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The Home of Scrum

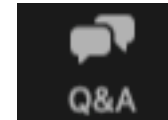
How To Respond When There Is Resistance To Agile Ways Of Working

Tony Lee and Ravi Verma

23rd August 2023

Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
 - Submit questions by selecting the Q & A icon:



Who is Scrum.org

Mission:
*Helping People and
Teams Solve
Complex Problems*



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



Tony Lee

- Background

- Software Engineering → Entrepreneur
→ Team Lead, Manager → Trainer/Consultant → ...

- Industry Experience:

- Telecom, Wireless Communication, Unified Communications, Education, Social Media, Healthcare, Localization

- Certifications

- Scrum.org PST, PMI-PMP/ACP, SAFe 5 SPC, ...



scrum.org/tony-lee



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calendly.com/HowAgile

Ravi Verma

- **Founder & CEO:** [SmoothApps](#), [Al Dente](#)
- **Giving Back:** [Agile For Patriots](#)
- **Background:** Software Developer → Manager → Entrepreneur

- **Industry Experience:**



Fintech



Travel



Healthcare



Media



Networking



Telecom

And
MORE!

- **Organizational Size:** 10 to 10,000
- **Certifications:** PST, CPCC, CRP, TBR
- **Education:** Bachelors in Computer Science & Engineering, Masters in Entrepreneurship



smoothapps.com



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214-785-5570



Your Agenda (Intent)...

- Almost 400 responses...

Webinar Registration

First Name*

This field is required.

Last Name*

Email Address*

Country/Region

What is one example of resistance you are facing that you would like to get some help with in the webinar?

Information you provide when registering will be shared with the [account owner](#) and host and can be used and shared by them in accordance with their Terms and Privacy Policy.

Register



Our Agenda (Intent)...

- 9 step approach for navigating resistance to Agile ways of working.
- Based on the Co-Active coaching model and our lived experience.
- Results from clients.
- Resources for continue learning.



Our Agenda (Intent)...



Our Agenda (Intent)...



Approach...

1. Actors
2. Role play
3. De-brief
4. 9 step approach
5. Polls / Q&A
6. Resources
7. Next Steps



Expectations...

1. Ideas
2. References
3. Future Role plays
4. 1x1 Coaching
5. Coaching Cohort



Specific resistance...

- Specific outcome
- Specific “resister”



*“People do not resist change –
people change all the time.*

*What people resist
is having others
impose change on them.”*

- Margaret Wheatley

Our Requests...

- Be curious
- Be playful
- Be vulnerable
- Be open
- Be present





An Engineering Manager under the gun to deliver an annual goal, key delivery commitment, that is running behind schedule after the project started six months ago.

Tony – Engineering Manager



Ravi – “Technical Scrum Coach”

Business boss has hired a “Technical Scrum Coach” to assist the engineering delivery schedule and execution.





Tony – Engineering Manager



Ravi – “Technical Scrum Coach”



*What did
you notice?*

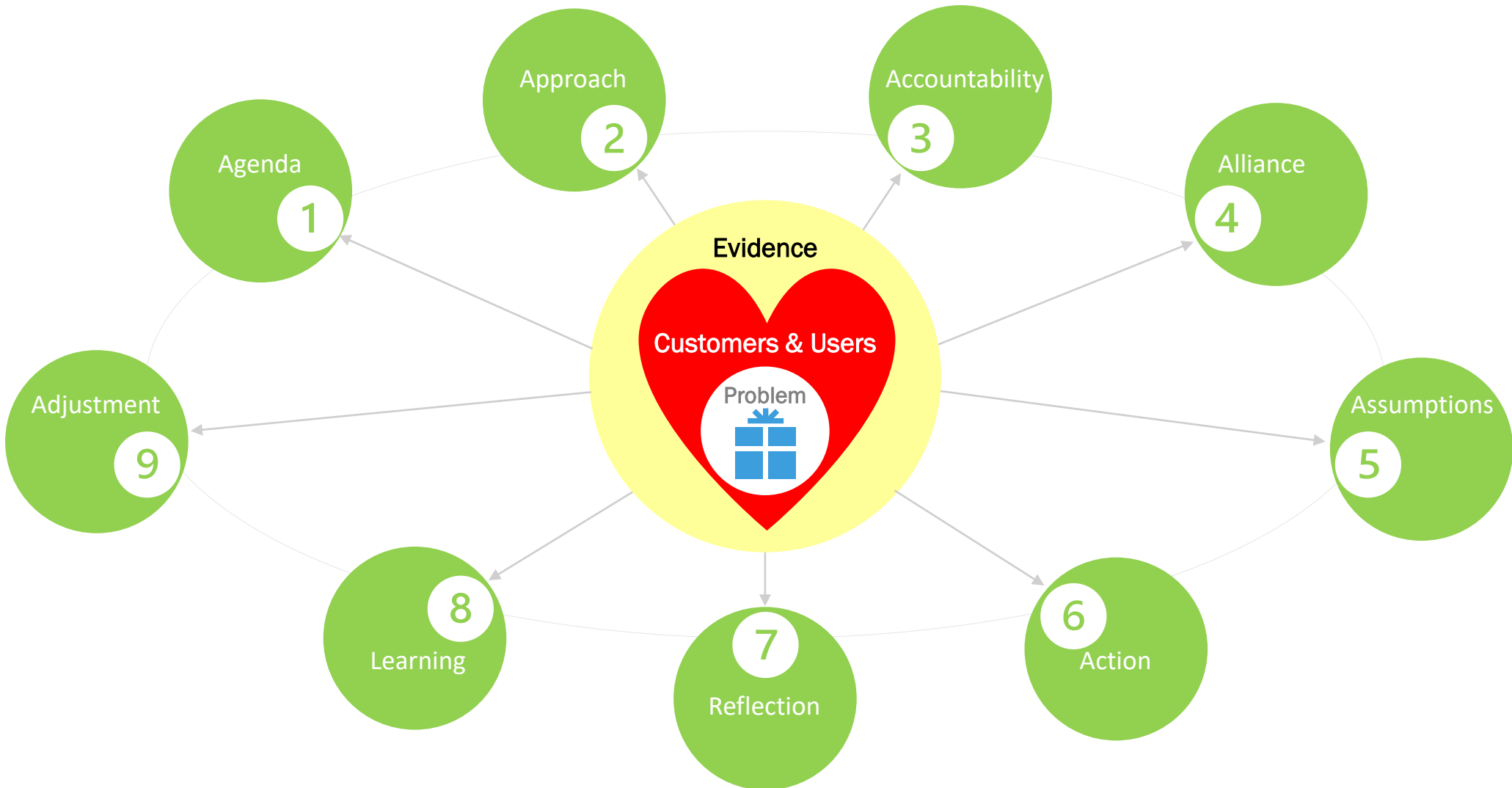
9 STEP FRAMEWORK: HOW TO RESPOND TO RESISTANCE TO AGILE WAYS OF WORKING



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9 STEP FRAMEWORK: HOW TO RESPOND TO RESISTANCE TO AGILE WAYS OF WORKING

Which of these did you notice in the role play?





An Engineering Manager under the gun to deliver an annual goal, key delivery commitment, that is running behind schedule after the project started six months ago.

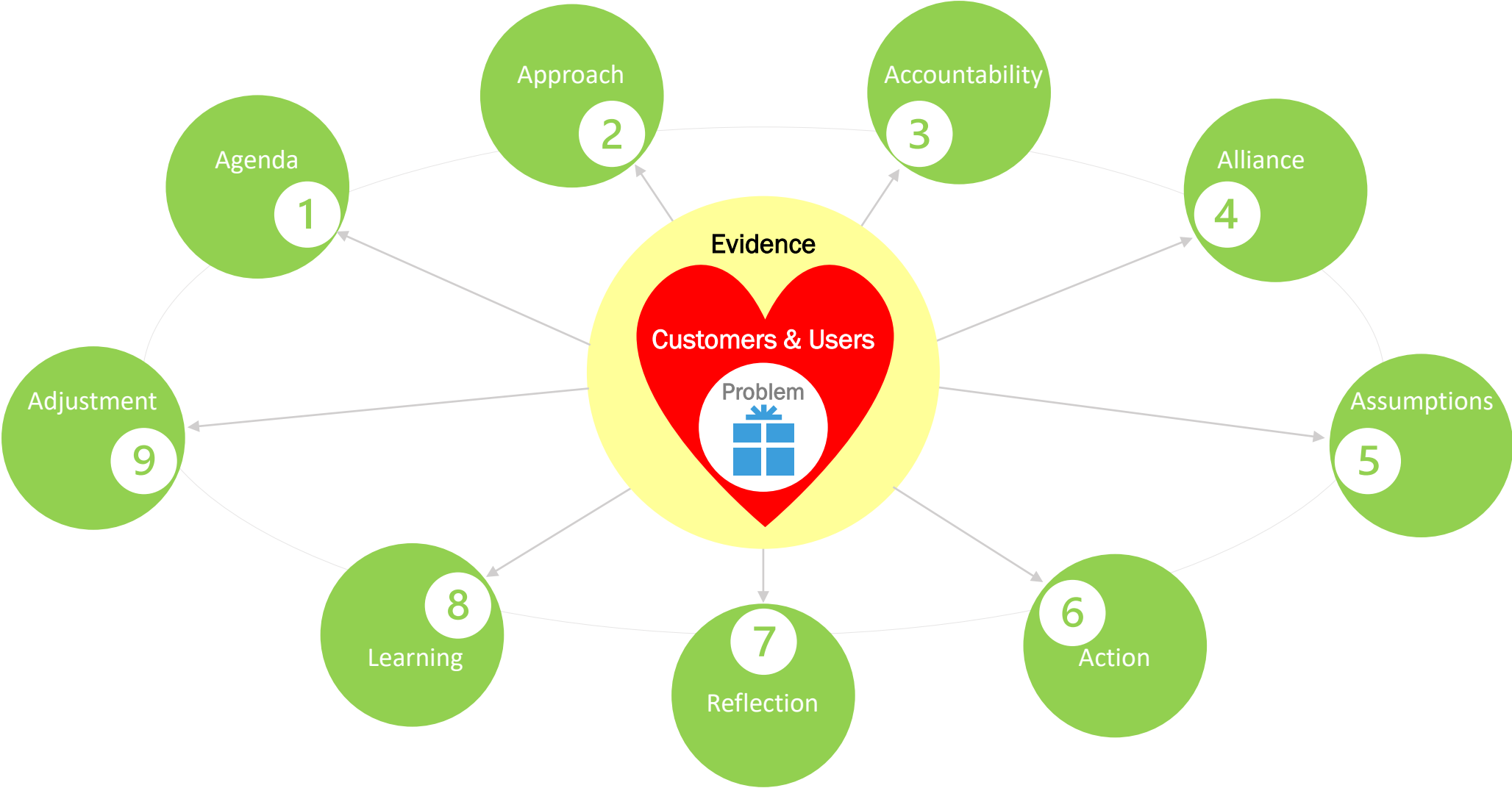
Tony – Engineering Manager

What did “Tony” experience?



9 STEP FRAMEWORK: HOW TO RESPOND TO RESISTANCE TO AGILE WAYS OF WORKING

Which step would be most valuable for you to learn more about in the time we have remaining?



References....





Being and Doing

Life is a paradox.

By thinking we can keep the world black and white to make it simple, we are actually making it more complex.

In life, "both" is what's true in the world.
There is no "or"; only "and".

The hyphen is the infinite possibility that lies in the tension that binds the paradox of all things together, stronger as one.

It is wholeness.

What is Co-Active?

Leadership has no "finish line." We are all on a lifelong leadership journey, and every person's journey is unique to them. Co-Active is a contextual lens to experience this journey from different orientations.

As the pace of our lives has quickened, we have become increasingly action-oriented and results-driven. It seems expedient to dispense with all the "soft" stuff (being) and instead just push to "get the job done" (doing). Unfortunately, this leaves us feeling disconnected and desperate for meaning and belonging. We wind up with what we might call "the hamster wheel" experience of life, as we run around alone in circles, desperately trying to get things done, only to find ourselves right back where we started.

This is why it is so important to begin with the "Co." Action arising from this place of being and receptivity is whole and integrated, rather than disconnected and driven. In order for us to experience life as whole, action must be grounded in being, in our sense of connection to a larger wholeness.

When the Co and the Active go together, the action of our life is nourishing and fulfilling.

— From *Co-Active Leadership: Five Ways to Lead* by Karen Kimsey-House and Henry Kimsey-House

10 INTERVIEW QUESTIONS TO FIND YOUR PERFECT SCRUM MASTER (OR AGILE COACH)

Ravi Verma, The Org Whisperer



<https://www.youtube.com/watch?v=VVaGT71Hwso&t=320s>

14 STEPS TO RECLAIM YOUR SCRUM MASTER SUPERPOWERS

Ravi Verma, The Org Whisperer



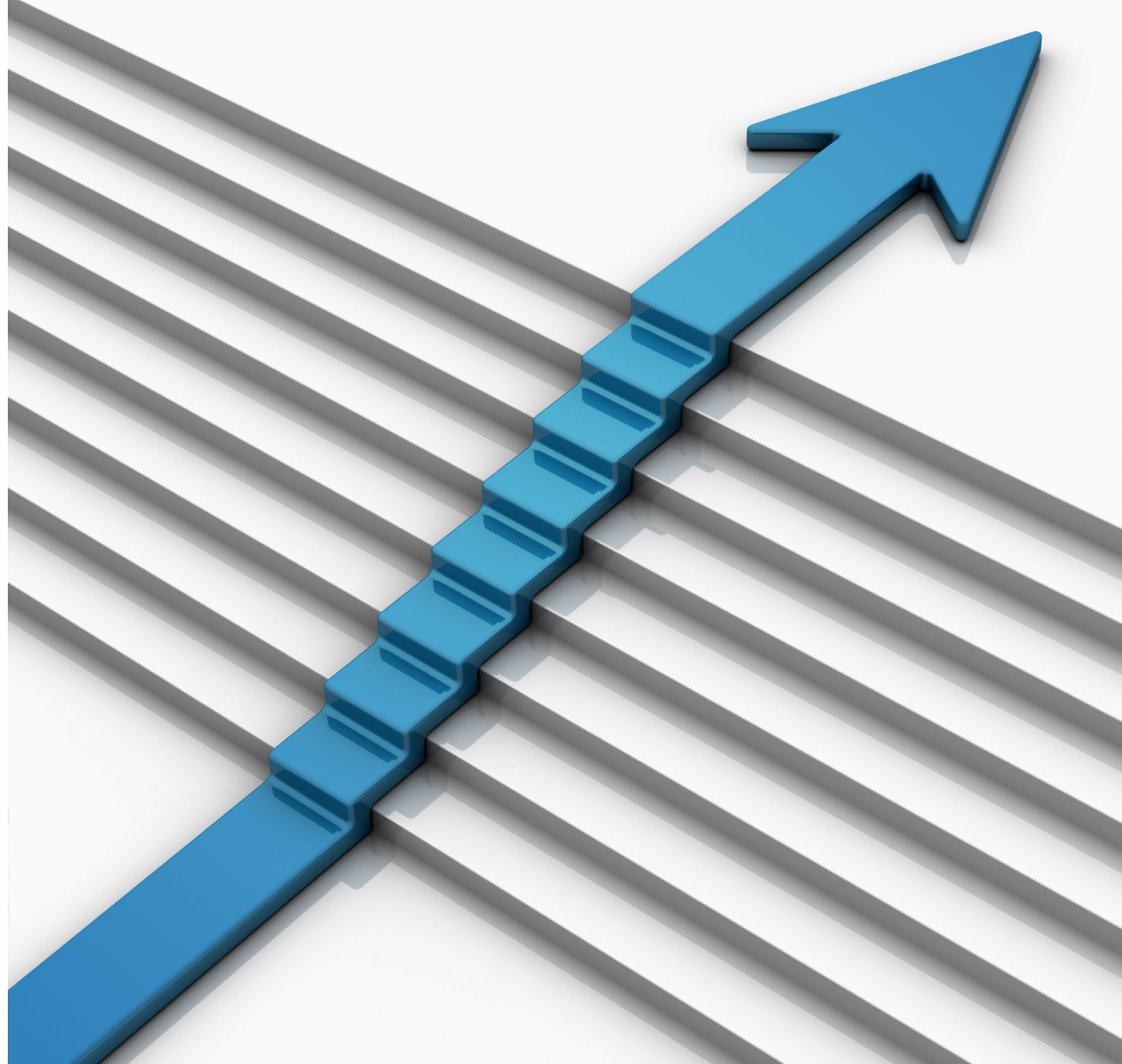
<https://www.scrum.org/resources/7-steps-reclaim-your-scrum-master-super-power>



<https://smoothapps.com/2021/11/scrum-discovery-cheat-sheet-from-a-superficial-to-scientific-understanding-of-scrum/>

Next Steps...

1. Request role plays
2. 1x1 Coaching
3. Apply for Coaching Cohort



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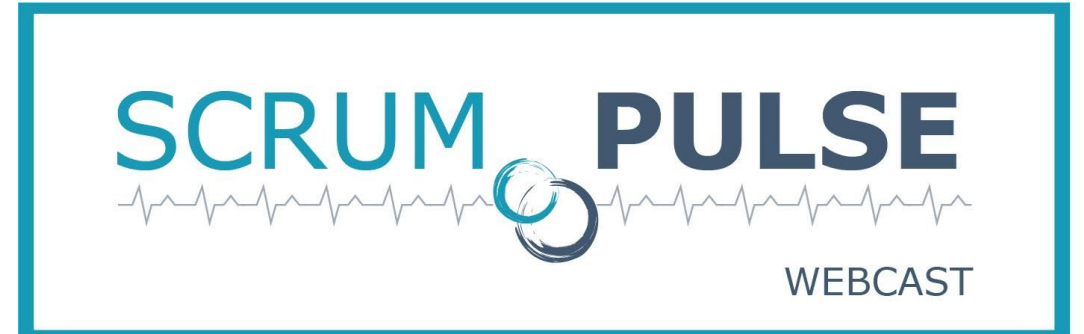
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company/
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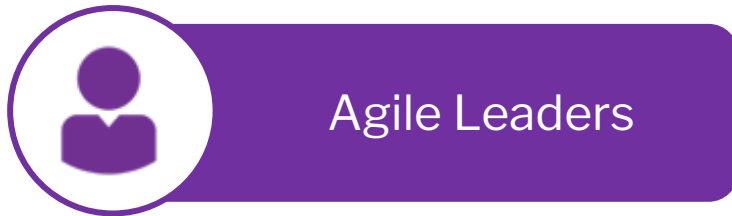
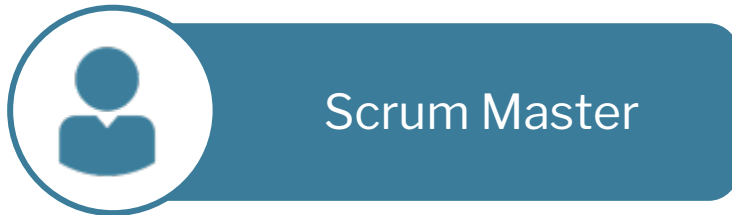
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/Scrum.org



RSS
Scrum.org/RSS



Each role has a clear Learning Path



Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts

Sprint Goal

Done

Scaling Scrum

Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings

Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

<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>



Thank you!