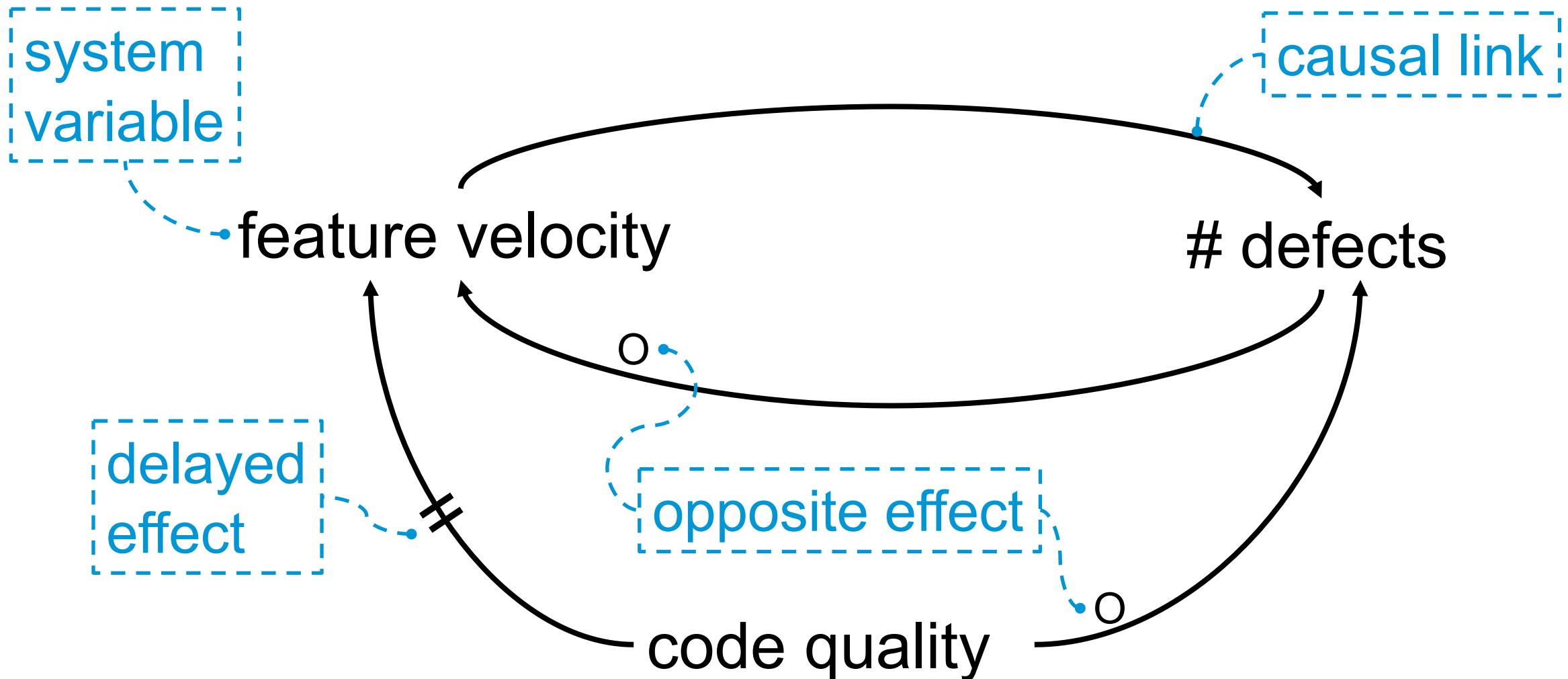
A large, ornate astronomical clock mounted on the Old Town Hall in Prague. The clock face is blue with gold markings, showing various astronomical data like the zodiac signs, the sun's position, and the phases of the moon. Two figures, known as the Sun King and the Moon Queen, are visible on the left side. A skeleton figure stands on the right side of the clock.

Understanding Context Using Causal Loop Diagramming

with James Carpenter

Notation Basics



- 3 to 5 people per breakout
- Expect to struggle at first. I'm intentionally throwing you in the deep end of the pool.
- I plan to visit each breakout room to help when you get stuck.

% of total (product) items
a team knows well
(requirements & design)

#backlogs/lists

% of items worked
on each Sprint that
are highest value
at global level

Adaptiveness of
teams to change
direction at global
level

opportunity cost

- Together: Clarify variable set
- Breakout Groups: Draw causal relationships
- Together: Debrief model

- Breakout rooms now
- Miro timer for 15 minutes
- Each group needs a Miro experienced person

- see system dynamics
- see mental models
- see local optimization
- identify root causes



Thinking deeply and clearly takes time



Small groups are best



Starting from scratch takes time



Insights limited by participant experience



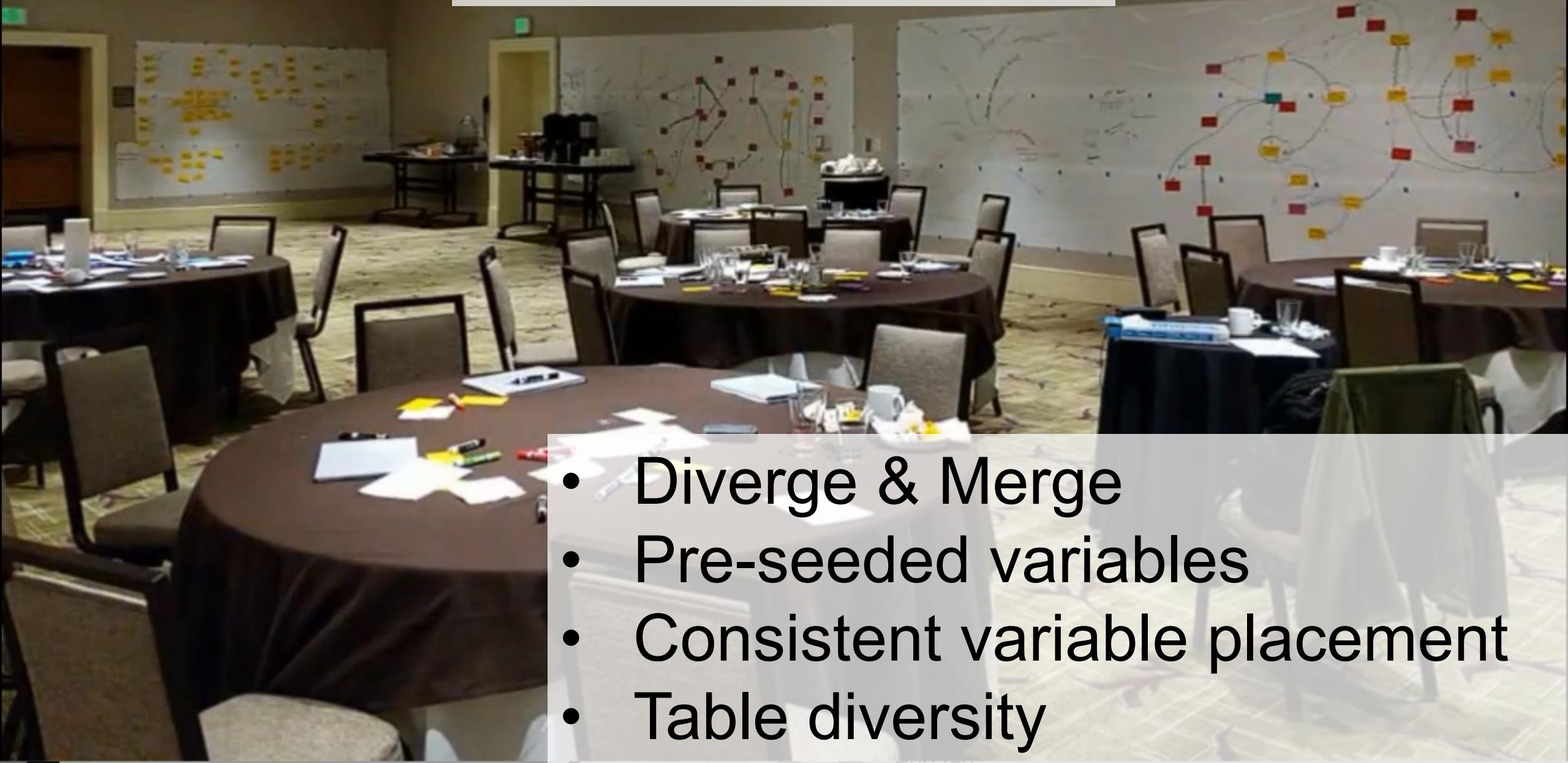
A photograph of a narrow slot canyon with layered rock walls. The rock is a warm orange-brown color with distinct horizontal sedimentary layers. The left wall has a prominent, rounded, light-colored hoodoo-like formation. The right wall is more vertical and shows signs of erosion. The floor of the canyon is sandy and light-colored. In the background, more distant rock formations and a clear blue sky with scattered white clouds are visible.

In-person > Zoom/Miro

A photograph of a man standing on a large, light-colored sandstone rock formation. He is wearing a dark long-sleeved shirt and shorts, and has his arms raised in a triumphant or celebratory pose. Behind him are two prominent, layered sandstone rock pillars. The sky is blue with some white clouds. A white rectangular box is overlaid on the top left of the image, containing the text "Requires Practice".

Requires Practice

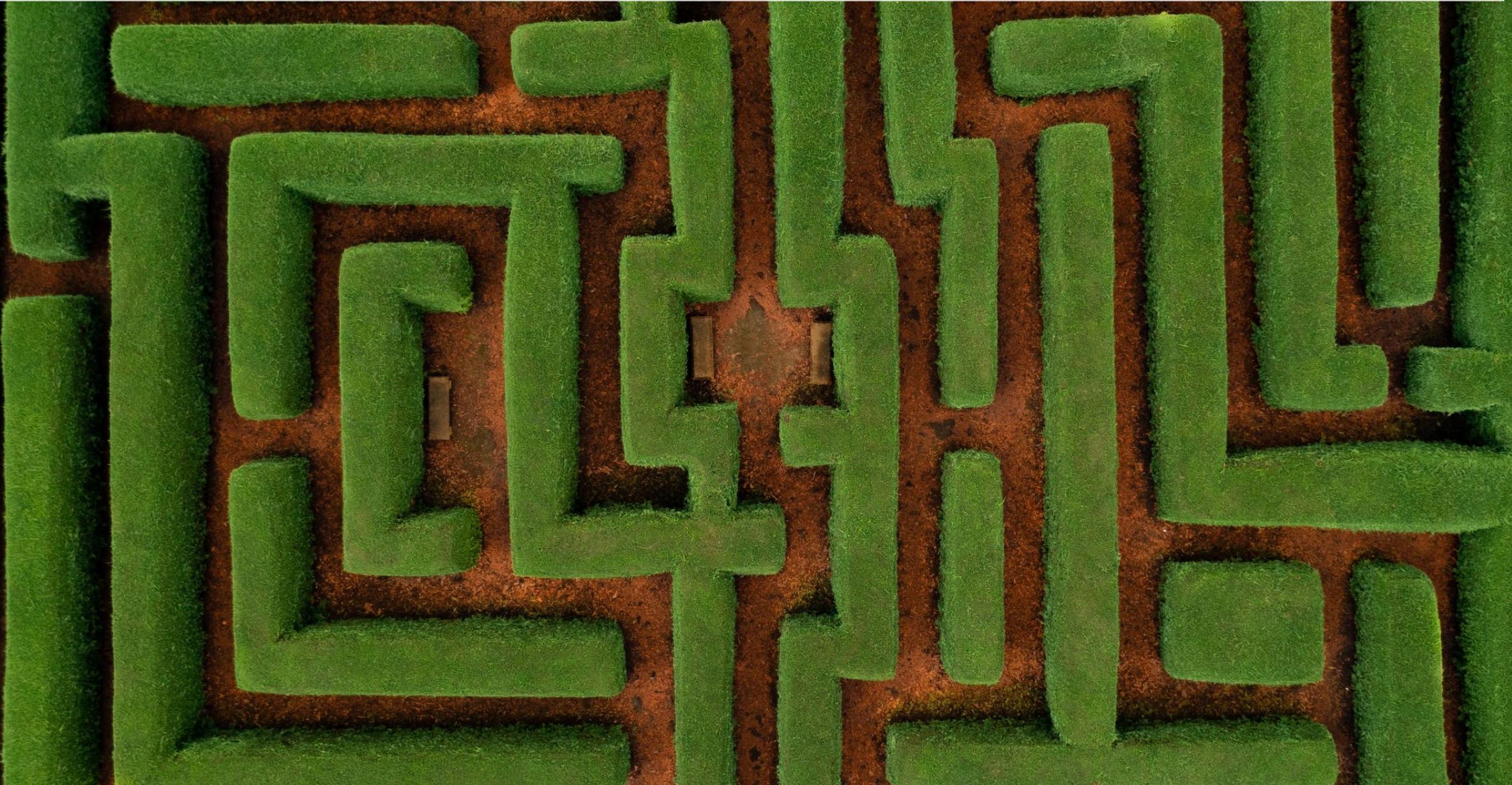
Classroom Usage



- Diverge & Merge
- Pre-seeded variables
- Consistent variable placement
- Table diversity



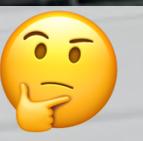
Discovering for themselves — sort of





Little time for ad-hoc variables





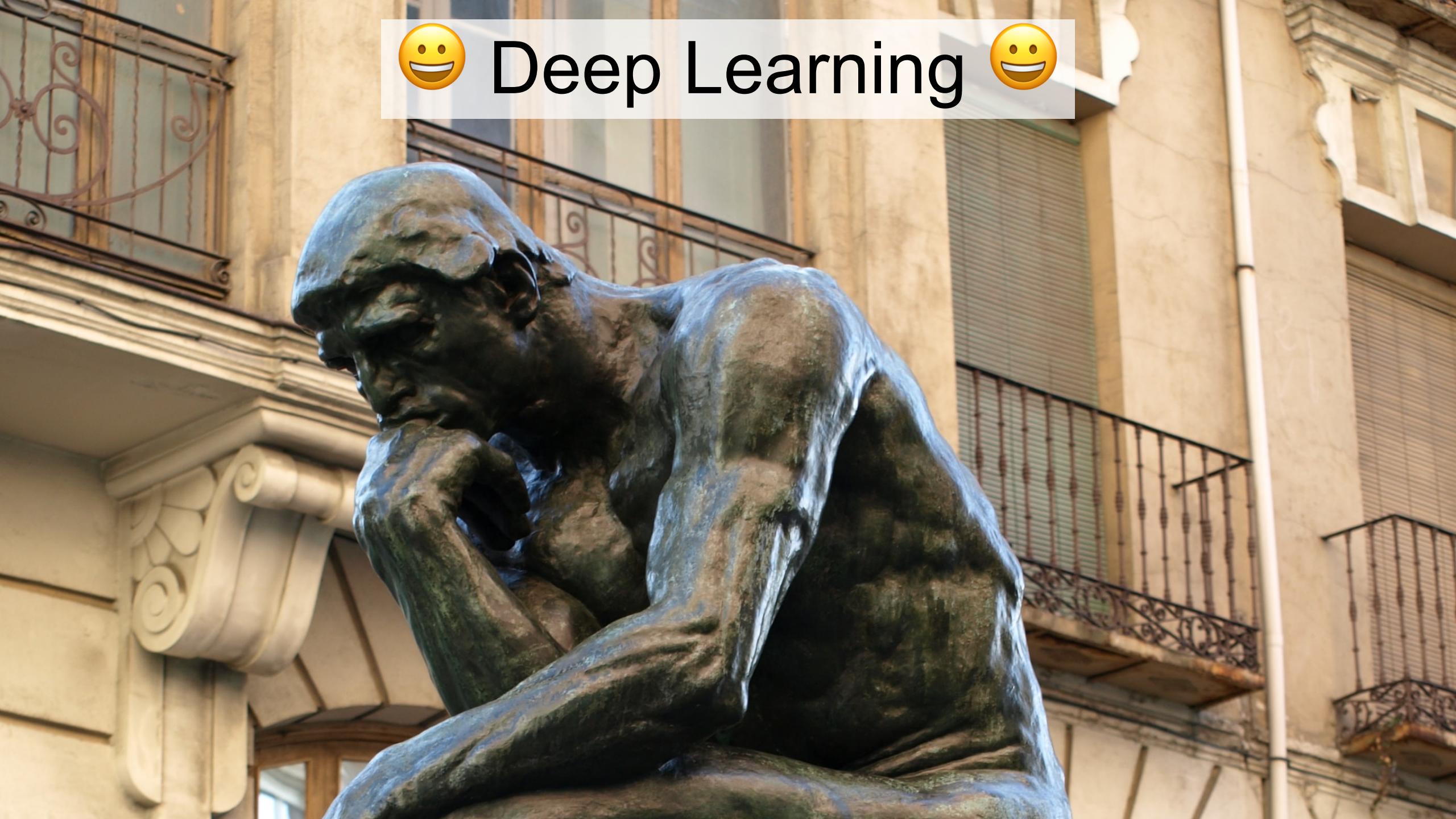
Heavy logistical footprint



😊 Visual Language 😊



😊 Deep Learning 😊





Alignment



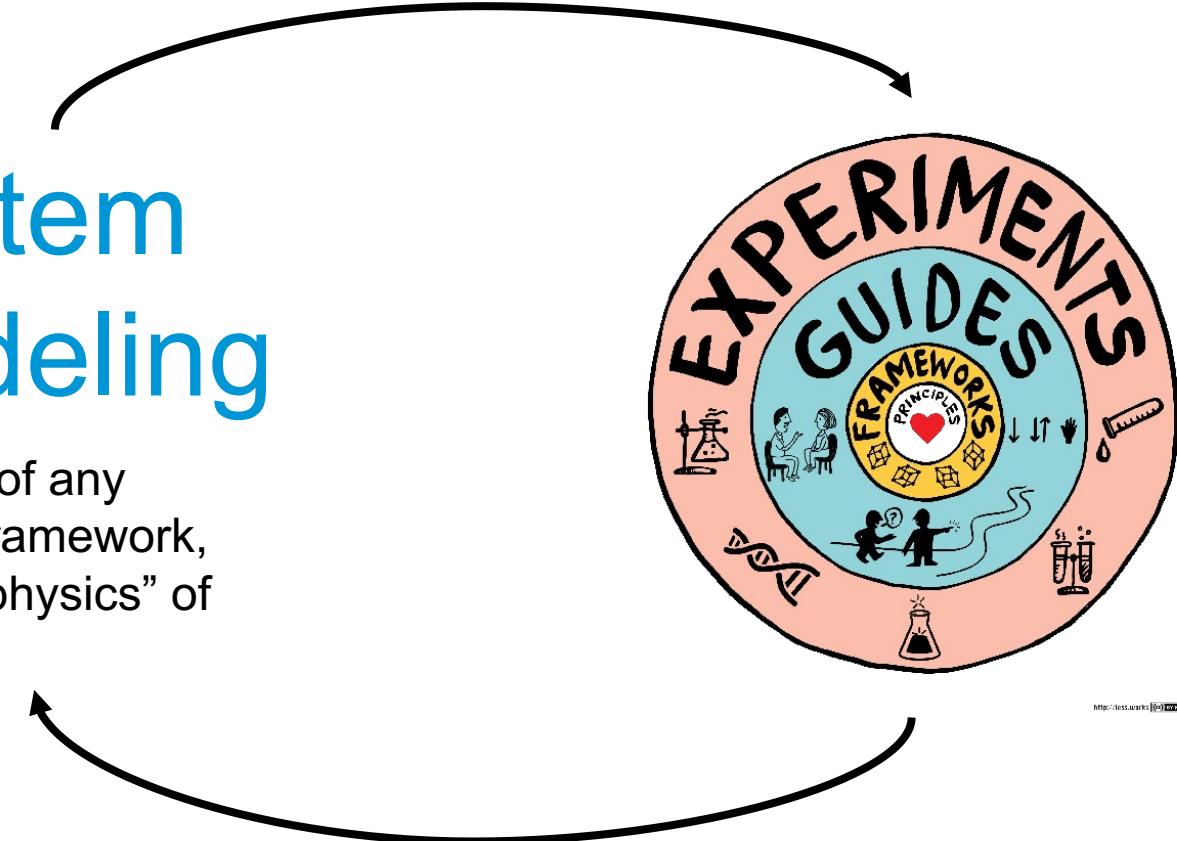
CLP Instructional Design Pattern



System Modeling

Agnostic of any specific framework, just the “physics” of the work.

[Thinking Gorilla](#)
© Joshua J. Cotten,
Unsplash



LeSS Specifics

More concrete potential implementation specifics to help ground abstract theory.

highest-level adaptiveness in the service of learning & delivering highest-level “value”

Antarctica | Advisors

SITA



**Bank of America
Merrill Lynch**



BASE

JPMORGAN CHASE & Co.

FINDEX

Alcatel-Lucent

United Healthcare

solarwinds

DODO PIZZA

ING The ING lion logo is a golden lion standing on its hind legs.

The Cisco logo consists of a series of blue vertical bars of decreasing height followed by the word "CISCO" in blue.

Nokia Networks

The UBS logo features four crossed keys in black and red.

The ITALTEL logo features a blue three-pointed star symbol next to the word "ITALTEL" in blue.

JOHN DEERE



The T-Mobile logo features a large blue 'T' inside a blue oval.

ERICSSON

The Huawei logo is a red stylized flower or sunburst design.

HUAWEI

MERKUR



RBS

The ION logo features the letters 'ION' in a dark blue sans-serif font with red and blue dots above and below the letters.

The SAP logo consists of the word "SAP" in white on a blue triangle.

AGFA The Agfa HealthCare logo features the word "AGFA" in bold black and the "Agfa" logo in a red diamond shape.

The Scanbuy logo features a blue stylized 'S' inside a blue circle.

THALES

The Thomas Cook logo is a yellow heart shape.

Allianz The Allianz logo features the word "Allianz" in blue and a blue circle with three horizontal bars.

In-Person
Anywhere!

<https://agilecarpentry.com/clp/global/>



Take the survey

THE WORLD
MERCATOR'S PROJECTION.





Extra

Pick any topic, start from nothing.

Example Topic: How do compensation structures, an engineering organization's ability to change direction at a global level, shareholder profit, personal incentives for individual employees, degree of company ownership by employees, and remote work relate to and influence each other?