

# Responsibility-based Planning and Control

XP 2022 LT - June 15  
Christopher Pola  
<https://cjpola.carrd.co/>



*“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?



*I've been observing and experiencing...*

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



*What happened?*



In the late 70's and early 80's software engineering became a **'crappy'** job.



**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

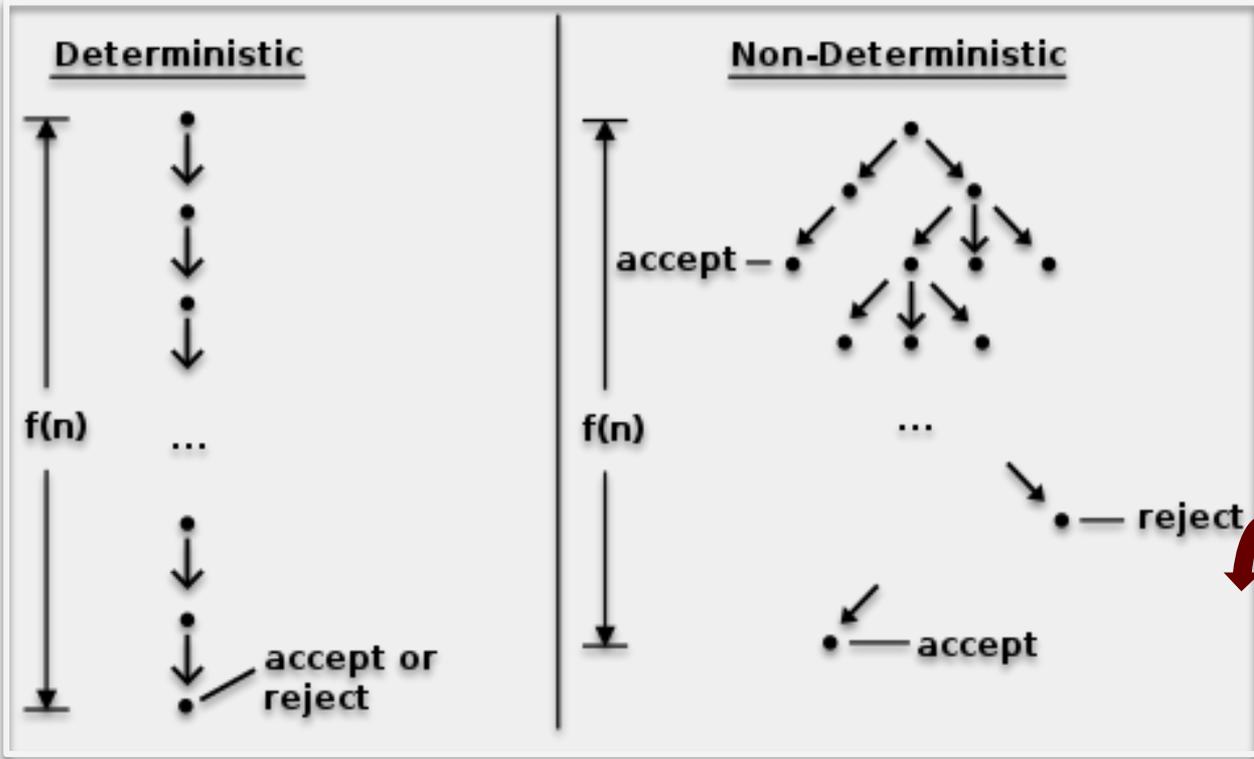


*...more reflection...*



*"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.

+ anchoring...

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...

30,480	KGS
67,200	LBS
2,185	KGS
4,820	LBS

## 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**.

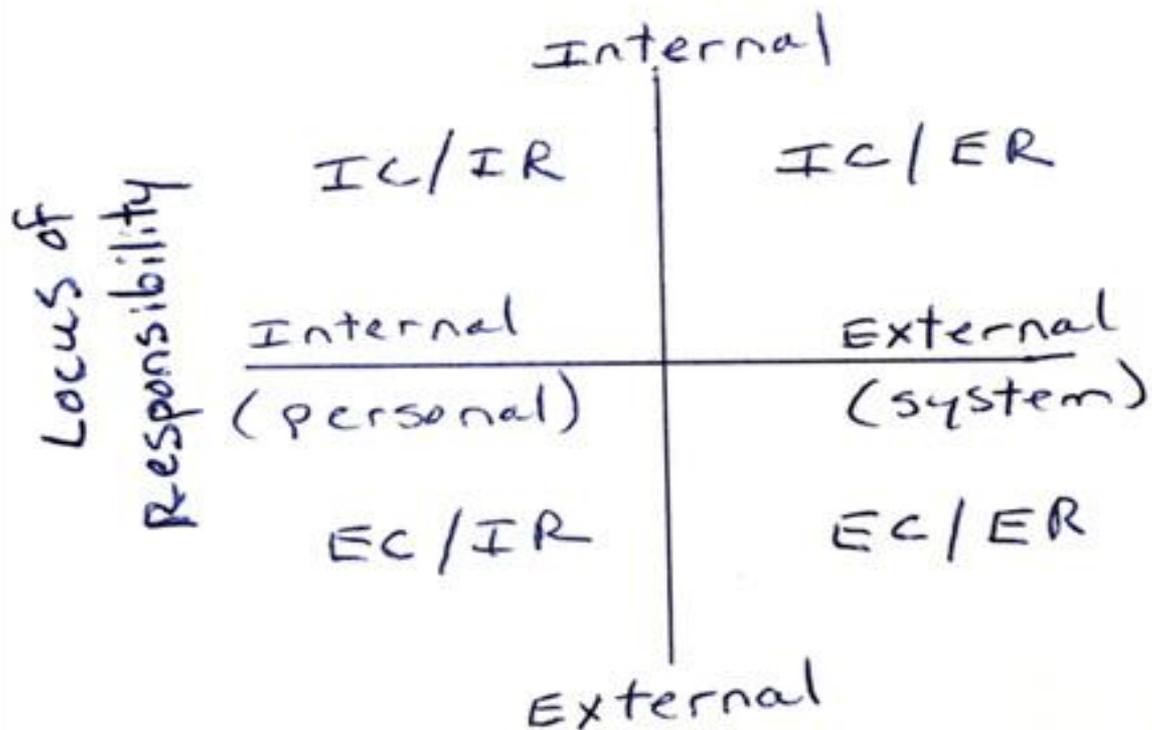
When you let go, and let the team self-organize:

## Intrinsic Motivation

## Creativity + Problem Solving

*Could these **job qualities** help reverse the gender gap, employee burnout, 'the great resignation' issues?*

# Locus of control





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**