

Why
Business
Cases are
TOXIC

Why
Business
Cases are
TOXIC

Why
Business
Cases are
TOXIC

Why
Business
Cases are
TOXIC

Conscious
Incompetence

AWARE
+VALUE

Conscious
Competence

Unconscious
Incompetence

Unconscious
Competence



#ContentNotCat

S



Conscious
Incompetence

Conscious
Competence

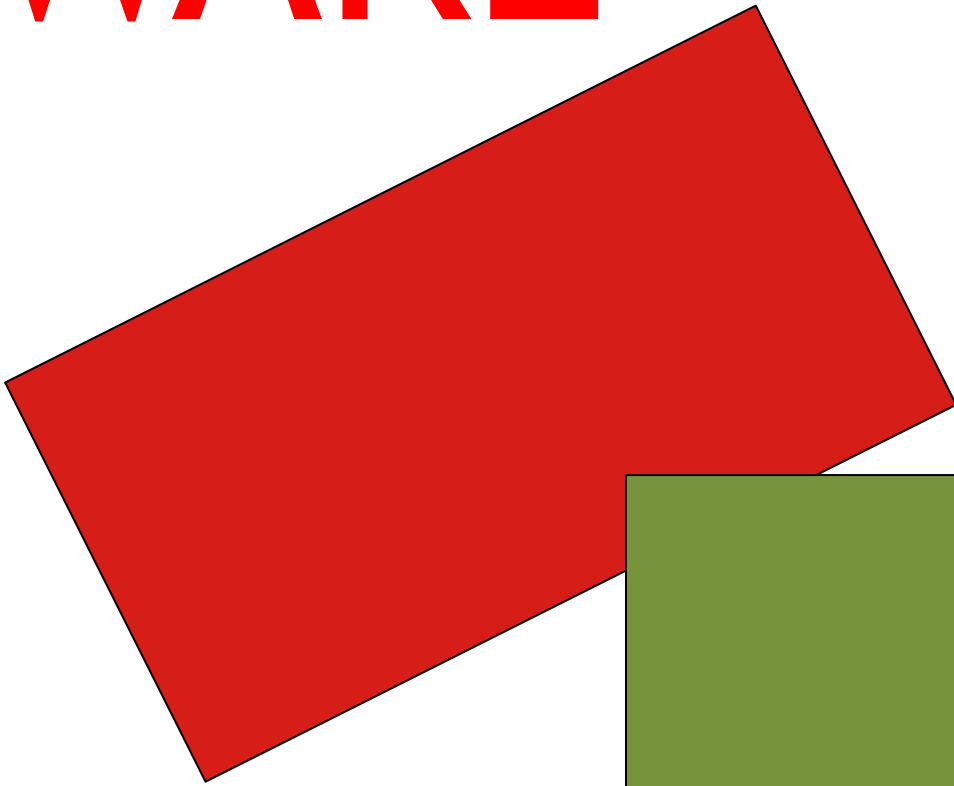
AWARE
+VALUE

Unconscious
Incompetence

Unconscious

**The Goal for
this talk
(Not be
popular)**

AWARE



VALUE



AMAZING FANTASY

12¢

15
AUG.

APPROVED
BY THE
COMICS
CODE
AUTHORITY

M
C

INTRODUCING
SPIDER MAN

THOUGH
THE WORLD
MAY MOCK
PETER
PARKER,
THE TIMID
TEEN-
AGER...

...IT WILL
SOON MARVEL
AT THE
AWESOME
MIGHT OF...
SPIDER-MAN!

ALSO IN THIS ISSUE:
AN IMPORTANT
MESSAGE TO
YOU, FROM THE
EDITOR—ABOUT
THE NEW
AMAZING!

AMAZING FANTASY

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MC



AMAZING FANTASY

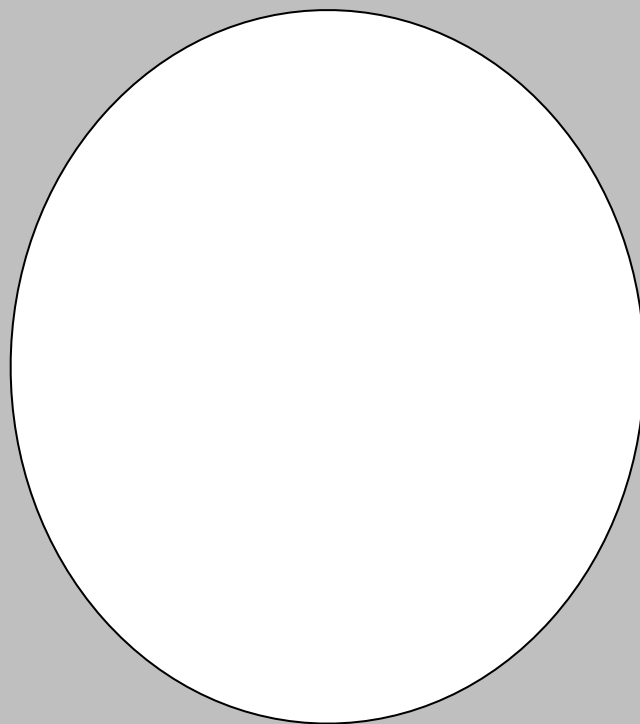
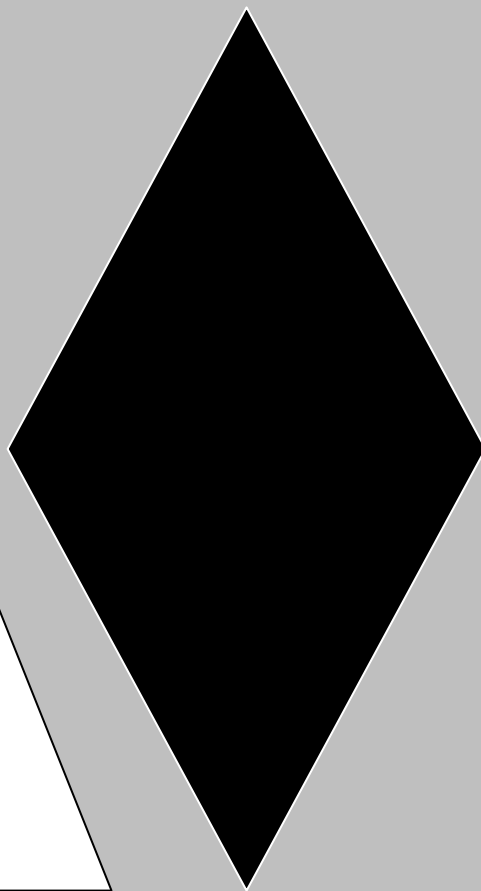
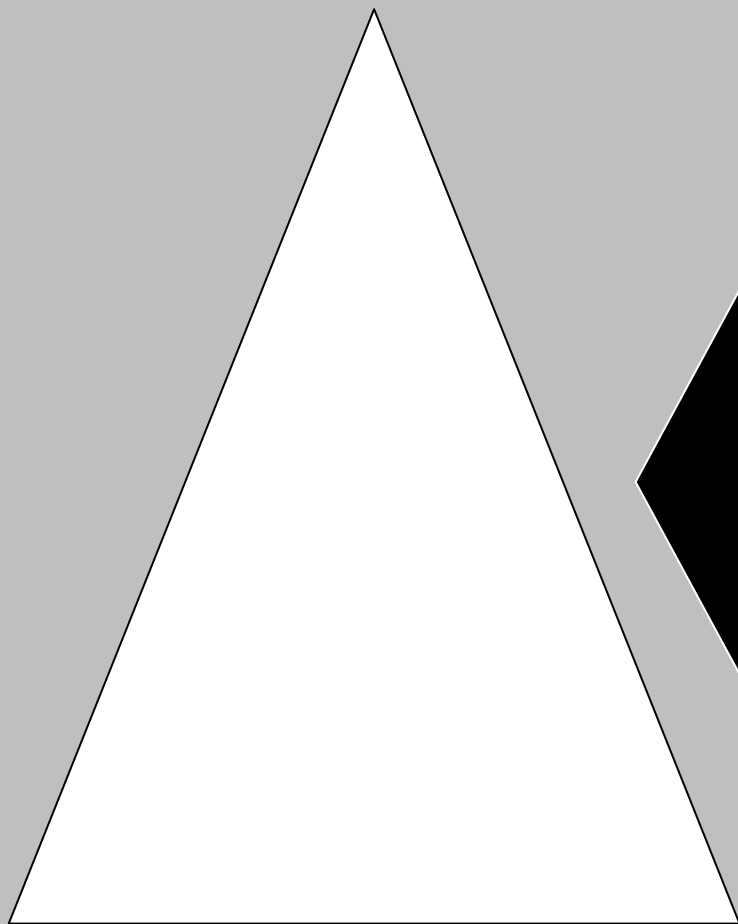
12¢

15 AUG.

APPROVED BY THE COMICS CODE AUTHORITY

MC






The background of the slide consists of two identical, slightly faded comic book covers of 'Amazing Fantasy' magazine. Each cover features Spider-Man in his iconic red and blue suit, swinging on a web over a cityscape. A man in a brown suit is seen falling towards the ground. The comic includes several text elements: the title 'AMAZING FANTASY' in large yellow letters at the top, a price of '12¢' in a circle, and a date of '15 AUG.' in a small box. A speech bubble from Spider-Man says, 'THOUGH THE WORLD MAY MOCK PETER PARKER, THE TIMID TEEN-AGER...'. Another speech bubble says, '...IT WILL SOON MARVEL AT THE AWESOME MIGHT OF... SPIDER-MAN!'. A small box at the bottom right says 'ALSO IN THIS ISSUE: AN IMPORTANT MESSAGE TO YOU FROM THE EDITOR—ABOUT THE NEW AMAZING!'.

Two Companies

Similar Scenario in both

A Smaller Innovative Agile Group


A Large Traditional Organisation




Managers sit
with the
team.




Managers
have an
office.



Deference to
experience.



Deference to
power.




Small fast
teams.



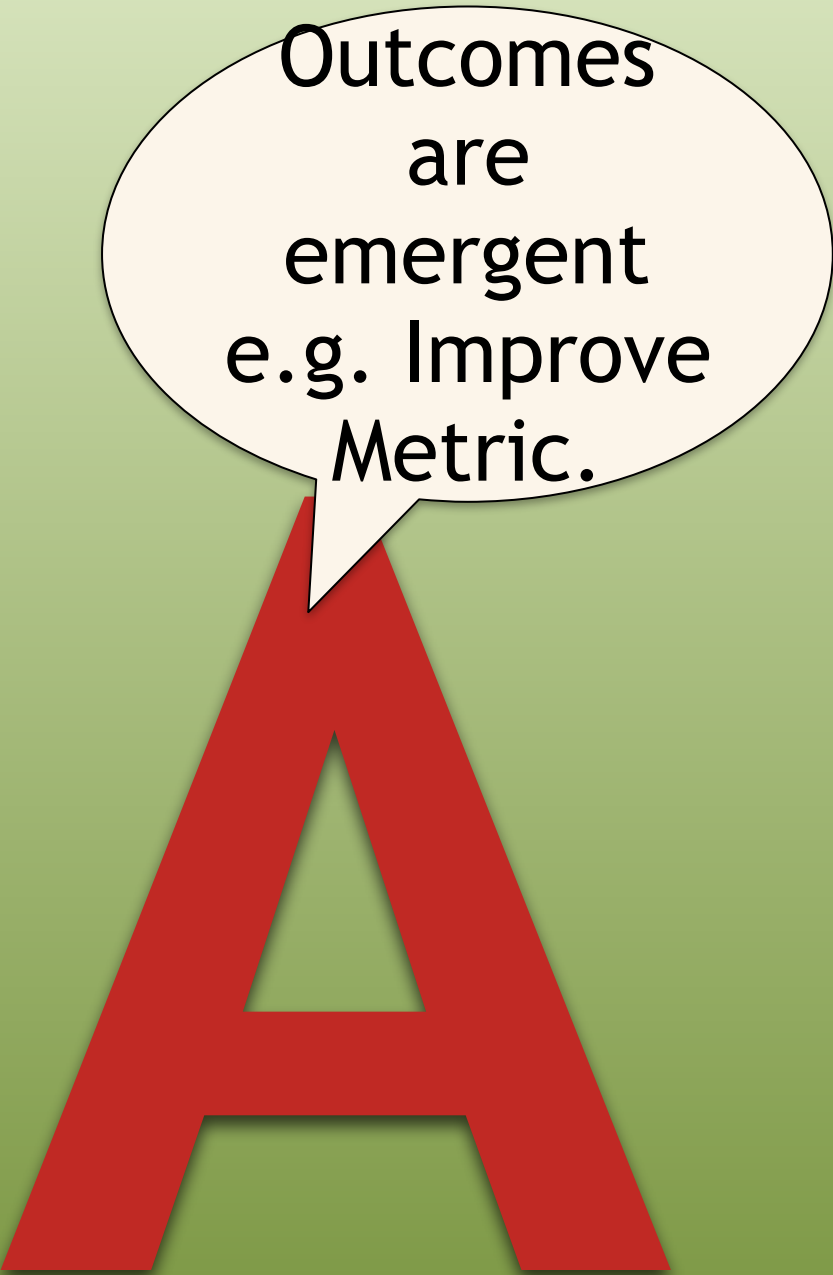
Big slow
teams.




Help!



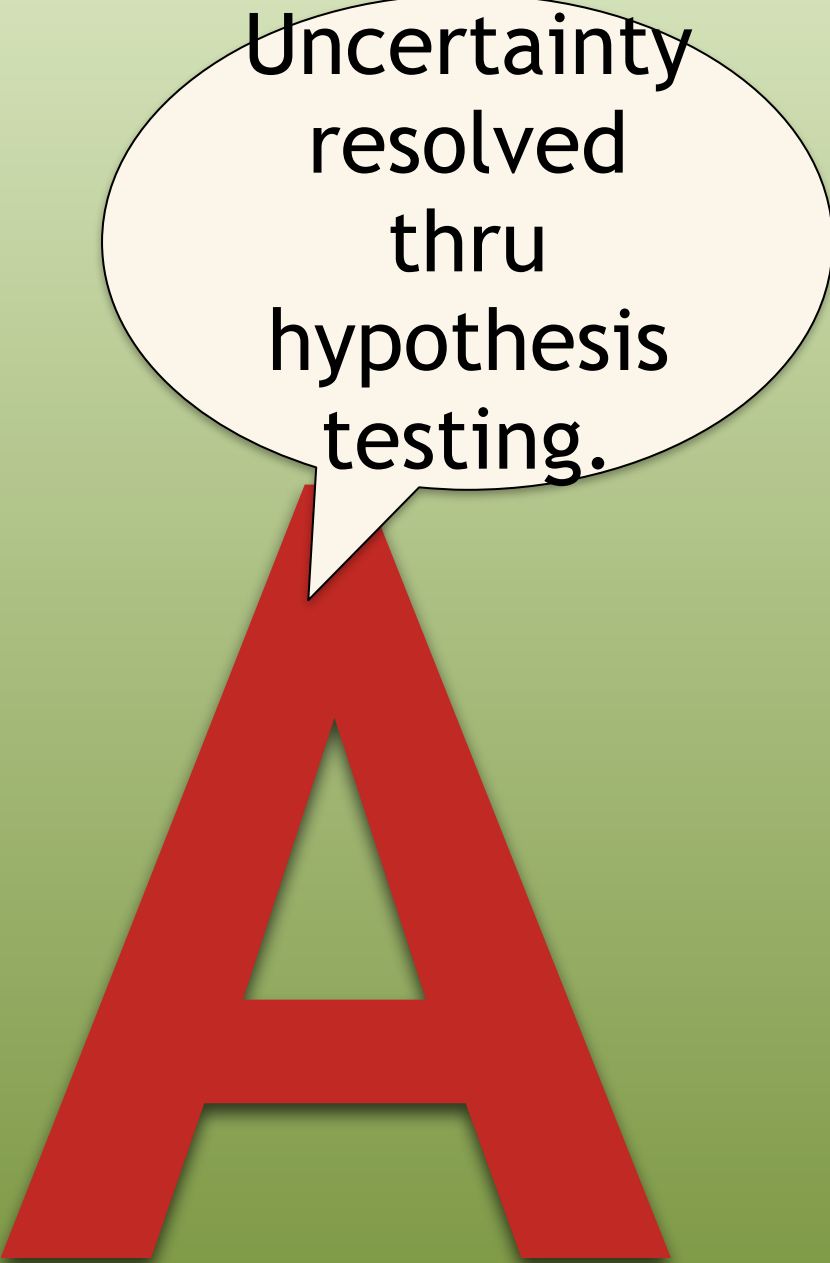
I never need
help!




Outcomes
are
emergent
e.g. Improve
Metric.



Outcomes
are
knowable
e.g.
Features.



Uncertainty
resolved
thru
hypothesis
testing.



Uncertainty
resolved by
deferring to
experts.

Hofstede's Cultural Dimensions Theory

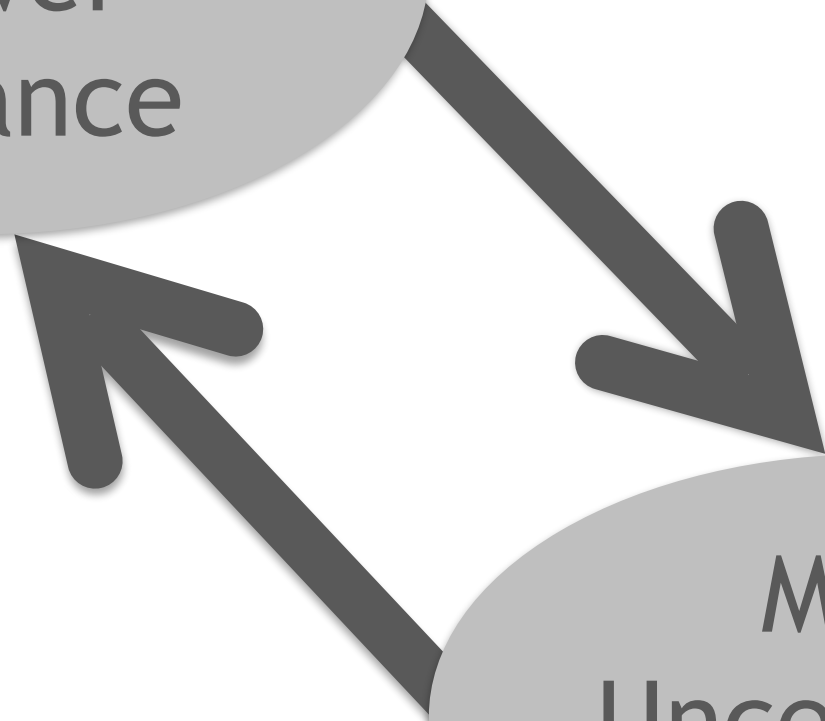
- Power Distance Index
- Individualism (vs Collectivism)
- Uncertainty Avoidance
- Masculinity (vs Femininity)
- Long Term Orientation (vs Short Term)
- Indulgence (vs restraint)

Hofstede's Cultural Dimensions Theory

- Power Distance Index
- Individualism (vs Collectivism)
- Uncertainty Avoidance
- Masculinity (vs Femininity)
- Long Term Orientation (vs Short Term)
- Indulgence (vs restraint)

Higher
Power
Distance

More
Uncertainty
Avoidance

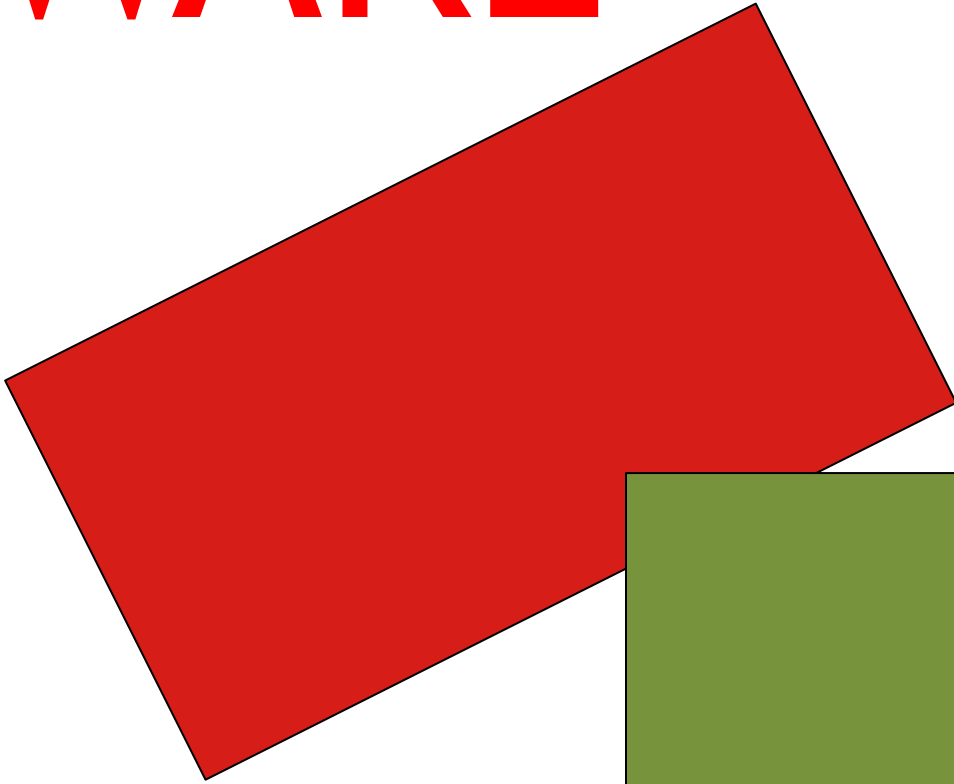




#ContentNotCat



AWARE



VALUE

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of Delay
- Queuing Theory
- Skill Liquidity

- Cynefin
- Culture
- Failure & Learning
- Open Space Agility
- Turn the ship around

Finance

- Beyond Budgeting
- Lean Accounting

Human Resources

- Performance
- Rewards
- Spotify
- Holocracy
- Sociocracy

- Flow
- SAFE & Nexus
- Cumulative Flow

WHY DO COMPANIES
USE BUSINESS CASES?

- Scrum & Kanban
- User Stories & G
- Extreme Programming & DevOps
- Feature Injection & Story Mapping
- User Experience & Personas & Prototypes
- Software Craftsmanship & Clean Code
- Software Patterns

- IT Risk Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching

- Theory of Constraints
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$$\frac{\text{BENEFIT (€)}}{\text{COST (€)}}$$

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Management Framework

- Metric Hierarchy
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ESTIMATE
COST(€)

- Flow
- SAFE & Next
- Cumulative

- Scrum & Kanban
- User Stories & G
- Extreme Program
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Management Framework

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- Weighted Lead Time
- Real Options
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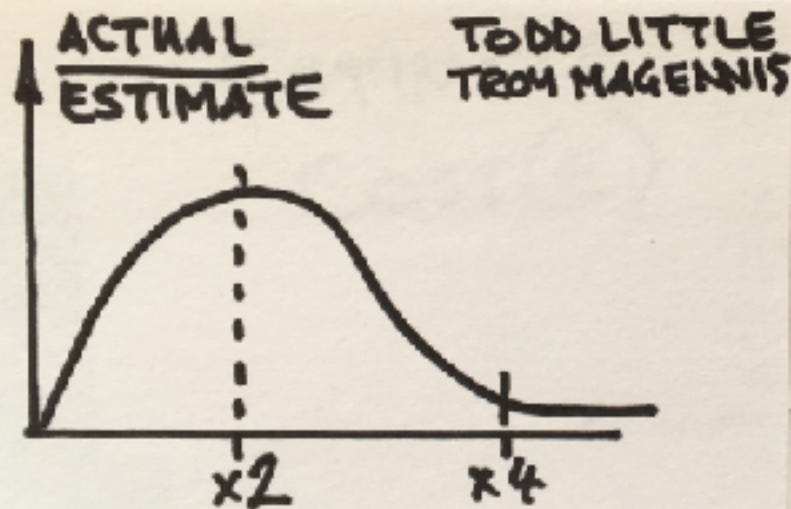
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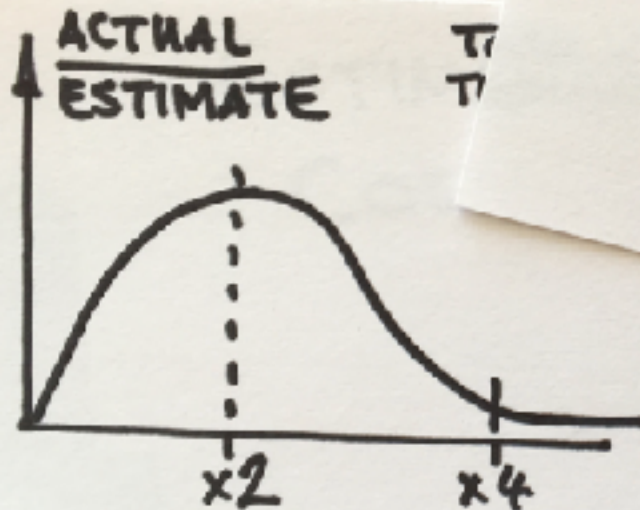
- Cynefin
- Culture
- Failure
- Operations
- Tools

Finance

- Beyond Budgeting
- Lean Accounting

Resources

COST ESTIMATE
x2



- Scrum & Kanban
- User Stories & Giv
- Extreme Programming & DevOps
- Feature Injection & Story Mapping
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- Software Craftsmanship & Clean Code
- Software Patterns

- Management Framework
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COST ESTIMATE

2

ESTIMATE
BENEFIT (€)

- F
- S
- C

- Scrum
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- Cynefin
- Culture
- Failure
- On

Finance

- Beyond Budgeting
- Lean Accounting

Resources

How Do You
ESTIMATE BENEFIT?

ATE

Es
Be

- F
- S
- C

- Scrum
- User Stories & Giv
- Extreme Programming & DevOps
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- Cynefin
- Culture
- Failure
- On

- Finance
- Beyond Budgeting
 - Lean Accounting

How Do You
...ATE
...TE BENEFIT?



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- Real Options
- Coaching



ZOOLANDER

IN THEATRES SEPTEMBER 28

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- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of Delay
- Queuing Theory
- Skill Liquidation

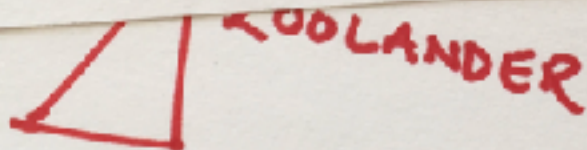
- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

Resources

WHY IS € SUCH
A BAD MEASURE OF
SUCCESS?



- Scrum
- User Stories & Giv
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- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

Resources

WHY IS € SUCH
A BAD MEASURE OF
SUCCESS?

SUCCESS = FEATURES

- F
- S
- C

- S
- U
- E
- F
- U
- S
- S
- Software Patterns

- Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching

Theory of Constraints
Capacity Planning
Tornado Graphs
Cost of Delay
Queuing Theory
Skill Liquidation

- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

WHY IS €
A BAD MEASURE
SUCCESS

WHO DECIDES WHICH
FEATURES?

SUCCESS = FEATURES

- Software Patterns

- Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of
- Queuing
- Skill Li

- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

resources

HIGHEST
PAID
PERSON'S
OPINION

DECIDES WHICH
ONES?

SUCCESS = FEATURES

- F
- S
- C

- Ser
- Use
- Ext
- Feat
- User
- Softw
- Softw

- Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching





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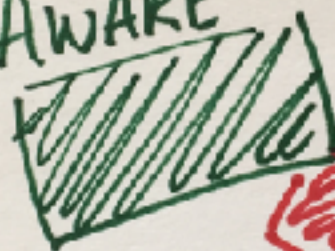
- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of
- Queuing
- Skill Li

- Cynefin
- Culture
- Fail

- Finance
- Beyond Budgeting
 - Lean Accounting

HIGHEST
PAID
PERSON'S
OPINION

AWARE



VALUE



ICH

Success =

- Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost
- Queue
- Skill L

- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

sources

HIGHEST
PAID
PERSON
OPINION

WHAT IS THE
ALTERNATIVE?

WHICH

Success

- Set
- Use
- Ext
- Fear
- Use
- Soft
- Soft

- IT Risk Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of Quality
- Queueing Theory
- Skill Level

- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

Resources

HIGHEST
PAID
PERSON
OPINION

WHAT IS
ALTERNATIVE

METRICS

SUCCESS

- Service
- User
- External
- Feature
- User
- Software
- Software

IT Management Framework

Metric Hierarchy

Weighted Lead Time

- Real Options
- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of Quality
- Queueing Theory
- Skill Level

- Cynefin
- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

HIGHEST
PAID
PERSON

METRICS

OF CUSTOMERS
OF ACTIVITY
REVENUE

IT Risk Management Framework

Metric Hierarchy

Weighted Lead Time

- Real Options
- Coaching

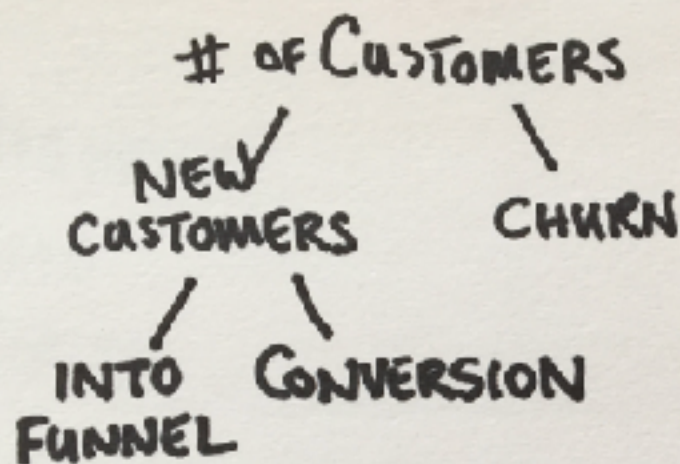
- Theory of Constraints
- Capacity Planning
- Tornado
- Cost of
- Queue
- Skill L

- Cynefin
- Culture

Finance

- Beyond Budgeting
- Lean Accounting

sources



TRICS

OF CUSTOMERS
OF ACTIVITY
REVENUE

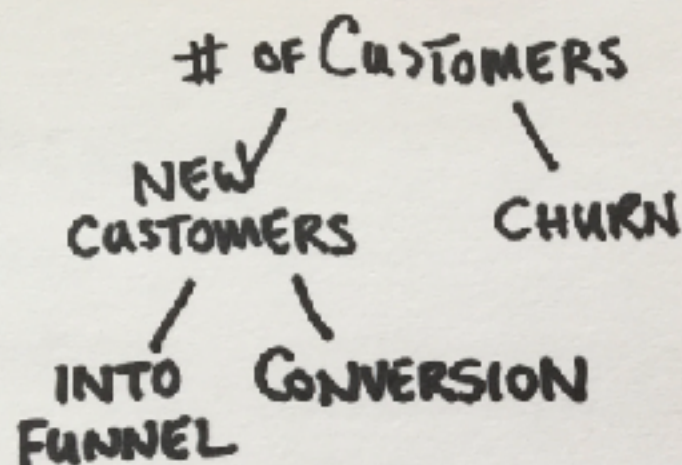
- IT Risk Management Framework
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- Cost of
- Queue
- Skill L

- Cynefin
- Culture

Finance

- Beyond Budgeting
- Lean Accounting



TRICKS

OF CUSTOMER
OF ACTIVITY
REVENUE

WHAT IS YOUR METRIC?

-
-
-

-
-
-

- Fear
- User
- Softw
- Softw

- Weighted Lead Time
- Real Options
- Coaching

ework

- Theory of Constraints
- Capacity Planning
- Tornado
- Cost of
- Queue
- Skill L

- Cynefin
- Culture

- Finance
- Beyond Budgeting
 - Lean Accounting

OF CUSTOMERS

15 MILLION NEW
CUSTOMERS IN VIETNAM
OR

\$2 MILLION EXTRA
REVENUE IN USA

OF (

OF

REVENUE

METRIC?

- Weighted Lead Time
- Real Options
- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado
- Cost c
- Queue
- Skill L

- Cynefin
- Cult

Finance

- Beyond Budgeting
- Lean Accounting

OF CUSTOMERS

15 M.

1000 NEW CUSTOMERS
ARE WORTH \$1MILLION

OF
OF
REVENUE

- Weighted Lead Time
- Real Options
- Coaching



#ContentNotCats

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
- Cost of
- Queuing
- Skill Li

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- Culture
- Failure

Finance

- Beyond Budgeting
- Lean Accounting

Human Resources

OF CUSTOMERS

CI

AWARE



VALUE



OF
OF
REV

near Options

- Coaching

- Theory of Constraints
- Capacity Planning
- Tornado Graphs
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- Queuing Theory
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Finance

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- Lean Accounting

Human Resources

- Performance
- Rewards
- Spotify
- Holocracy
- Sociocracy

Executive

Portfolio

Team of Teams

Team

- Flow
- SAFE & Nexus & LESS
- Cumulative Flow Diagrams

- Scrum & Kanban
- User Stories & Given-When-Then
- Extreme Programming & DevOps
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Governance

Enabling Functions

- IT Risk Management Framework
- Metric Hierarchy
- Weighted Lead Time
- Real Options
- Coaching





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