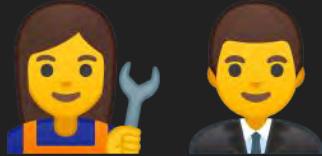


Getting Technical Work onto the Product Roadmap



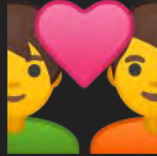




Business people and developers must work together
daily throughout the project



Continuous attention to technical excellence and
good design enhances agility



Well that was simple!



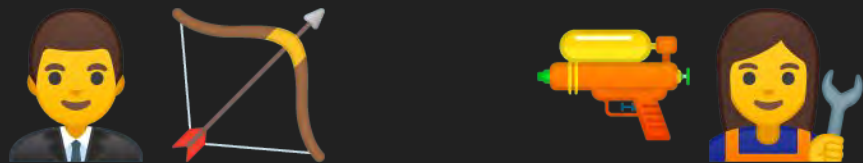
Our code is held together by duct tape. It's always breaking, but the business never wants to prioritize fixing it if they could have a new feature instead.



Everyone keeps telling me we need to fix tech debt, but no one can tell me what actually needs to happen and why. It's like they want a blank check to do whatever they want.



Maybe not quite so simple



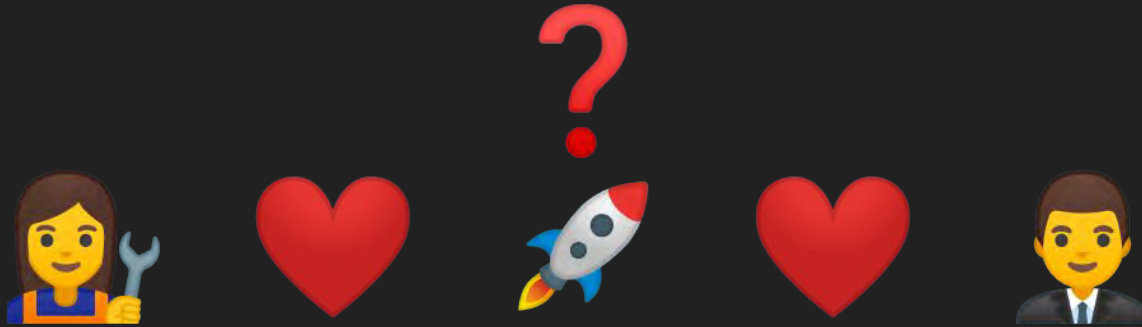
Actually, not so much simple as... adversarial?



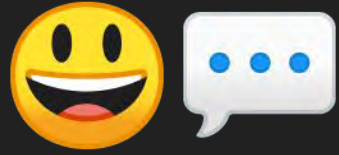
Developers love building quality things

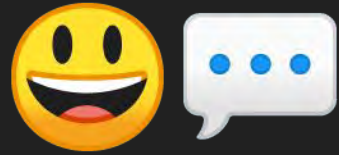


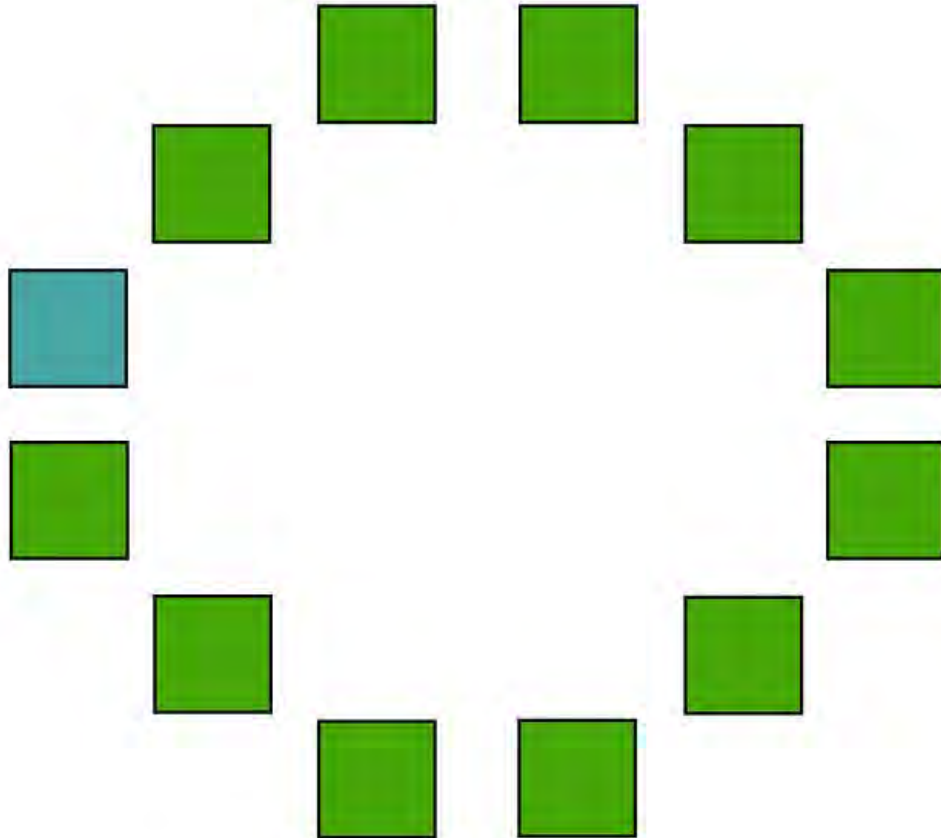
Product people love delivering quality things

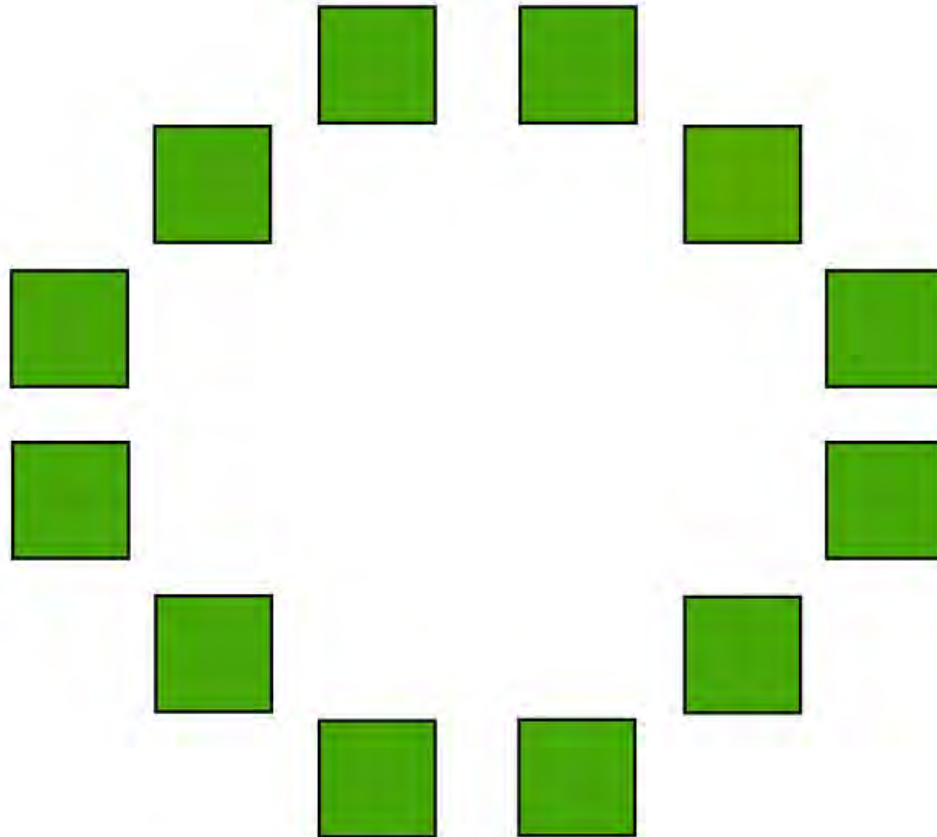


So why aren't we aligned?











What developers see as important



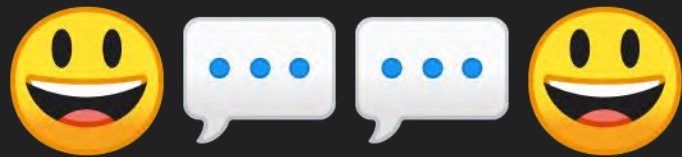
Unit testing



What product people see as important



User prototype testing





What your business sees as important



So let's speak about value



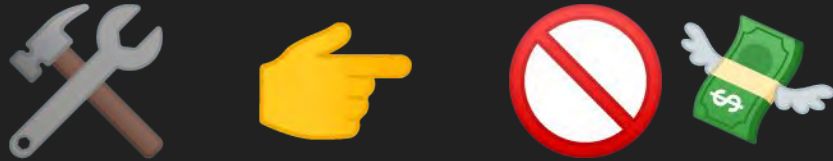


We should do this work, because...



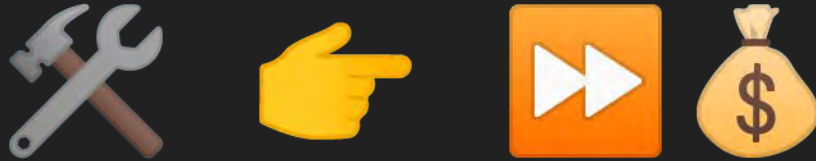
Doing this work will make money

*“If we really polish and improve the quality of our currently internal API,
then we could sell access to it to our more technical customers for a
monthly fee”*



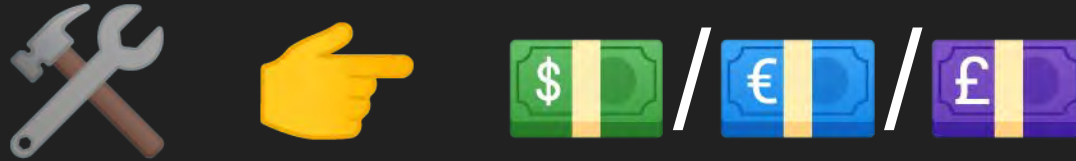
Doing this work will save us money

“This system is running slowly, which costs us money in cloud costs each month. If we rewrite it to run quickly, we can save some of that every month”



Doing this work will get money more efficiently

“If we automate customer integration testing, then that will save 12 hours of time on each implementation. Implementations will cost us less to deliver, improving our profit margin.”



Doing this work will open up new ways to make
money

“If we build an API for this functionality now, then it’ll be much easier for us to build a mobile app that uses it in the future.”



Doing this work will mitigate a risk to our money

“We need to upgrade the version of our framework so that we continue to get security patches as soon as they are available. That way, if a vulnerability is found, we will be protected from it quickly, avoiding the reputational risk of a security breach.”



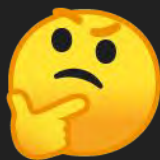
Doing this work will make customers happy, and more willing to give us money

“This UI is confusing, and customers regularly make mistakes. If we rebuild it to be easier to use, then our customers will be more likely to recommend us to their friends.”



Doing this work will help us hire/retain good staff

“There are very few Cold Fusion developers on the market these days, and they're expensive to hire. If we migrate a portion of our codebase to a different platform, it will be easier to hire great people.”

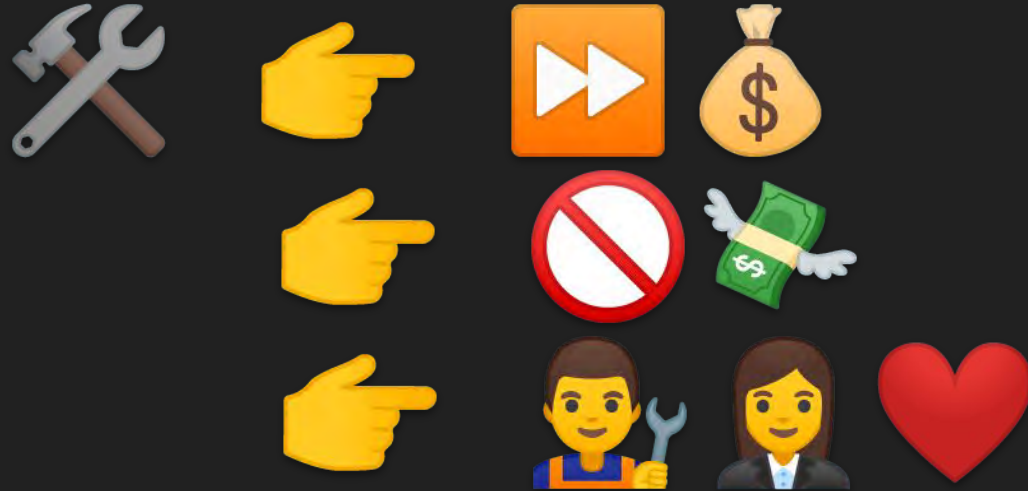


Technical work

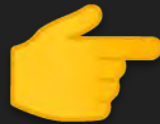
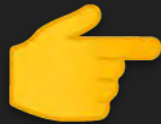
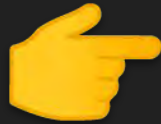


New Feature

Our build pipeline is slow and complex. If we fix it, we could have our build complete in half the time.



Most of our content rarely changes. Let's statically generate it, and serve it through a CDN.





But my technical work doesn't do any of these things



Doing this work helps in some unique yet compelling
way



Doing this work isn't actually useful, but I think it
would be fun



Invest in trust



I spend my whole life jury rigging new features into a code base that doesn't support it. This would be so much cleaner if we just threw it away and started again.



Between BAU, bug fixing, support rotations, PD time and cross-team initiatives, we're already dedicating a huge number of hours to non-deliverable work. We just can't afford any more.



If you don't have trust, you can't succeed.



The developers are always over-engineering everything - even prototypes. We haven't even validated the idea, and they're already fixating on making it scale.



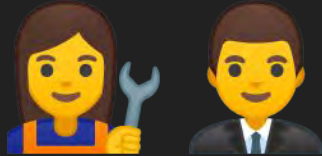
The moment something looks like it works, we're moving on to the next thing. No time to clean up, or fix issues. If I don't build it right the first time, we'll all be paying for it for years.



If you don't have trust, you can't succeed.



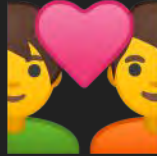
Technical Product == Product AND Technology



Business people and developers must work together
daily throughout the project



Continuous attention to technical excellence and
good design enhances agility



Let's make value the core of our roadmaps
for a healthy balance of tech and product work