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The Home of Scrum

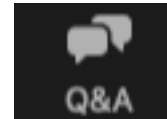
Real Engagement for Real Results

Ram Srinivasan and Gervase Bushe

Jan 14, 2021

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



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



Consistent

Global

Community

About Ram Srinivasan and Gervase Bushe



Ram Srinivasan has a very unique distinction of being a Professional Scrum Trainer (from scrum.org), a Certified Scrum Trainer and Certified Team Coach (from Scrum Alliance). His mission is to help his clients build great organizations and he does this by focusing on people, process and product development. He has coached, mentored, and consulted with teams to organizations of different sizes across many industries (finance, insurance, retail, banking, media, telecom, government, etc.). This depth and breadth of experience give Ram the ability to view clients' challenges from different perspectives and provide pragmatic solutions, making him a sought after Agile Coach. Ram can be reached at Ram@InnovAgility.com

Gervase Bushe is the Professor Leadership and Organization Development in the Beedie School of Business at Simon Fraser University, Vancouver, Canada. He is also the author of *Clear Leadership* (2010), *The Dynamics of Generative Change* (2020) and co-editor of *Dialogic Organization Development: The Theory and Practice of Transformational Change* (2015). Since 2016 he's been in the top 15 of Human Resource Magazine's annual ranking of the 30 most influential thinkers in people strategy. A chapter on his life and work is included in the *Palgrave Handbook of Organizational Change Thinkers*. Gervase can be reached at Gervase@sfu.ca



Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	over	processes and tools
Working software	over	comprehensive documentation
Customer collaboration	over	contract negotiation
Responding to change	over	following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Source: <http://agilemanifesto.org>

Interaction Dynamics between Individuals



Interaction Dynamics between Individuals

Foundational to

- Psychological safety
- Trust within the team and between team members
- Ability to think well together
- Motivation and commitment
- Alignment and support of each other
- Scrum Values -
 - **Openness** - The Scrum Team and its stakeholders are open about the work and the challenges
 - **Respect** - Scrum Team members respect each other to be capable, independent people, and are respected as such by the people with whom they work.
 - **Courage** - The Scrum Team members have the courage to do the right thing, to work on tough problems.
 - When these values are embodied by the Scrum Team and the people they work with, the empirical Scrum pillars of transparency, inspection, and adaptation come to life building trust.

Why the Disconnect? - The Story of Bill



Bill, the Product Owner, joins Sprint Planning via Zoom where his Scrum Team had been waiting for him for 10 minutes. They knew he had a meeting with HQ and paid close attention to his appearance, his tone of voice, and whatever he had to say. There were rumors about budget cuts and given how COVID had affected the business, it would not have been surprising if it happened.

Bill apologizes for being late, and the group into the meeting agenda. The group continues their discussion, and once all agenda items are finished, Bill immediately leaves the meeting.

And Shirley, Jason, Sam, Kimberley, Fernando, and Roger (Scrum Team members) leave the meeting as well

The Story after the Story



- Shirley shares with Jason and Sam that Bill seemed flushed and angry when he joined the meeting
- Jason noticed that Bill was more curt than usual, and was eager to finish the meeting to attend to get back to something
- Sam seems to agree, and is puzzled
- In the private chat with Roger and Fernando, Kimberley shares that she heard about layoff from an old colleague in the West Coast
- Fernando thinks that Bill was not acting normal, so probably their department was also get the cut
- Roger shares that he has seen similar layoffs in the past and usually managers are told to keep things confidential until a company wide announcement goes out

Why are our organizations full of *Interpersonal Mush*?

- Where people make decisions and take actions, based on stories they make up about others, and are not willing to check out?
- What are the consequences?
- How can we change this?



1. We are Sense-Making Beings



- We are compelled to make sense of others, so we fill in the gaps of what we know about their experience.
- We seek out third parties to validate our stories. Once validated they become “the truth”.
- The stories we make up tend to be worse than the reality.
 - Our bio-neurological inheritance

1. We are Sense-Making Beings (contd.)



- In order to make sense, **future acts of sense-making have to fit with past acts of sense-making**, so we become committed to our stories.
- Convinced that our stories about others are true, we don't see any point in discussing things that are getting in the way of our working together – it will just make things worse.
 - The Northwest Enterprises Story

1. We are Sense-Making Beings (contd.)



- Command and Control organizations can function in spite of the mush.
 - That's probably one reason that attempts at creating collaborative work systems usually revert back.
- Collaborative work systems cannot
 - They require people to be in “partnership”, and **the mush kills partnership.**

Partnership

- A relationship between two or more people who all feel responsible for the success of their common purpose.
- Any “boss” has to work doubly hard to create and maintain partnership with those who work for her because people naturally make the boss responsible.

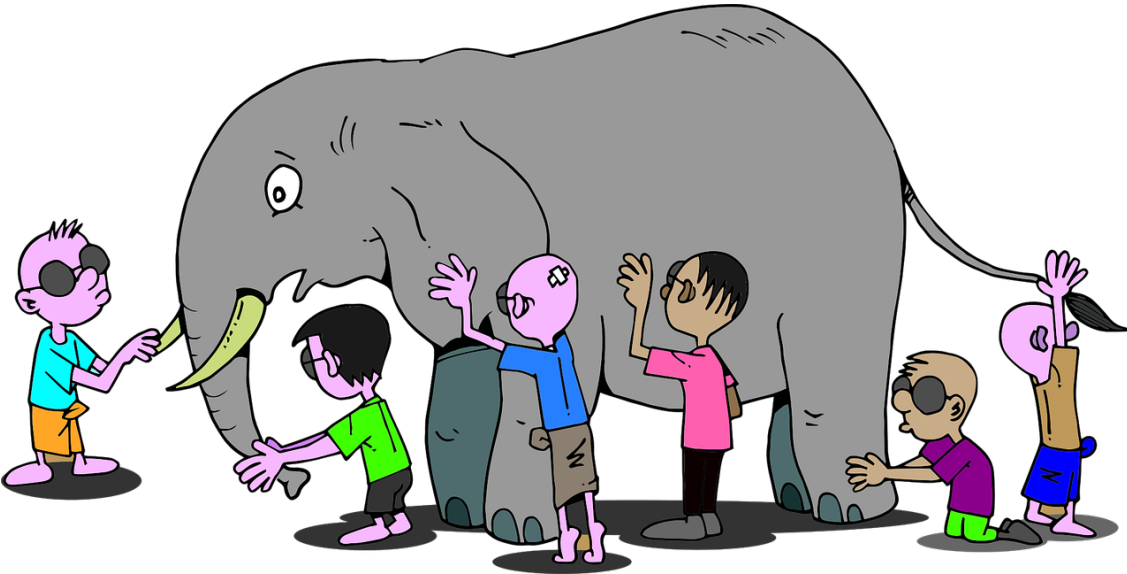


Effective teams are partnerships, with leaders who use power in a way that maintains everyone feeling responsible for the team's success

2. To Sustain Partnership We Must Learn From Our Collective Experience

- Sustained performance and collaboration requires us to learn and adapt from our common experience.
- Our conventional image of how to do that is to have a conversation about what occurred in the past and decide what we want to do the same or differently in the future.
- But that process has a deep flaw.....
 - Everyone has a different experience!

Everyone has a different experience!

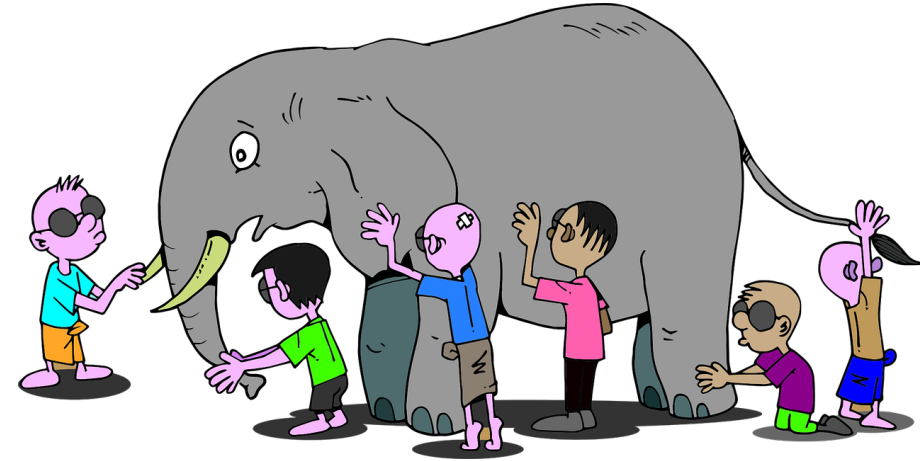


- Experience is the moment to moment stream of thoughts, emotions and desires.
- At this moment each of you is have a personally unique experience.
 - Who is having the right one?

When the boss has the “right” experience...

partnership goes out the window, and people make the boss responsible for success.

- This is one way in which well intentioned managers actually destroy engagement even as they attempt to increase it.
- If everyone is having a different experience, and each partner’s experience is as valid as the other’s, how we learn from our collective experience is a lot more complicated than it appears.



Why we don't learn from our experience in teams

- We've been trained to think that others are responsible for our experience
 - But we each create our own experience
 - Everyone is having a different experience
- We've been trained to keep our experience to ourselves and avoid asking others what their experience is
 - But we can't stop sense-making
 - We tend to forget that our stories are not the truth

When the mush rules....

- Organizations fragment into subgroups with competing, inaccurate stories
- Gossip and ambiguity reduce commitment and motivation
- Leaders can't see the consequences of their actions...
- Lack of real alignment in planning and decision-making leads to scattered implementation
- Little learning from experience happens
- Command and control becomes the only way to get things done

Questions & Comments in Chat

Learning From Collective Experience

- To be able to learn from experience people first need to know what their experience is.
- They need a way to describe their experience to each other skillfully.
- They need to know if they have actually heard each other's experience.
- They need a dependable process for have “learning conversations”.

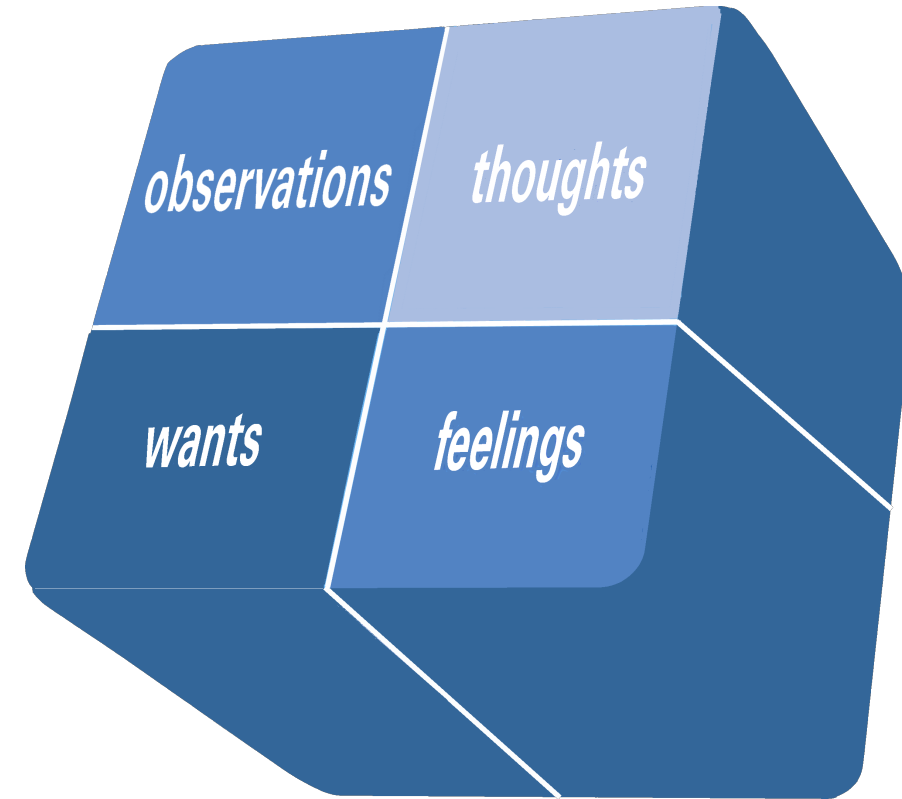
The Experience Cube Helps you Learn from Collective Experience



Four Key Assumptions of the Experience Cube

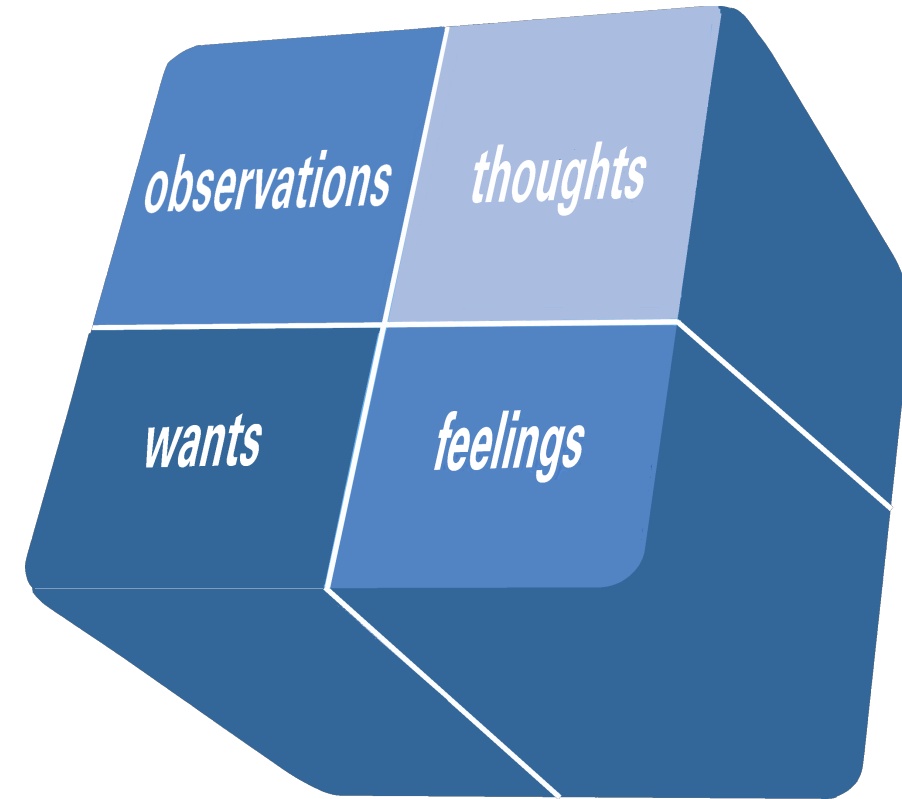
1. Experience is composed of four elements:

- **Observations:** what a video camera would record.
- **Thoughts:** ideas, judgments, interpretations, perceptions, conclusions, memories, etc.
- **Feelings:** sensations & emotions – things felt in the body.
- **Wants:** dreams, desires, hopes, needs, motives, aspirations, objectives, goals, etc.



Four Key Assumptions of the Experience Cube

2. In every moment you are having all four
3. Some of them you are aware of, some of them you aren't (and everyone differs in how aware they are of each element)
4. Everyone can learn to be more aware of each element of experience



Check your understanding of the Experience Cube

POLLS

Clear Leadership: Leading Learning to Sustain Partnership & Performance

4 Skill Sets

Aware Self

Descriptive Self

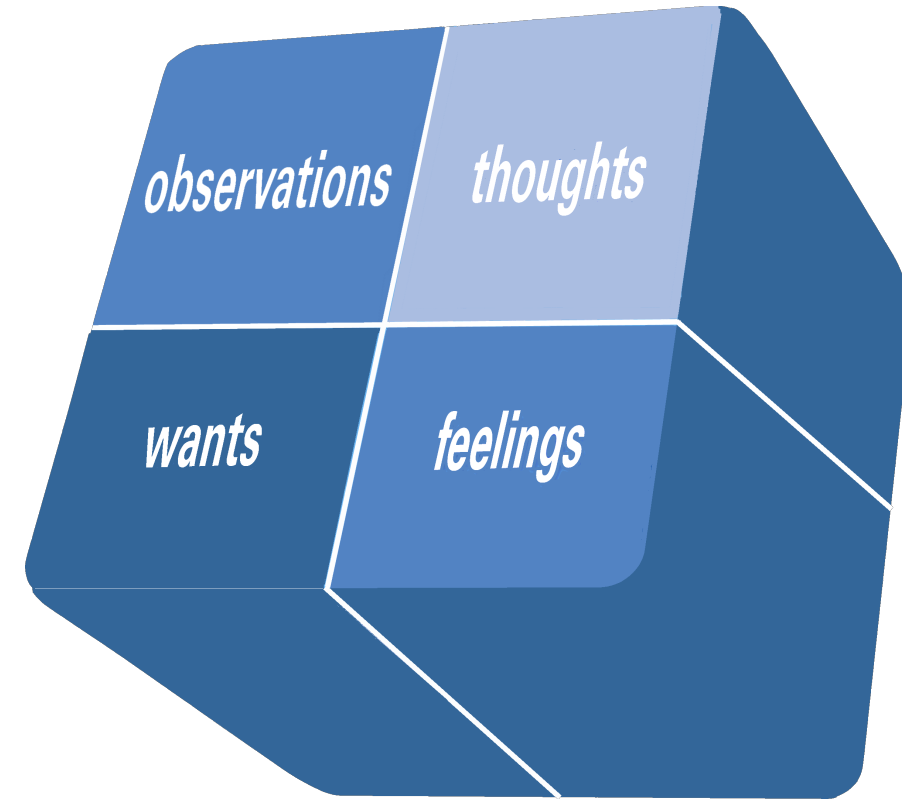
Curious Self

Appreciative Self



The Experience Cube integrates three of the Selves

- To be **aware**, you have to know what you are observing, thinking, feeling and wanting – a life long journey
- To be **descriptive**, you have to describe what you are observing, thinking, feeling and wanting skillfully
- To be successfully **curious**, you have to understand what the other is observing, thinking, feeling & wanting.



Sustaining Partnership: Keeping You and Me Happily Committed

- Check out your stories about your partners
- Be honest to yourself and your partner about your experience
- Be curious about and respectful of your partner's experience
- Understand and amplify the best in your partner

Why is this so difficult in practice?

Two ways to cope with the anxiety of working with people that sustains interpersonal mush...

too connected

FUSION

- Try to change your experience so I can feel OK
- Make it uncomfortable for you to express unapproved thoughts, feelings or wants

too separate

DISCONNECTION

- Don't consider what your experience might be
- Control contact to avoid "unpleasant" interactions

In an unconscious, knee jerk sort of way....

Clear Leadership: Sustaining Partnership and Generating Engagement requires more than a set of skills

It requires **self-differentiation**

- The ability to know and be true to your own experience, **separate** from others, **yet be connected** enough to others to be curious about and understand their experience.
- The ability to stay engaged without being emotionally hijacked.

When Leaders are Self-Differentiated

- They make it OK for everyone to have a different experience and to describe it.
- They don't hold other's responsible for the leader's experience; they hold them responsible for their actions and results.
- They encourage a climate of interpersonal clarity and clearing out the mush
- They acknowledge and manage the emotional field of the team and organization
- They use their power in a way that sustains partnership

Research on Clear Leadership & Organizational Impact

- In one study (Chan, 1999) the level of clear leadership by the key manager in people's workplace accounted for ...
 - 78% of the variance in how much people trusted that manager
 - 34% of the variance in how much they trusted their workmates and were involved in collaborative relationships at work.
- Managers who “try to please everyone” actually reduce the level of trust in their organizations (Chan, 1999)

Research on Clear Leadership & Organizational Impact

- The level of Clear Leadership by the key manager predicts the degree to which people will manage conflicts at work openly and productively (Radomski, 2000)
- After three years of training most of their managers in the skills of Clear Leadership, and with active support by the executive team, Palomar Health in San Diego saw their “Press Ganey employee engagement” scores go from the 61st to the 91st percentile of all US Hospitals.(Bushe & O’Malley, 2013)

Questions

Each role has a clear Learning Path

Product Owner

Developers

Scrum Master

Agile Leaders

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

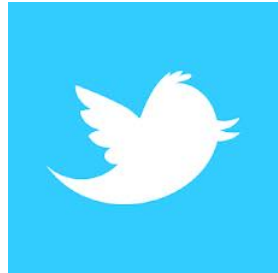
GET CERTIFIED

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Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!