How to Build Networks of High-Performing Teams!
Crew Concept
Cynefin
OODA loop
Sensemaking/HROs
Hunter-Gatherers
Closed-Loop
Communication Workshop
Take what has worked for years,
understand why,
and replicate!
-Dave Snowden
What Scales?
What is a Team?
AGLX
AGLX
SAN DIEGO

Crew Concept

AGLX

High-Performance Teaming™

Crew Concept

AGLX
High-Performance Teaming™

SoE

- What Scales?
- What is a Team?
- Crew Concept
- Communication Workshop

BIG ORANGE SQUARE
Twice the product in half the time
*Formerly known as Scrum4HW

Build a Car With Ponch

SoE

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AIGLX

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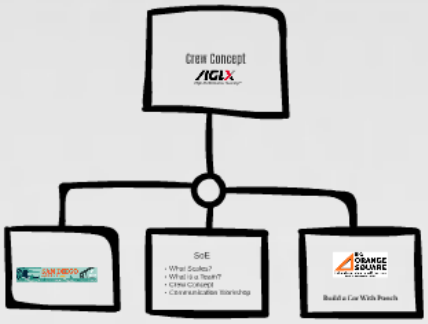
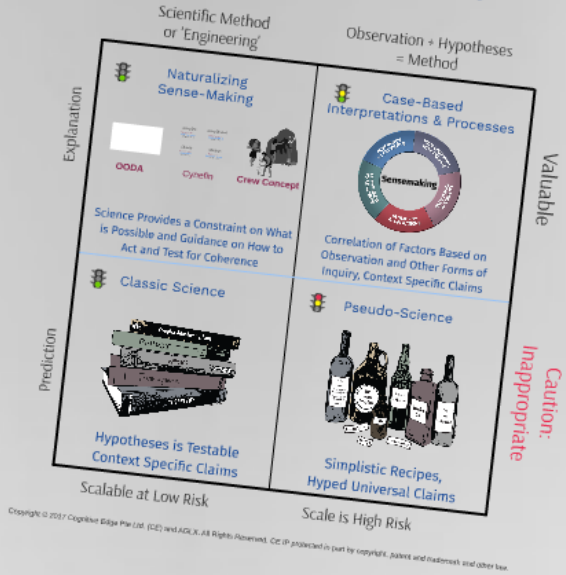


What Scales?



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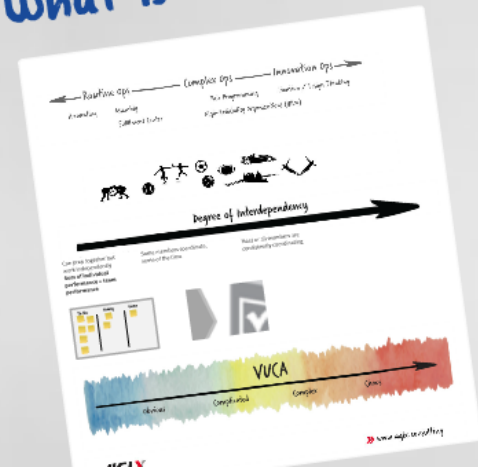
What is a Team?



Scientific Method
or 'Engineering'

Observation + Hypotheses
= Method

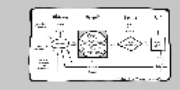
Explanation

Prediction

Valuable

Caution:
Inappropriate

Naturalizing Sense-Making



OODA

Cynefin

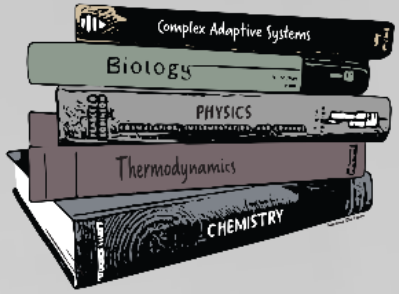
Crew Concept

Science Provides a Constraint on What is Possible and Guidance on How to Act and Test for Coherence

Case-Based Interpretations & Processes

Correlation of Factors Based on Observation and Other Forms of Inquiry, Context Specific Claims

Classic Science



Hypotheses is Testable Context Specific Claims

Pseudo-Science

Simplistic Recipes, Hyped Universal Claims

Scalable at Low Risk

Scale is High Risk

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Routine Ops ← Complex Ops → Innovation Ops

Accounting

Assembly

Fufillment Center

Pair Programming

High-Reliability Organizations (HROs)

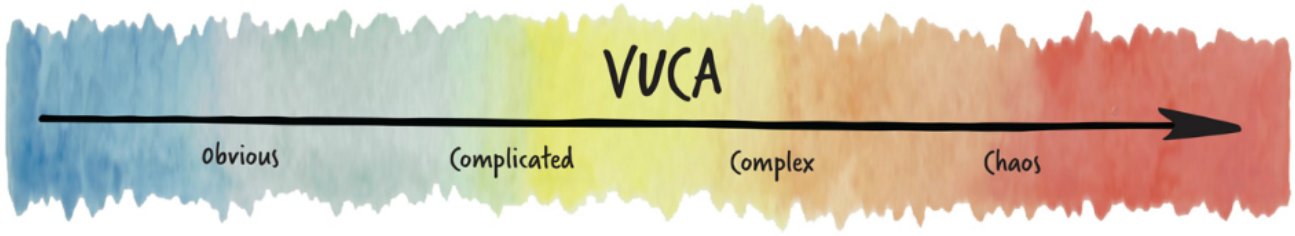
Ideation / Design Thinking

Degree of Interdependency

Can prep together but work independently **Sum of individual performance = team performance**

Some members coordinate, some of the time

Most or all members are consistently coordinating



AGLX

www.aglx.consulting

How to Build Networks of High-Performing Teams!

Crew Concept

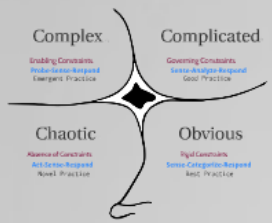
- 99.5%
- Hierarchies
- Silos
- Delegate Power

Hunter-Gatherers

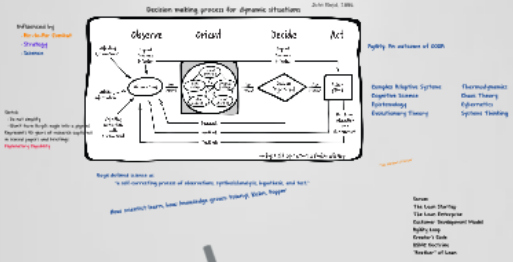
Crews

"An important new idea in non-military environments provide the right level of modularity and instant operational capability that are essential to speedy response."

Cynefin



OODA loop



Sensemaking/HROs

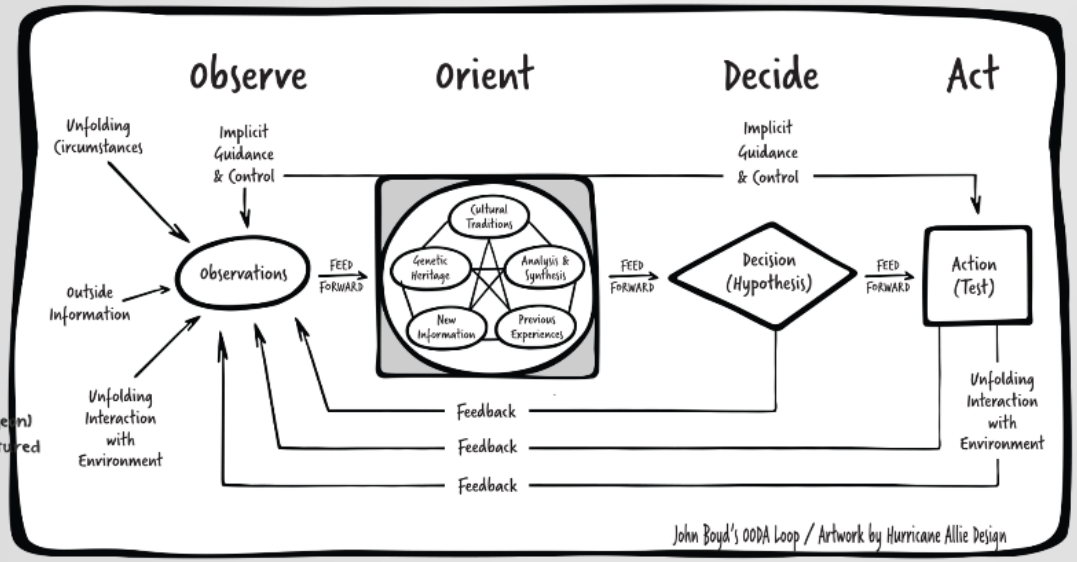
How do we replicate?

Sensemaking/HROs

OODA loop

John Boyd, 1996

Decision making process for dynamic situations



Influenced by
- Air-to-Air Combat
- Strategy
- Science

Sketch
- Do not simplify
- (Don't turn Boyd's eagle into a pigeon)

Represents 40 years of research captured in several papers and briefings

Explanatory Capability

Agility: An outcome of OODA

Complex Adaptive Systems
Cognitive Science
Epistemology
Evolutionary Theory

Thermodynamics
Chaos Theory
Cybernetics
Systems Thinking

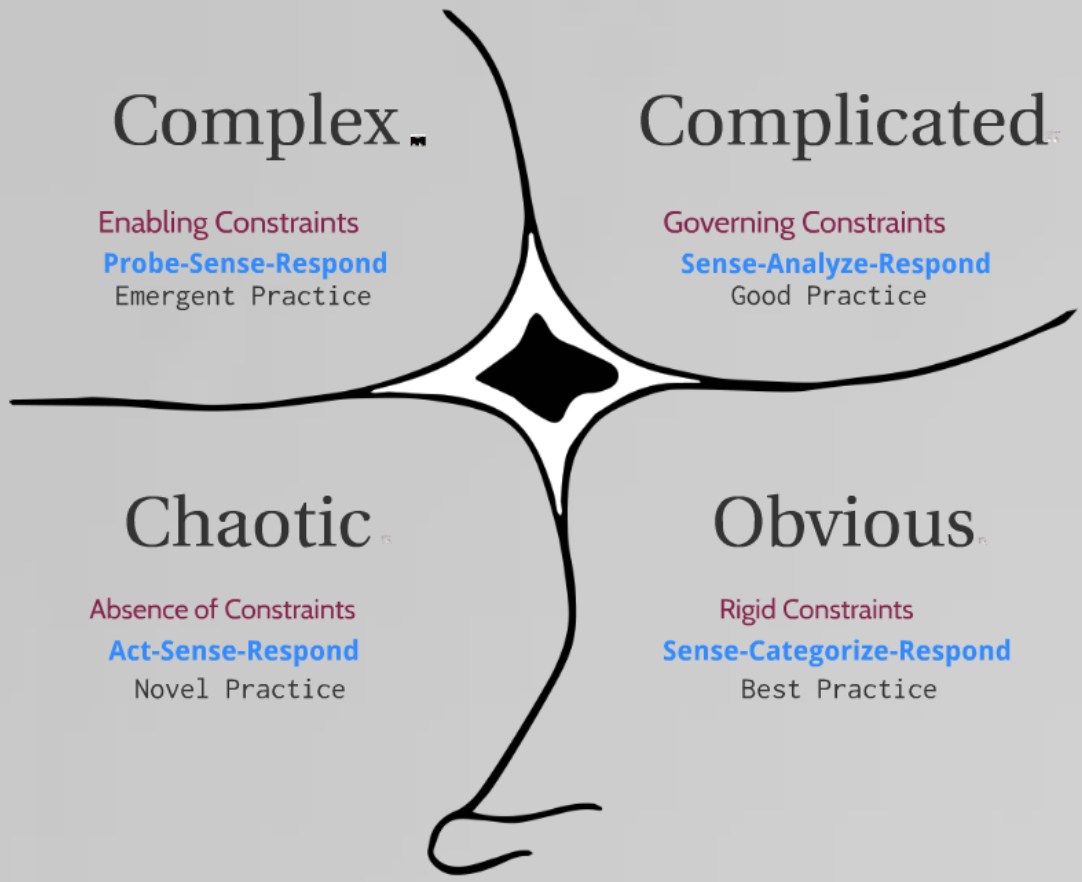
"The Mindset of Scrum"

Boyd defined science as
"a self-correcting process of observations, synthesis/analysis, hypothesis, and test."

How scientist learn, how knowledge grows: Polanyi, Kuhn, Popper

Scrum
The Lean Startup
The Lean Enterprise
Customer Development Model
Agility Loop
Creator's Code
USMC Doctrine
"Brother" of Lean

Cynefin


Complex
Enabling Constraints
Probe-Sense-Respond
Emergent Practice
Complicated
Governing Constraints
Sense-Analyze-Respond
Good Practice
Chaotic
Absence of Constraints
Act-Sense-Respond
Novel Practice
Obvious
Rigid Constraints
Sense-Categorize-Respond
Best Practice

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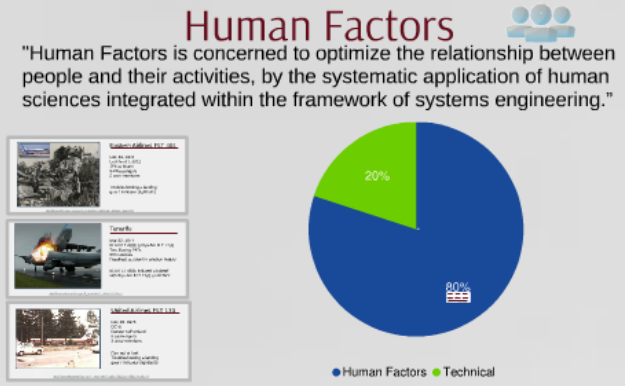
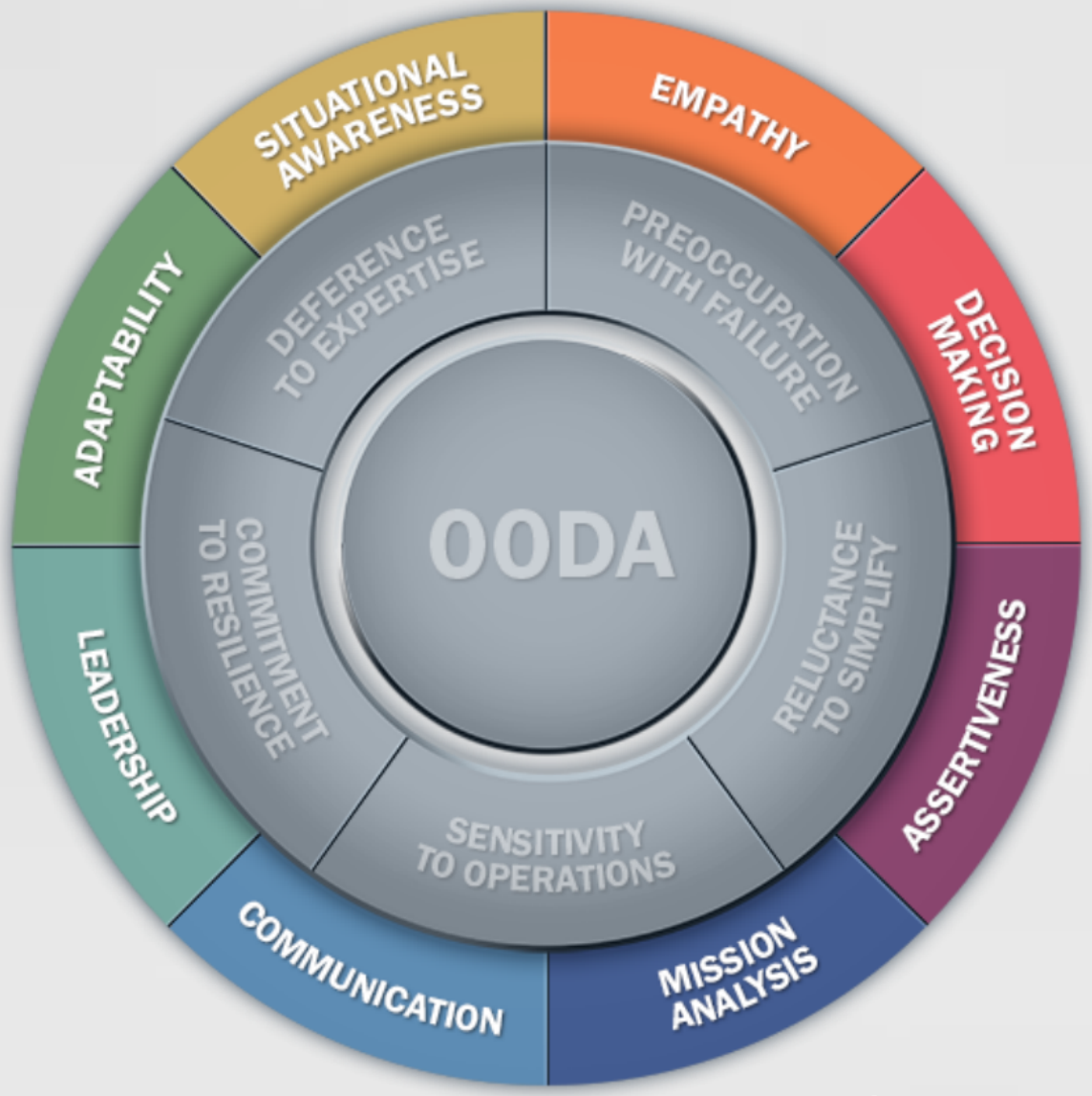
How do we replicate?



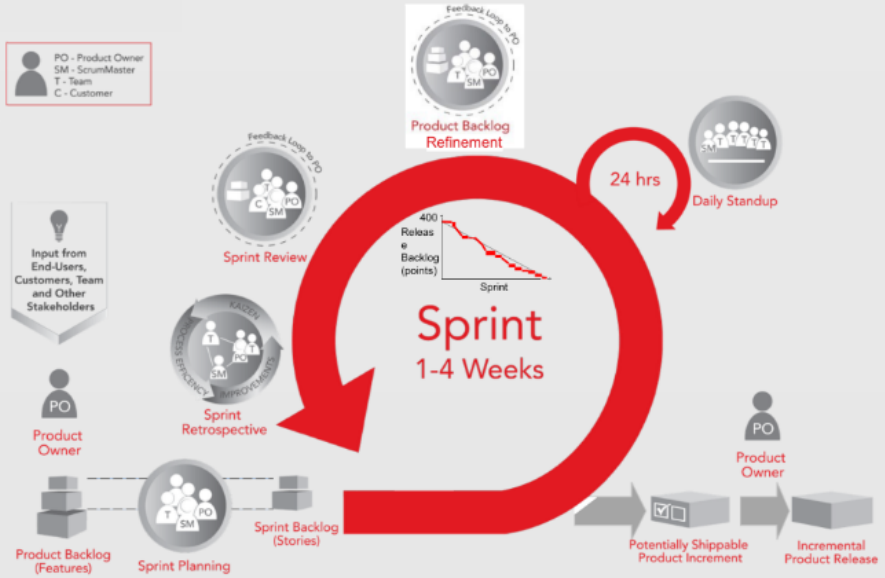


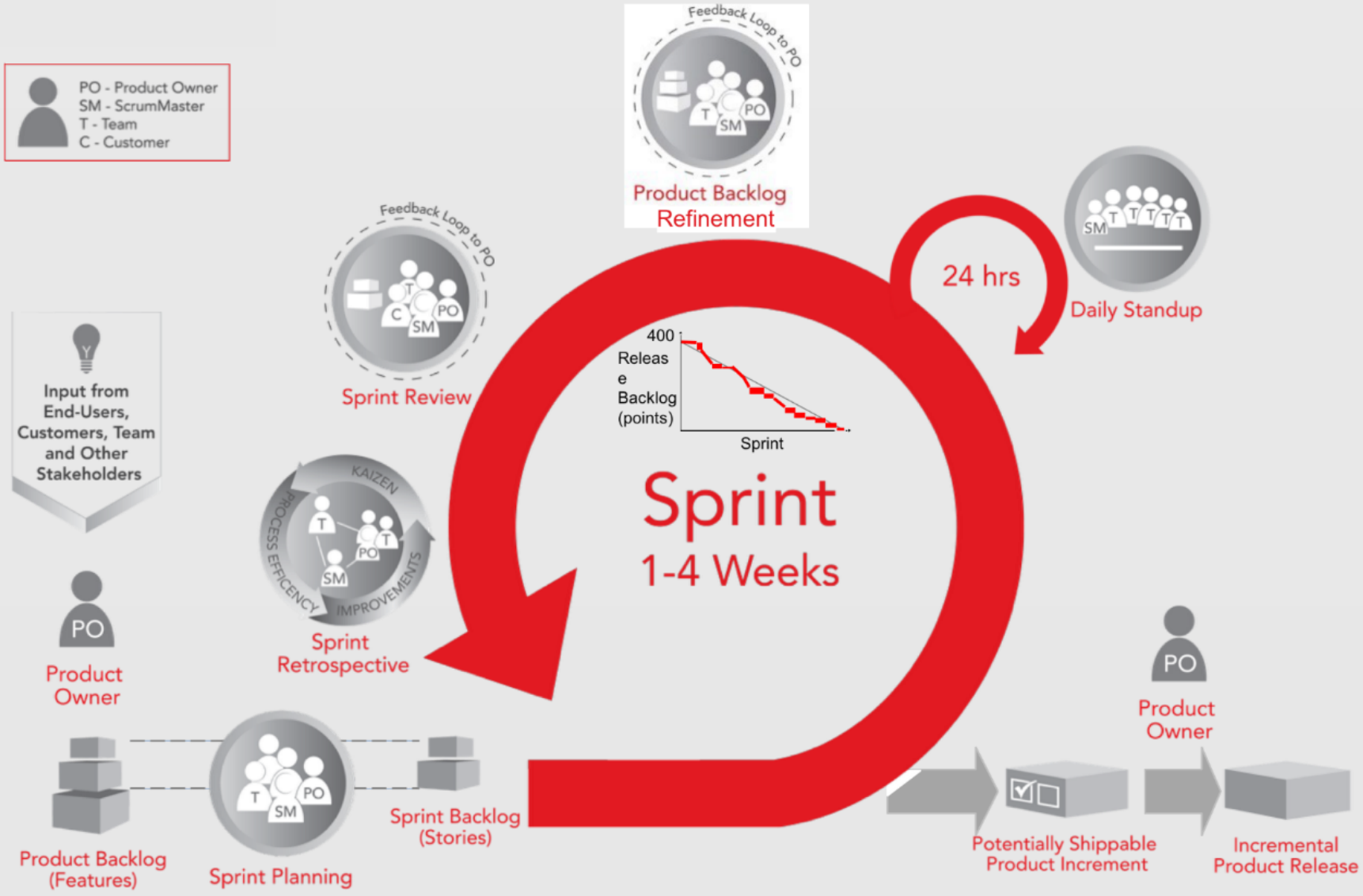
Closed-loop communication is a special form of content-checking, repeat-back communication.

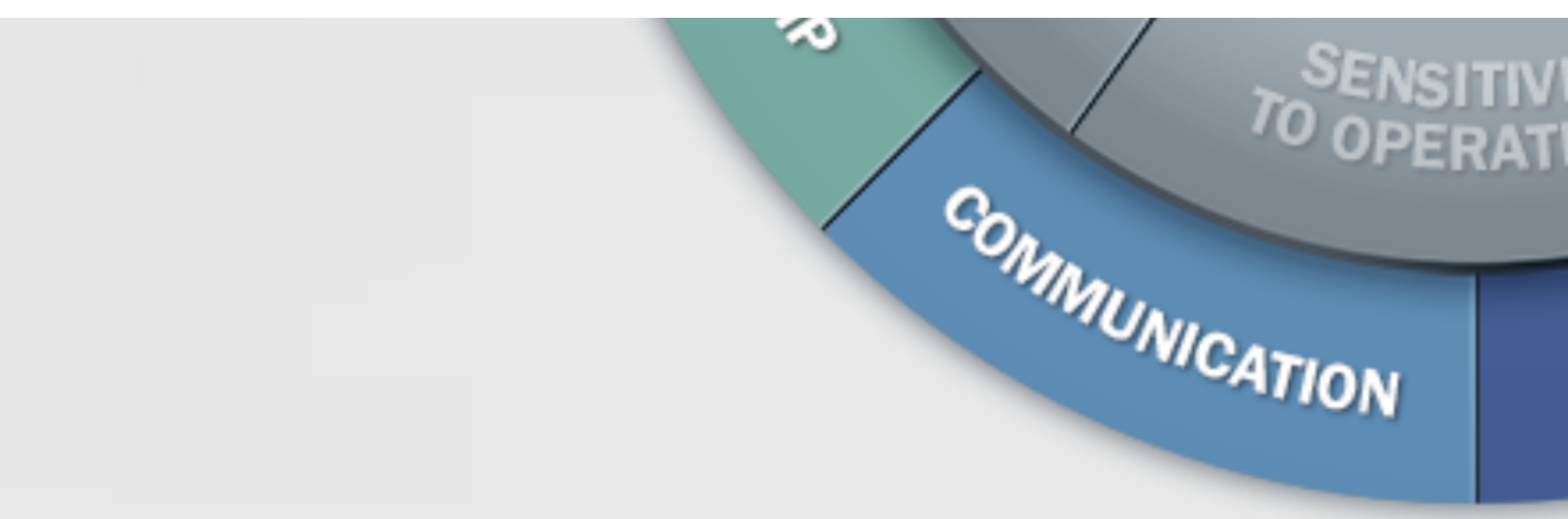
- *Sender initiates a message*
- *Receiver acknowledges that he or she has received the message*
- *Sender confirms or paraphrases to ensure that the intended message was received*

Video (Steve Martin)

MISSION ANALYSIS




PO - Product Owner
SM - ScrumMaster
T - Team
C - Customer
Feedback Loop to PO
Product Backlog Refinement
24 hrs
Daily Standup
Feedback Loop to PO
Sprint Review
Input from End-Users, Customers, Team and Other Stakeholders
400
Release Backlog (points)
Sprint
Sprint
1-4 Weeks
KAIZEN
PROCESS EFFICENCY
IMPROVEMENTS
Sprint Retrospective
Product Owner
Product Backlog (Features)
Sprint Planning
Sprint Backlog (Stories)
Potentially Shippable Product Increment
Product Owner
Incremental Product Release



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