

# How ✨ to Make ✨ the Perfect Decision

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(they/them)

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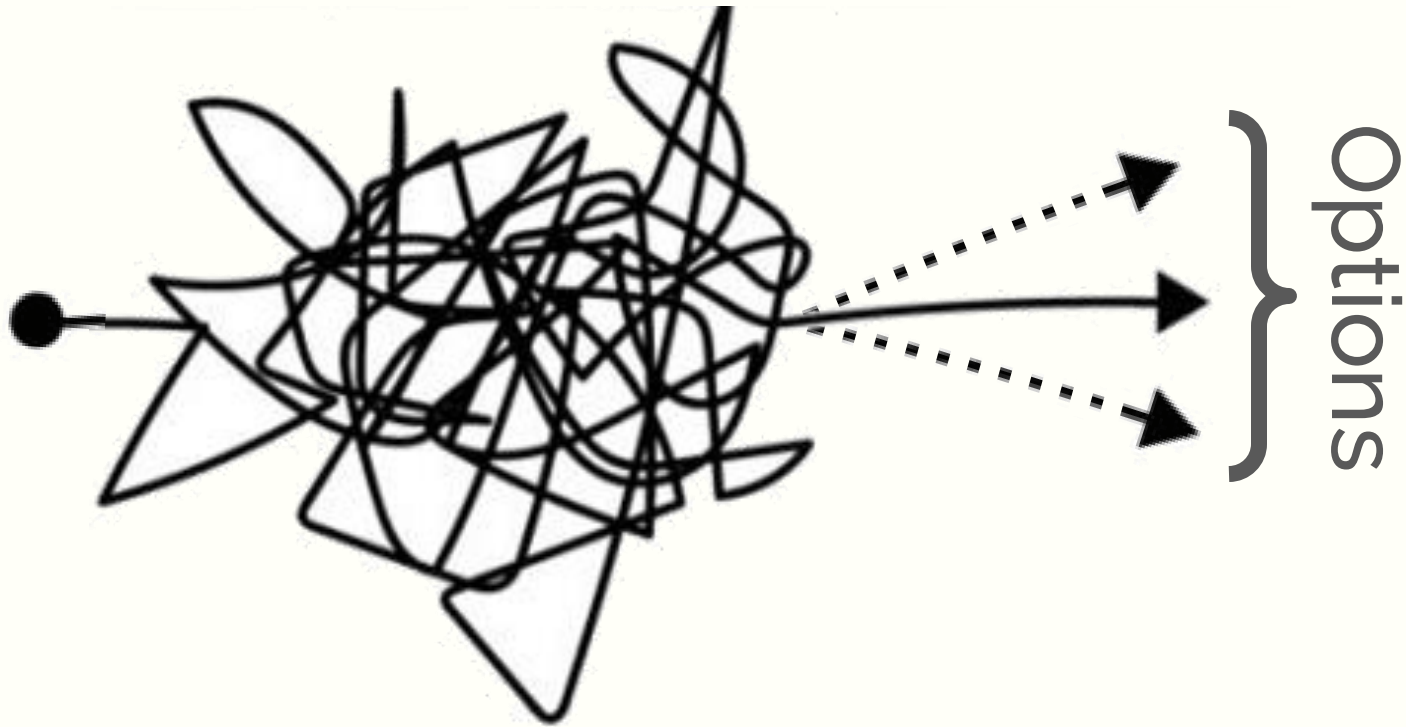


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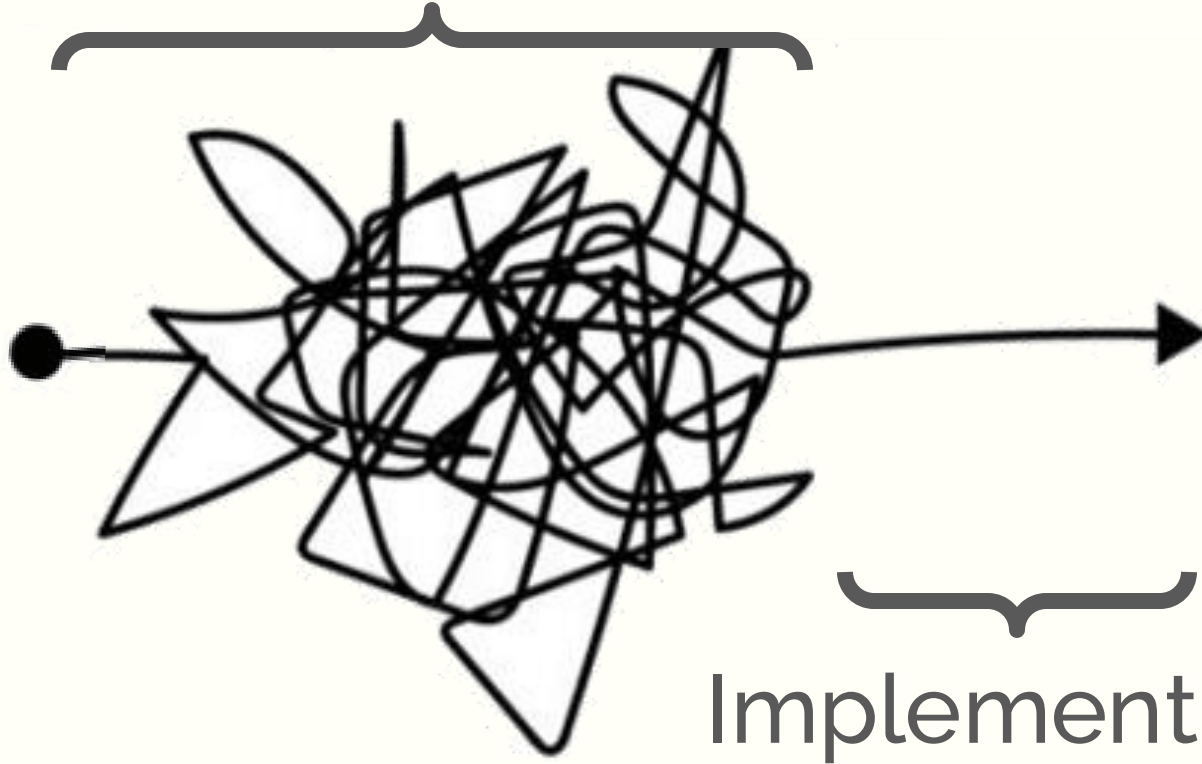
# Decisions, decisions...



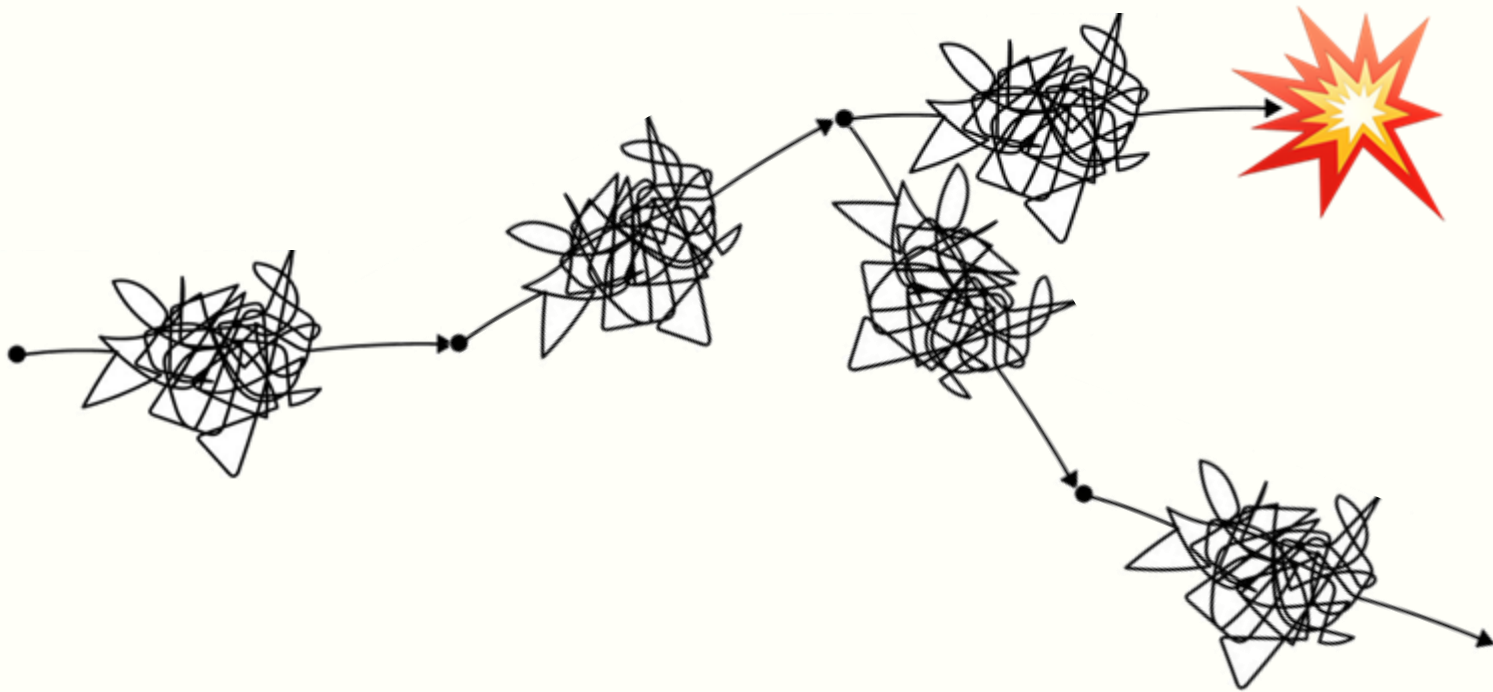
Starting  
Context

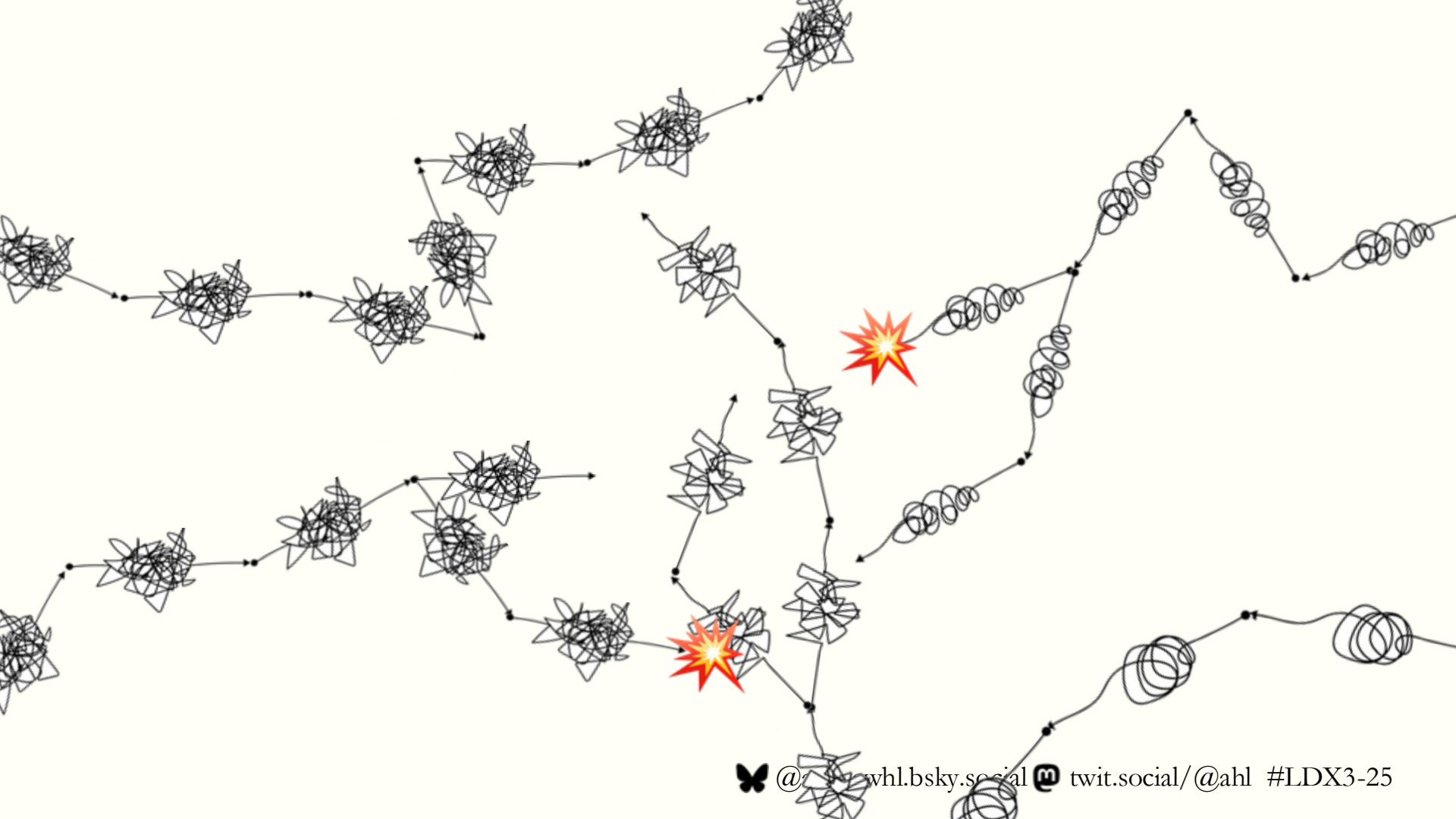


# Deciding



# Implementing



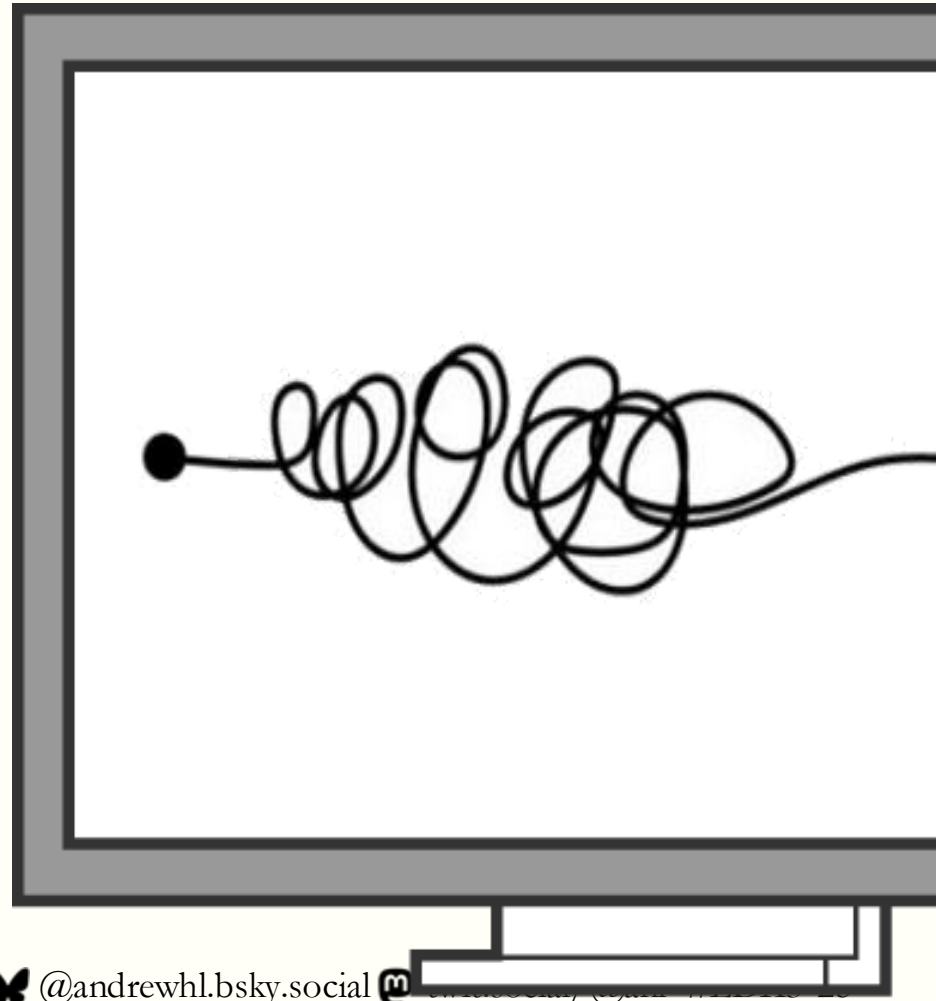


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# Aspects of the ✨Perfect✨ Decision



- Awareness - the right information
  - Requirements - what does it need to do?
  - Constraints - what can't we do?



- Awareness - *your* context
- Participation - the right people

- Awareness - *your* context
- Participation - affected & experts

OH MY!

SOMETHING WE DON'T KNOW

SOMETHING

[EXTERNAL CONTEXT]

[CONTEXT]

IN PRODUCT

[OUR SKILLS TEXT]

[REGULATORY CONSTRAINT]

[MORE EXTERNAL CONTEXT]

[UNFORESEEN CONSTRAINT]

THE USER]

IMAGINED

SOME

[M. G. TEAM A]

CURRENT CONTEXT]

CONTEXT]

[SAMMY IN TEAM T]

“There’s **too** much to consider!”

# Software decisions are *wicked* hard



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## Wicked problem

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From Wikipedia, the free encyclopedia

In [planning](#) and [policy](#), a **wicked problem** is a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize.<sup>[1]</sup> It refers to an idea or problem that cannot be fixed, where there is no single solution to the problem; "wicked" does not indicate evil, but rather resistance to resolution.<sup>[2]</sup> Another definition is "a problem whose [social complexity](#) means that it has no determinable stopping point".<sup>[3]</sup> Moreover, because of complex [interdependencies](#), the effort to solve one aspect of a wicked problem may reveal or create other problems. Due to their complexity, wicked problems are often characterized by organized irresponsibility.

“‘wicked’ refers to an idea or problem that cannot be fixed, where there is no single solution to the problem;

“‘Wicked’ does not indicate evil, but rather resistance to resolution”

“‘wicked’ refers to an idea or problem that **cannot be fixed**, where there is no single solution to the problem;

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Decision:

“a conscious choice  
between two or  
more alternatives  
that involves  
irrevocable  
allocation of  
resources”

**IT'S JUST  
A GUESS!**

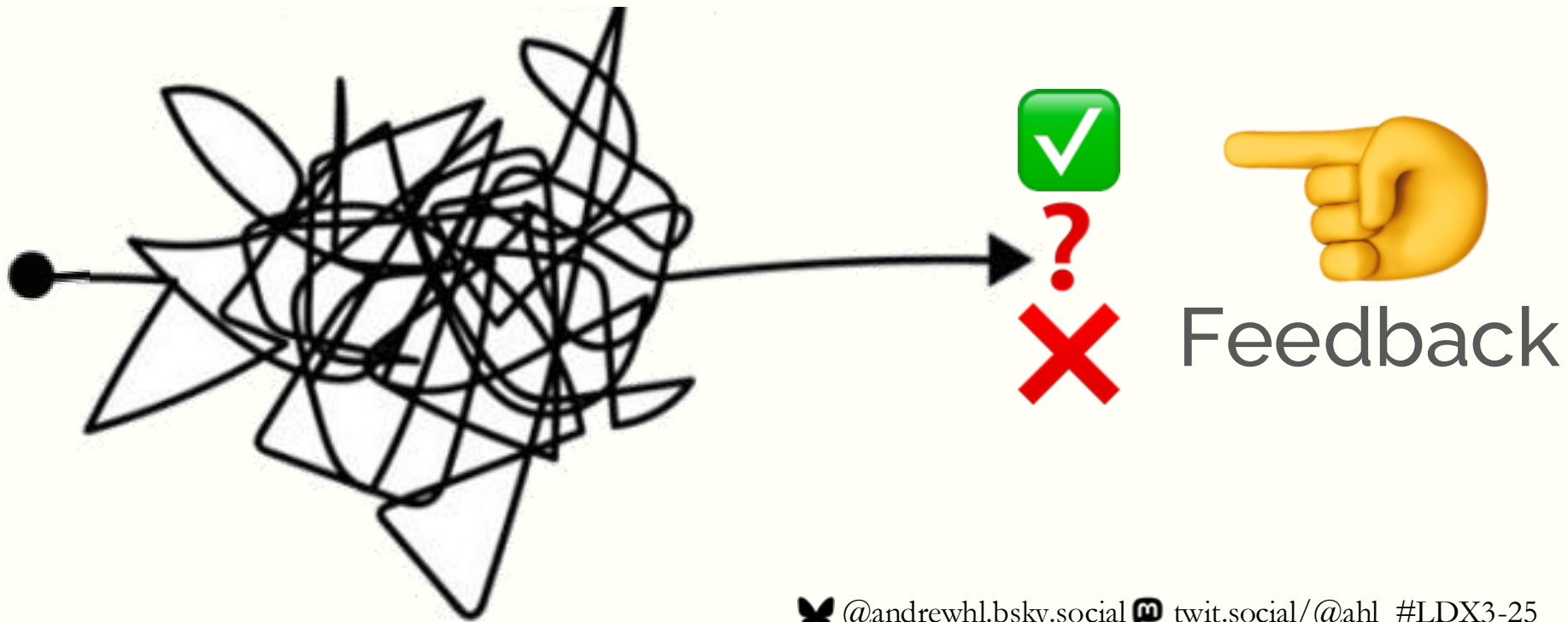


How can  
we decide  
perfectly then?

**YOU  
CAN'T!**

**BUT... CODE  
WINS  
ARGUMENTS**

**AND  
REMOVES  
UNKNOWN**



- Execution - the right execution
- Flow - the right delivery
- Coupling - the right autonomy
- Awareness - *your* context
- Participation - affected & experts

- Execution - in *functional* context
- Flow - the right delivery
- Coupling - the right autonomy
- Awareness - *your* context
- Participation - affected & experts

- Execution - in *functional* context
- Flow - Validate ASAP!
- Coupling - the right autonomy
- Awareness - *your* context
- Participation - affected & experts



- Execution - in *functional* context
- Flow - Validate ASAP!
- Coupling - as independent as poss.
- Awareness - *your* context
- Participation - affected & experts

Our

DRAFT

ADR



Feedback

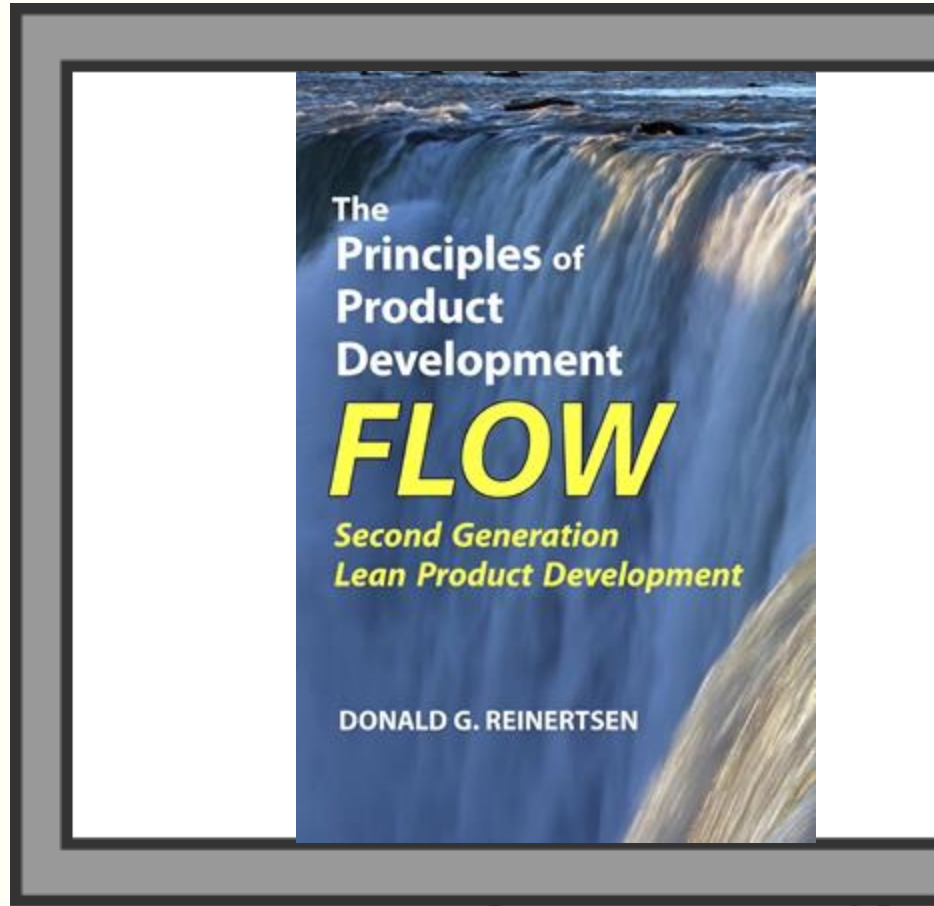


Moar Feedback



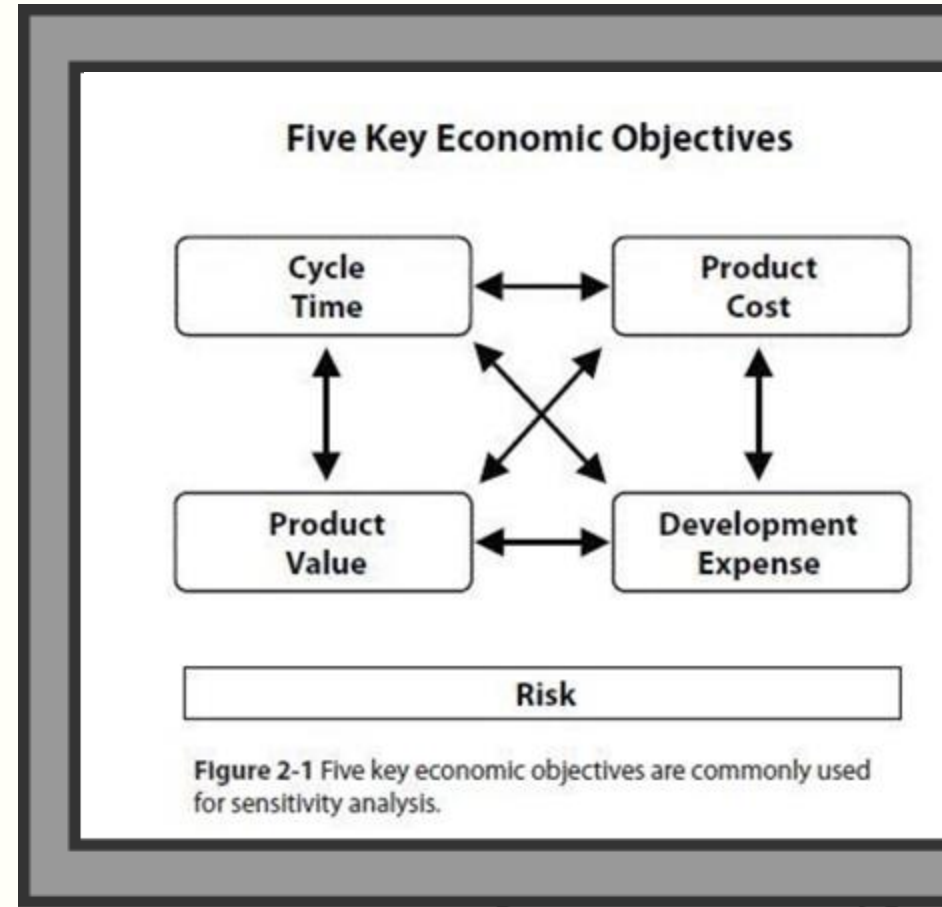
“[S]equence first  
that which adds  
value most  
cheaply.”

— Don  
Reinertsen

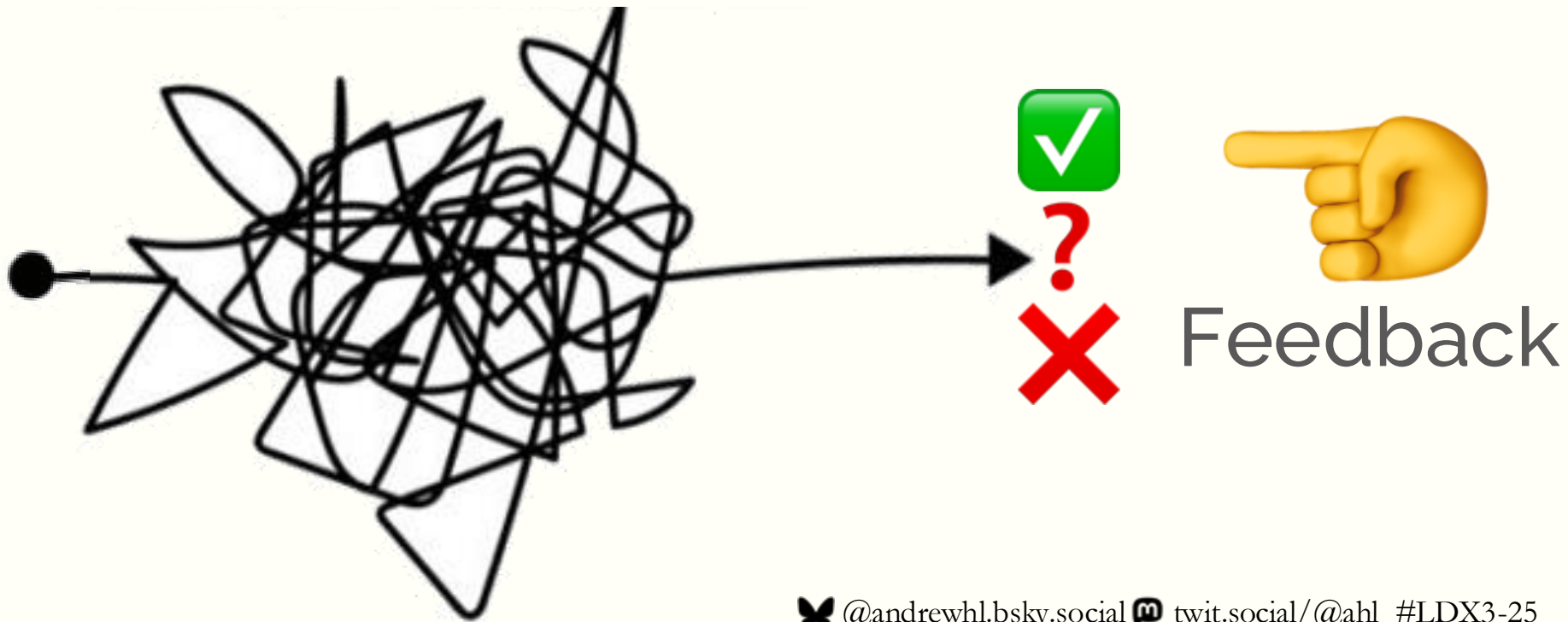


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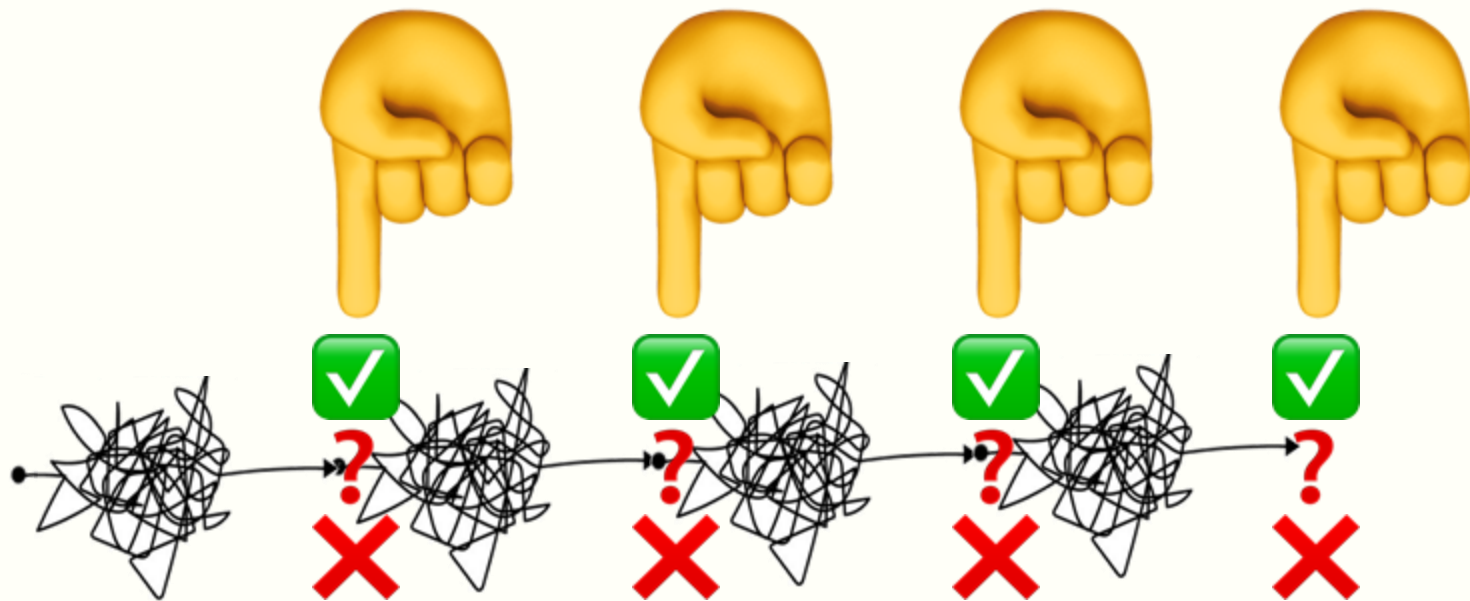
— Don  
Reinertsen



- Timing - maximise value (n.b. risk)
- Execution - in *functional* context
- Flow - Validate ASAP!
- Coupling - as independent as poss.
- Awareness - *your* context
- Participation - affected & experts



# Best: Incremental Feedback





Go decide!  
(& validate ASAP  
for fast feedback)

**"FAST AND  
WRONG IS  
BETTER THAN  
SLOW AND  
CORRECT"\***

\* Don Reinertsen, The Principles of Lean Product Development

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