Seeds

Curing the negatives does not produce positives

Simplicity is a virtue, not a sign of technical weakness

cross-discipline innovation

Continuous Learning

Continuous Incremental Improvement

Double loop learning

Flow management and continual improvement capability development

Be weird and support the weirdness of others

Curate a glossary!

problem and solution spaces are worth exploring with curiosity.

Improvement (Toyota) Kata

Polarity management

Cultural coherence - connection between values and practices/behaviors

Self-determination theory

Soil

Recognition that every opinion/position, to some degree, excludes all others, thus the need for "real" tolerance

Open communication

Encourage decentralized adaptiveness by returning power to the most local level possible

Develop capacity for compassion and curiosity when exploring conflict

Social contract: Real teams engage in flow management and continuous improvement and develop authentic ownership and accountability, gaining respect and autonomy. Management and other partners get valid information (Argyris) to make better decisions and support the teams better, rather than pressure or tamper (Deming). ⭐

Culture that permits mistakes rather than slapping wrists

Recognize dynamics of power-over vs power-with

big questi
can be ask
but don't h
to get 'solv

Build learning cultures!

Leadership by example - don't (just) talk, *do*.

Ability to disagree without it becoming personal

Transparency - ensure everyone understands organizational

Copy the Stars!

Inclusive

Work together on everything even "simple" things

Reduce / eliminate the distinction between "business" and "development"

Active, positive language, enagaging in participation

Celebrate Mistakes

Quality enables pace; it isn't in tension with it

1

A culture where it is safe to ask for help

intrinsic motivation to learn & work

Balancing competition, a sort of good stress, with safety, a nurturing soil

"See something, Say something"

If anything comes up, share it on slack, especially if it could affect the schedule

Demonstrate asking dumb/naive questions whenever I don't understand

Teach teams how to have discussions about values (technical, cultural, etc)

Cultivate dev team committment to owning and shaping the culture over the long term through reciprocally breaking and reshaping frame

Culture docs - explain the norms, expectations, etc.

Have technical discussions in public instead of private channels so that knowledge can be shared more easily

2

Demanding and supportive culture and management model (foundational for psychological safety)

Managing People for Optimal Performance

Demanding Culture

Anxiety Zone

Innovation Zone

Apathy Zone

Complacency Zone

Supportive Culture

Inspired by Amy Edmondson - Psychological Safety (supportive)

Challenge level

High · Medium · Low

Anxiety

Arousal

Flow

Worry

Control

Apathy

Relaxation

Boredom

Low · Medium · High

Skill level

Javier Bonnemaison

Flow model - Csikszentmihalyi