Pulling an Elephant Out of a Tarpit

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Why Do You Work Where You Work?
Let’s all agree

We take pride in our work
We want to ship often
We want to ship with quality
We want to do work that matters
QUALITY
WHAT IF I TOLD YOU ...
HAWAII
YOU LOOK CUTE TODAY
The end of an era: The Yahoo! billboard comes down.

November 16th, 2011 / Comments (30)

It’s been a San Francisco icon for more than a decade. It’s graced our skyline through the dot.com boom and bust. And it’s one of the most recognizable pieces of advertising the city has seen in a long time. But the San Franciscoegotist has learned that in two weeks, the Yahoo! billboard will be no longer. Jon Charles, Vice President and General Sales Manager for Clear Channel Outdoor in San Francisco confirmed, “Yes, the Yahoo! board will be available starting in December 2011.”

So how did such a distinctive board come about in the first place? Who created it? And why did Yahoo! decide to take it down? Stay tuned for the answers.
pain

time
ROLLERCOASTER OF PAIN
“We work really hard but we don’t know if we’re making a difference.”

-- Developer
LONG DELAYS POSSIBLE
"I've missed more than 9,000 shots in my career. I’ve lost almost 300 games. 26 times I've been trusted to take the game winning shot and missed. I’ve failed over and over and over again in my life. And that is why I succeed."

~ Michael Jordan
E2E → Production
QUALITY GATES & RELEASE MANAGEMENT
FEATURE BRANCHES

Feature 1

Feature 2

Feature 3

Feature 4

Feature N
PLAN IS LAW,
FULFILLMENT IS DUTY,
OVER-FULFILMENT IS HONOR!
“We make plans based on matching one fictitious number with another fictitious number”

-- Director of Engineering
LIFE SUCKS
Mandated Continuous Integration
Trained Managers and Technical Leaders
Communities of Practice
Consultants
Release Planning Sessions
Scrum of Scrums
Meta Scrum
Portfolio Kanban
Impediments Clearing House
Agile Council
FOREPAUGH & SELLS BROTHERS
SHOWS COMBINED

THE WORLD FAMED HANLON TROUPE - IN THE MOST ASTONISHING MIDAIR ACHIEVEMENTS EVER ACCOMPLISHED
YOU CAN’T INSPECT AND ADAPT YOUR WAY TO A TRANSFORMATION
“Change everything but your wife and children.”
Chairman Lee Kung Hee, Samsung
NEVER LET A CRISIS GO TO WASTE
LEAP
“A strategy doesn’t self organize”
-- Sr. VP
STRATEGY
CONTINUOUS DELIVERY
DEVELOPMENT

CONTINUOUS DELIVERY PIPELINE

PRODUCTION
40-50 people

Developers, Product

Scrum Teams 7-10 people
- FOCUS: SPEED AND DELIVERY
- BREAK DOWN WALLS
- DECOUPLE FOR REELZ
- COMMIT TO CD
- EMBRACE AGILE
- RE-ORG INTO PODS
EXECUTION
“A good plan, violently executed now, is better than a perfect plan next week”
-- Gen. George Patton
AGENDA ITEMS

- INTRO TO SCRUM
- TEAM NAMES
- WORKING AGREEMENTS
- DEFINITION OF DONE
- PRODUCT BACKLOG GROWING
- SPRINT PLANNING
Dismantled End to End Environment

Decision Leap Strategy Execution
AGILITY OVER AGILE
SCALE AGILE
BY NOT SCALING IT
SIMPLICITY IS THE SOUL OF AGILE
BRING SIMPLE BACK
RESULTS
GREAT SUCCESS!
INCREASED SPEED
Production Pushes

Multiplier

Months

Production Pushes graph showing the multiplier effect over months.
IMPROVED QUALITY
“Jaw-dropping improvements in change success in many areas with some teams achieving 100% change success”

-- VP, Prod Engineering
52 weeks of value
HAPPY PEOPLE
## Agile Attributes

<table>
<thead>
<tr>
<th>Our Development Team...</th>
<th>Mean</th>
<th>Less often than every 12 weeks</th>
<th>Every 8 to 12 weeks</th>
<th>Every 4 to 8 weeks</th>
<th>Every 3 to 4 weeks</th>
<th>Every 1 to 2 weeks</th>
<th>More often than once a week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continually improves our development processes.</td>
<td>5.1</td>
<td>4.6</td>
<td>4.6</td>
<td>4.9</td>
<td>5.0</td>
<td>5.2</td>
<td>5.4</td>
</tr>
<tr>
<td>Delivers tested, running, software each cycle.</td>
<td>5.4</td>
<td>4.5</td>
<td>5.0</td>
<td>4.9</td>
<td>5.3</td>
<td>5.5</td>
<td>5.6</td>
</tr>
<tr>
<td>Includes my voice in decision making.</td>
<td>5.4</td>
<td>4.9</td>
<td>5.1</td>
<td>5.2</td>
<td>5.6</td>
<td>5.5</td>
<td>5.5</td>
</tr>
<tr>
<td>Produces clean, high quality code.</td>
<td>5.1</td>
<td>4.4</td>
<td>4.9</td>
<td>5.0</td>
<td>5.2</td>
<td>5.2</td>
<td>5.2</td>
</tr>
<tr>
<td>Makes releasing new features easy.</td>
<td>5.1</td>
<td>4.3</td>
<td>4.6</td>
<td>4.6</td>
<td>5.1</td>
<td>5.3</td>
<td>5.4</td>
</tr>
<tr>
<td>Incorporates user feedback to drive decisions.</td>
<td>5.2</td>
<td>4.6</td>
<td>4.9</td>
<td>5.1</td>
<td>5.2</td>
<td>5.3</td>
<td>5.3</td>
</tr>
<tr>
<td>Maintains a high energy level.</td>
<td>5.2</td>
<td>4.6</td>
<td>4.5</td>
<td>5.0</td>
<td>5.2</td>
<td>5.4</td>
<td>5.5</td>
</tr>
<tr>
<td>Impediments to progress are effectively removed.</td>
<td>5.0</td>
<td>4.5</td>
<td>4.3</td>
<td>4.8</td>
<td>5.0</td>
<td>5.1</td>
<td>5.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>As a Broader Organization...</th>
<th>Mean</th>
<th>Less often than every 12 weeks</th>
<th>Every 8 to 12 weeks</th>
<th>Every 4 to 8 weeks</th>
<th>Every 3 to 4 weeks</th>
<th>Every 1 to 2 weeks</th>
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</tr>
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<tbody>
<tr>
<td>Work is informed by effective feedback processes.</td>
<td>5.0</td>
<td>4.4</td>
<td>4.7</td>
<td>4.8</td>
<td>5.1</td>
<td>5.1</td>
<td>4.9</td>
</tr>
<tr>
<td>We insist on &quot;best-possible&quot; user experiences.</td>
<td>5.1</td>
<td>4.5</td>
<td>4.8</td>
<td>4.9</td>
<td>5.2</td>
<td>5.3</td>
<td>5.1</td>
</tr>
<tr>
<td>Product decisions are based on evidence &amp; data.</td>
<td>5.0</td>
<td>4.2</td>
<td>4.8</td>
<td>4.9</td>
<td>5.0</td>
<td>5.1</td>
<td>4.9</td>
</tr>
<tr>
<td>We manage dependencies well with other groups.</td>
<td>4.8</td>
<td>4.1</td>
<td>4.4</td>
<td>4.6</td>
<td>4.9</td>
<td>4.8</td>
<td>4.8</td>
</tr>
<tr>
<td>We work on the highest priority product goals.</td>
<td>5.6</td>
<td>5.0</td>
<td>5.4</td>
<td>5.5</td>
<td>5.6</td>
<td>5.6</td>
<td>5.5</td>
</tr>
<tr>
<td>Products are easy to launch.</td>
<td>4.8</td>
<td>4.2</td>
<td>4.6</td>
<td>4.6</td>
<td>4.8</td>
<td>5.0</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Unweighted Mean Score: 4.5, 4.8, 4.9, 5.1, 5.2, 5.2

# of Respondents: 1,267, 51, 55, 120, 279, 573, 189

Notes:

- 7-Point Scale (1): 1 = Rarely or Never and 7 = Nearly Always
- 7-Point Scale (2): 1 = Strongly Disagree and 7 = Strongly Agree
shipping WAY MORE FREQUENTLY, with WAY LESS COST, with HIGHER QUALITY, and HAVING WAY MORE FUN
Ad Astra Per Aspera
PROJECT MONEYBALL: AN ORAL HISTORY OF HOW YAHOO BUILT A NATIVE AD PLATFORM IN 43 DAYS

A TALE OF 18 VERY BUSY PEOPLE, AN AMBITIOUS GOAL, FREE TRIPS TO HAWAII, AND A NEW $300 MILLION BUSINESS

BY HARRY MCCrackEN

When Marissa Mayer was named as president and CEO of Yahoo in July 2012, she arrived at a company that had long made most of its money from traditional display advertising: big, splashy banners plastered on web pages.

It was a business in decline. And it was in decline in part because "native advertising"—ads that take on the format of the content they accompany, such as one on a Tumblr blog with a blog post-like presentation—were on the rise. To take advantage of the native-advertising trend, Yahoo would need technology to sell and display such ads. That infrastructure had not been built under Mayer’s predecessors.

To date, one of Yahoo’s most significant accomplishments in the Mayer era is the creation of Gemini, a native-advertising platform that made $300 million in revenue in 2014, helping the company reach $1.1 billion for the amalgam of areas it calls MaVeNS: mobile, video, native, and social.
No Branches
No Bug Queue
High Code Coverage
Low Cyclomatic Complexity
43 DAYS
“Perfection is not attainable, but if we chase perfection we can catch excellence”

-- Vince Lombardi
LESSONS
LEVERAGE A CRISIS
LEADERSHIP MATTERS
FOCUS ON SPEED
SPEED vs QUALITY IS A FALSE CHOICE
CONTINUOUS DELIVERY
COUPLING KILLS
WHY OVER HOW
SIMPLE
OVER
COMPLICATED
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