Navigating Chaos

Olve Maudal



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There used to be a time, when it was believed that anyone could do software development



after all, how hard could it be, it was just about programming a computer...



1) get some smart people to analyze the problem





3) find resources



4) execute according to the plan

and when projects failed



the respons was always:



create a more detailed plan



find more resources



and make sure that everyone followed the plan



but the projects still failed



and the respons was, as always...









but of course...



Dark ages of software development (early 80's to late 90's)





Something is wrong



Few high tech projects are like running down on a paved road where you can see the ...



Typical projects are more like...



in difficult terrain

with a group of people



and the landscape is constantly changing

provided by @tlberglund



with only a sketchy map as guidance

and you should arrive at some safe place... Together!

"Computer programs are the most complex things that humans make", Douglas Crockford



















"Computer programs are the most **complex** things that humans make", Douglas Crockford

















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Complex

Complicated

Software development is a continuous learning process a journey into the unknown

Navigating Chaos

Embrace chaos



Prefer adaptable and scalable methodologies



Introduce slack to increase effectiveness



100% full = high efficiency, very low effectiveness 50% full = high effectiveness, moderate efficiency



The more difficult tasks you need to solve, the more slack you need



Taking breaks to "sharpen your saw" is often very effective

If your company's goal is to become fast, responsive, and agile, more efficiency is not the answer--you need more **slack**. (Tom DeMarco)





Use constraints to set direction



Beware the observer effect



When observing a programmer, he/she is much more likely to add code than to delete code. Also, you can nearly guarantee that they will not shut their eyes and think carefully about things.



Pull value out of a complex system





Focus on execution (avoid innovation initiatives)





Be open, transparent and honest









Seek early feedback





Release often



Celebrate learning





Navigating Chaos



- Embrace chaos
- Prefer adaptable methodologies
- Introduce slack to increase effectiveness
- Use constraints to set direction
- Beware the observer effect
- Pull value out of a complex system
- Focus on execution
- Be open, transparent and honest
- Release early and release often
- Celebrate learning