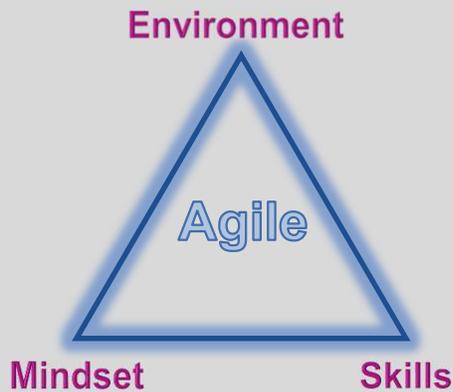




Webinar Length: 96 minutes (Recommended 120 minutes to ensure time for discussion)

I recognize that most of you are seasoned agilists – either scrum masters, trainers or coaches. So, if this material is already familiar to you, consider this workshop could be a refresher and reminder of the value in teaching and coaching about the agile mindset. Also, for those influencers in the room, consider this workshop as a “train the trainer”. I’m sure there are many organizations out there in need of Agile Mindset Coaching – so please, feel free to use these materials to advance that mission.

Introduction



- Janet Lawrence – Director in Corporate PMO
- Origins of this workshop – Bob Hartman
- Purpose of the workshop (refresher and train the trainer)
 - You already have Agile skills & experience (right?)
 - This is focused on **YOU!**
 - How to **evolve** your mindset to **align** with your skills and to **embrace** Agile values, principles and behavior
 - Enable you to change **how** you work, how you **think** about working with others, and how you **behave** as part of an Agile team
- Agile success triangle

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Slide time: 3:00 Time check: 3::00

1. Introduce yourself
2. Provide background into the origins of this workshop
 1. 2017 attended a 3 day workshop on Agile Beyond Software and Applying Agility with Bob Hartman – internationally acclaimed Agile coach and consultant
 2. Extracted the highlights from this workshop, piloted on my team in Costa Rica, and created the Agile Mindset Workshop – filling a gap at Experian. We are currently learning a lot about “doing Agile”, but we are not learning how to “be Agile”. This workshop address this gap.
3. Many, if not all of you, have either been doing Agile or have been learning about Agile.
4. This workshop is about you – how to evolve your mindset to align with your skills and to embrace Agile values, principles and behavior.
5. This workshop will enable you to change how you work, how you think about working

with others, and how you behave as part of an Agile team

6. The Agile Success Triangle – all three need to be in place in order to be successful – otherwise, challenges will surface impeding your journey. Test it out, for every Agile challenge you come up with, you will be able to align it with one of these three areas.



Logistics

- Sign up sheet – class is eligible for PDUs
- Handouts
 - Retrospective/feedback
 - My Agile Worksheet
 - My Agile Actions
 - My Agile Mentor Worksheet
- Participate!
- Have an open mind to learning and different ideas
- “Share/Listen respectfully”
- Silence your phone
- *No break...*
- Ask questions
- Have fun!

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Slide time: 3.00 Time check: 6:00

1. Let’s cover the logistics of the workshop so we can jump right into the activities.
2. There is a sign up sheet circulating – please be sure to sign in to get PDU credit
3. Each of you have a set of handouts in front of you – let’s go through them together:
 1. The top one is your feedback to me. As we proceed through the workshop modules, please reflect on each one and put a check mark under the face that matches your assessment of the module. Feel free to jot down any notes to me in the comment column to help us continuously improve this workshop.
 2. The second sheet is your Session Worksheet – we will use this throughout the workshop to capture your thoughts and learnings
 3. The third sheet is My Agile Actions – as you progress through this worksheet or during the course of your day to day Agile activities, you can add actions that you plan to take in the future to continuously improve your own approach to being Agile
 4. Lastly, My Agile Mentor Worksheet – we suggest you observe someone around you that is doing Agile in a way that emulates how you want to be. Connect

with them over coffee or a walk or whatever and ask them those questions and learn about their journey.

4. Participation is key – in order to get value out of this workshop we need you to actively participate in the session
5. You'll need to listen to the information with an open mind; engage with the other participants during our break out sessions; and share your thoughts publicly as you feel comfortable. Keep in mind that everyone has different perspectives and practice empathy by understanding the views of others and learning what you can from them
6. This is a “safe zone” – meaning, I will not be sharing any personal information or tie responses to individuals and I ask that you commit to the same to respect the views of your colleagues.
7. At this time, please introduce yourself to those seated at your table since you will be doing the group break out sessions with them, and ask them to kindly silence and tuck away their mobile device.
8. Because this session is only two hours, we have a lot to cover so there will be no formal breaks.
9. You are encouraged to ask questions – but we need to keep them targeted to the topic of this workshop since we have so little time.

Please engage and have fun!

What we'll cover today...

why?

- Why Agile?
- Your Mindset

how?

- Becoming Agile
- Trust and Relationships
- You Are Empowered
- Next Steps

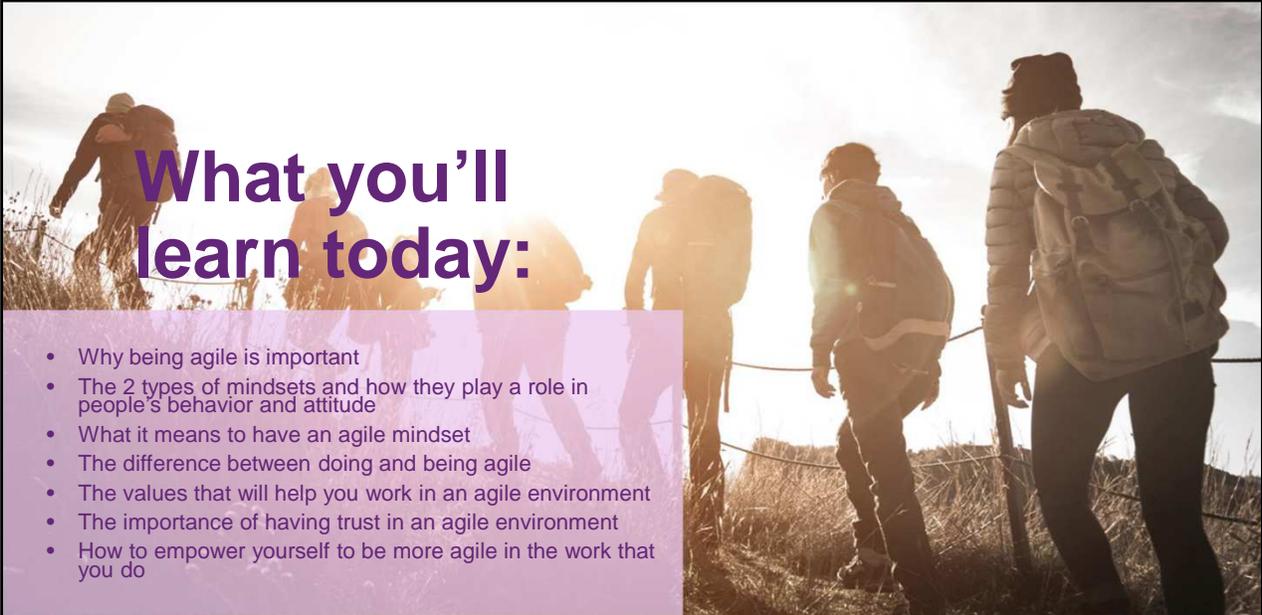
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Slide time: 1 min

Time check: 7:00

Today's workshop will cover 6 key topics –

- Why Agile
- Your Mindset
- Becoming Agile
- Trust and Relationships
- Empowerment
- Next Steps to continue your Agile Mindset journey



What you'll learn today:

- Why being agile is important
- The 2 types of mindsets and how they play a role in people's behavior and attitude
- What it means to have an agile mindset
- The difference between doing and being agile
- The values that will help you work in an agile environment
- The importance of having trust in an agile environment
- How to empower yourself to be more agile in the work that you do

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Slide time: 1.00 Time check: 8.00

To dig a little deeper, the goals or learning objectives of this session are:

1. Why having an Agile mindset is so important to Experian;
2. There are 2 key types of mindsets – so we'll learn about them and how they play a role in our behavior and our attitude
3. We'll dig into what it means to have an agile mindset
4. We'll discuss and come to understand the difference between doing and being agile
5. We'll focus in on the values that will help you work in an agile way and to create and maintain an agile environment;
6. Trust – how trust plays such a key role in the environment to which we are evolving
7. And lastly, how to empower yourself and others – a key element in working in a agile way

Table Group Activity

- What are the challenges you face when working in an Agile way?
- Generate responses
- Prioritize top 3
- Choose a spokesperson



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Activity time: 10:00 Total time: 18:00

(Group Activity 1 – What challenges are you having with Agile?)

START HERE>>

Let's start with our first group activity to get your energy flowing – this is a 10 minute exercise, so we have to move quickly

Each of you will work with the others at your table.

- **(3 min) 1. Create a list (using sticky notes that you post on the flip chart designated for your table) answering this question:**

What challenges are you having working with Agile (Scrum, Kanban, SAFe, etc.)?

Make them short and to the point. Once you've come up with a good number – 8 or 10 is fine – you can stop brainstorming

- **(2 min) 2. Next, work together to prioritize them – ask yourselves which of these**

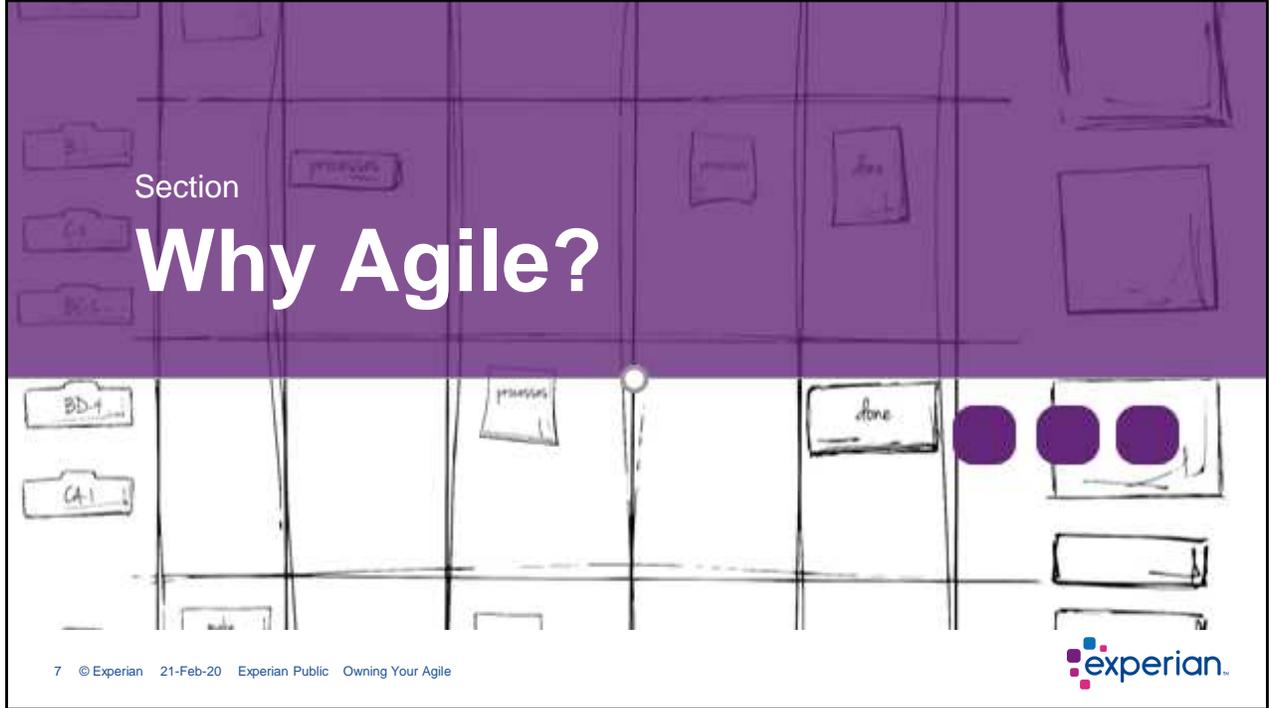
challenges are critical and need to be handled right away. Which are causing impacts to meeting your objectives sprint over sprint

- **3. Lastly, select a volunteer from each cluster to share your team's top 3 challenges with the larger group.**

AFTER THEIR BRAINSTORM and PRIORITIZATION:

- Call out to the volunteers to share their table's top 3 challenges (must be brief – 1, 2, 3)

Thank you for that group activity – we are going to put those aside for right now, but we will get back to them later in the workshop. **Facilitators: Take photos of the flip charts to start creating your “Agile Challenges Database”.



Section slide.

Let's learn about why Agile is so important....

Business is constantly evolving.

We must have the capability to rapidly change or adapt in response to changes in the market.

We need to be able to react successfully to the emergence of new competitors, the development of new industry-changing technologies, and the changing needs of our customers.



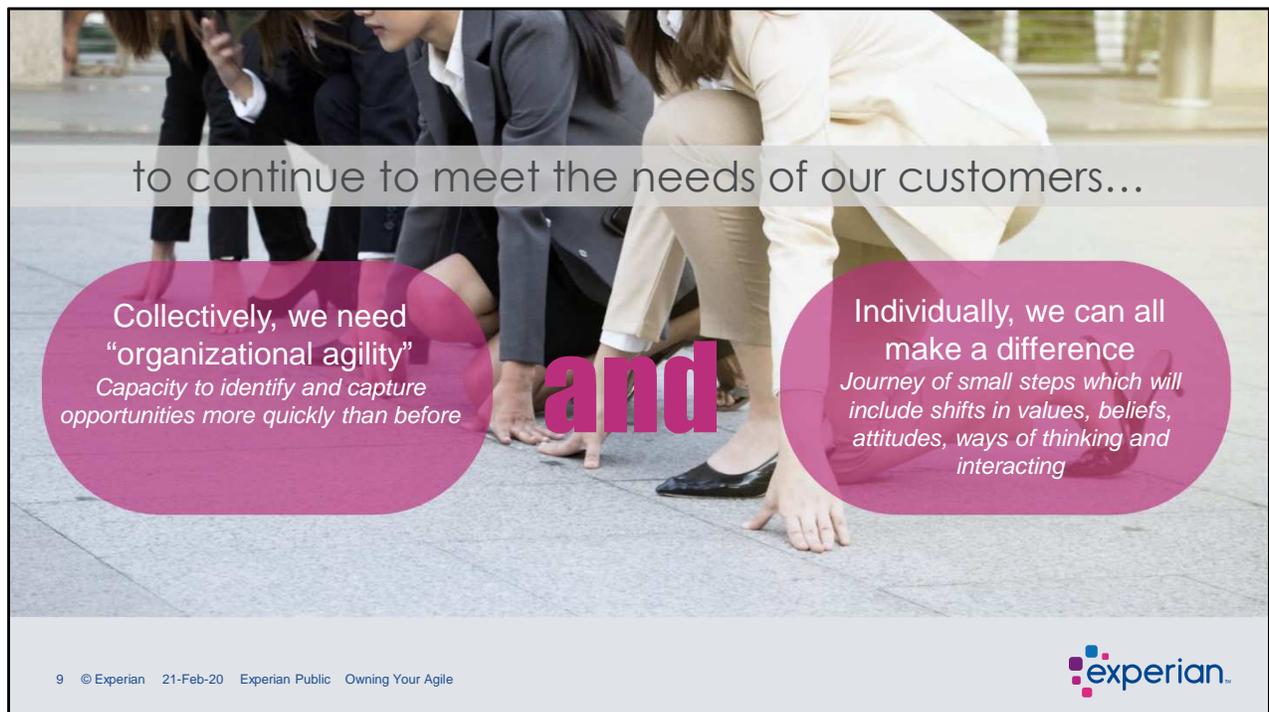
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Length: 1:00 minutes (19:00 total) **FACILITATORS: TAILOR THIS TO YOUR COMPANY/BUSINESS UNIT**

1. Fast pace of change > Experian needs to pivot and adapt
2. We can't wait – we need to get ahead and beat our competitors and serve our customers (watch out for “disrupters” to your business model)
3. How can we do this? By **delivering value sooner**, be **more innovative**, work **collaboratively**, and **continuously improve** our products and services.
4. It has been proven that we can't be successful with all this using our same technology and processes > we need to think, work and be agile. By doing so, we can achieve **organizational agility** –
5. Our executives are both **mandating and encouraging** this through their **direct engagement** in current initiatives; such as digital transformation, a dramatic change in how we assess and embark on opportunities and our ways of working
6. Delivering the highest value features quickly, innovatively, with openness to

changing conditions, and with continuous collaboration with team members, stakeholders and customers, is our mission in order to stay ahead of our competitors and meet the needs of our customers.



Length: 1:00 minute (20:00 total)

Talking points:

1. Organizational agility is the capacity to identify and capture opportunities more quickly than before.
2. Becoming agile is a journey of small steps which will include shifts in attitudes, values, mindsets, ways of thinking and interacting – in summary, it will require a change in our organization’s culture
3. Everyone makes an impact and is part of the agile journey.
The goal of becoming a more agile organization is here to stay and it’s critical that we adapt to the changing needs of our organization.



Section slide.

Let's learn about why your mindset is so important to becoming agile....



This is a high level illustration of inputs and outputs of your mindset – let’s unpack this...

It's the way you think...

Your **attitude** manifests the rest...



It affects every decision, response and interpretation you make

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Length: 5:00 minutes (25:00 total) -

- Your mindset generates your attitude, which drives your behavior, your actions, your results, and your performance.
- At it's core, it's the way you think. It's your belief system, your values and your assumptions.
- Your way of thinking and your beliefs manifest themselves into attitudes, which then becomes your behavior and the decisions you make.
- It's difficult to hide from your mindset. Process and skill training alone will not cause organizational transformation without the supporting mindset (you can see people's mindset in their body language and behavior)
- It's a powerful thing that affects every decision you make. It predetermines your responses and interpretations of situations, and influences your reactions.
- **I recognize that this is a very complex and psychological area, but for a real life example, let's say you were raised to believe that you should be seen and not heard. In your family, you were taught that no matter what you may think, it is best to be quiet and to support the ideas of others. That becomes your belief system and your values. You value humbleness and believe it is your place to listen to**

others and not speak out about yourself.

- Or, the reverse, you have been raised to speak out about your opinion, regardless of who may disagree with you. You were taught that you are talented and intelligent, and/or your degrees, position and awards validate that. Over time, you believe your opinion is the right opinion, and if someone disagrees, they are either wrong, or you may become defensive as it could actually shatter your belief in yourself.
- These two examples of beliefs come to shape your attitude about yourself and what you have to share. It doesn't matter if you have a PhD. It doesn't matter if you know what the ceremonies are in a Scrum or if you've been trained on a new approach for coding. Your deep-rooted belief in yourself and your role will drive your behavior.
- Have you heard the expression, "**What if the best idea in the room was the one that wasn't shared?**" Perhaps it wasn't shared because the person is shy and believes they shouldn't speak out in front of their leaders or others who they think are in a more senior position than they are? Or, what if it wasn't shared because they are being spoken over by the person who believes they have the best opinions and ideas? These are examples of how our beliefs drive our attitudes and become how we behave – not only individually, but as a team.

<h2 style="margin: 0;">Fixed Mindset</h2> <p style="margin: 0;">Born the way you are Smart - Talented Measurements define us Success or Fail? Accepted or Rejected? Success \neq Learning</p> <div style="background-color: #cccccc; padding: 5px; margin-top: 10px; color: #00a0c0;"> <p style="text-align: center; margin: 0;">It is about proving or disproving their belief in themselves</p> </div>	<h2 style="margin: 0;">Growth Mindset</h2> <p style="margin: 0;">Cultivate our qualities Change and grow Learning, practice, experience</p> <div style="background-color: #6699cc; padding: 5px; margin-top: 10px; color: white;"> <p style="text-align: center; margin: 0;">Effort can surpass “natural talent”</p> </div>
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Length: 5 minutes (30:00 total)

Talking Points:

- Have any of you read the book, **Mindset: The New Psychology of Success by Carol S. Dweck, Ph.D?**
- Research has found that there are two types of mindsets – fixed and growth (which we also refer to as “agile”).
 - **With a fixed mindset**, the thinking is that we are born the way we are and cannot change that. For example, we are either smart or not. We are talented or not. We believe we are continuously being measured based on who we believe we are at that time. Measurements such as IQ tests define us and we cannot change that. We are afraid to make a mistake or not live up to our image. We grant people and situations the power to define us. Will I succeed or fail? Will I look smart or dumb? Will I be accepted or rejected? Will I feel like a winner or a loser? Success to a person with a fixed mindset is not about learning – it is about proving or disproving their belief in themselves.

- **With a Growth mindset**, the thinking is that we believe that our basic qualities are things we can cultivate through our efforts, our strategies and help from others. This mindset believes that people may differ in many ways—in their initial talents, aptitudes, interests or temperaments—and that everyone can change and grow through effort, learning, practice and experience. For example, a talented athlete may not necessarily become the best in their given sport. But, with hard work, training, focus and commitment, less “naturally gifted” athletes can succeed and overtake those with “natural” talent who don’t push themselves to improve and stay on top of their game.
- In the book, **Mindset: The New Psychology of Success by Carol S. Dweck, Ph.D.**, you will learn how possible it is to change your mindset. There are key questions to determine in what ways you may have a fixed or growth/agile mindset and how to evolve your mindset.

There are two types of mindsets.

What do you think are the characteristics and behaviors of each?

Think of someone you know with each mindset...

1. Fixed
2. Growth/Agile

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Length: 10 minutes (40:00 total)

(Group Activity #2 –Think of people you know that have either a fixed or growth mindset? What are the characteristics or behaviors of Fixed vs Growth mindset?)

(3:00 min) Discuss this amongst yourselves at your tables. On your Worksheet, jot down a few key characteristics or behaviors of each mindset. We'll ask for some volunteers to share with the larger group afterwards. You can start with Fixed and then move to Growth.

(2:00 min) Let's share what are some of the characteristics or behaviors of people you've observed; let's start with fixed and then growth/agile mindset?

- Here are some examples of characteristics/behaviors/attitudes of a **fixed mindset**:
 - Is not interested in new ideas or approaches for getting things done – focused on getting the standard work done
 - Does not participate in brainstorming sessions; may not use new tools for collaboration
 - Does not react positively or gratefully when constructive feedback is given – tends to “shut down”, become defensive, point the finger, etc.
 - Does not take on assignments that take them out of their comfort zone – shies

away from new opportunities

- Follows a prescribed process and is not open to changing, even if it means increasing value to the customer

- Here are some examples of characteristics/behaviors/attitudes of an **agile mindset**:
 - Respect - for team members, the customer, the product
 - Collaboration- through behavioral norms, tools, processes, discussions, meetings, etc.
 - Open to feedback- there is always room for improvement, **which is at the heart of being agile**
 - Open to learning- allowing yourself and your team to try new ways of doing things
 - Focused on delivering value – this is what agile is all about. Adding value to the customer.
 - Adapting to change- rolling with changes without resistance. As if change is the norm and/or a requirement. **Even being on the alert for opportunities to change and take advantage of opportunities to remove risk or to deliver more value**

Summary:

Fixed Mindset: Many people have a fixed mindset. They tend to avoid challenges, ignore constructive feedback and feel threatened by the success of others. They tend to achieve less than their full potential. They do not believe that learning will make much of an impact on their potential to grow as they believe they are where they should be. They let their emotions dictate their behaviors. For example, “I’m afraid of doing things differently...what if I’m not good at it? Will that mean I’m not who I think I am?”

Agile Mindset: People with a growth/agile mindset embrace challenges, persist in the face of set backs, see effort as the path to mastery, learn from feedback and find lessons and inspirations in the success of others. They tend to achieve and fulfil and even exceed their potential. They push through fear of change and believe in their ability to learn and grow.

****Advance slide for the definition of Agile Mindset****

Two Mindsets

There are two types of mindsets – fixed and growth/agile.

FIXED

leads to a desire to look the part, so people tend to:

Avoid challenges

See effort as fruitless

Feel threatened by the success of others

Give up easily

Ignore constructive feedback

As a result, people with a fixed mindset may plateau early and achieve less than their full potential.

GROWTH/AGILE

leads to a desire to learn, so people tend to:

Embrace challenges

See effort as the path to mastery

Find lessons and inspirations in the success of others

Persist in the face of setbacks

Learn from feedback

As a result, people with a growth mindset reach ever-higher levels of achievement – fulfilling and exceeding their potential.

Source: Mindset: The New Psychology of Success by Carol S. Dweck, Ph.D.

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Length: 3 minutes (43:00 total)

Talking points:

- This page will give you a quick view of some of the general characteristics of each mindset.
- As you can see, those with a **fixed mindset tend to plateau early** in their career and achieve less than their full potential.
- Those with a **growth mindset reach ever-higher levels of achievement** as a result of their attitude and effort
- The good news is that this is not black and white in that you may have a more “fixed” mindset regarding some aspects of yourself and a more “growth” mindset for others. I find myself being a bit more fixed when it comes to some areas of my life and much more agile in other areas. (Give examples) I work at improving my mindset regularly and it’s exciting to see my growth over time.

Examples of characteristics of an agile mindset

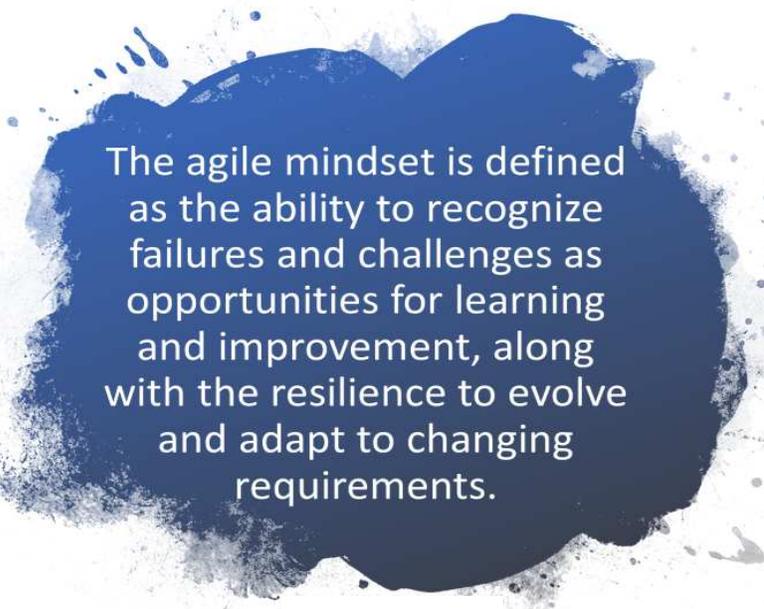
Respect	for team members, the customer, the product
Collaboration	through behavioral norms, tools, processes, discussions, meetings, etc.
Open to feedback	listen and think about whether it fits – try it
Open to learning	by allowing yourself and your team to try new ways of doing things – you can learn something from anyone
Focused on delivering value	which is what agile is all about – find the common thread with others
Adapting to change	by being on the alert for opportunities to evolve

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Show this after they finish the exercise – or if they are struggling, then you can go through this to assist them

This is a good chart to add to your collaboration or Jira sites – or even print out on a poster in collaboration areas to remind people of what we are striving for.



The agile mindset is defined as the ability to recognize failures and challenges as opportunities for learning and improvement, along with the resilience to evolve and adapt to changing requirements.

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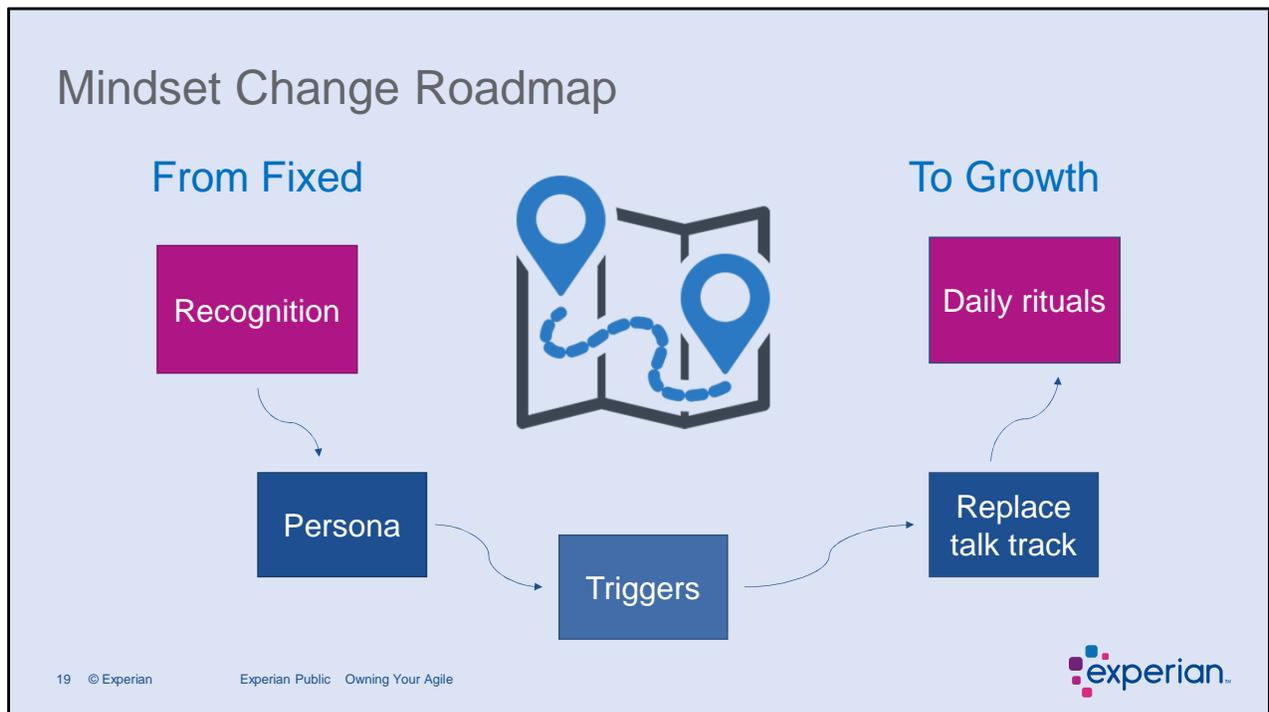
Slide: 1:00 Total: 44:00

Review the definition

What questions do you have about this definition?



How do we move from a fixed mindset to a growth mindset?



Length: 5 minutes Total: 49:00

To focus on moving towards an Agile/Growth Mindset, reference chapter 8 in the book, [Mindset: The New Psychology of Success by Carol S. Dweck, Ph.D.](#)

Here are the steps:

1. Recognize that at times, you do have a fixed mindset (think about the characteristics of a fixed mindset you wrote down)
2. Give your fixed mindset a “persona” - a name that you can refer to (separate from your name) – that is who is creating that “talk track” in your head to act/respond that way (give example)
3. Become aware of what is triggering your fixed mindset (persona) to present itself. Review the characteristics of a fixed mindset to help you to recognize when it surfaces
4. Work daily to replace fixed mindset thinking and behaviors with a growth mindset. Practice and embrace the values, characteristics and behaviors of people with a growth

mindset. Put realistic and meaningful plans in place; use self discipline; do something about it every day.

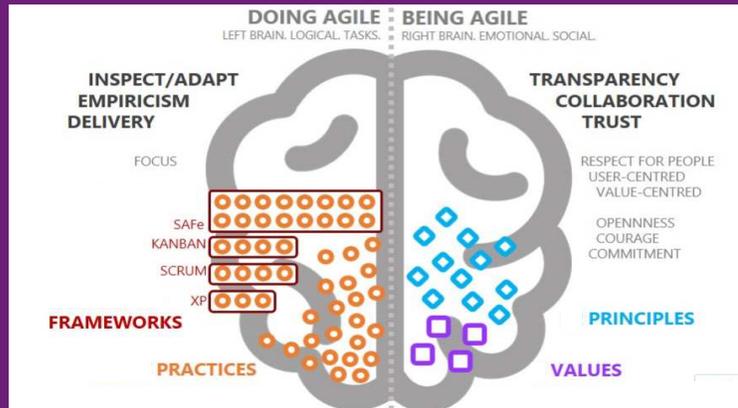
5. Listen to the Podcast, [The ScrumMaster Toolbox](#), every day if possible, to help you and your team work more effectively

What questions do you have about this? Take a moment or two to jot down some actions or thoughts regarding your mindset and what you will do this year to move to a more growth mindset.

Doing Agile vs. Being Agile

The Agile Mindset. Zen Ex Machina (2017)

- Many of us are already 'doing' agile (some of us are not).
- Our agile processes and methodologies are in place (some may need to be created/changed - and that's ok).
- What comes first, the chicken or the egg (doing vs. being)?
- Knowing the rules of tennis won't make you a better tennis player.



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Length: 3 minutes (52:00 total)

So, in summary, having an agile mindset is about “being agile” not “doing agile” – but they do go hand in hand.

Let's move on now to the difference between “Doing Agile” and “Being Agile” and how the Agile Mindset fits into this.

- Many of us are already doing work in an agile way. We follow the prescribed processes, frameworks, and practices. But does that alone create success and does doing the processes give you an agile mindset?
- Unfortunately, “doing agile” is not enough to make an impact, and without having an agile mindset, we aren't displaying behaviors and attitudes that are aligned with our values and principles. Without the right mindset or behaviors and attitudes, we are missing a huge opportunity to truly becoming agile. This ends up just confusing and frustrating yourself and your teammates.
- The perfect analogy to this is: knowing the rules of tennis alone won't make you a better tennis player.

- This course is about having an agile mindset. We aren't covering the methodology around agile. But, we don't know what comes first, the mindset or the process (like the chicken or the egg). **What we do know is that the mindset, whether it comes before or after, is critical to our success.**
- Agile mindset is about behavior and attitudes displayed. They are underpinned by values and principles designed to shape our culture and reflect the way work gets done.
- **Looking at this chart, think about where you are in the Doing/Being spectrum – the left side is “doing” Agile and the right side is “being” Agile – it's ok and necessary to be somewhere in between. Sometimes you need more right brained effort and other times you need to focus on your left side. How do you know when you need to adjust?**
- Remember that even if you believe you are being Agile, your teammates may not, and that will require communication and change to align with each other. **Also, even if your team works in a highly agile way, when you work with other teams, they will have a different perspective on agile, on Scrum, on what work needs to be done, etc. and you will need to guard against your mindset becoming fixed. It is even more important to “be Agile” when working with people outside of your team. More often than not, you will have to adapt to the conditions outside of your team than the other way around. You can only control yourself – you cannot controls others. You can influence, and that is where the Agile Mindset comes into play. Always search for the common ground and start by agreeing what is the value that we are delivering.**
- If you go too far to one side of the spectrum, chances are you will run into trouble. Remembering the triangle from earlier on, you need both the skills and the mindset (and lastly the environment) – one without the others will result in frustration and challenges that you will need to overcome.
- Let's explore this further.



Section slide.

Let's dive deeper into the values and principles of Agile and how these reflect on our mindset.



the agile manifesto's core values

- 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.

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Length: 3 minutes (55:00 total)

Talking points:

- By a show of hands, how many of you are familiar with the Agile Manifesto? Keep your hands up if you think about it and demonstrate it daily?
- In addition to the Agile Manifesto, there is also a list of 12 Agile principles. Together, these guide us through the type of beliefs the signers of the manifesto agreed were essential to improve how software development got done. **Today, these values and principles are being applied to many types of work beyond software development, from IT to HR to finance, procurement, audit and more.**
- You can find the Agile Manifesto and principles at AgileAlliance.org – and I suggest you print them, hang them near your workplace, study them and look for ways to apply them in your every day work. Just keep in mind, it is not black or white – it is your mindset coupled with your skill and knowledge that will drive how and when to apply these values. The manifesto does not say not to do what comes after the “over” – it is saying your priority, your driver, is what comes first.

- Regardless of what methodology or framework your team is using, there are always opportunities to apply an agile mindset to the work you are doing. This doesn't just apply to your work, these values and principles apply to our daily interactions with everyone we come in contact with.

5 scrum values

to help with development and delivery



Focus

Everyone focuses on the work of the Sprint (incremental development/iterations) and the goals of the (Scrum) team.



Courage

(Scrum) team members have courage to do the right thing and work through tough problems.



Openness

The (Scrum) team and its stakeholders agree to be open about all the work and the challenges with performing their work.



Commitment

People are personally committed to achieve the goals of the (Scrum) team.



Respect

(Scrum) team members respect each other to be capable, independent people.

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Length: 5 minutes 60:00 total

Talking points:

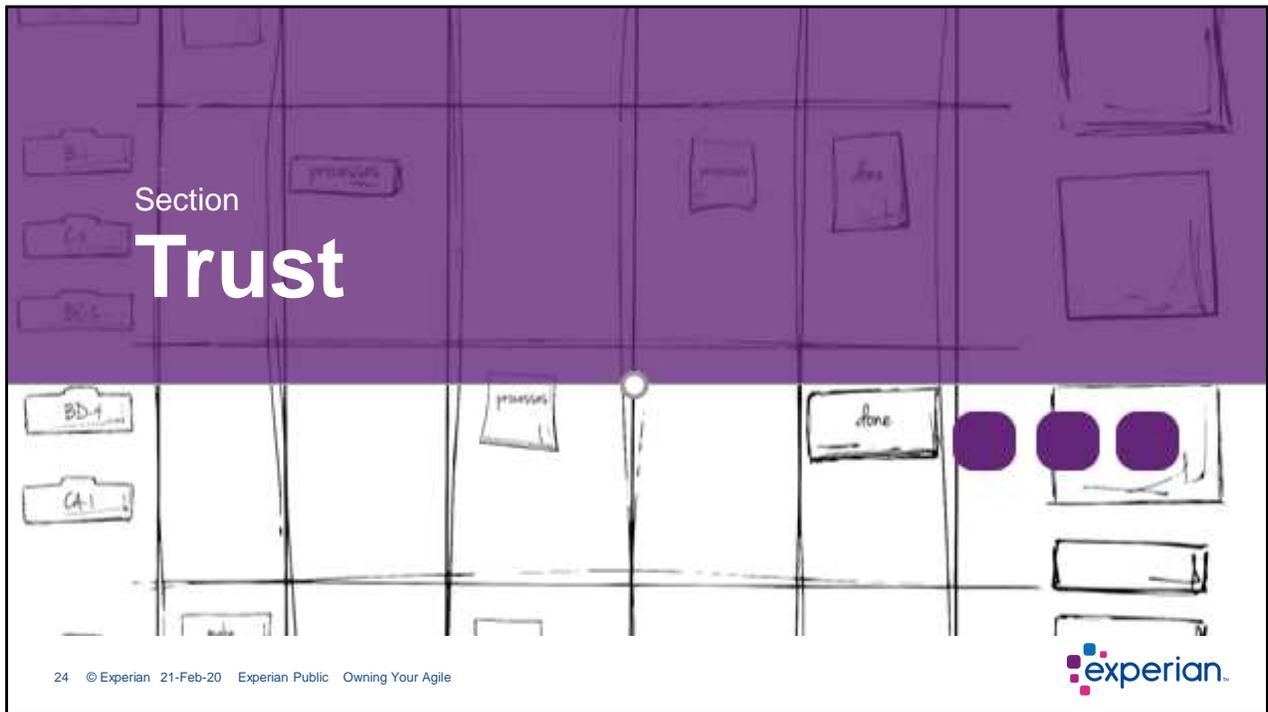
- Here are the 5 Scrum values – Sometimes, challenges in being agile and having an agile mindset come from a lack of understanding about how to work better together.

Let's brainstorm together what some assumptions need to be in place for each of these values to come to life?

- Starting with **Focus** – what do we need to assume must be in place so that everyone on the team can focus on the work? (priorities, not spread out across too many projects or teams)
- Let's move to **Openness** – what must we assume is in place for the team members to be open with each other and with the stakeholders? (Trust, safety, my team mates "have my back", will not be fired or rated low if I make an honest mistake while trying)

- Moving to **Respect**, what type of behaviors would need to be present to reflect there is respect within the team for each team member? (My team members really listen to me; provided with the tools I need to do my job)
- How about **Courage** – what type of environment must be in place for team members to have courage to say and to do the right thing to solve problems? (Not laughed at, not ridiculed, not ignored, given time for me to think through my idea and present it)
- Lastly, **Commitment** – For a team member to commit to achieving the goals of the sprint – or, the goals of the release, what must happen? (That their effort will be appreciated, their work will be used, that they are given the time to achieve the goals)

You will find the Agile Manifesto values and the Scrum Values on your worksheet, so keep it close by and refer to these often. The answer to challenges will often be found within these values and the behaviors that support them.



Section slide.

Now, let's move to a key ingredient of Agile success – Trust

A common challenge when it comes to being agile is trust.

Why do you think this is?

How can the agile values help you create higher trust?

"You know it when you feel it. Trust happens when you are transparent, candid, and keep your word. It's that simple."

-Jack Welch

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Length: 3 minutes (63:00 minutes)

Trust tends to be a common challenge in adopting an agile mindset – why do you think that is? Call on those interested in sharing.

Talking Points:

- Trust is an economic driver, not merely a social virtue (business case for trust)
- Trust is the #1 competency of leadership needed today
- Trust is a **learnable competency**.
- It is an essential ingredient for working with and leading teams and individuals

Raise your hand if you are comfortable with the level of trust that exists amongst your teams...

Think of a person at work whom you have a high trust relationship.

Think of a person at work whom you have a low trust relationship.

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Length: 8 minutes (71:00 total)

Ask the group the following questions for both high trust and low trust.

Think about a person you know at work whom you have a **low trust relationship** – Using your worksheet, jot down just 1-3 words maximum for each of the following:

- What is it like to work with this person?
- What is communication like?
- How long does it take to get things done?
- What kind of results are you able to achieve with them?

Now, think about a person you know at work whom you have a **high trust relationship** – Again, using your worksheet, jot down just 1-3 words maximum for each of the following:

- What is it like to work with this person?
- What is communication like?
- How long does it take to get things done?
- What kind of results are you able to achieve with them?

Now, write down on your worksheet, the name of a person or persons at work

whom you want to establish **a more trusting relationship with**. Write down some ideas for how to make that happen.

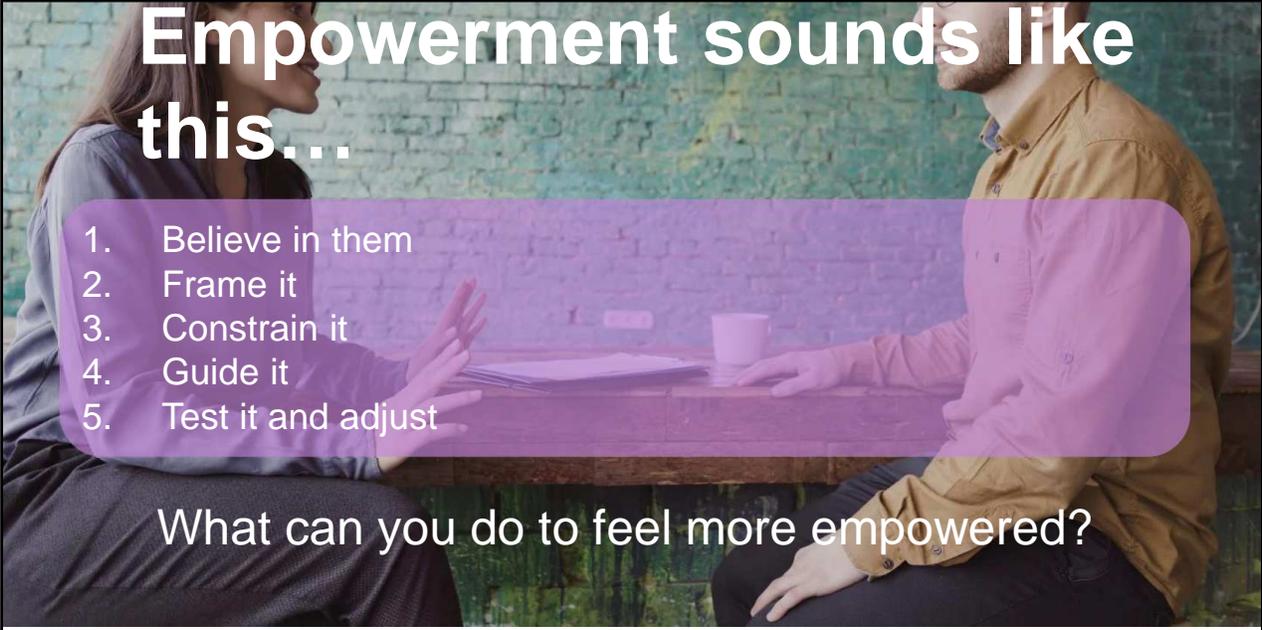
Who would like to share some ideas of what would need to change to bring about increased trust?

By embracing the 5 values of Scrum, **Focus, Openness, Respect, Courage and Commitment**, trust can be built amongst team members and stakeholders. When one or more characteristic is lacking, trust is impacted.



Section slide.

Now, let's move to Empowerment...



Empowerment sounds like this...

1. Believe in them
2. Frame it
3. Constrain it
4. Guide it
5. Test it and adjust

What can you do to feel more empowered?

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Length: 15 minutes (78:00 total)

Who would like to help us define what is “empowerment”? (Volunteers share their thoughts)

These are the 5 ingredients that have proven to be successful in leaders empowering team members or team members asking for what they need to be empowered.

From a leader perspective: **ask for volunteers to provide examples**

1. You need to express that you truly **believe** in your team member, for example, “I need some help with this task and I’m confident you know how to do this.”
2. You need to **frame** it to provide a reasonable scope, for example, “The product owner needs it to be in the cloud, but the design can be up to you.”
3. You need to **constrain** it with boundaries, such as, “We need this solution mapped out and ready to propose by the end of this sprint.”
4. You need to **guide** it by providing a reference source, such as, “I will send you over a few examples of other designs that were similar to this one so you get an idea what I’m looking for.”
5. You need to **check in** regularly and pivot as needed, such as, “Let’s meet up on Thursday afternoon and see how you’re doing and if anything critical has changed that may impact this.” We can meet up more frequently too if that helps.”

Do you feel you are receiving these things from your teammates, ScrumMaster or Product Owner? Or even from your line manager? If not, how do you think you can get them?

****If you don't get this from your leader, stakeholders, team members, etc., then ask for it in a polite and respectful way*****

For example:

1. "Janet, I appreciate you putting your trust in me for this task. I understand you would like me to come up with a design solution, but I'm wondering about the boundaries or parameters. Can you share some thoughts with me on that? For example, can the solution be cloud based?"
2. "Janet, are there some cost constraints or a timeframe for completing this task?"
3. "Janet, do you have any examples of a successful design of this nature that I can look at for guidance?"
4. "I'd like to give this some thought over the weekend and would like to schedule time with you early next week to be sure I'm on the right track. Would that be OK?"

Within your tables, pick a partner and role play with them first, giving empowerment – use something that might happen within your existing scrum teams, where you are asking for help in getting an item/story done.

Then, switch and let the other person try it.

Once done, role play where you are asking for empowerment – and then switch.

On your Agile worksheet, write down a few actions/ideas that you will move forward with after this session. Work with an Agile Mentor for support and guidance.

Overcoming Challenges

Group activity...

- Refer to your top 3 challenges (from beginning)
- Generate ideas on how you can work to overcome these using the values and characteristics of an Agile mindset, trust and empowerment
- Select a volunteer to share one with the larger group



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Length: 15 minutes (93:00 total)

(Group Activity #5 – Solutioning – brainstorm actions that they can take to overcome the challenges from 1st activity – use the mindset characteristics, the Agile Principles, the Scrum values, Trust and Empowerment.)

Now we are going to be able to put all this together. At the beginning of this workshop you brainstormed and prioritized the challenges you or your team were experiencing with Agile.

At your tables, refer to those top prioritized challenges from the beginning of today's session (on the flipchart), and discuss how can you work to overcome them using the values and principles identified on the last two slides. You can also refer to your individual Agile Worksheets which list the Agile and Scrum values and where you jotted down the agile mindset characteristics. For each challenge, identify 2-3 values and mindset characteristics that can help overcome the challenge.

Select a volunteer to share your findings with the larger group.

Share and debrief. Go around each table (ask for volunteer) to describe how their challenges can be overcome by using what they've learned today.

Now let's move on to how you can practice this in your work outside of your Scrum teams.



Length: 3 minutes (96:00 total)

To close out our session today – here are the Next Steps:

- Find an agile mentor, coach or expert
- Consider including the actions from your session worksheet today as part of your development goals for the coming year.
- Ask your Agile Mentor the 3 questions that are on your My Agile Mentor worksheet and jot down their answers. If those questions aren't comfortable for you, then come up with others that resonate with you.
- Remember, becoming agile is a journey of small steps. Why not join the journey and bring your agile / growth mindset?

Closing: I hope you found this workshop of value in understanding what is an Agile Mindset, some tips to help you transition, and why it is important to not only “do Agile” but “be Agile. If you have any questions about anything in the session, please feel free to reach out to me, your Agile mentor or your manager.

Please be sure to complete the session feedback form and leave them up front with me. These have been very helpful in tailoring this workshop to the many varied audiences.