

PRINCIPLES FROM SOONER SAFER HAPPIER

CHAPTER 1

Focus on Outcomes

Better Value Sooner Safer Happier.

Whole Organization Value

Agile in IT only is a local optimization.

Everything is in scope.

CHAPTER 2

Achieve Big Through Small

Think Big, Start Small, Learn Fast.

Apply agility to agility.

S-Curve Approach to Change

People have a limited velocity to unlearn.

People adopt change in an S-curve.

Descal before You Scale

People have a limited velocity to unlearn.

People adopt change in an S-curve.

Scaling agility is descaling the work and the system of work.

Scale Agility Vertically Then Sideways

Join up, top down, and bottom up.

CHAPTER 3

One Size Does Not Fit All

Organizations are complex adaptive systems.

You have a unique VOICE.

If the path ahead is clear, you're on someone else's path.

Invite over Inflict

Invite participation with intrinsic motivation and empowerment.

The words "resist" or "convince" should not enter the vocabulary.

CHAPTER 4

Leaders Go First

Leaders lead.

Role model desired behaviours.

Exhibit courage and vulnerability.

Tell stories; reward desired behaviors in others.

Foster Psychological Safety

Invite participation.

Foster an open culture of learning through intelligent failure.

Listen and act.

Foster a blame-free culture.

Leverage Emergence

Leverage emergence to maximize outcomes.

Adopt an emergent mindset.

Move authority to the information, with transparency.

Coach and support; supporting lines over reporting lines.

CHAPTER 5

Optimize for Sustainable Fast Flow of Safe Value

Long lived multi-disciplinary teams, on long lived products, on long lived value streams, aligned to the customer.

Tribal Identity by Value Stream

Humans are tribal; primary identity should be to the value stream and the customer over job role specialism.

Outcome Hypotheses over Solution Milestones

Outcome hypotheses and experimentation to leverage emergence to your advantage.

Nested outcomes for strategic alignment.

Stop Starting, Start Finishing

Limit WIP at every level.

The fewer cars on the road, the faster they go.

Pull Work, Don't Push it

Pulling work shines a light on the natural capacity of the system and impediments to flow.

Impediments are not in the path, impediments ARE the path.

CHAPTER 6

Safety within Safety

Foster psychological safety.

Seek the presence of positives, not only the absence of negatives.

Safety Teams Aligned to Value Streams

Long-lived Safety teams on long-lived value streams.

Optimize for the sustainably fast flow of safe value.

Shared ownership of Safety.

Keep the discussion on risk alive.

Minimal Viable Compliance (MVC)

Right size risk mitigation taking context and risk appetite into account.

People, Process, Tooling, In That Order

Behavior, collaboration, conversation is the biggest lever.

CHAPTER 7

Continuous Attention to Technical Excellence

Technical excellence, operational excellence, good design, and good designers are key to sustainable business agility.

If you're living with legacy, allocate more time to pay off the debt.

Architect For Flow

Sustainably fast flow of value is the primary goal of software delivery.

Punctuated Gradualism (Multiple Speeds in Parallel)

Evolution and periodic revolution in order to realize most value.

From daily continuous attention to periodic revolutionary architectural change.

Autonomation: People and Machines In Harmony

DevOps doesn't mean automating smart people out of a job.

Use automation and tooling judiciously to make good people even better.

Culture is the biggest lever; sometimes tools won't improve outcomes.

CHAPTER 8

Optimize for Fast Learning

Intentionally optimize for collaboration and sharing of tacit knowledge.

Pop the learning bubbles.

Create Nested Learning Loops

Establish nested learning loops, daily, weekly, monthly, quarterly, yearly, multi-yearly.

Enable learning at the individual, team, and organizational levels.

Communicate, Communicate, Communicate

Communicate three more times than you think you need to and you're a third of the way there.

Dissolve the disconnected bubbles through practices like ASREDS, CoPs and awards.

Learn to be Comfortable with Uncertainty

Maintain options, encourage experimentation, have a growth mindset, adapt.

Measure For Learning

Have data-driven feedback loops.

Create the dials on the dashboard.

Support data led experimental mindset and unlock measurability of Better Value Sooner Safer Happier.

The intentionally long list of principles provided here and in *Sooner Safer Happier* is intended to help you get started. The principles themselves are self-referential. You are invited to use them, and there is no one size fits all. Your context and impediments will determine which are more important to encourage.

#BVSSH