

ERIN PERRY



MANAGERS CANNOT OWN DELIVERY

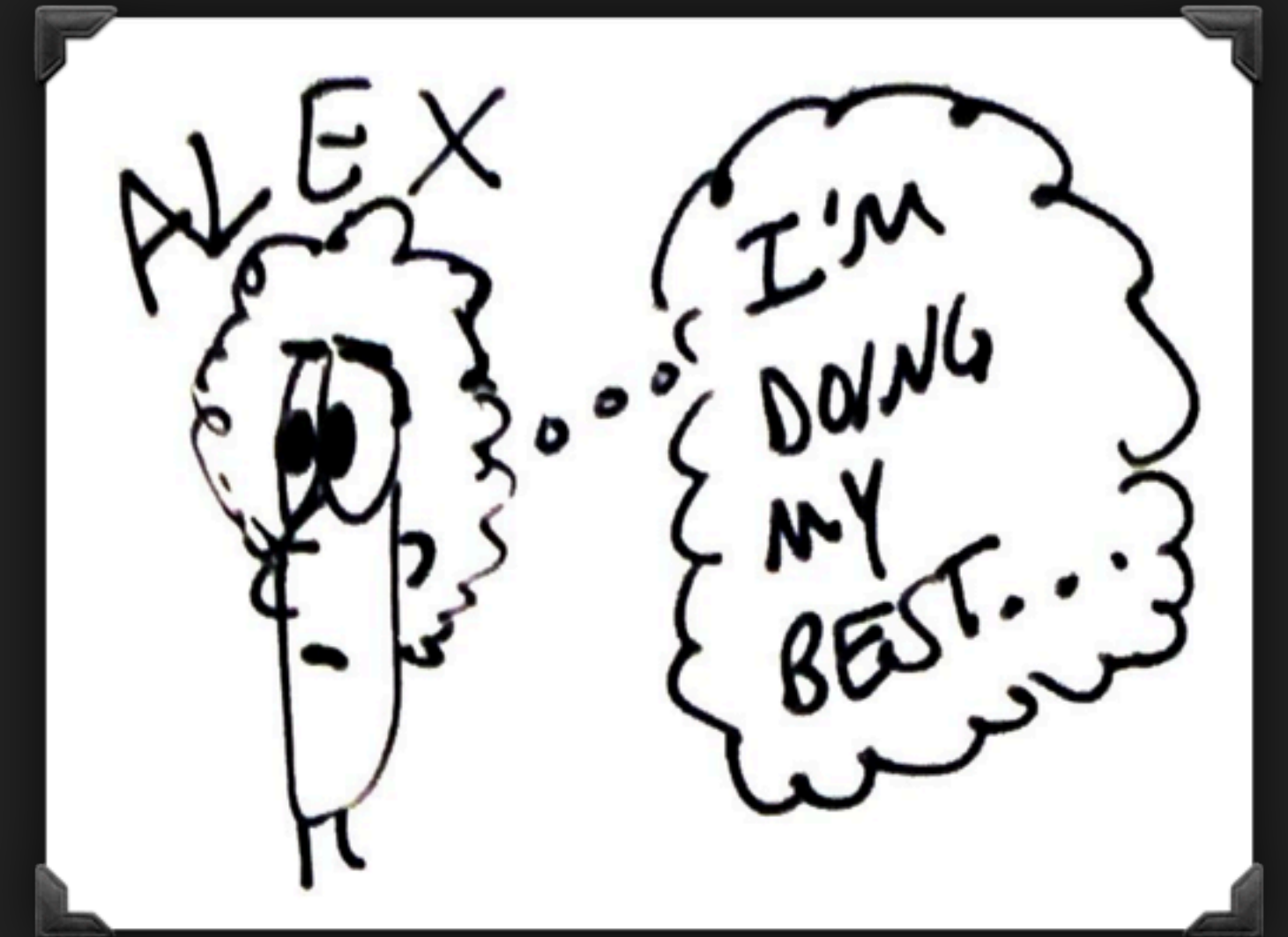
We have failed our managers.





Power **cannot** come without
responsibility

- ▶ The head of architecture says Alex is **personally responsible** for getting their application to the cloud by the end of the quarter.



- ▶ Alex's manager published a scorecard showing Alex's application has the lowest scores for developer productivity and **asked Alex to fix it.**
- ▶ The last release had a number of bugs that impact other applications and **Alex has been called** at 3am for the last 4 days.

Get comfortable with
collective accountability

Expect **resistance**

“A bad system will beat a good person every time.”

-W. Edwards Deming