

# ENTER THE DOJO - GROWING DEVOPS, AGILE PRACTICES THAT STICK



Slides - <https://dojoandco.com/speaking>



# ABOUT ME



Joel Tosi

- Dojo Coach for over 7 years
- Coach in 8 dojos, advisor to 6 others
- 15 years experience coaching teams
- Past lives - Architect at Red Hat; Trading Platforms; Blah blah blah

**Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and people that expect quick results, are doomed to disappointment.**

**W. Edwards Deming**

# WHAT IS NEEDED TO LEARN?

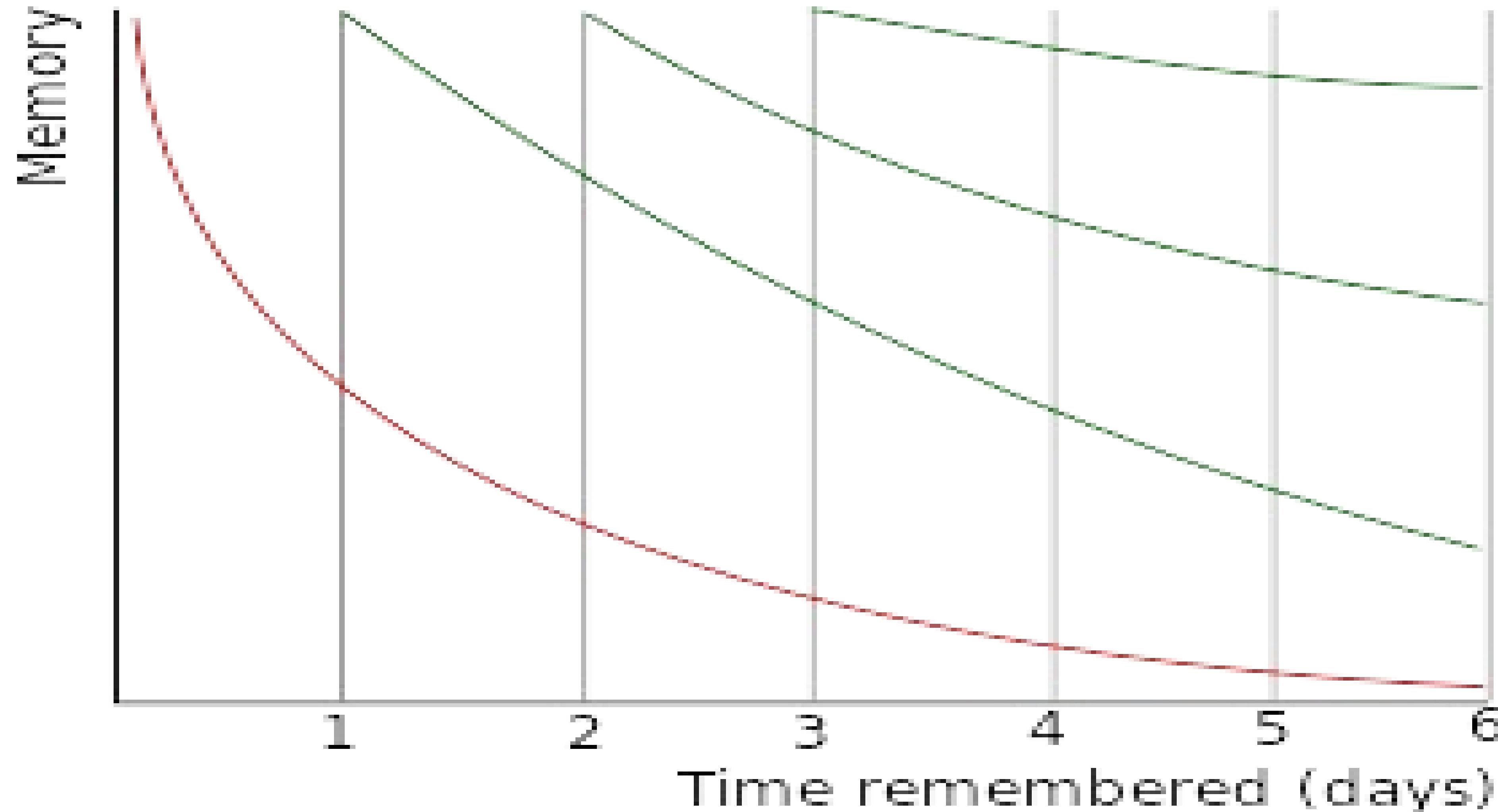
Repetition / Experimentation

Continuation / Growth

Context

Experiences

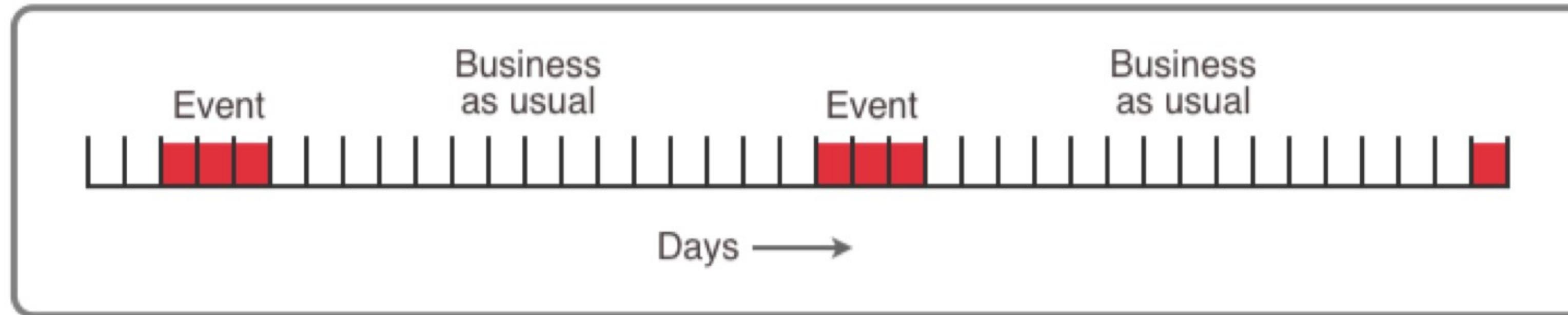
# The Forgetting Curve



[https://en.wikipedia.org/wiki/Forgetting\\_curve](https://en.wikipedia.org/wiki/Forgetting_curve)

# CREATING A CULTURE OF LEARNING

If we only periodically conduct training events or only episodically work on improvement -- and the rest of the time it's business as usual -- then according to neuroscience **what we're actually teaching is *business as usual.***



[http://www-personal.umich.edu/~mrother/KATA\\_Files/Kata\\_Presentation.pptx](http://www-personal.umich.edu/~mrother/KATA_Files/Kata_Presentation.pptx)

# KNOWLEDGE TRANSFERS ARE INEFFECTIVE



# EXPERIENCE BASED



# WE COPY...WE COMPARE...IT DOES NOT WORK

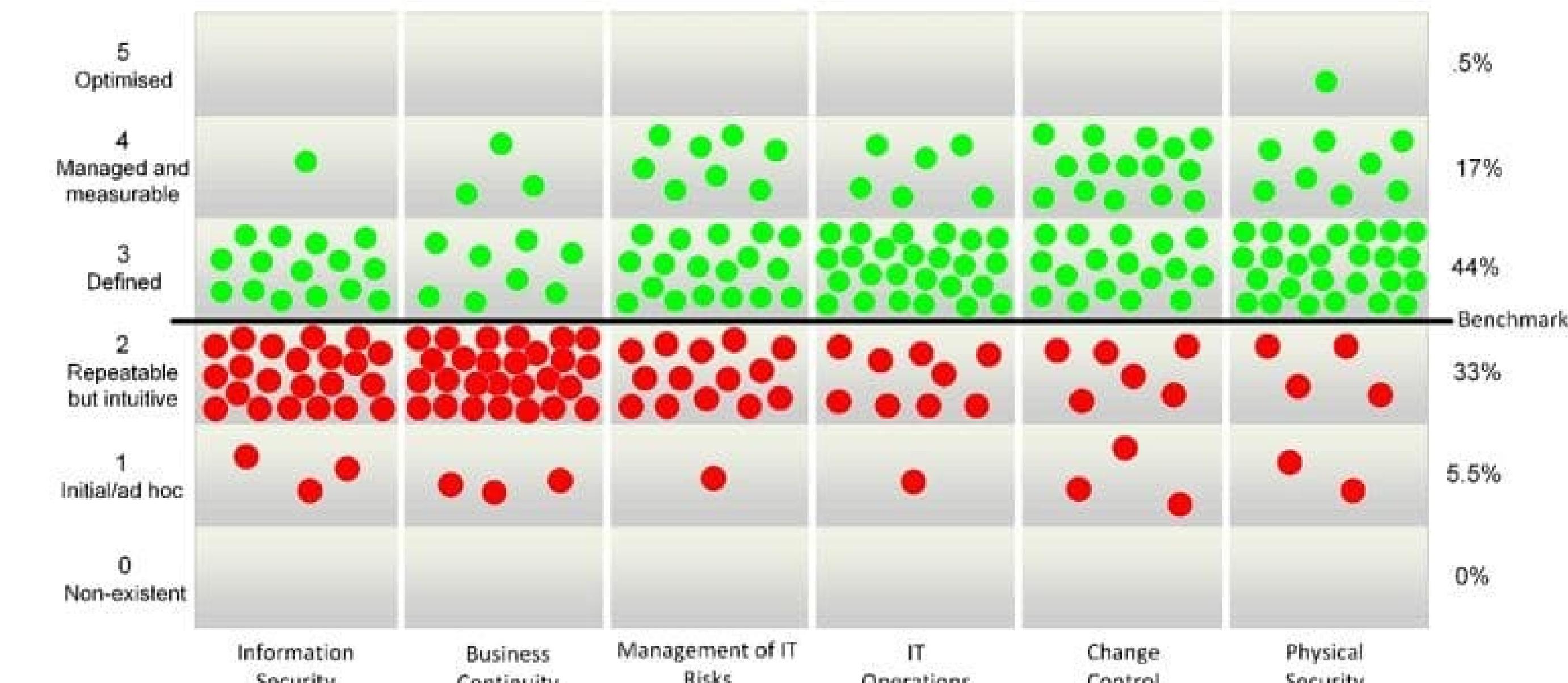


Figure 1: Capability maturity model assessment results

# TRANSFORMATIONS AREN'T

# EMBRACE LEARNING

# A LEARNING ORGANIZATION NEEDS

Repetition / Experimentation

Continuation / Growth

Context

Experiences

Double-loop Learning

# ENTER THE DOJO

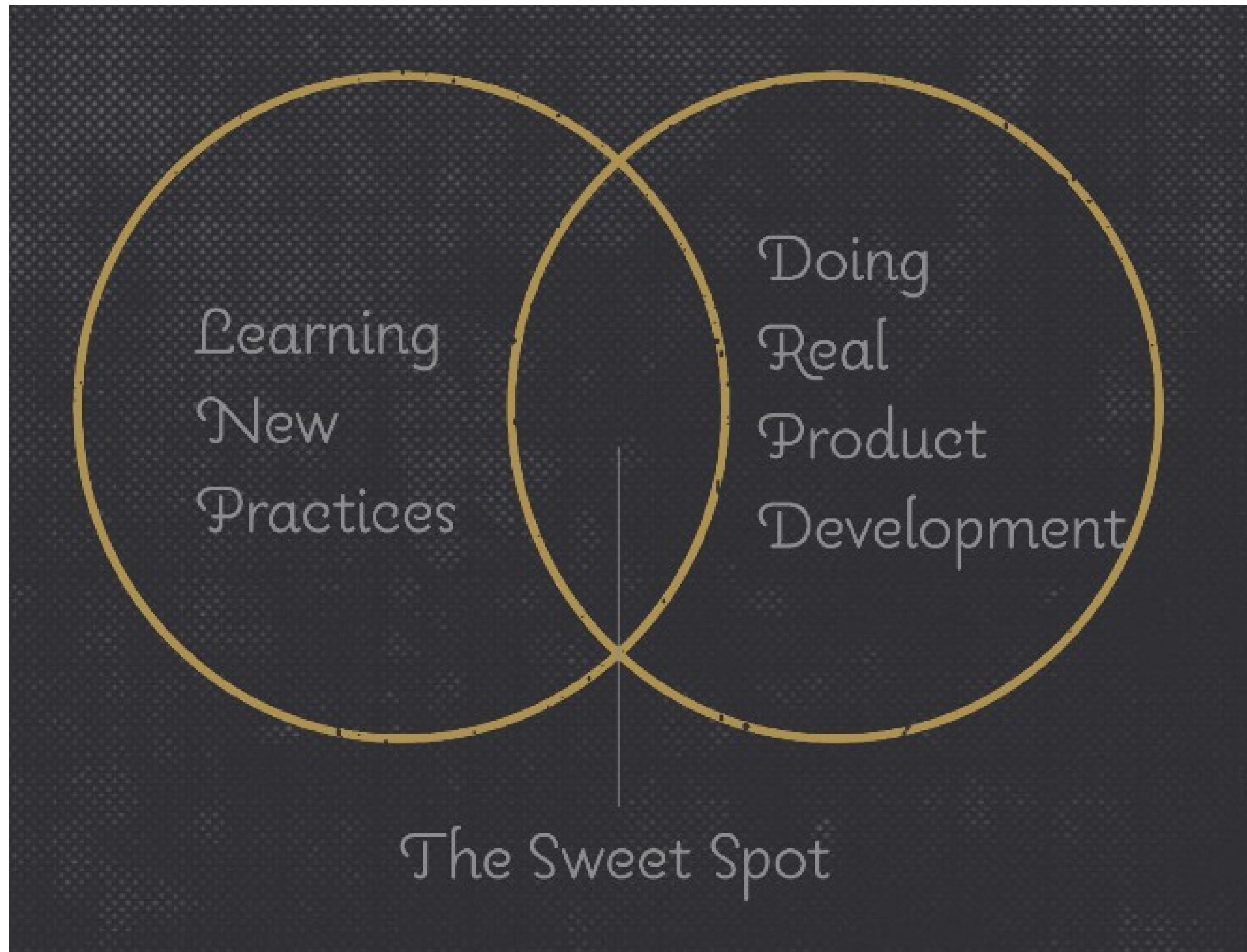
# WHAT IS A DOJO

Dojos are immersive learning experiences where full-stack product teams learn new practices and processes, applying them while delivering real-world products and services, within the constraints of their organization.

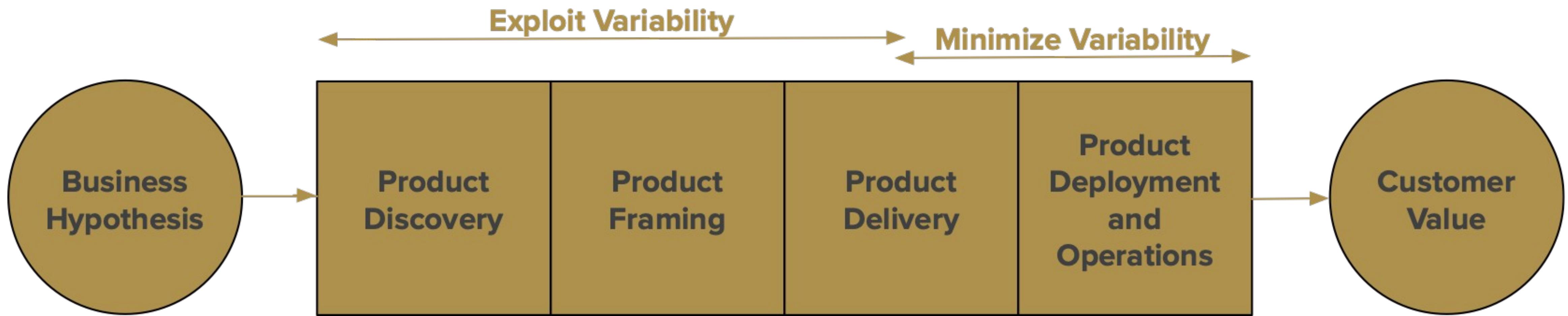
The Dojo is both a physical space and a way of learning and practicing.



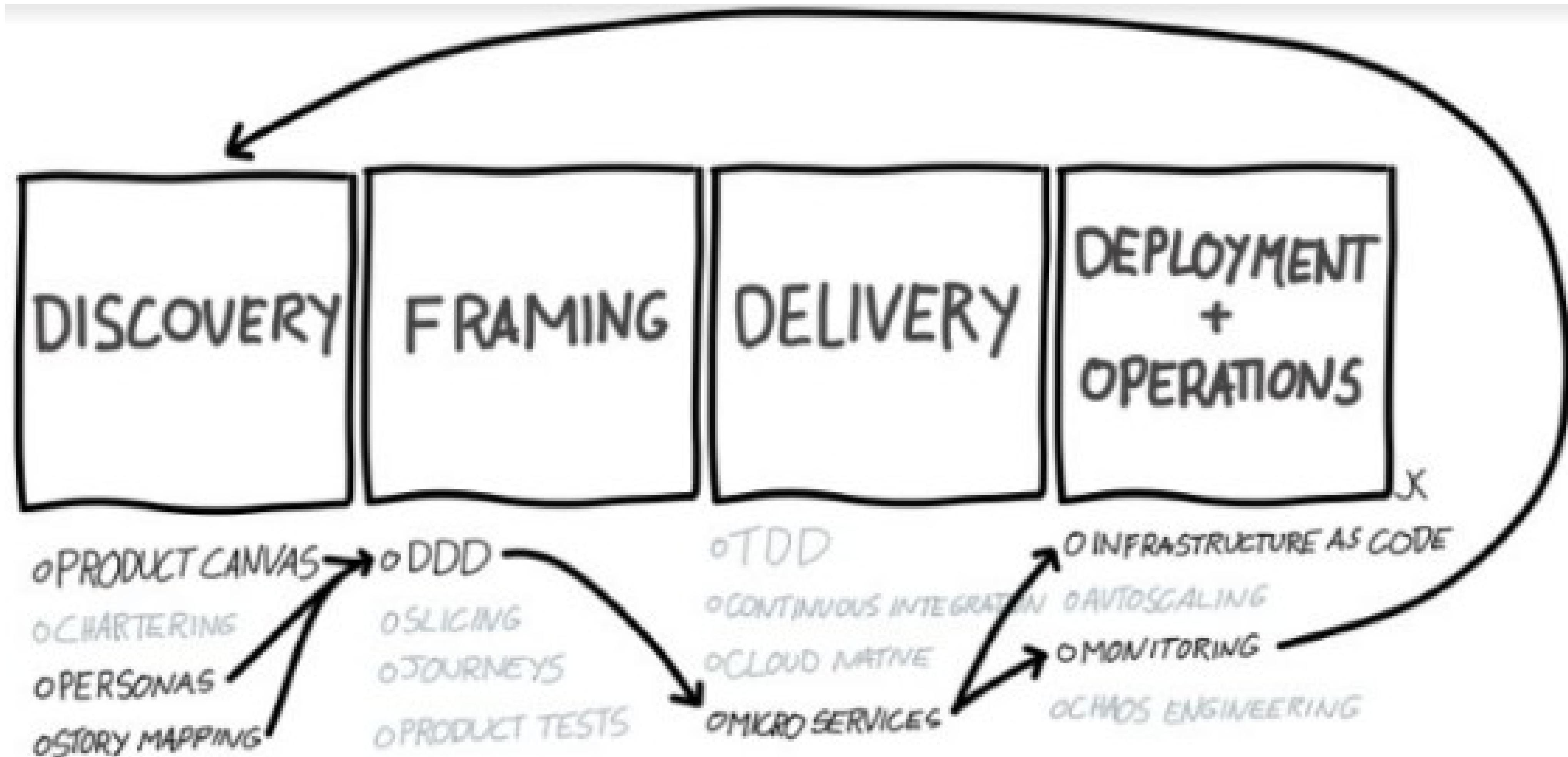
# LEARNING IN CONTEXT



# THE DOJO VALUE STREAM

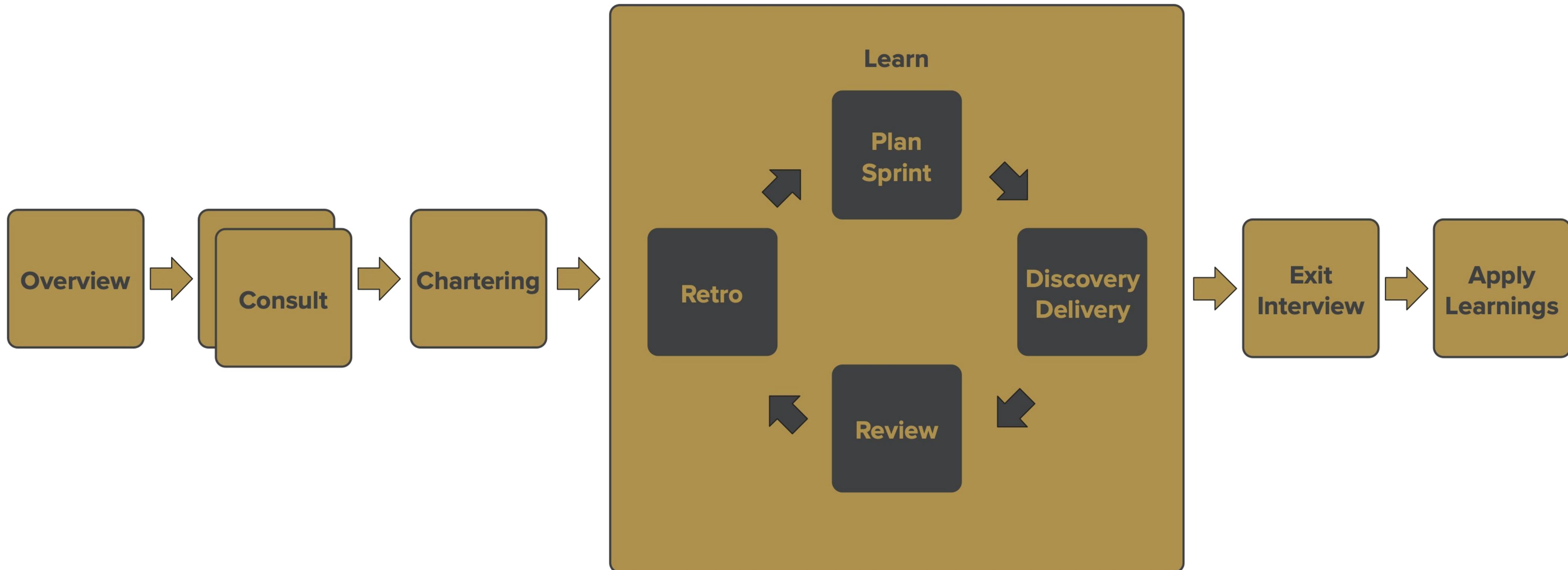


# SKILLS ARE COMPLIMENTARY



The “Standard” Format

## A SAMPLE FLOW



# WHAT IT COULD LOOK LIKE

## Team A - New Product Development

Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
<b>Product Discovery</b>		<b>API Design</b>	<b>Develop First Service</b>		<b>Develop Additional Services</b>		<b>Create API Gateway</b>		<b>Add OAuth 2</b>
			<b>Define and Create Automated Integration Tests</b>		<b>Introduce Simulator for External System Dependencies</b>		<b>Define and Create Automated Integration Tests</b>		
		<b>CD Pipeline Design</b>	<b>Create Build Stage</b>		<b>Add Static Analysis</b>	<b>Add Security Analysis</b>	<b>Add Integration Tests to Pipeline</b>		<b>Create Packages</b>

## Team B - Cloud Migration

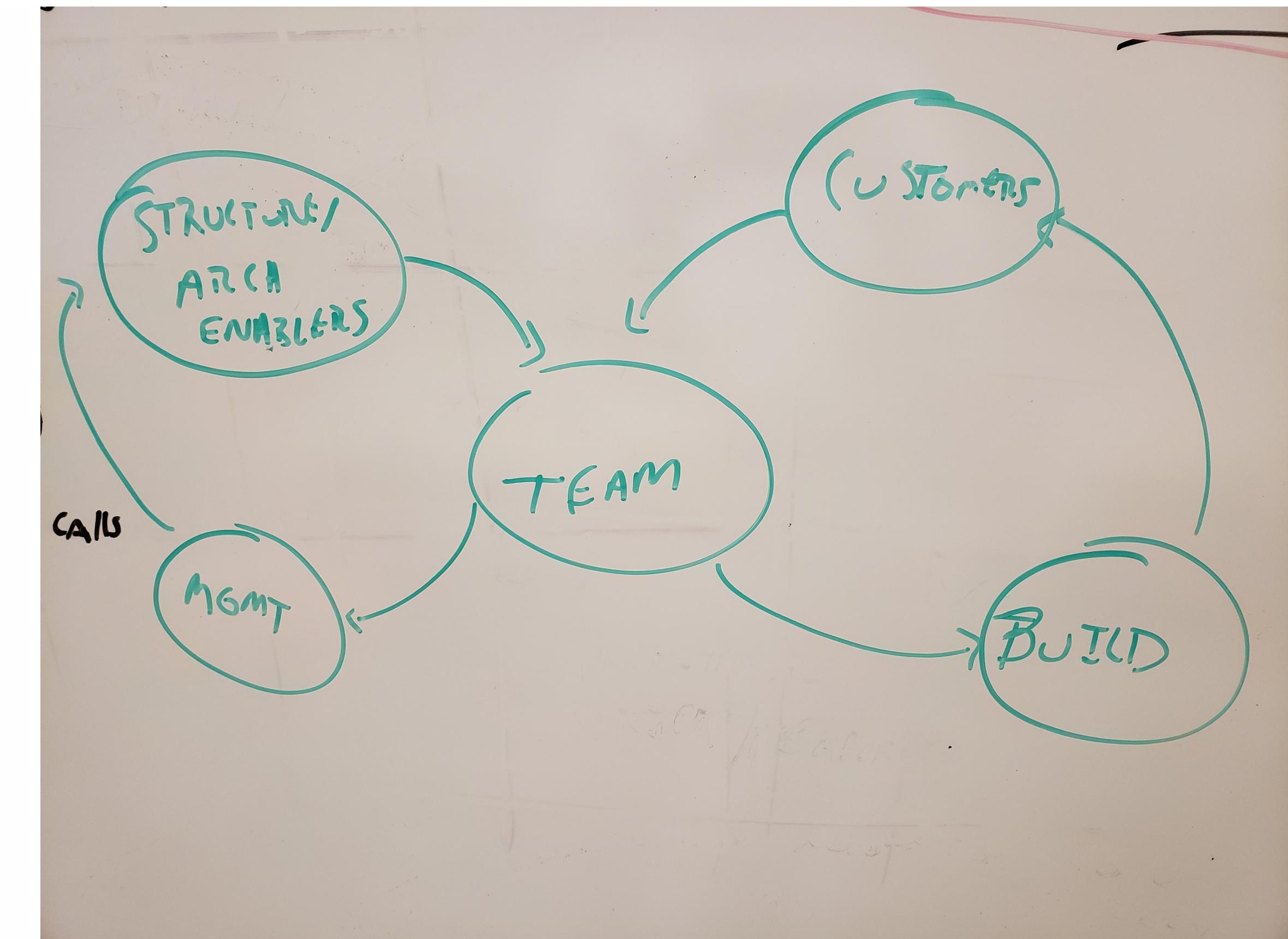
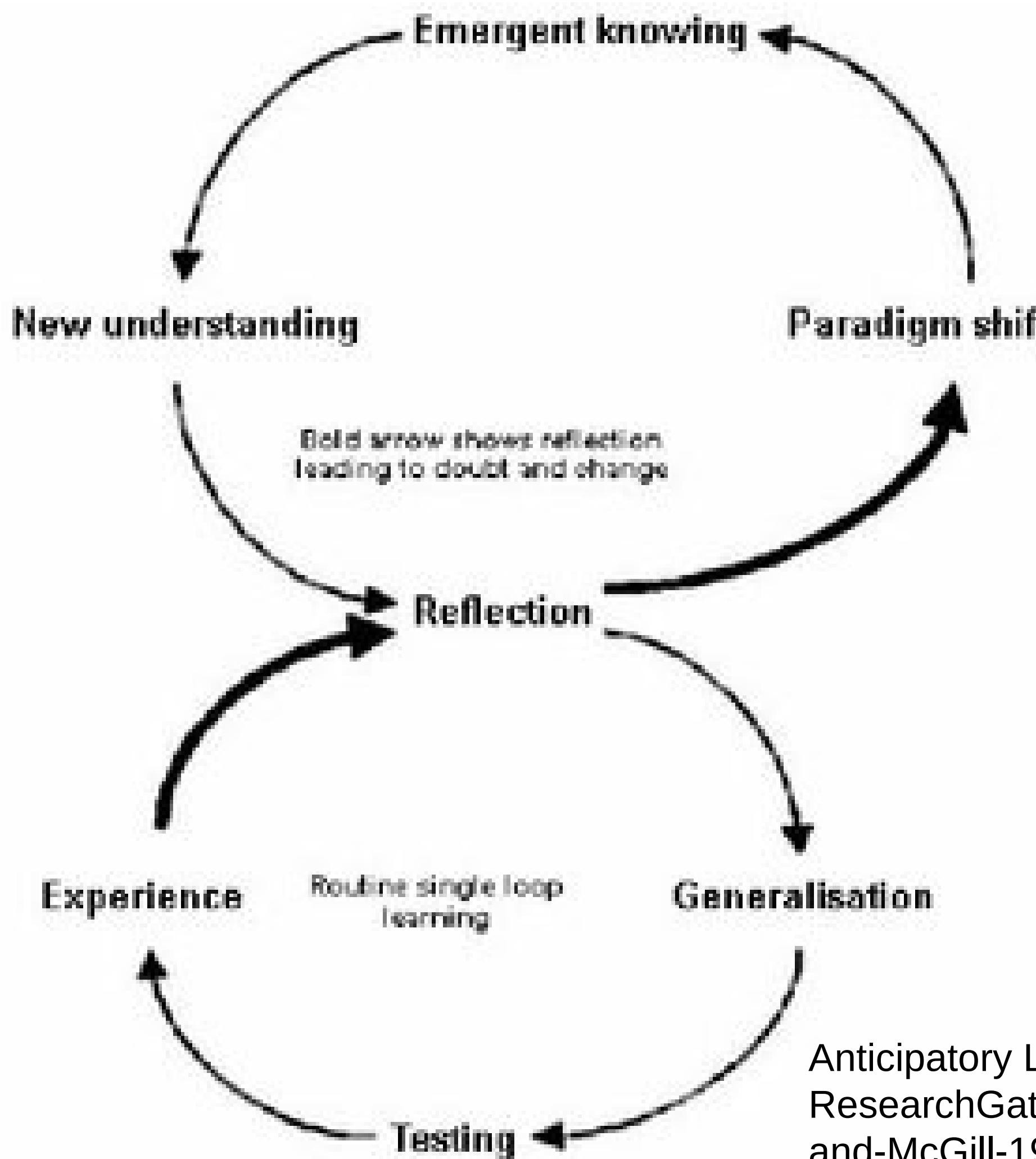
Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
<b>Define Cloud Migration Backlog</b>		<b>Learn Chef</b>	<b>Configure EC2 Instances</b>		<b>Configure RDS Services</b>		<b>Configure Load Balancers and Auto Scaling</b>		<b>Configure Logging</b>
			<b>Blue/Green Deployment Capabilities</b>		<b>Introduce Simulator for External System Dependencies</b>		<b>Add Monitoring</b>		<b>Configure Alerts</b>
		<b>CD Pipeline Design</b>	<b>Modify Current Deployment Stage</b>		<b>Add Integration Tests to Pipeline</b>		<b>Add Static Analysis</b>	<b>Add Security Analysis</b>	<b>Create Packages</b>

**COACHES HELP TEAMS**

**TEAMS HELP TEAMS**

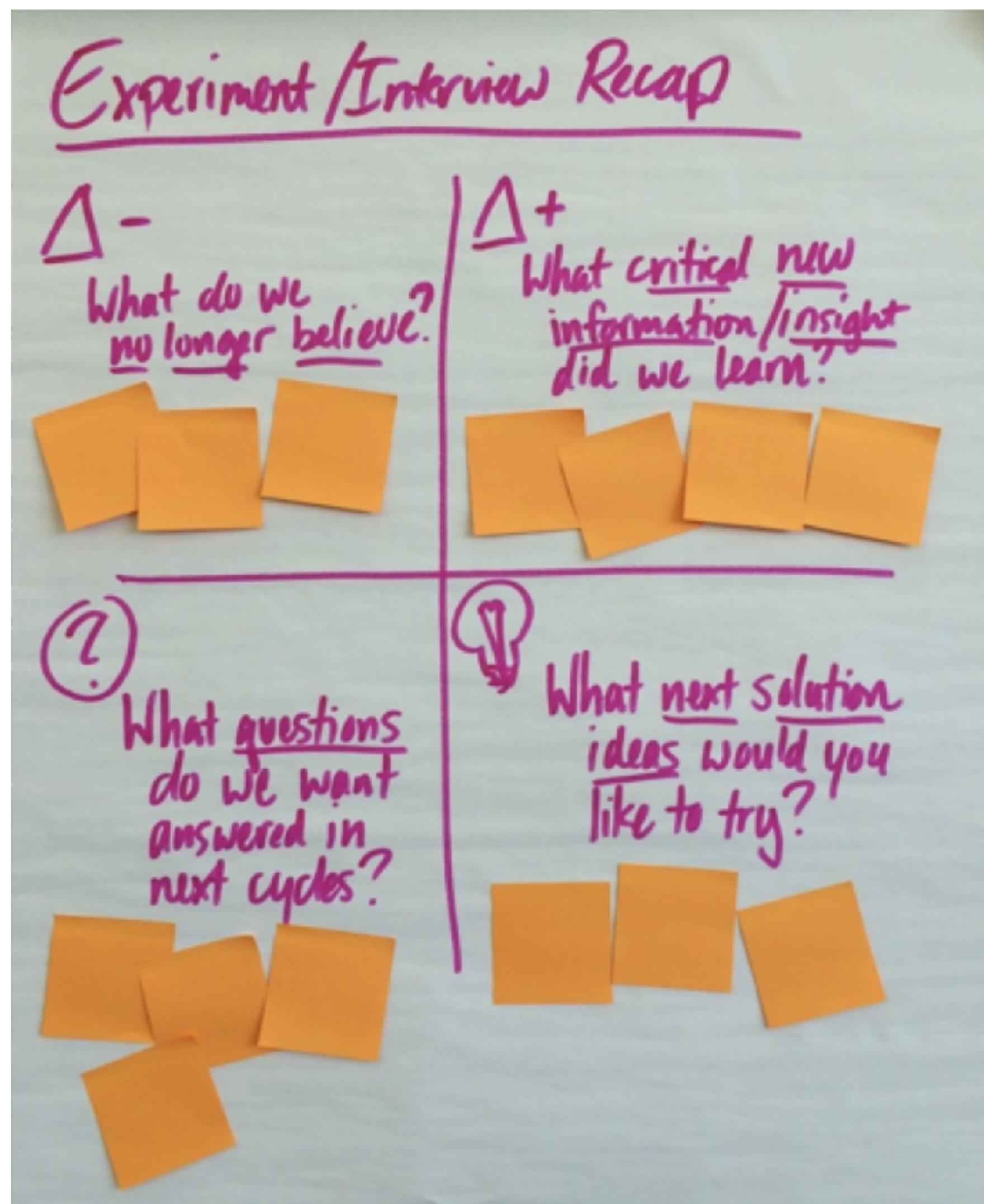
**LEARNING BECOMES A GIVEN**

# TEAM LEARNING CREATES ORGANIZATIONAL LEARNING



Anticipatory Learning for Climate Change Adaptation and Resilience - Scientific Figure on ResearchGate. Available from: [https://www.researchgate.net/figure/Double-loop-learning-Brockbank-and-McGill-1998\\_fig3\\_46168431](https://www.researchgate.net/figure/Double-loop-learning-Brockbank-and-McGill-1998_fig3_46168431) [accessed 13 Jan, 2020]

# EMBRACING LEARNING REVEALS BIAS



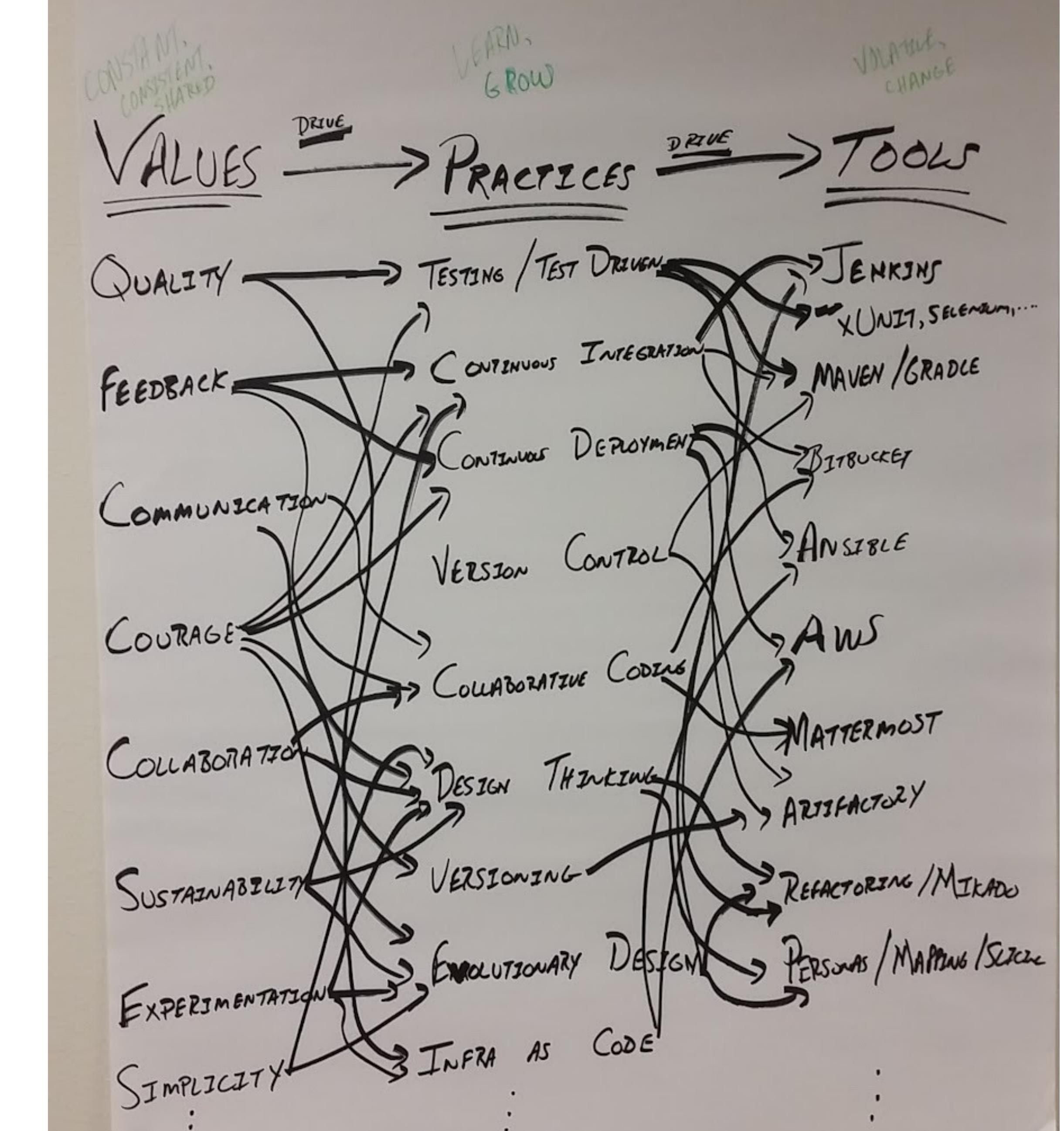
# START YOUR OWN DOJO

# WHERE WILL YOU PUT YOUR FOCUS?

# PRACTICES ARE TIED TO VALUES

Tools should be the last thing you decide on.

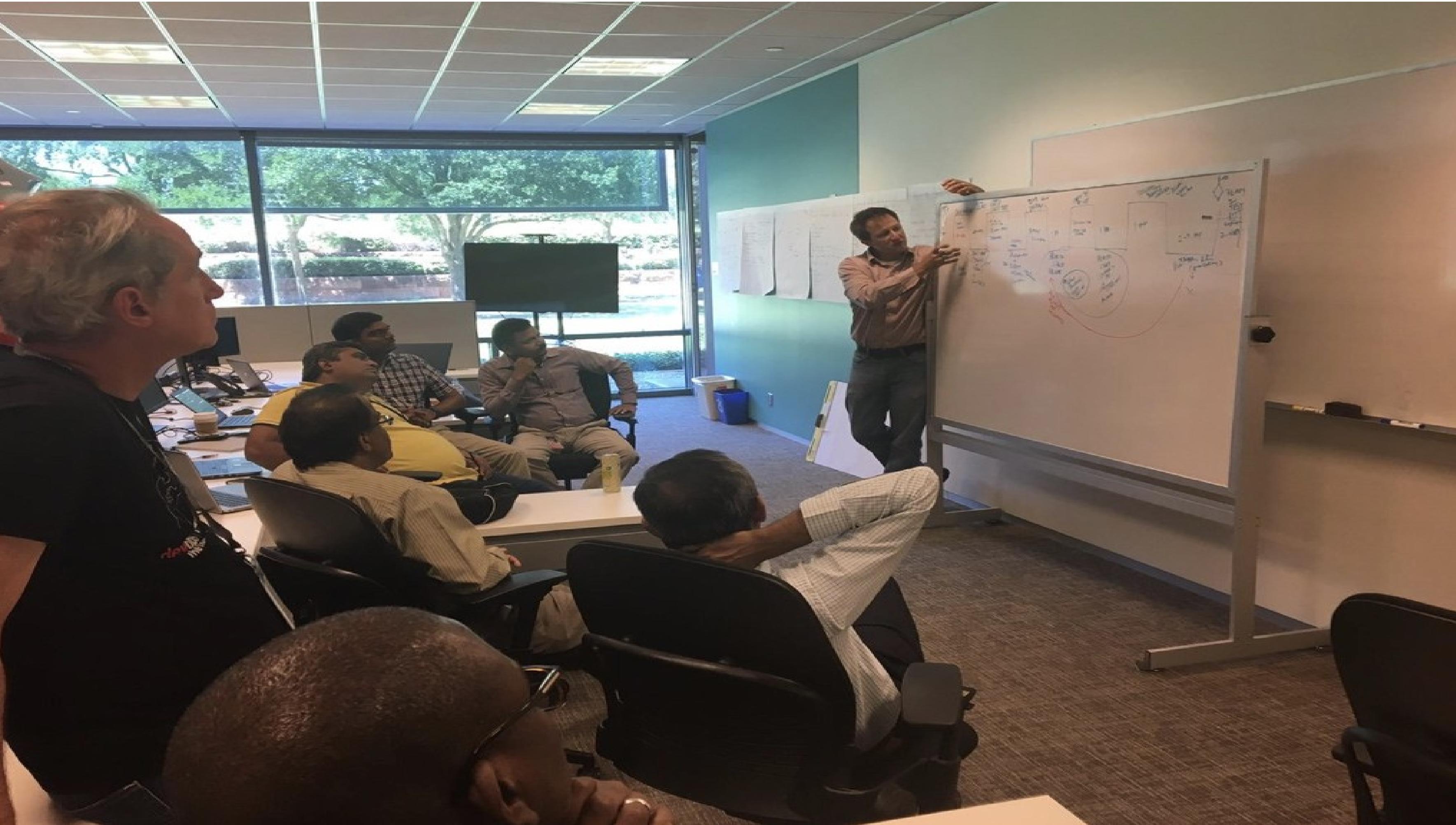
Tools shouldn't "drive" the conversation.



# GROUNDING THE DISCUSSION

	<b>Standard Training</b>	<b>Dojo</b>
<b>Topic Variety</b>	Single Topic	Multiple topics and their relation
<b>Learning Targets</b>	Individuals	Teams and individuals
<b>Context</b>	No organizational context	Direct organizational context
<b>Constraints</b>	None - sandbox environments	Organization's environments and codebases.
<b>Organizational Impact</b>	Questionable	Evolutionary
<b>Cost</b>	High Cost, Low Investment - individuals taken out of their work for days.	High Investment, Low cost - Cost per person is low. because of multiple topics, multiple people learning consistently.
<b>Growth</b>	Skill growth	Skill growth, team growth, grow internal teachers / leaders

# GO TO THE TEAMS IF NECESSARY



# COACHING FOR LEARNING

	<b>Dojo</b>	<b>Conventional SCRUM</b>
<b>Standup</b>	What are our learnings? Have new learnings changed our approach?	3 questions
<b>Demo</b>	Learning demo (with product) 30 minutes	Product demo
<b>Retro</b>	Test Driven, Small 15 minutes	3 questions - other exercises Up to 3 hours
<b>Sprint Planning</b>	Now / Next / Later Next Best Investment Continuously adjusted 60 minutes	Plan to capacity (using velocity) 8 Hours for 1 month sprint Committed and then “locked” Sprint goal
<b>Sprint Duration</b>	2.5 days	2-4 weeks
<b>Estimating</b>	Low ceremony - Is it too big?	Planning poker - how big?

# START YOUR OWN DOJO SUMMARY

- 1) Pick a set of practices and learning goals based on the organizations values and direction to seed your offerings
- 2) You don't have to go 'all in' immediately on a physical space but get the pilot teams out of their normal workspace
- 3) Staff the dojo with your best and brightest. Recognize experience and mastery

**EMBRACE LEARNING**

**CONTINUOUSLY EXPERIMENT,  
LEARN, EVOLVE**

# A PARTING THOUGHT

The greatest waste in America is failure to use the abilities of its people.

W. Edwards Deming

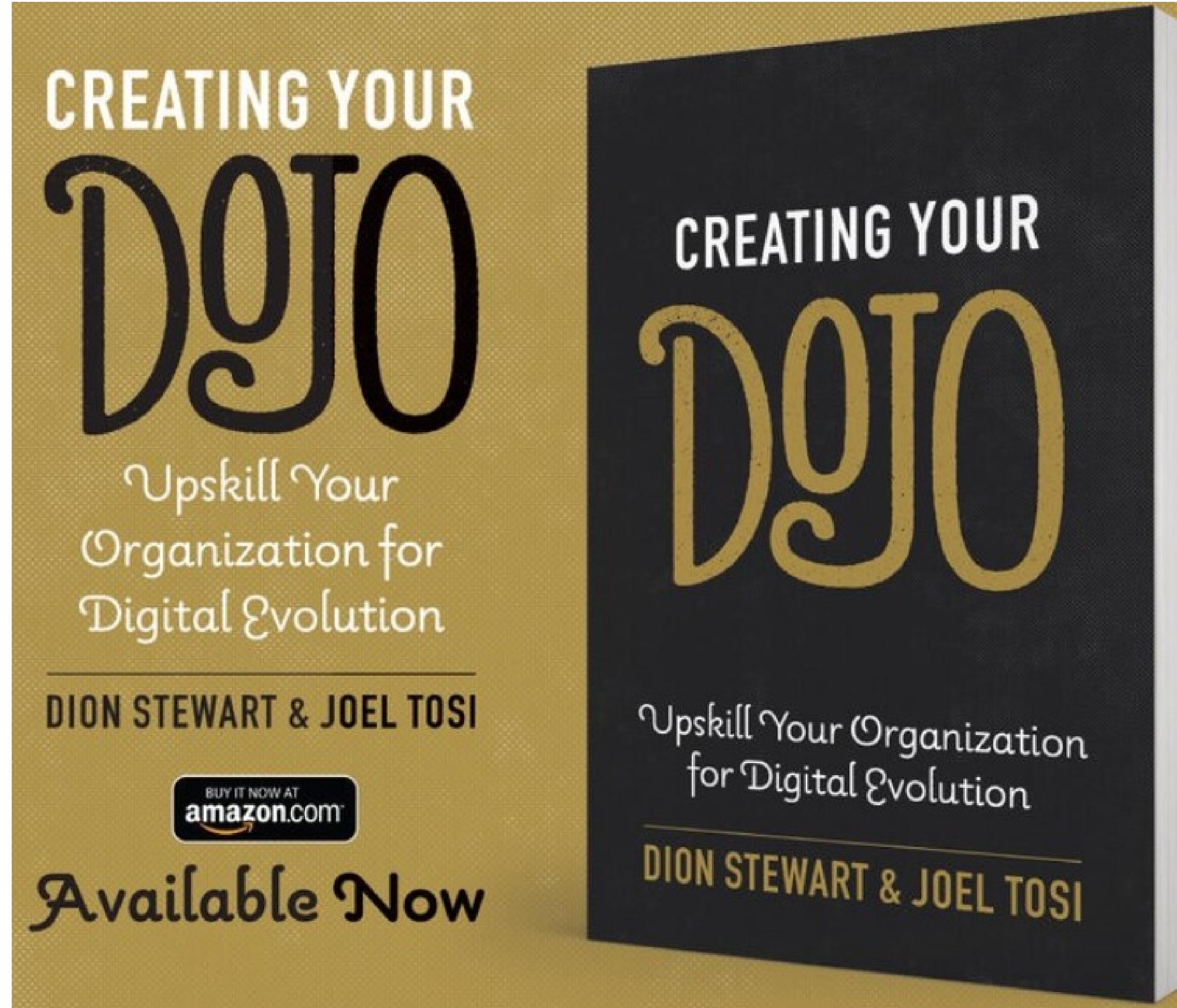
# IF YOU WANT TO LEARN MORE

Blog – <https://www dojoandco.com/blog>

Podcast – <https://www dojoandco.com/podcast>

Workshops – <https://www dojoandco.com/workshops>

# WHAT ARE YOUR QUESTIONS?



# ORGANIZATIONAL CHANGE THROUGH LEARNING CREATING YOUR DOJO



Slides - <https://dojoandco.com/speaking>