

AGILE TEAM FACILITATION

by Maksym Romov

DEFINITION OF FACILITATION

FACILITATION

- is a set of activities that helps a group of people to understand their common objectives and assists them to achieve it within a reasonable time box and without destructive confrontations.

FACILITATOR

- is someone who helps a group of people understand their common objectives and assists them to plan how to achieve these objectives; in doing so, the facilitator remains "neutral" meaning he/she does not take a particular position in the discussion.

AGILE TEAM FACILITATOR

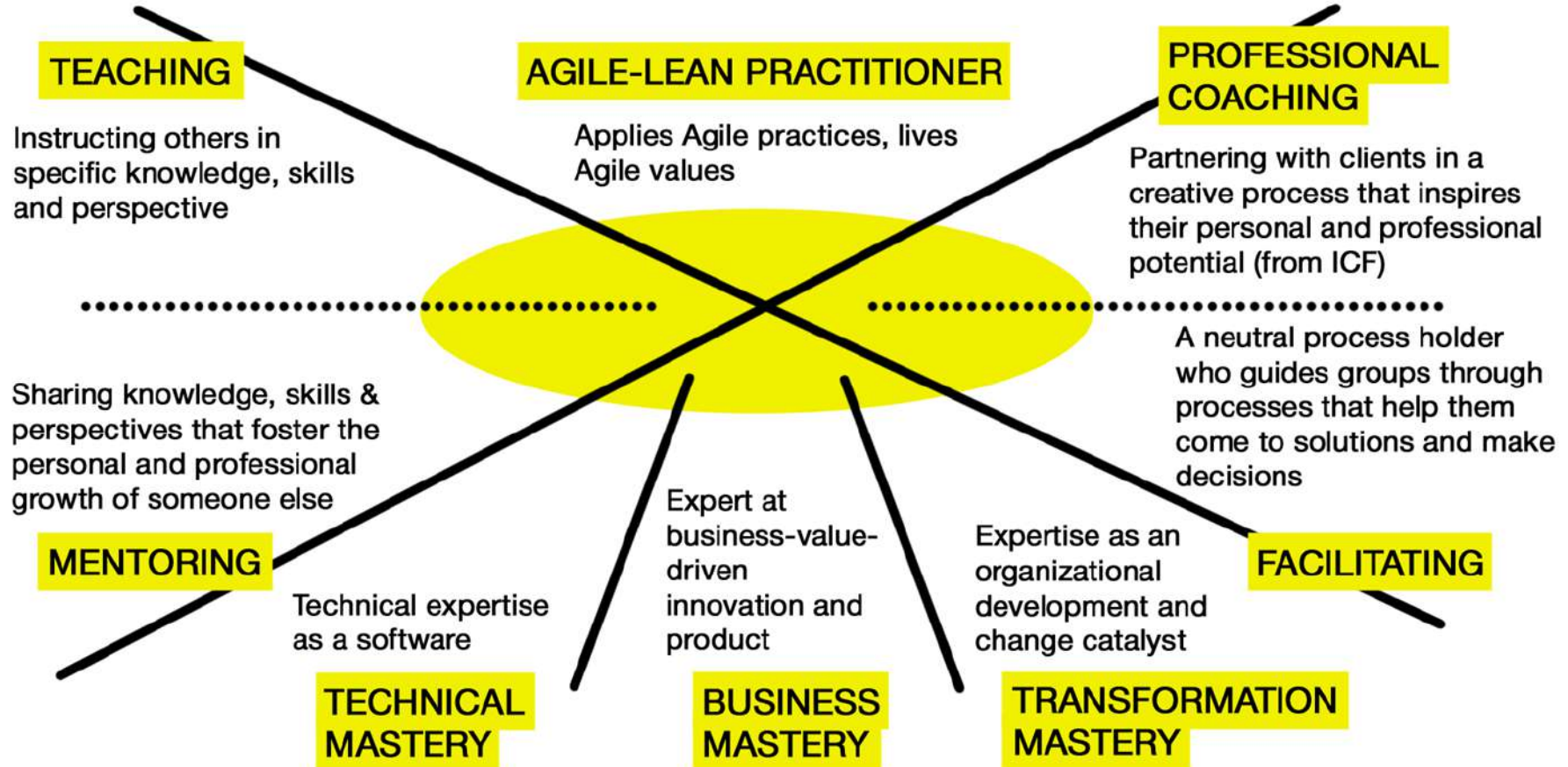
VS

AGILE COACH

- ✓ Work on a team level
- ✓ Part of the team, deeply involved in all team activities, stay with the team on permanent basis
- ✓ Helps the team to follow the process
- ✓ Facilitate execution of Agile practices
- ✓ Uphold Agile Principles and Values

- ✓ Work with multiple teams and stakeholders
- ✓ Not part of the team, not a permanent role within a team, during a certain period help the team to speed up
- ✓ Inspect and adapt the team process, make corrections when necessary
- ✓ Work out Agile practices required for a particular team's needs
- ✓ Uphold Agile Principles and Values

AGILE FACILITATION AND COACHING AREAS



ASSISTING ONE'S ABILITY TO SERVE THE TEAM

COACHING



LEADERSHIP

TRUST BUILDING



TEAM BUILDING

NEGOTIATION



MOTIVATION

DECISION MAKING



COMMUNICATION

CONFLICT MANAGEMENT



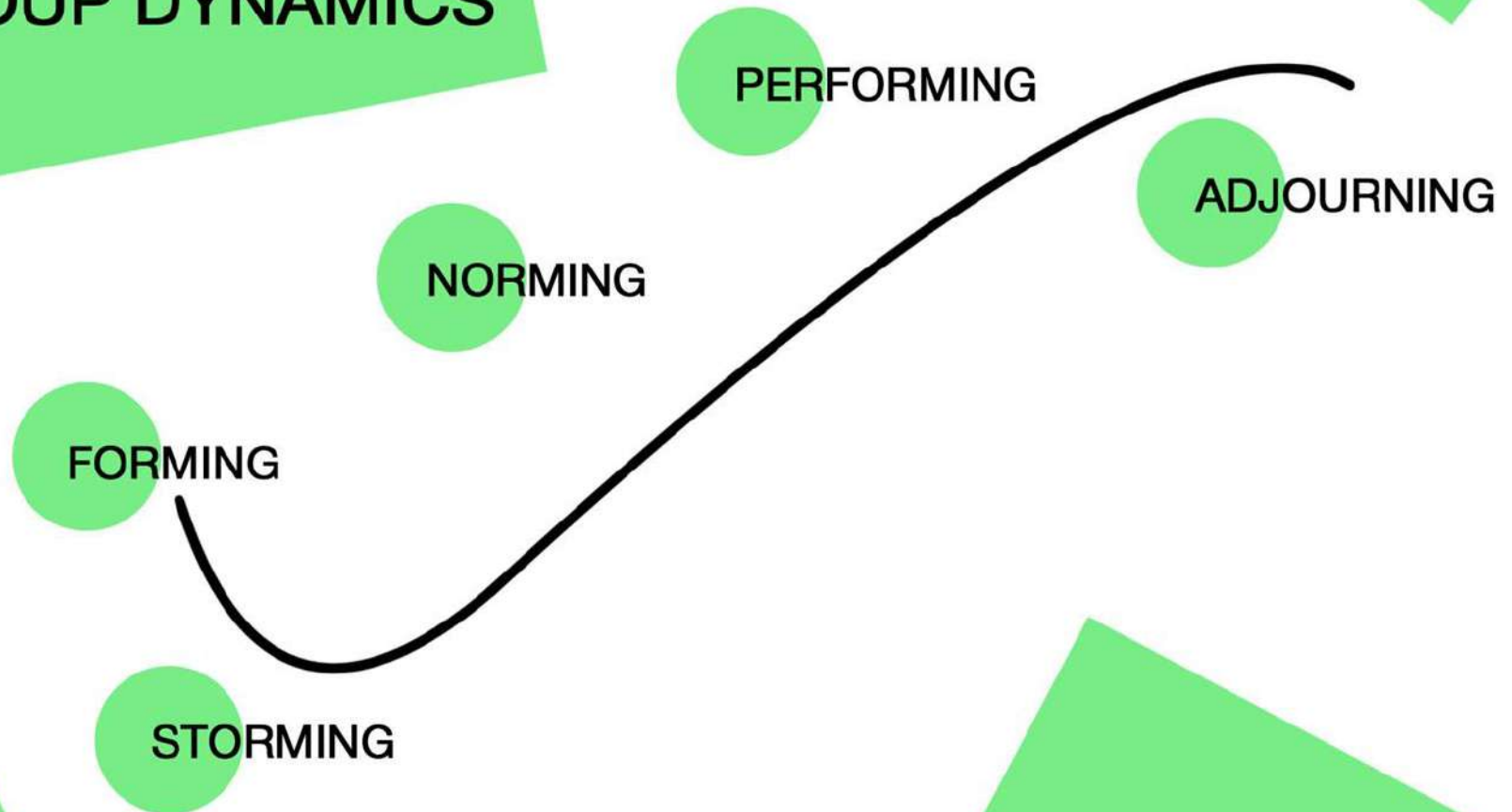
INFLUENCING

POLITICAL & CULTURAL
AWARENESS



ESSENTIAL
SOFT SKILL

GROUP DYNAMICS





CHOOSING THE LEVEL OF FACILITATION INTERVENTION

FORMING

```
graph TD; A([FORMING]) --> B([Positive Outcomes]); A --> C([Negative Outcomes]);
```

- Build a common purpose
- Identify expectations
- Encourage for leadership and motivation
- Inspire to take responsibility
- Support contribution and collaboration

- Unclear Goals
- Low level of commitment
- Vague communication flow
- Responsibility is mostly avoided
- Absence of prominent leaders

STORMING

```
graph TD; A((STORMING)) --> B((Yellow Oval)); A --> C((Green Oval));
```

The diagram illustrates the 'STORMING' stage of group development. At the top, a light blue oval labeled 'STORMING' has two arrows pointing down to two separate ovals. The left oval is yellow and contains a list of negative characteristics. The right oval is green and contains a list of strategies to address these issues. The entire diagram is set against a white background with yellow triangular shapes at the bottom.

- High level of independence
- Communication gaps
- Misunderstanding
- Uncertainty
- Dysfunctional behavior
- Differences and struggles

- Reduce toxic communication
- Invite different opinions and approaches
- Recognize tolerance and loyalty
- Define ground rules
- Develop common goal
- Involve everyone in discussion

NORMING

```
graph TD; A([NORMING]) --> B([List 1]); A --> C([List 2]);
```

- Confidence and clarity
- Relevance
- Defined communication flow, goals, rules, roles
- Understanding of interdependence
- Built relations

- Develop process of information sharing
- Build feedback loops
- Use sharing format frequently to track progress
- Support negotiation and consensus
- Discuss discipline distribution

PERFORMING

- Responsibility over tasks and relations
- Stable progress and results
- High level of proactivity
- Self-organization and self-facilitation
- Collaboration

- Retrospect and seek for improvements
- Celebrate success
- Test and question habitual patterns
- Evaluate results against purpose
- Remember about rules, processes and focus

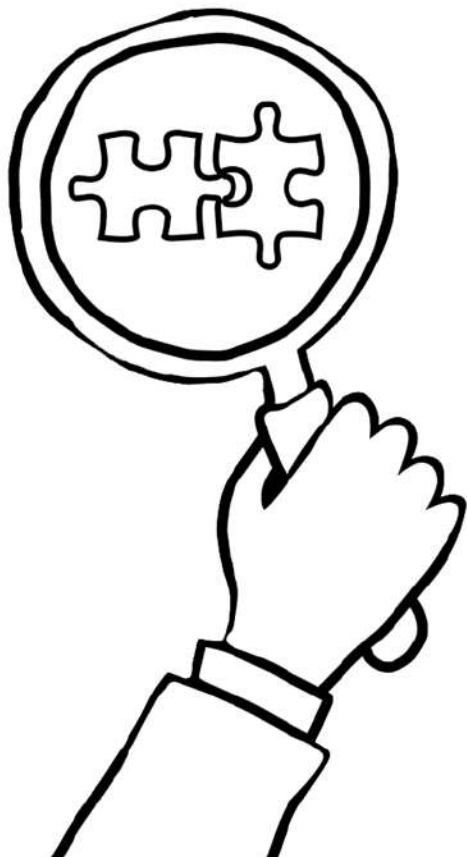
ADJOURNING

(postpone, suspend, transform)

- Lack of interest
- Irrelevant goals
- High level of predictability and competence
- Satisfaction
- Stability

- Increase complexity and unpredictability
- Restructure the process
- Discuss team dissolving/rotation
- Transform to network/community
- Remember success and results

FUNCTIONAL BEHAVIOR PATTERNS



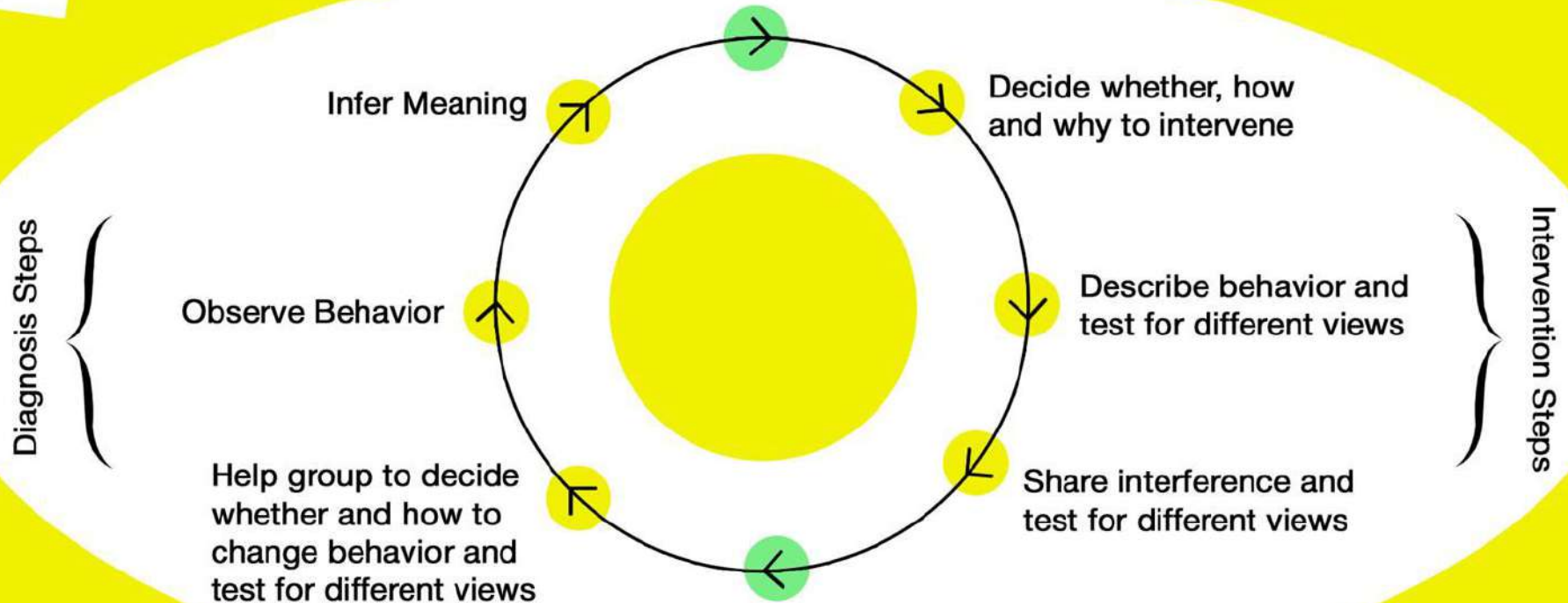
- ★ Involvement during meetings
- ★ Giving constructive feedback
- ★ Asking powerful questions
- ★ Providing specific examples
- ★ Active listening
- ★ Sharing information
- ★ Respecting the speaker
- ★ Confirming understanding
- ★ Being loyal to different opinions
- ★ Encouraging collaboration

DYSFUNCTIONAL BEHAVIOR PATTERNS

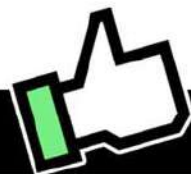
- Whispering with neighbors
- Making generalizations
- Talking loudly
- Sitting silently during all discussion
- Withholding information
- Expressing strong emotions
- Stealing ideas of participants
- Repeating same ideas
- Trolling participants

- Providing unrelated details
- Expressing strong emotions
- Ignoring other's opinion
- Using lot's of unknown terms
- Distracting participants
- Playing blaming game
- Excusing for all the time
- Criticizing without recommendations
- Complaining on everything

THE DIAGNOSIS-INTERVENTION CYCLE



INTERVENTION STRATEGIES



SITUATION	INTERVENTION	
The group don't understand what is expected from them	Repeat the purpose once again	Explain the purpose in other words and provide examples
Domination of a participant	Stop the person	Encourage others to speak up
Side conversations	Ask to focus on the topic	Ask to link it to the topic
Use of mobiles, laptops	Ignore Ask to stop using	Before the meeting together with the group create ground rules
Late arrival of meeting participants	Delay a meeting start to 5-10-15 min	Start on time. Start only when all members arrive
Person repeating him/herself	Tell him/her they you got it	Use paraphrasing technique
Most of the group lost focus	Ask them to be more attentive	Make a brake
Participant discovered a new topic	Ask him to come on track	Ask him to link a new topic to the main track

MEETING DESIGN CHECKLIST

PREPARE

- Define topic and goal
- Work out agenda and structure
- List participants
- Identify key stakeholders/sponsors
- Prepare agenda and meeting structure
- Set timings
- Define tools and techniques
- Define input and output documents
- Arrange environment
- Work out plan B

CONDUCT

- Opening
- Introduce participants
- Gather information
- Explore meeting subject matter and objectives
- Evaluate resulted data
- Make decisions
- Closing

FOLLOW-UP

- Send minutes of meeting in the format of action items
- Track commitments
- Inform about next events



QUESTIONS TO SPONSORS

PURPOSE AND OBJECTIVES

- ☐ What is the primary purpose of this meeting?
- ☐ What are the desired objectives?
- ☐ What decisions, if any, will be made at this meeting?
- ☐ How much can the group realistically expect to accomplish?
- ☐ How will you know it's been successful?

PARTICIPANTS AND ROLES

- ☐ Who are the group members?
- ☐ What are the backgrounds of the individuals and organizations?
- ☐ What are the interpersonal dynamics?
- ☐ Who will serve as the meeting leader?
- ☐ Is the facilitator neutral and perceived as such?
- ☐ What decision making authority does the group have?
- ☐ Will there be other people helping?
- ☐ Will the appropriate people be present to finalize decisions?

LOGISTICS

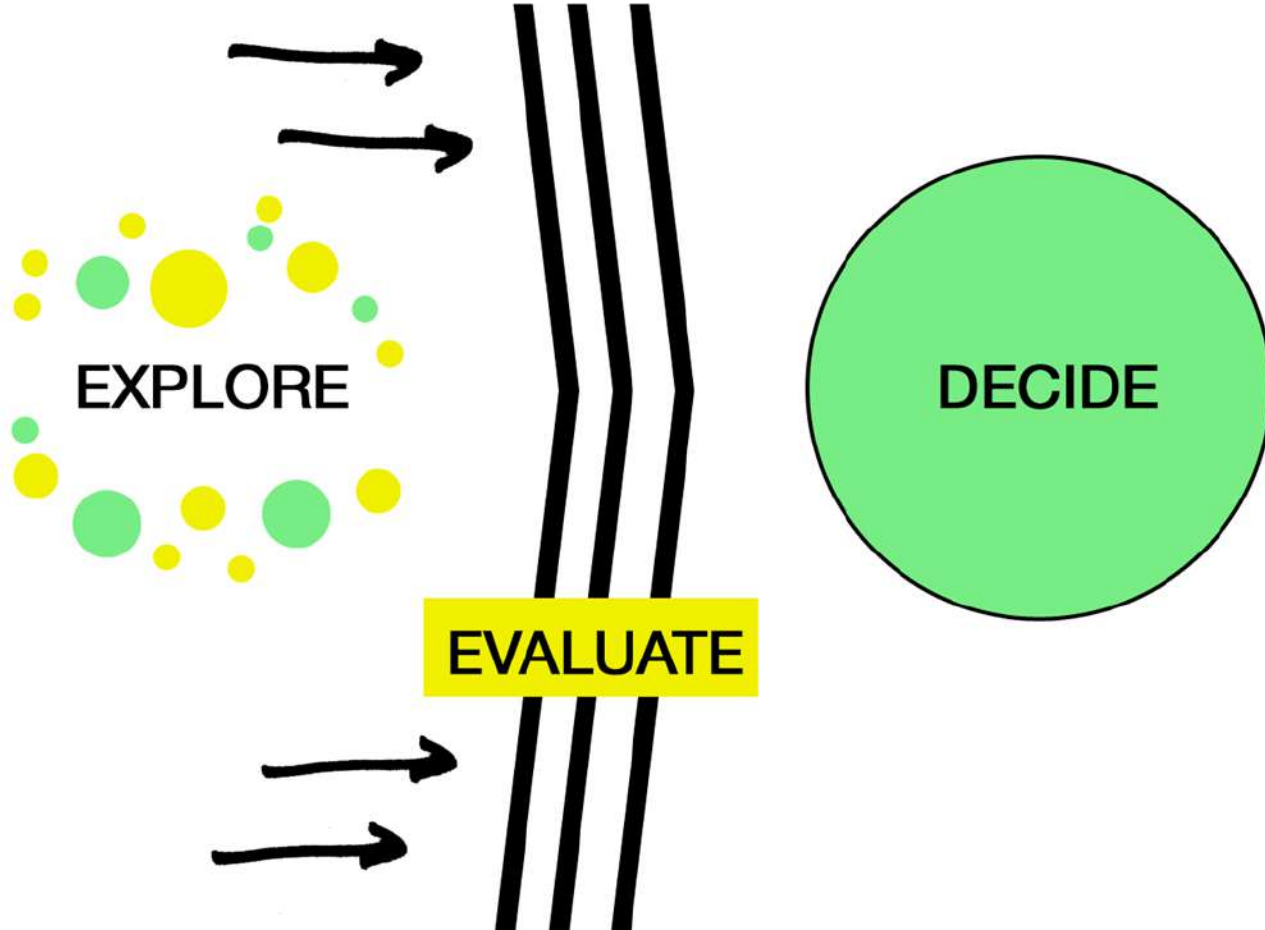
- ☐ Where will the meeting be held?
- ☐ Who is the contact person for logistical arrangements?
- ☐ Is this the most appropriate location?
- ☐ What kind of space, furniture, lighting
- ☐ What are the starting and ending times? Are there breaks?
- ☐ Have arrangements been made for food and beverages?
- ☐ Is any additional equipment needed?

MEETING ORGANIZING TOOLS



OPEN

FACILITATING FULL PARTICIPATION TEMPLATE



CLOSE

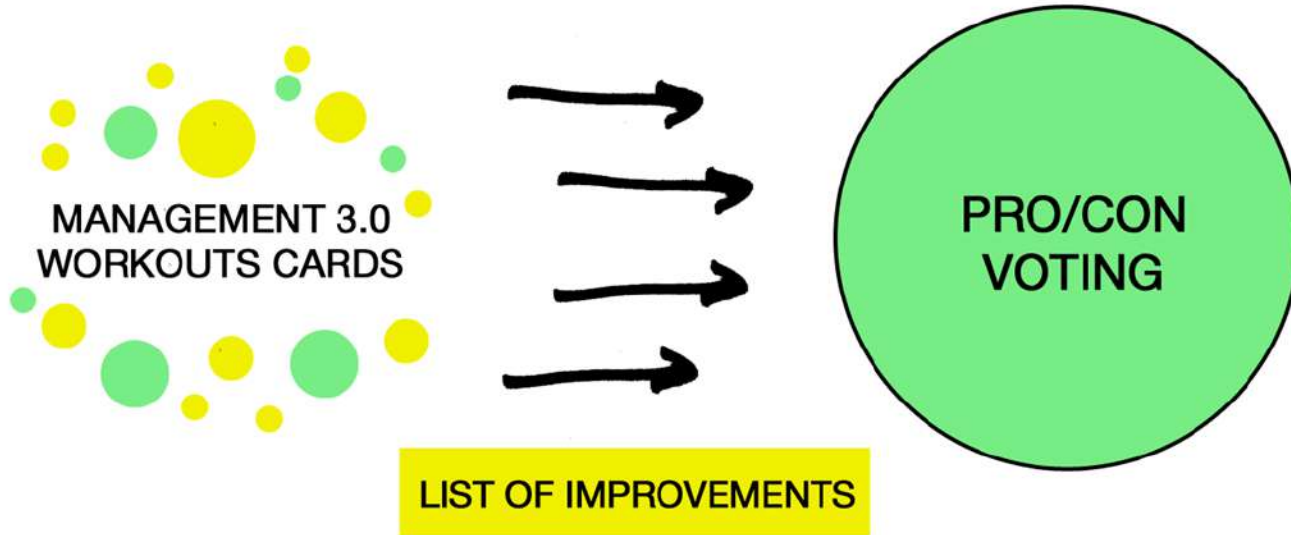
SAMPLE AGENDA

The purpose of the technical workshop is to discuss, analyze and decide on the implementation approach for Phase II deliverables

10:00 - 10:20	Introduction
10:20 - 10:30	Warmup
10:30 - 11:30	What are the Phase II deliverables?
11:30 - 11:45	Break
11:45 - 12:30	What are known implementation approaches for the deliverables?
12:30 - 13:00	What parameters of the deliverables should be taken into account?
13:00 - 14:00	Lunch
14:00 - 14:30	What are the risks of discussed implementation approaches?
14:30 - 15:30	What is the final list of chosen implementation approaches?
15:30 - 15:50	Break
15:50 - 16:30	What are our next steps?
16:30 - 16:50	Who will be responsible for the next steps?
16:50 - 17:30	Q/A and closing

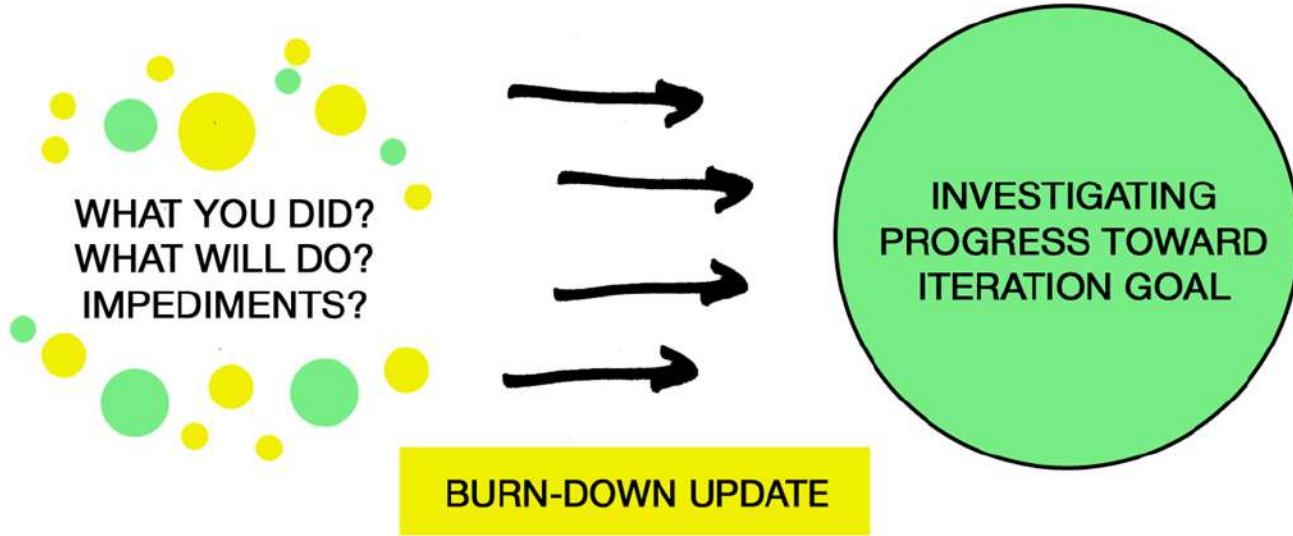


FACILITATING RETROSPECTIVES



SHORT JOKE FROM THE ONE WHO
CAME LAST

FACILITATING STANDUPS



REQUIRED ADJUSTMENTS

DESIGNING MEETINGS FOR TEAM INTERACTION





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