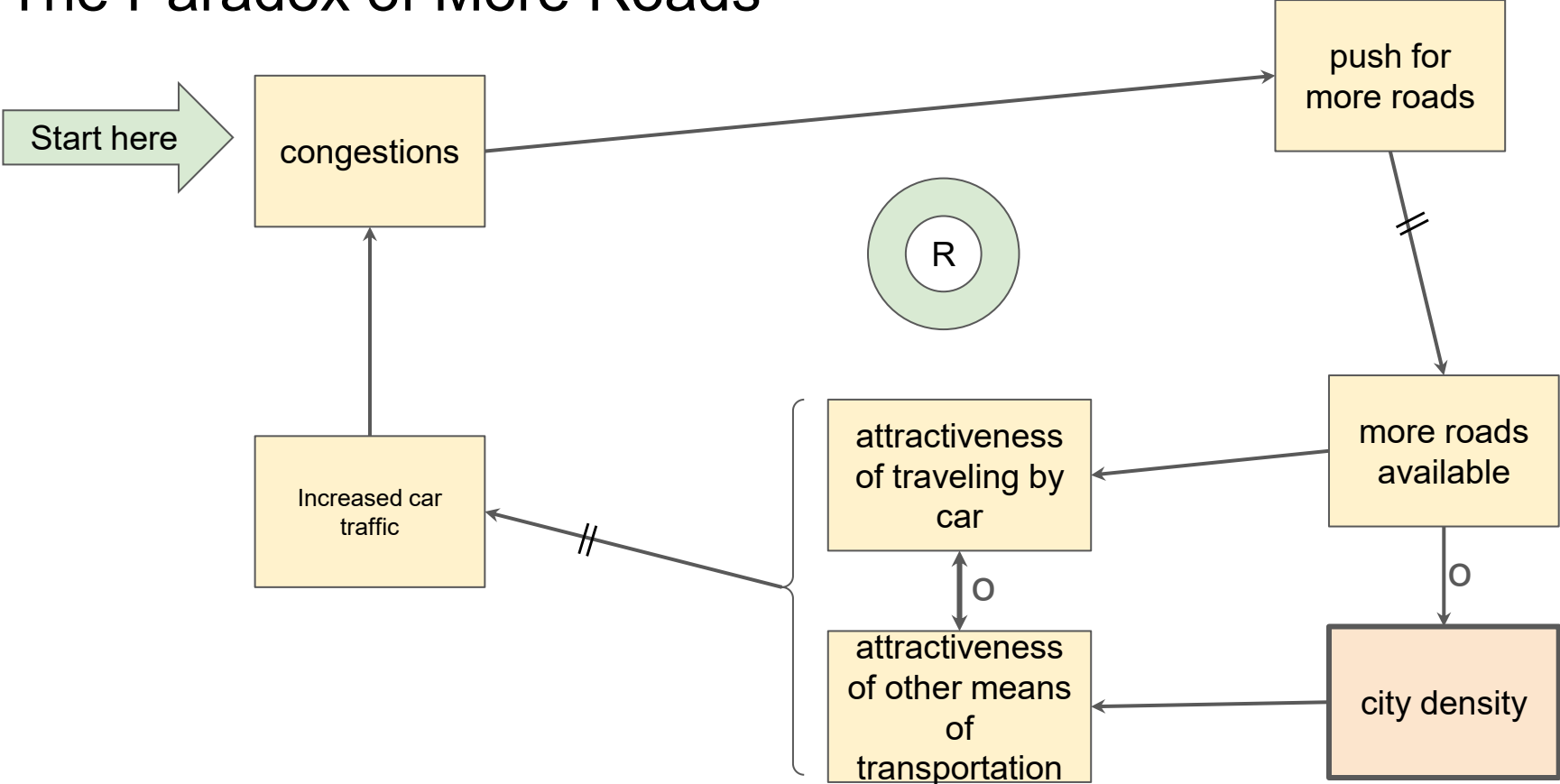




# What can a software engineering director learn from a traffic jam?

Robert Batůšek, organization consultant

# The Paradox of More Roads



# Read world example - Katy Freeway, Houston



**Before 2000: 10 lanes**, chronic traffic jams, average speed at rush hour: **30 km/h**

**2000:** expanded to 16 lanes

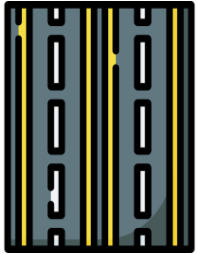
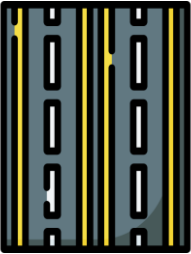
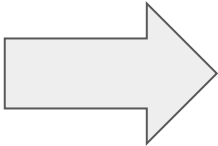
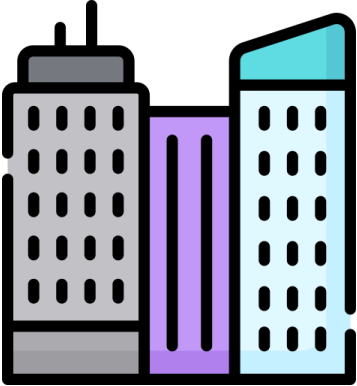
**2004:** Katy Freeway is the second worst bottleneck in the nation

**2008:** expanded to 26 lanes

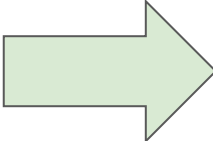
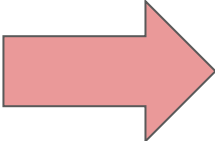
**2011-2014:** the commute time increased by 30%

**2024:** average speed at rush hour: **30 km/h**

# City Density Reduction



# From Highways to High-Tech: The Same Pattern?





# Are You Scaling for More Capability or More Traffic?

## Symptoms of useless traffic

- too many specialized roles
- need for specialized coordinators
- status meetings, coordination meetings
- documents (Analysis document, UX mockups, test plans)
- processes (formalized approvals, bug triage)
- interruptions



***Everybody is busy, but nothing gets delivered***

# Small teams can do better than large teams

Digital government portal of a middle-east country (around 2018)

Originally developed by 120 engineers by a couple of years for \$124 mil. It failed.

A new company (led by a LeSS fan) got the contract of \$6 mil, which was almost equal to the running costs of the previous solution (\$4 mil)

A team of 30 engineers delivered the first running eService in a couple of months and then kept adding a new service each 2-4 weeks.

## Welcome to Absher

The electronic platform for the Ministry of Interior's services and sectors, providing services to citizens, residents and visitors.

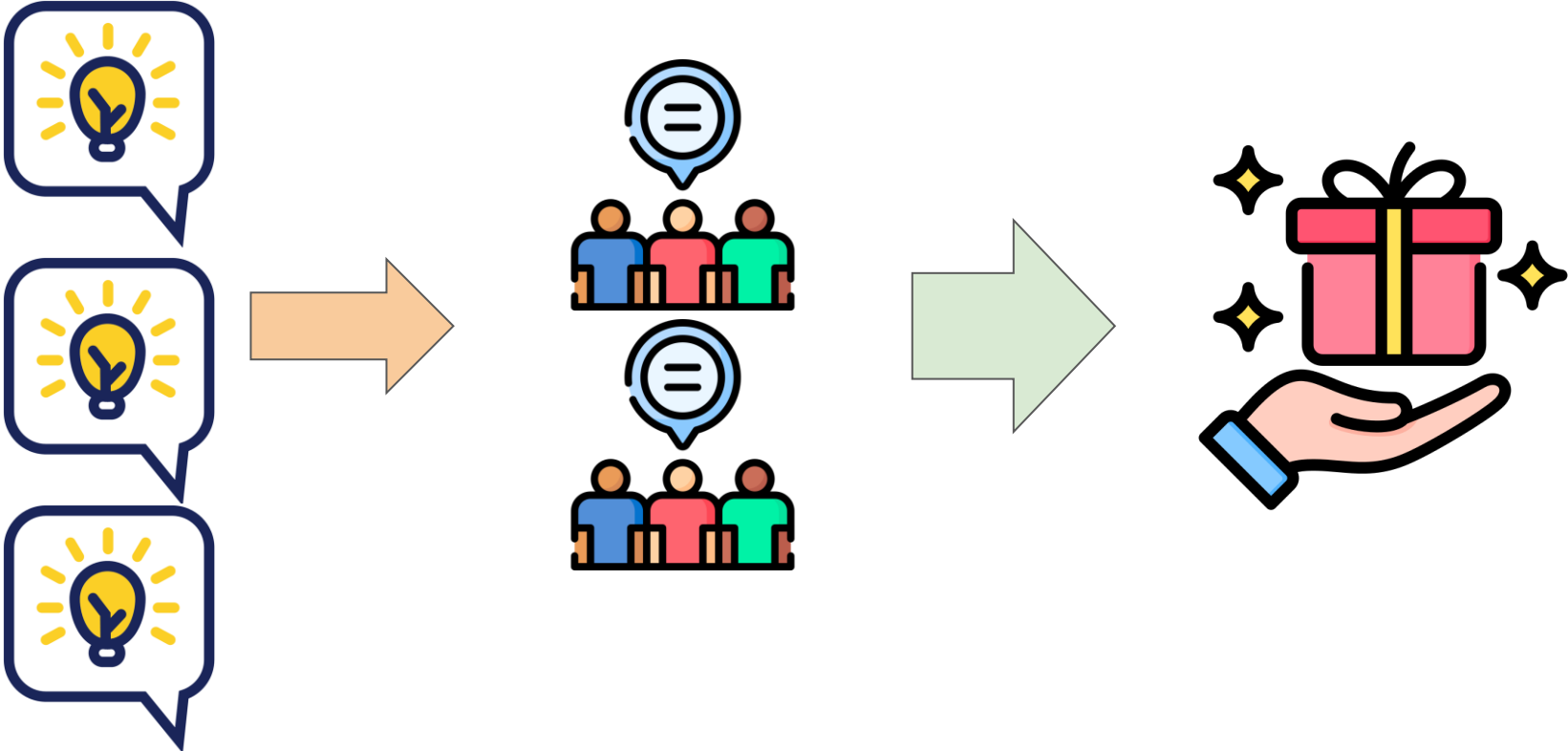


### Absher Individuals

E-Services for citizens,  
residents and visitors

[Login](#) →

# Breaking the Cycle: Build Capable Teams



# Conclusion

Not all coordination effort and artifacts are necessary

A lot of them create “a traffic induction effect” - traffic attracts more traffic

Useless processes, roles and artifacts **can be eliminated** by a careful team and backlog design



Robert Batůšek

