

## Twelve Questions

**WILDLY**

**Successful  
Companies**

**QUESTIONS  
ANSWERS**

**Answer Every Day**

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## Happy Dalton family group sings way through county

MACHIAS Washington County has been visited by a singing family the past week. The Dalton Family Singers, of Rockville Center, N.Y., consisting of Albert Dalton, his wife Marcia, and Jeff, Jerry, John and Jessica, have serenaded Downeasters from Machias to Addison this week.

mountain dulcimer. The oldest boy, John, 18, plays bass, piano, guitar and banjo. Mrs. Dalton plays piano and hammer dulcimer, while her husband, according to Jeff, plays "a little of everything."

Since the family enjoys performing, Dalton decided to spend summer vacations

traveling and singing. Thier schedule this summer has been hectic.

They began last week with a radio performance at Machias. The next few days were devoted to a workshop at Powers Hall on the UMM Campus. Saturday the family performed at the grange hall at Addison, where they



1969-79 and school summer stoyy

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**Piano Concerto No. 1**  
Movement 1  
(Allegro)

P. I. Tchaikovsky  
Op. 23



**JOHNS HOPKINS**  
PEABODY INSTITUTE



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The diagram illustrates the Circle of Fifths, a fundamental concept in music theory. It consists of two concentric circles. The outer circle represents the Major Keys, with notes C, G, D, A, E, B, F#, and C# arranged clockwise. The inner circle represents the Minor Keys, with notes D, A, E, B, F#, C#, G#, and D# arranged clockwise. The center of the diagram is labeled "Circle of Fifths".

Arrows indicate the relationship between keys: "down by 5<sup>th</sup>" (add ♭ then remove ♯) and "up by 5<sup>th</sup>" (add ♯ then remove ♭). The diagram also shows the chromatic scale (C, D, E, F, G, A, B, C) and the key signatures (♯, ♭, and natural).

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### Nearness Of You

Ballad

The musical score for "Nearness Of You" is presented in a ballad style. It includes a piano accompaniment and a vocal line. The lyrics are as follows:

It's not the past, more than, to share my heart, tonight, to let, to let me, let me  
 you, you, the heart, heart of you

A, Em7, A7sus, D7, Ddim  
 you, heart, can't let, let, heart, tonight, this, let, let, heart

C#m7, C7, Bm7, E7, C#m7, C7, Bm7, E7  
 it's, just the heart, heart of you

Bm7, E7, A, Em, A7  
 heart, heart, just you, my heart, heart, of me

D7, C#m7, B7, E7  
 and, and, heart, heart, heart, heart

Sing Your Life Enterprises, 2005

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In the mid-80s I picked up yet another instrument



The code might look different...

```
Needs["SymbolicC"]
code = CFunction[int, fib, {{int, 1}},
  CBlock[{
    CIf[COperator[Equal, {i, 0}],
      CReturn[0],
    CIf[COperator[Equal, {i, 1}],
      CReturn[1],
      CReturn[COperator[Plus,
        {CCall[fib, {COperator[Minus, {i1, 1}]}],
        CCall[fib, {COperator[Minus, {i1, 2}]}]}]]
  }
  ]]]];
ToCCodeString[code /. {CCall[fib, arg_] =>
  CConditional[COperator[Equal, Flatten@{arg, 0}], 0,
  CConditional[COperator[Equal, Flatten@{arg, 1}], 1,
  CCall[fib, arg]]
}]
```



The diagram shows a musical score with four staves. Arrows point from labels to specific parts of the score: 'SYNTAX' points to the first staff; 'CONDITIONAL LOGIC' points to a section marked 'f' and '2nd. time p'; 'COMMON STANDARDS & GUIDELINES' points to the first two staves; and 'LOOPS' points to a section marked 'mp' and 'Dal Segno al fine'. The score includes markings like 'Moderato', 'f', 'p', 'mp', 'FINE', and 'Dal Segno al fine'.

**SYNTAX**

**CONDITIONAL LOGIC**

**COMMON STANDARDS & GUIDELINES**

**LOOPS**

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**HOW  
DO  
WE  
INCREASE  
CAPABILITY?**

How do we go from this:



To this:





Then to this:



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Or from this team:



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To THIS team!



How do we  
**ROCK**  
like that?

\*You gotta know HOW to rock before you CAN rock.

To be a great and increase my capability I needed to answer twelve questions...

**WHO AM I?**

**WHAT DO I NEED?**

**SO WHAT, WHO  
CARES?**

**WHO DO I NEED?**

**AM I ANY GOOD? AM I IMPROVING?**

## Question #1: Who am I?

Question #1 is trifurcated into three sub-questions:

What do I want  
to be?

What do I  
value?

What is  
expected?

## Question #1a: VISION

What do I want to be?



Vision exists at multiple levels and describes what I  
aspire to be.

1. I will be a classical musician with a great orchestra
2. I will compose a piece of music for a major motion picture
3. I will perform this piece at a world-class level



## Question #1b: VALUES



What do I Value?

Values provide guidance when things get challenging

1. I value precise, technically correct playing
2. I value a deeply emotional delivery
3. I value pleasing my audience

## Question #1c: EXPECTATIONS



What is expected?

Expectations give us the “what” that we need adhere to in order to fulfill our vision.

1. I expect to practice everyday for at least 4 hours
2. I expect to attend performances and listen to other musicians who will inspire me
3. I expect to transcribe everything I learn so that I really understand it

1. Who am I?

1a. To be a classical musician in a world-class orchestra

1b. Precision, perfection

1c. Discipline, practice and hard work


**As a classical musician**

**I will create perfect sound through relentless practice**

**So that I can be a member of a world-class orchestra**

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1. Who are we?

1a. To be a world class developer of mobile apps

1b. Transparency, iteration, fail-fast, fail-early

1c. Adopt Agile methods with discipline


**As a world-class developer of mobile apps**

**We will adopt Agile values and methods as a framework**

**So that we can iteratively build a minimum viable product that is rapidly delivered to our customers**

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## Question #2: How will I behave?

*Every Note*  
THEME  
Andante\*

**Giuseppe Tartini**  
*The Art of Bowing*

Down-Bow  
Up-Bow  
W. B. Whole Bow  
H. B. Half-Bow  
P. Pizzicato  
M. Mordent  
S. Sustain  
M. Martelé  
S. Spiccato



### 2. How Will I Behave?

Daily Practice

Technical practice  
(bowings, precision,  
scales, arpeggios,  
technical exercises)

Emotional practice  
(pieces, sounds,  
dynamics)

**As a classical bassist**

**I will bifurcate my time between  
technical and emotional practice**

**So that I can always deliver a flawless  
performance**

2. How Will We Behave?

Adopt Scrum and XP


Daily Standups, Planning Poker, Sprint Planning

Sprint Demos, DFMEA, DSS Retrospectives


**As a company that values transparency, iteration, and failing fast**

**We will adopt Scrum and XP**

**So that we deliver the highest value solutions and uncover our mistakes early and often.**

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1. Precision/Discipline


2. Daily Practice, Master Classes, study

1. Transparency, iteration

2. Scrum + Extreme Programming

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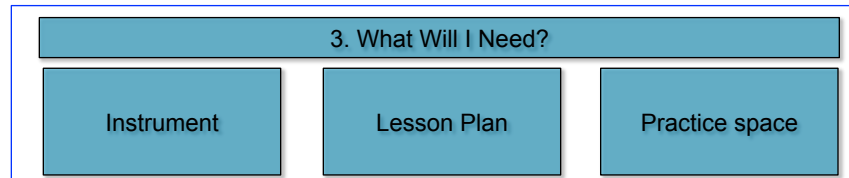
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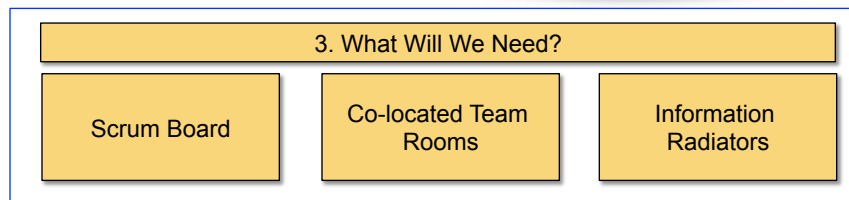
### Question #3: What will I need?



**As a classical bassist**

**I will need an instrument, lesson plan,  
and practice space**

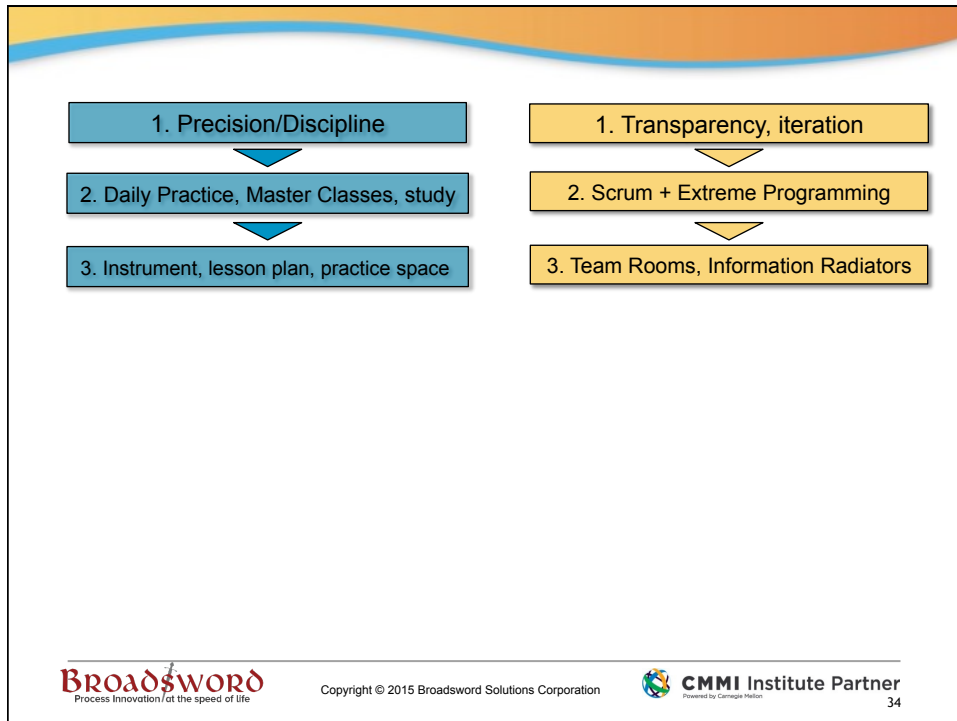
**So that I can increase my capability as  
an orchestra musician**



**As a company that has adopted Scrum and XP**

**We need Scrum Masters, Product Owners, and  
facilities that support agile development**

**So that we can effectively deliver iterative and  
incremental releases to our customer**



## Question #4: What part do I play?



In an orchestral score, each line is a different part and is explicitly assigned to a specific instrument.

Like a professional sports team, each player knows which part they are to play.



But in a jazz group, parts are only intuitively assigned

#### 4. What Part Do I Play?

Assigned Part

Conductor

Utility

**As a world-class orchestra musician**

**I will play my assigned part**

**So the overall sound meets the requirements**

4. What Parts Do We Play?

Scrum Master


Scrum Product Owner

Scrum Team Member

**As a member of the product team**


**I will play my assigned part with integrity**

**To ensure that we have coverage for all the required roles on the team**



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1. Precision/Discipline

▼

2. Daily Practice, Master Classes, study

▼

3. Instrument, lesson plan, practice space

▼

4. Assigned part, Conductor, Utility

1. Transparency, iteration

▼


2. Scrum + Extreme Programming

▼

3. Team Rooms, Information Radiators


▼

4. CSM, CSPO, Team Members



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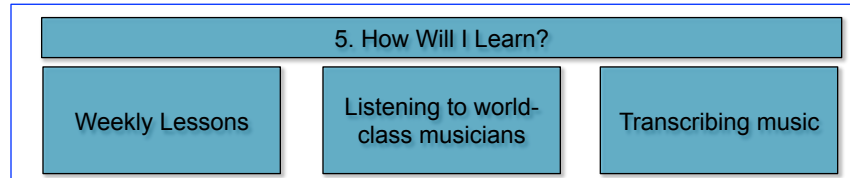


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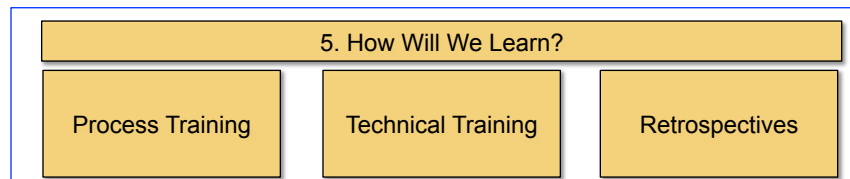
## Question #5: How will I learn?



**As a Classical bassist**

**I will adopt a rigorous training program that includes lessons, listening, and transcribing**

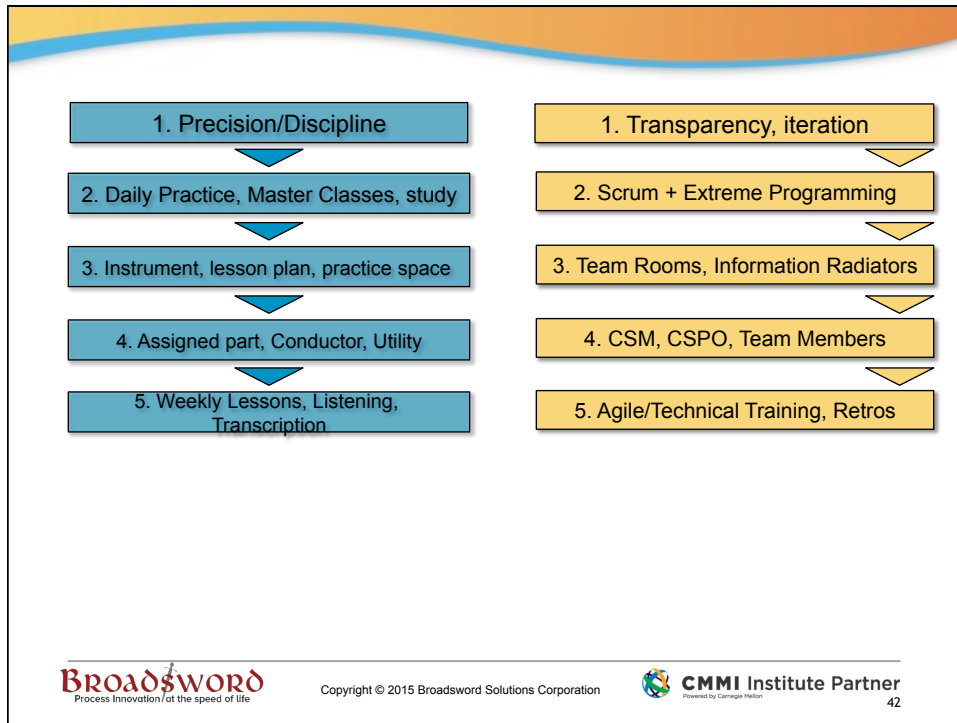
**So that I will always be increasing my capability**



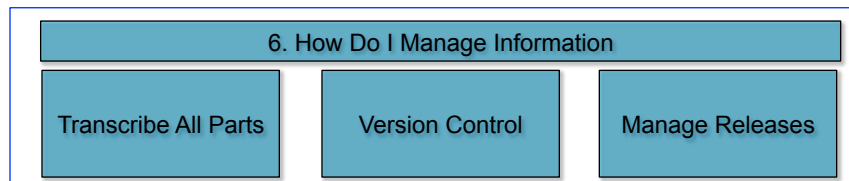
**As a member of the Product Team**

**I will adopt a rigorous training program that includes lessons, listening, and transcribing**

**So that I will always be increasing my capability**



## Question #6: How Do I Manage Information?



**As a musician**

**I will transcribe all music and manage it with  
version control**

**So that I will always be sure I am working with  
the final version**

6. How Do We Manage Information?

Record rationale  
and decisions


Version Control

Manage Releases

As a member of a product team


I will record the rationale and decisions I make  
with appropriate version and release control

So that I will always be sure I am working with  
the baselined version



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1. Precision/Discipline

▼

2. Daily Practice, Master Classes, study

▼

3. Instrument, lesson plan, practice space

▼

4. Assigned part, Conductor, Utility

▼

5. Weekly Lessons, Listening,  
Transcription

▼

6. Transcription, version, release control

1. Transparency, iteration

▼

2. Scrum + Extreme Programming

▼

3. Team Rooms, Information Radiators

▼


4. CSM, CSPO, Team Members

▼

5. Agile/Technical Training, Retros


▼

6. Relevant work products, versioning



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## Question #7: How will I collaborate?



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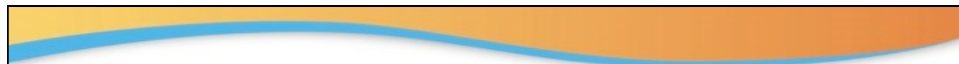
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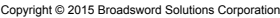



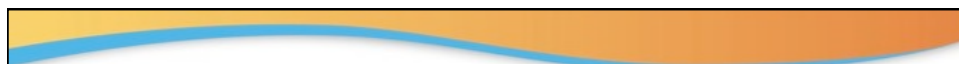
7. How Will I Collaborate?		
Within my section	Across Sections	As an orchestra

**As an orchestra musician**

**I will create unity within my section, and collaborate with other sections**

**So that we can deliver a world-class performance**




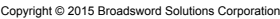



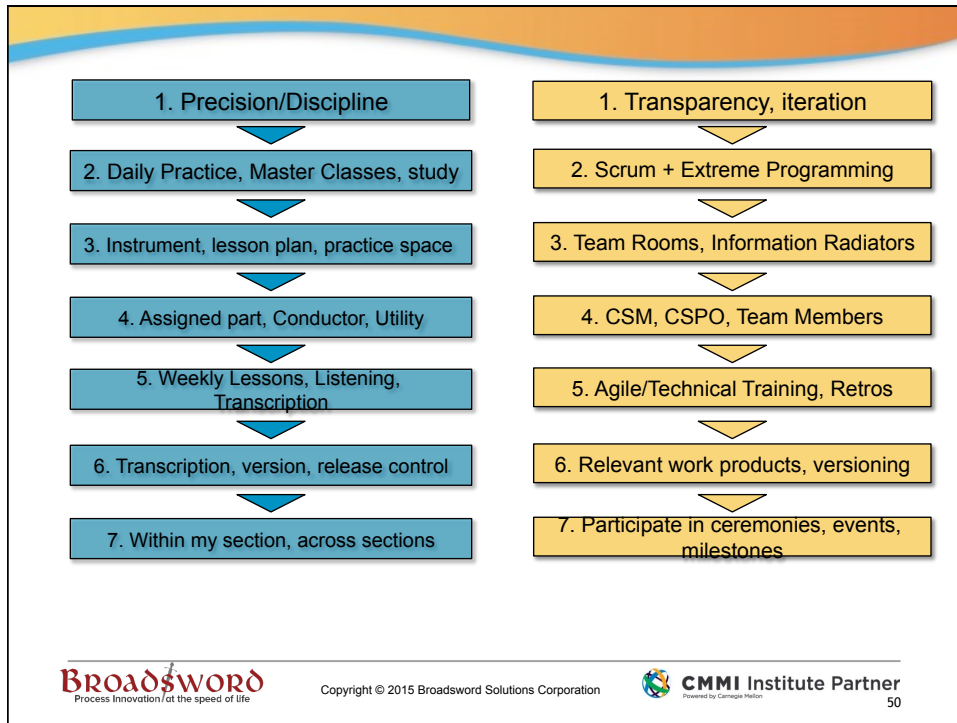
7. How Will We Collaborate?		
Attend all ceremonies	Be prepared to play my part	Ask for help if I have an impediment

**As a member of a product team**

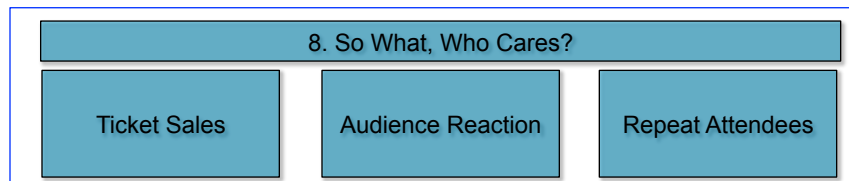
**I will attend all ceremonies, and be prepared to play my part**

**So that we can deliver a superior product**





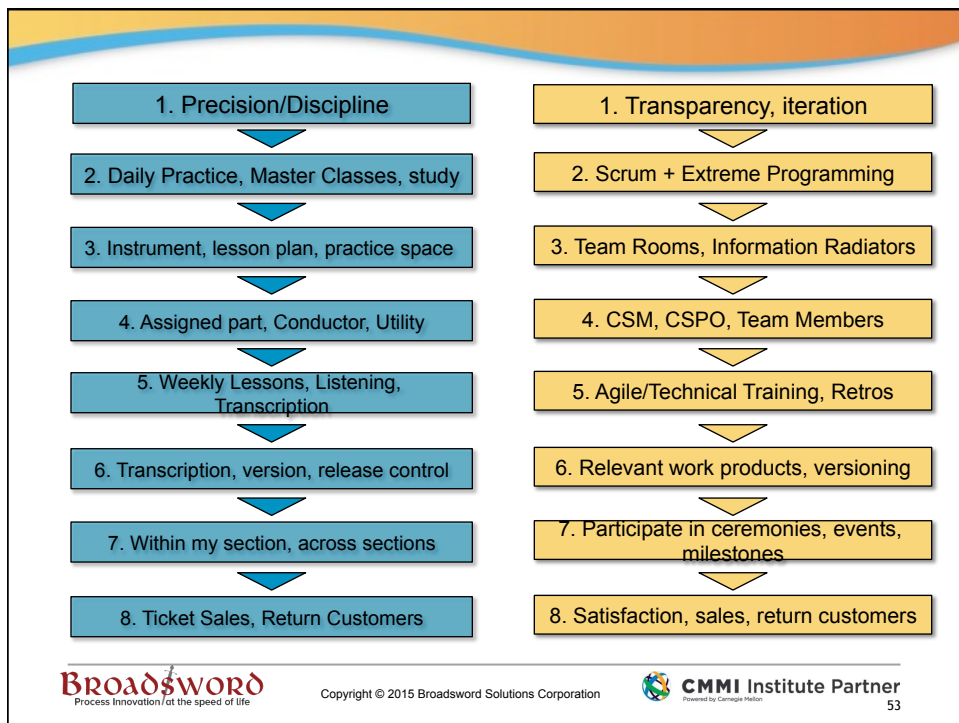
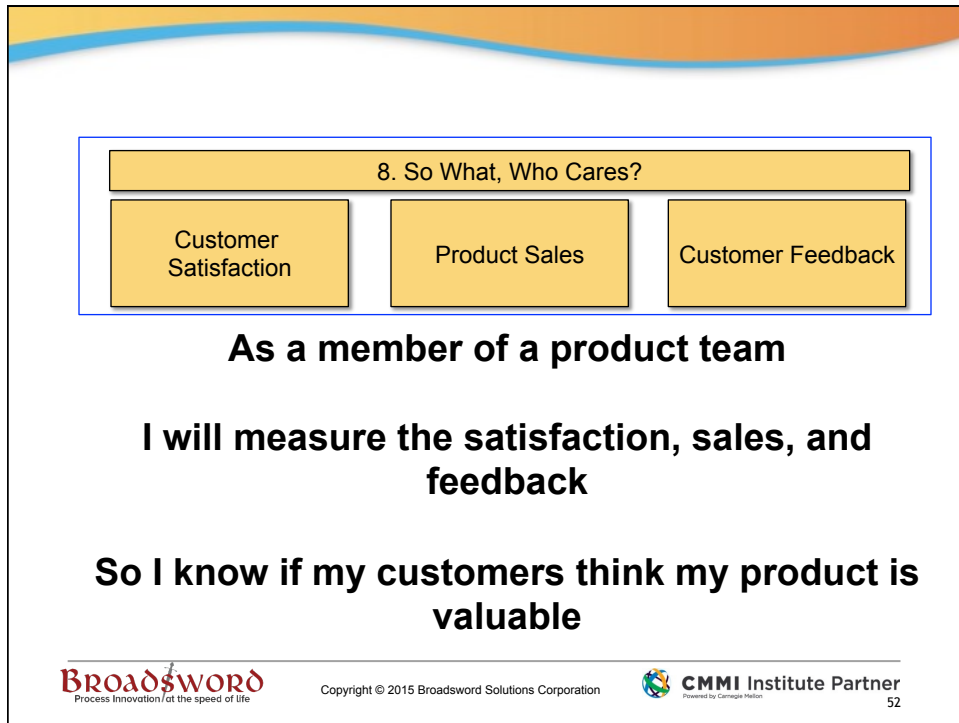
## Question #8: So What, Who Cares?



**As an orchestra musician**

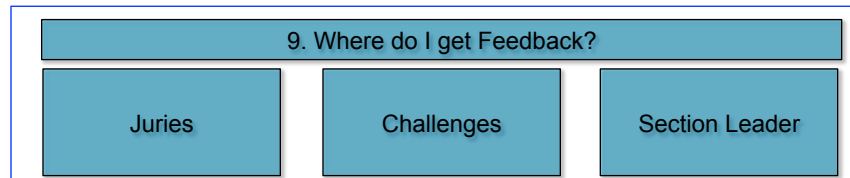
**I will measure ticket sales, audience reaction,  
and repeat attendees**

**So I can understand who cares enough about  
my performance to keep buying tickets**





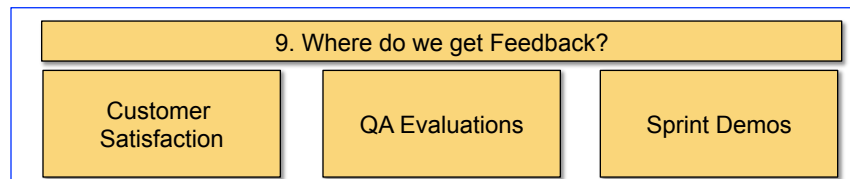
## Question #9: Where do I get Feedback?



**As an orchestra musician**

**I will solicit feedback from the conductor, the section leader, and from Challenges**

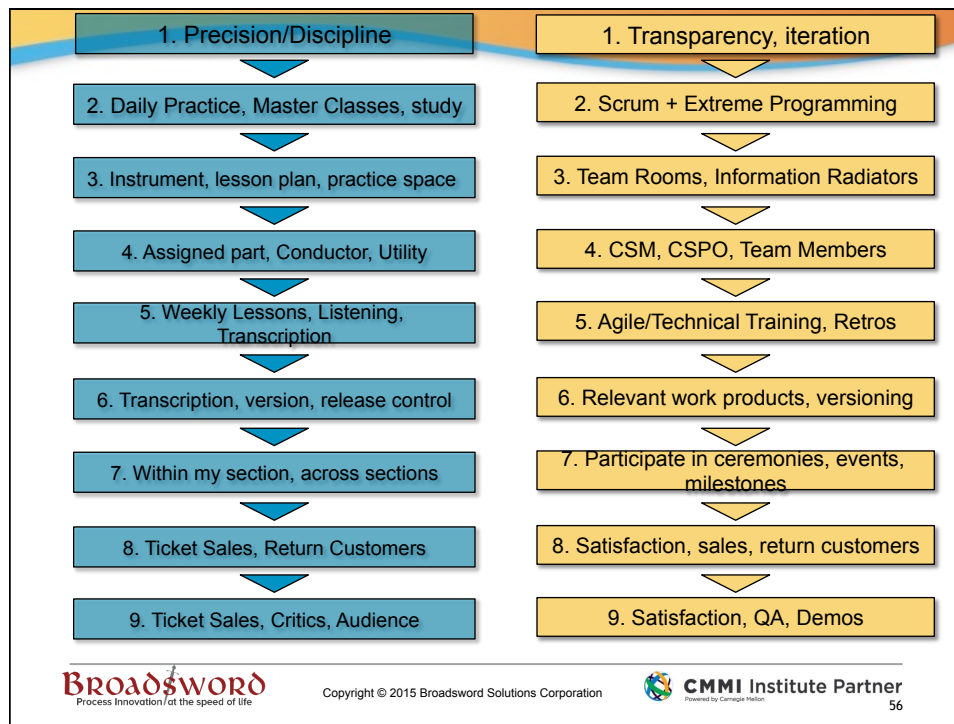
**So that I can provide the most valuable performance every time**



**As a member of a product team**

**I will participate in feedback events**

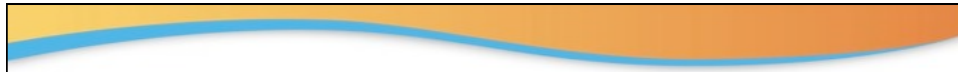
**So I know if I am performing up to expectations**



## Question #10: Who do I share information with?



**CHIEF PROCESS OFFICER**




10. Who do I share information with?

Other Musicians	Conductor	Ourselves
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**As an orchestra musician**


**I will transcribe music I am learning, and share aural information with myself and others**

**So that I can ensure that I'm performing according to requirements**



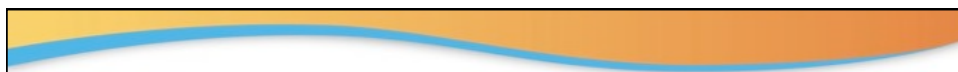
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10. Who do we share information with?

Our Management	Team Members	Our Customers
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**As a member of a product team**


**I will provide relevant information to managers, customers, and team members**

**So they can know that I am performing up to expectations**



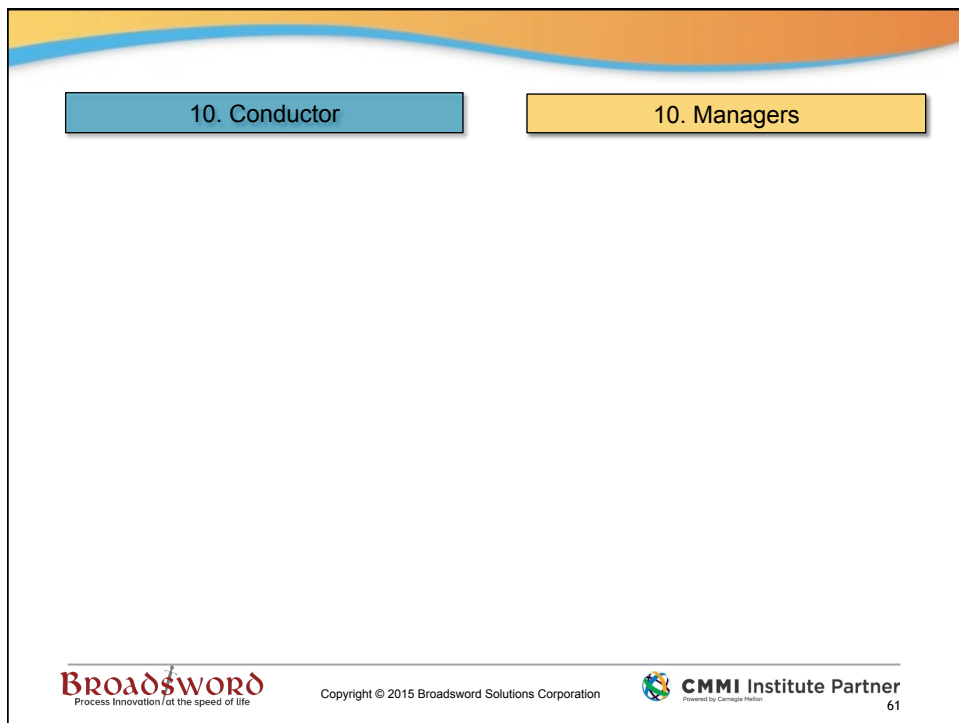
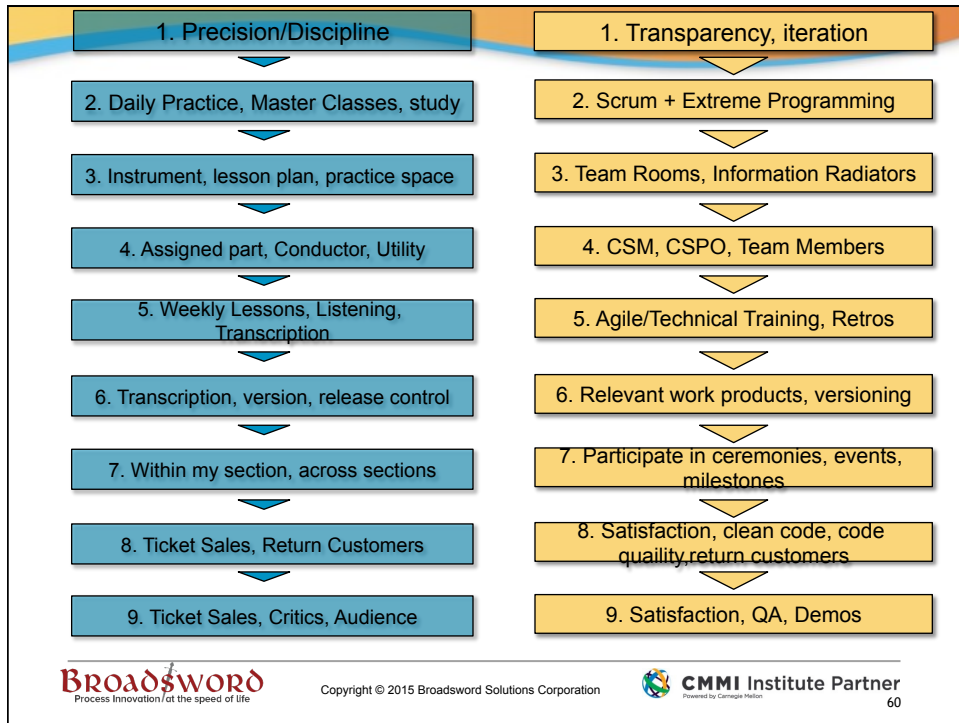
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## Question #11: How do I adapt?



### 11. How do I adapt

Listening in real-time

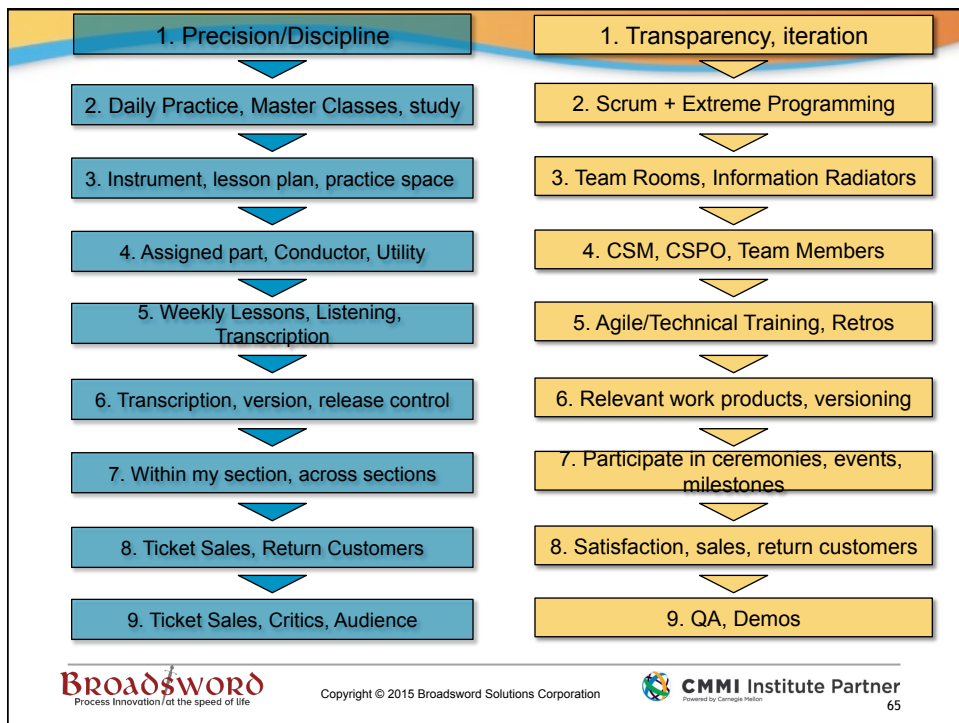
Stylistically

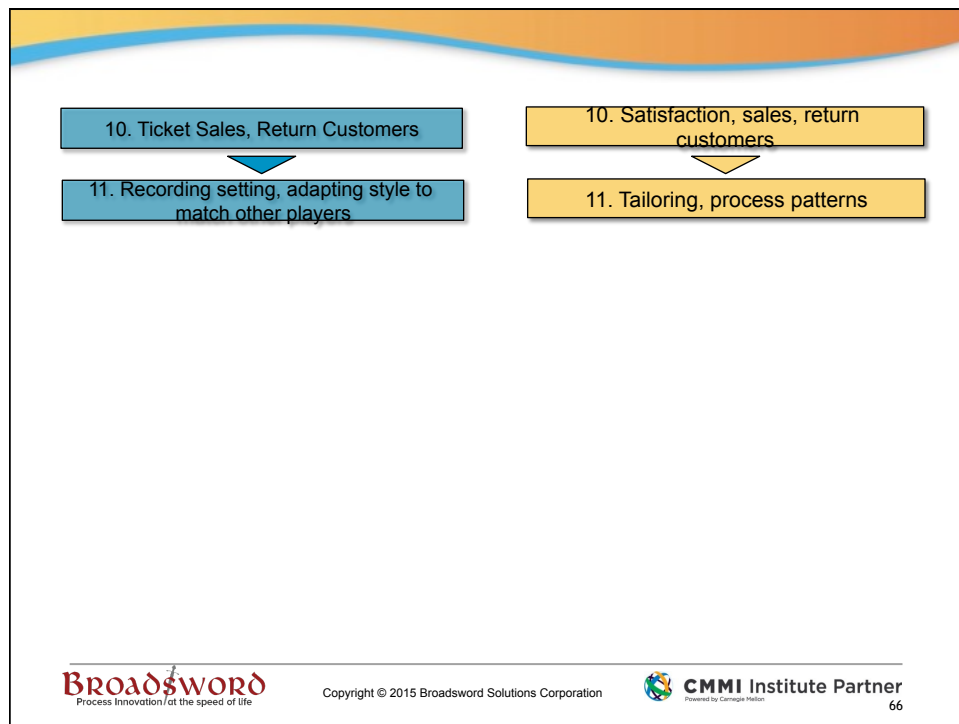
Audience Feedback

**As an orchestra musician**

**I will listen closely and adapt my performance or style**

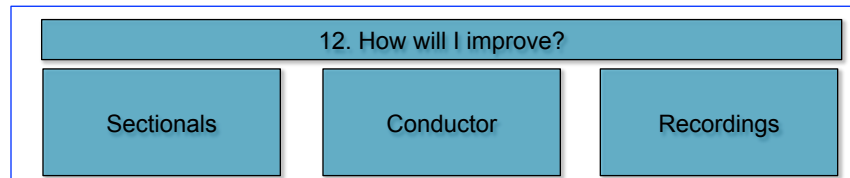
**So that I it meets the requirements of my performance**







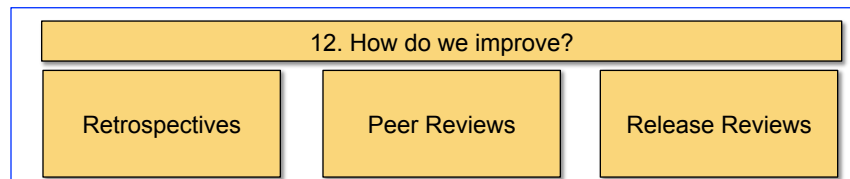
## Question #12: How will I improve?



**As an orchestra musician**

**I will collaborate with my section leader (scrum master) and conductor (CPO), and review performance tapes to fine-tune my practice regimen**

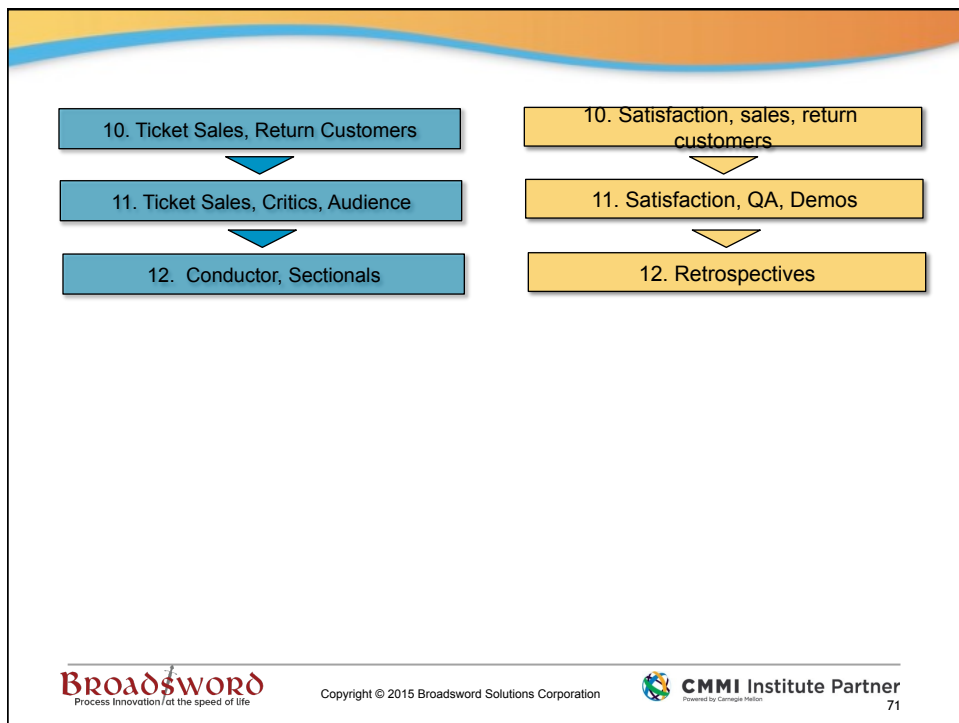
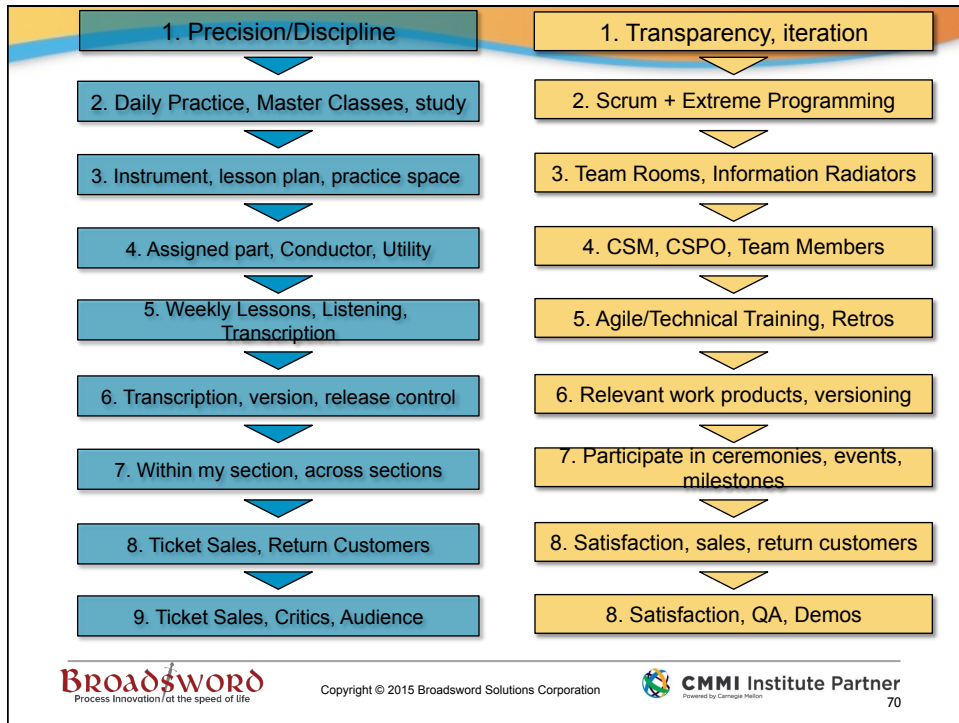
**So that I the next time I perform this piece it is perfect**

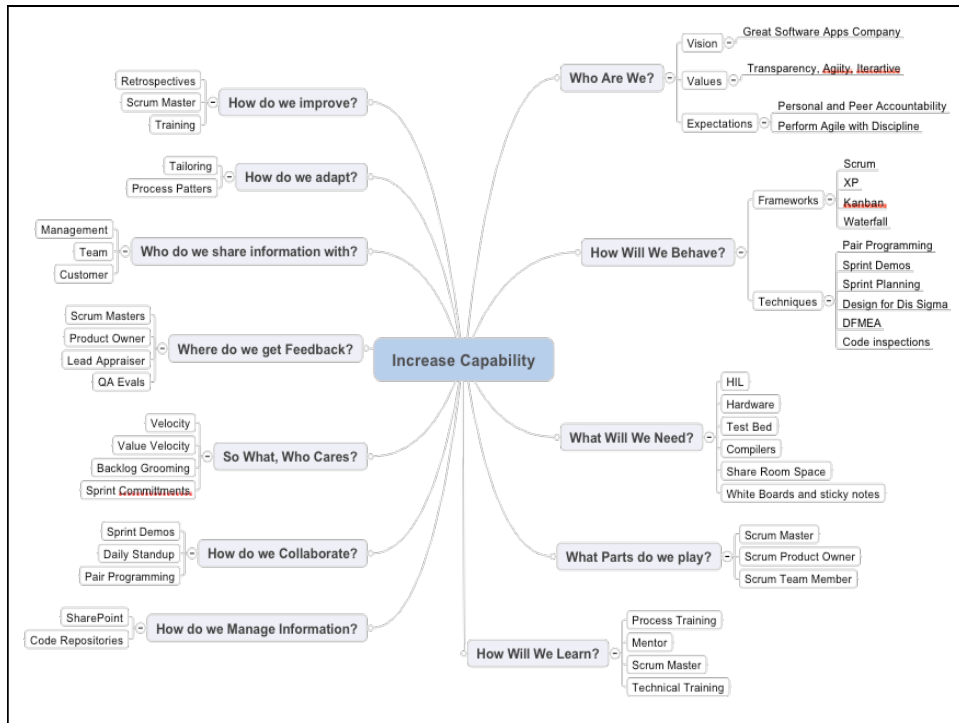


**As product team**

**We will actively participate in events to analyze performance and capture feedback**

**So that our team gets better and better each sprint**





Now that you've established your Capability Architecture...

And you've improved, grown, and matured, here's what you can do....



**Thank you for attending!**

**Text GREATNESS to  
313131**  
for information to help  
you increase capability  
and be a great company!

