

Beyond Projects

Or The End of Projects

and what happens next

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#BeyondProjects

Tampere goes Agile!
October 2015



Allan Kelly...

- Training for Agile
- Advice on
 - Agile, adopting Agile
 - Organizing teams

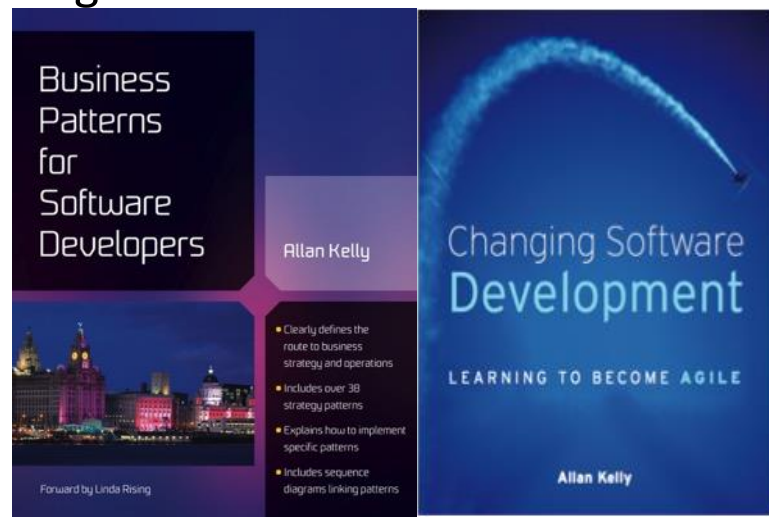
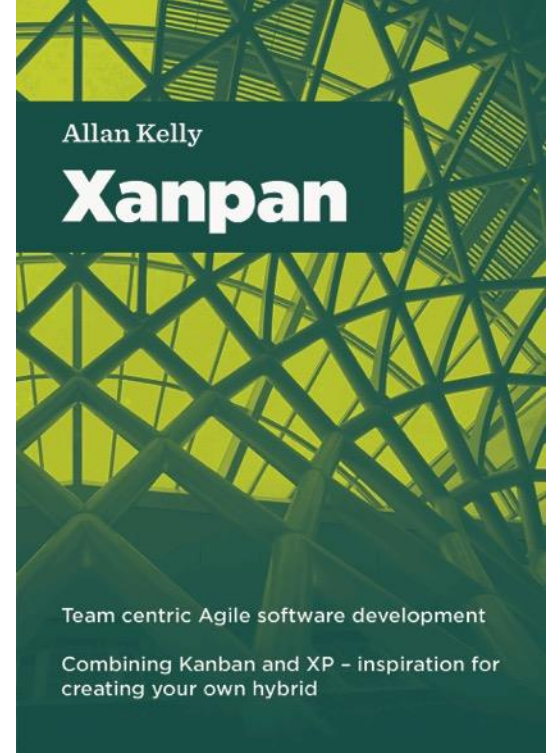
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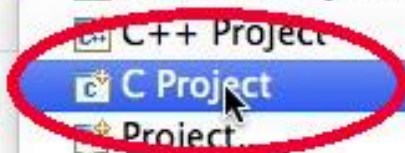
- **Xanpan**: Team Centric Agile Software Development
<https://leanpub.com/xanpan> (2014-2015)
- **Business Patterns for Software Developers** (2012)
- **Changing Software Development: Learning to be Agile** (2008)

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Taken from <http://armstrap-documentation.readthedocs.org/en/latest/getting-started-eclipse-development-tools.html>

project

noun | 'prɒdʒekt |

1 an individual or collaborative enterprise that is **carefully planned** to **achieve a particular aim**: *a research project | a project to build a new power station.*

- a piece of research work undertaken by a school or college student: *a history project.*

- a proposed or planned undertaking: *the novel undermines its own stated project of telling a story.*

2 (also **housing project**) N. Amer. a government-subsidized housing development with relatively low rents: *her family still lives in the projects.*

A project is....



"PMI defines a project by its two key characteristics:

- it is temporary and
- undertaken to create a product, service, or result that is unique."

Project Management Institute - <http://pm4id.org/1/2/>

Problem #1 - Benefit

Project Success Criteria

- On Schedule
- On Budget
- On Quality (Features)

Where's the
value?
£ \$ €



Project Model Assumptions

1. Value is knowable
And is known before start
2. There is no value in flexibility
i.e. Options are valueless



Pre-defined outcome?

Requirements change

The observed rate of change
in the US is about 2% per
calendar month

Compound to
~27% per annum

Capers Jones, 2008

The world changes, get over it

IT/IS & Business Manager survey

70% believe they are failing to identify and quantify the benefits adequately

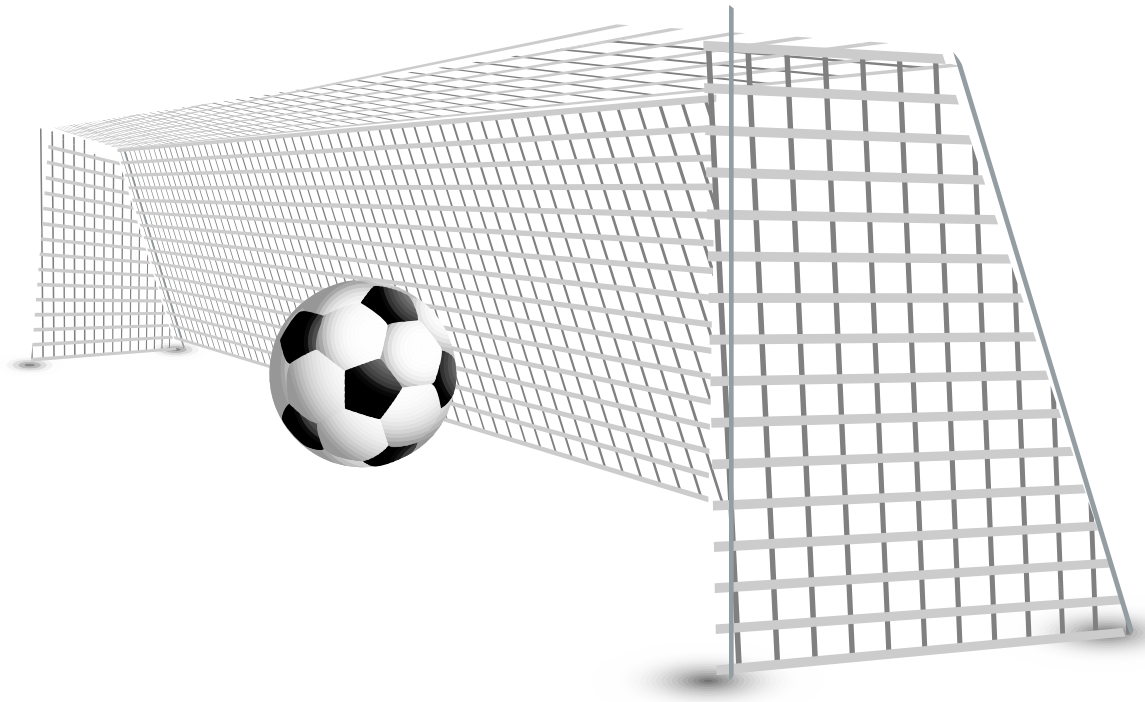
38% openly admit they overstate the benefits in order to obtain funding

80% report that the review and evaluation of completed projects is also inadequate

due to the focus on [achieving] cost, time and quality objectives and not on whether the intended benefits were realized.

Delivering value from IS and IT investments, John Ward, Cranfield School of Management, 2006 – survey of UK & Benelux managers <http://www.som.cranfield.ac.uk/som/dinamic-content/research/documents/deliveringvaluereport.pdf>

The Project model leads to...



Conflict and....

Goal displacement

- Chasing date over benefit
- Chasing time over benefit
- Chasing cost over benefit
- Chasing features over benefit

Solution



Focus on Benefit not The End

Ask not, “When will the software be done?”

Do ask: “When will the software deliver value next?”



Think: Stream of Value
(which might stop one day)
Not: An end date

Change Governance

- Base Governance on actual delivered benefits
 - Not milestones completed
 - Not documents
 - Not budgets

What have you delivered for me lately?



Governance based on results

- Experiment friendly
 - Failure tolerant
 - Fail fast, fail cheap (salvage)
- Align with strategy
- Governance through *Iterative Portfolio Management*



Iterative Portfolio Management

- Fixed schedule for gate reviews
- Review what is ready on a date
 - Benefit delivered to date
 - Potential benefit if continued



Problem #2 – The End

Software isn't temporary

Successful software doesn't stop

Successful software continues to change

Only dead software has an end-date

Projects end
Successful software
doesn't



Successful software?

Search Results for "Web Browser"

Sort By: Relevance

Showing page 1 of 13.



Moodle

Moodle is a Course Management System (CMS), also known as a Learning Management System (LMS)

23,239 weekly downloads

Moodle is a Course Management System (CMS), also known as a Learning Management System (LMS). It is a Learning Environment (VLE). It is available at <https://moodle.org/>

Last Updated: 3 days ago

4.7



Download Now

Moodle

Weekly downloads: 23,239

Last update: 3 days (16 Jan)

1) If they use it, it will change



WebTorrent

Webtorrent is a web based GUI written in JavaScript for Bit Torrent Library. It is designed for server applications

0 weekly downloads

Webtorrent is a web based GUI written in JavaScript. Installation of desktop bt clients are not required

Last Updated: 2013-04-17

Web Torrent

Weekly downloads: 0

Last update: 17 April 2013 (9mths)

2) Only Dead Software Stops changing



PerlLORD - A web-wr

Web wrapper for the user interface of PerlLORD

0 weekly downloads

Web wrapper for the user interface of PerlLORD. The program converts ANSI to telnet client or anyt

Last Updated: 2013-02-25

PerlLORD

Weekly downloads: 0

Last update: 25 May 2013 (8mths)

Data from SourceForge search for "WebBrowser" 19 Jan 2014

End dates damage quality

- Short term thinking leads to...
 - Corner cutting
 - Known & unfixed bugs
 - Residual technical debt
 - Knowledge lost

A black and white image of a classic movie title card. The words "The End" are written in a white, elegant, cursive script. The text is centered and appears to be floating above a dark, textured background that resembles a wooden surface with diagonal grain lines. The overall aesthetic is vintage and cinematic.

The End

End Date considered harmful

Late requirements considered
inferior

A black and white image of a classic movie title card. The words "The End" are written in a white, elegant, cursive script. The text is centered and appears to be floating or slightly raised above a dark, textured background that resembles a close-up of a film reel or a similar mechanical surface. The lighting creates a subtle shadow beneath the text, giving it a three-dimensional appearance.

The End

A Project is...

“A temporary organization that is needed to produce a unique and predefined outcome or result at a pre-specified time using predetermined resources.”



PRINCE2 definition
of project

Continuous flow

Continuous improvement

Continuous delivery

Continuous benefit

Continuous not Temporary

Software
Development



Project
Management

A Match Made in Hell

Software is forever

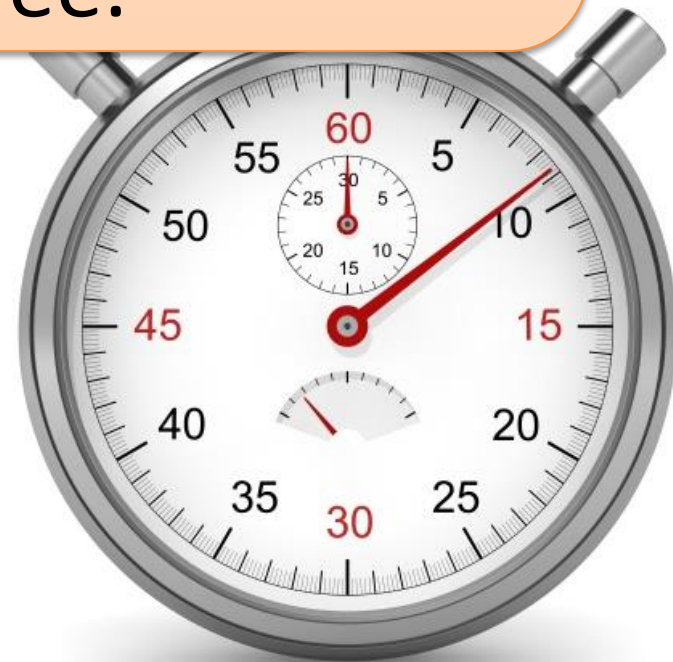
Projects are
TEMPORARY



Rational end dates?

In the US more than half of the large projects ... predetermined end date is selected, and it is forced on the project by arbitrary decree.

Capers Jones, 2008



Solution

Work to the business
deadline

Do what you can in the
time

Do good work



Deadlines Good



End dates Bad



Temporary organizations

The most destructive idea known to software development

Temporary Organization?

- Storming
 - Norming
 - Forming
 - Performing
 - Destroying
- } Takes time & money!



*Why destroy performing teams?
Why spend that money?
Why loose knowledge?*

Temporary organizations

The most destructive idea known to software development

Disbanding teams destroys

- Knowledge
- Capability
- Performance

Corporate Psychopathy

Process by which corporations
disband performing teams and
release staff

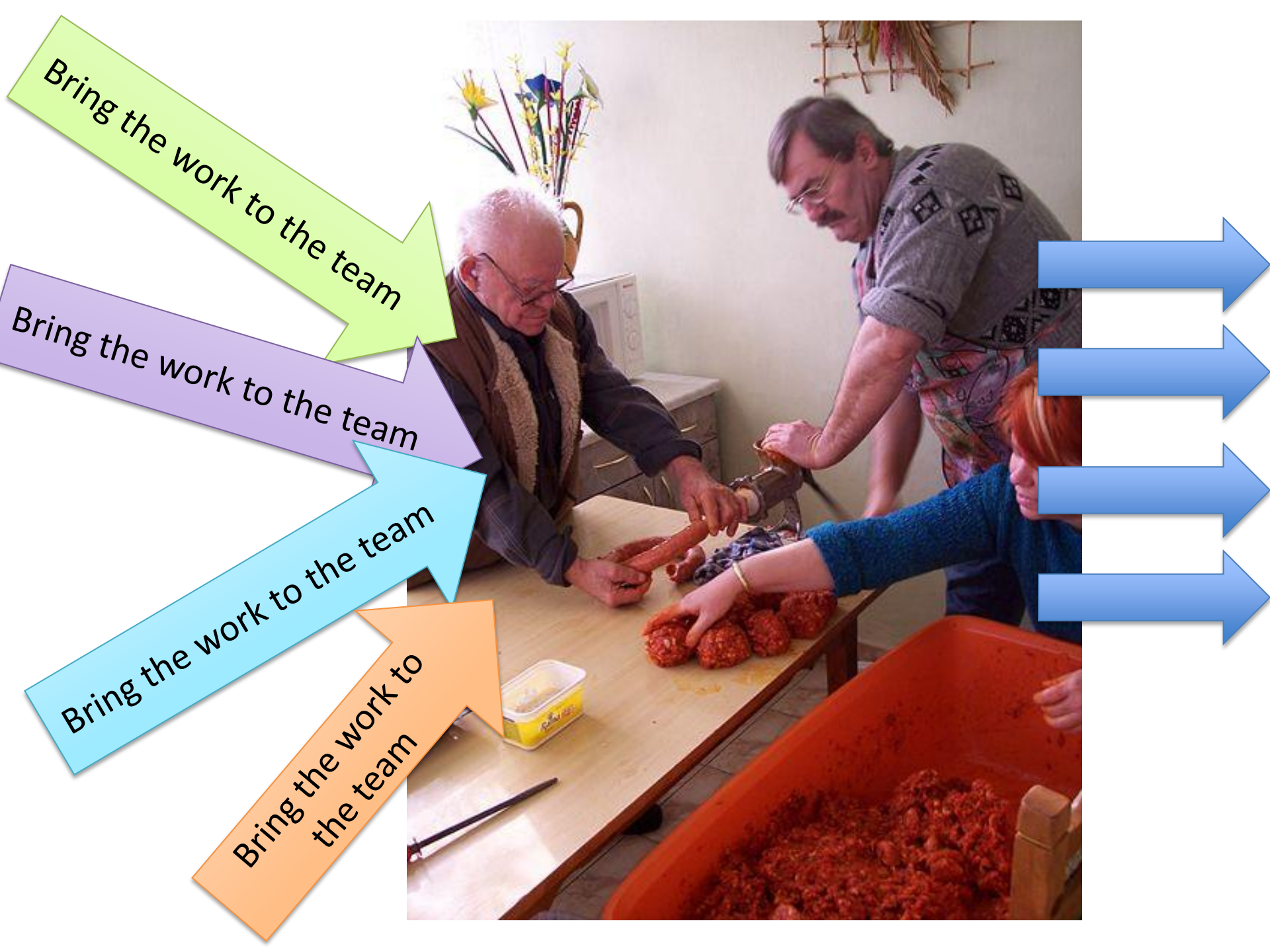


Solution

Base work around
stable **teams**

Aim for continuity





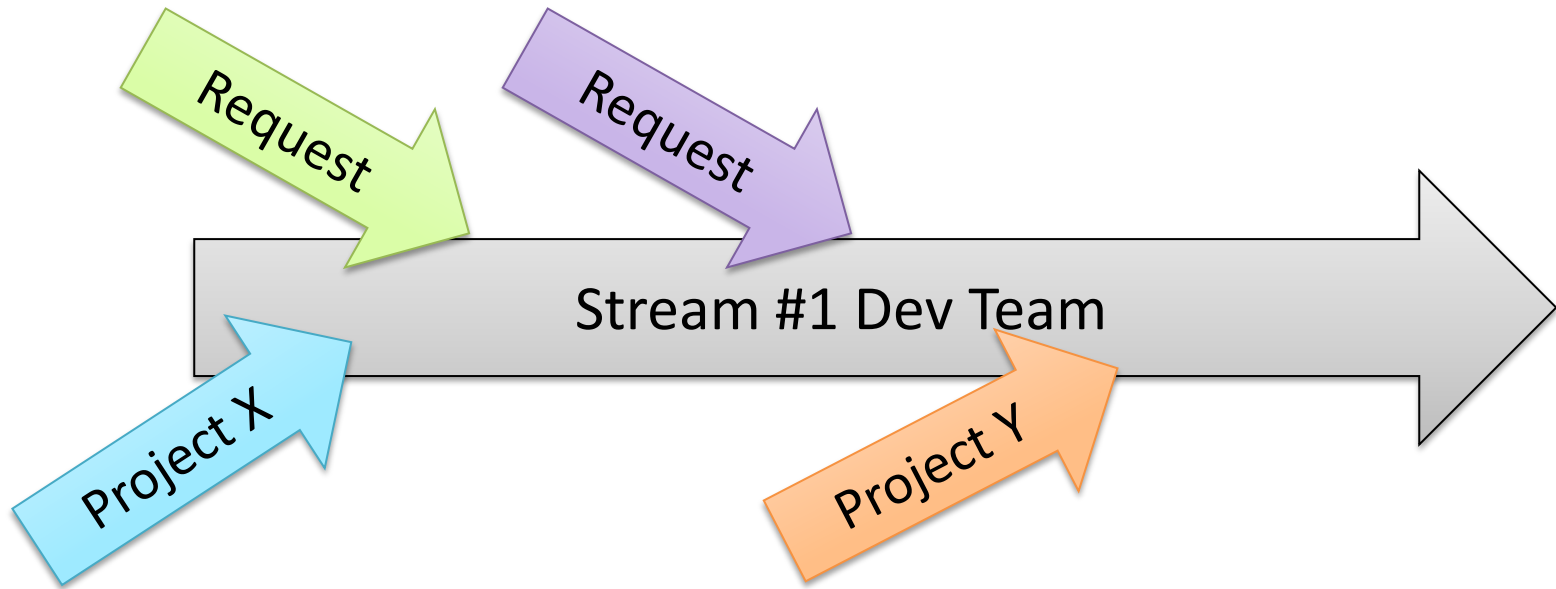
Bring the work to the team

Bring the work to the team

Bring the work to the team

Bring the work to the team

Organize by business stream & team



- Aim for stable teams & continuity
- Close to business
- Manage queues within capacity

What to do about it...

- Keep teams together
- Flow work to the teams
- Work in the small
- Work continually
- Demonstrate value



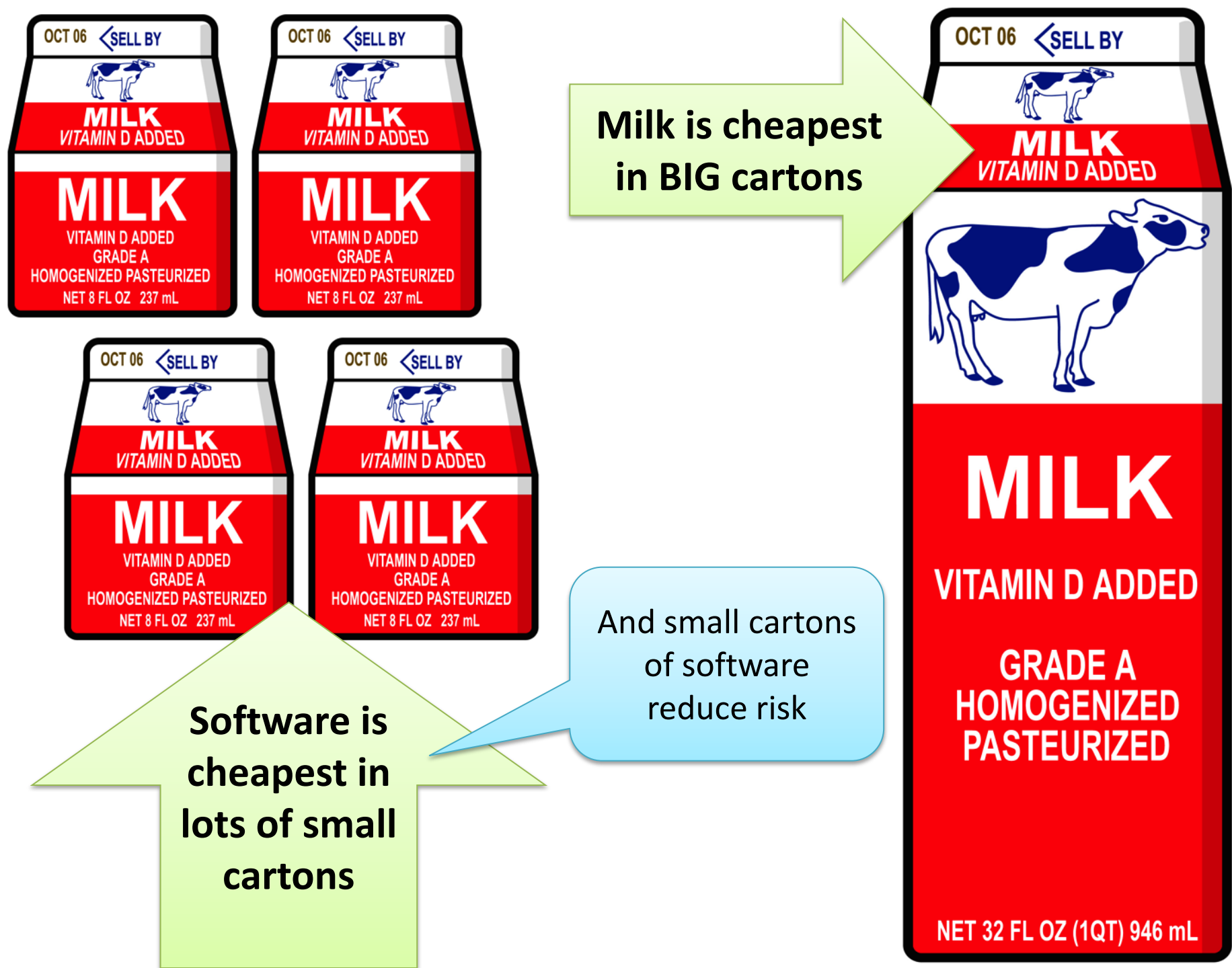
Problem #4 – Projects are Big

- Project model is optimized for big
- Used on small pieces of work it inefficient
- Projects push big decisions up
 - to big men
 - with big cheque books
 - top-down authority

Software development...

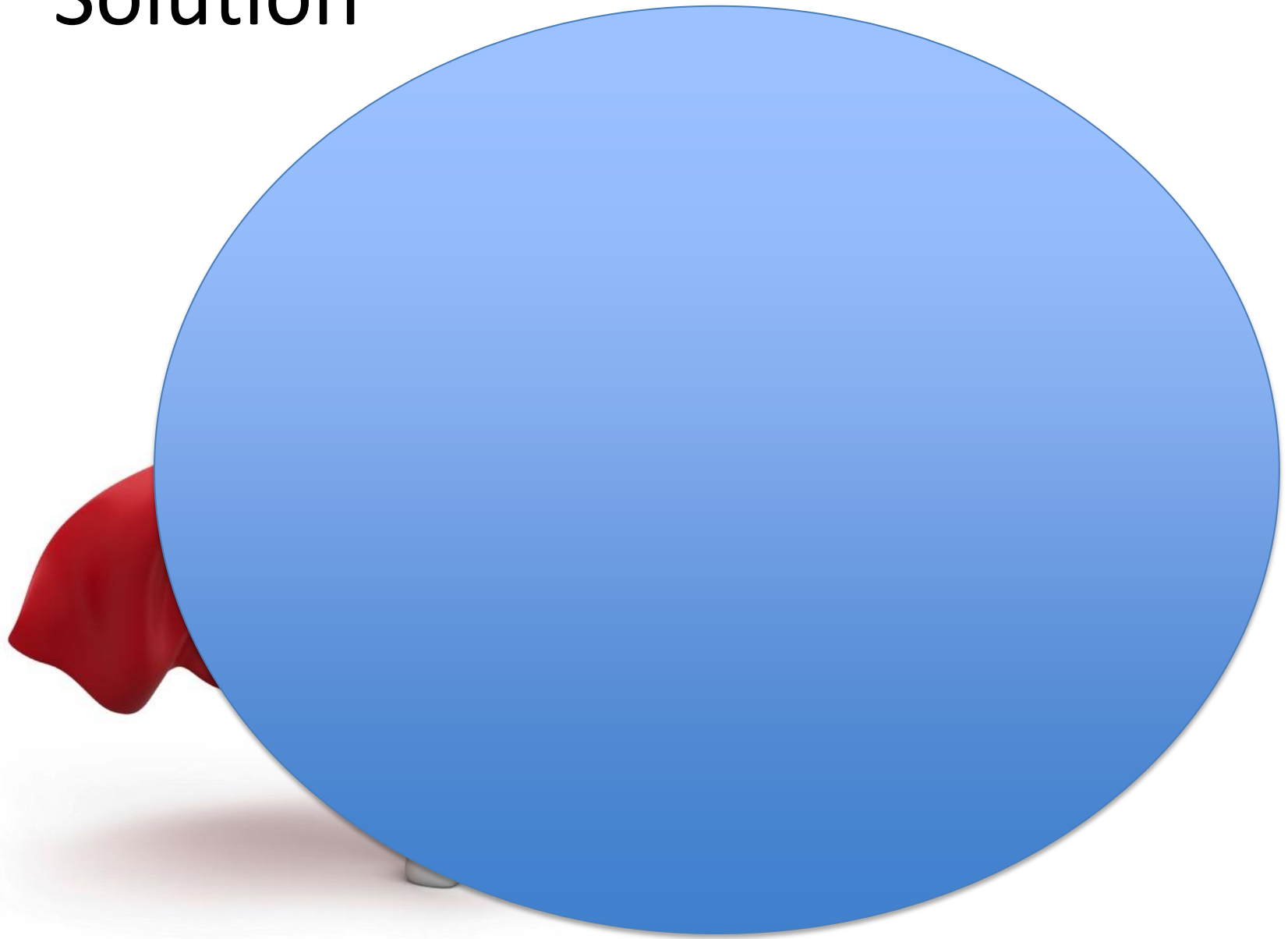
- Does NOT have economies of Scale
- Development has DISECONOMIES of scale





Big increases
risk

Solution



Software development...

- Does NOT have economies of Scale
- Development has DISECONOMIES of scale

Therefore

- Stop thinking **BIG**
- Start thinking SMALL



Project A: Risk = 30% Value at risk = £1m
Therefore risk weighted value = £300,000

Consider a large project

Prj B: Risk = 15%
Value @ risk = £½m
Therefore ... = £75,000

Prj C: Risk = 15%
Value @risk = £½m
Therefore ... = £75,000

E: Risk = 6%
@risk = £200k
Therefore =

F: Risk = 6%
@risk = £200k
Therefore =

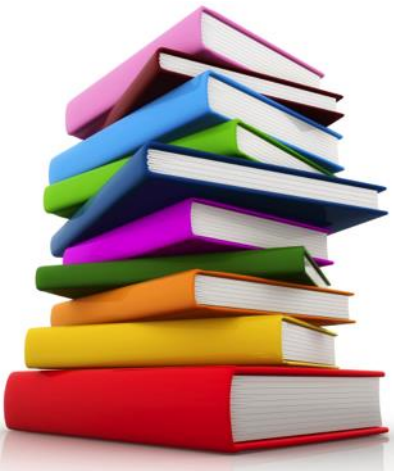
G: Risk = 6%
@risk = £200k
Therefore =

H: Risk = 6%
@risk = £200k
Therefore =

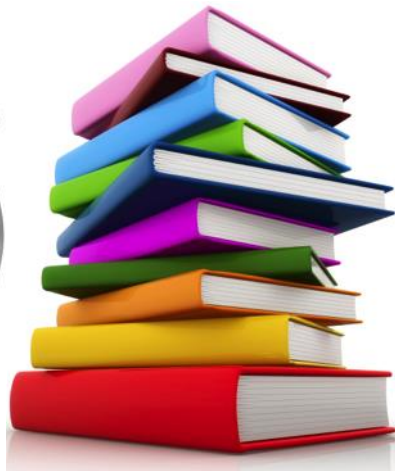
I: Risk = 6%
@risk = £200k
Therefore =

J: Risk = 6%
@risk = £200k
Therefore = £12k

Big Batch Size



Wait



Wait

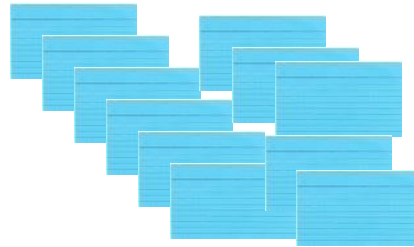
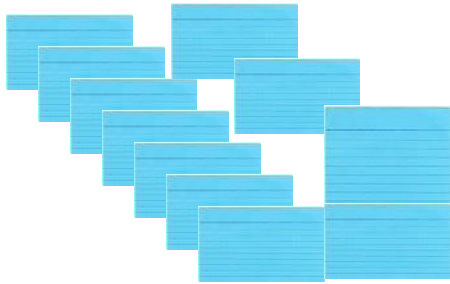


Build this!

Deliver this!

Make lots of this!

Small Batch Size



... and keep going

The End of Projects



- Projects are accounting codes
- Finished Software is Dead Software
 - Living software changes
 - Dead software doesn't
 - Living software doesn't end
- Project thinking kills software

Not fair!
You misrepresent us!



Project Manager

Wait a minute....

So what is “A project”?

Why does Prince 2 contain this definition?

And what does a “Project Manager” actually *Manage*?

We don't
Break up teams, or
Stick doggedly to
requirements

We do

- Allow change
- Consider value
- Work continually

Project Manager



Problem #3: Language

“False Projects”

When the language of projects is used to discuss work which is not a project



Confusion!

**Stop confusing people
Stop misleading
yourselves**

Solution – New Language

Initiative	MVT exploring a possibility Might grow with time
Work stream	Established team working on continuing/sustaining product in support of business and generating value
Client engagement	Team serving the needs of a client (May be a Initiative or established Work Stream)
... and some more (haven't worked it out yet)



Beyond Projects

A new model....



Waterfall 2.0 Continuous Flow



Jonathon's Run Fall, Pennsylvania by Hubert Stoffels (<http://flickr.com/photos/22195940@N00>)
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Continuous flow

- Work in the small
- Get good at doing small things
 - Deliver small increments of value
 - And evaluate results
- Go fast
- Value seeking
- Repeat, don't stop



Organize for...

Work management optimized for small

- Lots of small decisions
- Devolved authority

Base work around stable

- Teams

Aim for continuity

Could this ever work?

- Governance by results?
- Fail fast, fail cheap?

Seems to work
well on Sand
Hill Road ...

BENCHMARK



DFJ

BV
Battery Ventures

ACCEL[®]
PARTNERS

khosla ventures

KPCB

KLEINER
PERKINS
CAUFIELD
BYERS

SEQUOIA  CAPITAL

#NoProjects / Beyond Projects

- It ain't ever over
- BAU is not a dirty work

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