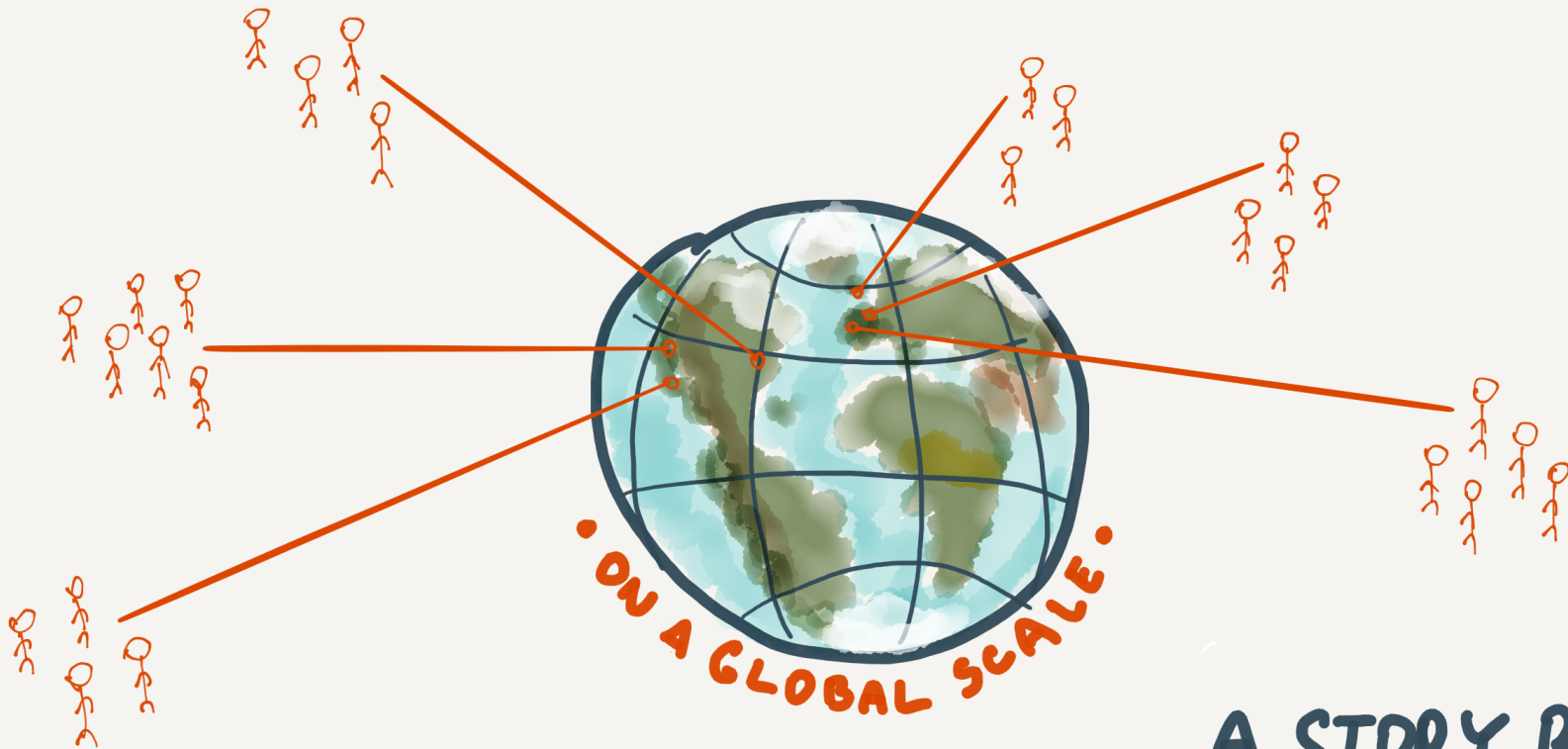
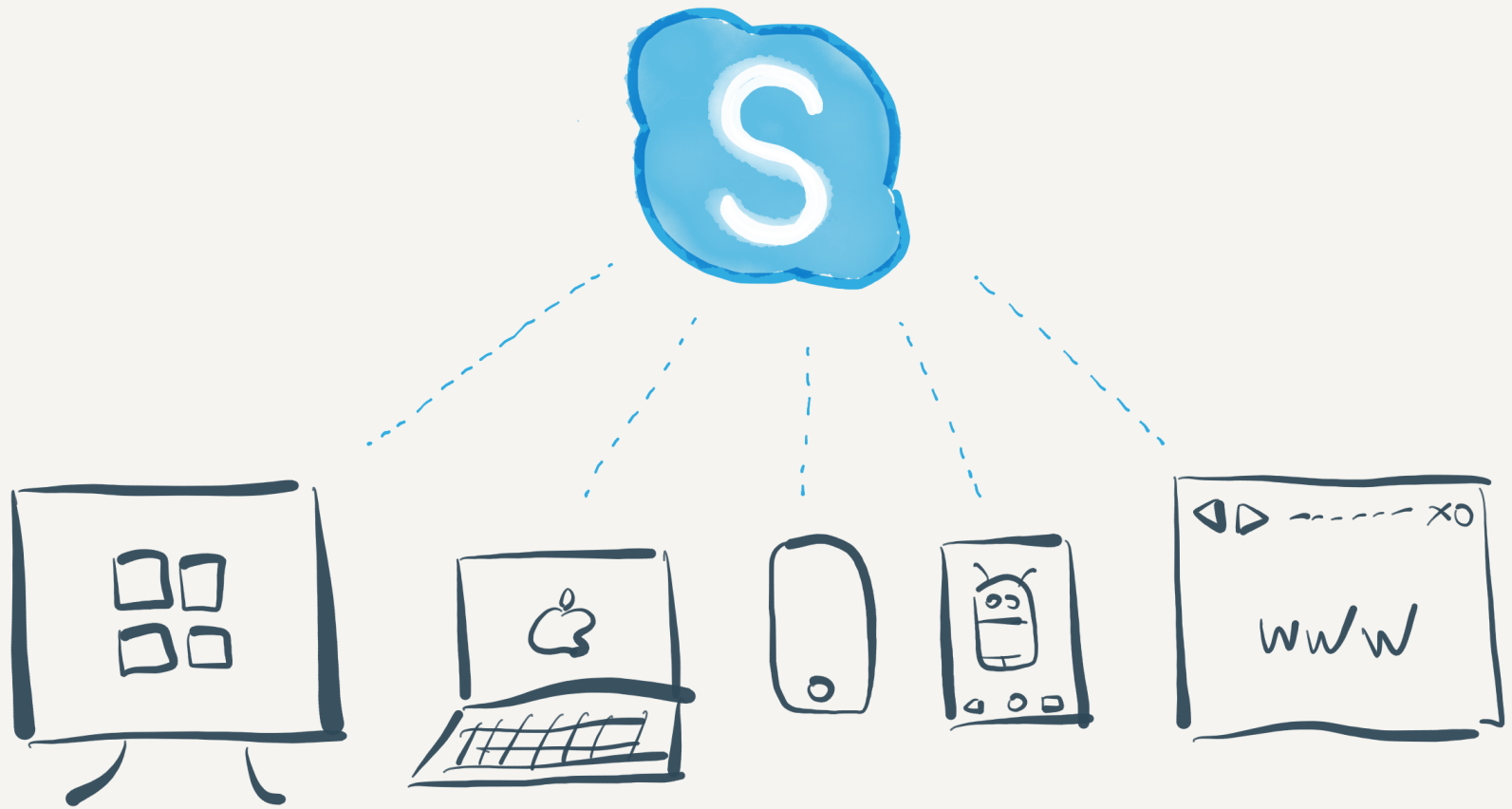


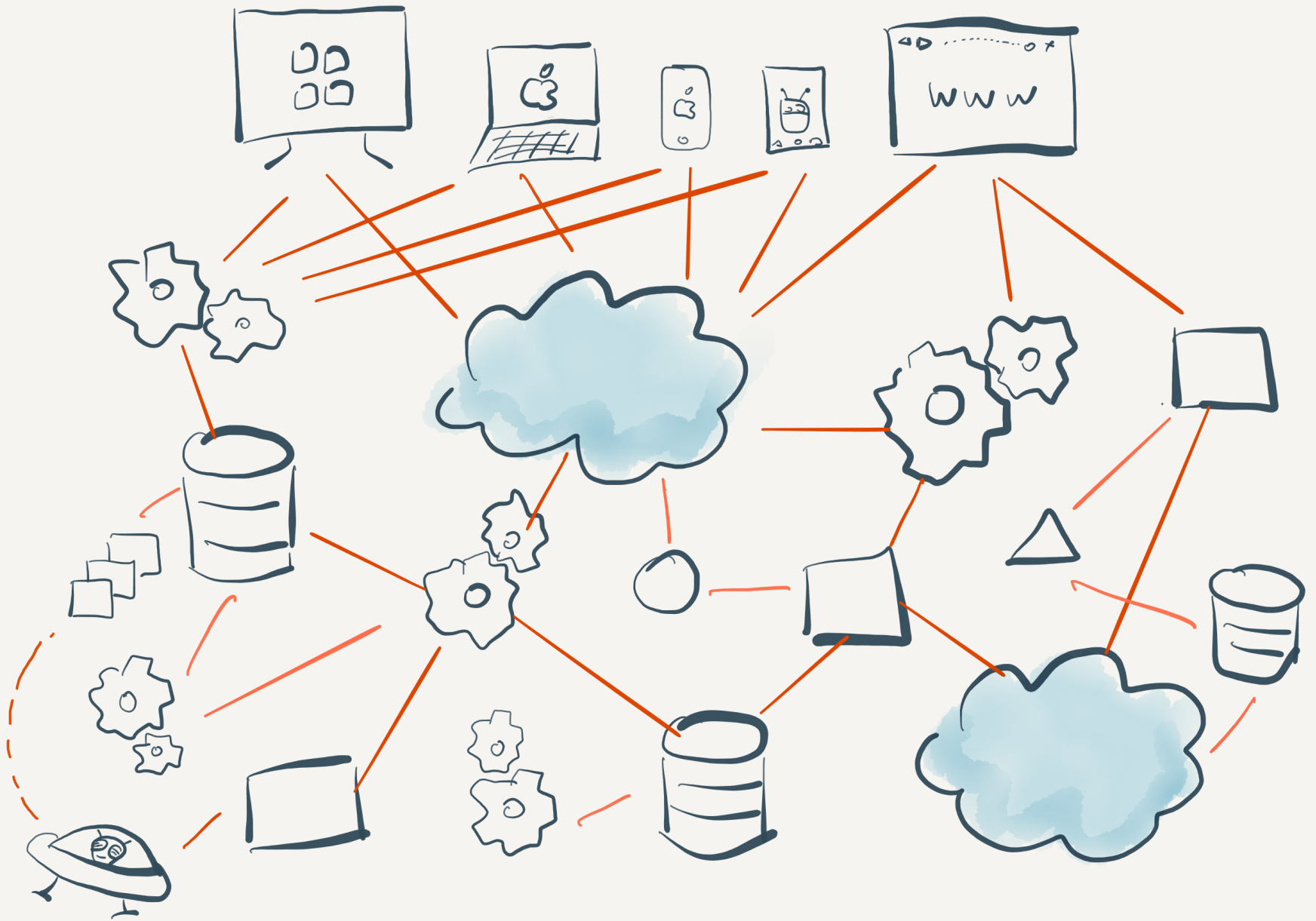
= SCALING AGILE =



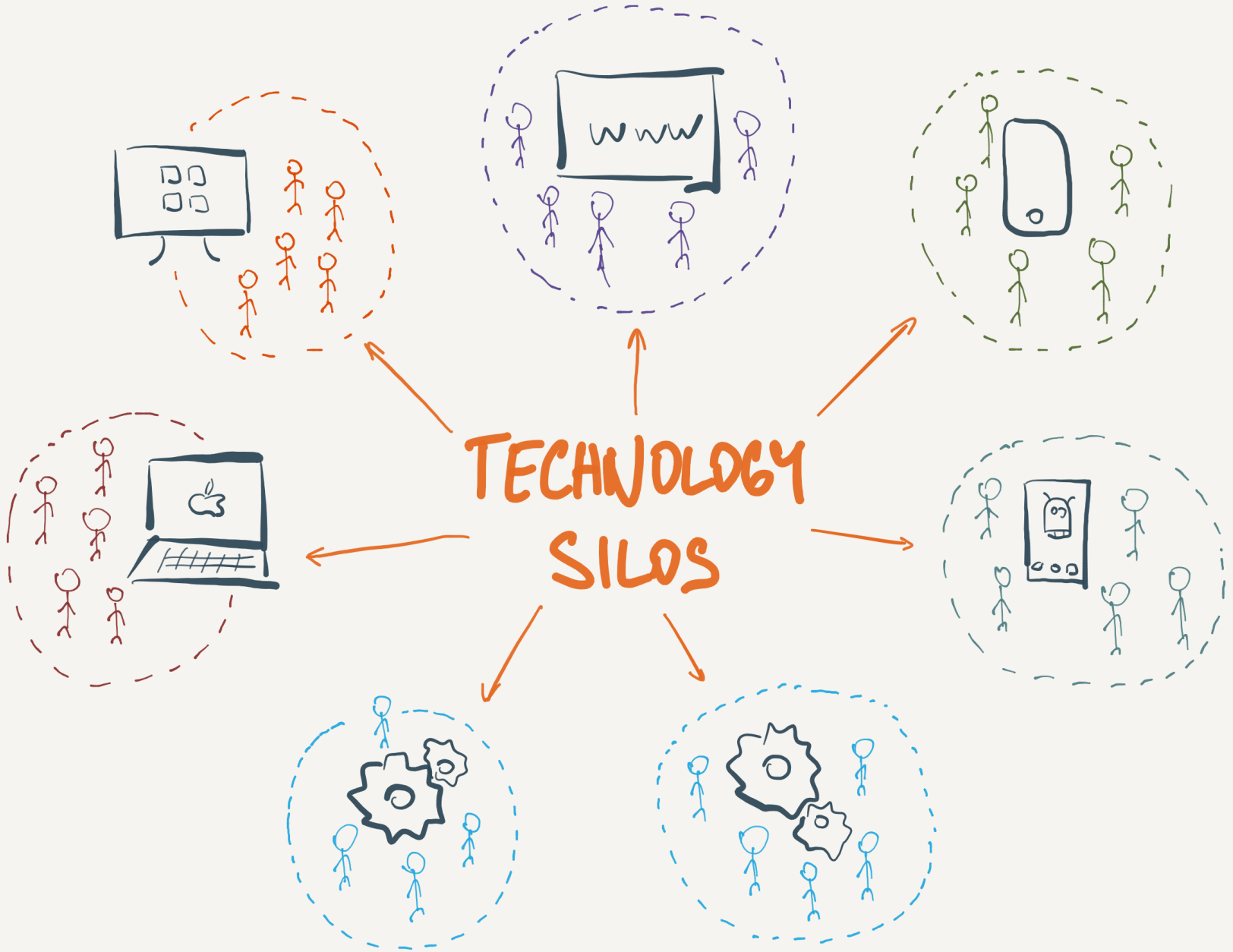
WHAT COULD GO WRONG...?

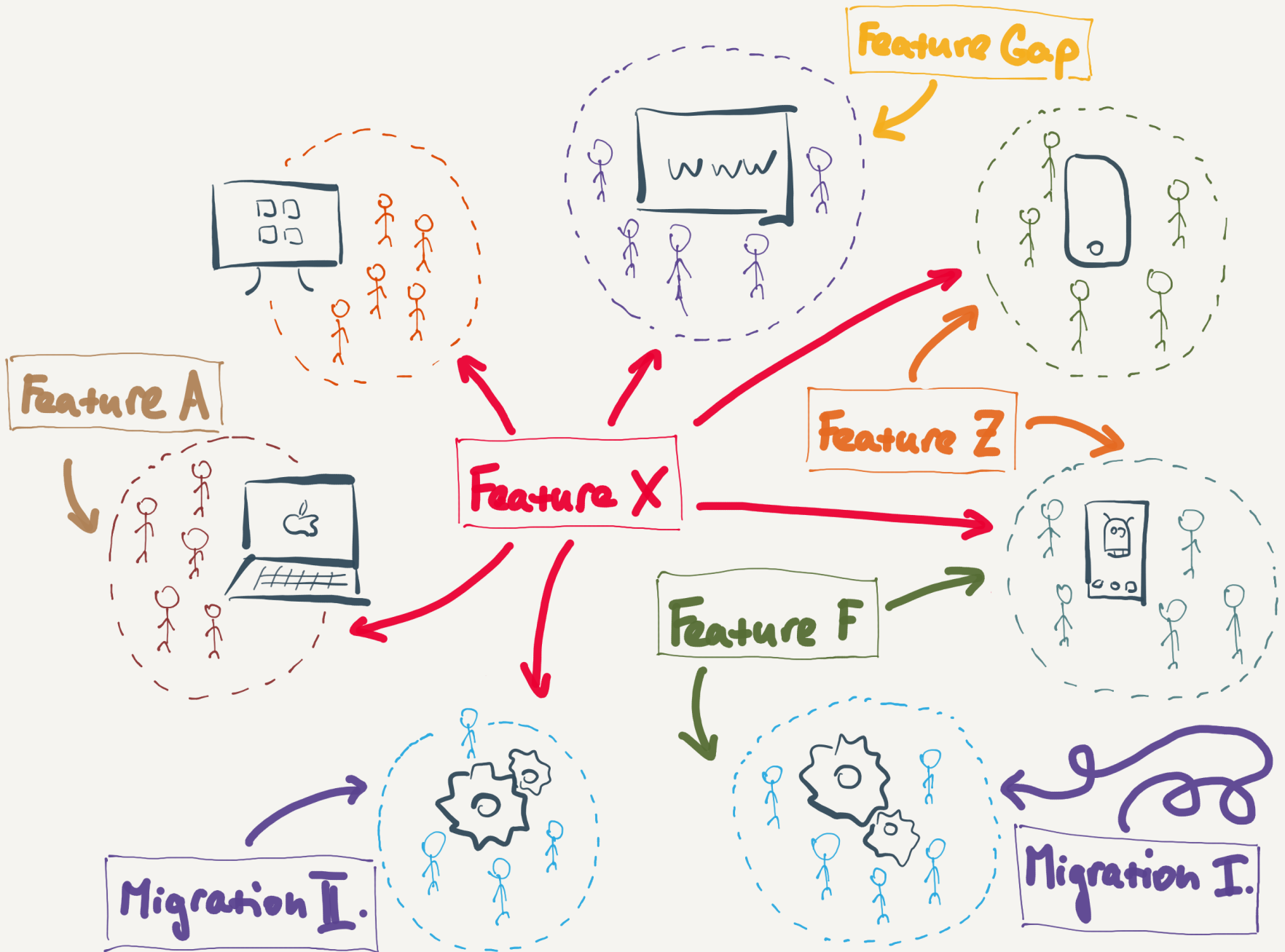
A STORY BY  
MARTIN CIZLER



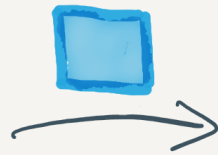
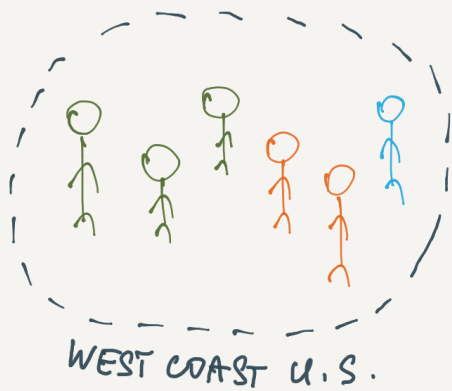


# TECHNOLOGY SILOS

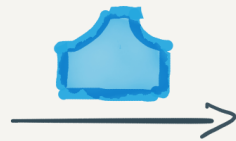
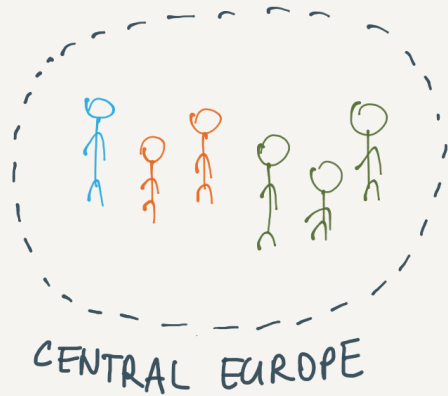




# PM + DEV + TEST | OPS



→ PRODUCTION @T<sub>1</sub>



→ PRODUCTION @T<sub>2</sub>



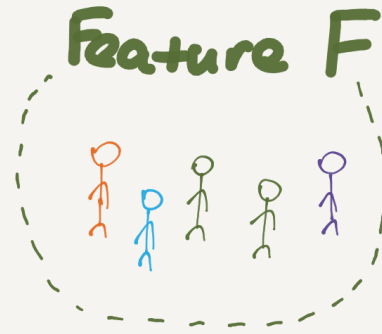
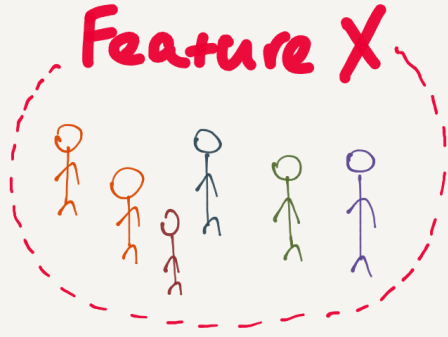
T<sub>1</sub> ≠ T<sub>2</sub>

• COMBINED ENGINEERING •  
&  
DevOps

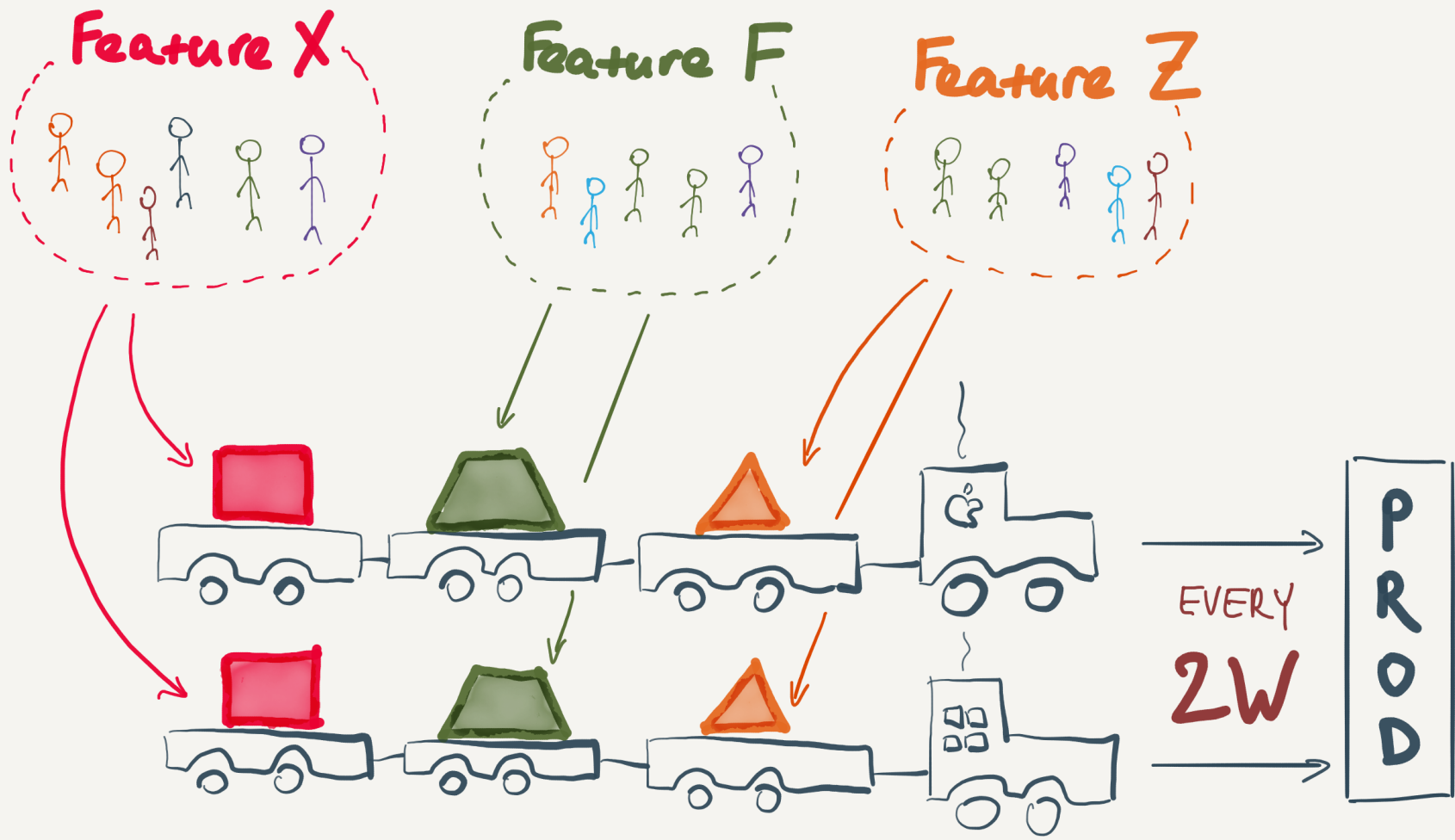
DEV + TEST + OPS => SW ENG

ULTIMATE CONTROL  
↓  
ULTIMATE  
ACCOUNTABILITY

BUILD IT  
TEST IT  
DEPLOY IT  
MONITOR IT

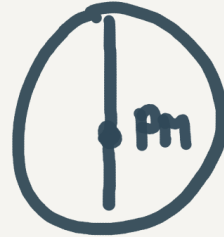
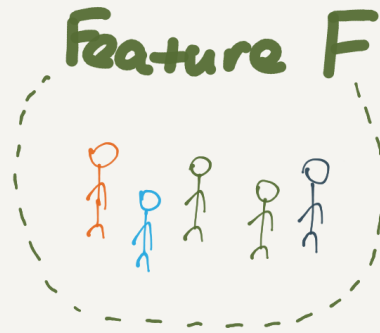
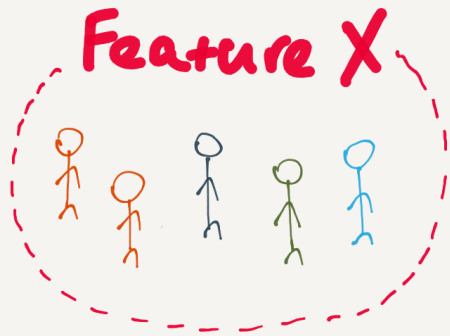




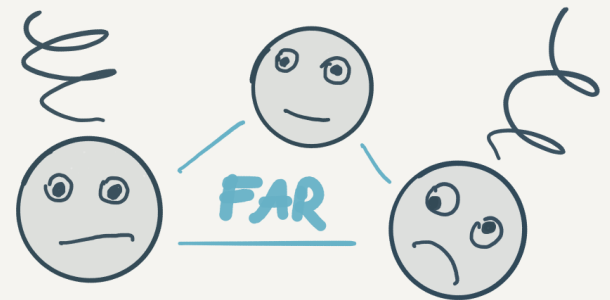
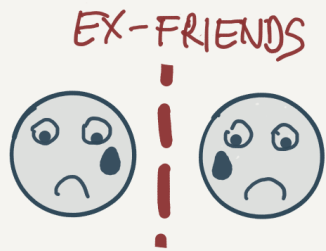


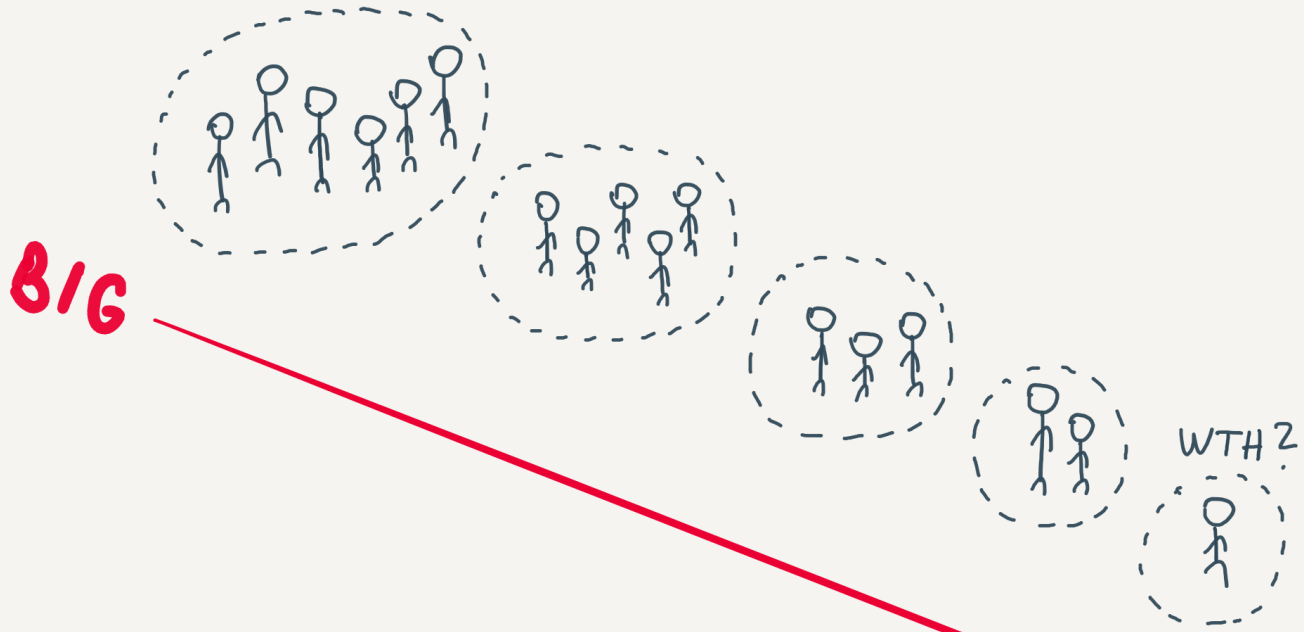
PROBLEM SOLVED ! ✓

EXCEPT FOR...



MOST FEATURE TEAMS SPAN  $\geq 2$  TIME ZONES



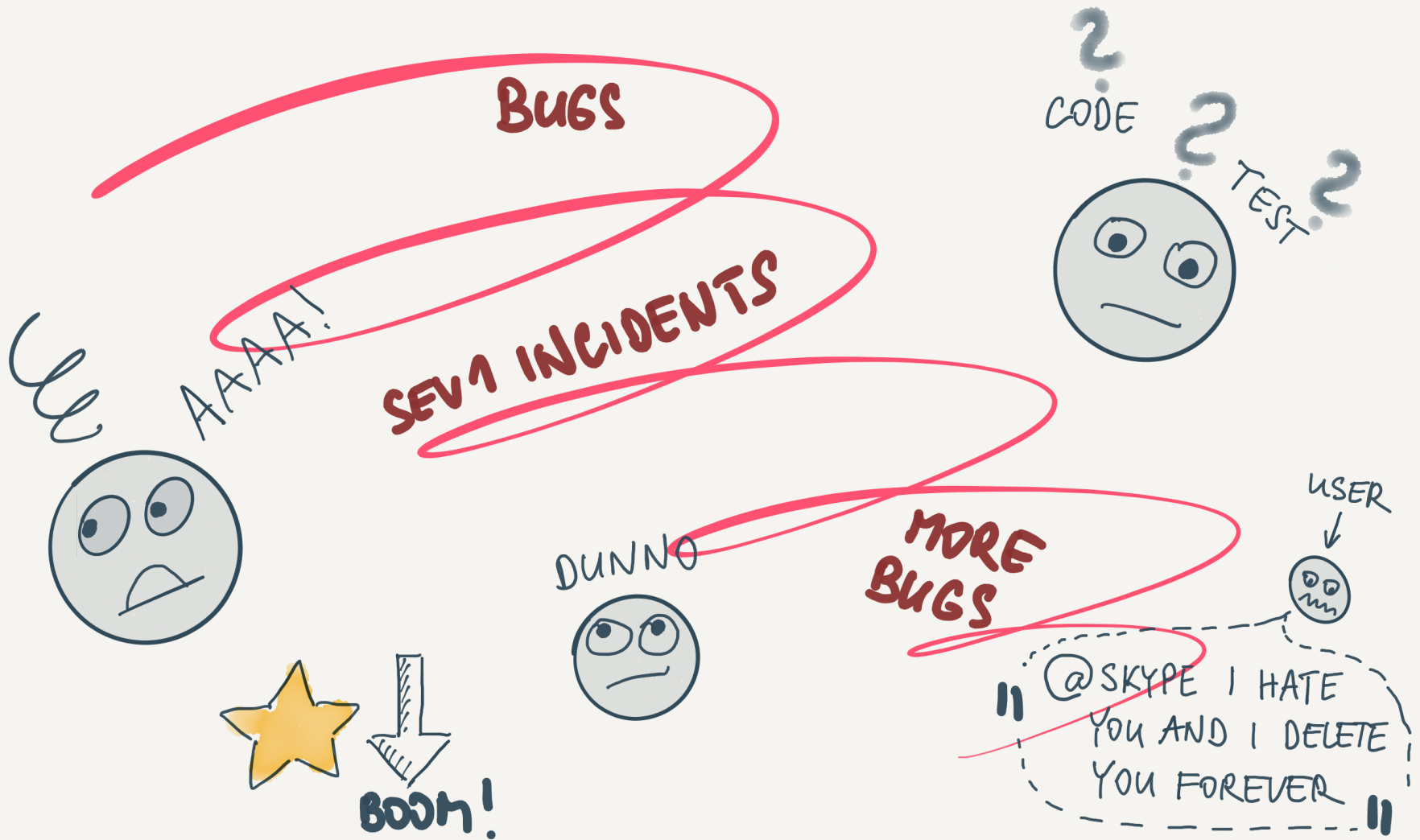


## **TOO MANY FEATURE TEAMS**



- **SOME UNDERSTAFFED**
- **SENIORITY PROBLEM**
- **SOME HAVE VAGUE REMIT**

**TINY**

# PUT IT ALL TOGETHER & YOU GET



# BITTER END? NO WAY!

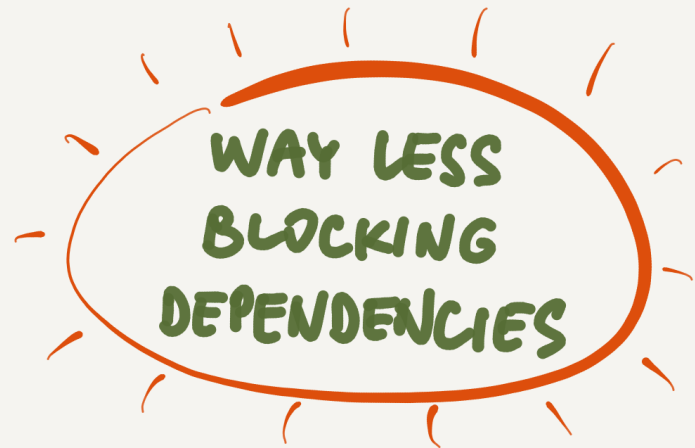
- ZERO BUG POLICY
- BREAKING TECH SILDS
- T-SHAPED  →  $\pi$ -SHAPED 



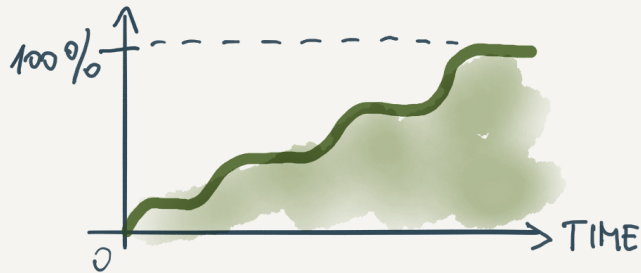
WEB + MOBILE

FULL-STACK IS THE NEW **BLACK**

- CONTRIBUTING TO OTHER TEAMS' CODE VIA PULL REQUESTS



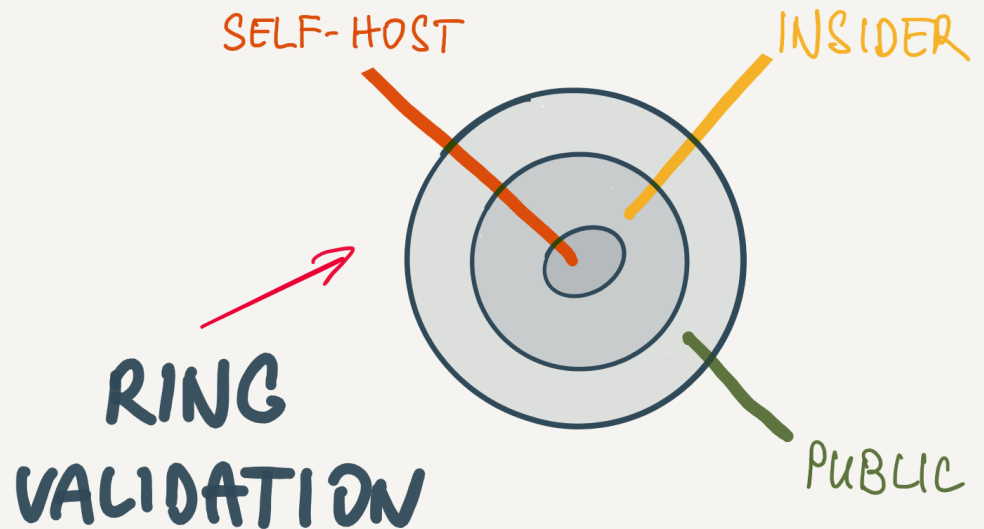
# RELEASES: SLOW & STEADY



← GRADUAL ROLL-OUTS

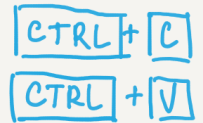
## RUNTIME FEATURE FLAGS

- FEATURE X
- FEATURE Y
- FEATURE Z



# IF YOU EVER NEED TO DO SOMETHING LIKE THIS, REMEMBER...

- DON'T JUST TAKE SOMEONE ELSE'S PROCESS,  
IT'S NOT GOING TO WORK.



- ONE-SIZE-FITS-ALL SOLUTION IS LIKELY  
TO FAIL.



- CONSIDER TEAM PSYCHOLOGY. HAPPY TEAMS  
ARE MORE LIKELY TO PRODUCE GOOD RESULTS.



- DON'T CHANGE TOO MANY THINGS AT ONCE.  
IT CAN SEND YOU DOWN THE DEATH'S SPIRAL.

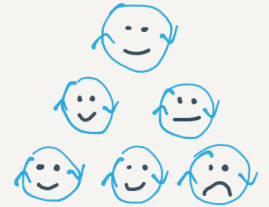




# MORE GOODNESS...

- SETUP FEEDBACK LOOPS AT ALL LEVELS.

SOMETIMES THINGS WORK DESPITE A CHANGE,  
NOT AS A RESULT OF IT.



- DON'T DECIDE ABOUT DETAILS TOO HIGH IN THE CORPORATE FOOD CHAIN. YOU ARE TOO FAR FROM DAY-TO-DAY PROBLEMS.



- QUALITY IS THE MOST IMPORTANT FEATURE.  
PUT IT FIRST AS USERS DON'T FORGIVE.



Thank you!

Martin Cízler  
Skype