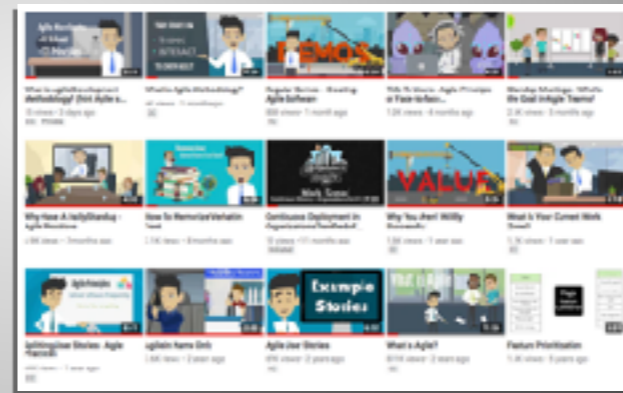


Zeus' Guide To Software Delivery

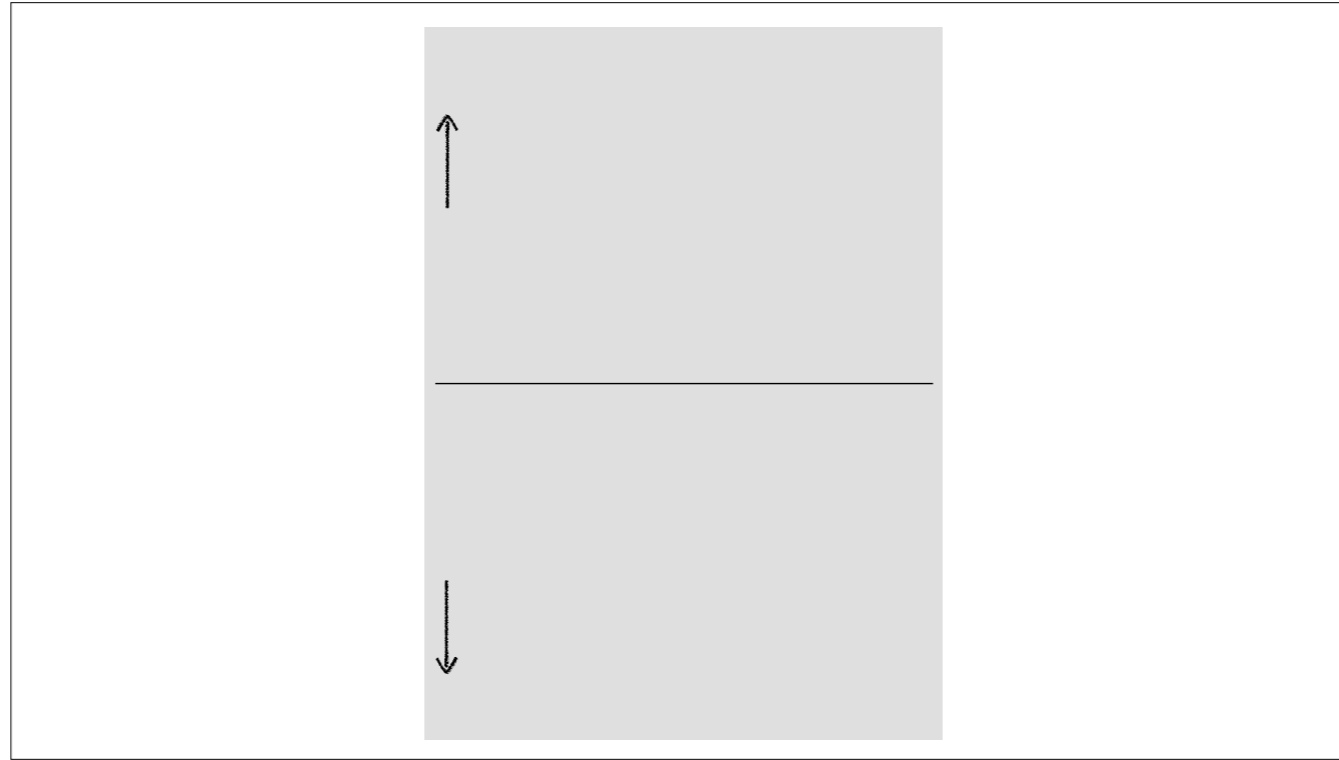
Mark Shead

<http://book.markshead.com>

@MarkWShead



<https://youtube.com/markshead>



Banned Under Roman Emperors



Trajan



Trajan

~~Mimes~~



Mimes Weren't Silent

Caligula

The word "goat"

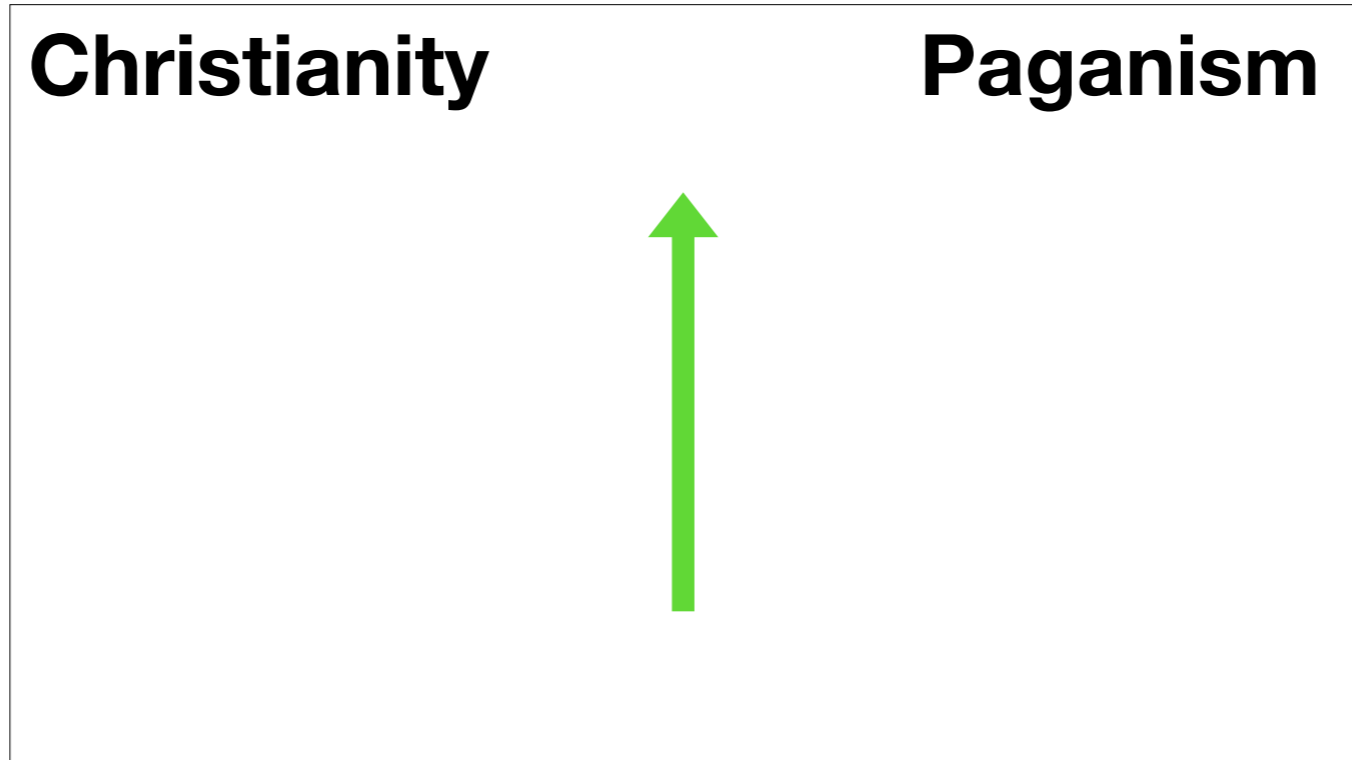


Julian the Apostate

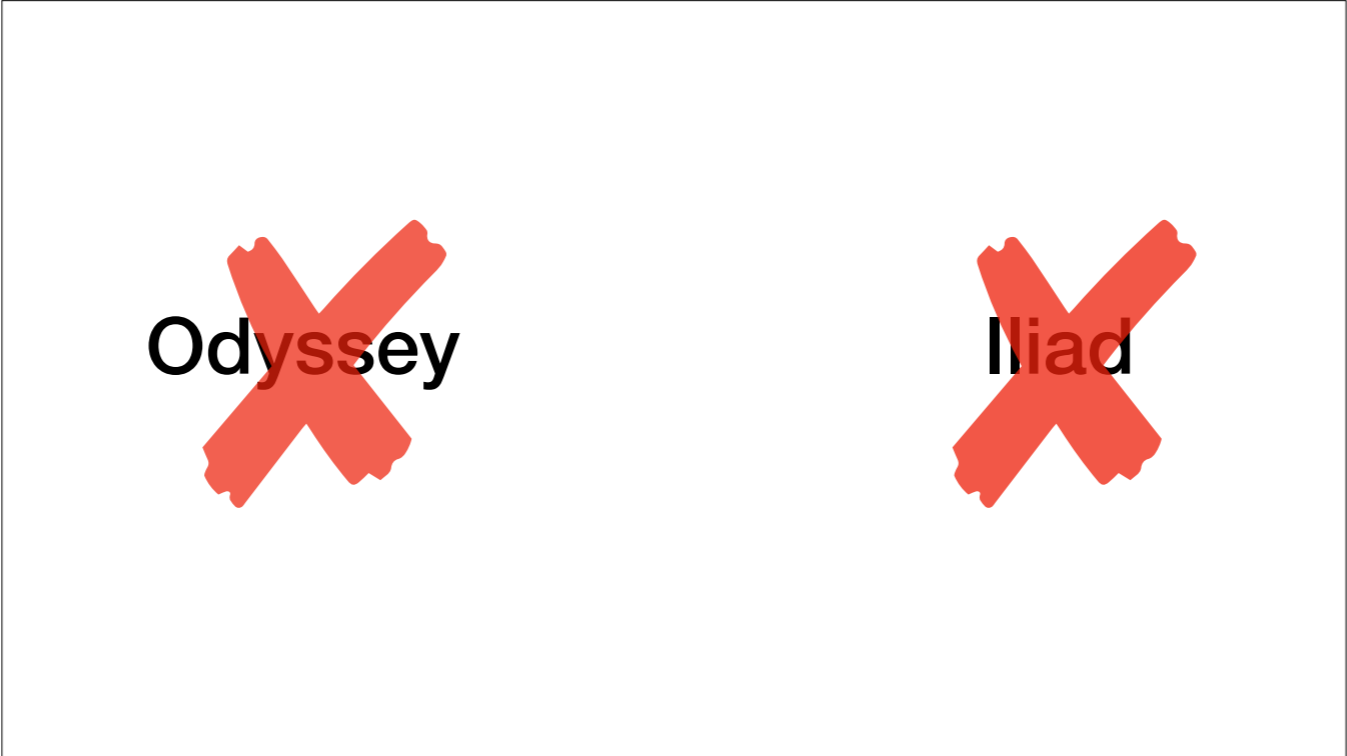


Christian's ~~use~~ of Homer

<https://upload.wikimedia.org/wikipedia/commons/3/3d/IVLIANVS.png>



Rome was vacillating between Christianity and Paganism

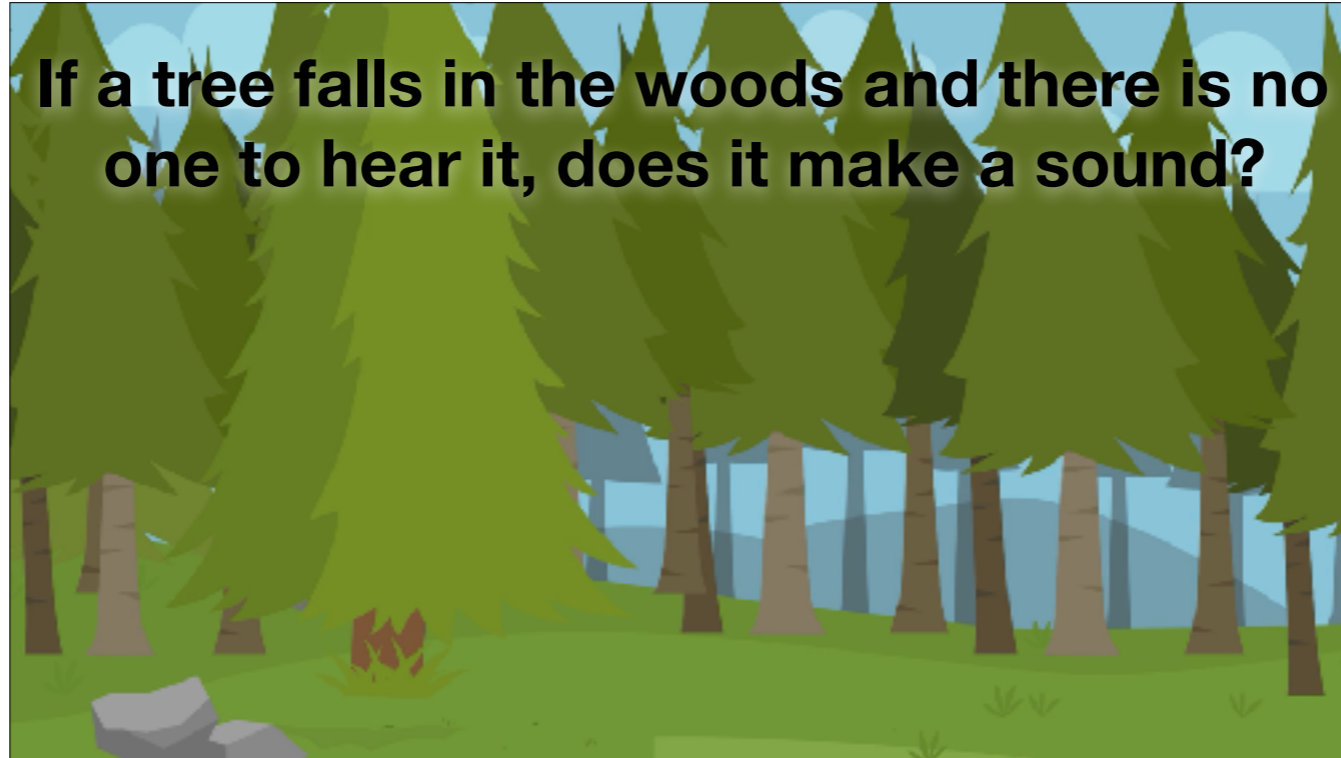


Julian wanted to help promote Paganism by saying Christian teachers couldn't use homer.

So what?

**If a school decided to stop
using Homer...**

If a tree falls in the woods and there is no one to hear it, does it make a sound?



If a tree in the woods falls on a mime...

does anyone care?

No. No one cares.

Could it fall on a goat instead?



**What was so important about
Homer?**

Stories = Communication

Like Design Patterns

Public Dialog

Mythology used to Reason in the Public Square

Mythology used to Reason about Software Development

Odysseus

Early Days

Suitor of Helen

Helps Tyndareus in exchange for help winning Penelope

The Oath

Menelaus marries Helen.

**Menelaus and Helen made king
and queen of Sparta.**

Odyssey marries Penelope.

Everyone lives happily ...

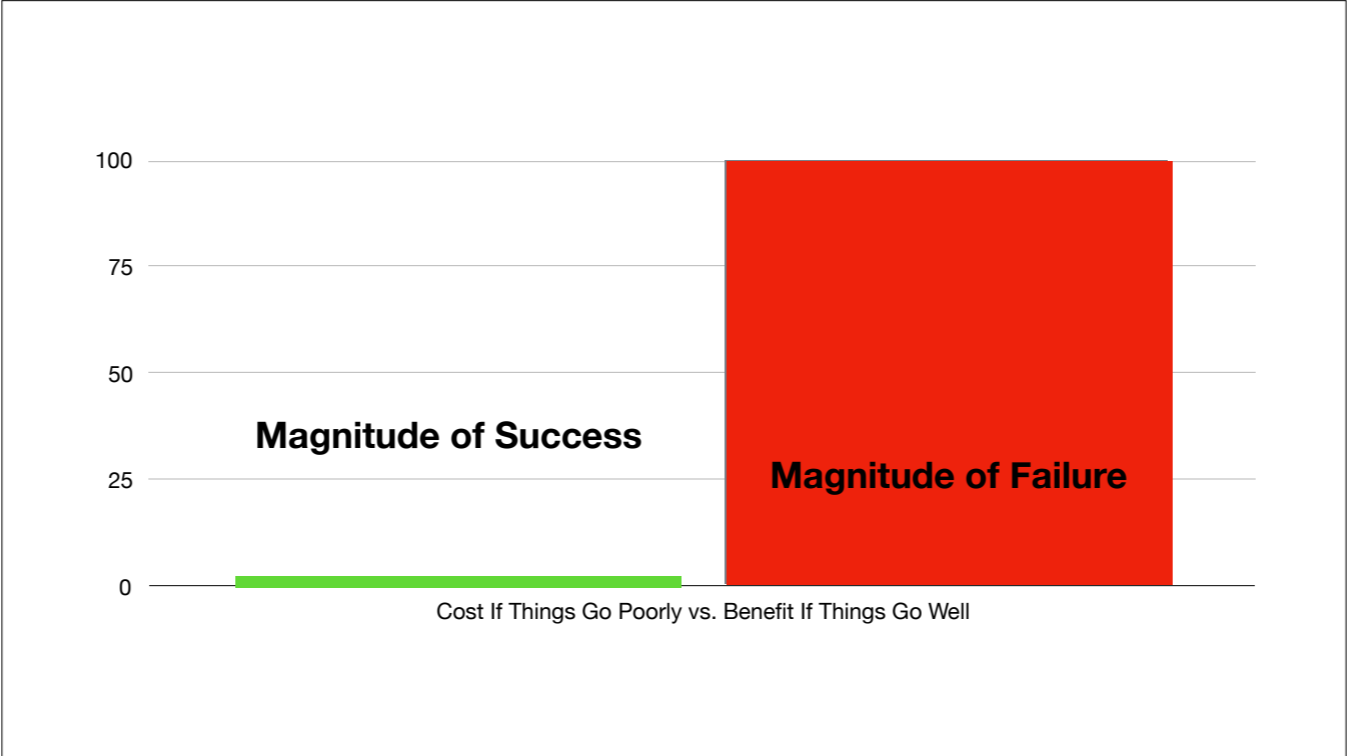
Until...

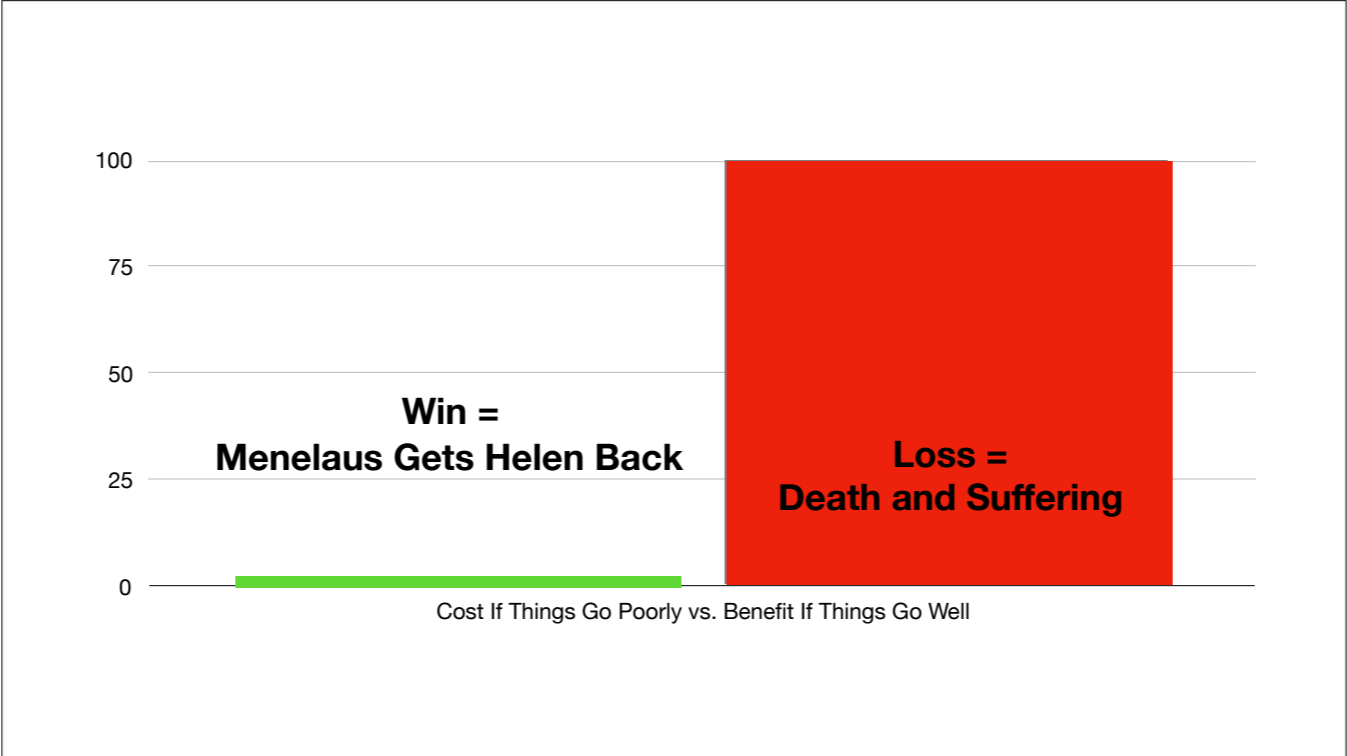
Paris Abducts Helen

And by “abducts” I mean Helen decided to run away with Paris.

Menelaus calls in the promise

**Odysseus doesn't want to go
to Troy**





Commitments with all downside and no upside

In large organizations we tend to punish people who tried something new and failed.

Achilles

Different motivations

**Obscurity and Long Life
vs.
Glory and**

**Obscurity and Long Life
vs.
Glory and Death**

Commitments

**What do teams win if they succeed?
What do they lose if they fail?**

Odysseus - more time with his kid
Achilles - immortality through fame

**Skunk works team on
government project**

- 1. Work from home effectively**
- 2. Control of delivering value**

More time with kids



- 1. Work from home effectively**
- 2. Control of delivering value**

More time with kids

- 1. Work from home effectively**
- 2. Control of delivering value**

Glory... without death

Polyphemus



Polski 1810

<https://commons.wikimedia.org/wiki/File:OdysseyPolyphemos.png>

Noman



No man is killing me!



**Cyclops – if any man on the face of the earth
should ask you who blinded you, shamed you so-
say Odysseus, raider of cities, he gouged out your
eye, Laertes' son who makes his home in Ithaca**

Lay Er Tees

About as smart as the vandals who wrote on the Lincoln memorial by writing their address on it



Polyphemus

Böcklin 1896

[https://commons.wikimedia.org/wiki/File:Arnold_B%C3%B6cklin_-_Odysseus_und_Polyphemus_\(1896\).jpg](https://commons.wikimedia.org/wiki/File:Arnold_B%C3%B6cklin_-_Odysseus_und_Polyphemus_(1896).jpg)

Hubris

Pride - Thinking you are so much better that you don't need to be humble.

Agile Hubris

Thinking you are so good, that you have nothing to learn.

“We are Agile because we have a meeting we stand for 15 minutes a day.”

(What about continuous improvement?)

- ✓ Daily Stand-up Meeting
- ✓ 2 Week Sprints
- ✓ Scrum Master
- ✓ Retrospectives
- ✗ Delivering Useful Software

Cost of hubris for Odysseus?

10 years getting back to Ithaca

Turns out Polyphemus was the son of Poseidon.

What is the cost of hubris in software development?

Lack of continuous improvement

Odysseus' Men

3 examples



Aeolus Tied up the winds contrary to getting to Ithaca
Told his men not to open the bag

https://commons.wikimedia.org/wiki/File:Isaac_Moillon_-_%C3%89ole_donnant_les_vents_%C3%A0_Ulysse.jpg



while Ulysses is asleep within sight of Ithaca, his companions open the bag; contrary winds rush out while Ulysses is asleep, his companions open the bag; contrary winds rush out

https://commons.wikimedia.org/wiki/File:De_metgezellen_van_Odysseus_maken_de_zak_open_waarin_Aeolus_de_winden_besloten_had,_RP-T-00-444.jpg

Song of the Sirens

Circe Warns of Siren's

**Plug the men's ears with
beeswax**

Tie Odysseus to Mast

Bind him again if he cries out.

This is key.

Sirens = Beautiful Sea Women?



https://commons.wikimedia.org/wiki/File:Odysseus-siren_Parthenope,_the_mythological_founder_of_Naples.jpg



Odysseus and the Sirens, an 1891 painting by John William Waterhouse

[https://commons.wikimedia.org/wiki/File:WATERHOUSE_-_Ulises_y_las_Sirenas_\(National_Gallery_of_Victoria,_Melbourne,_1891._%C3%93leo_sobre_lienzo,_100.6_x_202_cm\).jpg](https://commons.wikimedia.org/wiki/File:WATERHOUSE_-_Ulises_y_las_Sirenas_(National_Gallery_of_Victoria,_Melbourne,_1891._%C3%93leo_sobre_lienzo,_100.6_x_202_cm).jpg)



After men eat cattle, Zeus strikes the ship and only Odysseus survives on Calypso's island

Tibaldi 1554-1556

https://commons.wikimedia.org/wiki/File:Pellegrino_Tibaldi_001.jpg

- **Aeolus' Bag of Wind**
- **Song of the Sirens**
- **Cattle of Helios**

**Operations Team
vs.
Shift to the Cloud**

**“Reaching out” to security
department.**

If people don't have something clear to do, they will often do things that are counter productive.

Diana and Orion



IN SILVAS COMITEM VICAT ORIGNA DIANA
SED PLACVISE DE R. CAUSAM NEQUE ATTVLLE ICI.



IMPLEBVS ORION CATTAM VIOLARE DIANAM
AVLS ADIITINI CADIT ICTVS LYVINE TELI

RP-P-06-63.951

Ad 137



https://commons.wikimedia.org/wiki/File:Etienne_Delaune,_Diana_Mourning_the_Death_of_Orion,_NGA_47815.jpg

Do we know our target?

Usable System



“Super Important” Features




Existing Functionality

New Features

Existing Functionality

New Features


Super duper
important!

Existing Functionality

New Features



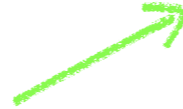
Existing Functionality

New Features



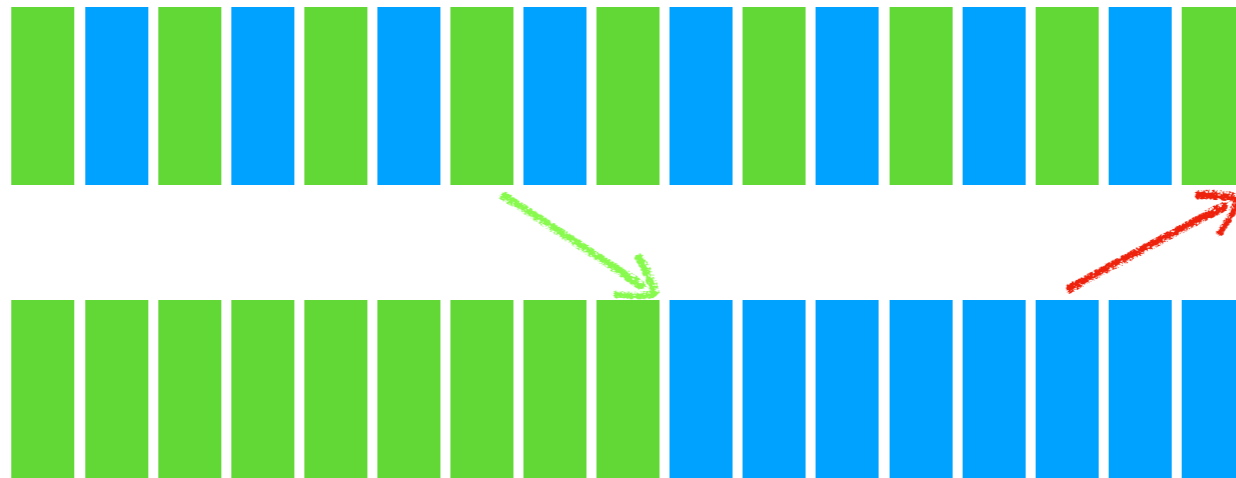
Existing Functionality

New Features



Existing Functionality

New Features



Existing Functionality

New Features



Q1 2020

Q2 2020

Q3 2020

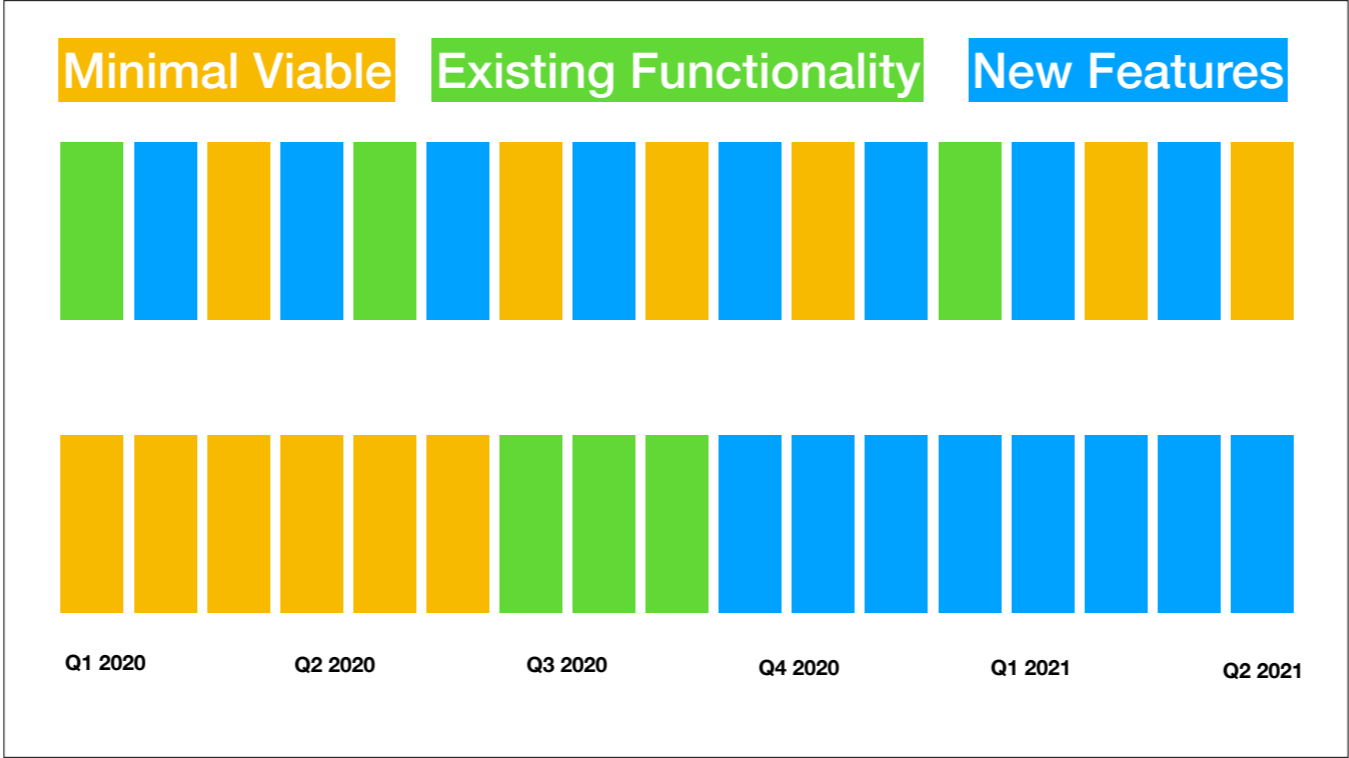
Q4 2020

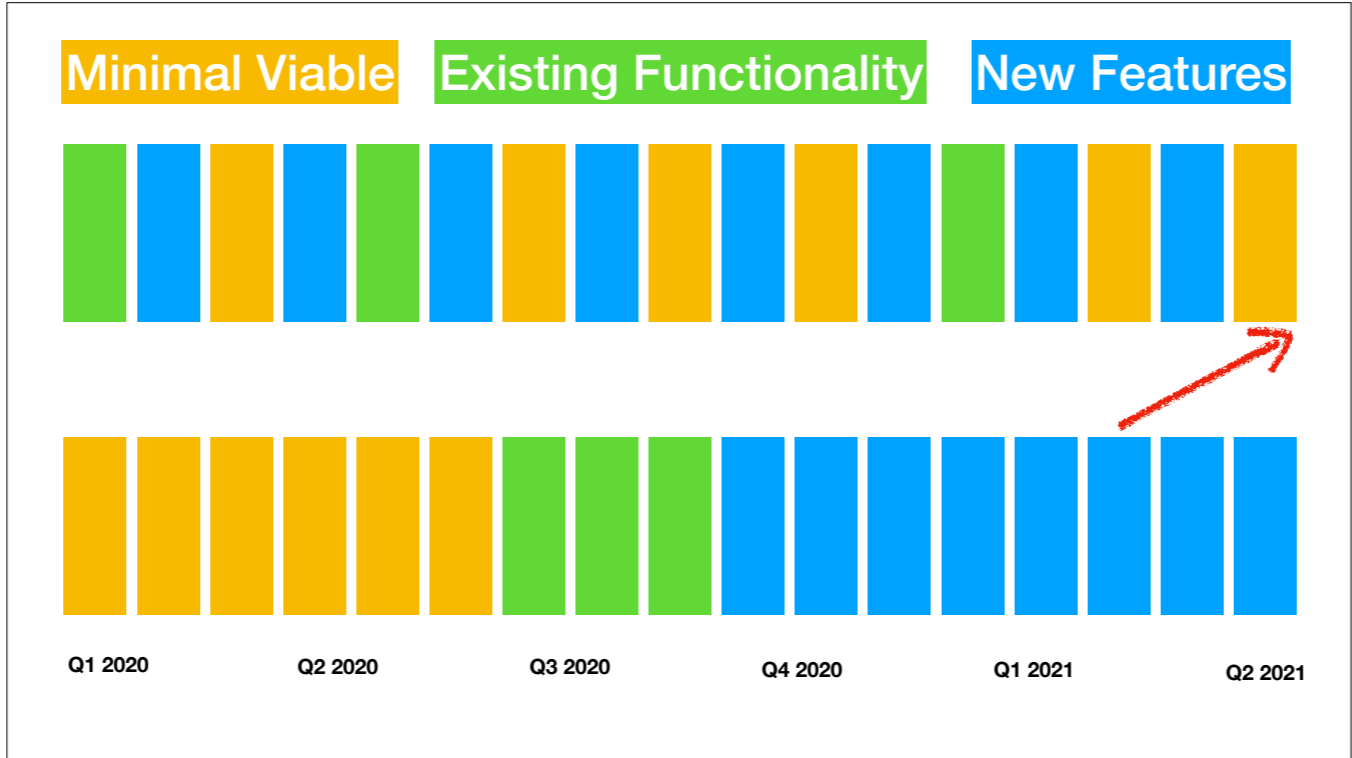
Q1 2021

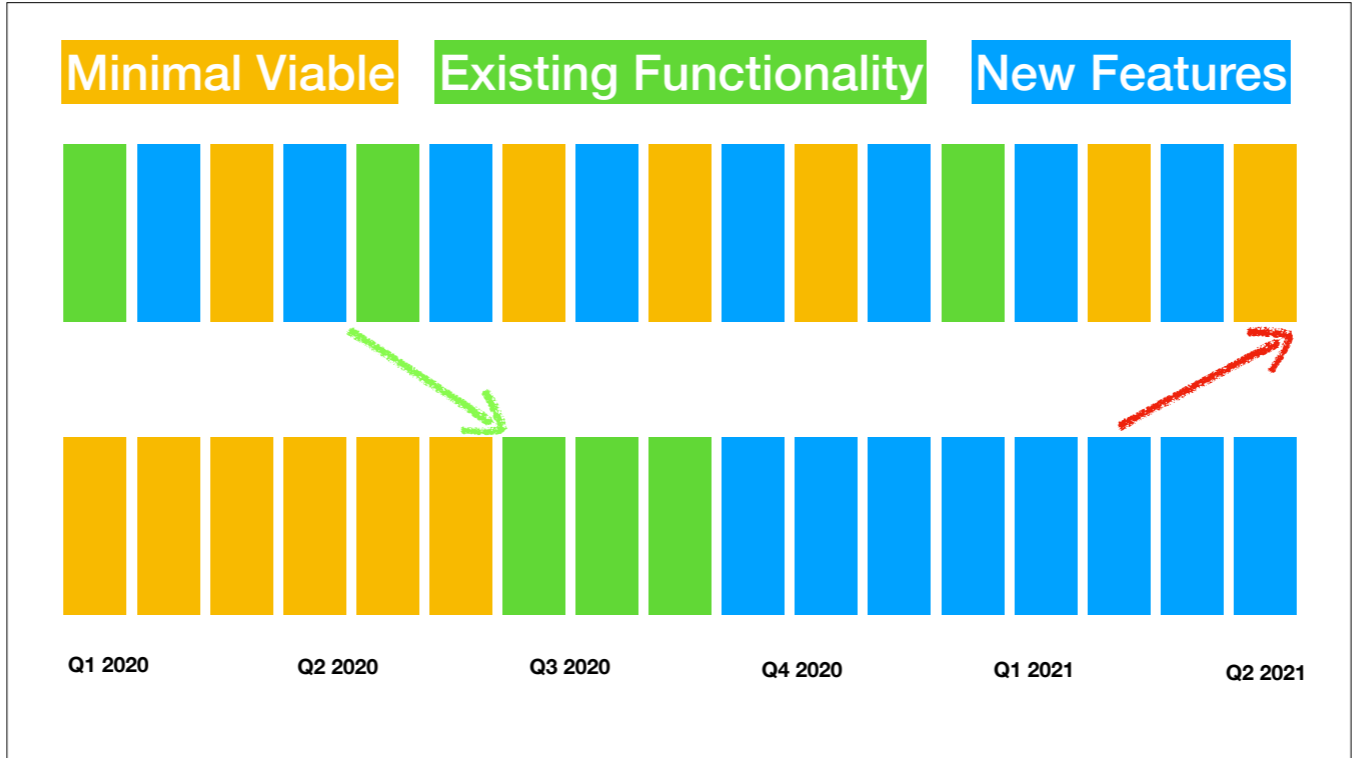
Q2 2021

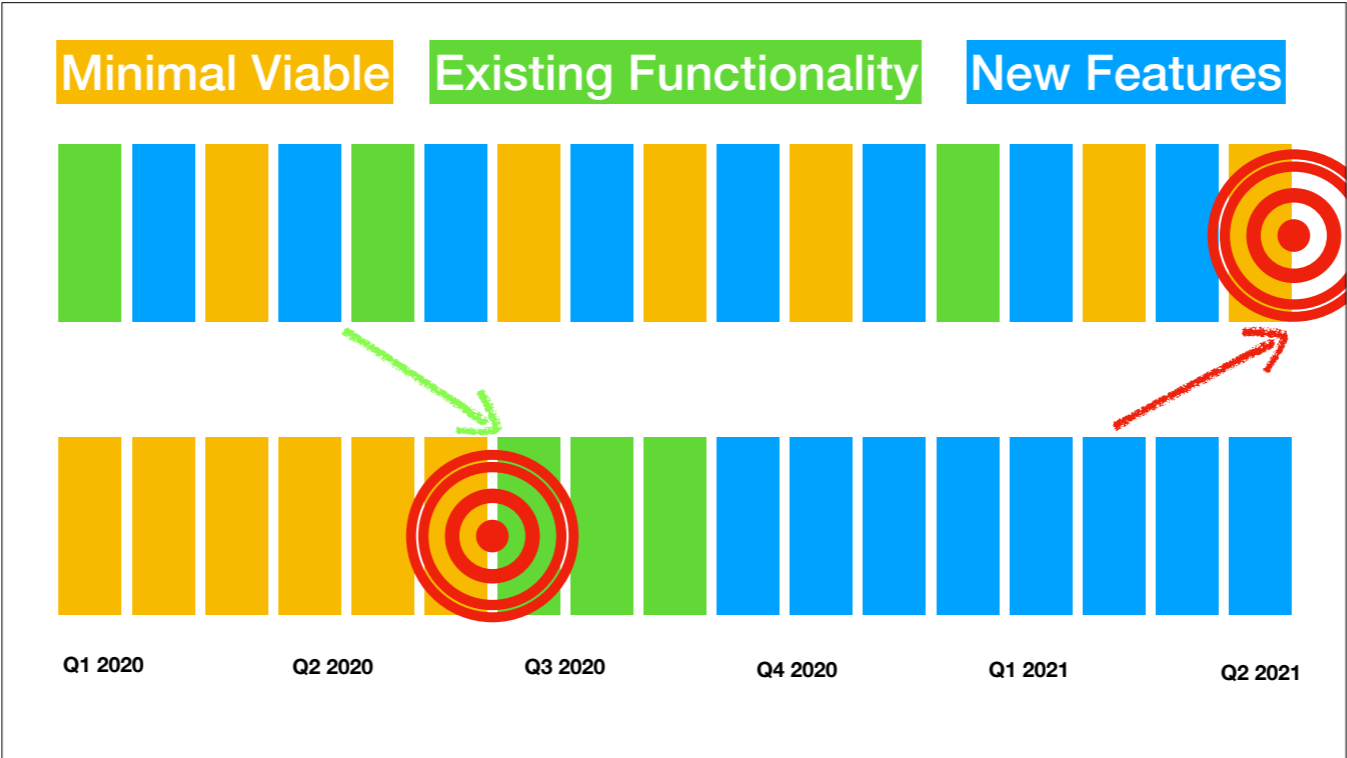
Preserve Options

**Can we preserve more
options?**

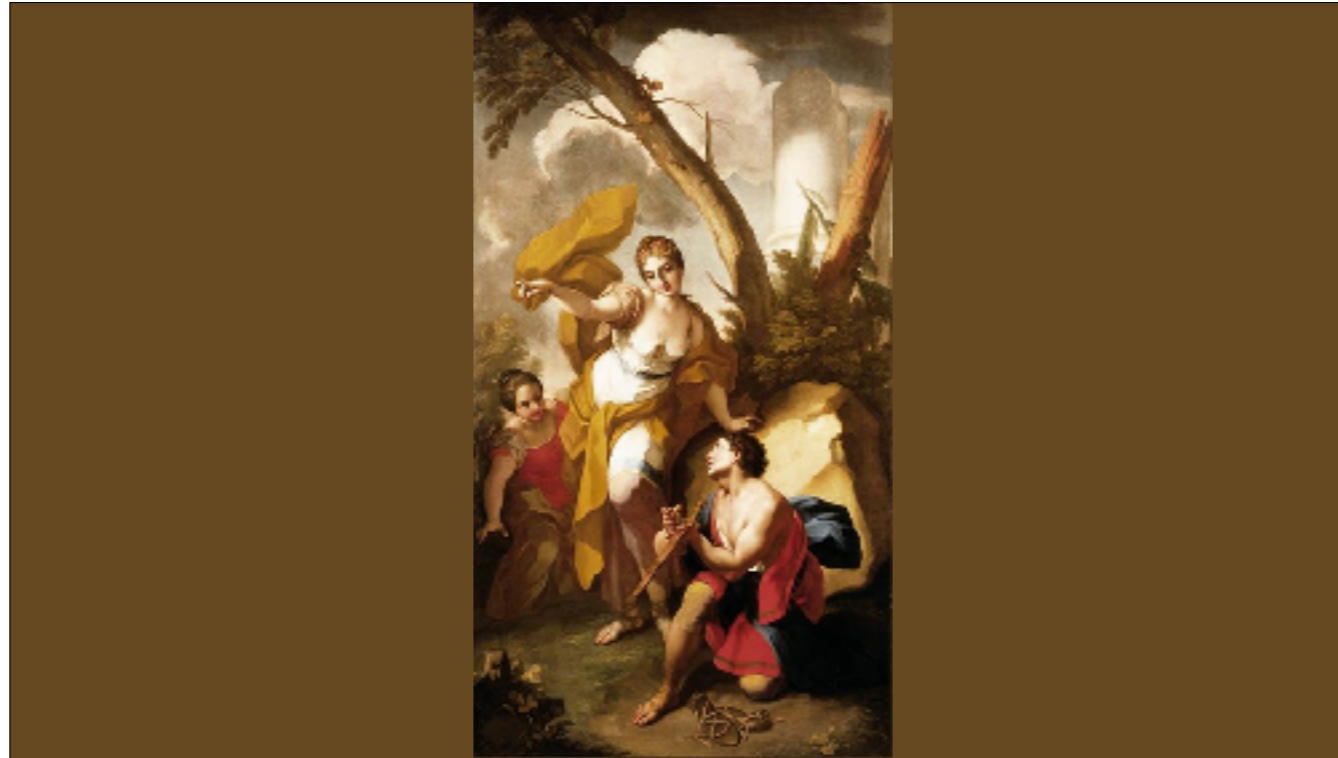








Theseus



Mother Aethra
Father Aegeus
Given a task to start with.
Born in Troezen headed to Athens

Interviewing Developers

Fizz Buzz

- **Count to 100**
- **Multiples of 3 replaced by Fizz**
- **Multiples of 5 replaced by Buzz**
- **Multiples of 3 & 5 replaced by FizzBuzz**

1, 2, Fizz, 4, Buzz, Fizz, 7, 8, Fizz, Buzz, 11, Fizz, 13, 14, FizzBuzz...

**Given a list of numbers, which
number is closest to 0.**

1, 4, 8, 2, 55, 2, 3

-10, 4, 8, -1, 55, 2, -3

**Don't ever schedule me for an
interview like this again!**

Spring / Angular app to convert Arabic to Roman numerals.

<https://github.com/markshead/bdd-demo>

Perl class

Emulated Hercules

Cleared the Land of Bandits

Role Models

**Government banks
can't emulate Facebook**

Shouldn't Government banks
~~can't~~ emulate Facebook

Procrustes

Prokrustes.



„Wie ich sehe, ist die Stube nicht zu groß. — Ich würde sie gern zu ihrer Bestimmung erhalten!“ (Er hat die Beine ab.)

**Forcing Conformity
Can Kill Teams**

My chat with Procrustes

How can we setup JIRA to support Agile?

JIRA manager

Let teams customize so it best visualizes their current way of working and iterate from there.

Mark

That sounds like a lot of work on our end. How can we make sure everyone is doing the exact same thing so we don't have to spend time managing JIRA.

JIRA manager

If the purpose of JIRA is to minimize your work managing JIRA, don't let anyone login.

If the purpose is to make teams productive, then let teams customized it to best represent their work.

Mark



Minos king of Crete prayed for a sign that he was supposed to be king. Poseidon sent a beautiful bull but instead of sacrificing it, Minos added it to his herd and sacrificed an inferior bull. The bull destroyed the land until a labor of Hercules was to capture it and take it away. It broke lose and wandered into Marathon where it became known as the Bull of Marathon. It was captured and held in Athens but broke free.

Before Aegeus recognized Theseus, his wife Medea (who realized Theseus was Aegeus' son) sent him to capture the Bull of Marathon.

**Theseus was sent to die
catching the bull.**

He was expected to fail

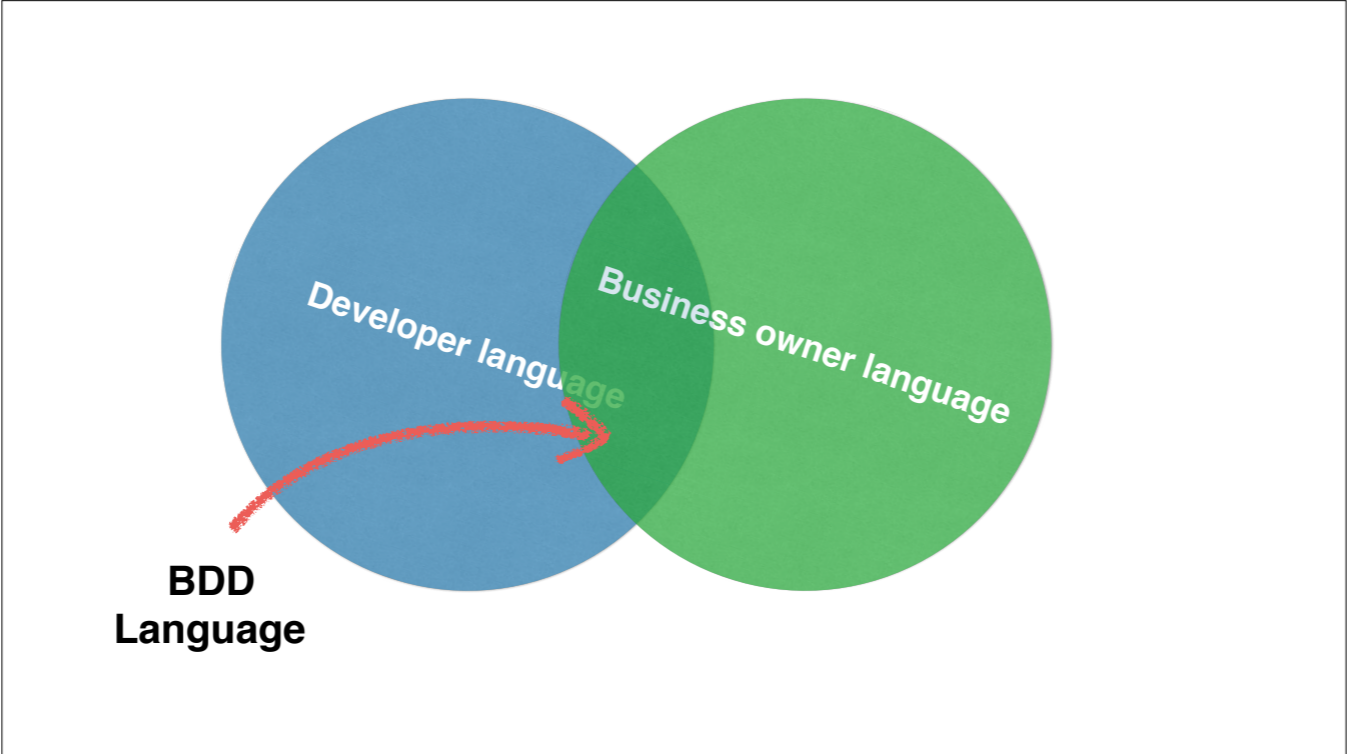
**Androgeos was previously
killed trying to catch the bull.**

Androgeos was son of Minos king of Crete. This led to the war between Athens and Crete that ended when Athens agreed to send 7 boys and 7 girls to be fed to the minotaur every 9 years.

BDD as Requirements

Explain BDD





Given I am not an admin user
When I login to the system
Then I cannot see the admin menu

Given I am an admin user
When I login to the system
Then I can see the admin menu

**“We need to test if operations can
use feature files as the
requirements.”**

“We want to make sure that someone off the street could use the feature files to support the application.”

**Do you have detailed requirements
for your existing applications?**

**Do you have detailed requirements
for your existing applications?**

Yes

**Have you performed this type of
test with those requirements?**

**Have you performed this type of
test with those requirements?**

No

**Then how would you know if
feature files passed the test or not?**

**Then how would you know if
feature files passed the test or not?**

Um....

Designed to Fail

This “test” was a Bull of Marathon moment.

Found a team doing what we were suggesting and offered to setup a meeting. They refused. But they did eventually setup their own meeting and after that the test got scrapped.

Greek Concept of Hubris

Intentionally trying to humiliate or degrade someone.

**Not my finest coaching
moment.**

How do you justify your salary if you could be replaced by a random person off the street?



Medea tries to poison Theseus, but Aegeus recognizes his sword and stops his son from drinking the poison.

Aegeus king of Athens held a large competition and Minos' (king of Crete) son (Androgeus) won all the games. Androgeus was sent to capture the bull and it killed him (or it got loose and killed him). Minos attacked Athens and Aegeus agreed to send 14 youths to be fed to the Minotaur every 9 years. This may sound familiar because Minos came up with the idea after seeing Hunger Games.



Aegeus doesn't want Theseus to go. Theseus says they will fly white sails on the way back to show he has defeated the minotaur.

https://en.wikipedia.org/wiki/Fran%C3%A7ois_Vase

Minotaur



Minotaur kept in labyrinth designed by Daedalus.

Why keep it around?

Son of Minos' wife.

https://commons.wikimedia.org/wiki/File:Tondo_Minotaur_London_E4_MAN.jpg

Does this sound familiar?

1. No one wants it.
2. It consumes some of your finest people
3. No one knows how to get rid of it
4. Build more and more stuff around it just to keep it from destroying everything.

Minotaur = Legacy Software

Abomination that should never have been created

Software Hero

**Application
vs.
System to Deliver Valuable
Features**

An application will turn into an abomination.
A system is designed to improve itself



Ariadne (Minos' daughter) asked Daedalus (father of Icarus) how to escape the labyrinth and he told her to give Theseus a ball of yarn to find his way out.

Maybe he can knit himself a sweater if he gets cold.

Content Management System

Couldn't move forward because different ideas of what was possible.

**What did Ariadne do to help
Theseus?**

She went and asked the guy who built the thing.

Don't Just Speculate

Setup the CMS and showed how it worked. Service contract with company that makes it



1896 H.A. Guerber Eclectic Textbook

https://commons.wikimedia.org/wiki/File:Theseus_and_the_Minotaur.gif



https://upload.wikimedia.org/wikipedia/commons/9/90/Theseus_Minotaur_Mosaic.jpg

Daedalus (father of Icarus) built the labyrinth and was eventually imprisoned in it by Minos

Beat him up with a golf club



Ariadne

Notice the ship headed back home?

Black Sails

Aegeus kills himself when he sees the black sails

Signal Success

Demos.. but more than demos

**Definition of Progress:
Working Software**

**Definition of Working Software:
Software is Doing Work**

**Is software “doing work” if it is
only getting test data?**



Unreleased Code



Shadow Mode

Return on Investment

Signal success by return on investment. We will talk about that more with the ship of Theseus

Ship of Theseus



Athens to wait 30 days for the ship to get back before executing him.

1261 BC Theseus

399 BC

Death of Socrates 1787 Jacques-Louis David

https://upload.wikimedia.org/wikipedia/commons/8/8c/David_-_The_Death_of_Socrates.jpg

800 year ship

Replaced one board at a time
When does it become a new ship

**Not a ship...
a process**

Replaced one board at a time
When does it become a new ship

Hercules

Juno's Snakes



Teiresus - Blind seer who Odysseus goes to see.
Painted by Joshua Reynolds for Catherine the Great

Superhuman Effort to Overcome Management Opposition



Eos and Tithonus

goddess named Eos who fell in love with a Trojan named Tithonus. She asked Zeus to make Tithonus immortal and Zeus did.



Aurora was another name for her
Francesco de Mura

https://commons.wikimedia.org/wiki/File:Aurora_Greek_Goddess.jpg



https://upload.wikimedia.org/wikipedia/commons/thumb/e/e9/Tithonos_Eos_Louvre_G438_detail.jpg/1069px-Tithonos_Eos_Louvre_G438_detail.jpg

Cupid and Psyche

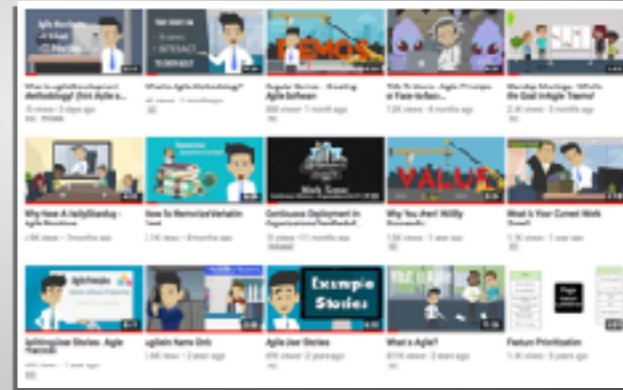
Cupid pricks himself with one of his own arrows and falls in love with a mortal woman named Psyche. Eventually they work through all the issues with the mother-in-law-to-be and Cupid makes Psyche immortal so he can marry her.



Wikipedia

Actual Support and Buy-in

<http://book.markshead.com>



<https://youtube.com/markshead>