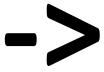


## What does your work look like?























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#### **Matt House**

#### **Agile Coach Sketch Development Services**

#### ST. LOUIS, MO

• Education:

**BA - Computer Science** 

MS - Management Information Systems

MBA

Industries:

Manufacturing

**Finance** 

Healthcare

• Experience:

Developer

Project Management Office Lead

Scrum Master

Release Train Engineer

Subpar skateboarder





#### **Defined Process**



- Every piece of work is completely understood
- Given a well-defined set of inputs, the same outputs are generated every time



## **Empirical Process**





- Every piece of work is <u>not</u> completely understood
- Given a well-defined set of inputs, the same outputs are <u>not</u> generated every time



## **Defined Vs Empirical**

## Defined



#### **Empirical**

Start Finish

Determine
Goals and
some priority
requirements

Goals



#### The Yada Yada Test







## Understanding our problem spaces



### Cynefin

#### Complex

The relationship between casue and effect can only be perceived in hindsight

probe - sense - respond

**Emergent practice** 

disorder

#### Complicated

The relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge

sense - analysis - respond

good practice

#### novel practice

The relationship between cause and effect at system level

act - sense - respond

Chaotic

#### **Best practice**

The relationship between cause and effect is obvious to all

sense - categorise - respond

**Obivous** 





## Simple



- Known Knowns
- Best Practices
- Find the proper rule and apply it
- sense-categorize-respond



## **Complicated**

- Known Unknowns
- The relationship between cause and effect requires analysis or expertise
- sense-analyze-respond







## Complex



- Unknown Unknowns
- Cause and effect can only be deduced in retrospect
- probe-sense-respond



### Chaotic

- cause and effect are unclear
- too confusing to wait for a knowledgebased response
- act-sense-respond







## What can I manage?

#### Complex

The relationship between casue and effect can only be perceived in hindsight

probe - sense - respond

**Emergent practice** 

#### Complicated

The relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge

sense - analysis - respond

good practice

#### disorder

#### novel practice

The relationship between cause and effect at system level

act - sense - respond

Chaotic

#### **Best practice**

The relationship between cause and effect is obvious to all

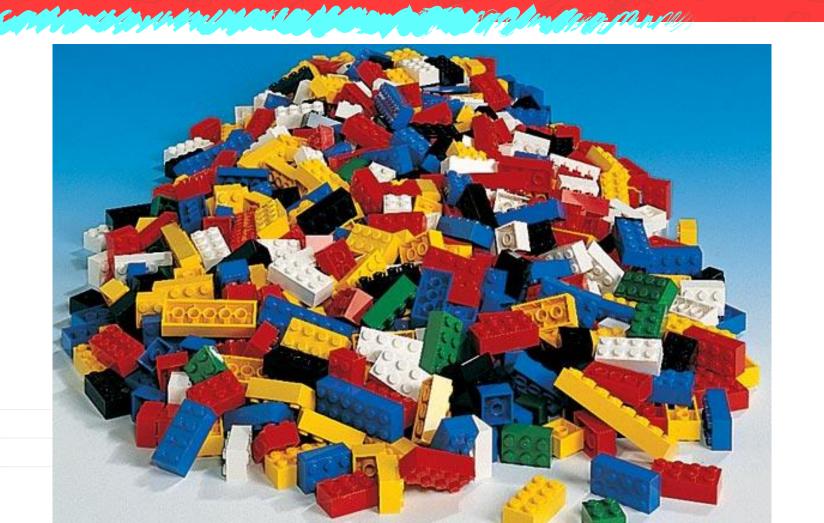
sense - categorise - respond

**Obivous** 





## **Lets Play!**





# The right tool for the right job



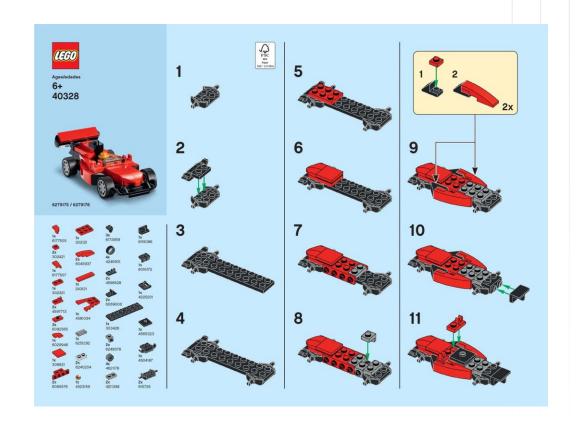
#### What kind of feedback do I need?

- Building something new
  - Requires frequent feedback to see if I'm on the right track
- Building something you're familiar with
  - Requires little feedback due to experience



#### When to be traditional?

- Don't need much feedback
- Defined work
- Solving complicated problems





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## When to be agile?



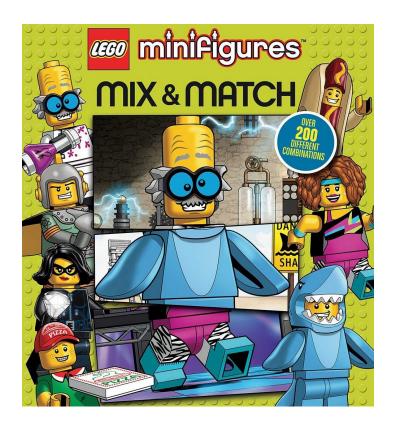
- Need frequent feedback
- Empirical work
- Solving complex problems



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## You'll probably need a mix

- More often than not, all your work doesn't fall into one category or the other
- You still need to find the right tool for the right job
- If 90% of your work requires a hammer and 10% requires a screwdriver, you don't use the hammer for all of it
- If most of work is defined, don't try and apply traditional practices for the parts of your work that's empirical and vice versa









## Thank you



#### References

• Snowden, David J.; Boone, Mary E. (2007). "A Leader's Framework for Decision Making". Harvard Business Review.

• Stewart, Thomas A. (November 2002). "How to Think With Your Gut". Business 2.0. pp. 4-5.

