

# AM.



# AM.

coaching in a remote world  
- Jeremy - [room 11](#)

How to escape the Agile Industrial Complex AND stay employed at the same time? - [room 12](#)

Leveraging the Metaverse to enhance remote agile collaboration (Jeff H - [room 13](#))

**Social Media and Its Impact**  
- William Getz

Cross cultural Agile - success in working with nearshore and offshore contractors  
- Betsy Ho

# PM.

Share experiences, successes, failures with Software Teaming [Mob or Ensemble programming]  
Woody - [room 16](#)

Keeping Daily Scrum Fresh  
- Jason Sacks - [room 17](#)

Psychological safety - diving into the neuroscience - [room 18](#)

**Technical debt**  
When is it useful?  
Is this label too simplistic/broad?  
Can we refine it? - [room 19](#)

The role of the manager supporting agile teams.  
Ricardo Garcia - [room 20](#)

# PACIFIC TIME

Cross Culture - Lula

GA  
GA  
GA  
-MattP /

RETURN TO MAIN ROOM AT 12:30 PM PACIFIC FC

miro

# DAY TWO CIRCLE OPENS AT 9 AM PACIFIC

10:00 A.M.



10:30 AM



11:00 AM



11:30 AM



12:00 PM



PACIFIC TIME



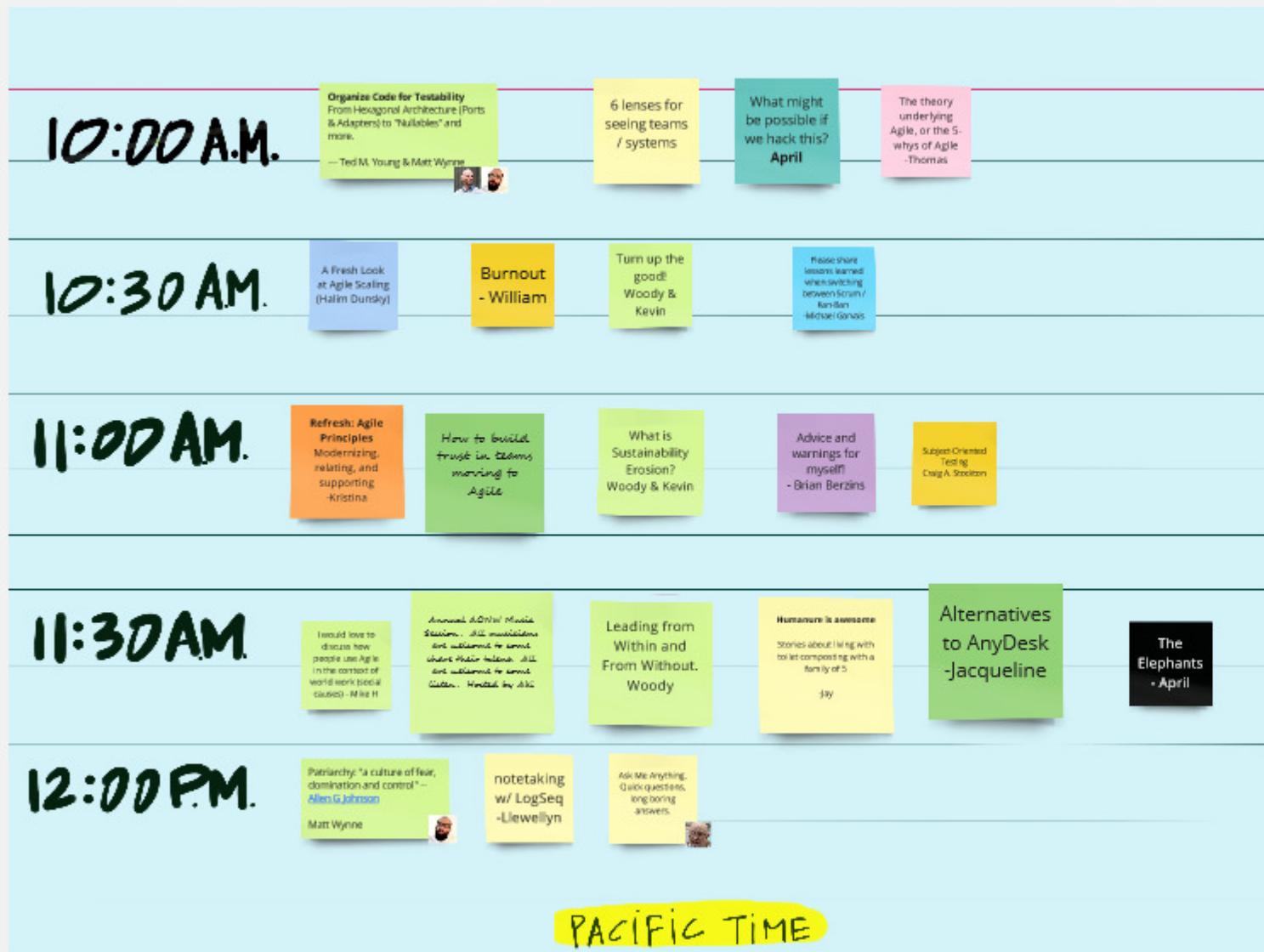
AFTER HOURS



Playing games while dependabot updates stuff and automation ships to prod

RETURN TO MAIN ROOM AT 12:30 PM PACIFIC FOR CLOSING

# DAY THREE CIRCLE OPENS AT 9 AM PACIFIC



RETURN TO MAIN ROOM AT **12:30 PM PACIFIC FOR CLOSING**

[Click here to view the graphic recordings.](#)



## WRITE SESSION TITLE ABOVE

### LIST WHO PARTICIPATED

Multiple rows with names for the tests for each row

Measure the cost of not having needed improvements

- made to stick
- switch
- power of habit (chapter 8)

Microsoft SQL has TSQL to look at for other patterns

readability is super important

speed is super important

results & error messages easy to interpret

Nested transactions & rollback



LIST WHO  
PARTICIPATED

## Discussion about Failure to Communicate.

Woody Zuill

WRITE SESSION TITLE ABOVE



"Harmony is a wonderful thing, but not nearly as powerful as awareness." Arnold Mindell (Laurie Close)

Who knows what is right and what is wrong? 2% truth in everything - joy in our differences.

[Wiio  
Laws](https://jkorpela.fi/wiio.html)

[https://jkorpela.fi/  
wiio.html](https://jkorpela.fi/wiio.html)

In the definition at the top:  
Wiio's laws are humoristically formulated serious observations about how human communication usually fails except by accident.

<https://bibliothekuer.com/social-functional-stupidity-and-its-consequences-for-organizations/>

More important what was heard than what was said.

1. Communication usually fails, except by accident.
2. If communication can fail, it will.
3. If communication cannot fail, it still most usually fails.
4. If communication seems to succeed in the intended way, there's a misunderstanding.
5. If you are content with your message, communication certainly fails.
6. If a message can be interpreted in several ways, it will be interpreted in a manner that maximizes the damage.
7. There is always someone who knows better than you what you meant with your message.
8. The more we communicate, the worse communication succeeds.
9. The more we communicate, the faster misunderstandings propagate.
10. In mass communication, the important thing is not how things are but how they seem to be.
11. The importance of a news item is inversely proportional to the square of the distance.
12. The more important the situation is, the more probably you forget an essential thing that you remembered a moment ago.

Bad communication on purpose:  
"Functional Stupidity"

"it's difficult to get a man to understand something when his salary depends on his not understanding it." 1934 - Upton Sinclair  
<https://quoteinvestigator.com/2017/11/30/salary/>

Trauma blocks communication. We need to heal individually and collectively.  
<https://thomashuebl.com/>  
<https://www.hellinger.com/en/family-constellation/>

We listen to hear what we want to be true

People tend to listen through filters based on knowledge and personal experiences





## LIST WHO PARTICIPATED

Jordan Miller  
 Jaimie Garrison  
 Adrienne Wang  
 Kristina Spina  
 Melanie Creel  
 Thomas O'Connor  
 Matt Plavcan  
 Nisha Patel  
 Ryan Duffy  
 Rob Bowman  
 Shivani Sood  
 Cynthia Crescenzi  
 Bill Opsal  
 Tim Provance  
 Patrick Avakian  
 Jaimi Bergh  
 Patti Kaiser  
 Harvey Schinkel  
 April Jefferson  
 Simboli  
 Lula Hill  
 Shama Bole  
 Nichole Pierce  
 Lorie Gordon  
 John Petrick  
 Jason Sacks

# Product Roadmap Maturity Model: Reactive vs Proactive Customer Focused vs Capability Focused (Jordan Miller)

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## Level 1: Reactive Work and One-Off Solutions

- Work is identified based on the direct needs of your customers
- Solutions are delivered in a non-reusable way that is customized solely for that customer/need

## Level 2: Reactive Features and Reusable Solutions

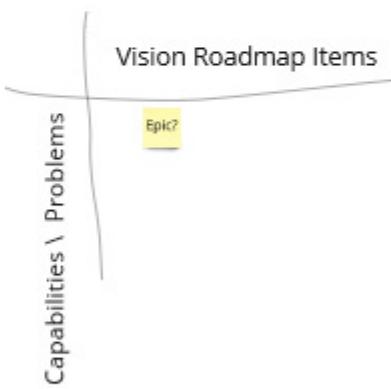
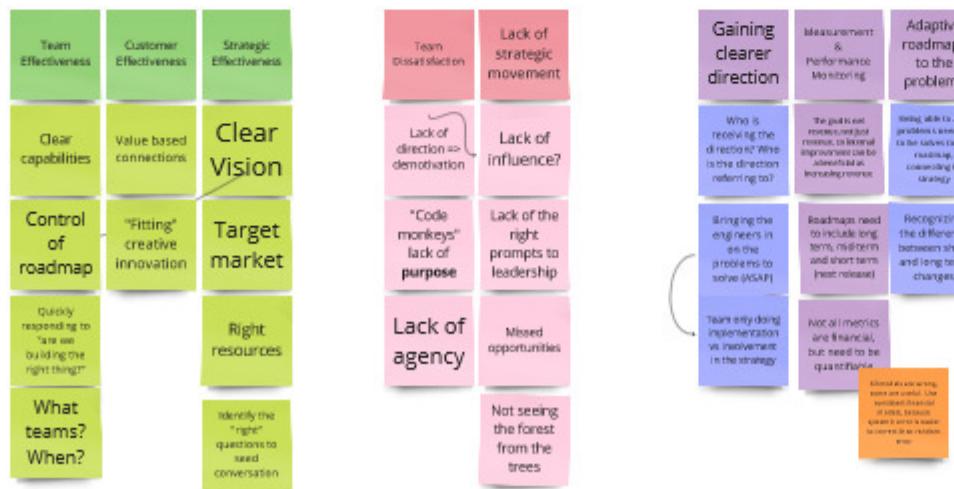
- Features are identified based on the direct needs of your customers
- Solutions are built in a reusable way that allows any future customer with a similar need to be implemented without additional investment

## Level 3: Proactive Features and Cohesive Solutions

- Features are identified based on a desire to build a product that meets the needs of an identified target market and/or ideal customer
  - NOT based only/directly on current customers and existing needs (although these should be considered).
- Solutions are built in a way that pulls the entire product towards the identified target market / ideal customer

## Level 4: Market Leading

## Level 5: Market Creation





LIST WHO  
PARTICIPATED

# Refreshing the Coding Dojo

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refresh the  
Coding Dojo  
when 100%  
remote  
Diana

Tools:  
mob.sh,  
mobti.me

Something I try and do, but don't always follow: "discuss in code", just try it instead of discussing back and forth in the abstract.

Split the ensemble and have each part try different "spikes" and come back to compare and discuss

Article on Remote Learning Ensembles <https://ted.dev/articles/2022/01/15/remote-learning-ensembles/>

Learning non-judgmental self-observation -> curiosity

We learn patterns and abstract concepts from lots of examples (lots and lots of them, like dozens)

Sparrow Decks: <https://llewellynfalco.blogspot.com/p/sparrow-decks.html>

Camera on is vital for social interaction and seeing where people are

Model camera: leave it on when you're out of your chair

Learning backlogs: balance learning (technical) practices with getting (product) work done

Really needs psych safety, as well as builds that safety



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## LIST WHO PARTICIPATED



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PARTICIPATED

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# Day 1 11:00 AM - Prompting ChatGPT - David Bernstein

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<- Log from session chat

David's Book: [Beyond Legacy Code](#)

Link to ChatGPT:  
<https://chat.openai.com/chat>

What Is ChatGPT Doing ... and  
Why Does It Work?  
<https://writings.stephenwolfram.com/2023/02/what-is-chatgpt-doing-and-why-does-it-work/>

A ChatGPT Job Interview for a Scrum  
Master Position  
<https://age-of-product.com/chatgpt-job-interview-scrum-master-position/>

Here's a transcript of ChatGPT  
dungeon mastering a D&D game for  
me.  
<https://acrobat.adobe.com/link/review?url=urn:aaid:cds:US:8b64943a-628e-3a6f-ad42-269902bda4e9>

**AI critic prompt**  
Write a whole page, then prompt:  
What parts could be improved?  
With the results, prompt:  
Please incorporate those  
suggestions into the draft.

Chat GPT "DAN" (and other "jailbreaks")  
<https://gist.github.com/cocoaj86/6f4f7b30129b0251561fa7baaa881516>

Python TDD with ChatGPT  
<https://www.bolddata.org/blog/python-tdd-with-chatgpt/>

 Here is some of the articles we  
reviewed in a previous  
ethics\referencing discussion -  
<https://www.holisticai.com/blog/ethical-ai-chat-gpt>

Another good book  
[https://www.amazon.com/Data-Science-Business-Data-Analytic-Thinking/dp/1449361323/ref=tmm\\_pap\\_swatch\\_07\\_ENCODING=UTF8&qid=1680113991&sr=1-1](https://www.amazon.com/Data-Science-Business-Data-Analytic-Thinking/dp/1449361323/ref=tmm_pap_swatch_07_ENCODING=UTF8&qid=1680113991&sr=1-1)

<https://mastodon.social/@emilymbender> is a  
good follow for the  
politics of AI

"AI-Created Images Aren't Protected By  
Copyright Law According To U.S. Copyright  
Office"  
<https://www.forbes.com/sites/mattnovak/2023/02/22/ai-created-images-in-new-comic-book-arent-protected-by-copyright-law-according-to-us-copyright-office/?sh=71aeae9e7e7e>

@david CodeGPT might be better at  
coding <g>  
  
After I typed that, I found  
<https://code-gpt-docs.vercel.app/>

There's also  
<https://bristoluniversitypress.co.uk/resisting-ai>

The Alignment Problem is more data driven in my opinion.  
Read this first:  
[https://www.amazon.com/Wigmore-Problems-Machine-Learning-Vol-1-Part-1/dp/0398041323/ref=tmm\\_pap\\_swatch\\_07\\_ENCODING=UTF8&qid=1680113991&sr=1-100031644635&id=0398041323\\_0398041323\\_0398041323\\_0398041323\\_0398041323](https://www.amazon.com/Wigmore-Problems-Machine-Learning-Vol-1-Part-1/dp/0398041323/ref=tmm_pap_swatch_07_ENCODING=UTF8&qid=1680113991&sr=1-100031644635&id=0398041323_0398041323_0398041323_0398041323_0398041323)

David shared his email and  
asked the group for feedback  
on his book that was written  
in conversation with ChatGPT  
[davidb@tobeagile.com](mailto:davidb@tobeagile.com)

"write the Agile Manifesto as if it was done by Shakespeare"

Hark, ye software developers! We doth declare our solemn manifesto, to guide our efforts and unite us in our noble quest:  
We doth cherish adaptability and welcome change, forsooth it is the way of things in this mutable realm of ours. We shall not quake in fear at uncertainty, but rather embrace it with valiant hearts and bring order to the fray.  
We hold dear the creation of software that worketh well, over copious documentation, for the proof of its quality lieth in its operation. Let us not be waylaid by tedious writing, but rather let our deeds speak volumes and thrill the world.  
We esteem individuals and their interactions, over processes and tools, for the essence of our labour is in the human element. Let us not be mere servants of our machines, but rather their masters, and wield them with skill and grace.  
We acknowledge the worth of customer collaboration and the value of responding to change, for it is through dialogue and feedback that we understand the true needs of those we serve. Let us not be complacent in our knowledge, but rather seeketh ever greater enlightenment.  
Thus, let us be as the nimble hare, darting through the fields of software development, fearless and resolute. For we are the agile ones, blazing new trails and illuminating the way forward. Let this manifesto guide our efforts, and let our achievements be the envy of all.



## LIST WHO PARTICIPATED

Melanie Creel  
 Cynthia Crescenzi  
 John Petrick  
 Joel Robinson  
 Art Snyder  
 Jeremy Light  
 Nick Notto  
 Thomas O'C

# Simulating Scaled Agile - Steve

WRITE SESSION TITLE ABOVE

Ramp metering game  
<https://traffic-simulation.de/>

<https://elderscrolls.rolls.bethesda.net/en/arena>  
 Windows only

Arena Simulation Software: <https://www.rockwellautomation.com/en-us/products/software/arena-simulation.html>

**Goal:**

- Demonstrate the effects of certain parameters that affect a set of Teams working in a Scaled Agile system
- Because these parameters are difficult to quantify in a meaningful way, my belief is that management (and teams) systematically ignore the impact which leads to increased and misdirected interventions based on things that are easier to measure like velocity, KLOCs, hours worked, etc.
- The aim of this simulation will be to quantify the effects of these parameters using simulation techniques such that a baseline throughput can be established of hypothetical "perfect" team. Then, by changing tuning parameters we can see the impact in terms of decreased throughput.
- The goal here is not to quantify impacts in any specific way (or context) but rather to use simulation as a visceral method for demonstrating the impact that certain management decision have on the throughput of their teams.

**Measure:**

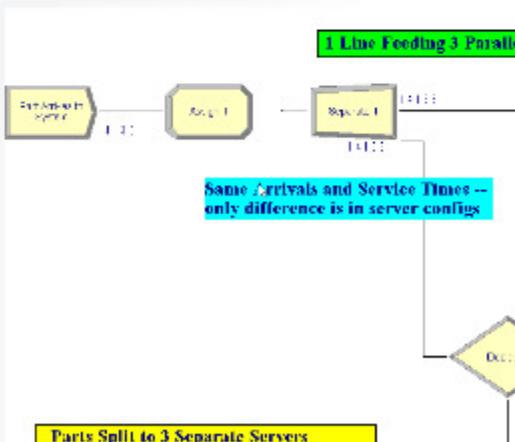
- Queue Lengths
- Story throughput
- Team utilization
- Blockage (%? Count?)

### Simulation Parameters:

- Team independence (0-100%)
- Story Size Variability (0-100%)
- Team Throughput Variability (0-100%)
- Context Switching (0-100%)
- Team Specialization (0-100%) --> specialized teams can only work on certain stories
- Management Chaos (0-100%) --> changing process, re-directing teams or members, etc.
- Team Turnover (0-100%) --> slows a team down for some amount of time
- Number of teams

From  
 @joel: <https://thesystemsthinker.com/causal-loop-construction-the-basics/>

This is one of my favorite simulations from Arena. It demonstrates two different queueing methods: a single line with three servers and three lines with one server per line. They both have the same number of resource requirements (three servers) and service the exact same way. Through simulation you can see that the cycle time is nearly double for the three-line system and the average queue length is nearly 4x. So when you see businesses setting up separate lines for each cash register instead of a single line, you know you are waiting longer to get served :)



Expand the image to see the details.



LIST WHO  
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WRITE SESSION TITLE ABOVE





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## LIST WHO PARTICIPATED



# Coaching in a remote world - Jeremy Lightsmith

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LIST WHO  
PARTICIPATED

Melanie Creel

Matt Wynne

Mike Bowler

John Petrick

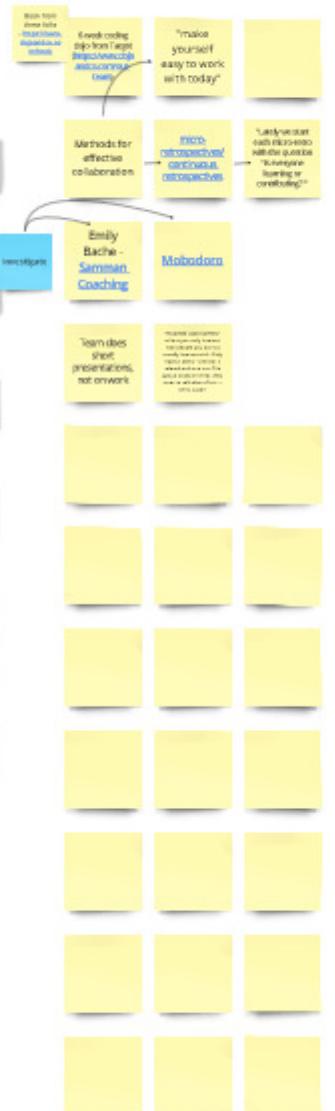
Jordan Miller

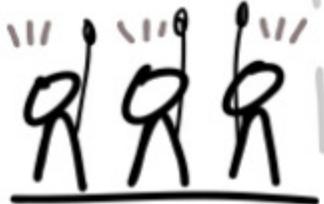
Jason Sacks

Lorie Gordon

Rebecca Chung

Pete Schneider





## LIST WHO PARTICIPATED

Facilitator:  
Joel Robinson

# How to escape the **Agile Industrial Complex** AND stay employed at the same time?

WRITE SESSION TITLE ABOVE

Folks with credentials using those in opposition of agile principles

Some companies Joel has worked for have laid off all of the agile coaches at once, including him recently

Among higher ups, belief that the effort to "do agile" exists at the individual contributor level and not leadership

Industry itself is struggling to understand agile concepts and their value, at times

Leadership interest in agile is short-lived

"Can't teams just learn to self manage?" :(

Two options to adopting agile. Which one is right?  
1. Baby steps and small experiments  
2. Large transformation

How to measure success and value during an agile transformation? ROI?

"The teams are self-organizing. They can do the scrum and write the stories."

Build the relationships in order to evolve the adoption - "Repose matters"

Teams are part of a system and is impacted by it which grows the scope of what level(s) we need to coach at

Making work visible in order to see the success

A failure of Agile (as in big A agile) is the goal setting as being "Agile," when agile practice should be a means to and end.

Businesses care about DLO Value; Direct Value (\$), Learning Value (We know this now), Option Value (We have more options now)

When we choose a company - be sure we understand the reasons they are looking to fill the role. trophy, COE, scapegoat, ...

As I'm learning to coach UP more & more - I found the middle chapters of Robert Galen's Badass Agile Coaching very helpful  
<https://leanpub.com/extraordinarilybadassagilecoaching>



Agile Coaches - We're doing it all wrong people!!! - Robert Galen Consulting

PRINCIPLES FROM COACHING WITH AGILE COACHES AND LEAN COACHING



LIST WHO  
PARTICIPATED

Jeff Heinen

I was in VR and  
forgot to write  
names down :)

# Leveraging the Metavers to enhance remote collaboration

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LIST WHO  
PARTICIPATED

Facilitator:

William Getz

# Social Media and it's Impact - William

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PARTICIPATED

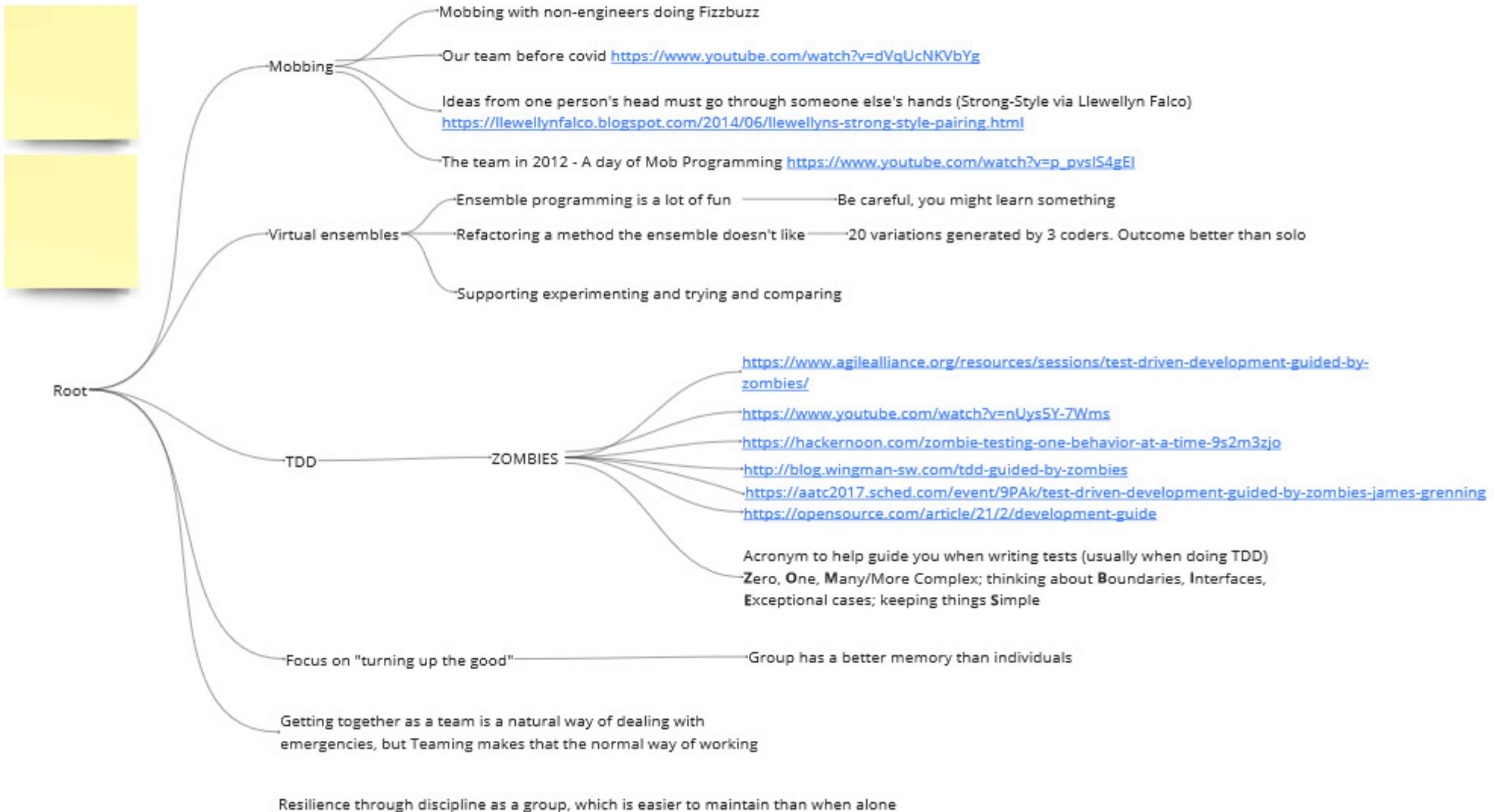
WRITE SESSION TITLE ABOVE



## Day 1 12:00 PM - Software Teaming successes and failures - Woody

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LIST WHO  
PARTICIPATED





LIST WHO  
PARTICIPATED

Jason Sacks  
John Petrick

# Keeping Daily Scrum Fresh

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## Mindset

Keep alignment to Sprint Goal

Shift mindset from status meeting to whether on track

Help find blockers they might not otherwise find

Add play! Make it fun!

Relying more on intuition, it gives them deeper empathy for blocking and rate-ups.

Rigor of acceptance of compromises - take a gradual approach, reduce the why

At beginning, it's important to hear from everyone - participation of styles and other work

## Techniques

Raspberry - team stops digressions for outside contamination

Pointie - facilitates role among diff team members

Visibility is a necessary precursor to appreciation

All work has a cost and shouldn't be treated as "free"

Change the question - "What do you have going that's interesting today?"

Arrive and chill

Not everything needs to be a book

How are WE doing?

ECW - take feedback on what team could do to do better

Stop overhead burndown agreement for sprint review on board, downsized to include daily meeting

"Am I blocking anybody else?"

Allow for asynchronous updates

Visibility into meeting load - cost of context switching

"Does anybody else have bandwidth to help with this?"

Train people to do the work

Generate happiness to help drive the adoption curve for agile

List of 5 mid-sprint about ability to complete work

Blindfolded - "These words" - and then what's the first word that comes to mind - helps negotiate resolution

Great managers give permission for people to decline work

Confidence level discussion - free up ability to completely

Add intake process for urgent requests to come in

Power of stories - "What was in that story? What's the highlight in that story? What can we tell about that story?"

Unplanned discussions - track the metrics and add tags

Visibility into cost of work taken in, very important to share

Make all work visible, planned or unplanned

## Methods

Walk the board story by story

Walk the board feature by feature

Agile in short - announcements, decisions, changes, status

Make a list of topics and vote by priority

Lightning round - quick call out any blocking issues?

Updates for epics - helps limit context switching

Add big story for transparency and communication

## Standups

REMOTE-FRIENDLY STANDUP IDEAS

[standups.fun](https://standups.fun)

Fun Standups: Remote-friendly standup ideas for your team

Tired of having the same old Zoom call every day? Use these fun and creative standup formats to mix things up and learn more about your team at work.

## Daily Scrum

The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team. To reduce complexity, it is held at the same time and place every working day of the Sprint. If the Product Owner or Scrum Master are actively working on items in the Sprint Backlog, they participate as Developers.

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management.

Daily Scrums improve communications, identify impediments, promote quick decision-making, and consequently eliminate the need for other meetings.

The Daily Scrum is not the only time Developers are allowed to adjust their plan. They often meet throughout the day for more detailed discussions about adapting or re-planning the rest of the Sprint's work.



# Psychological Safety - Into the neuroscience

Mike Bowler

WRITE SESSION TITLE ABOVE

LIST WHO  
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## Why do we care?

There are three different lenses through which we can view psychological safety. (Cesson 2021)

- ① "A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes."  
- Amy Edmondson
- ② "The ability to show and be one's true self without fear of negative consequences for self-image, status, or career."  
- Psychology
- ③ "A neurological state in which we have access to our prefrontal cortex."  
- Neuroscience / Neuroleadership

Safe to act

Safe to be

Access to PFC



A longer version of this session

<https://unconsciousagile.com/2022/02/22/neuroscience-psychological-safety.html>

Also [https://unconsciousagile.com/2021/06/14/psychological\\_safety\\_neuroscience.html](https://unconsciousagile.com/2021/06/14/psychological_safety_neuroscience.html)

Related content: Tips from applied neuroscience to lower anxiety

<https://unconsciousagile.com/2019/06/21/anti-anxiety.html>

miro



## LIST WHO PARTICIPATED

Paul Moore

Harold Shinsato

WR

TITLE ABOVE

Adam Tornhill - Your Code as a crime scene  
<https://pragprog.com/titles/atcrime/your-code-as-a-crime-scene/>

Adam Tornhill - SE Radio podcast - Behavioral Code Analysis <https://www.seradio.net/2023/03/episode-554-adam-tornhill-on-behavioral-code-analysis/>

no such thing as a perfect design?

yes there is, but it's not worth it!

developer joy/pain are important to listen to

cognitive load / ease

technical "dirt" == reckless

Ward Cunningham - 1992 - Tech Debt metaphor introduced <https://c2.com/doc/oopsla92.html>

Kent Beck  
Tidy First  
<https://tidyfirst.substack.com/>

leaving TODO comments helps to see

unless your linter fails the build on "todo" in the code :)

don't break the flow

Fowler's Tech Debt Quadrant  
<https://martinfowler.com/bliki/TechnicalDebtQuadrant.html>

As an experienced dev/authority - useful to hold back judgemental responses to "perfection" - focus on micro/humanistic and macro/org

perfection is an illusion

Situational Awareness

Boy Scout Rule - don't work on stuff that you're not touching

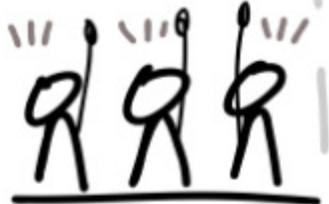
"campsite rule" - same idea, not gendered

mobbing brings transparency

Developer Joy / Pain as a indicator of debt

[mobbing brings transparency](#)

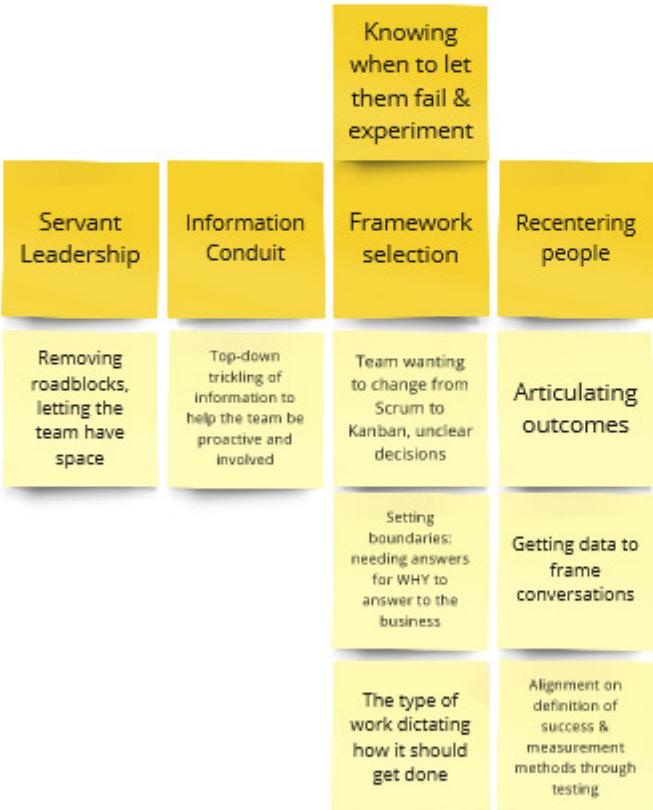
entrepreneurial coders -- Josh Kerievsky



# The role of the manager supporting agile teams - Ricardo Garcia

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PARTICIPATED



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## LIST WHO PARTICIPATED



## LIST WHO PARTICIPATED

Craig Stockton  
John Petrick  
Savannah Cordry  
Angie Widder  
Ricardo Garcia  
Melanie Creel  
Teddi McReynolds

# Refresh Refinement: Team Responsibility w/Craig A. Stockton

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## Aspects of poorly refined stories

Lacking a holistic picture of value delivery, including all stakeholder needs

Being too large (Epic) or too small (task)

## The mystery of unknowns in refinement

Missed stories:  
Team was not taking responsibility for the quality of the incoming/backlog request itself

Common answer:  
"We didn't understand the problem and solution well enough"

## Problems caused by poorly refined stories

Short term thinking causing some longer term problems

## Human behavior involved in unwise commitments

Optimism in ability to complete story without full understanding of required effort

Engineers desire to please and "Wow"

PO and Team unable to look more than 1-2 sprints in refinement

Seeing refinement as an intro and they will "go research that" at a later point

The solutions we usually apply to user story refinement focus more on understanding the feature (described in the user story) better, rather than focusing on the quality of

## Approaches to refinement which don't work

## Approaches to refinement which work

Not starting the work until the story is vetted to be realistic. (team taking responsibility in that process)

Standardization of a quality user story

Getting stakeholders into the user story and the meeting plan?

Proactive comms to stakeholders there needs to be grace within continuous improvement

Recommendation  
["Working with Coders: A Guide to Software Development for the Perplexed Non-Techie"](#)  
by Patrick Gleeson.



LIST WHO  
PARTICIPATED

## Practicing Lightning Talks

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WRITE SESSION TITLE ABOVE

### Tools and Applications

ZenCaster

What is the benefit you're getting - audacity has lots of features, not user friendly, but diff learning curve, he feels moving to a new platform is losing time  
Streaming recording - Streamyard, Zencastr allows diff channels. Uniform sound is a good result from using Zencastr, make more professional across board. Difficulty is 5 audios to harmonize. Can block stuff like dog barking easily that way

Focusrite Scarlett - Audio Interface  
MXL-770 - Condenser Microphone  
Audacity - Audio Editing Software  
Alesis MKiii - Stereo Studio Monitors  
RODE SWing Arm - Microphone stand

Should also mention that the Focusrite Scarlett 2i2 is a great and basic audio interface.  
Retails for \$189.00 and frequently show up on refurbished market for about \$100.  
And if you want to, you can get a shock mount to isolate the microphone from vibrations  
and I definitely suggest a pop filter. My shock mount has one built into it and I have a second one



## Intellectual Humility: What I don't know yet - April

LIST WHO  
PARTICIPATED

WRITE SESSION TITLE ABOVE

What  
don't I  
know?

Creates  
safety for  
a team

FEAR:  
"I should know  
that"  
*Who is creating  
that expectation?*

Shame: I may  
feel shamed  
by others for  
not knowing  
something.

Beyond intellectual  
knowing, there's  
important knowing  
in the heart and the  
body that we need  
to learn to listen for

The Power  
of "I don't  
Know"

"If he doesn't  
know it, then  
it's ok for me  
not to know it"

Modeling *not  
knowing* can help  
people feel more  
comfortable, or  
empowered to come  
up with their own  
ideas

Best  
practices is  
in a context

"I expose that I  
don't know  
something" -  
that's an  
insight

The other part of "I  
Don't Know" is "I  
thought I knew, but I  
was wrong" then ...  
"Let's figure it out"  
Mark Chapman

If I can say "I  
don't know...",  
I can continue  
with "But I can  
learn/find out"

or: "Let's figure this  
out together". And  
maybe add: "Here's  
how I might  
approach trying to  
figure it out".

What do I  
think I know  
that might  
be wrong?

"I don't know, let's  
figure it out  
together", is a  
favorite I like to  
use. - Christy Di  
Jino

I like to seek for  
new or different  
perspectives vs  
saying I do not  
know....  
Laurie Close

Intellectual humility is a mindset that  
guides our intellectual conduct. In  
particular, it involves recognizing and  
owning our intellectual limitations in the  
service of pursuing deeper knowledge,  
truth, and understanding  
**John Templeton Foundation**

"Tell me more"  
is an  
alternative to  
"I don't know"  
JitterTed



I Have No Idea What  
I'm Doing

I have no idea what I'm doing, but  
that's not necessarily a bad thing. To  
explain why, I'll touch on  
evolutionary biology, the impostor  
syndrome, the Dunning-Kruger  
effect, video games, test-driven  
development, material exploration,  
beavers, judo and Do...

dannorth.net  
**Introducing Deliberate  
Discovery**  
Last year I wrote about how we are  
doing planning all wrong, or rather,  
how we seem to focus on the wrong  
things when we do planning. We  
obsess about stories and story points  
and estimation, because that's what  
we've been taught to do.

Embrace  
your  
ignorance!"  
Art Bergquist



## LIST WHO PARTICIPATED

Tim Shaw  
Lorie Gordon  
Josh Novajosky  
Thomas O'Connor  
Fred Zuill  
Jen Notto  
Art Snyder  
Linda Stroeber  
Mike Jacobson  
Jim York  
Sherryl Schown  
Beau Raines  
Cynthia Crescenzi  
Pete Schneider  
John Sillay  
Jeff Weaver  
Pete Schneider  
John Sillay  
Shawn Adams  
Dan Santos  
Michael Garvais  
Ashanti Gardner  
Nevada Westberg

## Non-software Agile applications & uses - Tim Shaw

---

WRITE SESSION TITLE ABOVE

Non-software Agile applications we are aware of...

Build a car   Supply Chain   Growing a Non-profit   Trip Planning   Kids Chores   Leadership   Lean Budgeting   landing on the moon   Military - "Turn this ship around"

Thoughts...

Can we update the Manifesto to use non-software terms?  
With bigger culture maybe some of the practices aren't relevant for the principles and values are  
Teaching Psychological safety and putting people first  
The problem can't be discussed until you drink down the fire hose  
For some, psychological safety is better when things don't frequently change  
Focus on the core underpinnings: Transparency, Truth, ...  
Eisenhower: Plans are worthless but essential

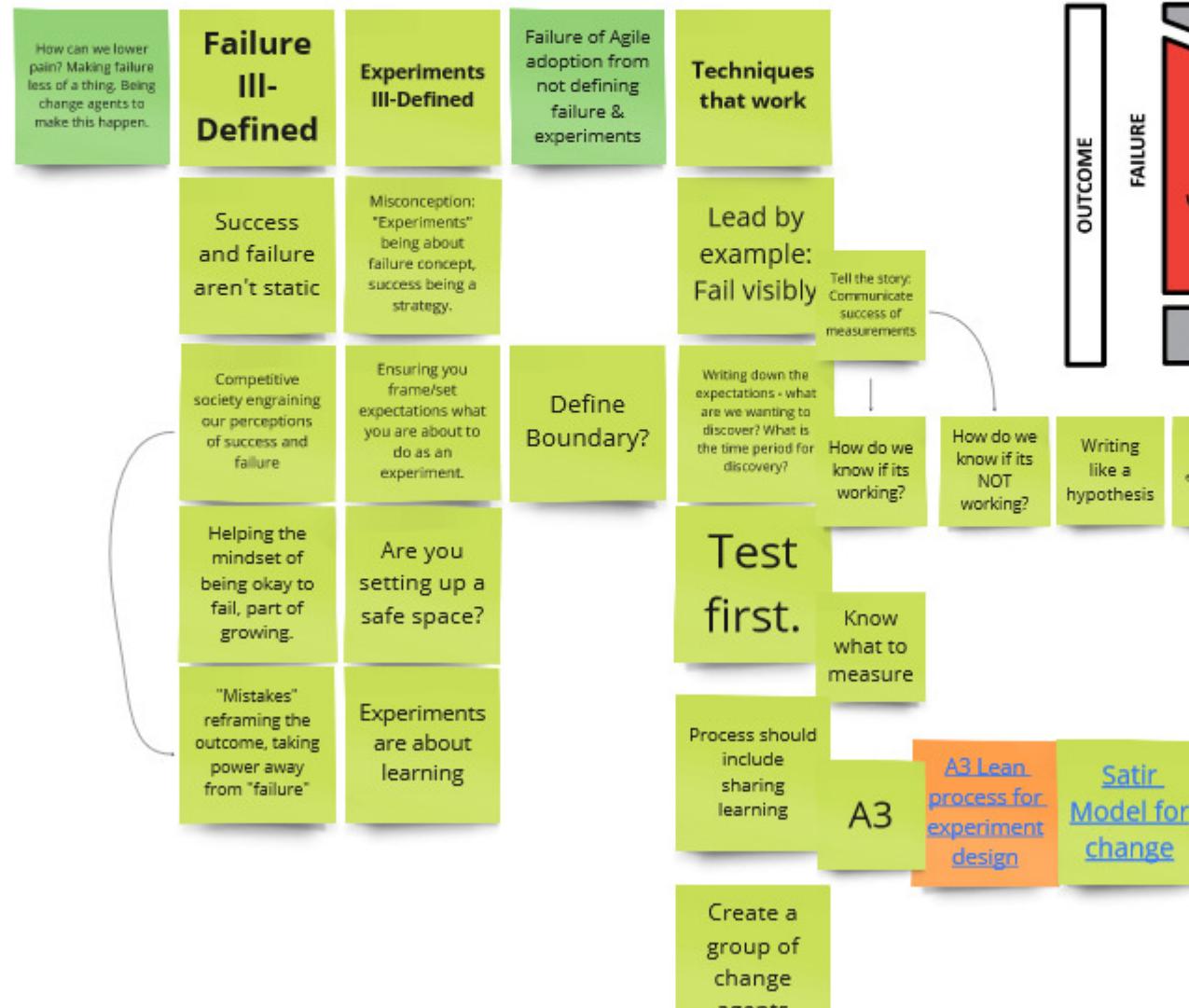


# Experiments and Failure: Friction in Agile Adoption

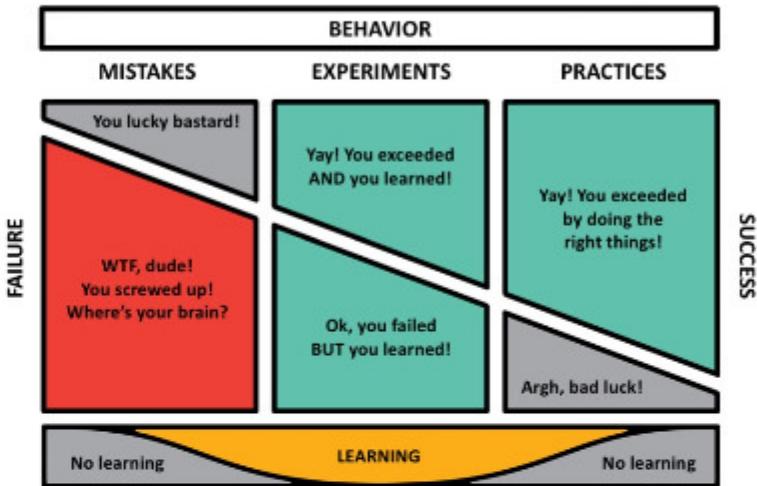
WRITE SESSION TITLE ABOVE

LIST WHO  
PARTICIPATED

Matt Plavcan  
Angie Widder  
John Petrick



## CELEBRATION GRID





# Software Teaming Q&A

WRITE SESSION TITLE ABOVE

## LIST WHO PARTICIPATED

Remotemobprogramming.org

Make it look fun, so  
people want to join

Meeting Chat	
 <b>Weedy Zulli to Everyone</b> 10:33 AM memorabilia@programming.org	<b>Jay Reisel / Seattle / He or They / he ...</b> 10:34 AM  Quick anecdote: In our org we asked for people who were interested in working as a mentor/scholar, and formed a team around them. It was great.  Then we tried to bring more collaboration to the other folks in the org and it flopped.  I think there are multiple reasons, but one is that all the anti-social, experimental-minded people were "borrowed" from the rest of the org.
 <b>Jeff Miller to Everyone</b> 10:34 AM redshift@mit.edu to everyone 10:34 AM  I wrote up my experience with remote learning environments here: <a href="https://reddeviations2023.s3.us-east-2.amazonaws.com/intro.html">https://reddeviations2023.s3.us-east-2.amazonaws.com/intro.html</a>	 <b>Jay Reisel / Seattle / He or They / he ...</b> 10:34 AM  It took me a long time to learn to go from typing code into existence to talking code into existence.
 <b>Jeff Miller to Everyone</b> 10:42 AM Sometimes beaten out of us repeatedly.	 <b>Ted TheHim also 601101 to everyone</b> 10:42 AM  The lone coder
 <b>Jeff Miller to Everyone</b> 10:43 AM the difference between I am available for problem-solving, or am I immediately productive?	 <b>Danny O / Redmond WA to Everyone</b> 10:43 AM  I also found myself doing the labels, TDD, XP etc. in hospitals, where can be scary... "What do we do? Something extreme? Oh maybe no... :)
 <b>Jeff Miller to Everyone</b> 10:44 AM the theory of management of individuals by measurement and comparison (so useful)	 <b>Jeff Miller to Everyone</b> 10:44 AM  Jay, yes, self selected XP team at the place. We done XP.
 <b>Shana Bole to Everyone</b> 10:45 AM Shouldn't we do a poll?	 <b>Steve Rue / ACMW Board / Redshift@E...</b> 10:45 AM  Not experiments. If you aren't writing them down, you are just CT. :)
 <b>Jay Reisel / Seattle / He or They / he ...</b> 10:45 AM Sabotaging an Agile Transformation - Fred George - GOTO 2022  <a href="https://www.youtube.com/watch?v=3zDqkUQ3Ms">https://www.youtube.com/watch?v=3zDqkUQ3Ms</a>	 <b>Jay Reisel / Seattle / He or They / he ...</b> 10:45 AM  My story above is a failure story.
 <b>Ryan Kuo / ACMW Board / Redshift@E...</b> 10:49 AM  Fred George quote, "If you are doing Agile the same way you were doing it 10 years ago, you are doing it wrong."	 <b>Jeff Miller to Everyone</b> 10:49 AM  "Decades of the bullet-in-mindset" - meaning that the bullet-in-mindset is being reproduced until compensated
 <b>Waiting List to Everyone</b> 10:50 AM  Just came from the room talking about Agilizing in higher ed, and the whole discussion was around "Experiments"	 <b>Shana Bole to Everyone</b> 10:52 AM  "How are you managing others?"
 <b>Jeff Miller to Everyone</b> 10:53 AM  Interesting to hear that "experiment" was a common word showing up in the discussions.	 <b>caphane chat and sin to board!</b>
 80%	 Thanks, everyone - this was fun!



## LIST WHO PARTICIPATED

Bob Small  
Ricardo Garcia  
Mike Jacobson  
Jeff Heinen  
Joel Robinson  
Rob Bowman

Please add your name to the participated list

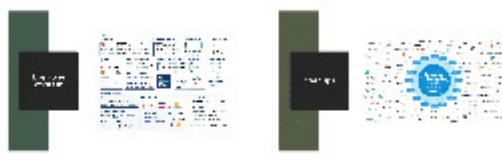
type on  
Slide 2  
'Disciplines'

## AI the Disruptor (ChatGPT) - Bob Small

WRITE SESSION TITLE ABOVE

Download  
the PPT ->

AI the Disruptor





## LIST WHO PARTICIPATED

Laurie Close  
Rebecca Chung  
Lorie Gordon  
Jason Sacks  
Mike Holton  
Teddi McReynolds

## Invitation to Coach your self - to coach others - Laurie Close

WRITE SESSION TITLE ABOVE

Using some Professional Coaching Skills - Lets do a SPEED Coaching session and see what is trying to happen!

Metaskills

Quantum Flirts

Channel Switching

Powerful Questions

Re-energize

Re-imagine

Reopen

Bring Stability to my teams

Channel switch - body wants to bring me present in this moment and SLOW DOWN

New visions

Open all your channels and allow the Universe to come in and send you a message.

Channels -  
Audio - Visual -  
Sensory -  
Movement -  
Words

What you want, we already have within ourselves - Living into what we truly are!

If this channel or thing had a voice - and had a message just for you, what would it say to you?

I am present to the desire to move



LIST WHO  
PARTICIPATED

## Helping a team with role confusion or role conflict

---

WRITE SESSION TITLE ABOVE

Example board:

[https://miro.com/app/board/uXjVMaV7Q4o=/?share\\_link\\_id=653822740873](https://miro.com/app/board/uXjVMaV7Q4o=/?share_link_id=653822740873)

Ideas  
come from  
ORSC



LIST WHO  
PARTICIPATED

Thomas' Connor  
Ricardo Garcia  
Add your name

# The theory underlying Agile, or the 5-whys of Agile - Thomas

WRITE SESSION TITLE ABOVE

Frameworks  
doesn't help  
on how to  
select  
practices

Everybody wants to  
drive the bus - but  
not everyone can.  
Agile can help who  
drives the bus, along  
with when and why  
that happen

Works by  
encouraging  
productive  
social  
behaviors

Agile  
similar to  
Growth  
mindset

Agile facilitates  
communication  
with customers

Nordstrom  
Innovation Lab  
Sunglass iPad App  
Case Study  
<https://vimeo.com/274897152>

Primarily a mind  
set  
Practices which  
increase the  
health of the  
system

Fails when  
growth  
mindset meets  
command and  
control

Improves morale by:  
\* empowerment  
\* refining intent  
\* sense of  
accomplishment  
\* a means of  
showing off work

Encourages  
process  
efficiency

Agile works by  
containerizing  
work, enabling  
quality control in  
small feedback  
loops

Management - where  
do they fit in:  
team awareness  
focus on environment  
beyond budgeting  
\*\* Focus on  
relationships\*\*



# 10:30 - Burnout - William

WRITE SESSION TITLE ABOVE

LIST WHO PARTICIPATED

AW Allan Wright IV

AB Art Bergquist

DO Danny O

Bill Opsal

BT Brad Temple

BB Brian Berzins

CS CJ South (She/Her)

JC Joe Colombo

Jordan Miller

LC Laurie Close

Margaret McKever (she/her)

MC Mark Chapman1

MP Martin Paris

MS Mike Stanley

TE Tara Elford

Teddi McReynolds

Todd Premo

WG William Getz

Go day by day

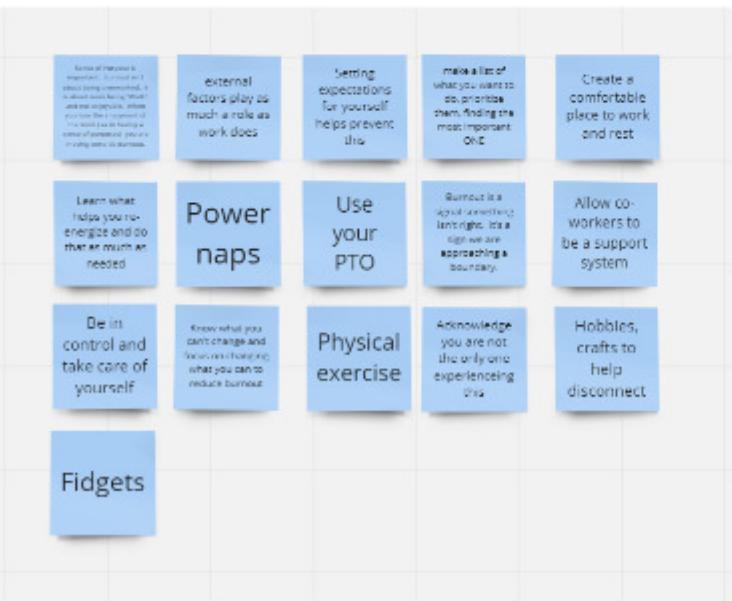
Write a to-do list of 1 item that is the most important thing

Look for a sense of purpose

Reflect after work on what left you feeling drained

Don't write more than 5 items on a to-do list

Intentionally Ensure there is Energy after Work



Margaret McKever to Everyone 10:30 AM  
Agreed - going day by day helps a long term solution for me!

You to Everyone 10:30 AM

Link to our section of the board for notes: <https://miro.com/app/board/uXjWVqKmNzYy/#/share>

Erica Berdugo to Everyone 10:30 AM  
Build projects around motivation instead.  
Give them the environment and support they need, and teach them to get the job done.  
Is this principle missing?

Mark Chapman1 to Everyone 10:30 AM  
Sense of Purpose is important. Burnout isn't about being overworked, it's about work being "Work" and not enjoyable. When you lose the intention of the work [as in having a sense of purpose] you are moving toward Burnout.

Laurie Close to Everyone 10:31 AM  
I agree - I feel like I needed this topic today!!

Margaret McKever to Everyone 10:45 AM  
Collaborate, CJB

You to Everyone 10:50 AM  
Totally understand the list problem

Jordan Miller to Everyone 10:45 AM  
I don't know if I agree with this statement but... in terms of burnout a normal part of the human condition, much like feeling sleepy or hungry, and not something that should be avoided at all costs but instead listened to and paid attention to, much like feeling hungry but working until dinner time to actually eat.

Margaret McKever to Everyone 10:45 AM  
Jordan - YES!!

especially while working from home. I often have to re-arrange my office space - because I also enjoy hobby spaces, and also where my cat hangs out, and also where my introvert stuff... so AVOIDED, taking the time to rearrange or clean up space that you won't be huge for your mindset.

Laurie Close to Everyone 10:45 AM  
I am feeling like I HAVE to type everything out of my office at the end of today and return to it at 5PM of which is in this room and need to update it to help me with my burnout - Does that happen to anyone else??

Erica Berdugo to Everyone 10:45 AM  
I am definitely related to that! TBC

Laurie Close to Everyone 10:45 AM  
I had to divorce a few months before COVID - I also personally love coffee with creamer, the character Bob Cooper famously loves coffee "as black as a necessary night", there are so many different presents we can arrange for ourselves on any given day.

Tara Elford to Everyone 10:45 AM  
Collapses All ↗

View 1 More...

Joe Calabrese 10:45 AM

My烧out was final last night when the COVID shutdown started. Being a single parent with children and working full time in a new virtual environment was difficult at the best of times.

Teddi McReynolds 10:45 AM

We had a 12 year old foster child who transitioned to remote schooling the same time we transitioned to WFH. It was as difficult learning how to manage all of it.

Reply...

Margaret McKever to Everyone 10:45 AM  
This is no sorry, but I have to share this cookie I've had to add to Dale Cooper on the Twin Peaks - "Every day, once a day, give yourself a present, don't plan it, don't wait for it, just let it happen. It could be a novella in a store, a car trip, or two cups of good, hot, black coffee".

Collapses All ↗

Martin Paris 10:45 AM

I agree with that completely except for plain coffee - nothing like adding a little whipped cream to the coffee on Monday morning! ;)

Collapses All ↗

Erica Berdugo 10:45 AM

Jordan - I think burnout is a signal that something is not right. I like the term of exhaustion, since that's not bad, but chronic stress and not addressing it is.

Collapses All ↗

View 1 More...

Jordan Miller 10:50 AM

Chronic burnout is different from feeling temporarily burned out at the end of a day.

Art Bergquist 10:51 AM

I should read the book "Mind - Reorienting Emotional, Physical, Personal, and Time Resources to Overcome Burnout" but I just don't have time...

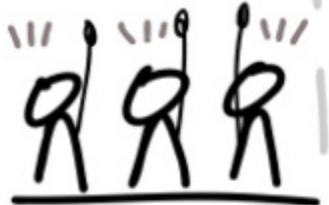
Reply...

Brad Temple to Everyone 10:51 AM

I can definitely relate to that! TBC

Margaret McKever to Everyone 10:50 AM

Hi Martin Paris - I also personally love coffee with creamer, the character Bob Cooper famously loves coffee "as black as a necessary night", there are so many different presents we can arrange for ourselves on any given day.



# A Fresh Look at Agile Scaling

WRITE SESSION TITLE ABOVE

halim@fullpresencecoaching.com

LIST WHO  
PARTICIPATED

Halim Dunsky (host)

John Petrick

Melanie Creel

Ricardo Garcia

Jason Sacks

Jeff Heinen

Syreeta McAuley

Doug Boyce

Shivani Sood

Vidhya Anand

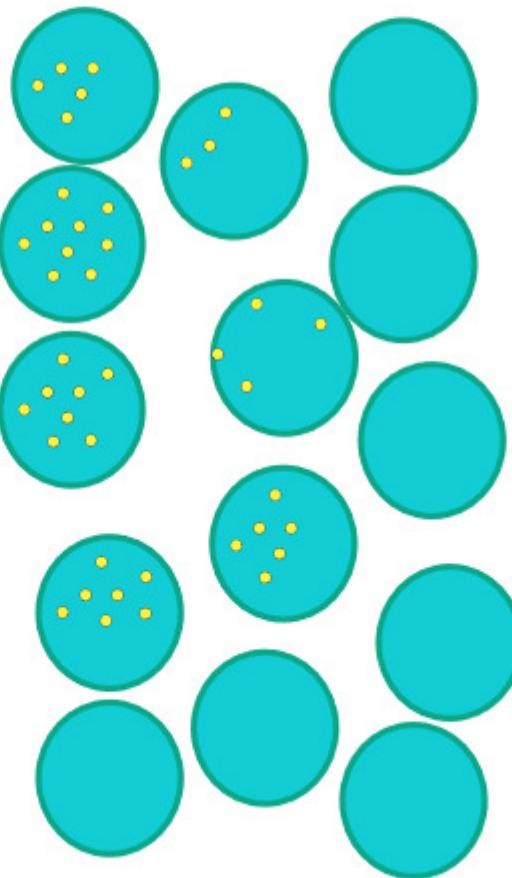
Rob Bowman

## PURPOSES OF SCALING

- Spread the goodness of agility done well
- Balance alignment, coordination, and autonomy across the enterprise
- Customer value and organizational quality of life

## DOMAINS OF SCALING

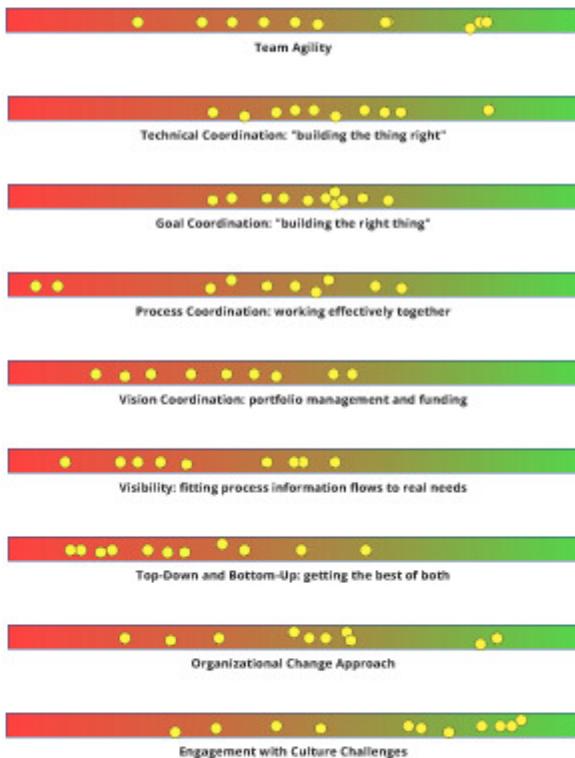
- Team Agility
- Technical Coordination
- Goal Coordination
- Process Coordination
- Vision Coordination
- Visibility
- Top-Down and Bottom-Up
- Organizational Change Approach
- Engagement with Culture Challenges



Is Velocity Killing Agile? <https://www.infoq.com/news/2011/11/velocity-highsmith/>

John - I found this talk on scaling agile informative:  
<https://www.youtube.com/watch?v=HbPjuyGCUk>. My take away from the presentation was that there are two ways to scale agile: horizontally by adding more pizza sized teams or vertically by adding more people to single teams. This talk specifically talks about both and his success scaling agile vertically with Fast Agile.

Domains of Scaling: How well are we doing?





## LIST WHO PARTICIPATED

Mike Jacobson

Steve Kuo

David Bernstein

Kevin Meadows

Margie Bender

Woody Zuill

Art Bergquist

Breann Nielsen

Bryan Nelson

Danny O

Erik Ekberg

Harold Shinsato

Hunter Kennedy

Jacob Mahr

Jeff Norman

Jim York

Jonason Ho

Kim Bordon

Michael Garvais

Nisha Patel

Ricardo Garcia

Shama Bole

Shawn Adams

William Getz

## Software Teaming, [Mob Programming, Ensemble] And Flow - Woody/Kevin

---

WRITE SESSION TITLE ABOVE

# Mob Mentallyty

Mob Mentality

<https://www.youtube.com/channel/UCgt1IVMrdwlZKBaerxxp2iQ/videos?app=desktop>



LIST WHO  
PARTICIPATED

Jeff Heinen

# Software should help people

---

WRITE SESSION TITLE ABOVE



LIST WHO  
PARTICIPATED

## Refresh Refinement: Team responsibility w/ Craig Stockton

---

WRITE SESSION TITLE ABOVE

Release readiness  
Compliance affecting  
Revenue affecting  
Reputation affecting

Estimates are based on  
what it takes to get to  
prod WITHOUT regard  
to other requirements.  
Based on the current  
state of the software

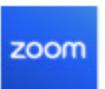
Craig's example -



## LIST WHO PARTICIPATED

Michael Larsen  
Lorie Gordon

# Speaking/Presenting at Conferences - Michael Larsen



WRITE SESSION TITLE ABOVE



Don't worry that your not an expert at speaking - you ARE an expert on your topic

Get peer review for relevant feedback to the audience

Don't be afraid to put your name in the hat - the speaker community is VERY supportive!

You don't always have to be the expert - your session can create a community to share & learn together

Use social media for your benefit i.e. record to youtube to practice topic, timing, etc and ask for feedback from others. Can set access to only those with the link as desired. It's great practice & can be used to showcase your presentation skills when presenting!





## LIST WHO PARTICIPATED

Woody Zuill  
Kevin Meadows  
Jaime Garrison  
Steve Brown  
Aki Namioka  
Ricardo Garcia  
Fred Zuill  
Allan Wright IV  
Thomas O'Connor  
David Bernstein  
Garret Bolton  
Nisha Patel  
Danny O  
Jordan Miller  
Steve Hamilton  
April Jefferson  
Harold Shinsato  
David M. Brown  
Rebecca Chung  
Carrissa Prati  
Joel Robinson  
Breann Nielsen

# Measurement - What's wrong with this? Change Yourself

WRITE SESSION TITLE ABOVE

Number of bugs  
Gave us a focus not so helpful.

On time/on budget pulls focus from whether the team is shipping the right thing

Costco measure  
Predictability  
Cycle Time  
Interrupt Stories  
Unplanned work  
Changes that causes incidents.

The problem with measurement is: it gives us a focus that may be the wrong focus.

whatever metric we introduce we also create a constituency that depends on it (and will fight for it).



Shroediger's cat  
[https://simple.wikipedia.org/wiki/Shroedinger%27s\\_cat](https://simple.wikipedia.org/wiki/Shroedinger%27s_cat)

Story points shouldn't equal hours, only effort.

One of the problems of measurements is we think we're communicating something.

Wiio Law  
[https://en.wikipedia.org/wiki/Wiio%27s\\_laws](https://en.wikipedia.org/wiki/Wiio%27s_laws)



"You can't improve a personal intimate relationship you're not measuring"  
(Fred Zuill, 2023)

Simplicity--the art of maximizing the amount of work not done--is essential.



---

WRITE SESSION TITLE ABOVE

LIST WHO  
PARTICIPATED

Mike Jacobson

Jay Bazuzi

Steve Kuo

Chris Lucian

Ashanti Gardner

Brian Berzins

Christy Di Gino

Elaine Rodrigues

Heather Haight

Jaime Garrison

Jeff Bellegarde

Jonason Ho

Kim Bordon

Mark Chapman

Michael Garvais

Micki Parker

Rob Bowman

Syreeta McAuley

Timothy Shaw



## WRITE SESSION TITLE ABOVE

LIST WHO  
PARTICIPATED

Please add you name!

Lorie Gordon

Jeff Weaver

Ricardo Garcia

Nevada Westberg

John Petrick

Jeff Heinen

Shivani Sood

Pete Schneider

Jason Sacks



## Tips and tricks of coaching leadership



## Resources for coaching leadership





LIST WHO  
PARTICIPATED

William Getz  
Marielle Mooikekind  
Allan Wright IV  
Harold Shinsato  
Diana Sherwood  
Craig Stockton

## Evolution of "Mob Programming" at Your Company - William

---

WRITE SESSION TITLE ABOVE

Working with  
mobbing beyond  
software?  
- finance?  
- writing (yes)  
- many artistic  
endeavors (yes)



# Automate all the Things! - Jay

WRITE SESSION TITLE ABOVE

## LIST WHO PARTICIPATED

Jay Bazuzi  
Rob Bowman

docker to  
create a  
working test  
environment

Management needs to encourage and incentivize investing time in automating things and making tools.

- Validation
- Release/Deploy
  - Update deps
  - Cert rotation
- Observe prod health

Automate Devs feel  
hackathon like they  
don't have Dedicated  
time a week

Don't have to automate 100% of the tasks, 50% or 80% is more than good enough

"automate myself c but don't tell  
of a job others to do  
this - joke ->  
threat



12:00:01 From Jeff Miller To Everyone:  
-  
12:00:21 From Jeff Miller To everyone:  
This is a little document about signing notes.  
12:00:24 From Jeff Miller To everyone:  
I have opened up a document that it's not possible to attach a text document to  
here.  
12:00:28 From Jim Buzza / Possible / Jim Buzza To Everyone:  
I am going to add a note to the document-signing-note.  
Note: Old .otl file has been replaced by the new one.  
12:00:34 From Jeff Miller To Everyone:  
E.G. My boss, or those persons  
12:00:41 From Jeff Miller To everyone:  
or anyone else they call?  
12:00:47 From Jeff Miller To everyone:  
People will pretty much do this, but they have a big group of people on it.  
12:00:51 From Jeff Miller To everyone:  
-  
12:00:55 From Jeff Miller To everyone:  
I would like to add a note about what initial code change  
12:00:58 From Jeff Miller To everyone:  
is usually a violation of a license-agreement dependency.  
12:00:59 From Jeff Miller To everyone:  
Accurate spending of the certificate renewals  
12:00:57 From Jeff Miller To everyone:  
or more things still goes with a human with a clipboard  
12:00:59 From Jeff Miller To everyone:  
or orders  
12:00:59 From Jeff Miller To everyone:  
The correct answer is none.  
12:00:42 From Jim Buzza To Everyone:  
"possible" - "possible" - "possible" - "possible" - "possible"  
12:00:55 From Jeff Miller To everyone:  
The full thing (1000+ lines). I uploaded and saved there was a 50 lines, one  
thing they were trying to do was in installing a current version in trouble some  
12:00:55 From Jeff Miller To everyone:  
I am part of a group working with a reporting we change the signature  
initial setup to do this with a batch script, than a Nuclear tool working on  
faster, we have several servers.  
12:00:54 From Jeff Miller To everyone:  
Tells them I am a student, I believe. Doesn't add particular value but, pr  
probably worth the reply. So send to Jim or me to everyone.  
12:00:55 From Jeff Miller To everyone:  
http://www.muhimbi.com/Products/OTL.aspx  
12:00:55 From Jeff Miller To everyone:  
Full document contains all product managers, they can do a lot and much of the  
integrations products of the current version.  
12:00:52 From Jeff Miller To everyone:  
and  
12:00:51 From Jeff Miller To everyone:  
From Notes below any file or one set of information for cert rotation  
transferred - so we expect forward to respond  
12:00:50 From Jeff Miller To everyone:  
From Jacqueline Sjögren, she had an accusation (checkmark). Implications often  
the user receives check is not investigated for her/her interests, meaning no  
alternate reasoning, and that makes it harder to take small amounts of the case  
the smaller parts.  
12:00:49 From Jeff Miller To everyone:  
Google's 2008 patent (from the USPTO) is available at the following source:



LIST WHO  
PARTICIPATED

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WRITE SESSION TITLE ABOVE

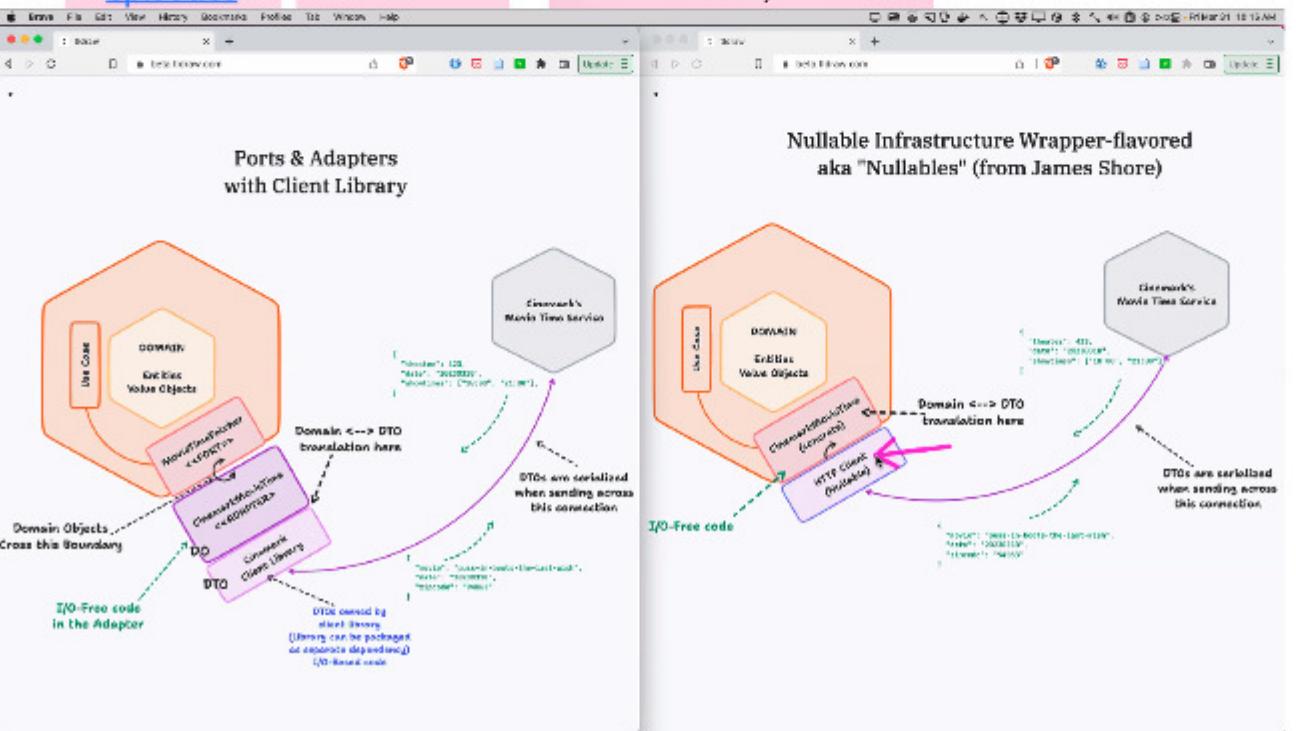
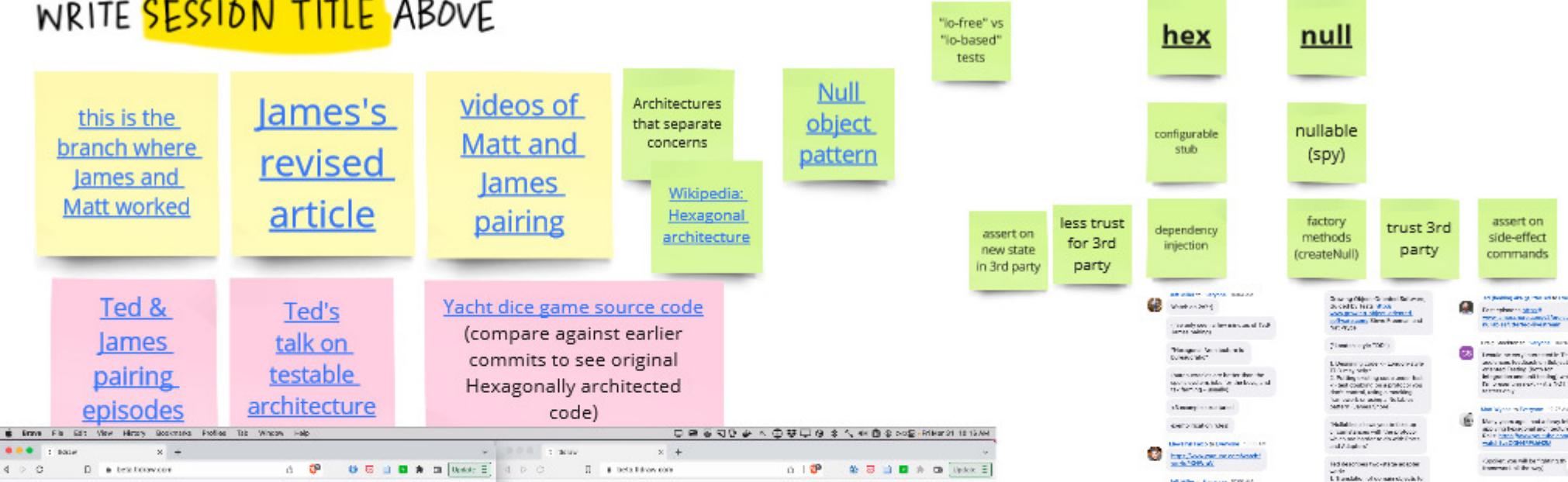


# 10:00 - Organize Code for Testability - Ted & Matt

WRITE SESSION TITLE ABOVE

LIST WHO PARTICIPATED

- AW** Allan Wright IV
- TD** Ted (he/him) aka @JitterTed
- MW** Matt Wynne (he/him)
- AB** Art Bergquist
- BB** Brian Berzins
- CD** Christy Di Gino
- CS** Craig Stockton
- DO** Danny O
- DB** David Bernstein
- HK** Hunter Kennedy
- JB** Jeff Bellegarde
- JM** Jeff Miller (he/him)
- JH** Jonason Ho
- KB** Kim Bordon
- LF** Llewellyn Falco
- MP** Matt Pavcan (PDX)
- MH** Mauricio Herrera
- ML** Michael Larsen
- NH** Nazee Hajebi
- SH** Shy (he / him)





# 6 Lenses for seeing Systems

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WRITE SESSION TITLE ABOVE

LIST WHO  
PARTICIPATED

[https://miro.co  
m/app/board/  
uXjVMYJIIVA=/?  
share\\_link\\_id=  
647586226727](https://miro.co/m/app/board/uXjVMYJIIVA=/?share_link_id=647586226727)



## LIST WHO PARTICIPATED

Joel Robinson -  
Harold Shinsato  
- William Getz -  
April Jefferson -  
Rijon Erickson

# WHAT MIGHT BE POSSIBLE IF WE HACK THIS? - APRIL

WRITE SESSION TITLE ABOVE

Being a hack  
Being a HACKER

hacking meetings

hacking employment

say no to more money

Hacking communication

leave 30 seconds of silence

Hacking note-taking

what does a world hunger hack look like?

challenge

Hacking BIAS?

can we hack human resources?  
how?

not just changing the name (window dressing)

what happens if bias is hacked for good?

a bias TOWARD action (truth, justice)

BE HIPPY DIPPY

Hacking the Agile community

Hacking the Open Space community

by remembering our roots and bringing back the HEART!

throw a wrench in the machine

GO INDEPENDENT TOGETHER

WE ARE NOT ALONE

AND show that what you did REALLY worked!

the success of "authentic Agile" can be REVOLUTIONARY!

DevJam's example of "authentic Agile"

figure out what is TRULY valuable

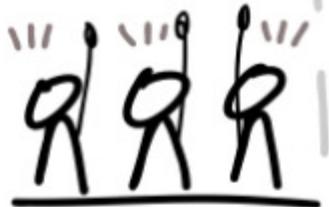
cost of not doing - "what

miro



WRITE SESSION TITLE ABOVE

## LIST WHO PARTICIPATED



## LIST WHO PARTICIPATED

WRITE SESSION TITLE ABOVE



LIST WHO  
PARTICIPATED

WRITE SESSION TITLE ABOVE



WRITE SESSION TITLE ABOVE

## LIST WHO PARTICIPATED



LIST WHO  
PARTICIPATED

## Lessons learned when switching frameworks

WRITE SESSION TITLE ABOVE

Experience Report  
<https://www.agilealliance.org/resources/experience-reports/scrum-kanban-teams-journey/>



LIST WHO  
PARTICIPATED

Craig Stockton

# Room 53: Subject Oriented Testing

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WRITE SESSION TITLE ABOVE

1. Write down what you know about the subject of the session.  
2. Identify the main concepts and their relationships.  
3. Create a mind map or diagram showing the main concepts and their relationships.  
4. Identify the key concepts and their relationships.  
5. Create a mind map or diagram showing the key concepts and their relationships.  
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52. Identify the key concepts and their relationships.  
53. Create a mind map or diagram showing the key concepts and their relationships.



LIST WHO  
PARTICIPATED

## Refresh: Agile Principles

WRITE SESSION TITLE ABOVE

Agile Principles Refresh

Jump in and  
add your  
thoughts  
below

	Status	Thoughts / Updates / Examples					Resources / Templates				
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.		Problems identifying value between theory and practice Getting everyone to own & learn from the mistakes to the theories Motivation = "Why do we have to do it?" "Delivery of valuable product"					1% Awards				
Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.		Facilitating making space for discussions relating to changes "Change is a mindset!"					1% Individual time and support for learning and change				
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.											
Business people and developers must work together daily throughout the project.		Ensuring that the end is starting with the beginning throughout all the time Business work causing intentional interruptions to collaboration									
Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.		What does motivation look like in 2023? Individuals taking responsibility for their work Motivation 3.0 - Autonomy, purpose, identity Giving autonomy to create motivation Are you creating an environment where people are given the freedom to get involved in their work?					Daniel Pink Motivation 3.0 Personal User Guides				
The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.		Having nothing but the monitor screen in its presence is possible Using instantaneous tools, making your team better at problem solving and responding					Open zoom discussions / open office				
Working software is the primary measure of progress.		"I'm not delivering software, you are and clicking rates!" Being pragmatic being important Validating "process" being a measure of progress "Working" being about "outcomes"					Changing the paradigm to use "product"				
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.	Talking	Women have more visibility into the fast and sustainable Tools about the work, resulting in improvement Women work alongside men while continuing to work with them Role of Scrum Master promoting self-learners									
Continuous attention to technical excellence and good design enhances agility.											
Simplicity—the art of maximizing the amount of work not done—is essential.											
The best architectures, requirements, and designs emerge from self-organizing teams.											
At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.											



LIST WHO  
PARTICIPATED

# What is Sustainability Erosion? - Woody & Kevin

WRITE SESSION TITLE ABOVE

The  
"capability  
trap"

working  
overtime just  
to keep the  
system alive

- duplicate code
- hidden abstractions
- todos
- coding past bugs

when we  
collaborate  
more, these  
problems go  
away

Sustainability  
erosion - the pace  
we like to work  
fades. related to  
tech dept, cruft, and  
other problems

DORA metrics are used by DevOps teams to measure their performance and find out whether they are "low performers" to "elite performers". The 4 metrics used are deployment frequency (DF), lead time for changes (MLT), mean time to recovery (MTTR), and change failure rate (CRR).

Capability  
Trap articles

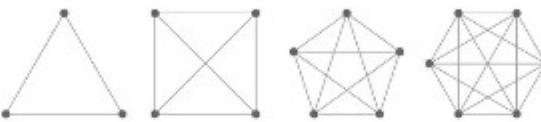
[https://web.mit.edu/nelsonr/www/Repenni ng=Sterman\\_CMR\\_su01.pdf](https://web.mit.edu/nelsonr/www/Repenni ng=Sterman_CMR_su01.pdf)

<https://proceedings.systemdynamics.org/2017/proceed/papers/P1325.pdf>

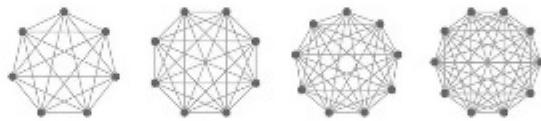


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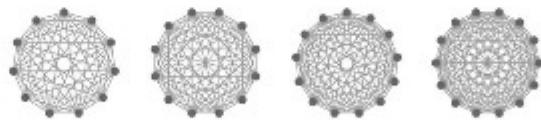
## LIST WHO PARTICIPATED



3 people, 3 lines      4 people, 5 lines      5 people, 10 lines      6 people, 15 lines



7 people, 21 lines    8 people, 28 lines    9 people, 36 lines    10 people, 45 lines



11 people, 55 lines    12 people, 66 lines    13 people, 78 lines    14 people, 91 lines



LIST WHO  
PARTICIPATED

WRITE SESSION TITLE ABOVE



# Agile in the context of world work (social causes)

WRITE SESSION TITLE ABOVE

LIST WHO  
PARTICIPATED

Mike Holton  
Ricardo  
Garcia  
Jeff Weaver

How do  
we define  
trauma?

trauma: "1. a deeply distressing or disturbing experience.  
2. emotional shock following a stressful event or a physical injury, which may lead to long-term neurosis.  
3. physical injury." \*

People don't  
resist change,  
they resist  
being changed

Consent

Agile pairs so  
well with  
working in  
Social causes



LIST WHO  
PARTICIPATED

# AONW Music Session

WRITE SESSION TITLE ABOVE

## Audio Settings

### Speaker

MacBook Pro Speakers (MacBook Pro Speakers)

Output Level:



Output Volume:



Use separate audio device to play ringtone simultaneously

### Microphone

Yeti Stereo Microphone

Input Level:



Input Volume:



Automatically adjust microphone volume

### Audio Profile

Zoom optimized audio (recommended for most users) ?

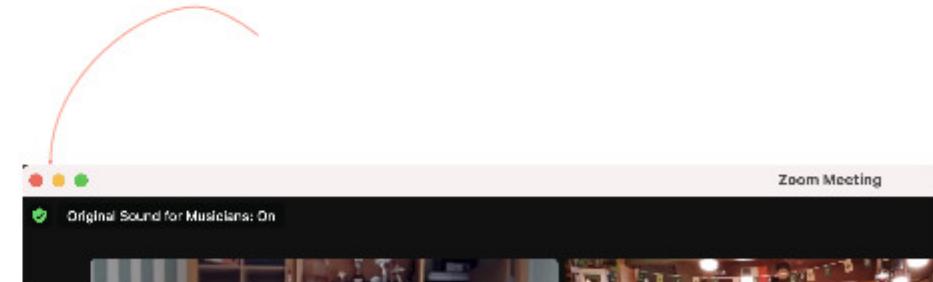
Original sound for musicians (recommended for studio environments) ?

Displays in-meeting toggle to switch between Zoom optimized audio and Original sound for musicians

High-fidelity music mode ?

Echo cancellation ?

Stereo audio ?





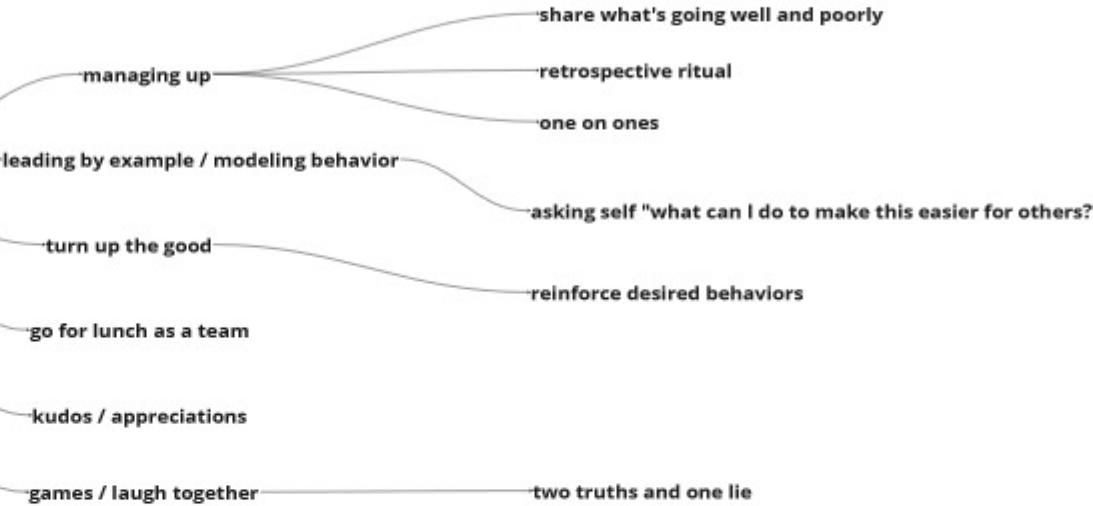
## LIST WHO PARTICIPATED

AW	Allen Wright (mod)
JG	Jamie Garrison (she/her)
CM	Craig Madsen
WZ	Woody Zull
AK	Angie Kibler
AG	Ashanti Gardner
RG	Rod Gillian
BT	Brad Temple
B	Bryan
CP	Carissa Prust
DB	Doug Boyce
HS	Harvey Schickler
HK	Hilary Kennedy
J	Jason Sacks
JG	Jasmine Garside
JA	Jann Anderson
JL	Jeremy Lightsmith
JH	Jennifer Harkness
JK	Jesse Kim (ADNW Board (Retired))
BN	Brooke McNulty (she/her/Hon)
TT	Terrance Tuplin
TP	Todd Pivato

# 11:30 - Leading from Within and from Without - Woody

WRITE SESSION TITLE ABOVE

## Leading from within



## Leading from without

facilitate a talk at a conference

John to Everyone 11:38 AM  
My favorite rule.

Jeremy Lightsmith to Everyone 11:42 AM  
Be the change you want to see in the world! - Gandhi

Bob Bowman to Everyone 11:47 AM  
I think most people will agree that in general, positive enforcement works better than public shaming or criticism. If discussions can definitely be more powerful.

John to Everyone 11:48 AM  
Re-frame failures as an opportunity for learning. Understand they "broke" something didn't go how you intended, and what you can improve next time.

John to Everyone 11:49 AM  
Best way to change culture.

Angie Kibler to Everyone 11:49 AM  
Facilitating a talk makes you a role model

John to Everyone 11:49 AM  
Appreciating people doing good things also works well with child behavior, tangentially

Jamie Garrison (she/her) to Everyone 11:49 AM  
that was a wonderful story - thank you for sharing Woody!

You to Everyone 11:50 AM  
Appreciations!

John to Everyone 11:50 AM  
You're feed two birds with one stone

Unda Strober to Everyone 11:50 AM  
the person who knows how to find the answer - aka a librarian. 😊

John to Everyone 11:51 AM  
Dollop of All ~

John to Everyone 11:52 AM  
Dollop of All ~

Bob Bowman to Everyone 11:52 AM  
Cook two platters in one pot

John to Everyone 11:53 AM  
about cookies, Woody - thank you

Bob Bowman to Everyone 11:53 AM  
Sweet reward!

When 1:1 you can be either face-to-face or side-by-side - Linda Rising



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PARTICIPATED

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PARTICIPATED

# ELEPHANTS

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WRITE SESSION TITLE ABOVE

Elephants: one  
definition is  
"things not  
talked about"





LIST WHO  
PARTICIPATED

## Alternatives to anydesk

WRITE SESSION TITLE ABOVE

<https://www.coscreen.co/developer-teams>

Can set up a Cloud9 environment that connects to an EC2 instance

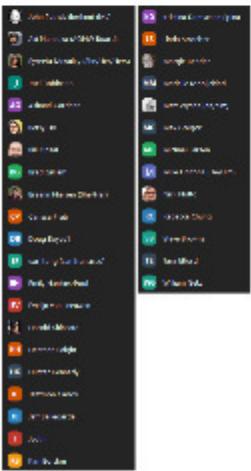
team viewer

Git handover with [remote](#)  
<https://www.youtube.com/watch?v=xGOuq9RHjI>

[https://www.teamviewer.com/en-us/?utm\\_source=google&utm\\_medium=cpc&utm\\_campaign=us%7Cb%7Cpr%7C22%7Ca%7Cv=core-brand-only&n%7Cnew%7Ct0%7C0&utm\\_content=Exact&utm\\_term=teamviewer&gclid=Cj0KCQwiZqhBhCJARtsACHHEH\\_boAs7mCs8lgdagvPyfcFkLCBO20UhdnYManCpfM9NW8ITz1Ps-nYaAtZ4EALw\\_wCB](https://www.teamviewer.com/en-us/?utm_source=google&utm_medium=cpc&utm_campaign=us%7Cb%7Cpr%7C22%7Ca%7Cv=core-brand-only&n%7Cnew%7Ct0%7C0&utm_content=Exact&utm_term=teamviewer&gclid=Cj0KCQwiZqhBhCJARtsACHHEH_boAs7mCs8lgdagvPyfcFkLCBO20UhdnYManCpfM9NW8ITz1Ps-nYaAtZ4EALw_wCB)



LIST WHO  
PARTICIPATED



## Patriarchy: "a culture of fear, domination and control" by Allen G Johnson - Matt Wynne

WRITE SESSION TITLE ABOVE



Use your privilege in the service of good

<https://www.youtube.com/watch?v=i7gwj2xK4gA>  
Avi Kluger shows how listening could be done.

<https://www.npr.org/sections/money/2014/10/21/35629765/when-women-stopped-coding>

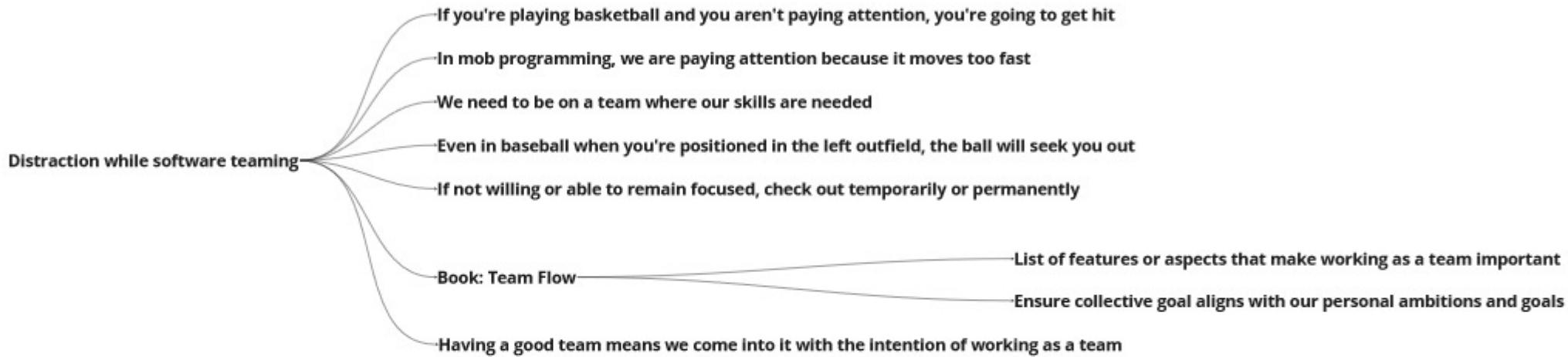
<https://www.idgconnect.com/article/3647073/women-in-indian-tech-a-journey-of-promise.html>



LIST WHO  
PARTICIPATED

# 12:00 - Ask Me Anything - Woody

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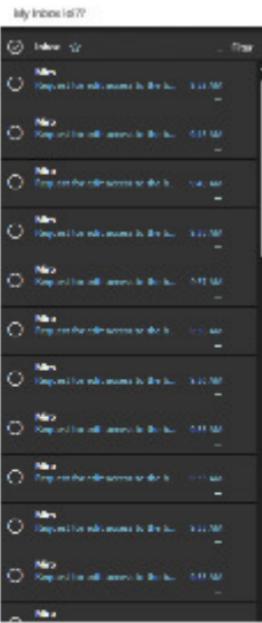
New note

Hello world

does anyone  
have the  
Zoom link??

Yep,  
they're  
editable!!

A yellow  
sticky  
note!



Join the AONW Slack Community:

[https://join.slack.com/t/aonw-community/shared\\_invite/zt-1s3aona46-yaGNqAYPs~e2K8FNN154Tg](https://join.slack.com/t/aonw-community/shared_invite/zt-1s3aona46-yaGNqAYPs~e2K8FNN154Tg)

Seattle-area Slack Community

(but all agilists are welcome!):

<https://launchpass.com/agile-sea>

Seattle Code Crafters Slack

[https://join.slack.com/t/seattlecodercrafters/shared\\_invite/z-t-19jhxkxdz-8RSxhxA\\_rQ5ifomI5eShKO](https://join.slack.com/t/seattlecodercrafters/shared_invite/z-t-19jhxkxdz-8RSxhxA_rQ5ifomI5eShKO)

Hey, Agile Software Developer! Do you want to write cleaner code? My online Scrum Developer Certification class will show you the principles and practices used by senior developers for writing extensible and maintainable code. Register now and become a better developer - <https://sdc20230502.eventbee.com/>

## The Agile Mixer

Next event: April 20th at The Lodge near Lumen Field (in Seattle):

RSVP

Here: <https://www.meetup.com/the-agile-mixer/events/292604149/>

## Monthly Agile Meetup in Seattle:

<https://www.meetup.com/BeyondAgile/>

## AgilePDX community Meetups and Slack Channels



I'm rebooting the TDD Bay Area Meetup group as BayXP\* (though it'll be remote for a while) and could use some folks to help manage it, co-host, etc. Speakers wanted, too!

Contact me at [ted@ted.dev](mailto:ted@ted.dev).

\* You might remember BayXP from the early 2000s, so perhaps this is a resurrection?

"Life is like a box of open space"

"choose either solstice or bacon"

"Most methodologies tend to operate in exception mode"

"At AONW we make it up as we go."

"All models are wrong, but some can be useful"

Bryan Nelson: Searching

Leading Agile Transformation at T-Mobile  
for past 7 years from the ground up:  
starting with 16 teams to 100's of teams.  
Primarily leveraging SAFe, Scrum of  
Scrums, "Spotify model" for scaling  
guidance, but Framework agnostic. Open  
to exploring opportunities to bring my  
passion and experience to those in need.

Adrienne Wang: Searching for Program  
Manager, Product Manager, Scrum  
Master positions

Project Management Professional (PMP),  
Certified Scrum Master (CSM), former  
Naval Officer, and energetic agile leader  
skilled at driving software projects in  
eCommerce, UX, SEO.

Stefan Fielding-Isaacs

Agile coach, scrum master,  
technical product owner  
Looking for an FTE remote  
position with an organization  
looking to transform to Agile or  
improve a current Agile  
implementation

Laurie Close, PCC, ORSCC

Let's Co-Create something together!!

Working with Unify to identify what client  
will unlock their highest most truest  
potential next!

I am an ORSC and CTI **Certified Coach**

and Have my CSP with Scrum Alliance.

<https://www.linkedin.com/in/lclose-coach>

@mattwynne

Available for  
hire as freelance  
coach/trainer

Bill Opsal -  
Searching

Sr Program Manager  
/ Agile Coach / TPM

<https://www.linkedin.com/in/billopsal/>

Rob Bowman: Searching

Agile coach, scrum master, technical  
program manager focusing on emerging  
ML usage in IoT. Experienced in and  
mentor the implementation of ground  
floor Data Governance to meet  
compliance and security needs of  
businesses for startups, and maturing  
the same for larger companies.



Lets go Hiking: [Follow this link!](#)



mico



**WRITE SESSION TITLE ABOVE**

## LIST WHO PARTICIPATED



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