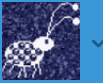




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# Creating a culture of innovation with Jeff Gothelf

A talk given for the design crew at work

by  Anne Gibson 3 years ago 49 Views ▾



**Anne Gibson**

@perpendicularme

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[@jboogie](#) is one of the co-authors of [leanuxbook.com](#) and, apparently, one of the circus folk. :)

10:02 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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The human cannonball - that's an interesting career choice. The net is set up by firing a dummy, then putting the net where the dummy lands.

10:06 AM - 3 Jun 2014





**Jeff Gothelf** 

@jboogie

 Follow

If you've heard me tell some circus stories, this article gives a bit more detail on that experience:

[bostonglobe.com/metro/2014/05/...](http://bostonglobe.com/metro/2014/05/...)

5:45 AM - 2 Jun 2014



**Circus performers risk much to amaze us all...**

Petya Milanova sits at the kitchen table. She is simply dressed in a T-shirt, her hair long and loose. It's a rainy Friday evening 30 miles south

[bostonglobe.com](http://bostonglobe.com)



**Amber DeRosa**

@AJDeRosa

 Follow

Yesterday's assumptions don't work in today's reality. @jboogie

10:08 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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The human cannonball assumes that nothing changes day in and day out. When something changed, the assumptions failed, and tragedy struck.

10:07 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

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Today's reality: "software is eating the world." ~ Marc Andreessen  
—software is changing everything.

10:08 AM - 3 Jun 2014

1 1

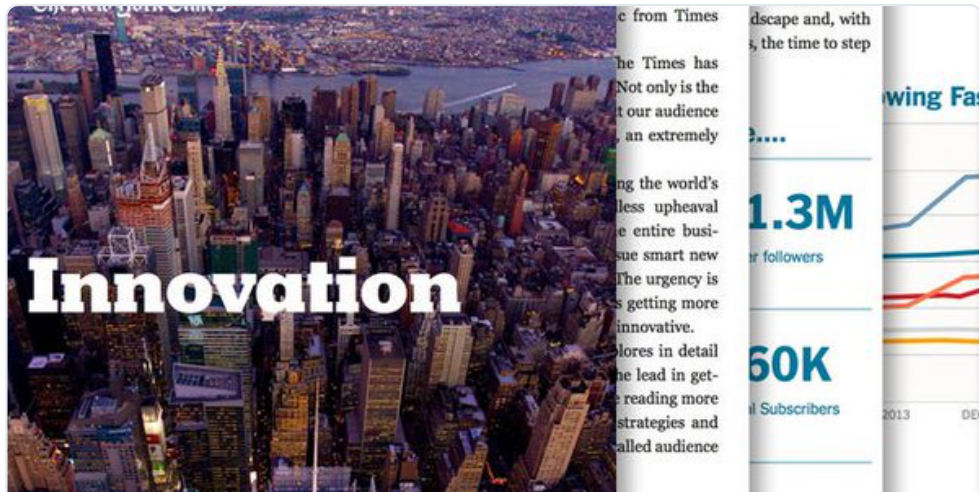


**Anne Gibson**  
@perpendicularme

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The New York Times innovation PDF is a must-read.  
[mashable.com/2014/05/16/ful...](http://mashable.com/2014/05/16/ful...)

10:09 AM - 3 Jun 2014



**The Full New York Times Innovation Report**

An internal report on digital innovation at the New York Times, obtained in full by Mashable, highlights the paper's struggle to [mashable.com](http://mashable.com)

2 1



**Anne Gibson**

@perpendicularme

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Software is shaping our automotive experiences, our packing & delivery experiences. Incumbents refuse to see it as a threat. they're wrong.

10:10 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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There's "no way" that Netflix will change things - have you seen a Blockbuster lately?

10:11 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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We used to build products on an assembly line, when everything was known. We could build culture and a business around it.

10:12 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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We've applied this industrial model to software - waterfall. But software is different. Software is continuous.

10:12 AM - 3 Jun 2014





**Anne Gibson**

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Software is never finished. There's no end state. Ongoing process of incremental enhancements and iterative improvements..

10:13 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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...towards an ever-involving set of customer needs and goals. We can continually push software live.

10:13 AM - 3 Jun 2014



**Ellen King**

@ellenking

 Follow

We are still living in an Industrial Age model when developing software, assembly line like. [#leanux](#)

10:13 AM - 3 Jun 2014



**Anne Gibson**

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Amazon pushes code live to prod every 11.6 seconds.

10:14 AM - 3 Jun 2014





**Anne Gibson**

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Amazon is constantly measuring - push to a small audience, measure, push out further or pull back. Constant conversation with audience.

10:15 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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Amazon doesn't know the end state, but they do know business goals they want to hit and customers they want to influence.

10:15 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

We are still thinking in terms of "model years" - 6 months to get it perfect, 6 months of data collection. 12-month feedback loop.

10:17 AM - 3 Jun 2014



**Ellen King**

@ellenking

 Follow

How do we learn what is or is not working with customers if we are not continuously monitoring and responding. [#leanux](#)

10:15 AM - 3 Jun 2014





**Ellen King**  
@ellenking

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Amazon pushes code every 12 seconds. (Yes but they can get stats faster due to volume.) [#leanux](#)

10:17 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Industrial-era management tactics don't work in software.  
[#leanux](#)

10:17 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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What does this new continuous world mean for our business?  
How can we take advantage of all this info? How do we  
maximize teams? [#leanux](#)

10:19 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

To survive in this new reality you have to have a culture of  
innovation and experimentation. Humility: we don't know how  
the end state looks

10:20 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

 Follow

Deliberate strategy: execs make all decisions, teams build.  
Emergent strategy: teams closest to customer build best.  
[#leanux](#)

10:20 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Let the teams propose an idea and find out what's good or not.  
Do it so they can experiment without destroying the business.  
[#leanux](#)

10:21 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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How do you structure the organization to do that? The atomic unit of culture is the team. [#leanux](#)

10:22 AM - 3 Jun 2014



**Ellen King**  
@ellenking

 Follow

What kind of team makes a culture of learning? Anatomy, culture, process play a part. [#leanux](#)

10:24 AM - 3 Jun 2014







**Anne Gibson**  
@perpendicularme

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Anatomy of a team: Discipline-specific teams that rely on written communication fail. They see themselves as service providers.

[#leanux](#)

10:24 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Bad teams: siloed members cant see the whole thing, no vision for it. Collaboration fails quickly too.[#leanux](#)

10:25 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Assigning work based on bandwidth and availability results in no commitment to their teams. Who are they going to piss off that day? [#leanux](#)

10:26 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Facilitating culture of innovation through team size: Team is small. 6-8 people, "2-pizza team". Better communication. Transparent. [#leanux](#)

10:27 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

 Follow

Team pace is quick when it's a small team. #leanux

10:28 AM - 3 Jun 2014

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**Ellen King**  
@ellenking

 Follow

Teams: 6-8 people, easier to communicate, work is transparent.  
#leanux

10:28 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Co-located teams where everyone is awake at the same time  
and working together, preferably in the same space. #leanux

10:29 AM - 3 Jun 2014

   1



**Ellen King**  
@ellenking

 Follow

Teams: colocated, at least awake at the same time. #leanux

10:29 AM - 3 Jun 2014



**Amber DeRosa**

@AJDeRosa

 Follow

Innovative team anatomy: A successful team is small, collocated, dedicated, & self sufficient. @jboogie

10:30 AM - 3 Jun 2014



**Ellen King**

@ellenking

 Follow

Teams: dedicated, attention not spread over projects. #leanux

10:30 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Self-sufficient: everyone on the team covers all the skills needed. Someone can at least get the answer and get it done.

#leanux

10:30 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Someone must be able to get the data and analyze it and make decisions as well. #leanux

10:30 AM - 3 Jun 2014





**Ellen King**  
@ellenking

 Follow

Teams: self-sufficient, all skills needed are present, empowered to make decisions. [#leanux](#)

10:31 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Antipattern for tasking a team: product roadmap. They tell a compelling story. Clear vision but commits to fixed scope/deadline [#leanux](#)

10:31 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Fixed scope, deadline = move deadline, lower scope, burn people out, or all of them. [#leanux](#)

10:32 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Road maps actually meander all over the place. Agility and flexibility must be built into road maps. [#leanux](#)

10:33 AM - 3 Jun 2014





**Anne Gibson**

@perpendicularme

 Follow

Product roadmaps should be lists of questions, not lists of features. Not “build new trade process”, “why build new trade platform?” #leanux

10:33 AM - 3 Jun 2014

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**Anne Gibson**

@perpendicularme

 Follow

Don't incentivize to create output — don't pile on features.

10:35 AM - 3 Jun 2014

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**Anne Gibson**  
@perpendicularme

 Follow

Microsoft word of guitars - more features than core tasks.

[#leanux](#)

10:35 AM - 3 Jun 2014



**Ellen King**  
@ellenking

 Follow

Feature bloat often comes from product maps used as the start of a product. [#leanux](#)

10:35 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

 Follow

Antipattern: annual planning process. Most places are locking down “next year” without knowing what will really happen the next year [#leanux](#)

10:36 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Team must be dedicated - don't pull them off the team for bugs or the CEO's pet project. There's a cost to context switching [#leanux](#)

10:36 AM - 3 Jun 2014



**Ellen King**  
@ellenking

 Follow

The annual planning process is a series of assumptions that lock us in so we can't respond to new ideas. [#leanux](#)

10:37 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Taking a huge bet instead of testing a few small ideas to find out the bet didn't pay off is not worthwhile. [#leanux](#)

10:40 AM - 3 Jun 2014





**Anne Gibson**

@perpendicularme

 Follow

Task teams to achieve business outcomes. Get granular.

“Increase revenue” is too small. #leanux

10:41 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

“Increase the amount of times people place trades every month by 20%” is a granular problem to solve. #leanux

10:41 AM - 3 Jun 2014



**Amber DeRosa**

@AJDeRosa

 Follow

How do we task the team to achieve business outcomes? Get granular, give the teams a problem to solve not a solution to implement. @jboogie

10:42 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Let the teams own the solution. #leanux

10:42 AM - 3 Jun 2014







**Ellen King**  
@ellenking

 Follow

Give teams a problem to solve instead of a solution to implement. [#leanux](#)

10:42 AM - 3 Jun 2014



**Ellen King**  
@ellenking

 Follow

Funding of teams need to be incremental based on success toward reaching biz goal. [#leanux](#)

10:43 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Organization needs to fund teams incrementally based on their progress toward the granular goal. 12-week cycles. [#leanux](#)

10:43 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

Anti-pattern: no cross-functional collaboration. The circus doesn't collaborate. [#leanux](#)

10:45 AM - 3 Jun 2014





**Anne Gibson**

@perpendicularme

 Follow

In software we need to share language and terms and understand what's important to each team. #leanux

10:45 AM - 3 Jun 2014



**Dennis Siller**

@dennissiller

 Follow

No cross-functional collaboration can result in clown-level politics @jboogie

10:45 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Antipattern: fixation on job titles. It limits contributions on teams and creativity. Let people contribute however they can! #leanux

10:46 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

People have multiple competences. Don't judge them by their resume or business card. Give people a chance. #leanux

10:48 AM - 3 Jun 2014





**Anne Gibson**

@perpendicularme

 Follow

Fear of failure is a big antipattern. Scope of failure is rarely considered. [#leanux](#)

10:48 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Learn fast, learn often. Failure is inherent to that. A culture of fear of failure stifles creativity and learning. [#leanux](#)

10:49 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

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Often deadlines are completely made up. "Motivational tools" cause burnout or reduced scope. [#leanux](#)

10:50 AM - 3 Jun 2014



**Ellen King**

@ellenking

 Follow

Small incremental failures that embrace learning are how teams should be working. [#leanux](#)

10:51 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

 Follow

Two features of lean:  
Always move from doubt to certainty.  
Take small steps. #leanux

10:52 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

 Follow

All these antipatterns erode the culture of ownership. The team needs to own the problem and the solution, not own CYA.  
#leanux

10:52 AM - 3 Jun 2014



**Ellen King**  
@ellenking

 Follow

Teams should feel ownership for their work. It's cultural. #leanux

10:52 AM - 3 Jun 2014



**Amber DeRosa**  
@AJDeRosa

 Follow

How should the team work? Take smaller risks, clear definitions of success, promote competences over roles, & self organization. @jboogie

10:53 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

 Follow

Give clear definitions of success. Move metric by this number.  
Promote competences over roles. Let them self-organize.

[#leanux](#)

10:53 AM - 3 Jun 2014

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**Ellen King**  
@ellenking

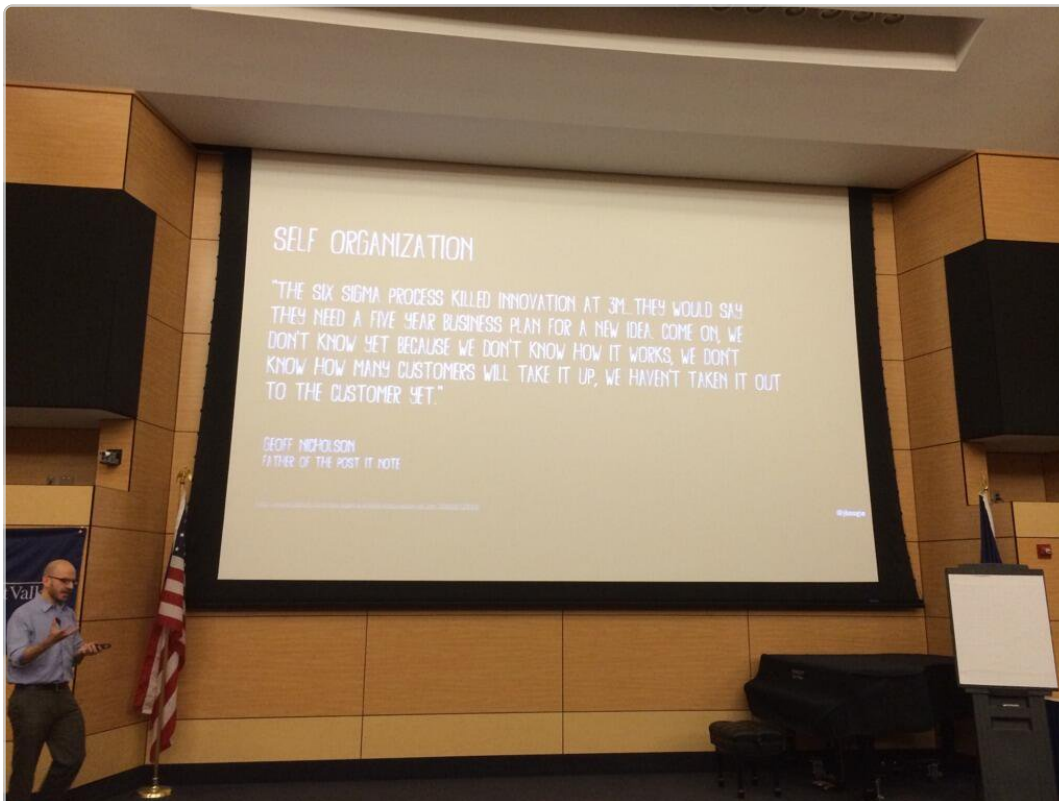
 Follow

Change the culture by taking small risks, provide clear definition  
of success, promote competency, let teams self organize.

[#leanux](#)

10:54 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Don't over-plan. #leanux

10:54 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

Why change the culture? It will make your customers happy because you solve their needs and problems. #leanux

10:55 AM - 3 Jun 2014





**Anne Gibson**  
@perpendicularme

Follow

You reduce waste by launching projects (even if they fail they're small) [#leanux](#)

10:55 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

Follow

Transform from a culture of delivery to a culture of learning [#leanux](#)

10:56 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Team coordination: "scrum of scrums" - one weekly meeting with overlapping team leaders. Heads-up mentality. Pull in for a week. [#leanux](#)

10:57 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

Follow

How to get the ball rolling when you're an individual contributor & not a manager? Engage with cross-functional colleagues. Take initiative.

10:59 AM - 3 Jun 2014





**Anne Gibson**

@perpendicularme

 Follow

The key is to collaborate well not just within the team but to be transparent to others as well. [#leanux](#)

11:01 AM - 3 Jun 2014

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**Anne Gibson**

@perpendicularme

 Follow

If teams are running hockey-stick style, estimations are bad. Be agile and adjust your backlog mid-stream. 2 weeks in, react — don't wait.

11:03 AM - 3 Jun 2014

   1



**Anne Gibson**

@perpendicularme

 Follow

A properly-used and disciplined backlog is the best project management tool that exists. Move things in and out as needed. [#leanux](#)

11:03 AM - 3 Jun 2014

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**Anne Gibson**

@perpendicularme

 Follow

As teams mature they often stop using sprints and pull cares Kanban-style instead. [#leanux](#)

11:05 AM - 3 Jun 2014

   1





**Anne Gibson**

@perpendicularme

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How to balance long-term strategy of UX and culture of innovation? Start from a set of hypotheses. Frame the business problem.

11:06 AM - 3 Jun 2014

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**Anne Gibson**

@perpendicularme

 Follow

Work with stakeholders to understand which tactics will move the needle in the right direction. Start experimenting. [#leanux](#)

11:07 AM - 3 Jun 2014

   1



**Anne Gibson**

@perpendicularme

 Follow

Measuring is critical to testing the hypotheses that you make when doing [#leanux](#)

11:07 AM - 3 Jun 2014

   1



**Ellen King**

@ellenking

 Follow

Sometimes we fall in love with our own ideas so the sooner we can learn if they are working or not the better. [#leanux](#)

11:09 AM - 3 Jun 2014



**Anne Gibson**

@perpendicularme

 Follow

There needs to be some level of experience for everyone on a small cross-functional team. Does run risk of pigeonholing if folks specialize.

11:10 AM - 3 Jun 2014

   1



**Anne Gibson**

@perpendicularme

 Follow

Push for releases as they're ready. Continuously update and deploy the code. In big projects, work together. [#leanux](#)

11:12 AM - 3 Jun 2014

   1



**Anne Gibson**

@perpendicularme

 Follow

How do you deal with people who don't update their software. Recruit beta users, or build throwaway android apps. [#leanux](#)

11:13 AM - 3 Jun 2014

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**Linda B.**  
@LBacho7

 Follow

There is no such thing as UX strategy -  
[jeffgothelf.com/blog/there-is-...](http://jeffgothelf.com/blog/there-is-...)

11:15 AM - 3 Jun 2014



**There is no such thing as UX strategy**

2013 saw a lot of discussion around the topic of UX Strategy. In fact, there was at least one conference on the topic and a string of articles.  
[jeffgothelf.com](http://jeffgothelf.com)

  1 



**Anne Gibson**  
@perpendicularme

 Follow

How do you handle roles that can't be full-time. "Orbital model" - supporting roles like interaction design or DBA? Service agreement.

11:16 AM - 3 Jun 2014

   1



**Anne Gibson**  
@perpendicularme

 Follow

What happens when you are in a distributed model and each team underallocates? Project mgrs shouldn't be allocating time.

11:18 AM - 3 Jun 2014

  1  1



**Anne Gibson**  
@perpendicularme

Follow

The people doing the work should determine what their allocation should be and have the authority to say “you need me full time”. [#leanux](#)

11:18 AM - 3 Jun 2014

1 1



**Anne Gibson**  
@perpendicularme

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Culture of humility - data is the answer. What’s the fastest way to find out which ideas hold up? Data shifts the conversation. [#leanux](#)

11:19 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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Agile is really great at delivering software. Not great at determining what to deliver. “Lean gives agile a brain” ~Bill Scott [#leanux](#)

11:23 AM - 3 Jun 2014

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**Anne Gibson**  
@perpendicularme

Follow

If teams don’t overlap time zones, you’ll ship software. Will it be right? Will it be full of waste? Delay is wasteful [#leanux](#)

11:26 AM - 3 Jun 2014



**Anne Gibson**  
@perpendicularme

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This process *\*is\** risk mitigation. Smaller tests, smaller teams, make risks lower. #leanux

11:30 AM - 3 Jun 2014



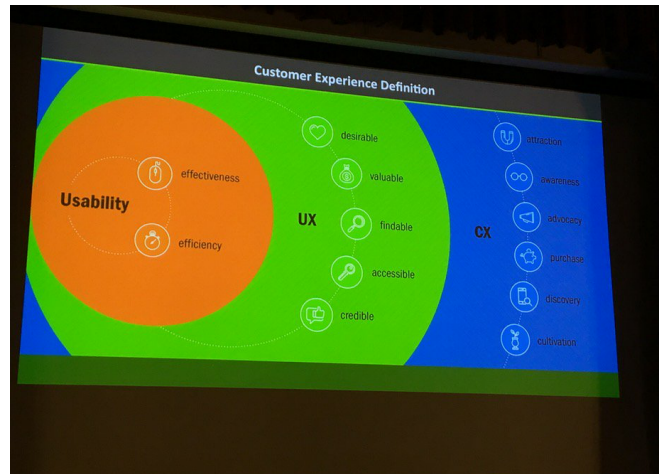
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