

JEREMIE BENAZRA & SIMON BENNETT PRESENT...



MAKING BAU BUSINESS AS USUAL

@cgosimon

#AgileAus

@jemben

INTROS

WHO ARE WE?

(And why would you listen to us?)

JEREMIE

@jemben

- Iteration Manager
- Worked in BAU for over 2 years
- Kanban Enthusiast



SIMON @cgosimon

- Traditional Project Background
- 15+ years in Agile
- Sometimes CTO
- Consultant & Trainer
- Primarily Product Focussed
- Bothered by BAU





WHO ARE YOU?

THE SITUATION



A serene sunset scene over a beach. The sun is a bright, glowing orb in the center of the sky, casting a long, shimmering reflection down the wet sand. The sky transitions from a deep orange near the horizon to a darker, muted orange at the top. Silhouettes of rugged cliffs frame the scene on both sides. In the lower right foreground, a kangaroo is captured in mid-leap, its dark form contrasting against the lighter sand.

IN ORDER FOR THERE TO BE LIGHT

THEIR MUST FIRST BE DARKNESS

THEREFORE...

IN ORDER FOR THEIR TO BE
BUSINESS AS USUAL

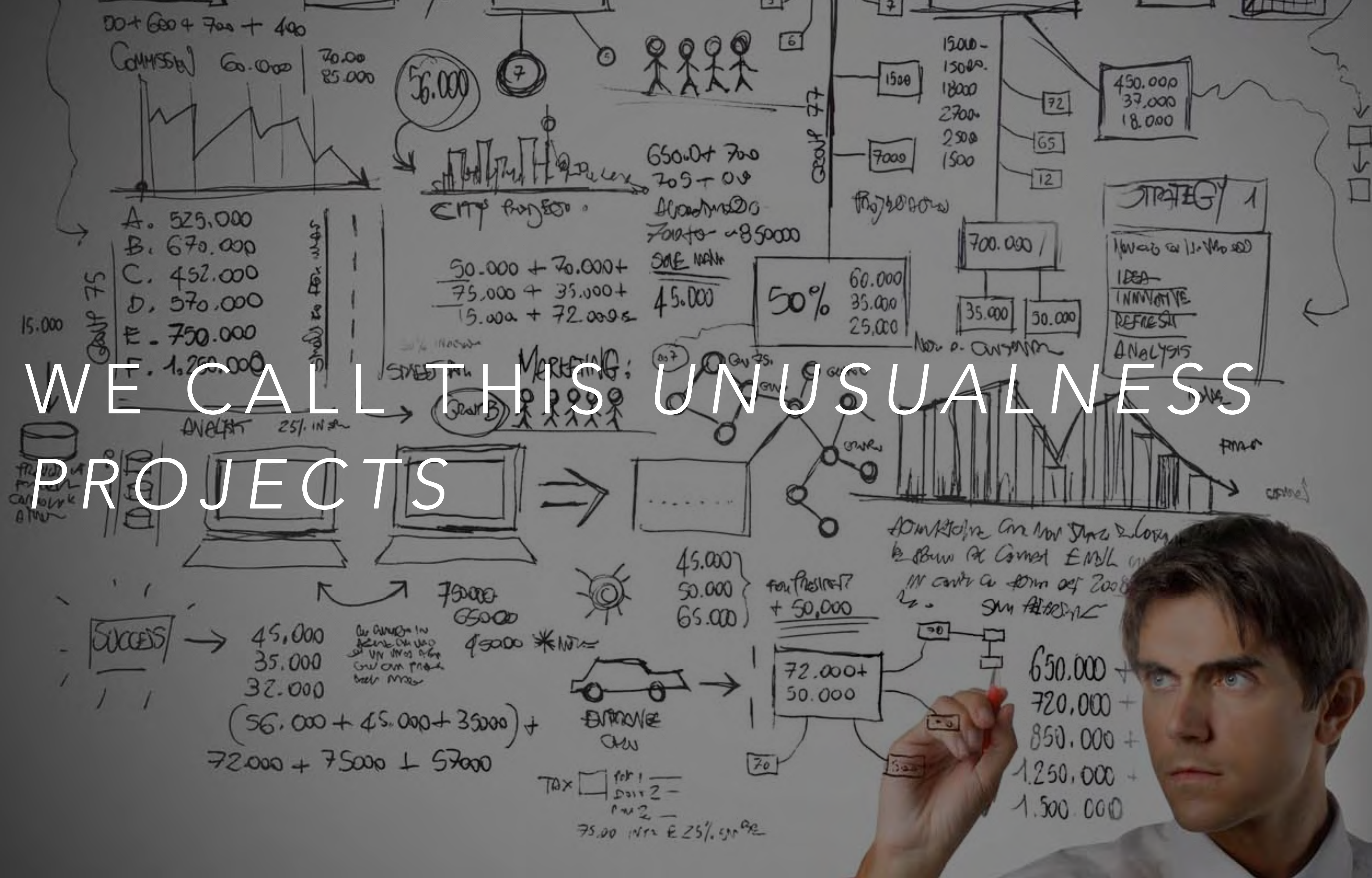




Some of our work must then be considered *unusual*



WE CALL THIS UNUSUALNESS PROJECTS



A Project, by it's very nature, *redefines* what is meant by *usual*



CHANGE IS SCARY



WHICH IS WHY WE FEEL
THE NEED TO *CONTAIN*
AND *CONTROL* CHANGE
INSIDE A BUBBLE.



WHY DO PROJECTS?

- Create a “management perimeter” around change
- Create a “special environment” for delivery
- Create units of prioritisation for Senior Management
- To treat Software Development as a Capital Expenditure



AND AFTER WE'VE MADE
THE CHANGE



We need to *maintain* that change

COMMON COMPLAINTS



Projects Cost Too Much

BAU is not responsive enough

Your estimates are rubbish

(I'm talking to both of you)

AGILE FOR OUR PROJECTS



KANBAN FOR OUR BAU



SO WHAT'S THE PROBLEM
THEN?



WHEN EVERYONE HAS THE FAST PASS TO SKIP THE LINES

NOBODY DOES

Problem #2

SOMETIMES WE BLUR THE LINES

- Change escapes - and is done inside BAU
- Projects are formed *to do* BAU

Both our metrics and our defences are becoming compromised

MOST AGILE IMPLEMENTATIONS ARE
ROLLED INTO THE **EXISTING**
ORGANISATIONAL NARRATIVE

Problem #3

So we got...




All the baggage of Projects

AGILE "PROJECTS"

All the benefits of Agile



A hand is shown from the right side, holding a thin, glowing beam of light that extends diagonally across the frame towards the upper left. The background is a dark blue night sky filled with numerous small, bright stars. The text is overlaid on the lower half of the image.

And a lot of organisations pointed the Agile Productivity Pistol at the
“on time on budget, costs too much problem”

Only to discover that this *wasn't always the same as happy customers*

WE MAY HAVE SOLVED THE
PROBLEM WITH PROJECTS

BUT THE *PROJECT PROBLEM* STILL EXISTS

(Not “with”, but rather “caused by”)

WE LOSE
INFORMATION IN
THE HANDOVER



the learning curve



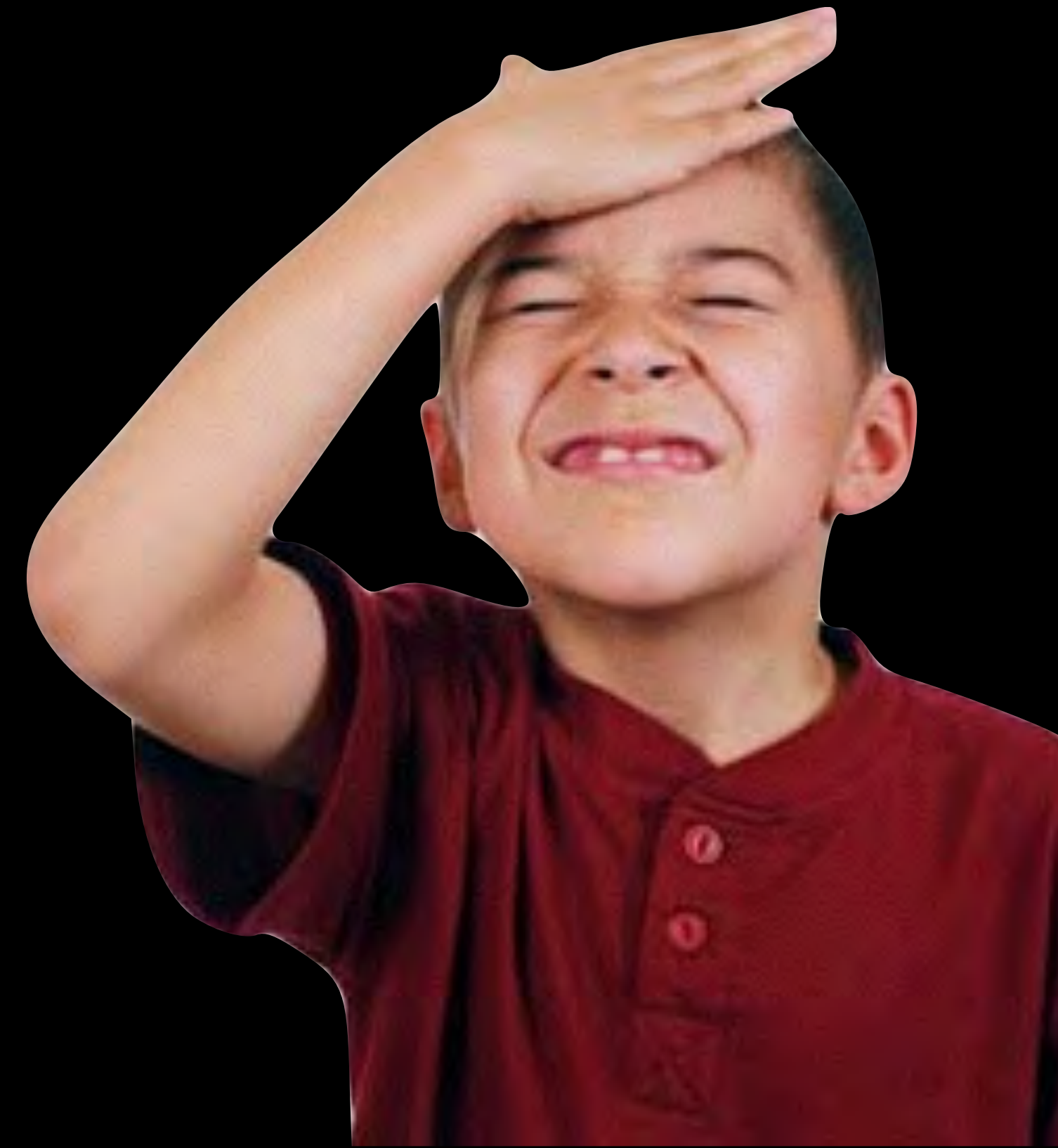
And we're hiding some valuable information...



WHAT ARE WE
HIDING?

(and *where* are we hiding it)

IN BAU OF COURSE





BLAME

THE SECRET TO SUCCESS IS KNOWING WHO TO BLAME FOR YOUR FAILURES.

Bau Task	Hidden Dysfunction
Feature Development	The Project Didn't Solve The Problem
Bug Fixes	Quality Not High Enough
Platform Maintenance	Unexpected Operational Cost
Dependency Support	Portfolio Management & Architecture Planning

*All adding up to obscuring how long it **actually takes** to develop a **solution...***





SHIFTING THE BURDEN

SOLUTIONS & SUGGESTIONS

LEVEL ONE



IMPROVE BAU PERFORMANCE

FROM SALES QUOTE TO UNDERSTANDING YOUR INVOICE

MOVING FROM UPFRONT
ESTIMATION TO REPORTING
ON CYCLE TIME

ESTIMATE

APPROXIMATE CALCULATION OR JUDGEMENT OF THE VALUE, NUMBER, QUANTITY OR EXTENT OF SOMETHING



GUESS

ESTIMATE OR CONCLUDE WITHOUT INFORMATION TO BE SURE OF BEING CORRECT



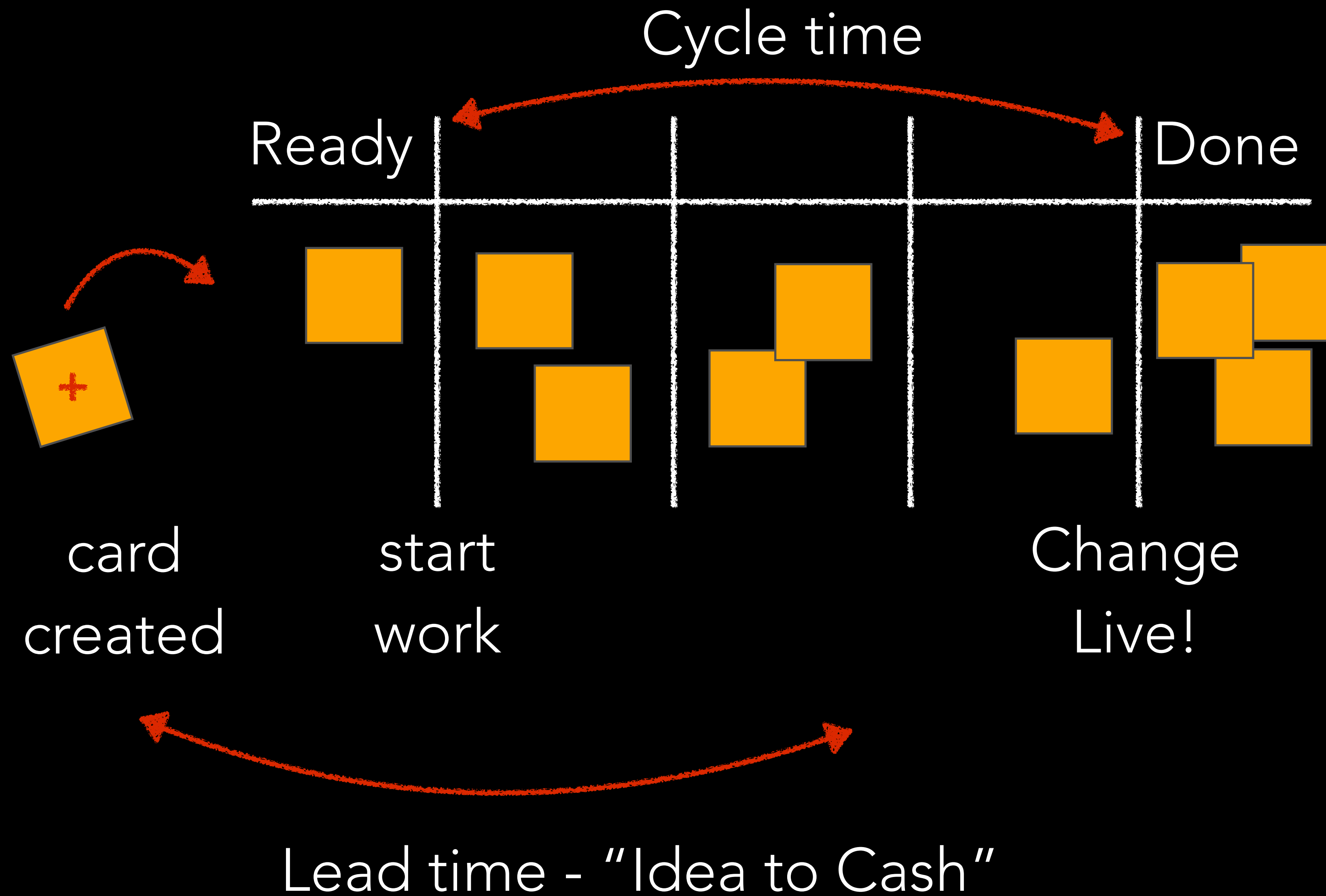


YOU CAN BREAK THE PINKY
BUT YOU CAN'T BREAK THE PROMISE

I WAS TOLD THERE WOULD BE CAKE



PIECE OF CAKE



VELOCITY WITH NO FUEL



PACE

SUMM OF THE CYCLE TIME WORKED ON PER TIME MEASURE



HOW DOES COST AN URGENCY?

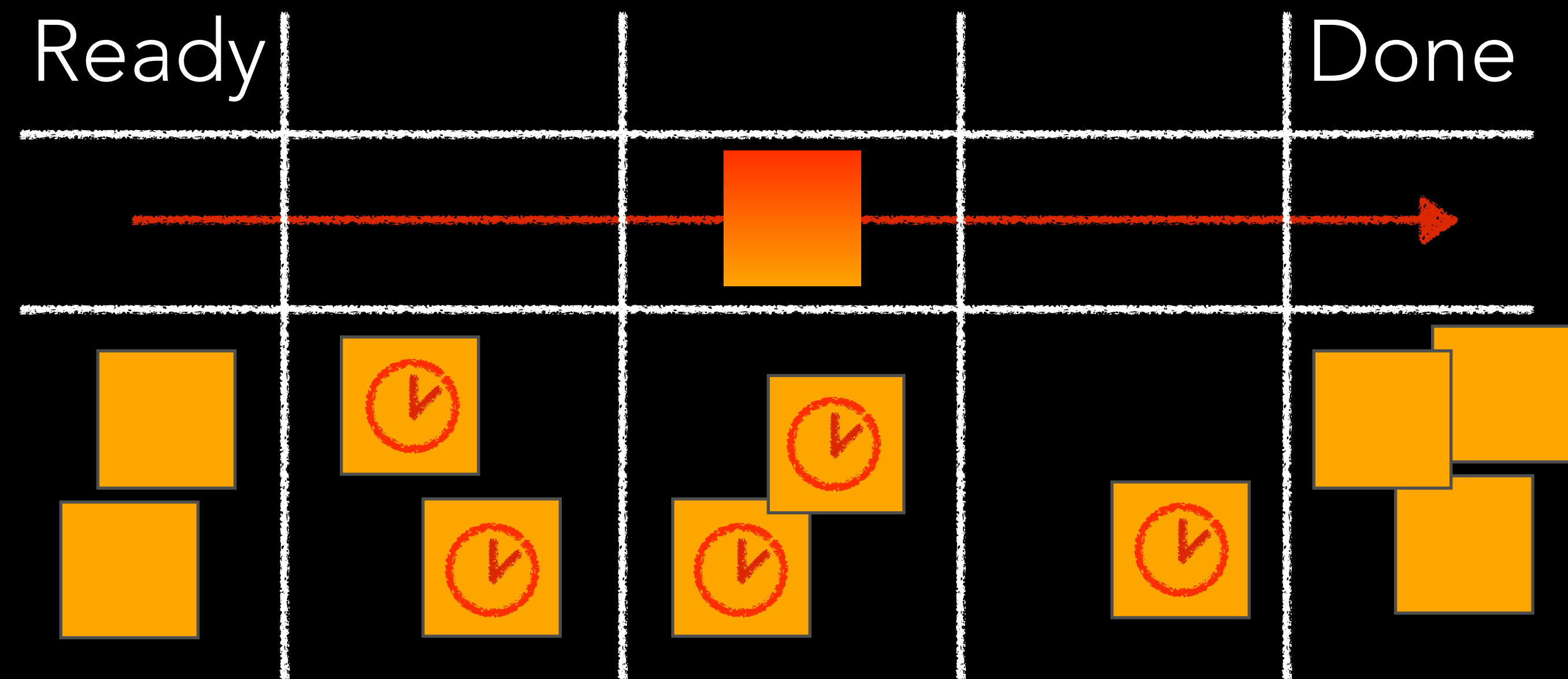
THE IMPACT OF EXPEDITE



Expedite

verb - "make an action happen sooner or be
accomplished more quickly."

EXPEDITE COST



→ Expedite Cost =  Delay +  cycle time

A man in a white chef's uniform with a neckerchief is shouting with an angry expression. He is in a kitchen setting with shelves of supplies in the background. A person with curly hair is seen from the back in the foreground.

NO SOUP FOR YOU!

MOVING FROM A SOUP OF SPECIALISTS TO A COLLABORATIVE CULTURE



SWAP SUBJECT MANNER EXPERT BURNOUT



For being part of *something greater*



LEVEL TWO

IMPROVE PROJECT OUTCOMES



LOOKING GOOD
THERE MR. PROJECT

THE 1ST STEP IS
ADMITTING YOU
HAVE A PROBLEM

ARE **YOU** A
"VELOCAHOLIC?"



MOVE FROM
CALCULATING COST TO
CONSIDERING IMPACT



"Bug Reports are nothing more than your customers re-writing
your requirements"

INCORPORATE BAU FEEDBACK

(Because they get it from the customers)

WAIT FOR THE FAT LADY TO
STOP SINGING





LEVEL THREE

REWRITE THE RULEBOOK



is a product, not a service."

—SOME GUY ON THE IN

“As it turns out, Software Development is not at all like buying a photocopier.”

—SIMON BENNETT

RETHINKING PROJECTS



“A **project** is defined as a collaborative enterprise, involving research or design, that is carefully planned to achieve a particular aim.”

–OXFORD ENGLISH DICTIONARY

Reform Projects around objectives and outcomes

Instead of Activities

“People are not remotely close to being like paper and toner.”

—JEREMIE BENAZRA

A sunset scene over a beach. The sun is low on the horizon, casting a bright orange and yellow glow across the sky and reflecting on the wet sand. The silhouettes of cliffs are visible on either side of the horizon. In the foreground, a kangaroo is silhouetted against the wet sand, facing right.

IF WE RETHINK PROJECTS...

THEN WE MUST ALSO RETHINK BAU

In 2014 it's now Constant *Change* that's *Business As Usual*

RETHINKING BAU

- Acknowledge that we're *constantly making changes*
- Understand the *Origins of Urgency*
- BAU is an Asset not a Liability or cost centre
- Build Teams around capabilities
- Value Hypothesis on customers and their *real* problems

BUT YOU SAID CHANGE IS
SCARY!

IT IS NOT NECESSARY
TO CHANGE

SURVIVAL IS NOT
MANDATORY





SIZE MATTERS

(But not in the way most people think it does)

We have a giant budget - we *have to have* enormous projects!

BUT BUT BUT BUT ...

Our stakeholders will never go for this!

Blah blah blah

I retire next year!

MOVE FROM
QUESTIONING THE
CHANGE

TO CHANGING THE
QUESTION

“LEARNING TO SEE”





THANKS!

