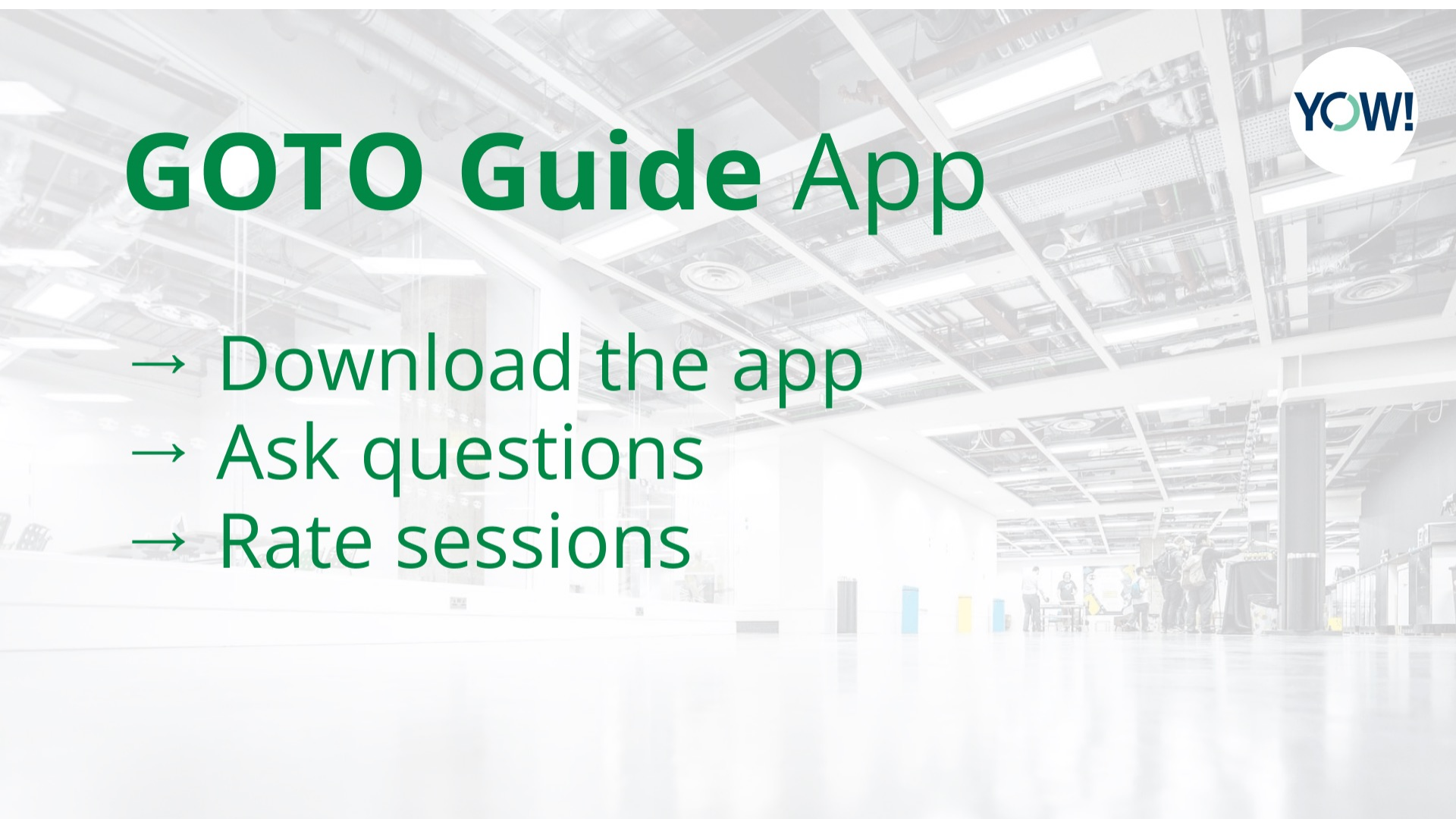
SOFTWARE DEVELOPMENT CONFERENCE

YOW! LONDON 2022



GOTO Guide App

→ Download the app
→ Ask questions
→ Rate sessions

Epiphany
and Apophany

Liz Keogh
@lunivore
http://lizkeogh.com

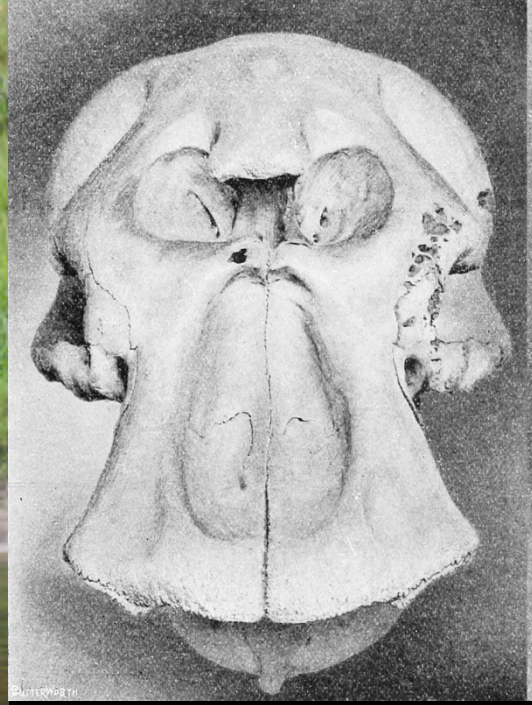
Elysium Planitia,
Mars Reconnaisance Orbiter, 2012

Diego Delso, delso.photo, License CC-BY-SA 4.0

Muhammad Mahdi Karim, GDFL 1.2

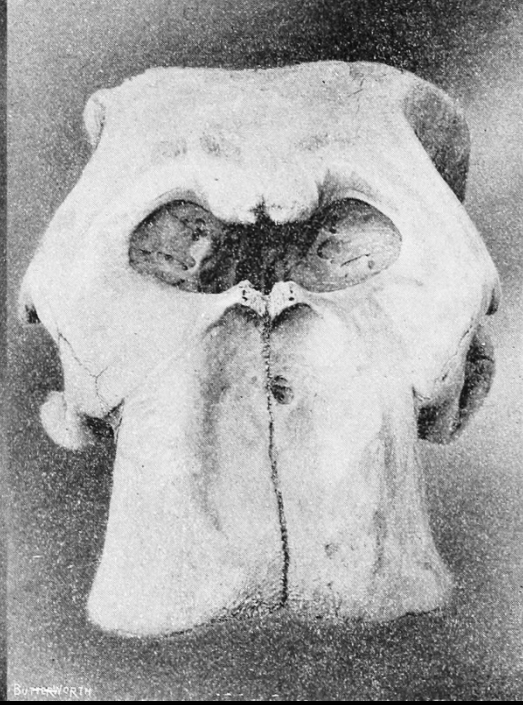
Yathin S Krishnappa, CC-SA 3.0

Peter H. Wrege, CC-SA 3.0



African Bush Elephant

Bigger
4 toenails on front,
3 on hind



African Forest Elephant

Smaller, darker
5 toenails on front,
4 on hind

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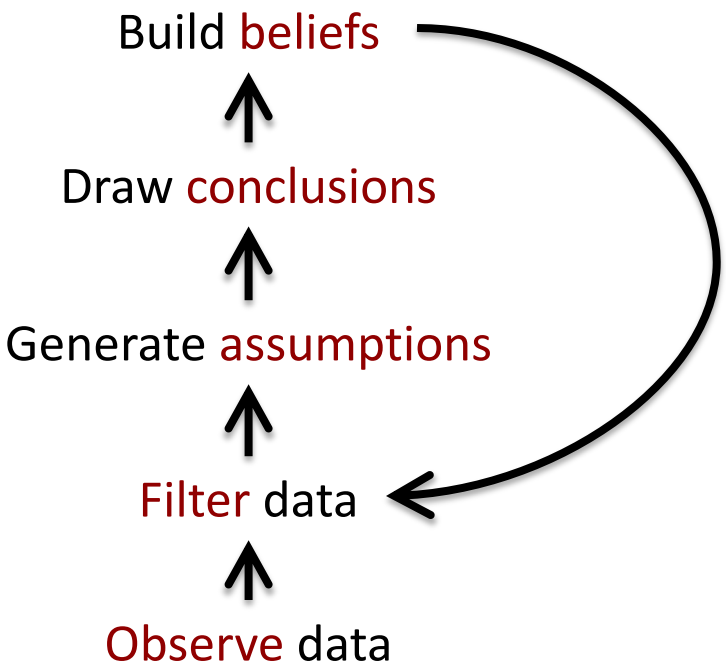
The Ladder of Inference

-- Chris Argyris



Uncertainty can cause more stress than inevitable pain

29 March 2016

Knowing that there is a small chance of getting a painful electric shock can lead to significantly more stress than knowing that you will definitely be shocked, finds a new UCL study funded by the Medical Research Council (MRC).

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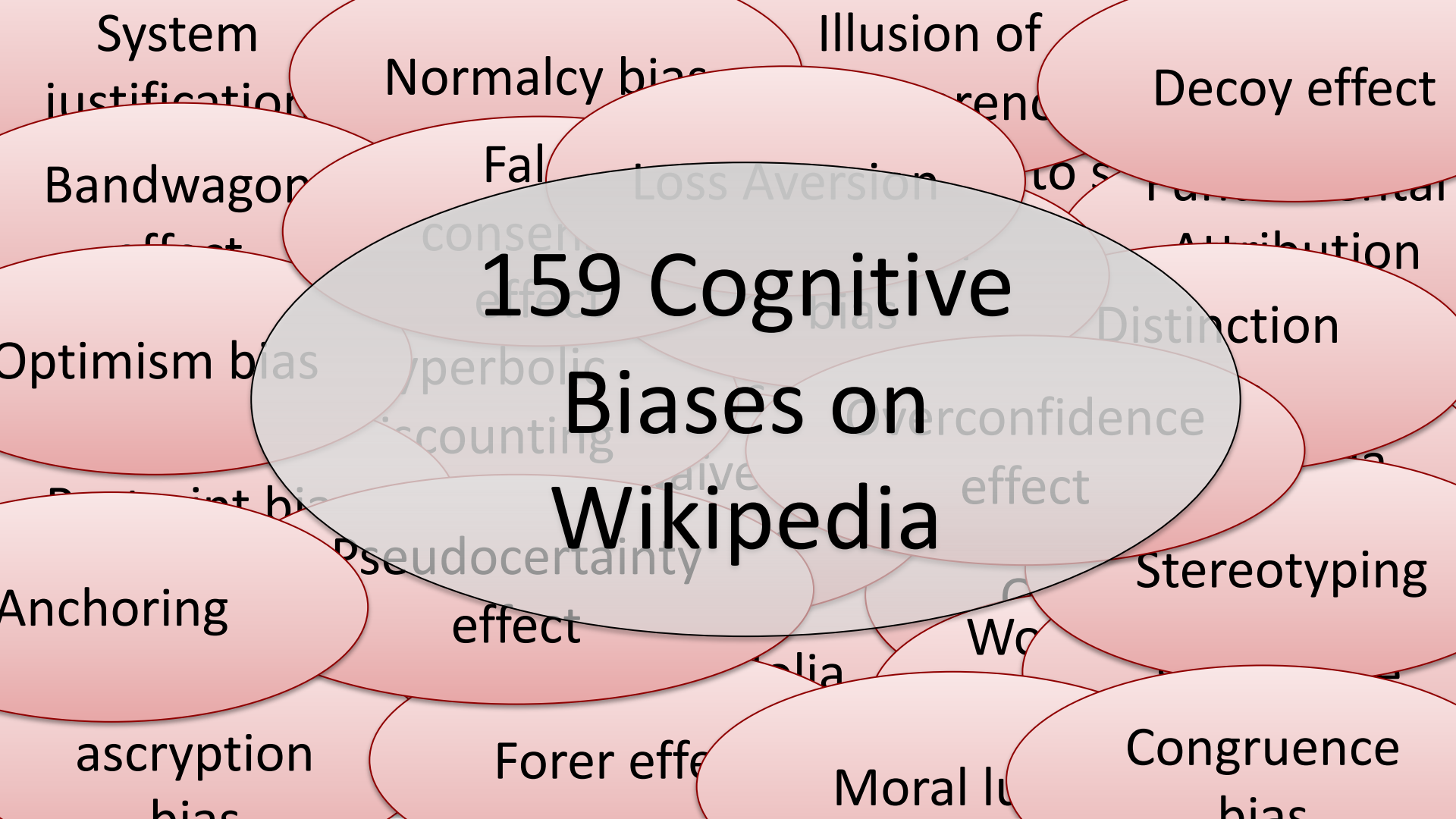
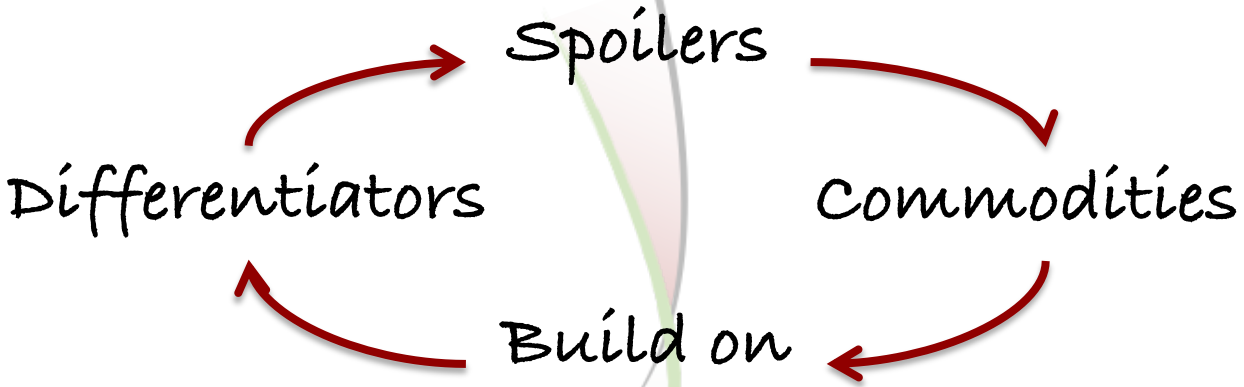
Early 19th Century, Brooklyn Museum


159 Cognitive Biases on Wikipedia
System
Normalcy bias
Illusion of
Decoy effect
Bandwagon
Loss Aversion
Optimism bias
Distinction
Overconfidence effect
Pseudocertainty effect
Anchoring
Stereotyping
ascryption bias
Forer effe
Moral lu
Congruence bias

"…*a fundamental assumption*…
…a certain level of
predictability and order
exists in the world."

- Dave Snowden,
"A Leader's Framework
for Decision Making",
Harvard Business Review



The Innovation Cycle

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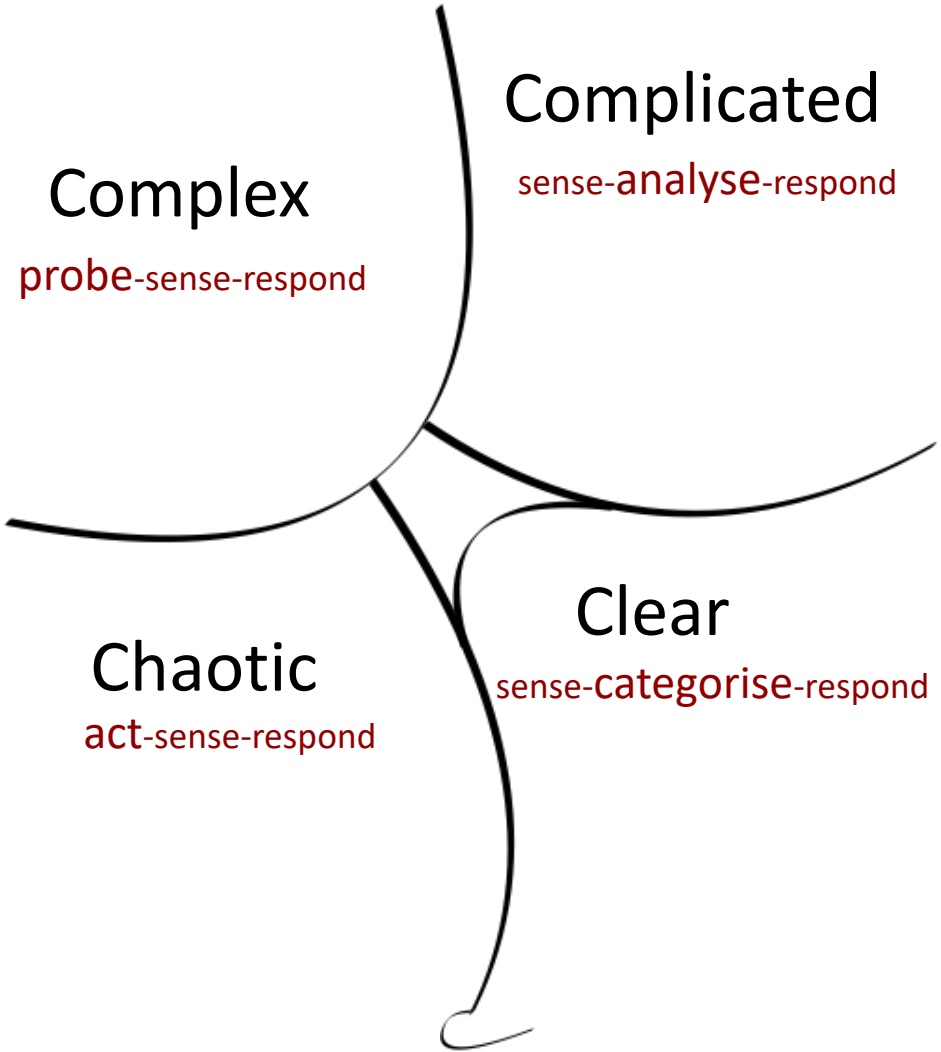
"Innovation Cycle" with thanks to David J. Anderson

Cynefin



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A Safe-To-Fail Probe has…

Indicators of success

Indicators of failure

A way of dampening it

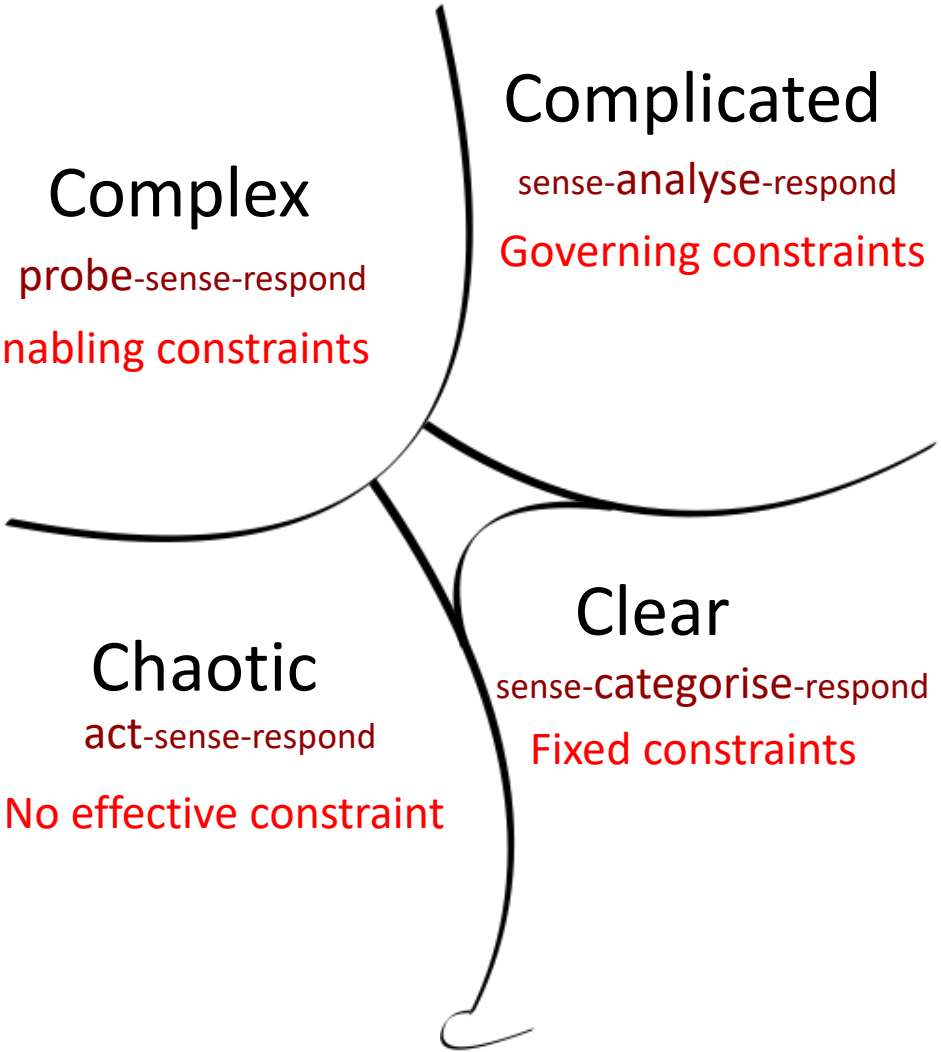
A way of amplifying it

Coherence

What's safe-to-fail in software?

Spike	Demonstrates to **us** (the team) that something is possible
PoC / Prototype	Demonstrates to **someone else** that something is possible
Alpha	Gets feedback from **real users / customer**s. Prioritize showstoppers.
Beta	Gets feedback on **readiness to release**. Prioritize bugs.
Release	**Provides value**, even if in a limited context. Fix bugs urgently.

Cynefin



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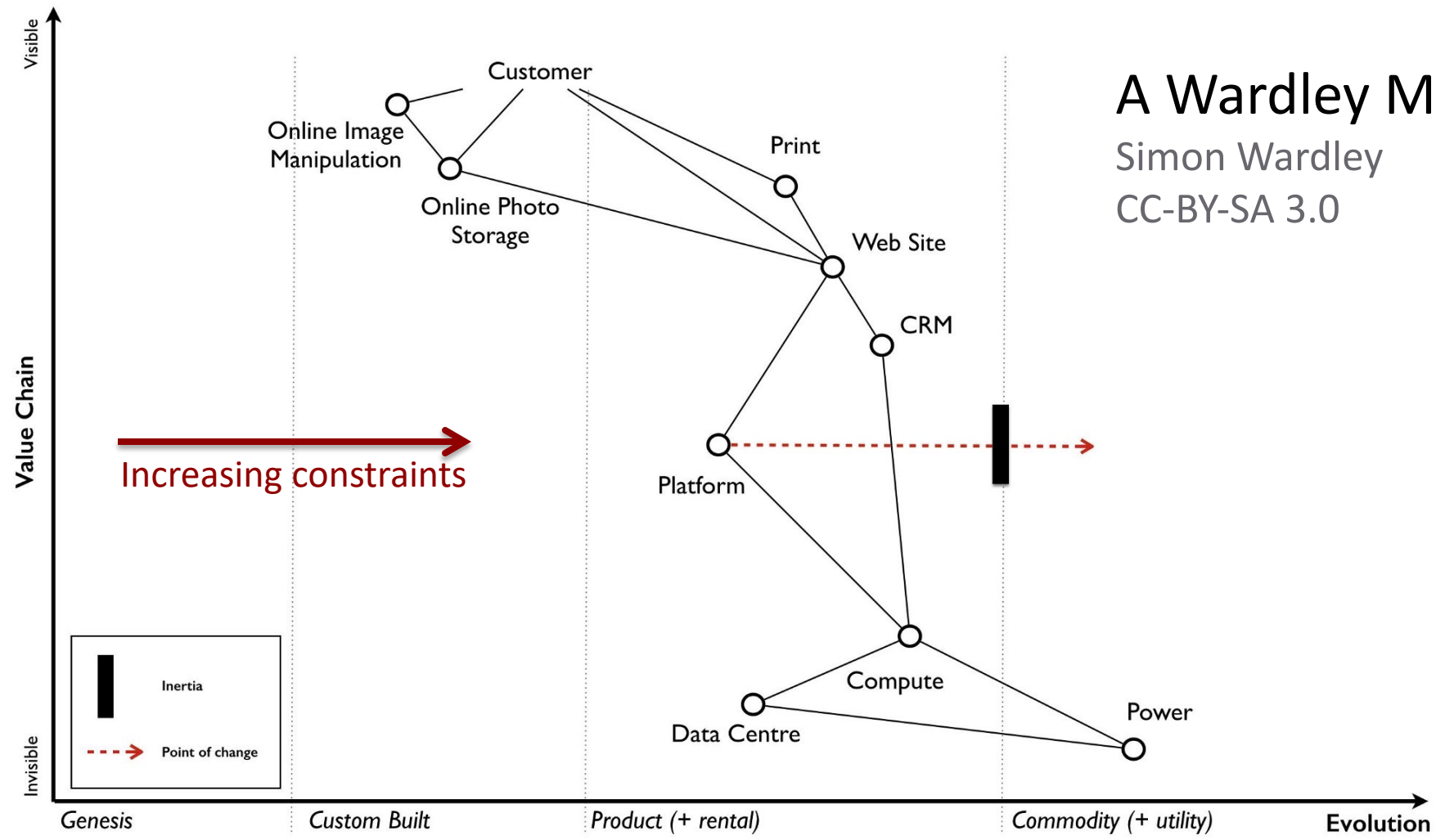
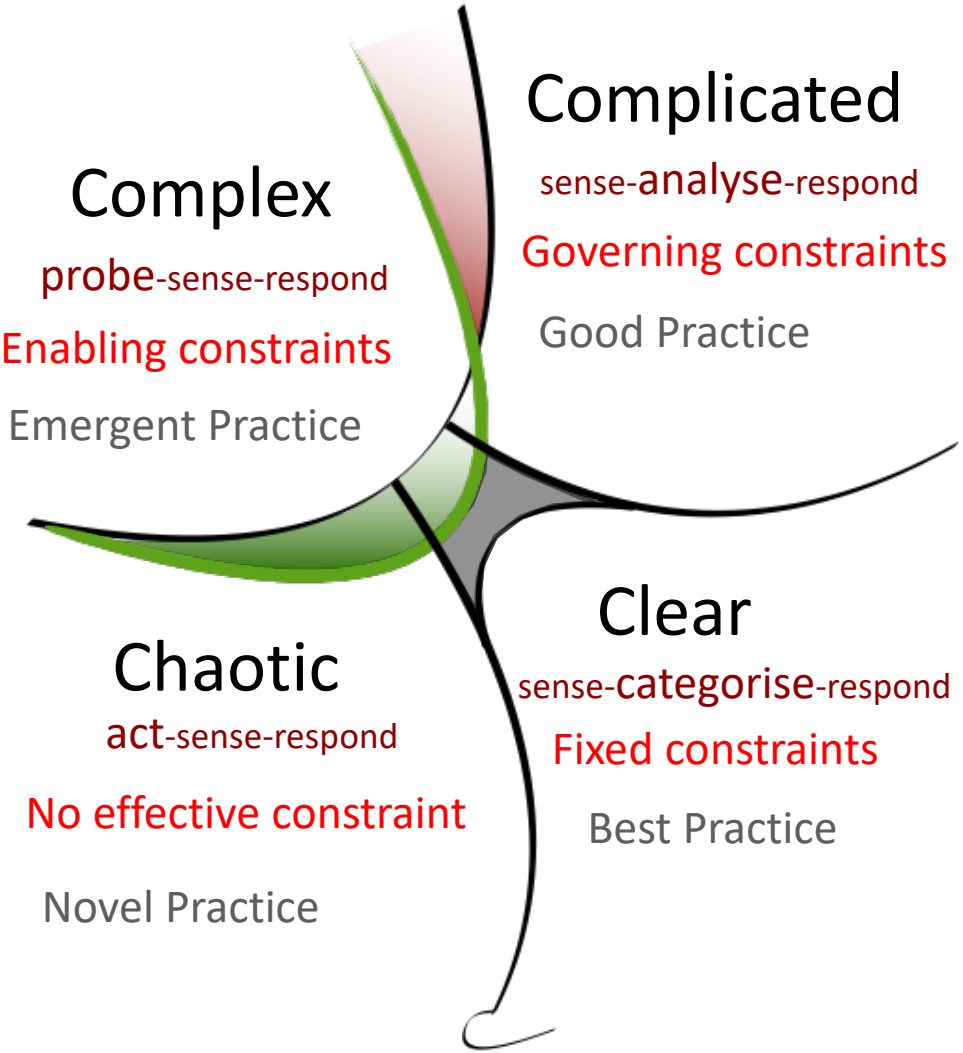

A Wardley Map
Simon Wardley
CC-BY-SA 3.0
Visible
Invisible
Value Chain
Customer
Online Image Manipulation
Online Photo Storage
Print
Web Site
CRM
Platform
Compute
Data Centre
Power
Increasing constraints
Inertia
Point of change
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

Cynefin



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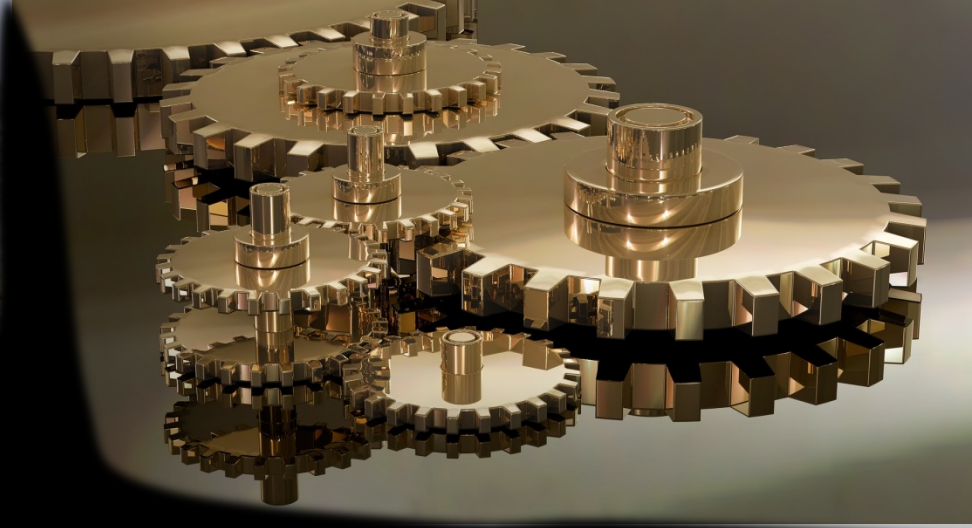
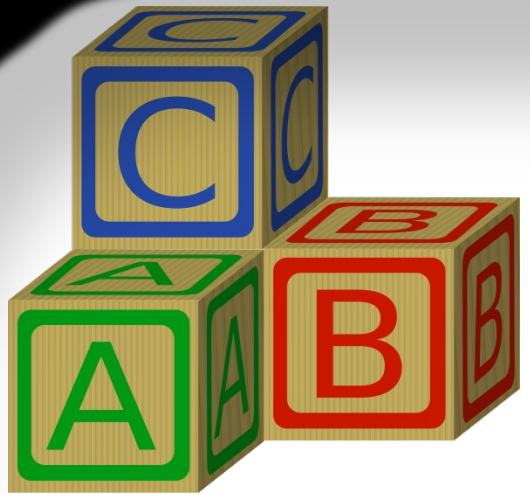
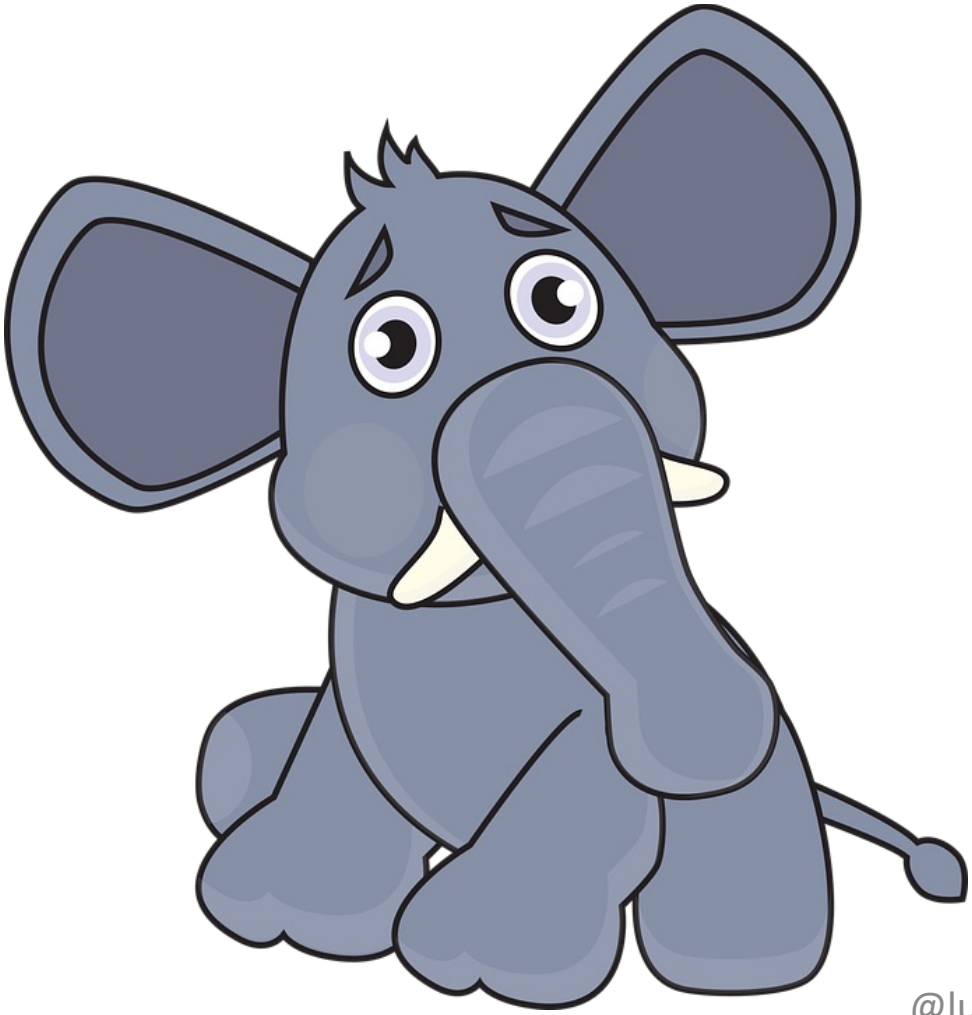



C
C
B
A
A
B
B

“That won’t work because…”



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A Safe-To-Fail Probe has…

A way of knowing it's succeeding
A way of knowing it's failing
A way of dampening it
A way of amplifying it
Coherence
~~A way of avoiding failure completely~~

Escaping Analysis Paralysis

“This is new; we’ve never done it before.
It seems **risky**.
Can we do a spike / PoC / prototype please?”

Coherence

A realistic reason
for thinking the probe
might have a
positive impact

Can you give me an example?

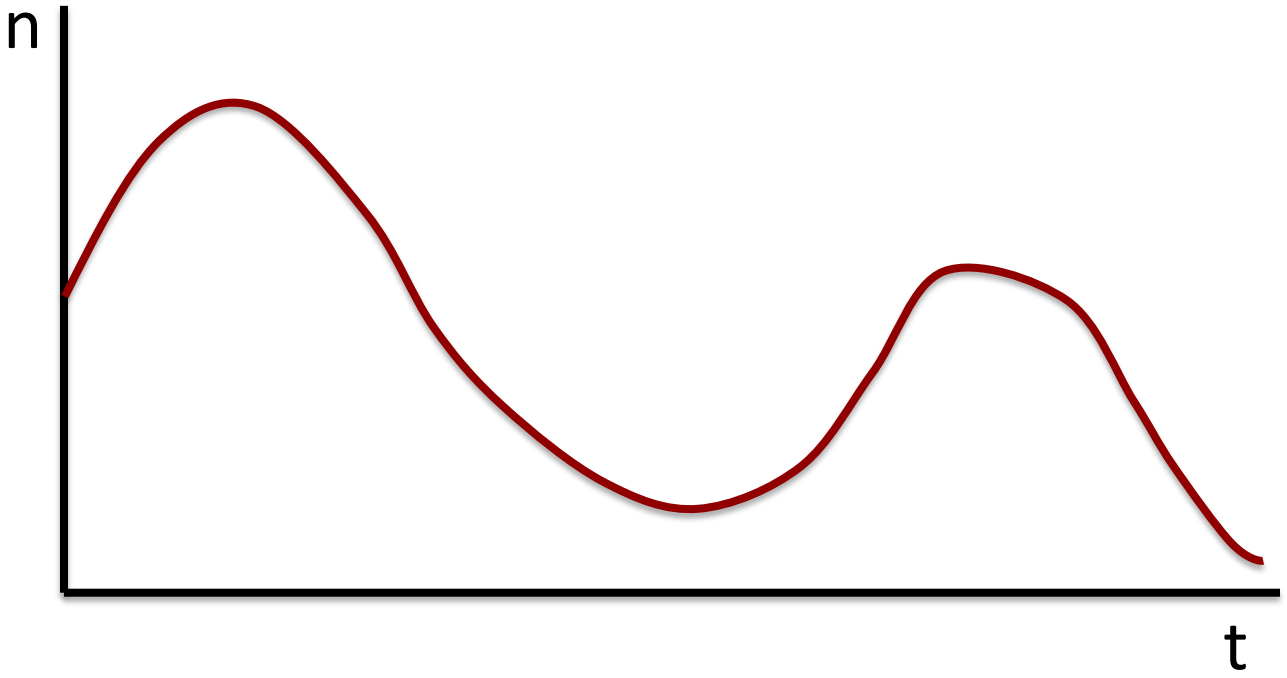
In high uncertainty...

…scenarios
and estimates
and plans

provide coherence,

not tests

Correlated in Retrospect



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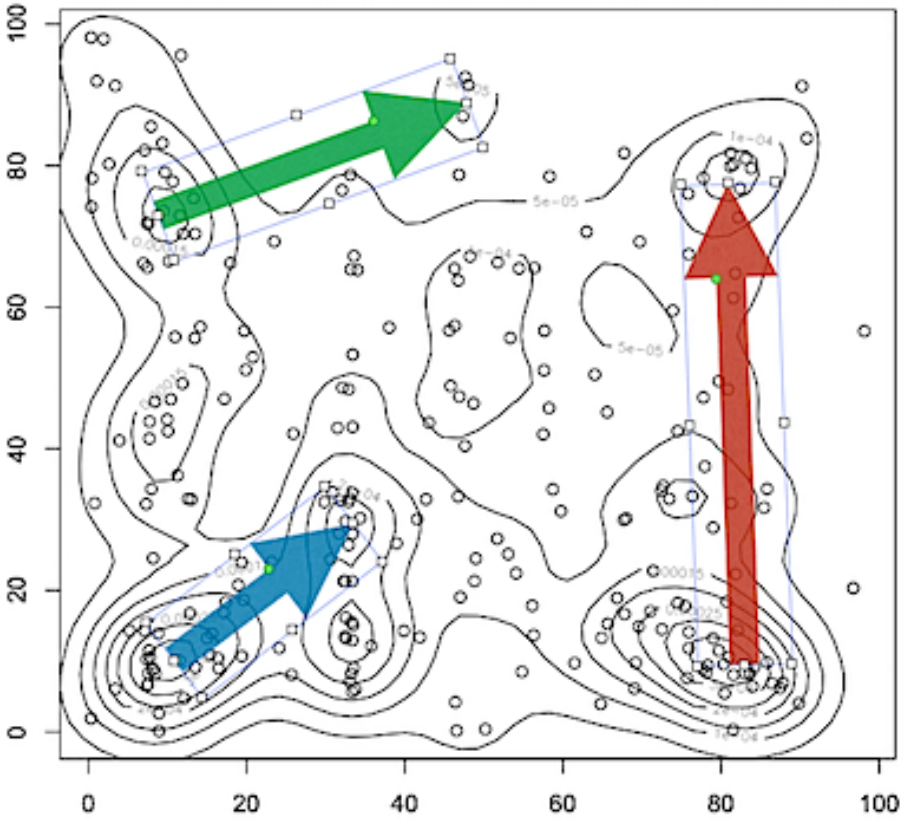

"Sensemaker" by Cognitive Edge

Listen to the stories

Use existing disposition

Move to adjacent possibles

Anchor and amplify working probes
(Yes, and…!)

With kind permission of Lucy King (pictured)
http://elephantsandbees.com

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Relentless
Positivity

Today’s CO2

Nov. 28, 2022	**417.31 ppm**
Nov. 28, 2021	415.66 ppm
1 Year Change	1.65 ppm (0.40%)

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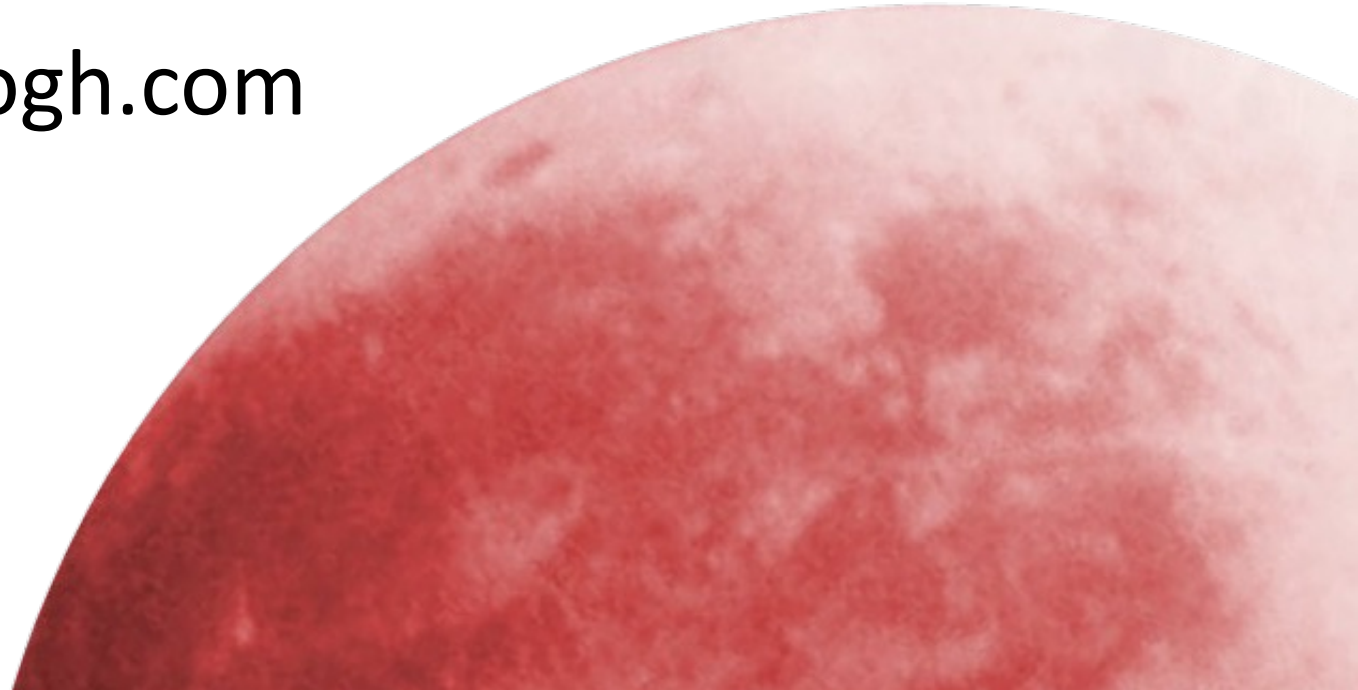
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