Let’s Just Skip High-Performing and Go Straight to Badass!

Matt Badgley
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I’m a person that really enjoys helping others make great software, have fun, and discover new ways to innovate. By the way, I like to also hang with my BFFW, fish, anything with my dogs, enjoy beer, and smoke meat.

I work as a Lean-Agile Coach, Trainer, Leadership Coach, and constant learner and frequent screw-up.

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Every time something goes sideways, you always feel you have to step in.

We feel we have to wait until you sound off before decisions can be made.

We are expected to perform what we cannot do.
Hmmm, I think they are talking about me???
The Grind  
Thought I “Got” Leadership  
Stopped My Learning Journey  

@agilebaconbeer  
not really me
This discussion is for both ... 

Individuals

Teams
What is keeping you or your teams from getting better (or learning)?

https://www.menti.com/zxfijm47oe
What are some causes of the wall?

• “How can I learn when everything around me is on fire?”

• Get-Better Derangement Syndrome – say “get better” one more time!

• I don’t have time

• I’m in the groove ... literally stuck in the groove

• I can’t learn any more ... I’m not a unicorn
Impediments to Learning
The Plateaus

Despairing Type

Obsessive Type

Complacent Type

Source: David Foster Wallace, Infinite Jest
Would you rather be ... 

Lucky? 

Or Good? 

https://www.menti.com/ivp5vdjкqs
**Luck** is outcome based – odds can be predictive, but that is knowledge.

<table>
<thead>
<tr>
<th>Game</th>
<th>% of Skill vs. Luck</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poker</td>
<td>70/30</td>
</tr>
<tr>
<td>Sports Betting</td>
<td>60/40</td>
</tr>
<tr>
<td>Blackjack</td>
<td>30/70</td>
</tr>
<tr>
<td>Roulette</td>
<td>20/80</td>
</tr>
<tr>
<td>Slot Machines</td>
<td>5/95</td>
</tr>
</tbody>
</table>

Source: https://www.gripsed.com/strategy/gambling-skill-luck
Luck is what you don’t know today.
Confirmation Bias

“What the human being is best at doing is interpreting all new information so that their prior conclusions remain intact.”

-- Warren Buffett
Perfectionism

Success

Failure

Good enough

Failure

The Perfectionist's Guide to Results
Group Think (Tribalism)

1. Life Sucks
2. My Life Sucks
3. I Am Great
4. We Are Great
5. Life is Great
Psychological Safety
Road to High-Performing
Purpose

n. It’s what brings meaning to the things we do. It is “Why”. Connective tissue between mission, vision, goals, words, policies, and actions. = 42.
Goals

Our Hero

Desired Outcomes

Our Guide

Challenges

Villains
Look in the mirror and ask, “What have I done today to improve myself?”

12:00 AM - 24 Nov 2016
“...deliberate practice sounds like a very organized, canonized, or codified, way of working really, really hard.”

- Stephen Dubner, host of Freakonomics Radio
Getting to Badass
Backsliding is Okay

Compounding

Only Little Steps

37.8%
“Upgrade your user, not your product. Value is less about the stuff and more about the stuff the stuff enables.”

-- Kathy Sierra

What we learn is less about the stuff we learn and more about the stuff it enables.

-- Me
Create Wildly Selfish Goals

1.

2.

3.

4.

5.

Source: Tom Izzo, Michigan State University
Create a Learning Board

- Can’t do
- Can do with effort
- Mastered reliable / automatic

A → B → C
## Use a Canvas

### Deliberate Practice Canvas

- **Area to Improve**: Standups feel too status-y and lack a team element.

<table>
<thead>
<tr>
<th>Goal(s) / Feedback Giver(s)</th>
<th>Area to Improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>Standups feel too status-y and lack a team element.</td>
</tr>
</tbody>
</table>

### Area to Improve

- **Non-comfort Zones**:
  - Team is group of experts and don’t step into areas of app they don’t know.

- **Participants**: All of Team Stranger Things.
  - Mary (SM team Trogdor)
  - Greg from IT (desk setup)
  - Pairing stations setup (new KVMs)

- **Practice/Games/Activities**:...
  - Cross-team listening
  - Pair Programming
  - Writing full-stack stories

- **Hypothesis of Practice Outcomes**: Team members should have a higher sense of ownership during the standup and we’ll all be more interested in the work being done.
  - Outcomes and commitments will be shared and not all on one-person.

- **Goal(s) / Feedback Giver(s)**: Mary Lopano SD

### Hypothesis of Practice Outcomes

- Team members should have a higher sense of ownership during the standup and we’ll all be more interested in the work being done.
- Outcomes and commitments will be shared and not all on one-person.

### Practice/Games/Activities

1. Cross-team listening
2. Pair Programming
3. Writing full-stack stories

### Goals

1. **Write stories that cover the full app stack**.
2. Technical stories and spikes should be < 10%.
3. Standups end with daily goal and daily commitment.

### First Steps

1. Standup shift - have other team members present the three questions for another team member.
2. Bug-bash pair-a-thon or hack-a-thon.
3. Old-feature re-decomposition - have full team re-decompose a complete feature into full-stack stories.

### What kind of feedback is wanted?

- Standups feel too status-y and lack a team element.
- Technical stories and spikes should be < 10%.
- Standups end with daily goal and daily commitment.

### Implication of Practice Outcomes

- Team members should have a higher sense of ownership during the standup and we’ll all be more interested in the work being done.
- Outcomes and commitments will be shared and not all on one-person.

### Deliberate Practice Canvas

...note, be sure to be JBG E
Get a Workout Buddy

If you want to change the world ... find someone to help you paddle.

You cannot paddle the boat alone. Find someone to share your life with. Make as many friends as possible, and never forget that your success depends on others.

-- Admiral William H. McRaven, Make Your Bed
Simple Time Approaches

Lonely Lean Coffee

Pomodoro

Photo by Edward Eyer from Pexels

Photo by Miguel Á. Padriñán from Pexels
Create Some Space

Take a Break
not really
me
Still not me
Thank You

My Purpose ...
I believe in working with teams to help them get better, learn, and be successful in building stuff while having fun.

Blu says, “Please support your local humane society or favorite pet adoption group.”
References

• How to learn something new every day in 15 minutes - https://www.dailyinfographic.com/blog/how-to-learn-something-new-everyday
• 3 Tips on Overcoming Learning Plateaus - https://99u.adobe.com/articles/16431/overcoming-plateaus-on-your-path-to-mastery
• Gambling vs Skill vs Luck - https://www.gripsed.com/strategy/gambling-skill-luck
• What Google Learned from Its Quest to Build the Perfect Team - https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html
• Book: Thinking in Bets: Making Smarter Decisions When You Don’t Have All the Facts, by Annie Duke
• Book: Finish: Give Yourself the Gift of Done, by Jon Acuff
• Book: Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization, by Dave Logan, John King, Halee Fischer-Write
• Book: Creativity Inc., by Ed Catmull and Amy Wallace
• Book: Building a Story Brand, by David Miller
• Book: Can't Hurt Me, by David Goggins
• Book: Peak: Secrets from the New Science of Expertise, by Anders Ericsson
• Book: Badass: Making Users Awesome, by Kathy Sierra
• Book: Make Your Bed, by Admiral William H. McRaven