

The Software Industry's Dangerous Love Affair With Overproduction

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What's going on?

- AI makes us more productive than ever!
- Coding isn't the bottleneck anymore!
- With AI we are producing 10x
- Why do we have more to do than ever before?
- Why am I overwhelmed?

Overproduction



It is...

- Producing more than what the MARKET demands
- The worst of the seven wastes

Cost #1: Capacity

- Staff
- Tokens
- Licenses, Seats, Subscriptions
- Infrastructure

Cost #2: Supply

- Filling backlog faster than it completes
- Refining, Prioritizing, Splitting, and Slicing
- Takes time from customers, analysis, ROI, etc

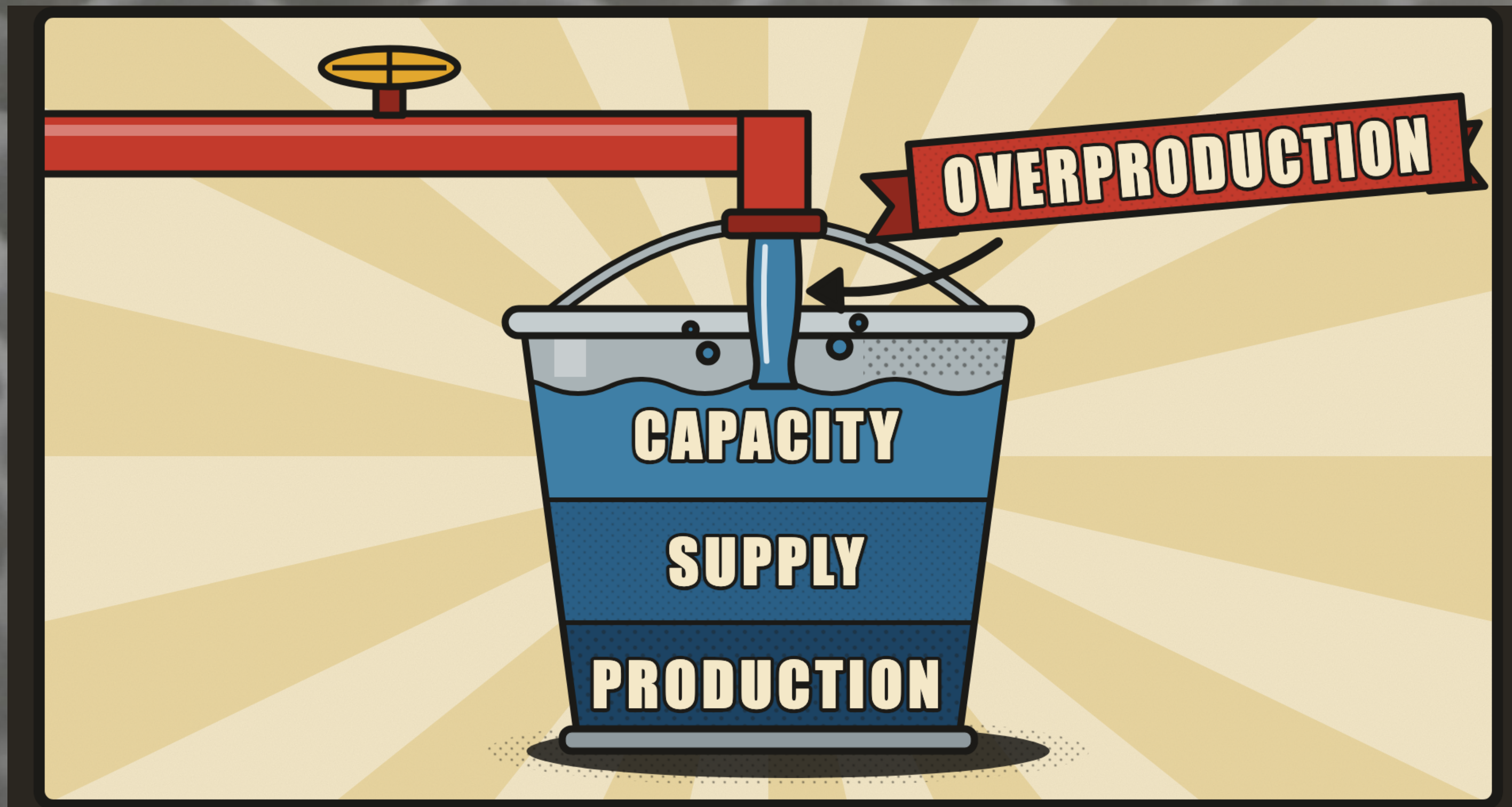
Cost #3: Production

- Feature flags!
- Release notes/Changesets
- Batched releases
- Release coordination

Cost #4: Quality

- Faster work lowers quality
- Lowers demand
- Lowers revenue
- Layoffs
- This one is preventable

Can't Stop the Symptoms



Fixing Is REALLY Hard

- We believe being as productive as possible is good
- Software takes pride in how quickly it can change and adapt
- Nobody owns a process to alter

But What If You're
Crazy...



Takt Time

- Interview customers on PAST behavior
 - When did a product change too much, too little, etc
- Demand will likely emerge for different categories
- Calculate: $\text{Available Time} / \text{Units of Demand}$

But Wait! There's More

- Savings based on NOT overfilling backlogs
- Savings based on NOT batching/managing releases
- Savings based on NOT buying extra capacity
- Savings based on NOT lowering quality for speed

Pretend You're Not Crazy



Goal: Experiment

- Lower productivity to meet demand ONLY
- Measure EVERYTHING
- Experiment runs until people feel weird for steps that don't matter anymore

The background of the slide is a repeating pattern of light gray hexagons on a darker gray background, resembling a honeycomb or cellular structure.

Coding isn't the
bottleneck anymore!

Theory of Constraints

- Popularized by “The Goal”
- Rewritten into “The Phoenix Project”
- Process improvement by focusing on the largest “Constraint” in a system
- There are 5 focusing steps
- Adjacent to Lean

Step -1: Map the Process



Step 0: Identify the Goal of Improvement



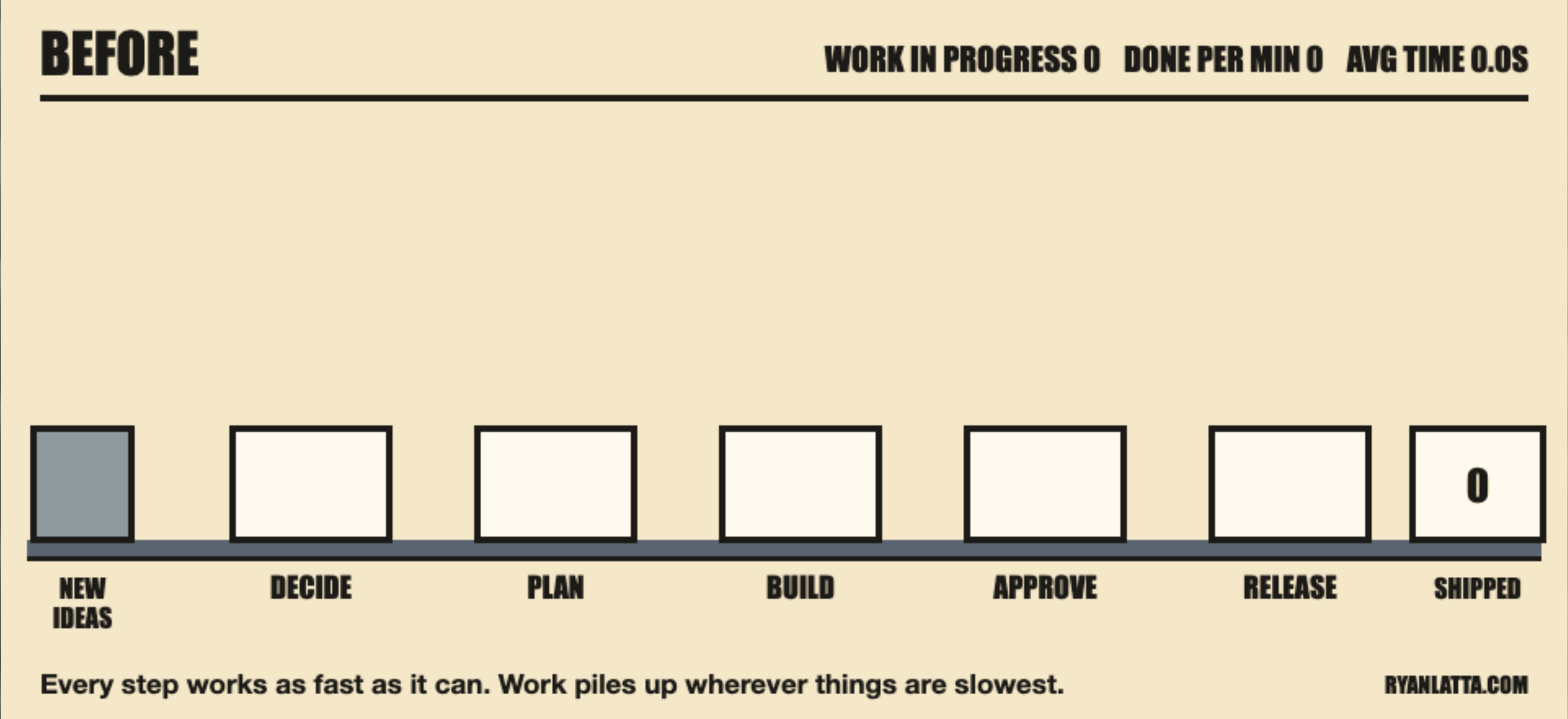
5 Focusing Steps

1. **Identify the Constraint:** Queues -> Analysis
2. **Exploit:** Protect it
3. **Subordinate:** Nothing moves faster than the constraint
4. **Elevate:** Improve the constraint
5. **Repeat:** Until goal is achieved

Identify the Constraint

- Trickier than you think
- There are many in a process but **ONE** is the dominating one
- Look for queues or where work piles up as a filter
- Then analyze the step itself
- Constraints hide because of rework, granularity shifts, process variability

Drum-Buffer-Rope



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Relief is Relief.
But...

Was Writing Code the Constraint?

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