

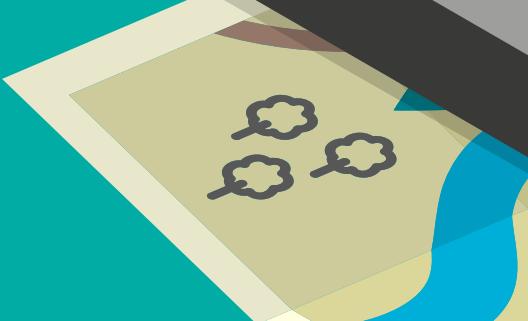
Serious Scrum

R2M-VE

# ROAD TO MASTERY

VIRTUAL EDITION

Basecamp



FOR GUIDES

Welcome to Basecamp!





# Are you ready for the Road?

Scrum is a team game, so it can only be mastered together.  
The adventures of the Road to Mastery are designed to practice together with peers.  
The R2M is not a body of knowledge, it is a learning journey.

This trainer companion is for the virtual edition: R2M-VE.

Most certifications show that you have studied, but not that you have gained experience. The R2M-VE helps you bridge that gap between knowledge and practice. R2M-VE provides breadth and depth unlike any course available in Scrum or Agile; the communication, collaboration, and sharing of experiences make it special.

The epic journey weaves threads of facilitation, coaching, training, and leadership through playful formats applicable across various environments. It's based on brain science principles.

You can utilize hundreds of techniques and materials to support your leadership. These materials are high-quality yet easy to understand and apply.

R2M-VE provides a dose of inspiration to try new experiments with top-quality templates. Enjoy conversations with other professionals to discuss and share your experience. You'll discover new coaching approaches and have fun while doing it!

This companion is meant to be used with virtual templates (available in our workspace in Miro).

Preparing for anything is hard if you don't know what to expect. There is plenty of material out there that sounds reasonable in theory. The truth is, there is no best practice that will prepare you for Scrum. You must get going and trust you will learn from the experience.

Take a deep breath! because you're in for quite a ride, hike, fly, sail, dive, and climb!

Safe travels.



# The Journey

## Basecamp



The Basecamp is where we meet each other and learn about our ambitions and challenges. What will we achieve before the end?



## Agile Backpacking

Agile is about finding better ways. It encourages empiricism, which is more like backpacking than roadmapping.



## The Game of Scrum

Scrum is a game. It is practiced and played. Attune players to the spirit of the game.



## The Valley of Values

It's about to get real hot! We are going to study some volcanic activity.



## Mountaineering Scrum

Scrum can only be mastered together. It's a steep climb. What is your strategy in supporting others in their climb?



## Kayaking the Value Stream

Learn how to translate vision to value with validation. Experiment with stakeholder management techniques and apply mentoring and coaching.

## Surviving Self-Management



We will coach you in fostering conditions for self-management to thrive. Let's experience the beauty of a well-managed, unmanaged team. Provide teams with self-management survival kits.



## Deep Diving Developers

An unsafe Development Culture results in fragile systems. Liberate developers from a silo mindset and turn that / into a We.



## Exploring Artifacts

Let there be light in dark places. Discover and apply visualization techniques and canvasses designed to make work visible. Let's hunt for treasures.



## Smooth Sailing The Events

Your events will never be the same after this. Experimenting with facilitation techniques is *liberating!*



## Bootcamp

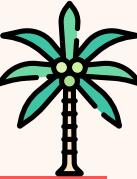
Put yourself to the test. Here we connect your learning to behavior. Will you drag each other through?



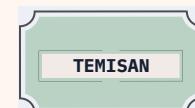
## Coaching Dojo

Time to face your sensei. This is where you demonstrate how to foster a safe environment where you can be your True You.

# Welcome to Basecamp!



Move your tokens to the box below to check-in



Checked in:



# Check-in!

## TRAVELERS

On this adventure, participants are referred to as travelers or trailblazers. Down the road, we may also refer to them as backpackers, kayakers, mountaineers, crew, canyoneers, sailors, and more.

Each traveler receives a token with their name on it.

This token is helpful during various plays, which are short learning activities we do together.

1 MINUTE

Let's check in! Each traveler moves their token to the check-in box when they are ready for departure.

## GUIDES

Guides support travelers on their journey. Guides know their way around. The journey belongs to the travelers, who are accountable for its outcome. Travelers may take detours from the itinerary. Just know that the guide is always there to guide travelers back on track in case they get lost or stuck.

Conditions can change in an instant. Even the guides cannot predict the ever-changing conditions.

As with hiking, guides won't know when you'll suffer blisters or when a strap will snap.

The guide can, however, cultivate a psychologically safe environment.

On checking-in perform a quick check to determine if the travelers meet the following (pre)conditions and offer support where needed.

- A stable, high-speed internet connection;
- A high-definition camera; Inform travelers to position their camera so that they look in its direction, so there is eye contact;
- The room must have clear lighting so that you can see each other well;
- A professional microphone so you can hear each other well;
- Be in a room where you have a non-distracting background.
- It is preferred not to have blurry backgrounds or distracting background images. Blurring a background, or using other background filters flattens your image. It also blurs out any notes or drawing you may show each other.
- Have sticky notes, paper sheets, and markers ready.

Avoid long, brian-drianing introduction rounds. The activities at Basecamp are designed to get to know each other. A brief round where you only greet each other and say our names is sufficient. This way we can learn how to pronounce names and recognize voices.

# The Basecamp is where we...

- Meet each other;
- Get to know each other;
- Connect with each other;
- Get ready for the journey ahead by establishing guidelines;
- Know what we can learn from each other;
- Coach each other (co-)actively;
- List motivations and preconditions for Scrum;

There are many approaches to practicing Scrum.

Teams may jump right to it; and more often than not, they are off to a false start.

In my experience, more can be achieved, with less resistance, when the following conditions are fostered:

- People share an understanding on why they (will) Scrum.
- People share an understanding on the purpose of Scrum.
- People understand what will be expected of them.
- People enjoy psychological safety.
- People will know they will be supported when challenged.

The same applies for sharing a learning journey.

That is why we first establish a "basecamp" together.



# Guidelines

We are here on the journey to build connections. In virtual environments, we ask everyone to put their camera on, it increases the involvement, and we can notice body language and facial expressions.

When a traveler does need to step away, they can let the group know (e.g. write BRB in the chat).

Travelers always have the right to PASS. For example, when they don't feel like collaborating or don't want to join a break-out room. This rule provides a safe environment where we will not force anyone into an activity or exercise.

What happens with the group stays with the group. This way, we can talk about our challenges openly. The travelers must first ask permission to share anything beyond the travelgroup.

Embrace a little imperfection. Sometimes we can enjoy a bit of chaos. We are all playing around, and it can get messy on the boards and in the room. Don't worry about messing anything up. The guide will help fix it.

The guide will help set the pace but follows the group's pace. We take our time, slow it down, and help each other along the way.

Oh, and as a general rule of thumb, *be nice*. We're all here to have a good time.

To check for understanding of these guidelines, send a private chat with a single different guideline to each participant. They then take turns to reveal their secret message and teach it back to the group in their own words.

- Build Connections
- Camera on
- Attention here
- Listen Actively
- Embrace imperfection
- Elmo
- Embrace diversity
- Invitation Only (right to pass)
- Be nice :)



*REY*

*AMY*

Basecamp

*write something*



**REY**

Basecamp

*write something*



**AMY**

# Travel Journal

The travelers (and guides) keep track, capturing their learnings in a Travel Journal.

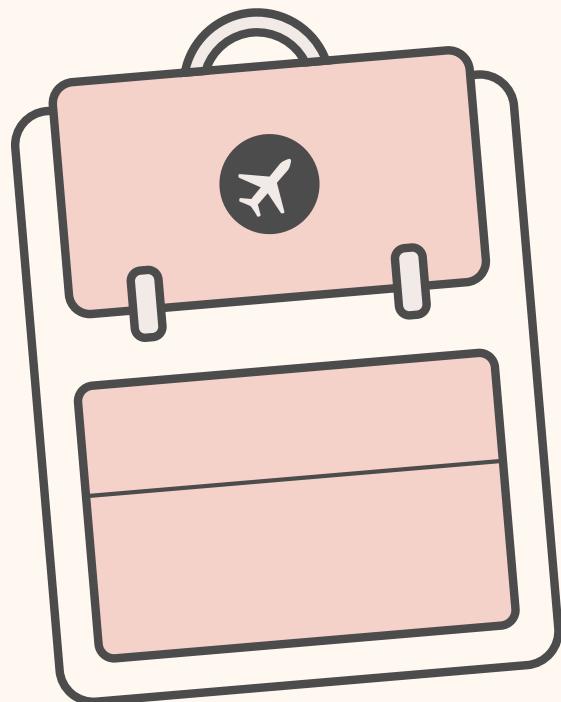
How to use the journal is entirely up to the traveler. They may keep it private or share it with others. Most like to keep a written log, and some record a quick video journal with their smartphone.

These questions may help the trailblazers record their journals.

Invite travelers to write down the answer to the following questions in their travel journal.

4 MINUTES

1. How do you feel about embarking on the Road to Mastery?
2. What are your expectations for the Road ahead?





# E.L.M.O

Bring Elmo along to help the group keep pace on the journey.

Elmo stands for: Enough, Let's Move On.

With Scrum's strict timeboxes, teams learn to spend their time more effectively. Scrum teams creatively figure out ways to do so. One such way is the safeword 'Elmo!'. The guide and travelers agree it's respectful to say "Elmo" to indicate a conversation is either off-topic or taking too long.

In some situations, two individuals are heavily conversing on an off-topic subject that may not be relevant to the rest of the group.

Sometimes it can be a single person engaging in a filibuster. I am, at times, guilty of rambling. I may do this without being mindful of it. Due to politeness, agreeableness, or out fear of a negative response, one might not dare to interrupt someone. When a group agrees on Elmo, they agree that it can be used out of respect for everyone's time.

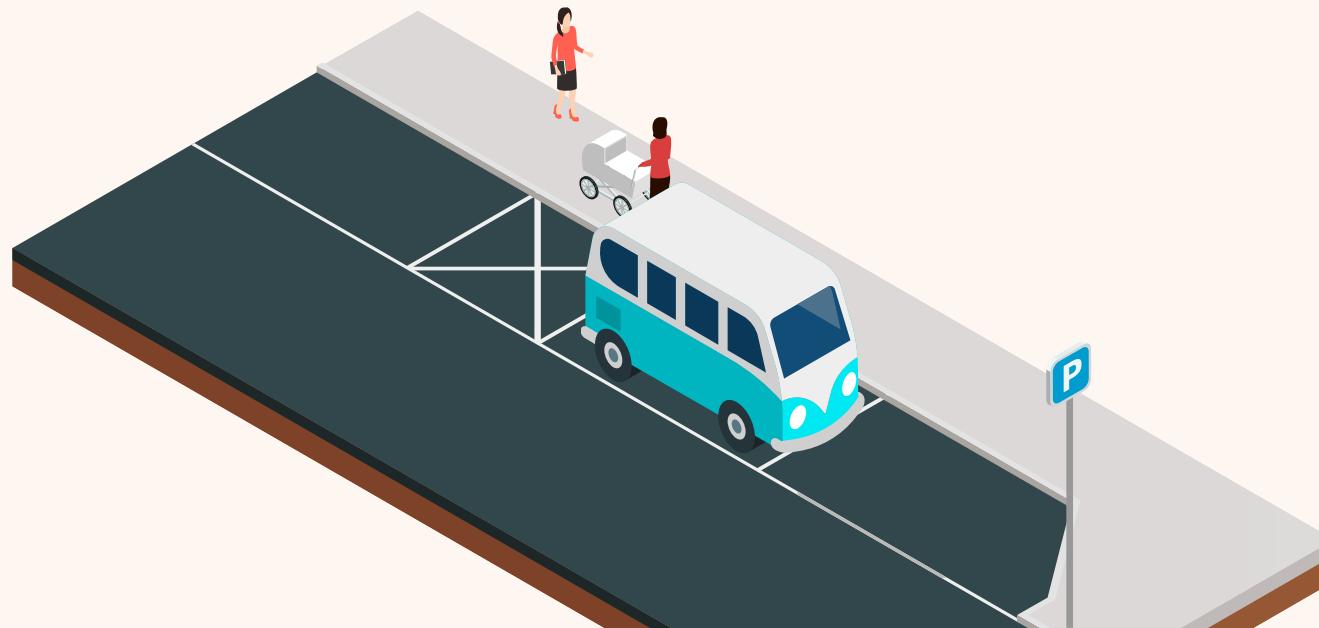
Respecting everyone's time by keeping the agenda moving also helps prevent other attendees from mentally checking out.

Members are free to say "Elmo" or type it in a virtual chat, when they feel a discussion/monologue derails the topic.

## THE ELMO AGREEMENT

- Elmo should be called sparingly;
- Every individual should feel comfortable speaking and exploring emerging topics;
- A group might disagree with an individual calling Elmo;
- Members agree not to get upset over Elmo;
- After Elmo is called, enable the talking person to wrap up what they are saying before moving on.
- A silent alternative to Elmo is to raise a hand or sticky note to signal it's time to move on.
- Everyone should feel heard and respected..

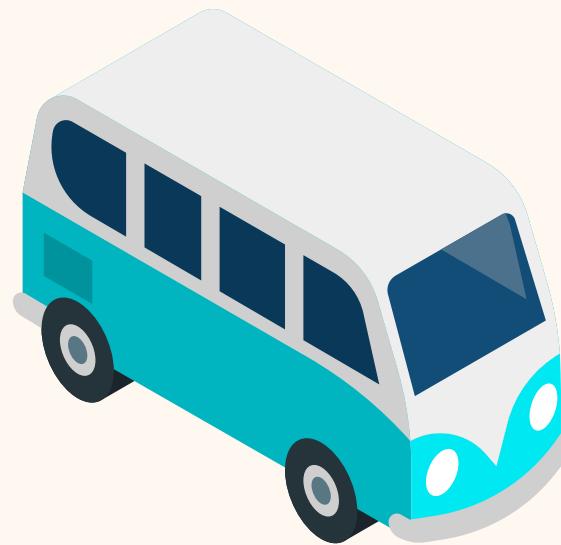
# Here we park discussion / topics



## The Parking Lot

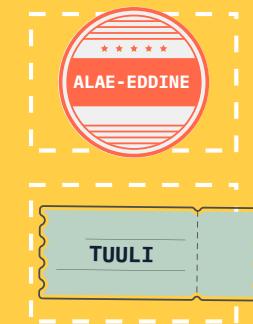
The great part of co-active learning is that trailblazers share unexpected, valuable experiences. They associate, which is an integral part of learning. The downside is that this may derail them from the purpose of the activity. Trailblazers may venture away from the beaten track to take scenic detours. The guide is there to help them get back on track. Topics introduced by trailblazers may surely be worth exploring, but it might be better to park them.

Between adventures, members may spend time at the parking lot discussing any parked topics.





Pair up and share a tent



1

2

3

4

5

# Share a Tent!

On this journey, you will get to know each other very well. Sharing a tent with a stranger may sound scary at first, but you will notice that during the journey we start building trust and you will feel more comfortable in sharing (even in sharing a tent).

These "tents" function as break-out groups

Sharing a tent lets participants venture a little outside their comfort zone.

They'll experience it's safe and fun to connect with other individuals in the group personally.

During this journey, you will frequently huddle together. The guide may prepare tents of various sizes:

- Pairs (two)
- Triads (three)
- Quads (four or more)

The guides will (generally) not be there when you share a tent. It gives travelers more opportunities and time to share. It establishes closer connections and makes collaboration more effective. Sometimes the guides will ask if you shared anything in your tent that you want to share with the travelgroup which benefits transparency. Don't share anything you are not comfortable sharing.

You can always reach out to your guide when sharing a tent or afterward.

Let's try it. With uneven groups, you may have to deviate with one group.

**3 MINUTES**

Forming pairs and "share a tent". With an uneven number of travelers, there is one triad. Ask travelers:

With your partner, find as many things you have in common in just three minutes. Write them down in your travel journals.

**3 MINUTES**

Form triads. With an uneven number of travelers, there is one pair or one quad. Ask travelers:

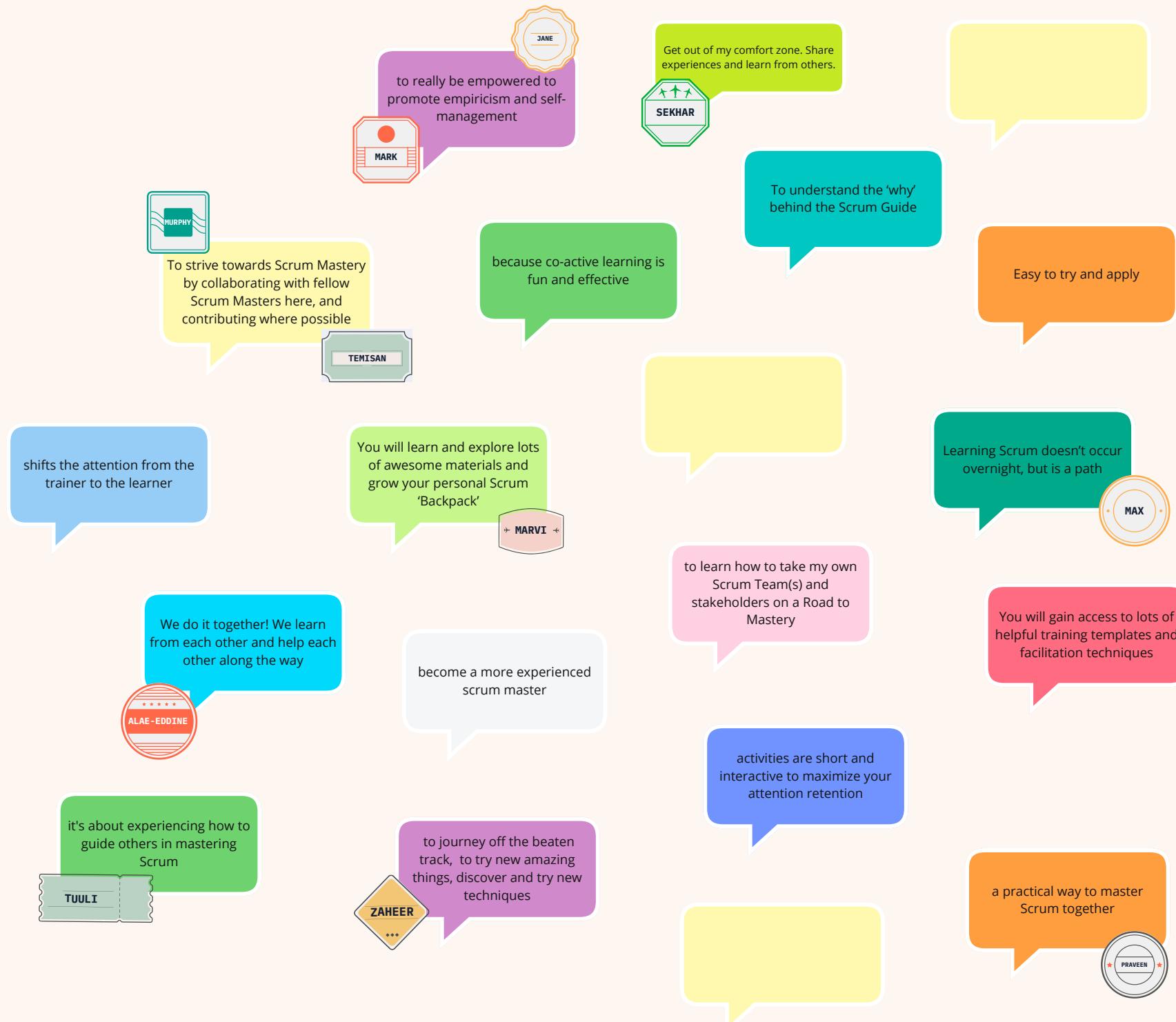
With your triad, write down in your travel journal each name, eye color and number of children.

**8 MINUTES**

Form squads. With an uneven number of travelers, there may be a triad or pair. Ask travelers:

With your squad, each individual takes a turn to ask a question to their fellow squad members.

For example: "What is your favorite food?". Write their answer down in your travel journal.



# Why are we here?

Basecamp is where you meet and get to know your fellow travel companions.  
They share their motivations for setting out on the Road to Mastery (R2M).

Invite the trailblazers to read and decide/pick their motivation for joining the journey.  
Picking and choosing aid the learning process and stimulates retention.  
It's quick, simple, and effective.

**3 MINUTES**

Invite participants to move their token to a motivation they resonate with the most.  
They may also write their motivation down on an empty text balloon.

**7 MINUTES**

Invite three volunteers to share their motivation for joining the Road to Mastery.

# What we already know about the Road to Mastery...

write here...

write here...

write here...

write here...

write here...

write something...

write here...

write here...

write here...

write here...

write here...

## Chalk & Talk

Our travelers can use the chalkboard to leave (witty) messages to each other. Use the chalkboard to capture learnings and leave messages during the training.

We like the chalkboard to be a happy board with positive and constructive messages.  
Complements are very welcome!

**3 MINUTES** Invite travelers to write down a number of (simple) facts they already know about the Road to Mastery.

**2 MINUTES** Once the travelers are done, the guide may share if there is anything else the travelers should know.



# The Beginning...

We begin the journey being mindful of our shared commitment. Travelers can individually read this statement and reflect on what it reads in context to our learning journey and then pair up with a partner.

In the beginning, all things are hopeful. We prepare ourselves to start anew.

Though we may be intent on our magnificent journey ahead, all things are contained in the first moment:  
our optimism, faith, and resolve.

To start, we must make a decision.

This decision is our commitment.

Once committed, all things will come to us.

We must make a strong connection to our inner selves.

When you focus with intent on this journey, even the mountains will make way for your purpose.

This is our moment of embarking.

5 MINUTES

- Invite travelers to form pairs and introduce themselves to their partner. (form break-outs)
- Ask them to find one thing they both have in common.
- How do they feel about embarking on this journey?

For this **Road to Mastery** to be really useful for you, it will be.... like what?

A LAZY RIVER	A TSUNAMI OF SENSE	AUTHENTIC
AN ADVENTURE	LIKE A FELLOWSHIP	A PLAYGROUND
LIKE AN ECO-CHALLENGE	MOUNTAIN-CLIMBING	RAFTING
TRAVEL COMMUNITY	*A-HA!*	NATURE TRAIL
A *MAGIC* TRIP		



# Clean Setup 1/3

## PURPOSE

Involve everyone to align agendas and expectations for a meeting, event, practice, product, or training.

Clean Setup contains three steps where all players align expectations. They will share what will make it worthwhile and valuable for them, what they are expected to do and be like, and how they like to be supported and facilitated. This is an excellent way to make events and products worthwhile and meaningful. It increases transparency and encourages self-management. Let's try it for our journey:

1. For this Road to Mastery to be really useful for you, it will be like [...]?
2. For this Road to Mastery to be like [...] you'll need to be like [...]?
3. For this Road to Mastery to be really useful for you, and you to be like [...] , what support do you need?

With these questions, we establish a mutual commitment.

Together we take an active stance toward this journey with shared accountability.

## STEP 1

2 MINUTES

Aks travelers: For this Road to Mastery to be really useful for you, it will be like [...]?

They may share examples, analogies and metaphors.

3 MINUTES

Travelers may ask and answer clarifying questions, reflecting on what is shared.



For this **Road to Mastery** to be like [-----],  
you'll need to be.... like what?



# Clean Setup 2/3

The journey belongs to the travelers.

Whether the journey will bear fruit largely depends on the environment the travelers create amongst themselves.

**1 MINUTE**

As a guide, pick up to 5 sticky notes from the previous setup.  
You can place them in the dashed boxes in this setup.

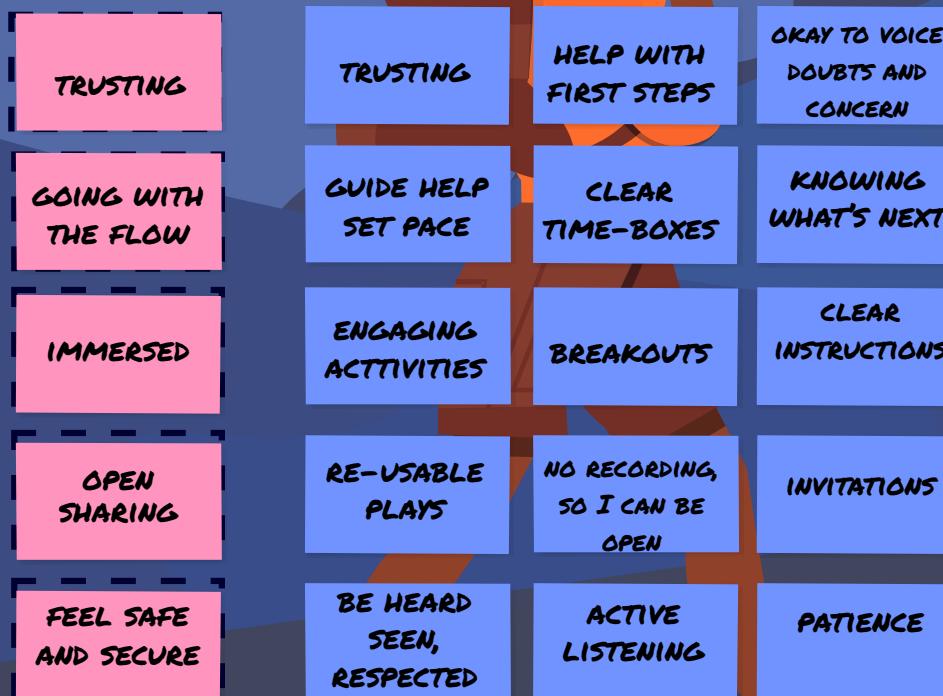
**2 MINUTES**

For the journey to be like how they envision it, what would the travelers themselves be like?  
Invite travelers to think and write:  
For this Road to Mastery to be like [...], you'll need to be [...]?

**3 MINUTES**

Invite travelers to ask and answer clarifying questions, reflecting on what is shared in this setup.

For this **Road to Mastery** to be really useful for you,  
and you to be like [REDACTED], what support do you need?



# Clean Setup 3/3

Guides help foster an ideal learning environment.

- How do travelers like to be guided?
- What support do they need?
- How can they support each other along the way?

1 MINUTE

As a guide, pick up to five sticky notes from the previous setup.

Place them in the dashed boxes in this setup.

2 MINUTES

For the journey to be like what they envision, what support do they need?

3 MINUTES

**Conclusions:** Where could you use a Clean Setup with your team?

# Stretch Break

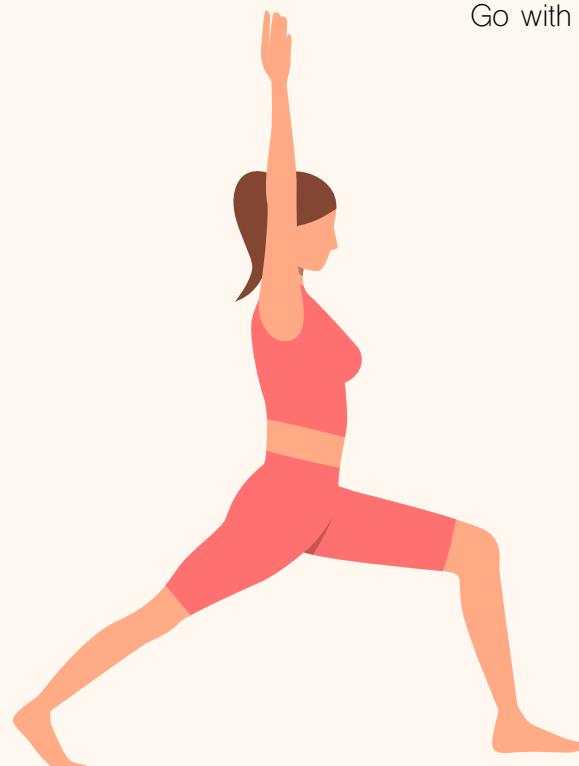
Stretch Breaks create movement and get the oxygen flowing to the brain. This significantly aids the learning process. It also stretches our comfort zone to increase psychological safety within the group. It synchronizes the group and thus helps to create a connection: One breath, one mind. Oh, psst, it also stimulates creativity and problem-solving capabilities of the brain.

Yes, you can (and should) do this during virtual sessions too! Don't worry; it will grow less awkward over time.

During the Road to Mastery, we will try various Stretch Breaks. Stretching is always an invitation. Everyone can pass or turn their cameras off during the stretch break.

**2 minutes**

Play some uplifting music.  
As a guide, lead the first stretch.  
You may ask if anyone from the group knows Yoga for a comfortable stretch.  
Go with what feels good.



# Checkpoint 1

You've made it to our first checkpoint. Well done!

**4 MINUTES** Invite participants individually and list the training and facilitation techniques covered at Basecamp. Write down the purpose and benefits for each.

**4 MINUTES** Pair up. Participants consolidate their lists. They should remove duplicates and group benefits.

**4 MINUTES** Merge pairs into quads. Once again, the lists may be consolidated.

**4 MINUTES** All. Together, merge the remaining lists.

Check if the list contains these techniques:

- Check-in
- Playground
- Guidelines/camp rules
- Secret messages
- Parking Lot
- Elmo
- Check for Motivation
- Pair and share
- Chalkboard
- Clean Setup
- Stretch Break
- 1-2-4-all.

**2 MINUTES** Ask travelers to add the list of plays to their travel journal

## WHAT'S NEXT?

- List differences between coaching and managing;
- Practice Active Listening;
- List and detect pitfalls when listening and empathizing;
- Draw a Coaching Arc;
- Ask Powerful Questions;





**THE FUN WAY**

**THE SAFE WAY**

# Which Way?

## PURPOSE

Explore various strategies (ways) of reaching a destination.

Where our travelers go is ultimately up to the travelers themselves. Although we travel together, each is on a journey toward achieving personal ambitions. We support each other to achieve them. We practice coaching each other.

Which Way outlines various approaches and strategies (ways). All paths lead somewhere.

In Scrum, players make up their minds about various ways to approach an objective.

Imagine different directions and strategies a team might take.

These possible directions may set team members at odds from time to time.

- **Innocent:** The right/safe way.
- **Sage:** The smart way.
- **Explorer:** Find a better way.
- **Outlaw:** Not X way.
- **Magician:** The impossible way (make it possible).
- **Hero:** To greatness (the hard way that improves and rewards us).
- **Lover:** The elegant way.
- **Jester:** The fun way.
- **Everyman:** The common way (what we're used to).
- **Caregiver:** The careful, supported way.
- **Ruler:** My way.
- **Artist:** Imagine a way..

As a guide, you simply offer choice. You do not decide on the traveler's behalf nor judge their choice.

You may take a stance and choose a way.

1 MINUTES

Invite travelers to pick any of the twelve ways they prefer for the Road to Mastery.

5 MINUTES

Invite some travelers, picking different ways, to expand on why they prefer approaching their journey that way.

## Pauze and Reflect

Coaching begins by holding the .."  
coachee as naturally creative,  
resourceful and whole, and capable of  
finding their answers to whatever  
— challenges they face.

# Pair, Pauze, Reflect

We are on this journey together. We commit to supporting each other every step of the way.  
You coach me, and I'll coach you.

"Coaching begins by holding the coachee as naturally creative, resourceful and whole, and capable of finding their answers to whatever challenges they face."

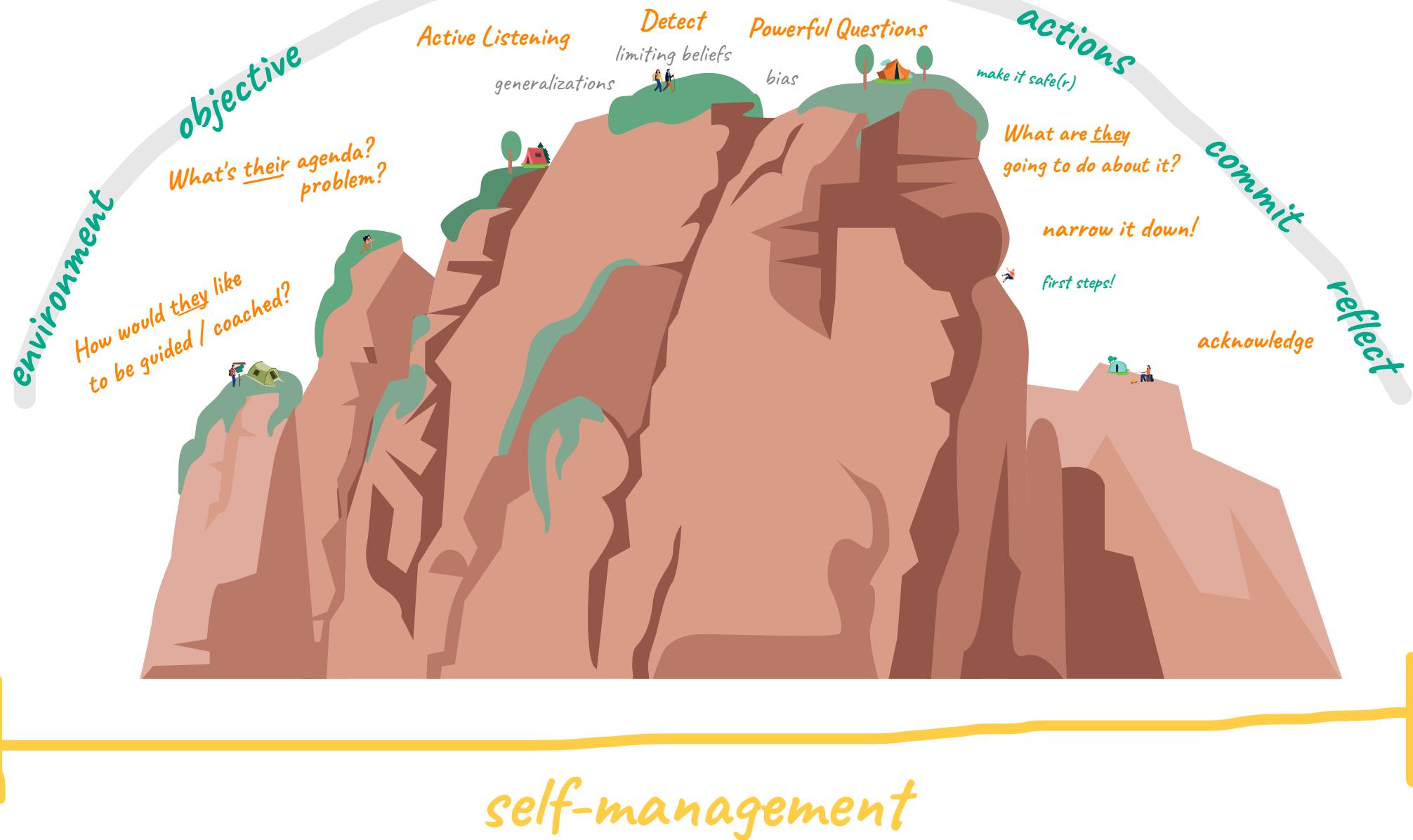
What does this statement mean to our travelers?

4 MINUTES

Pair travelers, and invite them to reflect on what this sign means to them.

R2M coaching arc

# EXPLORE!



# The Coaching Arc

3 MINUTES

In this journey, we will follow the outline of this Coaching Arc. Invite travelers to redraw the coaching arc in their travel journal.

## ENVIRONMENT

One of the first things to do is to make an inventory of how Developers, Product Owner(s), management outside the Scrum Team, and other key stakeholders would like to be guided and what that requires of them. We must provide opportunities to share ambitions, concerns, and expectations clearly and openly.

## OBJECTIVE

What's our shared ambition? Do travelers already have an agenda? What do they hope to get out of this journey? Where do they want you to guide them? What do they already expect to encounter along the way?

## EXPLORE

To guide individuals (and support each other), we need to learn about the individual mindset and strategies. We can do this by asking each other Powerful Questions and listening actively! Powerful Questions are open-ended questions that invite people to ponder, consider, open, notice, discover, and awaken. While listening, you can detect limiting beliefs.

## ADVENTURE PLAN

Now you know what's driving individuals and what is holding them back. How can we cross the chasm and go down that scary cliff? After exploring (divergence), it's time for decisions (convergence). So let's narrow it down! Define a clear exit. What will be the next checkpoint? How far down do you agree to guide them?

## COMMIT

What are they going to do about it? Leaping is scary. Safety is paramount, especially when venturing outside a comfort zone. It's time for the coach to pay attention to what is happening. Please don't get in their way. Trust them to work through it. Hold them to their commitment. You're doing your part; now they do theirs.

## REFLECT

So, now that they crossed their chasm, it's time to reflect on this little adventure. What did it feel like? What surprised you/them? How will this experience be useful for them? What confused you/them? What doubts and questions do you/they still have? It's time to either head for the next checkpoint or adjourn. Thank each other for the experience.

## Signs someone is actively listening:



## Common mistakes made when listening:



# Active Listening

The meaning of communication is the response you get. You become a much better communicator when you understand this.

Listening actively is a soft skill that redirects your focus to the intention of your conversation partner.

Active listening is not just about hearing but also about observing. The ability to distinguish observation from interpretation is key.  
Take for example:

- She looked at him in disgust (interpretation)
- She pressed her lips and frowned (observation)

## THINK, WRITE, SHARE

5 MINUTES

Picture a conversation where two individuals are attuned to each other when communicating.

Individually think and write down signs that someone is listening actively.

Taking turns, share something from your list (that has not yet been shared before)

Do you recognize conversations in your life when you did not feel heard?

Or when you explained something well, yet you were misunderstood?

5 MINUTES

Individually think and write down examples of mistakes made when listening.

Taking turns, share something from your list (that has not yet been shared before)

# By the end of this journey I will...

continue walking...

confidently guide others in my team or environment

Be a better coach

Perform a Haka...

apply for PST...

write something...

confidently apply playful interactive ...

enjoy being a Scrum Master even  
more...

Wreck a Time-Timer

really get my team into the game of Scrum..

I want to be confidently inspire my team & organisation.

With ideas that not come from me, but ideas that are fully carried by everyone around me.

## Before the end...

What would our trailblazers like to experience before this journey is over? It can be anything related to or unrelated to this journey that's worth sharing. Let's write our ambitions down on a chalkboard. Jokes and puns are allowed too!

So before this journey is over, they may want to:

- Sit on the Iron Throne
- Take a train to Hogwarts
- Catch 'm all!
- Reveal you are a Cylon
- Wreck a Time-Timer
- Create wall art with sticky notes
- Perform a Haka
- Survive a Squid Game
- Share a real tent with ...

5 MINUTES

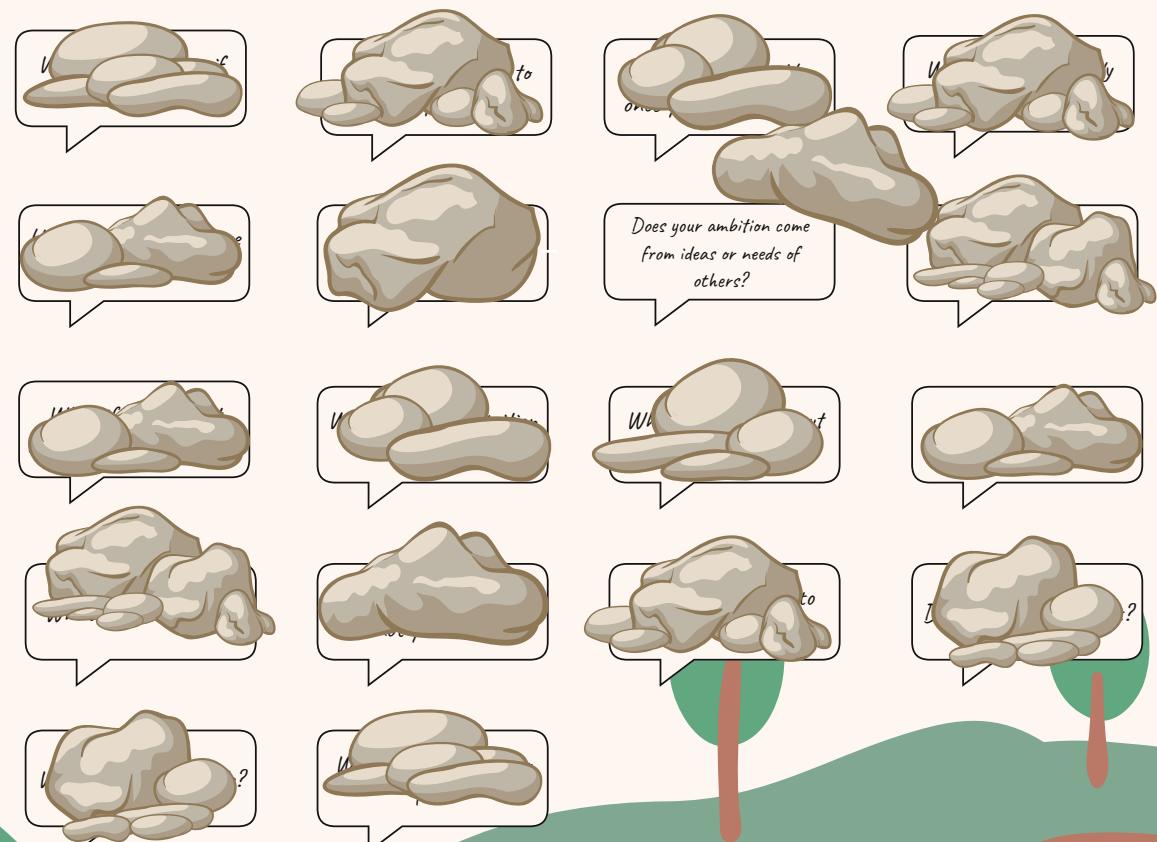
On the chalkboard, travelers may write down what they would like to achieve before the end of this journey.

As a guide, feel free to share your ambition(s) too!

In pairs;

- One person shares one thing they set out to achieve but have not achieved yet.
- The other person guides the individual through their ambition by removing random bricks.

How to deal with those  
bricks on the road?



# Bricks on the Road

On the Road, we'll support each other in overcoming things to reach our ambitions.

Together we will practice listening actively and asking Powerful Questions. Open-ended questions invite people to ponder, consider, open, notice, discover, and awaken.

Powerful Questions are open-ended questions with no hidden agenda. They,

- Help the receiver of the question;
- Create greater clarity and the possibility of learning;
- Grasp the perspective of the receiver of the question;
- Presume positive intent;
- Affirm effort, skills, integrity, competence, caring, and commitment;
- Discovery insight, commitment, or action on behalf of the receiver;
- Challenge assumptions and interpretations;
- Move the receiver of the question toward what they want.

10 MINUTES

Pair up and share a tent. One person (coachee) shares one thing they set out to achieve but have yet to achieve.

The other person (coach) guides the individual by removing random bricks.

Removing a random roadblock reveals a question. This way, both the coach nor the coachee knows what question will come next.

Through this setup, both the coach and coachee can learn. The coach may ask additional clarifying questions.

These are the questions hidden under the bricks:

- What would happen if nothing changed?
- What would you like to happen next?
- What would it be like once you achieved this?
- Does your objective come from ideas or needs of others?
- How will this affect those close to you?
- What is really important to you?
- What about it is truly meaningful to you?
- Do you really want that? (play with emphasis)
- What's already possible?
- Will it make everything better?
- What if it works out exactly as you want it to?
- What does your intuition/gut tell you?
- What excites you about this?
- What (else) is possible?
- What does it cost you?
- What is the part that still needs to be clarified?
- What do you want to explore first?
- What have you tried so far?



I like [...] because [...]



[...] worked well because [...]



Because [...] did this, I can [...]



A suggestion I have is [...]

In addition to [...] I like to try [...]

In addition, [...] would make it even better!

# Glows and Grows

## PURPOSE

Share positive and constructive feedback effectively.

Positive feedback helps us grow. Giving effective feedback is a competence. Sometimes individuals may find it difficult and uncomfortable. In this play we prompt players for **positive and constructive feedback**. Sprint Reviews and Sprint Retrospectives provide opportunities to Glow and Grow.

## HOW TO PLAY

As a guide, you can play along. It may be good to start and lead by giving examples.

4 MINUTES

Invite travelers to reflect on whatever the subject of the feedback is. They may choose any of the following prompts and complete it.

- I like [...] because [...]
- [...] worked well because [...]
- Because [...] did this, I can [...]
- A suggestion I have is [...]
- In addition to [...] try [...]
- [...] would make it even better!
- Have you thought about [...]
- How about doing [...] as well?
- Thank you, because [...]

1 MINUTE

Collect and visualize the feedback for all to see.  
Thank each other for openness and courage in providing feedback.  
Follow up this play by determining the next steps.  
Which feedback will bear fruit?

# Alphabet Stretch

Stretch Breaks create movement and get the oxygen flowing to the brain. It helps the group break out of their comfort zone. It synchronizes and connects the group.

2 MINUTES

Play some uplifting music.

As a guide, take the pose of a letter in the alphabet.

Ask the group to follow your lead.

Move your body to form different letters of the alphabet.

## VARIANTS

- The starting letters of the names of the trailblazers;
- Making a word related to the concept that was covered;
- Letting a word emerge by adding a letter in turn.



# Checkpoint 2

At this point, we coach each other using the Coaching Arc, Active Listening, and Powerful Questions to clear any bricks in your road. We know what we want to achieve before this journey is over.

**2 MINUTES** Reflect on what we have covered so far. Write down one thing you learned, one thing you would like to try, and one question. Pair up. Participants consolidate their lists. They should remove duplicates and group benefits.

**2 MINUTES** Invite travelers to add the following plays to their travel journal:

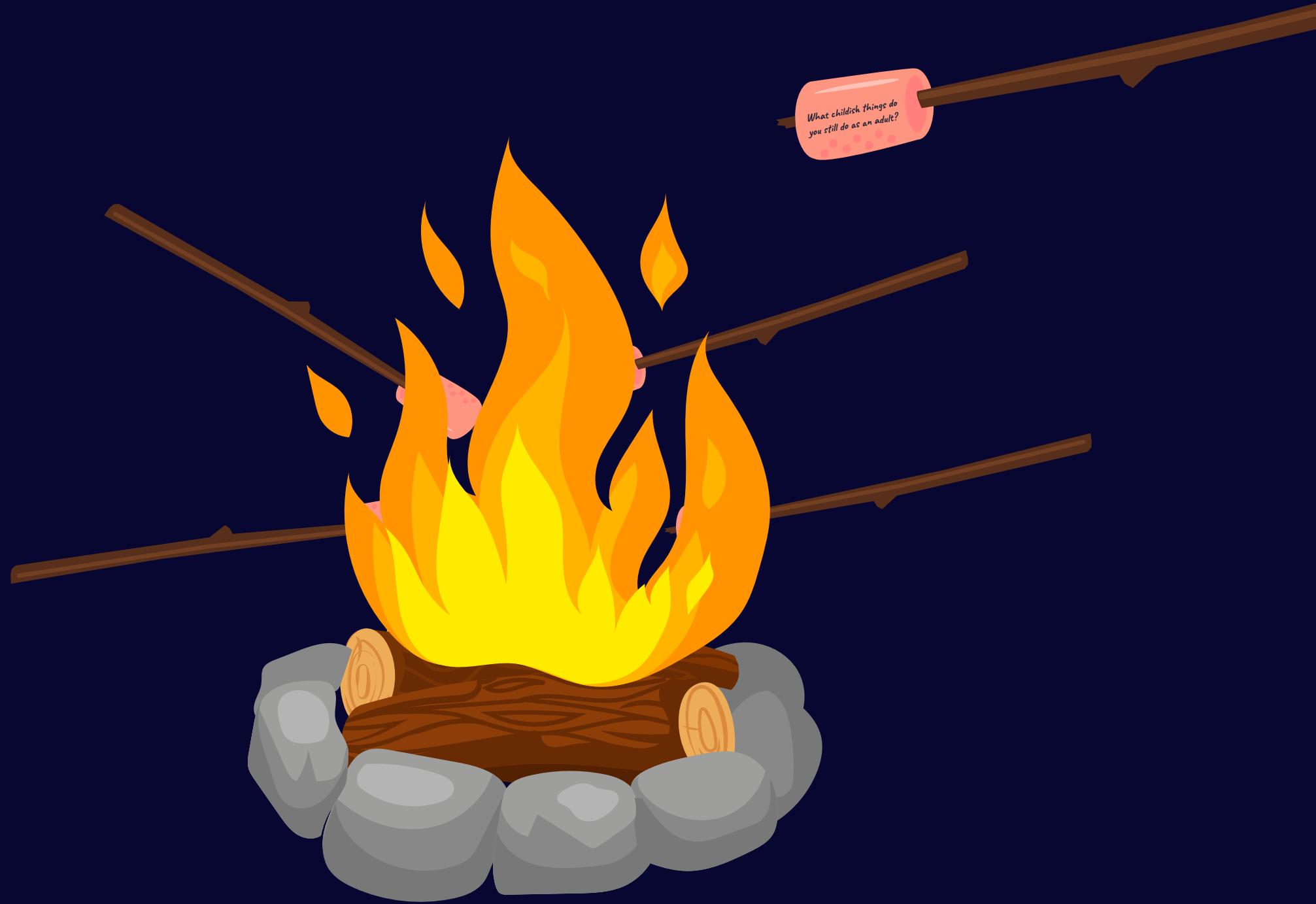
- Which Way,
- Coaching Arc,
- Powerful Questions,
- Glow and Grows

## NOW WHAT?

Now that we know why we are here – let's huddle around the Campfire and get to know each other better. We'll share what motivates and drives us. Then you will share your Cup of Tea and explore what we can learn from each other.

- Answer questions that reveal personality;
- Demonstrating openness;
- Pinpoint personal drivers;
- Write down and talk about personal interests and competencies;
- Write down and ask open questions about other's interests;





# Campfire Stories

## PURPOSE

Increase psychological safety. Get to know each other a little bit better. Warming up for creative play.

This play contains a set of questions that trigger personal stories and anecdotes. These questions are not related to work.

Travelers get to know each other a little bit better. This will make them feel more comfortable with each other.

It warms them up (breaks the ice) for creative play encouraging openness.

## HOW TO PLAY

Write down the following questions on writable tape:

- If a movie were made about your life, which actor/actress would play you?
- If you could instantly become an expert in something (not work-related), what would it be?
- What childish things do you still do as an adult?
- What's the most amazing place you visited?
- What is something you can do better than anyone else you personally know?
- What is your favorite movie, and what movie do you pretend is your favorite to sound cultured?
- What is the scariest thing you have ever done for fun?
- You have to wear a T-Shirt with one statement on it for one year. What would it read?
- What has changed about you in the last few years?
- What's something you did (not work-related) that you are proud of?
- What music (artist or song) really gets you?
- Aside from the cold. What still gives you goosebumps?

Place each question on a BIG marshmallow. Tape it so that the entire question can be read by turning the marshmallow. Pin each marshmallow to the end of a skewer. Position seats in a circle. Place something in the center that resembles a campfire. If at all possible, perform this play outside around an actual campfire. Keep a water bucket ready for safety. Place the skewers around the campfire.

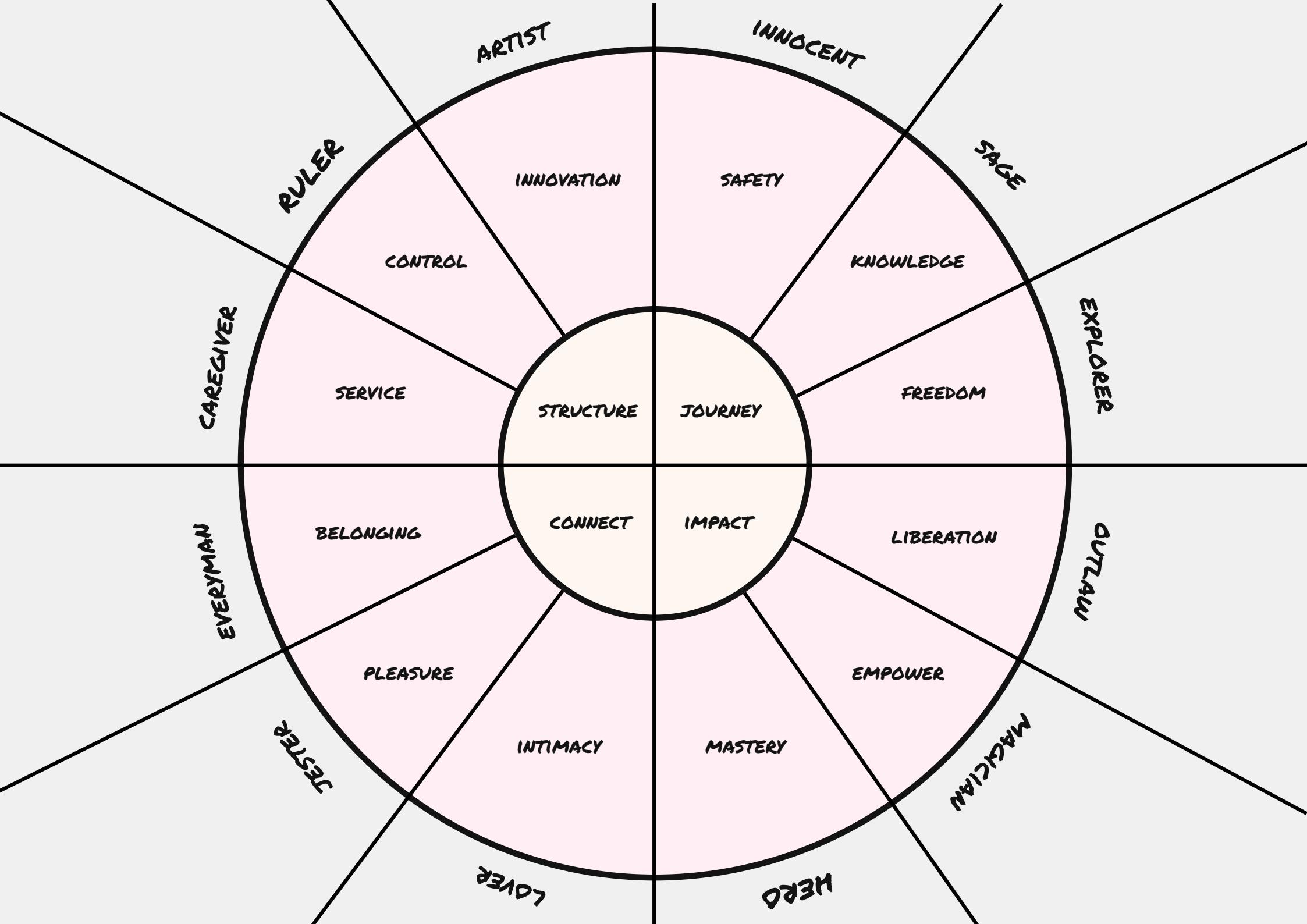
As a guide, you can play along.

5 MINUTES

**Optional:** Consider letting the group start the fire. This also provides a free ten-minute warm-up.

15 MINUTES

You lead by picking the first marshmallow and answering its question. Emphasize that it's perfectly fine to say "pass" if they are not comfortable with the question or when you don't have an answer for it. When someone passes, ask the group if anyone else wants to answer the question. Those who passed can jump in and answer another question at any time. Go round so everyone had the chance to respond. Once a question is answered, the tape may be removed, and the marshmallow may be eaten.



# Wheel of Archetypes

Connecting our motivations to a shared ambitions will help us support each other on the road.

Carl Gustav Jung introduced the concept of archetypes in his theory of the human psyche. We find these archetypes depicted as gods, mythical characters, and superheroes. Jung theorized universal mythic archetypes reside within our collective unconscious, some more dominant than others. In a way, Jung explains we have our cross-spiritual team inside us.

His theory is controversial. But it's just a mental model we can play with.

This wheel may help identify our dominant drivers and motivators that guide us in our work.

There are many motivators to becoming an Agile Coach and Scrum Master. It can be to...

- Explorer: Explore better ways, by doing it together;
- Everyman: Bring harmony to a team, establish a sense of belonging;
- Innocent: Create a safe space, going the right way;
- Hero: Master skills to resolve complex challenges;
- Caregiver: Service others, help them on their way;
- Magician: Empower those around you, fusing each other's skills and knowledge;
- Lover: Develop more intimate relationships, closer connections, deeper interactions;
- Jester: Enjoy work. Increase customer and employee pleasure/happiness;
- Ruler: Empower yourself, control risk and streamline processes;
- Artist: Cultivate a creative space to benefit innovation;
- Outlaw: Free teams of rigid bureaucracy and liberate them from ineffective management.
- Sage: Develop deeper understandings, gather knowledge, find evidence.

1 MINUTES

Ask participants which of these motivations apply most to them.

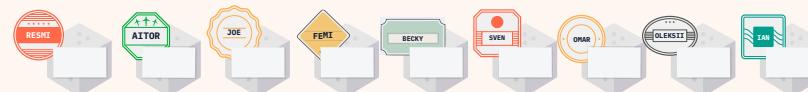
They may have many motivations, perhaps even all of these.

But if they could pick only one, which would it be?

# What's your cup of tea?



Sugar with the tea?



# Mad Tea Party

## PURPOSE

Travelers share what they are skilled, excited, or crazy about in their work.

What's your cup of tea? We're all passionate about something in our work. Let's share it! Travelers talk about their passions during a "Mad Tea Party" and share knowledge. This play facilitates knowledge exchange and reveals people's motivations, talents, and traits.

## HOW TO PLAY

As a guide, you prepare a teacup for each player. Ideally, make a mad mix of different types of teacups. Don't forget to bring your cup, because you may play along. Consider splitting the group into cohorts of four to eight players, with groups larger than eight.

**2 MINUTES** **Step 1:** You can start this party by asking the travelers: "**What's your cup of tea?**" You can clarify this question by asking each player to write down on a sticky note something specific they are either proficient, skilled, excited, passionate, or knowledgeable about in their work. Once they have written it down, they may fold their notes and put them inside an empty teacup.

**3 MINUTES** **Step 2:** Let's add some sugar (questions) to the tea. Ask the travelers to pick a random cup (as long as it is not theirs). Invite them to read the subject on the note. They may then write down one question about the topic on a separate sticky note. Now they may fold both notes and place them together in the cup. You may repeat this round if you have additional time to spare.

**15 MINUTES** **Step 3:** With groups larger than 5, divide into triads or squads. Take turns revealing what's inside each cup. The person to whom the cup originally belonged briefly motivates their topic and answers the questions.

"Take some more tea," the March Hare said to Alice very earnestly.

"I've had nothing yet," Alice replied in an offended tone, "so I can't take more."

"You mean you can't take less," said the Hatter: "it's very easy to take more than nothing."

"Alice, are you familiar with this special kind of TDD?" the March Hare continues.

"Tea Dee Dee? Now you completely lost me..." Alice sighs.

"Do you Cl Alice?" asked the Hatter.

"Don't you mean 'see me'!?" Alice replies, "Yes of course I do see you."

"Well, how about CD?" the Hatter continues.

"No, who is this Dee!?" Alice frowns.

*Attribution: Inspired by Alice's Adventures in Wonderland.*

*There is also a Liberating Structure in development using the same title. This play is imagined independently from it.*

# Parrot Stretch

Synchronizing movement also contributes to teambuilding. In this stretch participants lead and follow.

**2 MINUTES**

As a guide, start with a stretch, say a word and add movement to it representing that word.

Ask others to mirror you.

Now name a person who will introduce another word with a stretch that all the others mirror.

And so on, until everyone has led a stretch.



# Checkpoint 3

Steady does it. We've made it to our second checkpoint.

We got to know each other on a closer personal level around the campfire and learned about what motivates and excites us over a cup of tea.

**2 MINUTES**

Pause and reflect on what we have covered so far.

Write down one thing you learned about other travelers *and* one you would like to learn from them.

**2 MINUTES**

Invite travelers to add the following plays to their travel journal:

- Campfire Stories,
- Archetypes (motivations)
- Mad Tea Party
- Parrot Stretch

## WHAT ELSE?

Now, I tested your patience long enough. It's about time we start talking about Scrum.  
What about Scrum are you excited about? What are the preconditions for Scrum?

You experienced what it was like spending time here at Basecamp.

But what would a Basecamp for Scrum look like to you?

Will you establish one?

- Define good and bad approaches to Scrum;
- Read and reflect on what's hard and disruptive about Scrum;
- Write and talk about what is blocking your organization from mastering Scrum;
- Review if there are important unanswered questions in the organization about Scrum;
- Ask powerful questions and listen actively in your organization;
- Write a travel journal about the Basecamp learning experience.



*good reasons to Scrum*

*poor reasons to Scrum*

*good approach to Scrum*

*poor ways to Scrum*



# Reasons to Scrum

"In this age, which believes that there is a short cut to everything, the greatest lesson to be learned is that the most difficult way is, in the long run, the easiest." – Henry Miller.

Let's go back to the basics.

Why are we playing the game of Scrum, to begin with?

Are we all on the same page here?

Are we really playing Scrum?

Is this what Scrum is intended for?

Scrum is hard; really hard. So it better be worth it. Scrum puts stress on the organization; that means its people.

The phrase, "*That can't be done here*" really means that it will be very difficult.

Change is difficult and fraught with conflict. Meaningful change requires a sustained effort.

It's not surprising, therefore, that people will try and find easy shortcuts.

Divide the travelgroup into two tents (breakouts). One takes the easy way; the other group takes the hard way.

**4 MINUTES**

The group that takes the *hard* way brainstorms good reasons and ways to approach Scrum.

The group that takes the *easy* way brainstorms poor reasons and ways to approach Scrum.

**4 MINUTES**

All together; each group briefly summarizes the highlights and exchanges throughs on what the other group shared.



# Basecamp for Scrum

It's never too late to establish a Basecamp. Even organizations practicing Scrum for years may find it valuable to (re-)establish Basecamp, especially with those who might have suffered from a false start.

At Basecamp, you can create a powerful coalition where you establish two prerequisites for optimal collaboration.

- A Collective Ambition
- A Safe Climate with Open Communication

*"Give them the environment and support they need"* – Agile Manifesto.

A safe climate doesn't happen overnight. Unvoiced concerns and unrealistic expectations will breed fear and mistrust. A Basecamp can provide safe ground to set out from and fall back to. Here leaders invite open communication about the increased pressure and workload involved with Scrum. Accountabilities and interpersonal collaboration will change, and it will take time to get used to. This will impact employees and also their family members.

Employees will carry their doubts and stress home. They (leadership included) will be troubled with questions they lose sleep over. Aside from sleep disturbance, stress can have a health impact. Employees may experience headaches, nervousness, and irritability. That's why it is paramount to both individually and collectively address some of these basecamp questions:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Why Scrum?</li><li>• Why now?</li><li>• What are the expectations?</li><li>• What will be expected from me?</li><li>• Will I be able to live up to the expectations?</li><li>• What doubts and concerns do I have?</li><li>• What will change for me?</li><li>• What will happen when I am challenged?</li><li>• What makes it all worth it?</li></ul> | <ul style="list-style-type: none"><li>• Will it make my job more meaningful?</li><li>• Is this what I want?</li><li>• Is this the right way?</li><li>• Is this really what they want?</li><li>• Can I trust the support and guidance provided to me?</li><li>• Will I work with other people?</li><li>• Will I be able to continue my ambitions?</li><li>• Will it give me opportunities to show my worth?</li><li>• Who's really calling the shots on this?</li></ul> |
|--|--|

**10 MINUTES** In pairs, brainstorm how to establish a Basecamp to help answer these questions within your organization.  
Identify a starting point.

*REY*

*AMY*

Basecamp

*write something*



**REY**

Basecamp

*write something*



**AMY**

# Travel Journal

At the end of each adventure, we capture learnings (and unlearnings) in the travel journal.

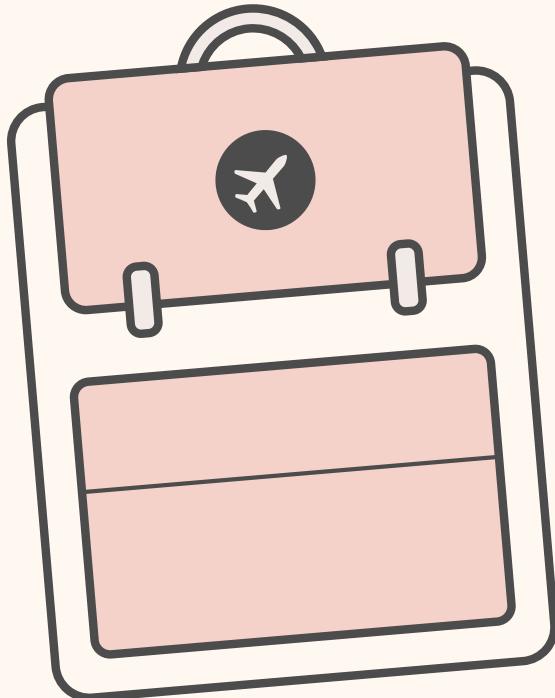
5 MINUTES

Writing aids memory. What travelers write down is up to them. You can share some prompts and questions to guide them.

- What did you experience that you would like to try in your practice?
- What doubts and questions do you still have?
- What feedback do you have for the guide?
- What feedback do you have for other travelers?

5 MINUTES

Allow for some time for travelers to share their feedback.



# Call to Adventure

Mission: Practice active listening. Listen to their story.

Ask at least two team members:

- Why do we practice Scrum?
- What are your expectations with Scrum?
- What doubts and concerns do you have about Scrum?

Ask a leader involved with the Scrum Team the same questions.

Possible prompt:

*"I'm in training and was hoping you would be willing to help me with an assignment. I have three questions about Scrum. There are no right or wrong answers.*

*The purpose is for me to improve my active listening. Would you be willing to assist me in this?"*

Share with your travelgroup what you learned and collect your Basecamp badge.

Let's go backpacking!



R2M



BASECAMP

# Appendix: 4C Map

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

The R2M-VE applies a 4C baseline from Training From the Back of the Room, Virtual Edition (TBR-VE) by Sharon Bowman.

## 1. Check-in

Learning Outcomes:

1. Using Miro;
2. Meet each other;
3. Agree to camp rules;
4. List and talk about what we know about the Road to Mastery;
5. Prepare for the journey;
6. Agree on how to travel this journey together.

Plays:

1. Warmup (C1)
2. Check-in (C1)
3. Prerequisites (C1)
4. 5-minute introduction lecture (C2)
5. Learning outcomes for Basecamp (C2)
6. Travel Journal (C1)
7. A quick round of introduction (C1)
8. Camp Rules / Guidelines with Secret notes (C2)
9. Elmo (C2)
10. Parking lot (C2)
11. Chalk & Talk: What do we already know about the R2M? (C1)
12. Pick & Choose: Check for Motivation (C1)
13. Why are we here? (C1)
14. Meditation: Beginning (C2)
15. Pair and Share: Embarking on the R2M (C4)
16. Clean Setup (C3)
17. Stretch Break (C3)
18. Checkpoint (C4)
19. 1-2-4-All (C4)

## 2. Coaching each other

Learning Outcomes:

1. List differences between coaching and managing;
2. Practice co-active coaching;
3. Practice active listening;
4. List and detect pitfalls when listening and empathizing;
5. Draw a coaching arc;
6. Ask powerful questions.

Plays:

1. Which Way? (C1)
2. Coaching or Managing? (C2)
3. Think and write (C3)
4. Pauze and reflect (C4)
5. Coaching Arc (C2)
6. Quick Draw (C3)
7. Three before me (C4)
8. Brainwriting (C1)
9. Chalkboard: Before the end of this journey (C1)
10. Pair and Share (a tent). Reveal the Bricks; (C3)
11. Glows and Grows (C4)
12. Checkpoint (C4)

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

- Basecamp
- Agile Backpacking
- The Game of Scrum
- Living the Scrum Values
- Mountaineering Scrum together
- Kayaking the Value Stream
- Surviving Self-Management
- Deep Diving Developers
- Exploring Artifacts
- Smooth Sailing the Events
- Bootcamp
- Coaching Dojo



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- Ken Schwaber and Jeff Sutherland: the Scrum Guide;
- Sharon Bowman: Training from the Back of the Room (TBR) and Brain Science;
- Henri Lipmanowicz and Keith McCandless: Liberating Structures;
- Freepik for vector illustrations;
- And others attributed in the various plays.

Serious Scrum R2M  
**Basecamp**

SJOERD NIJLAND

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