

# BUILDING SOFTWARE THAT **MATTERS**

(if any)

Optional Conference 2014 - Budapest

# FRANCESCO DEGRASSI

@EdMcBane



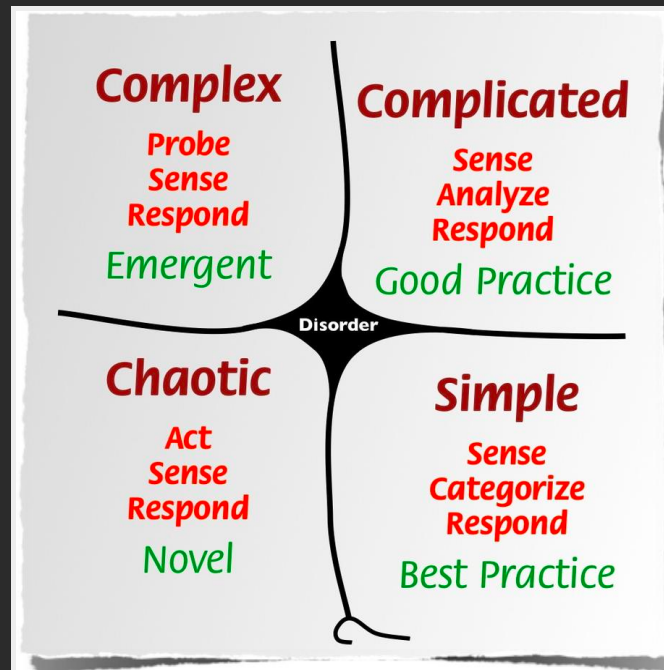
Enthusiastic yet pragmatic Lean Software Developer.  
Uppish and cynical nihilist from time to time.

# THIS IS JUST OUR EXPERIENCE

Complex environment

Retrospective coherence

No guidelines

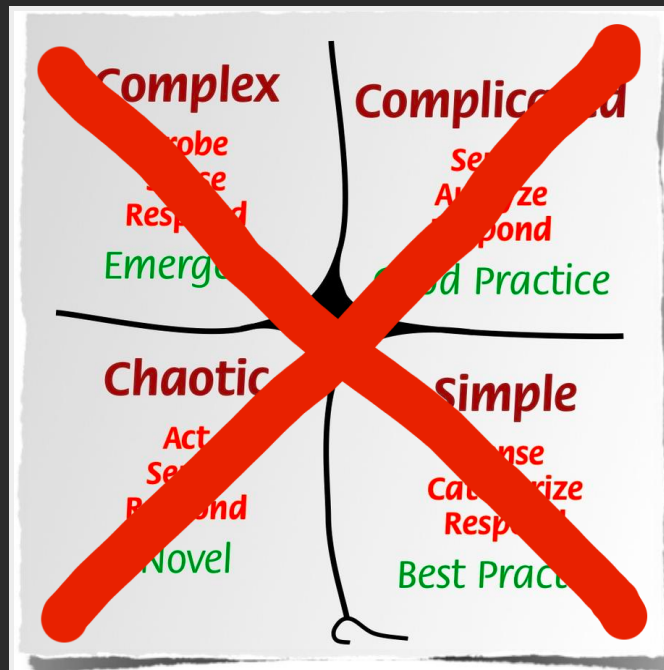


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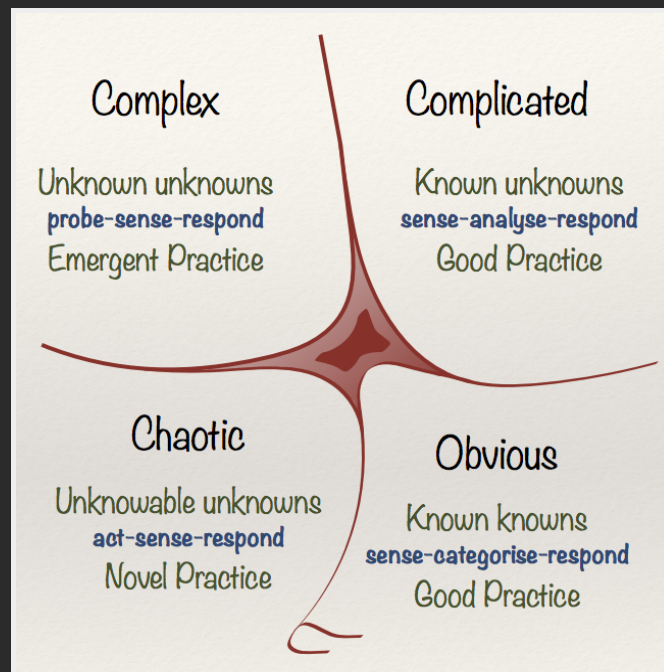


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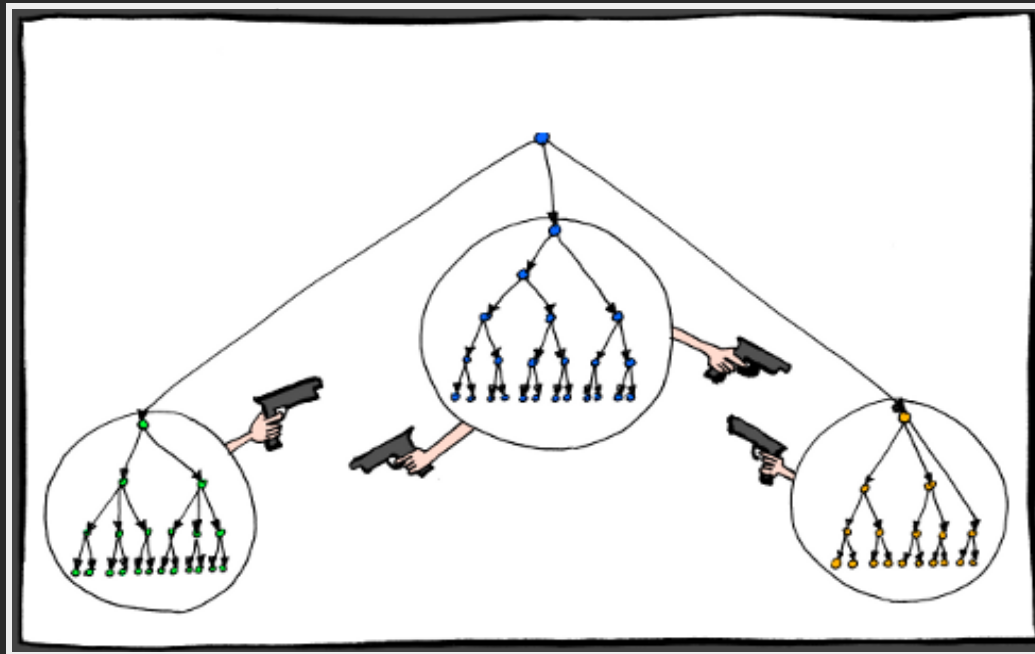


# A DIFFICULT ENVIRONMENT

Custom Software development

Large companies, heavy on process

Many teams and departments, often in conflict



# A GREAT TEAM

ENTHUSIASTIC  
COMPETENT  
DEDICATED



# WE DID OUR BEST

Pairing

Testing, TDD

Continuous integration

Getting feedback

Minimizing work in progress

You name it

WE DID BUILD GREAT  
SOFTWARE



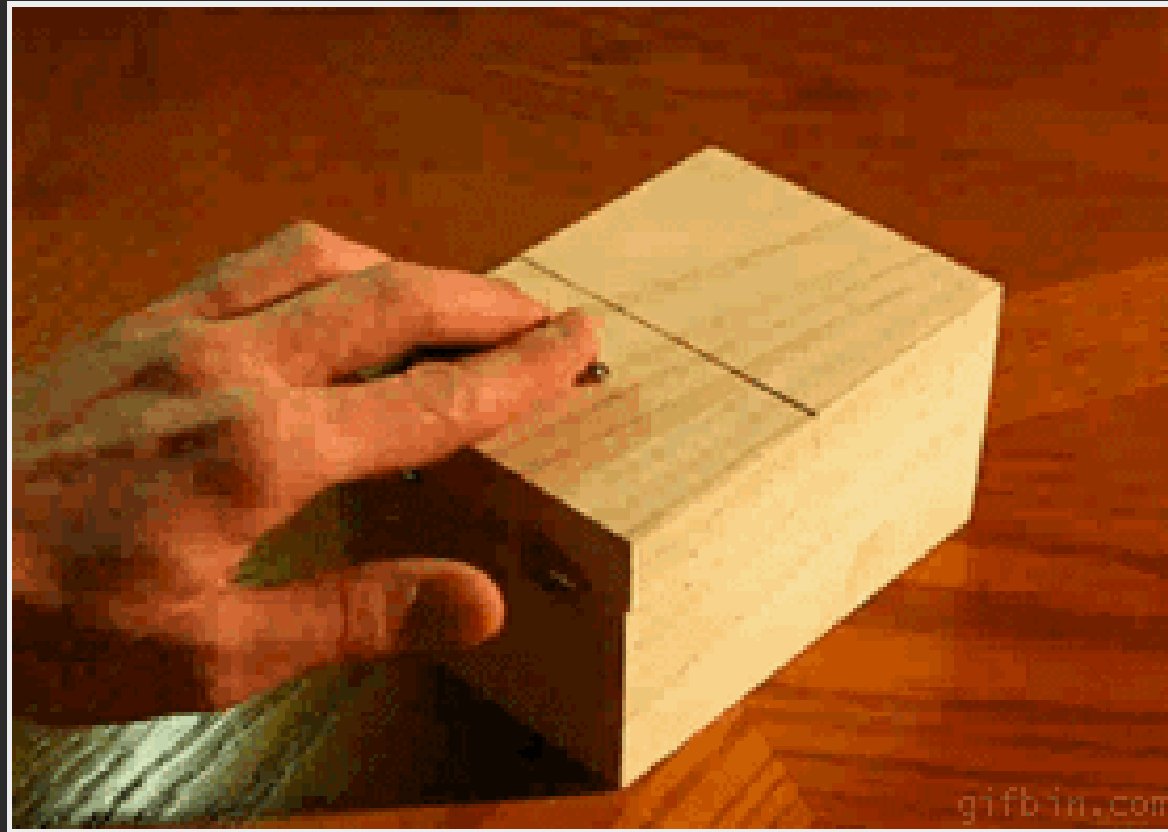
# BUT THE CLIENT DID NOT APPRECIATE IT

It was late

It was irrelevant



# IT WAS AUTOMATING A USELESS PROCESS



**ONE DOES NOT SIMPLY**

**"MANAGE" COMPLEXITY**

WE DIDN'T APPRECIATE  
EITHER



THIS IS POINTLESS

# WE DECIDED TO CHANGE



# WE DECIDED

to pursue **GOALS** rather than build software

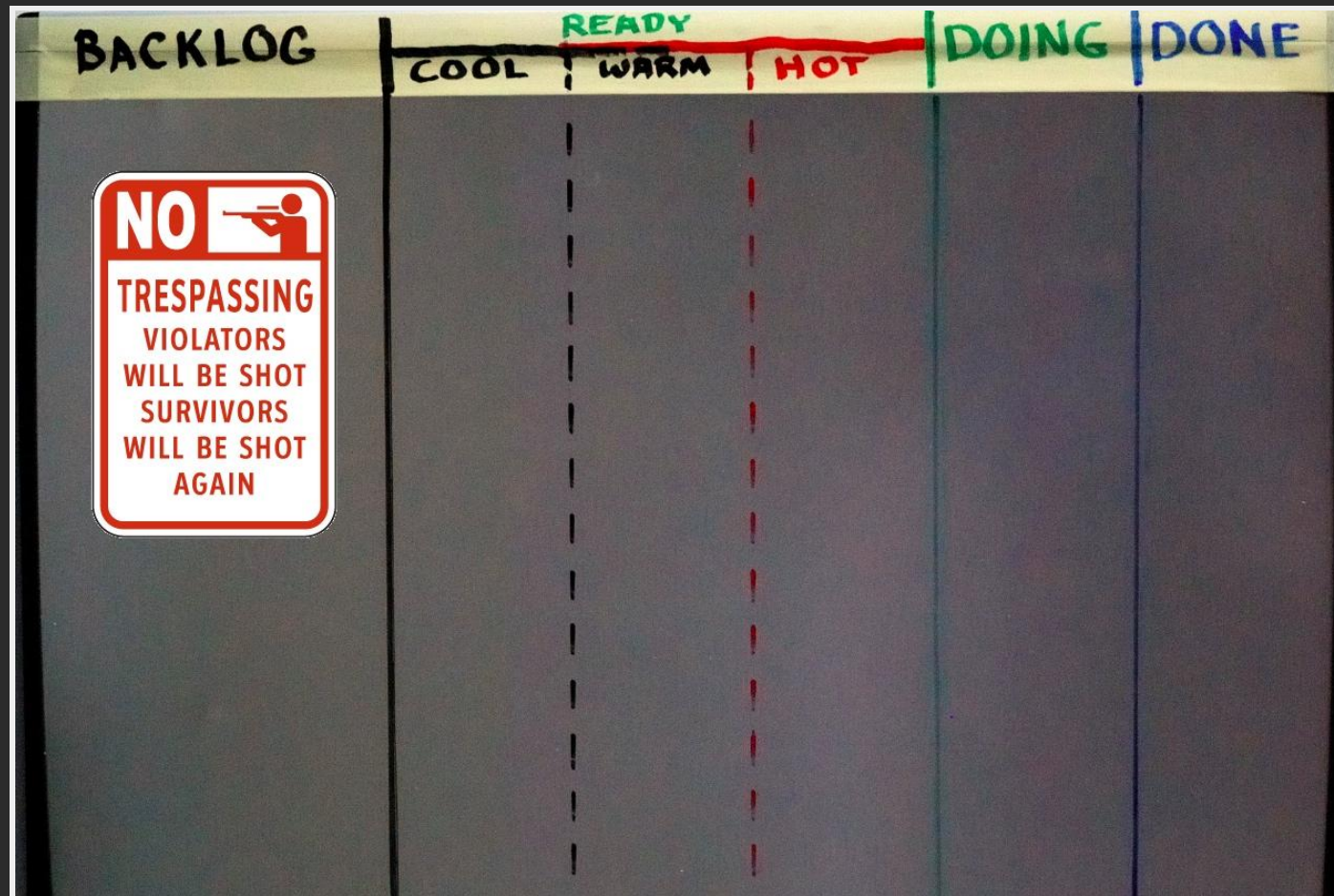
to work **WITH** the client, **rather than FOR** the client

to **challenge** the assumptions and find new ways

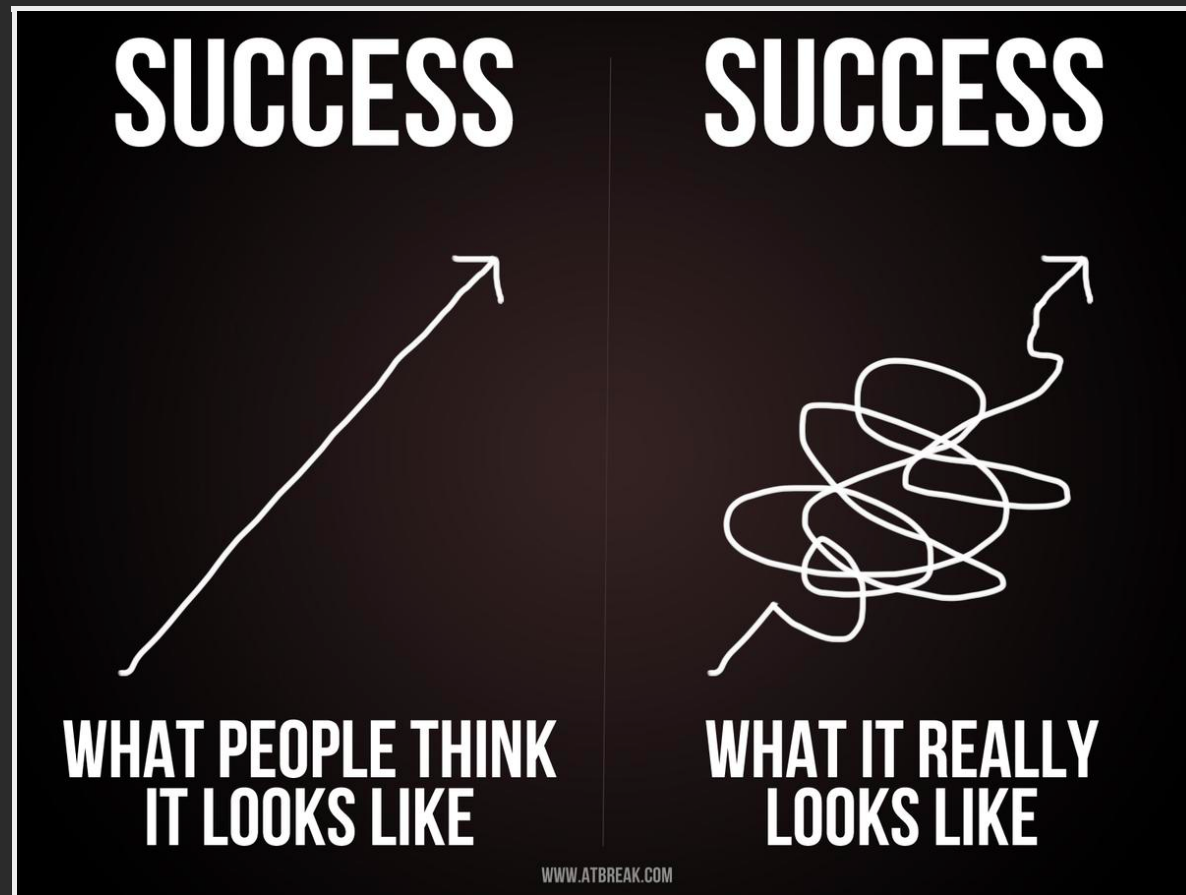
# TO CONTINUOUSLY DELIVER



# TO DROP THE BACKLOG



# BUT HOW?



AT FIRST...



# FINDING TRUE STAKEHOLDERS

# BUILDING TRUST

A tall, precarious stack of wooden blocks, some light and some dark, with the word 'Jenga' printed on them, set against a dark background. The stack is slightly off-center and appears to be in the process of being built or about to fall. The lighting is dramatic, highlighting the texture of the wood and the word 'Jenga' on several blocks.

BY BEING ABLE TO DELIVER

# BY BEING TRANSPARENT

*How can people trust the harvest,  
unless they see it sown?*

*Mary Renault*

# FOSTERING RESPECT



# USING A SHARED LANGUAGE

Software developers **talking business**

and helping businesspeople express **precisely**

LOOKING FOR **SYNTHESIS**,  
RATHER THAN COMPROMISE

# AVOIDING TOTAL WAR





# THE CLIENT WILL FIND THE WAY

if he believes in the need to

DON'T FORGET  
TO CELEBRATE



# GIVING CREDIT TO THOSE WHO BELIEVED

Word of mouth is the best form of advertising

ONCE WE SHOWED OUR  
STUFF...



EVERYONE LOVED IT!

*That is AWESOME!*

*Luca*

*Whoa! Can you teach THEM how to do that?*

*Mauro*

*You are the best thing since sliced bread!*

*Nobody (yet)*

THIS IS (PROVABLY) GREAT



# THIS IS (PROVABLY) GREAT

60% lower costs

non-existent rework

lower defect rate

drastically lower lead time (months to days)

reliable (short term) forecasts

consistent results

# BETTER SOFTWARE ?

For us, it means software that actually **MATTERS!**



THANKS!

# RECOMMENDED READING

- [Discussing the undiscussable](#) - William R. Noonan
- [Cynefin framework](#) - Dave Snowden
- [Non è affatto semplice](#) - Alberto Brandolini
- [Agile Software Development](#) - Alistair Cockburn
- [Continuous Delivery](#) - Jez Humble
- [Lean Software Development](#) - Mary & Tom Poppendieck

# CREDITS

Microsoft org chart cartoon edited from original by Manu Cornet [Microsoft org chart cartoon](#)

<http://www.alzhem.com/>"Banana flasher" by José María Andrés

Jenga tower by <http://www.flickr.com/photos/usedcarspecialist/>

Cynefin framework diagram by Dave Snowden