ENABLING AUTONOMY

@ianlivingstone

ARCHITECT

SALESFORCE

node
JS
TM

salesforce

HOW CAN WE BE MORE PRODUCTIVE AND

BUILD BETTER PRODUCTS

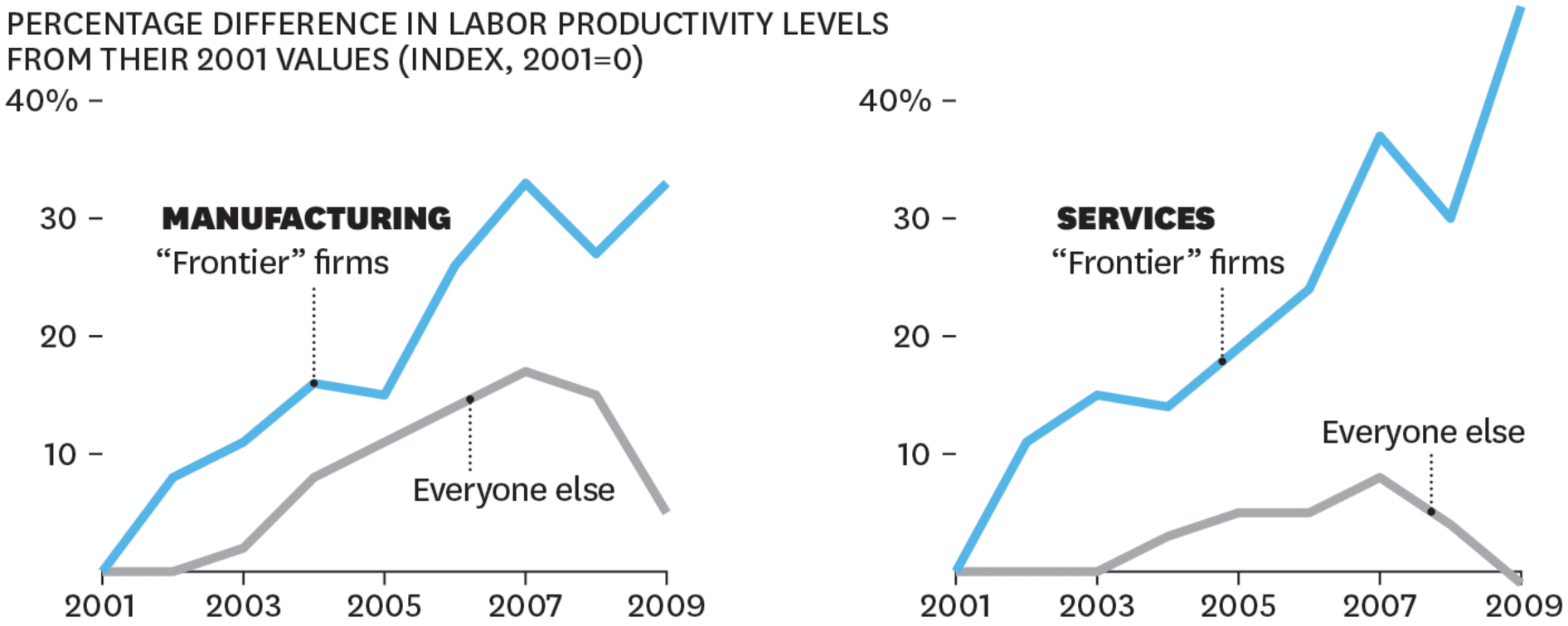
BUILDING SOFTWARE IS A
TEAM SPORT

BUILDING SOFTWARE IS A TEAM SPORT

A PRODUCT IS THE EMERGENT RESULT OF A TEAM WORKING TOGETHER OVER A PERIOD OF TIME

The Gap Between the Most Productive Firms and the Rest Is Growing

A look at labor productivity in manufacturing and services.



SOURCE "THE FUTURE OF PRODUCTIVITY," OECD, 2015

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INNOVATION = ADAPTABILITY * CREATIVITY

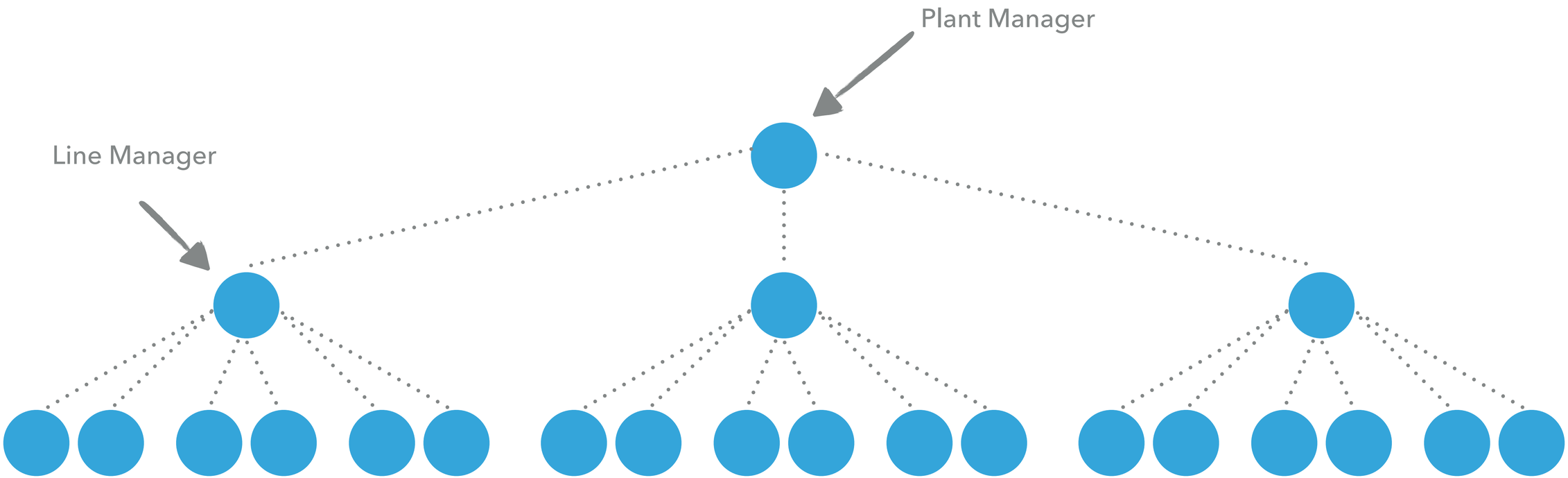
DRASTIC SHIFTS IN THE LAST 100 YEARS

FACTORY TO OFFICE

SOFTWARE DEVELOPMENT IS NEW

WE BUILT ON THE PAST

ENABLING AUTONOMY



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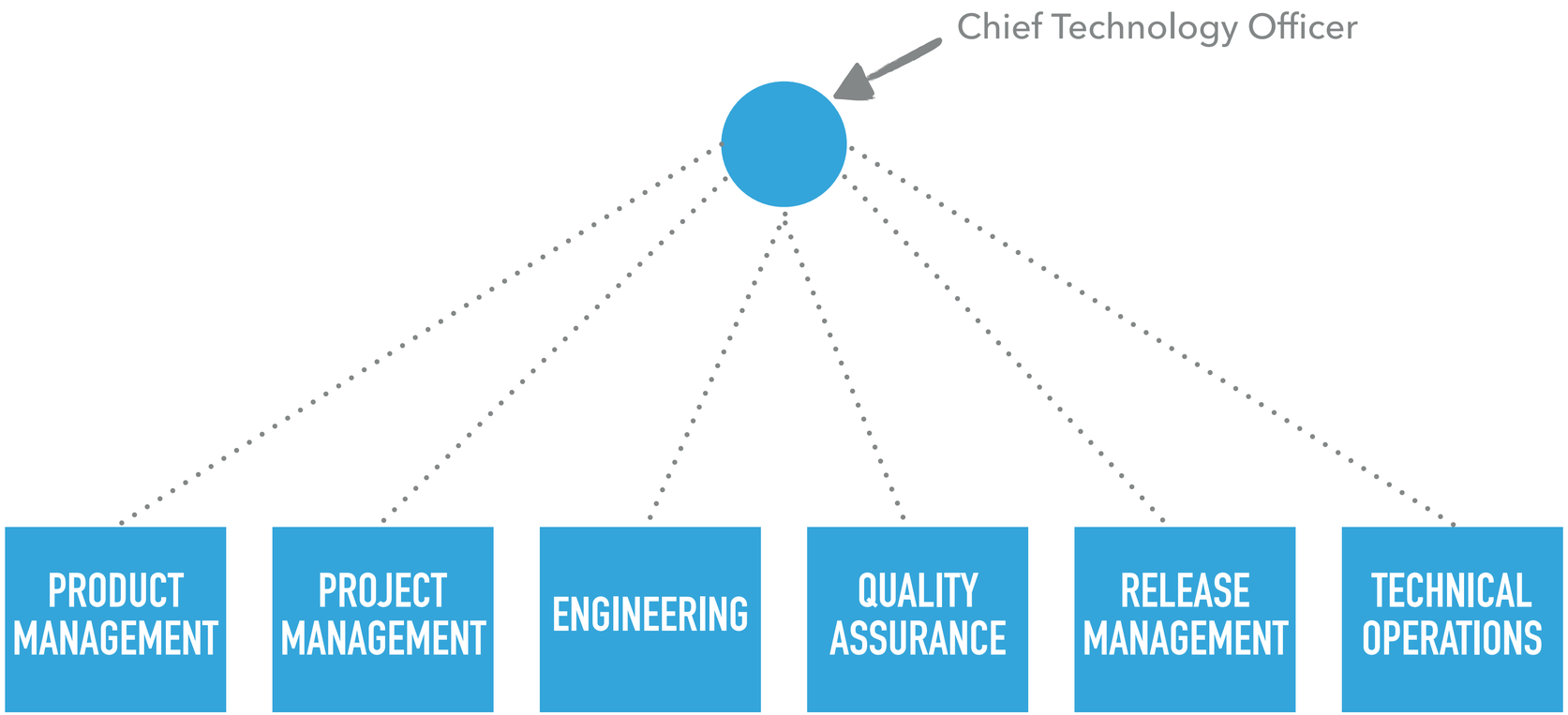
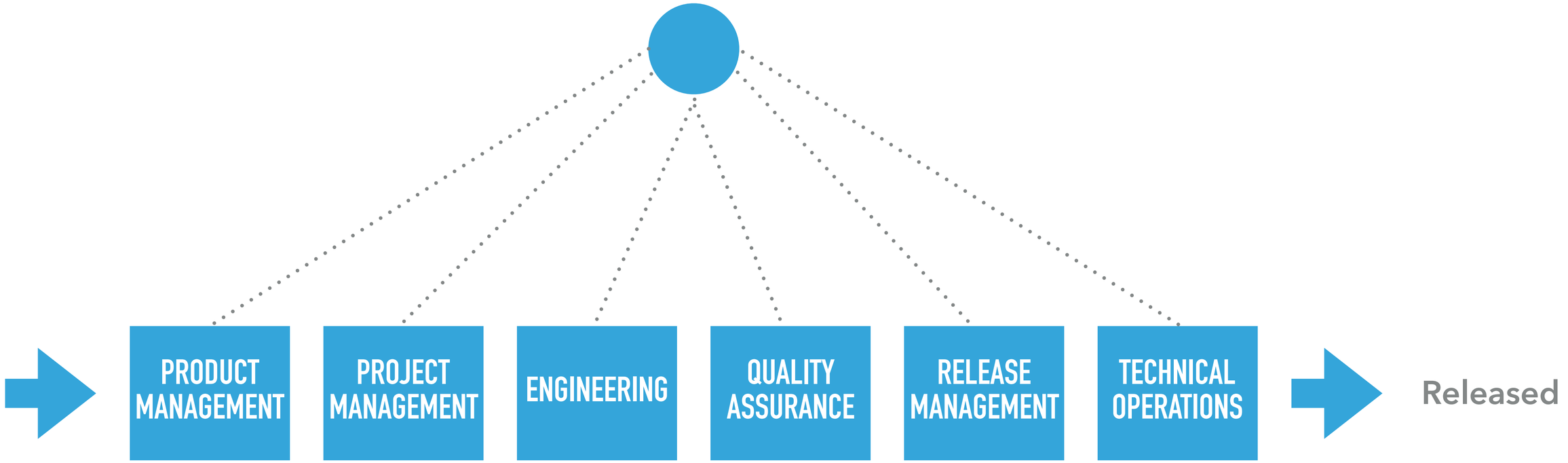
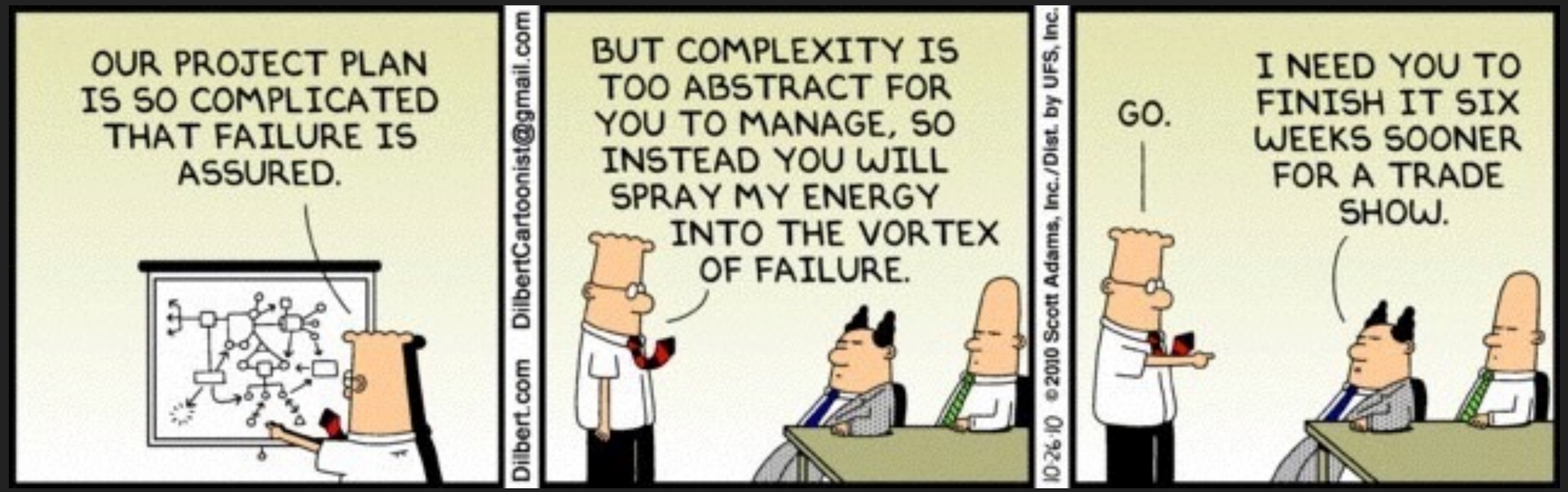
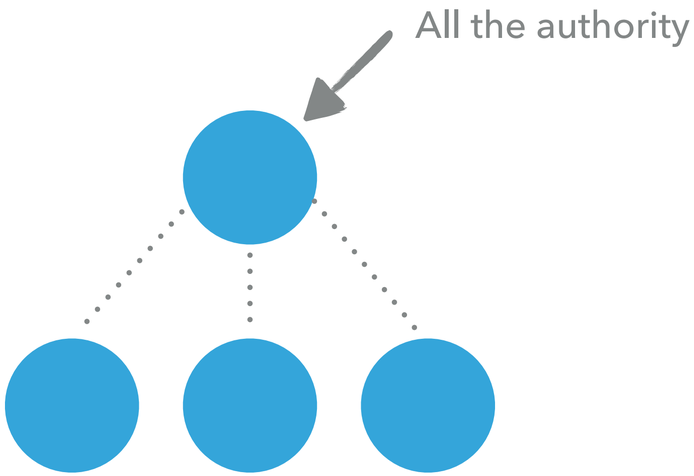
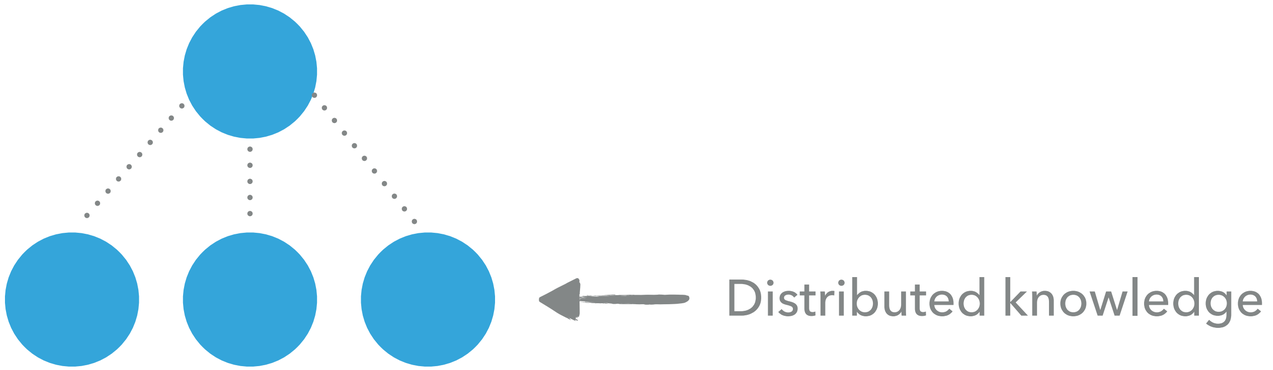


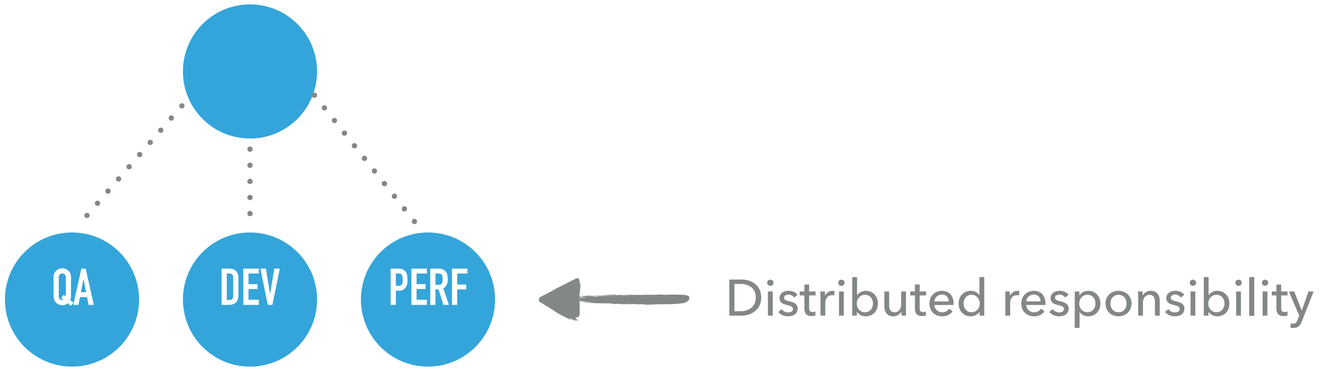


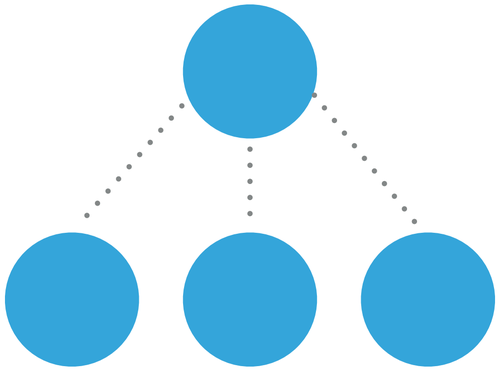
Waterfall Development


OUR PROJECT PLAN IS SO COMPLICATED THAT FAILURE IS ASSURED.
Dilbert.com DilbertCartoonist@gmail.com
BUT COMPLEXITY IS TOO ABSTRACT FOR YOU TO MANAGE, SO INSTEAD YOU WILL SPRAY MY ENERGY INTO THE VORTEX OF FAILURE.
10-26-10 ©2010 Scott Adams, Inc./Dist. by UFS, Inc.
GO.
I NEED YOU TO FINISH IT SIX WEEKS SOONER FOR A TRADE SHOW.


All the authority


Distributed knowledge

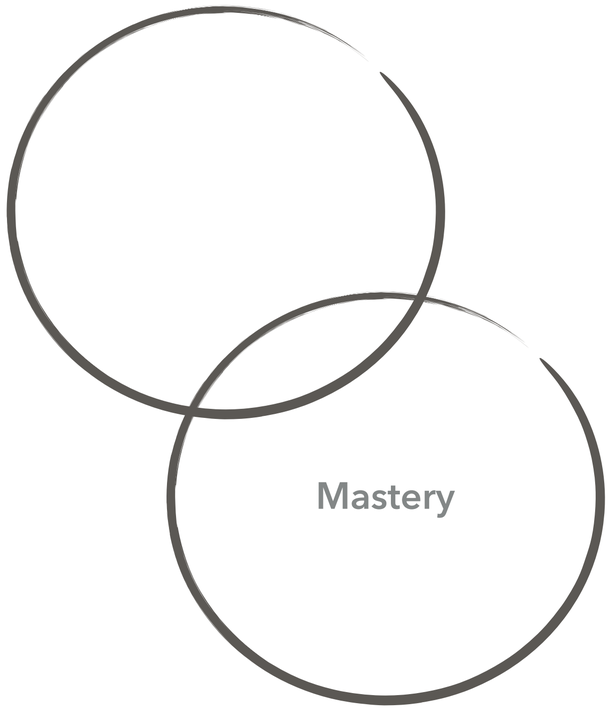

QA
DEV
PERF
Distributed responsibility

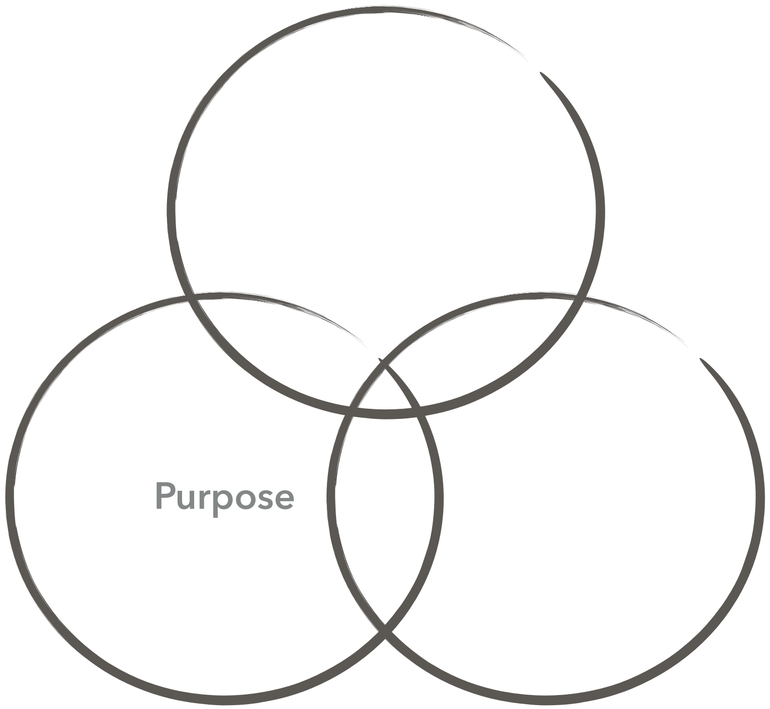


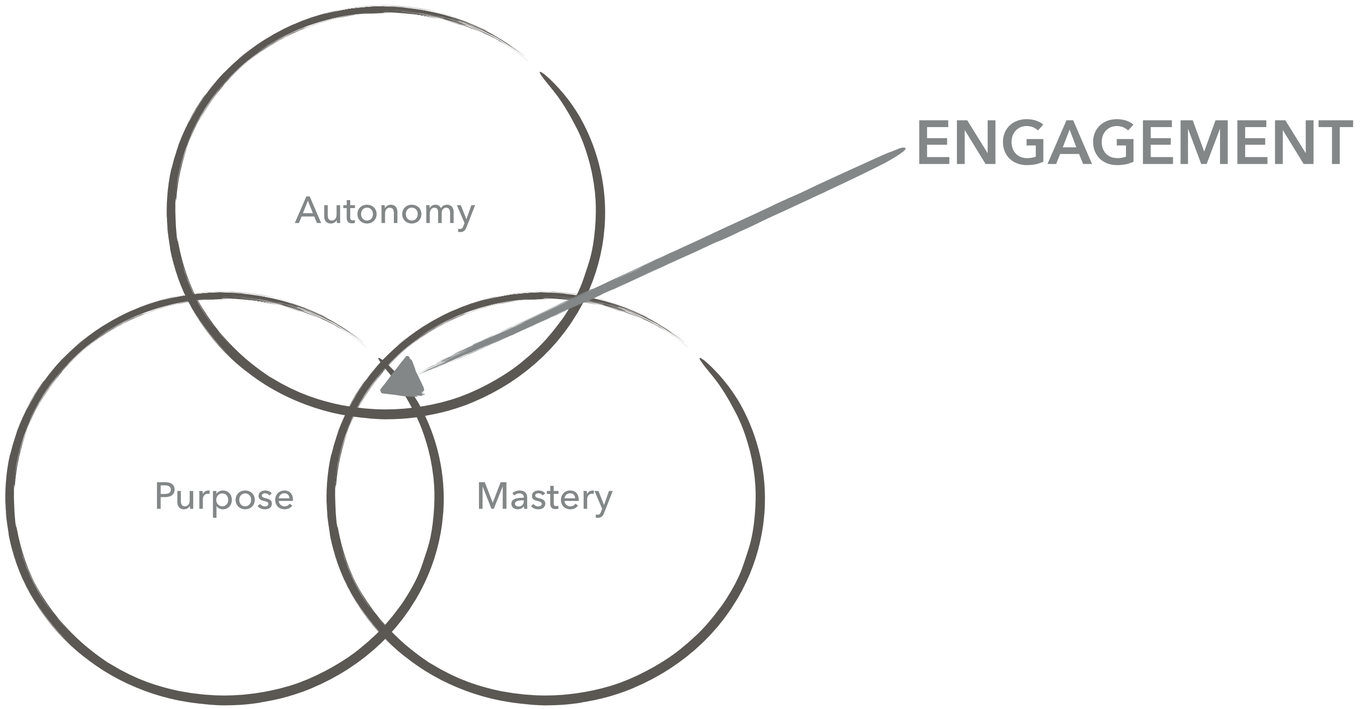
MEETINGS, MEETINGS AND MORE MEETINGS

So, what do we want?

Autonomy


Mastery


Purpose


Autonomy
Purpose
Mastery
ENGAGEMENT

CONTROL LEADS TO COMPLIANCE; AUTONOMY LEADS TO ENGAGEMENT.

Daniel H. Pink

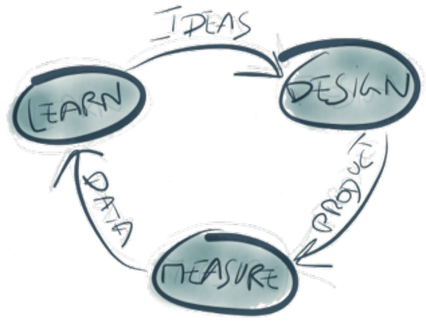
REQUIRES US TO CHANGE HOW WE

ORGANIZE AND OPERATE

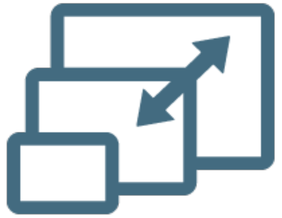
Team are our Lego Blocks

THEY ARE OUR FUNCTIONAL UNIT OF PRODUCTION

SCALE UP



EVALUATE IDEAS

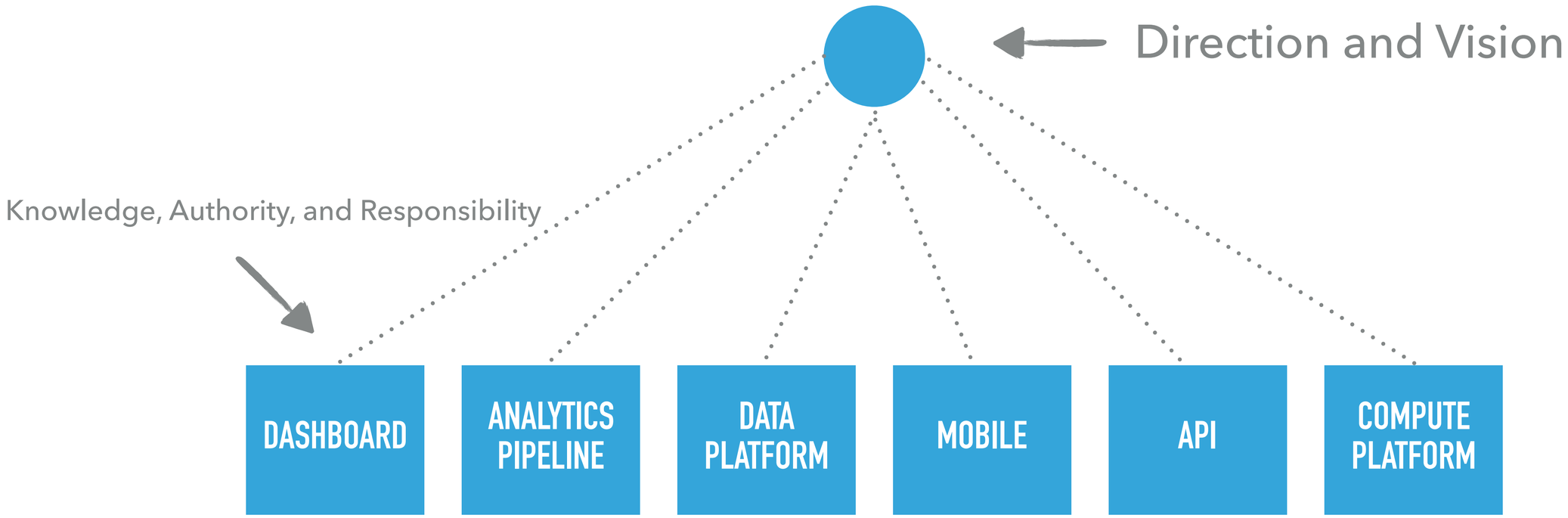


CREATE REDUNDANCY

How can teams be *more* productive?

1. Localize Authority and Responsibility

ENABLING AUTONOMY



DEFINE CLEAR AREAS OF RESPONSIBILITY WITH DEPTH

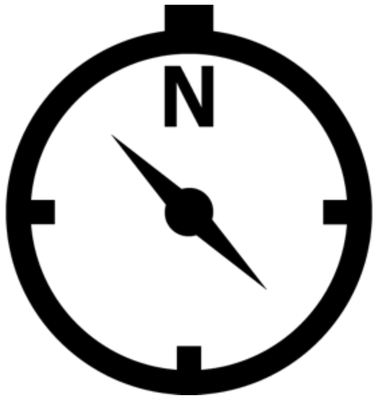
CLEAR VISION

DEFINED INTERFACE

AUTONOMY

LEAD, DON'T MANAGE

ARTICULATE VISION



GUIDE DIRECTION

MEASURE RESULTS

EMBRACE TRANSPARENCY

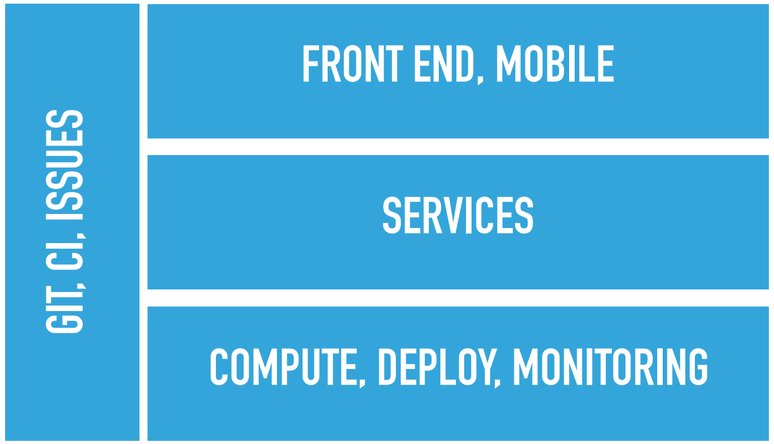
ASYNCHRONOUS

CLEAR OBJECTIVES

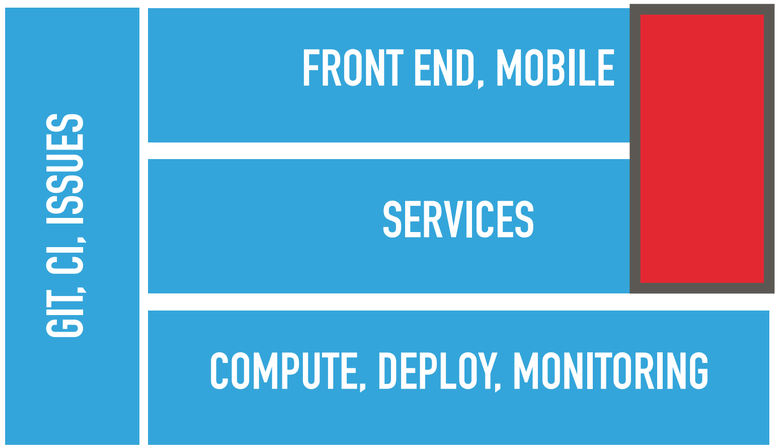
EMBRACE FAILURE

2. Breakdown Functional Silos

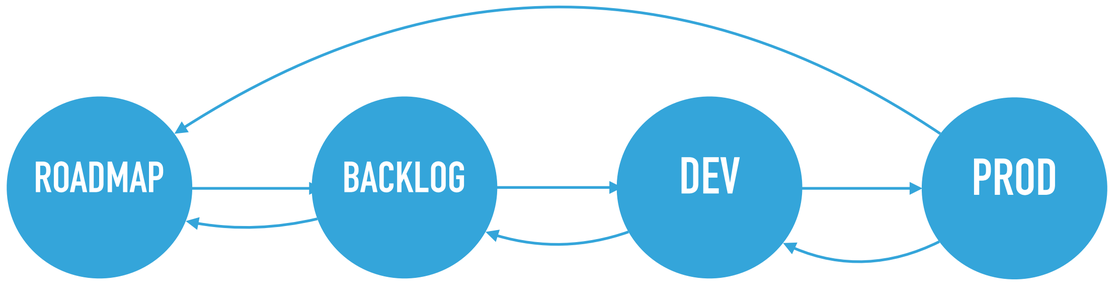
BUILD PLATFORMS



CROSS LAYER PROJECT TEAMS



FOCUS ON DEVELOPMENT FLOW — IDEATION TO DEPLOYMENT



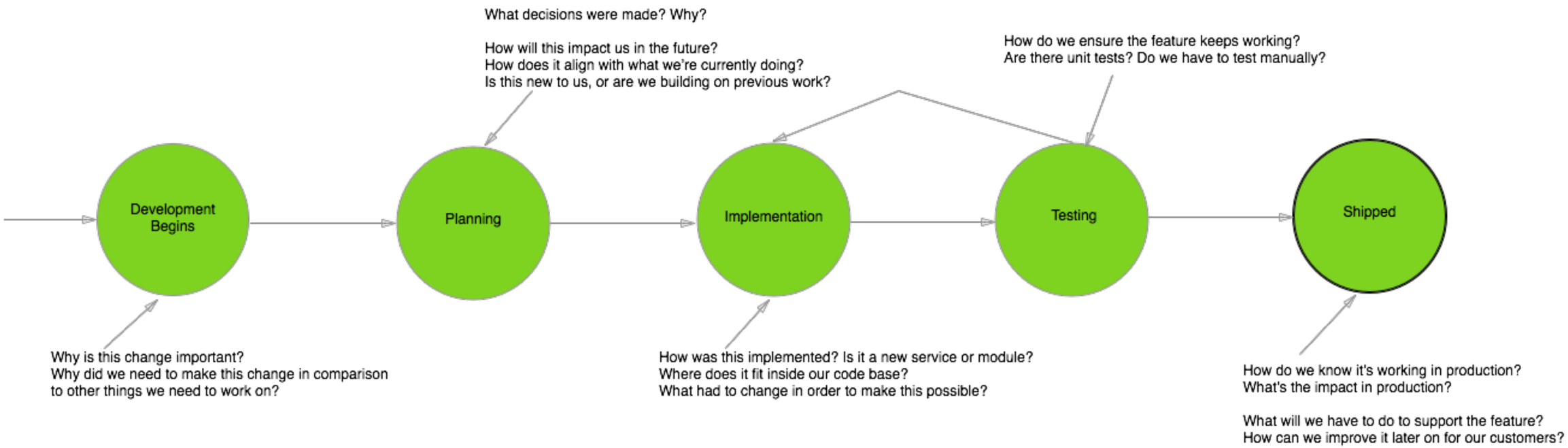
AUTOMATION IS THE RULE OF LAW

AUTOMATED CI

DEPLOYMENT

MONITORING

BUILT IN KNOWLEDGE DISSEMINATION

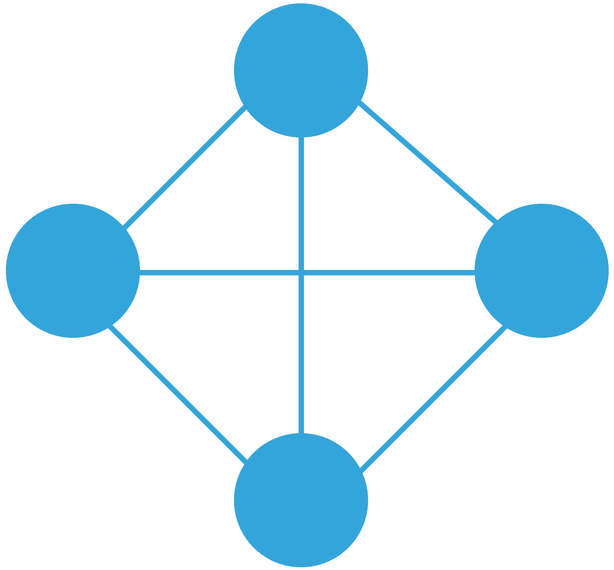


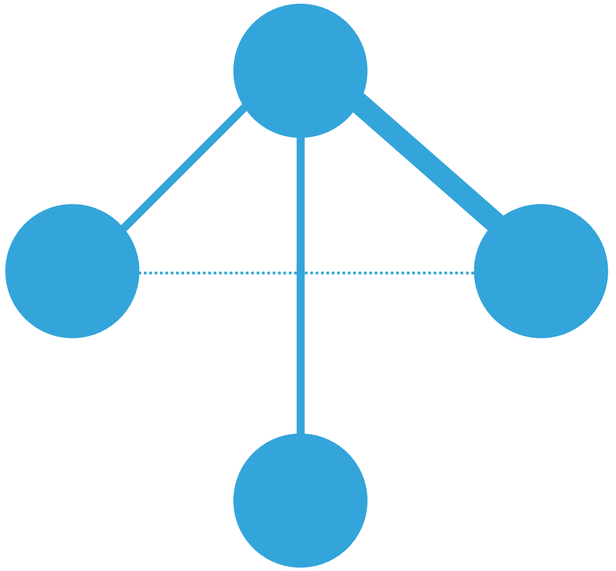
DUPLICATION IS OKAY — THAT'S NOT THE PRIMARY CONCERN

- We often focus on building the perfect code bases
- We try to have one way of doing things
- This is important, but don't attempt to control it through your org chart
- Build a culture of eventual alignment and executing on your vision

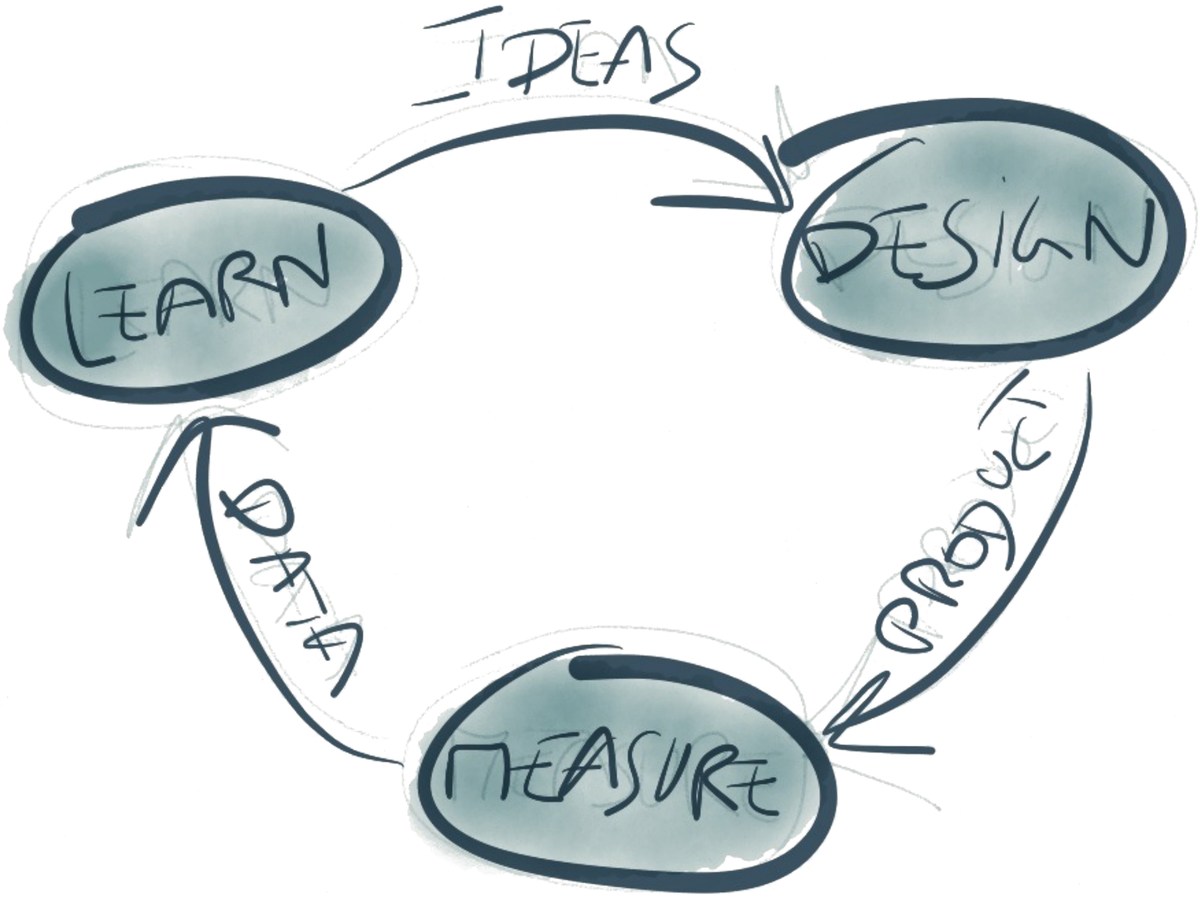
3. Focus on Team Dynamics

STRONGLY CONNECTED COMMUNICATION GRAPH





TO WRAP THIS UP


IDEAS
DESIGN
PRODUCT
MEASURE
DATA
LEARN

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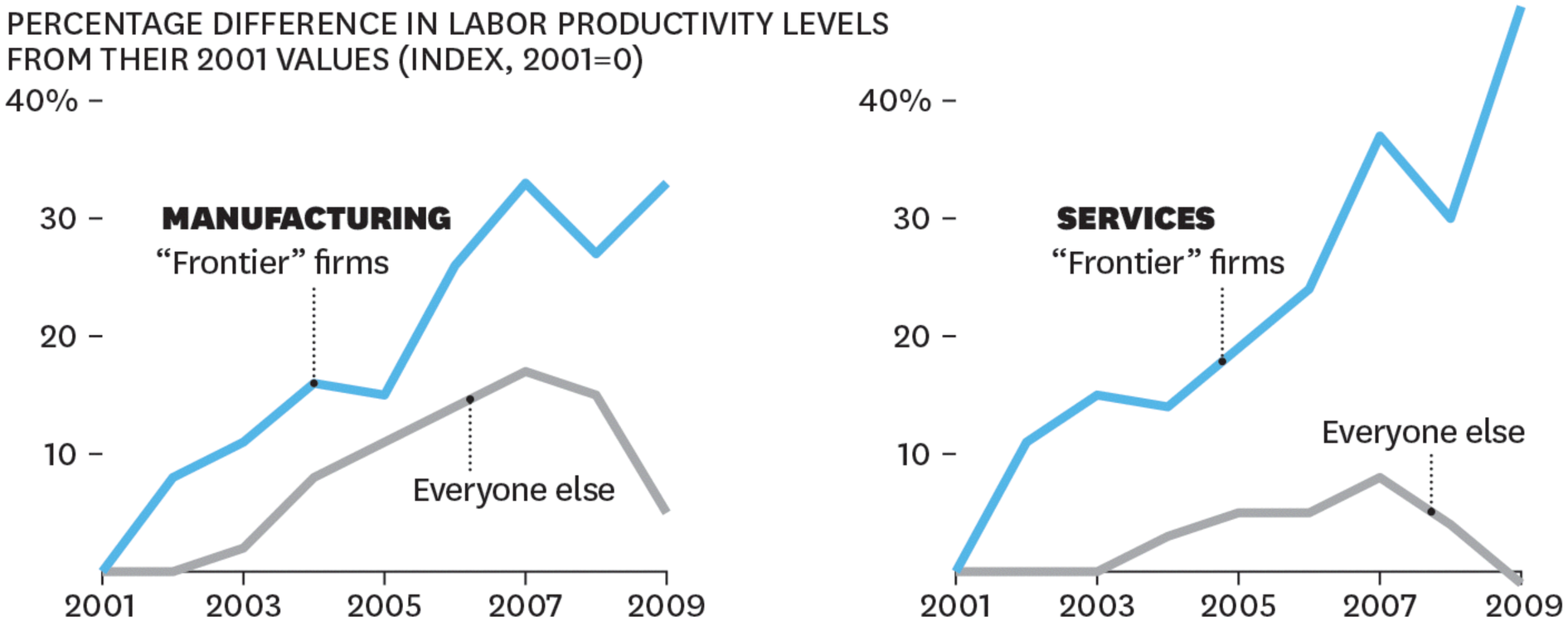

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WHEN YOU'RE FINISHED CHANGING, YOU'RE FINISHED.

Benjamin Franklin

THANK YOU