Growing into Excellence

PNSQ Conference 2012

Michael “Doc” Norton ◊ @DocOnDev ◊ doc@leandog.com
Mastery
Know
Know Your Shit
Know Your Stuff
Know Your Craft
Know Your Craft
Know Your Craft
Apprentice ➔ Journeyman ➔ Master
Apprentice → Journeyman → Master
Shu → Ha → Ri
Shu ➔ Ha ➔ Ri

Novice ➔ Advanced ➔ Competent ➔ Proficient ➔ Expert ➔ Innovator
Shu → Ha → Ri

Novice → Beginner → Advanced

Competent → Proficient → Expert

Innovator
Shu → Ha → Ri

Novice → Advanced → Competent → Proficient → Expert → Innovator
Where are you?
Shu → Ha → Ri

Novice → Advanced → Competent → Proficient → Expert → Innovator
Shu → Ha → Ri

Novice → Competent → Expert → Innovator
Stretching Toward Incompetency

Zone of proximal development (Learner can do with guidance)

Learner can do unaided

Learner cannot do
Zone of Proximal Development

Novice

Expert
Done?
T-Shape
Individuals able to apply deep vertical skills but who have empathy with other skills in the team
Empathy with other skills

Apply deep vertical skills
Empathy with other skills
Apply deep vertical skills
Empathy with other skills

Integration

Acceptance

Automation

Harness

Manual

API

Defect Tracking

System

GUI

Load

Test Case

Fuzz

Functional

Exploratory

Code Review

Dynamic

Regression

API

Unit

Fixtures

Application

Deep vertical skills
apply deep vertical skills

empathy with other skills

Automation

Unit

Acceptance

Manual

GLP

API

Defect Tracking

System

Regression

Fuzz

Exploratory

Code Review

GUI

Load

Manual

Harness

Integration

Test Case

Dynamic

Functional
apply deep vertical skills

empathy with other skills

Automation

Acceptance

Harness

Manual

Load

Fixtures

System

Defect Tracking

Regression

GUI

Code Review

API

Test Case

Dynamic

Exploratory

Fuzz

Harness

Functional

Unit
empathy with other skills
EMPATHY WITH OTHER SKILLS

APPLY DEEP VERTICAL SKILLS

Business Analysis
User Experience
Development
apply deep vertical skills
empathy with other skills
User Experience
Business Analysis
Development
Empathy with other skills

- Apply deep vertical skills
- Business Domain
- ATDD
- Version Control
- CMMI / ISO9000
- Automation Scripting
- Mentorship
- Coaching
- Team Leadership
- Public Speaking
- Configuration
- Project Management
- Aesthetic Design
- Version Control
- Account Management
- CMMI / ISO9000
Software Tester
Software Tester
Done?
Collegial
Collegial

United in a common purpose and respecting each other’s abilities to work toward that purpose
Can we all get along?
Should we Automate Acceptance?
<table>
<thead>
<tr>
<th>Response</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree. I Require Changes</td>
<td>Needs discussion, have change suggestions.</td>
</tr>
<tr>
<td>Needs Discussion Have Change</td>
<td>Desires discussion, have minor concerns.</td>
</tr>
<tr>
<td>Have Change Suggestions</td>
<td>Not in total agreement, but will support.</td>
</tr>
<tr>
<td>Needs Discussion Have Minor</td>
<td>Good idea, I will work for it.</td>
</tr>
<tr>
<td>Concerns</td>
<td>Great idea, I will be a leader in implementation.</td>
</tr>
</tbody>
</table>

**Should we Automate?**
Top of the line Herman Miller

Those chairs are a rip-off. Get the $120 chair from OfficeMart.

It doesn’t matter to me, but we could each buy our own.

I like the conference room chairs.

Lumbar support please.

I don’t really care, but I personally like leather chairs
Thos chairs are a rip off. Get the $120 from OfficeMart.

I like the conference room chairs.

It doesn’t matter to me, but we could each buy our own.

I don’t really care, but I personally like leather chairs.
<table>
<thead>
<tr>
<th><strong>Tell</strong></th>
<th><strong>Sell</strong></th>
<th><strong>Consult</strong></th>
<th><strong>Agree</strong></th>
<th><strong>Advise</strong></th>
<th><strong>Inquire</strong></th>
<th><strong>Delegate</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>I consider this my responsibility, and I don’t want anyone else involved in this decision</td>
<td>I consider this my responsibility. I understand other folks might feel invested and will be happy to answer questions.</td>
<td>I consider this my responsibility to manage, but would appreciate help deciding.</td>
<td>I’d like us to make this decision together. I hope you’d like that too.</td>
<td>I’d like to talk about it, but I’m happy to have someone else make the decision.</td>
<td>I’d like to hear about it, but I’d prefer someone else make the decision.</td>
<td>I’m not interested in this, but I’ll support whatever decision is made. I’d rather not be involved.</td>
</tr>
</tbody>
</table>

**Collaboration 8**
<table>
<thead>
<tr>
<th><strong>Tell</strong></th>
<th><strong>Sell</strong></th>
<th><strong>Consult</strong></th>
<th><strong>Agree</strong></th>
<th><strong>Advise</strong></th>
<th><strong>Inquire</strong></th>
<th><strong>Delegate</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>I consider this my responsibility, and I don’t want anyone else involved in this decision</td>
<td>I consider this my responsibility. I understand other folks might feel invested and will be happy to answer questions.</td>
<td>I consider this my responsibility to manage, but would appreciate help deciding.</td>
<td>I’d like us to make this decision together. I hope you’d like that too.</td>
<td>I’d like to talk about it, but I’m happy to have someone else make the decision.</td>
<td>I’d like to hear about it, but I’d prefer someone else make the decision.</td>
<td>I’m not interested in this, but I’ll support whatever decision is made. I’d rather not be involved.</td>
</tr>
<tr>
<td></td>
<td>Joe</td>
<td>Alice</td>
<td>Thom, Susan</td>
<td>Art, Arnie</td>
<td>Janet, Frank</td>
<td></td>
</tr>
<tr>
<td><strong>Tell</strong></td>
<td><strong>Sell</strong></td>
<td><strong>Consult</strong></td>
<td><strong>Agree</strong></td>
<td><strong>Advise</strong></td>
<td><strong>Inquire</strong></td>
<td><strong>Delegate</strong></td>
</tr>
<tr>
<td>---------</td>
<td>----------</td>
<td>-------------</td>
<td>-----------</td>
<td>------------</td>
<td>-------------</td>
<td>--------------</td>
</tr>
<tr>
<td>I consider this my responsibility, and I don’t want anyone else involved in this decision</td>
<td>I consider this my responsibility. I understand other folks might feel invested and will be happy to answer questions.</td>
<td>I consider this my responsibility to manage, but would appreciate help deciding.</td>
<td>I’d like us to make this decision together. I hope you’d like that too.</td>
<td>I’d like to talk about it, but I’m happy to have someone else make the decision.</td>
<td>I’d like to hear about it, but I’d prefer someone else make the decision.</td>
<td>I’m not interested in this, but I’ll support whatever decision is made. I’d rather not be involved.</td>
</tr>
<tr>
<td>Joe</td>
<td>Alice, Thom, Susan</td>
<td>Art, Arnie</td>
<td>Janet, Frank</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Tell
   I will tell them

2. Sell
   I will try and sell it to them

3. Consult
   I will consult and then decide

4. Agree
   We will agree together

5. Advise
   I will advise but they decide

6. Inquire
   I will inquire after they decide

7. Delegate
   I will fully delegate
Collaboration 8

1. Tell
   I will tell them

2. Sell
   I will try and sell it to them

3. Consult
   I will consult and then decide

4. Agree
   We will agree together

5. Advise
   I will advise but they decide

6. Inquire
   I will inquire after they decide

7. Delegate
   I will fully delegate

J. Joker
We’re Doomed

I’ve seen this before. Let’s try ...

That will never work because...

As a matter of fact...

Yes, but I feel...

This isn’t a problem, it’s an AWSOME opportunity!
Neutral, objective, only concerned with facts and figures

The emotional view, just what you feel, no justification needed

Careful and cautious, the “devil’s advocate”, points out the weakness in ideas

Sunny and positive, covers hope and positive thinking

Associated with fertile growth, creativity and new ideas

Cool, the color of the sky, above everything else, the organizing hat

Six Thinking Hats
Six Thinking Hats
Six Thinking Hats
Done?
“Anyone who stops learning is old, whether at twenty or eighty.” ~ Henry Ford

Never.
“Anyone who stops learning is old, whether at twenty or eighty.” ~ Henry Ford