

Ask for the unreasonable...

... then get out of the way.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



This talk is not about when things are going well.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



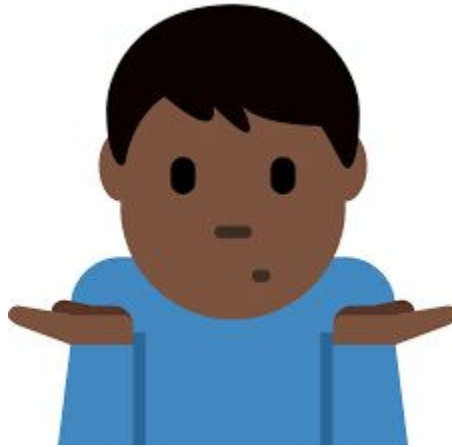
“Just figure out what works, and do that!”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“Just figure out what works, and do that!”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



So what does “good” look like?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



So what does “good” look like?



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Okay, so we at least know what “bad” looks like.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Okay, so we at least know what “bad” looks like.



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



This doesn't look so good...

```
29  {  
30      [LogException]  
31      [SessionTimeoutFilter]  
32  +  public abstract class BaseController ...  
1093 }
```

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



This *really* doesn't look so good.

Build monitor

our-flagship-app/master
Last run: 15 months ago.

our-flagship-app/important-feature
Last run: 15 months ago.

our-flagship-app/release-v1
Last run: 3 days ago.

our-flagship-app/update-dependencies
Last run: 18 months ago.

our-flagship-app/release-v2
Last run: 2 weeks ago.

our-flagship-app/release-v3
Last run: 6 months ago.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



... and what even is this?

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Ask for the unreasonable...
... then get out of the way.

Andrew Harcourt



Okay, so we've found some “bad”.

... but what does it tell us about our organisation?

... and what **strategic implications** does it have for us?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Are our engineers stupid?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Are there constraints making them do silly things?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Who creates those constraints?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Are we the baddies?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



What do we mean by unreasonable?

... and how do I ask for it?

Fix what you know is broken.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Fix what you know is broken.



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We are too slow to respond to changing market conditions.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will release a new build of every app, every day, to production. Every day. No exceptions.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



*“We will release a new build of every app, every day, to production. Every day. **Every** day. No exceptions. Saturdays and Sundays are days, too.”*

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



*“We will release a new build of every app, every day, to production. Every day. **Every** day. No exceptions. Saturdays and Sundays are days, too.”*



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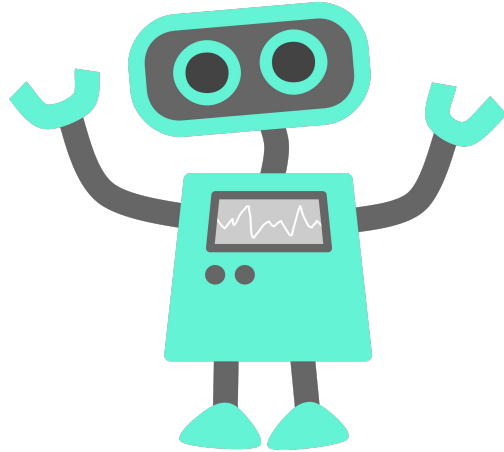
“We will have at most one tester per five engineers.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



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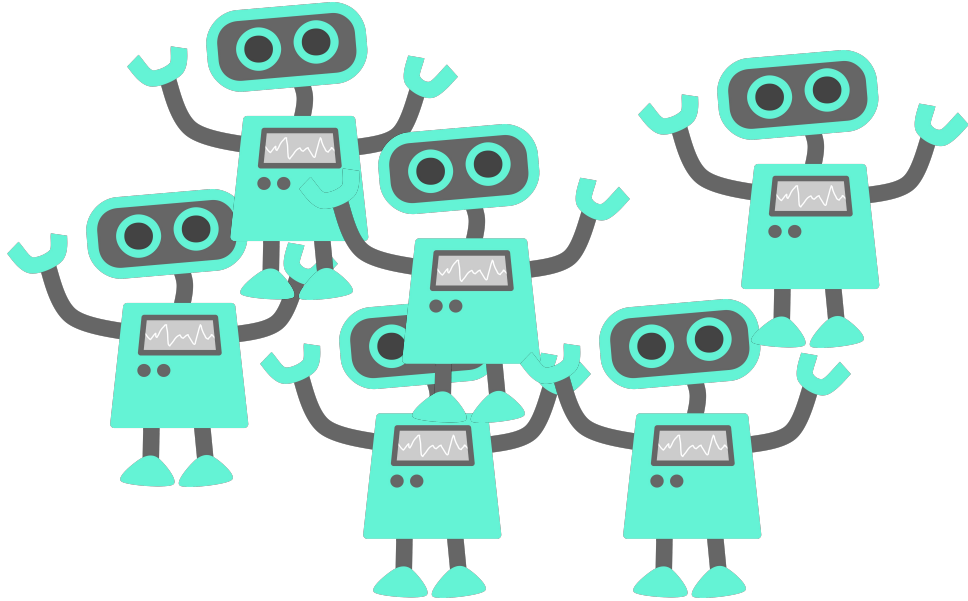


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... then get out of the way.*

Andrew Harcourt



“We will have at most one tester per five engineers.”

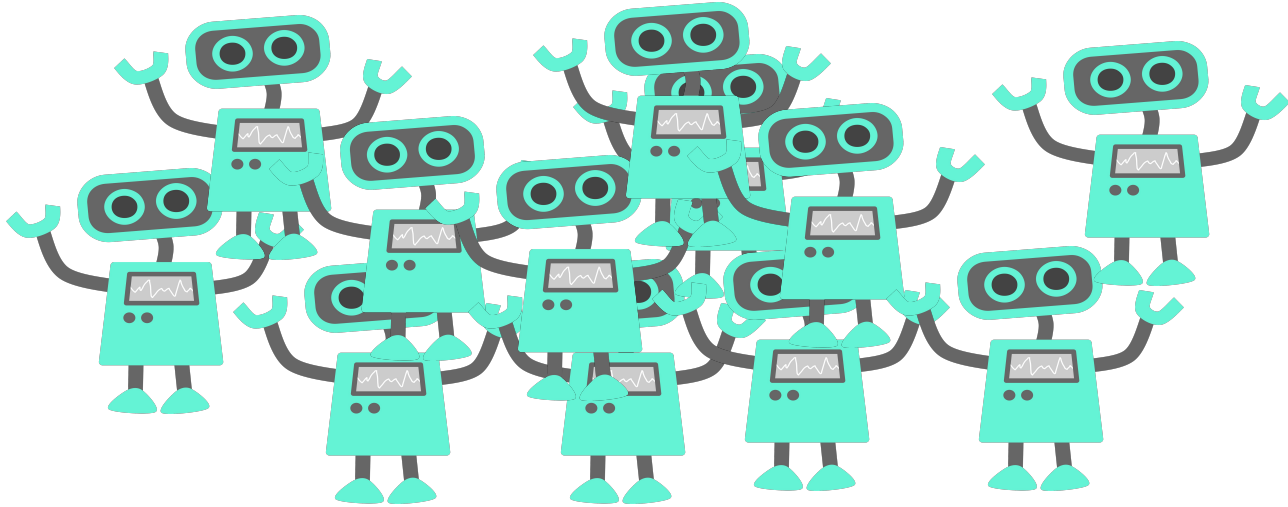


*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will have at most one tester per five engineers.”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We have too many outages and our customers are losing trust.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“Delivery teams are on primary call for production issues.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



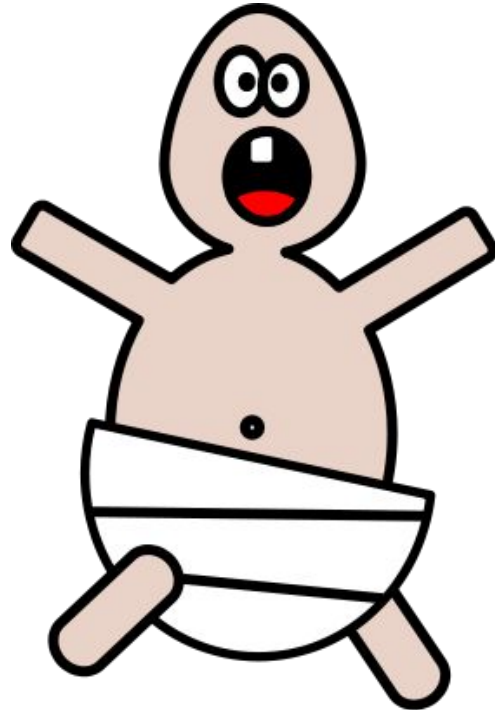
“Delivery teams are on primary call for production issues. This includes product owners.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“Delivery teams are on primary call for production issues. This includes product owners.”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments, and every build will have its own ephemeral environment.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments, and every build will have its own ephemeral environment.”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments, and every build will have its own ephemeral environment.”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments, and every build will have its own ephemeral environment.”



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Andrew Harcourt



“We will use the same mechanism for managing test environments as production environments, and every build will have its own ephemeral environment.”



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Andrew Harcourt



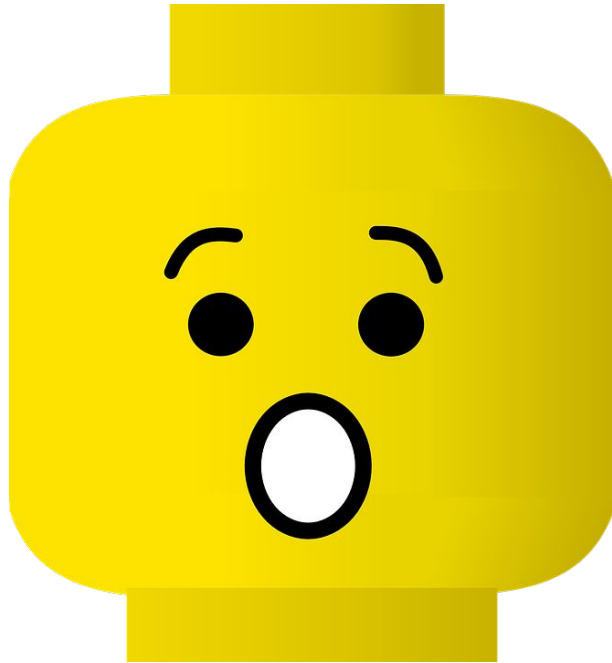
“Every green build goes live.”

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



“Every green build goes live.”



*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Alignment. Cohesion. More than words.

- Set clear, specific goals with objectively-measurable numbers.
- Make the numbers public.
- Your bonus depends on your achieving these goals.
- **So does mine.**
- **My job** is to get things out of the road of your doing **your job**.
- Either the whole team gets the bonus or none of the team does.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Why can't I
have it today?

... but why? ... but why??

Use unreasonable requests to understand your constraints.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



I need you to
deploy the latest build
of our flagship app
every day.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



I need you to
double the throughput
of our main API
by next season.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



I need you to
halve our reliance
on manual testing
by the end of the next quarter.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



I need you to
halve our cost to run per customer
on our flagship platform
by the end of the FY.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



I need you to
white-label our product
so that we can sell it to other industries
in two years.

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Why can't you do that **now**?

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



**What do you need from me
so that you can?**

*Ask for the unreasonable...
... then get out of the way.*

Andrew Harcourt



Thank you.