

4 secrets of effective collaboration

Matt Wynne
JaSST Review '22

Who is Matt?

Born in August 1975, England

That makes me 47 now



BBC Micro, 1985

My first computer

32k RAM

2Mhz CPU

Very hackable!

BBC Basic; Assembler

5¼" floppy discs



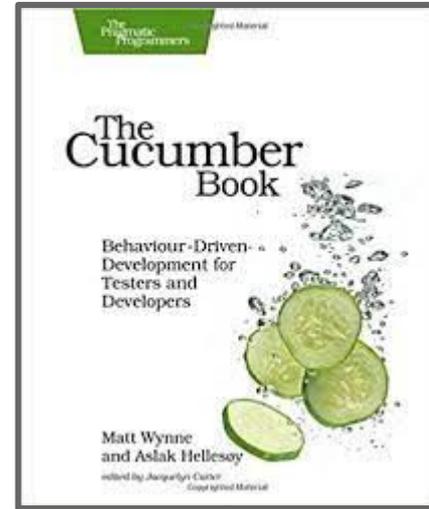
Niseko-Hirafu, 1999



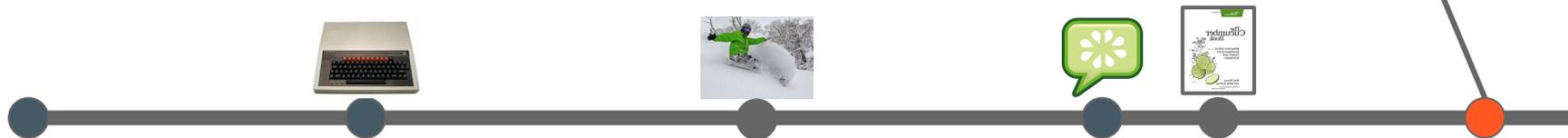
Cucumber, 2007



The Cucumber Book, 2011

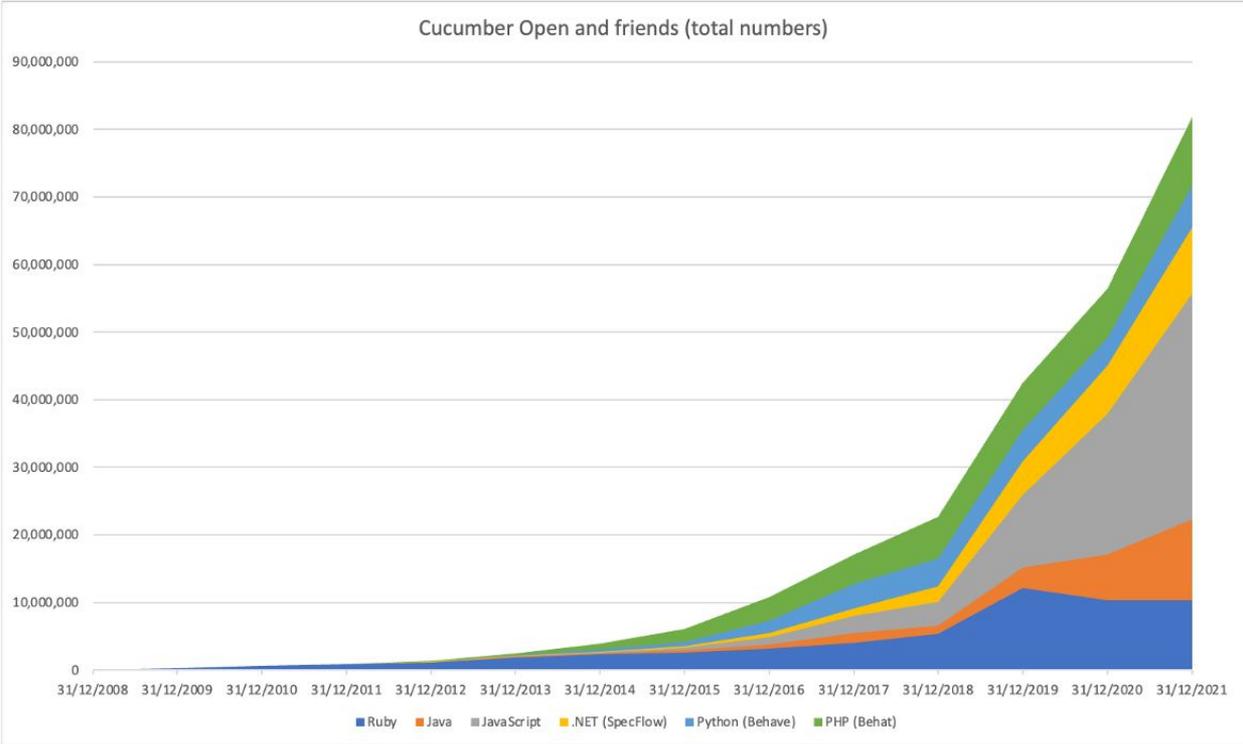


SmartBear acquisition, 2019



Cucumber, 2022







CITCON

October 2008,

Amsterdam



<http://me.andering.com/2008/10/21/as-a-programmer-i-want-to-go-to-a-coders-dojo-so-that-i-can-improve-my-skills/>





September 2009, London

<https://lrug.org/meetings/2009/#september-2009-meeting>









Fast feedback

Trunk-based development; TDD

Example Mapping

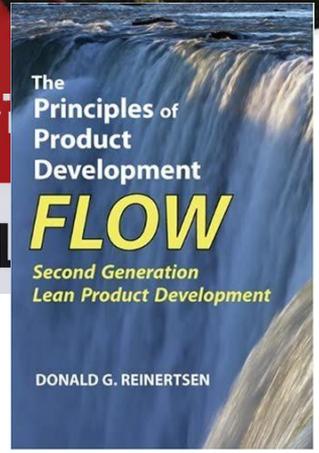
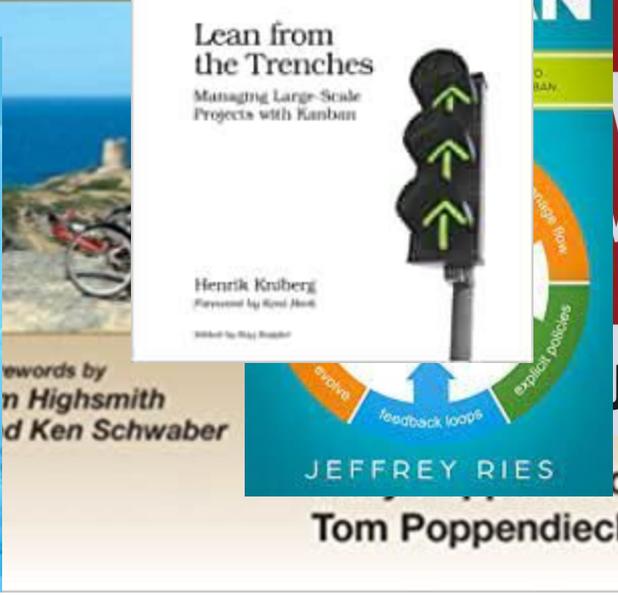
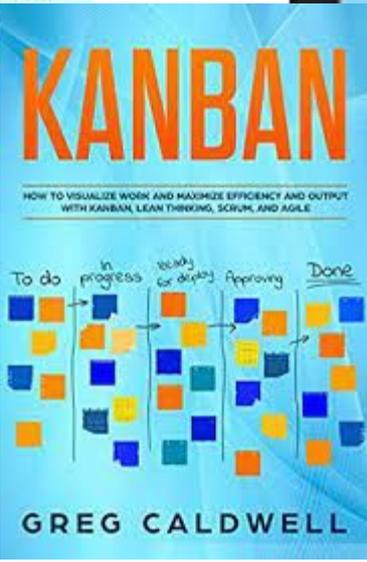
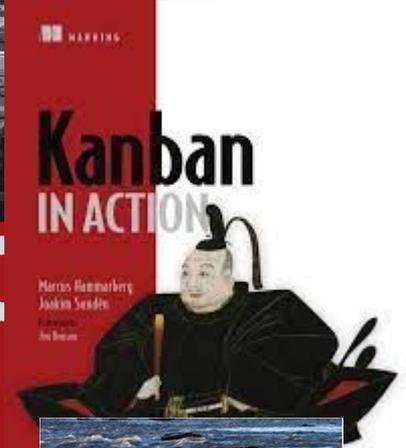
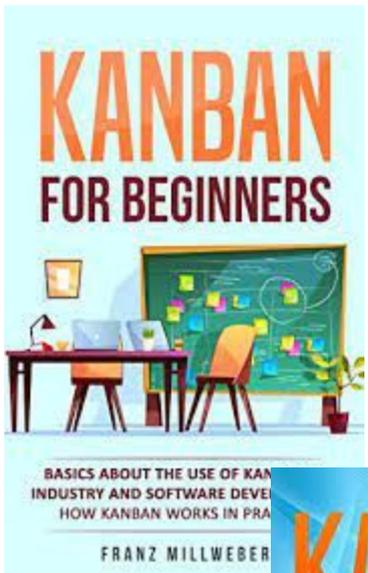
Secret #1/4:

Small pieces (小分け)

A close-up photograph of two slices of toast on a white plate with light blue decorative stripes. The toast is heavily burnt, with large areas of black char on both slices. The background is a grey, textured surface.

**“Let’s make toast:
you burn it, I’ll scrape it”**

– W. Edwards Deming



**Limiting work in
progress (WIP)**



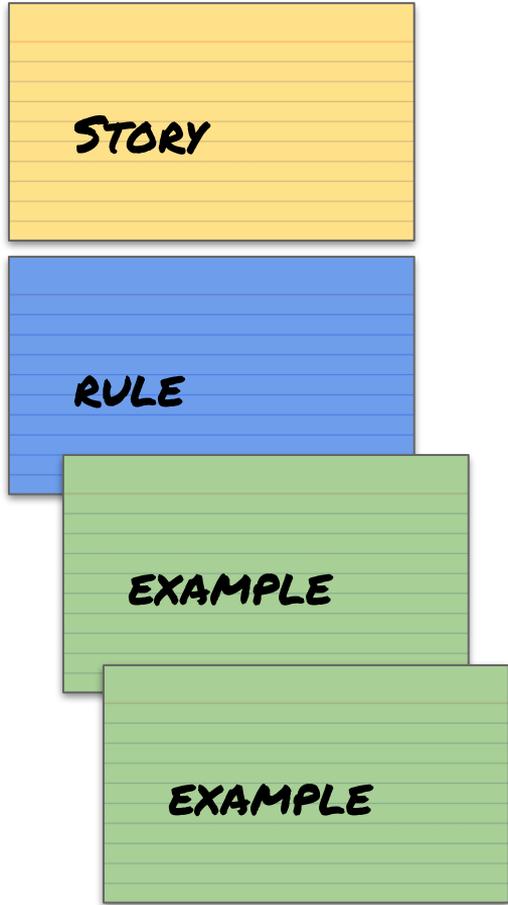
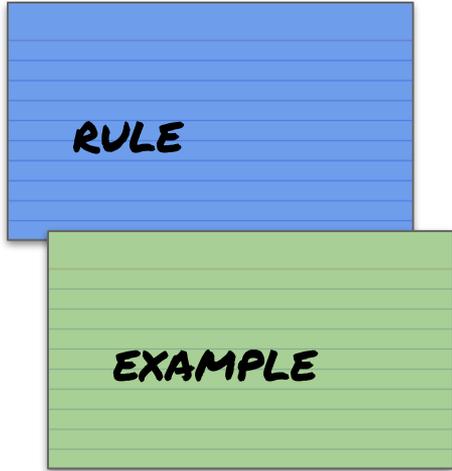
**Simplicity is the
art of
maximizing the
amount of work
not done.**

EXAMPLE
MAPPING

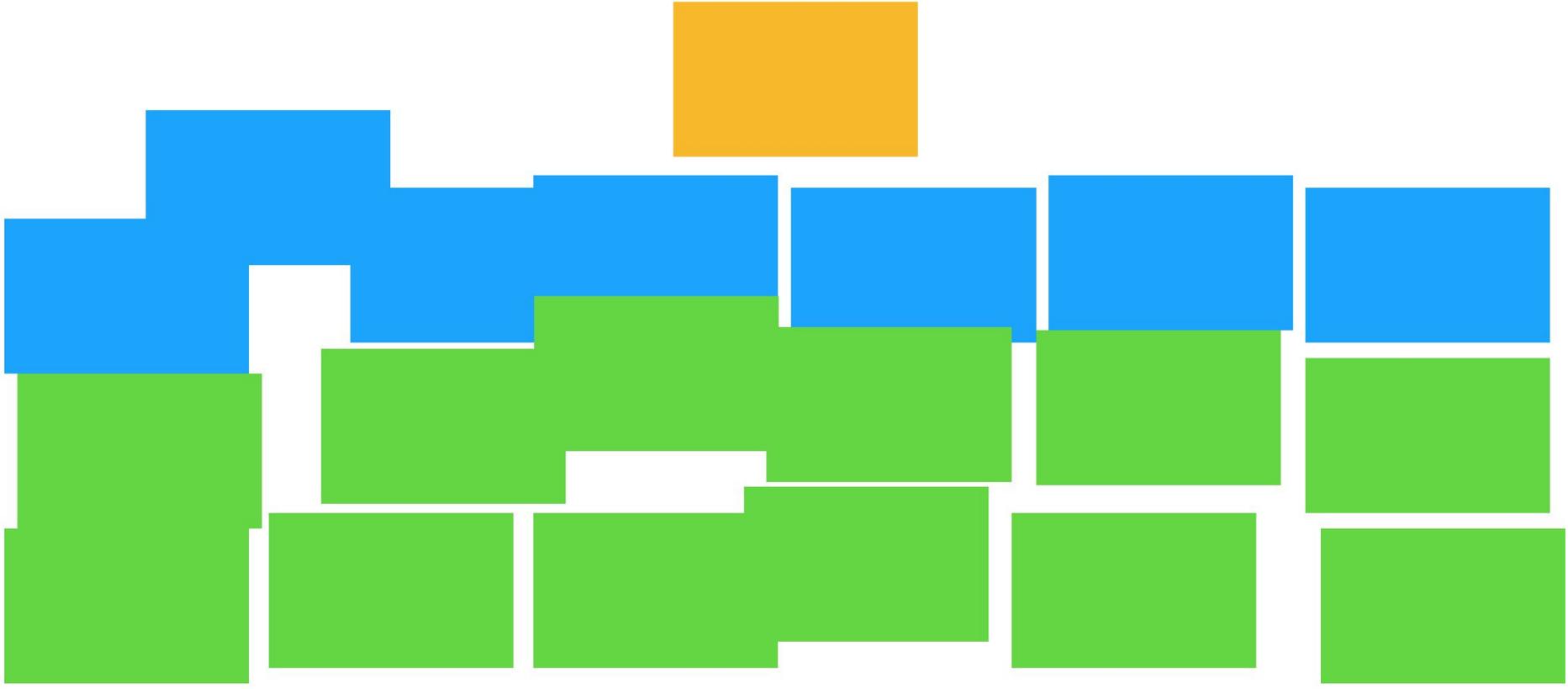


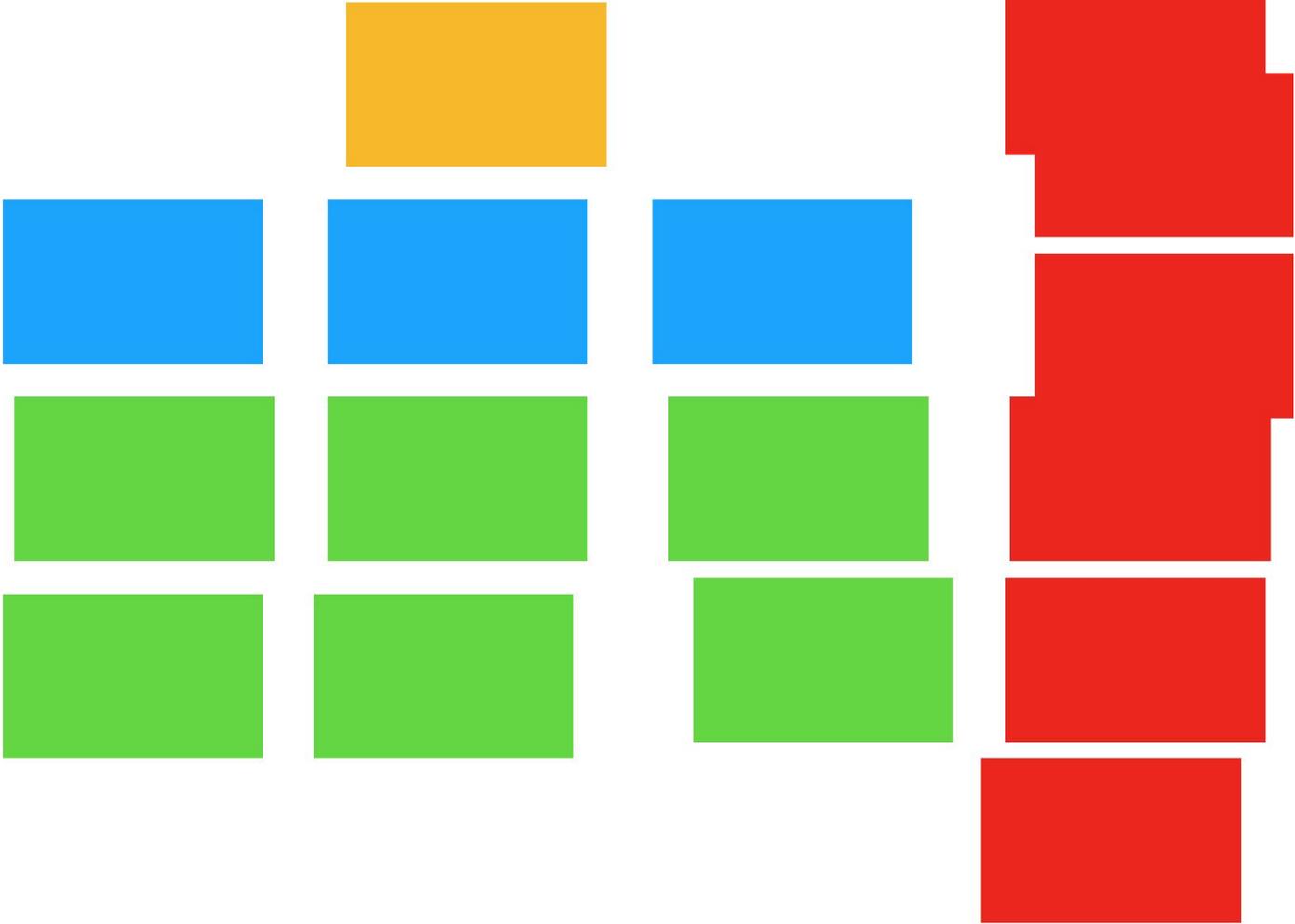
25 minutes, max

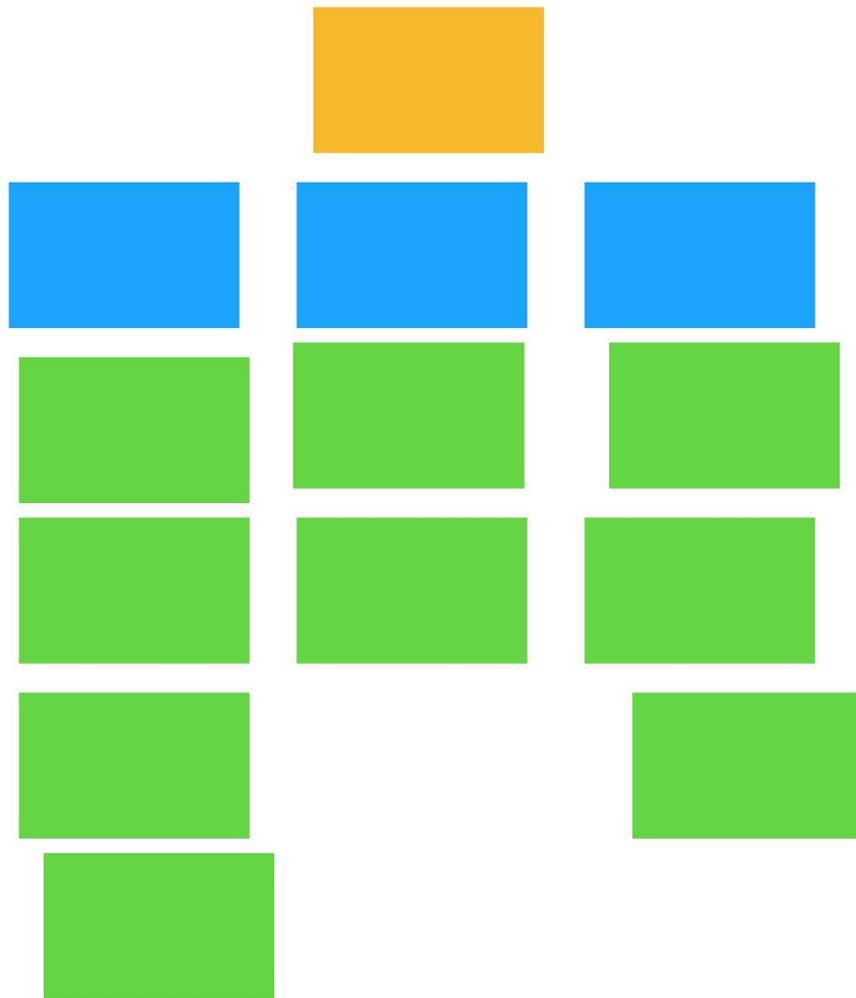
3 amigos (minimum)

















**Small pieces flow
through your team.**

Feedback



Look after yourself

Be respectful of others

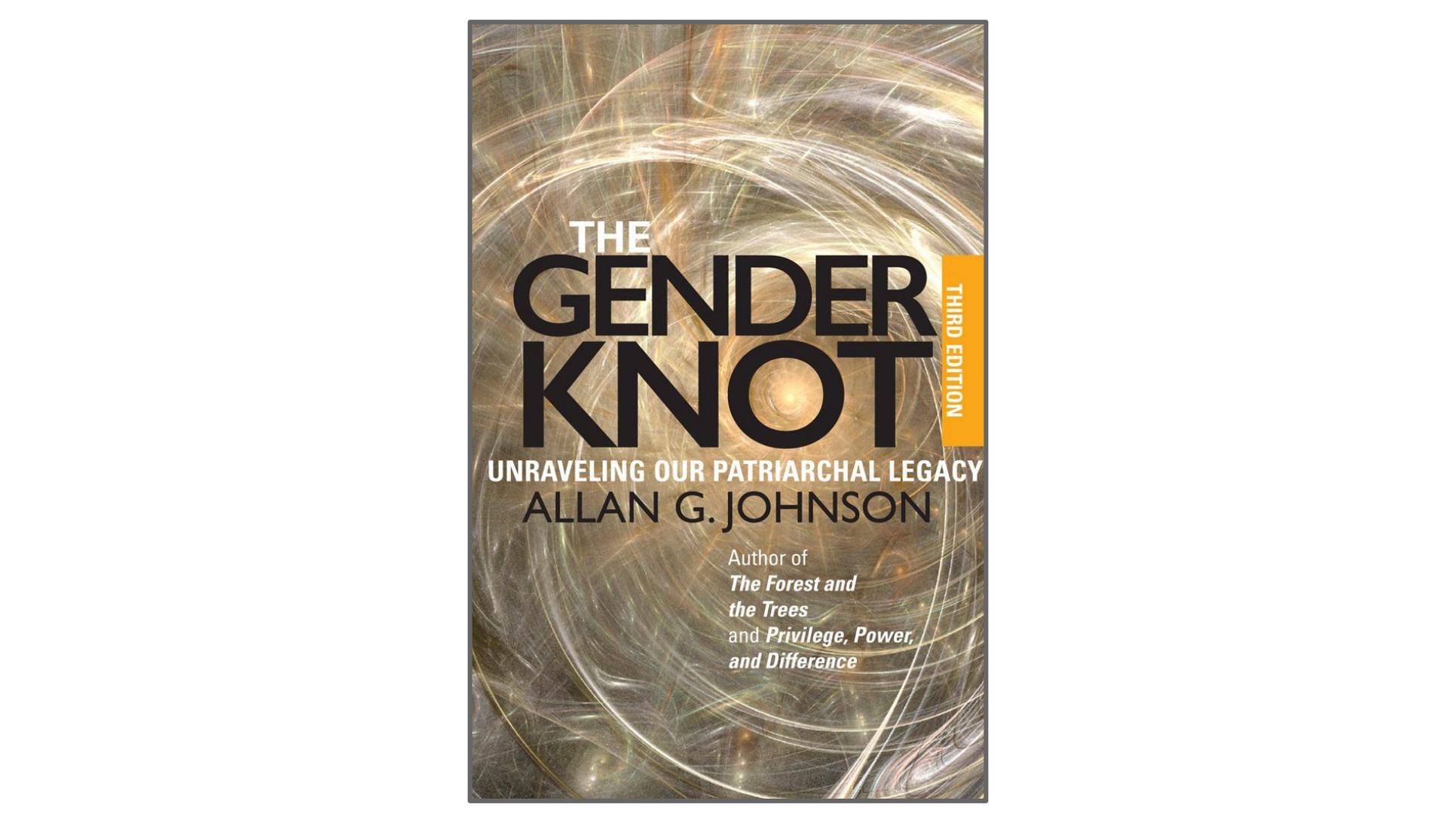
Let all voices be heard

Interdependency over ego

Secret #2/4:

Be kind (誠実)





THE
**GENDER
KNOT**

THIRD EDITION

UNRAVELING OUR PATRIARCHAL LEGACY
ALLAN G. JOHNSON

Author of
*The Forest and
the Trees*
and *Privilege, Power,
and Difference*

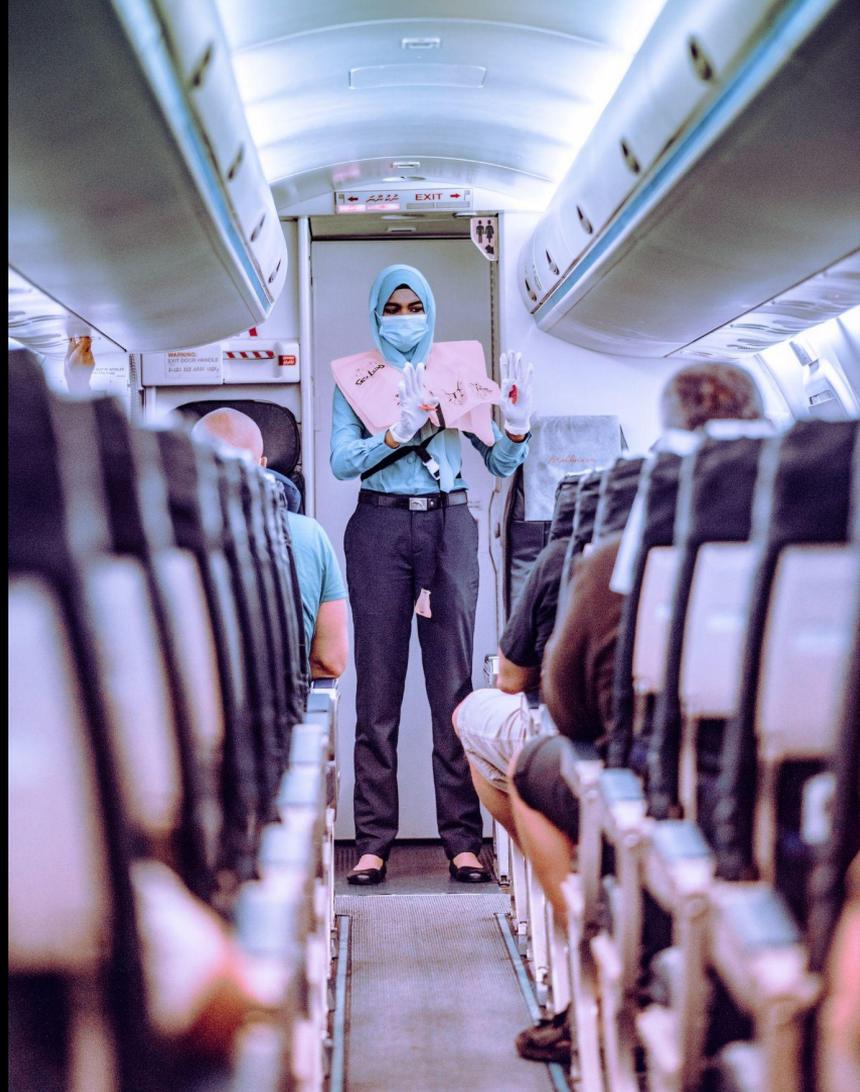
Patriarchy:

**A culture of control
and domination**



**Collaboration
happens when
everyone is heard.**

**Use your social
power to help
others less
powerful.**



THE SUNDAY TIMES NO. 1 BESTSELLER

The Book
You Wish
Your
Parents
Had Read
(and Your Children
Will be Glad That
You Did)

'Hugely warm, wise,
hopeful and encouraging'
Alain de Botton

Philippa Perry

**Emotional
triggers are
“hereditary”**

**Be kind to yourself
so that you can be
kind to others.**

Copyrighted Material

THANKS ^{MUCH LARGER} FOR THE FEEDBACK

THE SCIENCE AND ART OF
RECEIVING FEEDBACK WELL

EVEN WHEN IT IS
OFF-BASE, UNFAIR,
POORLY DELIVERED,
AND FRANKLY, YOU'RE
NOT IN THE MOOD

SWITCH?
DS Says so

Douglas Stone & Sheila Heen

of the Harvard Negotiation Project
co-authors of **DIFFICULT CONVERSATIONS**

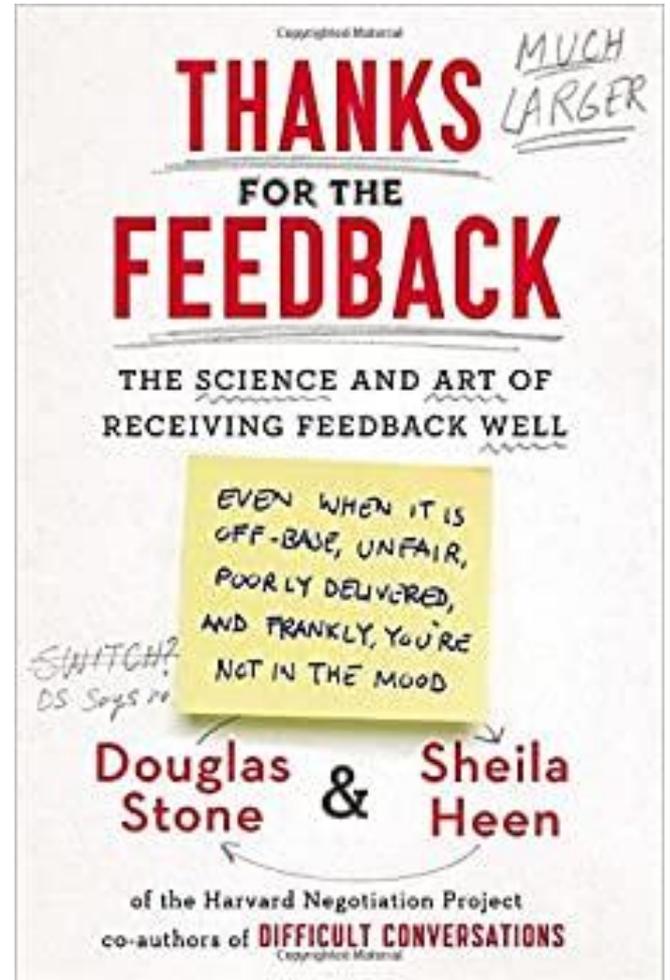
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Three types of feedback:

Appreciation

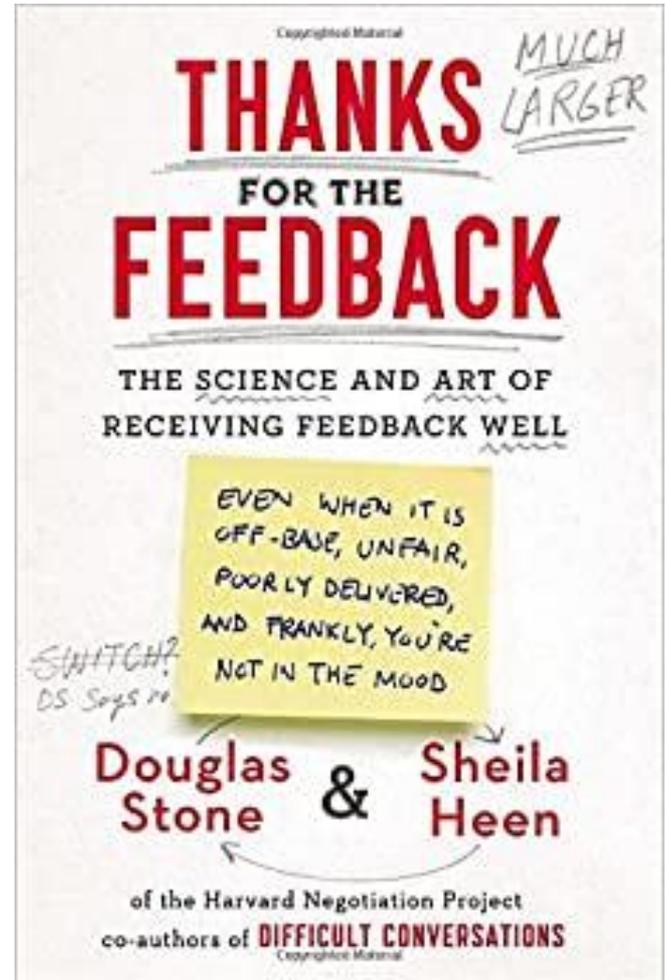
Evaluation

Coaching



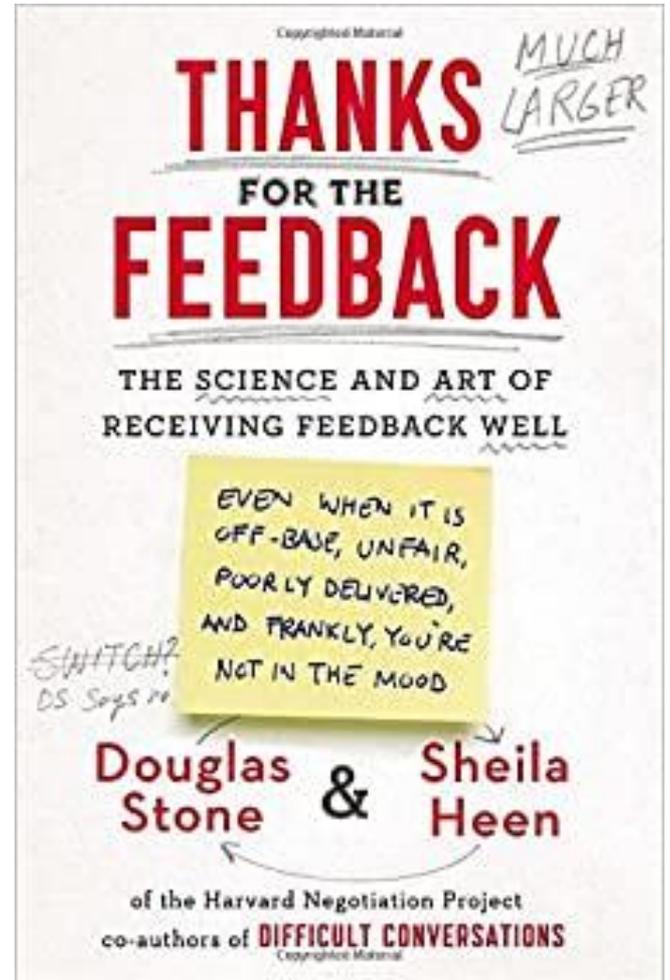
Appreciation

- **I see how hard you're working**
- **I think you're doing a great job**
- **Thanks for helping me prepare for the meeting**
- ...



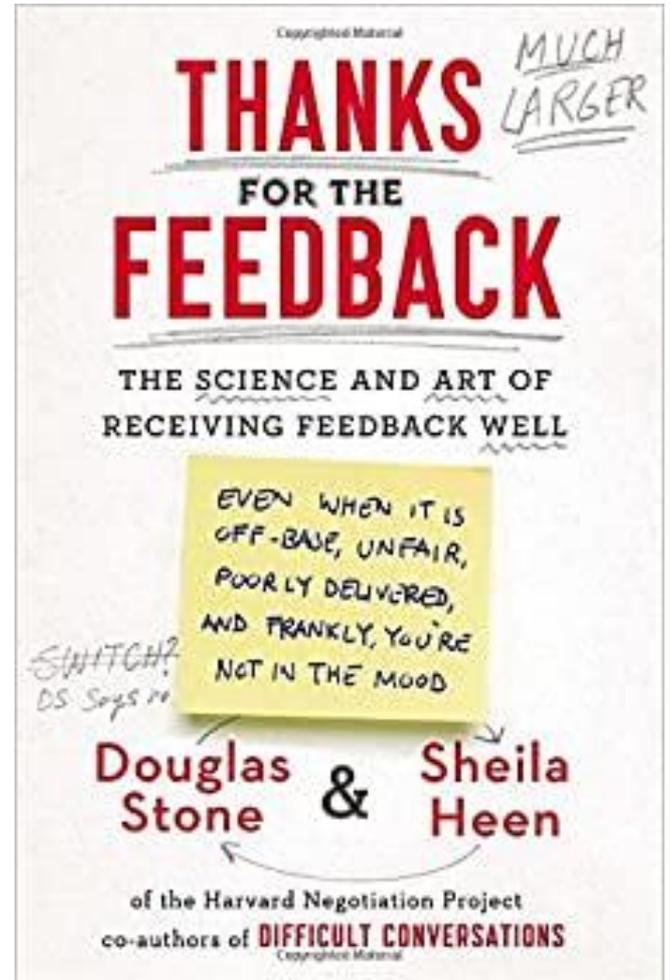
Evaluation

- You're hired
- You're fired
- You've passed your driving test
- ...



Coaching

- **I noticed you didn't speak much in the meeting today**
- **Your presentation might be improved if you made it shorter**
- ...



**Be explicit about the type
of feedback you want to
exchange:**

Appreciation, Evaluation or Coaching.

The golden ratio:

5 : 1

The golden ratio:

5 (positive) : 1 (negative)

**Build a working
agreement**

How to build a working agreement

1. Get the team together
2. Each make a list of concerns or worries you have about working together
3. Prioritise your list
4. Share one concern and work as a group to propose a rule or guideline that would mitigate that concern
5. Work refine the rule until you have a proposal that the whole team agrees
6. Go to the next person's concern
7. Repeat until you're all satisfied

Uncertainty is what we do

Difference is where we learn the most

Conflict can be respectful

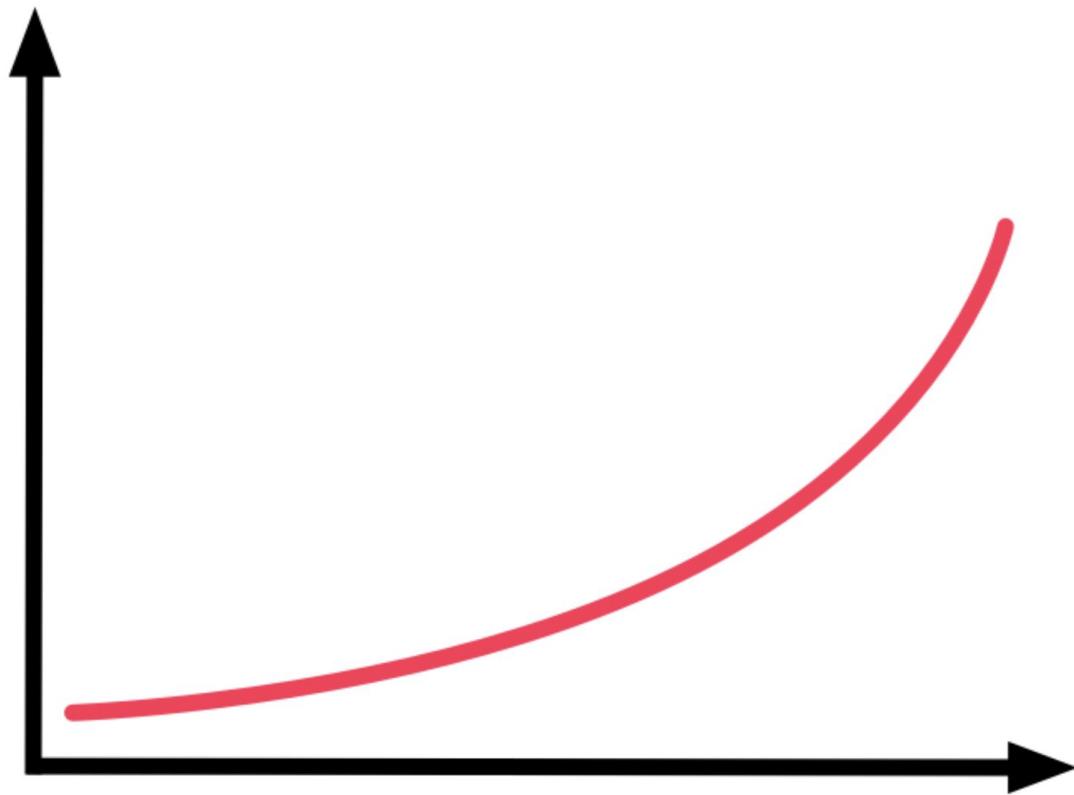
Conflict can be creative

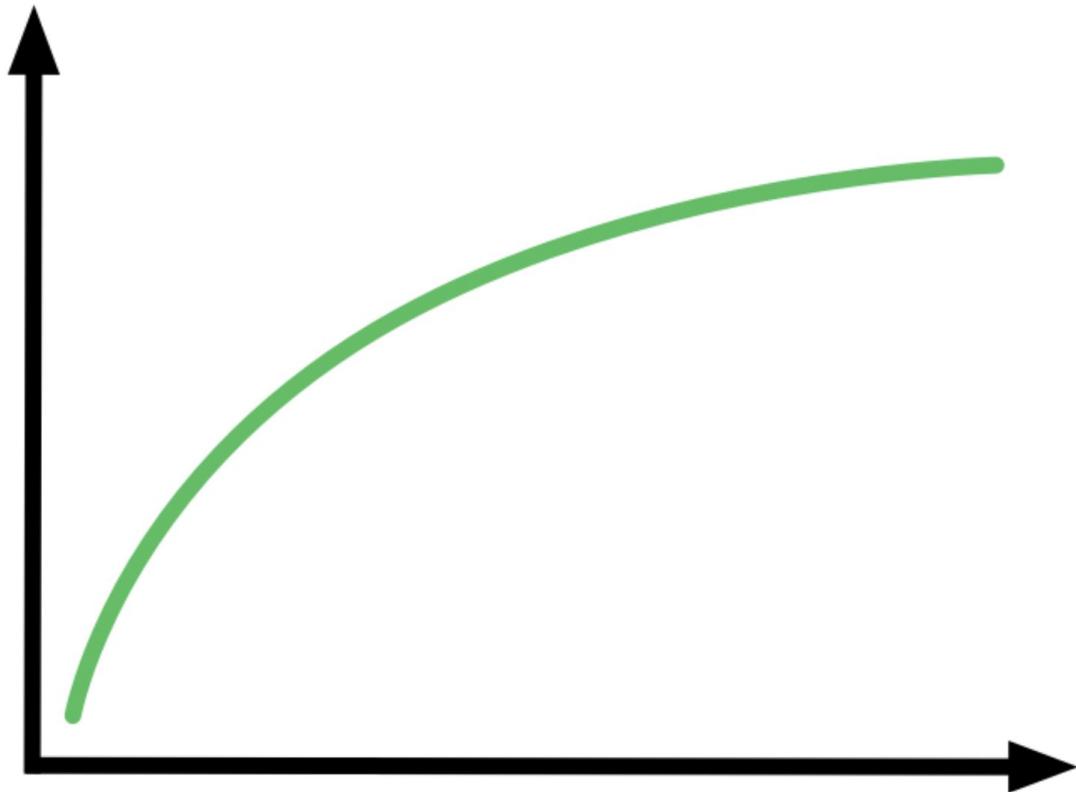
Secret #3/4:

Embrace discomfort (苦難)









**Learning can be
uncomfortable.**

And interesting.

Learn early

Even if it hurts

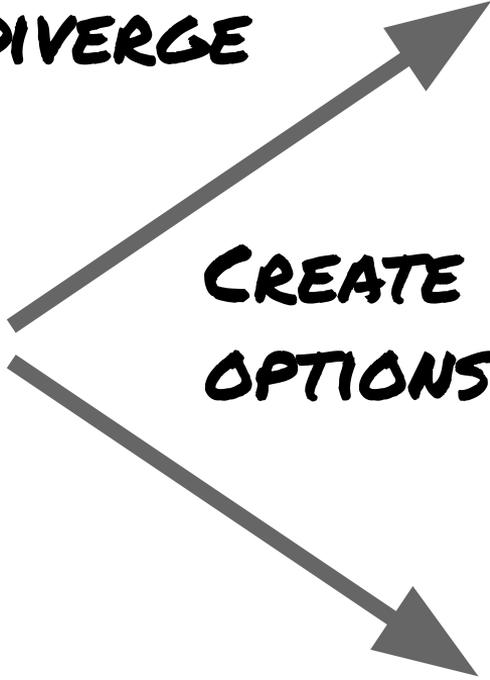


**Where there is
conflict, there
different
perspectives**

**Where there are
different
perspectives, there's
an opportunity for
learning**

Stay curious!

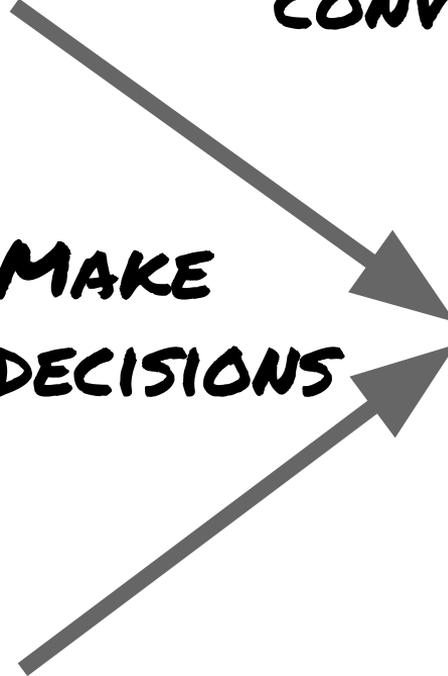
DIVERGE



**CREATE
OPTIONS**



CONVERGE



**MAKE
DECISIONS**



QUESTION



Be curious

Boredom is a red flag

Secret #4/4:

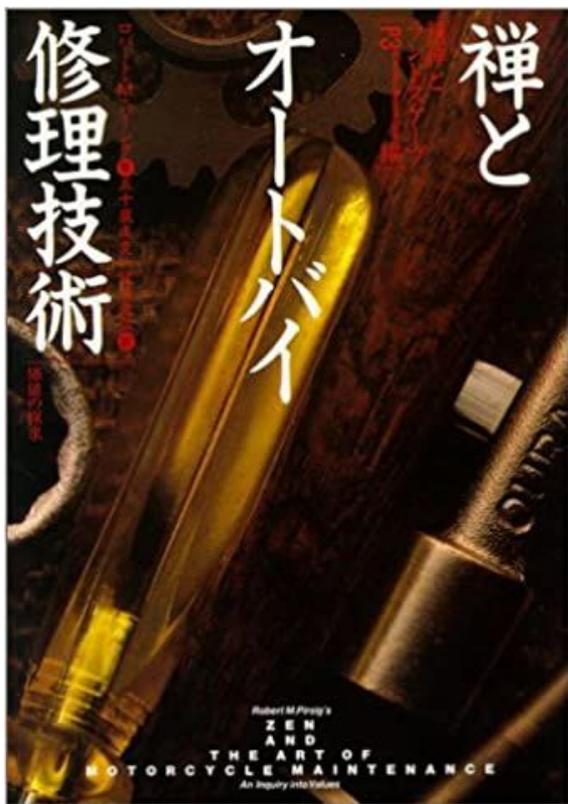
Seek joy (喜び)

I could say that a joyless employee is a productive employee, and that lack of joy on a project is like a canary keeling over in a coal mine: a sign that something big is wrong and you better pay attention. Maybe that's true. I'd certainly like to believe it.

**But,
fundamentally, I
don't care.
I think joy is its
own excuse."**



– Brian Marrick



Robert M. Pirsig's

ZEN
AND

THE ART OF
MOTORCYCLE MAINTENANCE

An Inquiry into Values

A vintage color photograph of a man and a young boy riding a motorcycle. The man is in the driver's seat, wearing a tan jacket and olive pants, with his hair styled upwards. The boy is seated behind him, wearing a dark jacket and jeans, smiling. The motorcycle is a classic cruiser style with a large black saddlebag on the back, a white saddlebag on the side, and a Honda logo on the fuel tank. The background shows a paved road curving through a grassy field under a clear sky. A white thought bubble with a black outline is positioned in the upper right corner, containing the text "What is quality?" in a bold, orange, sans-serif font.

**What is
quality?**



Woody Zuill

@WoodyZuill



The object isn't to make great software, it's to be in that wonderful state which makes great software inevitable bit.ly/AgileMaxims

9:58 AM · Apr 24, 2013 · Twitter for iPhone

2 Retweets **1** Quote Tweet **4** Likes



Gumption (機智)

“If you haven't got it there's no way the motorcycle can possibly be fixed.

But if you have got it and know how to keep it there's absolutely no way in this whole world that motorcycle can keep from getting fixed.

It's bound to happen.”

熱意

Enthusiasm

Enthousiasmos

Filled with *theos* (god)

**Quality is created
when people are
enjoying their
work.**

**If you're not
enjoying it, maybe
something is
wrong.**

The secrets of effective collaboration

1. Find small pieces 
2. Be kind 
3. Embrace discomfort 
4. Seek joy 

Thankyou!

<https://tinyurl.com/mwjasst22> (slides)

<https://twitter.com/mattwynne>

matt@cucumber.io



SMARTBEAR™



References

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