

cf.Objective() 2017

A Place to Grow

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Building a Learning Organization

Lenses

Macro Lens: Multiplier Mindset

Lens: How team members treat one another

- Psychological safety
- Infectious curiosity

Lens: How teams are composed and tasks assigned

- Diversity and Inclusion
- In praise of maintenance

Lens: How products are built and run

- Agile
 - Discovery & Feedback
 - The two most important questions
 - Retrospectives

Lens: How organizations respond to failure

- Risk taking and learning from failure

Humane Development

Empathy ♥ Honesty ♥ Trust ♥ Autonomy

We believe that software engineering, like all creative endeavors, has great potential to improve the human condition. Steps toward realizing this potential must be taken with this axiom in mind:

We are **humans**
working with **humans**
to develop software
for the benefit of **humans**.

Ernie Miller

Multipliers vs. Diminishers

WALL STREET JOURNAL BESTSELLER

multipliers

HOW THE BEST LEADERS
MAKE EVERYONE SMARTER



LIZ WISEMAN | WITH GREG McKEOWN

FOREWORD BY STEPHEN R. COVEY

The Mindset of a Diminisher

“Really intelligent people are rare. They will never figure things out without me”

The Mindset of a Multiplier

“People are smart and will figure this out”

Collective Intelligence

“Multipliers create collective, viral intelligence in their organizations”

A Diminisher...

- May be a Genius, but doesn't create geniuses
- Stifles others' intelligence
- Depletes the organization of intelligence and capability

A Multiplier ...

- Is a “Genius Maker”
- Brings out intelligence in others
- Builds collective, viral intelligence in organizations

**“Organizations are replete
with underchallenged
masses”**

“People actually get
smarter and more capable
around them”

**“They are accelerators to
other people’s careers”**

“The mind of the Multiplier
works like this: If I can find
someone’s genius, I can
put them to work”

“What do they do better than anything else they do?

What do they do better than the people around them?

What do they do without effort?

What do they do without being asked?

What do they do readily without being paid?”

“Fish discover water last”

A Multiplier Is...

- A Talent Magnet
- A Liberator
- A Challenger
- A Debate Maker
- An Investor

A Diminisher Is...

- An Empire Builder
- A Tyrant
- A Know-It-All
- A Decision Maker
- A Micro Manager



THE OPTIMIST

INTENTION:

To create a belief that the team can do it

OUTCOME:

People wonder if they appreciate the struggle and the possibility of failure.



THE RAPID RESPONDER

INTENTION:

To keep their organization moving fast

OUTCOME:

They move fast, but their organization moves slowly because there is a traffic jam of too many decisions or changes.



THE PACESETTER

INTENTION:

To set a high standard for quality or a pace

OUTCOME:

Other people become spectators or give up when they can't keep up.



THE ACCIDENTAL DIMINISHER is the well-intended leader, often following popular management practices, who subtly and, completely unaware, shuts down the intelligence of others.



THE RESCUER

INTENTION:

To ensure people are successful and to protect their reputation

OUTCOME:

Their people become dependent on them, which weakens their reputation.



THE IDEA GUY

INTENTION:

For their ideas to stimulate ideas in others

OUTCOME:

They overwhelm others, who either shut down or spend time chasing the idea du jour.



ALWAYS ON

INTENTION:

To create infectious energy and share their point of view

OUTCOME:

They consume all the space, and other people tune them out.



SIX TYPES OF ACCIDENTAL DIMINISHERS

FROM
'MULTIPLIERS'
BY
LIZ WISEMAN

www.multipliersbooks.com

Story time: Multipliers in Action

Silent Killers

Know-it-all-ness

Do-it-all-ness

My 3 Wishes

How Team Members Treat One Another

“Psychological Safety”

Dr. Amy Edmondson

THE WORK ISSUE:
REIMAGINING THE OFFICE

01 How to Build a Perfect Team

02 The War on Meetings

03 The Case for Blind Hiring

04 Failure to Lunch

05 The 'Good Jobs' Gamble

06 Rethinking the Work-Life Equation

07 The Rise of White-Collar Automation

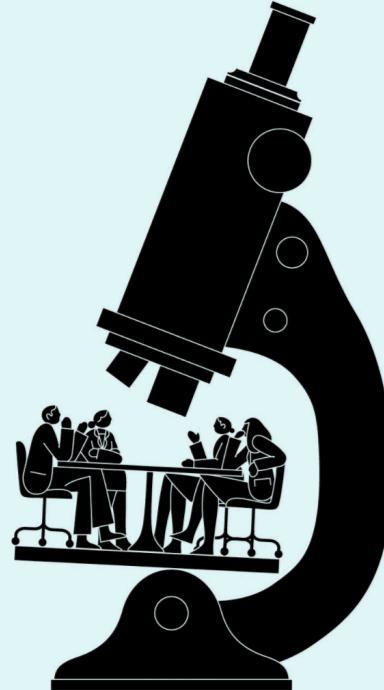
08 The Post-Cubic >

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG

FEB. 25, 2016



Questionnaire

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

3 Simple Things You Can Do

1. Frame the work as a learning problem, not an execution problem.
2. Acknowledge your own fallibility.
3. Model curiosity and ask lots of questions.

<https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/foster-psychological-safety/>

Infectious Curiosity

“I wonder...”

“What if?”

“I don’t know”

“What are the tradeoffs?”

“What do you think?”

“How did you
figure that out?”

Vocalize your curiosity!

How Teams are Composed and Tasks Assigned

Diversity & Inclusion

D&I are moral imperatives

D&I are business imperatives



I have work to do

Recruiting

Interviewing

Attention

Opportunity

“In Praise of Maintenance”

A black and white portrait of Kurt Vonnegut. He has curly, dark hair and a mustache. He is resting his chin on his hand, looking slightly to the side with a thoughtful expression.

Another flaw in the human character is that everybody wants to build and nobody wants to do maintenance.

(Kurt Vonnegut)

izquotes.com



Radio

In Praise of Maintenance

October 19, 2016 @ 11:00pm
by **Stephen J. Dubner**
Produced by: **Arwa Gunja**

[DOWNLOAD EPISODE](#)



LISTEN NOW:



In Praise of Maintenance / Freakonomics...

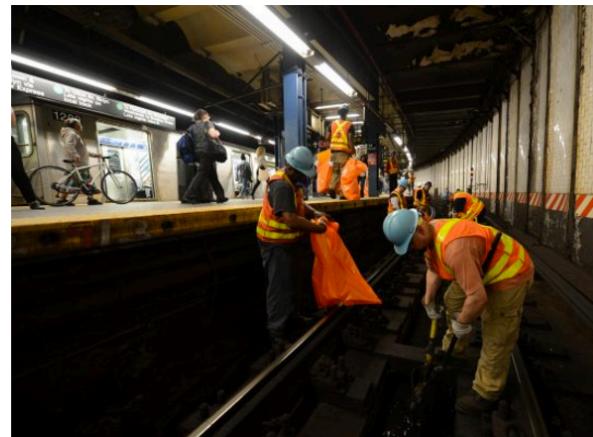
41:41



Our latest Freakonomics Radio episode is called "In Praise of Maintenance" (You can subscribe to the podcast at [iTunes](#) or [elsewhere](#), get the [RSS feed](#), or listen via the media player above.)

Has our culture's obsession with innovation led us to neglect the fact that things also need to be taken care of?

Below is a transcript of the episode, modified for your reading pleasure. For more



Is adequate maintenance more important for a growing society than exciting innovation? (Photo: Marc A.

**Learning is nearly always
Uncomfortable**

Maintaining others'
software can be
Deeply Uncomfortable

Developers cripple
themselves when they
don't embrace this
discomfort

How Products are Built and Run

Agile really is all about
Learning

**“Discovery” phases are about
Reducing Uncertainty**

The 2 most important questions:

Are we building the right thing?

How do we know that?

The most important ceremony is
the **Retrospective**

How Organizations Respond to Failure

Learning from Failure

3:52 AM: Uh-oh

3:53 AM: Definitely Uh-oh

4:05 AM: Yoohoo... still uh-oh

7:16 AM: First responder

7:25 AM: Cavalry

7:46 AM: Bat signal

8:00 AM: First phone call

8:10 AM: Bridge call... battlestations!

8:15 to 8:30 AM: A-ha!

8:30 to 9 AM: Fix rolled out

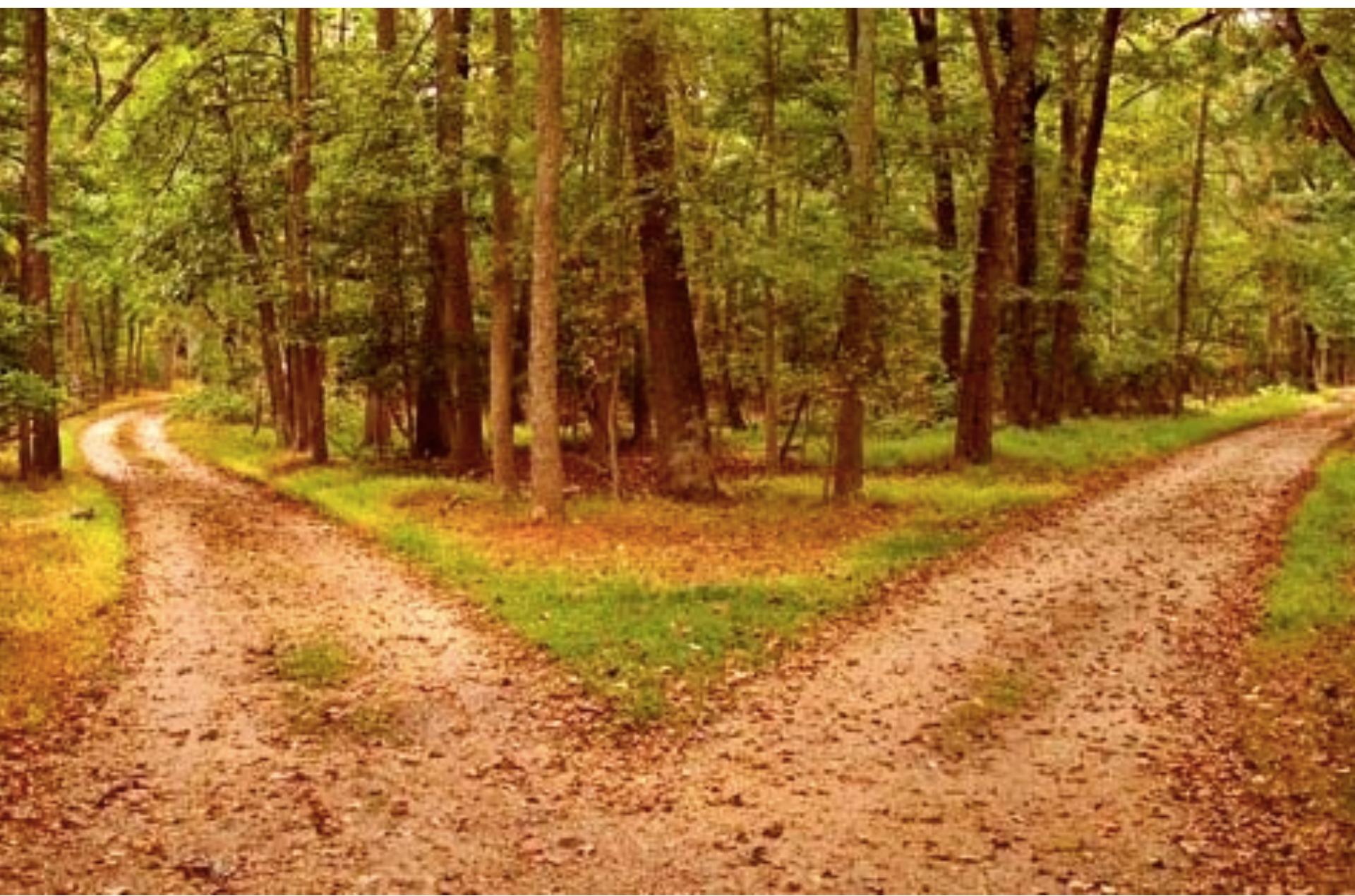
9:11 AM: All monitoring systems OK

@5 hours total time to recover

@2 hours from first response to
recovery

@1 hour to recover after swarming

@30 minutes to recover after
discovery



<http://lifeisaforkintheroad.com/wp-content/uploads/2013/07/Fork-In-Forest-darker.jpg>

“Blameless post-mortems”



Public data platform 10 7 2014

marcesher edited this page on Oct 16, 2014 · 2 revisions

2014-10-7 -- Mongos and mongod servers unable to communicate with each other

Disruption lasted from 3:52 AM to 9:05 AM (@ 5 hours)

Facts

- 3:52 AM, AWS sends Unhealthy Host alert. This indicates that the website was down
- 3:53 AM, Prod Jenkins sends alerts that all API servers are down
- 4:05 AM, MMS sends first alerts that hosts are down
- 7:16 AM, James checks TMGs, tries restarting services on api-p01 and mongo p08. emails Jonathan, Keith, Marc
- 7:25 AM, Marc responds, adds all linux sysadmins, starts investigating
- 7:46 AM, Marc responds to all, asking for help
- 8:00 AM or so, Marc calls Keith, who has started to investigate

Accountability = Tell Your Account

Identify systemic pressures

Team owns the solutions

Why blameless?

Copyrighted Material

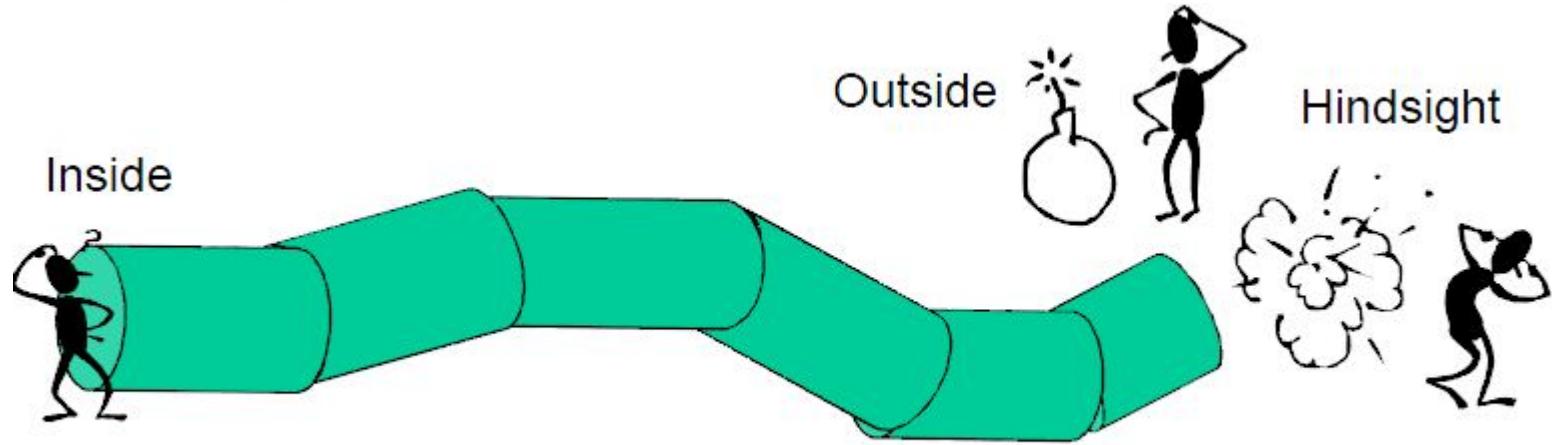
Sidney Dekker



The Field Guide to Understanding Human Error



Copyrighted Material



Sidney Dekker

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“Learning Culture” at the Sharp End

Resources

- <http://multipliersbooks.com/>
- <http://multipliersbooks.com/wp-content/uploads/2017/05/Multipliers-Minimizing-Accidental-Diminisher-Tendencies-May-2017.pdf>
- <http://freakonomics.com/podcast/in-praise-of-maintenance/>
- <http://freakonomics.com/podcast/gender-barriers/>
- <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>
- <https://rework.withgoogle.com/blog/how-to-foster-psychological-safety/>
- <https://codeascraft.com/2012/05/22/blameless-postmortems/>
- <https://codeascraft.com/2016/11/17/debriefing-facilitation-guide/>
- <http://www.amazon.com/Field-Guide-Understanding-Human-Error/dp/0754648265>
- http://lessonslearned.faa.gov/ll_main.cfm?TabID=3&LLID=59
- <https://hbr.org/2011/04/strategies-for-learning-from-failure>
- <http://charlesduhigg.com/the-power-of-habit/>
- http://www.axialent.com/uploads/paper/archivo/A%20Conscious%20Case%20for%20Diversity%20and%20Inclusion%20_%20Pamela%20Mattsson.pdf
- <https://hbr.org/2013/12/how-diversity-can-drive-innovation>
- <https://www.linkedin.com/pulse/diversity-moral-imperative-just-business-rob-cahill>
- <http://www.boykiemackay.com/productivity/10-years-of-experience-or-1-year-repeated-10-times/>
- <http://blog.jessitron.com/2017/06/the-most-productive-circumstances-for.html>
- <https://hbr.org/2013/05/your-optimism-might-be-stifling-your-team>
- <https://www.youtube.com/watch?v=MzTNMafyhfM>

My favorite relevant Twitter-ers

- <https://twitter.com/marcesher/lists/multipliers>

Final thoughts...

cf.Objective() 2017

Thanks!

Marc Esher

@marcesher

<https://marcesher.com>