
A photograph of a bar interior. In the foreground, three red velvet bar stools with metal legs are visible. Behind them is a light-colored bar counter with a brass handrail. In the background, a shelf is filled with numerous bottles of various liquors, including brands like 'La Fee', 'CANTON', 'ITALCO', 'STRADA', and 'MONY'.

# A Teacher, an Economist and a Developer Walk Into a Bar...

Adele Carpenter

 @iam\_carpenter

**TRIFORK.**





Photo by [Slidebean](#) on [Unsplash](#)





Photo by [Joshua Hoehne](#) on [Unsplash](#)





GOTO  
**Guide**

LET US HELP YOU

Ask questions  
through **the app**



also remember to rate session



THANK YOU!

**#GOTOams**

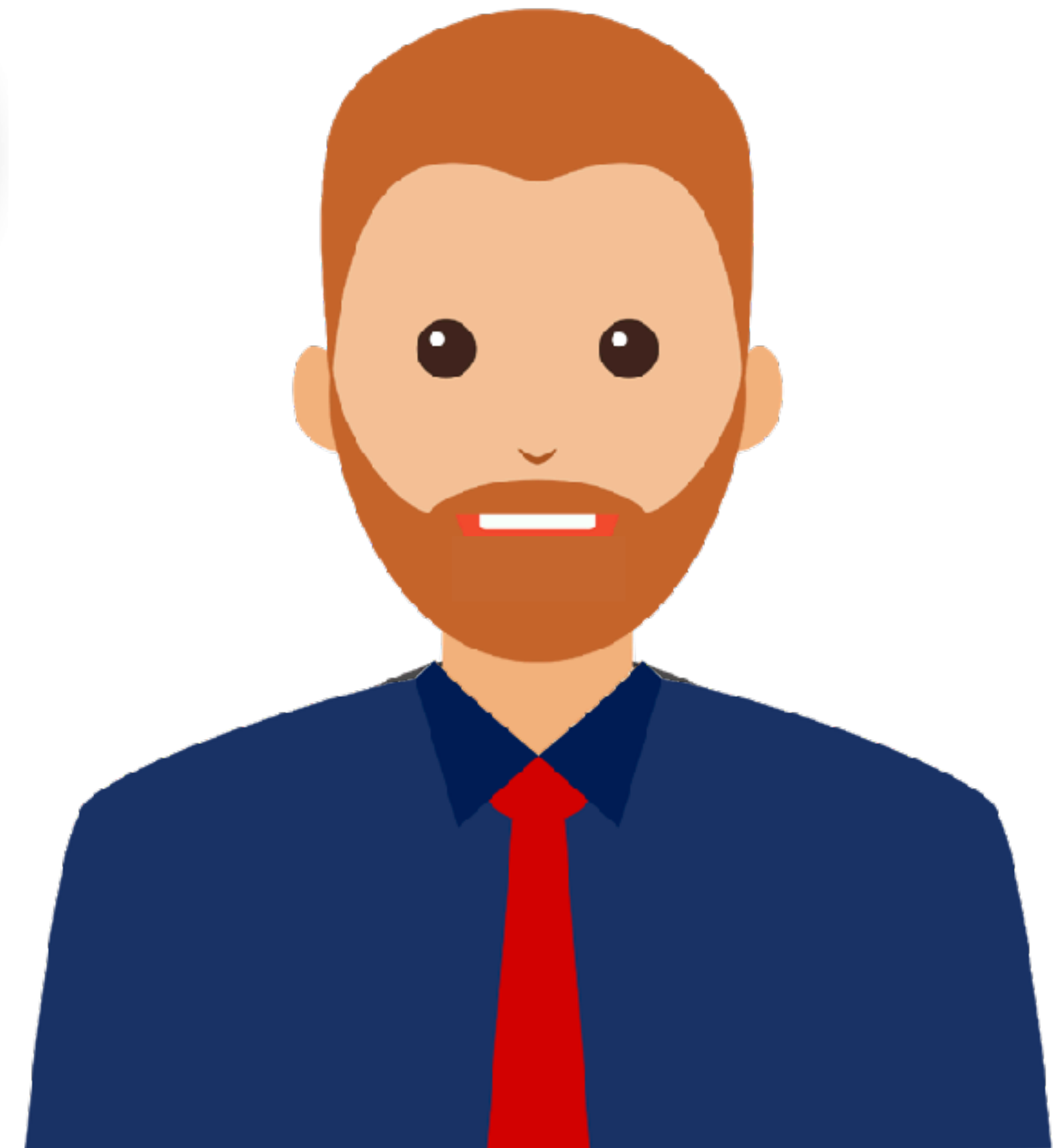
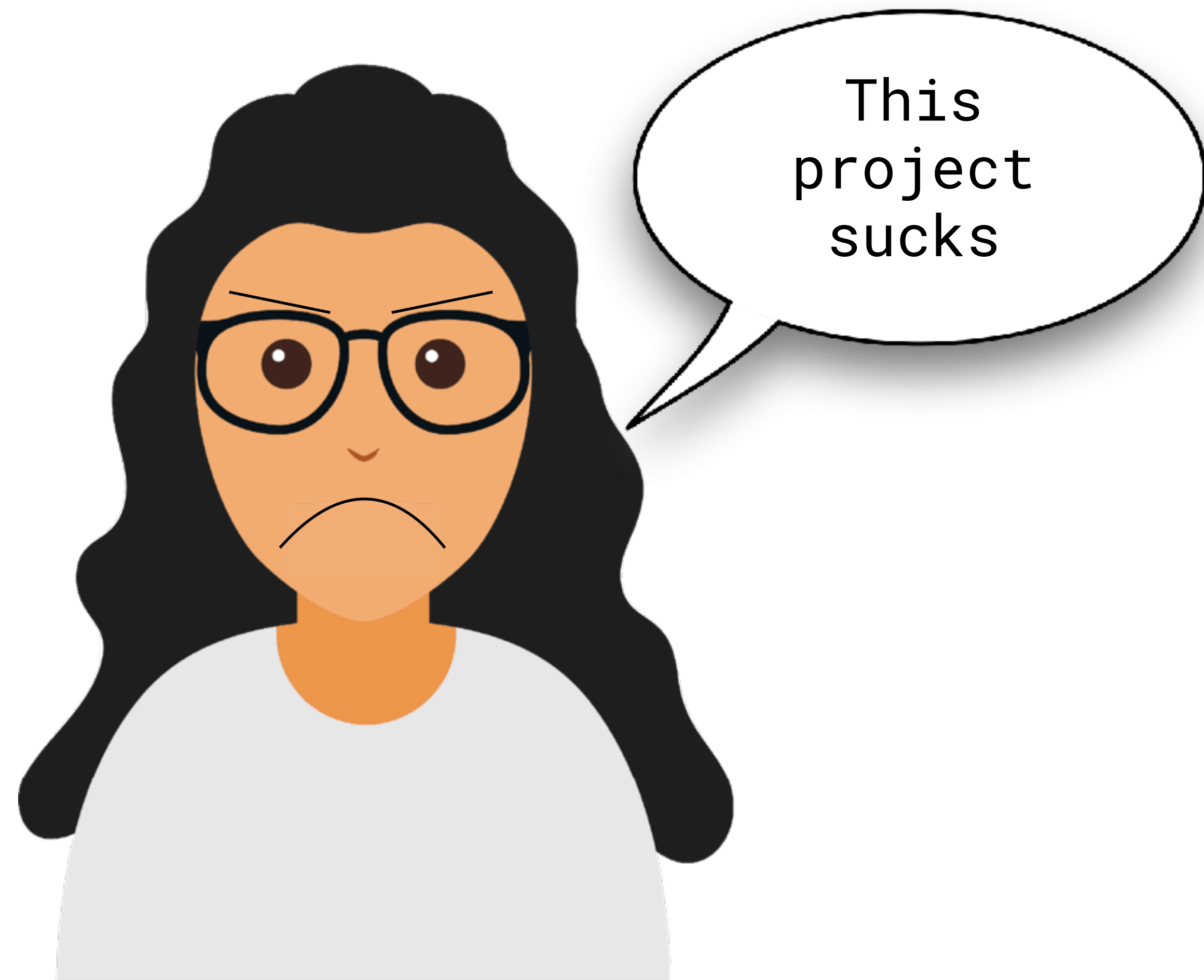




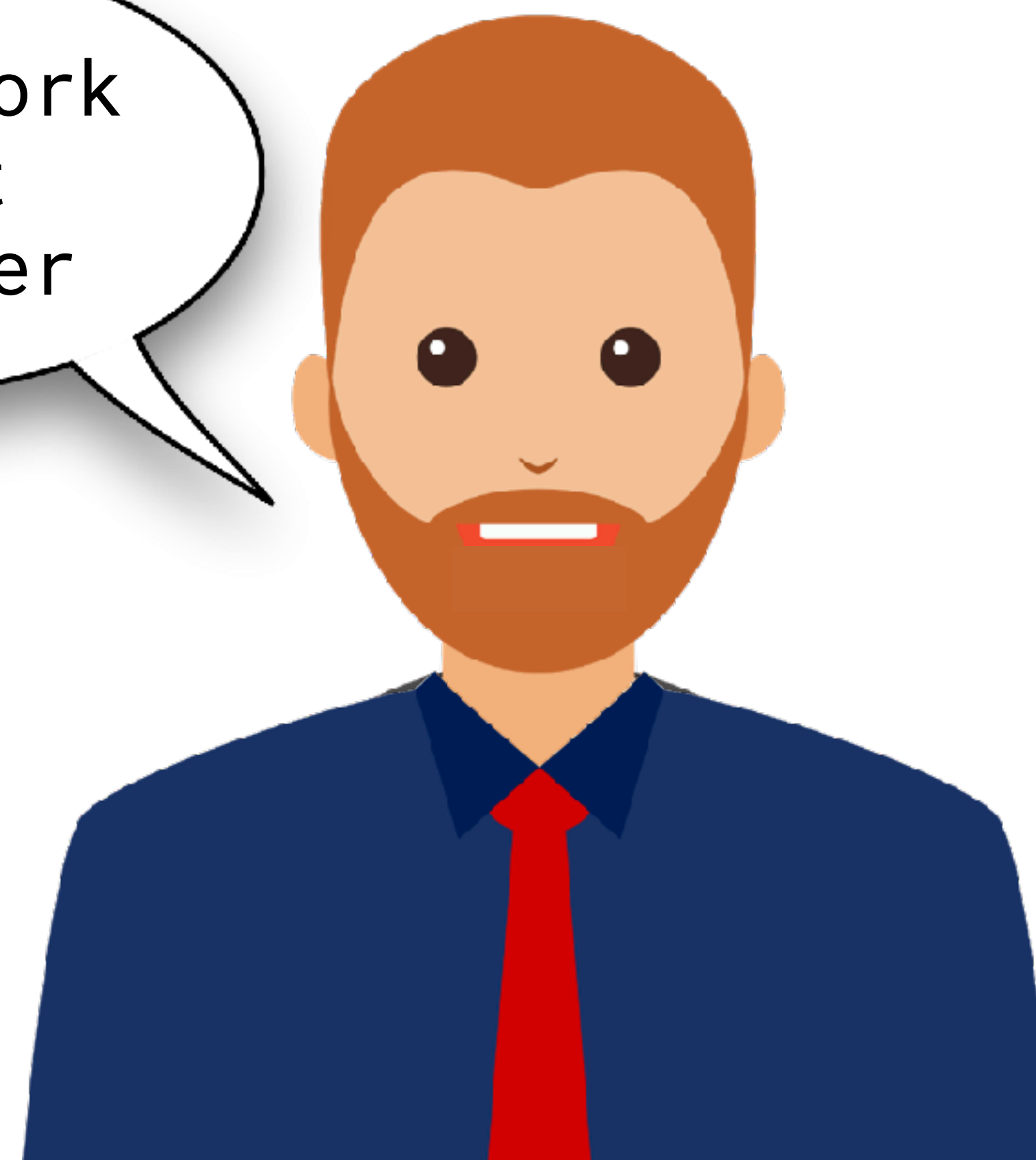
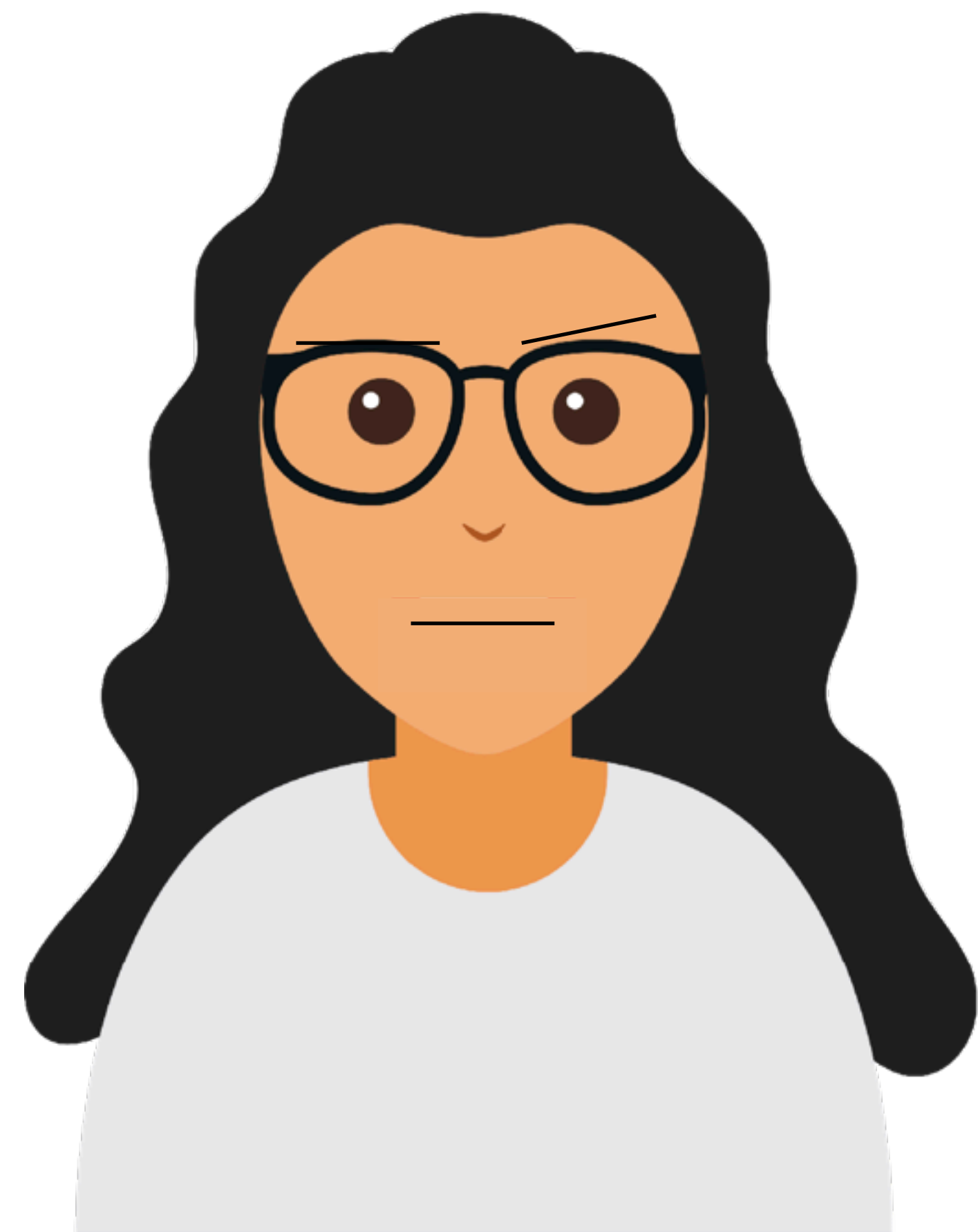




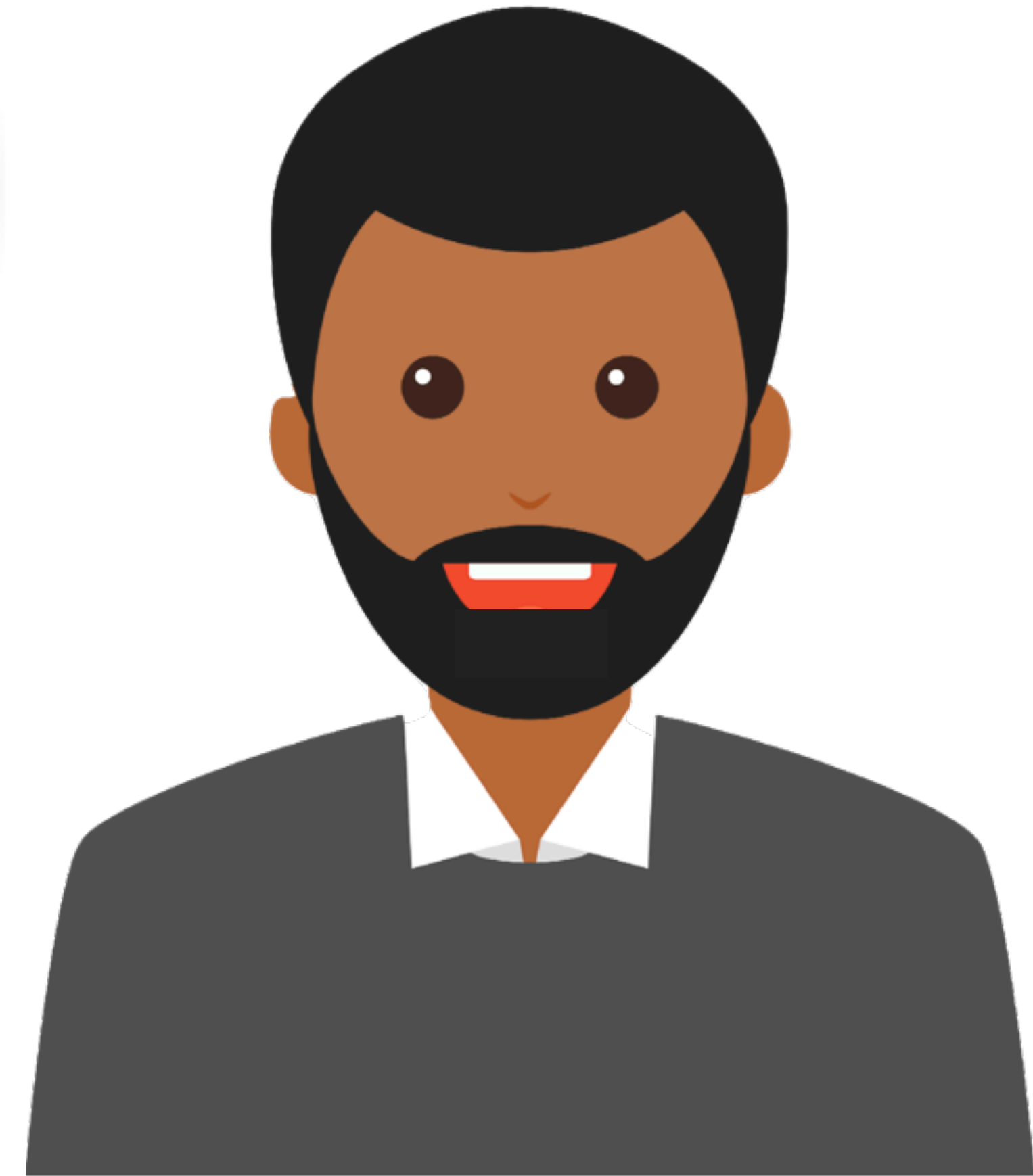








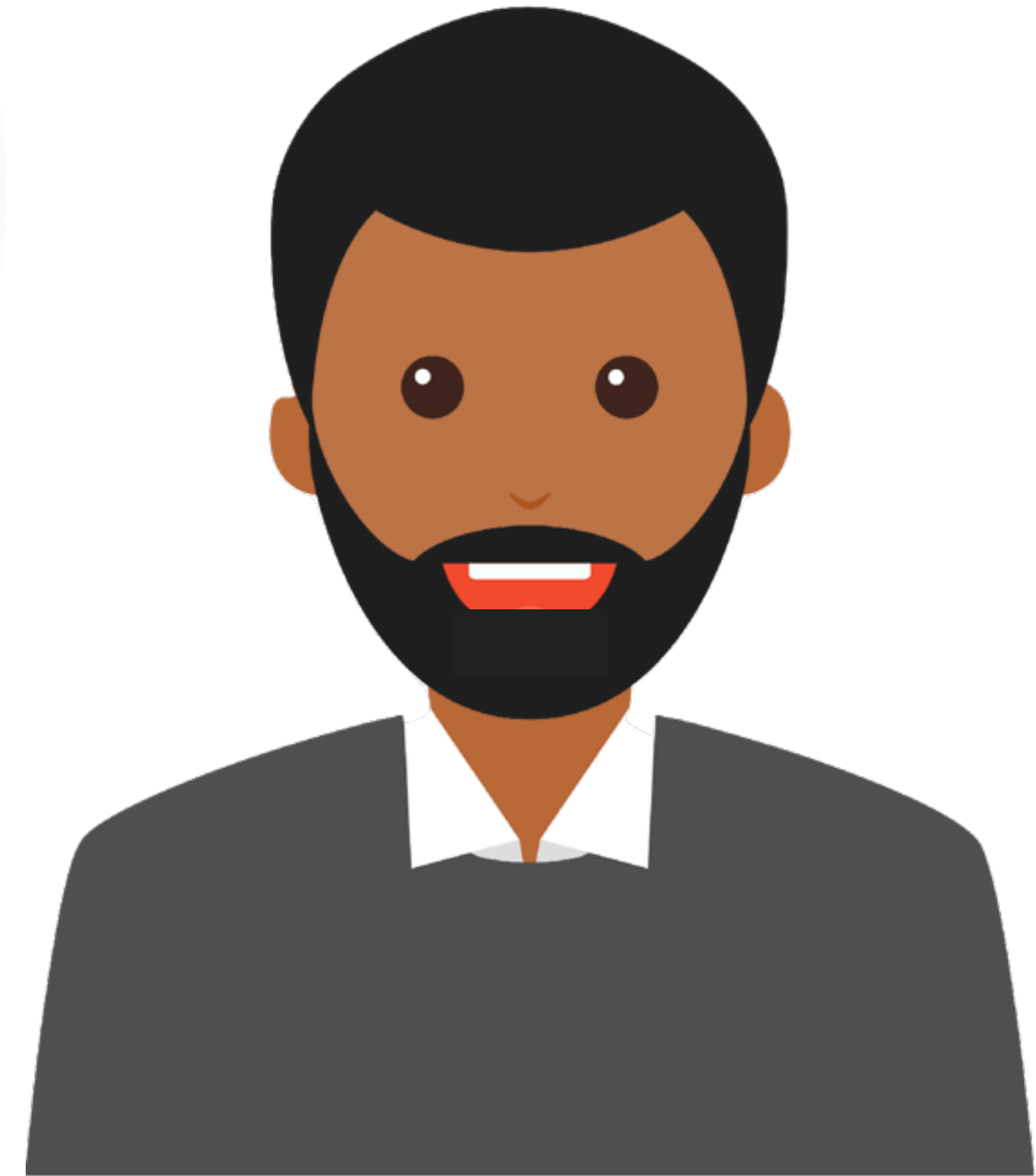
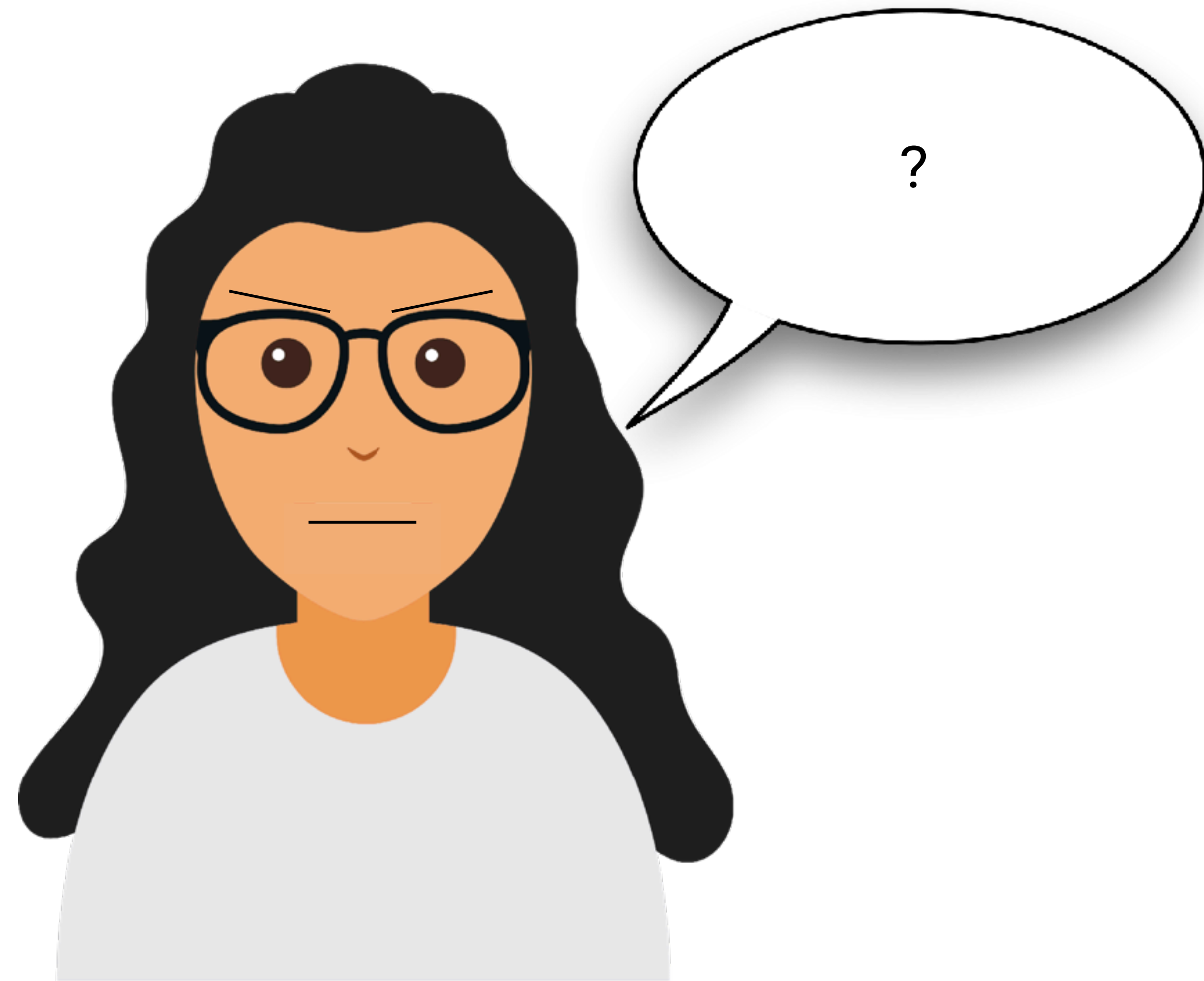




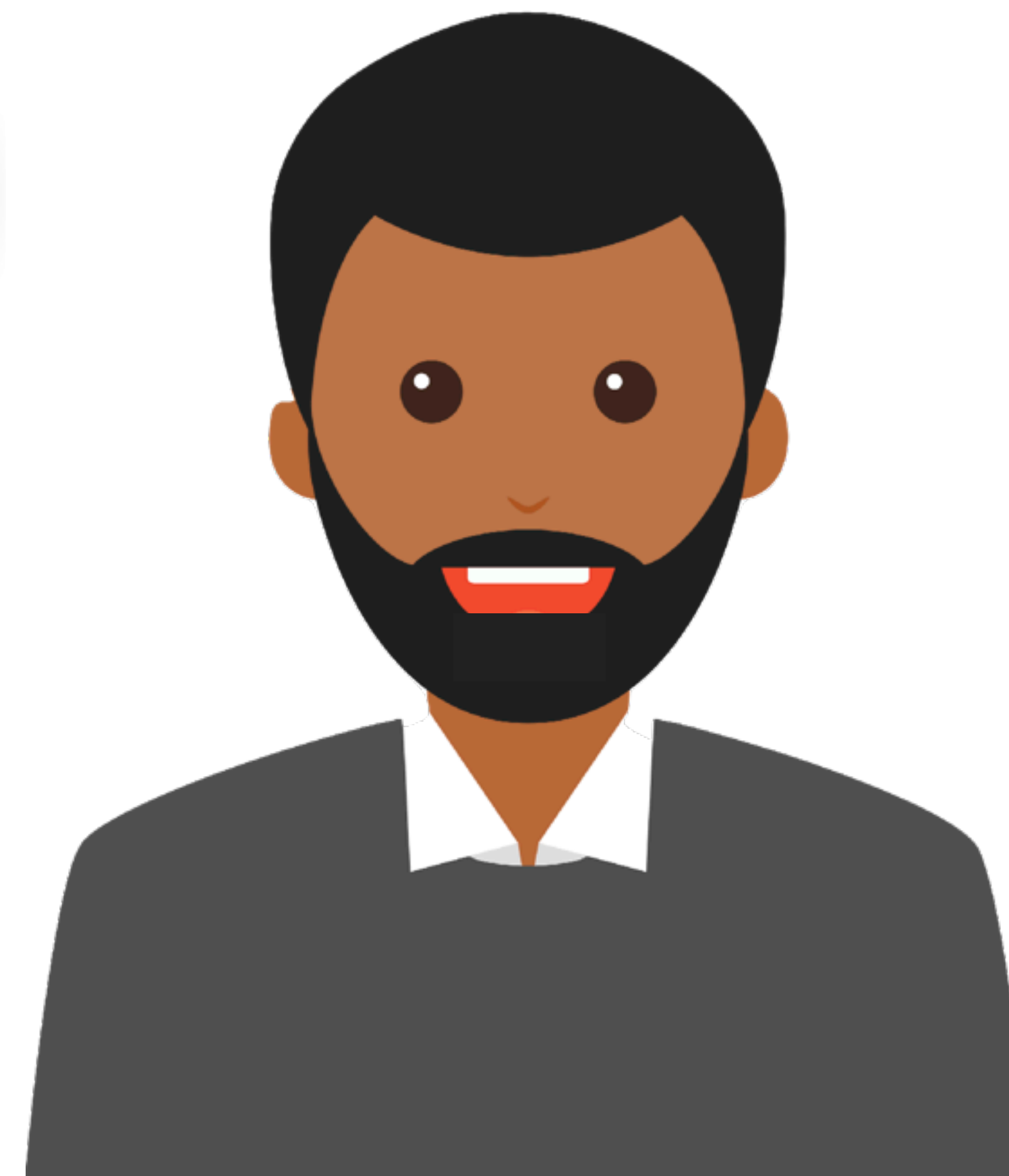




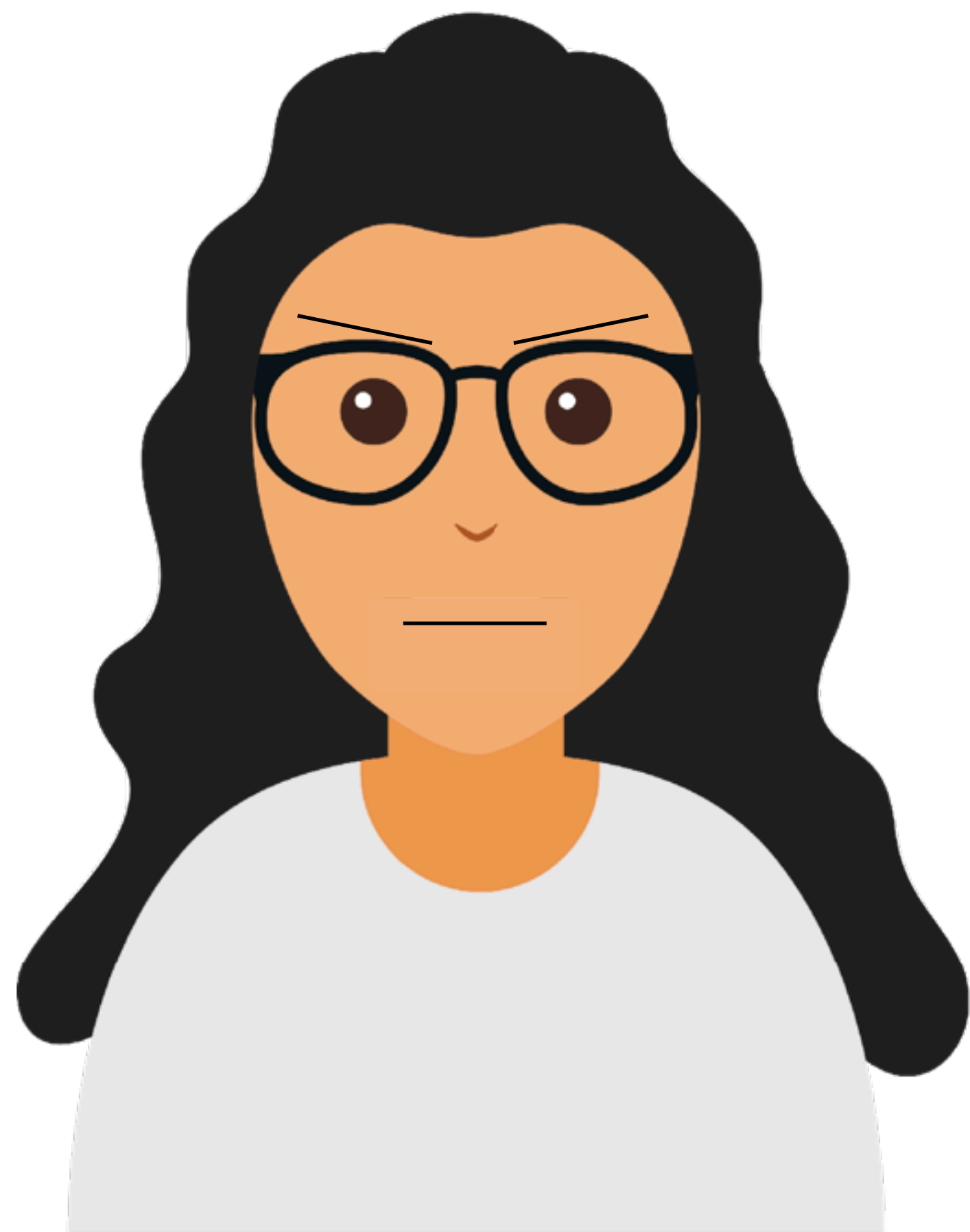














Project  
Start

End Year 1

Improve  
Existing

$1Y_0$

$1Y_0$

$Y_0$  = value  
produced year  
before project  
start

$\theta Y_0$

Rewrite

$\theta Y_0$



Project  
Start

End Year 1

End Year 2

Improve  
Existing

$1Y_0$

$1Y_0$

$1Y_0$

$2Y_0$

$Y_0$  = value  
produced year  
before project  
start

= 1.0x

$0Y_0$

$2Y_0$

Rewrite

$0Y_0$

$2Y_0$



Project  
Start

End Year 1

End Year 2

End Year 3

Improve  
Existing

$1Y_0$

$1Y_0$

$1Y_0$

$1Y_0$

$2Y_0$

$3Y_0$

$Y_0$  = value  
produced year  
before project  
start

= 1.0x = 1.33x

$0Y_0$

$2Y_0$

$4Y_0$

Rewrite

$0Y_0$

$2Y_0$

$2Y_0$





$1Y_0$     $2Y_0$     $3Y_0$     $4Y_0$

$Y_0$  = value  
produced year  
before project  
start

= 1.0x   = 1.33x   = 1.5x



$0Y_0$     $2Y_0$     $4Y_0$     $6Y_0$



# Opportunity Cost

The cost to do the thing plus the cost of not doing a  
different thing



# Opportunity Cost and Decision-Making

- Rewrite vs improve
- Internal tooling, libraries and frameworks  
Beware junk professional development!



# Opportunity Cost and Decision-Making

- Rewrite vs improve
- Internal tooling, libraries and frameworks  
Beware junk professional development!
- Custom or SaaS  
If it's not your core business, then reach for the \*aaS!



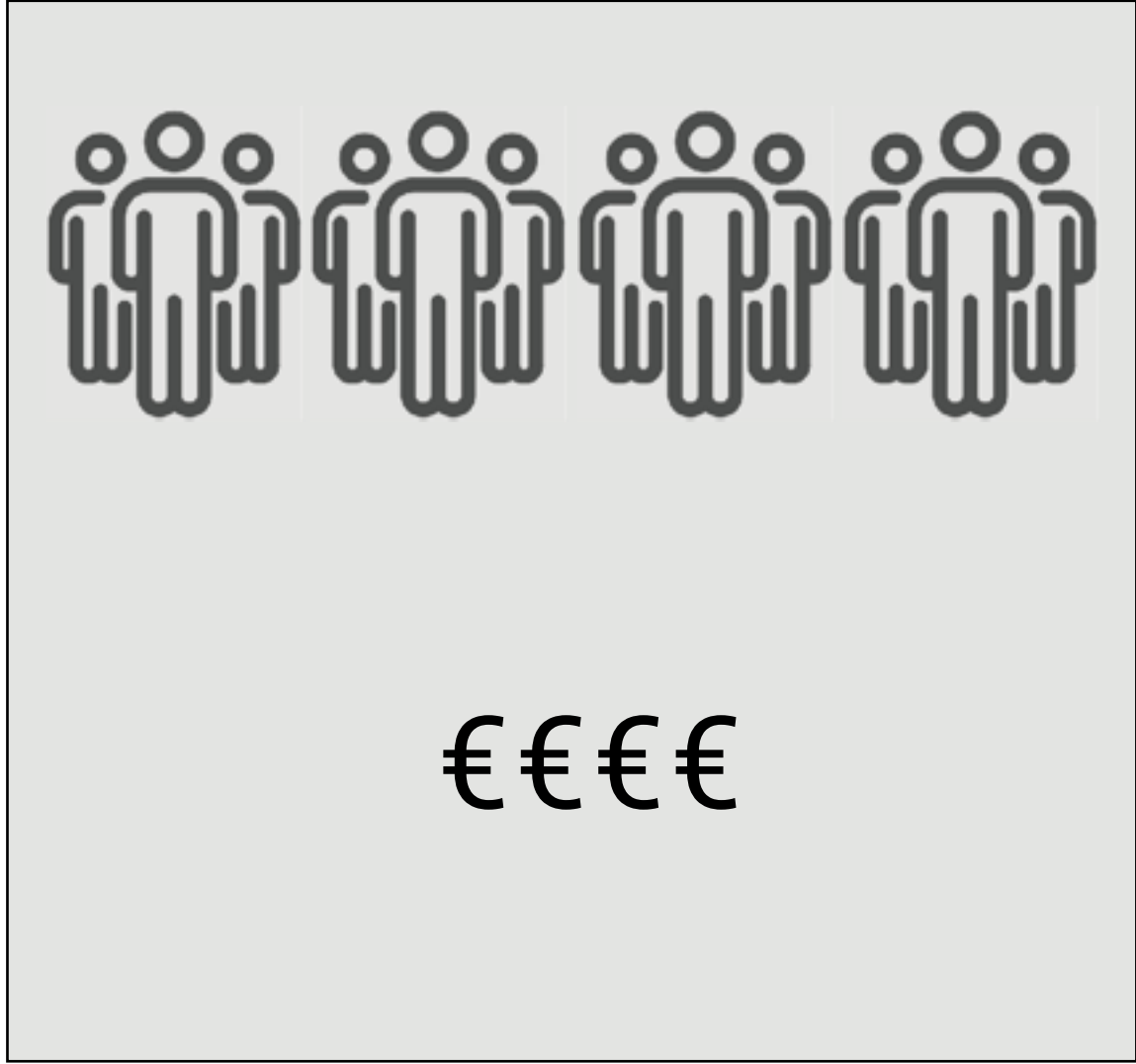
# Opportunity Cost and Decision-Making

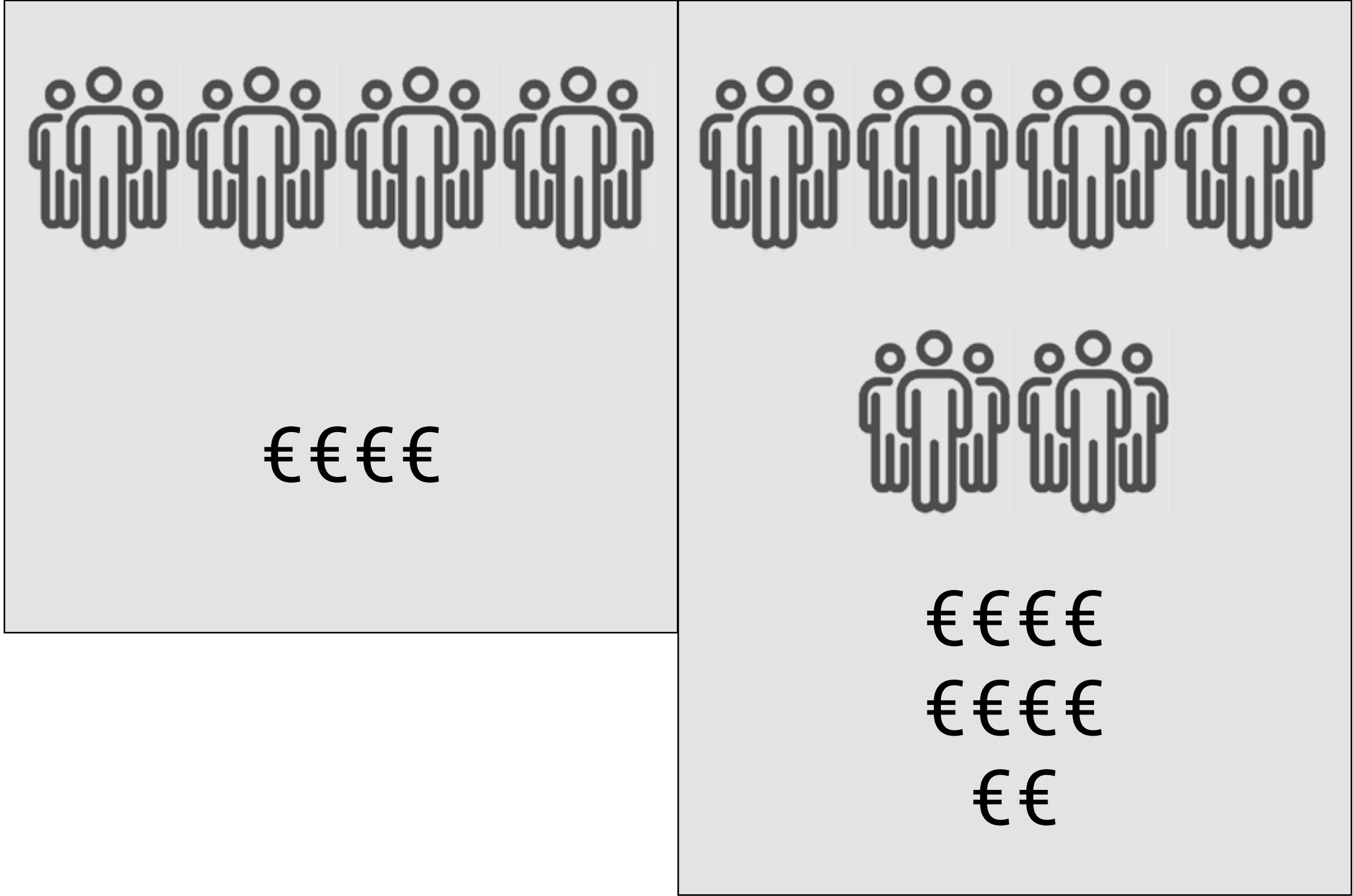
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- Meetings  
Everyone on the same page at the expense of workflow
- Maintenance vs Development  
Taking on tech debt to go fast now

# Opportunity Cost and Decision-Making

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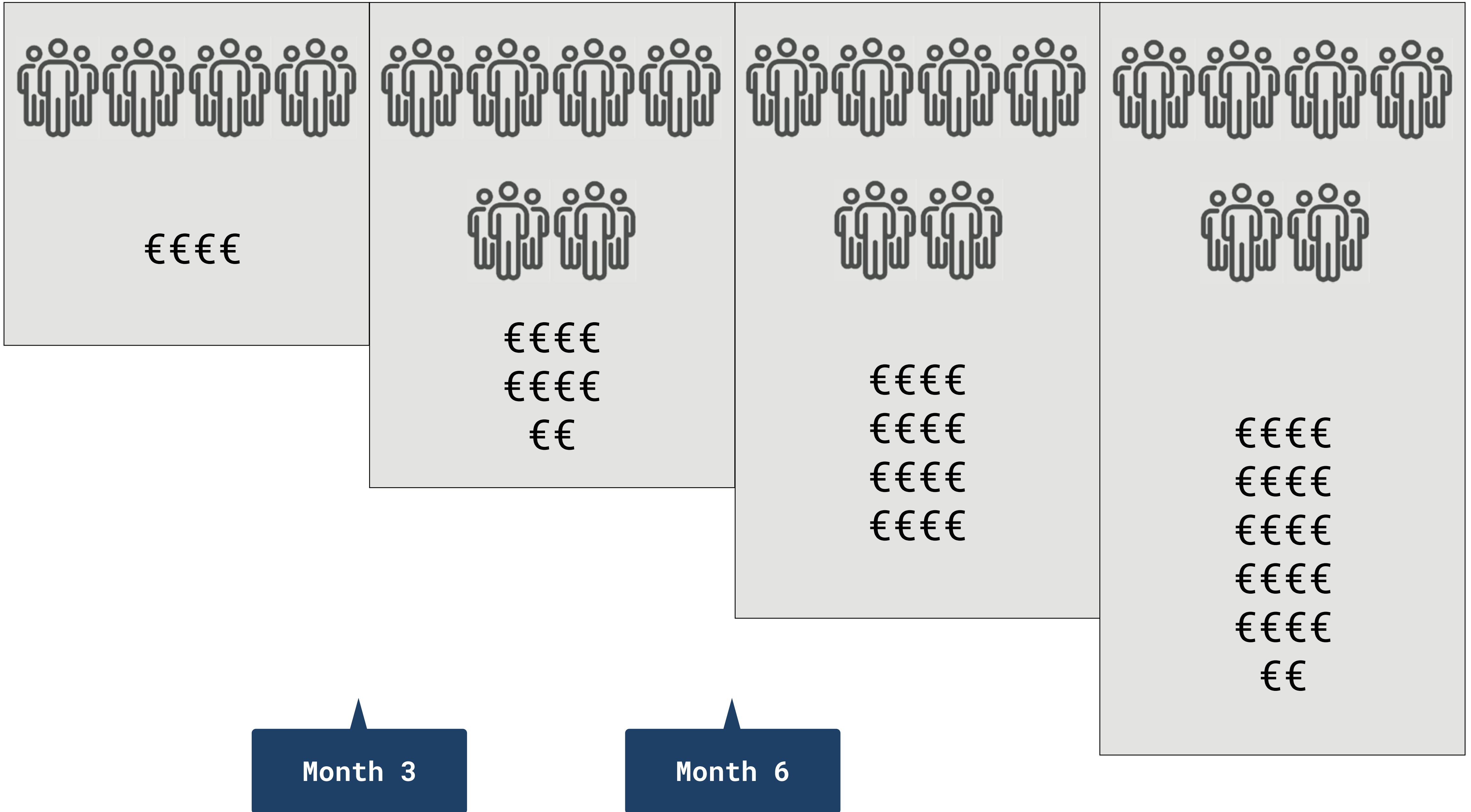






Month 3









# **Sunk cost fallacy**

**“The tendency to continue an endeavour once an investment in money, effort, or time has been made”**

**“Throwing good money after bad”**

# **Sunk cost fallacy**

## **Escalation of Commitment**

**“The tendency to continue an endeavour once an investment in money, effort, or time has been made”**

**“Throwing good money after bad”**





Photo by [Danielle Cerullo](#) on [Unsplash](#)



# Where to start?

- ~~• Diet?~~
- ~~• Lifting Technique?~~
- ~~• Exercises that burn the most calories?~~

# Habits!



**Consistency over  
Perfection**

# Agile Manifesto

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

**Consistency > Perfection**



Consistency: working software in users hands as quickly as possible. Respond to feedback with small changes. Repeat

Perfection: leads us further away from our goals. To situations of scope creep, over-engineering or designing for a future that never comes.

“I’m not a great programmer, I’m just  
a *good* programmer with *great* habits.”

Kent Beck

Creator of extreme programming  
Original signer of the Agile Manifesto









## Quality Gate

Failed

97



Bugs

7



Vulnerabilites

1987



Code Smells

# Building better habits

1. Start small and be specific



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2. Find joy in the process (or make it more tolerable)

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# Building better habits

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2. Find joy in the process (or make it more tolerable)
3. If you slip, get back on track quickly
4. Be patient with yourself and each other
5. Reflect on your progress + reward yourself







**Relationships First**

**Relationships First**



**If you can connect with  
them then you can't..**

...rely on them

...ask a favour of them

...do your best work with them

...trust them

...take risks with them

**If you can connect with  
them then you can't...**

...rely on them

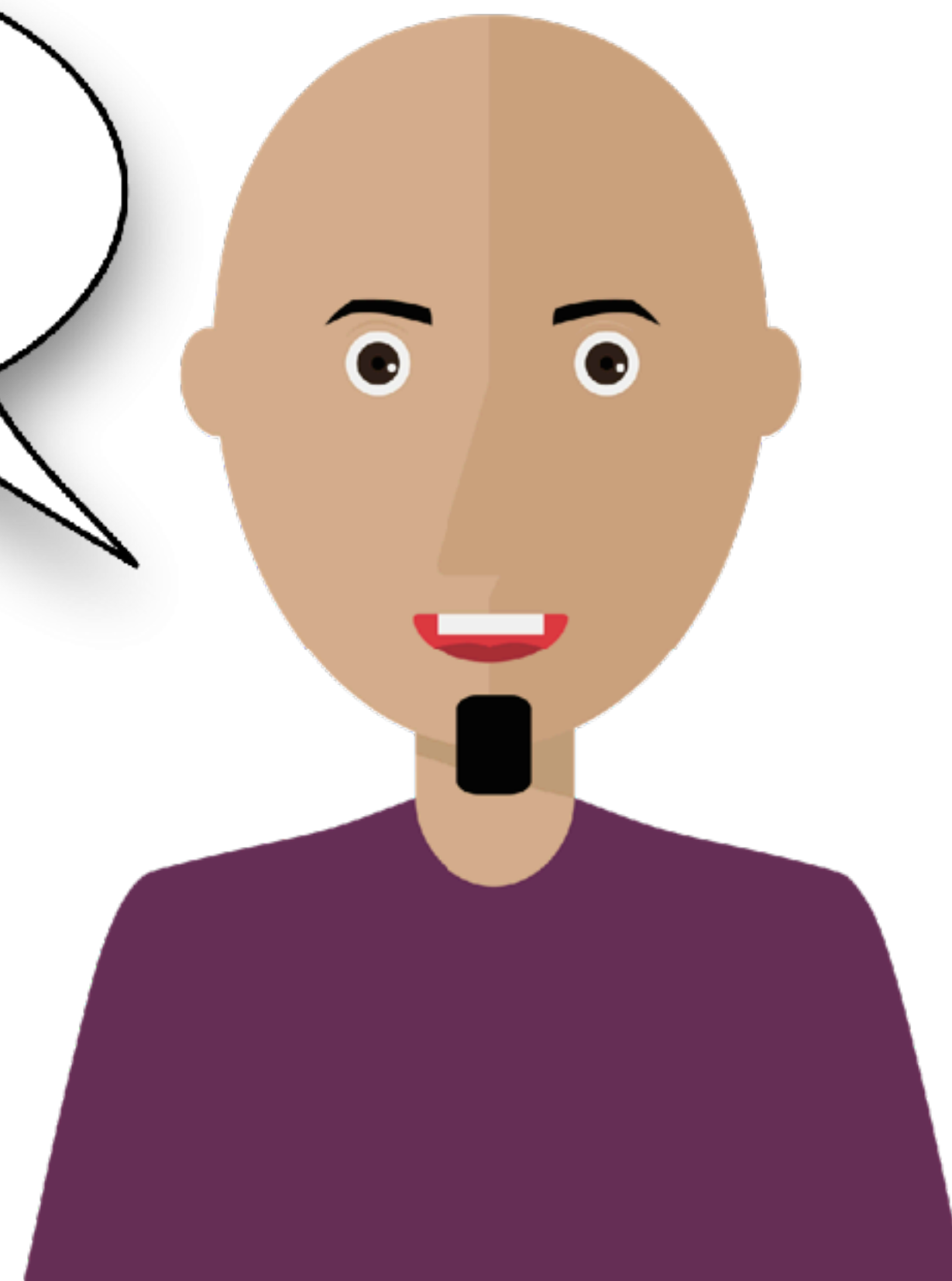
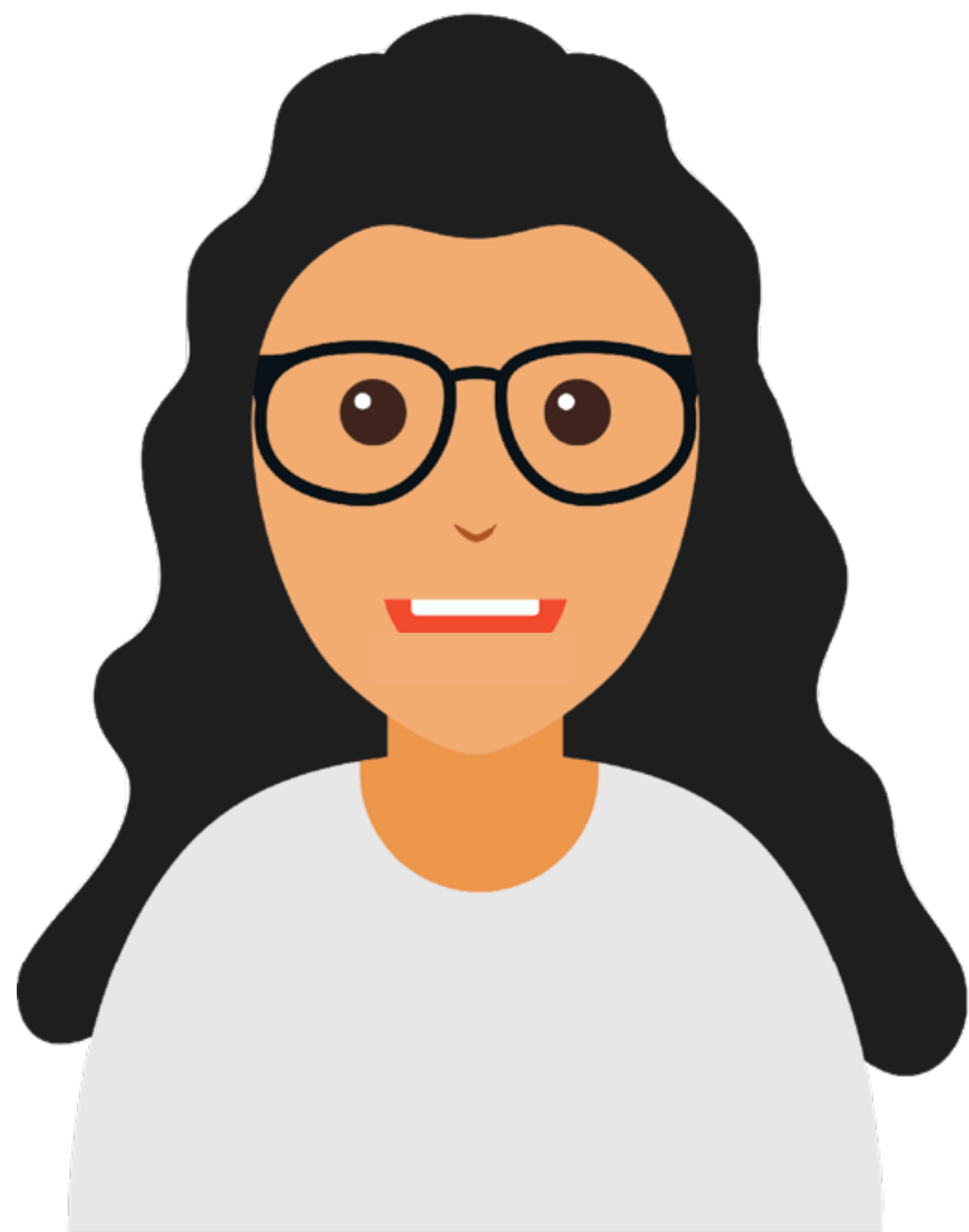
...ask a favour of them

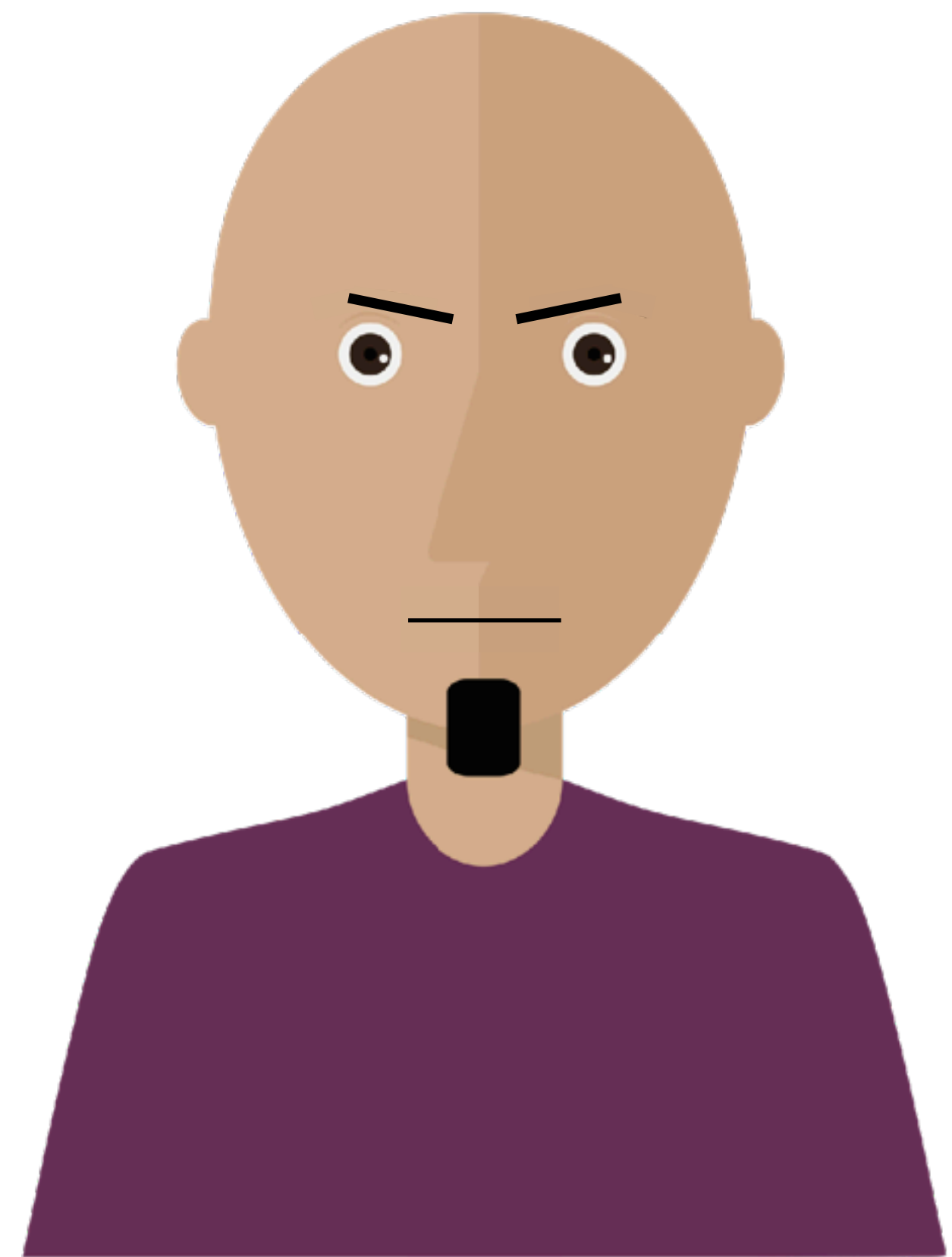
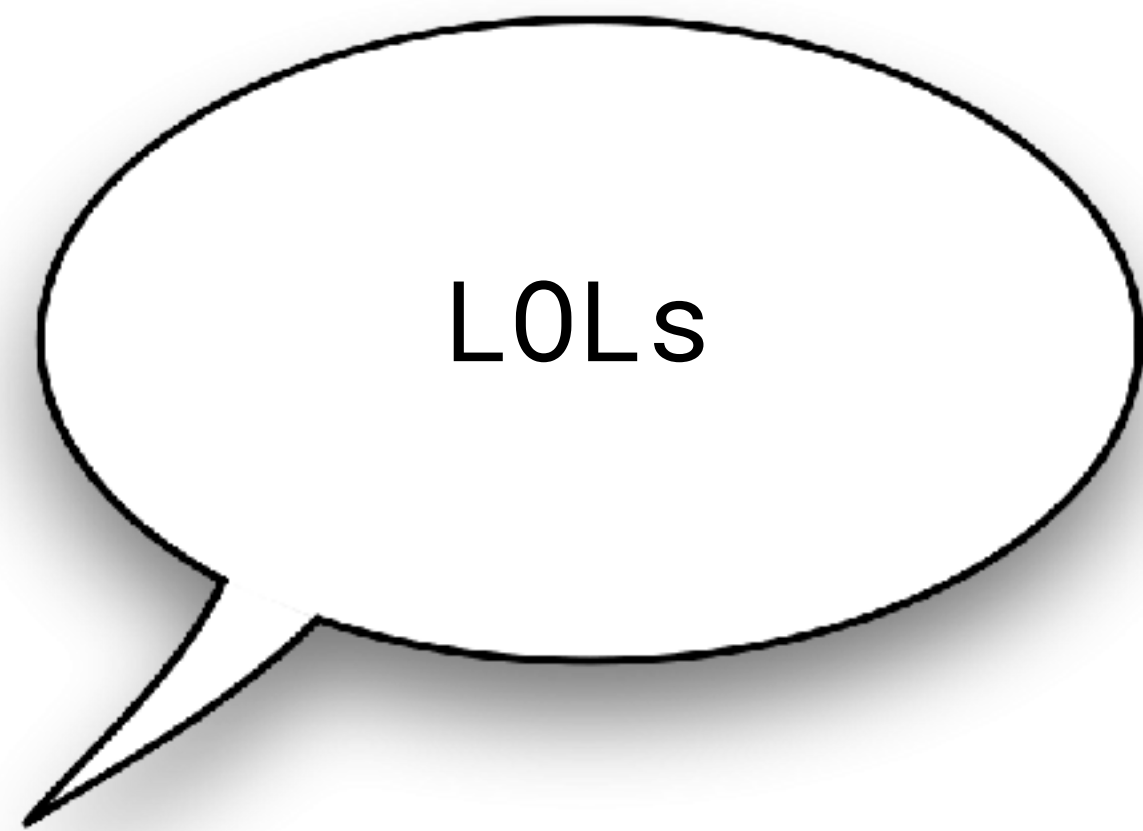
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...trust them

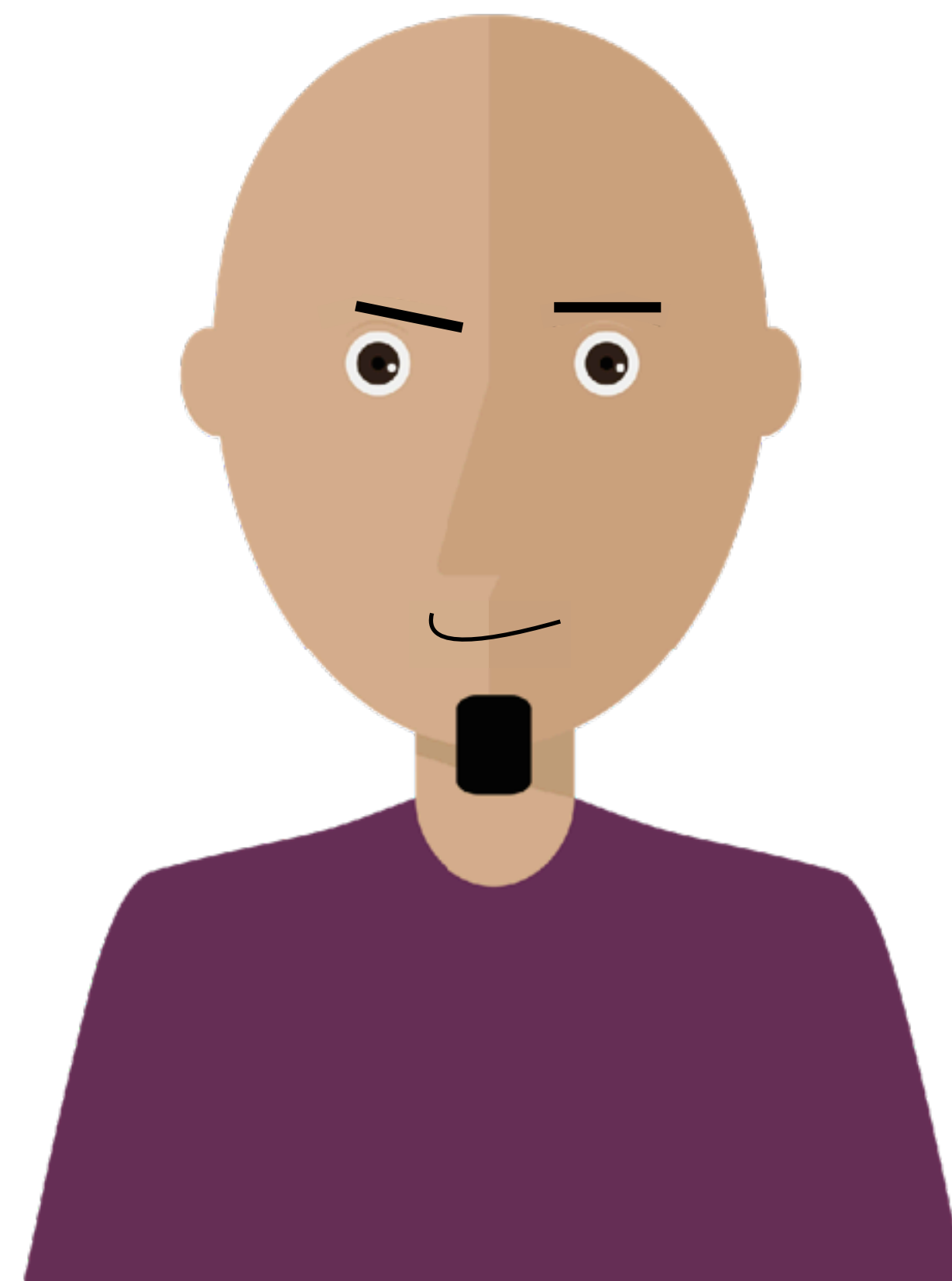
...take risks with them

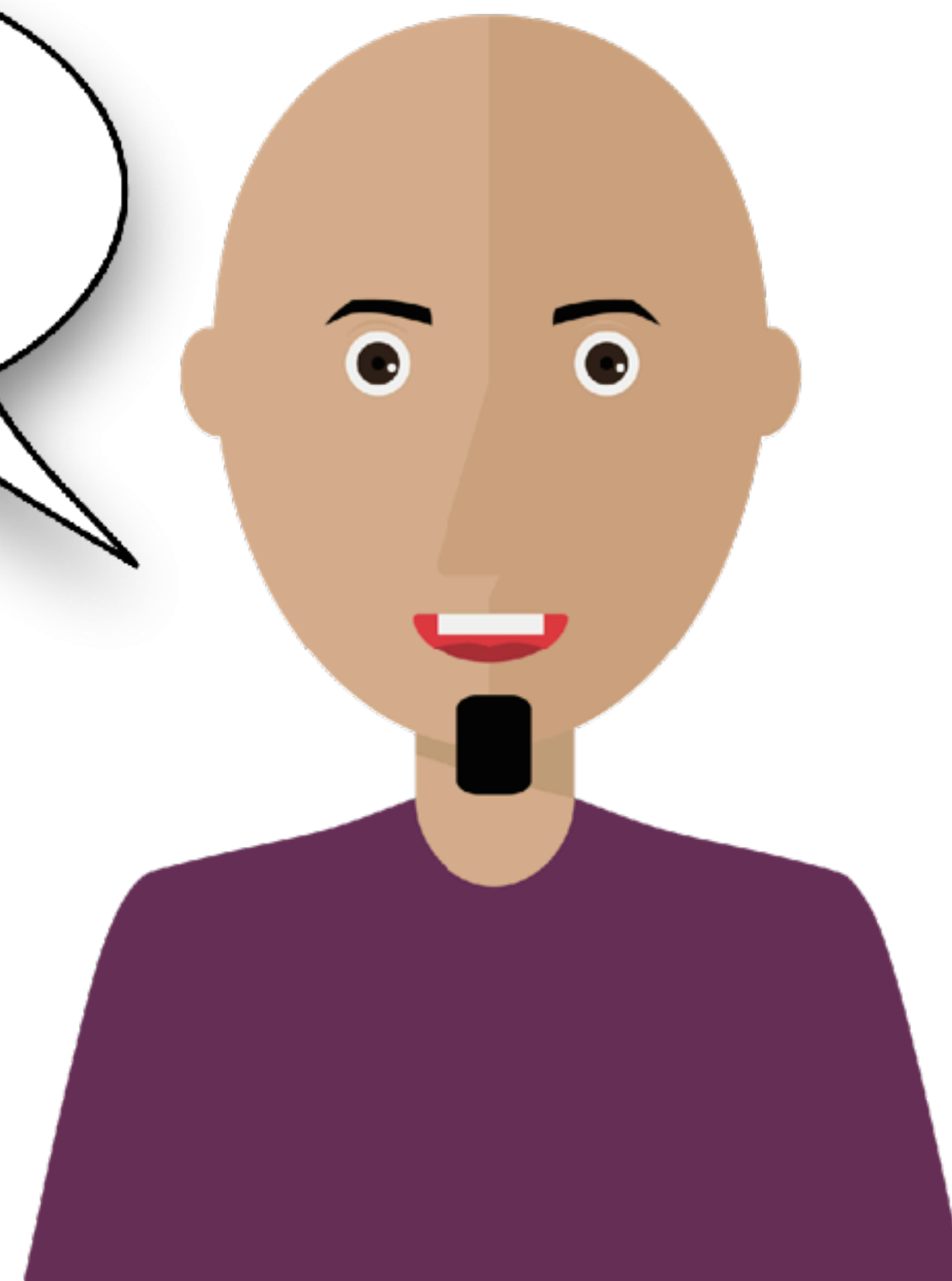












# The Session



# Communities of Practice

Members with a common interest interact regularly to share information, improve their skills, and actively work on advancing the general knowledge of the domain of interest

# Then

## Quality Gate

Failed

97



Bugs

7



Vulnerabilites

1987



Code Smells

# Now

## Quality Gate

Failed

31



Bugs

0



Vulnerabilites

997



Code Smells

**"What 's happening here?"**



**A**

**N**

**C**

**A**

**Aviate**

Fly the

**#!@&%!%**

aircraft  
first!

**N**

**C**

**A**

**Aviate**

**Navigate**

**C**

**A**

What is your  
current  
position and  
where are you  
going?

Is the original  
destination  
still viable?



**Aviate**

**Navigate**

**Communicate**

**A**

Should anyone  
outside the  
cockpit be  
informed?

Be clear with  
your  
communication

Acknowledge and  
repeat back

**Aviate**

**Navigate**

**Communicate**

**Administrate**

Tasks that  
enable you to  
do your other  
tasks well

**Aviate**

**Navigate**

**Communicate**

**Administrate**



**Aviate**

**Navigate**

**Communicate**

**Administrate**

Running  
software,  
minimal  
user  
impact

# Aviate

Running  
software,  
minimal  
user  
impact

# Navigate

Logs, disk  
space, queue  
stats,  
response  
times/  
dashboard

# Communicate

# Administrate

# Aviate

Running  
software,  
minimal  
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impact

# Navigate

Logs, disk  
space, queue  
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times/  
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# Communicate

- Listener throwing exception, infinite loop
- Logs are being periodically deleted
- Disk space ok
- Response times ok
- Low 500s

# Administrate



# Aviate

Running  
software,  
minimal  
user  
impact

# Navigate

Logs, disk  
space, queue  
stats,  
response  
times/  
dashboard

# Communicate

- Listener throwing exception, infinite loop
- Logs are being periodically deleted
- Disk space ok
- Response times ok
- Low 500s

# Administrate

- Create tickets
- Immediate fixes: add to current sprint
- Improvements: add to backlog

# Take-aways

- Opportunity cost

# Take-aways

- Opportunity cost
- Consistency over Perfection



# Take-aways

- Opportunity cost
- Consistency over Perfection
- Relationships First

# Take-aways

- Opportunity cost
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- Aviate Navigate Communicate Administrate

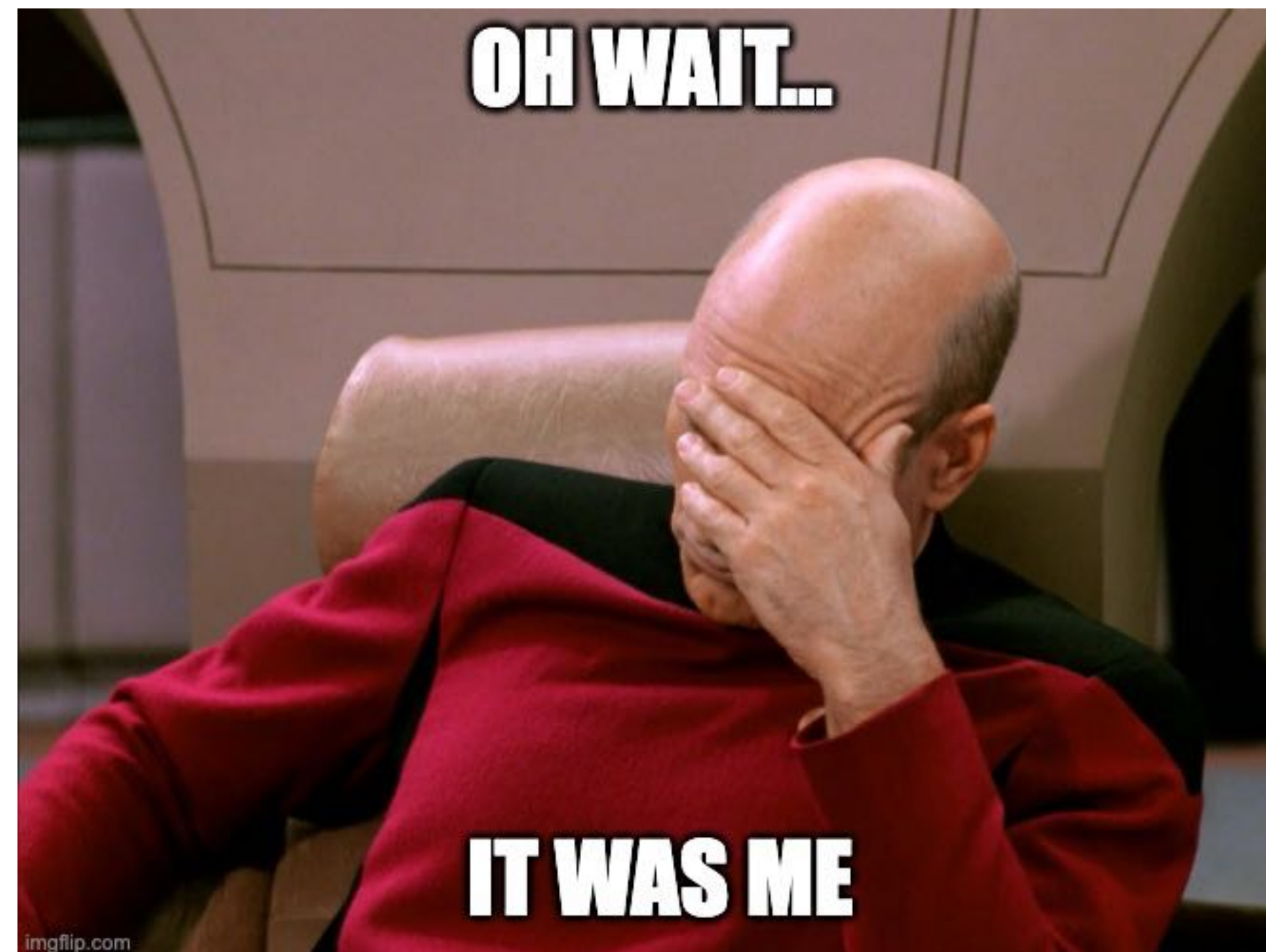
# Take-aways

- Opportunity cost
- Consistency over Perfection
- Relationships First
- Aviate Navigate Communicate Administrate
- Escalation of commitment / Sunk cost fallacy











# Be aware of your limitations ..but don't take yourself too seriously



*"I don't do impersonations. I can do a wounded elephant! I can do a really good cow! And... I do a variety of sheep. All of which I will be happy to roll out for you!"*



# Have an outlet

*“The only still centre of my life is Macbeth. To go back to doing this bloody, crazed, insane mass-murderer is a huge relief after trying to get my cell phone replaced.”*





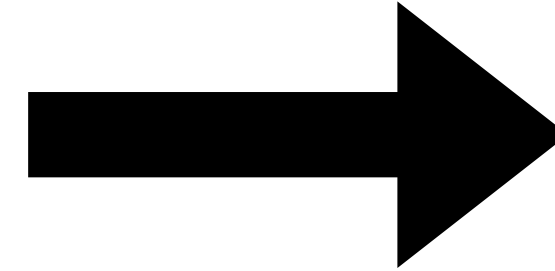
# Keep your balance



*“It still frightens me a little bit to think that so much of my life was totally devoted to Star Trek and almost nothing else.”*



# The unconventional path might be the perfect path for you



*"One day, out of irritation, I said, you know all of those years with the Royal Shakespeare Company... was nothing but a preparation for sitting in the captain's chair of the Enterprise."*



# Be fearless, be you




*"If someone says 'Give me one word of advice,' I say 'be fearless.' And knowing without any shadow of a doubt that what they have to give—who they are—is totally unique and not shared by anybody else. And to believe in that uniqueness."*



A photograph of a bar interior. In the foreground, three red velvet bar stools with metal legs are visible. Behind them is a light-colored bar counter with a metal rail. Above the counter, a large number of various liquor bottles are lined up on a shelf. The lighting is warm and slightly dim.

# Thank you

Adele Carpenter

 @iam\_carpenter

**TRIFORK.**





GOTO  
**Guide**



Remember to  
**rate this session**

THANK YOU!



**Adele Carpenter**



**@iam\_carpenter**

**#GOTOams**

# References and Further Reading

- Wardley mapping: <https://twitter.com/swardley/status/1069965123962527745>
- [https://www.researchgate.net/publication/4812596\\_The\\_psychology\\_of\\_sunk\\_cost](https://www.researchgate.net/publication/4812596_The_psychology_of_sunk_cost)
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- [https://en.wikipedia.org/wiki/The\\_Mythical\\_Man-Month](https://en.wikipedia.org/wiki/The_Mythical_Man-Month)
- Cover photo: <https://unsplash.com/photos/aaCAWEAFyGk>