

“A Little Knowledge is a Dangerous Thing”

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Once upon a time...







A Brief Retrospective:

- Leo learned how to light a match
- Leo learned matches are hot
- Leo learned what to do to avert disaster
- I learned I needed to find a better place to lock matches away

“Ignorance more frequently begets confidence than does knowledge.”

- Charles Darwin

Dunning-Kruger Effect



Dunning-Kruger Effect

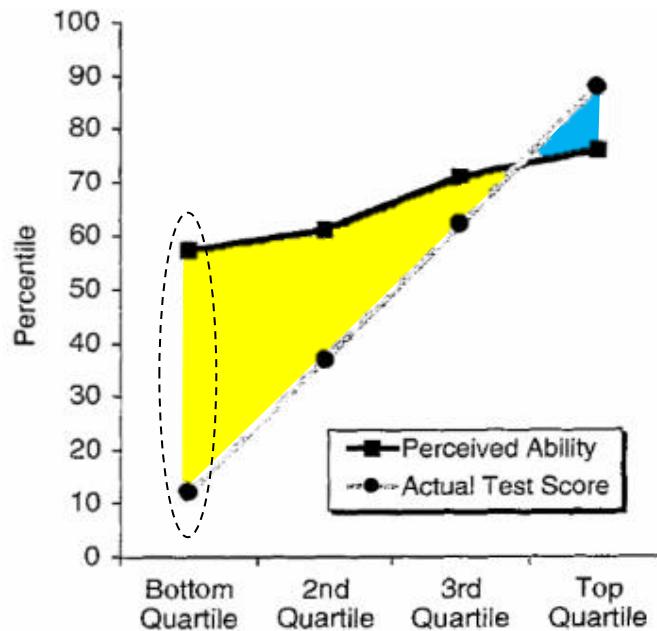
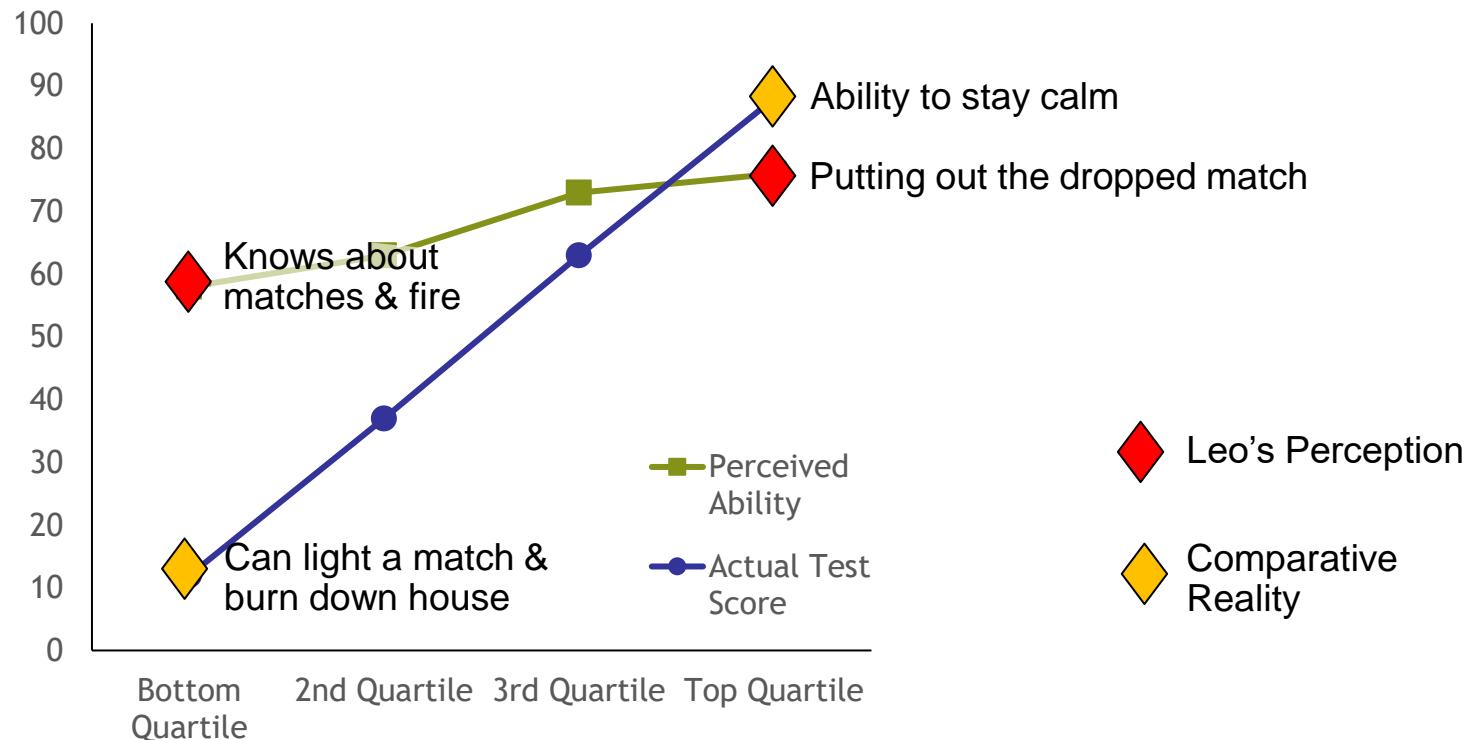


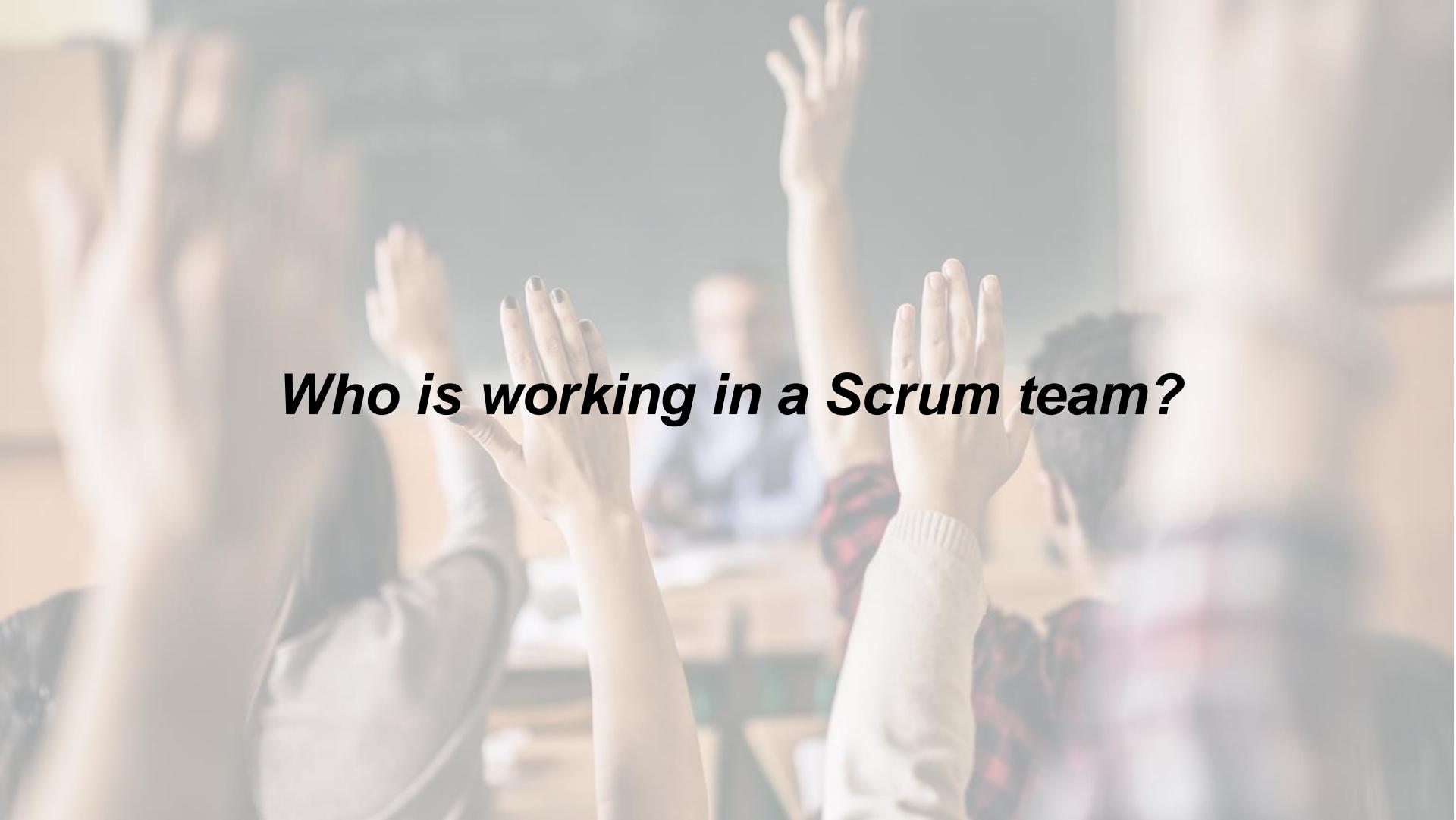
Figure 1. Perceived ability to recognize humor as a function of actual test performance (Study 1).

“Those with limited knowledge in a domain suffer a dual burden: Not only do they reach mistaken conclusions and make regrettable errors, but their incompetence robs them of the ability to realise it”

- Dunning & Kruger 1999

Leo's Perception vs Reality



A blurred background image of a classroom or meeting room. Several people are visible from the waist up, all with their right hands raised. Some hands have dark nail polish. The background is out of focus, showing desks and other people in the distance.

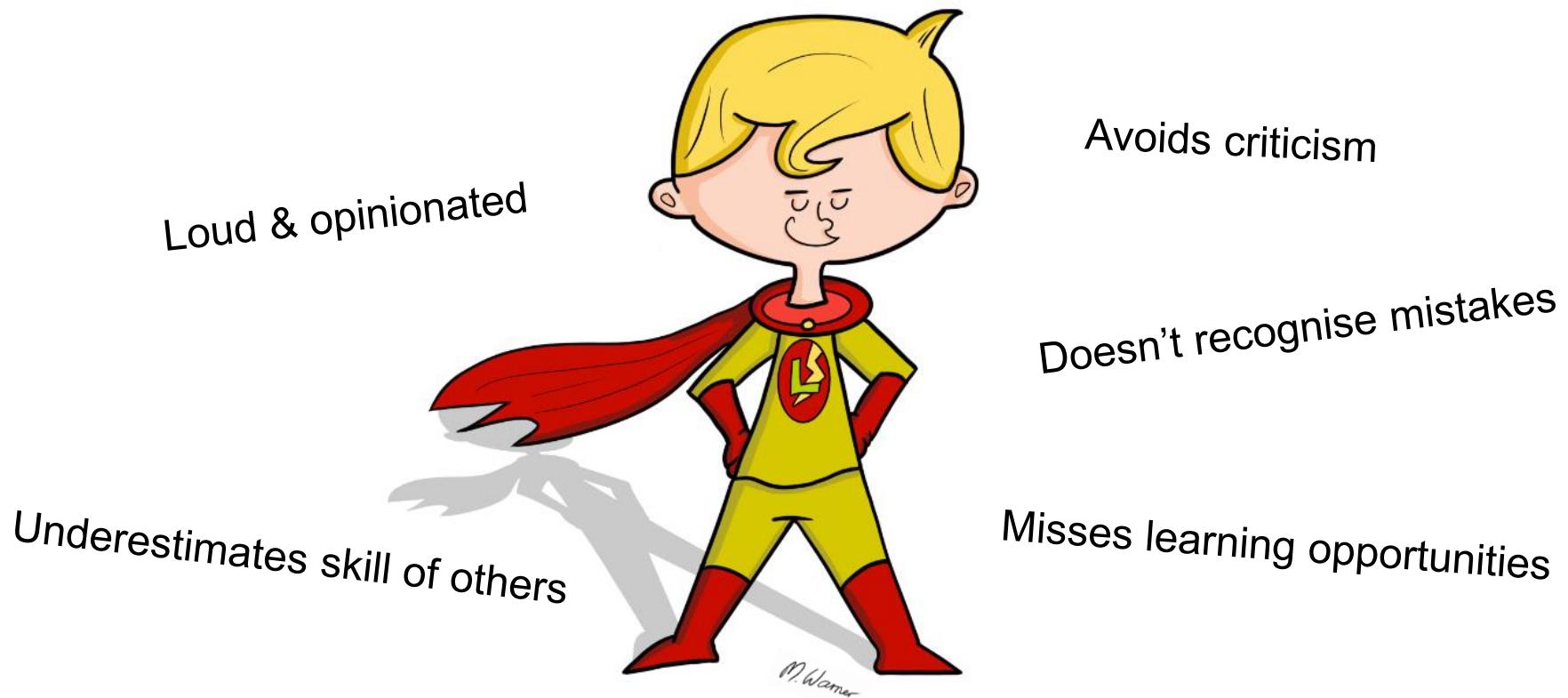
Who is working in a Scrum team?

Who's Read the Scrum Guide?

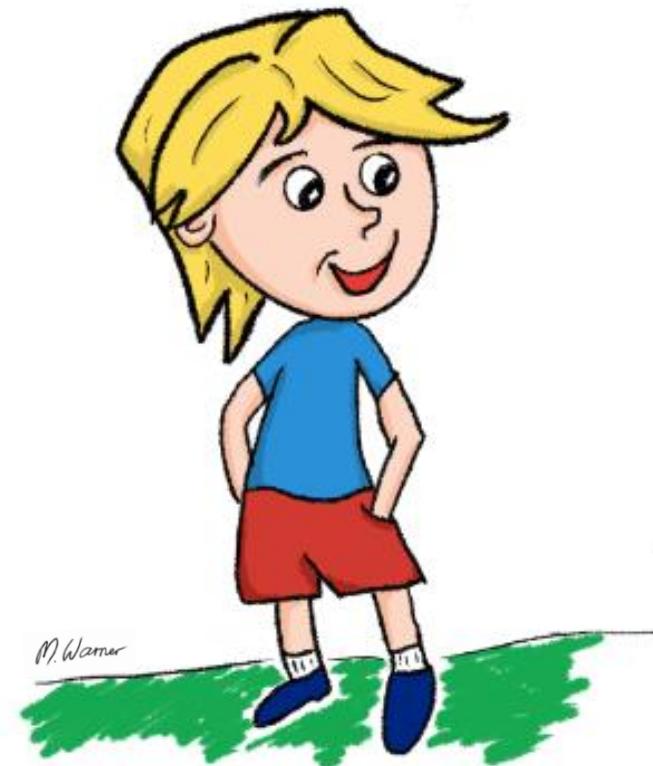


- Training Courses
- Conferences
- Books
- Blog posts
- Videos
- Observing others

Identifying Overconfidence

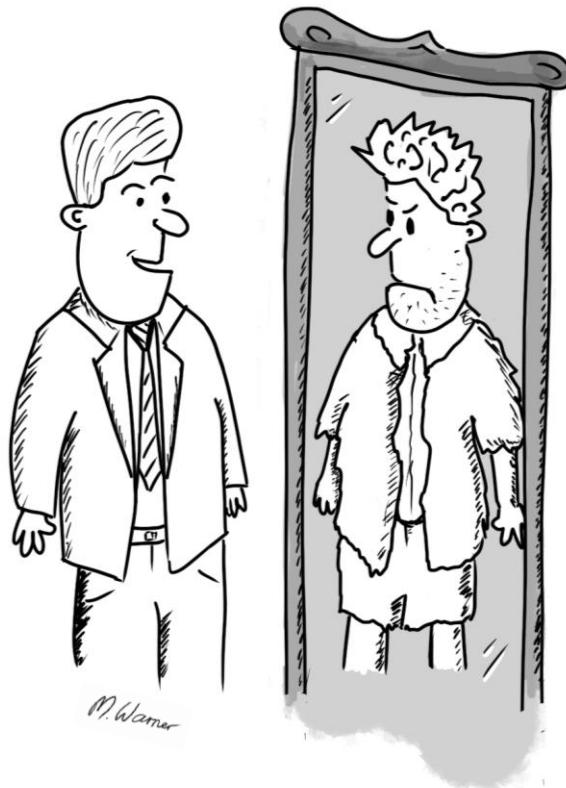


Increase Metacognition



- Question your own knowledge base & conclusions
- Seek different viewpoints
- Ask for feedback
- Don't pretend you know something you don't

Imposter Syndrome



- Own view doesn't match the way others see them
- Underestimate one's competencies, skills & accomplishments
- Attribute successes to luck, mistake, or a misperception by others
- Fearful their shortcomings will be exposed

Challenges for Agile Teams

- Those without the competence:
 - Think they know everything
 - We're Agile, Scrum, Kanban, SAFe experts
 - This works for us, we've tailored Agile to our environment
 - Don't know they are misunderstanding
- Those with the competence:
 - Doubt themselves & undervalue their own competences
 - Domain competence not recognised by those with less competence

Common Challenges with Story Points



Equating story points to time



Trying to be perfect



Considering individual expertise / experience



Splitting Estimate by role type

A photograph of three Costa coffee cups, each with a red wavy pattern and the word 'costa' printed in white, arranged in a staggered fashion. In the foreground, there is a pile of dark brown coffee beans.

Relative & Abstract

Volume

Complexity

Knowledge

Uncertainty

Different Teams = Different Sizes



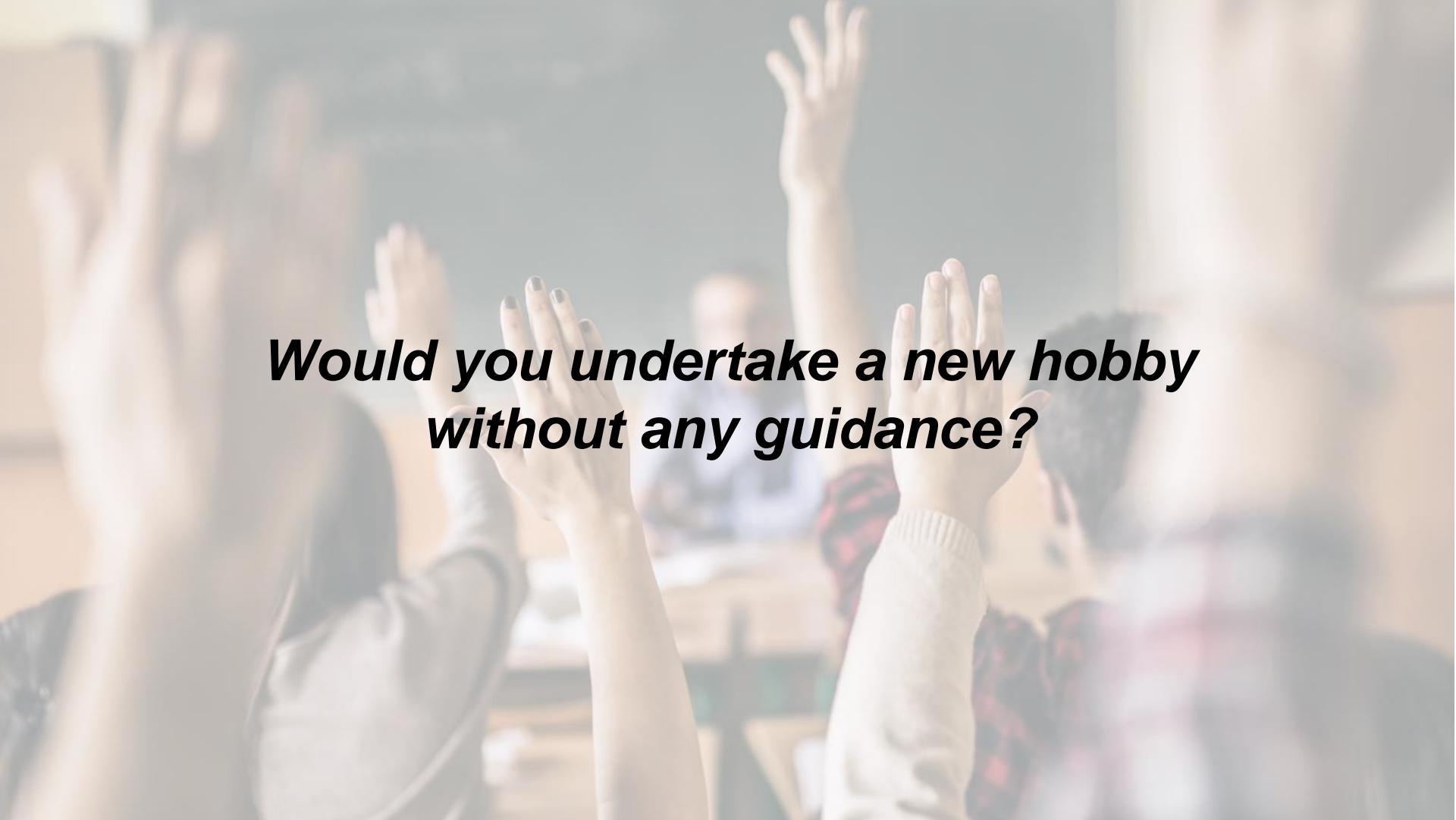
- Both are “Medium”
- Only have meaning in their respective geography or team
- Tall is also Medium

Asch Conformity Experiment



Useful Questions

1. How does this item compare to this other item that was the same number of story points? Does it seem right that they are the same size?
2. How does this item compare to this smaller item does it seem like its twice as big?
3. Compare against two other previously estimated user stories e.g. one bigger and one smaller, does it still seem like it fits in between these two
4. Reference back to a same size story in previous sprints



***Would you undertake a new hobby
without any guidance?***

What if the hobby had no physical risk?

- Art, Drawing, Painting
- Writing fiction
- Sewing
- Baking/Bread making
- Gardening

May have reputational risk if sharing the output with others



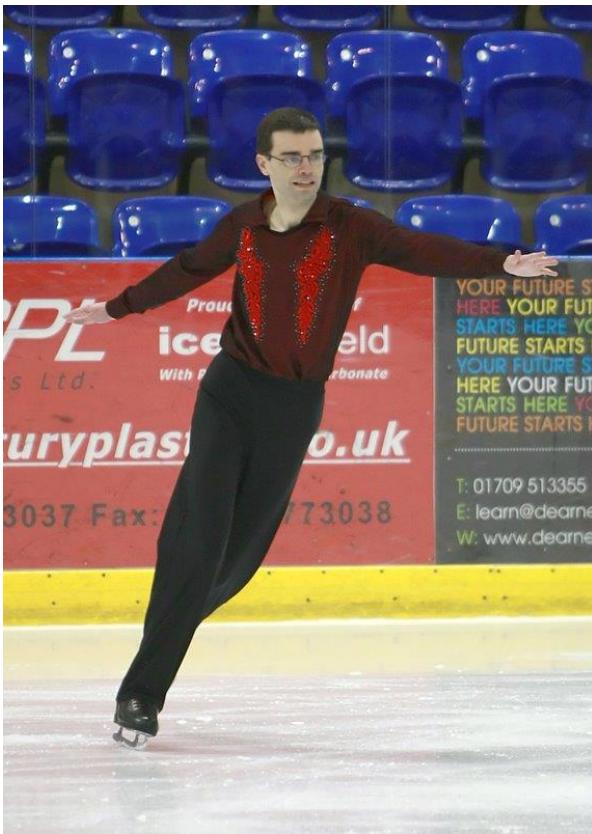
What about a physical activity with risk of injury?



- Running
- Horse riding
- Skiing
- Skydiving
- Ice Skating



West Edmonton Mall, Canada, 2004



British Adult Championships 2009

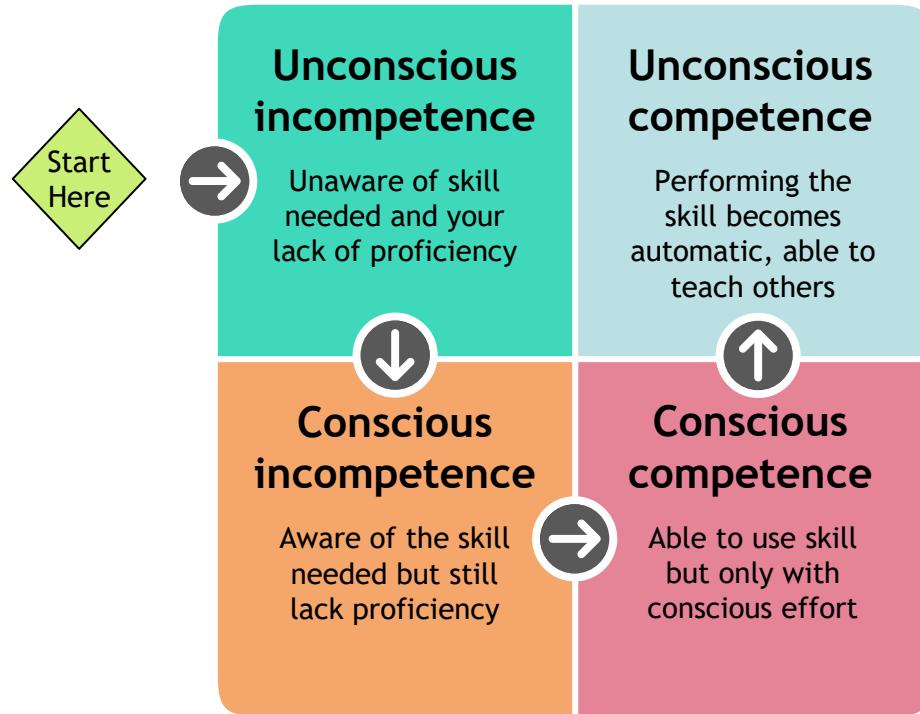


British Adult Championships 2019



Tallinn, Estonia 2018

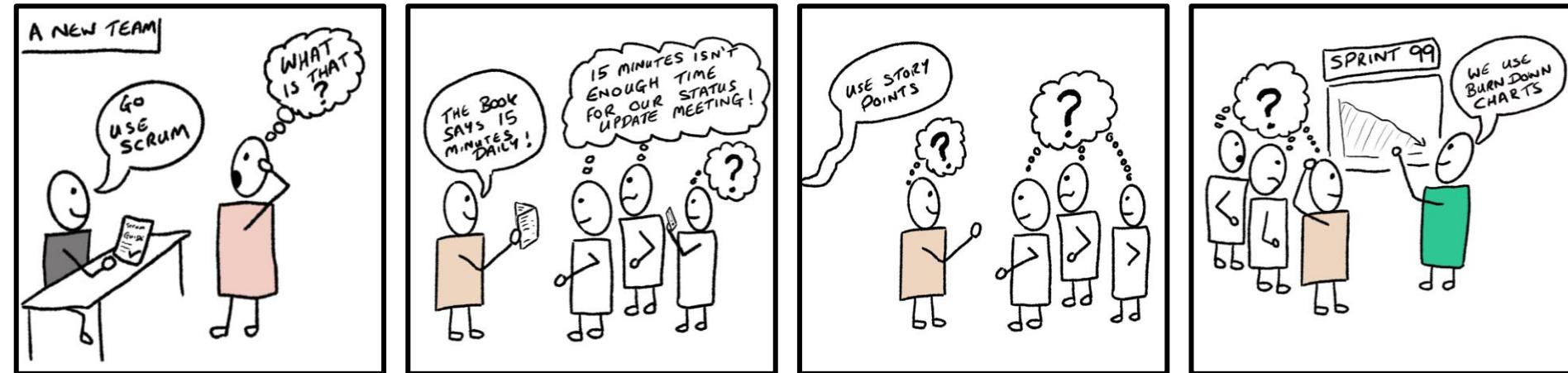
How did I get there?



What does this mean for our Agile Teams?



First Steps with Agile



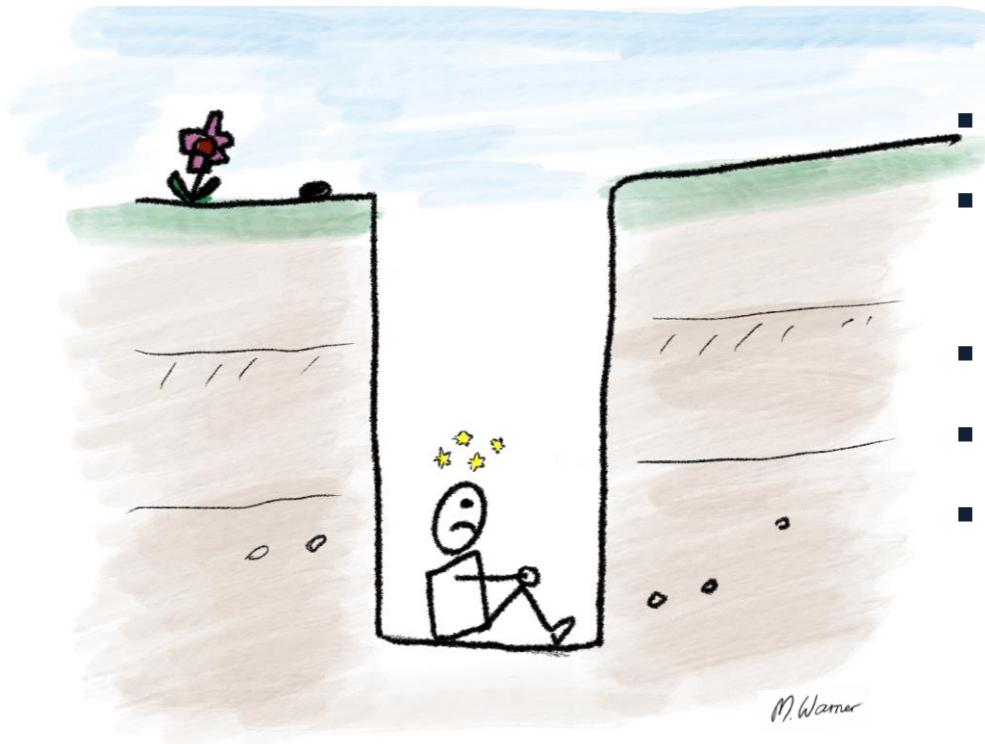
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Unconscious Incompetence



- Daily Stand-ups = status meetings
- Misunderstanding key roles
- Ineffective estimation
- Poor Definition of Ready or Done
- Push vs Pull
- Busy vs completion
- Self-congratulatory retrospectives

Conscious Incompetence



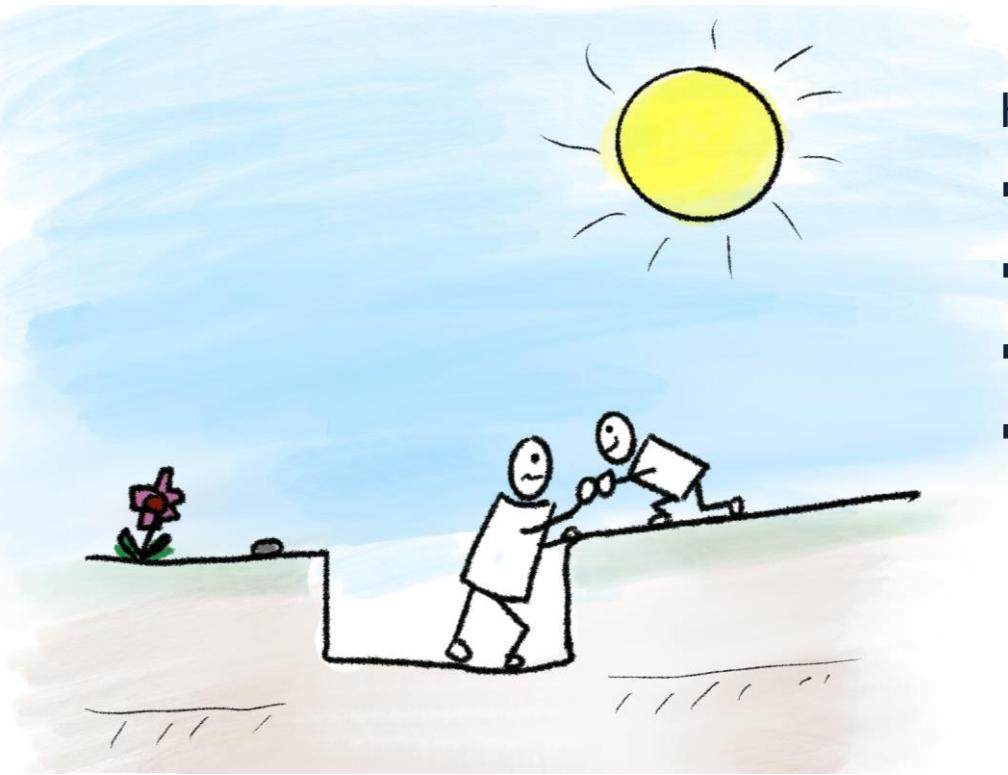
- Continuous learning
- Seeking out quality information & knowledge
- Inspecting & adapting
- Experimenting
- Using metrics as a guide

M. Warner

A photograph taken from behind a person wearing a black jacket with the word "COACH" printed in white capital letters. The coach is looking out onto an ice rink where a figure skater in a black leotard is performing a long, graceful arabesque. Other skaters and officials are visible in the background. The setting is an indoor ice skating rink with blue walls and yellow safety lines.

COACH

A Good Coach



Helps teams to....

- Identify bad habits & anti-patterns
- Understand the Agile mindset
- Learn best practices
- Continually improve

Conscious Competence



M. Warner

- Shows a balance of competency & confidence
- Maintains predictable throughput
- Develops a community of trust
- Self-managing
- Able to seek help and guidance
- Being Agile vs Doing Agile mindset

Metrics

North East Opens

ADULT - NON-ISU MEN BRONZE FREE PROGRAMME FREE SKATING

JUDGES DETAILS PER SKA

Rank	Name	Nation	Starting Number	Total Segment Score	Total Element Score	Total Program Component Score (factored)	Total Deductions
1	Mark WARNER	COV	1	13.72	5.72	8.00	0.00
#	Executed Elements	Info	Base Value	GOE	J1 J2 J3 J4 J5 J6 J7 J8 J9	Ref	Scores of Panel
1	1F		0.50	-0.17	-4 -4 -2		0.33
4	1S+T		0.40	-0.11	-5 -2 -1		0.29
5	CoSpBV		1.13	-0.11	0 -2 -1		1.02
6	1S+1T		0.80	-0.09	-3 -2 -2		0.71
7	ChSq1		3.00	-0.50	-1 -1 -1		2.50
8	USpB		1.00	-0.13	-2 -1 -1		0.87
			6.83				5.72
Program Components		Factor					
Skating Skills		1.20 1.00 1.50 1.50					
Transitions		1.20 1.50 1.50 1.50					
Performance		1.20 1.25 1.25 1.50					
Composition		1.20 1.25 1.25 1.25					
Interpretation of the Music		1.20 1.00 1.25 1.50					
Judges Total Program Component Score (factored)							8.00
Deductions							0.00

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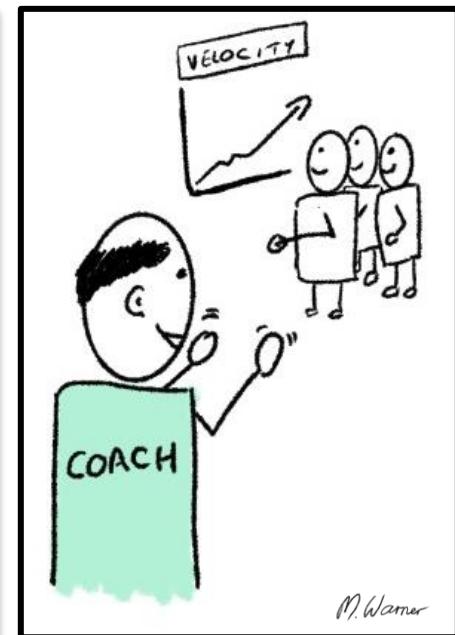
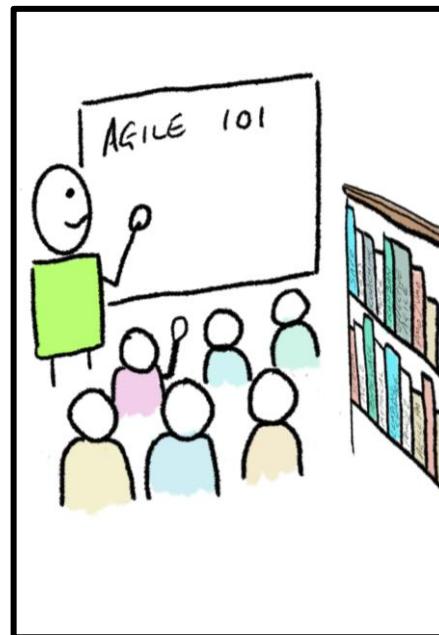
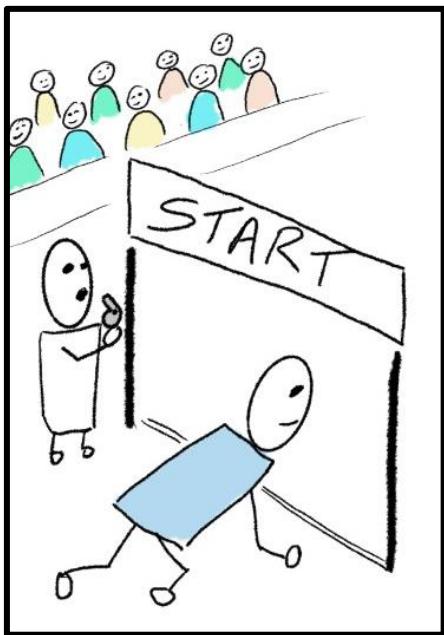
Scaling Agile



Scaling Agile (using SAFe)

- Lack of terminology alignment
- Misunderstanding PI Planning
- Multiple PI Planning approaches
- Lack of alignment, synchronisation and shared objectives
- Poorly implemented practices
- Ignoring principles and competencies
- Focusing on commitments instead of coordination

Summary





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