

Braindump of Agile Facilitation Training

Online training from SoftEd, 18 - 20 May
Instructor: Craig Smith

The role of a facilitator ?

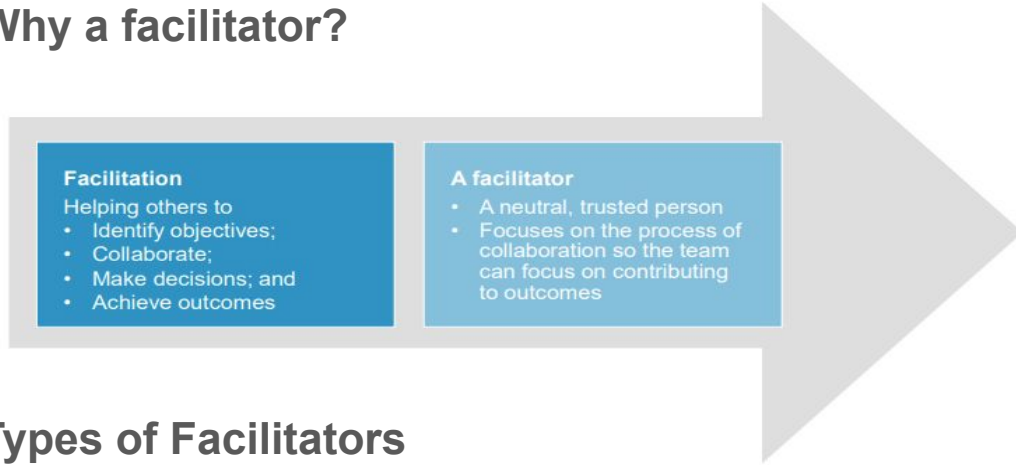
Self Organising Teams

What forces drives them forward?	What leads them to struggle?
<ul style="list-style-type: none">● Empowerment● Trust - Its ok to fail● Growth mindset● Collaboration● Continuous improvement● Innovation● Clarity of R&R	<ul style="list-style-type: none">● Egos● Blame culture● Command and control● Unhealthy competition● Lack of vision / direction

Agile Teams deliver value by being cross functional teams, understanding value, working collaboratively, continuous learning and being self organised.

Types of Facilitators

Why a facilitator?



Types of Facilitators

- **Agile Facilitator** - who focuses on facilitating Agile practices and embodies Agile principles and mindset. Is a core member of the team; role can be rotated; often called as the SM or Iteration Manager
- **Workshop facilitator** - focuses on facilitating the flow of the workshop and dynamics of the group. Is neutral and respect's team's needs.

The Agile facilitator

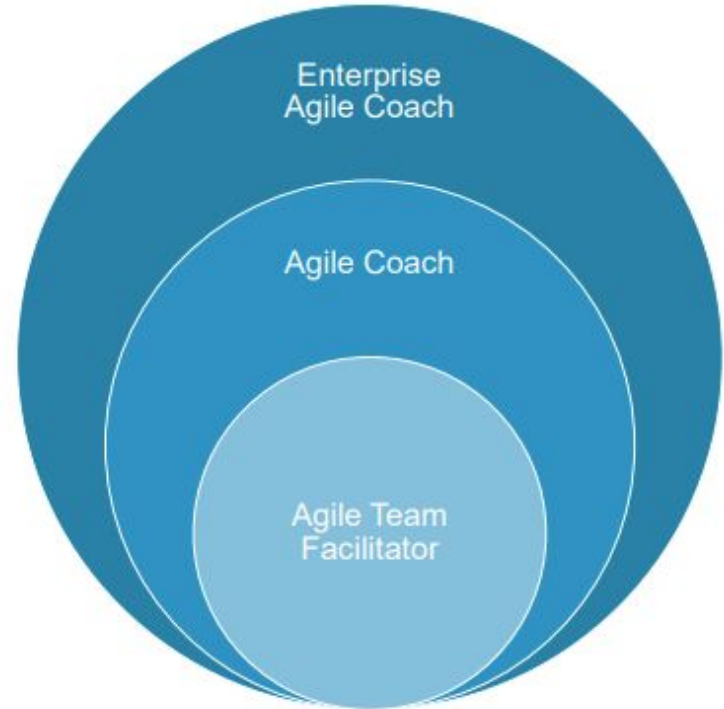
- Serves the team as a Servant leadership so that they can deliver and be high performing
- Supports the team to work in an Agile way by fostering collaboration
- Ensures team is working on priority and delivering value
- Helping to create an environment supportive of an Agile mindset and Agile behaviours
- Empowers team to be self organising and creates environment for decision making

Facilitation styles

Active Enthusiastic(+) Stimulating(+) Talks too much (-) Gives own opinions (-)	Reflective Thoughtful (+) Gives people time (+) Pace too slow (-) Too much silence (-)
Theoretical Creative (+) Builds on Ideas (+) Not pragmatic (-) Seen as woolly (-)	Fact based Practical (+) Strong on problem solving (+) May not value creative ideas (-) May not look ahead (-)
Aggressive Time managed well (+) Pre defined topics (+) Little flexibility in discussion (-) Highly directive (-)	Passive Group has a feeling of control (+) Lots of flexibility (+) Weak controls on time (-) Not directive; can seem aimless (-)

Role of a scrum Master

- Can be compared to that of an air traffic controller whose primary responsibility is to ensure planes **not** collide with each other; control inbound air traffic ensuring that landing and take off are sequenced.
- Only about 35 - 40% of effort / time required to perform SM role for a team and remaining effort is available to perform core duties.



Learning stages of a facilitator

Shu-Ha-Ri for the Facilitator

Shu: Apprentice

This is the beginning stage. A facilitator follows the teachings of one master precisely.

Ha: Journeyman

At this point the facilitator begins to branch out. With the basic practices working she or he now starts to learn the underlying principles and theory behind the technique.

Ri: Master

Now the facilitator isn't learning from other people, but from her own practice.

Ice breakers

Some of the ice breakers that are commonly used by SMs -

- Two truths and a lie
- Birth map
- One word
- Making memes
- Continuous story
- Fun riddles
- Food themes
- Search your name in google
- 'First time in last 2 months
- Guess the virtual background in the online meeting

Workshops

What makes a workshop a good workshop?	What makes a workshop worse?
<ul style="list-style-type: none">● Communication and collaborating● Preparation ahead of time● Right audience and clear agenda● Interactive● Big visual displays/charts● Good facilitator	<ul style="list-style-type: none">● Lot of Monologue● Unclear purpose or goal● Switching between too many agendas● Conflicting personalities● Pushing personal agendas● Missed context● No breaks● Technology challenges

Pre-Meeting: Planning

We should answer these questions before people arrive

Who?

Where?

When?

How?

Who should attend?

What should they get from this workshop?

Where will it be held?

Do people need to dial in?

When will it be on?

How should we set it up?

What do we want from them?

Do they need to prepare?

Do we need equipment and supplies?

Can they get there?

How long will it go for?

How should we run it?

Facilitation techniques

- Mad, Sad, Glad
- Visualisation - Mind mapping, sketch noting
- Open Space
- Brainstorming

Apply facilitation techniques based on the current stage/maturity of the Agile team as per Tuckman's model.

Agile Manifesto and the 12 Agile principles

Agile Manifesto

- Assess team maturity against the four values in the Agile manifesto.
- Important that teams are not at one extreme side of the manifesto

Agile Principles

- Identify the Agile practices that are adopted in the team that imbibe these 12 Agile principles.

Team health check

Cognitive Health check	Physical Health check	Interpersonal Health Check
<ul style="list-style-type: none">• Everyone in the team has a shared understanding of the goals• Knows<ul style="list-style-type: none">What is going on in the teamWho is working on whatWho is good at what	<ul style="list-style-type: none">• Makes decisions together• Are self organised• Manages their own processes• Resources are available to unblock themselves• Adapts well when change is necessary	<ul style="list-style-type: none">• Team members respect each other• Difference opinions are resolved within themselves• Trust each other• Understands everyone is unique and makes unique contribution to the team

Conflict Resolution

- Collaboration
- Compromise
- Accommodation

Collaboration is the best approach for conflict resolution

Agile Ceremonies

Purpose of the Agile Ceremonies

- Planning meeting
- Retrospective
- Daily Standups
- Showcases

Putting a 'Way of Working' together

1. What does Agile mean to the team?
2. What roles, practices and ceremonies do we need to achieve the above?
3. List specific practices, behaviours to achieve them

Liberating Structures

Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another.

1-2-4-all

How does it work -

1. Self reflection as an individual
2. Share, reflect and reach a consensus in a pair
3. Share, reflect and reach a consensus with 2 other pairs
4.