

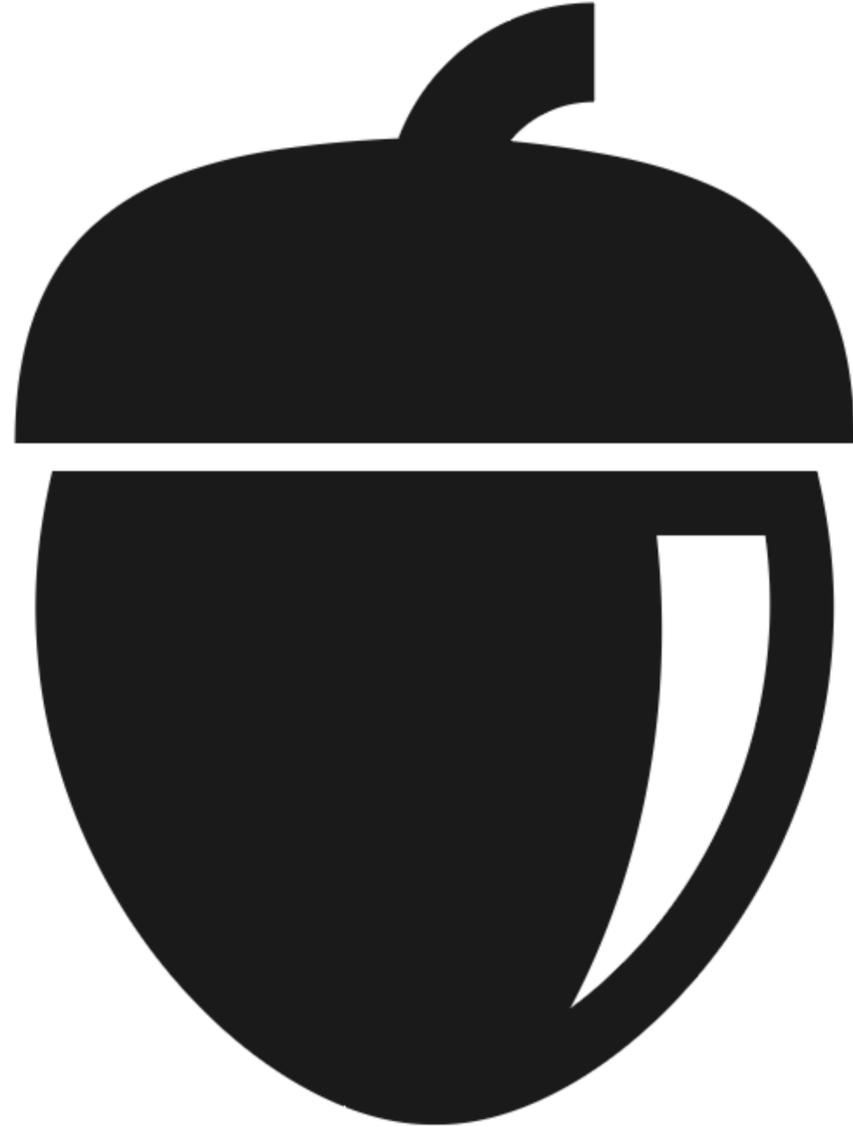
Working Behind the Lines



The story, all names, characters, and incidents portrayed in this production are fictitious. No identification with actual persons (living or deceased), places, buildings, and products is intended or should be inferred.

No squirrels were harmed in the making of this production.

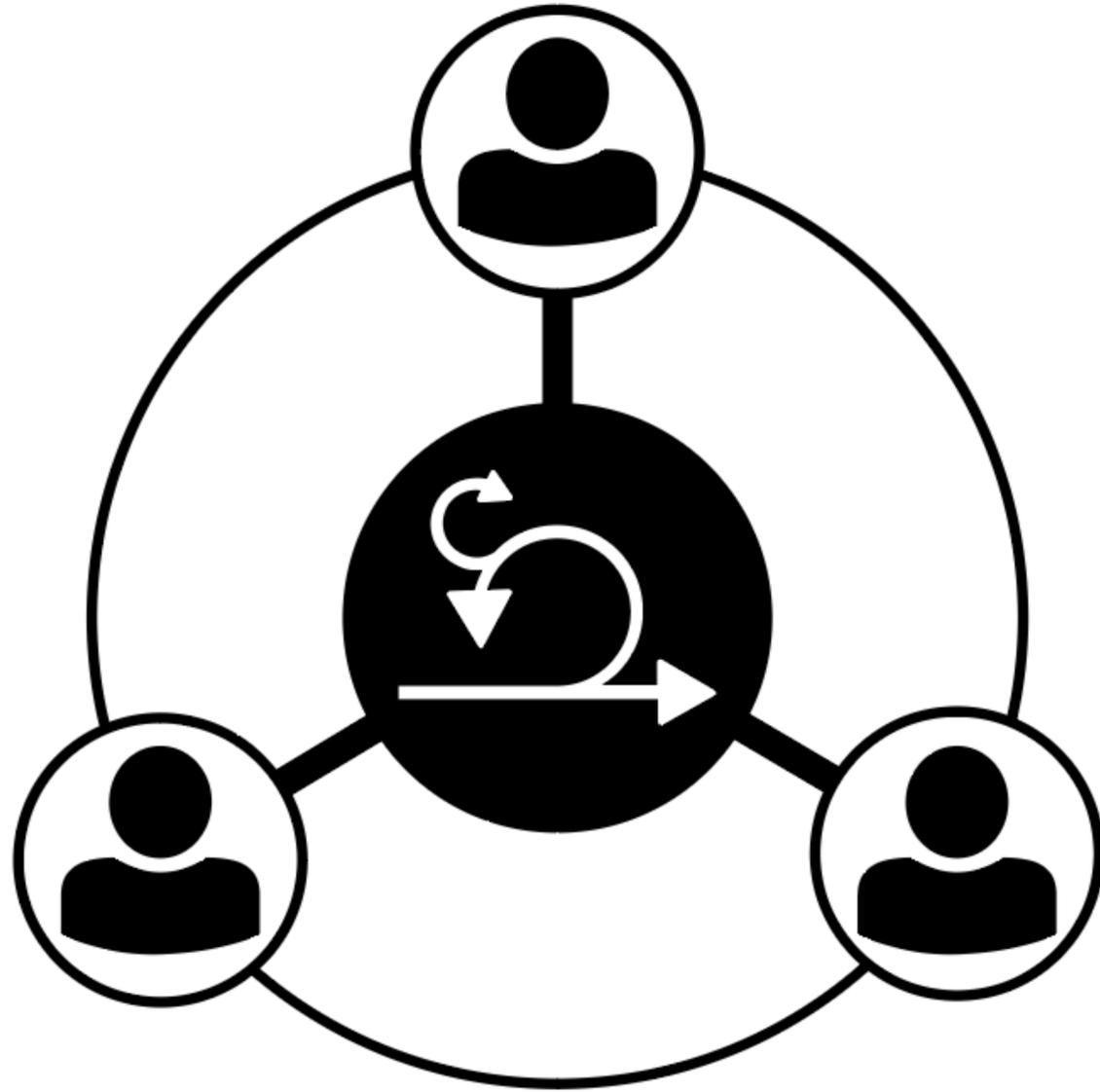
We started out with the highest of hopes



“Learning is not compulsory... neither is survival.”

— W. Edwards Deming

Agents of Change



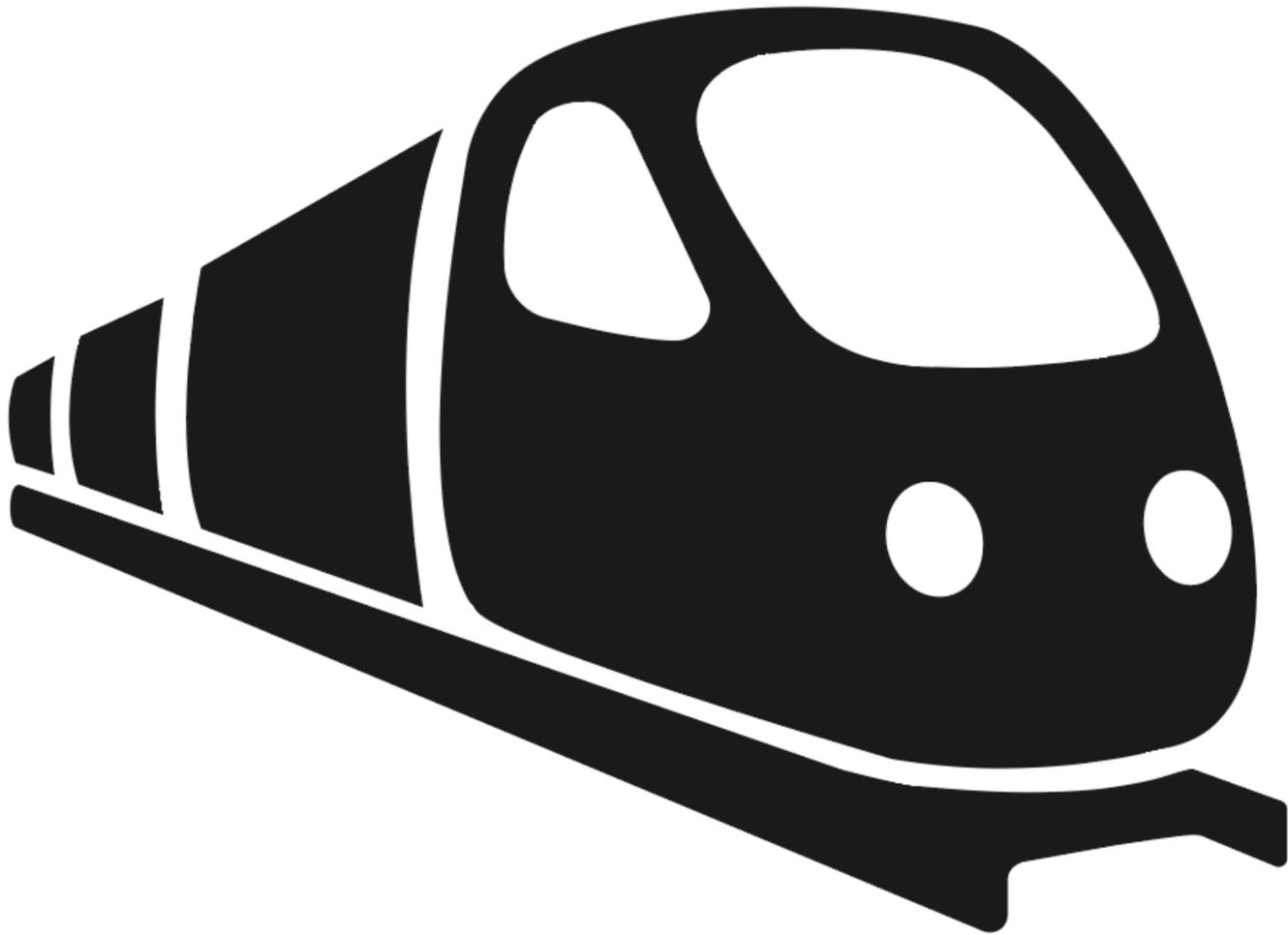
“The results can be extraordinary!”

— SAFe Whitepaper

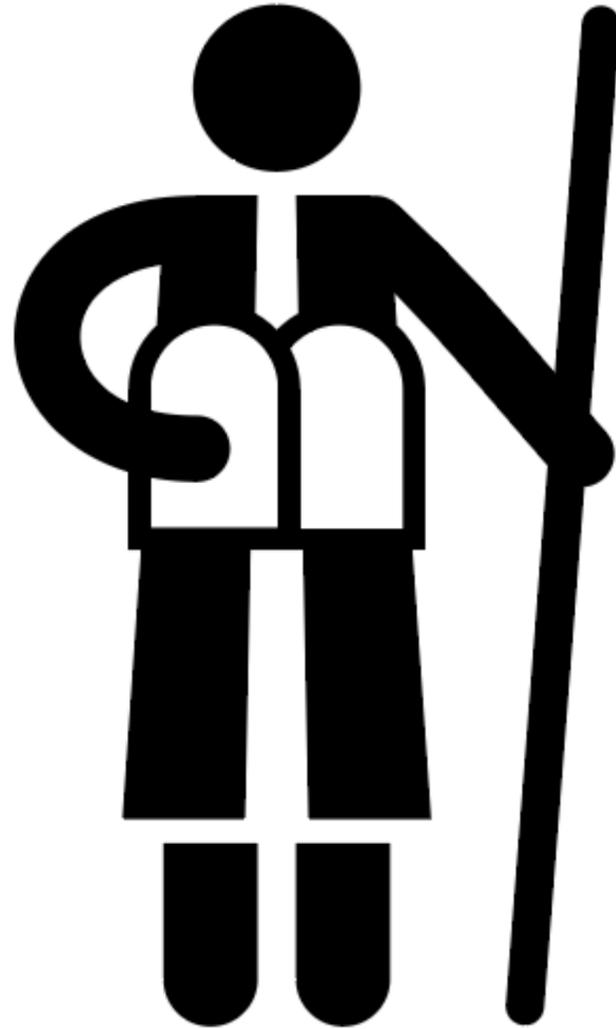
All Aboard the Agile Train

“Real knowledge is to know the extent of one’s ignorance.”

— Confucious

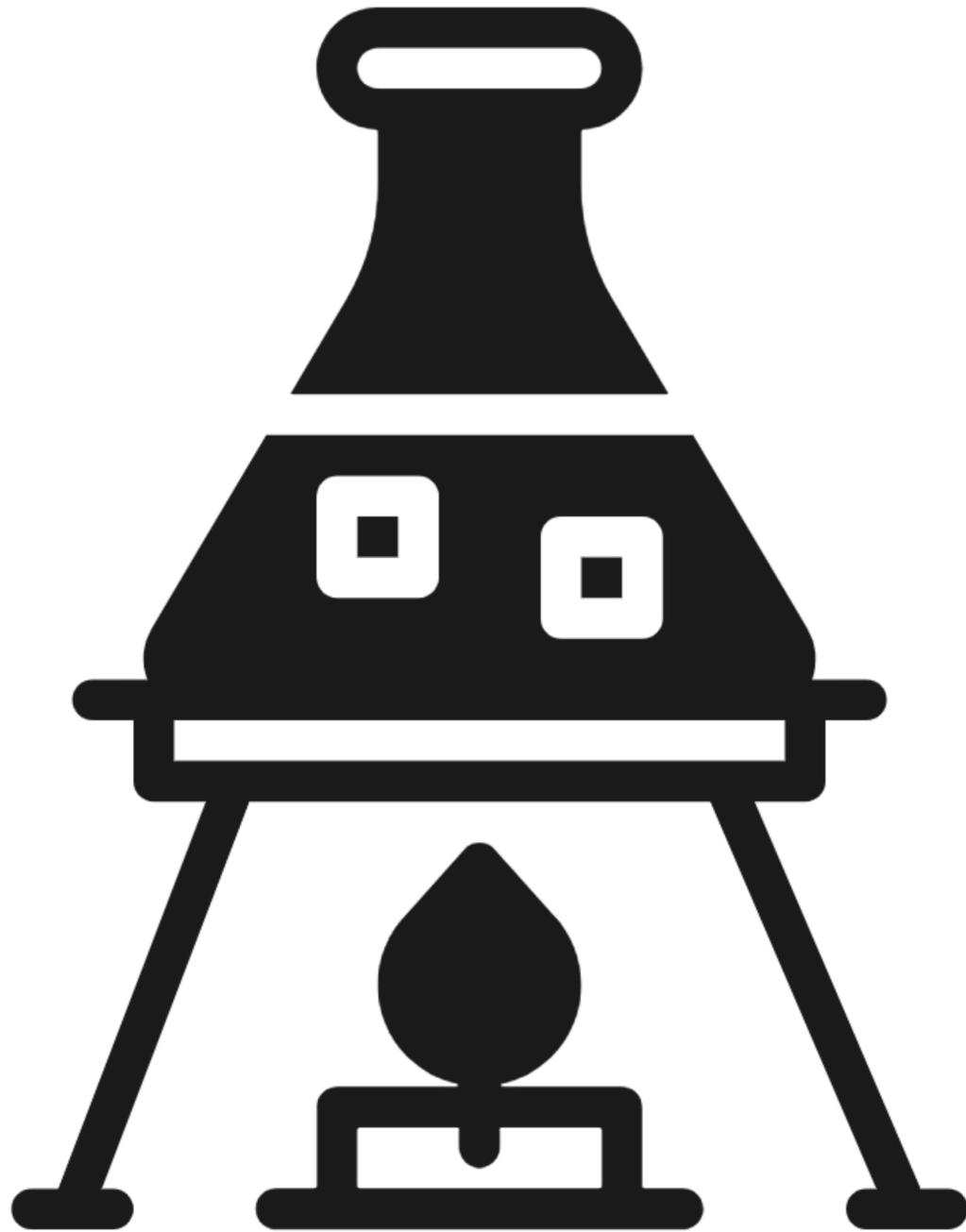


Salvation by Sports Metaphor



“... and the ancient muddy ritual of Rugby was consecrated to a new era of software development.”

The Alchemists of Old



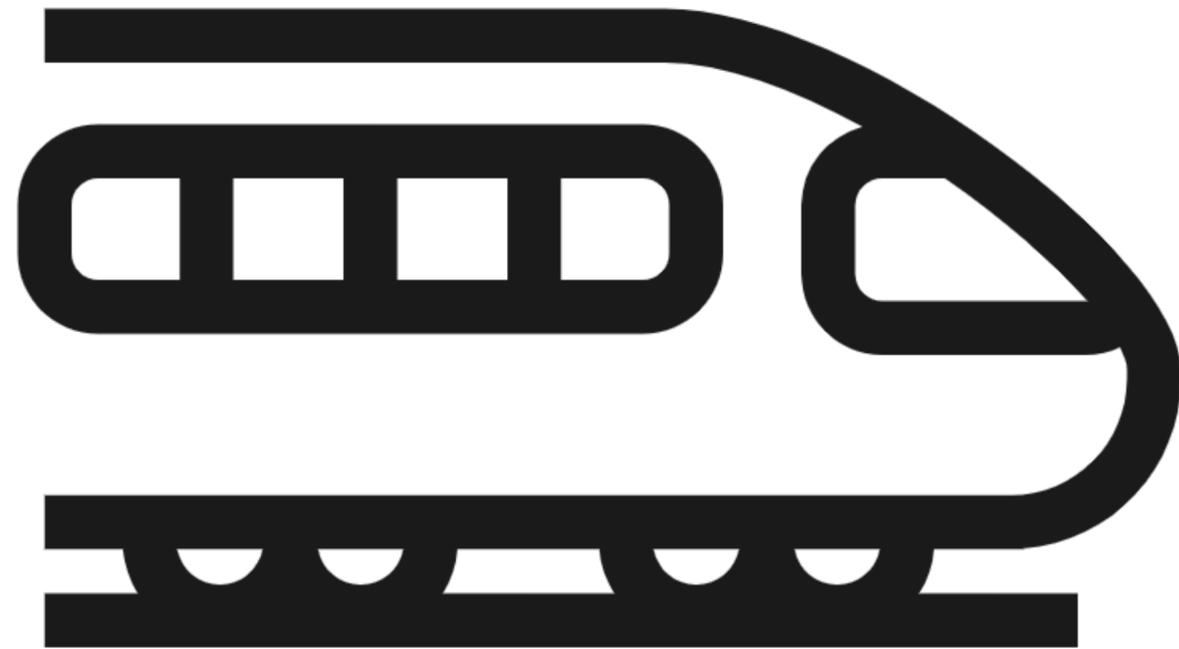
“Bernie Madoff had quite a long run with his scheme, and Sprint Velocity can be made to work for you, too.”

— Michael Godeck

Making the Trains Run On-time

“There are good practices in context,
but there are no best practices.”

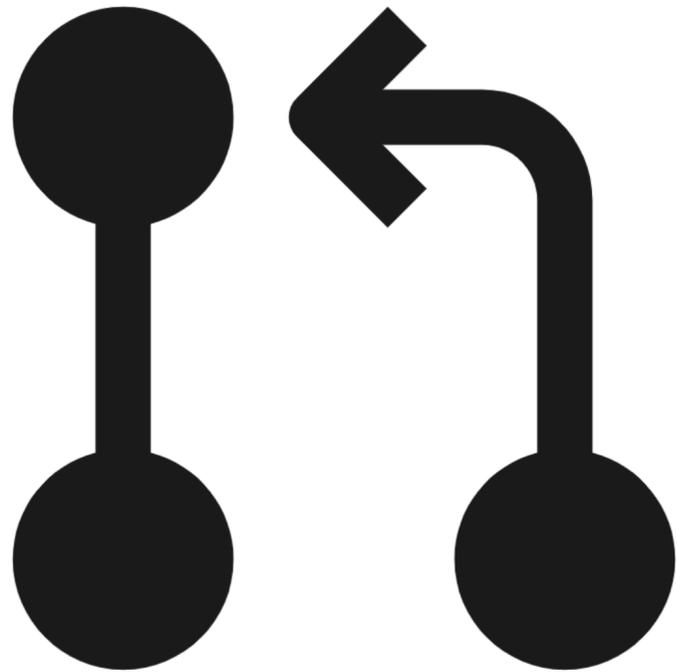
— Cem Kaner



The Pull Request Edge

“In theory, there is no difference
between theory and practice,
but in practice, there is.”

— Yogi Berra



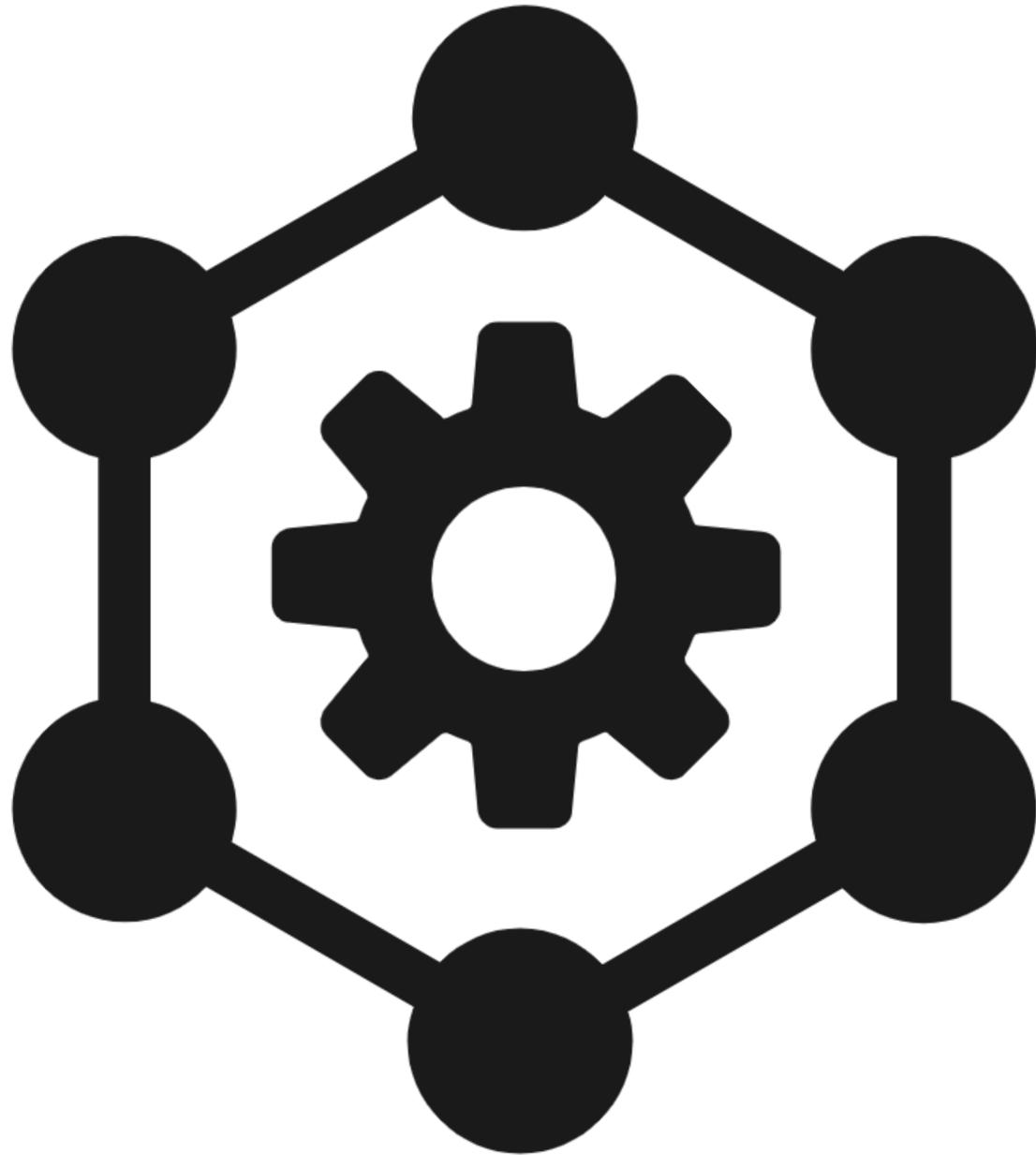
Start From Where You Are

“Of course, speed is most useful if it is in the correct direction.”

— David J. Anderson

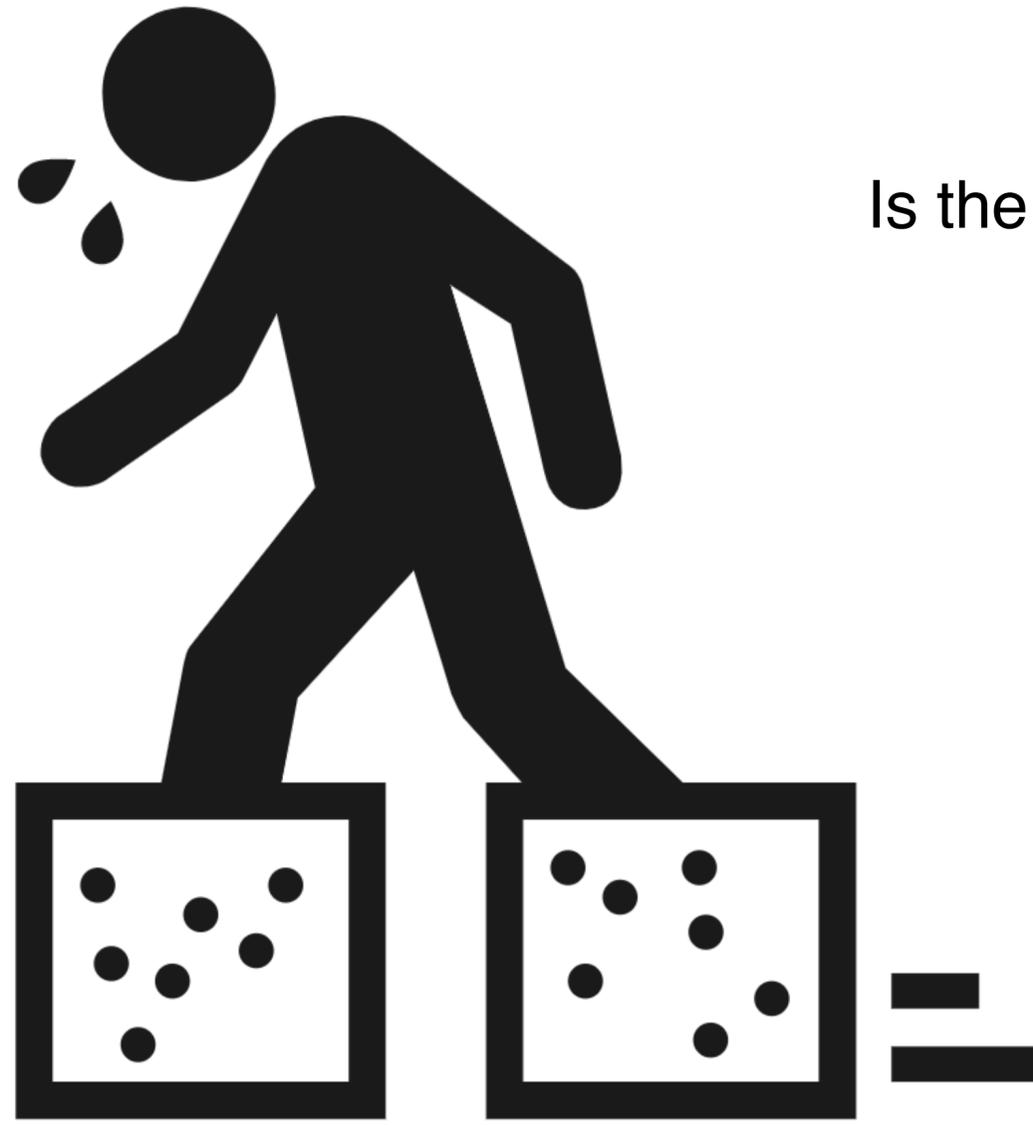


A Systematic Protocol



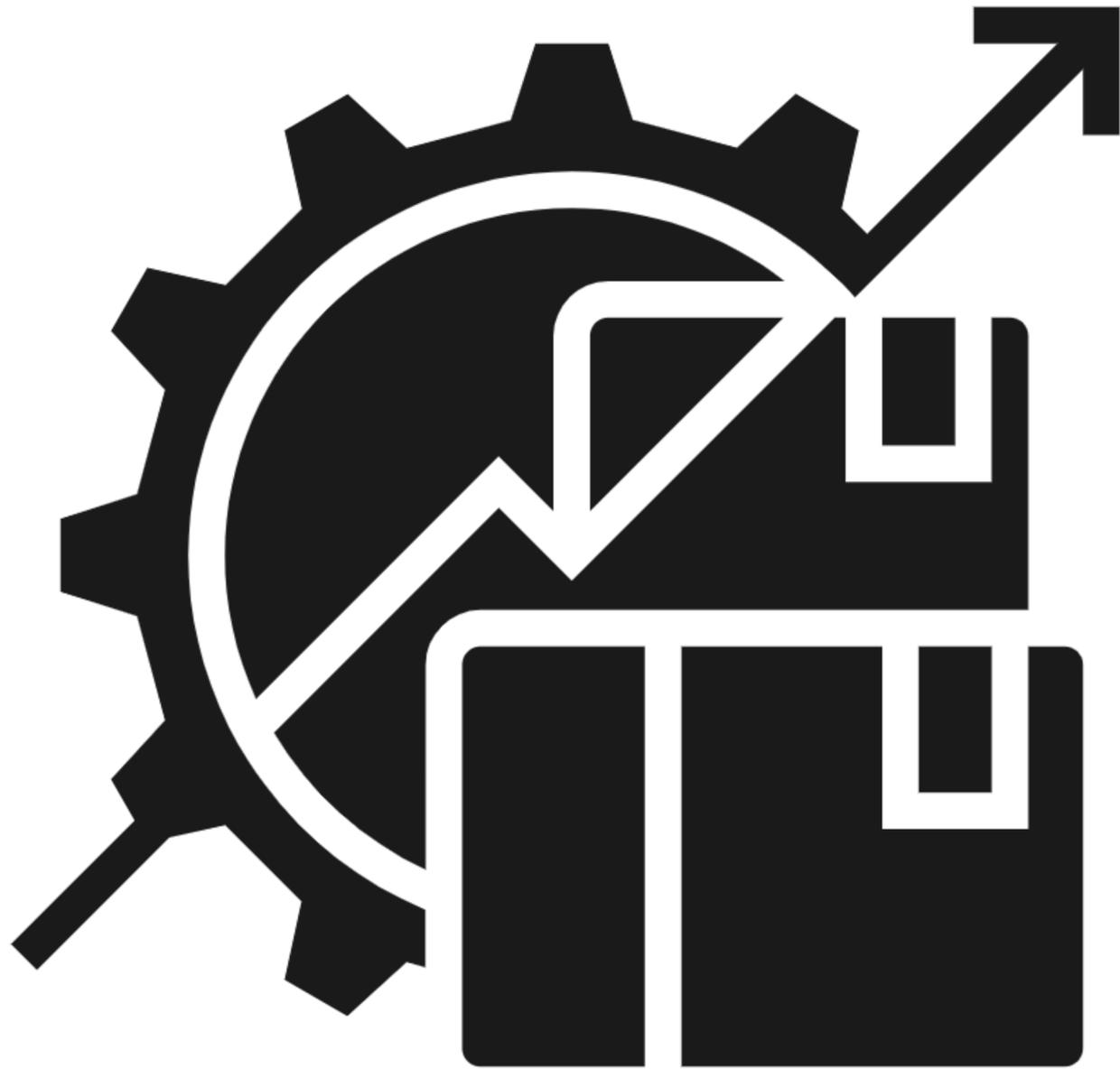
“...a systematic protocol to determine when to intervene and when to leave systems alone.” — Nassim Taleb

Be Honest, now...



Is the process stream overloaded?

Little's Law



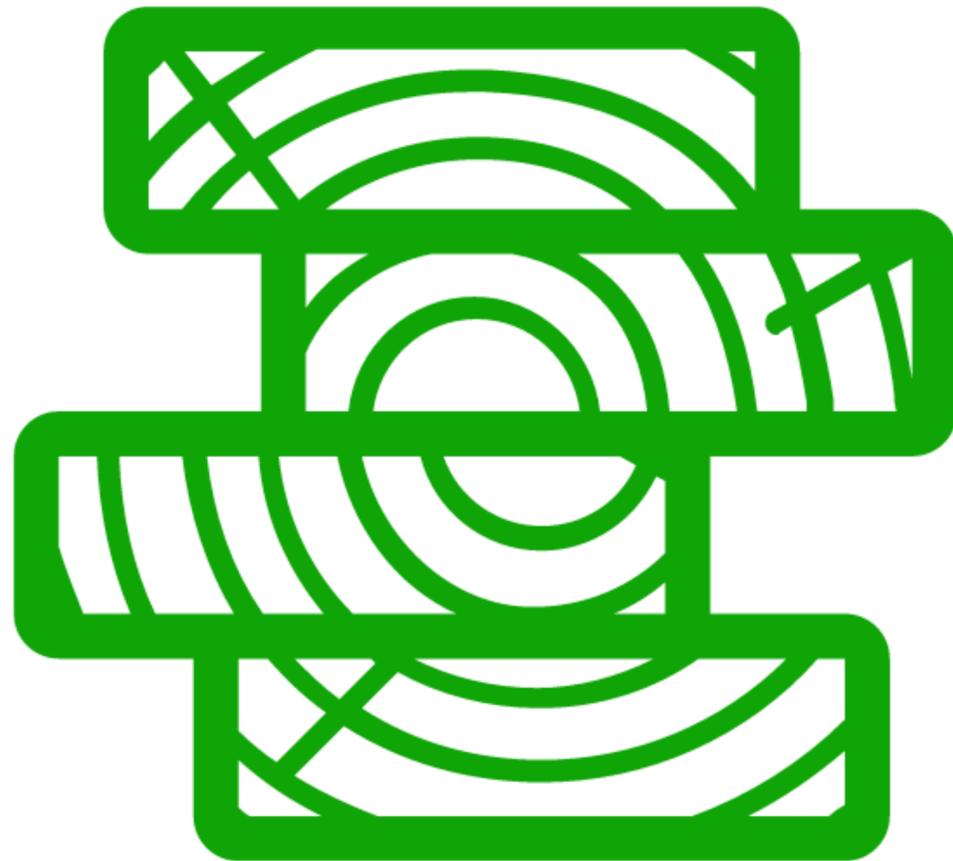
Length of queue

Average wait time

$$L = \lambda W$$

Arrival Rate

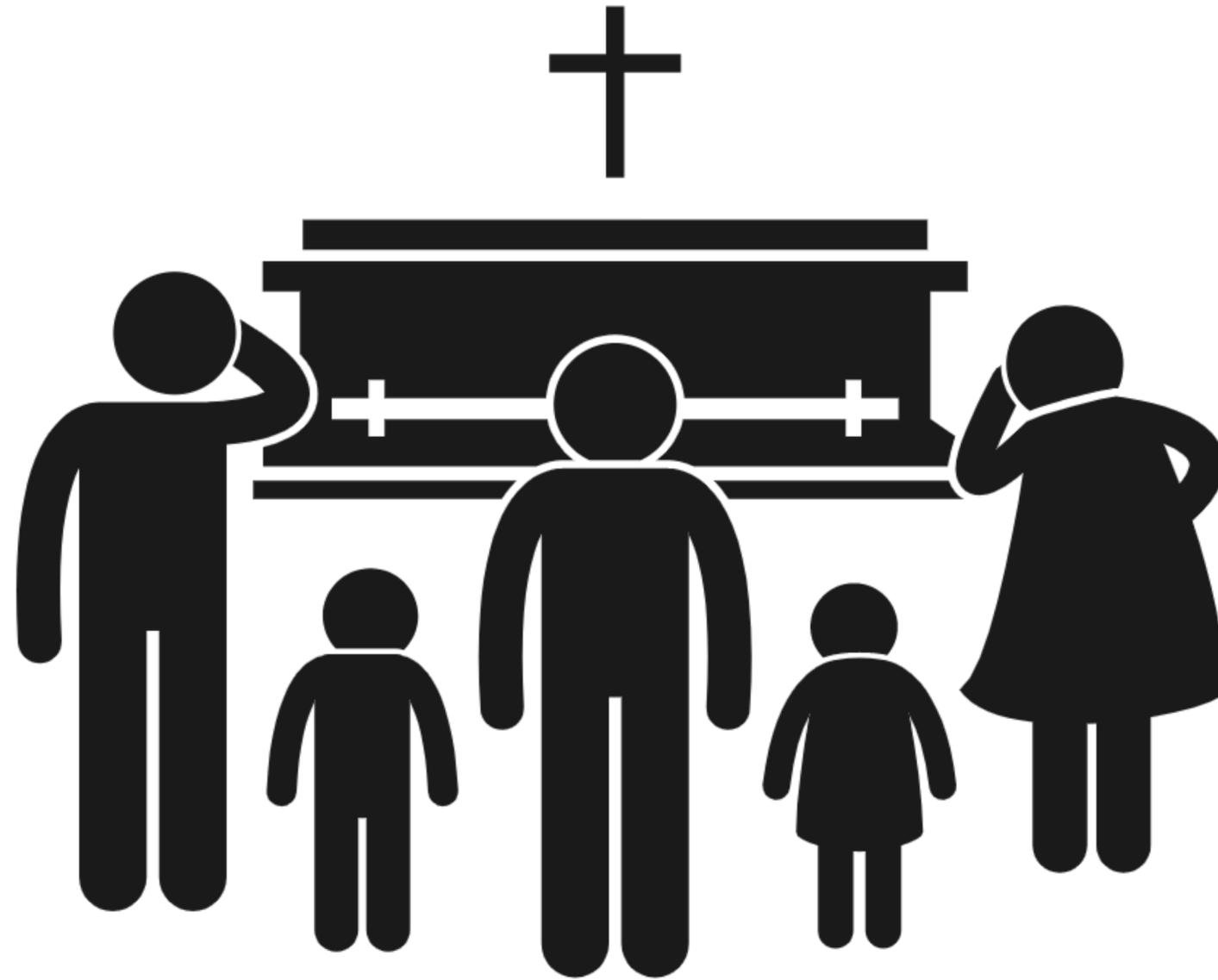
Have you taken your entropy today?



“Nothing is lost. . .Everything is transformed.”

— Michael Ende

An Expert Solution



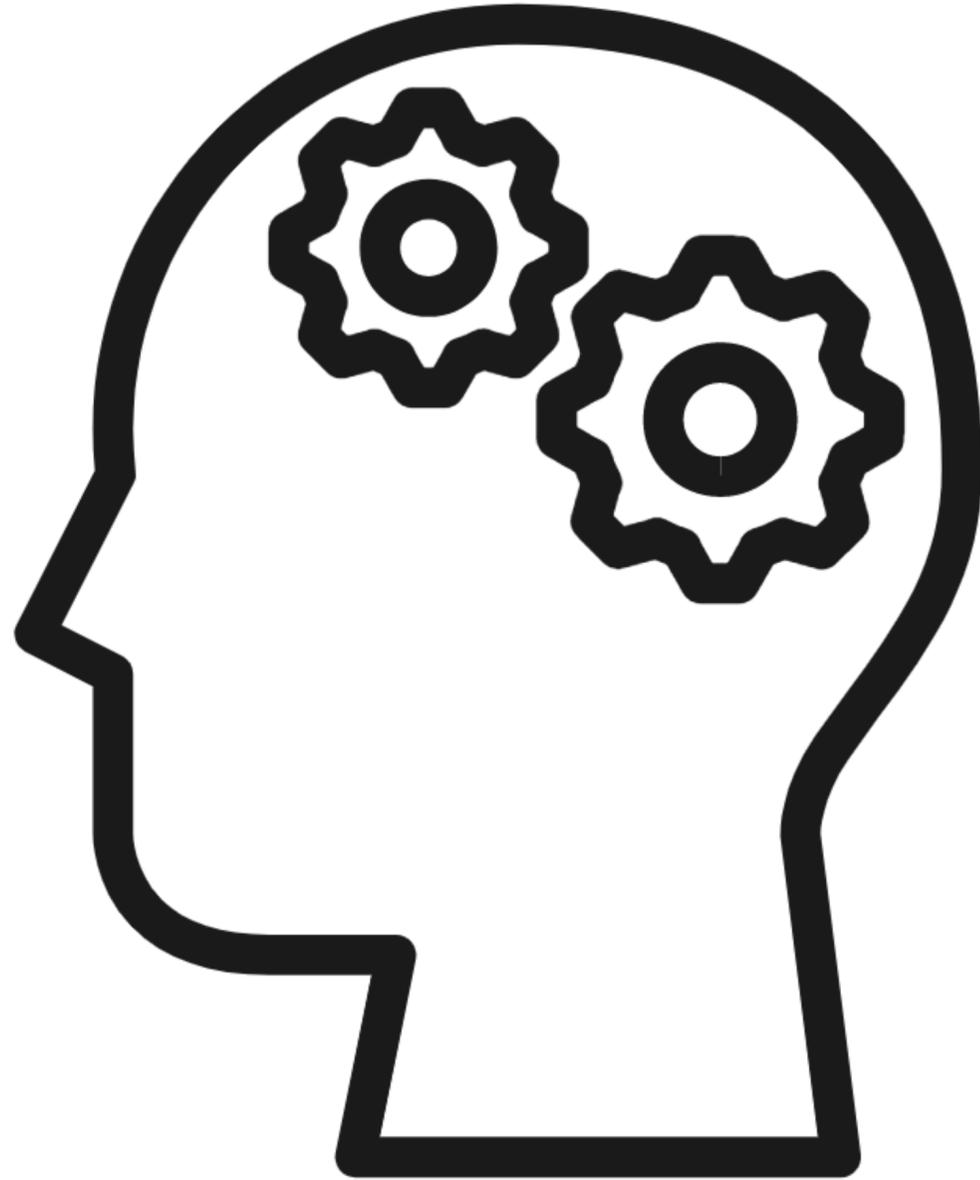
Why not just use magic?



“My greatest strength as a consultant is to be ignorant and ask a few questions.”

— Peter Drucker

Intuition and Critical Thinking



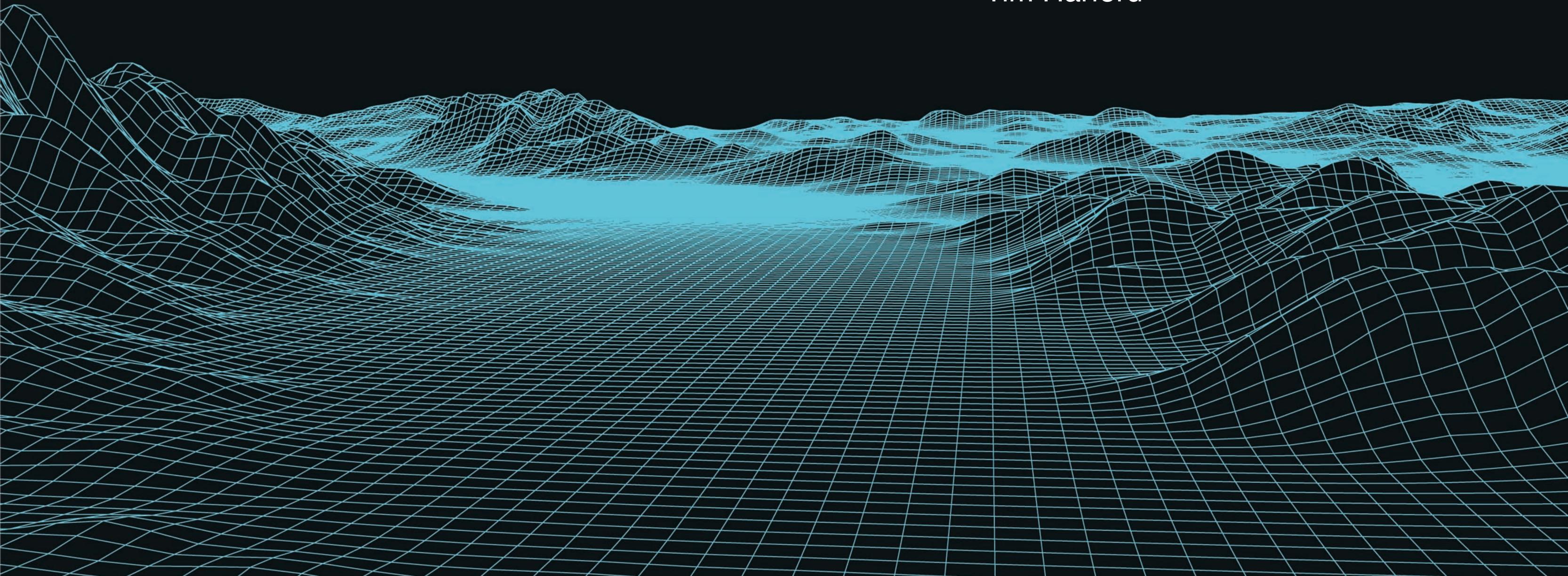
“The world makes much less sense than you think.
The coherence comes mostly from the way your mind works.”

— Daniel Kahneman

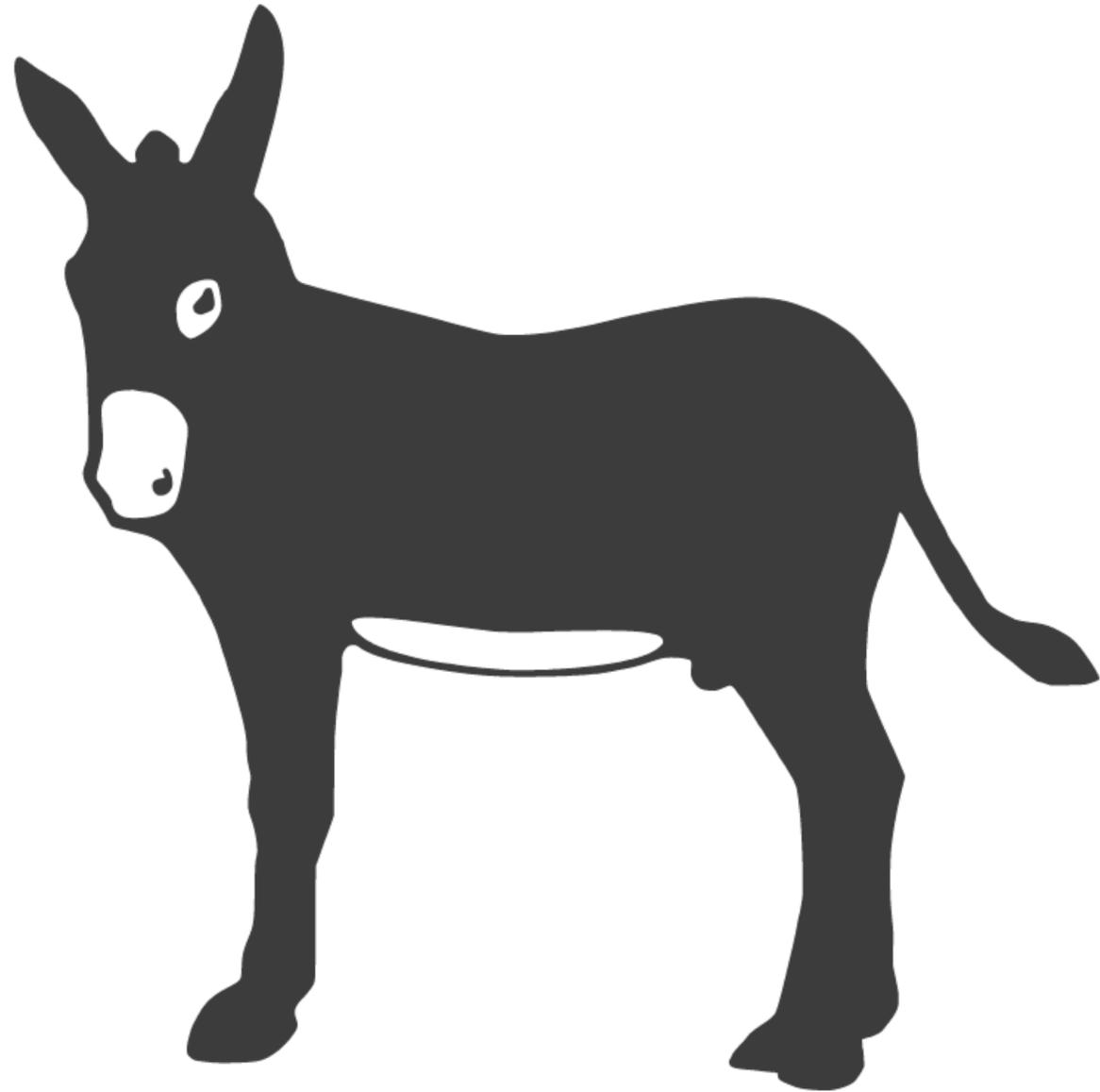
The Fitness Landscape

“Problem-solving on a contoured fitness landscape means trying to find the high peaks.”

— Tim Harford



The Donkey's Dilemma



“...a man, being just as hungry as thirsty,
and placed in between food and drink,
must necessarily remain where he is
and starve to death.”

— Aristotle, *On the Heavens*, c. 350 BC

The Metaphor of the Gray Squirrel



“Nothing happens until something moves.”

— Albert Einstein

It's all about the stressors, baby...



“True intuitive expertise is learned from prolonged experience with good feedback on mistakes.”

— Daniel Kahneman



grey squirrels

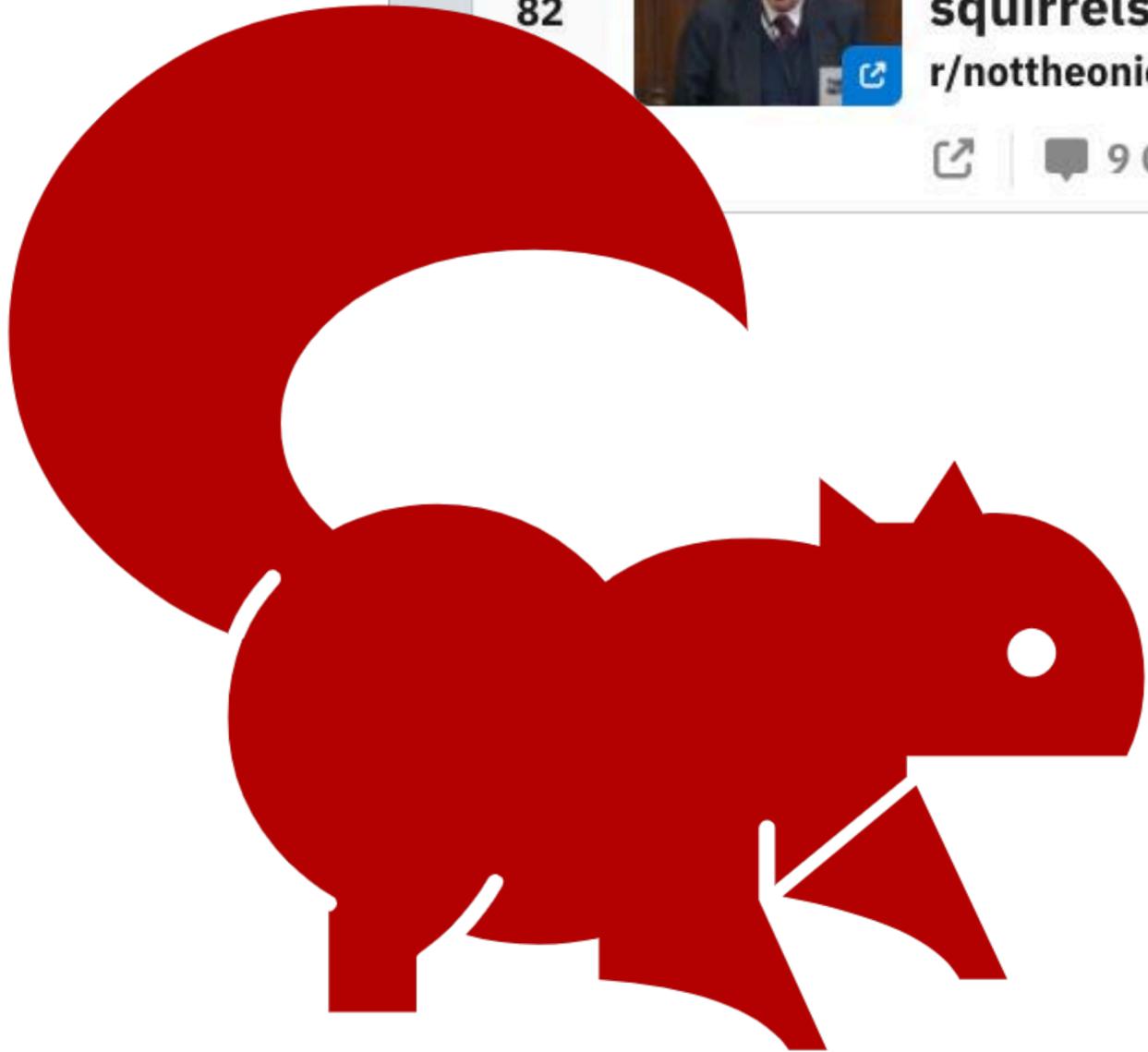
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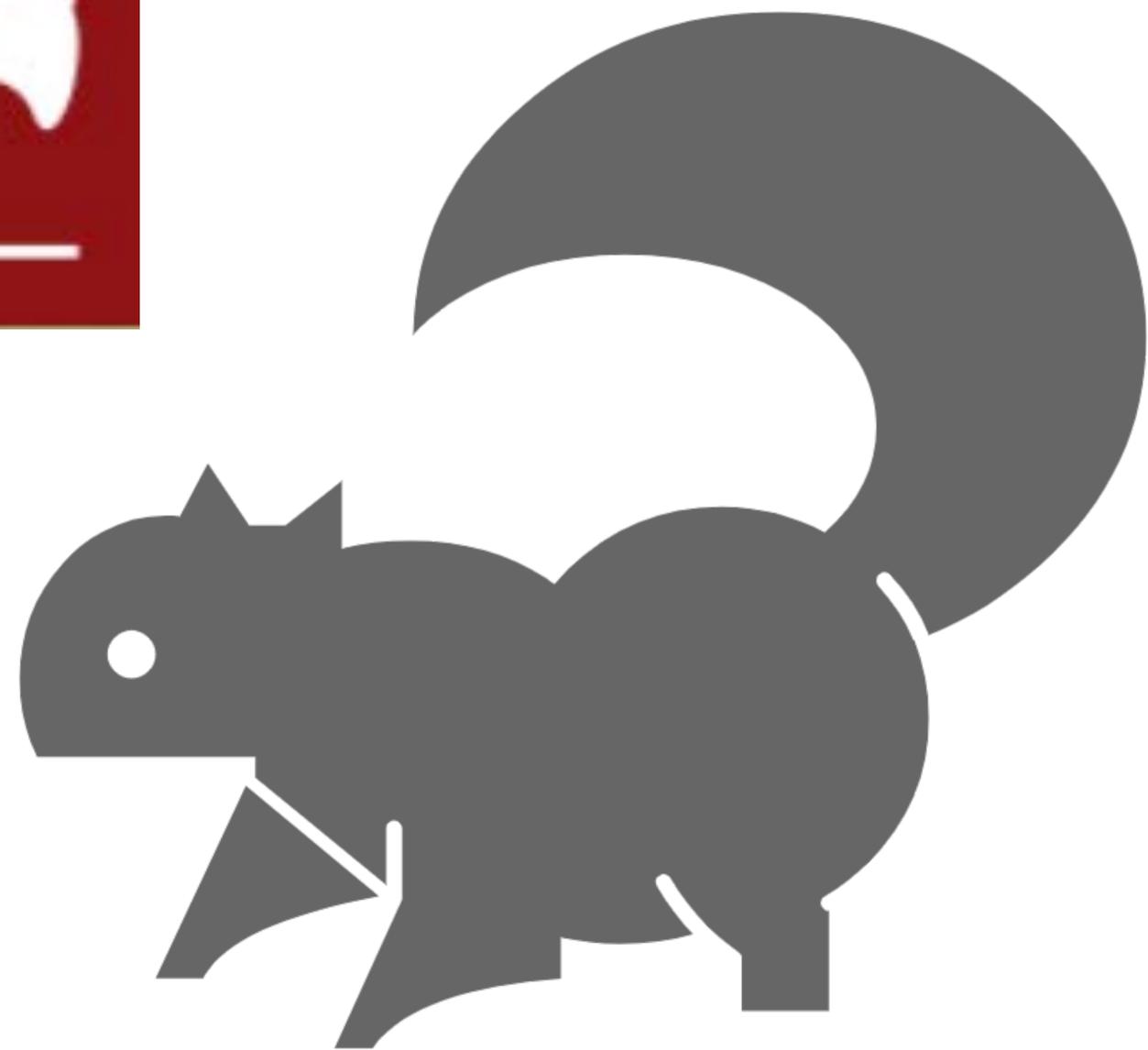
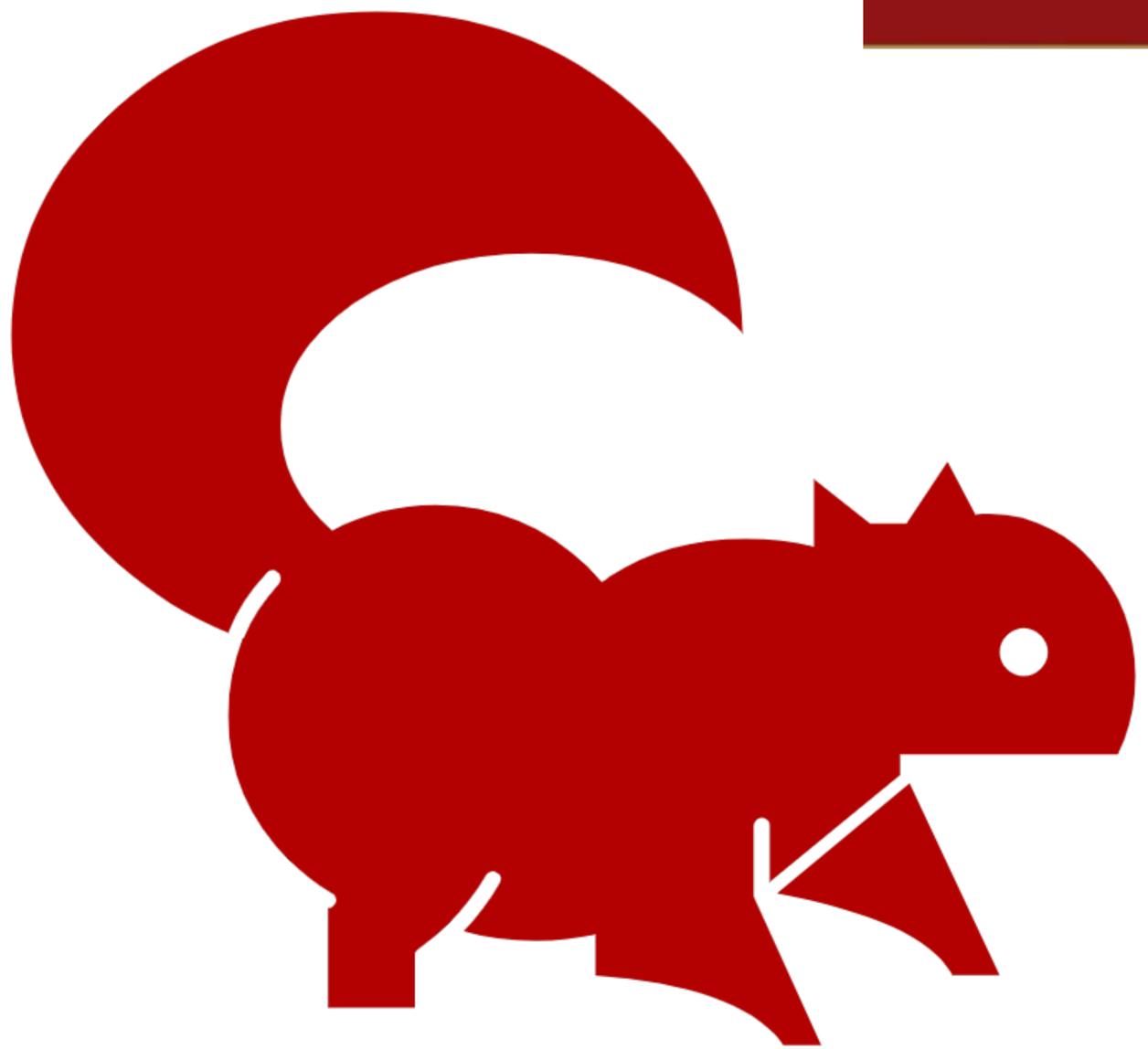


WATCH: Tory peer encourages people to eat **grey squirrels** theneweuropean.co.uk/top-st...

r/nottheonion · Posted by u/Wyxuan 2 months ago

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Root Cause Analysis

The True History of Grey Squirrels in Britain

by John Bryant, Independent Wildlife Consultant

Anti-Red Squirrel Campaigns

Deforestation for agriculture, fuel and war caused red squirrels to become extinct in Ireland and South Scotland by the early 18th century, and rare in the Scottish Highlands by the early 19th century. Reds were reintroduced to Scotland from England, and in 1793 Scandinavian Reds were brought in to save the species. In 1837, 20,000 imported red squirrels were sold in London – many of whom escaped into the wild.

Robert Burton, in his book *Animal Life* (Equinox 1991), suggests that such reintroductions might have diluted the gene-pool of the 'distinct British race of squirrel'. He wrote: 'Even before grey squirrels were introduced from America, it [the red squirrel] had been swamped by introduced continental red

and released in various parts of the country. From Woburn Park from 1880, Denbighshire, Yorkshire, Kew Gardens, Ireland and London Zoo, which were sent to Dorset.

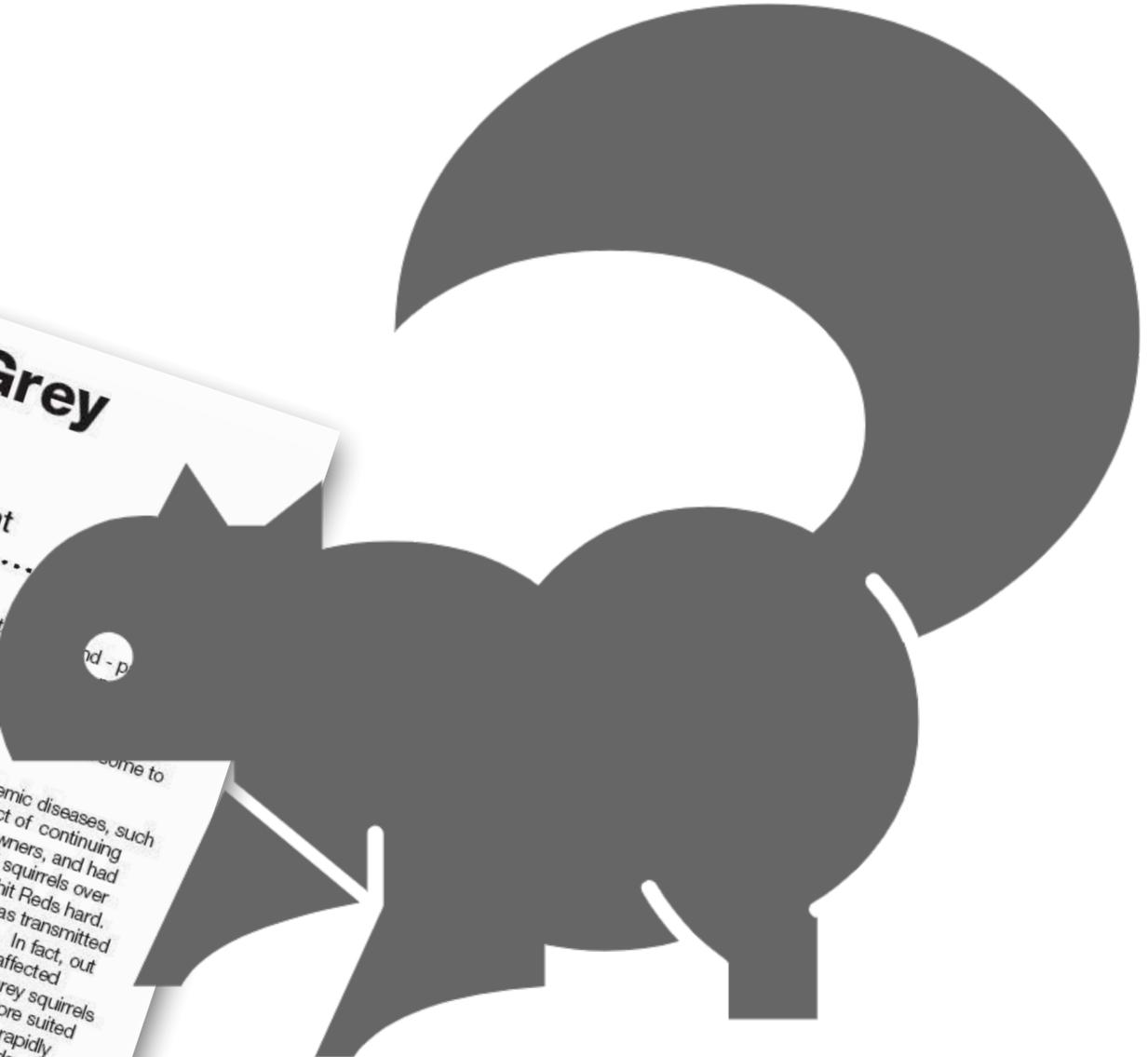
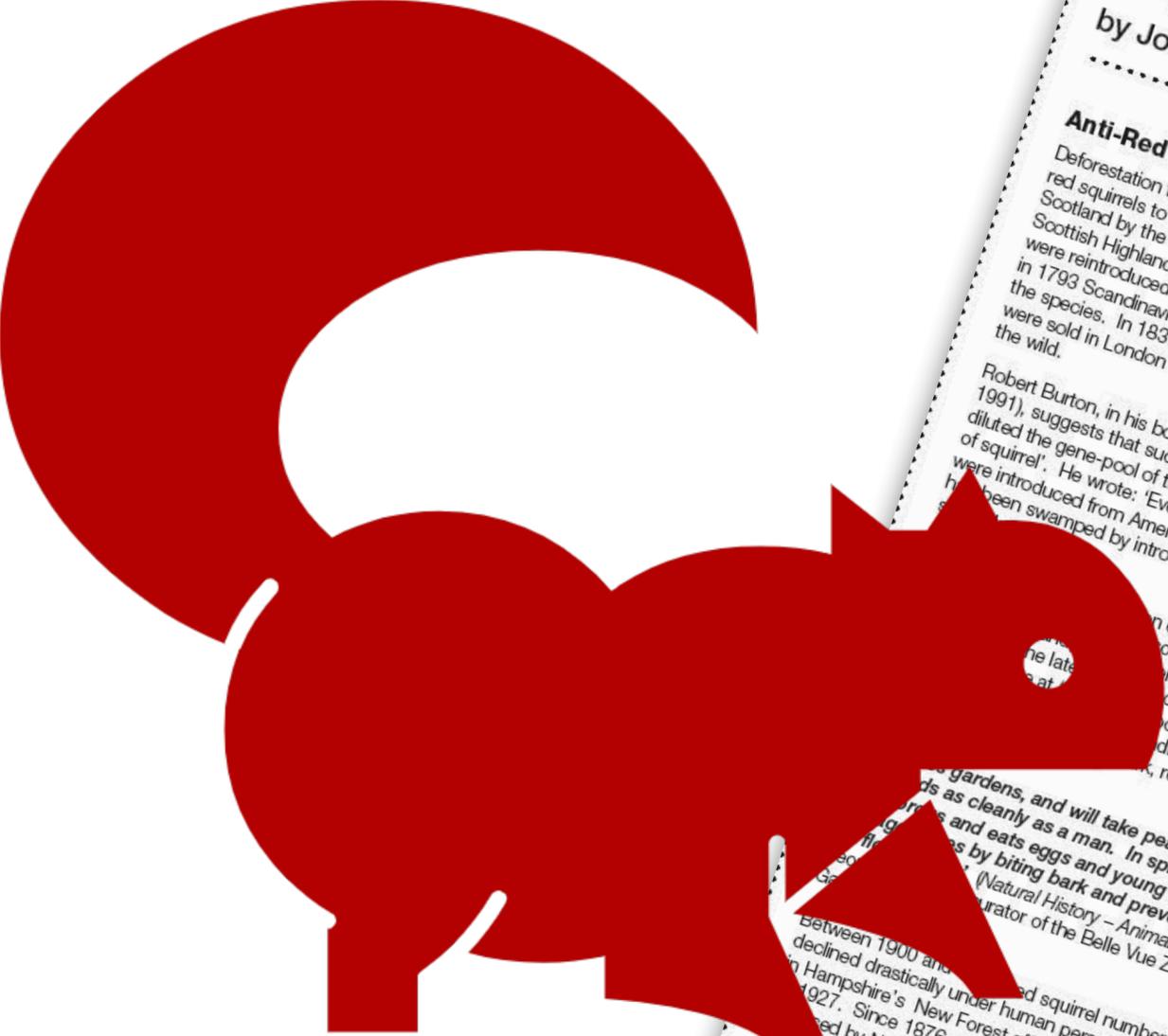
A series of hard winters and epidemic diseases, such as coccidiosis, added to the impact of continuing persecution by foresters and landowners, and had resulted in the disappearance of red squirrels over most of England. Parapoxvirus also hit Reds hard. It has been alleged that the disease was transmitted by Greys, who are immune to the virus. In fact, out of 44 districts where red squirrels were affected between 1900 and 1920, only four had grey squirrels present! However, the stronger Greys, more suited than Reds to British broadleaf woodlands, rapidly became more widely established as the Reds disappeared.

Anti-Grey Squirrel Campaigns

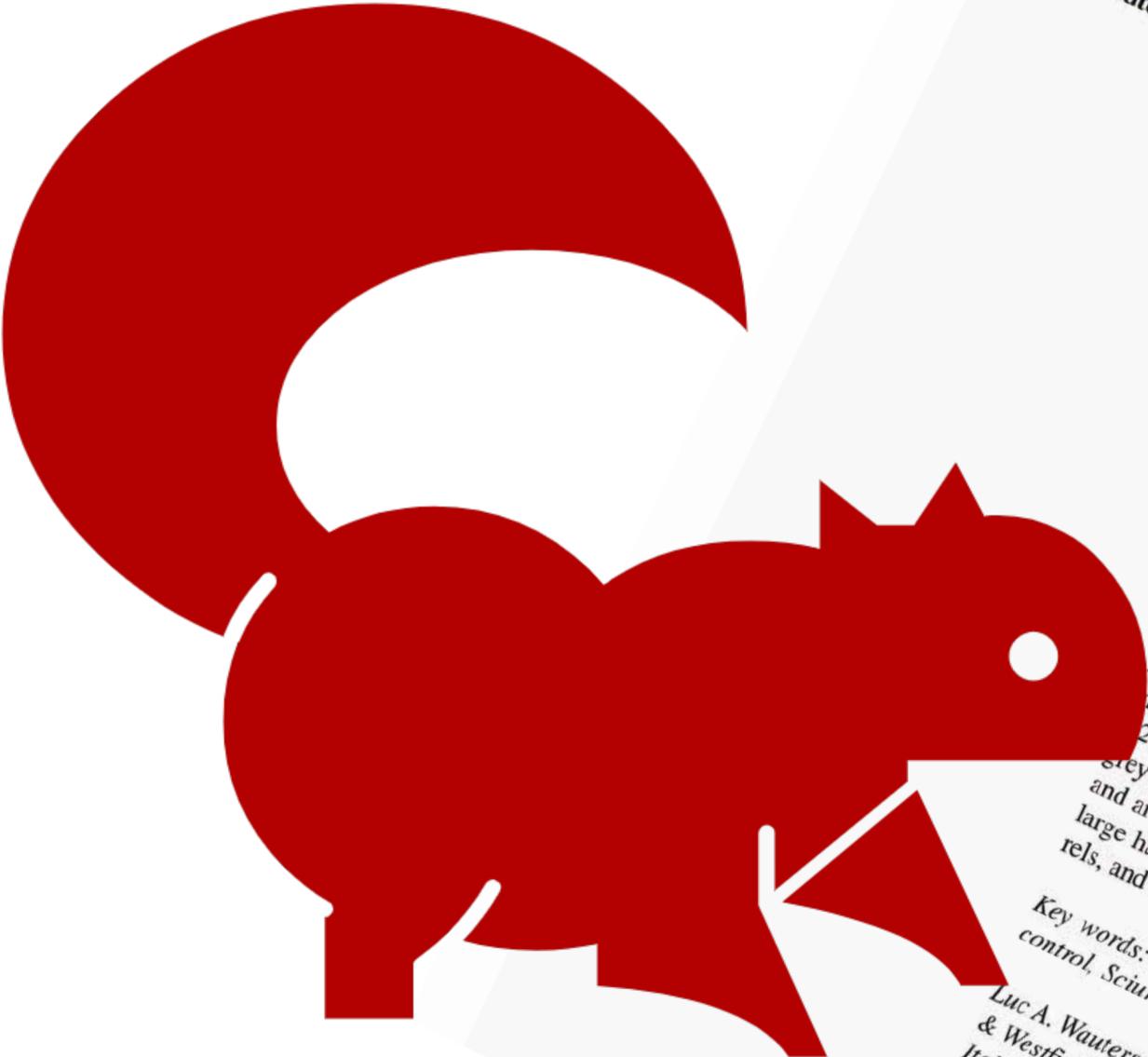
In 1931, *The Field* magazine launched an 'Anti-Grey Squirrel Campaign' and the Ministry of Agriculture, Fisheries and Food (MAFF) encouraged the destruction of the species. But by then, 10,000 square miles of Britain had been colonised. During the following six years, despite the campaign, the Grey's range doubled.

Between 1945 and 1955, County Agriculture Committees set up Grey Squirrel Clubs, which were provided with free shotgun cartridges by MAFF at taxpayers' expense. This mass culling failed to prevent grey squirrels increasing both in numbers and range, and in 1953 the Forestry Commission launched a 'bounty scheme', which encouraged the public to capture and kill grey squirrels, cut off their tails and take them to a police station to receive a shilling for each tail.

A 1953 shilling would be worth around 20p today. After three years of this subsidised culling, the 'reward' for a Grey's tail had risen to two shillings in 1957.



Root Cause Analysis



Grey squirrel *Sciurus carolinensis* management and distribution in a highly fragmented landscape
Luc A. Wauters, John Gurnell, Italo Currado & Peter J. Mazzoglio

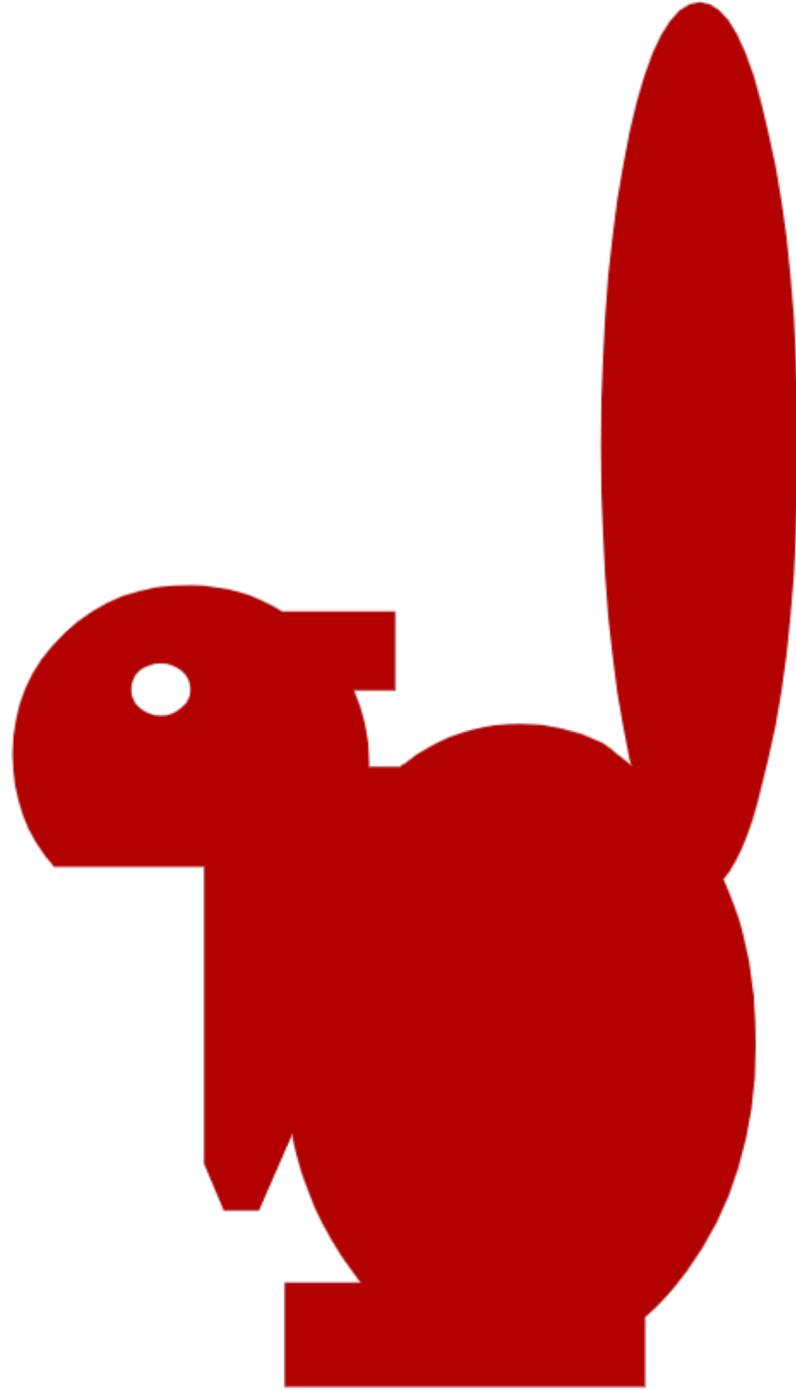
Wauters, L.A., Gurnell, J., Currado, I., Mazzoglio, P.J. (1997) Grey squirrel *Sciurus carolinensis* management in a highly fragmented landscape. - *Wildlife Management* 11, 117-124.

American grey squirrels *Sciurus carolinensis* introduced to Europe in 1948 have caused damage to commercial poplar plantations and have replaced the native red squirrel *Sciurus vulgaris* from most of the Piedmont Po-plain they currently occupy. In order to control their numbers, the current distribution and population size in the programme aiming to stop grey squirrels from further spreading and decrease their numbers, the current distribution and population size in the highly fragmented landscape of the Po-plain were studied. The probability of finding grey squirrels in woodland fragments increased with habitat quality (diversity of trees producing large, consumable seeds), woodlot size and the proportion of poplar. Adding isolation variables did not improve the fit of the logistic regression model that predicted squirrel presence was also increased with tree species diversity. An estimate of the minimum population size for all woodlots assessed for squirrel presence was 260 animals in the summer of 1996. This extrapolates to a total of ca 2,500 grey squirrels in Piedmont. Grey squirrels continue to increase their range and are getting close to the continuous mixed forests of the pre-Alps and to large hazel plantations. Control measures to stop the spread of grey squirrels, and eventually to eradicate them, should be implemented immediately.

Key words: distribution, fragmented landscape, grey squirrel, population control, *Sciurus carolinensis*, tree species diversity

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Italo Currado & Peter J. Mazzoglio, Di. Va. Biologia Applicata, Università del Piemonte Orientale, I-13100 Vercelli, Italy
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RESEARCH ARTICLE

Stress in biological invasions: Introduced invasive grey squirrels increase physiological stress in native Eurasian red squirrels

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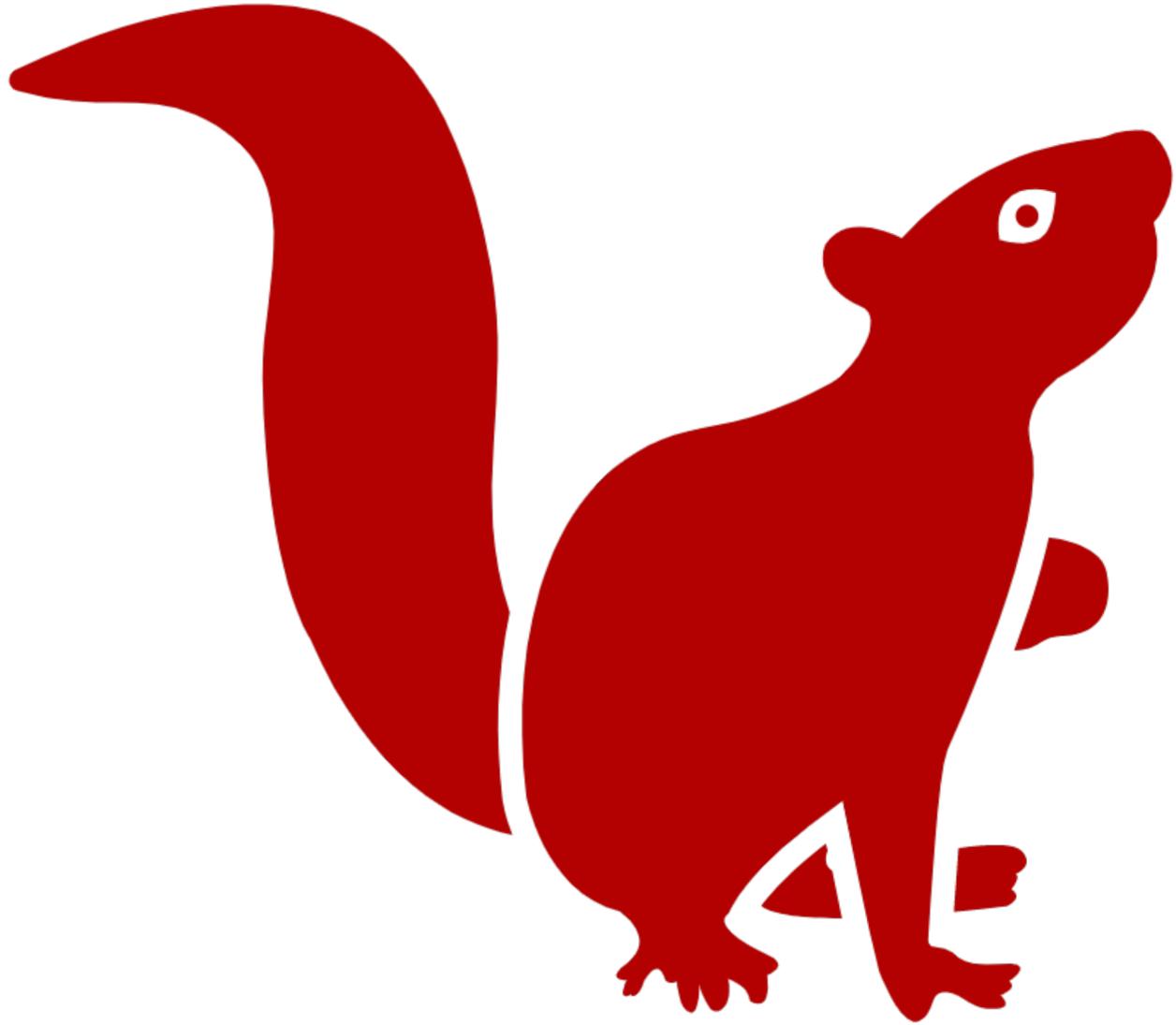
Abstract

1. Invasive alien species can cause extinction of native species through processes including predation, interspecific competition for resources or disease-mediated competition. Increases in stress hormones in vertebrates may be associated with these processes and contribute to the decline in survival or reproduction of the native species.
2. Eurasian red squirrels (*Sciurus vulgaris*) have gone extinct across much of the British Isles and parts of Northern Italy following the introduction of North American invasive grey squirrels (*Sciurus carolinensis*). We extracted glucocorticoid metabolites from faecal samples to measure whether the presence of the invasive species causes an increase in physiological stress in individuals of the native species.
3. We show that native red squirrels in seven sites where they co-occurred with invasive grey squirrels had glucocorticoid concentrations that were three times higher than those in five sites without the invasive species. Moreover, in a longitudinal study, stress hormones in native red squirrels increased after colonisation by grey squirrels. When we experimentally reduced the abundance of the invasive grey squirrels, the concentration of faecal glucocorticoid metabolites in co-occurring red squirrels decreased significantly between pre- and postremoval periods.
4. Hence, we found that the invasive species acts as a stressor which significantly increases the concentrations of glucocorticoids in the native species.
5. Given that sustained elevations in glucocorticoids could reduce body growth and reproductive rate, our results are consistent with previous studies showing that the occurrence of the invasive grey squirrel was associated with a decrease in reproductive output in red squirrels.

KEYWORDS
biological invasions impact
physiological stress

J Anim Ecol. 2018;1-11.

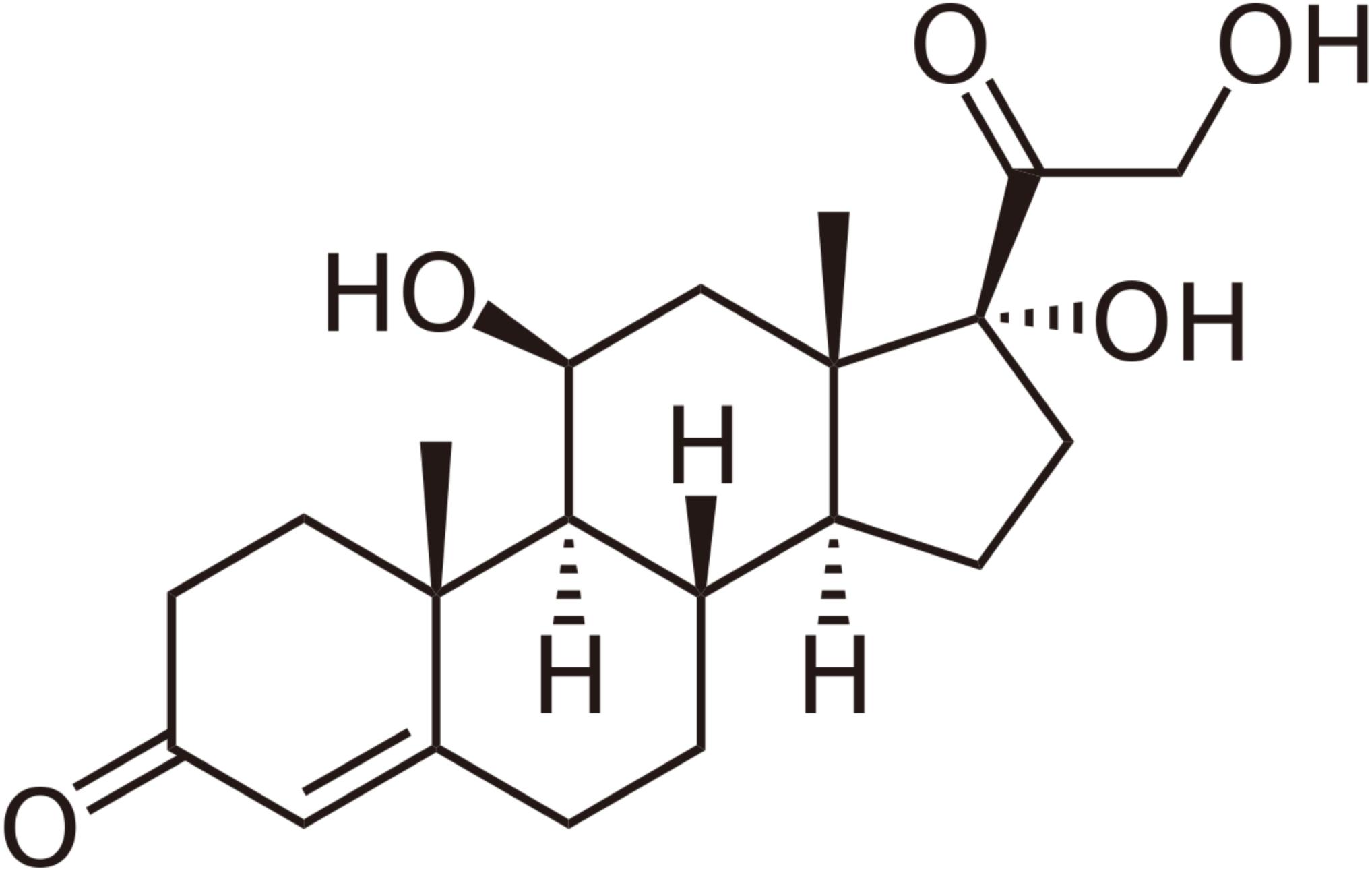
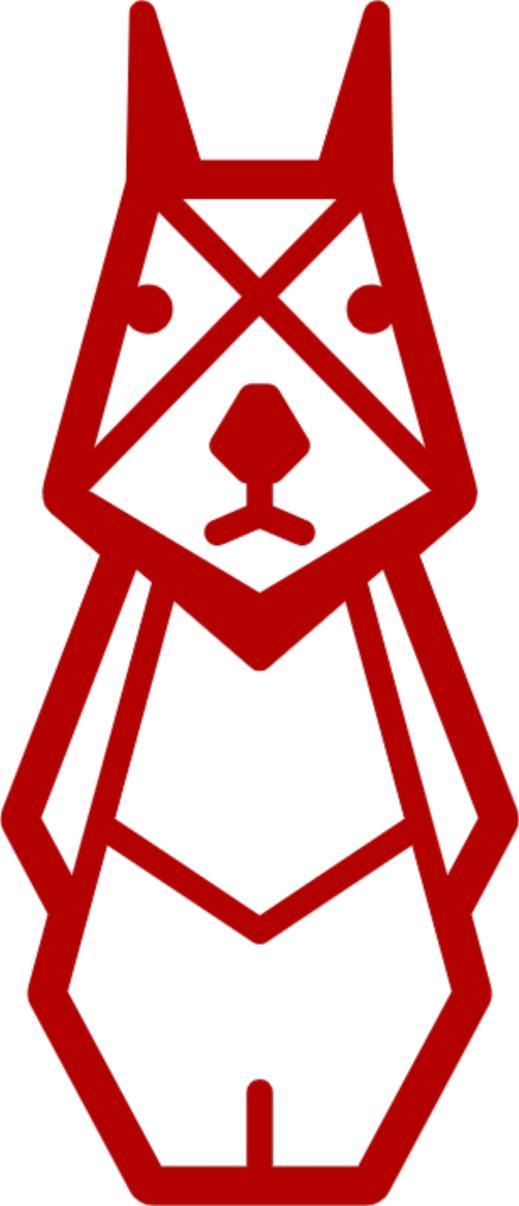
A Feedback Mechanism



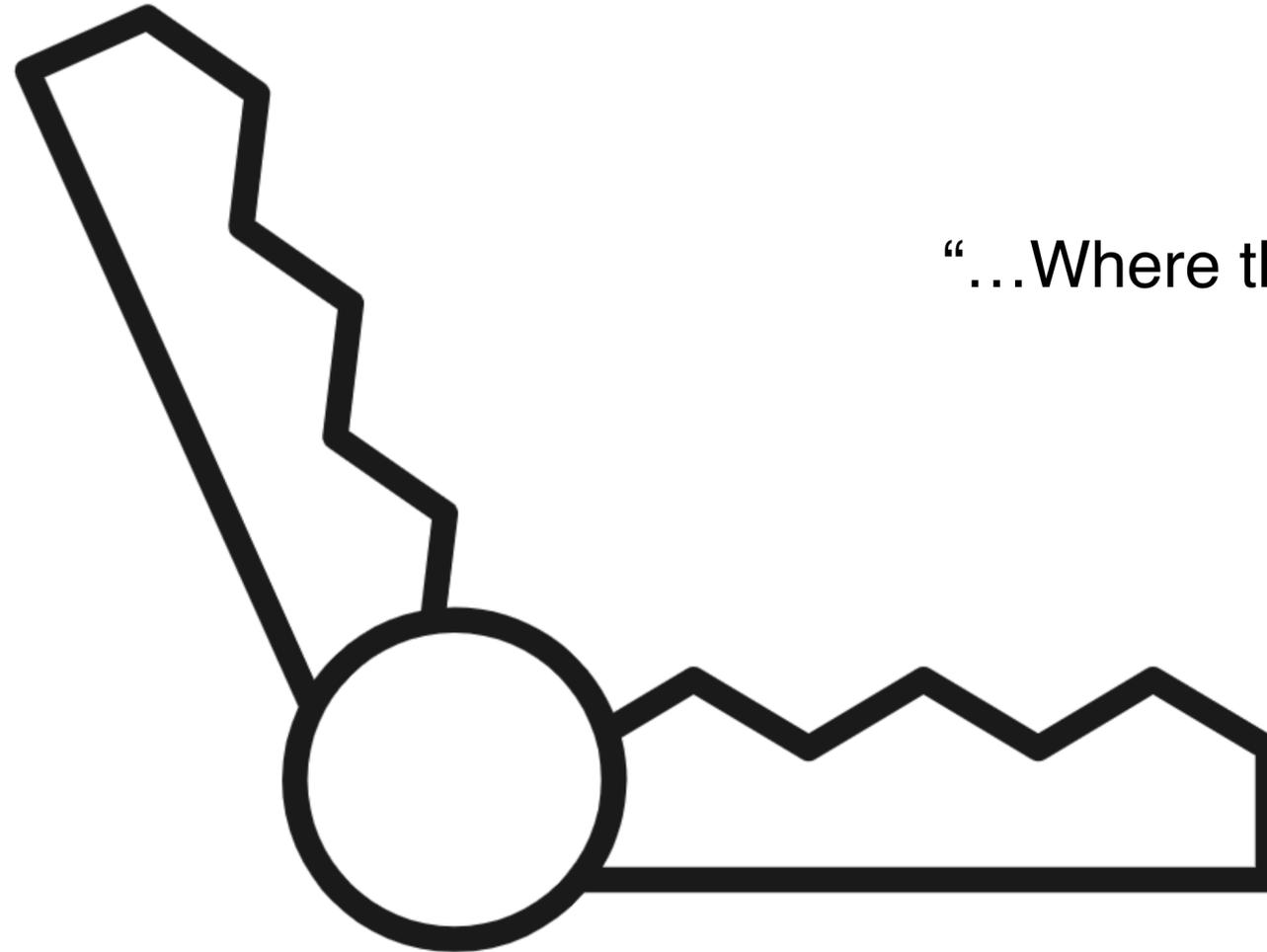
“The big problems are where people don’t realize they have one in the first place.”

— W. Edwards Deming

Glucocorticoid



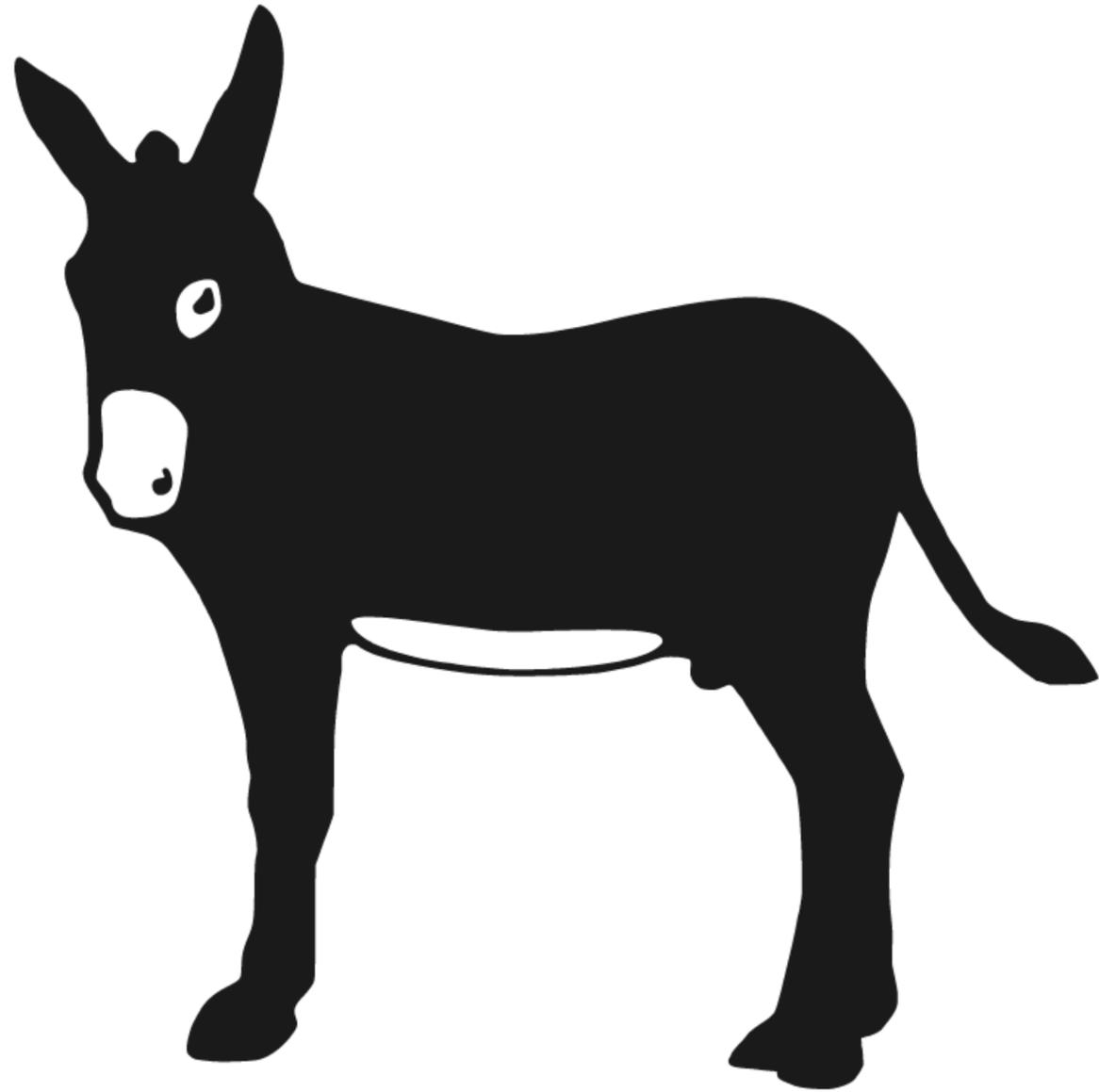
On Retrospective Narrative



“...Where there is perfection, there is no story to tell.”

— Ben Okri

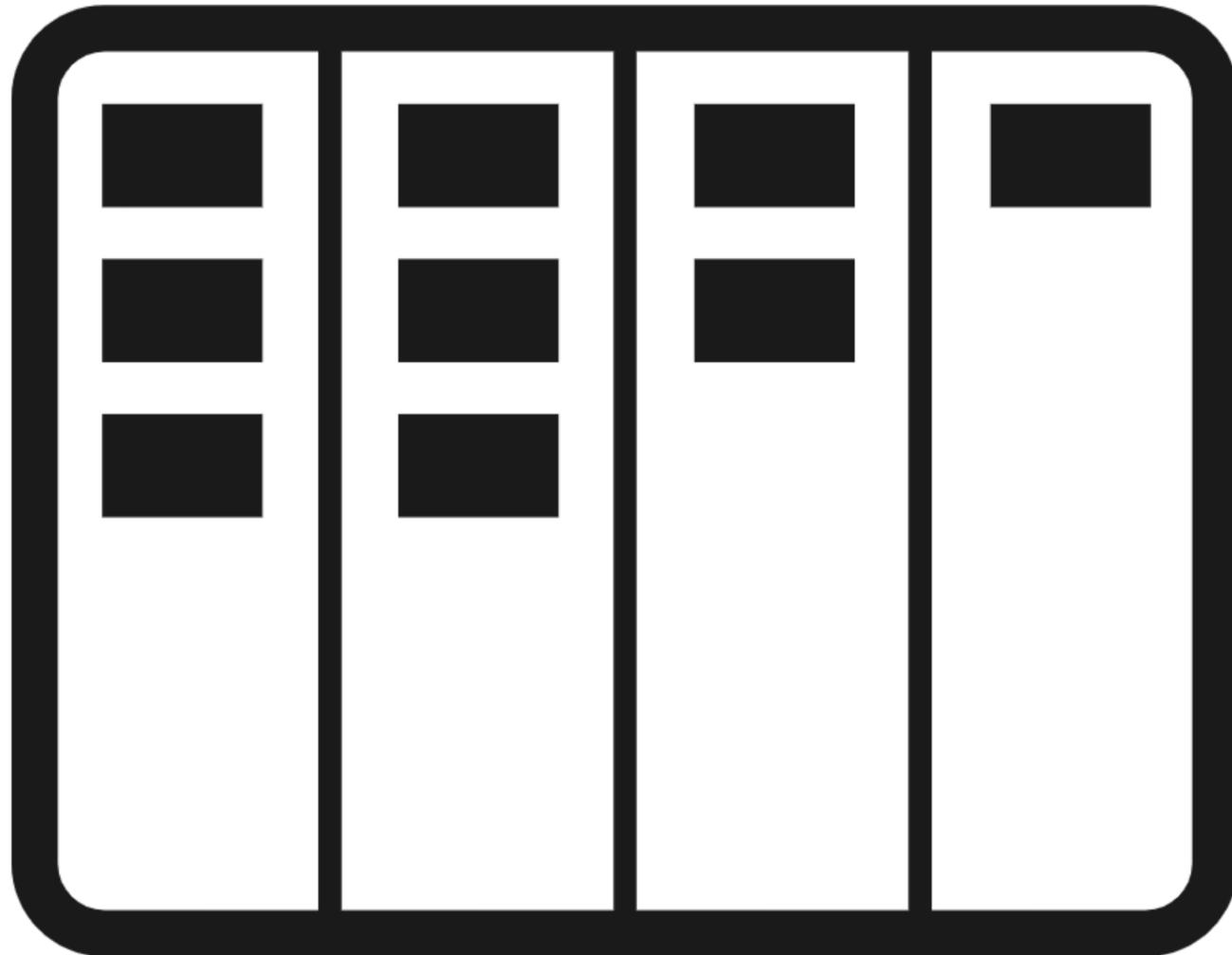
The Donkey's Dilemma, revisited



“...Ex nihilo nihil fit: Nothing comes out of nothing.”

— Gottfried Leibniz

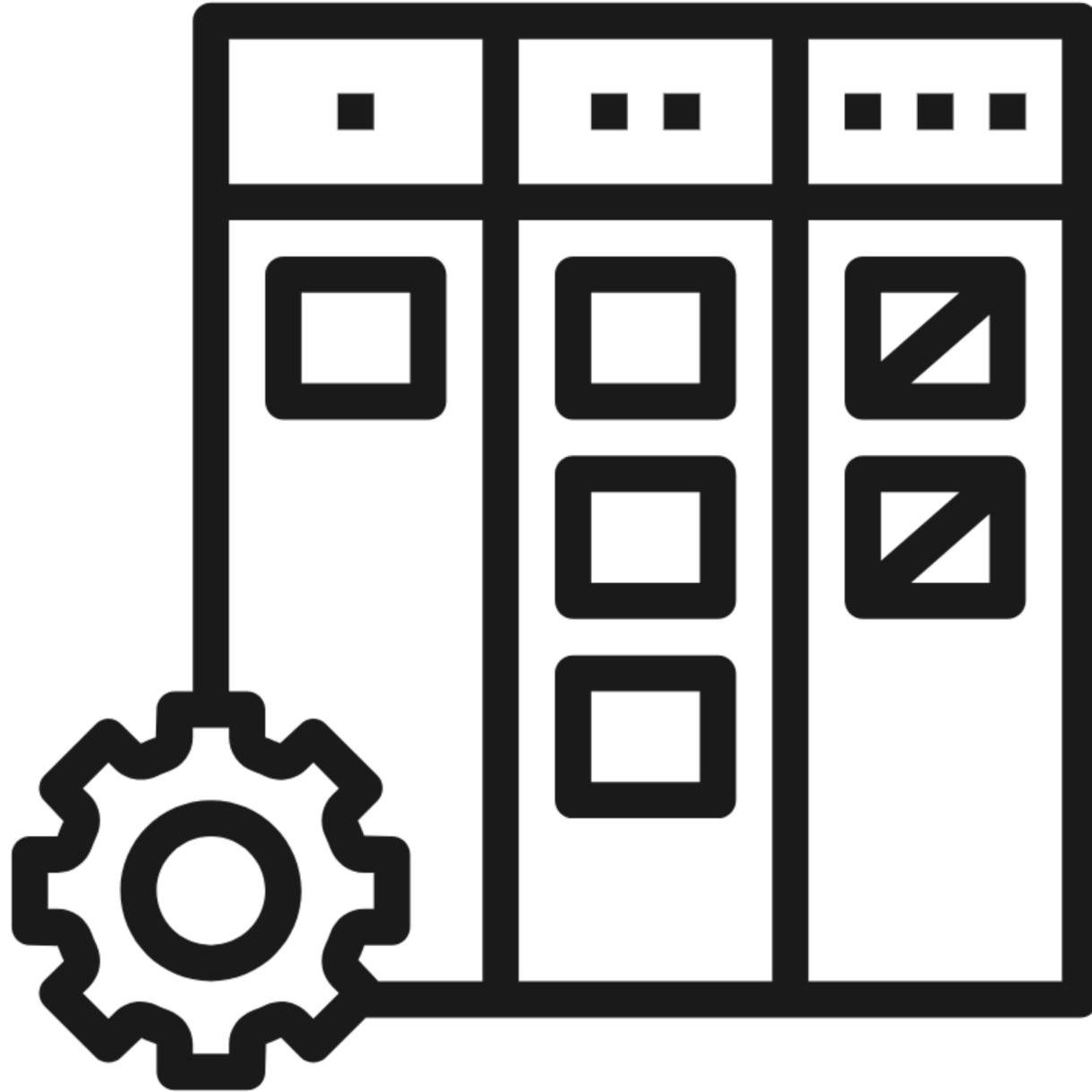
Transition vs Consolation Phases



“Developing an increased level of trust with other teams can enable the harder things.”

— David J. Anderson

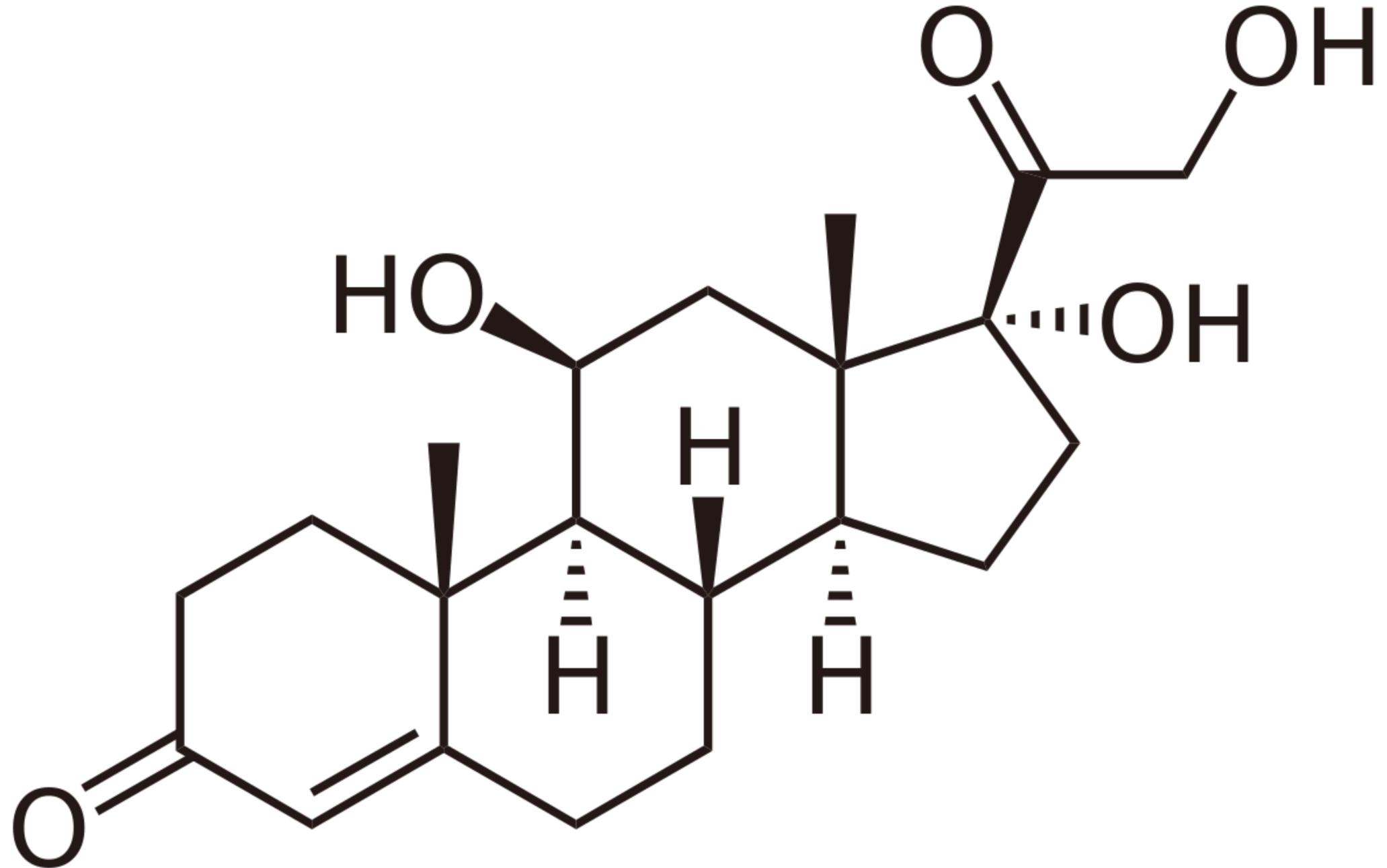
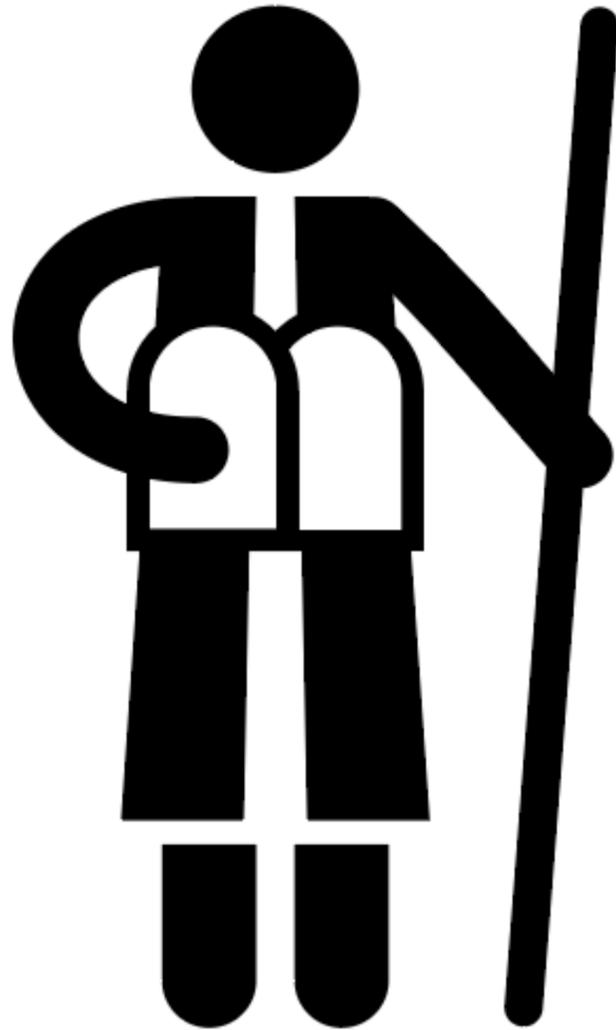
Normative vs Structural Changes



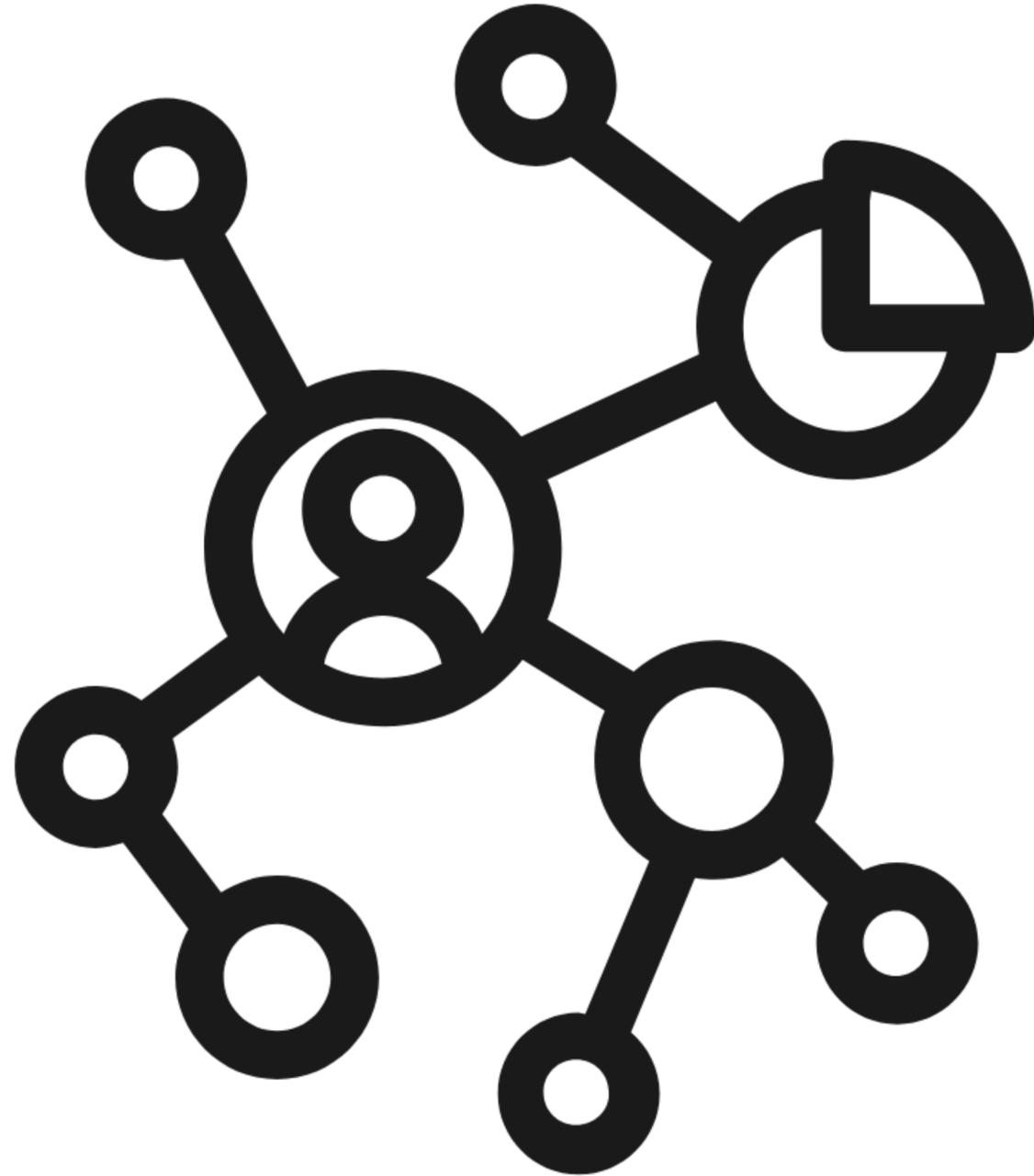
“Predictability builds and holds trust, a core Agile value, better than does delivering more with less reliability.”

— David J. Anderson

Glucocorticoid Revisited



Feedback and Scaling Frameworks



“The single biggest problem in communication is the illusion that it has taken place.”
—

— George Bernard Shaw

Phineas Gage with his Tamping Rod



From the Pull Request Edge to the P&L

“Every situation, no matter how complex it initially looks, is exceedingly simple.”

— Eliyahu Goldratt



From the Pull Request Edge to the P&L



“Every situation, no matter how complex it initially looks, is exceedingly simple.”

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