

THE ECONOMICS OF TECHNICAL CHOICES

DO WE NEED IT?

INTRODUCTION

Where I bring you into the topic going all philosophical, introduce myself, and feature an opinionated angle and biased perspective, for the sole purpose of leading up to a nice segue.



**HE DID NOT UNDERSTAND THE PRICE.
MORTALS NEVER DO. THEY ONLY SEE
THE PRIZE, THEIR HEART'S DESIRE,
THEIR DREAM.**

The Sandman
Neil Gaiman

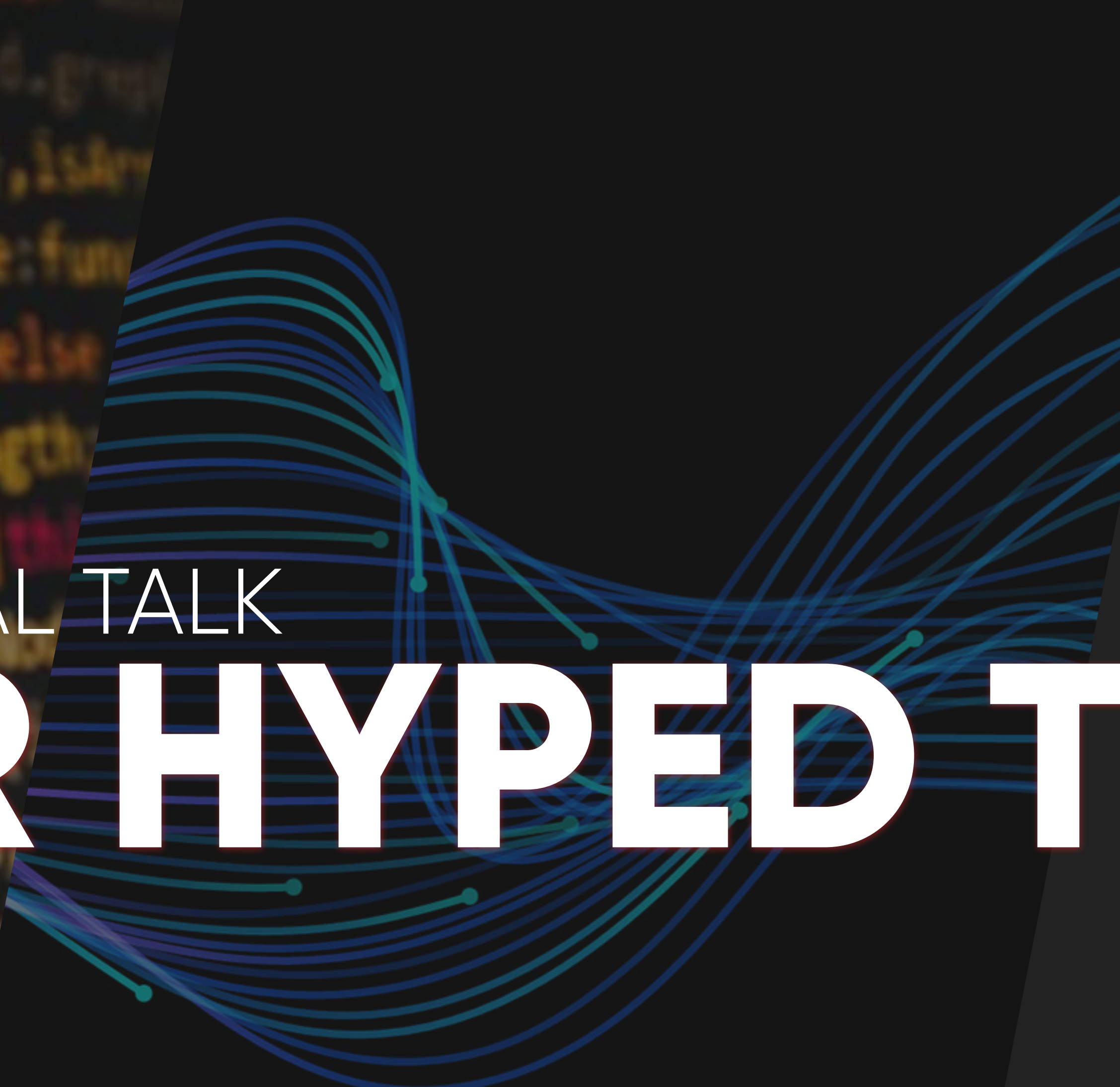
AN ATYPICAL TALK

```
(b.nodeType)return c.g  
function"===d.type(a)),l  
||ca.call(a,b)},type:f  
[d],c),!1===e)break)e  
b.length,e=0,d=a.leng  
{return a.apply(b)  
tB.Td(h))%f parent  
eng h  
plit("|"),e=a.leng  
d,f=a([],c.lengt  
=b[p]||(b[p]={})  
type?[j]:j,o=[  
-f?1:0,i=Xa(f
```

AN ATYPICAL TALK

NOT ABOUT CODING

```
(b.nodeType)return c.g...  
function"===d.type(a)),isArr...  
||ca.call(a,b)},type:fun...  
[d],c),!1===e)break)else...  
b.length,e=0,d=a.length...  
{return a.apply(b)||...  
tById(h))&&f.parent...  
length;...  
plit("|"),e=a.length...  
d,f=a([],c.length,...  
=b[p]||(b[p]={});if...  
type?[j]:j,o=[],q=...  
-f?1:0,i=Xa(func...  
o,va,
```



AN ATYPICAL TALK

NOR HYPED TECH

```
(b.nodeType)return c.g...  
function"===d.type(a)),isArr...  
||ca.call(a,b)},type:fun...  
[d],c),!1===e)break)else...  
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tB:T+(b))&&f.parent...  
length...=f...  
plit("|"),e=a.length...  
d,f=a([],c.length,...  
=b[p]||(b[p]={});if...  
type?[j]:j,o=[],q=...  
-f?1:0,i=Xa(func...  
o,va...
```

AN ATYPICAL TALK

NOR ANYTHING I BUILT



NOW

A woman with short, wavy brown hair and a yellow t-shirt is looking at her pink smartphone with a confused expression. Her right hand is raised in a shrug gesture. The background is a solid, muted purple color.

SOME OF YOU MIGHT BE WONDERING
"WHY AM I HERE?"



"WHY AM I HERE?"

QUITE A QUESTION, UH?



WHAT'S MY PURPOSE?



WHO AM I?



GLAD YOU ASKED

Marco Cedaro he/him

Director of Engineering

Storio Group



WHY AM I HERE?

WHY AM I HERE?

WHY AM I HERE?

LET'S PLAY WITH
THE 5 WHYS



WHY

AM I HERE?

A TECHNIQUE FROM TOYOTA,
TO ENABLE PROBLEM SOLVING

LET'S PLAY WITH
THE **5 WHYS**



WHY

AM I HERE?

**A TECHNIQUE FROM TOYOTA,
TO ENABLE PROBLEM SOLVING**

**LET'S PLAY WITH
THE 5 WHYS**



IT GOES A BIT LIKE THIS:

WHY DO YOU ATTEND CONFERENCES?

BECAUSE I GET TO MEET LIKE-MINDED PEOPLE?

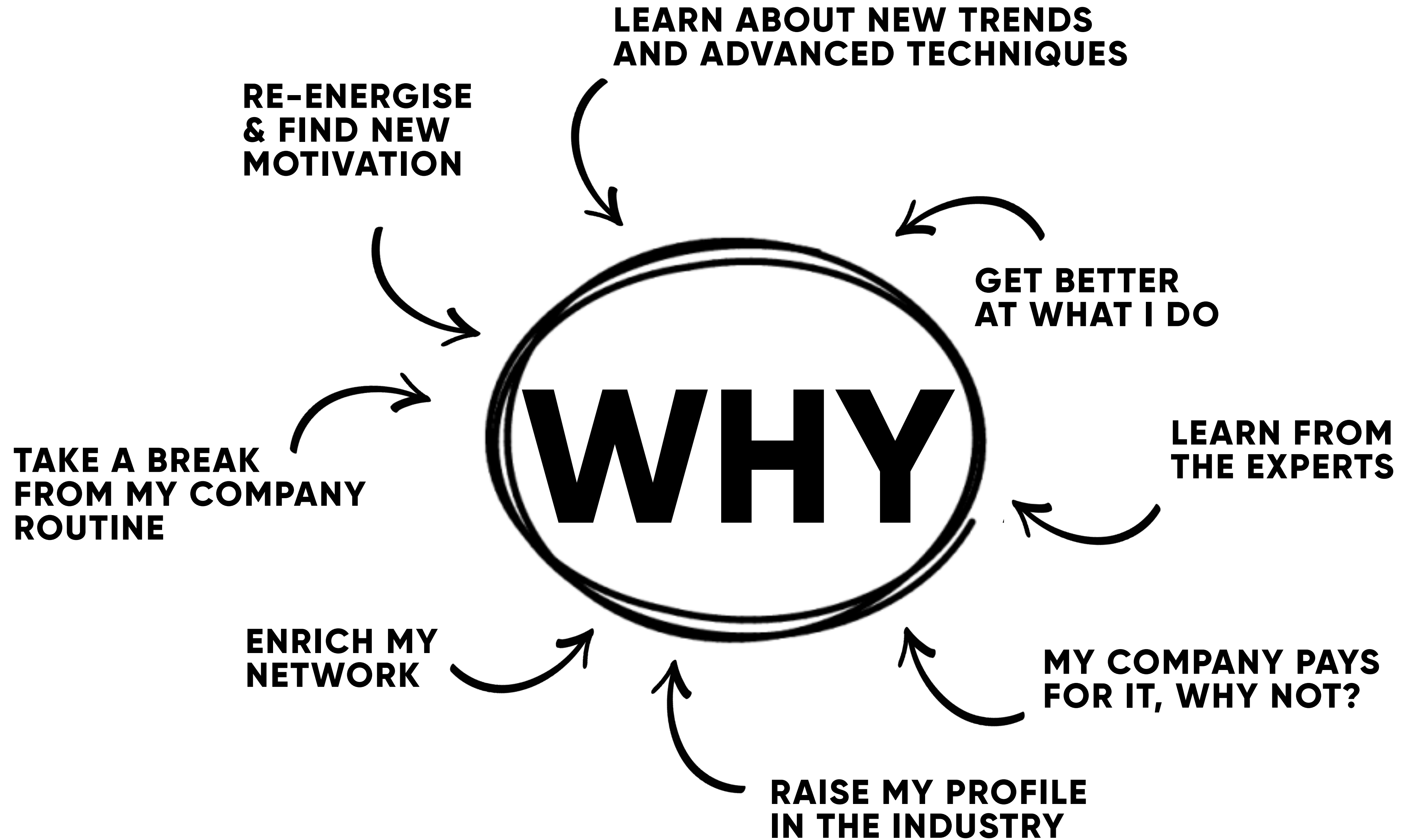
WHY DO YOU VALUE MEETING LIKE-MINDED PEOPLE?

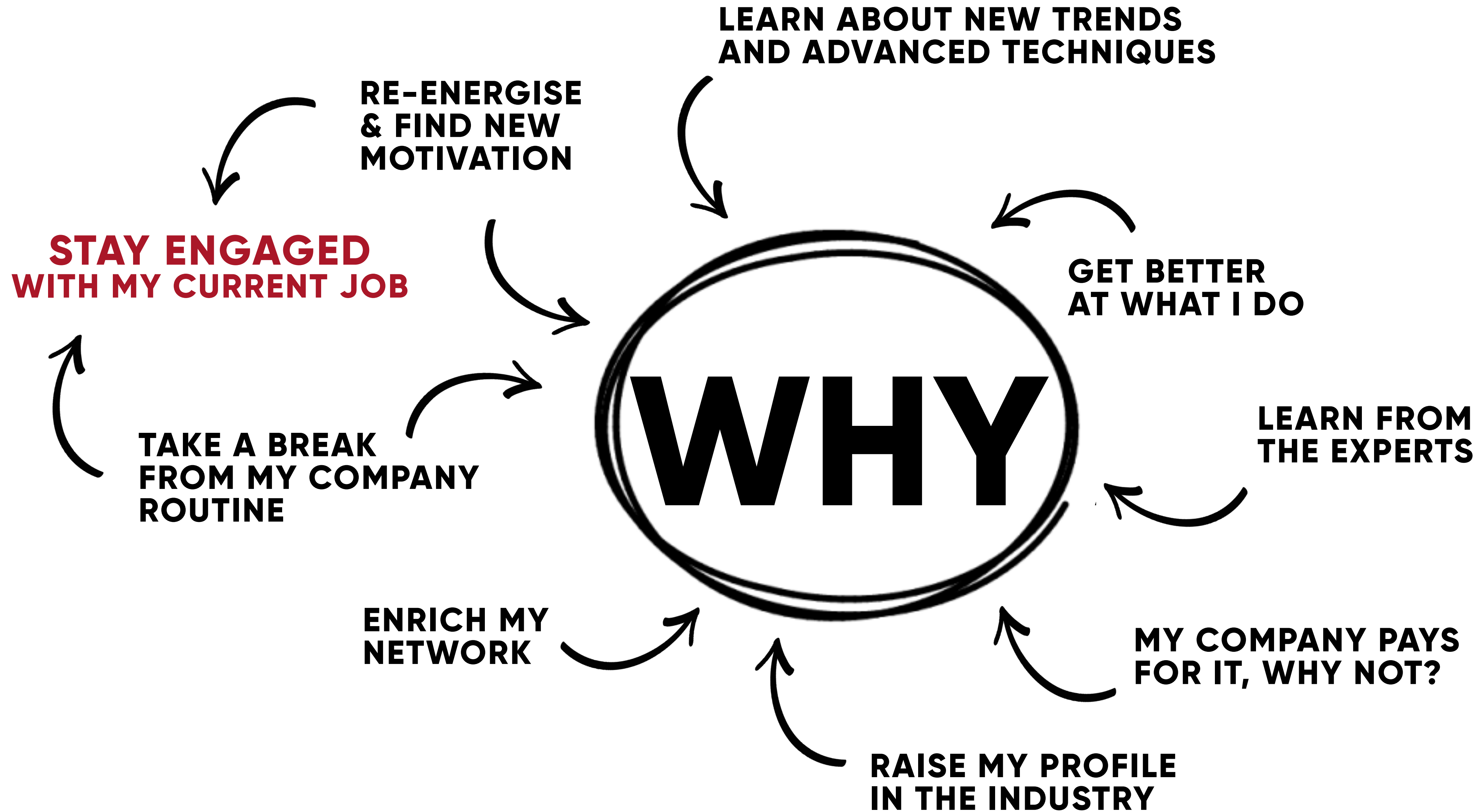
BECAUSE I CAN ENRICH MY NETWORK: I ALSO MADE
LONG LASTING FRIENDSHIPS AT CONFERENCES

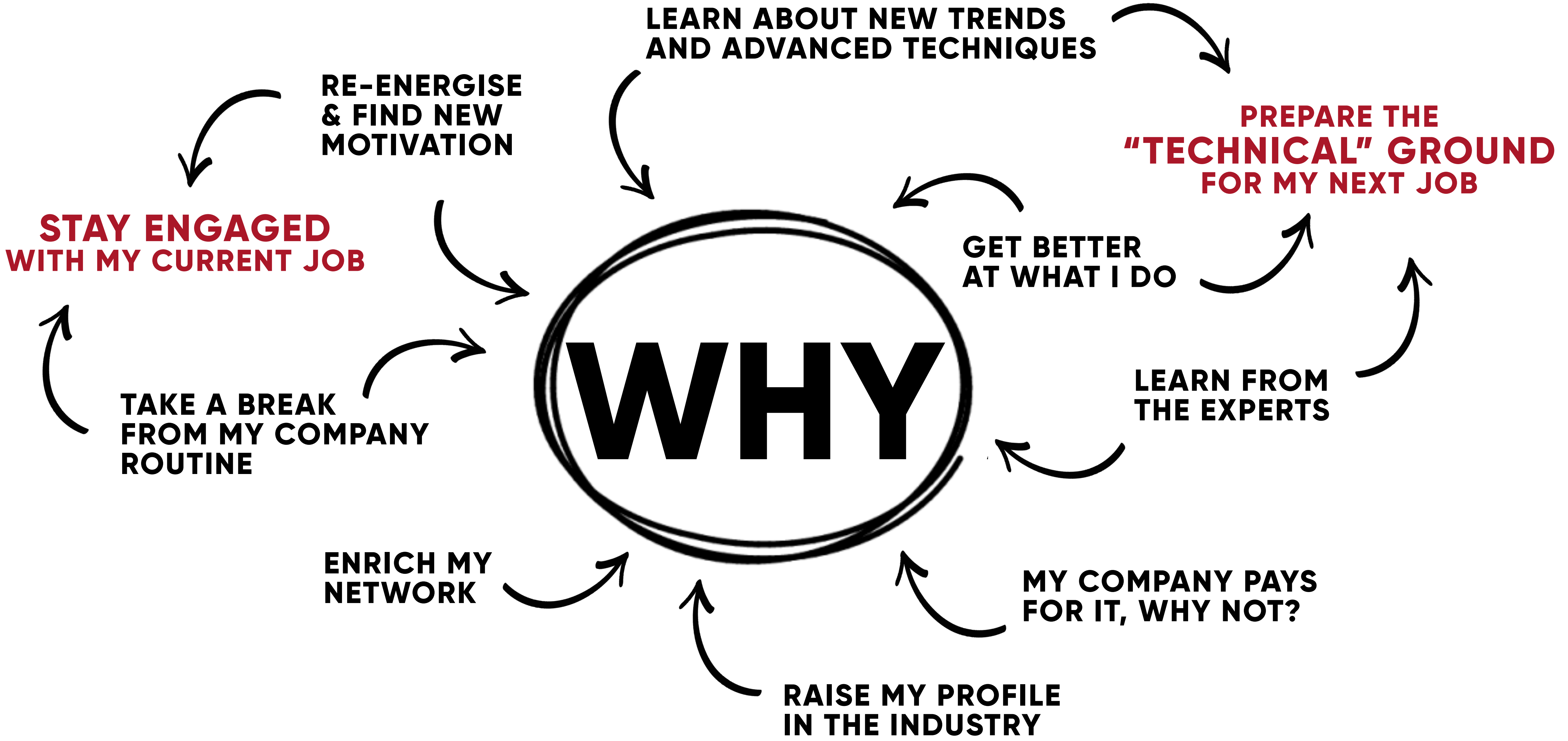
WHY WOULD YOU WANT TO ENRICH YOUR NETWORK?

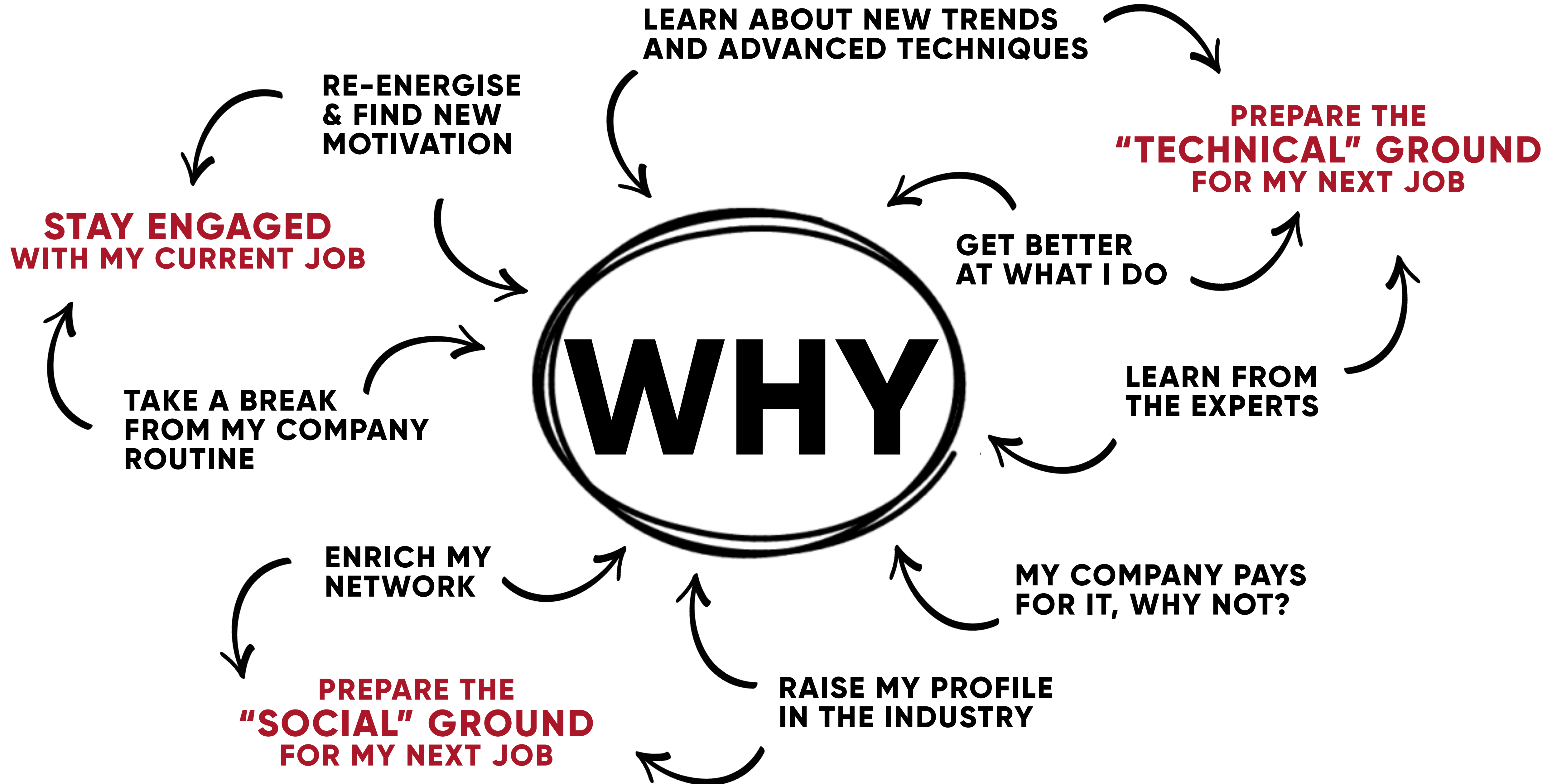
WELL, FOR EXAMPLE, IN SEVERAL OCCASIONS
I FOUND A JOB THROUGH MY NETWORK

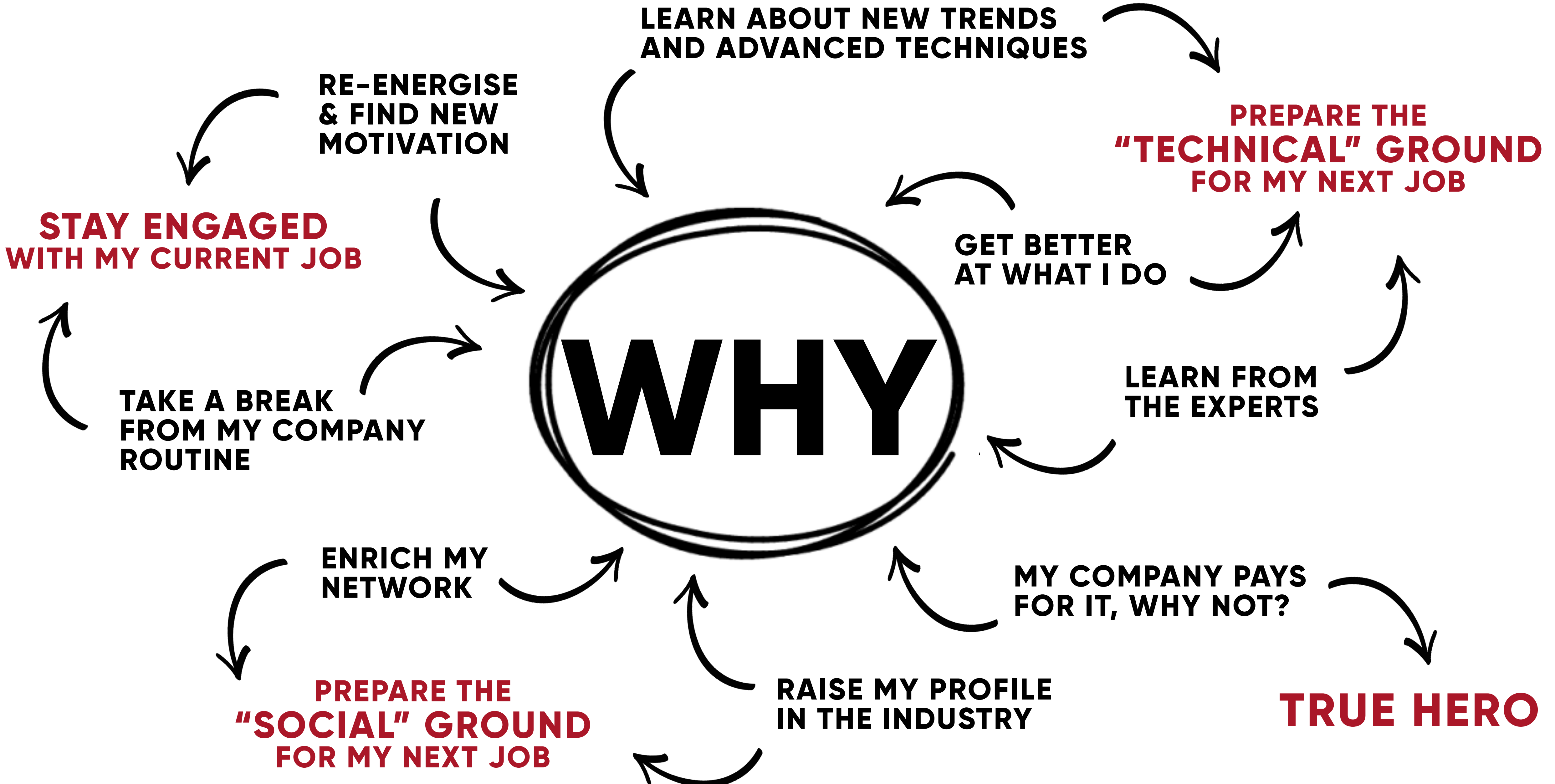
WHY

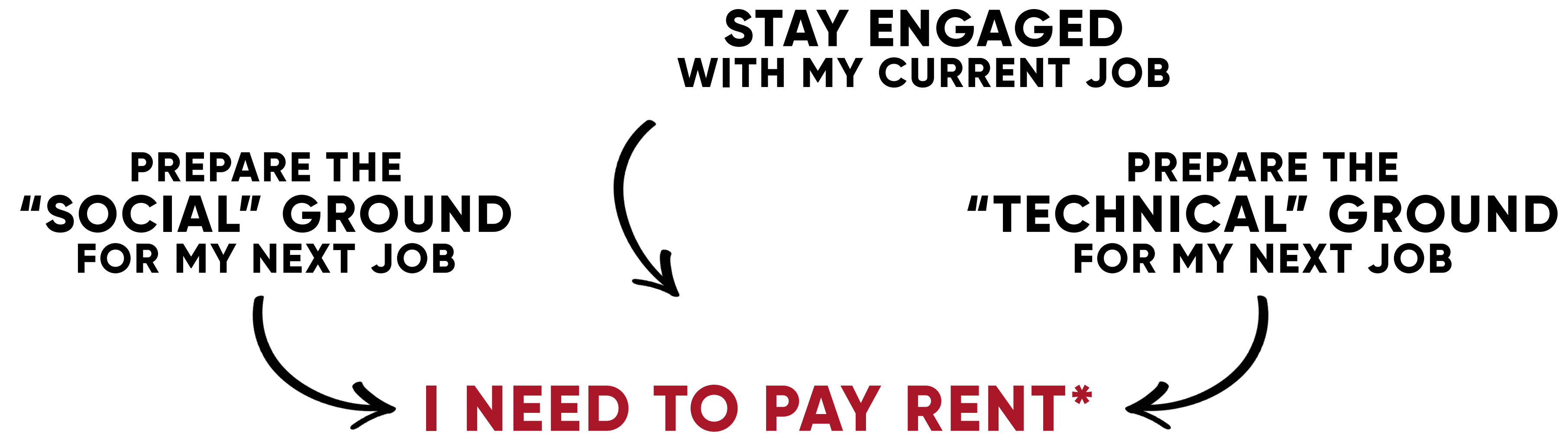






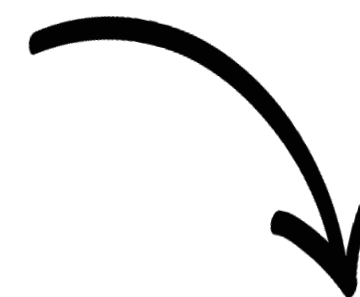






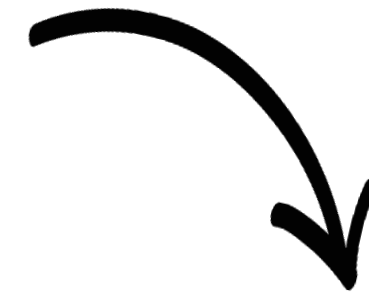
* it could be a mortgage, school tuitions, poker, expensive hobbies, lavish lifestyle, cat litter, or whatever you usually spend your money on.

**MY COMPANY PAYS
FOR IT, WHY NOT?**



TRUE HERO

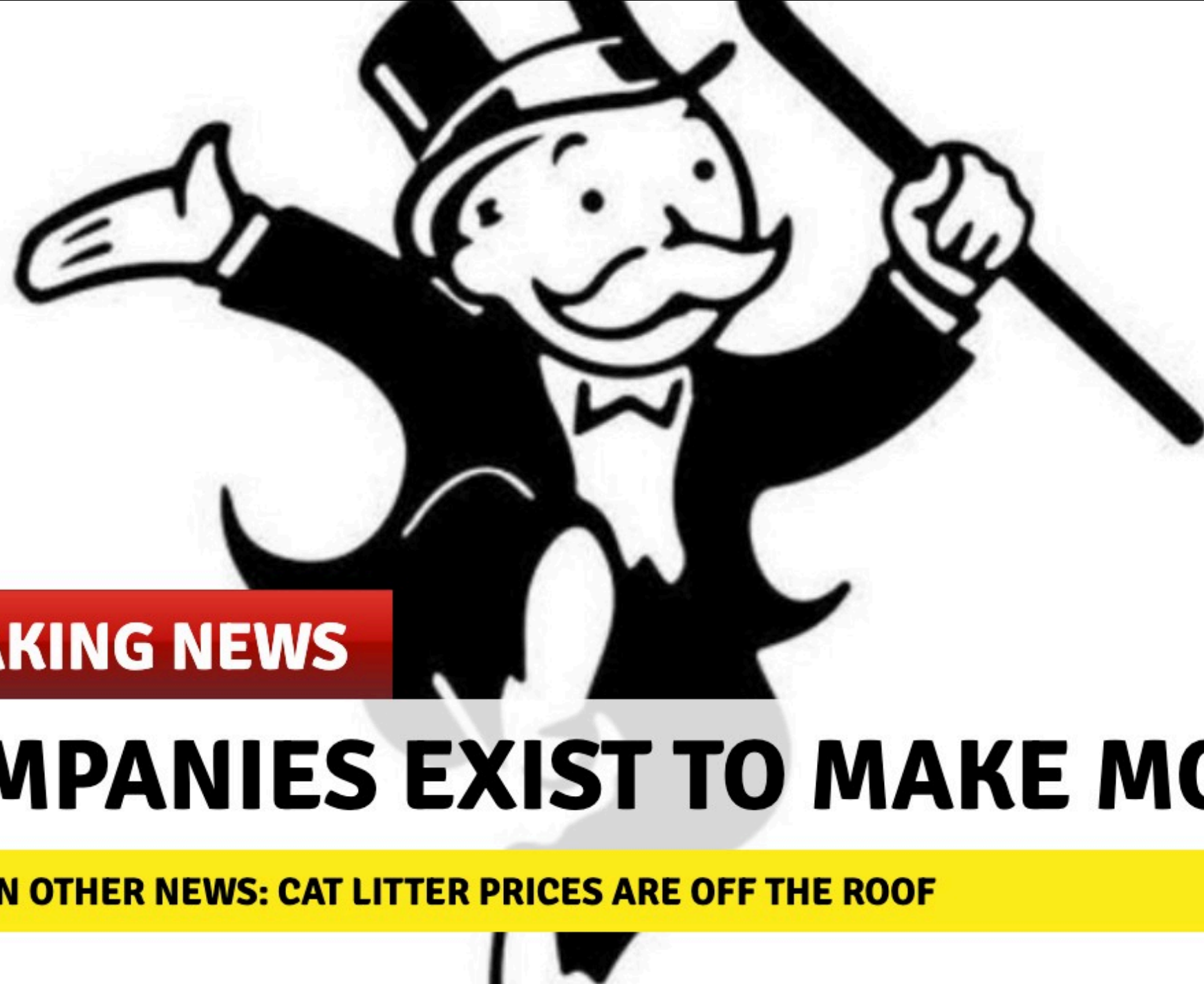
**MY COMPANY PAYS
FOR IT, WHY NOT?**



TRUE HERO

WHY DOES YOUR COMPANY PAY FOR IT?

LIVE



BREAKING NEWS

COMPANIES EXIST TO MAKE MONEY

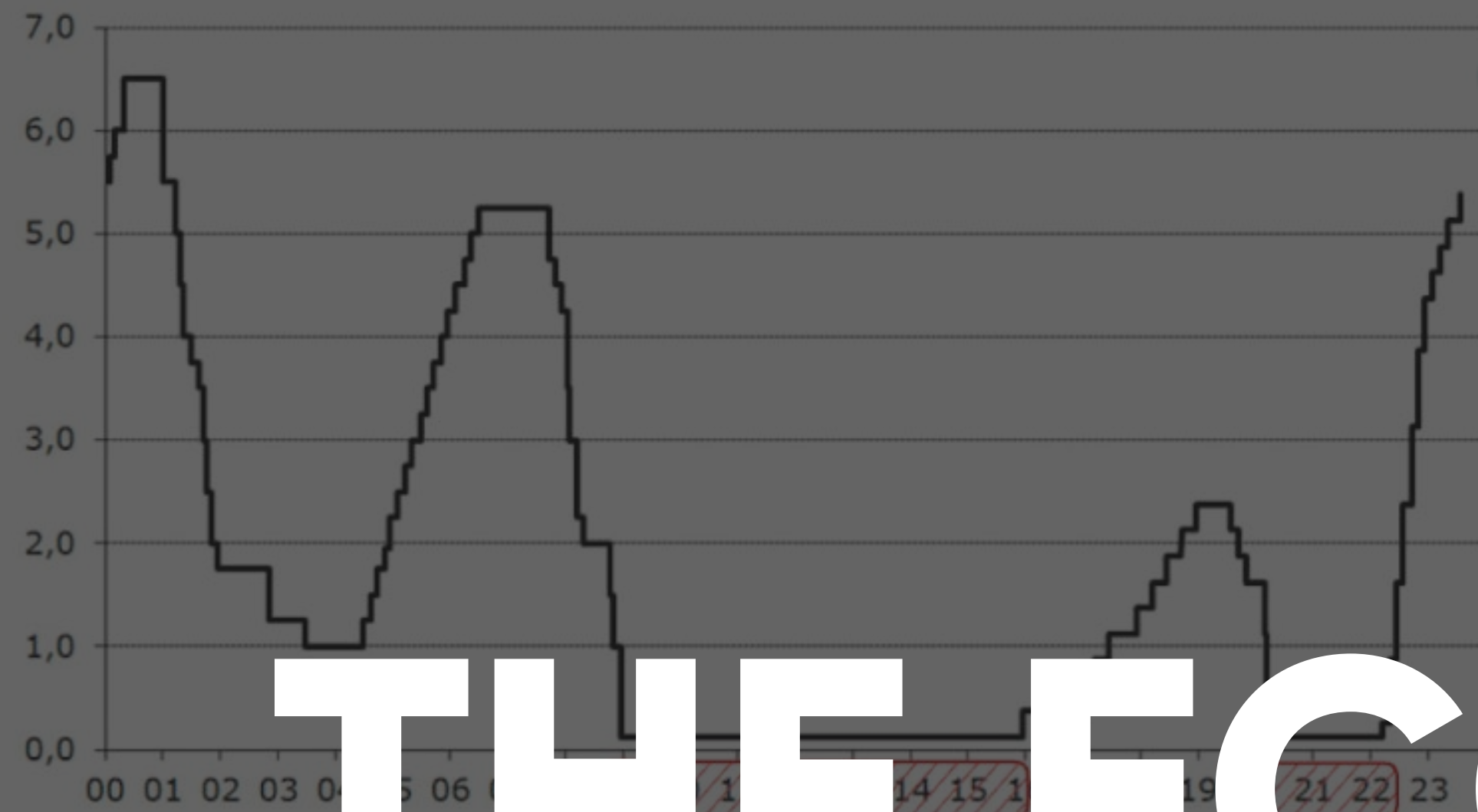
13:31

IN OTHER NEWS: CAT LITTER PRICES ARE OFF THE ROOF

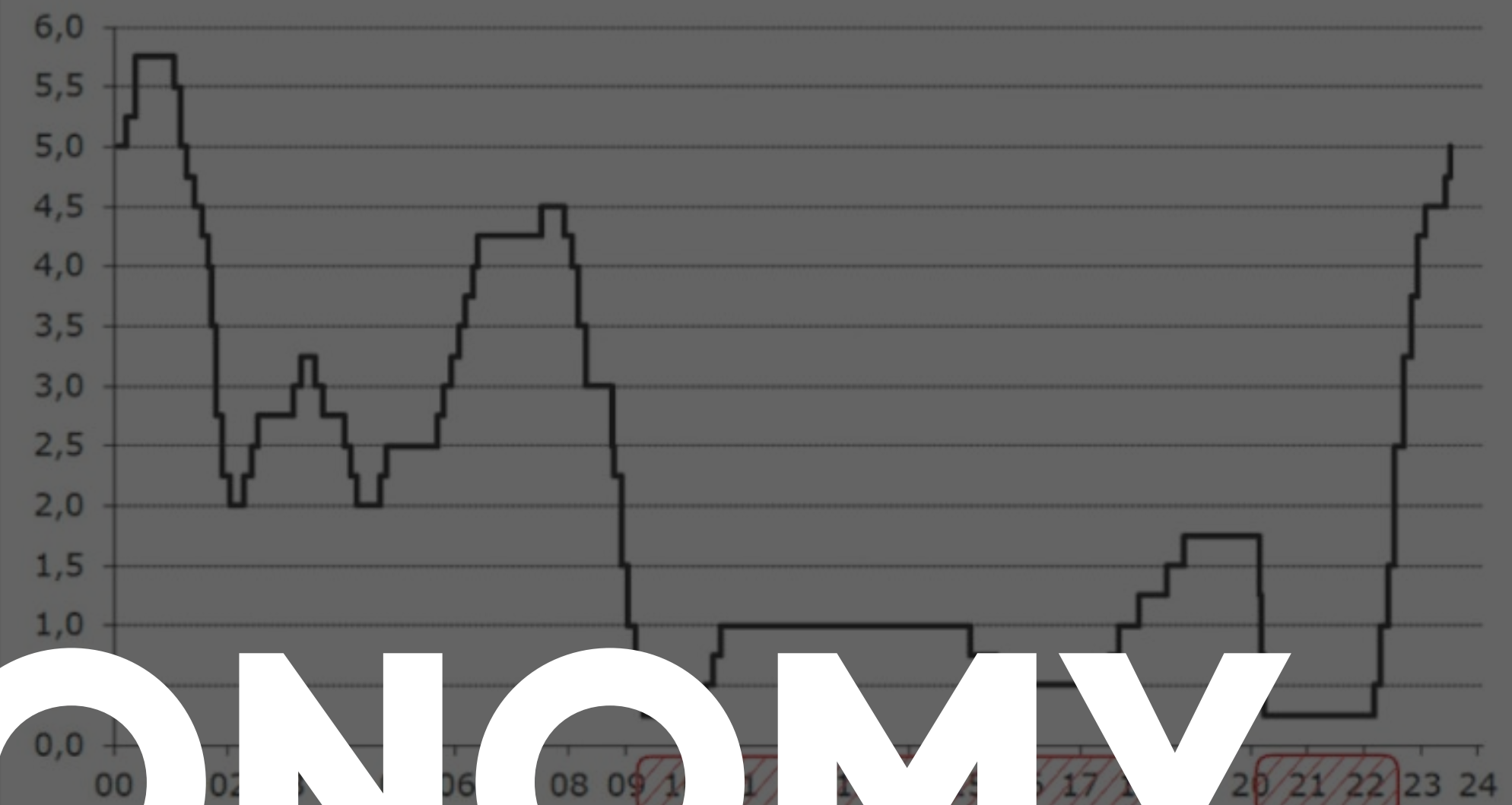
A woman with short, wavy brown hair and a yellow t-shirt is looking at a pink smartphone in her right hand. Her left hand is raised in a shrug, and she has a confused or questioning expression on her face. The background is a solid, muted purple color.

SO
WHY ARE WE HERE?

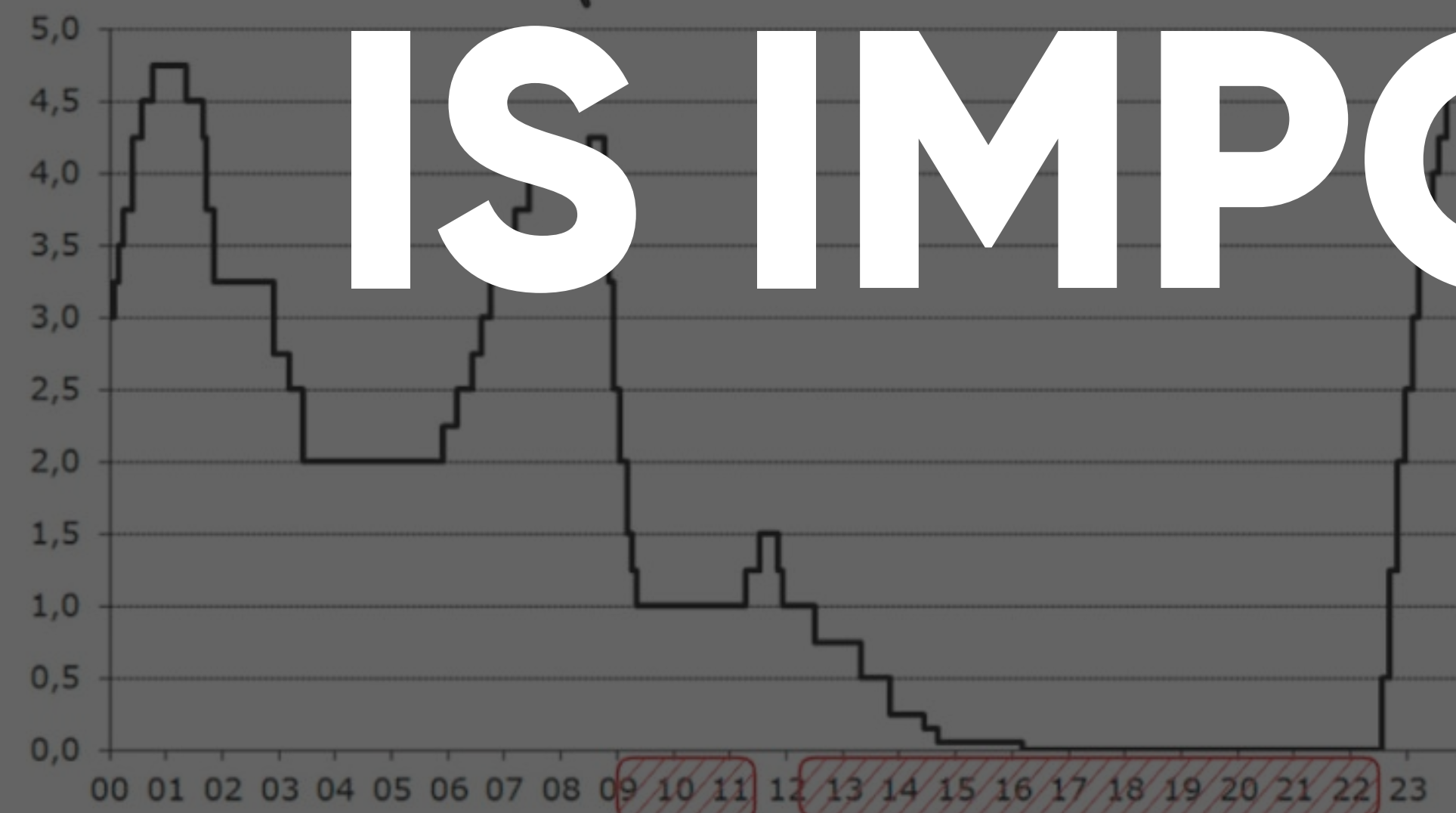
US (Federal Reserve)



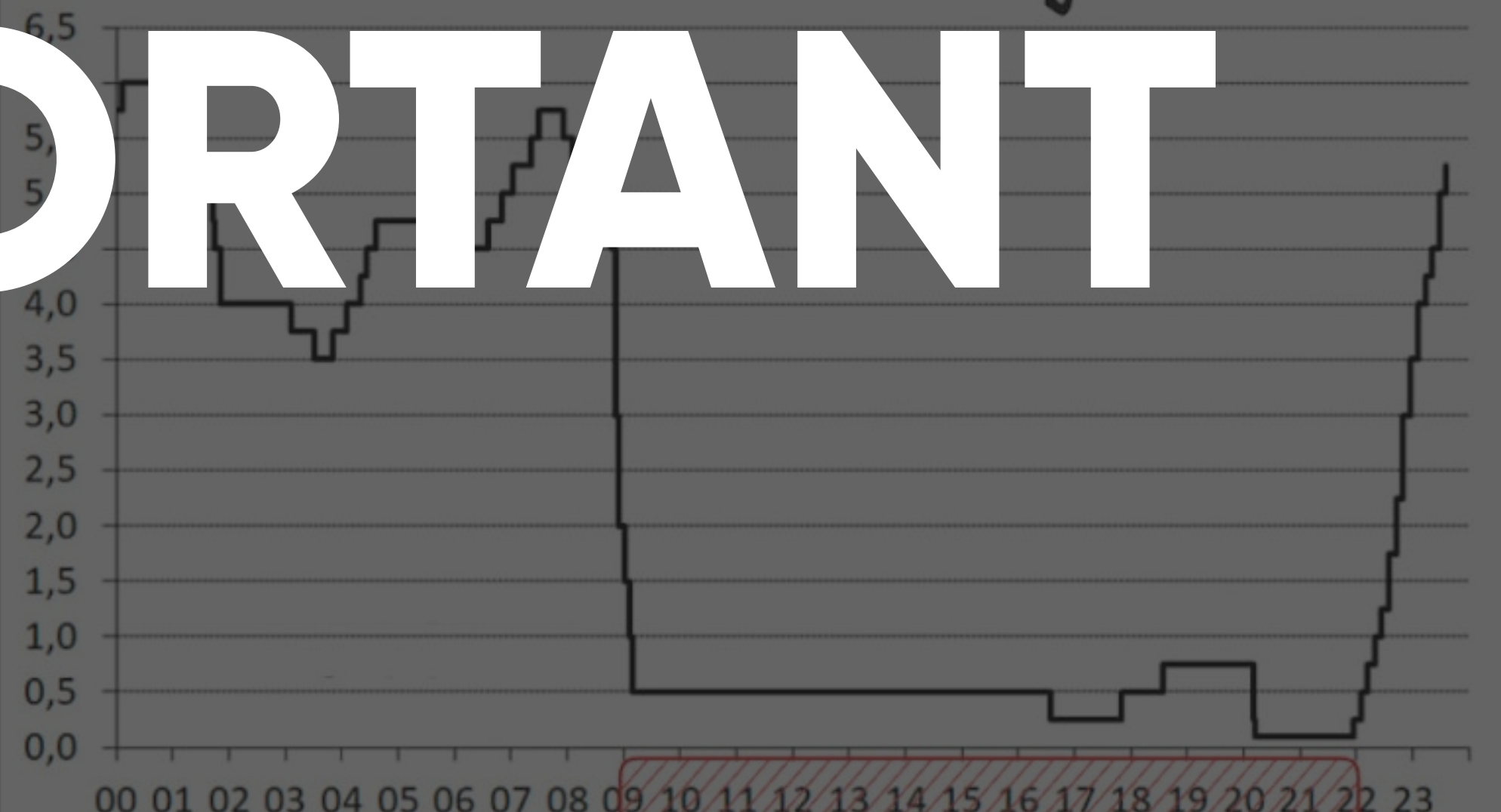
Canada (Bank of Canada)



EU (European Central Bank)



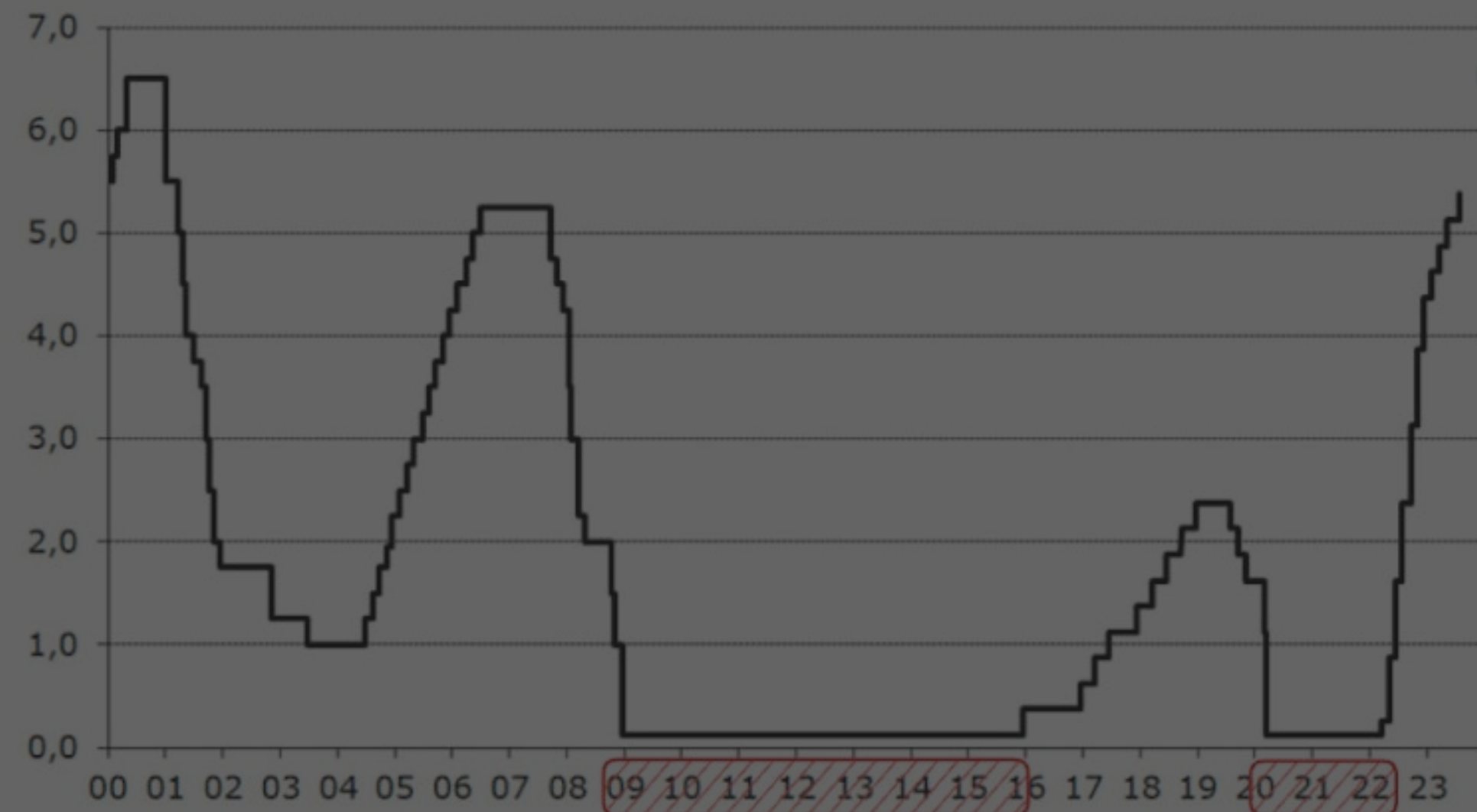
UK (Bank of England)



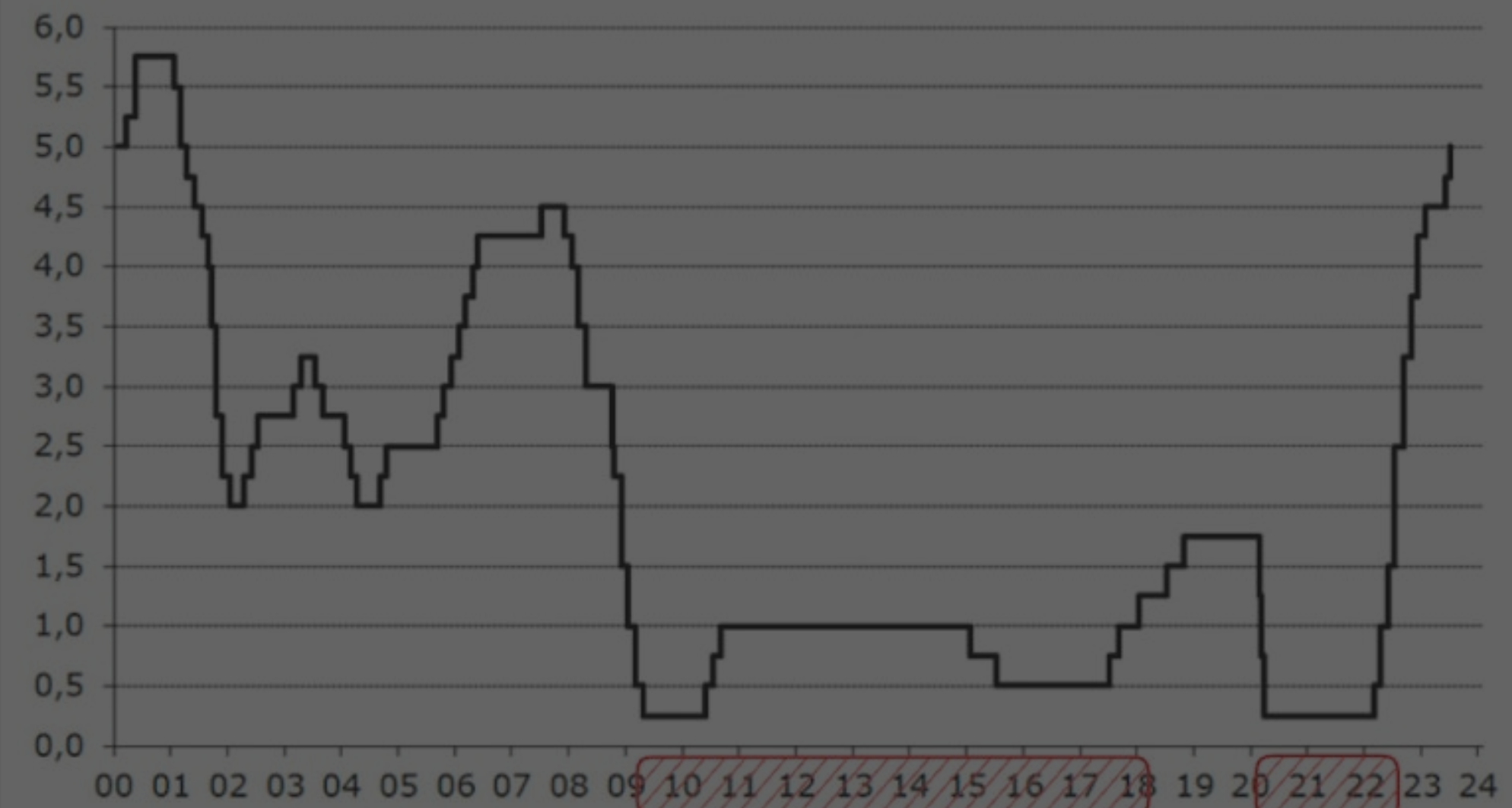
THE ECONOMY IS IMPORTANT

 area: 1% or below interest rate / "ZIRP"

US (Federal Reserve)

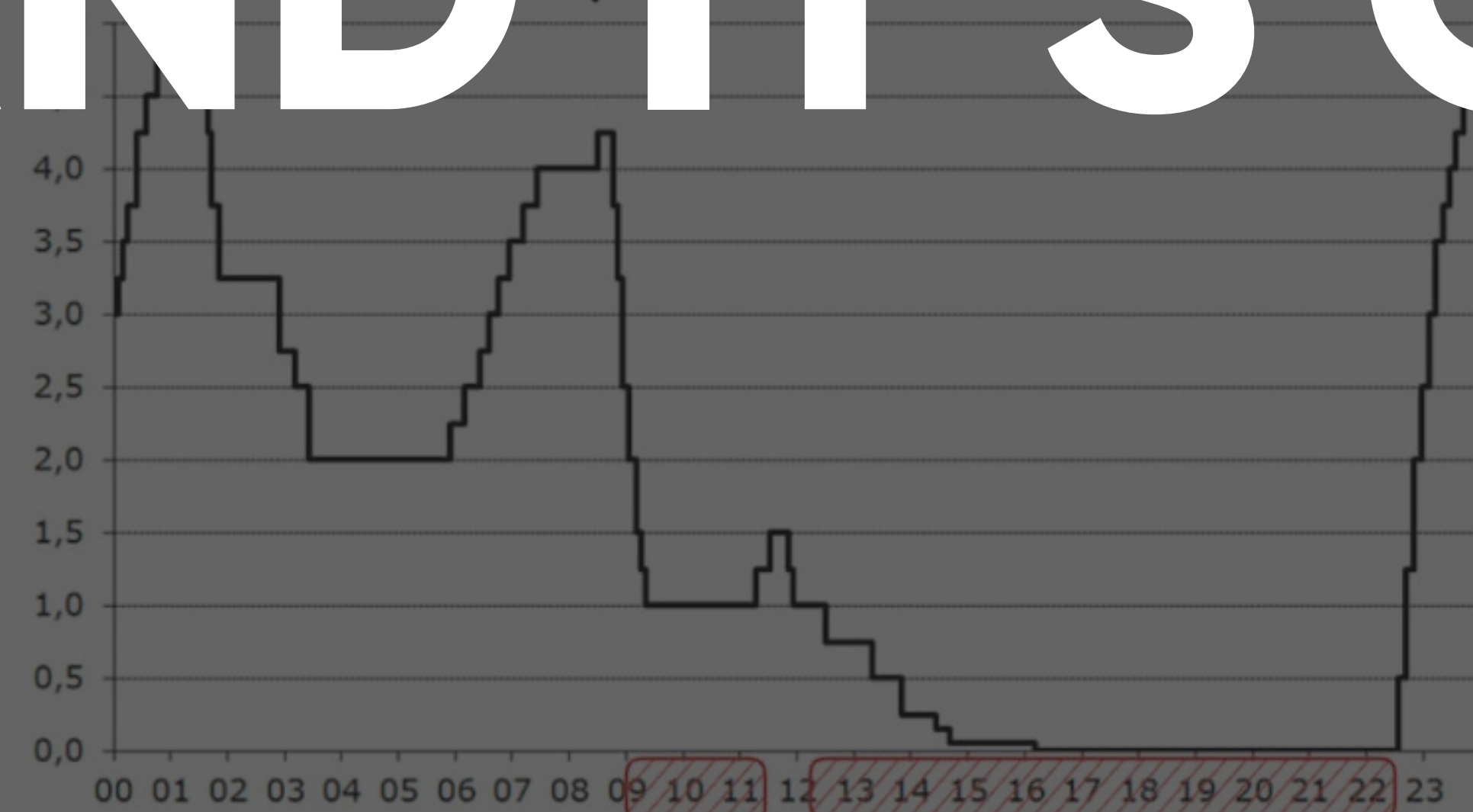


Canada (Bank of Canada)



AND IT'S CHANGING

ECB (European Central Bank)

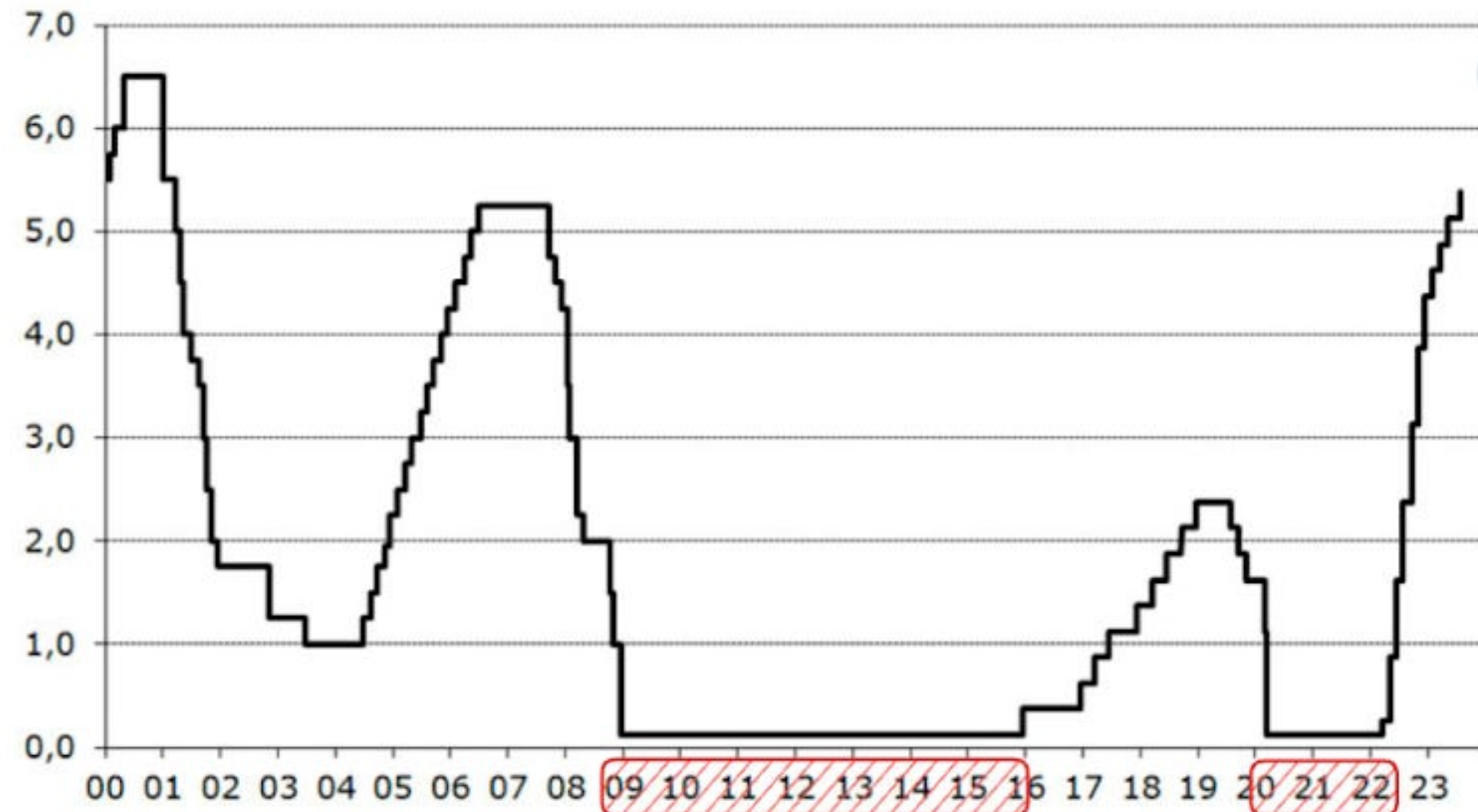


UK (Bank of England)

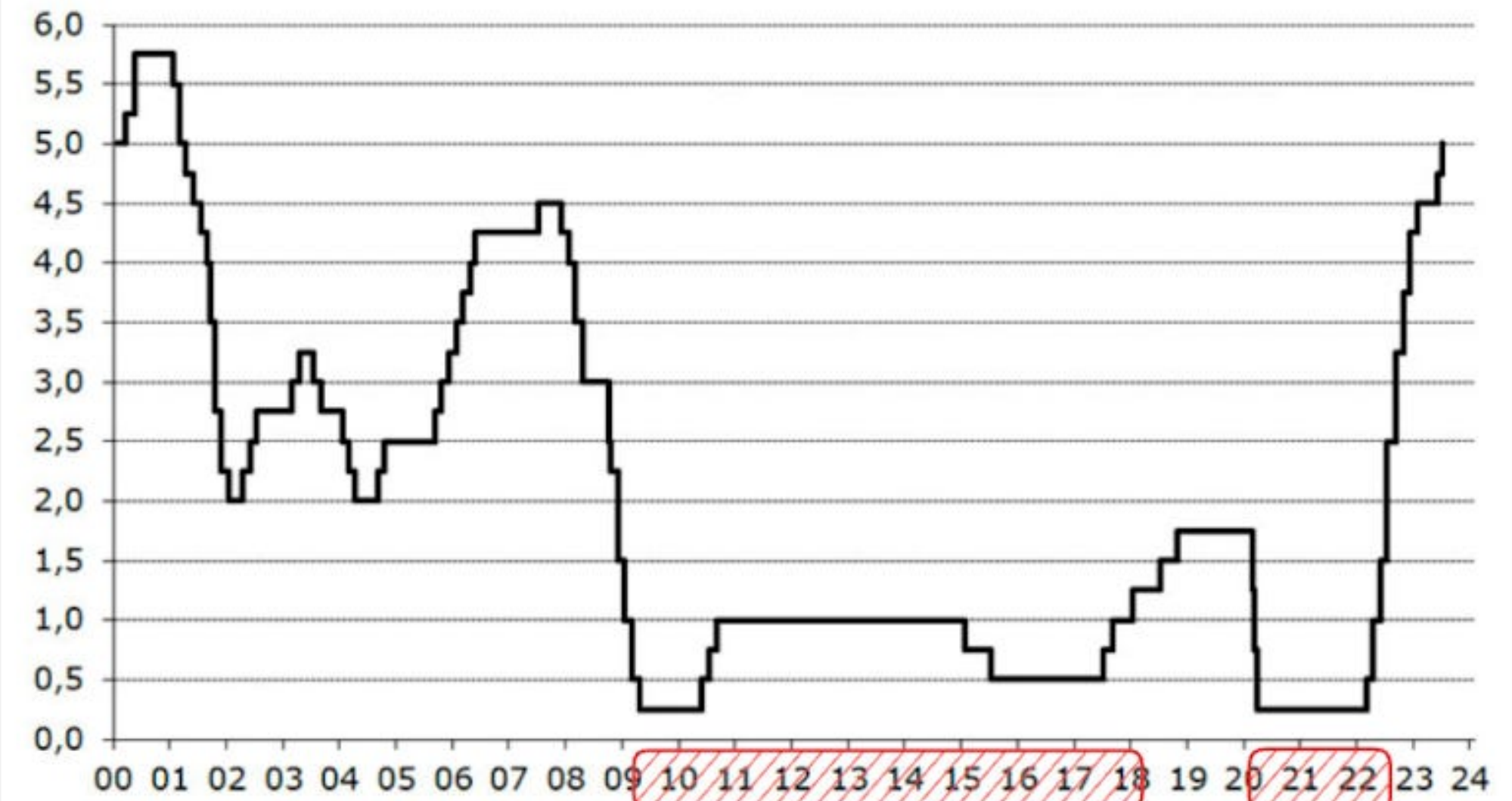


area: 1% or below interest rate / "ZIRP"

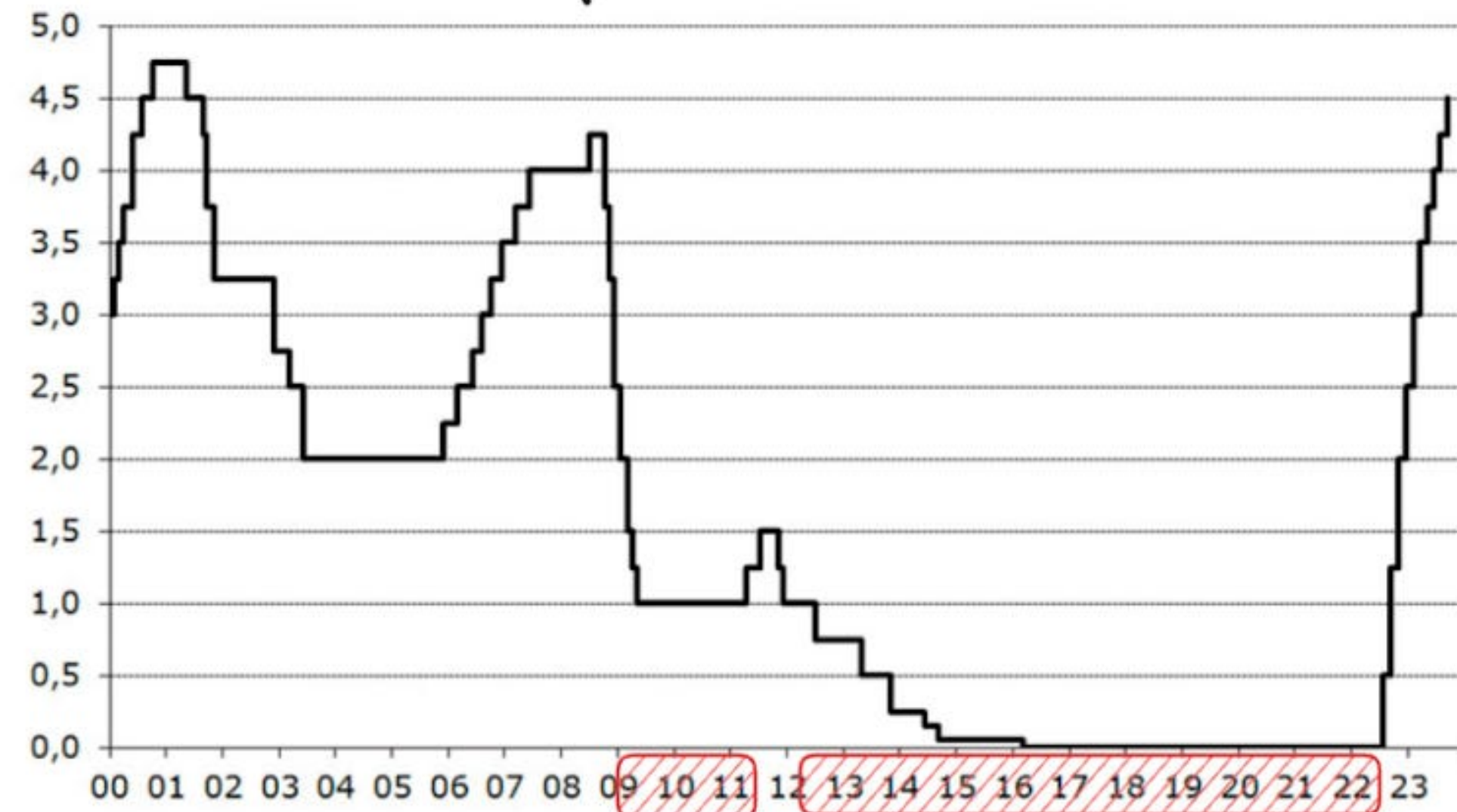
US (Federal Reserve)



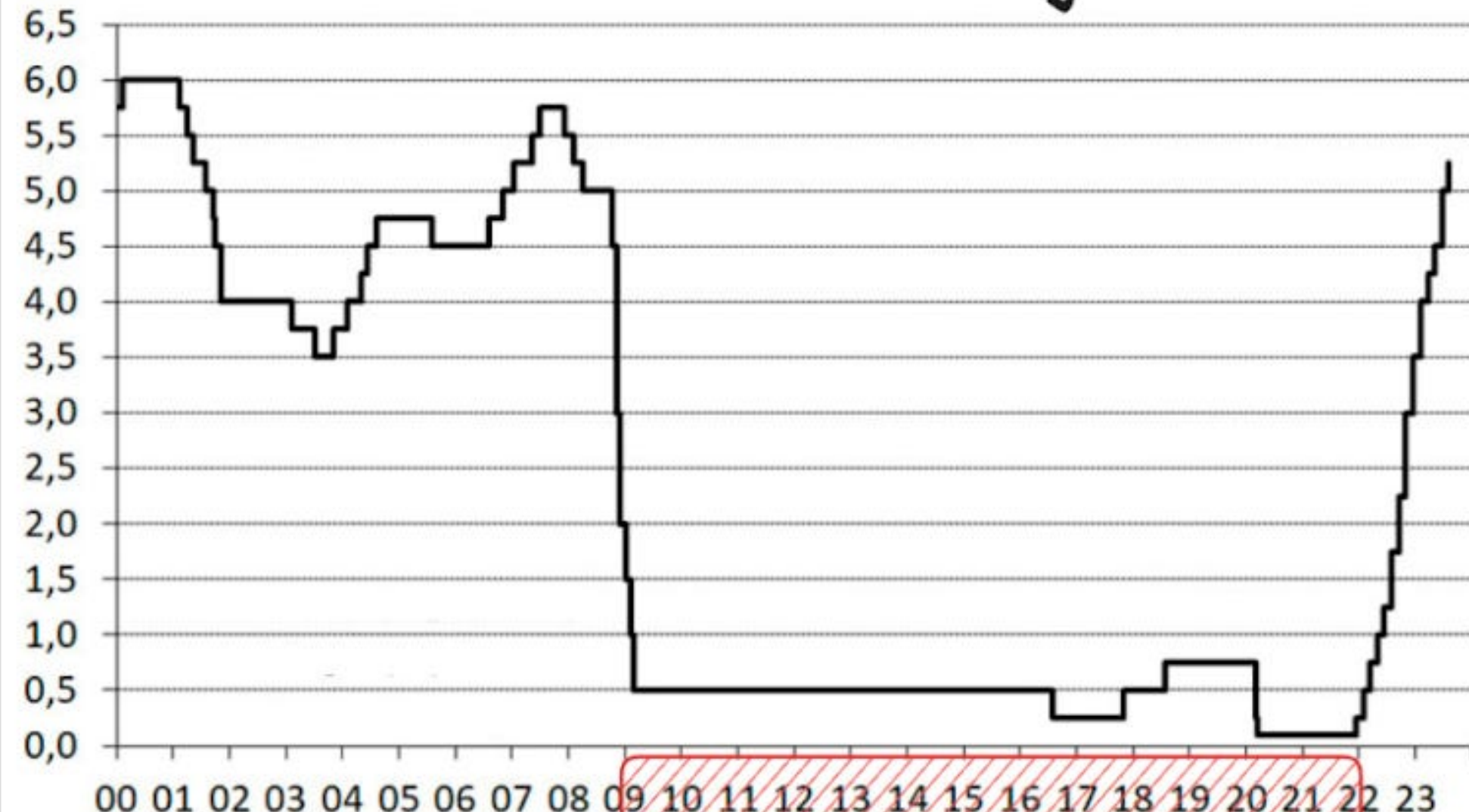
Canada (Bank of Canada)



EU (European Central Bank)

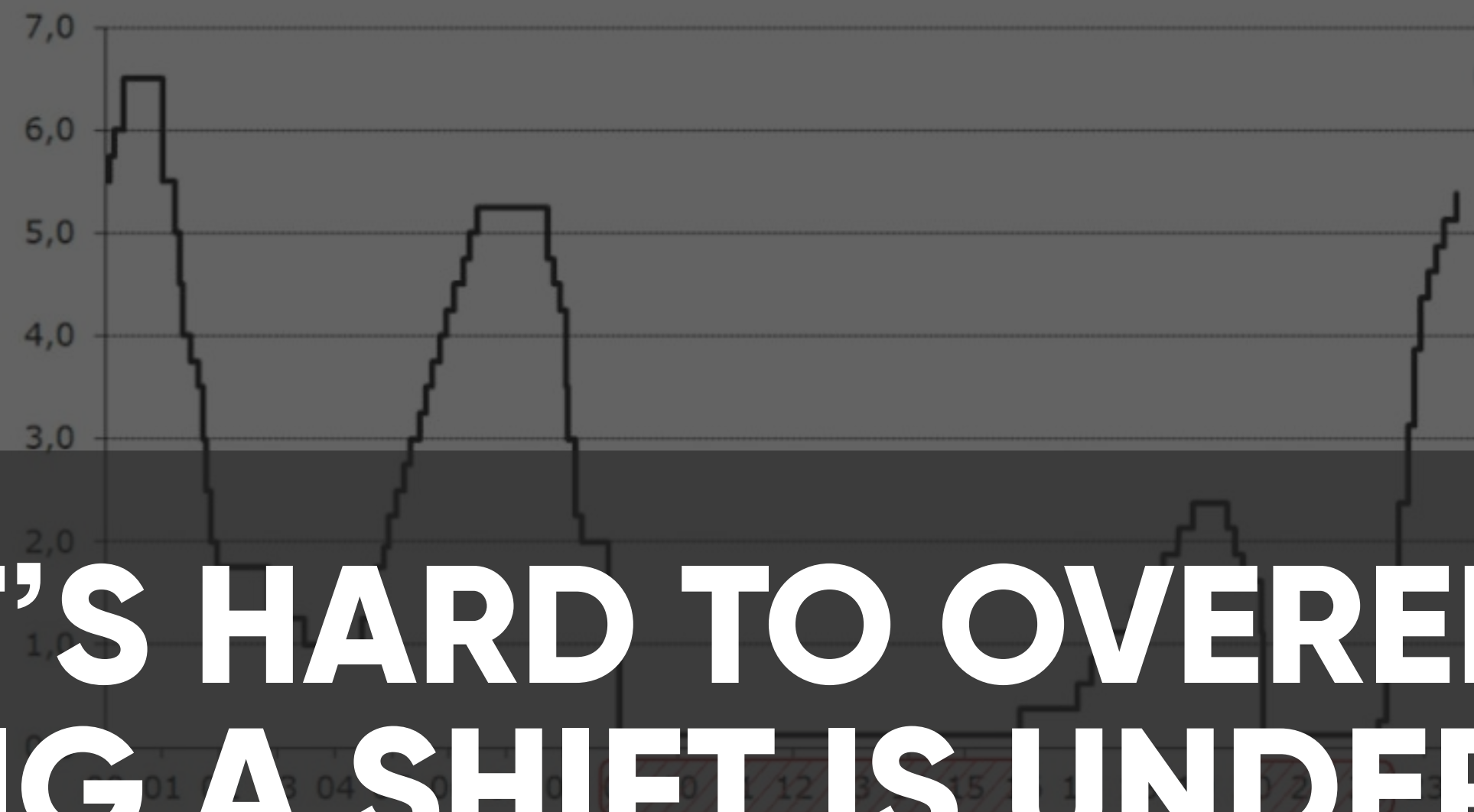


UK (Bank of England)



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US (Federal Reserve)

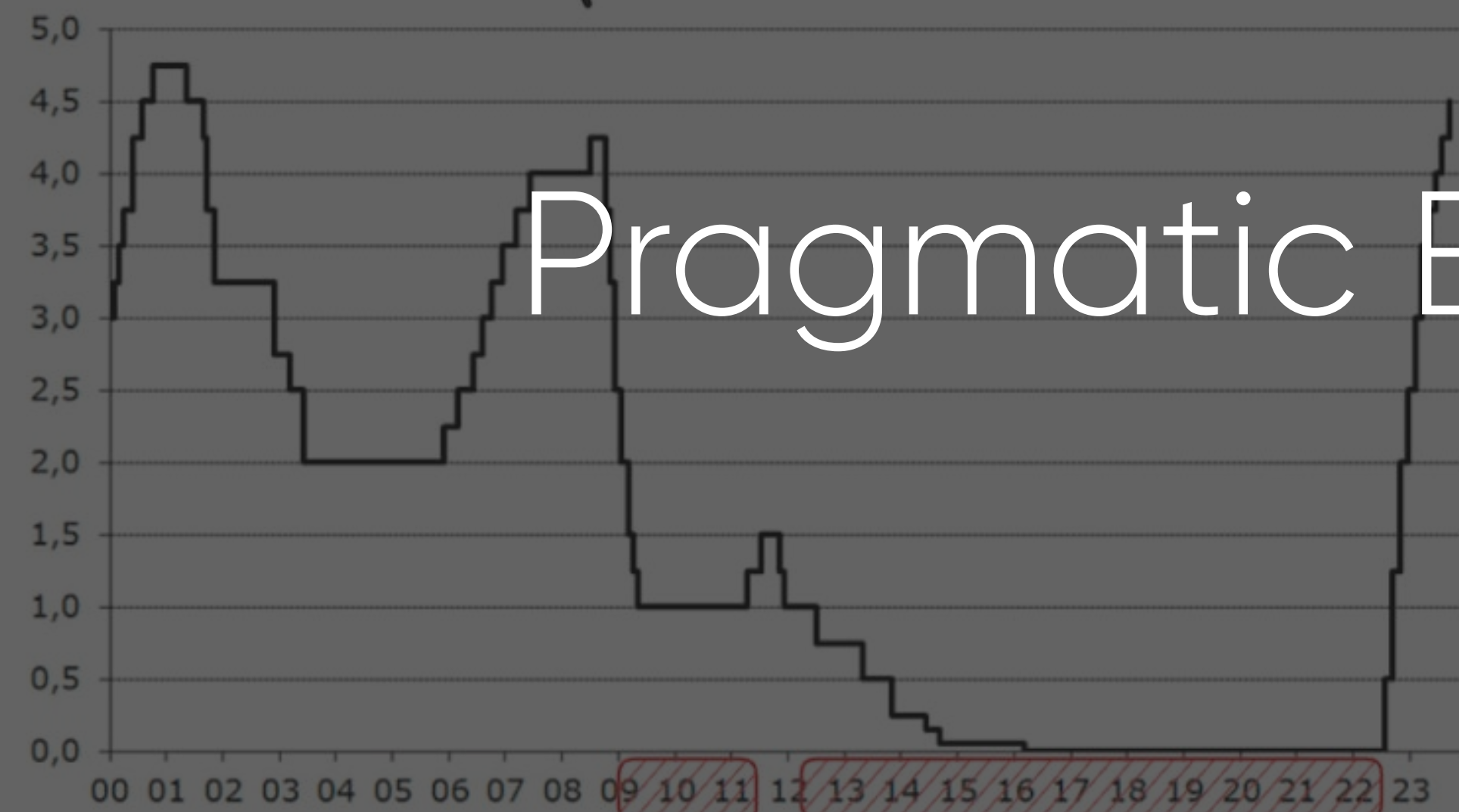


Canada (Bank of Canada)

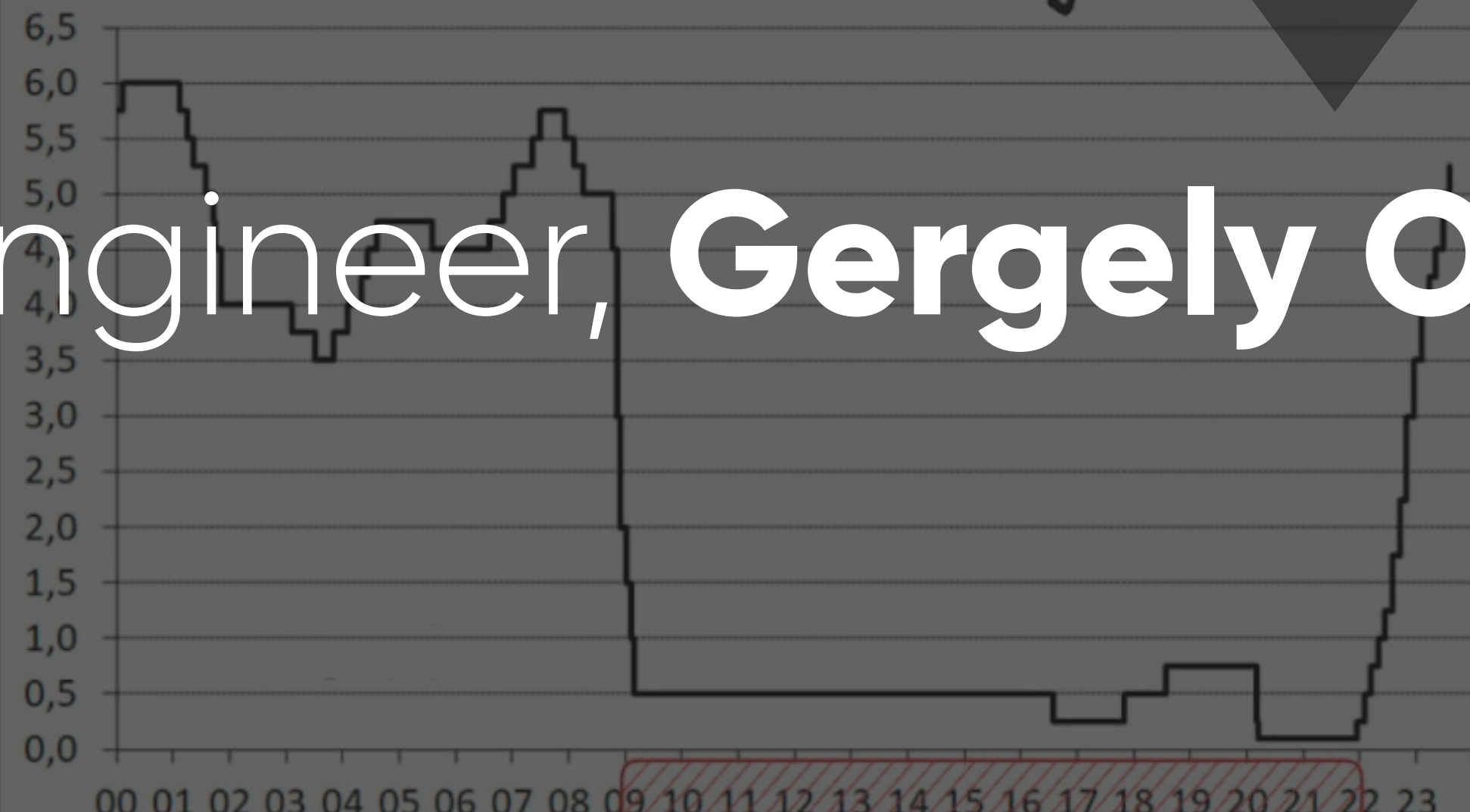


IT'S HARD TO OVEREMPHASIZE JUST HOW BIG A SHIFT IS UNDERWAY IN TECH.

EU (European Central Bank)



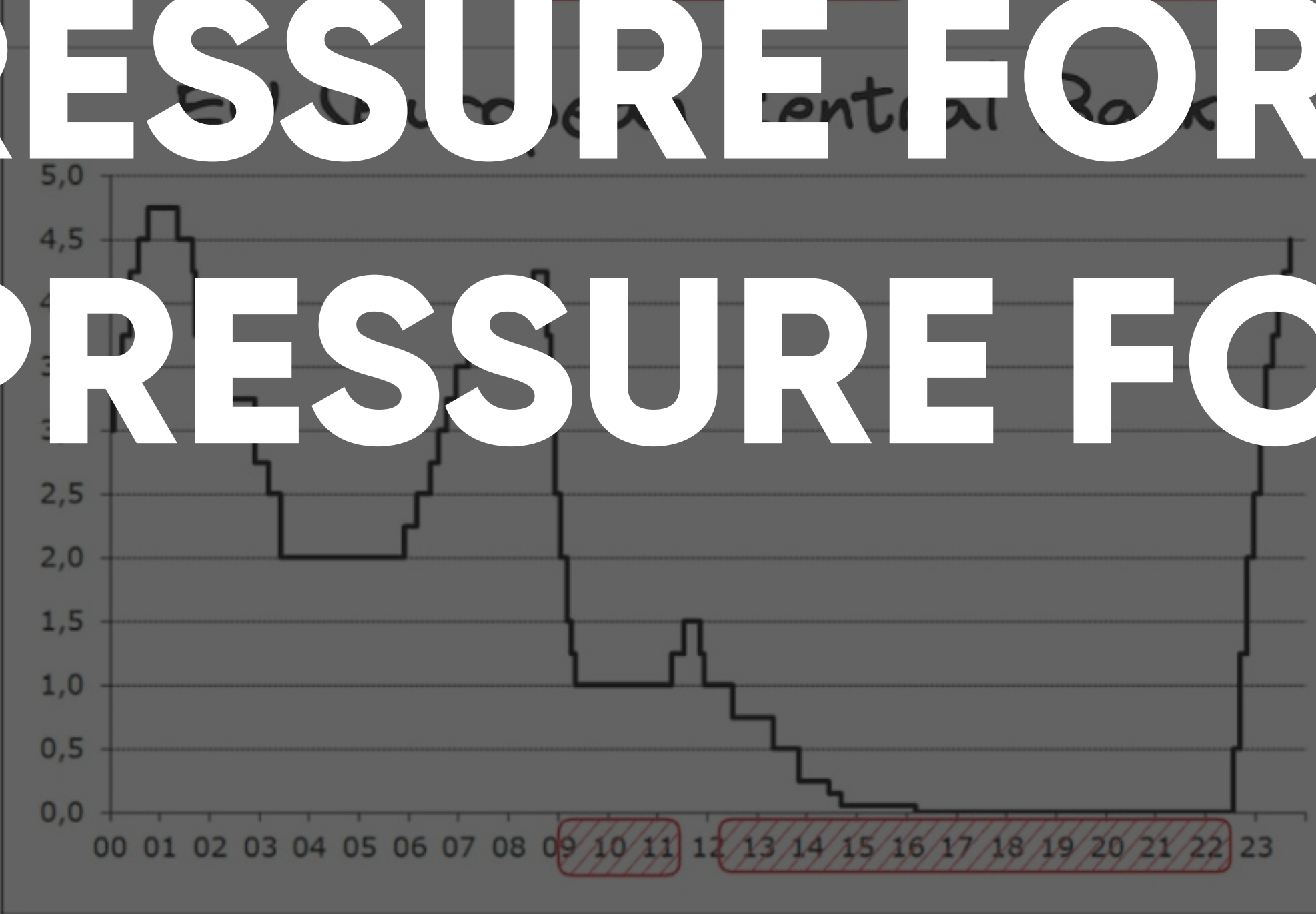
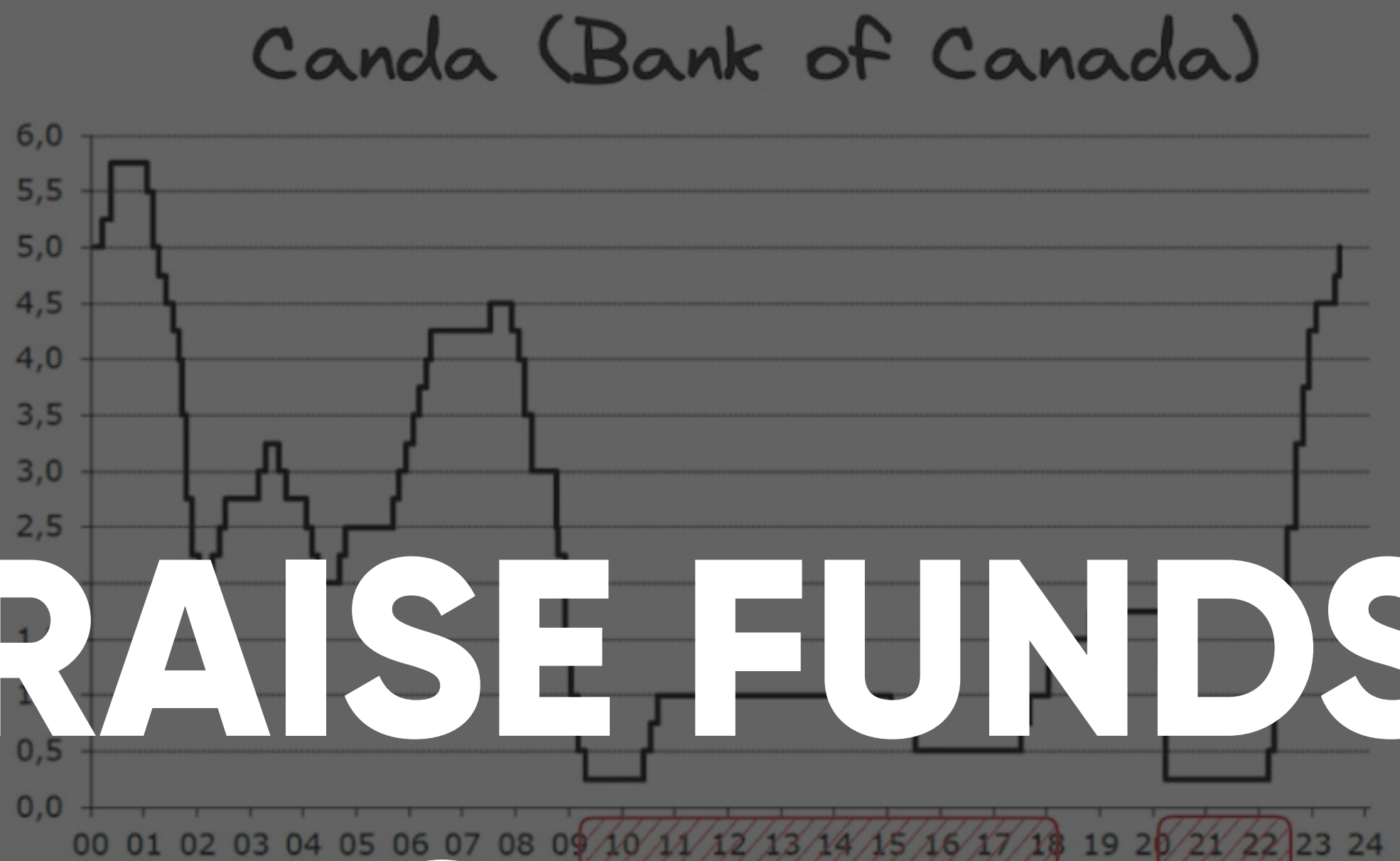
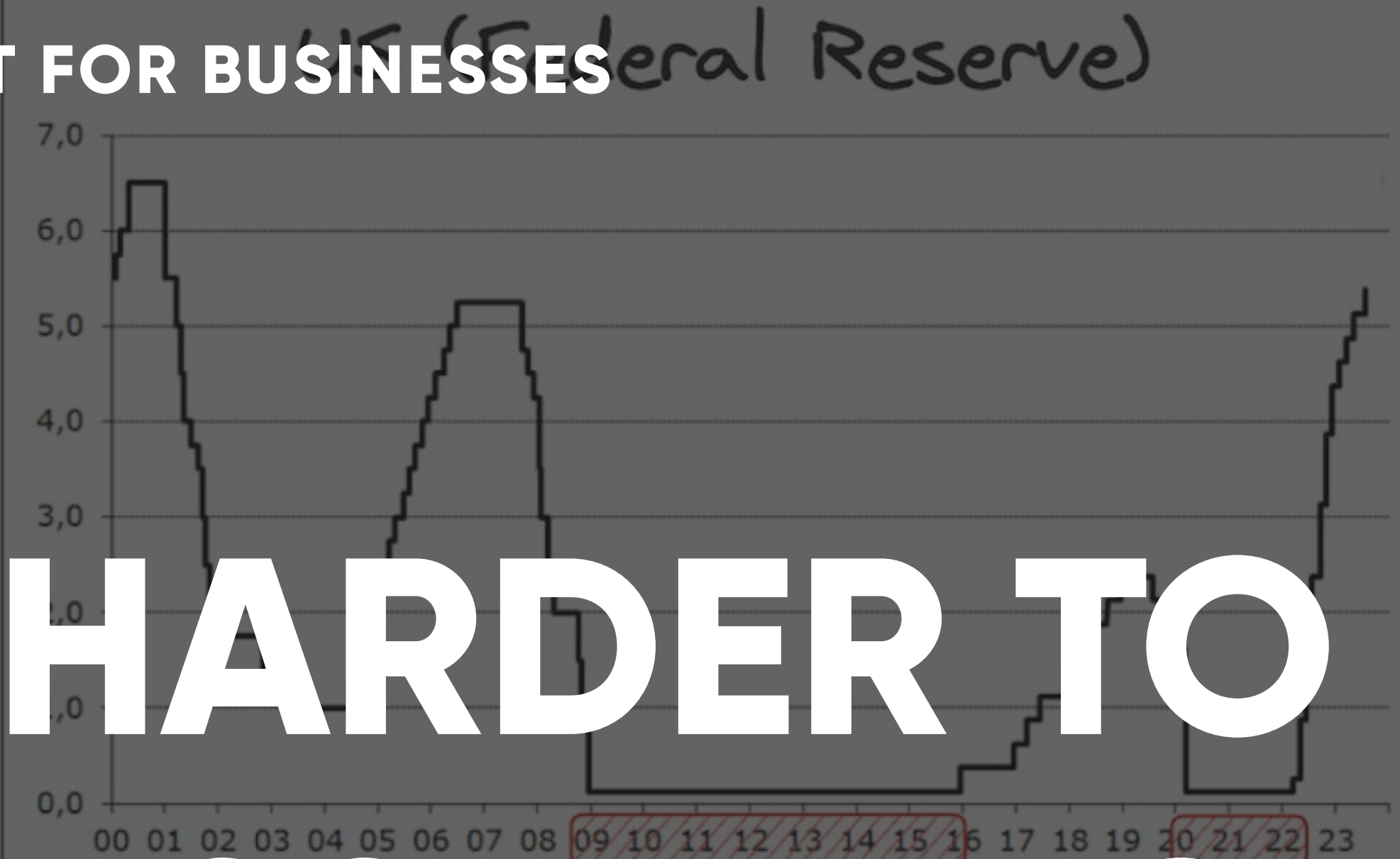
UK (Bank of England)



Pragmatic Engineer, **Gergely Orosz**

 area: 1% or below interest rate / "ZIRP"

IMPACT FOR BUSINESSES



HARDER TO RAISE FUNDS
PRESSURE FOR PROFITABILITY
PRESSURE FOR EFFICIENCY

area: 1% or below interest rate / "ZIRP"

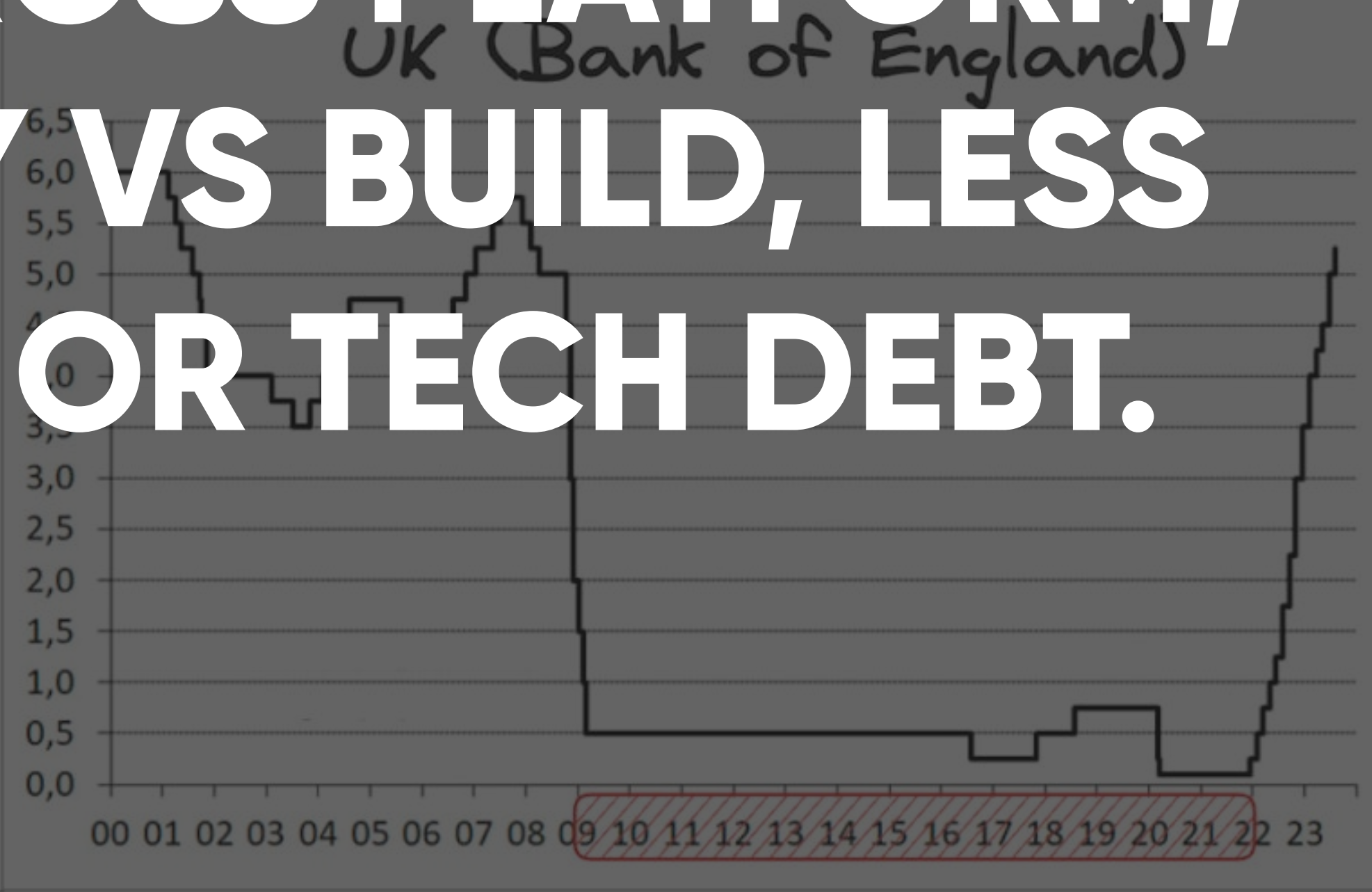
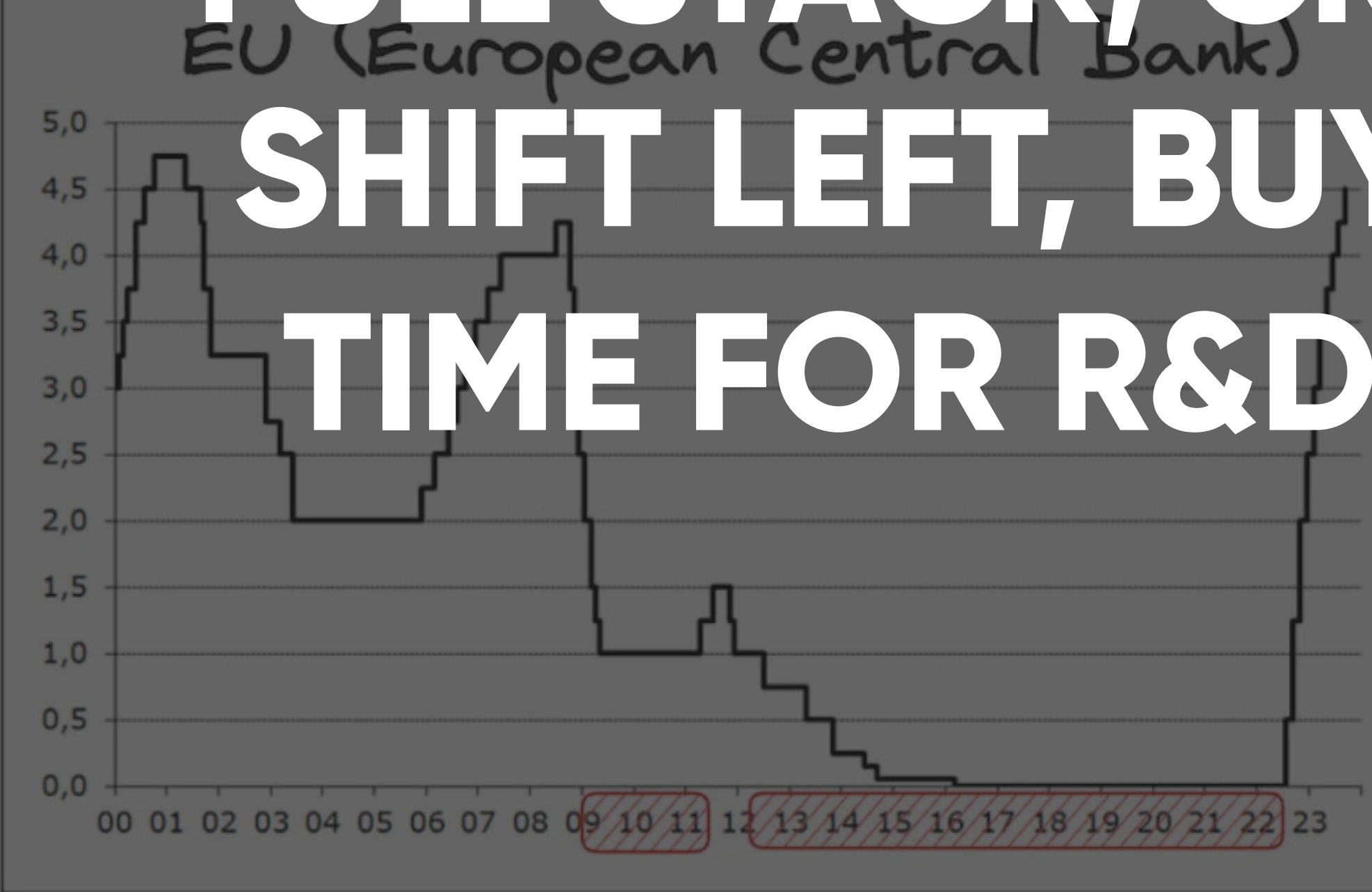
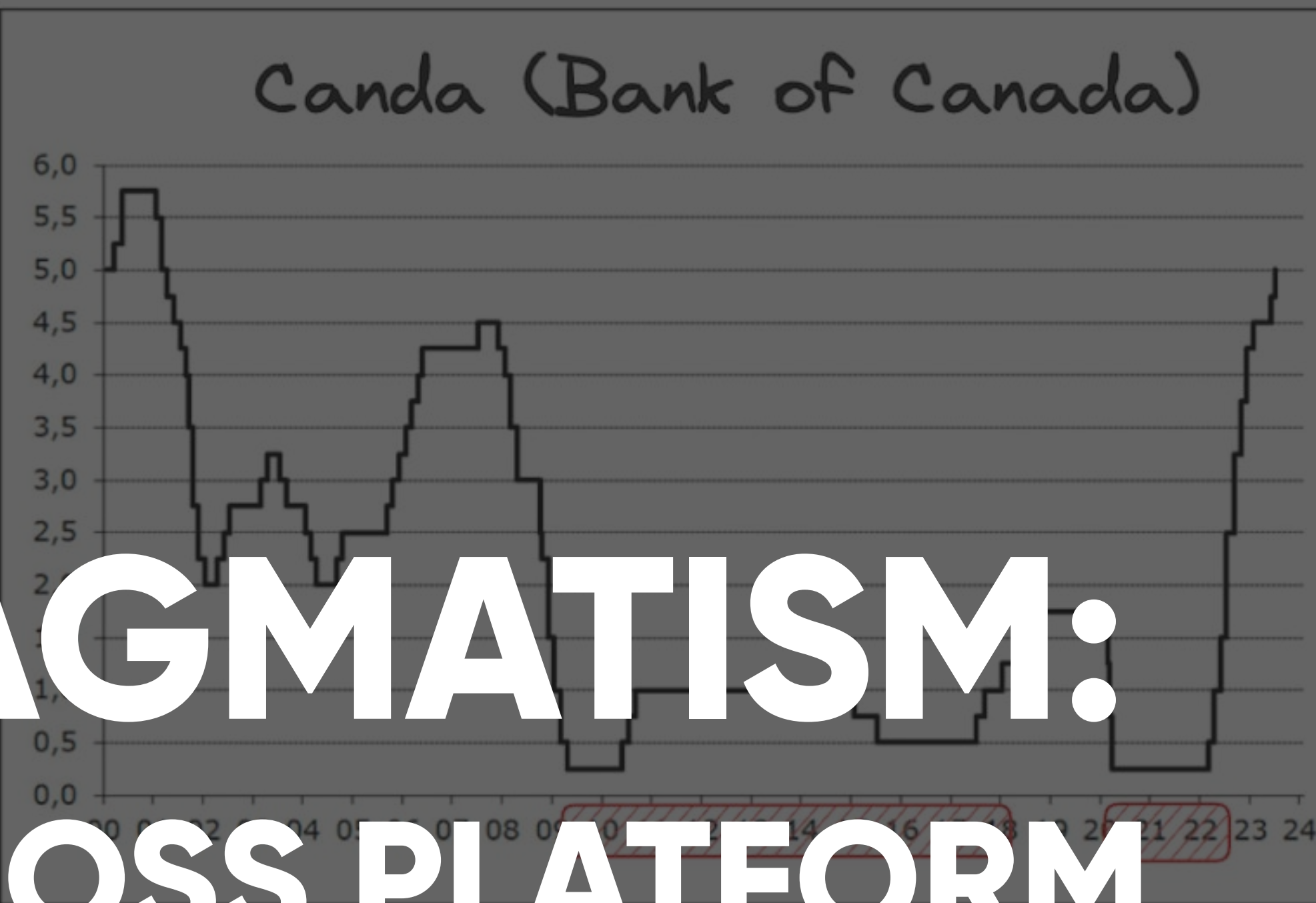
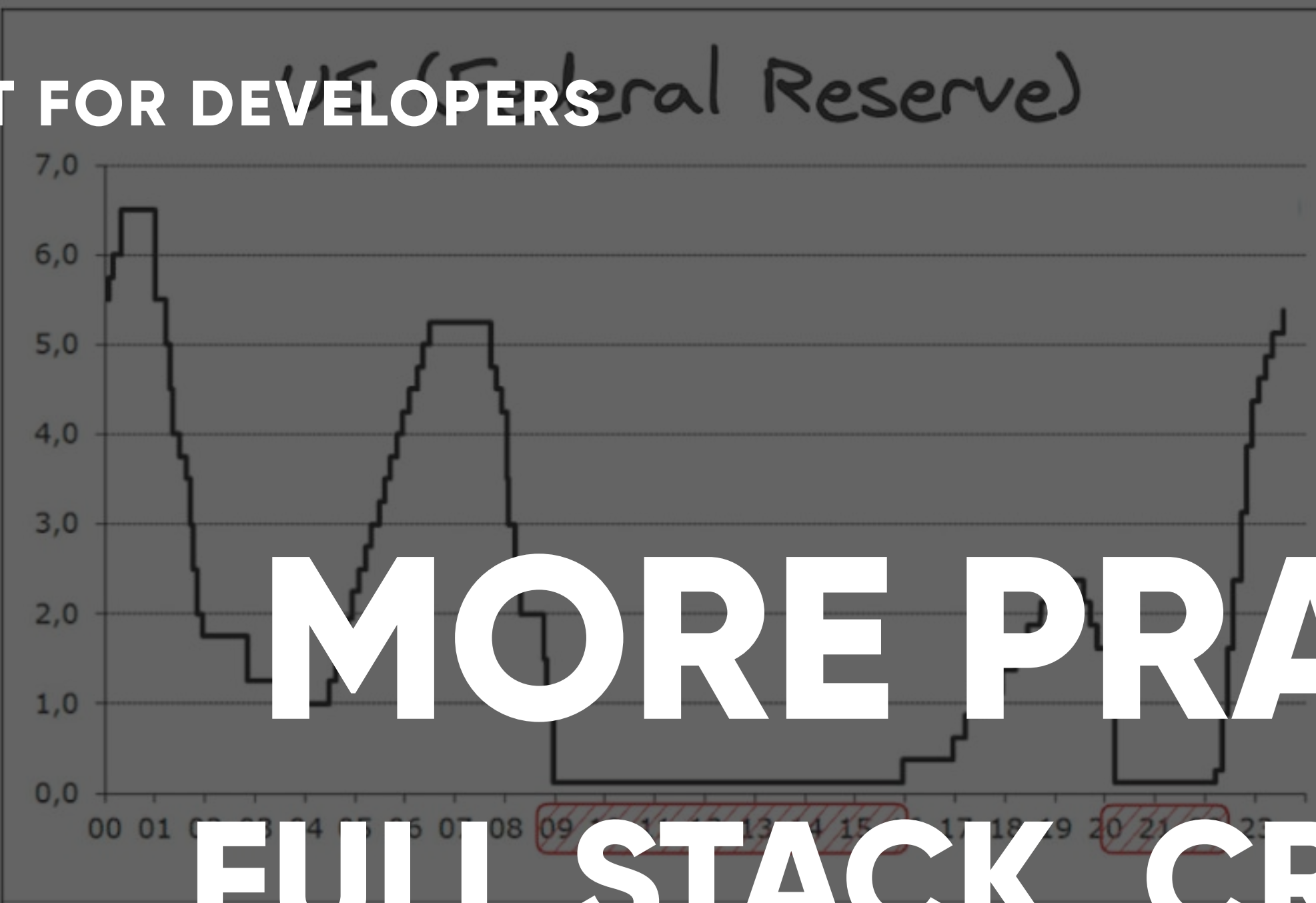
IMPACT FOR DEVELOPERS

MORE PRAGMATISM:

FULL STACK, CROSS PLATFORM,

SHIFT LEFT, BUY VS BUILD, LESS

TIME FOR R&D OR TECH DEBT.

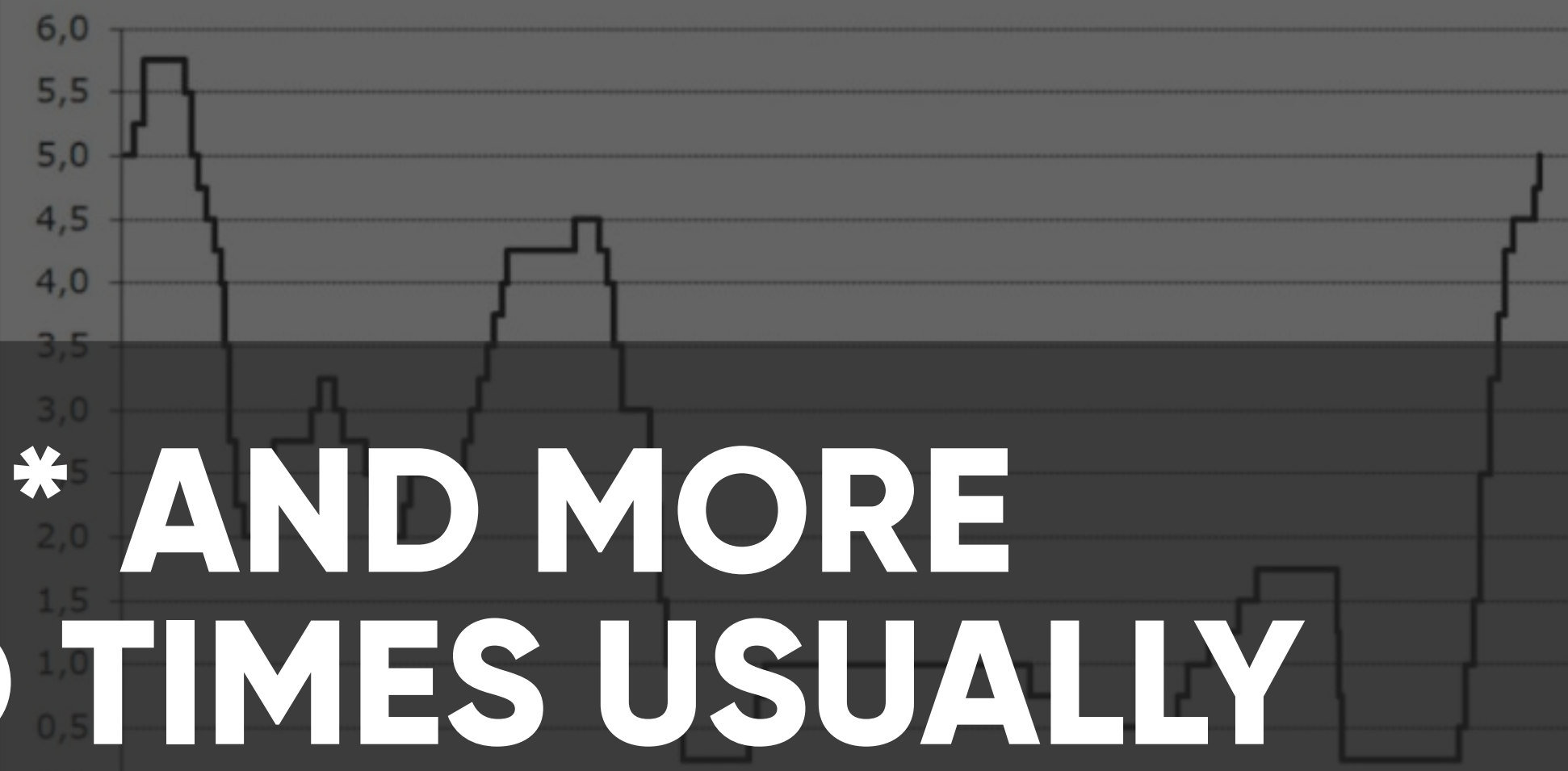


area: 1% or below interest rate / "ZIRP"

US (Federal Reserve)

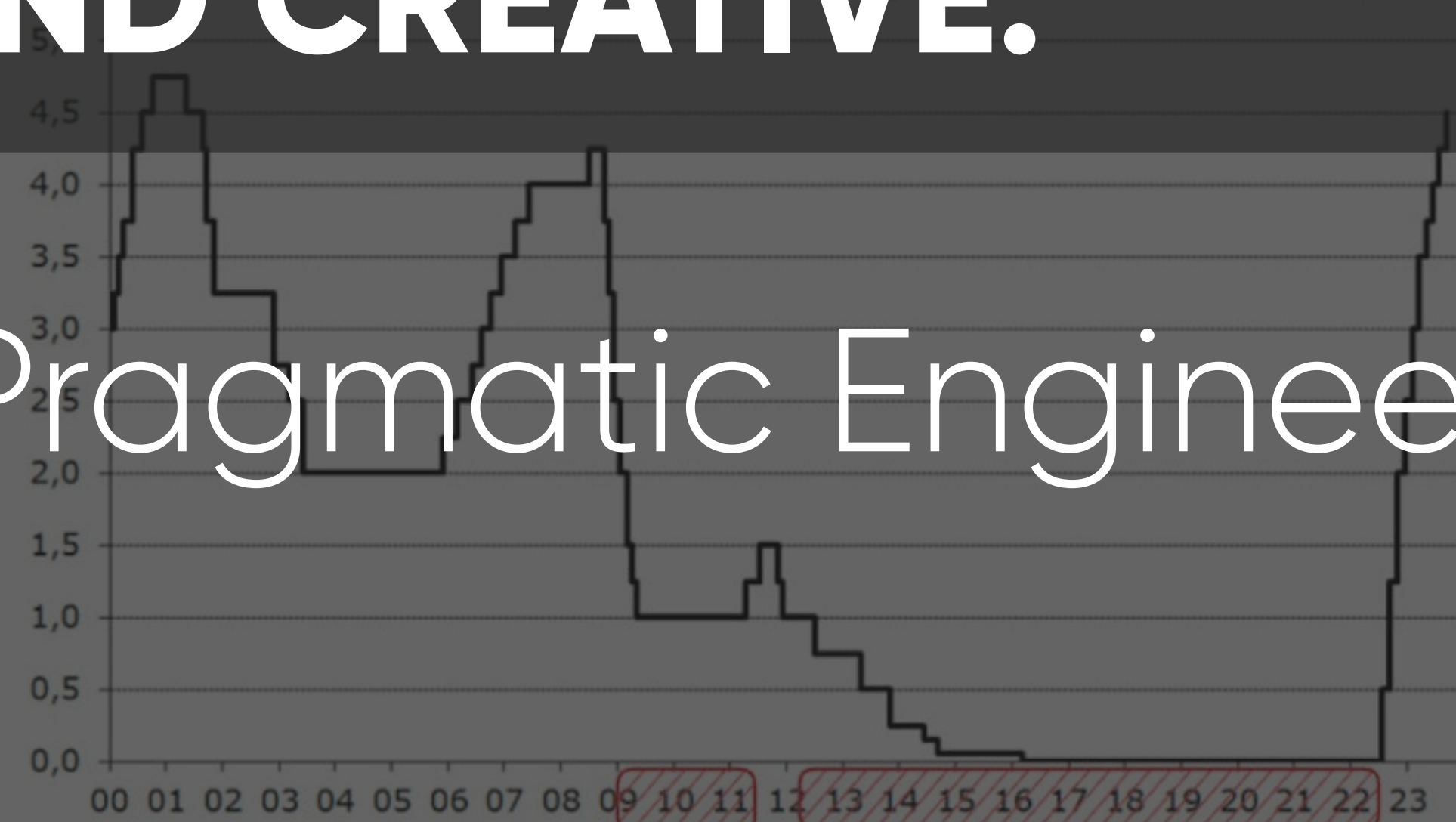


Canada (Bank of Canada)

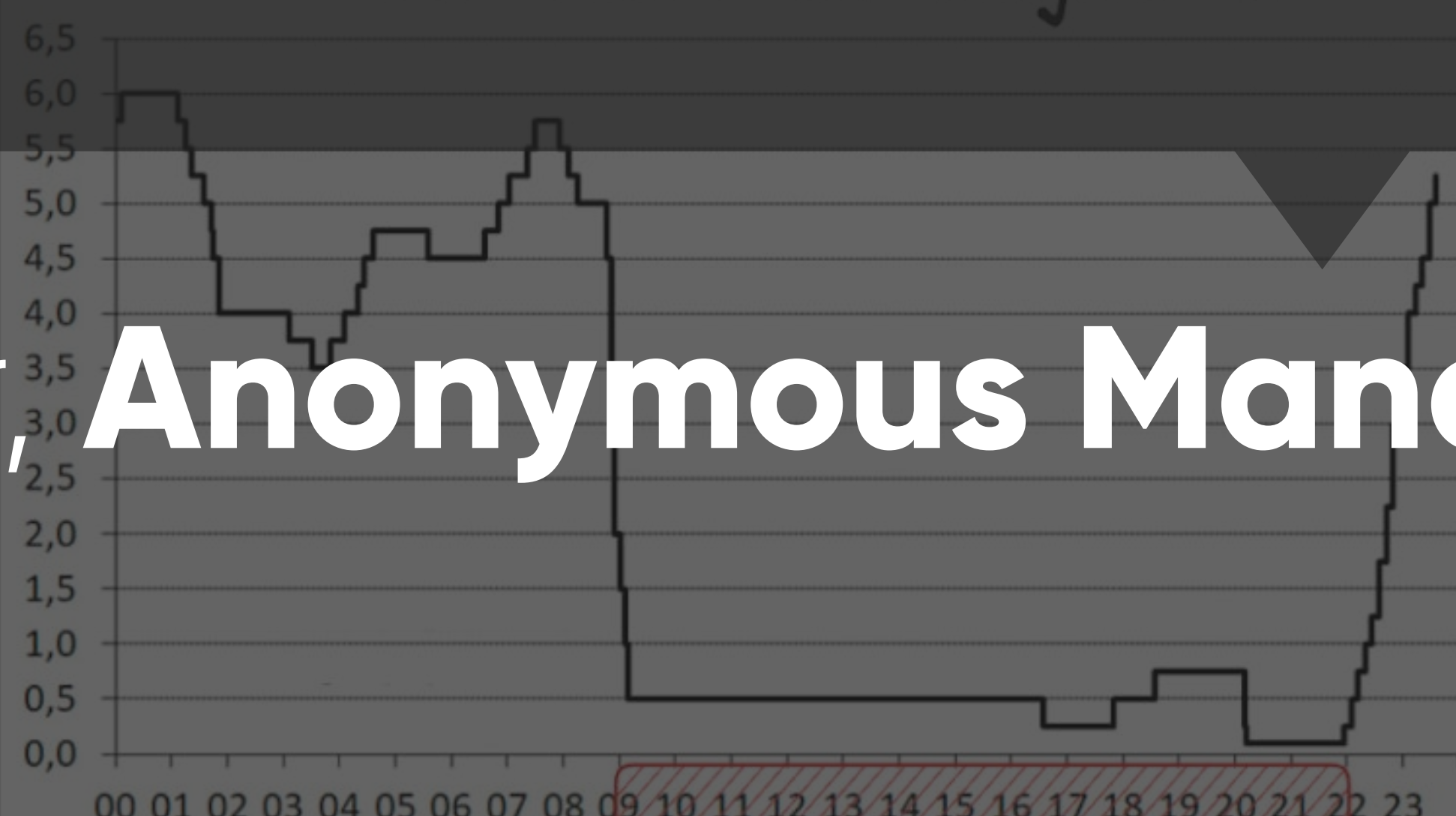


I EXPECT LESS BULL** AND MORE PRODUCTIVITY. HARD TIMES USUALLY STIMULATE PEOPLE TO BE MORE EFFICIENT AND CREATIVE.**

EU (European Central Bank)



UK (Bank of England)



Pragmatic Engineer, **Anonymous Manager**

 area: 1% or below interest rate / "ZIRP"

PREMISE

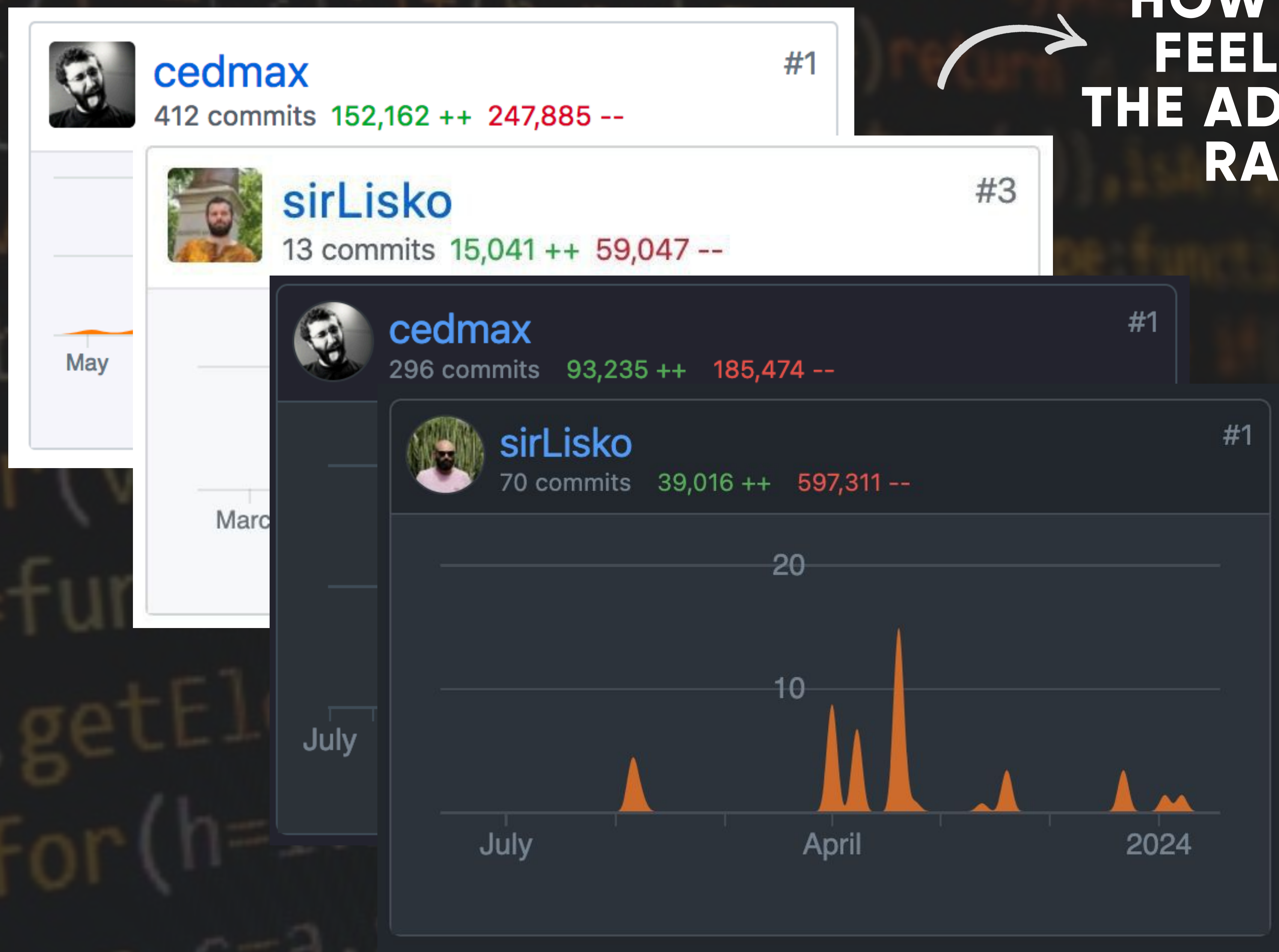
Yep, technically I haven't started the talk yet.

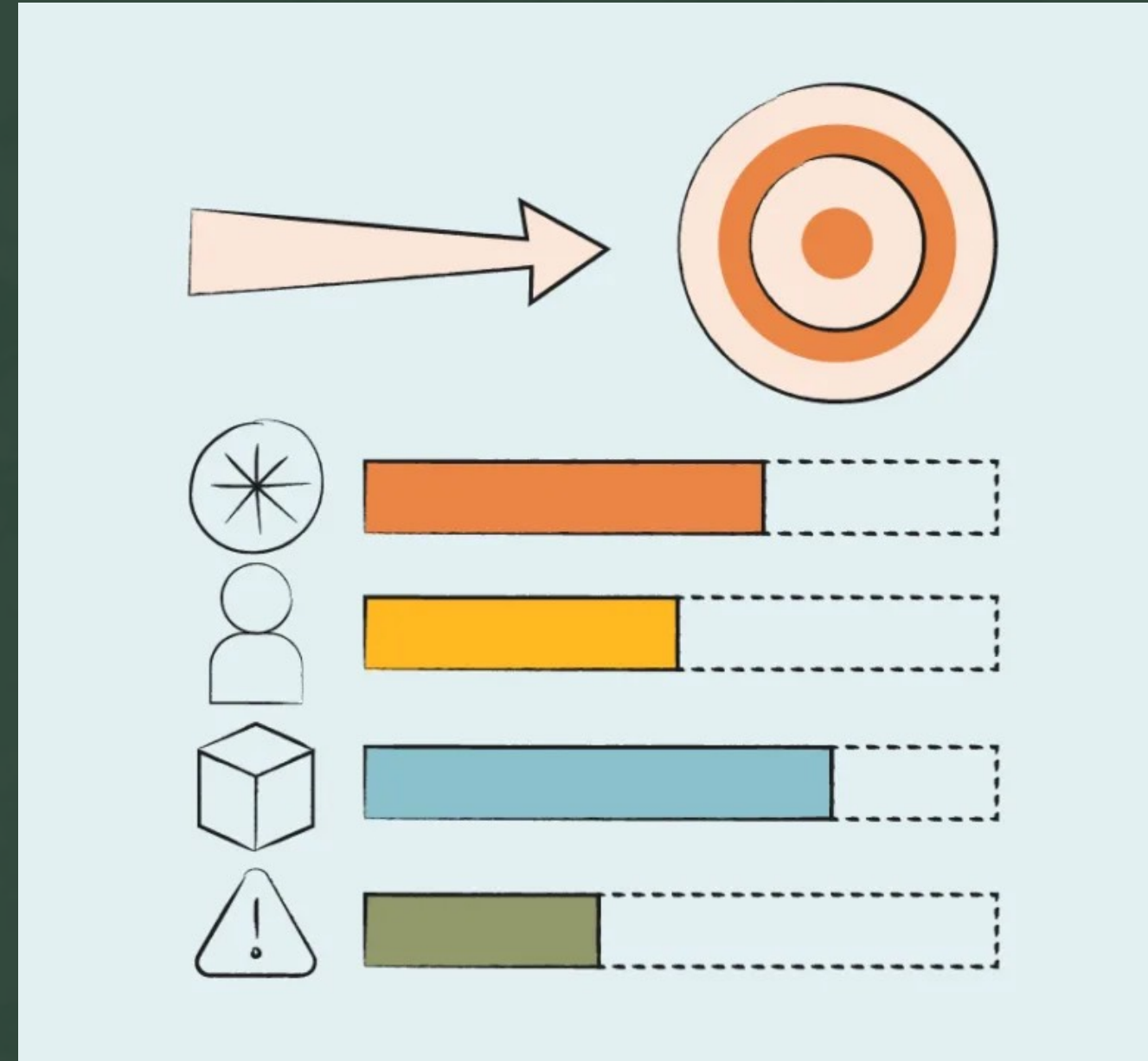
This is just a short section where I lead with something potentially controversial, prove that the statement can actually hold true to scrutiny, and turn on the heat.

CODE IS A LIABILITY

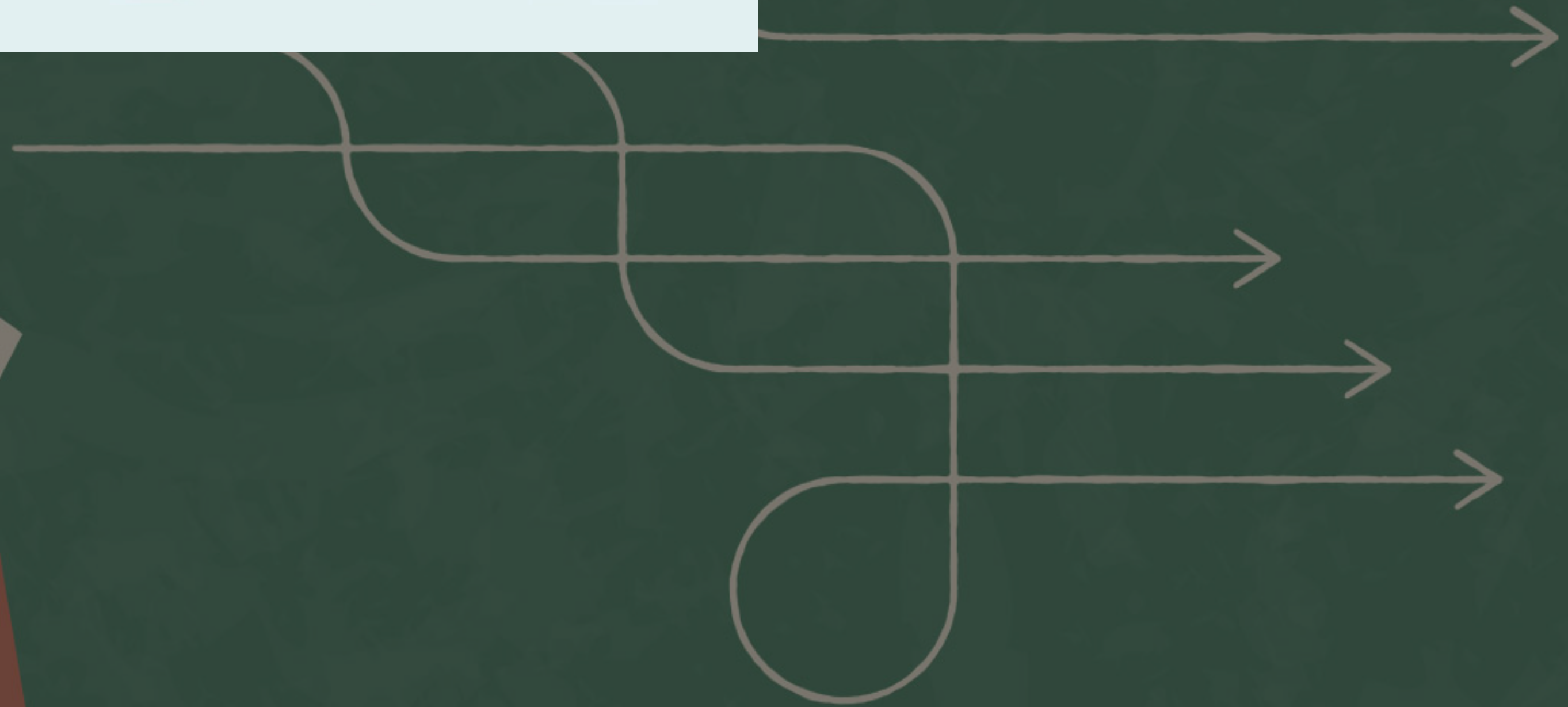
AND I CAN PROVE IT

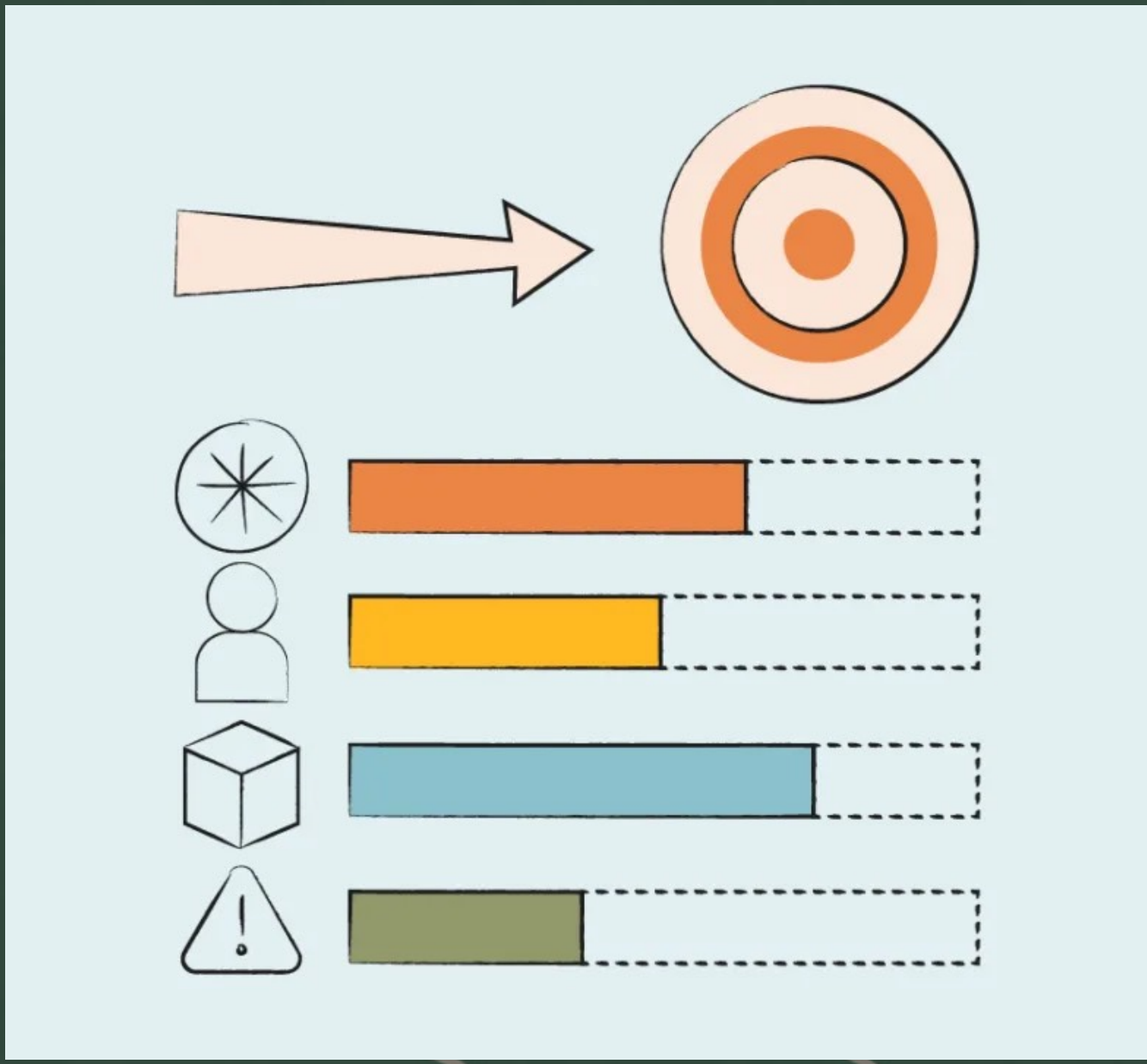
**HOW DO YOU
FEEL ABOUT
THE ADD/DELETE
RATIOS?**





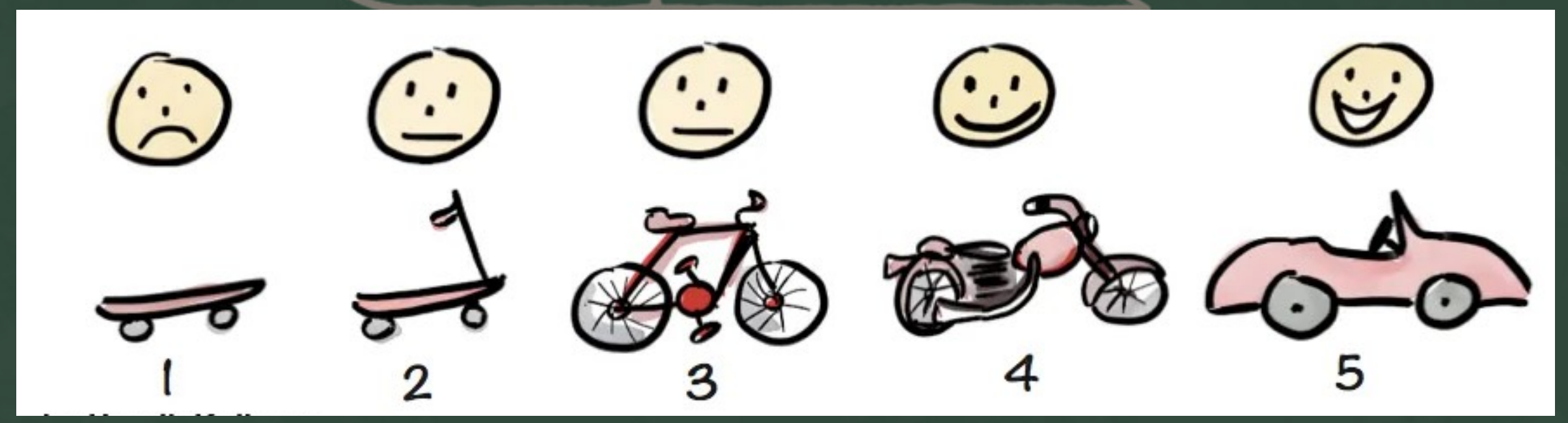
**WHY DO WE DO
UX RESEARCH
BEFORE BUILDING
ANYTHING?**





**WHY DO WE DO
UX RESEARCH
BEFORE BUILDING
ANYTHING?**

**AND WHY DO WE
BUILD MVPs?**



NOT ONLY

CODE IS A LIABILITY

An illustration of a woman with dark hair and a thoughtful expression, looking slightly to the right. She is wearing a light-colored top. The background is a dark teal color with several light-colored arrows that are tangled and looped, suggesting a complex or confusing path. The text "EVERY DECISION RESULTS IN DEBT" is overlaid in the center in a bold, white, sans-serif font.

**EVERY DECISION
RESULTS IN DEBT**

UNTIL DEBT
TEAR US APART

CODE IS A LIABILITY. THE DEBT BEGINS THE MOMENT THE FIRST LINE OF CODE IS WRITTEN. THE CODE IS WRITTEN WHEN THE DECISIONS ARE MADE, SO EFFECTIVELY EVERY DECISION RESULTS IN DEBT.

BoF session
Rootconf 2018

YOU KNEW THAT ALREADY

YAGNI

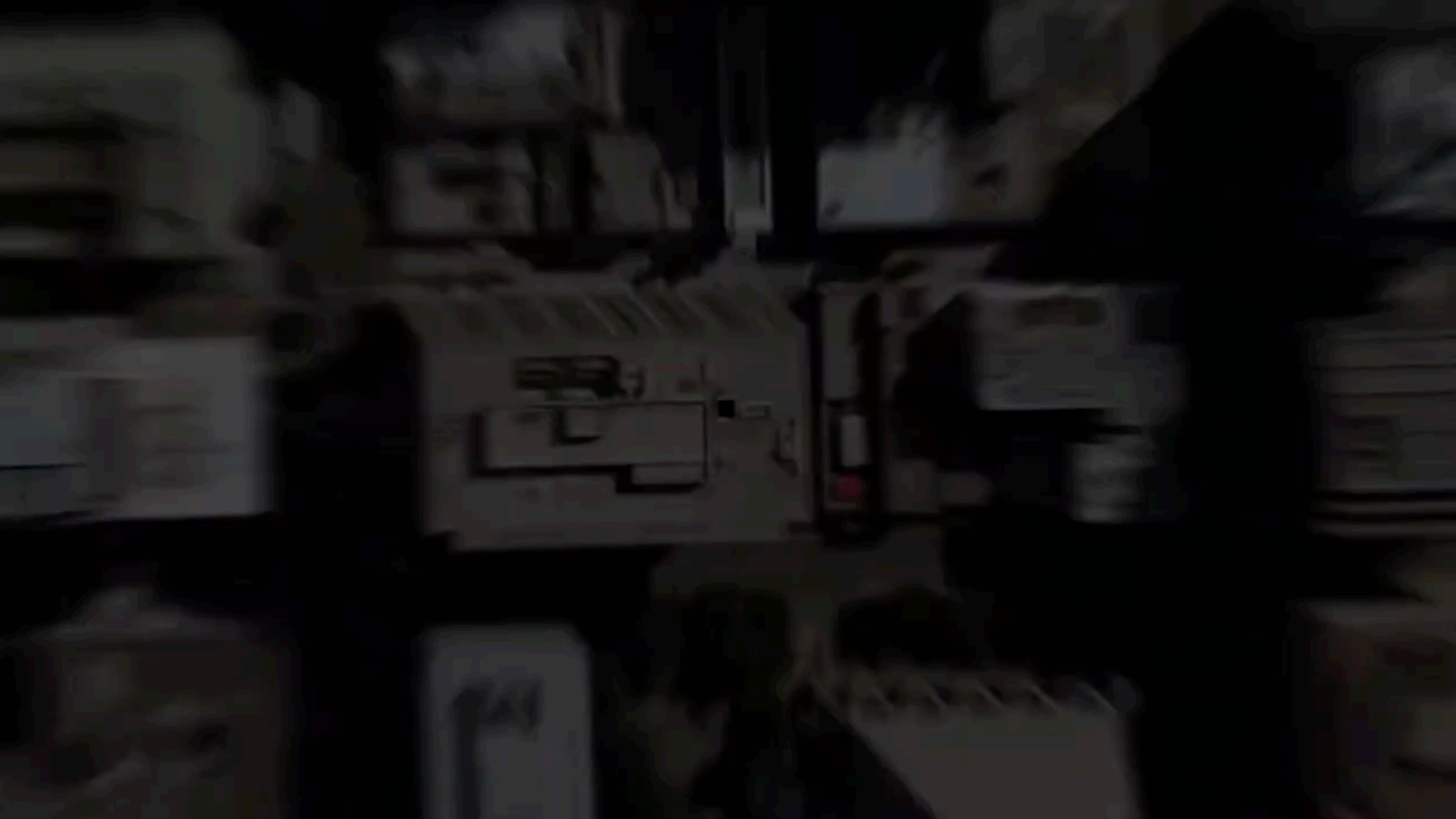
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LET'S ZOOM OUT



TACTICAL
STREET VIEW

A first-person perspective from the cockpit of a helicopter, looking out over a dense urban landscape. The view is framed by the dark interior of the cockpit, including the instrument panel and control yokes. The city below is a mix of low-rise residential buildings and high-rise commercial skyscrapers. The Transamerica Pyramid is a prominent feature in the center. In the distance, a large suspension bridge spans across a body of water. The overall tone is slightly desaturated, giving it a professional and focused appearance.

OPERATIONAL HELICOPTER VIEW

A satellite is shown in orbit above the Earth's surface, which is covered in white clouds and blue oceans. The satellite has a central cylindrical body and two large, rectangular solar panel arrays extending outwards. The background is the dark space of the planet.

STRATEGIC

SATELLITE VIEW

THESE LAYERS





THESE LAYERS



ARE INTRINSICALLY





THESE LAYERS



ARE INTRINSICALLY



INTERCONNECTED



DECISIONS MUST



MAKE SENSE



DECISIONS MUST



AT ALL ALTITUDES



MAKE SENSE



DECISIONS MUST



**AT ALL ALTITUDES,
MAKE SENSE
DECISIONS MUST**

in my head, last night
Yoda

MANAGING DECISION MAKING

At this point, whether we agree on the introduction or the premise doesn't matter: I made my point, hopefully you want to see where I'm going with this.



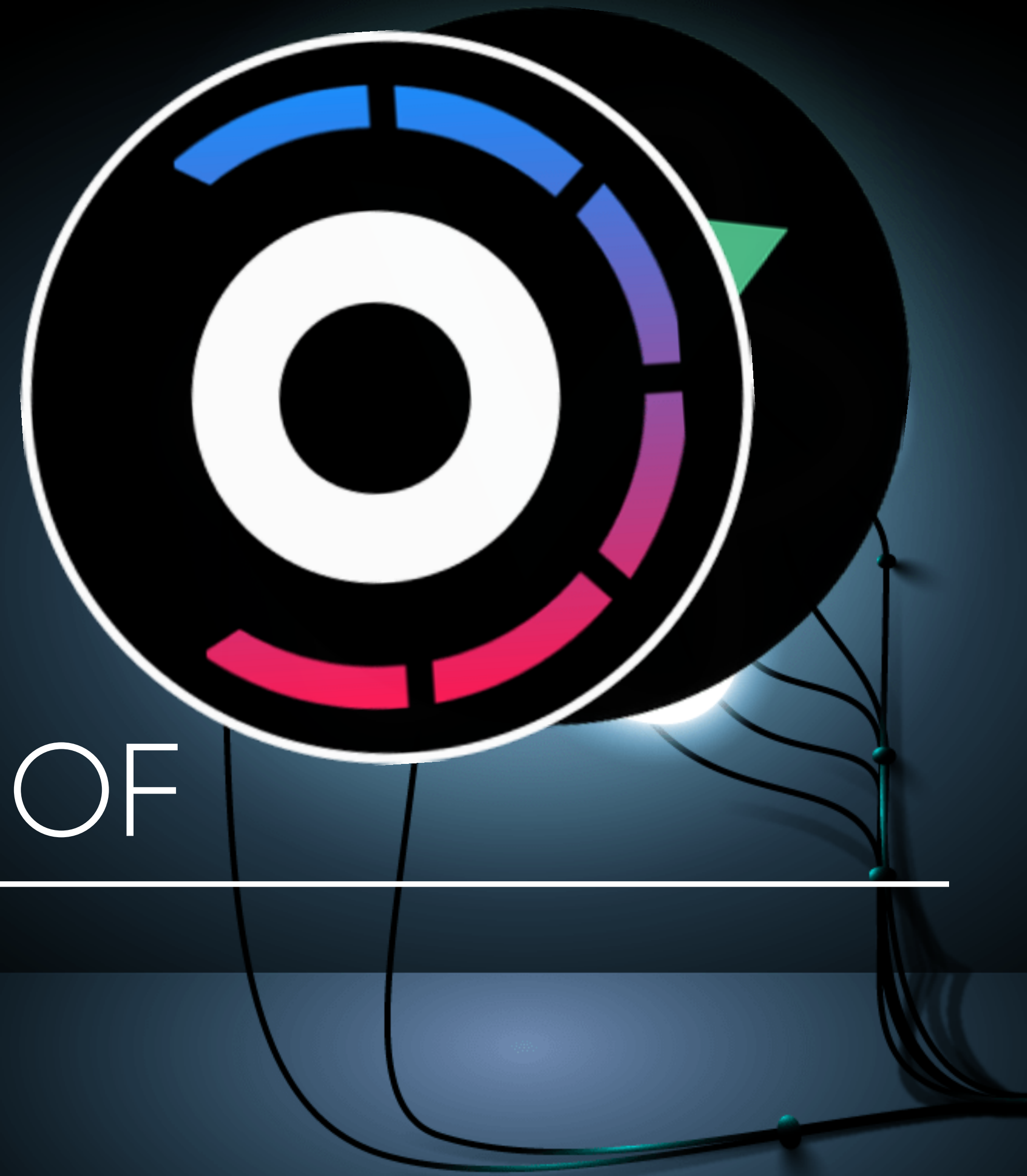
YOU MIGHT HAVE HEARD OF

REACT



YOU MIGHT HAVE HEARD OF

VUE.JS



YOU MIGHT HAVE HEARD OF

TURBO



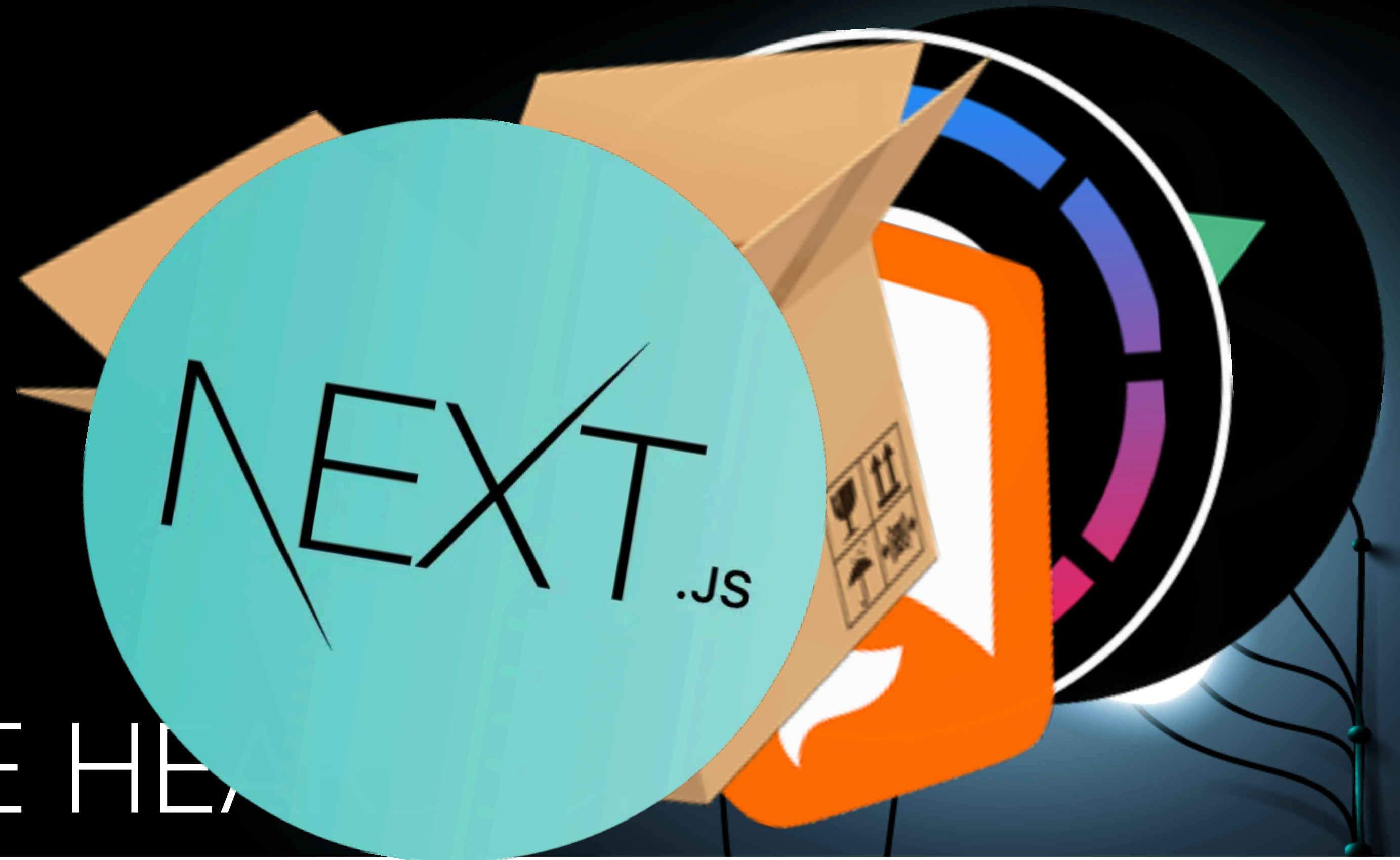
YOU MIGHT HAVE HEARD OF

ASTRO



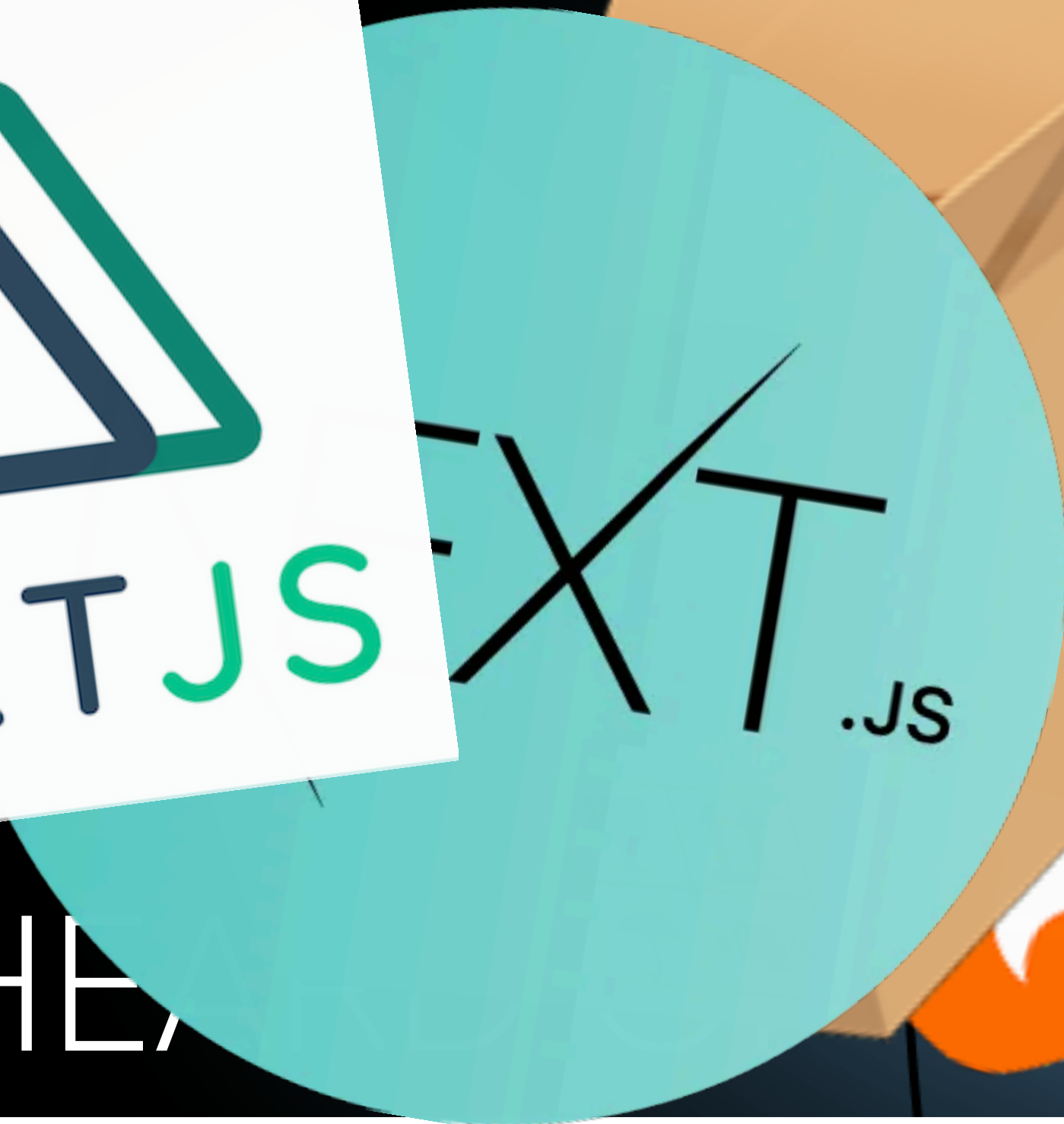
YOU MIGHT HAVE HEARD OF

PARCEL



YOU MIGHT HAVE HEARD

NEXT.JS



YOU MIGHT HAVE HEARD

NUXT.JS



YOU MIGHT ALSO LIKE

ANGULAR



YOU MIGHT ALSO LIKE

VITE



Y
THE

JSS



Y

HTM

Top 15 Best JavaScript Frameworks



METE R

express

Top 15 Best JavaScript Frameworks



A collage of various JavaScript framework logos including React, Next.js, Svelte, Vue.js, and others, arranged in a circular pattern.

BLOG
20 Best JavaScript Frameworks



Top 15 Best JavaScript Frameworks



METEOR

express

BLOG

20 Best JavaScript Frameworks



DEVELOPMENT

39 of the best JavaScript libraries and frameworks to try in 2021

51 Best JavaScript Libraries Every Developer Should Know

The ultimate lifesaving list of the JavaScript packages you should have to build apps and websites quickly and reliably.

Top 15 Best JavaScript Frameworks



METEOR

express

BLOG
20 Best JavaScript Frameworks

DEVELOPMENT

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DECISIONS ARE INEVITABLE

Top 15 Best JavaScript Frameworks

BLOG
20 Best JavaScript Frameworks

DEVELOPMENT

39 of the best JavaScript libraries and frameworks to try in 2021



METEOR

express

The image features a woman with dark skin and hair, looking thoughtful with her hand near her chin. The background is a dark teal color with a faint, light-colored flowchart or decision tree diagram. The main text is in large, bold, white capital letters.

HOW TO MAKE GOOD DECISIONS?

OR AT LEAST NOT TERRIBLE ONES?

HOW TO MAKE GOOD DECISIONS? NOT A RECIPE!

- 1.
- 2.
- 3.
- 4.
- 5.

HOW TO MAKE GOOD DECISIONS? NOT A RECIPE!

1. UNDERSTAND THE CONTEXT

2.

3.

4.

5.



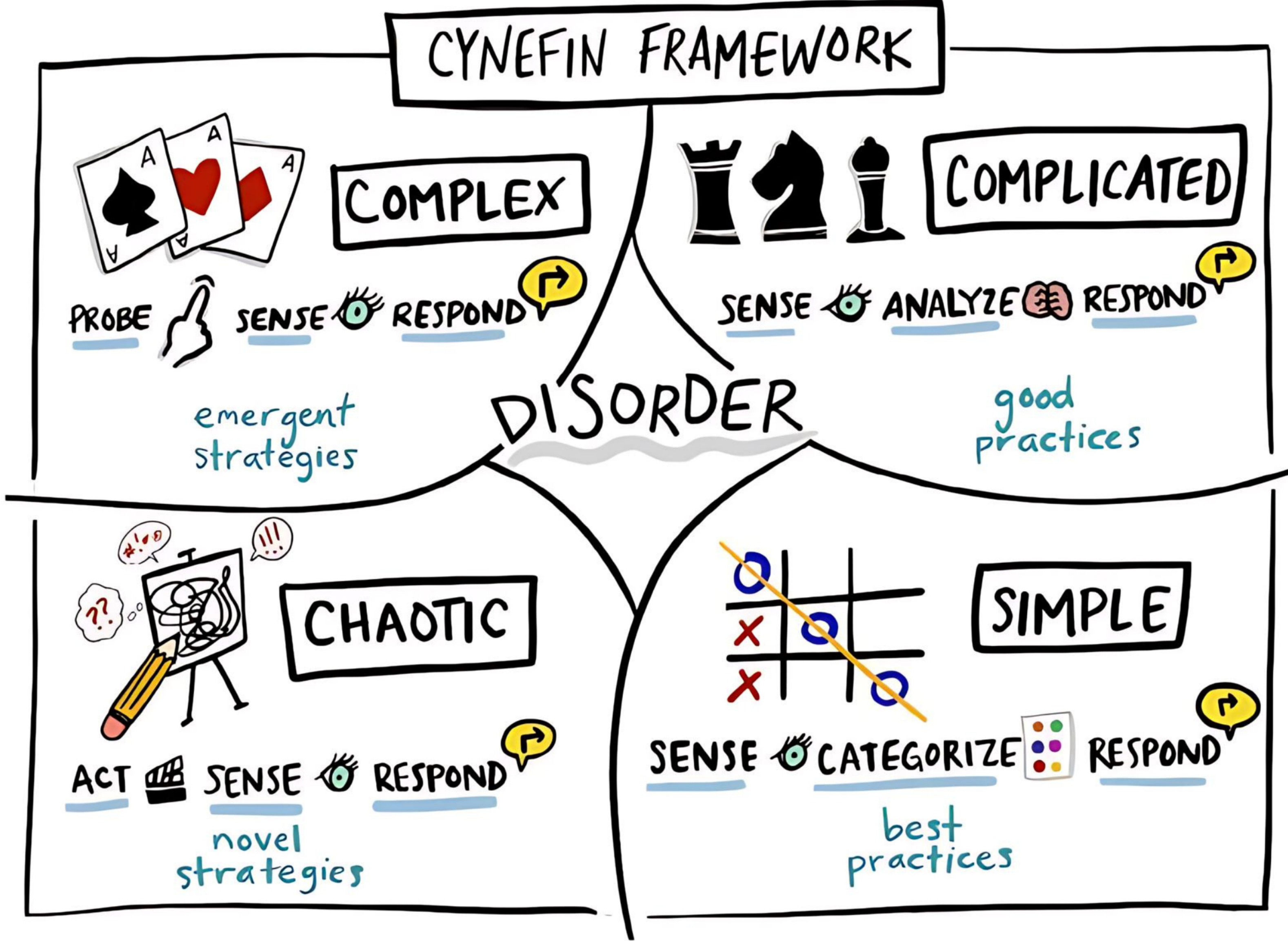
UNDERSTAND THE CONTEXT

CYNEFIN

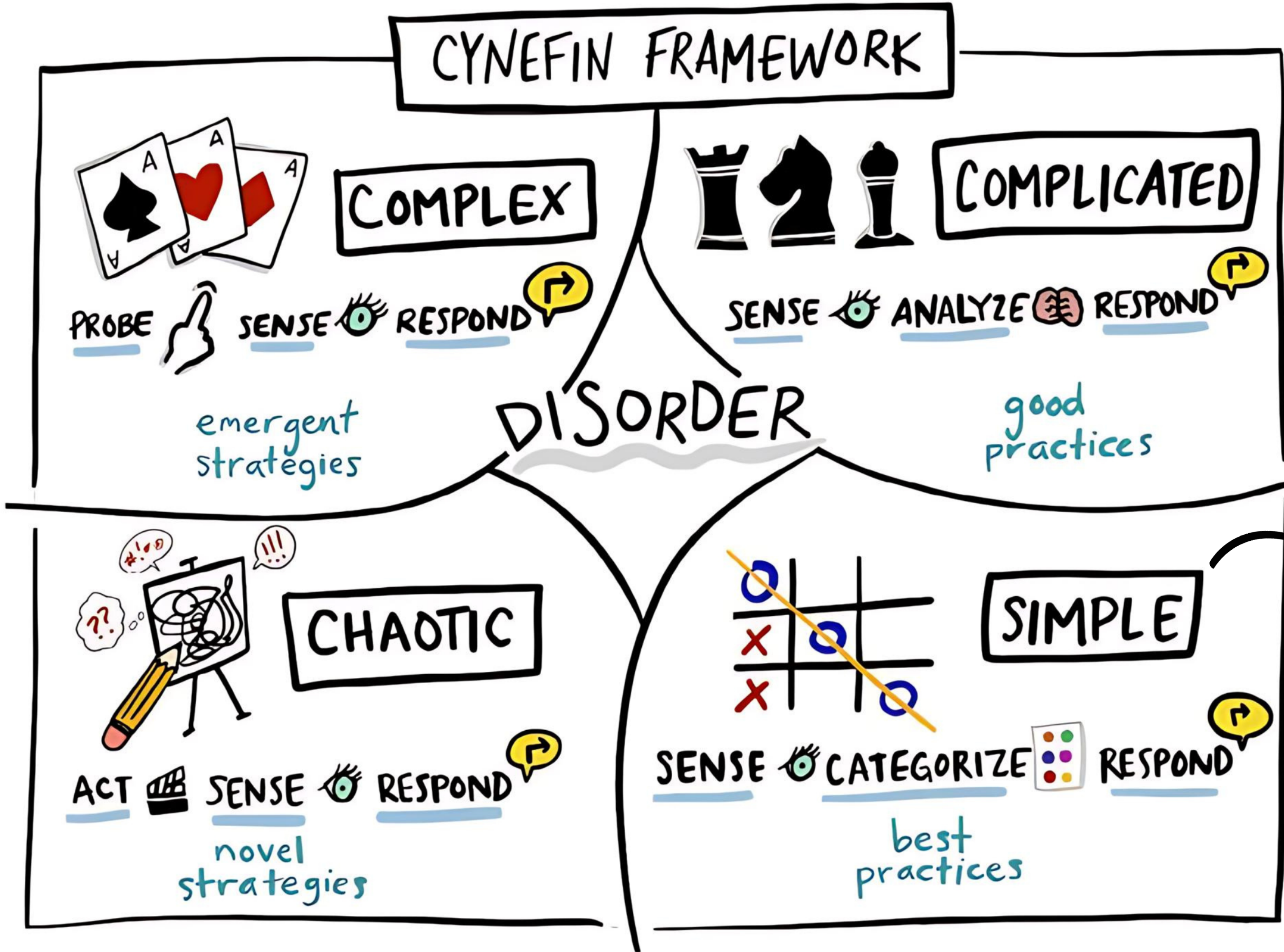
/KUH-NEV-IN/



UNDERSTAND THE CONTEXT



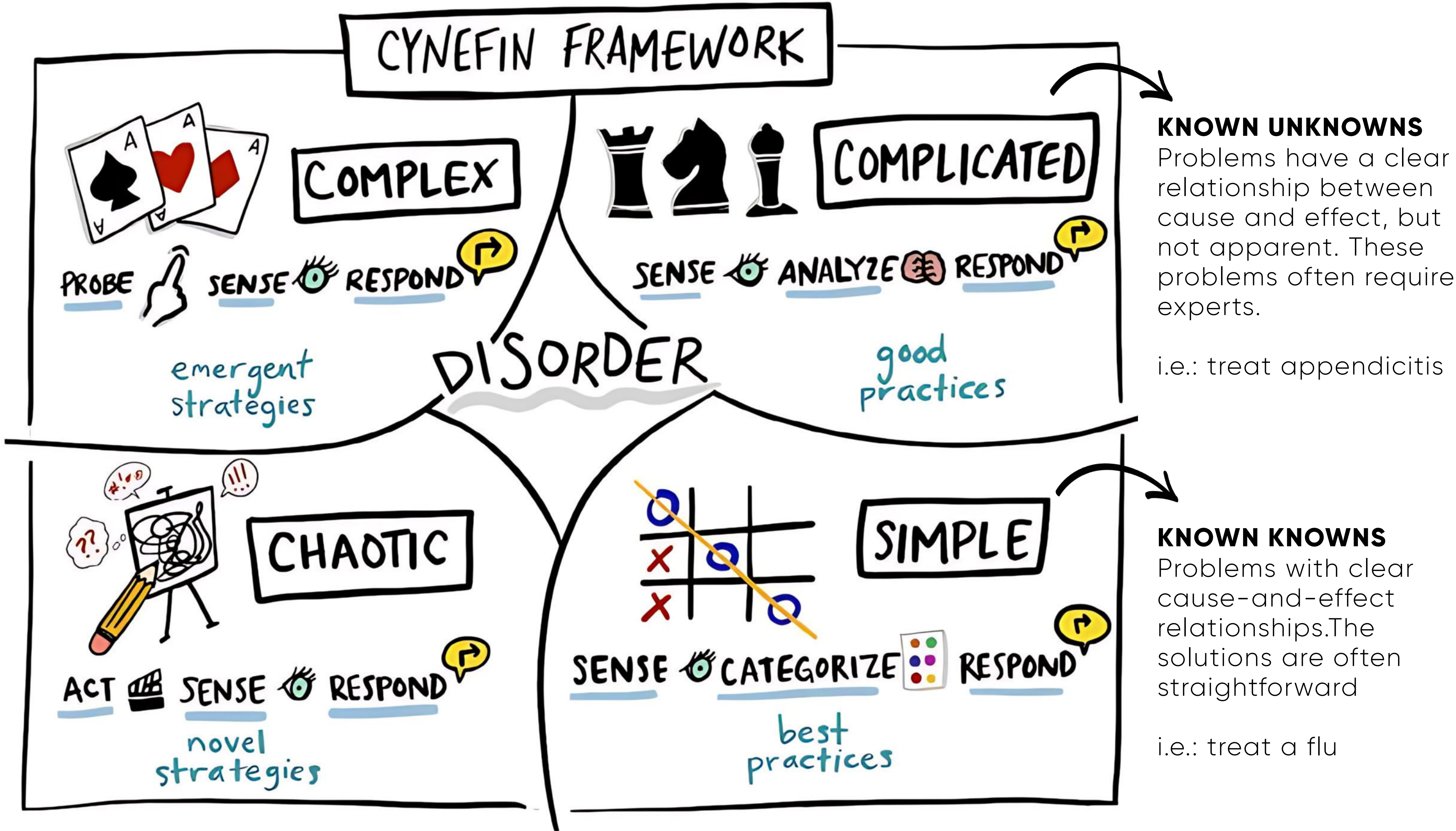
UNDERSTAND THE CONTEXT



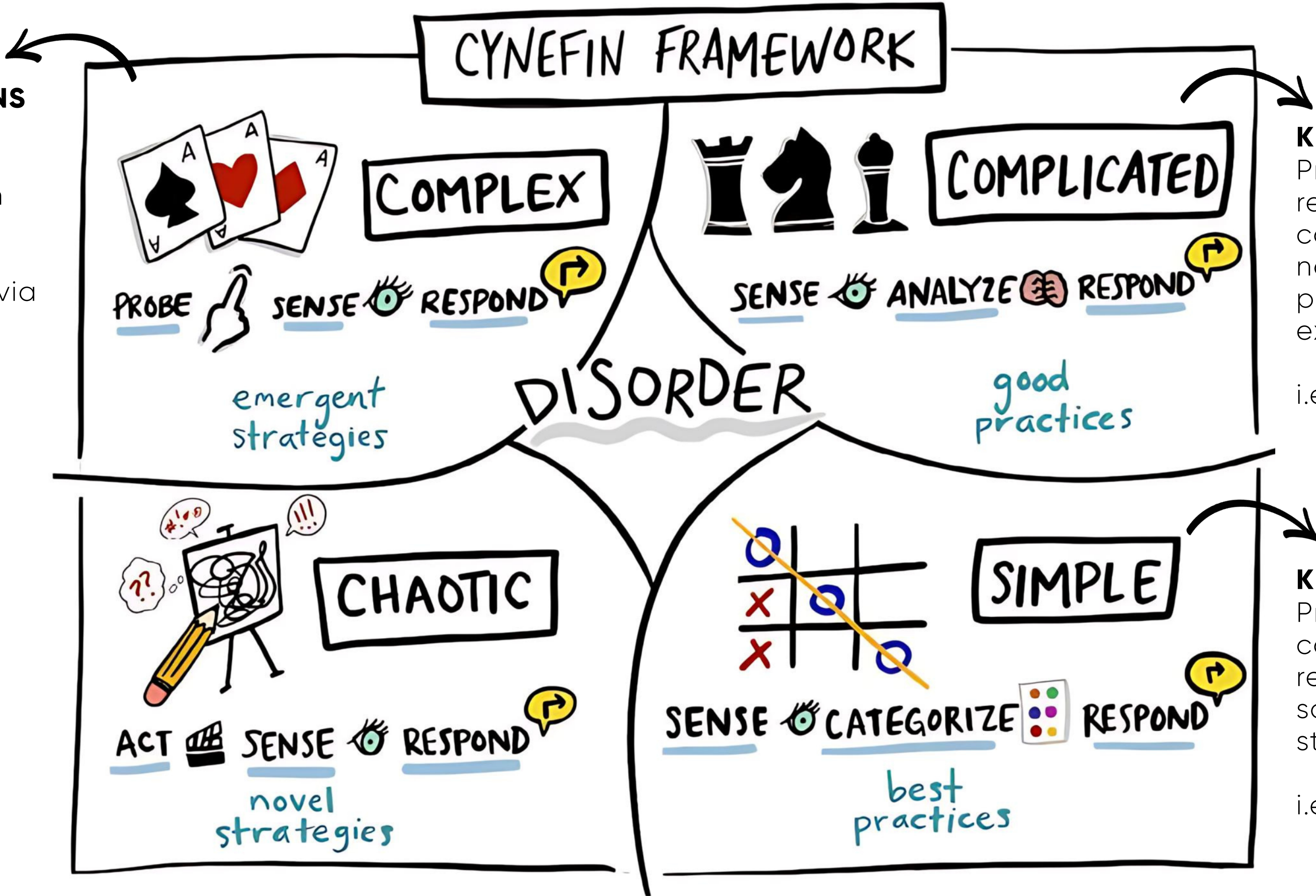
KNOWN KNOWN
Problems with clear cause-and-effect relationships. The solutions are often straightforward

i.e.: treat a flu

UNDERSTAND THE CONTEXT



UNDERSTAND THE CONTEXT



UNKNOWN UNKNOWNNS

Problems where the relationship between cause and effect can only be perceived in retrospect. The problems are solved via experimentation.

i.e.: make a diagnosis

KNOWN UNKNOWNNS

Problems have a clear relationship between cause and effect, but not apparent. These problems often require experts.

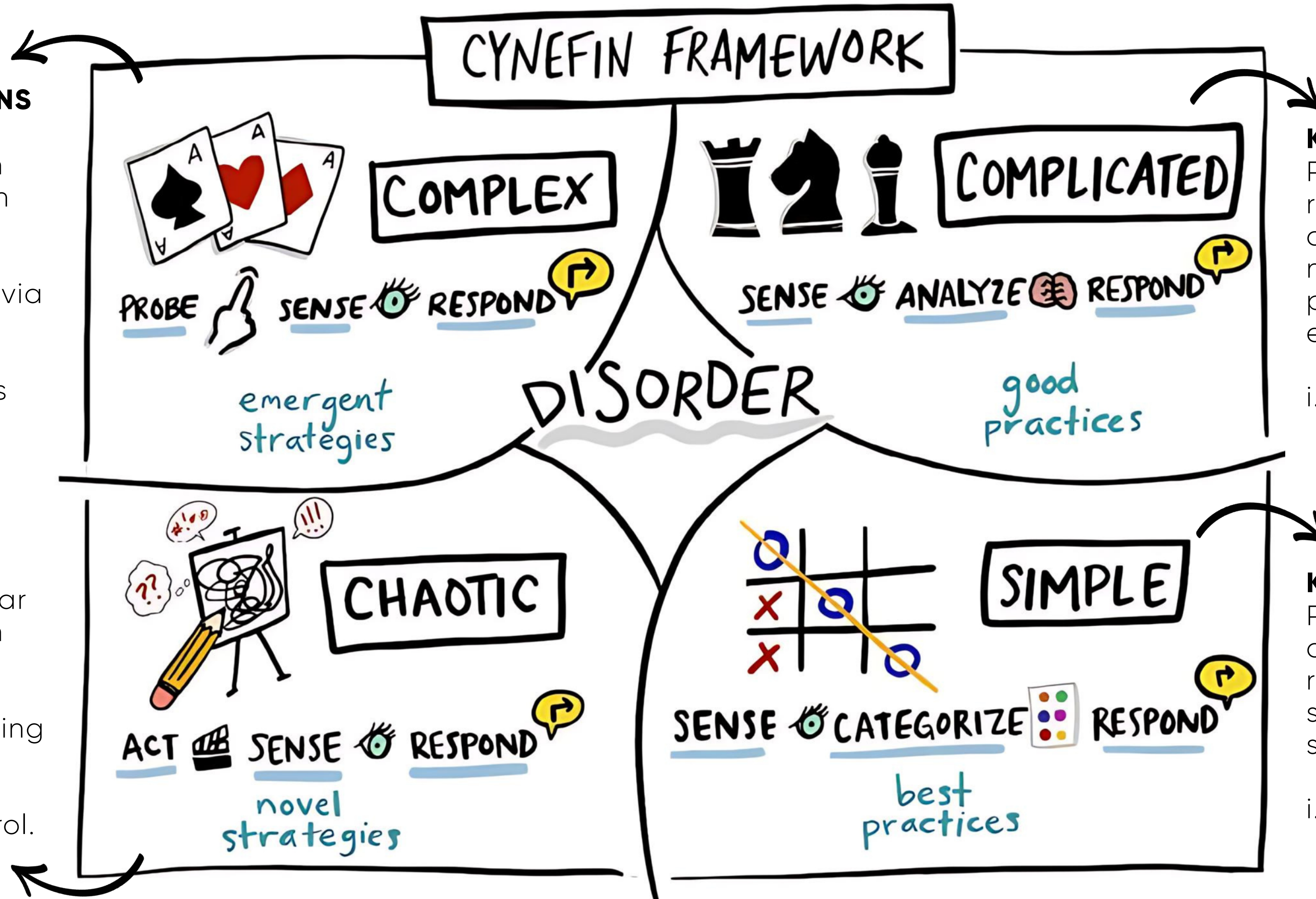
i.e.: treat appendicitis

KNOWN KNOWNNS

Problems with clear cause-and-effect relationships. The solutions are often straightforward

i.e.: treat a flu

UNDERSTAND THE CONTEXT



UNKNOWN UNKNOWNNS

Problems where the relationship between cause and effect can only be perceived in retrospect. The problems are solved via experimentation.

i.e.: make a diagnosis

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Problems have a clear relationship between cause and effect, but not apparent. These problems often require experts.

i.e.: treat appendicitis

UNKNOWABLE UNKNOWNNS

Problems with no clear relationship between cause and effect. Problems urgent and unpredictable, requiring rapid responses and action to bring the situation under control.

i.e.: ER red code

KNOWN KNOWNNS

Problems with clear cause-and-effect relationships. The solutions are often straightforward

i.e.: treat a flu

HOW TO MAKE GOOD DECISIONS? NOT A RECIPE!

1. UNDERSTAND THE CONTEXT
2. FOCUS ON THE KEY DECISIONS
- 3.
- 4.
- 5.

FOCUS ON THE KEY DECISIONS

BE PRINCIPLE DRIVEN

AN EXAMPLE

FOCUS ON THE KEY DECISIONS

Notable quality attributes include:

- accessibility
- accountability
- accuracy
- adaptability
- administrability
- affordability
- agility (see Common subsets below)
- auditability
- autonomy [Erl]
- availability
- compatibility
- composability [Erl]
- configurability
- correctness
- credibility
- customizability
- debuggability
- degradability
- determinability
- demonstrability
- dependability (see Common subsets below)
- deployability
- discoverability [Erl]
- distributability
- durability
- effectiveness
- efficiency
- evolvability
- extensibility
- failure transparency
- fault-tolerance
- fidelity
- flexibility
- inspectability
- installability
- integrity
- interchangeability
- interoperability [Erl]
- learnability
- localizability
- maintainability
- manageability
- mobility
- modifiability
- modularity
- observability
- operability
- orthogonality
- portability
- precision
- predictability
- process capabilities
- producibility
- provability
- recoverability
- relevance
- reliability
- repeatability
- reproducibility
- resilience
- responsiveness
- reusability [Erl]
- robustness
- safety
- scalability
- seamlessness
- self-sustainability
- serviceability (a.k.a. supportability)
- securability (see Common subsets below)
- simplicity
- stability
- standards compliance
- survivability
- sustainability
- tailorability
- testability
- timeliness
- traceability
- transparency
- ubiquity
- understandability
- upgradability
- usability
- vulnerability

FOCUS ON THE KEY DECISIONS

Notable quality attributes include:

- accessibility
- accountability
- accuracy
- adaptability
- administrability
- affordability
- agility (see Common subsets below)
- auditability
- autonomy [Erl]
- availability
- compatibility
- composability [Erl]
- configurability
- correctness
- credibility
- customizability
- debuggability
- degradability
- determinability
- demonstrability
- dependability (see Common subsets below)
- deployability
- discoverability [Erl]
- distributability
- effectiveness
- efficiency
- evolvability
- extensibility
- failure transparency
- fault-tolerance
- fidelity
- flexibility
- inspectability
- installability
- integrity
- interchangeability
- interoperability [Erl]
- learnability
- localizability
- maintainability
- manageability
- mobility
- modifiability
- modularity
- operability
- operability
- portability
- precision
- predictability
- process capabilities
- producibility
- provability
- recoverability
- relevance
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**AGREE THE TOP 5 THAT SHOULD
DRIVE ALL THE TEAM DECISIONS**

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**AGREE THE TOP 5 THAT SHOULD
DRIVE ALL THE TEAM DECISIONS**

THIS REDUCES NOISE AND BIASES

FOCUS ON THE KEY DECISIONS

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FOR US THE GAME CHANGER WAS:
**PRIVACY OVER
PERFORMANCE**



**HOW TO MAKE GOOD DECISIONS?
NOT A RECIPE!**

- 1. UNDERSTAND THE CONTEXT**
- 2. FOCUS ON THE KEY DECISIONS**
- 3. DEFINE WHO OWNS IT**
- 4.**
- 5.**

DEFINE WHO OWNS IT

R.A.P.I.D.

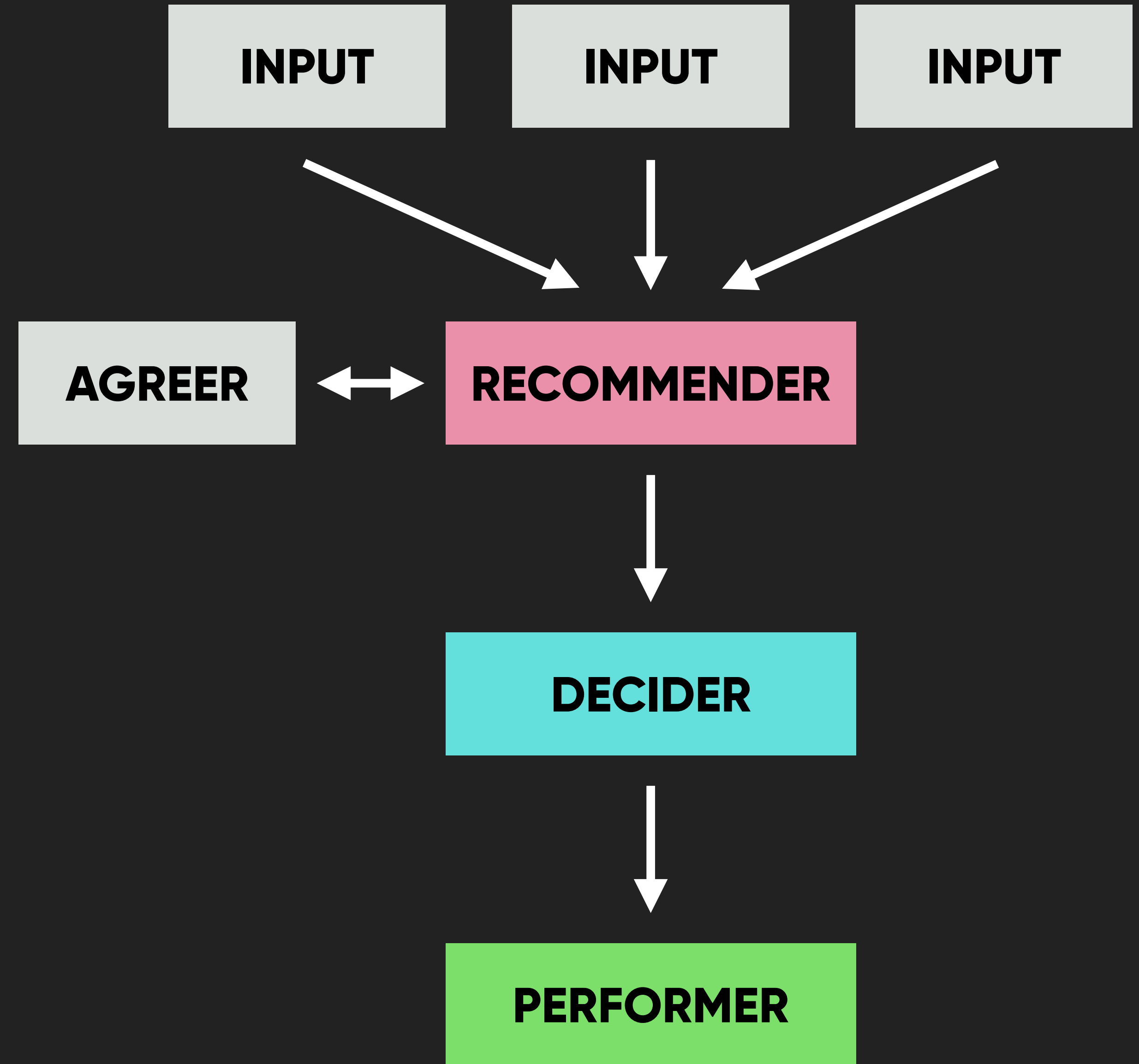
RECOMMEND

AGREE

PERFORM

INPUT

DECIDE



HOW TO MAKE GOOD DECISIONS? NOT A RECIPE!

- 1. UNDERSTAND THE CONTEXT**
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- 4. DISAGREE AND COMMIT**
- 5.**

DISAGREE AND COMMIT

RFCs & DECISION RECORDS

REQUEST FOR COMMENTS

Problem & Context

Considered, but out of Scope

Solution

Interfaces

Infrastructure

Scale & Performance

Reliability

Redundancy

Monitoring & Instrumentation

Failure Scenarios

Security

Privacy

Operational Implications

Future Directions

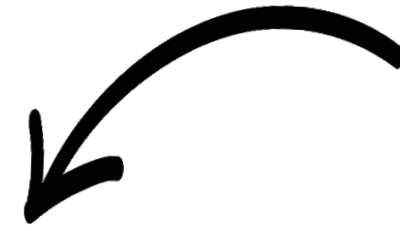
Rollout

Risks & Open Questions

Alternative Approaches

REQUEST FOR COMMENTS

**WHERE THE
MAGIC HAPPENS**



Problem & Context

Considered, but out of Scope

Solution

Interfaces
Infrastructure
Scale & Performance
Reliability
Redundancy
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Operational Implications

Future Directions

Rollout

**STRUCTURE
MIGHT VARY**



Risks & Open Questions

Alternative Approaches

RFCs & DECISION RECORDS

Date	Decision	Proposed by	RFC(s)
17 Feb 24	Checkout API Design	Payments	Link
11 Gen 24	Testing Github Copilot	Platform	Link
18 Dec 23	Moving from Yarn to Npm	Shop	Link

DISAGREE AND COMMIT

INCLUSIVITY

TRUST

**CULTURE
ENABLED**

COLLABORATION

**GOOD
FAITH**

**ABILITY TO GIVE
AND RECEIVE FEEDBACK**

**HOW TO MAKE GOOD DECISIONS?
NOT A RECIPE!**

← **SAME OLD MISTAKES**

GLORIOUS NEW MISTAKES →

- 1. UNDERSTAND THE CONTEXT**
- 2. FOCUS ON THE KEY DECISIONS**
- 3. DEFINE WHO OWNS IT**
- 4. DISAGREE AND COMMIT**
- 5. ASSESS OVER TIME**

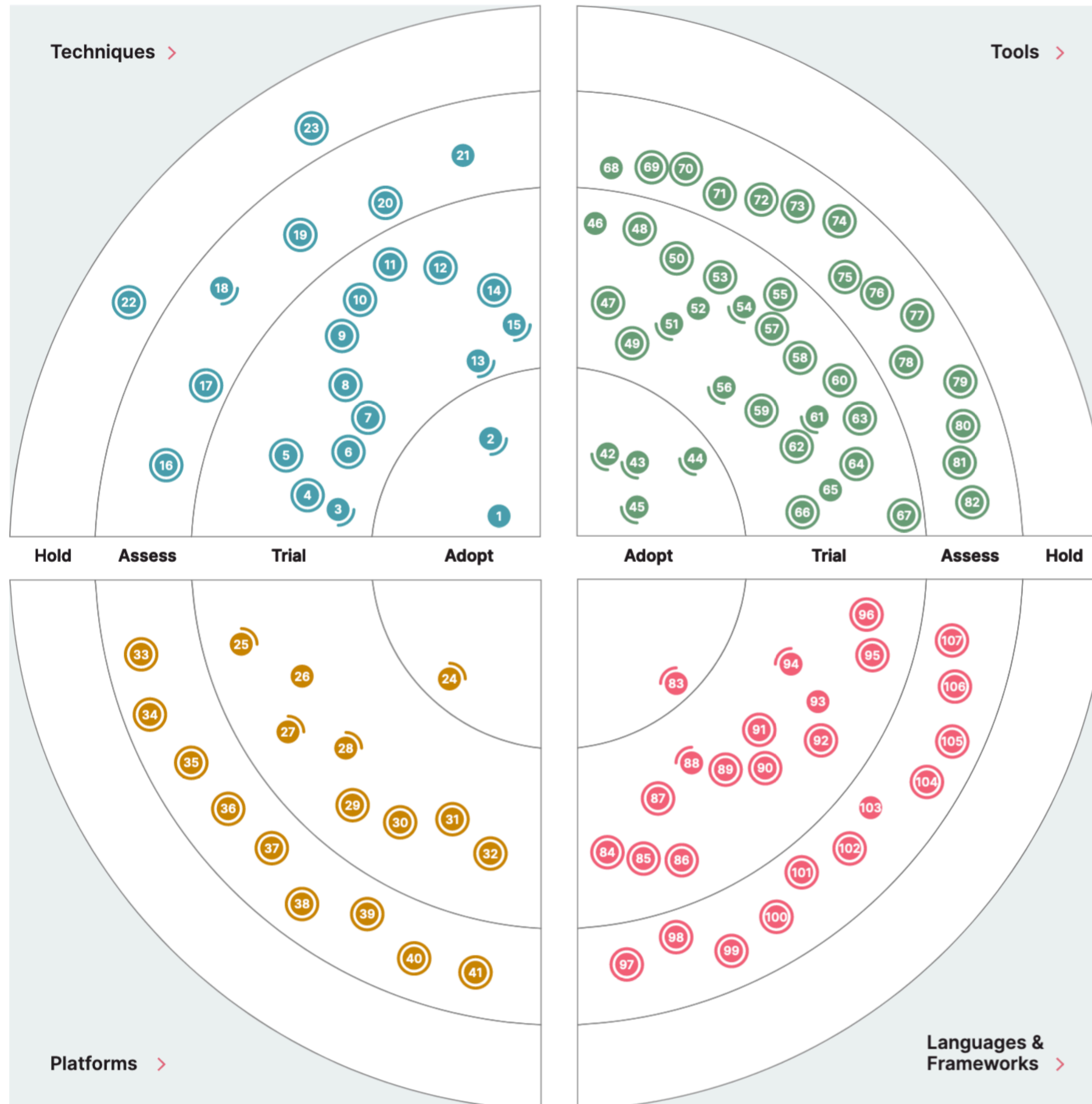
ASSESS OVER TIME

← SAME OLD MISTAKES

GLORIOUS NEW MISTAKES →

TECH RADAR

TECH RADAR



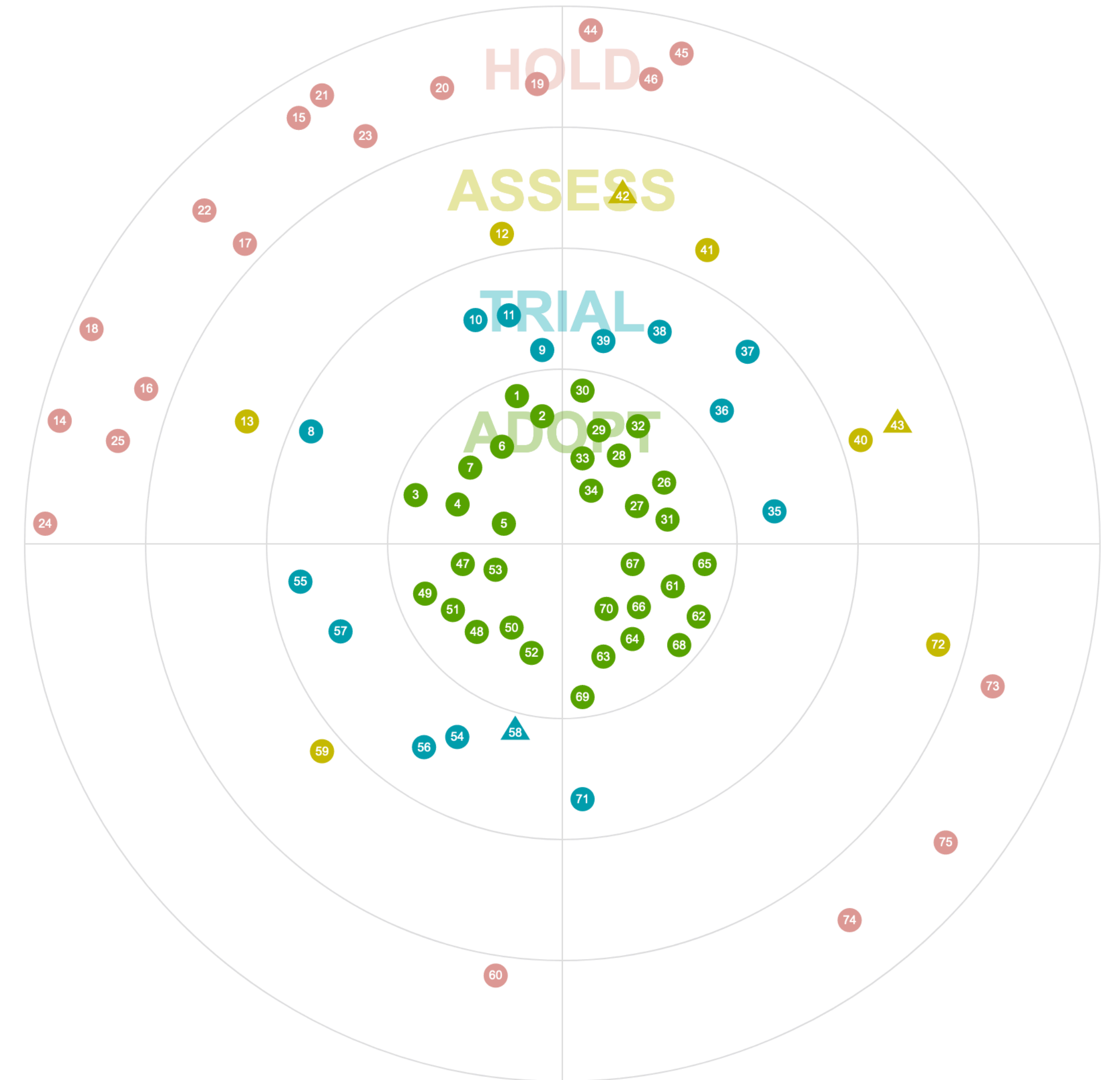
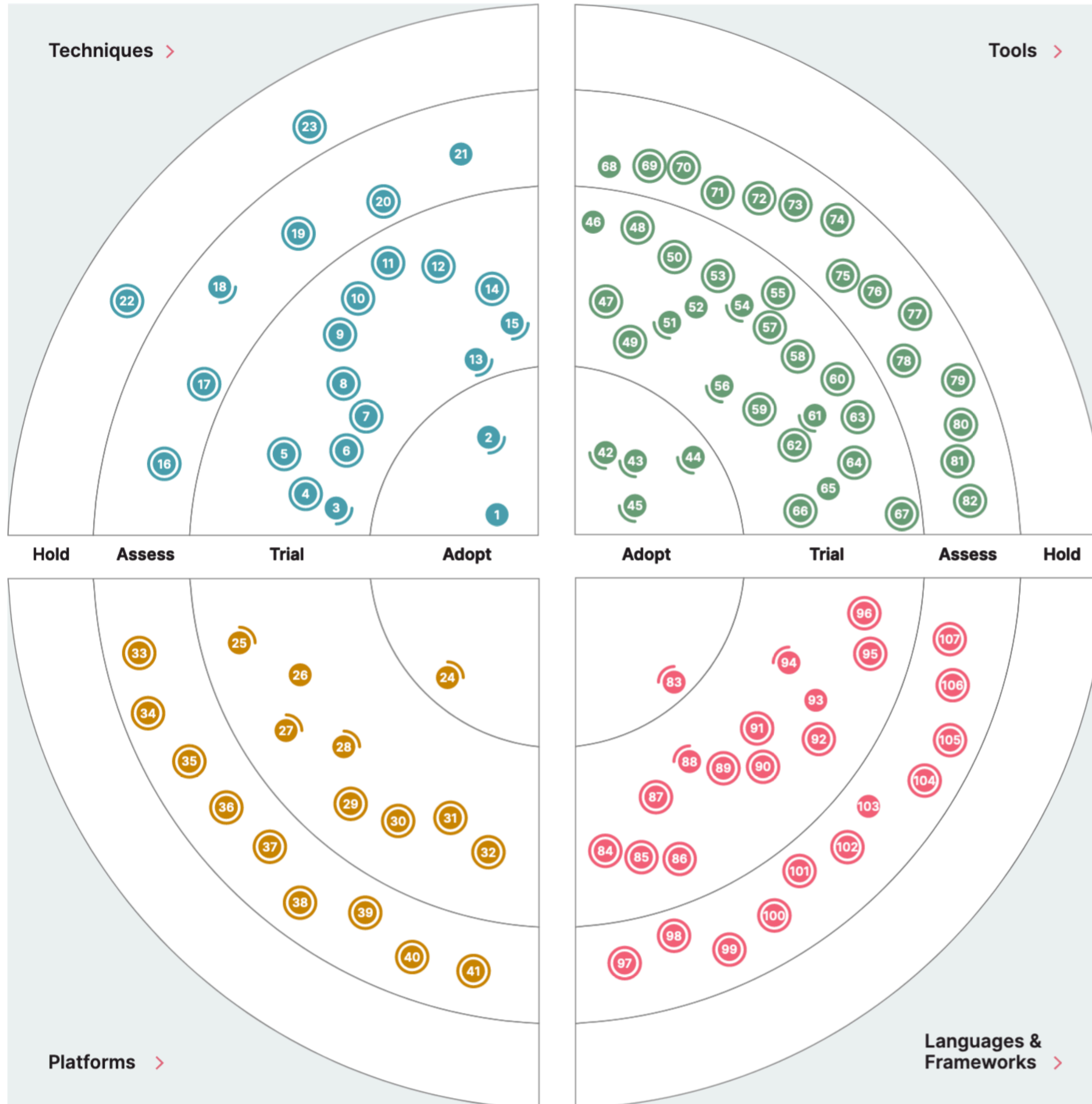
What is it?

Tech Radar is a list of technologies, complemented by an assessment result, called ring assignment

What's its purpose?

The Tech Radar is a tool to inspire and support engineering teams to pick the best technologies for new projects.

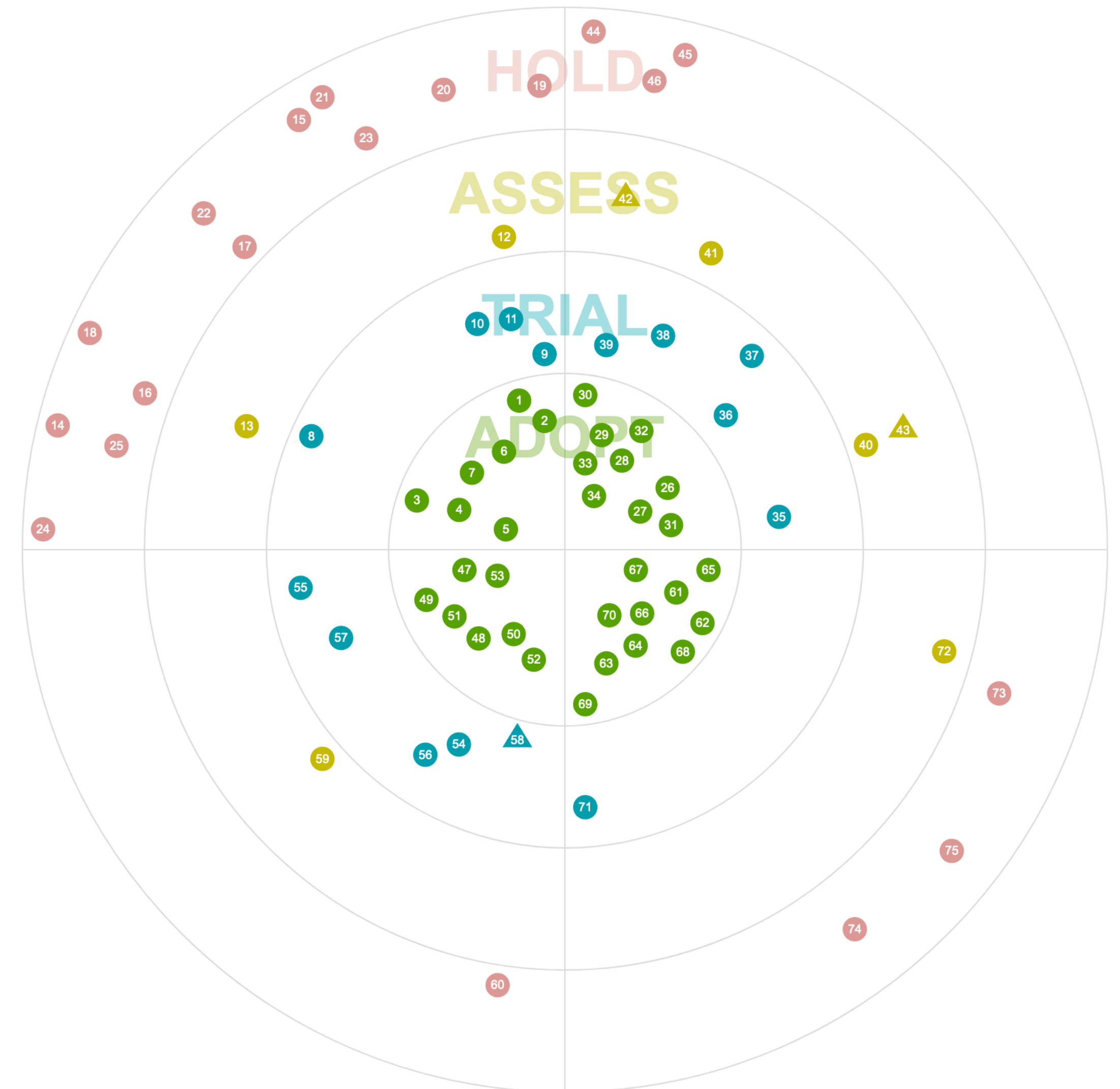
TECH RADAR



TECH RADAR

Why is it important?

Not only allows to avoid repeat the same mistakes, but also to converge.



**WE NEED TO ACCEPT THAT WE
WON'T ALWAYS MAKE THE RIGHT
DECISIONS, THAT WE'LL SCREW UP
ROYALLY SOMETIMES**

Arianna Huffington



BREATHE

<INTERLUDE>

**BUT I WORK IN A VERY SMALL
AGENCY/START UP/COMPANY/
DEPARTMENT/GARAGE.
THIS IS OVERKILL.**



**BUT I WORK IN A VERY SMALL
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**I'D LOVE TO CHAT AFTER THE
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THIS IS OVERKILL.**

**I'D LOVE TO CHAT AFTER THE
TALK: MOST TECHNIQUES
SHOULD APPLY JUST FINE.**

**IF I'M WRONG, REMEMBER
WHY YOU ARE HERE! 🤪**





BREATHE

</INTERLUDE>

WRAP UP

With this I close my talk. There will be a brief recap, then, linking back to something I mentioned before, and a bit of a climax, to close on a high.

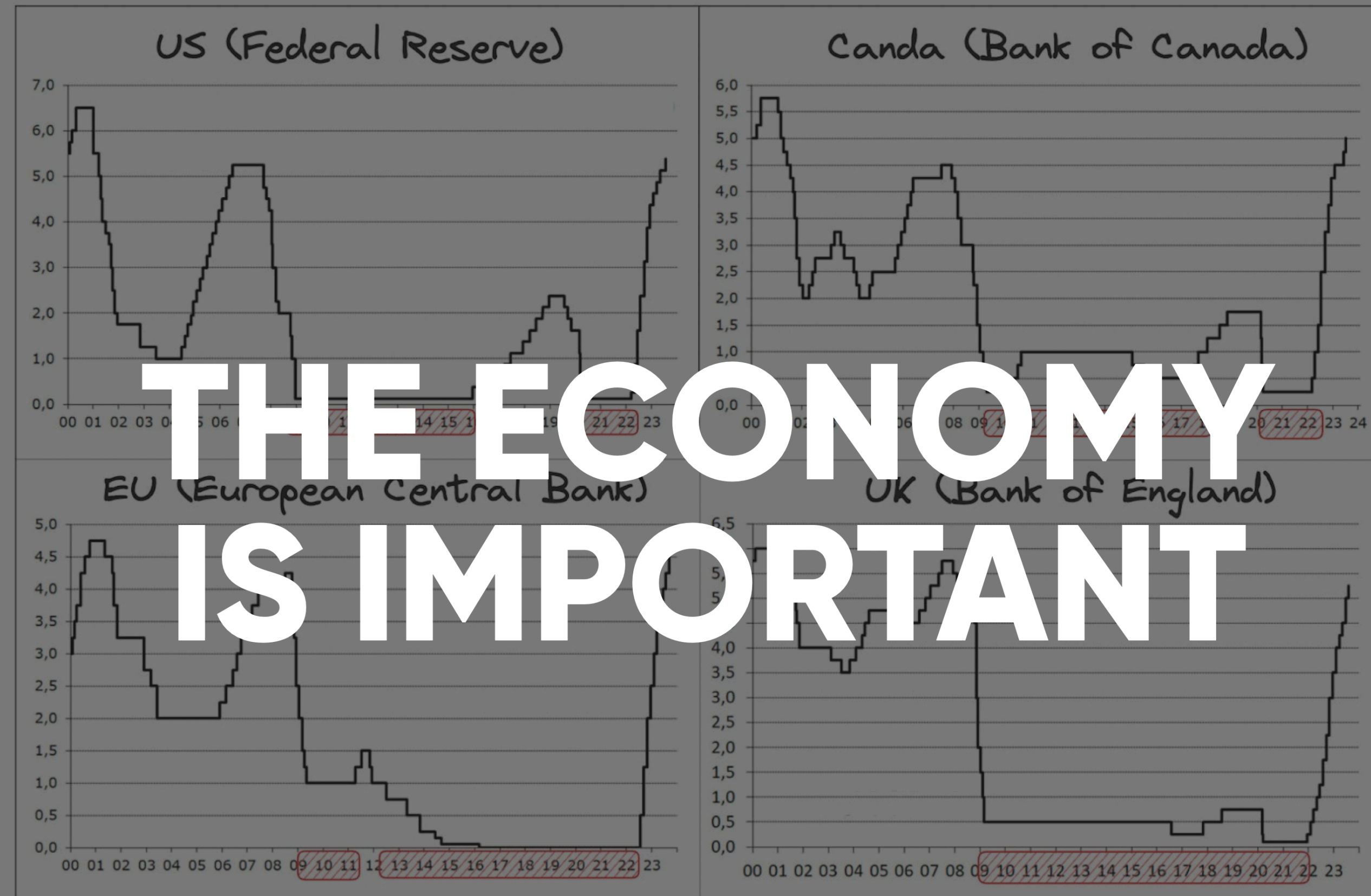
Then a brief QA and I'll meet you off stage, yeah?



**FACTS DO NOT CEASE TO EXIST
BECAUSE THEY ARE IGNORED.**

Complete Essays, Vol. II
Aldous Huxley

INTRODUCTION



THE ECONOMY IS IMPORTANT

area: 1% or below interest rate / "ZIRP"

<https://newsletter.pragmaticengineer.com/p/zirp>

PREMISE

UNTIL DEBT
TEAR US APART

NOT ONLY

CODE IS A LIABILITY

<https://www.forbes.com/sites/forbestechcouncil/2019/02/22/want-to-learn-coding-check-out-these-resources-recommended-by-tech-experts/>



**EVERY DECISION
RESULTS IN DEBT**

<https://edu.gcfglobal.org/en/problem-solving-and-decision-making/decisionmaking-strategies/1/>

<https://blog.rootconf.in/are-we-concentrating-on-debts-da7a70e7cce0>

MANAGING DECISION MAKING

UNDERSTAND THE CONTEXT

CYNEFIN

/KUH-NEV-IN/

<https://www.thomas.co/case-study/specsavers>

MANAGING DECISION MAKING

UNDERSTAND THE CONTEXT

FOCUS ON THE KEY DECISIONS

BE PRINCIPLE DRIVEN

AN EXAMPLE

<https://www.telegraph.co.uk/health-fitness/wellbeing/mental-health/five-simple-ways-declutter-brain-stop-mind-chatter/>

MANAGING DECISION MAKING

UNDERSTAND THE CONTEXT

FOCUS ON THE KEY DECISIONS

DEFINE WHO OWNS IT

B

R.A.P.I.D.

https://www.freepik.com/free-photo/_13187315.htm

MANAGING DECISION MAKING

UNDERSTAND THE CONTEXT

FOCUS ON THE KEY DECISIONS

DEFINE WHO OWNS IT

DISAGREE AND COMMIT

B

**RFCs &
DECISION RECORDS**



MANAGING DECISION MAKING

UNDERSTAND THE CONTEXT

FOCUS ON THE KEY DECISIONS

DEFINE WHO OWNS IT

DISAGREE AND COMMIT

ASSESS OVER TIME

B

← SAME OLD MISTAKES

GLORIOUS NEW MISTAKES →

TECH RADAR

https://www.linkedin.com/posts/stephanie-gaynar_innovation-nurse-healthcare-activity-7026176117644382208-KSK8/



**TOOLS & TECHNIQUES
ARE JUST MEANS**

A group of people holding hands in a circle, symbolizing unity and support. The image is dimly lit with a warm, reddish-brown tint. The text is overlaid in the center in a bold, white, sans-serif font.

**TO ENABLE MINDFUL
DECISION MAKING**



**WHILST EVERY DECISION
RESULTS IN DEBT**

An illustration of a party scene. In the center, a woman with white hair and a blue party hat has her arms raised in celebration. To her right, a large, pink, bear-like character with a blue party hat and a purple sweater is dancing with arms outstretched. On the left, a man with a beard and a grey hoodie is holding a bunch of colorful balloons. The background is dark blue with scattered confetti and a large glowing sphere in the bottom right corner.

CONSCIOUS DEBT IS AN INVESTMENT

An illustration of a party scene with three people, balloons, and confetti. The background is dark blue. On the left, a man with a beard and a green party hat holds a bunch of balloons. In the center, a woman with white hair and a blue party hat has her arms raised. On the right, a large, round, pink creature with a blue party hat and a purple shirt is dancing. The scene is decorated with colorful balloons and falling confetti.

**IN DELIVERING
BUSINESS VALUE**

**IN SUPPORTING
OUR COLLEAGUES**

CONSCIOUS DEBT IS AN INVESTMENT

**IN SERVING
OUR USERS**

**OR IN PREPARING
OURSELVES FOR
OUR NEXT JOB**

THE END

Is it though?

Algorithms to Live By



The
COMPUTER SCIENCE
of
HUMAN DECISIONS

Brian Christian and Tom Griffiths

**LET ME RECOMMEND
A BOOK I HAVEN'T
READ YET MYSELF**

BOOK CLUB ANYONE?



Reach out on Mastodon:



@cedmax@octodon.social



@cedmax@livellosegreto.it