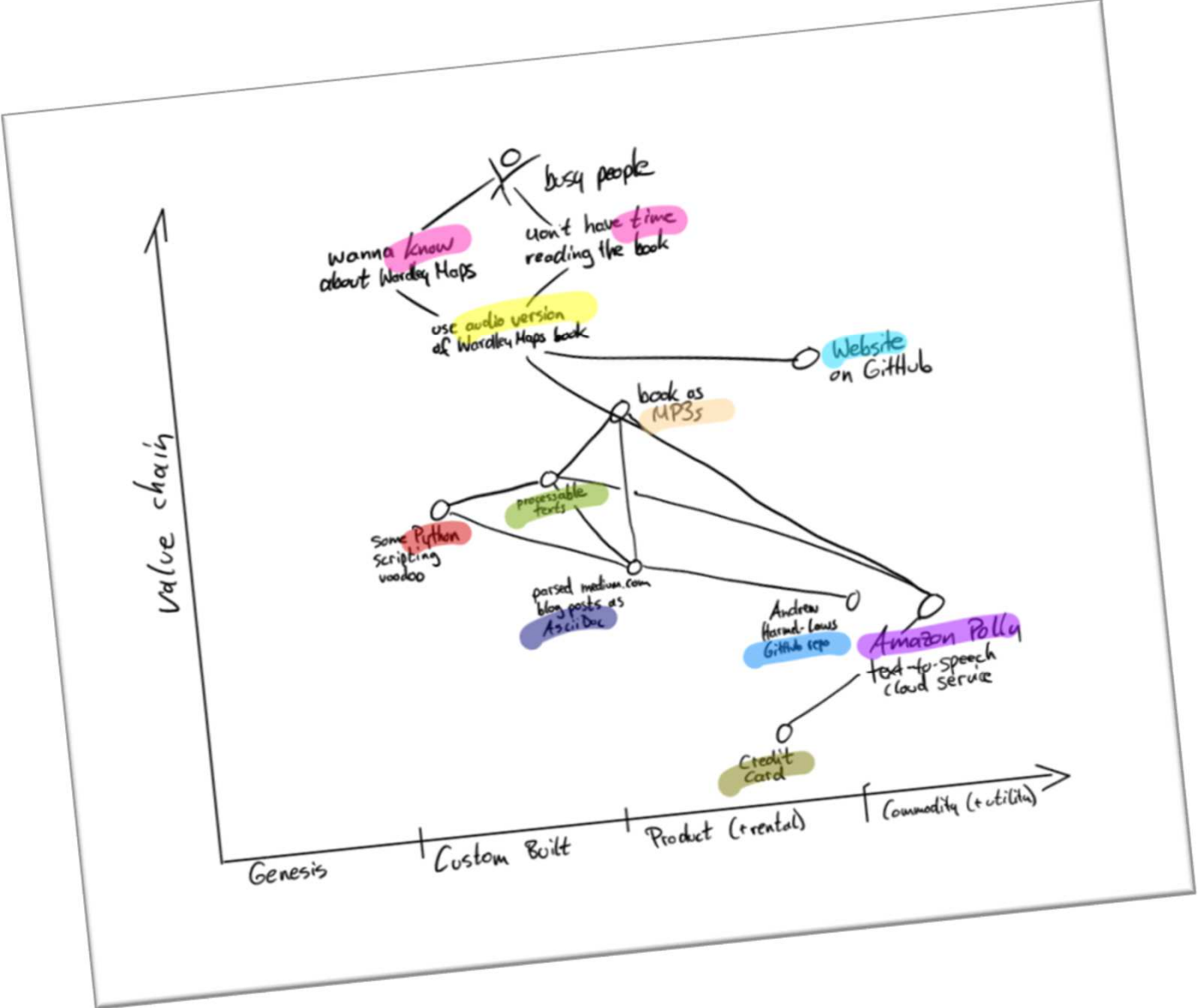


11. Februar 2021, OOP digital 2021

Software-Modernisierung mit Wardley Maps

Markus Harrer
Software Development Analyst



Disclaimer



Vorwissen bzgl. Wardley Maps

1

2

3

4

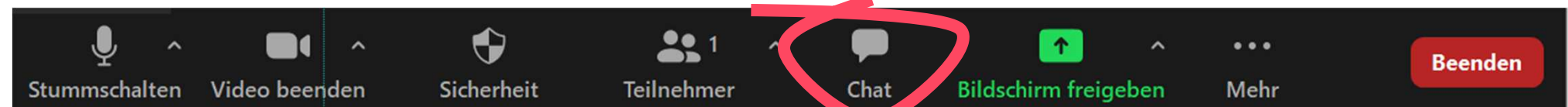
Keine Ahnung davon

Schon mal gesehen

Selbst eingesetzt

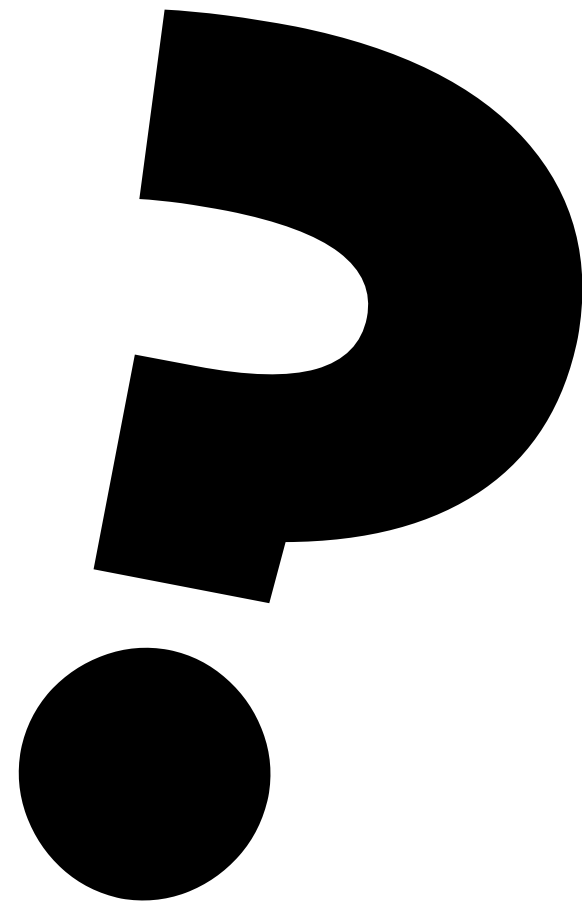
Täglich im Einsatz

Bitte per **Chat** mitteilen



Stummschalten Video beenden Sicherheit Teilnehmer 1 Chat Bildschirm freigeben Mehr Beenden

Software-Modernisierung



Was ist die „richtige“ Architektur?

Wie kommen wir dorthin?

*Unser Ziel ist eine 360°-Travel-Experience.
Dazu verwirklichen wir eine Cloud-basierte
Real-Time-Customer-Journey, um
Digitalisierungsvorteile durch Data
Leadership zu realisieren.*

Managers' Edition

Fähigkeiten
des Teams

Team-
organisation

Randbedingungen

Architektur- relevante Einflüsse

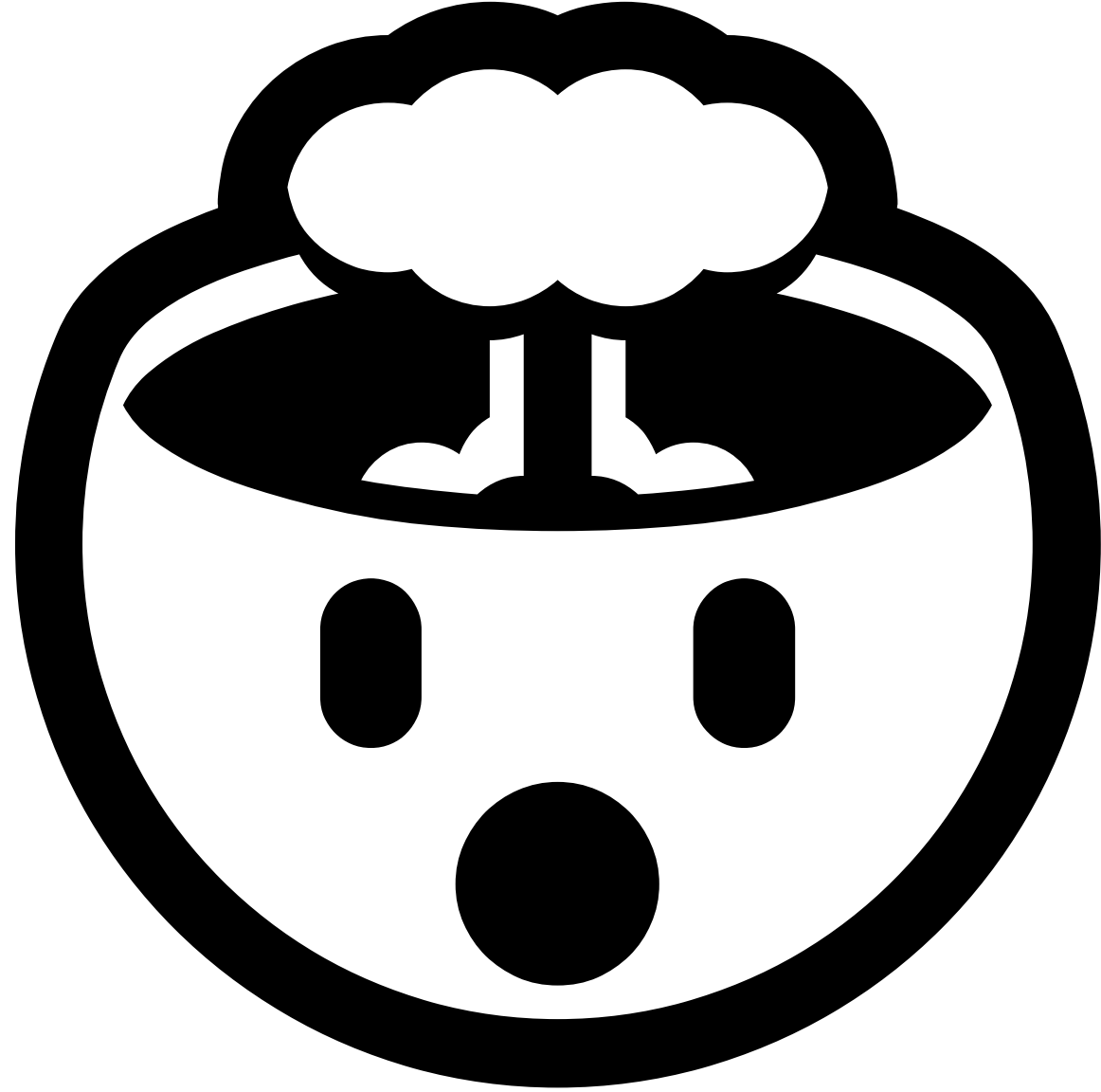
Maßgebliche,
funktionale
Anforderungen

Aktuelle
Trends

Geschäftsziele

Bestands-
anwendungen

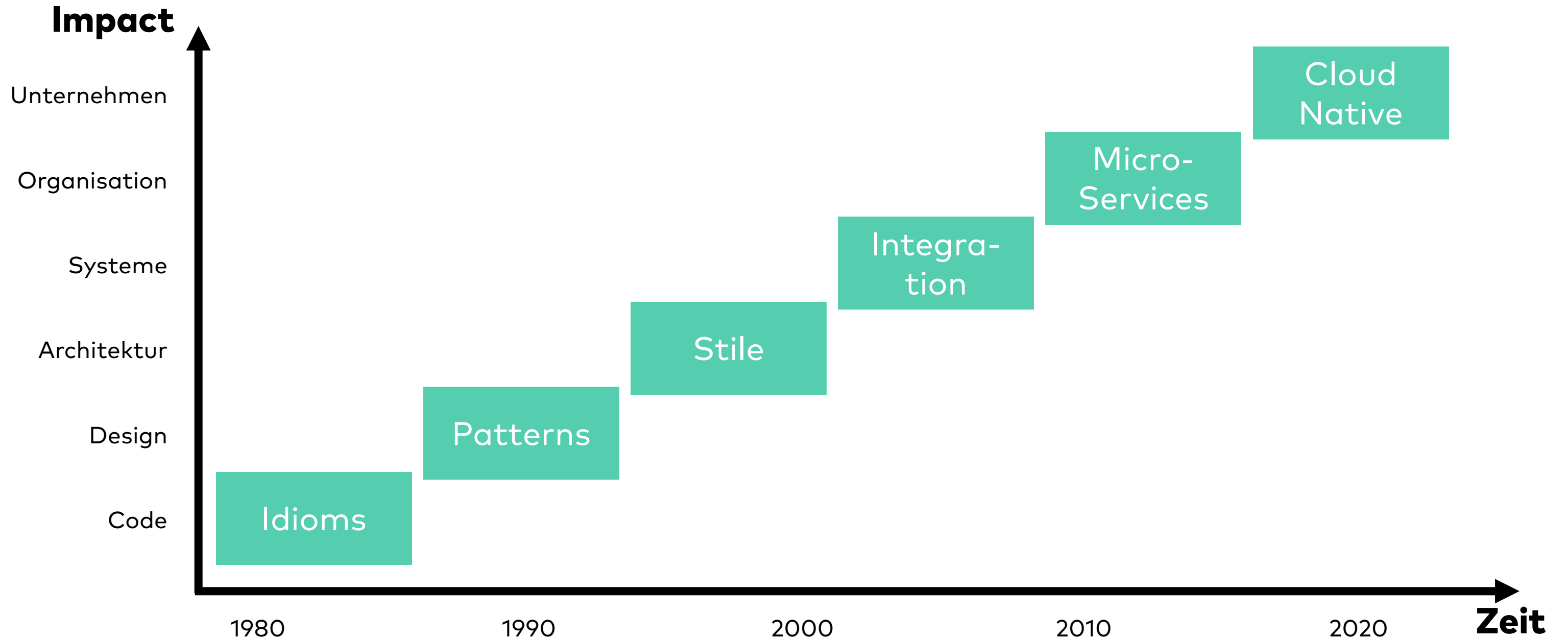
Qualitätsziele



*Unsere Software ist so schlecht wartbar.
Daher wollen wir jetzt Microservices machen.
Wir haben schon mit der Entwicklung eines
eigenen Frameworks zum Management von
Cloud-Native-Anwendungen begonnen.*

Developers' Edition

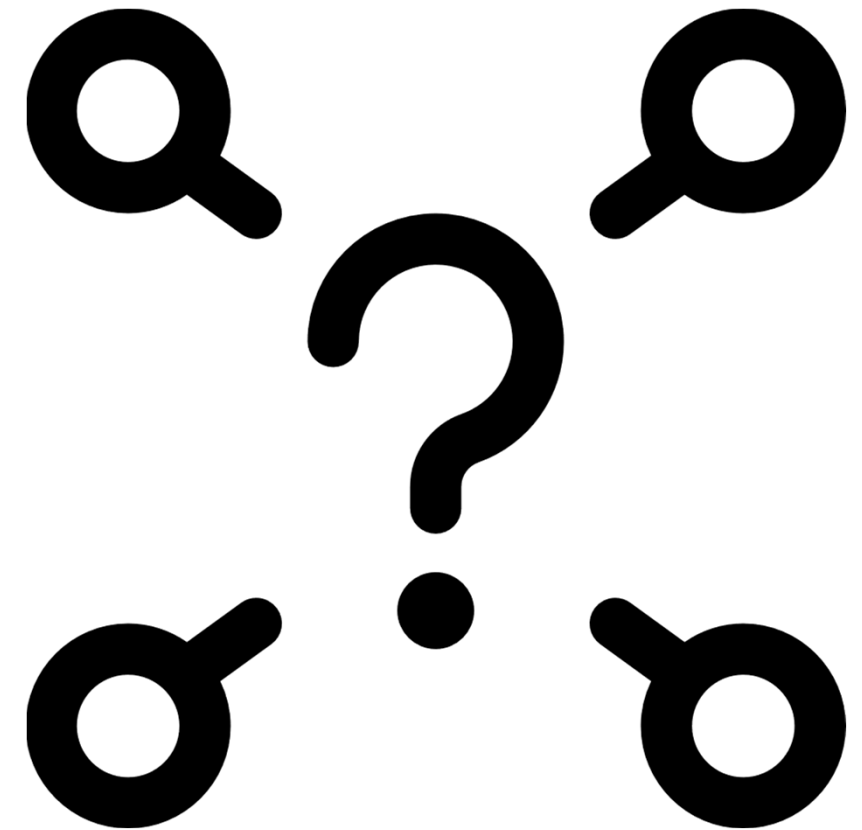
Erhöhter Impact der Entwicklung





Wardley Maps

Etwas, was uns
hier helfen kann?



Wardley Maps

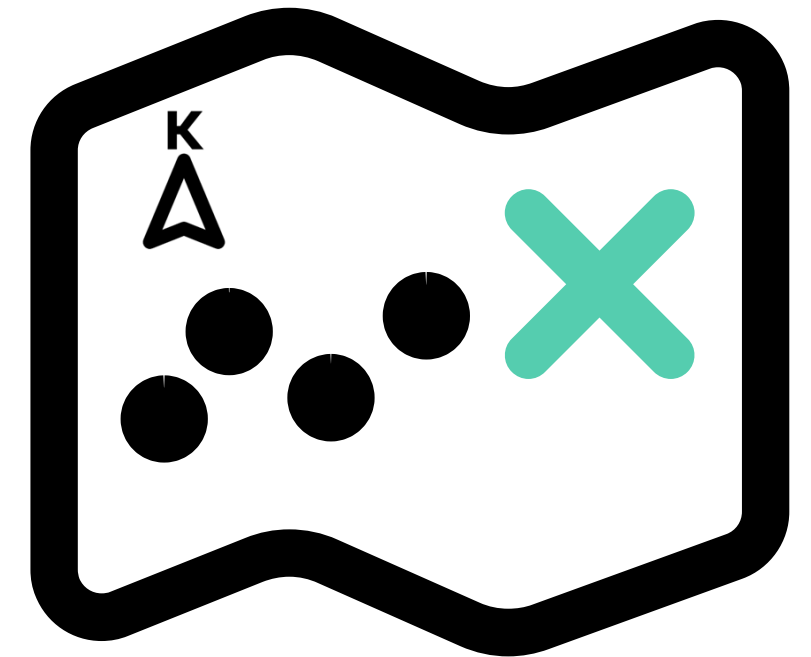
Evolvierende Strategielandkarten

Erfinder: Simon Wardley

Zweck: Über strategische Überlegungen
gemeinsam kommunizieren können

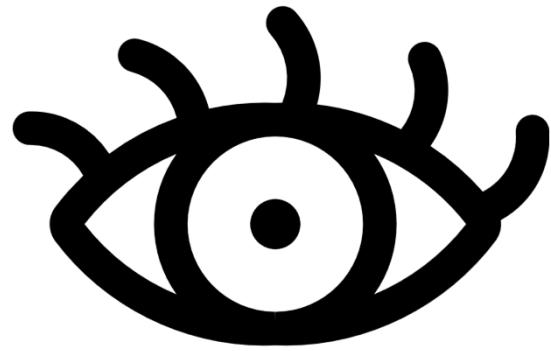
Zweck 2: Soll Unternehmensberater
arbeitslos machen

Lizenz: Creative Commons BY-SA 4.0

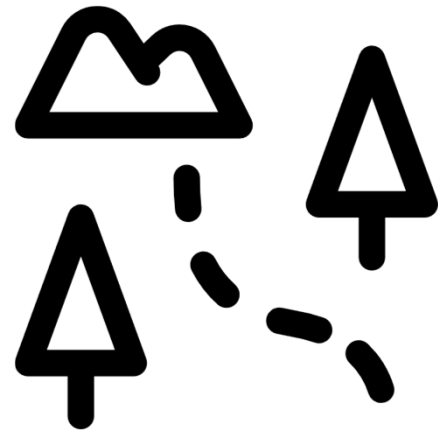


Evolvierende Strategielandkarten

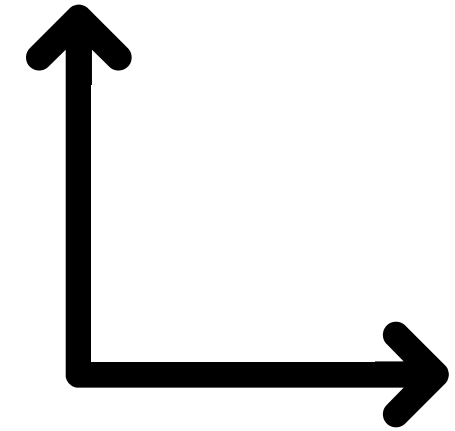
Kernideen von Landkarten



visuell



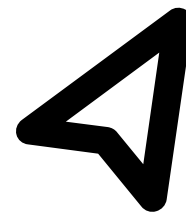
Komponenten



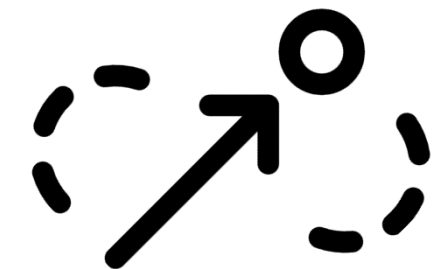
Position



Kontext



Orientierung



Bewegung

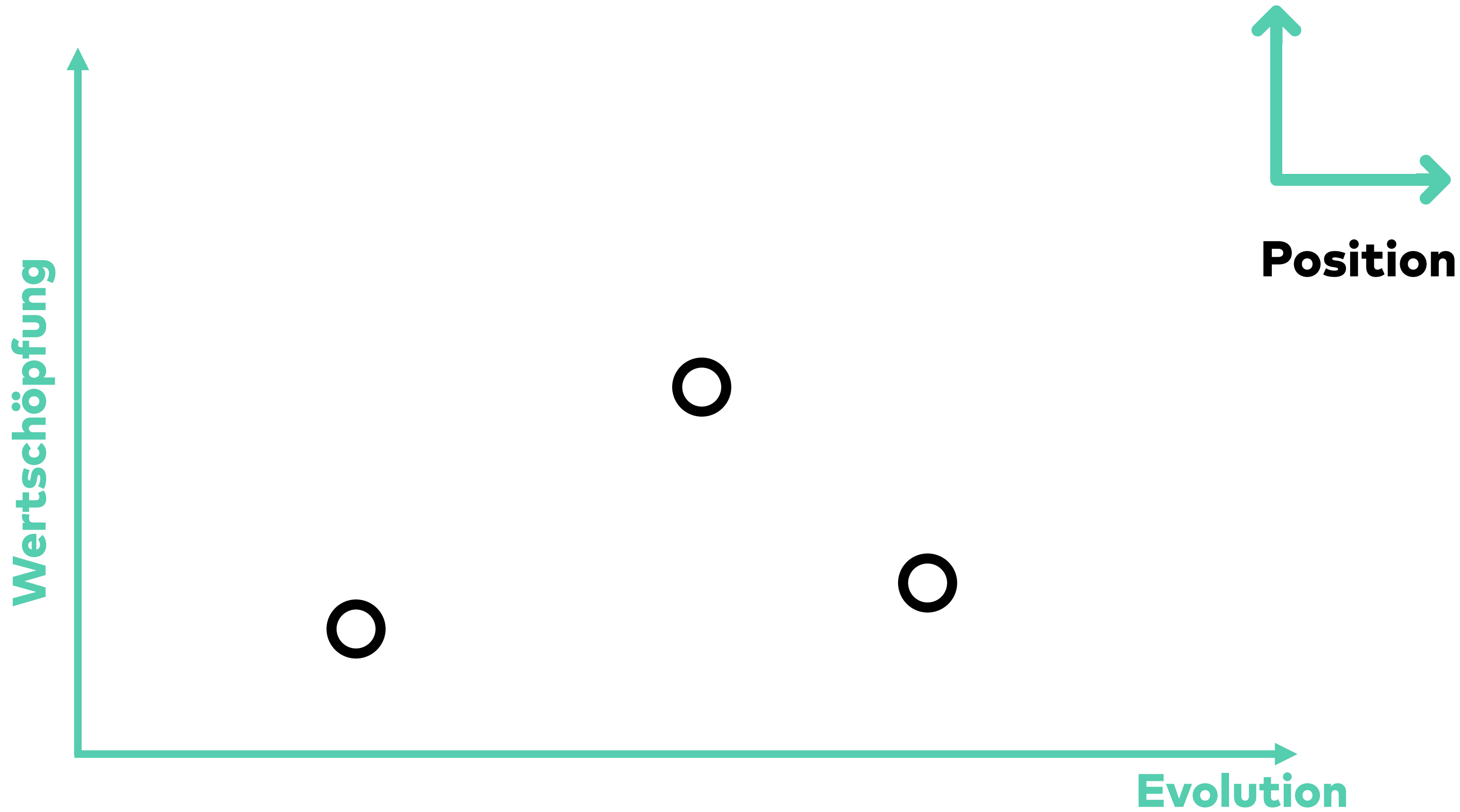


visuell



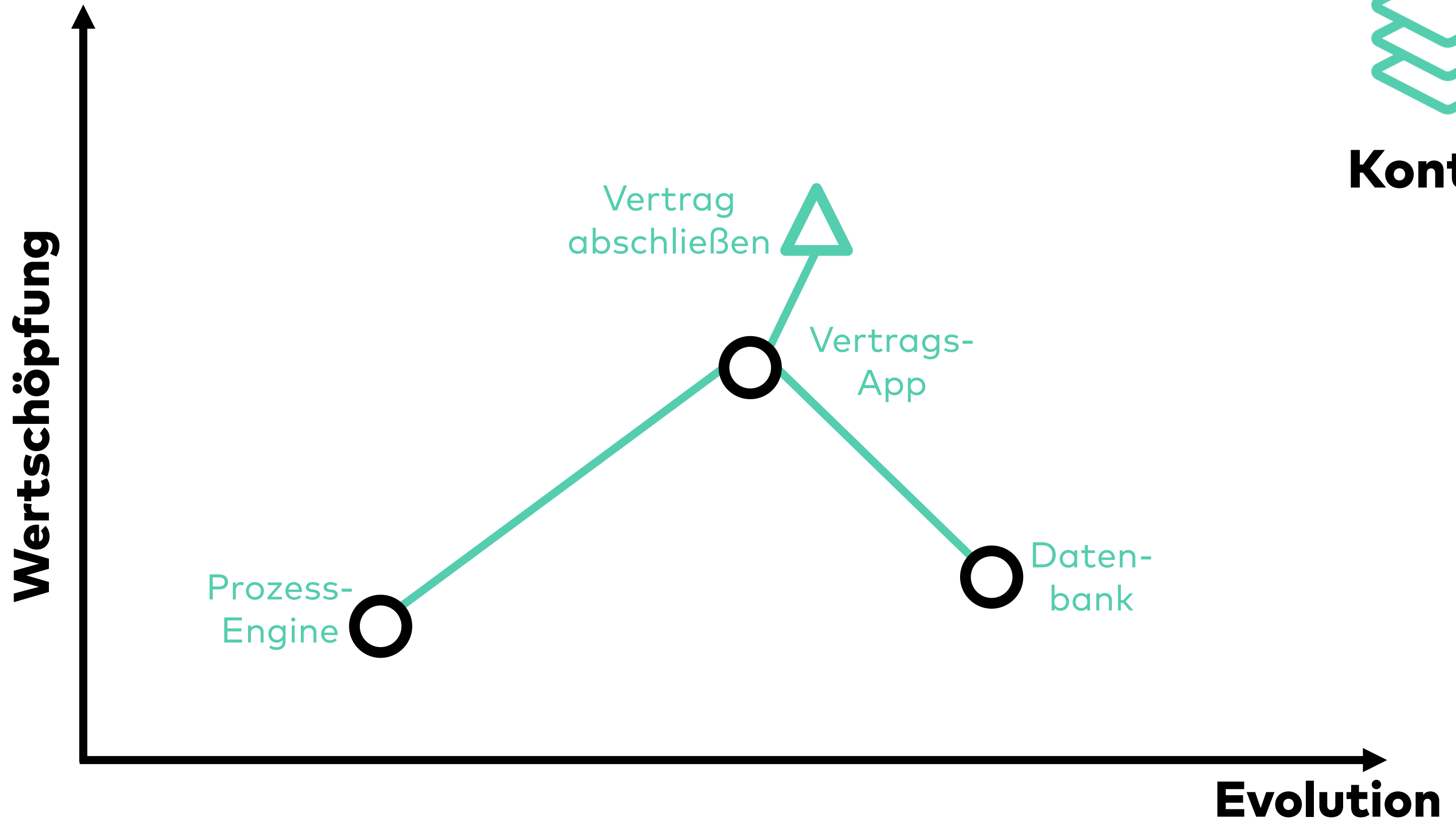
Komponenten

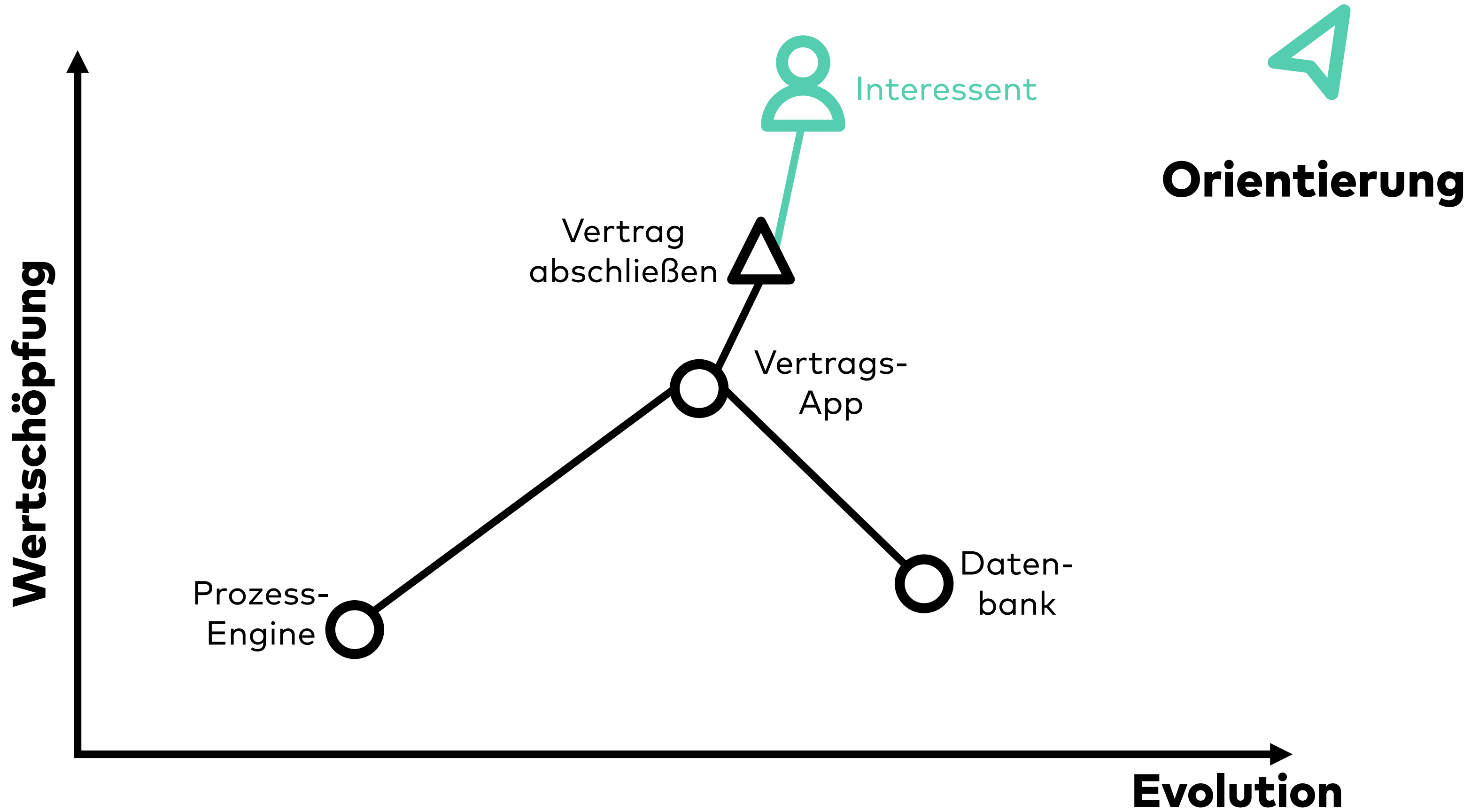




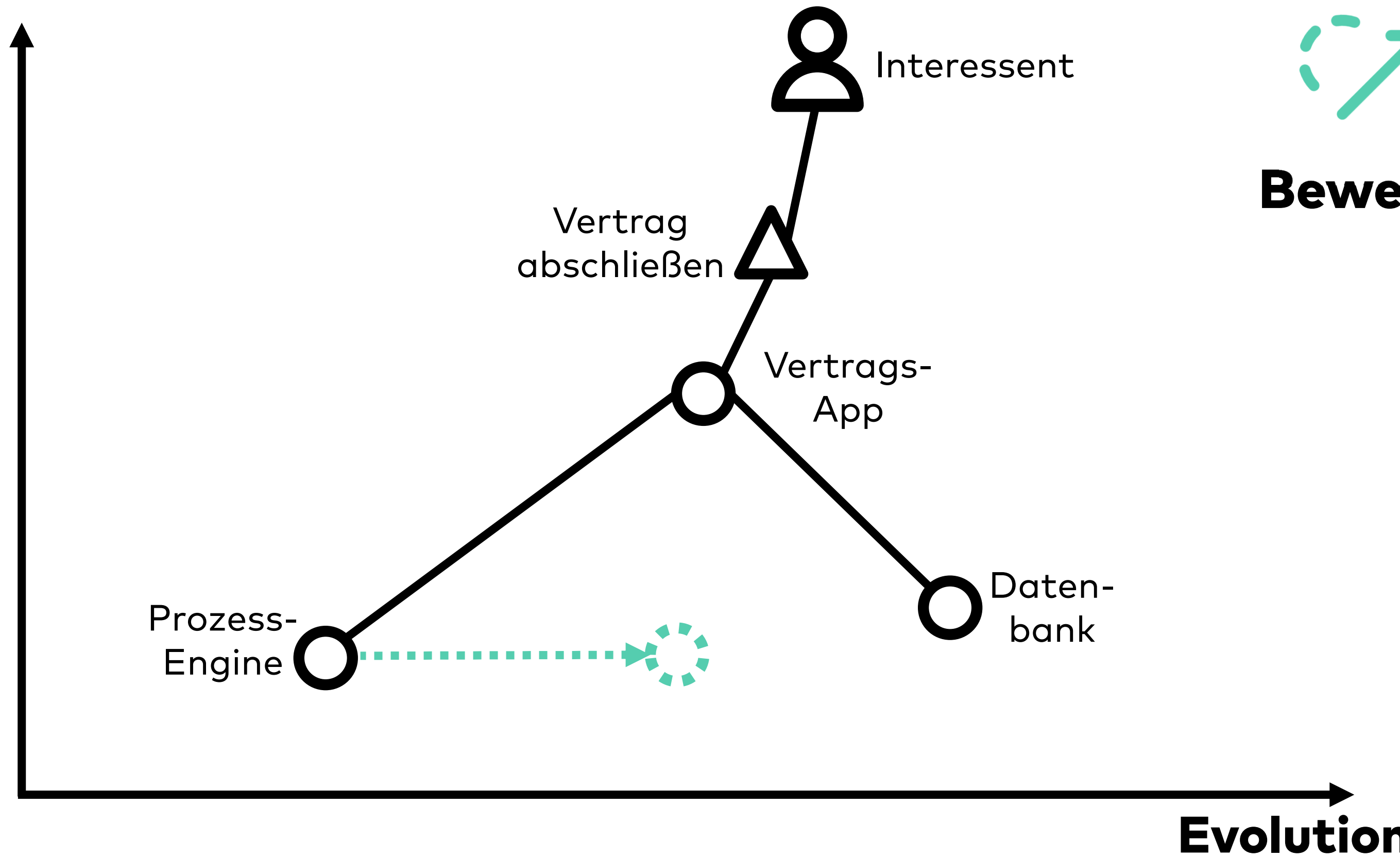


Kontext





Wertschöpfung

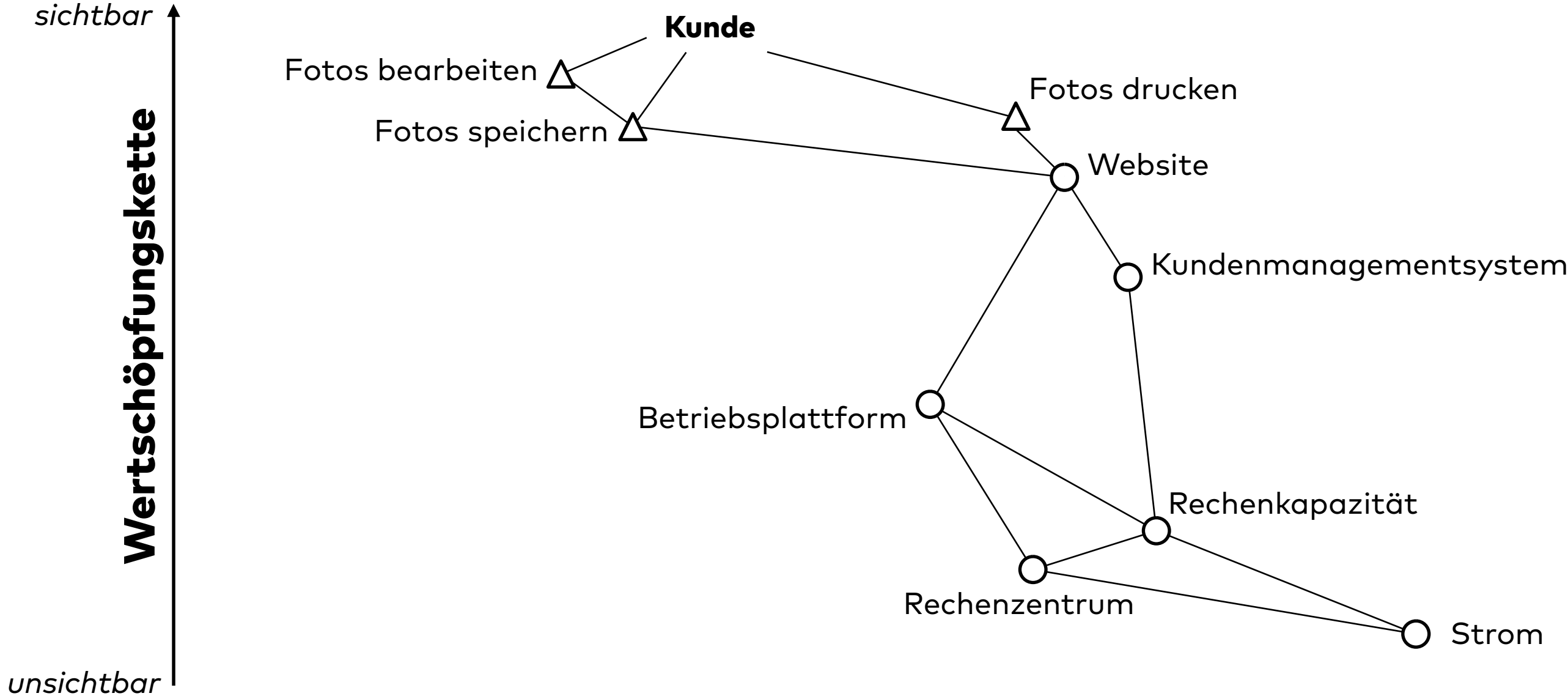


Bewegung

Größeres Beispiel

Legende

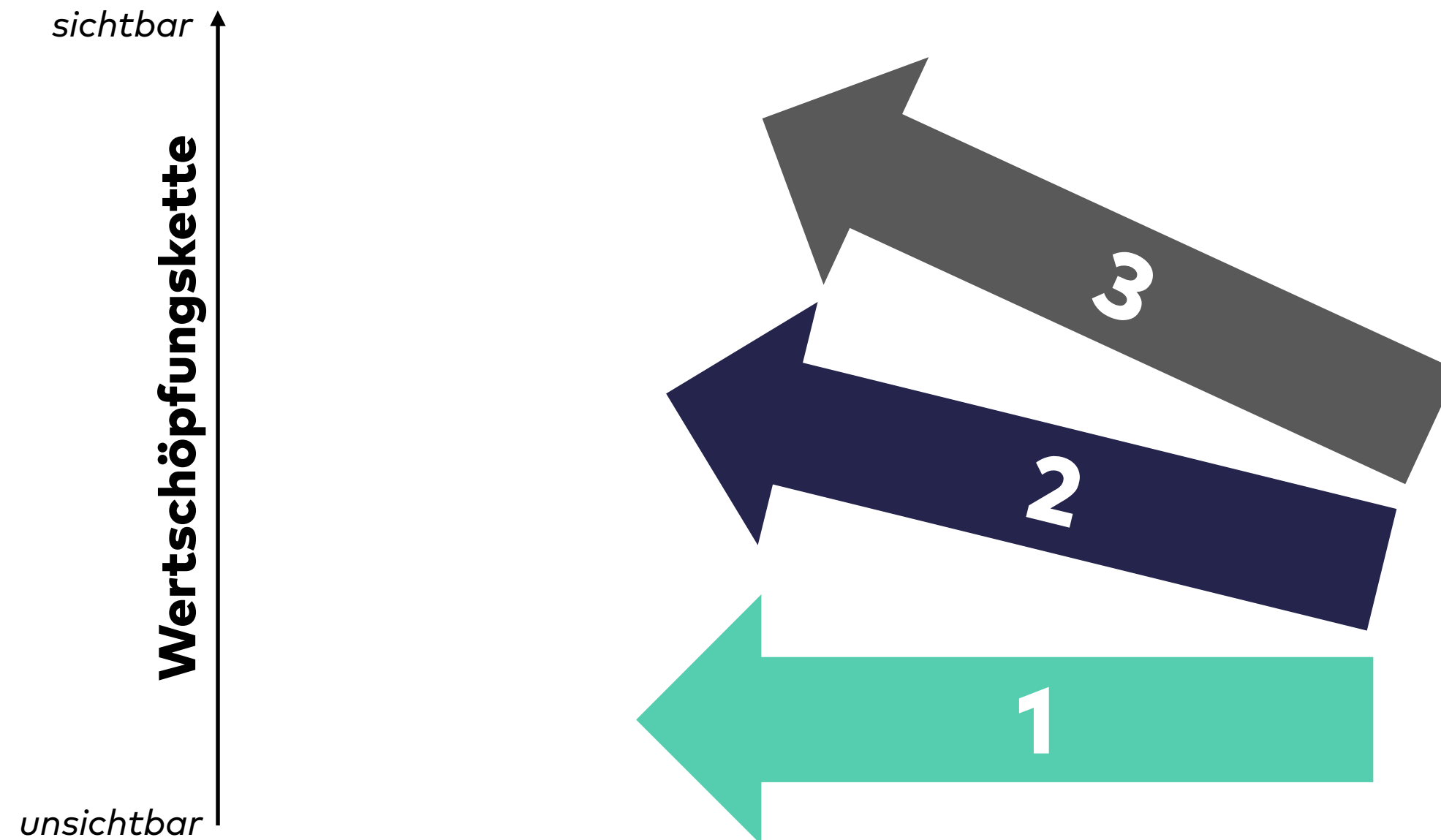
- △ Bedürfnisse
- Komponenten
- benötigt



Eine kleine Übung...

Legende

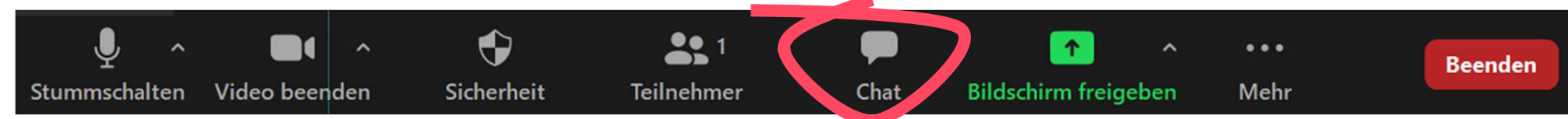
- △ Bedürfnisse
- Komponenten
- benötigt



Wo würden Sie diese Komponente einordnen?

○ Kubernetes
Plattform zur Bereitstellung, Skalierung und Verwaltung von containerisierten Anwendungen.

Bitte per **Chat** mitteilen

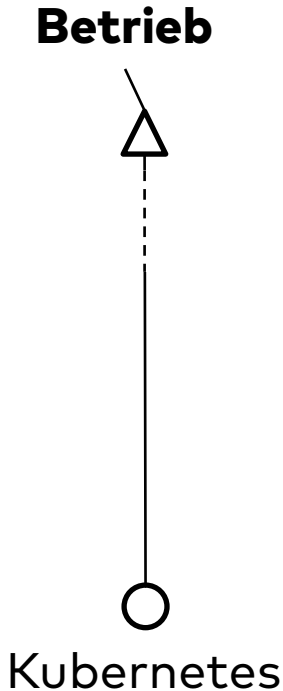
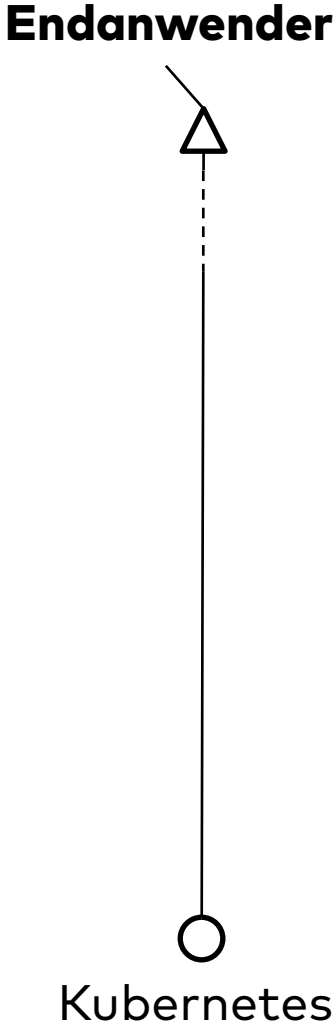


Größeres Beispiel

Legende

- △ Bedürfnisse
- Komponenten
- benötigt

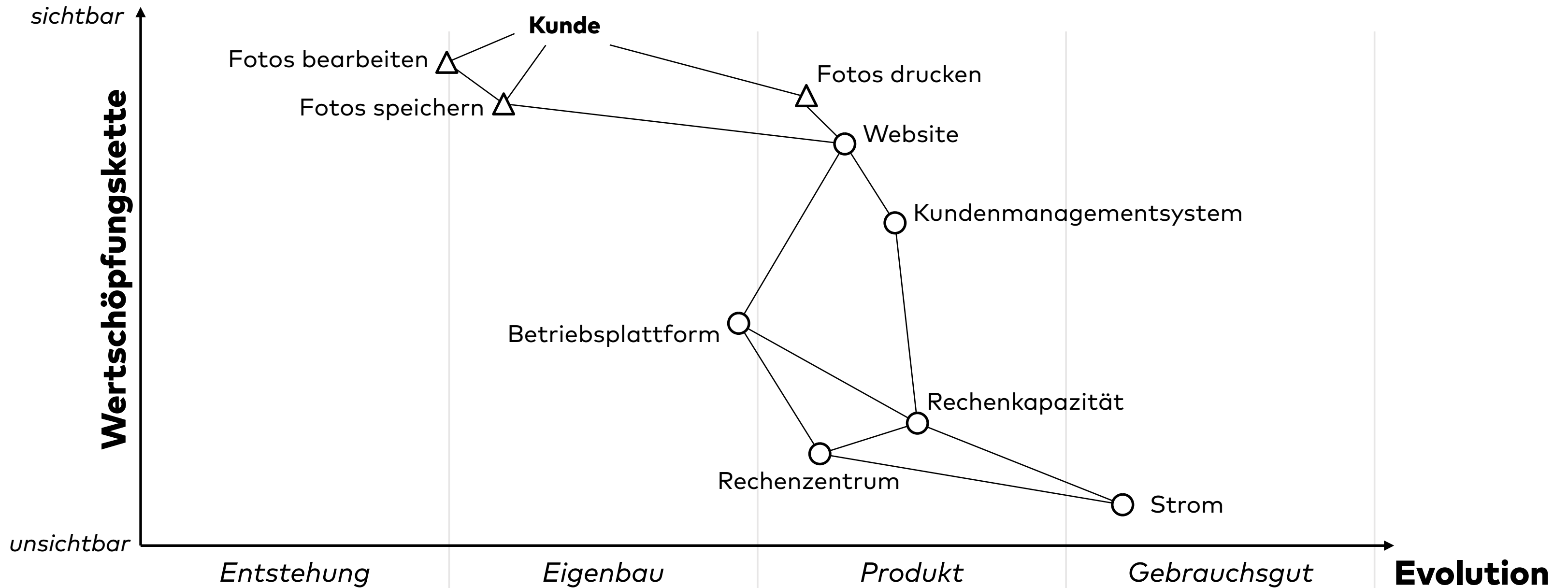
sichtbar ↑
Wertschöpfungskette
↓ unsichtbar



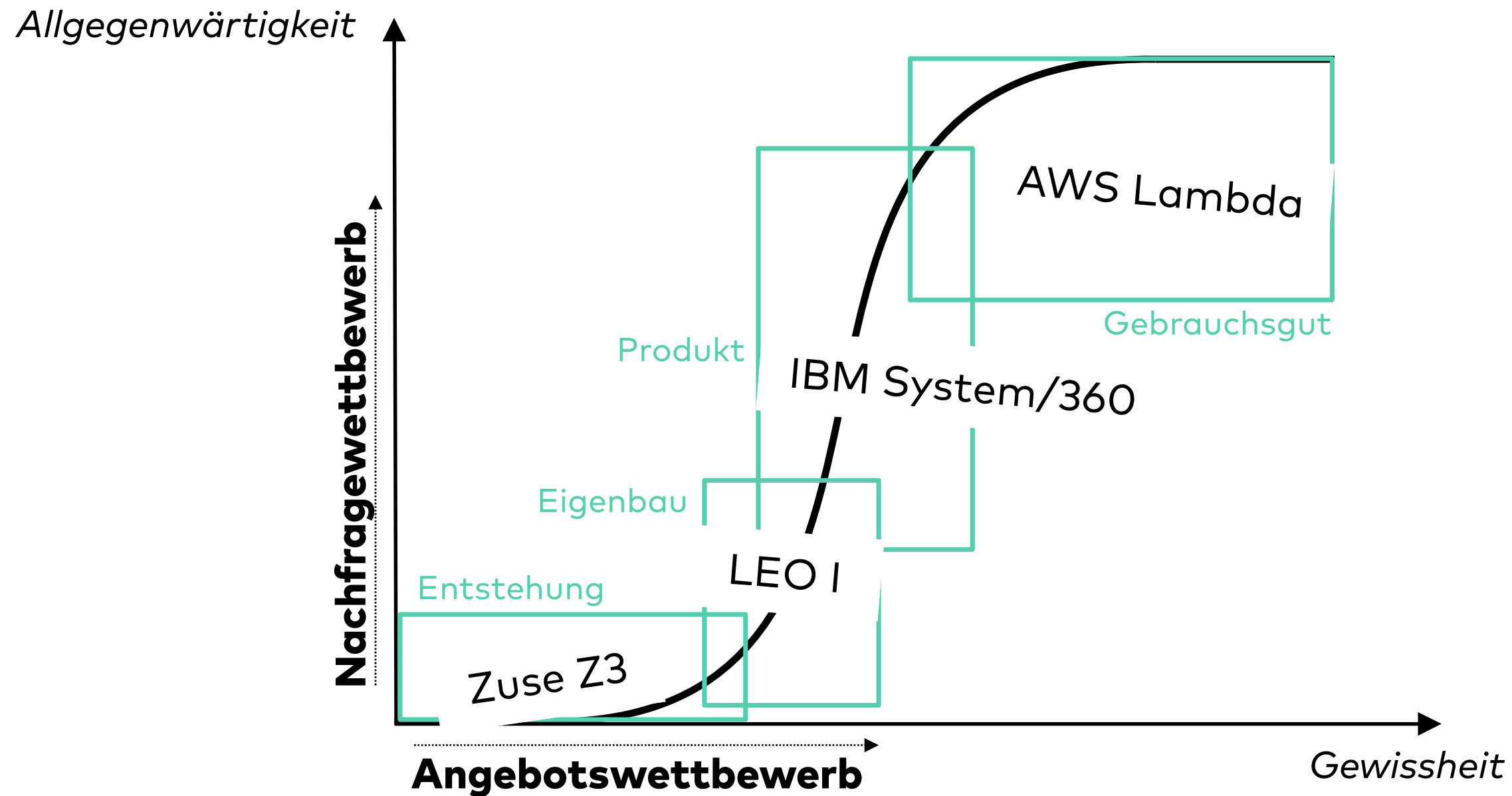
Context is king!

Größeres Beispiel

- Legende**
- △ Bedürfnisse
 - Komponenten
 - benötigt



Evolution von Komponenten



Evolution im Detail

Wo würden Sie diese Komponente einordnen?

Bitte per **Chat** mitteilen

○
Kubernetes
Plattform zur Bereitstellung, Skalierung und Verwaltung von containerisierten Anwendungen.

Legende

- △ Bedürfnisse
- Komponenten
- benötigt

1

Entstehung

2

Eigenbau

3

Produkt

4

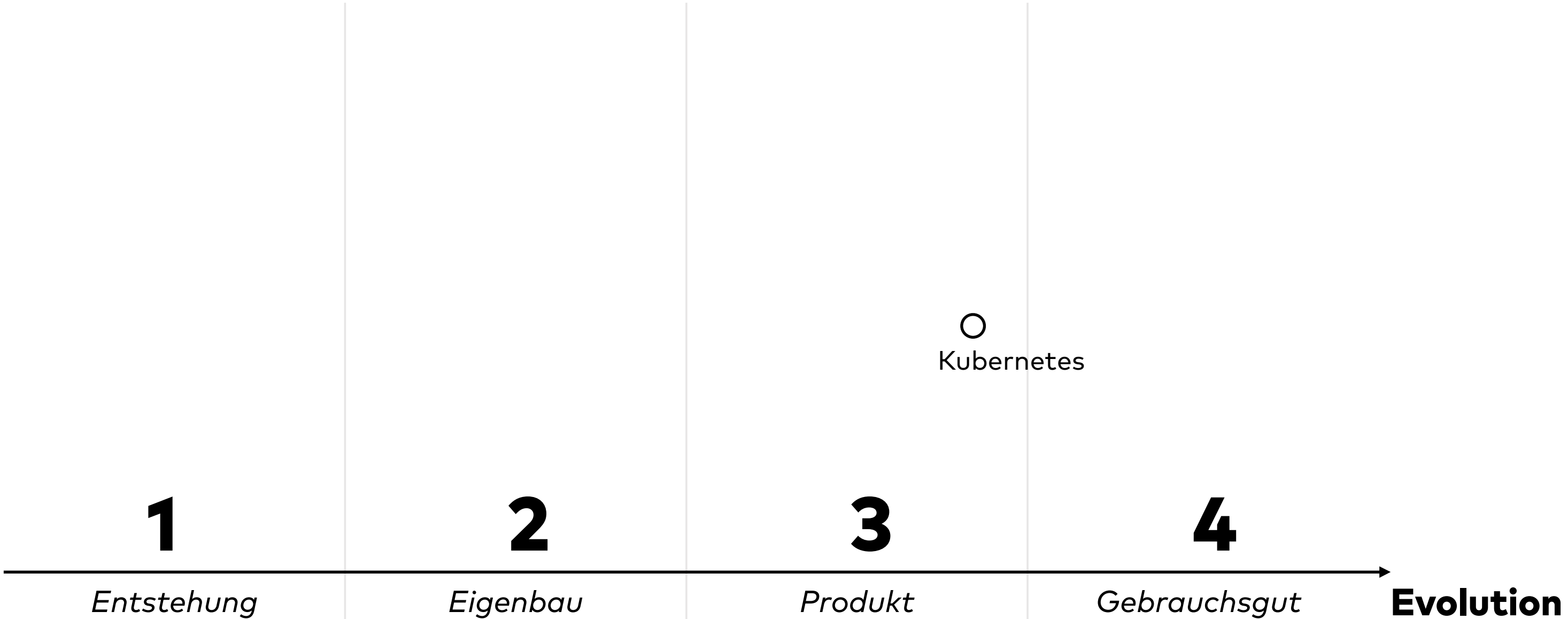
Gebrauchsgut

Evolution

Evolution im Detail

Legende

- △ Bedürfnisse
- Komponenten
- benötigt



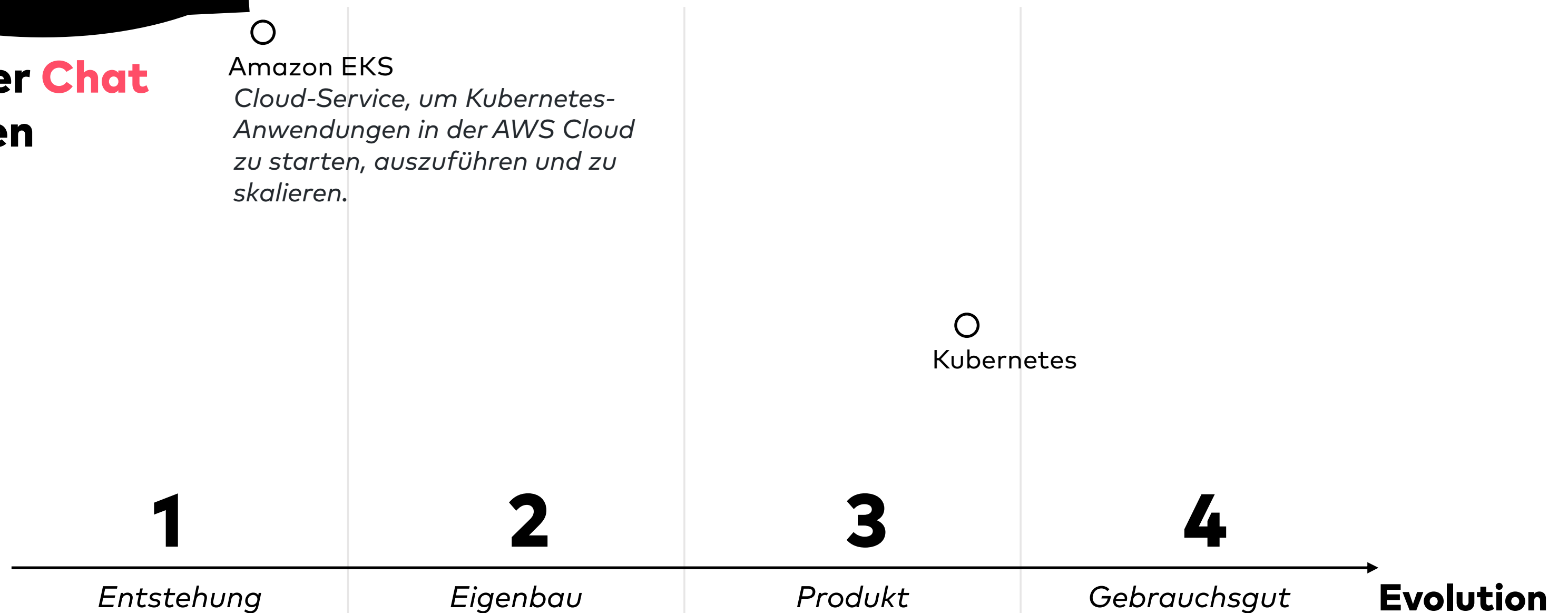
Evolution im Detail

Wo würden Sie diese Komponente einordnen?

Bitte per **Chat** mitteilen

Legende

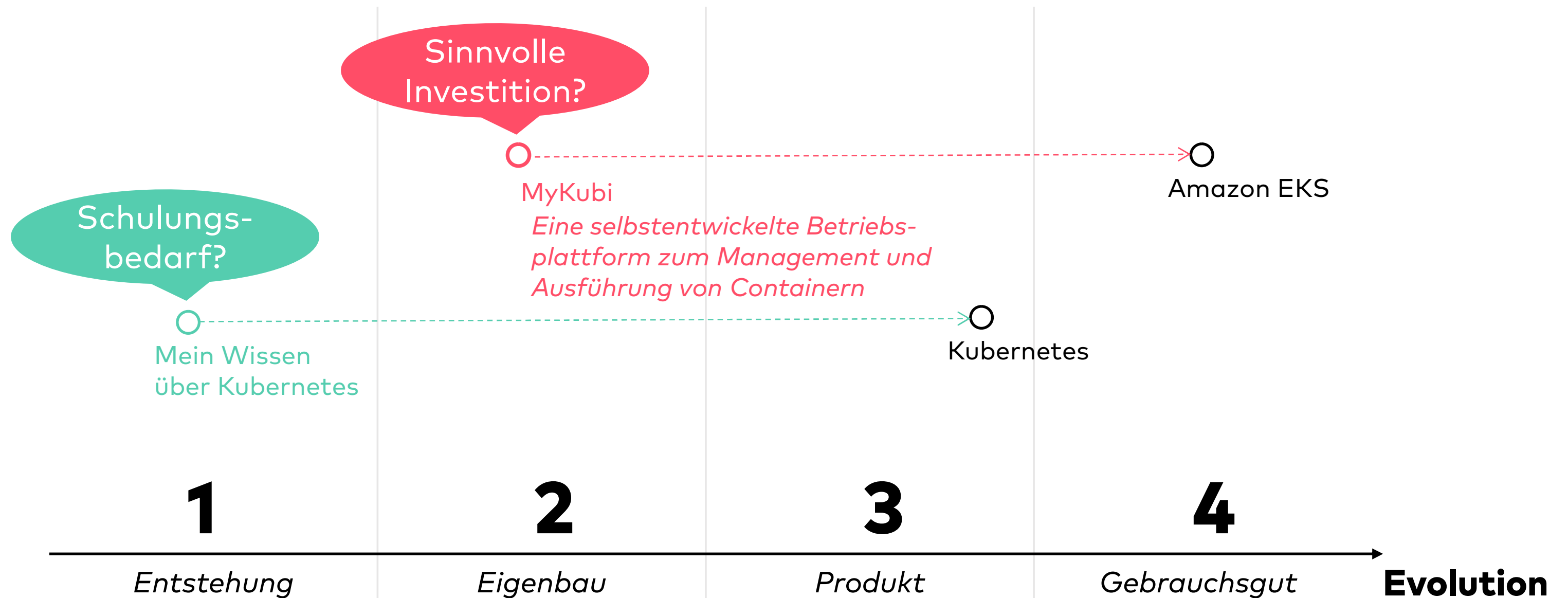
- △ Bedürfnisse
- Komponenten
- benötigt



Evolution im Zusammenspiel

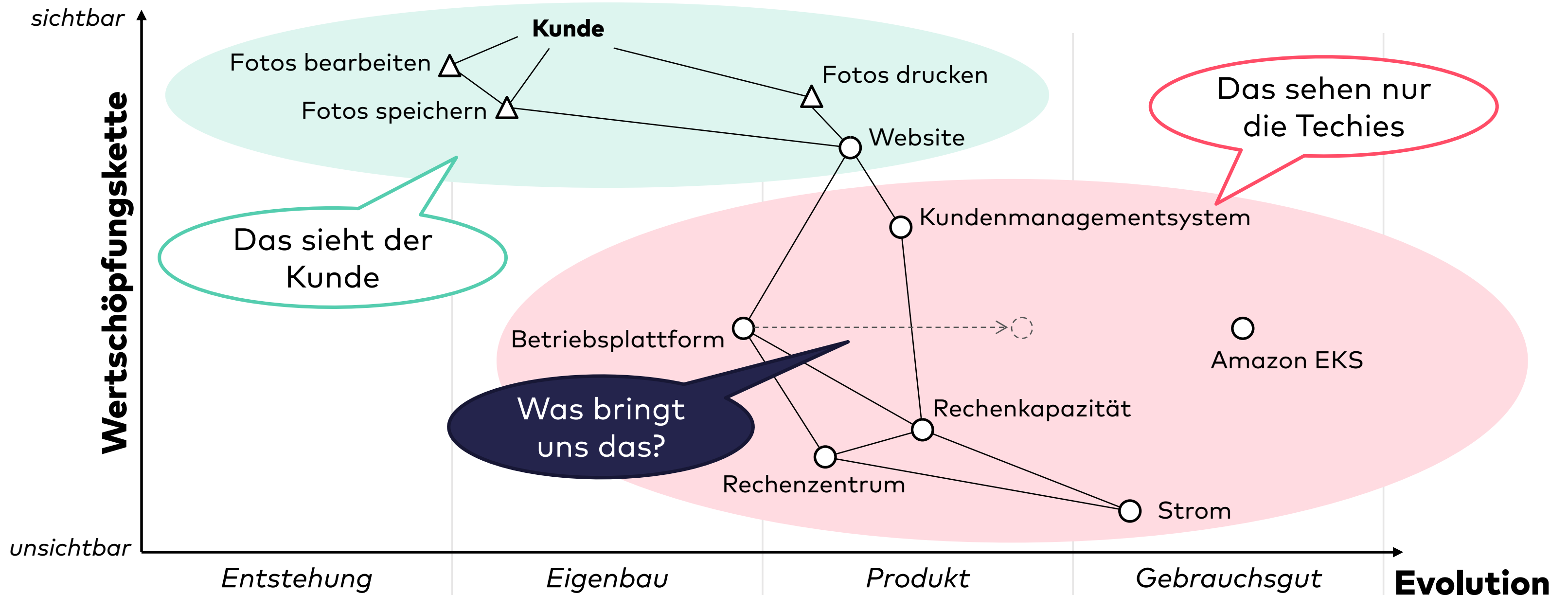
Legende

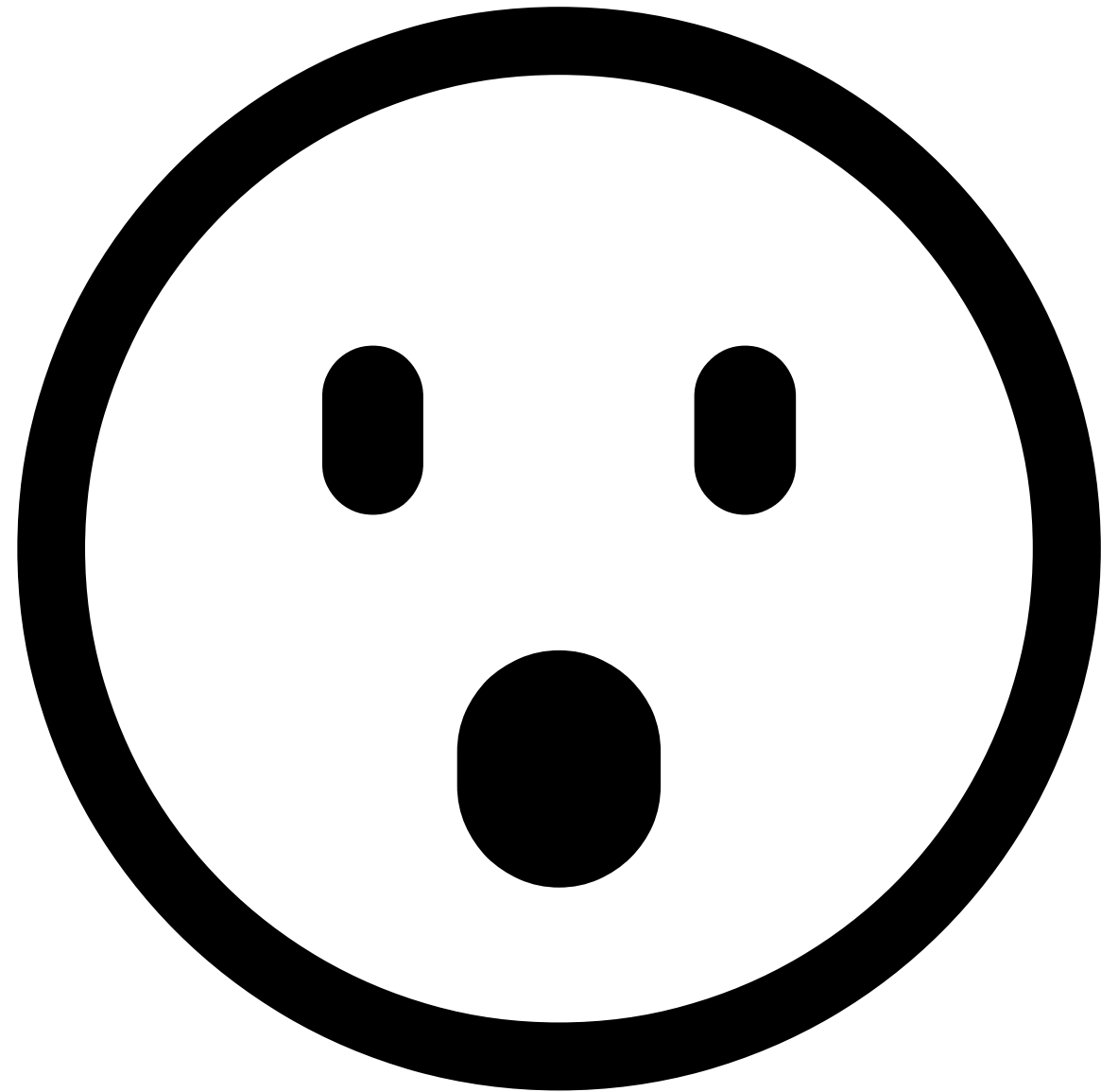
- △ Bedürfnisse
- Komponenten
- benötigt



IT-Systeme im Kontext

Wertorientiertes Darstellen → Besseres Kommunizieren

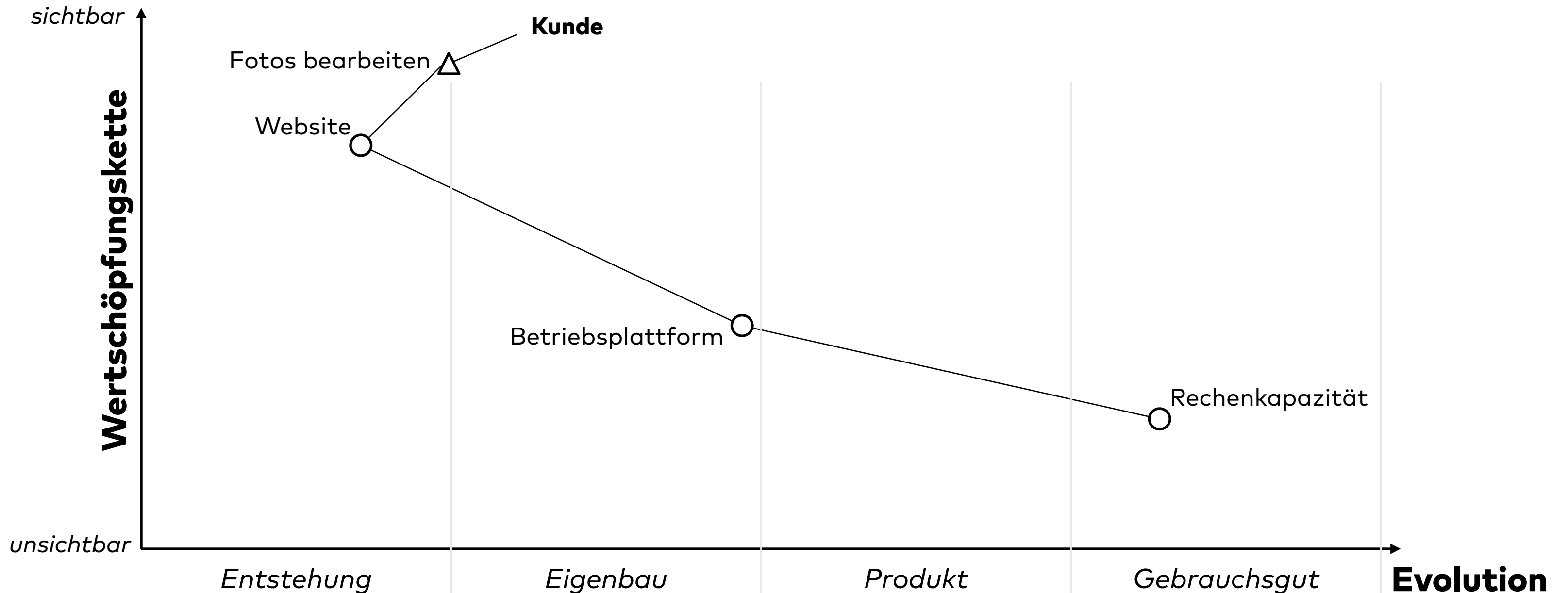




Eigene Situation kennen und nutzen

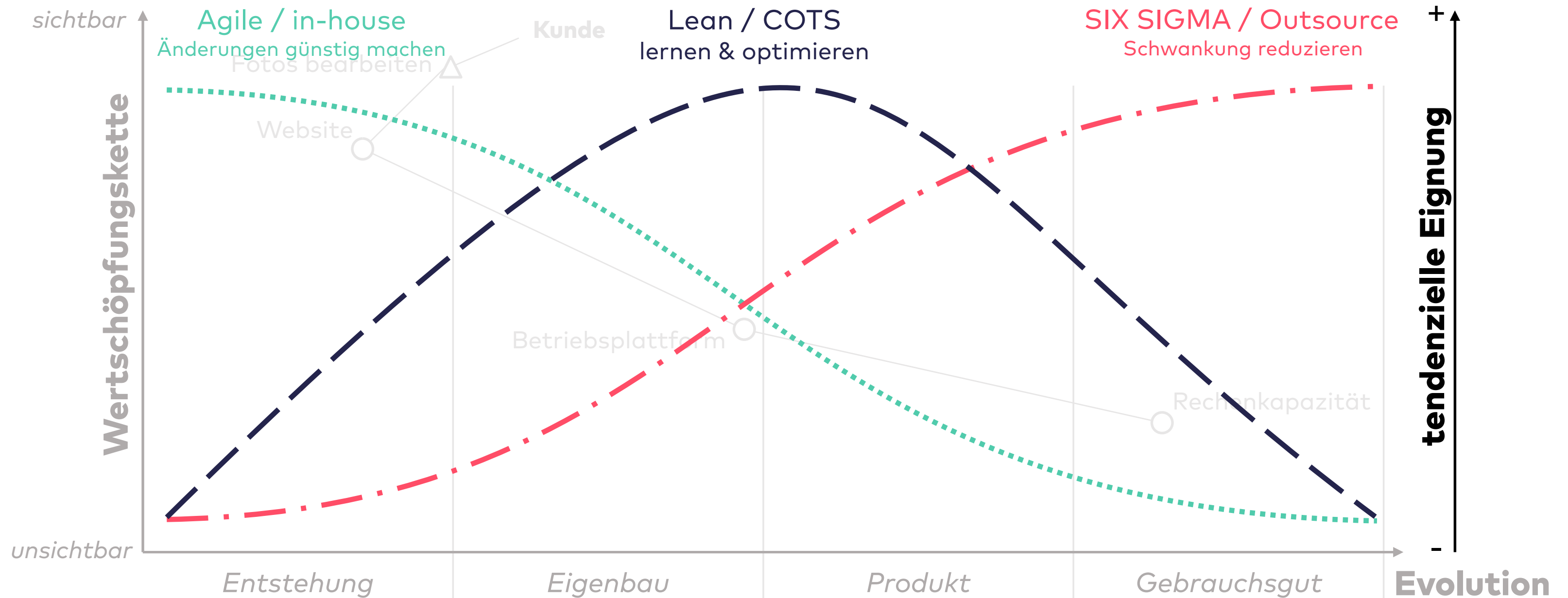
Ein einfacheres Szenario

Komponenten in verschiedenen Evolutionsstadien



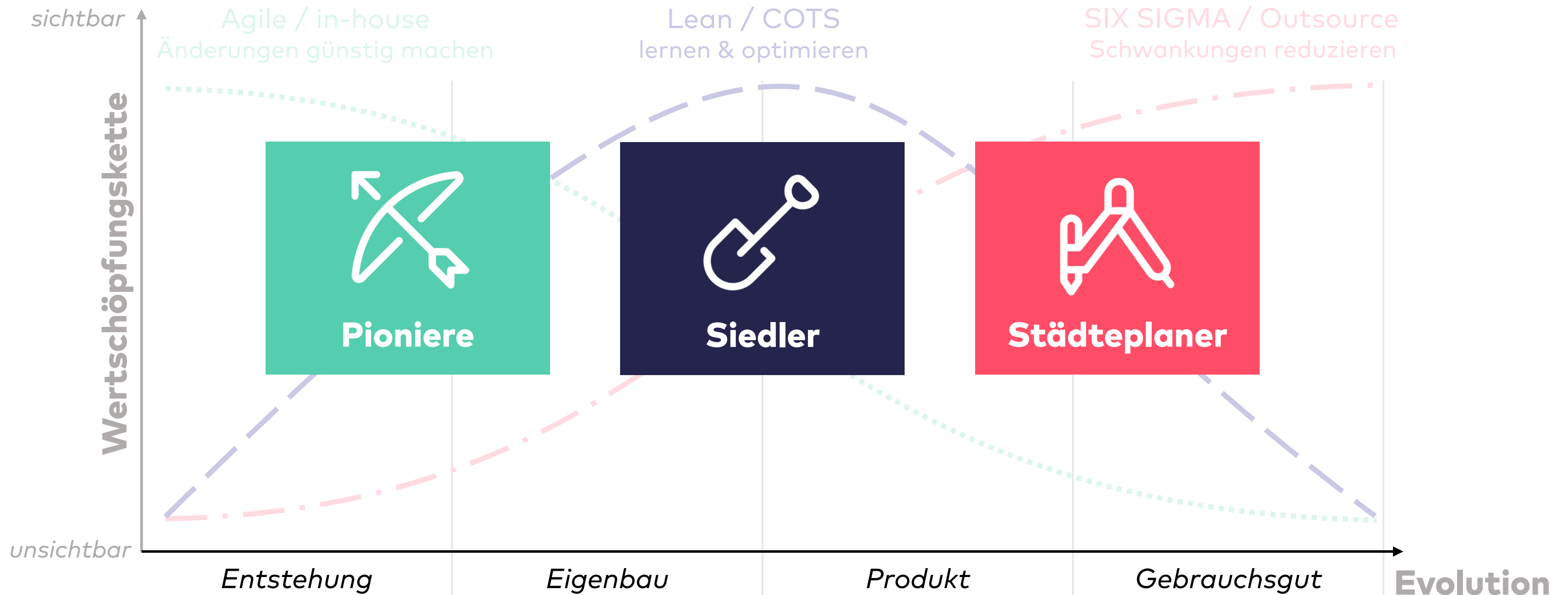
Entwicklungsvorgehen im Kontext

Andere Phase → Anderes Vorgehen



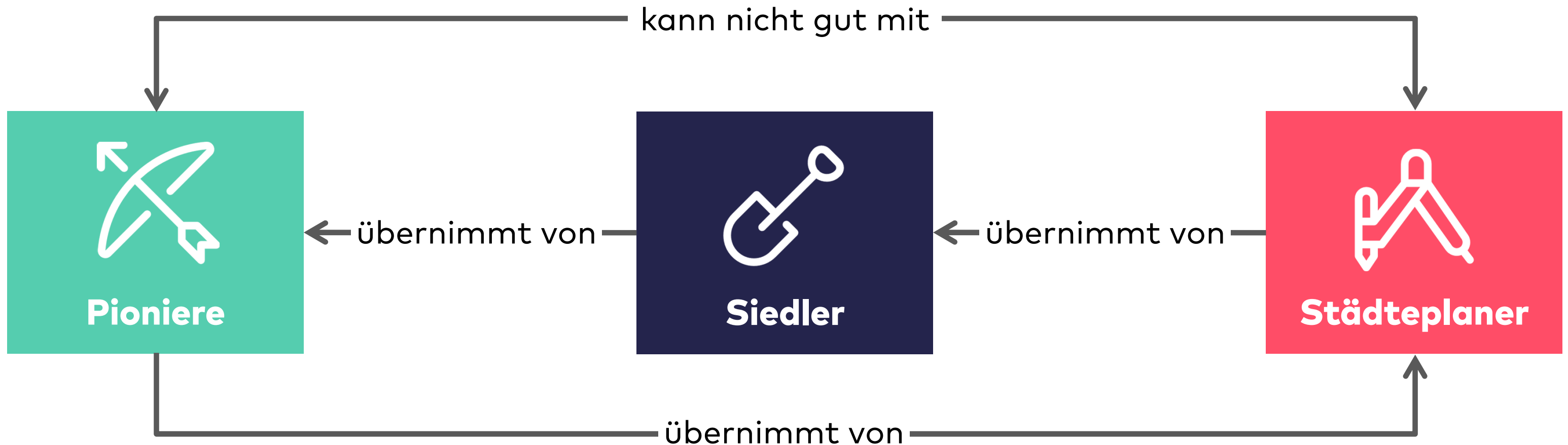
Organisationsaufbau im Kontext

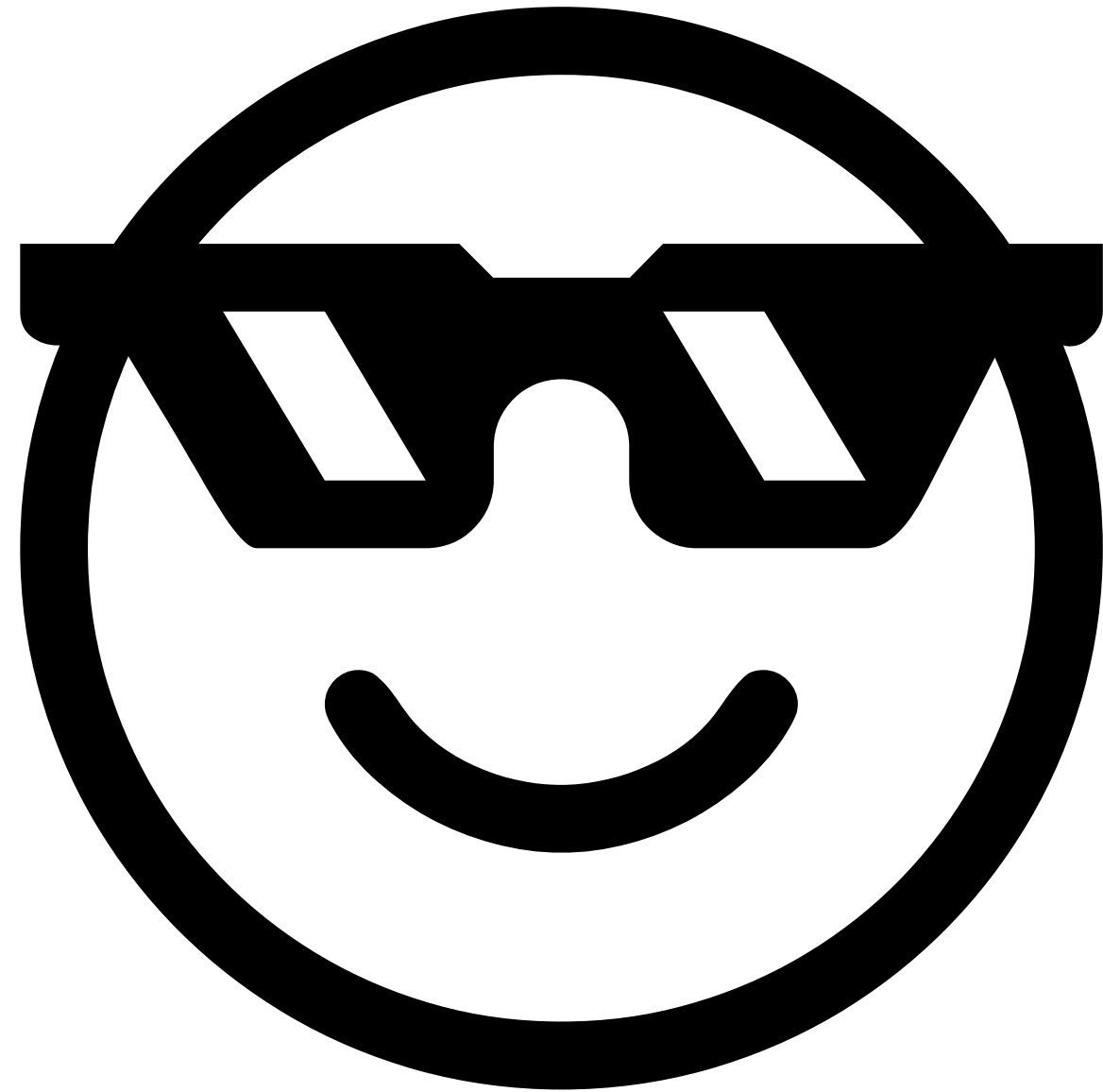
Anderes Vorgehen → Andere Persönlichkeitstypen



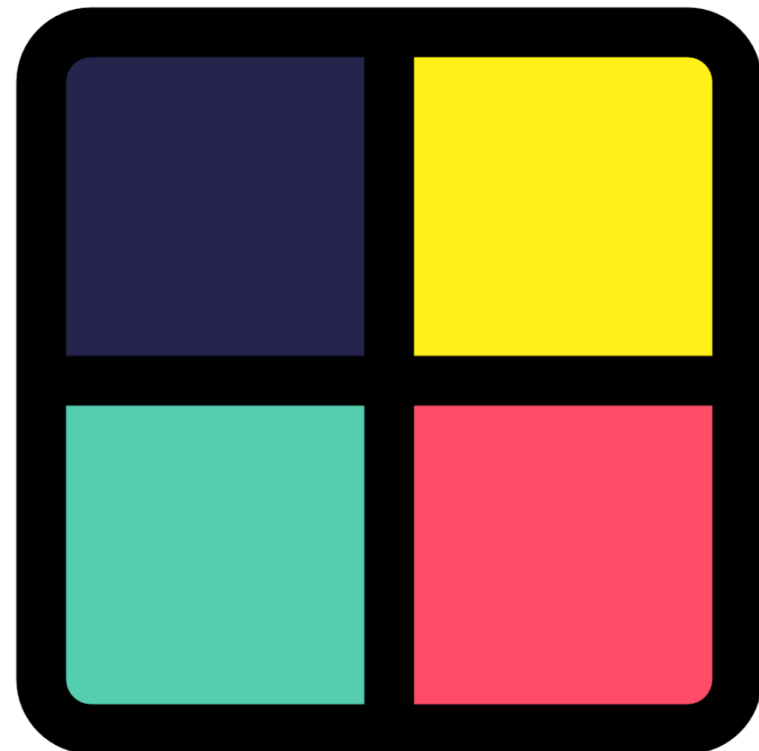
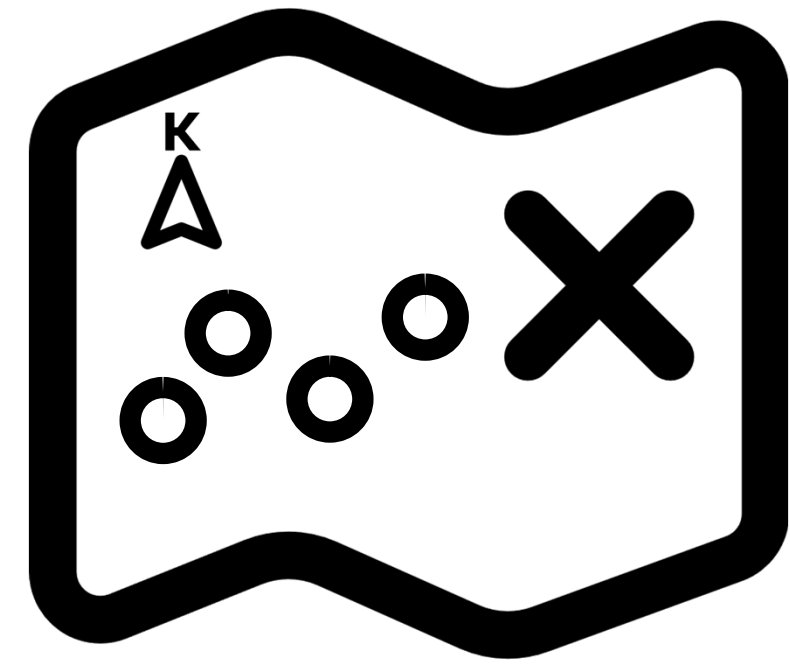
Organisationsaufbau im Kontext

Anderes Vorgehen → Andere Persönlichkeitstypen





Die **Landkarte**
ist das eine ...



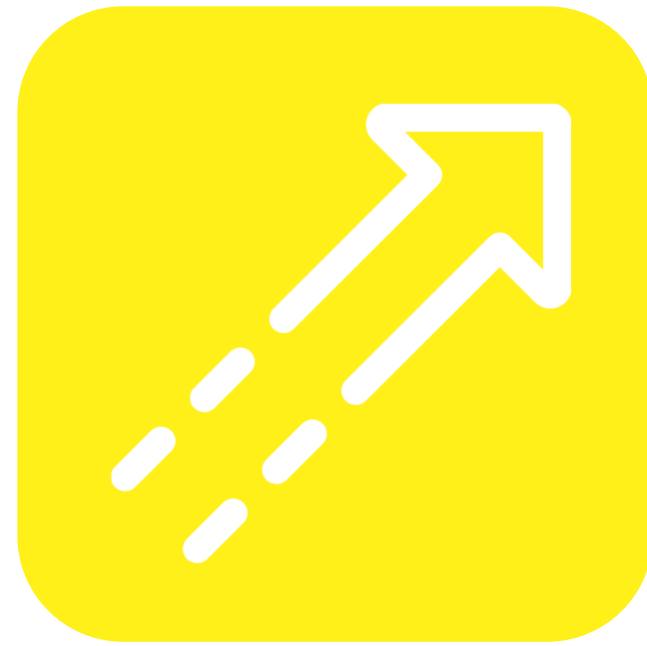
... **Muster** sind
das andere!

Muster-Kategorien



Klima

Climatic Patterns



Maxime

Doctrine



**(Kriegs-)
List**

Gameplay



Barrieren

Inertia

Muster



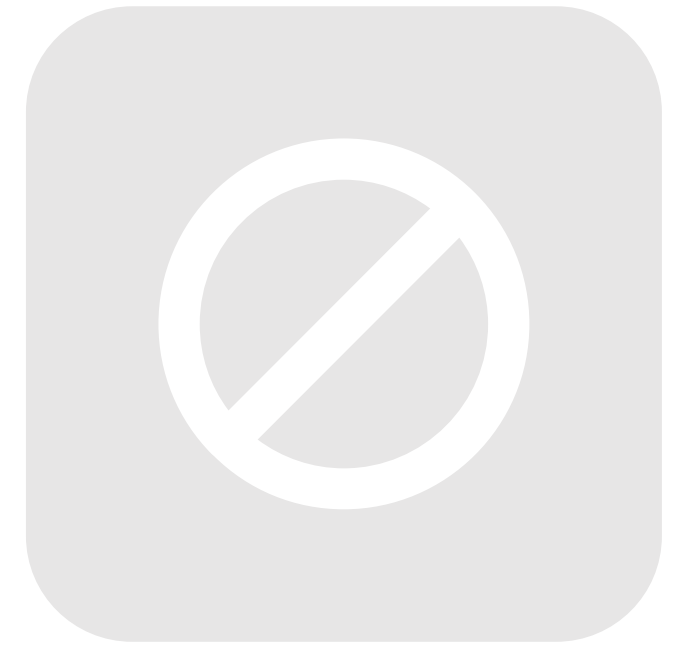
Klima



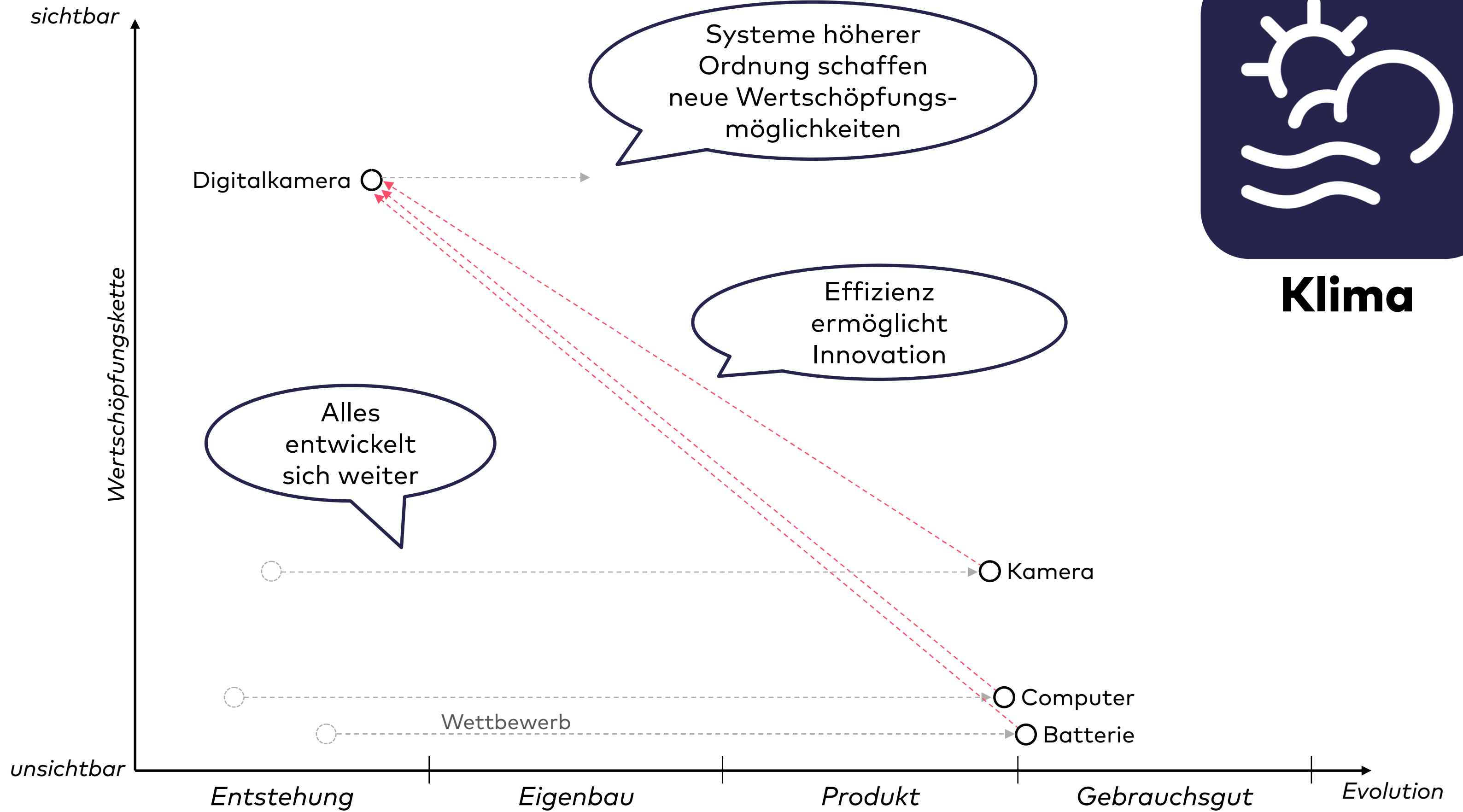
Maxime



**(Kriegs-)
List**



Barrieren



Klima

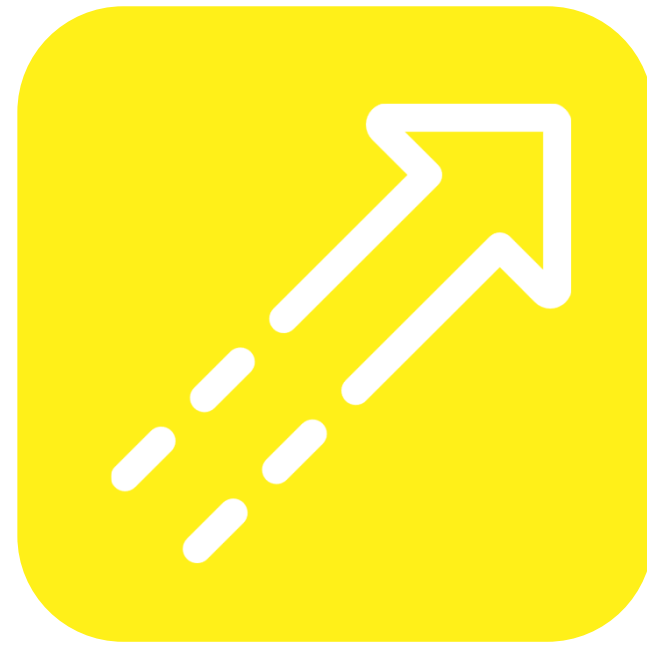
Climate (economic and competitor patterns)

Everything evolves	Characteristics change	No one size fits all
Efficiency enables innovation	Increased stability increases agility	Higher order systems create new sources of worth
Capital flows to new areas of value	No choice over evolution	Creative Destruction
Success breeds inertia	Inertia increases the more successful the past model is.	Inertia kills
Not everything is random	Economy has cycles	Two different forms of disruption (anticipatable vs unpredictable)
Competitors actions will change the game	Most competitors have poor situational awareness	Change is not always linear
Shifts from product to utility tend to demonstrate a punctuated equilibrium	Co-evolution	A “war” (point of industrialisation) causes organisations to evolve
Efficiency does not mean a reduced spend	Speed of developing higher order systems by re-combining lower order components accelerates with industrialisation of lower orders.	Evolution to higher order systems results in increasing energy consumption
Evolution of communication mechanisms can increase the speed of evolution	Patterns can be applied across contexts	Future differential value is inversely proportional to certainty

Muster



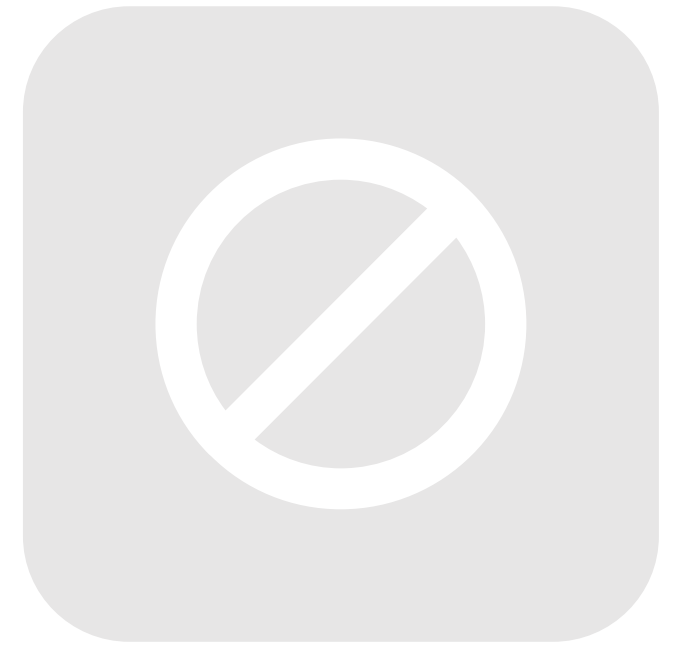
Klima



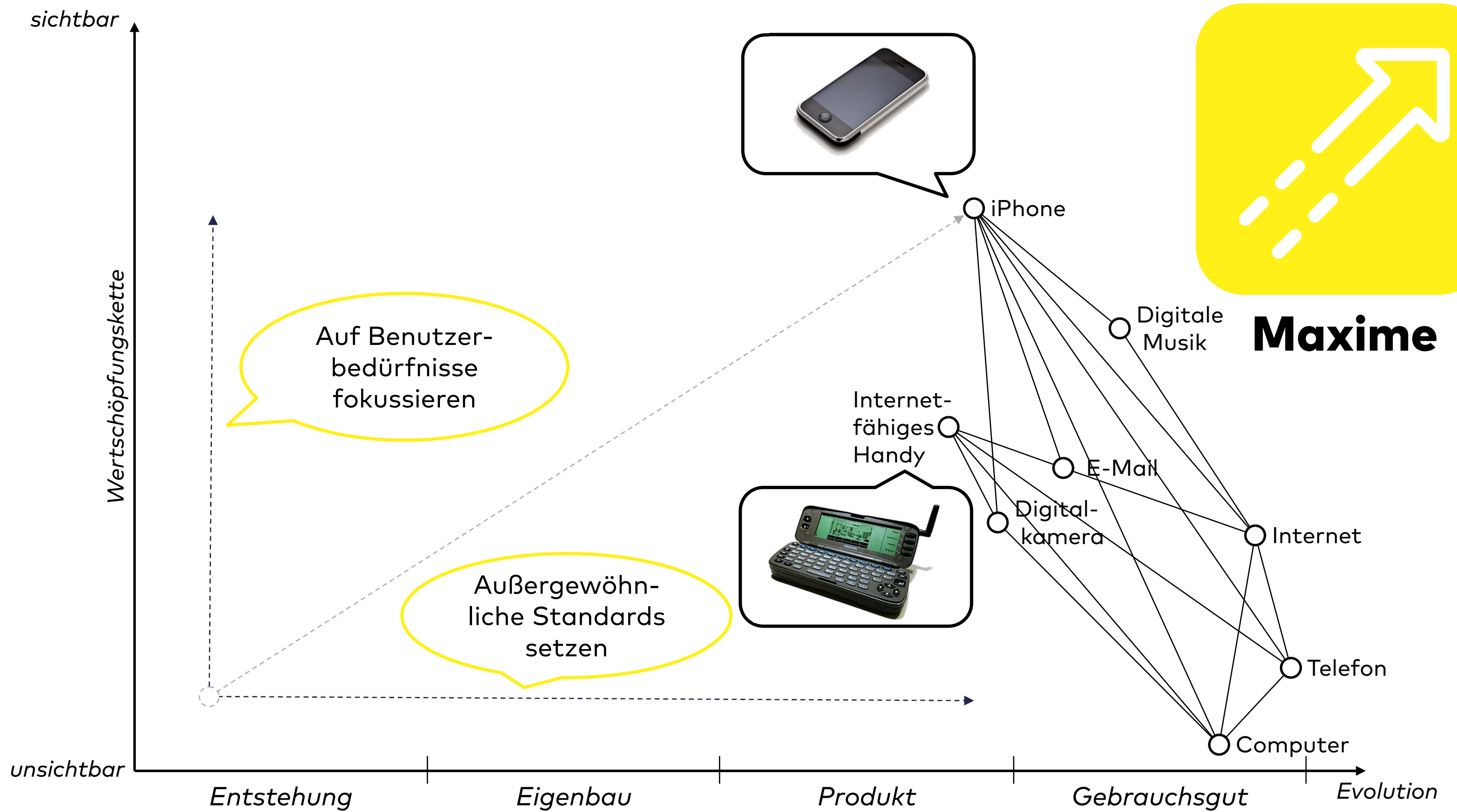
Maxime



(Kriegs-)
List



Barrieren



Category	Wardley's Doctrine (universally useful patterns that a user can apply)			
Phase I	Know your users <i>(e.g. customers, shareholders, regulators, staff)</i>	Use a systematic mechanism of learning <i>(a bias towards data)</i>	Focus on high situational awareness <i>(understand what is being considered)</i>	Use a common language <i>(necessary for collaboration)</i>
	Challenge assumptions <i>(speak up and question)</i>	Focus on user needs	Remove bias and duplication	Think small <i>(as in know the details)</i>
	Use appropriate methods <i>(e.g. agile vs lean vs six sigma)</i>			
Phase II	Be transparent <i>(a bias towards open)</i>	Move fast <i>(an imperfect plan executed today is better than a perfect plan executed tomorrow)</i>	Be pragmatic <i>(it doesn't matter if the cat is black or white as long as it catches mice)</i>	Think fast, inexpensive, restrained and elegant <i>(FIRE, formerly FIST)</i>
	Focus on the outcome not a contract <i>(e.g. worth based development)</i>	Use appropriate tools <i>(e.g. mapping, financial models)</i>	Manage inertia <i>(e.g. existing practice, political capital, previous investment)</i>	Effectiveness over efficiency
	Think aptitude and attitude	Think small <i>(as in teams)</i>	Use standards where appropriate	Manage failure
	Strategy is iterative not linear <i>(fast reactive cycles)</i>	A bias towards action <i>(learn by playing the game)</i>	Distribute power and decision making	
Phase III	Provide purpose, mastery & autonomy	Set exceptional standards <i>(great is just not good enough)</i>	Commit to the direction, be adaptive along the path <i>(crossing the river by feeling the stones)</i>	A bias towards the new <i>(be curious, take appropriate risks)</i>
	Do better with less <i>(continual improvement)</i>	Optimise flow <i>(remove bottlenecks)</i>	Think big <i>(inspire others, provide direction)</i>	Be humble <i>(listen, be selfless, have fortitude)</i>
	Be the owner <i>(take responsibility)</i>	Strategy is complex <i>(there will be uncertainty)</i>	Seek the best	
Phase IV	Exploit the landscape	There is no core <i>(everything is transient)</i>	Listen to your ecosystems <i>(acts as future sensing engines)</i>	There is no one culture <i>(e.g. pioneers, settlers and town planners)</i>
	Design for constant evolution			

Muster



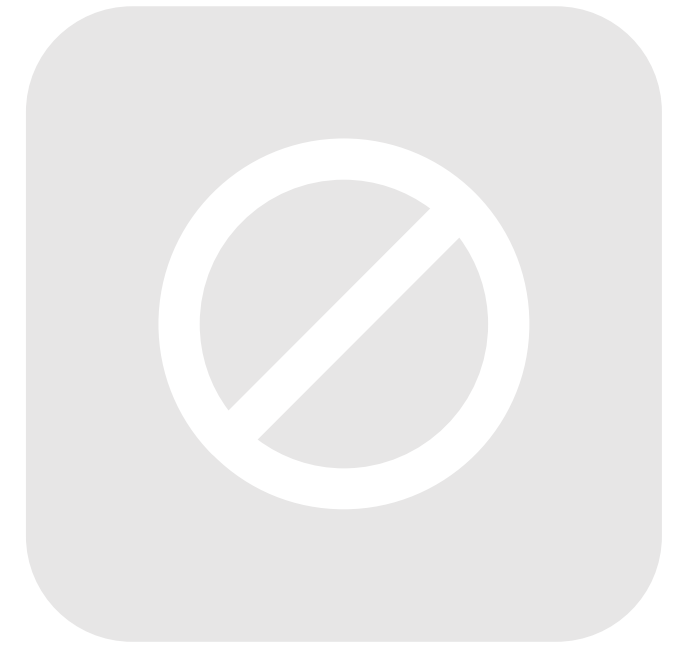
Klima



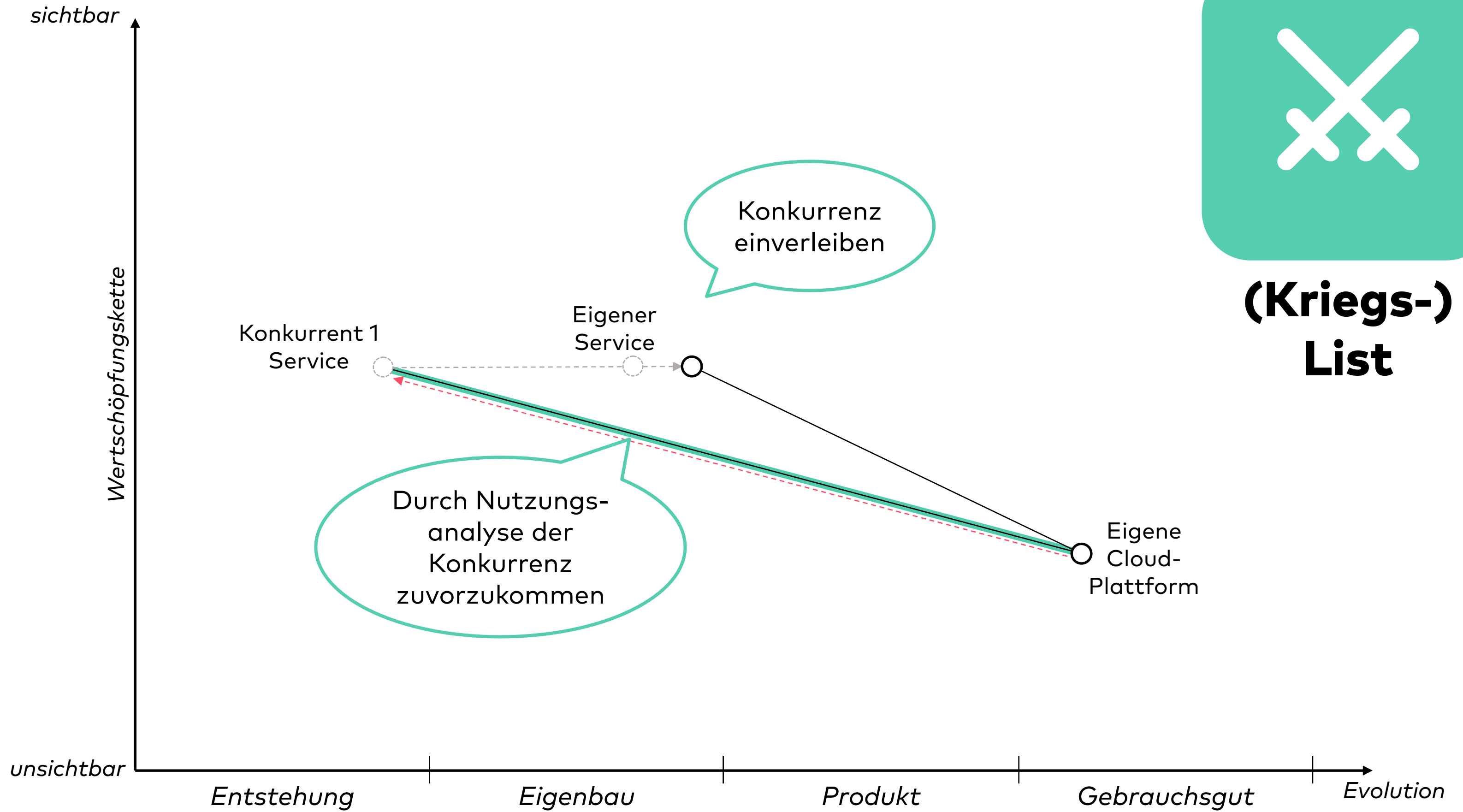
Maxime



**(Kriegs-)
List**



Barrieren



Gameplay (Context Specific)

Open approaches (<i>source, data, APIs</i>)	Exploiting network effects
Ecosystems (<i>various context specific forms</i>)	Defensive regulation
Undermining barriers to entry	The standards game
Co-creation	Consumerisation
Embrace and extend	Misdirection
Eating your own dog food	Land grab
Tower and moat	Fragmentation play
Threat acquisition	Creating a centre of gravity
Sweat and dump	Pig in a poke
Channel disintermediation	Co-opting
Talent raid	Pricing policy
Creating constraints	Limitation of competition
Directed investment	Sapping opponents
Tech drop ambush	Licensing play
Reinforcing competitor inertia	Alliances

Muster



Klima



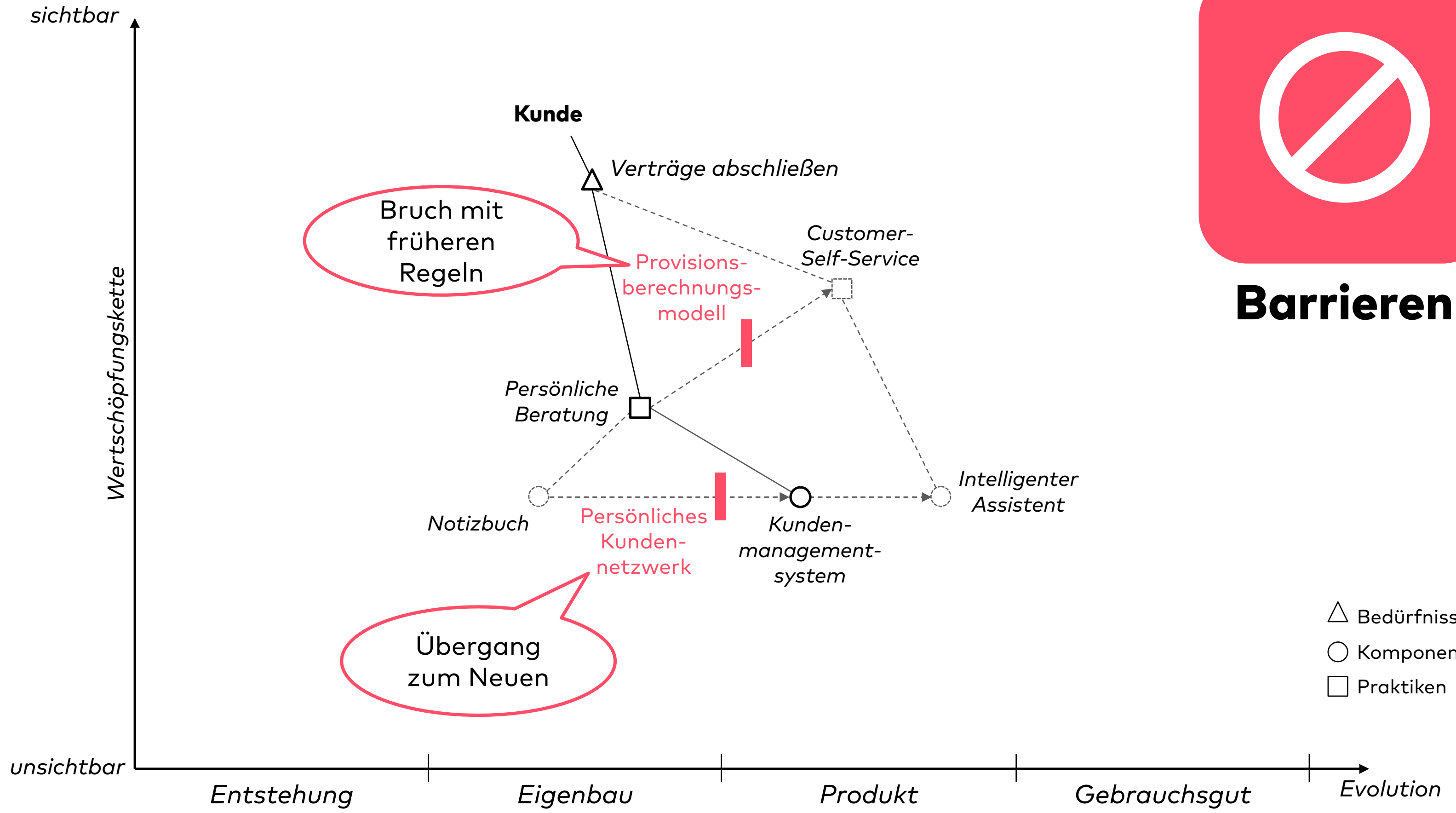
Maxime



(Kriegs-)
List



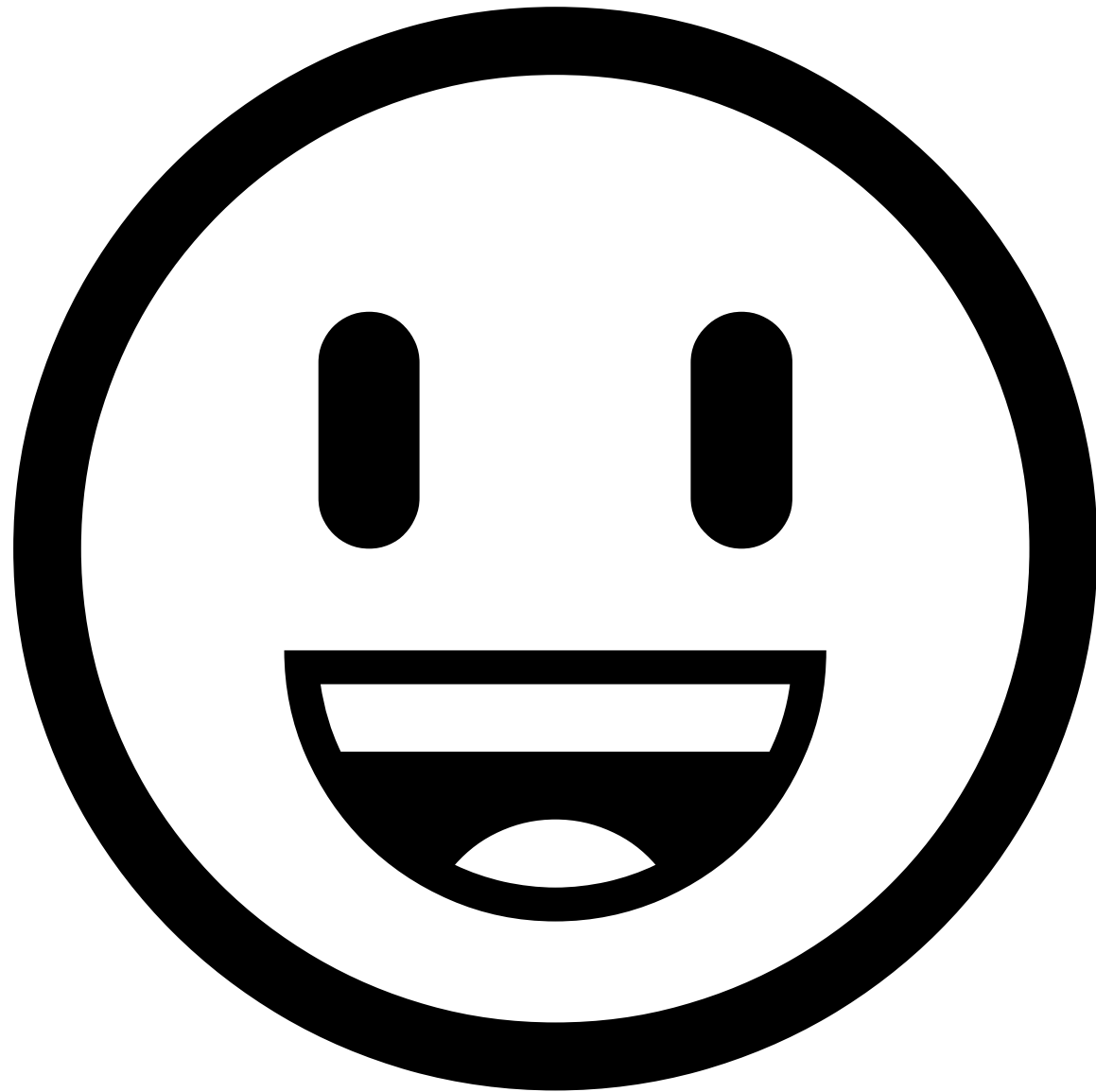
Barrieren



Barrieren

Inertia

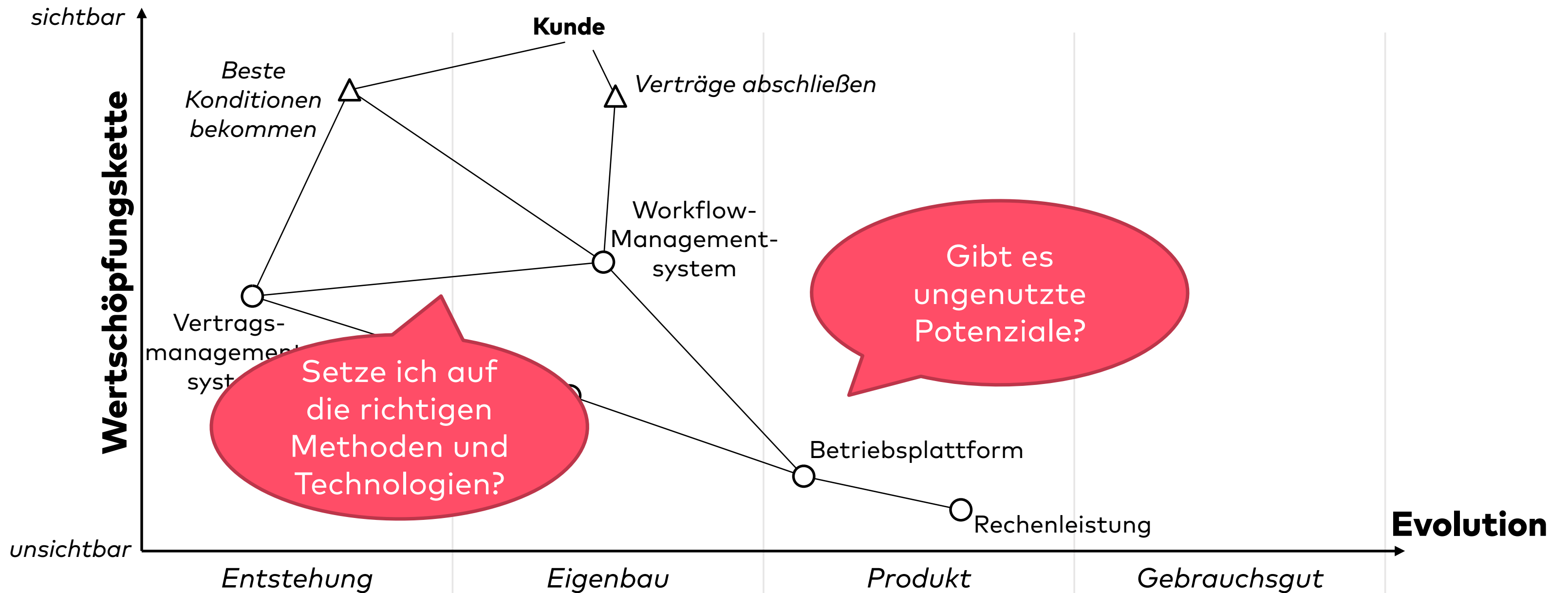
Disruption of Past Norms	Transition to the New	Agency of the New	Business Model
Change of business relationship (loss of social capital)	Investment in knowledge capital	Suitability	Declining unit value
Loss of existing financial or physical capital	cost of acquiring new skillsets	Lack of second sourcing options	Data for Past Success counteracts
Loss of political capital	Investment in new business relationships	Lack of pricing competition	Resistance from rewards and culture
Threat to barriers to entry	Changes to governance, management and practices	Loss of strategic control	External financial markets reinforce existing models



Einsatz in der Softwaremodernisierung

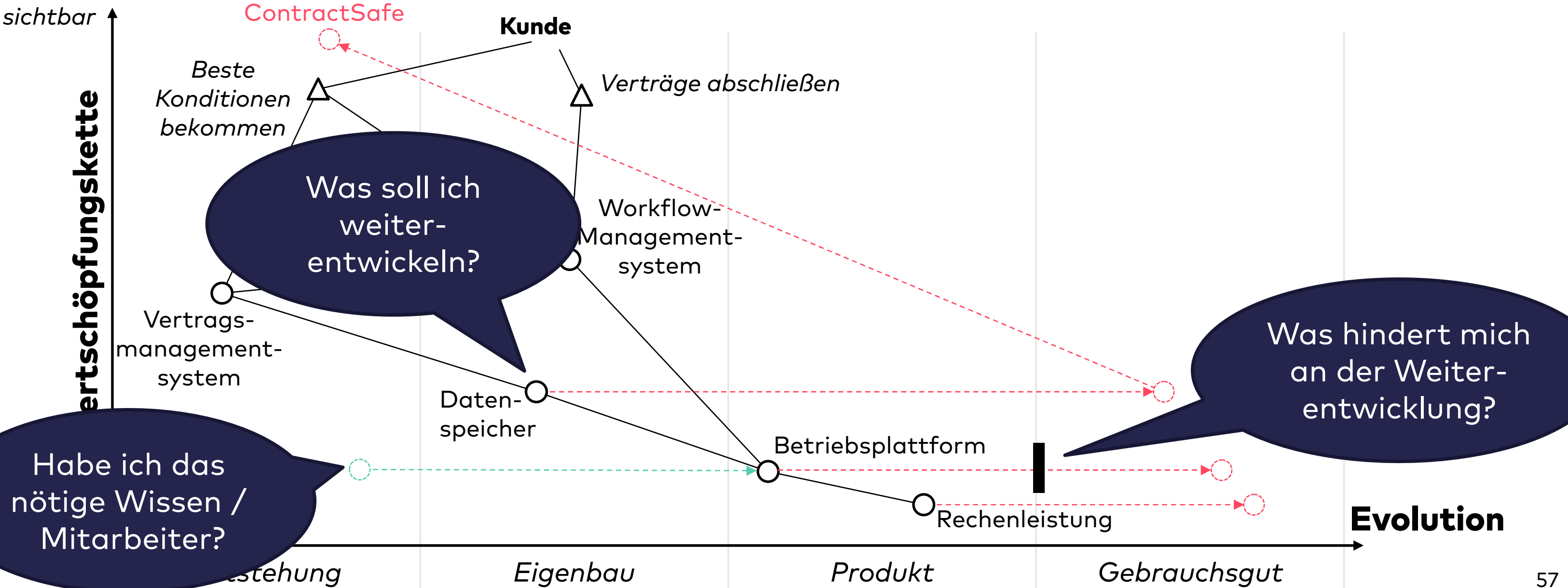
Eigene Situation erfassen

Den eigenen Kontext kennenlernen



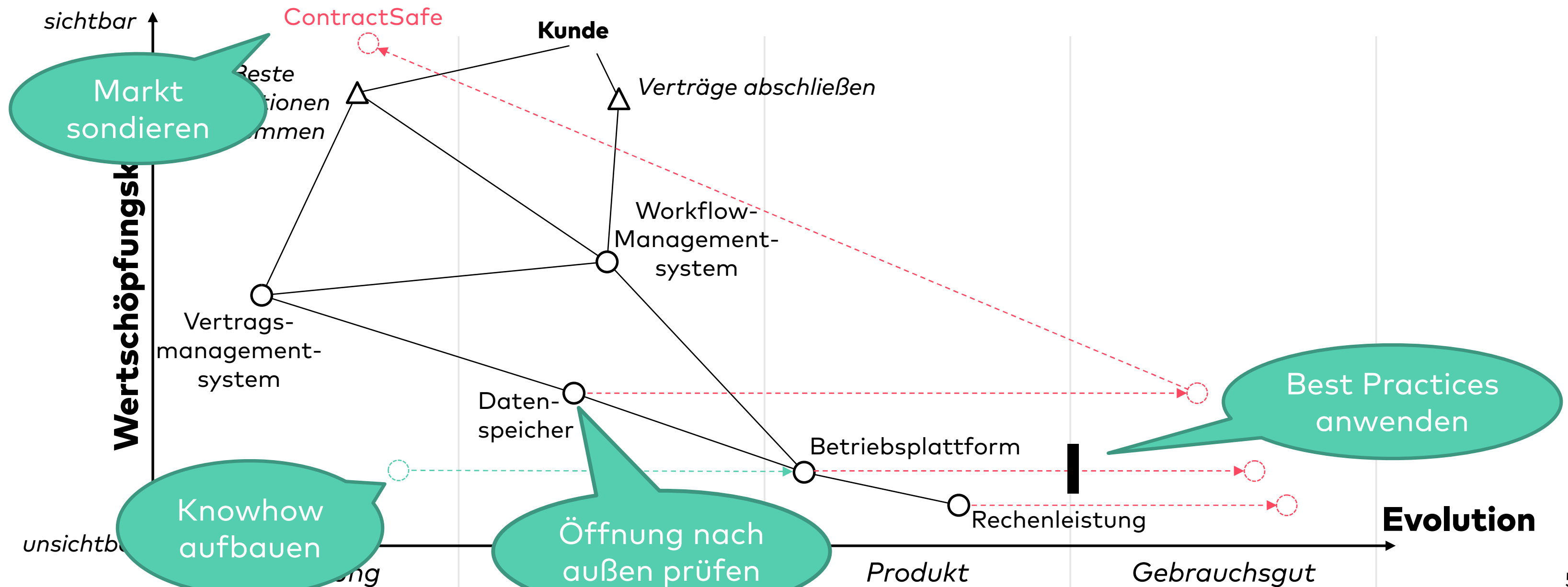
Analysieren und Taktieren

Muster auf die gegebene Situation einwirken lassen



Entscheiden

Diskutieren, anpassen und vorankommen





Zusammenfassung

Zusammenfassung

Wardley Maps in der Softwaremodernisierung

- ✓ Schaffen situationsspezifisches Kontextbewusstsein
- ✓ Kommunikationsmittel zwischen Strategie/
Business & Umsetzung/Entwicklung
- ✓ Zeigen Wege in eine gemeinsame Zukunft bei größeren Softwaremodernisierungsprojekten

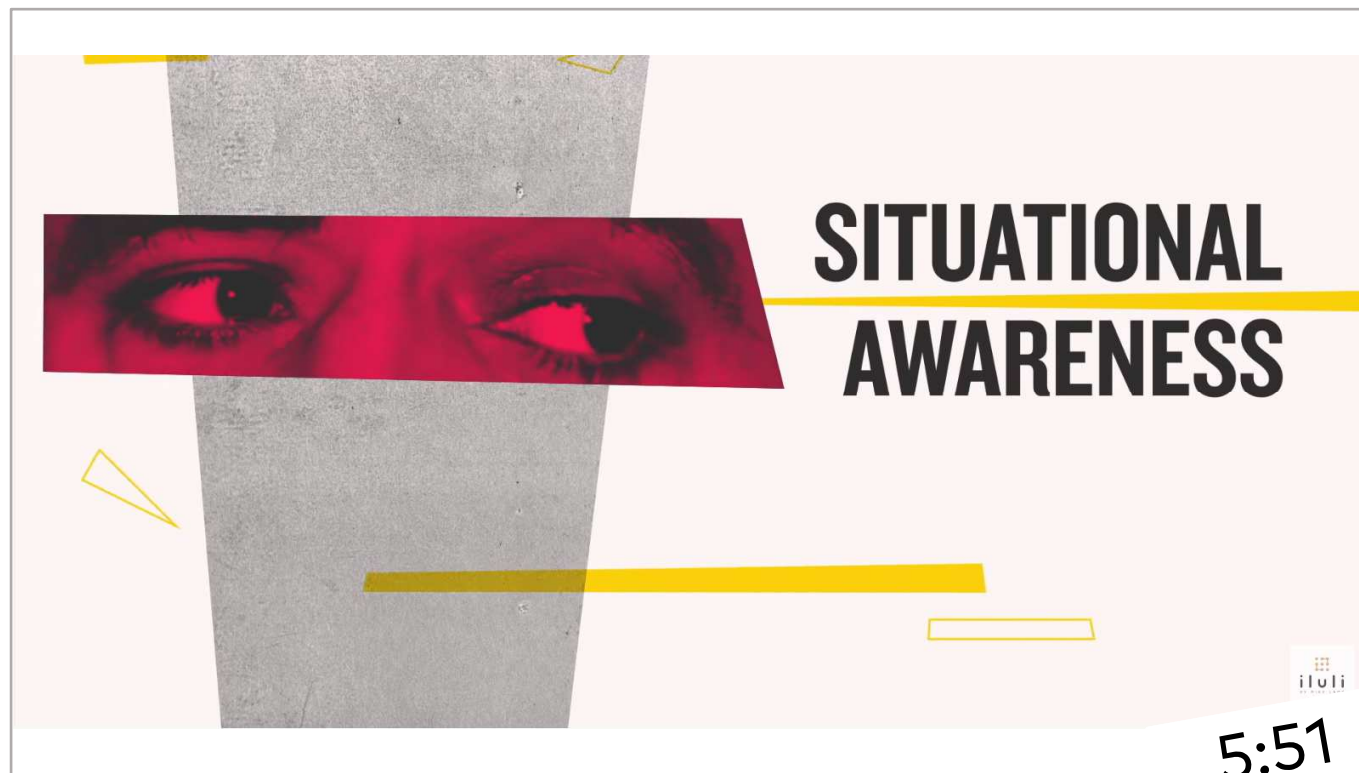
Abschluss

"All models are wrong,
but some are useful"

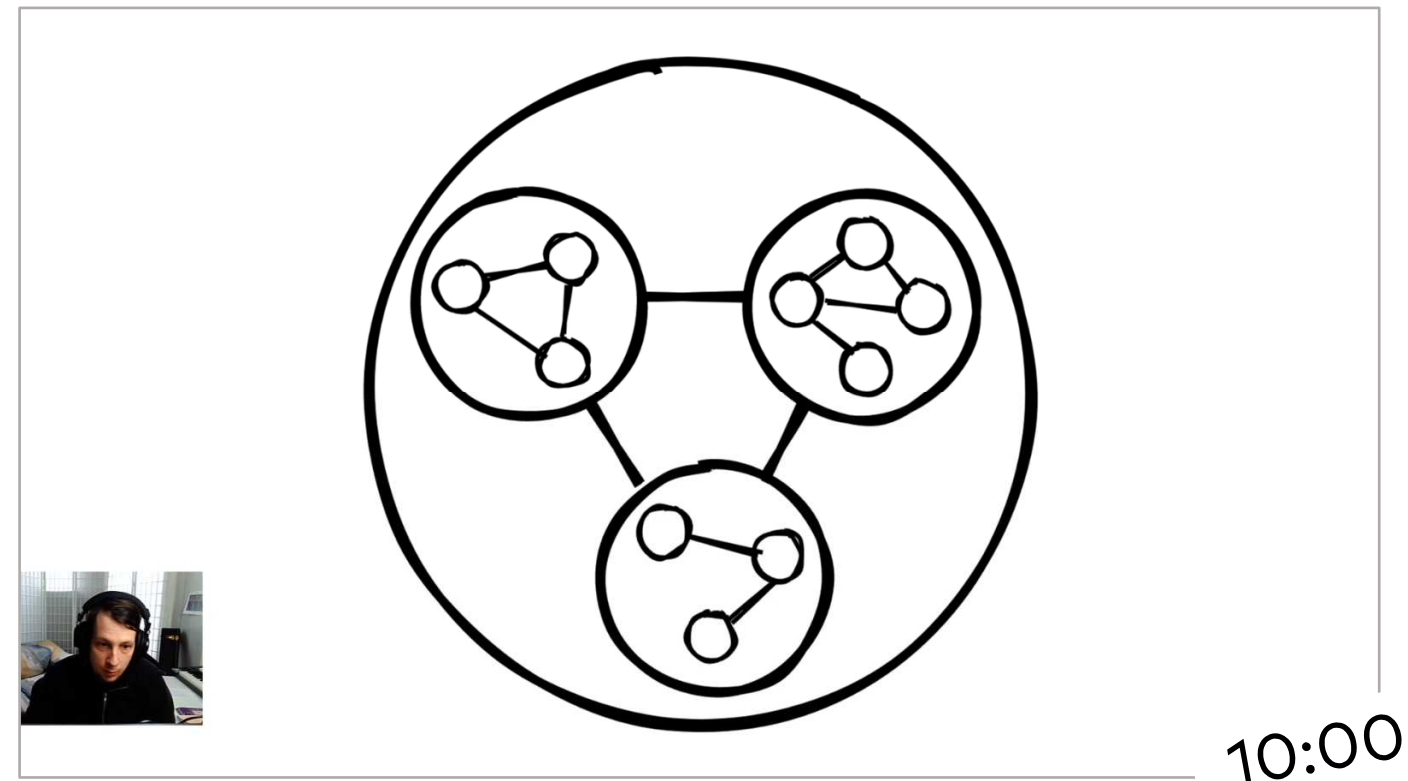
George Box

**Wardley Maps als Kommunikationsinstrument
und nicht als goldenen Zauberstab sehen!**

Wardley Mapping Quick Start



Investing in Innovation: How Situational Awareness Can Put Your Business on the Map
<https://www.youtube.com/watch?v=Gfq3ocmadZo>



Ben Mosier: The Easiest Way to Do Wardley Mapping
<https://www.youtube.com/watch?v=IJcLmoKR6v8>

Einstieg in das Thema

- Einsteigerseite von Ben Mosior
<https://learnwardleymapping.com/>
- Vortrag von Simon Wardley
<https://www.youtube.com/watch?v=Ty6pOVEc3bA>
- Buch „Wardley Maps“ von Simon Wardley
<https://medium.com/wardleymaps>
- Generiertes Hörbuch des Buches
<https://feststelltaste.github.io/wardley-maps-audiobook/>
- Meine persönlichen TOP 5 zum Einstieg
<https://www.feststelltaste.de/top-5-learning-wardley-maps/>

Im Talk noch mit erwähnt

- Nick Tune: Legacy Architecture Modernisation With Strategic Domain-Driven Design

<https://medium.com/nick-tune-tech-strategy-blog/legacy-architecture-modernisation-with-strategic-domain-driven-design-3e7c05bb383f>

- Projekt zur Übersetzung ins Deutsche

<https://github.com/selfscrum/wardley-maps-book>

Fragen!?

Diskussionen!?

Anmerkungen!?

Feedback!?

Vielen Dank!



Markus Harrer

Software Development Analyst

E-Mail: markus.harrer@innoq.com

Mobil: +49 175 5 75 36 40

Twitter: [@feststelltaste](https://twitter.com/feststelltaste)

Blog: feststelltaste.de



innoQ Deutschland GmbH

Krischerstr. 100
40789 Monheim am Rhein
Germany
+49 2173 3366-0

Ohlauer Str. 43
10999 Berlin
Germany

Ludwigstr. 180E
63067 Offenbach
Germany

Kreuzstr. 16
80331 München
Germany

innoQ Schweiz GmbH

Gewerbestr. 11
CH-6330 Cham
Switzerland
+41 41 743 01 11

Albulastr. 55
8048 Zürich
Switzerland