

Badass Double-Loop Learning*

From Judgmental to Good Judgement

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“Mastery of others
is strength;
mastering yourself
is true power.”

- Tao Te Ching



Need

- team transparency for self-organization

Goals

- build trust
- do less “telling” and more “understanding”
- uncover common ground

Learning Objectives

- the “mental frames” model
- what happens when frames aren’t explicit
- practice in using an “uncovering” technique



Intro

Simulation Scenario 1

- scenario brief - planning
- background - honeyifixedit.com
- sim - implicit frames
- debrief

Frames & Advocacy/Inquiry

Simulation Scenario 2

- scenario brief - daily standup
- additional background
- sim - advocacy/inquiry
- debrief

Close

Scenario 1 - Situation

Planning for next Sprint

Learning Objectives

implicit vs. explicit frames

Scenario 1 - Background

Bun and Dradstreet Company Information Report

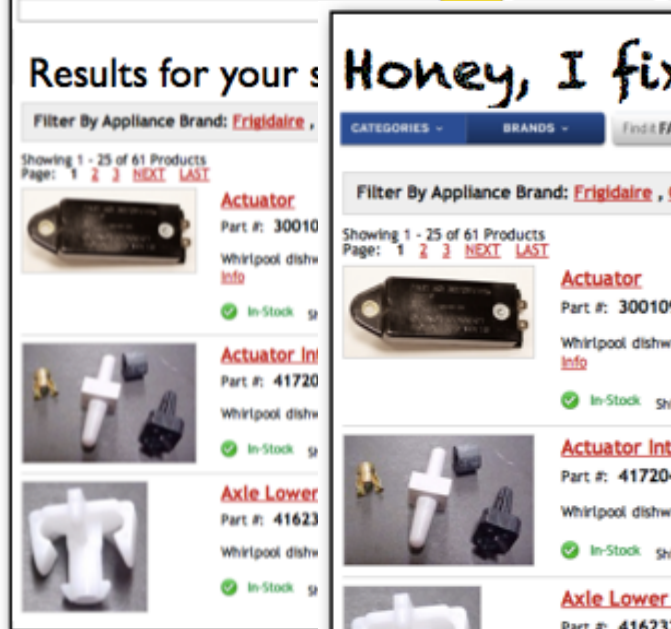
HoneyIFixedIt.com

Website:
Line of business:
Annual sales:
Employees:
Operating since:

HoneyIFixedIt.com is a subsidiary of HomeCorp, a Fortune 500 company, thus saving on costly

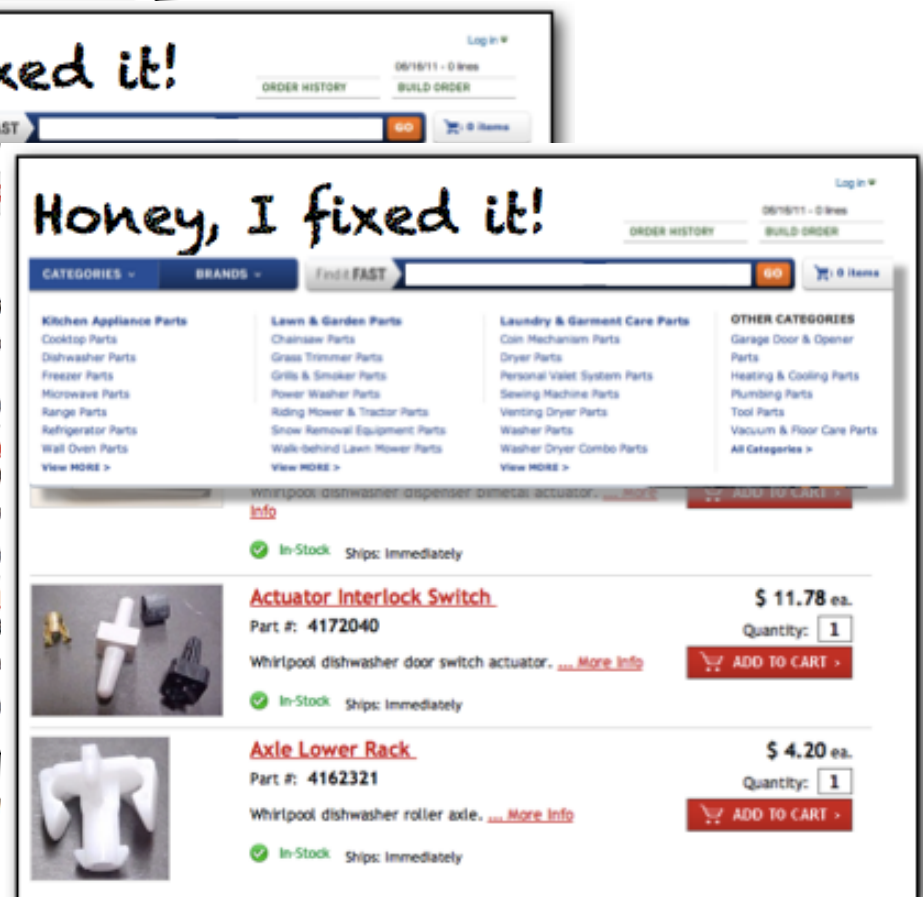
Monthly employee benefits

News:
Until Q3 2010, the website was in beta. In Q4 2010 offered user



Old (2010)

New Browser



New Browse dropdowns (2)

Scenario 1 - Simulation

A planning meeting for next Sprint.

Observe and get ready to coach
the PO and SM

Scenario 1 - Debrief

Mental Frames



Vandalism?





Art?



I take **actions**
based on my beliefs

I update my beliefs
about the world

I draw conclusions

I make assumptions
based on the meanings

I add meanings
(cultural, personal)

I select data
based on my beliefs

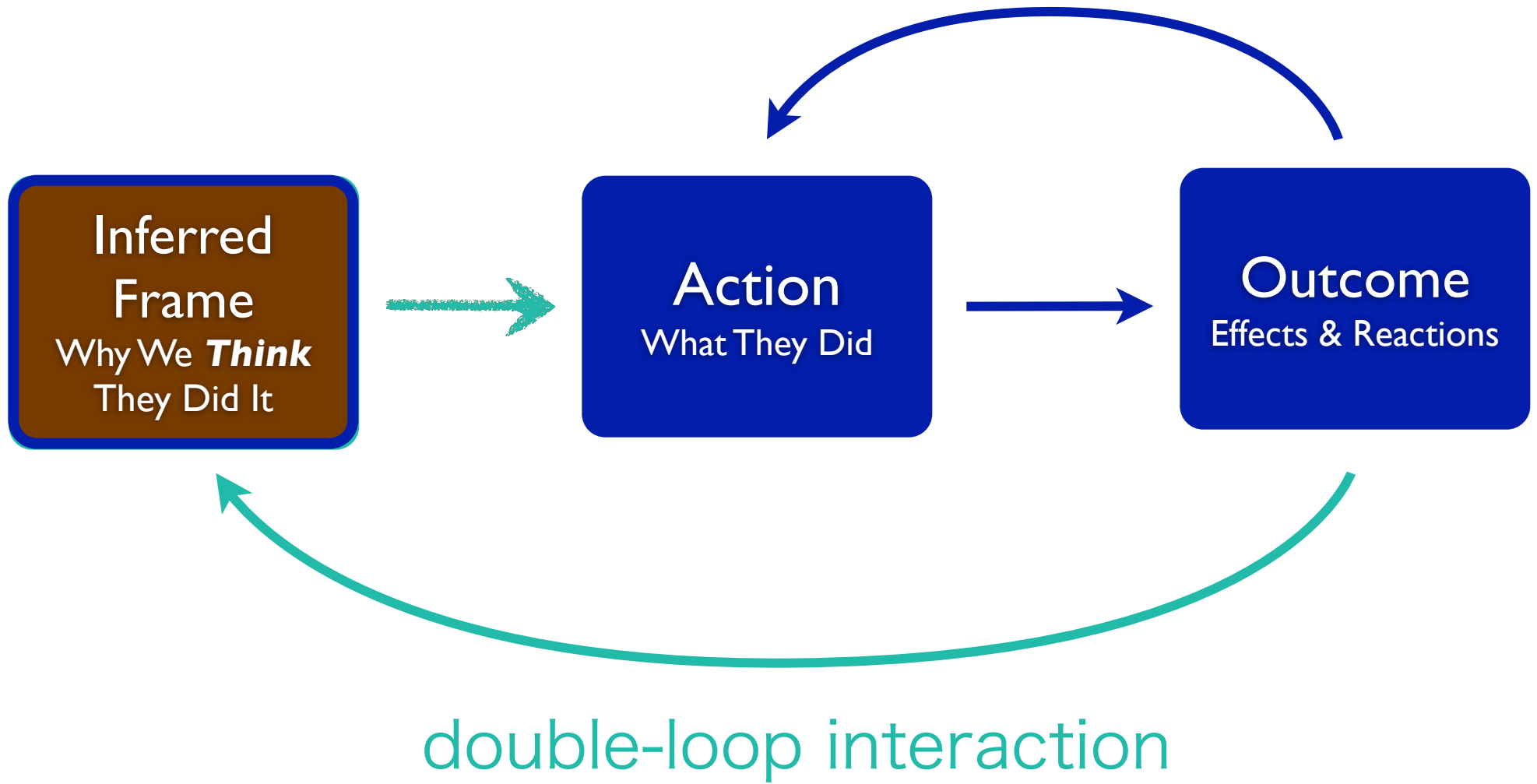
Observable data

observable

inferred

observable

single-loop interaction



Advocacy/Inquiry

“I noticed that observable fact .

I'm (surprised, concerned, think there's a real problem)
because here's what I would do/think...

I'm curious what you were thinking when
above observable fact.”

Scenario 2 - Situation

A team Daily Standup,
two days before an
end-of-month deploy

Learning Objectives

practice using advocacy/inquiry
to “uncover” frames



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Frames & Advocacy/Inquiry

Simulation Scenario 2

- scenario brief - daily standup
- additional background
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Close

Scenario 2 - Background

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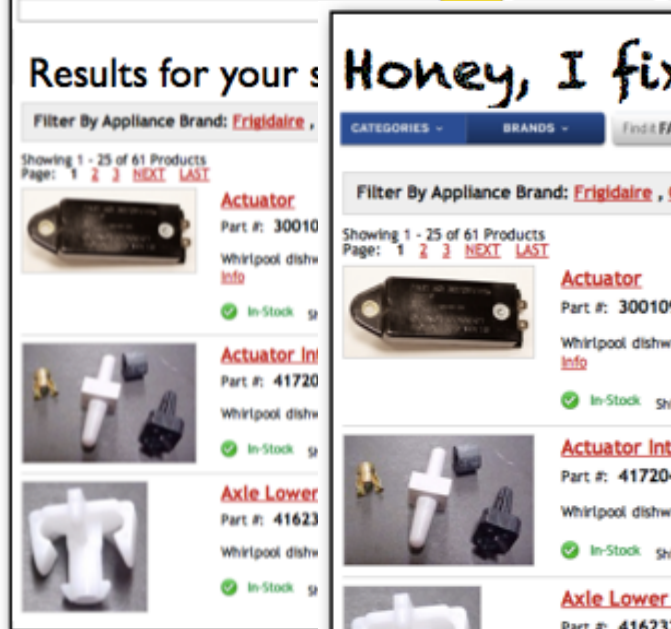
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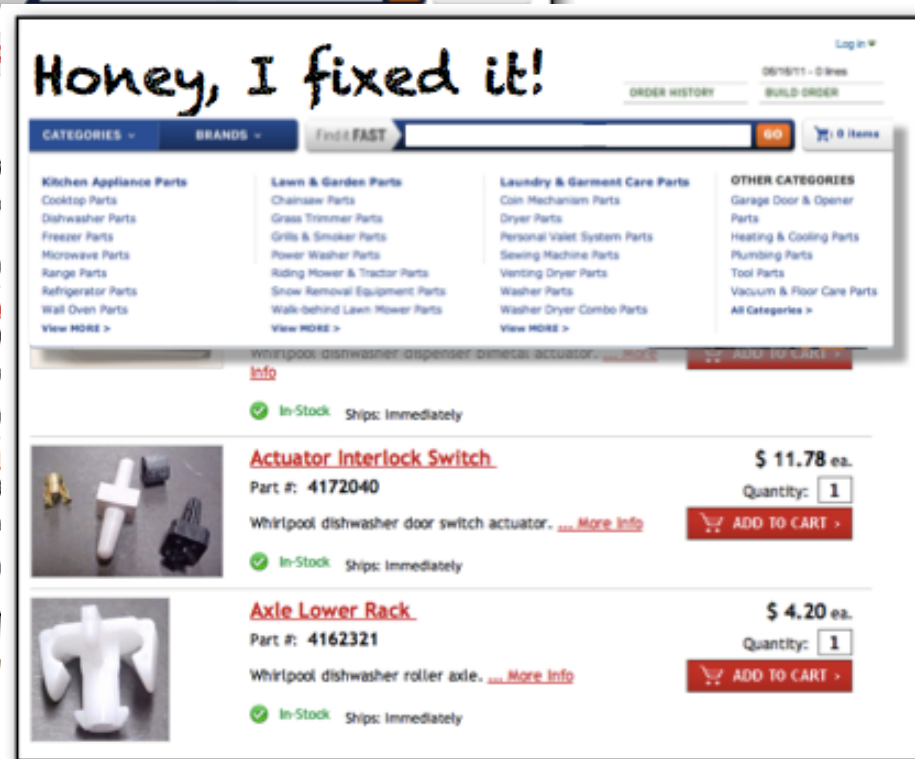
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Scenario 2 - Problem

Wednesday, August 24, 2011 - 9:31 am

To: ALL_DEV
From: C. Herder
Cc:
Subject: Scrum Topic

Dear Team –

I just got out of a meeting with Bob and have a few questions for the Scrum today at noon.

Can we all be ready to talk about where we think we are with the latest build, and if we need anything else to have a really great deploy Friday night?

Thanks, see you there! (my turn to bring the cookies!)

C. Herder, ScrumMaster
HoneyIFixedIt.com

"Whatever doesn't kill you makes you stronger." -Mother Theresa

Scenario 2 - Simulation

It's noon.

Time for your Standup.

Scenario 2 - Debrief

- Feelings/Facts
- Implications
- Generalization
- What can we do...
...at work?

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Thank You!

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Susan Eller



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Credits

Photos

Bikes

Ozier Muhammad/The New York Times

HoneyIfixedIt website:

www.a-1appliance.com

www.searspartsdirect.com

www.mcmaster.com

Flight Simulator

revistaaerea.com

Graffiti/Gallery

wikimedia commons

archdaily.net

*awesome title from Mike Sutton @mhsutton
in conversation with Derek and Benjamin Mitchell @benjaminm

Special thanks to Dan Neumann @Dan_SB & Susan DiFabio @skdifabio

Works

Argyris C, Putnam R, Smith DM. *Action science: concepts, methods and skills for research and intervention*. San Francisco (CA): Jossey-Bass; 1985

Mathieu, John E.; Heffner, Tonia S.; Goodwin, Gerald F.; Salas, Eduardo; Cannon-Bowers, Janis A. (2000) *The influence of shared mental models on team process and performance*. *Journal of Applied Psychology*, 85(2), 273-283

Rudolph, J. W., Simon, R., Rivard, P., Dufresne, R. L., & Raemer, D. B. (2007). *Debriefing with good judgment: Combining rigorous feedback with genuine inquiry*. *Anesthesiol Clin*, 25(2), 361-76.