

Please

Ask questions
through the app



Rate Session

Thank you!



POPCORN FLOW

IF CHANGE IS HARD...
MAKE IT CONTINUOUS

DID YOU REMEMBER TO RATE
THE PREVIOUS SESSION?



#GOTOber



written, illustrated and
performed by

Claudio Perrone

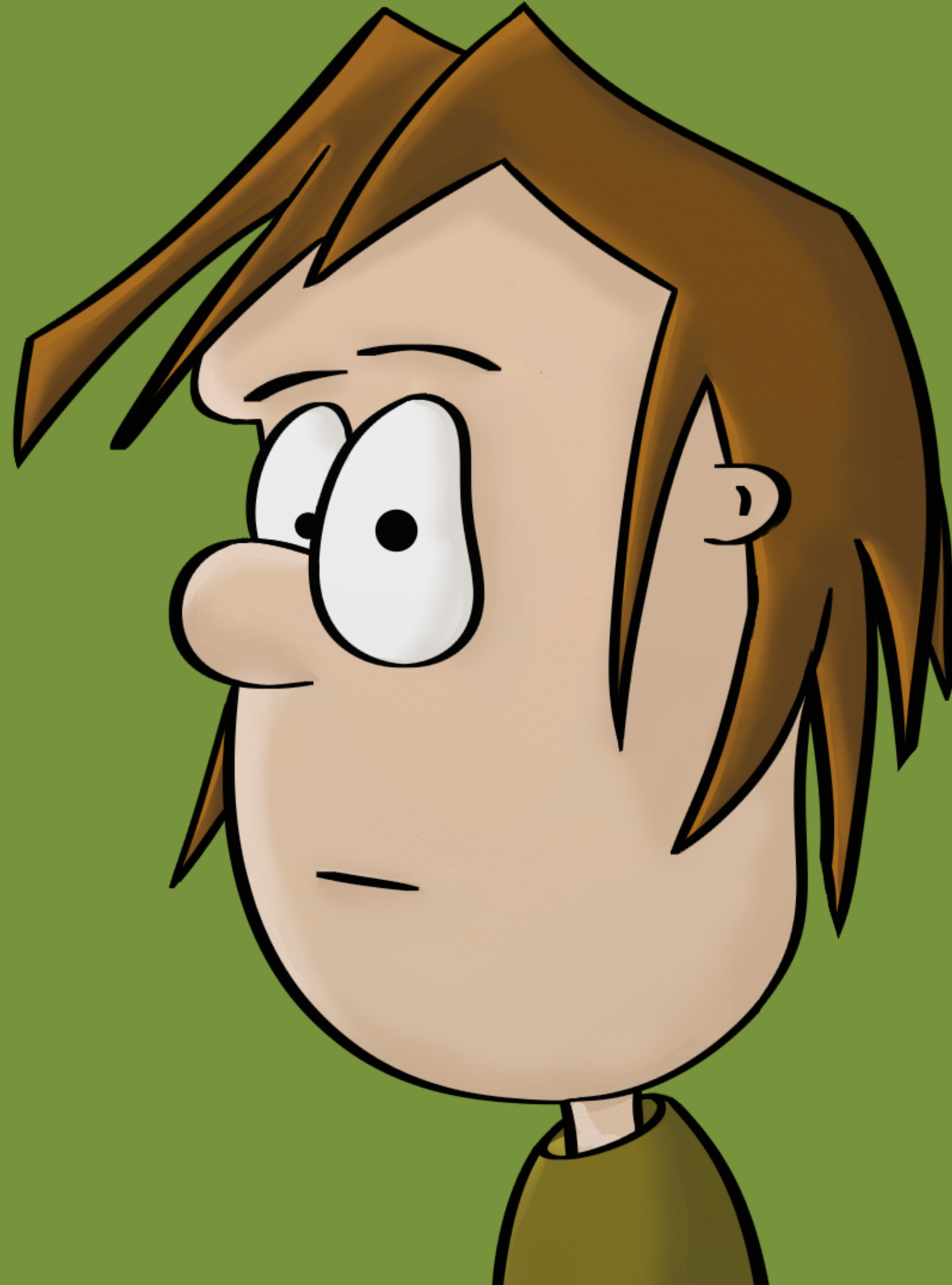


agilesensei.com
a3thinker.com
popcornflow.com



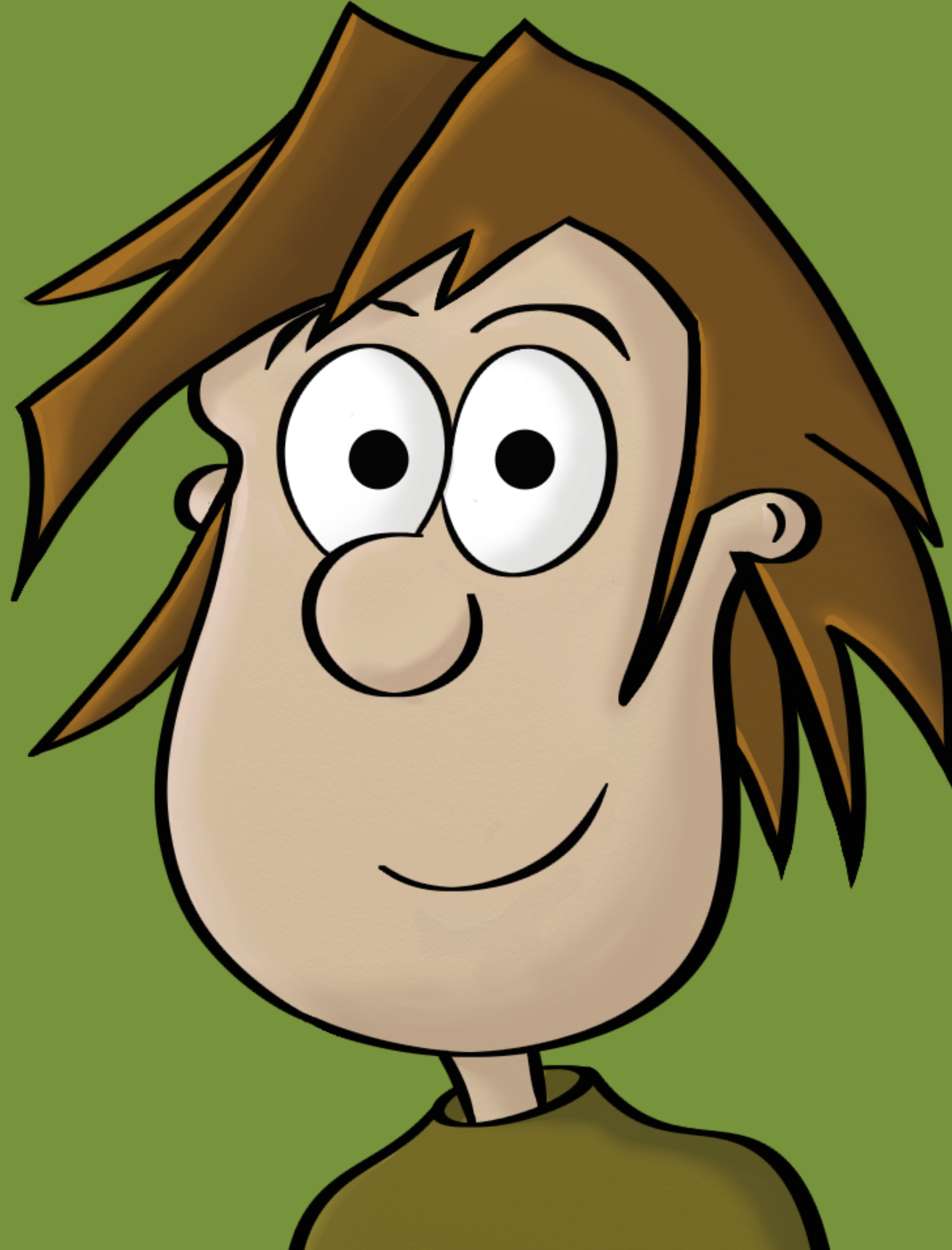
@agilesensei

THIS...



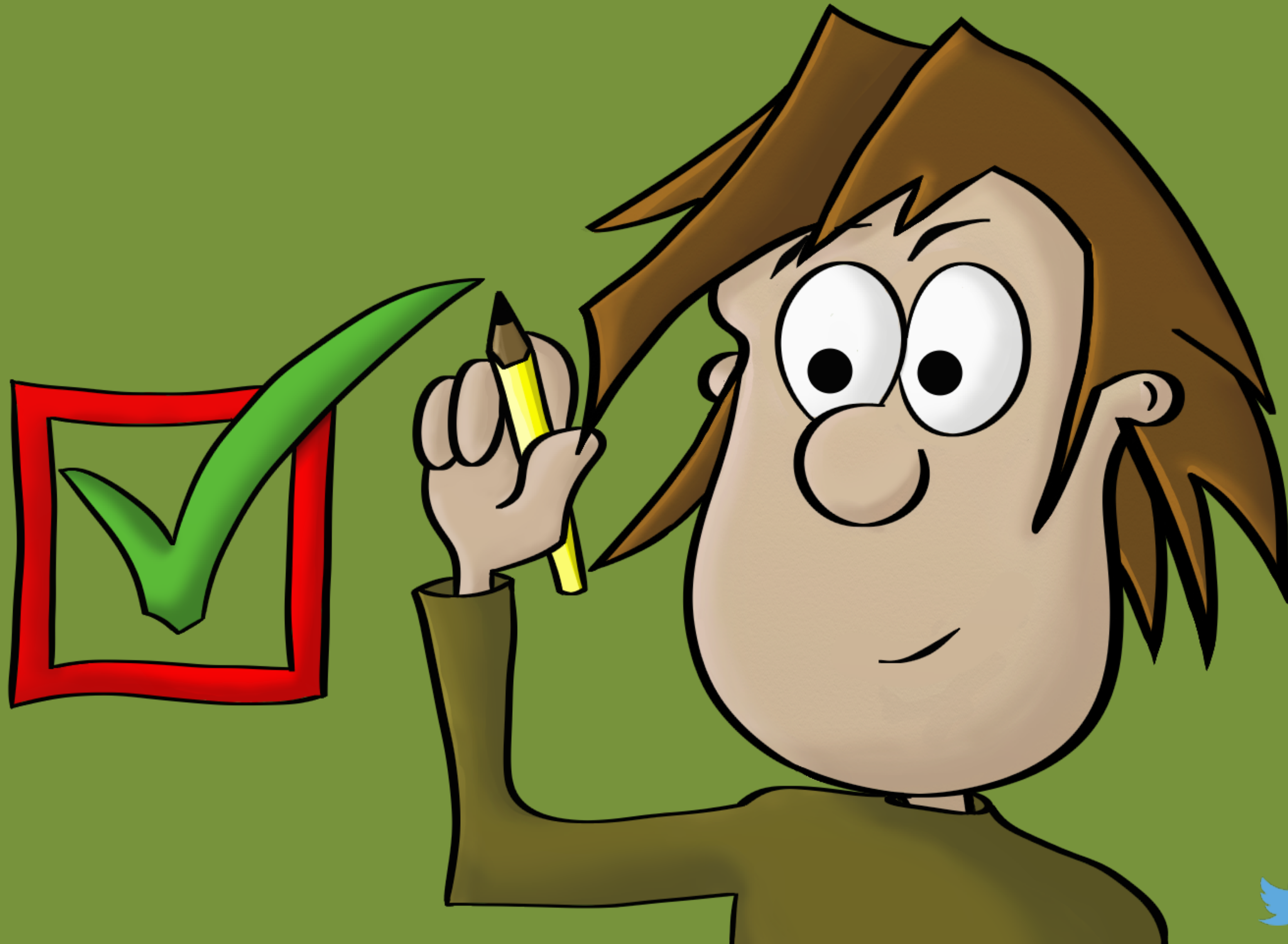
@agilesensei

... IS JIM



@agilesensei

JIM WANTS TO GET THINGS DONE



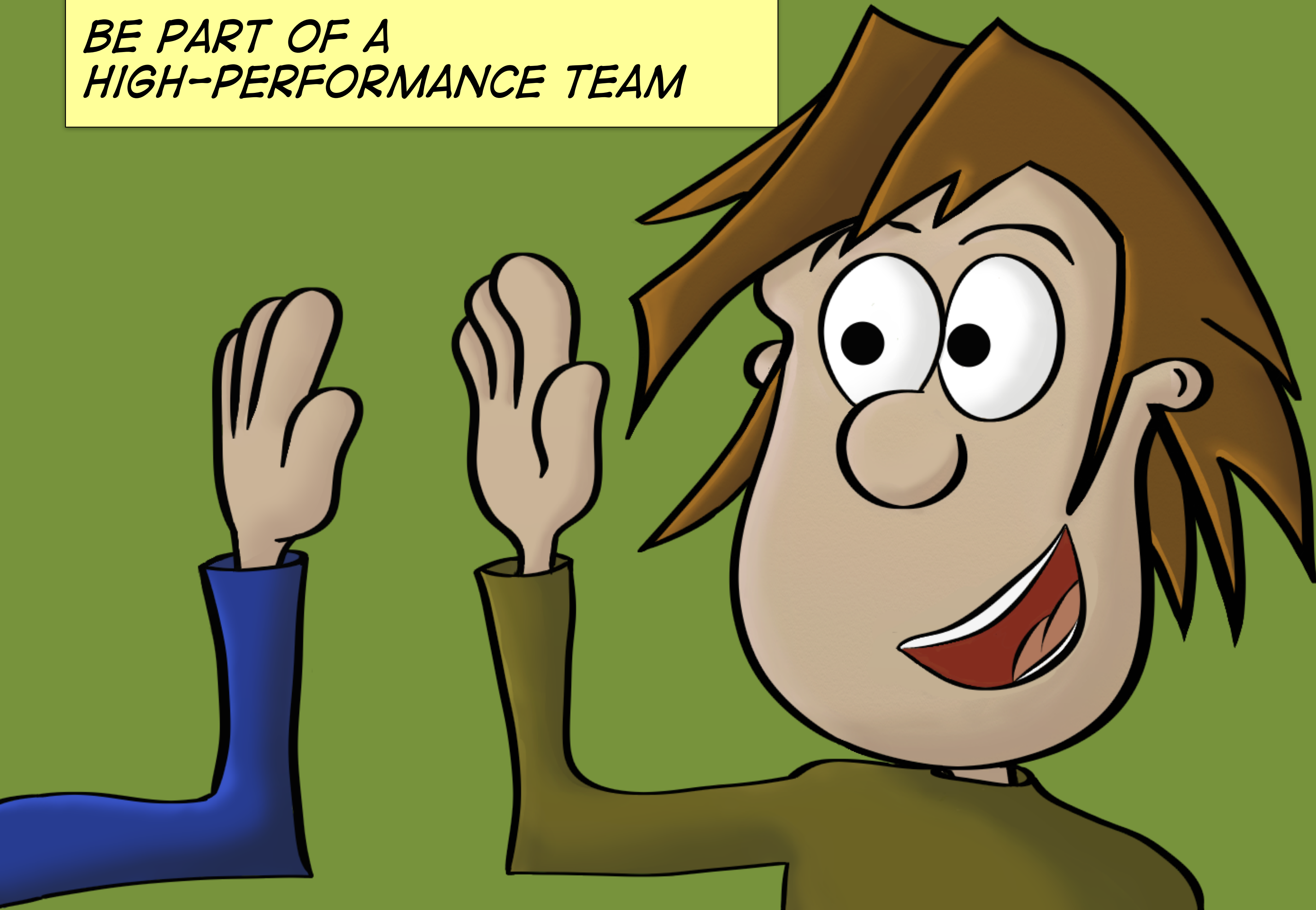
@agilesensei

GROW



@agilesensei

*BE PART OF A
HIGH-PERFORMANCE TEAM*



*JIM WANTS TO DEVELOP
PRODUCTS THAT MATTER...*



@agilesensei

SO, HE JOINS A GREAT ORGANISATION...

*... WHO HAS THE EXPERTISE,
SCALE AND ASPIRATION...*

*... TO RESHAPE
A WHOLE
INDUSTRY*



@agilesensei

*JIM IS INSPIRED BY THE COMPANY VISION, GOALS, VALUES,
AND STRATEGIES (*)*

“Agile”

“Excellence”

“Do the right thing”

“Cloud (all-in)!”

“Take lead in our industry”

“IT as a source of speed”

“Humanity”

“Machine learning”

“Devops”

“Social responsibility”

“Diversity”

“Microservices”

“customer centric”

“People”

“Data transformation”

“Craftsmanship”

“Open source”



@agilesensei

** (CLEARLY EXPLAINED DURING THE JOB INTERVIEW)*

IT FEELS LIKE A DREAM



... UNTIL THE MAGNITUDE OF THE
CHALLENGES AHEAD KICKS IN

TIME

Aggressive deadlines

Huge monoliths

Quality sucks
could improve

Decisions take forever

Innovate! Ehm... How?

Agile journey - have we
plateaued?

Not much time for
reflection

We do training.

But are we learning?

Is failure ever
celebrated here?

Piles of work

Legacy systems

Queues

Risk

Need more people!

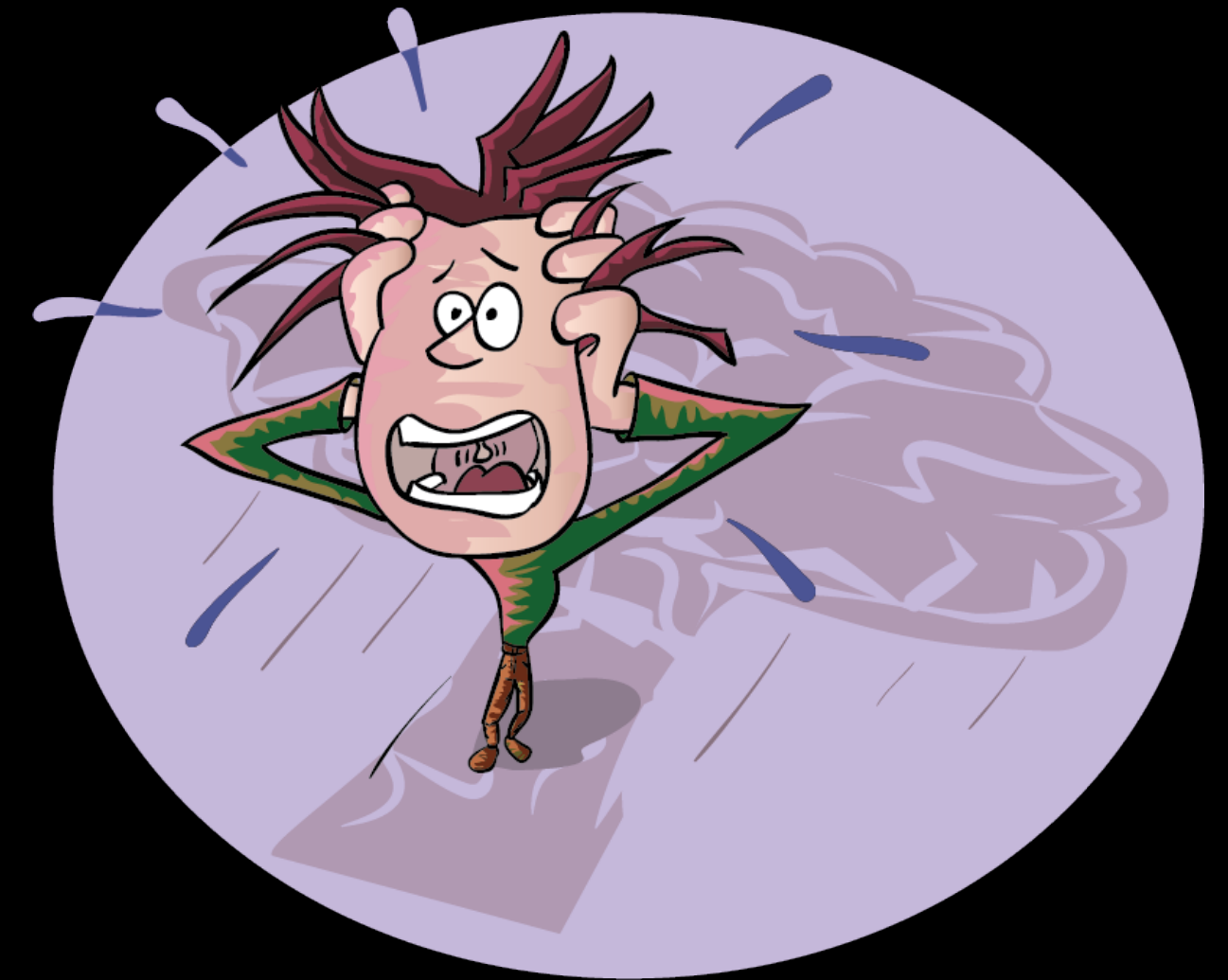
What teams need help?

Is it Agile or
“mechanical” Scrum?

Are we focusing on
producing widgets or
solving business problems?

How do people get
anything done over here?

Legacy data, hard to
analyze



Do we have the right
mindset?

Are we effective or
just efficient?

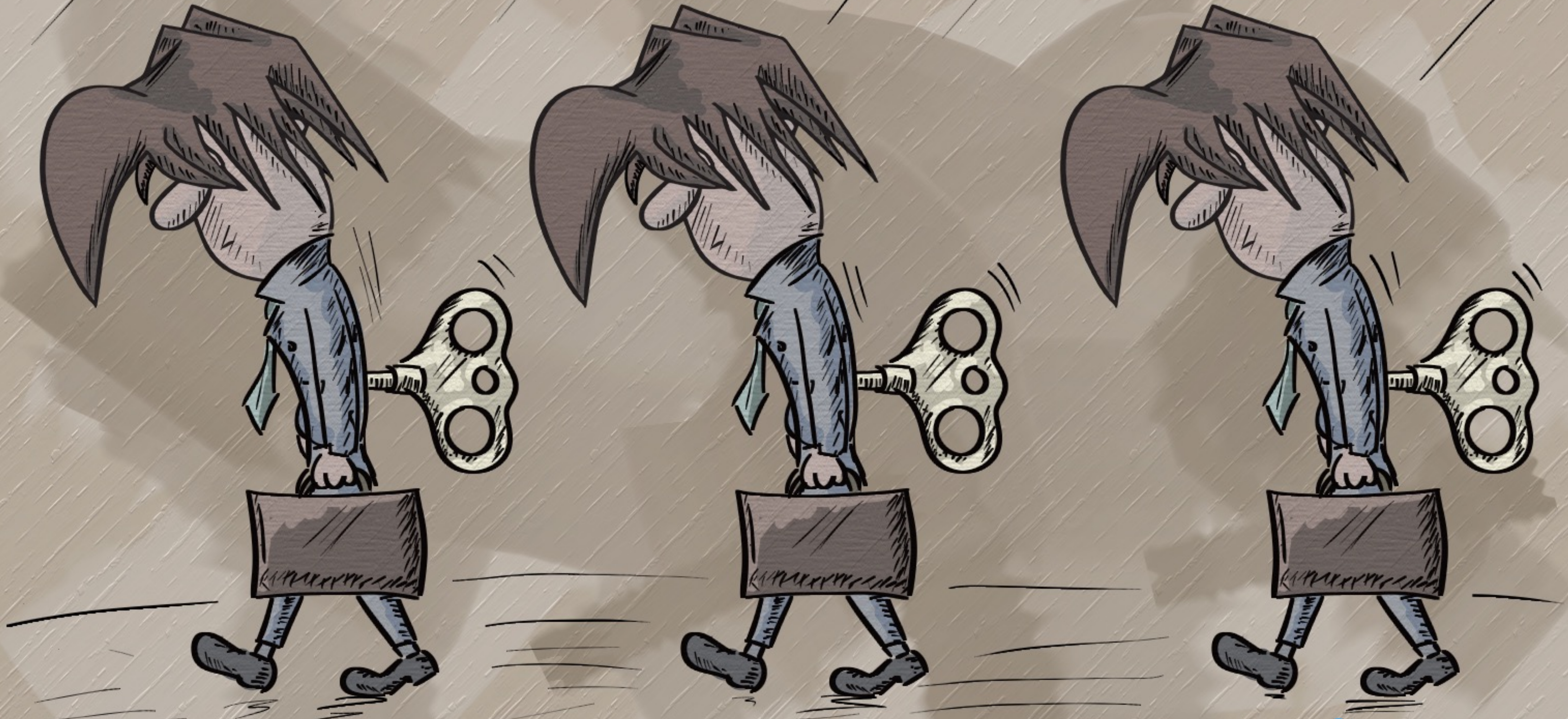


@agilesensei

EVERYONE DROWS



UNTIL OTHER VALUES EMERGE



WELCOME TO "ZOMBIELAND"

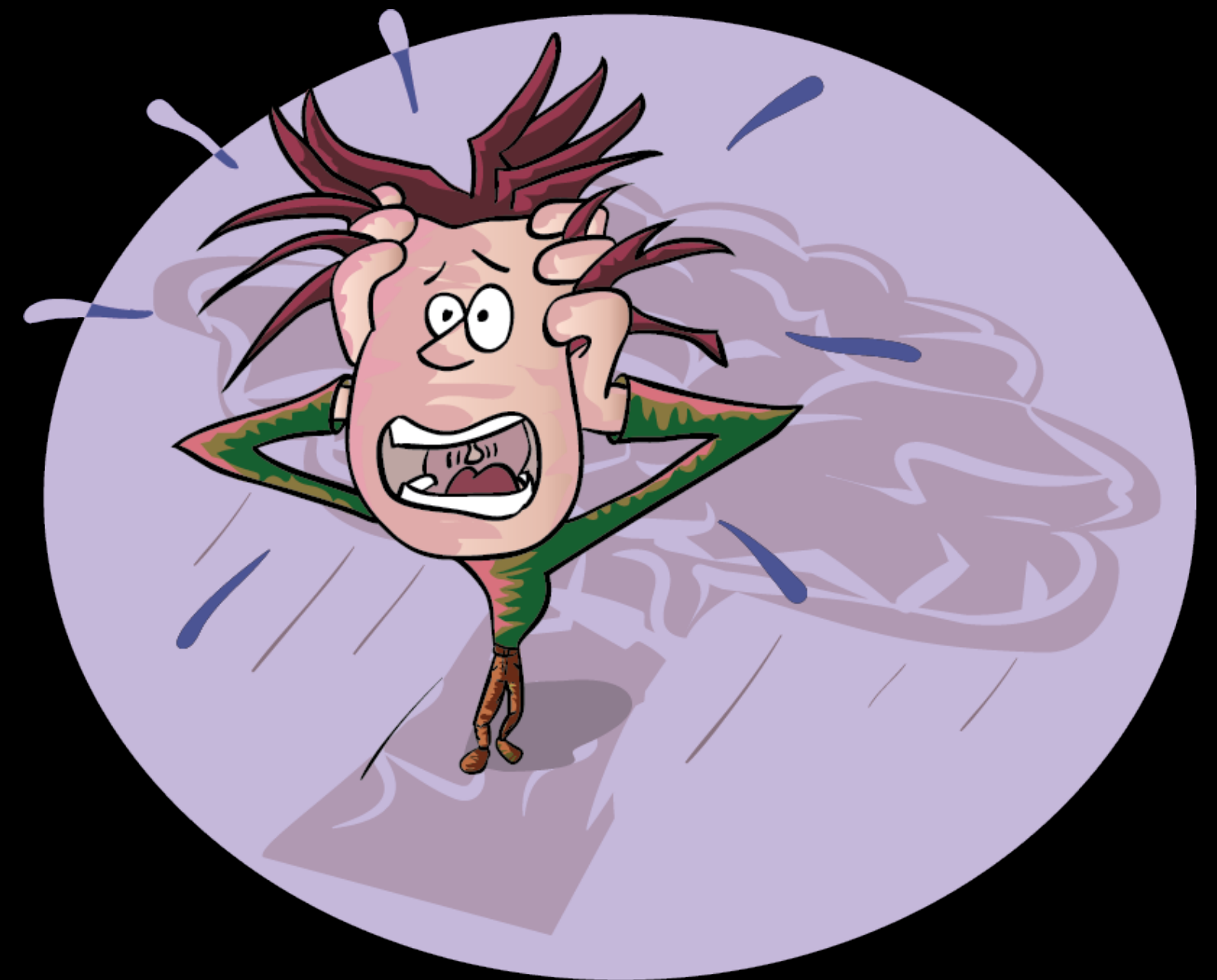


MEANWHILE...

"MENACING WAVES ARE MARCHING TOWARDS US"

“ If the rate of *change* on the outside exceeds the rate of change on the inside...
...the end is near.

-- Jack Welch, former CEO at GE





WE LIVE IN TURBULENT TIMES

Credit: NASA Goddard MODIS Rapid Response Team



@agilesensei

TECHNOLOGY & SOCIETY EVOLVE FASTER THAN MOST ORGANIZATIONS' ABILITY TO ADAPT

new knowledge discoveries

legal or regulatory change

“exponential” technology developments

new trends

global competition

increased business
& consumer sophistication



SO, I WONDER...

HOW CAN
INDIVIDUALS & ORGANIZATIONS
MOVE FAST
LEARN FASTER
AND THRIVE
IN THIS TURBULENT WORLD?

WE WANT TO IMPROVE BUT...

*Improvement
without change
is impossible.*

-- Claudio Perrone

*MOST OF US THINK
ABOUT **CHANGE** AS BIG,
SLOW AND SCARY*



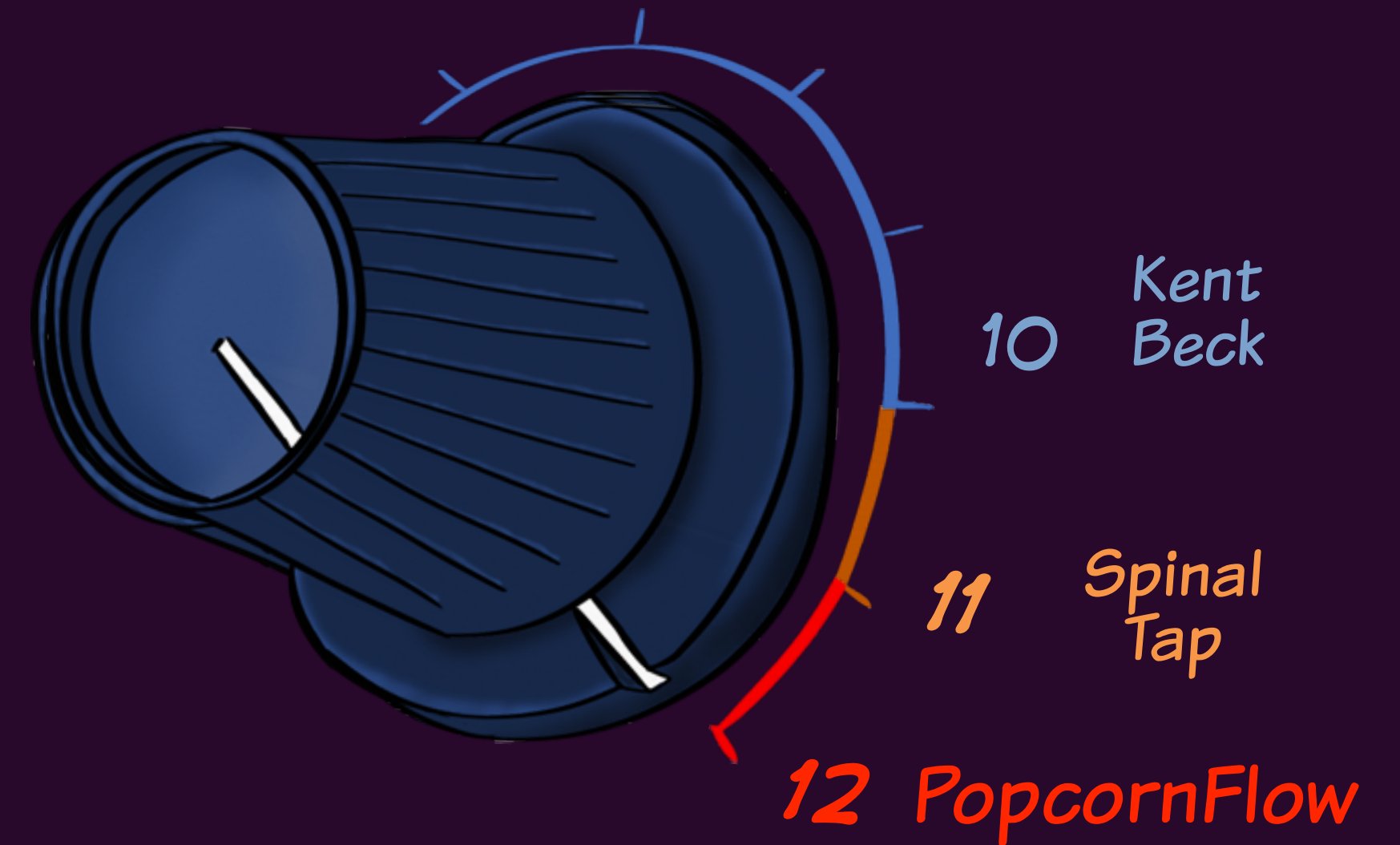
BUT WHAT IF WE COULD MAKE IT INFINITELY SMALL...

*... AND LEARN TO **EVOLVE FAST**,
ALMOST AS FAST AS A MICROORGANISM?*

HERE IS A "MAD" THOUGHT...

“If change is hard,
make it continuous.

— the “virus” principle



*TRYING TO REWIRE THE HUMAN BRAIN IS
DIFFICULT, HOWEVER.*



*A BETTER OPTION IS TO ACT ON THE **SYSTEM**
- I.E. THE ENVIRONMENT IN WHICH DECISIONS ARE MADE.*

...BUT HOW?



ENTER POPCORNFLOW



POPCORNFLOW CAPTURES A PRAGMATIC, ANTI-FRAGILE PHILOSOPHY...

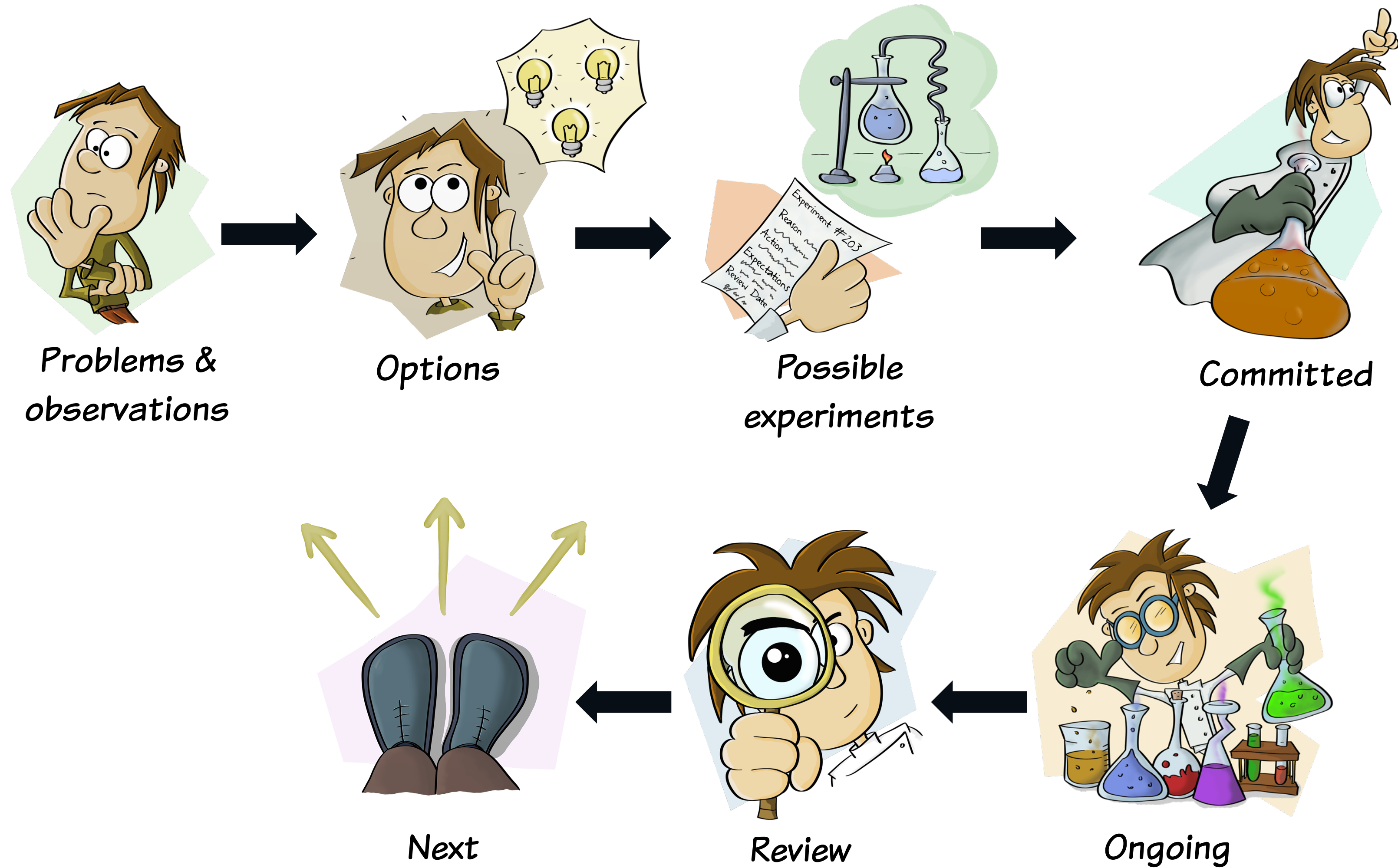


Inertia is our enemy

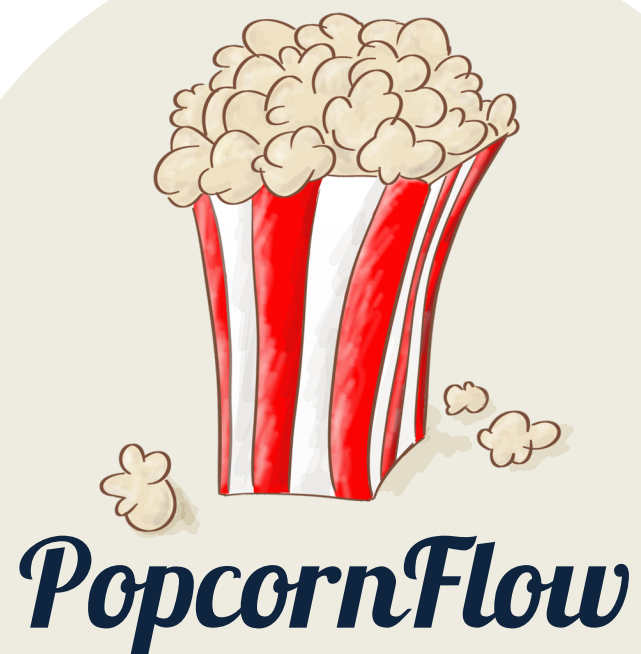
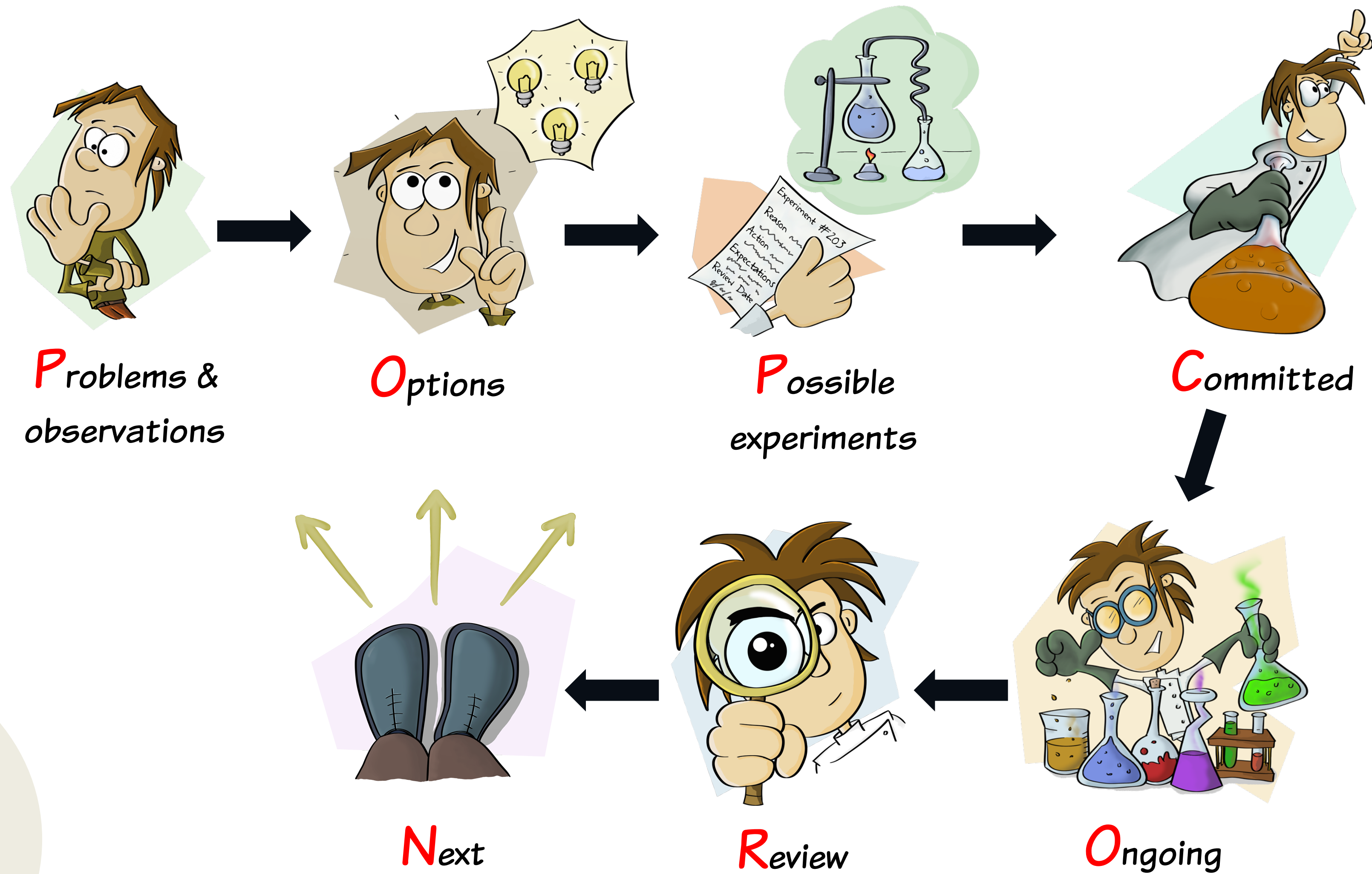
As a consequence:

- 1 If change is hard, make it continuous (*Virus Principle*).
- 2 It's not only what you do
but also what you learn by doing it that matters (*Ladder Principle*).
- 3 Everybody is entitled to their own opinion, and...
A shared opinion is a fact (*Freedom Principle*).
- 4 It's not "fail fast, fail often"...
It's "learn fast, learn often" (*Skateboarder Principle*).
- 5 Small bets, big payoff (*Option-Trader Principle*).

... AND A 7-STEP DECISION CYCLE



... AND A 7-STEP DECISION CYCLE

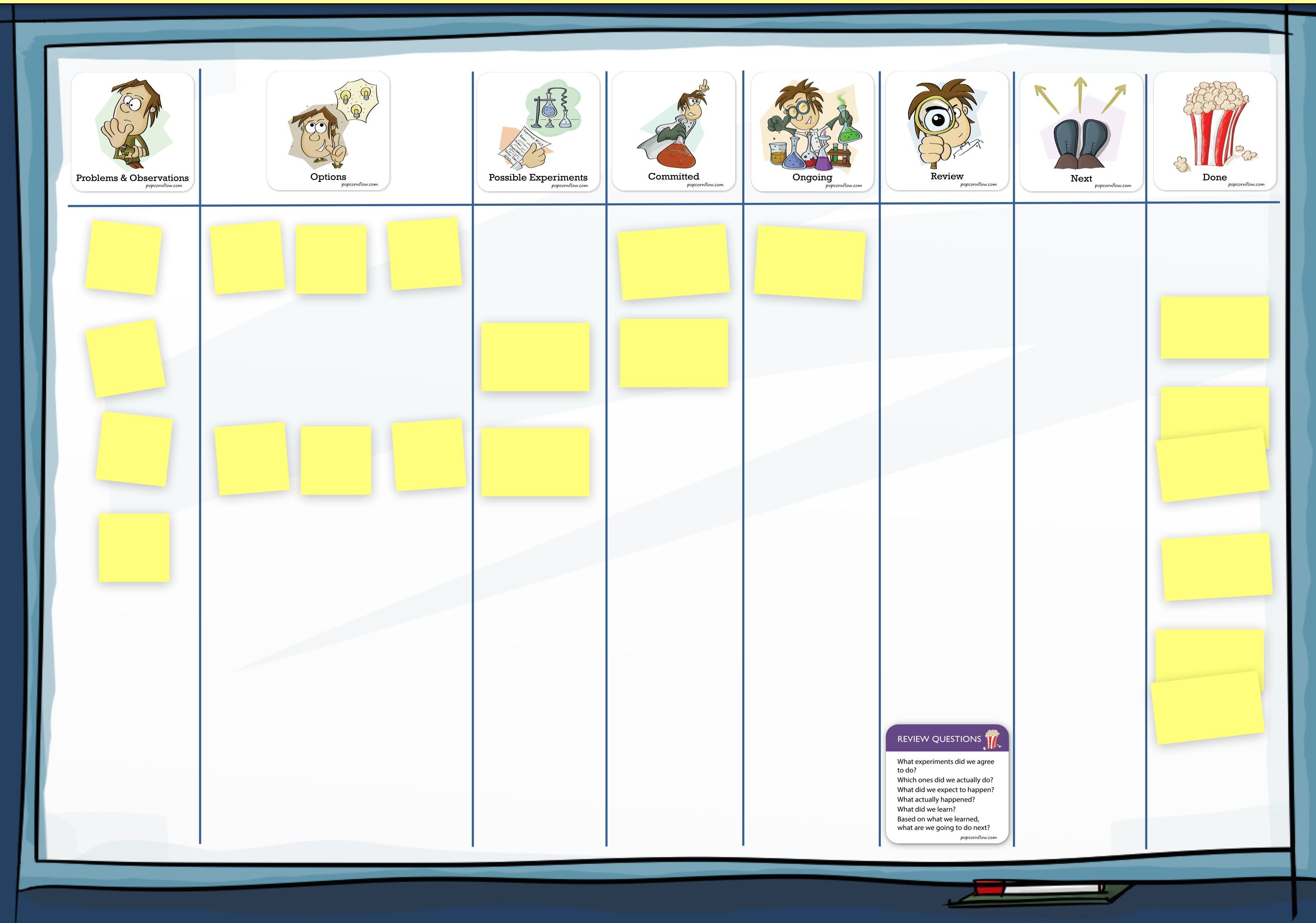


<http://popcornflow.com>



@agilesensei

A "POPCORNFLOW BOARD" BRINGS TO THE SURFACE A LEARNING STREAM

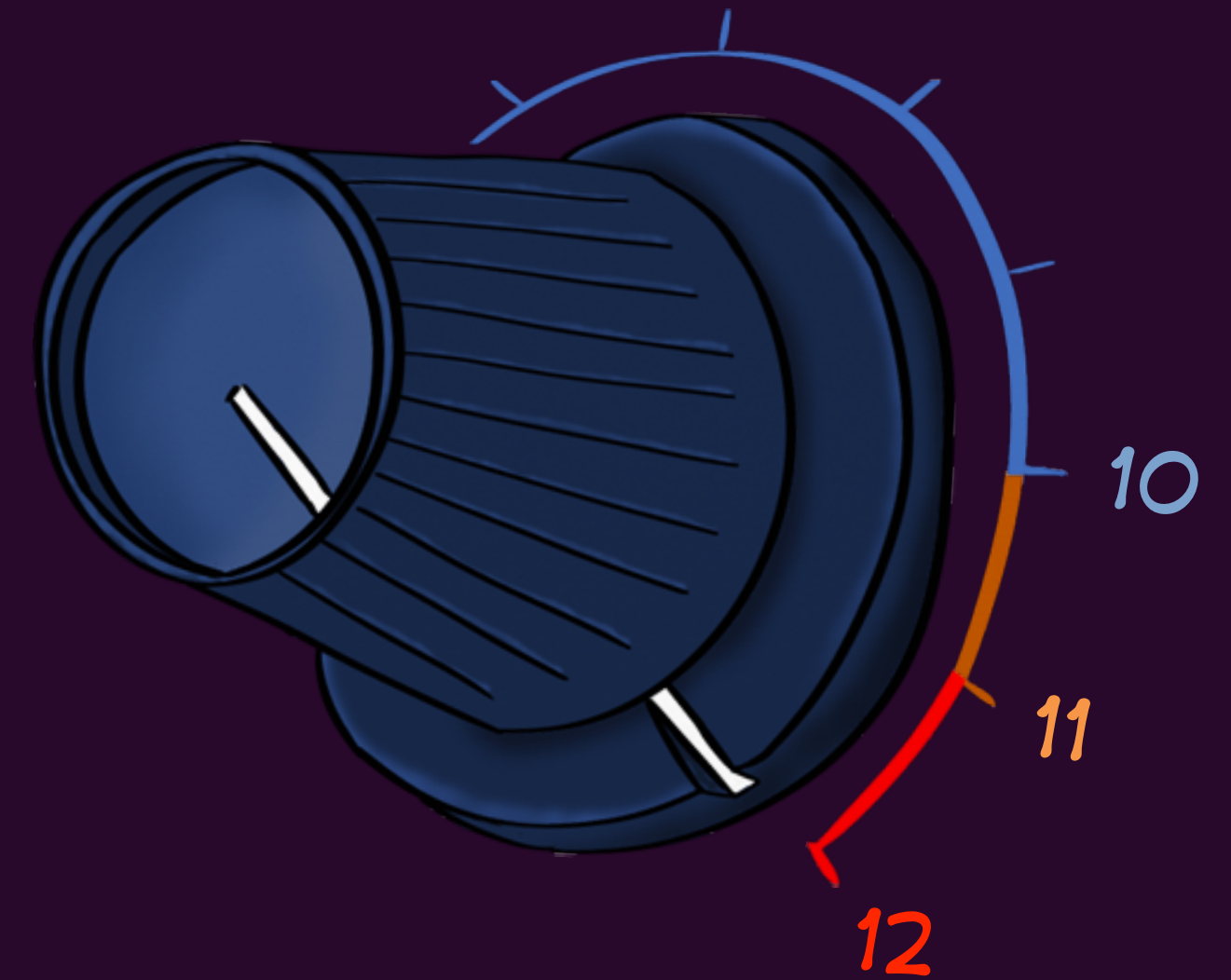


YOU SEE...

“

*It's not only what you **do** but also what you **learn** by doing it that matters..*

— the “ladder” principle



IT STARTS WITH PROBLEMS & OBSERVATIONS

TIME

Piles of work

Fear to f* * *
things up

Aggressive deadlines

We're slow to deliver

Legacy systems

Quality sucks
could improve

Dependencies

Queues

Risk

Need more people!

Decisions take forever

We never seek options

Innovate! Ehm... How?

We are soo

We work in silos

bloody reactive

Not much time for
reflection

Is failure ever
celebrated here?

How does the
customer think?

How do people get
anything done over here?

Too many competing
priorities

Do we have
the right
mindset?

Are we effective
or just efficient?



Are we just producing widgets
or solving business problems?



@agilesensei

PROBLEMS ARE AN EASY ENTRY POINT TO HACK INTO "THE SYSTEM"

TIME

Piles of work

Fear to f* **
things up

Aggressive deadlines

We're slow to deliver

Legacy systems

Queues

Quality sucks
could improve

Dependencies

Risk

Need more people!

Decisions take forever

We never seek options

Innovate! Ehm... How?

We are soo

bloody reactive

We work in silos

Not much time for
reflection

Is failure ever

celebrated here?

How does the
customer think?

How do people get
anything done over here?

Too many competing
priorities

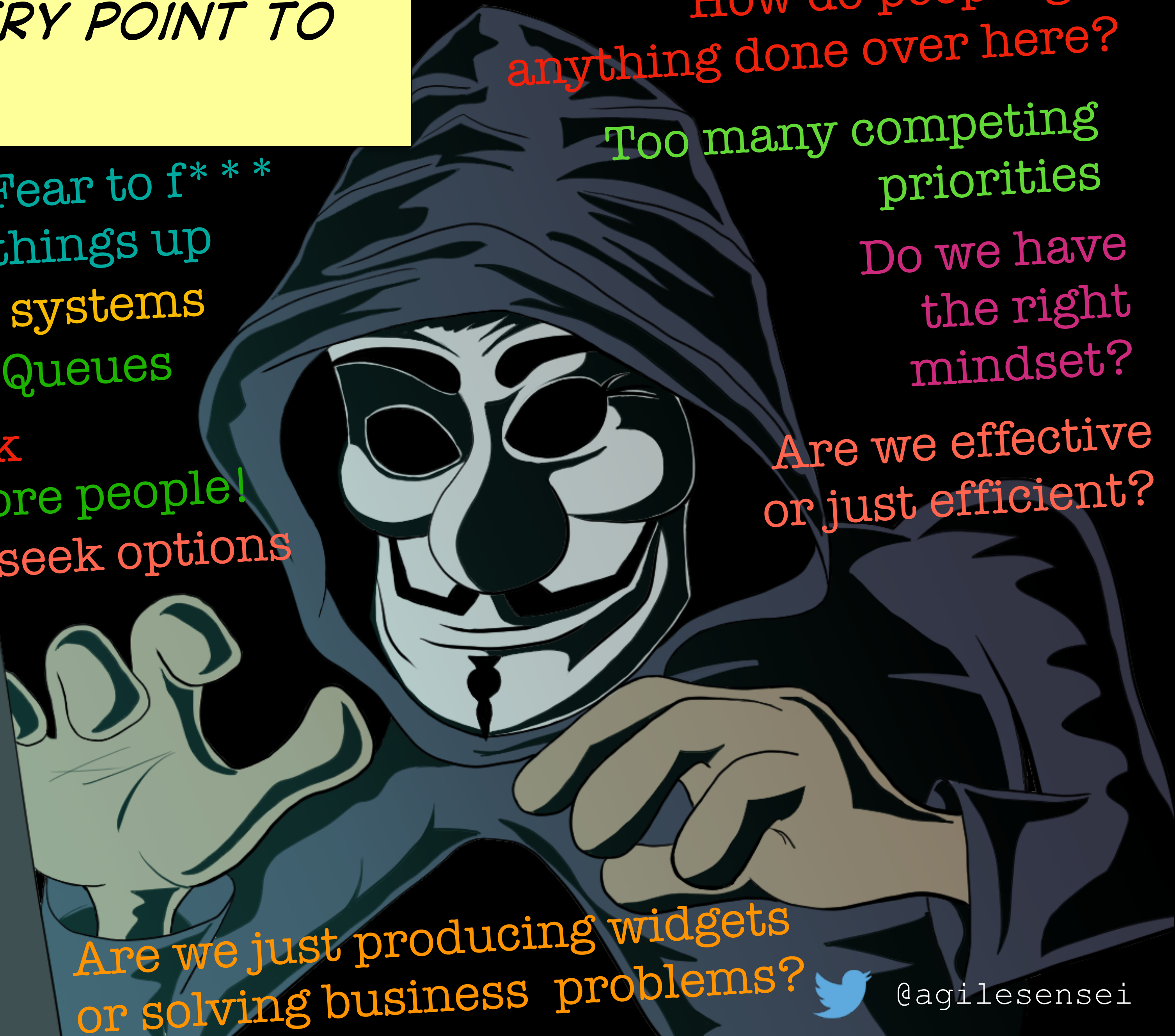
Do we have
the right
mindset?

Are we effective
or just efficient?

Are we just producing widgets
or solving business problems?



@agilesensei



FOR EXAMPLE,



Problems & Observations
popcornflow.com



Options
popcornflow.com

The quality
of our code
sucks.



TO BEAT INERTIA, WE'RE HAPPY TO MAKE PROGRESS EVEN WITH IMPERFECT INFORMATION. AS A CONSEQUENCE...

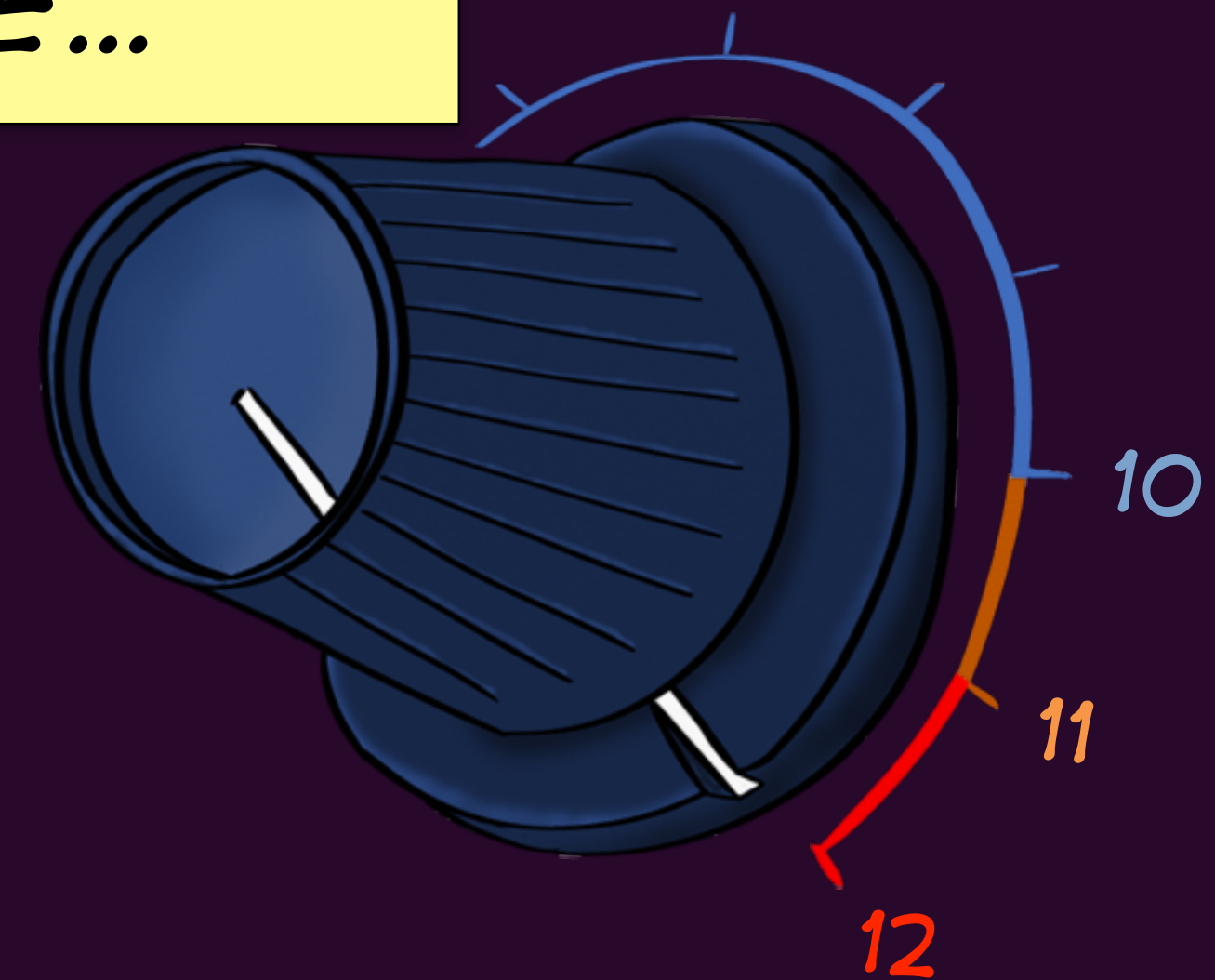
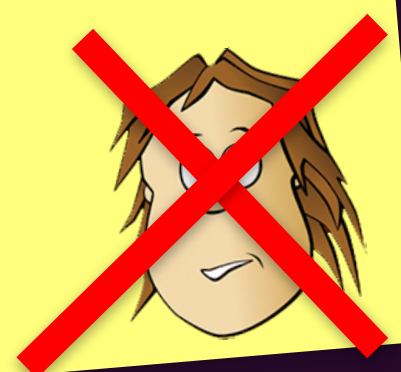
“

Everybody is entitled to their own opinion, and...

A shared opinion is a fact.

— the “freedom” principle

The quality
of our code
sucks.



@agilesensei

**... WE USE SHARED OBSERVATIONS TO CREATE/ELICIT
OPTIONS ("RULE OF THREE").**



Problems & Observations
popcornflow.com



Options
popcornflow.com

The quality
of our code
sucks.

Code review

BDD

Pair
Programming

PROMISING OPTIONS LEAD TO A BACKLOG OF POSSIBLE EXPERIMENTS.



Options
popcornflow.com



Possible Experiments
popcornflow.com



Committed
popcornflow.com

Code review

BDD

Pair
Programming

Action: Let's
pair program
for 3 days

pair to write
(manual) BDD
scenarios for
next 3 features



@agilesensei

EXPERIMENTS THAT WE COMMIT TO PURSUE HAVE AN ACTION, REASON, EXPECTATION AND REVIEW DATE.



Committed

popcornflow.com



Ongoing

popcornflow.com

Action: Let's pair program

Reason: Code quality sucks

Expectations:

- Perception is that code is better
- We'll like it & want to keep doing it

Duration: 3 days

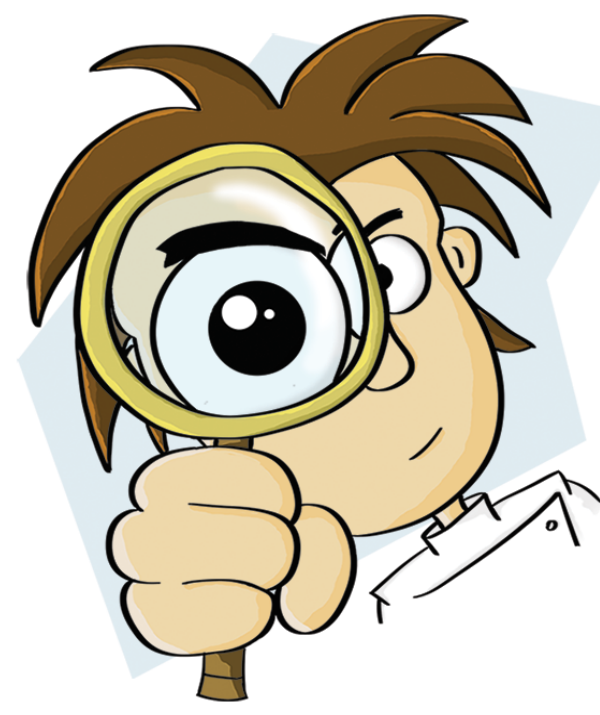
Review Date: dd/mm/yy

AT EACH RETROSPECTIVE, WE ASK EXACTLY THESE QUESTIONS:



Ongoing

popcornflow.com



Review

popcornflow.com



REVIEW QUESTIONS



What experiments did we agree to do?

Which ones did we actually do?

What did we expect to happen?

What actually happened?

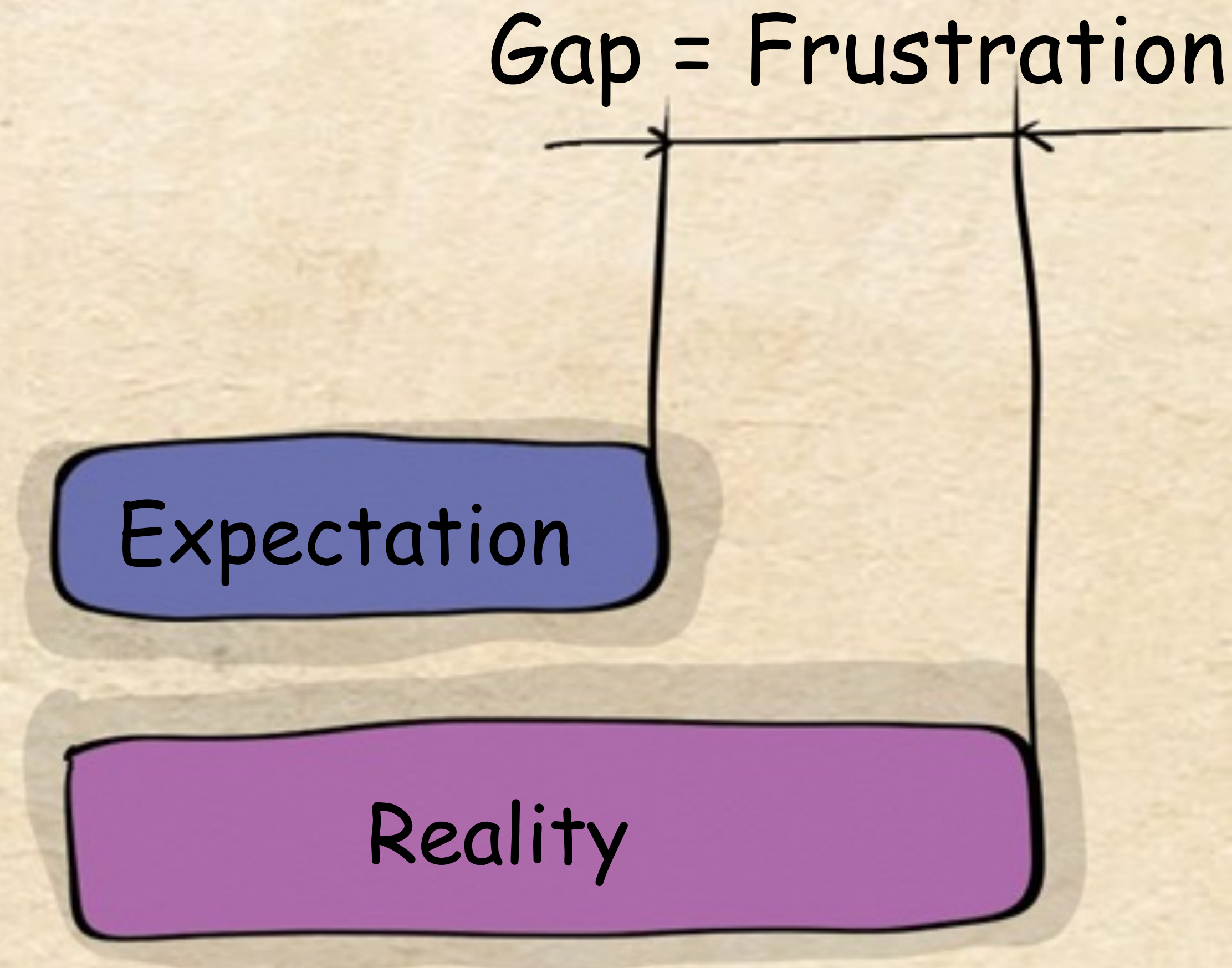
What did we learn?

Based on what we learned, what are we going to do next?

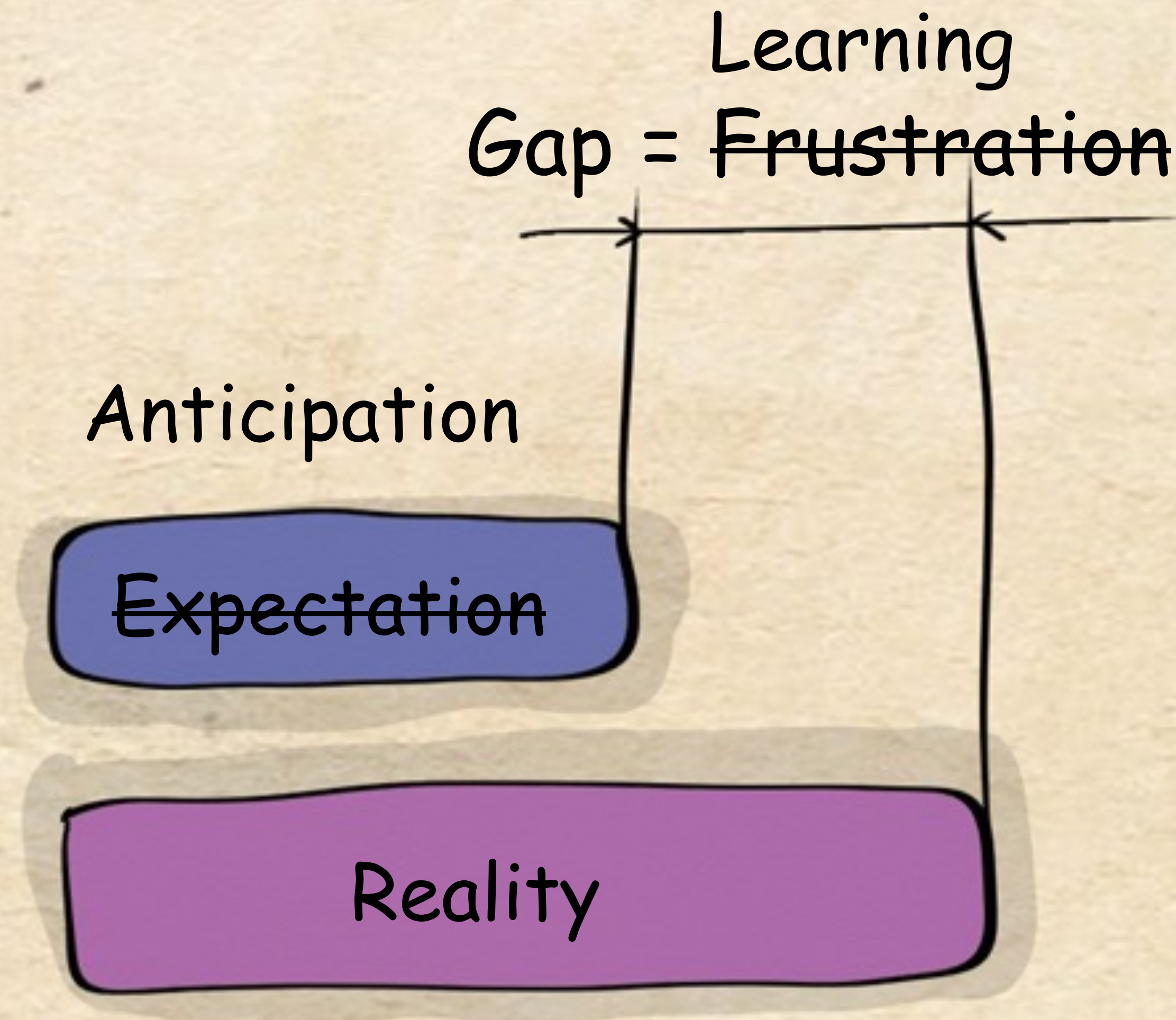
popcornflow.com

Action: Let's pair program
Reason: Code quality sucks
Expectations:
- Perception is that code is better
- We'll like it & want to keep doing it
Duration: 3 days
Review Date: dd/mm/yy

SOME PEOPLE FEAR "FAILURE" ...



*... BUT WE ONLY REALLY "FAIL" WHEN WE
LIMIT OUR OPPORTUNITIES TO LEARN*



*BESIDES, CAN YOU REALLY
LEARN IF YOU ARE NOT
PREPARED TO FAIL?*

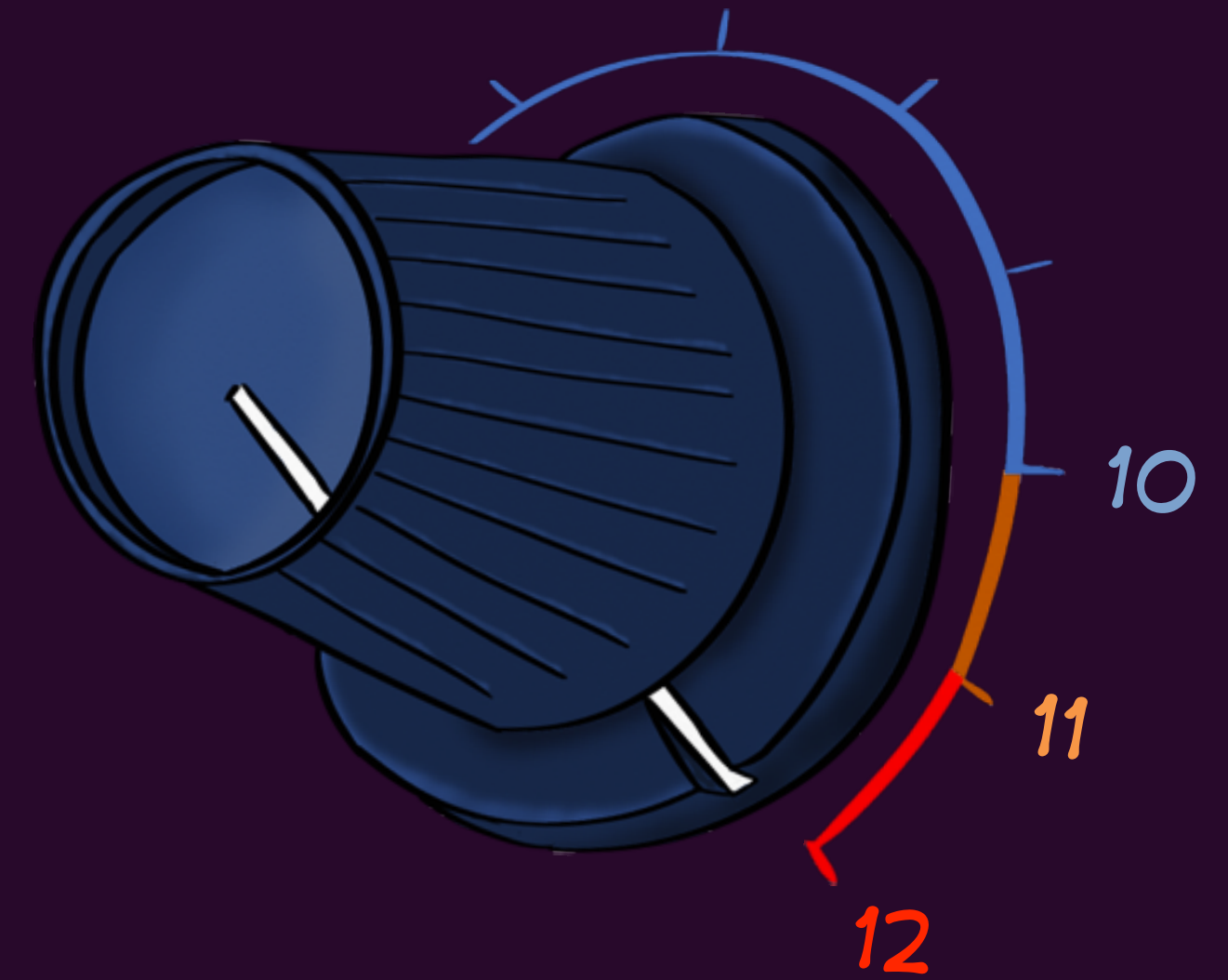


AFTER ALL...

“

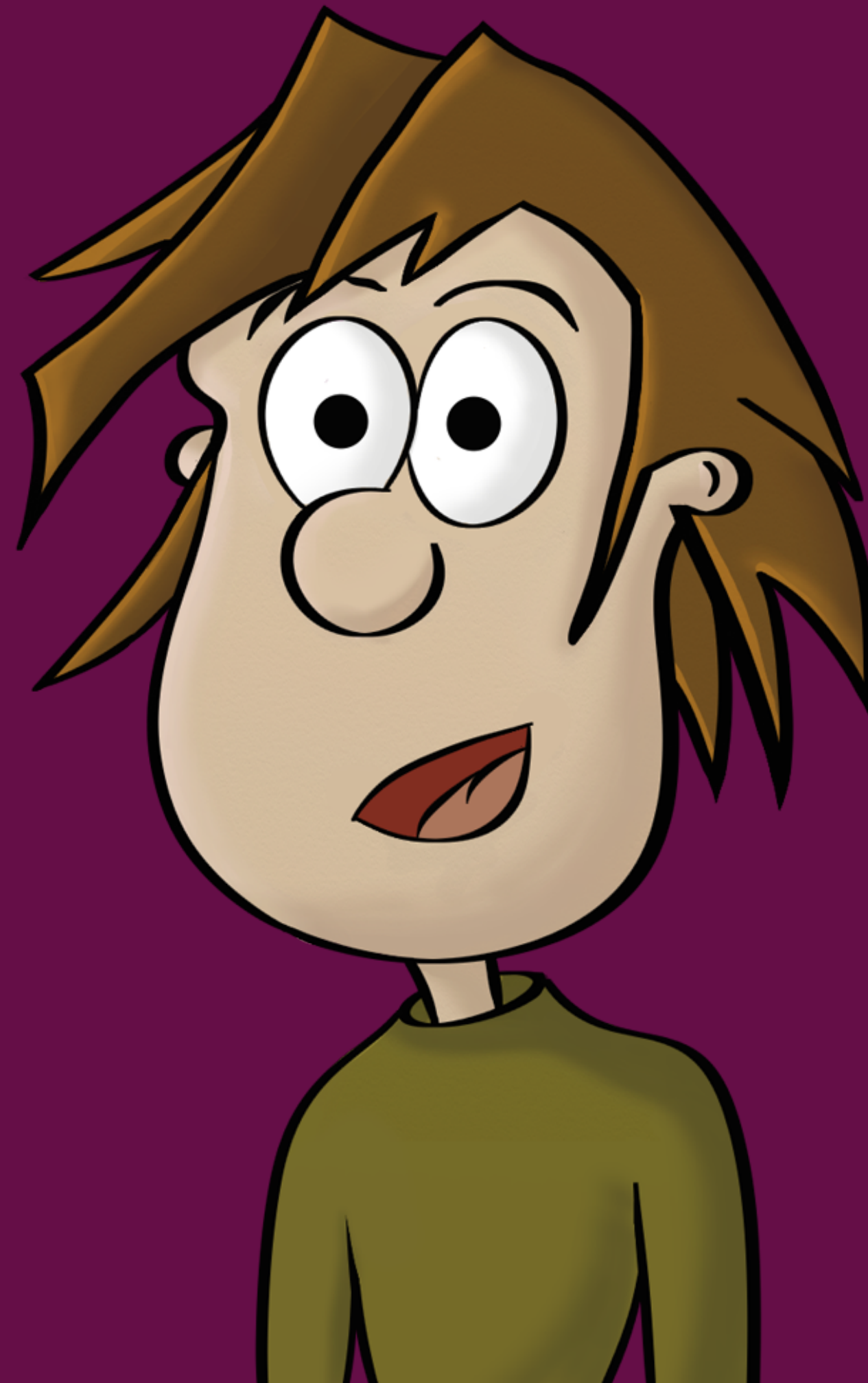
*It's not “fail fast, fail often”...
It's “learn fast, learn often”.*

— the “skateboarder” principle



*RATHER THAN JUST **SURVIVE** UNCERTAINTY...*

*... WE WANT TO **EXPLOIT** IT!*

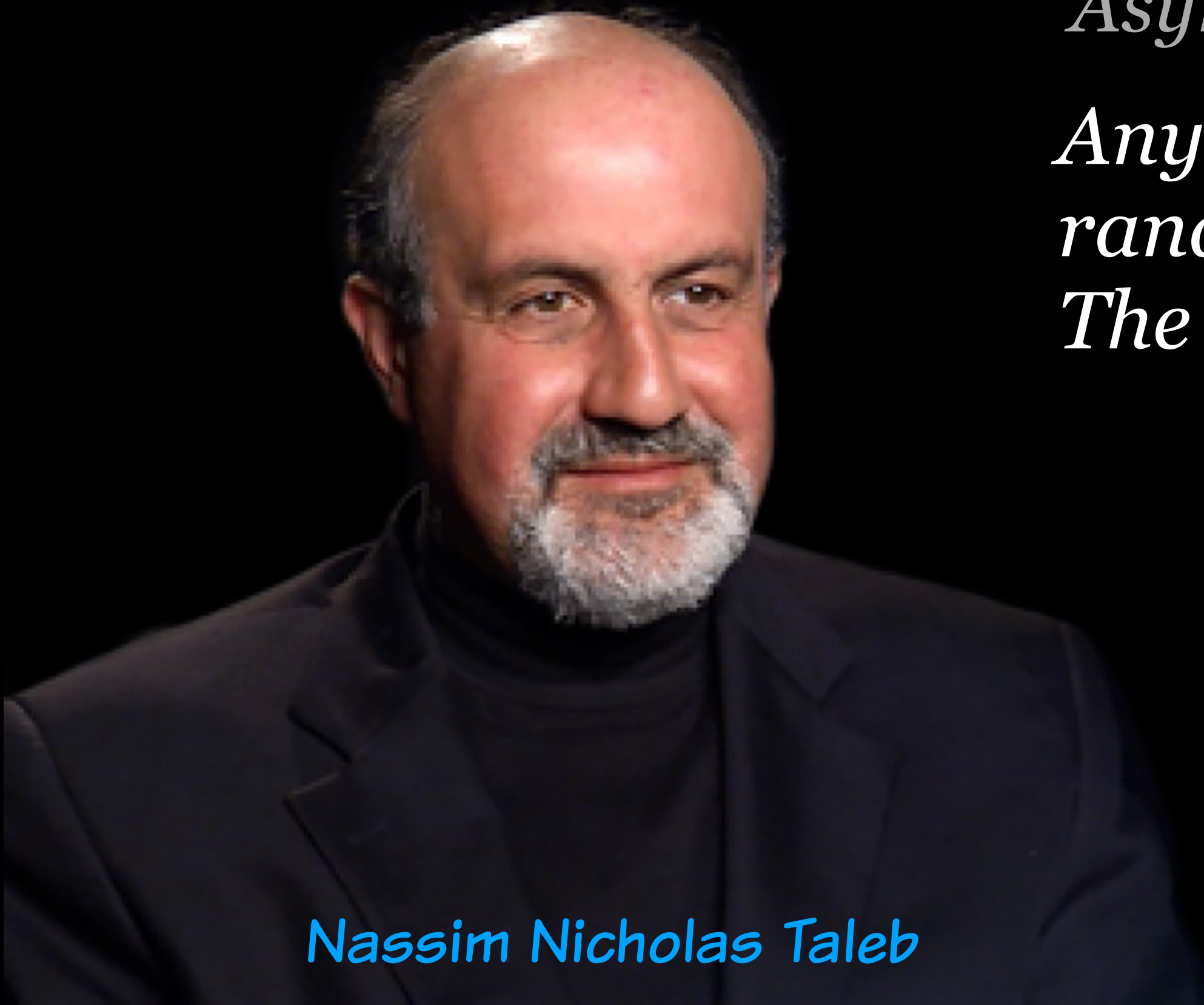


CRUCIALLY...

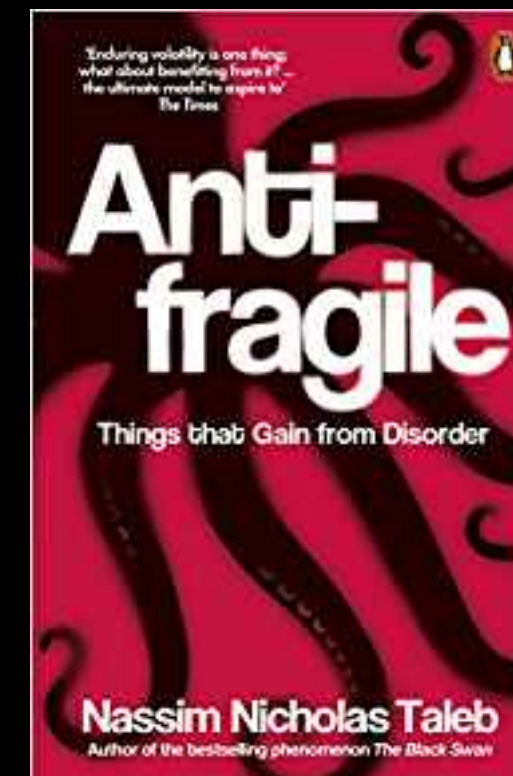
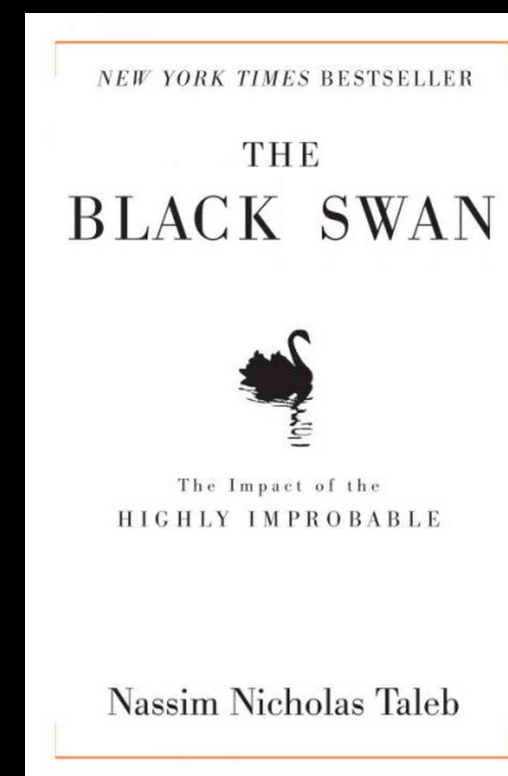
“*Some things gain from disorder.*”

Asymmetry test:

*Anything that has more upside than downside from random events (or certain shocks) is **anti-fragile**. The reverse is fragile.*

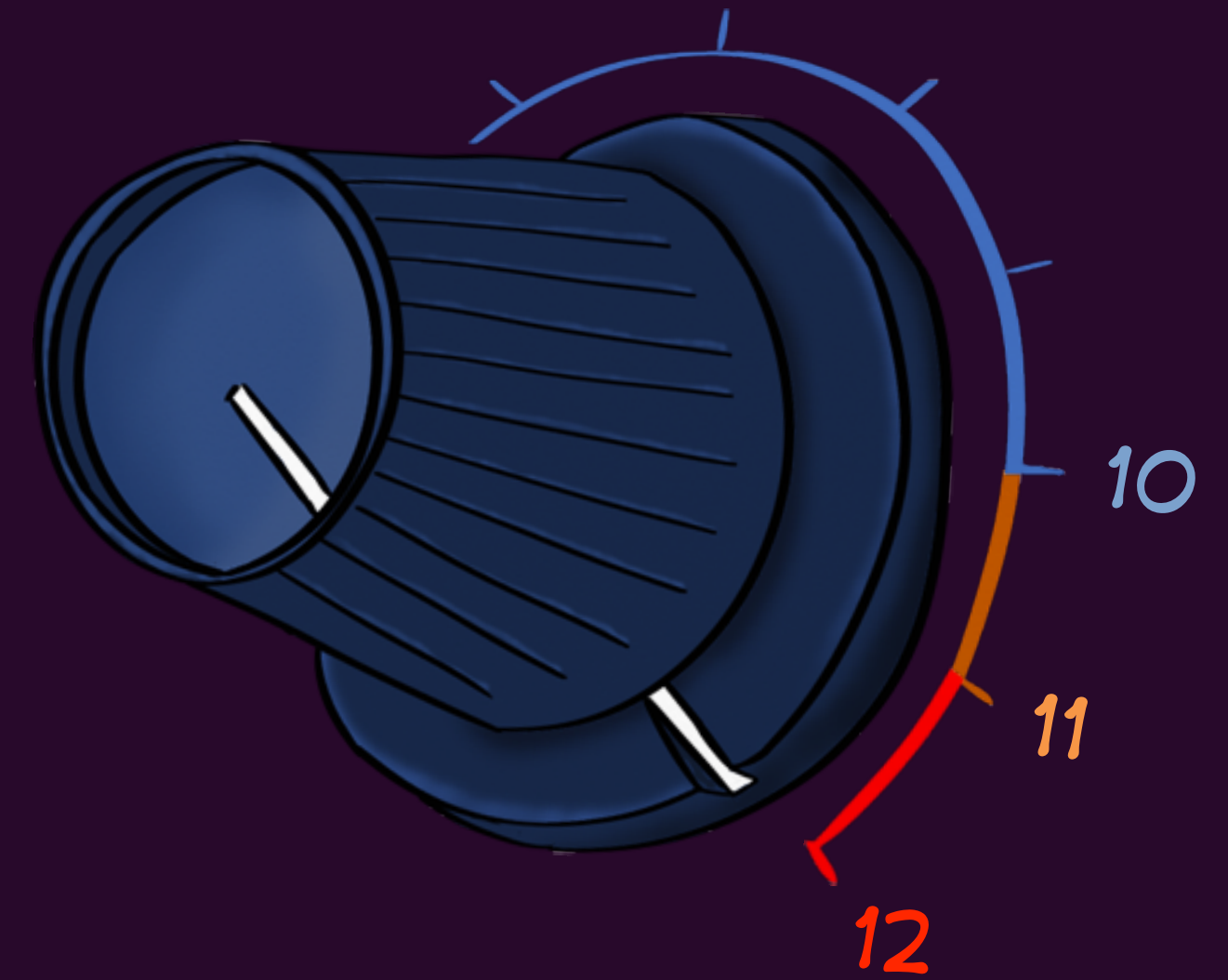


Nassim Nicholas Taleb



@agilesensei

AND SO...

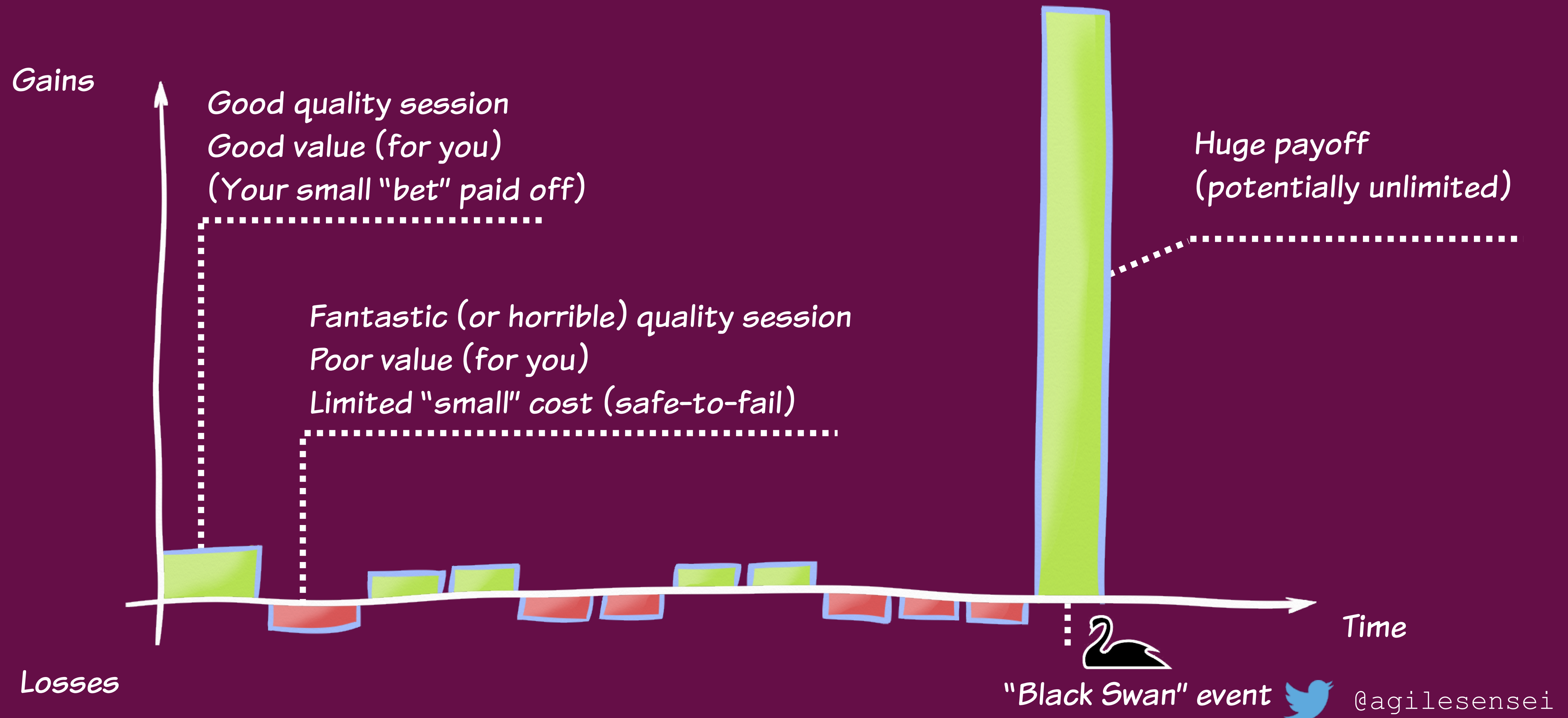


“

Small bets, big payoff.

— the “option trader” principle

YOUR PARTICIPATION TO THIS CONFERENCE IS AN EXAMPLE OF HOW YOU CAN USE VARIABILITY, OPTION ASYMMETRY AND TIME TO YOUR ADVANTAGE



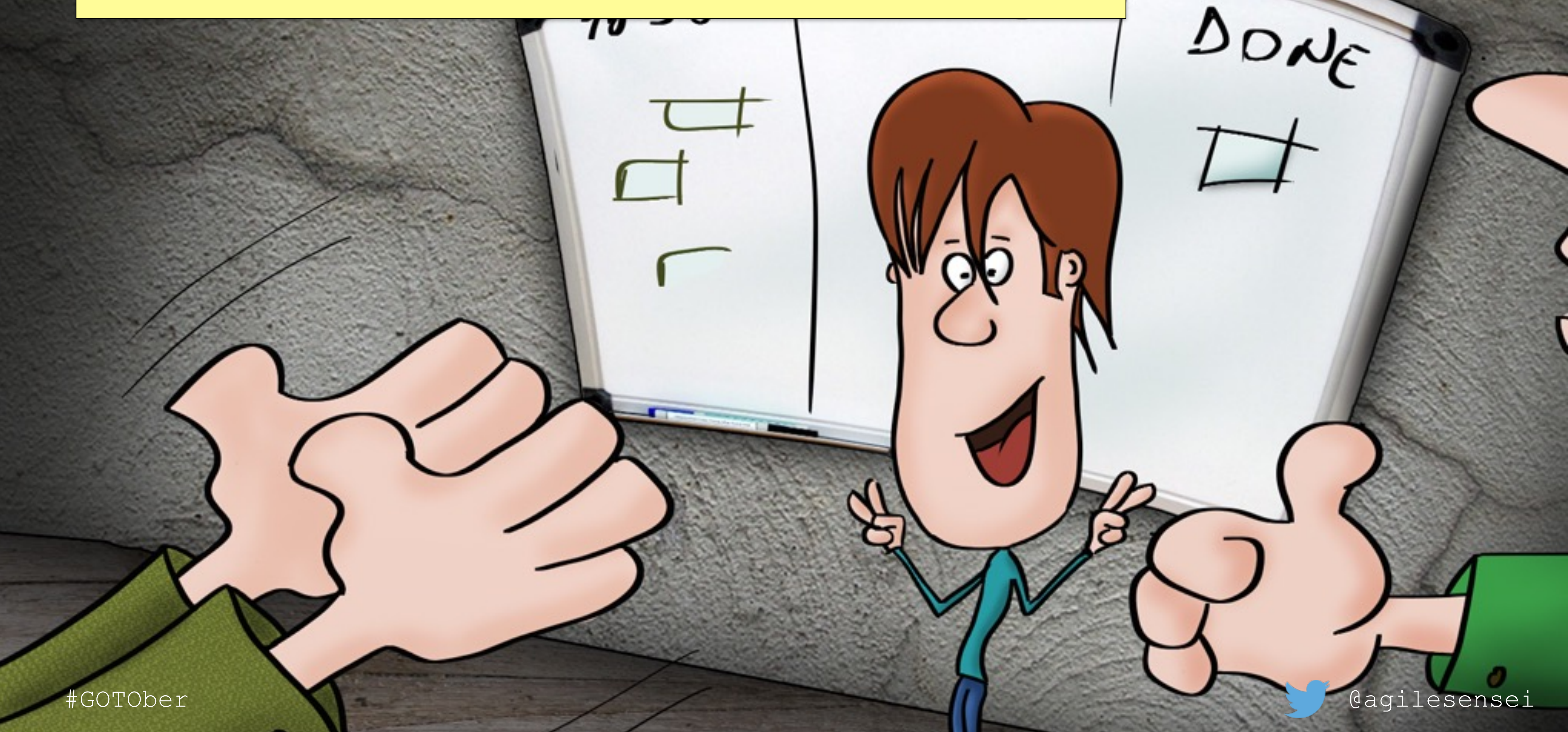
RIGHT FROM THE BEGINNING, I KNEW THAT POPCORNFLOW WAS DIFFERENT.



*... BECAUSE I SAW ONCE-TROUBLED TEAMS BEING ABLE
TO HANDLE 5-10 CHANGE EXPERIMENTS EACH WEEK...*



*... QUICKLY NEGOTIATE CHANGE AND CONVERGE
TO SUCCESS*



Experiment: "Fix as you go": If found small bugs (less than 20mins), just branch and fix them. Do a pull request and mark the id on the card.

Reason: too much bureaucracy for small bugs.

Expectation:

- developer happy to fix things as needed without lengthy triages.

Experiment: Pair on JIT analysis

Reason: We are moving towards JIT analysis to reduce sprint planning and moving to continuous flow.

Expectation:

- DoD created

Experiment: Do an Analytics meet-up to show how analytics work in <new kanban tool>

Reason: <product owner> needs some form of predictability.

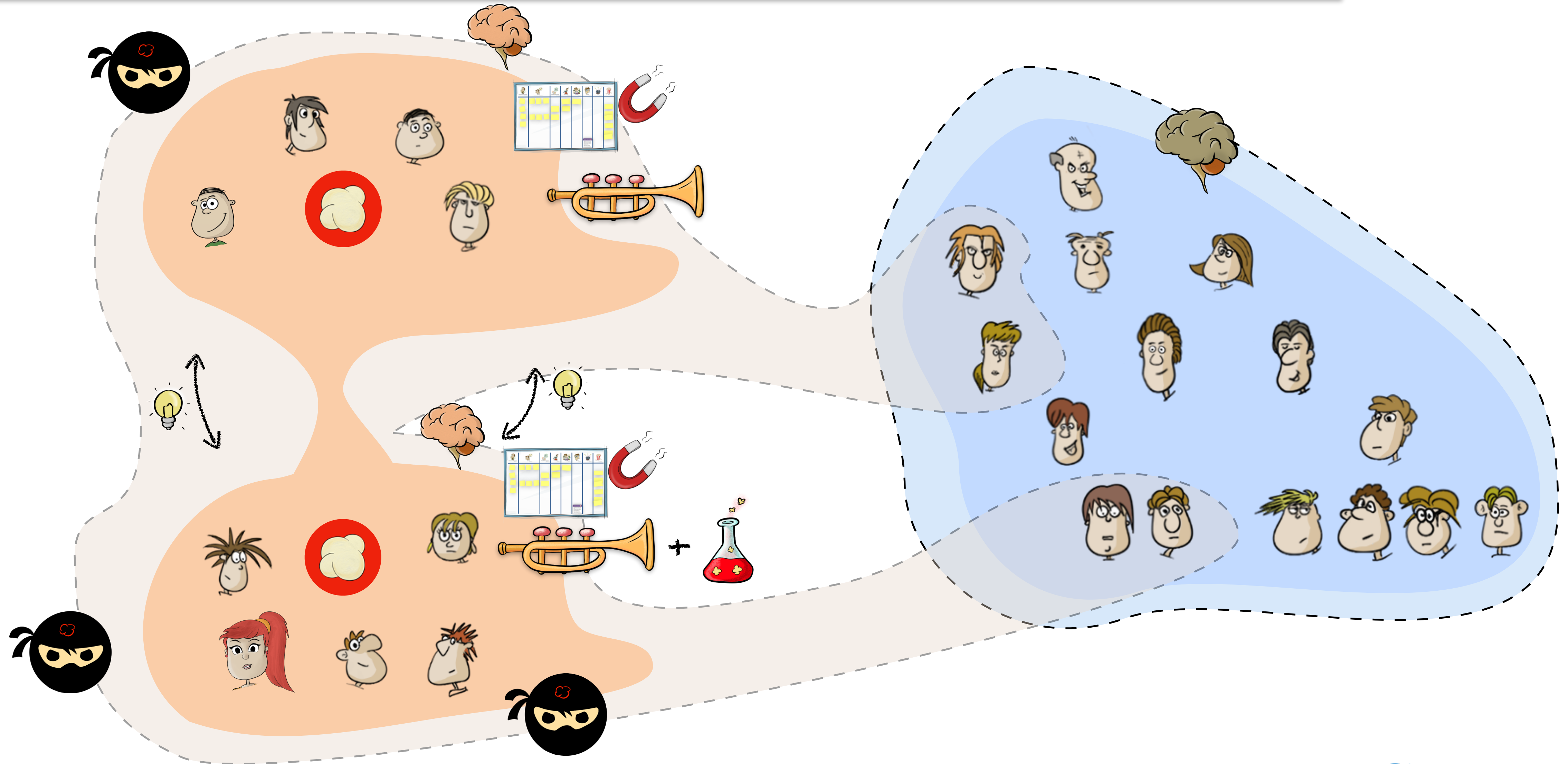
Expectation:

- Po/Team are aware of what's possible now with the current level of analytics
- We have better understanding of if, how, when we can improve forecasting with minimum amount of estimation.

POPCORNFLOW IS LIKE AN "ALIEN" TECHNOLOGY...



VIRUS-LIKE PATTERNS ARE EMERGING TO DISRUPT THE STATUS QUO...



... AND "TERRAFORM" ORGANIZATIONS



*IMAGINE A CONTINUOUS FLOW OF EXPERIMENTS TO ACCELERATE
THE RATE OF CHANGE IN EVERY CORNER OF YOUR ORGANIZATION...*



... HOW FAR WOULD YOU GO?

TODAY, POPCORNFLOW IS ENTERING MORE ORGANIZATIONS

#GOTOber

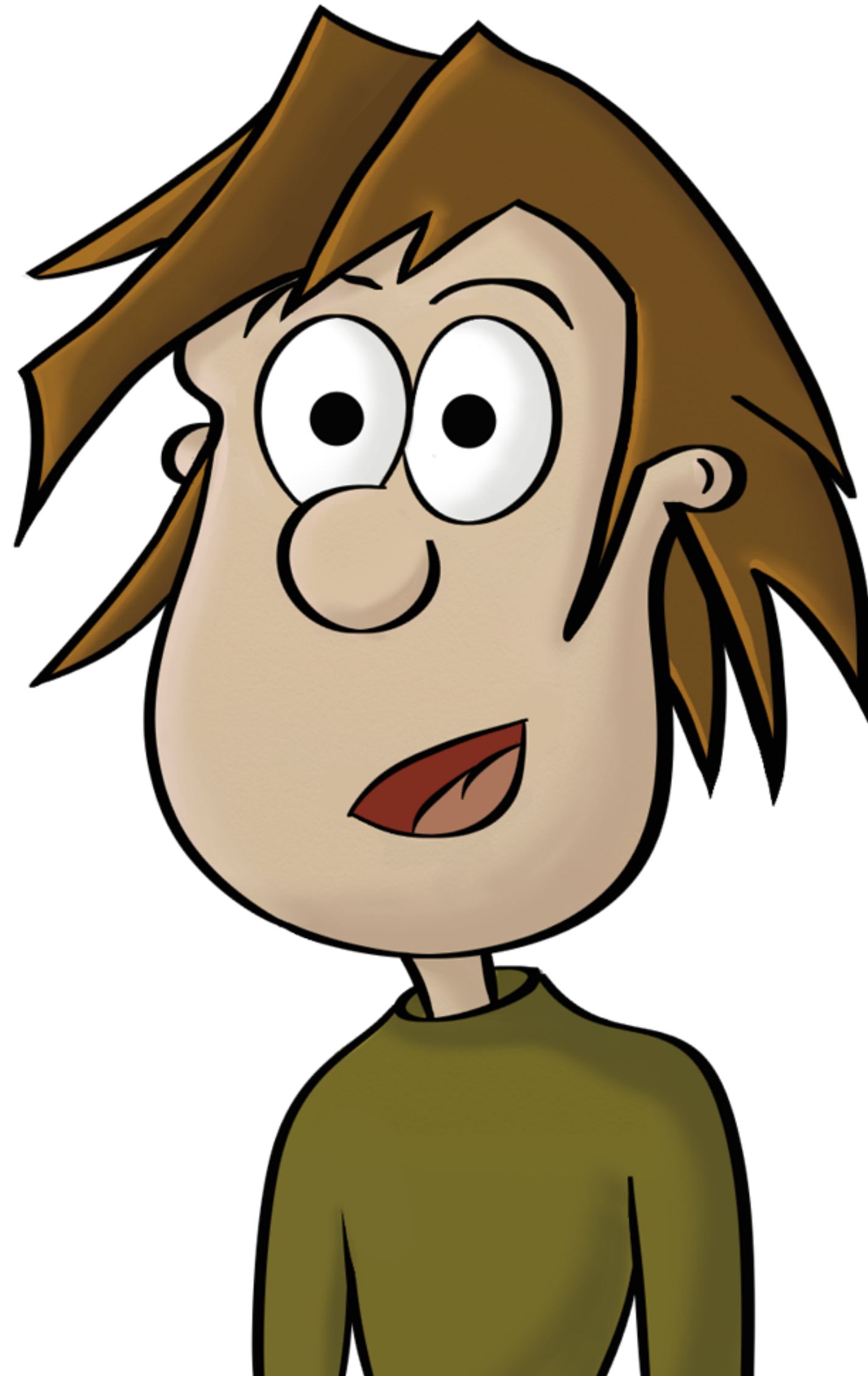


@agilesensei

*ITS FAST AND LIGHTWEIGHT **DECISION CYCLE** THAT CAN BE HIRED
TO GET MANY 'JOBS' DONE*



*POPCORNFLOW IS TOUCHING LIVES EVEN OUTSIDE
THE BUSINESS WORLD...*



A WHILE AGO, MATTEO HAD A PROBLEM



Problems & Observations

I want to sell snails. Mummy says that nobody would buy them. But she doesn't know that.



@agilesensei

***SO, HE CREATED 16 OPTIONS...
IN LESS THAN 1 HOUR!***



Options



I want to sell snails. Mummy says that nobody would buy them. But she doesn't know that.

I could ask kids I know if they want to buy it

I could put a sign on the door saying "snails for sale"

I could give up. I'll never give up.

I could make a video about everything that I'm going to do with the snails that I'm selling

Make a weekend sale on Saturday with everything half price

I can make a snail spooky ride and sell it

Maybe on some days I may sell them for free

I could make a youtube video with tips about

Make & sell a snail-sized bike

Make a snail

I can make a snail workshop where I say everything I

*HIS FIRST EXPERIMENT DIDN'T BRING THE RESULTS
THAT HE HAD HOPED FOR*

YouTube Search



0:00 / 1:30

Analytics Video Manager

Snails for sale!!!

Matteo Perrone

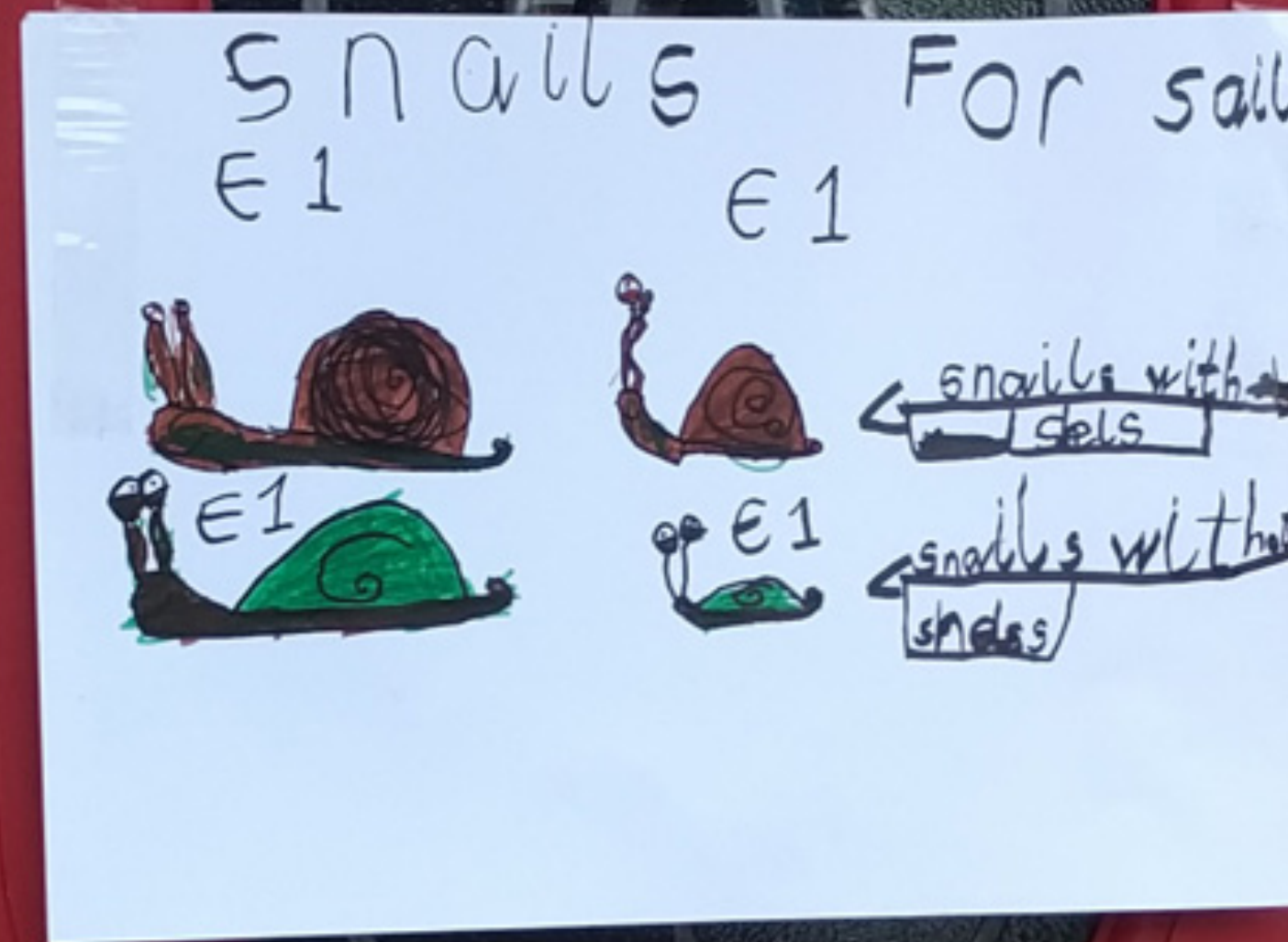
Channel settings

36 views

#GOTOber

@agilesensei

HIS SIGN WAS PROMISING TOO, BUT DIDN'T WORK OUT EITHER



*NO MATTER WHO
AND HOW HE ASKED...*

*... NOBODY
WANTED TO BUY
HIS SNAILS*



WHAT WOULD YOU DO?

“ *I could give up.
I’ll never give up.*

-- Matteo Perrone

MATTEO DECIDED TO EXPLORE A NEW OPTION

I will make a comic book with a story about snails with Daddy. (I don't want daddy to miss out on the fun). I'll sell it for €4.99... is is a good price?

24th Jun 2016

HE WORKED FURIOUSLY ON
AN EPIC ADVENTURE



#GOTOber



@agilesensei

WED, JUNE 15 2016

HIS 4-PAGE MVP EARNES HIM HIS FIRST €20...

... IN HIS SLEEP!



Did you enjoy what I've done so far?
Show me your support and I'll send you a PDF
when I'm finished!

I'll give 50% of my profits to help fund the
soft-play area in my school.

Donation Amount:

0.99

EUR

Donate

*48 HOURS
LATER...*

€91.02

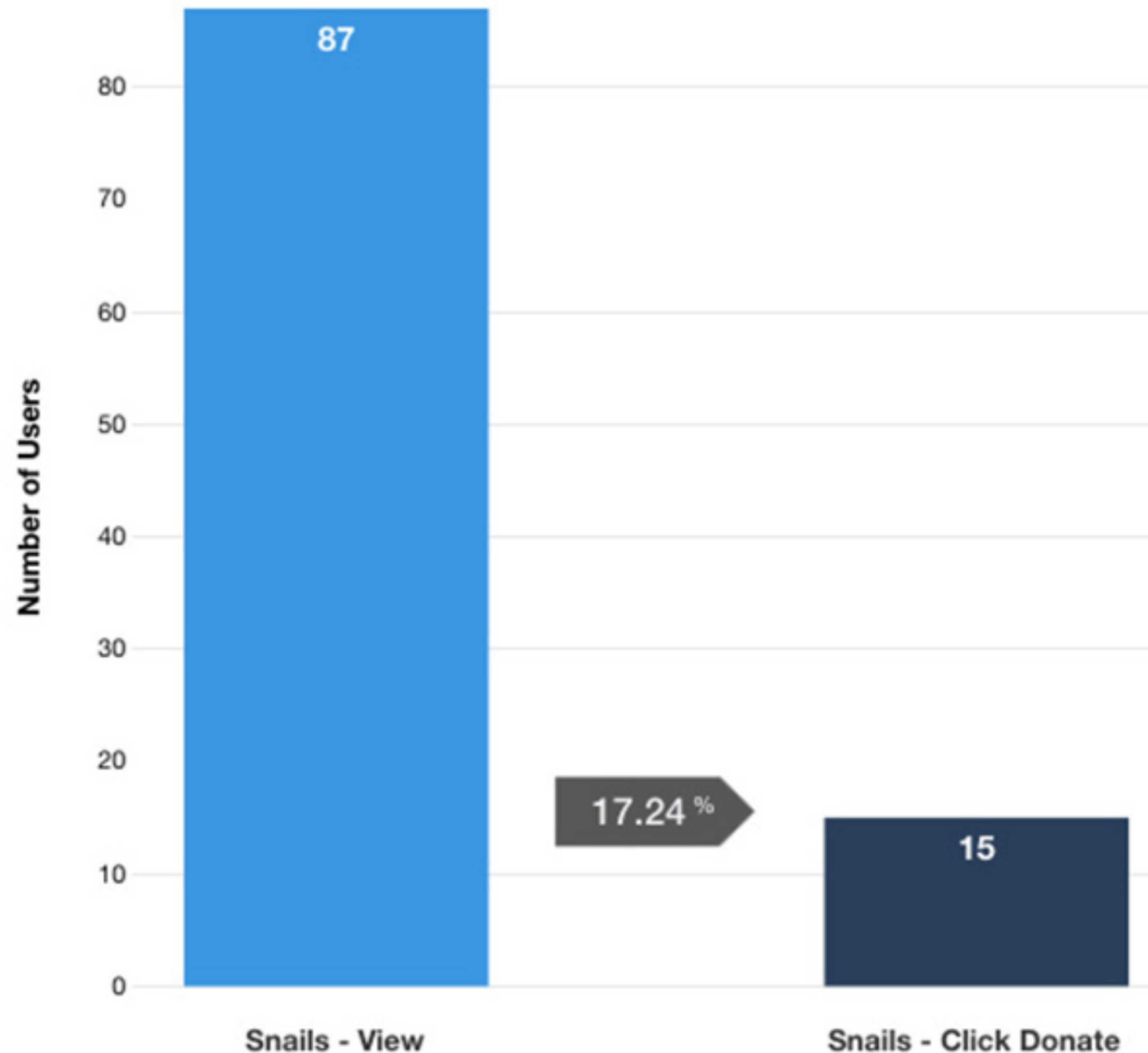


*FOR A LONG TIME, HE
BEGGED PEOPLE TO VISIT
HIS LANDING PAGE*

<http://popcornflow.com/snails>

***1 OUT OF 6 PEOPLE WHO VIEWED THAT PAGE
END UP SUPPORTING THIS CHEEKY MONKEY***

<http://popcornflow.com/snails>



*CONTINUOUS EVOLUTION IS
A WAY OF LIFE*



#GOTOber

 @agilesensei

MUTANTS EXIST AND ARE AMONG US



“Every single week,
I’m 5 experiments older.
When you’ll die, how old
would you rather be?
Two experiments old...
Or twenty thousands?”

-- Claudio Perrone

*AND THEN,
WHAT IF...*



... POPCORNFLOW COULD ENABLE
FRIENDLY STRANGERS TO
AFFECT GLOBAL CHANGE?

I'M CRAZY ENOUGH TO DARE



FINAL THOUGHTS

“

*In times of change,
learners inherit the earth...*

*... while the learned
find themselves beautifully equipped
to deal with a world
that no longer exists.*

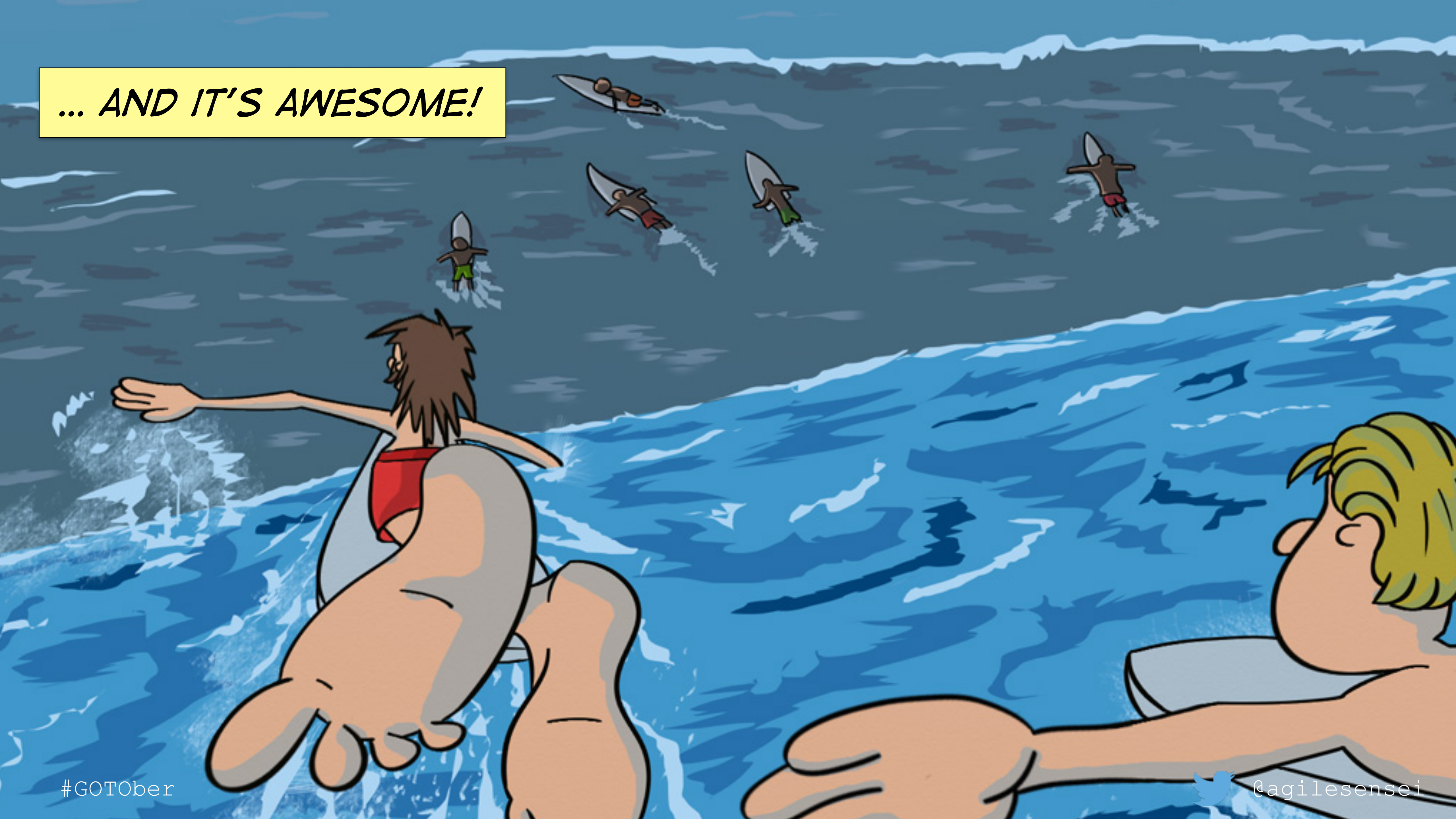
-- Eric Hoffer

WE LIVE IN TURBULENT TIMES INDEED...



@agilesensei

... AND IT'S AWESOME!





#GOTOber



@agilesensei

THANK YOU!



**I help companies experiment
so their business grows.**

PLEASE,
REMEMBER TO
RATE THIS SESSION.
THANK YOU!



#GOTOber



Claudio Perrone



claudio@agilesensei.com

www.agilesensei.com

[@agilesensei](https://twitter.com/agilesensei)



[@agilesensei](https://twitter.com/agilesensei)



IN MEMORY OF
Martin Burns
(30/9/1968 - 19/5/2019)

Please

**Remember to
rate this session**

Thank you!

