Product Mindsets & Resilience

With Software Development

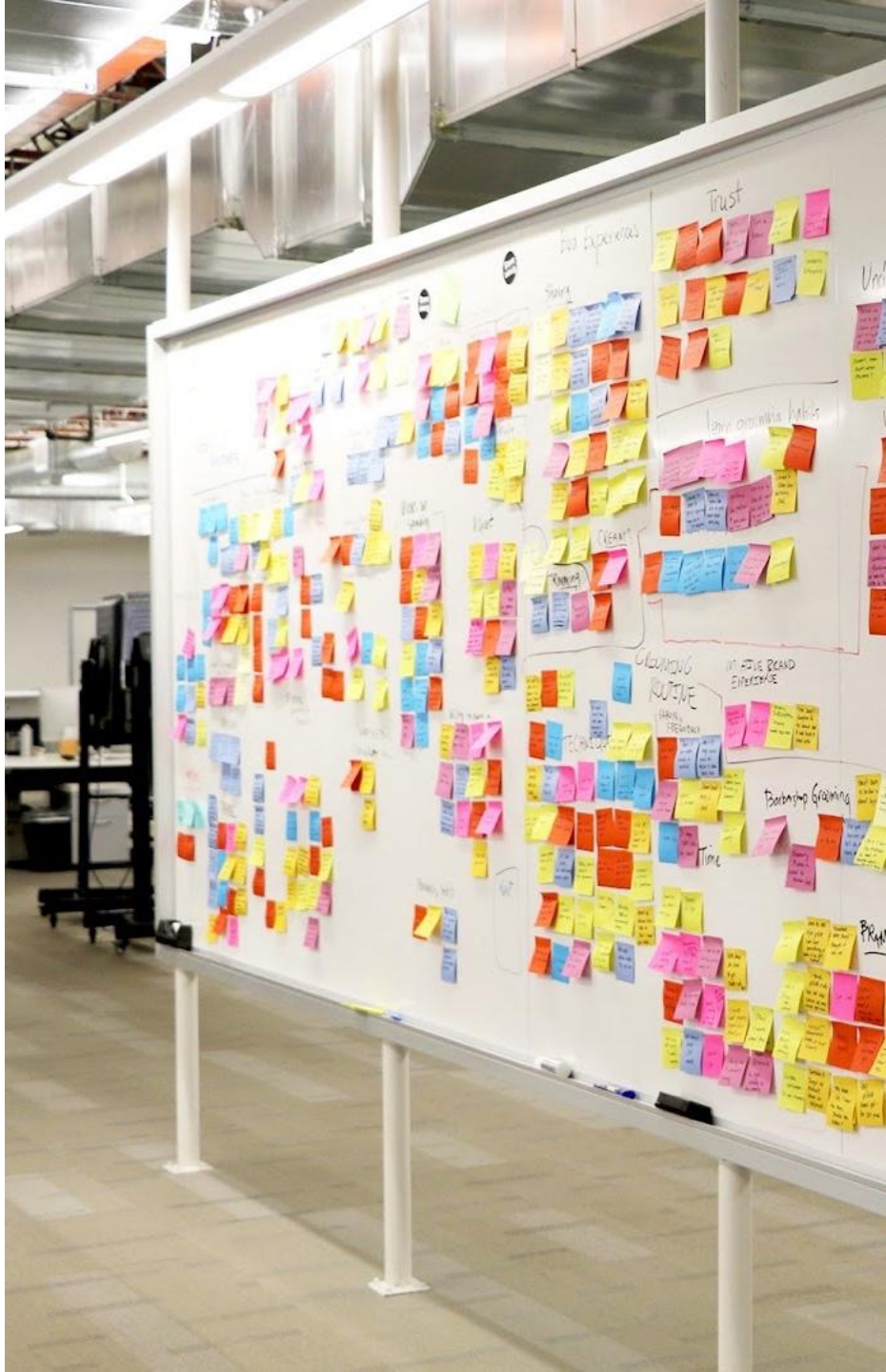
@cote – March 2022

To discuss, re: software development

(1) A “product mindset” is more resilient than a “project mindset.”

(2) Product teams, scaling the product approach

(3) If there’s time: achieving what seems simple is never easy, that is, blockers & problems.

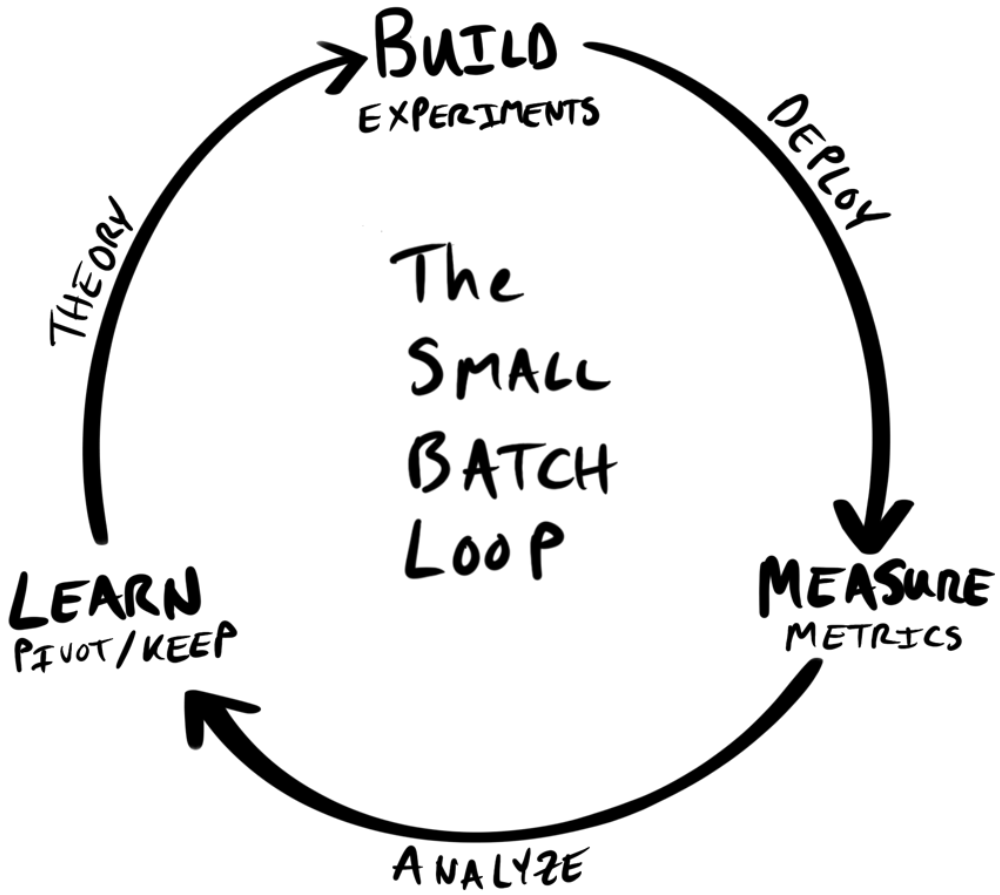


“As a result, we’ve seen spend with this customer more than triple to over $300,000 annually [from $100,000].”

Ted Decker, CEO, The Home Depot

Source: “Digital efficiency focus remains on track at Lowe's and The Home Depot as margins come under supply chain pressure,” Stuart Lauchlan, diginomica, Feb 2022.

A product mind-set meets the organization's goals by learning & adapting frequently



All descriptions of project vs product are characterizations, but mostly accurate

Project (“waterfall”)

- You know *what* you want
- Maximum up-front requirements
- Manage dependencies
- Allows for planning
- 6 to 12 month cycles

Product (”agile”)

- You know the *outcome* you want
- Learn requirements as you go
- Avoid dependencies
- Adapt planning
- 1 day, 1 week, 1 month cycles

A product organization shifts trust down

People Are

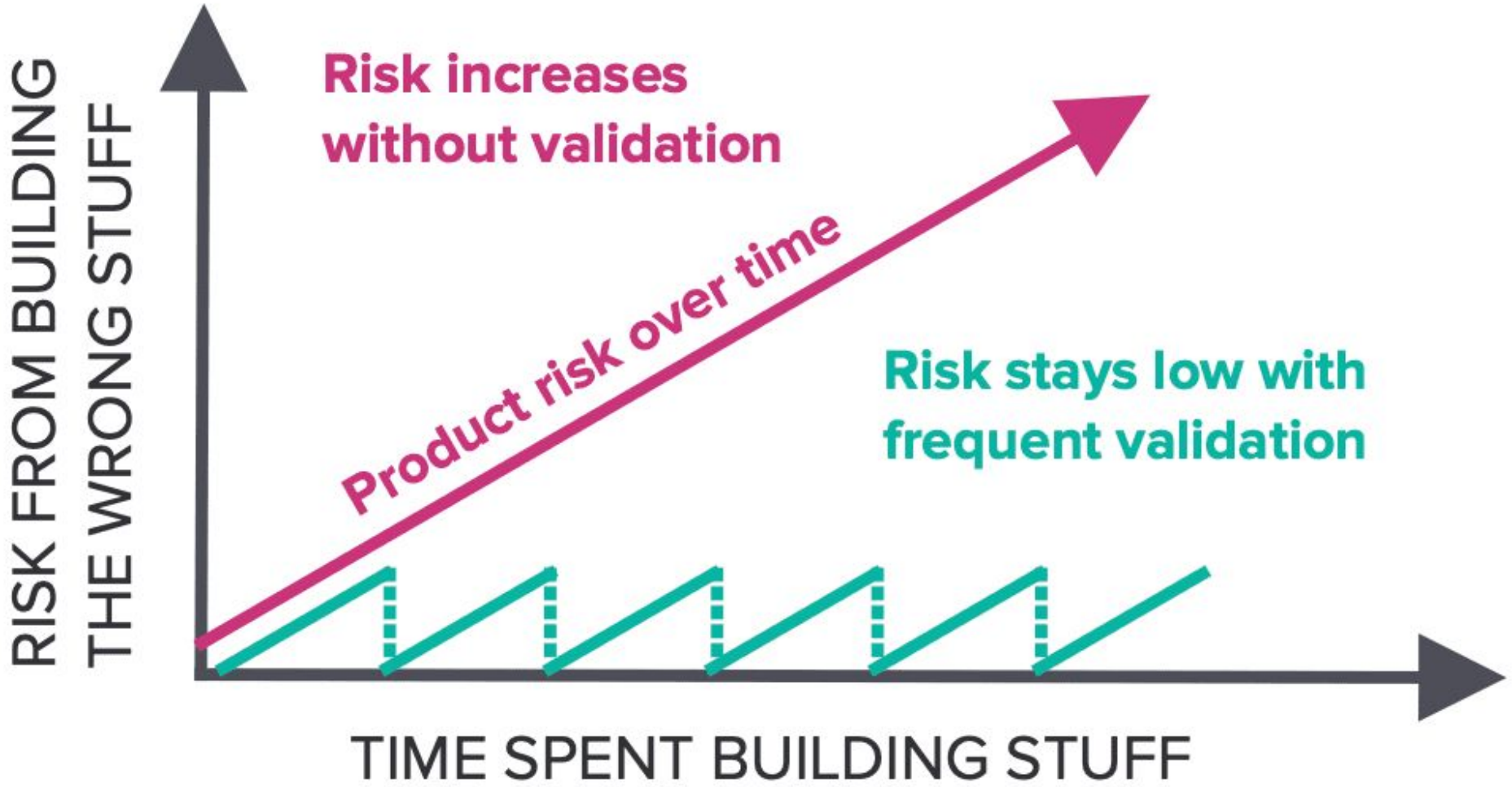
- Innovative
- Risk takers/learners
- People-centric

Leaders Empower

- Autonomy
- Trust
- Voice

Source: Pivotal Conversations #113, Sep 2018. Pic: Tyler Olson.

Address risk with frequent learning, adapting, and replanning

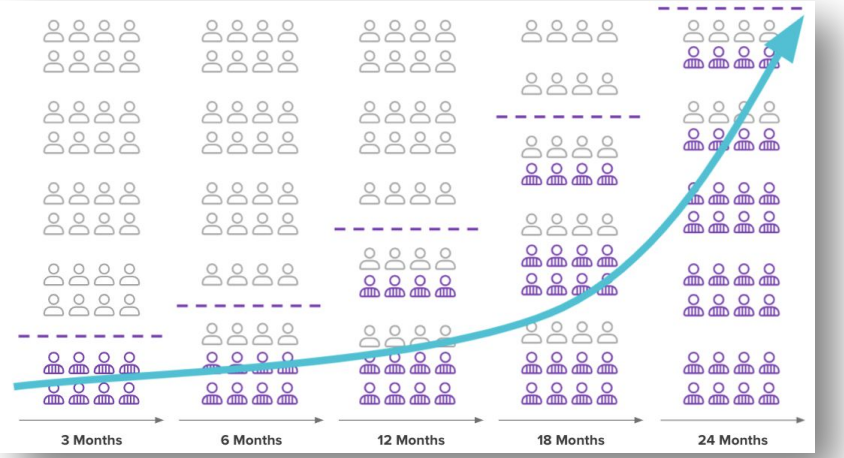


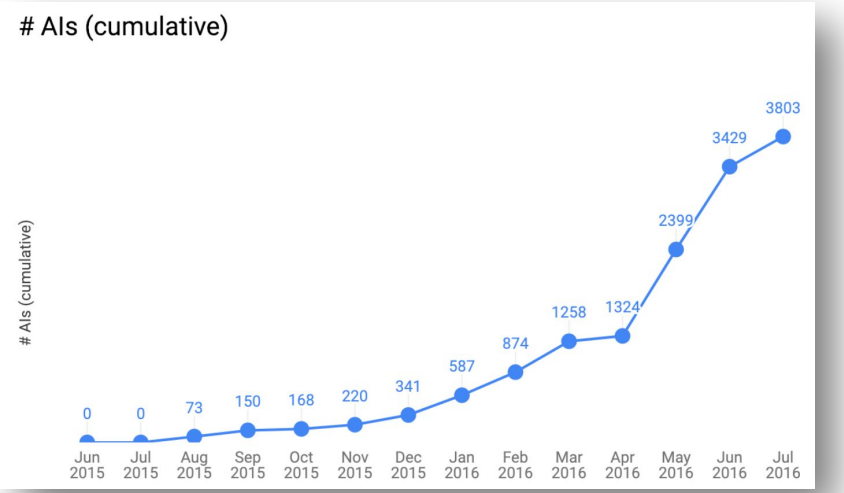
Scaling is the problem

Baking a Cake at Home

International Pastry Corp.

Starting small, seeding & winning trust





Home Depot Timeline

2015: Handful of apps, e.g., paint desk, tool rental

2016: ~130 apps in production

2018: "Every week, my product and design teams are in people's homes or [at] customer job sites, where we are bringing in a lot of real-time insights from the customers."

2021: one customer's spend from $100k to $300k.

Sources: "From 0 to 1000 Apps: The First Year of Cloud Foundry at The Home Depot," Anthony McCulley, The Home Depot, Aug 2016; "Cloud Native at The Home Depot, with Tony McCulley," Pivotal Conversations #45; USAF presentations and write-ups; "Driving Business Agility Without Large-Scale Transformation Programs," Venkatesh Arunachalam, Sep 2021; *The Business Bottleneck*, Coté.

All too common challenges & blockers

People, Culture, etc.

- Skills, hiring
- Reluctance to change
- Scaling new roles
- Org. structure
- “We already do agile.”
- Durability through people & org. change

Planning & Alignment

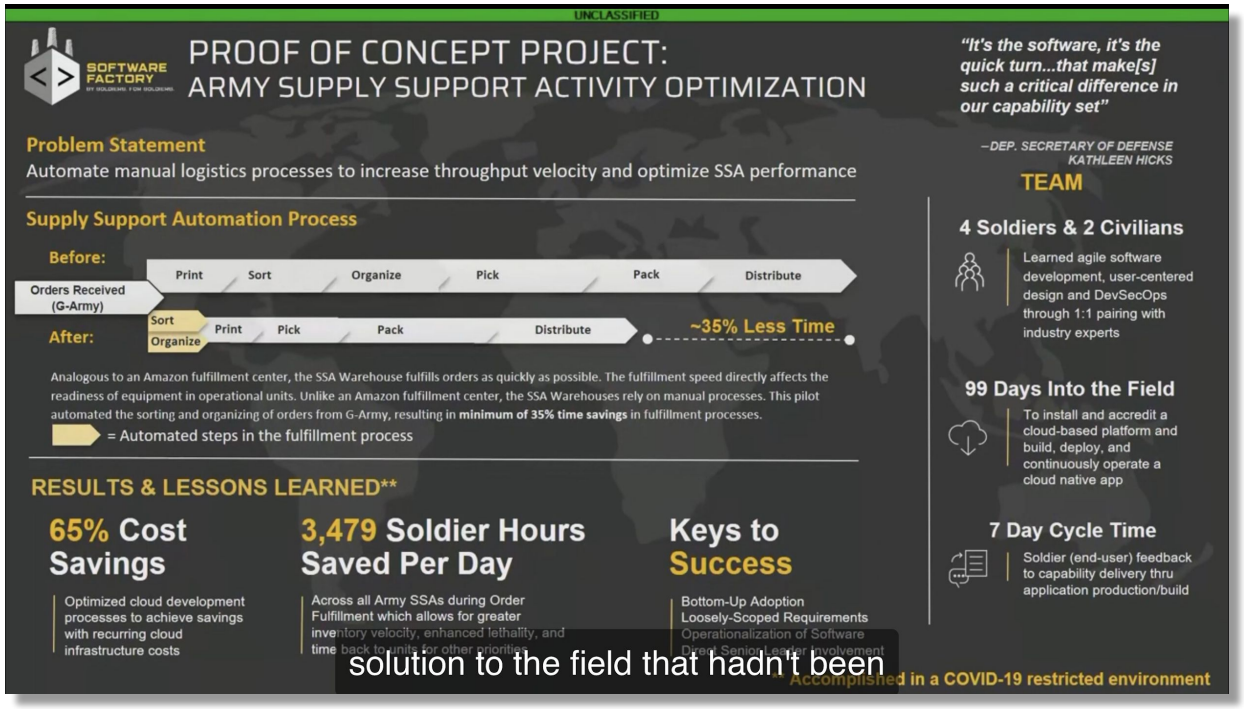
- Budgeting
- Misaligned executives
- IT is still in the basement
- Compliance
- Weak connection to business value

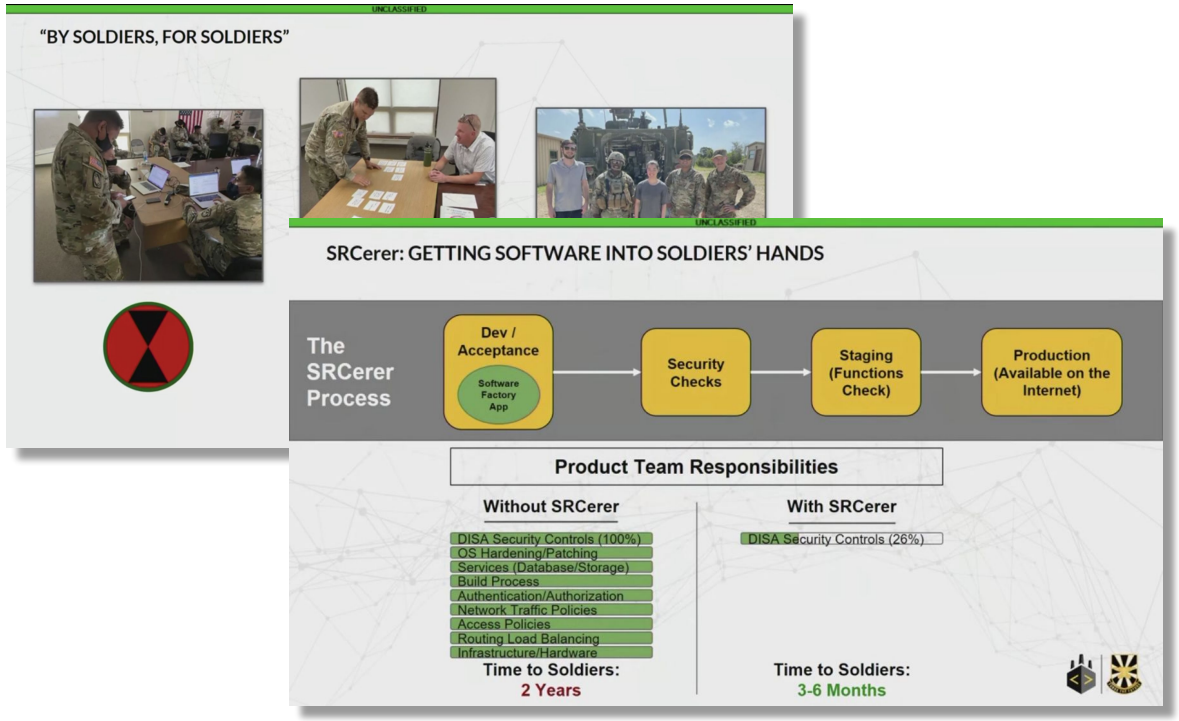
Technical Execution

- ITSM instead of Platforms
- Overwhelming legacy portfolio
- Dependencies between teams
- Local optimization, no CI/CD

If the US Army* can do it, so can you

* Also IRS, USAF, etc.





Sources: "AUSA 2021 Warriors Corner: By Soldiers, For Soldiers: Building an Organic, Soldier-Led Software Development Capability in the Army," various team member, Oct 2021; conversations with US Army Software Factory people.

Coté

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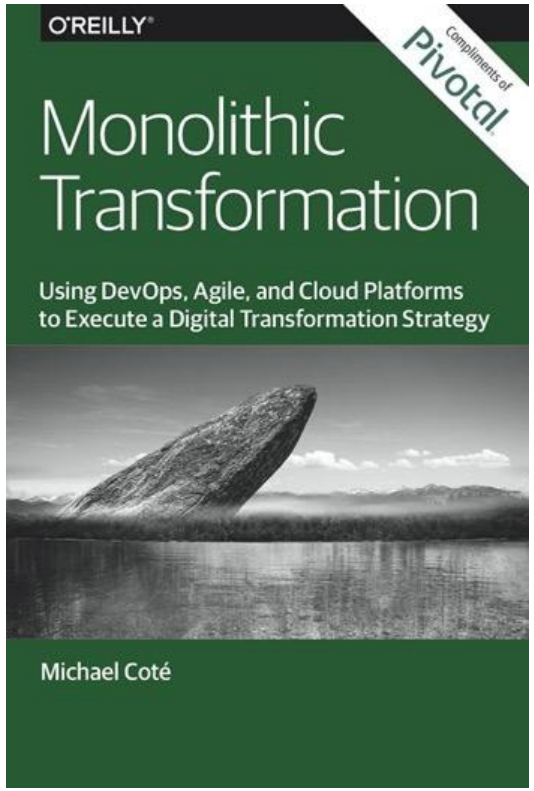

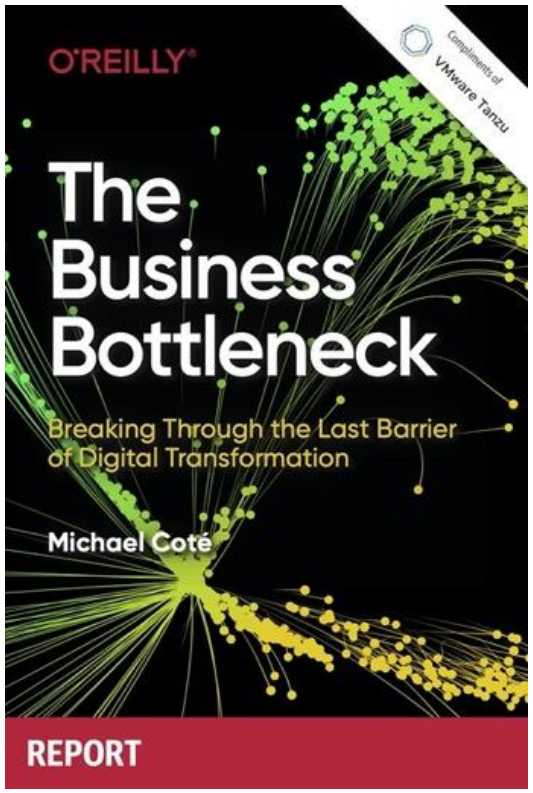

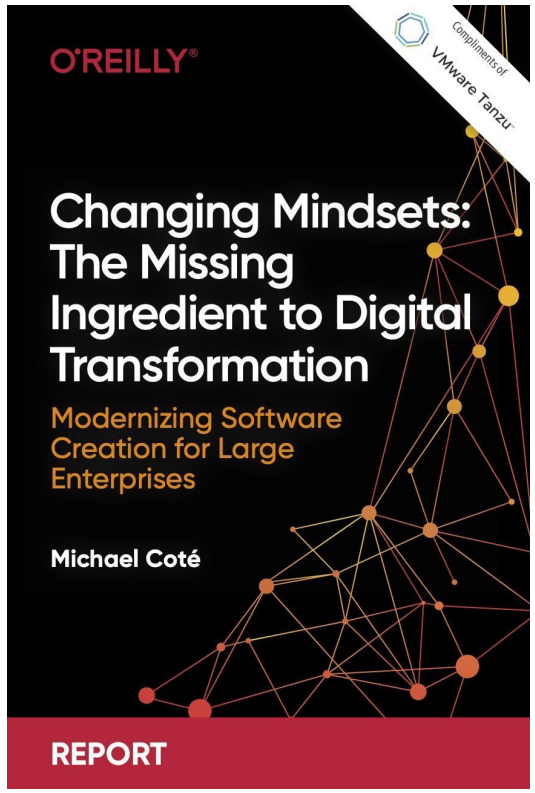

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Additional Material

Scaling

Skills

Become a learning organisation broadening knowledge and know-how across all teams.

Execution

Boost productivity with automation and remove friction as the scope of work widens.

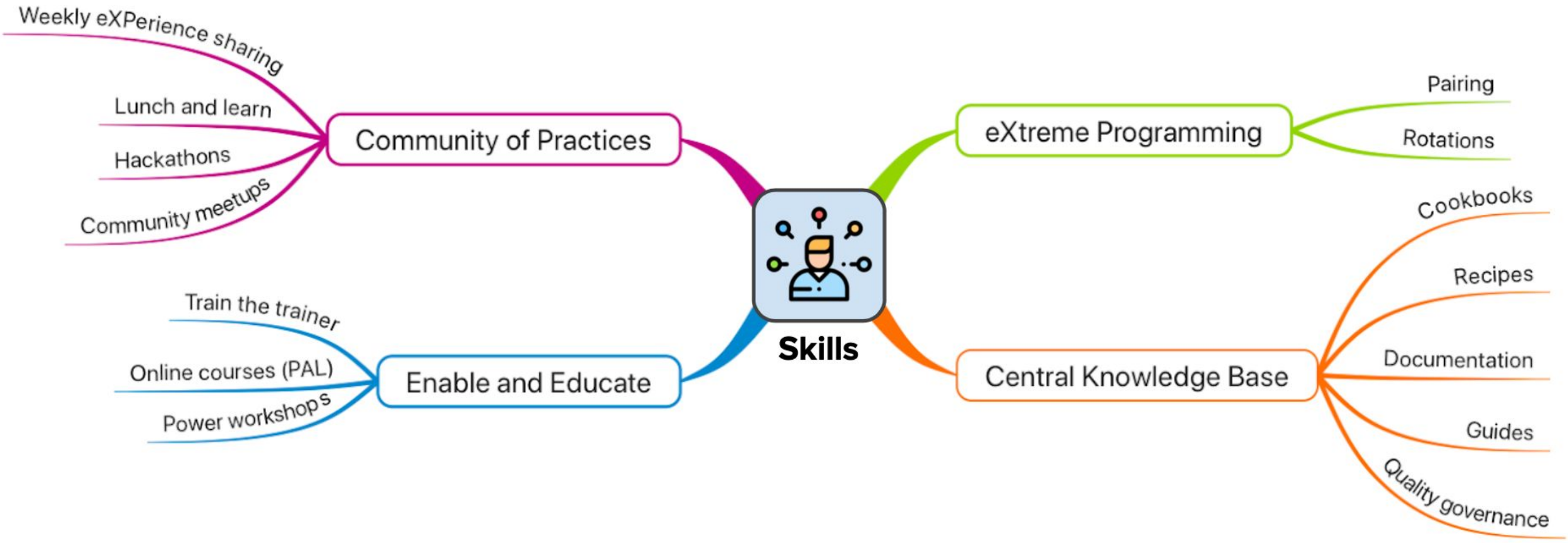
Teams

Nurture a healthy team growth spreading culture, methods, and skills.

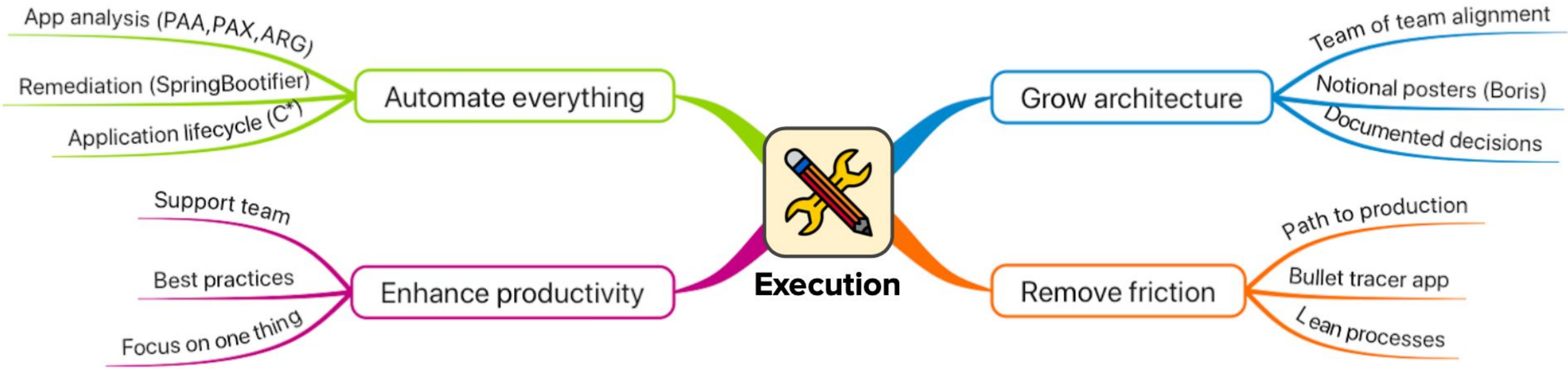
Governance

Align team goals, strategies, and communications by fostering lean and agile practices.

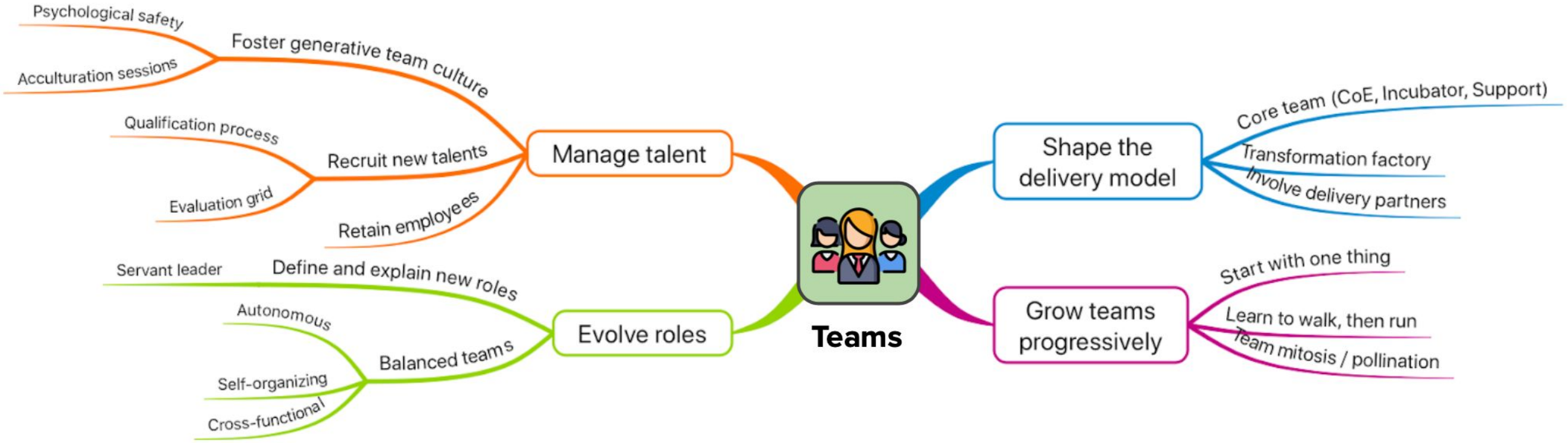
How to become a learning organization (skills)



How to build a scalable “factory”



How to create and nurture product teams



How to govern a product organization