

MAKE THE WORK EASY -
CULTURAL SHIFTING THROUGH LEARNING

EST 2017
DOJO
— AND CO —

Slides – <https://dojoandco.com/speaking>

ABOUT ME

Joel Tosi

- Last 9 years – make it easier for people to learn and do great work at orgs – Product → Tech → Process
- Wrote books
- Past lives – Architect at Red Hat; Trading Platforms; Blah blah blah



What Is Culture?



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OUR CURRENT WORLD



Today's World

COMPLEX

Systems are vast and distributed

Interactions are close to people, and people are complex

We are continuously building things that have never been built!!!!

...with tools... that have just been built!!

"Complex Systems" by michael.heiss is licensed under CC BY-NC-SA 2.0



Today's World

CERTAINTY & 'BEST'

There are multiple ways to solve a problem – what makes you think the first way is the only way?

We can't use old views

We can't assume certainty in complexity

"old tools" by spinster cardigan is licensed under CC BY 2.0



Today's World

KNOWLEDGE IN COMPLEX DOMAINS

Explicit Knowledge

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

Tacit Knowledge

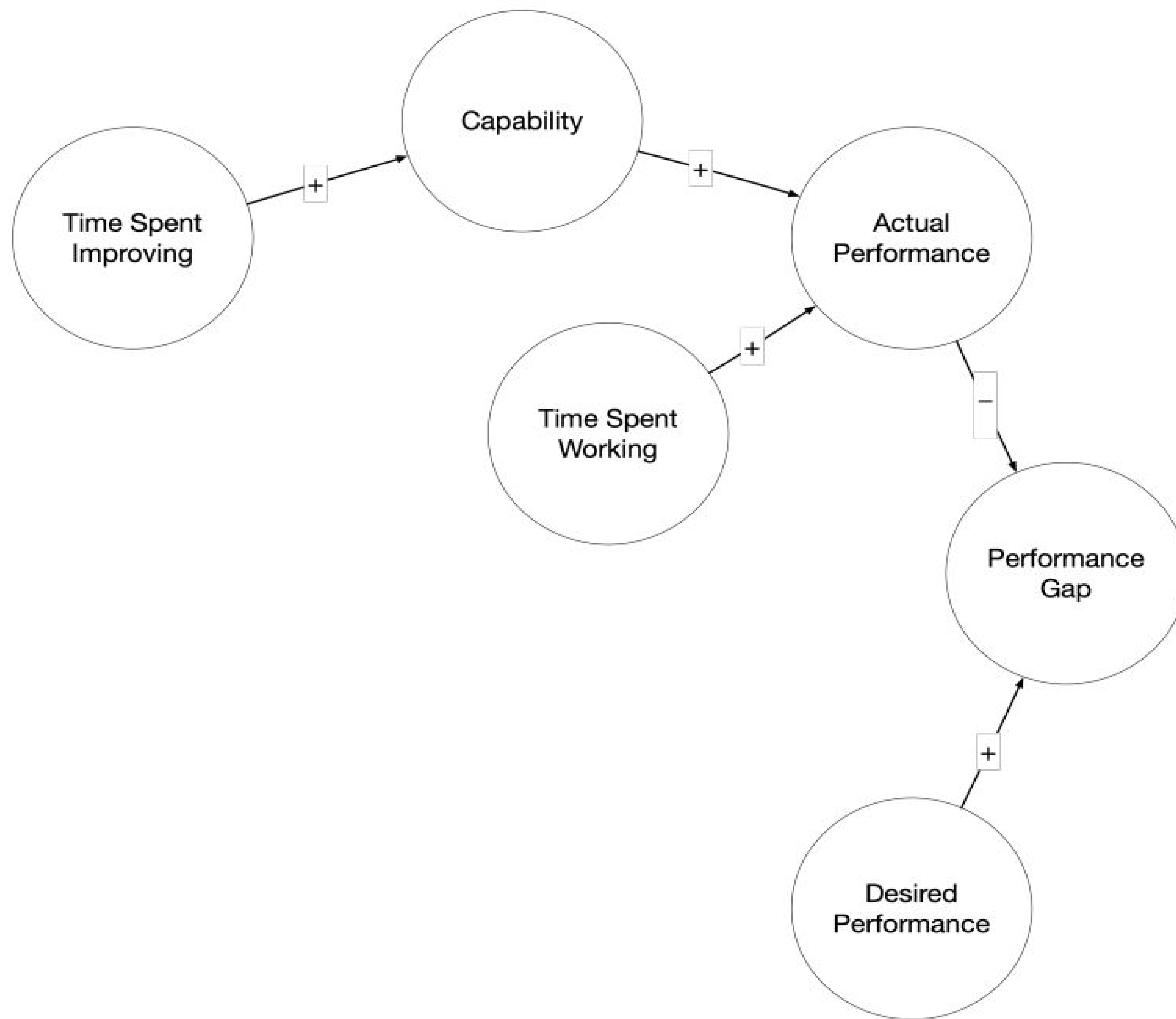
- in someone’s head
- hard to write down
- may even be hard to verbalize
- harder to share
- requires confirmation of sharing

"learning to ride a bike - _MG_2933" by sean dreilinger is licensed under CC BY-NC-SA 2.0.

OPTIONS

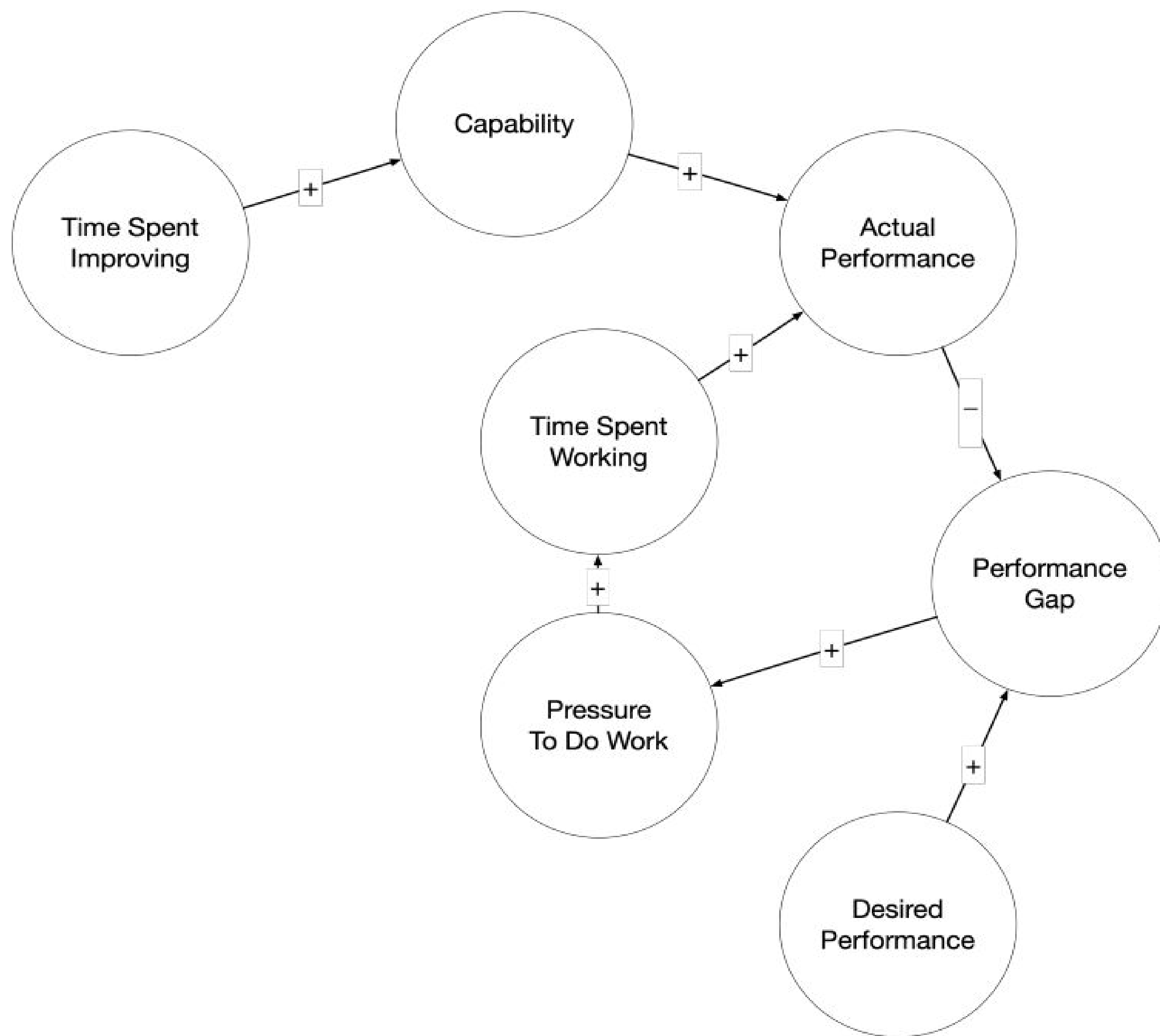
Causal Loops

“THE PHYSICS OF IMPROVEMENT”



http://web.mit.edu/nelsonr/www/Repenning=Sterman_CMRSu01_.pdf

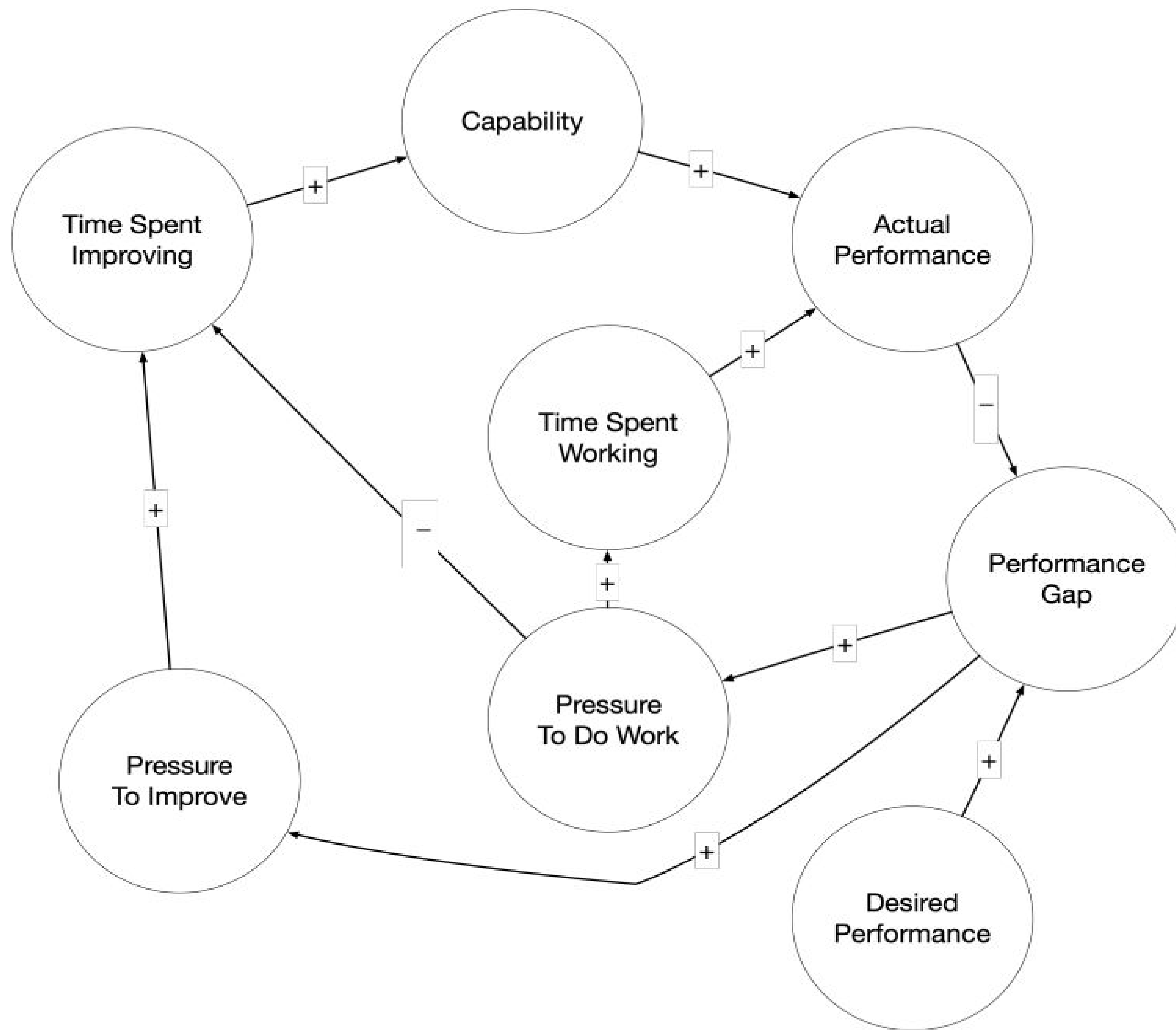
Causal Loops



“WORK HARDER”

http://web.mit.edu/nelsonr/www/Repenning=Sterman_CMV_su01_.pdf

Causal Loops



“REINVESTMENT”

http://web.mit.edu/nelsonr/www/Repenning=Sterman_CMRSu01_.pdf

NECESSITIES

Growing Learning

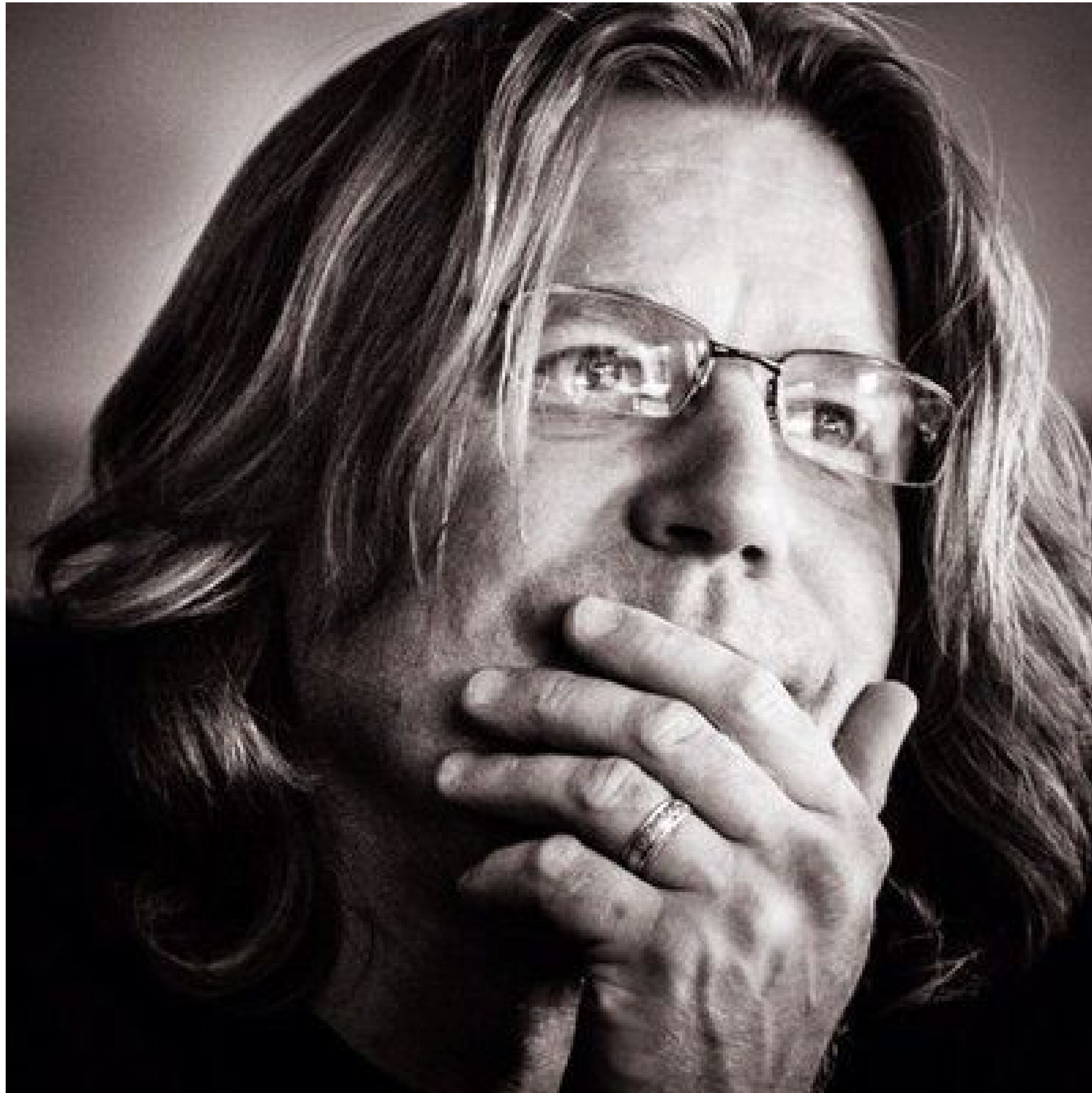
WHAT IS NEEDED TO LEARN?

Safety

Repetition & Experimentation

Context & Experiences

Social Dynamics



Failure vs Learning

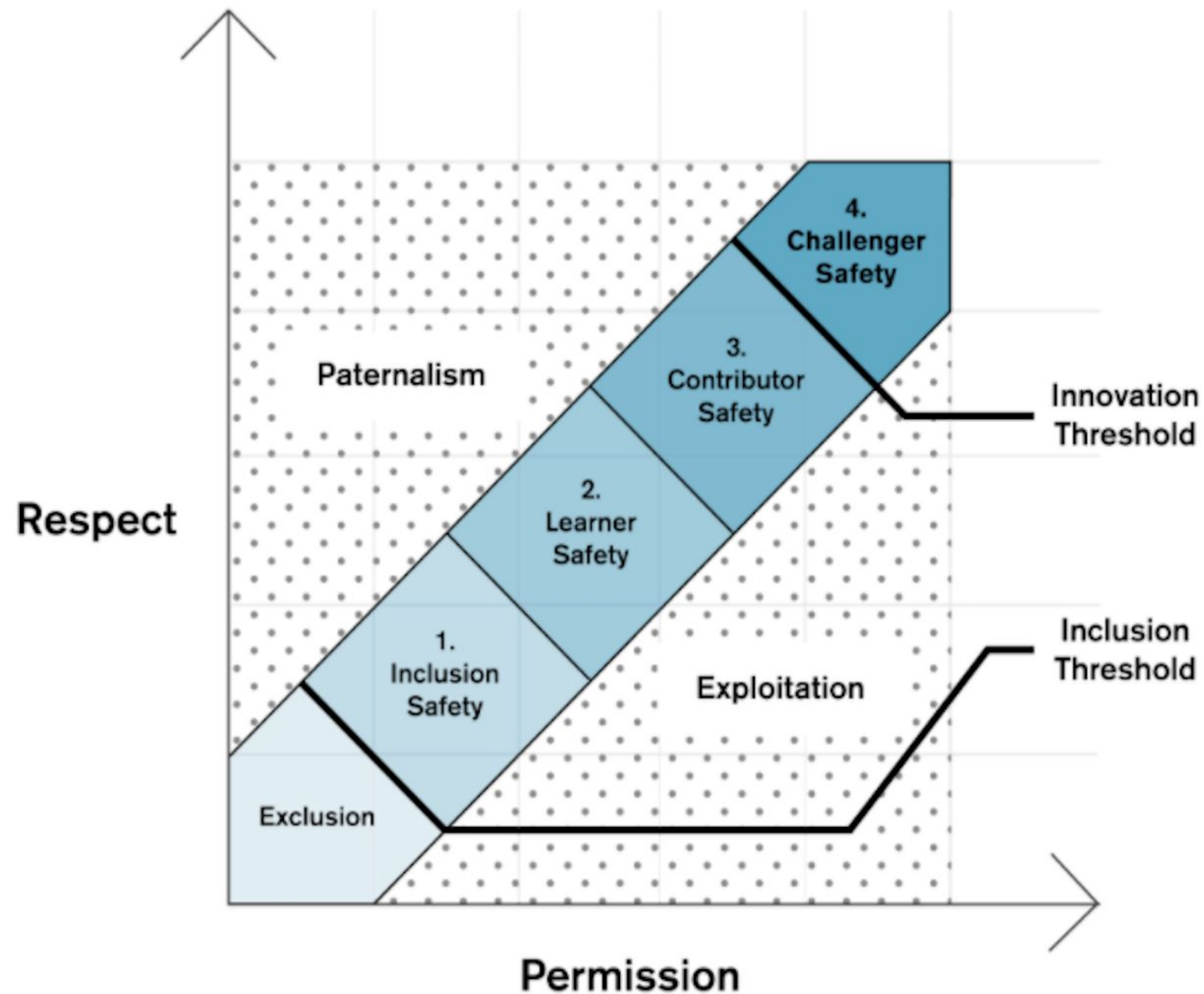
DAVID HUSSMAN

“The difference between failure and learning is how much it cost in either your ego or money.”

Growing Learning

SAFETY

The 4 Stages of Psychological Safety



Inclusion Safety – Sense of belonging, beyond roles

Learner Safety – Open to learning new ideas

Contributor Safety – Autonomy within guardrails

Challenger Safety – Challenge the status quo without retribution

"File:The 4 Stages of Psychological Safety Framework, Dr. Timothy R Clark.png" by Bendanec is licensed under CC BY-SA 4.0.

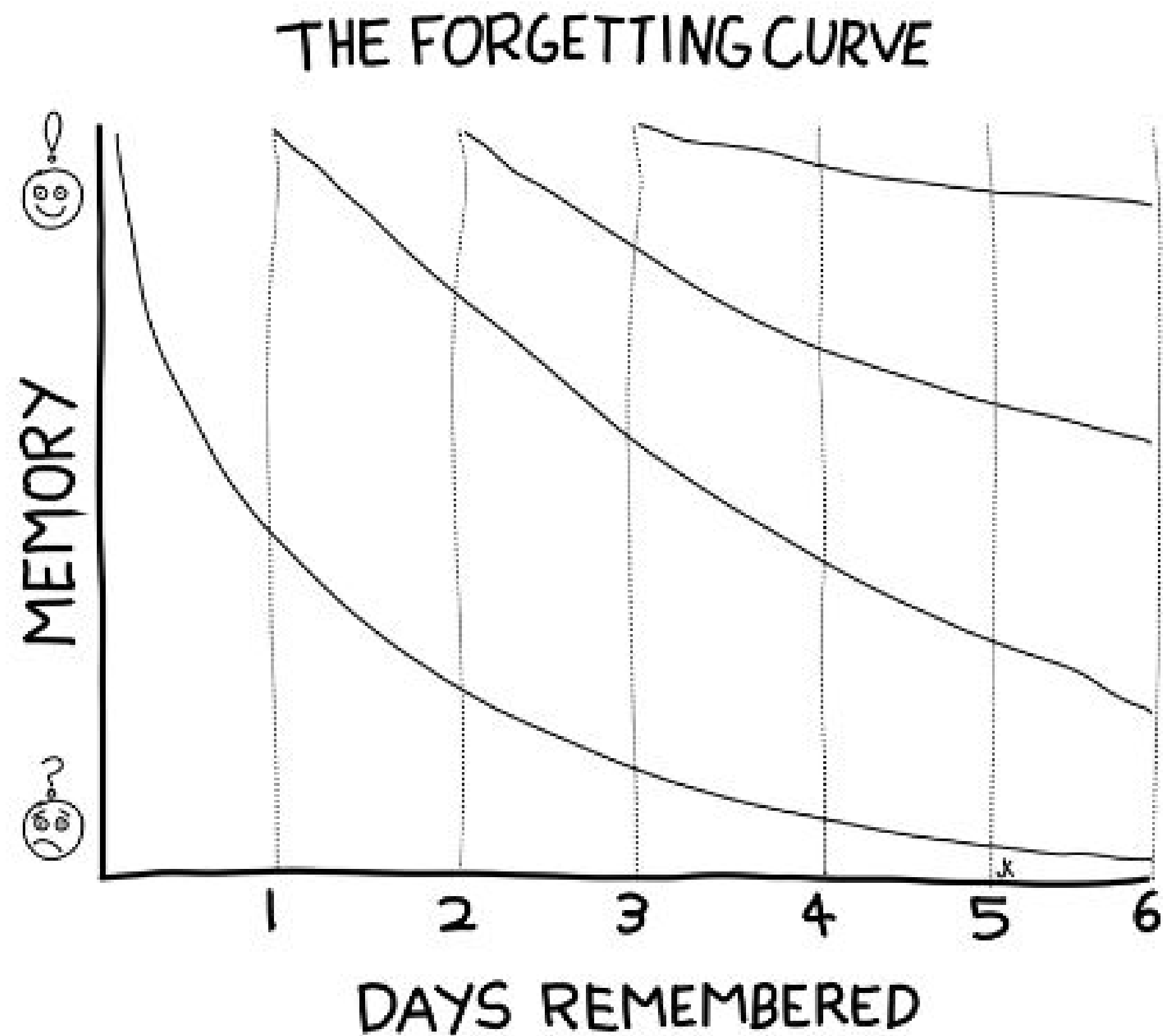
Repetition & Experimentation

HERMAN EBBINGHAUS

Conducted memory experiments in 1885 that led to the creation of the Ebbinghaus Forgetting Curve.

Generally accepted theory of learning and more importantly, retention.

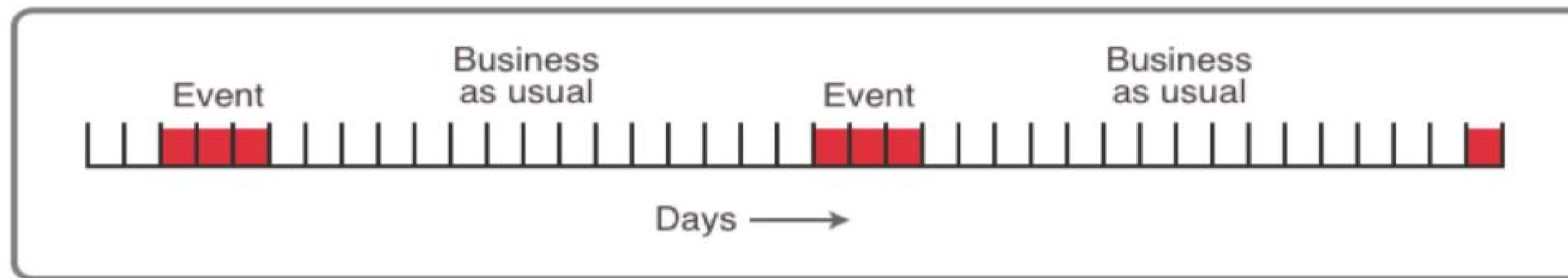
Sadly, for classroom style learning we forget as much as 90% within one month.



Making Learning Continuous

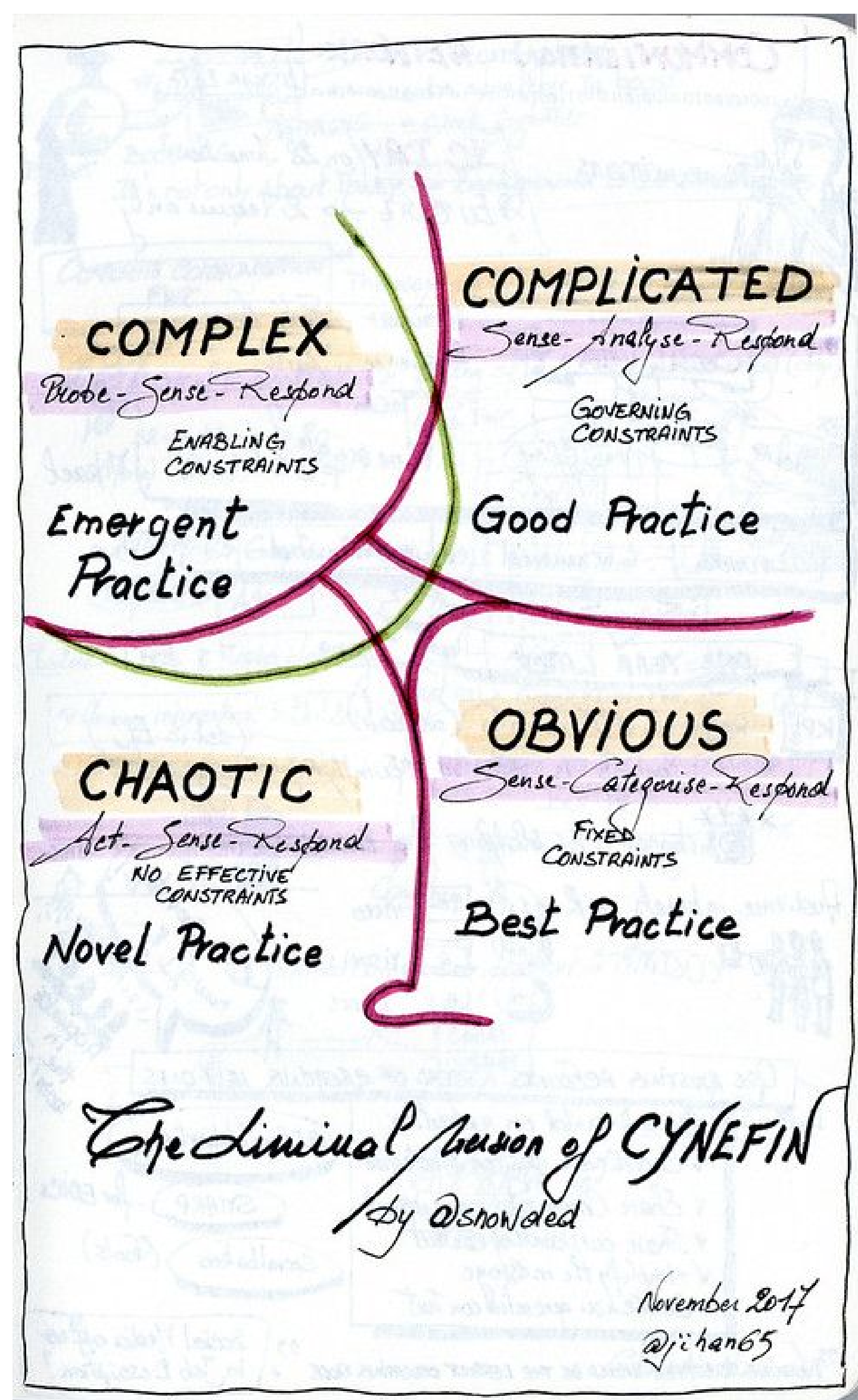
INTENTIONAL LEARNING

If we only periodically conduct training events or only episodically work on improvement – and the rest of the time it's business as usual -- then according to neuroscience what we're actually teaching is business as usual.



http://www-personal.umich.edu/~mrother/KATA_Files/Kata_Presentation.pptx

by Mike Rother - 2015

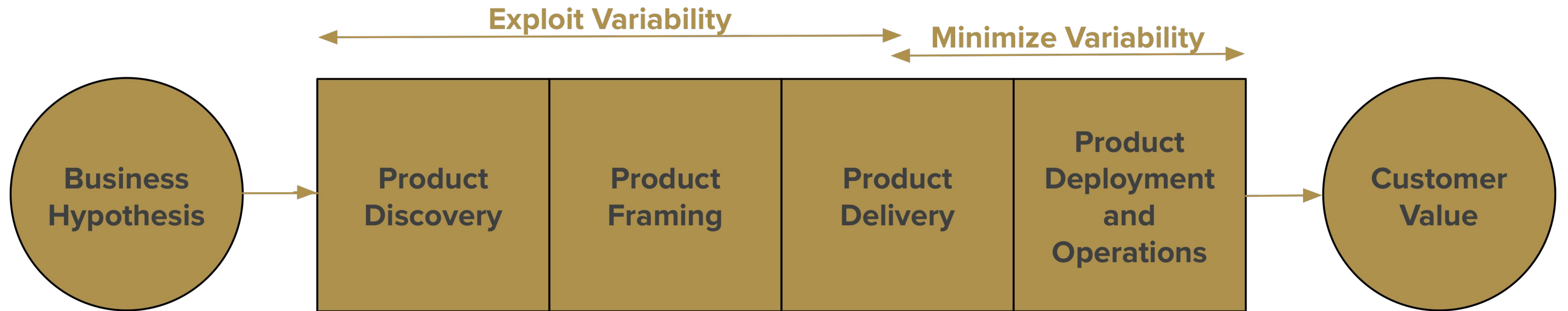


STATIC THINKING FAILS IN DYNAMIC ENVIRONMENTS

"Sketchnotes Cynefin framework" by Claudio Nichele - Twitter: @jihan65 / Instagram: c is licensed under CC BY-NC-ND 2.0.

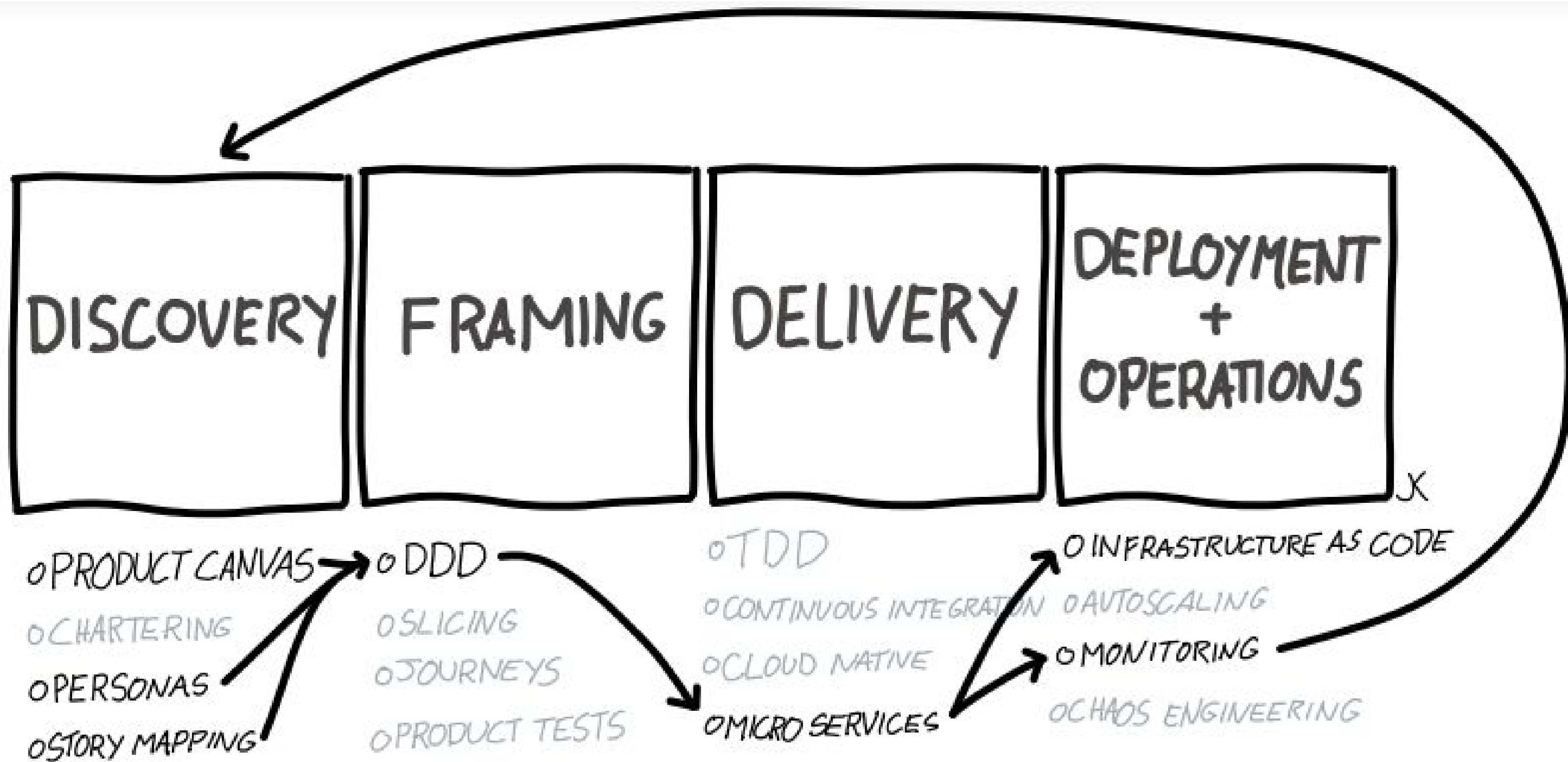
Setting Context

LOOK AT THE VALUE STREAM



Setting Context

LEARNING IS COMPLIMENTARY





Making Sense

LEARNING EXPERIENCE MATTERS

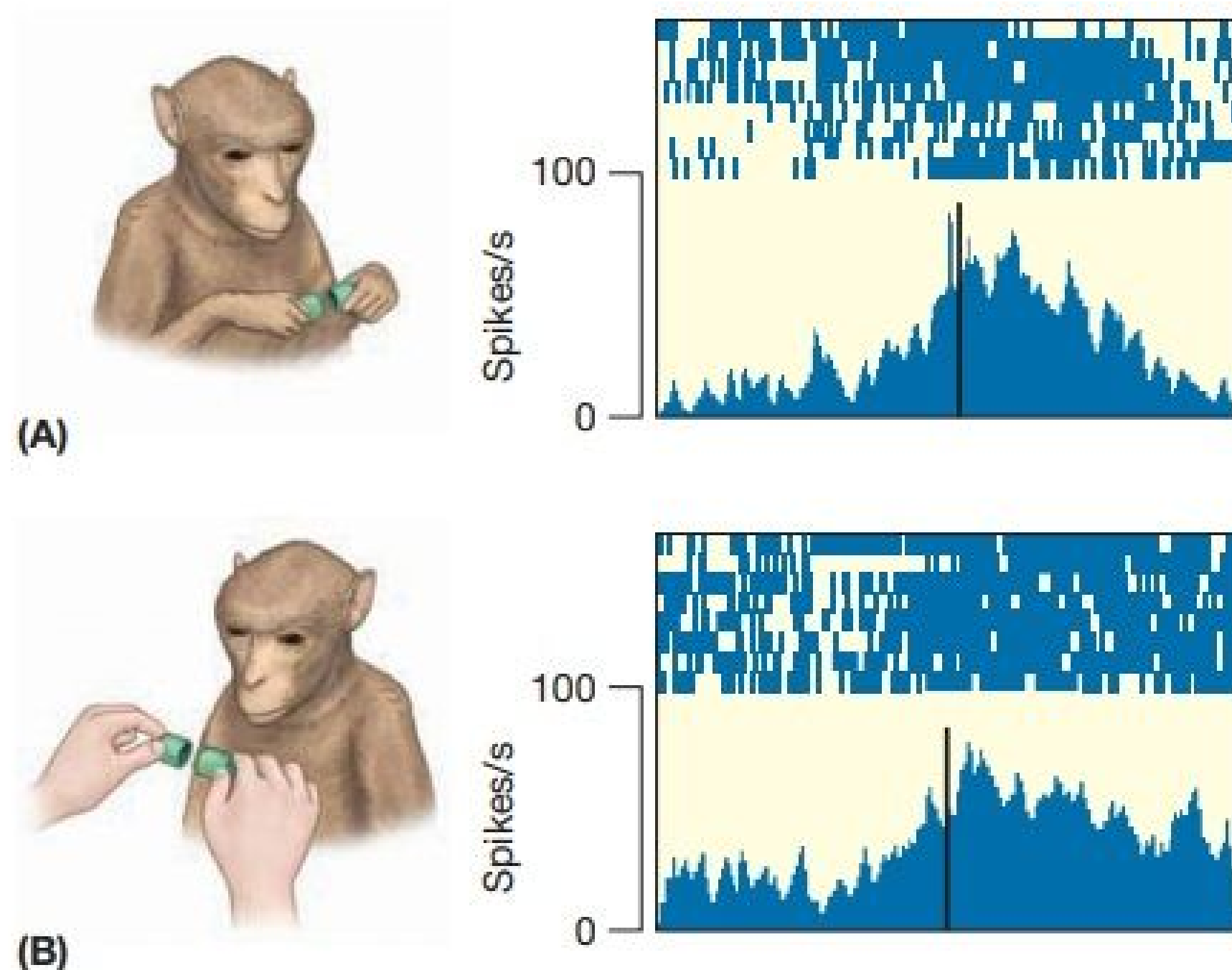
LEARNING MIRRORS HOW WE WORK



Social Learning


SOCIAL LEARNING

Neurons that fire together, wire together – Donald Hebb ****



7.28 Mirror neurons Panel A shows the responses of a neuron in a monkey's motor cortex when the animal breaks a peanut. Panel B shows the remarkably similar pattern of activity when the monkey watches someone else open a peanut.

Implications



Response is similar for:

- Performing the action
- Witnessing the action
- Hearing about the action

Mirror Neurons enable:

- Empathy
- Skill building through mimicry
- Vicarious experience

The Organization of Behavior: A Neuropsychological Theory - "When an axon of cell A is near enough to excite cell B and repeatedly or persistently takes part in firing it, some growth process or metabolic change takes place in one or both cells such that A's efficiency, as one of the cells firing B, is increased"

Social Learning

SOCIAL LEARNING





KNOWLEDGE / CULTURE ARE NOT A THING

Knowledge can't be “transferred” or “managed”

- Better to talk about knowledge creation than knowledge transfer

Culture cannot be directly worked on

- Better to focus on making it easier for people to work

The best we can do is foster the conditions for knowledge creation to happen and for making people's job easier.

WHERE TO START?

“Why do you hire dead wood? Or why do you hire live wood and kill it?”

- Peter Scholtes

Organization – Invest & Reinvest; Systems Learning

Manager – Safety, Context, & Opportunities

Team Member – Context, Social, & Mirroring



**CONTINUOUSLY LEARN TO
MAKE IT EASIER FOR
PEOPLE**

**AND YOU WILL GET THE
CULTURE YOU WANT**

A PARTING THOUGHT

The greatest waste in America (and more) is failure to use the abilities of its people.

W. Edwards Deming

WHAT ARE YOUR QUESTIONS?

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