Scaling Without Rules

Ben Gracewood
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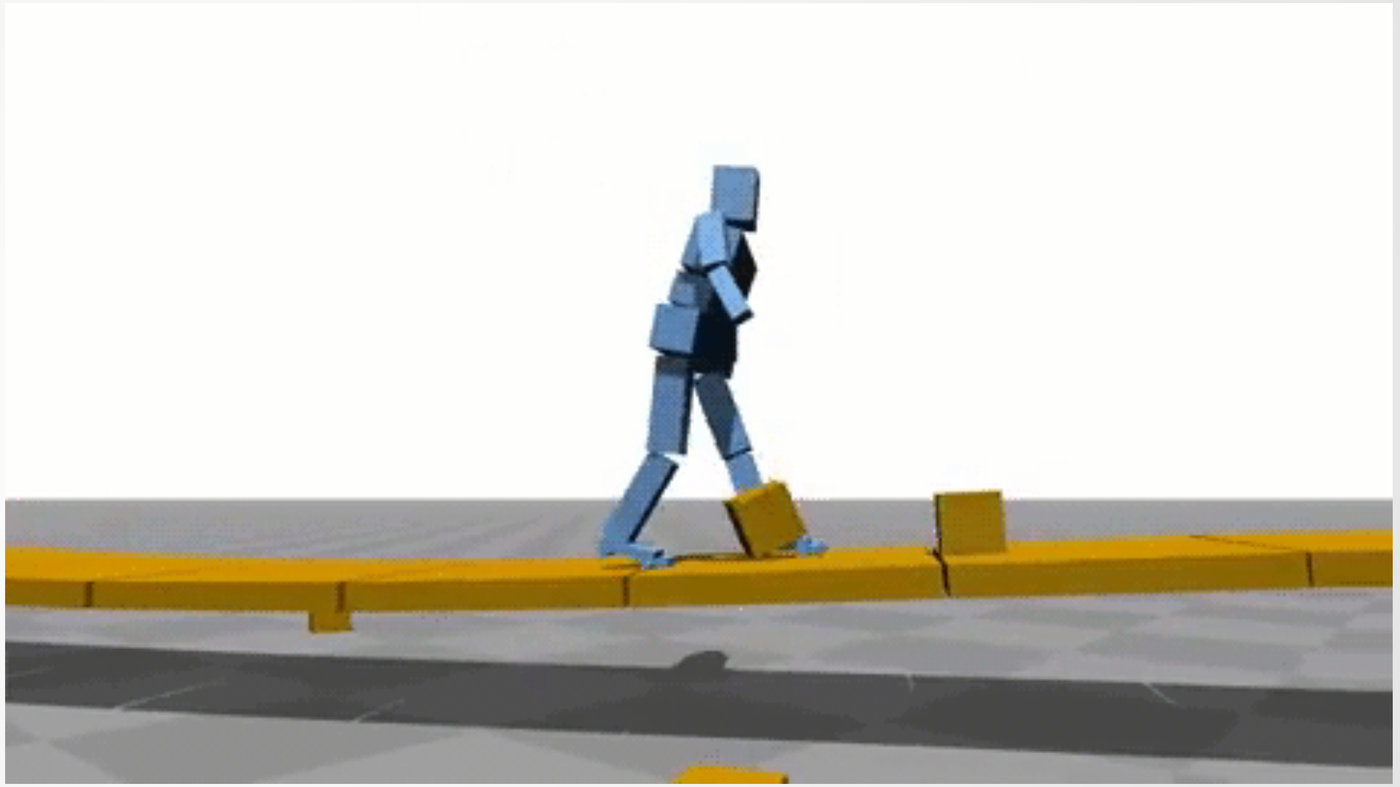


learn

A system for debugging people and organisations

@nzben

wtf?

trust
&
empowerment

We want Vend to succeed with as few rules as possible.

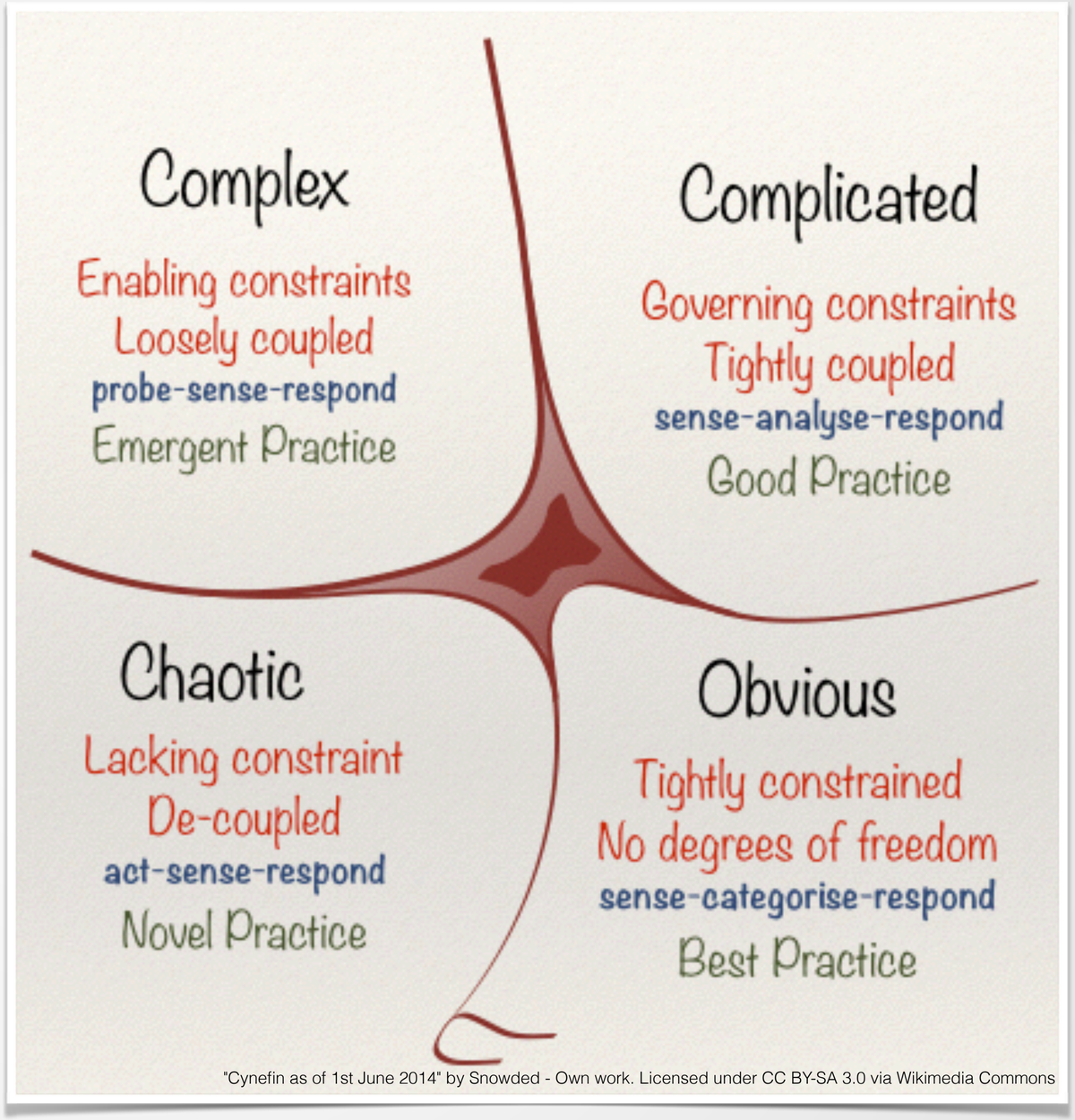
Creativity

You must break the rules as a matter of policy – all day, every day, with a degree of rigour and dedication to the cause

Phil Beadle

http://www.amazon.com/Dancing-about-Architecture-Creativity-Independent/dp/1845907256

Cynefin



"Cynefin as of 1st June 2014" by Snowded - Own work. Licensed under CC BY-SA 3.0 via Wikimedia Commons

https://en.wikipedia.org/wiki/Cynefin

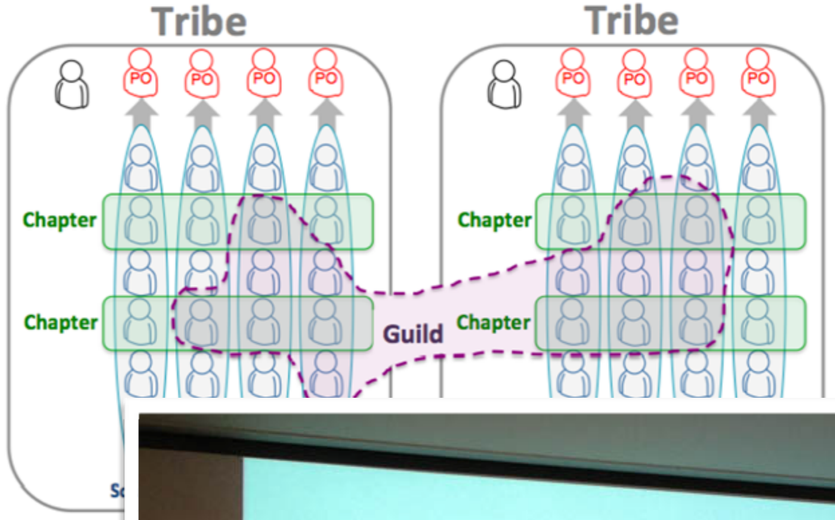
honesty

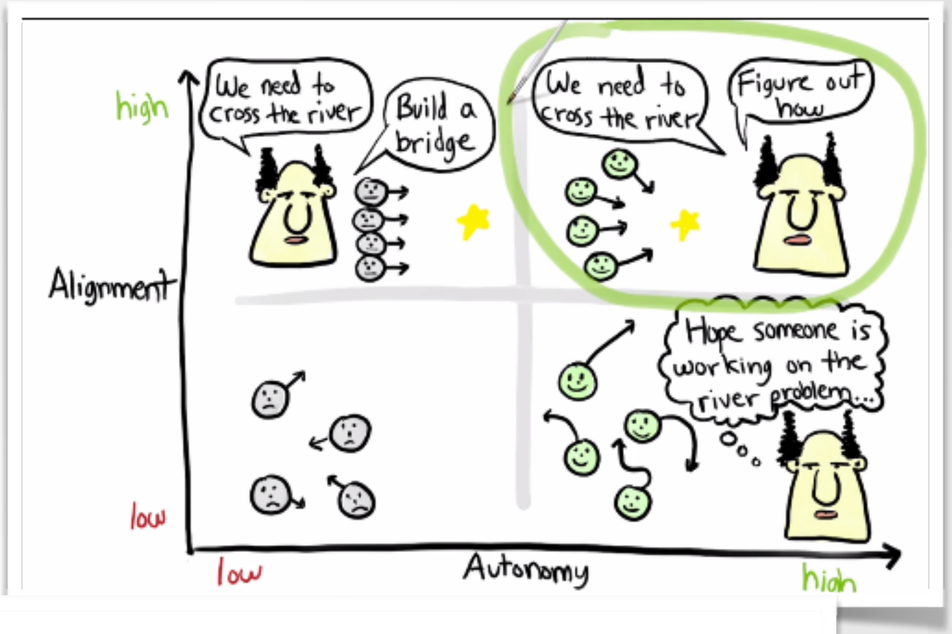
We need to have honesty without requiring process.

research

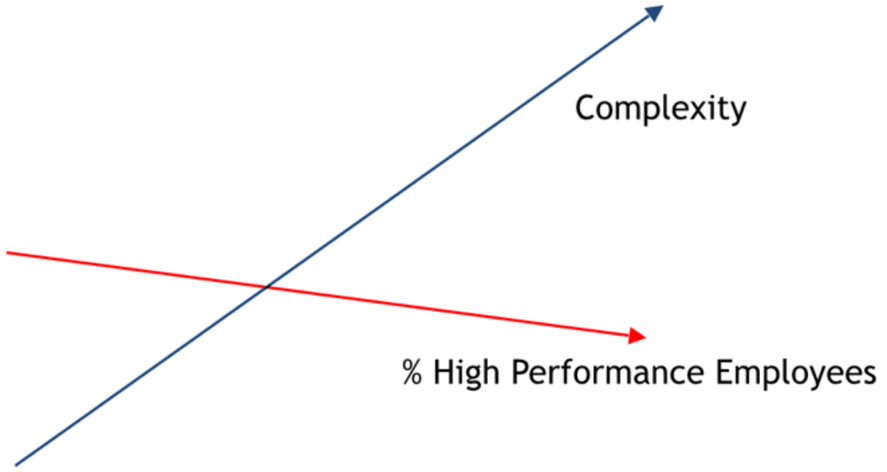
Scaling Agile @ Spotify
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012





Growth Also Often Shrinks Talent Density

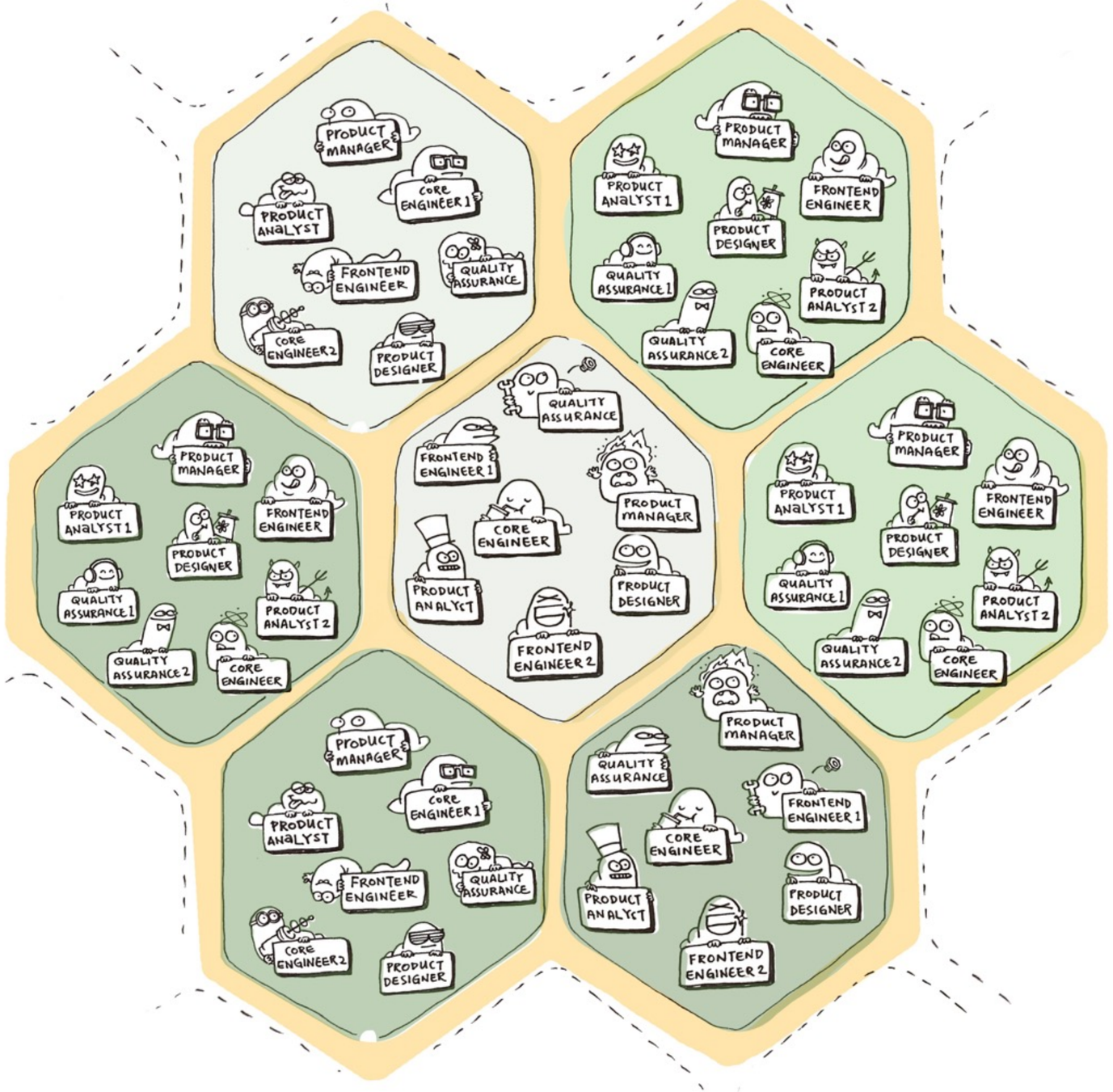


NETFLIX

same but different

- Small, focussed teams
- Very few rules (heavy trust)
- High alignment

QUALITY ASSURANCE
FRONTEND ENGINEER 1
PRODUCT MANAGER
CORE ENGINEER
PRODUCT ANALYST
PRODUCT DESIGNER
FRONTEND ENGINEER 2


PRODUCT MANAGER
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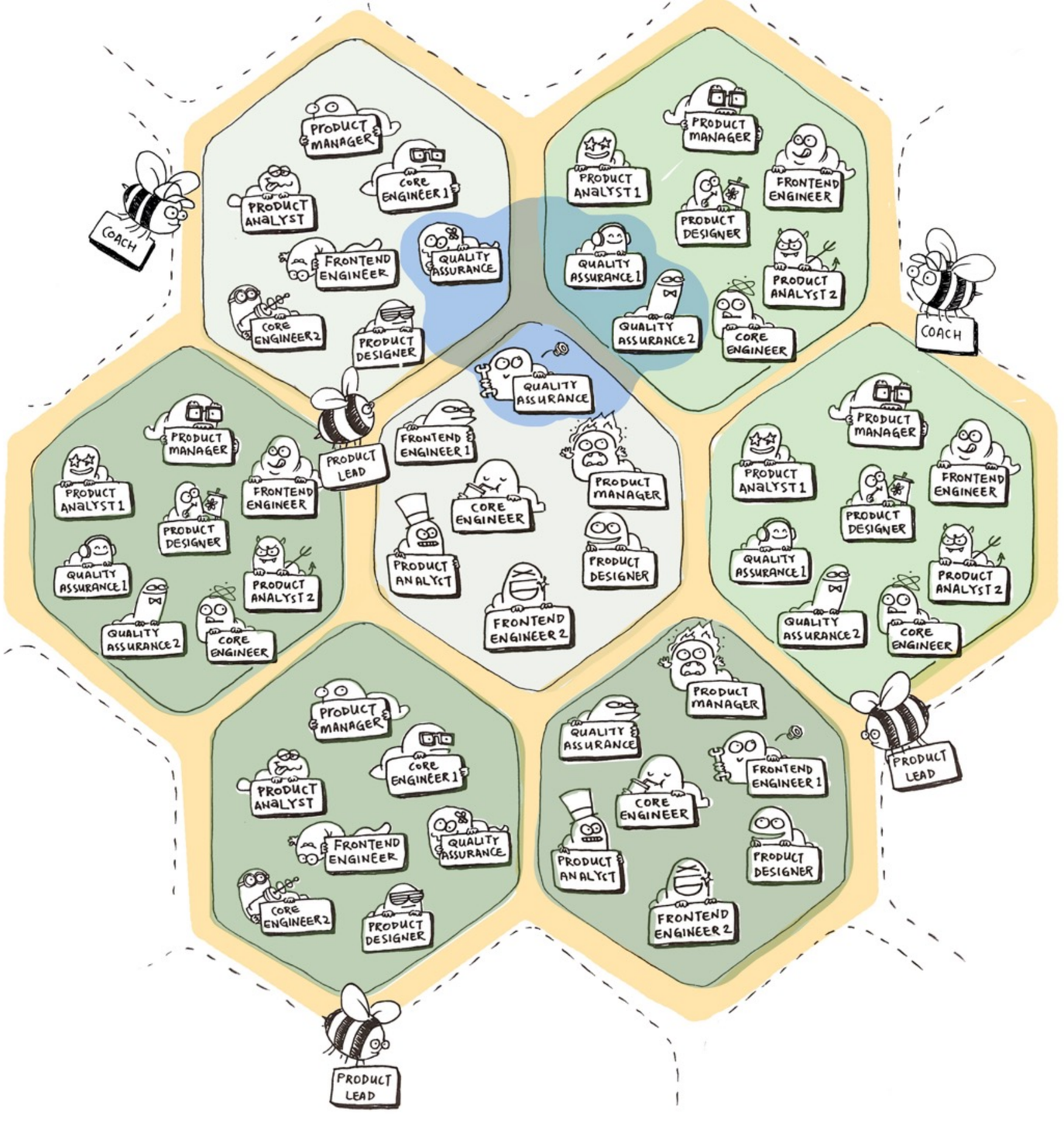
COACH
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FRONTEND ENGINEER
QUALITY ASSURANCE
CORE ENGINEER 2
PRODUCT DESIGNER
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PRODUCT DESIGNER
QUALITY ASSURANCE 1
PRODUCT ANALYST 2
QUALITY ASSURANCE 2
CORE ENGINEER
COACH
PRODUCT LEAD
PRODUCT MANAGER
PRODUCT ANALYST 1
FRONTEND ENGINEER
PRODUCT DESIGNER
QUALITY ASSURANCE 1
PRODUCT ANALYST 2
QUALITY ASSURANCE 2
CORE ENGINEER
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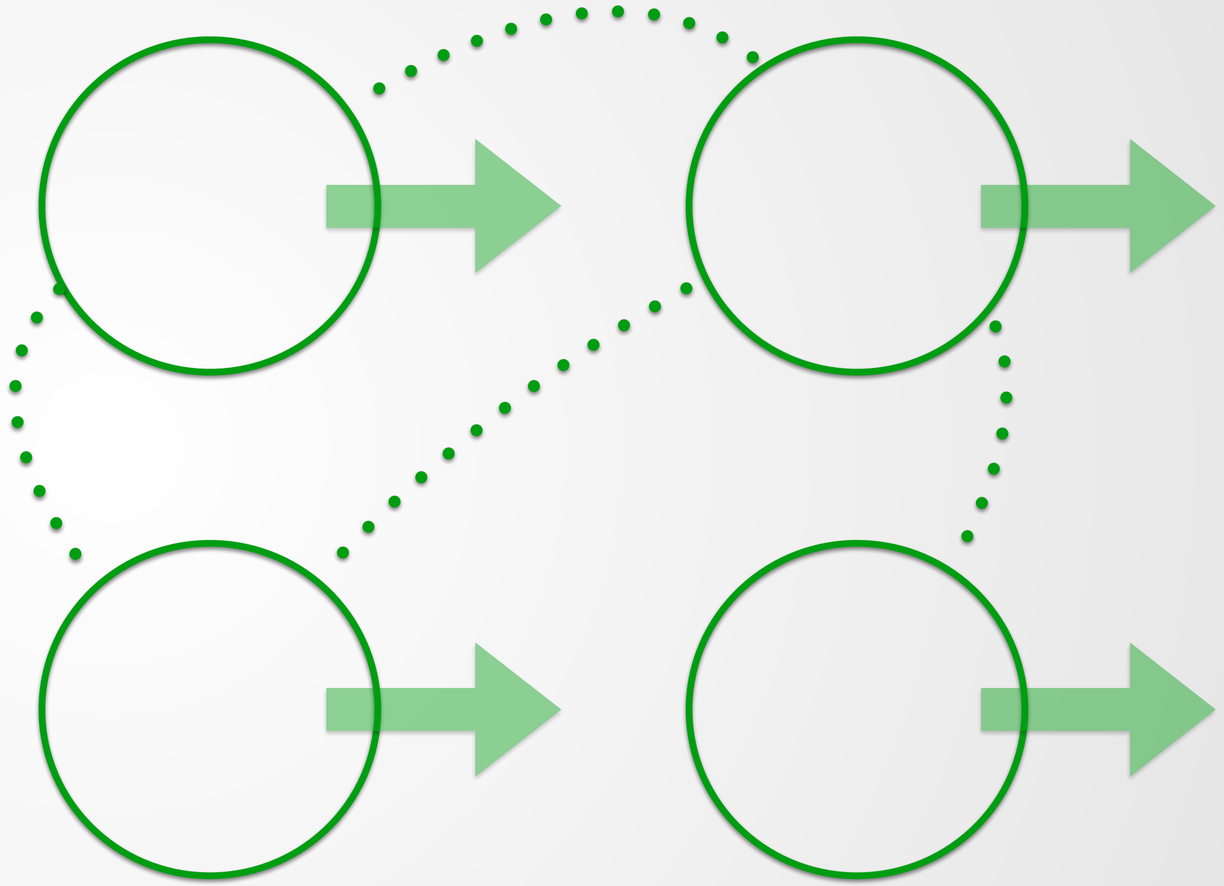
QUALITY ASSURANCE
FRONTEND ENGINEER 1
CORE ENGINEER
PRODUCT ANALYST
PRODUCT DESIGNER
FRONTEND ENGINEER 2
PRODUCT LEAD

highly aligned,
loosely coupled
small teams



ideas

New Idea
Bec & Lleyton
'It's a very lonely time'
EXPLOSIVE INTERVIEW
ANGE'S SECRET LOVER
'She will leave Brad!'
New Idea
BEC'S OTHER MAN!
OUR DIET SECRETS
New Idea
MARCIA BRADY MY DARKEST SECRET REVEALED
BEC'S SHOCK IT'S FINALLY OVER!
BIGGEST BLOW-UP EVER!
'The rudest person I ever met'
MY $8 DIET TRICK!
COWBOY'S SECRET WIFE!
New Idea
ELLE MACPHERSON REUNITES WITH EX
FEED YOUR FAMILY FOR JUST $10!
BABY BOOM!
Jen's SECRET DATES WITH A MARRIED MAN
MKR THE SHOCK PICS THEY TRIED TO HIDE
'I'm having a girl!'
New Idea
WIN $1 MILLION!
Defiant Meg I love him!
Her passionate confession & EXCLUSIVE PHOTOS
New Idea
MY MIRACLE BABY
WEDDING OF THE CENTURY!
New Idea
20 EASY decorating TRICKS
Kylie's grisly MURDER
YOUNG, RICH & HIP

bounded context

https://www.flickr.com/photos/quasimondo

Connascence

A software quality metric to allow reasoning about the complexity caused by coupling.

A tool to help prioritise what should be refactored first.

https://youtu.be/lp2o4vbAK3s

Connascence of position

```
float divide (
   int a , int b ){ … }
```

```
x = divide ( 1 , 2 )
```

Connascence of name

```
float divide(
   int numerator ,
   int demonminator ) {…}
```

```
x = divide(
    numerator: 1,
    denominator: 2 )
```

Connascence

- Name
- Type
- Meaning
- Position
- Algorithm
- Execution
- Timing
- Values
- Identity

Weaker

Stronger

types of connasence

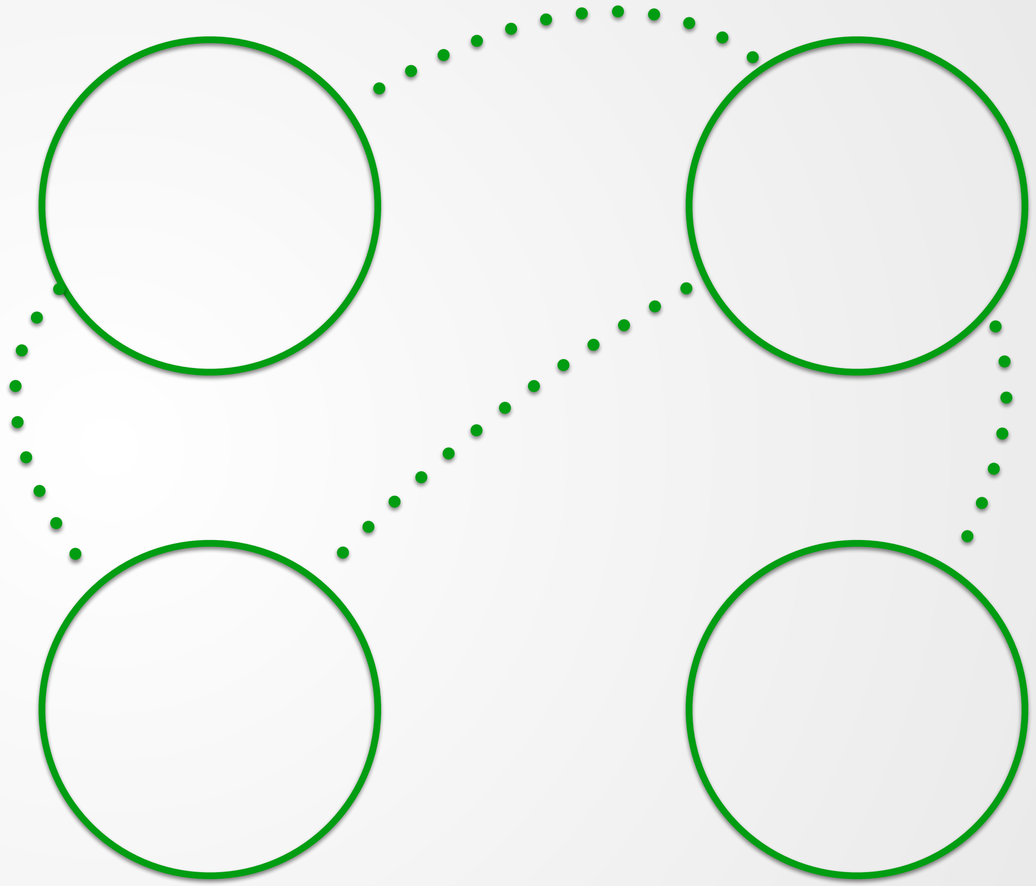
Static

- Name
- Type
- Meaning
- Position
- Algorithm

Dynamic

- Execution
- Timing
- Value
- Identity

reasoning



bounded context

https://www.flickr.com/photos/quasimondo

Connascence of teams?

Connascence of teams

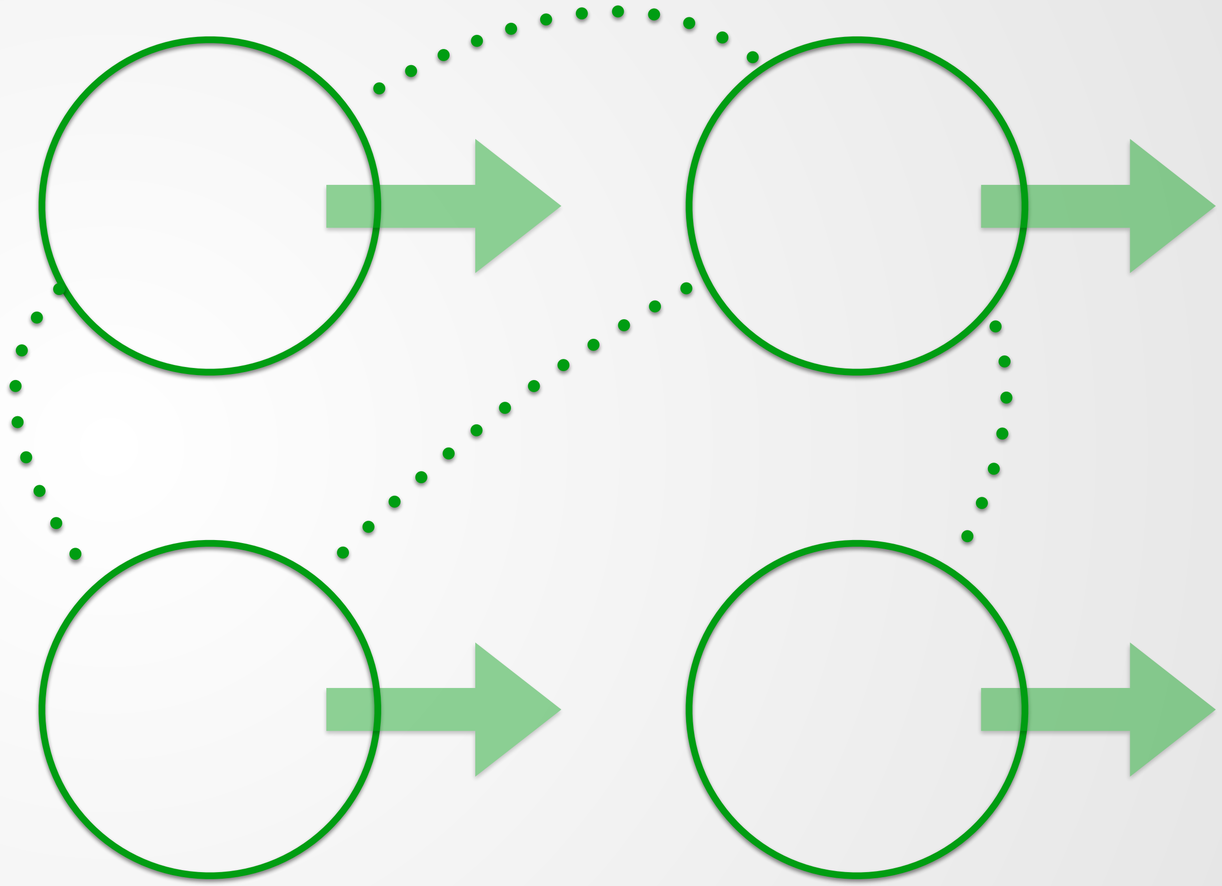
Static

- People
- Location
- Platform

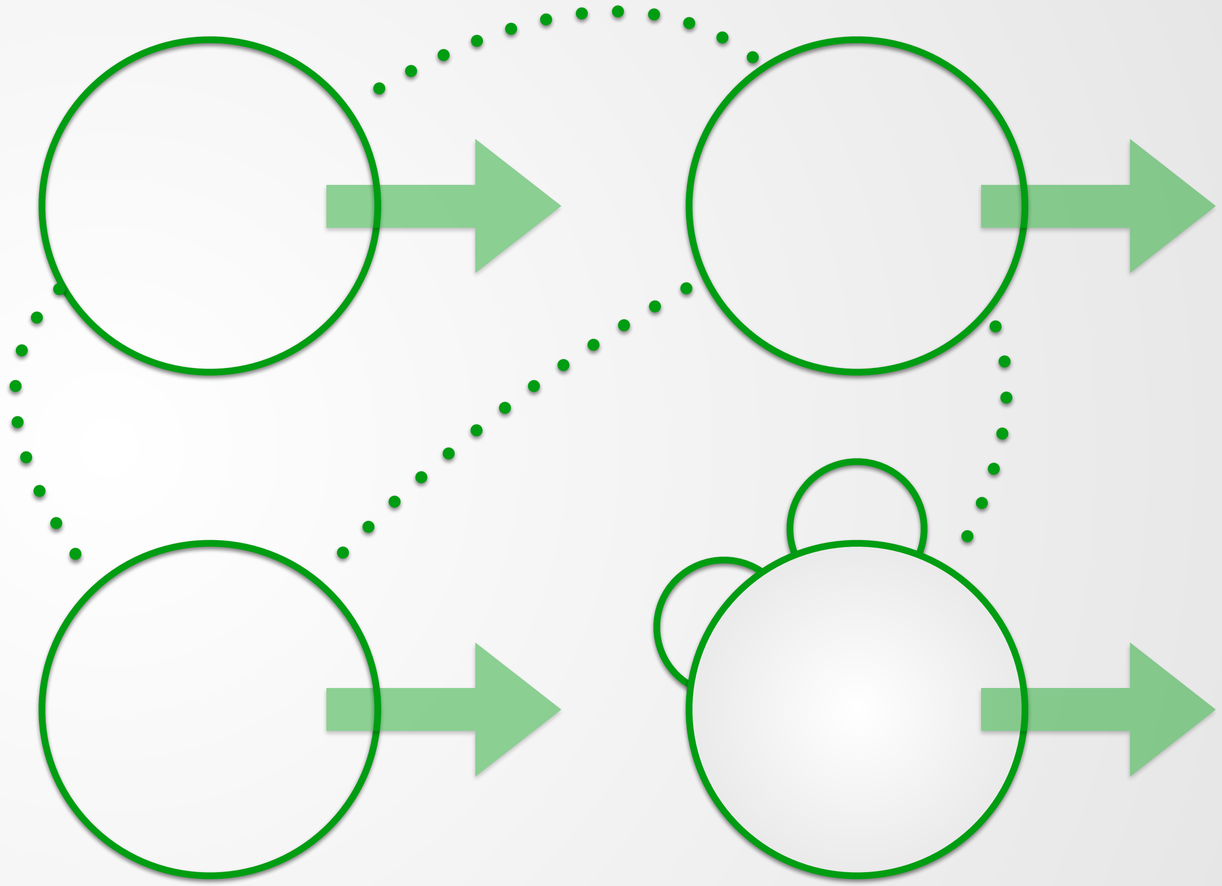
Dynamic

- Vision
- Scope
- Deadline

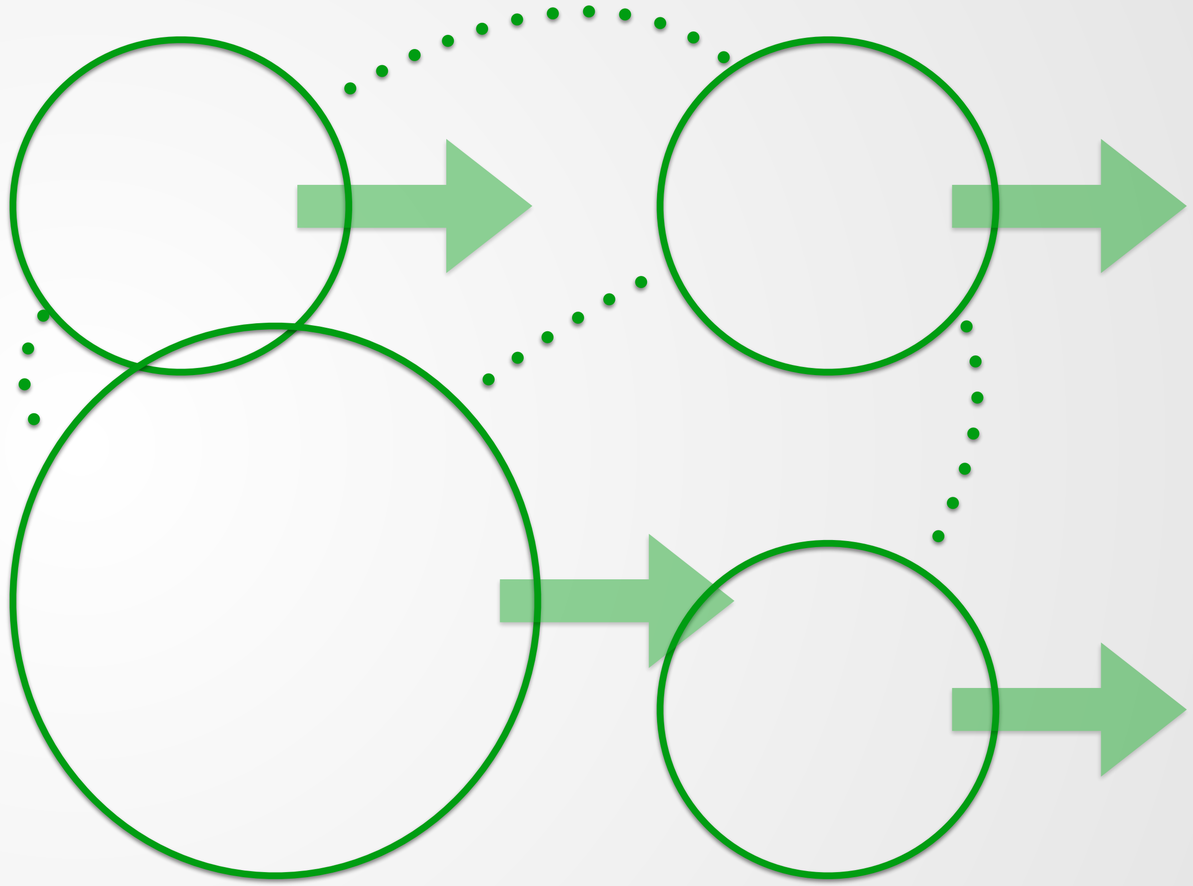
framework for reasoning



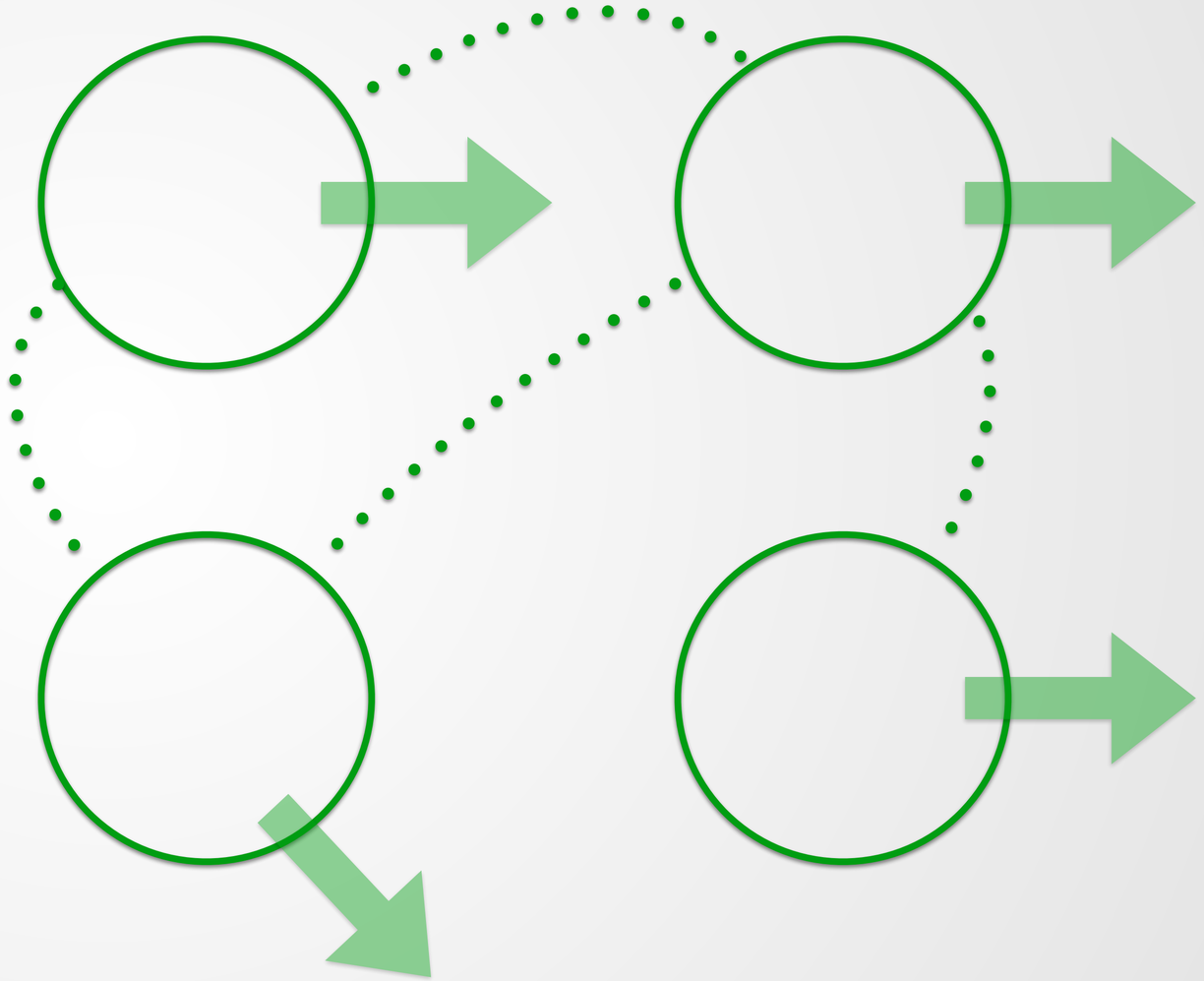
framework for reasoning



framework for reasoning



framework for reasoning



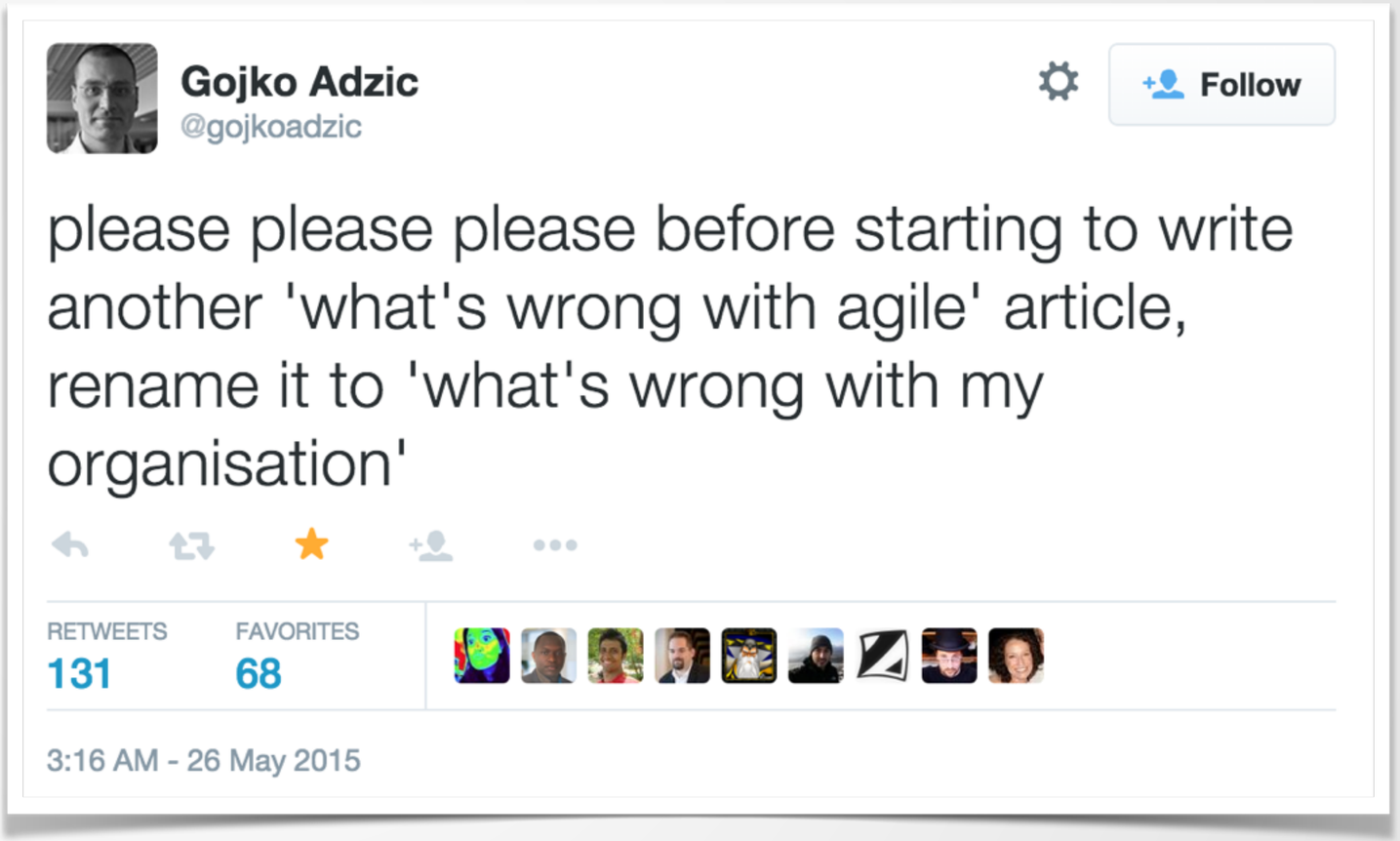
team connascence

+

team context

A framework for reasoning about the complexity of teams and interactions

so?


Gojko Adzic
@gojkoadzic
Follow
please please please before starting to write another 'what's wrong with agile' article, rename it to 'what's wrong with my organisation'
RETWEETS
131
FAVORITES
68
3:16 AM - 26 May 2015

what?

- Apply principle, not process
- Use context and conscience to debug teams and interactions

Thanks

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