Still No Silver Bullets

What worked for them might not work for you.

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The Benchmarking Trap
“...people copy the most visible, obvious, and frequently least important practices.”

–Pfeffer and Sutton
The Replica Trap
The belief that “we can accomplish the same result widely by simply doing the same thing all over the place.”

–Sutton and Rao
What problem are you trying to solve?
Events
(now)

Patterns
(now, near past, distant past)

Dynamics
(underlying dynamics)
What environment are you trying to create?
What environment are you trying to create?
Practices
actions

Principles
propositions that underpin a system of belief

Values  Worldview
what you believe is right or important how you think the world works
\[ P = f(pr1, pr2, e) \]

where

\[ P = \text{performance} \]
\[ pr1 = \text{principles} \]
\[ pr2 = \text{practices} \]
\[ e = \text{environment} \]
Does this practice address the problem we have?

Will it help us create the environment we have?
What might we adjust?

... within our environment

- skills
- organization
- reward structure
- culture

... about the practice—without carving away the essence

What have we tried before?

- What worked
- what didn't work
- why?
Don’t bet the farm.
Design experiments.
• Characterize the current state.

• Review existing data, gather additional data.

• Look at conditions of success.

• Decide what to change.

• Choose what to measure.

• Look for confirming and disconfirming evidence.
Define the problem & desired outcome

Understand principles & supportive conditions of potential solutions

Design experiments

Evaluate
\[ P = f(pr1, pr2, e) \]

where

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