



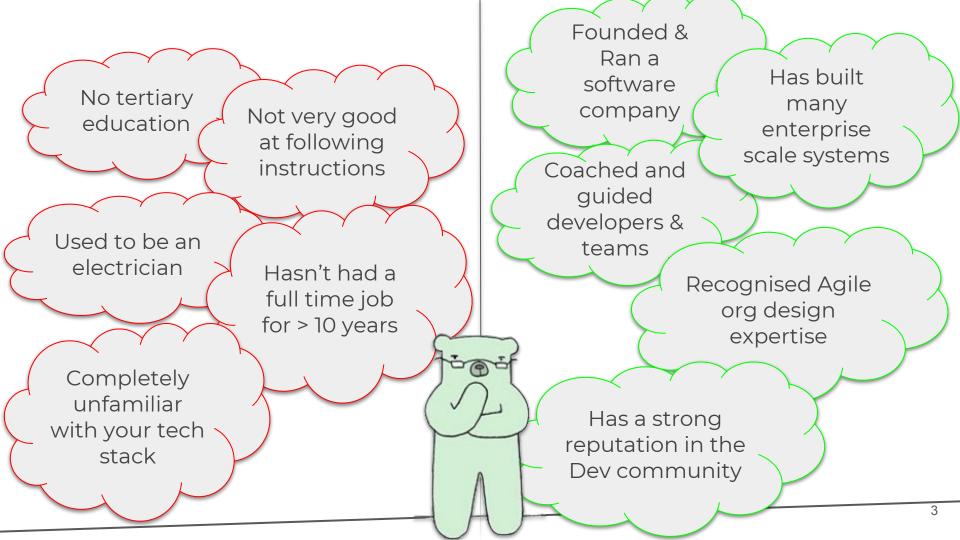
Kevin Trethewey

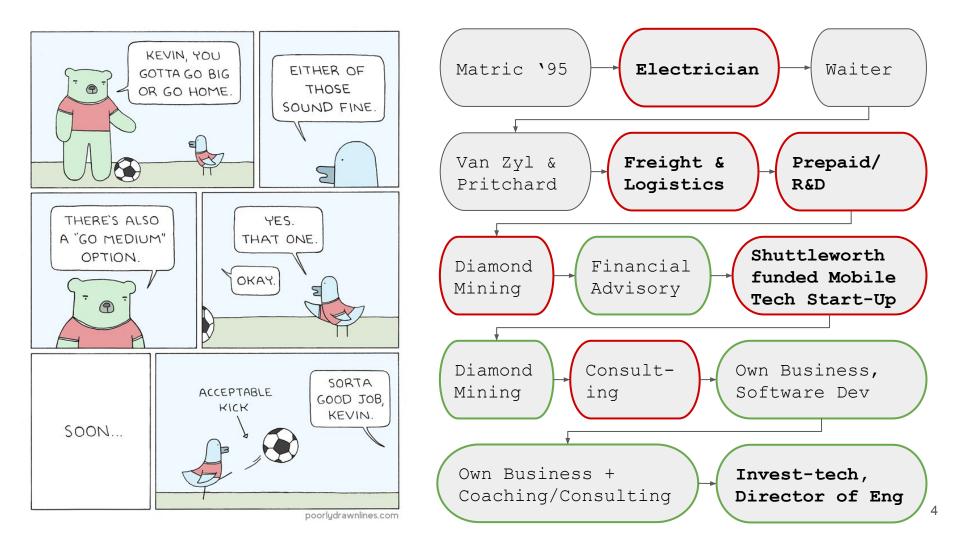




Agenda...

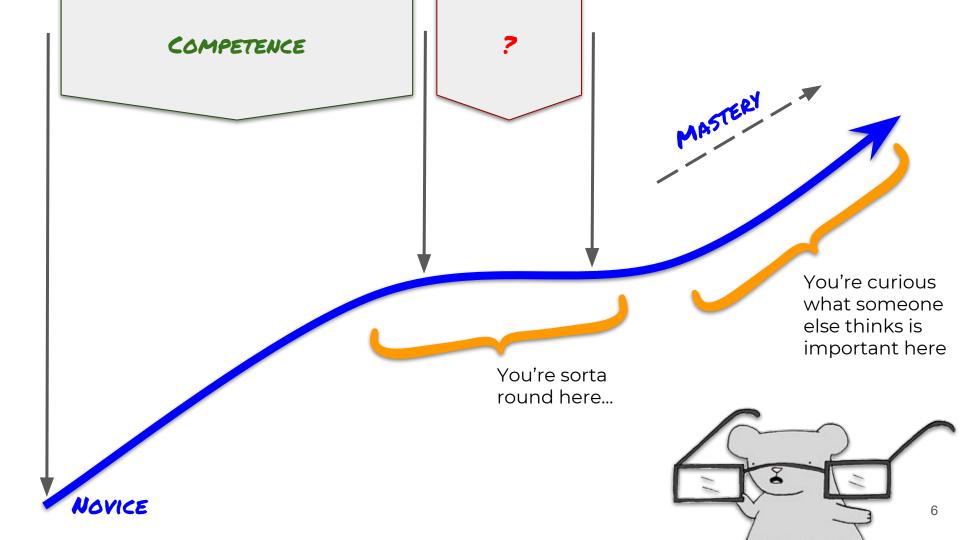
- How I got here
- How you got here
- 6 Things
- Discussion







What stage are you at in your career?



COMPETENCE



Figuring out context.

Knowing your **tools**

Not being afraid to ask "naive"
question

Not reinventing the wheel

Finding a **mentor**

PracticingIntentionally

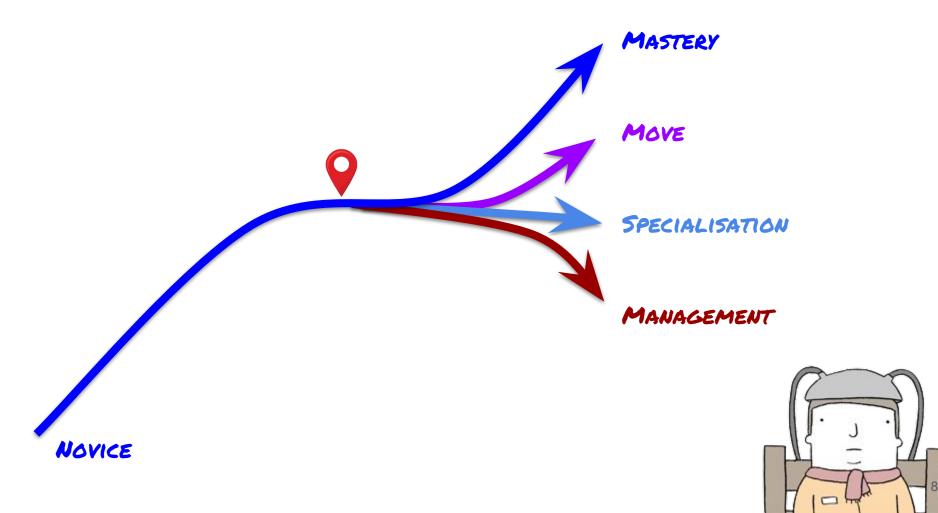
Treating software dev as a **craft**

Not getting too attached to your code

Learnin

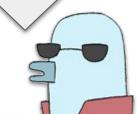
Learning the **jargon**

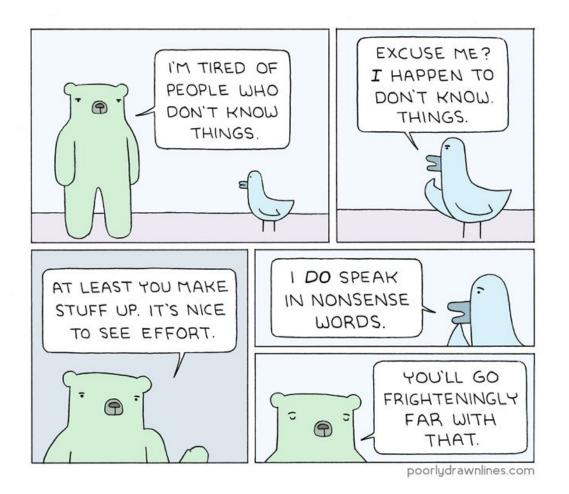
Having **fun**!



Mastery of What?

Narrative Reality Humans Systems Knowledge Flow





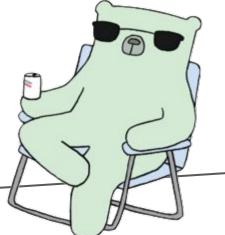
Narrative

How did I come to believe the things I believe?

Awareness of **Narrative** helps me create better software

- Dim American Users
- Why won't they see I'm here to help?
- We do TDD.



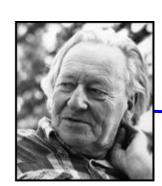


Counsellor	Coach	Partner
"You do it. I will be your sounding board"	"You did well, you can add this next time."	"We will do it together and learn from each other."
Facilitator	Teacher	Modeller
"You do it, I will attend to the process."	"Here are some principles you can use to solve problems of this type."	"I will do it; you watch so you can learn from me."
Reflective Observer	Technical Advisor	Hands-on Expert
"You do it; I will watch and tell you what I see and hear."	"I will answer your questions as you go along."	"I will do it for you. I will tell you what to do."





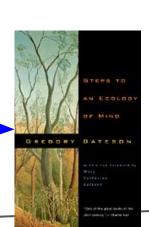
Joseph Campbell

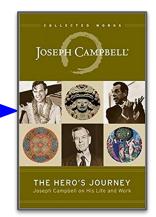


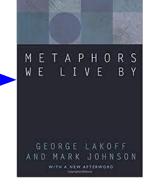
Gregory Bateson

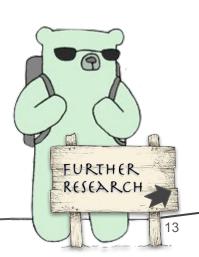


George Lakoff

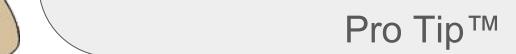




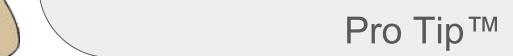




I learn from the **people**, not the label.



I read to *improve my compiler*, not to memorize facts.







WHAT IF THEY ACQUIRE SO
MUCH KNOWLEDGE THEY
CAN SELECTIVELY CHOOSE
FACTS TO MOLD THEIR OWN
INDIVIDUAL
REALITIES?



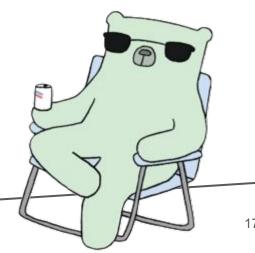
Narrative Reality

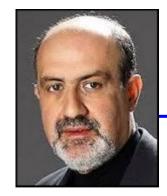
How do I know the difference between what I believe, and reality?

Awareness of **Reality** helps me create better software

- Retros at ABC Bank
- Project Managers at XYZ Bank
- Single Backlog at Jemstep



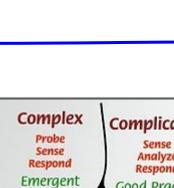




Nassim Taleb



John Gall



Complicated

Analyze Respond

Good Practice

Chaotic

Act Sense Respond Novel

Simple

Sense Categorize Respond

Best Practice Cynefin



ANTIFRAGILE

THE BLACK SWAN

FOOLED BY RANDOMNESS

THE BED OF **PROCRUSTES**

THE

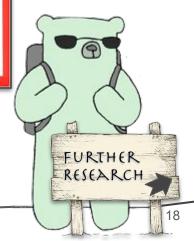
SYSTEMS

BIBLE

THE BEGINNER'S GUIDE TO SYSTEMS LARGE AND SMALL THE THIRD EDITION OF SESTEMANTICS

JOHN GALL

GENERAL SYSTEMANTICS PRESS. WALKER MENUSOTA





"I respect facts, but impressions are what I live with"

- John Gall

Pro Tip™



"It is in the doing of the work that we discover the work that we must do.

Doing exposes reality."

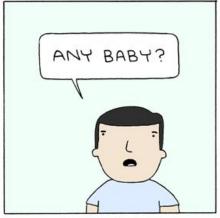
- Woody Zuill





BASIC LIFE TUTORIAL



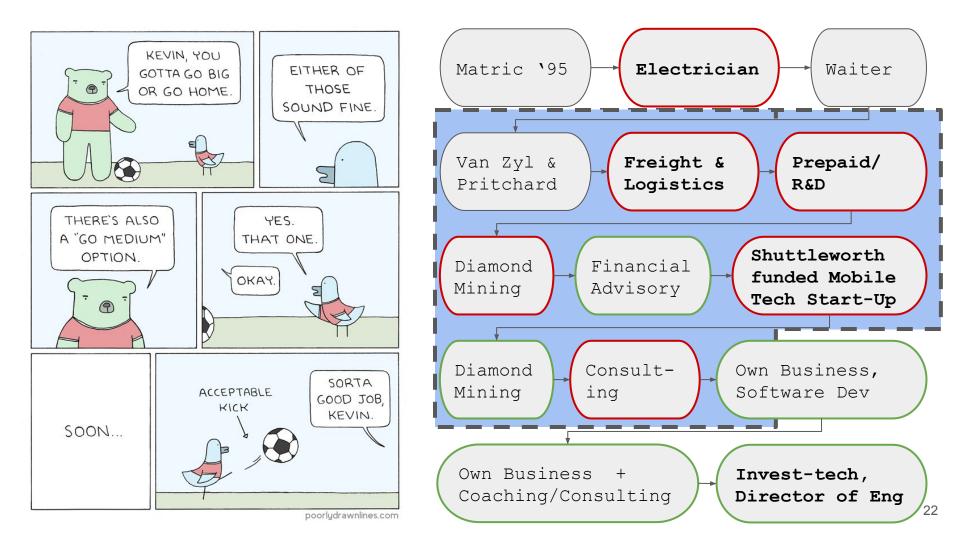






Narrative Reality Humans

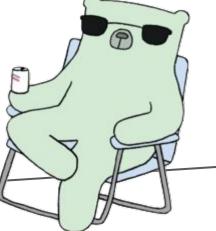
Who are all these people around me?



Awareness of **Humans** helps me create better software

- Inflicting helping on team BL vs improving team KB
- WOO
- Project Managers at XYZ Bank + NVC







Esther Derby

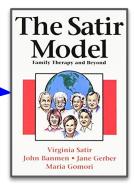


Gerald M Weinberg

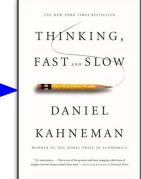


Virginia Satir

□ ↓ □



Daniel Kahneman



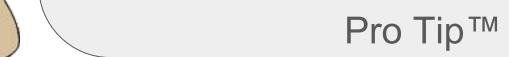
The Basics of Nonviolent Communication[™] with Marshall B. Rosenberg, PhD



Marshall Rosenberg

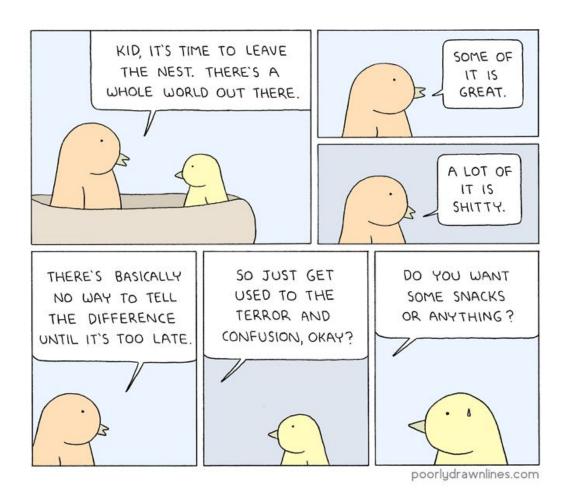


Everybody is doing their best with what they have.



Growing my (human) network has been hugely rewarding - to me and those within my network.





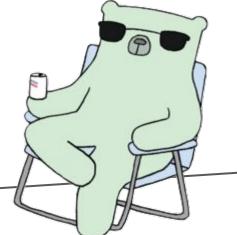
Narrative Reality Humans Systems

How come these people are so smart, but what is happening so not?

Awareness of **Systems** helps me create better software

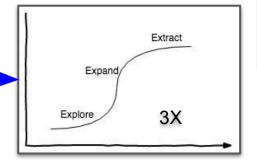
- XL Program Explain a Pen
- Infrastructure team at XYZ Bank
- Spine Model







Kent Beck



Extreme
Programming
Explained

EMBRACE CHANGE

KENT BECK
WITH CYNTHIA ANDRES
Foreword by Erich Gamma

Second—Edition



Glenda Eoyang



PEGASUS CLASSICS

SYSTEMS
THINKER*

VOL. 22 NO. 7

FROM MECHANISTIC TO SOCIAL SYSTEMIC THINKING



A DIGEST OF A TALK BY RUSSELL L.ACKOFF, BY KELLIET. WARDMAN

Each of us has a theory of reality, a concept of our mature of the world which is referred to as our worldview. Our worldview is the cement that holds our culture together, we absorb it by osmosis in the process of acculturation. We are culturation to the acculturation we are currently in the carry's stages of a tremendous change in the dominant worldview—a shift in age as large in its implications as the movement from the Middle Ages through the Renaissance to the Machine Age. In

the world could be understood through analysis, by breaking things down to their most basic level. This led to a fundamental belief throughout every branch of human knowledge that everything and every experience is reducible to indivisible parts. The third element of this world-leve was that all relationships can be described through simple cause-and-effect relationships; (1) A cause is mecossary for an effect relationships; (1) A cause is mecossary for an effect

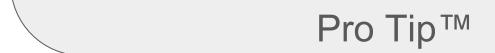
verse would be complete. The second tenet was that

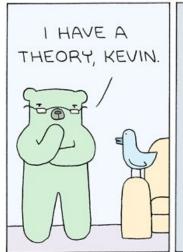




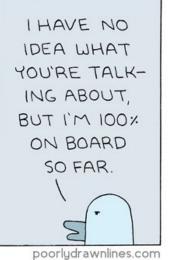
Russell Ackoff

Until I gain enough experience in a particular domain, practices and tools are what I can see.





WE'RE ALL
DUMB. WE DON'T
KNOW ANY—
THING. AND WE
WANT TO BE
TOLD WHAT
TO BELIEVE.



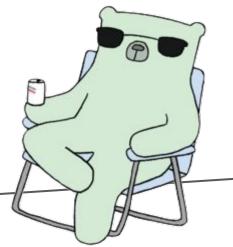
Narrative Reality Humans Systems Knowledge

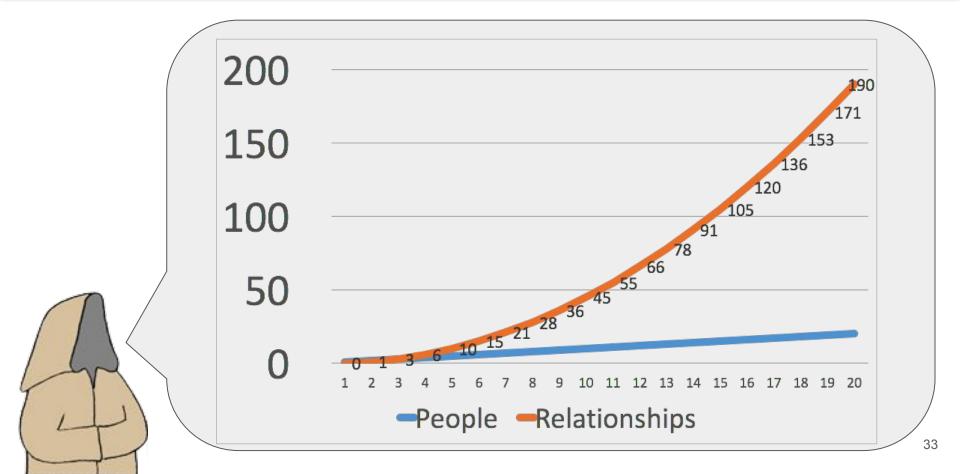
Why do we suck at documenting, storing and transferring knowledge?

Awareness of **Knowledge** helps me create better software

- "We've gotten really good at handing over"
- Mob programming in Jemstep
- Performance management at Jemstep

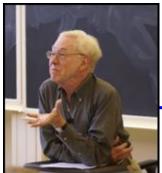








Ikujiro Nonaka



Hubert Dreyfus





jarche.com

& collaborative



The Dreyfus model of clinical problem-solving skills acquisition: a critical perspective

Adolfo Peña 1,2,3,4+

¹VA National Quality Scholars (VAQS) Fellowship Program: ²Birmingham VA Medical Center; ²University of Alabama at Birmingham; ²Center for Surgical, Medical Acute Care Research and Transitions (C-SMART)

Genera. The Durafton model discretion have nicelested as purpose through various bods in their expensions of which the first production of which with the first production to originate of original data.

which will be first productions to originate for acquainture of officine of his late of the contract of the contrac

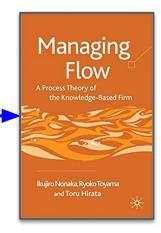
opportunity-driven

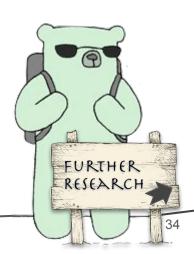
& cooperative

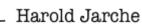
Received 28 December 2009; Revised: 14 April 2010; Accepted: 14 April 2010; Rublished: 14 June 2010.

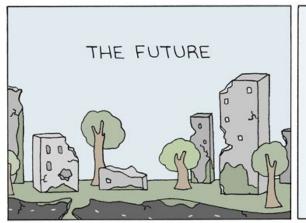
Medels are conceptual constructs that aspire to represent real things or processes that to a large extent are hidden for the senses and to the ordinary experience. Medels have a role to describe, intuition in decision making and develop their own rules to formulate plans. Expertise is characterized by a fluid performance that happens unconsciously, automatically, and no longer depends on explicit knowledge. Thus, the represent, explain, and 'translate' the world. Some good progression is envisaged as a gradual transition from a examples are the Feynman diagrams of electrodynamic processes, the fluid mosaic membrane, and the DNA rigid adherence to taught rules and procedures through to a largely intuitive mode of operation that relies heavily double helix. Although models are partial and just approximations to the truth, they are not fictional or conventional at all. They try to represent their referents in on deep, implicit knowledge but accepts that sometime on exep, impact knowledge but accepts that sometimes at expert level analytical approaches are still likely to be used when an intuitive approach fails initially.

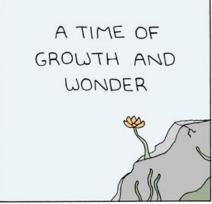
This model, a product of philosophical deliberation and phenomenological research, was initially adapted by Benner and other nursing educators to explain the development of nursing skills (4). However, this was not without debase, which still remains. Hargreaves and Lane criticized Benner's model, a linear model of skill acquisition that cannot sufficiently explain the everyday experi-ences of learning (5). Thompson (6), Parkis (7), and Rudge (8) criticized Benner's and Droyfus' models because of their apparent absence of social structure or social knowledge. English pointed out that Benner's and

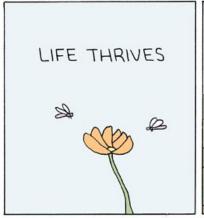


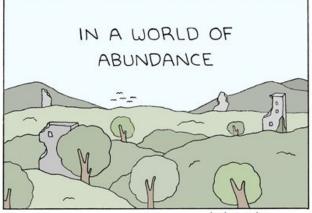












poorlydrawnlines.com

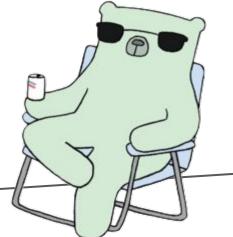
Narrative Reality Humans Systems Knowledge **Flow**

With so much working happening, why does so little get done?

Awareness of **Flow** helps me create better software

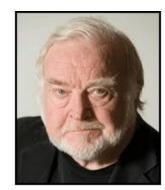
- Quants not happy
- Pull vs Push queuing of vanilla IR swaps
- Testing bottleneck at Jemstep







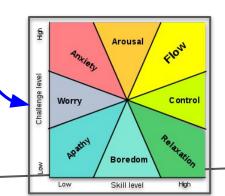
Don Reinertsen

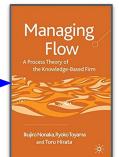


Mihaly Csikszentmihalyi



Ikujiro Nonaka





national bestseller



Principles of Product Development

Second Generation Lean Product Development

DONALD G. REINERTSEN



Discussion Points?





Narrative Reality Humans Systems Knowledge Flow



Iterate

Do it. Reflect. Improve. Do it again.

