

Integral
Systems
Response

Incept⁵



Discovery Curves,
Group Learning
and Delivering

09 November 2012

Presented by



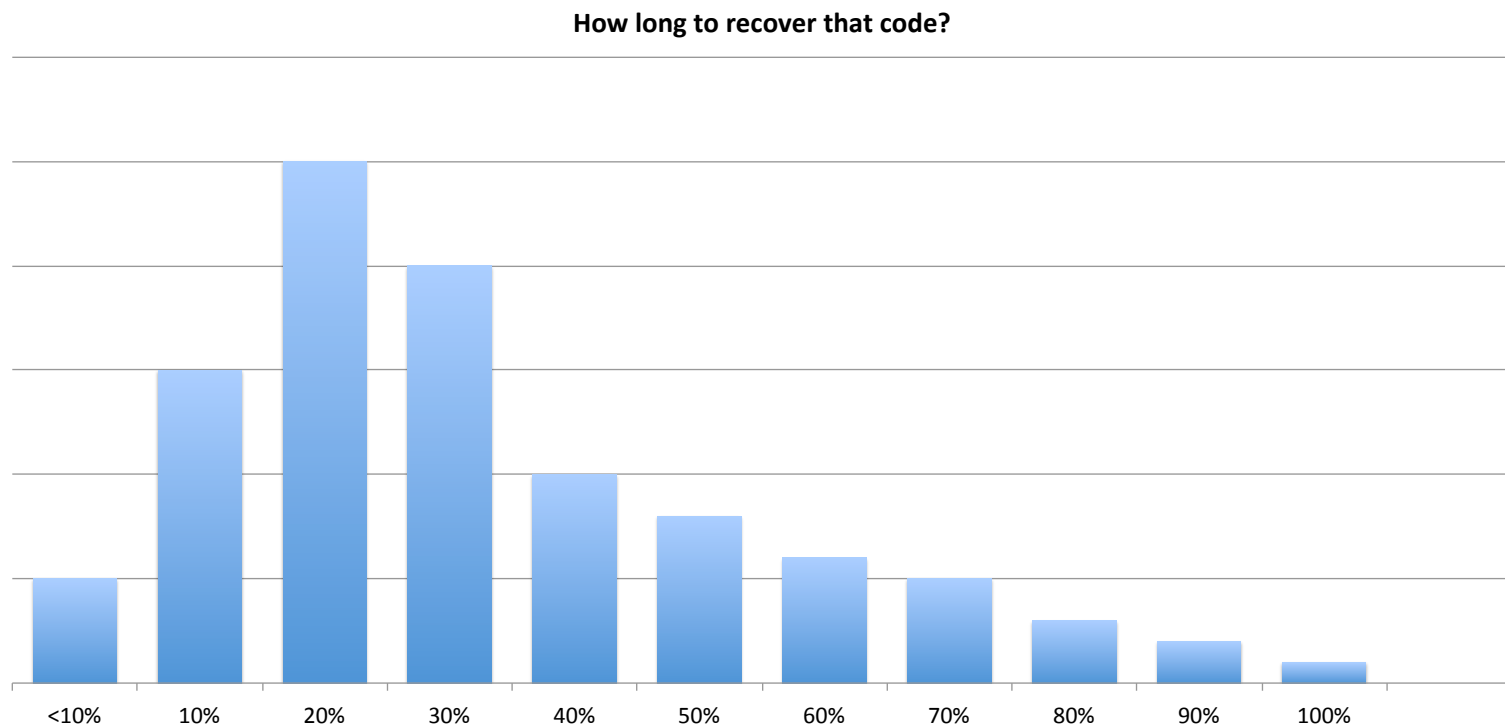
Joanna Zweig, Ph.D.



César Idrovo

Recovery Time

When we ask teams how long it would take to redo their work, we hear “less than 30%”

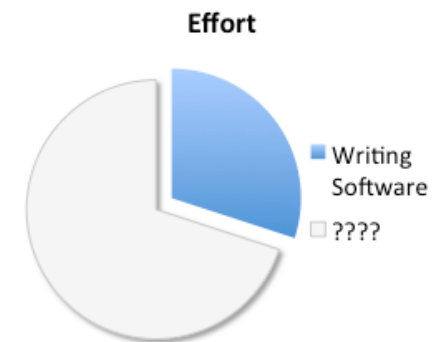


Coaching Technique, Ashley Johnson and Amr Elssamadisy, Gemba Systems – illustrative data only

The Real Activity

Software Development is mostly...
not about software development

Actually, what you mainly
pay your developers for is
their capacity to LEARN



As participants in a GROUP.

Nature of Group Learning

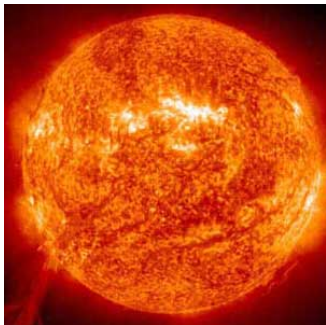
Group learning is not the sum of individual learning. At the group level, learning is often emergent

While group learning includes all of the perspectives of the participants, it also involves ingredients that the individuals may be unaware of. Thus emergent learning may be both unpredictable AND holistically appropriate to what the group is trying to accomplish.



Emergence

If our only knowledge of H was as the fuel of a star, and O as the gas we breathe, we probably would not expect the emergence of water when these gasses combine.



Hydrogen

+



Oxygen

=



Water !

Emergence is unexpected, unplanned and sometimes unimaginable

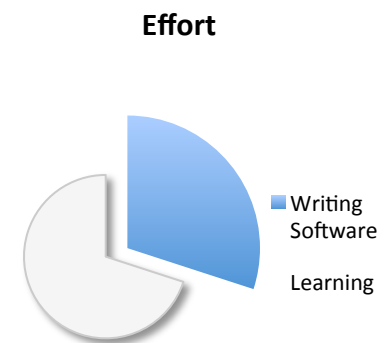
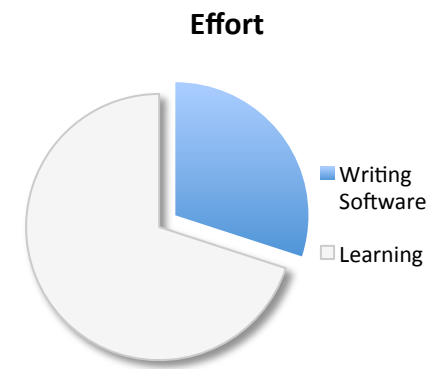
The 70%

Agile helps us to optimize the 70%

It can activate learning capabilities in the organization. The group learns how to tackle new problems as a group. Resulting interactions can create emergent outcomes for each group.

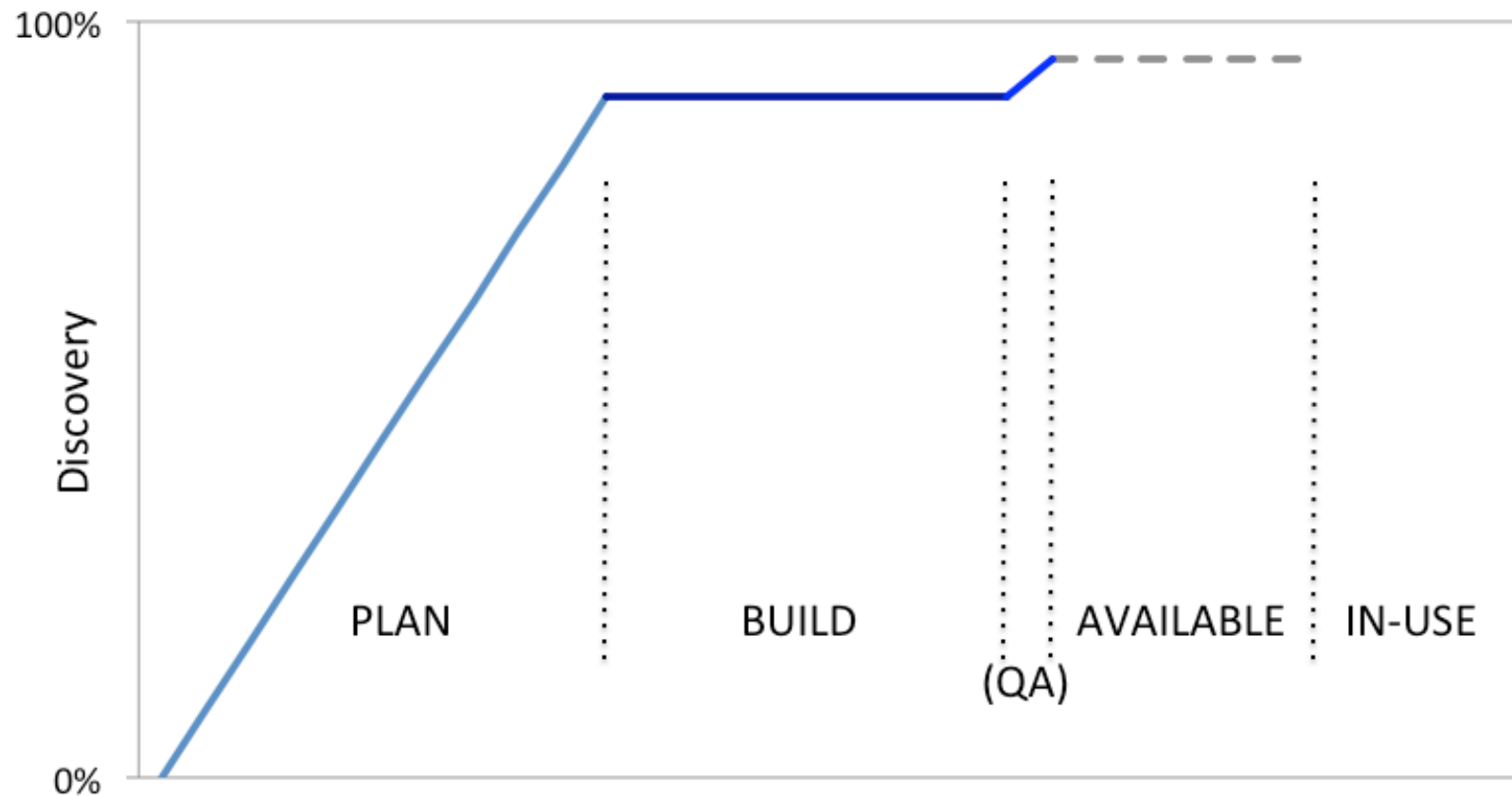
The value of the new learning capabilities is to shrink the 70%.

Improving the effectiveness and efficiency of group learning speeds up delivery (total area of the circle is reduced)



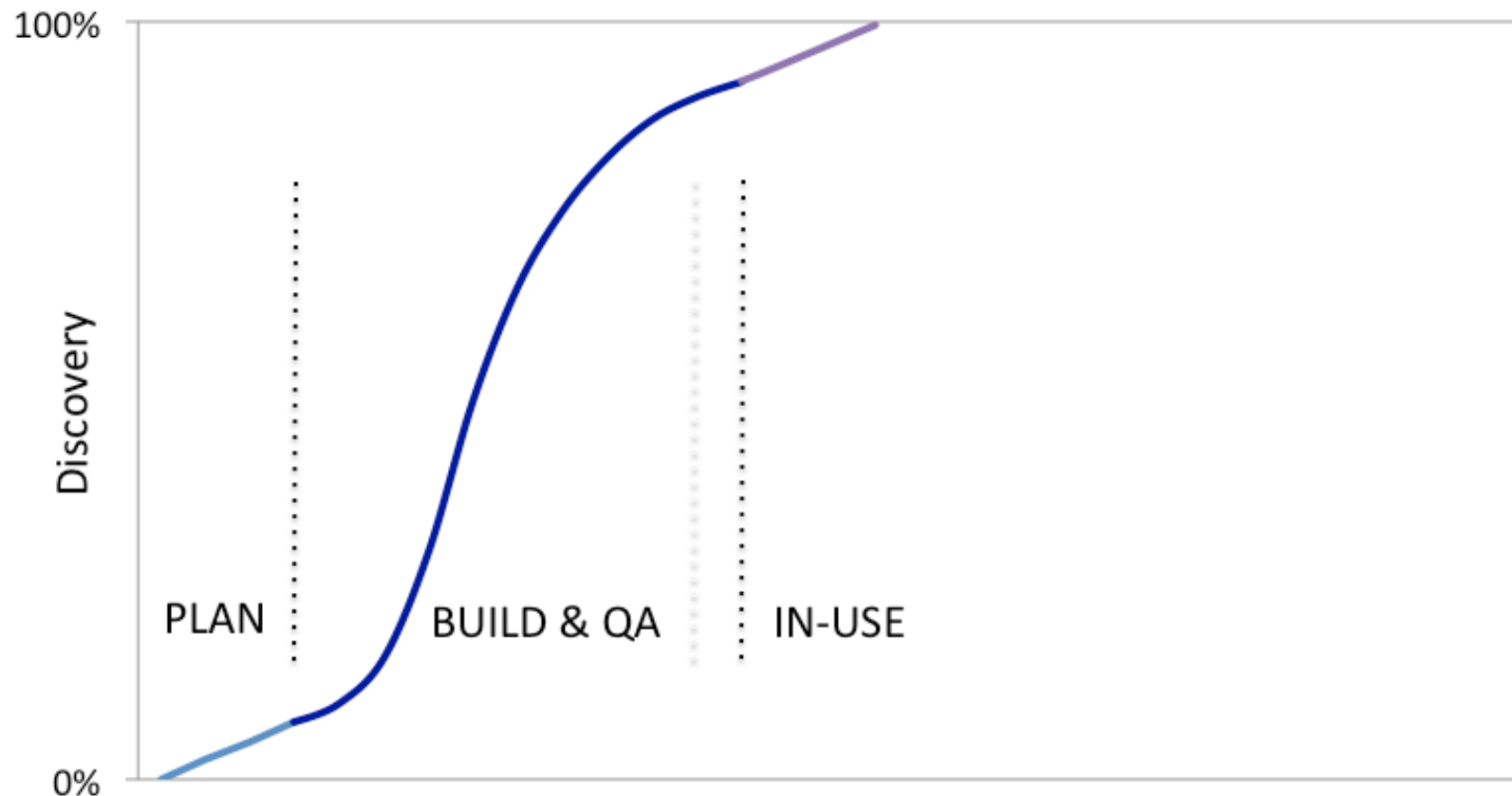
Discovery Curves - Waterfall

Theoretical example of an expected learning curve in software development.



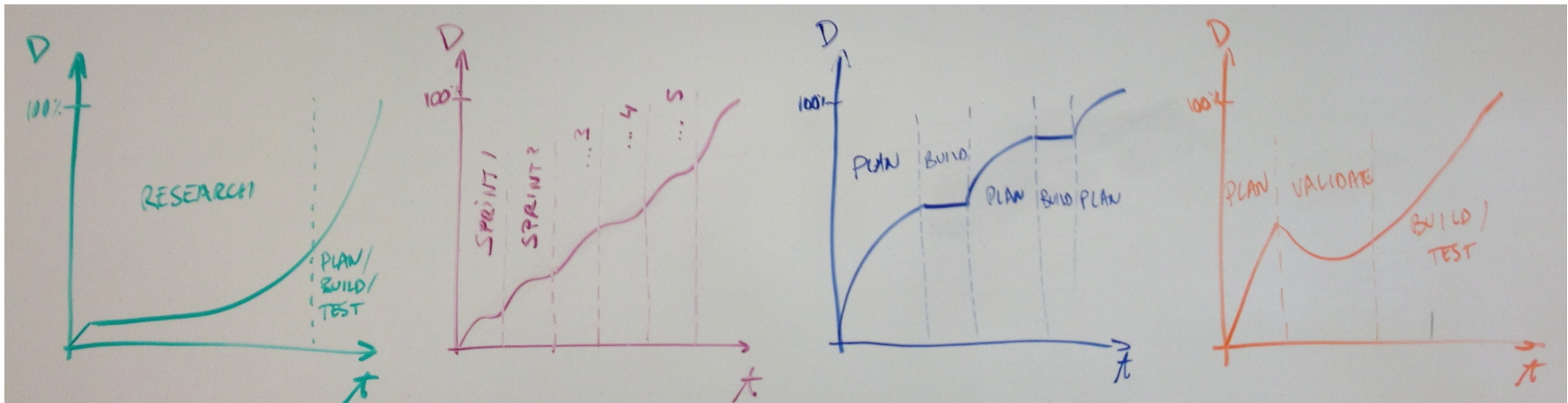
Discovery Curves - Agile

We need teams that can learn like this. Ongoing planning, learn by delivering.



Discovery Curves - Yours

Select a project from someone in your group and draw a discovery curve of that project. Examples:



5min timebox, then we share highlights with the whole group.

Group Learning and Coherence



Joanna's research has identified a phenomenon, Group Coherence (GC), that indicates the emergence of group learning.

We will look at the value of GC and identify ways to optimize group's ability to access this learning.

What is Group Coherence?



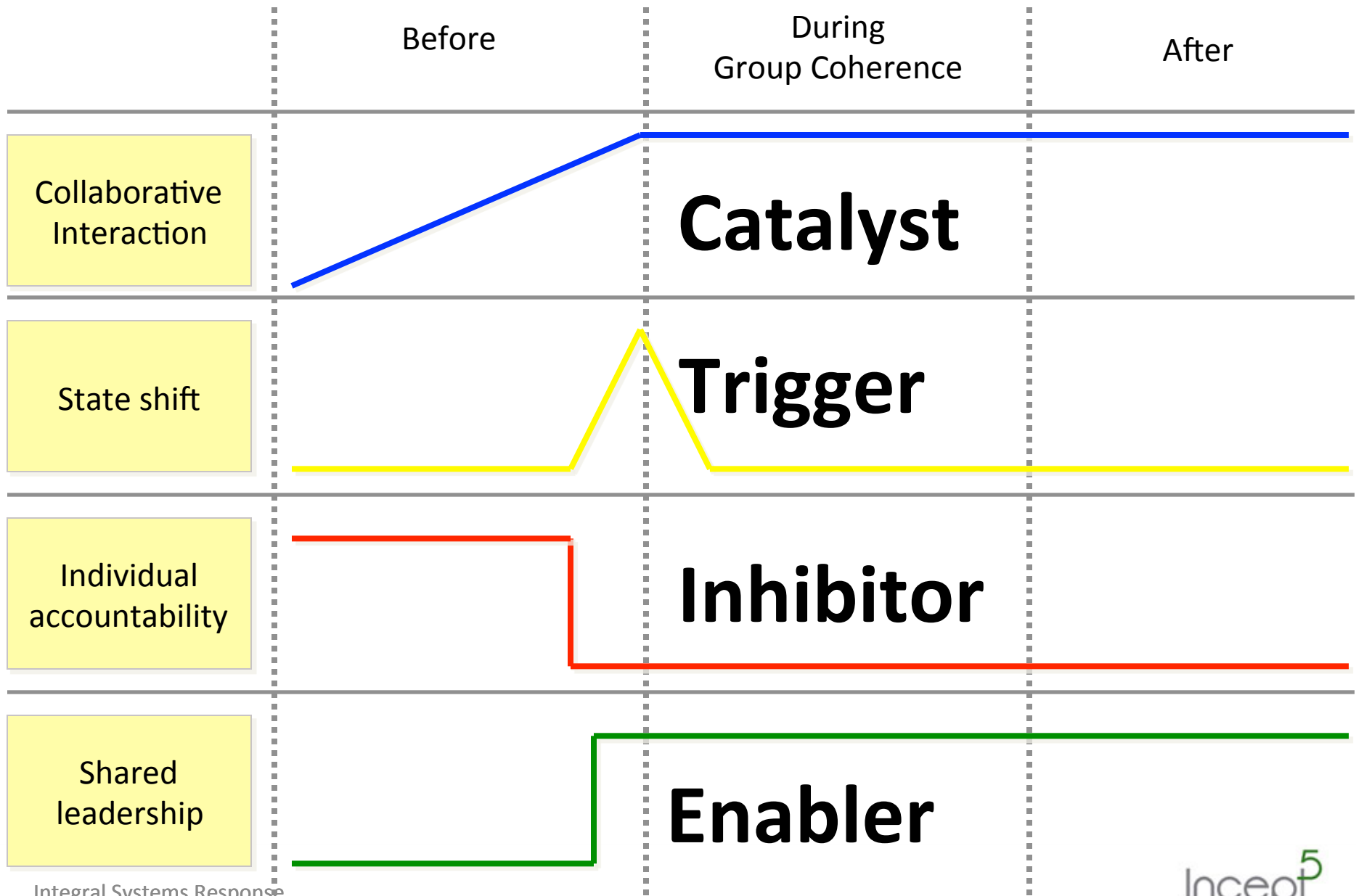
The shared state reached by a group of people that allows them to perform one or more tasks in perfect rhythm and harmony with great energy to overcome obstacles

Ingredients of the 70%

- Practice
- Trust
- Chaos
- Creativity
- ...



Ingredient Profiles



Your Best Group Experience

1. Remember a time when your group experience was the best one you've ever had.

This may have been an experience of Group Coherence.



Create One Ingredient Profile

2. Select an ingredient you associate with your optimal group experience.

Write your ingredient and chart it on paper.



Past Ingredients / Current Group

3. Share ingredients and their profiles with a triad.

Address the influence of each ingredient on the group's ability.

How could it help my current group to learn achieve its goals



On Monday...

Chart your discovery curve

Identify apparent ingredients and ingredients that are missing

Determine how changing emphasis on an ingredient might assist your group in achieving its goals.

Q&A



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