

An abstract painting with swirling, organic shapes in shades of blue, green, orange, and yellow. The colors blend and swirl together, creating a sense of movement and depth. The overall effect is reminiscent of a nebula or a microscopic view of a fluid.

Critically Engaging with Models

Mathias Verraes

Rebecca Wirfs-Brock

@mathiasverraes

@rebeccawb

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Manifesto for Agile Software Development

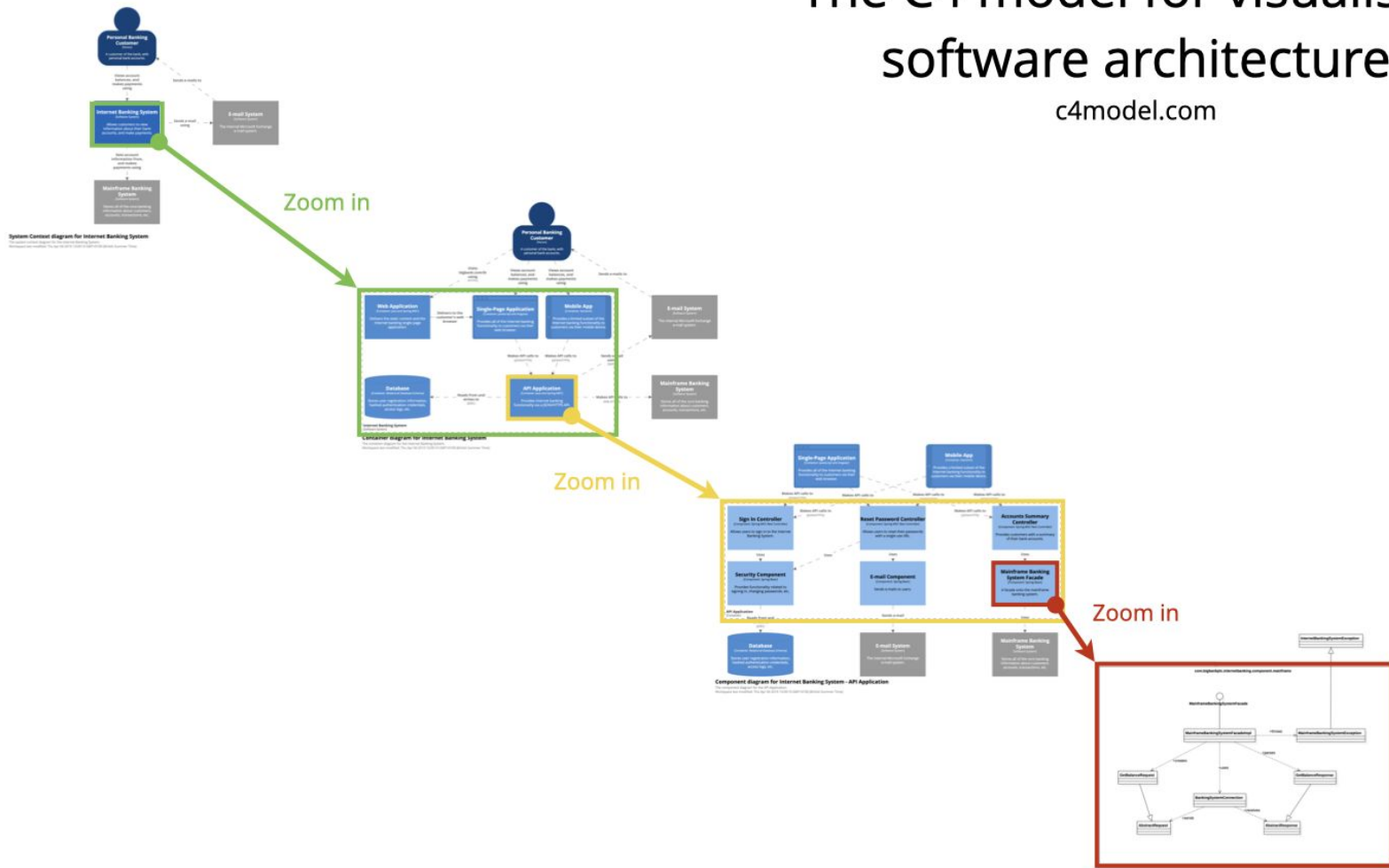
We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

The C4 model for visualising software architecture

c4model.com



Level 1
Context

Level 2
Containers

Level 3
Components

Level 4
Code

The Agile - Scrum Framework

Inputs from Executives,
Team, Stakeholders,
Customers, Users



Product Owner



The Team



Product Backlog



Sprint Planning Meeting



Sprint Backlog



Scrum Master



Burndown/up Charts

Every 24 Hours

1-4 Week Sprint



Daily Scrum Meeting



Sprint Review



Finished Work



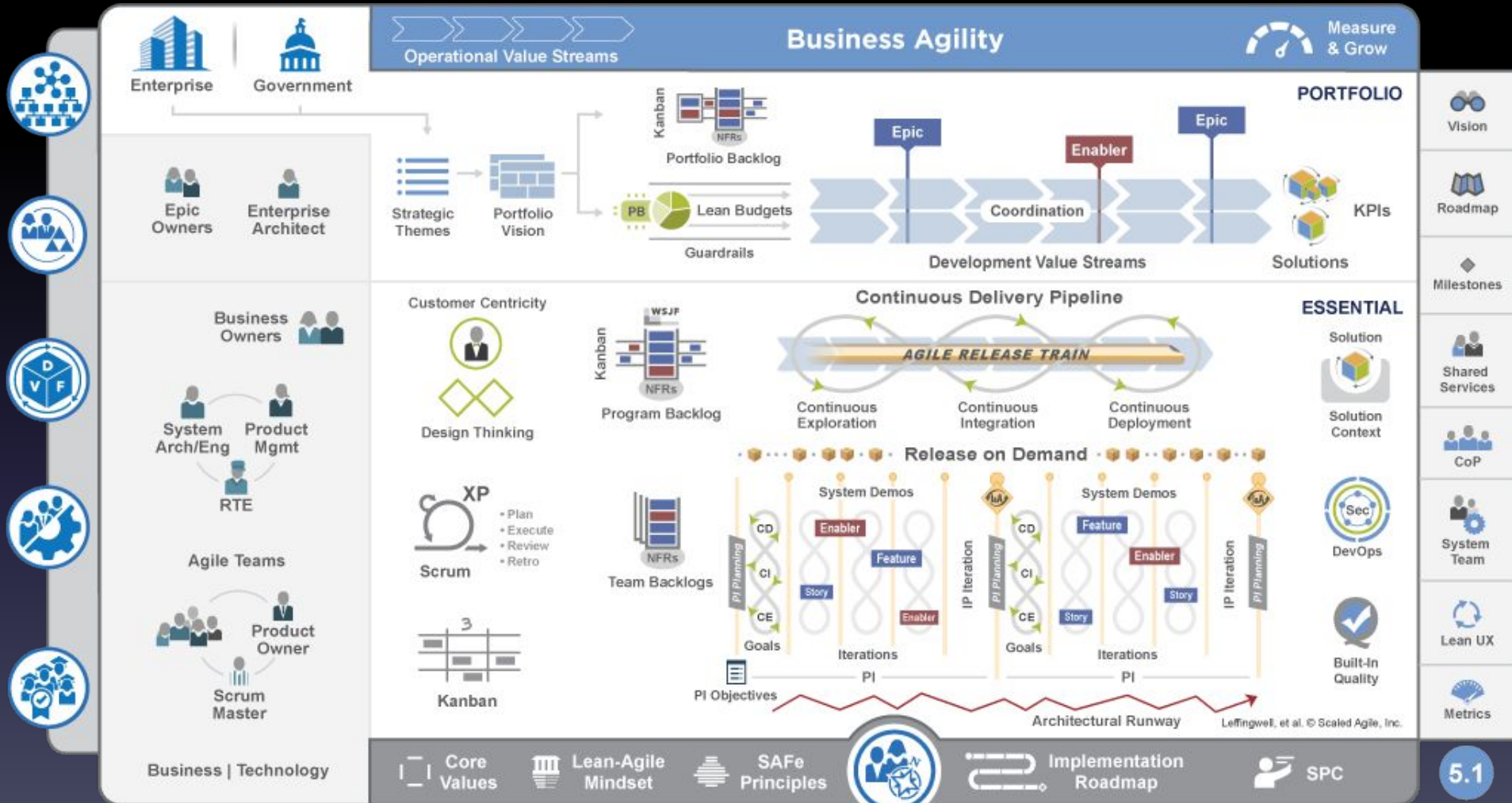
Sprint Retrospective

Sprint end date and team deliverable do not change

Cynefin



SAFe®



INDESCRIBABLE...
INDESTRUCTIBLE!
NOTHING CAN STOP IT!

THE BLOB



Elizabeth Kübler-Ross

Author of *On Death and Dying*

and David Kessler

Co-Author of *Life Lessons*

On Grief and Grieving

*Finding the Meaning of Grief
Through the Five Stages of Loss*



The Five
Stages of
Grief

denial
anger
bargaining
depression
acceptance

Elizabeth Kübler-Ross

Author of *On Death and Dying*

and David Kessler

Co-Author of *Life Lessons*

On Grief and Grieving

*Finding the Meaning of Grief
Through*

***Various
Feelings***



Finding Meaning



The SIXTH STAGE of GRIEF

DAVID KESSLER

Coauthor with Elisabeth Kübler-Ross of *On Grief and Grieving*



*Models are
Worldviews*

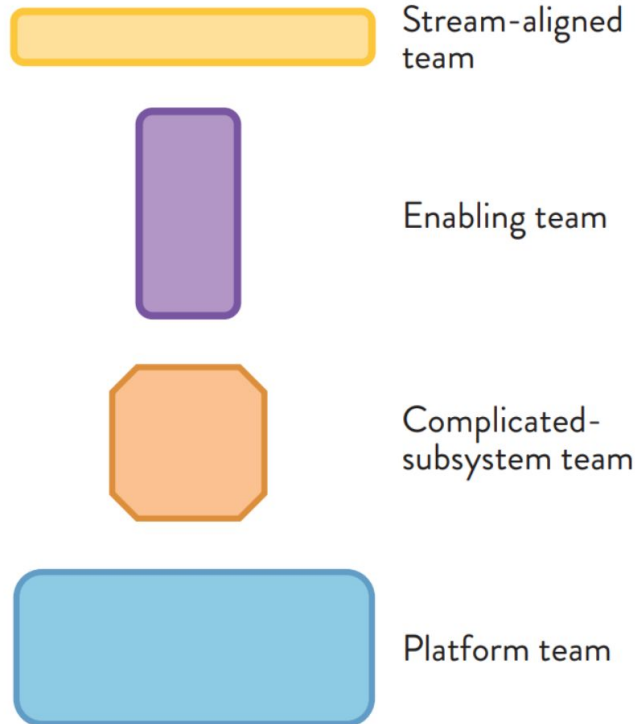
Models frame how you
look at your problem.

Models come with
building blocks
that tell you how to operate.

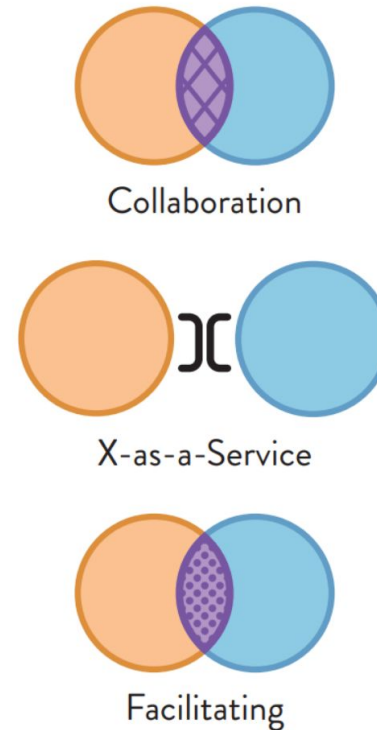


Models tell you what to focus on.

Four Team Types



Three Interaction Modes



Models tell you what to focus on.



Manifesto for Agile Software Development

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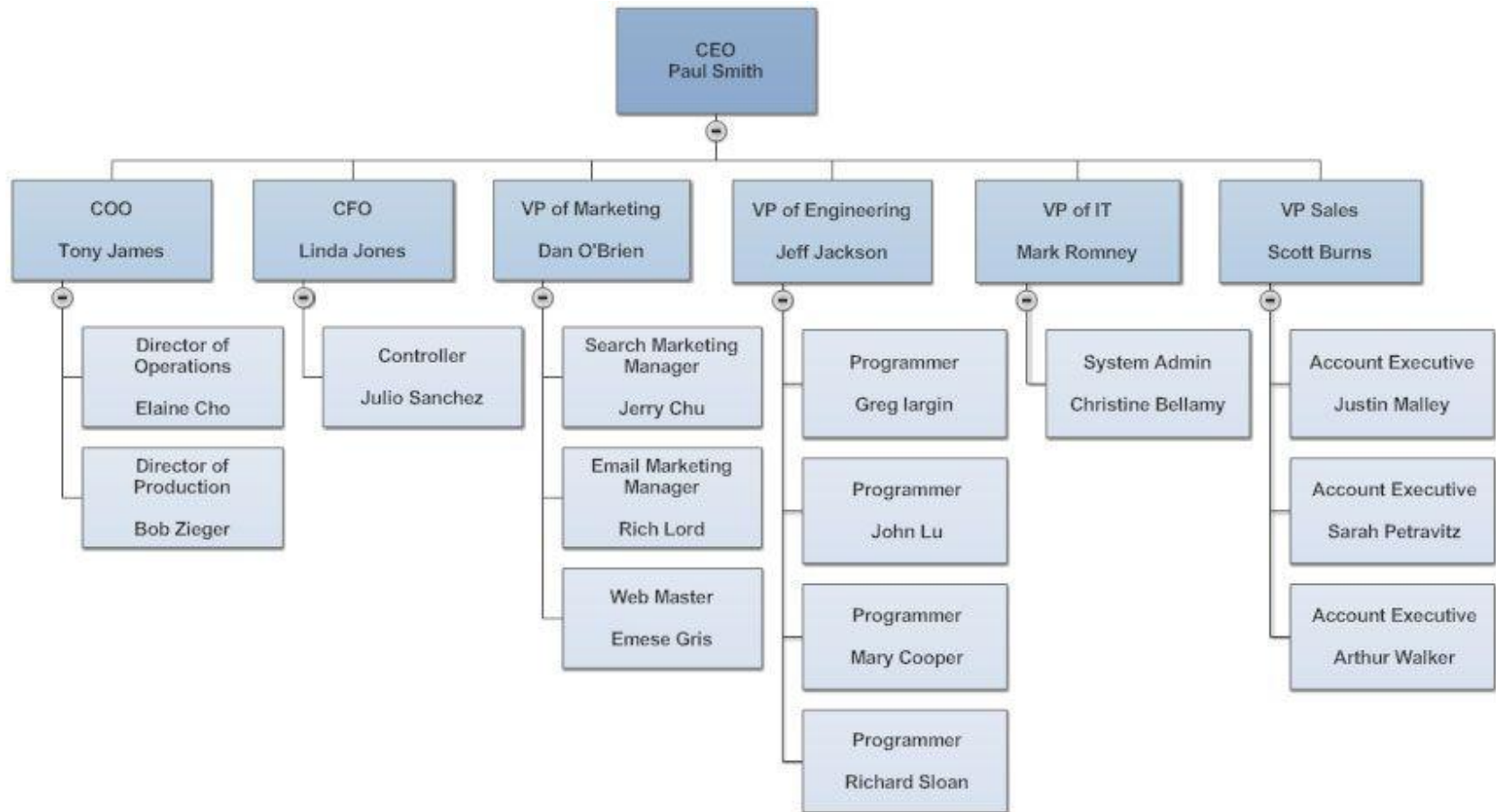
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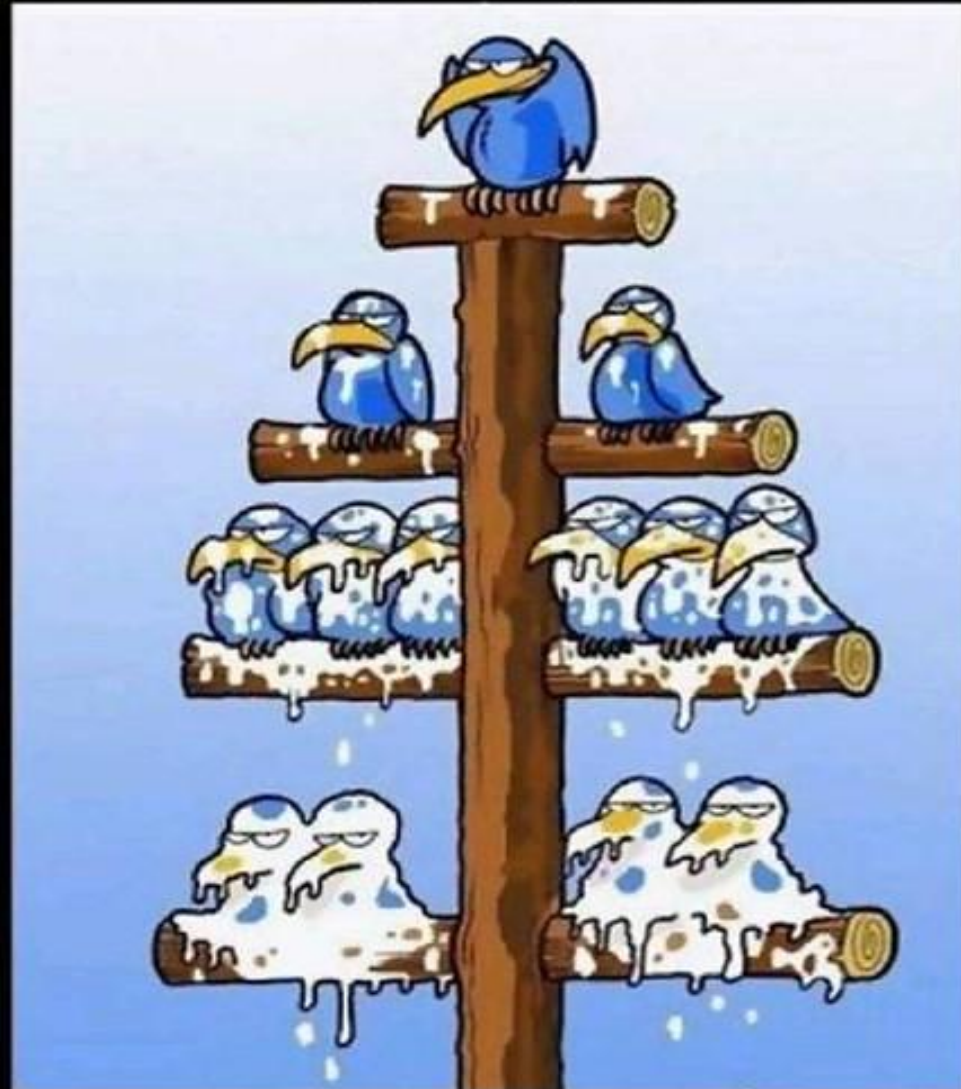
A brief look at some

ORGANISATIONAL MODELS

Hierarchical Model



**When top level guys look down
they see only shit.**



**When bottom level guys look up
they see only assholes.**



Social Network

an organisation
consists of
hierarchical control
and a social network

Heuristic:

If there's two ways
of looking at things,
look for a third.

Value Creation Network

value is created through effective interactions in the business



*Does this new model simply
combine 3 types of networks?*

*Does this new model simply
combine 3 types of networks?*

No

It alters
our beliefs and actions.

~~Value is created
through the hierarchy~~

Value is created
through a network

Use conflicting models
to understand their framing.

Models come with belief systems

Hierarchy:

Allow only authorities to make decisions.

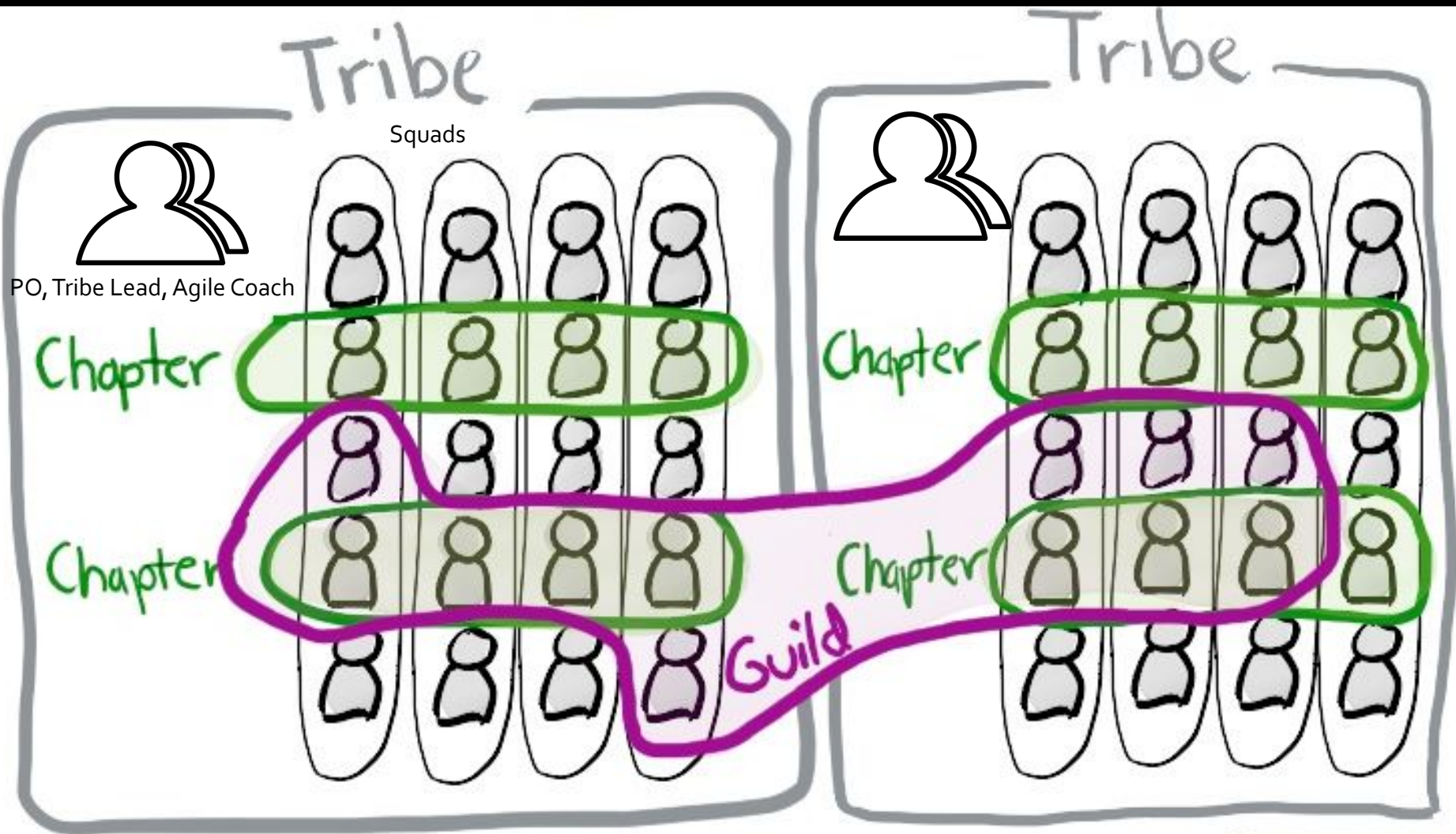
Social Network:

Encourage informal information sharing.

Value Creation Network:

Collaborate to create value flow.

The Spotify* Model



*Spotify doesn't use the Spotify Model

One of the Spotify Model's Beliefs

Spotify is
an engineering-centric organisation.

What happens if you copy that to a bank?

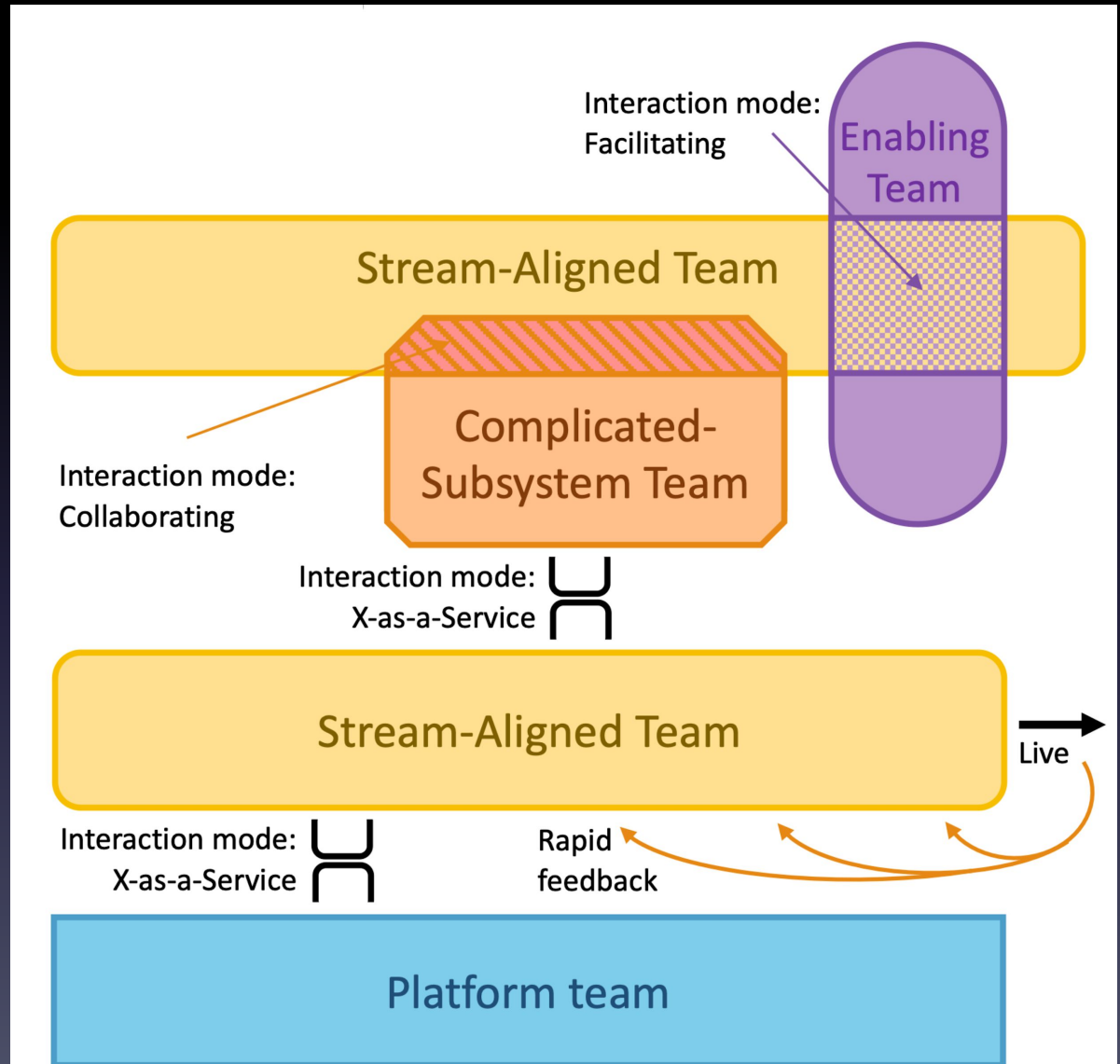
Another Spotify Model Belief

Learning is important
for growing individual skills
and the organisation's capabilities.

Team Topologies

Four
team types

Three
interaction styles



Some of Team Topologies' Beliefs

Organise teams and interactions
for fast flow and value creation.

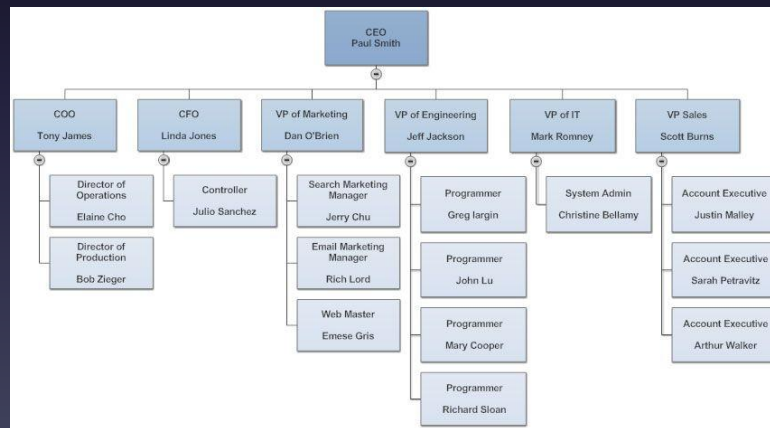
Cognitive load on teams
should be minimized.

When you adopt a model
created by someone else,
you often assimilate it
without much thought.

Hierarchy Guidelines

±6 levels of hierarchy

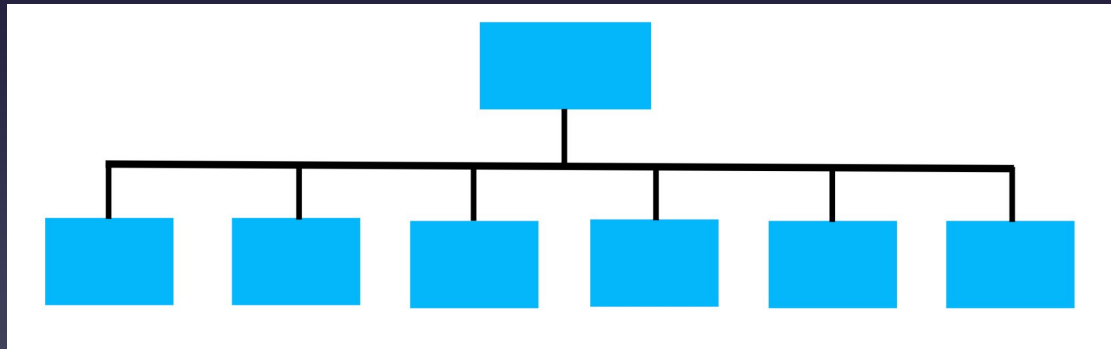
5 to 30 reports per manager



Flat Organisation Guidelines

Less than 3 levels of hierarchy

Minimize reporting structure



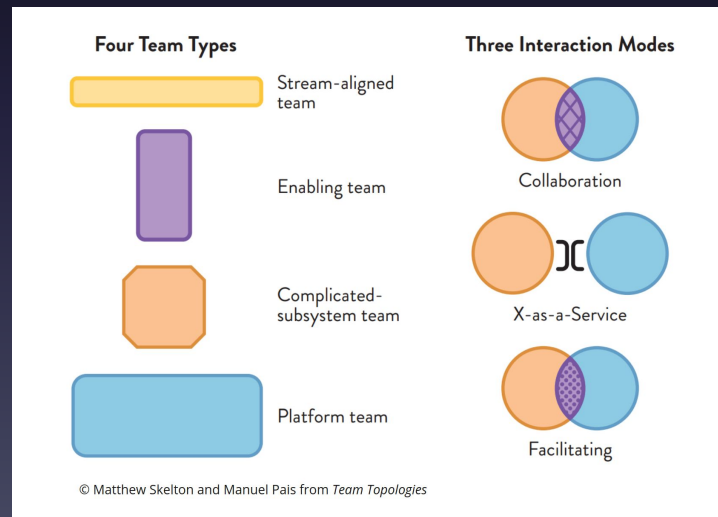
Two hierarchies,
but different belief systems.

You operationalise them
differently.

Team Topologies Guidelines

Define interaction styles for each team.

Constrain & control collaborative interactions.



Do you believe that you are
working on the Core Domain?

Different beliefs leads
to different outcomes.

So what's the problem?

Models mess with you.

They impose a distinct perspective, and a set of rules for operating within them.

Models frame how you
look at your problem...

Models frame how you
look at your problem...

...and you're usually
not aware of this framing.

Models distract you
from your real problem.

They can ignore things that
are important to you.



Heuristic:

Compare models to figure out what each adds or omits, emphasizes or downplays.

Heuristic:

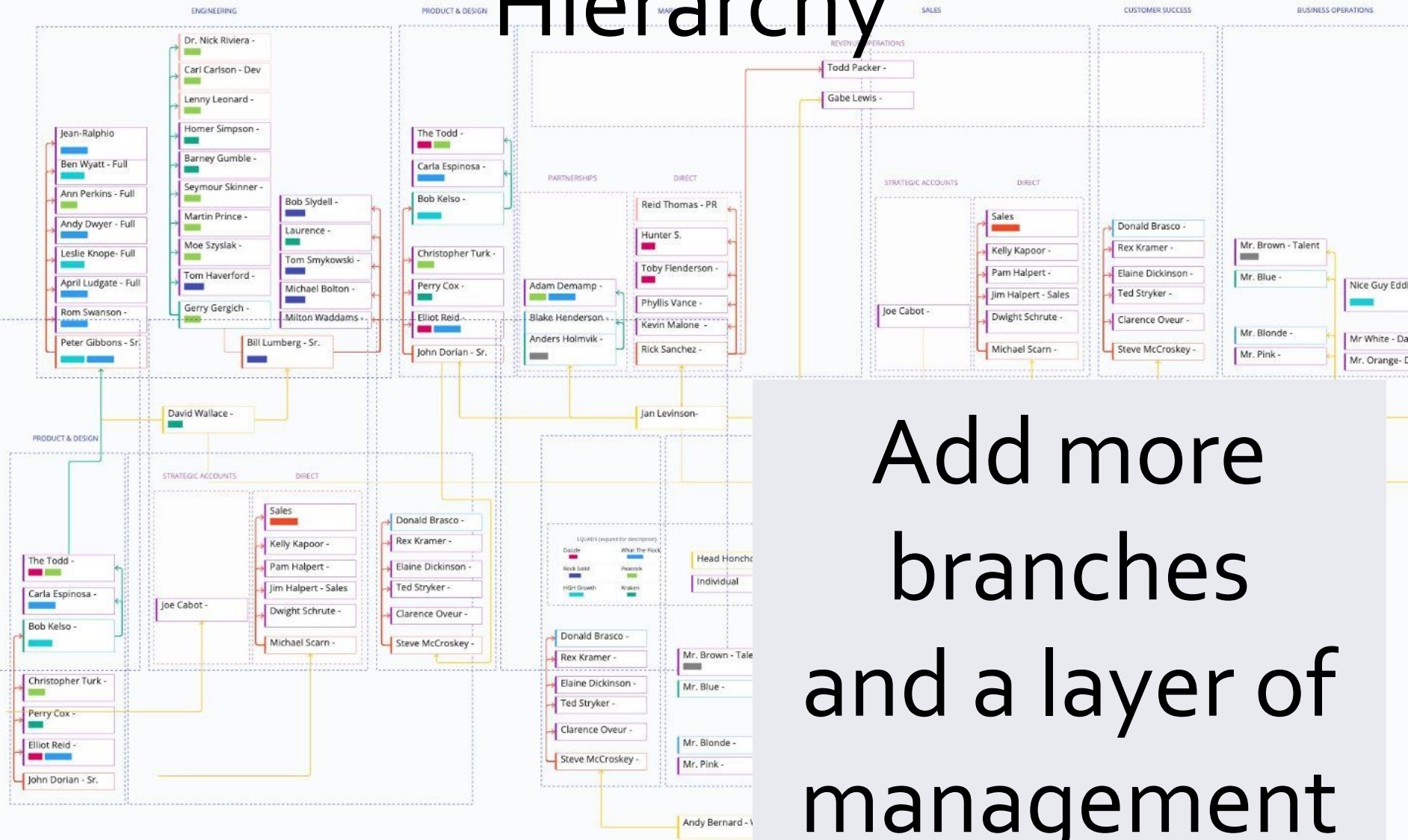
Understand the underlying belief system that comes with the model.

Heuristic:

Does it address or solve
problems you are interested
in?

Case study:
What happens if a team
grows too big?

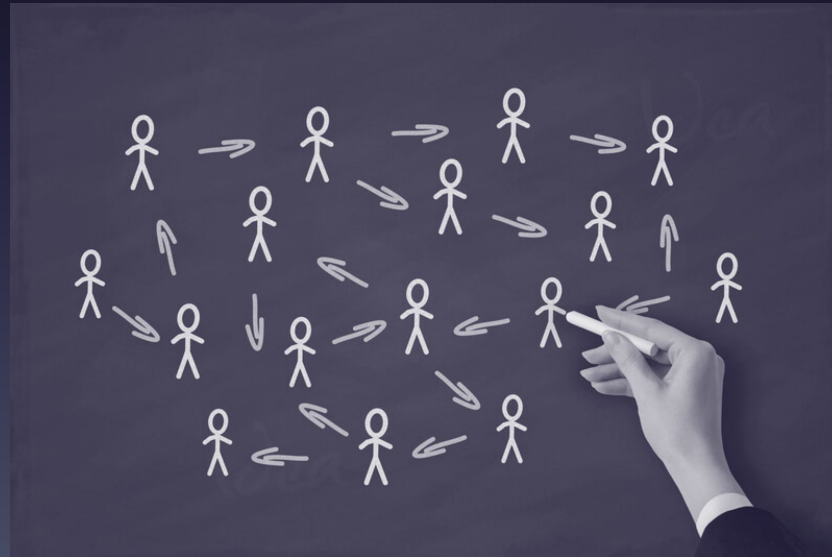
Hierarchy



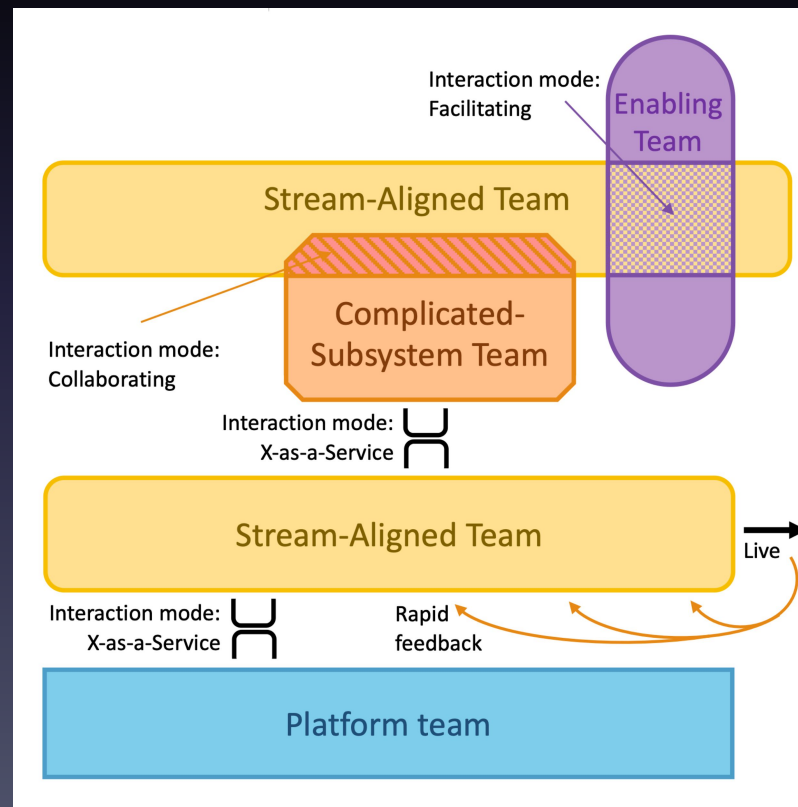
Add more branches and a layer of management

Social Network

Pass



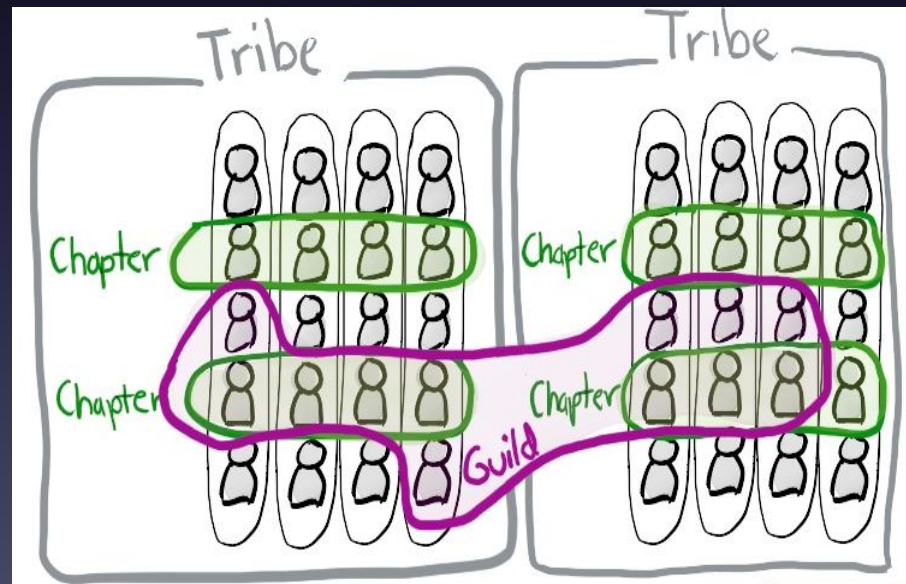
Team Topologies Depends on the type of team



Spotify Model



Coaches and leadership work with teams to make changes



“You wait for seams to appear: clunkiness in communication flow and interaction patterns. (...) Then you nudge things apart. Maybe a subgroup of people has a slightly different rhythm and events. Nothing formal, just nudging things apart. Over time you notice, hey, I’m not interacting with the other people in the team anyway. So you just formalise that [split]. If done correctly, this is mostly an acknowledgment and a non-event.”

—Jason Yip, Senior Agile Coach @Spotify

A Few More Differences

Spotify

- Talk about clunkiness, friction, long meetings

Team Topologies

- Talk about reducing cognitive load

A Few More Differences

Spotify

- Talk about clunkiness, friction, long meetings
- Believe interactions should happen organically

Team Topologies

- Talk about reducing cognitive load
- Believe too much interaction inhibits flow

A Few More Differences

Spotify

- Talk about clunkiness, friction, long meetings
- Believe interactions should happen organically
- Agile Coach role is an explicit building block

Team Topologies

- Talk about reducing cognitive load
- Believe too much interaction inhibits flow
- Individual roles not mentioned

Value Creation Network

Are teams even
the unit of value creation?



We don't care.

We're just here to tell you
to compare models
before adopting them.

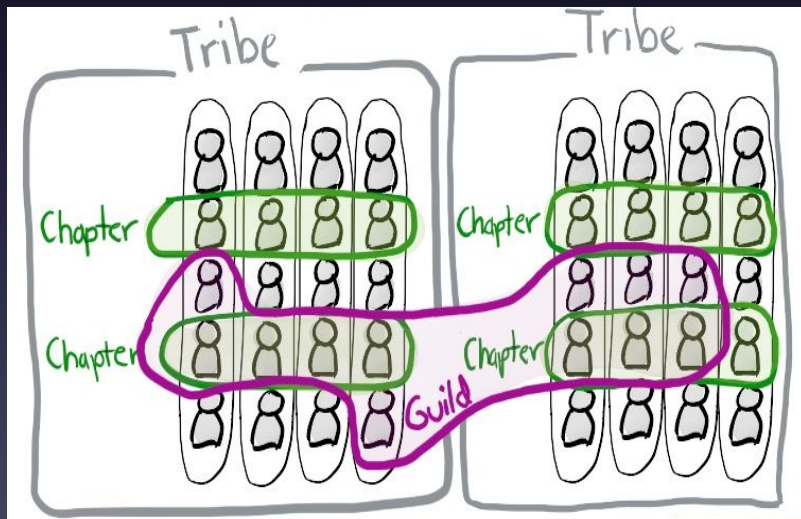
Let's do it again.

How do these models
organise for learning?

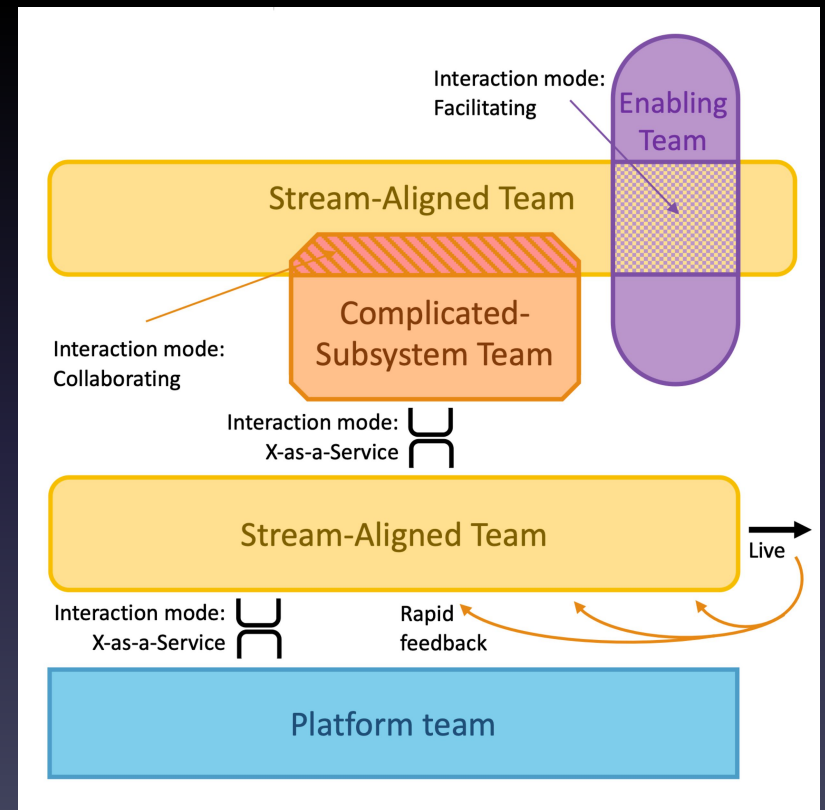
What are the blindspots?

Chapters:
institutional learning

Guilds:
individual learning



Pass



Heuristic:

If you care about something,
have a building block for it.

Summary

The five steps for engaging with a model:

1. Study models intentionally
2. Analyse & compare them critically
3. Adapt a model to your context
4. Gather feedback about the impact
5. Reshape it to your needs

The background of the slide is a reproduction of the painting 'The Scream' by Edvard Munch. It depicts a figure in the foreground with a pale, greenish-yellow face and a wide-open mouth, appearing to be in a state of intense distress or agony. The background consists of swirling, turbulent waves of blue and green, suggesting a stormy sea or a state of mental anguish.

Did we just present to you
a 5-step model
for evaluating models?

Are there other models
you can compare this to?
Should you adopt it?

We leave this as an exercise



We want you to see that
you're bombarded with models
all the time.

Your model alert should go off.



...*you can* choose to look at
models more intentionally

Coming soon:

“Critically Engaging
with Models”

Essay

verraes.net

wirfs-brock.com/blog



Thanks 

Mathias Verraes

Rebecca Wirfs-Brock

@mathiasverraes

@rebeccawb