



Low quality pictures

softwaredeveloperlife.blogspot.com

Contents

| | | |
|----------|---|----------|
| 1 | 2015 | 5 |
| 1.1 | January | 5 |
| | 2014 Summary (2015-01-06 05:29) | 5 |
| | Business Examples of Internal Goals that have more value to External Goals (2015-01-28 03:40) . . . | 8 |
| 1.2 | February | 10 |
| | The ugly truth about face to face communication (2015-02-07 16:50) | 10 |
| | Behavior Driven Back-End Manifesto (2015-02-10 14:58) | 13 |
| | Short Snapshot #2: The X is the word (2015-02-17 20:39) | 16 |
| | Short Snapshot #3: Milestones for Transforming me from Phase 2 to Phase 3 (2015-02-25 19:31) . . | 18 |
| 1.3 | March | 22 |
| | My Vision: HPLR Ethics / Effective Planning in Contributor Mode (2015-03-07 18:15) | 22 |
| | From Renaissance to Tumblr (2015-03-26 16:02) | 25 |
| 1.4 | April | 28 |
| | Short Snapshot #4: Advice from the best professional engineers (2015-04-12 16:10) | 28 |
| | Introduction to Contributor Dissonance (Phase 2 to Phase 3) (2015-04-26 02:30) | 33 |
| | Short Snapshot #5: In Pictures - Aligning Teacher And Mercy with the Executive Paradox Diagram (2015-04-28 15:19) | 38 |
| 1.5 | May | 42 |
| | Short Snapshot #6: Being "real empowering" doesn't sound as easy as it seems. (2015-05-25 09:10) | 42 |
| 1.6 | June | 45 |
| | Executive Paradox Solution 1: Getting Agile "right" (2015-06-14 00:54) | 45 |
| | Feedback Revolution - Improving the Mercy Me (2015-06-23 03:15) | 53 |
| | Short Snapshot #7: 2015 Speech of Greek Referendum Bail Out (2015-06-28 00:03) | 57 |
| 1.7 | October | 60 |
| | Special Edition Blog: Principles of Software Engineering (Introductory Use Case included: "Digging holes for creating graves to newcomers") (2015-10-04 01:12) | 60 |
| 1.8 | November | 65 |
| | It is easy to overestimate or overlook at the big picture of things (2015-11-21 06:32) | 65 |

| | |
|---|----|
| Why Yokai watch is popular - Concepts of Agency Detector / Generation "Digital Native" | |
| (2015-11-23 03:01) | 69 |
| 1.9 December | 73 |
| Black Box Thinking By Matthew Syed: My associations within my blog (2015-12-08 03:59) | 73 |

1. 2015

1.1 January

2014 Summary (2015-01-06 05:29)

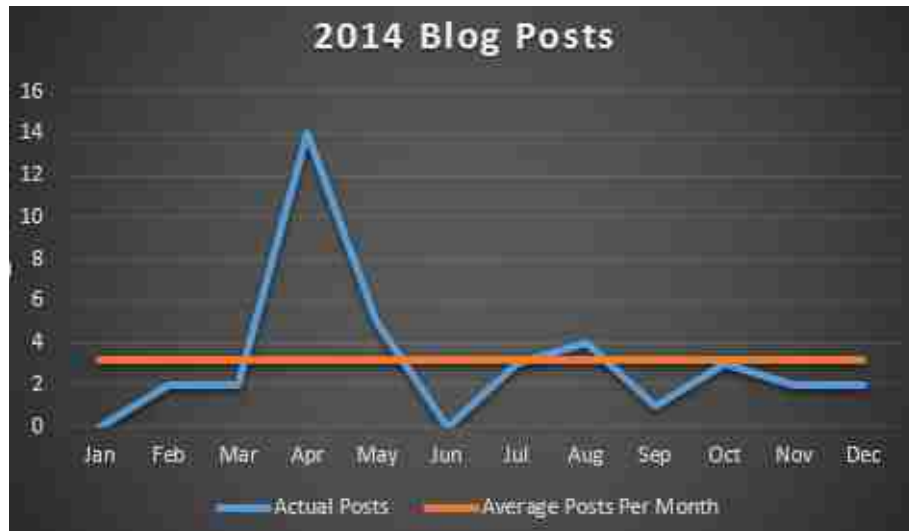
Two years ago, I would have never thought of creating a blog and keep having a continuous commitment to it while having a serious, but humble tone about what my passions and interests reside. I realized at some point that if I never tried to express myself, I would have not been what I wanted to be. And now I can even realize that I could have not known what I wanted to know if I didn't start writing this blog. In other words, visibility internally is clouded and blurry in the same sense our physical eyes can't see more than a mere distance. It is interesting that our internal world has its own different "pair of eyes".

In my early adolescence, I always got negative impressions and opinions from others in the form I expressed. More specifically, I started to sandbox myself in opinions that they were too far-fetched to be conceptualized and also on topics that were out of familiarity for "mainstream" to understand and take it as acceptable (culture and mercy mental networks). In addition, I didn't have the tools or a manual to guide me to the correct way on having more defensive points to evaluate the possibilities of such opinions. In the way they were written, they were not acceptable as an argument.

However, that did not let me down in the end as I found that my thinking is very original. I am pretty sure the middle/high school essays that discussed the issues nobody wanted to express (denial due to how impersonal it is), will have its own conclusions some day. I don't know if somebody else will use those ideas in good works of faith and reference my works as his inspirations. I don't know if I will achieve any of those within collaboration or partial contributions. I don't know if I will be the main impact on any of these. However, I know that all of these stuff are my passions, and I will be more of a lost man if I override any of those. My middle/high school essays had a limited vision which is now more refined with the blog posts I have written this year. I guess the key is mirroring the successful external world with the internal world. Almost the whole world is successful externally. Developed nations are catching up with it.

One of the key points I want to start next year is that imagination and physical matter is inter-connected in some way in boundless possibilities, and a new system of ethics and thinking will need to come. To illustrate an example: Think of a policeman holding a gun under patrol. You may think you have fear of the gun, but not so much fear as you think of. It is underestimated, mesmerized by knowing enough of the gun, that we have some level of confidence out of it. We know how it is used, how many bullets it has, how fast the bullets can run, and how big in size those bullets are. Those information can make us enough confident that we may have a chance we getting away from it because we see a lot of movies and a lot of violent video games that do not show the natural common sense of the world. On the other hand, if you tap into your imagination into an unidentified object and have randomized possibilities (risk), if that could have been conceptualized in real life, could you be ready for it, not knowing if its harmful or harmless? And the answer is most presumably no because we will never have enough confidence of a thing we have never tried in trial and error. Who will gamble their whole life on a roulette over that seriously? However, truth is that this safety we have is a safety of an illusion (as pointed on the example of the guard with the gun). Truth is that we are so emotionally weak that we can't be prepared for the unprepared.

To summarize of what I did in the year 2014:



On February 2014, I started creating this blog to express what I saw in my [1]last dream. Dreams are always nice. They always come when you feel internally lost. I rarely have dreams except on bad times. I also started to express *facts that successful companies valued* which I have not seen them in the same ratio within my job on my article [2]testing is for supper.

I had to take some vacation break from my previous job that I worked constantly for more than 2 years without taking any days off. That is why you see there is a big amount of blog posts on the month of April 2014. I expressed all of the issues I have encountered in my life without giving a clear resolution on them. However, the way I described most of them were an inspirations from the Theory of Mental Symmetry By Lorin Friesen. In other words, they were more refined than my high school essays and are more convincing. They have a solid ground of framework that can be expanded on. It was the correct path. This can be expressed in the analogue of visibility.

In terms of visibility, you may think Place A is superior than Place B and Place C. However, you can never think you are in Place A until you live in Place A. In other words, in order to go from Place C to Place A, you have to walk to Place B first and then to Place A. In the same way, internally, I can never reach visibility to a destination I want until I am in a less visible destination first but more closer now to the final destination I want (which should now be more clear and visible my final destination).

A lot of those articles in my blog within that period were not only about issues I wanted to discuss. I also discussed important concepts I really valued, such as [3]Why writing is more important than speaking, especially in software development to give an encouragement of other learning styles (i.e. interactivity) to have a different perspective of the reading module. I also had my own rants which they were individualized experiences I wanted to point out, such as [4]Coursera is missing the learning style of reading / people are sensitive to emotional pressure. I had a lot of time and I wanted to practice my writing, so there was enough supply for me to write topics that were less important, but at the time, the most interesting to me. I also started to analyze some of the topics of mental symmetry, but ones that were too complicated for anyone to understand. I wrote an article named as [5]Ideal Critical Thinking briefly explained which discusses my main first insights how an individual can transform internally himself instead of only externally. However, this topic was too difficult to elaborate, and you

will see later on, I wrote more simpler topics of elaboration about Mental Symmetry. I also wrote technical posts at that time which helped me visibility wise on job offers. I took the plunge and work now in another company which I feel so far that I am getting a better experience than the previous one I had. With that said, I did a ritual passage of leaving my previous job by writing this article named as [6]Internal Problems with my existing current job . Some ritual passages are important while other ritual passages are not. For instance, I never went to the ceremony of getting my physical real degree within my university even if I got top honors out of it. However, I went back to my old work for a day and wrote this blog article ahead of time due to how internally involved within me. The article is very advanced in the mechanics of Mental Symmetry which is not easy to grasp unless you read the main articles of Lorin Friesen. I also wrote at that time my two popular blog posts which you can always see them as of now on the header warning note of this website [7]Blog's base foundation, [8]Direction of this blog site.

In the month of June, I was busy on the new company I was working on understanding the details of how things worked. Rote memorization is first required and then critical thinking. Yes, it sounds empirical, but that always worked for me so well so far. In my previous job, I remember that I used to scribble dozen of piece of papers that it ended up looking like a math algebra notebook having all the answers of the exercises of a workbook. It grasped me help to understand the system at that time. After a while in my previous job, I had projects in my hand, which I only documented the front layer behavior of the new features/updates it had. Still, very useful, especially for reference. It was more like elaborating a ticket issue in detail with the full requirements. In my previous job, I didn't document more how the full system worked after the first month as there was not any value to it and there was not any collaboration to it. I kind of regret I didn't refine the original scribble I did in the first month I worked after I left.

From July 2014, I started to write blog posts on an average rate of around 3 per month. Around somewhere in September, I was kind of busy and we did a lot of amazing things in our company. The value of those new tools, believe it or not, was a dream my previous job wanted to have, or any other person wanted to have, even some of the data scientists that left before I joined the company wanted to have. Then around the end of October 2014, I had a little bit of more time to write more blog posts.

The summary of blogs I wrote around the second half of 2014 was about discussing basic foundations of Mental Symmetry, such as [9]The interplay of Emotions and Confidence Part 1 . Also, I discuss some topics in mental symmetry in a very niche category, such as [10]Types of Pain (Part 1) which I coincidentally linked the **5 stages of grief** to it, which I felt my first epiphany out of it and hope I can do more original correlations like that. I also wrote the article [11]Team Synergy which discusses the first time I felt a productive experience working inside a team. I do not want to give hints, but I got a similar experience in my current workplace. This resonated me to bring back the memories of my college experience to life once again. There are also very personal articles within my blog, such as [12]Personal Selfie 1: My current girlfriend is a Mercy. which the title should be more self explanatory on what it contains.

And that should be it.

1. <http://softwaredeveloperlife.blogspot.sg/2014/02/a-nothing-person-thursday-person-friday.html>
2. <http://softwaredeveloperlife.blogspot.sg/2014/02/testing-is-for-supper.html>
3. <http://softwaredeveloperlife.blogspot.com/2014/04/why-writing-is-more-important-than.html>
4. <http://softwaredeveloperlife.blogspot.com/2014/04/coursera-is-missing-learning-style-of.html>
5. <http://softwaredeveloperlife.blogspot.com/2014/04/ideal-critical-thinking-briefly.html>
6. <http://softwaredeveloperlife.blogspot.com/2014/05/internal-problems-with-my-existing.html>
7. <http://softwaredeveloperlife.blogspot.com/2014/05/blogs-base-foundation.html>
8. <http://softwaredeveloperlife.blogspot.com/2014/05/direction-of-this-blog-site.html>
9. <http://softwaredeveloperlife.blogspot.com/2014/08/the-interplay-of-emotions-and.html>
10. <http://softwaredeveloperlife.blogspot.com/2014/08/types-of-pain-part-1.html>
11. <http://softwaredeveloperlife.blogspot.sg/2014/10/team-sinergy.html>

Business Examples of Internal Goals that have more value to External Goals (2015-01-28 03:40)

In this world, having a business, it is easy to focus on external goals instead of internal goals. Take for instance of which environment is the best for productivity or which process will capitalize the most profit. Unless on a sector that is run with little to no competition, this method is not effective if there is no allocation of some of the resources within aligning and keeping the customers loyal to the company before they find another rival that can fulfill their expectations. This is how some companies can get a lot of customer base with little marketing costs compared to other companies that look only on the numbers. On the other hand, although focusing on customers will capitalize the business, are you doing a good will to society within the big picture of the world? Think the sacrifice that will ensue to the ones that get affected. Sometimes, it's the internal employees that suffer, where ironically the services rendered are not used within the employee itself. Think of the content you provide. Are the employees really interested on the content or the service they provide. Why so? Give reasons that compared to other things to do, this is one of the top 100 priority reasons a world should have this service to make the world a better place. Can you justify that? That is kind of important, as after all, you cannot have a real character if you believe there is another important thing that is completely ignored these days. And many entrepreneurs realize that and that is one of the key disruption society needs to do in order to be more whole to itself. If you don't believe this is the top priority this business should do, can you think of the reasons why you stay there? Maybe you can transform the company itself or it's a learning exercise or experience that you can transfer them to another job later on that provides more meaning to life that you think of as. After that, can you think this service whether it's focused very narrowly minded? Our focus is on our clients, but our clients is not our whole world, some are our enemies, and some are our victims. How can we mitigate the problems of the ones that are not within the scope of our stakeholders? But history hundred years ago told us that the "invisible hand" will really do its thing alone with the flux of currency moving on. But what is currency? Is currency really earned by doing good deeds for the world? And as long as we work on "any" particular job with "any" particular role, we have the notion we earned the currency respectively just because we filled the requirements of the customers? The problem is not the external currency that is required for this capitalism system to work, but the internal problem of people doing wrong decisions. We the people have the purchasing power to make decisions which parties to involve in and which items to buy. A lot of people do not voice their opinions and we fulfill needs that stray for the real expectations people actually want. Whether you are able to live in the world of a matrix for unlimited years, adding value unethically will always hurt no matter what compared to adding value at your best means after thinking all possibilities. This is where instead of only being driven by maximizing value out of our clients, we also give solutions to affected non-stakeholders to facilitate their transition in a positive way. Of course, why would you do positive internal decisions when other parties do negative internal decisions to gain a competitive advantage over you externally? Internal decisions like that should be done based on a contractual agreement that incorporates some alliance and non-competitive advantage nature over to each other. Capitalistic world thrived with the help of globalization and unified infrastructure and the only way it worked is by containing peace instead of war. We are a species that have moved thought out of the bonobos and chimpanzees where we do not look only on external positive experiences, but able to think out of the box, identify theories and patterns, even conceptualize ourselves to a deeper level. From biology to the brain, we are able to know our limitations and our possibilities. And besides our biology, our culture or internal software to say, has evolved over the years, having that the most profound impact than our hardware of our body. What I am saying is basically is this:

- Always ask yourself what is the most important priority and demand in the world now?
- Do not narrow your goals only to the customer segment (i.e. clients). Since when was your real goal on that? All businesses live or die or have a different personality 50 years later that you cannot recognize that business

was yours. What matters in the end what good deeds this business did in overall instead of only its clients. We can be bias that some companies do a lot of good contributions, but go 200 years later, and history may give us not a positive face about it.

So here are just some brief examples of positive internal goals. I am going to point 2 examples as I am running out of time:

1. What you say, really mean it and do it.

I think many people say very decisive stuff when they are irrational or angry. That is bad. However, sometimes, we say decisive stuff that we really mean it after a lot of analysis and observation. We could say "I will meet you next week on that" but you never do that in the end. If you are not confident enough that you won't do it, its better to not say it at all. Do not give wrong expectations to people. Always schedule those stuff in your digital calendar and remind them the night before about the scheduled date of that agreement. If its a milestone instead, do it. If dates are not realistic, do not put a date at all or keep updated if any of the dates will change. You can see how people react when a video game gets delayed by surprise or a kick starter project never delivers what it promises, so expect that reaction to happen anywhere. When you mean something and then you want to change it later on, understand that what you said is what they really understood, and they may have booked plans ahead of it. I see people get really upset about others when people take their words seriously (when it should or else we do not meet real expectations) or forgot what they said that they think others are already violating the rules (when they are not). Albeit there should be some flexibility with people, the feelings of the one who made forgot their promise is in a "tragic irony" in some sense. And I have seen that several times in many occasions from the days of my first job up to today that I feel a little pity about this observation, yet do not want to micro manage these occasions that each of us should be responsible and be aware of instead. I can elaborate this a lot. But to put it simply, its okay to do this mistake a lot of times, as long not to over do it and be aware and conscious about it if you forgot promises or people do not got your message clear (try others to paraphrase what you said and listen to them and see if they underestimate or overestimate your promise or decision). Irrelevant, but putting wrong expectations is the major lead of depression that can cause [1]parkinson disease. I am also an advocate that you should be honest, transparent and same role in both your private and public life. To not split your work environment from your private life in any form. Then and only then your whole life is more complete without making your job a scheme to only print money to spend on your free time.

2. Talk effectively

How do you define creating value within the organization? One of the thing I do not like is to talk more than you think. I don't mind the content of the talk. I mind the length of the time we spend on the talk (along as long as what you say you really mean it). Thinking needs isolated time to use its own creativity, but in order for thinking to be effective, it needs to get as little information as possible, extract it, and digest it. Sometimes, I read some articles dozen of times on a specific excerpt and each time I read it I get some different output on my head because I haven't thought other possibilities this concept could fall on. In terms of my software development, use cases of refactoring, better designs, implementations and comprehension of concepts are more done effectively within looking at them at your own context than a specialist tells you how it is done. Can you compare the difference of a teacher telling you the symptoms of a disease versus the experience of getting the disease? At the other hand, feedback is important. But it is constantly abused with too much talking, that in certain occasions, we believe what others say, especially people who do not provide concrete proof decisive evidence about it. The other thing is many talk a lot because they put a lot of responsibilities to themselves. And this can be stressful. This is what happened [2]on my previous job when management is stressed and is under pressure with many responsibilities. In such sense, you cannot do the best decisions. In that sense, you have to put some of those discussions on the backlog and decide them only when you have a clear mind and decisive evidence supporting them. If the backlog is too much, then management of those tasks should be distributed accordingly or prioritize in different sectors. Talking too much is not a thing higher management should do. They should focus on the main concepts or keys that are the most important to talk while at the same time have a lot of time to think, articulate, and be a good example others to follow. I am also an advocate that [3]writing compliments more in speaking in several other ways . And if you talk a lot, try to avoid the pitfalls of

on [4]blind faith.

Either way, the process we use to do our normal operations of the business may be the most expensive cost or the most lucrative investment for the growth of a company. A cultural change can make a company be from the brink to the top. But a word of advice: we should be sensitive to define the goal of success, as a company that comes to the top may not be the real purchasing powers those customers intended long term wise to attain to.

1. <http://softwaredeveloperlife.blogspot.sg/2014/07/parkinson-disease-in-5-minutes.html>
 2. <http://softwaredeveloperlife.blogspot.sg/2014/05/internal-problems-with-my-existing.html>
 3. <http://softwaredeveloperlife.blogspot.sg/2014/04/why-writing-is-more-important-than.html>
 4. <http://softwaredeveloperlife.blogspot.sg/2014/12/do-you-believe-what-others-say.html>
-

1.2 February

The ugly truth about face to face communication (2015-02-07 16:50)

Face to face communication. Its both of a mix of love and hate. Truth to be told, face to face communication is going to be less of a competent cognitive ability when technology is replacing the people we do not need to communicate anymore. You have simple taxes to fill out? Software vendors exist to fill you that out. You want to buy something on a store? You can do the same thing online.

From the times societies became more advanced and filled with multiple layers of abstractions, people were creating conclusions based on mercy mental networks out of people's statements instead of mercy mental networks out of nature and cause and effect. This was an inevitable thing to happen given the time constraints of the individual and the complexity of our environment had to become in order to meet the different needs of millions of people. But it has gone to the point that specialization went too far on places that is too inappropriate to apply on every situation we encounter, as discussed in my blog post [1]do you believe what other say? . But given that was not more than enough, we have another problem that instead of our point of contact being filled with mercy mental networks of **people**, we are being filled with mental networks of **computer artifacts**. Computer artifacts try to assemble the same needs of services you would need as you would interact with an individual. The problem lies that we associate or have expectations that human individuals should behave like computer artifacts because as we associate most of our time on computer artifacts, we expect that computer artifacts is the absolute truth.

Because computer artifacts has become the de facto currency of serving all the needs in the world (as you can see, the stock market, is distributing more and more of its main assets to be services that are rendered by computer artifacts that are more involved with our lives), it has become more apparent and obvious that we want services that behave in the manner of computer artifacts, and because of that supply, the demand will meet those services in the expected desire the supply wants. In other words, jobs will behave in a manner computer artifacts behave. And it is no wonder on how structured, organized, and habitual the process of all customer service is on these days. Over 20 years we haven't changed the process much as ms-dos outputting "syntax error" to the user, besides that the conversation is more subtle, yet still methodological. There are a million articles describing this. A good example is how fast foods try to sell the same product prototype (and hence the invention of franchisees) everywhere you see the same brand name so you get the same expectations. And here is quite the same, but in a global scale. It is about our services everywhere to be the same. As we interact more than half of our time with computer artifacts, why spend the other time, especially on non-essential stuff, on human drones that have their own opinion and buzz words you never want to go through for a petty thing that needs not much thinking.

And most of the support of this movement is we are eliminating non-essential tasks so we can focus more on

essential tasks. After all, isn't education the whole mission or purpose? It is not really about getting a stable job, but more like a lottery store sponsored by our culture and maybe the people who simulated this world (with churches) hoping one could integrate that Contributor intellectual thought into physical reality. Not all can be a leader of such mission, but add up that your colleagues learned the same thing as you did, and then you will see support while understanding your main goals as objectives. And for those who really understand the mission of all those institutions, they will not only give back, but be adversarial on putting those infrastructures on the right path. After all, our efforts is not only us as individuals on giving, but teaching others about it in order to amplify the effect, as the system design for **improving the foundations** is to work and collaborate as a cohesive unit.

But the point is are we really focusing on essential tasks or are we focused on eliminating tasks that are not-essential too much that we forgot what is really essential or not? And that is the wormhole we are ending up as a dead end. It is not bad to eliminate man-hours for people to focus from non-essential tasks to essential tasks. It is not bad to use same resources to produce services that scale up 100 times to before. They are important. They are need it. But distribute it wisely to the time we spend on focusing essential tasks to the time we remove non-essential tasks and then we get something that does not make sense to live in this world.

Let me point out one thing: One of the thing is that we have removed a lot of non-essential stuff that were redundant to simplistic and effective that reduces the amount of man-hours to render the service (external needs). Marriages, work labor, distribution of merchandises and entertainment has changed dramatically in the way they were provided over the past decade, especially within the last years, it has scaled up to the whole world.

We do have million or billion businesses and main markets of the stock exchange that build external content to our world, but do we have the same thing for the internal content of the world? Do people have powerful meaning in their workplace that compromises more than half of their daily active time of their life? When the supply dictates that their services be rendered in a computer artifact way? It is no wonder that the demand of the workforce needs employees that affiliate themselves to work in a computer artifact way as that is what the supply wants. Or in the other case, we have to think and work in ways to produce computer artifacts and be in their shoes most of the time. This does not sound a bad prospect, after all, like I said, it **is** need it. But not the point where we have to put 100 % effort on it. It seems that these days that is the vision for all things considered. And given to what you see is what you believe, there is the opinion that we humans are no different than computer artifacts, with the only difference that we have a more higher level of complexity. And in some sense I do agree that all means of behavior and experience comes through a mechanical level or filter before it becomes an output. However, I think this it is too wrong to say as our whole definite life is based on that experience, when face to face communication expresses individuality that many try to anecdote it as an illusion of the mind confabulating itself.

Can we quantify what essential stuff we did to our world? And to say the least, we do not. What we can only say is **how we allocate those resources more effectively or more efficiently to scale up to more numbers of individuals**. And that is totally good. I would love to see more poor countries get services that they deserve if we have the capacity too. For developed nations get more needs of what they actually wanted more affordable and less time consuming. However, the **content**, the needs, haven't changed much these days. And if it did, not by that much, not a main component on the workforce, which cripples the whole point of eliminating non-essential tasks for essential tasks when you have no time for improving essential tasks. Essential tasks are discovered a lot of times through Research And Development. For example, eat more healthy fruits and salads in order to be healthy. This did some impact in the supply and demand. Some people figured out that was important because of some credible sources. Then chains of healthy food came up that scaled up very quickly like popular traditional fast foods. But the problem is they only reacted to that cause some credible source said based on research and evidence. If it wasn't for that, the purchasing power would not have left an open space for the demand to provide that. Unfortunately, this is limited to the health system, and must be expanded on other topics we individual can grow other than just keeping our bodies healthy. Mentally speaking, people are so good talking about their job and skills, but compared to the meaning and goals of their personal life is unorganized or comparably inferior to how organized their job skills are.

Its missing the whole point of what life is really about.

As you can see, demand is like a blind sheep goat. Only analyzing markets, not changing markets that are more appropriate or correct, and then trying to provide that type of service with the same resources at a cheaper price with production scaling up compared to others. And worse of all, once that goal is set, expectations are hard to change, or else trust is lost. In such way, there will always be aggressive marketing to mesmerize that market demand once you are on it due too much investments were spent on attaining the domain knowledge and customized infrastructure for that need. Add up that most people work in that market as their mission or duty to perform and you can see that they will not have enough space to think how to improve the internal content of me.

In fact, societies have ignored the internal or subjective self of the individual so much these days that no purchasing power involves in changing in scientific way our internal world in the same way we do for our external world because we are mesmerized too much on optimizing our external world every day that there is no other market (and definitely that is what the stock market shows) other than this one. Ethics, philosophy, art, and building better communities without external hints to guide them to the correct path, not exploiting others and ability to have a big picture are stuff that people do not think, act or talk in part of their daily life of the workforce. And if that is not essential, then what is essential when you try to make better your own world itself by obliterating all your non-essential tasks to a greater degree, when ironically, you spend so much time on it, that you forgot the main purpose it was meant for. But I do not blame people, I blame the system's current flow and people not being aware of it because they are mesmerized only on what they see instead of what other possibilities this world could exist. And although I cannot doubt that a lot of people have a rich vocabulary and discussion about internal content, there is no demand or space to develop that internal content daily on the workforce, and without practice, there is no trip for anyone to explore where that rabbit hole it can lead us to.

And now, it is easy for me, after discussing all the above, the ugly truth about face to face communication. Face to face communication is not much the same and developed even for me or for others as it did for a hundred years it existed. Our potential is more on the software that we have not yet discovered the limits of what we can expand to compared to looking how our hardware is integrated. And most of our advancements was not because we evolved physically as that wasn't the main reason we expanded the world in unprecedented realms no animal kingdom could have imagined. Instead, we increased mentally to transform the world in to new heights. Now our face to face communication is replaced our face being communicated with a computer artifact instead of a real human being. The differences may look subtle, but they are big. Our expectations will soon come to an end that computer artifacts are the same as humans, not because that is the truth, but because at that flow of pace we will lack more and more internal content on developing ourselves to prove otherwise we are different.

Face to face communication is not face to face communication anymore. Its not that effective anymore as it did before. That is why I stray away from face to face communication most of the time because it is a poorly developed skill these days that is mostly used for public relations (hint hint, to influence, not to make real dialogue). People get very sensitive these days when communicated face to face as our culture has made us weak on our internal content to support ourselves and understand the situations we face when we talk.

Play the game of face to face communication and you play the game of authority. The reason I like other communications that do not involve face to face communication is neutrality and getting the right and correct things instead of misunderstandings and wrong decisions due to influence. People who communicate a lot face to face and use that communication too much over other things must already have realized the following: It is more effective to get things on what you want. There is the power of influence. A person pops up in front of your face. A mental network activates, a trigger. Your words and message becomes different, your level of confidence lowers, and you make mistakes and you are not at your best. Sometimes it is the other way around. People expect when talking face to face that they are absolutely correct when factual evidence states that it is wrong. It may be more easier if they read that on paper rather than telling them in person directly that they are wrong because the correct action is to think about

evaluating things instead of having to get a final conclusion and wrap it all up on an environment where Perceiver thought is crippled over biases and generalizations of the triggers we get when we look at the faces of other people. It hurts mental networks to be that way, but as long as you are kind with your words and actions, it won't be so brutal.

In that sense, I do accept face to face communication being vital, but not as the only component, more as a hybrid model, to use it when it really makes sense, and at the same time, [2]talk effectively. I want people to explore nature and cause and effect than trusting what others people say. I want people to gain neutrality and not authority when doing discussions on evaluating the truth. And the best way to do that is to avoid the triggers or the temptations that evoke those triggers to say the least while dismantling those reactions on those triggers (However, that is too hard, as nobody practices to understand the internal content of life. Only the external content is how most people view their life as). And I am all in favor to talk people face to face, but only when it is need it, talk effectively, and understand internal content, which is kind of rare, and only few would have conceptualized that trait through their experiences.

There are more elaborations that need to be addressed as to what is the difference with ourselves and a computer artifact, and so on. But one thing for sure, we can always get more closer to that and thousand of other things on improving our internal content of ourselves in the same way we expanded incrementally our external content of our world. All it needs for the world is to take a more bold step on that road within those matters.

1. <http://softwaredeveloperlife.blogspot.sg/2014/12/do-you-believe-what-others-say.html>

2. <http://softwaredeveloperlife.blogspot.sg/2015/01/business-examples-of-internal-goals.html>

Behavior Driven Back-End Manifesto (2015-02-10 14:58)

On back end, there are 4 phases:

- Insights: which correspond to high level words. This **conceptualizes a theory**.
- Business logic: as placing the high level words to a platform with metrics and other types of measurements that can fit on our environment. This **formulates the framework**.
- Domain knowledge: which is understanding how the existing business logic and the new business logic cause and effects it will avail to (i.e. looking at use cases, and so on). This reads the **situation**.
- Implementation. This **transforms the theory as a concrete deliverable**. This **reflects the projected need the world needs**.

If one of the phases fails, the rest of the phases will fail. They are interconnected and dependent to each other. Each phase should be treated on equal levels.

On each phase, both are important, but **more important is** .

- Insights: A/B testing and metrics are **not so important** as much as understanding human behavior and basic foundations instead of current/expected trends/needs of the market and their numbers.
- Requirements: Public Relations is **not so important** as much as the long term goals of clients wanting to embed **successfully and effectively** their insights into business logic. Features, flexibility, easiness is **not so important** as clients having more control and easier ability to conceptualize the business logic in the stored framework.

- Domain knowledge: Understanding the full scope of a domain knowledge is **not so important** as having the ability to **know how to** change the domain knowledge effectively with the current business logic.
- Implementation: Mastering specific technical skills is **not so important** as mastering behaviors mentioned in the behavior driven back end manifesto. The rest will flow from that.

I wish I could go into more detail into that, but this will wrap all up.

Preface

I have not worked too much directly with insights, but this blog shows a lot of insights I have studied myself independently. More over, my previous job did not create insights, as we were serving clients instead of us being a client. At my current workplace, I see people have insights, but it was not a thing I meddled too much besides working behind requirements to implementation. I definitely focus and work most of my time directly on requirements on my current job than on my previous job.

What I am really sad now is the behavior of my current job could have been done better. So here I am, ready to tell my story, as after all, I think I got most of the picture how the company works, and I hope I can collaborate myself better to bring them a better vision and gain support on my vision through others on my end.

The problem

As you can see from the manifesto, you can tell that I work directly with data. When I just worked in my first days of my new job, big chunk of data within the domain knowledge was already transformed in a very flexible way. At that time, the requirements were not written well because the environment they chose to implement the domain knowledge was not one where a client could easily grasp what the business logic looked like unless your daily job was involved on implementing the domain knowledge. They did things that they could have been done easier to grasp for an average client to understand. There was less control for some clients to do more advanced stuff within that domain knowledge. In other words, the business logic did not scale up. Moreover, the environment looked like it was more focused on retaining clients trust than delivering the end results clients really wanted.

An easy adjustment to that was to create new small separate domain knowledge that could fit the requirements of other clients. This allowed flexibility again to meet the client expectations, but now with a more cleaner environment and language that is more easier for clients to grasp the business logic. The pace was slow at the current time because it was more like a side project, but it showed results that were close to the behavior driven back end manifesto. The behavior driven back end manifesto is an ideal project that you will never attain it, but you can always reach it by doing incremental improvements and re-designs of existing domain knowledge. At that time, this domain knowledge pace was very slow to be flexible and to add multiple features like other environments could do. But if you add more development staff, enough that it could meet more features and more resource time to make the infrastructure more robust and efficient, then the business logic would scale up without any hiccups in the requirements to the implementation phase.

So the end of the story was: They saw that the costs and time put on that behavior driven back end manifesto was not ideal because their insights was on metrics and A/B testing and saw that this development did not add a lot of features or flexibility. However, they did not see what good foundations this environment provided and brought to life, no matter how small scale the output of that was (after all, its due nature was more like a side project). There was little to no complaints from the requirements to the implementation channel of the behavior driven back end manifesto and we know what we were doing and where we were going: We were and we knew ahead of time that we could prepare any insights within the back end from our clients.

The proponents of using another tool to meet client insights was due to the flexibility of use and multiple features to use, but scale the business logic up, and I am not sure if it will meet the same expectations as the behavior

driven back end manifesto. It may go back again where the requirements are not clear or due to the limitations of the new tool, it is not flexible and its more harder to keep domain logic that changes too often compared to other environments. But the most I am disappointed and irritated is that the side project did not got any value. Due to limited resources, it wasn't capable for the side project to do much, but it tried to attain the ideal behavior driven back end manifesto.

If higher management cannot visualize or conceptualize the reasons behind basic foundations and basic things that make our world more matter, what hope is it left in that direction that can result in arbitrary conclusions this tool or the next development project is better based on metrics and A/B testing? I have seen organizations that at least complimented side end projects that went too scrap and got re-used as **a part of a component** in the main deliverable.

I am kind of disappointed that things turned that way after so many warnings this side project went through others. There is no forgiveness to me while others keep the same pace of an attitude that reacts of ignorance on the matters that matter the most.

My mission is to shed light of the behavior driven back end manifesto as much as I can. When all fate is lost, its the opportunity to shed light and do the right thing, and I don't feel more right on this opportunity than ever before on doing what is right when others already decided their doubts that this side project had no merits. I was completely depressed and sad for these last days as I could not conceptualize or articulate the decision behind this side project, but not anymore. I am casting my bets on something that will really show, where it will meet expectations one day successfully, no matter what. To put it more simply:

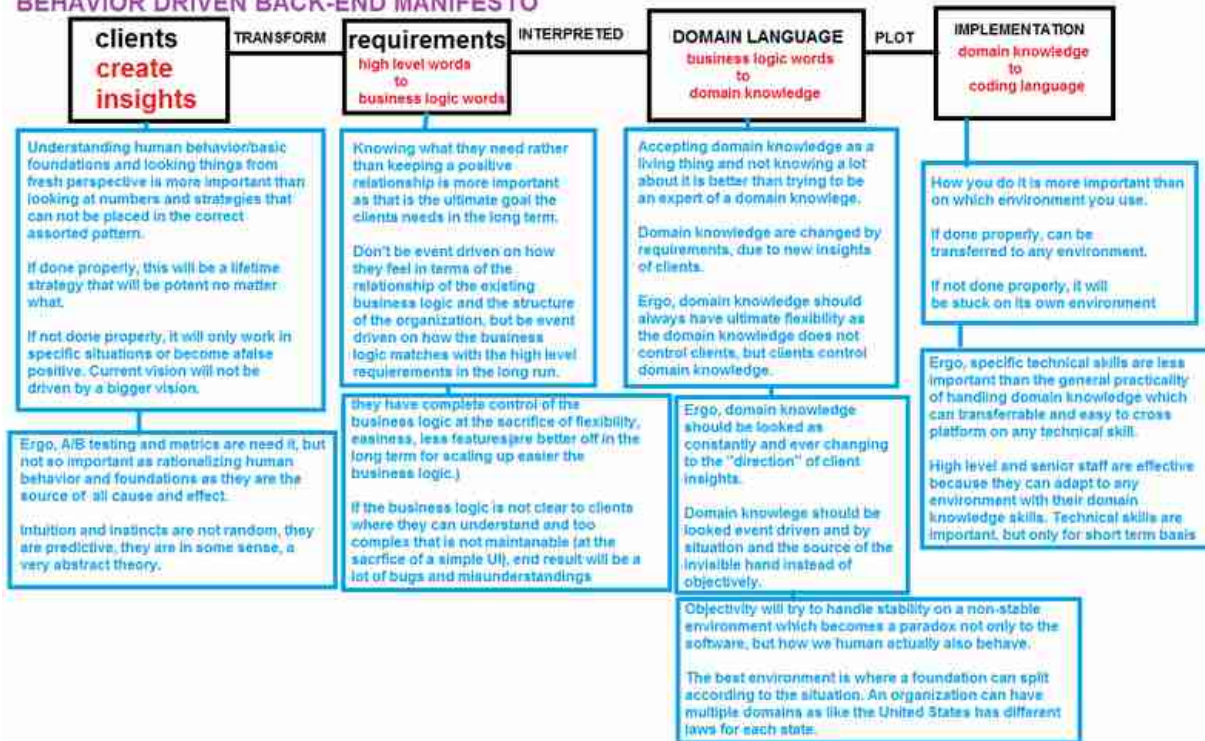
In the midst of winter, I found there was, within me, an invincible summer. And that makes me happy. For it says that no matter how hard the world pushes against me, within me, there's something stronger - something better, pushing right back.

– Albert Camus

I just want internal cultures to grow and work well together, not only to feel everything is going fine. I don't want companies to learn the A to Z things because people do not do their stuff properly and we have to patch everything together. This is not how things should work. We should always look at the source of the problem.

Bellow, a brief draft of how the behavior driven back end manifesto works:

BEHAVIOR DRIVEN BACK-END MANIFESTO



Short Snapshot #2: The X is the word (2015-02-17 20:39)

Have you guys ever heard the song "The Bird is the word" by "The trashmen - Surfing Bird". It is a very comical song and a viral one at the time I am posting this. However, I bring this song up in this blog, because as you all now, there is a lesson that you can literally learn out of this song.

One of the important thing about the lyrics of the song is that it repeats the same word "Bird" multiple times. A lot of sentences will have an average saying of the word "Bird" 4 times ("The bird bird bird, the bird is the word"). In addition, some sentences just have only the word "Bird" in it ("Bird bird bird, bird bird bird bird."). Furthermore, it interrogates by social status and surprise to force that the word "Bird" is more important than anything else ("Did you know that the bird is the word? Everybody knows that the bird is the word!"). All these are no more than playing the mental networks out of blind faith to mesmerize a thing without any cause and effect or explanation.

There was a show that was done in Ted talk about how a presentation can be persuasive even if it has no content inside (by mesmerizing people, being professional, etc. - find reference in the sources of life section). I also have done some organizational classes that talked about the "halo effect": If people believe it, it will definitely happen. We also know how big innovators like Steve Jobs tried to twist the truth by mesmerizing a fact to be the absolute truth as his arsenal weapon. Sometimes people do not look at cause and effect too much and the only way to persuade them is by mesmerizing mental networks. This can have the potential (but not definite) to change their wrong perceptions/ bad habits into good ones as a form of patience. Mesmerizing mental networks to individuals will give them an opportunity, a chance, to see things through the other side when they were not able before. However, if they don't think critical about it why the other side is correct or not (through cause and effect), the purpose of mesmerizing mental networks is lost. Lets not lie that a lot of part about sex is also mesmerizing mental network too. All these theories, no matter how we bend them left or right around, they all point and conclude to the same thing: **mesmerizing mental networks for a fact that has not been observed thoroughly by proper cause and effect.**

If things are perceived by blind faith and no proper checks are done in place, we can fall astray from the wrong path. For instance, the telephone gadgets like the Iphone has transformed the minds of thousand of people to put all their motivation and effort on making the best piece of phone ever made. Its not the developers and technicians behind apple that do all the work, but the purchasing power of the people buying the latest phone and testing all its features and giving feedback back to it. And without no doubt, if a lot of people collaborate on the same thing and have the same motivation of the end product, the deliverable will be nice pieces of art that deliver perfection on all quarters on all sides in an iterative process. Sure, a lot of money needs to be bottled down for a corporation to keep doing its research and development for creating a phone that caters the needs of their clients making their life easier, convenient, and more affordable both in hardware and the software environment. But that mesmerizing fact, it went to such point that I cannot accept it. How can it be possible this corporation makes double the money of big american gas company resources, a commodity that is the most important to sustain ourselves energy wise for the whole infrastructure our society lives? How after having so much money left out in big vaults still do contracts with third party suppliers to produce their equipment? Add to the fact, those third party suppliers got news that they keep workers in not the best policy guidelines sometimes. And last but not least, why do consumers have to live in contracts of 2 years getting the next iphone with premium plans on a phone service line that is monolithic and tries to survive with its monopoly of having control of the whole network infrastructure by doing an "OPEC" agreement with other phone service providers? Why some people even cash out of a new phone every year when the average user is not a download freak or hard core nerd? All that money in revenue by that company and all that money invested into that company in the stock exchange is our greatest priority our world needs now? Really?

So now I am going to talk and say it again: Yes, the bird is the word, and it can definitely be the word. Everybody will be motivated and do and maybe "be" the bird, but is it the most important thing in this world to "be" the bird? And if so, by how much? Yes, persuasion always works, but I would never used it on any means if that is not ethical as much as I can. Because maybe now someone will say how filthy and shame I am right now, but go a few centuries, where if new revolutions or paradigm shifts exist, and the frame of reference changes completely on who is really the one that should or should not be respected in this world.

In conclusion, we talked about the different places or occasions where we can mesmerize facts, persuade, or put blind faith on something to others. If used properly with good means, it can have good results. But in most cases, when people feel too much comfort on the power they get by the blind faith they put to others, it can go astray, creating motivations that are not potent for what our general society should do as a whole within our current situation. In the end, the people who we will respect and not respect changes over time. It may not be this generation, but the next. Persuasion does not last for long, but true mental networks that are behind cause and effect will always be seen as the true model all humans should follow. Although society has run always by crumbling back to small indulgences again and again, the times when it really shined and had its revolutions are the times where they followed the true model (or mental symmetry to put it) to transform our society into new ways of thinking.

Did you ever used the song "The bird is the word" in your life in a serious manner? In a way, that it represents your self reflection of your identity? Things to watch out is repetition, setting status of something in moments of surprise and boldness without proper cause and effect, and so on. Do you ever say a dozen of times to people "we should use theory X because it makes things better" or "We should use environment Y because it makes our life more easier and productive." or "Person X does a lot of stuff. He is unstoppable". I heard those stuff a dozen of times and I can see a sense on how much it was abused, as a way to twist the truth to others. In some cases it placed little to no damage as there was not a lot of stakeholders behind that environment or were competent enough to not fall on that trap. On other cases it feels it does a lot of damage. And when I mean damage, it may not, if they found the cause and effect correctly. Who knows, they may be lucky and they rolled the dices right. But should I do a risk with the "dices" in one of my moments of my limited amount of time I have in this life? I wouldn't. I prefer to get the dice that most of the sides have high numbers and take a chance on that instead. Not because I want to win, but because I want to use it as a model others to follow in the future so they can get the same high success rate as I do. And if I

fail, that was not my whole motivation behind it.

Hint: The song has a lot of correlation with mental networks. At the end of the song, the singer sings the chanting of our pre-historic ancestors "Papa uma mao mao" where they worshiped in their religion (mesmerized and gave status) to statues, the sun, and maybe even the bird. Are we going to advance ourselves or are we going to be stuck doing the same mistakes as in pre-historic times?

Short Snapshot #3: Milestones for Transforming me from Phase 2 to Phase 3 (2015-02-25 19:31)

Note: This is a summary draft with a main focus analyzing myself (myself is the main use case).

Technical Skills - Practicing (Cp)/Researching(Ci)

Good at Practicing Technical Skills: Being in jobs that most duties correlated with technical skills, I mastered a specific field in Business Intelligence and Big Data to such a point that I am able to deliver insights into a deliverable more productively while always aiming on high quality standards.

Bad at Researching Technical Skills: For my good traits, I had to take a toll on spending less time on research and development. In most of my job responsibilities, I maintained things instead of creating new things and tried to have a deep relationship with the domain knowledge of the corporate environment. I worked with whatever the current flow of technologies was introduced by others and exhaust all the features that environment provided.

Story: I haven't grasped yet what other skills I should also follow to learn. I am sure though that what I choose will change my direction of what I will become later. After graduating from college, I was looking at any job where I could learn the basics of an IT environment. I ended up with working on data. Luckily, data is a really important concept not just career wise, but cognitive wise. There are many fields within data that you can delve on and expertise your skills. On the other hand, other skills which compliments the skills of the data, are important too, as the cross collaboration of them creates a synergy effect. I do not regret I spent my time researching on general skills instead of technical skills, because they will give me a more straight direction what R &D Technical Skills I should head hunt that I should enforce for myself.

Perception Effect:

Note: There are two different type of people: People who start things and people who end things. I may generalize that people who start things are Exhorter and people who end things are Contributors or Facilitators. But seriously, there is a lot of overlap with those cognitive modules. They may take more than one responsibility at a time. So in my opinion, there will be a lot of misconceptions if we make such absolute gestures about it. In contrast, if we split Contributor thought into Ci and Cp and if Ci and Cp can feed itself general knowledge or technical knowledge, we can have a more clear picture what is happening behind the scenes.

However, I will conclude that there are people who create new innovative products and are successful at it "if there are the right people who can **end** the task" and then there are people "who do the perfect product, error/bug free and will know anything about that environment" but the environment is at high risk as it is not competent with its rivals in terms of productivity/output as the process has not been researched well enough.

For people that have technical skills, sometimes it is good to look at the big picture and step aside what you are doing. For people who do research and are main developers, do not think about adding always features and follow on understanding the model and giving some time of making things work. There is no need to catch up with the latest thing as long as you catch the most important things that will have a huge impact and implement them effectively.

Lesson For me #1: It is time to start for me to do some head hunting of the technical skills that will transform my persona to a new me (research technical skills) and use that skill as a routine/habit on an interval basis by reading the situation of the whole environment. Technical skills that I have practiced a lot have made me become too comfortable to not venture in other fields due to knowing the outcome in the start will not be productive in the first moments I work on those new things

(low confidence, not strong mental networks)

. But hey, I learned that education never ends, to diversify your skills, embarrassment of being stupid and novice is the new face that will make you look cool. At the same time, do it with a grain of salt that you still bring deliverable to the table so that you bring the biggest impact to your stakeholders. Allocate your time to balance both your stakeholders and your competitiveness.

General Skills - Practicing (Cp)/Researching(Ci)

Good at researching General skills: And the work of art is this blog. The end result is that my decisions have a direction with expected consequences for me and others, it is where you can connect the dots from patterns (But as you can see, it is more rough than it seems. Writing is important for that reason. I doubt anybody can have a clear mind set only by conceptualizing things into their head and do that decision all in one day. Identifying all this web maze pattern is as deep as the rabbit hole can go.)

Bad at practicing General skills: At the toll of devoting most of my time at researching general skills.

Story: First of all, I didn't want to spend my luck on something that may not work. And truth to be told, I was lucky that I did not venture in practicing something that will not work out for me and shows up as a dead end. If I started practicing general skills, I would have ended on the same dead end with my practice of technical skills. Yes, I would have created good results. Yes, I would have created a lot of revenue and would have been more ahead than what I am now. But, is this the model 100 years later people will value because I practiced mainstream articles that show me the effect and not the cause for how to be successful in life? Should I be really motivated by a real theory or only be motivated by the end result of "*how to make money articles*" because it works? Anyways, most graduates first job responsibilities relates on technical skills. General skills are usually handled by upper management where they learn it through experience.

Perception Effect:

Definitely following self help books and articles that have only instructions will not give you the big picture of general skills. However, don't devote your life only to research if it won't have any impact in the end. Yes, you will be starting something. Yes, it will disrupt the environment. But your actions and implementation are buggy and not as expected. They will be like the developer who focuses on researching technical skills without practicing them at all. Who can see that vision if its not "deliverable" in the end? I can give a thousand more situations how my research can apply to other topics in life within this blog (i.e. "Our current culture in the data golden age dictates value as the

brand identity that is trusted and quantified by how much time it captured from each citizen in the world - Pros and Cons" sounds an interesting topic to analyze). The insights can be unlimited, some of which are good and I may plan to post in my blog. However, if there is not a point where this research gives impact to the main world, all efforts are not important, as in a satirical way, the research I have posted so far has no results if you don't start to do something about it. It is all about applying it on the situation and evolving that research based on the results of that situation. In conclusion, it is like not following the research results of what you are currently doing.

A lot of people were able to do some research of their general skills. When something big fails, they go back researching their general skills instead of asking a mentor to help them. Most likely, a lot of people who research general skills are successful, but sometimes they stop and apply practicing general skills to a point they become too comfortable with it because the current generation shows us that we are doing fine with what we are doing. Think of the slavery of black people in the old times. People were too comfortable that it was the right thing to do. But go some generations later and it shows that current feedback may show that currently things are bright, but it may not be bright forever, maybe it will be the opposite quite later.

This is the problem with people today that they think they are successful when they are not in terms of the general public, but only successful for their own self interest, which may not last for long unless they do general research often. When these people face me and they see my motivation wrong because I don't practice what the current generation follows in some of the parts, what can I tell? I guess its fine for people to do it for their survival and blend in with the current situation first (this is a must), but to illustrate it as the ideal paradigm? Although this sound like a counter attack, that is where I see that hey go off limits on my end.

Lesson For me #2: I have to apply the general skills in this blog and other research once and for all **more dramatically, more boldly**. **I am still focused more on my cognitive mindset and I am not empathetic too much. I do not build mental networks to promote my paradigm. Although I listen, I do not participate actively with other people and take a chance on situations that I can make an impact (realistically, we have to start with small responsibilities after all and spread the example) appropriately to the gifts I possess.** I am glad that my motivation is in the right direction instead of the wrong direction, but its time for that train to run small steps at a time to wherever I really want to go.

The 3 phases

Introduction

Phase 1: Memorizing things in school

Phase 2: Being an expert on a technical skill

Phase 3: Having respect on Knowledge

Why I wrote this post? One to express myself and be more open about it. I think many people are in the same place as me (Phase 2), but it is very hard to reach on Phase 3. **In order to reach Phase 3, it requires a big transition.**

The first thing is trying to conceptualize the mental symmetry model or any model that interprets our world in the most accurate way as possible as how this world in general functions. This may take a lot of years through my experience to adjust (its not only cultural adjustment, but also physical, as our mind starts within mercy mental circuits naturally), and chances are, you may not get the correct idea at first. There may be a lot of back and forth reading this material and many may just ignore it later on. What matters is to take the most important messages.

The second thing is to put that material into your own words. Hence, this blog. Its pretty evident that the

most successful people write books and have a hundred of pages talking about stuff that they learned and failed. It is no mystery that writing main purpose is not to sell books or to gain fame but to manually program yourself, self reflect, control your own persona.

The last thing is to blend that research in your personal life. Over time, you will represent the actions of that research.

Phase 2 Dead End - Time Flow

When we are born, we start learning by memorizing things. It always starts from our parents (i.e. mimicking), to high school, even in university. And most of the material learned is general skills based on research of others. After that, we go immediately to phase 2 in our work force (sometimes partially in our master degree or through technical certificates). It is all about mastering specific technical skills with practice. After some years, you are so specialized in many specific technical skills, that you can research technical skills (senior developer, lead team, high level manager, etc.). In life, you also try practicing some general skills in order to survive yourself, be marketable, support yourself financially, etc. Once you are at mid-age, you may start researching general knowledge because you notice all the technical skills and general skills follow a pattern and you are too old to learn the next thing and prefer to anticipate it beforehand. People call that instinct, gut, experience, etc.. So the end result will be as follows:

Memorization of General Knowledge (Phase 1) -> Practicing Technical Knowledge -> Researching Technical Knowledge (Phase 2 dead end) -> Practicing General Knowledge -> Researching General Knowledge

However, the "flow" of time matters in here. Once you start researching general knowledge, you are stuck with mental networks of what you applied in both technical knowledge and general knowledge. It is in some sense, more easy to twist the research of general knowledge to the needs of the existing mental networks, especially at an old age where the motivation of the brain is less open minded on things than at a young age.

Phase 3 Correct Path Way - Time Flow

Memorization of General Knowledge (Phase 1) -> Researching General Knowledge -> Practicing General Knowledge -> Researching Technical Knowledge -> Practicing Technical Knowledge (Phase 3)

The above time flow looks like it is impossible to do. First of all, after you memorize and finish your education, you need to make some money. But you cannot apply anything without researching general knowledge and it always takes quite a lot of time to master that. There are some that "do" research general knowledge and become very successful early in their life, but do not seek more of that general knowledge after they already become successful.

So in that essence, most people usually end up practicing technical knowledge after they graduate and then they can try to fit how the memorized general knowledge apply on their technical knowledge so they can research technical knowledge within the job market. But this is a dead end for them to be forever in Phase 2. That means that for their personal life, they will apply general knowledge without knowing the real motivation most of the time, without questioning about it, because they don't want to delve into it as they are not experts on that field. For them, "Researching General Knowledge" is always useless as its not as competent as "Researching Technical Knowledge" because it cannot be used for the market they are working for.

However, in order to be a real example citizen of this simulation (or however you want to conceptualize this universe), having respect of knowledge is essential. In such essence, you have to research general knowledge, practice general knowledge, and then research/apply technical skills. The order is important so the mental networks are driven by the correct motivation.

Lesson For me #3: I never was able to conceptualize that I used **some** Cp and Ci, but not **completely** Cp and Ci. I never was able to conceptualize that my past thinking would have lead me to be **stuck forever on Phase 2**. This blog post explains and enlightens me everything, for what I really am to what writer I have been so far in this blog. I used Cp but it was technical knowledge. I used Ci but it was only for general knowledge. There are many variations how anybody's Ci and Cp can be, but mine was on such mind set so far and they were using maximum resources on different segments of the sector (one only on technical knowledge and another on general knowledge). In any case, in order to fix myself and be closer to Phase #3, I have to follow Lesson #1 and #2 in this blog post correctly and in the correct order (so they do not get twisted by existing mental networks as follows):

Memorization of General Knowledge (**Pass**) -> Researching General Knowledge (**Pass**) -> Practicing General Knowledge (Fail follow Lesson #2) -> Researching Technical Knowledge (Fail follow Lesson # 1) -> Practicing Technical Knowledge (Fail not due to good performance but not evaluating chosen mental networks)

That means I still have a long road to go on this journey. Hope this was helpful and I find this blog post insightful for me (I hope for the rest it is too).

New Comment 4/7/2015: A reason this flow and many others can have my flow with the above flaws is because practicing general knowledge is the main focus and obstacle you have to tackle first before researching technical knowledge. However, you need to take care of yourself and earn your bread and live so you practice technical knowledge that is competitive enough and adds business value without knowing the source or reasons why it is valuable. For those who do not care about researching general knowledge, they directly go straight to researching technical knowledge and become great gurus and can talk technology day and night, but talk about externalizations from their impact of actions, and they will not have thought about it much for a second. As for those who did, they must have passed all the above phases, they must have a direction, but how well they researched and applied general knowledge depends on the level of how their words and actions hold under pressure. The bigger the pressure it can hold, the more valid the research it is. The bigger the attitude to self-correct the general knowledge and apply it, the more long lasting it will be.

1.3 March

My Vision: HPLR Ethics / Effective Planning in Contributor Mode (2015-03-07 18:15)

HPLR Ethics - Investing/Evaluating in Ethics on 4 corner stones

- **Health:** Innovate and provide services that people function better both hardware and software wise.
- **Planning:** Plan how the resources will be allocated efficiently from now and any future projections and what prerequisites people will need to have ahead of time.
- **Learning:** Motivating people to spend on time that they will learn something useful.
- **Relationships:** Invest on relationships that can provide synergy on the other 3 corner stones. On our individual weakness, others can support and can learn from the rest.

HLPR Current Stock Market - Investing/Evaluating on how to monopolize habits of people based on their automatic short shortcuts of their nearest motivation.

- **Health:** Health guidelines on appropriate diet by doctors professionals do not match with the motivations of people that collaborates a lot with short term satisfaction motivations of people, such as taste from fat and sugar.
- **Planning:** Planning has been done effectively from school environment and work places, but no planning exists for most people outside of their duties for their personal growth. Internal policies of what they learned do not get applied in their personal life due to having a big sector that distracts them, and that sector is entertainment, from

press and movies to fashion and video games.

- **Learning:** Motivation for learning has dropped to low levels because 1. Technology makes us need to know less and can do it simpler 2. The motivation on learning is not in the same par as the motivation of the entertainment sector and if the individual has to pick between the two, the individual picks the one with the most motivation. Entertainment motivates people on outputs that have little to no results on learning something of value which they can take action and apply it in real life.

- **Relationships:** Relationships is a way that it only works if people have something to offer on what they really need. There is not a lot of collaboration of people sharing knowledge because people are very sensitive these days due to a low health, planning, and learning lifestyles. Hence, relationships are now more like a fixed or small scope commodity instead of an interface that can accept multiple inputs.

The current problem

Why HLPR Current Stock Market works? Because as long resources are plenty, we can live our life in bad ways or good ways without anybody judging us about it. That can work as long as resources are plenty, but will keep people being empty with wrong motivations and lead them to have psychological problems, will adhere to risks for people not being to sustain or scale up resources for our next generations, will not be prepared when resources are not enough. There have been news that resources will deplete over time, not sure if that is a real fact or not, but if there is no counter argument for people to look ahead of time and do an action about it, that is something that we have to deal about it and not escape out of it that technology one day will cover it up one day. Civilizations risk their own core life for a new technology that will cover it up is a big gamble that may not happen. What if it was better to have some future projections that we are more confident that it will surely happen in the next 5-10 years instead of in the next 10+ years? Secondly, we have seen how crises happened in the last 20 years and how they were handled. Pretty pretty bad with unemployment sky rocketing in some countries that used to be categorized as the "rich sector group". Truth to be told, those crises were very small and they were the tip of the iceberg. What will happen when a real normal crises starts to erupt? Will the people be prepared on it?

The stock market at the current moment will work totally fine because it does not considers the risks above as I mentioned in my previous paragraph. They are considered negligible at the most best. If that is how the stock market works, then finding the short term motivation or whatever motivation people are driven these days and "capturing that motivation" and "making it a habit" or an "investment of the individual to your product for a specific part of time" is what represents value for what a company represents. People selling or buying stocks based on the human capital it has captured is the current sentiment of how we value or perceive things because ethics and any other risks involved by being negligent of the ethics in our world may or may not be part of the plan. It is all up to what the human motivation is behind on how he wants to spend the time. And although there are a lot of people that are driven by right motivation, many are not and many who are can be influenced easily by the ones who do not even if they do not want to. So for these reasons, these chaotic mechanism of the stock market will still work, will still make people happy as their motivation is whatever they define what is really their motivation of, but beyond being a risky investment for our better future of our society, it will keep people empty depleted with short term motivations having a hard purpose to find any real meaning in their life.

Conclusion

Those 4 sectors I may one day (if I ever find it critical) detail what each corner stone represents. But I hope you guys get the big picture of what it represents. My goal is nevertheless not going to replace the products and services our current stock market is, but become a more important matter or subject where people have to invest their time, for their own good and for the rest good of our society.

I will give a brief introduction nonetheless about what planning is all about as I think it is an important subject.

Effective Planning in Contributor Mode

Planning is an important thing as we are constantly distracted by a lot of information. It has been discussed a lot of times for the "overload of information", but it has got to a point that today, with big data playing around the corner, you cannot make any sense by looking things at an individualistic approach of all the events in your life and form a big picture about it, because there is ton of data that you won't be able to get the "correct big picture". You may have missed something important and it is highly likely relevant it will happen given that there are more participation in the conglomerate world of the internet "actively". Now that entertainment has taken a huge stride and become the main distraction of our world than ever before, finding all the psychological buttons to gain the most motivation of people to take the shortest path more than it used before. There is no commitment of something and people judge things by the cover of the book. This leads that no matter what back and forth, the decisions we make are random and we do not pick the best ones that we should get. Reviews really will not give you the best new product, because once reviews hit a certain threshold, it has become a viral instead of a fair product, that its reviews are probably exaggerated as its on the top of the page. We have to give commitment to a lot of subjects at hand, especially items that have not been evaluated by a lot of people and attain a rank of 2 to 3 out of 5 stars reviews. 2-3 out of 5 star reviews do not exist from student (all get A), gamification systems, to ebay sellers. The idea of no mediocrity to exist because nobody will view them is a problem that has to be solved by giving them fair visibility to them. In addition, there are a lot of products and services that are not yet conglomerated in a portal where people can have more analytic tools in the hand to make better decisions which products fair better or not. In any case, there is so much competition, so much distraction, that there will be no loyalty of usage of that product because you have to invest your time on another thing.

What people miss in doing their life is what they do in education and workplace all their time: Investing in a product like a relationship and evaluating the results. In education, you are committed on a semester and learn some classes, regardless if they are useful or not, without needing to judge the cover of the book. For those that are graduates, they know that most are not practical, but they always influence and give us insights on our main decisions, and that is what counts. We know why this was good and it was not good without not having a good idea what that subject was about because we just judged it by the cover of the book. In workplaces, we commit on projects, that may be a success or a failure in the end, but we do not judge it by the cover of the book. We create prototypes, we implement part of the features, and if it looks good, we just release it to the stakeholders. Without trying, we cannot do anything about it. The most difficult plan for people to do is to make decisions. And the reason people do not make decisions is because they never planned and set a risk that they will do it no matter what. When you have something you want to do and you think about it, you will never make a decision unless you are decisive about it that you will do. Most of the time you will pass the idea as you don't know the risks it will involve doing this and the time you will waste on, but people waste time on thinking of not doing nothing, when they could have invested that time on doing something with some chances the results being positive. Exploration of ideas and allocating that time to do that is good, but "time" how much time you spend allocating your day on exploration and evaluate your exploration tactics whether they were good or not in order to improve your exploration. Many people spend time on exploring things and are stuck on exploring things and being in a stale mindset exploring things. I would for the sake just tell you directly: Learn how to use Contributor mode well even if the means end have no straight goal or clear path on what you do, because although you believe you have a clear path, you do not, because only with a contributor mode you can start driving the car going into real places and exploring real places rather than just fantasizing into your dreams and have wrong perceptions about them. So before there is an attempt to drive solving problems, you have to read the situation of how the problems are in this world, do a free ride and explore, and then apply your solution once you know the situation of the problem very well. So in that mind set, I am expressing a simple tool of an example of setting up your mind have an active contributor thought. The example bellow is demonstrative purposes and can be flexible where the interval points of doing this can span from every week to every few hours:

In the morning spend an hour of what things you are planning to do and do this and nothing else on your free

time. Dedicate them like it is your class project. Motivate yourself and set goals for it how you can grade yourself on this. What matters is that you completed the tasks. Results is a thing you cannot control. Allocate a time for a specific task:

- Allocate a time of your exploration of what other tasks you can do and write it down
- Do the tasks you planned as much as you can to the time constraints
- If you see a task you planned was good and you liked it, do more of it tomorrow. Do the opposite if the task you did has not any value. Try to not judge things immediately and give time to them before you give them up or dedicate your whole attention to them as the next thing.

In a use case, I would use toggl and an excel spreadsheet. On toggl, I would create 4 new tasks and set them all to 0 hours spent on them. I would put those 4 tasks in my spreadsheet. I would add new tasks in my excel spreadsheet during my exploration. I would evaluate how much time I planned to spend and how much time I actually spend on the tasks and exploration. I would not do any planning on the night. Just manual writing of what I did without any evaluation. On the next morning I would just evaluate on what I did last night as I will have a fresh mind. Rinse and repeat.

This is so basic, but most people do not do that, they live and breath on the moment. That is not a way to control your life. So as a heads up, a habit of a contributor mode is important, don't let perceiver mode be the procrastinator on all time intervals of your life as that guy never decides things and has a 99 % mind set it won't do that in the end, before its too late, exhorter mode will take the party and perceiver mode will be frozen by the emotions of the exhorter mode. Exploration is good, but time it when you are doing it, and let it do its thing in the morning with cooperation of Contributor mode. Letting it run alone really leaves a trail of messy life.

From Renaissance to Tumblr (2015-03-26 16:02)

There was a time when people were deprived from reading or writing books. People expressing ideas that were out of the domain knowledge of that culture was usually prohibited, to the least it was daring. It was at that time were our identity was controlled with rules that were not evaluated whether they are right or not. It was at that time where exploration of the external world was constricted due to the rules of our identity at that time prohibited to explore things and instead focused on believing things out of blind faith.

However, something went viral to the renaissance, the subjects that I am talking of are: diplomacy, education and scientific observation. I am not going to go into depth about those topics, but it was that at that time, that rules we set to the identity of people have been lifted out, and now people can evaluate those rules without constriction. Of course, there was a lot of times, that people could not express what they wanted to express. But even with those obstacles, the transition was smooth on that direction with revolutions and legislatures that allow people to have freedom of expression where appropriate.

However, all of this is due to the space of automating things. A thing that still exists to this day in the technology sector. In a short span of time, 200-300 years later, we had an industrial revolution. And given machines were not enough to automate our daily physical tasks, our mental tasks 100 years later became automated with computers. The essence of automation is this: **How do I eliminate physical/mental tasks to a less of a degree so I can focus more on the content and less on how I do it?** This has always been the adage as a part of a vision for many companies. But if we have more time to focus on content (and the fact is that it is), what is the trend of content people want these days to explore? Physical happiness and let me elaborate more onto that.

Physical happiness is probably what you learned of what was opposite from school. Although human nature is

driven primarily by physical happiness or the end goal is to achieve physical happiness or practical contributor in terms of mental symmetry, it is not a thing that people predominantly want their *whole stake* to be out of. People get bored, something is missing, but oh wait, there is something new that can make my mind be a little bit illusive that I am exploring something different but it is the same thing nonetheless. The essence of marketing has taken this and you see the same formula, the same pattern, but in different flavors. I am betting that this endless loop of inertia is what people are driven on their free time. I have been a small victim of this several times and its hard to let your mind not be influenced by it as what you feed your mind is what you believe, like a virtual reality room fabricating reality.

So what is the solution? Mental happiness. The focus should be innovating new stuff not only on just what people want, but how this connected pool of society have a purpose that lasts long term for them, has an impact, and it is **associated with their work life**. The last point is very important. You see, that a lot of the time was spent on eliminating redundant tasks so people can allocate more free time on creating better content or more sophisticated products or services. On the other hand, the content we explore is **listening to data** instead of **evaluating/controlling/transforming the future of our data**. You see, we now live in a new renaissance age, and that is the data age. It is no wonder that a new cognitive module has become more active than ever before because we have the access and possibility of doing so: perceiving data and take actions based on perceived data. But all we do now is follow the data and try to assimilate with the data so it matches with what the supply and demand of the free market is. It does so well on an operational stand point and the projected expected results match with the actual results as most people behave based on the driven motivations of physical happiness. But then you see that there is a dead end. All technology we make and innovate were made so in such way so it "fits" with the demand of physical happiness, in the same way we create shoes that "fits" a human feet and not an animal's feet.

If we humans have time to explore as the productivity of menial tasks have ceased to be a problem anymore, then it is time to explore actions and services that collaborate more on mental happiness. Learning and exploring should not only be about the understanding and use of an infrastructure or a specific trade of tool, but more on the end goal product and service that will impact people. That requires the collaboration of many people to bring those ideas into reality. That requires a lot of transition on the way we look at things not through just our eyes, but beneath our minds. It requires a new renaissance age, such age where people can address more on the cause of all problems, not only just to the physical level, but up to the individualistic level. The road-map to that is uncertain on where it will go as that requires a lot of people to collaborate to bring something tangible. We would never have known the renaissance age would have lead us to the age of computers, in such ways it is arbitrary to say what tangible results this will lend us. All that matters is the direction, and the purpose behind that direction is to make people have a bigger long lasting meaning with life: Mental happiness - Where people at least know the principles of how our own mind simulates and what is its correct path to simulate itself and be guided by that. **Bringing something tangible based by a guide of that correct path, is all that matters, its not the matter whether the product output in the end reflects with the correct path or not, but the motivation behind, as that motivation will self-correct the product output.** We as people have hard time to find out what is right or wrong, but all it matters is the direction to self explore on that matter, to have the effort, and be open minded and weight all possibilities out of it. Beyond that, there is nothing much else you can do. But we live in a world right now where there is more opportunity to cultivate that path than any before. With big data where we can do insights, neurology taking new strides of how our self behavior works, pieces of paper here and there as a manual with the possibility this is just a simulation with a bigger purpose, all we can do is connect the dots and be a good model for society not publicly, but internally, when our time ends. I think beyond that there is nothing more to care when living this world.

There are times where you want to do the short cut and avoid all this road map or you already done and is hard to get away with your current responsibilities lie on the way from what you really want to do. Once you do more action, more decisive big meaningful action, it is harder to get close to the path you want to take. So actions are quite important on what you do because they reflect and assimilate your personality of who you are and what your habits are driven by. I guess in such sense, it is important to have a plan to what contributions an individual

can cultivate a world that grows mental happiness and stick to it. Then you will have a more bigger purpose in life because all your tasks you do have a bigger purpose behind than just visualizing your time on tasks with no purpose. I think thinking and taking this mindset of mental symmetry is hard to conceptualize or make it applicable in real life given how contrary and represents a minority of people who similarly think in such way. Therefore, believing it requires to create and explore your facts yourself (Perceiver mode) instead of others telling you what is right or not (Mercy mode) as a re-enforcement.

So to end the topic, we are on the age of Tumblr and Instagram. I mean pictures is going to be the biggest trend and double tapping with our phone if we like something or not. How more simple is to that compared to writing an essay that involves critical thinking? The point is just think about it. People liking your photo over a double tap is not as a significant action as someone trying to put an effort on their own experiences it has captured so far in this world. I have nothing against how these new technologies come, and I applaud simplicity, but something feels wrong if the main popular central hubs people communicate is in forms of simplicity, as that resonates me to what I have said before *"That requires a lot of transition on the way we look at things not through just our eyes, but beneath our minds"*. If that is the last thing this age will have, then tumblr or instagram will be the last one. People are too ambitious or have too much expectations to get more content than they can absorb. Those tools are nice for exploration. But I think it would be nice people focus on a specific thing and aim it in their personal life, just like business models do. I have said general knowledge is important before, but this is just looking things at the cover of the book and never exploring the depth behind those topics which require critical thinking.

The second thing that bothers me a lot is with how technology is seen in those days. Maybe some of you have not seen it, but I have seen going in a wrong direction on how it is approached. People focus too much on the infrastructure, too much that it does not make sense. They never look at the end product of the infrastructure. The concepts of an infrastructure are the following:

- Innovating infrastructures that eliminate manual tasks by making it more abstract so people can focus more time on the content.
- Innovation and marketing follows the data on what customer needs instead of transforming users behavior in better principles.

On the first one, I think it is essential when the life of the product gets stagnated by the low productivity of rendering results. However, I do not know how to approach or feel about this. For one, if you do not catch up, competition will take over with lower costs for the same result, and that is hard to doubt out. However, its not like it will be the end of the world if we go 10 years back where such technology and libraries did not exist in the front end and people can still deliver results that meet deadlines. It is more like living financially frugally with an old technology while having a lot of resources with the new one. However, there are some dead ends with innovating technologies. You see, many innovating technologies are not mature yet to avoid any pitfalls. Lets take the example of the language Java. Java, for instance, essentially takes care of all the garbage collection without you not needing to know any abstraction behind it. C/C++ on the other hand has the options where you can control garbage collection. It is no wonder that many Java developers were hired with 0 years of experience in Java and had all their experience background behind C/C++ and did much more better than those who had more experience in programming, but all of their part experience was behind the Java language. It is of essence, that abstractions are very important, especially on a product that is not mature yet, but at some point on the future, those abstractions behind will not be important to look or consider so much except knowing the basic foundations behind it, such as assembly language. They do have an important value nonetheless, but it is hard to be in denial that they become less and less important as you just want to have an out of the box thing and nothing less.

The second thing is innovation and marketing is guided by existing data to either monopolize and expands the habits of individuals through their ecosystem or create new disruptive products that will bring a competitive advantage that

they did not had before. They follow the invisible hand and where the market follows, so they become extra profitable. But nonetheless, I think the companies are not the problem, but the people's natural motivation on what drives them to create a market system like that which ignores ethics and other important matters. If there was everywhere in the world a side project that focused on making people more mentally happy instead of physically happy and create a market for that, where there is labor behind that, that would be a new age where people can think more critically on what is important and not important. Because right now, we have all the automation we need to do anything to control our environment. What is lacking now is how to plan it effectively in dire times and how more better should we be guided ourselves on using our environment to best fit ourselves.

1.4 April

Short Snapshot #4: Advice from the best professional engineers (2015-04-12 16:10)

4 years ago, as a side project, I was doing around a dozen of interviews to technology professionals. Most didn't stood out to me at that time as special. However, one that I ignored 4 years ago now gave me the full focus and attention and see things in a different perspective.

At that time, there were so many cloud technologies, you wouldn't know which one is the one that will blink or be a fad in the end. The interviewee told me that he worked in the cloud infrastructure and I didn't know much what it was about at that time. Now that I am more familiar with that technology, I can see his words resonate me more than it did before. In summary, interviewee first job on 2006 was on EC2 Amazon Web Services and moved his career the ladder up to do more cooler cloud architecture designs for Amazon. How more cooler can that be?

In any case, he gave some word of advice that most professional engineers could resonate to them at some point of life or its their boiler plate of life that they will babble everyday as the word advice to new comers who join in the IT industry. Regardless of who you are, here are the three advices I think any IT professional should take a look at:

1. Being blunt and to communicate a lot of necessary changes will not always bring benefits to the company

Solution: Tact, diplomacy, giving up is better ways to sell your **original idea**.

Analysis: Now who can imagine that giving up or leaving your job will really sell your original idea? Now, jokes aside, if you really care about your original idea more than staying on the work culture you are working on and you have some back up plan to cover yourself financially (and if not, and if that is one of the reasons with the highest weight you still retain the job, some companies counter offer a resignation in the so term called "parachutes"), then selling your original idea by moving to another department or leaving the company completely really works out. I have seen people that were really upset about me and I couldn't see the vision of theirs too much until the bridges got really cut off. Their advice was not lost in ruin, its a perspective (but not my own and my strongest preference) that I still keep in mind. At the same token, I have been very upset with my previous organization I worked that they could not see that visibility of the problems they had that my only option was to not waste more time on it and focus my time on better opportunities.

Now, you see, the real reason I would leave a job is not because I am demotivated but if there is any potential or support

that you can tap from your work load. In my organizational behavior classes, what stood out to me the most is the survey that found out that managers being innovative and supportive bring workers more productivity while adding more value to the business than being autocratic. That is because the latter brings a centralized environment while the first two positive traits bring a decentralized environment where people have the power to be initiative and self-taught, two important traits, that are the prerequisites to get high end quality developers, that you will never find in your company if most of the employees are treated in a centralized way for whatever bias reasons management has chosen to do so. Now the nice thing is that when you work in a big organization is that a lot of people may not like you, but a lot of people like you. So unlike small organizations where there is higher chance to be in a dead end, big organizations have more ample space to still stay away (=give up) from a territory you don't like while still working in the same company but within a different territory. However, in order to do that, you must have tact and diplomacy and be decisive on which other options you can do while working on the same company. We can call it here how finesse you are to avoid dodging the bullets. If your original idea or reasons really can float above the water, your rivals will see it as a competitive advantage that they must also incorporate into their business regime.

And the story of the point is? Most people only see a side or part of the puzzle of the whole truth. They cannot see the whole part of the truth even on the context of their own organization, especially if its big, because they have not associated with all the stakeholders that people work there to the point of having the big picture. For those reasons, some people may think others are demotivated when they are not because they cannot see the full visibility how the whole structure of the organization works or others think that they are on the top when they cannot see the deficiencies others can point out easily on them.

The whole point of this blog is to express a part of truth based on my own perspectives. There may be other parts of truth that have a different perspective that they are more sensitive on it based on their habits or cognitive mindset, and I appreciate those perspectives as much as my own perspective I have in mind. However, in order all perspectives to work out, they need to be integrated, but before they are integrated, they must be first expressed in a constructive way which asserts also opinions of others that contradict our own point of view.

However, let me explain that **leaving** is not the complete solution. Here we go the game of whether I should choose the path of suffering or the path of patience. This is all about how mental networks are integrated into our mind and I need to devote a whole section in it here in order to elaborate.

I have seen that many people may have left countries to really learn experiences from other countries, yet they still have not left behind their **past**. Let me explain examples: people leaving X country to work in Y country but still interact most of the time in Y country with people associated to the culture and language of X country. Its where some habits changed in order to get the real goal they wanted to aim, but their motivations still remain the same. Some people who are in Y country, but lived in X country, X governments offer some mental networks to associate themselves still with X country no matter what. Some examples is the United States reminding expats to file taxes for them every year. There are other X countries that create a culture that you feel incentive going back because that is the perceptions they created about their health services or the currency is strong and many other thousand reasons that you can bottle up. So far, I discussed the effect and tactics to assimilate your status to X country when in reality you live in Y country. But beyond that, when people move out to another country to work for, most of the time is so they can get a higher pay salary. If that is the case, they are not leaving there for the purposes of learning a new culture and its history, but they are there to just to emulate the presence of X country in Y country. That is really effective in countries that have a lot of races and cultures as there is enough resources to be able to emulate that. Now, you do not see the opposite too much, but you can see it. Americans or other English speaking nations go for instance to China or other Asian country to teach English. Unless you are moving abroad to another country to limit the expense costs, people who move to other nations like the examples before go there to learn new experiences and not to assimilate anymore with the countries they lived in the past. Money is not the real motivation our habits change and it will still keep us stagnated to able to see other perspectives beyond our culture, which is is usually focused on only one or two cognitive modules or patterns of

thinking. Even when they claim they have those external technical skills, the way those skills they use or associate is limited to the cognitive mindset they learned from their culture. It is kind of true that who you are is the 5 people you interact the most, so its good to have variety in life, to have a more big perspective how all things work around.

Now the above paragraph, why is it called the path of suffering? I do not see suffering either, but there is, as you will see, for most expats, this will not work for them in the long term. In contrast, accepting different cultures and views from others will be more important for them in the long run.

This is how the path of suffering works. Lets take the example of being fat and the goal is to avoid eating food that have fat. Most people response to combat the resistance of eating fat food is to stay away from places that have fat food or someone else do their shopping and cooking for them, of all things in the shopping list there should not be any chocolate, as what its in the house, it will be gone and that will be coming from me. We can add more examples but the whole point or moral of this story is that they try to **learn have a healthy diet by avoiding away fat food** because it triggers the mental network that the food is nice and they must eat it. However, they do not learn the **motivation why they should avoid eating fat food**, that if its incorporated in a good way, when that mental network triggers, it will focus more on the bad ripple effects of their well being than the short term satisfaction that the food will aim them to get. But then there is the problem that mood depression finds as a substitute food to alleviate the mood problem. Then, the problem of mood depression has to be linked with another associate mental network instead that provides almost the same positive mercy experience. For instance, talking with people and mumbling about your problems and understanding your concern is a good mercy replacement. Of course, that will not work for everybody, but I think you understand what I am talking, I am talking about the concept of replacing mental networks with substitutes of mental networks that have a less negative effect. Once all those mental networks are replaced, there is less reasons to motivate myself to eat fat food and when I see fat food the more it will be the image you feel when you know this food makes you allergic. Although simple as it sounds, its complicated, as the replacement of mental networks requires a lot of **patience**. You still have to experience for a long time rejecting mental networks for a long time while finding ways to replace them with better ones. Its more like debugging and refactoring yourself in terms of code instead of putting a patch out there that will eventually break the code again **because you still kept that mangled set of code still lying around**. And that is how we deal our life most of the time. Instead of changing our original identity because we are sensitive, we put "if conditions" to ourselves to avoid those special use cases without understanding the real cause of the problem.

Now lets go back to the story of the expats. You came to a new country for a higher salary, but you couldn't control yourself talking with people of the same country of origin as you because you can connect the mental networks to them in a matter of seconds instead of hours with others in how they feel and what they want to do on a project while at the same time share the same cognitive mindset most of the time. Now I do not know what that all means, but in my article [1]Ranking Company Traits in Software Environments a trait people would work for a company was a "*Culture that fits my personality*". Now that is something I despise, and although the company that I worked for started to be in an environment that was supportive, innovative, and open to diversity - now its more autocratic and teams are a set of majority of one culture which becomes a bottleneck for diversity to cover up weaknesses we don't see.

In summary, as in the example of the chocolates, leaving a company completely is arguably a method of suffering to others. Most of the time people will understand the problem, as that mental network they really need is not there anymore and it has to be replaced with something else that it compliments the same mental experience. However, don't expect miracles, their motivation will be the same. The reason for that is there is no escape for them yet to find how to substitute their existing mental networks with other mental networks, and as in the example of the chocolate, that may be an easy case as the **control is based on my own autonomy**. Now go to the borders of an organization to follow the same use case and you know that the control is within a multiple set of people with different motivations and agendas in their minds. It is hard for this to be manageable unless there is a leader who is in control that has the ability to influence people break off their old habits with better ones.

Tact and diplomacy are the best ways to solve the problem and it reflects more the method of patience. It is better for such cases to have an intermediary to handle your tact and diplomacy instead of directly because you may be biased to whatever you are attached with the daily tasks you do. That is what really product managers are where their positions most of the time is neutral as they are not associated too much with tasks of a project (its not just about delivering projects but transforming existing culture as an intermediary). Once you are very proficient and are able to not attach yourself with the tasks you do, you can see that leveraging the company is not about deliveries anymore but how others team see you, how users see you, how the whole culture infrastructure runs as a food chain within your own company.

Now Amazon is a company that is still known to the public being a culture that is very adversarial. But here is the difference of what adversarial means. Its different being "just adversarial" to "adversarial while constructive". During the interview, he told me that only top performers are hired in the job and he has not seen at any point of his lifetime while working on the company any person taking some slack off. That may be one of the rigid systems of Amazon removing from the pool staff of employees the low performers on time intervals. However, although Amazon is known for its culture stating their opinions out boldly, being blunt all the time and asking for a lot of changes won't take the cut in the long run.

You see, a lot of changes will not make the right cut because it makes an environment that is non-agile. You cannot put all changes to be done in one sprint. What I liked with one of the departments that I have recently worked with is that they ask for little changes and they don't quarrel too much as long as it gets delivered on time. Now if the result is wrong or not, does it matter? Not much at all as the sprint was small and it can be recuperated again with another small sprint. Beyond that you have to be working everyday on your toes and active all the time about it, you are more familiar with the process of your clients as you interact more times per week. Lets take that in contrast of bundling a lot of tasks and when something goes wrong, of course you will get complains as that was a lot of time wasted for getting a result customers didn't ask for. This has worked effectively in my two jobs I had before: getting a small tasks or a big task to be broken in small tasks. There was a time I had a big task that I broke it into 5-6 separate tasks when my management thought it was just 1 task, which unless you work in a small company or there is no open environment to collaborate cultural or technical wise, is a communication problem that you must address by giving the level of magnitude of tasks for a particular project. Why agile works and non-agile works is a philosophy that can be looked into depth, its a thing already that many companies gain success because the focus is the main customer and not too much about the technology (although its still important if it becomes a bottleneck).

Now many will confuse that being tact and diplomatic is only showing a narcissist positive outlook to others while ignoring how much other constitutes to a lot of problems you disagree of. Being tact and diplomatic is still being yourself but also being the ideal product manager that can be neutral in seeing things and fixing problems on your own side and on the other side. You expect that something you have to change yourself and they must address specifically to you as you do not have visibility what is wrong. In exchange, you also have to address specifically to others what problems you see that are prerequisites for you to work with them. You also know that your requests is something that may not address fully and that you are okay if you get something between the middle but nowhere if you get little or nothing out of it. Its more of a give and take situation where you learn something in exchange you teaching them something about too. When I changed jobs, my previous code experience was that clean formatted space alignment of code was a cosmetic thing and did not offer anything functional to offer. In addition, breaking an easy to understand piece of code into smaller pieces of code did not made any sense to me when I could already see the simplicity within my cognitive set of skills. Those were two whammies that I feel grateful I took lessons from other developers who wrote all his source code in such format. Not having code aligned with white spaces and breaking a task more simpler than you can already understand now **will not make you to have the same experience** (= to be able to understand) when you see it a second time which may be a month later or a year later. Now all my implementations are smooth and error free as most of the changes are maintenance based and requires me less cognitive power to understand where the code is going on. On the other

hand, I provided to my team some foundational concepts of how the code works behind the bush, insights that were helpful all to know, so they can write code that does not do what they didn't expect to do. At that time, I may have been completely opposed to write queries in a format that took so many lines of code when people try to fit all their code into one page to meet the same standard as keeping a resume in one page. But when people told me to do it in such way, and it wasn't a deal breaker for me, I did it, and I ripped the benefits now maintaining the code.

2. Good high competitive workers are all over the world, even on third world countries. They are initiative and self taught

Analysis: This is true in all sense. Race or upbringing does not matter much as their traits in their working environment. If they are initiative and can learn things by their own selves, that is, its a thing they like and have an interest to dive through, then its **a natural motivation**. They will definitely even do the task for free for you if it really matters so much to them. For instance, this blog, discussing concepts that revolve around mental symmetry, human behavior, and so on, are just a natural motivation for me on writing them in here.

I think being initiative and self taught can bring the most original ideas and paths that no one could have imagined of. At the same time, the quality will be unparalleled to anything else that it was just for the sake of money or moving up the ladder of the corporation. Its a thing that they do because **they have a big reason** why they do it. Now every situation why a person does a thing is different, but the bigger the reason the more they are motivated by it. In law and court, where we look at homicides, an element of importance to claim an individual guilty is motivation. If the individual is found he did it with no real motivation, he is put into mental ward or hospitalization. In other words, we are looking for people doing things because of a real good reason, not because of an accident or something. If somebody in a third world country has a passion to work in X company because he founds the holy grail out of it, regardless whether that reason makes sense or not or whether it will last for long, then his first two to three years will be very productive careers within that company. The problem is that many find motivations that do not last for too long. The turn over on average for an employee within a job is 2-3 years and the cause is for a multiple variation of reasons. Its good for those reasons to find something you really like and hopefully my previous last blog posts may have enlightened you all where you can find the real motivation we can put all effort into.

Now in order for them to be initiative and self taught, the work environment should be supportive, innovative and decentralized.

3. Our duty and rating is not the pride of how good we technical are

Solution: We should be rated by how we influence our customers with our services

Analysis: When everything comes down, even for developers who handle the low level tasks of their organization, the duty is all about whether the work will influence positive to the customers in the long term. Our duty is to listen to our customers and be with them at all times on solving their problems. That is our highest priority. In contrast, I have seen in many cases people attached with the technical infrastructure and be completely detached with the stakeholders needs. In many cases for several purposes, I have seen people devote more time on creating nicer libraries, more robust coding and refactoring, that in some sense, they are useful to removing technical debt, but for now, did not had any practical uses so much for the stakeholders at hand. That was okay if their natural motivation was less inclined on tools instead of keeping the customers up to date to every fix that needs to be done. But I cannot blame them, because their natural motivation is to make nicer tools that will help in the organization in the long term. However, duty unfortunately, is more important than our natural motivation, and it should not be ignored too much, yet not so focused to the point you lose your natural motivation for working within the company. On the other case, I see people working on specific terrain of a technology sector they own while ignore the terrain of a technology of others. It is more like my technology is utterly superior than yours (and arguably by fact it is theoretically) so there is

no point of involvement or collaboration of technology that others stakeholders are using and are in need of. And I cannot blame them at all as their natural motivation is the new technology people are working for. Now those are just some examples and use cases I have seen to date.

In my experience, when I try to peer review the people I work for, I can see a lot of nice talent and skills in how technical they are. In contrast, in the way they treat customers as second level citizens because of their natural motivation kind of diminishes the rating of what they are actually worth of in terms of bringing value to the company. They have the maximum potential and capability to bring value to the company, but not too much when they are constrained or attached to their natural motivation.

1. <http://softwaredeveloperlife.blogspot.sg/2014/04/ranking-company-traits-in-software.html>

Introduction to Contributor Dissonance (Phase 2 to Phase 3) (2015-04-26 02:30)

Previously, on my article "[1]Milestones for Transforming me from Phase 2 to Phase 3" , I discussed the three phases, which I am going to repeat them again in here:

Phase 1: Memorizing things in school

Phase 2: Being an expert on a technical skill

Phase 3: Having respect on Knowledge

Most people are stuck on Phase 2, and this is arguable more expressed as the main topic of argument within the book "The Executive's Paradox" by David G. Jensen. This book is a very nice for anyone to look thoroughly, as it stems most of the research from neurology, and so far, after reading the first few chapters, ties together what has been discussed in here and with mental symmetry theory the same concepts, just worded in a different way with more visual applications that can be applied in real life. Its a book that integrates different theories rather than placing dichotomies about it.

In summary, the main diagram the author illustrates is the Contributor model in detail view. (Suggest you read his article and diagram on his [2]blog by clicking here) He splits the two sets of cognitive actions of the contributor (=executive) that mainly interacts with: people and tasks. Its a separation that I never looked at it as before, and illustrates the main source of the problem executives snap instead of stretch:

According to the stretching line:

People Line or Mercy Line: I can imagine that **commanding** personality expresses the mercy identity by *server* actions (as what I do, will reflect of who I am. My action, is a mercy experience, which becomes an input of what I represent or believe is right) while **empowering** personality formulate the mercy mental networks (=people) that got inputted as mercy experiences by *perceiver* mode.

Task Line or Teacher Line: Tasks become teacher mental networks from the input building blocks of the **rational** personality in *perceiver* mode. *Teacher* mode (which is hidden from contributor mode) formulates a theory out of those building blocks, and then the **visionary** personality has access of that theory as it is active in *server* mode that contains the vision of that theory like a milestone recipe. So tasks become from a low level view (facts) to a high level view (The estimated product , not actual, if the recipe is followed).

How can this paradox exist? Have you seen that the **same line** (which a line here is interpreted a cognitive module getting affected, either mercy or teacher) is accessed by **different cognitive modules** doing a **completely separate thing**? Let us recap that perceiver has visibility of the mercy room and server has visibility of the teacher mode. What is really going on?

-Although perceiver mode formulates mental network building blocks out of mercy input, it has no control of the mercy input it receives, as server mode is the one that has the power to what mercy input it wants to express (empowering vs. commanding)

-Although server mode has a vision of a theory like a milestone recipe from the teacher mode, it loses visibility of the abstractions behind how the Perceiver created those building blocks as an input in teacher mode to formulate that theory (rational vs. visionary)

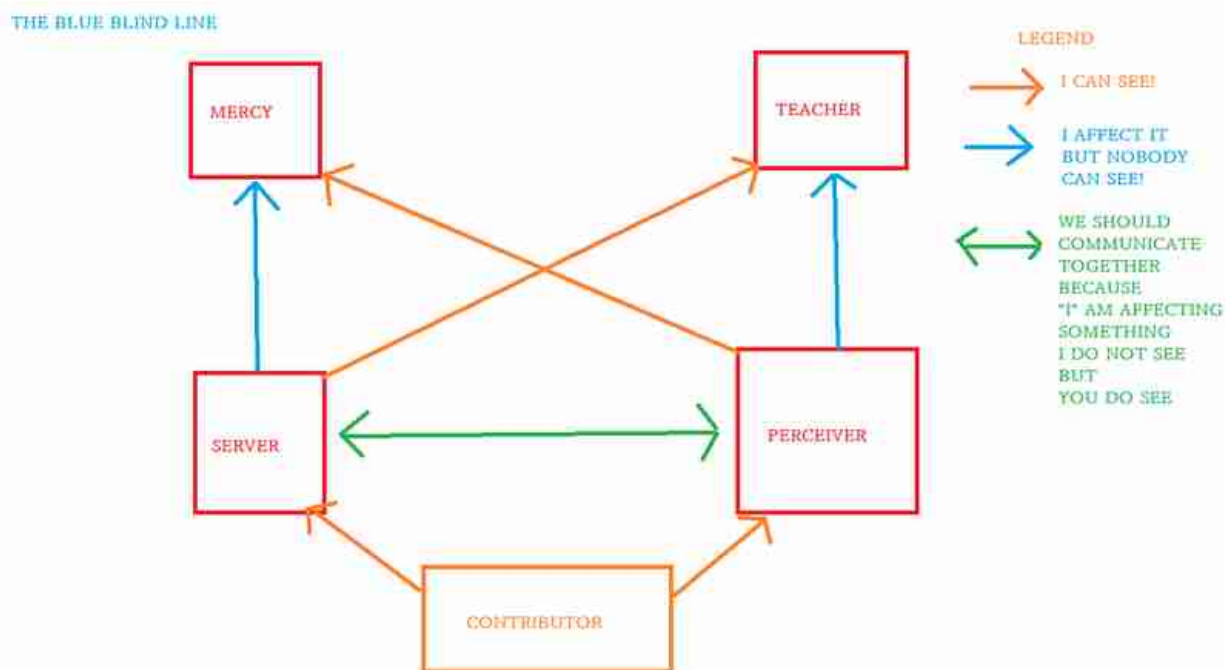
So the mercy network is something that the Perceiver completely sees, yet cannot control the input of what it gets. All these years, the server mode feed me with all that garbage? And yes, that is one of the thing that a Perceiver mode will not collaborate with the Server mode to discuss what input the mercy experiences it should get.

So the teacher network is something that the Server completely sees and make things stable in his life because he has a plan or recipe that can follow through. But when the plan fails, they are completely lost as it has no idea how that abstraction was formulated. Drats, where is the source code behind the theory of all this? Server mode would have never take some time to look at the perceiver mode what building blocks it built and why.

The server mode thinks whatever the teacher mode has is what the teacher mode has produced, but little did it know that it gets the input from perceiver mode.

The perceiver mode thinks whatever the mercy mode has is what the mercy mode has produced, but little did it know that it gets the input from server mode.

Why? Because there is no visibility as seen in the bellow picture



In mental symmetry, it has been discussed that some executives have control of perceiver mode in a healthy dose while server mode not in a healthy dose, which translates that they may be empowering rational but lack the rest. This can go vice-versa. In any case, looking back at history, executives that were most successful had both of those cognitive modes active. They could ride the car and solve problems. But if you read the book of David G. Jensen, that is not enough in these days due to the increasing complexity and demands of these days we are living in this world.

You cannot use server mode at one time and perceiver mode at another time by pulling yourself in one mode at a time while ignoring the other mode. **Executives have to be more effective and efficient these days.** In these days, you have to collaborate with the perceiver and server mode in your mind and set some rules together, where these two types of modes can work together at the same time in the nice metaphorical word called "stretching". When, for instance, in the case you have to be commanding/visionary, which is a server mode, you have to stretch the perceiver mode to compliment the empowering/rational traits in the sense of "Hey, perceiver mode, how did you create this vision out of" or "Hey, perceiver mode, you think my action is a negative input for what you have gathered so far?". In the terms of stretch, perceiver mode does not really need to be fully functional, but it needs to stretch, although painful for that cognitive module to bear something that is not its forte, to yelp out a voice whether the server mode follows a misinterpreted vision or inputs from the perceiver mode that are already known that it yields no positive results with high confidence should not be repeated again.

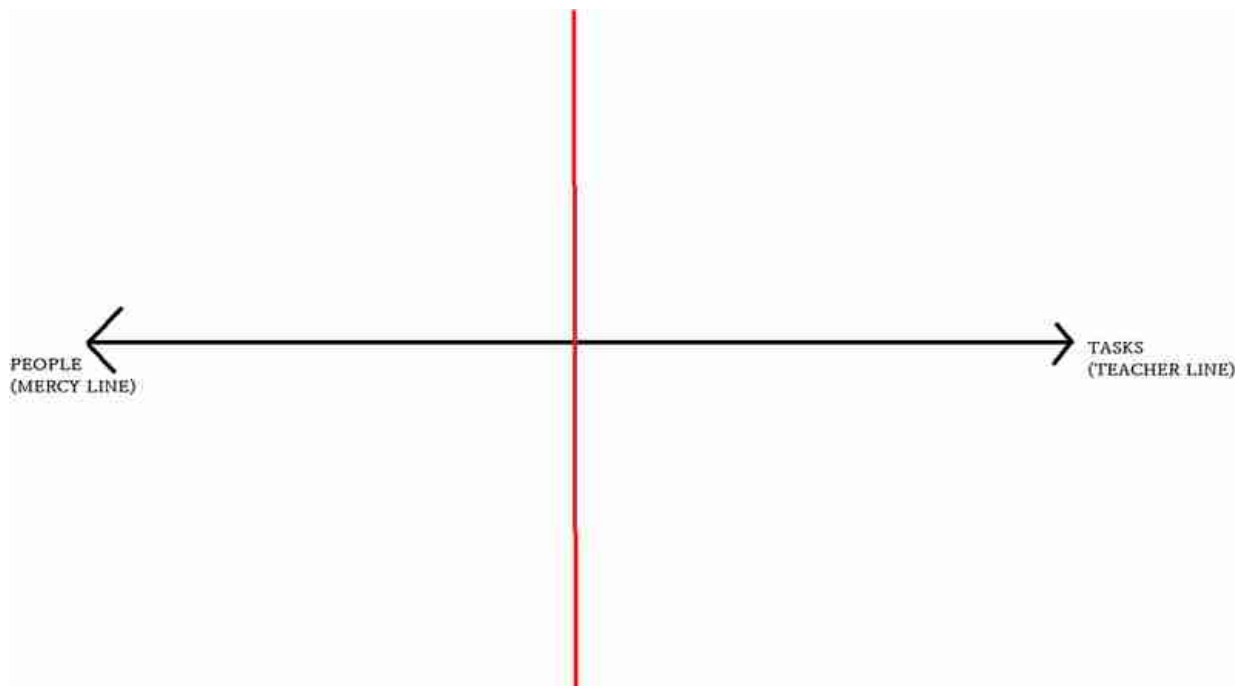
As a side note, I guess the most visible trait in contributor seen in samples through our life may be the trait of being commanding as it is very easy to get. First, cause it is the server mode, its applicable to real life, not perceiver mode, which can only be refined by education and self reflection of things you experience and see on yourself. Second of all, its only technical or specialist knowledge, something that is very popular and easy these days to be a specialist in these days of age. Truth to be told, being visionary and empowering is very hard these days as that needs you to be a top level view of things instead of a bottom level view of things. That means you have to do a cross cultural disciplinary study of many different specialized fields. In addition, empowering and rational require you to have an abstract view of life instead of a concrete view of life (perceiver mode works in abstract mode while server mode works in concrete mode). Perceiver mode is becoming more prevalent these days with data science and on, but in the traditional days, this was not so apparent. If we look at the correct path these modes should work, they should be (but they can give feedback back and forth):

Researching General Knowledge -> Practicing General Knowledge -> Researching Technical Knowledge -> Practicing Technical Knowledge

Or to label it based on the executive's paradox model (Where Ci=Perceiver Cp=Server G.K. = General Knowledge T.K. = Technical Knowledge):

EMPOWERING (Ci G.K. Mercy Line) -> VISIONARY (Cp G.K. Teacher Line) -> RATIONAL (Ci T.K. Teacher Line) -> COMMANDING (Cp T.K. Mercy Line)

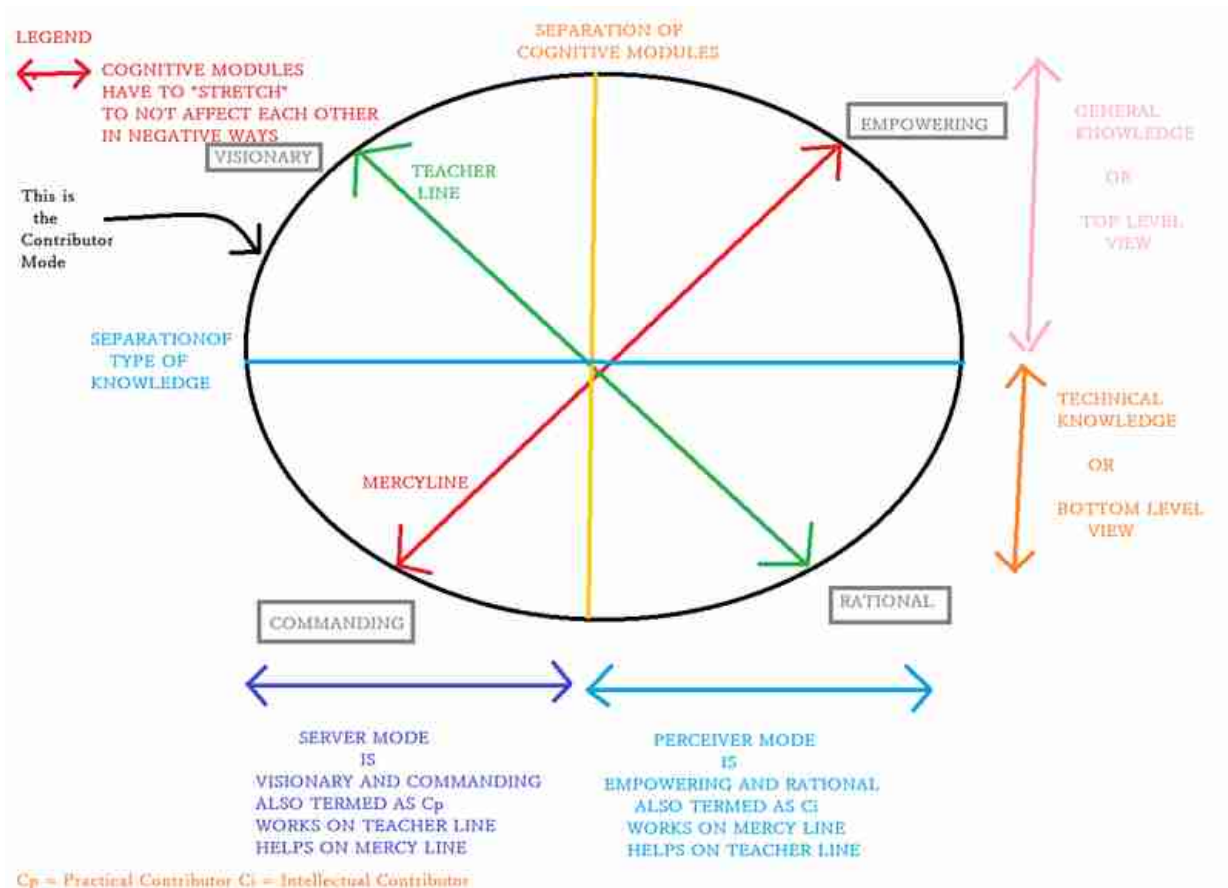
So we start with the mercy line, where in EMPOWERING, perceiver mode creates not any building blocks, but building blocks that have basic foundations that serve ethically. Then, it goes to the teacher line, where the VISIONARY creates building blocks to the point of the server being able to see the vision of it in a form of recipe. Then, while still being in the teacher line, the RATIONAL uses the perceiver mode to evaluate on how to apply that general knowledge to the rubber of the road by researching technical knowledge. Finally, that technical knowledge is enforced by the COMMANDING personality, which is integrated to our identity within the Mercy Line. What this article so far in the first chapters misses to express (as I haven't finished reading the book) is the **order** of how these 4 different styles should operate. Because of all things, here it ignores this type of line, the dichotomy of teacher and mercy.



[4]

And this dichotomy is something that people ignore and is one very sensitive topic people really do not want to talk about because mercy represents me. This blog had devoted a lot of sections on that topic. But because this problem, fixing externalizations, has not become a demanding issue to the public yet due to still the world being in a resourceful place, and add to the fact that this is a sensitive topic, it will not be a thing that be addressed until the issue becomes more prevalent itself. As you can see, contributor mode worked fine in the past even if it was not effective/efficient pulling itself on one cognitive mode at certain times, but now it becomes an issue where demands push it to become its cognitive mindset more effective than before.

Without further ado, here is the diagram I want to represent with other terminology that I have taken input from Lorin Friesen's research to express the same executive paradox diagram in different contexts:



Empowering: Perceiver mode that looks at general knowledge in mercy mode. Looks at how "me" can be a better "me" based on facts and theories collected that bring most of the time (contrary to individualistic experiences) positive mercy experiences (Outputs mercy life).

Rational: Perceiver mode that looks at technical knowledge in teacher mode. Builds building blocks from observations that can be stacked up later on as a foundation to be used. (Inputs blocks for teacher mode).

Visionary: Server mode that looks at general knowledge in teacher mode. Looks at how the abstract recipe can meet to the current situation (Outputs teacher life).

Commanding: Server mode that looks at technical knowledge in mercy mode. The actions of the server represent as an input of what "I" believe and what "I" am (Inputs blocks for mercy mode).

I hope that this diagram will help on understanding what has been discussed so far. Now, if the order of those styles are executed on a certain order as discussed, Teacher Line and Mercy Line will be more closer together overlapping to each other and creating both a straight line instead of crossing each other and creating a symbol of "X". This is where the technical knowledge ("the science of today") and general knowledge ("religions that do not have any science") take different paths and do not collaborate or integrate together.

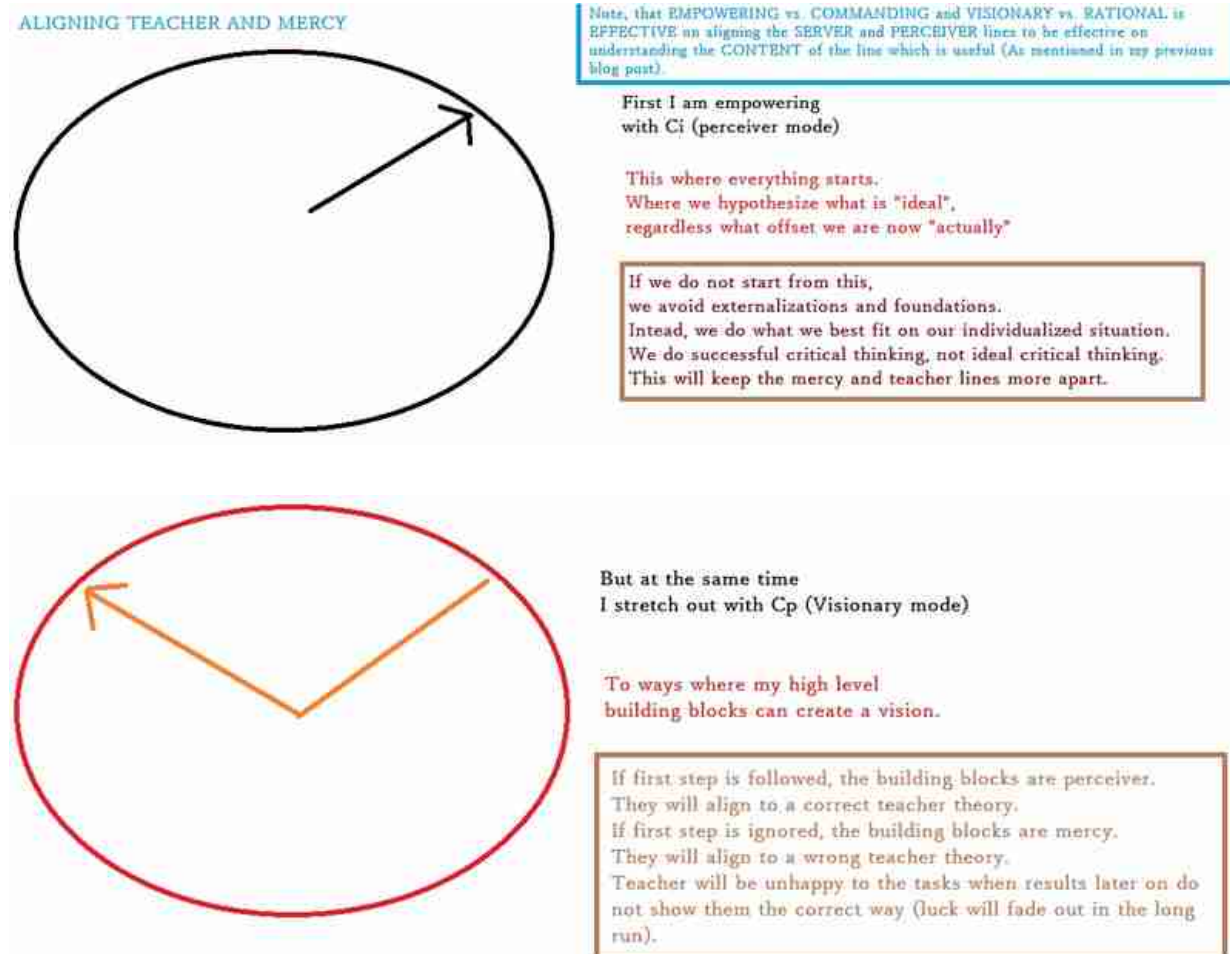
This is too deep, but this is just an experimental conclusion I am pointing out on all of my references and research and explorations I have done so far on my free time. This is quite an interesting subject and it looks good that there are new faces that look things on a fresh perspective by looking all sides of a view instead of just their personal experience.

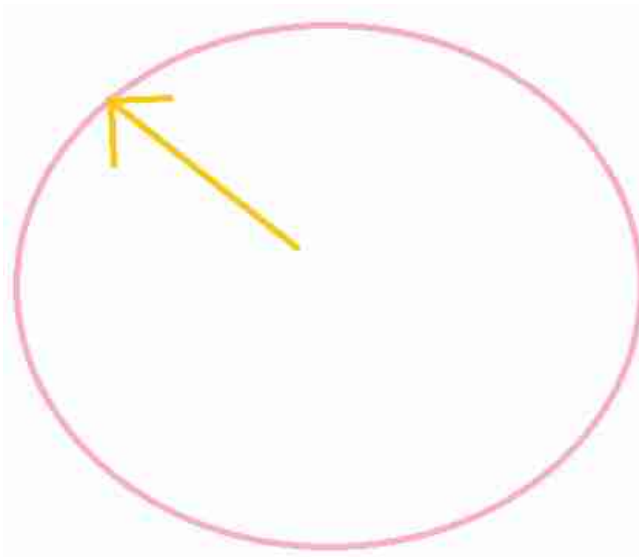
Closing arguments of this article, I am trying to expand this theory to more applications, this can be pointed out more obviously on what the end of the chapter 2 of his book says:

"A theory is the more impressive...
the more different the kinds of things it relates
and the more extended the range of its applicability"
ALBERT EINSTEIN

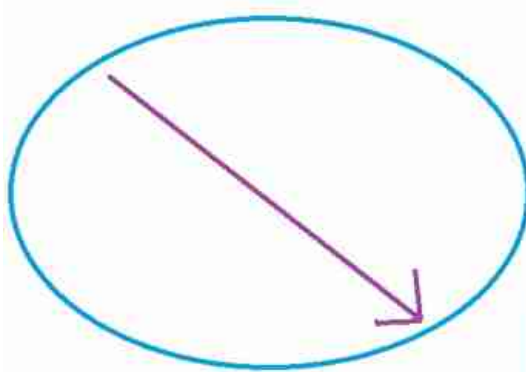
1. <http://softwaredeveloperlife.blogspot.sg/2015/02/short-snapshot-3-milestones-for.html>
2. <http://davejensenonleadership.blogspot.sg/2010/03/from-fundamental-leadership-styles-to.html>
3. <http://4.bp.blogspot.com/-ZFeWPYyKbxI/VTvOSzlq8OI/AAAAAAAAAIg/gYZxjECsNRo/s1600/DICHOTOMYOFPEOPLEANDMERCY.png>
4. <http://4.bp.blogspot.com/-MwyTa0sjsYc/VTvVM3CUE7I/AAAAAAAAAIw/kwZa0ak4Kns/s1600/paradoxdiagram.png>

Short Snapshot #5: In Pictures - Aligning Teacher And Mercy with the Executive Paradox Diagram (2015-04-28 15:19)



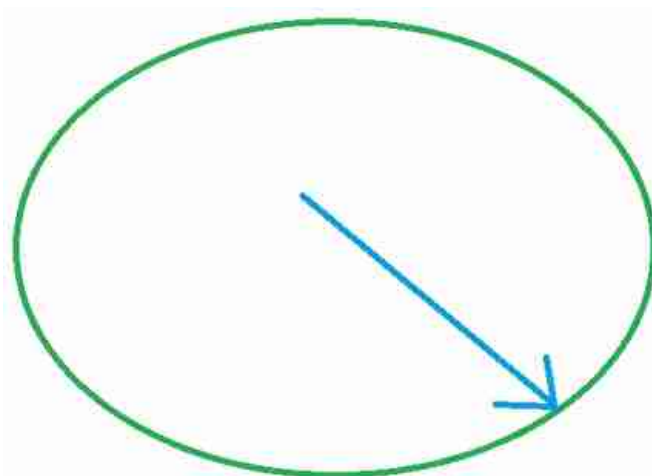


The input will almost be complete
where I can formulate a theory out of it.
I can use server mode to visualize what I see

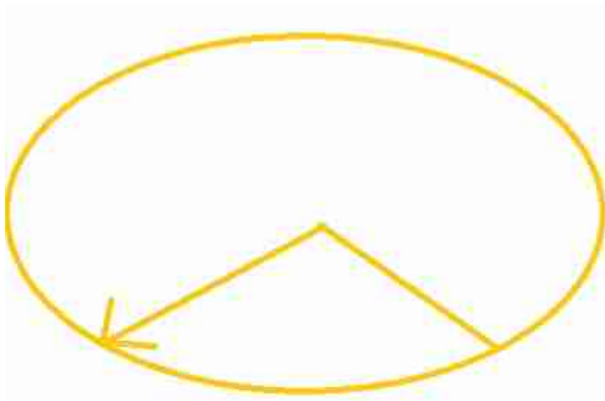


However, I need to stretch myself,
being rational, to see how my vision
can be applied in real life with all
the tools we have in our current situation.
I have to be rational at this point and ask
perceiver mode to create the building
modes that need for the CURRENT
SITUATION.

This is the shift from General Knowledge to Technical Knowledge.
A thing we are in success with "Science" is Research (Investigate or
Rational) & Development (Explore or Commanding).
Making "any vision" (literally) a reality or determining the feasibility.



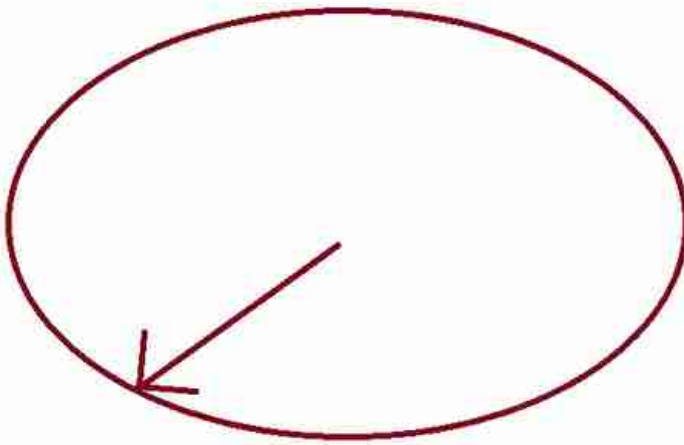
At one point, I have figured out a formula that
has a certain degree of certainty with a hint
of risk that it can hit the rubber of the road
successfully by being RATIONAL



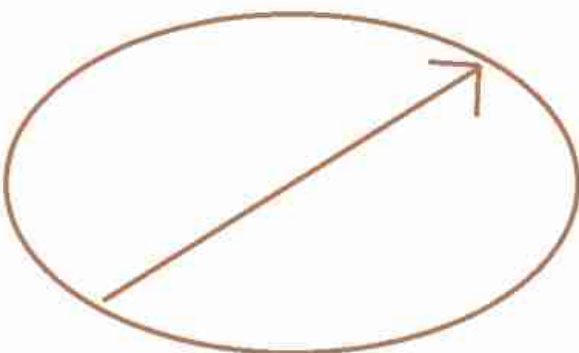
However, I have to stretch myself being commanding, I have to try out the technical knowledge. This is the essence of R&D is all about. I am formulating the development of the final product with research.

This line represents the "agile way" of software development.

Agile way can be considered scientific now!



I am doing some actions. My final decision. My final touch. We take plunge of the risk and take the action and be responsible of the result. Here, we are commanding, here we are servers, here we think this is the end of the road, but something happens, what happens is....

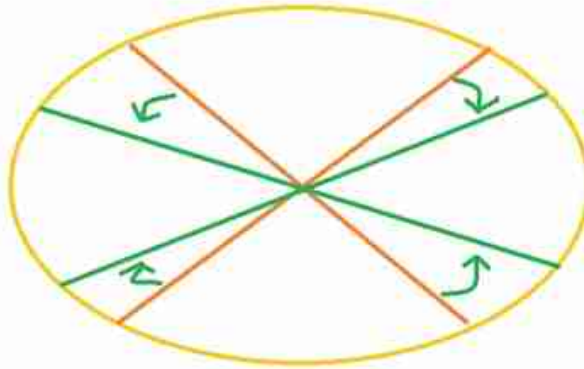


My actions reflect my identity.
They are stored in the mercy me.
Which represents my habits.
Which also considers in part how others see me with my actions too.
Here is a question of:
=>Should I still follow whatever the mercy me tells me to do?
=>If I am using perceiver mode, what new facts to get from the results of my outcome, to make my perceiver mode get more accurate facts?

In here, you have the choice or not the choice to self reflect.

IN THE LONG TERM (LONG TERM = INFINITY). STATISTICALLY, MERCY MENTAL NETWORK AND INFLUENCE WILL AT SOME POINT BE DIMINISHED AT ONE POINT, WHICH MEANS...

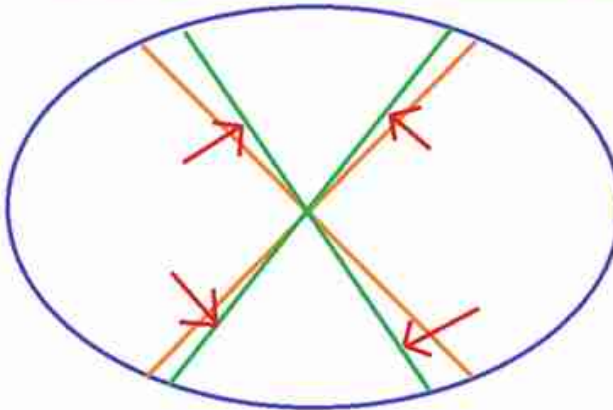
IF YOU FOLLOWED BY PERCEIVER MODE TO BUILD TEACHER MENTAL NETWORKS DURING THE VISION PHASE



1. PERCEIVER BLOCKS CREATE THE CORRECT TEACHER THEORY.
2. TEACHER THEORY IS HAPPY WITH THE RESULTS AND KEEPS ENFORCING THESE RESULTS TO THE MERCY IDENTITY.
3. MERCY IDENTITY NEEDS TO FOLLOW TEACHER THEORY RESULTS INSTEAD OF DOING WHAT IT WANTS
4. MERCY IDENTITY REPLACES WHAT IT WANTS TO TEACHER THEORY RESULTS BECAUSE IN THE LONG TERM IT PROVIDES POSITIVE RESULTS AND INSTEAD OF GOING AGAINST IT AT FIRST, NOW IT SEES THE BENEFITS.

OUTCOME: TEACHER AND MERCY LINES GET MORE ALIGNED TOGETHER

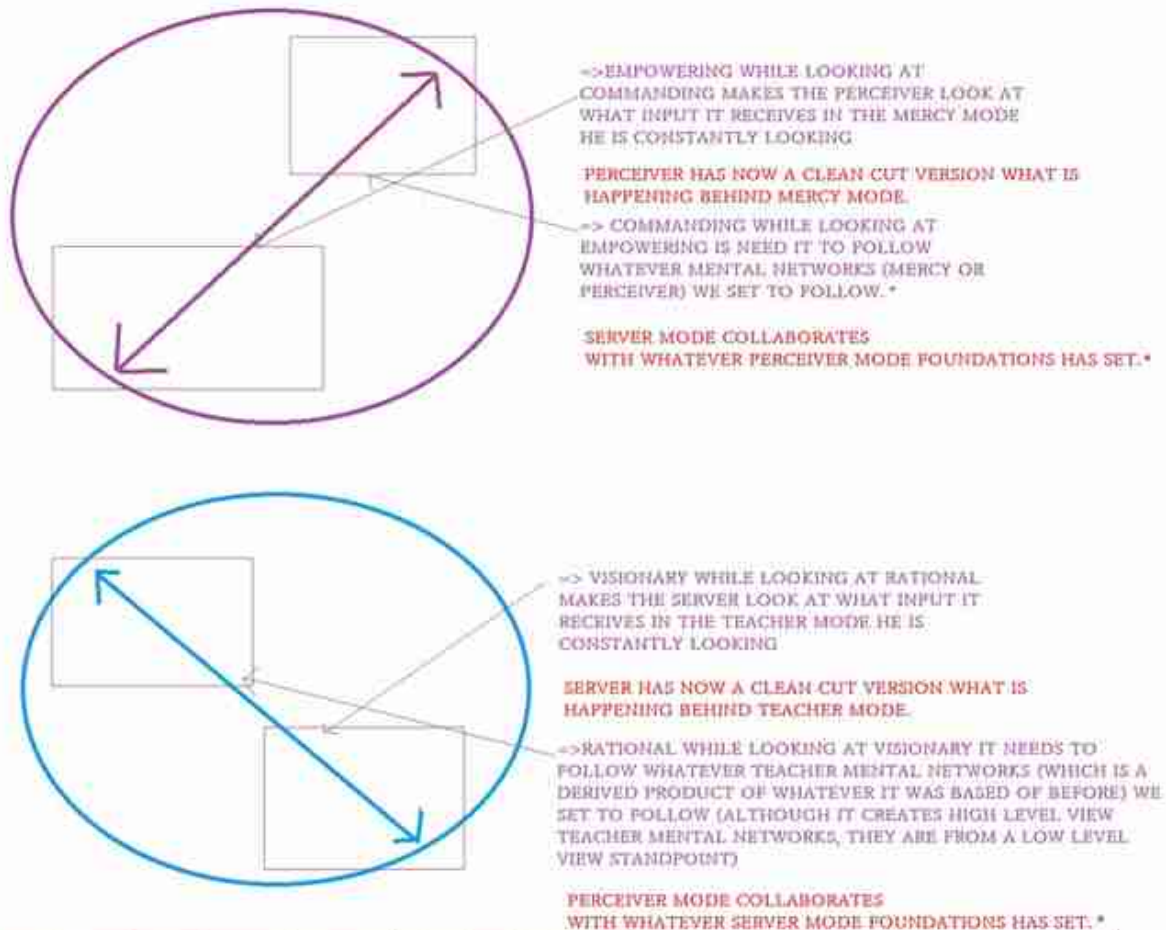
IF YOU FOLLOWED BY MERCY MODE TO BUILD MERCY MENTAL NETWORKS DURING THE VISION PHASE



1. MERCY DOES WHAT IT WANTS AND IMPLEMENTS THE VISION. IT BECOMES A TRUE SUCCESS
2. LONG TERM WISE, THE FRAMEWORK DOES NOT GIVE THE CORRECT EXPECTED RESULTS, WHICH MAKES THE TEACHER THEORY UNHAPPY.
3. MERCY REPLACES THAT FAILURE TO ANOTHER MERCY EVENT THAT MAKES HIM HAPPY. MERCY IS IN CONTROL IN HERE. HOWEVER, TEACHER IS UNHAPPY AND SO THEY ARE APART AWAY AS THIS IS NOT ANY REMEDY FOR THE TEACHER.

OUTCOME: TEACHER AND MERCY LINES GET MORE OR ARE STILL SEPARATED ON THE SAME DISTANCE

FOLLOWING THE EXECUTIVE PARADOX MAKES YOU A MORE EFFICIENT PERSON ON FOLLOWING ANY VISION



* Because the executive paradox asserts that some styles have been absent the whole time from the individual, they must be created first within that contributor's style before they can be assigned to the other cognitive module to set them up as their rules.

CONCLUSION: THIS COLLABORATION MAKES THE CONTRIBUTOR WORK AT ANY POINT EFFECTIVELY ON ANY SITUATION IT DEMANDS, BECAUSE IN THE REAL WORLD WE DO NOT HAVE ANY ORDER OF HOW EACH CONTRIBUTOR STYLE SHOULD START OF AS WE ARE LIMITED BY OUR ROLES AND DEPARTMENTS.

HOWEVER, THIS DOES NOT SOLVE THE DICHOTOMY OF TASKS AND PEOPLE WHICH NEED TO BE ALIGNED, AND THE ONLY WAY TO BE ALIGNED IS FOR THE CONTRIBUTOR STYLE TO WORK THINGS OUT IN THE ORDER SPECIFIED IN THIS BROCHURE.

1.5 May

Short Snapshot #6: Being "real empowering" doesn't sound as easy as it seems. (2015-05-25 09:10)

So I stumbled on the executive paradox book within Chapter 15 where it discusses the symptoms when organizations do not have trust. The problem: It didn't discuss the causes behind it. Instead, it gave resolutions to remedy the effect by giving "special" prescriptions and looking underneath the tip of the iceberg. Actually, those two solutions are effective, because being empowering may be the most tricky and hardest thing to do. One for it is a high level theory. Secondly, for it is a sensitive topic, as it discusses and analyzes about our own identity.

But one of the problems these days is that being "empowering" has its own "different levels". And for most of us, we can to some extent be empowering on some "levels", but few of us are really empowering to very high levels, in the terms of being "heroic". Today we use the word "empowering" for low level duties and make it seem

like an ending story where "everybody lived happily ever after". But "stories" like that do not get projected to a happy ending in the end. Instead, circumstances create later to more bad occurring events because we were not "empowering enough". Studies have shown that being "empowering" will make organizations more successful. It is a trait that all executives try to follow and conform because of its positive results. However, little do they know that being empowering may be the most underrated and complicated thing. It is the source and the influence of all outcome.

In this article I tried to translate in my own words taken from the book "The modern man" by I.M. Panagiotopoulos (the original article can be accessed [1]in here which represents the High School Graduation Tests for the Greek Language in Year 2014), he discussed on the times at the end of the 1980s how the word "empowering" has lost its true meaning these days, Without further ado, here is the translated excerpt:

Summary: *The author defines empowering as an empathetic individual that engages to do the right thing, a trait that brings balance which our collective consciousness of our society cares of. Although being empowered is still considered an important asset, many practice it and demonstrate it in faulty ways. Instead of individuals struggling for a lifetime to balance the world beyond norms and policies, they become hypocrites by calling themselves "heroes" in order to meet external goals and gain fame. Without an actual model of empowerment that now has become discarded, our current society has become an infrastructure where communication expresses no trust, tolerance, or forgiveness.*

In our times, the word empowering is a term that is commonly widely used, it is a norm that is practically used everywhere, because there is a lot of added value using such trait. An empowering person means to have empathy and engagement, as in many ways as we can with our colleagues and acquaintances. Another term used to describe such trait is being a hero. They could brag: "this guy is a big hero". "Hero" in this context means a person that spends his whole lifetime do the most right thing. Henry Dunant , for instance, the founder of the "Red Cross", was one such heroic person. Besides that he cared his colleagues and acquaintances, he got empathetic for the people who were in suffering, regardless of race, religion, circumstances.

The empowering person has great capabilities, that dedicates his time on honesty, while never being cherishing for the sake of hiding the undisclosed, while still being honest under circumstances that break laws or cultural traditions. Lastly, being heroic, was for the opinions of many, for many centuries, one ideal trait, that the old generation would show with actions to the new generations to learn. Even on those times, when being empowering was a prerequisite all should have, it was not a term that was widely used. In contrary, it was the rare or brave presence, where only few mortals could be able to reach. And even for those who couldn't reach being empowering, for daily they practiced to be heroic because their identity strive to be heroic, taking this task as a duty or responsibility, without ever thinking to use that term for their own advantage.

The circumstances that made "empowering" a required trait for our current generation is due to more important reasons than what we actually ought to think. It shows that the collective consciousness of our society feels deeply about the suffering of the average individual and demands resolution.

Nonetheless, the term "empowering" these days, and many other similar terms, their definitions have been twisted in shocking ways. Just like when ideas that are shallow and camouflage themselves in the shape of a solid*, terms follow also the same treatment. Their meanings get changed, their true colors are fading out, with the way people are using those words and for the goals people try to attain using those words. In that sense, everybody can talk about being "empowering", but the definition of such term for each individual will be absolutely different (each will have their own version what "empowering" means).

Furthermore, one term, one word, one expression, that commonly comes out often in our mouth, along time the word will become cheap**, empty, without meaning. I am afraid this has already happened. As long as we just take a better glimpse around us about it, we will be able to notice it more boldly. Our daily life has already lost its

own warm sweet atmosphere***. It is a winter without a sign of an early spring. The "good morning", that charming invitation that opens doors people to the "skies" has transformed slowly as a common ritual greeting. The mortal's hunger, their thirst for a good and relaxing external life doesn't leave place for real empathetic feelings. Furthermore: Empathetic feelings are now treated outdated (or a weak/useless trait to have).

I always forget though that being empowered always comes out of our own desire, not out of "knowledge" (it is not only about knowledge). And it is not about reason, it is about action****. It is a whole internal world, that in its completeness, its omnipresent. The empowering person does not become intolerant or shows contempt. He is forgiving and gentle. He is accepting and tries to understand others. The empowering trait is a thing that always needs to come back around. It is never a thing that is used only when it is required (i.e. patching it up). That who is a real "human", cannot be one without on every situation "be human". Being empowering is not a career, it is not an instrument to be used to show off or be successful. It is instead of rejection of ideas (=bad ideas, ideas that only think through successful critical thinking instead of ideal critical thinking). You have to reject a lot in order to win the most important. On the other hand, it is not either a passive behavior. In contrary, you become a character with energy that have no limits. It is much easier to become the "great man" than the "great human". History has shown us examples of "great men", but little does he show of "great human".

** I had to write this interpretation in a different way from the original text because the original metaphorical example is hard to understand. In the original text, the author tries to represent a shallow idea as the liquid being in a shape of a bottled jar of water. Now, the water can "hold" itself in a shape of a bottled jar of water if it was in the first place "inside of a bottled jar of water". But what if it was not in the first place? Its a thing that can break "easily". Its like blind faith without facts. Its like using words in this case because it "told us it will make us successful" without trying to find the facts "why it is successful and why should we always be empowering".*

** The definition of "cheap" comes again. Just like sex being cheap these days, and our identity being integrated out of a product that is cheap, so in this sense, using words cheaply, we become products that are cheap. Notice that there are two versions that our identity can become cheap: one from associating our satisfaction out of "cheap experiences" and another associating our definitions of words to a "cheap theory". What we become is the product of input, and just like computers, we should be careful on our choices what our input is.*

***Only one way this can happen. When people internally are not happy but externally look happy. They become cheap inside out of cheap words while rich externally while taking advantage of using those cheap words to their situation. This can be furthermore elaborated when he illustrates as an example that people "say" what they really "don't mean" anymore. Notice, that the word "good morning" has change its meaning from a real invitation of a "good morning" to now just being an etiquette formal way of "greeting" someone.*

****Empowered as seen in the executive paradox book resides in the Perceiver mode reading the "Mercy" mode (communicates with people), so it is, after all, by "Default", in the "Peoples" line. It is driven by desire (mercy mode) and commanding action (server mode)*

The resolution: I suggest that mental symmetry , that facilitates this process very much specifically than any other theory so far I have seen, in finding the origin and causes of why empowering doesn't work well these days, can be a good step on solving those problems. I also suggest that you compliment with other manuals and mentors that can guide you through to apply those solutions in our "current situations". Books like the executive paradox and many others show how to make a real actionable difference of whatever is stuck in your head. After all, the final stage of being empowering is to place actions and make your actions an identity to reflect back on yourself and be more empowering than you were before, like in my [2]hypothetical cycle.

1. <http://www.floropoulos.gr/THEMATA/%CE%9D%CE%95%CE%9F%CE%95%CE%9B%CE%9B%CE%97%CE%9D%CE%99%CE%9A%CE%97%20%CE%93%CE%9B%CE%A9%CE%A3%CE%A3%CE%91%20%CE%93%20%CE%9B%CE%A5%CE%9A%CE%95%CE%99%CE%9F%CE%A5.pdf>

2. <http://softwaredeveloperlife.blogspot.sg/2015/04/short-snapshot-5-in-pictures-aligning.html>

1.6 June

Executive Paradox Solution 1: Getting Agile "right" (2015-06-14 00:54)

This is a practical example on how to use executive paradox. You can read my review of [1]executive paradox in order to understand a brief summary of the book before reading on.

Prerequisites to understand the material below is to read my story of overcoming my obstacle of contributor dissonance. The executive paradox book in some sense talks about leadership, which is usually modeling a contributor cognitive style. I try to assimilate the similarities with the theory of mental symmetry through this blog: [2]introduction to contributor dissonance. It is also advisable to see [3]one of the diagram of mental circuit flows I drew which the book doesn't cover and I created it from insights of the theory of mental symmetry (Ironically, later on, I found a book called Black Box Thinking by Matthew Syed that describes that exact circuit flow I drew paraphrased as "*that only if people followed that circuit, they could find their own true success*"). Last but not least, I recommend after reading this use case, to read as a reader digest, [4]my translation of an author's essay definition of being empowering. **Empowering, in some sense, is creating a platonic form out of a great ideal vision, which is easy for any individual to stray away from the vision and dilute the platonic form to be different from its original source.**

After some time digesting the theory of the paradigm diagram from the executive paradox book, it seems that it can solve a lot of solutions with our current stack of situations. Although the way its sketched out, it will not integrate the tasks and people, or to put it more clearly, integrating our what we do as opposed to the content that comes out of our natural motivations on what is empowering "right", it still solves a lot of problems, that although they are not my main motivation, it is good to discuss them as:

1. It seems that although we are already in a mature stage to appreciate the importance of research and innovation, some people have not found how to apply it in balance with the pressure of our external energy forces that are pulling us out here and there.
2. The tools of research and the outcome pitfalls of heavy research have made some to use it as a "hammer and all look like a nail" or use "hierarchy to control the agile methodology" correspondingly. Both make agile ineffective as it was never yet to take over control everything, yet it looks paradoxical to have all hierarchy to the few and no autonomy to the many when the agile methodology is all about giving a starting and ongoing equal opportunity to earn value through their accomplishments (the solution is instead to have a balance of autonomy and control).

Because of these reasons, having no correct models of people to embrace a balance according to the executive paradox model, we cannot have the next path of evolution for society to step into integrating the content of our lives match with what we do. It seems that this path of evolution needs a series of steps, that before you can go 2 steps forward, you have first to make the first step forward before the next second step is open to you.

Furthermore, the malpractice use of not balancing research and development for the majority of people and organizations have made a society that has too much chaos where people do childish irrational acts or a society that embraces traditional hierarchical rules where most of the agile value gets lost when it doesn't run to its default Eco-environment it thrives to its advantage. And no matter what, hierarchical organizations are not empowering. They give less value to people and leave people keep natural motivation to have childish mindsets. This is not problem as the people that have childish mindset will never perform an action that is childish because they are controlled by hierarchy. They are controlled to perform the action well and they don't care much about the background of the person. In agile methodology, this will never work to flourish its true colors where all people participate and learn to embrace an adult mindset. In result, **if people want to focus on embracing and integrating the content and actions of people, it is impossible with such anti-supportive environment existing in both of these cases.**

For that reason, it is important to take a step and balancing our people and task skills through other perspectives of our mindset. I.E. A rational person that focus on Perceiver Mode should see the big picture through the Server Mode (Visionary). Or a Server Person should see the big picture of the Perceiver Mode (Embracing). These blind spots are the thing that do the trick of making Agile "be really alive" instead of just an "artificial tool".

I read some books and lived in organizations that practiced the Agile methodology. All focus on "Empowering" mode where we focus our main attention to customers. The SCRUM methodology is to take into touch with "people": The story points are so developers are in tune with the business needs. The KANBAN methodology is also about tuning people on giving deliverables to the business needs to users as fast as possible and attain back feedback as fast as possible. You don't need to read those as much as much as to get insights. Any empowering action embraces more being agile. However, that is just one part of everything of what agile is all about. What agile is really all about is balancing the rational (research) and commanding (development) parts that are wired in our brain.

What I experienced in my previous company I worked for, as I described in one [5] of my essays, it is the pitfalls of one of the best examples of being too agile. Because that article was too personalized, let me iterate it in a way how much being agile can go wrong:

Too agile is the focus of paying attention to people needs only. What happens is you re-enforce a habit or a mental network to people that you can meet deliverables at a fast pace on **any situation**. So when people have expectations based on that habit and you have a situation that it is more important at that point to understand or refactor the code to make it more clear, which path will you take? If you take the path of people and keep taking the path of people then you are breaking the balance of people and tasks. You also re-enforce more the mental networks that you don't have any interruptions to solve your technical debts that are accumulating. So the first problem that comes is the following:

1. No deep understanding of the source code (at least within the scope you are accountable for the assets your stakeholders consume).

This is the first action that will create the chain of commands while still being in the mode of "too agile" that will create a domino effect that will sink a ship slowly like the ship of Titanic by a hit of an iceberg. After all, we know that one of the counter positive parts of agile is that it creates a lot of features and components for the stakeholders to use. But that is counter-intuitive in this case, because if you think about it, even in the case of testing in a black box environment, the amount of combinations and possibilities all those features added make a complex tool that is not able to bring a proper solution. And if you ever think about white boxing, it would have been possible, if not there was a deep understanding of the source code in the first place. So the next problem that hits us is the following:

2. No unit testing (black boxing becomes more of a waste of time while white boxing is out of the question)

Now, after there is no unit testing in proper sense, the accountability or responsibility of developers "shift" in big magnitude. It is not more the responsibility of developers to take control of the tension of the tasks, but instead, take control of the tension with people. They can do any alternative solutions or patches that keeps the people happy while their deliverables being more on time, even working on night, because trying to test the original issue or understanding the whole code, is out of the scope, because before they spill the beans how much time and development cost it needs to refactor everything, they may just fire you and get a fresh pack, after all, anybody "can start from scratch". Because of that fear and the obvious reaction to stakeholders, the next step is taken:

3. No much accountability on the task (but more accountability to people instead)

Okay, so if you don't handle people needs, you create a **business debt** (never heard it? Well I made it up). If

you don't handle task needs, you create **technical debt**. So after having no accountability of tasks, technical debt increases exponentially with the focus of fixing the business needs with accumulating technical debt.

4. Not handling technical debt

But the technical debt will make the tasks so rigid, so not flexible, that the daily operations business needs will not be able to be met on a daily basis at some point. That is where **too agile FAILS**.

Once a "too agile" sprint comes into organization and sees it pitfall, the most people will react to this outcome is see the effect and not the origins of the issue. The reason it failed is because there was not a balance in place with the tasks and people at the correct timing or scheduled to be solved later at a point where it was not too late. And also, you cannot let people be free without a paradigm to follow. Don't let childish mindset to control in your business. However, that does not mean, by all means, that people, no matter what, are childish on all or most occasions. What it really means is you didn't put enough effort to place a paradigm that keeps in control with people's mindset to act ethically and accordingly to whatever is appropriate based on the situation.

So once, that happens, people go to the next step, going to the old ways, being **too structured while incorporating some agile elements** which is of course, putting an element into an environment that is weak to thrive. Will this work out when other organizations have practiced agile "right" with an environment that thrives without any hiccups as waterfall methods do? When we know that waterfall models give less business needs on time? When an organization is too chaotic maybe a waterfall method is need it. But will it be effective in the long term? In a competitive world, when we measure how much business needs we can output, can we perform in a competitive environment well in such circumstances? And the answer is no, and hopefully it is, for really earning being the next success in this society, it ought to be by earning it rightfully by doing the next right step in thinking better strategically. Being structured works because it is simple, it has no chaos, but its less engaging, creates trust issues, high turn over rate, and so many more. Its more like a lonely mindset game where the only success stories are few, and that will not be enough to keep up when other organizations bring more success stories with a "right" agile methodology. In my twitter account, I expressed my feelings that trust and engagement is at the lowest levels I have seen for a long time and the main culprit is the hierarchical model followed in organizations.

Let us explain how a hierarchy model works. Hierarchy focuses more on tasks than the people. It does not care about the people or the background of the people. It does not care about the ethics, personality, or culture of the people behind. It only cares that the task is done by the people and proper control is put into people to not do anything, as they are not trusted, as most likely, the next thing will do is a childish act. The notion of people being childish act comes as our real default nature from the time we were children. As small children, we only have attention of our own selves, that when circumstances do not meet to our own end, we will not care about the externalizations of others, and cry for our own desire. Nevertheless, because of this notion and perception of the natural behavior of people, authority is enforced. Remote working is less embraced. Social tools are less used where provide an environment where everyone can have equal face value. Instead, people either use face to face communication to show authority or use some special facial, verbal, non-verbal expressions to show authority. So the first thing we see is:

1. Enforcing authority (in any way possible i.e. face to face, etc.)

Because of this authority, there is no space for people to do whatever they wish to do, especially meeting business requirements. For many who use this hierarchical model, the requirements that they implement are not aligned with the real stakeholder needs. They do not have much of a voice as they can only speak to few people in chain of command instead of being a flat hierarchical organization. What business needs are defined in this case are mostly what developers think is right for them to have instead of what the stakeholders really want. There is no consensus in place to take a hit into some technical debt for something the user really wants quick. Technical debt

is bad if its not manageable. But technical debt is need it, in the hopes the growth will cover the technical debt (like in our economic system). Many agile books follow the same proverbs: "People who do not practice agile is not what people in the end will really want". Some organizations, especially some departments, their business needs change every month, to such a point, a deliverable that is brought late or not accepting more open collaborations with the stakeholders as members of the development team, will make a business need cut short to what it was actually desired.

2. Authority creates a detachment with stakeholders, that in turn creates a business debt

Because they don't understand what the stakeholders really need, they will make up of what people really want (when they never asked what they really wanted). They in such case try to learn overall on all the system how it works. However, understanding the system is an infeasible task. If you were a client and had a special issue, who do you want your final deliverable doctor to be? A generalist or a specialist? Although I am against for specialist to be specialist all the time (they should be generalists too), it is hard to doubt that specialist can be more effective to meet your business needs. Think about united states having so many states. Each state has its own special rules. It is no doubt many people hire lawyers that correspond to a specific state for a specific case cause each state has different rules on how things are done.

3. Understanding stuff "beyond" is not something that will meet the real business client needs effectively as much knowing what specifically your client needs "more broadly"

Because from point #3, we know that a lot of the stuff is not what the client will really need, we expect in a waterfall development that there will be a lot of features that will compliment the client, yet some features that do not compliment the user. The end result will be a product that will be like that:

+++

--

++

-

+++

— turns out to be a -

However, in prototyping where agile methodology follows by virtue, it turns out to be like this

+ => good, put it into the main product and expand it

- => can't scale up, remove it and don't continue more expanding this

Which comes to our final point

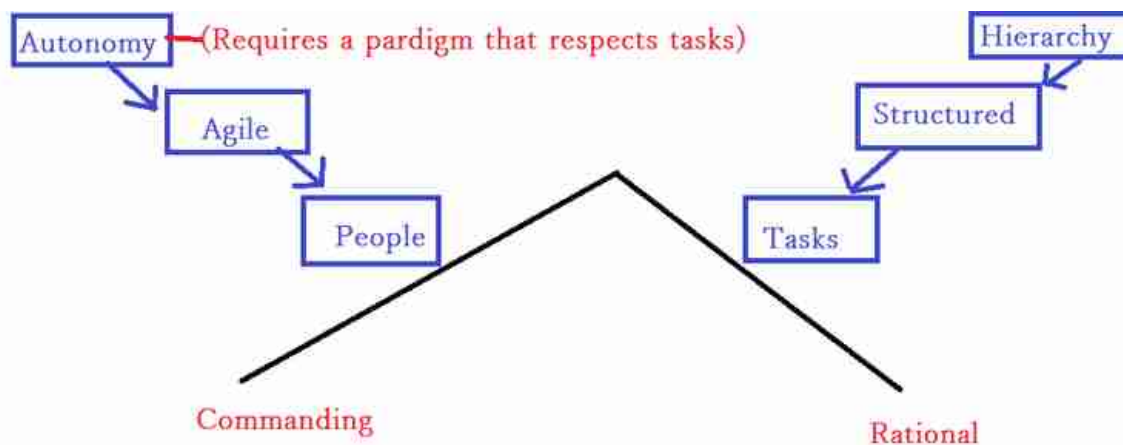
4. The final deliverable customers really wanted is not expected to their business demands. Secretly, they create their own business demands in the most chaotic environment possible.

So the end result is that agile hybrid methodology incorporating hierarchy will not work out. And many people bluff they do "right" with this model, when speaking honestly they have no idea the cause of things not working at all. Many will contemplate that there was no much effort into it instead of being denial that such methodology

is ineffective in this changing and dynamic environment. Even worse, this structured hierarchy creates agile models on the background to meet the business needs with tons of technical debt to meet the business needs of users before they run out of business. What was ideally visualized to follow, ironically, can embrace on the background an environment that becomes **too agile**.

Unless management finds a balance of agile and structure with a model that enforces accountability to all people while all being autonomous, these will be definitely an endless loop, people creating new ways of keeping things on control while others trying to keep the ship still float at the sacrifice of making some small mess.

So now that I talked about the pitfalls of structured and agile methodology, let us review what we discussed and digest it thoroughly by looking at some diagrams:



If you can see from the above image, this is how we classify people and tasks. Now, as I have expressed before, people and tasks are run in the subconscious mode of the contributor mode. When software development came on its inception, customers were less valued. It was where "tasks" was the king. It is why the waterfall methodology was the thing that existed for years and just recently the agile methodology came over the last years to take control over. However, the context it was expressed is not something we should read it the same way as today. The manifesto described the following:

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over Processes and tools
Working software over Comprehensive documentation
Customer collaboration over Contract negotiation
Responding to change over Following a plan

What it says there is that we put more priority to "people" or "business needs" instead of "full scalable software solution" or "handling technical debt". But that was in **relevance** to the time where no much attention was paid to the business needs at that time. If this was followed in practice today, we would be **too agile** and fail. For that reason, we should take the writing in the context of the time it was written, while also noting down that the above manifesto may have not followed the unexpected turnover on being too agile. For that reasons, if we follow executive paradox model, by using the "while" word, then we have **the correct model**:

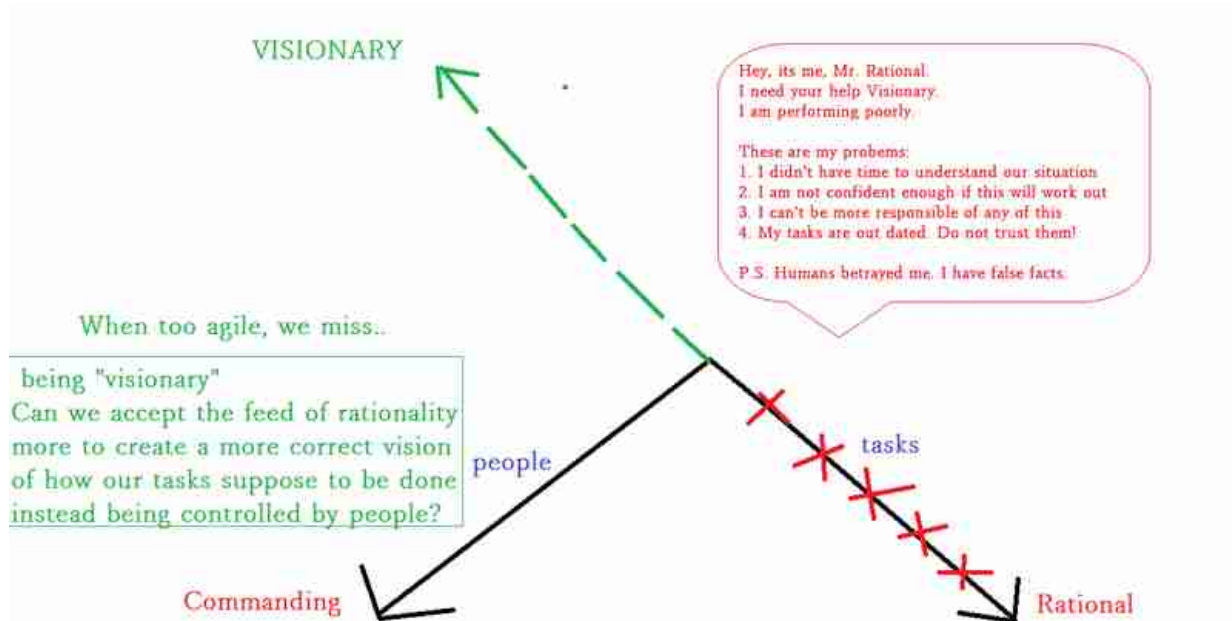
Individuals and interactions **while** Processes and tools
Working software **while** Comprehensive documentation

Customer collaboration **while Contract negotiation**
Responding to change **while Following a plan**

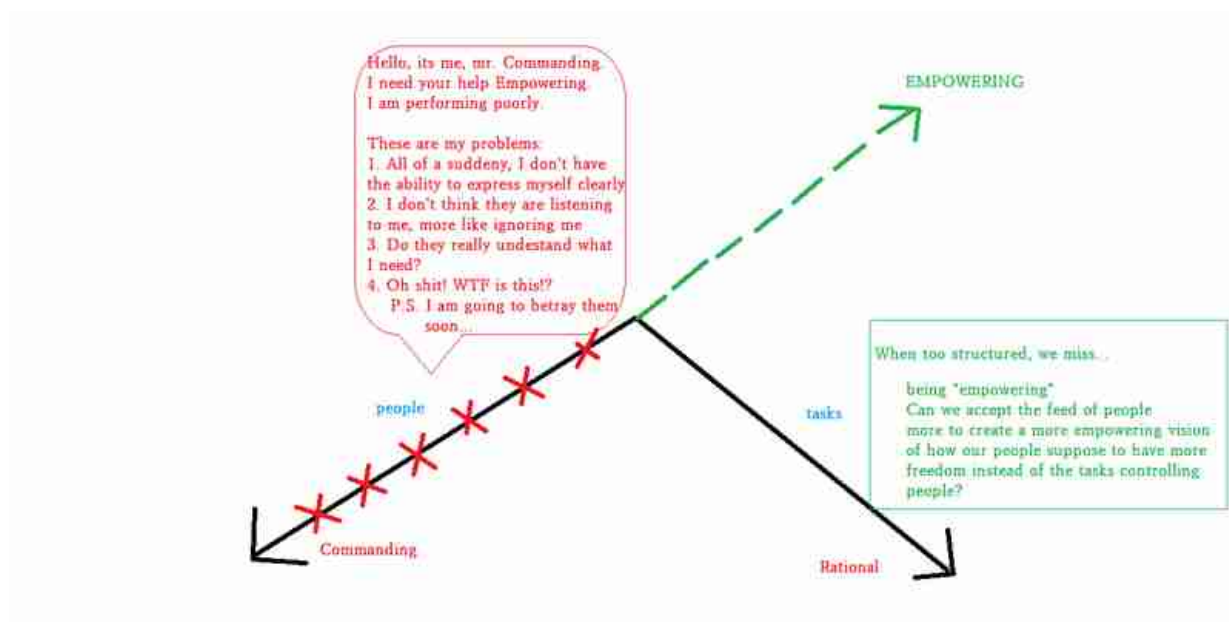
Now let us see why the too agile and too structured didn't work out, because they didn't stretch out to see the other mode of thought (Now we can uncover the original cause!)

This is a sketch of how a "too agile" methodology looks like if it could have its own expression (note that the red x marks are like staples restricting to have its own freedom)

[6]



And here is the sketch of "too structured"



What we see is that when we are "too agile" and when we see how we perform our Rational tasks (Perceiver

mode), we have to stretch to our Server mode and create a vision out of how we are doing. What server mode will do in that high level mode is get the vision out of the different perceiver blocks. Think like forming an image out of puzzle pieces. If the puzzle looks good, keep on moving. If the puzzle looks ugly, STOP , and see what can you do about it, especially if that is the main pipeline of the product and it is not that is about to go decommissioned soon.

We also see that when we are **"too structured"**, we perform on our Commanding tasks (Server mode) in an inefficient way. Instead, we have to stretch being "Empowering" (Perceiver mode). What perceiver mode is gathers facts and see whether we treat each person ethically or not. Do we treat people according to their needs appropriately or are we ignoring them too much that we create an environment that there is no trust and less engagement from the average you see in a right agile methodology?

I hope now that you all get the clear picture that agile is balancing those both traits and it needs us to stretch in "high level" views in different "type of thoughts" or else we think too narrowly that we don't create the appropriate balance to scale our environment that others outperform us with their competitive advantage of being "rightfully" agile. Although following practices that are not in alignment with the agile methodology, can still keep us broad afloat for a long time if we are backed up by funds or its a department that is not the main pipeline of the organization, for our career in general, it is not something that in the long term that will keep us in pace being professional.

Now let us review the weak main traits of being too agile or being too structured:

Being too agile negative traits

Due to: Focus on people instead of tasks (Break Point for a series of combo chains that we are susceptible to take a hit)

1. Not understanding the local scope of code that our direct clients really need
2. Not performing proper white box testing/Black box testing does not yield any positive results
3. Managing all types of tension by handling the people in hand instead of the tasks at hand
4. Not handling technical debt

Being too structured negative traits:

Due to: Focus on tasks instead of people (Another "big" Break Point)

1. Not using social technological tools/Remote work environment
2. Destroying moral of stakeholders by the use of authority
3. Stakeholders not able to engage much
4. There is no trust or respect between developers and stakeholders

Instead the right agile methodology that will solve any of your issues is the following:

Give as much authority to any person when he demonstrates he acts in accordance with an action that delivers a project as long he understands the scope of the source code and does not create a technical debt. Give less authority when he revokes any of those. Explain the reasons in an empowering way with facts at hand. Once he solves it, give again authority to the individual as originally meant to. Never ever demonstrate authority without any reason or motivation expressed explicitly. Learn to get feedback from others and give feedback to others where both developers and stakeholder needs can balance to something that both have a win-win situation. Let authority play roles where they switch to anyone who is an expert on their field.

The above paragraph is too long, but lets go to the main points:

Supports Tasks

1. *understands the scope of the source code*

Instead of understanding the full source code, only what directly impacts him is what matters. This will make him think more broadly on what he is more specialized at and perform better on his business needs.

2. does not create a technical debt

We expect that if he understands the code, he will not create technical debt. Some people are good liars, so if you see technical debt from the effects of your daily workflow dragging down while they tell you that they understand the code, give them an explanation of why the technical debt is there. He should solve the technical debt immediately or see some progress out of it. If not, then he may be too confident or a good liar. However, at the same time, we give them the users the ability to do anything, as long while we verify from the effect of the system still being stable.

Supports People

3. Give as much authority

As long they can perform #1 and #2, we can give them as much authority. The point is we couldn't do business needs because mostly #1 and #2 were the ones that made the whole agile manifesto to work out. #1 and #2 are tasks related or technical debt related. On the other hand #3 in here is people related. Here we don't need to use hierarchy, cause people have learned the paradigm to be adults instead of children respecting #1 and #2. For that reason, as opposed to the hierarchy model where we enforce people to their lowest capacity possibility, we lift them up here as long they are mature adults. This creates a trusting community with a lot of engagement bringing business needs outputs in large scale.

4. Explain the reasons in an empowering way with facts at hand.

Although this does not look an important detail, it is **very very important**. It is the difference between opposing control over blind faith over instead using facts. Decisions should be made by facts, not by arbitrary hunches! No matter how sensitive the topic is to you, here is the freedom to keep people empowering instead of being afraid to do the next action because of blind faith. With facts, instead of not knowing how to solve the problem and being stuck with not being able to solve #1 and #2, **he has the ability to solve it in this case**, because he has the facts of what went wrong, and as long he avoids the circumstance again and sees the benefit that this occurring pattern yielded negative results instead of positive results, he can be a believer and transform itself to the correct path. At the same time, this is important for people that are **too structured to not abuse** the use of #1 and #2 because sometimes they want to enforce control that does not have an enough good reason or with high confidence that the following act was wrong or not.

And that is ladies and gentlemen, the getting agile "right". Hope you get it "right" this time. I will stand to this principles, to have a balanced mindset, to avoid the negative traits at all costs, for what is worth, I want to be a productive and professional member in this community long term's vision.

Last comments: I have to add that many organizations have a mix of agile and structured methodology which express weak traits of both side. For example, being hierarchical while trying to understand everything and keeping the demands under peer pressure of clients. This is where one "mode" hits the "other" in a few components of the other. And of course, that is also ugly as being too agile or too structured (because there isn't a respect of both modules appropriately with a correct paradigm)



IFRAME: [7]https://www.youtube.com/embed/qJmirsBGTDc?feature=player_embedded

In the above video, I express two personal stories of my workplace environment: One of them was too agile while the other one was too structured.

1. https://github.com/softdevlife/contributed_articles/blob/master/book_reviews/the_executives_paradox.md
2. <http://softwaredeveloperlife.blogspot.sg/2015/04/introduction-to-contributor-dissonance.html>
3. <http://softwaredeveloperlife.blogspot.sg/2015/04/short-snapshot-5-in-pictures-aligning.html>
4. <http://softwaredeveloperlife.blogspot.sg/2015/05/short-snapshot-6-being-real-empowering.html>
5. <http://softwaredeveloperlife.blogspot.sg/2014/05/internal-problems-with-my-existing.html>
6. <http://2.bp.blogspot.com/-Ghilb-DxQe8/VXxT2kIOFNI/AAAAAAAAALM/63JTe1DkrnE/s1600/tooagile.png>
7. https://www.youtube.com/embed/qJmirsBGTDc?feature=player_embedded

Feedback Revolution - Improving the Mercy Me (2015-06-23 03:15)

You can read my review of [1]feedback revolution

in order to understand a brief summary of the book before reading on.

Actually, I like this title a lot and to honestly say the truth, I stole it from a title's book I read half through (only the first 4 chapters out of the 10) before I had to return it back to the library's expiry date. Regardless, you can [2]always find it on Amazon .

Why I am bringing this topic in here? Because, after all, I am connecting the dots of what was said in the last paragraphs of my previous [3]blog post, that in order to support the tasks, while keeping the people free to do whatever they want, we cannot let them do what they want without giving them some feedback, but not any feedback, but constructive feedback, or to fit whatever fits more, **a new revolutionary way of approaching the way of giving feedback to others**. I really wish I could give a review for that book, but because I didn't have the whole time to finish it completely, I still give it a thumbs up for anybody especially to understand what feedback is all about, as it has a lot of valuable information with little noise on the background. To say the least, the author did the best as he could to write a good thoroughly book about feedback, and I applaud him.

If you read [4]my executive paradox review book, I stated that book really gave the big picture or the whole forest of what leadership is all about. Now, this book, "Feedback Revolution", although it sounds like a big topic and can seem like the big picture of a whole forest, in terms of relatively to the leadership strategy, it is a "tree within a forest", yet a very important one. If I just have the time, I may just look at it again for more inspiration, but I think I got enough inspiration, as to tell you the truth, that author gives really nice examples and brainstorming ideas you can relate that you would not think if you focused specifically on just the subject at hand. The first chapters give the context of giving the right feedback while the latter chapters tell you a paradigm how to give feedback on the precise cultural norms, generation gap, as well guides to social technological tools that aid you to assimilate with the mental networks of another individual on that particular environment/situation. The perfect example the author represents feedback is how in the old days coaches that screamed, yelled, snapped behind the background of the sidelines were ineffective with the ones that gave asynchronous response-time constructive feedback **while** on an open loop for also receiving and giving new corrected feedback for the goal of the **personal growth of the other** instead of our own ego desire. To bottom it all up, they know and understand how sensitive it is to give feedback to others, given that the whole thing about feedback, is shaking the mental networks of others, or making them lose a "part of their own self". Especially for mercy people. I can attest that to myself [5]having a mercy girlfriend [1] . Mercy people are the most sensitive to gain any feedback back to change their own self. They may be the most reluctant and the most slow changing types by default nature. A cure for that is give a dozen of positive feedback to sugar coat the negative one (and keep the negative one as bitter as dark chocolate as it is as long it has a guide for "their situation" how to change that path - while still being flexible - to one you assume to be a positive one). Does it work? Yes and No. Some people are not ready and you have to move on. But did you tried your best? Yes, that is all that matters. In one of my last [6]youtube videos , I discussed in the last minutes of that video about someone in my past work experience a supervisor that I worked with that had a lot of back and forth feedback giving to technically anyone he talked to (not only his team, but his stakeholders, other independent teams, even up to the higher management staff). His recipe was basic: He could always bring up some positive stuff while bringing his own situation down and back it up with facts. He could keep the ongoing discussions going if people could give feedback back with people giving back facts and forth. However, that is not how our organization worked. It was all hierarchical and showed social status. They would not give constructive feedback backed up by facts. And just for that, I think that was the main reason he left on that organization. Instead, empowerment was entitled by following norms, establishing yourself into a "tribe". Its like those organizations that go back where nomadic people lived in. It was definitely not by giving good reason.

When you gave a reason, the crowd goes silent. When you showed "social respect", they would mingle you.

In fashion industry where people sell clothes, feedback may be the weakest variable and the most money wasted resource for not handling it properly I have ever seen in my entire life. It may on some occasions have wasted like 50 % or more of the staff costs for training due to turn over in general (I am not kidding). Many people leave because a fashion industry to say the least is "cosmopolitan" in general. Lets not kid around. Fashion (as it is one of the industries I have worked of) is all about clothes. Clothes show individualism. The core of mercy is all about showing their own individualism, what "me" represents. It is no wonder that most of the business sales scientifically come by "women" because they focus more on "me" than men do because they are active on mercy mode while men to a less extent. Since you cater for your customers, your employees need to understand and feel like the customers too. For that reason, the fashion industry (and when I mean "industry", I mean all aspects of it, from managing the production to selling/marketing online/offline) has a lot of employees that live or practice to be in "mercy" mode. And given that "mercy" mode does not like to get feedback back and likes to do most of the stuff from experience and "on the moment", how much do you think it disrupts the balance of the feedback revolution and the different modes of communications we have to integrate in our life? Quite a lot to say the least. They would in such sense be more weak in aspects of social technological tools as those are not in par to how much concrete the environment as the mercy mode is and the "feedback environment" would have been more like broadcasting or a dead end instead of a constant loop. It is a challenging world in the fashion environment because many people focus on the strategy and technology of how to optimize things but little on the content and service they give to the customers which is a main influence on how employees do things internally. A good example is that on one occasion, I tried to give feedback back to one of my supervisors on something that I didn't agree in a bitter way (which I think she looked like a very outgoing Exhorter individual, but with a big focus on mercy mode on the background). Things didn't go that well with that. My feedback was rejected, and as you know, there is no way to get along with mercy people with reasoning, its only getting by their side of their shoes (fashion wise, no pun intended). Now, you see, mental symmetry shows a solution on how to give the correct feedback based on the personality of the individual. However, I did not chose so, because I already had a big weight felt already by [7]how the organization was doing things so far. It was definitely one of the breaking points for why I left on that organization. Although the right thing was to babysit them and not leave an organization ([8]path of patience [staying] versus path of suffering [leaving] can be seen on point one of this article), you cannot do that[9] when they treat you in an inferior way when you try to practice it.

There are a lot of positive traits for us as individuals. I, well, am so good at analyzing **that this blog speaks to itself**. I may be even lucky I stumbled mental symmetry as that not only brings one of the greatest topics to talk about, but it also makes me to achieve the path of being the ultimate analyzer (I am not saying I "achieved" **the** ultimate, but taking that path strives you to - and even if I do, I may stray occasionally away from that path often). Not going off topics, others are also good at understanding the shoes of others. The list can go on and on. For this topic, we are going to focus on people that give constructive feedback. Constructive feedback is lived in the empowering mode. It is where the perceiver reads the mercy mode and focuses on repetitive sound proof experiences (high level mode) **and not** the perciever mode that collaborates and organizes the facts and transfers them to the teacher mode (where the server mode) can see them through its low level view. It is here where we focus the main responsibility of the perceiver mode, not the aiding action of the perceiver mode to the teacher mode. There is one mode where the perceiver aids at creating new facts and another mode where it sees already produced facts and resonate on them.

When we talked about being agile the right way in my previous blog, I mentioned the importance of keeping an open environment. However, it cannot be open if tasks are focused and people are frozen. And as I discussed above, a fashion industry (which by far is the best example on this case) that focuses on apparel, luxury, and cosmetics, products that represent to enhance or express our individuality, will be focused mainly by mercy people and will detriment the empowering mode due to their personality nature (feedback hierarchy instead of feedback revolution). Now you would ask: Why would a mercy environment that lives within people will create an environment that is anti-supportive for people to thrive on? It would not if the environment was static and not ever changing. It would if it was ever changing. In agile methodology, there is a push for people to change things constantly. As

discussed in my previous blog, it would only work if people were "adults" and not "children" that respected instead of abusing the agile methodology. And that requires more feedback than you can ever imagine, some of it being very rough. So instead of taking feedback which is hurtful for the mercy individual, they just close the doors of feedback, keep employees the freedom to either be children or adults (with no accountability if they are childish), and as an alternative, backlash them if they don't follow doing the task you were given to them and treat them always with doubt on all occasions or circumstances (i.e. don't give positive feedback, keep them on their "ropes") as who knows what dangerous thing they would do next. Does that solve the problem to bring deliverables? Yes. Is it fast and does that make the community happy? Is that maintainable in this competitive environment where other "rival sports" team found giving feedback correctly, practice the agile methodology with positive results? No.

My previous boss I worked with told me how emotionally our supervisor was with all the stress and responsibilities she had while being agile when I tried to give some bitter feedback. I understand how emotional it is, but in the upper management world, it is not about a game of our own achievements, but the outcome of the staff to be retained. A staff being ostracized due to how the organization worked things out, a staff that is less motivated than it used to due to the negligence of the minimum proper attention of placing their proper responsibility and accountability, or the talented people who got fired because they were not properly placed in the right responsibility is a cost that it ought-fully rights deserves the right to bear within the upper management to take responsibility more than his own contributions, as the costs of hiring and training new staff is staggering compared to how much fraction the responsibilities and tasks of a leadership role anybody can attain and learn with a little bit of effort. However, exceptions can be made in the fashion industry, as a fashion industry is one of the most sensitive environments in the world. At the same time, the most sensitive environments in the world, has produced one of the most innovative and cultural shifts on how to manage this tension in a more appropriate way. Zappos, a huge apparel e-commerce that focuses currently and within the past mostly on shoes, is shifting its internal organization to a holocracy ([10]you can watch this youtube video to understand more about it). And holocracy is creating a flat hierarchy to the most extreme possible way you can ever imagine. It is where in order to gain value in the organization, you have to act like an adult and treat others like adults. Zappos actually want this as an end result but have not figured out yet what is the correct paradigm to follow. For now, it is in an experimental stage. Even if you say "Hey, mental symmetry will solve their problem", it will not if they don't apply it in the current context of their environment. Even of the many articles I have placed in here that have context of the paradigm of mental symmetry, it still has so much more food of thought that I did not imagine a year ago that I would talk today about "feedback". Another example is the "American Next Top Model" (and its clones) shows. The creator and main panel judge of the show, [11]Tyra Banks , is one of the most influential in giving constructive feedback. In this [12]online article, it even mentions that her constructive feedback on her twitter page made her to have more than 10+ million followers (just go to her twitter page if you don't believe me). The "Feedback Revolution" book talks about it extensively. She really deserves that award, as you can imagine, the show American Next Top Model is all about contestants that show their own individuality with fashion. Most likely, they are driven by a mercy boost cognitive skill. That means that on the other hand, they are very sensitive on taking feedback back. Tyra Banks tries to alleviate their sensitivities by making her feedback enough "digestible". She is empowering to others by being funny and caring while giving accountability by being brutally honest to others when contestants fail something that they ignored it for too long, something that they are blind that the rest can see, or their overconfidence lost their grip of their natural talents. That act may feel like a shock in a working environment but being commanding at the right timing may not be so shocking as much as if you do it too late or accumulate your feedback in big pieces of chunk instead of small pieces of chunk that they feel that you just snap instead of stretching. So we see two revolutions, one in the internal organizations like Zappos, and another one in a TV show "American Next Top Model". Although fashion in general gives little to no value to the essence of my [13]HPLR ethics, ironically, it presents one of the biggest social revolutions of our cognitive mindsets to be more better than what our ego controls us what to do. When I talk with other workers that work in IT that are not related with the fashion industry, their background of their work environment is more stable than from what I heard and experienced in the fashion industry. It seems that when things are at its worst or encounter the worst [3] (like when Newton did his own original work due to the plague in 1665 closing all universities [2]), the best things come out from them. Fashion industry is one of the most interesting hallmarks that I coincidentally stepped in through my

past, not for its negative externalizations it may do to an extent, but the new social paradigms it tries to originate.

So to end the topic of this discussion: what can you do to provide the best positive feedback? We all live in the mercy mental mode no matter what. When we don't show it, it runs subconsciously in our mind. So we have to handle it in its worst case scenario:

1. How to give the proper feedback to a mercy individual? (Understand mental mercy networks)
2. How can we more elaborately shift the mental networks to new ones that we know we are giving the long term positive results for their own end? (Understand the sensitivities of current context)
3. How can we measure our confidence level and how can we improve our confidence level that our feedback brings long term positive results to them? (That means back it up with facts & accepting feedback back)
4. How can we balance our feedback to be both empowering while both commanding? (Read the situation)

And that is folks, how to be better at feedback. And as always, this article is just a beginning, of what can feedback be more expanded within our curriculum of our life.

[1] *From my experience, a small tiny bitty feedback about something irrelevant can make them turn things all 180 degree of their previous mood, showing that mental networks are a living thing, that if you give feedback, is almost the same as hitting someone with physical brute force. However, however, we live in "Earth" where there is no harm in the "internal" world as much there is in the "external" world (brute force is irreversible harm and non-replace-able in the case we get very injured for our "own" living). Many people may snap and confuse that words are the same as brutal physical action, and if you compare the two, in most cases, the former is less detrimental than the latter. Now people take any brute force to very extremes, when in the past, teachers used brute force at pupils for not doing their homework, but for most cases, they used the limits to not make the life of those pupils physical health and ability irreversible. What I condemn though about that past experience is the social status used with brutal force. It still exists today with just face to face and non verbal communication or hiding the "Big Elephant" in the room. In any case, I still support that we should not use brute force, as that slippery slope of a small slap can become a habit to something worse and unwanted. Although "words" doesn't hurt us much that can influence us in changing our mental networks, different things can be said though if the world is "mirrored". And if there are "rules there" like the laws of physics we have in the external world, what "rules" are for the internal world we must follow in order to breath and swim afloat the water? Yes, it is a cliffhanger, but is good for food for thought.*

[2] As in this [14]online scholarly page, Isaac Newton said "

All this was in the two plague years of 1665 and 1666, for in those days I was in my prime of age for invention, and minded mathematics and philosophy more than at any time since."

[3]

That fits a lot with the *allegory* of Socrates that I mentioned

[15]in this article .

[16]

[17]

(Notice that he mentions he married his "childish wife" so he can "use" and "communicate" people. Sounds ironic that thousand of years ago it hits us back again in the fashion industry)

1. https://github.com/softdevlife/contributed_articles/blob/master/book_reviews/feedback_revolution.md

2. <http://www.amazon.com/Feedback-Revolution-Conversations-EFFECTIVE-FEEDBACK/dp/0615890881/>

3. <http://softwaredeveloperlife.blogspot.sg/2015/06/executive-paradox-solution-1-getting.html>
 4. https://github.com/softdevlife/contributed_articles/blob/master/book_reviews/the_executives_paradox.md
 5. <http://softwaredeveloperlife.blogspot.sg/2014/11/personal-selfie-1-my-current-girlfriend.html>
 6. <https://www.youtube.com/watch?v=qJmirsBGTDC>
 7. <http://softwaredeveloperlife.blogspot.sg/2014/05/internal-problems-with-my-existing.html>
 8. <http://softwaredeveloperlife.blogspot.sg/2015/04/short-snapshot-4-advice-from-best.html>
 9. <http://softwaredeveloperlife.blogspot.sg/2014/09/the-minefields-of-my-previous-tech-job.html>
 10. <https://www.youtube.com/watch?v=gcS04BI2sbk>
 11. https://en.wikipedia.org/wiki/Tyra_Banks
 12. <http://mashable.com/2012/11/15/tyra-banks-smize/>
 13. <http://softwaredeveloperlife.blogspot.sg/2015/03/my-vision-hplr-ethics-effective.html>
 14. http://users.clas.ufl.edu/ufhatch/pages/01-Courses/current-courses/08sr-newton.htm?utm_source=lasindias.info/blog
 15. <http://softwaredeveloperlife.blogspot.sg/2014/11/personal-selfie-1-my-current-girlfriend.html>
 16. <http://softwaredeveloperlife.blogspot.sg/2014/11/personal-selfie-1-my-current-girlfriend.html>
 17. <http://softwaredeveloperlife.blogspot.sg/2014/11/personal-selfie-1-my-current-girlfriend.html>
-

Short Snapshot #7: 2015 Speech of Greek Referendum Bail Out (2015-06-28 00:03)



IFRAME: [1]https://www.youtube.com/embed/s7FEHHnecCA?feature=player_embedded

For better experience, enable English subtitles.

More details & translated original Greek referendum bail out speech

I have followed Greece for a lot of years since 2008 on its bailout program. Now 2015, 8 years have passed, and the economy is still worse than its aftermath of 2008 economic depression. However, the problem is that through those 8 years is that while there was some effort to deregulate those organization, there was not enough innovative growth where the people had the opportunity to gain ownership of those experiences and have traits where they can self-manage themselves. Furthermore, through those 8 years, it was kind of unrealistic to deregulate one of the most hierarchical government organization in the world, a public organization that represented more than an idol, as it massed one of the biggest labor forces. The European Union failed to care for the people and followed on the tasks and milestones that were unrealistic not knowing the behemoth task of how much tax corruption and how much power the public sector had influence on the whole economy. In result, the unemployment skyrocketed from 8 % to over 25 %. If you account that 25 % is the average unemployment rate, then assume its skewed to 30 %+ if you account young graduates or of female gender. For that reason, you can imagine how much less innovation and diversity the labor force is in Greece. The taxes increased from 19 % to 23 %, the purchasing power decreased, big corporations, many talented, financially well individuals left the country and liquidated their assets, and the list goes on. For those reasons alone, the political power changed hands to a socialism regime. The goal of unfortunately deregulating the organizations which would ended up to aim prosperity for the nation was too ambitious because they didn't read the situation and didn't transition the mental networks of those individuals into different opportunities other than to still clench to the public sector. Now I do not know whether this referendum will get rejected or accepted. That does not matter much. What matters is that although many felt that there was a "true success" with Greece following the austerity programs, it was all fictional, as for the majority voted this year a socialism group that brought backwards things not because the politicians really wanted to do ideally, but because they had a big sense of duty that these people are not ought responsible to be put in blame of being victims of this regime when there was no opportunity all the past 8 years to open an environment that relied on innovation, where small businesses and other corporations, were invited to bring new services that will replace the public sector and migrate all its labor

workers to there. If anything, they should learn some lessons how Singapore became independent. The European Union second mistake is that they were satisfied only by the economic metrics being aligned with the stability of the Euro, and never about the prosperity of Greece in the long term on how it will handle the future labor force into the correct environment. They should have placed more metrics that cared about the people instead of only the tasks instead.

Now we have a new social government that says that we "violate" natural laws by deregulating stuff and removing subsidies. Here we see again [2]clutching the hot iron. It is assumed that the one that made the mistake is European Union by its actions when in actuality it is not, as those actions were judged **only by the consistency of austerity measures** that lead to Greece be in a more worse and stall state (which is ironic as they were the one that they gave the big generous big loan subsidized to them). And with that, the leader of the social party takes advantage of that as he is very idealistic to follow his socialism regime to remove all inequalities and to push Europe to have a collective mindset instead of a property ownership mindset. If this government only supports the public sector and does not bring innovation like Singapore, it will bring more equality that is unfair for those people who did not rightfully earn it and there will be no drive or motivation for people to aim better if all actions and behavior of people are treated the same way. But one thing for sure is this: The European Union did not follow the correct recipe and is paying the price by the devil advocate they should have been in the first place. The mistake happened and no corrective action was done before the new social party took office and expressed a problem that in the most part spells true to what the European Union did wrong to Greece.

The bellow discussion by Tsipras (which I translated from [3]this video), is one of the best talks I have ever read, resonating the people of his country. He expresses his own idealism blending the many truths the European Union did wrong to Greece, putting the EU under the mercy on a stage that is too late to react to what they actually desire anymore with this social party already in place. The EU never expected this social party to come by the majority of people that voted in Greece due to their negligence of the care of these people. They did a big bet, a big risk, that they should have not gambled and ignored (or if you played the game "Fate of the World", they didn't play the cards "right" - I do not support unethical cards as "right"). Without further ado, the speech:

Update: [4]There is a youtube video that has English captions which you can instead rely (instead of my own translation)

For 6 months, the Greek government is giving a fight with the majority living in an environment of financial turmoil, all for the sake to follow the "European Union's commands" (since January 25)

Bartering the "commands" with our partners was all for the long term aim to close the austerity program and to bring our country in wellness and justice.

For a sustainable agreement where democracy (=the people of Greece in this case) and the rules of the European union compliment/respect each other, which will lead to a smooth exit out of all the tensions of this crisis.

In all the length time of our bartering, they asked us to accomplish the same austerity programs the previous elected political parties agreed in the past, which made them lose their electoral vote on the next term by the disapproval of our people.

However not even once we thought about bending down. To betray the trust of our Greek people.

After 5 months of hard bartering, our partners, unfortunately, decided to send us a final demand of the rules to be followed for the Hellenic government.

A final demand that contradicts with the foundational values of Europe. On values for our common European establishment.

It was asked from the Greek government to accept rules that will accumulate new burdens to the Greek public and stall the growth of the Greek society and economy, not only keeping consistent the uncertainty, but also spreading more the social inequalities.

The rules that were described were: Deregulation of the work labor market, cut of retirement income, new cuts on incomes in the public sector while tax increase on food, accommodations, and tourism, while cancelling all the subsidies that we provide on our islands of Greece.

The rules violate directly the European common society rules and the foundational rights: workplace, equality, dignity, show that their goals of some of our partners and their rules is not about a sustainable and potent agreement for both sides, but for the humiliation of the whole Greek people.

These rules show mainly the persistence of the monetary fund on the hard and punishing austerity program and make it more demanding than ever for the need of the European forces to take command of the situation and take initiatives that will give an abrupt ending on the Hellenic crisis debt, one crisis that is anchoring on other European countries that puts in danger the fate of the European Union.

Greek Gentlemen and Ladies,

On this time, we have the weight to be responsible on the struggles and our sacrifice for the Hellenic people to gain back the settlement of our democracy and independence of our nation. Our responsibility for our future of our country.

And that responsibility makes us obligated to answer this final demand from the European Union by the desire of our Greek people.

A short while ago at the cabinet meeting, I suggested the organization of a referendum, so the Greek people are able to decide.

The suggestion was accepted by all.

Tomorrow will urgently convene the House of Representatives to ratify the proposal of the Cabinet for a referendum next Sunday, July 5th to question the acceptance or rejection of the proposal.

I already have announced my decision to the President of France and the Chancellor of Germany, the president of the monetary fund, while tomorrow there will be a letter that I will ask the leaders of the EU and its rules, extension of the program, so the Greek people can decide without pressure, as defined on the Constitution of our country and the democratic tradition of Europe.

On this final demand that is thrown abusively on us for the acceptance of this humiliating austerity program without any opportunity to gain back our society and economy, I call all of you to boldly decide with pride, like how our past history tell us to do.

To the authoritarianism and the hard austerity, let us answer democratically, with composure and decisiveness.

The Greek place, which has brought birth democracy, to send one echoed voice of democracy to the Europe

and the whole world.

And I pledge personally that I will respect the result of your democratic answer, whatever that answer it is.

And I am definitely sure that your choice will respect the history of our country and it will send a message of dignity to the whole world

In these critical times, we all need to remember that Europe is a home that is shared by all its countries. That in Europe, there is no definitions like ownership and guests.

Greece was and still is a priceless part of Europe and Europe is a priceless part of Greece. But without democracy, Europe will be a Europe without identity and without direction.

I call all of you with national unity, connectedness and calmness to take our decisions that we really ought to have earned.

For us and our next generations, and for the history of Greece.

For the control and dignity of our people.

1. https://www.youtube.com/embed/s7FEHHnecCA?feature=player_embedded
 2. http://www.cognitivestyles.com/y/book2/Book_011.htm
 3. <http://webtv.ert.gr/katigories/eidiseis/26ion2015-2400-deltio-idiseon/>
 4. <https://www.youtube.com/watch?v=D8P23nFpLuA>
-

1.7 October

Special Edition Blog: Principles of Software Engineering (Introductory Use Case included: "Digging holes for creating graves to newcomers") (2015-10-04 01:12)

How I Feel of the sickness of the software developer world

Its been 3 months I have written a blog post. The reason of the delay is due to that I experienced a lot of crazy stuff lately by people who are just incompetent. Its like I am a wife doing the housework while my husband is cheating behind. I am a software developer by nature like a wife doing their own housework. But like a wife sees stuff like cheating, main housework is not the only important thing anymore. Instead, keeping the integrity of your husband is more important. And yet your husband may tell you to ignore what he is doing and tell you to keep focusing on your housework and make sure the meals come on "time", do you think you can still abide to that husband and trust after all what he has done? That is what I am experiencing. It would have been okay if this happened only once or twice, but this happened a dozen of times. It has reached to a point to scream out and say "This has been gone out of control! I cannot see my husband daily cheating on me!". And although this is metaphorical, this has become in a literal sense in real life (i.e. Tiger Woods).

A general prescription you should follow in your software developer life

Take the above story to a literal sense: In most software companies, software engineers will work on teams where their work is not integrated to the company culture productively because nobody cares about the company

culture. Instead, they only focus on the technical aspect and ignore the people aspect of things. Add to the fact that most management also focuses only on the technical aspect, they have two paths which they can pick and do:

- A. Focus on the technical aspect. They become unhappy later on but they don't know why. Then they voluntarily leave and they leave the company's culture intact.
- B. Besides focusing on the technical aspect, focus later on the people's aspect and make an impact on the company's culture and live with the consequences it brings.

Most do not do "B". They only do "A". And the only way to live "A" is being less cynical. I have seen those negligent fools. They only talk about "anything besides work" on their lunch hours because they know their company culture workplace is a mess. How long they can stay on that job depends on the degree how much less cynical they are (or to say to some degree: how "psycho-pathetic" they are to the externalizations they neglect based on their responsibilities). I think many will not disable a part of their minds. Instead, they will have their integrity and leave to another company after 2 years after following "A". However, they will never know "why" they left that organization because they never tried "B". "B" is the solution I propose for anyone to try it out as it is the best choice for your personal growth and for the growth of others while still retaining in a company for years.

While retaining "A" is on your best interest in order to grow your technical skills, you cannot grow your people skills well enough if you only follow "A". The many turnovers and failed projects that exist in corporations today makes the demand of "B" staggering important while the demand of "A" the least to the interest for you to pursue too much. Although "A" to an extent of degree is important to know adequately enough to bring on deliverables, "A" is not enough "because to whatever you are doing" has not been analyzed whether it applies well in the current context and situation your company's problems is facing. I repeat, it ignores whether it is approachable, appropriate, practical to the current maturity of the people behind working on this project and the helpfulness on the current context of the organization. Many heavily followed only on "A" and I have seen its perils. Within a year I worked on one organization, two big projects that were put for production and have retained for long have heavily been failed: One project was on the front end initiated a year ago and another project was on the back end initiated around the start of this year.

Given from that, over the past 4 years working as professional software engineer, I am a more distinct software engineer compared to others. I put emphasis on working on path "B" to the point my technical skills are not so good as others who follow path "A", but they are bare enough to bring deliverables while at the same time bringing value to the corporation that others can't match with people that only follow path "A". I tell you and I repeatedly tell you that I am very confident on what I am saying and the reason why all my blogs talk software engineering in the principles of path "B" is this: There is a huge demand on solving the so called "political problems" in the organization, as they create huge inefficiencies, high turn over and a lot of dozen failed projects. It is most likely that management has a lot of stuff on their shoulders and they cannot solve all those "political problems" by themselves or most likely neglect them to the point of only caring their own responsibilities and hurting the whole organization in the end. That is why organizations started to create cultures that are flat and approach an organization that follows "holocracy" (because it is "holy"? Yes, to some extent it is). That is why I am telling you that even if your organization is all hierarchical, you can still follow those practices that I have mentioned so far in my blog. In other words, to follow path "B".

I am not sure how the future of software development world will be, but I have seen that currently there has been a huge negligence in the management world to follow path "B", that is, to bring a balance, to follow the "executive paradox" mindset. Instead, management focuses a lot on path "A". At the same time, IT employees focus on path "A" religiously. I don't know how our society created a ridiculous culture. Maybe it is due to the pace of the technology where each improvement saves us more costs and is more efficient (some do not explain the gruesome complexities behind those technologies), maybe the bombardments daily to learn new hacks you can use of a specific technology, maybe that our kids can play all day for free on the internet learning new programming languages (it is

not "free" et al, it is so they can "convert" themselves and the future companies that they will work to use "this" type of technology that the employer has to "pay" licenses for). I have an anathema for the ones that follow religiously on path "A" all the time. It is not good for themselves or for part in society. In the long run, it will not be your best sale point on your career as there are already many supply who follows that path. The only way to make the distinction apart from the others is to follow path "B".

Let me tell you briefly why I converted myself to path "B". After I graduated, I never thought that I would have to face path "B" in my entire life. I thought management could cover that. I thought just doing "A" will be enough and get rewarded on my efforts. This does not happen in the corporate world. In fact, after my first 2 years working, being negligent willy happy on my own lala world, I noticed I got punished instead of being rewarded. What consequence could it be that when I followed my duties that I got punished? It is not attitude or other stuff people tell you. Ironically, they are just excuses so you never need to explore path "B". I started following path "B" from the day I started my own blog. I started path "B" after 2 years of working on my first job. By that time, it was too late for me to fix my ineffectiveness to the organization I worked before. Yes, I say "ineffectiveness", yet although my boss told me to follow Path "A" and I followed Path "A" extensively, I should have followed Path "B", even when bosses would start to dislike it at first. One of [1]my first blog posts was describing a dream I had before, a dream that told me to either listen to bosses telling you to follow path "A" or you are out. Of course, this is not the correct remedy to work efficiently on your organization, especially with management that do not handle the company culture effectively. As long they ignore following Path "B", no matter how hardworking or experienced your employees are on following Path "A", it will not really solve your business problems. On my second job, after working for more than a year, I started to follow path "B". I started to take initiatives that contradicted the advice of management and even lately raised my voice. For as those who followed meticulous the advice of management, they lost their moral and resigned in the end. That if I followed the advice of management, I would have worked on a project that is now considered a failure. However, following path "B" is more of an adjustment or being adaptive to the current situation of the organization. You cannot follow it immediately. You can only follow it after you know the corporation well enough and can make progressively adjustments to that end. It is a slow pace transition from thinking in terms of the people aspects of things within this organization instead of just only the technical aspects of the organization.

Lastly, because we are living in an unbalanced world, like the "unix manifesto", I think there is a huge demand for organizations to work as follows:

- Management to focus 80 % on Path "B" and engineers to focus 50 % of their time on Path "B"

However, once more people have a correct mindset, it can go back to equilibrium as to

- Management to focus 50 % on Path "B" and engineers to focus 25 % of their time on Path "B"

But on these times, it tell us that the demand is huge for people to follow Path "B", on solving those problems that organizations face which are not entirely technical, that instead are problems which I described mostly within my blog posts.

This prescription has no sides

An important thing to mention is that this prescription has no sides. This prescription does not say to follow to communicate all the time with customers (agile) or to follow a project until its full completion (waterfall). Actually, both of those practices if followed by word are not effective and it is usually somewhere in between that you are the most effective (i.e. Complete stuff on time but read your environment for new opportunities and threats daily and adapt as quickly as possible).

In any case, let me tell you my story. I "switch" political sides. I do not remain on the same political side forever. Some organizations are too agile (like my previous company) and some are too structured (like the one I am currently experiencing). The aim is to put a balance and do what you have to do to change political side to the one that fits more appropriate. That is why many job descriptions these days tell you to have experience both on agile and waterfall methodologies, as they both have its huge pitfalls if followed solely (when I mean "agile" here, I term the bad acronym of "doing agile" instead of "being really agile"). And although some management think again that changing political side means only changing the technology, it is usually instead changing the people that you are tagging along with, as usually most people stick only to one political side and they don't change no matter what new technological revolution managers embrace. Some people are very hard wired creatures, embraced to only one side of coin of things inherited by culture or upbringing. It is very hard to tell them to stretch instead of snap, such as the executive paradox book describes. However, you can always tell them about it that they are doing it wrongly, and although they may be effective currently, statically, for most of them, they will take your advice by word later on, as rolling those dices again and again will not make them effective or they may have contributed to a less greater good to society within their career line if they played it psycho-pathetically.

On my previous job, before I quit, I played as an extremist to put structure into place. In my company that I currently work for, I played as an extremist to care about the collective level of people needs into place. I changed roles. Although others may feel like I am a traitor, like when politicians switch from one party to another, that is not the case. It is reading the situation. Here is an example: The current prime minister in Greece was a strong socialist not accepting any of the reforms set by the European Union. However, all of a sudden, he changed his mindset and agreed to the reforms after huge pressure with capital controls. Why he changed his mindset? He read the situation. He knew that if he didn't followed the demands of the European Union, he will lose his political leadership and any substitute of any other political leader would do worse to care for the collective level of the people. After that incident, re-elections came and besides all the losses he did to his country due to capital controls, he got re-elected. He got re-elected not for his strong socialist ideologies, but placing his strong socialist ideologies before others to the current situation of things, to bring balance back to society.

But most of all, I can give you examples that this prescription has no sides from my own experience and from my own doings.

You can look at the side when I was [2]embracing structure on my previous job and embracing agile in the introductory use case I just written today bellow *Digging holes for creating graves to on board crew and newcomers*

Introductory Use Case: Digging holes for creating graves to on board crew and newcomers

I had known the whereabouts of companies that do a lot of stuff for their customers, but not a lot of stuff in planning ahead of how to retain their own assets. Specifically:

1. Planning ahead on scheduling a time frame where they appreciate others fixing technical debt.
2. Planning ahead whether their business model is sustainable or not in order to fund themselves and especially their employees to the average market salary.

Although I spelled a lot of truth about my previous company that I worked about the [3]"the minefields (bargaining mode) of my previous tech job", I only reasoned it due to its technical debt. In contrast, I totally ignored the concept that their business model was also not sustainable. And without good business model, even a good work culture will not make employees happy to work well in the long run. Besides lower salary and more expectations from the average employer in the deliverables you are bringing, the employee knows they can contribute with same effort on better goods to society. This will be discussed on another blog in very detail. In that blog, I will detail how my previous salary on my first job was just "peanuts" on a "location" that is "inappropriate" to do that. While living all

independently single on myself with high rent, high taxes, and no benefits - it was just the tip of the iceberg to make my whole body sink slowly like a ship of titanic.

Today, I am going to talk a different story. Today I am going to talk about companies that fix technical debt too much without caring the people's needs. To put it in real words, I am pretty outraged some companies have a mindset that does not care about the people of the organization. Their attitudes and looks may all be corny with good will and faith only to just boost their self esteem. They act that they actually do care about people, but honestly they do not. Over a year, I lost contact to a lot of direct and indirect employees that I worked with closely within the organization either by themselves voluntarily leaving and in few cases being fired. I am going to classify the people into two type of categories: what **type of technology** they worked mostly with (*back end or front end*) and how much **related** they were to me (*same department or different department*). In either case, all of them where very closely affiliated to me.

- **#1:Back End/Different Department** (*Left September 2014*): This person was in a different department from mine and worked on main reports that still retain or were derived a little bit to this day.
- **#2:Back End/Same Department** (*Left October 2014*): This person worked as the main lead in a lot of insights and pushed people to develop intelligent systems that still retain to this day
- **#3:Back End/Same Department** (*Left December 2014*): The main person that created a sustainable data-warehouse with minimal staff that is still in use today and is expected to be replaced by a new one.
- **#4:Front End/Different Department** (*Fired January 2015*): Was working alone on a new restructured/refactored front end database architecture that could be used as a replacement for our main service.
- **#5:Back End/Same Department** (*Left June 2015*): Was working on a main portal infrastructure that generated and uploaded small reports for external third party business partners.
- **#6:Front End/Different Department** (*Left July 2015*): Was mainly in charge as the lead of the operations within the front end.
- **#7:Front End/Same Department** (*Left August 2015*): Main guy that configured the intelligent systems to be run on the main service. Worked later on Quality Assurance.
- **#8:Back End/Same Department** (*Left October 2015*): Main guy that worked on improvements on the architectural and server part of the data-warehouse that is expected to be replaced by a new one.
- **#9:Back End/Same Department** (*Left October 2015*): Mainly did a lot of supporting technical tasks for the back end.

I do not have to say a lot of words, but yikes! Seeing 9 people that "*you know directly*" are leaving makes you really discouraged to work no matter where you are from. Imagine how many people that "*I do not know too much*" have left? I do not know, but definitely, these are not numbers any organization can hardly digest.

Why this happened? Obviously, like I said before, they ignored people's needs. They focused on two projects that were too ambitious where in the end failed disastrously. They made the rest of the employees who worked there be frustrated. Their main problem management focused is "How X technology is going to replace technology Y". They put the least funds, care, or appreciation of Technology Y which made employees who worked on that technology to voluntarily leave. These employees have the domain knowledge and it cannot be replaced easily be pen and paper. Any new employee will not have the same confidence as the ones who voluntarily left and worked in that company for years. Let mind you the turnover costs of retraining new employees. On top of that, that X technology they funded so much ended up currently to be a failure. So if you worked on that type of technology, it

would have been a waste of time. Either path you take was a dead end for a period of a year. Instead of learning their lessons and caring about the people needs, they now are planning to create technology X to the power of two to replace technology Y. This is why I have an anathema of people who only think in technical aspects of things. Their habitual instinct is to neglect the people's needs. That damage they have already done and will do by feeding this cannibalistic habitual pattern will lead them to create an inefficient leadership.

So for a year, if they did not deliver effectively technology X, what did they deliver at least?
They delivered digging holes for creating graves to on board crew and newcomers.
Congratulations!

Why this happened will be elaborated on another blog post as it is too complicated, but the main points are:

1. The reason for technology X failed was because of the ideologies of people on technology X was very hierarchical, structured, following a waterfall methodology.
2. They cared everything to be perfect instead of having a working thing for people to use. They would never give something that was not complete which could have met some of the requirements to the stakeholders.
3. They didn't trust the people that could use the product could be responsible or competent enough on committing to the main product. Everything was decided and communicated within internal developers, not within the people.
4. They felt reward for owning the product instead of open sourcing the product and managing everything to run smoothly. Instead, they never shared their work to internal stakeholders.

There are a lot of other things, other things that I don't want to disclose (discrimination, favoritism, etc.). Because the story is not over yet, I will finish it after what the company does after a year. As for now, let it be a cliffhanger for you and me.

1. <http://softwaredeveloperlife.blogspot.sg/2014/02/a-nothing-person-thursday-person-friday.html>
2. <http://softwaredeveloperlife.blogspot.sg/2014/05/internal-problems-with-my-existing.html>
3. <http://softwaredeveloperlife.blogspot.sg/2014/09/the-minefields-of-my-previous-tech-job.html>

1.8 November

It is easy to overestimate or overlook at the big picture of things (2015-11-21 06:32)

This article will be short and brief, but it will make a very strong point & the future direction of this blog.

Why we lock ourselves into problems

My past articles expressed some stuff, but they didn't talk about the context and situation that I have been. In addition, I have only observed that I just stated a problem & solution but did not give a final execution to that end. To illustrate, look at what I have expressed so far in my last previous blogs. I think many would have lead to the same direction: Blurting out something that you feel unacceptable or wrong (which may have some seasoning flavor on some points), but stopping there intermittently there and doing what you always are **usually** doing. And that is the problem: The reason we ended up being in a problem in the first place is usually doing what we are already doing and we will endlessly like an infinity loop have this unchanged problem in our minds. We expect by **doing the same**

stuff like we used to before will change things if we keep looping in our heads the problem in our mind. I guess it fits to quote Albert Einstein popular quote " *Insanity: doing the same thing over and over again and expecting different results*". And most people may not be by nature insane, but become temporary out of their minds, if they think keeping their daily routine jobs will solve an existing problem the more they worry or express about it. When we only focus specializing doing what we actually **routinely do**, it becomes a sense a part of **our identity and capacity**. In other words, we are creating a tunnel vision to ourselves.

Changing routine is not consistent, but we must have to

The problem why people lock into problems is because universally we want an environment where everything is standardized, consistent, within our budgets, etc. You do not expect employee A to do out of his routine tasks in month of December when he did his routine tasks in the month of November because you allocated all the production development to be done on employee A. But thinking in such terms of consistency and standardization is counter intuitive in situations.

Example

To illustrate the problem, there were points that I found things could be done better or there were existing barriers of communication or sharing knowledge in my environment due to a very competitive environment in one of my working environments. These requires skills that you need to be more communicative to people, more leadership and managerial aspect of coordinating the people to add the best value to the organization, more retaining staff and keeping happy, and so on. In other words, you need more time allocated to spend on leadership or visionary skills instead of development work. However, like I said before in my previous blog, we were running out of people for maintaining and improving technology X. So I had no other choice but to spend 90 % of development and 10 % of leadership/visualization because I had no other choice to keep the technology X still running. In other words, I was still doing what I was already doing. However, I self deluded that I was not. You see, the brain can self delude itself when it thinks things that do not exist in the first place. To illustrate, a person that is a big fan of a baseball star with a high RBI, may attach himself and feel he is already that baseball star without putting his own effort self to see the perils and injuries of a real baseball player. Self deluding ourselves is very easy and it starts thinking of problems everyday without doing any action about it. The thing is **it is not enough to think of a problem and already having a solution or best tactic to get away for it, but also have the time to allocate on getting rid of that problem as quickly as possible**. Keeping a problem to ourselves, may delude myself that I am doing leadership 50 % and developing 50 %. But that is not the case, that if that was "actually" true, the technology X I was working (as most of the team working on that left) would have been sinking already and the direct stakeholders I worked with would already tried to find alternative solutions. So what was the solution for my end? My solution is different compared to others as it is based on situation. I would had to stop worrying about the existing problem and focus only on developing stuff because there is not enough resources to maintain technology X. I could say, *"yes I want to talk about the problems that worry me and I am the only one that knows most what troubles me, but if I can't dedicate 50 % instead of 10 %, then that will not be enough to self align myself and others on how to approach eradicating the problem, it will instead aggravate it more"*. At the same token, I started to under appreciate my development work. I always feel like everyday I am doing small victories, but given the limited resources of our team and little support we had, regardless whether technology X is the correct approach or not, based on just that capacity, the context of work behind technology X was kind of astounding. So others may perceive I am doing nothing because I act or feel like I do nothing, but in actuality, I did a lot of stuff and should take just a break for only that matter. If there were more people *already* in my team, then I would have reconsider to spend more time allocating the things I feel worried about. **So there is 2 ways to solve the problem: If you have the capacity then solve it. If you don't then outweigh the sacrifices you have to make and weight the benefits over the costs. If the costs are too much, then you have to accept that the problem is not so important over what you are already doing and you have to set it in lower priority**. For me, I had to think: If I really want to change something, I really have to change my routine.

Is it worth it? For now it is not. However, can I do later? Yes, once things are 1. more automated 2. I remove most of the technical debt/refactoring 3. Stakeholders do most of the development stuff - then I can focus less on the development. However, there is still a long road to reach there before I reach to that destination. At the same time, I am not sure if my development is really productive as I don't have someone else on my shoulder that has a second non-bias opinion whether technology X is viable and what things or practices we are missing that we can optimize technology X to be faster. It is a risk that I took the plunge ever since I focused working development on technology X for more than a year, my routine daily job that took 90 % of my time everyday.

From the above example, we can make conclusions that

1. Management worried when employees are not doing consistent work

There is a problem that management will not understand what an employee does when he shifts direction if he has the capacity to. There should be no worries if he dedicates a lot of time and does not make a huge deficit impact on the assets he currently develops. However, worries should arise if he only spends 10 % of the time on it because it is easy to self-delude ourselves and our management that we spend or act like we put much effort on it.

I have to add that management

- Cares with mediocrity people who only do routine stuff
- Prides with people that besides finding a problem and a solution, executes it and eradicates the problem as soon as possible
- Does not tolerate people who: Do nothing or change routines without solving problems and instead aggravating problems by being self deluded to themselves

This is just a rule of thumb, but in most organizations its sensible that mostly this is how things are approached. The point is if there is a problem you think that exists in the organization, I still support that there is no point of leaving a company due to that, as from past experience and from patterns I have seen, most likely, all companies face the same trivial problems everywhere.

The point is tackle the problems, but tackle the problems only if you are capable of and understand currently your needs, skills and mindsets within it. The only sensible reason to leave an organization may be if you have strong ideologies or skills that you think it does not fit within this organization, but fits in another organization that you want to work for. Or that the organization is substandard to other organizations on making employees happy, work productively, and doing something ethical or helpful to the world. Even if those are the main reasons for leaving a company, evaluate and give it a try on changing the company before making assumptions. In addition, your expectations how other companies are better than your current company may be an overestimation, so its better to evaluate yourself on such matters more better.

2. Before changing routine, weight the benefits over the costs

Do not plunge in unless you are sure what you are doing. If you don't know what you are going through, its better to just cross the bridge they give you instead of swimming underwater because once you want to solve a problem, your

aim is to eradicate it as fast as possible, not aggravate it on, because that will also sink yourself into it too.

3. Remember that you are changing yourself, your "me" and you will not be ready from day one

Changing yourself on stuff you never tried before has two implications: One is that you are changing your own identity and that translates to making some of your habits/brain muscles weaker as a substitute on creating stronger habits/brain muscles on other matters on your identity. There will be a strong conflict on yourself when you are used to do things only in a certain way. The other thing is your expectations cannot be the same as you used to before. When you allocate skills A and B to weight 50 % and you score 100 on A and 0 on B, your performance is actually 50 and not 100. However, we expect that we should be treated or be in the grades of 100 when we are on the grades of 50. It seems changing roles in ourselves always means we can have the same pride, responsibility, and ownership as we used to the same day as before. However, that cannot be the case and we have to align our external environment in lower expectations of "me" to us and others than we used to before because we take a plunge on a transition, not on something we actually already are. We have to know and identify that our skills on B is to how much time we spend on skill B "actually" instead of imagining or stretching that percent number to 50 % (when in actuality is just 10 %).

4. Consider the problem in terms of priority: "Do it" OR "Archive it".

The final point is after you find the problem, you have to figure what you will do about it in the end. Whether it will be your first or second priority. Because there are other problems that you may have overlooked easily: our own self routine. Our own self routine is already solving a problem. So do we have time or space on solving a second problem realistically by allocating enough time on it? If not, then just forget it, because the more you think about it, the more you think you are already doing something about the problem, which in the first place, you do not. When archiving or ignoring a problem, make sure you make it transparent to yourself and others why you archive that problem and why that problem is less important than what you are currently solving, and whether there are any plans on the future on solving this problem (because obviously there are a lot of stakeholders affected by this problem).

Conclusion

So now I hope you all guys know how easy it is to overestimate or overlook at the big picture of things. I, myself, admittedly, became a victim out of it. But hey, I am bringing you my journey with you so you may not fall in the same trap as me.

From my previous blogs, it is admittedly right that one of the lessons I learned is that you have to think about the problems of a company very early and try to find a solution instead of just blaming it and then leaving a company. It is better to stay unless the company is substandard to the average company.

The second lesson to learn from this blog post is that having a problem and solution is not enough, it is also to see the existing problems you are already solving. You have to see which is more a priority to solve right now and how can you change the priority of plans for later. It is also important to not delude ourselves on the trap by being obsessed with a problem we don't put much effort as that only aggravates it. Instead, we should see ourselves how we can eradicate the problem as fast as possible.

How we overestimate or overlook stuff is by locking ourselves in a problem instead of executing it and be done with it. By locking in a problem without putting much effort into it, we self delude ourselves, we overestimate and overlook how things are, expecting we are doing something tangible when in fact we do not. In order to get out of the lock, out of the misconceptions, we have to also look our own perspective as well. Everyday in our lives we do something, we solve problems. We have to see and evaluate whether the things we do today are the most important problems we can solve based on our capacity. If it is, then we have to admit that this problem is not so big or beyond our means to be able to tackle to it at this moment . We have to self-prioritize that problem by setting a plan for how it will be easier to tackle for it later - in a sense that it does not aggravate us anymore. If it is a problem that we are able to tackle ourselves, then we have to make the transition on allocating enough time to solve the problem and align our external expectations with our current skills. To keep focused on your goal, keep in mind that you are only doing progress the more the problem gets eradicated as compared to still float around.

Why Yokai watch is popular - Concepts of Agency Detector / Generation "Digital Native" (2015-11-23 03:01)

From Generalist Professions to Specialist Professions to Intelligent Digital Systems

I sometimes focus closely what our current world has to offer to the young generation that live in our present world. The present of our world is very vast and different than it used to be in the past. There is more and more the shift of people not requiring the mental effort to use problem solving skills and instead more relying on authority figures. This shift is linear and progressive. To illustrate, at first there were different professions that were generalist on a specific domain. So if we had a problem that we need to solve, we could have gone to that figure of authority. Society became more complex and wanted to make the well being of each individual much better. For that reason, professions became more specialized and each individual had a very specific domain he had knowledge of. But if that wasn't enough, we went in these days to go to the next step, to provide accuracy based on a collective set of knowledge and experience only a professional with extensive experience could provide, that an individual itself could not have come to these same conclusions or follow the best practices no matter how much effort he has set on his lifetime. However, we encounter two problems on this facet: one, it is too ideal for each professional to fit on that role very competitively and two, there is not enough resources of such amount of professionals to cater that need to the current demand. So for those reasons: we transcend the authority of those figures from the physical to the meta-physical: intelligent digital systems that harbor some or most of the elements a professional could achieve. These are the systems that a generation of "digital native" will term alike or even better than the current physical people of professionals that cater our needs. It is the next billion venture thing that will rule in our next generation and it is scary to what implications this will turn out to be.

This all ties together to the concept of the "Agency Detector". Let me elaborate what the agency detector does by looking at the show "Yokai Watch". But before looking at Yokai watch, lets see why Pokemon is totally different from Yokai Watch, because although many people they think they are alike, we all know that there is something different, but can't articulate in details what this different thing is, which I am going to venture you on it for now.

What is the concept of Pokemon that is different from Yokai Watch

Pokemon is totally different from Yokai watch. The reason Pokemon is different from Yokai watch is the perspective it looks at what a "fictional paranormal animal" represents to me. First of all, unlike yokai watch, pokemons are something that everyone can see. **They are not separated into a different realm.** Secondly, the aim of pokemon may be the same as yokai watch to capture as much mythical creatures as possibles, but the goal is different in here, as it is to be the best trainer of all. In other words, the point is how to use the existing creatures to your advantage in order to be the winner. It is no different than big companies trying to hire the best combination of people or the best set of companies to out-beat other big companies to still retain the status of being the king. **We see elements**

of pokemon as using the assets of mythical creatures as like being an executive to win others who compete in the same world with the same assets. The last point is that in pokemon, the key to progress the story is paying a lot to the external physical environment: the landscape, the skills and traits of the pokemon, and the skills and the traits of the other pokemon. Although yokai watch has those elements too, pokemon although has different laws than our natural world, **it predominantly focuses on the external environment.** The reason pokemon is a success is because the creativity and the content of the world was executed well. If the 900 pokemon was like your typical real world animal zoo, it would not be so exciting to see. Its novelty that propels and also the ability to ignore animal cruelty for the sake of enabling our cognitive mind to play the executive mindset on how we can be the champions of the world. Because admittedly, if pokemon used exactly the real animals we have in our animal kingdom, we would have thought that this show is as cruel as grand theft auto. It is the same concept as replacing humans with zombies, because it feels more rightfully to us to eradicate a zombie or a mythical creature that we don't know or can relate in real life than something that it actually exists. Regardless, besides the implications of what pokemon is or not, it was a success due to those key points it brought to the show and many tried to create re-iterations of the same thing with a different style, such as i.e. Digimon.

Why is Yokai Watch completely different thing from Pokemon: Agency Detector

Yokai watch is a completely different beast. In fact, there may be later clones of Yokai watch because it introduces something that was never introduced before in a show so explicitly as this: Agency Detectors. What is an agency detector you say? If you understand what a yokai means based on the context of the show (no, not its literal meaning), then you know all what an agency detector means. It really perplexed me and I am kind of convinced that the show really linked the "agency detector" from the "cognitive science of religion" as its main message in a subliminal way. What is an agency detector then? Okay, so this not entirely something new, but it tries to find the reason why in the past and why currently people still believe in God. It does not go to much in the context of religion as much as the reason why people believe in religion and they put the culprit to our "**agency detector**", a component of our mind which does the following: **If there is an event that we cannot describe or understand ourselves, then we need to put responsibility of that event to some sense of variable.** The mind in most cases does not like to set an undefined variable, it usually in most cases prefer to set it on "something". In the past and in certain cultures, when a big earthquake or tsunami erupts out of nature, we put the blame to god (an authority physical figure) or to some higher entity. [1]This is much better illustrated within Lorin Friesen two concepts of agency detectors: one that is formulated out of an authority and another formulated out of a theory. If you have watched the show, does it sound all familiar? It is, because when an event is happening and it is strange and we can't know why it is happening, the main character says the same phrase again and again "**It must be a yokai**". It is what it is, we activate our agency detector on those triggers when something unexplained happens to us. For most adults this sounds ridiculous, but in childhood development, that is the world we all start from before learning the actual truths from elementary and high school. If you believed in santa claus, then that is what an agency detector or a yokai is all about. You believed you had to be a good kid and not naughty because there is an entity up there that watches you to determine whether he should put christmas gifts on your christmas tree or not. As the story of yokai illustrates, yokai are what yokai are and they do not have a concept of cause and effect. You blurted out much that you didn't know why you said it? It must be Tattletell. You are eating more than you should actually be eating? It must be Hungramps. It only focuses on the effect and not the cause of it. In a sense it is an authority figure instead of a theory and we cannot explain or understand it because **it lives in a different realm.** This is something hard to forget as only people who have the yokai watch can see them.

But why an authoritative figure to put a blame on it? Because like I said previously, the mind cannot set it to an undefined variable. It wants to place things into categories. To map which effect correspond to what variable and then up to the individual whether to allow that effect to be set within an authoritative figure or to some cause and effect theory. At that stage the kid is developed, he may not be able to grasp the cause effect until later in school, the only thing that needs at this moment **to survive within the laws of nature and be a fit member within the society, is to map each unexplained event with an agency detector of authority and bridge the gap later to something more**

sensible to that with normal thought. What is normal thought? Normal thought as opposed to technical thought is something that you learn from common sense through the concrete variables of the world instead of the abstract variables in the world where you learn in school through philosophy and math. It is an element that we will see later yokai watch bridges the gap to some extent on that. In conclusion, unlike pokemon, yokai watch enables the mentality of children to be more ready, fit, and act appropriate to society, as opposed to have an executive mindset to be the best trainer in the world. We can see that the main story-line is to resolve social tension of inexplicable events children face often each day, a tension we adults rarely experience it except if we go to different countries and have symptoms of culture shock. Unlike the adult mind which is mentally prepared to tackle any unexplained event, the childhood mind at its primitive form is not so ready to tackle the same challenges as an adult would do easily.

What are the benefits of this show? The benefits of this show is that it saves a lot of time from parents to kids questions on inexplicable events. The parents will usually tie those inexplicable events with something down to earth (normal thought) kids would understand or some form of deity or religion that we should abide of. Yokai watch is something that is not offensive at all to any individual as it ties all those unexplained events to the childhood individual in relative terms where everyone can accept, not affiliated with any religion or theory. Furthermore, we can see that the show also tries to tie in some normal thought behind those mythical creatures deities. For instance, tattletell may be seen as a "bad" or "evil" category at first that the main character had to **confront** because there was an incident where it possessed an individual to blurt out something inappropriate. However, at other times, Tattletell was **used** by the main character because blurting out something made sense when an individual tried to hide the bad high school grades from her mom. In here, we can see that each yokai is like a piece of foundation in our life and we see a lot of elements where the main character has to decide when it is appropriate and when it is not appropriate. The way this is done is by the main protagonist always having the third perspective of things, something that other secondary individuals that are possessed do not have a clue or are blind that they act in inappropriate ways. However, unlike blaming the cause of the individual for its wrong doing, it is usually the cause of the yokai. This is kind of perplexing, as I understand that the main story is to alleviate the tension for kids of something unexplained to the secondary character and instead putting the blame on a yokai instead, but maybe it goes too far. There is one episode on the show where an individual was eating more than average due to a yokai called Hungramps. Usually, an individual that eats more is usually due to a substitute of satisfaction for our own experience or to alleviate depression. In some countries that are very small, the limited space limits us to gain satisfaction from exploration, as there is little novelty in a small space. In such countries, that novelty of space can be substituted with novelty of food. Just to not side track a lot, the problem was solved by confronting Hungramps. Hungramps was actually having the normal symptoms of hunger for good reasons: He was depressed cause he didn't see her grand-daughter for a long time. However, it makes us assume that his cause (depression) and effect (hunger) is possessed to an individual that was never hungry in the first place. The show is calling it as "possessing" a spirit. In other words, it brings agency detectors called yokai in an indirect way with the form of possessing to normal individuals and our goal is to purify them. For that reason, I expect the story to not have a very main strong story plot as it approaches things in an indirect way while its message is more for kids to learn the different varieties of what is appropriate as parents teach to children in novel ways. We can also see that this show main campaign targets children as its ending has an exercise drill for children to dance with it.

The show is very entertaining and amusing in the way it does things. We can also conclude that society in some terms has already accepted that agency detectors really exist in our mind and it is one of the starting stages for the development of a child. Later, the child has to bridge those agency detectors to a more solid foundation of a bridge. Besides normal thought, to incorporate technical thought through the means of education.

However, the behavior for our current generation to be more obedient or conform to an agency detector is not something that we should be stuck with, at least for some stuff in life, we should not black box things. For that reason, we should incorporate technical thought into it. But will it be more easier or harder for us to do that incorporation? My assumption is that there may become more obstacles than facilitation to do this, as we are

starting to have the emergence of the new generation that is called [2]**digital natives**.

Digital Natives: Our agency detector as an intelligent digital system

Okay, so now we come to make a stand to the future. Let us admit that we use less common sense in our daily life. Not because we want to, but we don't have the time to. You let others do your job for you. You don't need to cook, buy groceries and create a mess in the kitchen. You can eat at a restaurant instead. Even in a matter of a fact, now you don't even need to go outside to order the food and you can do it by the phone. Or maybe you have very poor communication skills to articulate what you want to an individual or its too much effort for you to do that. Instead, you tap with a few thumbs from your hand on your mobile device what you want to eat through their official mobile app. Oh wait, you don't need to even have to care what food you want to eat. The app has a recommendation engine that knows what is best fit for you to eat and you just click that recommended item they told you without giving it a second thought because you have other more important matters to think of. That last part may be too exaggerated, but it is actually not an exaggeration for our new generation called **digital natives**. We are more and more driven to let others do the decision for us so we can be more efficient and productive to actually do what we are **specialized**, but that skill of specialization, is it actually good for the lack of having a general inter-disciplinary view of how things work?

What happens here is we lose our individuality and set whatever the collective mindset of the intelligent system is appropriate, but is it actually appropriate for you? Let us take the examples of people blaming doctors for something going wrong. We expect professionals are the ones that will solve the problem in and out from A to Z. But in actuality, they are no more there than being the best supporters and advisers to your problems, not being the full liability of your tasks that you need in help. We have to set our own individuality into proposition, because it may not always fit with the collective answer that exists. In other words, let agency detectors be there as they be as they be, but we should not be succumbed at them, but influence them. That requires a society that practices revolutionary feedback that does not punish people but instead evolve people within their journey on aligning ourselves and them on the correct path. However, this cannot be done if we look things as an authoritative figure and approach it in an indirect way. Instead, we should be seeing the mechanisms through cause and effect and approach it directly where we transform our problems into solutions in order to become better individuals to society than we were before. This in practice requires the bridging of the existing normal thought we practiced with technical thought. This requires these type of communication channels to accept feedback and give feedback back to others. Some details are okay to black box to ourselves and ignore where we don't find it useful in our own context of our life, such as how to manufacture a semiconductor. However, not to the point where we black box everything, such as leadership skills, communicating and managing personal problems within society, and making a world a better place. These leaps for people to dive in may be harder for them when everything is around their shoulder. Especially with cheap entertainment these days as a main motivation for many individuals, it is much easier these types of skills to be lost in our next generation, the main skills that drive the main engine that drive our world today, like pulling a train to do the next iterative step to make our society embodied with a strong purpose.

The point is, I am pretty sure that digital natives will become a trend soon and big data and intelligent systems that live within our context of our life will be the next multi billion dollar thing. However, most who are old and are not digital natives understand that these systems are there to support us and not be the agency detector we should call for help that will solve our problems or blame them if they did something wrong. No, we are adults and we have created already that bridge to transition those agency detectors to a theory, to a cause and effect, with the help of bridging our previous normal thought with some technical thought. But for digital natives, that may not be the case. They will treat those systems like some of our present individuals who treat doctors as being their full liability if they screwed something up (which in some cases it makes sense, but not in all cases, when the patient is mostly passive to his own health). However, all this can be changed if digital natives have a direction and purpose in their life, that they at least not let some components of their thought be directed or swayed, to place the most important matters in their life with common sense and technical thought instead of just leaving it all up to an authoritative figure.

1. <https://www.youtube.com/watch?v=pANdTlnIjXw>
 2. <http://recode.net/2014/04/10/the-rise-of-the-data-natives/>
-

1.9 December

Black Box Thinking By Matthew Syed: My associations within my blog (2015-12-08 03:59)

Black Box Thinking - The name implies everything

This may be one of my top list of recommended books (that is well accepted by public) for anyone to read, as it meshes up well together with the executive paradox book. In some sense, if the executive paradox book talked about the topography of the executive mindset like a class of geography while adding how each component part of the executive mindset is important to triumph successfully to problems like a class that teaches the nature of our world's food chain, then black box thinking in essence gets your feet under the water like a lecture that teaches you architecture, physics, chemistry, technology - how those foundations glue together best in practice.

Black Box thinking is an attempt I already did in my previous blog posts when I analyzed the executive paradox book, which was intertwined from the mental symmetry "transformation", the concept of god from Lorin Friesen. And in most cases, both explain the same conclusions just each explained in a different context.

Note also how I make metaphors on my first paragraph. I try to underpin the personal mindset challenges that we need to overcome with similarities of the already objective external world that we learn through our school curriculum that has boasted to the advanced efficient civilization we live today. But what improvements have we done to ourselves? The author at some point said that science in certain periods did not do anything to improve the "condition of man". That was because science was condemned by blind faith. However, he does not only uncover that, but he goes further on, by quoting "We notice that creative people make great leaps in natural sciences...but when it comes to the social world we often trust gut instinct". This implies that science so far has solved the external conditions of man, but we never applied it to our internal self, to the aspects of topic that are applied internally (social sciences) instead of externally (natural sciences). This book in some respect gives the solution to that problem. It gives the solution how to apply science in social sciences, something that has been overlooked by mostly all science books that teach science through natural sciences. It is assumed that natural science and social science are the same, when in the actual fact it is not. There is an element that distinct both very substantially: subjectivity and objectivity. Many repress subjectivity as an ill effect of our mind instead as a tool for our learning experience (the key point the author tries to make) , but how can we repress something when that is a foundation component in the way we are able to grow ourselves?

The author uses a word very often. The word he uses often is "evolutionary". The author tries to integrate all his conclusions as part of our "evolutionary" process. He is talking a theory about a theory of how evolution has emerged, and the evolution he is talking about, is not a dead end one, but a potent one that will make ours and the world a better place. I do not know what, but he nailed the theory straight up. I am pretty sure his insights might came deep from his career as an athlete (concrete experiences) and a journalist (abstract experiences) while reading a lot of books and connecting the dots, such as the *Structure of Scientific Revolutions by Thomas Kuhn*. These are all speculations and I may be wrong, but whatever the reason, he brings a lot of topics in his book with a lot of detail and examples that were already discussed in mental symmetry and this blog.

The best impressions is how remarkable and fitting the title of the book's name is: "Black Box Thinking". In some sense, that is how an executive mindset actually works, through black box thinking. I am pretty sure that

what he really represents is the "black box" airplanes contain. However, in real life, do all of our situations allow us to have a "black box" within us? And if we "do" have a real replica of a black box like airplanes do, should we still have no doubts that we didn't miss anything? And most importantly, how can we judge that our individualized event applies at a collective level, how does it "correlate", how can we know that the culprit is this variable and not another variable that we didn't notice? After how many tests can we be sure we are confident? These questions may sound we are having a compulsive obsessed disorder, but in many ways, it is not that we have to diligently evaluate in very much detail whether our speculations are correct or not, but we do not put enough effort or evaluate it only in only an individual case that we may set a wrong "theory" of the whole process. But regardless, the word can have another definition: "black box testing". Black box testing is the act of testing a thing many times out to find a bug out of a software. Black box as opposed to white box represents explicit uncertainty: it does not give us the key on how all things work together, instead, we have to figure by experimentation how all things work together. In real life, problems are like that, it is not like we get the actual parameters, replace them on our formula and get the correct result. Instead, it is actually trying to figure what the actual parameters are as most accurate and fast as possible. In the end, we have to act, make a decision, and either fail or succeed through that decision. Only through that way we will have a better clear picture what to do next. It is going from gray thinking to creating a recipe, following and not looking back in a white or black style. However, in most cases, the first iterations will fail and we have to go back to gray thinking. However, as the author Matthew Syed incorporates as his main message of his book, people instead of accepting their mistakes cover their mistakes due to their sensitivities, their ego, or only looking through their individualistic experience, resulting a cognitive dissonance to themselves. If you don't understand what I mean, let us start with the associations of my interpretation of mental symmetry + executive paradox on how it fits with the context message of black box thinking in my next section below.

Lastly, but not least, leadership lately has become a very important aspect in our daily life that I never thought it would have led so much light into these days. It may all be help with the emergence of big data in our lives as well, as we can amplify the use of our Perceiver mode more than we can imagine these days. It seems that the example all we should resemble is to have a leadership style. In other words, contributor mode and using it correctly is the key to make ours and the rest a better place. Executive paradox and black box thinking are popular public books in the press that glues those two things together well for anyone to start digging in.

Many people will be baffled and they will say is that all life is? And I would say "yeah, that is all life it is". Many people are in disbelief because they don't want to believe there is any existing answer to life as it won't be a mystery to what life really means. Only when you want to stop making life as a mystery and believe the actual purpose of life is to be what we are supposed to be, great and correct leaders, then the next step will be more clear, much better than not knowing what next step to take.

Associations of Mental Symmetry + Executive Paradox And Black Box Thinking

This is a remarkable book, maybe through iterations and some patience, instead of tackling one tree within the forest like Revolutionary Feedback, this tries to give the big picture of the forest in practical context (actually, the epilogue is titled as the "big picture").

The main message of the book is to admit mistakes as a learning process instead of burying them down due to our ego. That will result in cognitive dissonance and not the ability to grow ourselves.

The same message is applied in mental symmetry. It discusses in length of the mercy mode being the one subject controlling the teacher mode. The mercy has an ego that tries to self defend itself with hyper pain within its mental networks. It is very hard to remove the sensitivities of individuals that create an obstacle for people being transparent and looking at a collective (teacher mode) instead of an individualistic (mercy mode) level of things.

In my illustrations, I mentioned that if mercy rules what teacher mode to do, it will always guide teacher to a

wrong results, creating bad emotions (teacher mode has emotions), which the mercy mode will "spin" them around by substituting with alternative explanations (theories) that can fit within the "values" of the mercy mind. This in result creates cognitive dissonance and the individual will never grow by ignoring their mistakes. This intersection of whether to accept or reject mistakes is immediately after performing an action in server mode, which results an input to the mercy mode whether to bury or use it as a humble experience where the perceiver mode can use it to create a better theory. The latter will impose the teacher to rule over the mercy mindset over what are the best values that will compliment as an individual. In other words, it is auto correcting ourselves by the external part of the world.

Beyond that being the most important message of the book, it brought topics, such as top down and bottom up thinking (visionary versus detail oriented) and the ability to re-iterate both cycles often. It is no much different than what my illustration tried to achieve with combining the map of mental symmetry and executive paradox diagrams and creating a flow within them. He illustrates with an example that people who operate bottom up are better than people who work top down for a problem that has no real applicable solution yet. It is always useful to use top down thinking for problems already solved before, as it is a waste to re-invent the wheel. However, most of the problems we are hired to face are within a context that you cannot solve it by applying mostly a top down thinking, it requires some bottom up thinking, to refine for that specific context.

But the most important of all is how to distinct blind faith and facts. He starts with the most easiest and obvious blind faith - authority, which you can see in upper management and professionals that have a high level of scrutiny if they make mistakes (i.e. doctors). They have to obscure the truth and their mistakes with authority. This comes at a sacrifice at the collective (and also individualistic level) that nobody learns from those mistakes. He further goes into areas that look like facts, but they are not. He illustrates the example that simple trials are not effective because they do not tell much the effectiveness without comparison. Simple trials in essence is just a sentence, a fact, twisted as a theory, with no other fact (other trial that does it differently, like the opposite), that supports the theory. A single trial is like saying "A", whose value is 10, is greater than X, which represents the opposite of A, without testing whether X is greater than 10 in the first place or not. The emergence of A/B testing came due to the fallacy of single trials. But even if that is not enough, he goes and sees evaluating facts in different perspectives: If the vision is correct, then marginal improvements is the correct way to do. If the vision is not correct, leaps of connecting the dots to new creative ideas is the correct way to approach things.

All of those associations are done through extensive depth of different industries in our world today - from aviation to the health industry, to criminal justice. The clarity, simplicity, details, and narrative - all wonderfully mesh up to bring up a topic in the most provocative and influencing way. A must read and I will definitely be writing a review for this book soon.



BlogBook v0.9,
 \LaTeX 2 ϵ & GNU/Linux.
<https://www.blogbooker.com>

Edited: August 28, 2016

