Joshua Kerievsky
CEO, Industrial Logic
@JoshuaKerievsky
IndustrialLogic.com
#ModernAgile
Scaling
Scalification
Enterprise Scalability Framework
Make Agile Great Again!
Teleportation
Lemon Tartification
Three-Armed Sweaterification
Make People Awesome

Make Safety A Prerequisite

Experiment & Learn Rapidly

Deliver Value Continuously
Founder & CEO

Pioneering consultancy that radically improves software development for organizations worldwide
SprintCare Senior Living
“I may have invented points. If I did, I’m sorry now.”

“Velocity is Killing Agility!”

Ron Jeffries
https://pragprog.com/magazines/2013-02/estimation-is-evil

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
Lean Startup
CONTINUOUS DEPLOYMENT
Recover
Blameless Culture
Story Mapping
KANBAN -
Evolutionary Design
Cross-Functional Teams
Mob Programming/Pairing
Blameless Retros
Lean UX

Definition of Done
Windows of Time
Respect for People

Continuous Improvement

TOYOTA
Production System
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
“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
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 ›
I hate Apple Music!
Wow - I am SO glad I don’t use Apple Music 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
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

- Be Caring, Curious & Nonjudgmental
- Encourage Everyone to Contribute
- Review/Repeat People’s Points
- Listen to One Another
- Avoid Dominating or Interrupting

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
Experiment & Learn Rapidly
“The problem is we don’t know what the problem is.”
— Paul MacCready
“Rigorously Extract Value From Failure.” — HBR article
MODERN AGILE Awesome

Deliver Value Continuously
<table>
<thead>
<tr>
<th>Time</th>
<th>Task 1</th>
<th>Task 2</th>
<th>Task 3</th>
<th>Task 4</th>
<th>Task 5</th>
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</tbody>
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Tests running on 36 machines at IMVU
Make It Safe To Deploy

CONTINUOUS DEPLOYMENT

Check In
Trigger
Problem
Automated Build
Trigger
Automated Tests
Problem
Automated Release
Problem
Automated Promotion
Problem
Automated Monitoring
Problem
Automated Rollback

Dev
Version Control
Continuous Integration
Cluster
Inactive Live
Active Live
"Hi Kelly, I’ve checked in all of my code."


```
<table>
<thead>
<tr>
<th>MON</th>
<th>TUE</th>
<th>WED</th>
<th>THU</th>
<th>FRI</th>
<th>SAT</th>
<th>SUN</th>
</tr>
</thead>
</table>

“I’ll tell our other 69 developers to check in by Wednesday.”
```
“...so, not everyone checked in. Please finish by tomorrow!”
"Thanks everyone! All code was checked in!"
<table>
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<tr>
<th>MON</th>
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</tr>
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</table>

“Hi Ramon, could you please do a build?”
```
<table>
<thead>
<tr>
<th>MON</th>
<th>TUE</th>
<th>WED</th>
<th>THU</th>
<th>FRI</th>
<th>SAT</th>
<th>SUN</th>
</tr>
</thead>
</table>
```

“I’ll have it done right away Kelly!”
<table>
<thead>
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<th>MON</th>
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<th>WED</th>
<th>THU</th>
<th>FRI</th>
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<th>SUN</th>
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</table>

“Um, the build broke!”
[Developers Work All Weekend]
"There are a LOT of bugs in this build!"
Developers attempt to fix all the bugs...
Manual Builds $\rightarrow$ Continuous Deployment

Sprints $\rightarrow$ Continuous Flow

QA $\rightarrow$ Quality Engineering

Stas Zvinyatskovsky
Case Studies
Massimo Bottura

Osteria Francescana

Photo by Paolo Terzi
Camouflage
Five Ages of Parmigiano Reggiano

Photo by Paolo Terzi
Takahiko Kondo
How I Fired Myself

Myles Recny
@recborg
recovered 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

Etsy

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 patrickkatesey

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
Site Outage – Thu, Mar 8

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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
“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
Working Software over comprehensive documentation

Deliver Value Continuously
Make Safety a Prerequisite

Individuals & Interactions over processes and tools
Make People Awesome

Experiment & Learn Rapidly

Deliver Value Continuously

Make Safety a Prerequisite