

"Your understanding of reality is wrong"

 Lorin Hochstein, Netflix

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Or: How not to change
people's minds

1. What we're up against

Applied philosophers in
denial

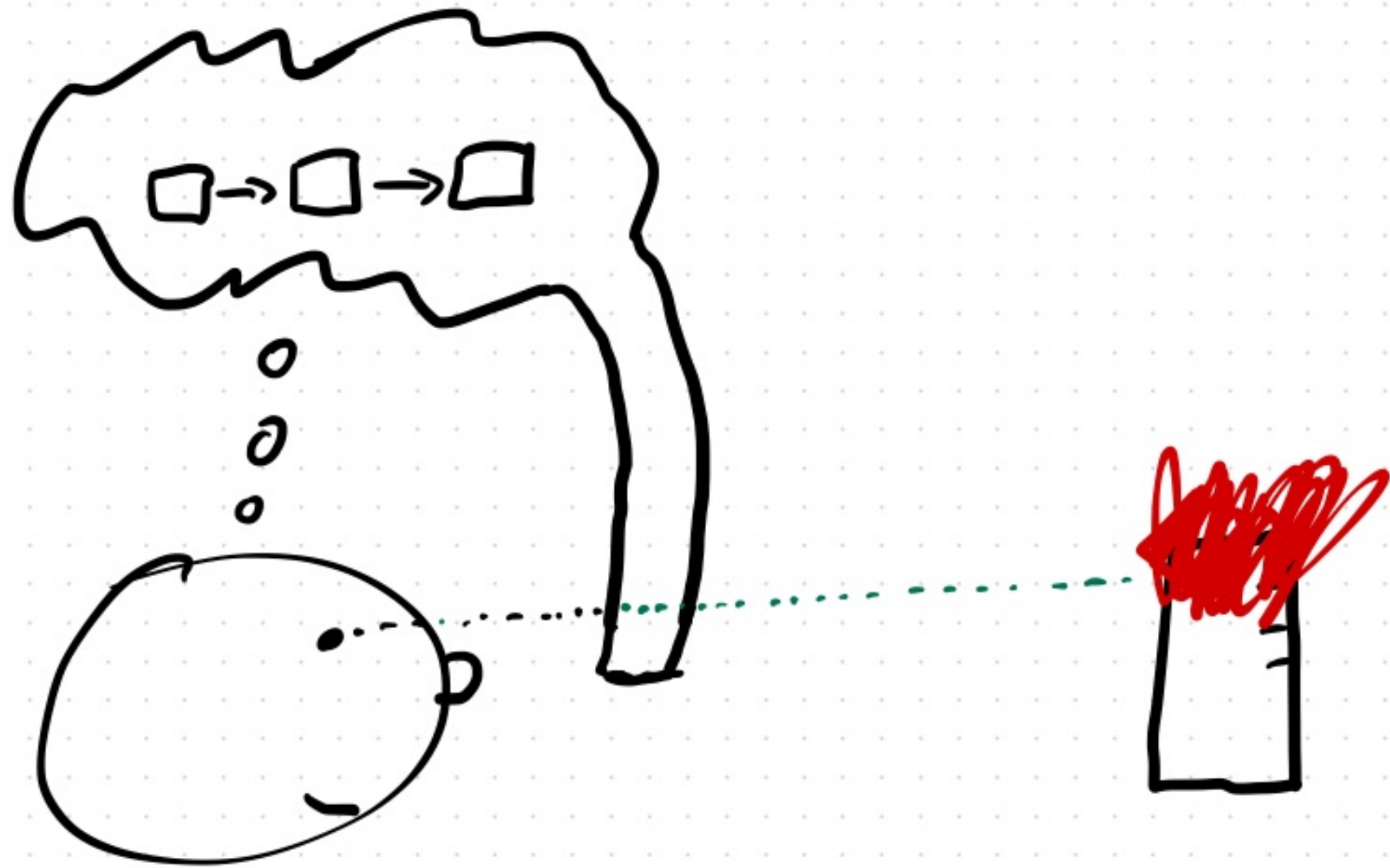
Identity



Ship of Theseus

Devs have to get on with the work

```
class Ship extends Vehicle {  
    String owner = "Theseus";  
  
    @Override  
    public boolean equals(Object obj) {  
        // actual code goes here  
    }  
}
```



Causality

$A \Rightarrow B \Rightarrow C$

"What was the root
cause?"

Ontology



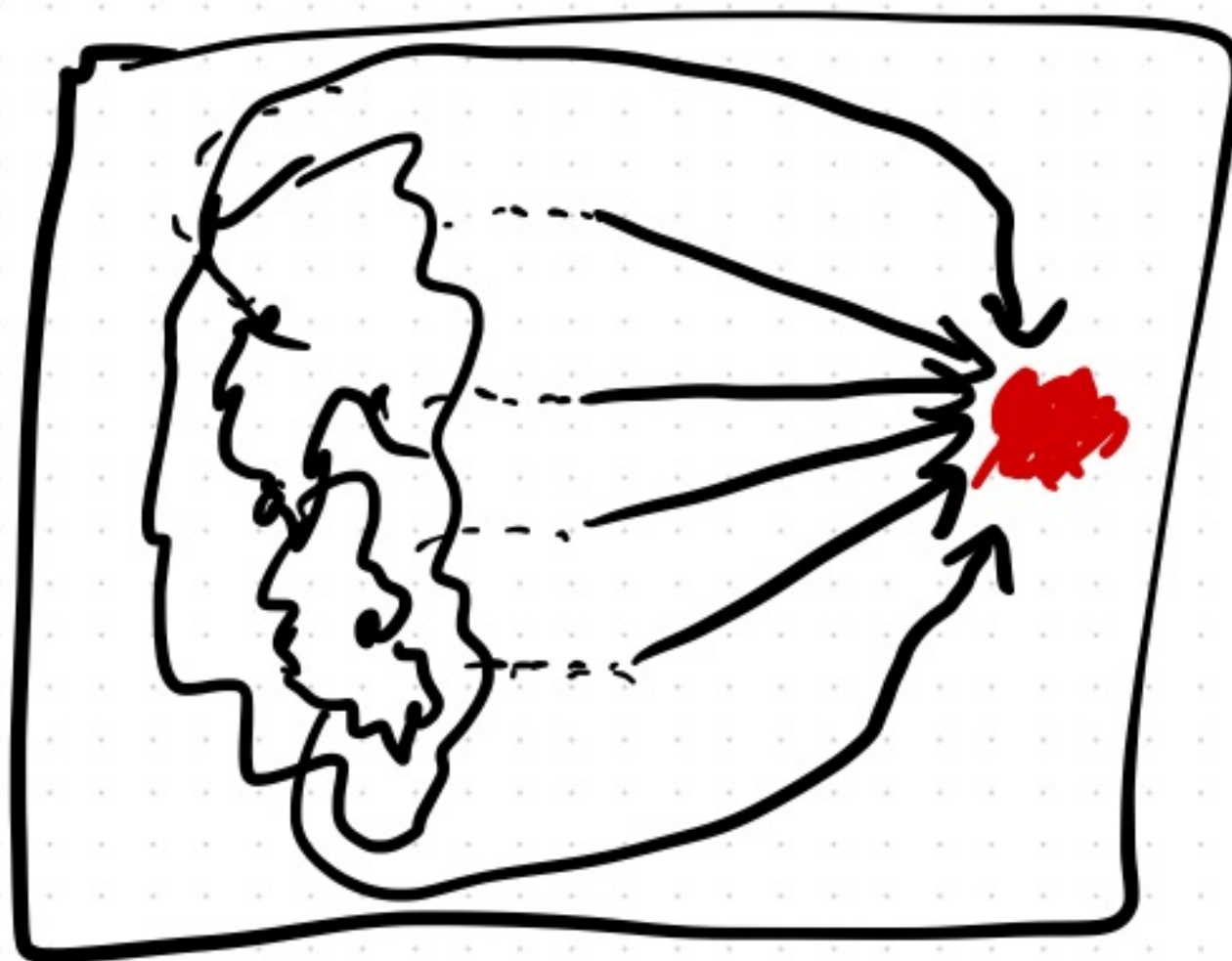
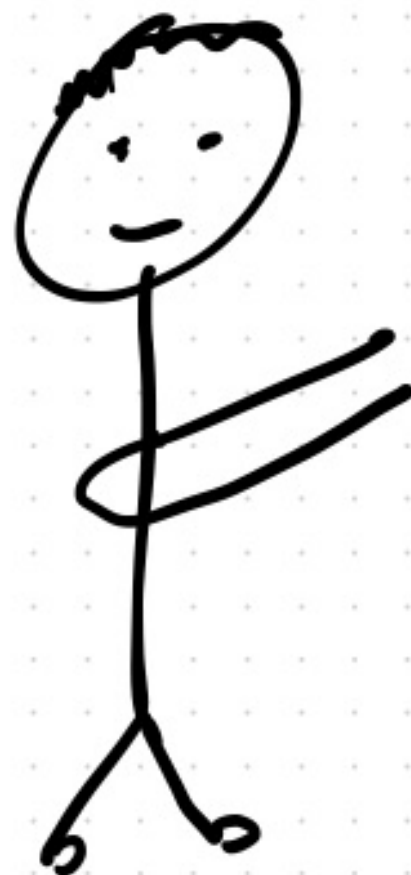
"Which service broke?"

Seeing what one believes
and not seeing that for
which one has no beliefs are
central to sensemaking



Karl E. Weick, Sensemaking in Organizations

better model!



Multiple contributing
factors

Interactions

History

Local rationality

Uncertainty

Goal conflicts

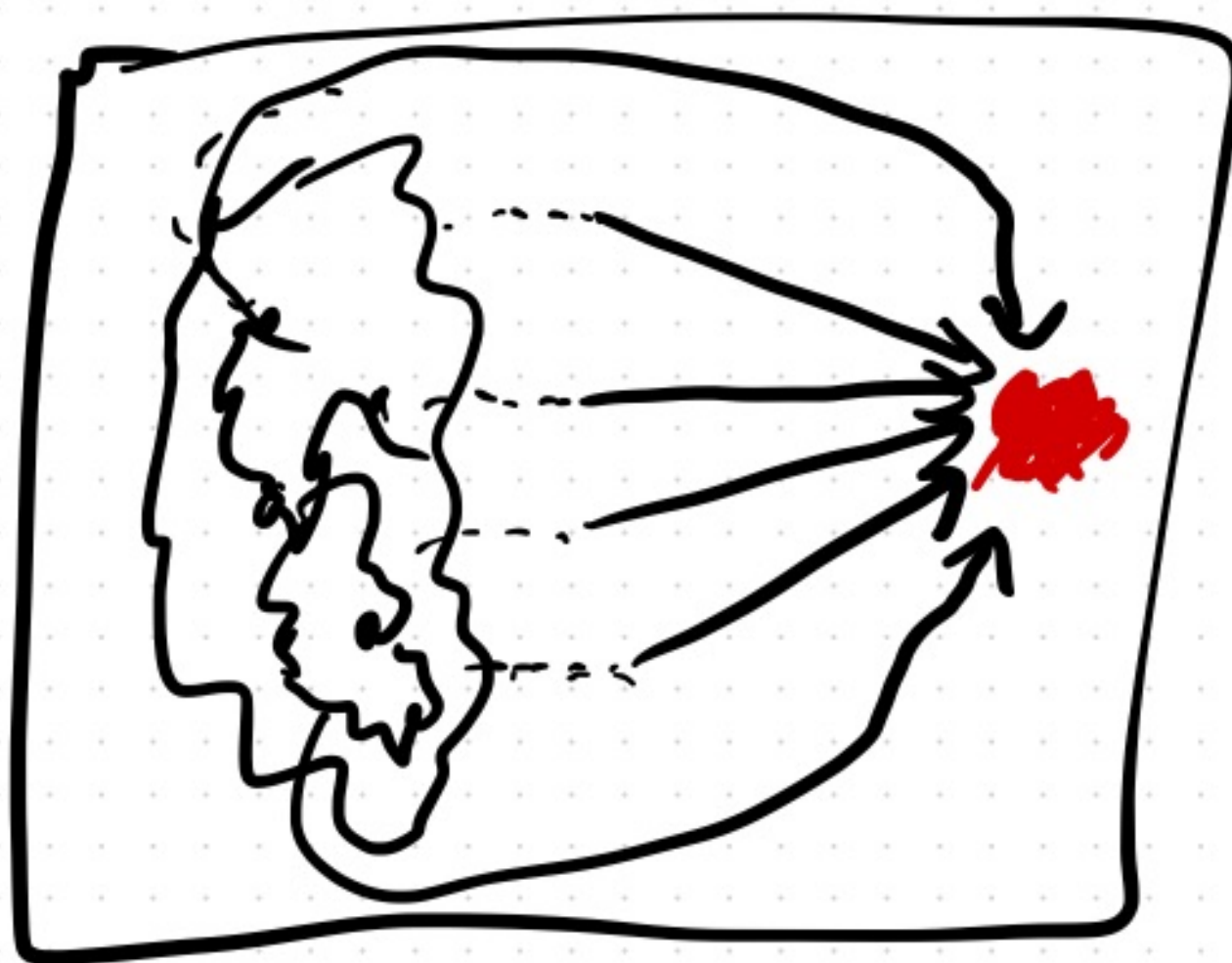
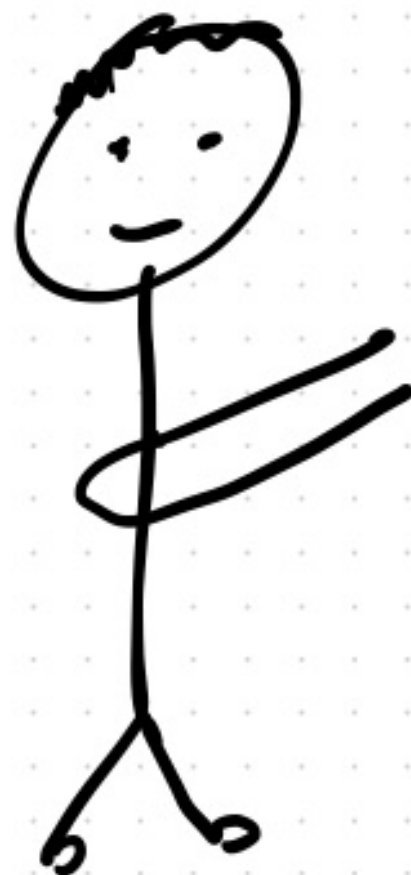
Production pressure

Workarounds

Expertise

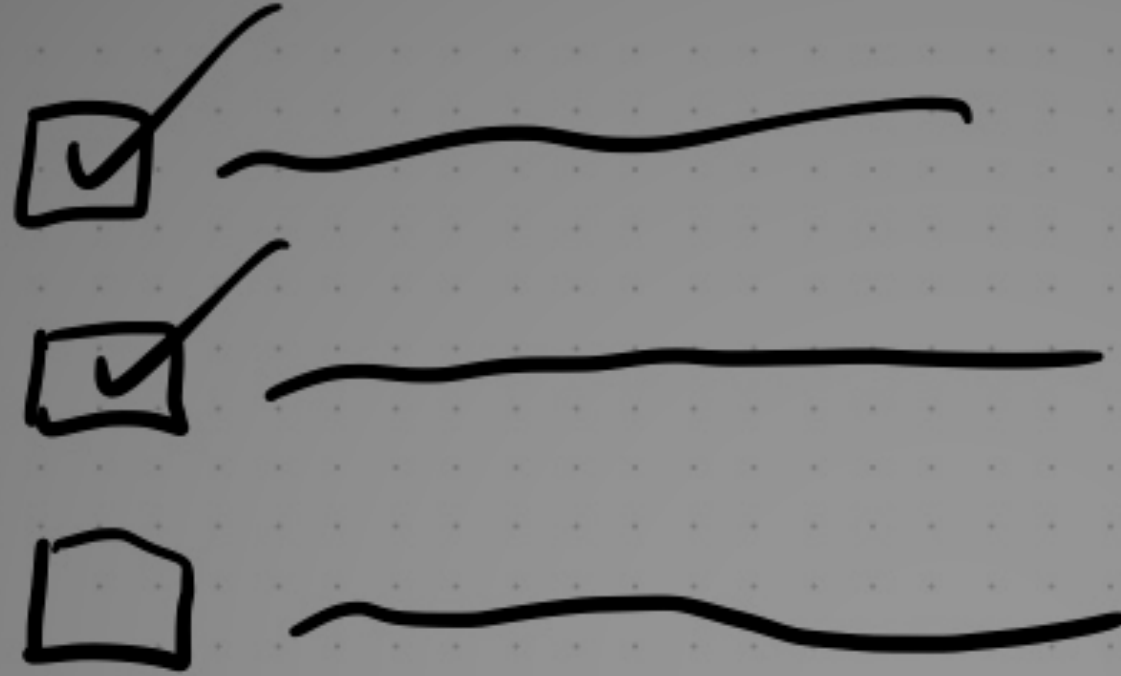
Coordination

better model!



No thanks





Engineers see action items



```
graph TD; A(( )) --- B(( )); A --- C(( )); B --- D(( )); B --- E(( )); C --- F(( ))
```

Management sees the org
chart

II. What we can do

Show, don't tell

Over and over and over

Changing language isn't
enough

If you're arguing, you're
losing

"Yes, and..."



Focus on outcomes

Everybody appreciates risk
as a concept

Identify meaningful
patterns

III. Our advantages

Neverending supply of
relevant examples

The insights are real

No useless arguments over
causes and categories

This stuff is fascinating



Image credits

- https://en.wikipedia.org/wiki/Sailing_ship#/media/File:John_C._Munro_off_Hong_Kong.jpg
(James Laing)
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