Actionable Awareness
Mark Wavle
Who is Scrum.org

Ken Schwaber
Scrum.org Founder, Chairman and Co-creator of Scrum

Consistent Global Community

Helping people and teams solve complex problems

Scrum.org
The Home of Scrum

TRAINING
CERTIFICATION
ONGOING LEARNING
THOUGHT LEADERSHIP

©1993 – 2020 Scrum.org All Rights Reserved
Quick Guidelines

- Your microphones will be muted throughout
- Please ask questions!
  - Type questions into the webinar questions box:
  - Type comments into the webinar comments box:
Mark Wavle PST, CBAP
mark.wavle@insight.com

• National Agile Lead at Insight Digital Innovation
• Agile Coach
• Musician & worship leader
• From all over Ohio
At Insight, we help clients seek out and deliver value in complexity and uncertainty.

From Scrum and Kanban practices to cultural shifts and leadership approaches, we support the whole Agile journey.

We have deep experience and a breadth of offerings.

With over 100 certified Agile professionals, we offer a full range of Agile consulting, from assessments and coaching to training and product delivery.

We meet you where you’re at.

We evaluate where you’re at on your Agile journey, provide valuable insights, and partner with you to reach the next level of agility.

Everything we do, we can teach you to do.

Our mission is to enable your success in owning your own agility by developing and delivering valuable products.
How I got here
From Awareness to Action

Awareness
We only see what we’re looking for.

Analysis
We assume we know why things are happening and what’s important.

Action
We use the tools and techniques we’re comfortable with.
From Awareness to Action

**Impeding Influence**

- We only see what we’re looking for.
- We assume we know why things are happening and what’s important.
- We use the tools and techniques we’re comfortable with.

**Enabling Influence**

- We observe what’s really happening.
- We openly consider our interpretations.
- We select the most impactful actions.
From Awareness to Action

**Awareness**
- We only see what we’re looking for.

**Analysis**
- We assume we know why things are happening and what’s important.
- We use the tools and techniques we’re comfortable with.

**Action**

**Impeding Influence**
- We observe what’s really happening.
- We openly consider our interpretations.

**Enabling Influence**
- We select the most impactful actions.
Benefits

- Deepens insights into situations
- Builds connection and trust
- Increases the impact of your interactions
- Supports teaching and mentoring
- Reveals empirical evidence
- Enables continuous improvement
Awareness to Act
Unlock Your Influence

In today’s fast-paced world, we can be quick to act without taking time to observe and process. We’ve created this journal to allow your mind to breathe.

Use these tools to develop your awareness, analyze situations and select the best actions. All it takes is three steps.

1. AWARENESS
   Observe what’s really happening

2. ANALYSIS
   Openly consider interpretations

3. ACTION
   Select the most impactful actions

For a free copy of the tool, email mark.wavle@insight.com
Awareness

Observe what’s really happening
The awareness problem

Assumptions

Conclusions

Evidence  Evidence  Evidence  Evidence  Evidence
“Your assumptions are your windows on the world. Scrub them off every once in a while, or the light won't come in.”

— Isaac Asimov
Observation
“Reading the Room”

What's said
Expressions
Volume
Lack of expression
Body language
Spacing
Tone
What's not said
## Awareness polluters

<table>
<thead>
<tr>
<th>Inside View</th>
<th>Connecting Cause</th>
<th>Evaluation</th>
<th>Exaggeration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumes things inside someone that are not directly observable</td>
<td>Assumes causes and connections between observed actions</td>
<td>Judges an observed action with a label or comparison</td>
<td>Over- or under-states what has been observed at the time</td>
</tr>
</tbody>
</table>

**Avoid Thoughts and emotions**

**Avoid “because”**

**Avoid “good,” “bad,” “too...”**

**Avoid “always,” “never,” “hardly”**

**Example**

Manesh was angry with Sharon.

Example

Manesh raised his voice because Sharon shook her head.

Example

Manesh spoke too loudly.

Example

Manesh always argues with Sharon.
## Awareness practice

<table>
<thead>
<tr>
<th>Inside View</th>
<th>Connecting Cause</th>
<th>Evaluation</th>
<th>Exaggeration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumes things inside someone that are not directly observable</td>
<td>Assumes causes and connections between observed actions</td>
<td>Judges an observed action with a label or comparison</td>
<td>Over- or under-states what has been observed at the time</td>
</tr>
</tbody>
</table>

Is this observation clean or polluted?

“José was annoyed with Shawna.”

What would be cleaner?

“José rolled his eyes.”
Awareness practice

Is this observation clean or polluted?

“Kayla mentioned the team working agreements twice.”

Clean!

Inside View
Assumes things inside someone that are not directly observable

Connecting Cause
Assumes causes and connections between observed actions

Evaluation
Judges an observed action with a label or comparison

Exaggeration
Over- or under-states what has been observed at the time
Awareness practice

Is this observation clean or polluted?

“April constantly interrupted everyone.”

What would be cleaner?

“April interrupted Steve twice.”

Inside View
Assumes things inside someone that are not directly observable

Connecting Cause
Assumes causes and connections between observed actions

Evaluation
Judges an observed action with a label or comparison

Exaggeration
Over- or under-states what has been observed at the time
Awareness: first step

Clean observation

Capture “clean observations” of at least one situation.

Write them down or type them up.

Capture things as a video recording would... ...things that are prove-able in a court of law.
Other awareness steps

Focus on one sense
• Look away and just listen for a minute. Or, stop listening and just see what’s happening visually.

Confirmed observation
• Reflect your observation back, inviting correction

Outside observer
• Ask someone outside of the context to observe an interaction, then compare your observations with theirs
Analysis

Openly consider interpretations
The analysis problem

Assumptions

Conclusions

Observation

Observation

Observation

Observation

Observation

Observation
The analysis solution

Assumptions

Conclusions

Express openly

Explore alternatives

Consider impacts and importance
Analysis: first step

1) Write down your initial assumptions about the situation you observed, using the seed phrase, “I wonder if...”

2) Identify alternative possibilities, using “I wonder if...”

3) Consider the impacts.

4) Identify the most important items.
Analysis practice

If you were observing a team and someone was silent the whole time...

What is the most likely reason that comes to your mind?

What are alternative possibilities?
Other analysis steps

Reflect first
• Arouse your curiosity. Look to be surprised by what’s in the observations.
• What am I curious / concerned / excited about?

Identify unknowns
• Consider what you don’t know.

Outside perspective
• Ask someone outside of the context to review your observation journal and provide their perspective and questions.
Other analysis steps

Consider impacts on agreed standards
• What are the impacts on team working agreements, the Scrum framework, Definition of Done, etc.

Compare and contrast with a baseline
• What is similar and different from previous observations?

Impacts of previous actions
• Do any of the observations reflect impact from previous actions you’ve taken?
Action

Select the most impactful actions
Filtering our tools
Filtering our tools
Action: first step

For the most important items from your analysis:

1) Express the desired impact of your action.

2) Identify the most effective action you can take to have that impact.
Actions to consider

- Teach
- Mentor
- Coach
- Reflect
- Get help
- Escalate

To learn more:
- Observe again
- Check assumptions
- Inquire
Other action steps

Measure impact
• What can you measure that will indicate the action is having an impact?

Hypothesis statements
• I believe by [action], it will [impact] which will be observed by [measure]

Environmental enablers
• How could the environment be shifted to support and enable the desired behavior?
Closing

Wrapping up
Final thoughts

- Start by slowing down
- Look for the positive
- It’s better in community
Over two decades, we developed a proven approach to early Scrum Master development

An Empirical Approach
We ran experiments to find repeatable ways to grow effective Scrum Masters.

A Lean Approach
Investing in the first year of Scrum Master development has a strong ROI. We found it equivalent to several years of practical experience.

An Agile Approach
We frequently inspect and adapt our Scrum Master development tools and they will expand and react to your feedback.
Awareness to Act
Unlock Your Influence

In today’s fast-paced world, we can be quick to act without taking time to observe and process. We’ve created this journal to allow your mind to breathe.

Use these tools to develop your awareness, analyze situations and select the best actions. All it takes is three steps.

1. AWARENESS
   Observe what’s really happening

2. ANALYSIS
   Openly consider interpretations

3. ACTION
   Select the most impactful actions

For a free copy of the tool, email mark.wavle@insight.com
Questions
Each role has a clear Learning Path

- **Product Owner**
- **Development Team**
- **Scrum Master**
- **Agile Leaders**

**Product Owner Learning Path**

Understanding and Applying the Scrum Framework / Empiricism

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
https://www.scrum.org/pathway/agile-leader-learning-path
Connect with the Scrum.org community

Forums
Scrum.org /Community

Twitter
@scrumdotorg

LinkedIn
LinkedIn.com /company/Scrum.org

Facebook
Facebook.com /Scrum.org

RSS
Scrum.org/RSS

Scrum.org Blog
Insights from Scrum.org’s community of experts

SCRUM PULSE
A free monthly webinar by Scrum.org Professional Scrum Trainers addressing common challenges faced by the software profession.
Thank you!