#LearningIsHorrible
and other Harsh Realities

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- Doubled reoccurring revenue in 5 years

- Launched products in three new markets

- Increased productivity, autonomy and self-organization

- Largely the same people (just 30% fewer of them)

- The harsh realities of being human work against true collaboration

- High performance requires difficult emotional work (among other things)

- You can begin practicing the required skills today

- Do you like to be wrong?

- Do you like to be wrong?
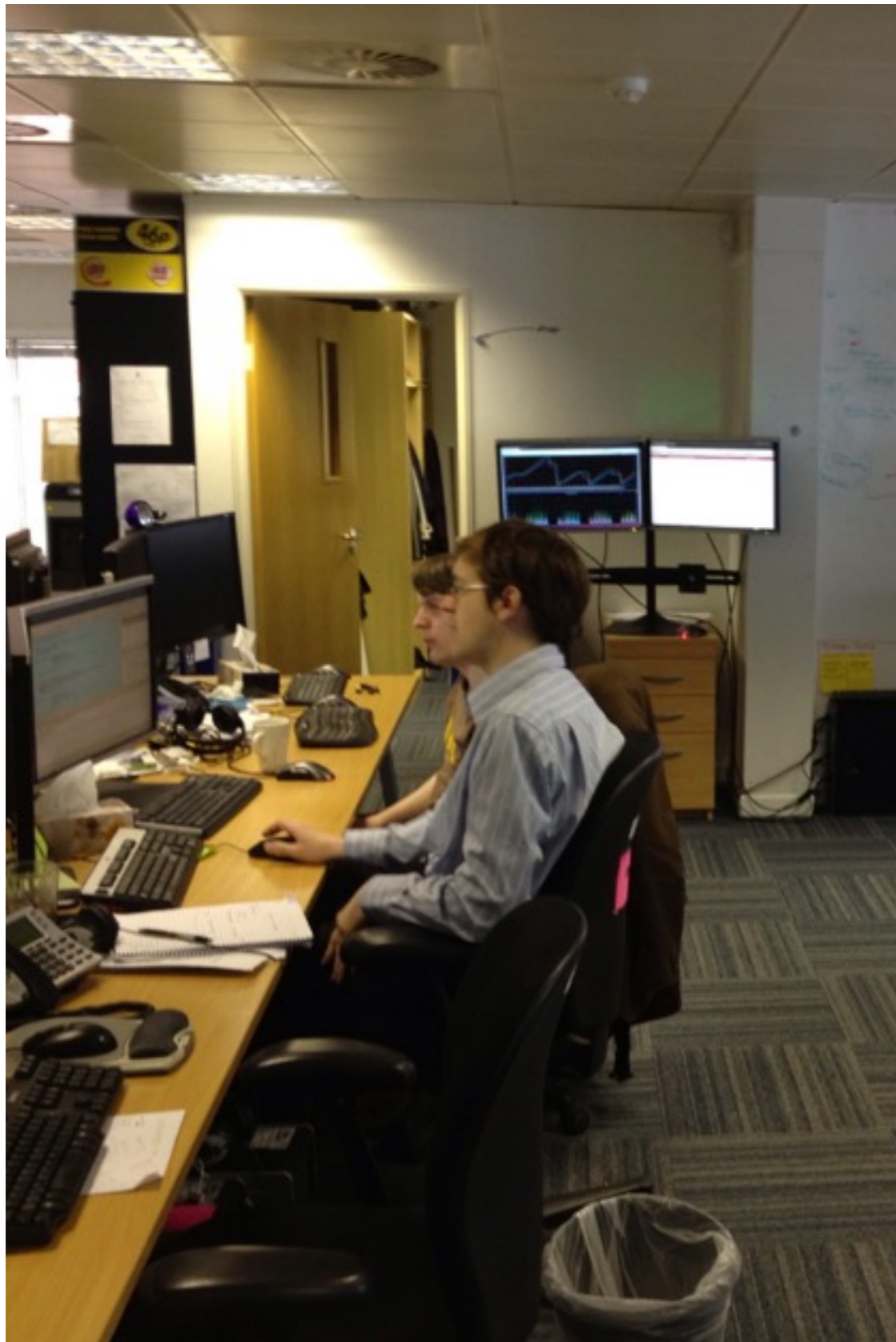
- Do you like to learn?

- Do you like to be wrong?

- Do you like to learn?

- That's what learning feels like.*
  (#LearningIsHorrible)

urban{code} makers of anthillpro (acquired by IBM)	alphablox (acquired by IBM)
Agitar SOFTWARE (acquired by McCabe Software)	OpenAvenue
cruisecontrol.	Borland INPRISE

Continuous Integration & Testing Conference

SD Times 2011 100
JOLT 17th Annual PRODUCT EXCELLENCE AWARD
The Wall Street Journal TECHNOLOGY INNOVATION AWARDS · 2005
eWEEK 5TH ANNUAL EXCELLENCE AWARDS
2004 DUKE'S CHOICE AWARD Java WINNER
InfoWorld 2006 TECHNOLOGY OF THE YEAR AWARD
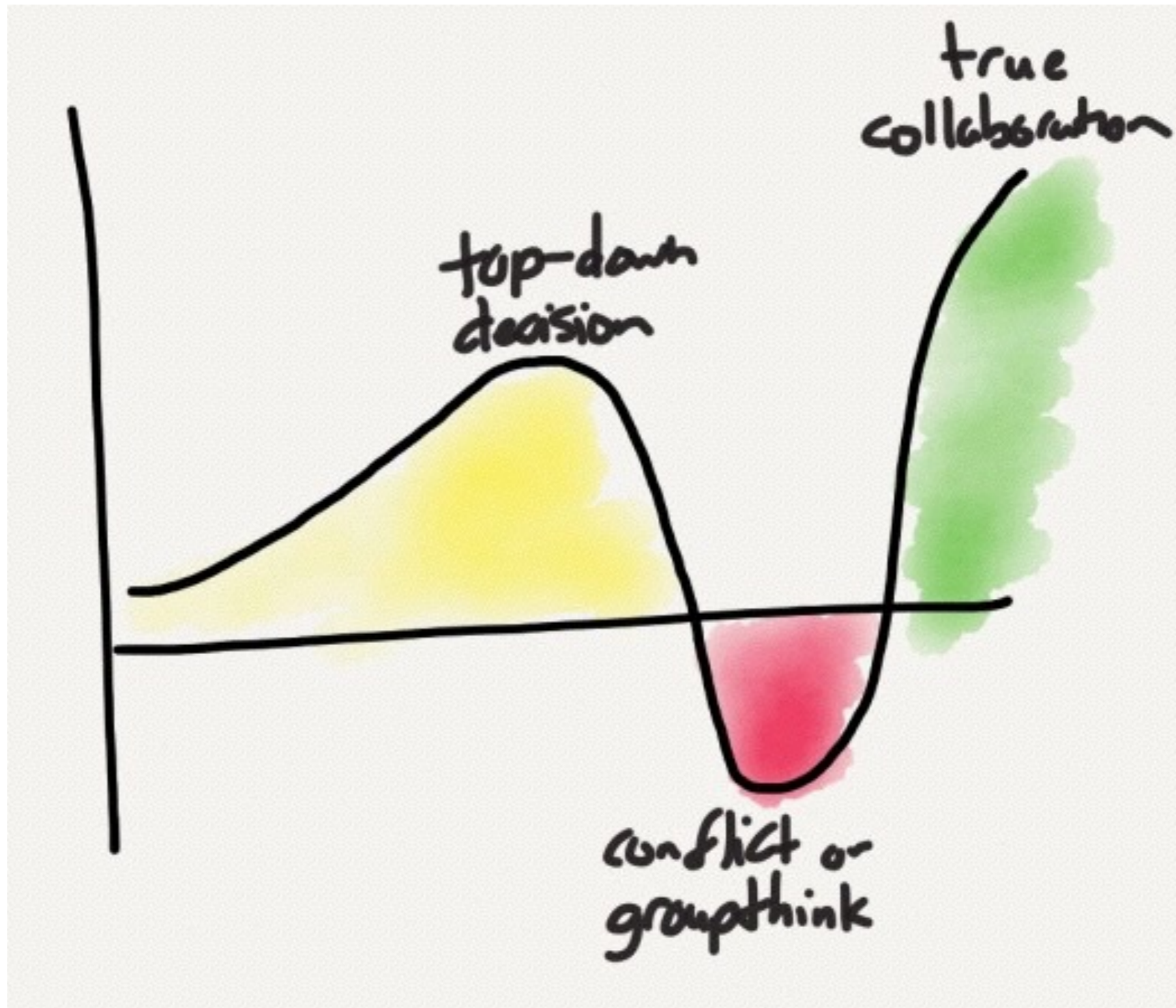Gartner | 2011 COOL VENDOR

- **System 1** operates automatically and quickly, with little or no effort and no sense of voluntary control

- **System 2** allocates attention to the effortful mental activities that demand it

- Most of what you think and do originates in System 1, with System 2 called upon to prevent errors
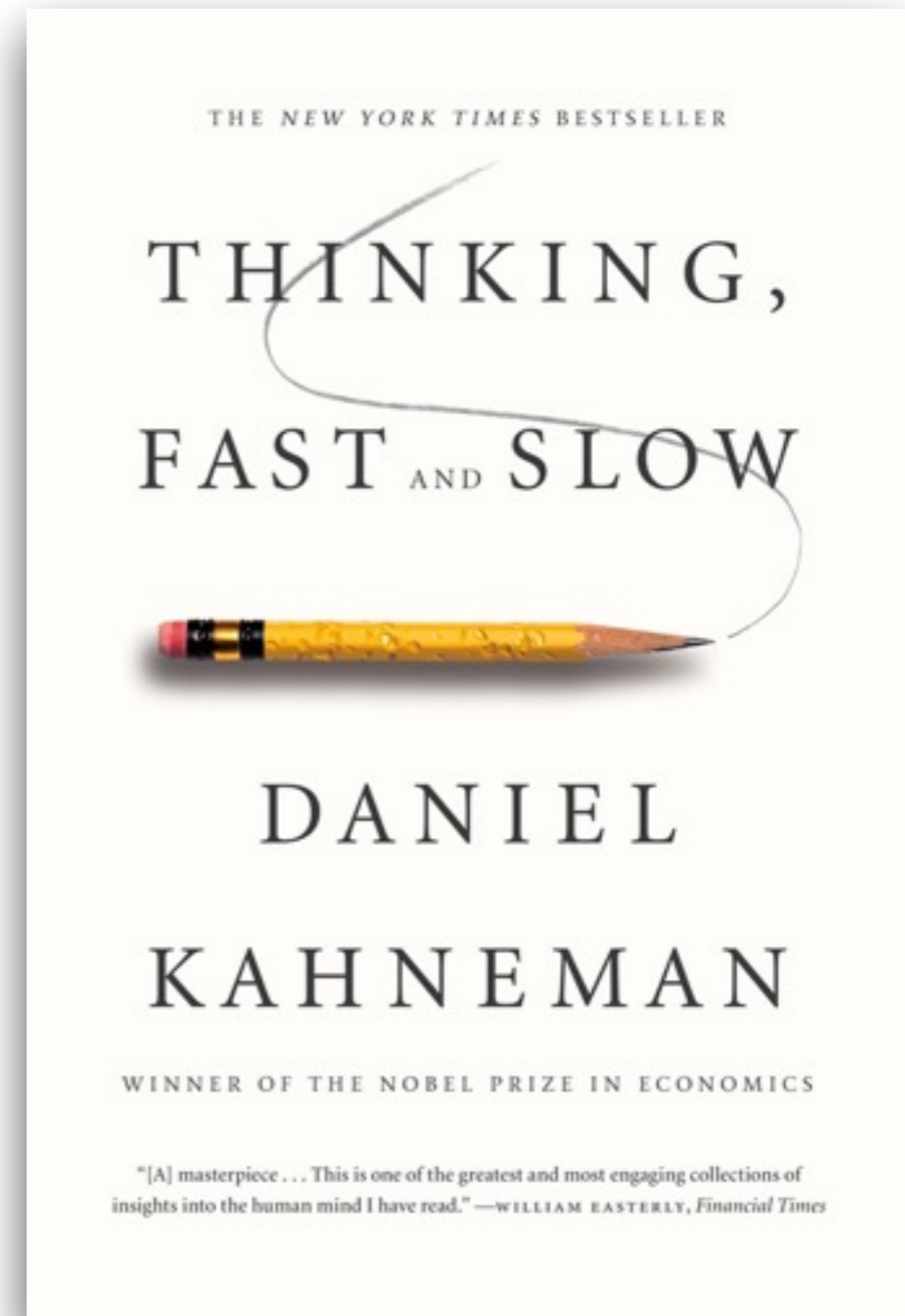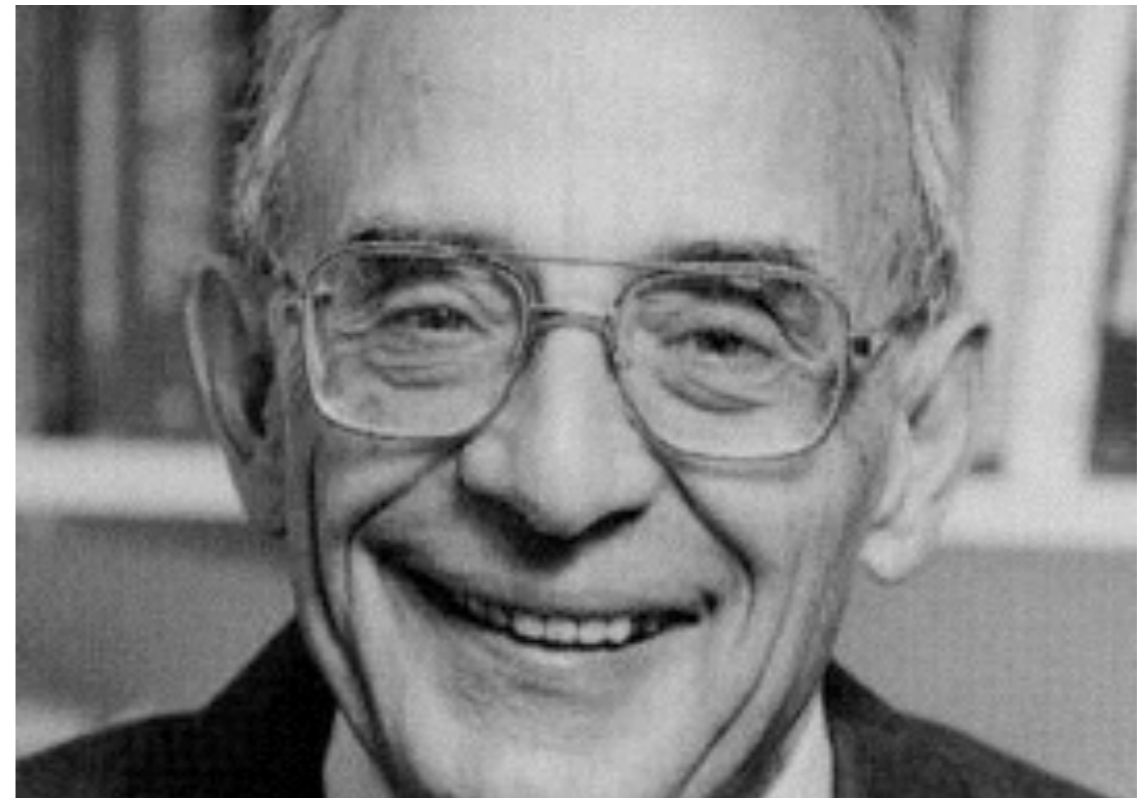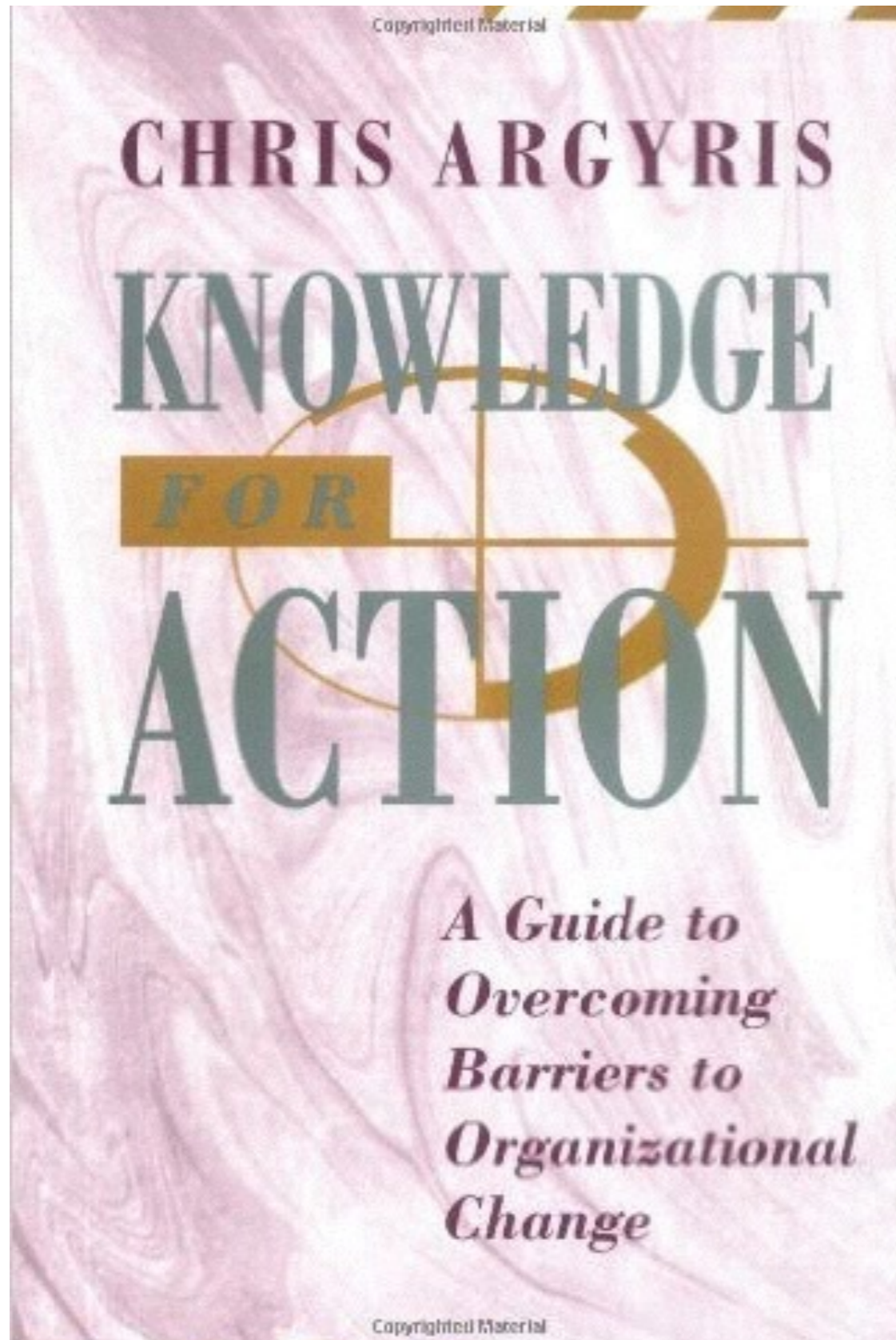
- "At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly."

*The Uncanny Valley of a Functional Organization*, Ben Thompson
http://is.gd/wnF7sK

CHRIS ARGYRIS

KNOWLEDGE FOR ACTION

A Guide to Overcoming Barriers to Organizational Change

"A highly influential management theorist, Argyris was widely regarded as the father of organizational learning."

http://www.gse.harvard.edu/news/13/11/remembering-professor-chris-argyris

- You are making a proposal in meeting and the main stakeholder you are trying to convince glances down and checks their watch. What do you do?

How did you decide what to do when that person checked their watch?
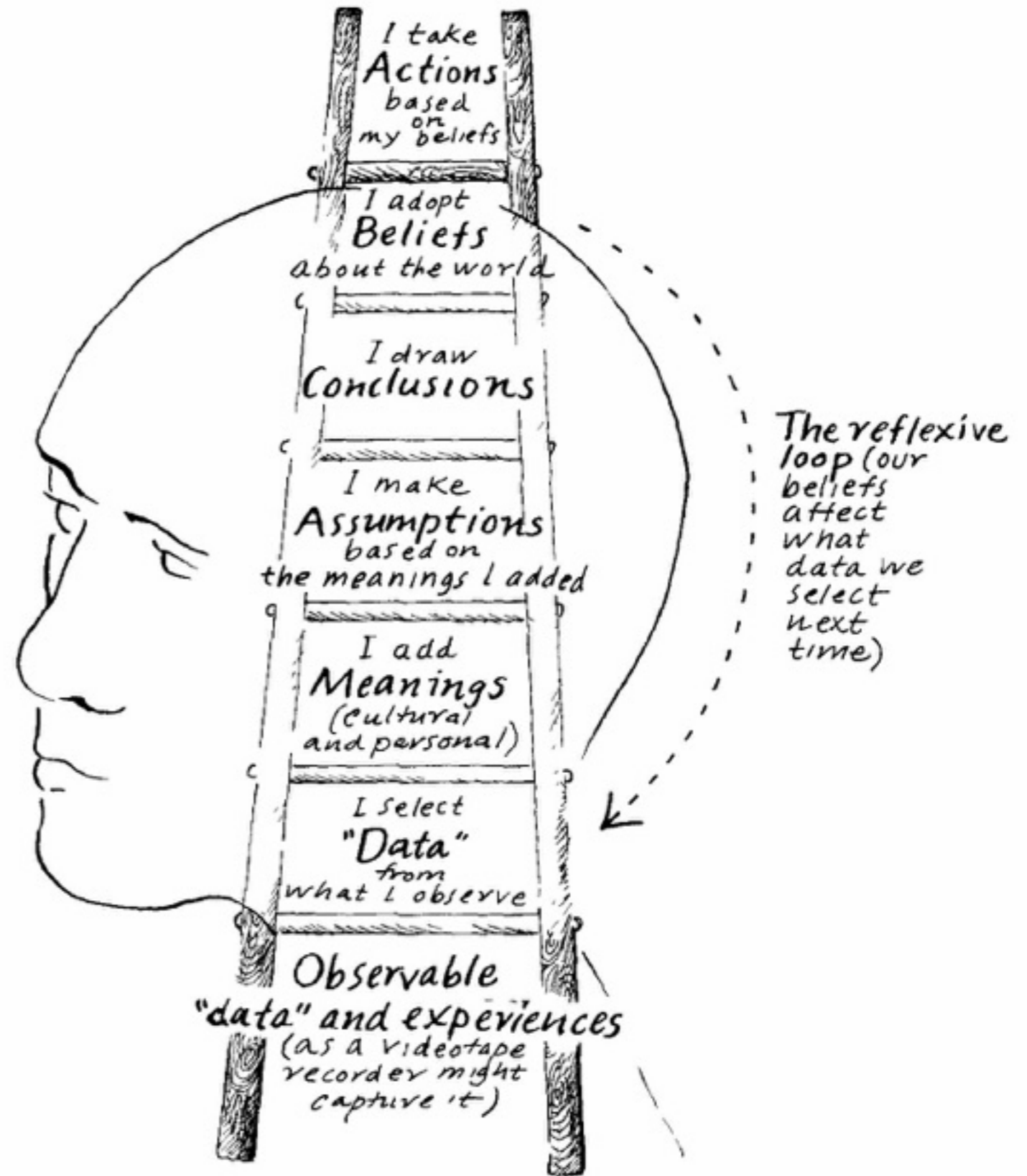
The Ladder of Inference illustration
from **The Fifth Discipline** by Peter Senge

Assumptions*

- I see the world as it is; those who disagree don't

- I am right; those who disagree are wrong

- I have pure motives; those who disagree have questionable motives

- My feelings and behavior are justified

- I am not contributing to the problem
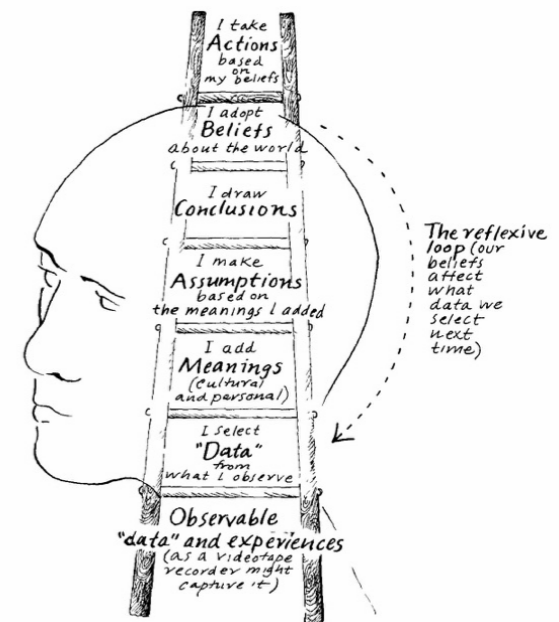
* **The Skilled Facilitator** by Roger Schwartz, 2002

Eight Behaviors for Smarter Teams

Roger Schwarz

Why can some teams come together, tackle challenging issues, and produce excellent results, while others can't? Why is it that when smart leaders try to function as a team, the team so often gets stuck? Why does the team as a whole seem less smart than the sum of the talents of its individual members?

One reason is that many team interactions don't reflect a Mutual Learning approach, which includes the mindset and eight behaviors I describe in this article. This mindset and set of behaviors helps teams make better decisions and stick to them, decreases the time needed to implement those decisions effectively, improves working relationships, and increases team member well-being.

You and other leaders can use the Mutual Learning approach to work together more effectively, whether in one-on-one, executive team, board, network, project team, committee, task force, or union-management team interactions.[1]

Roger Schwarz is a recognized thought leader in team leadership and improving team effectiveness. An organizational psychologist and President and CEO of Roger Schwarz & Associates, he is a sought-after advisor to global companies, federal government agencies and international non-profit organizations. He is author of *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results* (Jossey-Bass, 2013), the seminal work *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers and Coaches, New and Revised Edition* (Jossey-Bass, 2002), and co-author of *The Skilled Facilitator Fieldbook* (Jossey-Bass, 2005). Through his work and writing, Roger's mission is to help create teams and organizations that are innovative, successful, and that honor the best of who we are as human beings. He accomplishes this by enabling leaders to change the way they think and how they work so that they can raise and resolve the tough issues, work with their teams to get unstuck, and get better results. You can reach Roger at info@schwarzassociates.com or 919.932.3343. Follow Roger on Twitter @LeadSmarter.

Start with Your Mindset: Core Values and Assumptions

The behaviors described in this article are simply skills. Your ability to use the skills effectively depends on the mindset you start with. By mindset, I mean the values and assumptions you use to put the behaviors into action. Practicing the behaviors successfully requires that you have a Mutual Learning mindset, reflecting particular core values and assumptions. The core values of this Mutual Learning mindset are:

- Transparency
- Curiosity
- Informed choice
- Accountability
- Compassion

When you're **transparent**, you share all relevant information, including your thoughts, feelings, and strategies. When you're **curious**, you are genuinely interested in others' views and seek them out so that you and others can learn. When you value **informed choice**, you act in ways that maximize your own and others' abilities to make decisions based on relevant information. When you're **accountable**, you take responsibility for your actions and their short- and long-term consequences. You expect to be asked to explain your beliefs, actions, and decisions to your team and others. When you're **compassionate**, you understand others' concerns and connect and respond to others. You suspend judgment temporarily so that you can appreciate other people's situations. When you act with compassion, you infuse the other core values with your intent to understand, empathize with, and help others.

Your core values and your assumptions generate your behaviors. The assumptions of the Mutual Learning mindset are:

- I have some information; so do other people.
- Each of us may see things that others don't.

Eight Behaviors for Smarter Teams   **1**

Jtf 15:08

Rule1# : I think it is more useful to have these posted in a channel with more traffic, such as #general. I value the serendipity, that more people might learn about the talks. By adding a separate channel I fear fewer people are likely to see the talks and therefore less likely to comment and build on the content of the talks. What does you @shaf (or others) value about having a special purpose channel?

Tony Tsui 10:54

Since I'm finding that I've using Slack's Reactions features more I've uploaded the following emojis to indicate liking a message for applying one of the Eight Behaviours. RULE 1 2 3 4 5 6 7 8 (edited)

👍 1   RULE 2 1   RULE 4 1

In conclusion, we decided to use Rule #8 – "Discuss undiscussable issues," and hence this post. This is a call for a genuine discussion, employing the eight behaviours.

Eight Behaviors for Smarter Teams, Roger Schwartz, 2013
http://www.schwarzassociates.com/resources/articles/

Our aim is to be a high-performing company

High performance requires teamwork and continuous learning

TIM GROUP

Our aim is to be a high-performing company

Achieving high performance requires:

1. High performing individuals
2. Teamwork
3. Continuous learning

On a foundation of mutual trust and respect

Insist on taking responsibility

1. Seek and facilitate alignment. Discuss issues that prevent alignment.
2. Seek feedback from colleagues. Give frequent timely feedback.
3. Take responsibility for career development. Seek coaches and mentors. Be a coach and a mentor.

Mutual Learning Approach

Core Values	**Assumptions**
• transparency	• I have some information; so do other people
• curiosity	• Each of us may see things that others don't
• informed choice	• I may be contributing to the problem
• accountability	• Differences are opportunities for learning
• compassion	• People may disagree with me and have pure motives

Eight Behaviours for Smarter Teams

1. State views and ask genuine questions
2. Share all relevant information
3. Use specific examples and agree on what important words mean
4. Explain reasoning and intent
5. Focus on interests, not positions
6. Test assumptions and inferences
7. Jointly design next steps
8. Discuss undiscussable issues

If you use the behaviours without the underlying core values and assumptions, the behaviours become just another technique or method, destined to become the fad-of-the-month. But when used with the core values and assumptions, the behaviours are a powerful, values-based approach for fundamentally increasing effectiveness by building relationships and getting results.

Our Best Today, Better Tomorrow

Espoused
Theory

Theory in
Use
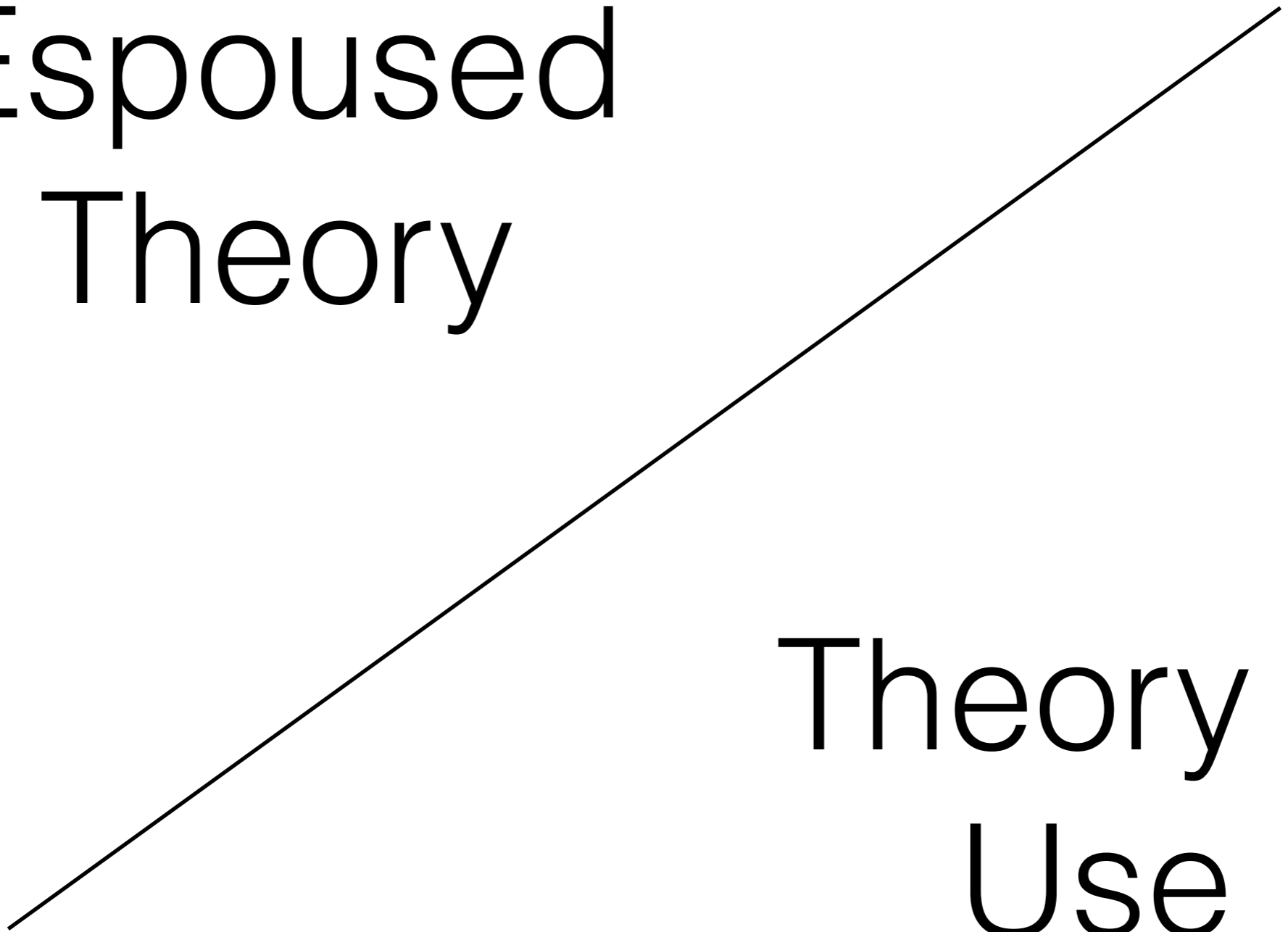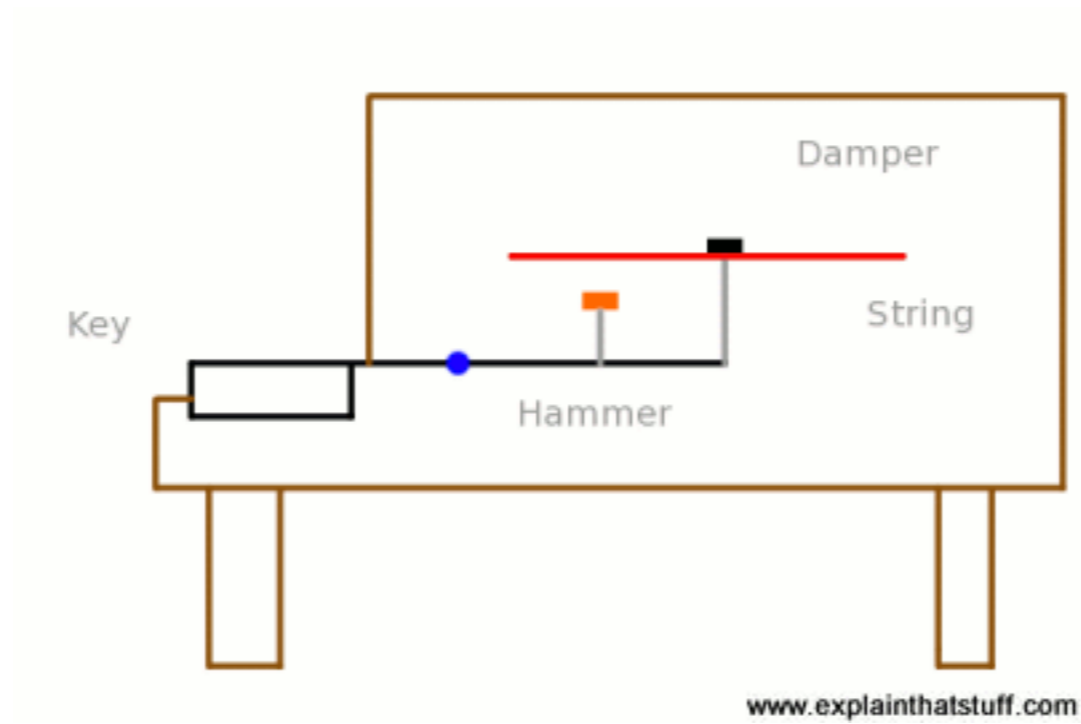
Deliberate practice required

Withholding Information Case Study

Exhibit 5.3 in *The Skilled Facilitator* by Roger Schwarz

Paula is trying to get Ted to understand that he has been ineffective in presenting to the senior management team.

Paula's internal thoughts, feelings, reactions	Spoken dialog
I thought it was abysmal. I wanted to crawl under my chair at the meeting. I had three others tell me it was a waste of their time.	PAULA: How do you think the presentation to the senior management team went yesterday?
Does he really believe it went OK, or is he just trying to put a good spin on it? Nitpicky! You couldn't answer some basic cost questions.	TED: I think it went OK, although there were some rough spots. Some of those execs can really get nitpicky.
I don't understand why you didn't emphasize the need for the project. The team won't approve a project if they can't get answers to some basic questions.	PAULA: We've got some really important reasons for doing it. Do you think the team will support the project now, or do you think maybe we need to give them more answers?
I don't want to wait while this project dies on the vine. Besides, my reputation is at stake here, too.	TED: I think we're in OK shape. A couple of the members came up to me afterward and said they appreciated the presentation. I think we should just wait and see.
I hope the team doesn't think I'm responsible for your not having the answers to those questions. Why didn't you use the information I gave you? I've got to get you to understand what you've done.	PAULA: Maybe, but I think we might want to give them some more information.

Name

- 📁 FG/Jtf Holiday/Slack case study
- 📄 Rich/Jtf Ability to Access Case Study
- 📄 Jtf Engaging with OKRs Case Study
- 📄 Master: Engaging with OKRs Case Study
- 📄 Group Paraphrasing Practice
- 📄 Mutual Learning: Triggers and Possible Reactions
- 📄 Sergiusz.Trying.to.get.buy.in.for.M.L
- 📄 Two Column Case Study Template
- 📄 Withholding Information Case Study
- 📄 IT11538 - Case Study - Richard & Adam with ticket raised by ...
- 📄 Anchoring effect

Emotional Agility

1. recognize your patterns

2. label your thoughts and emotions
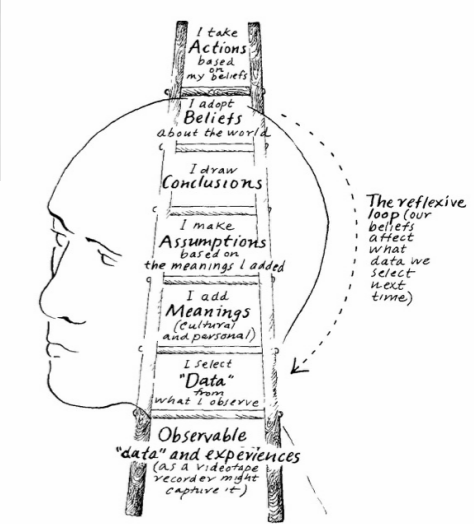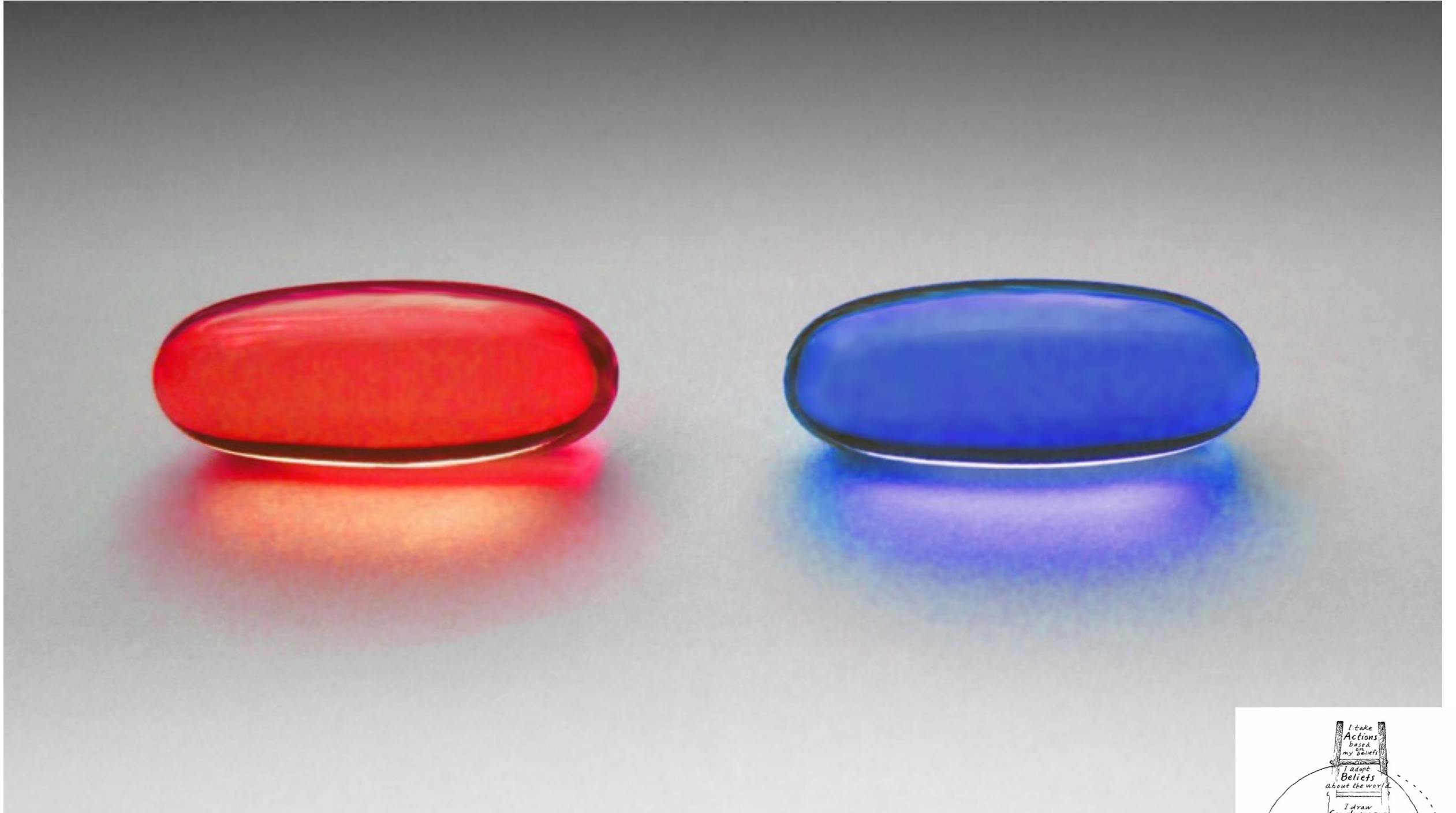
3. accept them; and

4. act on your values

https://hbr.org/2013/11/emotional-agility

image https://en.wikipedia.org/wiki/User_talk:W.carter

#LearningIsHorrible

search terms: "Argyris" "mutual learning model"
"action science meetup" "you're not so smart"

GROUP

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