What makes a good process?

Adrienne Lowe, LeadDev Together 2020
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What makes a *good* process?

Three aspects of a good process

1. It is created for & by the people who use it

2. It is documented & changeable

3. It has reflection & evaluation built in

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A good process is created
for and by
the **people** who use it

"the by & buy":

built **by** the people who use them, they have built-in **buy**-in

"The by & buy" is the **answer** for folks who are afraid of process

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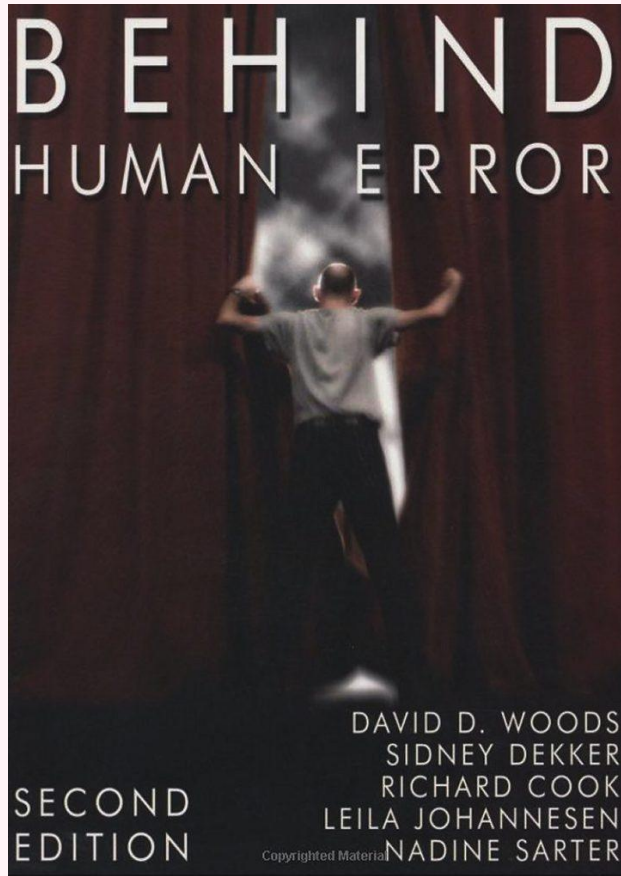This is also the answer for people who say:

"I **hate** process."

If you think you "hate process", you probably hate the **symptom** -- not the disease.

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You **can** create, modify, and maintain processes that have buy-in and work for everybody.

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the *dull end*

and

the *sharp end*

"At **the sharp end**, **practitioners**, such as pilots, spacecraft controllers, and, in medicine, as nurses, physicians, technicians, pharmacists, directly interact with the hazardous process.

At the **blunt end** of the system, regulators, **administrators**, economic policy makers, and technology suppliers control the resources, constraints, and multiple incentives and demands that sharp-end practitioners must integrate and balance."

-- Behind Human Error

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At **the sharp end**, **practitioners**, such as **software developers, designers, testers and DevOps engineers**, directly interact with the...process.

At the **blunt end** of the system, **managers, VPs, and executives** control the resources, constraints, and multiple incentives and demands that sharp-end practitioners must integrate and balance.

A revision from "Behind Human Error" for our context.

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"Practitioners **do much more than routinely follow rules**. They also resolve conflicts, anticipate hazards, accommodate variation and change, cope with surprise, work around obstacles, close gaps between plans and real situations, detect & recover from miscommunications and misassessments."
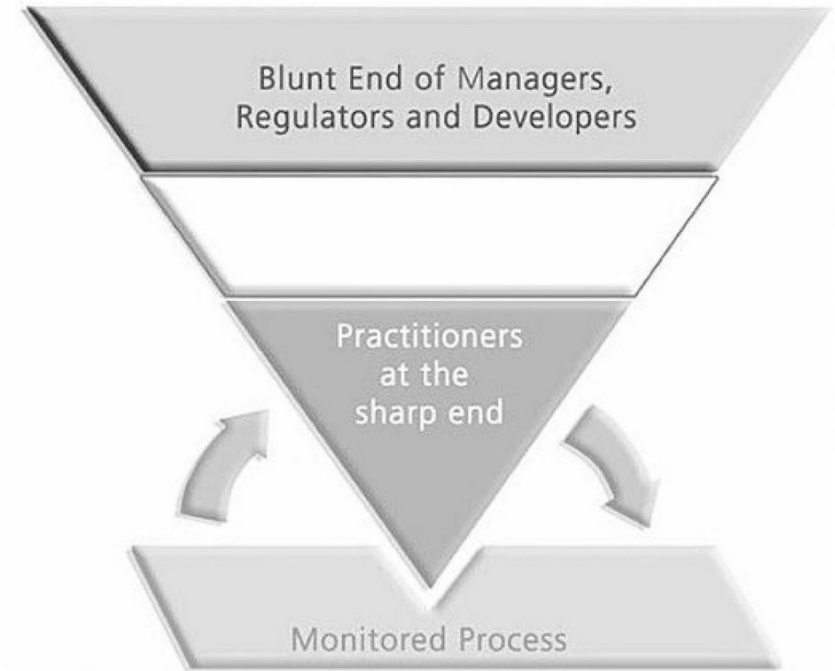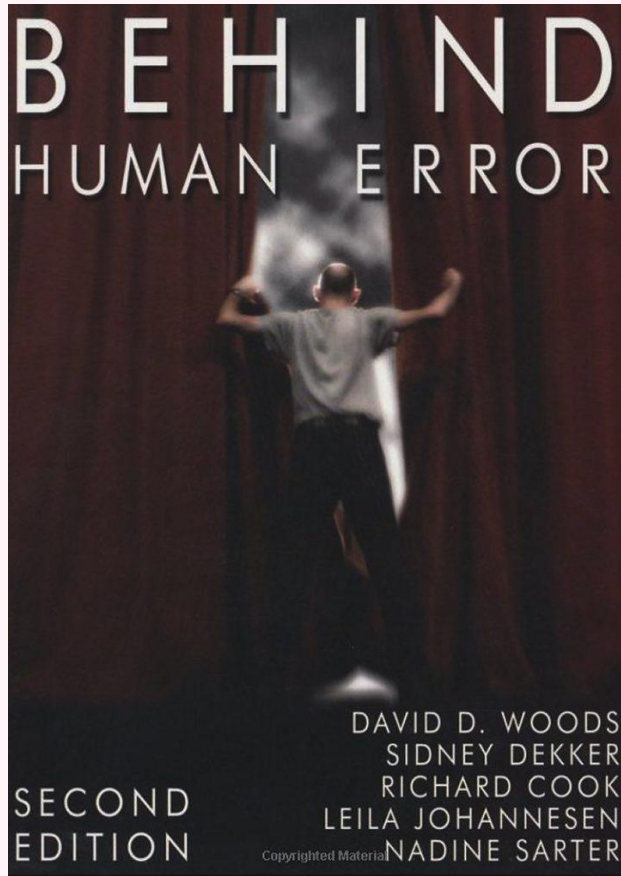
-- **Behind Human Error**

Blunt End of Managers, Regulators and Developers

Practitioners at the sharp end

Monitored Process

Figure 1.1 The sharp and blunt ends of a complex system

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BEHIND HUMAN ERROR

DAVID D. WOODS
SIDNEY DEKKER
RICHARD COOK
LEILA JOHANNESEN
NADINE SARTER

SECOND EDITION

the *dull end*
and
the *sharp end*

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A good process is created
for and by
the **people** who use it.

Will *we* ... listen? Learn? **Change**?

A good process is documented and changeable.

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"A good software design **minimizes the time required** to create, **modify**, and maintain the software while achieving acceptable run-time performance."

-- **Jim Shore, author of**
The Art of Agile Development

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"Almost everything we know about good software architecture has to do with making software **easy to change**."

-- Mary & Tom Poppendieck, authors of *Implementing Lean Software Development*

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For our processes to have **continued** buy-in, they must reflect the **changing** reality of our teams and goals.

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```python
14  import os
15  import sys
16
17  name = "notebook"
18
19  if sys.version_info < (3, 5):
20      pip_message = 'This may be due to an out of date pip. Make
21      try:
22          import pip
23          pip_version = tuple([int(x) for x in pip.__version__.sp
24          if pip_version < (9, 0, 1) :
25              pip_message = 'Your pip version is out of date, ple
26              'pip {} detected.'.format(pip.__version__)
27          else:
28              # pip is new enough — it must be something else
29              pip_message = ''
30      except Exception:
31          pass
32
33
34      error = """
35  Notebook 6.0+ supports Python 3.5 and above.
```

A good process is **documented**.

DATA-DRIVEN DATA SERVICES
https://sparkleteam.atlassian.net/browse/TX-2084

Where we've been
- Three sprints ago Andrea worked on prototyping data-dr
  Data Source model. She has a working prototype where
- Two sprints ago Carlos completed TX-9001 parse YAML
  on TX-8008: create dataservice runner based on story.ya
- Last sprint MZGod90 finished TX-2001 - Pre & post-proc
  services and TX-3071 - dynamic ingredients based on rec

Collaborating on this project
- Check out our Slack channel, **#DDDS2020**
- The pinned items explain where we're going with this pro
- Moderators are @andrea, @carol, @mzgod90, and @floo
- Our Contributing Guide is here: github.com/sparkleteam
- Enable a demo to make use of this work by visiting:

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Documenting our processes makes it easier for **others** to join us.

It helps *everybody*.

A good process has reflection & evaluation **built in.**

OPS-1361 Add IPSets to block requests from malicious lambda that updates these lists hourly #1

Merged 2 commits into `master` from `OPS-1361/automatic-ip-blacklist` on Nov 8, 2018

ation 3   2   Checks 0   Files changed 13
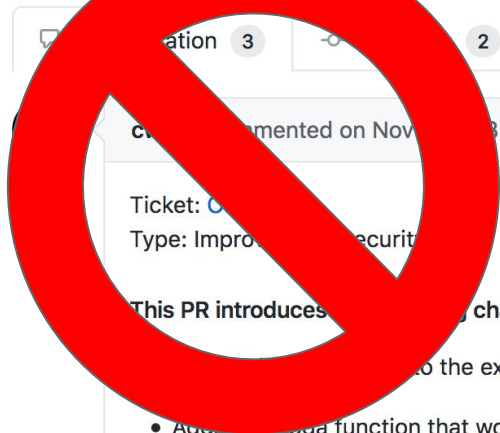
mented on Nov 8   ember

Ticket: O

Type: Impro security

This PR introduces changes

to the existing WebACL

- Add lambda function that works together with a cloudw vent and event target to update the lists

☑ Add information to the release notes docum tion

☑ Add new feature to the usage documentation

LGTM

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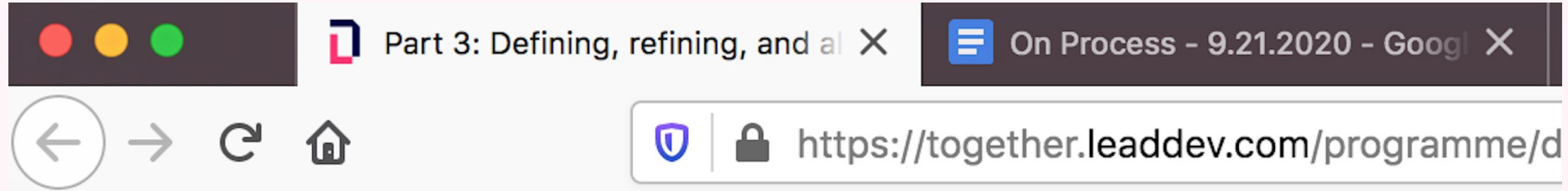
Moving faster means investing the time to *evaluate* our processes.

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"On Process — 9.21.2020"

Part 3: Defining, refining, and al... | On Process - 9.21.2020 - Googl...

https://together.leaddev.com/programme/d

EARLHAM SCHOOL OF RELIGION

FROM THE FULL PLATE TO THE WIDE WORLD:
A THEORETICAL AND PRACTICAL GUIDE TO
ENGAGING YOUNG ADULTS THROUGH INTERFAITH HOSPITALITY

A THESIS
SUBMITTED TO THE FACULTY OF
EARLHAM SCHOOL OF RELIGION
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
MASTER OF ARTS

---

relationship that features mutual respect and care provides the foundation for more expansive interfaith activity.

Reality is both relational and dialogical. In order to describe ourselves, we must give reference to others.[14] These Others are not only people, but non-human animals, places, inanimate objects, even the Earth itself. Through relationships we become who we are, as they are felt internally, changing our very existence. The dialogical character of our existence, then, goes deeper than mere talk to the way we share space, interact with, and respond to the presence of others more primally. Relationships are a "given", and while they cannot be negated, they can be devalued.[15] Positive relationships give us hope, meaning, and courage.

This explication of our relational reality stands in contrast to an old yet pervasive view of the university and humanity, associated with Democritus and Isaac Newton[16]. In this view, while

13 Miriam Therese Winter, "Doing Effective Dialogue—And Loving It," in *Interfaith Dialogue at the Grass Roots*, ed. Rebecca Kratz Mays (Philadelphia, PA: Ecumenical Press, 2008), 32.
14 Suchocki, *God Christ Church*, 7.
15 Suchocki, *God Christ Church*, 54.
16 Donald W. Sherburne, *A Key to Whitehead's Process and Reality*, ed. (Chicago, IL: The Free Press, 1966), 164-167.

"Process philosophy is based on the premise that being is **dynamic** and that the dynamic nature of being should be the primary focus of any comprehensive philosophical account of reality and our place within it... we experience our world and ourselves as continuously changing..."

-- **Stanford Encyclopedia of Philosophy**

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Phrea kИIC XVIII Oct30--Nov02 2014   Wash ville   Tenn essee
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TRoPL RFDlz KNEXM ibGLa jTKzo dDRlA IRfkh ODfNY BNDaM ZCDSF
KzZGd mDXns KPyKO MkNCJ mzOJn JOJkF EDCGH nJDYn hbtMC gGmFt
yNomK ngBnM BGbPE DDLgN GATIC gYkgB cYDQh BFskn bJMib GGqRX
ldkFT FGLFJ gtbGF JgtBg SkBSt FgLhb orgZD ZYkBK MFRzp OYMMP
BkMtm Lbgkg BGQrh kDfev wqtYy kkGox oqmig bgjbh fXxtt txtXt

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Cheers to that!

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Stay in touch

I'm **adriennefriend** on Twitter and I write about leadership at **LeadingWithSpoons.com**