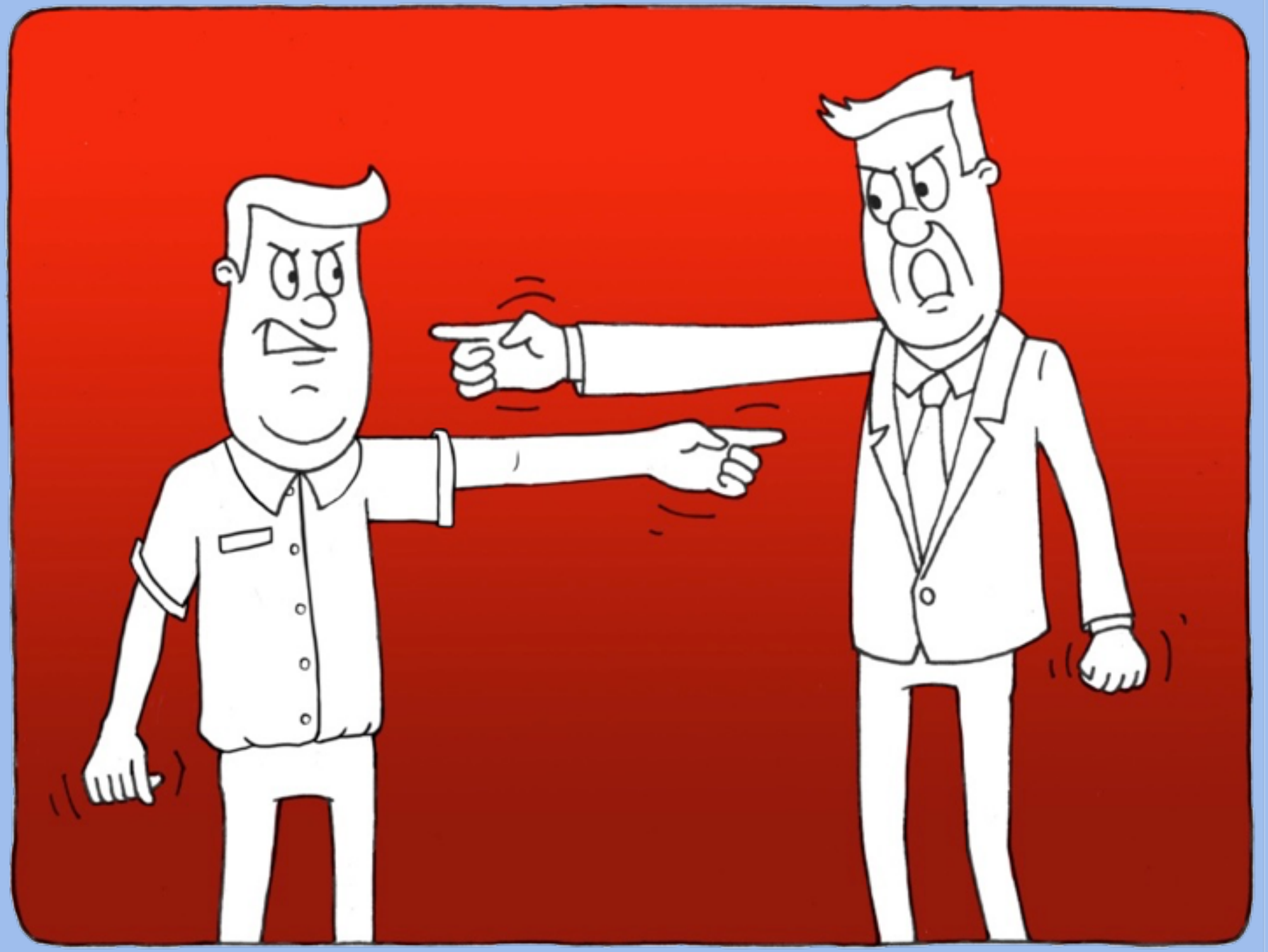


Story Mapping

安全を
前提にする

SITE OUTAGE


Etsy
Status of Etsy.com
If you're here, it could be because Etsy's down. Rest assured that we're aware of it, and we'll post info about it right here and @etsystatus on Twitter.
Site Outage – Thu, Mar 8
In Tech Updates on March 8, 2012 by patrickatetsy
1:50 PM EST: We are experiencing a site outage and working to remediate it. We apologize for the inconvenience.
2:03 PM EST: We have traced the outage to a database change and are taking the appropriate steps to alleviate the issue.
2:23 PM EST: There is a long-running query blocking the site from loading that we are working to bypass right now.
2:30 PM EST: Some of the databases have recovered, and we are going through to clear the remainder.
SiteDown.co



”People are not afraid of failure, they’re afraid of blame.”

SETH
GODIN

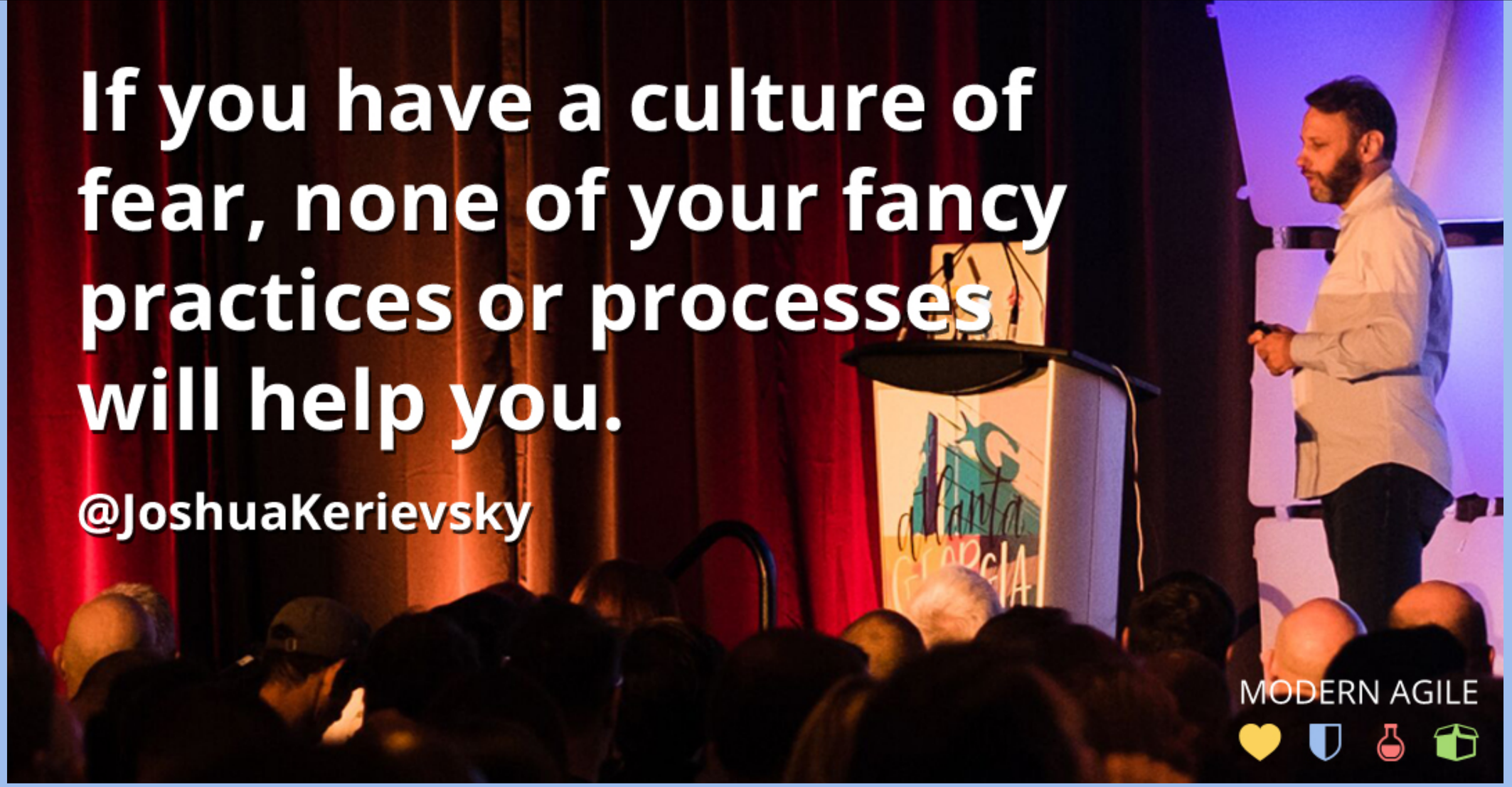
Etsy

How I Fired Myself

"This, is a *monumental* f**k up. You're gonna cost us millions in revenue."

“Never place a worker only one defense away from failure.”

— Todd Conklin


If you have a culture of fear, none of your fancy practices or processes will help you.
@JoshuaKerievsky
MODERN AGILE

slack

A credit has been added to your Slack account

Today 1 team member became inactive in Industrial Logic on Slack

Since the total headcount of active members decreased by 1, we've added a credit of $59.18 to your balance. (That's the prorated amount you had prepaid for 1 member between now and April 20, 2017, on your current plan.)

https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

Google

Psychologically Safe Meetings

Encourage Everyone to Contribute

Listen to One Another

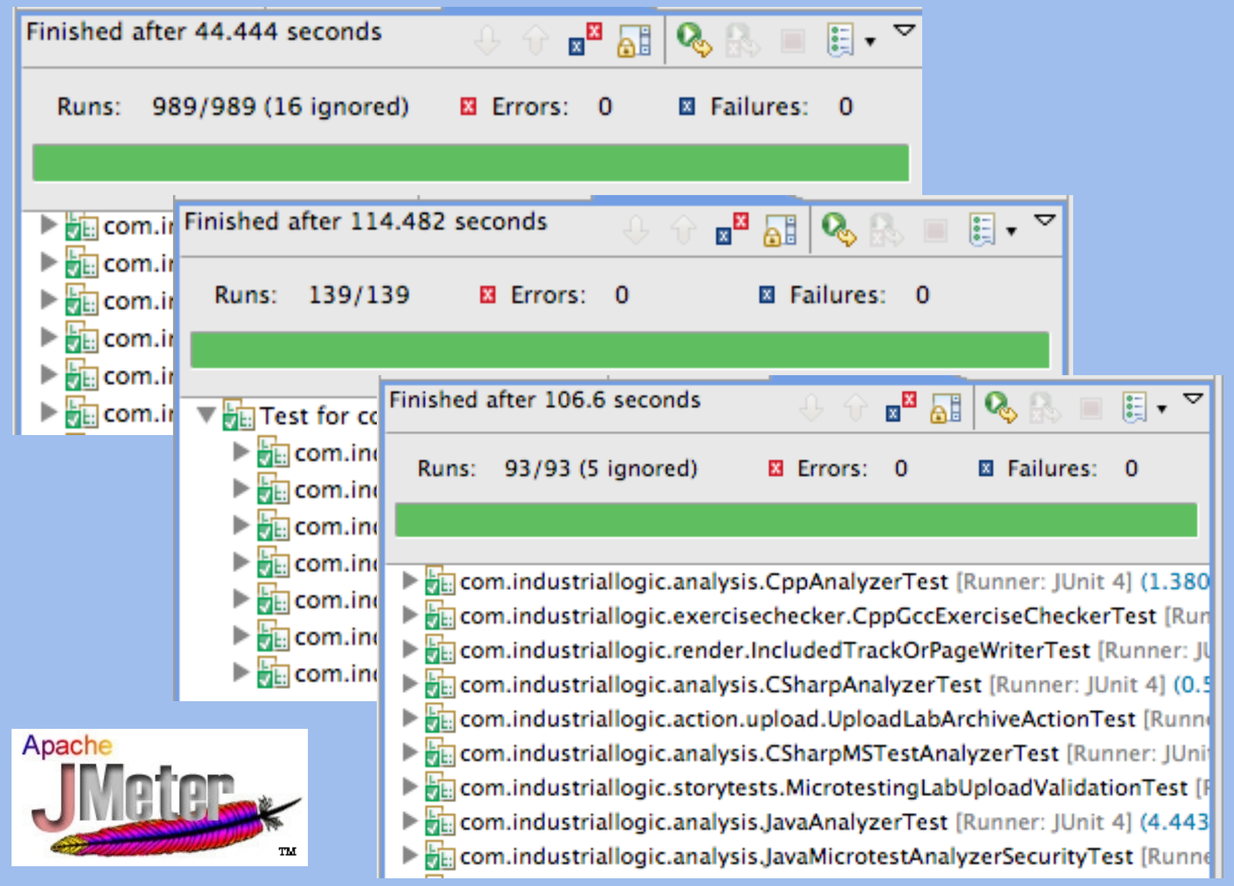
Review/Repeat People's Points

Avoid Dominating or Interrupting

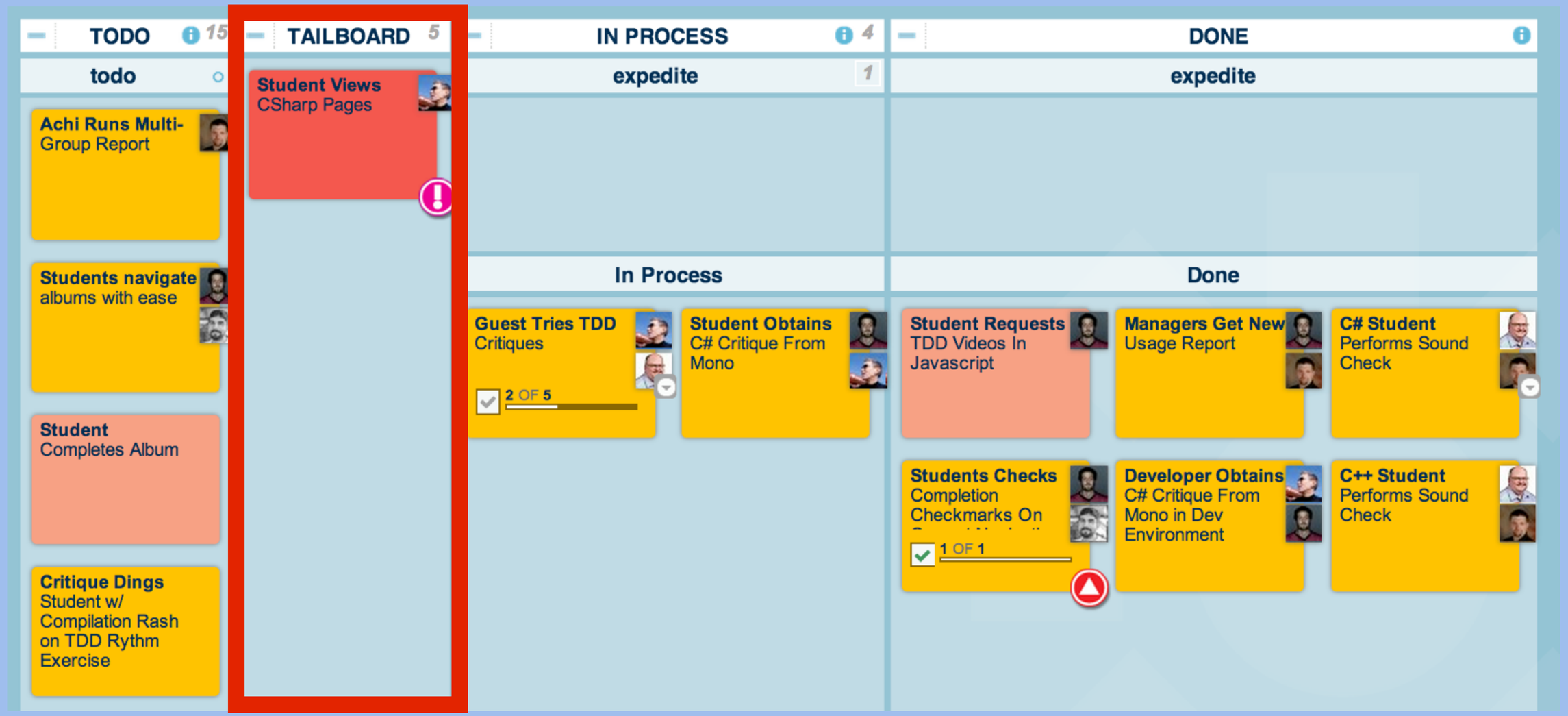
Be Caring, Curious & Nonjudgmental

Adapted from *Smarter Faster Better* by Charles Duhigg

Safety is a Prerequisite



Tailboarding



Stop Work Authority

Stop any work or behavior you deem unsafe to yourself or others.

Be safe.
Please help protect our:

Health
Time
Money
Information
Relationships
Reputation

Safety unlocks high performance. You will never be penalized for stopping unsafe work or speaking up about hazards or injuries.

MODERNAGILE.ORG

EXIT

Safety is a basic human need and a key to unlocking high performance.
@JoshuaKerievsky
MODERN AGILE

高速に
実験&学習する

MODE
AGIL

“Learn more,
earn more."

Warren
Buffett

Business
Magnate

MultiLearning

“Team members engage in a continual process of trial and error to narrow down the number of alternatives that they must consider. ”

Hirotaka Takeuchi

Ikujiro Nonaka

“I don’t start new tours in arenas. I perform 40 - 50 shows in a small, local club to get ready for a tour."

Chris Rock

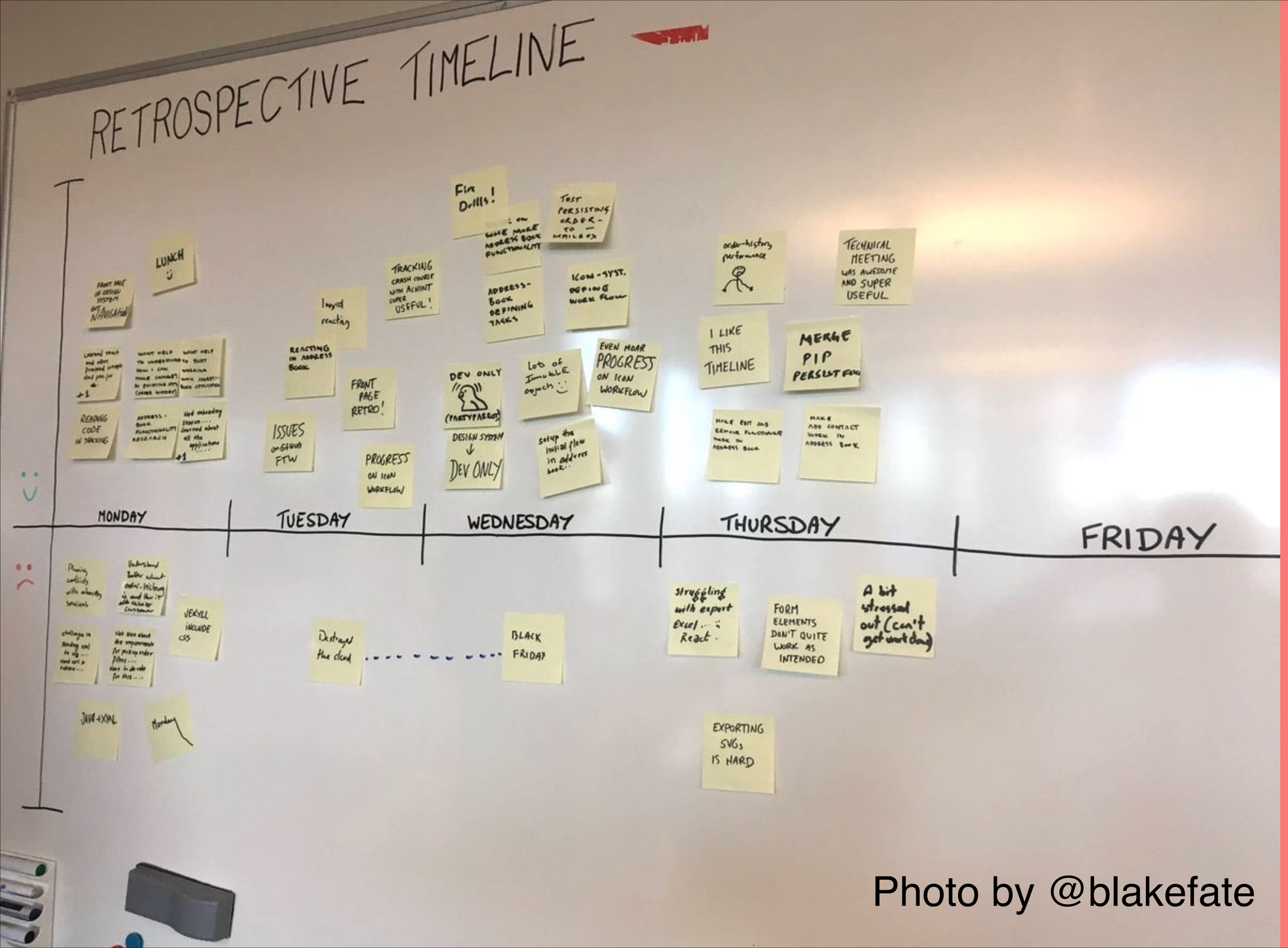


Photo by @blakefate

PHONE

“We’re working on much bigger failures right now."

Jeff Bezos

CEO, Amazon

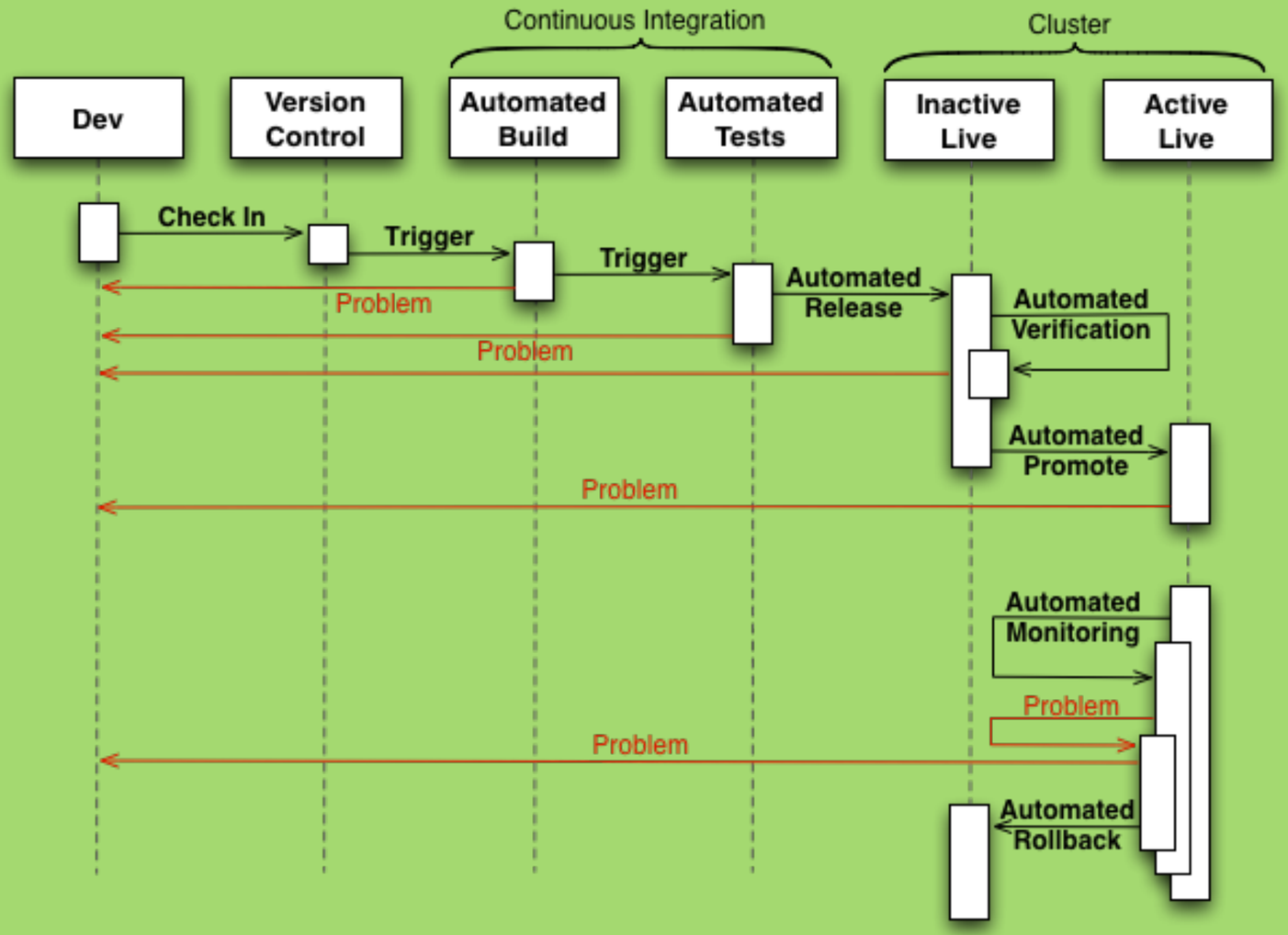
MODERN
AGILE

継続的に
価値を届ける

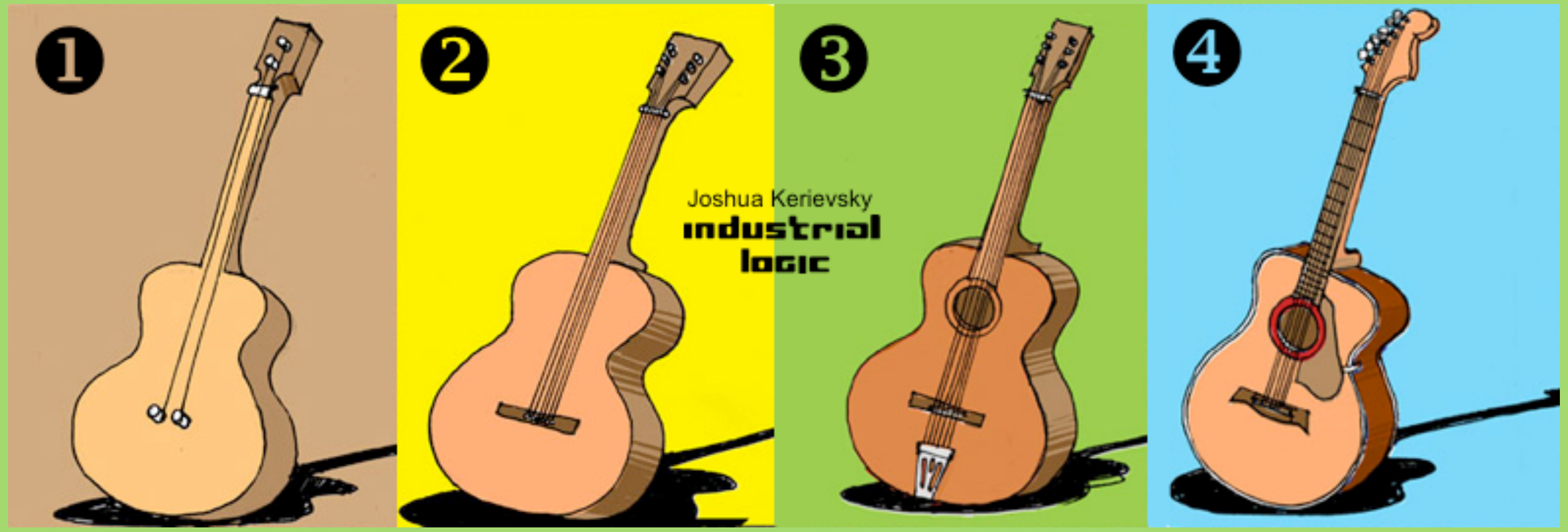
Doing The Impossible 50 Times A Day

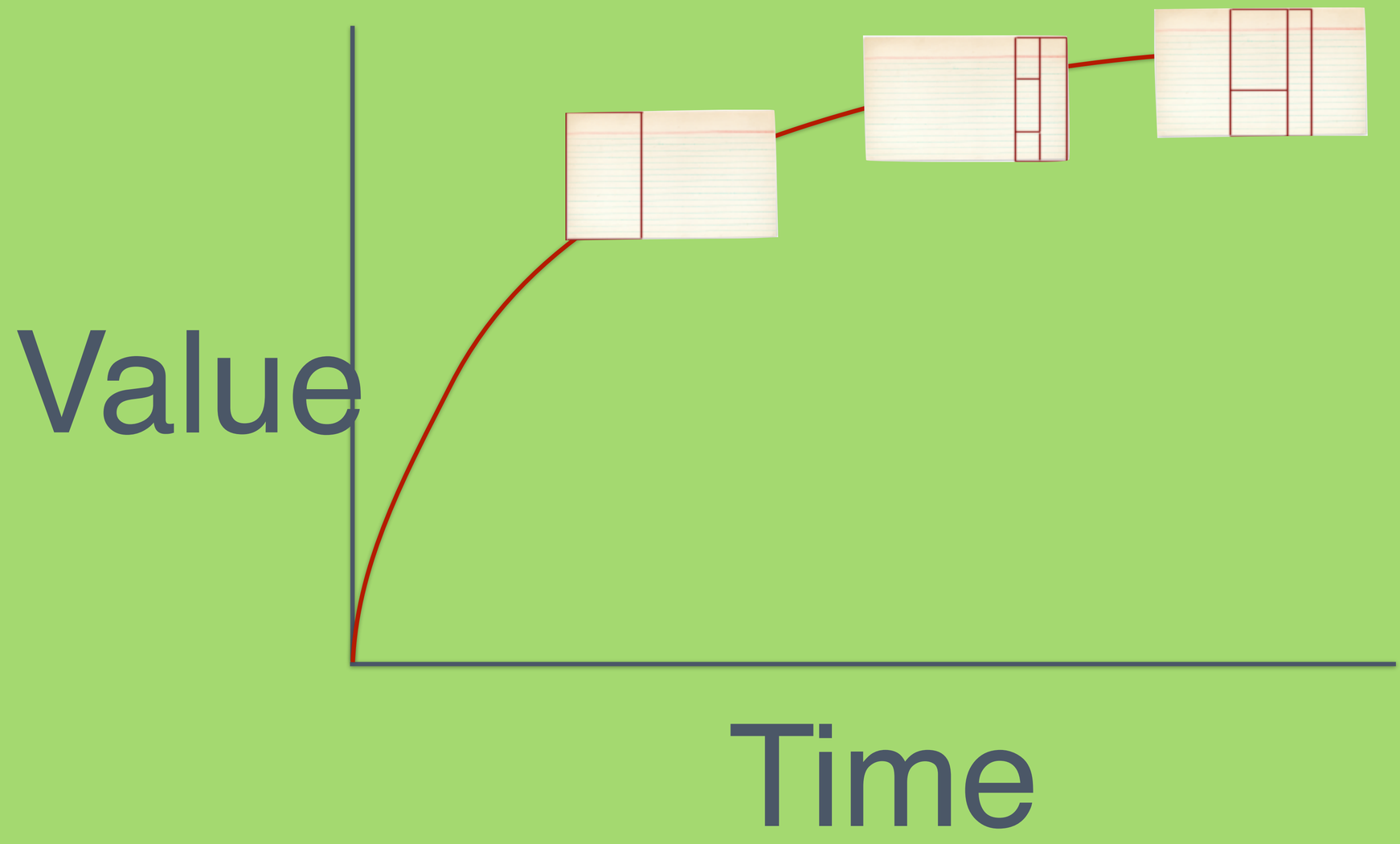
Tests running on 36 machines at IMVU

Make It Safe To Deploy



Evolutionary Design




Value
Time

Fran Adds Items To Cart

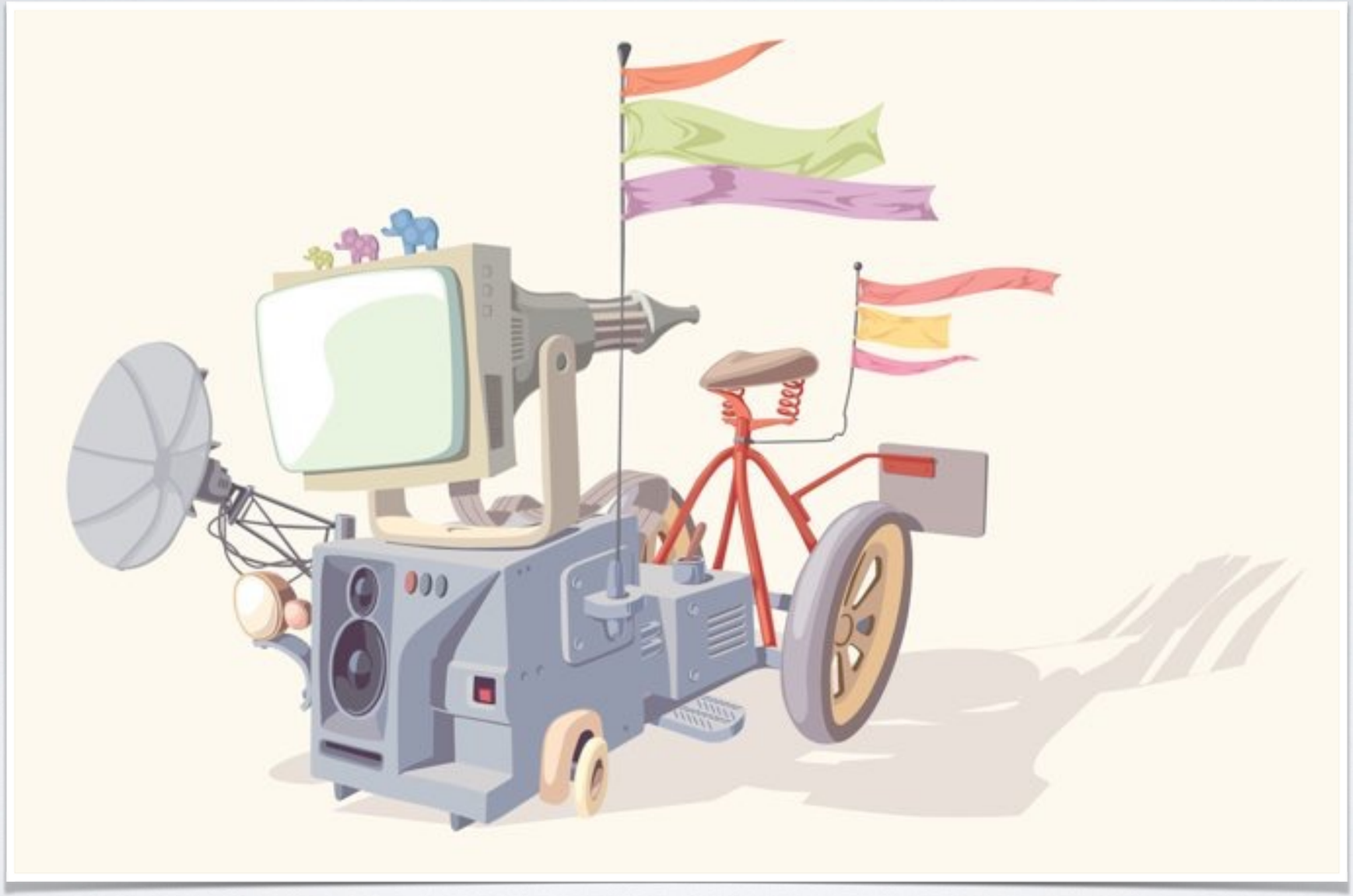
Don’t calculate sales tax (for now), make checkout be free (first cut).

Fran Adds/Removes Items In Cart

Calculate US sales tax, support checkout with Visa only, basic fraud detection.

Fran Adds/Removes Items In Cart

Calculate US sales tax, support all major credit cards, excellent fraud detection, release to subset of web traffic.



Recognizing People

Executioner
5 points

Extreme Focus
3 points

Fairy Godmother
3 points

Fashionista
2 points

Got It Done
2 points

Great Idea
2 points

Firefighter
4 points

Firewall
2 points

Flexibility
2 points

Good Judgment
5 points

Great Service
4 points

Growth
2 points

The Manifesto for Agile Software Development

Customer Collaboration over contract negotiation

Deliver Value
Continously

Working Software over comprehensive documentation

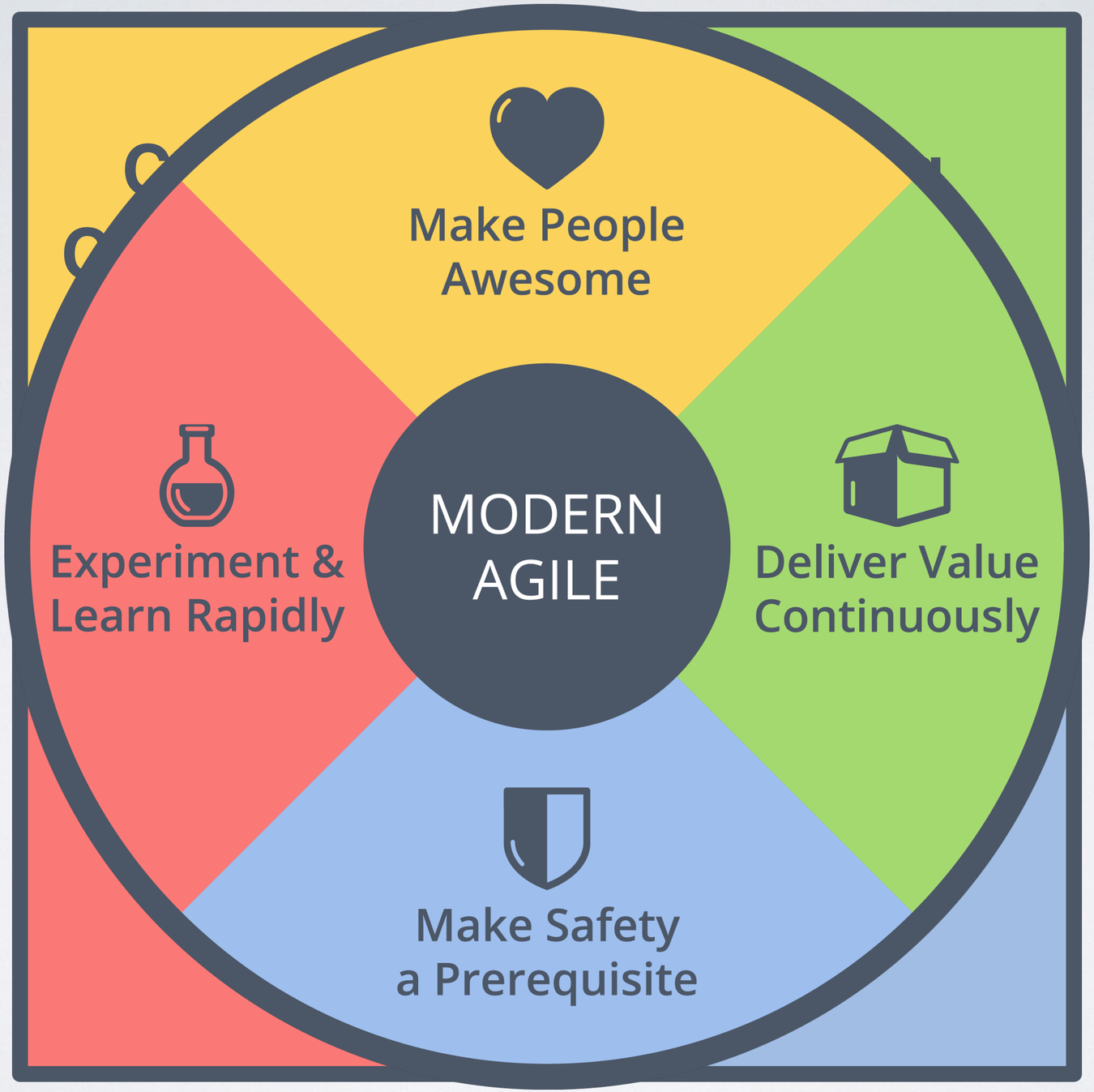
Responding to Change

over following a plan

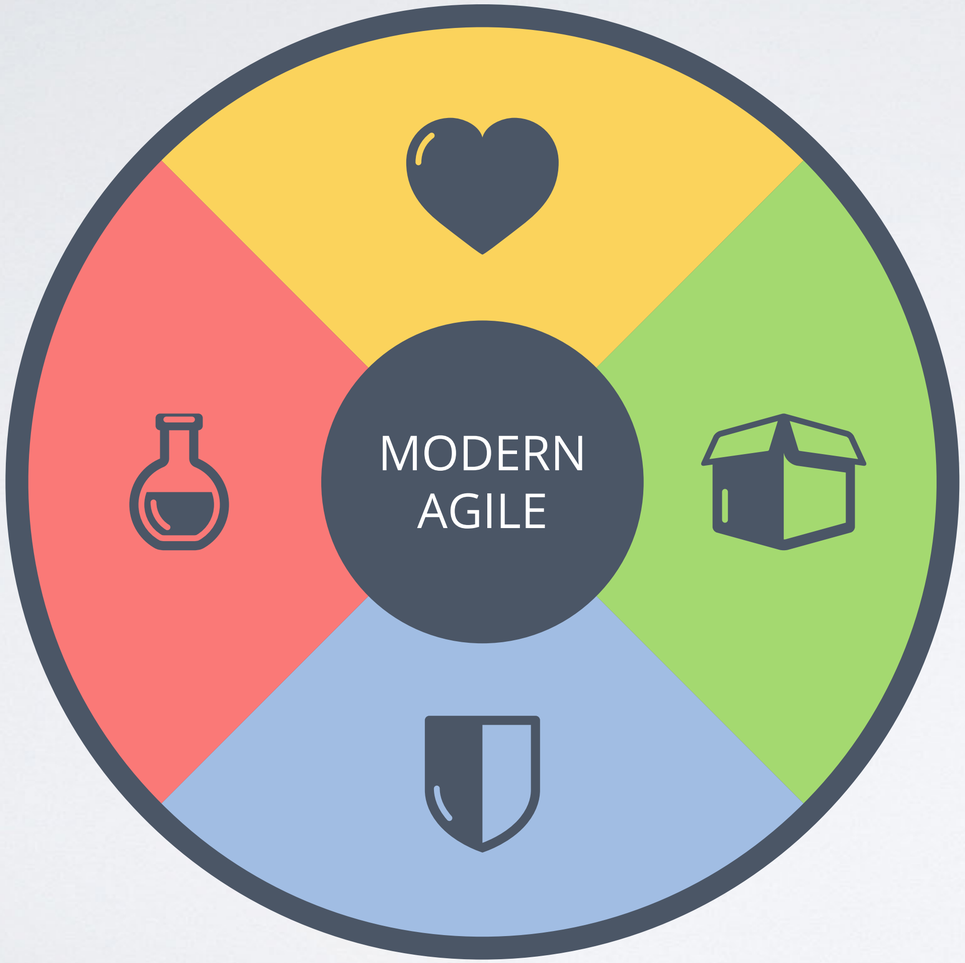
Experiment & Learn Rapidly

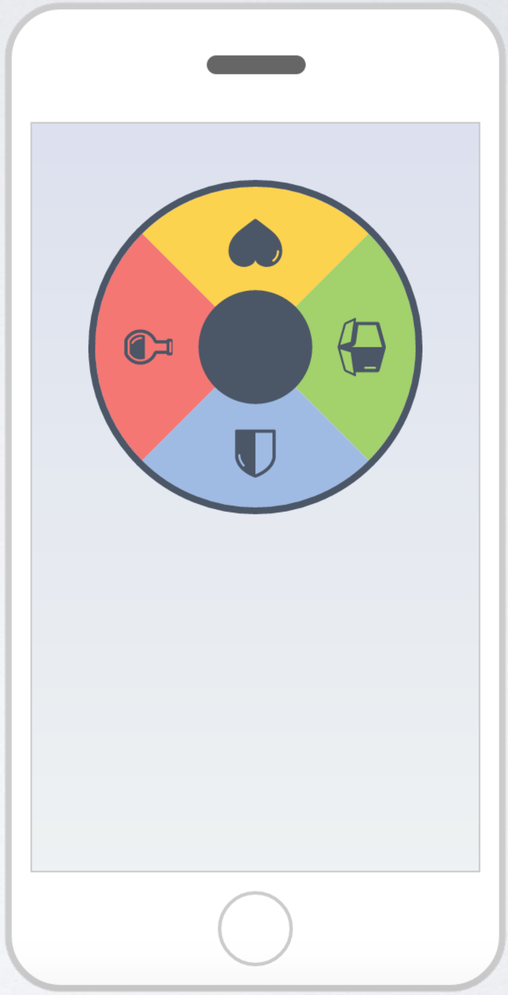
Make Safety
a Prerequisite

Individuals over processes
& Interactions and tools

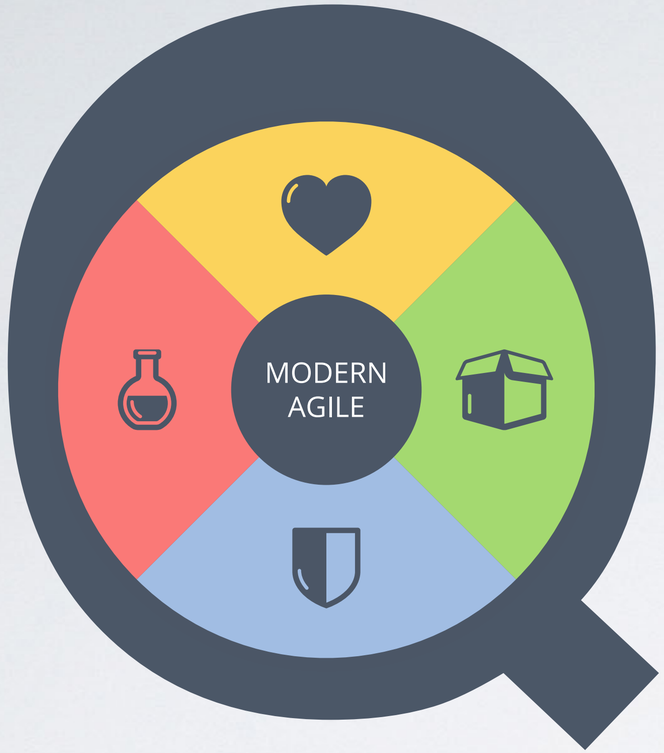

Make People
Awesome
Deliver Value
Continuously
Make Safety
a Prerequisite
Experiment &
Learn Rapidly
MODERN
AGILE

ModernAgile.org





THE
#
MODERNAGILE
SHOW



Q+A

Joshua Kerievsky
CEO, Industrial Logic
@JoshuaKerievsky