

The Beginner's Mind

@patkua

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ThoughtWorks®



Mastery

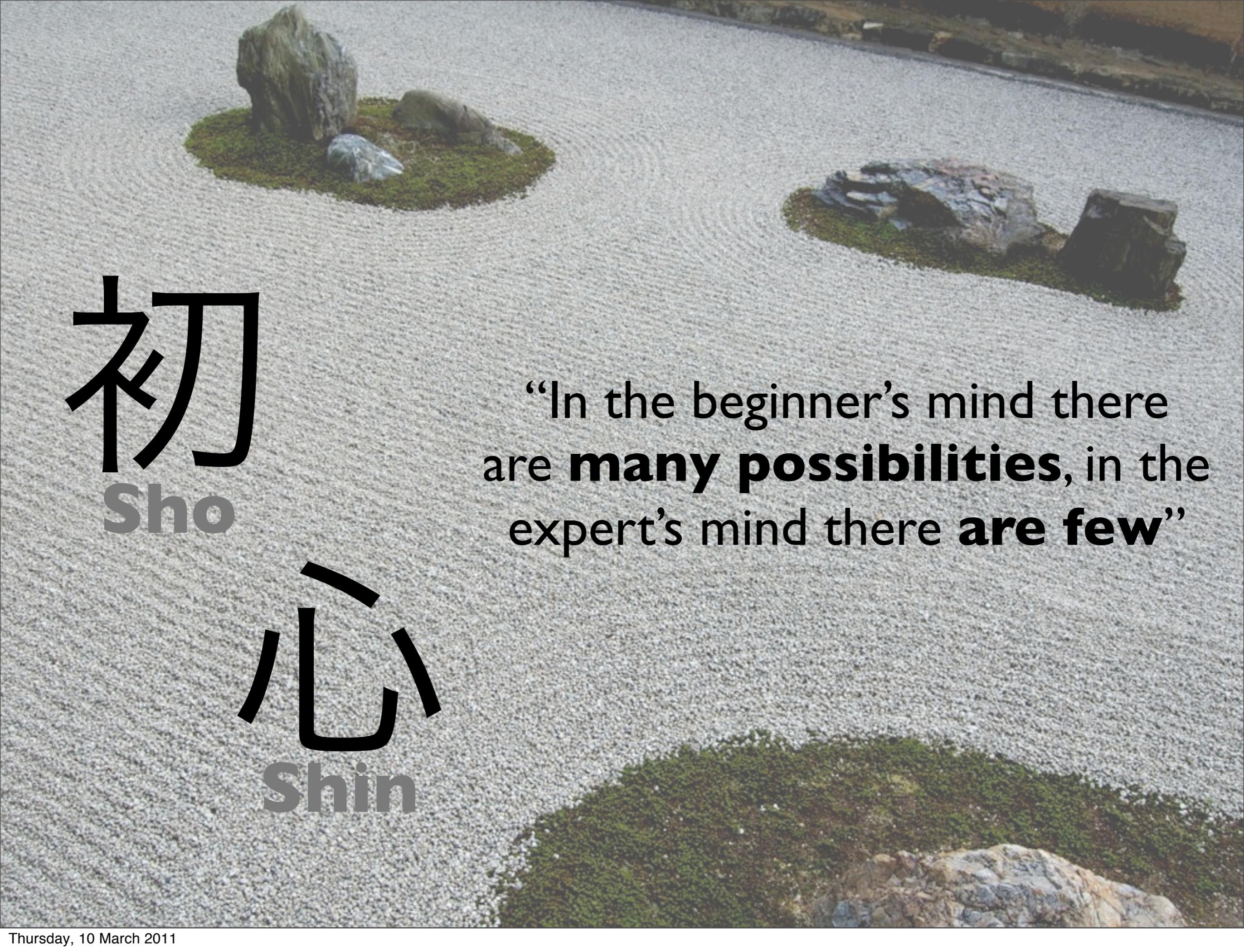


DANGER



初
Sho

心
Shin



初
Sho

“In the beginner’s mind there are **many possibilities**, in the expert’s mind there **are few**”

心
Shin

Beginner's Mind



Beginner's Mind



Expert's Mind



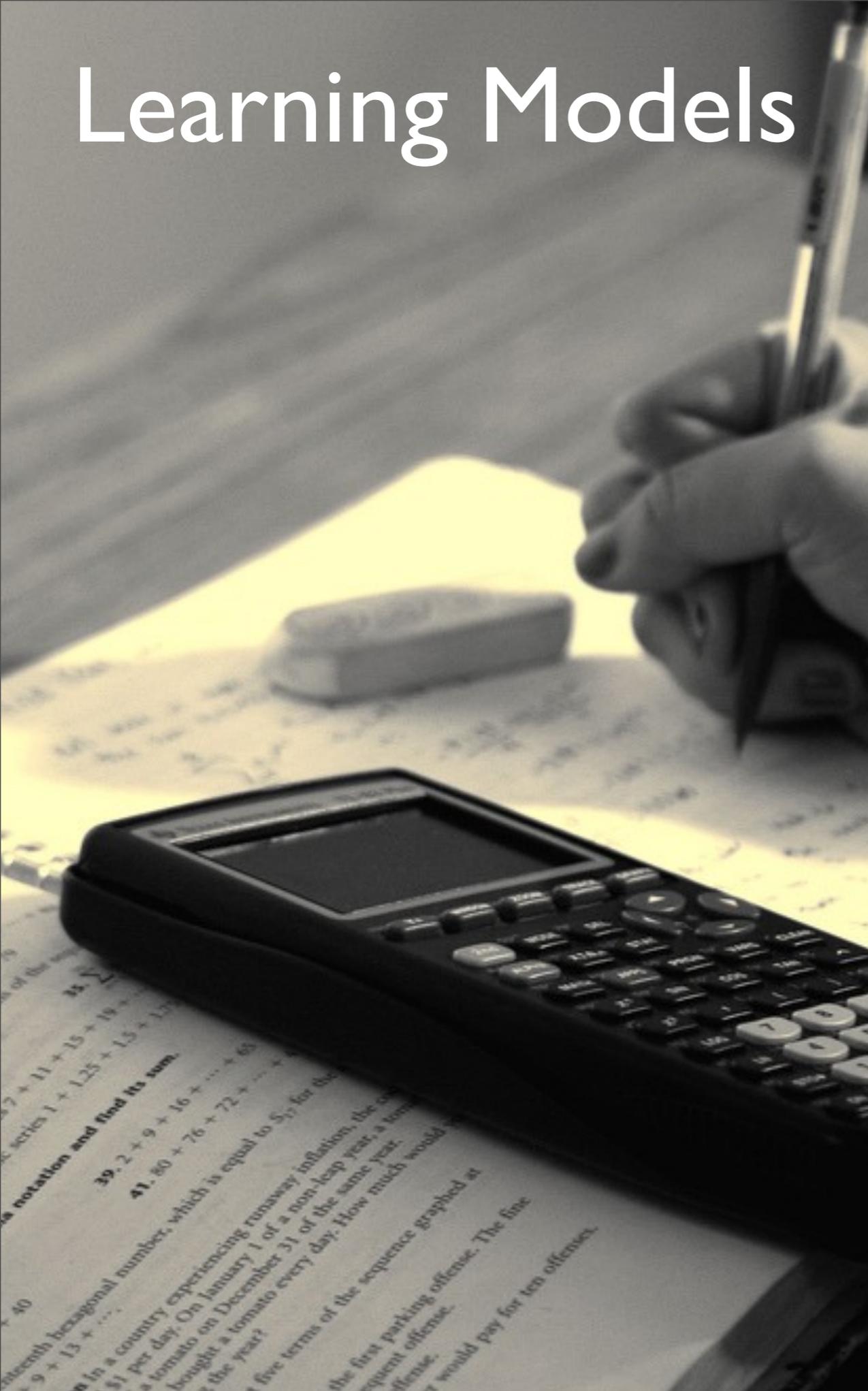


Thursday, 10 March 2011

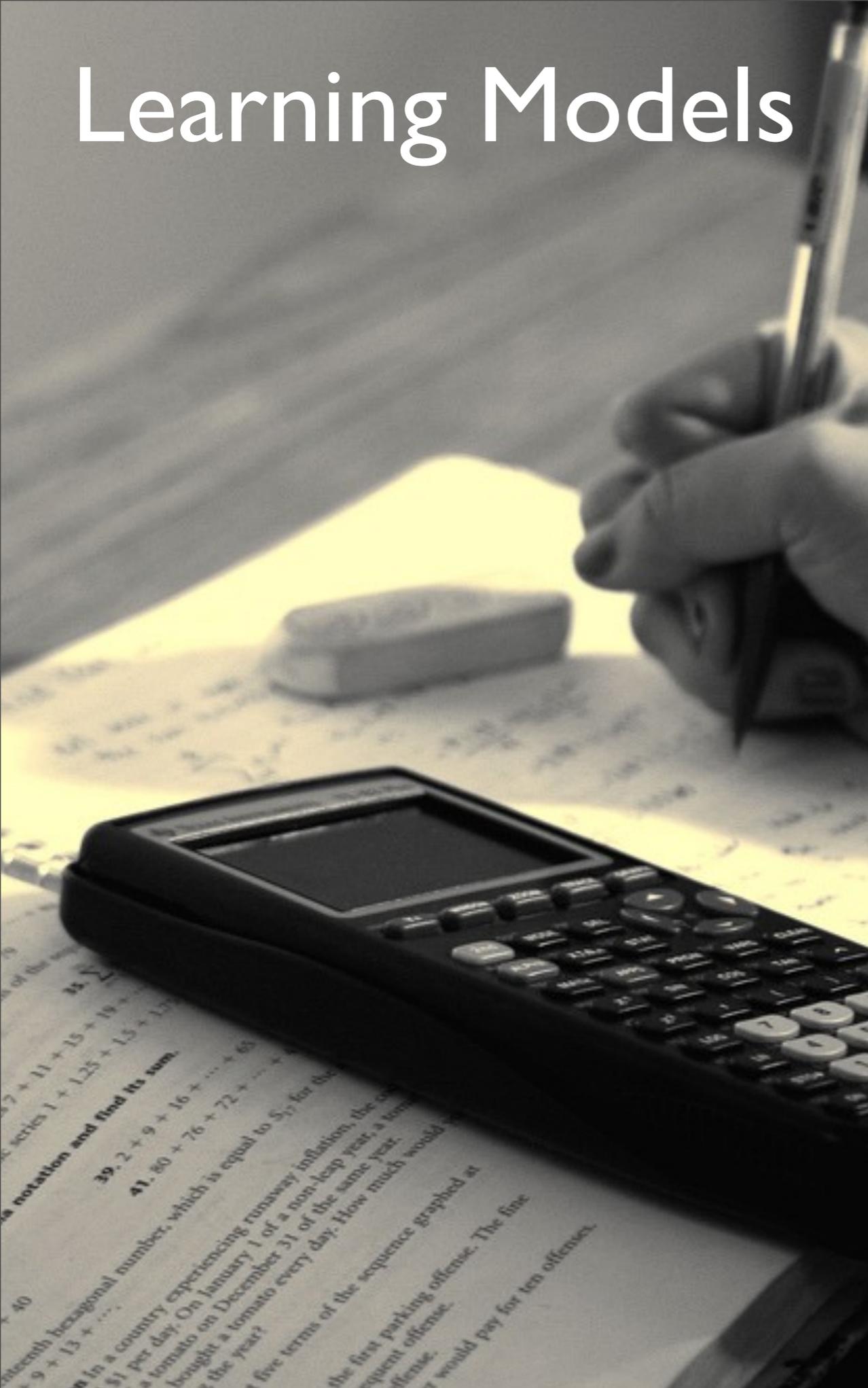




Learning Models



Learning Models

A black and white photograph of a hand holding a pen, writing on a document. A calculator and an eraser are also visible on the desk. The document contains mathematical problems and text.

Shu Ha Ri

Kolb's Experiential Model

Dreyfus Model
of Skills Acquisition

Conscious, Unconscious
Competence, Incompetence

Learning Models

Shu Ha Ri

Kolb's Experiential Model

Dreyfus Model
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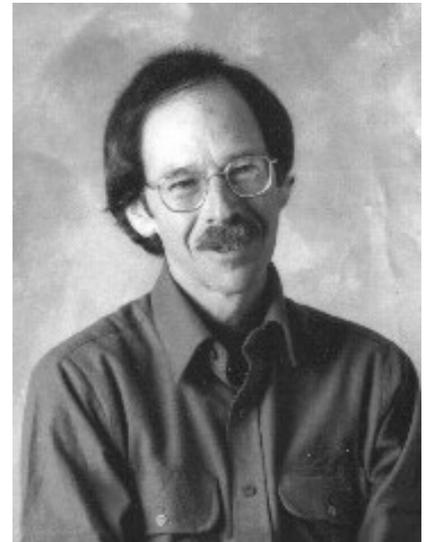
Conscious, Unconscious
Competence, Incompetence

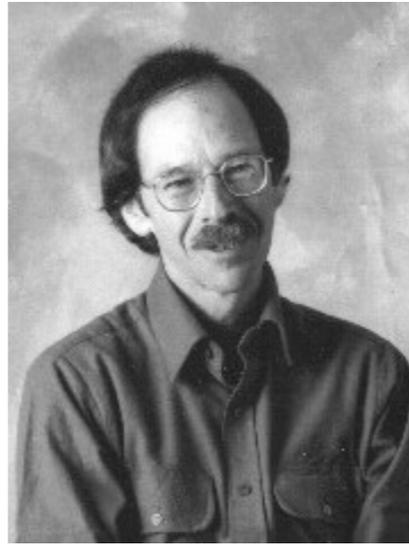
Dreyfus Model of Skills Acquisition

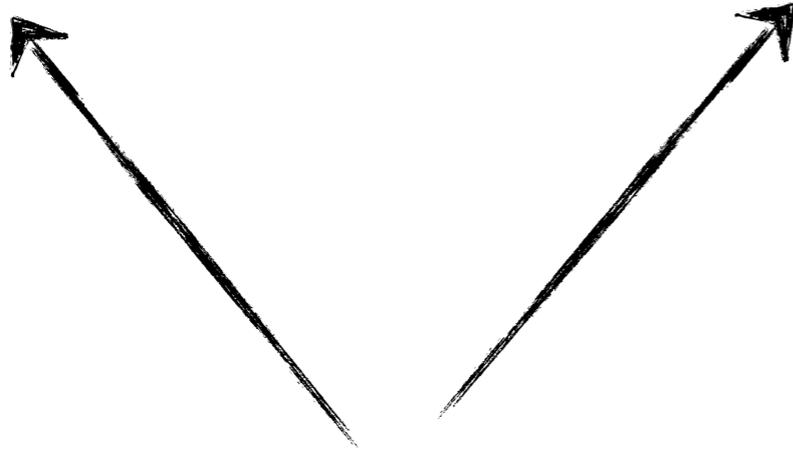
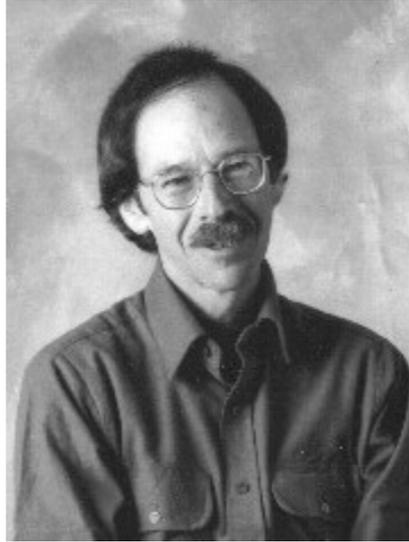
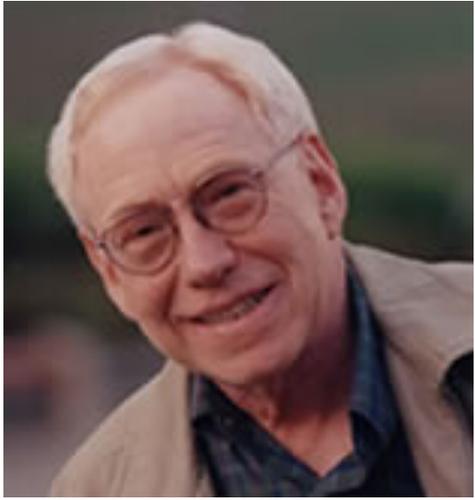


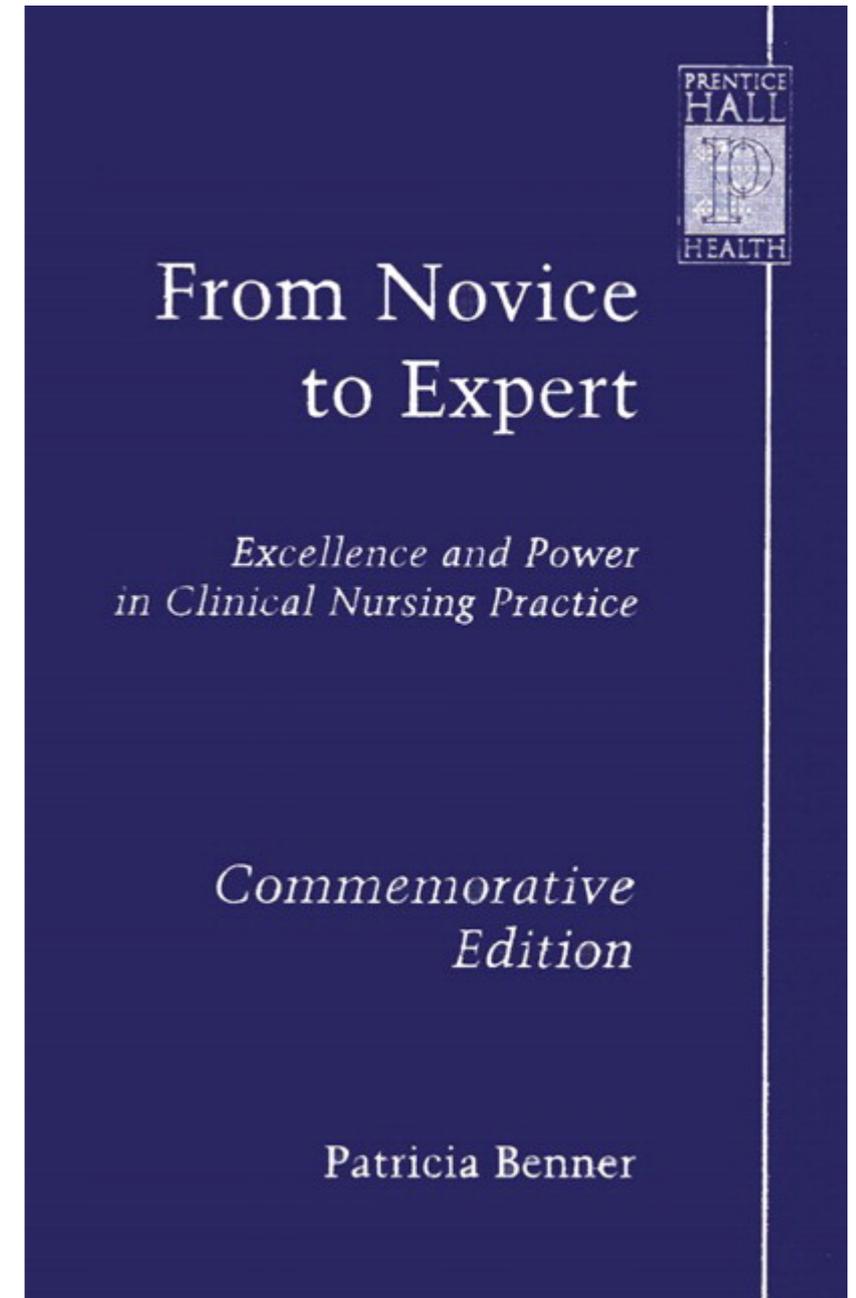
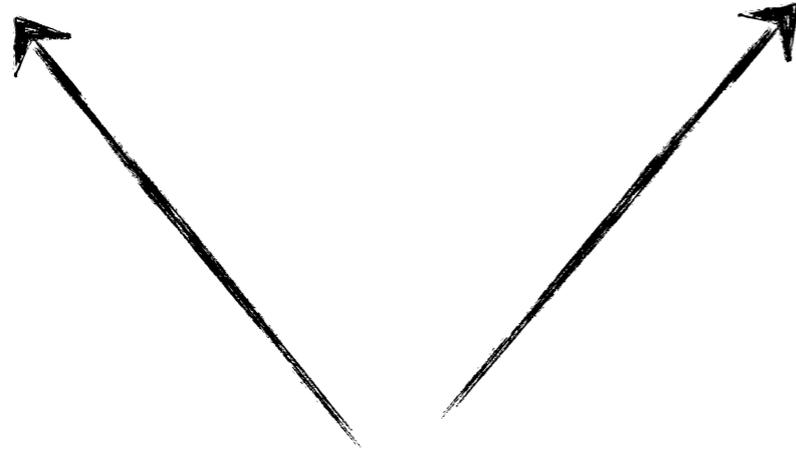
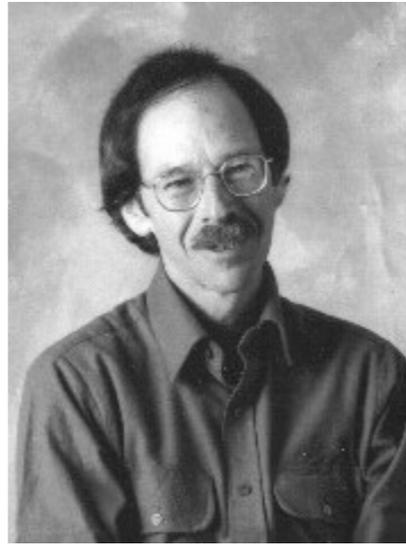
Hubert Dreyfus

Stuart Dreyfus



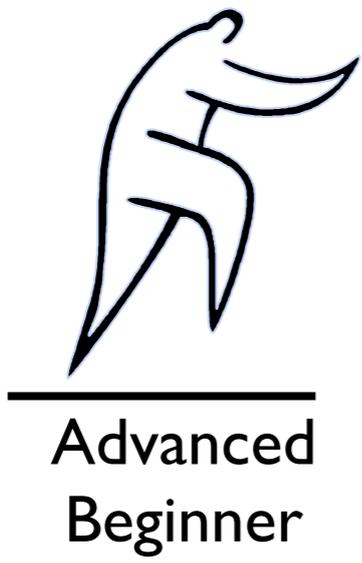




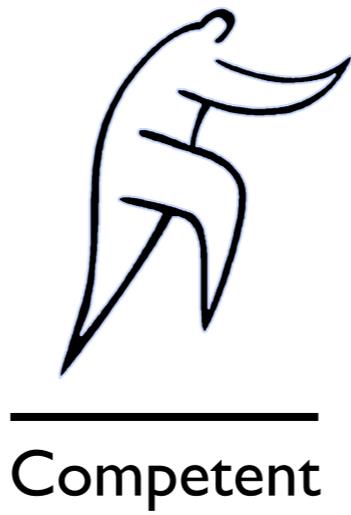




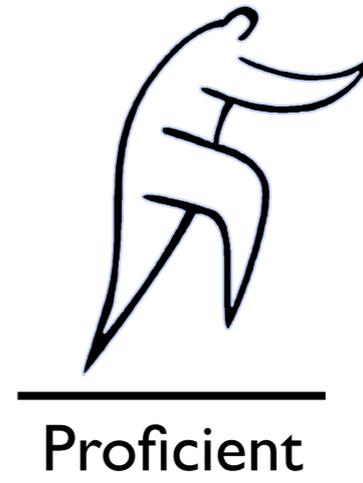
Novice



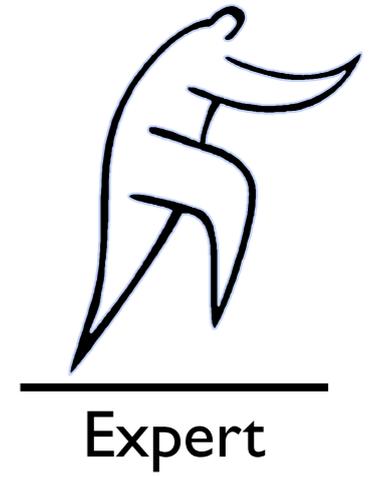
Advanced
Beginner



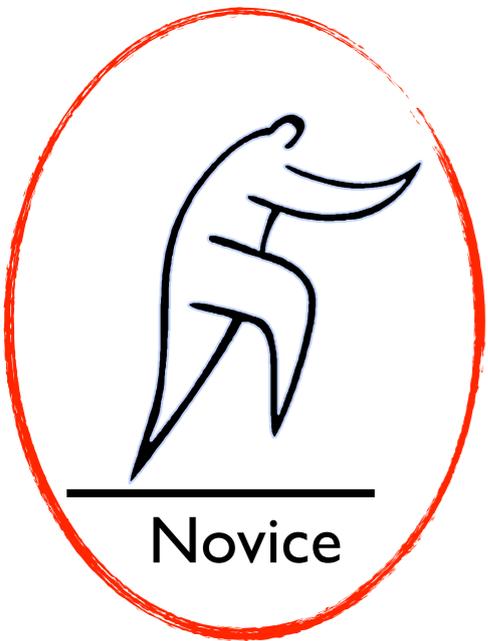
Competent



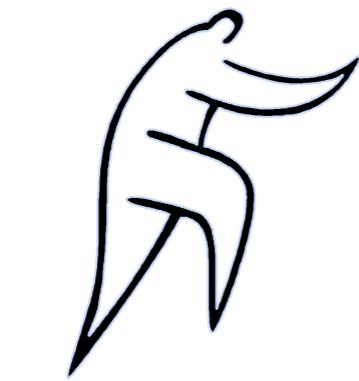
Proficient



Expert



Novice



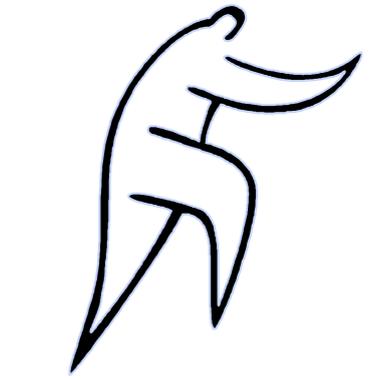
Advanced
Beginner



Competent



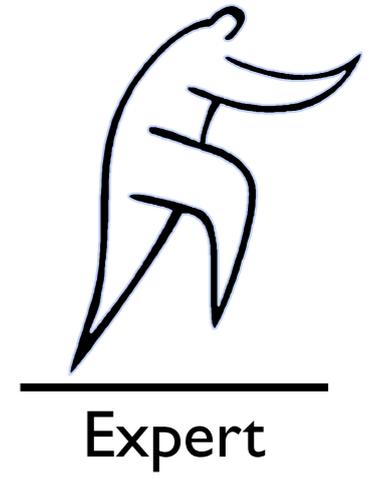
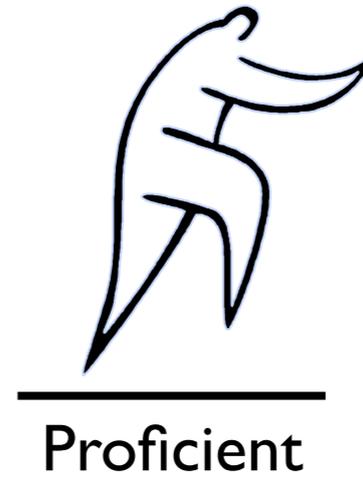
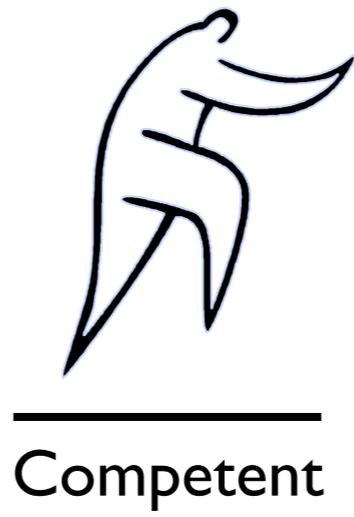
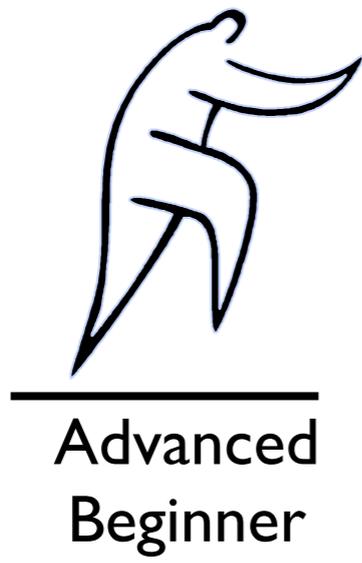
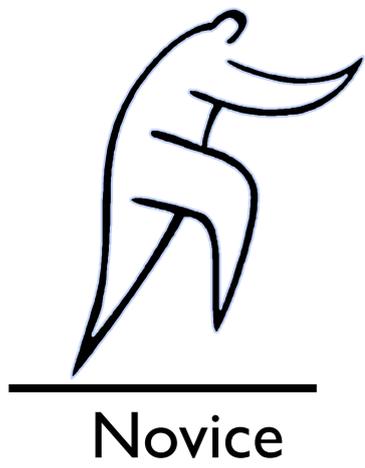
Proficient

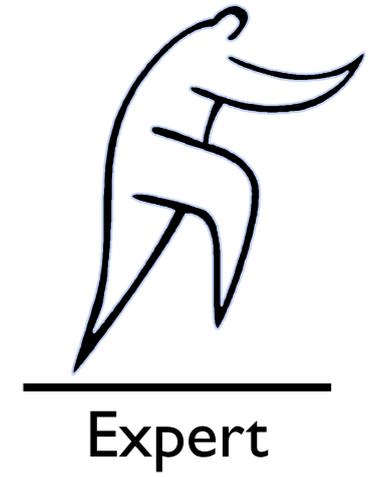
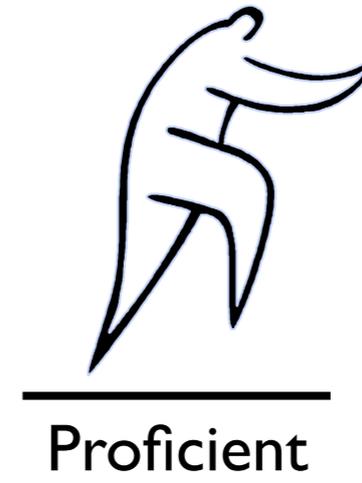
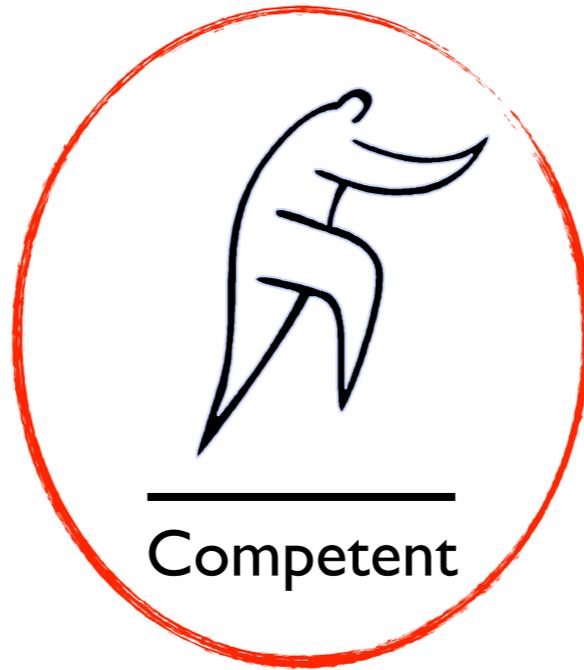
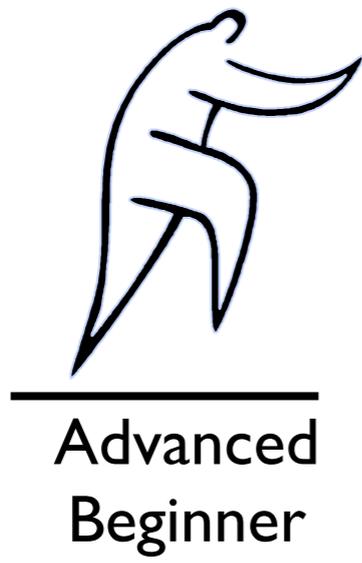
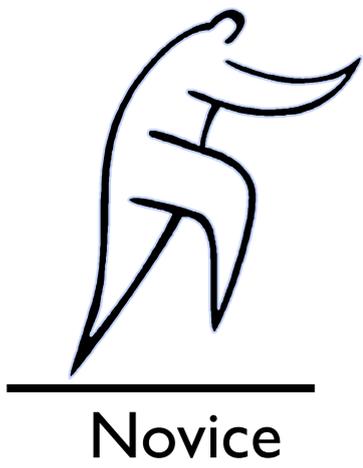


Expert



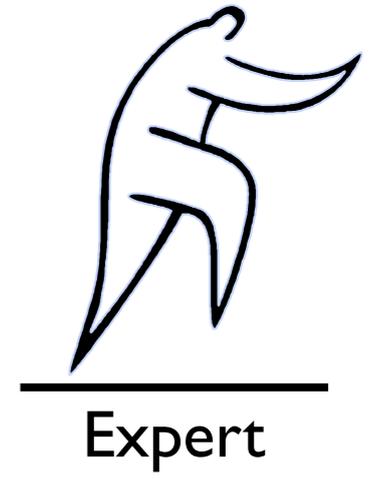
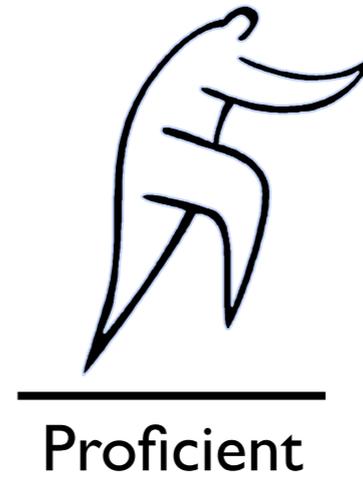
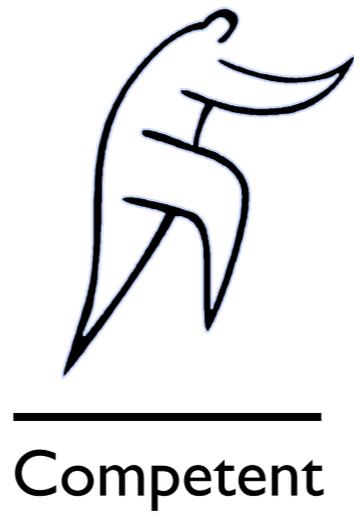
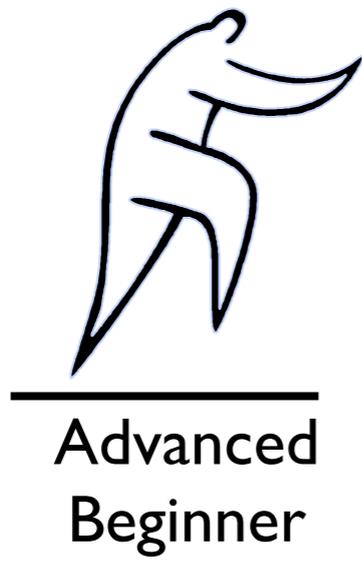
“Novice”

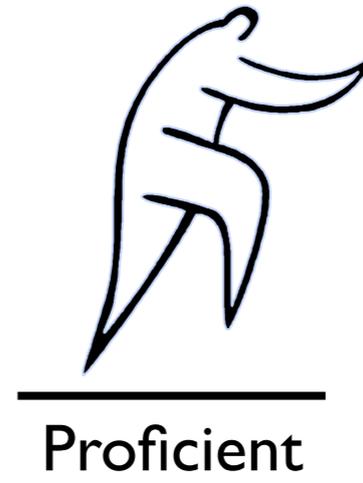
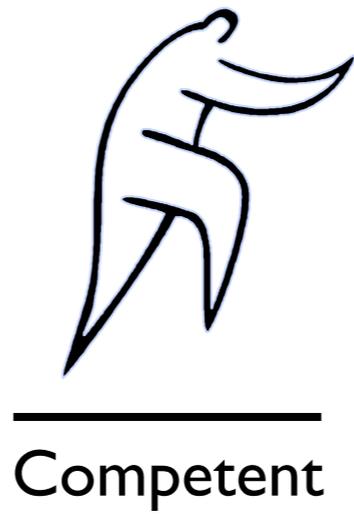
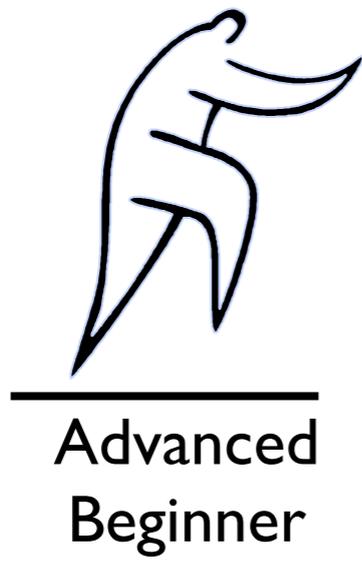
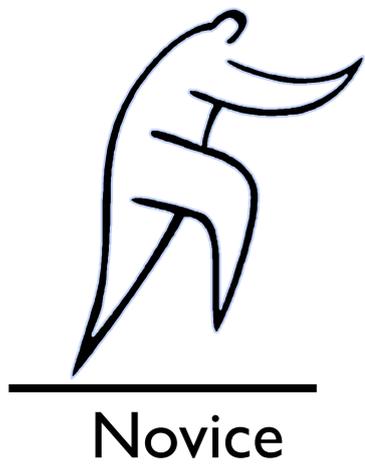




“Competent”









“Expert”



Outliers

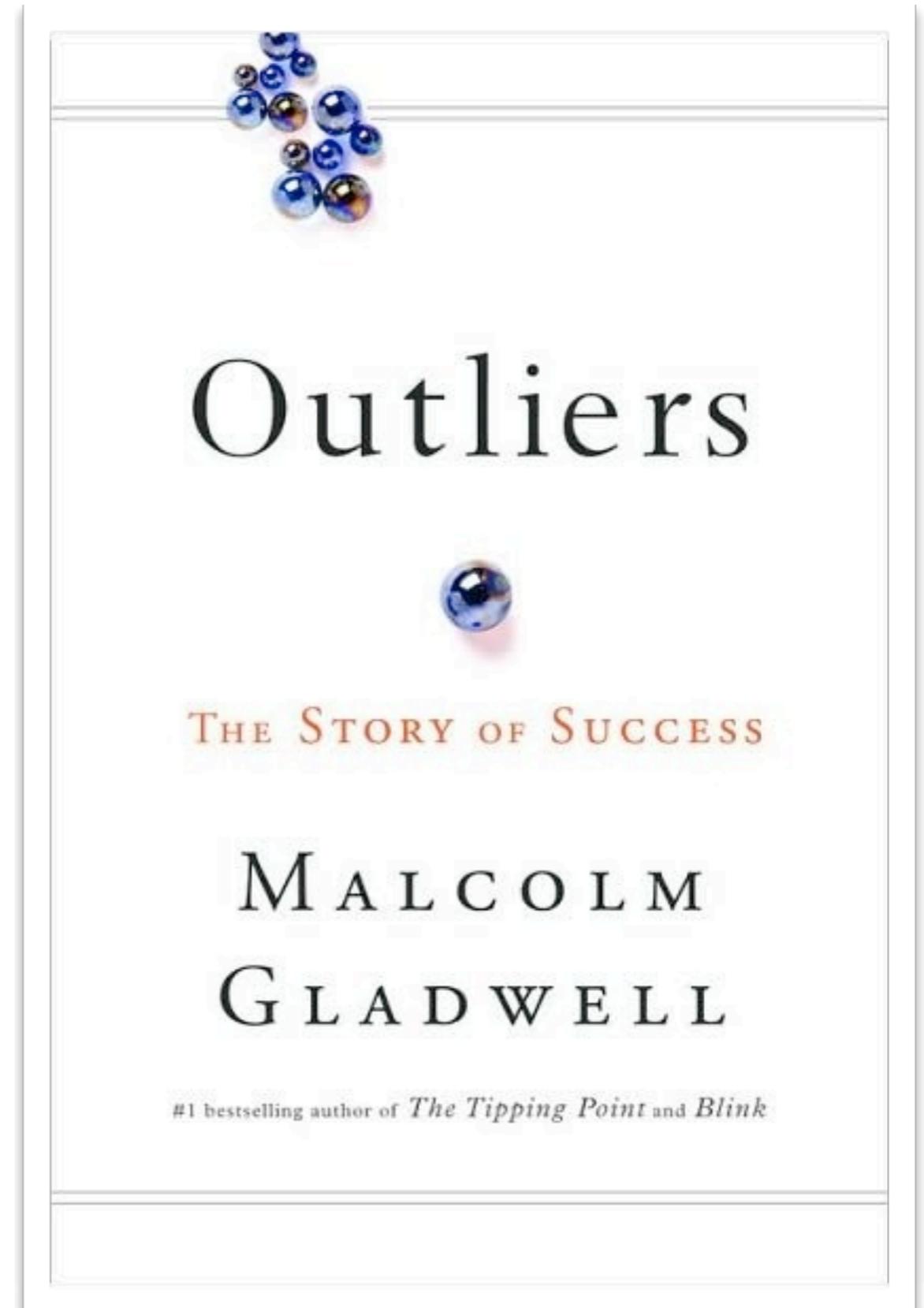


THE STORY OF SUCCESS

MALCOLM
GLADWELL

#1 bestselling author of *The Tipping Point* and *Blink*

10 000 hours



Beginner's Mind



Expert's Mind





What the expert “says”



This is the way we've
always done it

What the expert “says”



This is the way we've
always done it



I already know what I'm
doing

What the expert “says”



This is the way we've
always done it

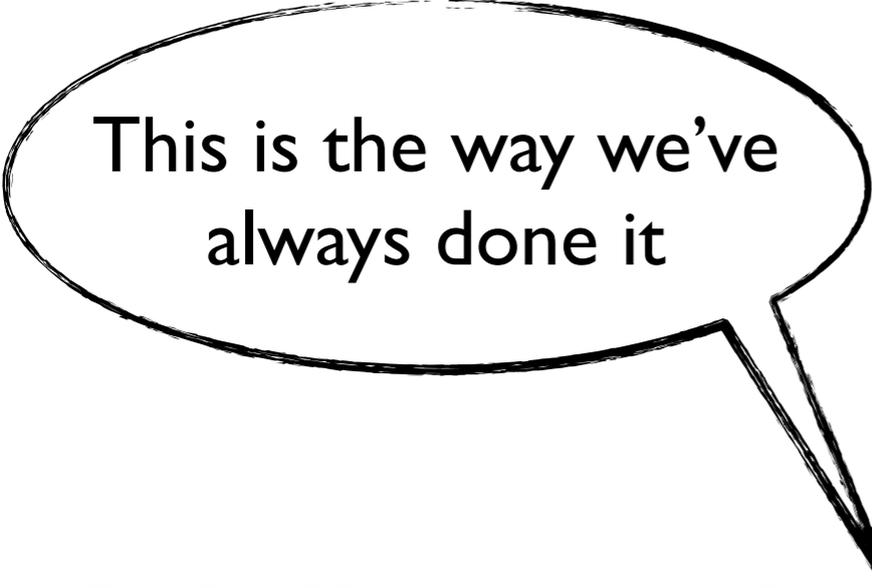


I already know what I'm
doing

What the expert “says”



That's going to be too hard

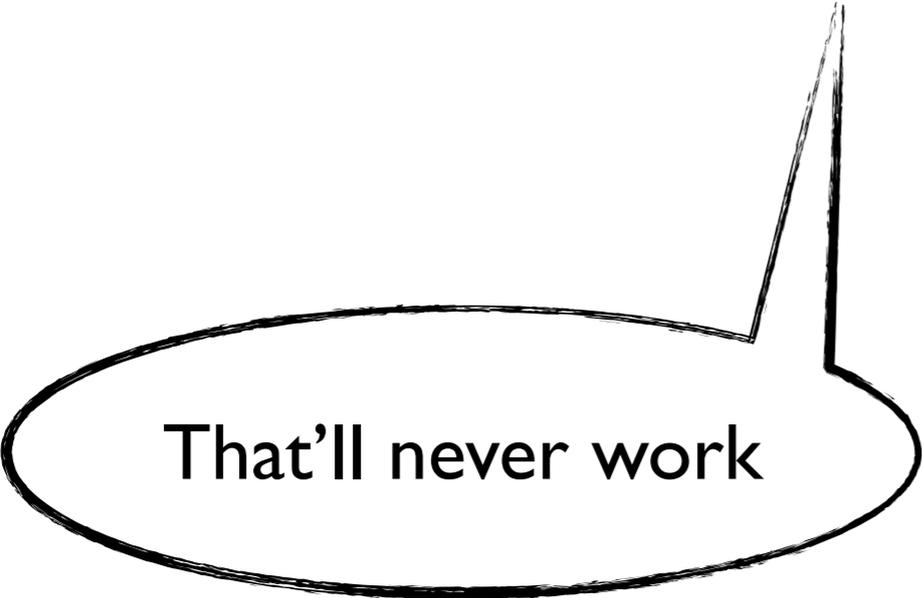


This is the way we've
always done it



I already know what I'm
doing

What the expert “says”

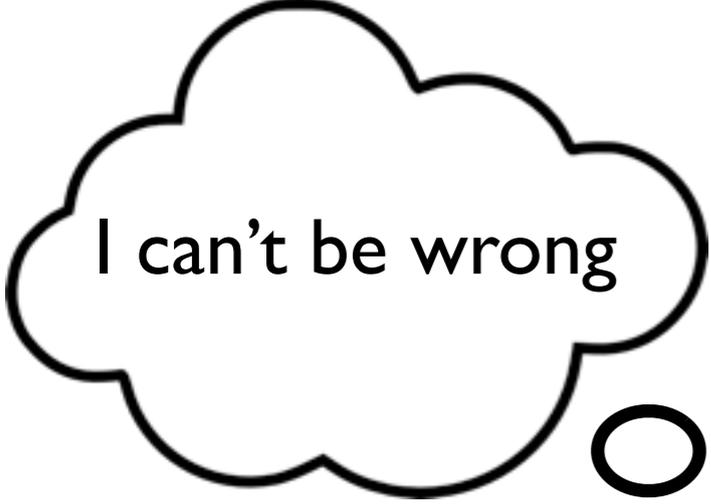


That'll never work



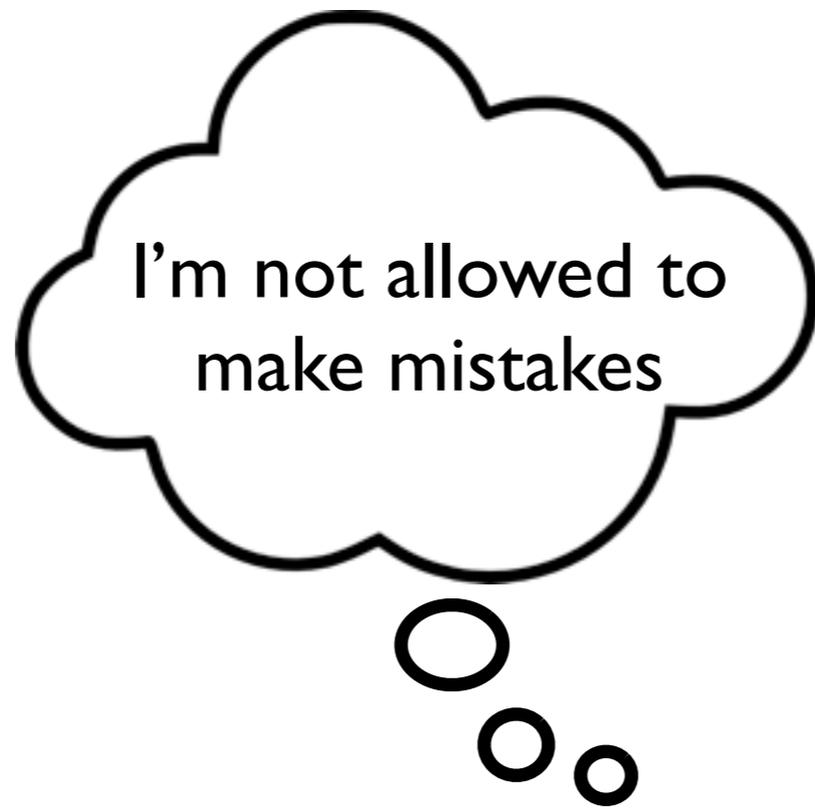
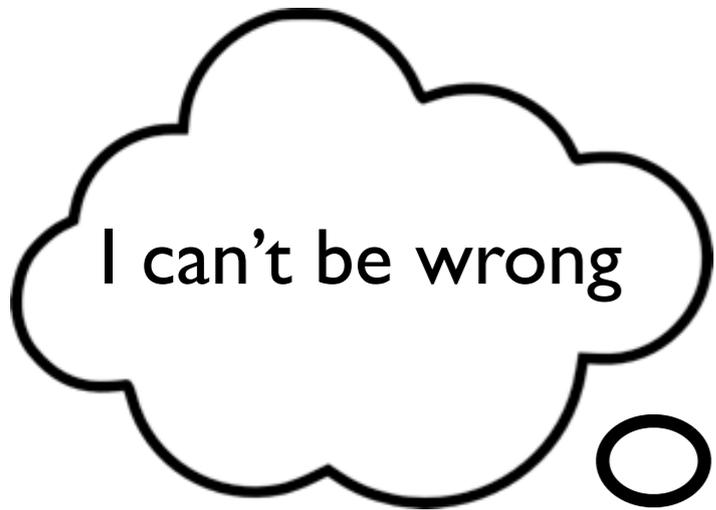
That's going to be too hard

(In the) Expert's mind

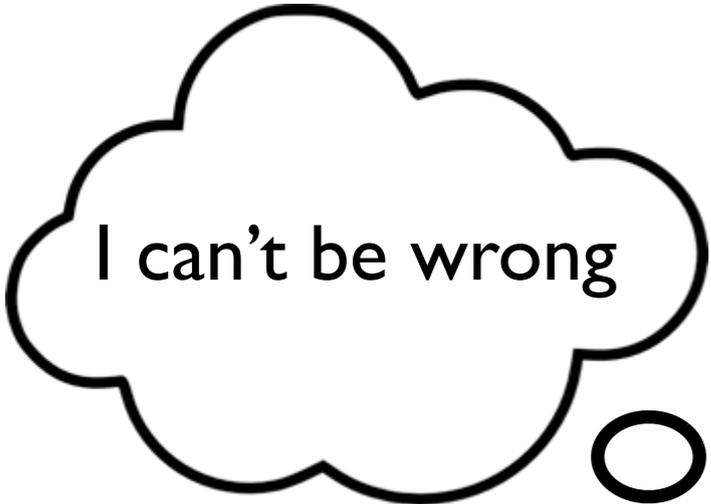


I can't be wrong

(In the) Expert's mind



(In the) Expert's mind



I can't be wrong

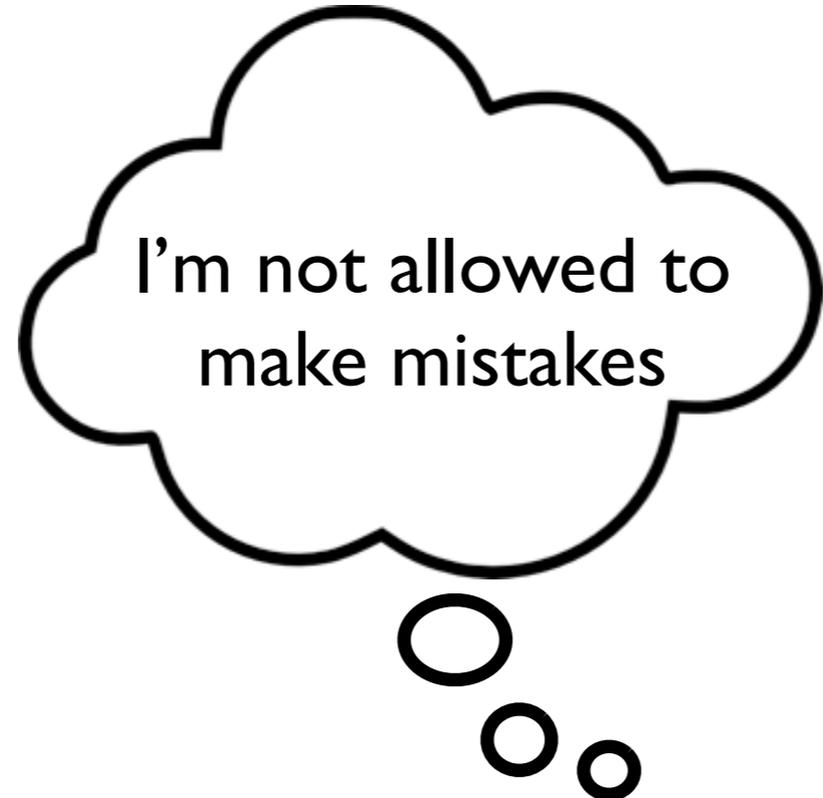
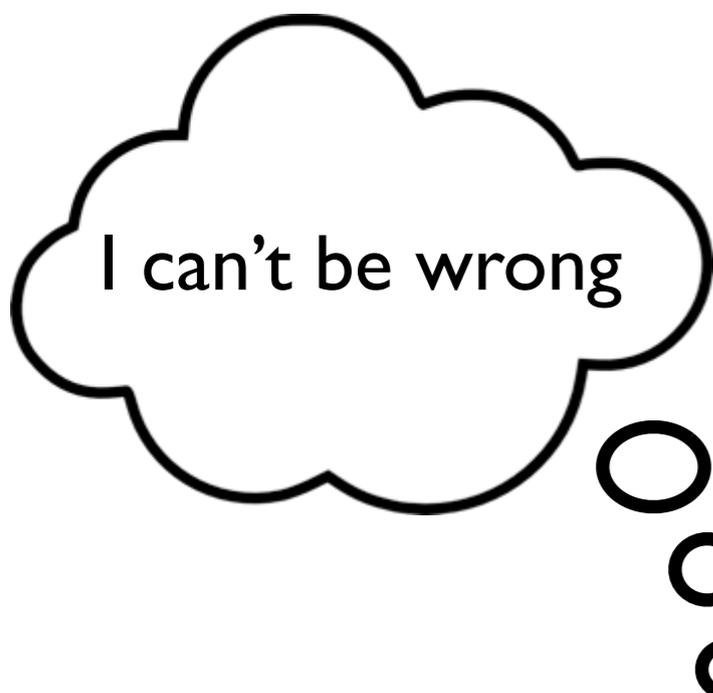


I'm not allowed to make mistakes

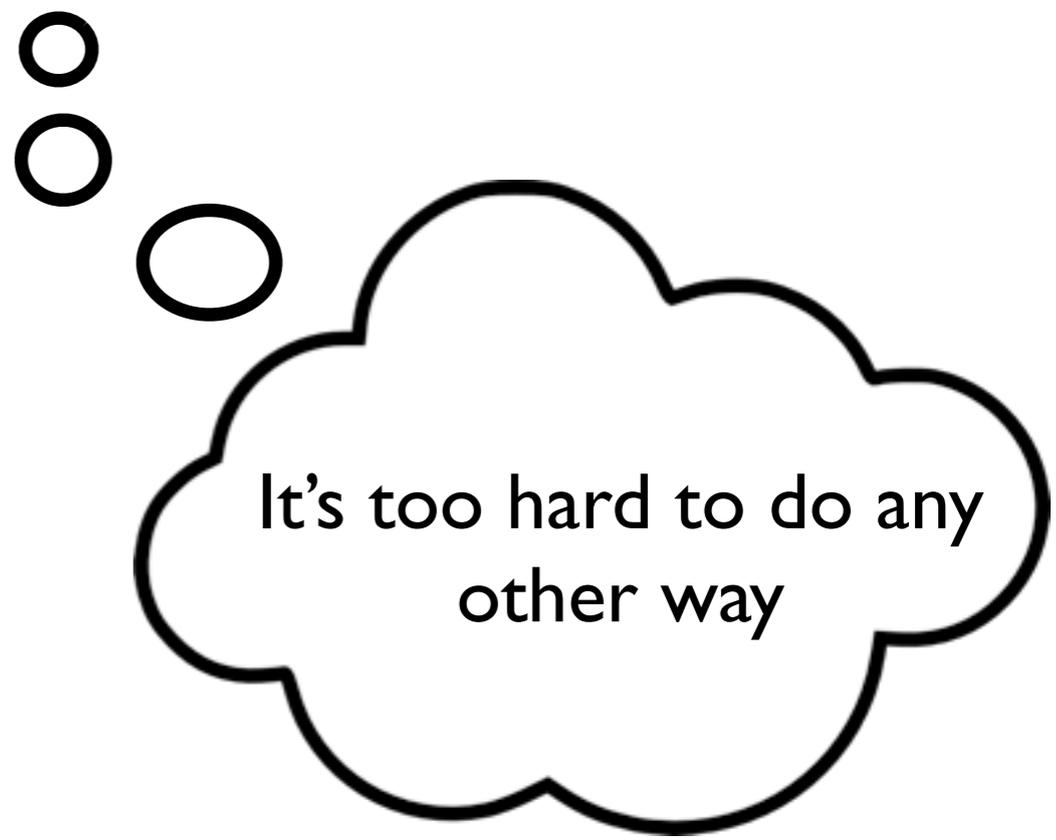


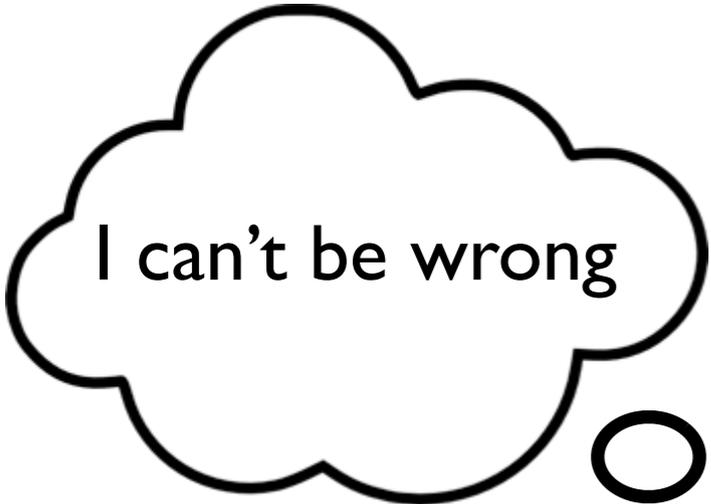
I'm the expert. I should know everything

(In the) Expert's mind



(In the) Expert's mind





I can't be wrong



I'm not allowed to
make mistakes

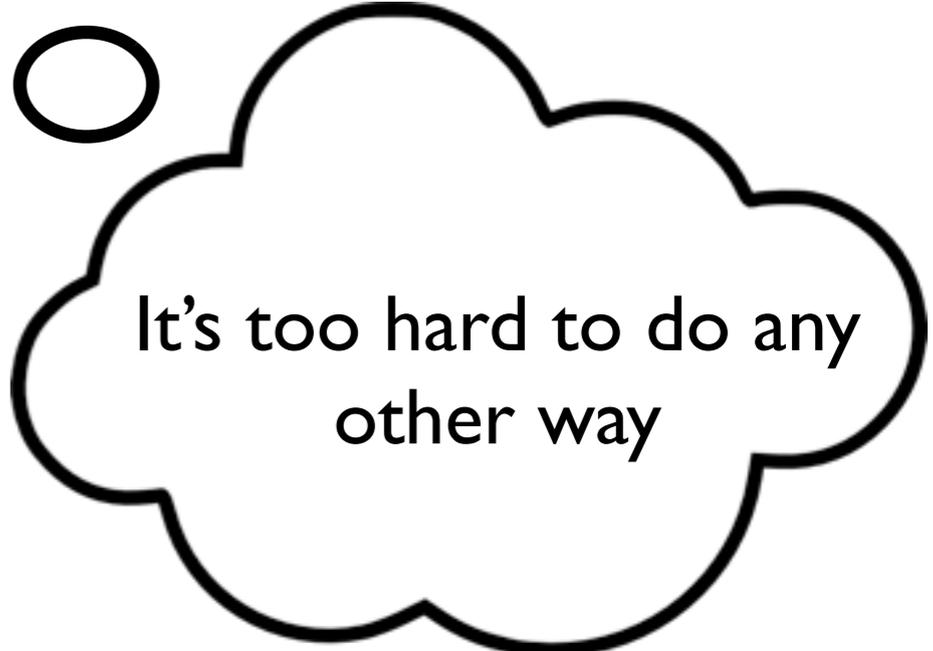


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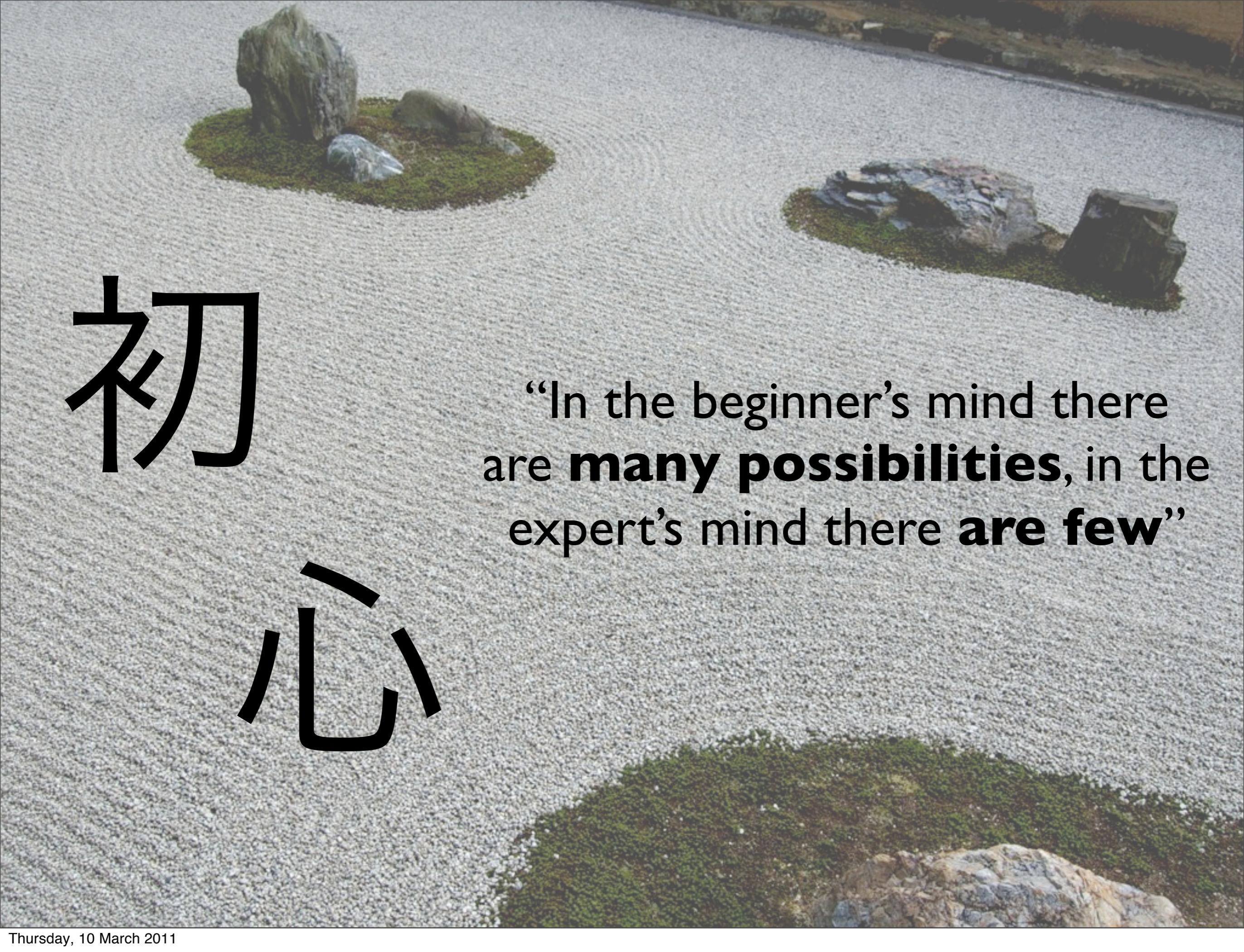
I'll look silly



It's too hard to do any
other way





A photograph of a Zen garden featuring white gravel with ripples, several dark rocks, and patches of green moss. The scene is captured from an elevated perspective.

初

“In the beginner’s mind there are **many possibilities**, in the expert’s mind there **are few**”

心

Tips for maintaining

初

心

“In the beginner’s mind there are **many possibilities**, in the expert’s mind there **are few**”

Tip 1

You can't be an expert
on everything



You can't be an expert
on everything

You can't be an expert on everything

Web

Lean-Agile

Languages

NoSQL

Mobile

You can't be an expert on everything

Crystal XP
Lean-Agile
Kanban Scrum

REST Javascript
Web
HTML5 CSS3

Clojure Ruby Python
Languages
Scala
Java C# F#

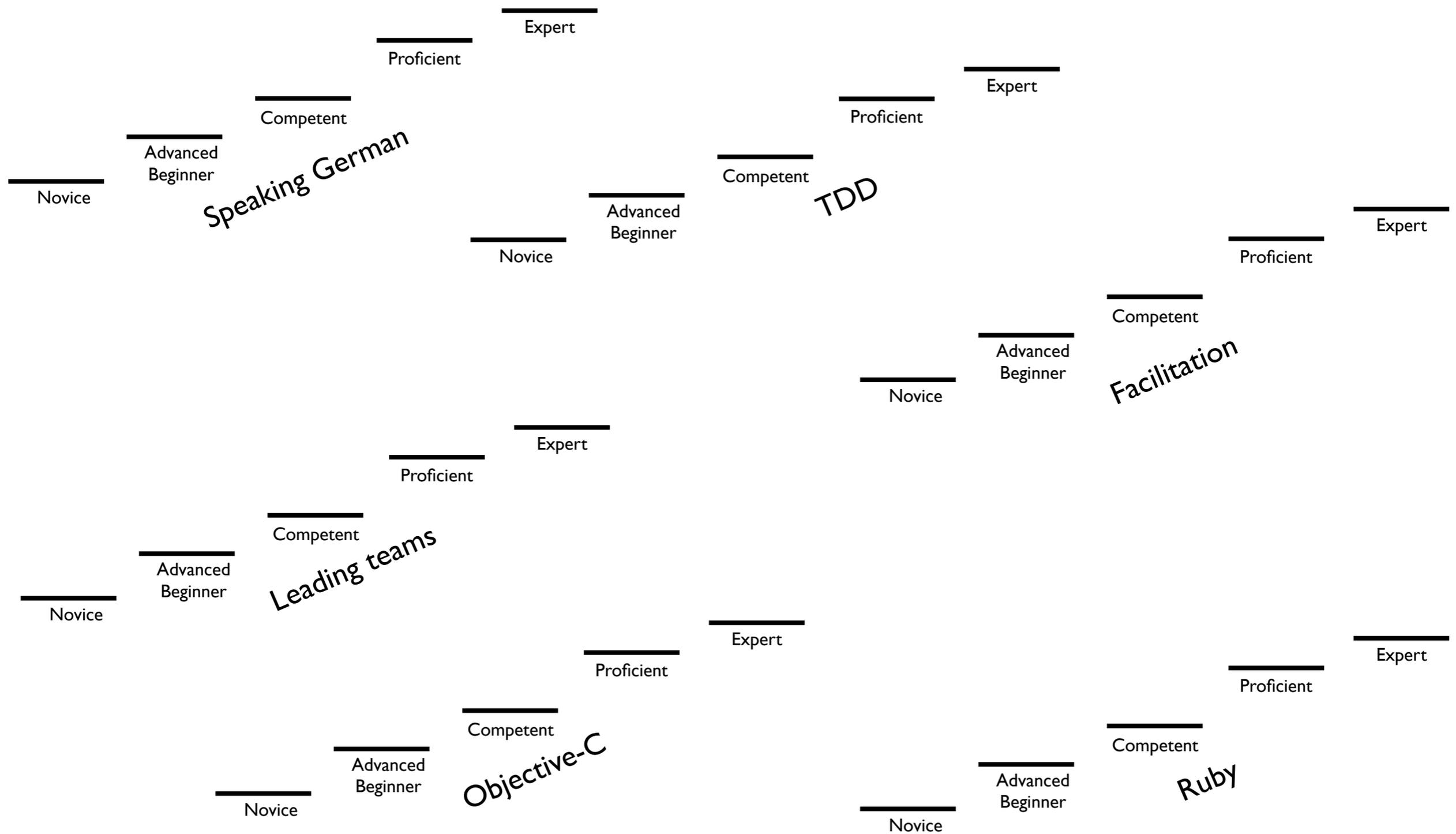
Cassandra CouchDB
NoSQL
HBase Hadoop
MongoDB Redis Neo4J

iOS Android
Mobile
PhoneGap Qt
Windows Mobile

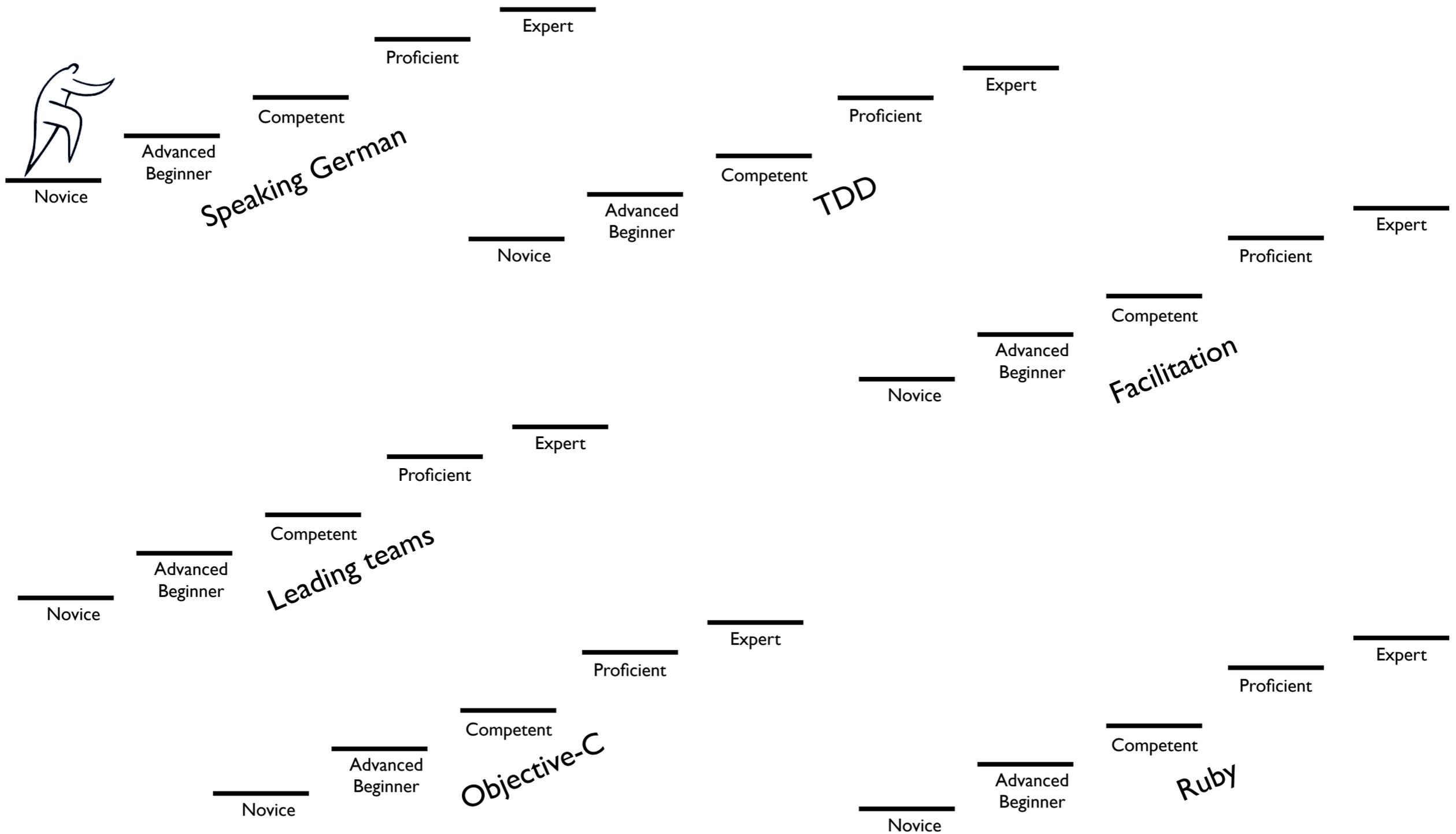
Novice-Expert applies to skills, not people



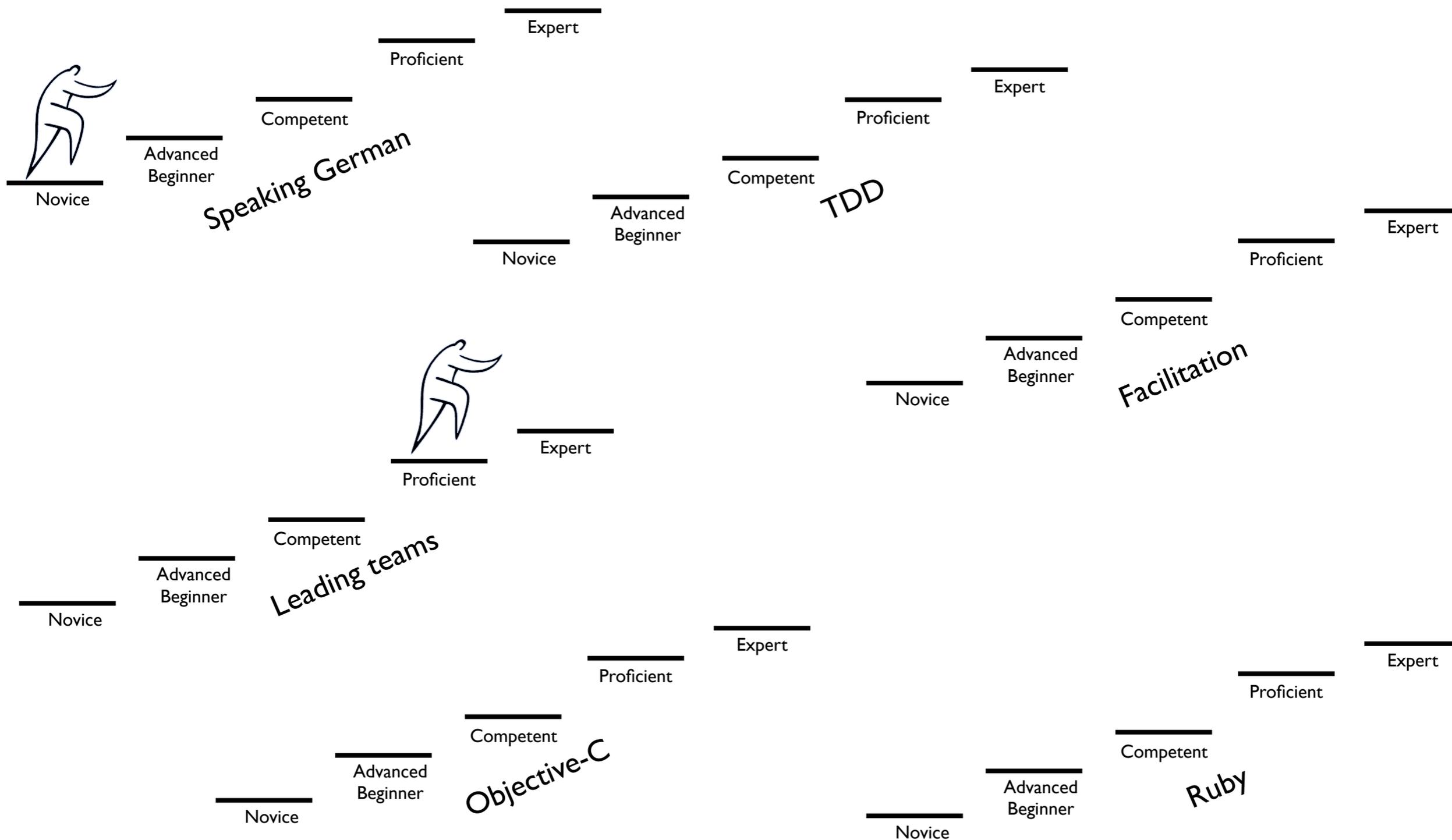
Novice-Expert applies to skills, not people



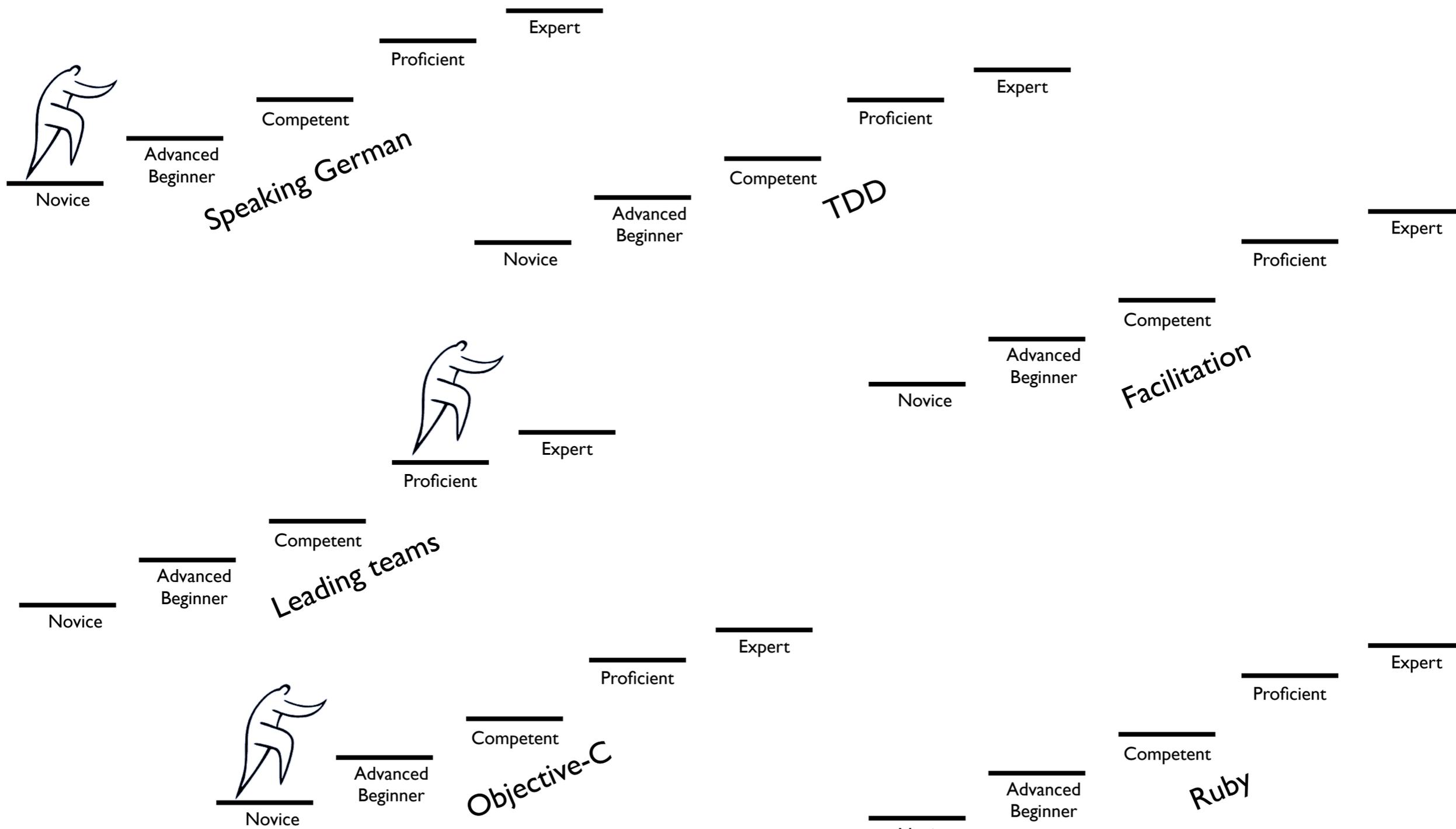
Novice-Expert applies to skills, not people



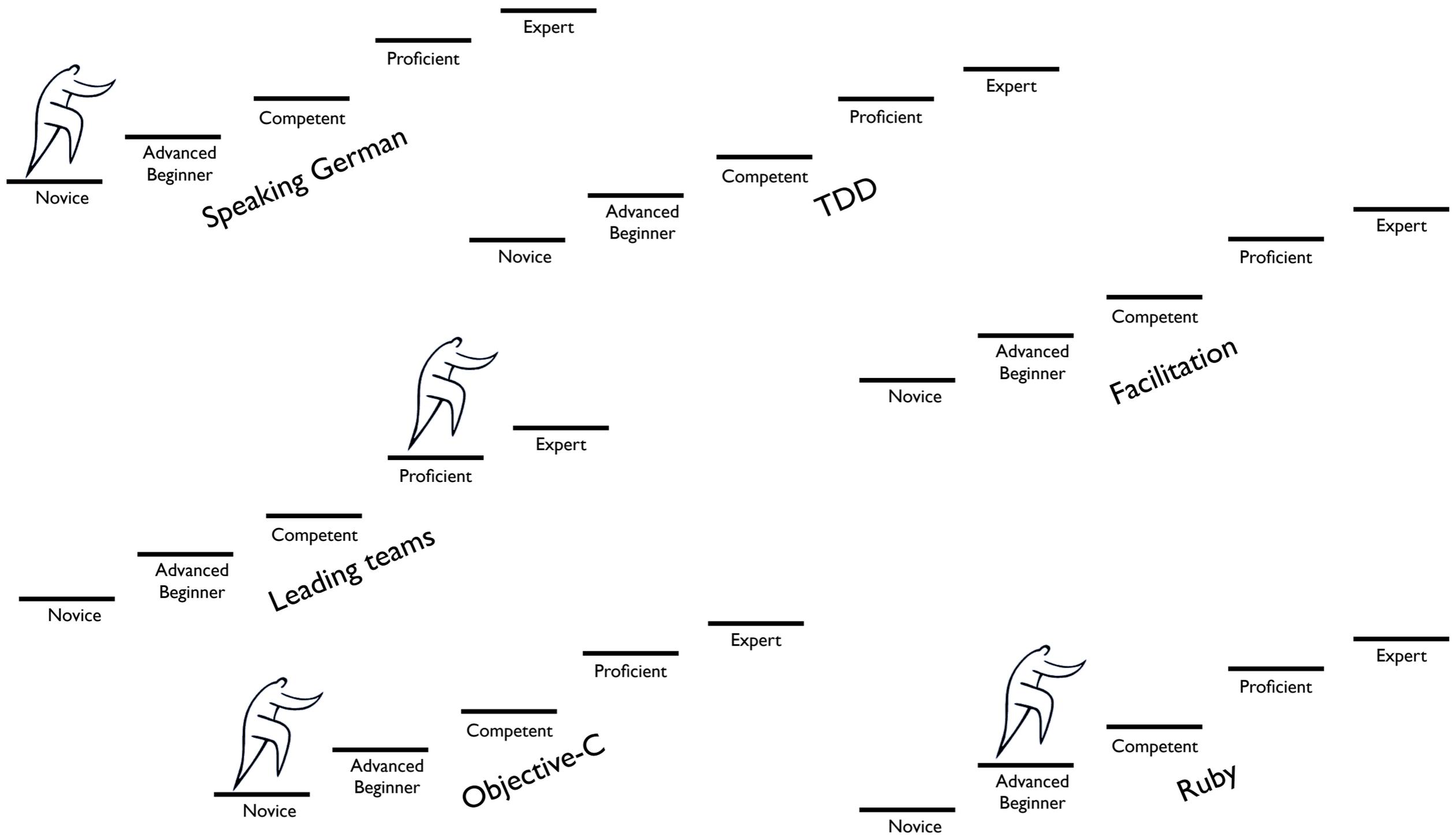
Novice-Expert applies to skills, not people



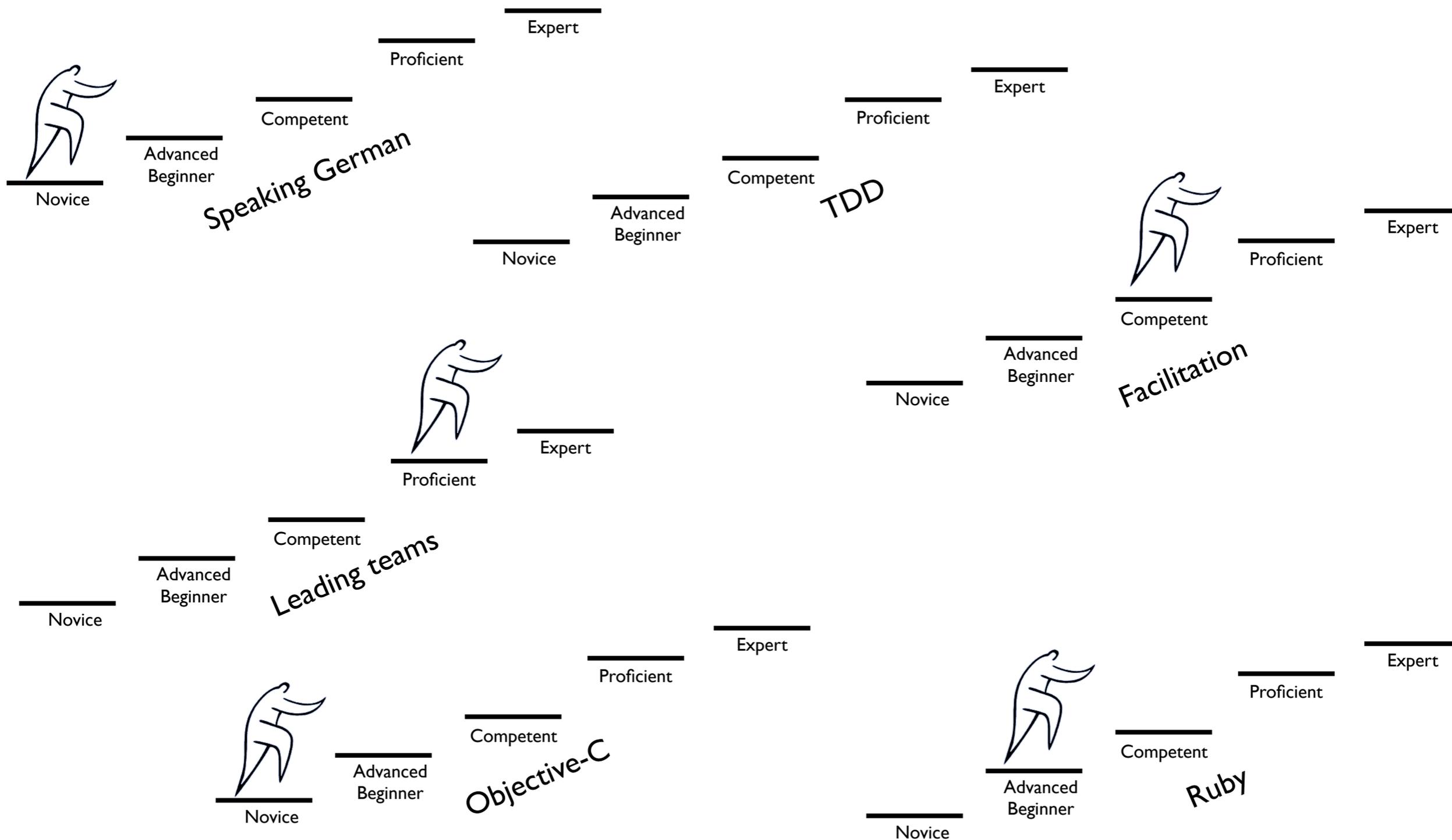
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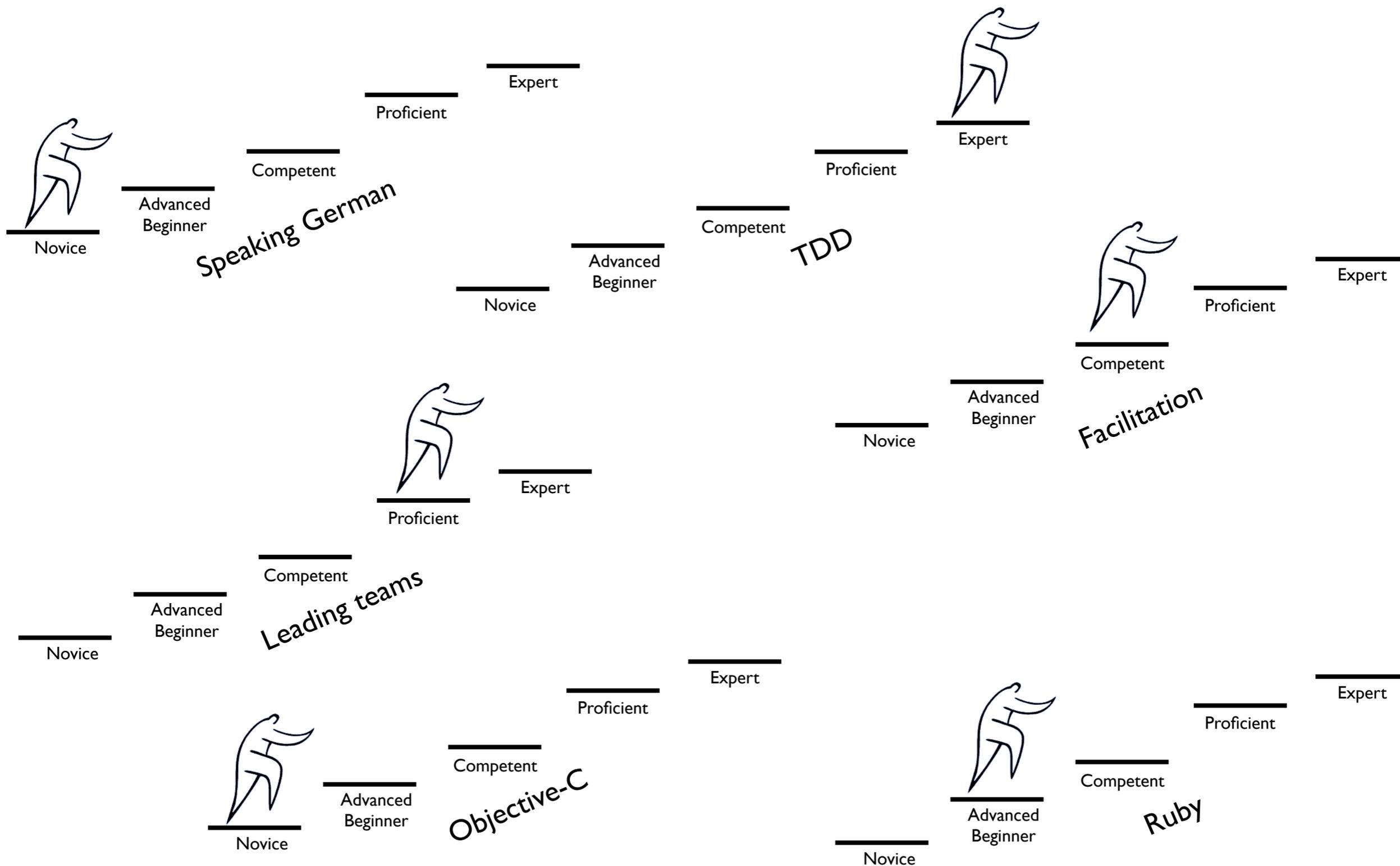
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Novice-Expert applies to skills, not people



Novice-Expert applies to skills, not people



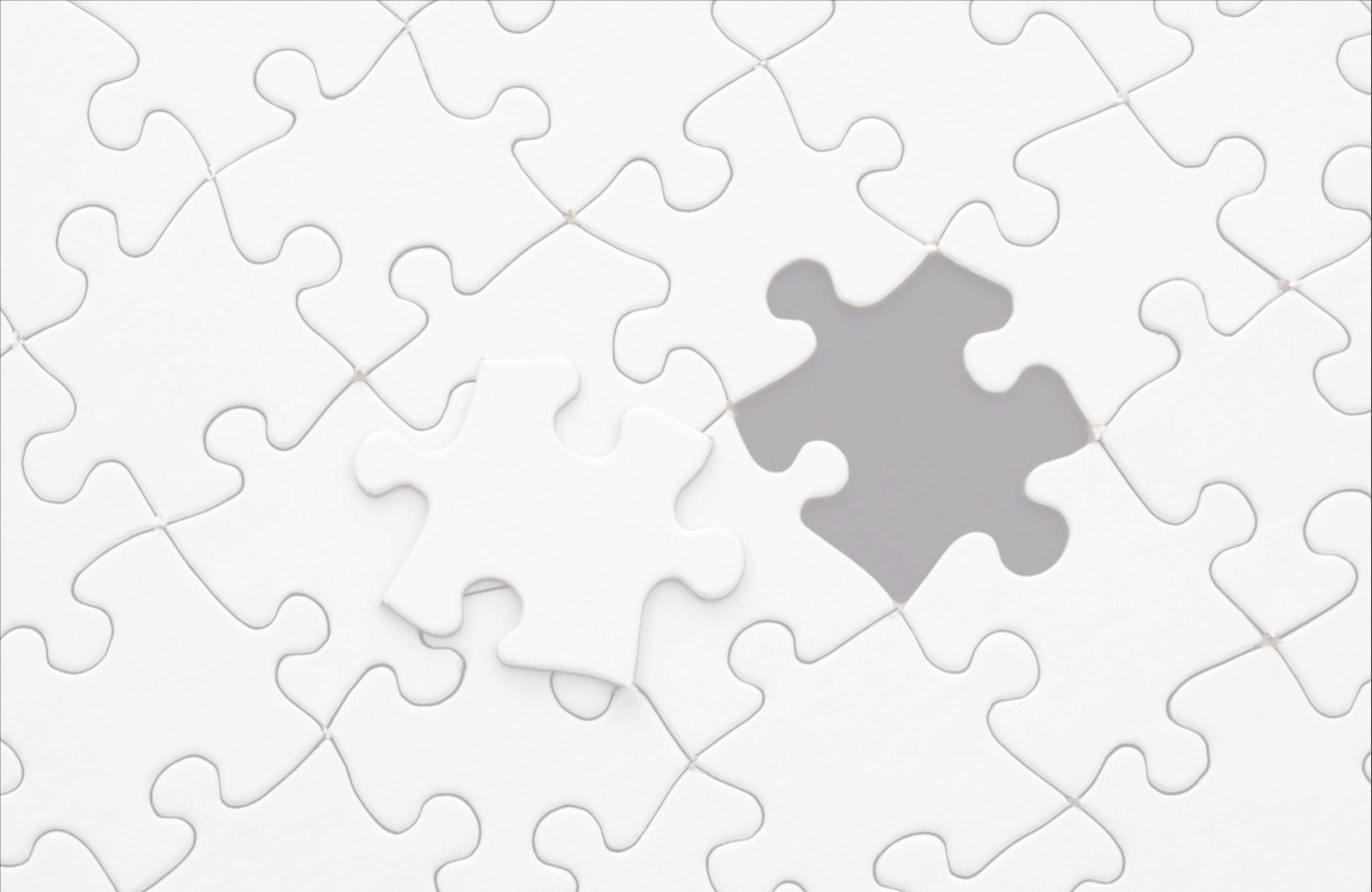
Novice-Expert applies to skills, not people

Tip 2

3 things you can ask...

How can I try this safely?





How does this fit into my world?

Does that constraint still exist?



Tip 3

Remain curious



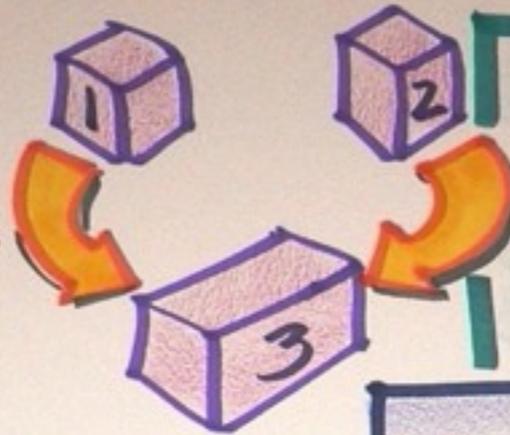


Mix with diverse groups

HEURISTICS

SIMPLE RULES TO HELP US MAKE DECISIONS

IF YOU KNOW 2 HEURISTICS, YOU CAN COMBINE THEM TO CREATE A THIRD HEURISTIC
A PERSPECTIVE IS A HEURISTIC



PREDICTION

TWO PHENOMENA:

WHERE PART OF THE CROWD KNOWS THE ANSWER

WHERE WE AGGREGATE DIVERSE PREDICTIVE MODELS

 CROWD ERROR = AVG. ERROR - DIVERSITY

DIVERSE PREDICTION IS BETTER THAN INDEPENDENT PREDICTIONS



ID-DIVERSE TEAMS
■ MORE SOLUTIONS, NOT ALWAYS BETTER
■ PEOPLE LESS HAPPY - MORE CHALLENGES

PROBLEM-SOLVING

RANK AGENTS BASED ON HOW WELL THEY SOLVE THE PROBLEM INDIVIDUALLY

DIVERSITY



BETTER OUTCOMES

DIVERSITY IS AS IMPORTANT AS ABILITY
BUT THERE IS A LIMIT TO DIVERSITY

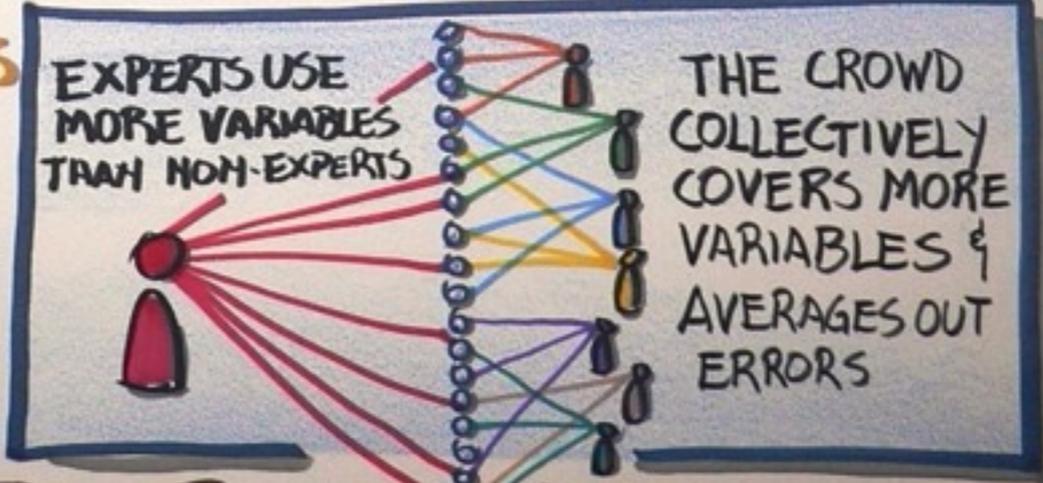


VS.



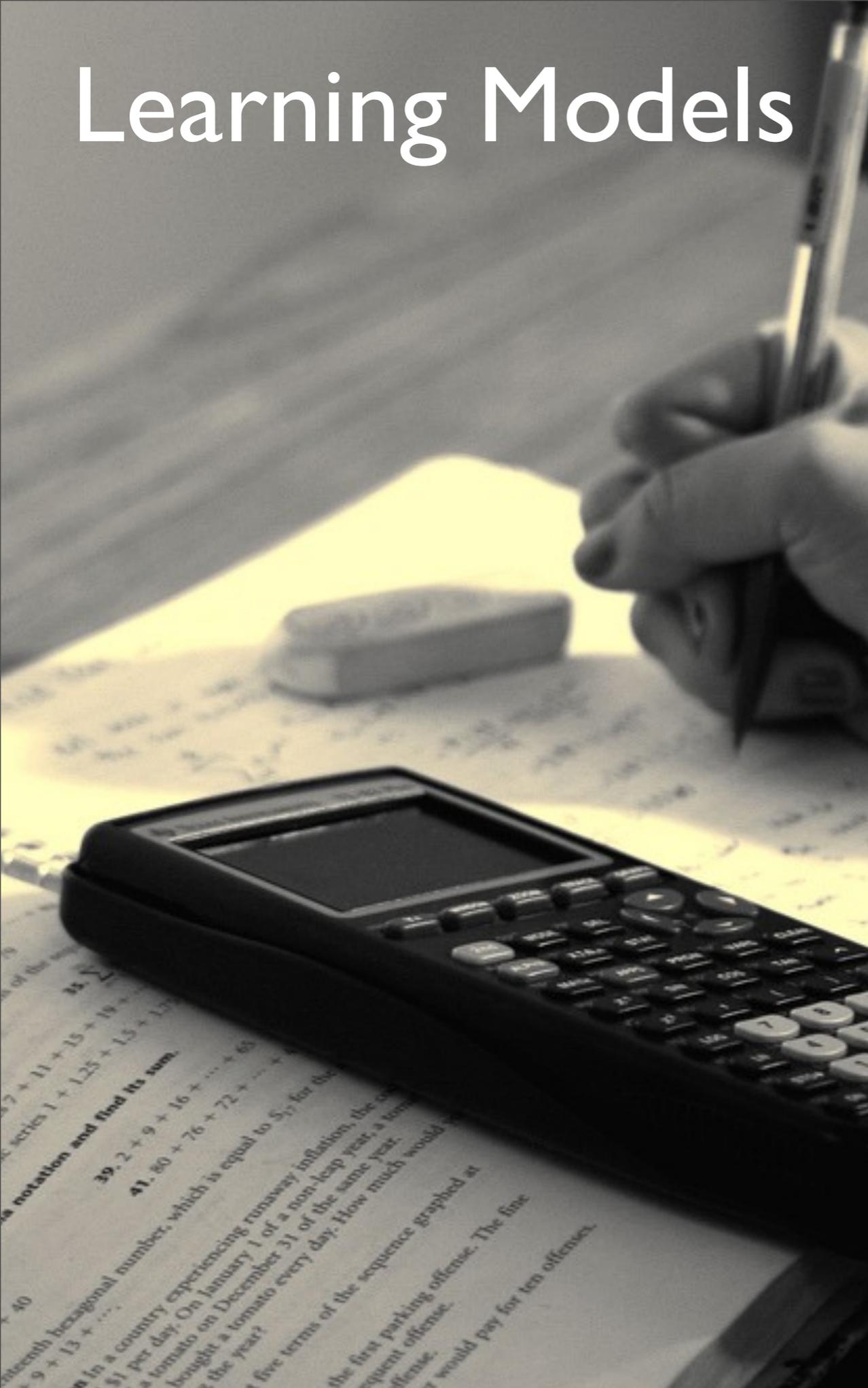
THE DIVERSE GROUP OUTPERFORMS THE SMART GROUP MOST OF THE TIME, IF:

- THE SET IS LARGE
- THE PROBLEM IS HARD
- THE SOLVERS ARE SMART



SCOTT PAGE III

Learning Models

A hand holding a pen is writing on a document. In the foreground, a calculator is visible. The background shows a desk with a pen and an eraser. The overall scene is a study or work environment.

Shu Ha Ri

Kolb's Experiential Model

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Learning Models

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~~Learning~~ Models

✓ Shu Ha Ri

Kolb's Experiential Model ✓

✓ Dreyfus Model
of Skills Acquisition

✓ Conscious, Unconscious
Competence, Incompetence

~~Learning~~ Models

~~✗~~ ✓ Shu Ha Ri

Kolb's Experiential Model ✓ ~~✗~~

~~✗~~ ✓ Dreyfus Model
of Skills Acquisition

~~✗~~ ✓ Conscious, Unconscious
Competence, Incompetence

Tip 4

Be wary of

in built biases

Framing Effect

Be wary of

Dunning-Kruger effect

Fundamental attribution error

Loss aversion

Confirmation bias

Bandwagon effect

Anchoring

Need for Closure

Post-Purchase
Rationalisation

Mere exposure effect

Irrational escalation
(commitment bias)

Self-serving bias

in built biases

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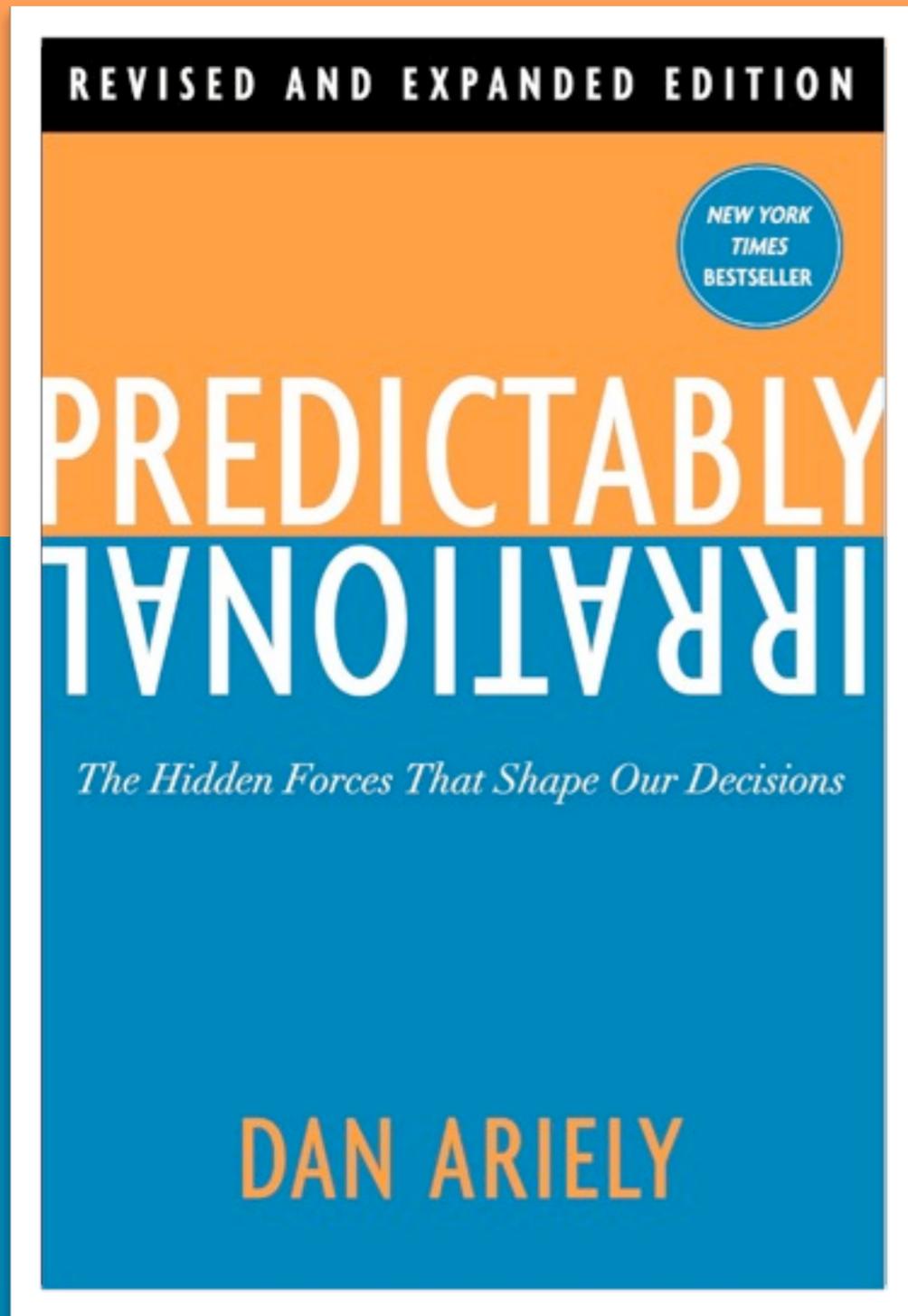
Self-serving bias

in built biases

Be wary of

in built biases

Be wary of



in built biases

Tip 5



Avoid judging too early



Taoist Farmer's Tale

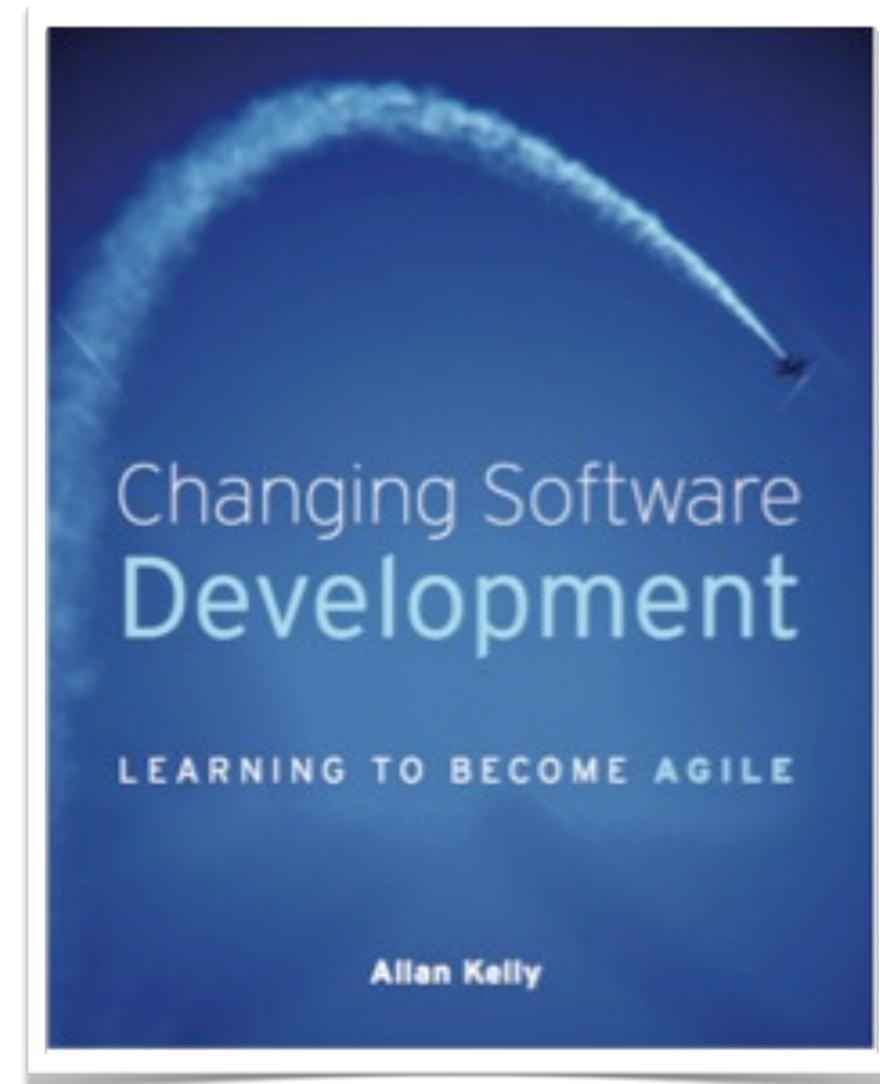
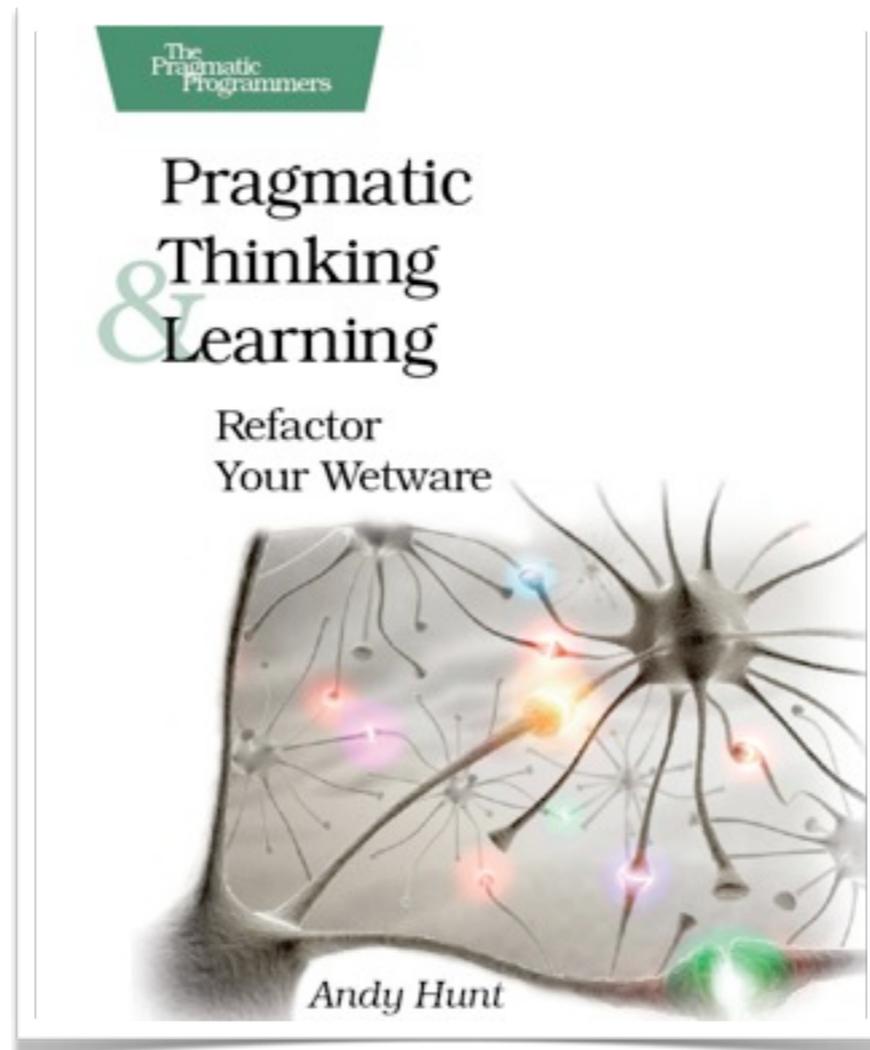
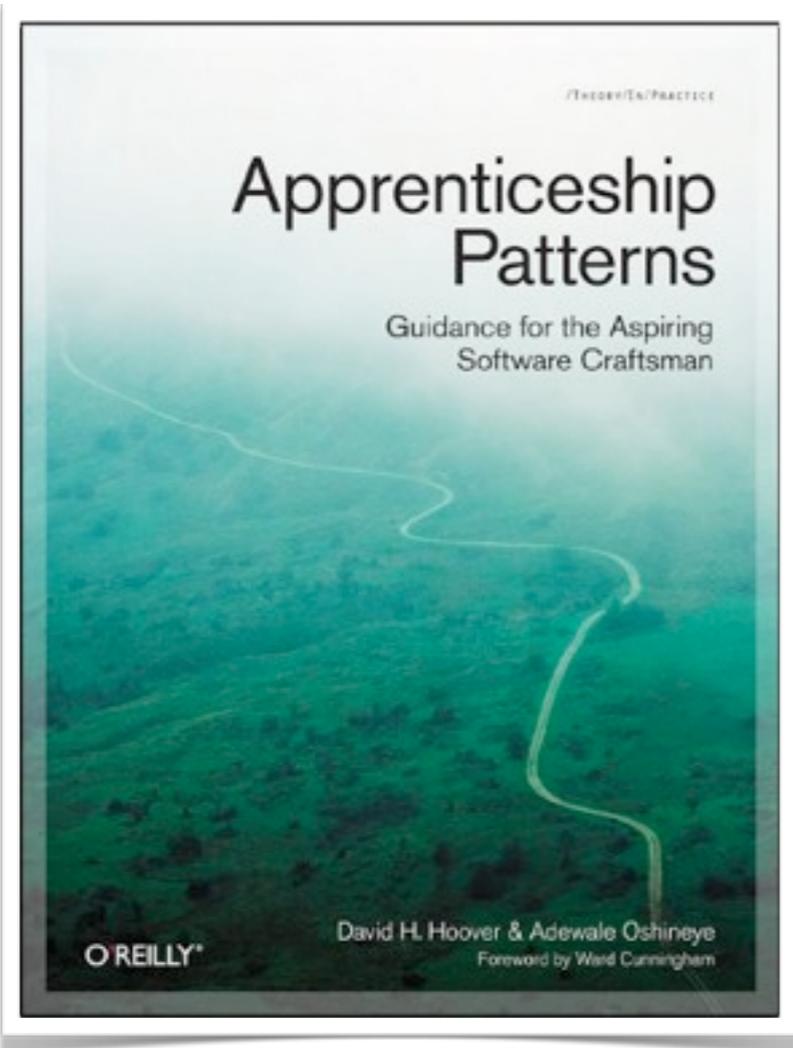
Listen carefully



Embrace other's opinions



Further Resources...



Further Resources...

Questions?

Email: emailpat@thekua.com

Twitter: [@patkua](https://twitter.com/patkua)

Web: <http://www.thekua.com/atwork>

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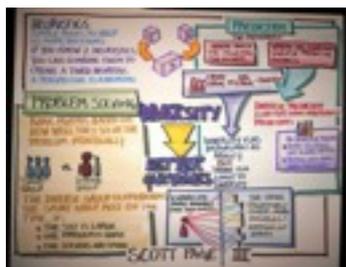
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