

Just What Product Management Needs:

The Gift of Continuous Delivery



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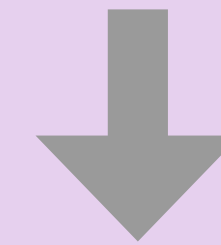


Ingeniously Simple

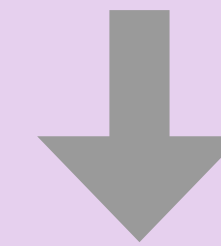
Tools for database
developers and
administrators

@ElizAyer #LondonCD

Developer



Product Manager



Head of Product



I ❤️ Agile. No really.

Principles behind the Agile Manifesto

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

A BRIEF HISTORY OF

VALUE

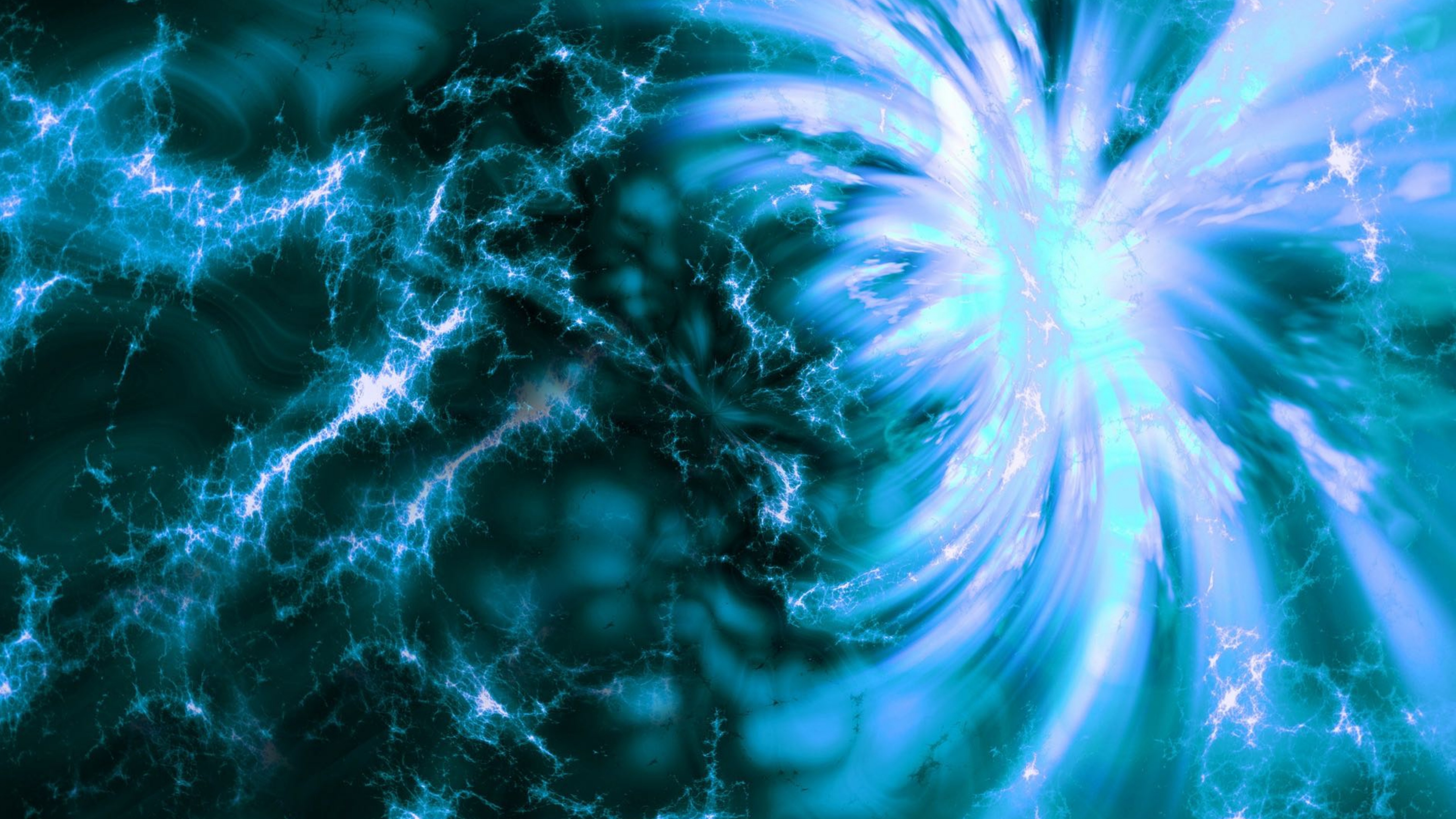
FROM
THE BIG
BANG TO
BLACK
HOLES



STEPHEN
W. HAWKING

WITH AN INTRODUCTION BY CARL SAGAN

From the Big Bang...



The final field for operator input is the "Other Relevant Information" field. This field shall simply consist of one text field where the operator can input any other important or relevant information that pertains to this incident and the ambulance driver(s) who are dispatched. This is not a required field.

A button for processing the information shall be located near the bottom of the screen. The operator shall press this button once s/he has entered the necessary information.

6.1.3 DISPLAY

The nine types of operator input fields shall be positioned in the center of the "Log Calls" tab screen. Each type of field will be placed one right below the other. The "Process Claim" button shall be located near the bottom of the screen, under all of the input fields.

6.1.4 SYSTEM PROCESSING

The system is essentially idle while the operator is inputting the information that relates to an incident. Once the operator clicks the "Process Claim" button, the system determines if the operator has input the correct type of information. If the operator has not input the correct information as defined by the input section of this requirement description, the system shall alert the operator. The system shall display which information must be corrected, and the operator shall be able to correct the input data. Once the information is accepted by the system, the information is encrypted and sent over the TCP/IP network to the server. This server places the data into its proper table in the database. The system shall then proceed to the next part of the dispatch process: prioritizing the calls, determine the uniqueness of the calls, and locating the nearest three ambulances. These processes are described in the subsequent requirement descriptions.

6.1.5 SYSTEM OUTPUT

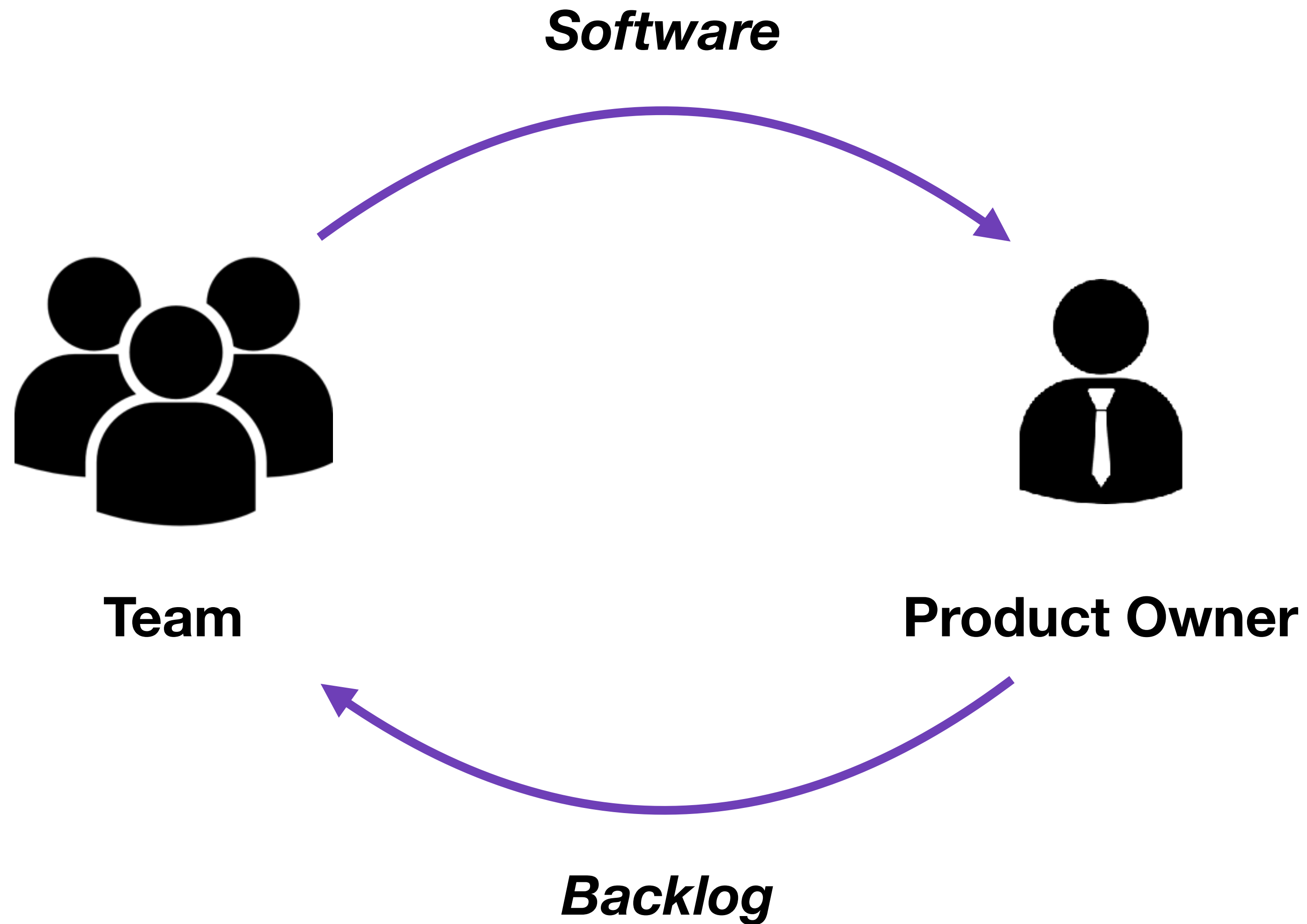
The system shall display an error message if any of the information that the operator has entered is incorrect as defined by the input section of this requirement description. In the "Log Calls" tab where the operator inputs the information, the system shall alert the operator of incorrect information by displaying a red arrow by the type of information that is incorrect. The text color of the type of information that is incorrect shall also change to red from black.

Once the operator has clicked the "Process Claim" button and the information entered is correct, the system shall advance to a screen to allow the operator to continue or cease the dispatch process based on whether the call is unique. This screen and process is described in "REQ 2: Uniqueness of Call." (The advancement to this screen will also let the operator know that the system accept the input information.) All information the operator inputs shall be stored in the database on the server.

Prioritisation method

MoSCoW

Then we got Agile!



A BRIEF HISTORY OF

VALUE

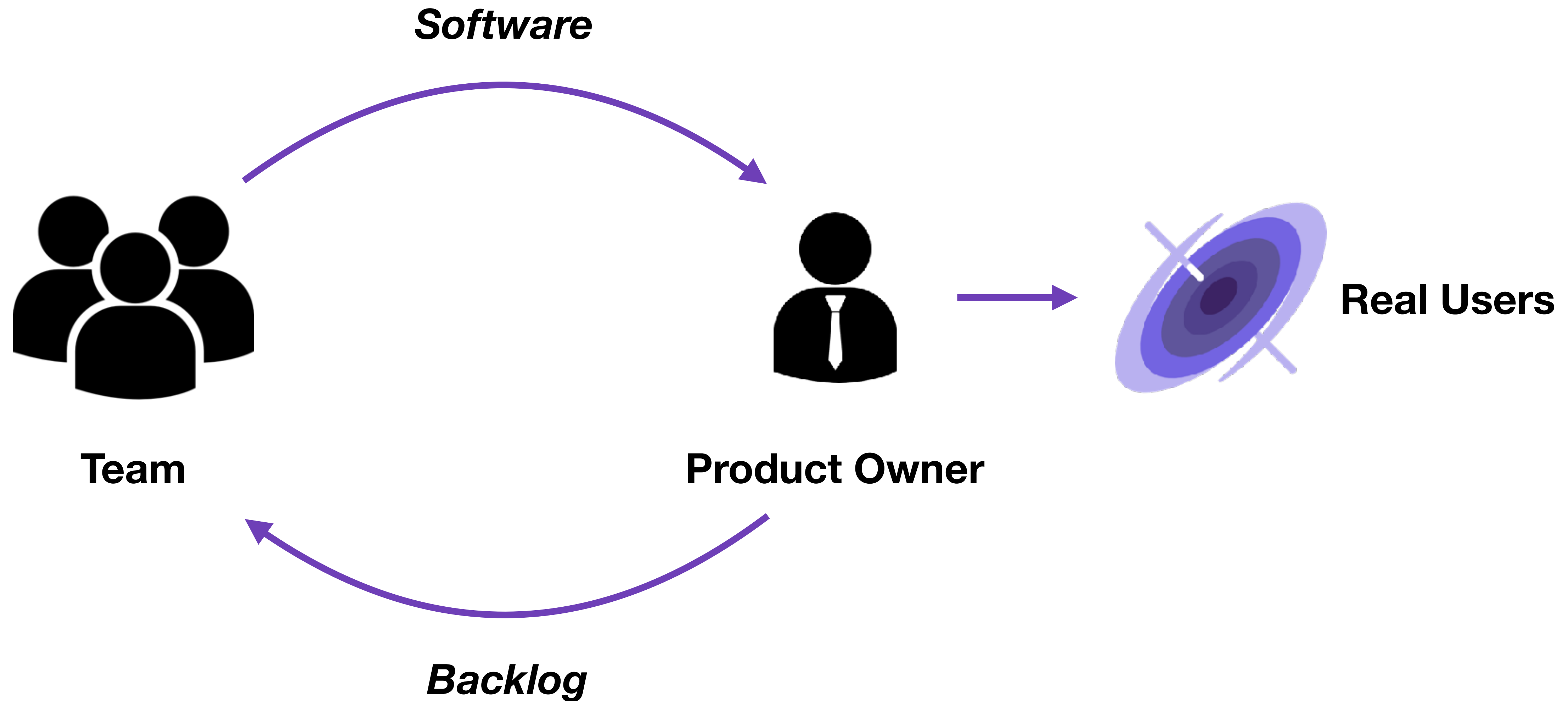
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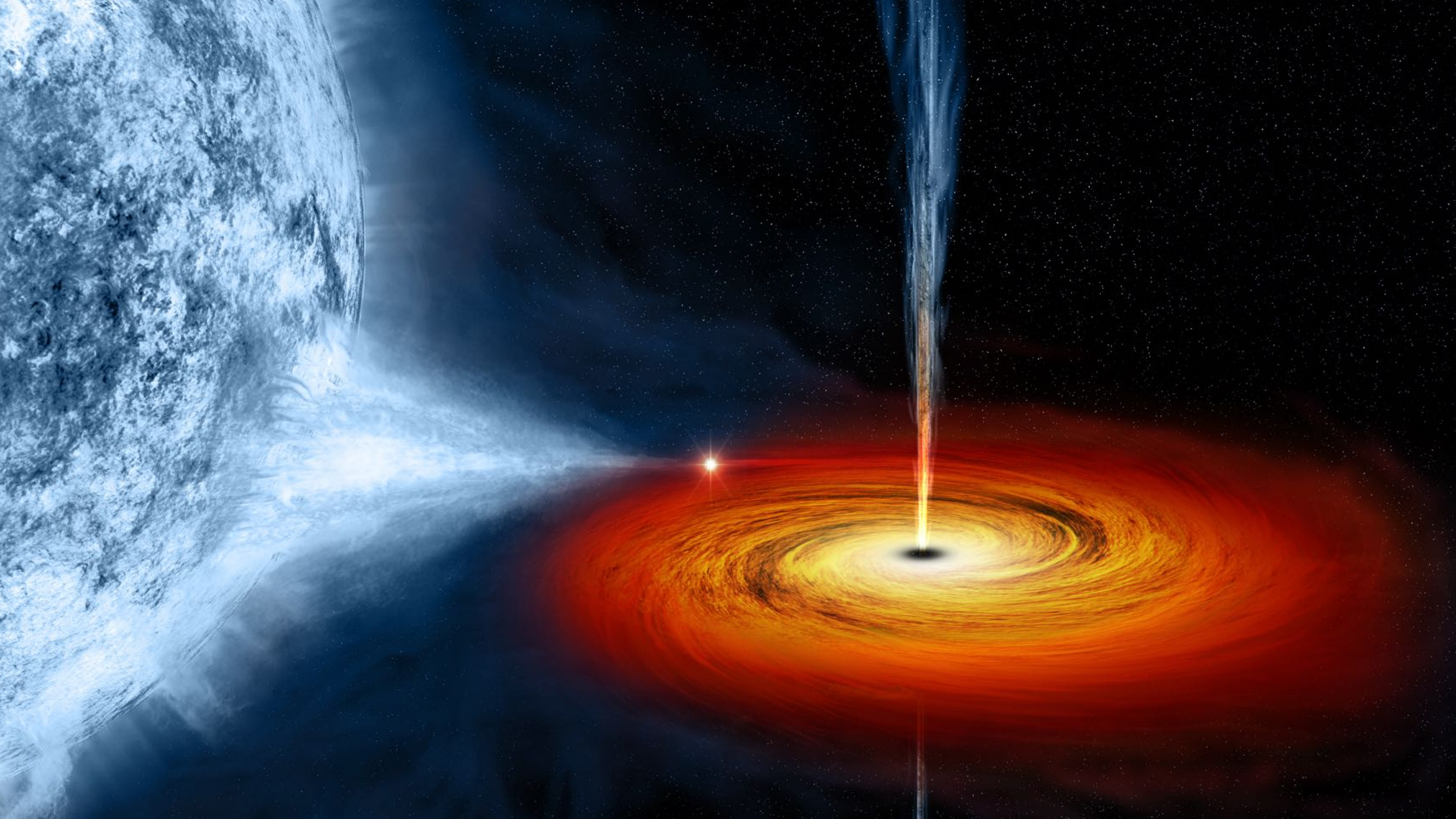


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... to Black Holes?





**Most prioritisation
techniques are designed
for Black Hole Agile.**

Prioritisation methods

Stack ranking

Scorecards

Buy-a-feature

(etc)



Vasco Duarte

@duarte_vasco

Follow



#Agile is fundamentally a philosophy of business. Software was its first application.
#agile #business #NoEstimates

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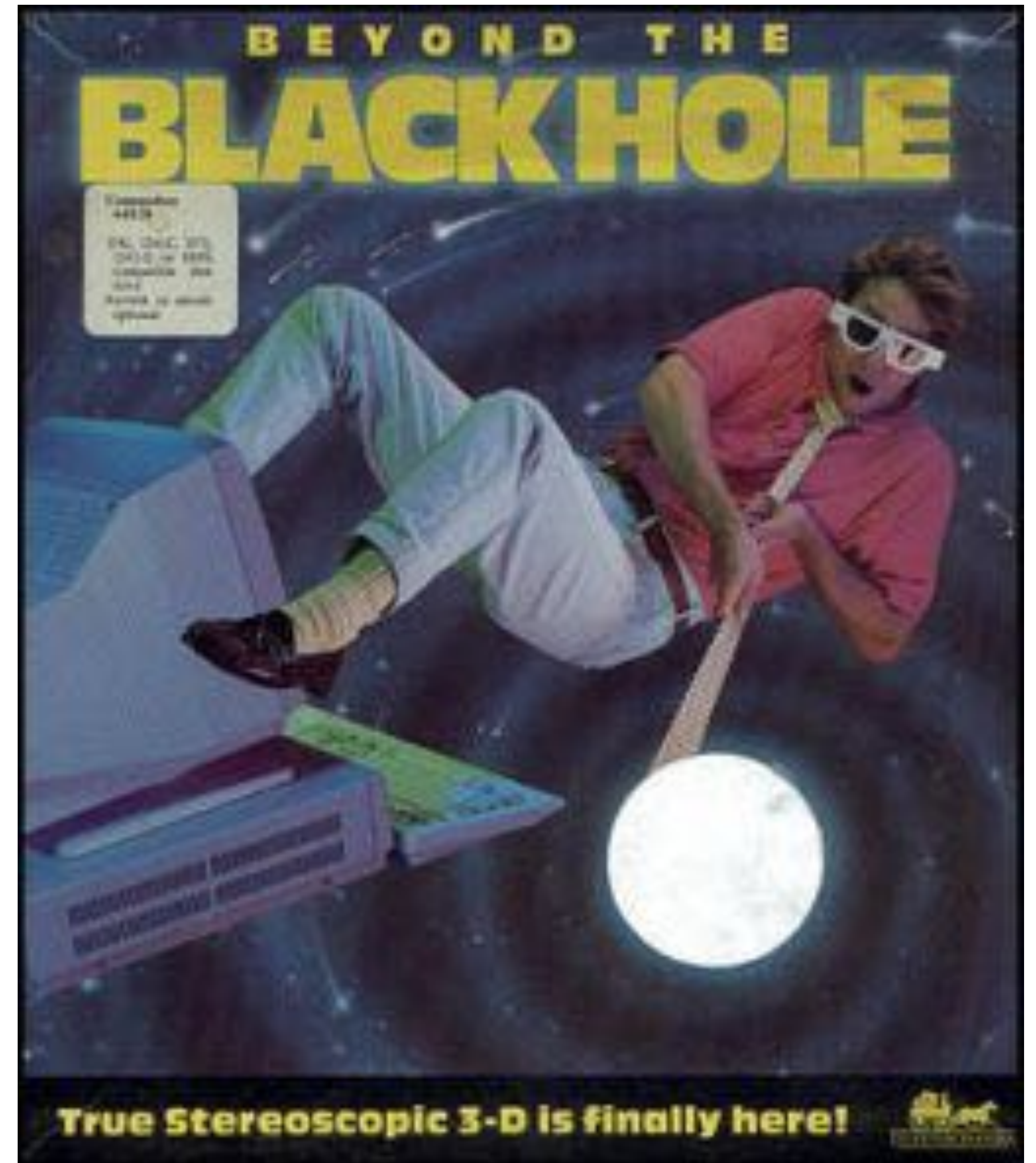
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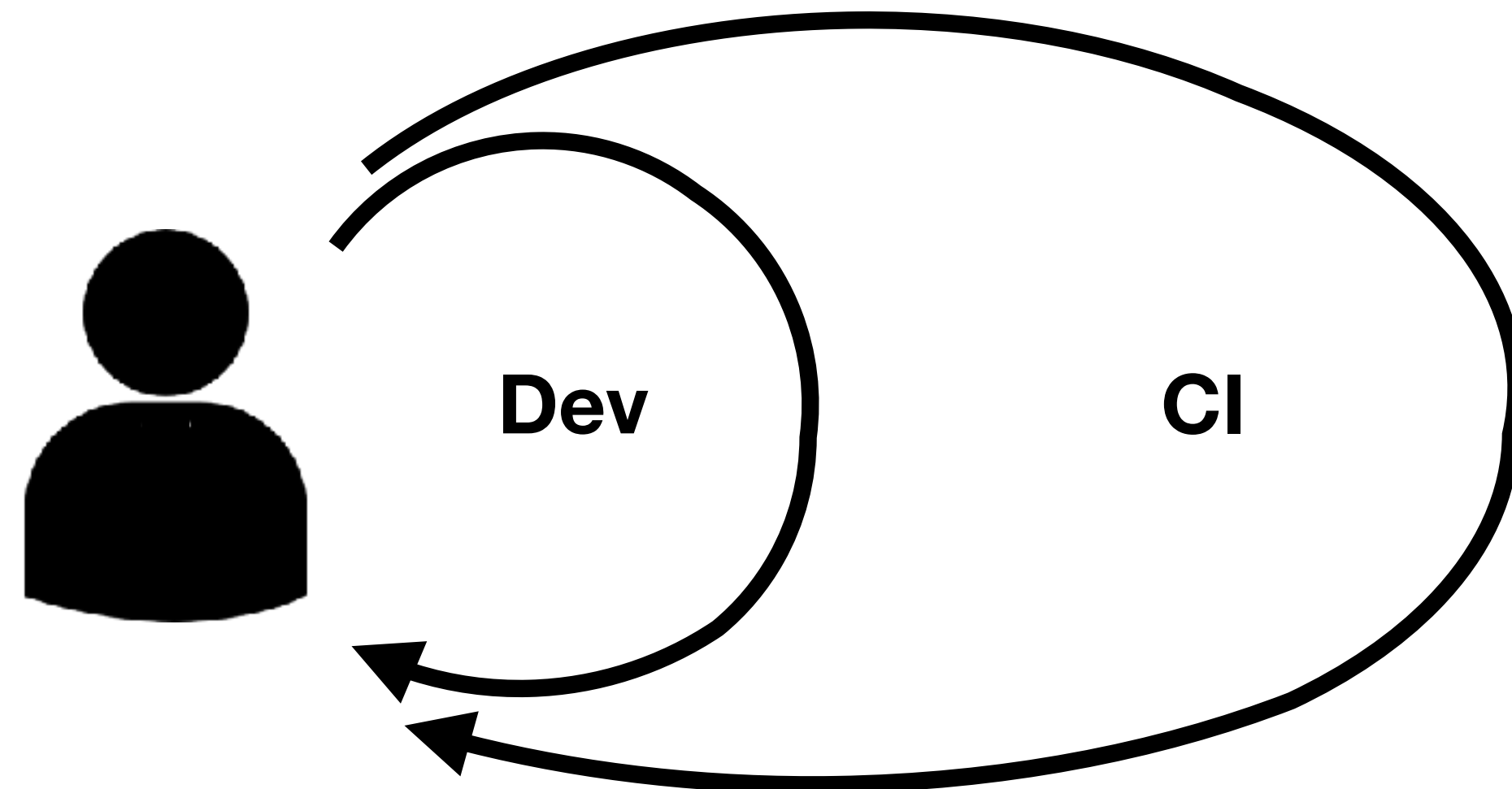


What lies beyond the black hole?

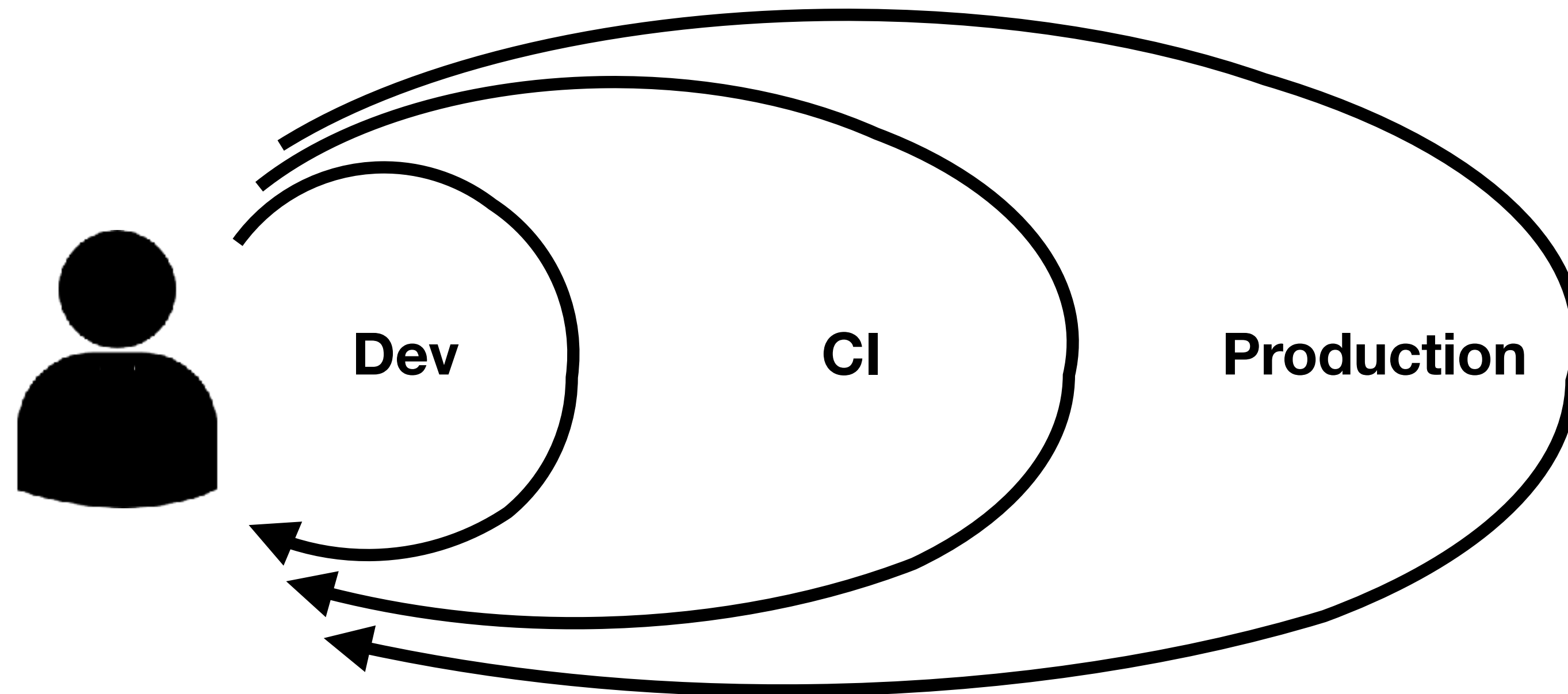


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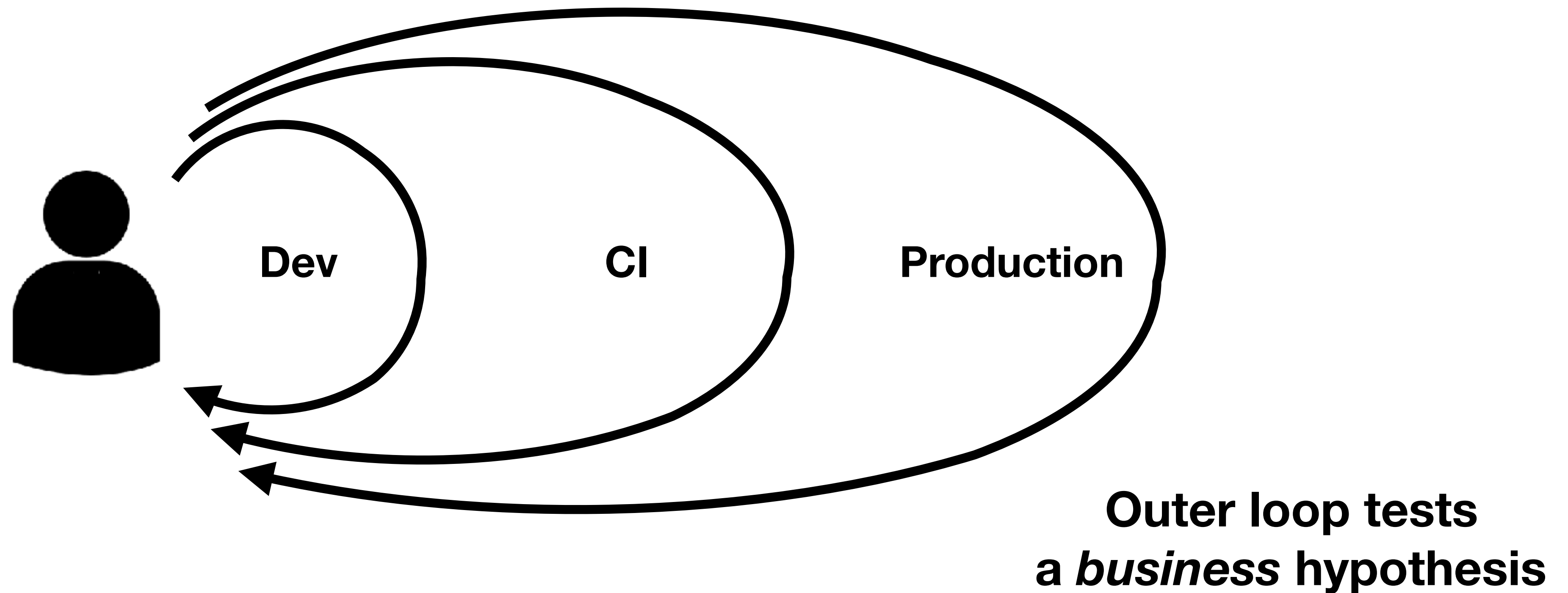
Continuous Delivery is about shortening cycle times



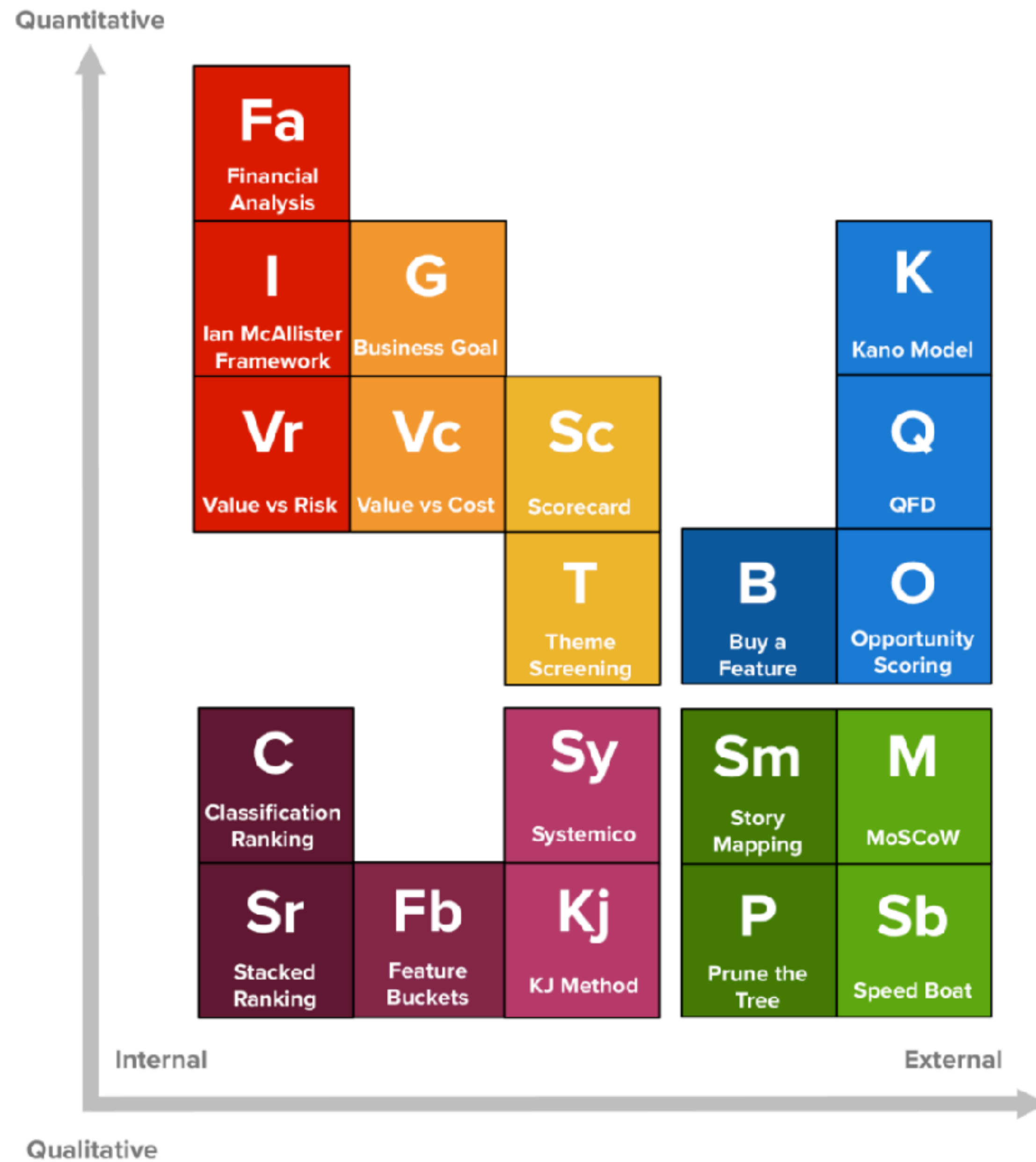
Continuous Delivery is about shortening cycle times



Continuous Delivery is about shortening cycle times



**Prioritisation methods
become less about
scheduling work and
more about selecting
and solving high-value
business problems**

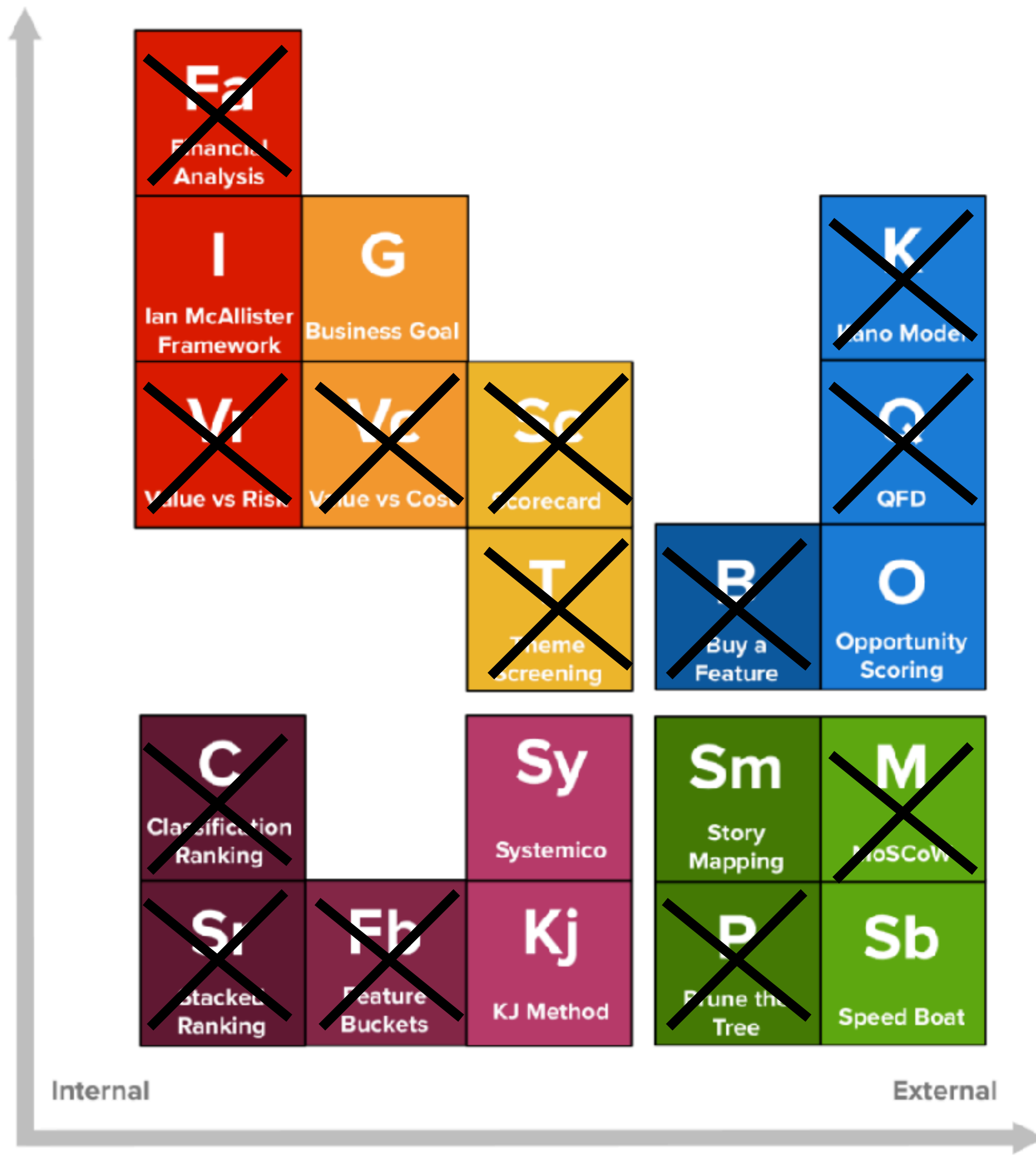


THE PERIODIC TABLE OF PRODUCT PRIORITIZATION TECHNIQUES

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<https://foldingburritos.com/product-prioritization-techniques/>

Quantitative



Internal

External

Qualitative

THE PERIODIC TABLE OF PRODUCT PRIORITIZATION TECHNIQUES

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<https://foldingburritos.com/product-prioritization-techniques/>

Principles of Modern Prioritisation:

- Still aim to maximise impact
- Outcome-focussed
- Thin, meaningful slices

At Redgate We Use OKRs

<Ongoing user research involving whole team, market research supplied mostly by Product Manager>

1. [PDM+Team Leads] Inspect + agree team purpose
2. [PDM+ Team] Generate ideas for **Objectives**, select based on purpose, company strategy alignment, and business impact.
3. [PDM+Team] Agree **Key Results**.
4. [Team] Uses Double Diamond (Understand, Define, Explore, Create) & other techniques to meet the challenge.

Example OKR

Objective: Increase the average number of features a SQL Prompt user uses

Why? It is company strategy to reduce churn, we have evidence that feature usage correlates with retention, and we have further evidence that discoverability of capabilities is poor.

Key result 1: For power users on the latest version, average count of features used goes from 2.4 to 3.

Key result 2: For occasional users on the latest version, average count of features used goes from 1.4 to 1.8.



**What about work on
your pipeline?**

Styles of managing pipeline work

- Make Business Case: remove all impediments to a faster development cycle (cf Kent Beck)
- Ratchet: At your coarse granularity of planning, add in time to do the highest-value thing on your pipeline
- Pipeline tax: Ringfenced percentage of time
- Just part of 'how the team works'

Summary

- Prioritisation for Big Bang used requirements to express and rank importance of work.
- Prioritisation for std::Agile orders features to maximise value per developer hour.
- Prioritisation for Continuous Delivery
 - Recognises the Business Hypothesis as a loop
 - (Often) Removes translation of business goal into prioritisable feature
 - Uses Design-led techniques to identify highest-value problems to solve, generate solutions and test their viability.



Thank you!