Management:
Doing the non-obvious! III

Diego Pacheco

About me...

- Cat's Father
- Head of Software Architecture
- Agile Coach
- SOA/Microservices Expert
- DevOps Practitioner
- Speaker
- Author

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http://diego-pacheco.blogspot.com.br/

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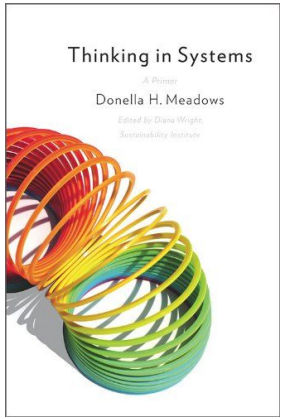
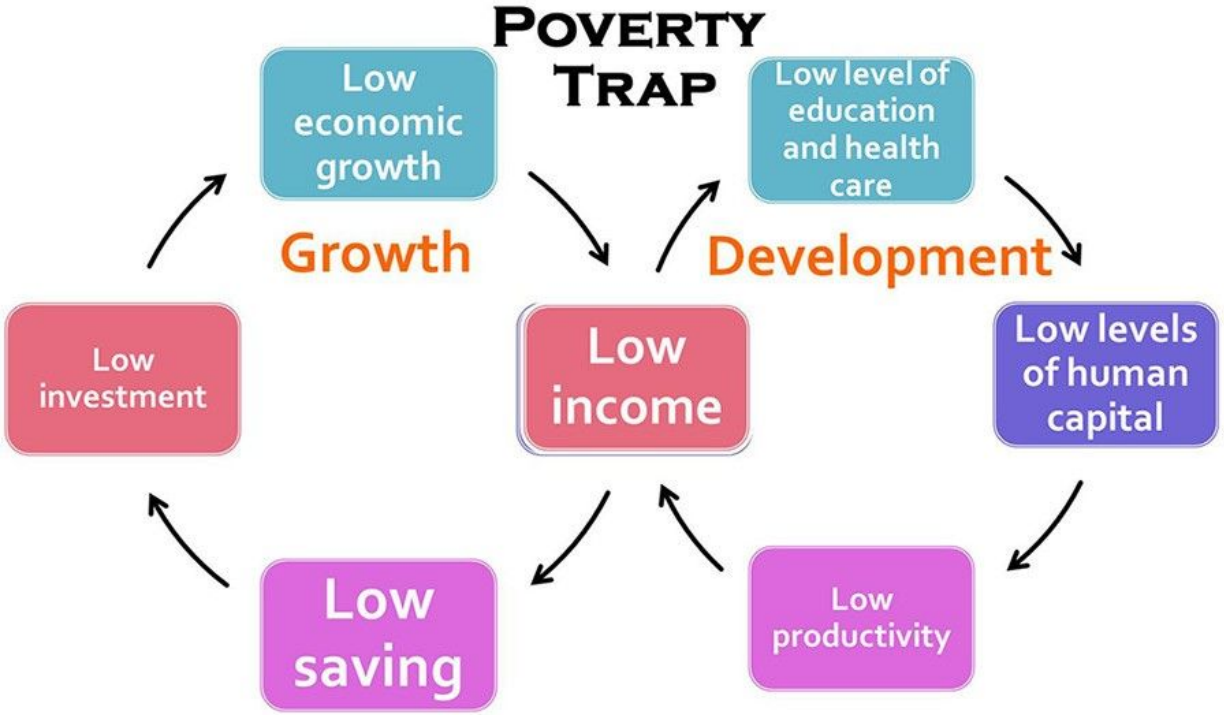
Complex Systems, Re-enforce Loops





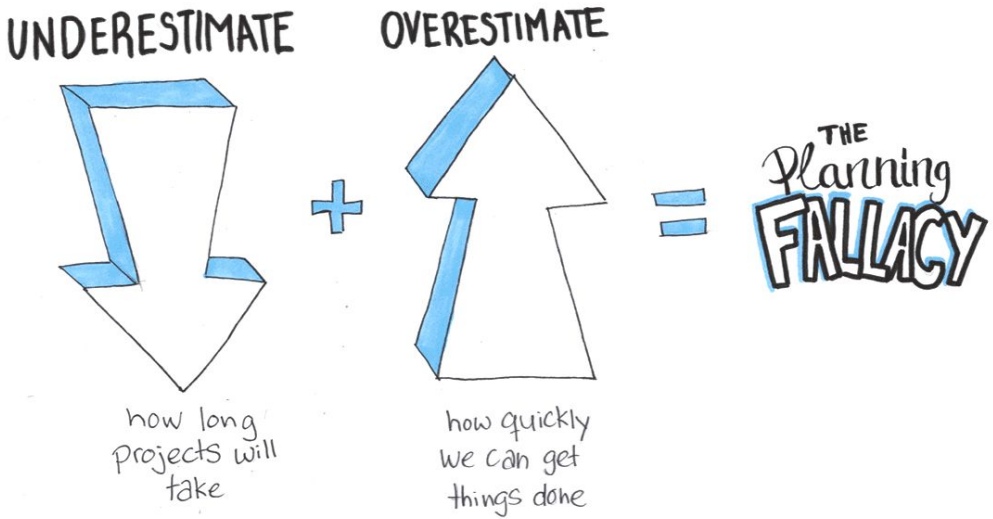
Education Presentations

Economic Growth and Poverty Reduction

Lean does not work is you don't want to change!

Your process are your limitations

Biases: Planning Fallacy



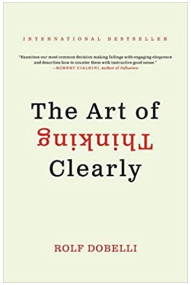
Gantt Chart

Task Name	Q1 2019			Q2 2019		Q3 2019
	Jan 19	Feb 19	Mar 19	Apr 19	Jun 19	Jul 19
Planning						
Research						
Design						
Implementation						
Follow up						

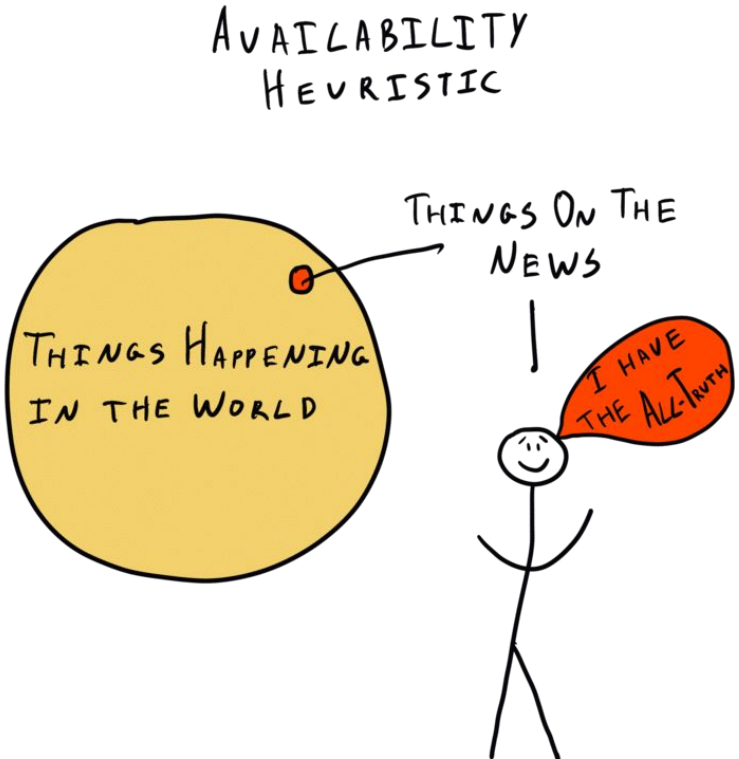
*planio

Biases: Availability biases

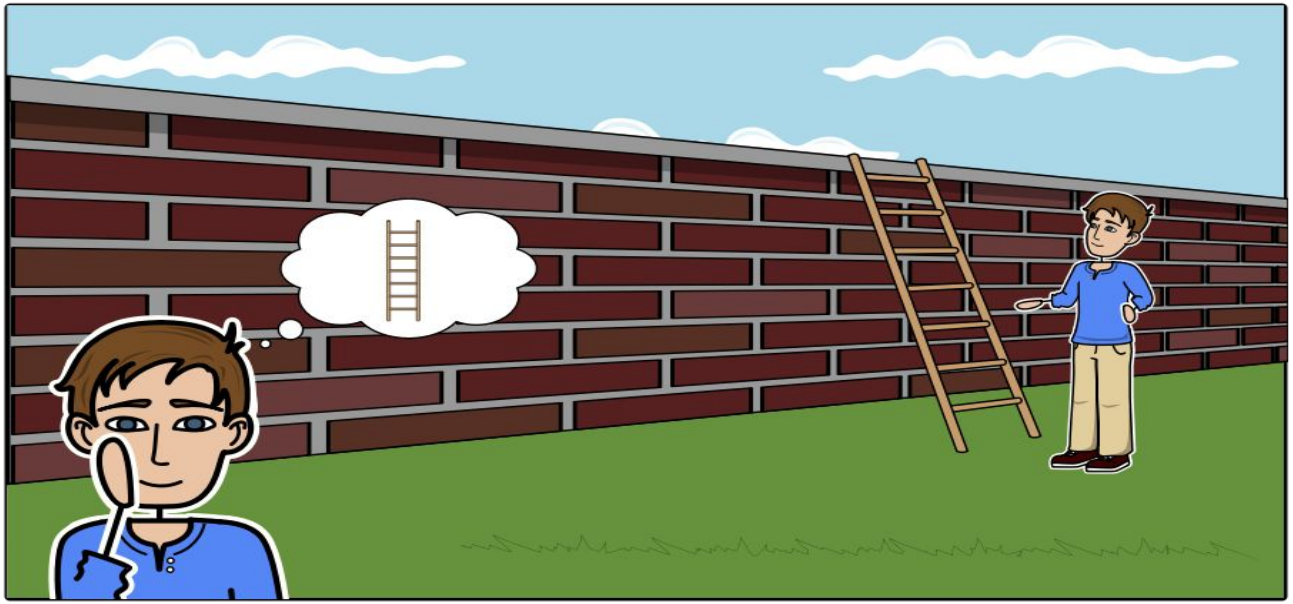
(just because we remember more often does not mean they happen more often)



We prefer WRONG information over no information!



Biases: Action Biases *(Society prefers action rather than wait and take the best strategy)*

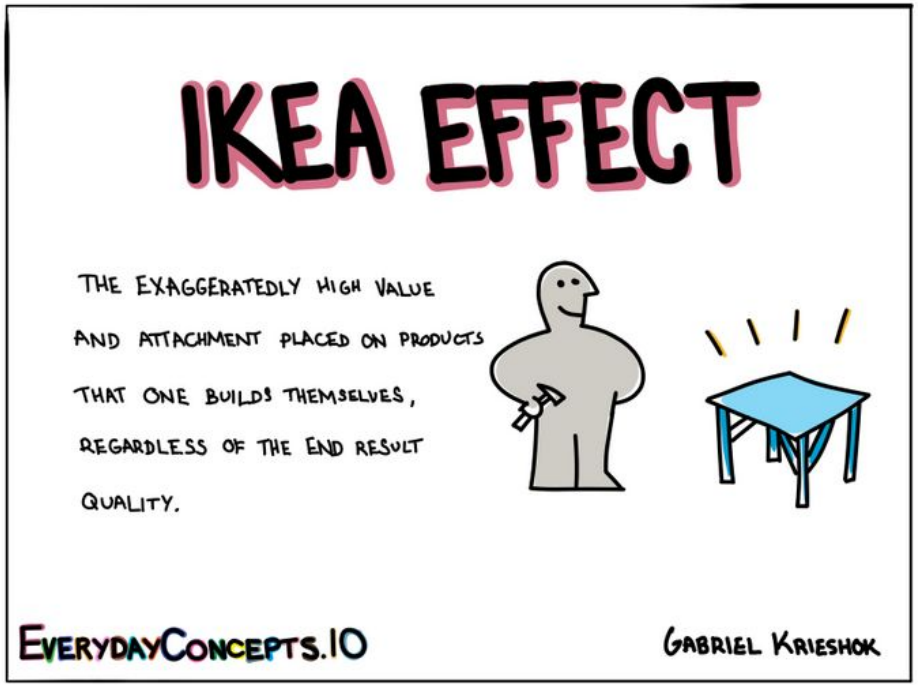


BIAS TOWARD ACTION

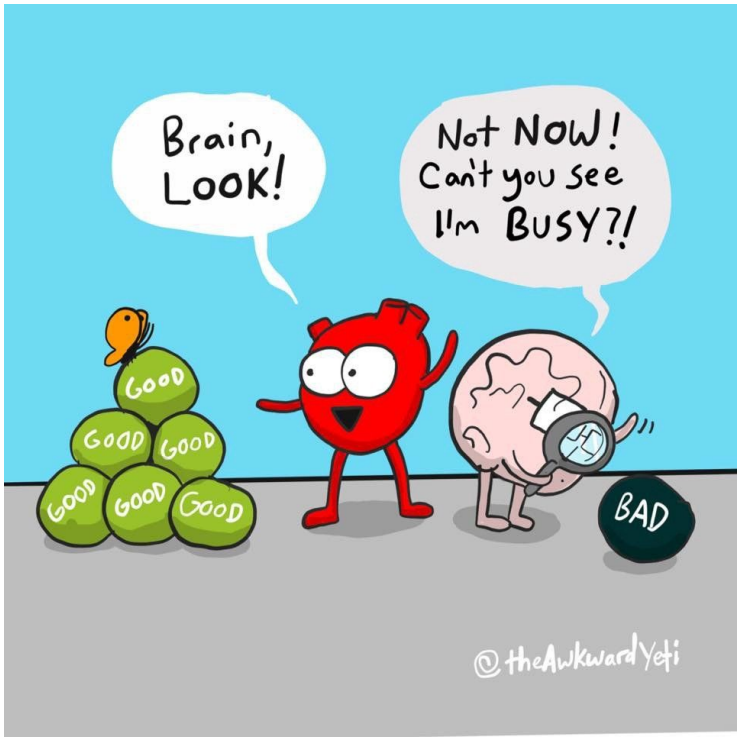
Bias towards action is a design thinking term referring to the practice of not just having an idea, but actually willing yourself to take meaningful actions to see your idea move forward.

Create your own at Storyboard That

Biases: IKEA effect (Effort Justification)



Shrinks call: Season and Freezing: We favor the comfort of conviction over doubt



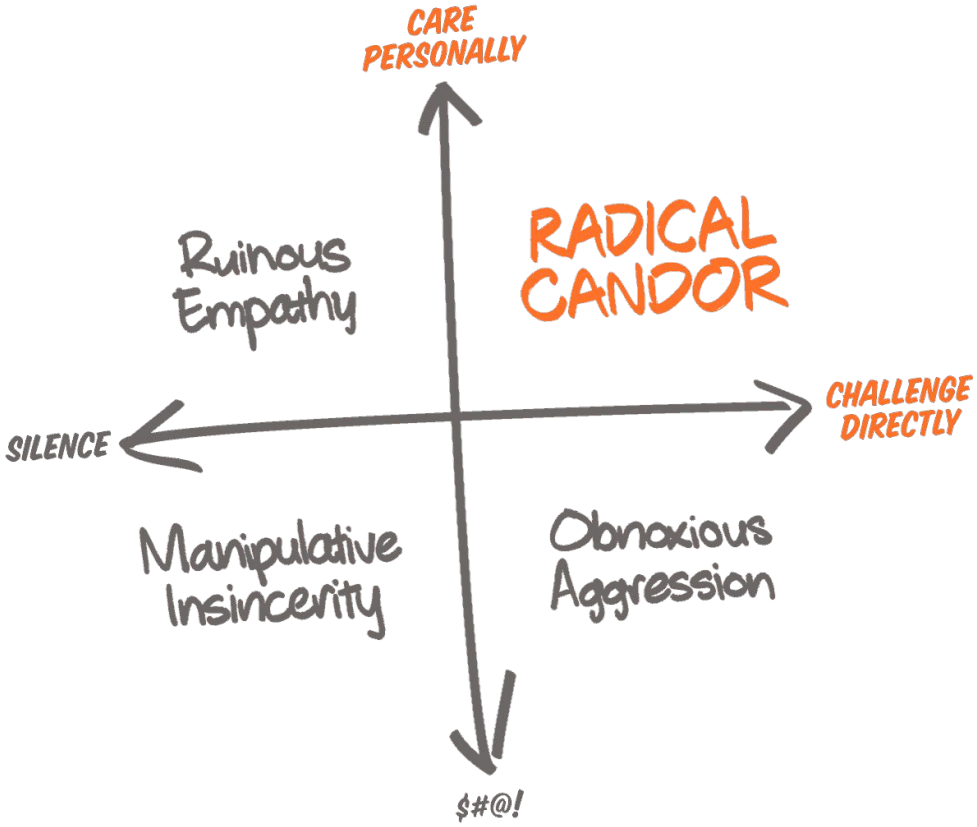
Work does not work anymore. Sabotage or work?

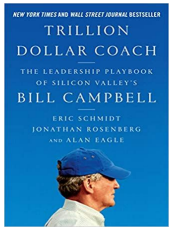
- How much meetings COST? (3M dollars)
- Bureaucracy is a liability (Work is broken)
- Modern work is indischingable from SABOTAGE.
- We are addicted to the idea that the world is predictable and in CONTROL.
- Cancel all meetings for 2 weeks - practice - and them what do we miss?
- Solution: People Positive + Complexity Aware

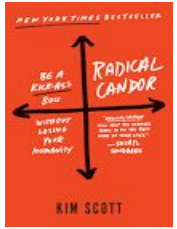
We can't Fix problems we refuse to notice !!!

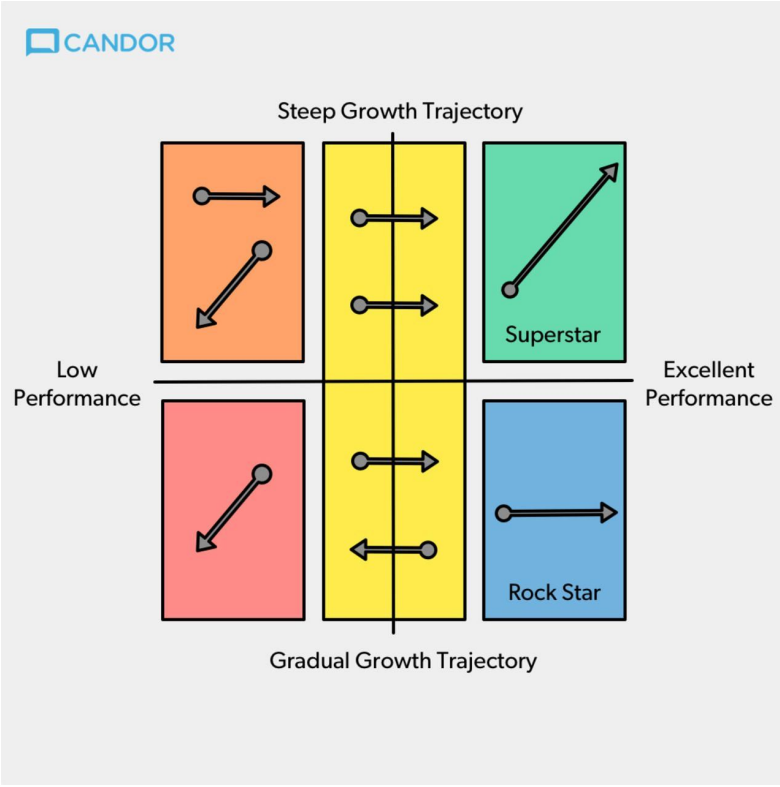
it's part of the cure the wish to be cured -- Seneca

Care + Demanding



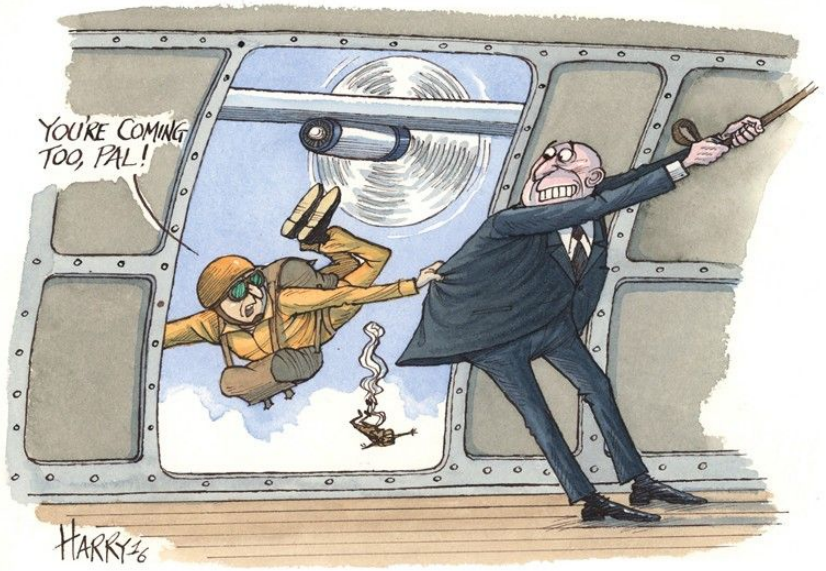






Skin in the Game

- Via Negativa == We know easily what's wrong vs what's right
- There is no evolution without the risk of extinction
- People who design without Skim in the Game tend to COMPLICATED things - more than necessary.



Stop Romanticize life...

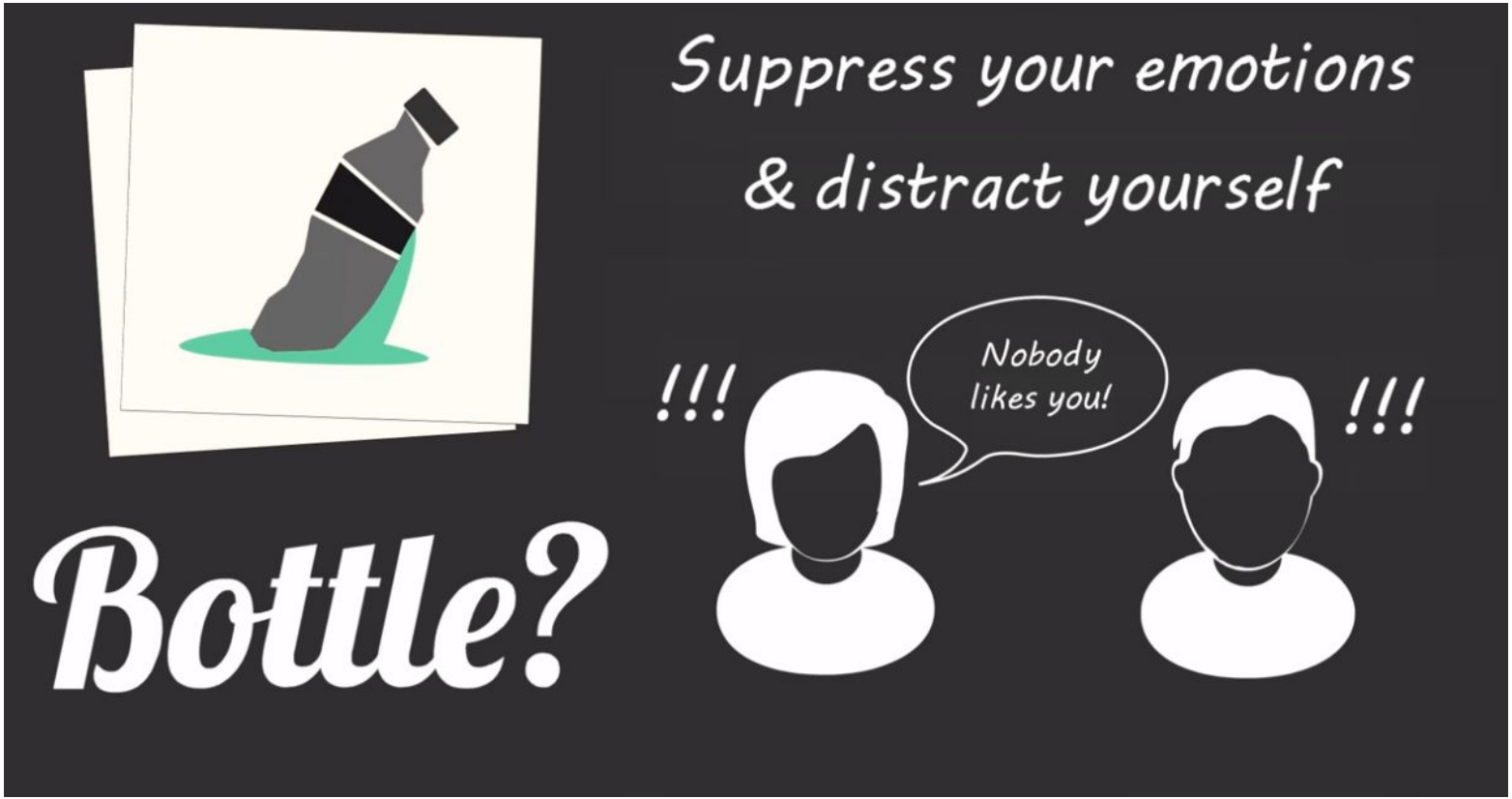
- The backward laws = the more your try to feel better the more you dont feel better.
- It's okay for things to sucks sometimes!
- Sometimes emotional pain is necessary to avoid the same mistake in the future
- What creates our positive experiences will create our negative experiences. e.g Marriage, Job, etc...
- What pain are you willing to struggle for?

Stop Romanticize life...

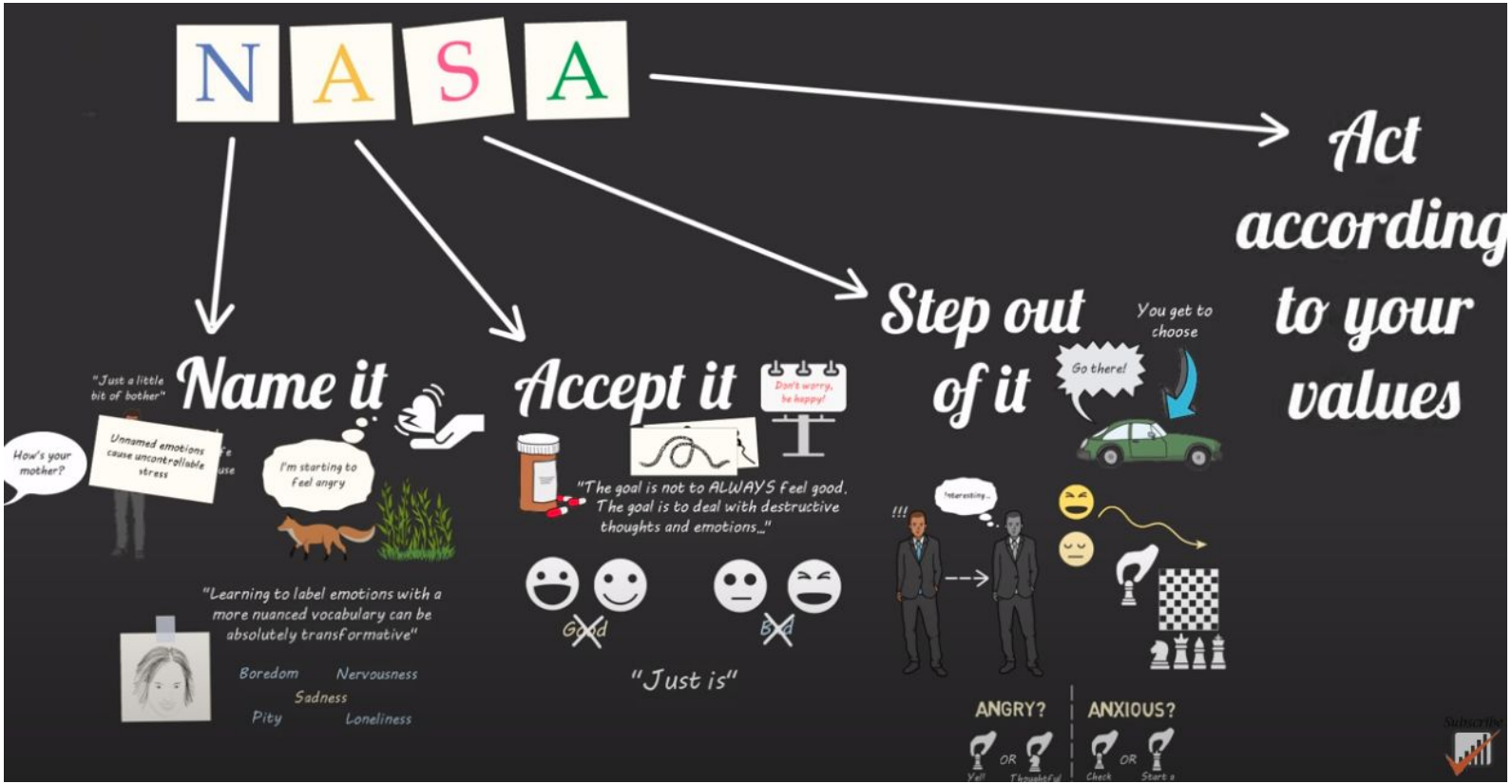
- Happiness requires struggle, no pain-free life.
- We choose the values and metrics to live by.
- Instead of looking to being RIGHT all the time - look for how to be WRONG all the time:
  - Being wrong opens the possibility to change
  - Being wrong opens the possibility to learn

Emotional Agility: Brood or Bottle?

Emotional Agility: Brood or Bottle?



Emotional Agility: NASA!

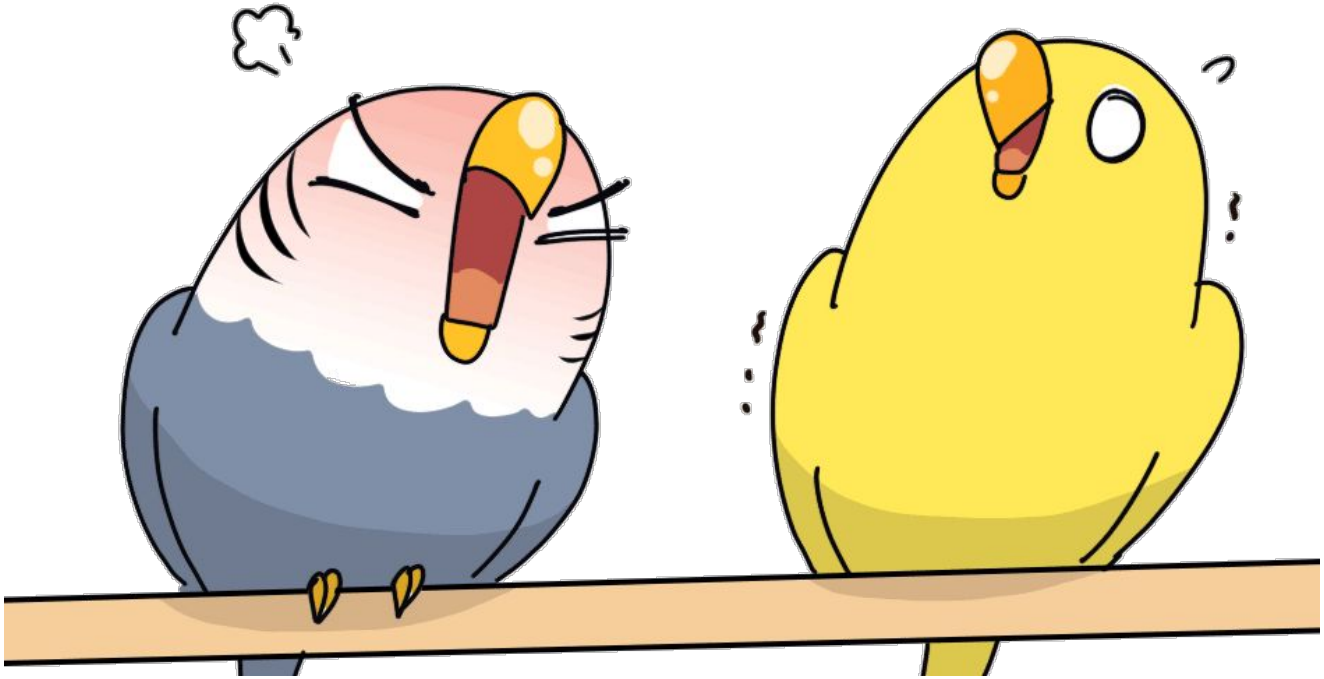


Trillion dollars coach: Forcing Tensions!

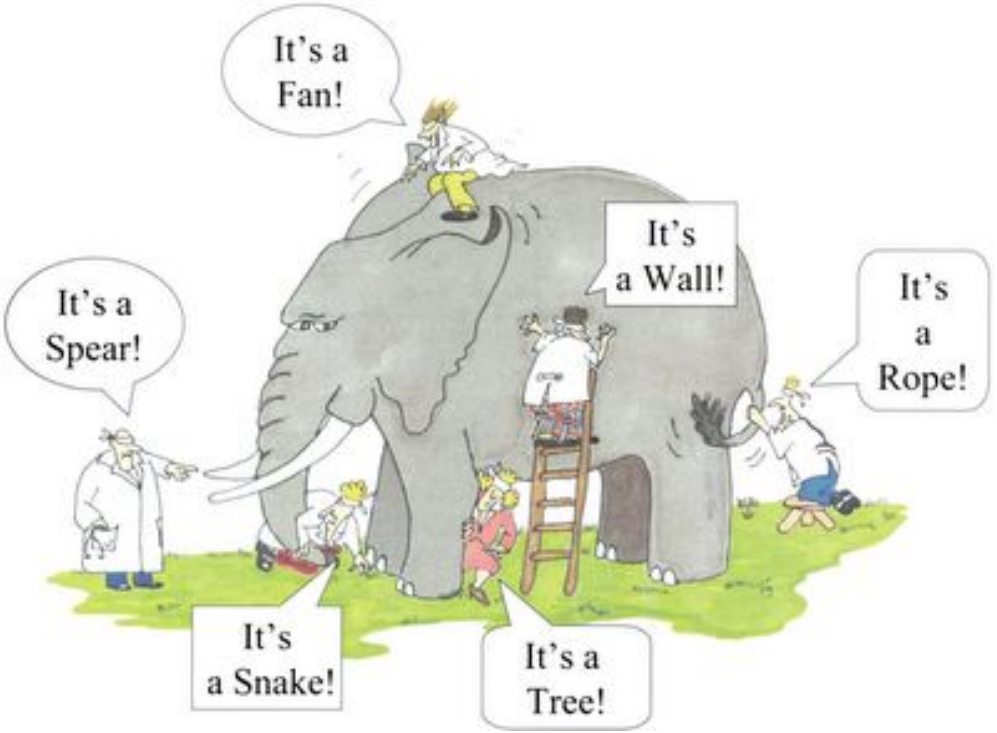
Emotional Solve > Problem Solve

Require PROOF is the enemy of PROGRESS - that's why companies like Amazon have DISAGREE and COMMIT

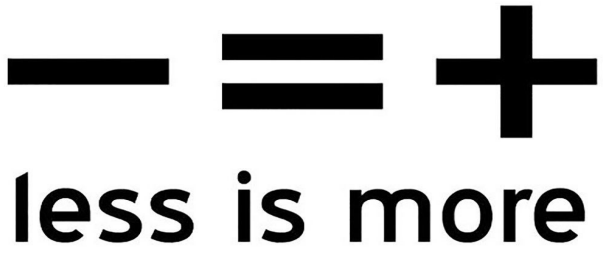
Argument bully && Conviction == prison,



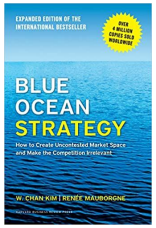
WE need to get rid of echo chambers and get different points of view.



Typing point leaders == when there are scarce resources, rather than ask for more resources, try to get more value from the resources they already have.

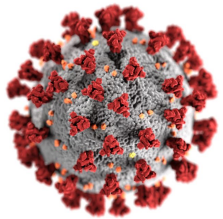


Dealing with Scarcity

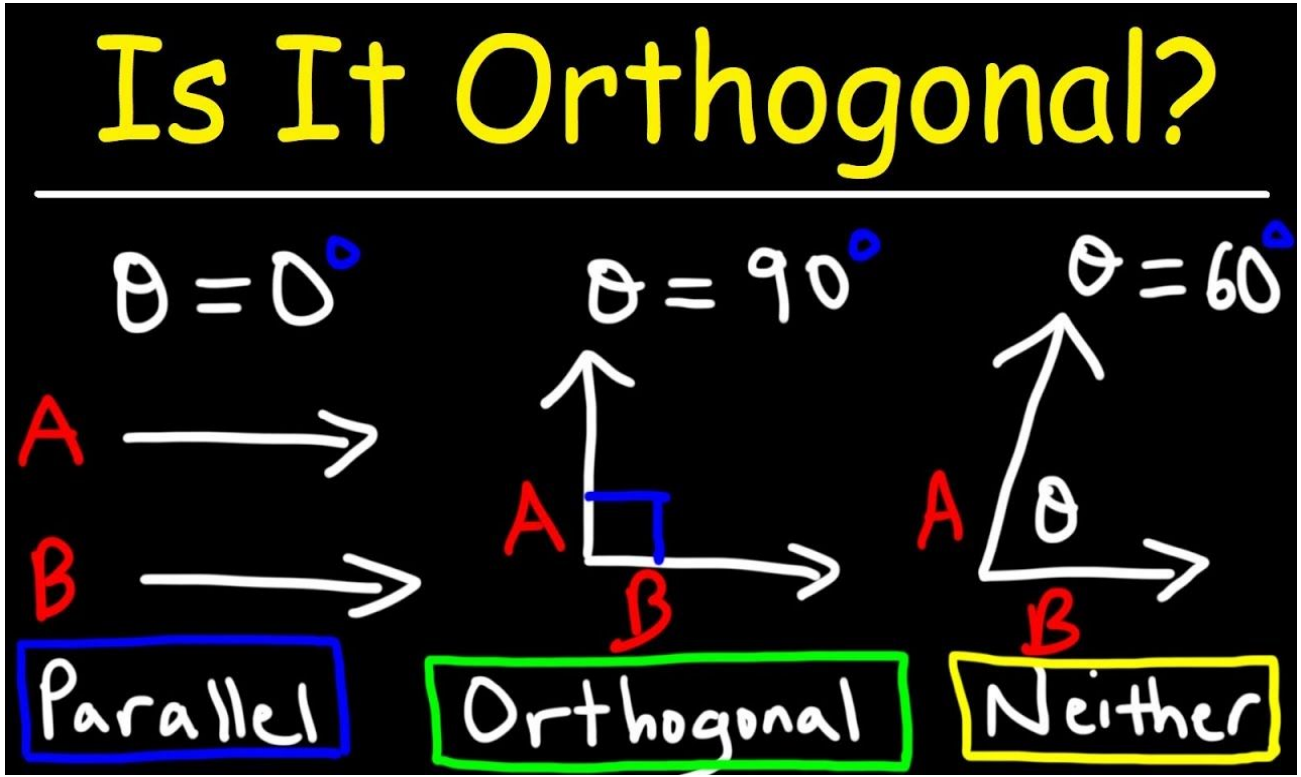


- 3 TIPS
  - Hot Spots: low resource, high perf gains
  - Cold Spots: high resource, low perf gains
  - Horse Trading

Over time move your resources from Cold Spots to Hot Spots



Pragmatic Prog: Orthogonal Systems



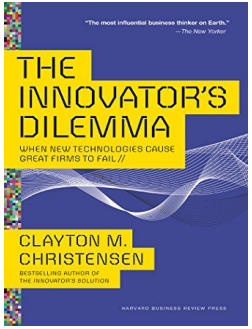
Operational System for Work

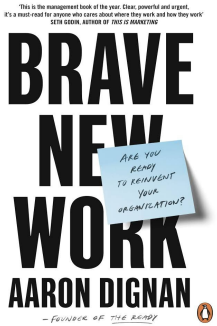
The OS Canvas

PURPOSE How we orient and steer	**AUTHORITY** How we share power and make decisions	**STRUCTURE** How we organize and team
STRATEGY How we plan and prioritize	**RESOURCES** How we invest our time and money	**INNOVATION** How we learn and evolve
WORKFLOW How we divide and do the work	**MEETINGS** How we convene and coordinate	**INFORMATION** How we share and use data
MEMBERSHIP How we define and cultivate relationships	**MASTERY** How we grow and mature	**COMPENSATION** How we pay and provide

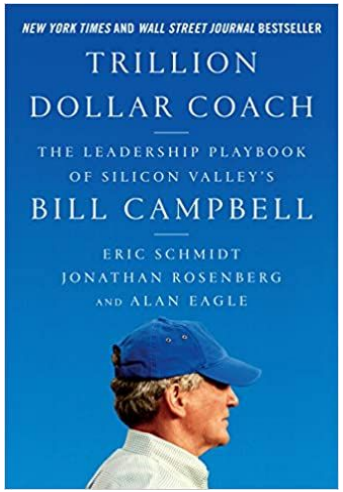
Red Team

From military (Put yourself out of business)





Boosting Performance creates demange at long run!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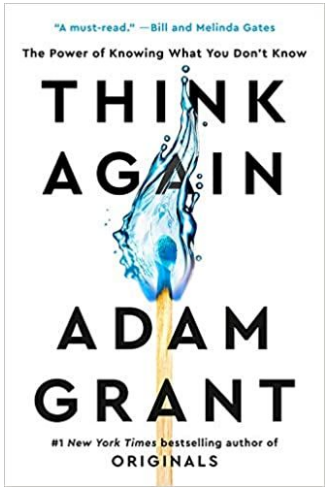
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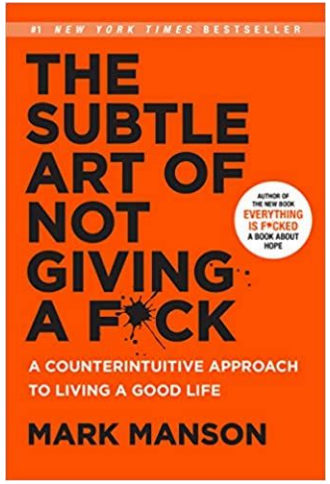
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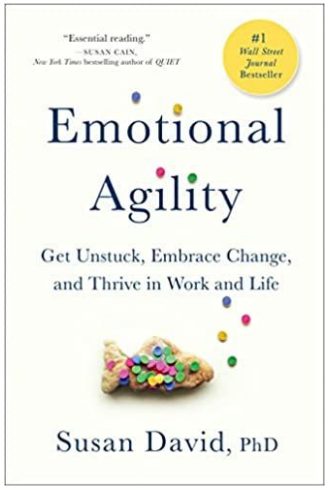
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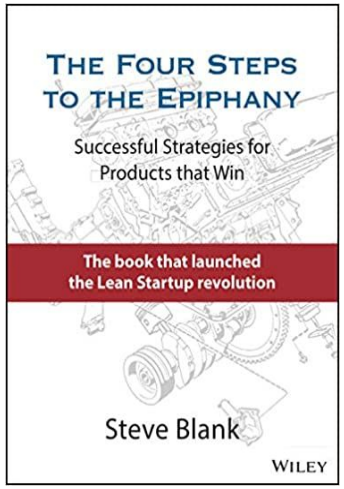
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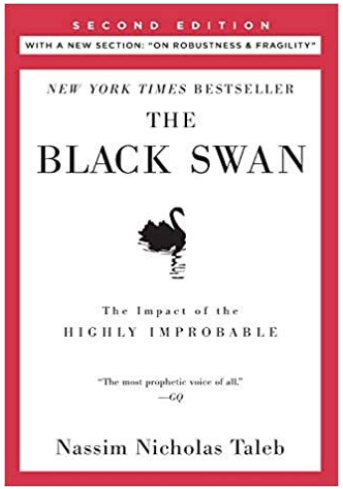
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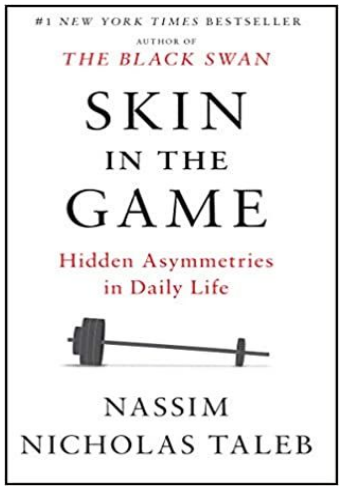
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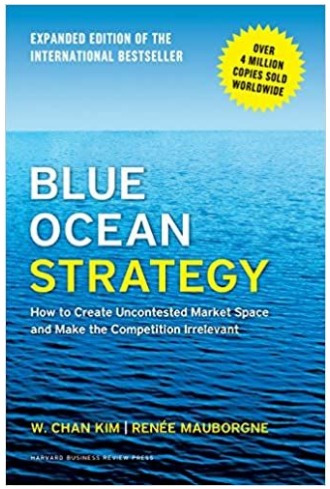
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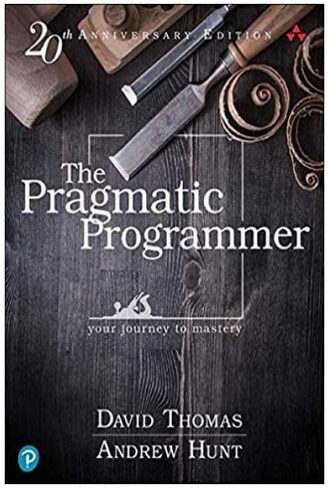
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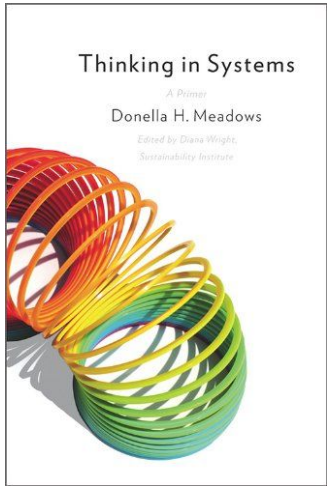
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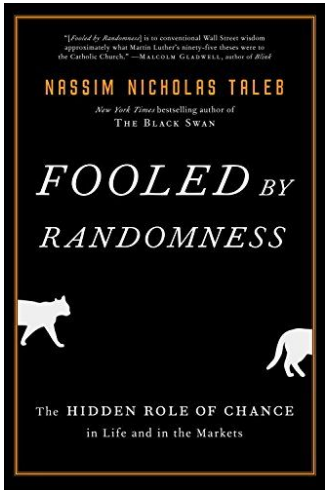
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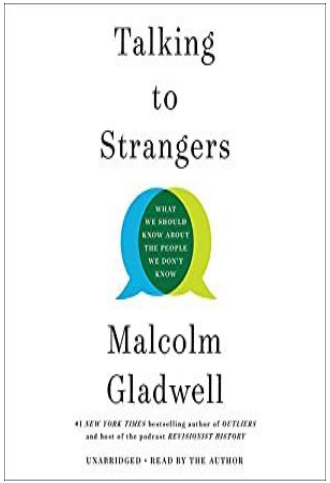
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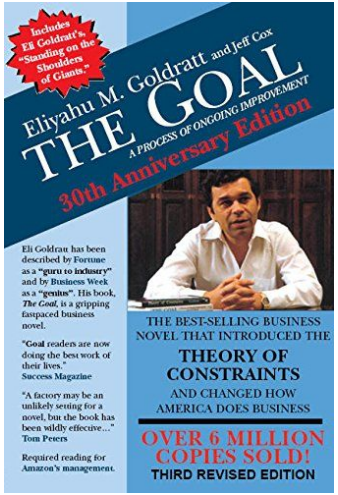
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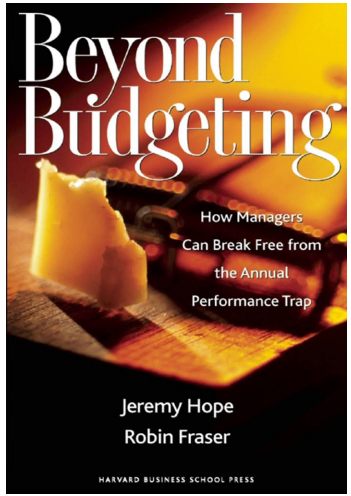
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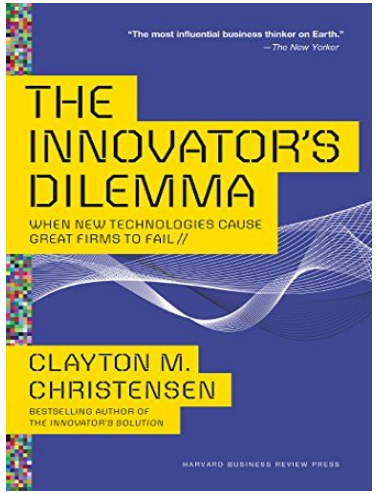
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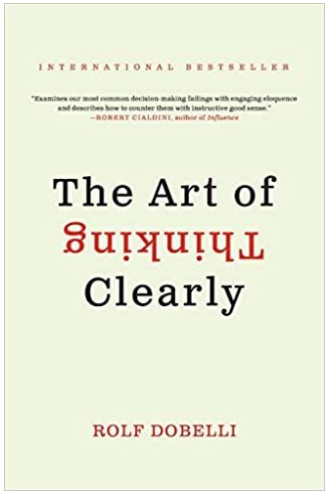
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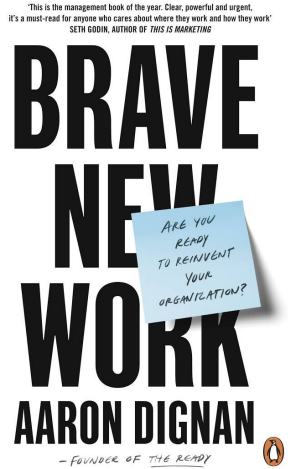
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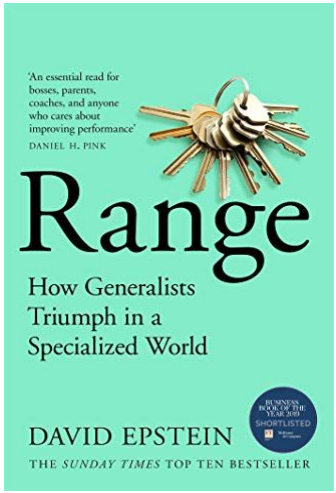
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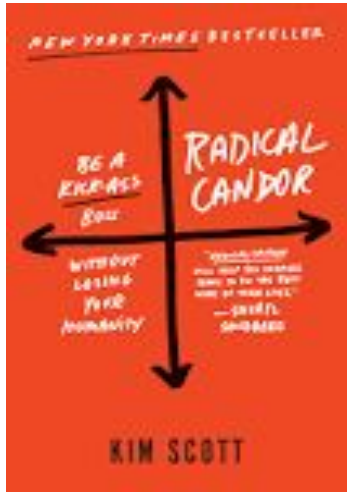
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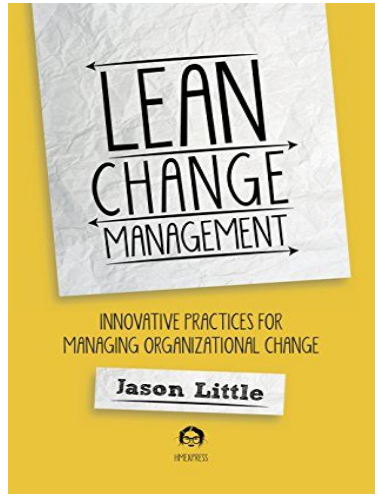
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