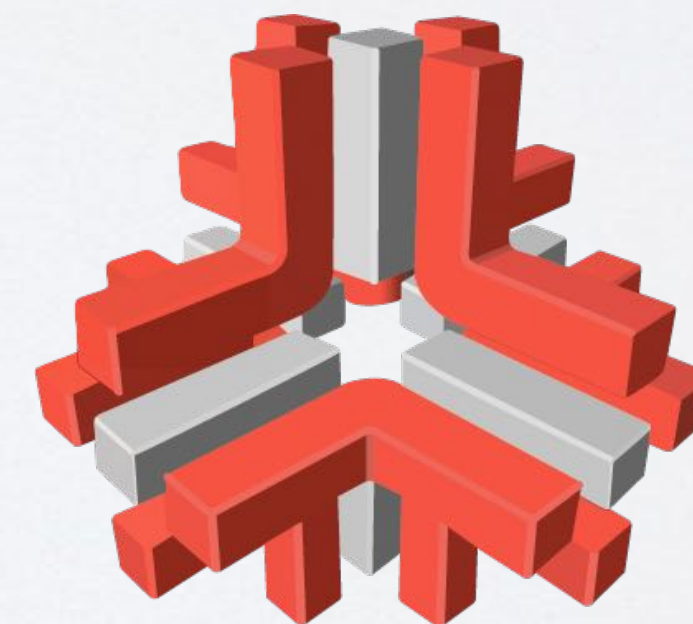


Joshua Kerievsky  
CEO, Industrial Logic  
@JoshuaKerievsky  
[IndustrialLogic.com](http://IndustrialLogic.com)  
#ModernAgile



# Scaling

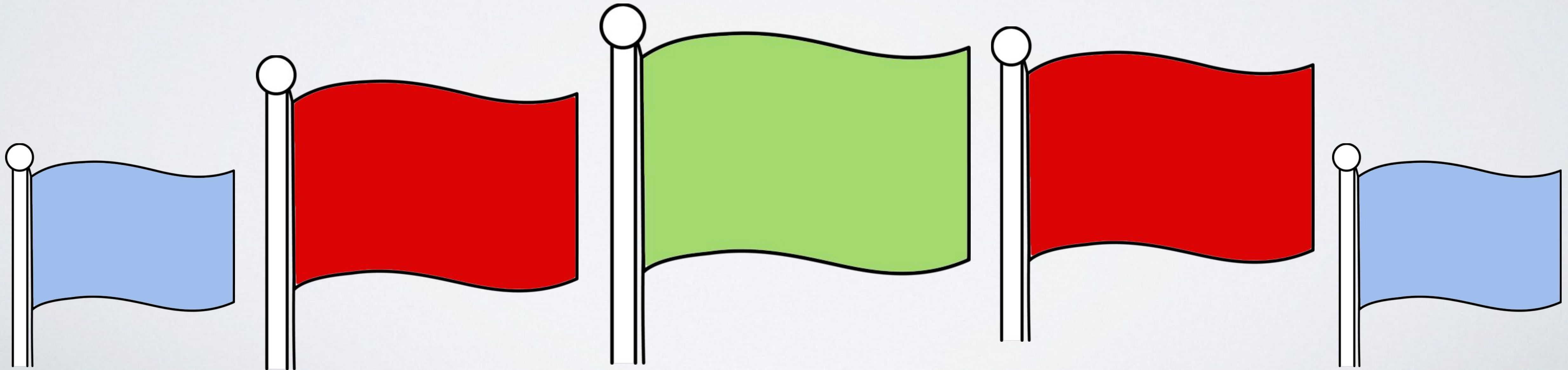


# Scalification

# Enterprise Scalability Framework



Make Agile  
Great Again!



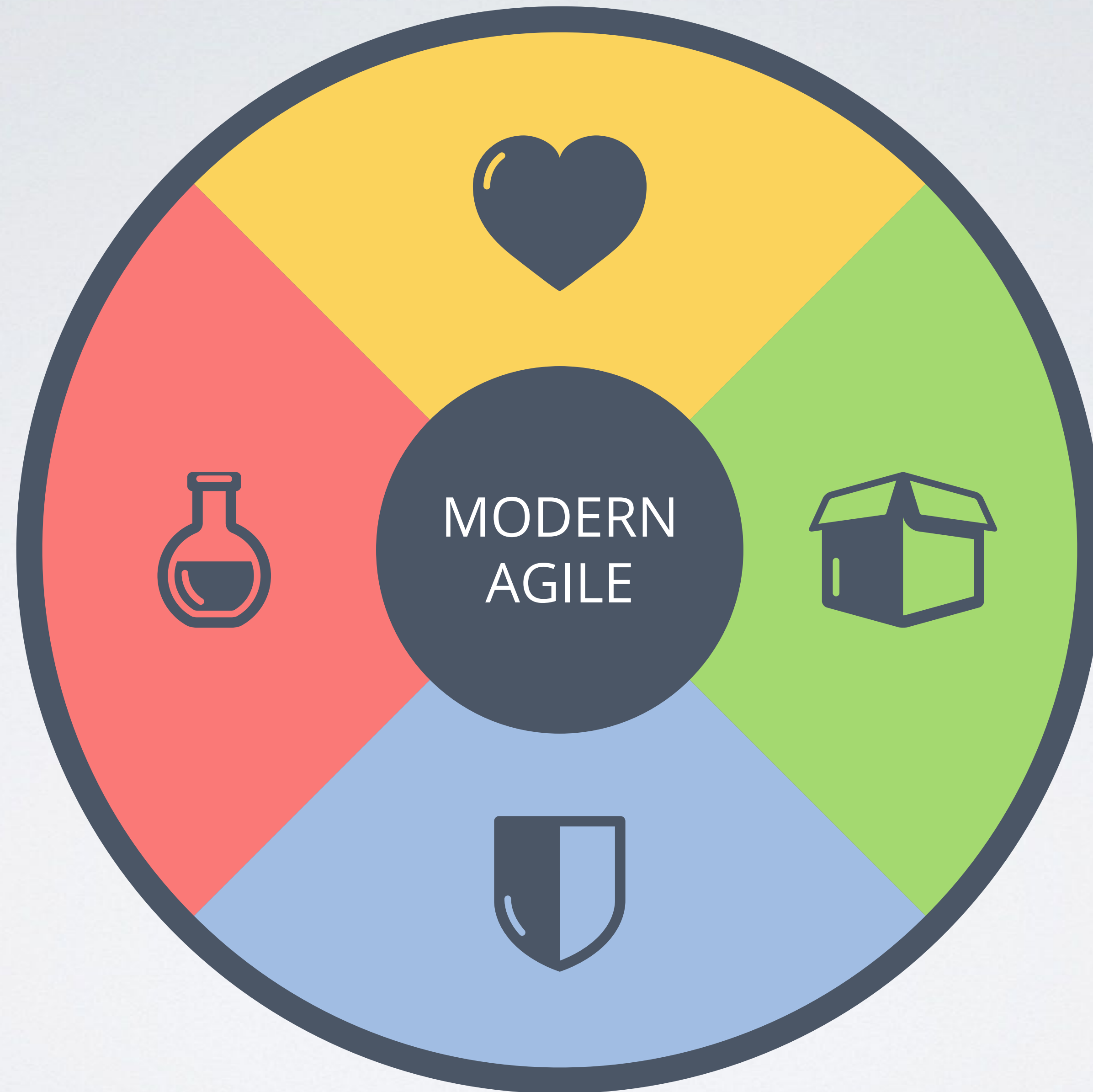
# Teleportation



Lemon  
Tartification

# Three-Armed Sweaterification





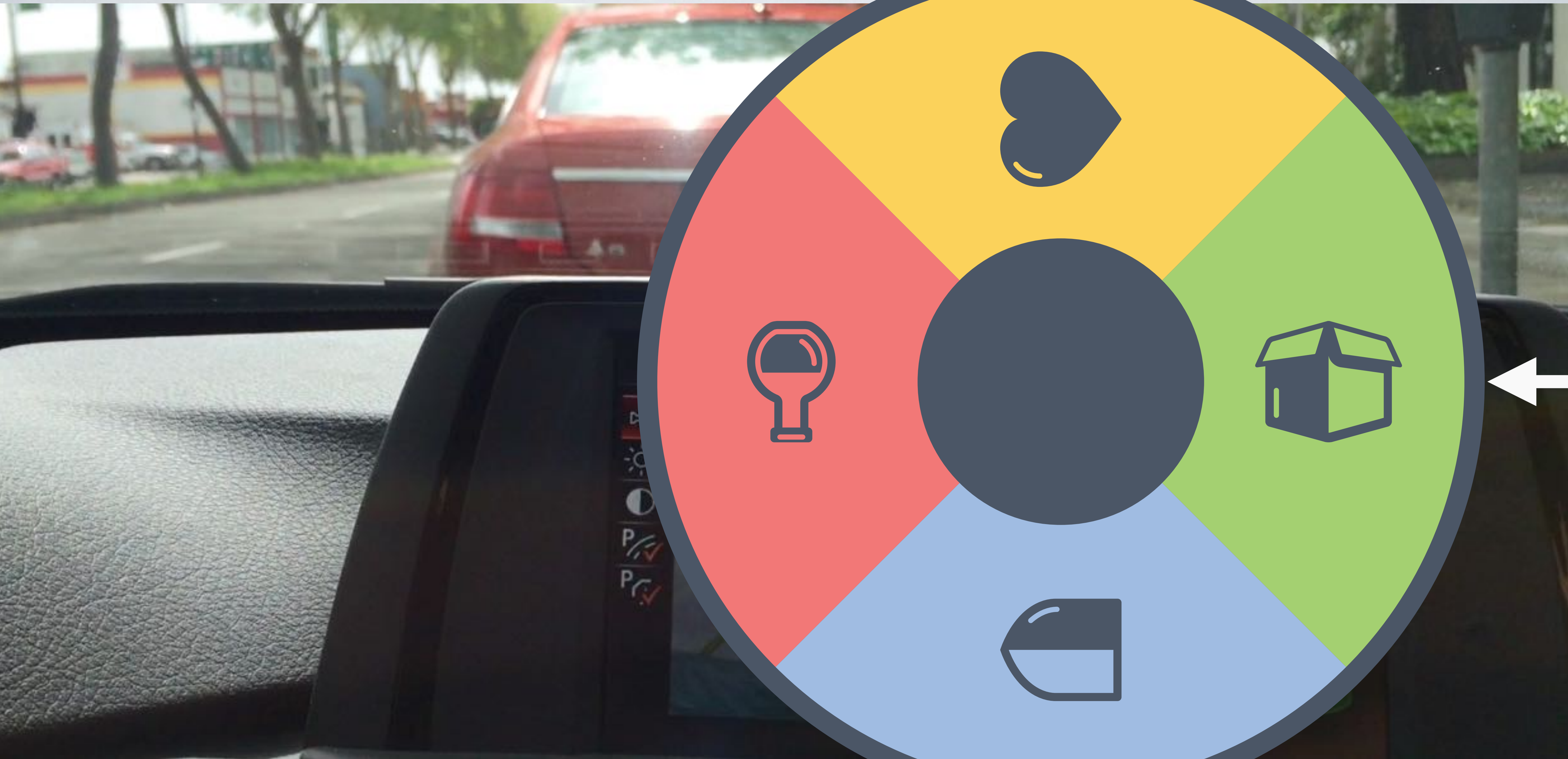


Deliver Value  
Continuously



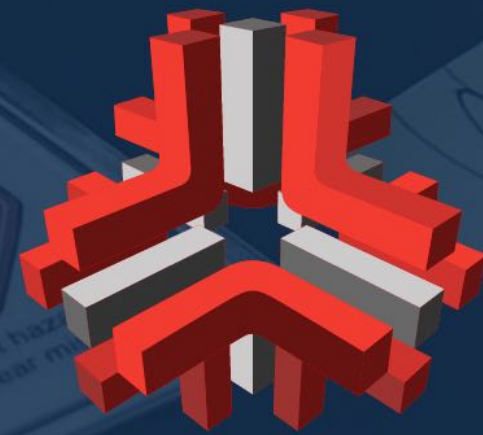








# *Hello! Welcome To* **industrial logic**



[Culture](#) [Services](#) [Results](#) [Approach](#) [About](#) [Contact](#)



## Founder & CEO

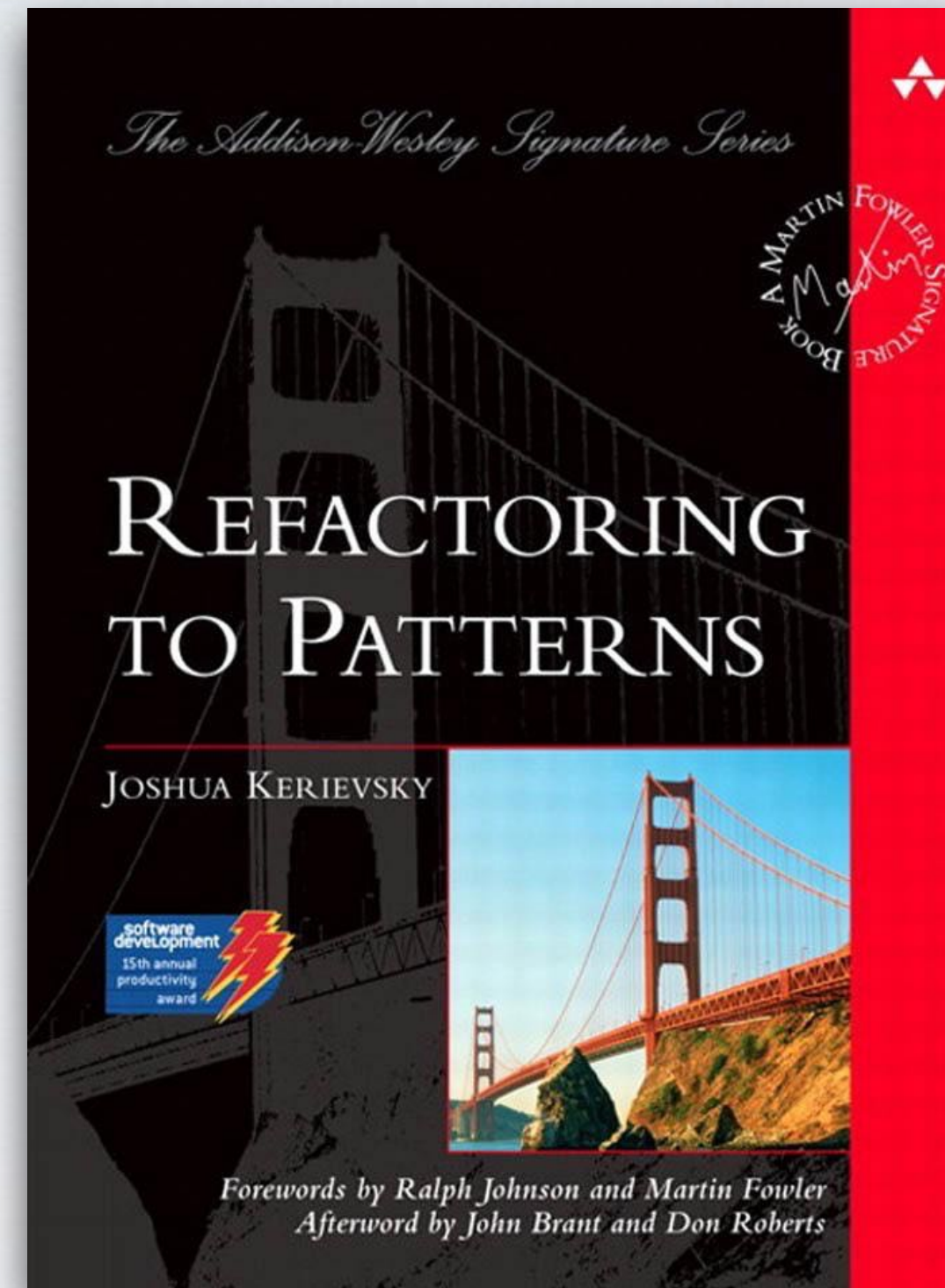
Pioneering consultancy that radically improves  
software development for organizations worldwide







1999... Extreme Programming



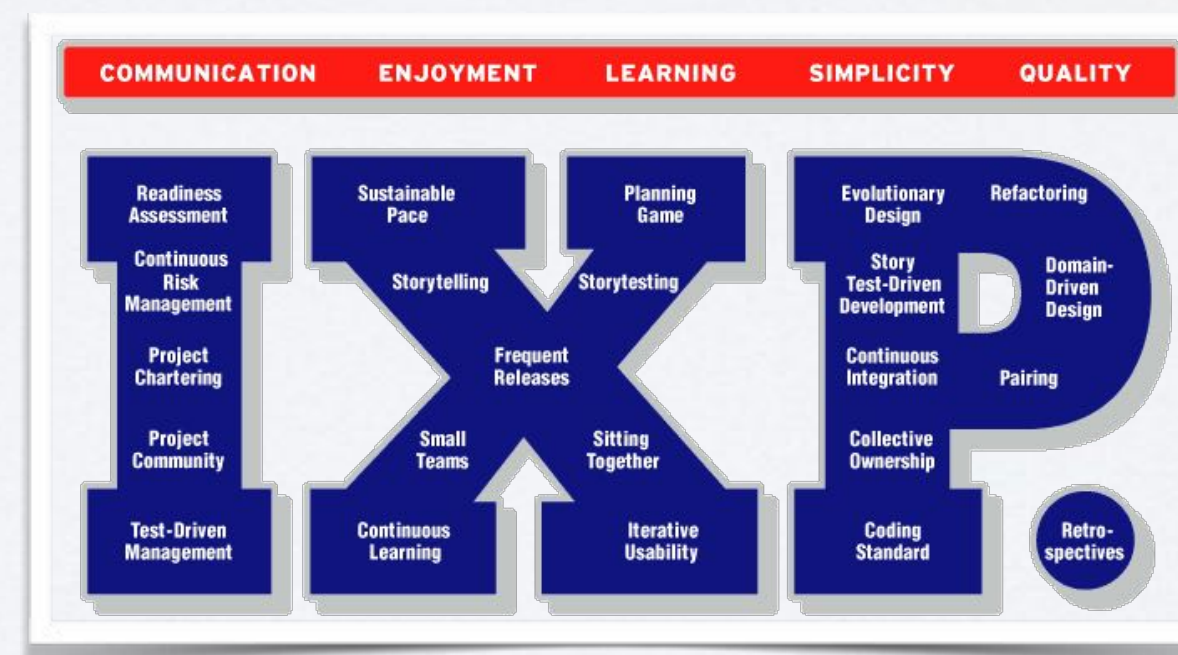
2004 Book



2006... Agile eLearning



2000... Agile Coaching

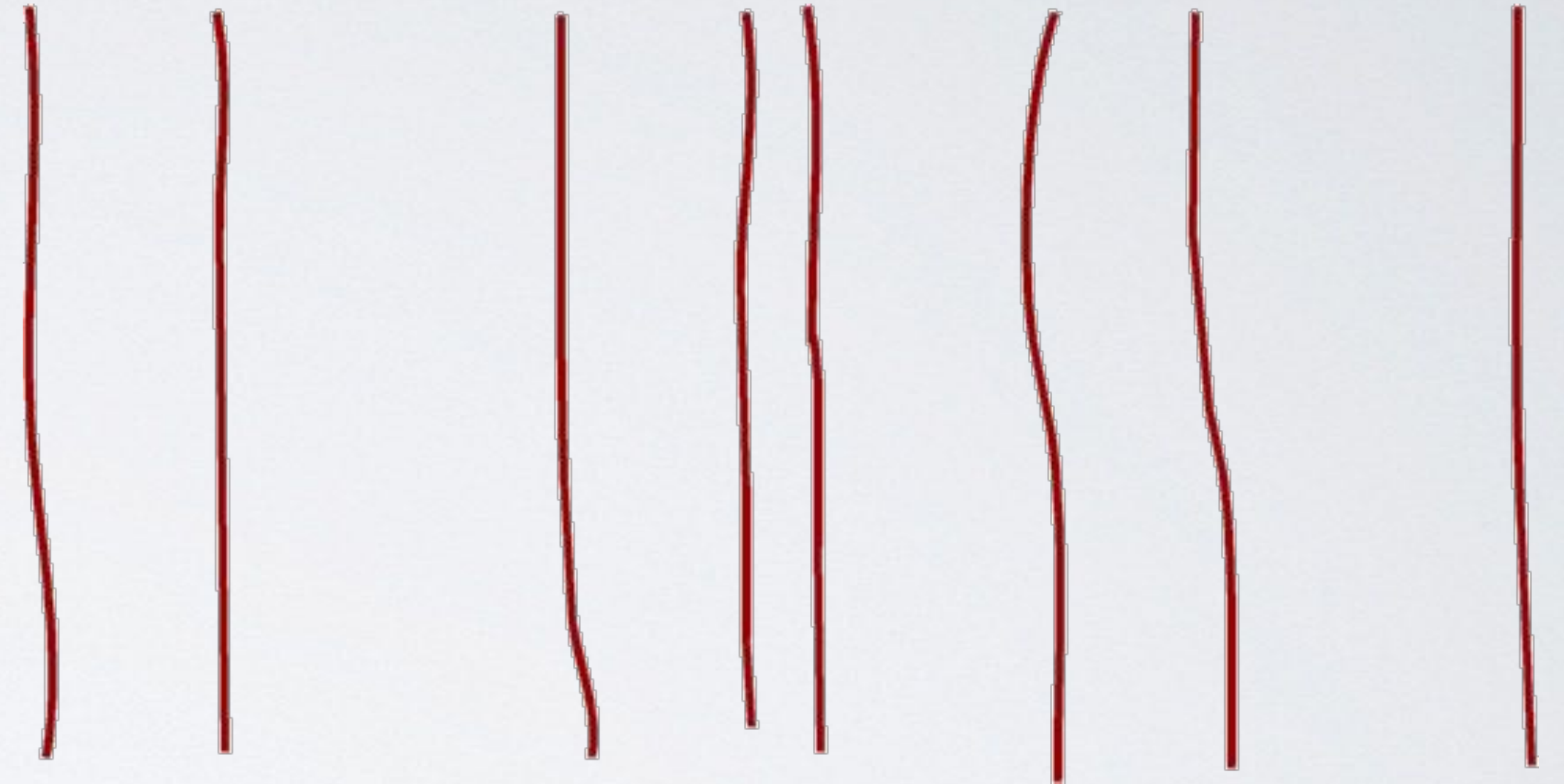


2004 Enterprise Agile



2013... Anzeneering

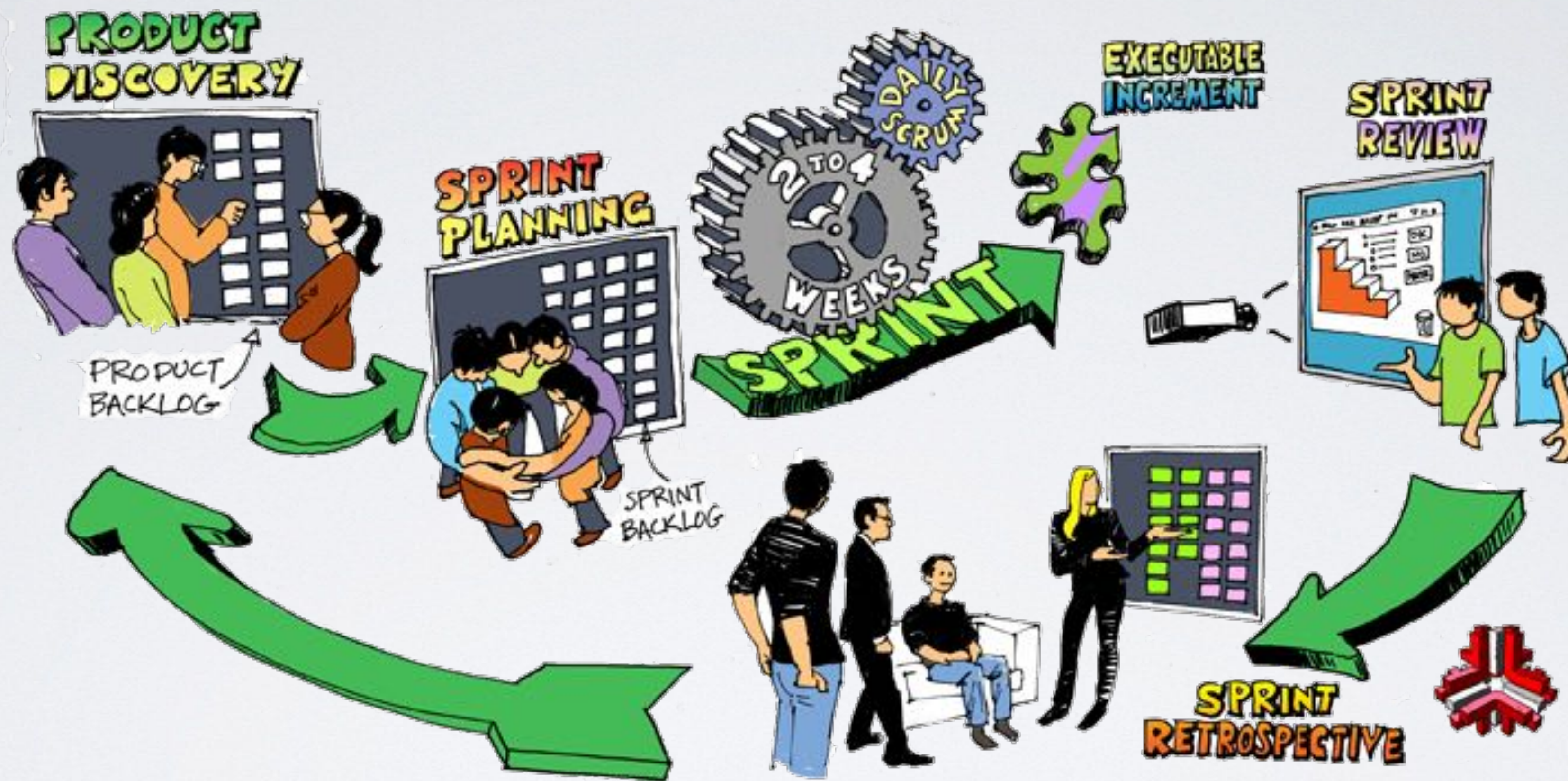










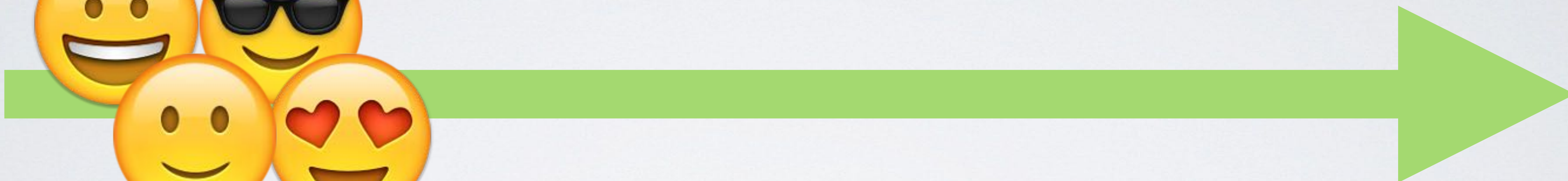




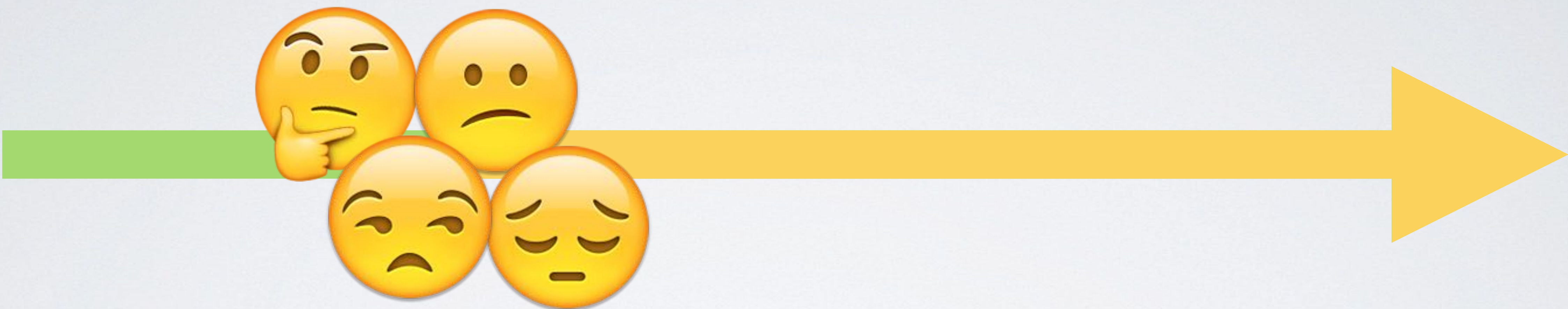
# SprintCare Senior Living







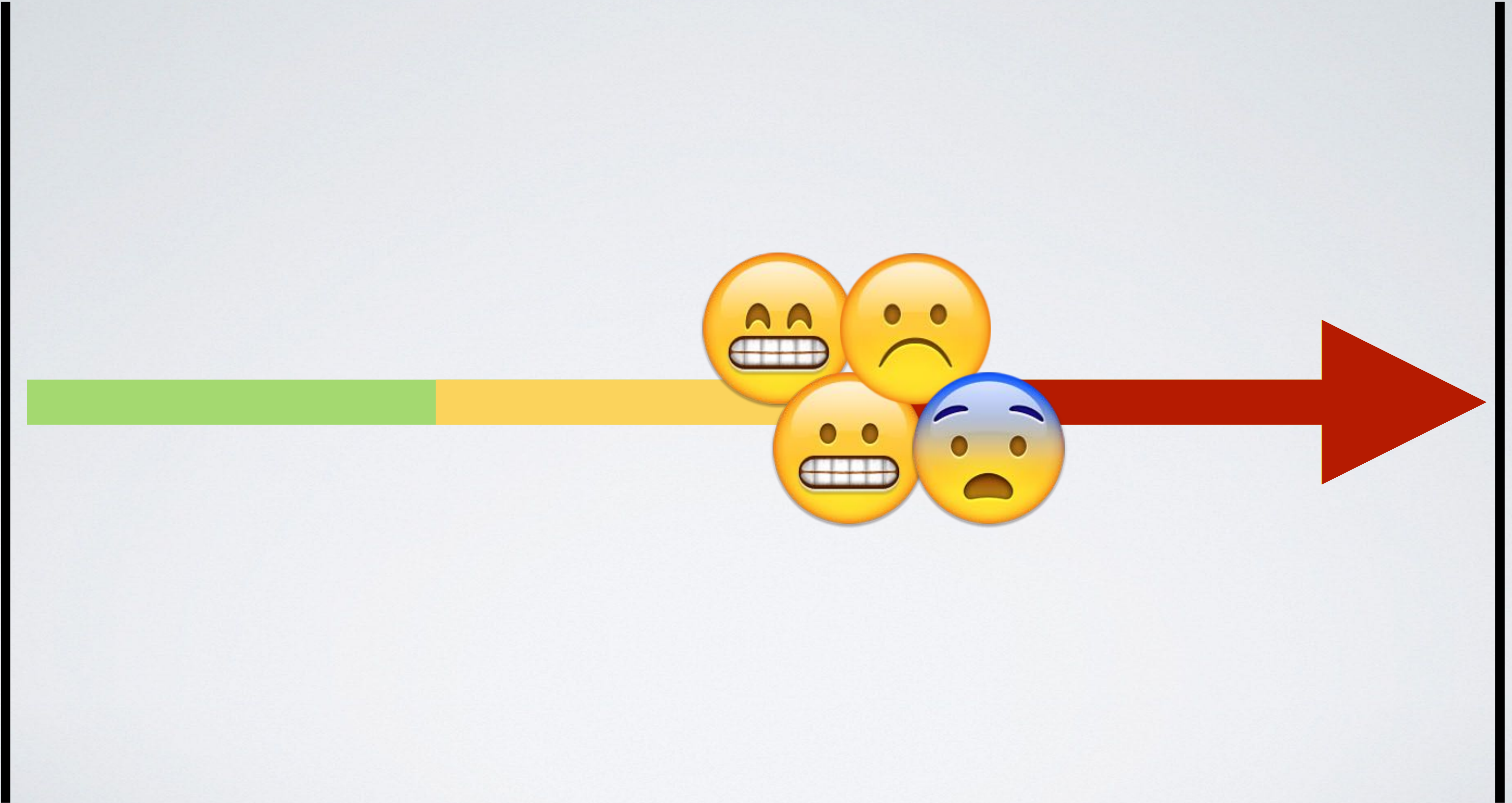




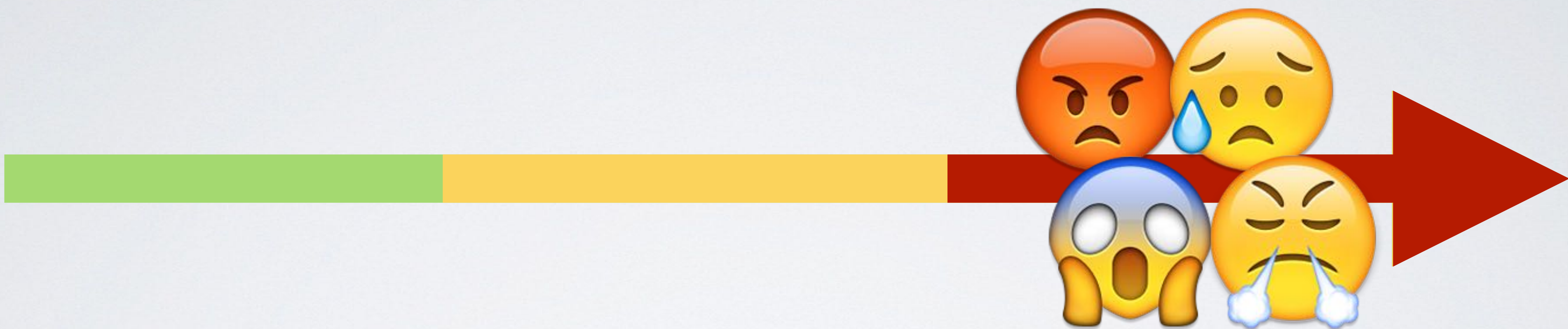






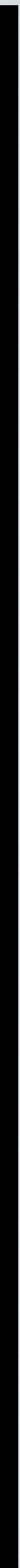












"I may have  
invented **points**.  
If I did, **I'm sorry**  
**now.**"



Ron Jeffries

<https://pragprog.com/magazines/2013-02/estimation-is-evil>

"**Velocity**  
is **Killing**  
**Agility!**"



Jim Highsmith

<http://jimhighsmith.com/velocity-is-killing-agility/>



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

-Jeff Gothelf, *Lean UX*





# Definition of Done?

Product Owner

ACCEPTED

...

...





# Definition of Agile?

- marked by ready ability to sprint, estimate with storypoints and conduct standup meetings.















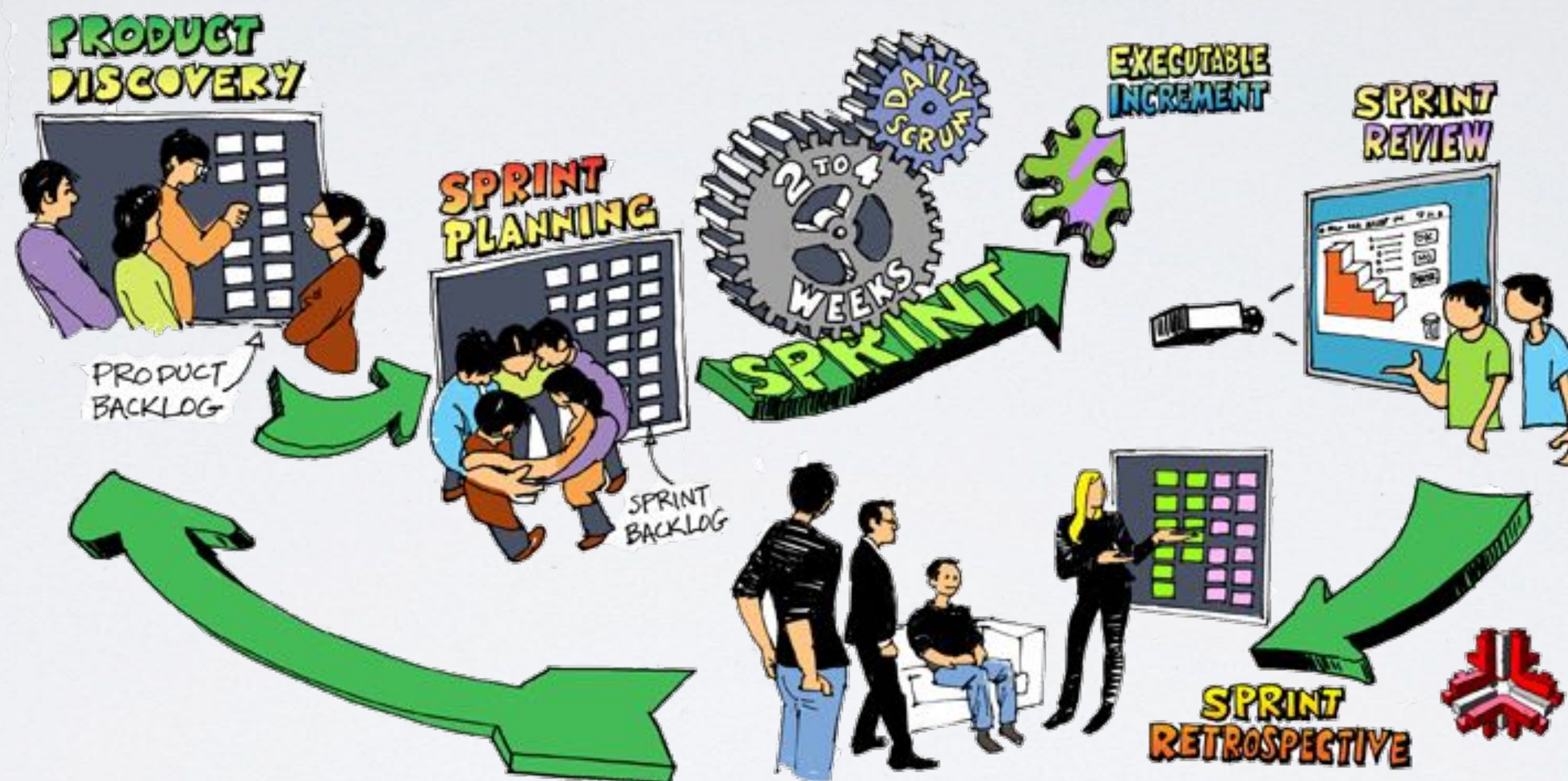














“The future is already  
here – it's just not very  
evenly distributed.”

William Gibson



Author, Neuromancer









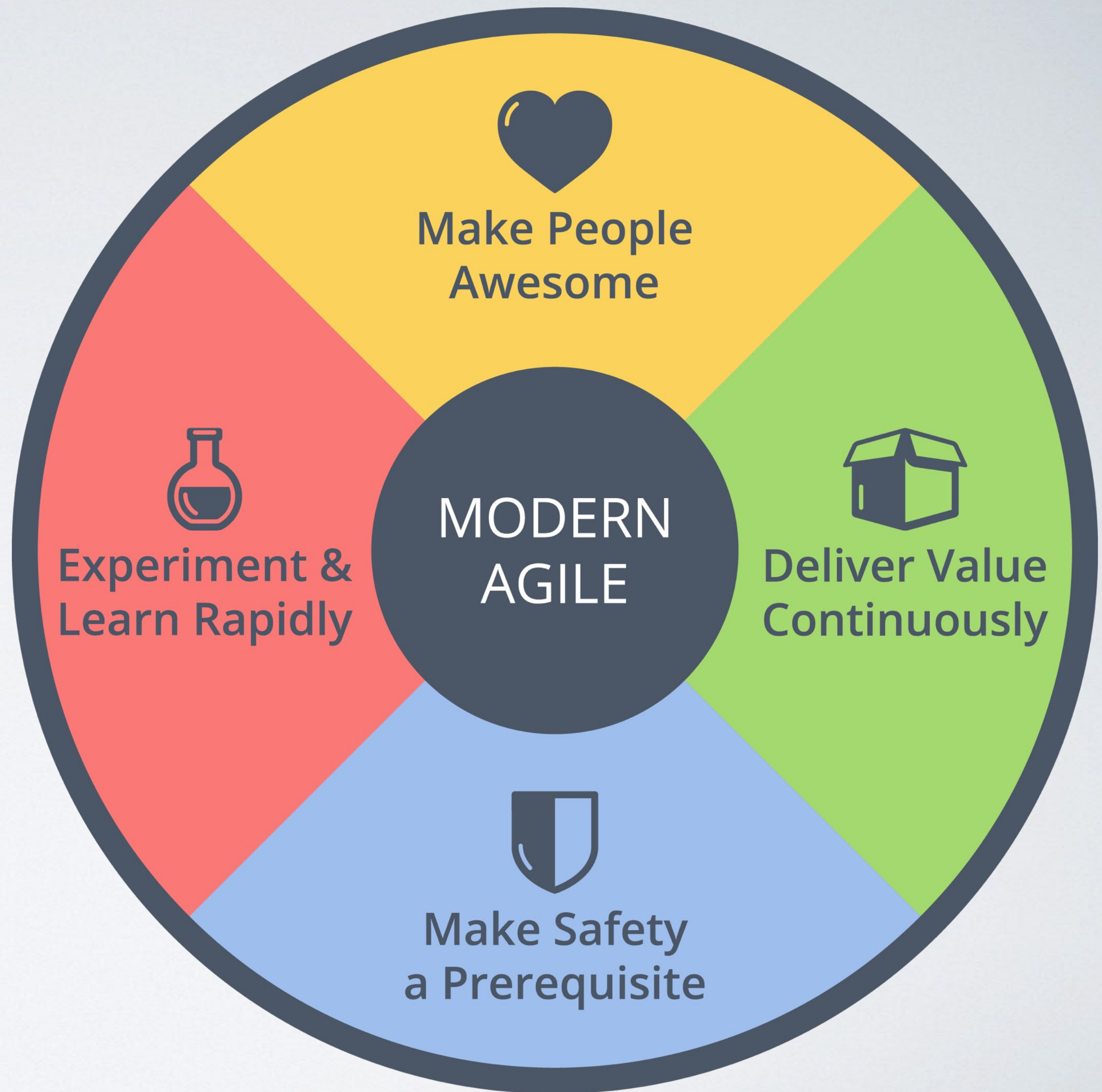
## MODERN AGile

Outcome - BADASS  
(Chartering Definition of Done)  
Lean Startup  
Continuous Deployment DevOps  
Blameless Culture  
Story Mapping  
KANBAN - Windows of Time  
~~Sprints~~  
Evolutionary Design  
Cross-functional Teams  
Mob Programming / Pairing  
Blameless Retros  
Lean UX

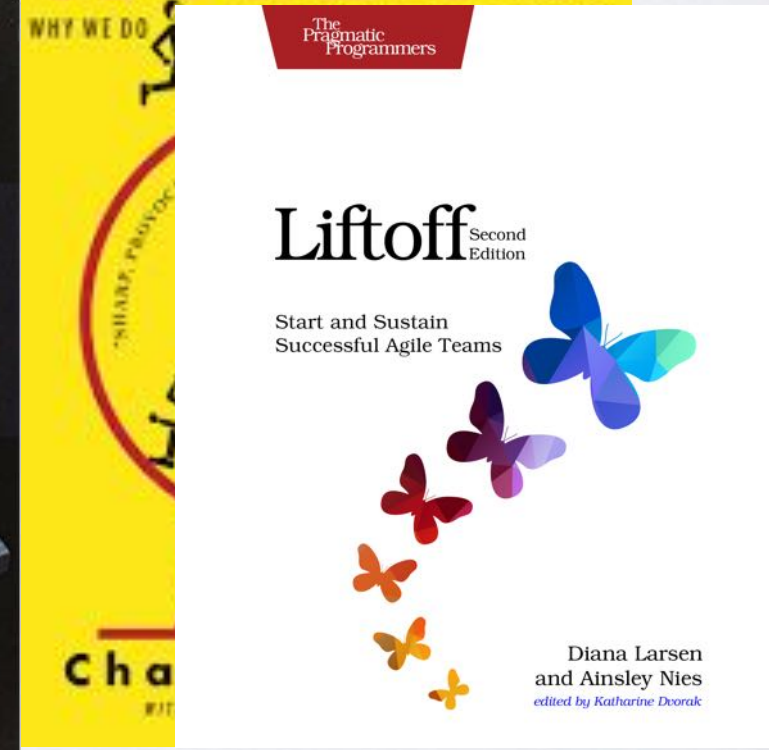
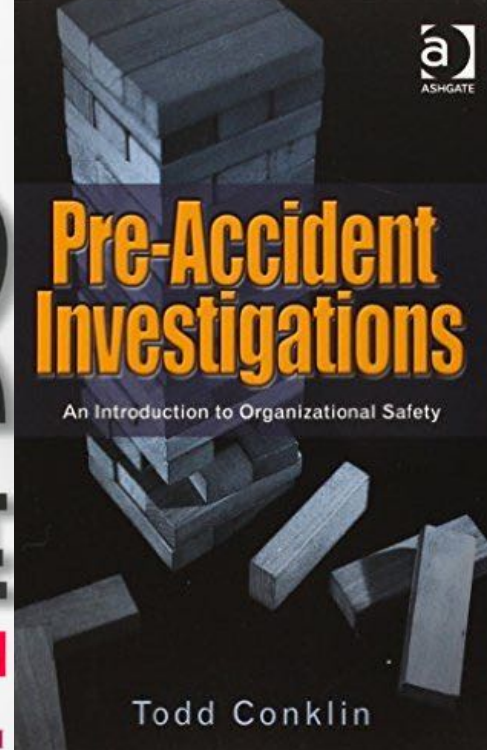
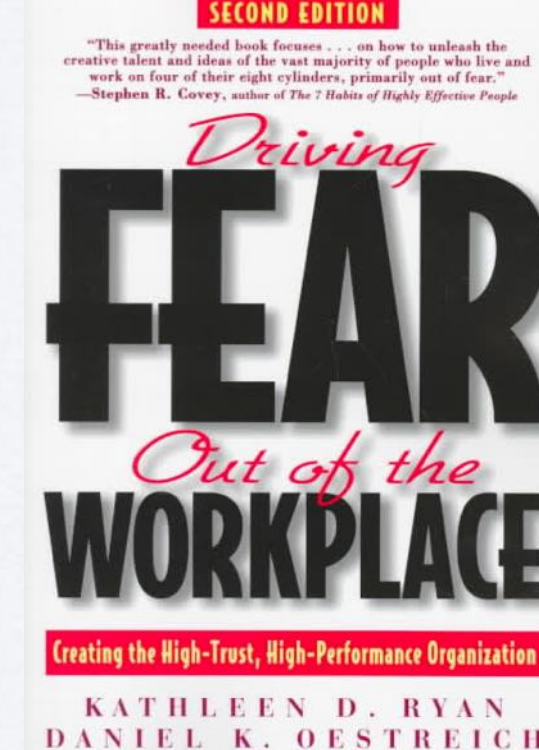
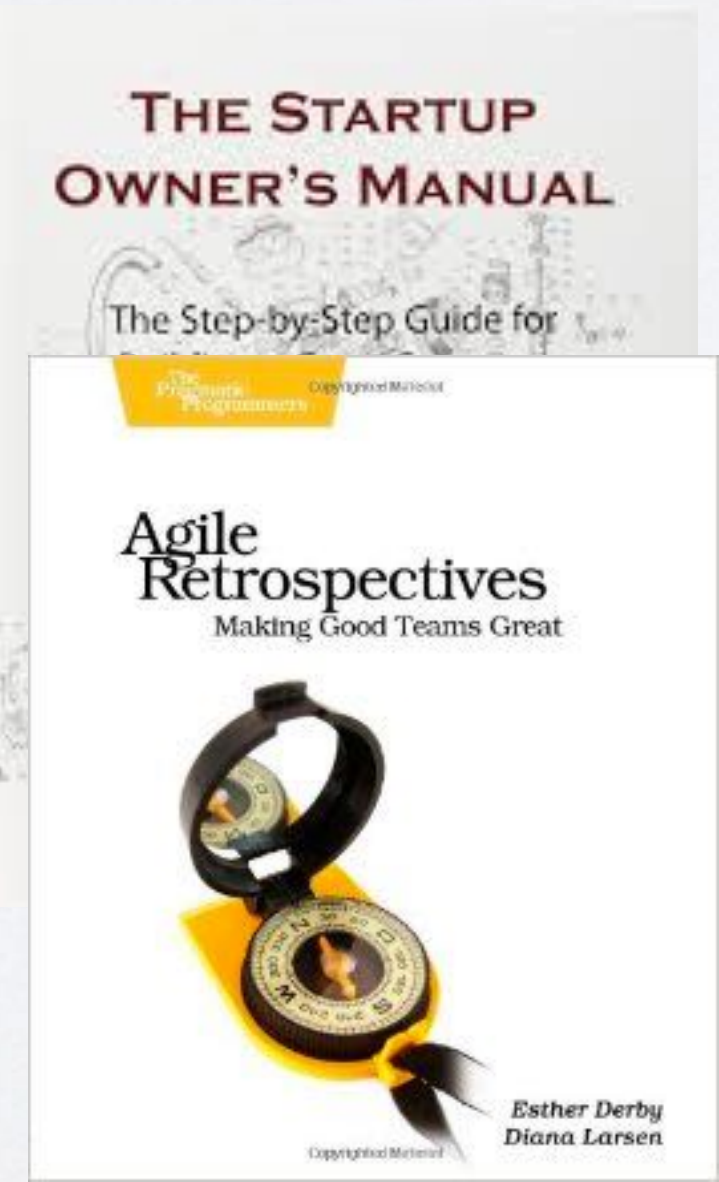
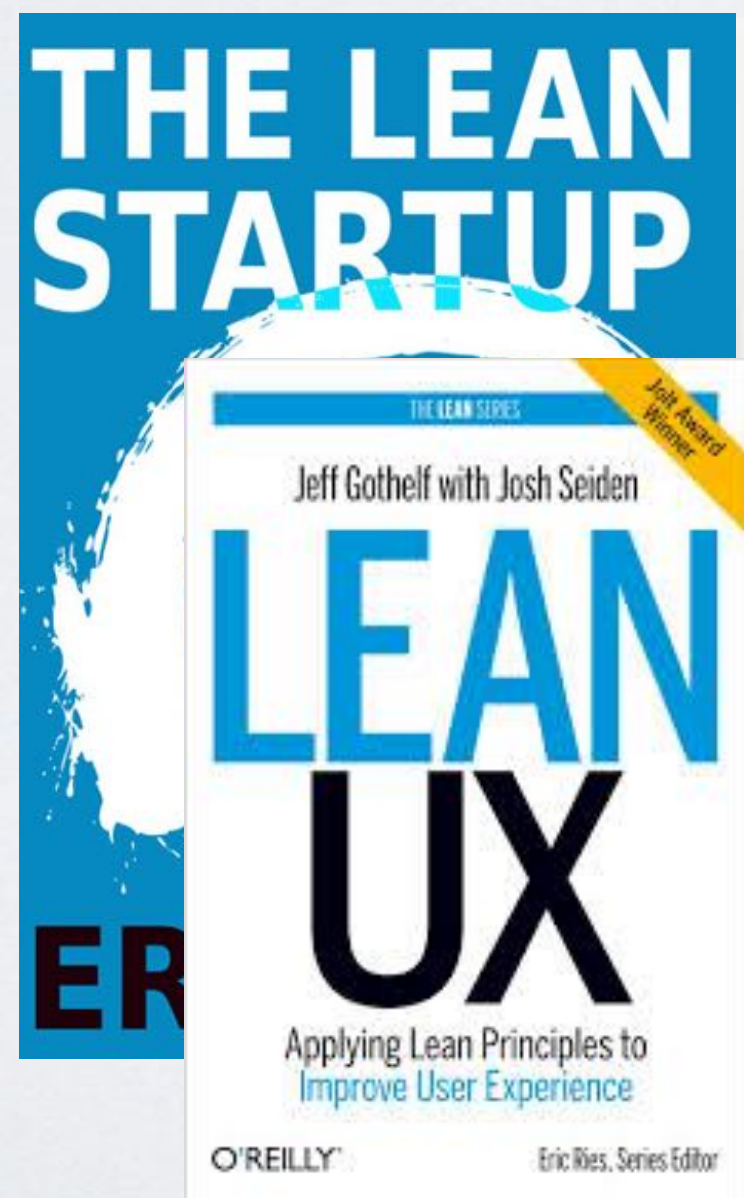
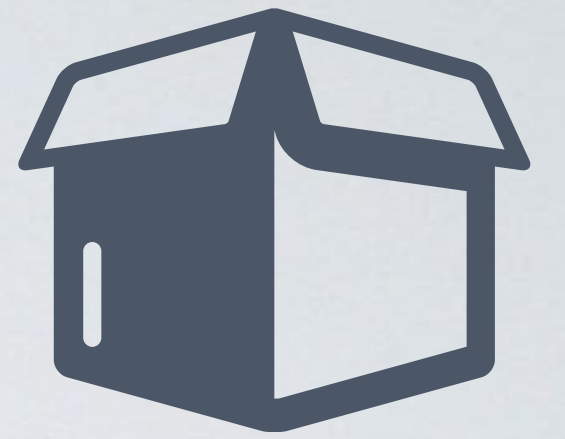
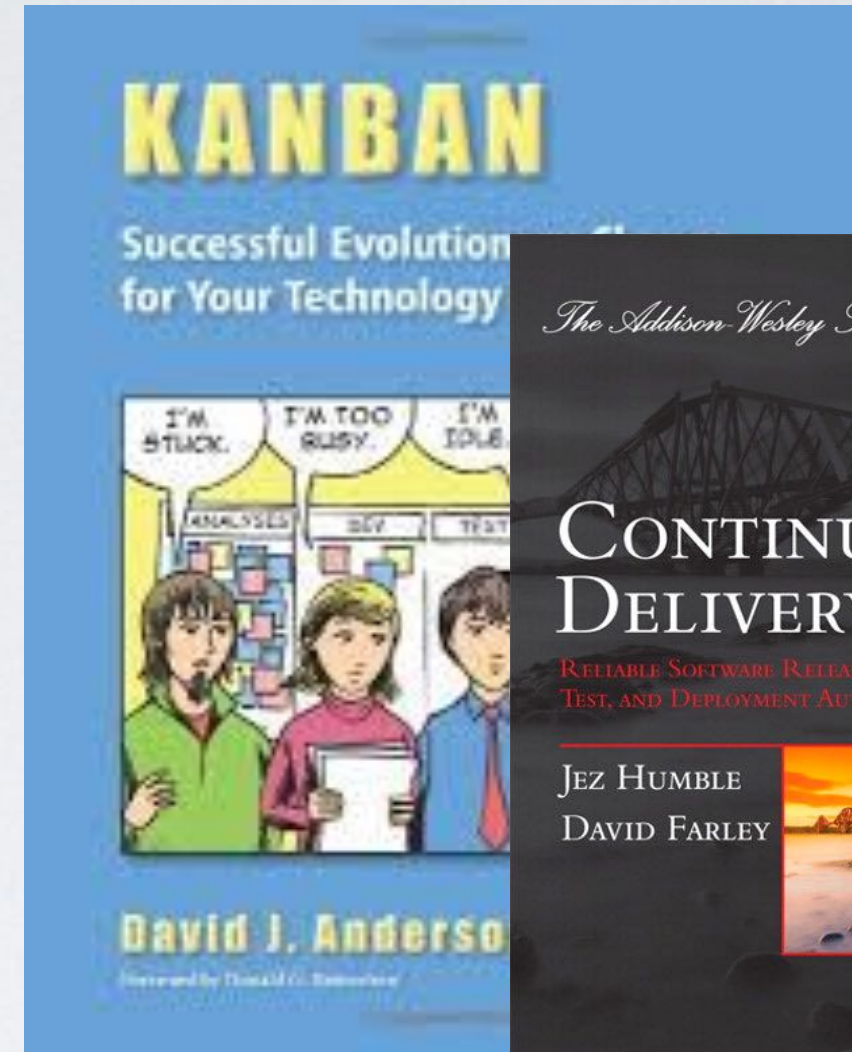
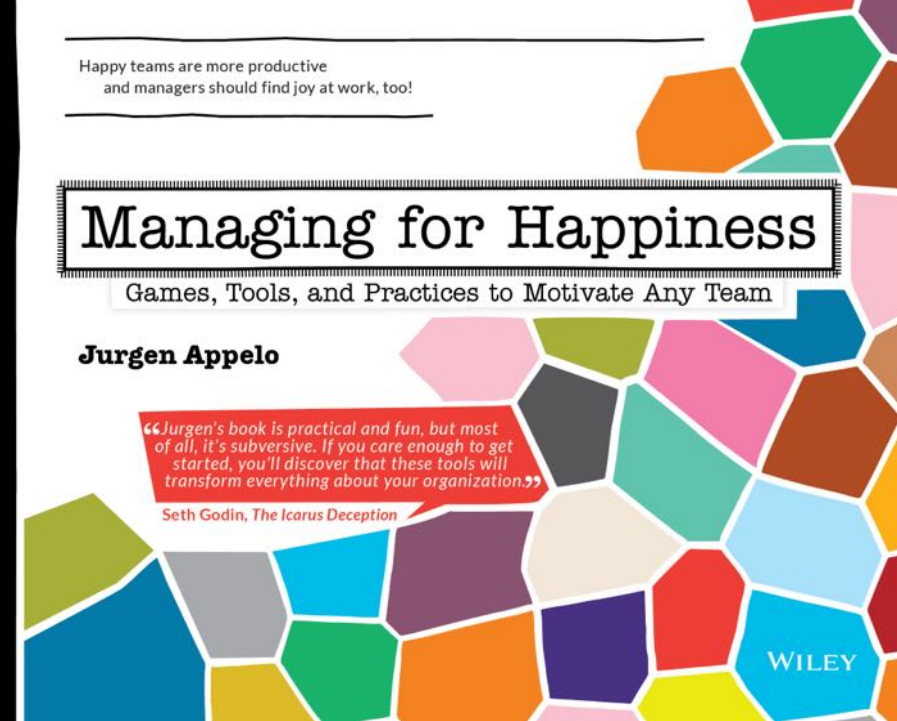
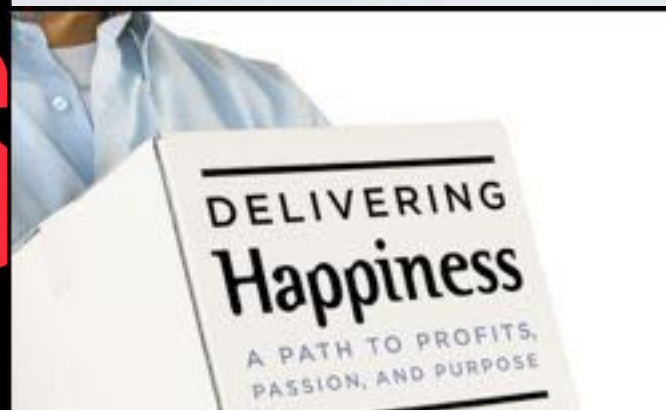




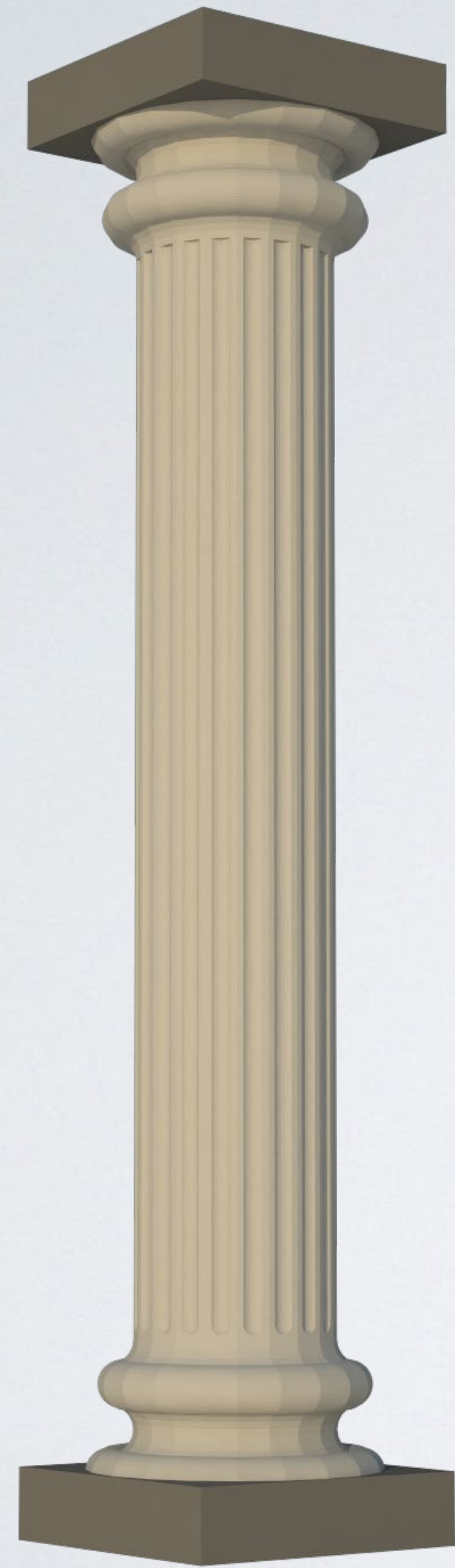






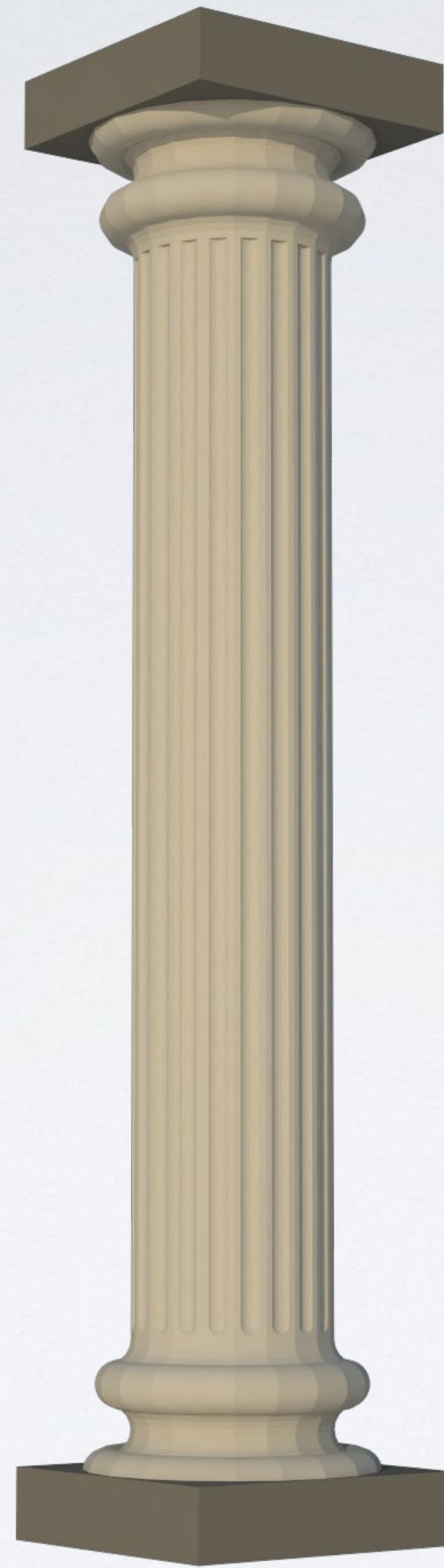






**TOYOTA**

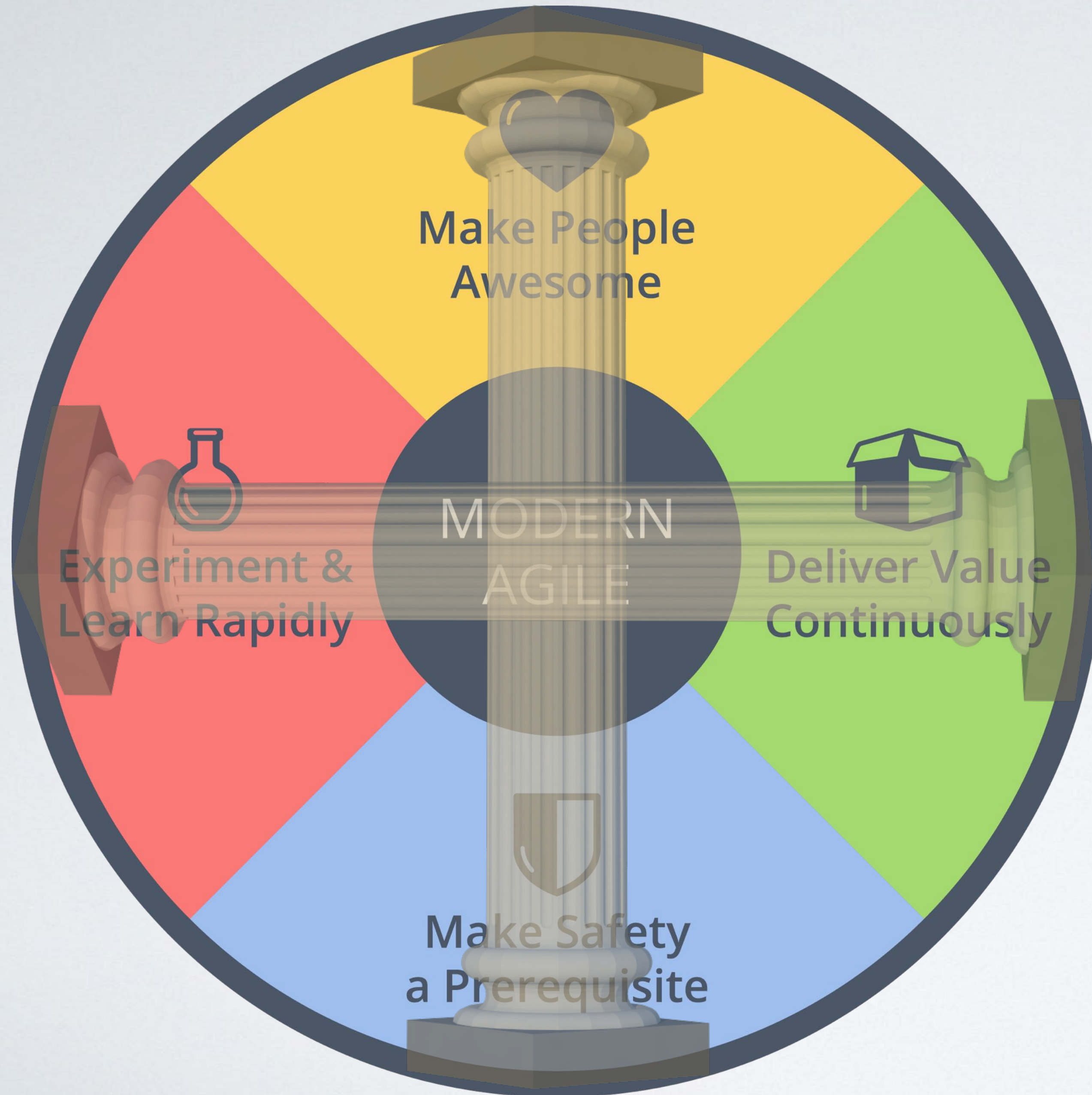
Production  
System



Respect  
for People

Continuous  
Improvement





Respect  
for People

Continuous  
Improvement



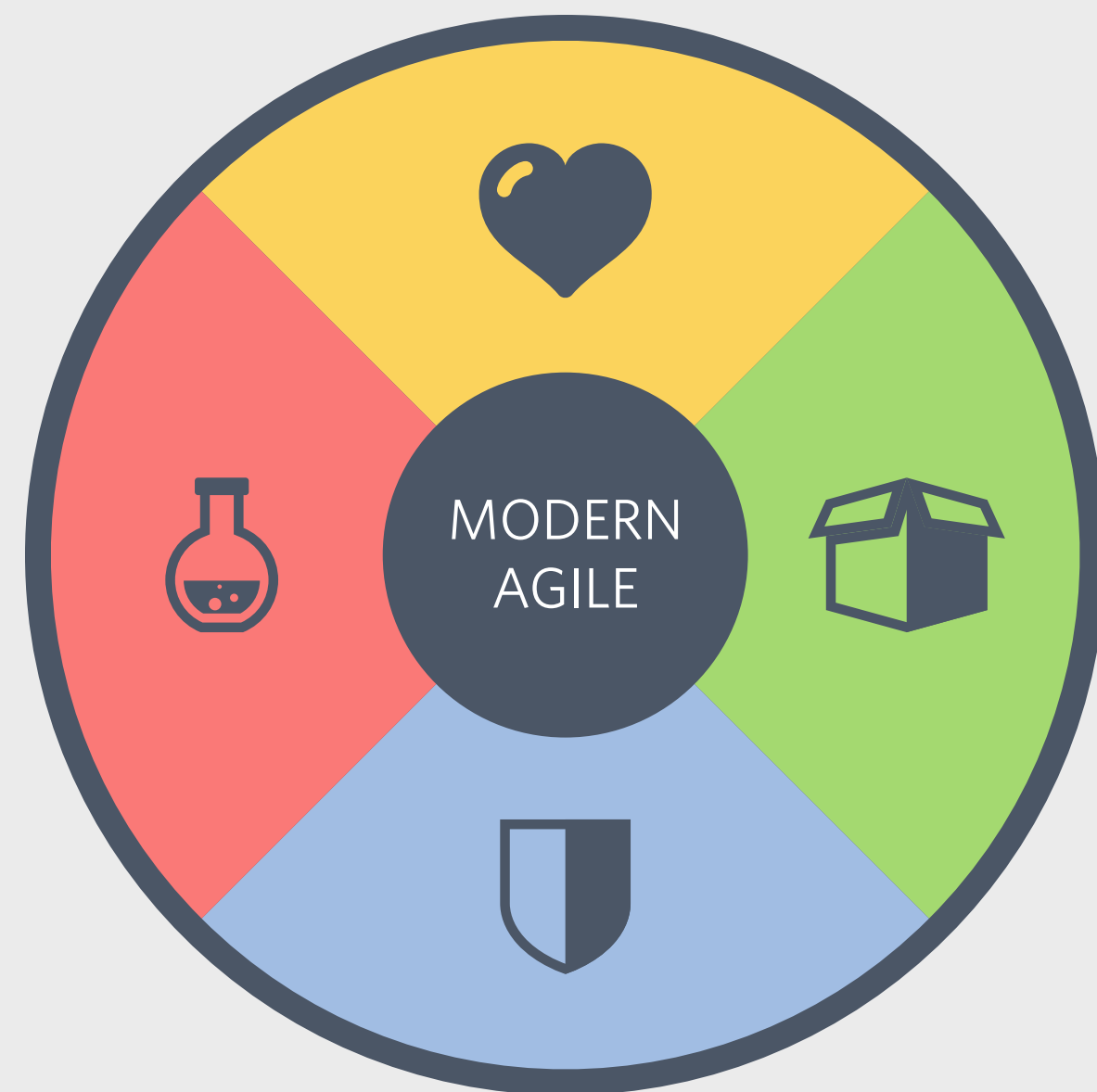
Agility  
Requires  
Balance





# 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.*





Make People  
Awesome



MODERN





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





# 1964: Tōkaidō Shinkansen

Wow!!



Jack  
Welch

















Buyers

Evaluators

Salespersons

Coworkers

Managers

Users

...





# Love Metrics

Delivered customer benefit?

Customers actively using it?

Customers telling  
others about it?





**Make Safety  
a Prerequisite**

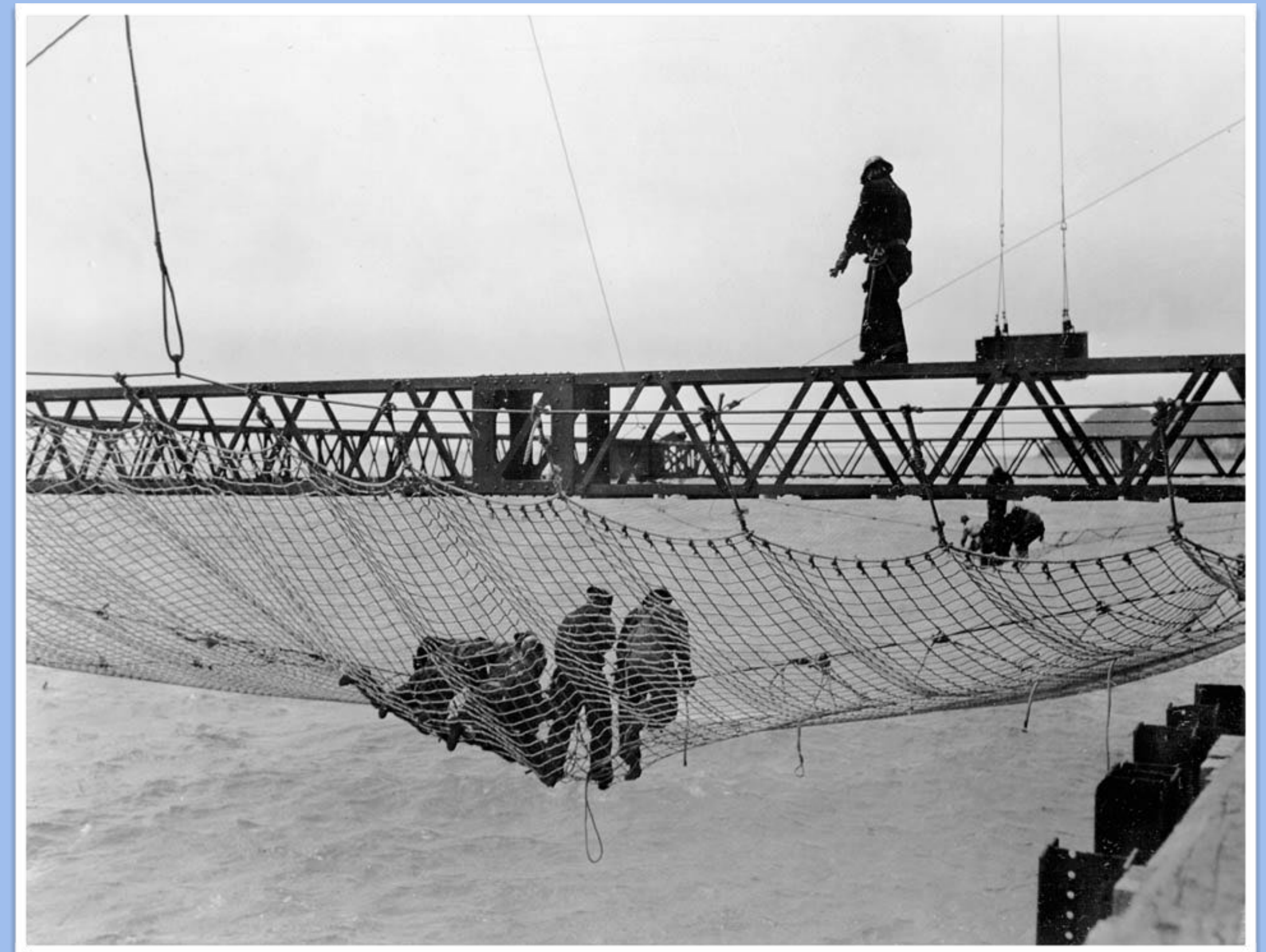
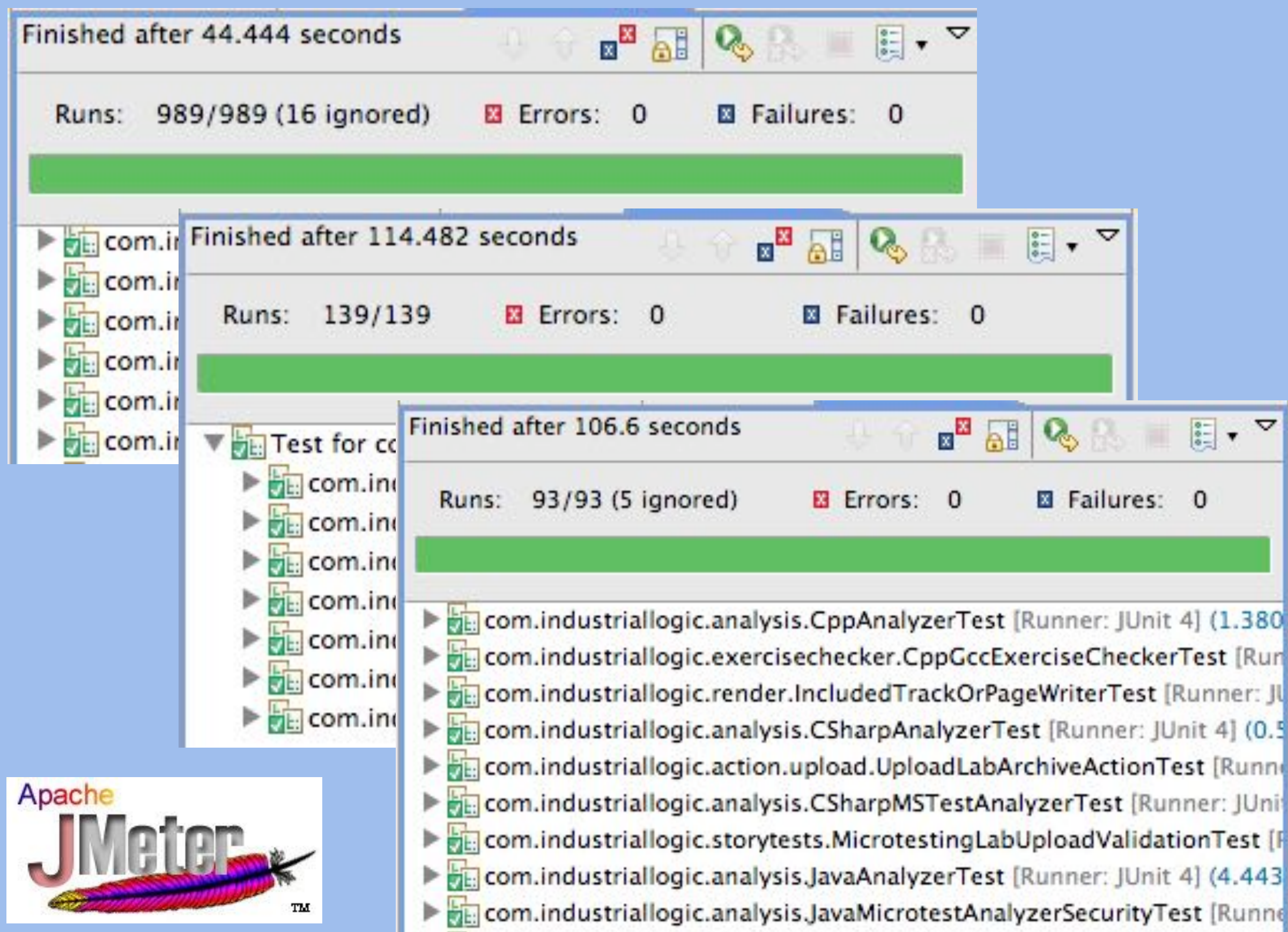
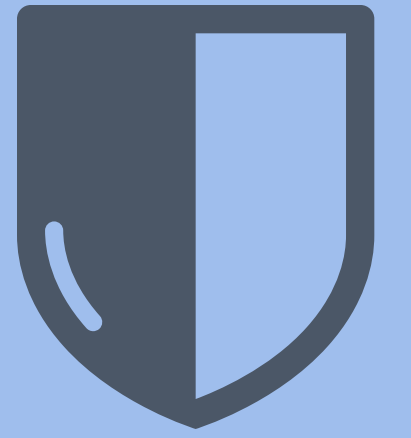




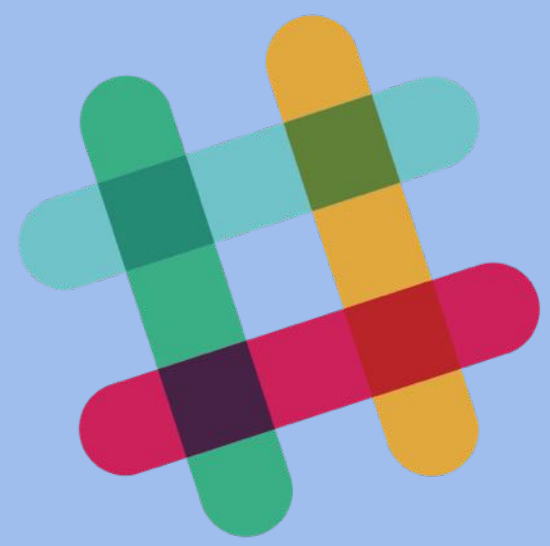
If you have a  
culture of fear  
none of your fancy  
practices or processes  
will help you.



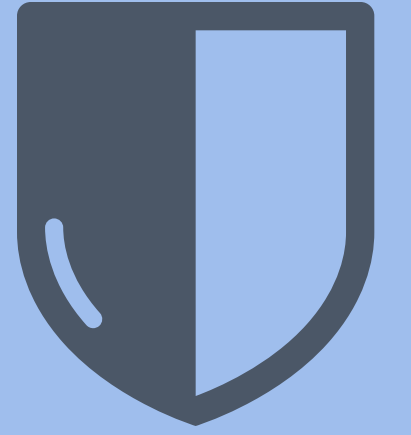
# Safety is a Prerequisite







# slack



## A credit has been added to your Slack account

Today 1 team member became inactive in Industrial Logic on Slack

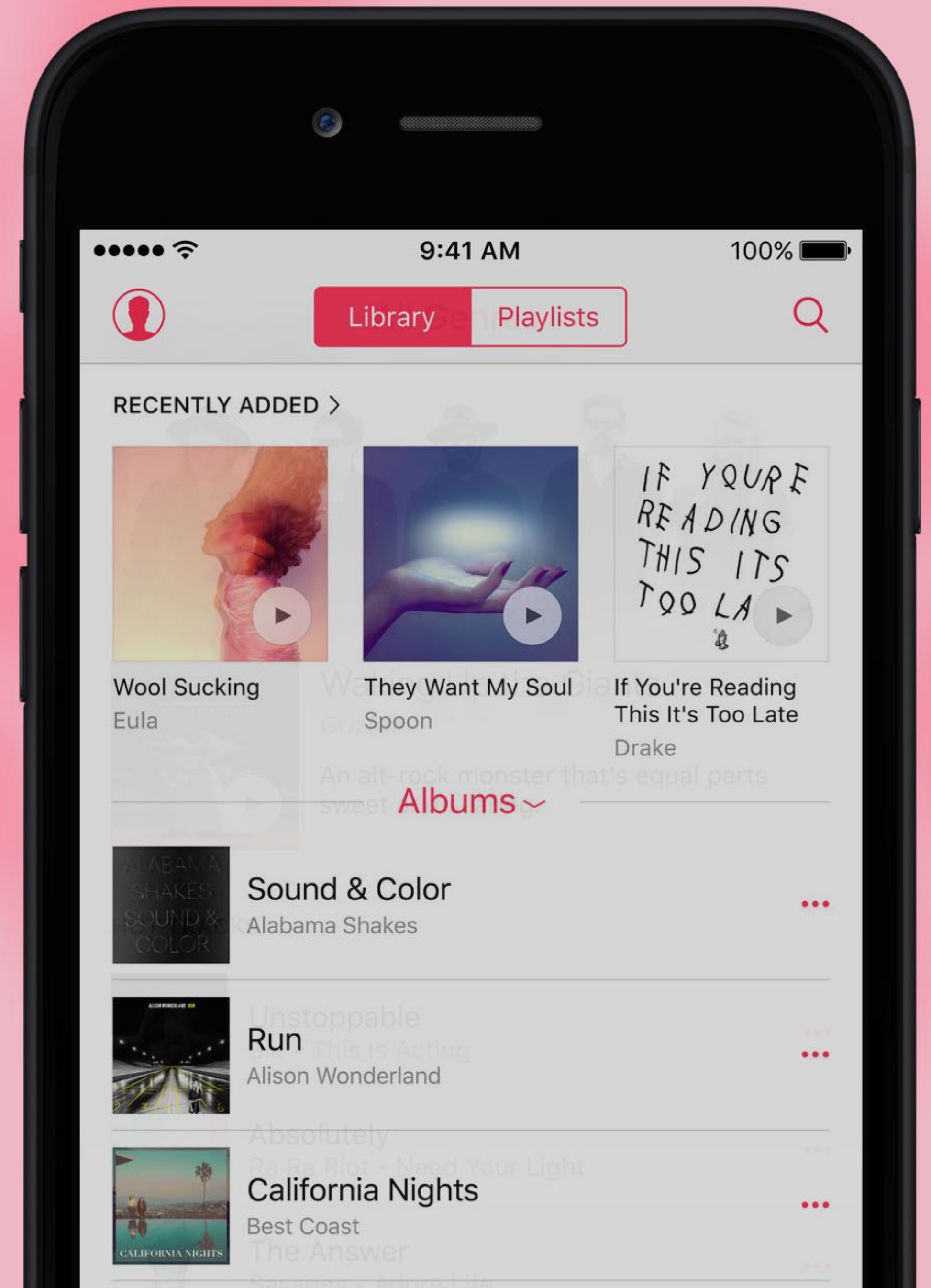
Since the total headcount of active members decreased by 1, we've added a credit of \$59.18 to your balance. (That's the prorated amount you had prepaid for 1 member between now and April 20, 2017, on your current plan.)



# It's all your music.

When you're a member, all the music you already have lives alongside the entire Apple Music library. With so much great music to hear, it's nice to have someone in the know helping you find exactly the right tracks. Our experts handpick songs, artists, and albums based on what you listen to and like. And anytime you want to find out what's going on in the world of music, our experts are there to give you their take on the freshest and most relevant stuff around.

[Learn more >](#)









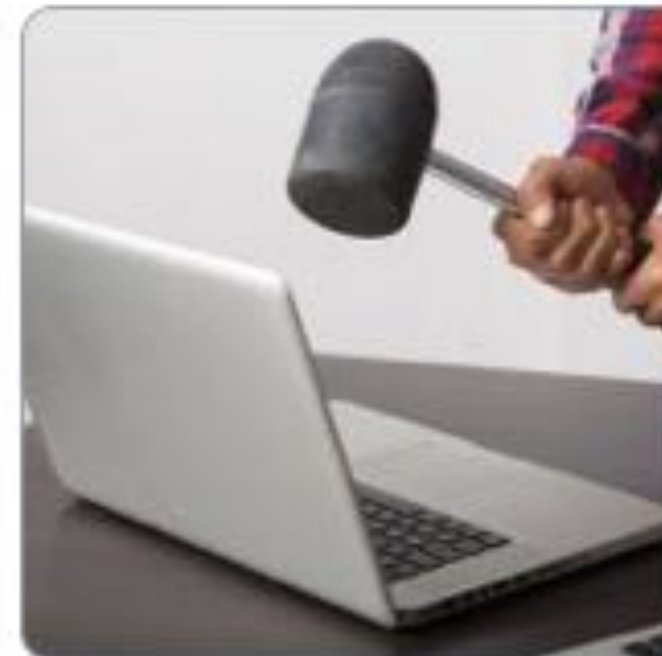
↻ Martin Fowler Retweeted



**Tim O'Reilly** @timoreilly

1h

Wow - I am SO glad I don't use Apple Music [bit.ly/1rtKaiN](https://bit.ly/1rtKaiN) This is insane, and a sad commentary on the "lock in" cloud future



Apple Stole My Music. No, Seriously.

[blog.vellumatlanta.com](http://blog.vellumatlanta.com)



↻ 287

♥ 140







# What's present on high performance teams?

2 Year  
Study

200+ Team  
Interviews

180+ Active  
Teams



1

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

## Structure & Clarity

Team members have clear roles, plans, and goals.



“I’m so much more conscious of how I model listening, whether I interrupt, or how I encourage everyone to speak.”

—Sagnik Nandy,  
chief of Google Analytics Engineering

Adapted from *Smarter Faster Better* by Charles Duhigg





# 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



# Stop Work Authority

*Stop any work or behavior  
you deem unsafe to yourself  
or your coworkers.*



*Identify and post hazards,  
injuries and near misses.*

# I am an Anzeneer

I lead our Safety Culture by protecting:



Time



Information



Reputation



Money



Health



Relationships

**You will never be penalized for  
stopping unsafe work or speaking  
up about hazards and injuries.**

IndustrialLogic.com 

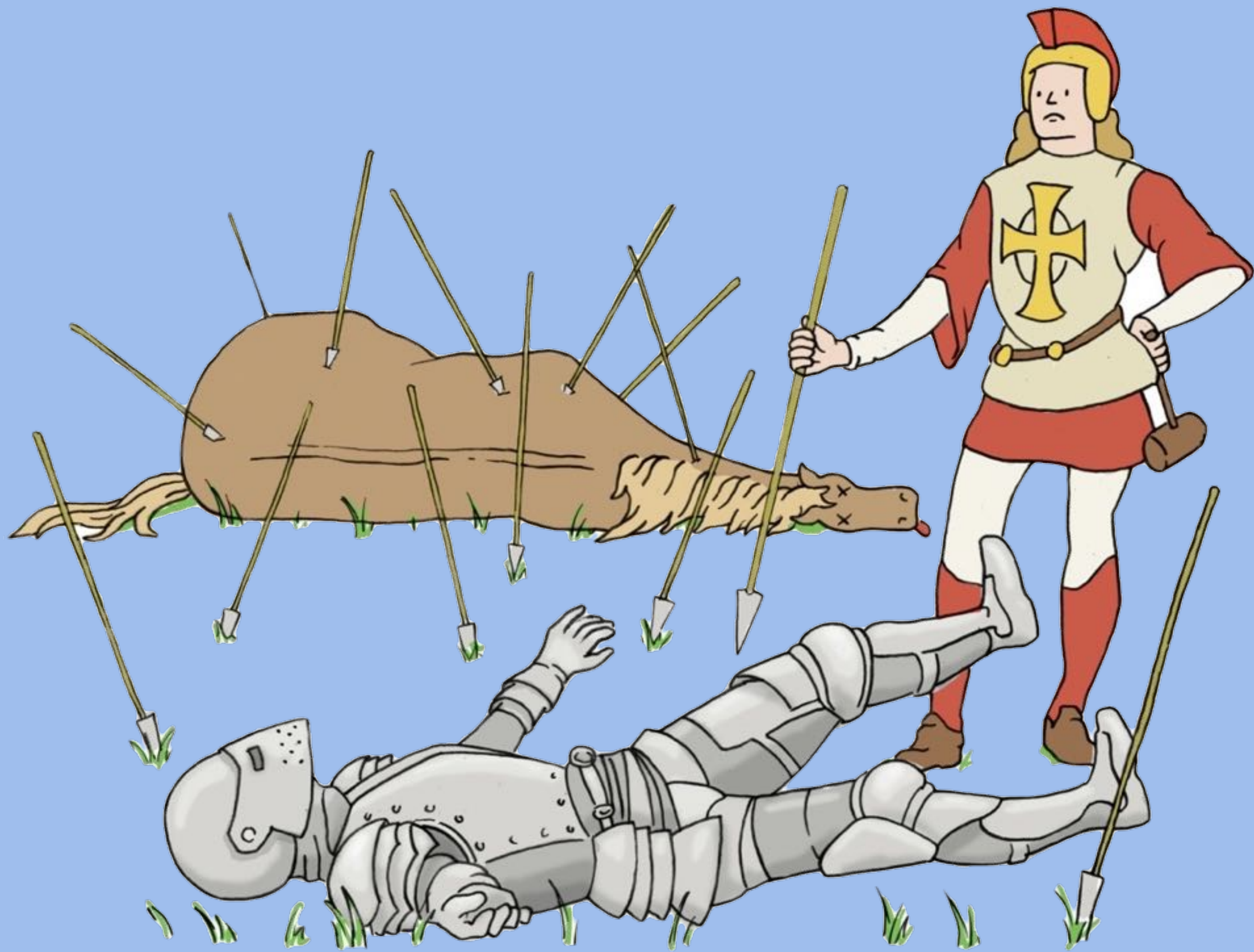


# Tailboarding



The image displays a Tailboard interface, a tool for visualizing and managing tasks. The interface is organized into four main columns: **TODO** (15 items), **TAILBOARD** (5 items), **IN PROCESS** (4 items), and **DONE** (4 items). Each column has a sub-header **expedite**. The **TAILBOARD** column is highlighted with a red border and contains a red card titled **Student Views CSharp Pages** with a pink exclamation mark icon. The **IN PROCESS** column contains two yellow cards: **Guest Tries TDD Critiques** (2 OF 5) and **Student Obtains C# Critique From Mono**. The **DONE** column contains six cards: **Student Requests TDD Videos In Javascript**, **Managers Get New Usage Report**, **C# Student Performs Sound Check**, **Students Checks Completion Checkmarks On** (1 OF 1), **Developer Obtains C# Critique From Mono in Dev Environment**, and **C++ Student Performs Sound Check**. The **TODO** column contains four cards: **Achi Runs Multi-Group Report**, **Students navigate albums with ease**, **Student Completes Album**, and **Critique Dings Student w/ Compilation Rash on TDD Rythm Exercise**. Each card includes a small profile picture of a person. A red triangle icon is visible at the bottom of the **Students Checks Completion Checkmarks On** card.









Experiment &  
Learn Rapidly

MODER  
AGILE



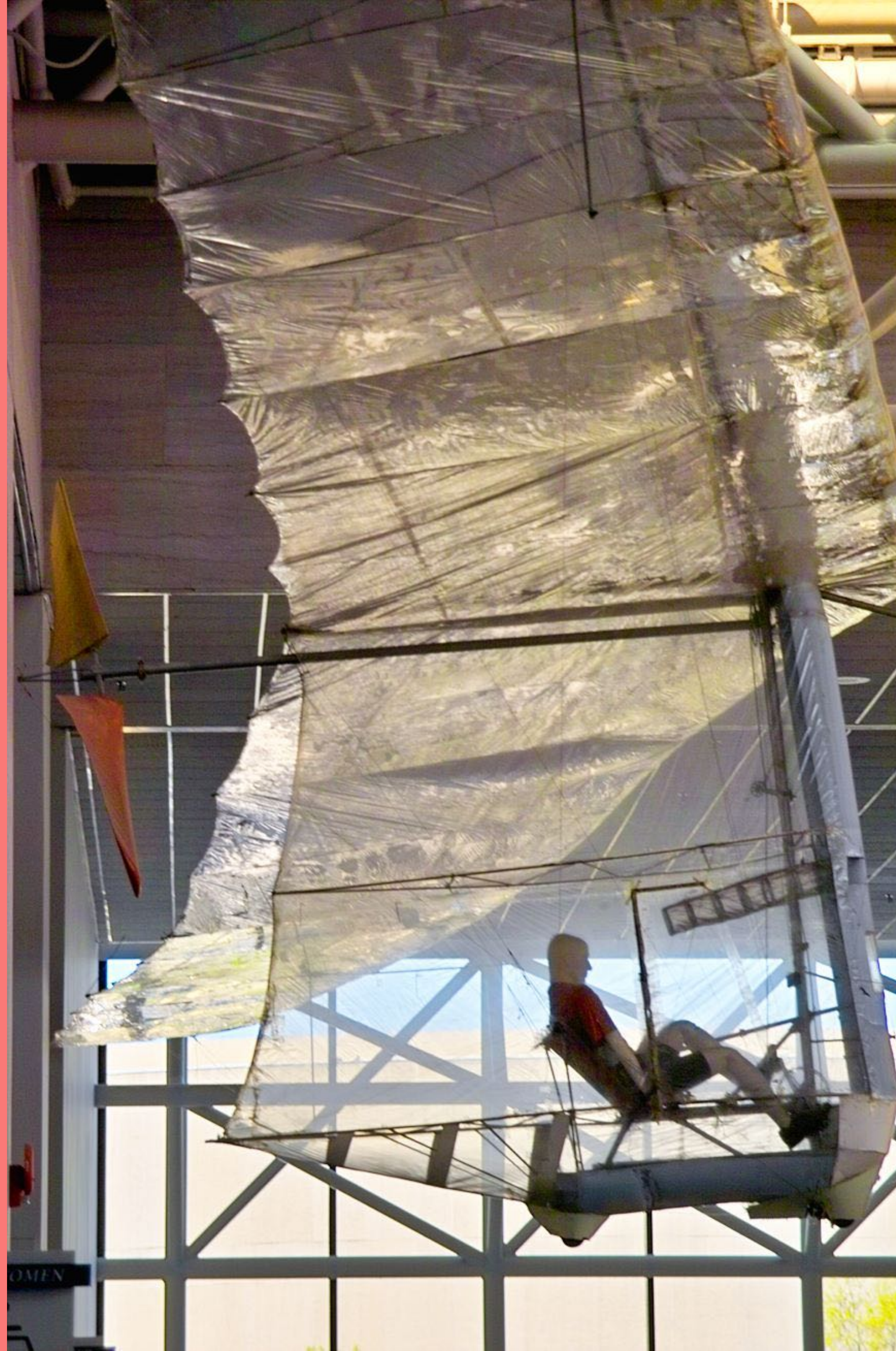
“The problem is we don’t  
know what the problem is.”

— Paul MacCready





Gossamer  
Condor



1st Human  
Powered  
Flight



“Rigorously  
Extract Value  
From Failure.”  
— HBR article









Awesome

MODERN  
AGILE

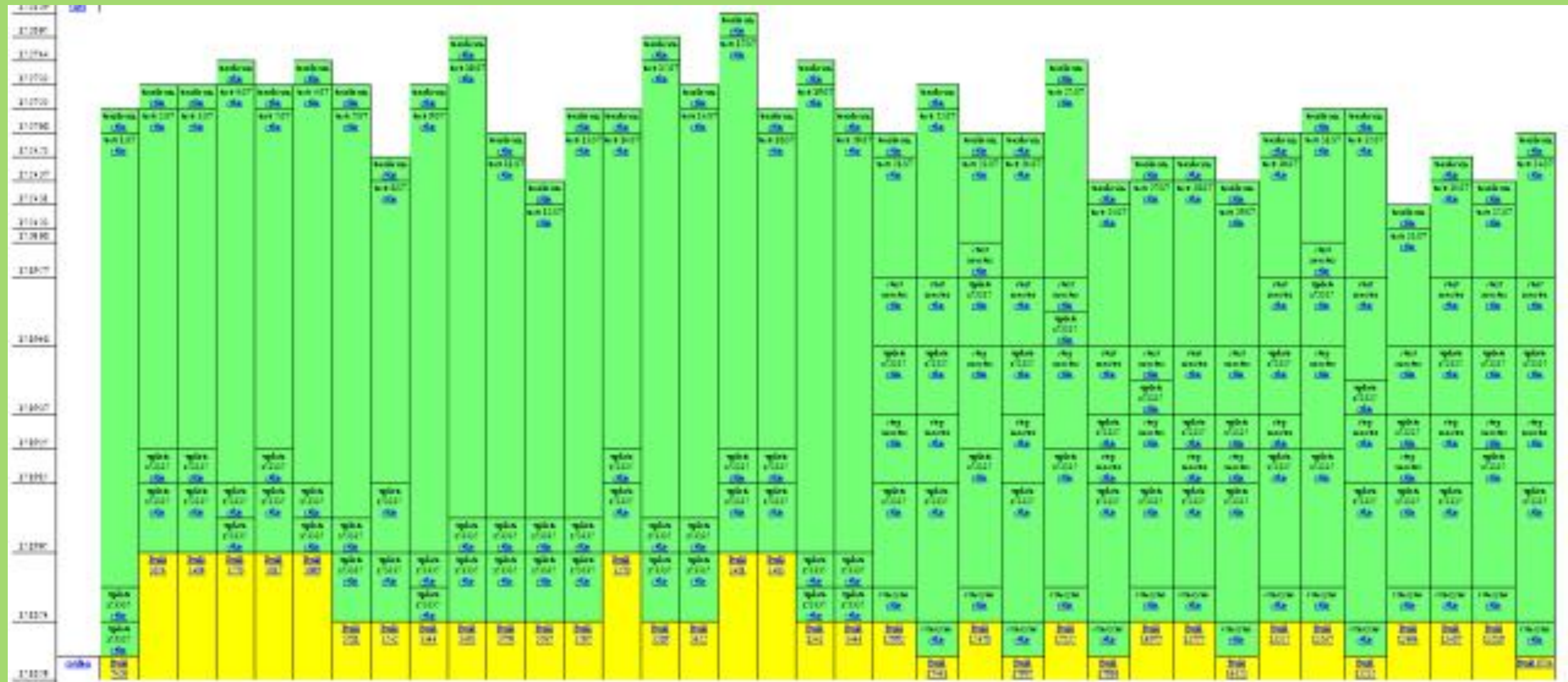


Deliver Value  
Continuously





# Doing The Impossible 50 Times A Day

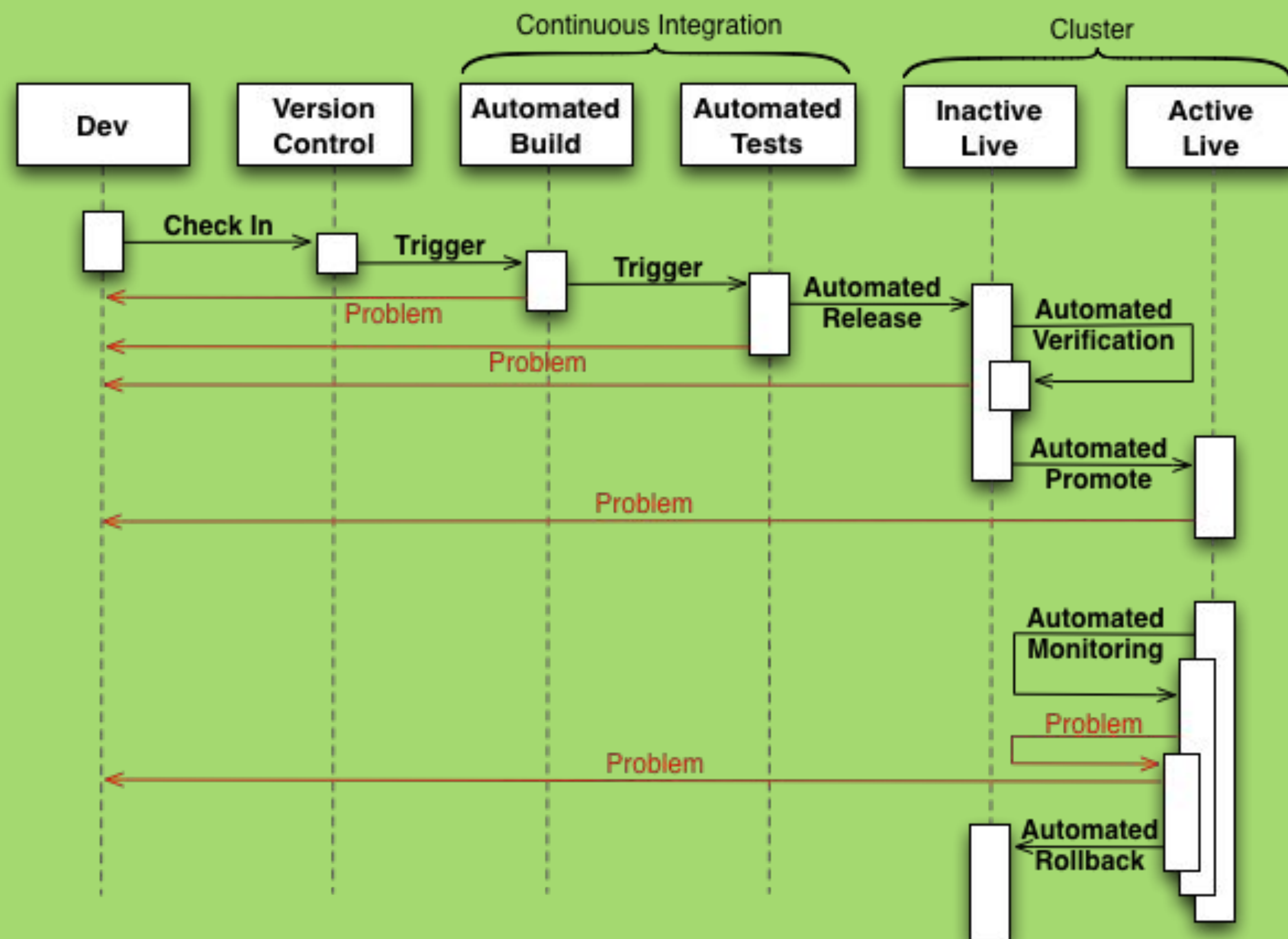


Tests running on 36 machines at IMVU





# Make It Safe To Deploy





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“Hi Kelly, I’ve checked  
in all of my code.”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“I’ll tell our other 69  
developers to check  
in by Wednesday.”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“...so, not everyone  
checked in. Please  
finish by tomorrow!”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“Thanks everyone!  
All code was  
checked in!”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“Hi Ramon,  
could you please  
do a build?”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“I’ll have it done  
right away Kelly!”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

“Um, the build broke!”





MON

TUE

WED

THU

FRI

SAT

SUN



[Developers Work  
All Weekend]



MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

OMFG!

“There are a LOT of  
bugs in this build!”





MON

TUE

WED

THU

FRI

SAT

SUN

--	--	--	--	--	--	--

[Developers attempt  
to fix all the bugs...]



YAHOO!

Manual Builds → Continuous Deployment

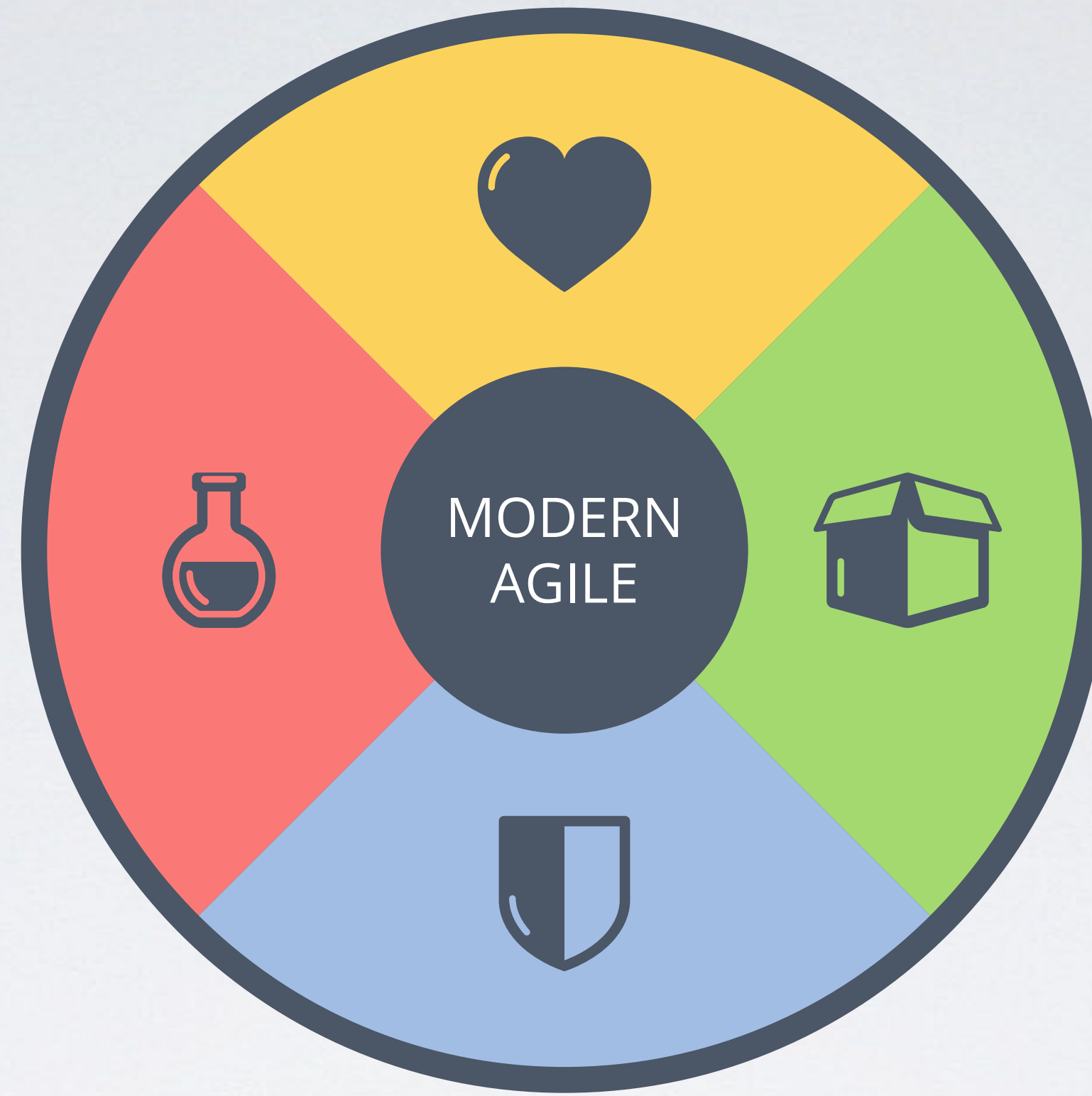
Sprints → Continuous Flow

QA → Quality Engineering



Stas Zvinyatskovsky





# Case Studies



Osteria  
Francescana



Massimo  
Bottura



# Camouflage







# Five Ages of Parmigiano Reggiano

Photo by Paolo Terzi



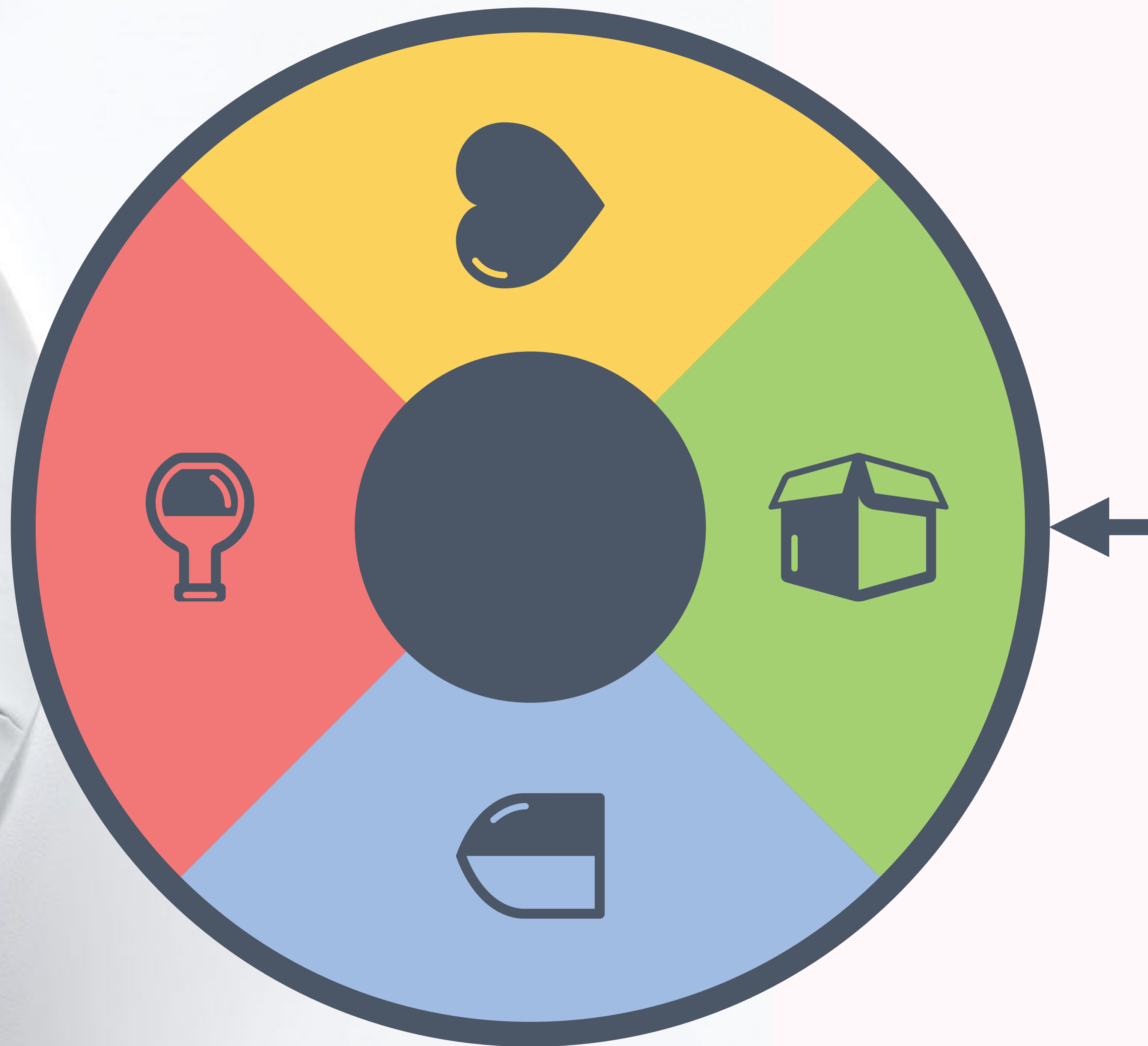


Takahiko  
Kondo











# How I Fired Myself



**Myles Recny**

@recborg

recovering hacker - philosophy grad -  
product/strategy/BD at Palantir



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

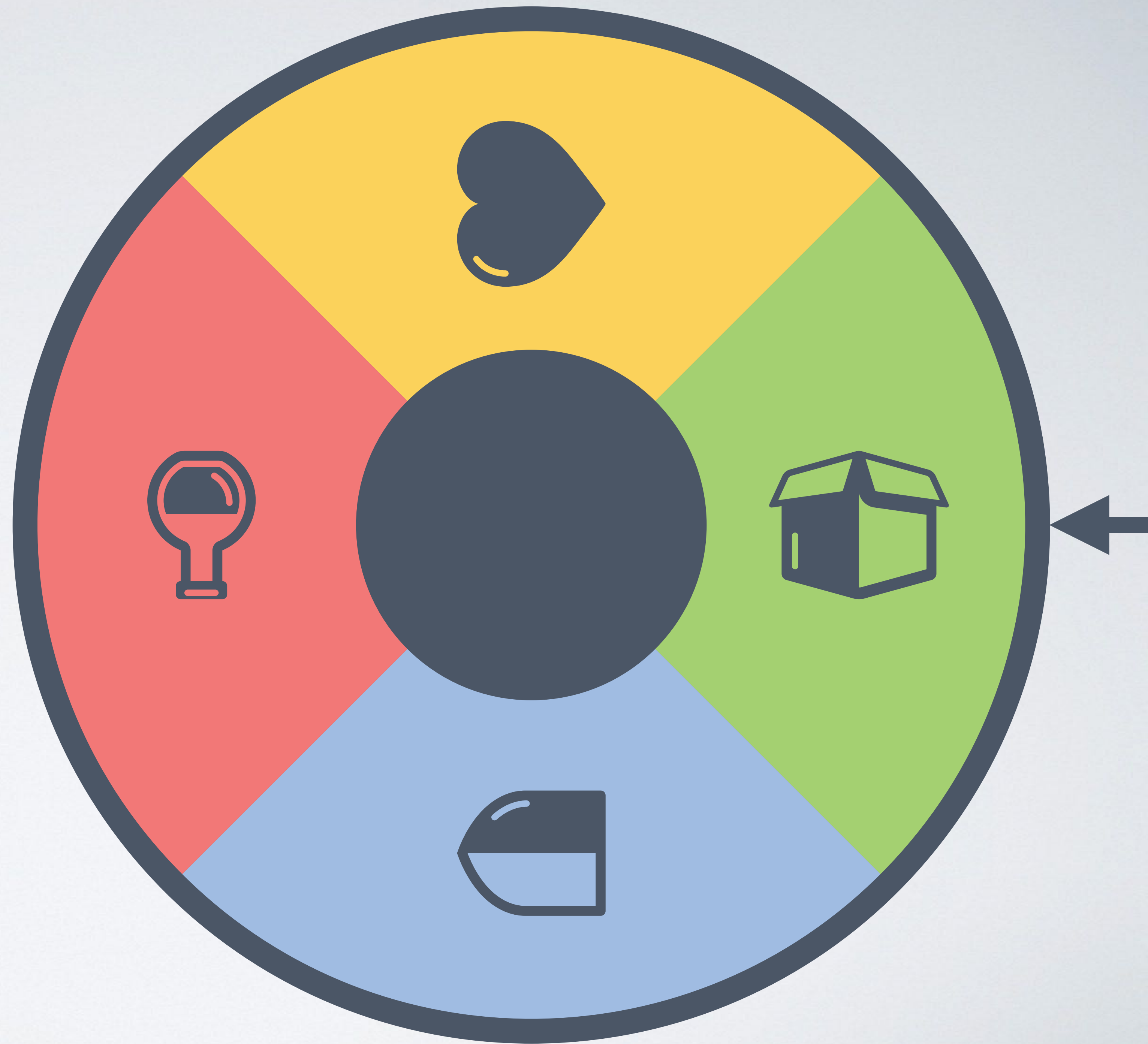


“Never place a worker  
only one defense away  
from failure.”

— Todd Conklin



How I  
Fired  
Myself





# SITE OUTAGE



## 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.







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



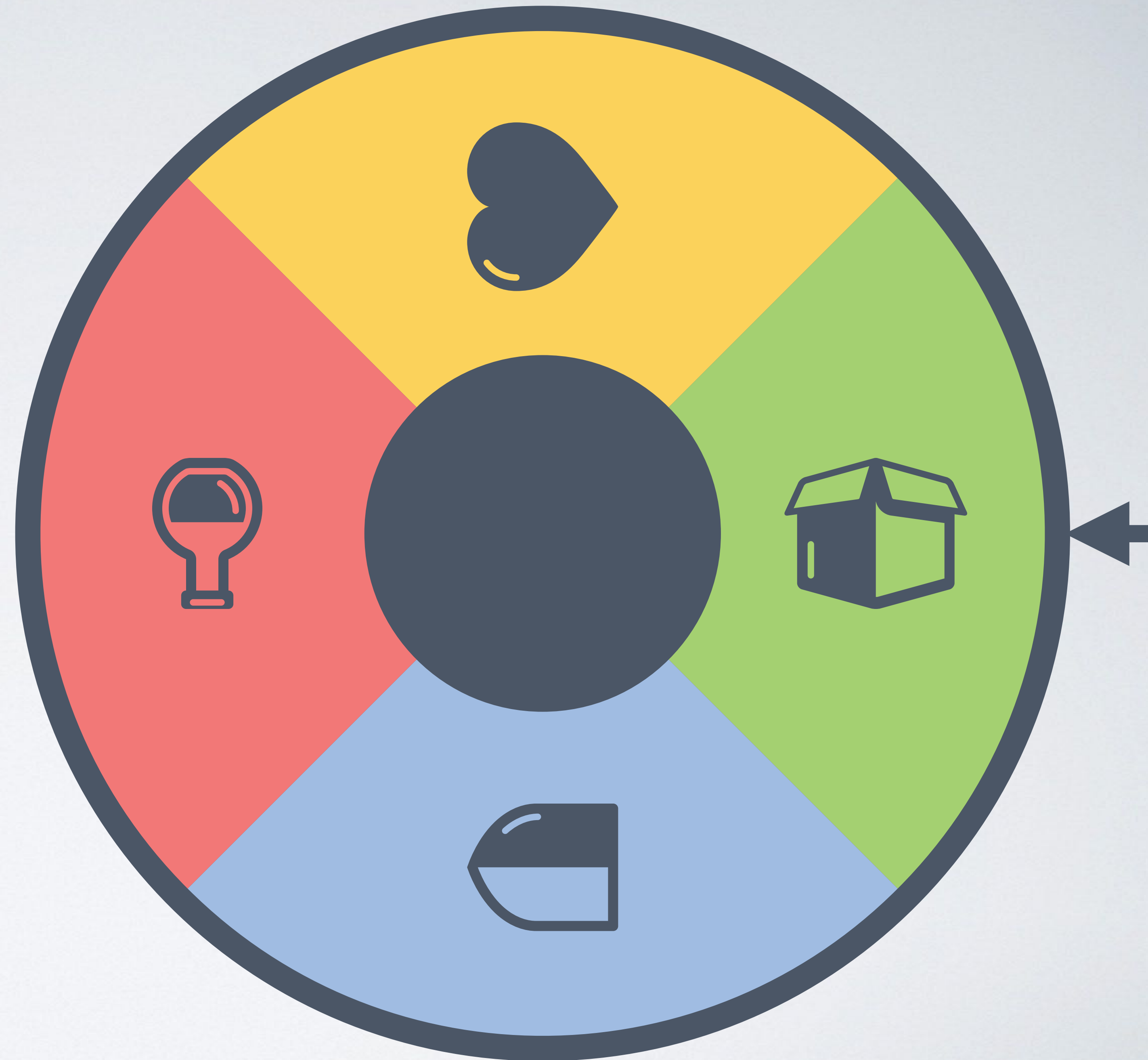
SETH GODIN




# Etsy









Status of Etsy.com

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2:30 PM EST: Some of the databases have recovered, and we are going through to clear the remainder.

 SITEDOWN.CO



# Hunter®























Try not. DO.



# 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

PHONE



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

Jeff Bezos



CEO, Amazon





Fastest company to  
reach \$100 billion  
in annual sales.





Hit \$10 billion in  
annual sales faster  
than amazon.com



“They share a distinctive  
organizational culture that cares  
deeply about and acts with conviction  
on a small number of principles.”

Jeff Bezos  
CEO, Amazon



2016 Letter to  
Shareholders





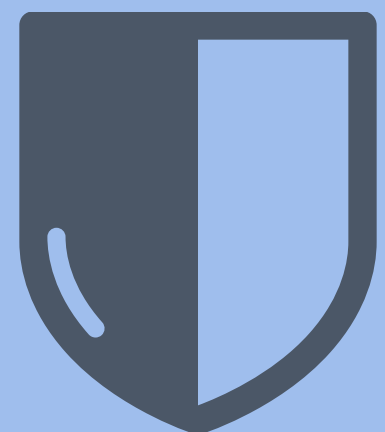
Customer obsession rather than competitor obsession



Eagerness to invent & pioneer, willingness to fail



Taking professional pride in operational excellence



Patience to think long-term



# Agile Manifesto



# Customer Collaboration

over contract  
negotiation



Make People  
Awesome





Deliver Value  
Continuously

Working  
Software

over  
comprehensive  
documentation



**Responding  
to Change**

over  
following  
a plan



**Experiment &  
Learn Rapidly**

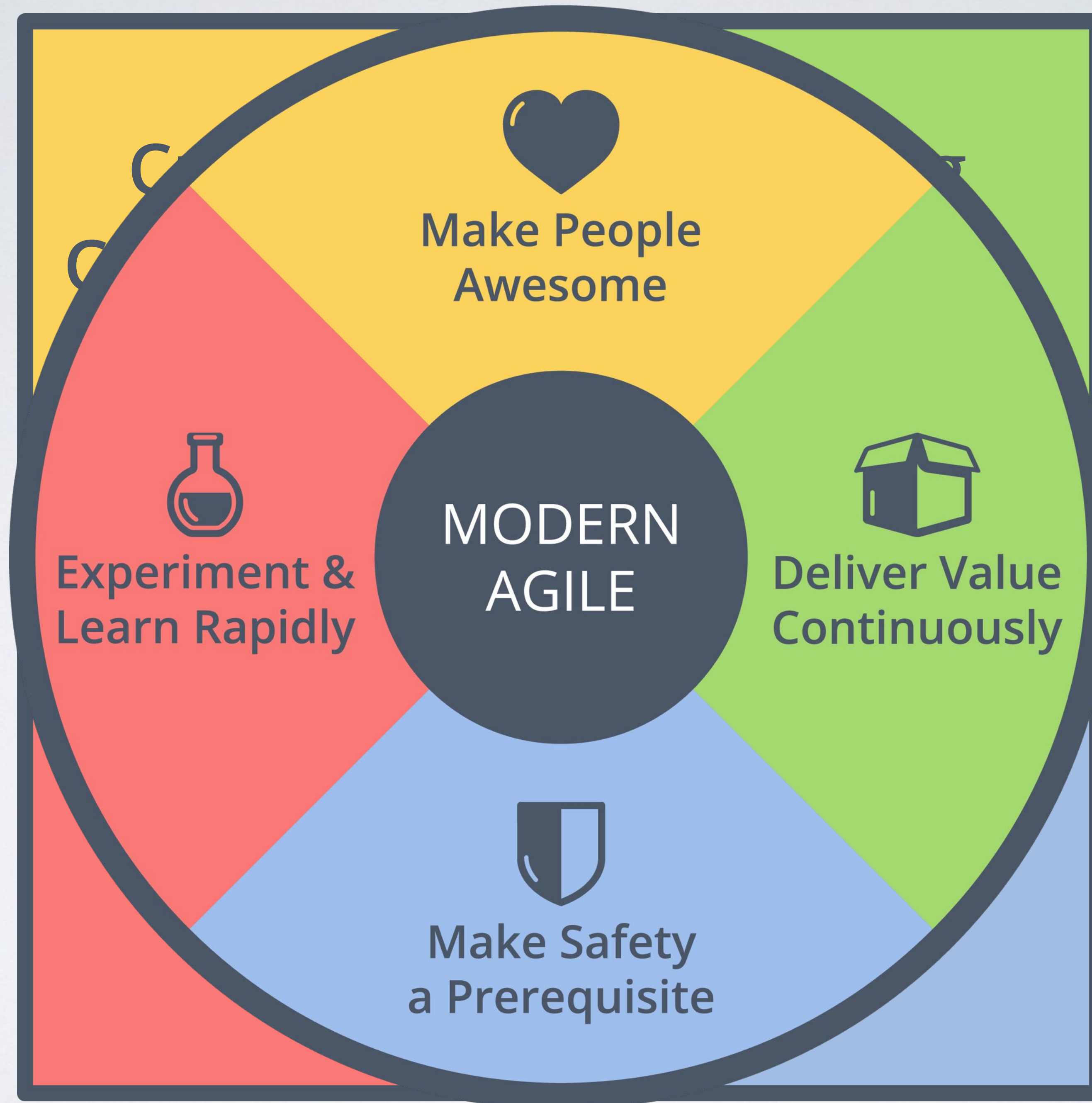




Make Safety  
a Prerequisite

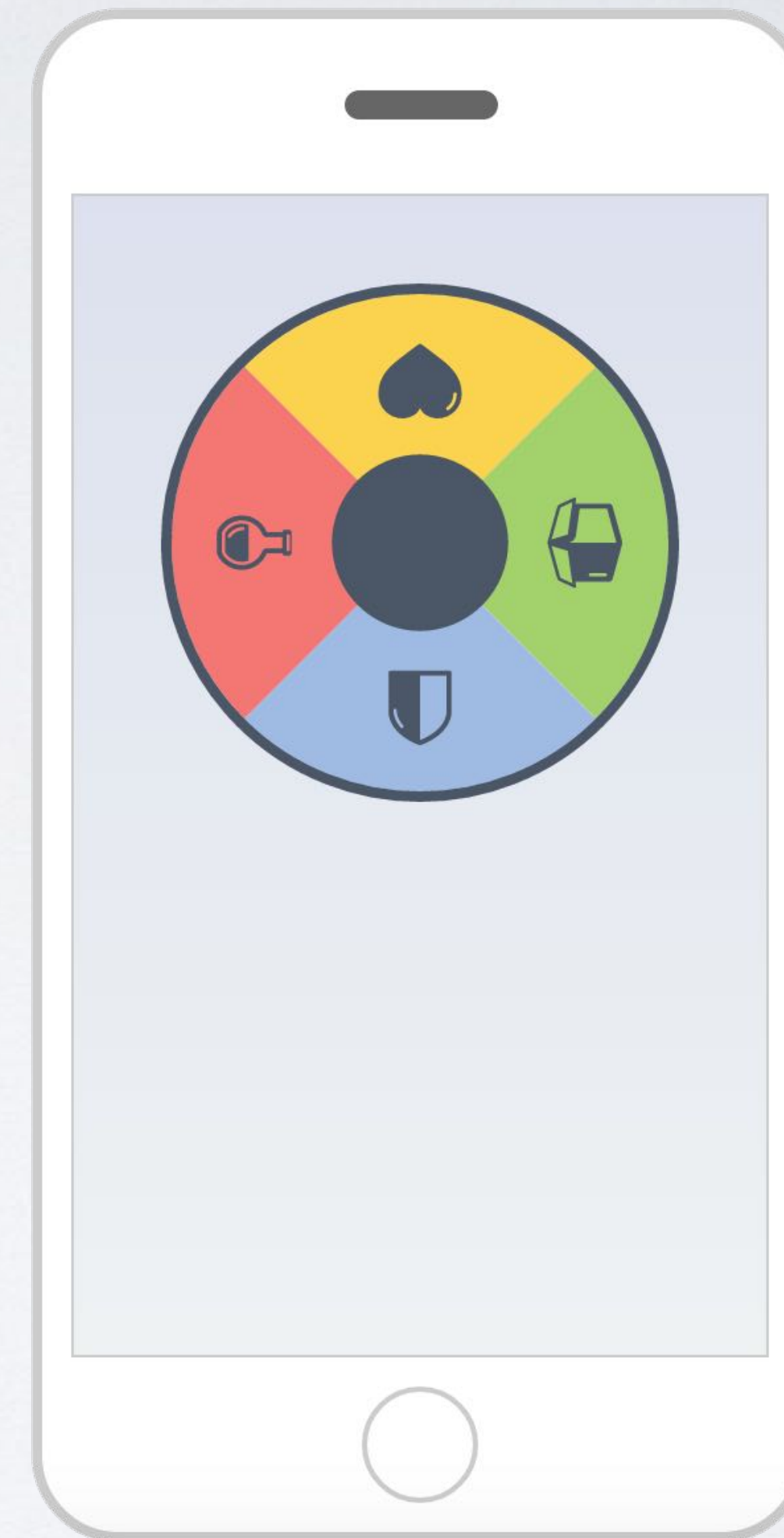
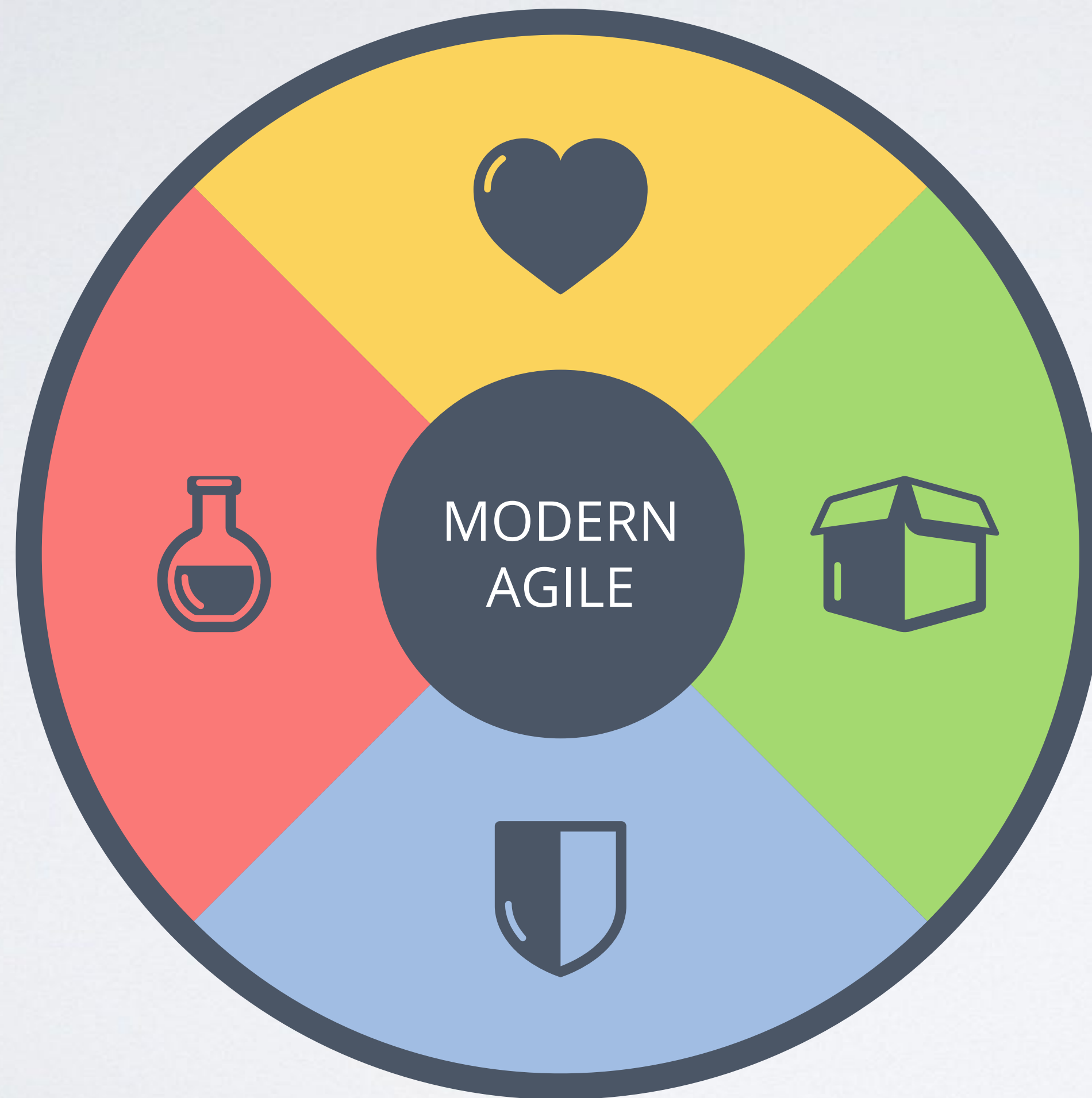
Individuals over processes  
& Interactions and tools







# ModernAgile.org







Joshua Kerievsky  
CEO, Industrial Logic  
[@JoshuaKerievsky](#)

