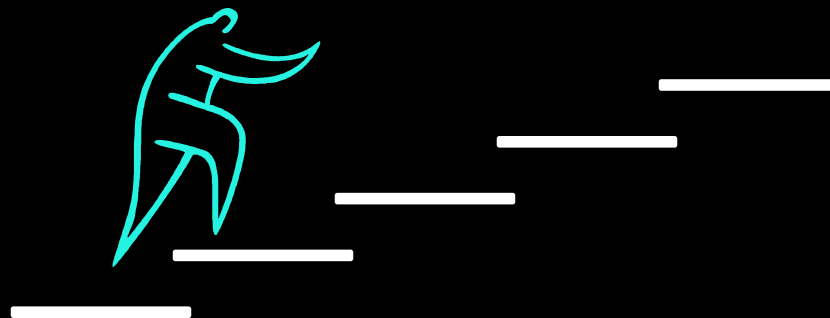


# Climbing the Dreyfus Ladder of Agile Practices

with Patrick Kua

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<http://www.thekua.com/atwork/presentations-and-papers/xp2009>



**Look at what people consider when introducing agile...**

Values\*\*

Principles\*

Practices

Coaching these...

In the context of...

Information  
Radiators

Pair Programming

Limit Work  
in Progress

Refactoring

Continuous  
Improvement

Retrospectives

On site  
CustomerTest Driven  
DevelopmentBehaviour Driven  
DevelopmentIteration Planning  
MeetingStand up  
MeetingsRelease  
Frequently

Etc...

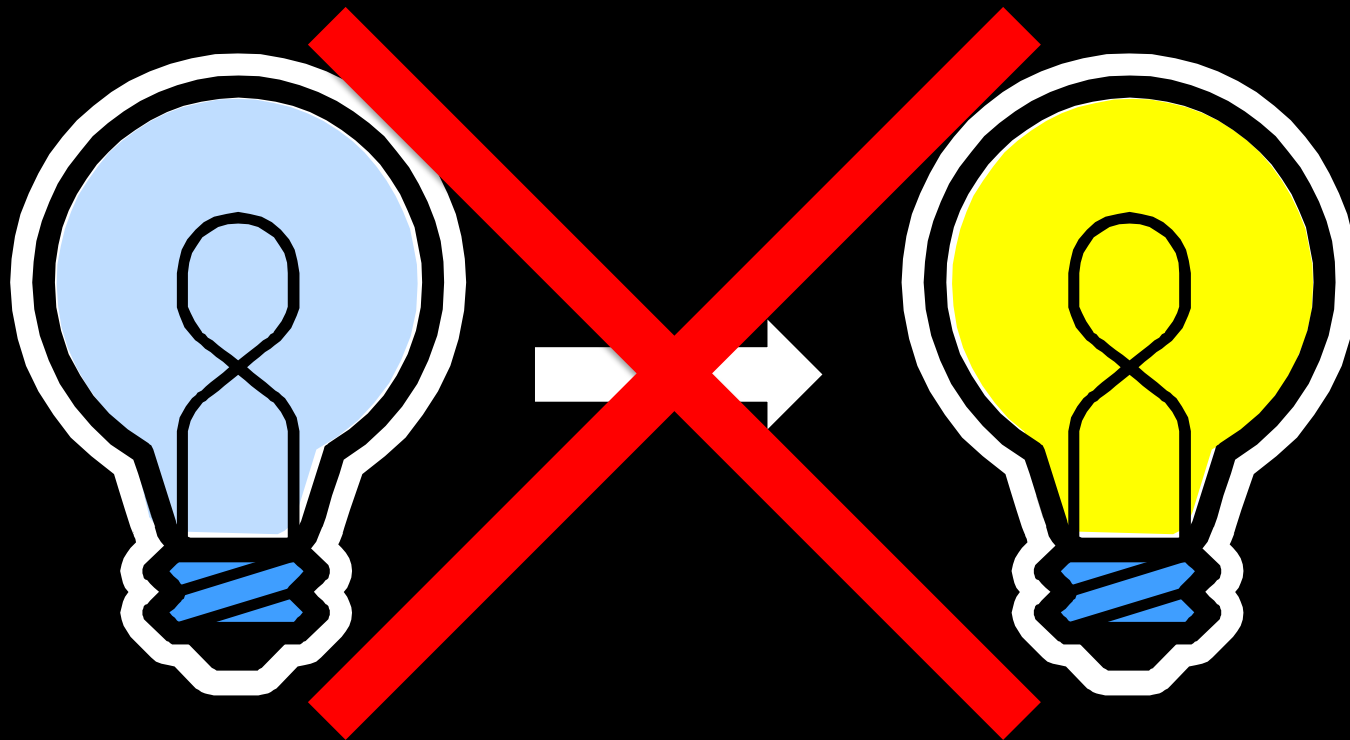
Showcases

EASIER

HARDER

\* see <http://agilemanifesto.org/principles.html>\*\* see <http://agilemanifesto.org>

## Practice Adoption



## An example using cars

**Driving aptitude?**

**Would you put this driver?**



**In the seat of this car?**



**I sure hope not!**

# “Driving”



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Formula 1 Drivers



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Most people  
(You and me)

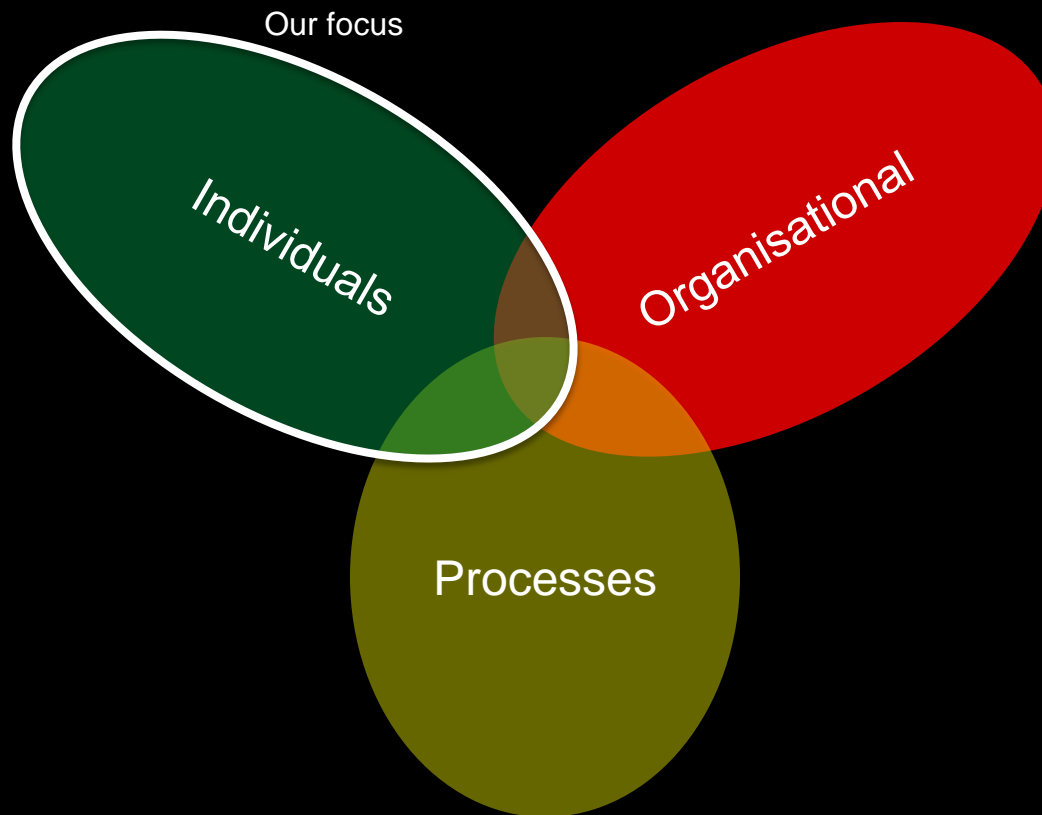


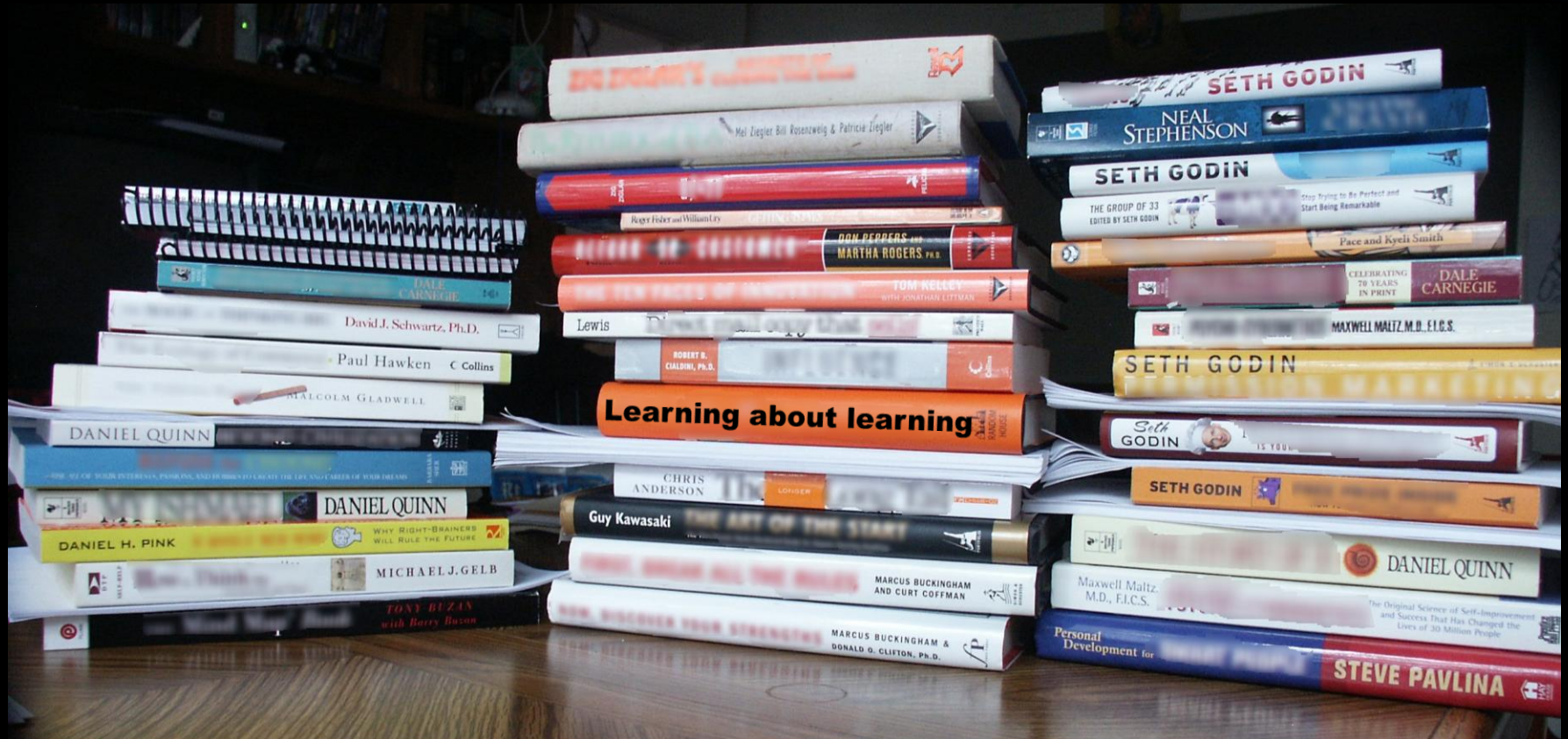
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Learners

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## Coaching elements





Learning preferences

Teaching approaches

Behavioural models

Our focus

## Different Behavioural Models

Shu Ha Ri

Dreyfus Model

Kolb learning model

Conscious, Unconscious  
Competence, Incompetence

**Briefly...**

Shu

守

“maintain”, “protect”

Ha

破

“detach”

Ri

離

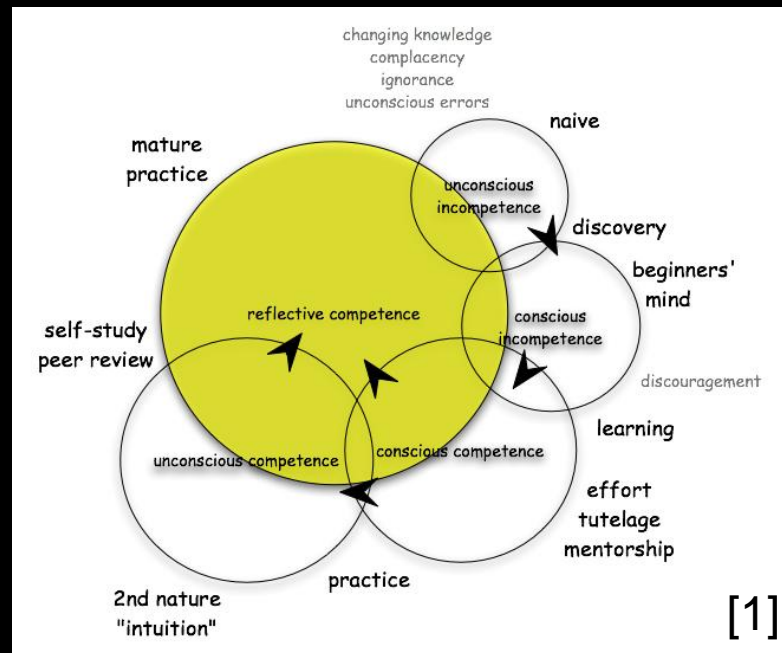
“go beyond”, “transcend”

Unconscious

Competence

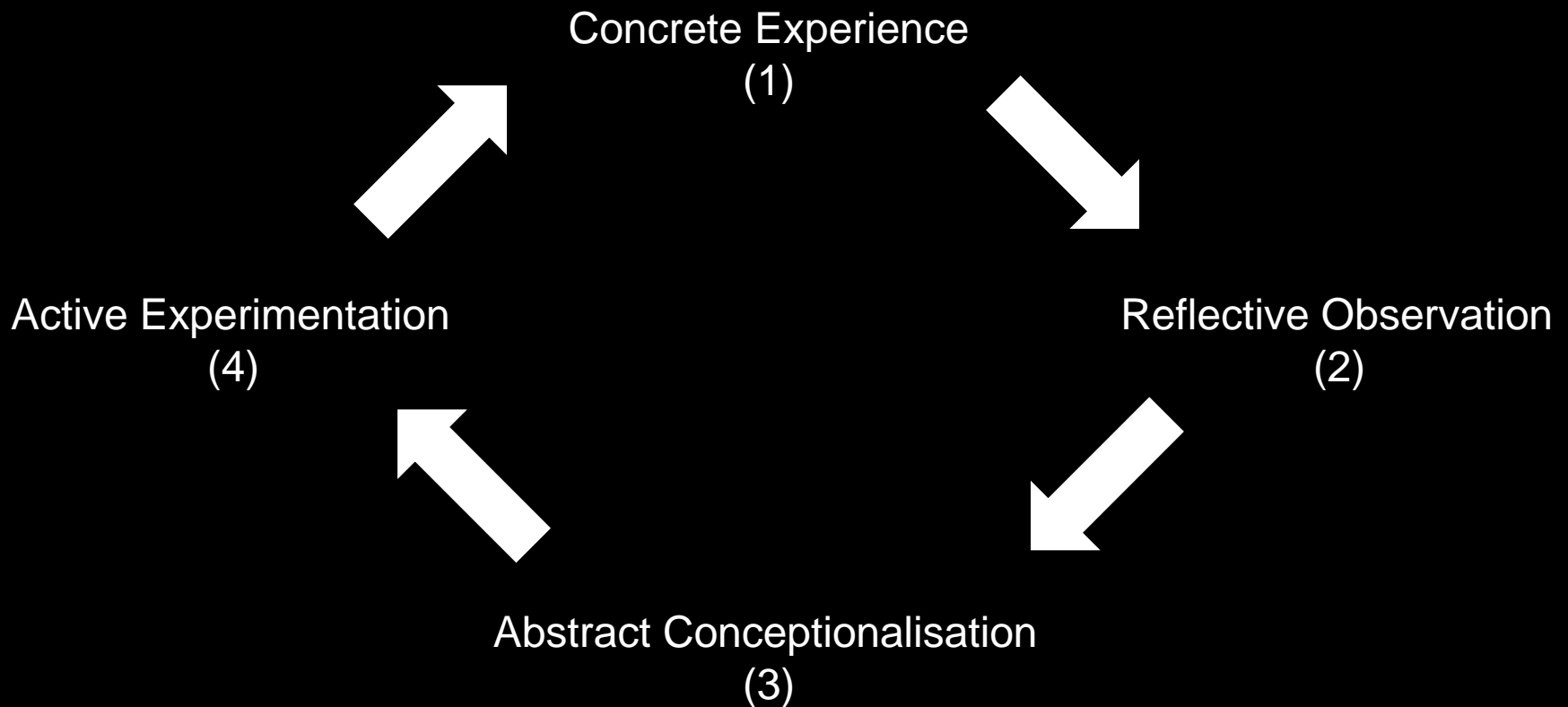
Conscious

Incompetence

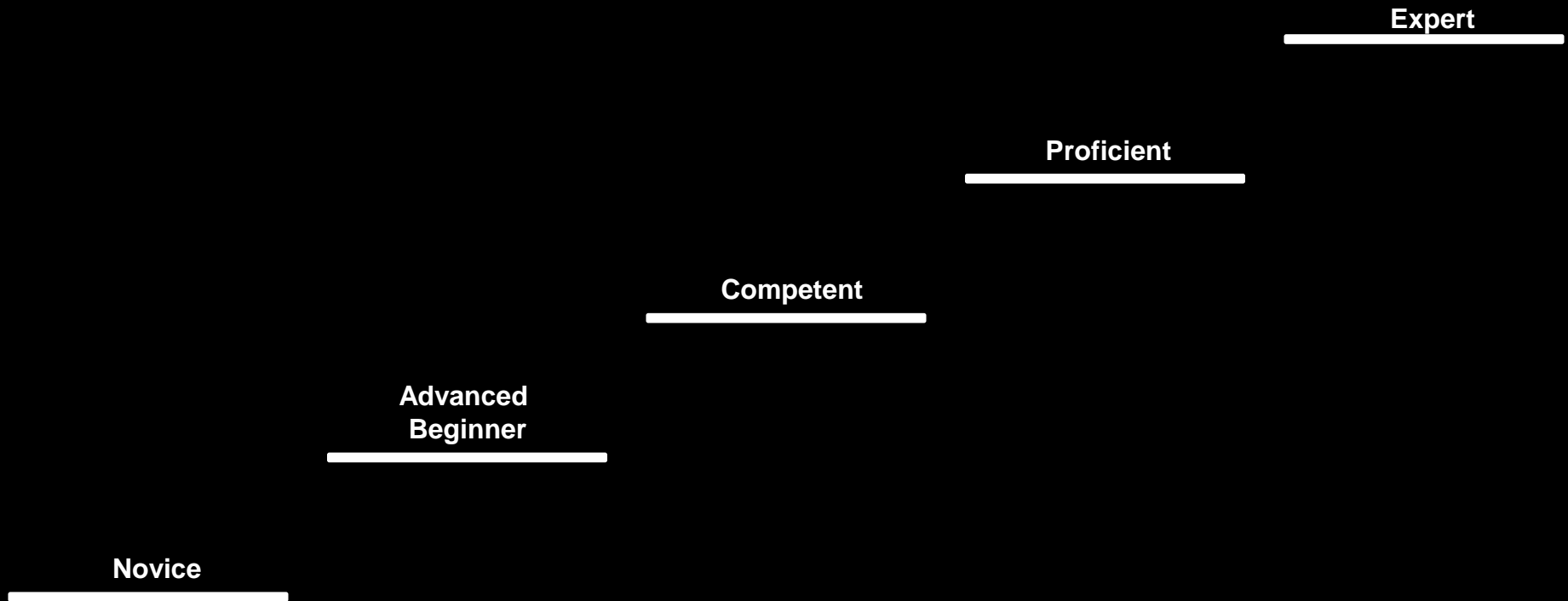


[1] Will Taylor, Chair, Department of Homeopathic Medicine, National College of Natural Medicine, Portland, Oregon, USA, March 2007

## Kolb's Cycle of Experiential Learning

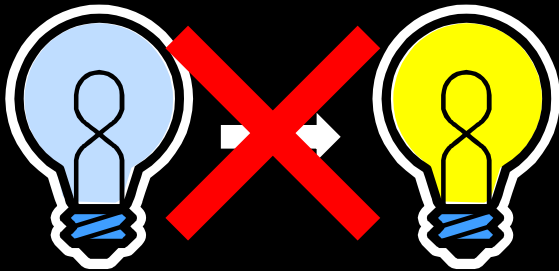


# Dreyfus Model of Skills Acquisition

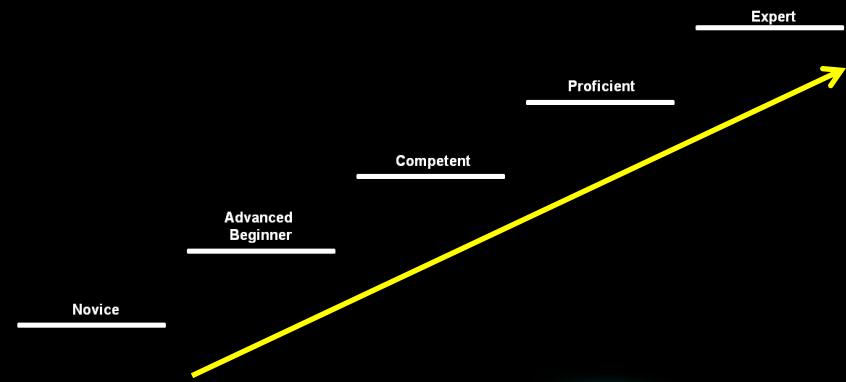
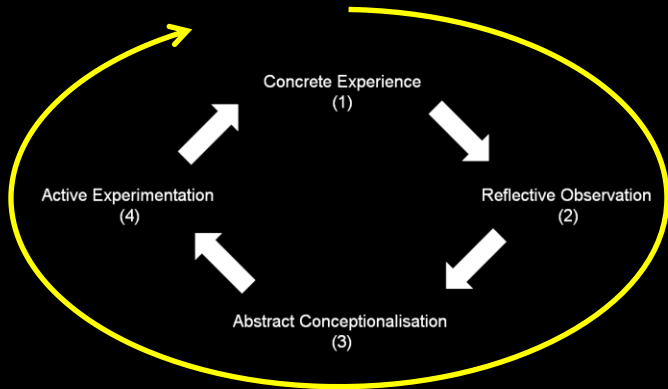
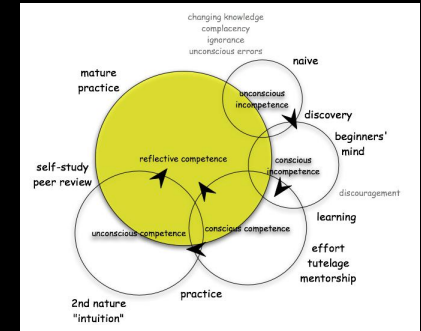


**Notice anything?**

# Notice anything?



Shu Ha Ri  
 守 破 離



## Different Behavioural Models

Shu Ha Ri

Dreyfus Model



Our focus for this session

Kolb learning model

Conscious, Unconscious  
Competence, Incompetence

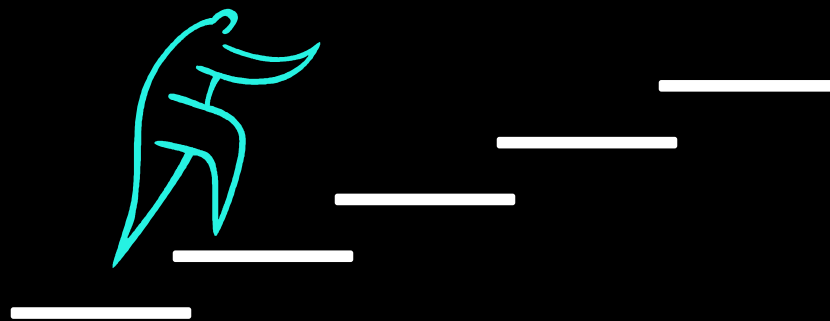
# The Dreyfus Model of Skill Acquisition

		Skill level(*)				
		Novice	Advanced Beginner	Competent	Proficient	Expert
Mental Function	Recollection	Non-situational	Situational	Situational	Situational	Situational
	Recognition	Decomposed	Decomposed	Holistic	Holistic	Holistic
	Decision	Analytical	Analytical	Analytical	Intuitive	Intuitive
	Awareness	Monitoring	Monitoring	Monitoring	Monitoring	Absorbed

\*The popularised terms for the stages by Benner, P. (1984), *Novice to expert: Excellence and power in clinical nursing practice* and Hunt, A. (2008), *Pragmatic Thinking & Learning: Refactor Your Wetware*.

The original terms offered were Novice, Competent, Proficient, Expert, Master in Dreyfus, E. & Dreyfus, H. (1980), *A five-stage model of the mental activities involved in directed skill acquisition*.

## (How to) Climb the Dreyfus Ladder of Agile Practices



**Pick a model**



**Identify desired behaviours**



**Map to model**



**Use as a coaching tool**

## Iteration 1 (an example)

**Pick a model**



**Identify desired behaviours**

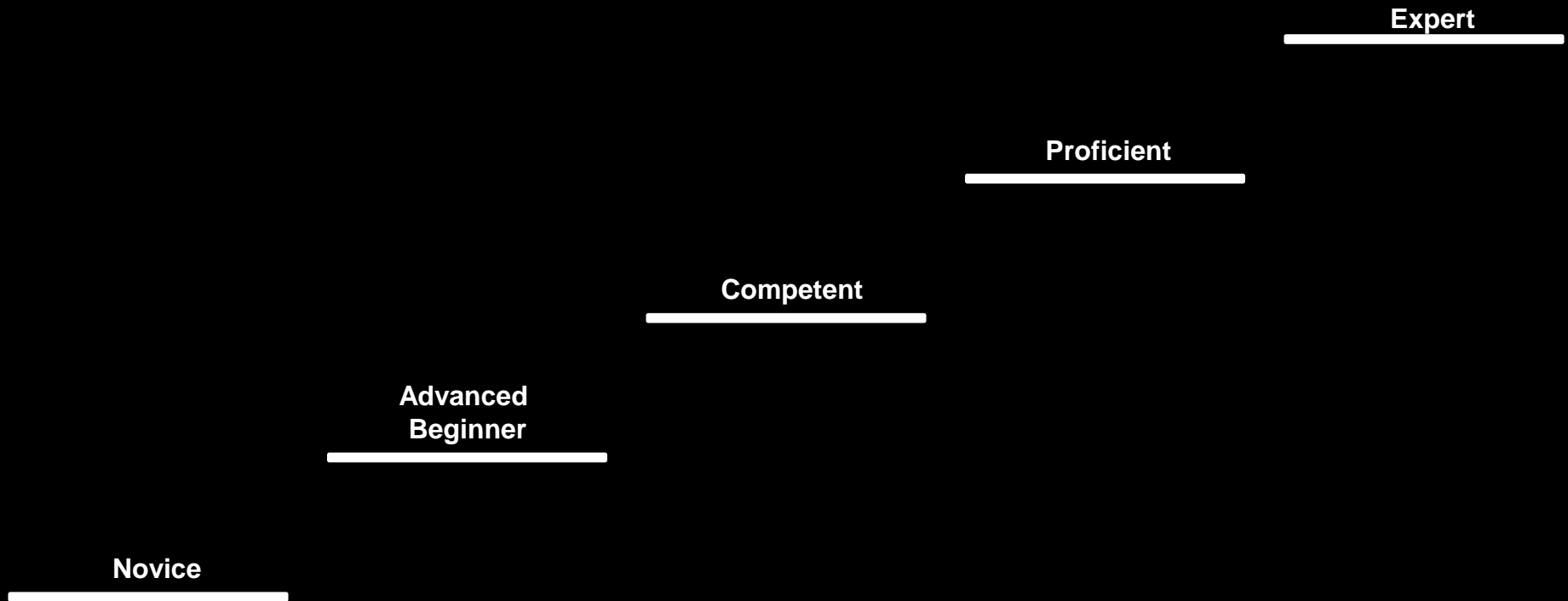


**Map to model**



**Use as a coaching tool**

# Dreyfus Model of Skills Acquisition



**Pick a model**



**Identify desired behaviours**



**Map to model**



**Use as a coaching tool**

## Agile Practice: Stand Up

Keeps updates short

Encourages shy people to participate

Turns up on time

Uses stand ups to help attract help for blockers

Understands pigs and chickens

Suggests methods to improve stand up

Flag blockers

Identifies and corrects anti-patterns occurring

Covers what they did yesterday

Encourage other methods of communication outside of stand ups

Focus status updates on relevant topics

Covers that they're going to do today

Prompts for other meetings

Steps in when topic is overrunning

**Pick a model**



**Identify desired behaviours**



**Map to model**



**Use as a coaching tool**

Flag blockers	Identifies and corrects anti-patterns occurring	Encourages shy people to participate
Keeps updates short	Uses stand ups to help attract help for blockers	Covers what they did yesterday
Focus status updates on relevant topics	Understands pigs and chickens	Covers that they're going to do today
Prompts for other meetings	Steps in when topic is overrunning	Encourage other methods of communication outside of stand ups
Suggests methods to improve stand up	Turns up on time	

**Expert**

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**Proficient**

---

**Competent**

---

**Advanced  
Beginner**

---

**Novice**

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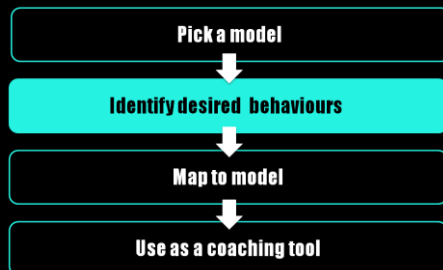
Your turn...

## Iteration 2 (practice round)

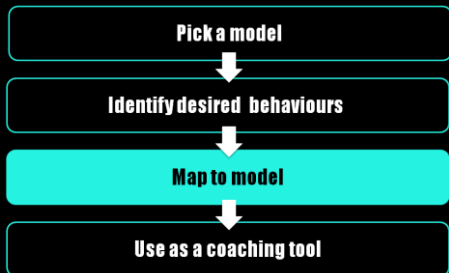
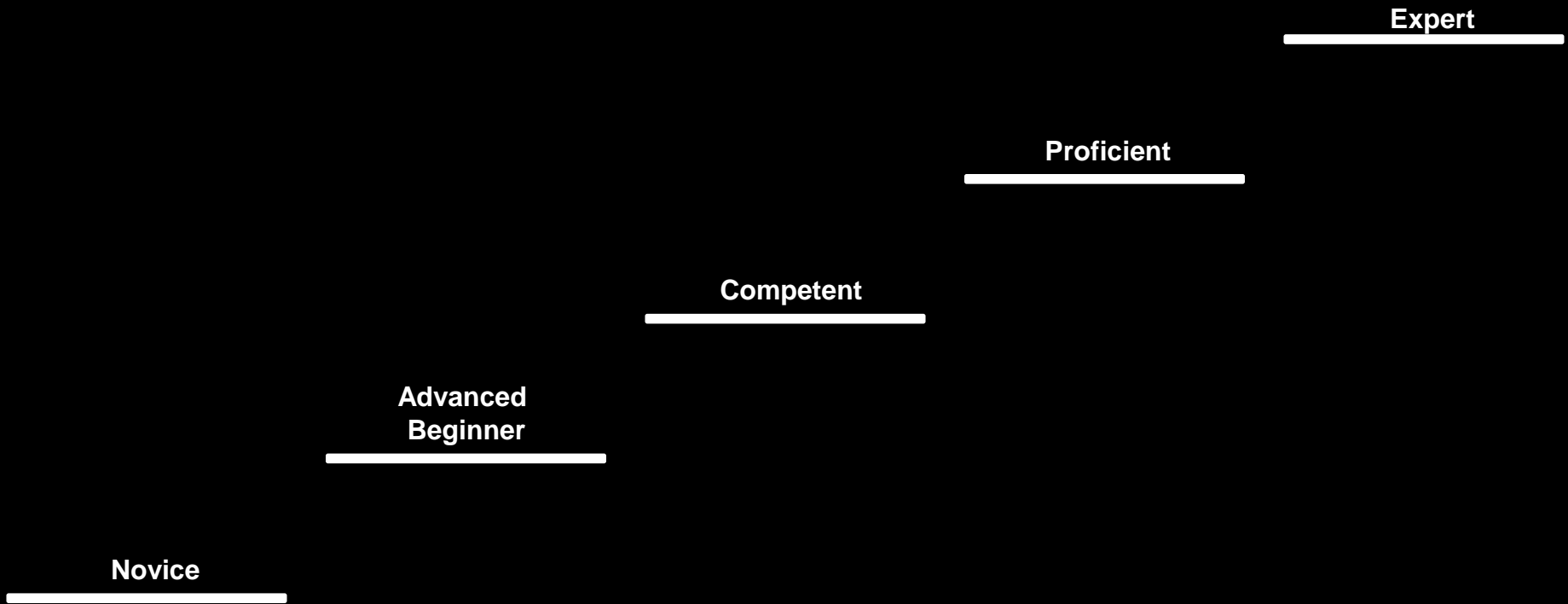
## Participating in Retrospectives

### Brainstorm desired behaviours

- one per sticky note
- think of what behaviours you see in your current team
- think of what behaviours you have seen on previous teams
- what behaviours are ideal



# Mapping to the model



**What did we miss?**

## Iteration 3

# Brainstorming

Facilitating Retrospectives

Releasing frequently

Agile Estimating

Updating story wall

Test Driven Development

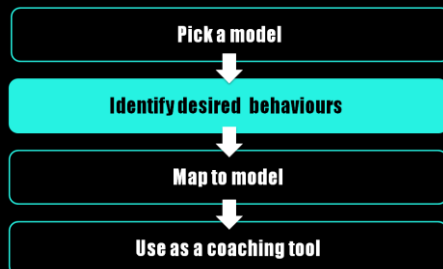
Tracking and reporting

Continuous Integration

Pair programming

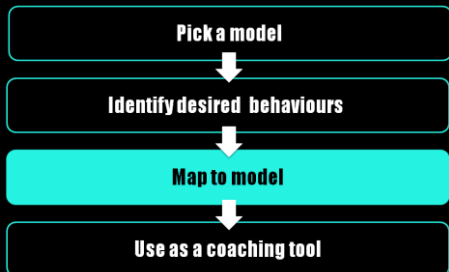
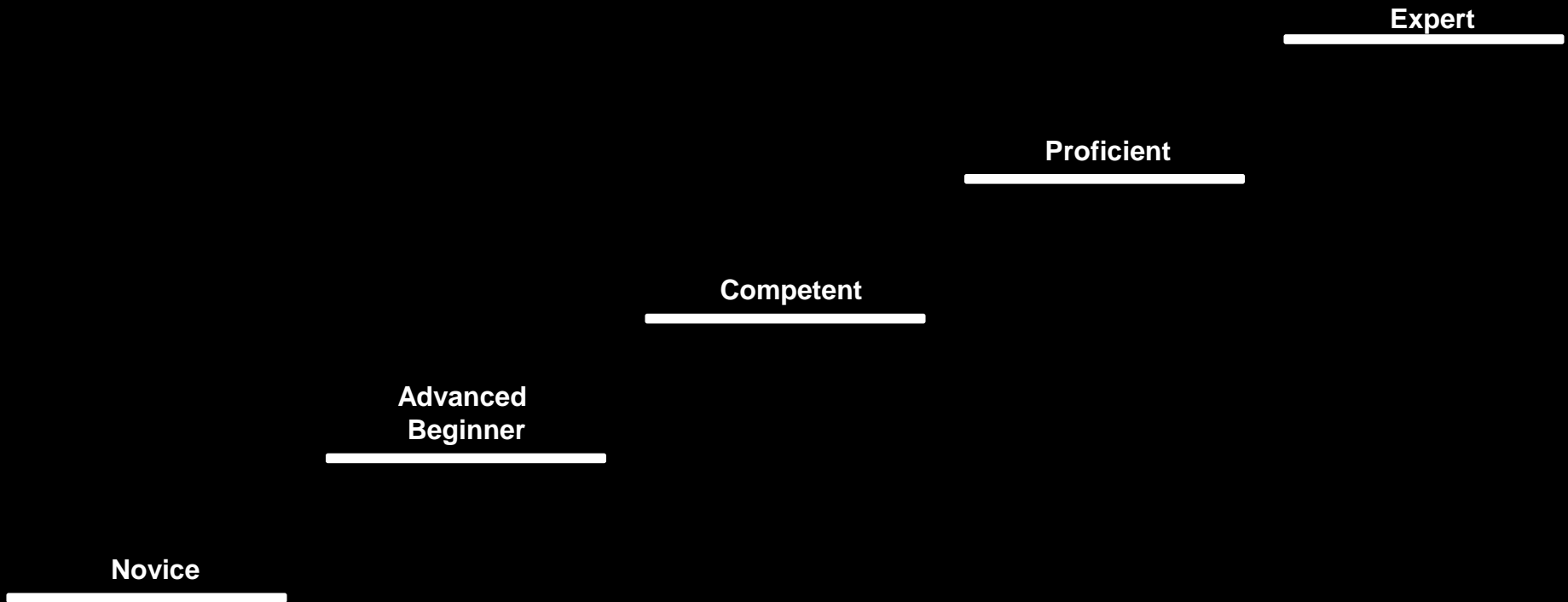
Running Demo/Showcase

Using user stories



1. Pick a practice from above
2. Brainstorm desired behaviours for that practice
  - one per sticky note
  - think of what behaviours you see in your current team & previous teams
3. Repeat until time up

# Mapping to the model



# Walkthrough

**Pick a model**



**Identify desired behaviours**



**Map to model**



**Use as a coaching tool**

## Discussion

- Did you find it hard to identify different types of behaviour?
  - Why?
  - What caused this?
- How did you go about classifying behaviours?
  - Was it clear what behaviour fell into each category?
  - What were the controversial topics?
- How would you use this as a coaching tool?

**Pick a model**



**Identify desired behaviours**

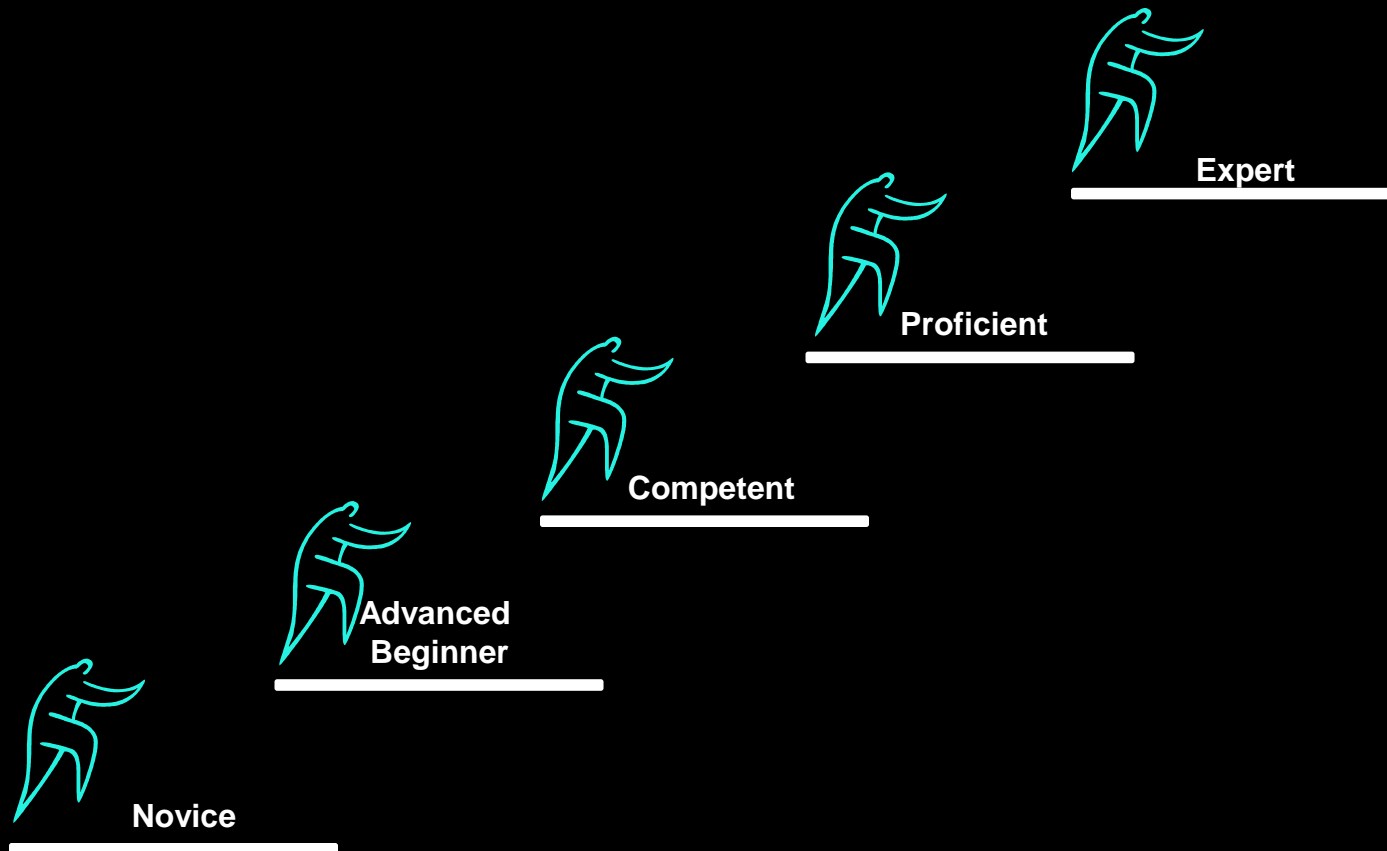


**Map to model**



**Use as a coaching tool**

## Climb the ladder



Or rather...

# Climb the ladders



## Further refinement

## Group related practices into roles

**A warning...**

NOT! A tool to fire  
someone with



Use to coach and  
develop someone

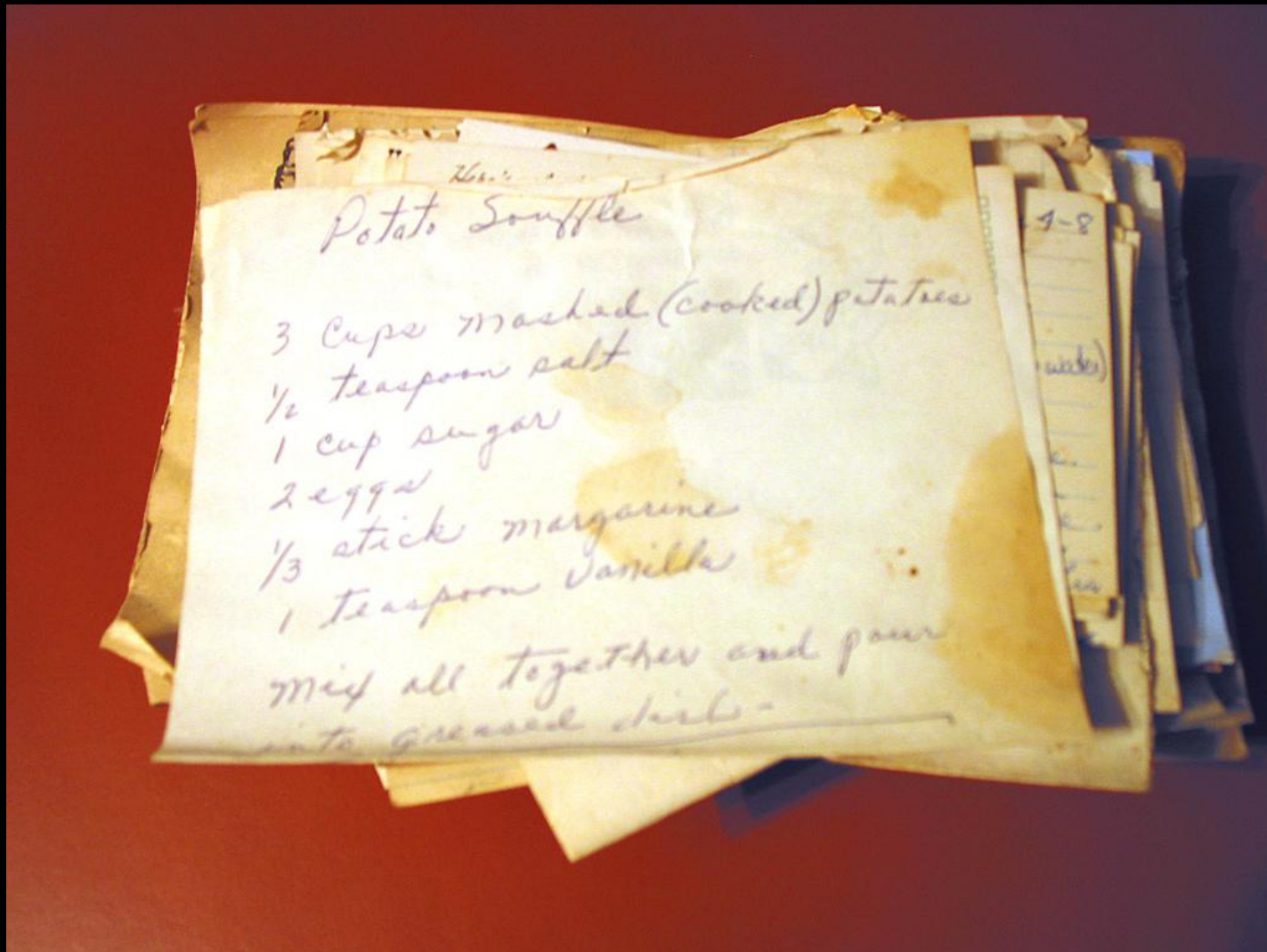


**Concluding thoughts...**

**It was easier for me to bring...**



**And now you have...**



Potato Souffle

3 cups mashed (cooked) potatoes  
 $\frac{1}{2}$  teaspoon salt  
1 cup sugar  
2 eggs  
 $\frac{1}{3}$  stick margarine  
1 teaspoon vanilla

Mix all together and pour  
into greased dish.

Questions?

# Feedback Please

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