

Let's find a way to  
**Make it Easy**



**@woodyzuill**

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**"The value of  
another's experience  
is to give us hope,  
not to tell us how  
or whether to proceed."**

Peter Block

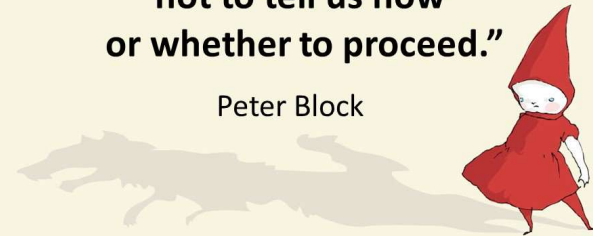
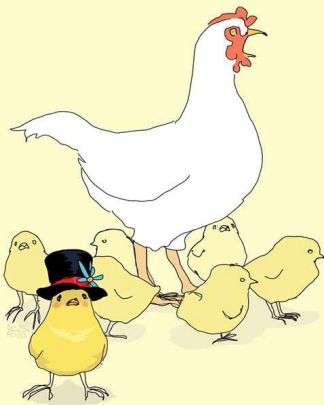


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**Try to  
keep an  
open  
mind.**

3

**My First Job**  
Watering Plants in a Nursery

**Two  
Responsibilities**



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**Responsibility One:****Water the plants.****Not only keep the plants alive, but provide an environment where they can thrive.**

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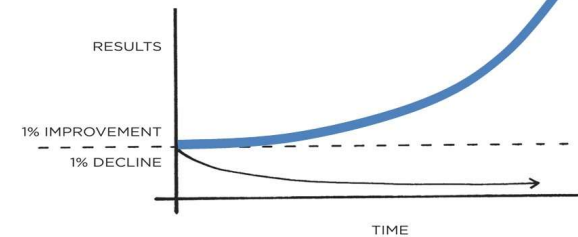
**Responsibility Two****Pay Attention.****Each week find something we can do better.****Take action.**

Andrea Zull © 2016

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**Tiny Improvements, over time, provide a compounding effect.**

7

**1% improvement per day for a year results in 37.78 times with compounding****James Clear – Atomic Habits**

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## Let's Have a Tiny Improvements Habit



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Unfortunately, as  
simple as this  
seems, it is very  
difficult to  
achieve.



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Let's explore  
why we find it  
so hard to get  
those tiny  
improvements



11

...and why things  
are hard to  
manage.



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## A short list of things that can destroy effectiveness:

Fatigue	Not taking enough time the first time.	Not everyone is on the same page
Hunger	Communication barriers	Not knowing something
Personality conflicts	Lack of knowledge	External dependencies
Personality clashes	Lack of skills	Unclear requirements
Missing requirements	Needless meetings	Unclear expectations
Missing resources	Waiting on clarification	Unrealistic expectations
Insufficient resources	Lack of motivation	Time zone differences
Monolith architecture	Fear	Waiting on other teams
Cumbersome processes	Lack of plan	Lack of work backlog
Disagreements	Upsetting work environment	Interacting with others
Poor working conditions	Lack of context/understanding	Dependency on other teams
Too Much Noise	Indecision	Waiting on dependency
Too Quiet	Doubt	Technical blockers
Context Switching	Distractions	Scarce materials
Workflow interruptions	Analysis paralysis	Not knowing how to do something
Onboarding	Bugs	
Negativity	Snow days	

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## What have we learned?



**There are Many “Problems”**

**They are Persistent**

**They are Everywhere**

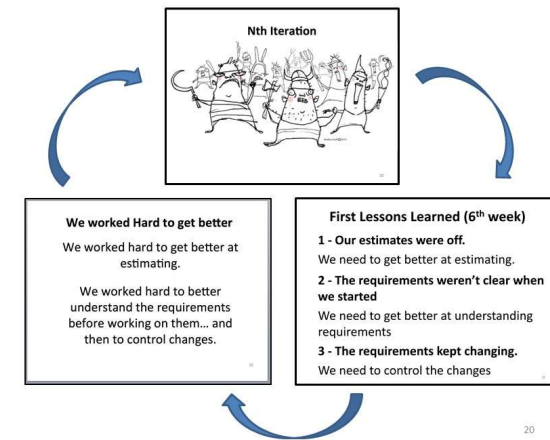
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## Let's consider:



**Why so many?**  
**Why so persistent?**  
**Why so pervasive?**

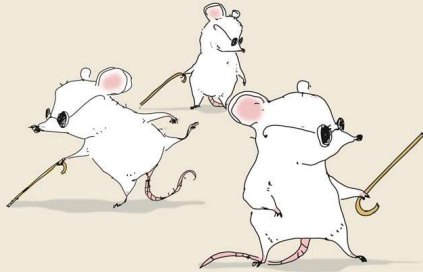
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## The Cycle of Continuous No-Improvement



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## Problems or Symptoms? ...and beyond



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**I suspect  
these are all  
symptoms,  
not problems**



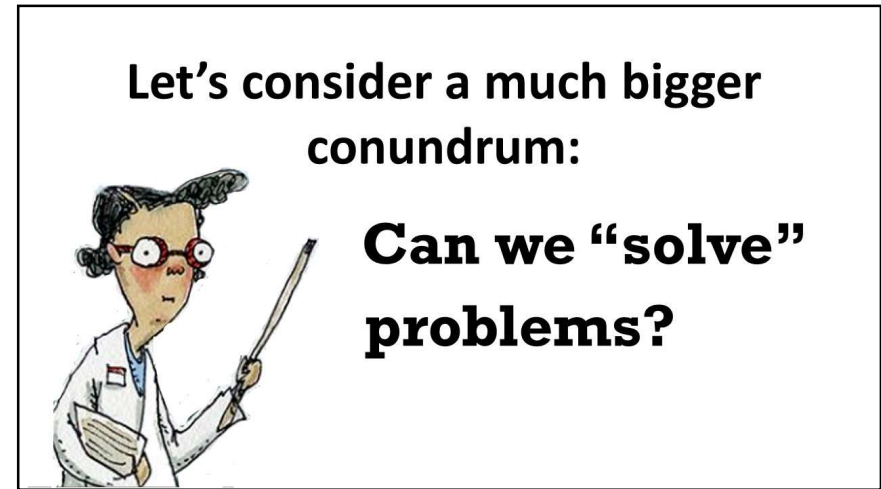
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**We can't  
“solve”  
symptoms.**

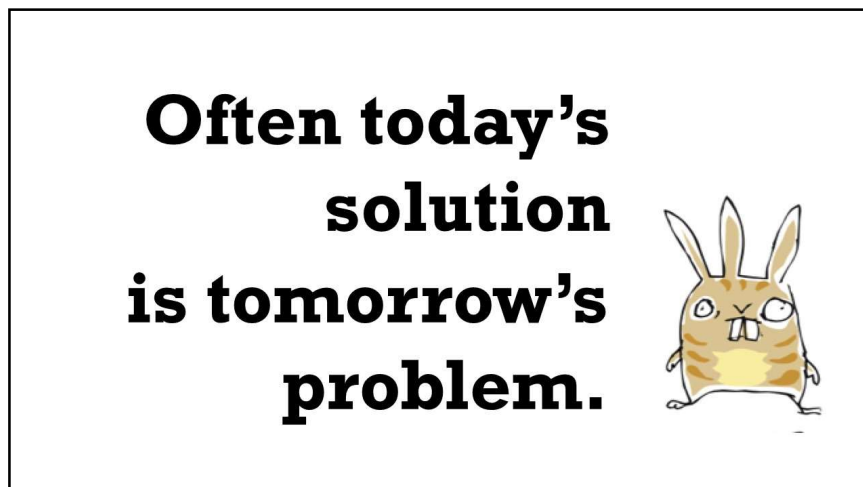
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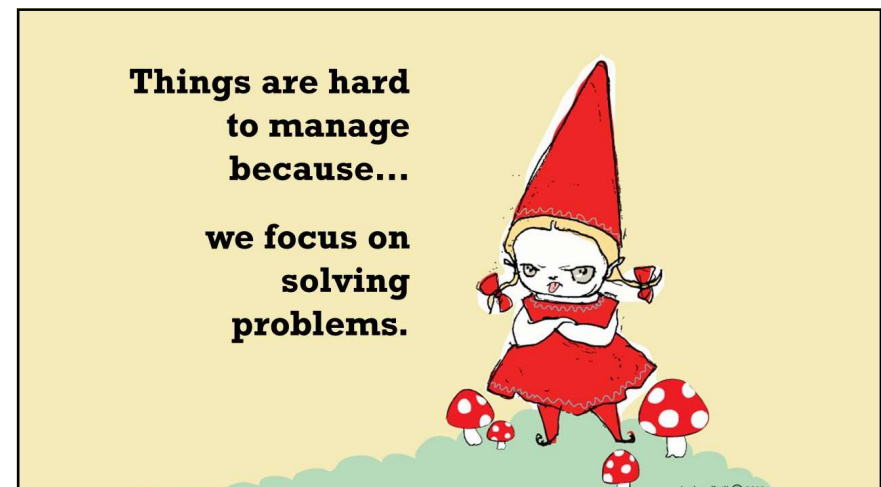
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### The Misplaced focus of Management

**Management is often  
focused on “solving  
problems”**



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### The Misplaced focus of Management

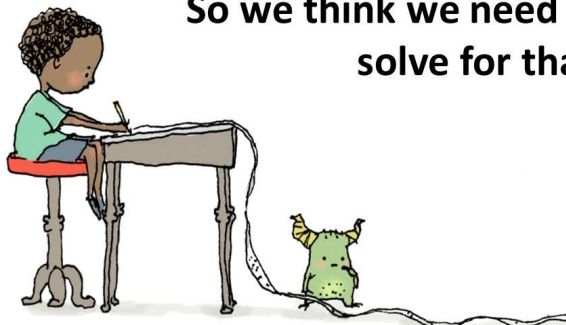
**One big “problem”:  
It’s hard to manage  
things.**



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### The Misplaced focus of Management

**So we think we need to  
solve for that.**



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### The Misplaced focus of Management

**And we think the solution is:  
Let’s make it easy to  
manage things.**

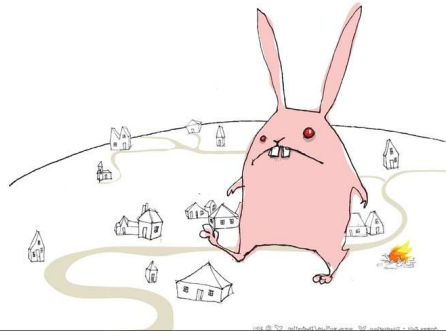


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**“So much of what we call management consists in making it difficult for people to work.”**

~ Peter Drucker



**Beliefs and Biases  
Go Hand-In-Hand**

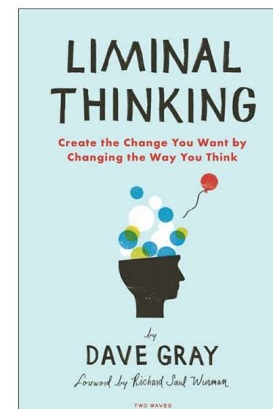


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# Beliefs

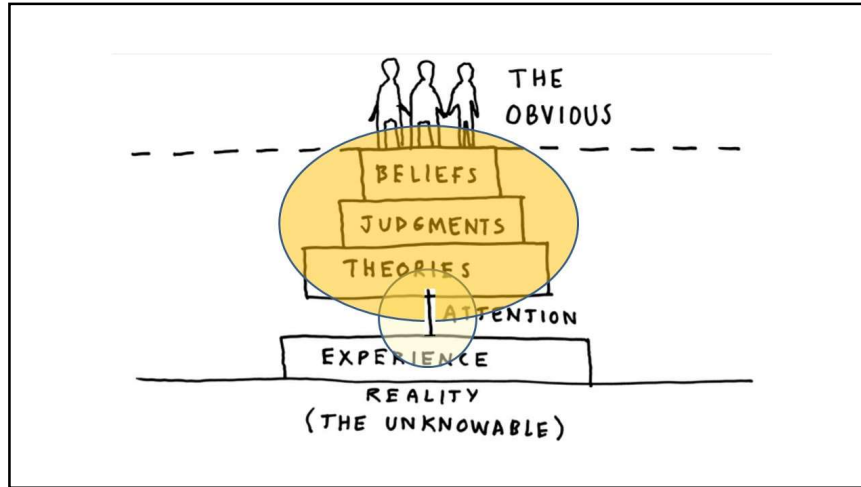
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**Dave Gray**

**Liminal  
Thinking**

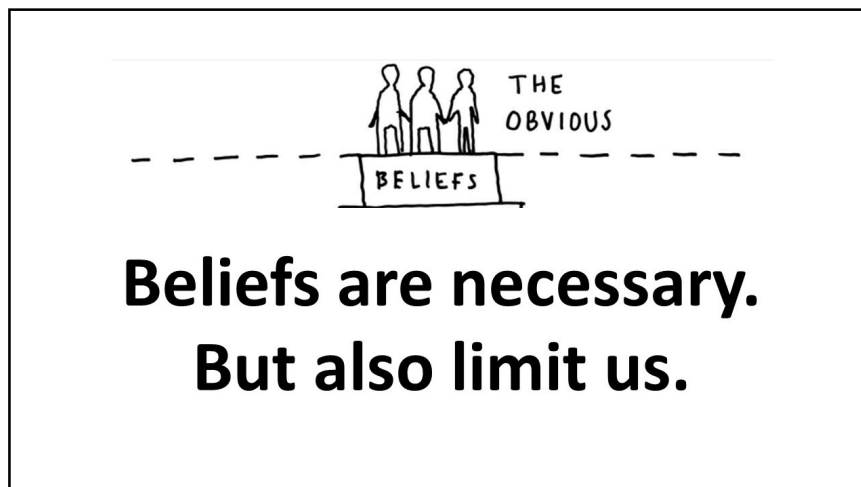
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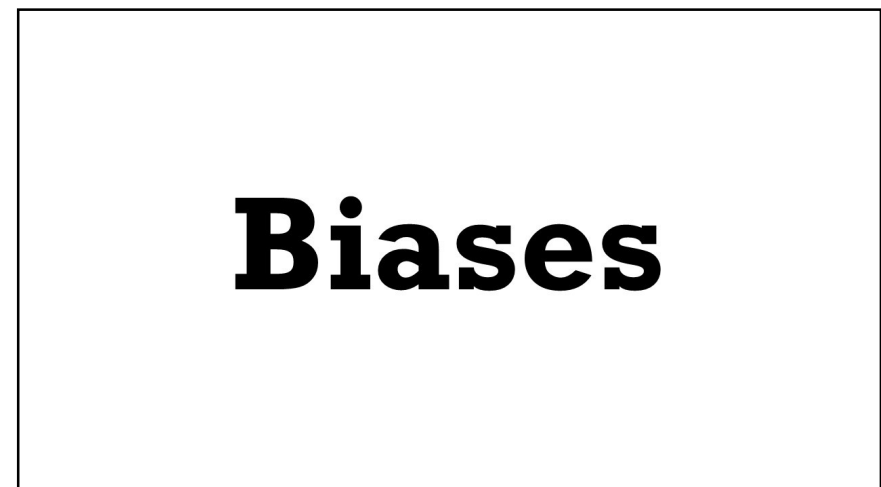
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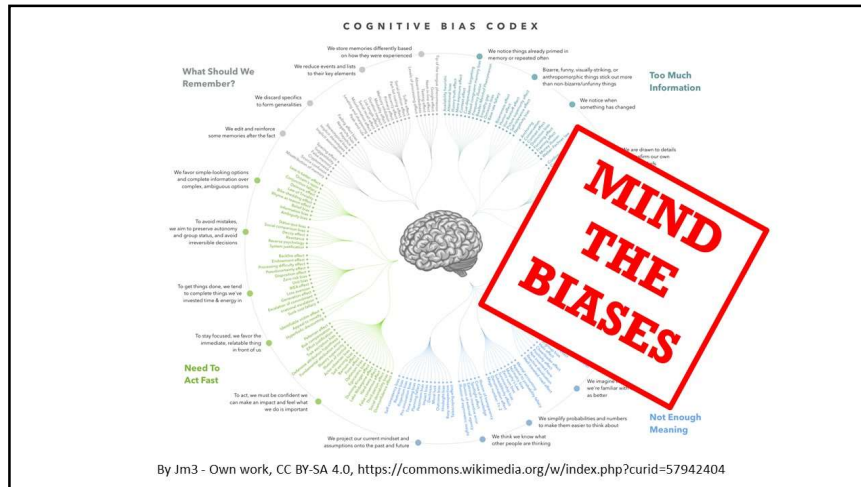
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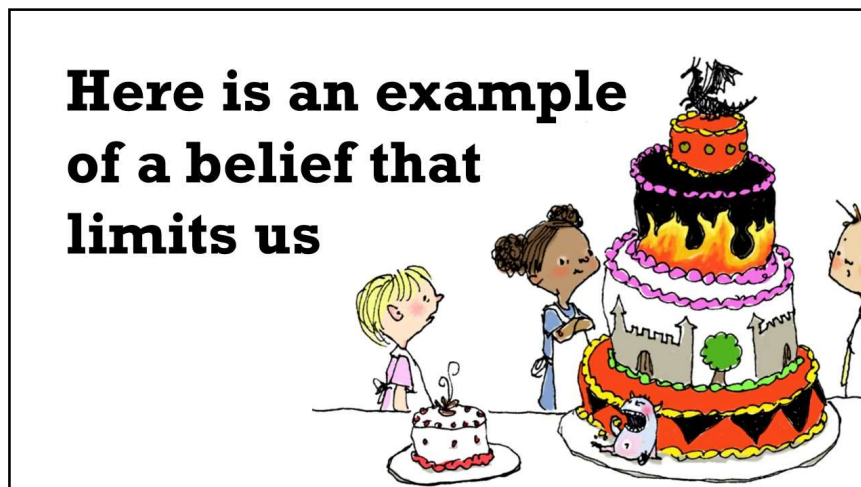
## Confirmation Bias

**Biased search for information**

**Biased interpretation**

**Biased Memory**

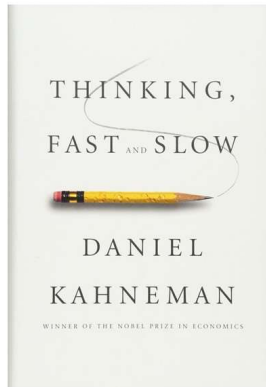
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**Kahneman**

**Thinking Fast  
and Slow**

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**Kahneman**

**Success =  
talent + luck**

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**Kahneman**

**Great Success =  
a little more talent  
+ a lot of luck**

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**Things are hard to  
manage  
because...**

**Success is more  
about  
randomness and  
serendipity than  
anything else...**



Andrea Zulli © 2013

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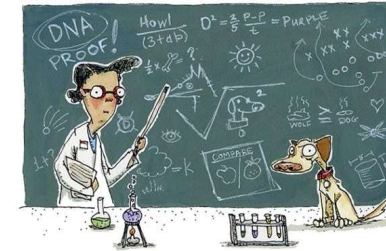
**... but when we  
“succeed” we  
think it is  
because we did  
things right.**



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**Exercise:**

**What beliefs or biases have you seen that might be interfering with our ability to make good decisions?**



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**Things are hard to  
manage because...**

**It's human  
nature to believe  
what we already  
(or want to)  
believe**



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# **Systems and Domains**

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**A very simple and  
quick definition of  
“system”**



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**“A system is an  
interconnected and  
interacting set of  
elements that  
achieve something.”**



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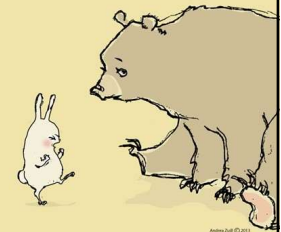
**Systems within  
Systems**



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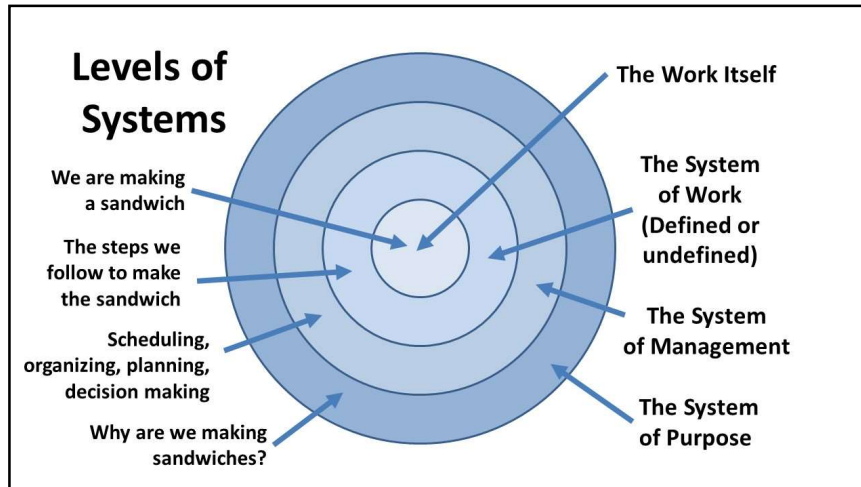
**“Systems can be nested within systems.  
Therefore, there can be purposes within  
purposes.”**

Donella Meadows – Thinking in Systems

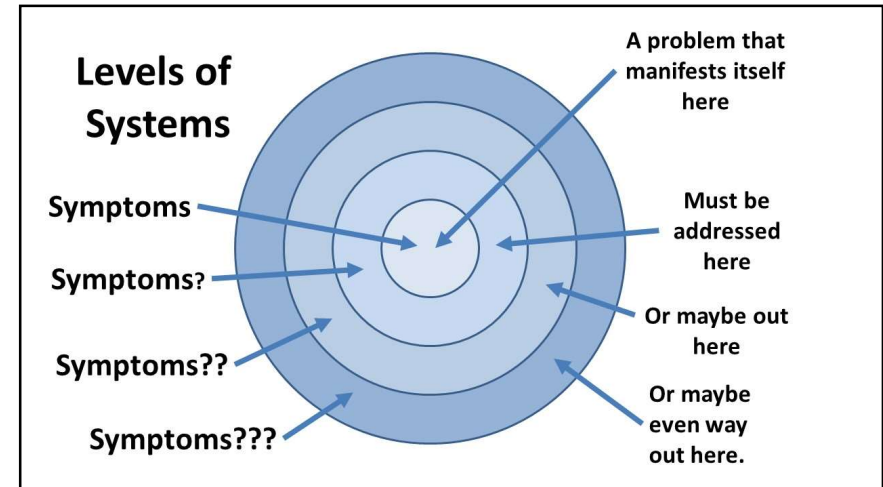


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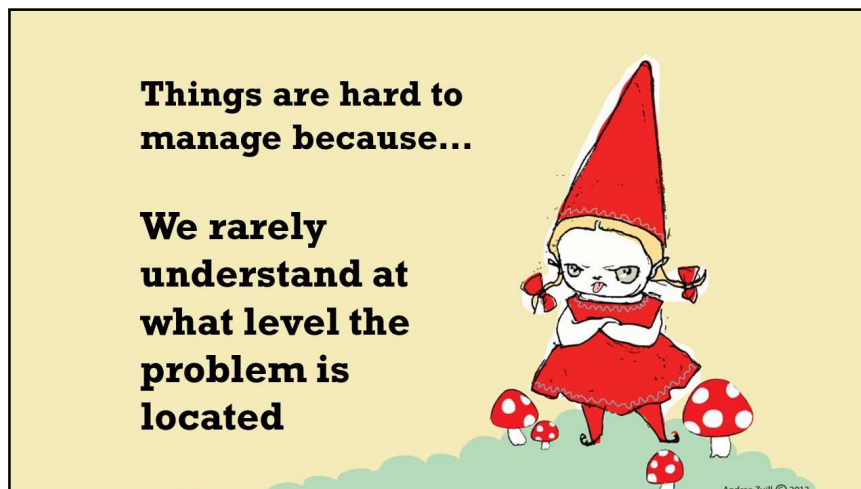




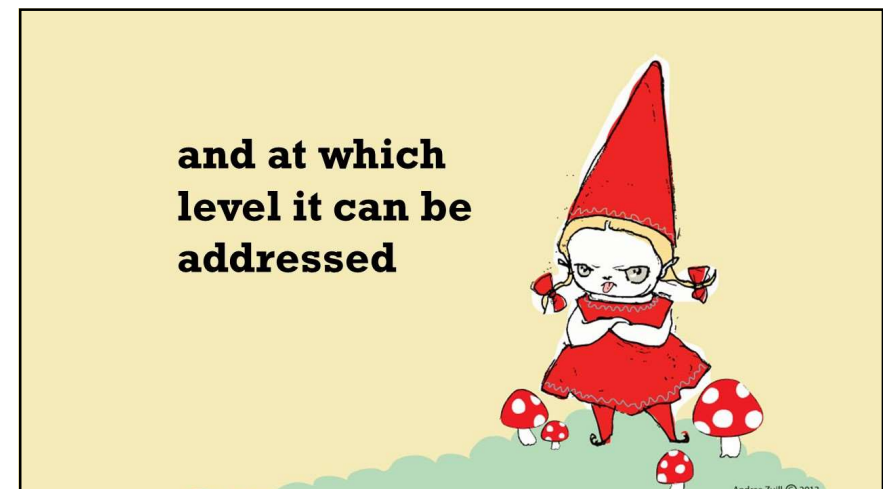
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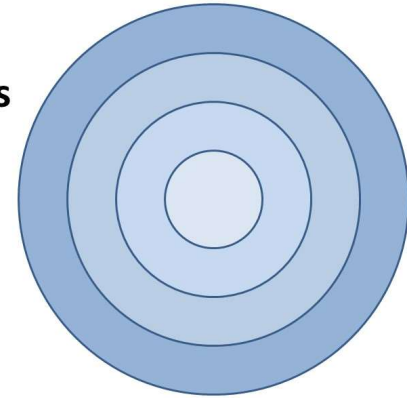
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**and things  
aren't as  
isolated as we  
think they  
are.**



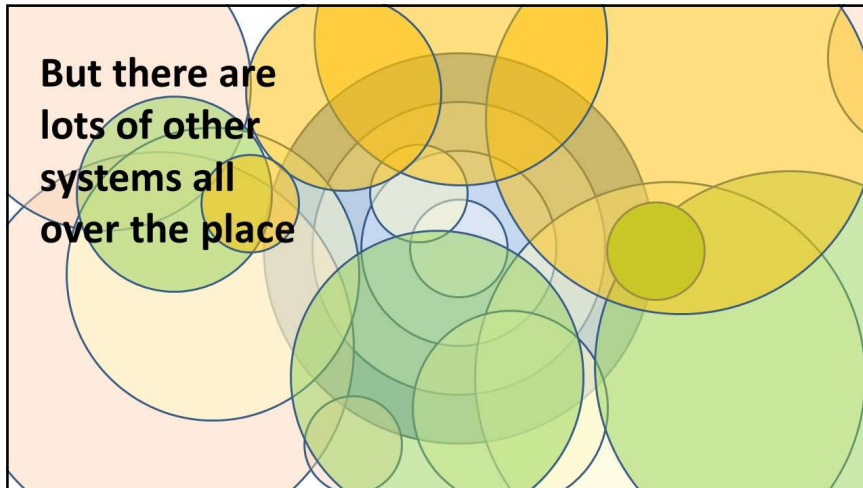
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**It would be  
nice if things  
were this  
simple**



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**But there are  
lots of other  
systems all  
over the place**



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**A bit more about  
the nature of  
systems**



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A working complex  
system has invariably  
**evolved**  
from a working  
simple system.



John Gall – The Systems Bible

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“An important function of  
almost every system is to  
ensure its own  
**perpetuation**”

Donella Meadows – Thinking in Systems



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“The idea of making a  
complex system do just  
what we want it to do  
can be achieved only  
**temporarily,**  
at best.”

Donella Meadows – Thinking in Systems

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**Things are hard  
to manage  
because...**

**The system is  
good at  
perpetuating  
itself.**



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**It does this by evolving.**

**Not intervention.**

**Not transformation.**

**It won't change as  
we would like!**

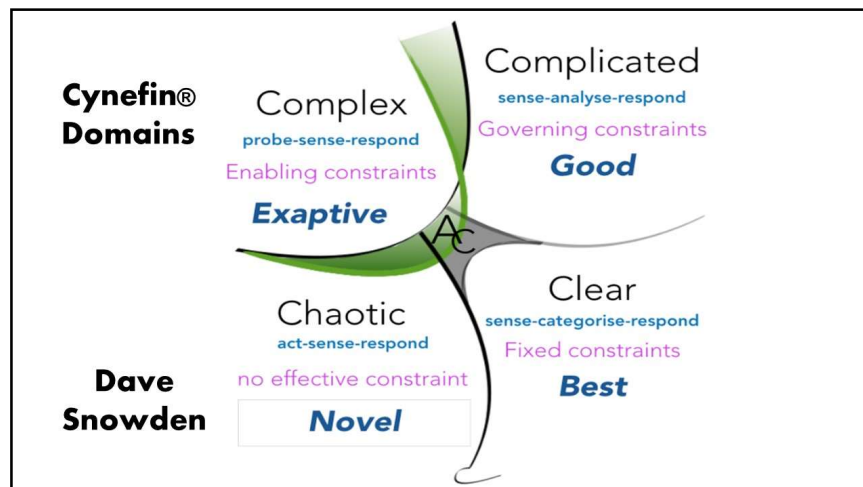


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Let's consider Cynefin®

# Domains

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## Clear



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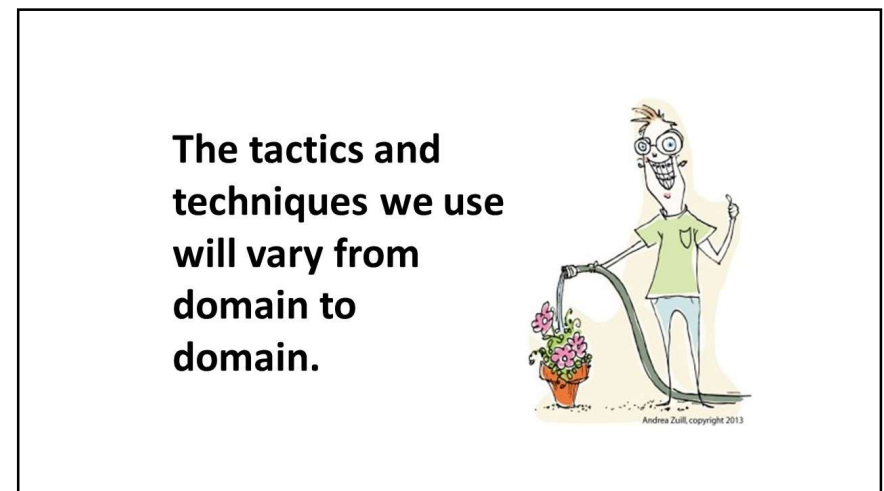
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**Things are hard  
to manage  
because...**

**We often don't  
understand the  
domain of the  
problem**



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**Review:**

**Let's have a tiny improvements habit**

**So many things get in our way**

**Problems vs Symptoms**

**Wrong focus of Management**

**Beliefs and Biases**

**Luck vs. Talent**

**Systems and Domains**



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# Practical Stuff



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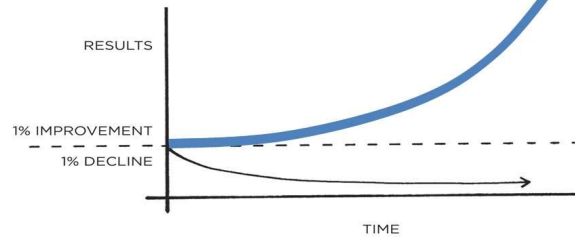
**Tiny Improvements, over time,  
provide a compounding effect.**



80



**1% Per day for a year  
results in 37.78 times  
with compounding**



**James Clear – Atomic Habits**

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## **Working Harder versus Working Smarter**

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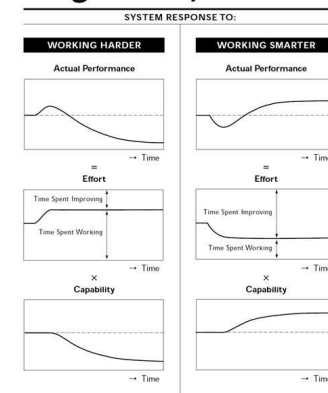
## **Nobody Ever Gets Credit for Fixing Problems that Never Happened:**

CREATING AND SUSTAINING PROCESS  
IMPROVEMENT

Nelson P. Repenning  
John D. Sterman

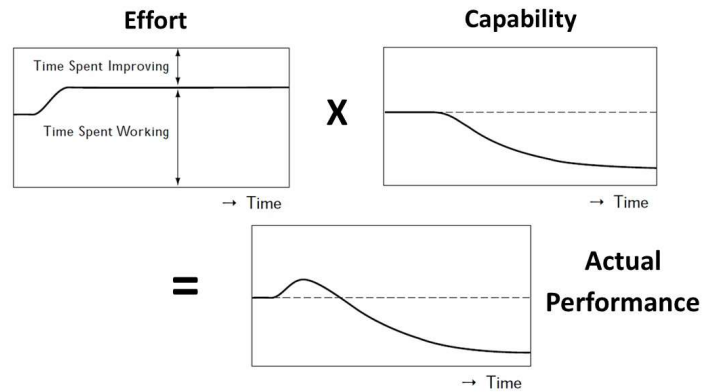
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### **Working harder, or smarter?**



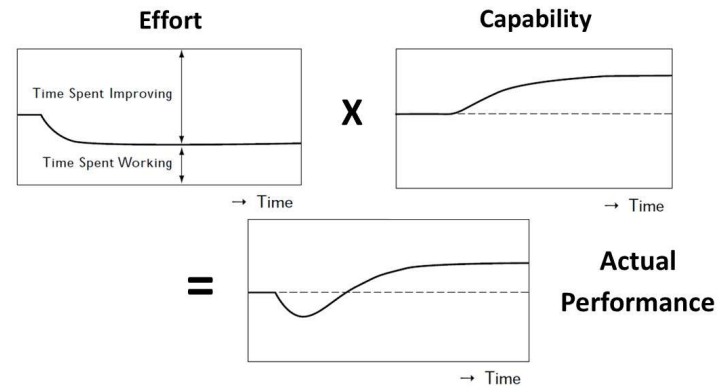
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## Working Harder



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## Working Smarter



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**Spend more time increasing capability  
than in "doing the work"**



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**Let's make it as  
easy as possible  
for everyone to do  
the best they can  
possibly do.**



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**What is *one thing* I can  
do today that would make  
something we  
need to do tomorrow  
easier or unnecessary.**

Gary Keller - The ONE Thing

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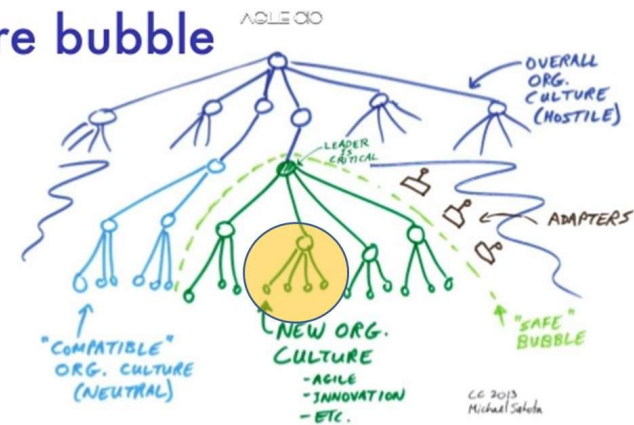
**Still...  
The system resists  
change.  
So is it hopeless?**

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## The Bubble

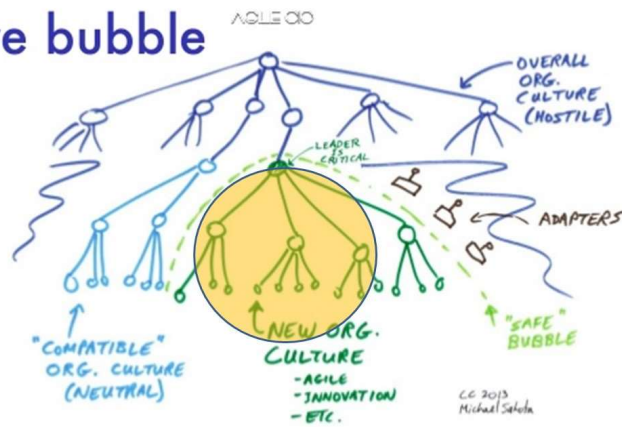
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### Culture bubble



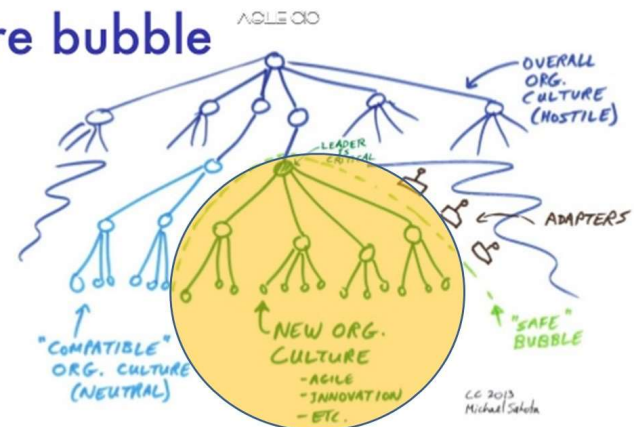
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## Culture bubble



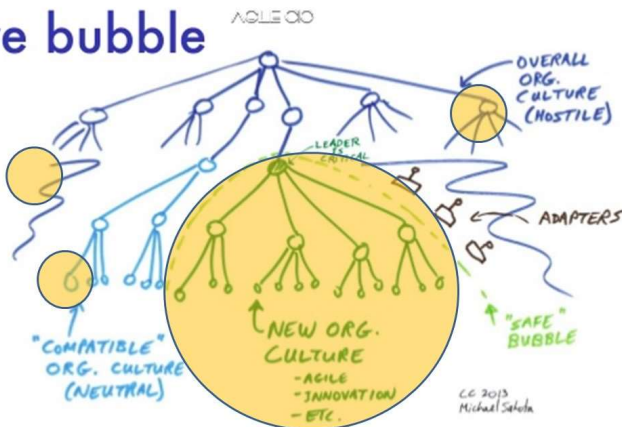
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## Culture bubble



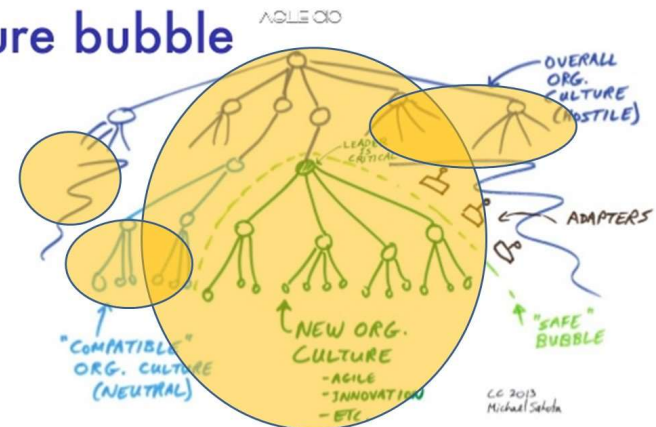
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## Culture bubble



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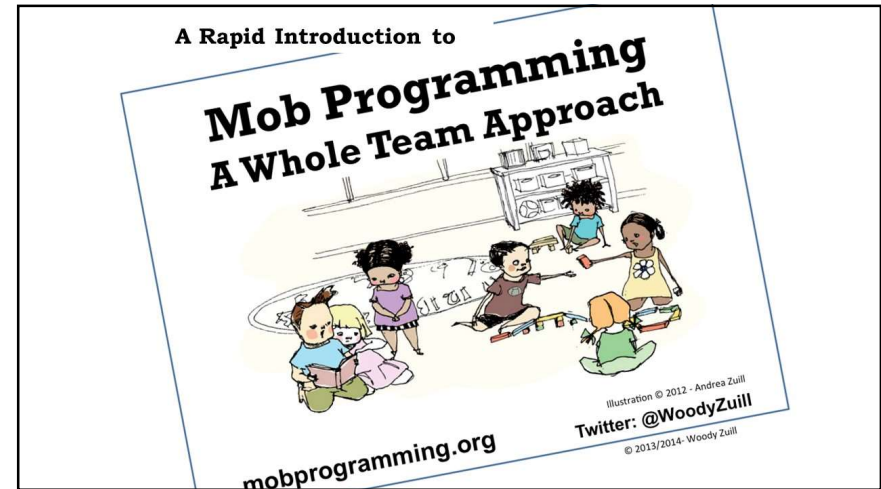
## Culture bubble



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**Introduce the  
chance for small  
working systems  
to evolve.**

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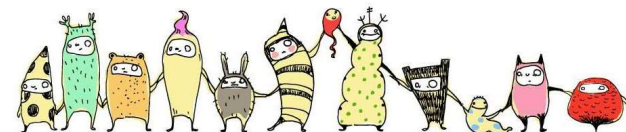
## **Mob Programming**

**All the brilliant minds working together  
on the same thing...  
at the same time...  
in the same space...  
at the same computer...**

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99

**Gather together people  
with all the needed  
skills and knowledge**



**Completely Different, All Together**

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**It is NOT:  
5 people watching 1  
person coding.**

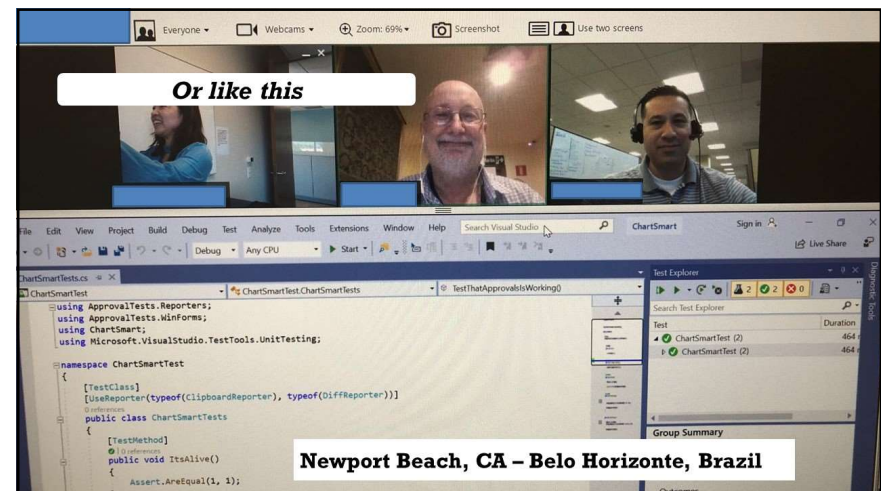
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## How it Started.

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## How we “discovered” Mob Programming



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**The object isn't to make art,  
it's to be in that wonderful state which  
makes art inevitable**

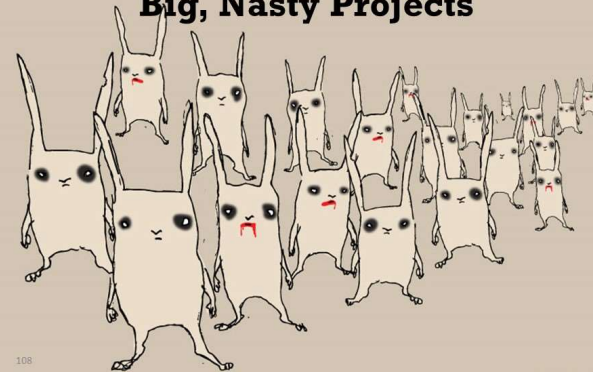
Robert Henri



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## Big, Nasty Problems Big, Nasty Projects

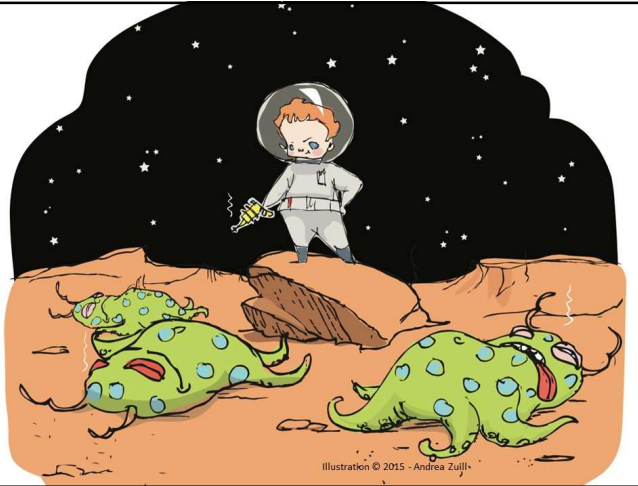


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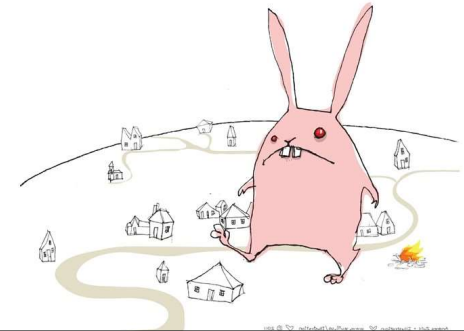
**They  
wanted  
a hero**



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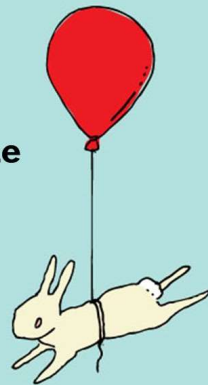
**“So much of what we call management  
consists in making it difficult for people  
to work.”**

**~ Peter Drucker**



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**No Interference  
I can cancel or postpone  
any work  
No Estimates  
No Projects**



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**Let's figure out how to  
work well together**



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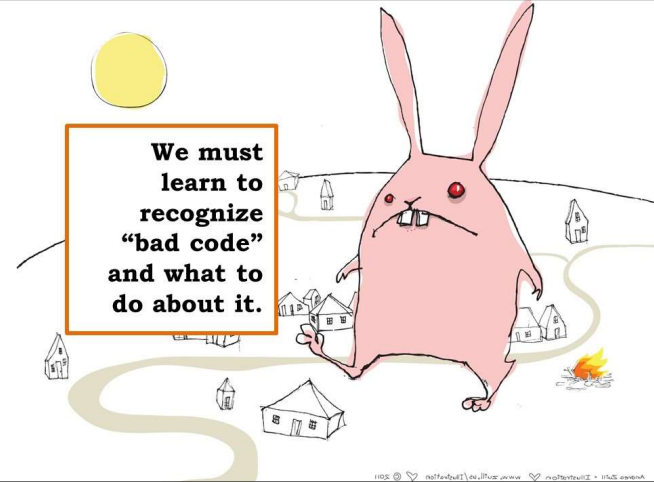
**The people doing the work can best determine how to manage that work**



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**We must learn to recognize "bad code" and what to do about it.**



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**Weekly Team Practice Session  
3 hours every Friday**

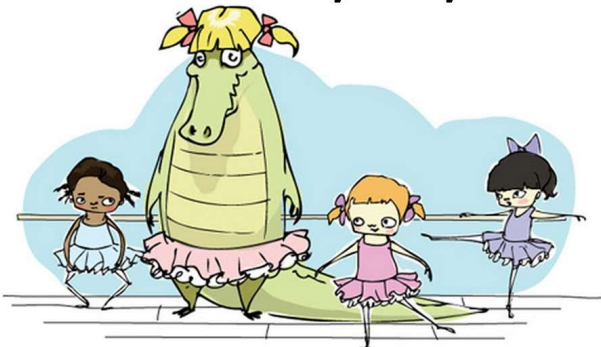


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**Using a Coding Dojo style  
of deliberate practice**



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**We focused on  
getting good  
results from our  
retrospectives**



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**Turn Up  
The Good**



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**Let's stop trying  
to solve problems**

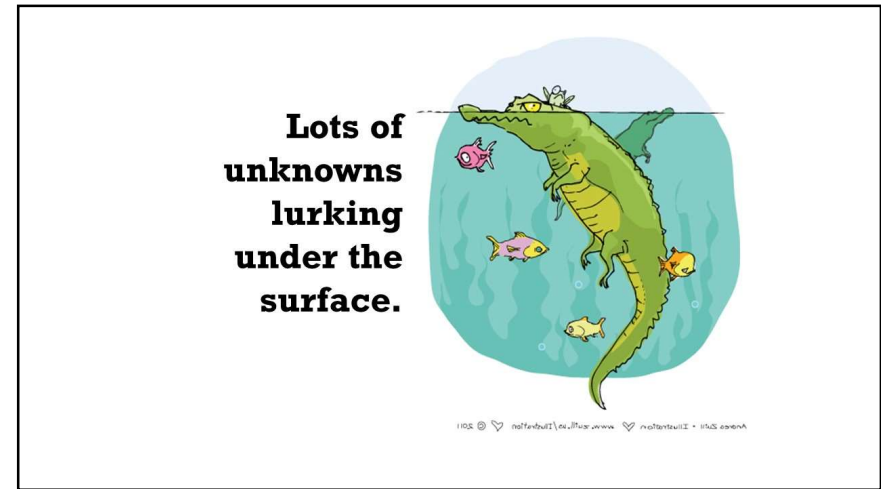
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**Pay attention to  
what is going well  
and find ways to  
turn that up.**

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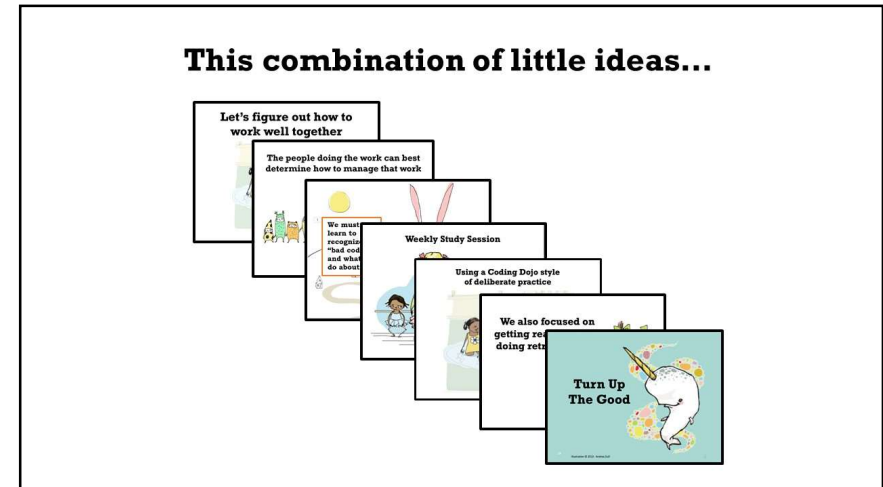


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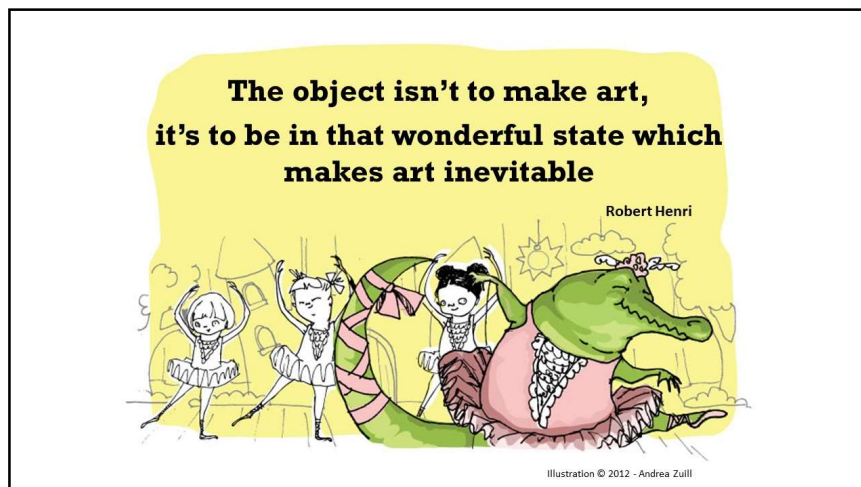




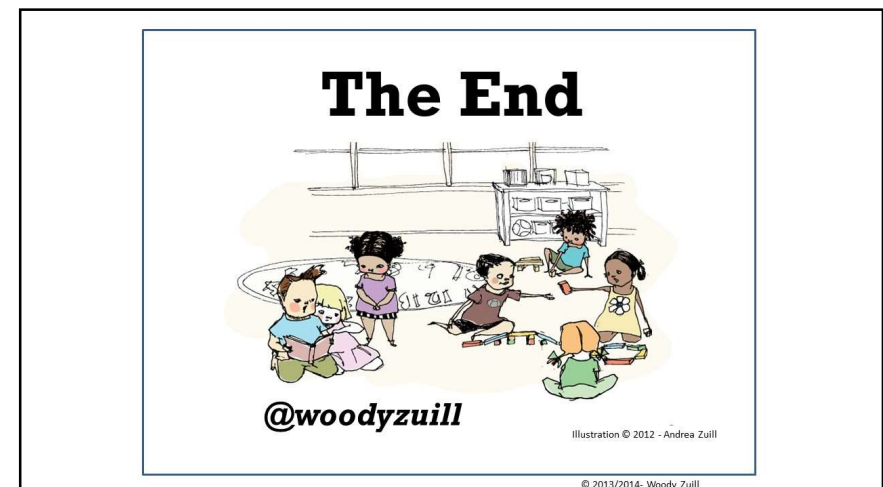
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Let's find a way to  
**Make it Easy**



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