



# 9th International Conference of the TOC Practitioners Alliance - TOCPA

[www.tocpractice.com](http://www.tocpractice.com)

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## **"Soup from Stones" – A Case Study in Collaborative Product Development.**

**How to use a mixture of Agile Project Management, TOC and Test  
First Thinking to Rebuild Trust and Make More Money.**

Clarke Ching

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# Clarke Ching

Clarke Ching is an expert in the application of Goldratt's Theory of Constraints to Agile software development. He is author of *Rocks into Gold* and *Rolling Rocks Downhill (BETA)*. He gained Scrum certification from Ken Schwaber in Scotland in 2004 and now works as a Agile Leader at Royal London Group.

Clarke focuses on Cash-Flow-Driven-Development & the use of positive psychology to help development teams flourish.



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# Stone Soup



Stone Soup or Steak?

# Steak

## DEGREES OF STEAK DONENESS



### BLUE RARE

SEARED ON THE OUTSIDE, COMPLETELY RED THROUGHOUT



### MEDIUM

SEARED OUTSIDE, 25% PINK SHOWING INSIDE



### RARE

SEARED OUTSIDE AND STILL RED 75% THROUGH THE CENTRE



### MEDIUM WELL

A SLIGHT HINT OF PINK



### MEDIUM RARE

SEARED OUTSIDE WITH 50% RED CENTRE



### WELL DONE

BROILED UNTIL 100% BROWN

USE THESE KEY WORDS AND PHRASES TO ACCURATELY DESCRIBE STEAK DONENESS LEVELS TO YOUR GUEST



Stone Soup or Steak?

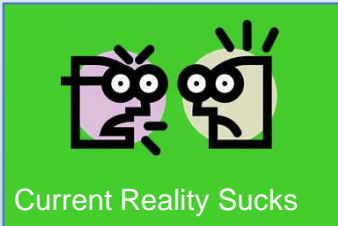


You're probably a nice person Clarke but ...

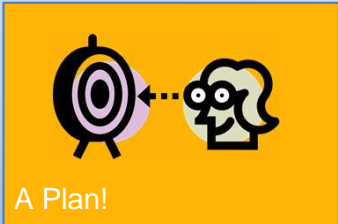
We don't trust them ... We can't trust you.

"We spit after we say their name."

Month	Story
1	a, b, c
2	d, e
3	f, g, h, i
4	j, k
5	l, m, n, o, p
6	q, r, s, t
7	Proving/ Testing



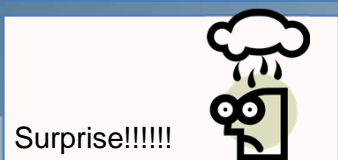
**Bad news: A new project!**



**Bad news: A new sponsor!**



**Good news: On time, few bugs!**



```
AAA
DDD
XXXXXX
YYYYYYYYYYYYY UAT/rework (yuck)
EEEEEEEEEE ...
```

```
AAAaaaaa
DDdddddd
XXXXXXX
YYYYYYY Prevent & Prove
EEEEEEEEEEEEEE ...
```



(Customer Staff onboard from day 0, including regression testers)



(skeuomorph requirements)



Me: This "iteration" doesn't finish until every test is agreed & proved (Forced Collaboration – through tests)



(Rope a Dope – see M. Ali)

- Preferred supplier list
- Asked to bid for new work
- Asked how we did it
- LinkedIn recommendation?
- Customer makes millions
- Vendor gains 6-9 months capacity

We delivered too early. No one believed our plan. And things got grumpy again.

**Stop**