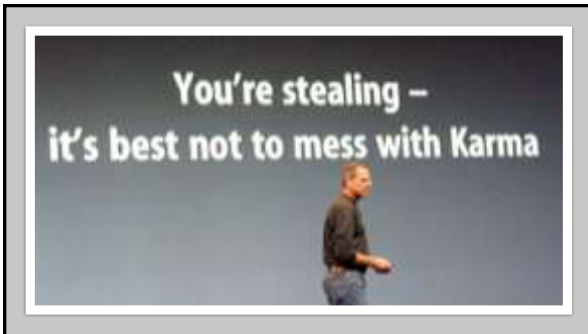




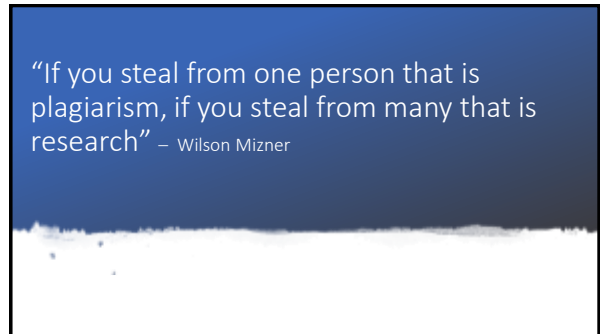
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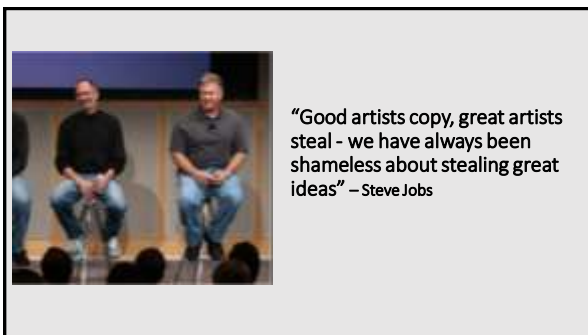
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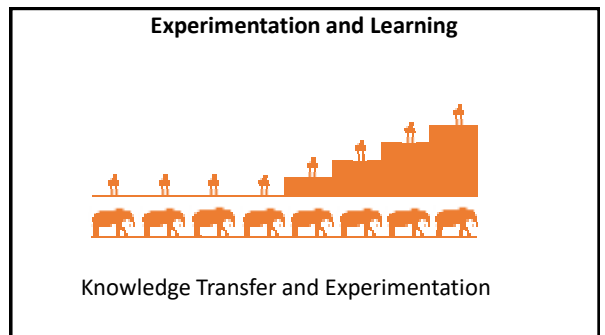
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### Work Eras

	 Agricultural Era (Land based)	 Industrial Era (Factory based)	 Knowledge Era (Knowledge based)
	Agricultural	Industrial	Knowledge Based
Work Type:	Distributed, seasonal	Centralized, continuous	Everywhere, continuous
Nature:	Tangible, Visible, Atoms	Tangible, Visible, Atoms	Intangible, Invisible, Bits
Scaling Work:	Easy. Adding more people completes sooner	Easy. Adding more people completes sooner	Difficult: Adding more people completes later
Leadership:	Servant, Visionary	Command-and-control, Visionary	Servant, Visionary
Desired Traits:	Character	Salesperson	Scientist, Engineer
Influential books:	"Character, the greatest thing in the world"	"How to Win Friends and Influence People"	"The Lean Startup", "Blue Ocean Strategy"

7



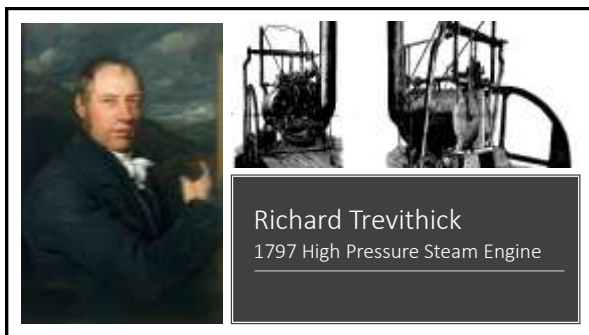
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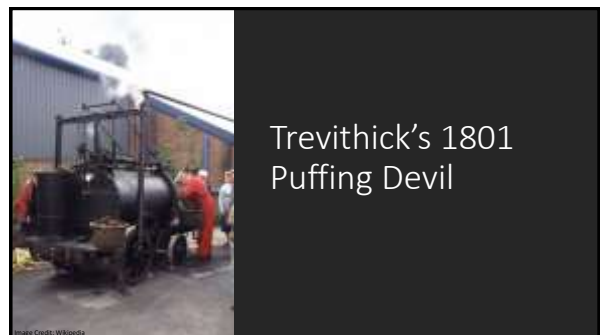
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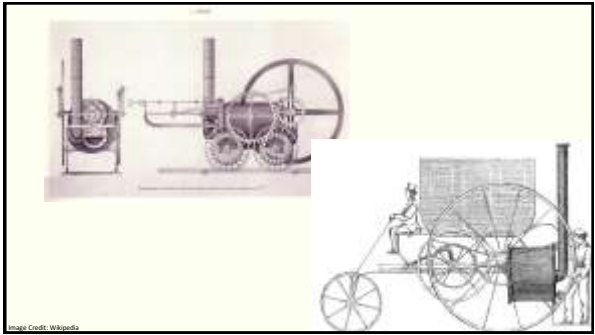
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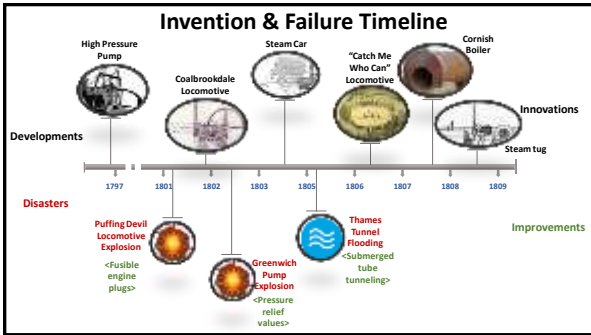
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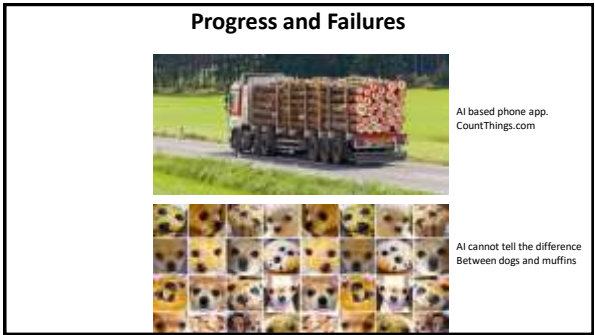
15

#1: Experiment  
#2: Iterate

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### DSDM Experiments 1993 - 1994

Rapid Application Development (RAD)

User Participatory Design

Dynamic Systems Development Method (DSDM)

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### DSDM Experiments 1993 - 1994

Dynamic Systems Development Method (DSDM)

- User involvement in screen designs ✓
- User involvement in architecture ✗

20

### Approach Evolution

Agile approaches are not sacrosanct – we need to experiment to improve

Success and Failure Analysis:

- Best teams don't emphasise agile
- Agile Myopia
- Buffet Syndrome

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### Approach Evolution

22

Process has weight, but knowledge is weightless

23

### Process Costs

Team Focus

Project Goal

Net vector

Lost-potential of Delivery Value

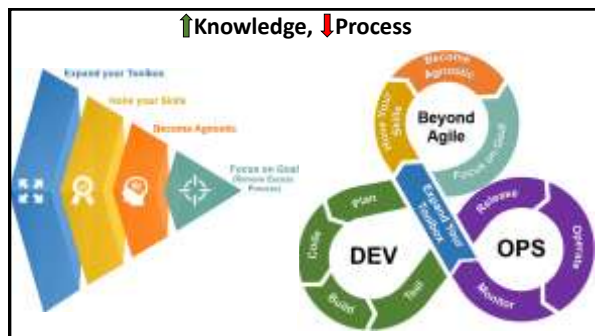
Done! Drift

10% Excessive agile process focus

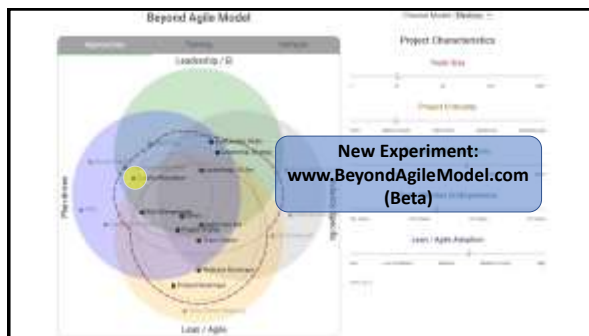
5% unavoidable corporate process

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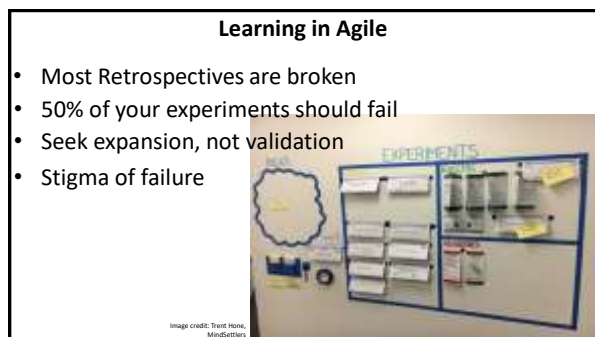
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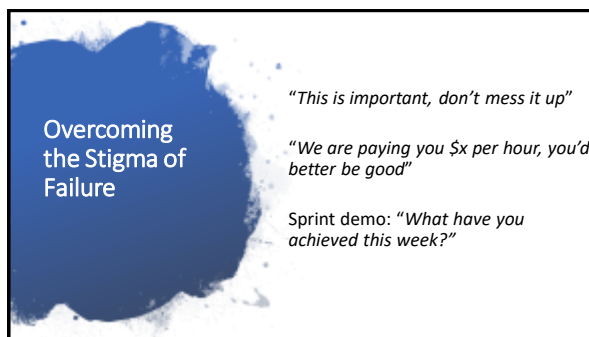
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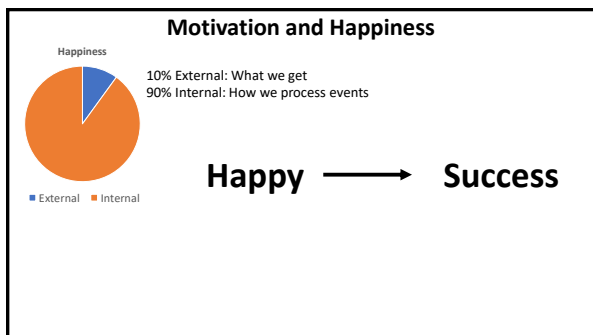
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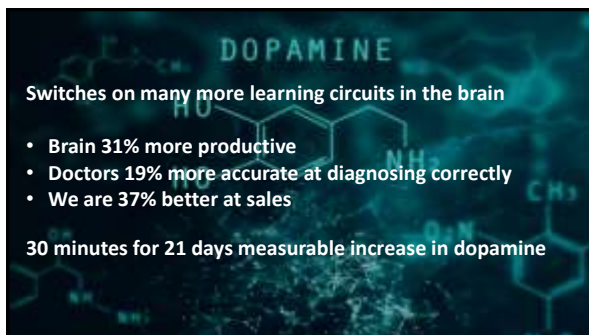
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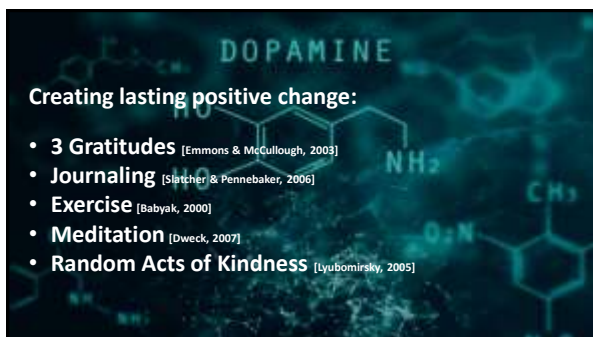
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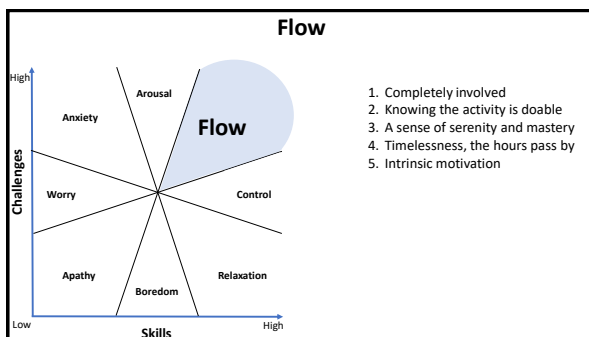
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