

# Agile + DevOps **WEST**

A TECHWELL EVENT

## **AD33**

Team Health & Collaboration

11:30 AM

## **AD33 - Brainwriting: The Team Hack to Generating Better Ideas**

Presented by:

**Chris Murman**

SolutionsIQ an Accenture Company

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# Chris Murman

Chris Murman's first job out of college was the weekend sports anchor at an NBC affiliate. If he had only known what was in store! Interestingly enough, he still loves telling the stories of others every day. Each interaction is an opportunity to learn what made you unique and understand where you came from. If we got to know each other more on a personal level, it would make the tough conversations easier to have. You can read more of his work at [chrismurman.com](http://chrismurman.com) and on the Agile Uprising podcast. Come tell him your story!

*@chrismurman*

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**HERE'S WHY WE'RE ALL  
CONTROL FREAKS...**

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*...and what we can do about it.*

The image features a solid purple background. Six hands of various skin tones are raised, palms facing forward, in a gesture of participation or agreement. The hands are positioned at different heights and are slightly out of focus, creating a sense of depth. The text 'RAISE ONE HAND AS HIGH AS YOU CAN...' is overlaid in the lower half of the image in a large, bold, white, sans-serif font.

**RAISE ONE HAND AS HIGH  
AS YOU CAN...**





**NOW RAISE IT HIGHER...**



**WHY DIDN'T YOU RAISE IT AS  
HIGH AS YOU COULD THE FIRST  
TIME YO?!?**



**“WE ONLY EVER DO WHAT WE ARE  
COMFORTABLE DOING, EVEN WHEN  
WE LIE TO OURSELVES THAT WE TRIED  
AS HARD AS POSSIBLE.”**

*- Luca DellAnna, The Control Heuristic*

# WHO AM I?

Button Pusher

Maker

Sales

Scrum Master

Copywriter

Product Manager

Batman

Blogger

Tester

Author

BA

CSPO

Coach

CSM

Mobile Evangelist

SOLUTIONS 

Graphic Designer

Product Owner

Twitter Addict

Quality Analyst

Agile Champion

Father

Texan

PM Lead

CSP

Sports Anchor

Change Agent



A red apple sits on top of a stack of three books. The background is a solid light blue color. The text is overlaid on the image in white, bold, uppercase letters.

**DESCRIBE THE PSYCHOLOGY BEHIND  
THE CONTROL HEURISTIC**

**UNDERSTAND WHY PEOPLE USE  
CONTROL AS A WEAPON**

**PUT INTO PRACTICE THE 3 STEPS FOR  
SUBCONSCIOUS CHANGE**

**APPLY THE STEPS TO TEAMS**





**IRRATIONAL BEHAVIOR**





# RATIONAL CREATURES




MYTHS

FACTS

**IRRATIONAL BEHAVIOR ISN'T  
REALLY IRRATIONAL**



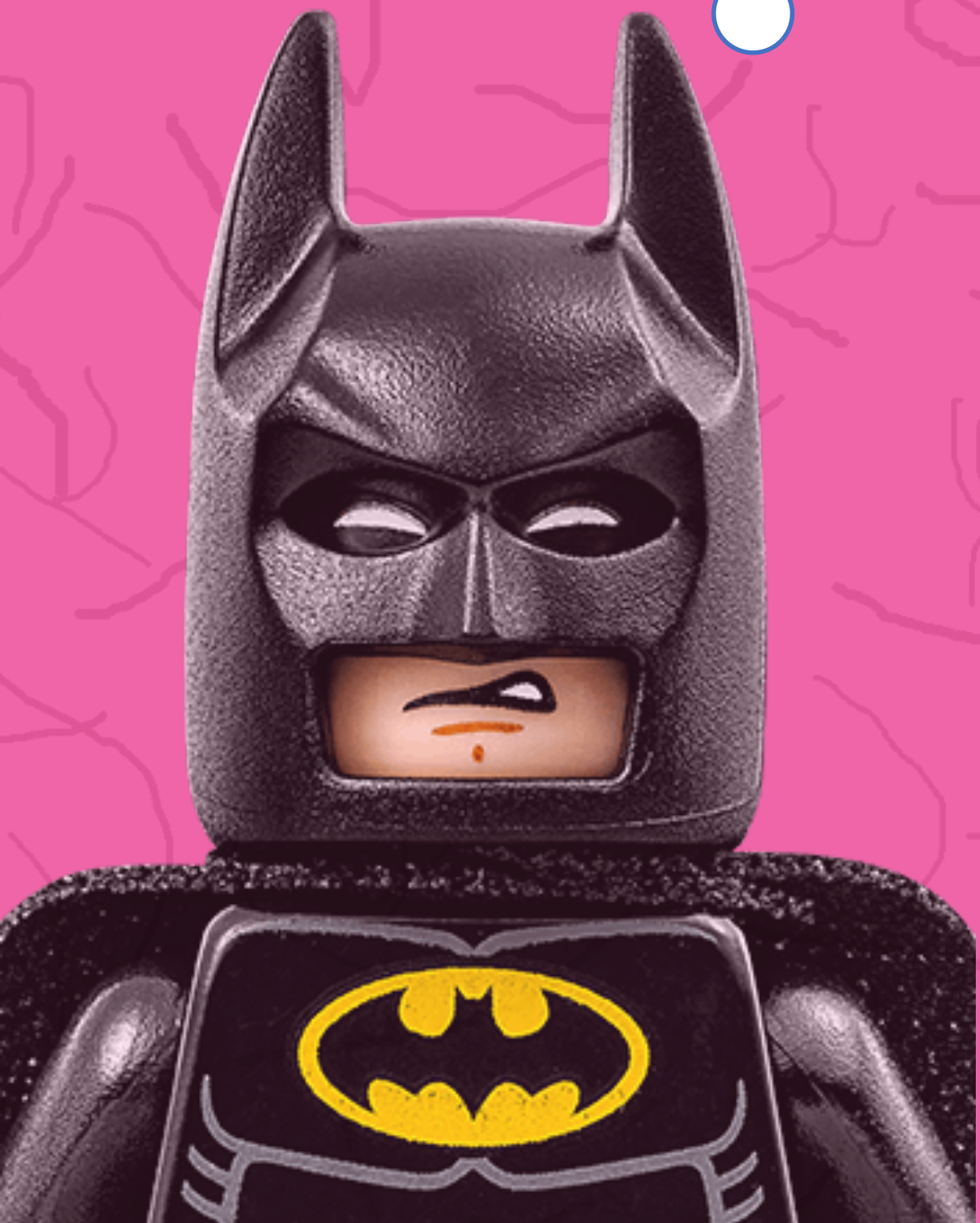
The image features a stack of several papers, with the top sheet prominently displaying a large, dark question mark. The papers are slightly offset, creating a sense of depth. The background is a solid teal color with a subtle, wavy texture. The overall composition is clean and modern.

**HOW WOULD YOU DEFINE A  
CONTROL FREAK?**



**“OUR BRAIN IS WIRED TO MAKE DECISIONS IN SUCH A WAY TO MAXIMIZE OUR FEELING OF BEING IN CONTROL OF OUR LIVES.”**

*- Luca DellAnna, The Control Heuristic*



Idea

Gather Info

Make Decision



# HOW WE THINK WE MAKE DECISIONS



Does this make me  
feel comfortable?

Subconscious  
decides

Rationalize!

# HOW WE REALLY MAKE DECISIONS



# THE CONTROL HEURISTIC

A brand new book

explaining irrational behavior

**A FANCY WORD TO DESCRIBE A  
MENTAL SHORTCUT THAT  
MAKES A DECISION EASIER**



ctrl

**HUMANS ALWAYS ACT IN SUCH A WAY TO MAXIMIZE THE FEELING OF BEING IN CONTROL OF THEIR OWN LIVES.**





**ONE FEELS IN CONTROL  
WHEN THE EXPECTED  
EMOTIONAL OUTCOME OF  
THE FUTURE IS POSITIVE**

**“A BEHAVIOR IS RATIONAL  
IF IT BENEFITS THE  
PERFORMER.”**

*- Luca DellAnna, The Control Heuristic*



A person is shown from the chest up, holding binoculars to their eyes. The image is heavily overlaid with a semi-transparent pink color. The person's hair is dark and straight, and they are wearing a light-colored, possibly white, long-sleeved shirt. The binoculars are dark and have a visible lens cap on the left side. The background is blurred, suggesting an outdoor setting.

**HOW HAVE YOU SEEN THIS  
IN THE OFFICE?**

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# EXAMPLES OF HOW CONTROL MANIFESTS

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*It's not my job!*

*By becoming compliant, you do not get back in control. You give it to someone else.*

*Those who love life do not actually love life, but love loving.*

*We all want an answer we are comfortable with, right or wrong.*

*Continuously checking email gives you the impression of never missing anything.*



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# EXAMPLES OF HOW CONTROL MANIFESTS

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*One might succeed and still feel bad because of the success. It unfortunately does not always bring comfort.*

*Telling someone to try harder is futile. We choose comfort regardless of effort.*

*Busywork is a symptom of us not being willing to deal with our current state of emotional discomfort. (Including blame)*

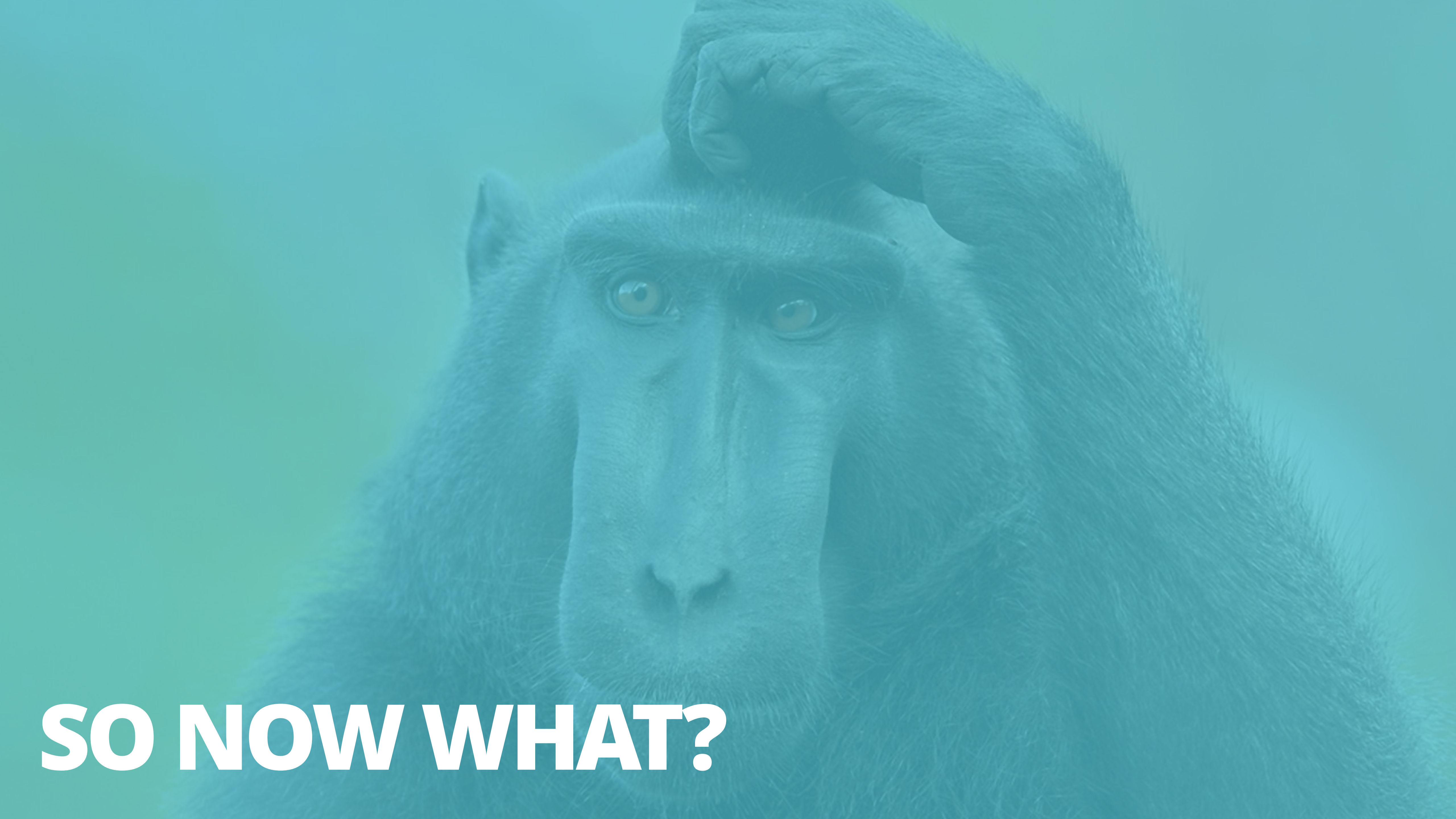
*Asking questions reveals that we might not know everything.*

*Shyness is our response when we are in a situation where we feel like we do not belong.*



**HOW DO WE VIEW OUR COLLEAGUES NOW?**





**SO NOW WHAT?**





**TO ENABLE CHANGE, WE  
MUST ENABLE EMOTIONAL  
SUPPORT WITH 3 THINGS**





**1. SEE THAT PEOPLE  
EXHIBITING THAT  
BEHAVIOR ARE HAPPY**



**“THE SUBCONSCIOUS IS NOT INTERESTED IN WORDS, IT ONLY CARES ABOUT EVIDENCE.”**

*- Luca DellAnna, The Control Heuristic*





**2. FEEL LIKE YOU COULD DO IT TOO**



**“WE NEED TO BELIEVE THAT WE  
WILL FEEL IN CONTROL WHILE  
PRACTICING THAT BEHAVIOR.”**

*- Luca DellAnna, The Control Heuristic*



A hurdle is positioned on a reddish-brown track. The hurdle consists of a horizontal top bar supported by two vertical posts, which are connected to a base. The entire scene is overlaid with a semi-transparent orange color. At the bottom, there is a large white text overlay.

**3. REMOVE UNCOMFORTABLE INTERFERENCE**



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# TACTICS

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*Give yourself permission*

*Change your surroundings*

*Spend time with those who exhibit that behavior*

*Make the behavior comfortable*



**HOW DO WE CHANGE OTHERS?**

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# ENABLE EMOTIONAL COMFORT IN OTHERS

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*Start with the right environment.*

*Examine or ask them to assess their own comfort level during certain team activities.*

*Reframe the expectations around work.*

*Give permission as often as possible to change.*

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# ENABLE EMOTIONAL COMFORT IN OTHERS

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*The carrot and stick can only be effective when used in conjunction with the 3 steps.*



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# ENABLE EMOTIONAL COMFORT

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- 1. See that people exhibiting that behavior are happy.*
- 2. Feel like you could do it too.*
- 3. Remove uncomfortable interference.*





**OUR EMOTIONAL STATE HAS  
A HUGE IMPACT ON OUR  
“TRUTH” WE TAKE WITH US  
ON A DAILY BASIS**





**THE TRUTH IS WOVEN INTO  
STORIES AND IS USED TO  
SIMULATE THE VARIOUS  
OUTCOMES OF OUR  
CHOICES**





**STORIES CAN BE IMPACTED  
BY NOISY EXTERNAL DATA**





# THANK YOU!

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