

An illustration of four business professionals (two women and two men) riding a tandem bicycle. They are dressed in professional attire. The background is a light blue gradient with various geometric shapes and icons, including a plus sign, a diamond, and arrows, suggesting a modern, tech-oriented environment.

Maximum impact minimum effort

Gojko Adzic, moveIT, December 2018

*A £75m "Agile" BBC IT
project has evaded
scrutiny because
managers could make up
the benefits as they went
along...*



Illusion #1

Customer requests

=

Customer needs



Illusion #2

**Someone important
asked for a feature**

=

It is valuable

that appears more frequently, a route favored by rats and other nonhuman animals, or a route preferred by humans. If the colors are shown randomly, the first strategy loses; the second strategy, preferred by humans who attempt to find the hidden pattern, wins. Humans therefore commonly lose to a rat (Mlodinow, 2008).

our best efforts and pruning of ideas, most fail to show value when evaluated. With reports that success rates of ideas in the software industry, when scientifically evaluated,

Our experience at Microsoft is no different: only about 1/3 of ideas improve the metrics. There is some bias in that experiments are run when groups are less sure about an idea, but the same is true at Amazon, for example, it is a common practice to evaluate every new feature, yet the

discover the good and bad ideas after they launch, even if they do not run a controlled experiment. Ideas that are either extremely good or extremely bad. For most ideas, the change in key metrics will be small. Ideas that attempt to cut corners and run sequential experiments are ill-advised, as it is very difficult to detect. Finally, if a team is not testing the idea, but rather launching it, they will not know if it is good or bad. When Amazon changed their rating system from yes/no to 5 stars, they lost over 80% of responses for the new version! If a metric drops by 3%, the chances that anyone will discover it and stop it are very low.

A person in a suit is balancing a scale. The left pan contains a glowing lightbulb, and the right pan contains several stacks of gold coins. The person is holding the horizontal beam of the scale. The background is light blue with faint icons of a plus sign, a dollar sign, and a diamond.

Illusion #3

**We're good at
estimating the value
of a feature**

Unpredictable dimensions

- **Locality**
- **Time**
- **Human**



An illustration on a light blue background. In the center, a white world map is shown with numerous small red flags placed across its continents. Two tall, dark brown ladders are positioned in front of the map. A man in a dark suit is climbing the left ladder, and another man in a dark suit is climbing the right ladder. At the base of the left ladder, a man in a dark suit stands with his back to the viewer, holding a briefcase and pointing towards the map. In the center, a woman in a dark business suit stands with her back to the viewer, holding a briefcase and a small red flag. At the base of the right ladder, a man in a dark suit stands with his back to the viewer, holding a briefcase and a small red flag. The word "Variation" is written in a large, bold, black, italicized font across the middle of the image, overlapping the map and the ladders.

Variation



Survivability

"Palchinsky Principles" -- Adapt, Tim Harford

Selection



"Palchinsky Principles" -- Adapt, Tim Harford

Board Search

Add Statistics

MO-8	As a user I can see on a main page of the site list of top-selling products	Unscheduled	By	None
MO-9	As a user I can add items from the main page to my shopping cart	Unscheduled	By	None
MO-10	As a user I can access my shopping cart from any page on the site	Unscheduled	By	None
MO-11	As a user I can log to the backend section to review my previous purchases	Unscheduled	By	None
MO-12	As a user I can track status of my order	Unscheduled	By	None
MO-13	As a user I can pay by credit card	Unscheduled	By	None
MO-14	As a user I can pay via Paypal	Unscheduled	By	None
MO-15	As a user I can quickly send my questions to Support regarding my order	Unscheduled	By	None
MO-16	As a user I can search products by categories	Unscheduled	By	None
MO-17	As a user I can search products by item name	Unscheduled	By	None
MO-18	As a user I can search products by price	Unscheduled	By	None
MO-19	As a user I can sort search results by all columns	Unscheduled	By	None
MO-20	As a user I can ask for urgent delivery which costs more money	Unscheduled	By	None
MO-21	As a user I can compare products by selecting some items from the list	Unscheduled	By	None

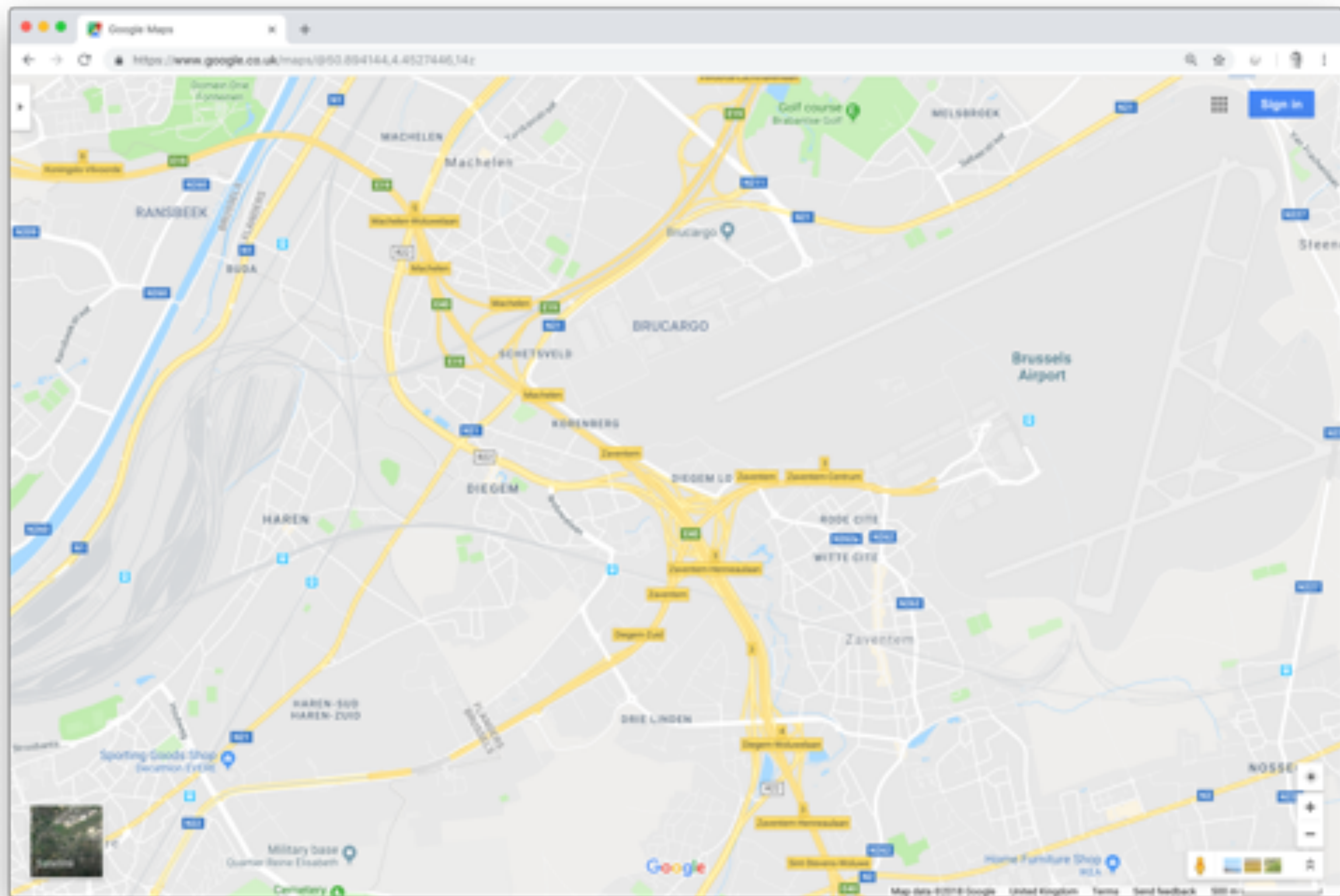
Unscheduled

Story: 14
Total issues: 14To Do: 14
In Progress: 0
Done: 0

Unresolved

Resolved: 0

Time estimate: 0 minutes
Time spent: 0 minutes
Time Remaining: 0mBusiness Value: 0
Story Points: 0





An illustration of four business professionals (two men and two women) riding a tandem bicycle. They are dressed in professional attire (suits and blouses). The bicycle is blue and black. The background is a light blue gradient with various geometric shapes and arrows, suggesting a forward-moving or strategic theme. The text is overlaid on the center of the image.

BEHAVIOUR CHANGE
is
POTENTIALLY VALUABLE



GOAL

ACTOR

IMPACT

DELIVERABLE

