

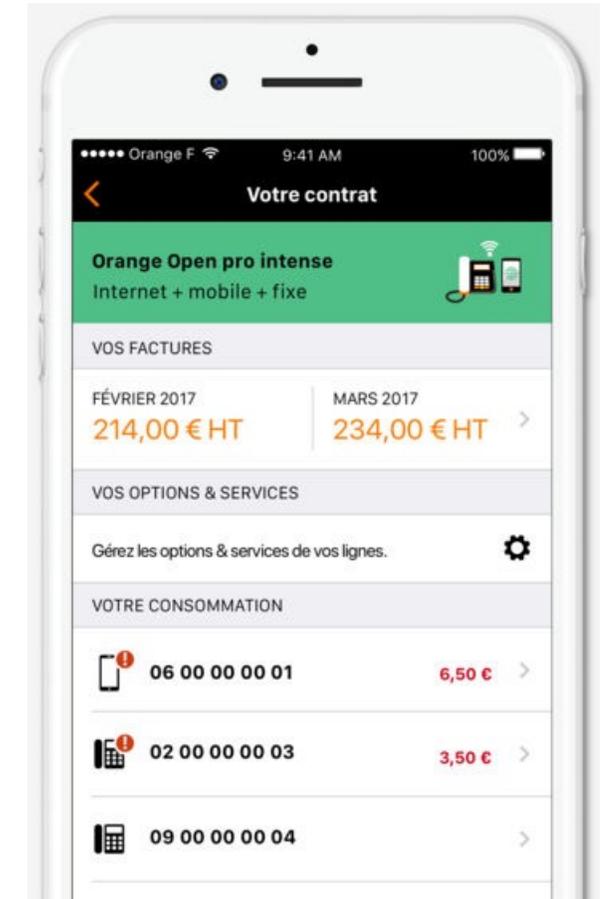
The People Side of Building the Path to Production

Building a Path to Production: A Guide for Managers and Leaders in Platform Engineering, Episode 02

Bryan Ross & Coté

Fall, 2023

Software implements strategy for breakfast



Coté



<https://newsletter.cote.io>

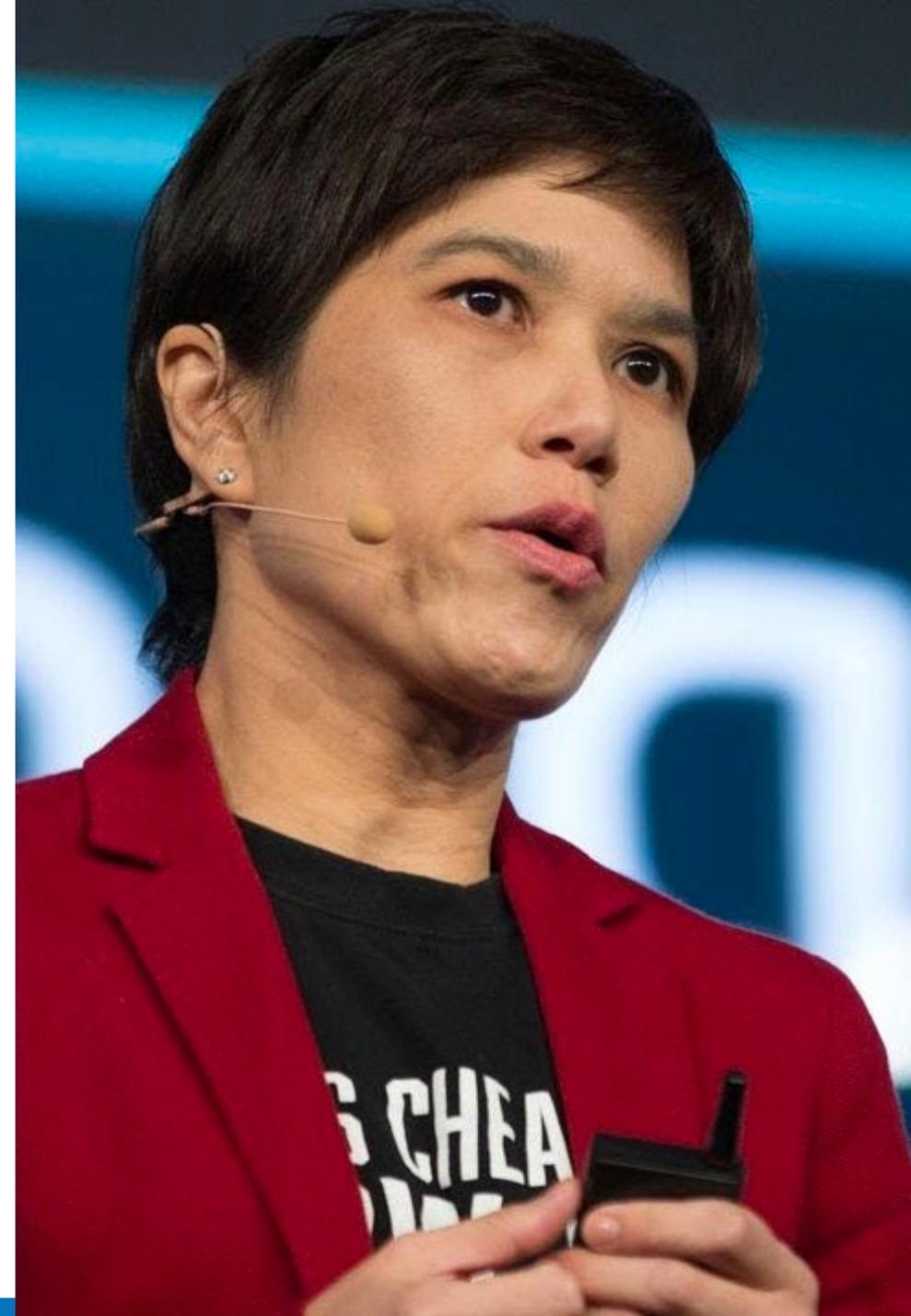
Bryan Ross

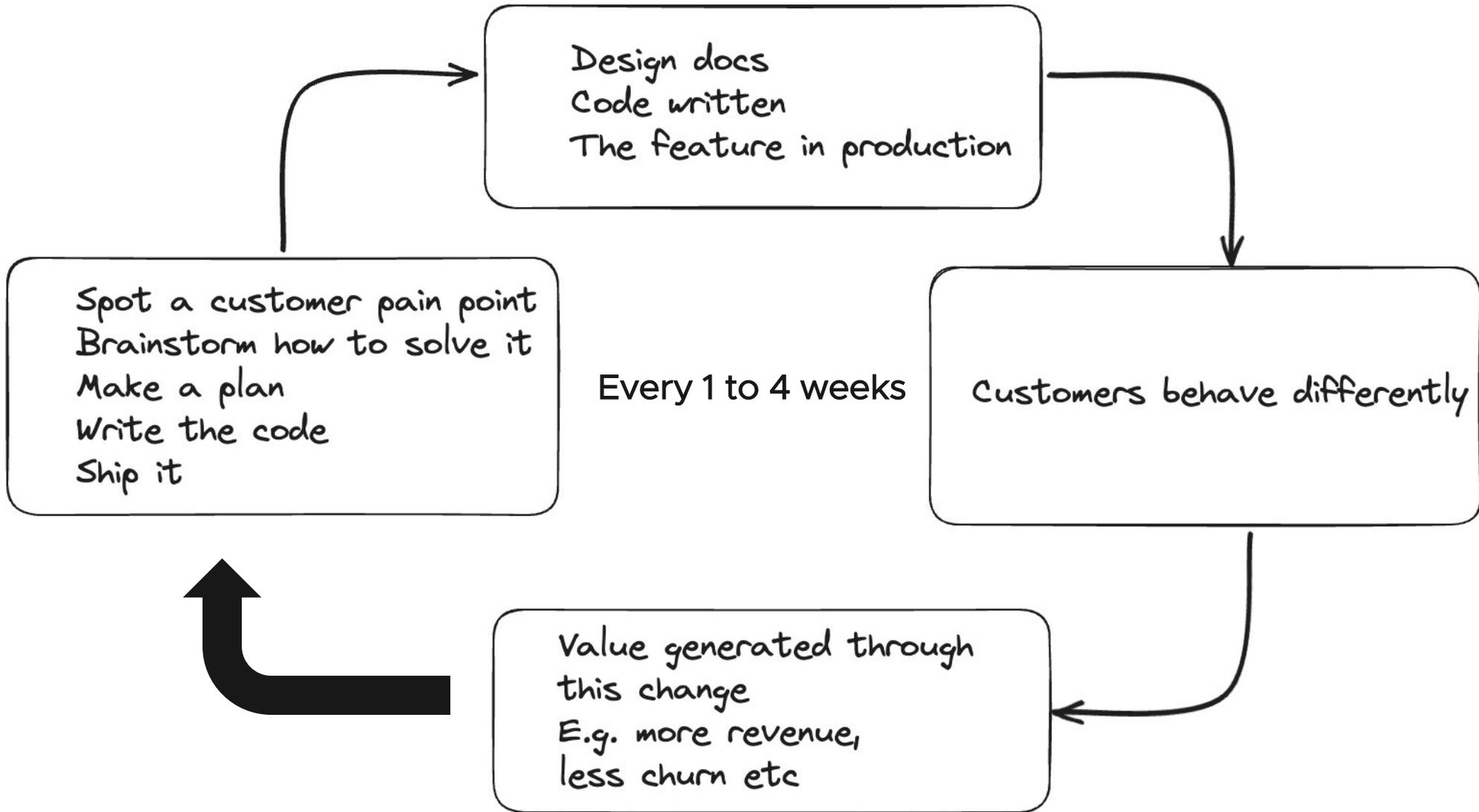


<https://bryanross.me>

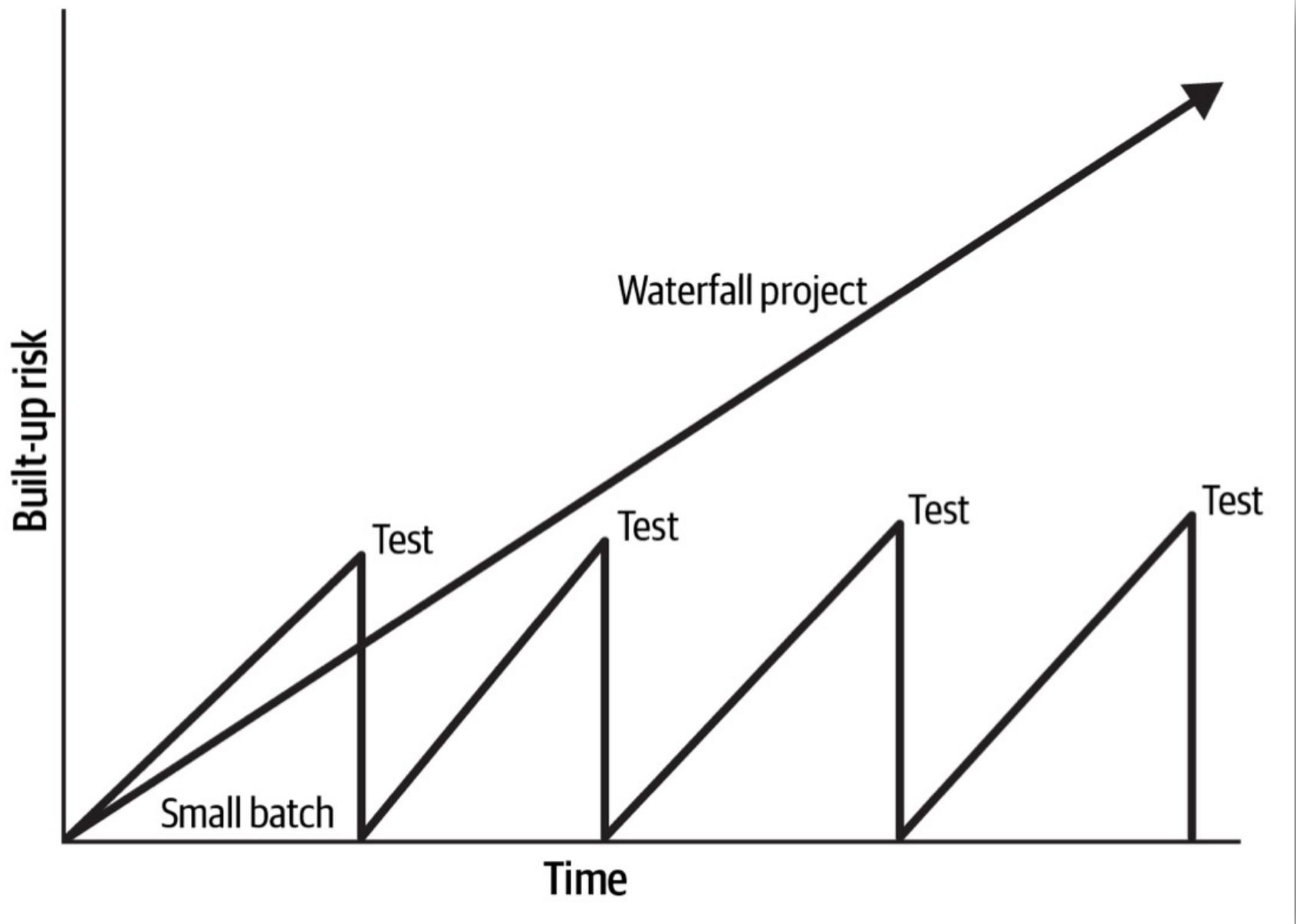
“We believe that we need to reimagine banking to make banking simple, seamless, as well as invisible to allow our customers to live more bank less.”

Siew Choo Soh, DBS Bank





Kent Beck / Software Design: Tidy First? and pragmaticengineer.com



Chaos

Lean
Governance

Command &
Control



No accountability.

Fast and verified
decision making.

Commitments.

“I hope the thing I’m
building helps the
company, is useful to
customers, etc.”

Team autonomy
with alignment.

“What we built is no
longer important.”

OGSM Framework

Objectives, Goals, Strategies & Metrics

Objective

The vision of what you want to achieve (outcome or impact)



Objective

Goals

The numerical articulation of the Objective



Goals

Strategies

The things you need to do to achieve the Objective



Strategy

Metric

Strategy

Metric

Strategy

Metric

Metrics

Leading indicators to tell you whether your strategies are working



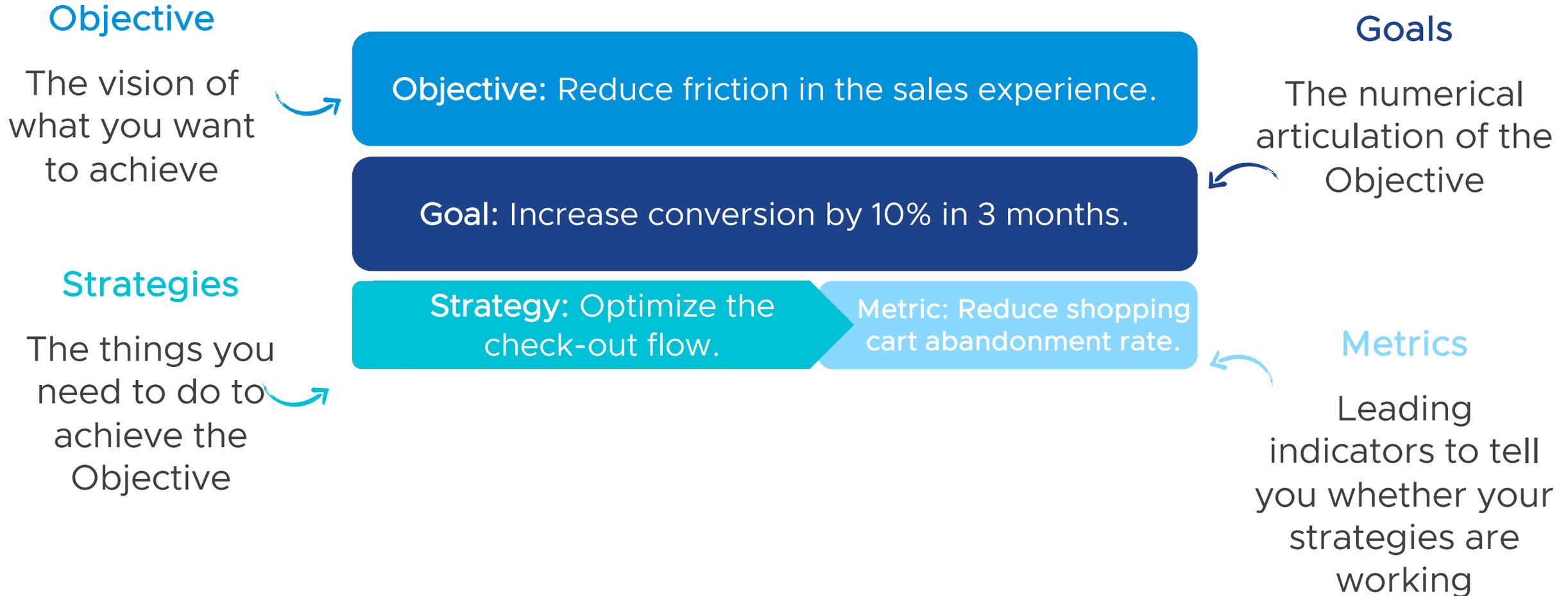
Larger market share means more revenue, usually increases share price

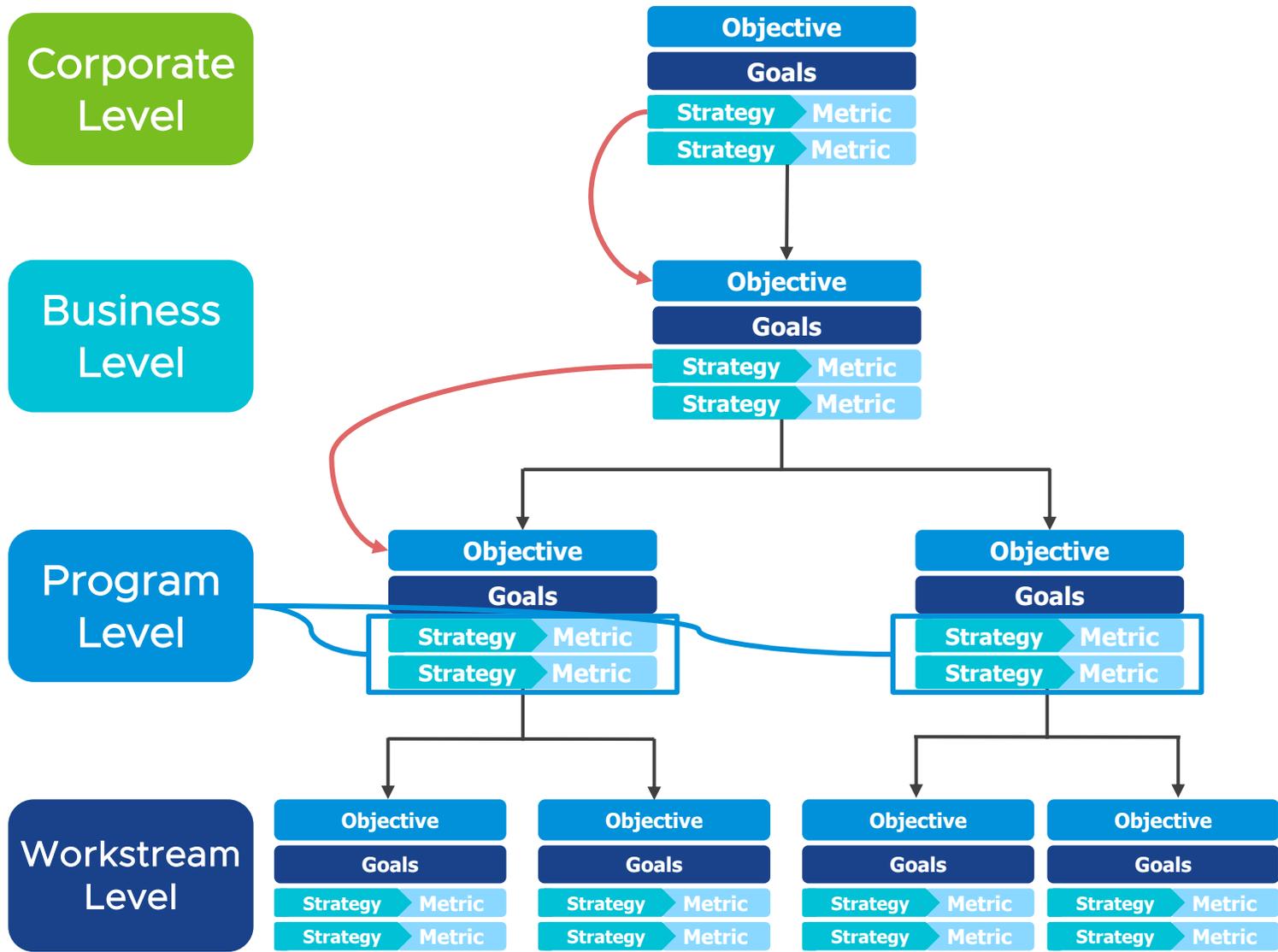


Get more revenue by getting customers to buy more stuff



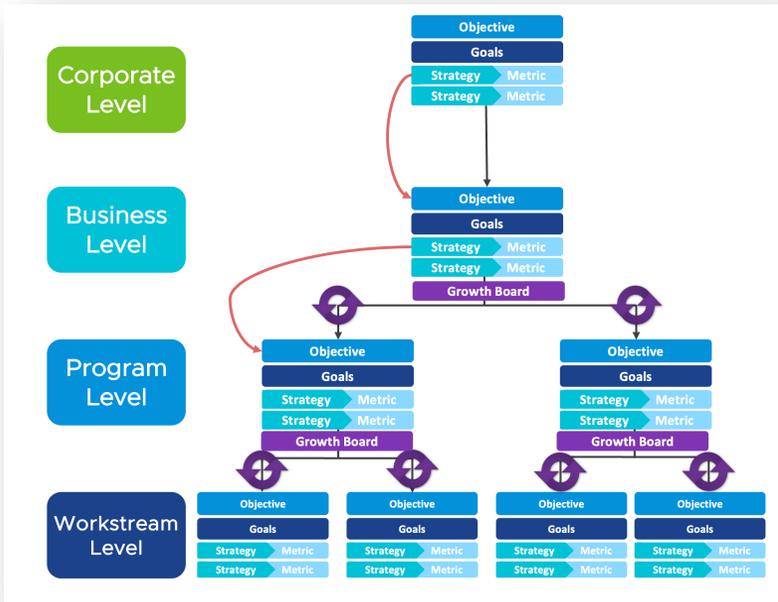
Theory: customers will buy more if it's easier to check-out





Don't Forget

- Name WHO is responsible
- Delegate the HOW
- Quarterly review
- Use software to discover and validate WHAT to do
- Change & adapt based on validated feedback

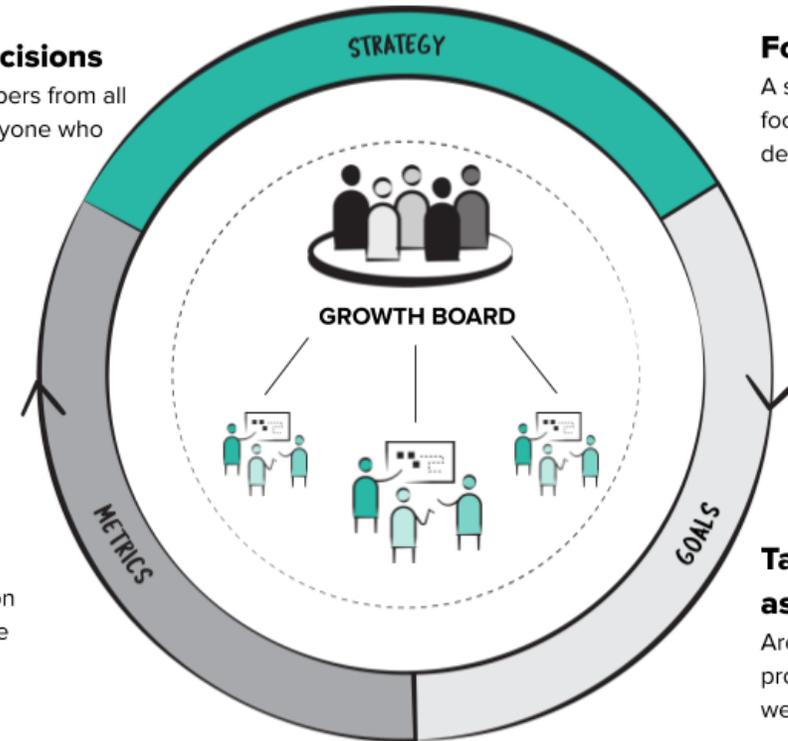


Cross-functional decisions

Board should include members from all key stakeholder groups: anyone who can affect the decision

Focused on value

A single problem area or goal focuses the growth board's decisions



Informed by data

Team presentations focus on evidence, learnings, provide context for conversation

Tackles the riskiest assumptions

Are these even the right problems to solve? How would we know?

Product Development Practices

User Centered Design

Understand the user and their needs and problems. Solve for them.

PRACTICES

- User Interviews
- Ethnographic studies
- Persona definition
- Prototype creation

Lean Product Management

Avoid building the wrong thing. Easily change direction if needed.

PRACTICES

- MVP definition
- Lean experiments
- Test assumptions
- Data driven decisions

Extreme Programming

Code at a consistent speed and quality in the face of changing requirements.

PRACTICES

- Pair Programming
- TDD
- Short iterations
- CI / CD

Enterprise Architecture

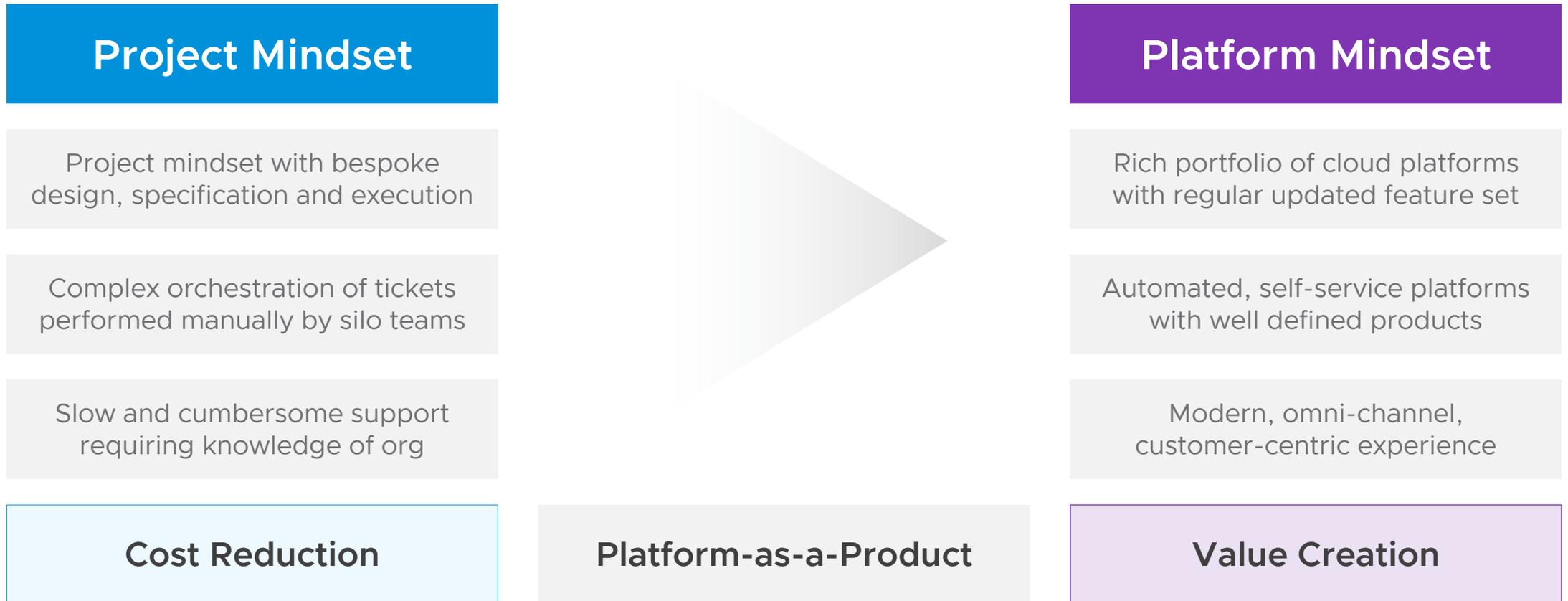
Understand how the system wants to behave. Architect for constant iteration.

PRACTICES

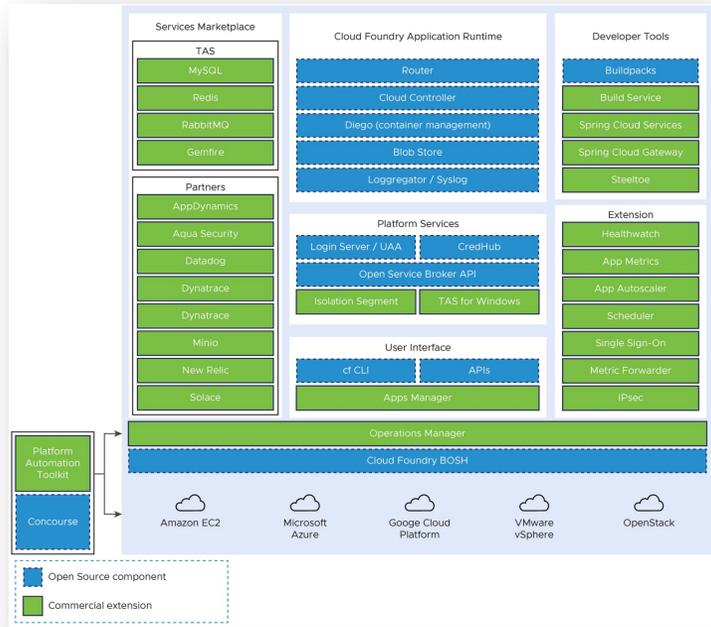
- Event Storming
- Boris
- SNAP
- Patterns

Platform-as-a-Product

Changing the perception of your team from operational cost to become part of the value chain.



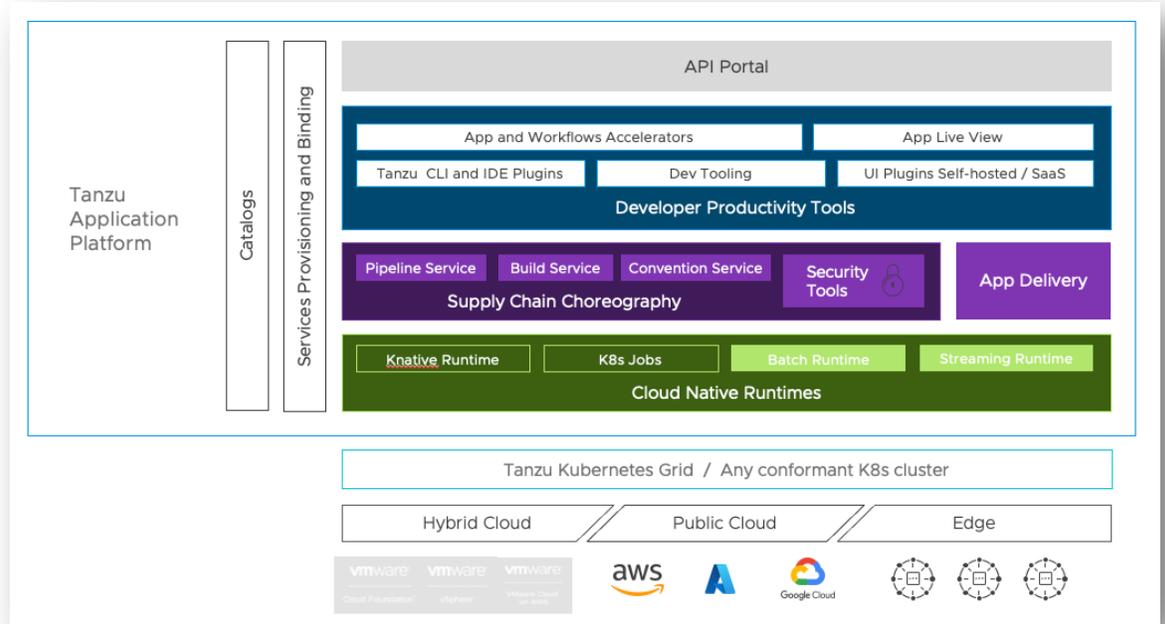
Tanzu Application Service



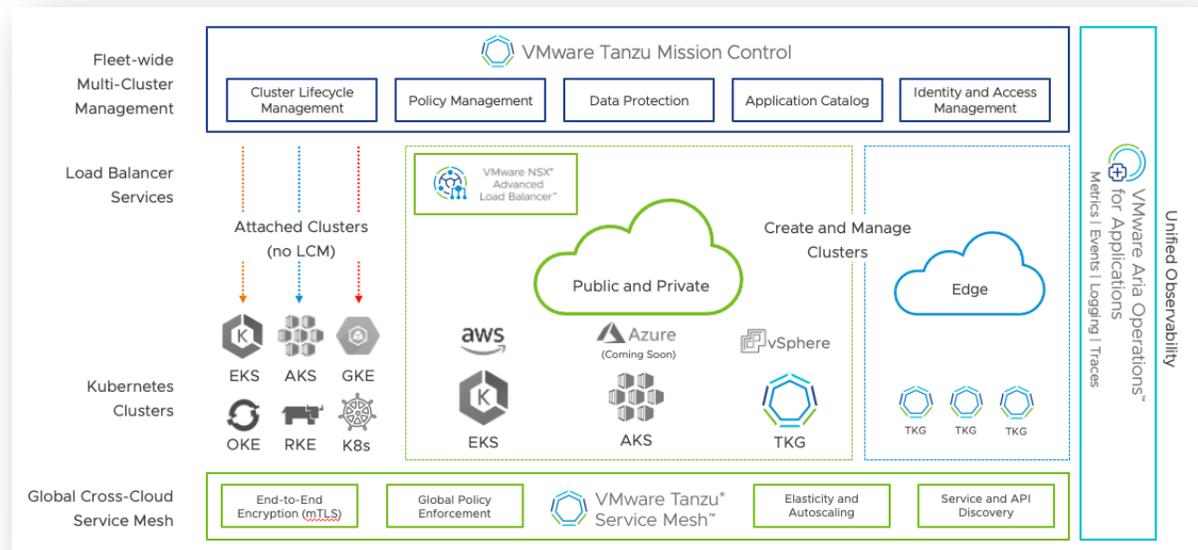
Tanzu Labs



Tanzu Application Platform



Tanzu for Kubernetes Operations



VMware Tanzu Labs

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WAYS TO ENGAGE

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- Build a platform
- Transform data

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SUBMIT

Some problems require more than tools.

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