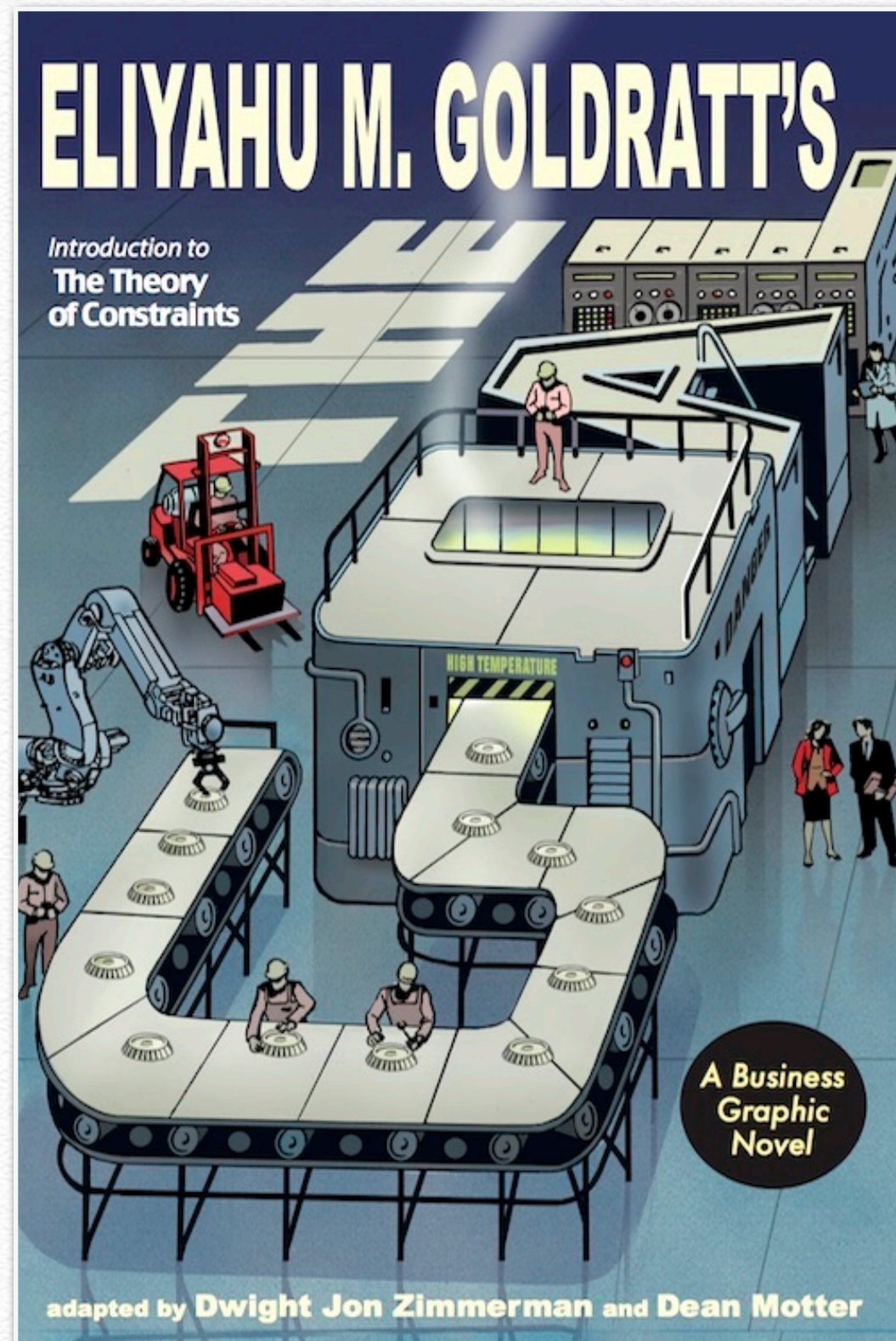


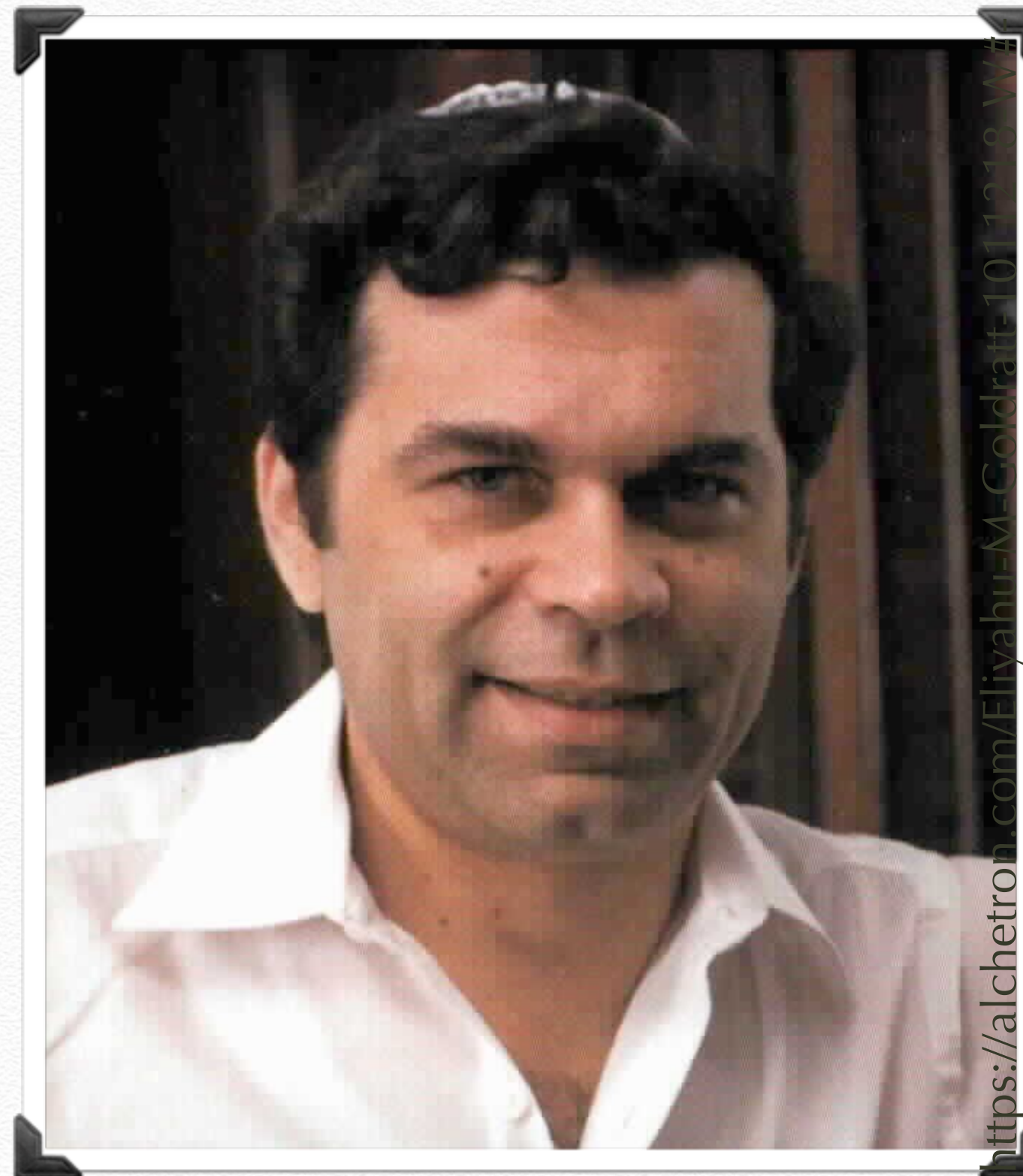
How to break the rules

Dan North
@tastapod

Eliyahu Goldratt

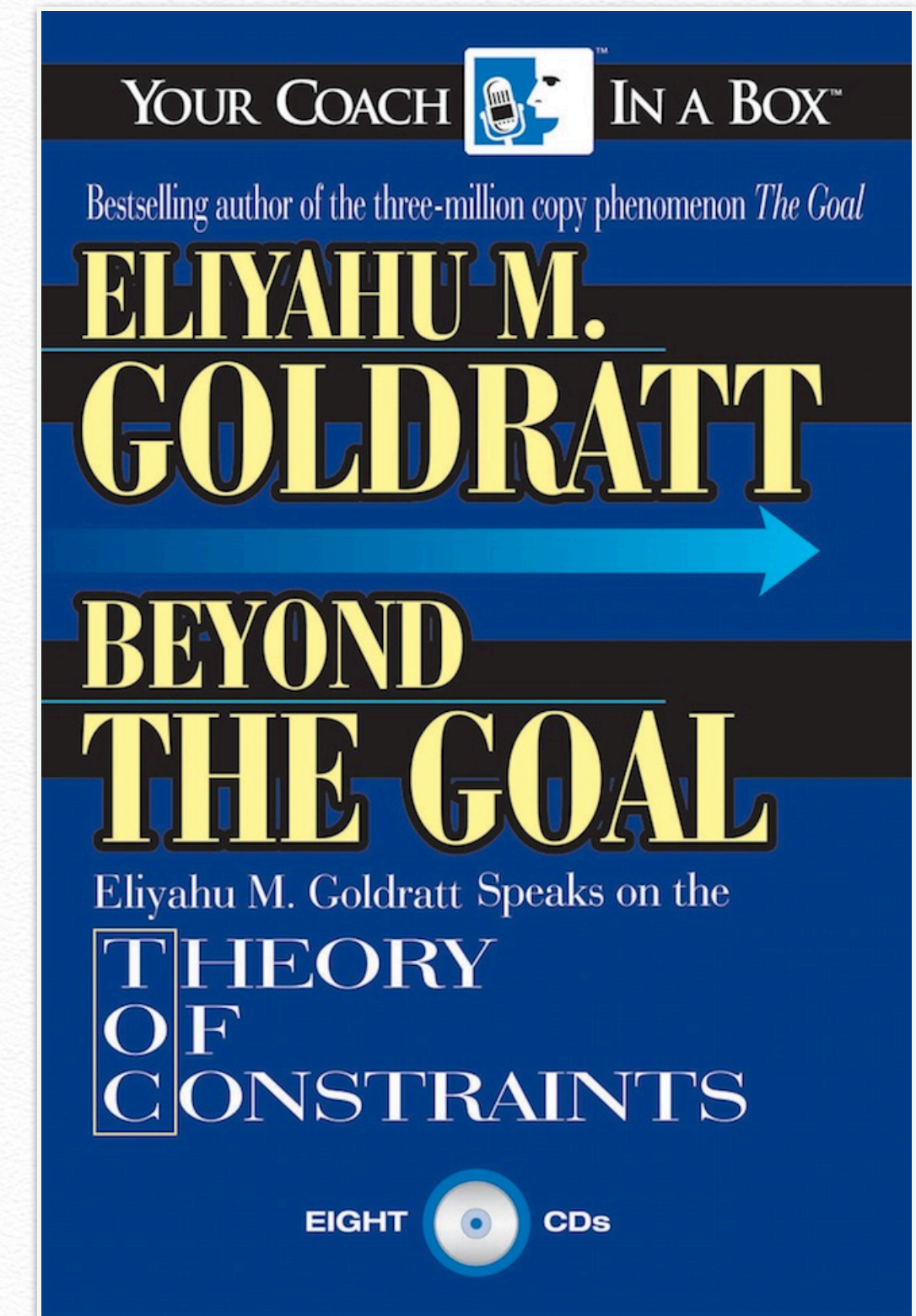


1984

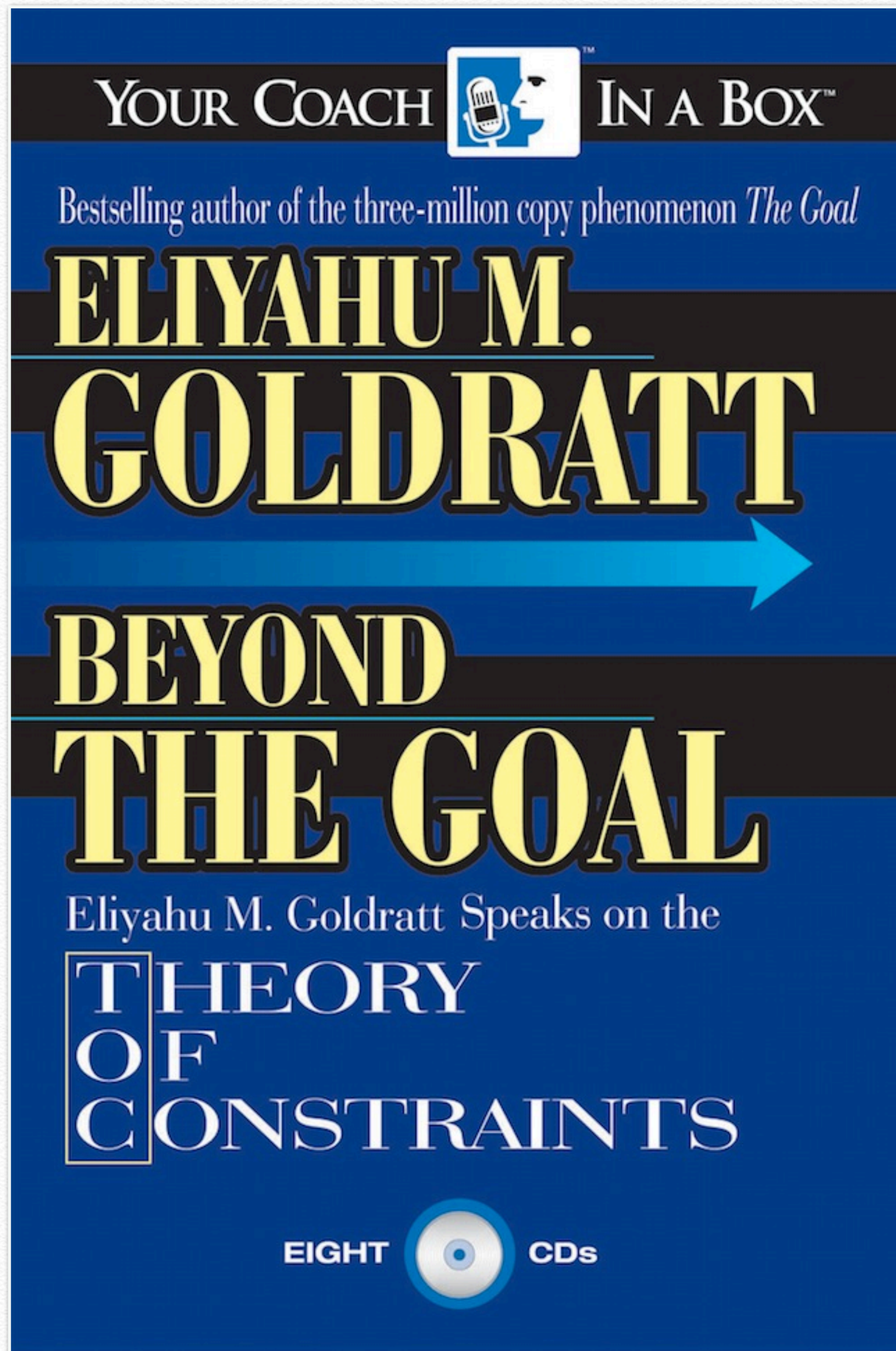


1947-2011

@tastapod



2005



“Technology can bring benefits if, and only if, it diminishes a limitation.”

—Eli Goldratt

Technology (n):

dictionary.com:

1. *the branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment, drawing upon such subjects as industrial arts, engineering, applied science, and pure science*

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We are really, really bad at
adopting new technology

We are really, really bad at
benefiting from new technology

Goldratt's four questions

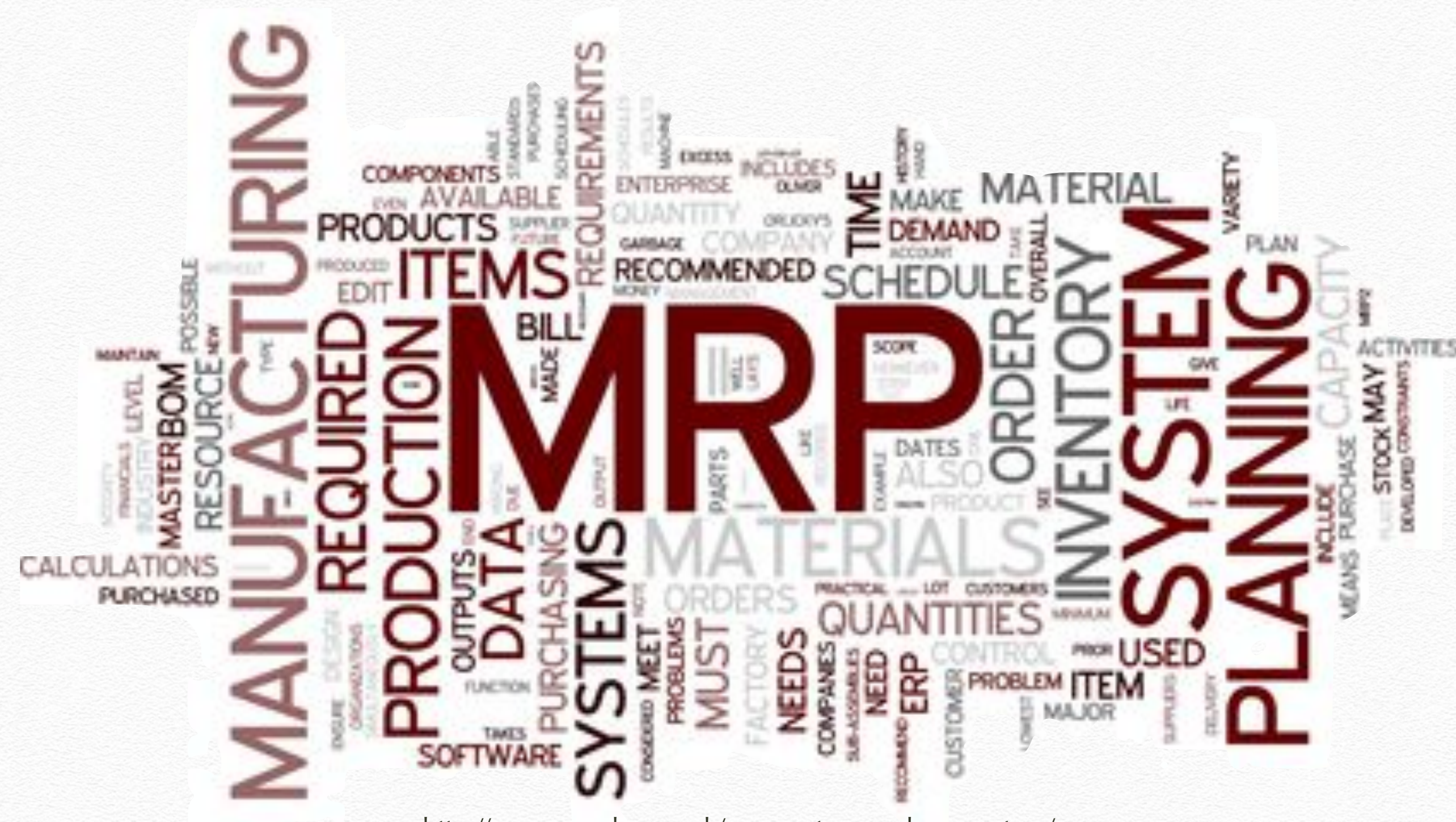
1. What is the **power** of the technology?
2. What **limitation** does the technology **diminish**?
3. Which **rules enabled** us to **manage** this limitation?
4. Which **new rules** will we need?

Which rules enabled us

Which rules enabled us

Rules designed to **enable** us
inevitably **constrain** us

Applying the questions to MRP



<http://progress-plus.co.uk/mrp-system-and-erp-system/>

Applying the questions to MRP

1. We can carry out complex MRP calculations **overnight!**
2. Diminishes the **entire week** it takes to calculate MRP.
3. We only plan **monthly** otherwise it is too expensive.
4. We need to reengage with our **suppliers** and **customers**.

Rules become **policy**

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Applying the questions to ERP



<http://www.ultraconsultants.com/mrp-vs-mrp-ii-vs-erp/>

Applying the questions to ERP

1. We can **collect** and **analyse** information **across the org**.
2. Diminishes **ignorance** of what **other divisions** are doing.
3. Use **cost accounting** to make local decisions.
4. Use **throughput accounting** to measure **flow of value**.

Rules become law

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Applying the four questions to Cloud



http://www.gogeometry.com/software/cloud_computing_w_c_70.jpg

Applying the four questions to Cloud

1. We can have **on-demand** computing power.
2. Diminishes the **cost and risk** of running your own data centre.
3. **Procurement, operations and maintenance** are expensive.
Computer hardware requires **lots of people** to look after it.
4. You can explore technology ideas **quickly** and **inexpensively**.
You can **reduce** computing power as easily as **increasing** it.

Rules for coping become **structure**

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Applying the questions to CD



Applying the questions to CD

1. We can **simplify** and **automate** releasing software.
2. Diminishes **high risk** and **transaction cost** of releasing.
3. Fixing mistakes will be **expensive** and **time-consuming**.
Managing the risk requires **specialists** to check things **manually**.
4. **Self-serve tools** and **processes** will enable us to **release often**.

Rules become culture

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Applying the questions to hype-o-services



<https://www.linkedin.com/pulse/when-devops-leads-you-star-wars-spoilers-ray-carrasco>

Applying the questions to microservices



<https://www.linkedin.com/pulse/when-devops-leads-you-star-wars-spoilers-ray-carrasco>

Applying the questions to microservices

1. We can deploy and manage **discrete** components **independently**.
2. Diminishes **risk** of making changes in **large apps**.
3. Even small changes require **enormous scrutiny** and **oversight**.
Feature branches are a good thing. Leading to **Big Integration**.
4. Components must be **discoverable** and **monitorable**.
Small teams should form around business capabilities.

Rules become **paradigm**

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Policy

Law

Paradigm

The rules are holding us back!

Culture

Structure

How to break the rules

1. Understand the **power** of the new technology

What does it do? How does it work?

How can we **exploit** this technology?

2. Recognise the **limitation** the technology will diminish

How could you **prove** the limitation was holding you back?

How would you know it was diminishing?

How to break the rules

3. Identify the **existing rules** we use to manage the limitation

How will they get in the way? What **assumptions** do they make?

How can we make it **safe to change**? How to create a **graceful exit**?

4. Identify and implement the **new rules**

How can we **safely exploit** this new technology?

How do we **introduce** and **institutionalise** these new rules?

“Technology can bring benefits if, and only if, it diminishes a limitation.”

Now, go break some rules!

@tastapod

<https://dannorth.net>

dan@dannorth.net

@tastapod