

# Pre-talk

Think about an experience you've had working in a team where someone else helped you discover a better way of working or overcome a difficult challenge

Introduce yourself to a person nearby. Spend a few minutes describing your experience

# Human Adoption Issues with Lean / Kanban

Benjamin Mitchell  
Independent Consultant  
[benjaminm@benjaminm.net](mailto:benjaminm@benjaminm.net)  
<http://twitter.com/benjaminm>  
<http://blog.benjaminm.net>

# Agenda

- Challenge the logic behind the Kanban Method
- Describe challenges introducing new approaches with humans
- Share a model that helps understand humans better
- Describe models and tools that can increase your effectiveness

RUI / SAHM  
REVIEW  
(ANALYSIS)

DEV  
UNDERWAY

RUI / SAHM  
REVIEW  
(ACCEPTANCE)

CODE  
REVIEW

READY FOR  
TESTING

READY FOR  
RELEASE



ANALYSIS

DEV UNDERWAY

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users



PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users

PRICE SECTION - Lay-out for external users





# Logic of the Kanban Method

“It is the WIP limit that ultimately stimulates conversations about process problems”

“The team has the option to:

- break the limit,
- ignore the problem and carry on,
- or to face up to the issue, discuss it and suggest a change.”

**@pledgerwood**

pledgerwood

The "Working" column's limit was 2. We had 3 items in it. I raised the limit to 3. There are now 4 items in it. [#kanban](#)

17 Nov via [MetroTwit](#) ★ Unfavorite ↻ Retweet ↩ Reply 📄 Buffer

Retweeted by [asplake](#) and 6 others



**PEOPLE ARE ALL FOR THE TRUTH,  
AS LONG AS THE TRUTH IS NOT  
EMBARRASSING OR THREATENING  
ARGYRIS**



PENDING ASSIGNMENT

DETAILED DESIGN

DEV

CODE REVIEW

PENDING BLUE CARD COMPLETION

TESTING

Handwritten notes on a yellow sticky note, partially obscured by the 'TESTING' header.

Handwritten notes on a yellow sticky note in the 'PENDING ASSIGNMENT' column.

Handwritten notes on a yellow sticky note in the 'DETAILED DESIGN' column.

Handwritten notes on a yellow sticky note in the 'DEV' column.

Handwritten notes on a yellow sticky note in the 'CODE REVIEW' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

Handwritten notes on a yellow sticky note in the 'PENDING ASSIGNMENT' column.

Handwritten notes on a yellow sticky note in the 'DETAILED DESIGN' column.

Handwritten notes on a yellow sticky note in the 'DEV' column.

Handwritten notes on a yellow sticky note in the 'CODE REVIEW' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

Handwritten notes on a yellow sticky note in the 'DETAILED DESIGN' column.

Handwritten notes on a yellow sticky note in the 'DEV' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

Handwritten notes on a yellow sticky note in the 'DETAILED DESIGN' column.

Handwritten notes on a yellow sticky note in the 'CODE REVIEW' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

Handwritten notes on a yellow sticky note in the 'DETAILED DESIGN' column.

Handwritten notes on a yellow sticky note in the 'DEV' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

Handwritten notes on a yellow sticky note in the 'CODE REVIEW' column.

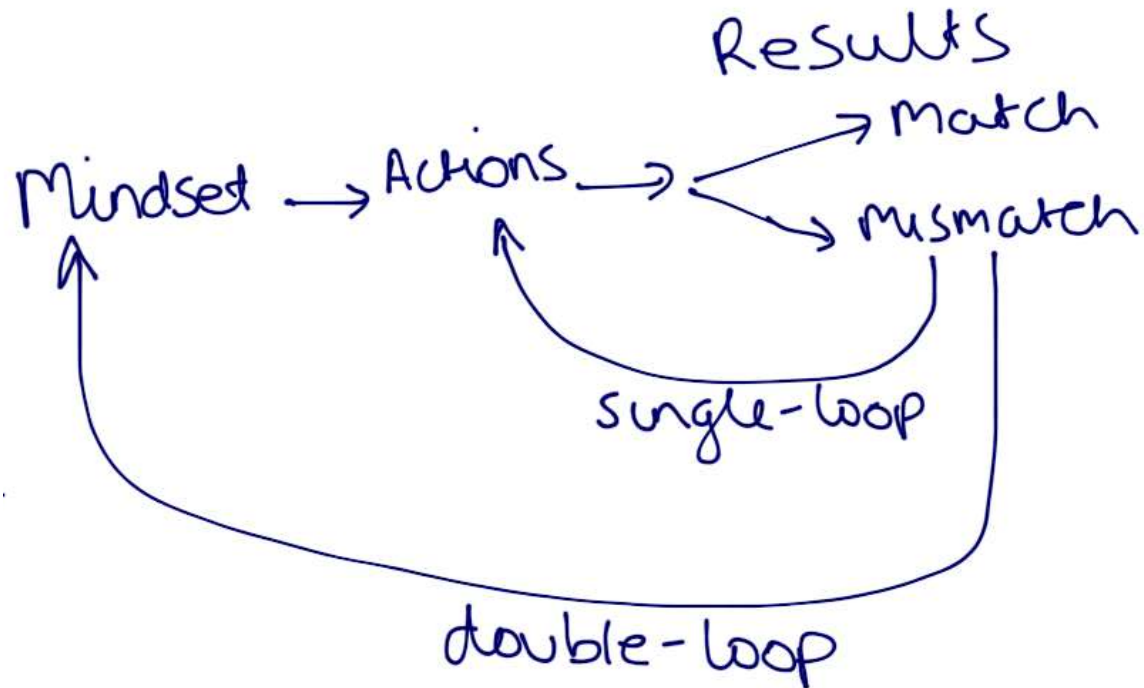
Handwritten notes on a yellow sticky note in the 'CODE REVIEW' column.

Handwritten notes on a yellow sticky note in the 'TESTING' column.

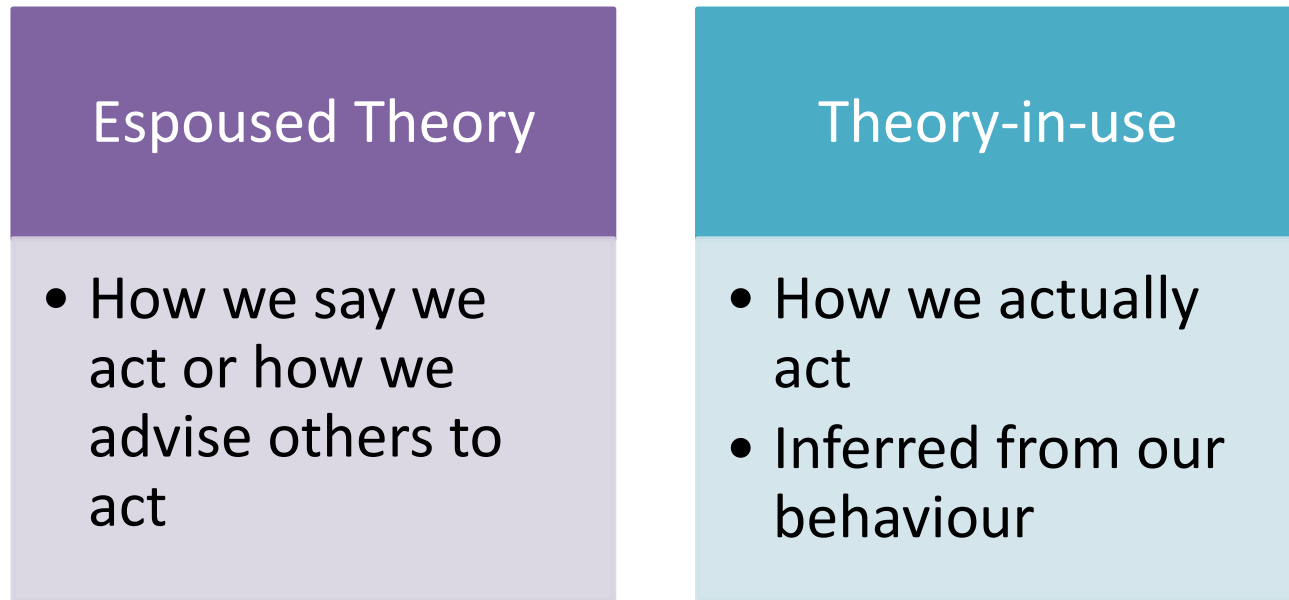
# Theory of Action



# Single & Double Loop Learning



# Two different Theories of Action



We're often unaware of the gap

The gap is greatest under conditions of embarrassment or threat

# Agile Feedback

“Your feedback to the Manager was poor because it did not focus on a positive action and use examples”

- Feedback contains a theory of effectiveness
- The feedback is inconsistent with this theory
- The receiver of the advice will probably experience the inconsistency and be puzzled

=> Skilled Incompetence

- People are able to recognise this – afterwards

=> Skilled Unawareness

[Home](#)[Profile](#)[Messages](#)[Who To Follow](#)[benjaminm](#) ▾[@benjaminm](#)

Benjamin Mitchell

My favourite moment of [#citcon](#) was  
[@Jtf](#)'s: "I learnt that saying someone is  
awfully judgemental is itself awfully  
judgmental" [#Argyris](#)

12 Nov via [Twitter for iPhone](#) ☆ Favorite ↻ Reply 🗑 Delete ≡ Buffer

Mentioned in this Tweet

[Jtf](#) 28 Jeffrey Fredrick · [Unfollow](#)*Father, husband, developer, agile coach, active dreamer*

Retweeted by [flowchainsensei](#) and 3 others





Do I look ugly in this outfit?



# How did I think & act?

## Core Values & Assumptions

- Use my approach
- Wow them with great results
- Get them to make me a “Change Agent”

## Strategies

- Do what I thought was right
- Don't test what I'd heard about the CTO's views directly.
- Cover up what I was really doing
- Act as if I wasn't covering-up
- Avoid talking to them in case they disagreed

## Consequences

- Frequent reliable delivery of working software!
- Self-fulfilling, self-sealing processes
- Limited learning
- Reduced effectiveness
- Wasted time
- Possibly reinforcing CTO's fears about control

**TOXIC POLITICAL ENVIRONMENT**

**ARGYRIS:  
PEOPLE BLAME OTHERS AND THE SYSTEM,  
DENYING PERSONAL RESPONSIBILITY  
AND DENY THEY ARE DENYING**

# Unilateral Control Model

## Core Values & Assumptions

- Be in unilateral control
- Win, don't lose
- Ensure no one feels bad
- Act rational

## Strategies

- Advocate my position
- Keep my reasoning private
- Don't ask about their reasoning
- Ease-in
- Save Face

## Consequences

- Misunderstanding
- Defensiveness
- Mistrust
- Self-fulfilling, self-sealing processes
- Limited learning
- Reduced effectiveness
- Reduced quality of work life



# Dominant Frame

## Core Values & Assumptions

- Be in unilateral control
- Win, don't lose
- Ensure no one feels bad
- Act rational

## Existing Frame

### Self

- I understand the situation and know the right answer

### Other person

- Is uninformed or ill-intentioned
- May have questionable motives if they disagree

### Task

- Get them to see things my way

# What does being wrong feel like?



# What happened?

Ask me questions to see if  
you can work out what  
happened in the following  
scenario

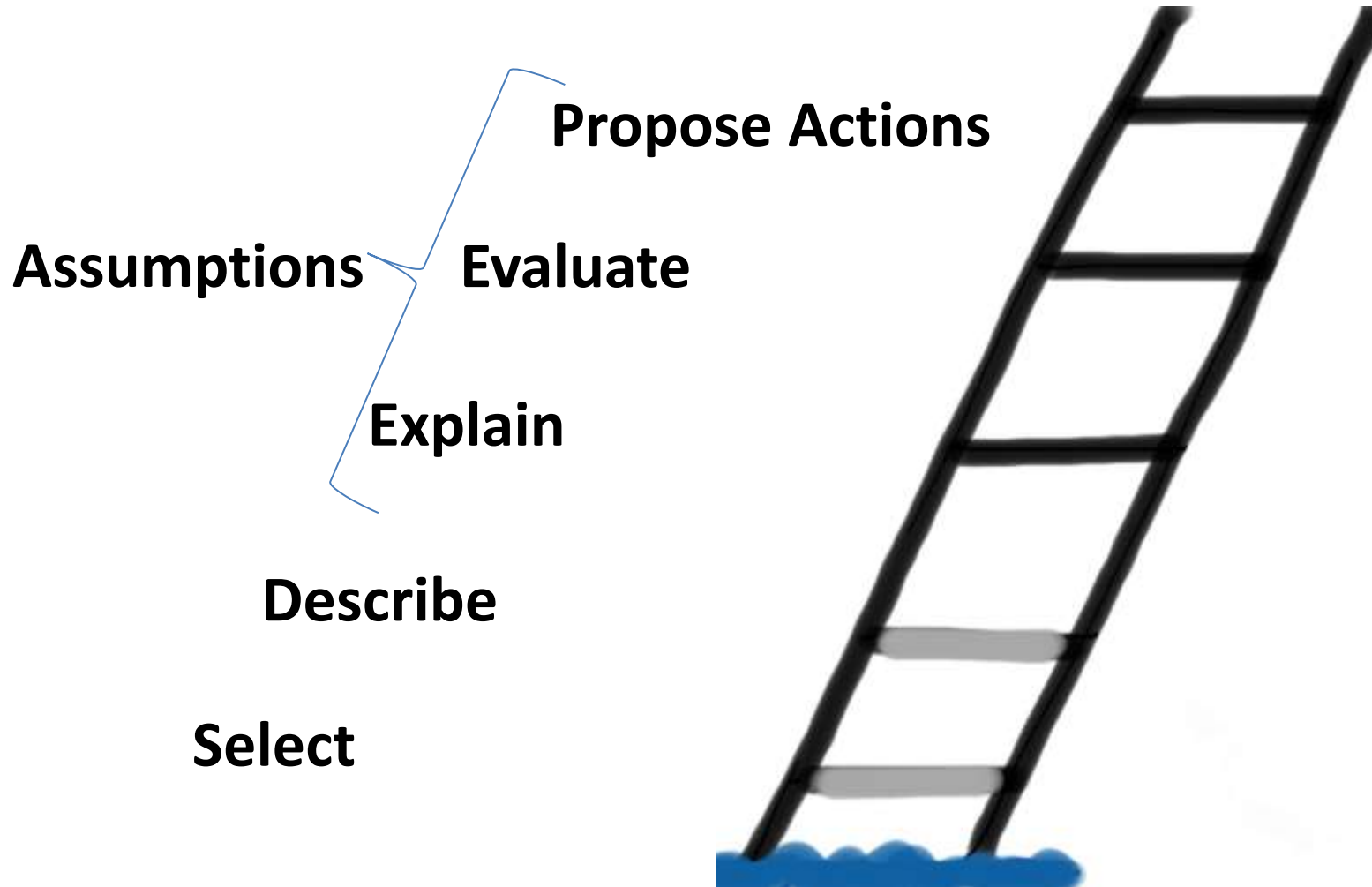
I will answer only yes or  
no



There is a cabin in the woods

Everyone inside it are dead

# The Ladder of Inference



Tweet

## Conversation



**Benjamin Mitchell**

2 days

@jcoplien I would like to understand more about what you mean by 'seeking dialogue'. Could you give me some questions you'd like to discuss?



**James Coplien**

2 days

@jurgenappelo There are some of us who seek dialog rather than wars and flames.



**Jurgen Appelo**

2 days

Scrum strikes back at Kanban. Let the flame war begin... :-) RT @jeffsutherland: Deep analysis of #kanban by @jcoplien [t.co/lnF91lw6](https://t.co/lnF91lw6)



# Exercise: Intervening

“I just think he talks a load of rubbish”

Use the ladder of inference to:

- State what you saw or heard. *Check for differences*
- State the inference you made. *Check for differences*
- Decide if and how to move forward. *Check for differences*

# The Frame Experiment

## Existing Frame

### Self

- I understand the situation and know the right answer

### Other person

- Is uninformed or ill-intentioned
- May have questionable motives if they disagree

### Task

- Get them to see things my way

## Altered Frame

### Self

- I have some information but I may not see or understand everything

### Other person

- May see things that I don't see which could help
- Is acting with integrity given their situation

### Task

- Combine our knowledge to make the best choice

# Negotiating with Humans

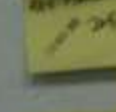
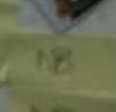
- If you believe it's all about the “facts” you'll be right more than you'll be persuasive
- The truth, the facts, are only one argument in a negotiation
- When people are angry, confused or uncertain they physiologically hear less
- In order to persuade people you first have to get them to listen
- Discussing issues isn't effective until the other party is ready to hear about them

# Understand the pictures in their head

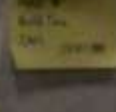
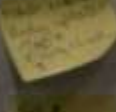
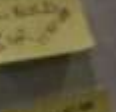
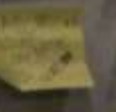
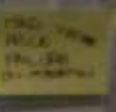
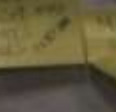
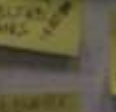
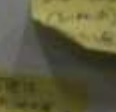
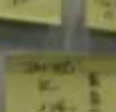
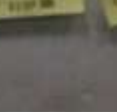
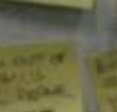
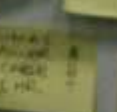
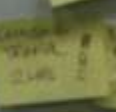
- Balance stating your view with
- Asking them about:
  - Their response to your view
  - Their view
- Be clear that listening to understand is not the same as agreeing

TEAM "BACK  
OF THE BOARD"  
PERPETUAL MULTINOTE

WHAT  
WASTED  
OUR TIME?



1B  
1B  
1B  
1B



# Wasted Time Sources

Wasted Time Area	Sum of Team Time Wasted
<b>Internal</b>	<b>457</b>
Desktop PC	98
Development Technology	82
Builds	72
Process Issue	51
Technical Debt	36
Merging	25
Team Technology	15
Specifications	15
<b>External Team</b>	<b>420</b>
Pricing Engine A	145
Document Generation Team	81
Pricing Engine B	41
Single Sign On	39
Pricing Engine C	33
Oracle Database	24
XML Data Architecture	17
Pricing Engine D	10
<b>Common Environment</b>	<b>56</b>
Jira	18
Wiki	16
<b>Grand Total</b>	<b>935</b>



# Books to read

- The Skilled Facilitator & Skilled Facilitator Workbook by Schwarz
- Discussing the Undiscussable by Bill Noonan
- Flawed Advice and the Management Trap by Chris Argyris
- Getting More by Stuart Diamond
- Difficult Conversations by Stone, Patton & Heen
- Longer list on my blog: <http://bit.ly/Argyris>

# Summary

- Getting the benefits of using Kanban often requires understanding how humans change
- Humans become defensive if change is embarrassing or threatening
- Learning happens faster if we can avoid defensiveness in our selves and others
- With awareness and practice we can learn to behave more effectively

# Any Questions?

Feel free to connect:

Read my blog <http://blog.benjaminm.net>

Follow me on twitter <http://twitter.com/benjaminm>

E-mail me [benjaminm@benjaminm.net](mailto:benjaminm@benjaminm.net)