

Agile Team Facilitation

|What it is about?

Agenda

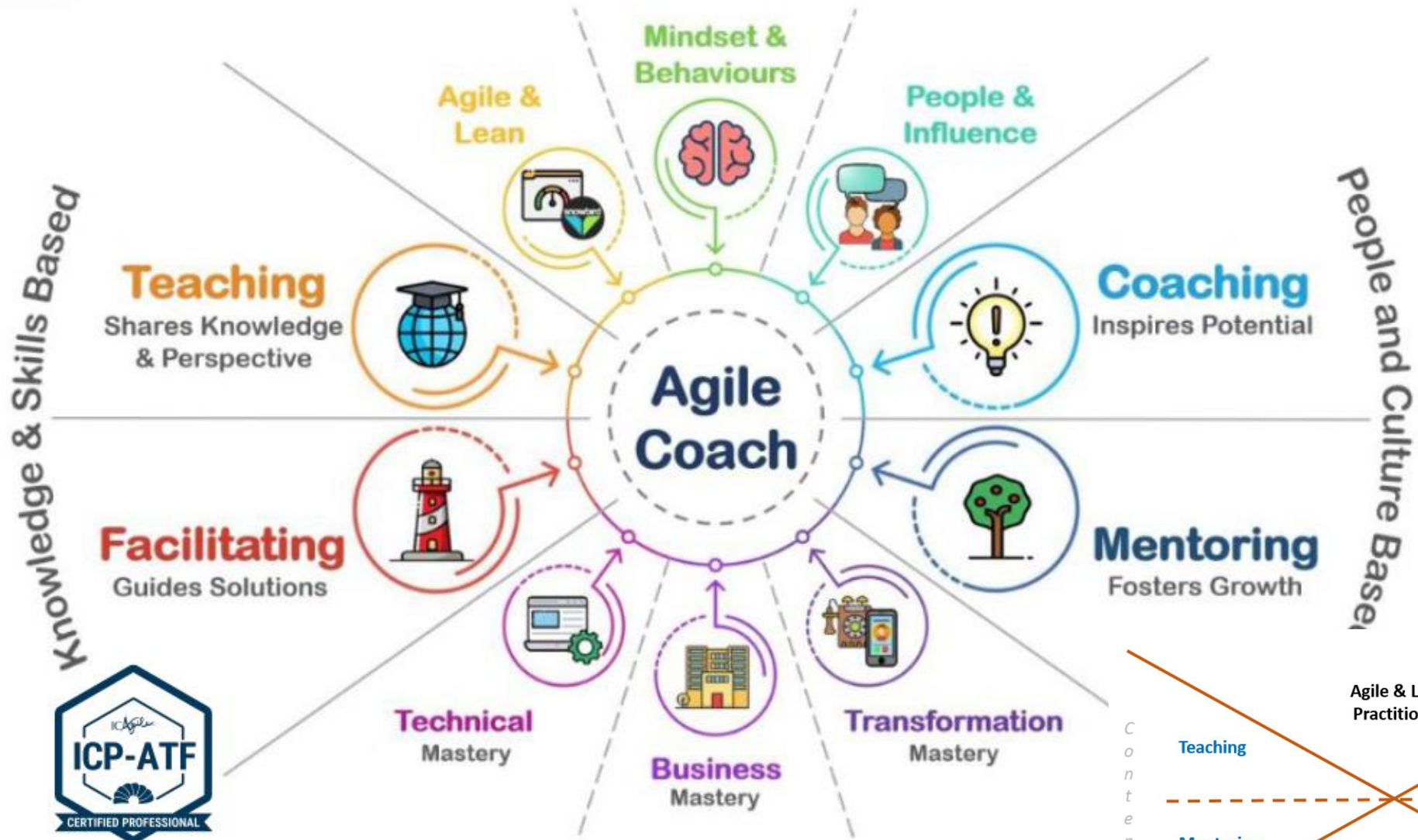
- What it is about? And who is the facilitator?
- Goals of the facilitation
- Flow of the meeting
- Team analyze
- Persona patterns
- Facilitation techniques
- Situative cases
- Useful resources

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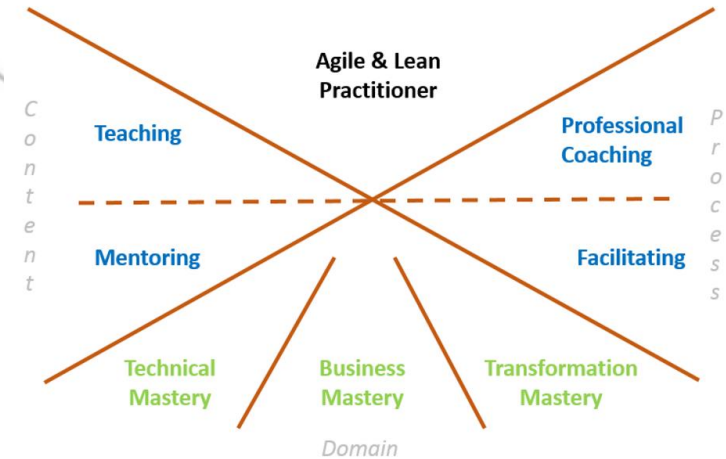
Фасилитационная сессия это хорошо структурированное собрание, в ходе которого его лидер (фасилитатор) проводит участников через ряд заранее определенных шагов, чтобы они достигли результата и чтобы этот *результат был разработан, понят и принят всеми участниками.* (Майкл Вилкинсон)

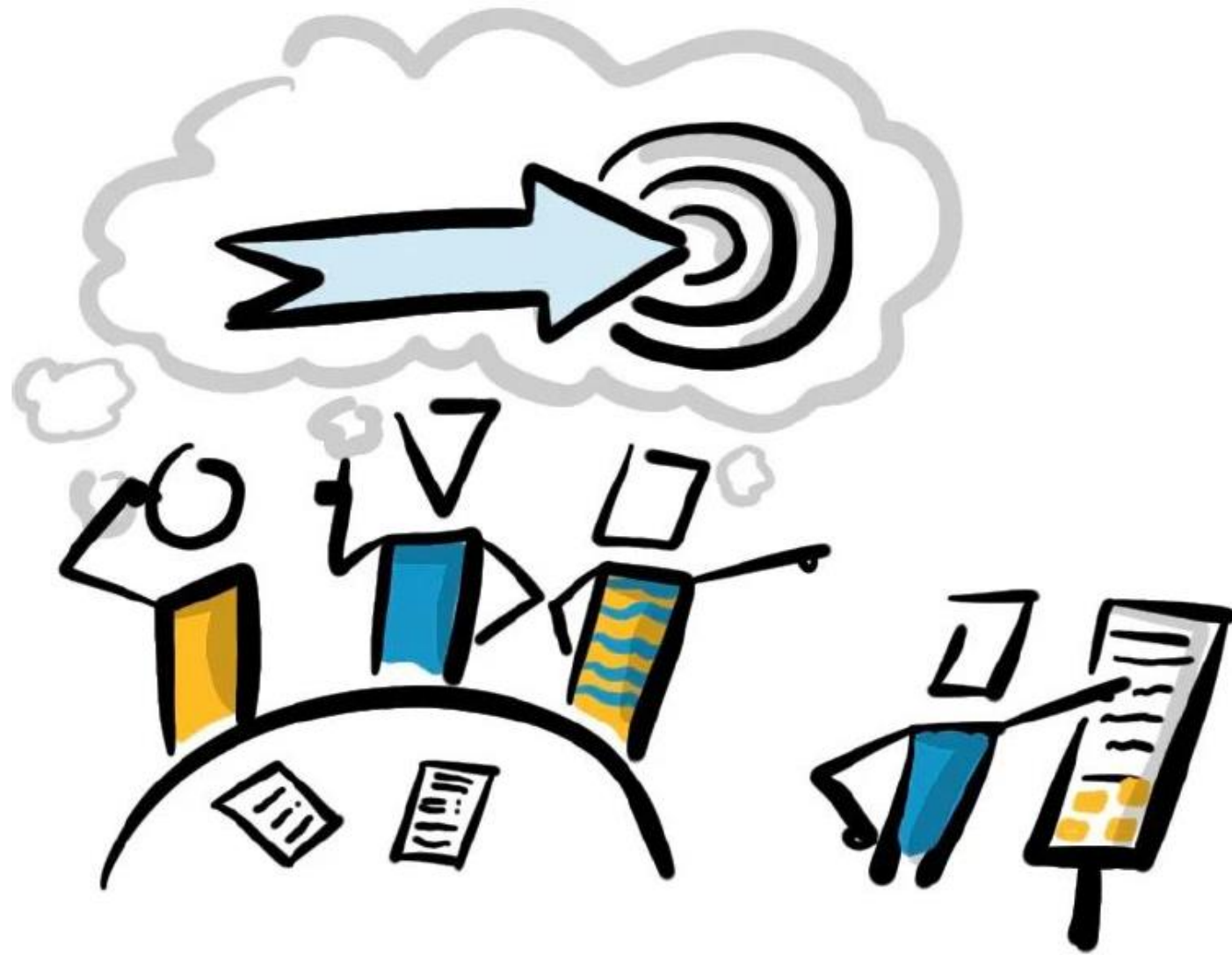
Фасилитатор - тот, кто помогает каждому участнику думать наилучшим образом. Для этого он побуждает участников к полноценному участию, способствует взаимопониманию и культивирует чувство общей ответственности. *Фасилитатор дает возможность членам группы искать взаимоприемлемые решения и создавать жизнеспособные соглашения.* (Сэм Кейнер)

Фасилитатор (англ. facilitator, от лат. facilis «лёгкий, удобный») — это человек, обеспечивающий *успешную групповую коммуникацию.* Обеспечивая соблюдение правил встречи, её процедуры и регламента, фасилитатор позволяет её участникам сконцентрироваться на целях и содержании встречи. (Википедия)



Agile Coaching Track





A skilled facilitator can make a meeting feel thoughtful, cohesive, participatory, and even enjoyable. Yes, enjoyable

Mindset

- System\Design thinking
- Agile\Lean mindset
 - Kaizen
- Positive thinking
- Flexibility
- Openness
- Energy to move on

Soft skills

- Empathy
- Mentorship
- Communication
- Negotiation
- Leadership
- Coaching



Hard skills

- Presentation\Visualization
- Facilitation techniques
- Specialized SW expert knowledge
- HL Knowledge of area

Facilitator Persona

Main goals & instruments of Facilitation

To help to be heard

Increase involvement

Increase focus

Help to think out of the borders

Repeat and conclude

So if to summarize the discussion... Bottom line ...
If I understood correctly \ As far as I understood

Direct and Inspire

<Username> you want something to add?
This is one opinion, let's look on another one

Notice and save

We've changed the topic without conclusion
Let's schedule separate discussion for that
I'm opening a story for this

Research and investigate

What alternatives we have?
What benefits of this?
What else we can do?

ЦЕЛИ И ИНСТРУМЕНТЫ

ПОМОЧЬ БЫТЬ
УСЛЫШАННЫМИ

ПОВТОРЯТЬ
Я только что
Если подыто
Это так?

ПОВЫСИТЬ
ВОВЛЕЧЕНИЕ

НАПРАВЛЯТЬ
Пока что мы
Давайте выс
Миша, ты хот

ПОВЫСИТЬ
ФОКУС

ПОМЕЧАТЬ
Мы только чт
перешли к те
стоит сейчас

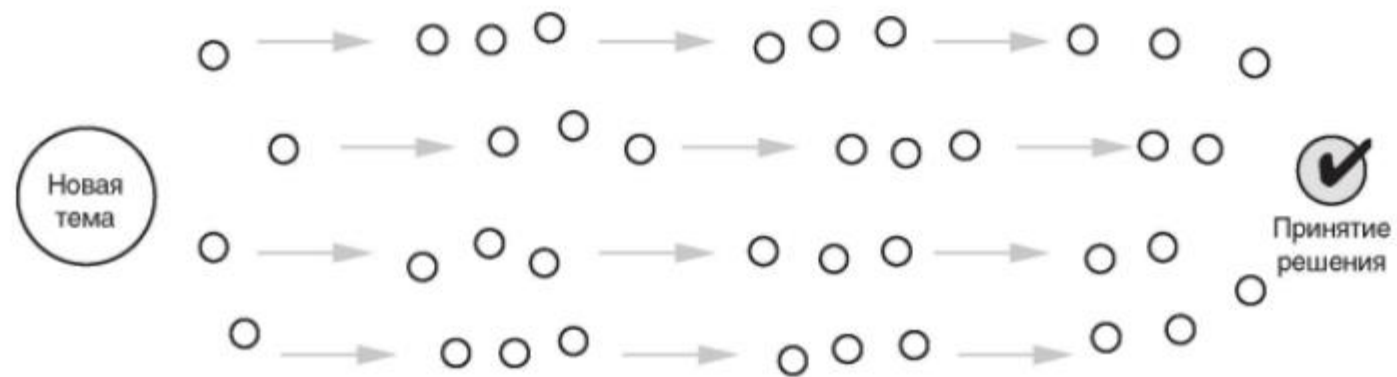
ПОМОЧЬ ВЫЙТИ
ЗА РАМКИ

ИССЛЕДОВАТЬ
А что мы ещё
Что ещё возм
Что именно?

FLOW OF THE MEETING

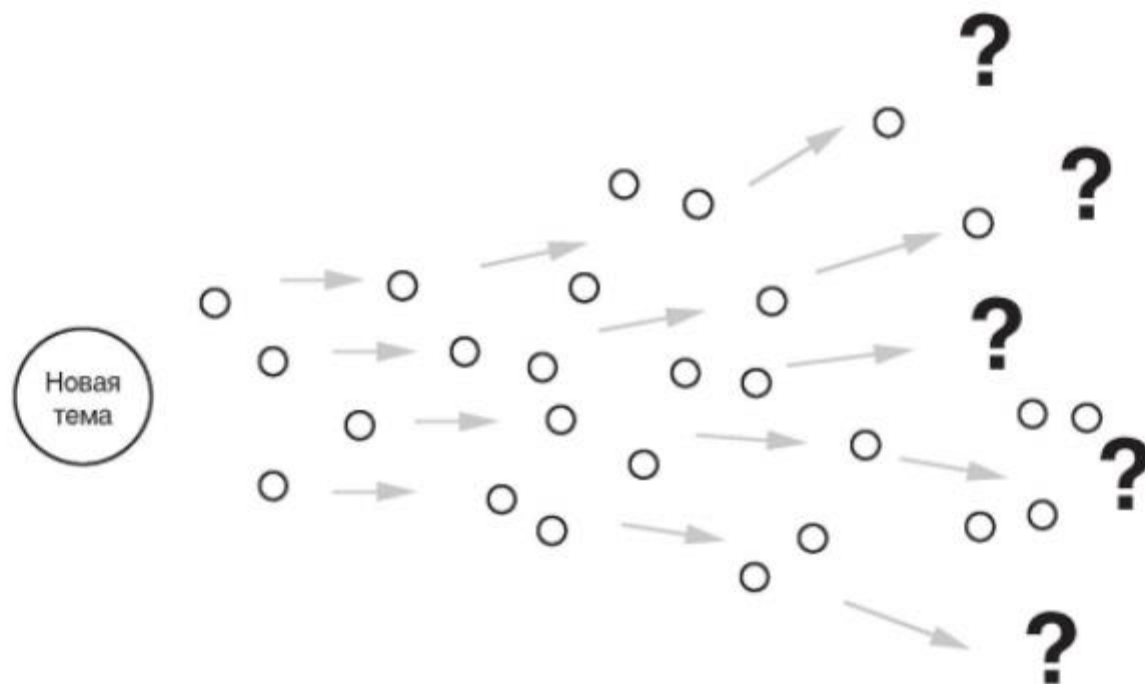
ДИНАМИКА ГРУППОВОГО ПРИНЯТИЯ РЕШЕНИЙ

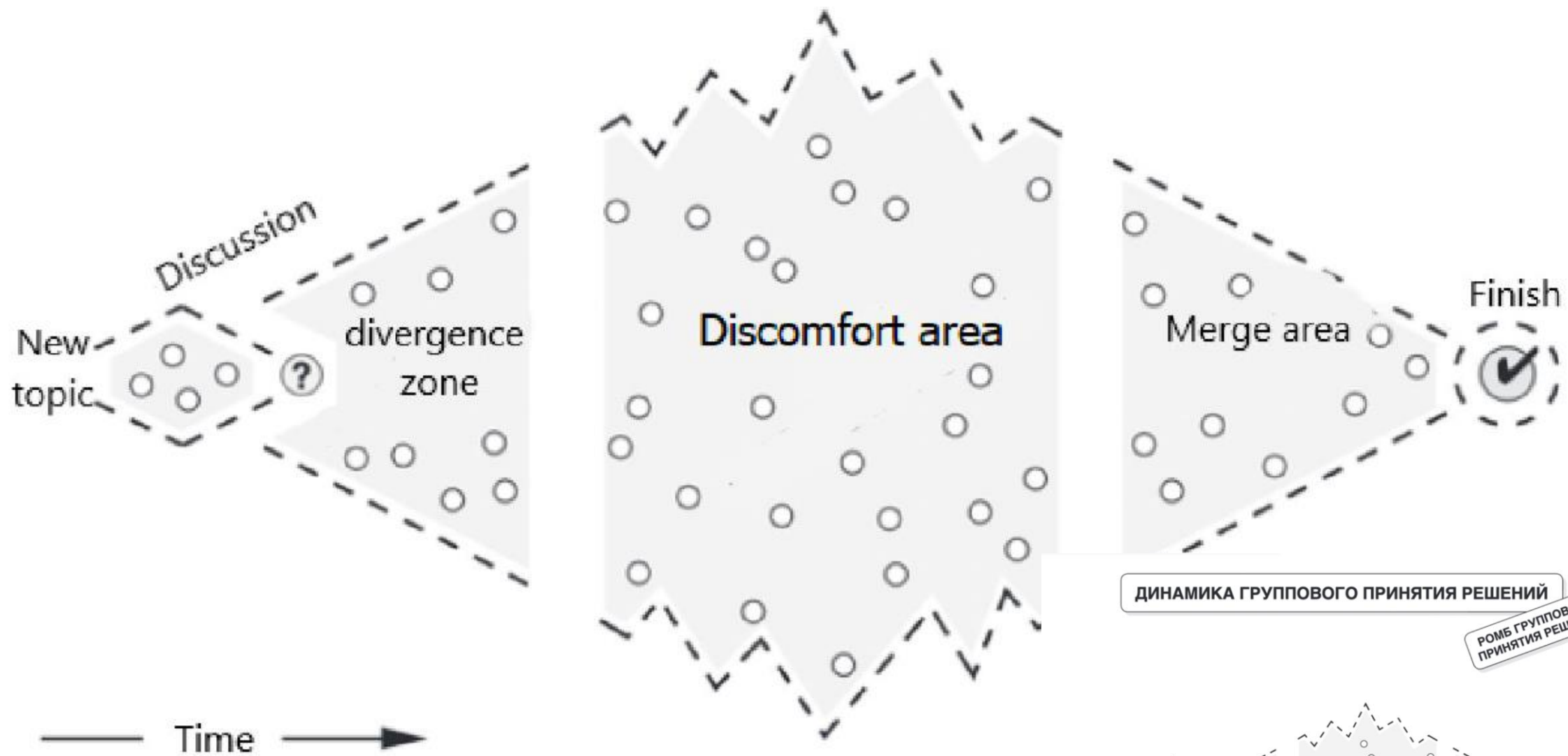
ВВЕДЕНИЕ



ДИНАМИКА ГРУПОВОГО ПРИНЯТИЯ РЕШЕНИЙ

ПЕЧАЛЬНО,
НО ФАКТ

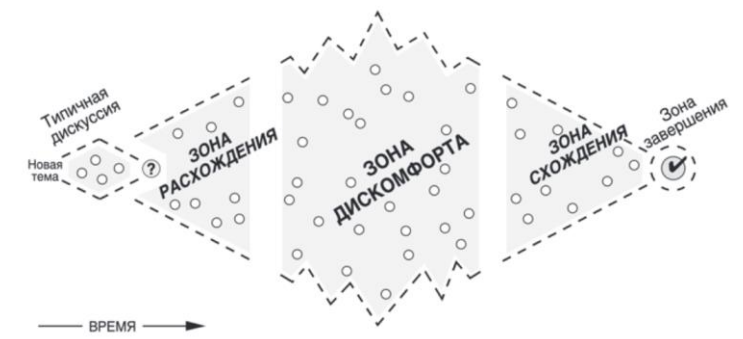




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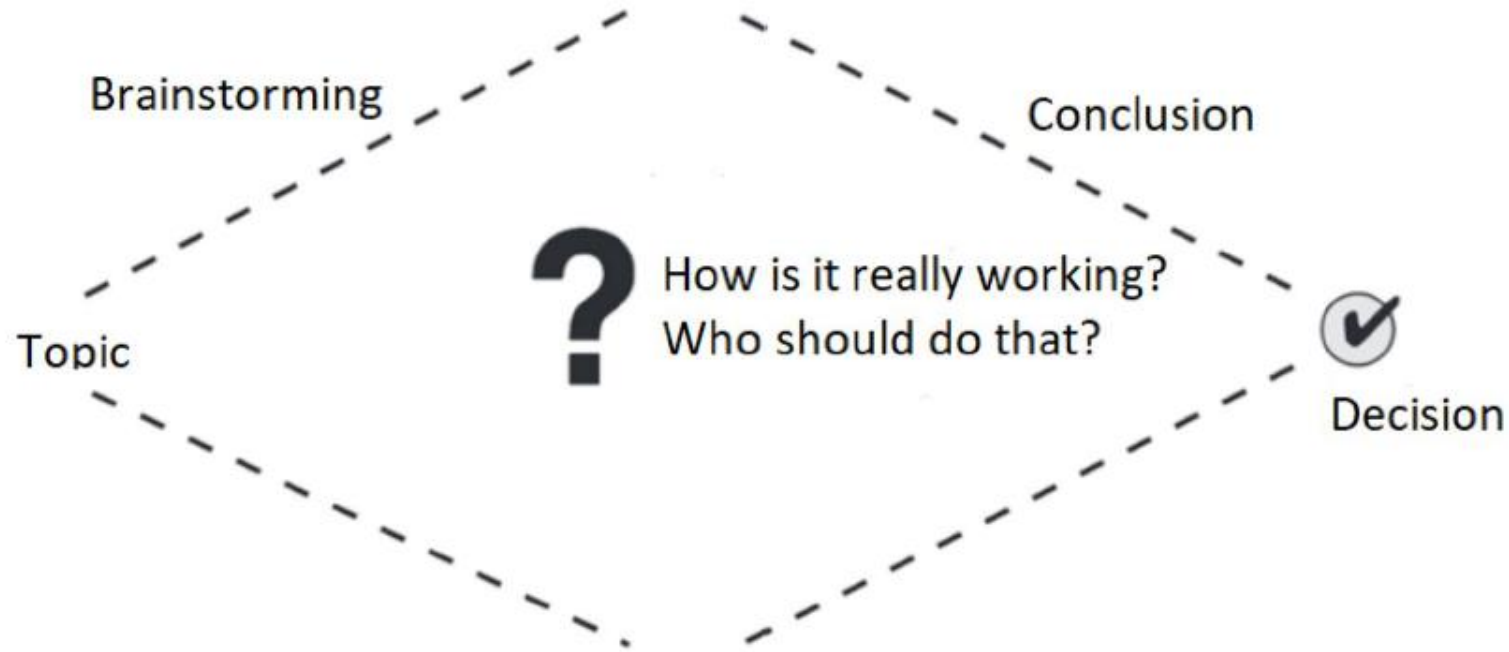
РОМБ ГРУППОВОГО ПРИНЯТИЯ РЕШЕНИЙ

Dynamics of group decision making



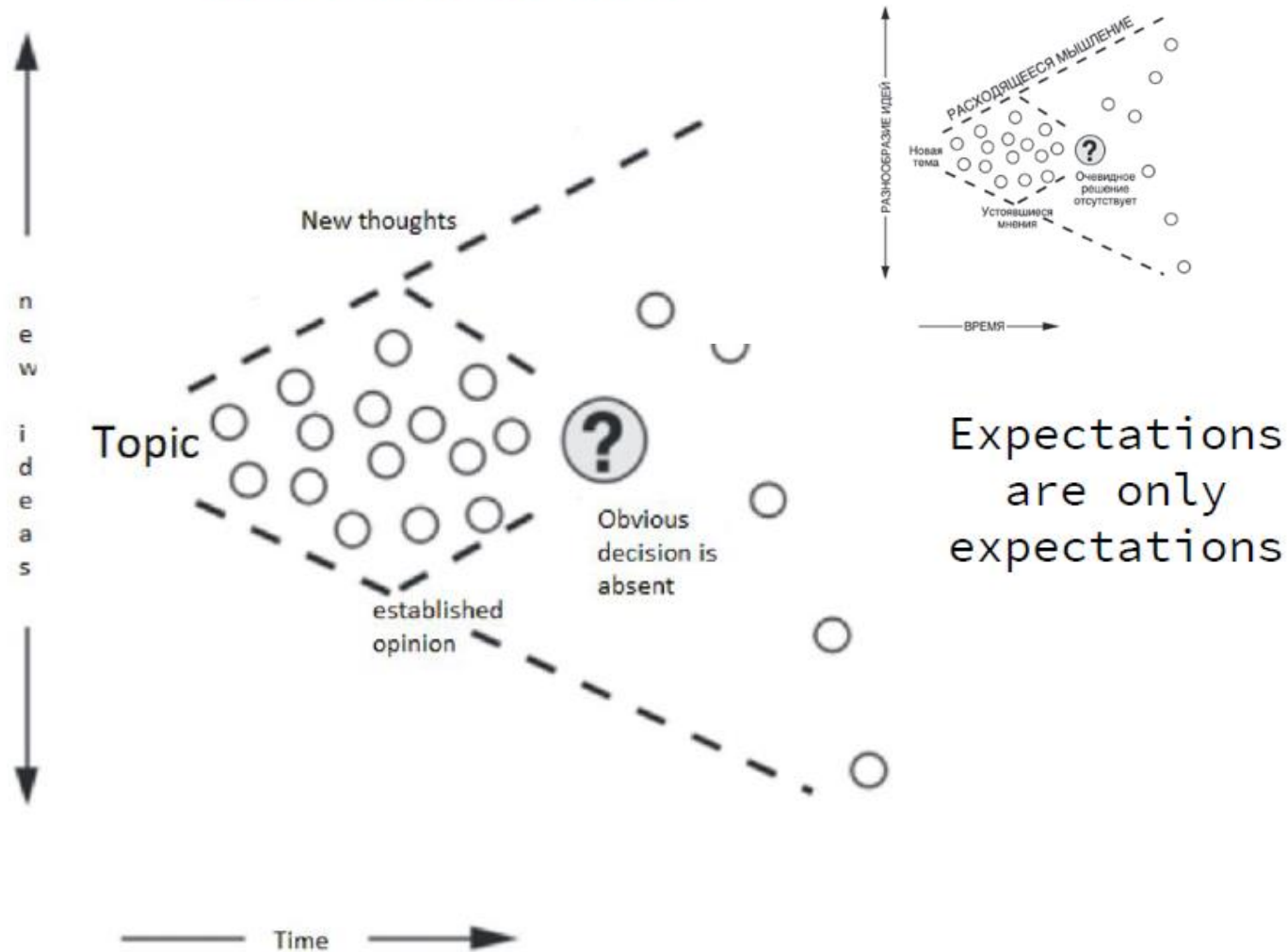
- Don't forget about pre requirements
- Don't forget about parking and monitoring
- Use temporary decision
- Reschedule the session

Questions without answers

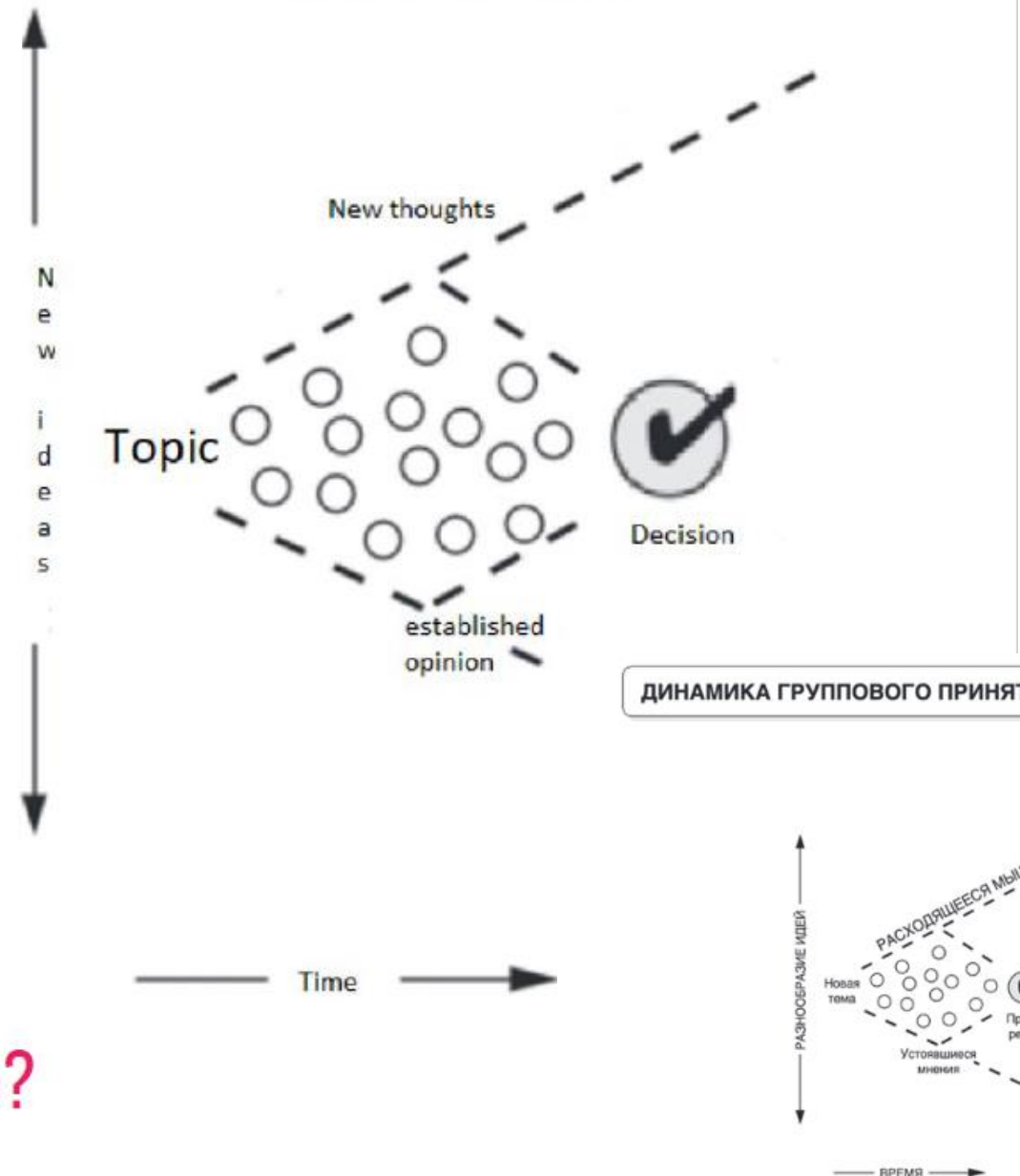


Dynamics of group decision making - How it can be?

No obvious decision



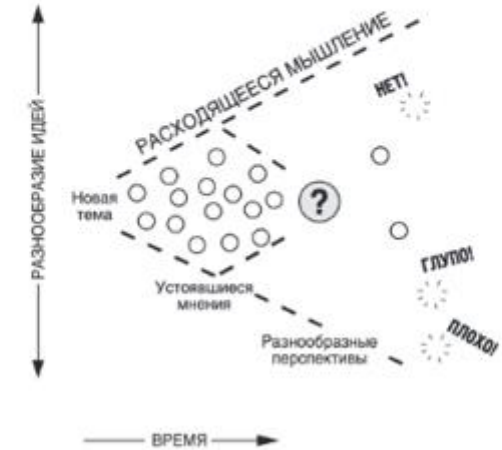
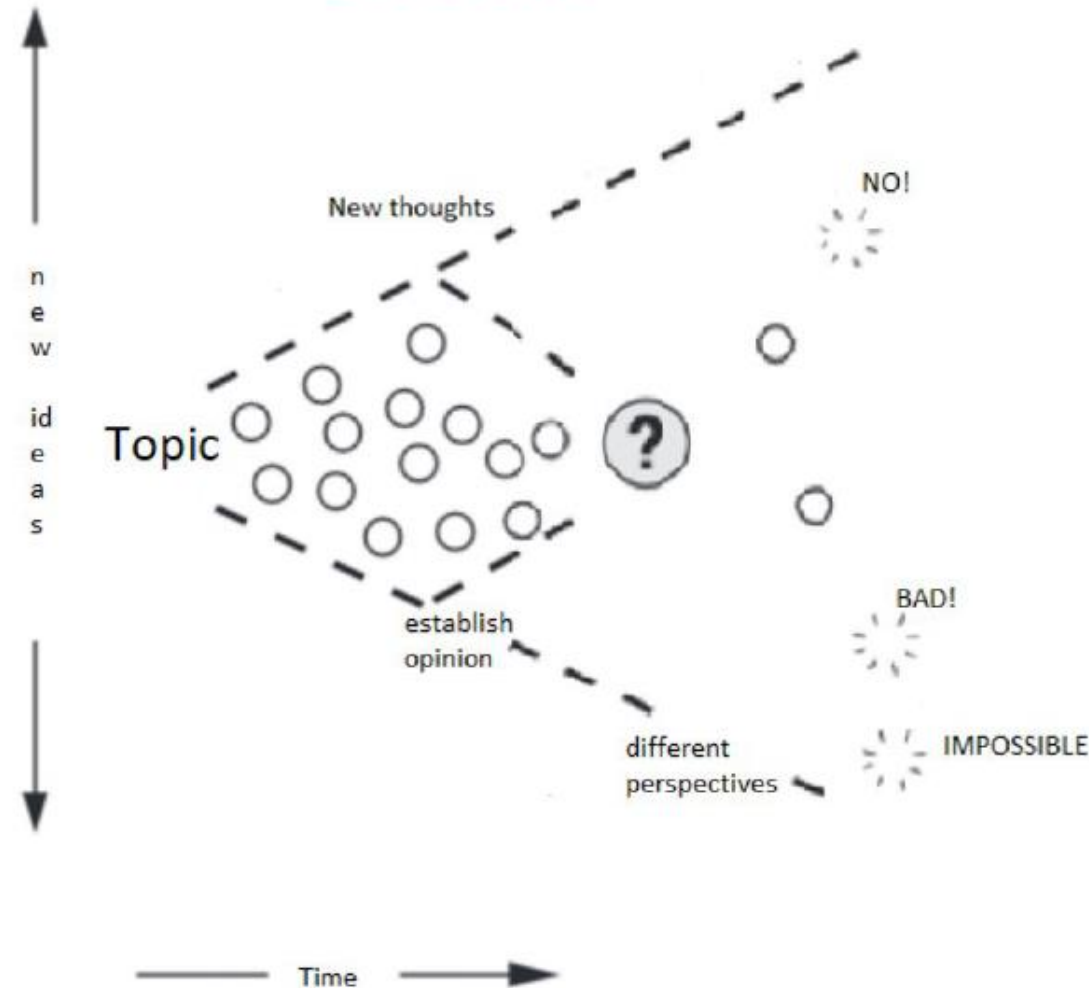
Fast decision



Dynamics of group decision making - How it can be?

Dead End

- all relevant people present?
- all prerequisites gathered?
- all aspects of situation discussed?
- right time for the discussion?



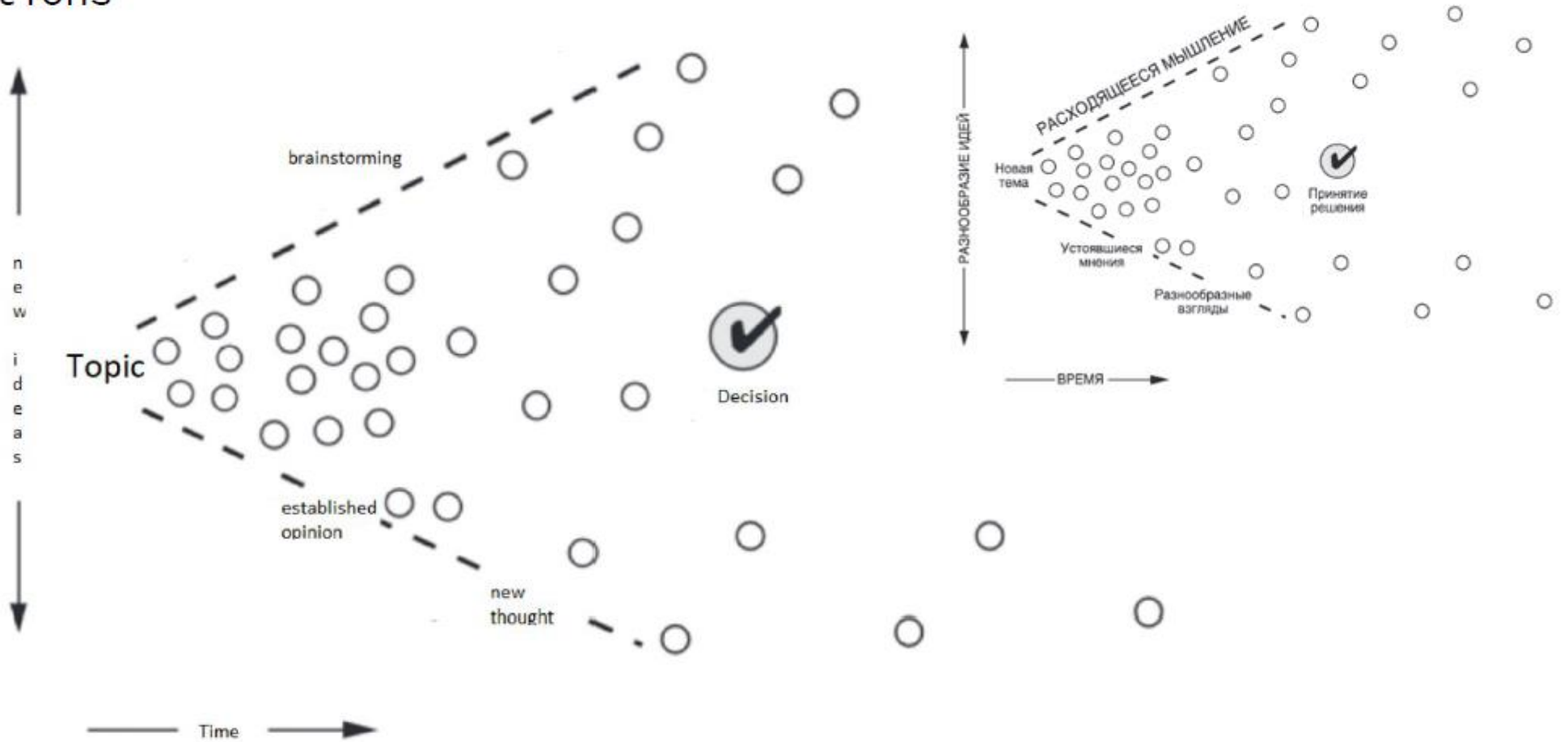
Dynamics of group decision making - How it can be?

- reschedule
- sale the topic
- set expectations

Not a good time

ДИНАМИКА ГРУППОВОГО ПРИНЯТИЯ РЕШЕНИЙ

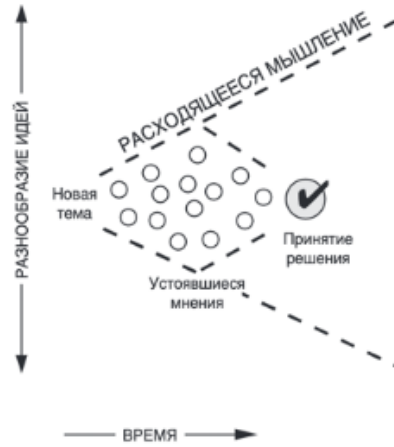
НЕПОДХОДЯЩИЙ
МОМЕНТ



Dynamics of group decision making - How it can be?

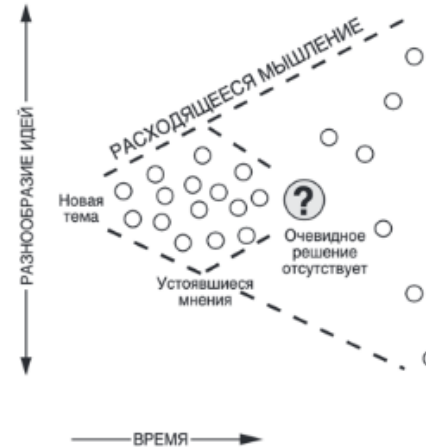
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БЫСТРЫЕ
РЕШЕНИЯ



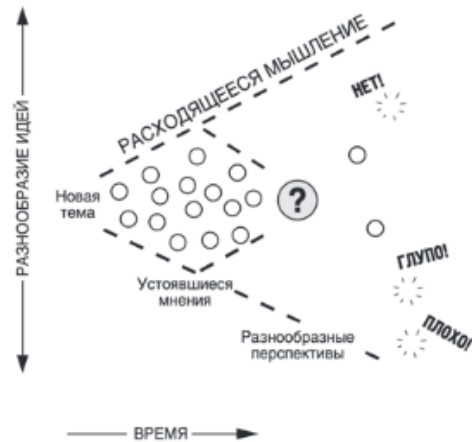
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ОТСУТСТВИЕ
ОЧЕВИДНОГО
РЕШЕНИЯ



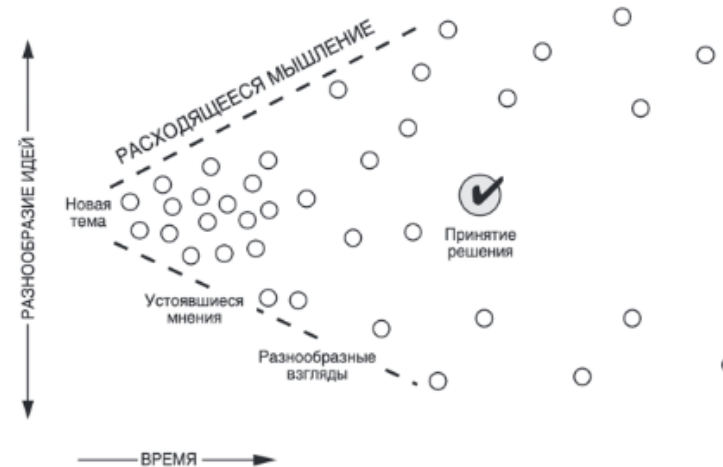
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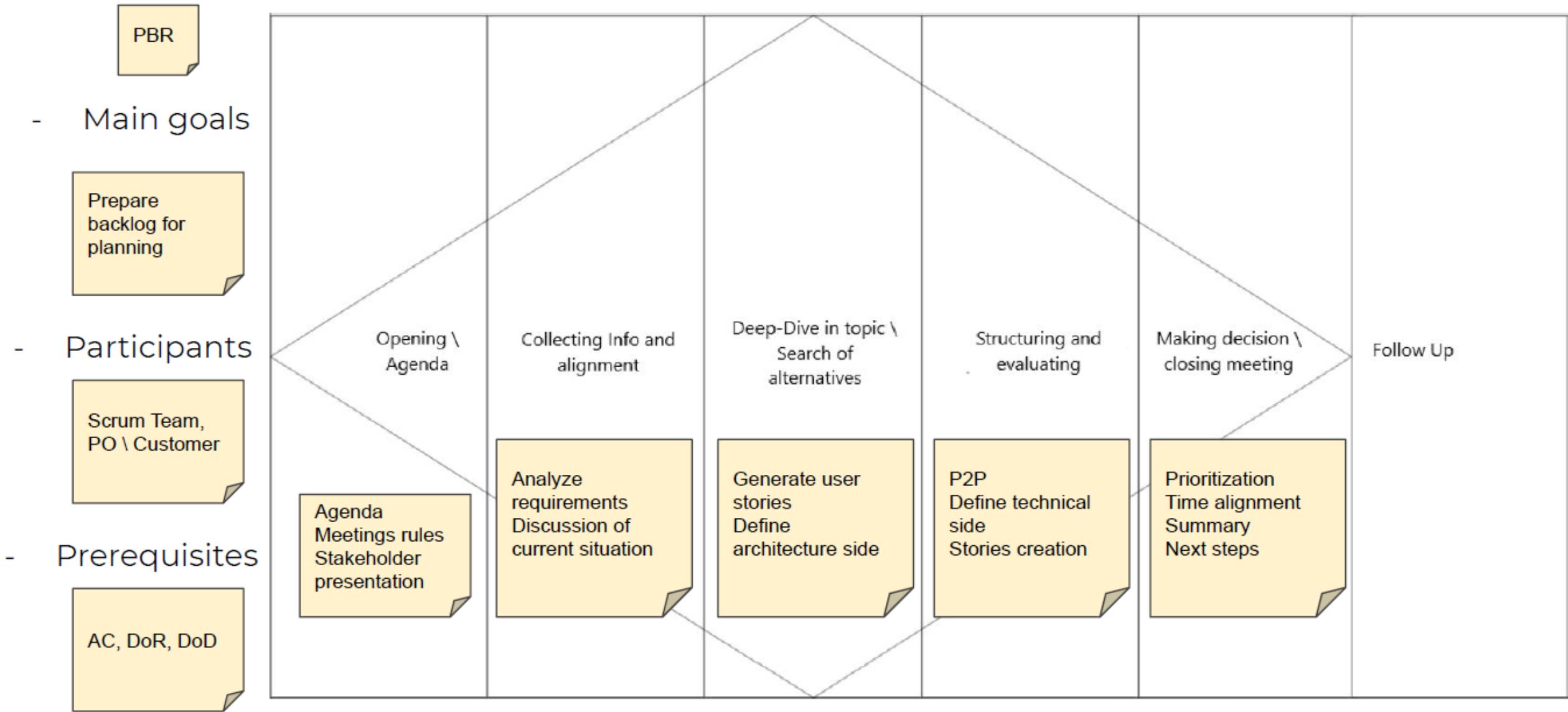
КЛАССИЧЕСКИЙ
ТУПИК



ДИНАМИКА ГРУППОВОГО ПРИНЯТИЯ РЕШЕНИЙ

НЕПОДХОДЯЩИЙ
МОМЕНТ



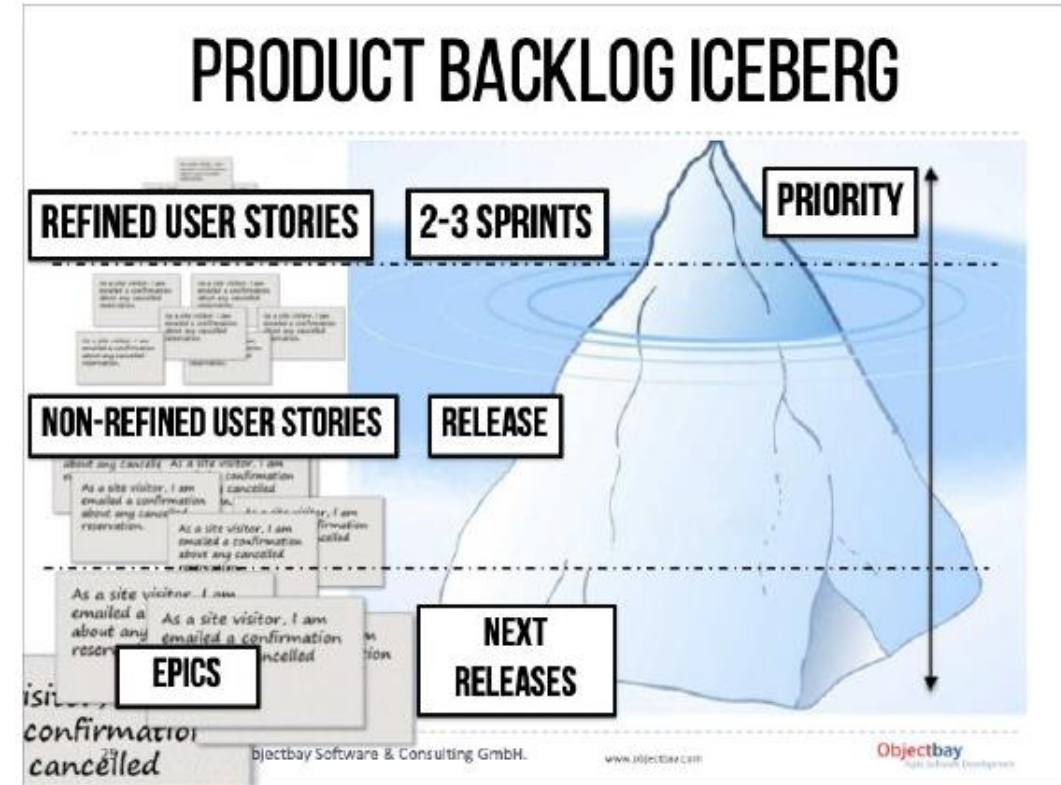


Meeting template

WEEKLY BACKLOG REFINEMENT

- Backlog refinement should be done during the middle 60% of the Sprint
- A Backlog grooming meeting is just like the first part of the Sprint Planning
- Ask the product owner to provide enough work to last 2 sprints beyond the current sprint
- Request for the most detailed product backlog items (PBI) that you can
- Don't let the team stress out with estimates
- Welcome **early changes** instead of last-minute additions to the backlog

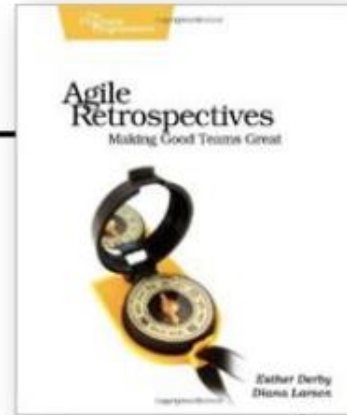
www.agile-scrum.be



Product Backlog refinement

SPRINT RETRO

Time-box: 1 hour per 1 week of work



1. SET THE STAGE

- ask everyone to share one word about the sprint
- review last retrospective's action items

2. GATHER INFORMATION

- collect post-its: achievements, failures, appreciations

3. GENERATE INSIGHTS

- collect post-its: stop doing, start doing, do more, do less
- voting: 3 dots per person

4. DECIDE WHAT TO DO

- discuss 1-3 top voted cards: which process experiment we try?

5. CLOSE THE RETROSPECTIVE

- "fist of five" on satisfaction from retro
- find the next retrospective facilitator

5 QUICK TIPS TO ELEVATE YOUR NEXT SPRINT RETROSPECTIVE

1

Keep It Simple

Ask the team what they'd like to start, stop, and continue doing.

2

Incorporate Novelty

Incorporate games & other varying tactics into your sprint retrospectives.

3

Stay Focused

Build your retrospective using kanban boards that are democratically generated.

4

Make It Action-Oriented

Make sure you're assigning anything actionable to someone on the team.

5

Bring In Outside Perspective

It could be wise to bring in an agile coach to help with retrospective facilitation.

Sprint retro

Sprint Planning Meeting Checklist



ScrumMaster

Facilitator

- ❑ Video conference, screen share and/or polycom access information set up and shared
- ❑ Schedule meeting space
- ❑ Prepare and publish agenda
- ❑ Check calendars for company holidays, training, events, travel and employee time off
- ❑ For tactile artifacts: Replenish supplies of markers, post-its, 3x5 cards, pens, pins, etc



Product Owner

Sets the goal and priority

- ❑ Ensure backlog item candidates are ready, according to the team's definition or ready (if a definition of ready exists for the team)
- ❑ Make sure the skills and capabilities of team members are known and are generally aligned with the needs of the backlog item candidates for the sprint.



Development Team

Plans the work to be done and determines how much it will take

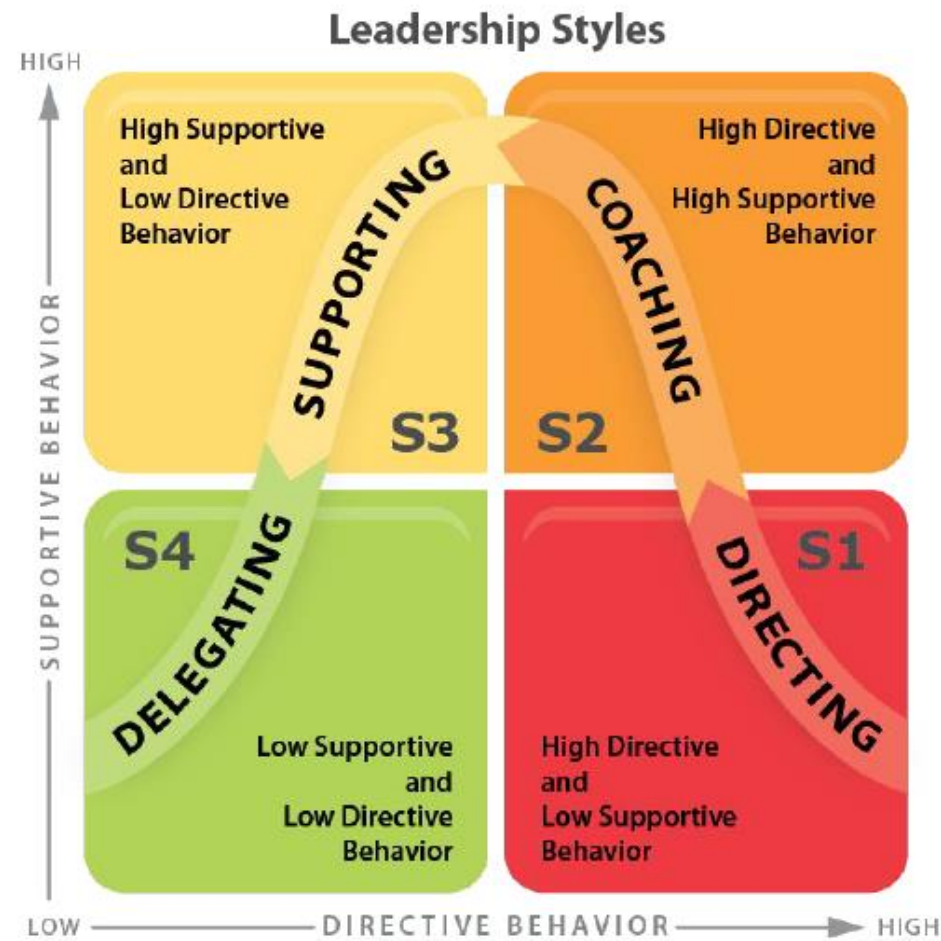
- ❑ Update the team's definition of done, as needed, and make sure it is easy to reference during the meeting

Sprint Planning

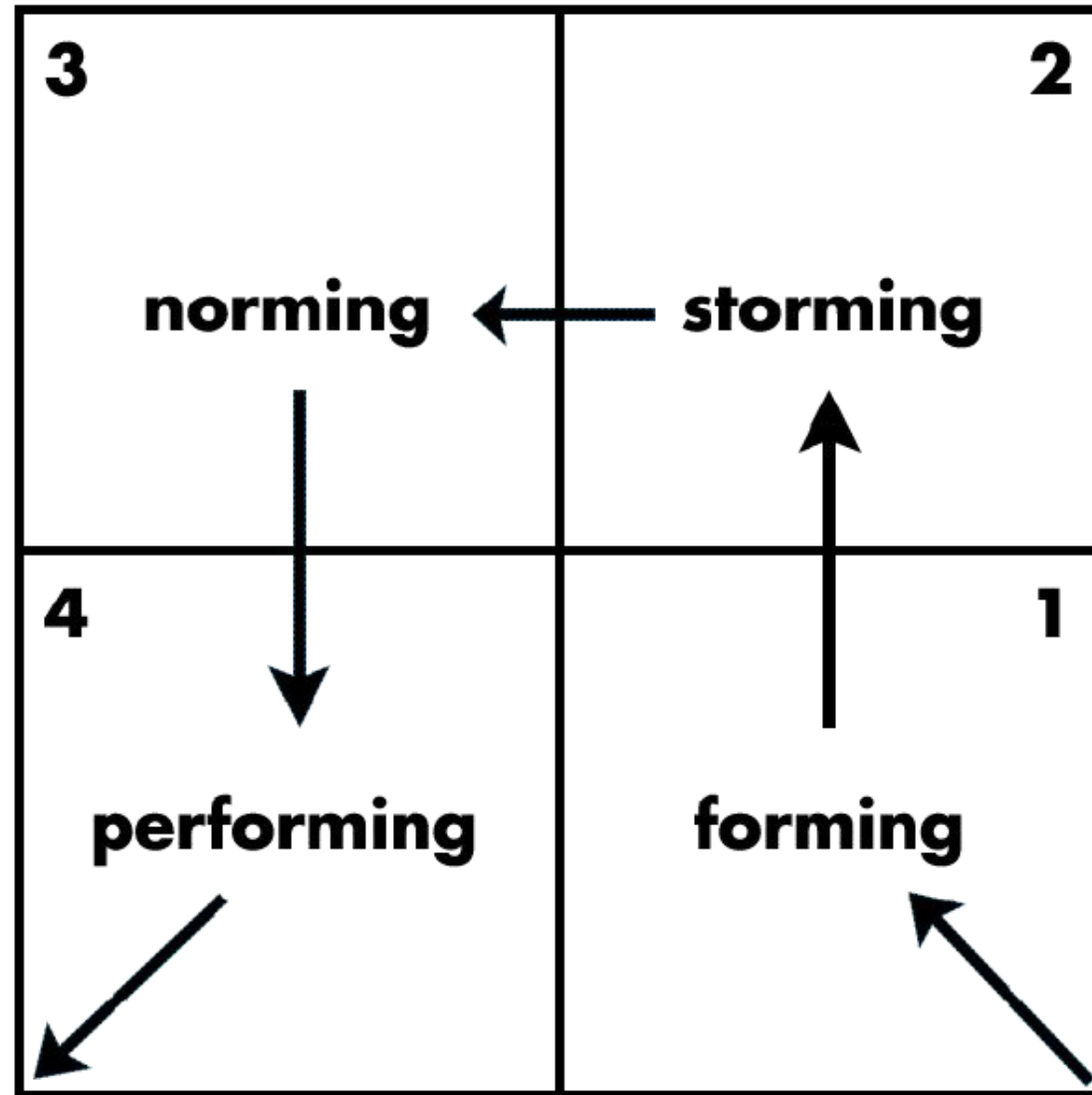
Sequence Of Activities During The Sprint Planning



**Let's analyze the
context**



- Metrics and KPIs
- Optimization of processes
- Lesson Learn
- Knowledge sharings



- Rules for feedback
- Retro
- [Kudos cards](#)
- RoR
- Process organization begins
- [Roles we play](#)
- [SWOT](#)
- Team building
- Alignment of goals

Team dynamics of maturation

Team Effectiveness

Forming

Leadership Role:
Guiding the team,
develop working agreements,
and set the direction to follow.

Management 3.0 Practices:



Storming

Leadership Role:
Coaching the team, encouraging
the participation of the different
workers, within the boundaries.

Management 3.0 Practices:



Norming

Leadership Role:
Stepping back and acting as a
facilitator, exercising democratic
leadership.

Management 3.0 Practices:



Performing

Leadership Role:
Delegating tasks and responsibilities
to the team, transferring
trust and respect.

Management 3.0 Practices:



Adjourning

Leadership Role:
Celebrate the team's
achievements.

Management 3.0 Practices:



TUCKMAN'S STAGES OF TEAM DEVELOPMENT

Time

User personas

You don't care if the team agrees. What you want is everyone's attention.

Saboteur

You have a proposal that you think is the best and you want everyone agree on that.

Selfy

Hostage

You don't know why you need to care about the discussion at all, you'd rather be elsewhere.

Supporter

You don't have a strong opinion. You would support any good idea.

Types of people you can meet during meeting

Saboteur & Selfy

- Rules are for everyone
 - Fix time slots and queue of speeches
- Make Saboteur your partner
 - Grant Saboteur responsibility to move on the alternative solution if possible
 - Give Saboteur 5 mins of glory
- Fix the idea to show that you care
 - Gather feedback of all forum about idea
- Show Selfy that other ideas are in the loop
 - Make Selfy responsible for the analysis of meeting data
 - Reverse discussion for meeting members
 - Voting

Hostage & Supporter

- Find out why he\she is hostage
 - Free the hostage but
 - fix his\her decision about the meeting
 - or ask him to delegate the power
 - Fix the blocker
 - Make retro to avoid such issue in future
- Use the resource as a helper of the meeting
 - analysis
 - facilitation
 - retro
- Make each opinion unique
 - Diamond winner voting
 - 1-2-4-All

Facilitation techniques

Liberating Structures

INCLUDING AND UNLEASHING EVERYONE

<https://www.liberatingstructures.com/>

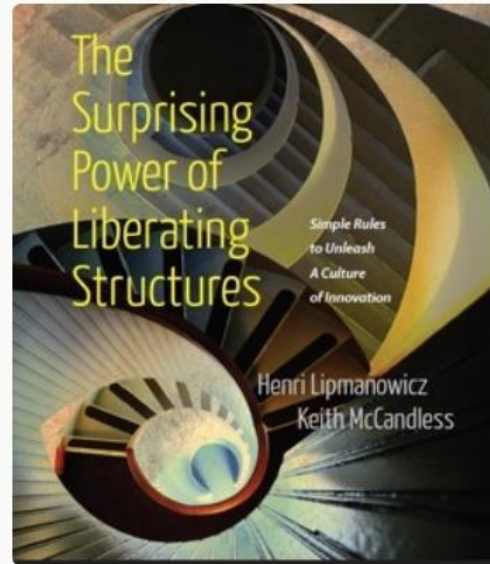


Introduction

When you feel included and engaged, do you do a better job? Do you think teams in which people work well together produce much better results? Have you noticed the best ideas often come from unexpected sources? Do you want to work at the top of your intelligence and give the same opportunity to others?

If YES, we have found this is the kind of organization and community that people want to be part of. AND, Liberating Structures help make it happen.

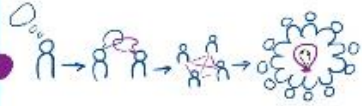
“ *So why is it that so many organizations of all stripes are filled with disengaged workers, dysfunctional groups and wasted ideas?* ”



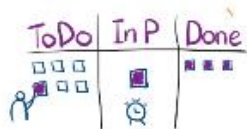
Preview the LS book here. Color and B&W versions available on Amazon. Learn how simple rules can unleash a culture of innovation.

LS Menu 	Wicked questions 	What? debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

Фасилитация больших групп



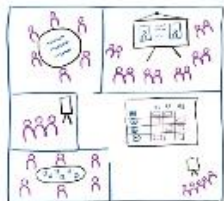
1-2-4-All



Lean Coffee



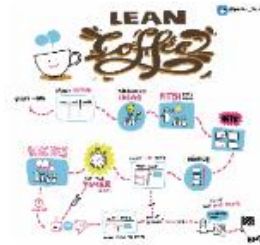
World Cafe



Open Space



1-2-4-All —
Liberating Structures
— Освобождающие
структуры



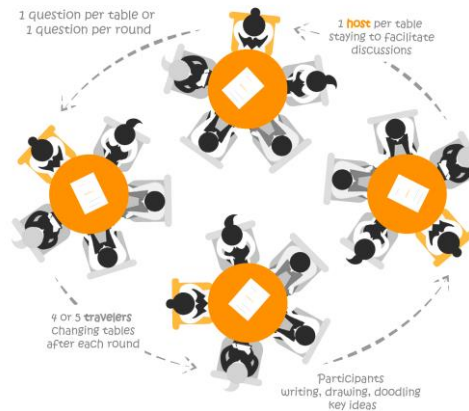
1-2-4-All

Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions (12 min.)

What is made possible? You can immediately include everyone regardless of how large the group is. You can generate better ideas and more of them faster than ever before. You can tap the know-how and imagination that is distributed widely in places not known in advance. Open, generative conversation unfolds. Ideas and solutions are sifted in rapid fashion. Most importantly, participants own the ideas, so follow-up and implementation is simplified. No buy-in strategies needed! Simple and elegant!

WORLD CAFE METHOD

3 or more rounds of conversation, approximately 20 minutes each



World cafe (Мировое кафе) — метод сфокусированного неформального обсуждения. Консалтинговая компания «Правила игры»

Scrum Україна



Технологія відкритого простору (Open Space) для проведення неформальних зустрічей

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Liberating Structures

INCLUDING AND UNLEASHING EVERYONE

Home LS Menu Field Stories Topics Bookstore Keith Henri

Open Space Technology

Liberate Inherent Action and Leadership in Groups of Any Size (90 min. and up to 3 days)

One day a student asked, "What is the most difficult part of painting?" The master answered, "The part of paper where nothing is painted is the most difficult." — *Painting Zen*

What is made possible? When people must tackle a common complex challenge, you can release their inherent creativity and leadership as well as their capacity to self-organize. **Open Space** makes it possible to include everybody in constructing agendas and addressing issues that are important to them. Having co-created the agenda and free to follow their passion, people will take responsibility very quickly for solving problems and moving into action. Letting go of central control (i.e., the agenda and assignments) and putting it in the hands of all the participants generates commitment, action, innovation, and follow-through. You can use **Open Space** with groups as large as a couple of thousand people!

Facilitation techniques

1-2-4-All

- Description: Brainstorm
- Flow:
 - Prepare a question to brainstorm
 - Ask people to think about solutions alone
 - Organize people in couples to discuss their solutions
 - Organize people in 4 people groups to discuss and select top solutions
 - Discuss solutions globally
 - Make a voting for the best solutions
 - Moderator presents results

Facilitation techniques

Open Space

- Description: big forum should answer on much questions in scope of one topic
- Flow:
 - Forum - to split topic to the questions
 - Questions to place on flipcharts
 - Each member of the forum place his/her name near the relevant question
 - Discussion of the questions in small forums
 - Two feet law*

Facilitation techniques

World Cafe

- Description: Knowledge sharing in the big forum
- Flow:
 - Prepare Tables with A3
 - A3 contains main topics
 - Table should always owned my moderator
 - People are filling A3 with bottom lines about the topic / questions
 - Rotation of the people between tables based on the timeboxes
 - Moderator presents results
 - Two feet law*

Liberating Structures

<https://medium.com/the-liberators/liberating-structures/home>

Unleashing
Organisational
Superpowers

My Experience With Using Liberating Structures, Online

What makes a Liberating Structure more suitable for online usage or in-person? What's the difference?

The Liberators

My Experience With Using Liberating Structures, Online

What makes a Liberating Structure more suitable for online usage or in-person? What's the difference?



Barry Overeem

Apr 18 · 15 min read



Liberating Structures Should Be Everywhere People Interact

On the psychological power of Liberating Structures

The Liberators

20+ Tiny Tweaks That Help You Use Liberating Structures More Effectively

An overview with personal insights I gained from using Liberating Structures, in particular during our public Immersion Workshops

The Liberators

Situative cases

At the meeting, a heated discussion of the problem began, which partially passed on to individuals. Suddenly one of participants got up and left crying.

- The rule is not to get personal
- Stop meeting - break
- Calm down the participants of the conflict. "I'm with you in this situation",
- Lesson Learn for teams in applied situations, without blaming
- If a critical situation - move it, if acceptable - postpone the solution of the situation

**At a meeting, two opinion
leaders (2 key
stakeholders)
aggressively prove to
each other that they are
right and cannot come to
one rational solution to
the problem**

- Outline the roles and responsibilities of stakeholders
- Share the problem with the team - "There is such a problem. What do you think about this?"
- New meeting specifically for stakeholders, with parking specifically for this problem
- Remind about the rule of two percent
- Rule of 6 hats
- Invite a person outside
- Align the problem and solution

— — —

On retrospective, one of the team members says next: “Let's not have all this clowning, we'll just discuss the issues of this sprint and finish it.” The phrase resonates with several colleagues.

- Define who else thinks so
- To ask to become an leader of Retro / suggest to act
- Use games \ non-standard way
<https://www.funretrospectives.com/esvp-explorer-shopper-vacationer-prisoner/>
- Make a retro for yourself with anonymous feedback
- it is possible (not the best option) to reschedule the session

— — —

В книге описаны 50 игр в действии и описаны принципы их игры и эффективности.
Пять десятков игр помогут и преподавателям, и участникам любых семинаров и форумов.

РУКОВОДСТВО ФАСИЛИТАТОРА

Как привести группу
к принятию совместного
решения



СЭМ КЕЙНЕР

Ленни Линд, Катрин Талда,
Сара Фиск и Дуган Бергер

Секреты фасилитации

Smart
РУКОВОДСТВО

ПО РАБОТЕ
С ГРУППАМИ

Майкл Вилкинсон



бизнес



Правила Игры

