



The Expectation

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What I Do

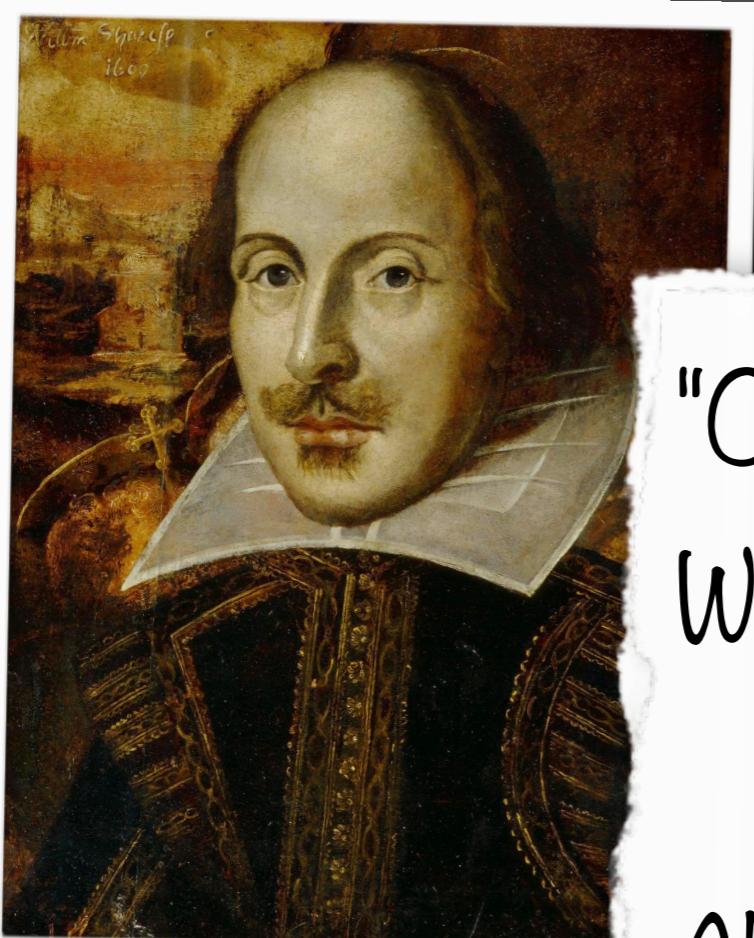


I help IT organizations to find and implement better ways of doing business.

I coach teams and individuals who want to improve technically and relationally.

In 20+ years in IT, I had clients in three continents and a U.S. work visa for “extraordinary abilities in Sciences”.

Why Expectations?



"Oft expectation fails, and most oft there
Where most it promises."

All's Well That Ends Well, act II, i, 145

Let's Define
Expectations

Sometimes it's Simple

A beer



I Want



I Get



Result

Sometimes it's Simple

A beer



I Want



I Get

Result

A beer



Sometimes it's Tricky

Product delivery by end of May. Market window ends.

Delivered



I Want



I Get



Result

Sometimes it's Tricky

Product delivery by end of May. Market window ends.

Delivered



I Want



I Get

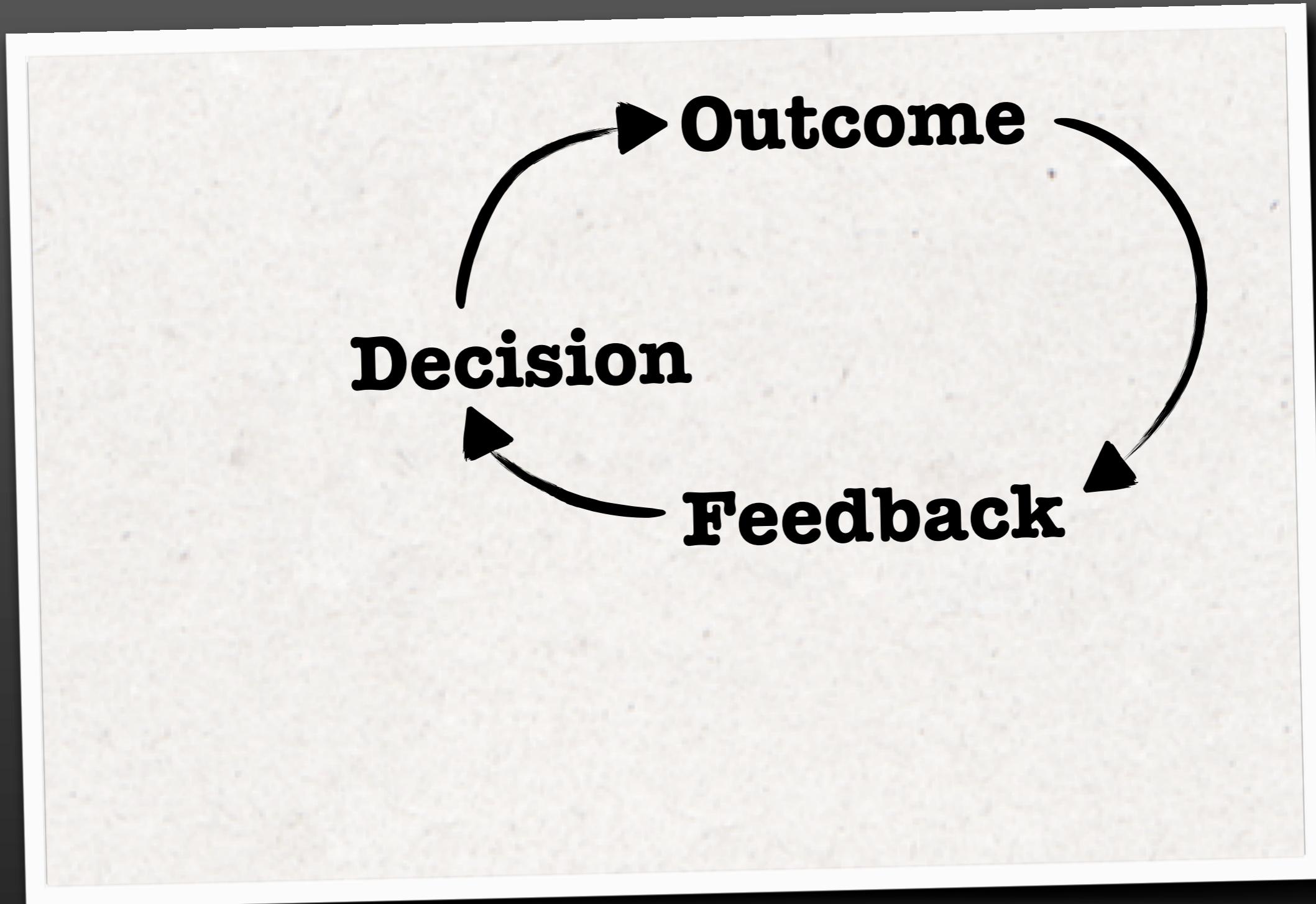
Result

Product delivery by end of May. Market window ends.

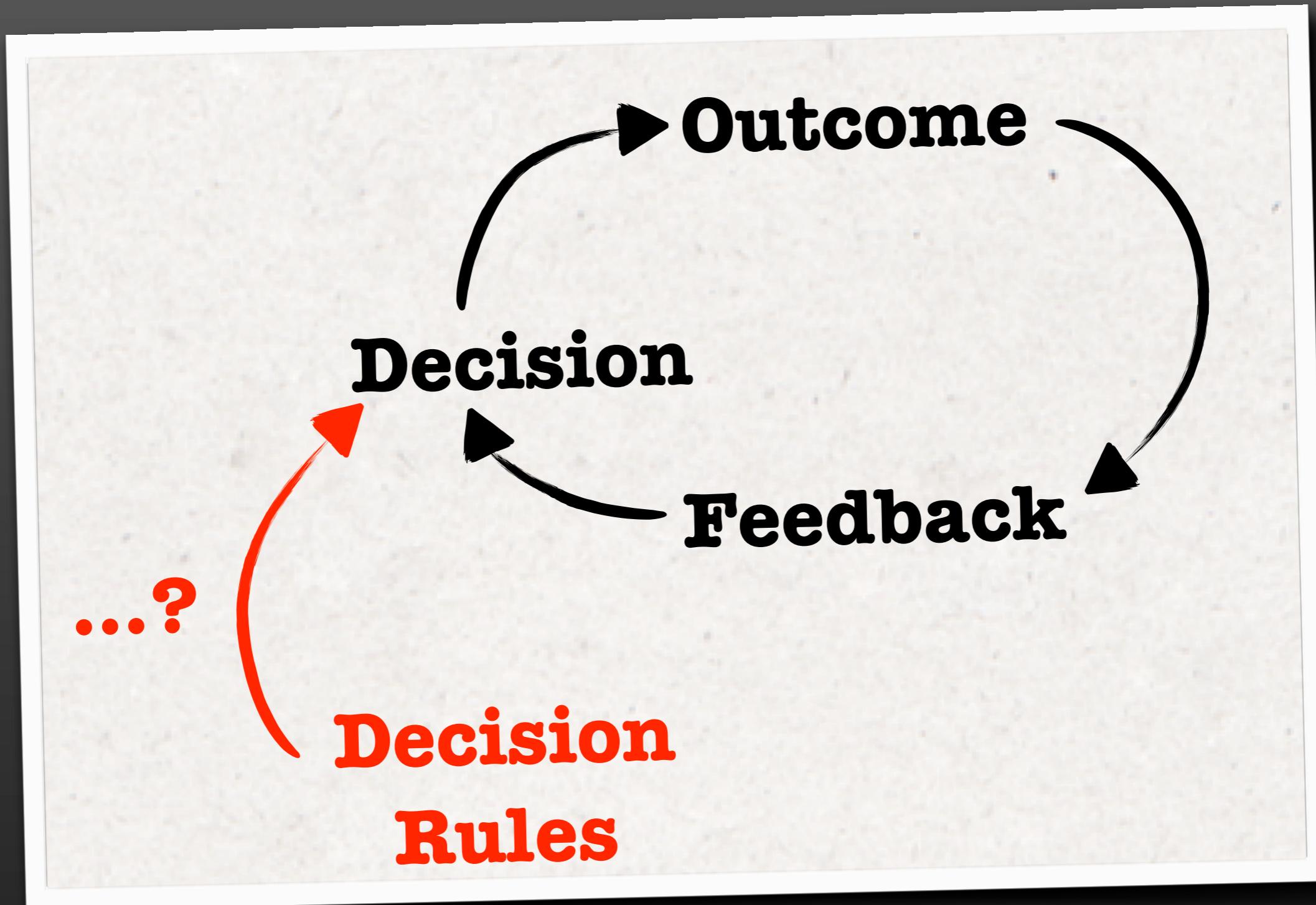


Delivered, missing one key feature

Expectations on the Surface

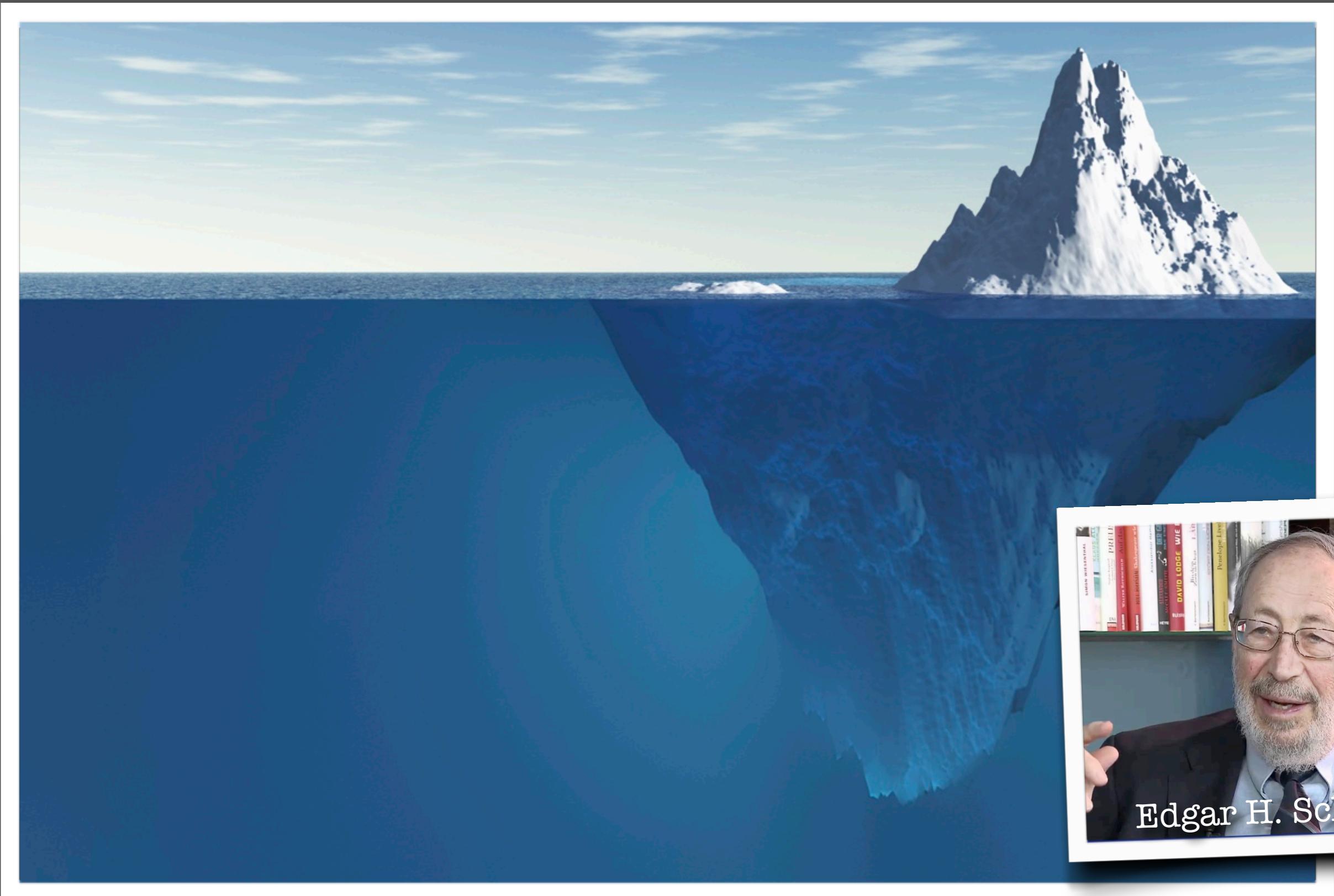


Expectations on the Surface



The Iceberg

Organizational Culture

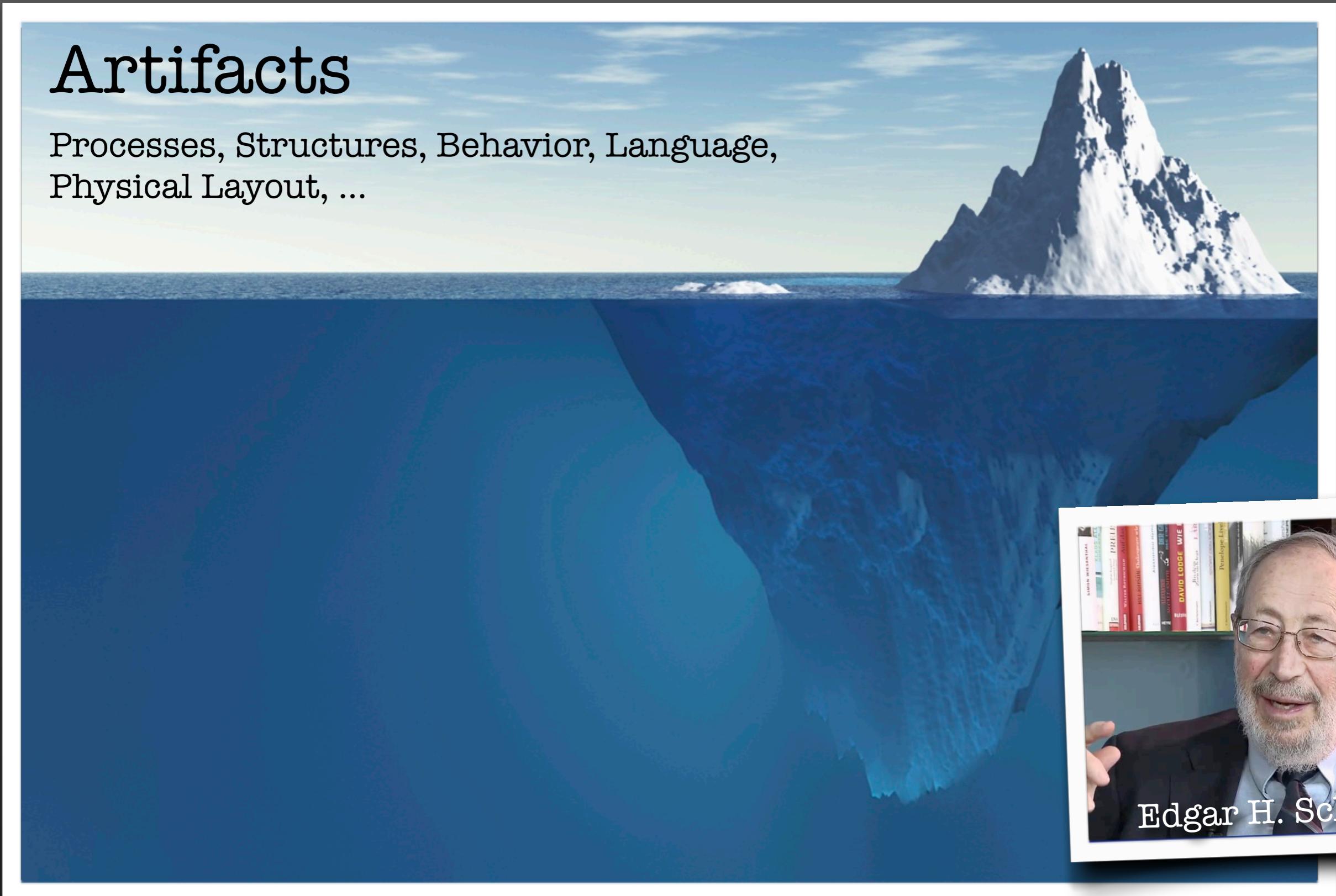


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Organizational Culture

Artifacts

Processes, Structures, Behavior, Language,
Physical Layout, ...



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Organizational Culture

Artifacts

Processes, Structures, Behavior, Language,
Physical Layout, ...

Values, Beliefs

Ideals, Aspirations, Goals, Ideologies,
Rationalizations



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Rationalizations

Basic Assumptions

Unconscious, Taken-for-granted Values and
Beliefs



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Dissonant Artifacts/Values

Statement

“We value teamwork”

“We want to do Agile”

“We don’t have time for self-improvement”

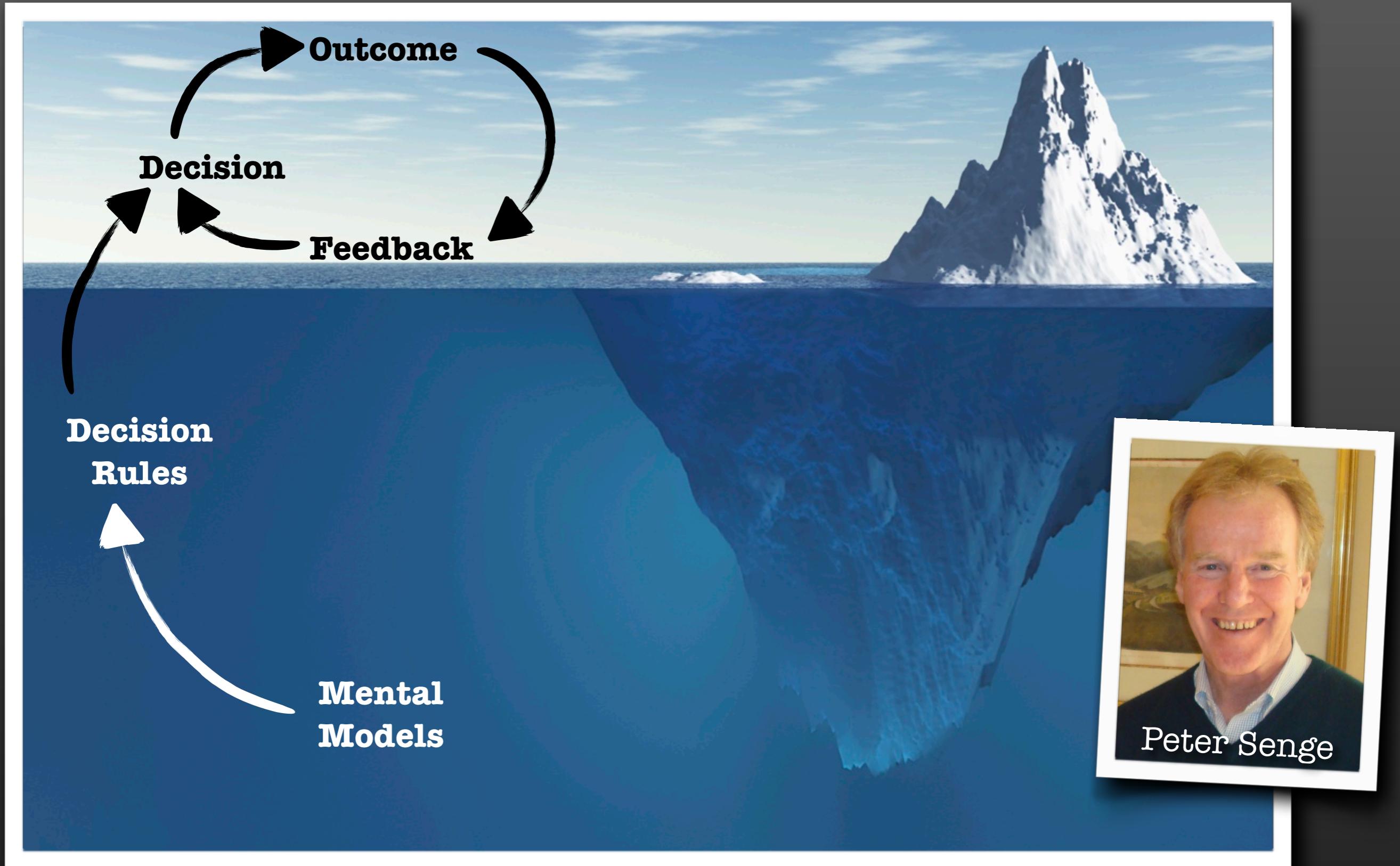
Observed Behavior

We reward individual competitiveness

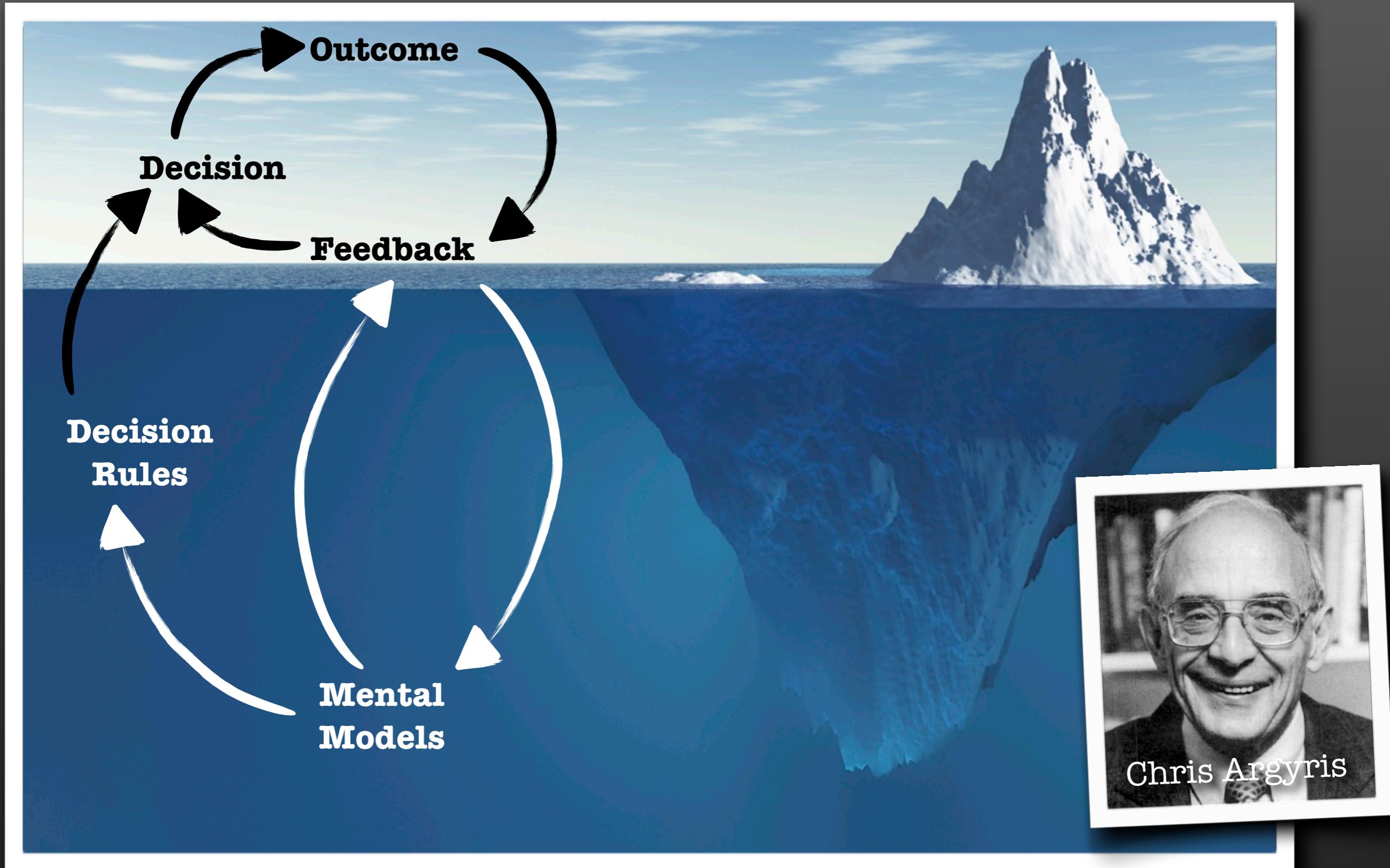
We expect projects to have predefined time and scope

We keep taking on more and more work

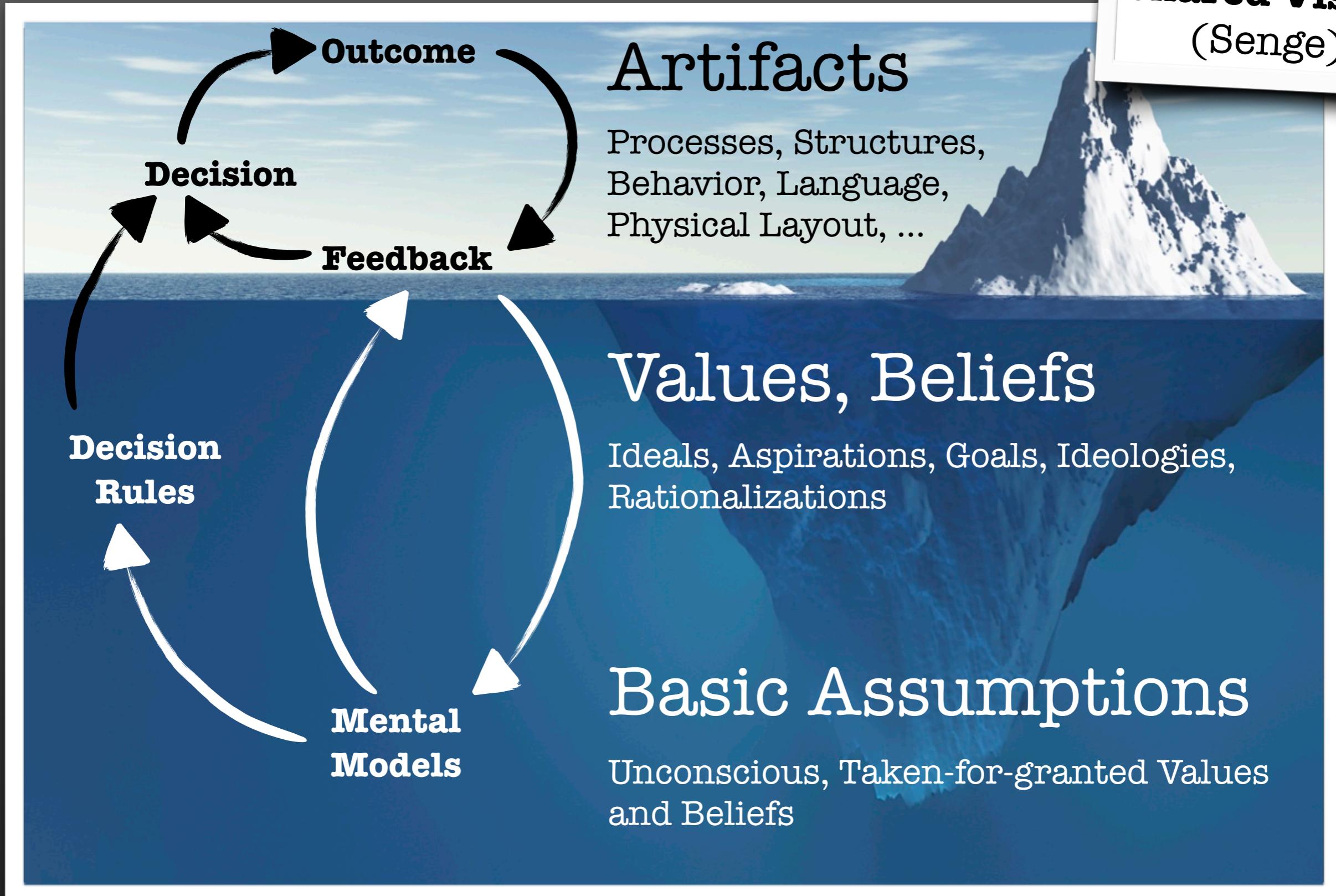
Mental Models



Double-loop Learning



The Whole Picture



Changing
the Peg

Let's Try Something



"We don't have time
for improvement"

We keep taking on
more work

Let's Try Something



"We don't have time
for improvement"

We keep taking on
more work

**Artifacts are easy to spot, but hard
to make sense of.**

Let's Try Something



"We don't have time
for improvement"

We keep taking on
more work

**Artifacts are easy to spot, but hard
to make sense of.**

**Now, which of YOUR mental models
influenced your understanding?**

That Was Self-Reflection



Review **external outcomes**
and **internal mental models**
behind decisions

Resistance and Projection Will Happen



Resistance and Projection Will Happen



Open Inquiry
based on objective
data and facts will
help.

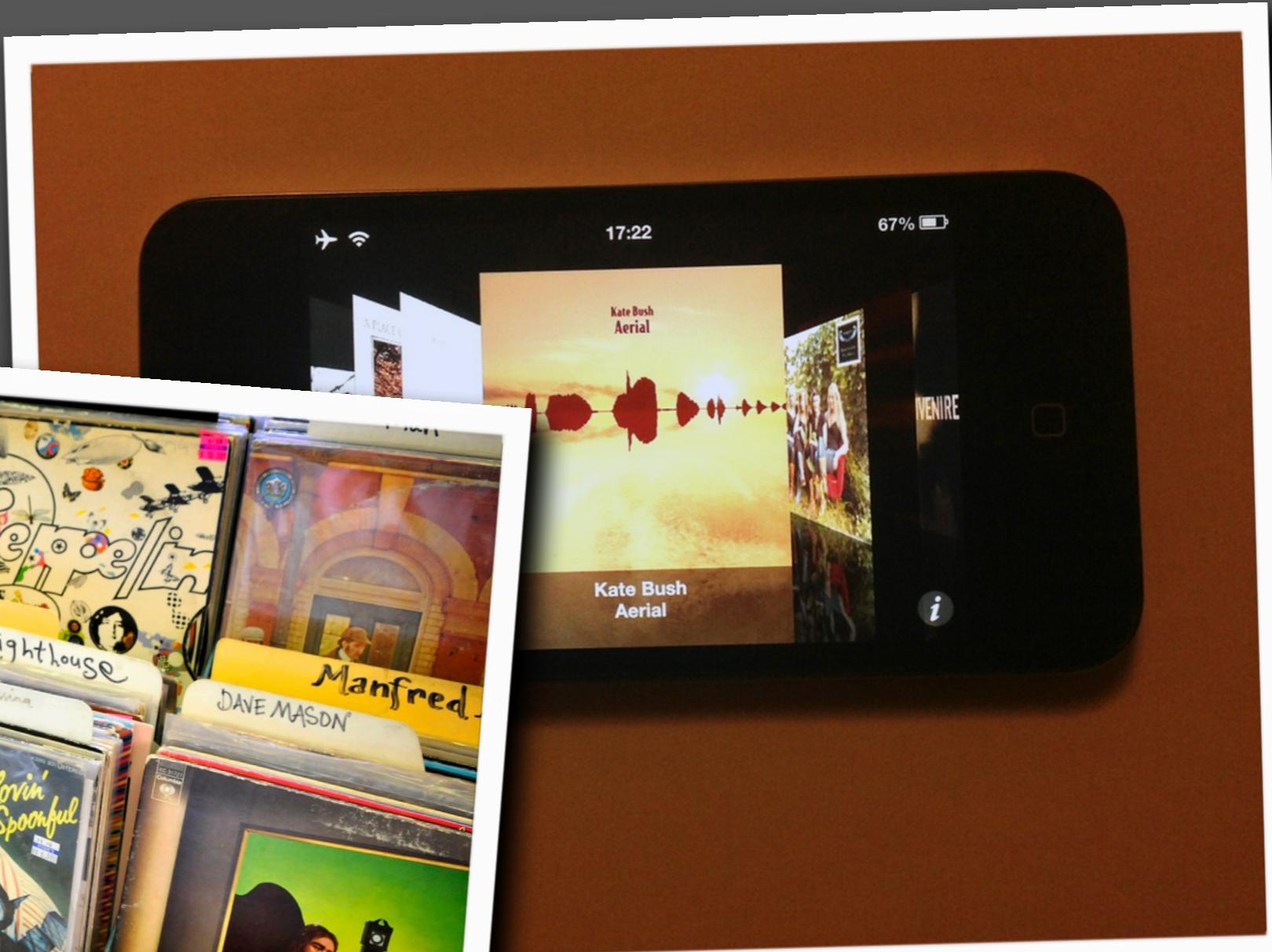
Providing Alternative Models

For Instance...

Predictable financial payoffs

Things will not change

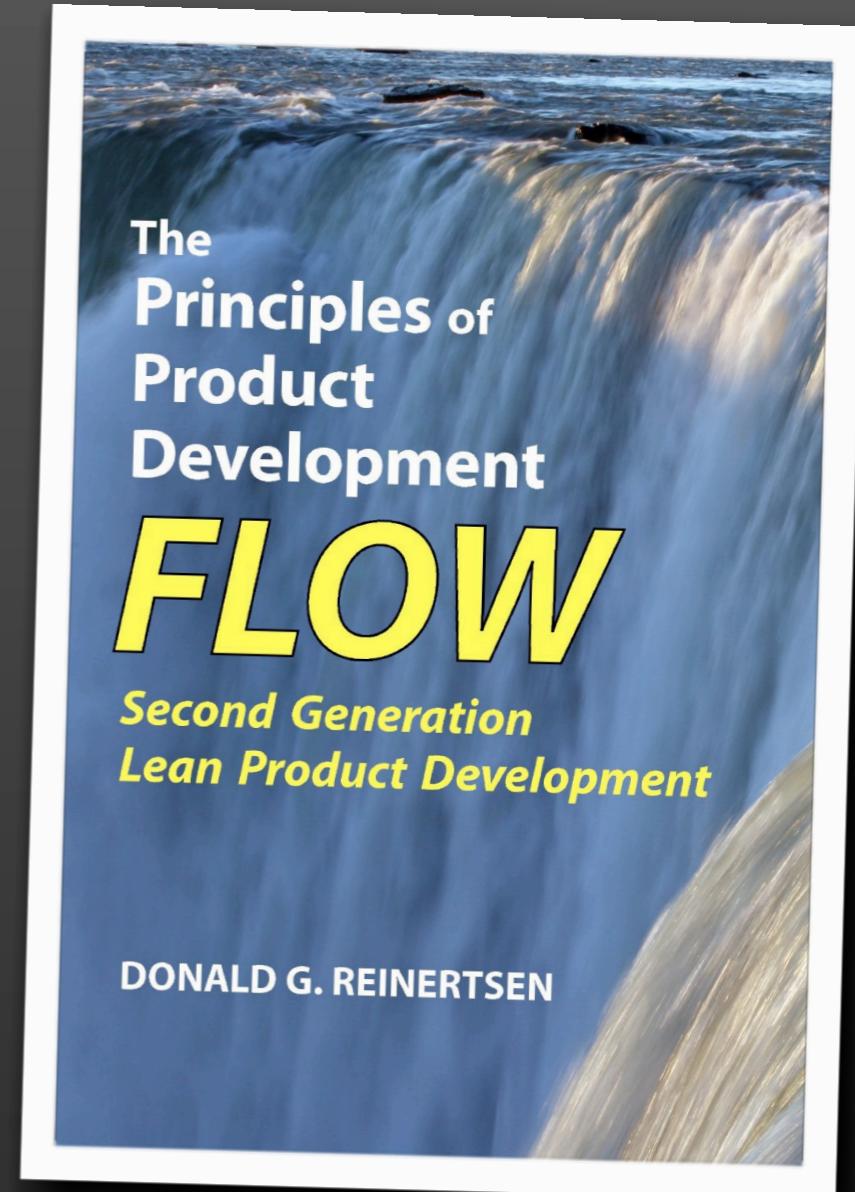
A Change in Business Model



Asymmetrical Payoffs

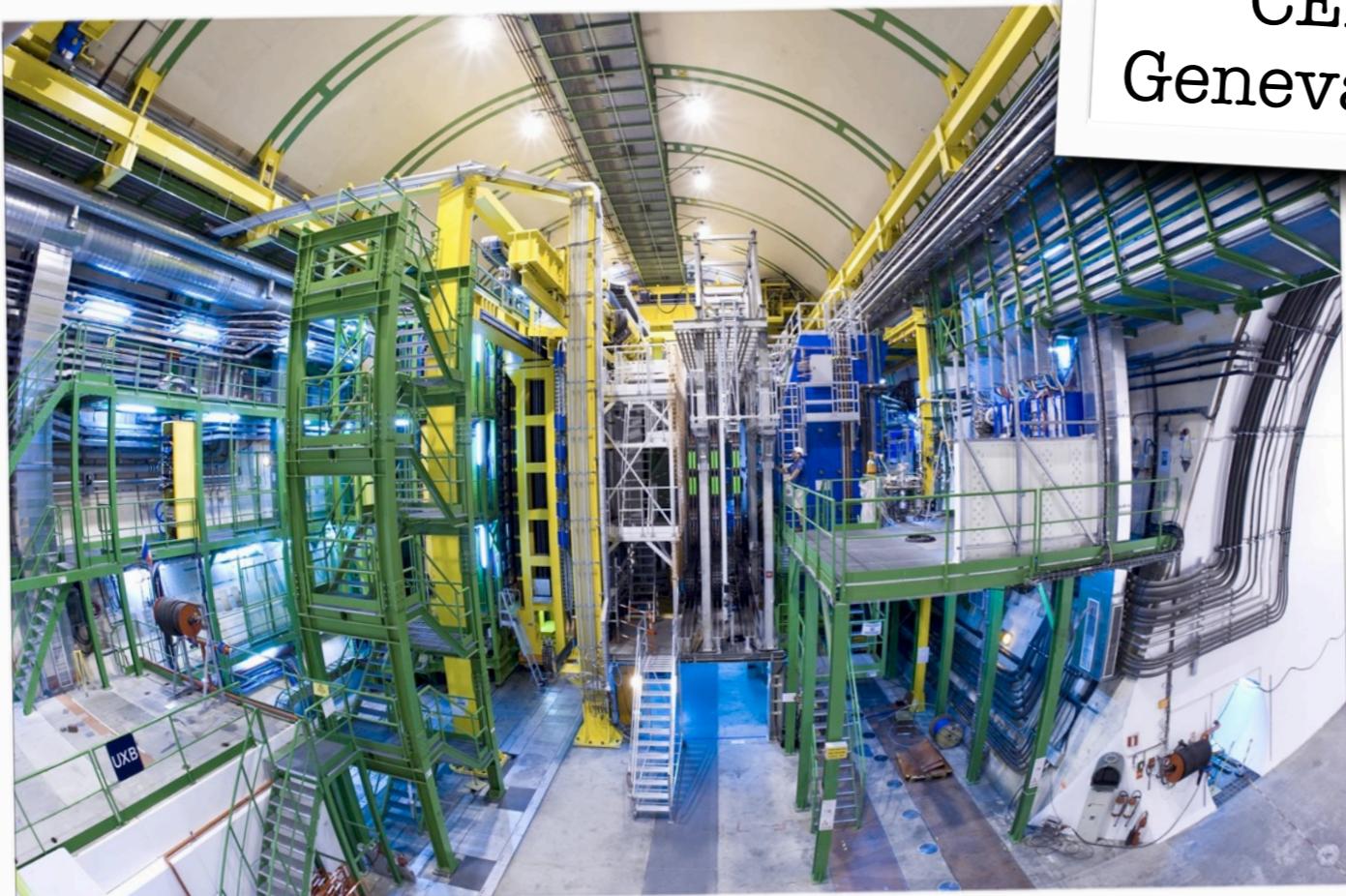
"When we make much more money from success than we lose from failure, then we should be willing to invest in opportunities that have considerably less than a 50 percent chance of success."

-- Donald G. Reinertsen

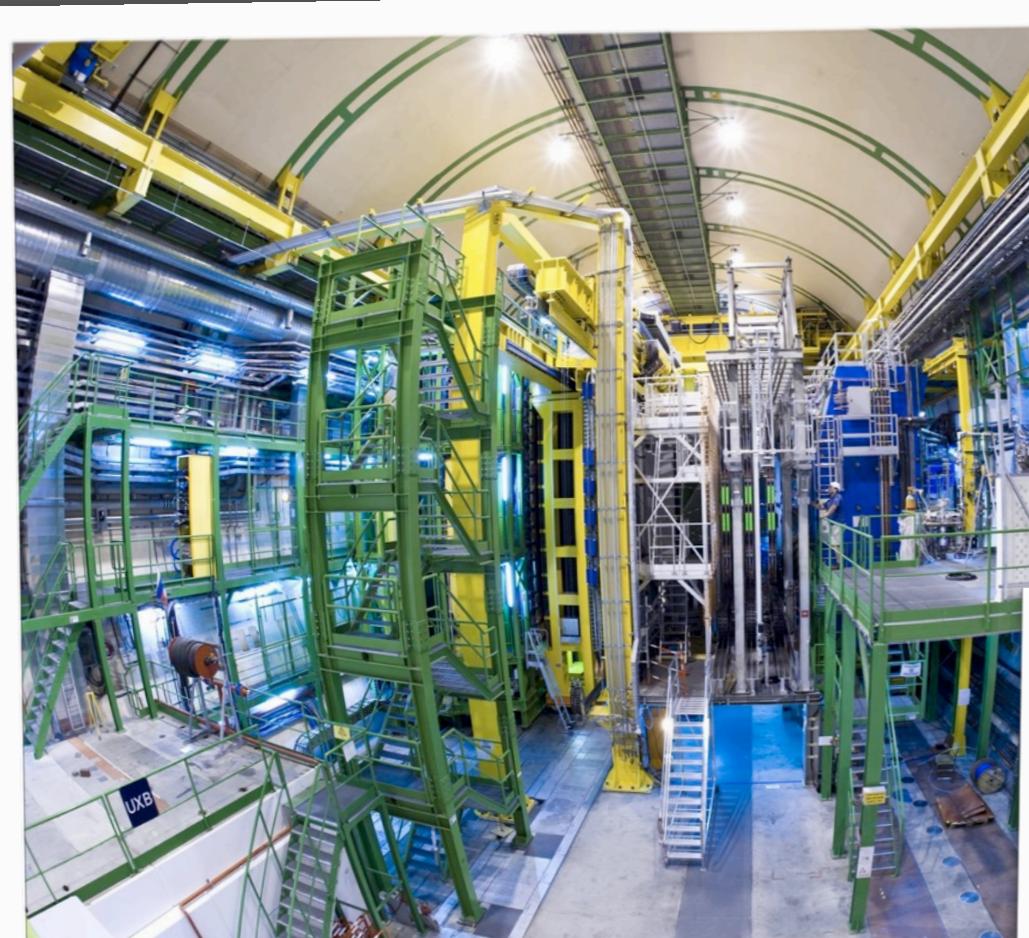


Uncertainty, 1

CERN,
Geneva, 2012



Uncertainty, 1



CERN,
Geneva, 2012



Thailand,
2011

Uncertainty, 2



Uncertainty, 2



Different Mental Models for Living with Uncertainty

Impact Mapping



Gojko Adzic

Real Options



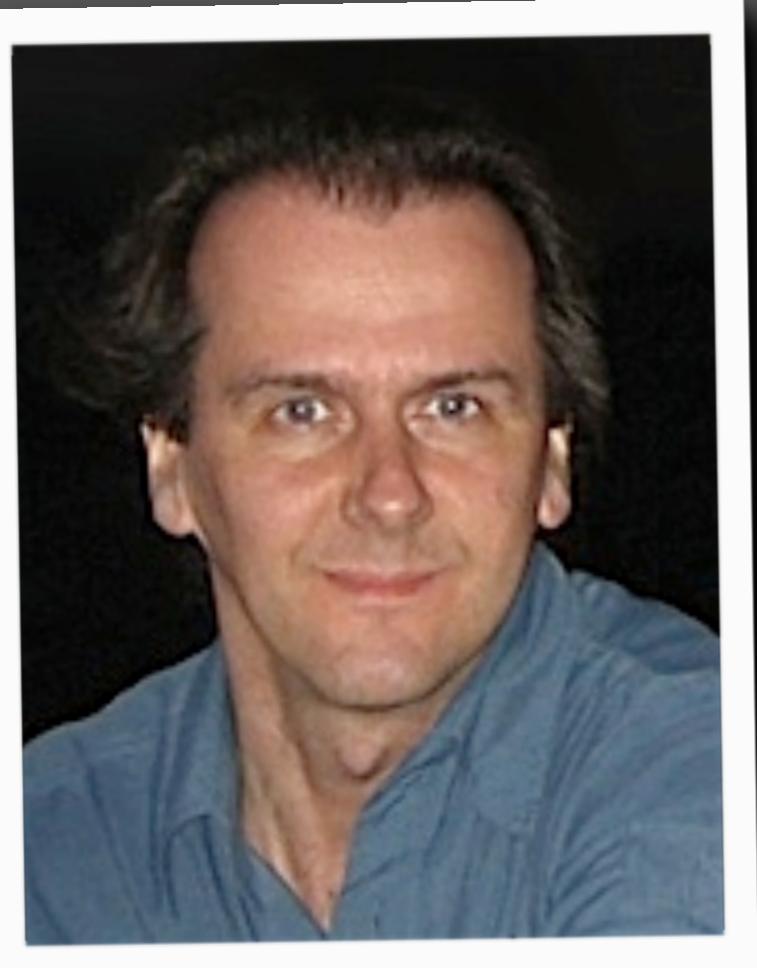
Chris Matts & Olav Maassen

Let's Wrap It Up

- Notice dissonant artifacts in the organization
- Surface Mental Models. Self-reflect. Inquiry.
- Rely on factual data and stories, have open dialogues on their meaning
- Make the decision-making rules known to everyone involved

- Foster a Shared Vision
- Reject unrealistic expectations

Thank You!



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