

Agile ORLANDO

JULY 24-28 2023

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#AGILE2023

LEARN MORE



A TASTE OF THE DOJO
AN IMMERSIVE LEARNING EXPERIENCE

EST 2017

DOJO

— AND CO —

Dion Stewart and Joel Tosi

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dojoandco.com

joel.tosi@dojoandco.com

We've been part of the dojo movement since it started.

OUR STORY



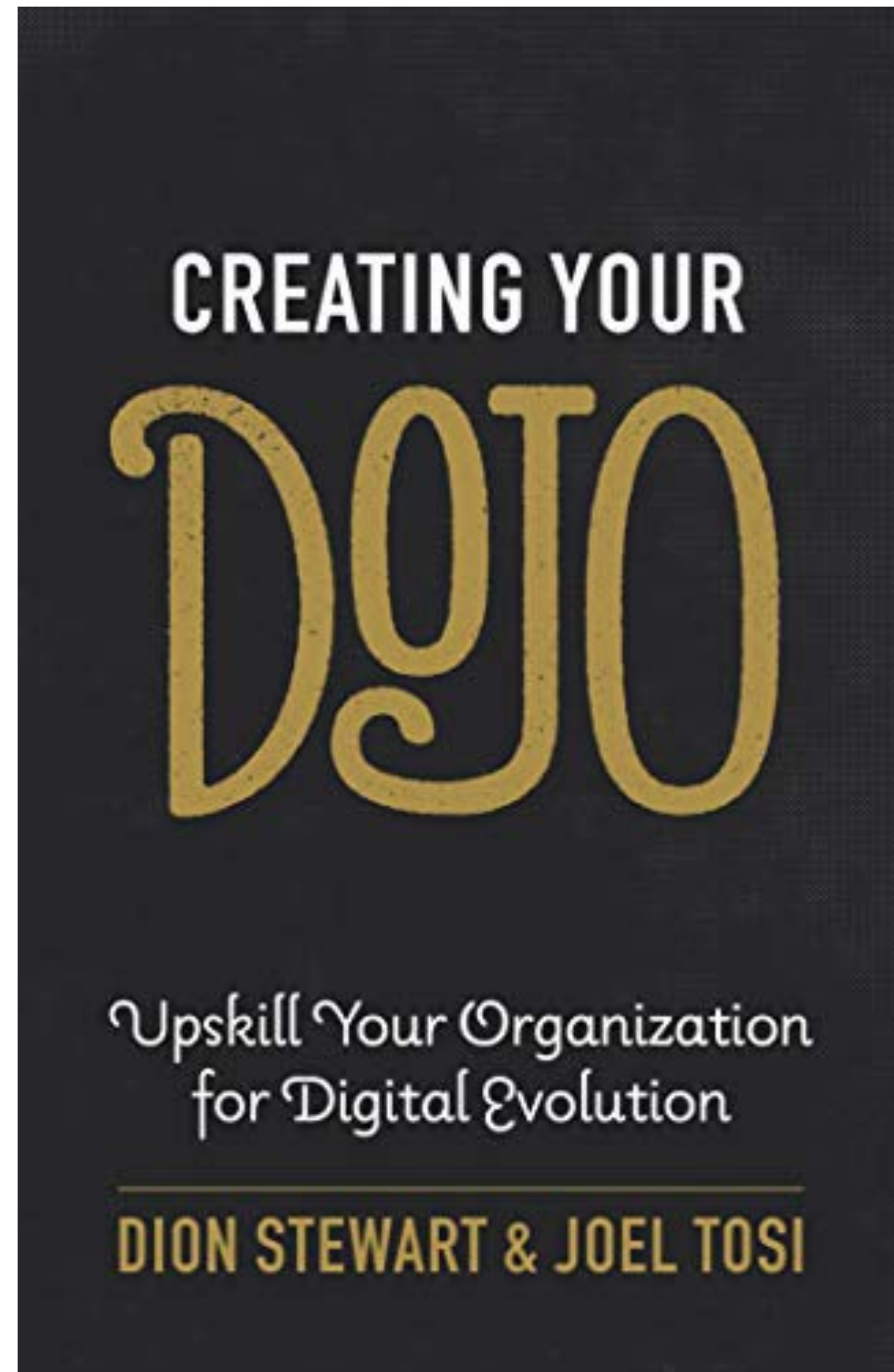
Dion Stewart



Joel Tosi

- Dojo Coaches for the last eight years
- Cofounders of Dojo and Co
- Both have been coaching teams for 20 years

HOW TO CREATE YOUR OWN DOJO



**ORGANIZATIONAL
IMPROVEMENT FROM A
SYSTEMS THINKING
PERSPECTIVE**

T h e S e a r c h f o r S o m e t h i n g B e t t e r

TRANSFORMATIONS AND CHANGE INITIATIVES

- Agile transformations
- Move to the cloud
- Project to Product transformations
- DevOps
- DevSecOps
- Innovation

Underlying all of these is a desire to improve at least one capability.

T h e S e a r c h f o r S o m e t h i n g B e t t e r

TRANSFORMATIONS AND CHANGE INITIATIVES

And..

T h e S e a r c h f o r S o m e t h i n g B e t t e r

TRANSFORMATIONS AND CHANGE INITIATIVES

Do all that while
cutting costs.

T h e S e a r c h f o r S o m e t h i n g B e t t e r

TRANSFORMATIONS AND CHANGE INITIATIVES

Nobody Ever Gets Credit for Fixing Problems that Never Happened:

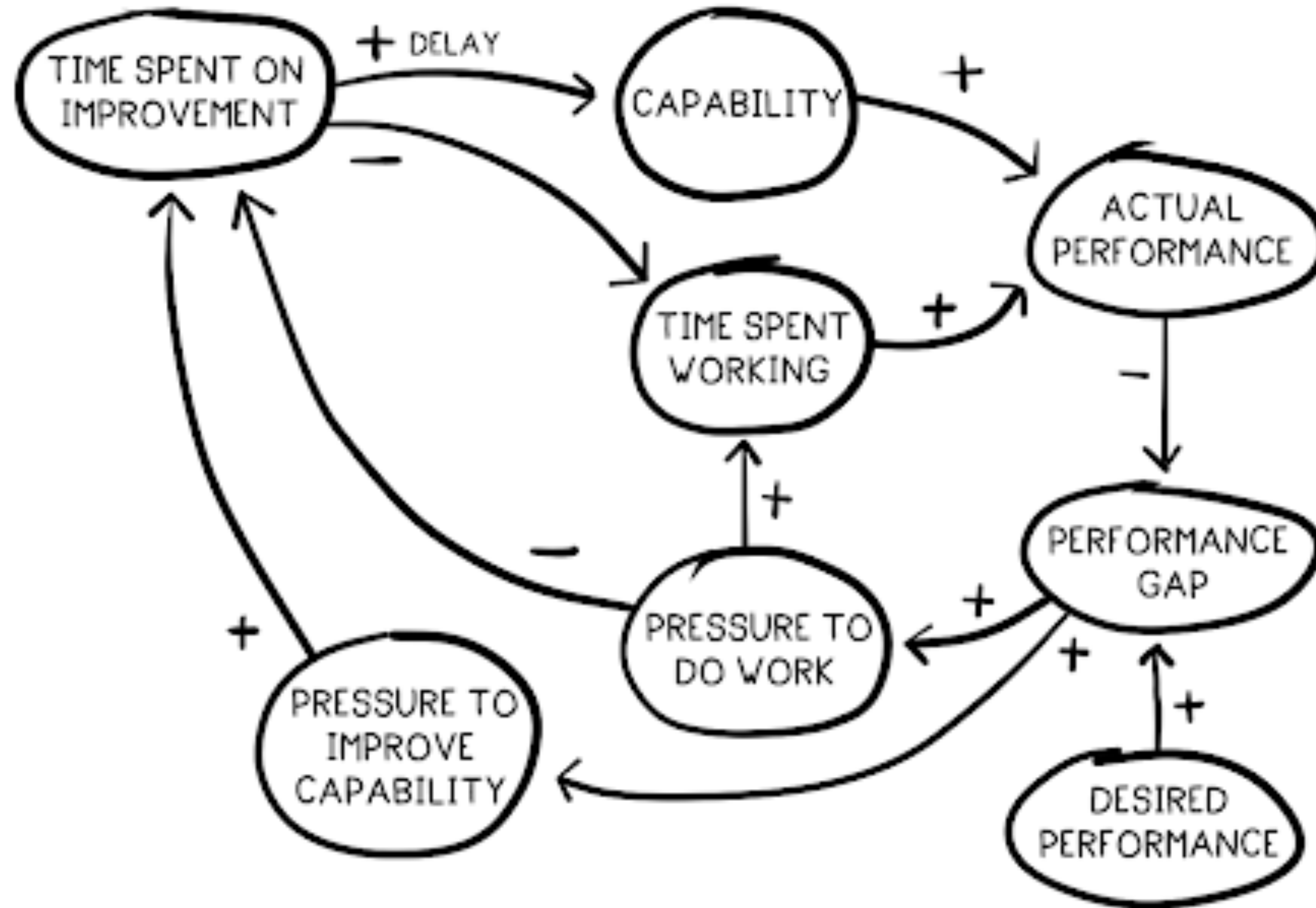
CREATING AND SUSTAINING PROCESS
IMPROVEMENT

Nelson P. Repenning
John D. Sterman

How much would your organization pay to develop manufacturing capability equal to Toyota's? How much would a world-class, six-sigma quality program be worth to your company? How about Harley-Davidson's ability to tap into the hearts and minds of its cus-

http://web.mit.edu/nelsonr/www/Repenning=Sterman_CMR_su01_.pdf

“THE PHYSICS OF IMPROVEMENT”



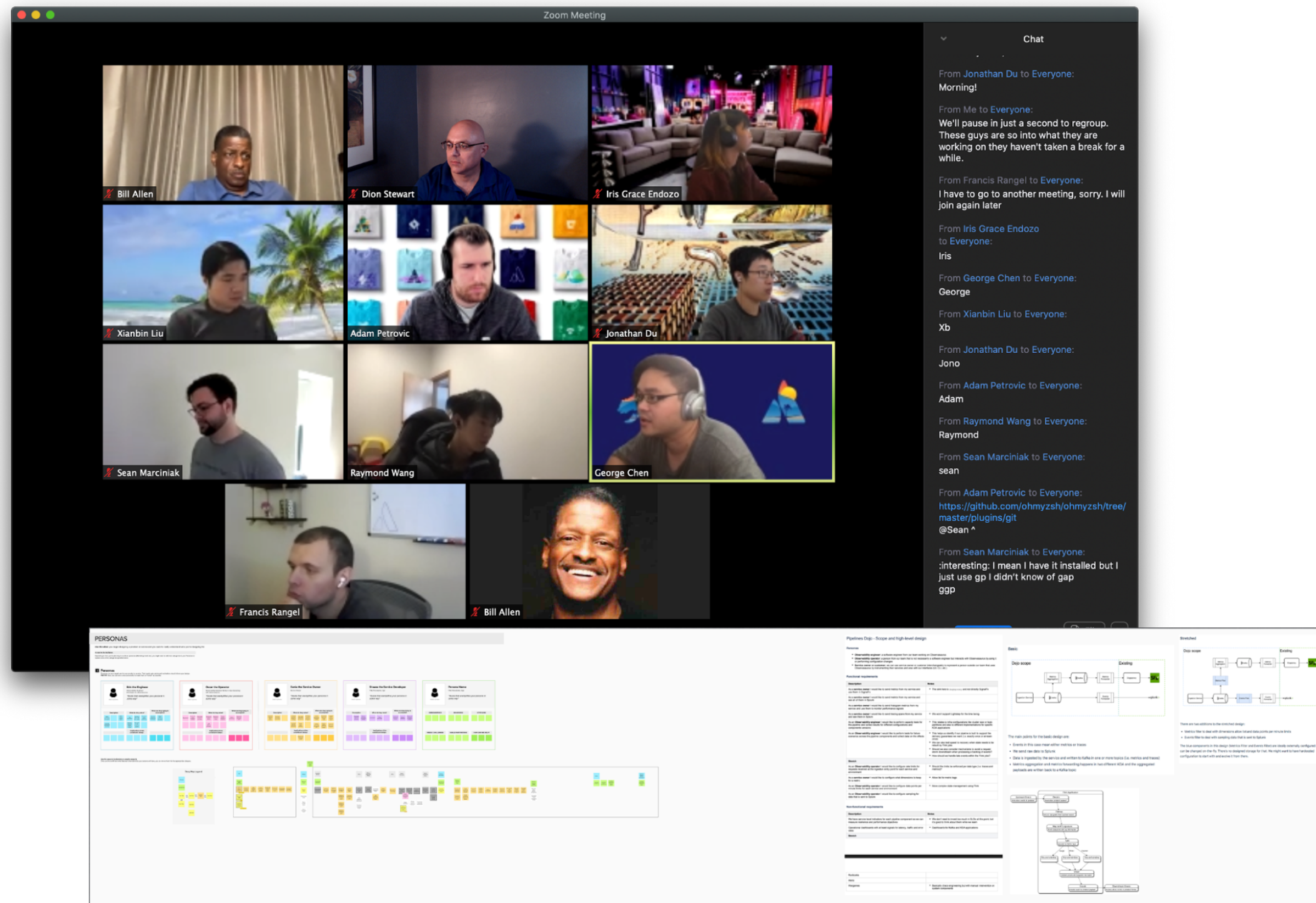
WHAT'S A DOJO?

DOJOS - A DEFINITION



A dojo is a space where teams undergo an immersive, whole-team learning experience. Teams set learning goals for product, technical, and process practices. They learn the practices with the support of skilled coaches while doing real-world work.

DOJOS - A DEFINITION



The word “dojo” literally means **“place of the way”**.

The name and metaphor is taken from martial arts studios, in particular Aikido.

THE SEVEN PRINCIPLES

SEVEN PRINCIPLES OF EFFECTIVE LEARNING EXPERIENCES

1. Focus on Learning Over Delivery
2. Help Teams Learn Collaboratively
3. Ground Learning in Context of Real-World Work
4. Make Learning Holistic and Span Multiple Practices
5. Provide Assessment, Feedback, and Coaching
6. Provide Sufficient Time for Repetitive Practice
7. Ensure Learner Safety

<https://www.dojoandco.com/blog/2023/3/7/seven-principles>

The Seven Principles

FOCUS ON LEARNING OVER DELIVERY



Even when an experiment results in no *output*, it's still a success if it leads to learning.

This is NOT about increasing a team's velocity while in the dojo.

The Seven Principles

HELP TEAMS LEARN COLLABORATIVELY



Use techniques like pairing and software teaming (ensemble programming) to build shared understanding and foster learning.

GROUND LEARNING IN THE CONTEXT OF REAL-WORLD WORK

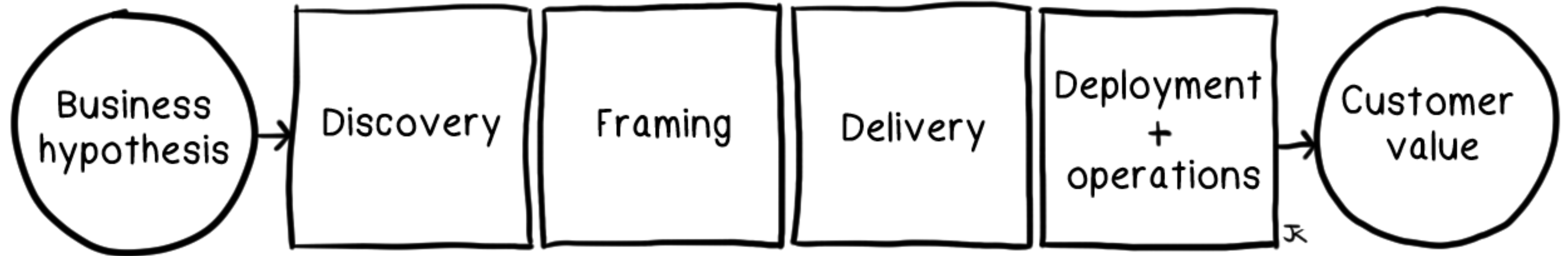
BLOOM'S TAXONOMY



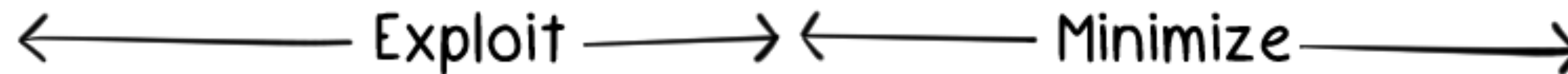
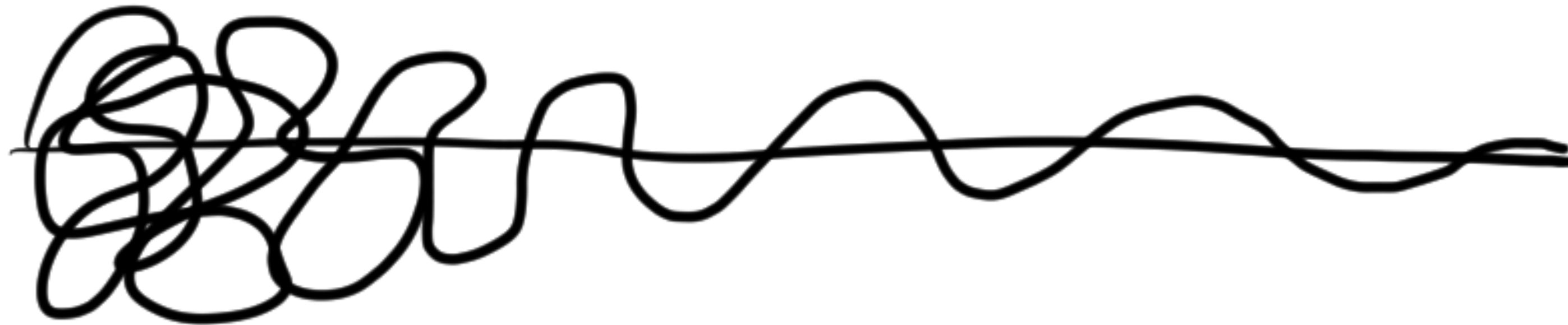
We need to move beyond intellectual understanding and apply what we're learning.

And we need to apply that learning with all the constraints we face in our daily work.

MAKE LEARNING HOLISTIC AND SPAN MULTIPLE PRACTICES



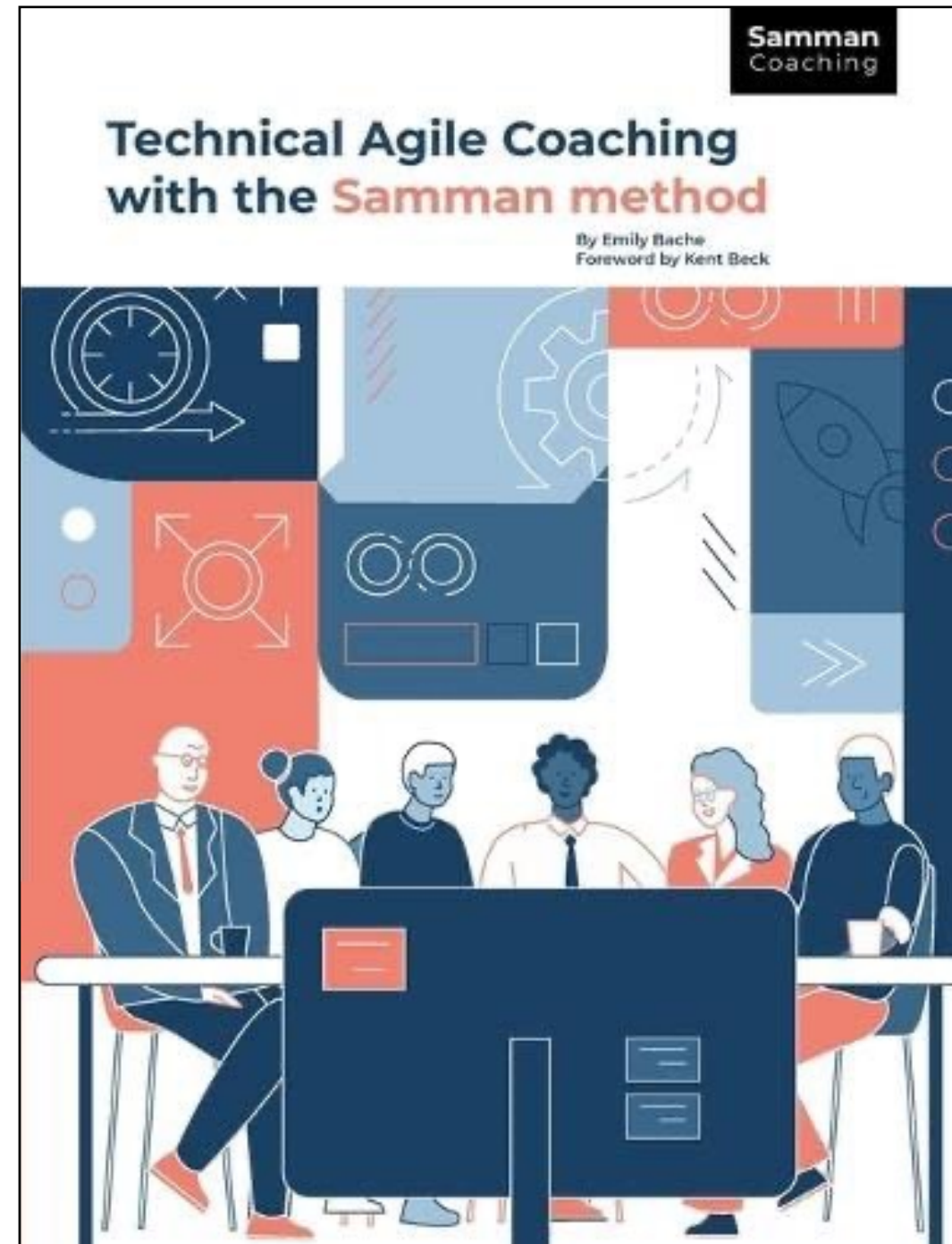
Variability



PROVIDE ASSESSMENT, FEEDBACK, AND COACHING



Emily Bache

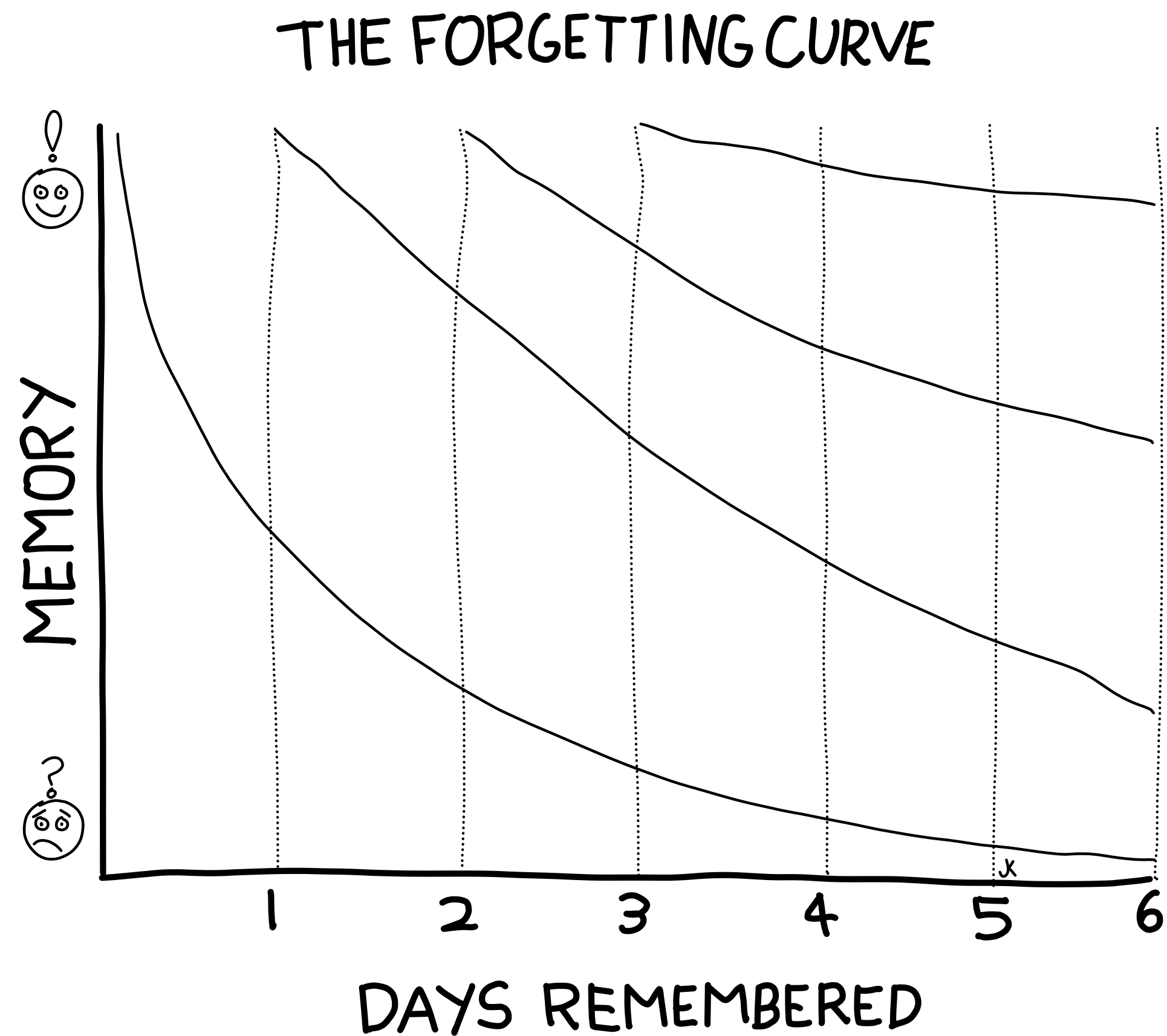


Content is everywhere. We don't suffer from a lack of content.

PROVIDE SUFFICIENT TIME FOR REPETITIVE PRACTICE

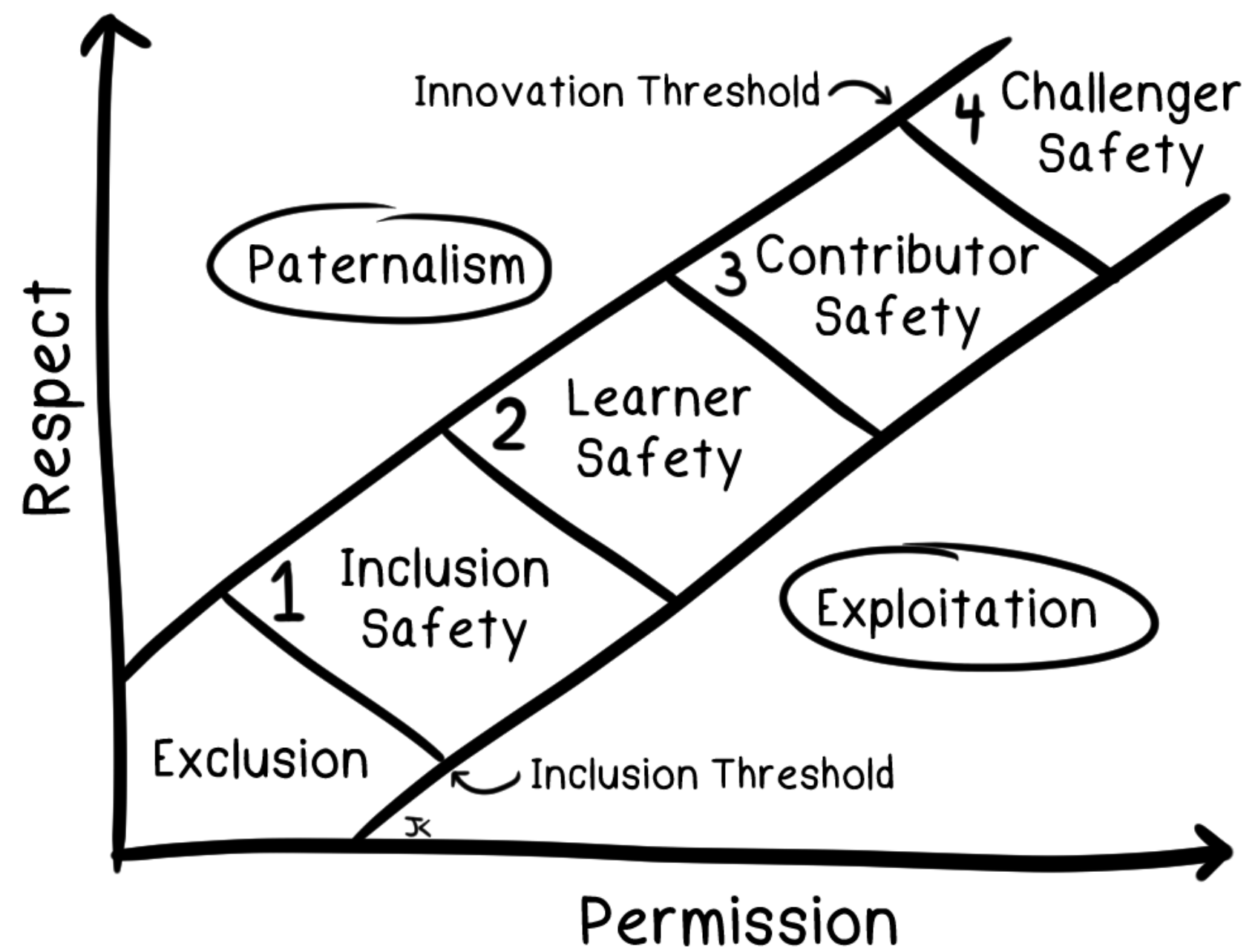


Hermann Ebbinghaus



ENSURE LEARNER SAFETY

FOUR STAGES OF PSYCHOLOGICAL SAFETY



Dr. Timothy Clark

What happens when someone makes a mistake?

TRADITIONAL TRAINING VS THE SEVEN PRINCIPLES

Traditional Training	Learning based on the Seven Principles
Exercises done in "clean" sandboxed environments.	Learning done with real-world work.
Learning is focused on the individual.	Learning is focused on the team, including how to work together as a team.
Limited time for assessment, feedback, coaching, and practice.	Schedule allows for assessment, feedback, coaching and repetitive practice.
Learning is focused on a single set of practices related to one skill (e.g., building deployment pipelines).	Learning spans the entire product development stream. Learners see how the parts relate to the whole.
Learning is a one-off special event.	Learning and continuous improvement become part of a team's daily work. The organization becomes a learning organization.

EXERCISE - EVALUATE YOUR OWN TRANSFORMATION EFFORTS

1. Focus on Learning Over Delivery
2. Help Teams Learn Collaboratively
3. Ground Learning in Context of Real-World Work
4. Make Learning Holistic and Span Multiple Practices
5. Provide Assessment, Feedback, and Coaching
6. Provide Sufficient Time for Repetitive Practice
7. Ensure Learner Safety

W h a t Q u e s t i o n s d o y o u H a v e ?

REFLECT & SHARE



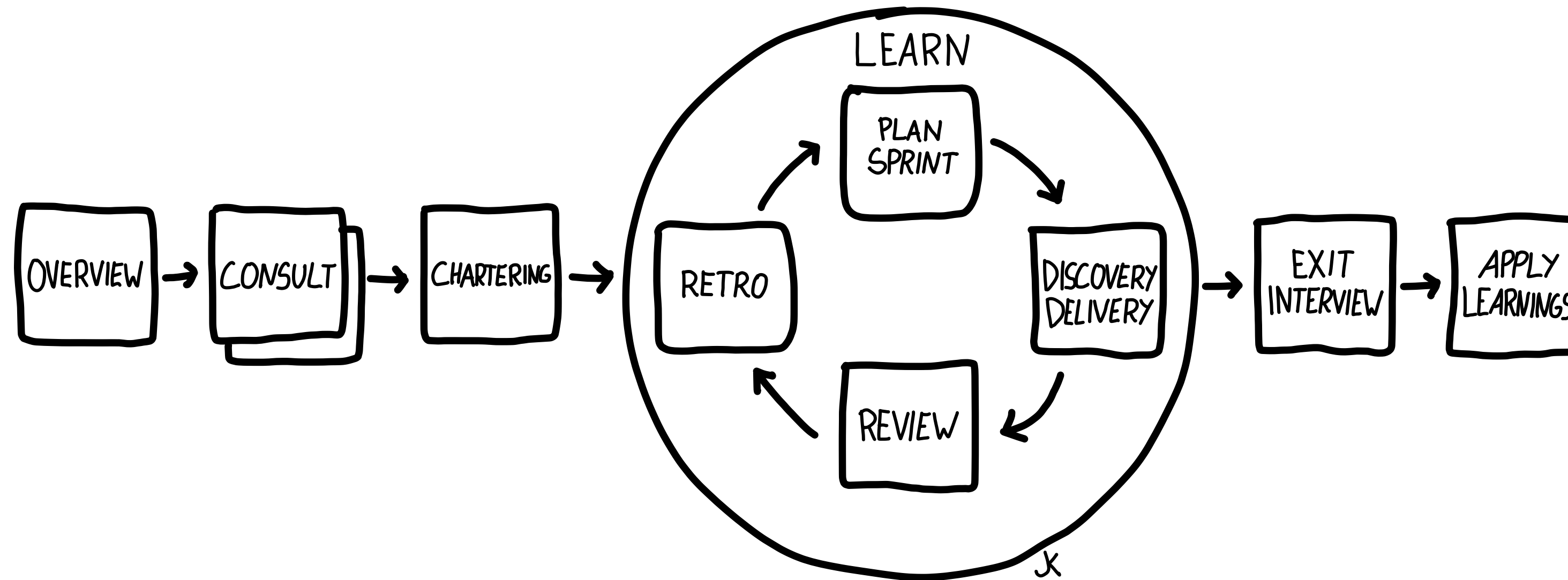
WHAT'S A DOJO?

(REDUX)

The "Standard" Format

A SAMPLE FLOW

12 x 2½ DAY SPRINTS



DOJO SCRUM VS CONVENTIONAL SCRUM

	Dojo	Conventional SCRUM
Standup	What are our learnings? How are we doing on learning outcomes?	3 questions
Demo	Learning demo (with product) 30 minutes (discourage slides/PPT)	Product demo
Retro	Test Driven, Brief - 5 to 15 minutes	3 questions - other exercises Up to 3 hours
Sprint Planning	Now / Next / Later (fits in 2.5 days) Next Best Investment in Learning Continuously adjusted 60 minutes	Plan to capacity (using velocity) Sprint goal Committed and then “locked” 8 Hours for 1 month sprint
Sprint Duration	2.5 days	2-4 weeks
Estimating	Low ceremony - Is it too big? (no sizing)	Planning poker - how big?

W h a t D e f i n e s a D o j o ?

SIX REASONS WE DO TWO-AND-A-HALF-DAY SPRINTS

1. Repetition and feedback foster learning
2. Multiple opportunities to practice getting to done
3. Teams learn how to break down stories (finally!).
4. Learning is supported by a margin of safety
5. Frequent retrospectives lead to a mindset of continuous improvement
6. More opportunities to ask “What’s the next best investment in learning?”

CHARTERING

CHARTERING



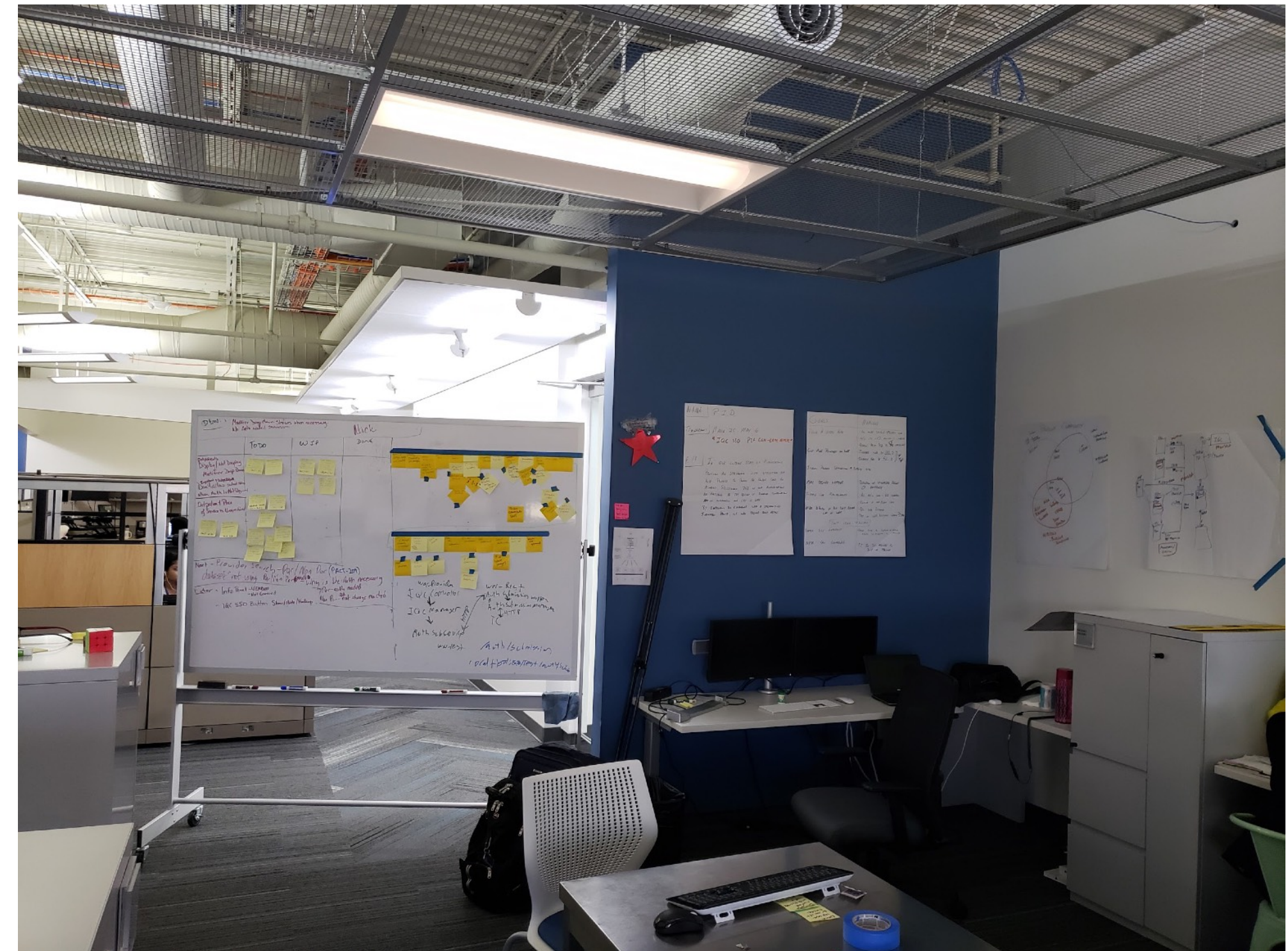
CHARTERING

- Charter at least a few days before a team starts
- Up to 2 weeks before
- Whole team that will be in the experience plus leaders attend
- Outcomes needed (alignment)
- Usually takes about four hours - teams without a clear understanding of their product(s), learning goals, and new “teams” can take longer.

C h a r t e r i n g

WHY CHARTER

- Create shared understanding of what success looks like
- Frame the dojo experience for the team
- Team members understand expectations
- Get buy in from leaders on learning and delivery goals



C h a r t e r i n g

CHARTERING AGENDA

- Team Name
- Timeframe
- Elevator Pitch
- Goals and Success Measures
- Logistics/Working Agreements
- Community Map
- Skills Matrix
- (Your own - architecture diagrams?
dependencies and constraints?)

GOALS AND SUCCESS MEASURES

- Team lists goals around product development and learning.
- 2 - 3 success measures for each goal
- Success measures should be binary (we achieved them or we didn't achieve them)
- No set limit on number of goals. Around 6 is a good place to start.

SKILLS MATRIX

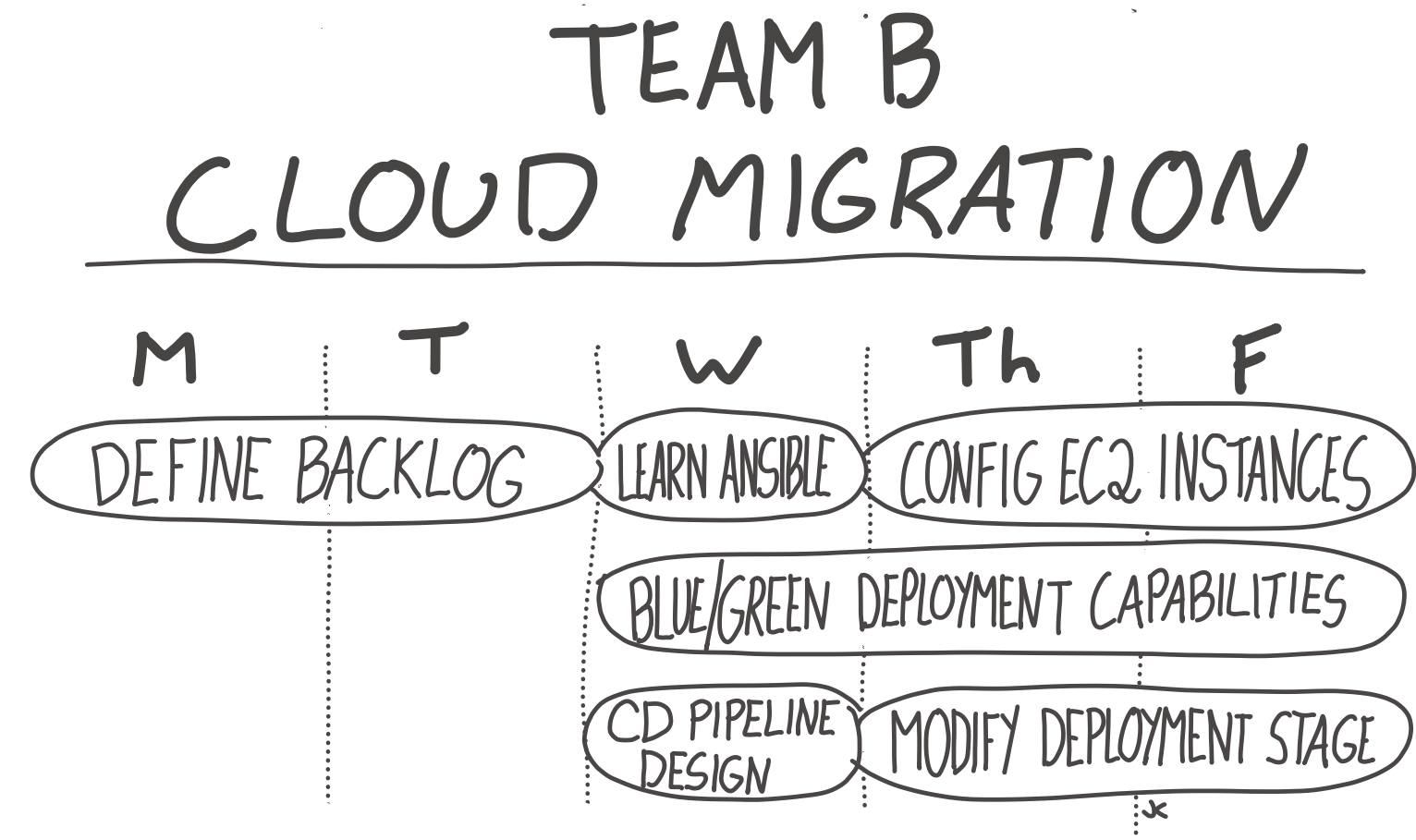
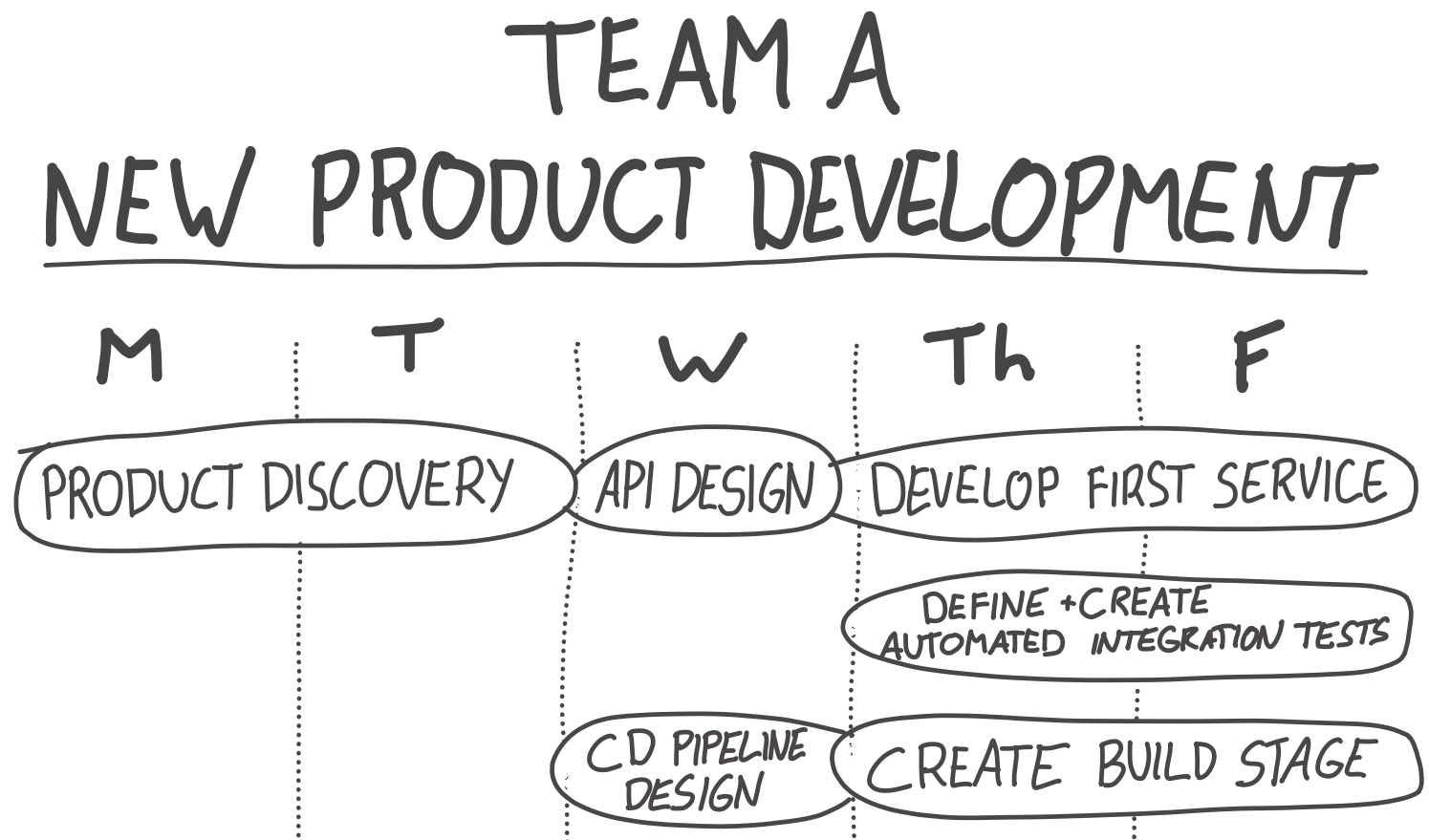
	Test automation	Microservices	Build	Branching Stories	Configuration
Aaliyah	✓		✓	○	✓
Alexis		○	○	○	
Ang		✓		✓	○
Darryl					✓
David	○		○	✓	○
Jack	○	○	✓		
Joy	○		○	○	
Kiran		✓		✓	○
Lin		○	✓	○	
Reggie	✓			✓	

Key

- ✓ - Can teach
- - Wants to learn
- Blank - Meh

- Team members in rows
- Skills in columns
- Check Mark - know it and can help others learn
- Circle - want to learn

A TALE OF TWO TEAMS



**WHAT
IS DOJO
COACHING?**

Exercise

WHAT IS COACHING?

How do you define coaching?

How do you define dojo
coaching?

Is there a difference?

D e f i n i n g C o a c h i n g

A SIMPLE DEFINITION

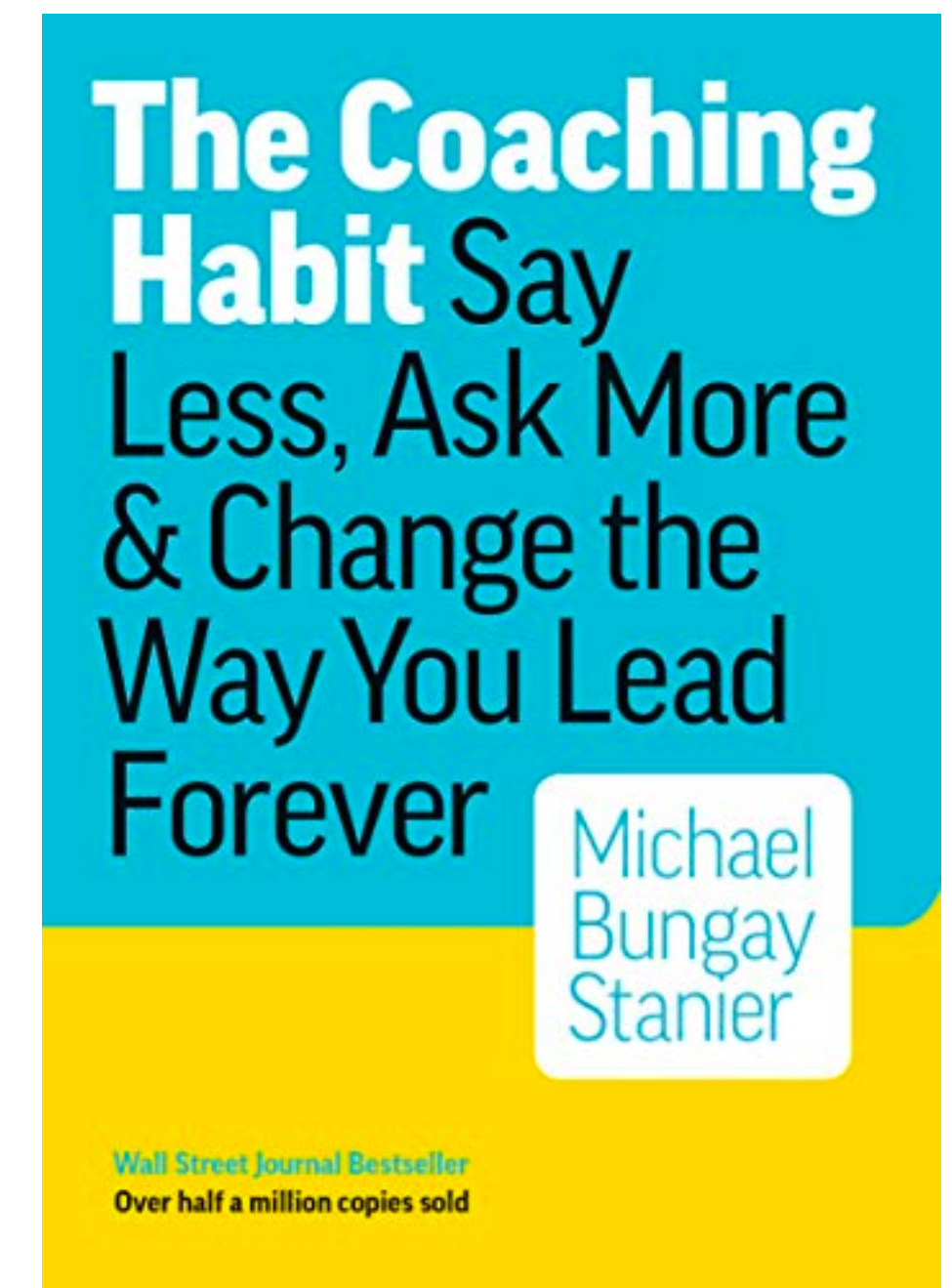
A dojo coach helps teams
improve the way they deliver
products.

T w o F a c e t s o f C o a c h i n g

COACHING FOR PERFORMANCE VS COACHING FOR DEVELOPMENT

Some institutions distinguish between coaching for performance and coaching for development. *Coaching for performance* is about addressing and fixing a specific problem or challenge. It's putting out the fire or building up the fire or banking the fire. It's everyday stuff, and it's important and necessary. *Coaching for development* is about turning the focus from the issue to the person dealing with the issue, the person who's managing the fire.

Michael Bungay Stanier - The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever



A Model for Coaching

FOUR ESSENTIAL SKILLS FOR DOJO COACHES

- Active Listening
- Framing Powerful Questions
- Teaching
- Storytelling

A Model for Coaching

THE SEVEN ROLES OF A DOJO COACH

- Practitioner
- Guide
- Teacher
- Observer
- Modeler
- Mirror
- Advocate

**STARTING
A TEAM'S
LEARNING
EXPERIENCE**

THE FIRST WEEK

Revisit Charter

- Refresh everyone's understanding of what success looks like
- Make sure nothing has changed

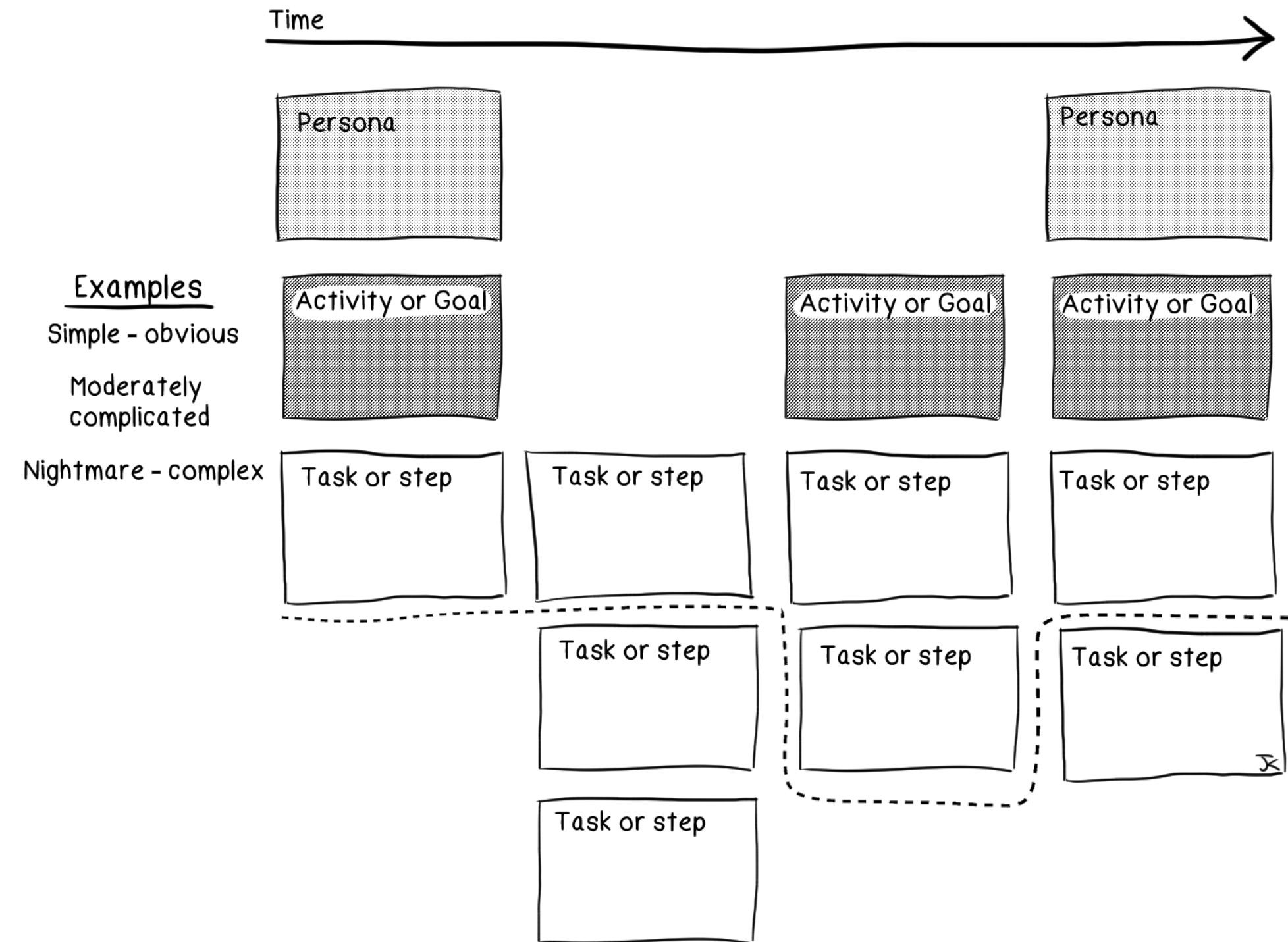
Build a Backlog

- Start Product Discovery for new product development
- Create Value Stream Maps for any process the team wants to improve (discovery/delivery process, testing, CI/CD)
- Use Checklists for repeated activities (e.g., migrating a database from one vendor's tech on premises to a different vendor's tech in the cloud)
- Brainstorm with the team to discover any additional backlog items

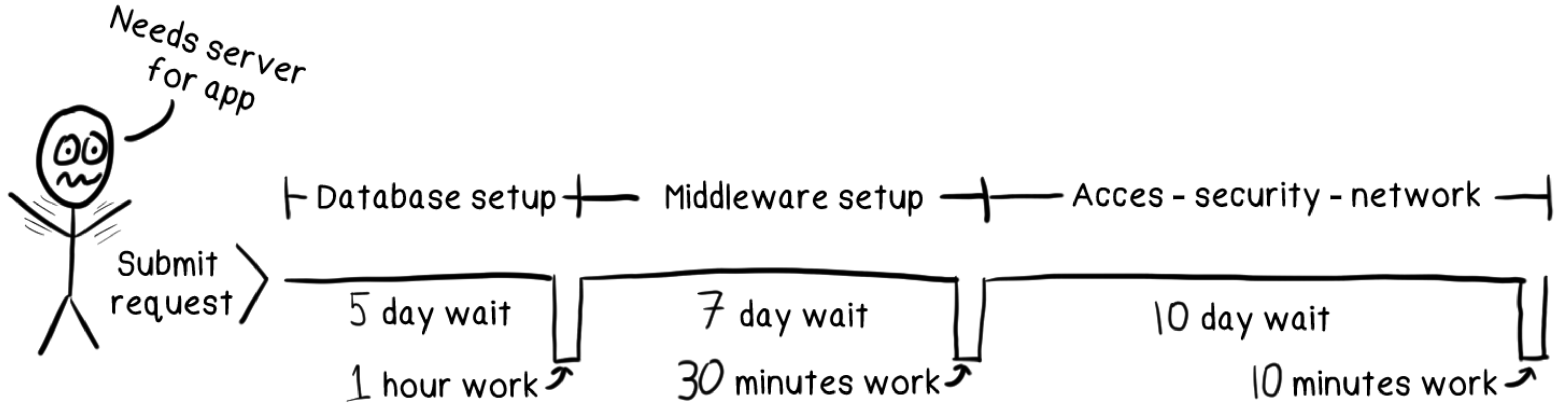
Run the first Sprint (if product discovery is complete)

Understanding the Product

STORY MAPPING (AND PERSONAS)



VALUE STREAM MAPPING



Wait time = 22 DAYS! + Work Time = 100 minutes → ~1% work/wait ratio

U n d e r s t a n d i n g Y o u r C u r r e n t P r o c e s s e s

EXERCISE 2 PLACEHOLDER

W h a t Q u e s t i o n s d o y o u H a v e ?

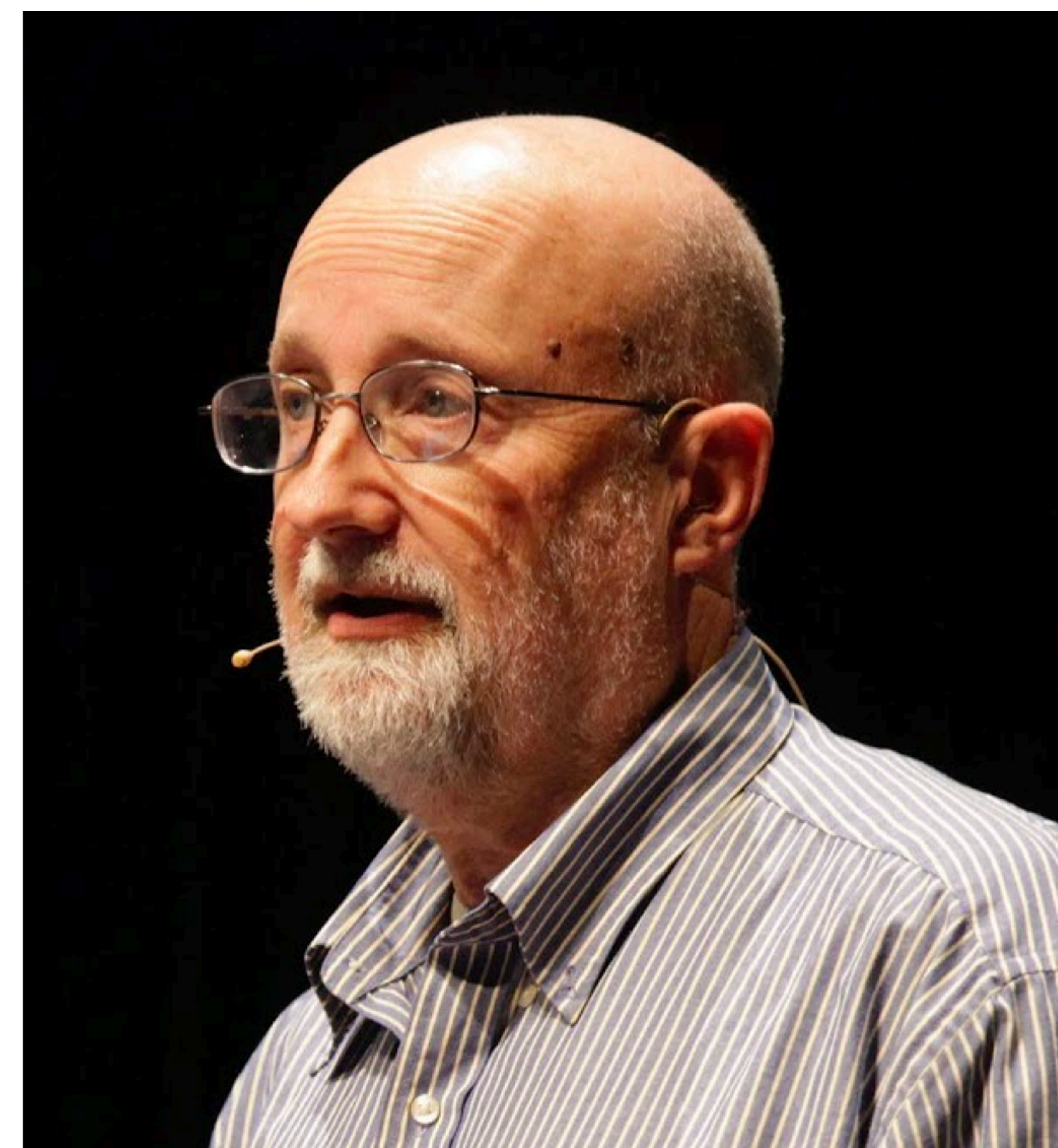
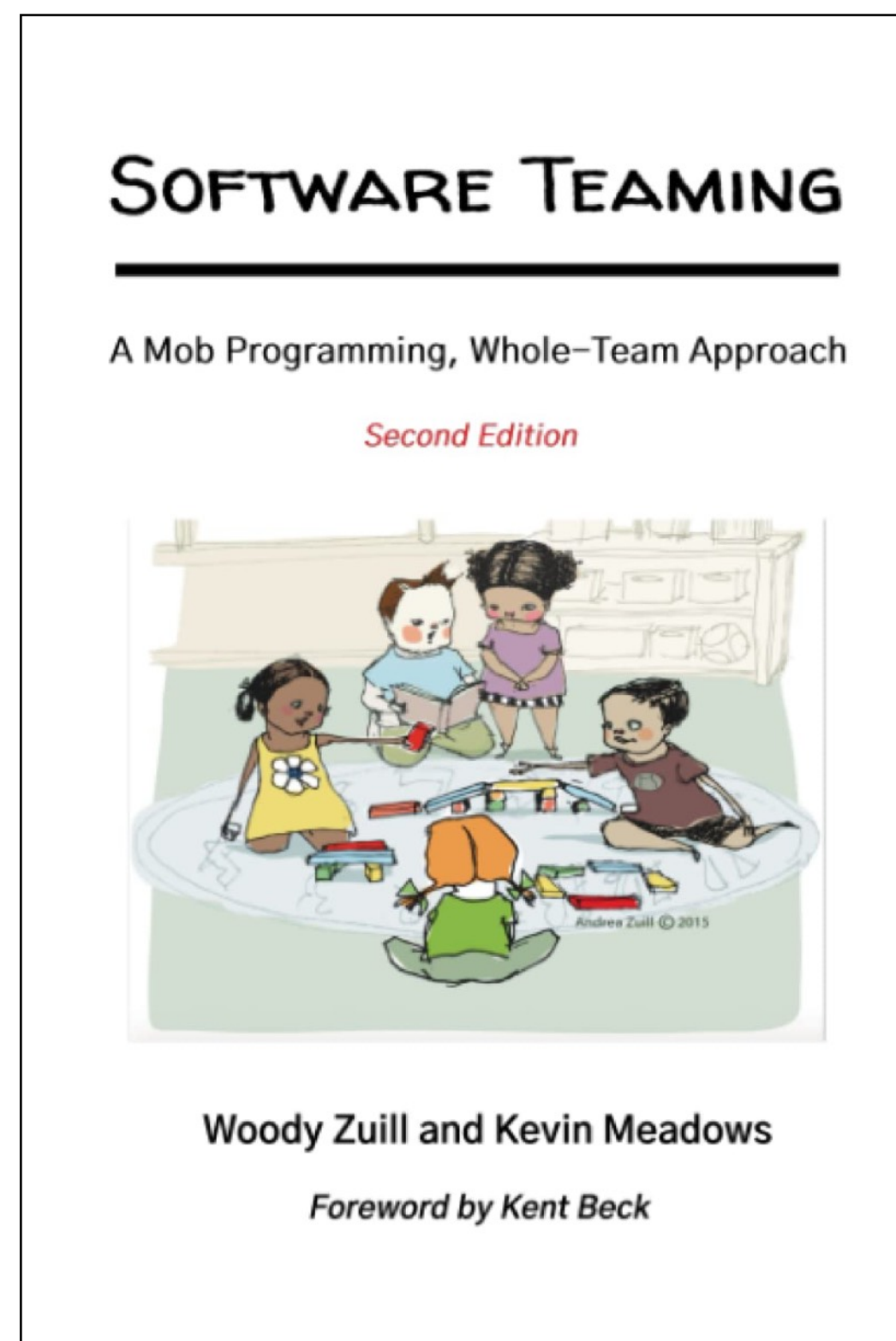
REFLECT & SHARE



**LEVERAGING
SOFTWARE
TEAMING**

The Power of Collaboration

SOFTWARE TEAMING



Woody Zuill

T h e P o w e r o f C o l l a b o r a t i o n

THE GOLDEN RULE OF PAIRING

"For an idea to go from your head into the computer it
MUST go through someone else's hands.

-Llewellyn Falco

A 10,000 FOOT VIEW

Driver

Drivers do not decide what code to write, they simply enter the code by following Navigators instructions.

Navigator

The navigator has two responsibilities:

1. Give the next instruction to the driver the instant they are ready to implement it.
2. Talk in the highest level of abstraction the driver can understand.

U n d e r s t a n d i n g Y o u r C u r r e n t P r o c e s s e s

EXERCISE 3 PLACEHOLDER

W h a t Q u e s t i o n s d o y o u H a v e ?

REFLECT & SHARE



MEASURING LEARNING

GOING BEYOND THE KIRKPATRICK MODEL

Level 1: Reaction

Did the learners like the training?

Level 2: Learning

Did the learners learn something?

Level 2: Behavior

Did the learning change behavior?

Level 2: Results

Did the learning have impact?

Training efforts are often evaluated using only a 1 and 2?!?!?!?

-from Don Kirkpatrick 1959

SKILLS MATRIX REDUX

	Tech writing	CI/CD		Coding		Collab		Hardware		
		Jenkins	Software config mgmt	C++	Python	Agile workflow	Jira	Model-based design	CPU instruction set	Test-bench testing
Team member 1	4	4	5	5	4	5	4	3	4	4
Team member 2	6	4	8	9	7	5	7	9	3	6
Team member 3	9	3	3	7	5	10	9	9	6	9
Team member 4	3	1	6	6	8	6	7	3	3	1
Team member 5	5	2	4	5	4	6	5	3	3	7
Team average	5.4	2.8	5.2	6.4	5.6	6.4	6.4	5.4	3.8	5.4

Team member 1	5	4	5	5	3	5	4	3	4	4
Team member 2	8	4	8	9	7	8	7	9	4	6
Team member 3	10	5	5	6	4	10	10	9	6	8
Team member 4	5	6	7	7	8	7	7	4	4	2
Team member 5	5	3	5	5	4	7	6	4	5	7
Team average	6.6	4.4	6.0	6.4	5.2	7.4	6.8	5.8	4.6	5.4

Index	Baseline	Q team retro
Cross functional index	48.3%	61.7%
Depth index	17.8%	71.1%
Diffusion index	40.1%	39.6%

learningroi.com

S t a r t W h e r e y o u C a n

SUCCESS MEASURES

Organizational Reach (Simple)	Directional/Team-Based (Strategic)	Impactful/Economic (Measuring Outcomes)
# measurements (teams, pipelines create, etc.)	Reduction of Cycle Time	... for a feature <i>that mattered</i>
Increase in Velocity	Increase of flow	Number of bad ideas stopped
Reduction of Defects	Frequency of Feature Release	Increase in internal sharing
Increase in Automation	Reduction of dependencies	Increase in customer joy/ satisfaction
		<i>Increase in lifecycle profits</i>

<https://www.dojoandco.com/blog/2017/11/9/metrics-moving-from-what-is-easy-to-what-matters>

COACHING REDUX

KNOWLEDGE IS NOT A THING



Knowledge is not a thing.

It can't be “transferred” or “managed” *for the most part*.

Better to talk about knowledge creation than knowledge transfer.

The best we can do is foster the conditions for knowledge creation to happen.

- skilled coaches
- safe environment
- permission to focus on learning

How Will You Teach?

BE INTENTIONAL ABOUT TACIT VS EXPLICIT KNOWLEDGE



Tacit Knowledge

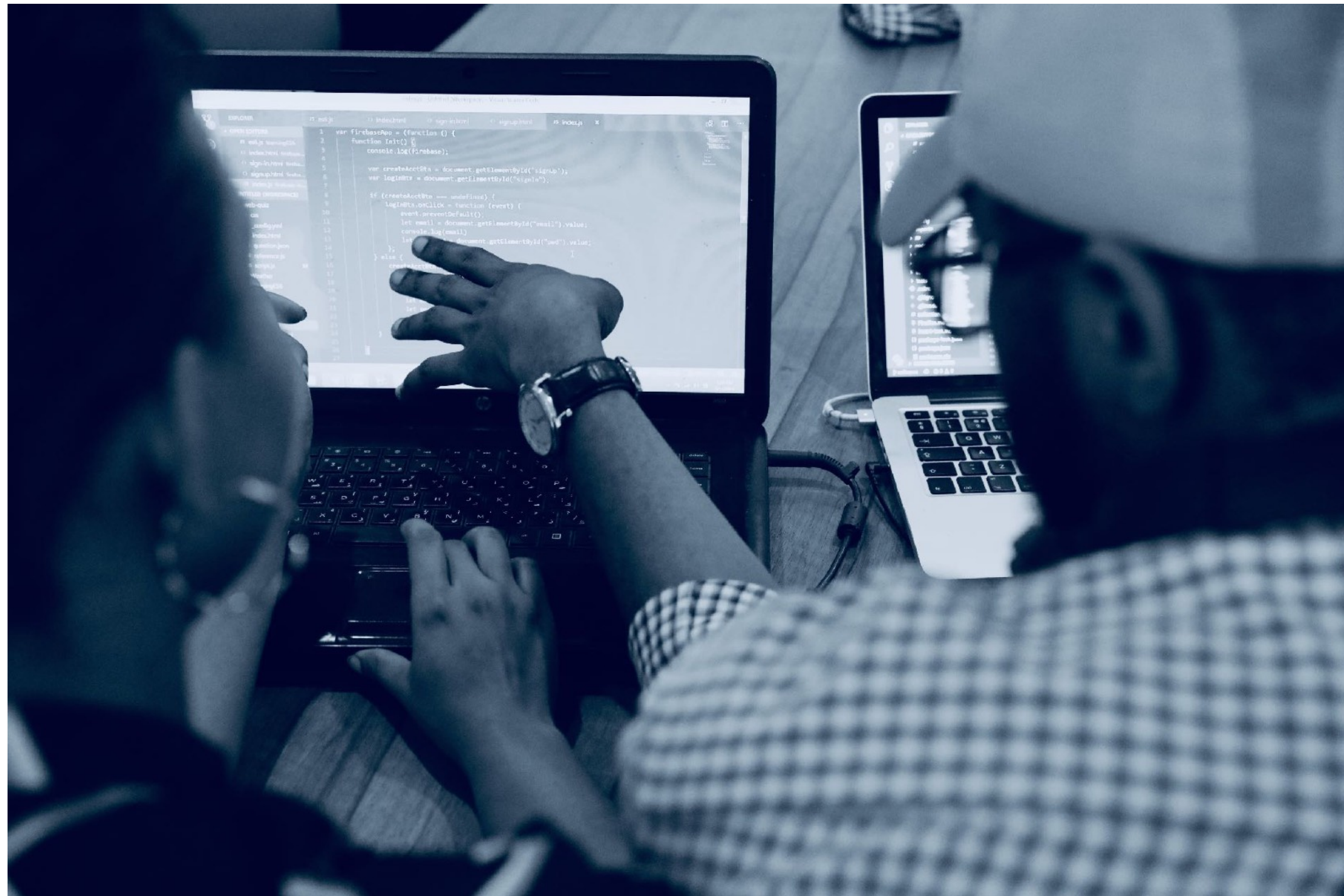
- in someone's head
- hard to write down
- may even be hard to verbalize
- harder to share
- requires confirmation of sharing

Explicit Knowledge

- easy to “put into words”
- easy to write down
- easy to share
- can be “externalized”
- easy to share

How Will You Teach?

YOU DON'T HAVE TO TEACH EVERYTHING



As a coach you don't have to figure out everything that people need to learn. You just have to help them identify the work they need to do, give them a safe space to learn in, and the work will teach them what they need to know.

**JOIN THE
COMMUNITY**

Hope for the Future

THE DOJO CONSORTIUM



H o p e f o r t h e F u t u r e

IMMERSIVE LEARNING



Kent Beck ✓
@KentBeck

Following

Delighted to see that this style of learning, a place for getting away and learning together by doing, is coming back and that it is getting backing from big companies. I think we'll be seeing more of it soon. I can't wait to participate.

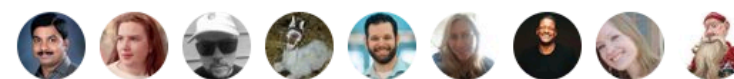


Jennifer Guerra @JangryGuerra

Our #DojoConsortium event is over. Shout to to @dojoandco for making it happen. Special thank you to our speakers @MarkGraban @RossClanton @mtnygard @KentBeck @richburroughs @WoodyZuill @JaneC_H & all the attendees...

8:01 AM - 19 Apr 2019

18 Retweets 33 Likes



↻ 18

♥ 33



S p e c i a l T h a n k s

JEREMY KRIEGEL



Thanks for the illustrations!

www.methodsansmadness.com

**WHAT QUESTIONS
HAVE WE LEFT
UNANSWERED?**

THANK YOU

Dion Stewart and Joel Tosi

EST **DOJO** 2017
— **AND CO** —

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Agile ORLANDO 2023

JULY 24-28

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#AGILE2023