



Fast Flow, Not Fast Fluff

Embracing an Eclectic DevOps Coaching Approach

Jacob Duijzer

- IT Consultant
- Agile & DevOps Coach
- Team Topologies Advocate
- Enabling Team Lead



<https://www.linkedin.com/in/jacobduijzer/>



<https://github.com/jacobduijzer>



Florian Schmetz | Unsplash

We're all in the same race
But not everyone wins



Taylor Smith | Unsplash

Fast Flow

A constant stream of value to our clients



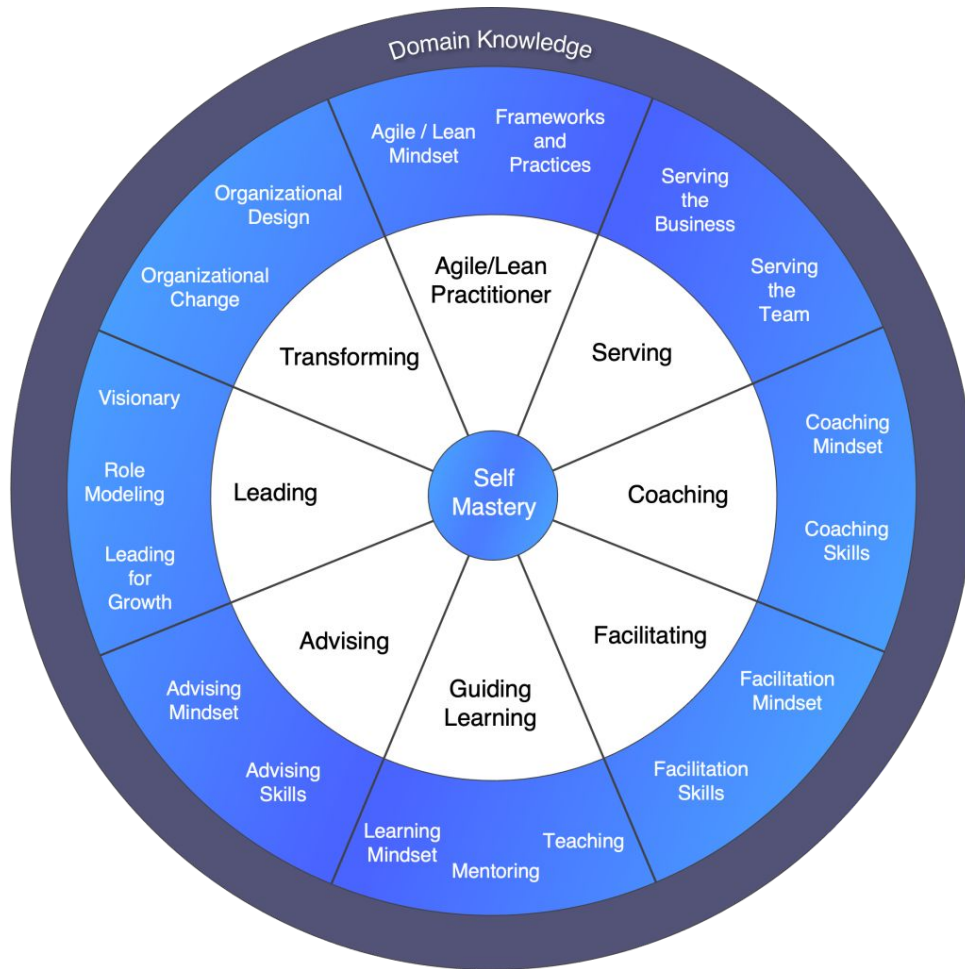
Nick Page | Unsplash

Fast Fluff

Unused products, bugs, wrong features, unhappy customers, unhappy you

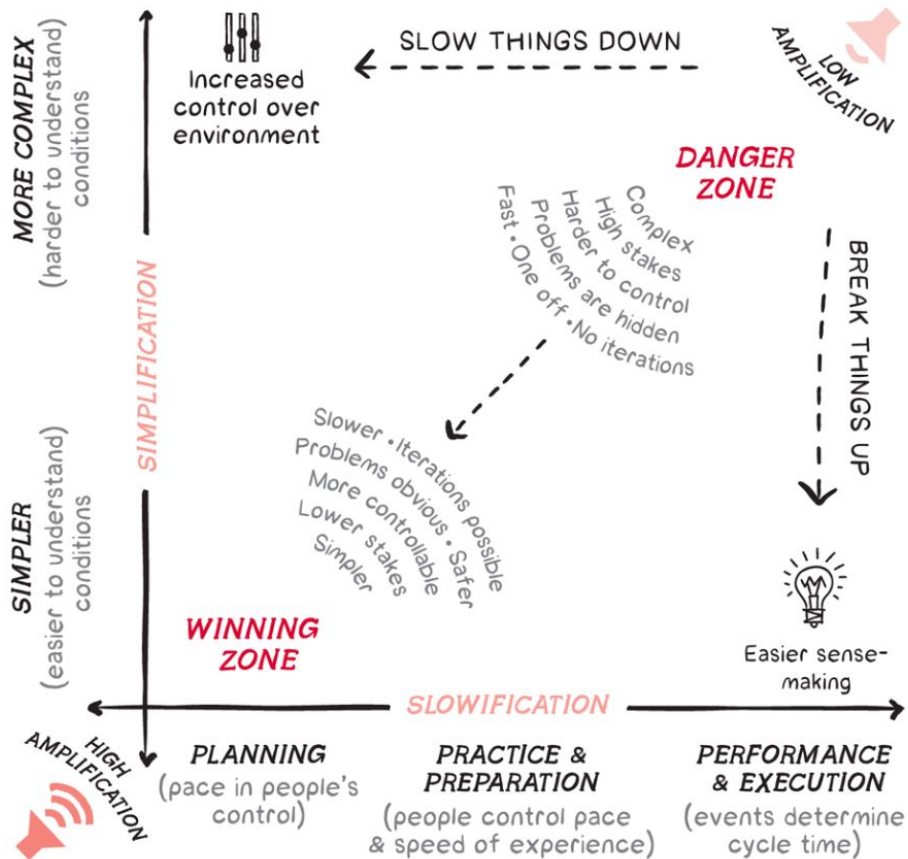


DevOps Coach? Agile Coach? Flow Coach? Coach?



From: "Agile Coaching Growth Wheel"

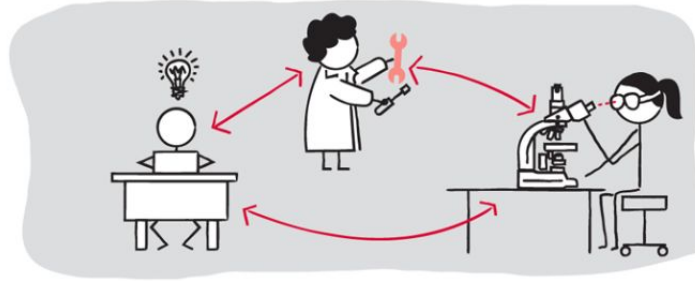
FIGURE 1.3 Moving from the *Danger Zone* to the *Winning Zone* through Slowification, Simplification, and Amplification



From: "Wiring The Winning Organization"

FIGURE 1.2 The Three Layers

LAYER 3
SOCIAL CIRCUITRY
FOR FLOW OF IDEAS
AND INFORMATION



LAYER 2
TOOLS AND
INSTRUMENTATION



LAYER 1
TECHNICAL OBJECT



From: "Wiring The Winning Organization"



Keren Fedida | Unsplash

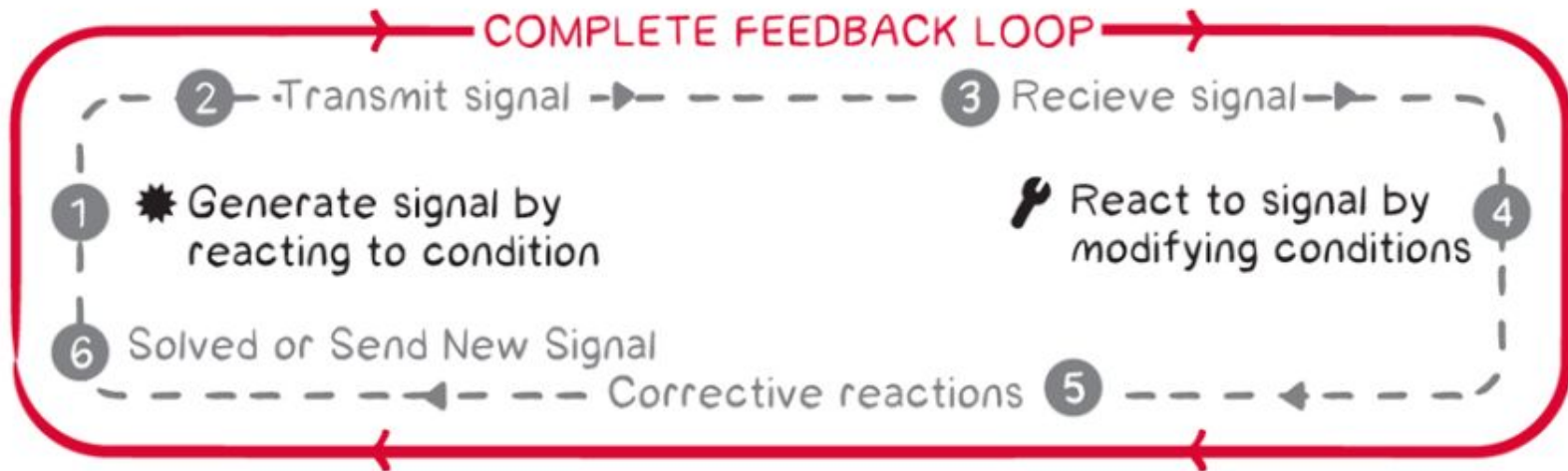
Amplification

How do you know there is a problem? Or, why don't you know?

Pathological (Power-Oriented)	Bureaucratic (Rule-Oriented)	Generative (Performance-Oriented)
Low cooperation	Modest cooperation	High cooperation
Messengers “shot”	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

From: “Wiring The Winning Organization”

FIGURE 10.7 The Six Steps in the Amplification Feedback Loop



From: "Wiring The Winning Organization"

A photograph of two men in a workshop setting, focused on working on a bicycle. The man on the left is wearing a plaid shirt and gloves, while the man on the right is wearing a dark shirt. They are surrounded by bicycle parts and tools.

“Toyota Managers must be sufficiently engaged on the factory floor that they have to wash their hands at least three times a day”

Taiichi Ohno

Fxquadro | Freepik

Gemba Walks

Gemba: The Real Place



“A Bad System Will Beat a Good Person Every Time”

Edward W. Deming

Image by Freepik

The Andon Cord

Pawn or Player?

😁 We are just pawns in a game of chess, with no influence over what we build or how we build it

😡 We are in control of our destiny! We decide what to build and how to build it.

Brooke Cagle | Unsplash

Spotify Squad Health Check

A woman with long dark hair, wearing a black cardigan over a white t-shirt and blue jeans, stands in a meeting room. She is holding a blue sticky note and gesturing with her right hand. The room has a wall covered in various yellow and blue sticky notes. A large potted plant is to her left. In the foreground, the backs of several people's heads are visible as they listen to her. A man with glasses and a light blue shirt is on the left, and two women are on the right. A laptop and a bowl of snacks are on a table in front of them. A mirror on the wall reflects the woman and some sticky notes.

“There is a way to do it better - find it!”

Thomas A. Edison

Parabol | The Agile Meeting Toolbox | Unsplash

Retrospectives



Keren Fedida | Unsplash

Slowification

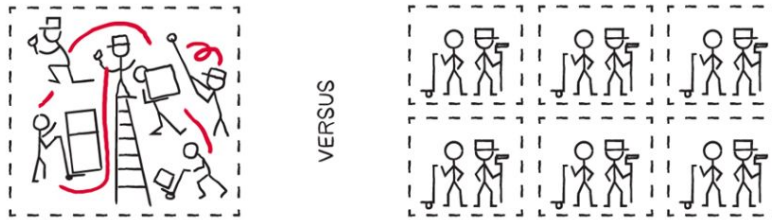
Create better conditions to solve complex, difficult problems

FIGURE 7.2 The Three Techniques of Simplification

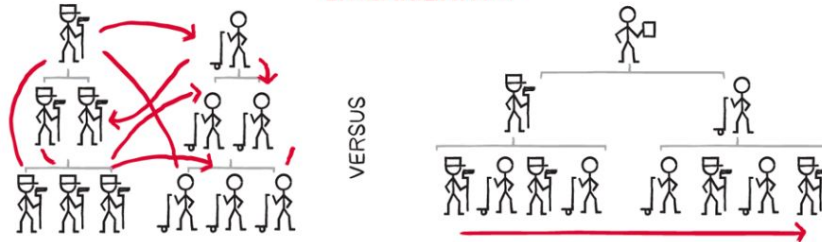
INCREMENTALIZATION



MODULARIZATION

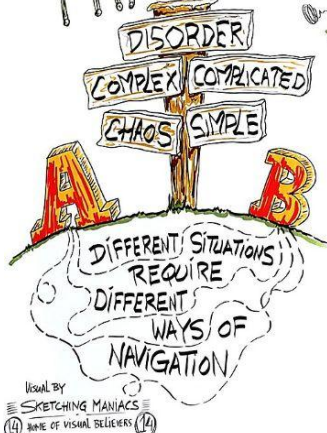


LINEARIZATION



From: "Wiring The Winning Organization"

THE ONE FRAMEWORK



Visual by SKETCHING MANIACS
HOME OF VISUAL DELIGHTS

III. RESPOND
TAKE ACTION MOVING THE PROBLEM INTO THE COMPLICATED DOMAIN

II. SENSE
DIVE INTO THE NEW AND DETERMINE NEXT STEPS

PROBE
EXPERIMENT - EVALUATE - EXPERIMENT - EVALUATE - REPEAT - REPEAT - REPEAT

ANALYZE
THE PROBLEM & ROADMAPS

SENSE
THE PROBLEM

III. RESPOND
WITH A PLAN

BLUE PRINT
THE TRUTH IS IN HERE

GOOD PRACTICE

ACTION MODE

COMPLICATED

1 + 1 = 2

THE TRUTH IS OUT THERE SOMEWHERE

EMERGING PRACTICE

WICKED PROBLEMS

THERE ARE NO GOOD ANSWERS
THE PATH WILL BE CREATED WITH EVERY STEP

IF NEEDED STAY AT 2, AGAIN

BETTER SAID THE PLAN

YOU'RE LOOKING FOR AN EXPERT...?

THE EXPERT WILL YOU THE BEST WAY

WILL YOU SHOW

III. RESPOND
TAKE ACTION TO MOVE YOUR PROBLEM TO ANOTHER DOMAIN

SENSE
ONCE OUT OF THE IMMEDIATE DANGER ZONE, ASSESS THE SITUATION AND DETERMINE NEXT STEPS

ACT
REALLY - TRUST YOUR INSTINCT... GET OUT OF THE IMMEDIATE DANGER ZONE

NOVEL PRACTICE
KNOWLEDGE GATHERED THROUGHOUT LIFETIME IS ONLY PARTIAL USEFUL

CHAOS

WHEN HELL BREAKS LOOSE
DON'T FREEZE OR GET HURT OR WORSE
GET OUT

ACTION MODE

SENSE
THE SITUATION

II. CATEGORIZE
THE SITUATION INTO A KNOWN BUCKET

III. RESPOND
WITH A WELL-KNOWN SOLUTION

1 + 1 = 2
VICE

REST PRACTICE

THE 1 WAY SOLUTION

GOOD TO KNOW

IF YOU DON'T KNOW WHERE YOU ARE, IF YOU FEEL LOST IN THE WOODS...
WELCOME TO THE HOME OF **DISORDER**

GATHER INFORMATION → IDENTIFY THE DOMAIN → MOVE ON

WHEN YOU BELIEVE

- ALL IS SIMPLE
- EVERYTHING IS ORDERED
- PAST SUCCESS MAKES YOU INVULNERABLE TO FUTURE FAILURE

BEFORE YOU KNOW IT THE CHAOTIC DOMAIN GRABS YOU BY THE THROAT AND DRAGS YOU INTO A **CRISIS**

THINK AGAIN

From: "Wiring The Winning Organization"

A photograph of two men in a factory setting, focused on assembling a bicycle. The man on the left is wearing a plaid shirt and work gloves, while the man on the right is wearing a dark shirt. They are working on the frame and wheels of a bicycle. The background shows other bicycles and factory equipment.

“Toyota Managers must be sufficiently engaged on the factory floor that they have to wash their hands at least three times a day”

Taiichi Ohno

Fxquadro | Freepik

Metrics

Deployment Frequency, Lead time for changes, Change failure rate, Failed Deployment recovery time



Goals

OKR's & KPI's



shun idota | Unsplash

Work in progress



Marco Glasbergen Fotografie

Learning Culture



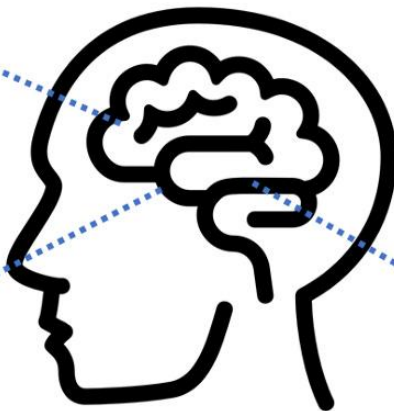
Brett Jordan | Unsplash

Simplification

Make the problems themselves easier to solve

Cognitive Load Theory

Intrinsic Load
(complexity of
new information)



Germane Load
(linking new info
with current info)

Extraneous Load
(unnecessary and
distracting info)

barefootTEFLteacher.com

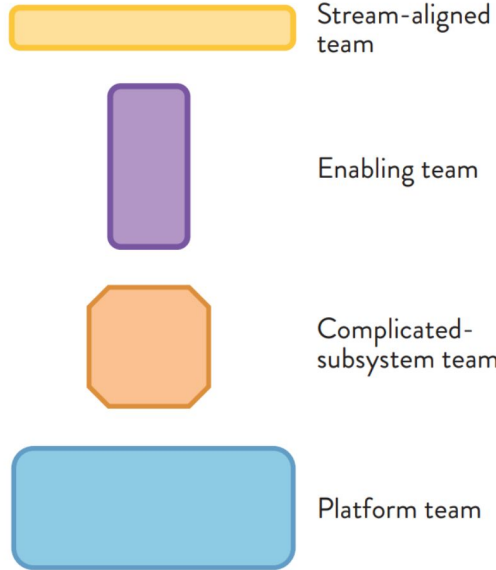
Cognitive Load & Focus



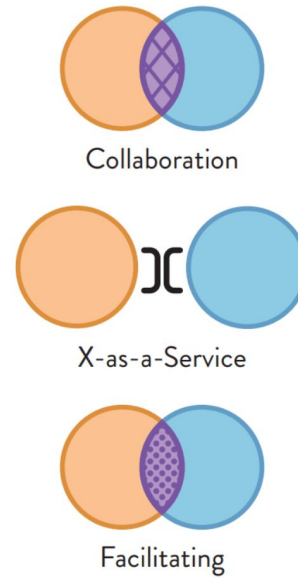
Mike Hindle | Unsplash

Dependencies

Four Team Types

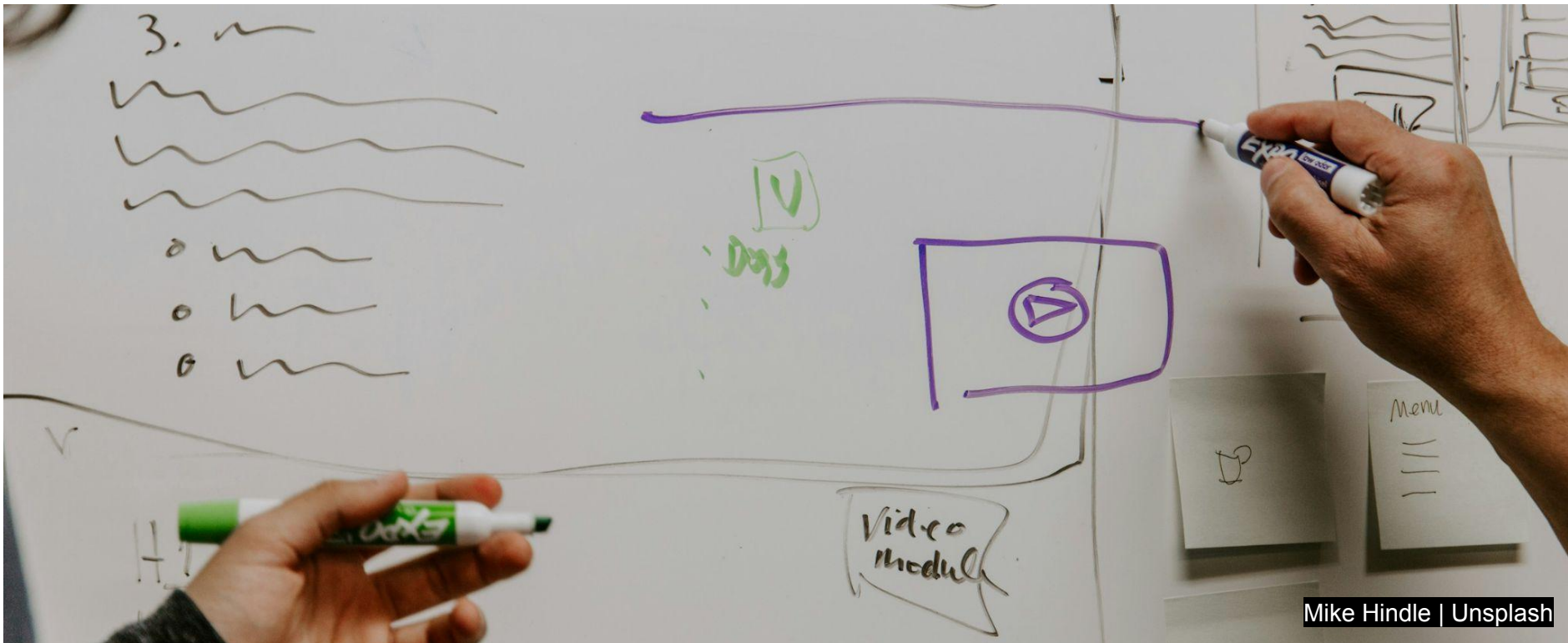


Three Interaction Modes



© Matthew Skelton and Manuel Pais from *Team Topologies*

Team Topologies



Mike Hindle | Unsplash

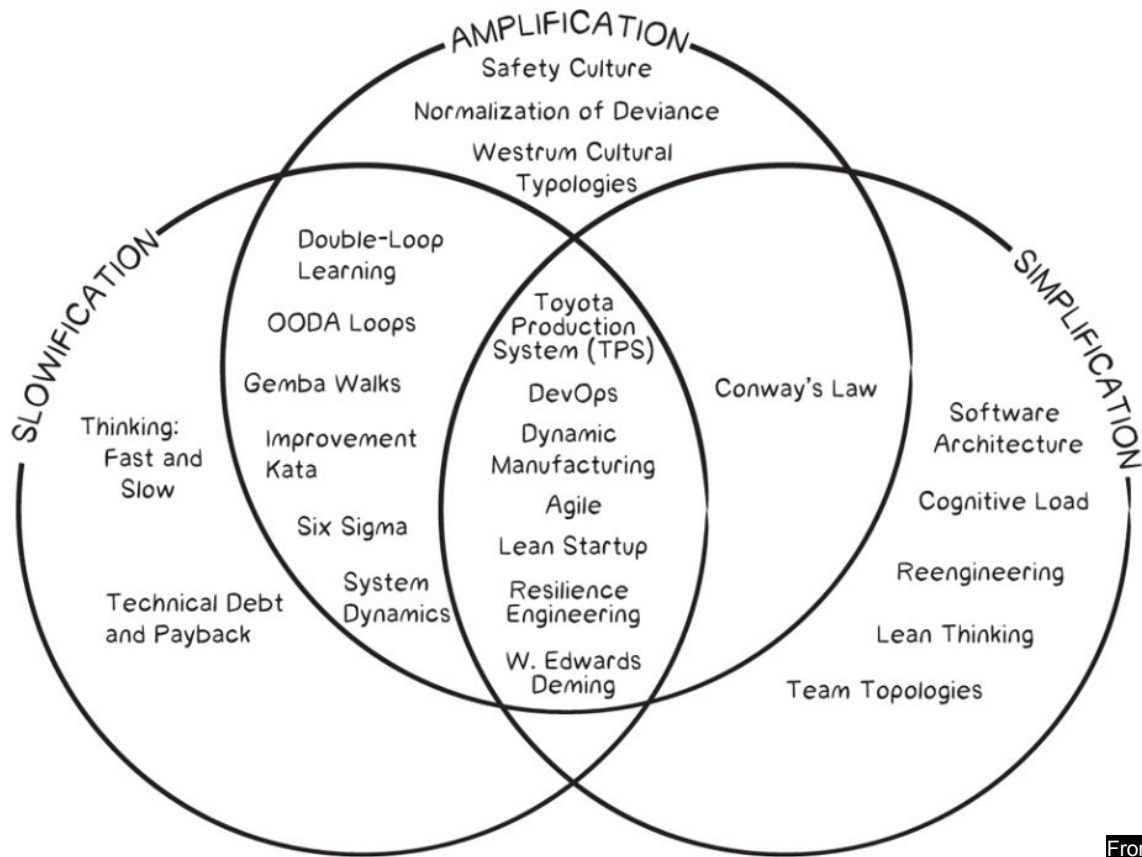
Architecture for fast flow



Fast Flow, Not Fast Fluff

Embracing an Eclectic DevOps Coaching Approach

FIGURE 1.1 Venn Diagram of How Different Practices Slowify, Simplify, or Amplify



From: "Wiring The Winning Organization"

Thanks!

Feel free to contact me, if you have questions, or want to know more!



<https://www.linkedin.com/in/jacobduijzer/>



<https://github.com/jacobduijzer>



Sources and inspiration

Books

- [Wiring The Winning Organization: Liberating Our Collective Greatness through Slowification, Simplification, and Amplification](#)
- [The Goal: A Process of Ongoing Improvement](#)
- [Extraordinarily Badass Agile Coaching: The Journey from Beginner to Mastery and Beyond](#)
- [Deming's Journey to Profound Knowledge](#)
- [Sooner Safer Happier: Antipatterns and Patterns for Business Agility](#)
- [Team Topologies: Organizing Business and Technology Teams for Fast Flow](#)
- [Accelerate: The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations](#)
- [Unlocking Business Agility with Evidence-Based Management: Satisfy Customers and Improve Organizational Effectiveness](#)

Podcasts

- [Wiring the Winning Organization with Gene Kim \(0800-DEVOPS\)](#)
- ['Slowify:' How Winning Organizations Create Fingerspitzengefühl & Einheit with Steven J. Spear \(No Way Out\)](#)
- [Wiring the Winning Organization: Liberating Our Collective Greatness through Slowification, Simplification, and Amplification | A Conversation with Author Steven J. Spear \(Redefining Society\)](#)
- [Team Topologies \(> TechLead.Journal\(\)\)](#)
- [Sooner Safer Happier - Jonathan Smart & Simon Rohrer \(> TechLead.Journal\(\)\)](#)

Links

- [System 1 and System 2 Thinking](#)
- [Westrum's Organizational Typology](#)
- [The Curious Story Behind The Word "Slowification" from Wiring The Winning Organization](#)
- [The Andon Cord](#)
- [Spotify Squad Health Check](#)
- [DevOps Research and Assessment \(DORA\)](#)
- [Cynefin framework](#)
- [Dr. Deming's 14 points for management](#)
- [Drive out fear to improve psychological safety](#)
- [Agile Coaching Growth Wheel](#)
- [Liberating Structures](#)