“Workin’ nine to five, what a way to make a living! ...it’s all takin’ and no givin’ they just use your mind and they never give you credit...”

When have I felt the most satisfied or engaged at work?

Describe work when you were disengaged or tension at work?
In the late 70’s and early 80’s software engineering became a ‘crappy’ job.

I’ve been observing and experiencing...

1. Heavy process + waste
2. Burnout
3. Gender gap in STEM

What happened?
Reflect: Pause: Think: Check the data and emotions.

How do you ‘manage’ agile portfolio and program delivery?
Manage = Plan and Control

Do you need to schedule [Project] Tasks?
→ Task schedules are deterministic
→ Prod Dev is inherently variable
→ Dates will always be at odds
→ Task schedule takes precedence over learning and discovery cycles!

‘What do you see?’ 🤔
→ Feature Factory 😢😢
→ #1 cause of waste is Extra Features
...more reflection...
"Imagination is the discovering faculty, pre-eminently. It is that which penetrates into the unseen worlds around us, the worlds of Science."

Ada Lovelace
Difference between product dev and product assembly? This is black and white.

Task schedules are very deterministic.

SW/Prod Dev inherently variable. Stochastic.
What is Responsibility-based Planning and Control?
Schedule or Deadline never missed
Milestone - Release/PI - Iteration/Sprint
Set-based design/options for deadlines

Team Self-Organizes
Responsible to self-organize and deliver best work by the date
Guided by the objectives set for the time period...

Limit Work to Capacity
**Imperative** the team has the capacity to complete the work,
Throughput || Velocity
Accountability only w/ Agreement

If the team is accountable, they need to agree with the capacity plan.

When you let go, and let the team self-organize:

Intrinsic Motivation
Creativity + Problem Solving

Could these job qualities help reverse the gender gap, employee burnout, ‘the great resignation’ issues?
Locus of Control

Locus of Responsibility

IC/IR

Internal

External

EC/IR

Internal (personal)

External (system)
Exhibition Road / Decentralized Decision Making
Call to Action...

I. *Features (Epics/Initiatives)* are **NOT** Tasks.
II. Define them as *hypothesis || problem statements || opportunities*  
III. Limit work to capacity at **ALL** levels  
IV. *Get predictable*. *Planning and estimation useless?*  
V. **OKRs** and Responsibility-based Planning and Control are *mutually beneficial*