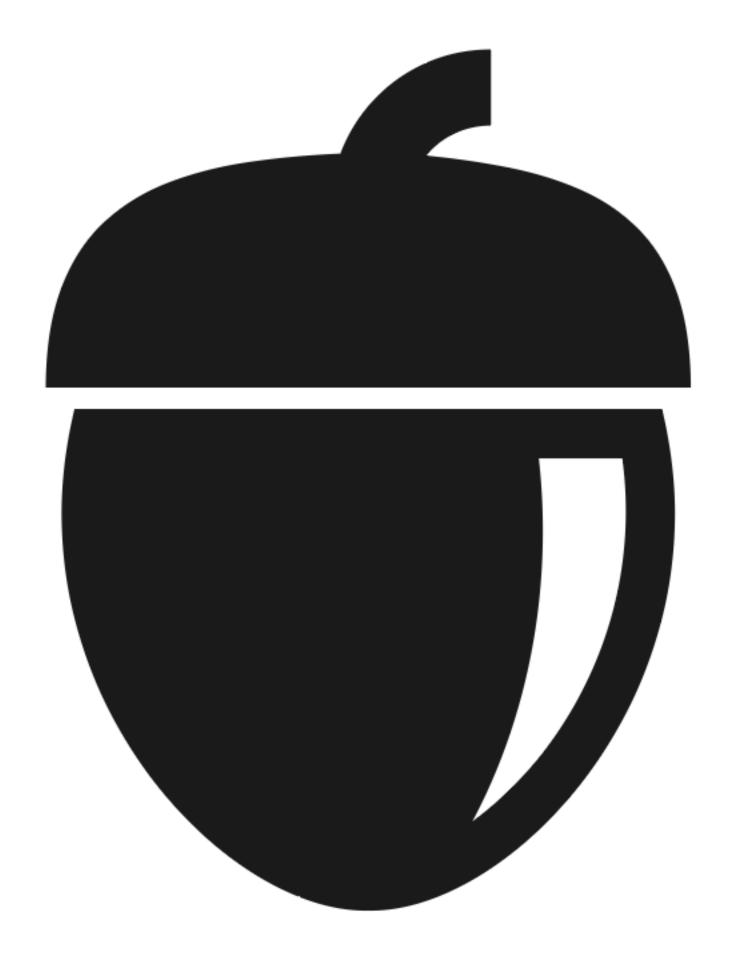


Feedback and the story of Phineas Gauge

How to leverage the KMM to make SAFe shop Safer



Feedback and the story of Phineas Gauge



How to leverage the KMM to make SAFe shop Safer

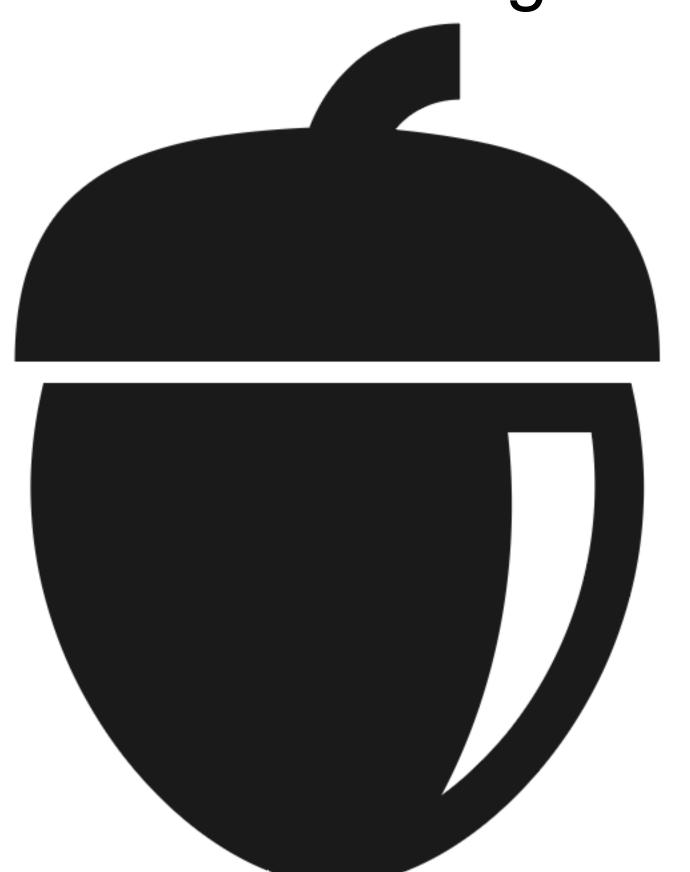


The story, all names, characters, and incidents portrayed in this production are fictitious. No identification with actual persons (living or deceased), places, buildings, and products is intended or should be inferred.

No squirrels were harmed in the making of this production.



"Learning is not compulsory...



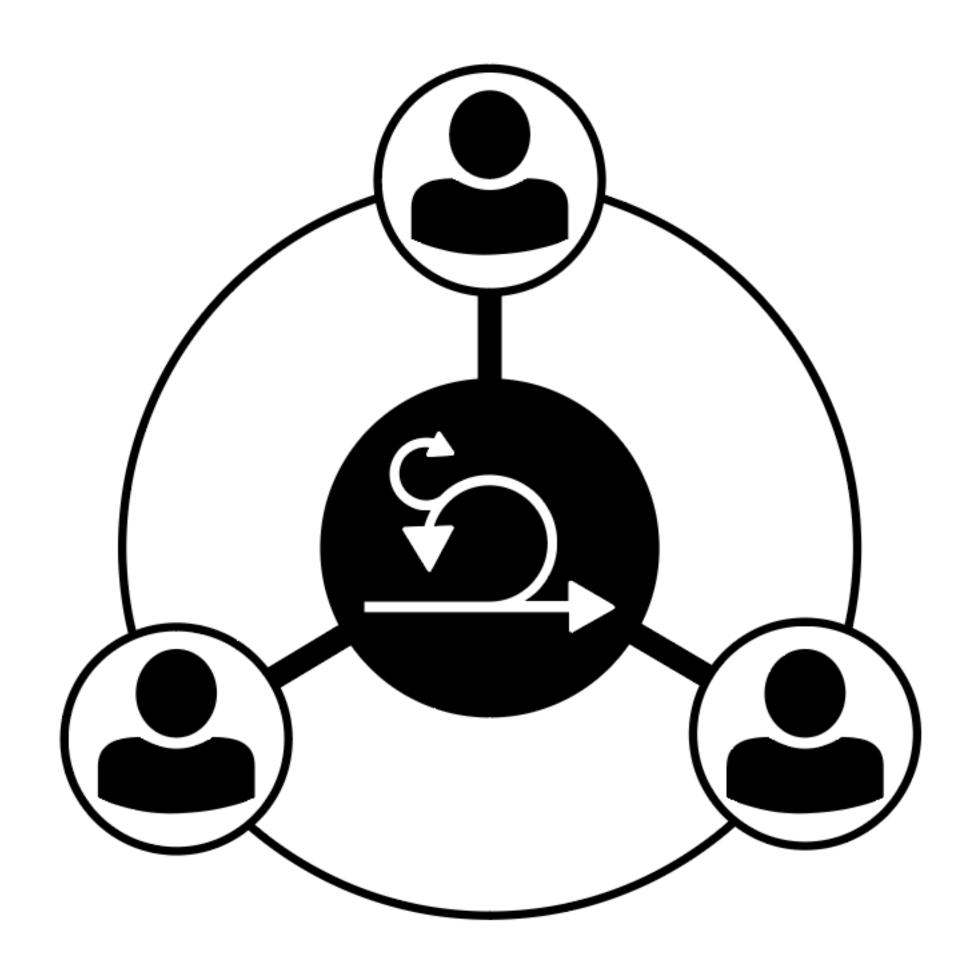
... neither is survival."

W. Edwards Deming



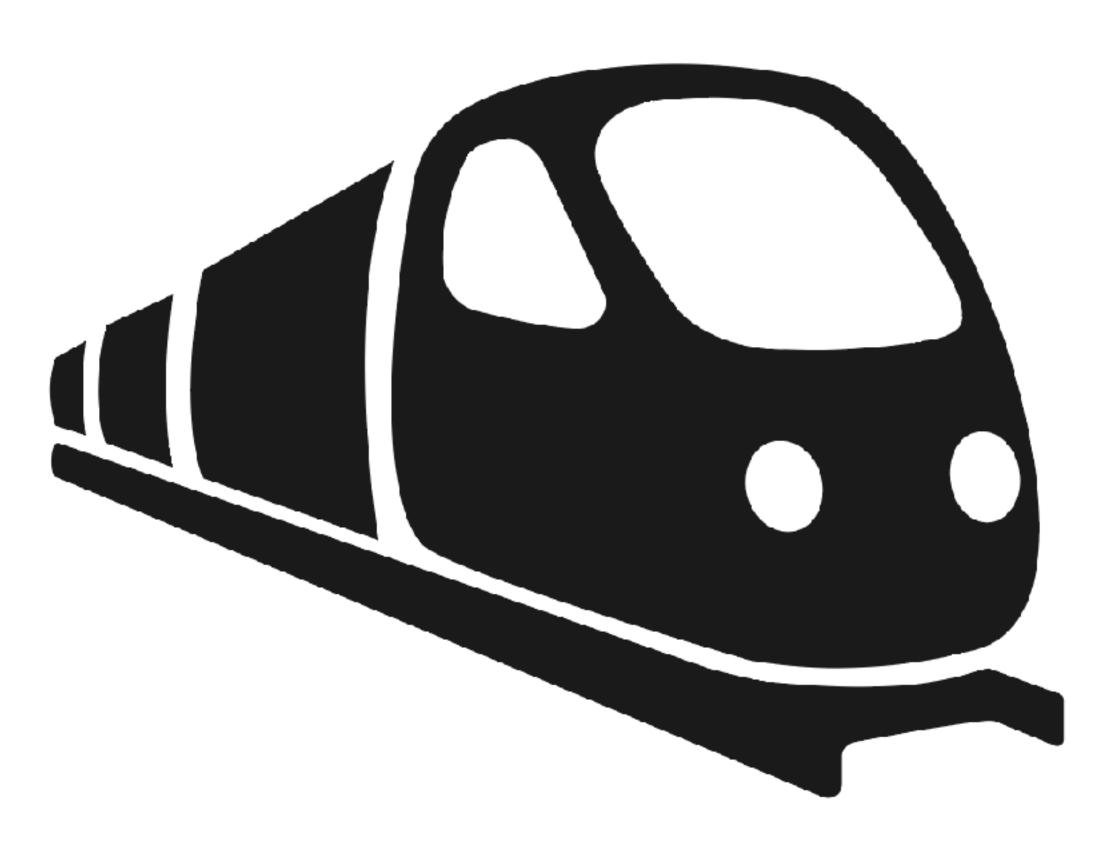
"The results can be extraordinary!"

SAFe Whitepaper





Agile for everyone!



"Real knowledge is to know the extent of one's ignorance."

- Confucious

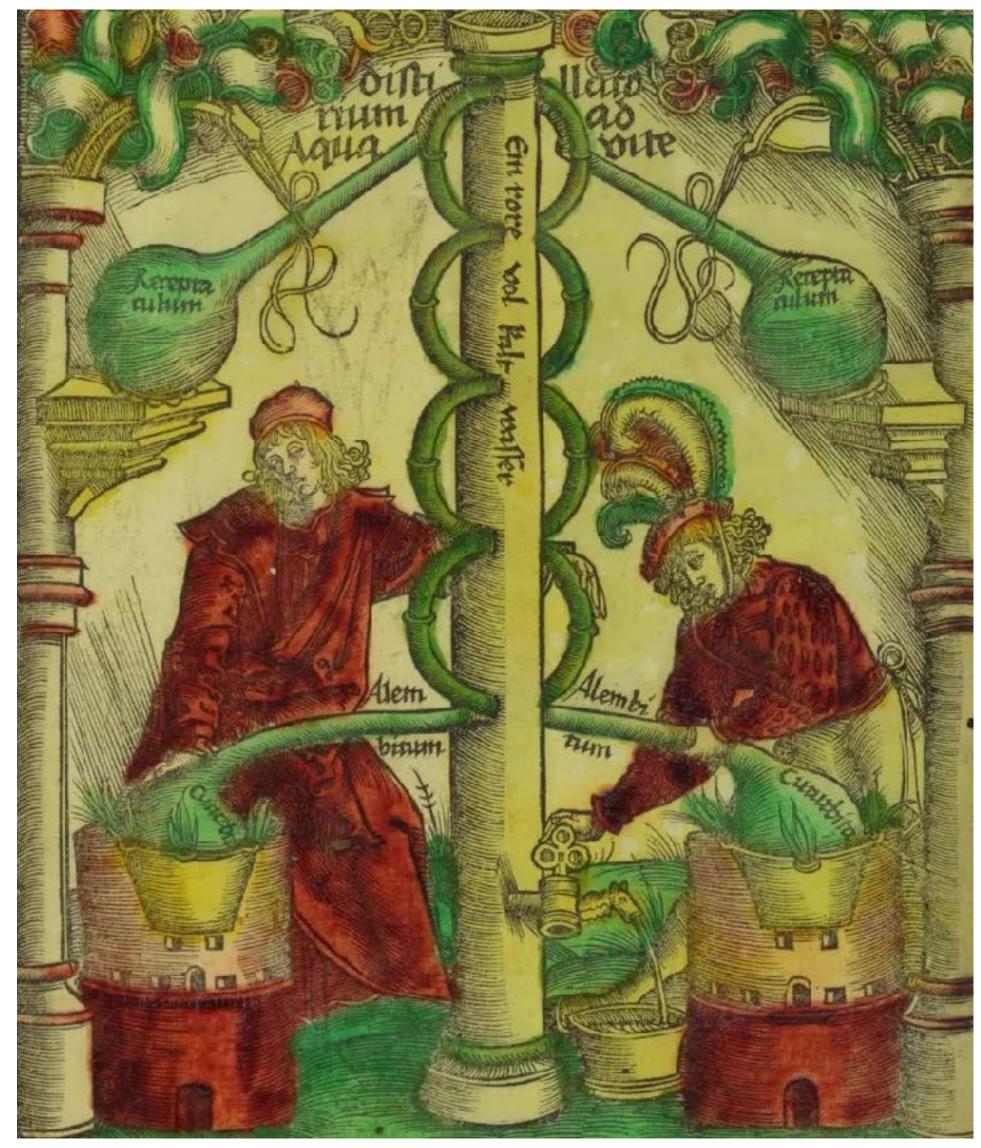


The Land of Milk and Scrum





Bernie Madoff had quite a long run with his scheme,



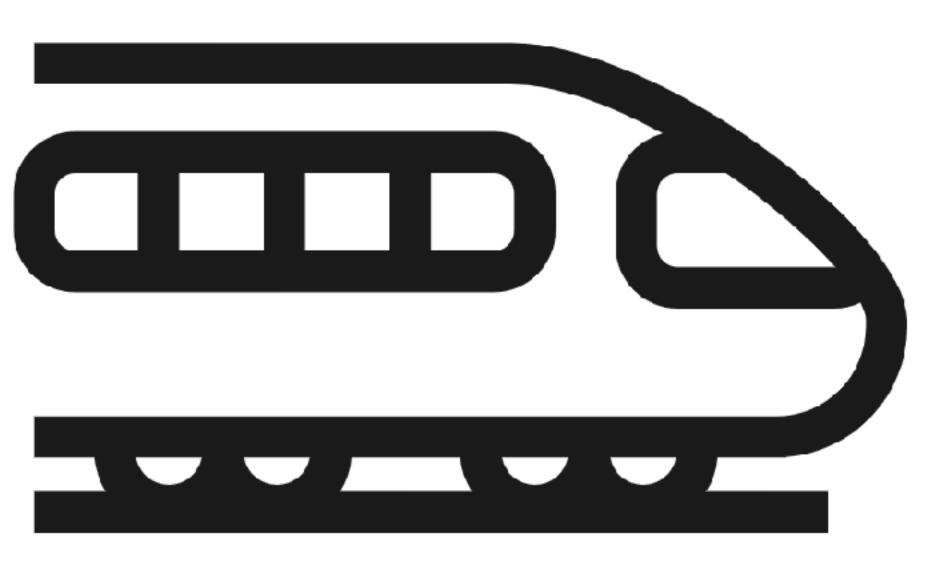
and Sprint Velocity can be made to work for you, too.



There are good practices in context,

but there are no "best practices."

— Cem Kaner





Theory and practice meet under a flag of truce





Theory and practice, hand in hand





Start From Where You Are

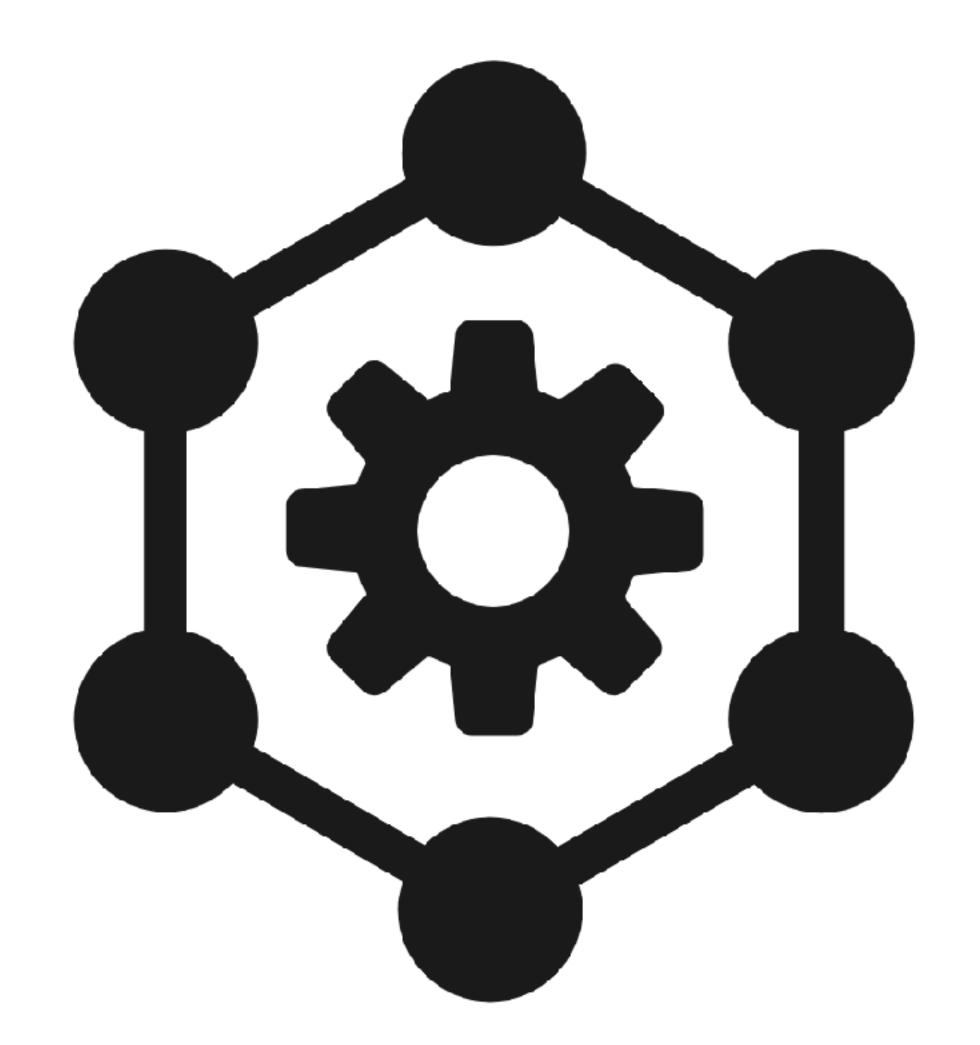
"Of course, speed is most useful if it is in the correct direction."

David J. Anderson





Piling on practices...



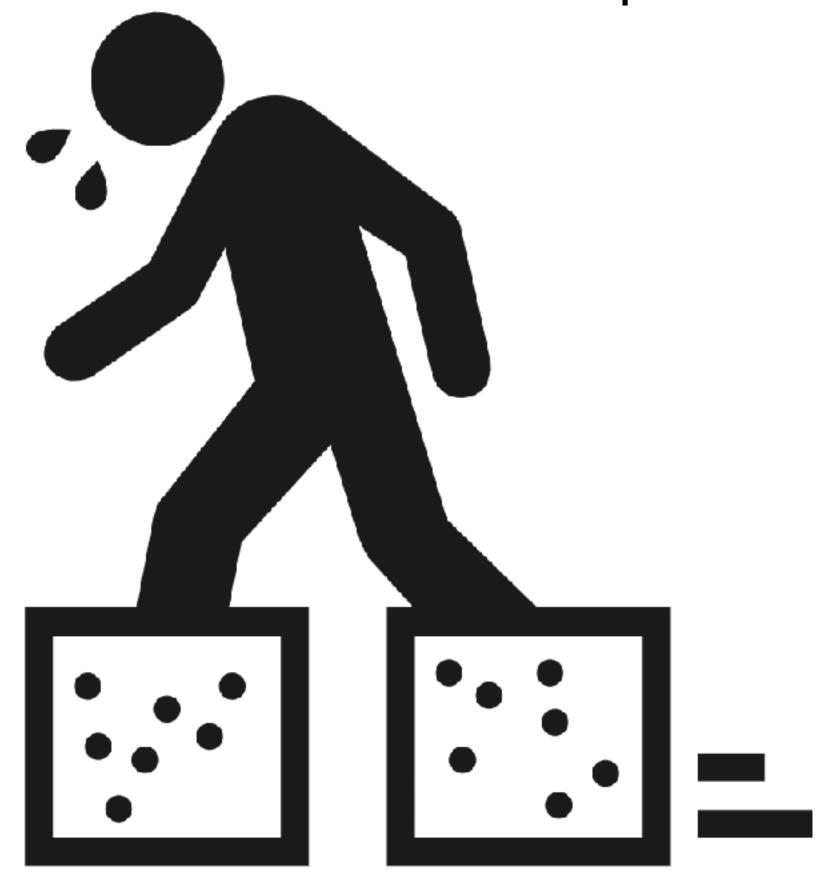
"...a systematic protocol to determine when to intervene ...'

Nassim Taleb



Is work pushed into the system?

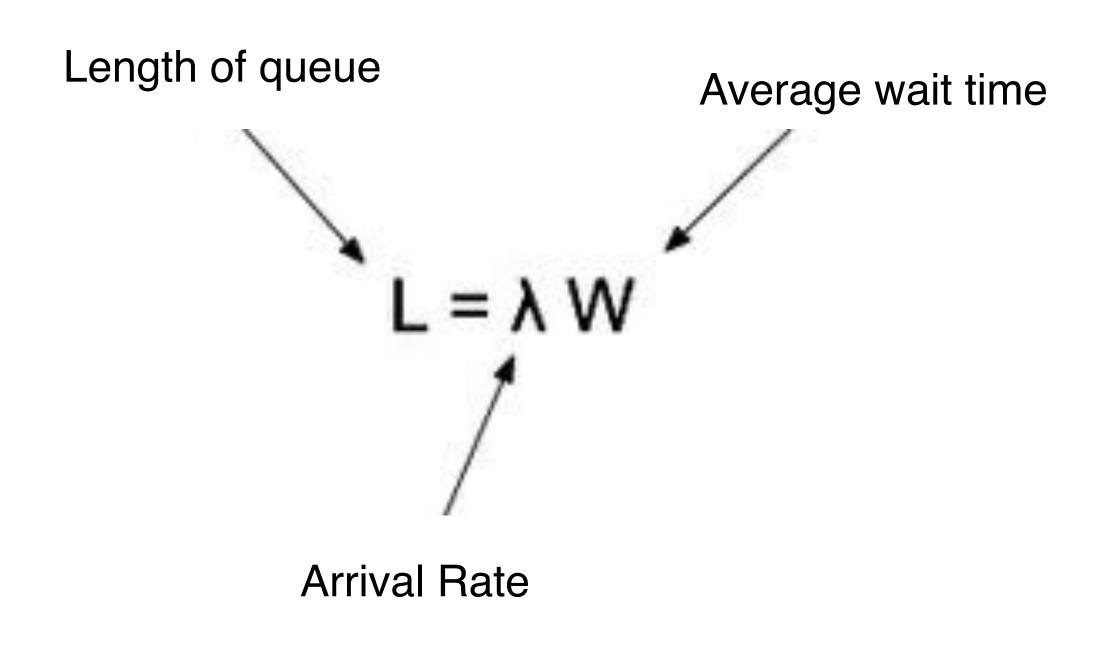
Is the process stream overloaded?





Little's Law

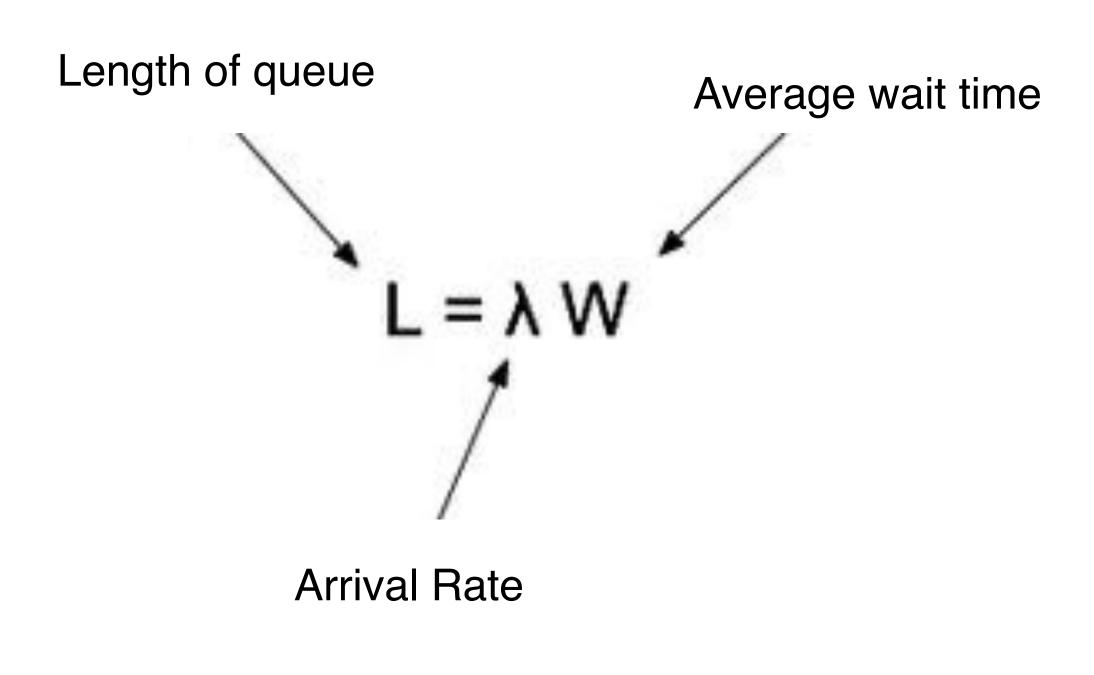






Little's Law







Green Lumber

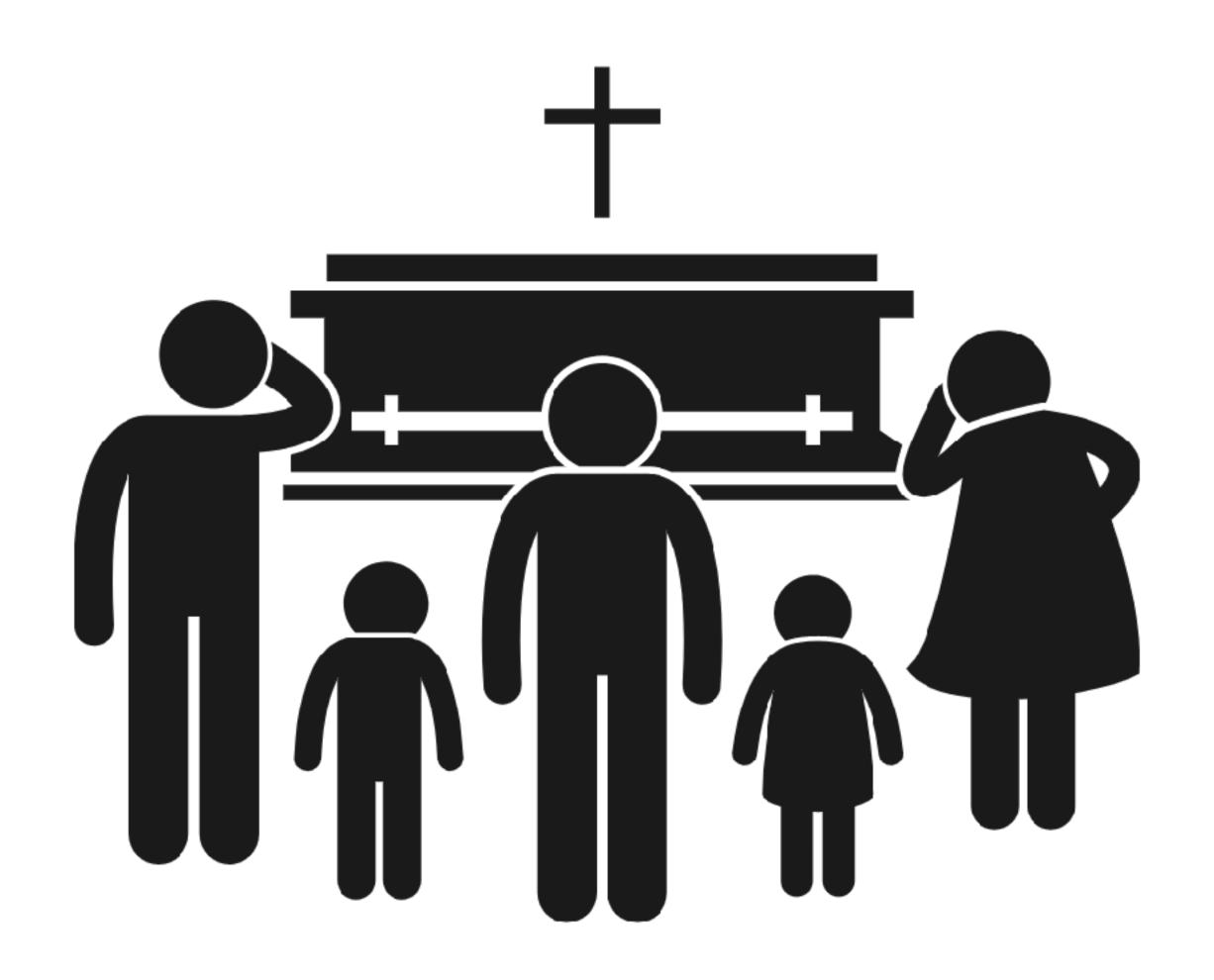


"Clearly, it is unrigorous to equate skills at doing with skills at talking.."

Nassim Taleb



Another expert bites the dust





Acceleratum!



"My greatest strength as a consultant is to be ignorant and ask a few questions."

Peter Drucker



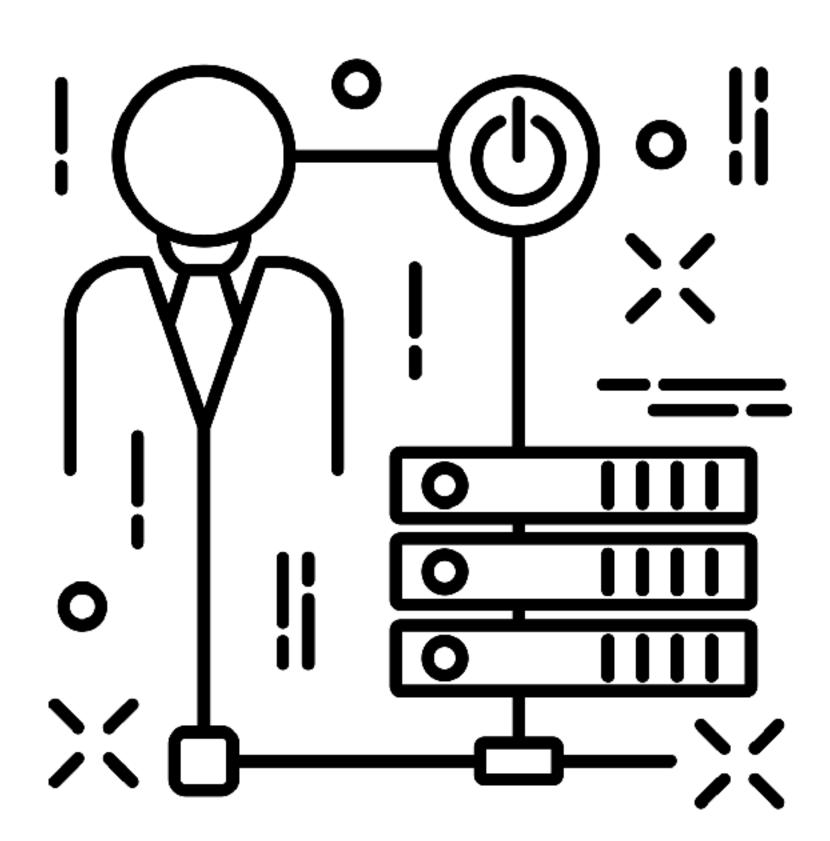
Best Practices!

Get'm while they're hot!





Giving a story to intuition...

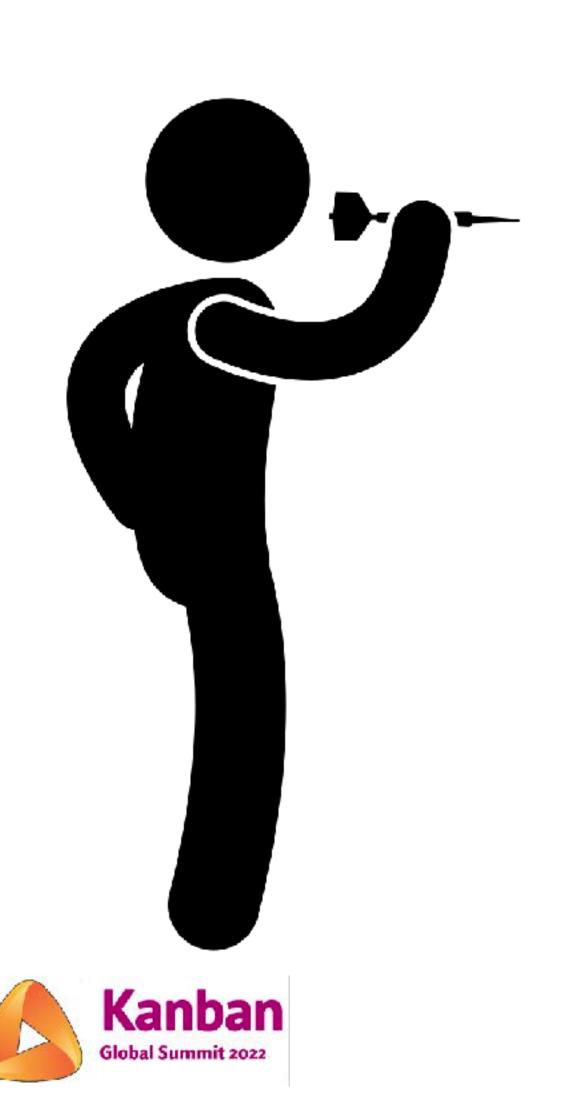


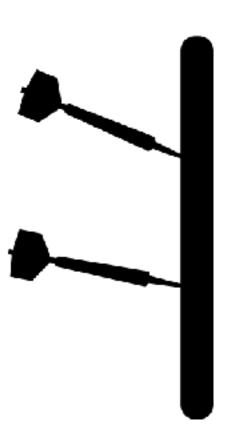
"The world makes much less sense than you think."

Daniel Kahneman



An expert at the top of her field...





"The coherence comes mostly from the way your mind works."

Daniel Kahneman

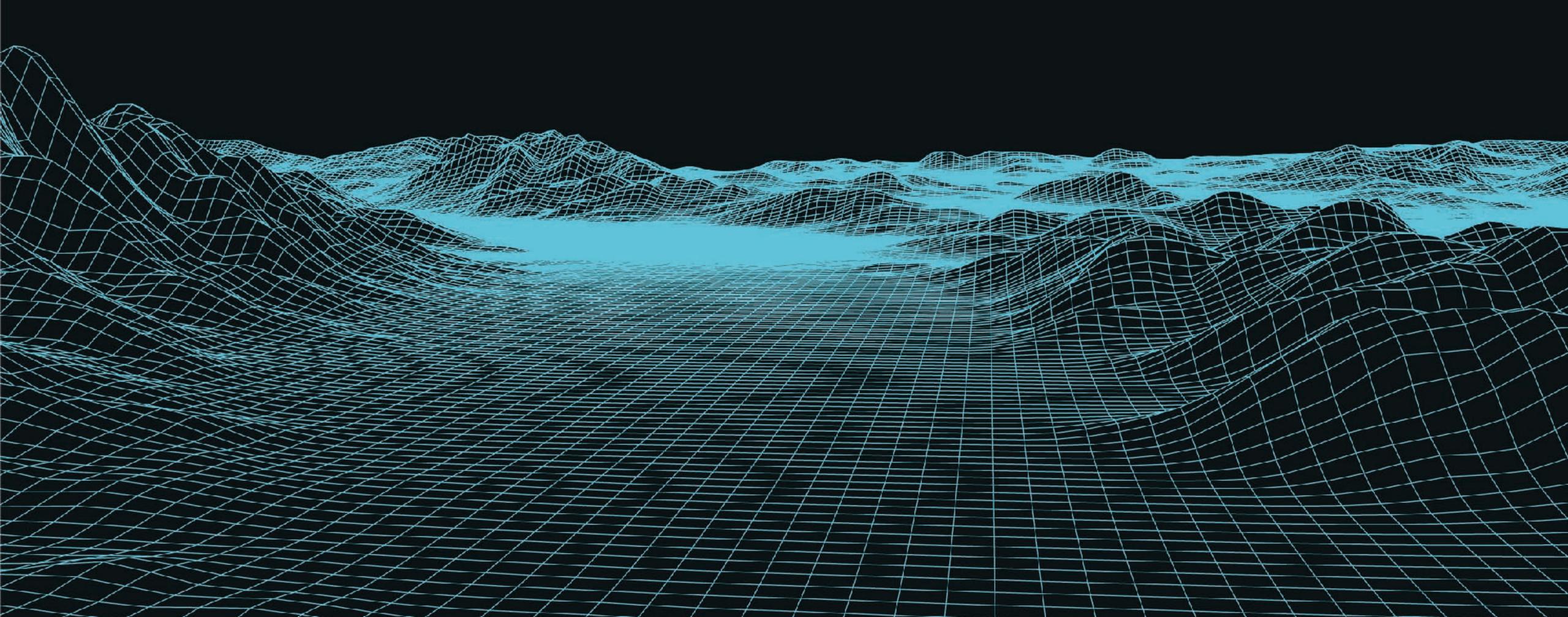




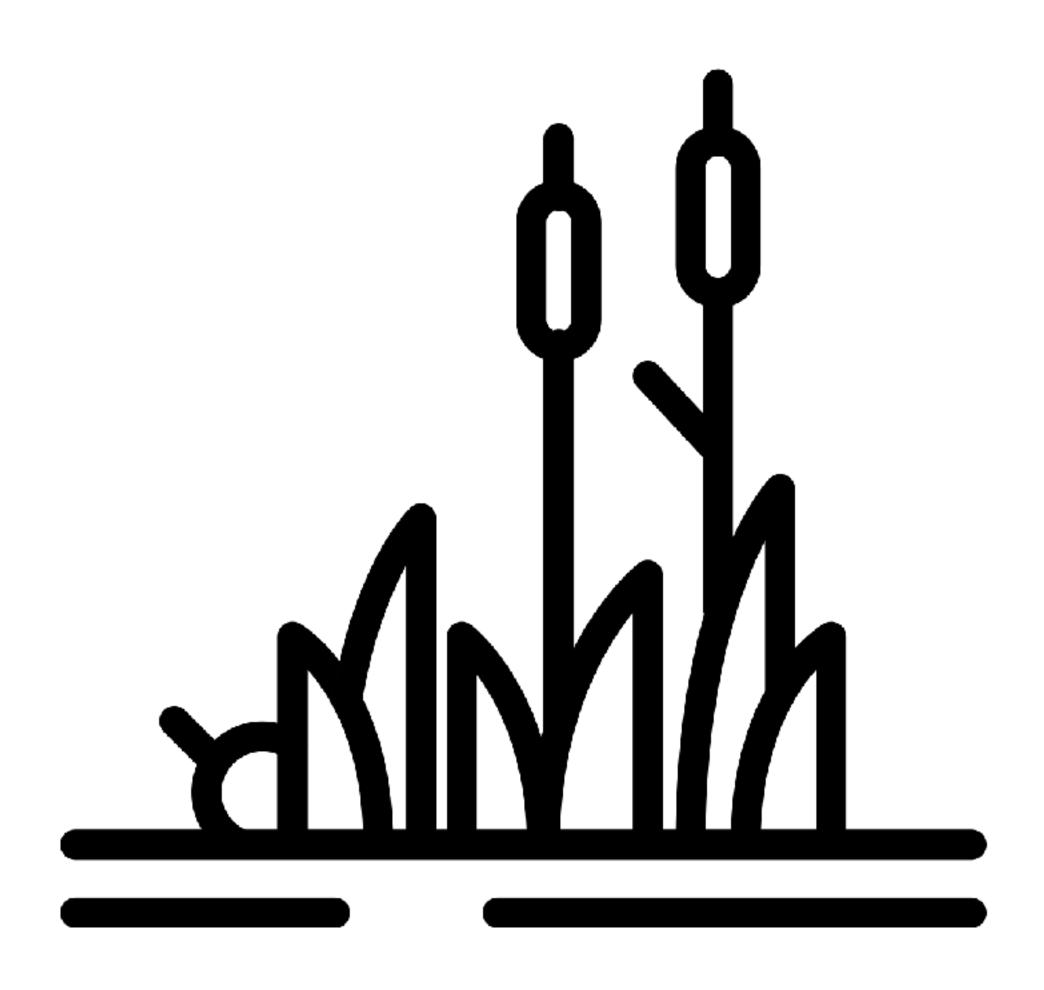
The Fitness Landscape

"Problem-solving on a contoured fitness landscape means trying to find the high peaks."

— Tim Harford



Keeping out of the weeds



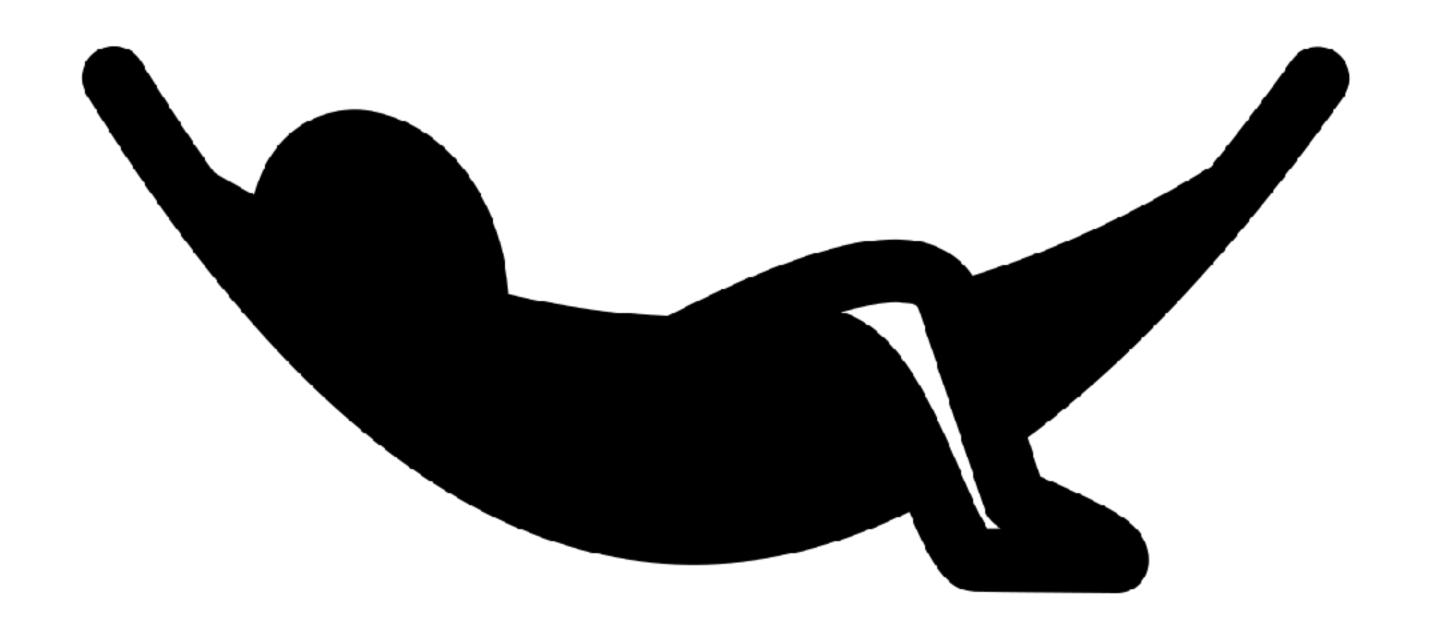
"...the big problems are where people don't realize they have on e in the first place"

W. Edwards Deming



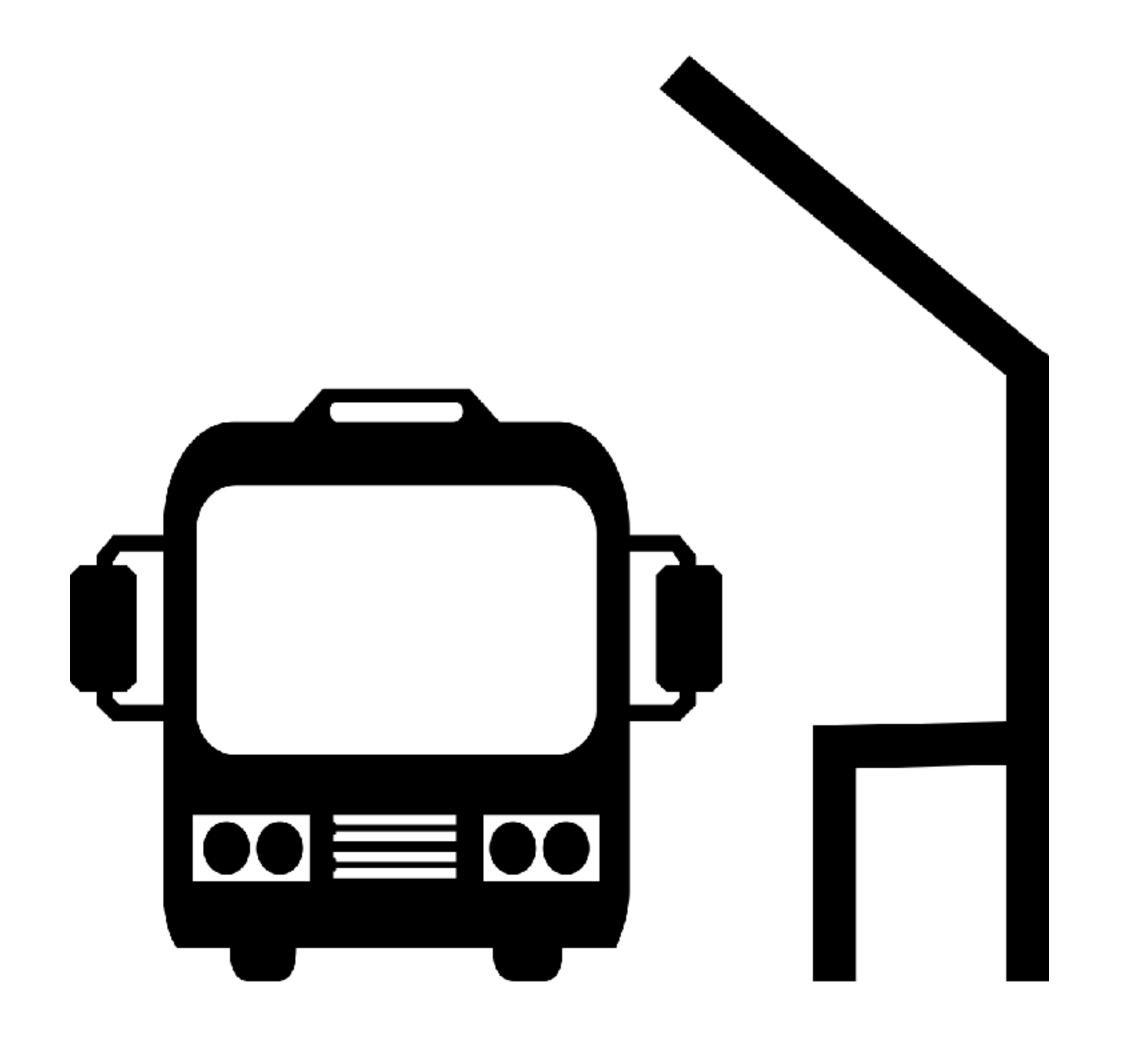
"Nothing happens until something moves."

Albert Einstein





Start from where you are



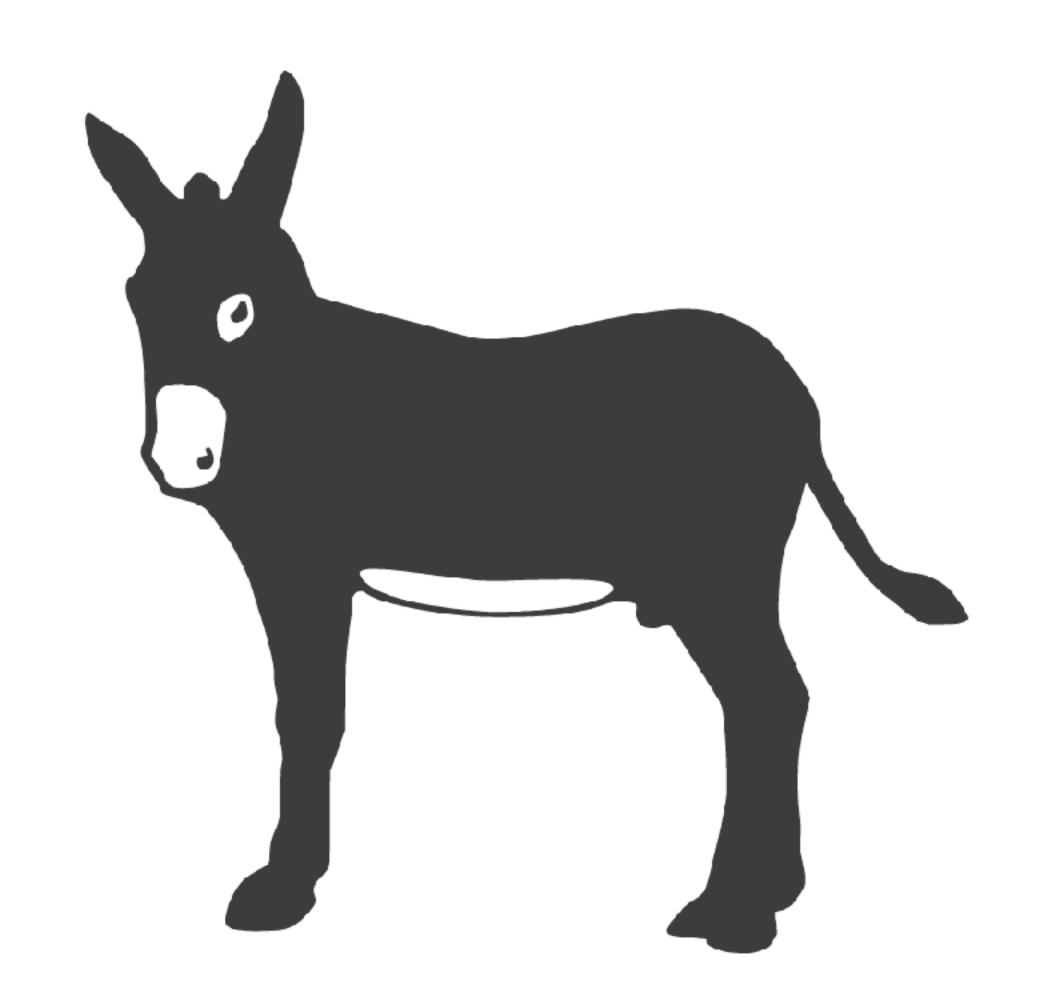
"...the big problems are where people don't realize they have on e in the first place"

W. Edwards Deming



The Donkey's Dilemma

- Aristotle, *On the Heavens*, c. 350 BC





It's all about the stressors, baby...

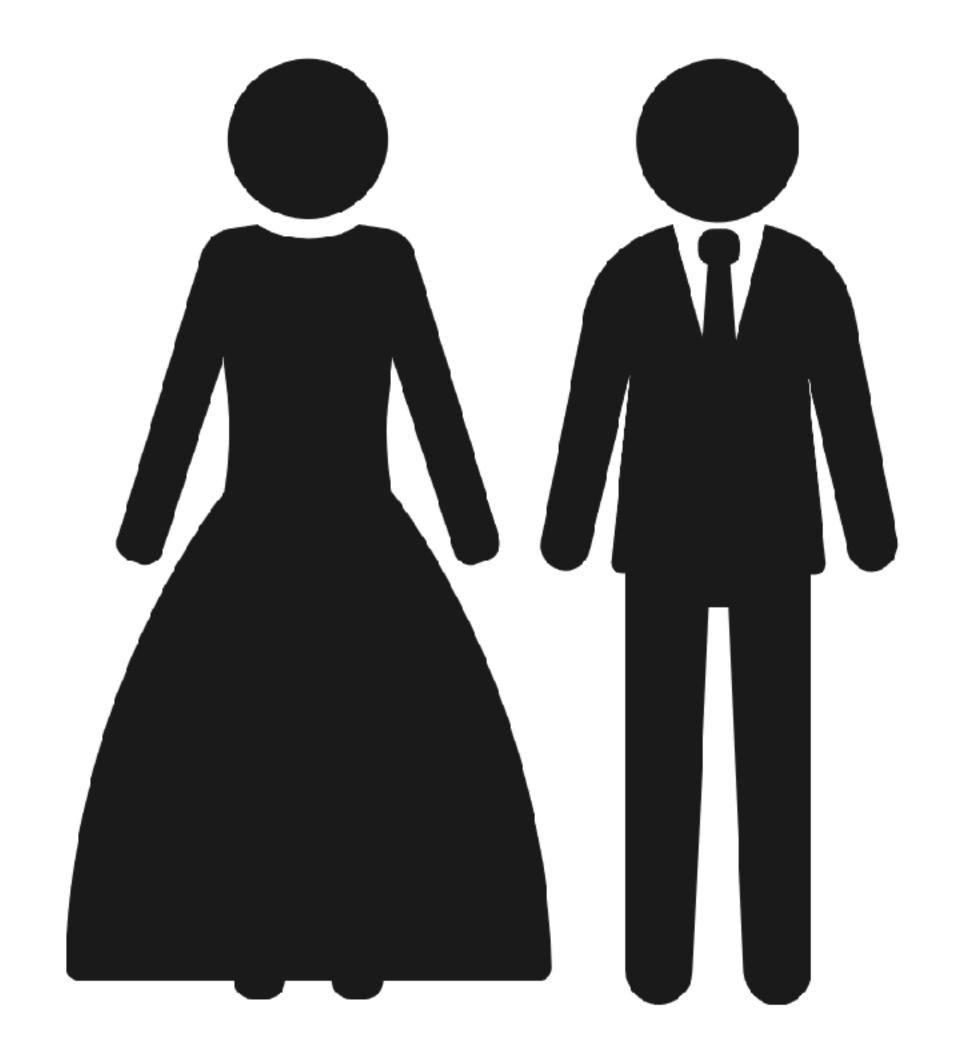


"True intuitive expertise is learned from prolonged experience with good feedback on mistakes."

Daniel Kahneman



The Metaphor of the Gray Squirrel

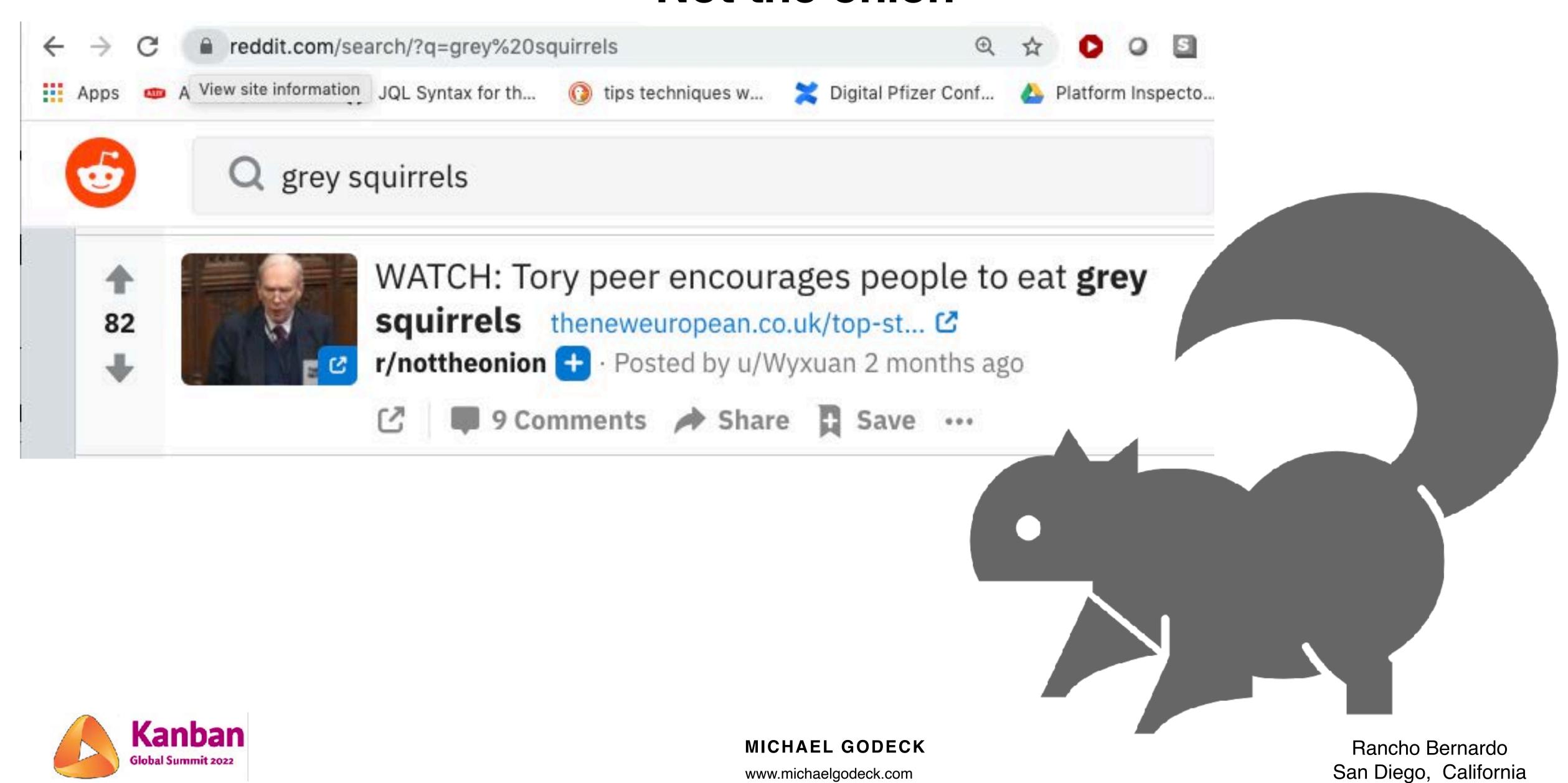


"Nothing happens until something moves."

Albert Einstein



Not the onion



Ethnology Journal Grey squirrel Sciurus carolinensis management in Italy squire distribution in a highly fragmented landscape Luc A. Wanters, John Gurnell, Italo Currado & Peter J. Mazzoglio Wallers, L.A., Gumell, J., Currado, I. & Mazzoglio, P.J. 1997: G Wallers, L.A., Gumell, J., Curraus, L. & Praction of the Sciums carolinensis management in Italy squired distribution in a highly tragmented landscape. Wildl. Biol. 3: 117-124. American grey squirrels Sciurus carolinensis introduced to northern Italy in and have American grey squirets scurring the caused damage to commercial popular plantations and have of the 350 km² 1948 have caused damage to commence the native red squirrel Sciurus vulgaris from most of the 350 km² of the Picdmont Po-plain they currently occupy. In order to plan a control of the Picdmont Po-plain they currently squinels from further spreading and to size in the decrease their numbers, the current distribution and population size in the prehability highly fragmented landscape of the Po-plain were stridied. The probability with tability highly fragmented landscape on the street of facing grey squirrels in woodland fragments increased with tability and the cased with tability and the size and oroducing large, consumable seeds). Woodlot size and Adding large, communate and all and improve the fit Idel that predicted squirrel presence. The densiof population density, in the large Stupinigi of population was signed of the mini-Piedmont. Grey squirrels continue to increase their range Jummer of 1996. This extrapolates to a total of ca 2,500 Woodlots assessed for squirtel presence was no close to the continuous mixed forests of the pre-Alps and to prey squirclose to the commuous mineral strong control measures to stop the spread of grey squire immediately. to cradicate them, should be implemented immediately: de senimis caroline isis, iree species diversiry squirrel population sters & John Gumell, School of Biological Sciences, Oneen Me sia applicate all' Ambiente. Università di Torino. 1012 Received 13 January 1997, accepted 16 Associate Editor: Henrik And Kanban Rancho Bernardo Global Summit 2022 San Diego, California

Scatter Hoarding Kanban MICHAEL GODECK Rancho Bernardo

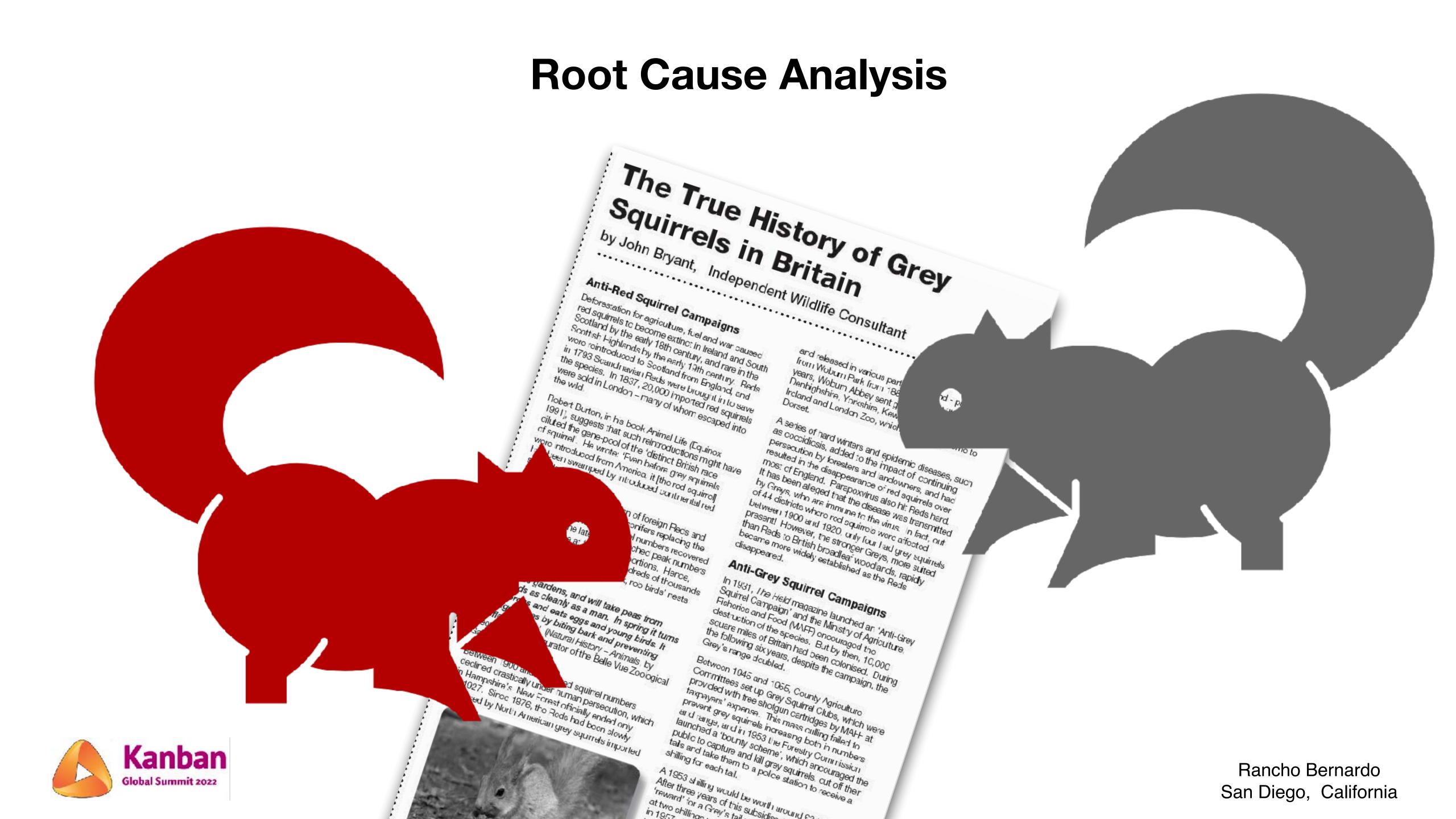
www.michaelgodeck.com

San Diego, California

Global Summit 2022







Root Cause Analysis The True History of Grey Squirrels in Britain by John Bryant, Independent Wildlife Consultant by John Diyam, maependein vyname vonsunam Anti-Red Squirrel Campaigns Deforastation for agriculture, fuel and war caused red squirrels to become extinct in Ireland and South Scotland by the early 18th century, and rare in the Scotland by the early 18th century, and rare in the work cointroduced to Scotland from England and Word cointroduced to Scotland from England, and in 1793 Scialidi lavian Pads were brought in lo save and released in vericus part the species. In 1837, 20,000 imported red squirtels many of whom ascanad into From Wobum Park from 188 the species. In lost, <0,000 imported rea squiries the wild. years, Wobum Abbey sent a Denhighshira, Yorkshira, Kew Ircland and London Zoo, Which Robert Burton, in his book Animal Life (Equinox I lobe t Burton, in his book Animal Life (Equinox cilited the gene-pool of the 'dictinct Prinish race) ciluted the gane-pool of the 'distinct British race A series of hard winters and epidemic diseases, such cf squires He wrote: Fven before grey squires A series of hard winters and epidemic diseases, such than his forcetore and and and and and and hard a cr squiner He wrote: Even nerore gray squiners the said for America it [the red equiners] persecution by foresters and andowners, and had persecution by foresters and andowners, and nac most of England Darsnovning also his Rade hard Jeen swamped by introduced continental red most of England. Paraposerius also hit Reds hard. the head alleged that the disease was transmitter. It has been aleged that the disease was transmitted by Greys, who are immune to the virus in fact, out of 44 districts where red squires were affected of 44 districts where red squires were attested between 1900 and 1920, or by four field grey squirels more strong more strong and st present 1900 and 1920, only four flat grey squiries than Dade to Detich handlast woodards ranidy n of foreign Plecs and presenti However, the stronger Greys, more sured than Reds to British broadlear woodlards, more sured to the Reds to British actabilished ac the Reds orifers replacing the became more widely established as the Reds I numbers recovered chec peak numbers ortions. Hance, Anti-Grey Squirrel Campaigns dreds of thousands In 1931, The Held magazine launched ar 'Anti-Grey and the Ministry of Aministry ds as cleanly as a man in a siron 's rob birds' nests In 1931, The Held magazine launched ar 'Anti-Grey Squirel Campaign' and the Minstry of Agriculture, Is as cleanly as a man. In spring it turns Squirtel Campaign and the Ministry of Agricult Fisheries and Food (MAFF) encouraged the species Rithwithen 10 and oats oggs and young birds h destruction of the species. But by then, 10,000 minion minion man man minion mi es by biting bark and preventing destruction of the species. But by then, Tu, Uuu the following cix week despite the campaign. the the following six years, despite the campaign, the Watural History - Animals by Watural History - Animals by June 2000 Animals by June 2000 Animals by Grey's range dcubled. ceclired crastically under human persecution, which since 1876, the Rods had been alowly Botwoon 1945 and 1955, County Agriculture Committees set up Grey Squirrel Clubs, Which were provided with tree shotgun cartridges by MAFF at 1027, Sinoc 1876, the Rode had been slowly provided with tree shotgun centrages by MAFF at named increase a both in number ed by North American grey squires imported prevent grey squirels increasing both in numbers prevent grey equirels increasing both in numbers launched a 'hoi ntu scheme' which appointment to launched a 'bounty scheme', which encouraged the launched a 'bounty scheme', which encouraged the tale and take them to a police station to receive a public to capture and kill gray squires, cut on their shilling for each tal. A police station to receive a Kanban A 1953 stilling would be worth around co Rancho Bernardo After three years of this subside Global Summit 2022 San Diego, California

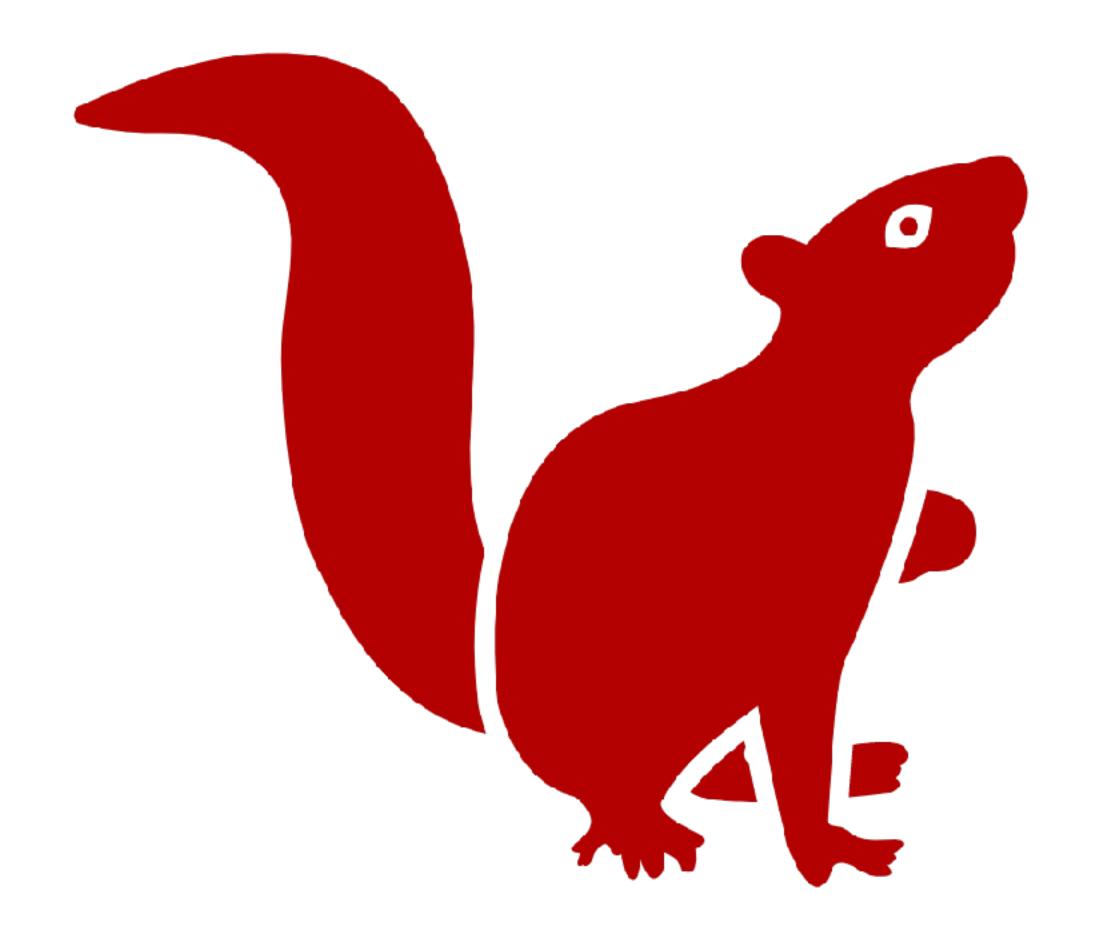
The Journal of Animal Ecology



J.Anim Ecol. 2018;1-11.



A Feedback Mechanism

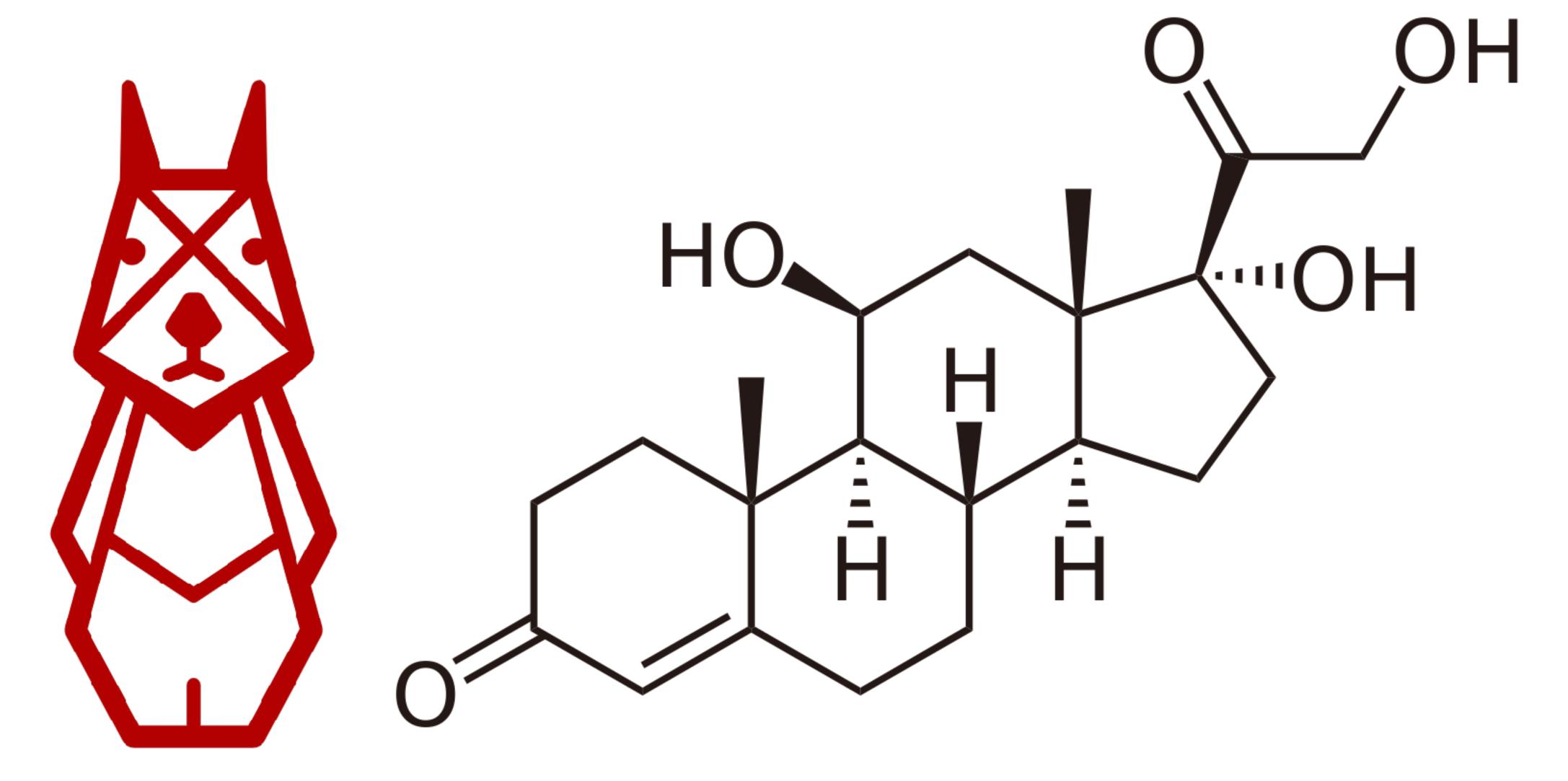


"The big problems are where people don't realize they have one in the first place."

W. Edwards Deming

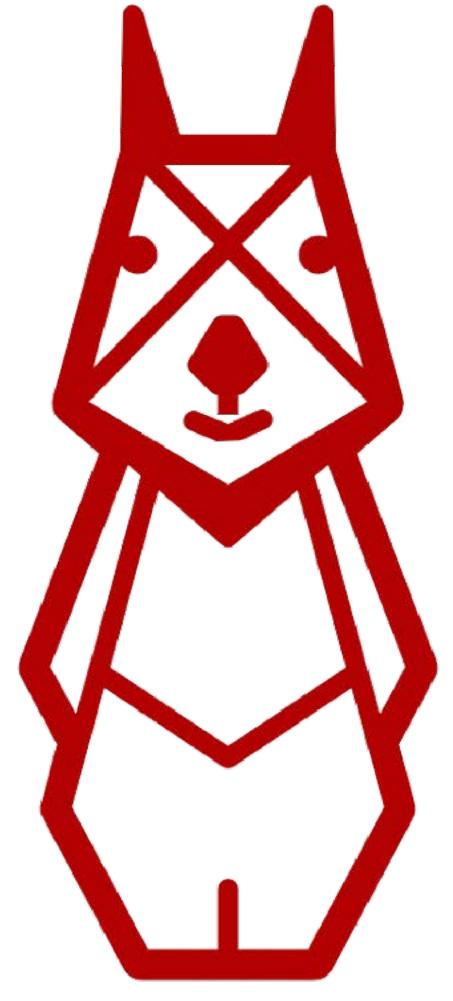


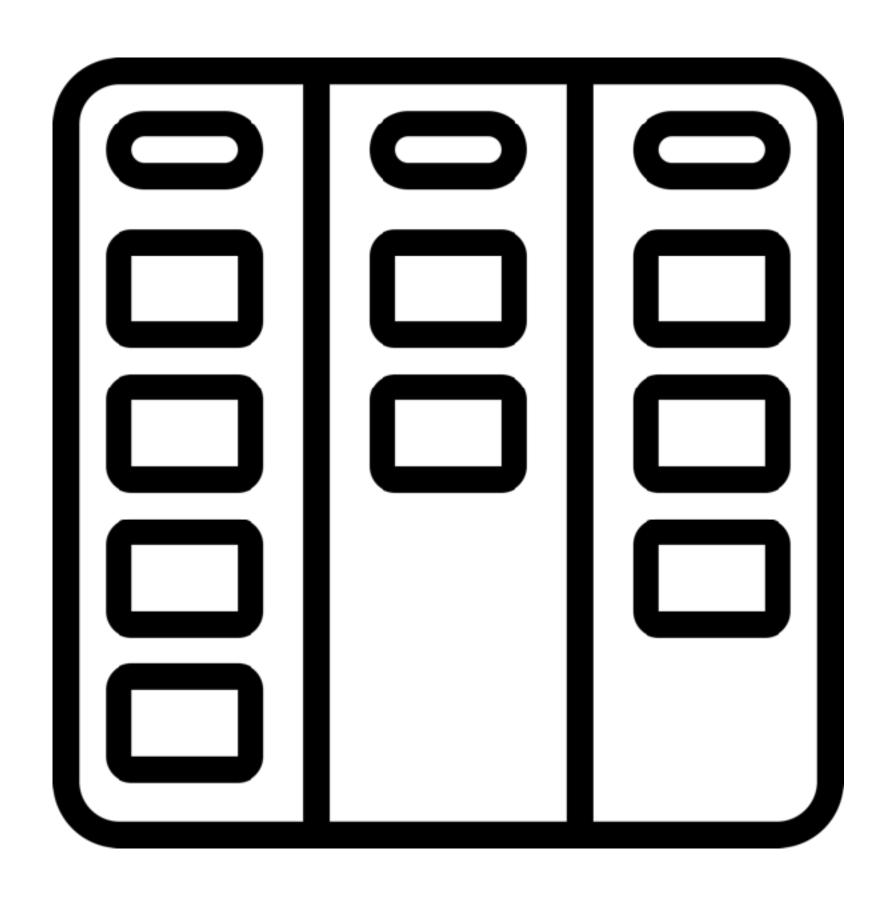
Glucocorticoid





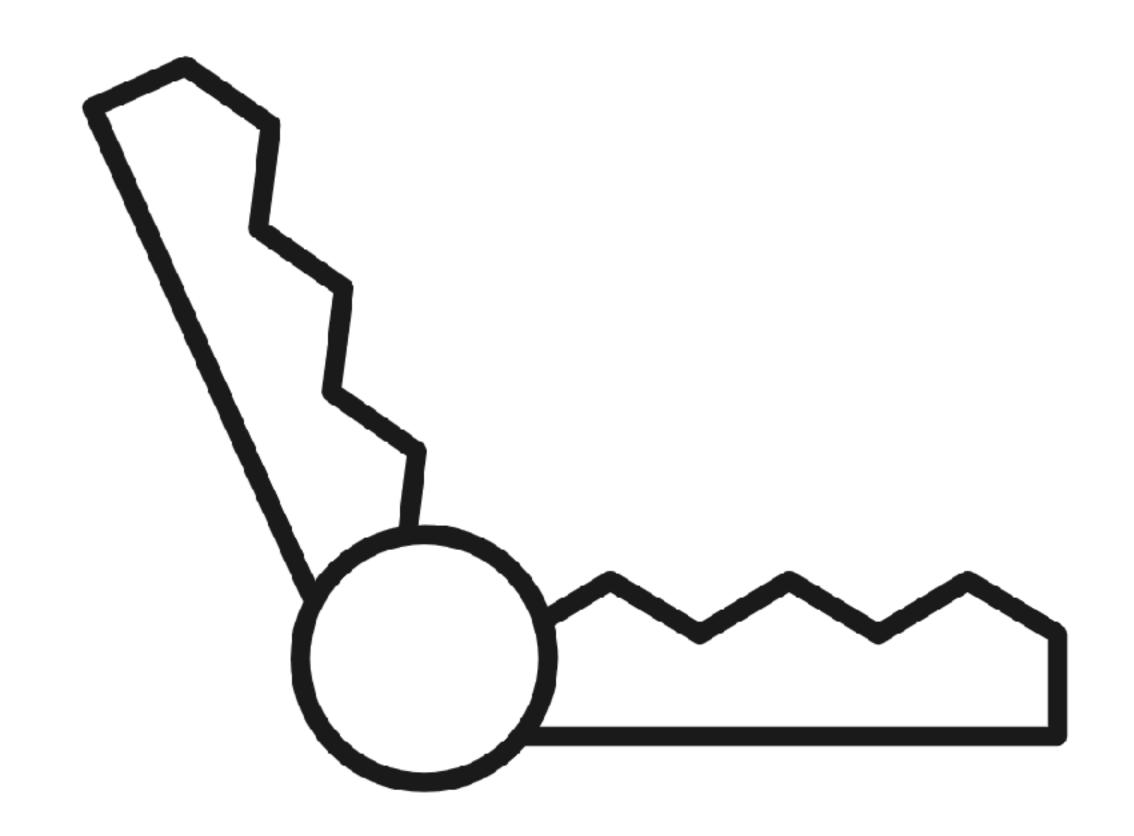
Kanban promotes practices proven to reduce stress





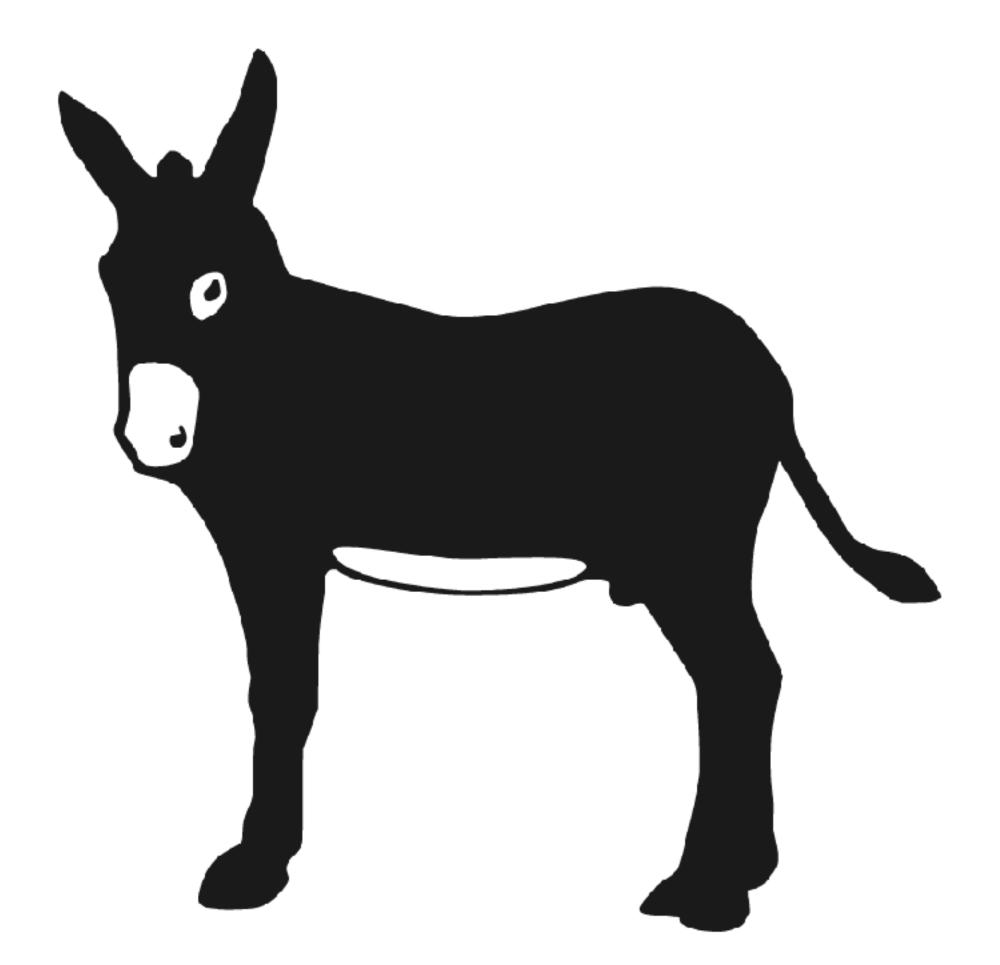


On Retrospective Narrative





The Donkey's Dilemma, revisited



"... Ex nihilo nihil fit: Nothing comes out of nothing."

Gottfried Leibniz



Put on your expert hat and gown

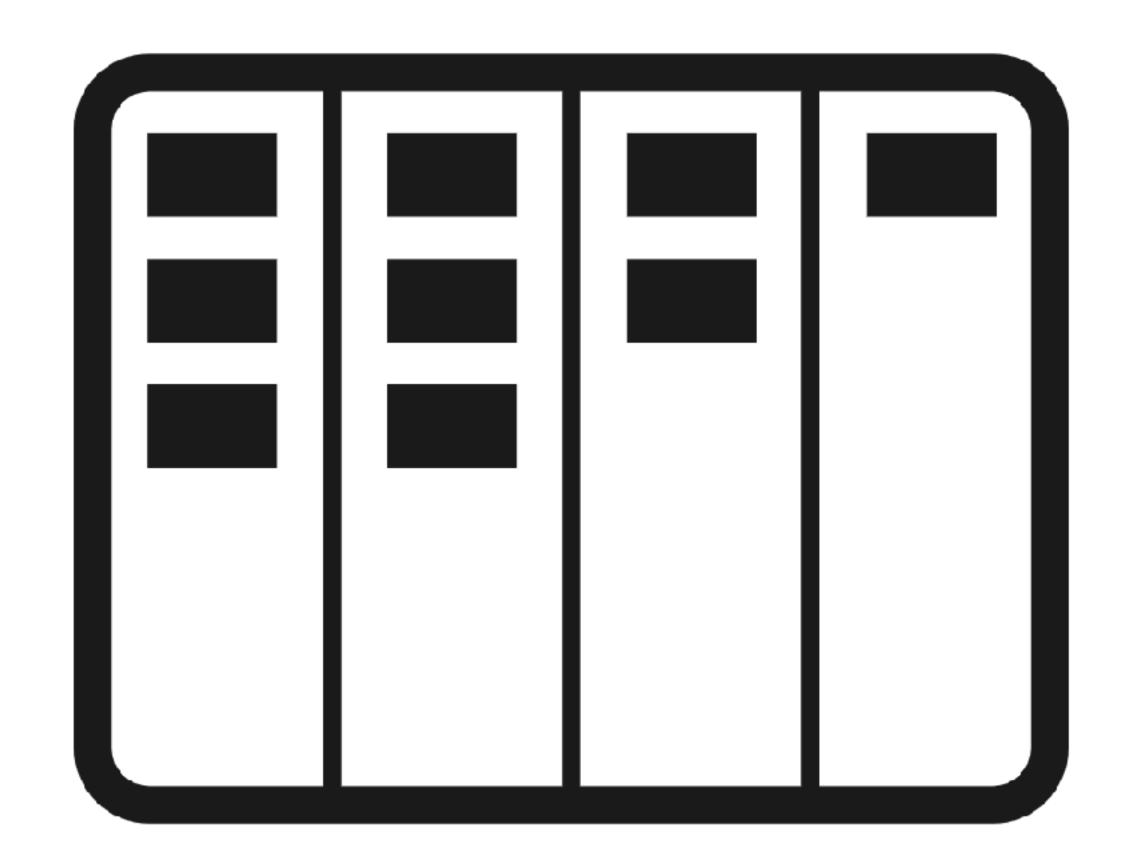


"...people don't resist change, they resist being changed"

Peter Senge



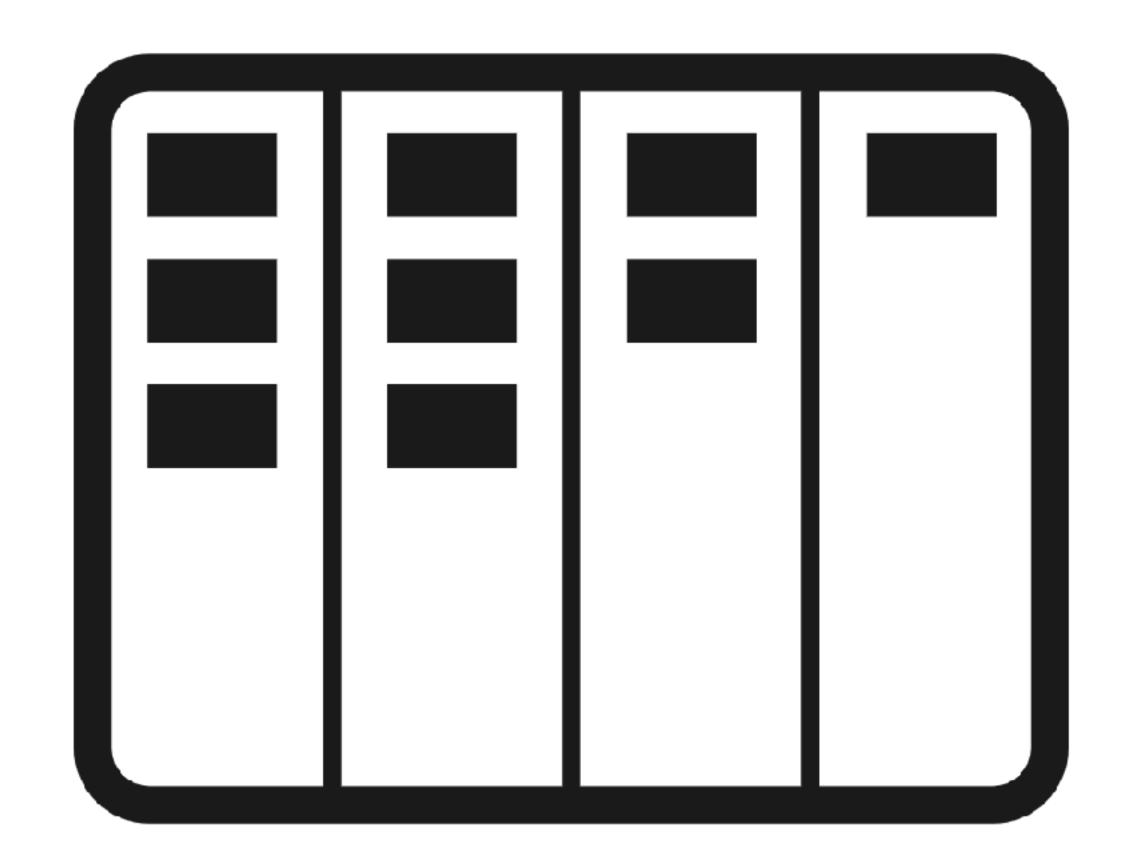
Transition vs Consolation Phases



"Developing an increased level of trust with other teams can enable the harder things."



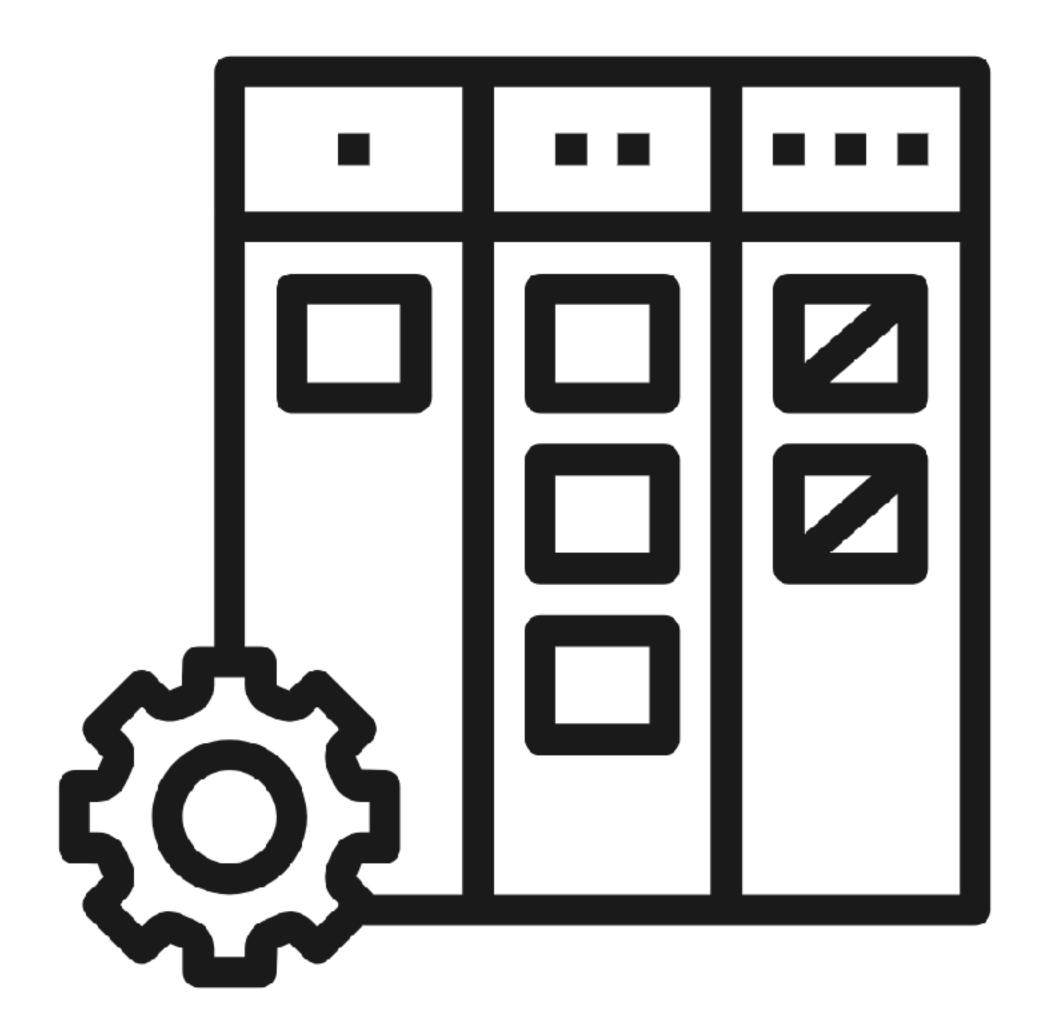
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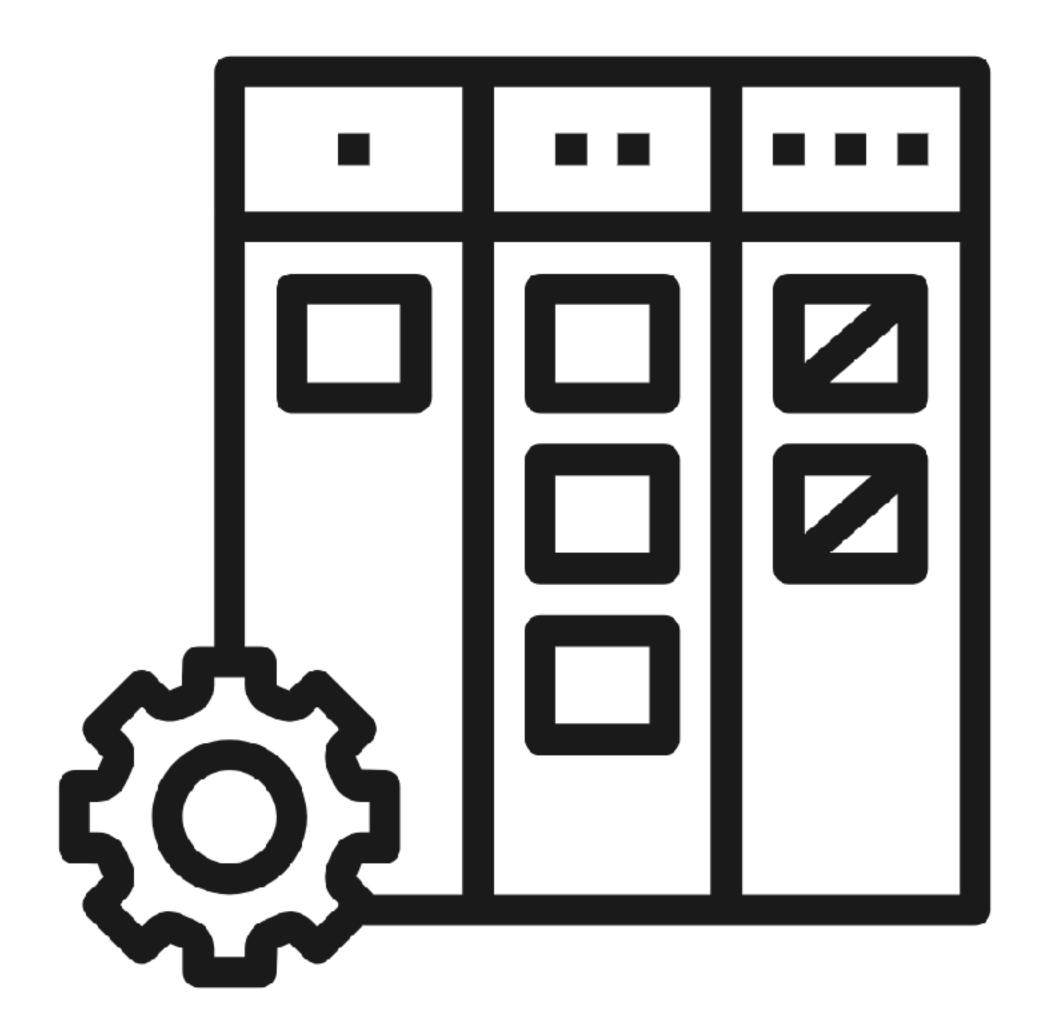
Normative vs Structural Changes



"Predictability builds and holds trust, a core Agile value, better than does delivering more with less reliability."



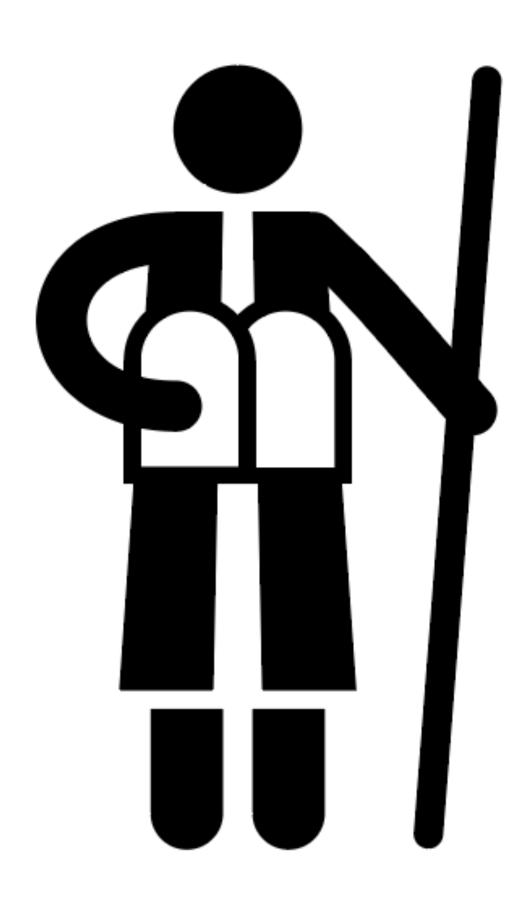
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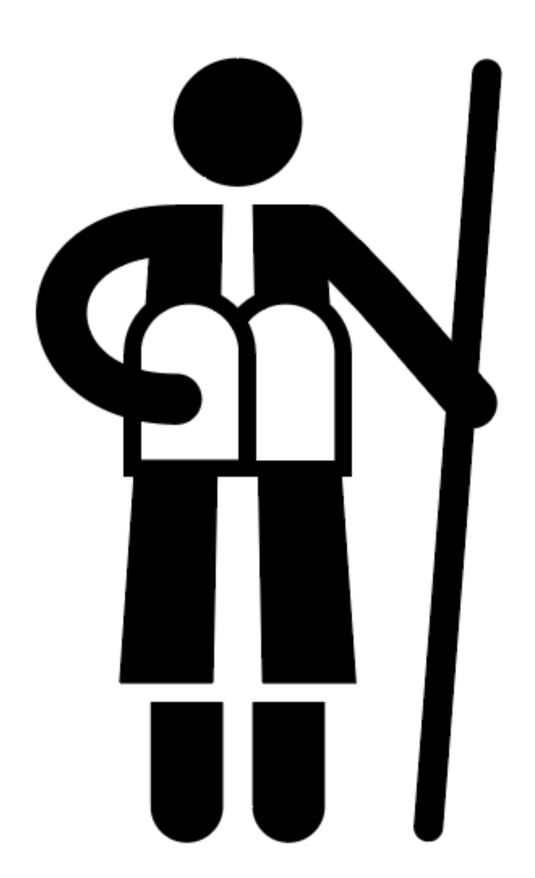


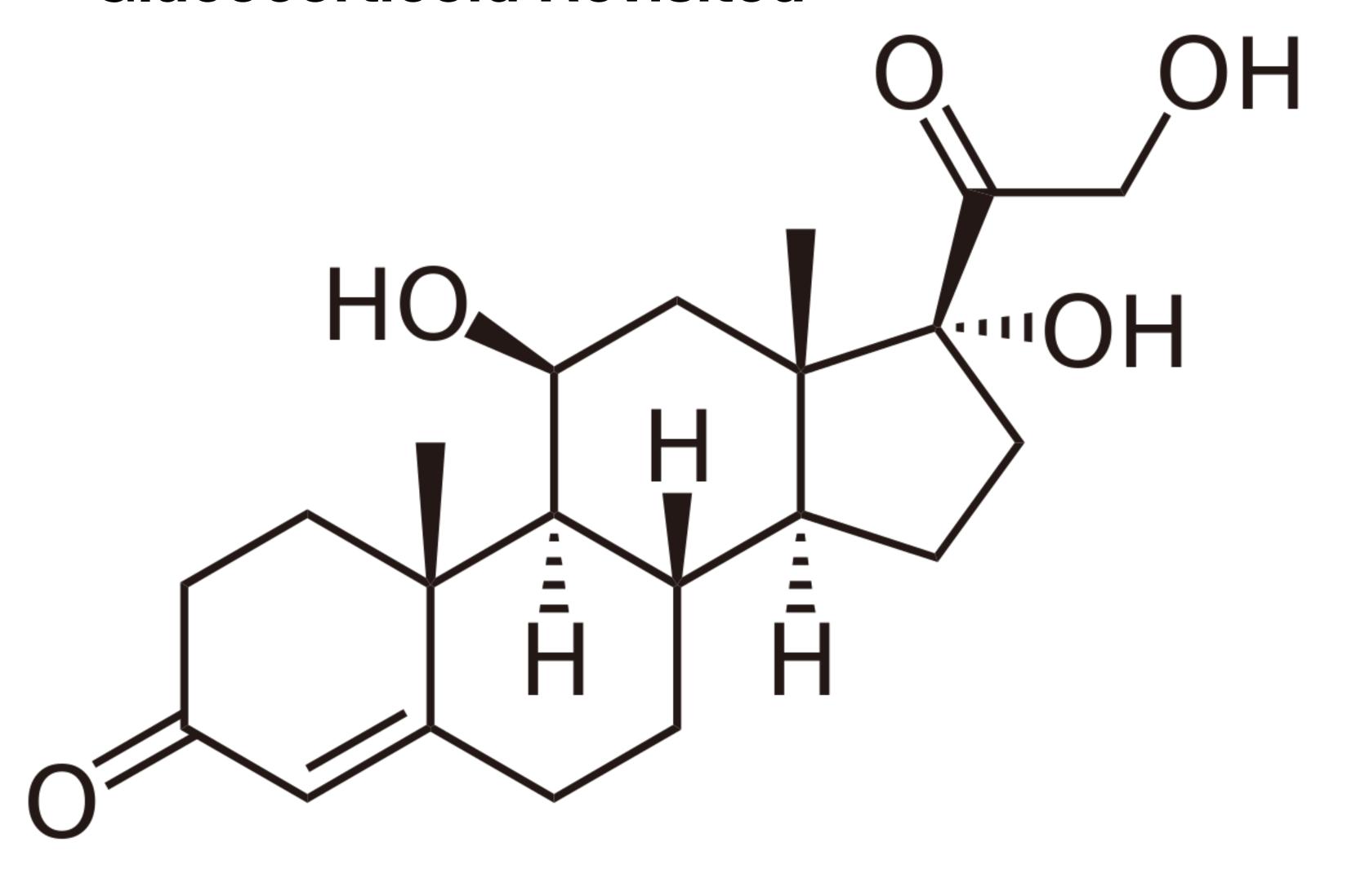
Observing other telltale signs...





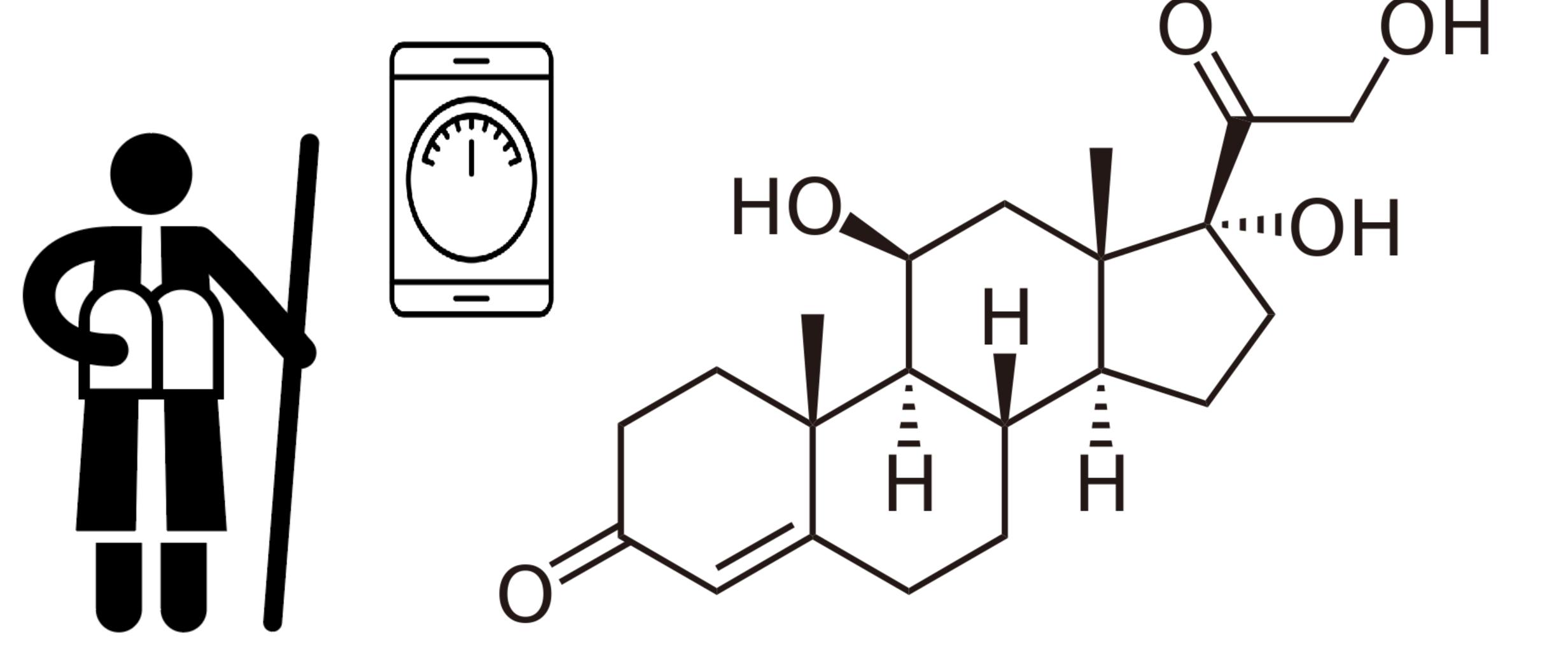
Glucocorticoid Revisited





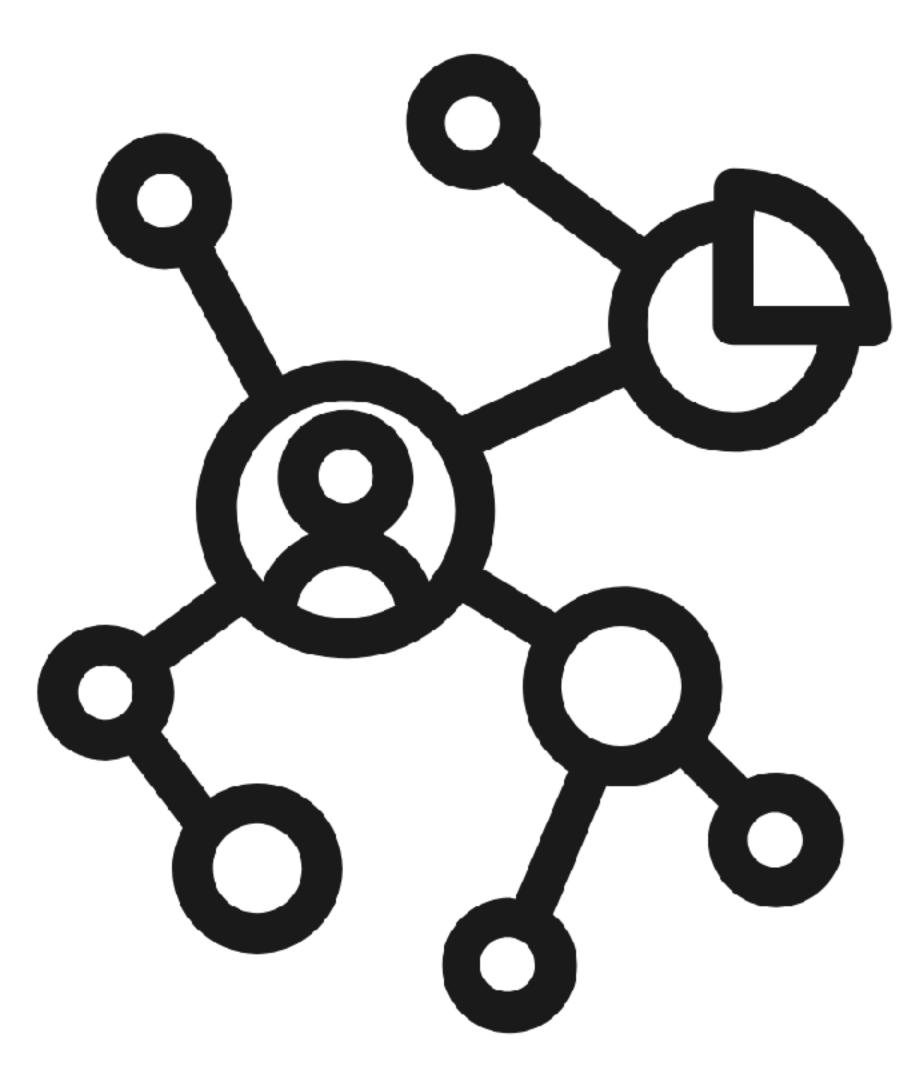


ScrumScat





Feedback and Scaling Frameworks



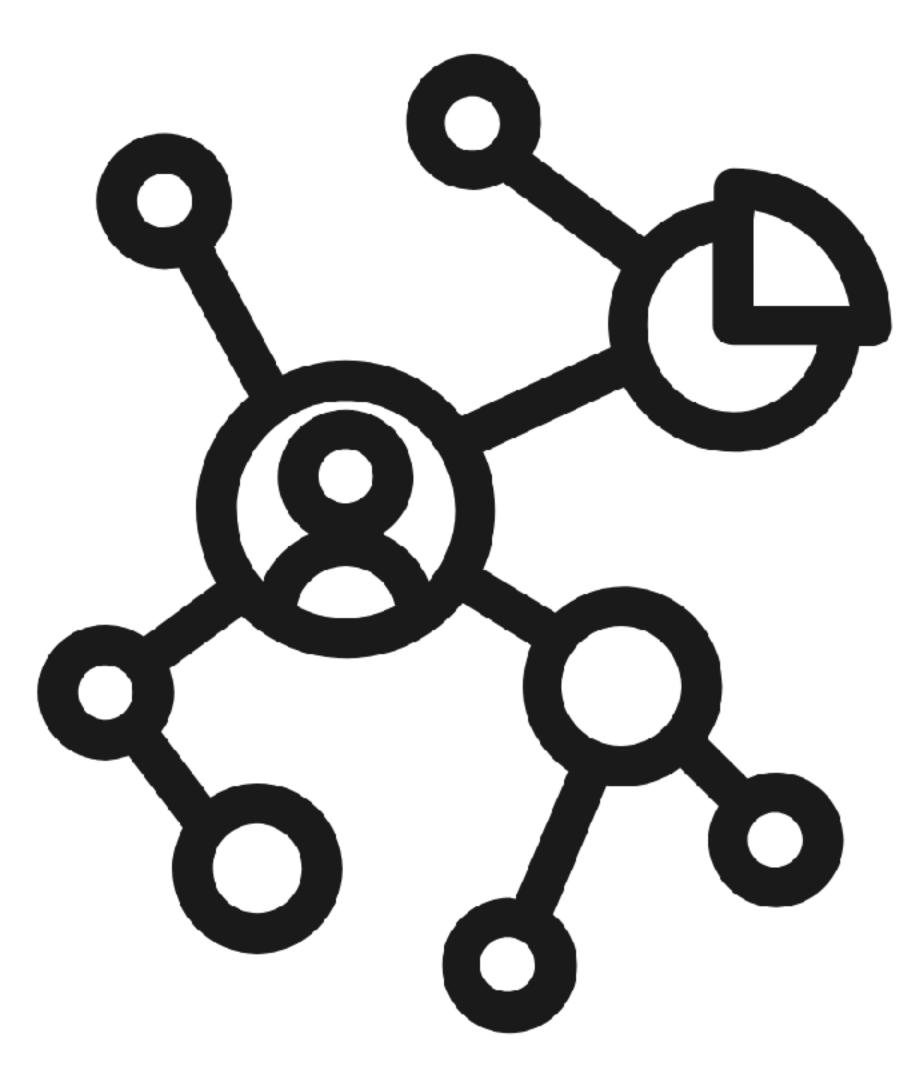
"The single biggest problem in communication is the illusion that it has taken place."

George Bernard Shaw



www.michaelgodeck.com

Feedback and Scaling Frameworks



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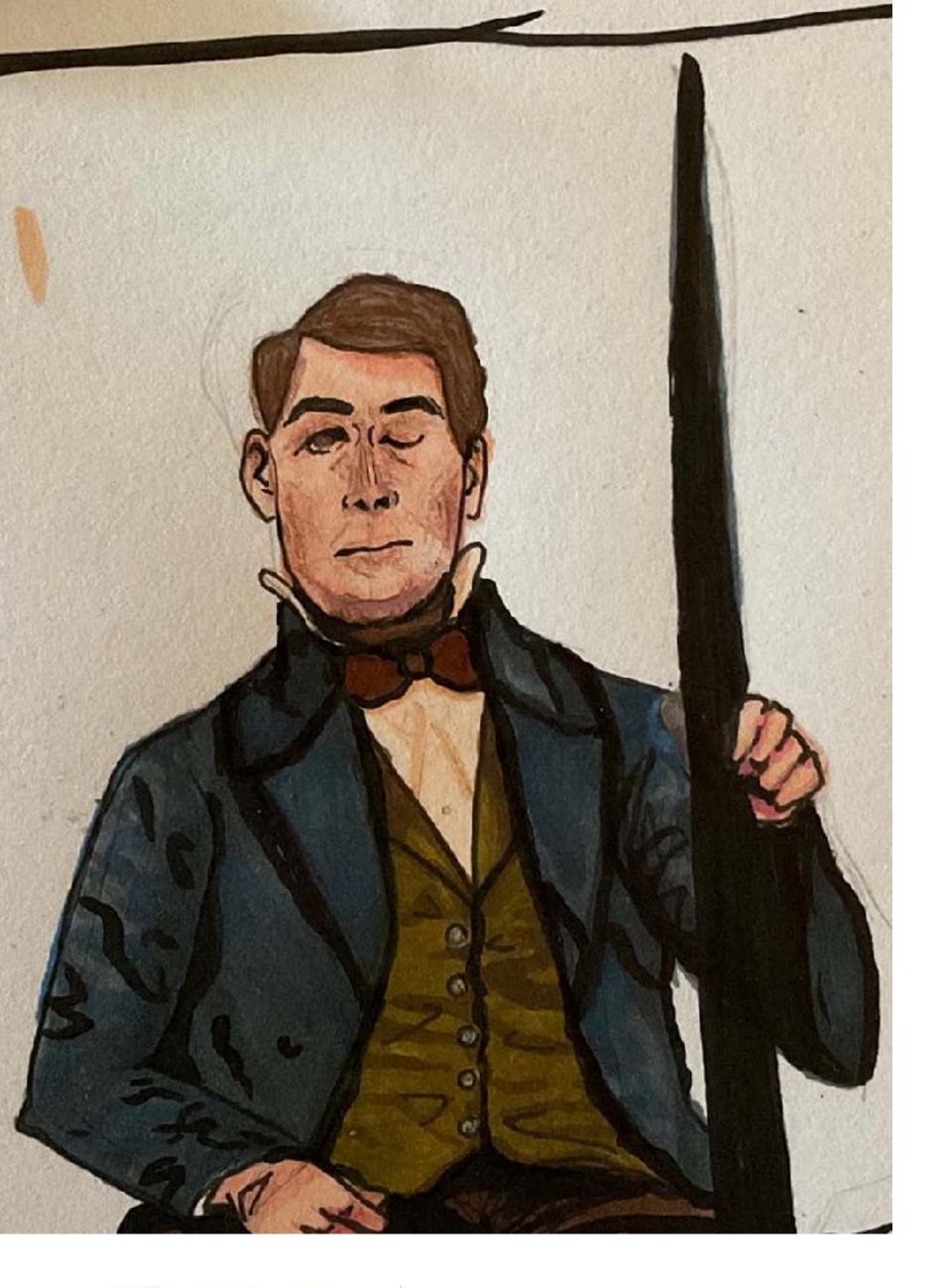
Phineas Gage with his Tamping Rod





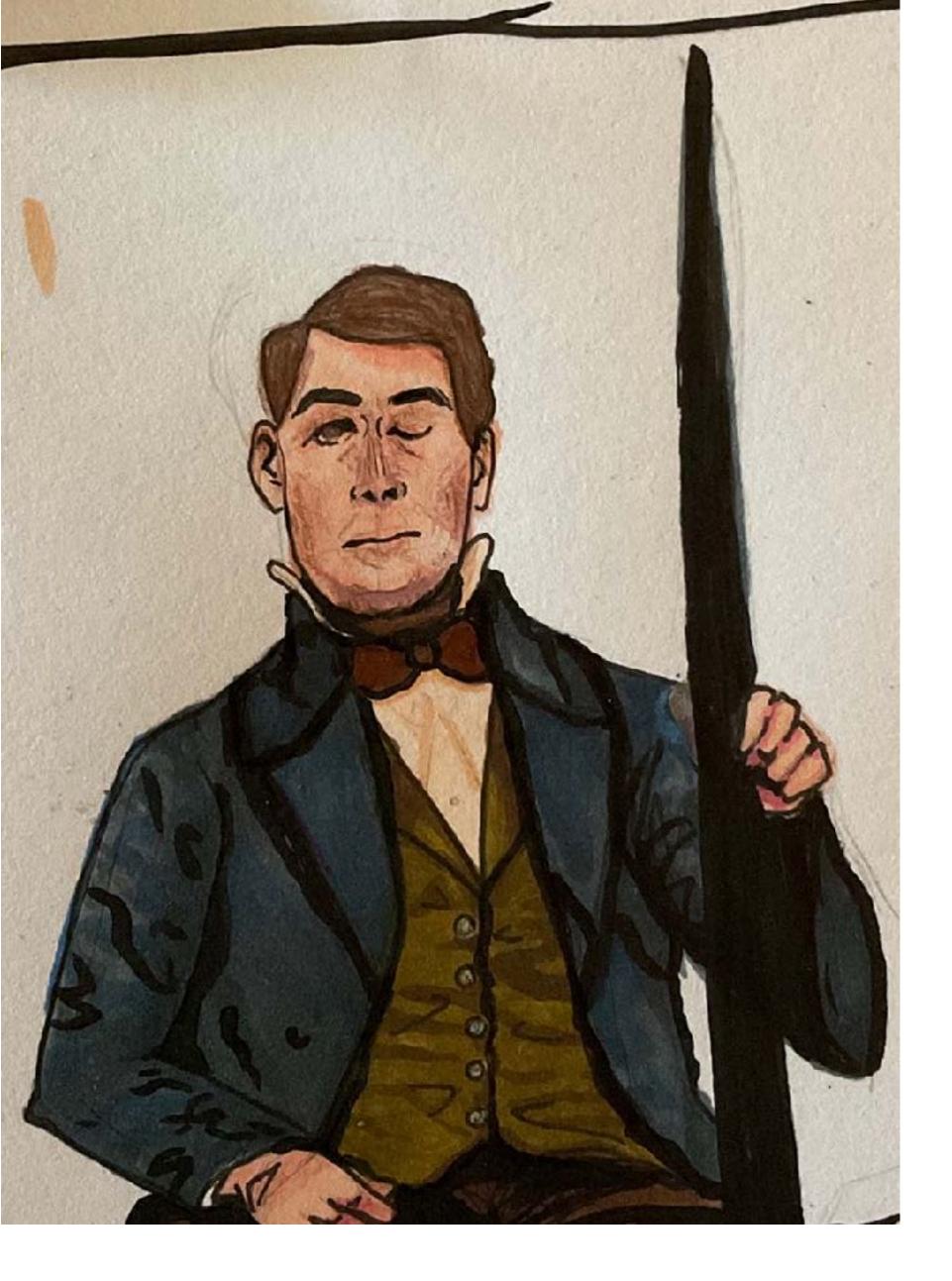






Phineas Gage with his Tamping Rod



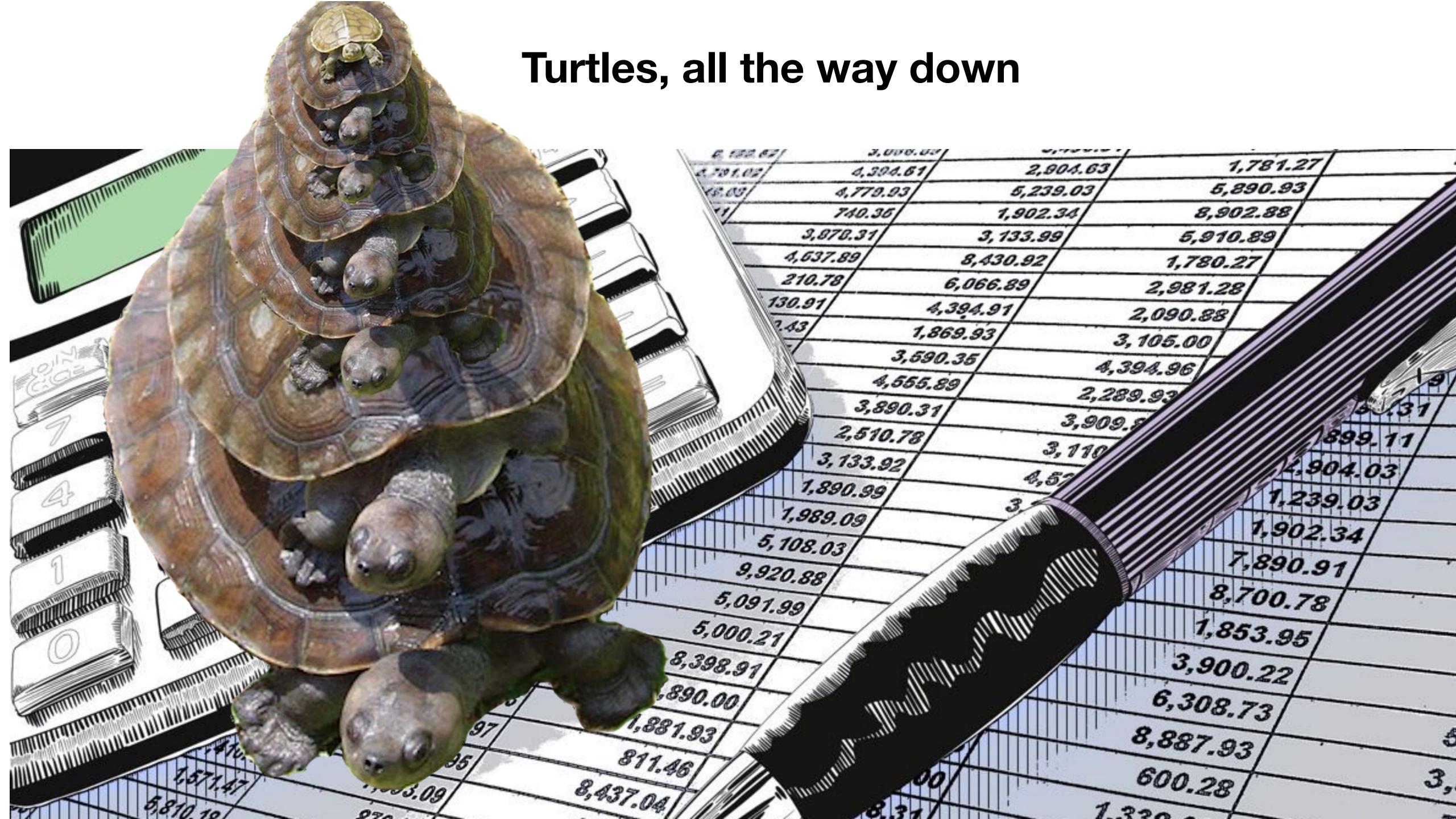


Phineas Gage with his Tamping Rod

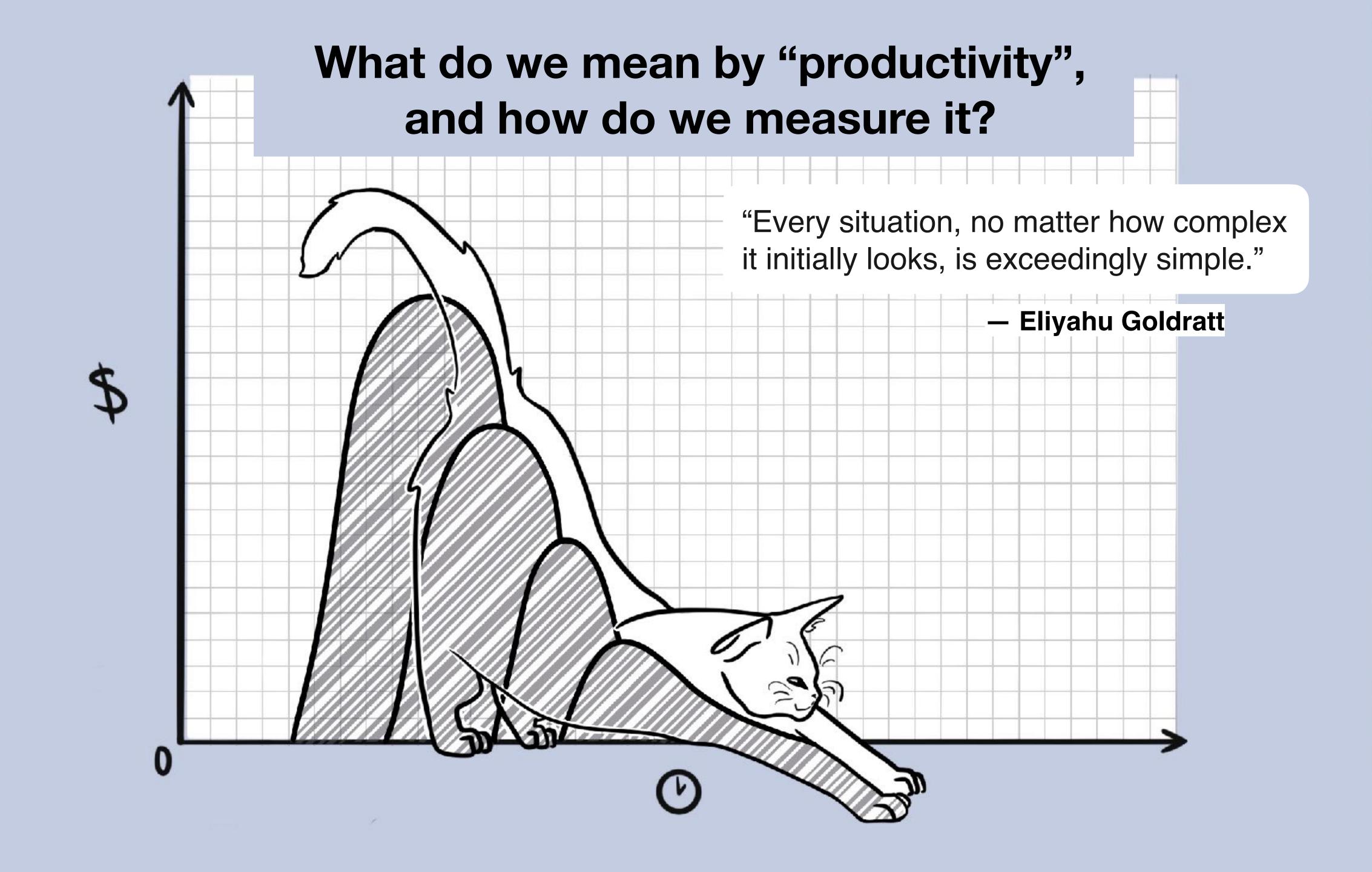


Vigilant guardians of the balance sheet...

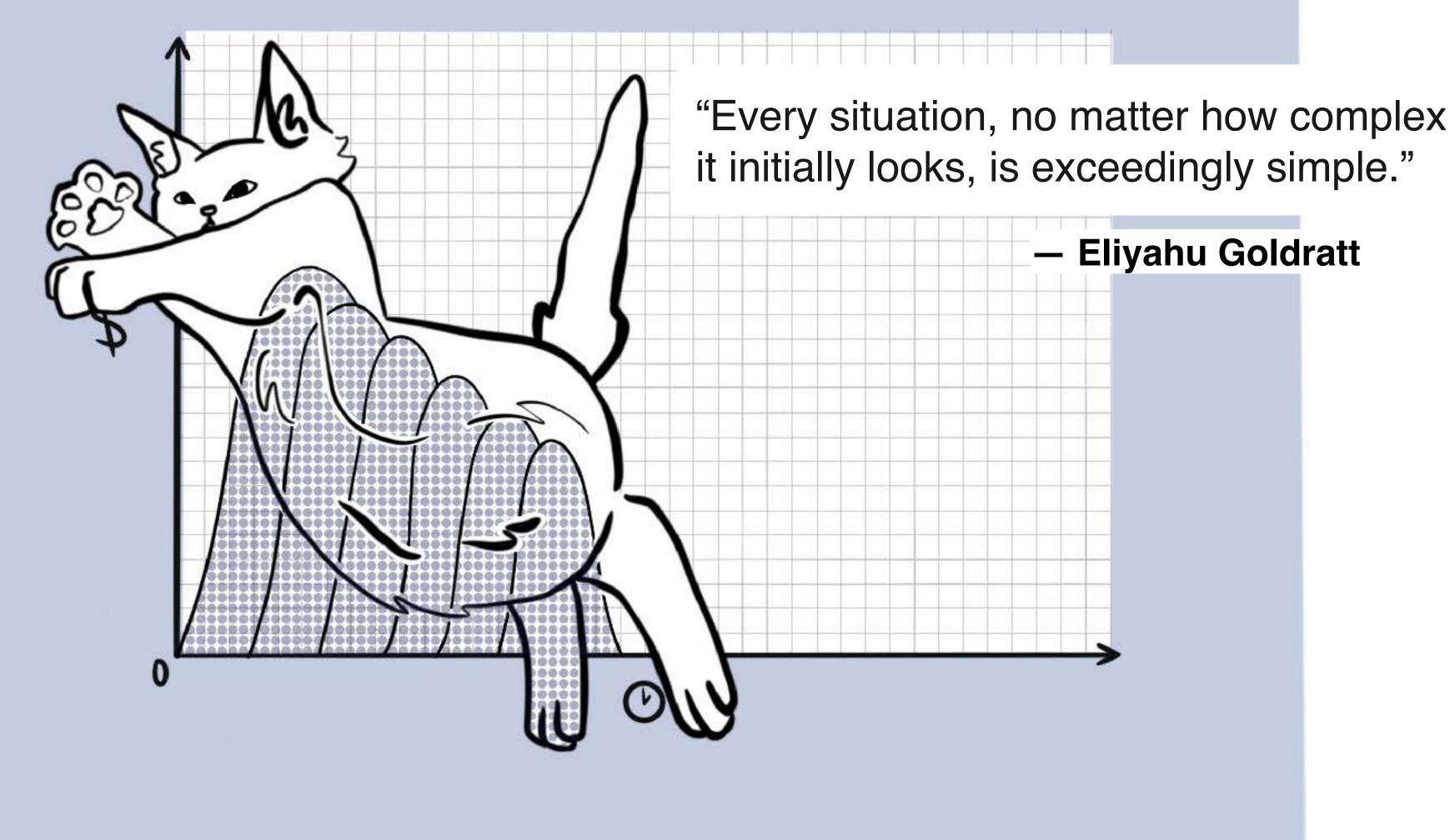




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What do we mean by "productivity", and how do we measure it?





Since the first boolean bits were switched on a circuit board, untangling complexity has been a central problem of software engineering.

Complexity has multiple facets: the number of variations in the pathway to an acceptable outcome, the nature of dependencies implicit in the selected variants, and, perhaps most important, the prevelance of emergent variation.

Understanding emergent variation is at the center of systems thinking. The lack of training in how to model emergent variation is the rock that project managers tend to break their tools on.

The true nature of emergent risk hides quite well in the bright light of analysis. To model risk, you'll need to add a few tools to your kit.

Recognizing that mastery of full-tilt statistics is more than we can expect of the contemporary software manager. "...Cat Tails" provides a quiver full of reliable statiscial arrows that you can use without having to work through all the proofs yourself.





ichael Godeck

Statistical Consequences of Cat Tails



Michael Godeck

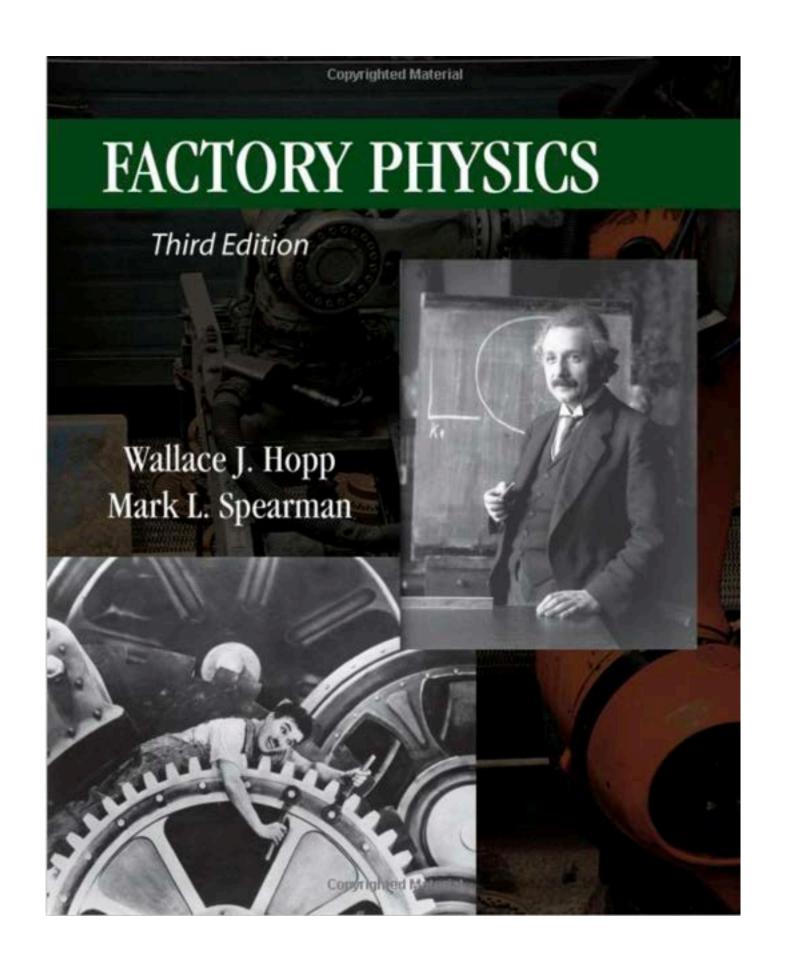
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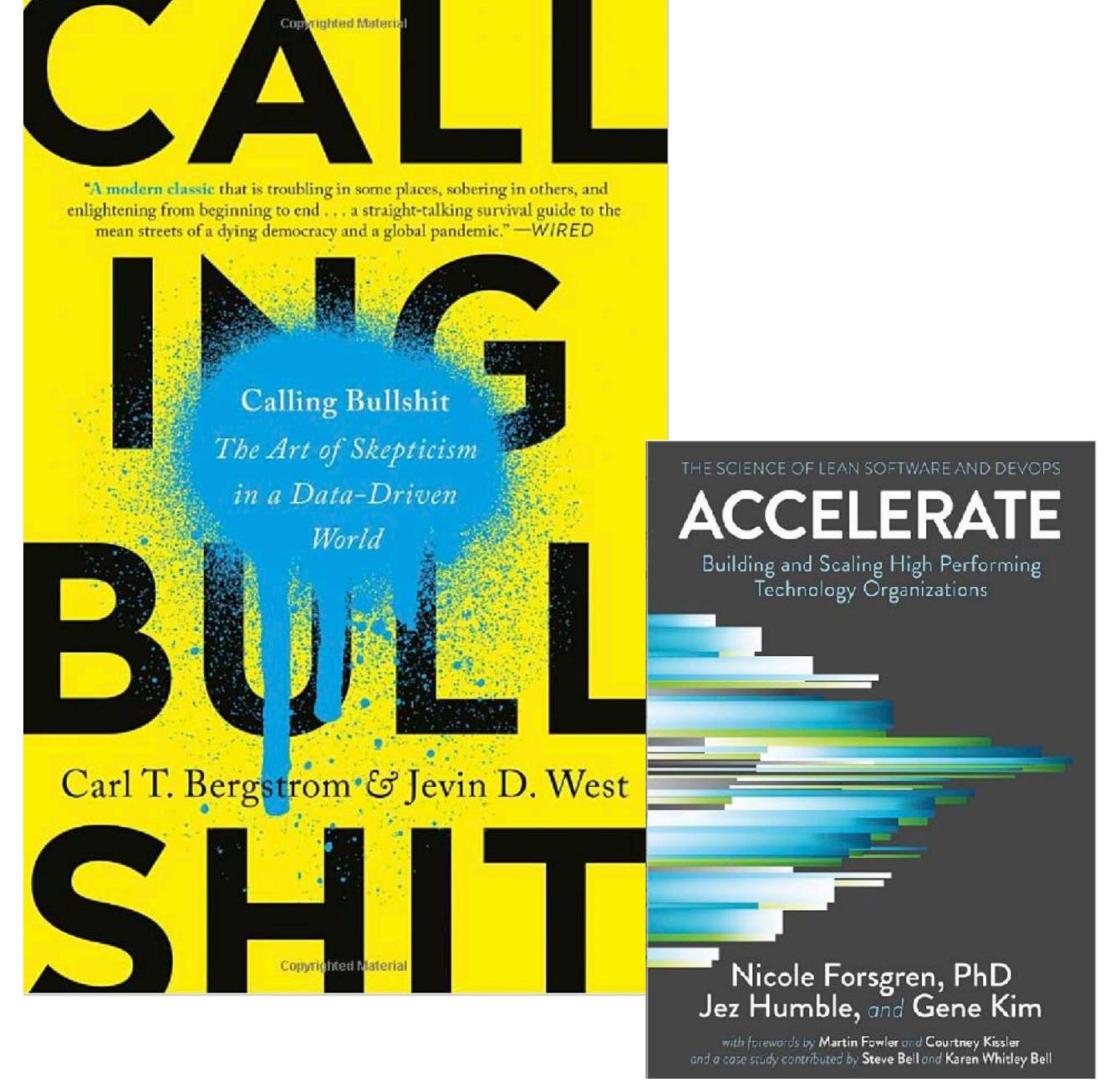
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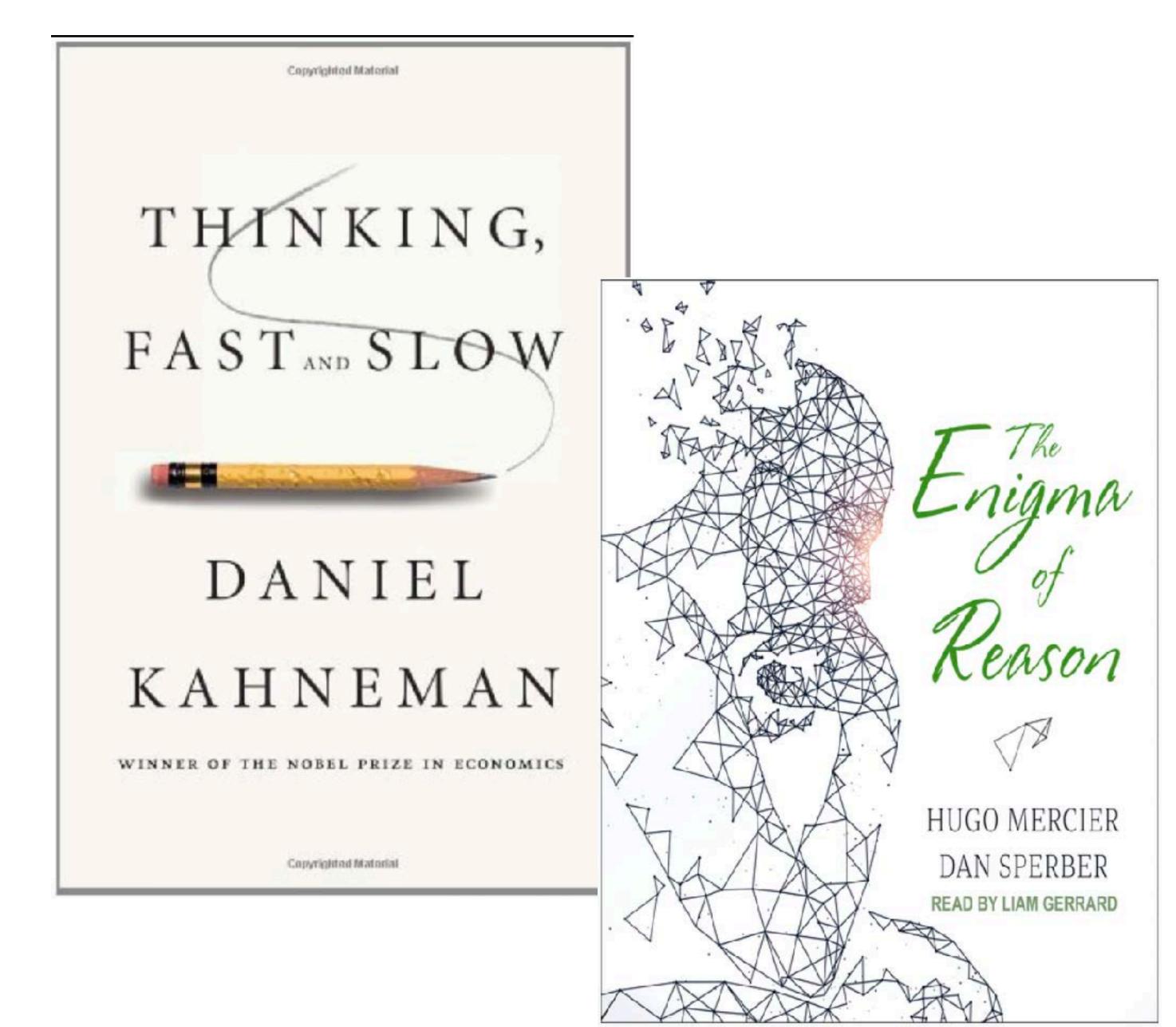
Little's Law



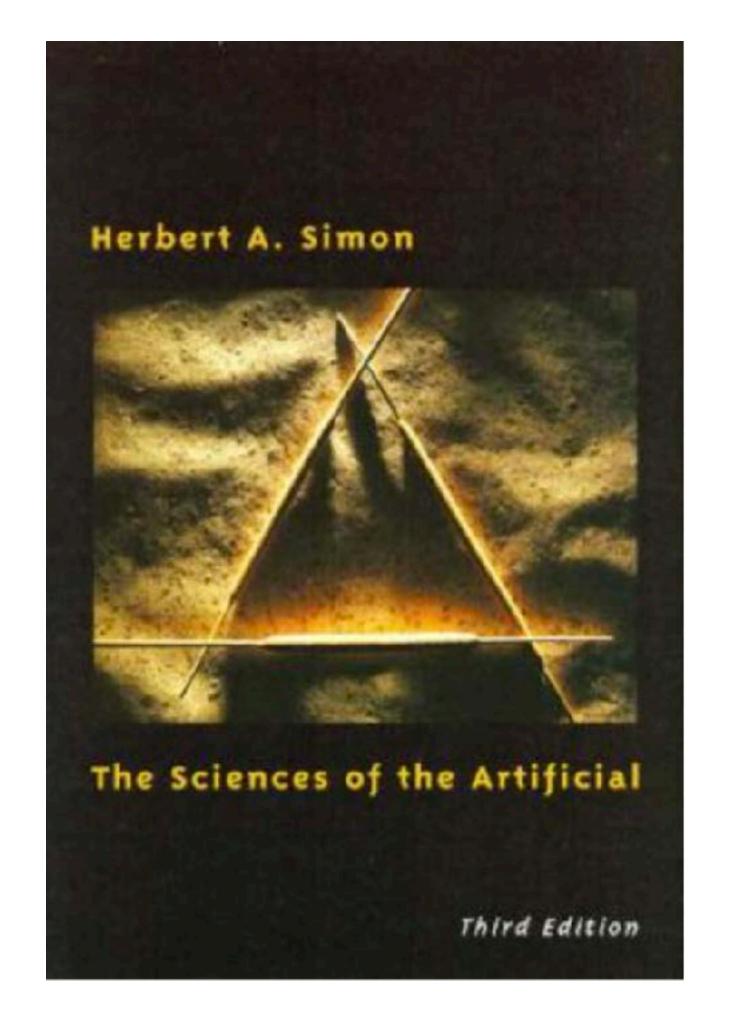


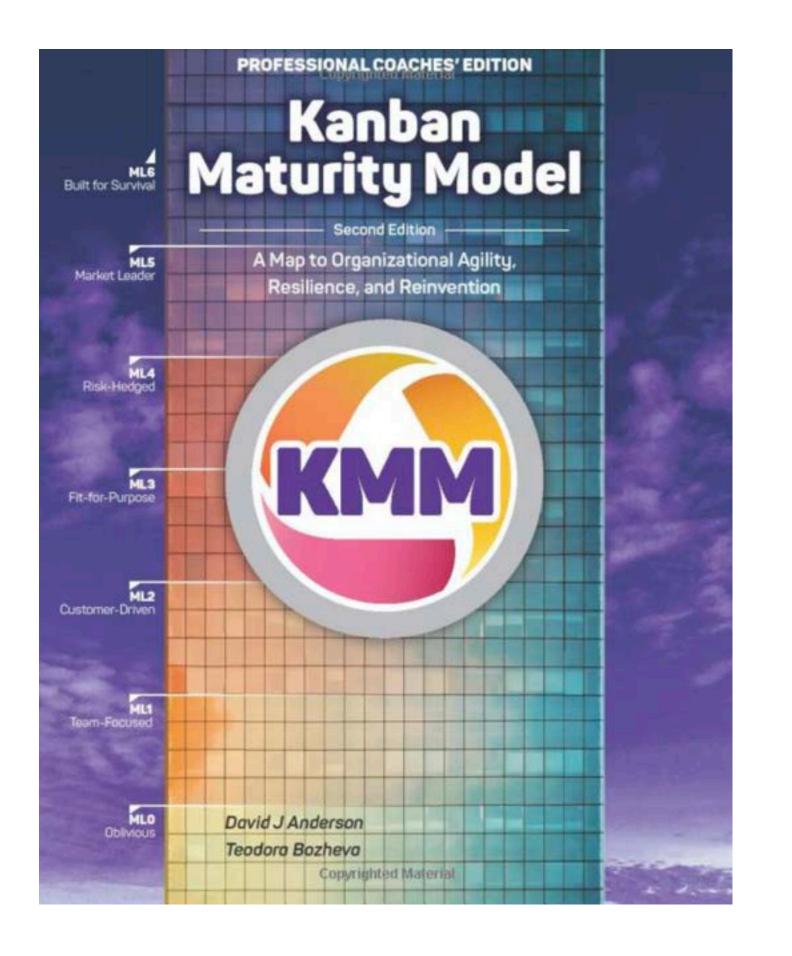






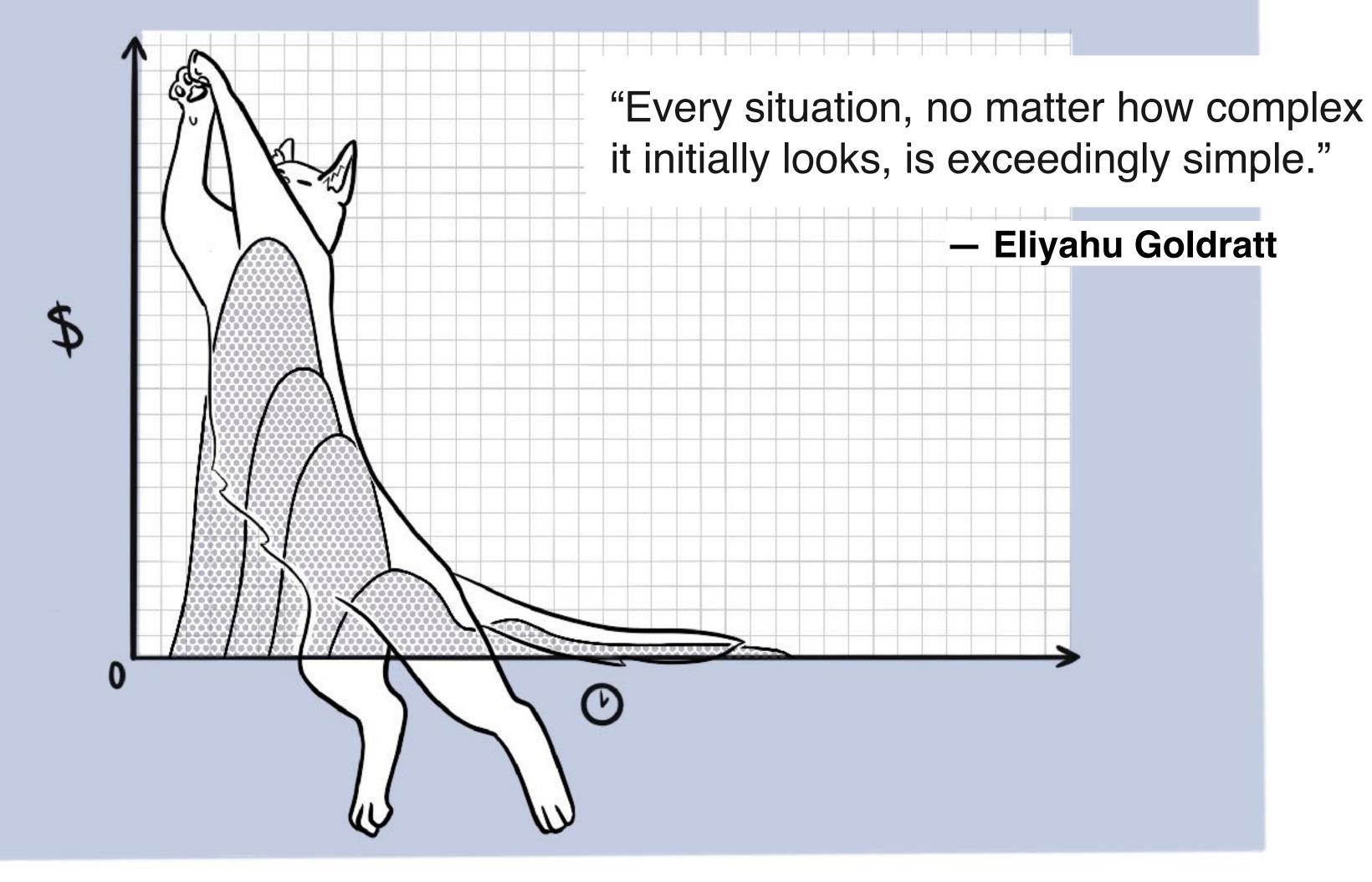








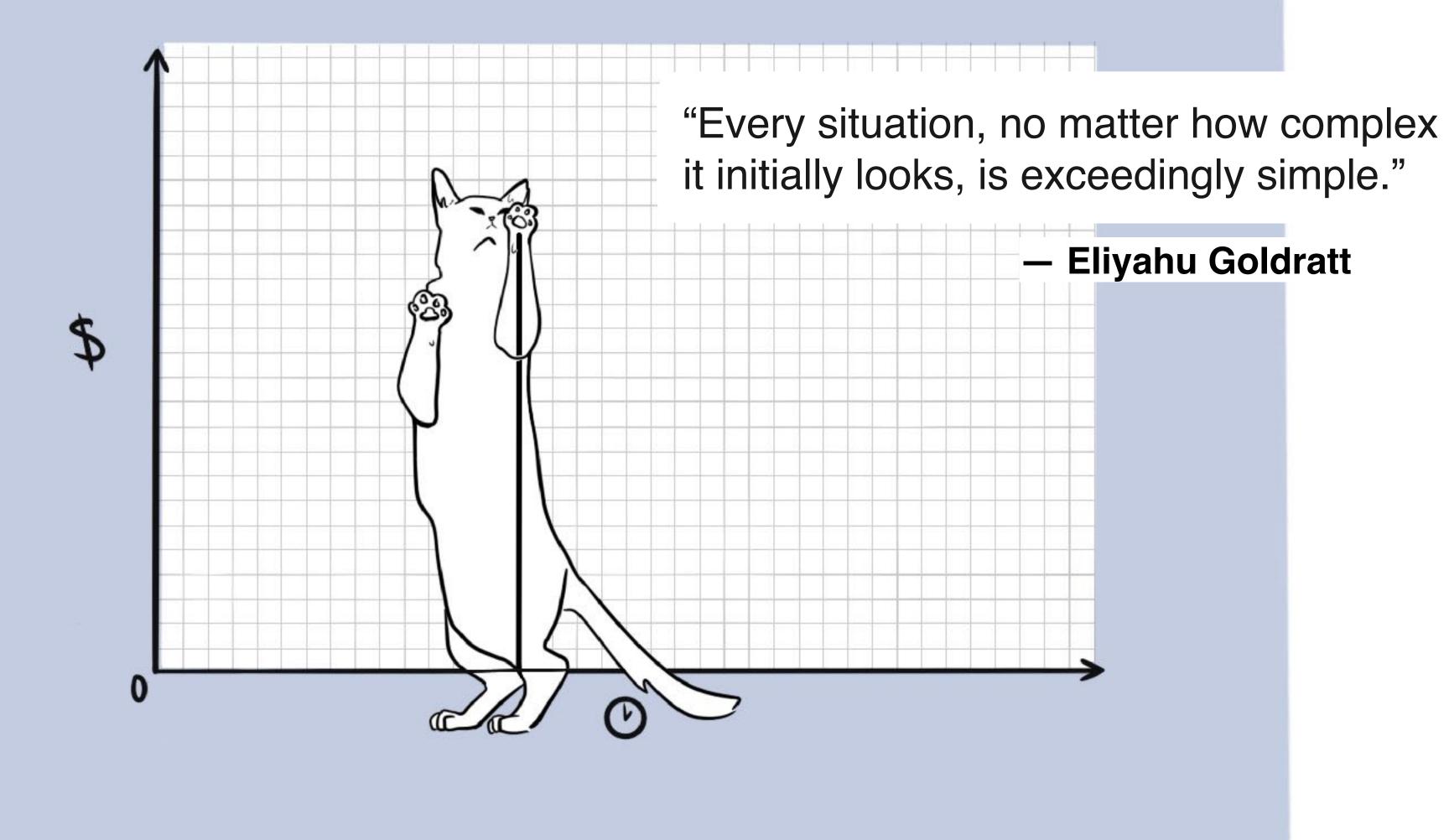
Thin tailed distributions provide important clues about predictability





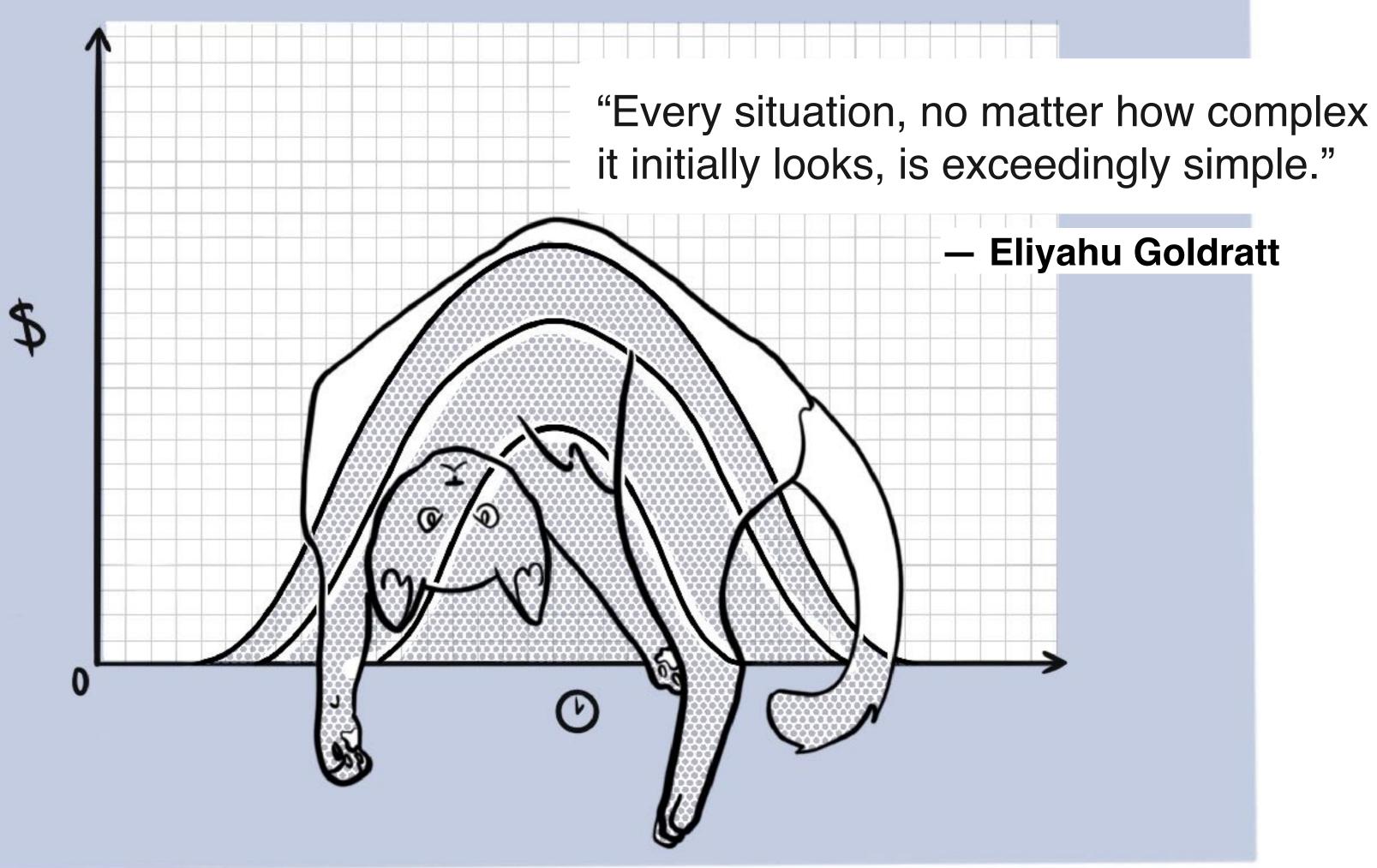
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The one-off opportunity





Normal distributions rare in knowledge work flow metrics





Fat tailed distributions mean low predictability

