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The Home of Scrum

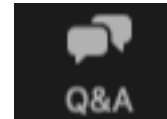
Scrum Pulse Webcast: The Illusion of Alignment

How Scrum Teams can make decisions that stick
David Spinks and Patricia Kong

October 11, 2022

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

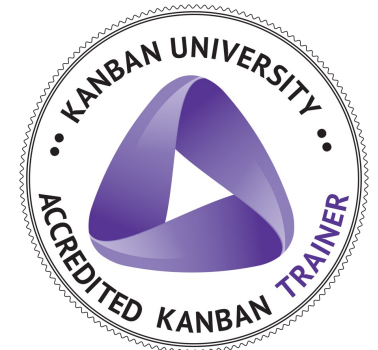


Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



About David Spinks

- Background as a Software Developer, Scrum Master, Product Owner and Agile Coach
- Professional Scrum Trainer since 2019
- Accredited Kanban Trainer with Kanban University
- Co-founder of Red Tangerine
- Co-author of the books *Adopting Agile Across Borders* and *Mastering Collaboration in a Product Team*



About Patricia Kong

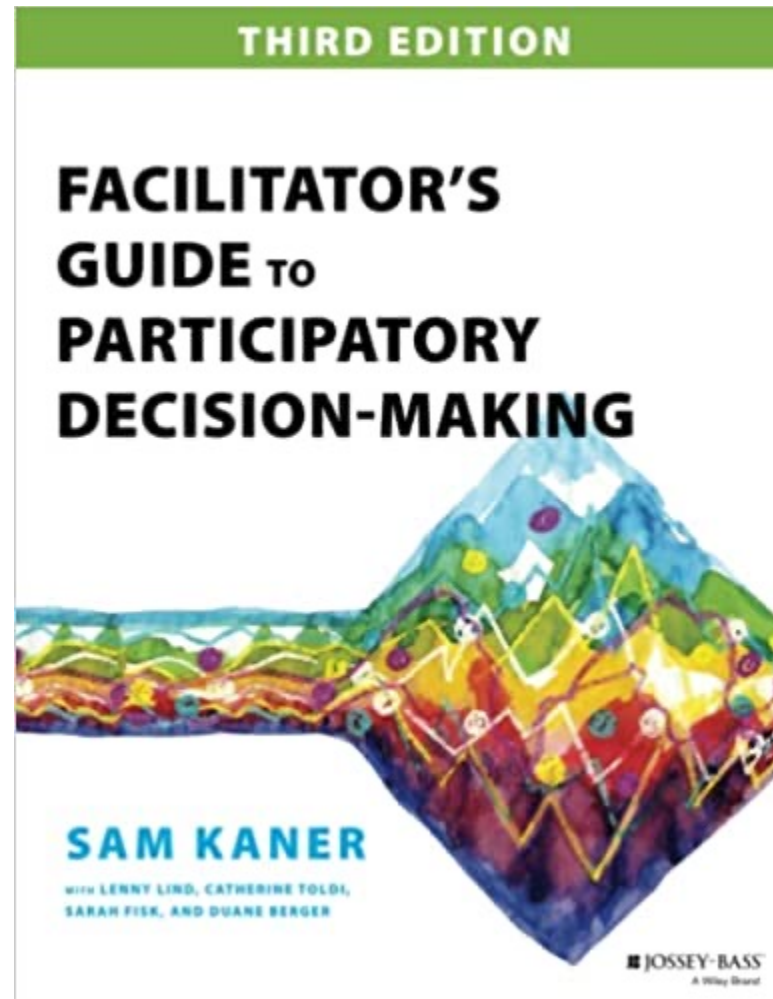
- Enterprise Agility and Learning Enablement @Scrum.org
- Co-author "*The Nexus Framework for Scaling Scrum*"
- Co-develop *Evidence-Based Management (EBM) framework*
- Youth mentor bridging the opportunity gap
- 15+ years in organizational behavior
- 13+ years learning agility and Scrum
- Boston - Paris - Boston



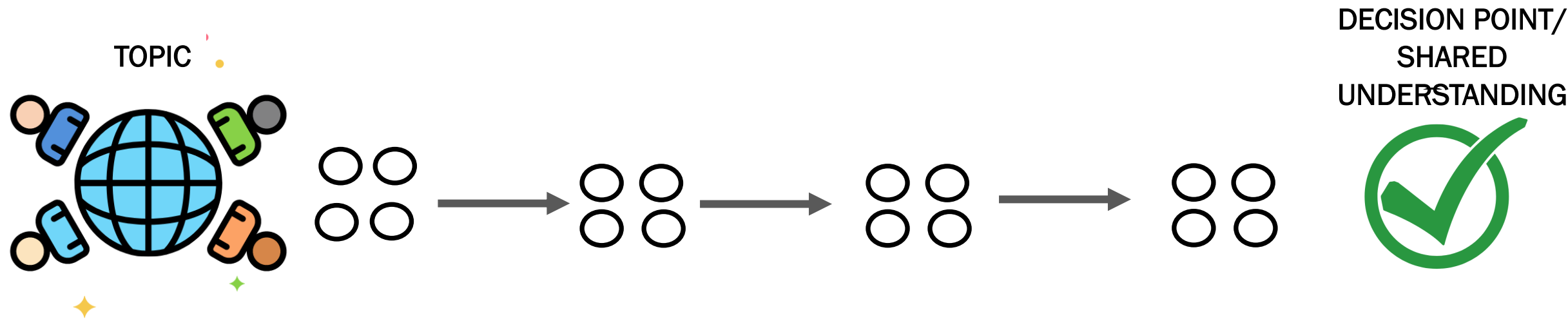
About this webinar



The inspiration behind today's webinar

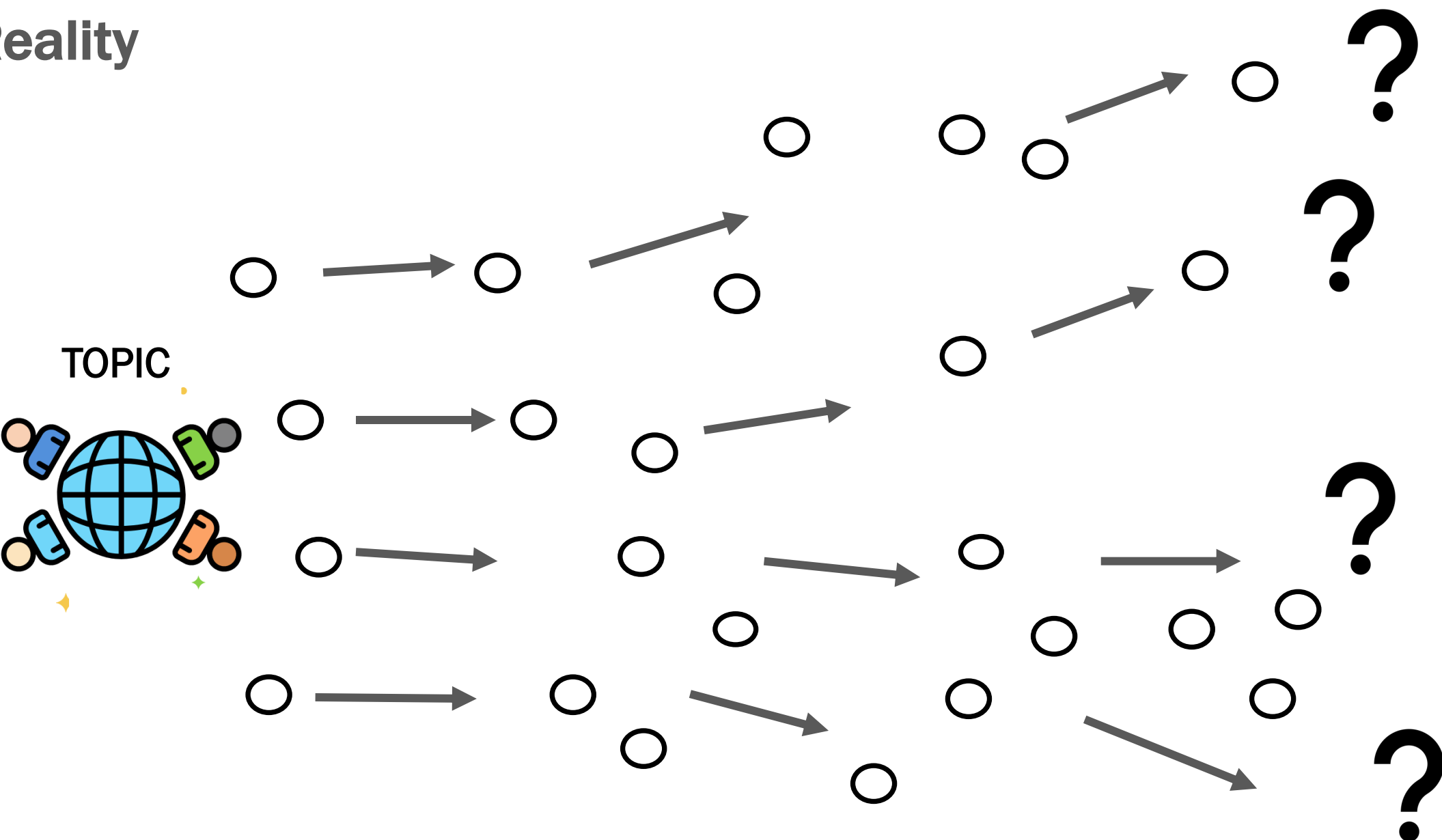


The illusion of alignment

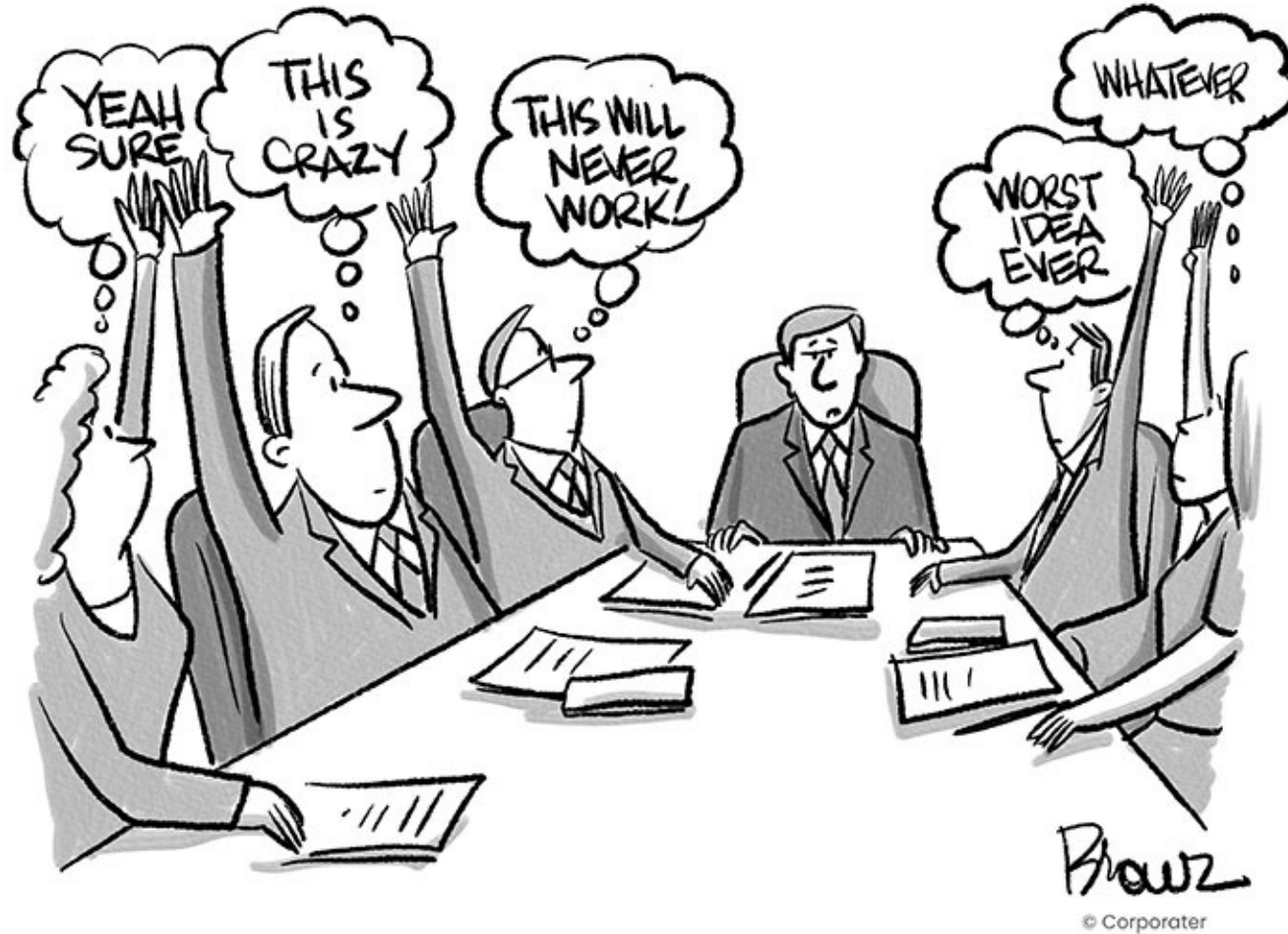


Based on: *Facilitator's Guide to Participatory Decision Making*
– Sam Kaner

Reality



Facilitating group consent...



"Everyone in favor raise your hand!"

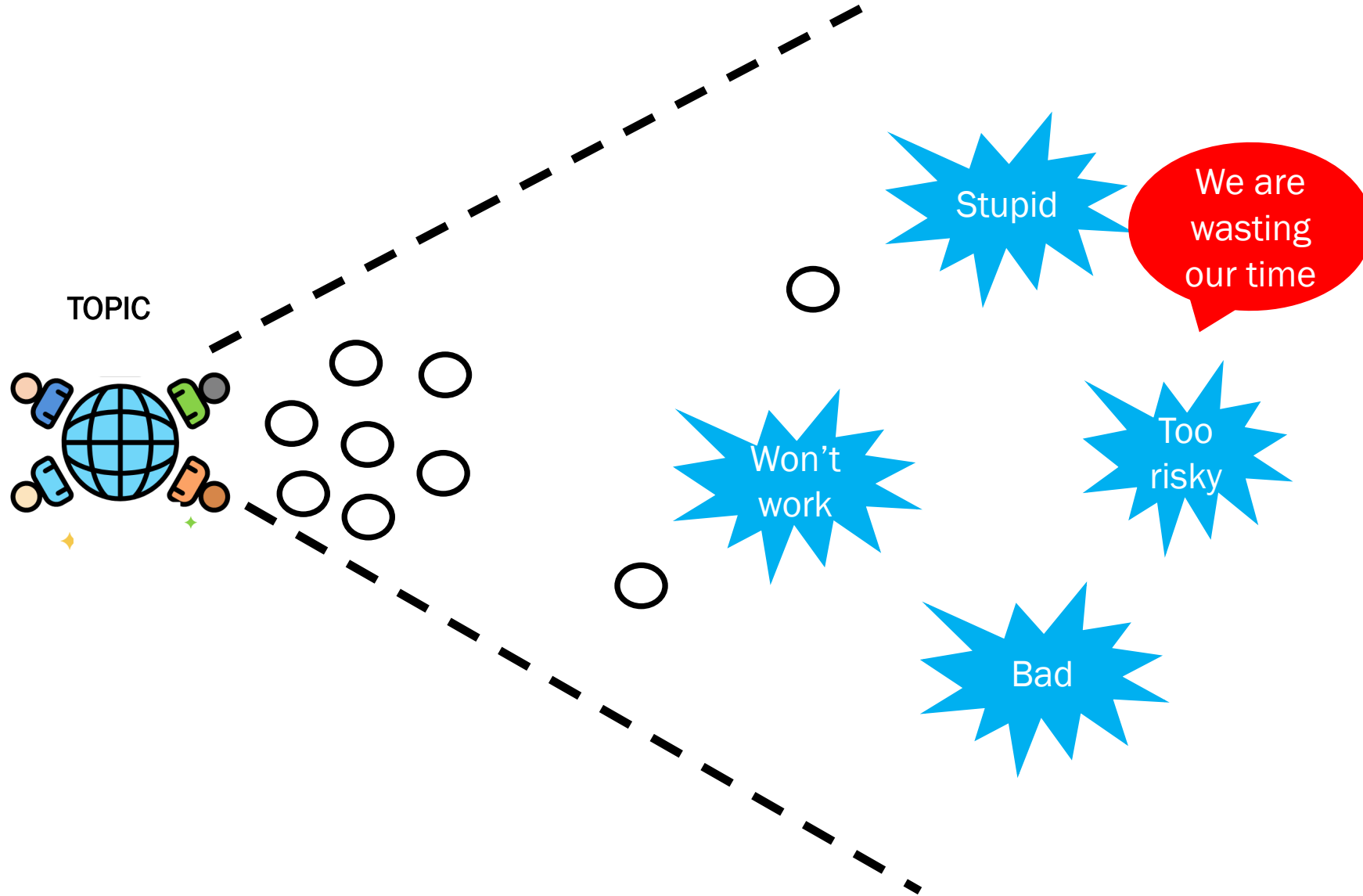
Source image:
<https://corporater.com/resources/avoiding-groupthink/>

... leads to apathy, demotivation etc.



Source image: Magnet.me on Unsplash

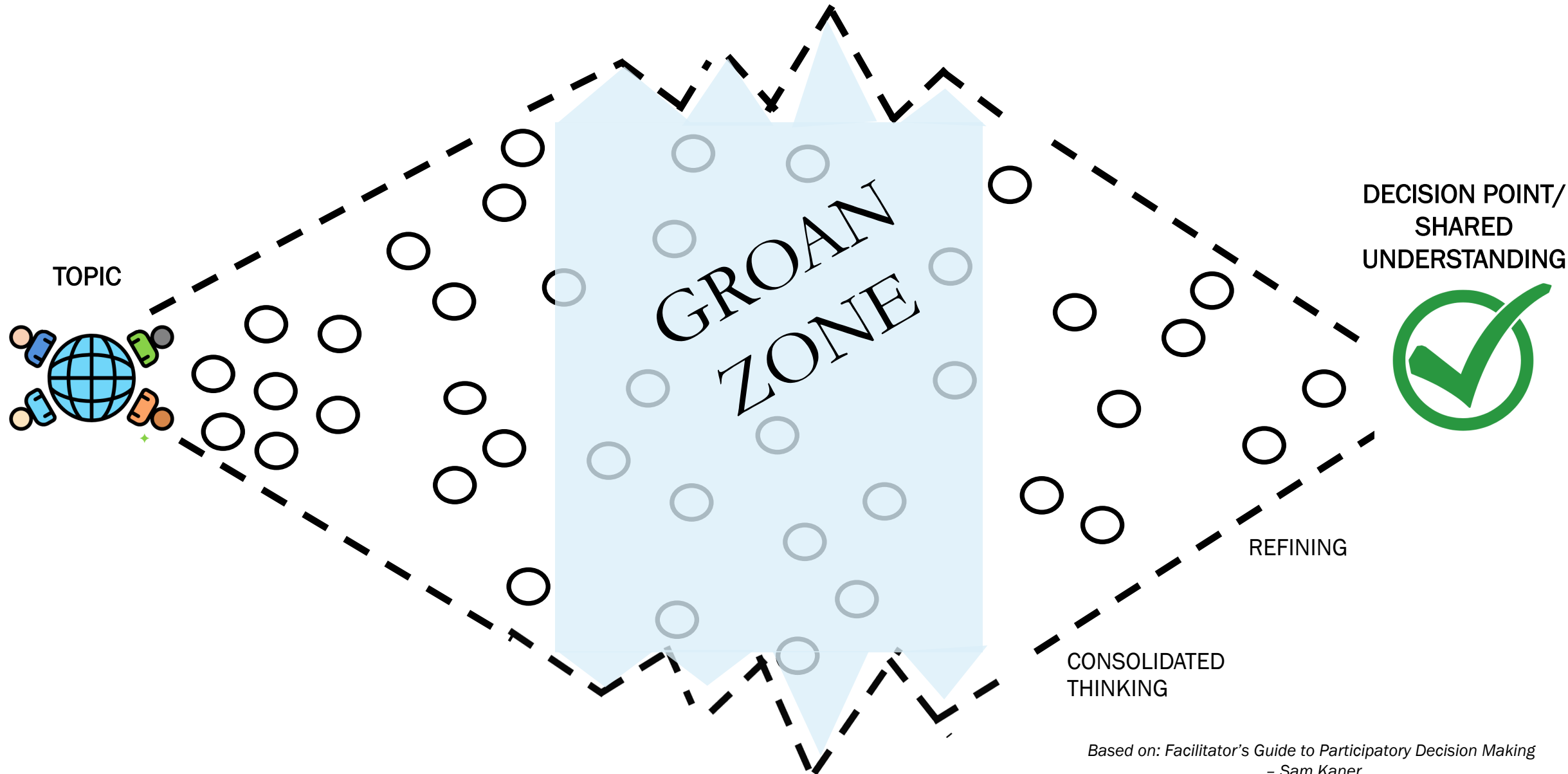
When the going gets tough...



Based on: *Facilitator's Guide to Participatory Decision Making*
– Sam Kaner

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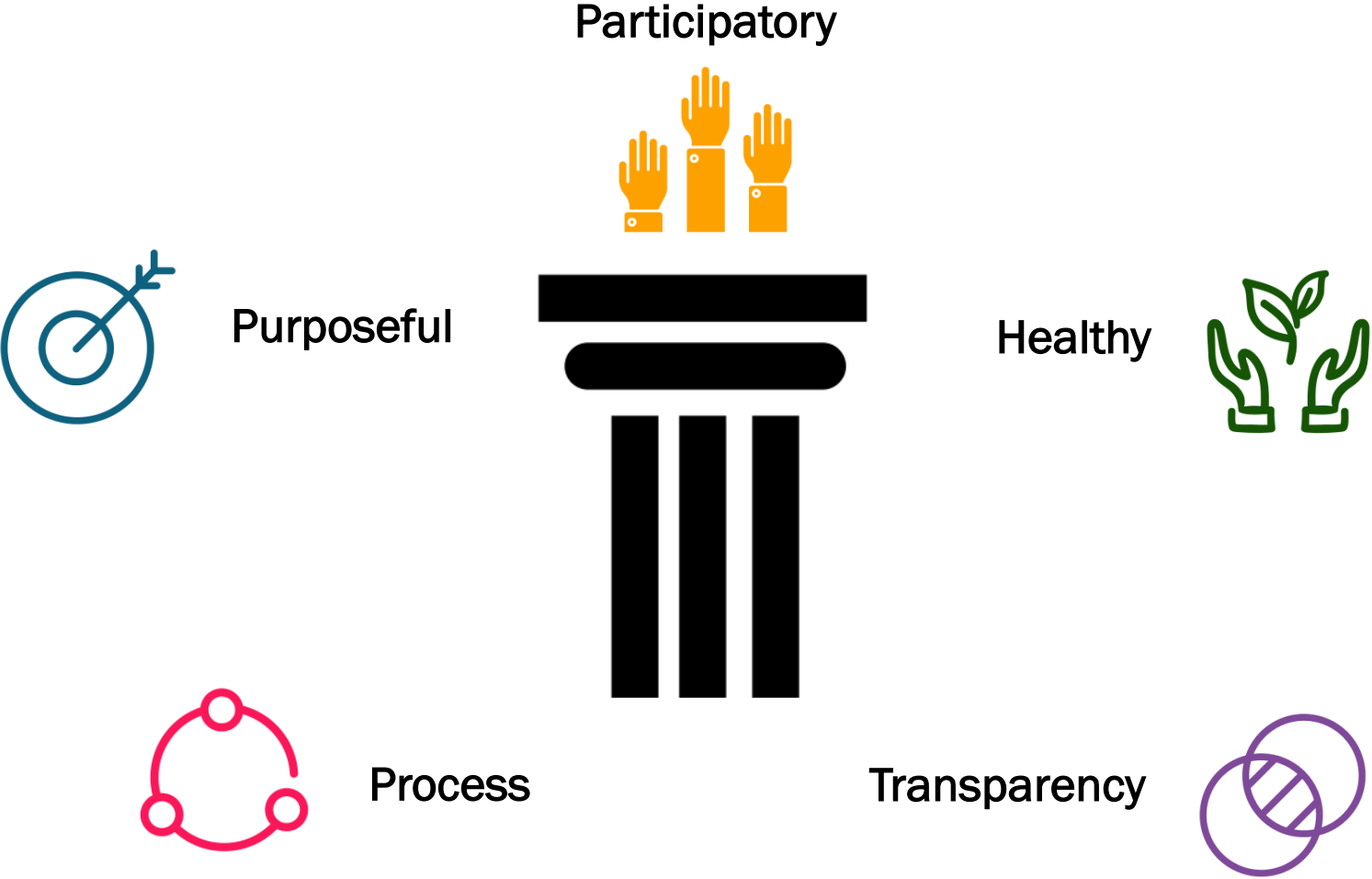
Diamond of Participatory Decision-Making



Based on: *Facilitator's Guide to Participatory Decision Making*
– Sam Kaner

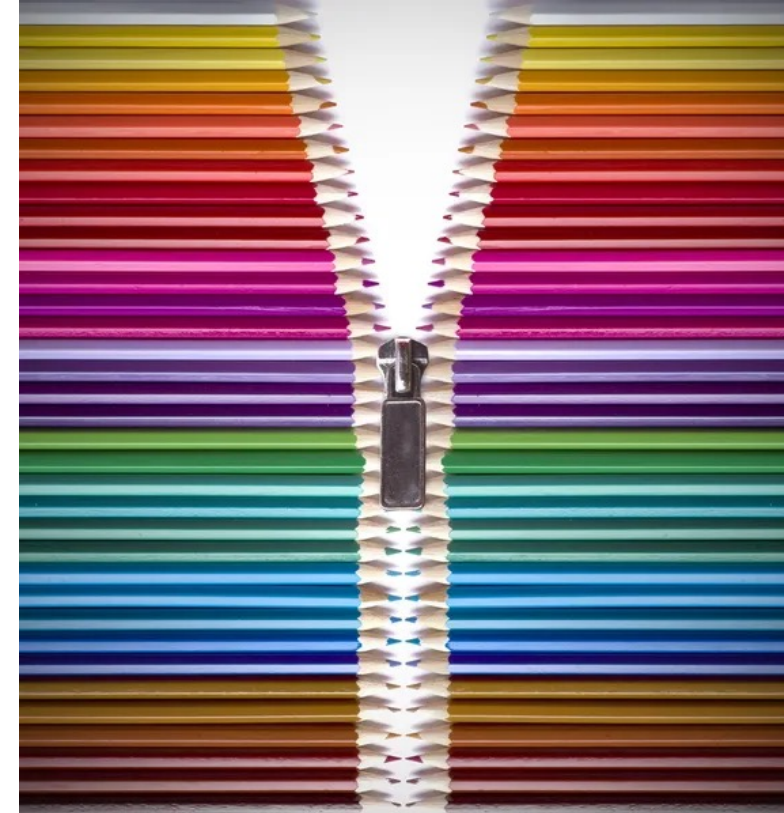
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Facilitation Principles



What are some ways to navigate the Groan Zone?



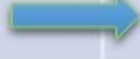



- Acknowledge that the Groan Zone exists!
- Promote empathy and active listening through dialogue
 - Visualization for shared understanding
 - 1-2-4-all offers everyone a chance to speak
 - Review each other's ideas to identify uncertainty and clarify
- Be upfront with how decisions will be made
 - decision rules
- Remember your values and working agreements



What this means for Scrum Teams

“Without shared understanding, meaningful collaboration is meaningless. Teams that can tolerate the stress of the Groan Zone are more likely to build that shared understanding which is a precondition for innovative collaboration.”

Developing facilitation skills


Sticking to timeboxes		Creating a clear objective to be met	
Encourages everyone's contribution		Encourages all ideas to be explored and understood	
Makes sure that an agenda is followed		Keeps focus on the goal	
Calls a halt to arguments		Resolves conflict	
Establishes consent		Builds consensus	
Can introduce fun activities		Can use techniques to navigate the Groan Zone	

The Professional Scrum Facilitation Skills course and other resources

**TRAINING
OVERVIEW**

Professional Scrum™ Facilitation Skills

A Professional Scrum training course created by Ken Schwaber and Scrum.org

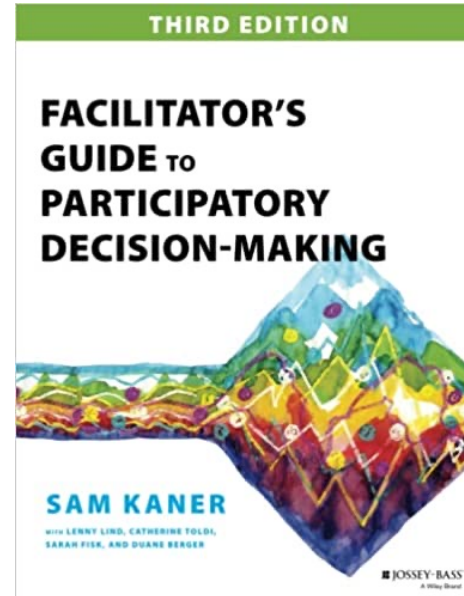


Professional Scrum Facilitation Skills is an interactive course designed to help teams and individuals develop proficiency in facilitation skills, so that they can help teams better solve problems, build consensus and foster transparency.

Great Scrum Teams are self-managing, cross-functional and have the ability and skills necessary to drive to successful outcomes. However, team interactions don't always go as expected and can cause conflict or roadblocks. Effective facilitation can help the team move forward toward their desired outcomes.

Course Overview

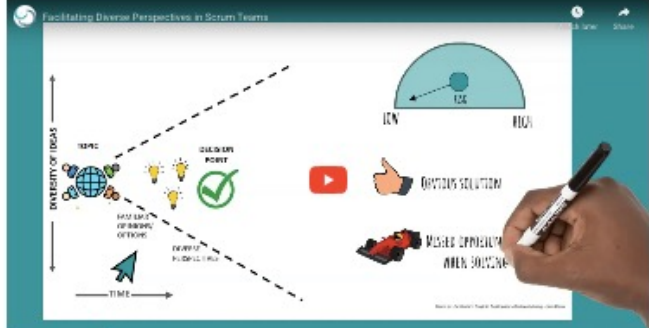
In this one-day* skills-building course, participants will learn how to become better facilitators to create better interactions with their Scrum Teams, stakeholders and customers. They will learn how to adopt facilitation as a stance and enable the Scrum Values. Students will have the opportunity to address a series of common Scrum-related scenarios by applying several facilitation techniques that they can add to their collection of agile practices. They will create and leave with their own facilitation "plan" to improve their next team discussion or Sprint event.



Facilitating Diverse Perspectives in Scrum Teams

5 from 3 ratings

September 8, 2022



Watch on YouTube

This video explores the dynamics of diverse perspectives in Scrum Teams. You'll learn why teams should acknowledge their misunderstandings and build empathy in order to truly build shared understanding when making decisions.

<https://www.scrum.org/resources/facilitating-diverse-perspectives-scrum-teams>

<https://www.scrum.org/resources/blog/rollercoaster-group-dynamics-decision-making>

<https://www.scrum.org/resources/blog/tips-tricks-facilitate-sprint-planning>

<https://www.scrum.org/resources/blog/die-groan-zone-was-du-uber-entscheidungsfindung-wissen-solltest>

Questions?

More Questions?

19 Oct 2022, Ask a PST, The Power of
Facilitation Skills to improve Scrum Events and
more

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

- <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>

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RSS
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SCRUM PULSE

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



Thank you!