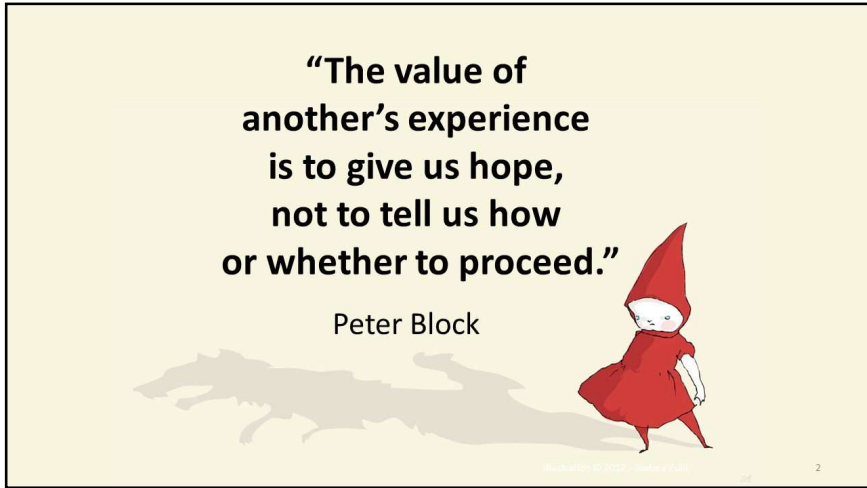
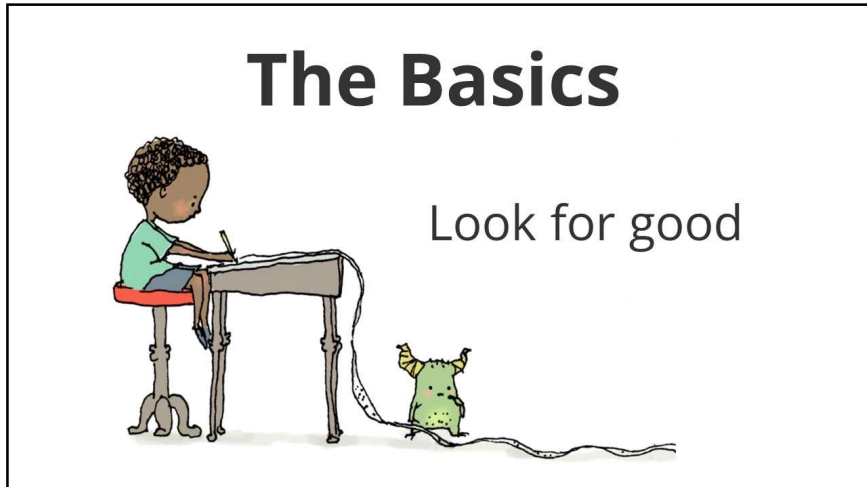


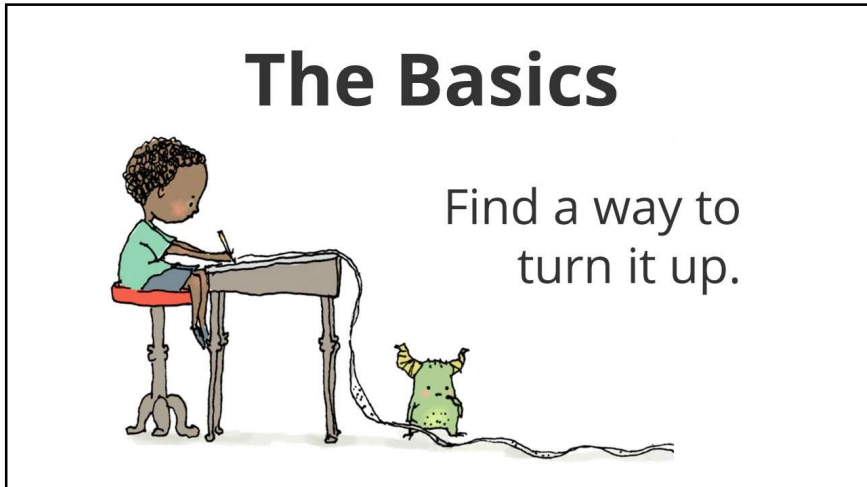
1



2



3



4

The Basics



Always say
"More, please"

5

Agenda

What this is.
Why do this?
One way to do this.
A few extra ideas.

6

Kent Beck

7

Kent Beck



8

“When I first articulated XP, I had the mental image of knobs on a control board.”

Kent Beck



9

“Each knob was a practice that from experience I knew worked well.”

Kent Beck



10

“I would turn all the knobs up to 10 and see what happened.”

Kent Beck



11

Experience

Practical contact with and observation of facts or events.

12

Reflection

What is the value here?
Is there anything meaningful?

13

Experiment

A scientific procedure
undertaken to make a discovery,
test a hypothesis,
or demonstrate a known fact.

14

I think this is important

15

15

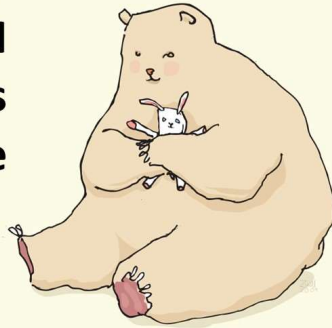


**Before we
explore ways
to do this**

16

16

**I want to
share why I
think this is
worthwhile**



17

**Or perhaps is
necessary**

18

18

**The problem with
problems.**



Billy and the Bear King

19

Let's do a little exercise

20

20

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	Multitasking
Negativity	Snow days	
Technical Debt		

25

What have we learned?



There are Many “Problems”

They stay with us

They are Everywhere

26

Let’s consider:



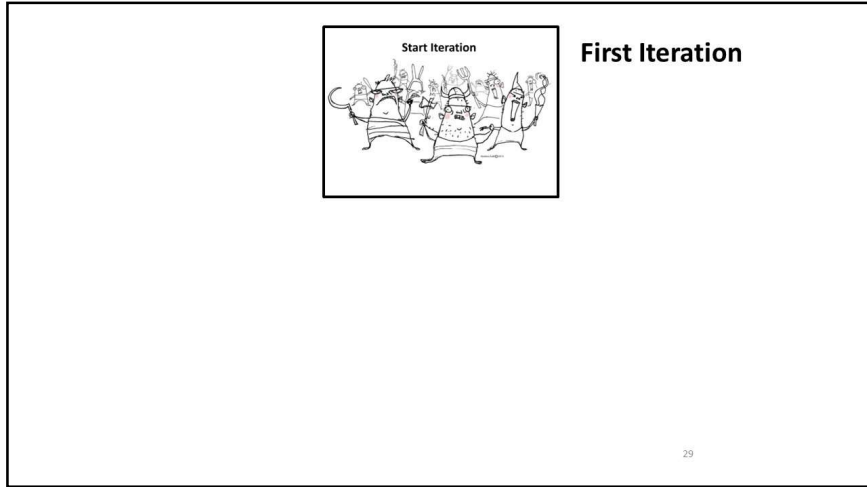
Why so profuse?
Why so persistent?
Why so pervasive?

27

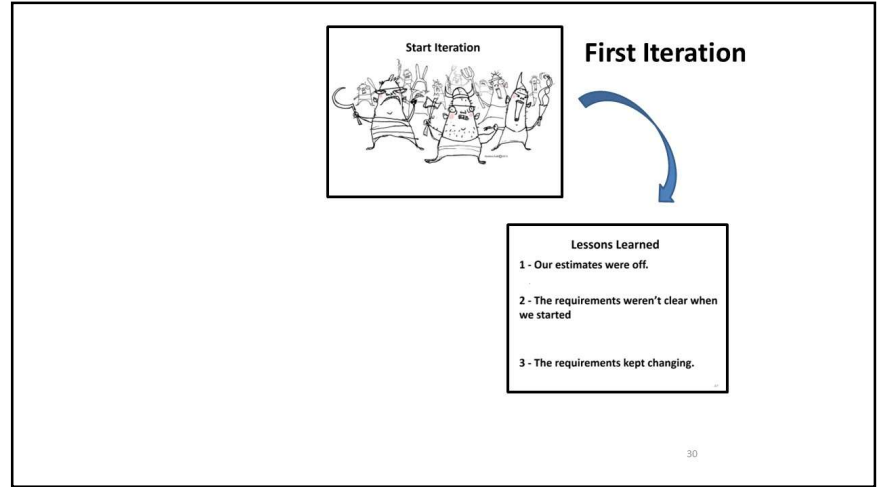
An observation from 1999

28

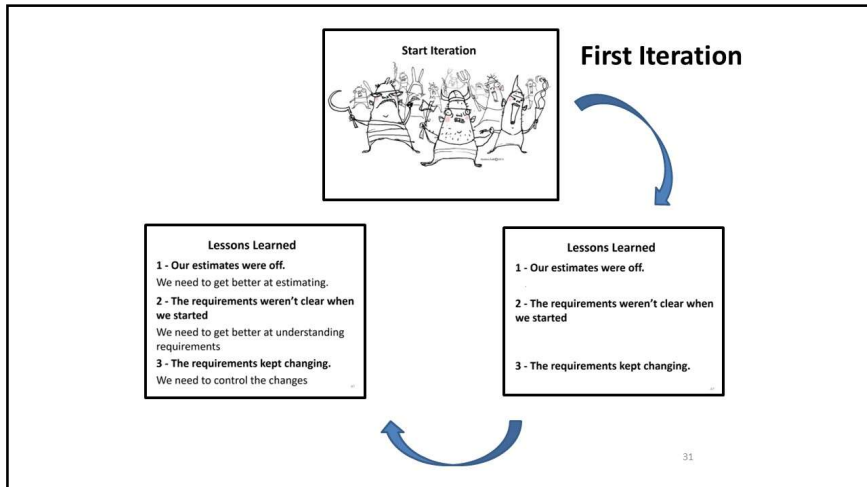
28



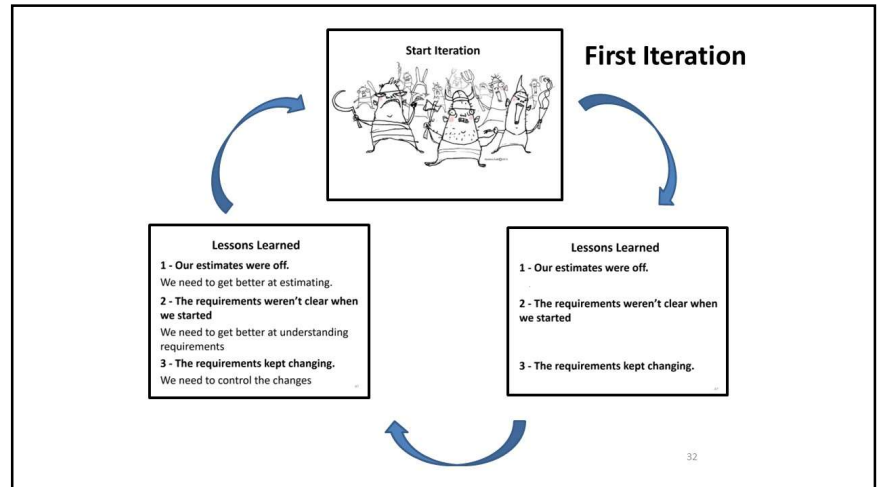
29



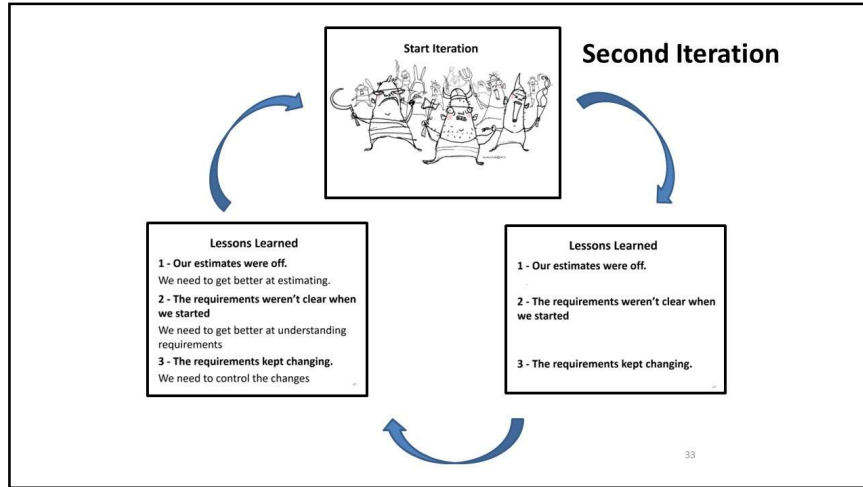
30



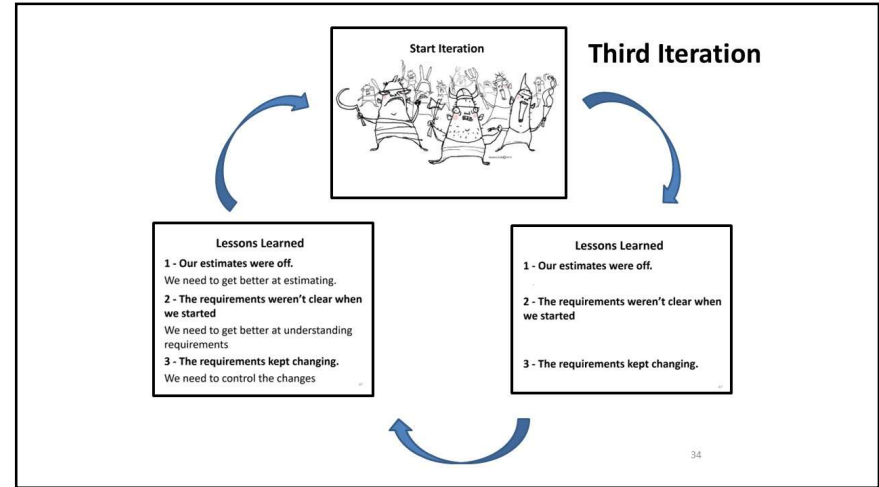
31



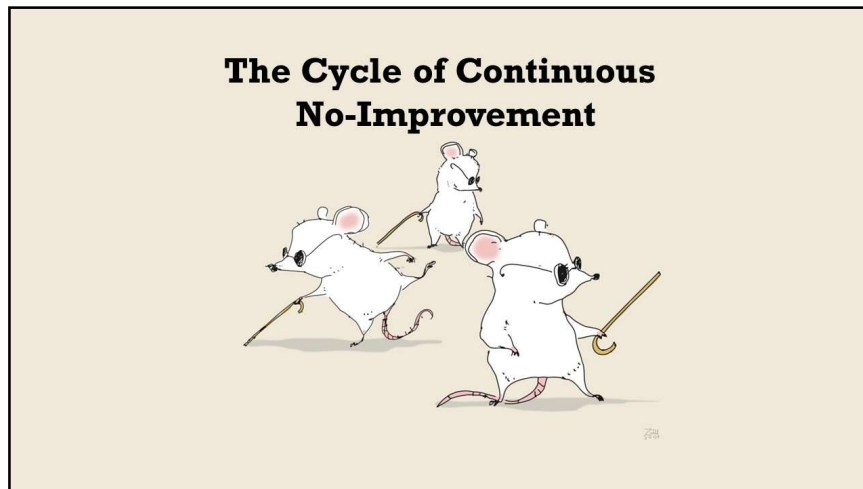
32



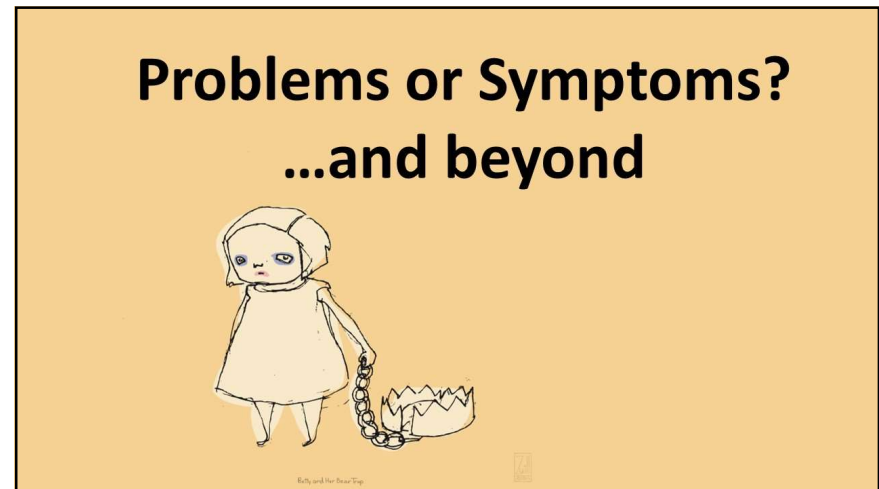
33



34



35



36

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



37

**We can't
“solve”
symptoms.**

38



39

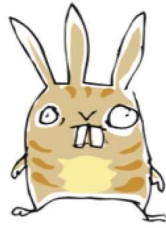
**Let's consider a much bigger
conundrum:**



**Can we “solve”
problems?**

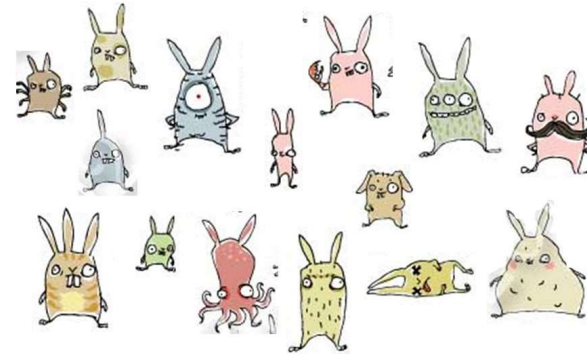
40

**Often today's
solution
is tomorrow's
problem.**



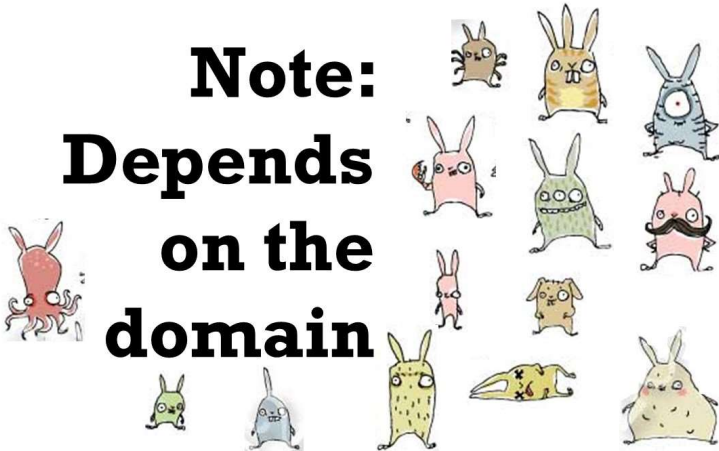
41

Continuous Discovery



42

**Note:
Depends
on the
domain**



43

**Cynefin
Domains**

Complex

probe-sense-respond

Enabling constraints

Exaptive

Chaotic

act-sense-respond

no effective constraint

Novel

Complicated

sense-analyse-respond

Governing constraints

Good

Clear

sense-categorise-respond

Fixed constraints

Best

**Dave
Snowden**

44

So, what do we do about this?

45

Let's look at something Russell Ackoff shared



46

Russell L. Ackoff
Four ways of treating problems



- Absolution**
- Resolution**
- Solution**
- Dissolution**

47

Absolve



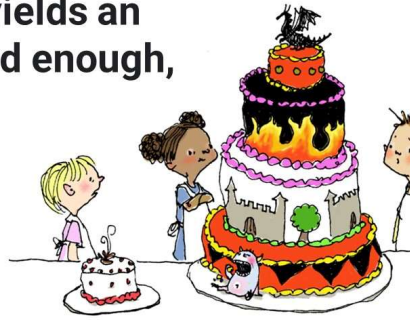
Ignore it and hope it will go away or solve itself.

48

Resolve

Do something that yields an outcome that is good enough, that satisfies.

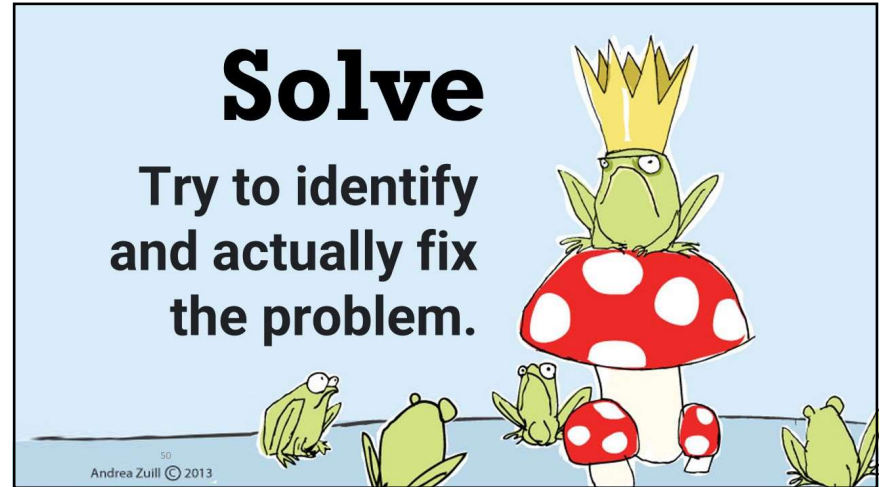
(Dealing with the symptoms)



49

Solve

Try to identify and actually fix the problem.



50

Dissolve

To eliminate it by redesigning the system that has it.



Andrea Zulll © 2016

51

I think there is at least one other way to look at this.



Andrea Zulll, copyright 2013

52

Evaporate?

Rather than focus on problems, focus on what is going well.

53

Evaporate?

A lot of problems fade away when using this approach

54

**What are the things that
destroy effectiveness?
Three-minute exercise**



55

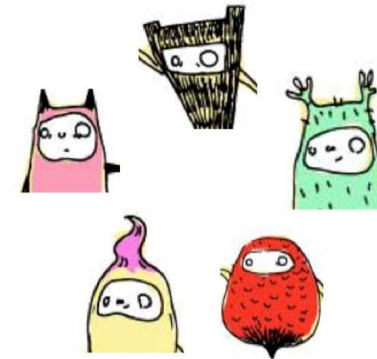
**We noticed many
problems simply
faded away when we
turned up the good
on collaboration!**

56

A short list of things that can destroy effectiveness:

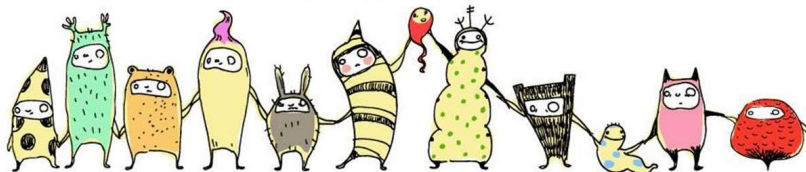
Fatigue	Not taking enough time the first time.	Not everyone is on the same page
Hunger	Communication barriers	Not knowing something
Personality conflicts	Lack of knowledge	External dependencies
Personality clashes	Lack of skills	Unclear requirements
Missing requirements	Needless meetings	Unclear expectations
Missing resources	Waiting on clarification	Unrealistic expectations
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Cumbersome processes	Lack of plan	Lack of work backlog
Disagreements	Upsetting work environment	Interacting with others
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Too Quiet	Doubt	Technical blockers
Context Switching	Distractions	Scarce materials
Workflow interruptions	Analysis paralysis	Not knowing how to do something
Onboarding	Bugs	Multitasking
Negativity	Snow days	
Technical Debt		

57



58

Turning up the Good on Collaboration led to the disappearance of many “problems”



59

59

This is the Power of Turning up the Good



© 1995 Higney, Inc. artwork

60

60

**We get good things
we have no way of
knowing even
exist**



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61

61

**This harnesses
the power of
serendipity**



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62

62

**Caveat:
We often
cannot know
where it will
lead.**



Andrea Zullini © 2013

--

63

**The desire to
know where it
will lead
leads us to what
we already know.**



64

64

In other words

**This is a process
of discovery.**



65

So, how do we do this?

66

66

The Basics

Look for good
Find a way to turn it up.
Always say "More, please"

67

One approach

68

68



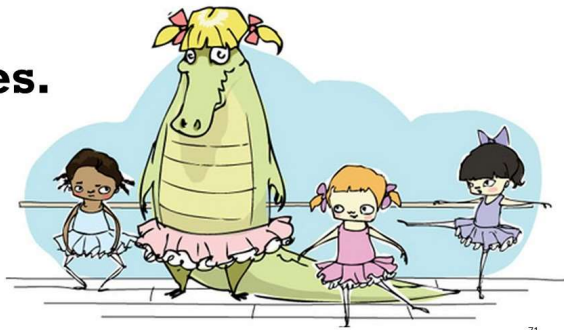
**The Daily
“Turn Up The Good”
Retrospective**

69

Our Habit

70

**Meet at the end of each day.
For 5
minutes.**



71

**Ask ourselves
What went well today?**



**We share any
good we have
experienced
today.**

72

We talk about it



**What was
good about it?**

73

73

**We pick one of these things to
try to “turn up”**

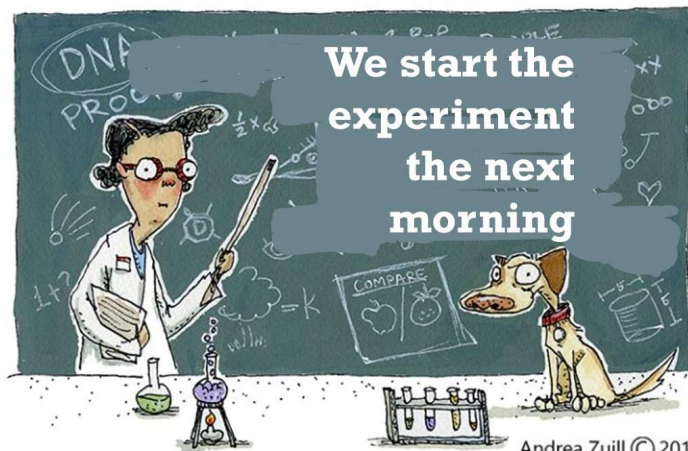
**And we decide on
some experiment
to do**



74

74

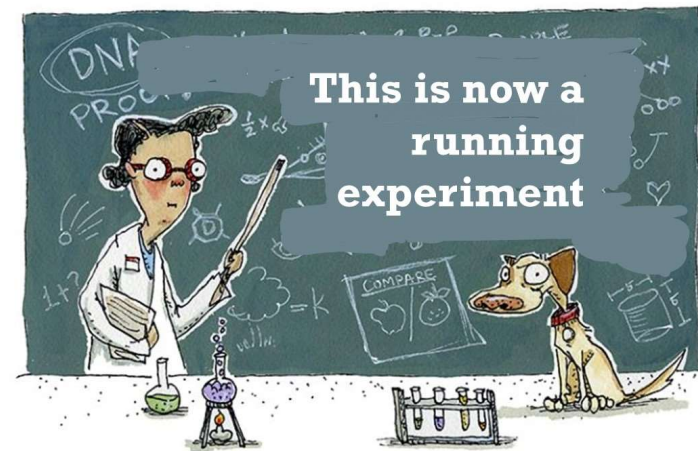
**We start the
experiment
the next
morning**



Andrea Zuill © 2016

75

**This is now a
running
experiment**

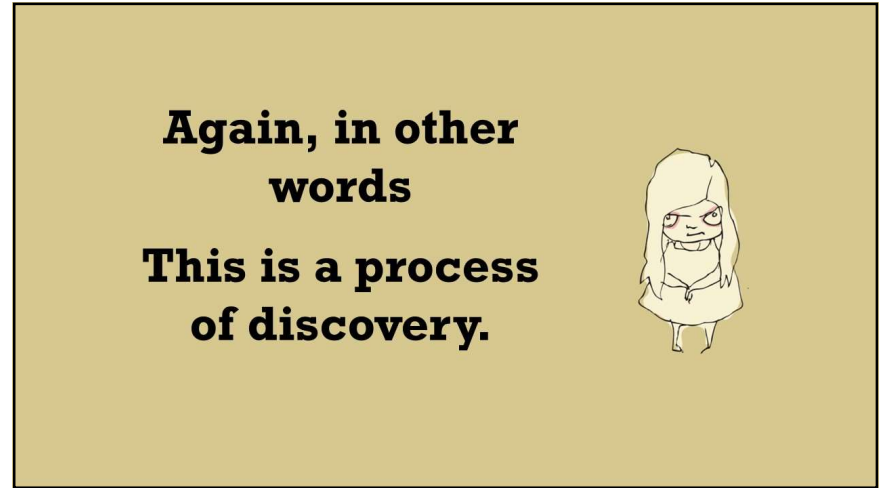


76

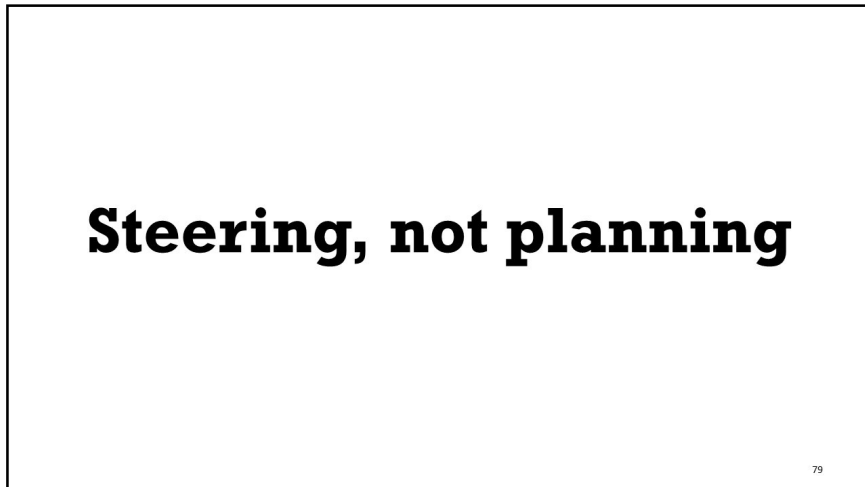
76



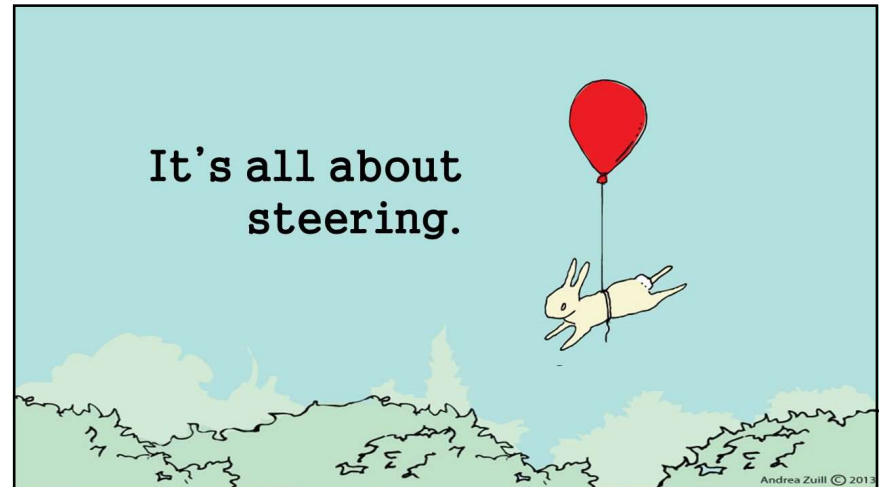
77



78



79



80

**It's all
about
steering.**



An Example

81

82

Collaboration is Good




83

**What ways can we collaborate
better, more, or in other ways?**



84

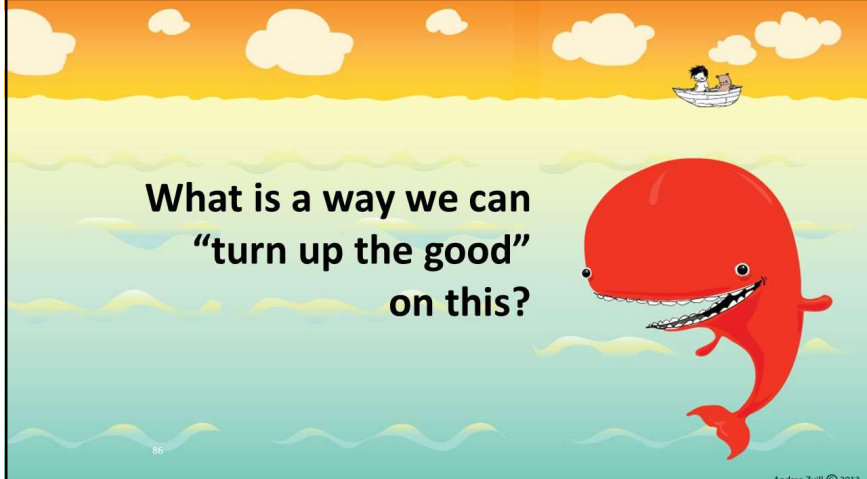
In one session someone mentioned a great experience they had with pair programming that day



What was good about it?
I learned a lot!

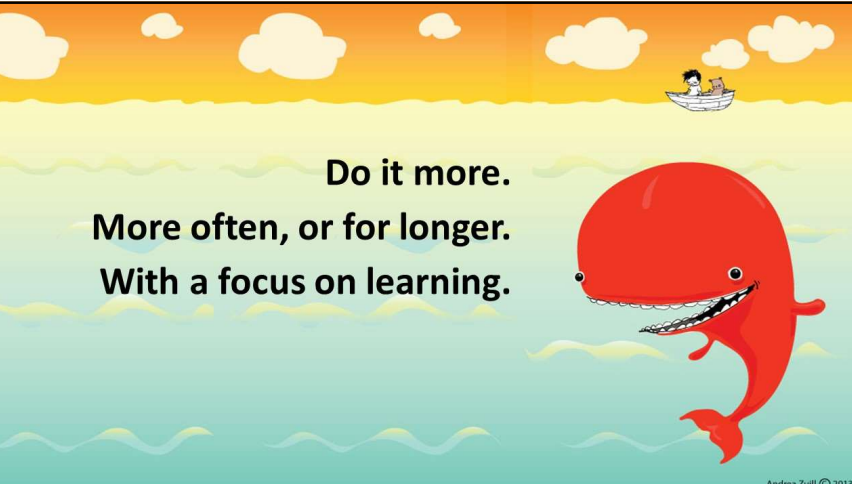
85

What is a way we can “turn up the good” on this?



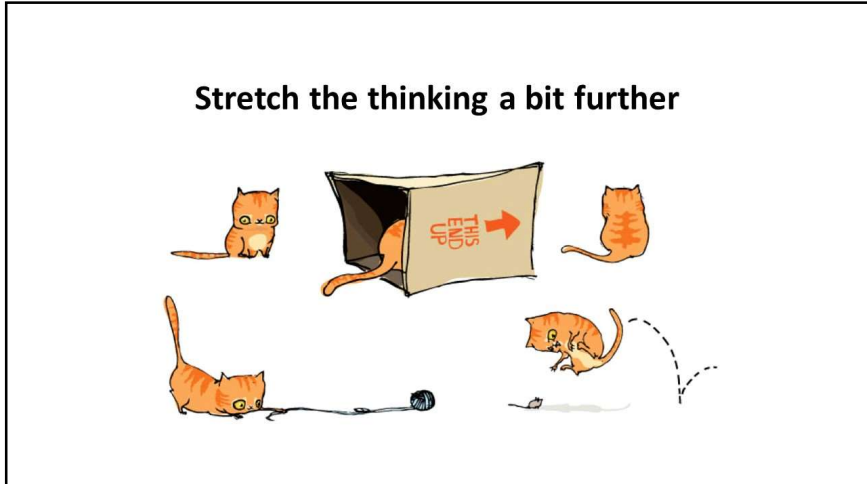
86

**Do it more.
More often, or for longer.
With a focus on learning.**



87

Stretch the thinking a bit further



88

Stretch the thinking a bit further

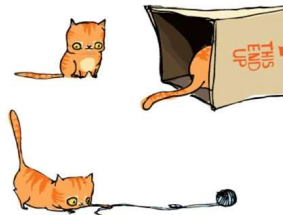
Pair on other types of things

Attend a meeting as a pair

Pair on writing an email

Pair on preparing a talk

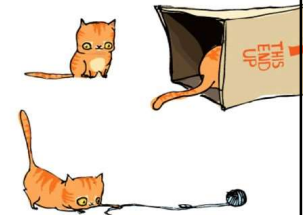
So many possibilities



89

Stretch the thinking a bit further

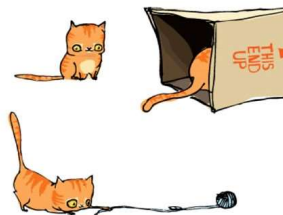
**We decided to
try attending a
meeting as a pair**



90

In our reflections on this...

**Having two
people attend a
meeting had a
great result**



91

**Now,
Let's
Flip
This
Over**

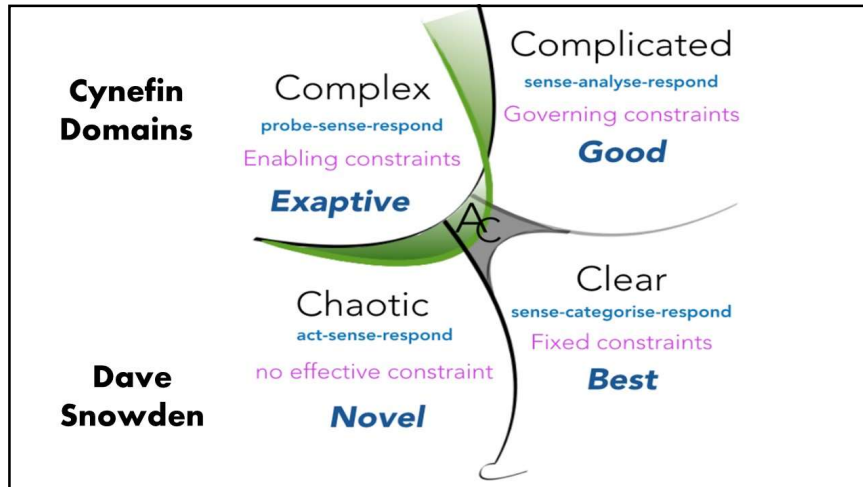


Jenny loves Kitty

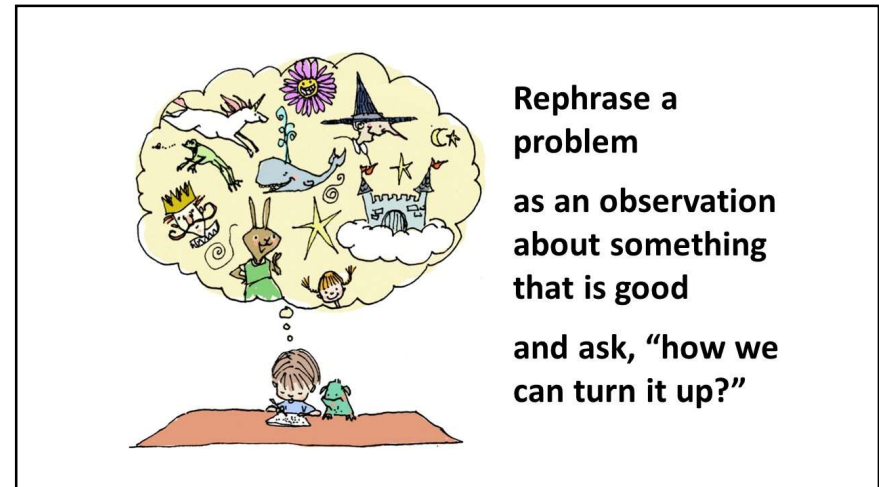


92

92



93



94

**"This is good,
but it is too hard because..."**

becomes

**"This is good,
how can we turn it up?"**

95

95

Example

96

96

**In the very earliest days of
Mob Programming**



97

97

**Moving from conference room
to conference room was
difficult.**

98

98

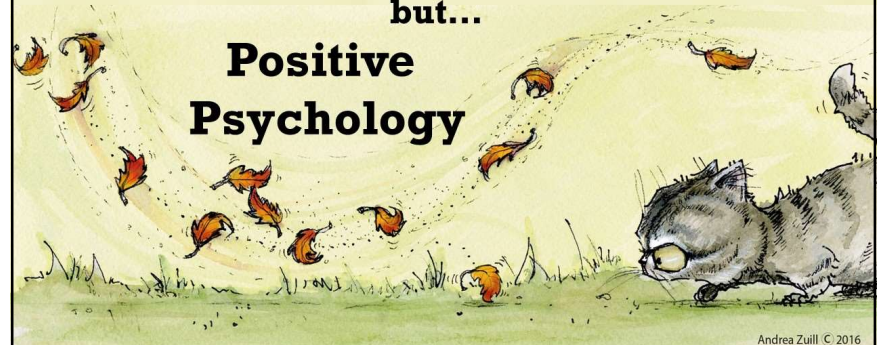
**We can turn up the good by
having a permanent room.**

99

99

**I have no proof
this is particularly meaningful,
but...**

**Positive
Psychology**



Andrea Zulll C. 2016

100

A quick recap



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101

**Look for good
Find a way to
turn it up.
Always say
"More, please"**

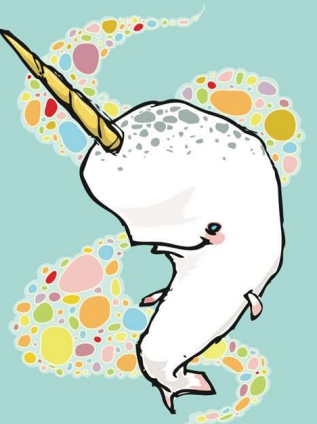


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**Any
Questions?**

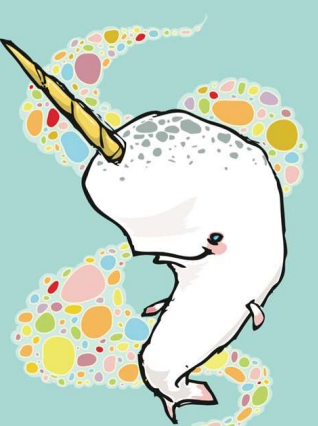


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