
Outcome Driven Development Planning

DeveloperWeek Seattle

Konnor Willison

May 31, 2019

Thank You!



“It doesn’t make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do.” - Steve Jobs

About Me

- Been working in software for 9 years
- Love people management and improving processes
- Heavily involved in product planning and roadmapping for last 3 ½ years
- Through outcome driven development/planning I've been able to fully utilize my dev teams and consistently deliver.
- From Bay Area California, currently living in Utah and love the outdoors.



Logging Standards

Microservice

Key Management

APIs

Message Bus

Full Text Search Engine

Reports

Dashboards

Outputs are the stuff we produce

Sandboxes

API Gateway

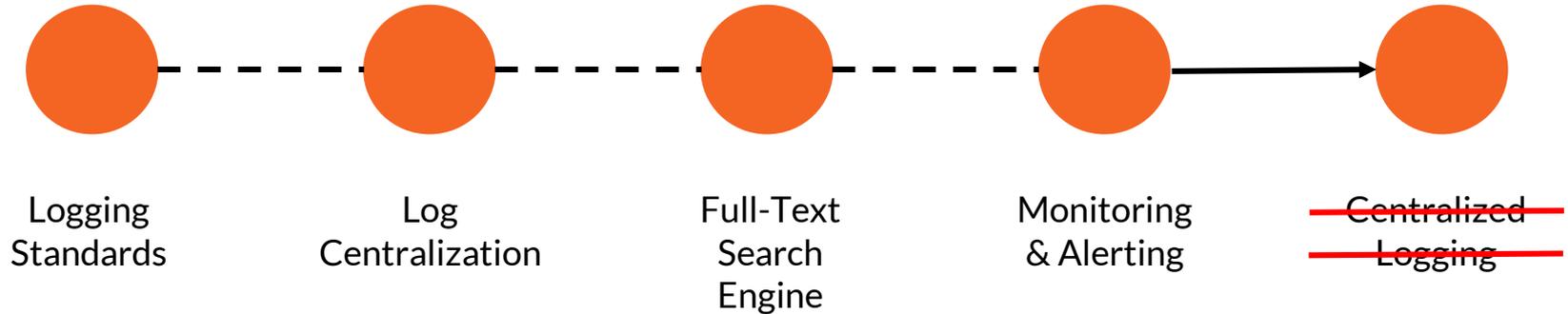
Monitoring & Alerting

Log Centralization

Scheduling

Replication

Outputs are the stuff we produce



Outcomes are the differences made by the outputs

Time spent detecting and triaging system issues with log data is reduced from hours or days to < 15 mins

Today's Objectives

Output vs
Outcome

Benefits of
Outcome
Planning

Getting
Started

Impact Driven

Outputs

- Tell the story of what you produced
- Do not tell the impact

Outcomes

- Show the true impact of the team's work
 - Inspire innovation
 - Utilize the talent of the team (the reason they were hired!)
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Outputs vs Outcomes

Outputs are the stuff we produce. The “What”

Outcomes are the differences made by the outputs. The “Why”

Outputs	Outcomes
Car seats for babies	Keeping babies safe in the car
Highway miles built	Shorter travel times
Airplane wings	Lift
Drill bits	Holes

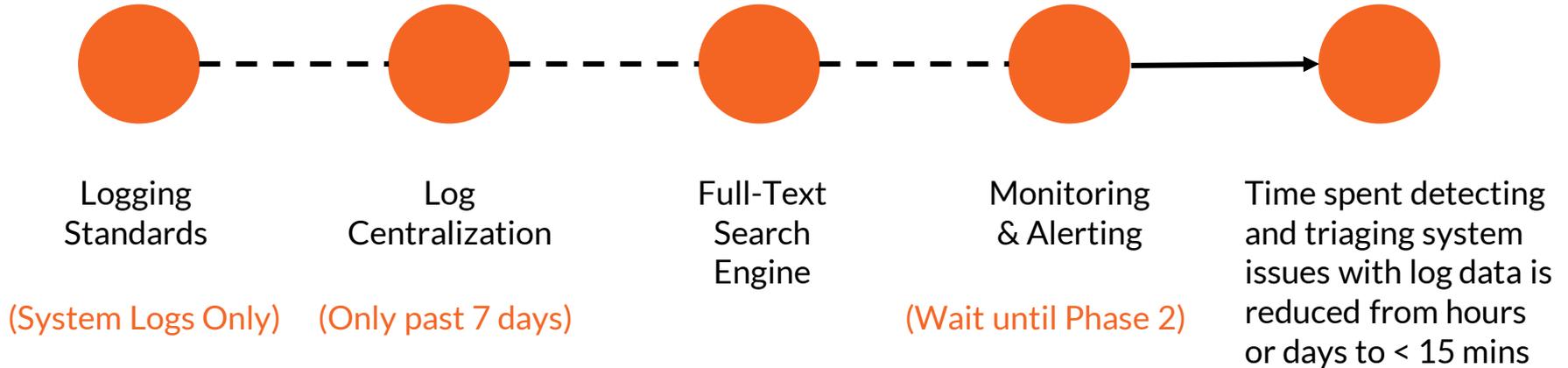
Benefits

of focusing on outcomes

- Impose Disciplined Thinking
 - ◆ Major goals will surface
 - Communicates Accurately
 - ◆ Let's everyone know what's important
 - Focuses the Team's Efforts
 - ◆ Keeps scope inline with goal
 - Enables Autonomy
 - ◆ How a problem is solved can change
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Focuses the Team's Efforts

Keeps scope inline with goal



Getting Started

“If you wait for the perfect moment when all is safe and assured, it may never arrive. Mountains will not be climbed, races won, or lasting happiness achieved.” - Maurice Chevalier

Planning

Development and Product Management:

- Outcome
- Business Value
- Definition of Done (measure)

Whole Team:

- Expected work
 - External Dependencies
 - Concerns
 - Details
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Epic Level - Outcome

Centralized Logging



Time spent detecting and triaging system issues with log data is reduced from hours or days to < 15 mins

Business Value

Why should we do this?

- Describe the business value that will be created by delivering this outcome

We are losing an average of two developer days a sprint on triaging bugs in production. This is reducing our overall velocity. By reducing the time it takes to investigate these bugs we can spend more time developing feature requests

Definition of Done (Measure)

What is required?

- List out what needs to be done (not how) to successfully deliver this outcome.
 - Store System Logs
 - Store the logs for 7 days
 - Full text engine search
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Expected Work

How will this be done?

- Breakdown the work that will be required to meet the definition for done
 - You should be able to t-shirt size this work to get estimates from each effected team in the product group and to demonstrate you've thought through how this will be done.
 - Include work required to validate the outcome and meet release criteria.
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External Dependencies and Concerns

- If the work has external dependencies and require help from teams that are not part of this product group, list that work out
 - Capture any concerns from the team that they might have about being able to deliver the outcome.
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Conclusion

- Output driven planning stagnates innovation
- Outcome driven planning enables developers and shows added value

- Start on your next Epic!

Thank You!
