

CREATING CONTINUOUS LEARNING
ORGANIZATIONS - YOUR DOJO

EST DOJO 2017
— AND CO —

Dion Stewart

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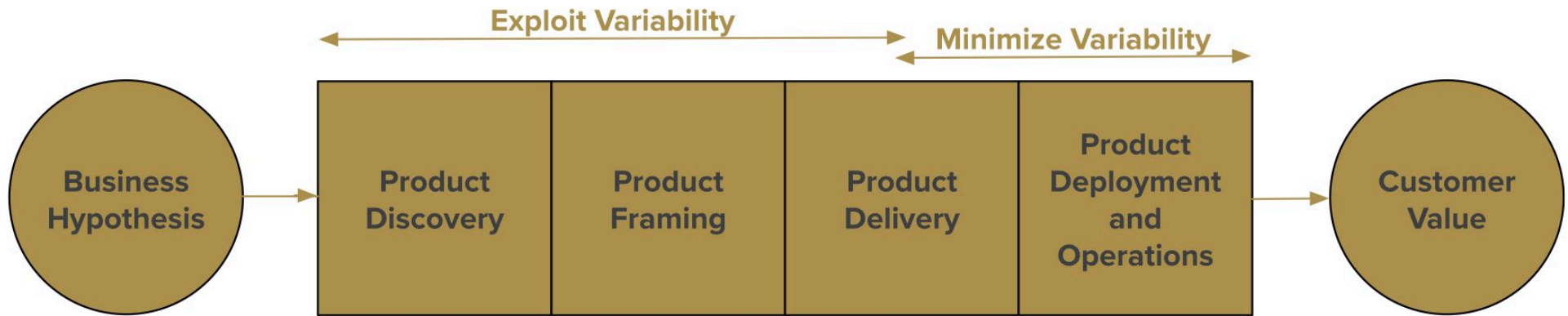
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**THE PROBLEM /
OPPORTUNITY**

WE NEED TO IMPROVE PRACTICES ACROSS THE ENTIRE VALUE STREAM



A n O n g o i n g D e b a t e

TRAIN VS HIRE?

Best Way to Get Great Talent: Train or Hire?

-Inc.

Hire for Attitude, Train for Skill

-Harvard Business Review.

Should You Hire Experienced Candidates or
Train Inexperienced Ones?

-tech.co

An Ongoing Debate

TRAIN VS HIRE?



Jez Humble ✓

@jezhumble

Following



If companies want more good people, they have to invest in helping people develop their skills, not get them to outsource it to their free time. Of course society & the economy is moving in the opposite direction because corporations are focused on short & medium term profits.

8:22 PM - 16 Jan 2018



Tim O'Reilly ✓

@timoreilly

Following



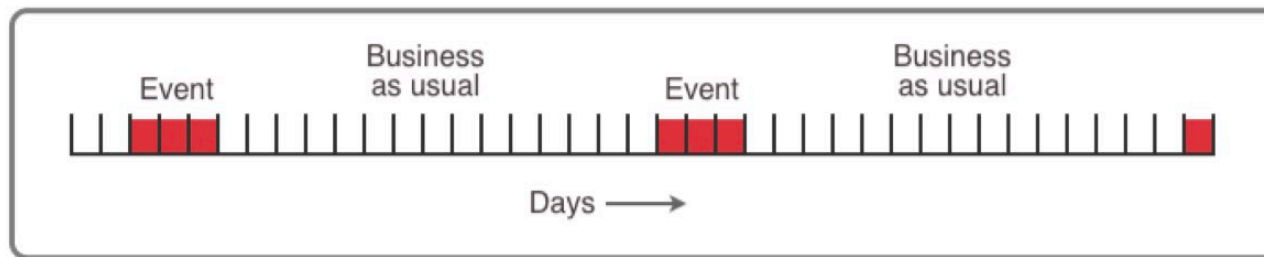
"You don't want to be on the reactive side of this. You don't want to wake up one day and discover that your employees don't have the right skills." @jeffweiner explains why companies need to invest in their people
[#education](#) [#newworldofwork](#)

10:13 PM - 28 Nov 2017 from [San Francisco, CA](#)

M a k i n g L e a r n i n g S t i c k

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



L e a r n i n g t h a t S t i c k s ?

HERMANN 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.

A l p h a b e t S o u p

PROOF OF EXPERTISE?

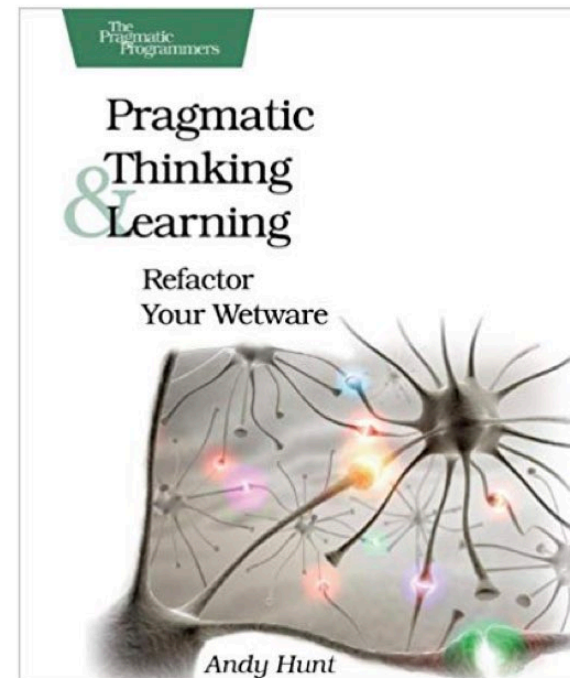


Dion Stewart SPC4, ICP-ENT™, ICE-AC™, CSP, LSSBB, PMP CSPO, SP, CSM, SASM, PMI, PMI-ACP, ACP-ACC, RTE, SGP, OMEC, CLP, CSP-PO, CSP-SM, LSP, CSSBB, SDP, EBAS, ICP-BAF, ICP-ACC, ICP-ATF, RTE,AHF, MSPM, SDP4

note: I don't really have all these certifications

P r a g m a t i c T h i n k i n g & L e a r n i n g

IMPLICATIONS



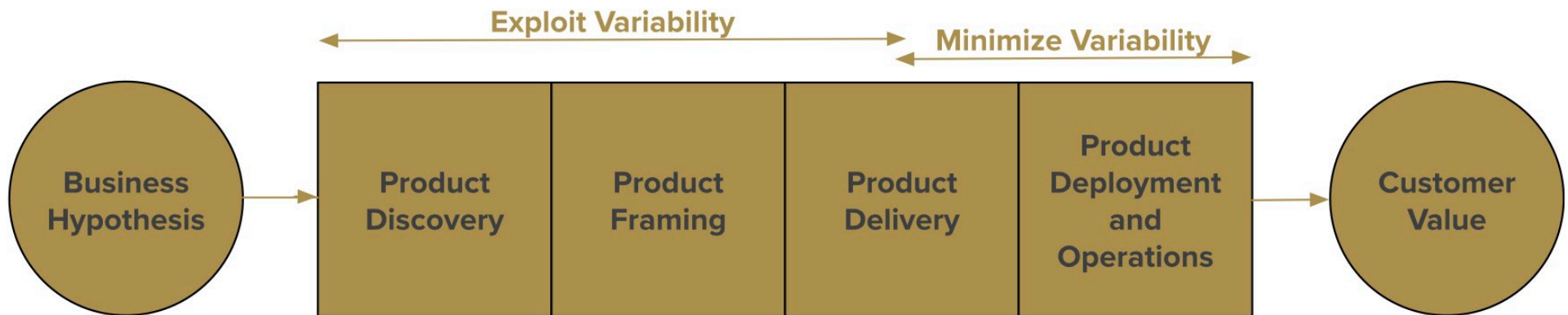
...simply mastering a syllabus of knowledge doesn't increase professional effectiveness. It's useful, certainly, but by itself it doesn't contribute all that much to what you do in the actual, daily practice of your craft.

This has some interesting implications. Besides a continuing indictment of sheep dip training methods, **it casts serious doubt on most, if not all, technology certification programs. The "body of knowledge" is demonstrably not the important part. The model you build in your mind, the questions you ask to build that model, and your experiences and practices built up along the way and that you use daily are far more relevant to your performance.** They're the things that develop competence and expertise. Mastery of the knowledge alone isn't sufficient.

A single intense, out-of-context classroom event can only get you started in the right direction, at best. **You need continuing goals, you need to get feedback to understand your progress, and you need to approach the whole thing far more deliberately than a once-a-year course in a stuffy classroom.**

ANDY HUNT - PRAGMATIC THINKING AND LEARNING - 2008

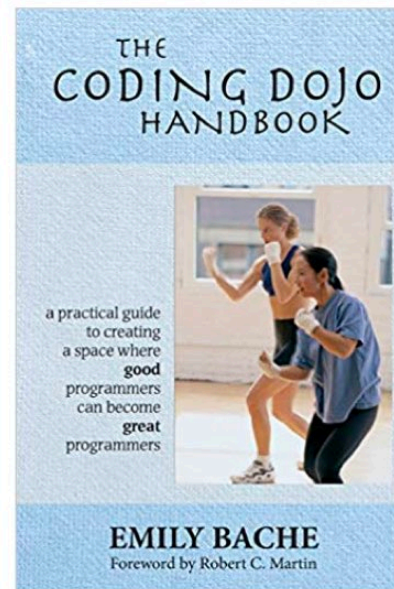
LEARNING NEEDS TO BE HOLISTIC



ENTER THE DOJO

D o j o s a r e N o t N e w

EMILY BACHE



“Various theories of learning suggest that “Deliberate Practice” over a long period of time is at the heart of attaining expertise.”



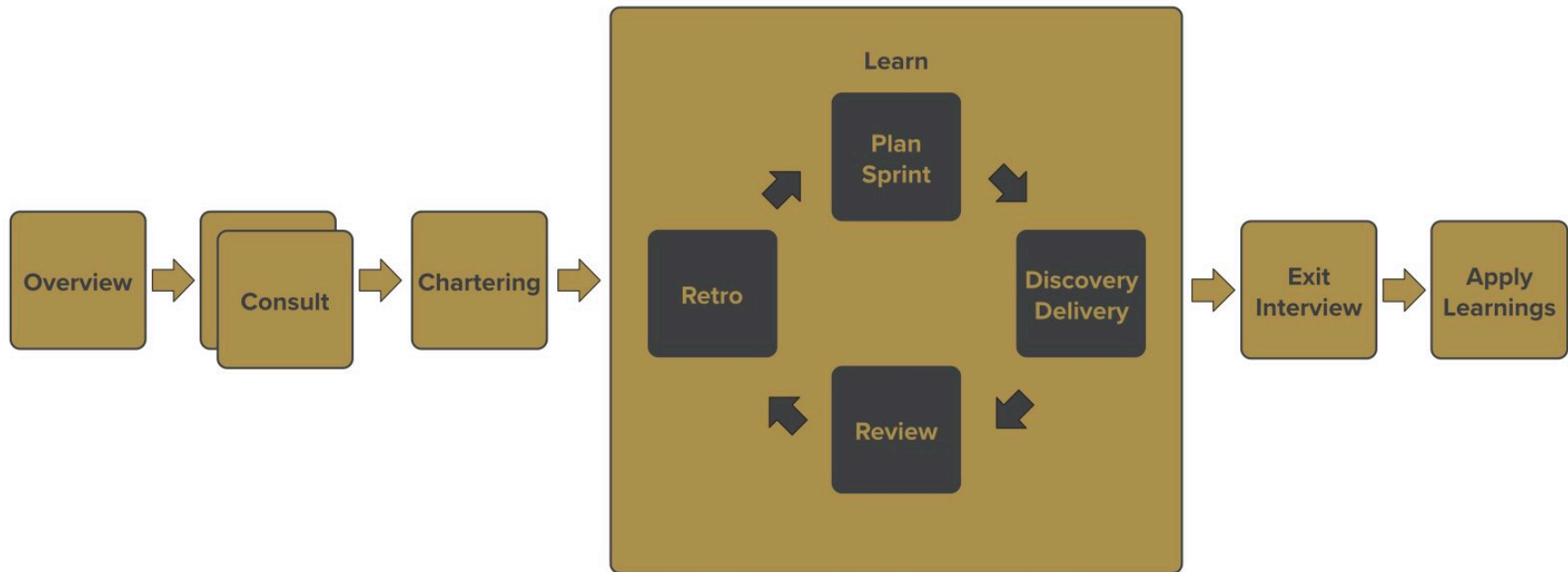
DOJOS - A DEFINITION

A dojo is a physical space where teams undergo an immersive, whole-team learning experience. Teams set learning goals for product, technical, and process practices. They learn the practices with the support of skilled coaches while doing real-world work.

The word “dojo” literally means “place of the way”. The name and metaphor is taken from martial arts studios, in particular Aikido.

The "Standard" Format

A SAMPLE FLOW



W h a t D e f i n e s a D o j o ?

SIX REASONS WE DO TWO-AND-A-HALF-DAY SPRINTS

1. Repetition fosters learning (spaced repetition)
2. Practice getting to done
3. Teams (finally) learn how to break down stories.
4. Learning is supported by a margin of safety
5. Frequent retrospectives lead to the proper mindset
6. There are more opportunities to ask “What’s the next best investment in learning?”

S t a r t i n g a T e a m

A TALE OF TWO TEAMS

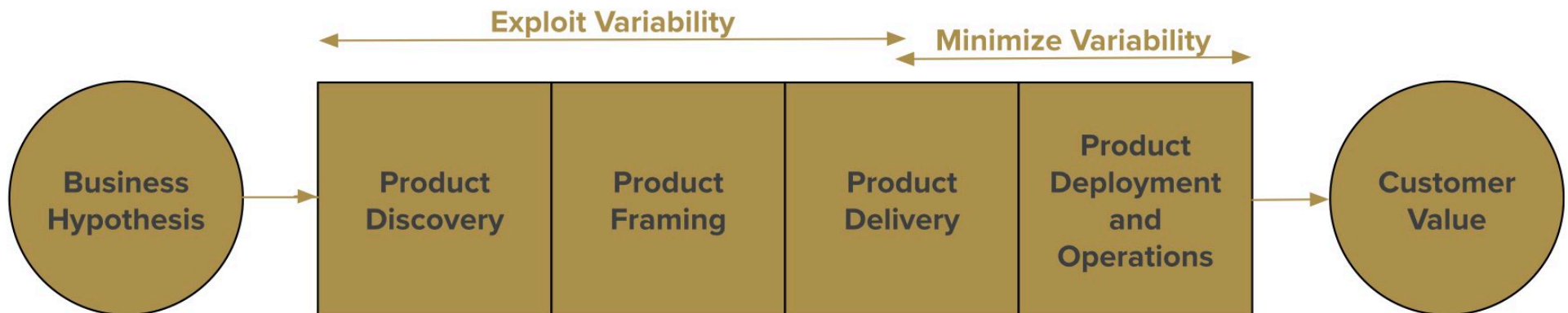
Team A - New Product Development

Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
Product Discovery		API Design	Develop First Service		Develop Additional Services		Create API Gateway		Add OAuth 2
			Define and Create Automated Integration Tests		Introduce Simulator for External System Dependencies		Define and Create Automated Integration Tests		
		CD Pipeline Design	Create Build Stage		Add Static Analysis	Add Security Analysis	Add Integration Tests to Pipeline		Create Packages

Team B - Cloud Migration

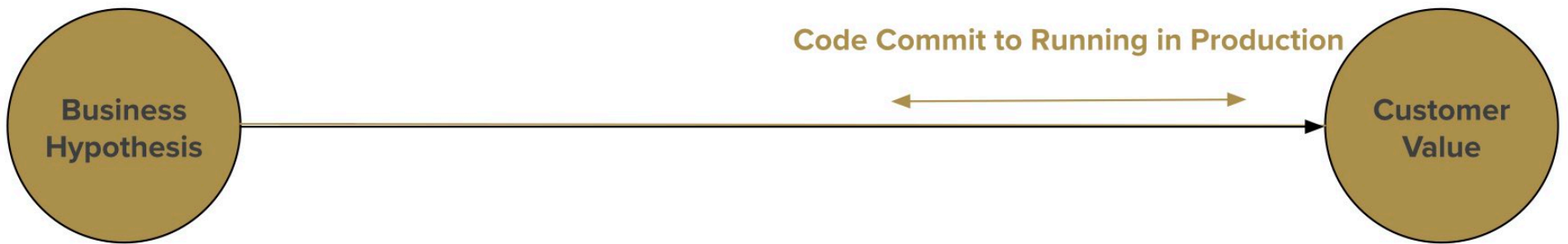
Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri
Define Cloud Migration Backlog		Learn Chef	Configure EC2 Instances		Configure RDS Services		Configure Load Balancers and Auto Scaling		Configure Logging
		Blue/Green Deployment Capabilities			Introduce Simulator for External System Dependencies		Add Monitoring		Configure Alerts
		CD Pipeline Design	Modify Current Deployment Stage		Add Integration Tests to Pipeline		Add Static Analysis	Add Security Analysis	Create Packages

START WITH OUTCOMES - THEN TIE PRACTICES TO THE VALUE STREAM



T e a c h i n g a n d L e a r n i n g i n C o n t e x t

YOU COULD LOOK AT A SEGMENT OF THE VALUE STREAM



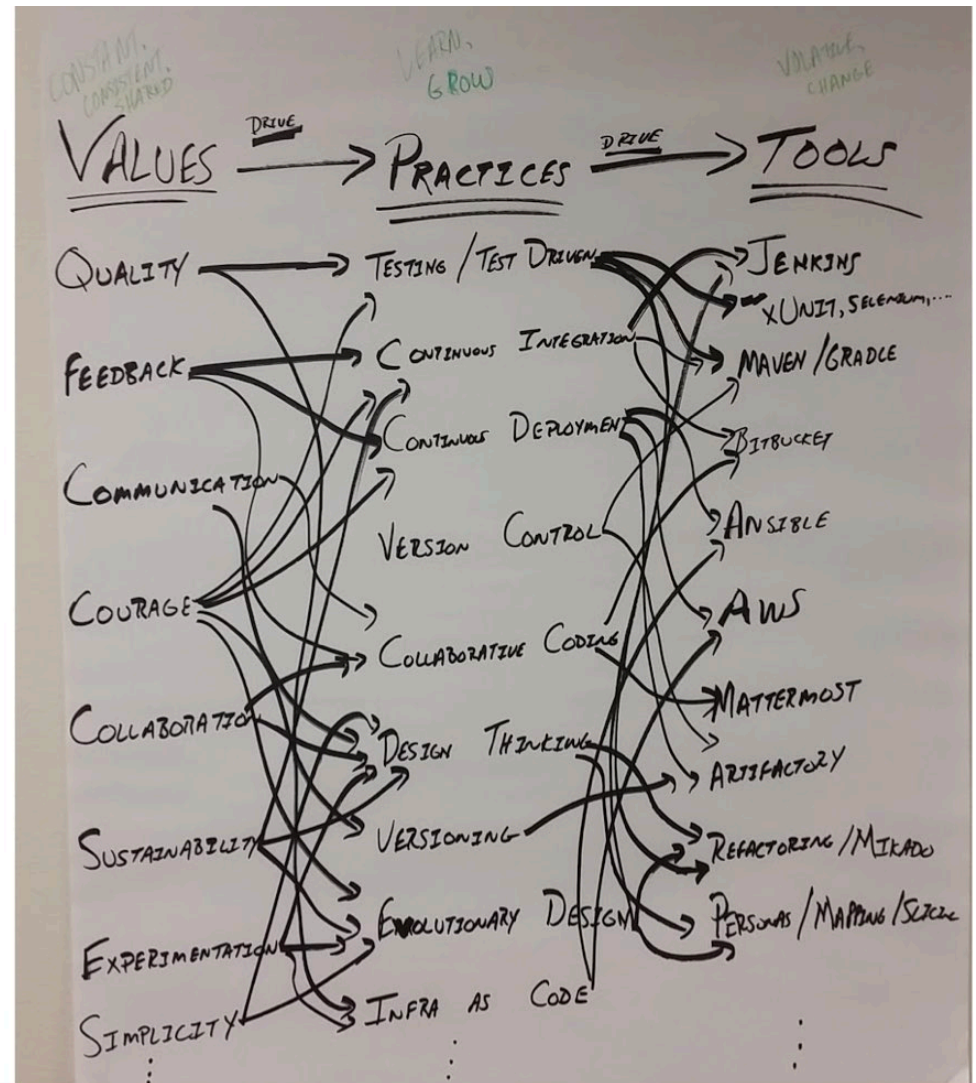
Grounding Practices
in Context

PRACTICES CAN ALSO BE TIED TO VALUES

Link Practices to Values

Tools should be the last thing
you decide on.

Tools shouldn't "drive" the
conversation.



THE OVERVIEW

- Charter at least a few days before a team starts
- Up to 2 weeks before
- Whole team that will be in the experience plus leaders attend
- Outcomes needed (alignment)
- Usually takes about four hours - teams without a clear understanding of their product(s), learning goals, and new “teams” can take longer.



Chartering

C h a r t e r i n g

TEAM NAME

- Encourage “thinking differently” from the start
- Team can bond around the name
- Sense of “fun”, lighthearted
- Identity



S e t t i n g t h e S t a g e

THE IMPORTANCE OF THE PHYSICAL SPACE



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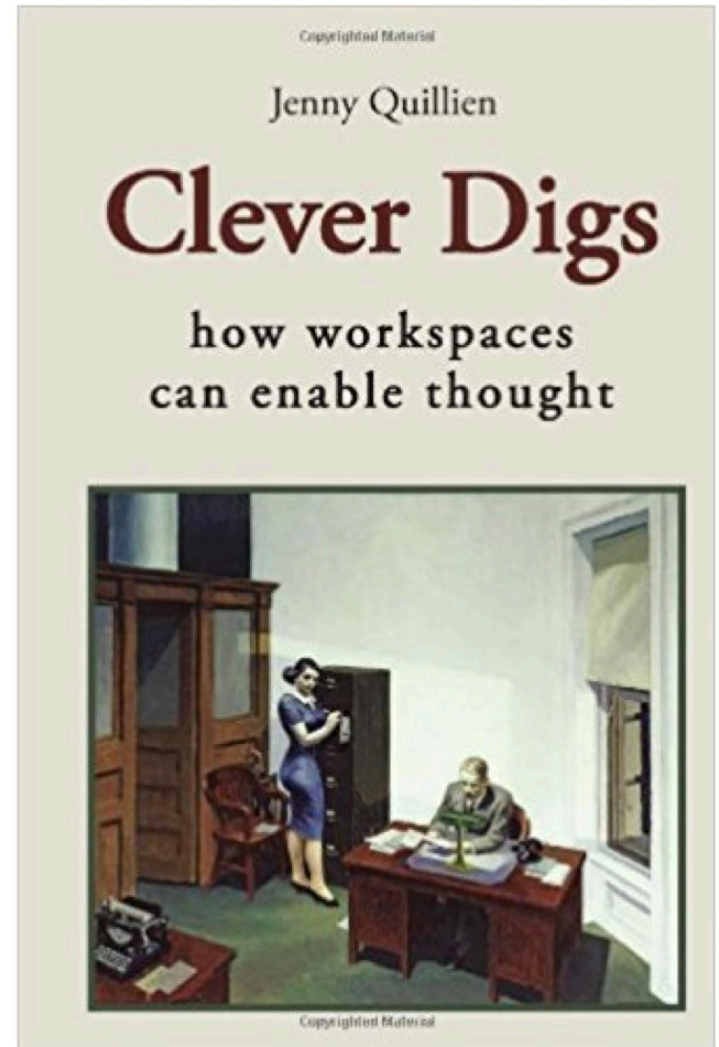
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S e t t i n g t h e S t a g e

THE DOJO SPACE

- Movable furniture on wheels.
- Teams can reconfigure the space every morning.
- Team space with alcoves.
- Round tables.
- Vending Machines.



S e t t i n g t h e S t a g e

THE VENDING MACHINE



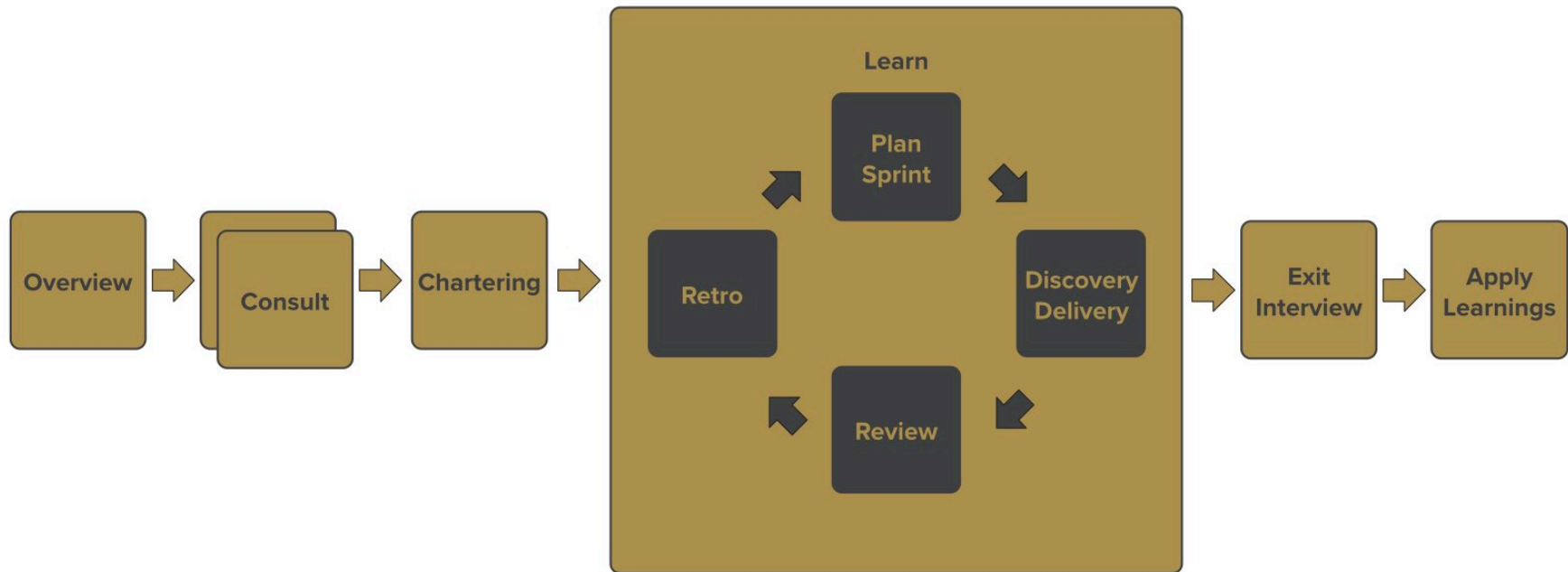
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The "Standard" Format

A SAMPLE FLOW



W h a t D e f i n e s a D o j o ?

PRAGMATIC AT HEART

Non-Negotiable

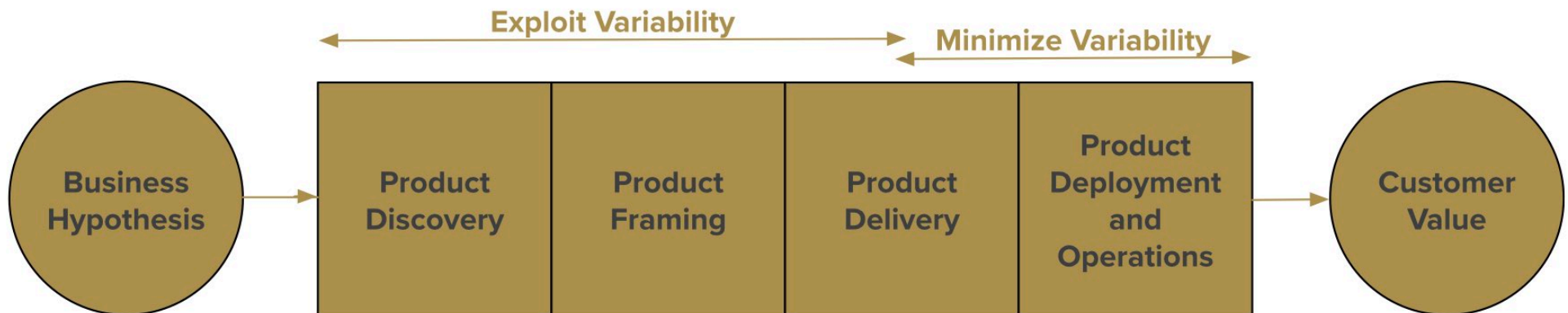
- Learning over Delivery
- Enabling Teams
- Spaced Repetition
- Skilled Coaches
- Contextual Learning
- Collaborative Learning
- Safe to Fail (in small increments)

Negotiable

- Duration (with some caveats)
- Specific Offerings
- Practices Taught
- The Space

**WHAT I KNOW TO
BE TRUE**

ALWAYS START WITH OUTCOMES





L a n g u a g e M a t t e r s

KNOWLEDGE IS NOT A THING

Knowledge is not a thing.

It can't be “transferred” or “managed”
for the most part.

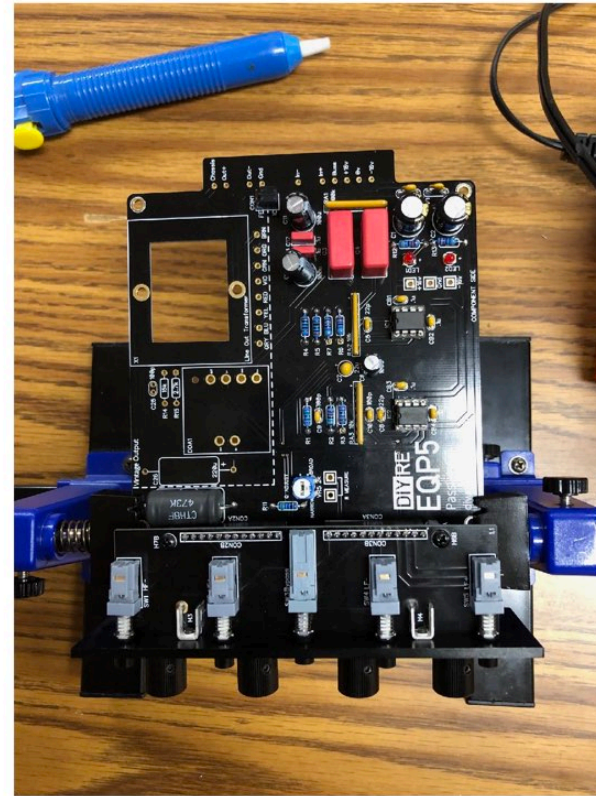
Better to talk about knowledge
creation than knowledge transfer.

The best we can do is foster the
conditions for knowledge creation to
happen.

- coaches
- environment
- learning over delivery

L e a r n i n g b y D o i n g

TACIT VS EXPLICIT KNOWLEDGE





How Will You Teach?

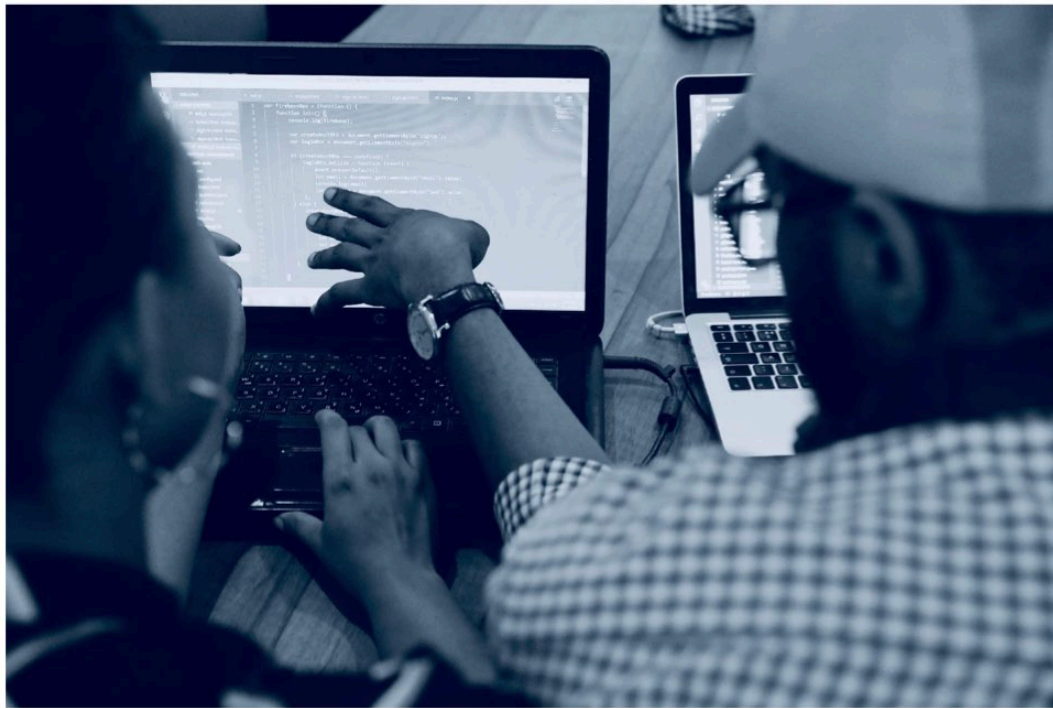
BE INTENTIONAL ABOUT TACIT VS EXPLICIT KNOWLEDGE

Tacit Knowledge

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

Explicit Knowledge

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



How Will You Teach?

YOU DON'T HAVE TO TEACH EVERYTHING

As a coach you don't have to figure out everything that people need to learn. You just have to come up with the work they need to do, give them a safe space to learn in, and the work will teach them what they need to know.

CLOSING THOUGHTS

Hope for the Future

THE DOJO CONSORTIUM



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H o p e f o r t h e F u t u r e

IMMERSIVE LEARNING



Kent Beck ✓
@KentBeck

Following

Delighted to see that this style of learning, a place for getting away and learning together by doing, is coming back and that it is getting backing from big companies. I think we'll be seeing more of it soon. I can't wait to participate.



Jennifer Guerra @JangryGuerra
Our #DojoConsortium event is over. Shout to to @dojoandco for making it happen. Special thank you to our speakers @MarkGraban @RossClanton @mntnygard @KentBeck @richburroughs @WoodyZuill @JaneC_H & all the attendees...

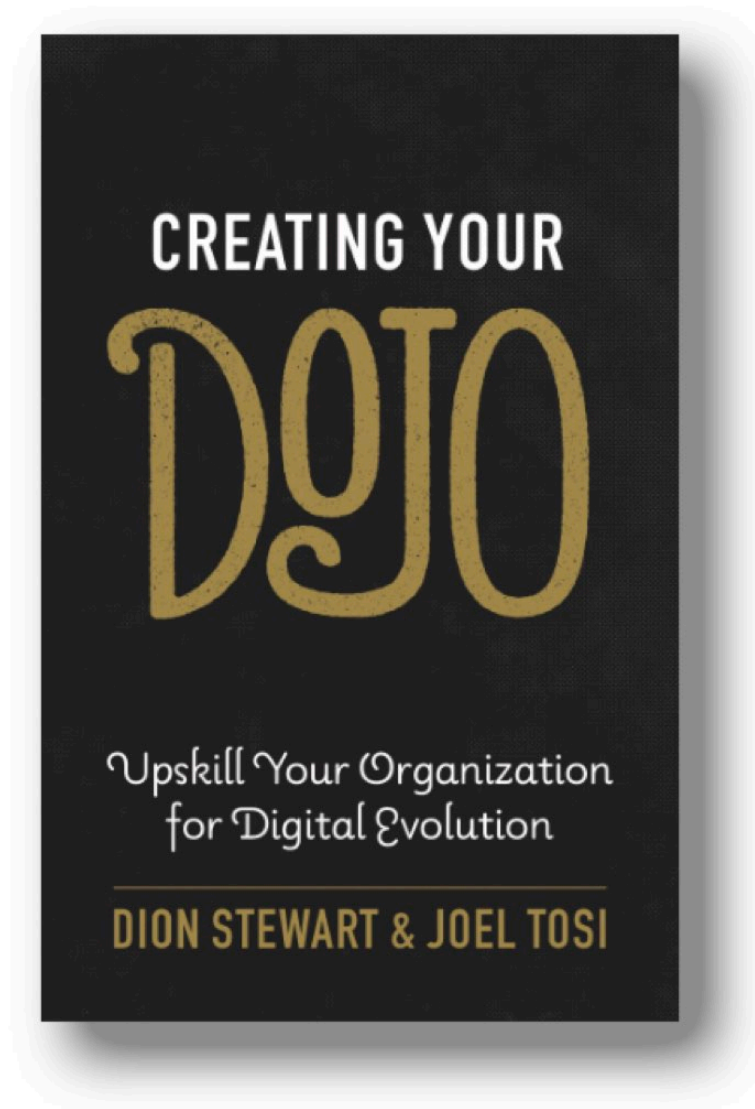
8:01 AM - 19 Apr 2019

18 Retweets 33 Likes



🗨️ ↻ 18 ❤️ 33 ✉️

THE DEFINITIVE GUIDE TO
CREATING YOUR DOJO AND
BUILDING A WORLD-CLASS
PRODUCT DEVELOPMENT
ORGANIZATION



Available
November 19th

THANK YOU

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Appendix

ABOUT ME



Dion Stewart

- Dojo Coach for the last five years
- Coach in 3 dojos, advisor to others
- 20 years experience coaching teams

Dion Stewart is a coach, mentor, developer, and international speaker. He helps organizations improve their product delivery, addressing practices from product discovery through DevOps. For the last few years he has helped organizations create Dojos and has lead “project to product” transformations, often combining the two.

He was first exposed to the values, principles, and practices that were eventually codified into the Extreme Programming methodology as a Smalltalk developer in the late 1990s. He’s been learning better ways of building digital products and helping organizations improve their product delivery ever since.

He enjoys working in situations where he is able to combine his interests in learning models, organizational change, and product development. Outside of work, Dion enjoys playing and recording music, meditation, and tai chi. For more information, visit dojoandco.com.