

# Coaching Dojo



ROAD TO MASTERY  
VIRTUAL EDITION



# Coaching Dojo

BENCH THE EGO

# Coaching Dojo



Our Coaching Dojo is a safe place to kick ass at observing, listening, prompting, and questioning. We'll be rehearsing coaching katas. However, ultimately each participant will explore what it means to lead authentically and to walk the road less traveled. What will you represent as a Scrum Master? What's your way? We can derive authenticity from our intrinsic drivers.

During this adventure the participants will...

- Identify with NLP presuppositions;
- Differentiate observations from interpretations;
- Detect sensory representations in language;
- Map Bateson's Logical Levels;
- Map drivers: Fear & Creation;
- Analyze behavioral responses: Complain, Engage, Disengage, Accept.
- Derive positive intentions;
- Practice the art of appraising;
- Bench their Egos, and embrace archetypes;
- Detect authentic versus egocentric strategies;
- Strategize when to stand out or fit in;
- Find out what they would be *in another life?*
- Map their *Igikai* through Powerful Life Coaching Questions;
- Find flow using Powerful Prompts;
- Write the final Chapter in the Travel Journal;
- Celebrate the end of the journey.

# Embrace your Style

An old man sits on a granite step. He plucks a treasured guitar.  
The strings throb with feeling. He needs no audience to open his heart.  
A boy enthusiastically wants to learn his 'Style'.

"Style?" asks the man slowly. "My style is made of..."

The long road of life,  
of heartbreak and joy  
and people loved  
and loneliness  
of war and its atrocities  
of a baby born  
of burying parents and friends

My scale is the seven stars of the Dipper.  
The hollow of my guitar is the space between Heaven and Earth".

---  
We may picture the Horizon as a background where the Earth meets the Sky.  
We observe it in the distance, far away from us. Unreachable.  
But where does the Earth really meet the Sky?  
It is right where you are grounded, the closest thing to you.  
The Sky is our Heaven, but Heaven is also within us. It may be the Vision that propels you creatively. The Earth is where we are grounded, but we are also grounded in our beliefs and nested in complex relationships.

Heaven embraces your Horizon. No matter how jagged the profile.  
The Sky faithfully conforms to how you are grounded.

- Adaptation from "365 TAO, Daily Meditations" by Deng Ming-Dao

You are owner of your thoughts, and therefore your **THOUGHTS**

You have everything you need in order to be **SUCCESSFUL**

Your map is not the **TERRAIN**

Who is most **ADAPTABLE** controls the system

The meaning of communication is the **RESPONSE** you get

If you want to know, **ACT!**

Resistance is a sign of a lack of **RAPPORT**

There is always another **WAY**

**RESPECT** other people's mental model of the world

Behind every behaviour there is a **POSITIVE INTENTION**

Act to increase your **OPTIONS**

# Suppose that...

The presuppositions shown on the left are the assumptions on which the Neurolinguistic programming (NLP) system is based. It's not about whether your participants hold them to be true but what they evoke in them. How might those presuppositions improve the effectiveness of communication?

You can introduce these presuppositions through a Chalk & Talk. Consider leaving some keywords blank.

**5 minutes**

Invite participants to fill in the blanks. Also, consider mapping the blanks by providing participants with a cheat sheet of randomly arranged keywords.

**10 minutes**

Invite participants to pick a presupposition they agree with and one they are unsure about. They may pair up and share their thoughts with their partner.

Observation or Interpretation?

She was angry

His eyes narrowed

She pressed her lips

She looked happy

He frowned

He looked guilty

She was short of breath

His pupils dilated

She looked at him in disgust

# Observation or Interpretation?

Distinguishing *observations* (O) from *interpretations* (I) is a competence in coaching. An interpretation is what we logically derive or infer from what we observe. Distinguishing O from I, requires *active listening*. That helps the coach to detect:

- How the coachee process and expresses information;
- How their tone of voice, volume, pace of speech, eye contact, and body language affect the spoken message;
- How the coachee is expressing their beliefs and intentions;
- Patterns in language, such as the preference for specific words;

The coach may invite coachees to express themselves more specifically and authentically through detection. For example:

Coachee: "Jim is NEVER around when I need him. But he ALWAYS EXPECTS me to do things for him RIGHT away!"

Coach: "I noticed you raised your voice (O), and I reacted by leaning back (O). It seems to me your expectations with Jim are not aligned (I). You said Jim is never around when you need him (O). When did you really need Jim?"

As a coach, you don't want to take away the coachee's ability to discern what they are feeling or reflect on what is happening inside them. Rather than saying: "Why are you so angry (I)" consider "You are raising your voice (O); how are you feeling right now?" This does not imply you cannot communicate any interpretations as a coach. You don't have to follow up on every interpretation by the coachee. One goal may be to invite the coachee to express their feelings and become aware of their behavior in their communication with you. You can ask them to be more specific, showing that you are interested in what they say and that you are okay with their feelings without judgment.

**3 minutes**

Invite participants to map the Eye icon (Observation) and the Thinking Balloon icon (Interpretation) to the statements. They can take turns, or you can give each participant a handout.

You can extend this play by asking participants to write down three observations and interpretations.

Which modalities (above) do you recognize in the predicates (below)?

there is a whisper of...

the sunny side

bump into something

beautifully displayed

get a grip!

I wonder

I think

it speaks volumes

in the light of

from a different view

I'm motivated!

She sounds excited!

getting out of hand

every cloud has a silver lining

that is typical

I like to evaluate

stunning

I understand that

eyecandy

on the bright side...

the plan makes sense

the plan speaks for itself

the plan is clear

the plan is solid

# Representation Systems

Our experiences are represented in sensorial terms—the brain processes and stores information through sensory *modalities*. We use our senses to receive information, but we also use their representation to communicate information.

In communication, individuals generally have a preferred *representational system*. To determine the representational system of the other, one needs to listen actively to the *predicates* a person uses and whether or not that reveals a pattern. Individuals use all modalities in their representation, but there is generally a preference.

There are five modalities outlined: Visual (see/observe), Auditory (hear/speak), Kinesthetic (touch, feel, move), Olfactory (smell), and Gustatory (taste). In addition, we also include our internal representation system, dealing with logic and how we internally talk to ourselves. That voice in your head is called Auditory Digital .

We left out Olfactory (O) and Gustatory (G) for this activity. If you want to add them, consider including these:

- She has a taste for it (G)
- Something smells fishy about this plan (O)
- That news was a bitter pill to swallow (G)
- It's okay, but it's not my taste (G)
- I know it must be done, but it stinks (O).
- She's very nosy about the way we work! (O)

**10 minutes**

Invite participants to map the icons to their corresponding predicates. Then, go over the answers outlined in the left overview.  
Can participants think of more predicates?

1. I make important decisions based on:

- intuitive feelings.
- what sounds best.
- what looks best for me.
- exact research and study of the subject.

4. I can easiest:

- find the ideal sound volume.
- select the most relevant point related to an interesting topic.
- select what feels most comfortable to me.
- choose attractive color combinations that I like.

2. During a discussion I am probably most influenced by:

- the tone of a person's voice.
- whether or not I can see his reasoning.
- the logic of his reasoning.
- whether or not I understand his true feelings.

5. I am:

- sensitive to the sounds in my environment.
- good at quickly understanding new facts and data.
- sensitive to the way new clothing fits.
- sensitive to colors and what a new room looks like.

3. I communicate my feelings and thoughts best by:

- the way I dress and look.
- the feelings I share with others.
- the words I choose.
- the tone of my voice.

move the answers in the same order to the grid below

1. <input type="text"/> K	2. <input type="text"/> A	3. <input type="text"/> V	4. <input type="text"/> A	5. <input type="text"/> A
<input type="text"/> A	<input type="text"/> V	<input type="text"/> K	<input type="text"/> Ad	<input type="text"/> Ad
<input type="text"/> V	<input type="text"/> Ad	<input type="text"/> Ad	<input type="text"/> K	<input type="text"/> K
<input type="text"/> Ad	<input type="text"/> K	<input type="text"/> A	<input type="text"/> V	<input type="text"/> V

sum the totals below

V  A  K  Ad

# Your Representation

Although every model is a simplification, including this one, it can be of value to you in your communication. Detecting preferences in language can help make it easier to establish rapport. This little quiz can help you learn about your preferences. It's not perfect, but it can be a good starting point for you if you are interested in how your brain selects the words you write and say. What will it reveal about you?

For each question, you can score each answer from 1 to 4, with "4" being the most applicable to you and "1" the least. You can use a number only once in your answers for that question.

Once you have rated all the answers, you can fill in the table at the bottom. You can write down the scores in the order in which you provided your answers. This table shows how high you scored on the various modalities.

Now the table is complete, you can sum all the values corresponding to the modalities. For example, you can sum all the V's, K's, etc. That reveals how high you scored on each modality.

The higher you score on a modality, the higher it scores as your preferred representation. This can reveal if you prefer visual, logical, auditory, or kinesthetic communication. You may also learn that, in general, you'll find it easier to talk to and connect with those who have a similar preference as you.

You can be more effective in your communication by using various representation systems. If you score low on Visual (V), consider how you could express yourself more visually. Those who score high on V will appreciate how you make your thoughts apparent to them.



# Non-verbal Rapport

Rapport, in short, means to be tuned to someone. It's when two (or more) individuals enjoy unified, open, and trusting communication. I observe communication as if it were a dance. Both parties respond fluently to one another, not just in words but also in body language.

When looking for signs of non-verbal rapport, one may detect:

- eye contact
- facial expressions, complexion
- tone, volume, timbre, pace
- distance, positioning
- harmonious responses in the movement of the body
- hand gestures
- choice of words
- authenticity or egocentric expressions

**5 minutes**

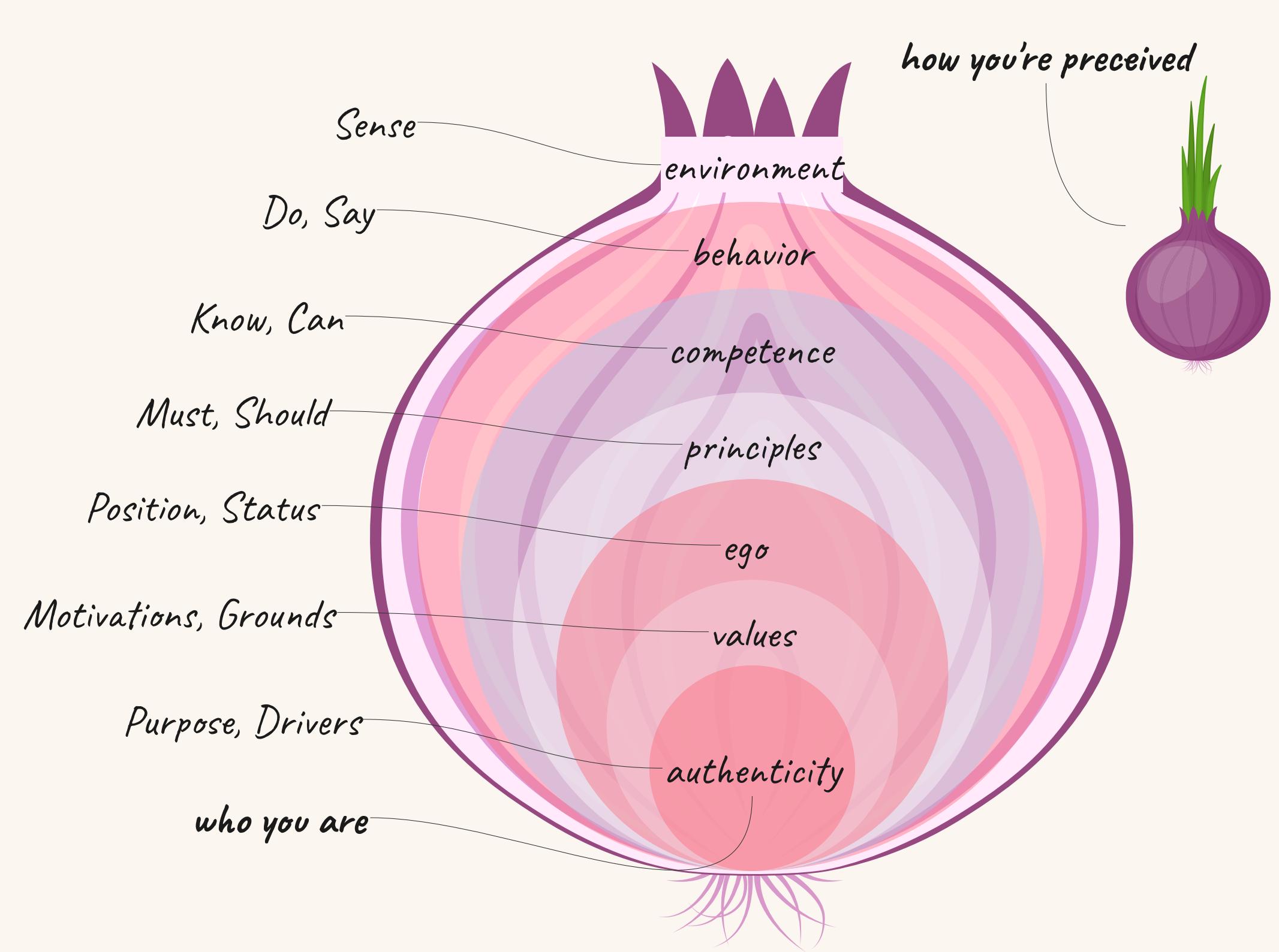
Ask participants to look at the photographs taken of Angela Merkel, a former German politician, and scientist who served as Chancellor of Germany from 2005 to 2021. What do they notice about her in these photographs with other world leaders (without

As a coach, you may experience situations where you have to decide what strategy will get you the best results in your communication. On many occasions, you may be effective as your authentic self, letting your true nature and personality shine through. That requires vulnerability. You may not be effective in 'acting' our stances as others might detect you as an imposter.

So, this raises the question: how can you attune to another person while retaining authenticity?

Now, again picture the dance. Communicating is like dancing. To lead, you must first follow. Attuning to the dance begins with you following the other's steps, movement, tone, and pace. Once you are attuned to their dance, you can start guiding it to a comfortable speed and cadence. The other will follow you.

Attribution: Photocompilation by Irene van Gameren.



# Logical Levels

When we first meet our travelers at the start of the Road to Mastery, we meet their egos. They'll discuss their challenges and give us a picture of their environment. The problems they communicate are mainly external to them. They are eager and slightly impatient and operate from a problem-solving state of mind. That said, problem-solving is only oriented outward, not inward. Will that make them successful?

As the journey progresses, we peel away the layers until we can move beyond the ego. This is where the magic happens; meaningful change comes from within.

I need to *disclaim* that neuroscience does not reveal measurable or physical layers or levels; this model is a simplification and categorizes what we perceive in the world and within ourselves. That model can guide our interactions to make our communication more effective.

**Environment** is the external setting. It's the place and time, and conditions we are in. It is the information we gain through our senses. It is what we can observe, hear, touch, move through, interact with, smell and taste. It is what we perceive but not what we infer.

**Behavior** relates to specific physical actions, reactions, and interactions. It's what people say, express, and do, however subtle that may be.

**Competence** involves the mental strategies, mental models, and capabilities that guide specific behaviors. This is a level of experience that goes beyond our perceptions of the immediate environment. Thus, capability involves *mastery* over an entire class of behavior- i.e., knowing how to do something within various conditions.

**Principles** relate to fundamental judgments and evaluations about ourselves and others. It's what guides us in the choices we make. It is the expression of our motivations and intentions. What do we stand for first and foremost? It contains our belief systems and assumptions about reality. Two individuals may face the same choice under the same conditions but still make different choices based on their principles.

**Ego**, relates to our identity. This layer represents a projection of who you are. It is how you would like to be perceived. This can be situational. It determines how we *position* and *orient* ourselves tactically and strategically in our interactions with others. The ego seeks validation of a specific position. Although your ego relates to your identity and personality, it is not the same. You are more than your ego.

**Values** are not opinions. It's how we intrinsically deem the worth, or usefulness of more profound concepts like truth, honesty, harmony, pleasure, freedom, power, belonging, reputation, etc. It's like a team within yourself. Are you more inclined to go the safe way? The fun way? The smart way? Etc. That depends on how your values are balanced out. Those tend to be pretty static throughout your life, but they can change. It's shaped by your nature but also through nurture and life experiences.

**Authenticity** is who you are at the most fundamental level. It is also called your spirit. It involves how your *true self* is part of the greater good. It's who you can be when you feel safe. You are okay, and you can be you. There you can find your calling in life. What are fundamental drivers that are consistent in your life? That may be revealed by what you find compelling and what inspires you. It's that calling, at the core of your being, channeling your energy to be creative.



During the Retrospective, Jim, a Developer, once again, did not work on the team's improvement plan to clean up the version control system from long outstanding branches. Everyone did their part save Jim. Jim leans back, rolls, averts his eyes, frowns, and sighs.

He says:

"I had more important stuff to do, like fixing that production issue on Tuesday.  
I think Juniors should do this work."

Last time, you observed that Jim was a passive attendee but not a participant.

He did not provide input, even when asked. He expressed no opposition.

You checked in with Jim during the Sprint to ask about the progress.

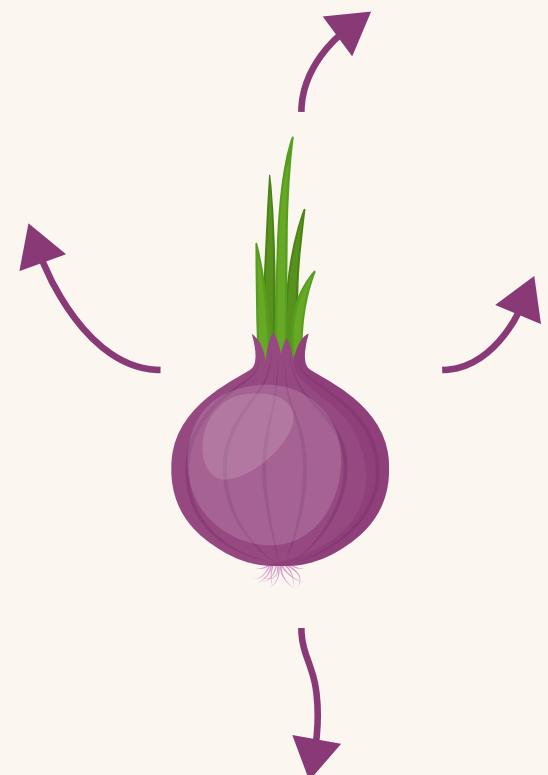
Jim said, "I haven't gotten round to it yet."

When you asked Jim if he needed help, Jim said, "No. I'm busy."

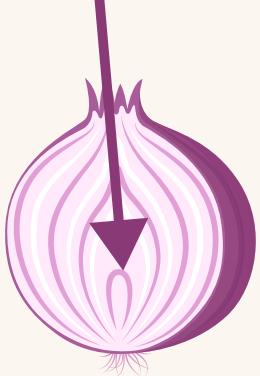


## *Observations in the Environment:*

1. What does this story reveal to you about the setting/environment?
2. What is observable behavior?
3. What was done or not done?
4. What was said?
5. What skills and competencies did you observe?
6. What choices were made? How were they expressed?
7. How were those choices motivated?
8. What intentions are made explicit?
9. What did individuals appear to care or not care about?
10. How did individuals position themselves?
11. Did anyone seek validation of their position in any way?
12. What would you see if you'd observed yourself?



## Slicing and Peeling your onion:



1. Is there anything you would like to see changed in the setting?
2. Is there anything in the behavior that you would like to see differently?
3. What about your behavior? What did/would you say or do?
4. What skills and capabilities do you possess that are helpful to you in this situation?
5. What skills and qualifications do you not possess that would have been helpful to you?
6. What are your intentions?
7. What choices would you need to make?
8. How do you motivate your choices?
9. How would you make your intentions explicit?
10. What opinions do you agree or disagree with?
11. What did individuals appear to care or not care about?
12. What do you stand for?
13. What about this situation is truly meaningful to you?
14. What is acceptable in this situation to you, and what is not?
15. What provoked which emotions in you?
16. What calls you to respond?
17. What's your stance?
18. In what way do you want to be respected and validated in your position?
19. What drives you in life that led you to this position and moment in time?
20. What's your mission that is applicable to this situation and universal in your life?

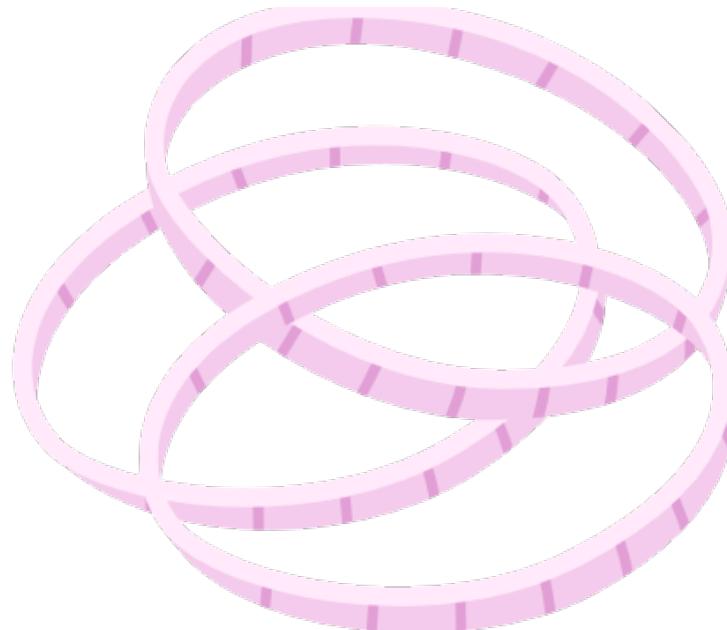


# It's not about Jim!

What do you and your participants take away from this lesson? Is it really about Jim? We went through the onion outside-in. Now, what would be different had participants approached it inside-out? How might they respond differently to the situation? Would they be more inclined to inspect and adapt their behavior rather than that of others and the environment? Would that result in a 'truer', more authentic response? Would that make them more effective in their communication?

Peeling the onion that is 'me' is difficult. There are times I cried doing it. But now I am happier. I can be more okay with my behavior. It is easier to do the 'right' thing.

How much we want this situation to be about Jim, it is about you.  
By peeling the onion, you are not coaching Jim. You are coaching yourself.





# Fear & Courage

With psychological safety, employees can work more authentically and courageously. Without it, they are entrenched and in a state of perpetuating anxiety, slowly burning out their spirit like a candle.

It's dangerous to seek faults in individual behavior and demand a more agile mindset from them. Rigidity is rarely personal and often results from systematic toxicity and anxiety. After all, finding faults in a vulnerable individual is easier than detoxing the system.

Scrum is about fostering conditions that build trust and empower individuals.

Fear is always present, regardless of cognitively experiencing it as a feeling or emotion. Some examples of fears

- Being unwanted, rejected, or abandoned.
- Boredom. Being in a void. Wasting the gift of life.
- Being misled, duped, made the fool.
- Being shamed and outcasted by others.
- Being punished for doing something bad, wrong, sinful.
- Losing connections with those close to us.
- Not being validated for one's accomplishments.
- Being controlled or trapped by others, losing a sense of autonomy and freedom.
- Causing (unintentional) harm to others.
- Environmental or economic concerns: losing a secure position in life due to outside factors.

When confronted by such situations, we grow more anxious, and our amygdala will start to take over how we act, feel and think. We'll be more inclined to fight, flee or freeze in situations. You may act in ways that are incongruent and possibly even harmful to yourself and others. You are not your reasonable 'you'. That's why it is important to remember that the way someone acts or behaves is not who they are. We are not independent of our environment.

**10 minutes**

Scatter and Chatter. Scatter the sticky notes. Invite participants to order them in the two locations on the canvas. Left: Fear. Right: Courage. They may discuss and collaborate as they are doing this all simultaneously.

# examples

I'll speak up

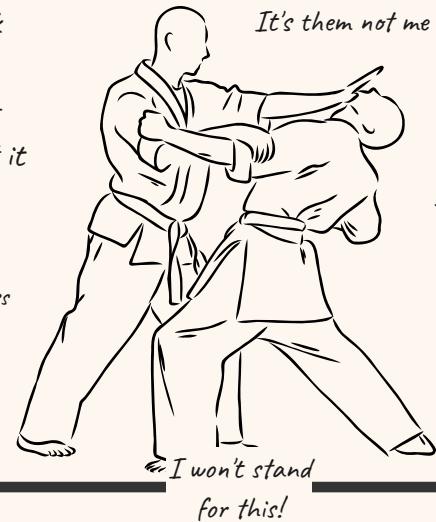
## COMPLAIN

Jim is creating a toxic atmosphere at work

They won't listen to me anyway

This whole situation is a mess

This meeting is just a waste of time



I won't stand for this!

Mike is always late

I can't do anything about it

Jasmin never has time for me

None ever asks me what I think

I won't

## DISENGAGE

I'll step away

I'll quit

not now

No

Let's park this

That's not my problem

Sorry, I'm busy

leave me alone

I can't



Let's wait and see

What is possible is...

## ENGAGE

First...

I'm on it

What I can do is ...

Yes, I'll

Why don't we ...



This way

I guess I must

I'll just stay silent

## ACCEPT

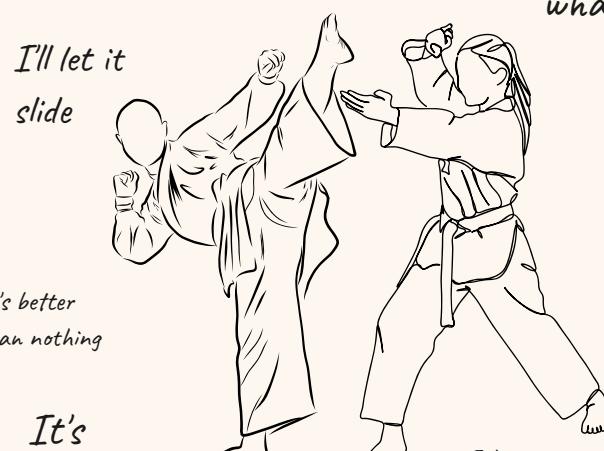
So what?

I'll be fine

My hands are bound

Let's look at it from the bright side

It is what it is



It's better than nothing

It's okay

It's not worth it

# *potential* advantages

Express  
yourself

## COMPLAIN

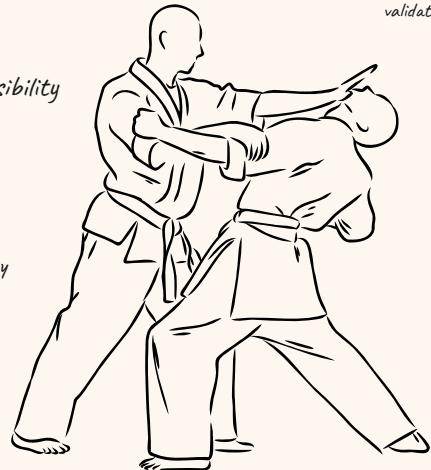
Us-vs-Them  
fraternization

avoid responsibility

can be used to probe for  
support (forming alliances)

create  
transparency

get others to do something



Seek  
validation

attempts to  
delegate your  
problem

Channel your  
frustration

being open  
about a problem

Verify (in)dependence

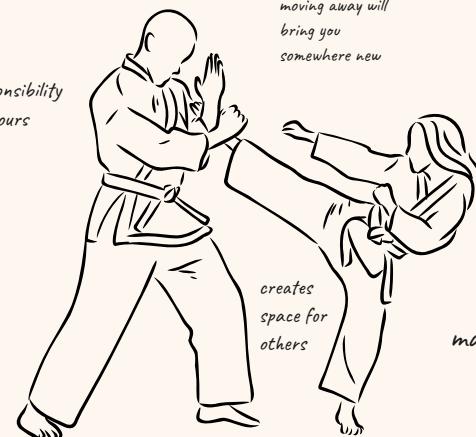
## DISENGAGE

may avoid it  
becoming your  
problem

deflects responsibility  
that is not yours

demonstrates  
autonomy

honest about  
capability



moving away will  
bring you  
somewhere new

moves you away from  
a bad position

takes courage

may show integrity

## ENGAGE

creates opportunity

empowers you

improves your  
competencies and  
capabilities

may strengthen  
your position

moves towards  
(re)solution

you can be the  
owner of your  
results

creates transparency

makes the  
impossible  
possible

may demonstrate  
autonomy

may increase  
your influence

may decrease  
dependencies



your actions may  
empower/inspire others

## ACCEPT

may reduce stress and anxiety

May improve your relationship  
(alliance forming)

Allows you to  
focus what  
really matters

may be good for the  
greater cause



may be empathetic

may  
decrease  
conflict

shows you are  
able to  
compromise

may avoid  
personal  
risk

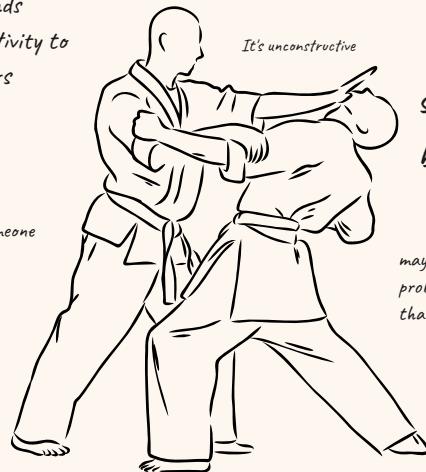
potential advantages

# *potential* disadvantages

## COMPLAIN

you position yourself as a victim or persecutor  
  
makes you dependent on others  
  
it affects your relationships poorly  
  
your situation might not improve

spreads negativity to others  
  
you may be naming and shaming someone  
  
it may weaken your integrity  
  
your situation might not improve



shift blame

It's unconstructive  
  
may make the problem bigger than it has to be  
  
others will be less likely to trust you

it's an expression of fear, not courage

it may be possible the problem moves with you, or it may re-appear later

may reduce your reliability

others may be less inclined to call on you, reducing your opportunities

avoiding the problem doesn't solve it

may also cost you your position and its benefits

it delays

you may be running from failure, rather than owning up to it

## ENGAGE

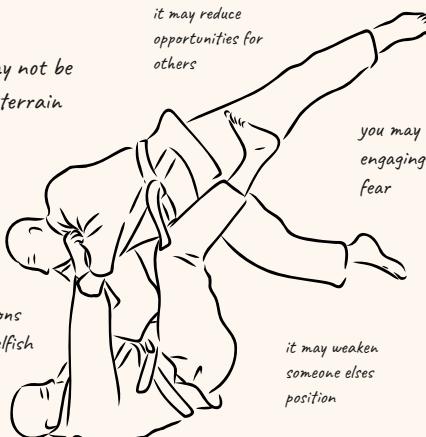
costs your time and energy

it may not be your terrain

you may be inflicting help

your intentions may be incongruent

your actions may be selfish



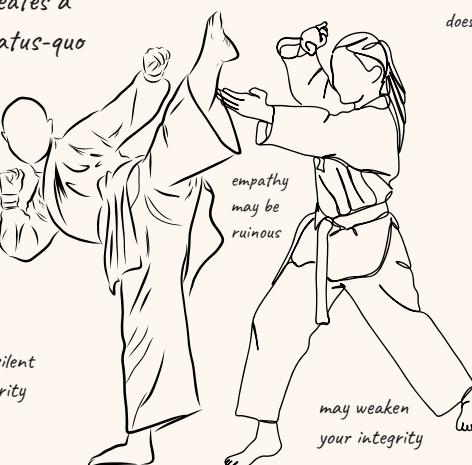
chance of failure

you may lose your focus

your actions can make things worse

creates a status-quo

obscures (sweeps it under the rug)



accepting the situation does not improve it

problems may get worse over time

it does not mean you internally accept it, causing anxiety

potential disadvantages

# Make your Stand!

There is always another way. The most adaptable person controls the system. You are the owner of your actions and, therefore, your results. What options are available to you? How can you quickly recover from a failing approach?

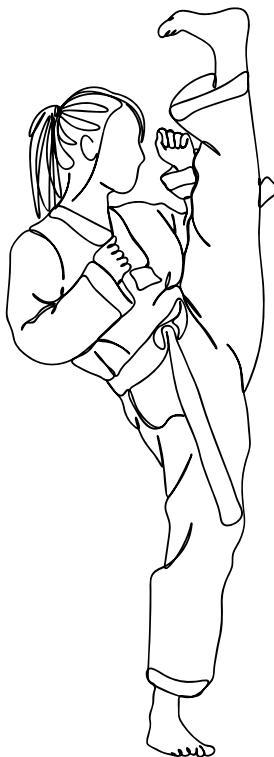
Subconsciously, we may have a preferred approach in our response to situations. How we act will be different when we are stressed and experiencing anxiety. Your stance will be determined, in part, by your fears and passions. Your amygdala may trigger your response: fight, flight, or freeze.

- Are your complaints falling on deaf ears?
- Are you shying away from accountability but getting nowhere?
- Is the status quo burning you out?
- Are you tired of taking care of other people's problems?

If so, perhaps it's time to change your approach.

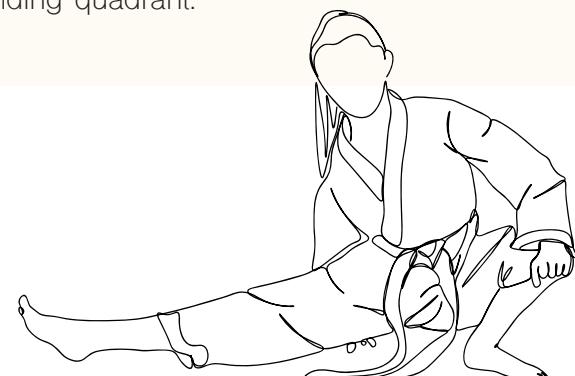
This representation may help participants determine what stance best aligns with their intentions. Each position provides benefits and opportunities, but they may equally introduce risk. Conditions may change. That requires you to inspect and adapt your stances timely.

Reflect on what this means to you as a trainer, coach, facilitator, and leader.



**15 minutes**

Mix and Match. To play this with participants, shuffle all the sticky-notes/cards. Invite participants to match them to their corresponding quadrant. Make corrections accordingly.





*I really enjoy getting positive feedback from stakeholders*

*I want to focus more on a quality customer experience*

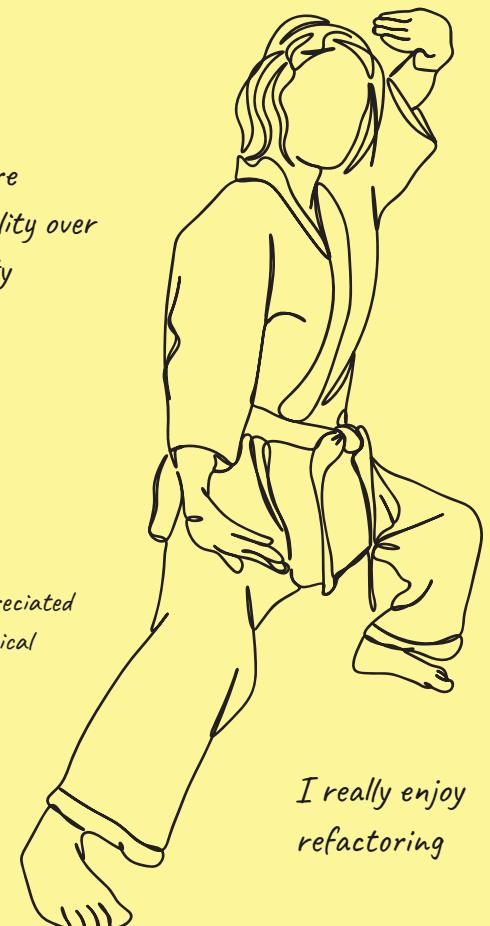
*I want our decisions to be more based on evidence*

*I want to go ahead with A/B testing*

*I want to develop myself in Clean Code*

*I want more accountability over Code Quality*

*I want to be appreciated for reducing Technical Debt*



*I really enjoy refactoring*

*we want to be proud of the quality of our work*

*we want to get more positive ratings from stakeholders*

# Intention Mapping

Why do some team members get their needs met while others don't? Why do some meet more resistance in their communication than others? Why are some a magnet for problems while others for opportunities? Is it just luck and looks? This may have something to do with how we communicate our intentions.

You generally don't get your needs met just by tapping your heels. It involves making your intentions clear in a *positive* way. It would help if you also acted on it *constructively* as a demonstration of your commitment. When you are truly committed, providence happens; you become the magnet to your environment as you move towards the outcome you want. Don't dwell on your limiting beliefs and complain. People around you will treat you according to your stance. You won't get anywhere if you position yourself like a victim or a prisoner.

So here is what NOT to think or say:

- "He just won't get it."
- "She won't listen to me anyway."
- "He won't let me do it."
- "I don't trust that they'll..."
- "I never have time to..."

Instead, make it explicit what it is you want. For example:

- "I want him to take the time to understand that ..."
- "I want her to hear what I have to say ..."
- "I want his approval in doing ..."
- "I want to be confident that they'll ..."
- "I want to focus on ... and let go of ..."

Communication intentions positively is competence. Let's practice this.

- "I want more accountability in ..."
- "I want to get better results in ..."
- "I want to involve myself in..."
- "I really value ..."
- "I want to develop myself in ..."
- "I really enjoy ..."
- "I want to let go of ..."
- "I want to focus more on ..."
- "I want to be appreciated for ..."
- "I want to be able to ..."
- "I want my suggestions about ... to be respected"
- "I want to be more involved in ..."
- "I want to go ahead with ..."
- "I want to get support with ..."
- "I..."

**5 minutes**

Invite individuals to write down their intentions individually. They can use these prompts.

**5 minutes**

Pair up. Compare your intentions with your partner. What do you have in common? What do you both want?

Expressing your intentions clearly is a starting point. Now you need to turn "I want" into "I will" to "I am" to "I have". Sometimes you will run into conflicting intentions. Not all intentions are congruent. "Good for you, but what about me?"



# Compliment Trees

You can genuinely motivate someone by appraising them for their behavior and appreciating your relationship. We are happier at work when we feel validated for our work and who we are. It's fun, and it's needed. It makes us glow and grow.

Appraising, appreciating, and complimenting are competencies one can develop. The more you practice, the more natural it will come to you. They are essential survival skills, especially in toxic environments.

A great compliment...

- Requires courage: it is from the heart (œur), and you genuinely mean it.
- Is specific; the receiver knows what the compliment is about.
- Does not have to be spontaneous; better late than never.

The brain releases happy chemicals (oxytocin) when giving and receiving compliments. It's what puts a glow on our face. You get that warm and fuzzy feeling (and may try to hide).

Validation increases our sense of belonging; it makes us feel (psychologically) safer.

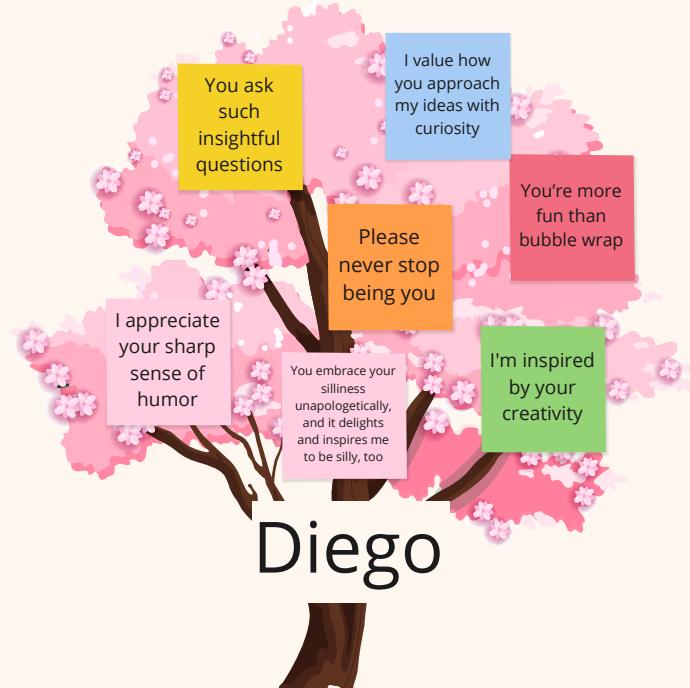
I find it challenging to share my appreciation. I find it even harder to receive compliments. Yet, I learned to accept and appreciate them as well-earned gifts rewarding me for the good nature of my character. It's evidence I am doing something right for a change.

You can practice complimenting someone.

**5 minutes**

Invite participants to write down the names of three or four individuals they work closely with. They may draw a tree for each name and decorate the tree with compliments. They can pick them from the list or write their own praises.

Participants can keep the compliment trees to themselves or share them with the group. Will they have the courage to decorate the tree and the individual with a compliment?







THE TRIBE

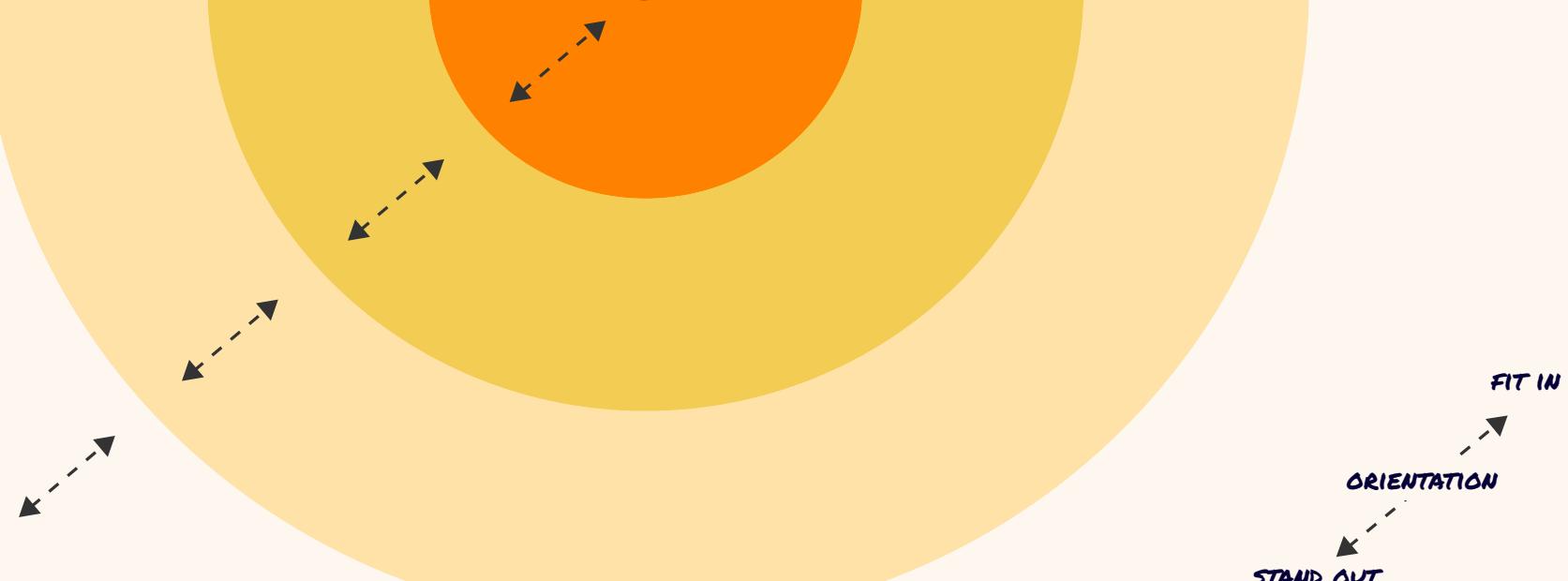
AUTONOMOUS

THE EGO AND THE TRIBE

SUBMISSIVE

EQUAL

DOMINANT



What can we learn about human behavior from Zebras?

The Black and White zebra stripes function as camouflage against the herd, not the environment. Their predators, such as lions, see a fair bit of color. When zebras detect danger, they herd together, collating into a giant blob of confusing zig-zaggy patterns. This way, the predator will not be able to target a single zebra. The better a Zebra fits in, the bigger its chance of survival.

It can be like that for humans. In some social circles (tribes), we want to fit in, but in others, we want to stand out. With humans, the biggest threats often come from within our tribe, not without it. That's why some want to be invisible and just left alone. Some choose to act like predators so that they are not prey. Although our personality influences how we position ourselves in various areas of society, it is also the culture of that society that affects our positioning.

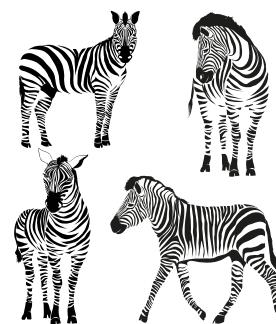
"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure." – by Marianne Williamson

As for positioning ourselves (through the ego) within a social circle (tribe), we can imagine four stances:

1. Dominant (on top)
2. Equal (alongside)
3. Submissive (on bottom)
4. Autonomous (independent)

On any of those four stances, we may orient ourselves in- or outward:

- Stand out (be free, need for autonomy)
- Fit in (belong, need for affiliation)



**30 minutes**

Invite participants to study this model and the corresponding ego sheets on the following pages. Which of these Egos do they recognize in their (past) behavior?

Every model is a simplification, and this one is no exception. We may identify these ego types in ourselves or others. It is essential to realize that these do not represent our true selves or true others. Our environment and personality traits primarily influence how we position and orient ourselves. For example, although I can act like a Busybee at work, I am NOT a Busybee.

<b>THE HERO</b>	Heros are generally self-assured and insistent. They are also somewhat distrustful towards others. They mostly mean well and want to be validated, appreciated, or admired. They are primarily self-reliant and assertive.		
	POSITIONING	FACING	STRATEGY
	Autonomous	Fit In (belong)	This Hero is brought in from the outside to help the tribe with its issues. This Hero perceives him or herself as an outsider but wants to earn their stripes among the ranks. This Hero will be on the lookout for what the tribe needs. They may point out weaknesses and threats they can shield the tribe from.
	Submissive	Fit In (belong)	This Hero needs to be valued by others. They derive their security knowing their 'tribe' needs their help. Being asked for help makes them feel good. They are natural helpers but won't inflict. They are agreeable and thus find it difficult to say "no".
	Equal	Fit In (belong)	This Hero unintentionally makes others dependent on them. They inflict help as they deem that help as being essential for the tribe. They keep essential know-how to themselves. Being needed gives them a sense of job security and a strong negotiation position at their next performance review.
	Dominant	Fit In (belong)	This Hero may be the leader of the pack or the band's lead singer. They may be perceived as arrogant. They may believe the tribe owes their existence and survival to them. They are goal-setters. They keep essential know-how to themselves to maintain their dominant position. They are generally impatient and often make colleagues feel inferior. They want others to do as they do.
	Dominant	Stand out (freedom)	They don't shy away from shaking things up within the tribe. They are confident and self-reliant leaders. They can inspire confidence in others. They share information and lead by example. They make their position clear. They can be perceived as arrogant. They can also be impatient and get frustrated and forceful.
	Equal	Stand out (freedom)	This Hero is generally a specialist or domain expert. They are professionals and want to stand out in their area of competence. They look to distinguish themselves from their peers. They may be called a <i>Senior</i> or <i>Lead</i> in their area of expertise, but they do not have any accountability in managing others. They may believe they are entitled to prestigious assignments.
	Submissive	Stand out (freedom)	This Hero is a creative problem-solver. They may fix issues or resolve complaints. They don't mind doing dirty work or exceptional work. They may do well refining the work of others, improving on its quality, or assuring it. They may also be creative artists, professionals, or athletes selected to represent their tribe in a competition (or special project).
	Autonomous	Stand out (freedom)	This Hero is the independent coach or consultant, often in an interim position. They may engage in "Seagull Management," only interacting with others in the tribe when they deem a problem has arisen. They fly in and make a lot of noise. They need more understanding of the work and its complexities, but they don't want to. But they feel accountable as their survival inherently depends on those who do. They feel no need to fit in with the tribe; on the contrary, they are there so the tribe can integrate something from them. They don't want to be a part of the problem nor be held accountable for any solution.

<b>EGO</b>	Busybees are somewhat snobbish, proud, boastful, and self-satisfied. They are diligent and want to demonstrate a good work ethic. They are generally direct and like to be in control. They may prioritize work and sideline their emotions. That makes them appear cold and shrewd to their peers.		
 <b>BUSYBEE</b>	POSITIONING	FACING	STRATEGY
	Autonomous	Fit In (belong)	These BusyBees are more like wasps who 'invade' the tribe aiming to reorganize it. They may be reeled in as autonomous outsiders. They come in with a grand plan to maximize the tribe's productivity and take them on a grand campaign. In terms of historical leaders, we can classify Napoleon Bonaparte as such. Napoleon chose the bee as the emblem to represent him. According to legend, the bee never sleeps...
	Submissive	Fit In (belong)	These BusyBees are more like wasps who 'invade' the tribe aiming to reorganize it. They may be reeled in as autonomous outsiders. They come in with a grand plan to maximize the tribe's productivity and take them on a grand campaign. In terms of historical leaders, we can classify Napoleon Bonaparte as such. Napoleon chose the bee as the emblem to represent him. According to legend, the bee never sleeps...
	Equal	Fit In (belong)	This Busybee is busy because they find it difficult to say "no" in their position. They may have to compensate for lacking specific skills or competencies through work ethic. They may be called to do the work others won't. They might work long hours and do overtime, not out of passion but out of fear.
	Dominant	Fit In (belong)	These Busybees are not just hellbent on being busy themselves; they ensure their subordinates are too. Those who don't live up to their standard are just <i>lazy</i> and <i>unmotivated</i> . We often find these in project management positions. They generally hate being told what to do, so they position themselves to be able to tell others what to do. Rather than them. They want to be in control, and that's why they involve themselves in <i>everything</i> . They tend to micro-manage. They are perceived as being hard-hearted, unfriendly and unapproachable.
	Dominant	Stand out (freedom)	Their work is more <i>important</i> than you. That is why they are always busy with more <i>important</i> stuff. Because they are rarely available, they often resort to backtracking and undermining (past) decisions that affect them. They don't want 'the system' controlling them, so they'll create (or invade) a domain they can control. They'd rather be first in a village in Gaul than second in Rome.
	Equal	Stand out (freedom)	This BusyBee wants to be busy doing what they are good at as much as possible so that they can excel. They want to earn that badge and get credit for their achievements. They do so from an innate drive, not by downplaying or controlling others. They won't inflict on others what they don't want to be inflicted on them. Their merit defines them. They position themselves amongst peers who can help them exceed.
	Submissive	Stand out (freedom)	These BusyBees believe they can't reach their peers' level and don't want to. They may be less intelligent or skilled but can distinguish themselves through exceptional work ethic. They are the outgunned and outclassed underdogs working to create new opportunities for themselves.
	Autonomous	Stand out (freedom)	You may find these somewhere in an ivory tower, governing portfolios of larger initiatives. They may operate between teams or departments. They follow their own agenda in pursuit of their ambitions with dedication. They may be working hard to liberate themselves from the tribe.

<b>EGO</b>	Prisoners are generally docile and dependent. They are usually not the first to stick their neck out. They let others make decisions. They are more prone to complain or accept than to engage. They can appear to be meek and spineless to their peers. They could be more adaptable		
 <b>PRISONER</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	They may be in prison, but at least it is <i>their</i> prison. As long as they act within the governing constraints, they enjoy a degree of personal freedom. "You do your thing, and I'll do mine, as long as we keep our heads down". They act within comfortable constraints providing them with enough security and autonomy to live out their days peacefully. They don't really see the need to grow or do something outside their comfort zones.
	Submissive	Fit In (belong)	Feels victimized and disempowered by <i>the system</i> . They won't change because they are tied down. Their problems and limitations are the results of other people's decisions. They may feel safe knowing they cannot be held accountable for things beyond their control. Their dominant strategy is to complain about things beyond their control to win sympathy from their peers.
	Equal	Fit In (belong)	They are part of a (sub)class or team. They may find themselves among peers at the bottom of a larger enterprise's org chart. They follow the routine and patterns of their peers. They want to be explicitly told what is expected of them. They generally won't do anything less than expected, as doing so would risk envy from their peers or anger for stepping out of line. They stay inside their comfort zones, doing what they know and do best. They may have been part of the tribe for so long that they have become part of its furniture.
	Dominant	Fit In (belong)	You can imagine these crossing their arms at any suggestion or intention for improvement. They'll actively resist any initiative for change. They cast their limiting beliefs onto others. They'll tell others, "this is just how we do things around here!". They are <i>actively</i> and <i>intentionally</i> ignorant. They don't like the paradigm to be challenged, and they'll forcefully resist anything that does, believing they do so to benefit the conservation of their tribe and its culture. They are comfortable inside Plato's Cave and shun outsiders who don't fit in.
<b>EGO</b>	Soloists rather keep to themselves. They can be distrustful of others. They are easily hurt and slow to forgive and forget. They are usually self-reliant but not assertive. They may wallow in complacency. They may be gloomy skeptics who resent being bossed around.		
 <b>Soloist</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Dominant	Stand out (freedom)	These soloists believe they can do better and are more productive in an ivory tower from which they may govern indirectly. They are frequently disappointed, hard to impress, and touchy.
	Equal	Stand out (freedom)	These lone journeymen may be at risk of wandering everywhere but belonging nowhere. They dislike conformity and are afraid of being fenced in. They may get lost or stuck on their own.
	Submissive	Stand out (freedom)	They may make it their mission not to be needed anymore. They may enter (or be part of ) the tribe with a clear exit strategy in mind. They want to take care of themselves.
	Autonomous	Stand out (freedom)	They ideally position themselves outside the general responsibilities that exist within the tribe. They may think meetings are a waste of their valuable time. They can be experimental and innovative in their work. That may cause them to be perceived as misfits.

<b>EGO</b>	The Smartass likes to compete intellectually. They are insensitive. That way, they may appear smug, bitter, and demeaning. They are over-confident and rigid in their positions. That makes them stubborn. They will never admit to being wrong.		
 <b>SMARTASS</b>	POSITIONING	FACING	STRATEGY
	Autonomous	Fit In (belong)	This Smartass is the outsider who points out the intellectual weaknesses of a group. They can be <i>captain hindsight</i> telling everyone how things should or could have been better. They want to earn their place amongst the tribe with the premise they can increase its overall efficacy.
	Submissive	Fit In (belong)	These Smartasses may make witty comments downplaying themselves. They make self-deprecating jokes and comments. This way, they signal to the tribe that they are not a threat. They appear humble. They may downplay their achievements as unimpressive.
	Equal	Fit In (belong)	On purpose or not, they regularly use sarcasm for a laugh. That may annoy others from time to time. They may engage in a game of <i>gotha!</i> with their peers, with whom they share their intellectual domain. This can be a playful way to encourage each other, but it can also become toxic.
	Dominant	Fit In (belong)	They want to show that they operate at a high(er) level of intellect and that this also warrants their superior position. They may act like they know everything and that they are never wrong. There is nothing more offensive to them than a joke at their expense.
	Dominant	Stand out (freedom)	Dismisses and downplays ideas of others and presents their own as better. They can use their superior knowledge aggressively to undermine input from others or to intimidate others away from <i>their</i> intellectual domain. They believe a <i>smart</i> comment keeps them in control and emotionally distant (= safe).
	Equal	Stand out (freedom)	Witty little sneers are their trademark. They may also engage in <i>intellectually violent</i> debates with their peers as a means for them to stand out.
	Submissive	Stand out (freedom)	They may be envious or underappreciated. They think no one ever 'gets' them. They are looking for recognition and validation elsewhere. They'll no longer bother explaining themselves to their peers as "they just won't get it". They are passive-aggressive in their work. They gruntingly contribute to 'stupid' projects they believe are doomed to fail. They may want to see others fail so they can think or say, "I told you! you should have listened to me".
	Autonomous	Stand out (freedom)	Being a Smartass is one way people try to get attention by showing how unique and special they are from everybody else.

<b>EGO</b>	Perfectionists are impossible to impress. They are irritable and critical of others. They are impatient with others' mistakes. They can be stern with others but also hard on themselves. They have high standards. They may be perceived as egotistical and conceited.		
 <b>Perfectionist</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	They believe their exceptional standards are a way for them to win the glory and respect for their tribe. They are the entourage. They may support the tribe with the by-production of artifacts, such as designs, prototypes, schematics, backlogs, and roadmaps, spending time endlessly perfecting them (as they lack the competency to work on the real thing). This way, they can project or set a standard for the tribe without actually having the competencies or skills to realize these themselves.
	Submissive	Fit In (belong)	They want to avoid mistakes, do things by the book, and follow exact instructions. They want to demonstrate to the group they can live up to its standards. They may offer to do the (home) work for others as they are better at it as a means to win favors. When they mess up, it's because there was something wrong with the field, not their play.
	Equal	Fit In (belong)	Perfectionists do not respond well to pressure and deadlines. They feel they need more time to make their work 'perfect' and be happy with it. The problem is, without deadlines, they may be inclined to procrastinate. They may be afraid that, when the time runs out, their work's true (in)efficacy comes to light. They may mask their sloth with perfectionism. They slow their peers down. According to them, there is always more information to be had. They can't see the road, only its bumps.
	Dominant	Fit In (belong)	Critiques work of others, demonstrating they are on a higher level/standard of operating. They know who to blame when something is not up to par (and it's never themselves, as they are beyond critique).
	Dominant	Stand out (freedom)	These types are worried they are getting less than they deserve. They are unreasonably entitled. They may earn the stigma of a "Karen". They want to talk to the manager, supervisor, director, or any other authoritative figure and will complain loudly to express their needs. They compensate for their lack of reason in their voice for a surplus in volume. They may have an unreasonable fear of being duped or made the fool.
	Equal	Stand out (freedom)	They want to outperform their peers to distinguish themselves from them. They may push themselves beyond the normal limits to achieve their goals hoping their peers will be surprised by what they can accomplish.
	Submissive	Stand out (freedom)	They may expect everything to be perfect and will always need more time to do so. In reality, they lack the energy or resolve to deliver. They often get frustrated because their work (and that of their peers) doesn't live up to what it could have been. If only they 'had more time'...
	Autonomous	Stand out (freedom)	They believe their unreasonable standards are a way for them to stand out from the crowd. They believe their tribe constrains them from reaching their true potential. Their standards often involve costs that their tribe is not willing (or allowing) to make. But they may deem those as necessary sacrifices. They may achieve much for themselves, but it comes at the expense of their standing with the group.

<b>Ego</b>	The Pleaser spoils people with kindness. They can be generous to a fault. They are big-hearted and unselfish, but they may want to be adored. They can be over-sympathetic at their own expense. They are agreeable and want everyone to like them. They respect authority and want to know what is expected of them. They rarely take a position of their own. That makes them over-conventional and somewhat docile.		
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 <b>Pleaser</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	Wants to secure a position to <i>fit in</i> by pleasing and sucking up to others. In doing so, they may play along with toxic behavior. They may imitate the virtues of the tribe, and in the process of doing so, lose their authenticity.
	Submissive	Fit In (belong)	They want to win the favor of their peers or authoritative figures to share their spotlight. They know they can't shine through their own merit, so they'll win their hearts in other ways. Watch out; these pleasers can be pretentious. They may also indulge in drama, gossip, and blaming others. They may mask their incompetencies with false modesty: " <i>I don't do bug fixing; others are far better at it than I am...</i> ".
	Equal	Fit In (belong)	They brag to please. They aim to make their peers feel better about themselves. They can provide basic moral support for just about anyone. Their empathy may be ruinous. They are <i>nice</i> , but ultimately their words are <i>sugarcoated</i> . It may not be honest. It's saying you like something you don't. They operate from the presumption that if they don't call out the flaws of others, others will not call out theirs. They brag about the performance of their tribe to please others beyond the tribe. They may operate from the strategy that, if the tribe is perceived to perform well, there will be no hunt for weaknesses.
	Dominant	Fit In (belong)	These are wolves in sheep's clothing. They may be overly generous as a strategy to make others dependent on them. They can make others feel or believe they are in debt to them. They are false benefactors and toxic philanthropists. They may (subconsciously) obscure their selfishness behind pretentiously good deeds. They may make unreasonable demands under the pretext it is for the <i>good of the tribe</i> , but in reality, they serve their own interests.

<b>Ego</b>	The Bragger wants everyone to admire them. They try to be <i>too</i> successful. They can make a mountain out of a molehill and boast their achievements. They fear missing out and not getting the credit they think they deserve. That makes them appear jealous of their peers. They may demand respect from others or find a way to earn it. But did they really put in the work, or are they just entitled?		
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 <b>Bragger</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Dominant	Stand out (freedom)	Takes credit for work done by others, takes their ideas, and calls it their own. They may fear missing opportunities or others <i>stealing</i> their spotlight. They are so inflated they are primarily worried about others popping their balloon. They often act entitled and claim something without merit. When the tribe wins, it's because of them, but when they lose, it's because of others.
	Equal	Stand out (freedom)	Shares a positive experience to earn status and get personal credit with their peers. They are worried that they will go unnoticed if they do not express their achievements. They may be worried that peers envy them and, therefore, afraid they won't get the recognition they feel they deserve. This makes them appear overconfident and naive to their peers.
	Submissive	Stand out (freedom)	They want everyone to know how well they are doing on their own. They want you to know they can do much better if they are simply left to their own devices. When the tribe isn't performing well, it is not because of their individual performance. They like to brag about having done something well without needing any aid from their peers.
	Autonomous	Stand out (freedom)	These are self-absorbed narcissists who are completely in love with themselves. They may have started to believe in their pretense. They are very obnoxious about it and chalk up any negative criticism to jealousy. They act like the tribe is not worthy of them. They may act like this to mask the reality of being cast out by the tribe.

<b>EGO</b>	Moralists are generally resentful of the existing status quo. They are actively disruptive. Moralists are on the offensive. They are easily offended but rarely conscious of their offensiveness. They are unapologetic about their demeanor. They may be over-protective of others. Their points can be fair, but their response is not. They need to be heard but are not easy to listen to.		
 <b>Moralist</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	These moralists are invaders looking to reform the tribe coming from the outside. They aim to <i>change culture</i> forcefully from without. They may stick their noses where it doesn't belong. They advocate: "Do as I do".
	Submissive	Fit In (belong)	They may prefer conventionality and conformity over reason. They mimic and advocate the virtues and ideals of the tribe regardless of their authentic nature and beliefs. This way, they can gain acceptance and favor from the tribe. They may believe it's virtuous to set their ideals and values aside to attune to the tribe. The tribe may also reward them for that. They may also do so, fearing repercussions from the tribe.
	Equal	Fit In (belong)	They may act bold and confident but fear being suppressed and silenced. They may prefer conventionality and conformity over reason, being insensitive to complexities. They may be representatives or ambassadors. They may be quick to generalize their subjective experiences. They may want to radiate the virtues of their tribe onto others beyond it: "Do as we do".
	Dominant	Fit In (belong)	Acting morally superior makes them prone to dogmatic, methodical, and authoritarian tactics to promote their politics which is not virtuous but ignorant. They may force others to abide by a rule book. Telling others what to think, say and do is nearly always a road to tyranny which oppresses individuality, agility, and creativity.
	Dominant	Stand out (freedom)	Their virtues are better than yours. They may operate from a place of pride. They politicize the workplace and social feeds. Their actions are disruptive and divisive. They may feel reinforced by a larger outside community. Acting morally superior makes them come across as narcissistic and entitled. Their words and actions can be harmful to others. They risk becoming so loud no one hears them. They are pompous and judgmental of others who do not share their moral <i>virtues</i> .
	Equal	Stand out (freedom)	They may operate from a position of envy of other tribes. They advocate: "We should be more like them."
	Submissive	Stand out (freedom)	They may act bold and confident but fear being suppressed and silenced. They feel suppressed and fear repercussions. They may operate from the shadows against their tribe. They may campaign for support to undermine past decisions. They may say one thing but do another. They may also hide behind a moral curtain.
	Autonomous	Stand out (freedom)	They believe the grass is greener elsewhere. They may act virtuously without merit. They may be at risk of being outcasts or expelled as, rather than earning their place, they act entitled to it. When the tribe doesn't consider them worthy, they'll act like the tribe is not worthy of them.

<b>EGO</b>	The Bully is arguably the worst of the lot. They are aggressive and transgressive. They violate the integrity of others. They are forceful and intimidating, and undermining. They are cruel and unkind, sarcastic, and self-seeking. They behave abruptly and unpredictably. Others approach them with caution. This reinforces their belief that they are strong and others are timid and meek.		
 <b>Bully</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	Bullies can thrive in businesses, not just schools. This bully's goal is to dismantle other people's confidence through constant – and often unwarranted – criticism, possibly out of spite. They'll look for flaws as they prey upon the tribe, waiting for their turn to earn a spot among them.
	Submissive	Fit In (belong)	This is someone who does not initiate the bullying, but joins in so that they do not become a victim down the road. They may feel bad about it but are more concerned about protecting their position.
	Equal	Fit In (belong)	They can make snarky, witty, demeaning comments about others. Their attacks are ad hominem. Their weapons of choice are Blame and Gossip, but they backfire. They're on the hunt for flaws in the work of a peer. They seek to diminish that person's credibility and make them look incompetent. The strategy is to make someone else appear as the weakest link. They want to make the target on someone's back appear bigger than their own.
	Dominant	Fit In (belong)	They are on a mission to dominate others and demand their respect. They are forceful. They get things done <i>their</i> way. Anger is a way to get their needs met. They may slam their fist, raise their voice. They belittle others to elevate themselves. They believe that such behavior constitutes decisive leadership. They may emulate toxic behavior they were victim to in the past. They think they are tough and others are weak, which is why they deserve their authoritative position. To protect their position, they may intentionally disempower others by assigning them degrading tasks and unreasonable deadlines. Even worse, they may abuse their power by spying on and excessively monitoring their subordinates, probing them for weaknesses. They can make threats: "Do this, or else..." .
	Dominant	Stand out (freedom)	These bullies act out of bound. They invade accountability that belongs to others to undermine them as a means to elevate or distinguish themselves. They'll make you feel unworthy. They add insult to injury. The blame game is <i>their</i> game. You don't get to disagree with them. You better not dare critique them! Their defense is offense. They don't mind flaunting the guillotine. It's not uncommon to see this behavior from interim managers who don't mind doing the dirty work as long as they don't have to clean up.
	Equal	Stand out (freedom)	These bullies may act in ways that entirely disregard their peers' work. They ignore their peers' opinions by twisting their intentions. They are experts in negative framing. They may act openly hostile against their peers. They can act like jokers, Playing practical jokes or pranks on their peers to get attention.
	Submissive	Stand out (freedom)	This bully may intentionally ignore, interrupt or exclude a coworker. They may keep them deliberately in the dark. This way, they think they have an advantage over them.
	Autonomous	Stand out (freedom)	These bullies are happy to make threats like quitting their jobs if they don't get things done their way. They play their trump card. Those who live in glass houses shouldn't throw stones, but these bullies <i>want</i> to shatter the house. "If I'm going down, I'll make sure we all are". They don't mind breaking a system that has rejected them.

<b>Ego</b>	The Parent enjoys taking care of others by taking care of their problems. They like to spoil their peers with kindness. They become overprotective and possessive of others. They can threaten with sanctions to enforce desired behavior. They can consider themselves as the ideal their peers should model themselves to. "I am more mature; become more like me, but don't challenge me."		
 <b>Parent</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	They rather do things themselves because they don't trust others will get it right. They may do this to set an example for others. Maturity models are the best friend of external consultants. Not only does it reinforce that professionals need governance in their growth, but it also reinforces the need for someone to outline what that path looks like on their behalf.
	Submissive	Fit In (belong)	These Parents are protective, warm, loving, and encouraging to others. They can kindly interject themselves into the work of others. They'll help with (home)work. They welcome you to come to them with problems. They're happy to provide a listening ear.
	Equal	Fit In (belong)	These Parents may become somewhat overprotective of their peers. Their influence may be smothering or stifling. They may genuinely be curious, but their peers may feel like they are probing them. They may take an interest in <i>growth</i> models, but growth is neither linear nor phased nor universal.
	Dominant	Fit In (belong)	They may see themselves as the <i>mom</i> or <i>dad</i> of a team. They communicate in terms of maturity. They believe the team is not <i>mature</i> enough, and that's how they validate their parental position. They may implement a <i>maturity model</i> to reinforce their parental position. They believe they are there to help their peers <i>grow up</i> . They generally encourage harmony and want to be respected. In reality, they reinforce <i>dependent</i> behavior. Their peers may try and avoid them as they suffocate their autonomy. They are judgmental, dominant, and condescending. They don't mind punishing their <i>children</i> for their own good if they misbehave.
	Dominant	Stand out (freedom)	These Parents rather they are left alone by their children. They may sigh and puff when they come to them for support. They are willful but petulant managers. They may be in this position because they are accountable for rating their subjects' performance and are not ready to relinquish control because "they are just not mature enough".
	Equal	Stand out (freedom)	These are parental <i>guides</i> or <i>mentors</i> to less experienced peers. It provides them with an authoritative position but not in a formalized hierarchy. In that position, they do wield significant power over their peers. That influence is more personal and less visible, which can be abused. They happily share their knowledge, but they may be inclined to keep essential information to themselves to avoid losing their advantageous position.
	Submissive	Stand out (freedom)	These Parents ideally distance themselves from their peers to give them <i>space to grow</i> . They encourage self-management and don't want to be needed anymore. They are there to coach and mentor when needed, but they won't inflict their help or guidance.
	Autonomous	Stand out (freedom)	These parents may take misfits that the tribe has harmed under their wing.

<b>EGO</b>	Ostriches are generally self-effacing, meaning they are not making themselves (or their work and problems) noticeable. They avoid attention. They can be friendly and neighborly in their demeanor. They are willing to look the other way and expect others will do the same for them. They don't want you to know what's under the rug (and neither do they).		
 <b>Ostrich</b>	<b>POSITIONING</b>	<b>FACING</b>	<b>STRATEGY</b>
	Autonomous	Fit In (belong)	For lack of a better strategy, the Ostrich sweeps problems under the rug and extends the inevitable. They keep their heads in the proverbial sand. They are problem-averse. "No news is good news". These particular ostriches are like ghosts in the tribe. They exist, but they are hardly heard or seen. They may have become part of the furniture.
	Submissive	Fit In (belong)	To fit in, they are intentionally ignorant of any deficiencies they observe or encounter in the tribe. This way, they will not be perceived as a threat. In addition, the environmental conditions may be so overwhelmingly complex that it impedes the will's intentions. When under pressure to change towards a new way of working, their strategy may be to adopt the language but not the associated behavior. They'll obscure their old patterns with facade terminology.
	Equal	Fit In (belong)	These Ostriches will tell you not the be the elephant in a glass room. Everything is fragile, so it's best not to touch or change any of it. They may act like things aren't as bad as people make them out to be. They tend not to pay attention to the consequences of particular policies or behavior. They sweep problems under the rug. When a complex problem is encountered among equal peers, no one may be inclined to step in, as that would mean assuming accountability for it. The first to call out the 'shit' might have to clean it up.
	Dominant	Fit In (belong)	They institute a policy or course of action in which one does not want to consider the problems or dangers of which one is aware. They will actively suppress negative signals. They don't want to hear no evil, see no evil, and speak no evil. "Crisis? What crisis?! Everything is fine." They are afraid their inefficacy will be exposed someday. They operate from strict need-to-know. They are anxious about whistle-blowers; enemy #1. Once they are made aware of harassment or abusive, intimidating, or unacceptable behavior, they might tell you not to be so dramatic, to stay loyal and 'hush' it.
	Dominant	Stand out (freedom)	These Ostriches don't want to hear about your problems because that means those will also become theirs. They let you know they have something better to do than deal with your petty issues. "Let sleeping dogs lie".
	Equal	Stand out (freedom)	These may be outside (or inside) stakeholders who may benefit from a particular status-quo. As long as no one intervenes, they can keep getting away with unacceptable behavior. After all, "it's no use crying over spilt milk".
	Submissive	Stand out (freedom)	Ignorance is bliss. They don't want to know, and they don't want to care. They want to be independent of the problems that be. "Never catch a falling knife" is their motto.
	Autonomous	Stand out (freedom)	They'll ensure no one can see or know what they are working on (if they are working at all). They may actively seek to distance themselves from accountability, knowing what's coming.

# Bench the Ego

The purpose of this training is NOT to identify others in these egos but to identify them in one's own (past) behavior. Can you remember times when you acted like any of these egos? If not, what may be blocking you from perceiving yourself that way?

We may act 'like' these egos when stressed and insecure about our position. But we can do better. It's not easy to distinguish authentic behavior from ego behavior. A fundamental question to guide you is: "*Where is the love in what I am saying and doing?*" and "*What do I really care about most?*"

When we recognize our egos at play, we can bench them and substitute them for the authentic self: the true you! The 'True Self' is not concerned with its position or orientation to 'the tribe'; it simply is where it is, wants to be who it is, and does so with love and passion. The True Self is not concerned with what others think. Your True You does not need to prove itself.

There may be no greater fear than the True You fearing it is not allowed to be (loved). But think about this: these egos cannot be loved. Only True You can be.

**10 minutes**

Prepare a set of sticky-notes (below). Invite participants to place these sticky-notes either on the side of Team Ego or True Self. Please verify if the answers are positioned correctly using the visualized example.

- |  |   |  |  |
|--|---|--|--|
| <ul style="list-style-type: none"><li>• Is someone</li><li>• forceful</li><li>• is not sustainable</li><li>• limited by constraints</li><li>• creator of possibility</li><li>• position is everything</li><li>• Is an act</li><li>• is rich / enjoys surplus</li><li>• Position is not important</li><li>• focussen on survival</li><li>• respects</li><li>• inspires others</li></ul> | <ul style="list-style-type: none"><li>• values relationships over principles</li><li>• values principles over relationships</li><li>• reactive</li><li>• is true</li><li>• blocks you and others</li><li>• is impoverished / lacks something</li><li>• autonomous</li><li>• sustainable</li><li>• deeply connected</li><li>• driven by fear</li><li>• natural</li><li>• owner of self</li></ul> | <ul style="list-style-type: none"><li>• energizes</li><li>• seeks acceptance</li><li>• looks to others</li><li>• appreciative of what one has</li><li>• repulsive presence</li><li>• victim of circumstances</li><li>• consumes energy</li><li>• conditional</li><li>• unnatural</li><li>• spreads love</li><li>• spreads fear</li><li>• musts</li></ul> | <ul style="list-style-type: none"><li>• attractive presence</li><li>• casual</li><li>• Is real</li><li>• centered around 'being'</li><li>• looks within</li><li>• open</li><li>• pretentious</li><li>• closed</li><li>• is needy</li></ul> |
|--|---|--|--|

# True YOU



# Team EGO





- Video game designer
- Actor
- Ski instructor
- Caretaker
- Cake decorator
- Florist
- Wedding planner
- Farmer
- Caterer
- Stylist
- Concierge
- Tour guide
- Zookeeper
- Park ranger
- Booking agent
- Horticulturist
- Civil engineer
- Epidemiologist
- Meteorologist
- Veterinarian
- Nature photographer
- Event Planner
- Fashion Designer
- Driving instructor
- Curator
- Talent coordinator
- 3D animator
- Graphic designer
- Teacher
- Translator
- Dance instructor
- Personal trainer
- Personal shopper
- Esthetician
- Model
- Travel writer
- Travel Guide
- Expedition Leader
- Robotics engineer
- Aeronautical engineer
- Videographer
- Science teacher
- Massage therapist
- Head coach
- Yoga instructor
- Therapist
- Registered nurse
- Mythbuster
- Journalist
- Radio operator
- Kindergarten teacher
- Private Investigator
- Secret Service Agent
- Columnist
- Wildlife biologist
- Cryptologic linguist
- Software engineer
- Fighter pilot
- Surgeon
- Firefighter
- Spa manager
- Meditation Mentor
- Musician
- Clothing store manager
- Interior decorator
- Studio manager
- Band manager
- Butler
- Musician
- Event manager
- Publicist
- Marine biologist
- Sommelier
- Air traffic controller
- Nutritionist
- Copywriter
- Resort manager
- Explosive ordinance
- disposal specialist
- Community manager
- Novel Writer
- Detective
- Antique appraiser
- Diver
- Urban planner
- Astronaut
- Astrologer
- Artist
- Masterchef
- Landscape architect
- Cruise Ship Captain
- Fisher
- Special Forces
- Forensic scientist
- Lawyer
- Ecologist
- Police Officer
- Special Forces Operative
- Construction Worker
- Cleaner



# In Another Life

At times I wonder what my life would have been like had I chosen a different (career) path. That may seem like futile daydreaming, but I did something constructive with that. I asked myself: What can I do today to make my life more like that? That whimsical thought led me to the creation of this powerful play: In Another Life.

**5 minutes**

Ask participants: "*If you could instantly become proficient in any profession, what would that be?*" They may choose from a list of professions or share the one they have in mind.

**7,5 minutes  
(per person)**

Invite participants to pair up and take turns answering the following five questions:

1. In a nutshell, why did I pick this profession?
2. How would my current strengths and interests align with this profession?
3. What are the core values associated with that profession?
4. Is there a mission I care about and want to work toward?
5. How would this fit my overall purpose for myself and my life?

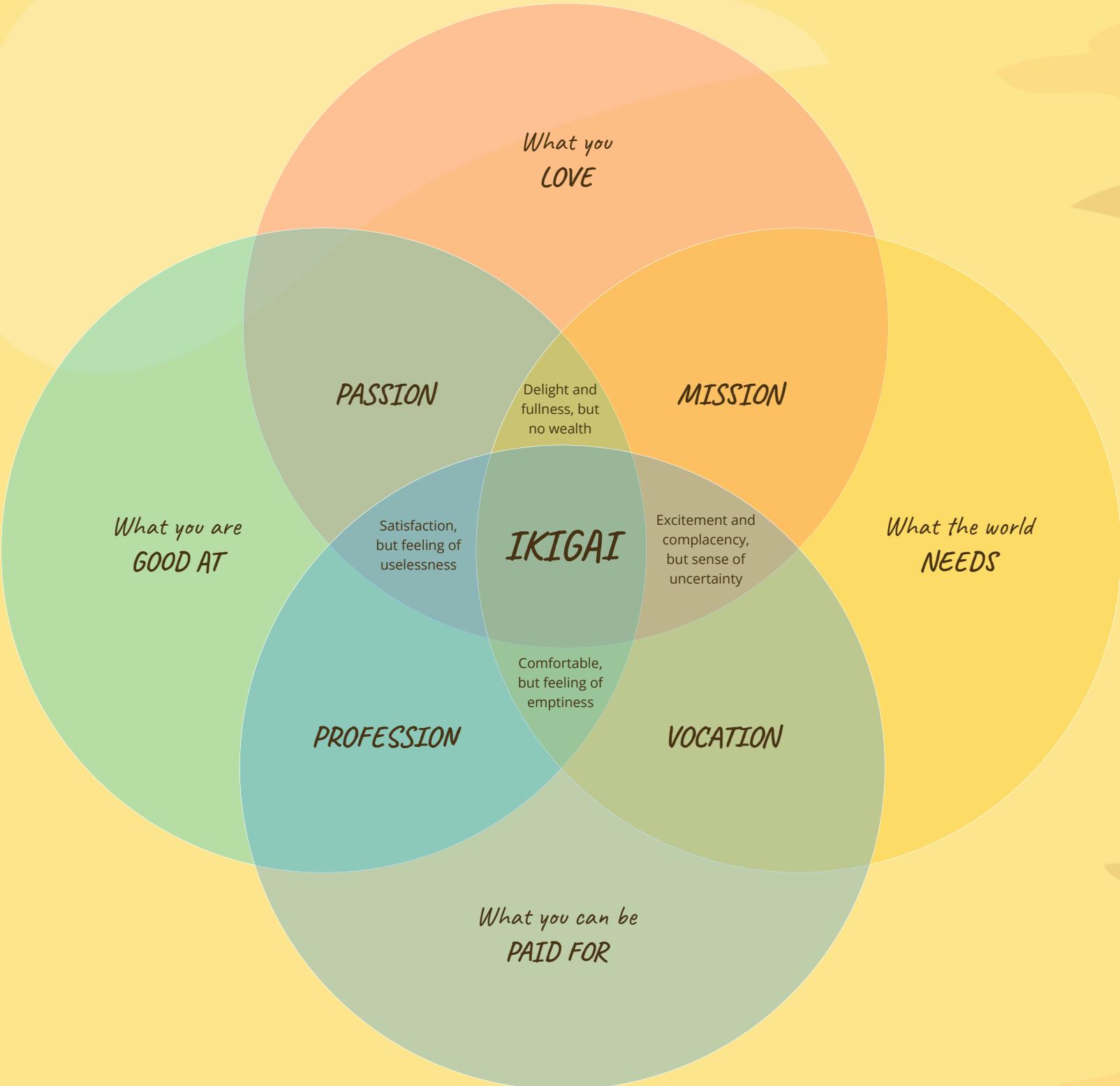
**5 minutes**

Stay in pairs to answer one more question:

Can you imagine, with nothing stopping you...

*"What might life be like, if you were to design the way you currently work, to be more like the profession you had in mind?"*

The "Road to Mastery" emerged from answering that final question. I imagined what my life and work would be like if I could be more like a Travel Guide.



# Ikigai

Ikigai is the art of doing something with supreme focus and joy.

We start our journey with purpose. Exploring Ikigai will help us search, discover and map how our intentions in life connect. Ikigai embodies the idea of happiness in living. Essentially, Ikigai is the reason why you get up in the morning.

On a journey through change, Ikigai can be a friendly reminder to orient us toward what is really meaningful.

Developing ‘fertile soil’ means nurturing and cultivating an environment enabling teams to thrive. It’s about creating a place where individuals feel like they belong and can act with purpose and meaning.

To map out an Ikigai, try finding the answers to these coaching questions.

- I'm especially good at...
- I'm a good colleague because I...
- My peers can trust me because I...
- One of the best things about me is...
- I like being with people the most when we can be...
- I am fun to be with when I...
- I make the world a better place by...
- I'm driven mainly by...
- I can make good money because I....
- I'm happier at my work when I can do...
- What would make me really proud is...
- What I like people to really understand about me is...
- I like myself most when I...
- People like it when I...

30 minutes

Invite participants to map out their answers on a visual canvas. They may visualize it in whatever way they want. They may turn it into a vision board. They can use inspirational photography, drawing, and quotes.



knowing what to do

knowing why you do

knowing how to do it well

knowing where to go

knowing where you are



knowing you can get there

knowing you can say no to other things

knowing where to start

knowing when to start

knowing its congruent with your environment

knowing when to stop

knowing where to stop



knowing you can learn

knowing who to go with



being able to enjoy it



# Finding Your Flow

Flow is a mental state you can control, create, and experience daily. Mastering flow increases your effectiveness and happiness. It helps you gain control over your work (and life in general). “Finding Your Flow” be your practical guide or cheat sheet to reaching your full potential.

You can find your flow in doing small (micro) tasks, which can be as simple as:

1. Cleaning your desk
2. Doing the dishes
3. Watering the plants
4. Getting some fresh air
5. Meditation
6. Organizing your inbox
7. Clearing your agenda
8. Facilitating a meeting or event
9. Fixing a bug
10. A game of table tennis

It's also possible to find your flow with a partner or with a team.

**10 minutes**

Invite participants to individually find their flow for a specific task or goal that they have in mind using the cheatsheet on the left. They may share their answers with a partner.

## The Final Chapter



- How did you experience the Road to Mastery?
- What was your favorite experience?
- What made you more effective in your practice?
- What did this journey reveal to you?
- Did this journey provide what you needed?
- What about this journey would you like to remember the most?
- What doubts and questions do you still have?

# The Final Chapter

Exploration nurtures the mind and enriches the soul. On your road you might lose your map, but you will gain the world. All journeys have secret destinations of which the traveler is unaware. Only with heart can one see the way rightly, to listen to the unspoken, and see true those who are unseen. You're moving forward and this journey was a huge leap. You crossed the chasms. Go cross some more!

An explorer doesn't just follow maps and roads others have made. They venture the unknown and find their own way. But for now... you may proudly shake the sand from your shoes. You traveled far enough to meet your true self.

**10 minutes**

We've come to the end of our road together. It's time to write our final journal entry.



# 12 | COACHING DOJO

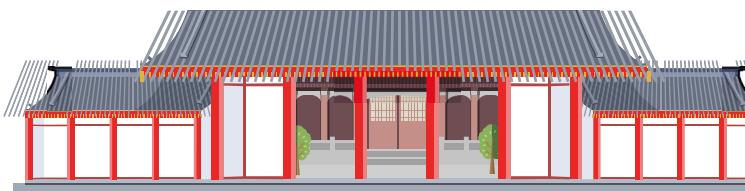
## 1. Enter the Dojo

Learning Outcomes:

1. Embrace your Style
2. Identify with NLP presuppositions;
3. Differentiate observations from interpretations;
4. Detect sensory representations in language;
5. Map Bateson's Neurological Levels.

Plays:

1. Embrace your Style (C1)
2. Relate to NLP Presupposition (C2)
3. Interpretation or Observation (C3)
4. Representation Systems (C3)
5. Your Representation System (C4)
6. Non-Verbal Rapport (C2)
7. Neurological Levels (C3)

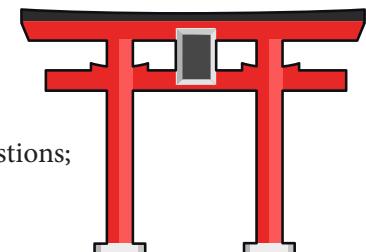


C1 Connections - C2 Concepts - C3 Concrete Practice - C4 Conclusions

## 3. Another Life

Learning Outcomes:

1. Map drivers: Fear & Creation;
2. Analyze behavioral responses: Complain, Engage, Disengage, Accept.
3. Derive positive intentions;
4. Practice the art of appraising;
5. Bench their Egos, and embrace archetypes;
6. Detect authentic versus egocentric strategies;
7. Strategize when to stand out or fit in.
8. Find out what they would be 'in another life'?
9. Map their Ikigai through Powerful Life Coaching Questions;
10. Find flow using Powerful Prompts;
11. Write the final Chapter in the Travel Journal;
12. Celebrate the end of the journey.



Plays:

1. Fear & Courage (C3)
2. Make your Stand (C3)
3. Intention Mapping (C3)
4. Compliment Trees (C3)
5. The Ego and the Tribe (C2)
6. True You vs Team Ego (C3)
7. In Another Life (C3)
8. Ikigai (C2/C3)
9. Finding Your Flow (C3)
10. Final Chapter (C4)





# Serious Scrum

# ROAD TO MASTERY



## Traveler

has successfully journeyed the **Road to Mastery**  
an epic journey involving 12 adventures.

Susanne distinguished herself as a professional in coaching, training, facilitation and true leadership, while living the Scrum Values of openness, respect, courage, commitment and focus.

Together we found better ways.

With admiration and respect,

*your guides*

**Sjoerd Nijland & Evelien Roos**



Exploration nurtures the mind and enriches the soul. On your road you might lose your map, but you will gain the world. All journeys have secret destinations of which the traveler is unaware. Only with heart can one see the way rightly, to listen to the unspoken, and see true those who are unseen. You're moving forward and this journey was a huge leap. You crossed the chasms. Go cross some more! But for now... you may proudly shake the sand from your shoes.



"Bench the Ego. The more I tried to exert power directly, the less powerful I became. I learned to dial back my ego and distribute power as widely as possible without surrendering final authority. Paradoxically, this approach strengthened my effectiveness because it freed me to focus on my job as keeper of the team's vision. Some coaches insist on having the last word, but I always tried to foster an environment in which everyone played a leadership role, from the most unschooled rookie to the veteran superstar. If your primary objective is to bring the team into a state of harmony and oneness, it doesn't make sense for you to rigidly impose your authority. Let each player discover their destiny."

- Phil Jackson; Eleven Rings.

#### Sources:

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The Road to Mastery (R2M) is a Scrum Learning Journey containing 12 adventures (modules) from Basecamp to Bootcamp.

1. Basecamp
2. Agile Backpacking
3. The Game of Scrum
4. Living the Scrum Values
5. Mountaineering Scrum together
6. Kayaking the Value Stream
7. Surviving Self-Management
8. Deep Diving Developers
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Coaching Dojo
12. Bootcamp

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- Project Zero: a research center at the Harvard Graduate School of Education;
- Henri Lipmanowicz and Keith McCandless: Liberating Structures;
- Scrum Patterns
- Freepik for vector illustrations;
- And others attributed in the various plays.

For feedback and questions, please contact:  
[sjoerd.nyland@gmail.com](mailto:sjoerd.nyland@gmail.com)

Comment on attribution:

I aim to diligently attribute anyone who deserves credit or reference and refer to those sources of inspiration from which the Road to Mastery emerged. Please reach out with suggestions and comments on where this can and should be improved. – Sjoerd Nijland.

Serious Scrum **R2M**

# Coaching Dojo

SJOERD NIJLAND

[WWW.ROAD2MASTERY.COM](http://WWW.ROAD2MASTERY.COM)