The Tail that Wags the Dogma

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There lie monsters...

Sebastian Munster c. 1544
Emergent Systems and Coaching
Mirror, mirror

Is this what we sound like?
Dude’s Law: Value = Why / How

\[ V = \frac{W}{H} \]
Learned Helplessness
Cynefin

Complex
C  E
emergent practice

Complicated
C  E
good practice

Chaotic
C  E
novel practice

Simple
Cause  Effect
best practice
Complex Adaptive Systems

• Disintermediation
  ▪ the removal of intermediaries
  ▪ direct links with real-time feedback

• Distributed cognition
  ▪ putting emphasis on the individual and his/her environment
  ▪ human knowledge and cognition are not confined to the individual

• Finely grained objects
  ▪ highly connected with weak interaction
  ▪ optionality

Distributed Cognition
It’s the context and environment...
Outcome-based thinking (within context)

- Understand the domain(s) of your system
- Focus on the value you’re delivering
- Identify the basics of what you need to get there

Ask Questions

- Do we have shared purpose?
- What is the value we are creating?
- Are we delivering the most value at any time? How do we know that?
- How long are our feedback loops? How do we make them shorter and cheaper to achieve?
- How does your process help you learn?
- What about “the humans”?
  - How do we know we’re applying our best mind to the problem and not getting into group think?
  - People bias?
What are the models and assumptions we’re using?

• What would make you stuck if you wanted to change?
• How do people doing the work know how to make the decisions and understand the user and business and the context around them?
• Is the change systemic or reliant on one or a few people?

Some Thoughts...

• Move work to people vs. people to work
• Focus on feedback loops and reducing risk
• Understand how work flows through the system
• Do what you’re doing with intention
• Have faith in people (within boundaries)
Cultivating Thinking

Each day for the next week question something that you do every day

• Why do I do this?
• What was I trying to do?
• How can I make it better?
Experiment

• With courage
• Safe-to-fail
• Approach with intention and child-like curiosity

Learn

• The only failure is failure to learn
• Agile/growth mindset
• Search for others to help you learn
Agile Mindset

**Fixed**
- Goal: look good
- Failure: defines you
- Challenge: avoid
- Ability: pre-determined
- Effort: for those with no talent

**Agile**
- Goal: to learn
- Failure: provides information
- Challenge: embrace
- Ability: can grow
- Effort: path to mastery

*Linda Rising, Agile 2013*
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