The Wait Map

AI made one step of your work faster. Follow one real change from idea to customer and find where the wait went.

Business Insider reported in September that Oracle's developers were writing code far faster with AI, and that its products still weren't reaching customers any faster. Co-CEO Clay Magouyrk told staff that quicker code "doesn't mean that suddenly everything is 1000 times faster."

Map one change

Pick a typical change that reached customers in the last month. The dates are in your tickets, pull requests and release notes. If your steps run in a different order, reorder them.

STEP	GOT THERE	SOMEONE STARTED	DAYS WAITING NOW	DAYS WAITING BEFORE AI TOOLS
Example: Reviewed	*Sep 2*	*Sep 8*	*6*	*2*
Written				
Reviewed				
Tested				
Approved				
Deployed				

Date it reached a customer _____ Days from deployed to reaching a customer _____

Days waiting is the gap between "got there" and "someone started." For the last column, use a similar change from before your team had AI coding tools.

Read the map

The step whose wait grew the most is where your wait moved. That's most likely your constraint now, even if another step has more work in it.

If most of the total is waiting, look at the hand-offs between teams before you look at any one team's speed.

> THE ARITHMETIC UNDER IT
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> **Weeks from commit to customer is roughly the changes in flight divided by the changes shipped per week. That's Little's Law, from 1961. If AI raises what arrives and your slowest step ships the same number each week, the pile keeps growing.**

Changes committed but not yet in front of a customer, today _____

Changes shipped to customers per week (average of the last four weeks) _____

Weeks from commit to customer (first divided by second) _____

Decide this week

Pace the work to what the slow step can take, add capacity at the slow step, or send it smaller changes. Pick one and write it down.

Our slowest step _____ Who owns it (a name) _____

What we'll do _____ Date we map another change _____

What this sheet is and is not. One change is an anecdote. Map three and look for the step that keeps showing up. Timestamps also miss unlogged work, so check the map with the people who own each step before you act on it. The Oracle details come from Business Insider's report of an internal town hall. DORA's 2024 report found AI adoption went with slightly slower, less stable delivery, and suggested larger batches, which are slower to review, as a likely reason.

I sell AI for a living, so I have a stake in AI coding paying off.

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