How to break the rules

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@tastapod
“Technology can bring benefits if, and only if, it diminishes a limitation.”

—Eli Goldratt
We are really, really bad at adopting new technology
We are really, really bad at benefiting from new technology
Goldratt’s four questions

1. What is the *power* of the technology?
2. What *limitation* does the technology *diminish*?
3. Which *rules* enabled us to *manage* this limitation?
4. Which *new rules* will we need?
Which rules enabled us
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Rules designed to enable us inevitably constrain us
Applying the questions to MRP
Applying the questions to MRP

1. We can carry out complex MRP calculations overnight!

2. Diminishes the entire week it takes to calculate MRP.

3. We only plan monthly otherwise it is too expensive.

4. We need to reengage with our suppliers and customers.
Rules become policy

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Applying the questions to ERP

http://www.ultraconsultants.com/mrp-vs-mrp-ii-vs-erp/

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Applying the questions to ERP

1. We can **collect** and **analyse** information across the org.

2. Diminishes **ignorance** of what **other divisions** are doing.

3. Use **cost accounting** to make local decisions.

4. Use **throughput accounting** to measure flow of value.
Rules become law

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Applying the questions to CD
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1. We can **simplify** and **automate** releasing software.

2. Diminishes **high risk** and **transaction cost** of releasing.

3. Fixing any mistakes will be **expensive** and **time-consuming**.
   Managing the risk requires **specialists** to check things **manually**.

4. **Self-serve tools** and **processes** will enable us to **release often**.
Rules become *culture*

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Applying the questions to hype-o-services

https://www.linkedin.com/pulse/when-devops-leads-you-star-wars-spoilers-ray-carrasco

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Applying the questions to microservices

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Applying the questions to microservices

1. We can deploy and manage discrete components independently.

2. Diminishes risk of making changes in large apps.

3. Even small changes require enormous scrutiny and oversight. Feature branches are a good thing. As is infrequent Big Integration.

4. Components must be discoverable and monitorable. Small teams should form around business capabilities.
Rules become paradigm

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   Small teams should form around business capabilities.
Policy

Law

The rules are holding us back!

Culture

Paradigm
How to break the rules

1. **Understand the power** of the new technology
   What does it do? How does it work?
   How can we **exploit** this technology?

2. **Recognise the limitation** the technology will diminish
   How could you **prove** the limitation was holding you back?
   How would you know it was diminishing?
How to break the rules

3. Identify the **existing rules** we use to manage the limitation
   How will they get in the way? What **assumptions** do they make?
   How can we make it **safe to change**? How to create a **graceful exit**?

4. Identify and implement the **new rules**
   How can we **safely exploit** this new technology?
   What **contraindications** should you be looking for?
   How do we **introduce and institutionalise** these new rules?
“Technology can bring benefits if, and only if, it diminishes a limitation.”
Now, go break some rules!

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