

# Why don't we learn!?

Russ Miles, CEO, OpenCredo

*“Experience gets turned into learning when an organization alters itself to take account of what experience has shown.” - Peopleware*

Or

*“To change dysfunctional behaviours of a person a therapist can help; for dysfunctional organisations an exorcism is required” - Jussi Munonen, Twitter*







# The Sandwich





# The Sandwich





# The Sandwich





# The Sandwich



Me.





# This talk is not about...

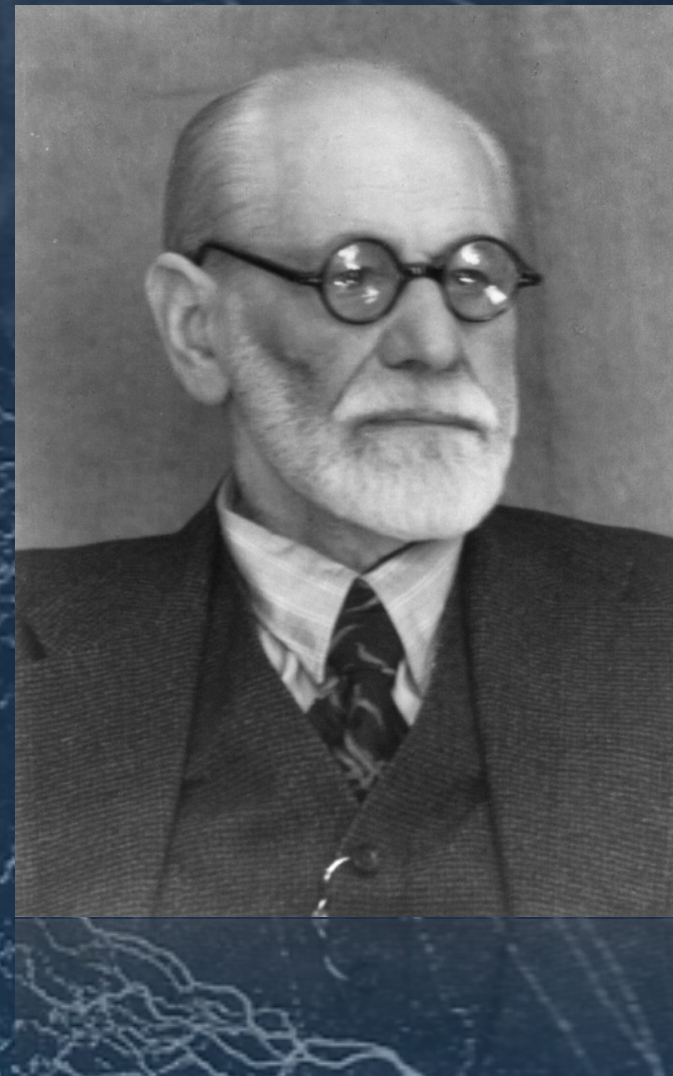
- Scrum
- Kanban
- Tool X vs. Tool Y
- 'Magic Inc'
- Umm, Agile Transformation...



You are here

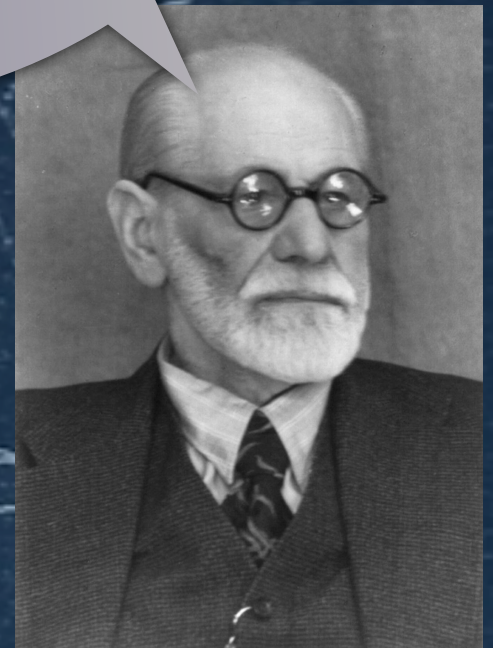
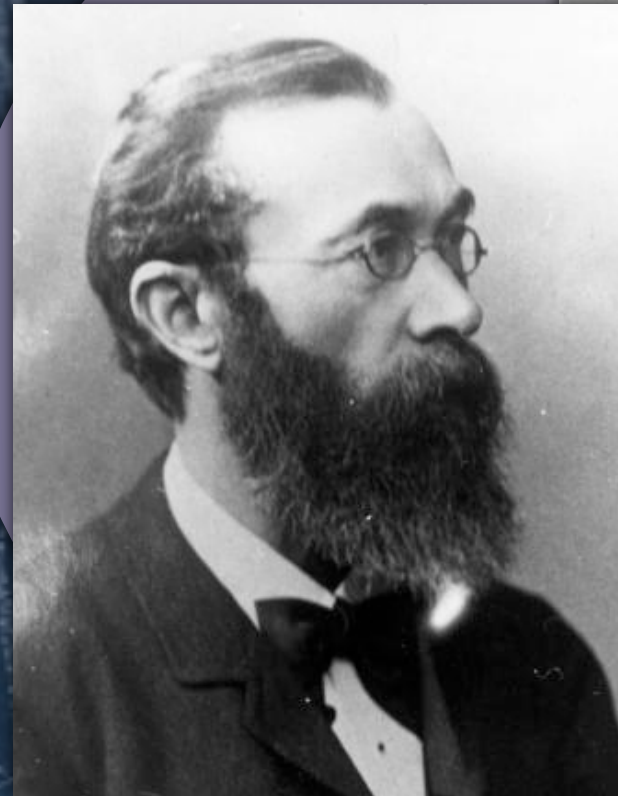


# A Developer and a Psychologist...





# It's nailed!



@russmiles



# Structuralism





# A few months pass...



@russmiles



# A few months pass...

- The 'Agility' Onslaught!





# A few months pass...



- The 'Agility' Onslaught!
- Drop Modelling



# A few months pass...



- The 'Agility' Onslaught!
- Drop Modelling
- Drop Documentation



# A few months pass...



- The 'Agility' Onslaught!
- Drop Modelling
- Drop Documentation
- Everything you know is wrong!

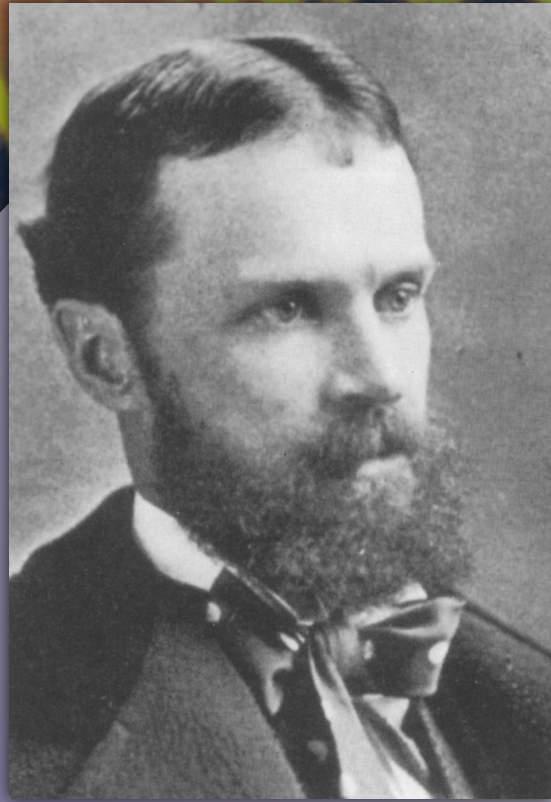


# A few months pass...



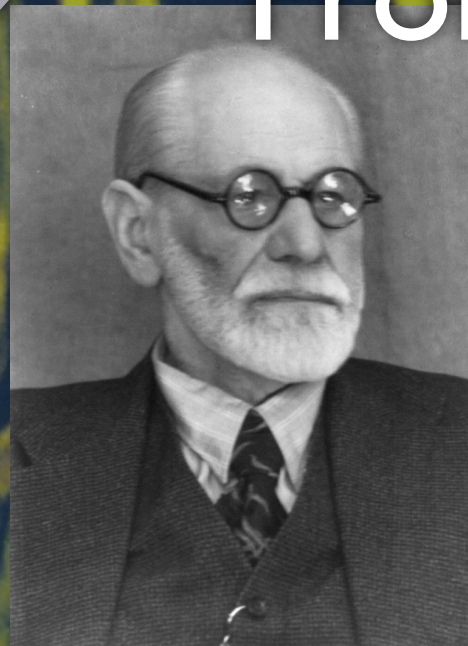
- The 'Agility' Onslaught!
- Drop Modelling
- Drop Documentation
- Everything you know is wrong!
- Where do I start?





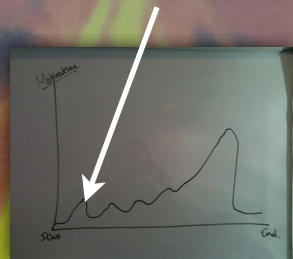
# Functionism, Behaviourism & Gestaltism

From What and Where...  
to How and Why





You are here



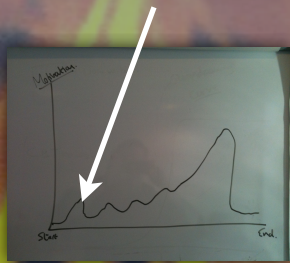
# Ok, so I'll head to GOTO and...



@russmiles



You are here



# Ok, so I'll head to GOTO and...

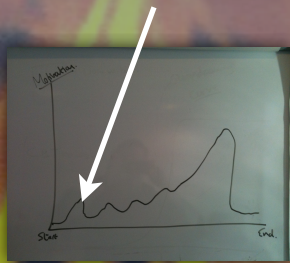
- Come back and try:



@russmiles



You are here



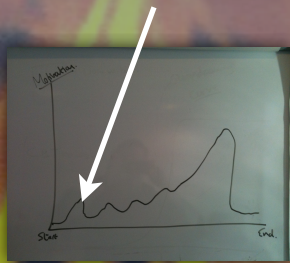
# Ok, so I'll head to GOTO and...

- Come back and try:
- A bit of Scrum...





You are here



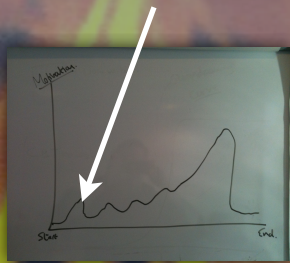
# Ok, so I'll head to GOTO and...

- Come back and try:
- A bit of Scrum...
- ...a bit of TDD...





You are here



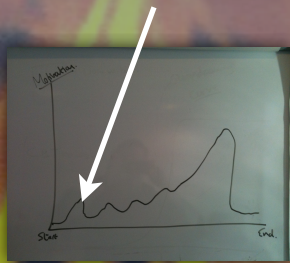
# Ok, so I'll head to GOTO and...

- Come back and try:
- A bit of Scrum...
- ...a bit of TDD...
- ...throw in some Kanban...





You are here



# Ok, so I'll head to GOTO and...



- Come back and try:
- A bit of Scrum...
- ...a bit of TDD...
- ...throw in some Kanban...
- ... even some BDD coz it sounds good

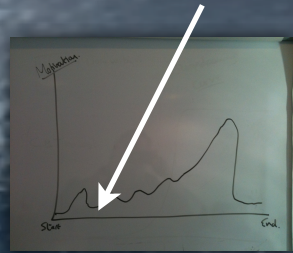




A few more months pass...



You are here



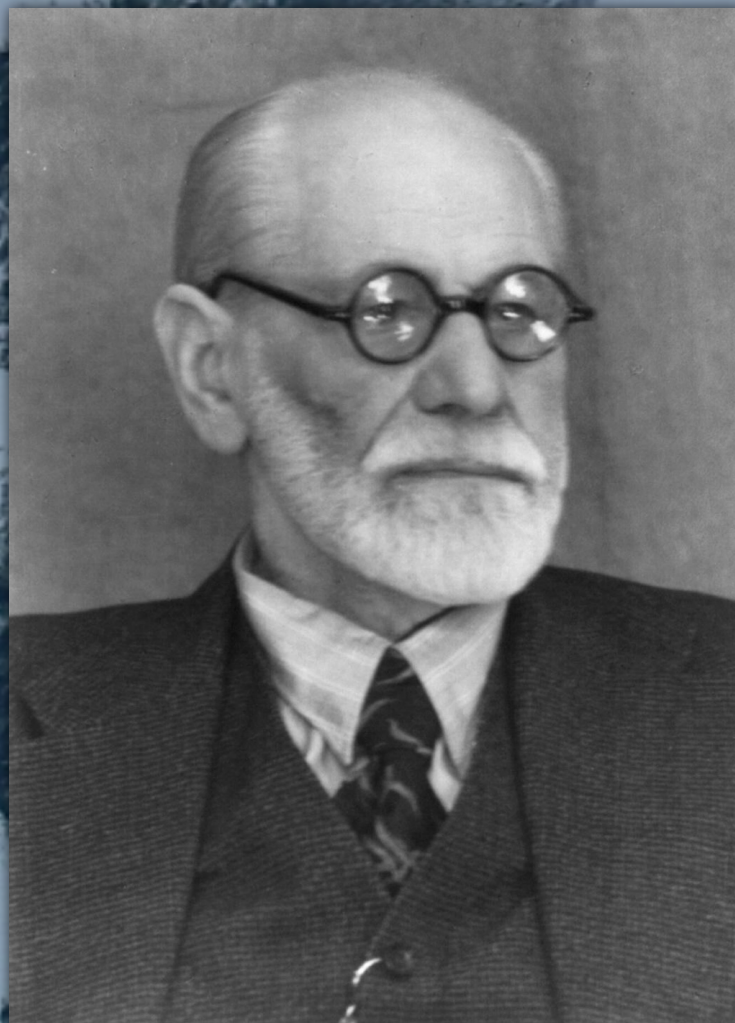
# It's still not working!?



@russmiles

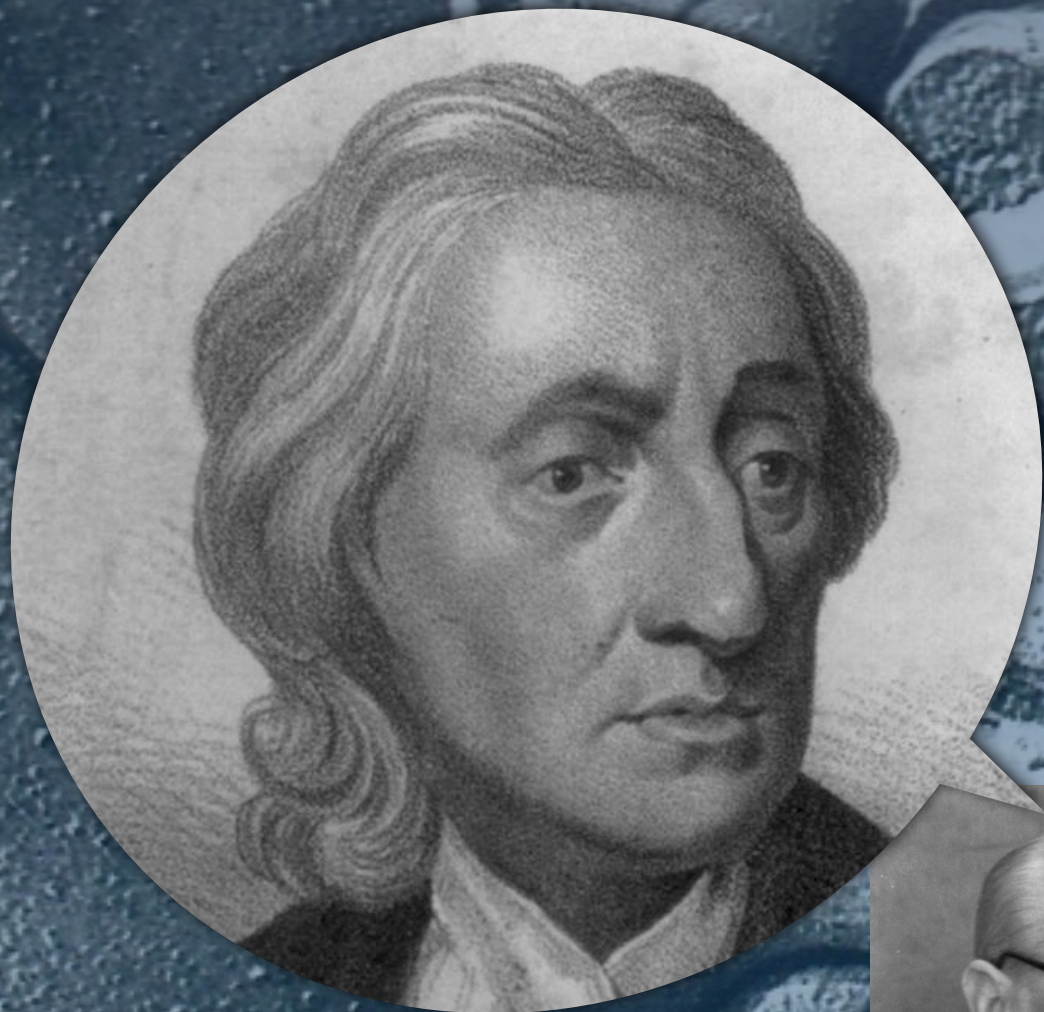


I think I can see your  
problem...





# Beware of Associatism!







# Get Pragmatic!

## Avoid False Dichotomies

It's about what works...

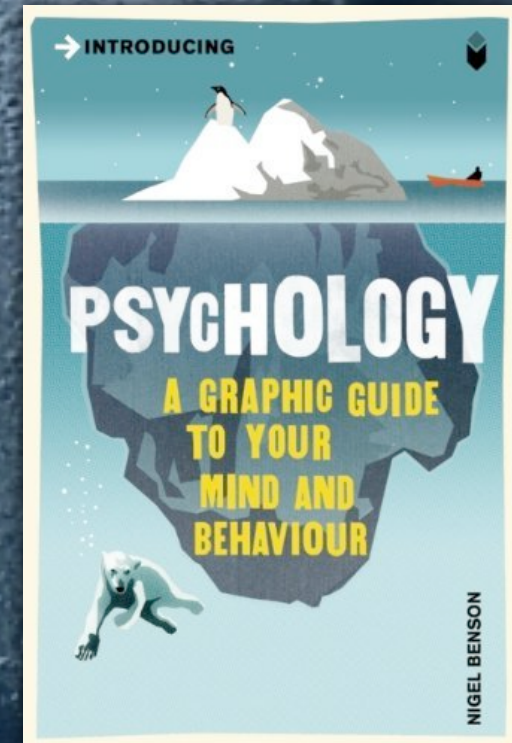
...for you!





# Start to think about ‘learning’

“Learning is a relatively permanent change in behaviour due to experience”





# So, what can I do!?



@russmiles



# So, what can I do!?

- Avoiding 'By Rote' Fashion!





# So, what can I do!?



- Avoiding 'By Rote' Fashion!
- Buying into the 'brand', rather than thinking for yourself!



# So, what can I do!?



- Avoiding 'By Rote' Fashion!
- Buying into the 'brand', rather than thinking for yourself!
- Thinking for yourself!



# So, what can I do!?



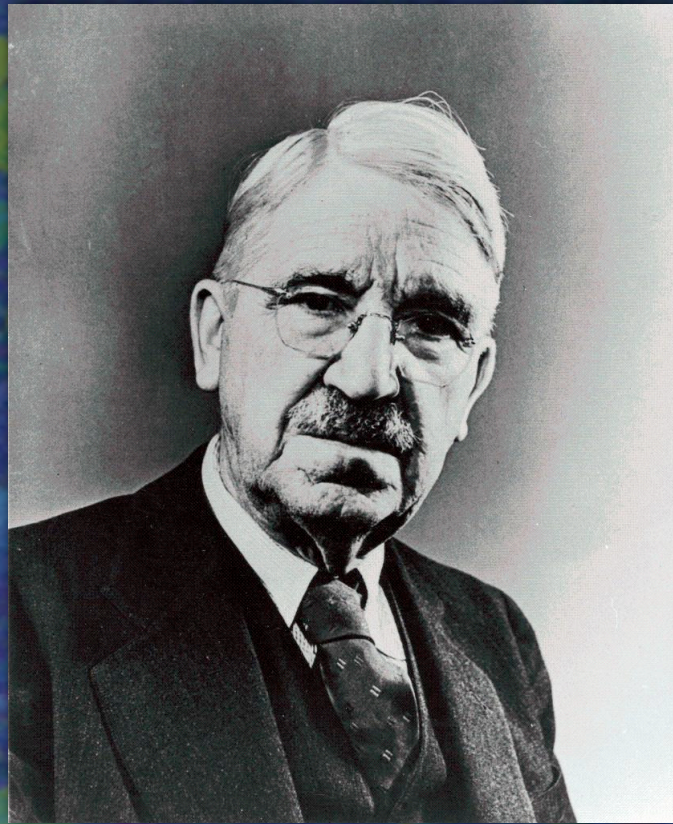
- Avoiding 'By Rote' Fashion!
- Buying into the 'brand', rather than thinking for yourself!
- Thinking for yourself!
- How should I plan my next move?



Agility is about Learning  
at the process level, as  
well as the client value  
level



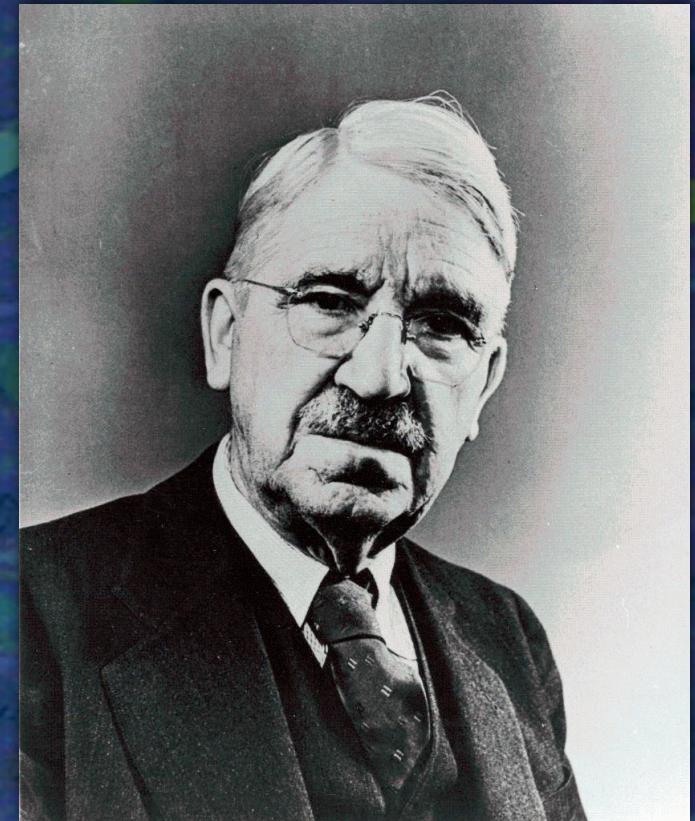
# Avoid Belief-Based Learning





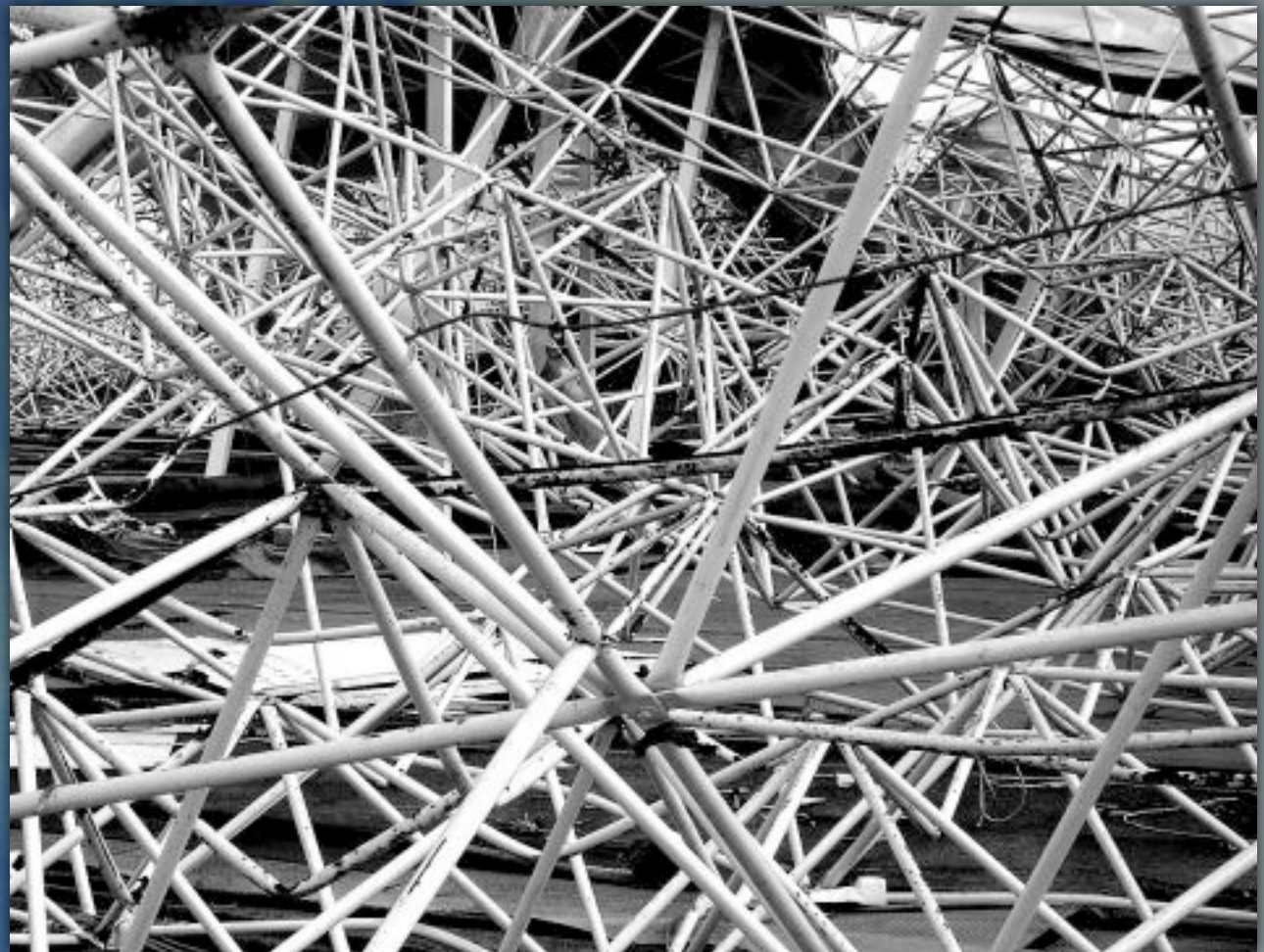
# Apply Critical Thinking!

- Evidence through observation
- Context
- Relevant criteria for making the judgment
- Obtain evidence through experiments
- Learn about your 'system'



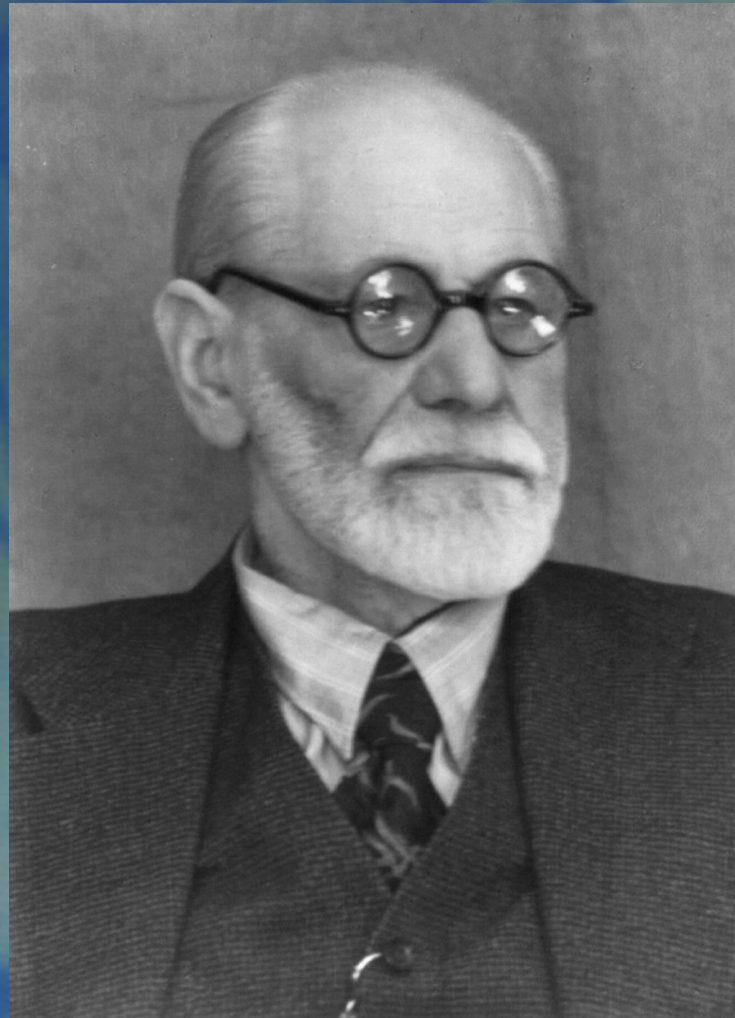


# But my environment is complex!



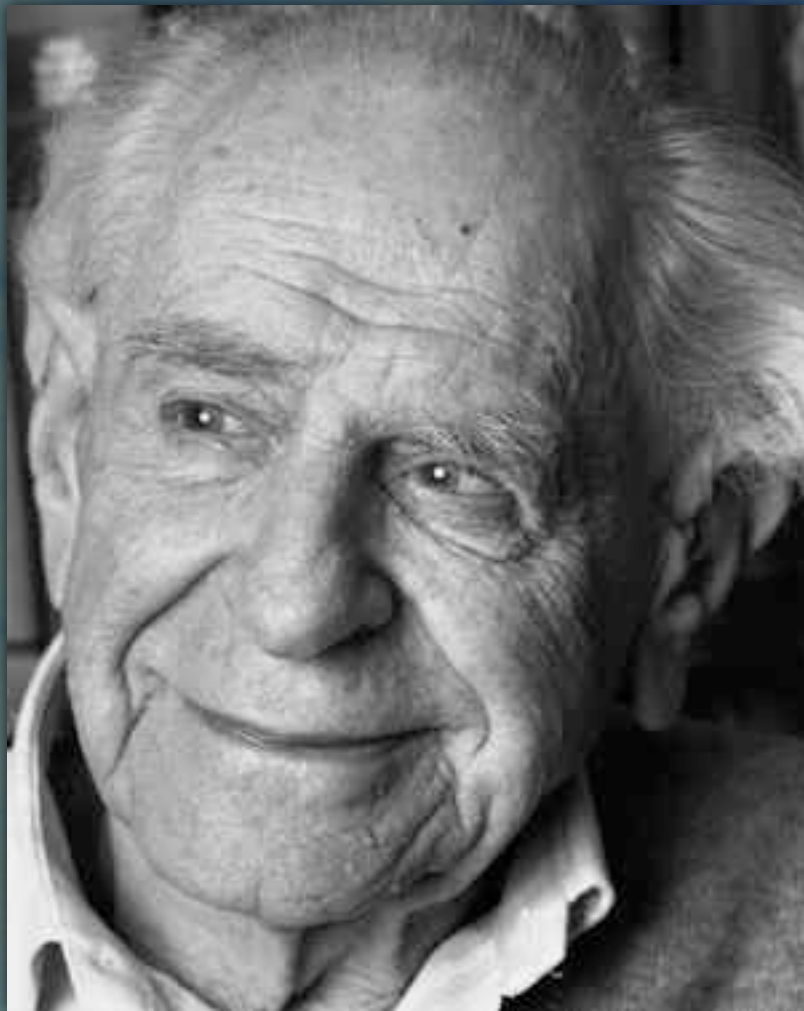


# You're a Computer Scientist, right?





# Construct Scientific Theories!

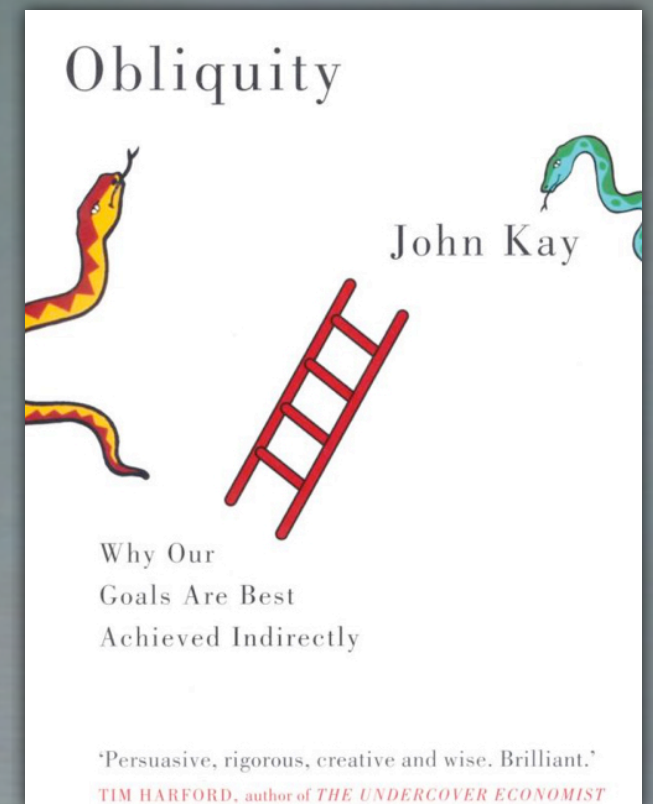


- You're being all 'freudian' about it
- A Scientific Theory is...
  - Refutable, which means it...
  - ... can be disproved



# You're also 'going direct'

- Obliquity
- Complexity
- Pluralism
- You need an approach that embraces “muddling through”
- Hardly agile...





# Stop Direct Belief/Trend Based Learning





# Understand Second-Order Ignorance



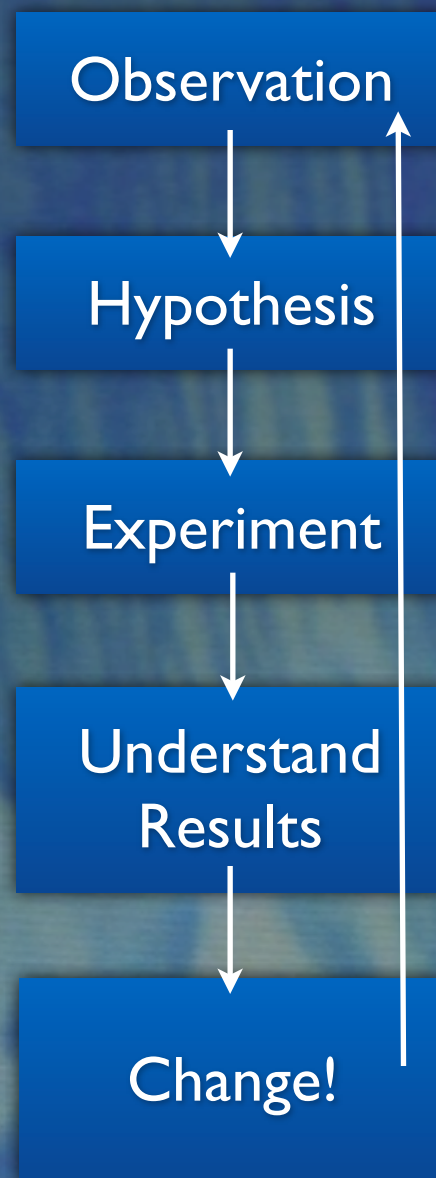
**IGNORANCE**

Sometimes it's best just not to know.



# Apply the Scientific Method

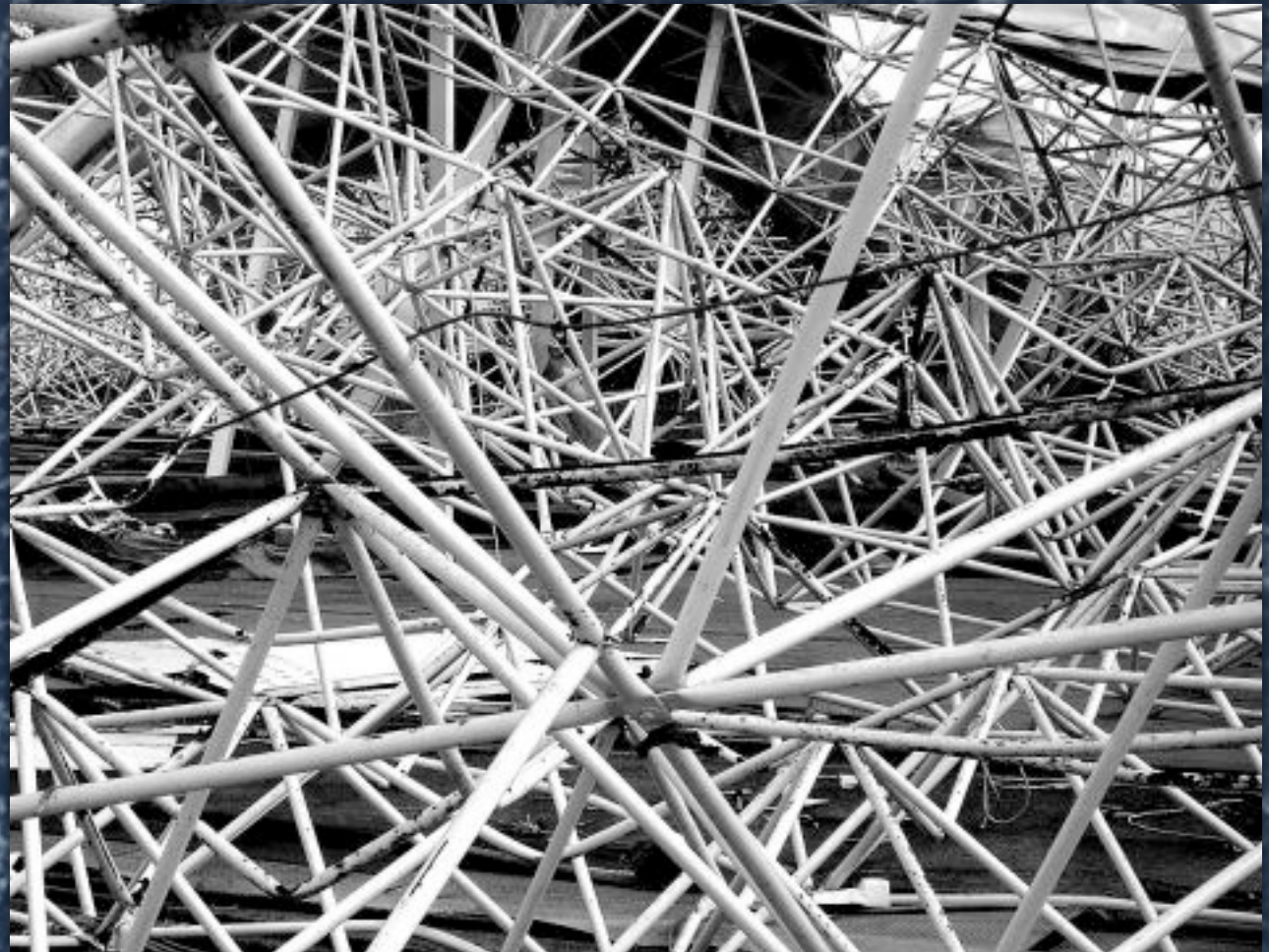
Structured  
Learning!



BDD for your  
Software  
Development  
System

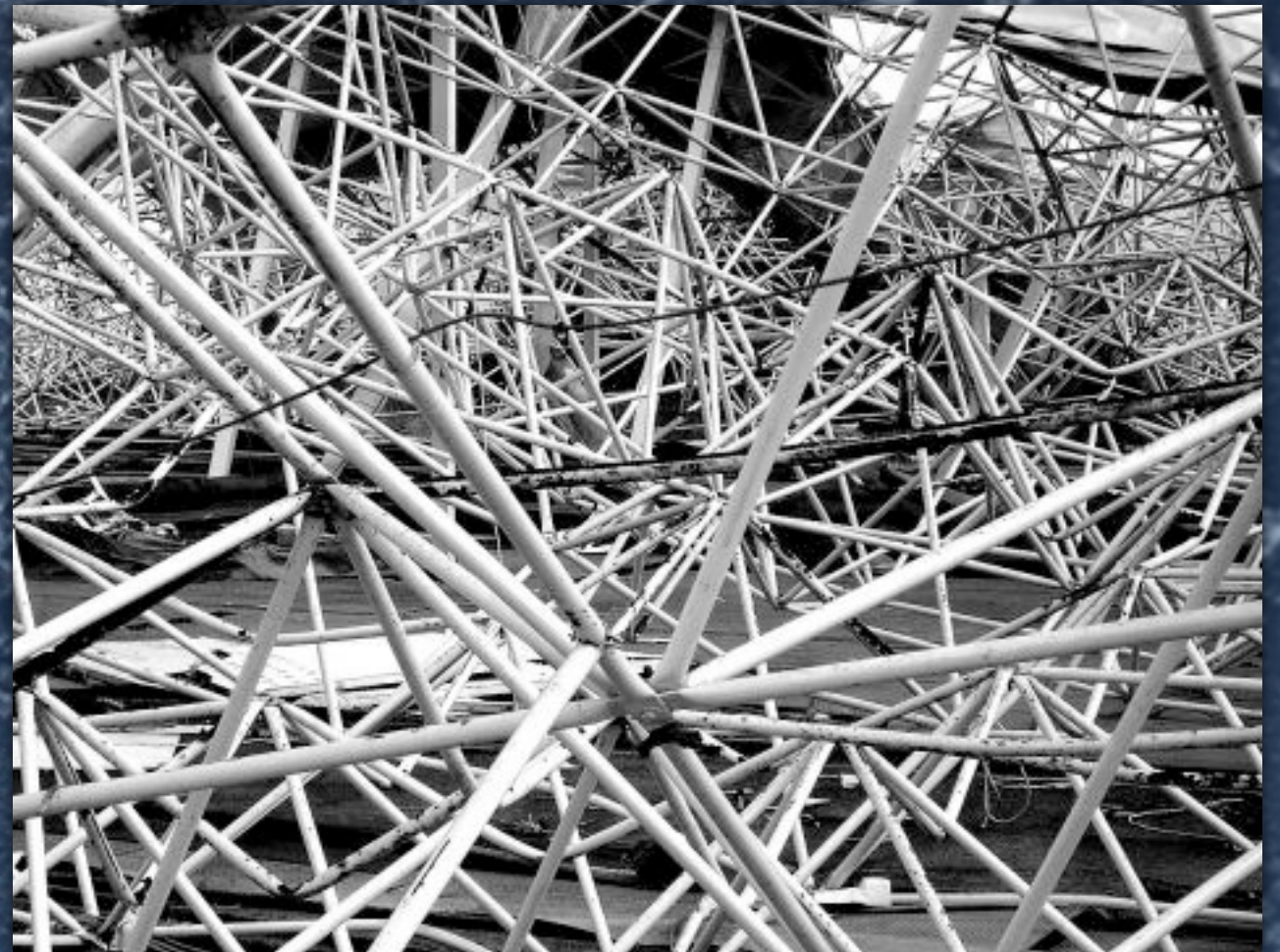


# But where do I start!?



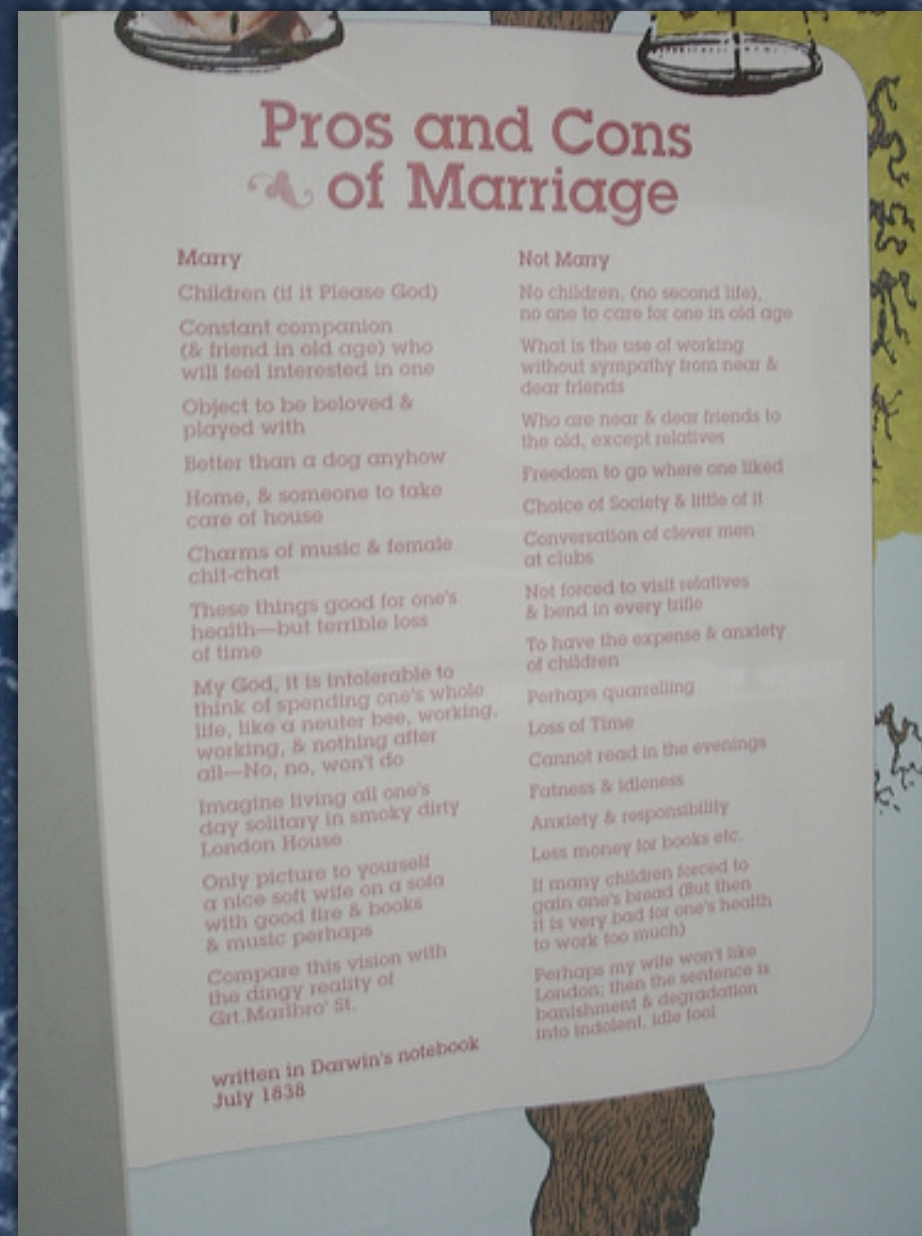


# Observe and Capture



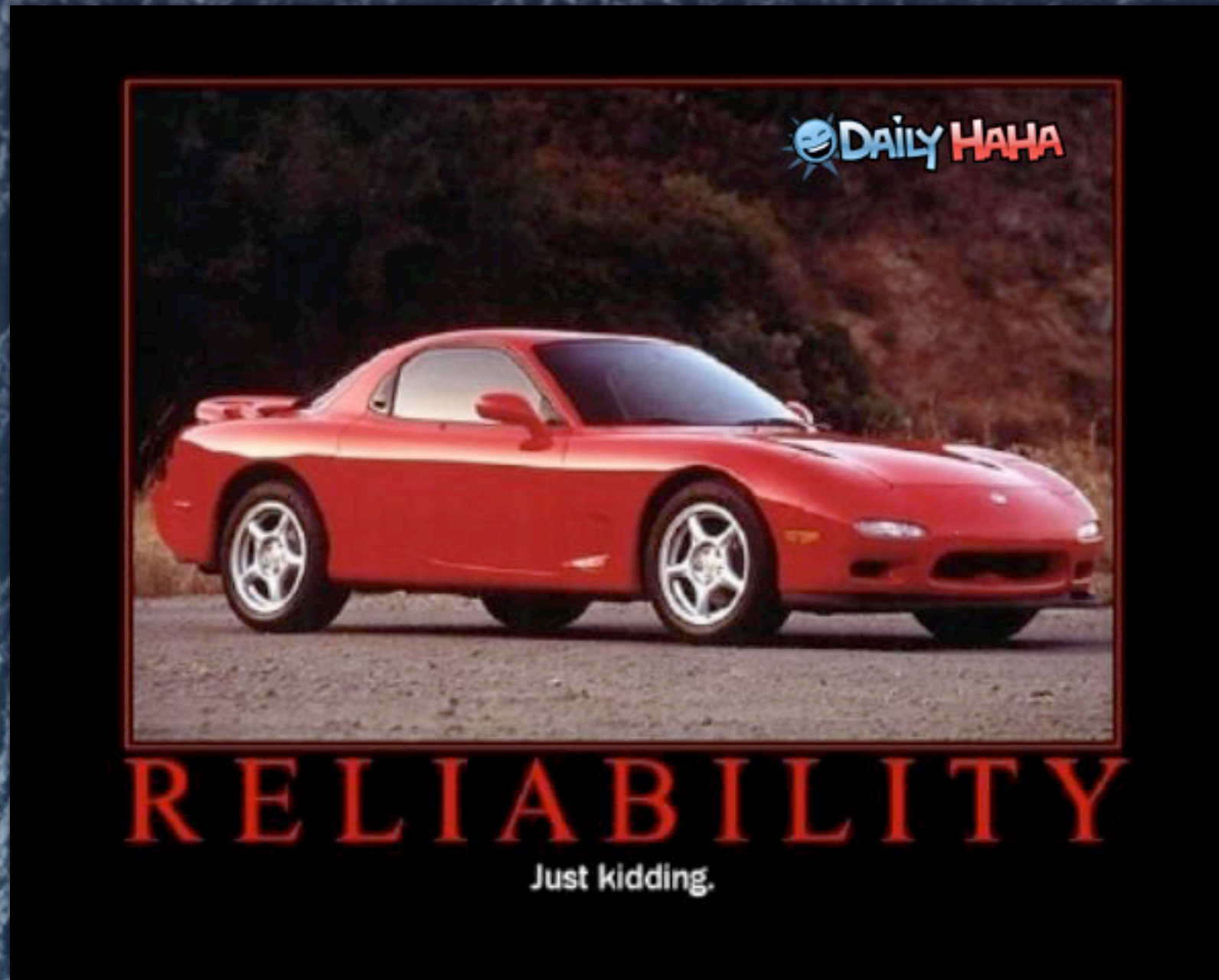


# Decide, but not just on Pros & Cons





# Reliability and Validity



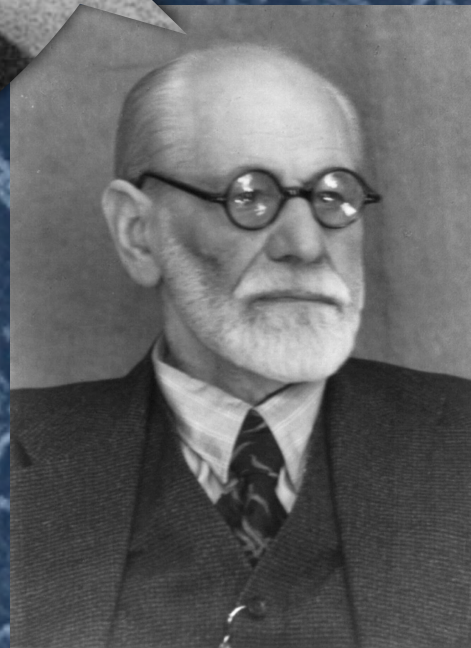


# Use the Data to Continually Guide Change





# (Still) Beware of Associatism! and Generalisation!





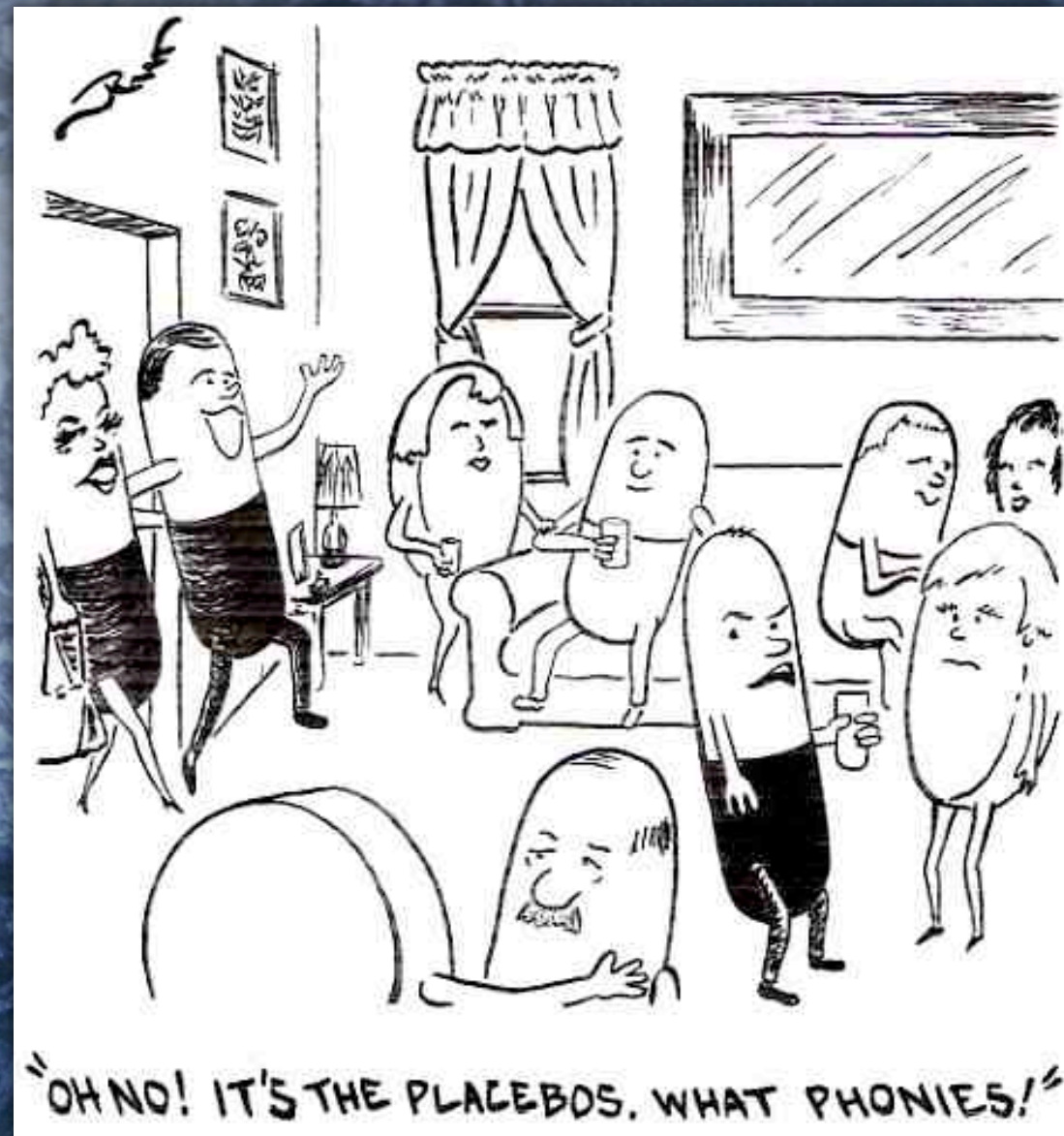
# Goodhart's Law

“once a social or economic indicator or other surrogate *measure is made a target* for the purpose of conducting social or economic policy, then it will *lose the information content that would qualify it to play such a role*”

Wikipedia, of course



# Watch out for Placebos

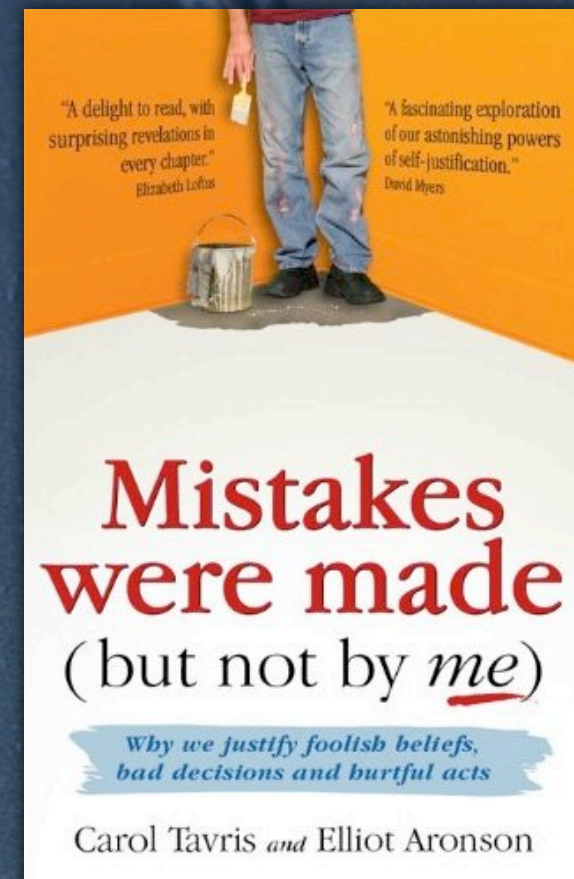


<http://www.kraskycartoons.com>



# Watch out for 'not me'

“Most people, when directly confronted with proof that they are wrong, do not change their point of view or course of action but justify it even more tenaciously.”



See <http://www.paulbowler.co.uk/kindle/book/show/56> for more



# So wait, now I'm...



- a Developer
- a Scientist
- and a Psychologist

## Yes!!



# So wait, now I'm...

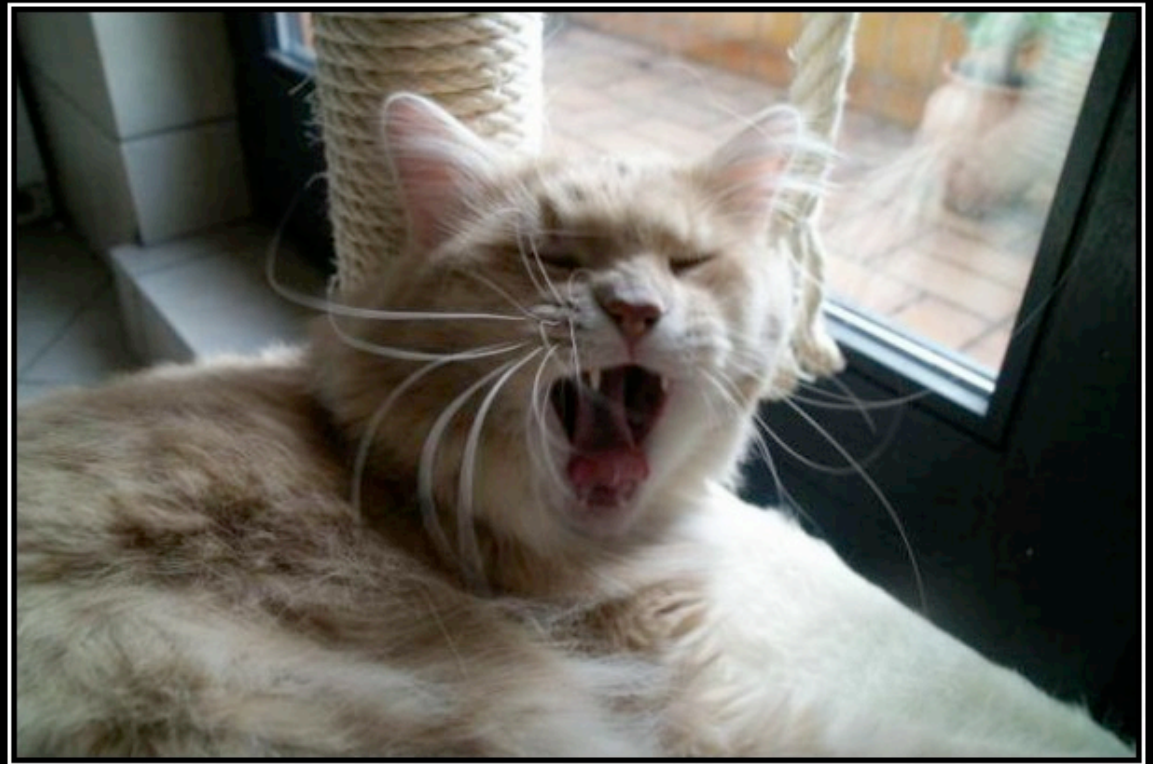


- a Developer
- a Scientist
- and a Psychologist

## Yes!!



# Ok, I'm doing that, but...



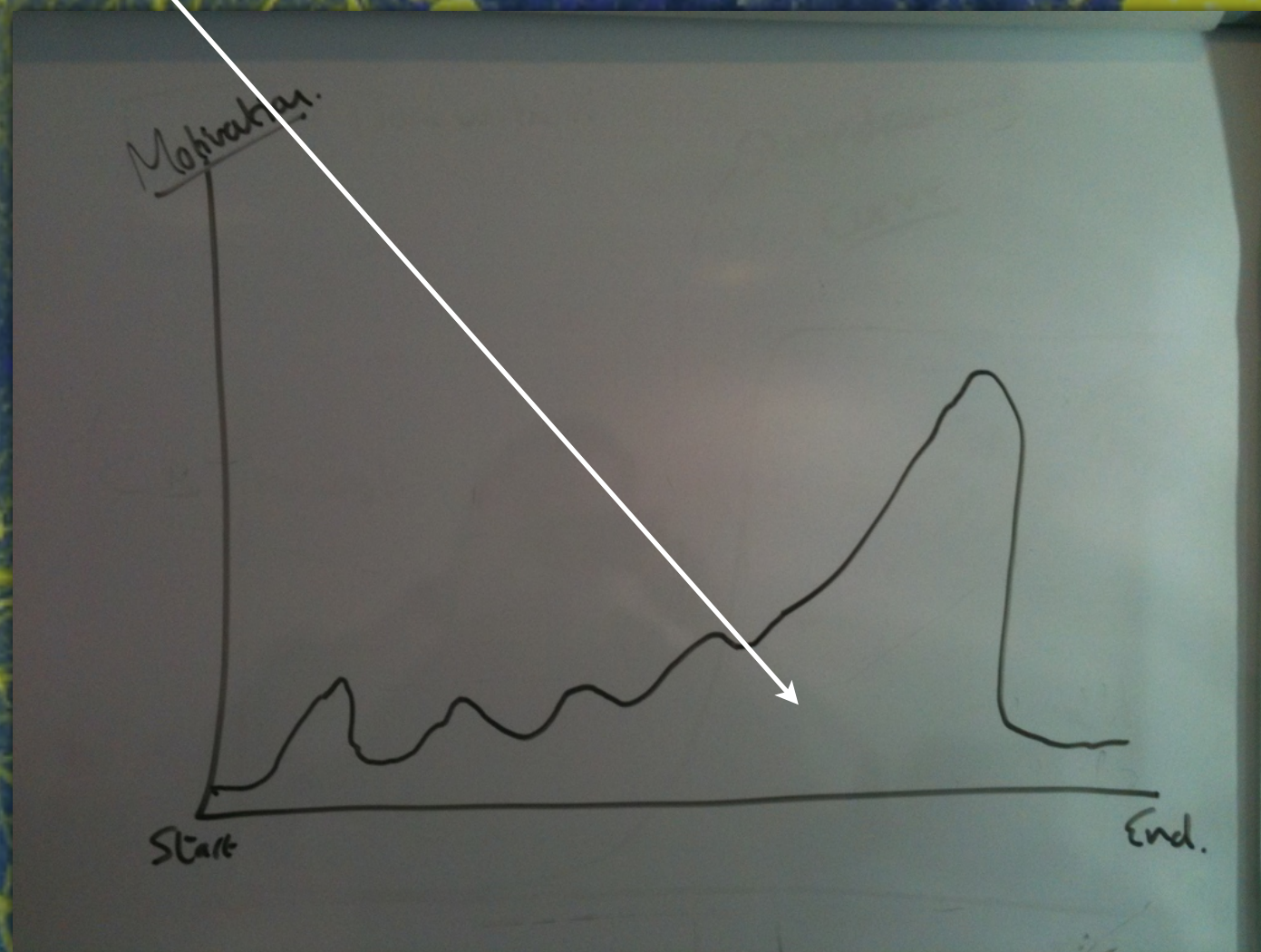
## BOREDOM

No really, I love listening to you.



# Dark Moment of the Soul...

You are here





# Understand how people learn



- Leave Ego out of it
- Learner, front and centre
- Reinforce, Repeat
- Compelling
- Make it stick
- Kinda like...



Remember that  
journey we're on...





# META-LEARNING

Meta cognition

Learning strategies

Learning style methods

*Learning styles as  
pedagogical platform*

*Pedagogical  
platform*

TEACHING



# So wait, now I'm...

- a Developer,
- a Scientist,
- a Psychologist,
- and a Teacher!?

# Yes!!

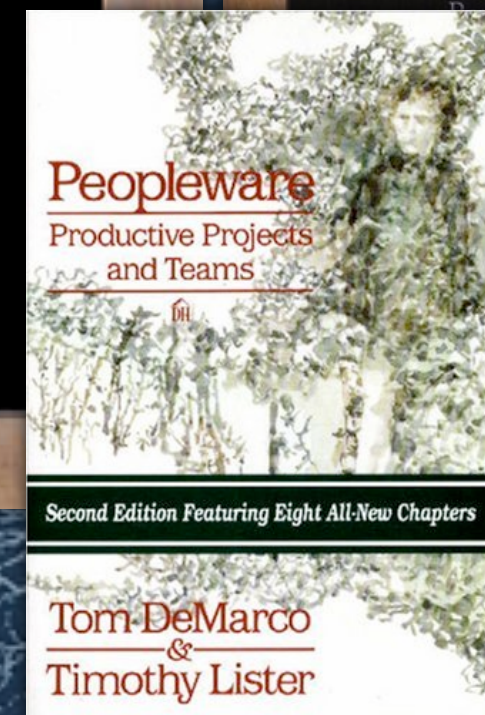
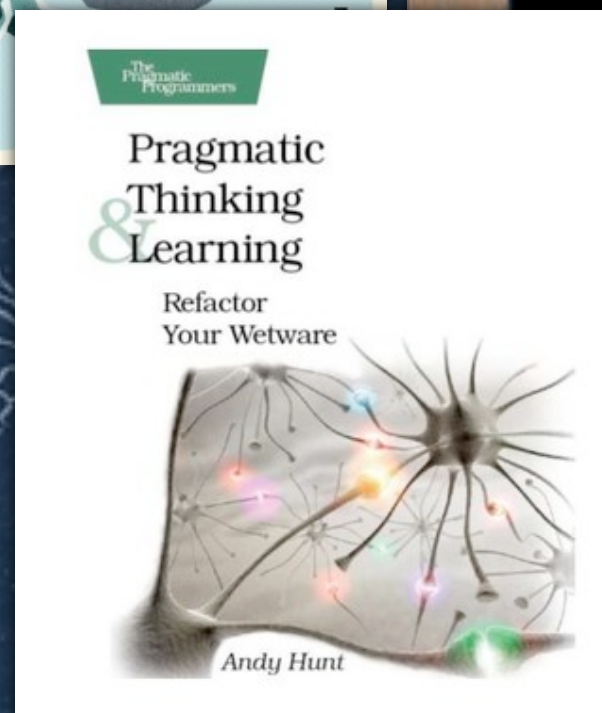
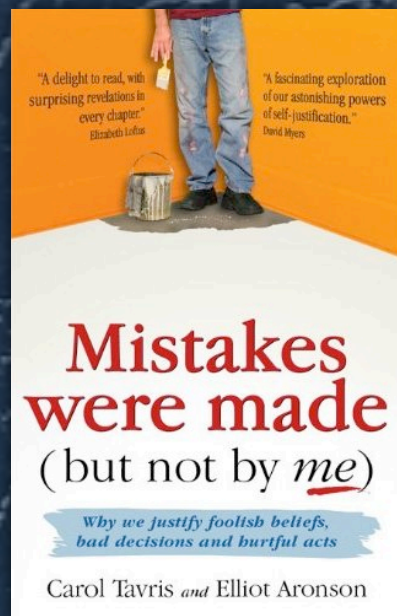
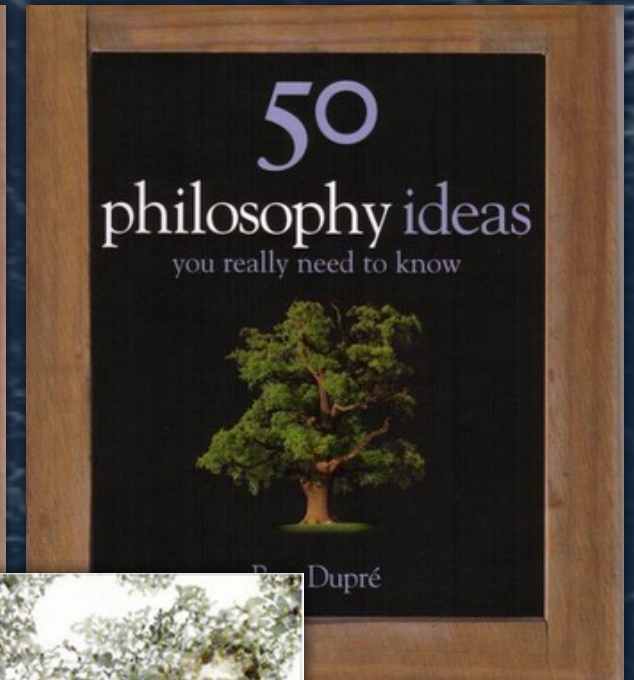
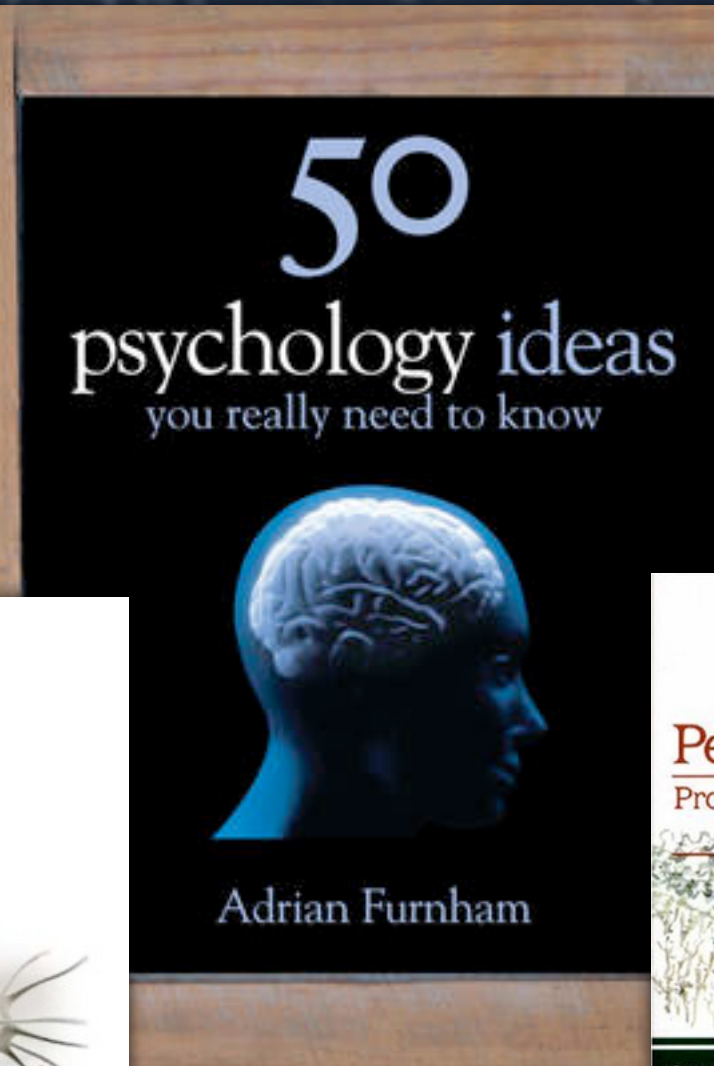
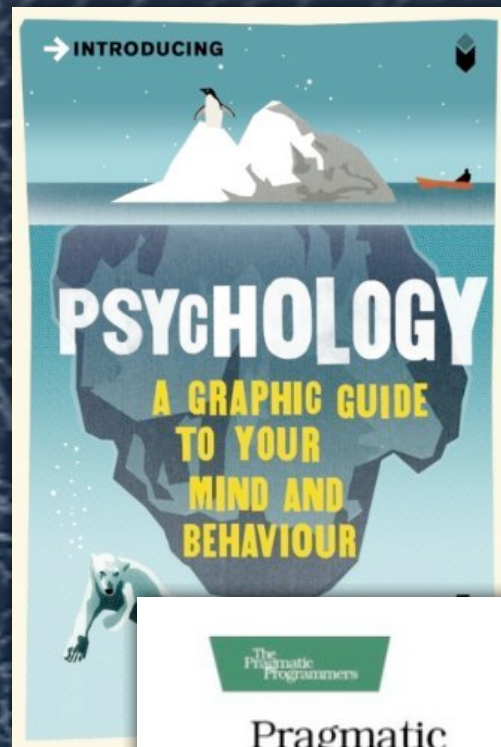
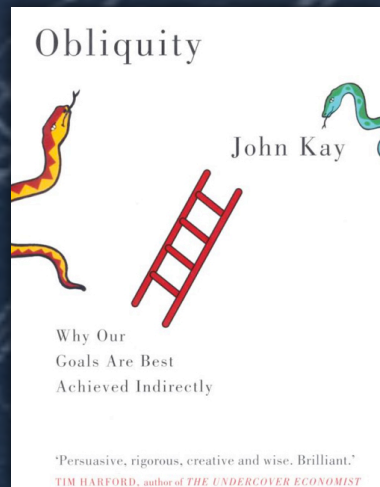


# Summary

- Meta-Learning is a key advantage of agility
- Learning is...
  - ...a competitive edge
  - ...best applied guided by experimentation
- As a coach, you're the learning enabler!
  - a scientist, teacher (probably amateur), psychologist (probably amateur), and developer



# With Thanks to...





# Enjoy the rest of GOTO:Copenhagen!

and don't forget to take back some hypothesis!

## Any Questions?

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 OpenCredo