

# The Valley of Values

ROAD TO MASTERY  
VIRTUAL EDITION

FOR GUIDES



# The Valley of Values

THE WAY TO TRUTH AND TRUST

# The Valley of Values

It's about to get real hot! We are going to study some volcanic activity and impact craters. During this adventure, our travelers will...

- Draw a Tree of Trust;
- Create a Clean Setup for Scrum Values;
- Visualize the relationship between values when assessing a complex situation;
- Strategize how to defuse escalating situations by living the values;
- Co-CREATE custom Scrum scenarios;
- Live coach with active listening through open and authentic communication;
- Map intentions to behavior to impact;
- Roleplay a shift from deconstructive to constructive resolution;
- Play various coaching techniques to get the broader picture;
- Ask coaching questions to reveal untold stories / hidden perspectives;
- Give complex challenges a simple, shared identity through drawing.

Trust begins and ends with truth. Being truthful develops trust. And with trust, we can be more truthful.

Openness is a quality of being that creates space for ideas and things to emerge and develop.  
With this space, the brain can breathe and produce possibilities.

When we are open, we are respectful.

Accepting the ways others are capable, we can welcome and explore their ideas.

Involving each other is a demonstration of this trust.

We trust that others act with positive intentions, especially when their actions appear, at first, misguided.

When we are open to being truthful, we are attuning expectations from how we want things to be  
to the way things are. We can only leap that chasm with courage. That leap requires us to focus.  
Without intent, there is nothing to grip or cling to.

That resolve is tested at the moment before one makes their leap;

At that moment, they either commit or draw back.

We draw back when we don't trust the way we are supported.

So we must commit first to supporting each other.

And that requires a leap of faith.

Welcome to the Valley of Values.



Photograph: Allstar/MGM/Sportsphoto Ltd

# The Values of Oz

I love stories where the protagonist finds him or herself, by whatever unforeseen event, in a strange new land with weird new rules. Alice winds up in Wonderland, Wendy in Neverland, and Dorothy in the land of Oz.

Perhaps it's silly of me to use childhood stories and fantasy tales with magic. Yet, when I say it's up to you to create your magical wonderland, I mean it. Scrum Teams work on their environment. So, here's to something unexpected: a little detour through the magical Land of Oz.

Swept away to the magical Land of Oz, Dorothy seeks a wizard. On her way, she meets other characters seeking the same wizard. Each has their reason for visiting the wizard, and they all have limitations. But together, they form a tight band, each relying on the other to succeed in their shared quest.

**3 minutes**

Ask the travelers if they know what each character is in search of.

**Answer:** The Tin Man (heart/empathy), the Cowardly Lion (courage/bravery), Dorothy (belonging/home), and the Scarecrow (wisdom/brain); upon meeting the wizard, they discovered that they had it in them all along. They brought it out in each other.

What will happen is unknown.

Our quests in our technological wonderland often involve collaborations with specialists from different backgrounds. Each has skills and qualities but requires a collective effort to overcome challenges. Even the most complex challenges can be overcome by taking small steps. Sometimes you might learn that all it took was a simple tap of the heels, a skill you had in you all along.

The Wizard of Oz gives us hope. It teaches us that individuals can come together and resolve the hardest of challenges as long as they are open, supportive, and trusting.

The first step to adaptation is for members to admit they need each other and commit to supporting each other. We also learn that what drives a team is the sum of its strengths, not the sum of its weaknesses. The beauty is that a trusting team dispels individual weaknesses and amplifies unique strengths. Isn't that magical?



# Tree of Trust

When the Scrum Values are embodied by the Scrum Team and the people they work with, the empirical Scrum pillars come to life, building trust.

One way to visualize this is through a (palm) tree with five big leaves, the bark as the pillar, and trust at its base and roots.

Draw a palm tree with five leaves, with each a sticky note, a bark with three sticky notes, and one sticky note at the base or roots.

**5 minutes**

Can the travelers fill in the blanks for the five Scrum Values, the three Pillars, and its root? They may take turns. They can write, correct or pass.

**3 minutes**

Reveal the Tree of Trust (if needed). Invite participants to draw a copy of the Tree of Trust on a white sheet of paper.

The tree can't grow without its leaves capturing sunlight, nor can it grow without the nutrition from the soil.

Trust grows from your soil: what you say and do.

- Speaking with heart (Intimacy)
- Speaking the truth (Credibility)
- Speaking with respect (Professionality)
- Doing what you say you'll do (Reliability)
- Acting congruently (Responsibility)
- Acting confidentially (Integrity)

An

Open

Scrum Team is **like what?**

COURAGEOUS

FOCUSSED

COMMITTED

RESPECTFUL



# Clean Setup 1/3

Let's align on what living the values means precisely.

1. An [open/courageous/focused/respectful/committed] Scrum Team is like what?
2. For you to be [open/courageous/focused/respectful/committed], the environment needs to be..
3. For you to be [open/courageous/focused/respectful/committed], you'll need to...

This setup is not a *Work Agreement*. It only explores what living the values could be like. It develops awareness about what the team members themselves value in context to the Scrum Values.

**2 minutes  
per value**

Our trailblazers may write down and share what an [open/courageous/focused/respectful/committed] Scrum Team is like. Consider doing this in pairs.

**5 minutes**

All together, reflect on what is shared. The trailblazers may ask and answer clarifying questions to each other.

For **you** to be  
**the environment** needs to be....

COMMITTED



# Clean Setup 2/3

Human beings can be focused, courageous, committed, respectful, and open by nature. That said, the environment doesn't always bring out the best in us. Past experience may have taught us to tread carefully. Being open and courageous can be mistaken for naivety. What would an environment look like that enables and encourages our natural spirit to thrive harmoniously?

**2 minutes  
per value**

Our trailblazers may write down what the environment would be like for them so that they can be [open/courageous/focused/respectful/committed].

**5 minutes**

All together, reflect on what is shared. The trailblazers may ask and answer clarifying questions to each other.

For **you** to be  
**you'll** need to ....

FOCUSSED



# Clean Setup 3/3

Let's be a little bit more specific. What actual behavior do we associate with the values in Scrum? We can't implement values (or culture). This emerges through the way individuals behave and interact with each other. How can each individual contribute to fostering an environment where people are trusted and trusting?

**2 minutes  
per value**

Our trailblazers may write down what they can do and how they can act to be [open/courageous/focused/respectful/committed].

**5 minutes**

All together, reflect on what is shared. The trailblazers may ask and answer clarifying questions to each other.



Can you find beauty in this story / situation?



Can you find truth in this story / situation?

# Beauty and Truth

“The pursuit of truth and beauty is a sphere of activity in which we are permitted to remain children all our lives” – Albert Einstein.

Beauty and Truth is a play that explores the complex interaction between two values. Invite your trailblazers to explore the complex interaction between two values. Consider how specialists comment on and communicate ideas about a given complex situation.

This routine also helps a self-managing team navigate the overwhelming information in an increasingly visually-informed world.

The routine aims to slow specialists’ thinking to reflect on beauty, truth, and how other values are reflected in our work. Slow thinking may be counter-intuitive to specialists who are often praised for quick thinking in problem-solving.

Let’s find meaning in beauty and truth.

**3 minutes**

Introduce the group to a story involving a complex situation. Trailblazers may ask clarifying questions.

**5 minutes  
per question**

Pair up and share a tent (break out). Both questions must be represented in each tent.

- Can you find beauty in this story/situation?
- Can you find the truth in this story/situation?

**5 minutes  
per question**

In your tent, continue by answering these two questions:

How might beauty reveal the truth in this context?  
How might beauty conceal the truth in this context?

Consider variants by replacing beauty and truth with *trust, respect, courage, openness, commitment, and focus*.

# Alphabet Stretch

Stretch breaks may be a bit awkward (at first), yet they do contribute to the psychological safety of the group. Psychological Safety does NOT mean staying inside one's comfort zone. We are literally stretching our comfort zone. Participating in a stretch during the R2M is always an invitation, although participants may feel a bit of group pressure. Participants may turn the camera off while stretching in a virtual setting.

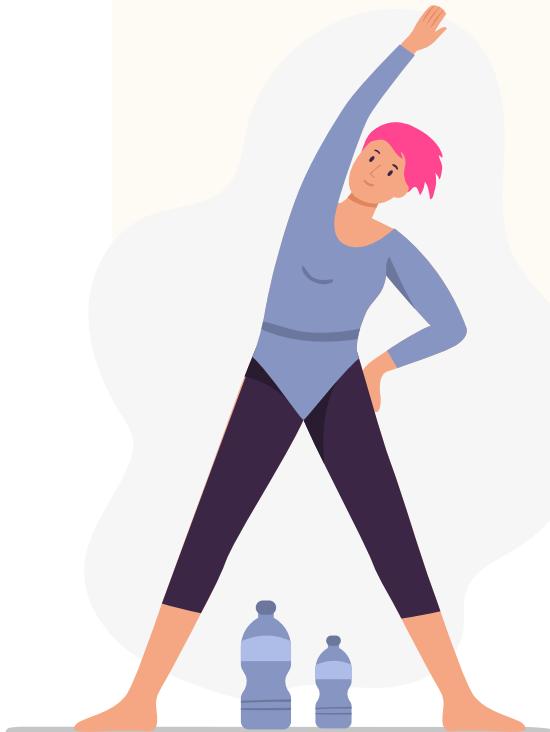
There are various ways to shape a letter of the alphabet with your body. Use your imagination. The shape of the letter doesn't have to be perfect. It's best to do this standing. If you are a virtual facilitator, ensure your participants can see your movements so they can follow you.

**1 minute**

Play some calming music.

As a guide, assume the pose of the first letter of each Scrum Value and ask the group to follow your lead.

1. C for the Commitment to participate.
2. O for Opening us up to creative play.
3. F for Focussing the mind to the body, synchronizing our movement, and being present.
4. C for the Courage to do this.
5. R for Respect in doing this stretch together.



# Checkpoint 1

In the previous plays we connected the trailblazers to the Scrum Values. They openly shared how they envision what a team living those values is like and what they think that requires of them. We connected values to a situation and revealed patterns.

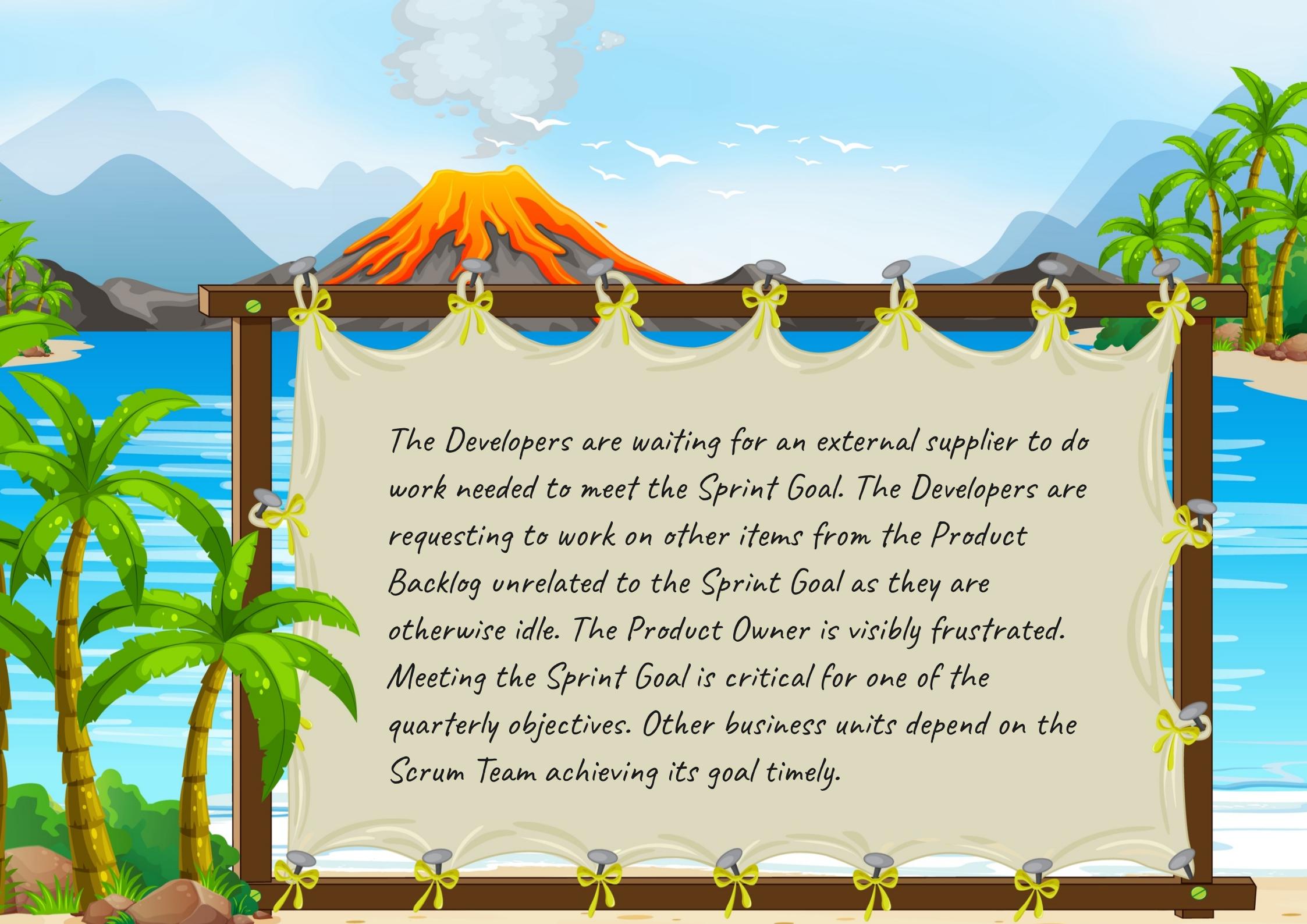
**2 minutes**

Invite travelers to reflect on what we have covered so far. They may write down one thing they learned, one play they would like to try, and one question on their mind.

**now what?**

Let's connect those values to practice. How can we make a real-world impact by living those values? You're all warmed up, but it's about to get a whole lot warmer.





The Developers are waiting for an external supplier to do work needed to meet the Sprint Goal. The Developers are requesting to work on other items from the Product Backlog unrelated to the Sprint Goal as they are otherwise idle. The Product Owner is visibly frustrated. Meeting the Sprint Goal is critical for one of the quarterly objectives. Other business units depend on the Scrum Team achieving its goal timely.

# Volcanic Activity

When there is an issue with trust, individuals within a team can make a mountain out of a molehill. When egos clash, it sends a shockwave of negativity through the organization.

Volcanic Activity is a play that demonstrates how living the Scrum Values, as mushy-wushy as they may sound, can actually make a real-world impact. To illustrate this, we work with scenarios that may escalate. There is some Volcanic Activity going on.

Our trailblazers will develop two strategies to deal with this scenario: one that will escalate (erupt) things by NOT living the values, and one that could potentially defuse the situation by living the Scrum Values.

**1 minute**

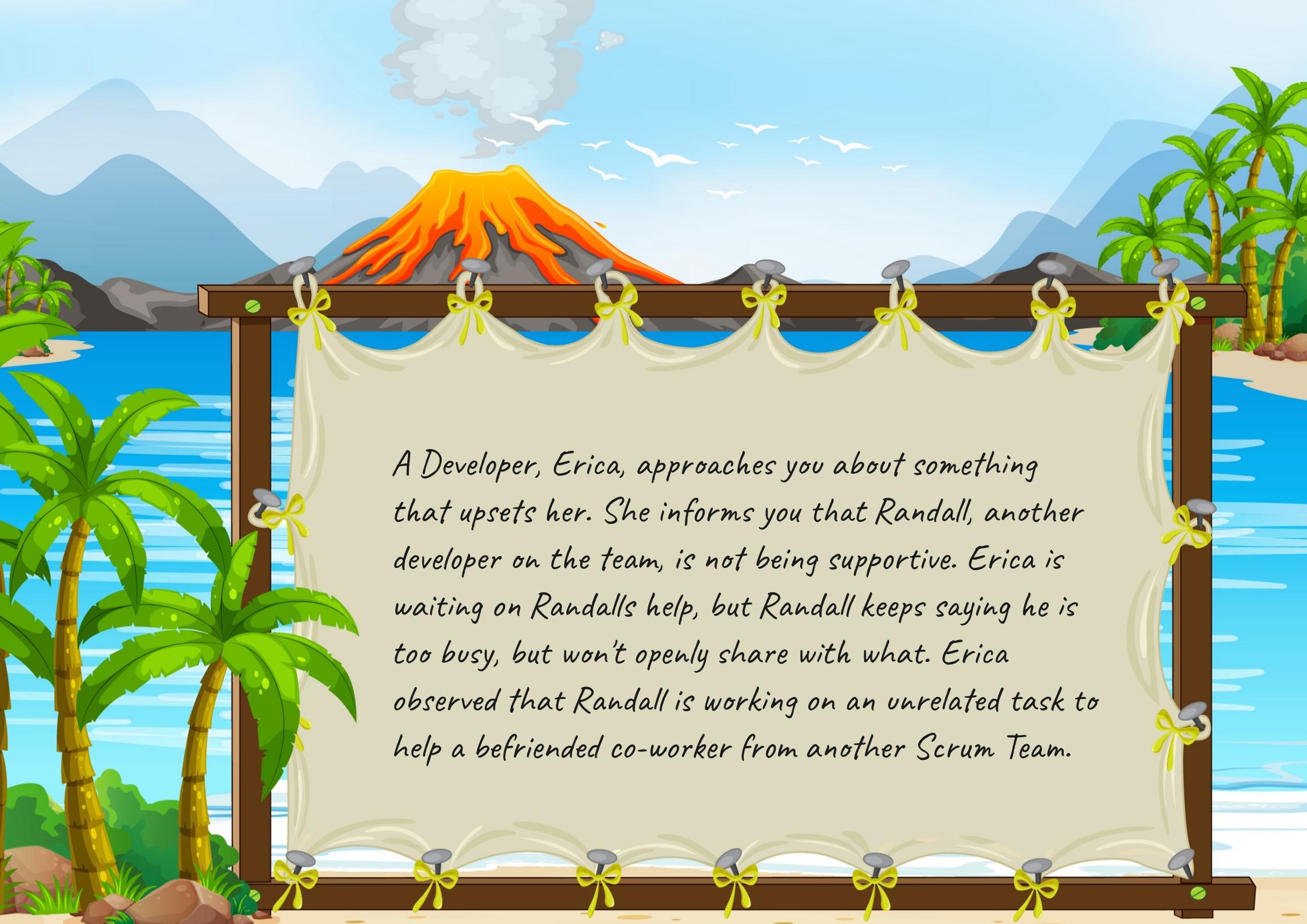
Introduce a Volcanic Scenario. Divide the group into an even number of tents.

**7 minutes**

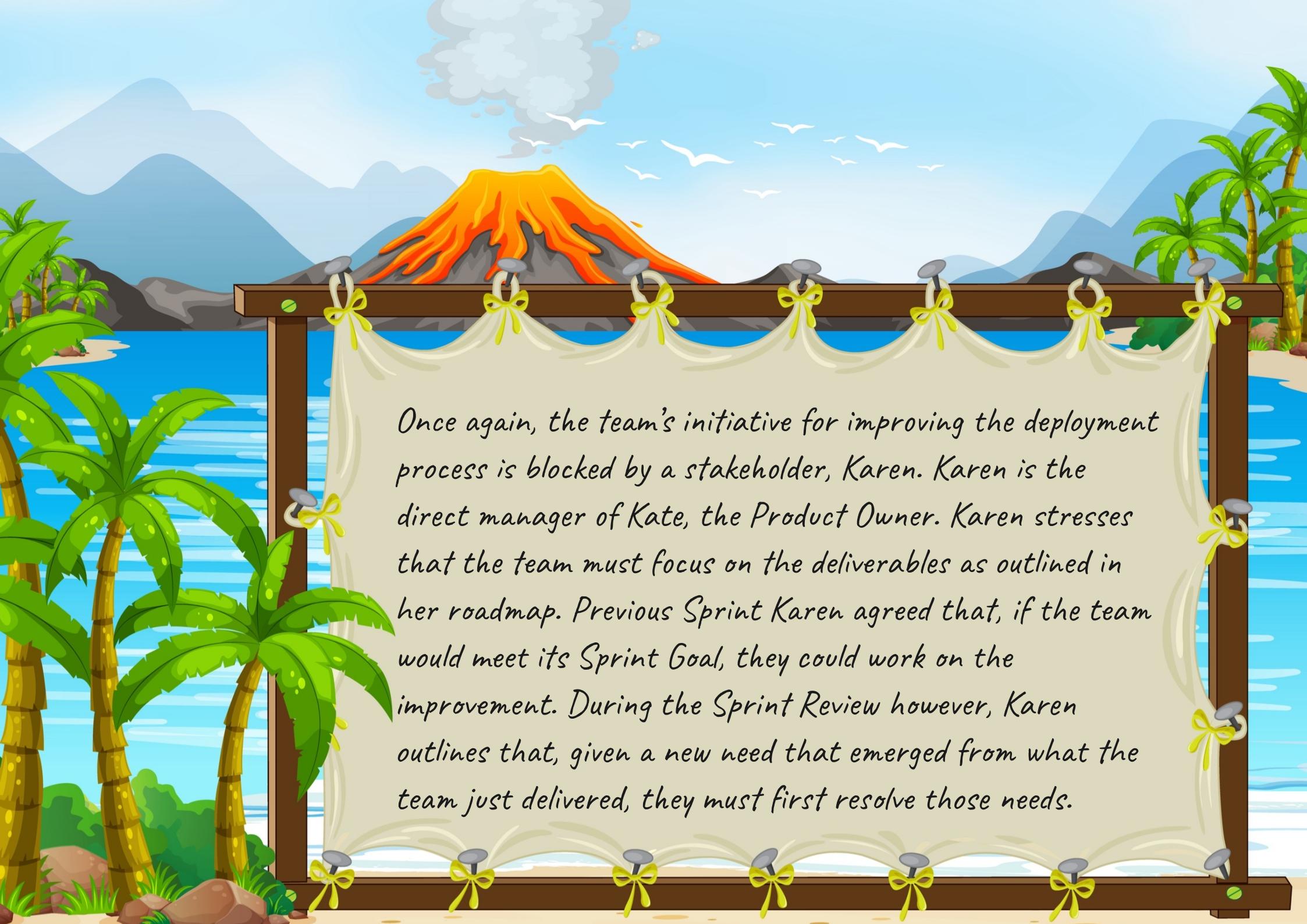
Half the tents will be challenged to make the scenario more explosive by NOT living the Scrum Values. For example, by not respecting people to be capable individuals. The other tents will be tasked to defuse the situation through a demonstration of the Scrum Values. For example, by being open about the work and the challenges.

**7 minutes**

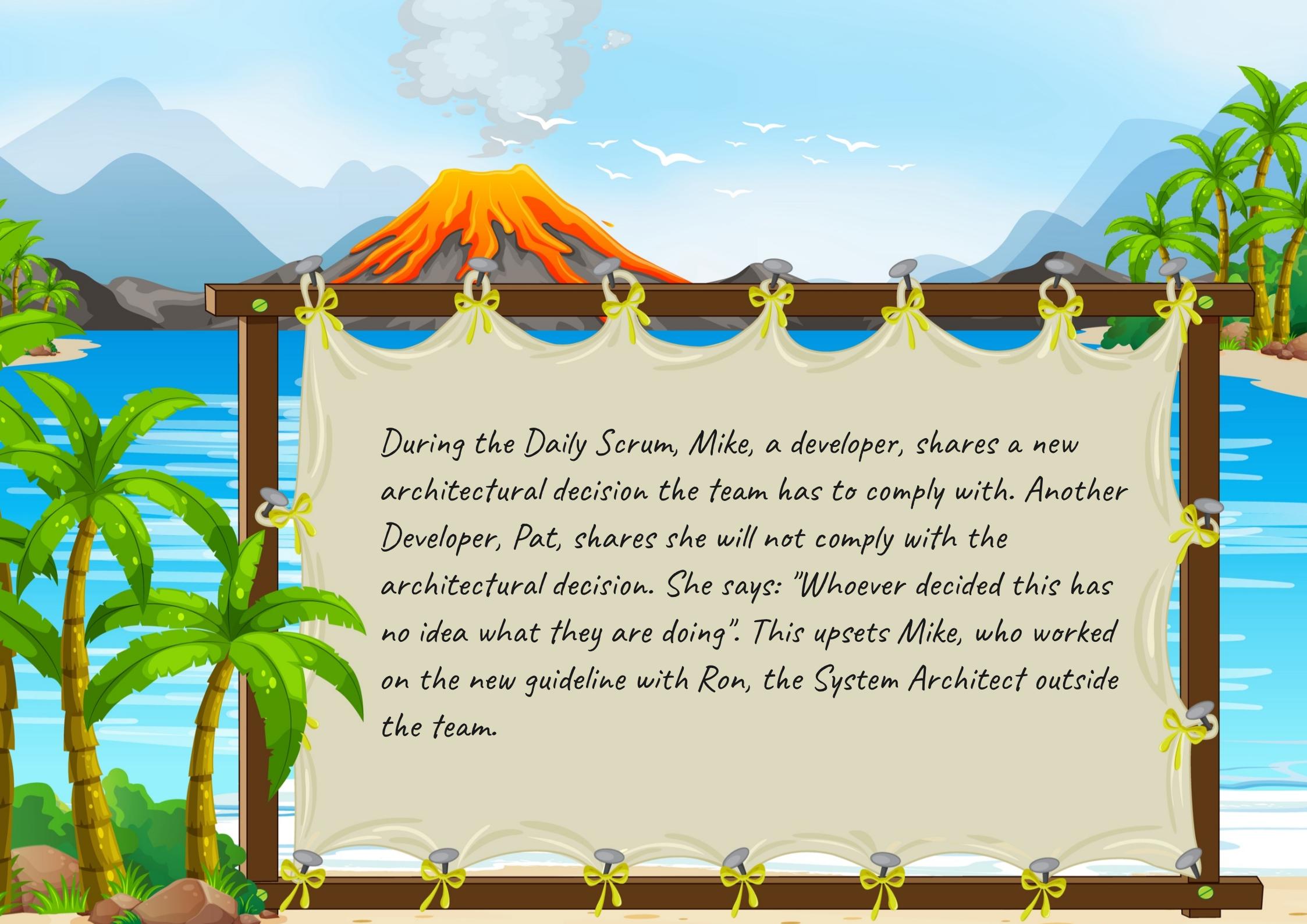
Merge two opposing tents. Together they may reflect on the strategies and their hypothesized outcomes.



A Developer, Erica, approaches you about something that upsets her. She informs you that Randall, another developer on the team, is not being supportive. Erica is waiting on Randalls help, but Randall keeps saying he is too busy, but won't openly share with what. Erica observed that Randall is working on an unrelated task to help a befriended co-worker from another Scrum Team.



Once again, the team's initiative for improving the deployment process is blocked by a stakeholder, Karen. Karen is the direct manager of Kate, the Product Owner. Karen stresses that the team must focus on the deliverables as outlined in her roadmap. Previous Sprint Karen agreed that, if the team would meet its Sprint Goal, they could work on the improvement. During the Sprint Review however, Karen outlines that, given a new need that emerged from what the team just delivered, they must first resolve those needs.



During the Daily Scrum, Mike, a developer, shares a new architectural decision the team has to comply with. Another Developer, Pat, shares she will not comply with the architectural decision. She says: "Whoever decided this has no idea what they are doing". This upsets Mike, who worked on the new guideline with Ron, the System Architect outside the team.

The background features a tropical island setting with palm trees, a blue lagoon, and distant mountains. A large volcano is erupting in the center, with smoke and lava flows. The foreground consists of a wooden railing with yellow bows, framing the text.

The Product Owner, Dennis, insists on joining the Daily Scrum to talk about an incident. Kevin, a Developer, tells Dennis to wait until after the Daily Scrum. This causes Dennis to snap at Kevin - "I decide what's important now!"



Going through some universal examples is a safe way to warm up the team for what is next. It gets interesting when we work from actual experiences shared by our travelers. What Volcanic Scenarios did they come across? What happened, and how did it pan out?

## 10 minutes

Pair up and share a tent. Choose one or two of the scenarios below. Share a situation

- The Scrum Team and its stakeholders were open about the work and the challenges.
- The Scrum Team and its stakeholders needed to be more open about the work and the challenges.
- When did you feel safe to be open?
- When did you not feel safe to be open?
- The Scrum Team stayed committed to achieving its goals and supporting each other.
- Were there times when the team met its goals, even when things did not go according to plan?
- The Scrum Team should have stayed committed to achieving its goals and supporting each other.
- The Scrum Team stayed focused, even when there were distractions.
- The Scrum Team did not stay focused, did not work together, and was distracted.
- The Scrum Team members respected each other for being capable, independent people.
- A Scrum Team member was not respected by the people they worked with.
- When did you feel respected?
- When did you not feel respected?
- The Scrum Team showed courage to do the right thing and to work on tough problems.
- The Scrum Team lacked the courage to do the right thing or work on tough problems.

You can go back to doing this activity with your team from time to time to retrospect.

# Create your own Scrum scenario

What if ....



The Scrum Master	The Product Owner	A Developer	The Line manager	The Organization	The client
------------------	-------------------	-------------	------------------	------------------	------------



embraces	denies	stimulates	sets up	lacks	loves
----------	--------	------------	---------	-------	-------



the Scrum Framework	traditional planning and reporting	the Scrum Values	empiricism	deadlines	carrots and sticks
---------------------	------------------------------------	------------------	------------	-----------	--------------------



The Sprint Planning	The Daily Scrum	Refinement	Development	The Sprint Retrospective	The Sprint Review
---------------------	-----------------	------------	-------------	--------------------------	-------------------

alternatives:

The CEO	A highly intelligent A.I.	An Auditor	Ken & Jeff	A new team member	A key stakeholder
---------	---------------------------	------------	------------	-------------------	-------------------

ignores	forgets	inspects	enforces	abuses	disrespects
---------	---------	----------	----------	--------	-------------

Feelings	Sustainable Pace	Our Codebase	The Product Vision	The Product Increment	Transparency
----------	------------------	--------------	--------------------	-----------------------	--------------

During...

A Code Review	A secret meeting	a company party	a public launch event	Karaoke night	the weekend
---------------	------------------	-----------------	-----------------------	---------------	-------------

Possible scenarios:



# Story Dice

Participants can use Story Dice to imagine various Scrum scenarios creatively. A random prompt is generated from which a potential story or scenario can emerge by rolling the Story Dice. Some scenarios can be funny, and jokes are welcome as long they remain respectful.

As a facilitator, you can make your custom story dice or connect the various options with numbers 1–6 on a regular die.



Subject:



Verb:



Object:



Event:

- 1. Scrum Master
- 2. Product Owner
- 3. Developers
- 4. Line Manager
- 5. Organization
- 6. Client

- 1. Embraces
- 2. Denies
- 3. Stimulates
- 4. Sets up
- 5. Lacks
- 6. Loves

- 1. The Scrum Framework
- 2. Traditional Planning and Reporting
- 3. The Scrum Values
- 4. Empiricism
- 5. Deadlines
- 6. Carrots and Sticks

- 1. The Sprint Planning
- 2. The Daily Scrum
- 3. Refinement
- 4. Development
- 5. The Sprint Retrospective
- 6. The Sprint Review

Alternatives:

- The CEO
- An AI
- An Auditor
- Ken & Jeff
- A new member
- A key stakeholder

Alternatives:

- Ignores
- Forgets
- Teaches
- Enforces
- Abuses
- Disrespects

Alternatives:

- Feelings
- Sustainable pace
- The Product Backlog
- The Product Vision
- The Product Increment
- Transparency

Alternatives:

- A Code Review
- A Secret Meeting
- A Company Party
- A Public Launch Event
- Karaoke Night
- The Weekend

## Possible Prompts:

- Subject + Verb + Object
- Subject + Verb + Object + “During” + Event
- Subject + Verb + Subject
- Subject + Verb + Event
- Subject + Verb + Subject + “During” + Event

10 minutes

In triads or quads, roll the dice to create prompts. Together, imagine scenarios based on these prompts.

# CAMPING FORCES.



Pair up and share a tent

In triads, one person shares a story about NOT being heard, seen, or respected.

What did it feel like to listen to the story?

What did it feel like to tell your story?



1	2	3	4
3	4	1	2
2	1	4	3
4	3	2	1



1	2	3	4
3	4	1	2
2	1	4	3
4	3	2	1



1	2	3	4
3	4	1	2
2	1	4	3
4	3	2	1



1	2	3	4
3	4	1	2
2	1	4	3
4	3	2	1

1

2

3

4

# Heard, Seen, Respected

This *Liberating Structure* is designed for practicing deeper listening. It reveals how common it is for people to experience not being heard, seen, or respected. Likewise, it is common for people, you and I included, to behave in a way that makes others feel they are not being heard, seen, or respected.

Being heard is different from being understood. Being understood is different from agreeing. We can see someone's actions through behavior, but do we also see the positive intentions driving that behavior? You can lend your voice to someone, but is your voice acknowledged? Does your conversation partner recognize you as capable of resolving complex challenges, speaking truthfully, being knowledgeable, and with good intent?

The purpose of this 15-minute variant of Heard, Seen, Respected (HSR) is to share, understand and acknowledge how interactions can have a significant impact on not just our work but our spirit, motivation, self-confidence, and even our health.

**2 minutes**

Ask the trailblazers to form triads and share a tent. Each tent needs one volunteer to share a story that has personal meaning about NOT being heard, seen, or respected. To make it safe, share that they may NOT want to pick the most painful story that comes to mind. They also don't need to share anything private.

**5 minutes**

Per tent, one individual shares a story about not being heard, seen, or respected. The listeners are tasked to listen attentively and refrain from judgment.

**3 minutes**

The listening partners share their experience: "What did it feel like to listen to the story?"

**3 minutes**

The storytelling partner will share, "What did it feel like to tell the story?"

**2 minutes**

Acknowledge that what is shared is personal. Thank each other for sharing and listening.



THIS IS YOUR FAULT!

That will NEVER work here!



# Impact Craters

Impact Craters is a powerful play to facilitate an open and respectful discussion on the impact of behavior in the workplace. What we say and how we behave impacts those around us. We intend to make a meaningful impact with our behavior, yet some things we say or don't land well. Impact Craters is adapted from TRIZ, a Liberating Structure.

To make this play safe, be clear that this play is about what we say or do; it's not about who is doing or saying it. The purpose of this play is NOT to single out individuals for their behavior. For this play, invite participants to assume there is a positive intention, even if someone's behavior had a negative impact. Laughter often erupts, yet be aware that this is not at the expense of an individual.

**3 minutes**

Individually name behaviors that are damaging trust. These behaviors are called meteors.

**6 minutes**

Pair up. Consolidate your list of meteors.  
Together, list the (potential) impact of those meteors. What does the crater look like?

**6 minutes**

Merge pairs.  
Together identify what meteors are already showing up in the sky at your organization.  
What craters are already there?

# A Mindful Vacation

Lean back. Close your eyes. Relax those shoulders.

Breathe deeply. Breathe from the belly, not the chest.

One deep breath to clear the mind. One deep breath to create an open space in your mind.  
One deep breath to leave this place and all its concerns behind you.  
You don't need them where you are going.

Picture a destination in the far distance in the space you created in your mind.  
That destination is your mental vacation.

[10 seconds pause]

You can picture it as you fly freely closer to your mental vacation.  
What does it feel like to fly freely toward it? Close in.  
Relax your muscles as you make a soft landing at your destination.  
Let your breath determine the pace of the place. Attune to its frequency.

[5 seconds]

Is there warmth where you're going? Will it refresh you? Feel the breeze.

[15 seconds pause]

What does the place sound like? Are there birds? Waves? Leaves?  
Spices? Can you hear music? Explore those sounds.

[30 seconds]

What sensation are you looking for? Go there. Let it take you.  
Explore. Enjoy.

[30 seconds pause]

Take a picture of where you are. Connect yourself to this place.  
When you are ready to depart, return to your breath. Keep the  
space open in your mind as you fly back.  
Once back, softly land your feet on the ground.

You can open your eyes.

# Checkpoint 2

How are we doing? Coaching values can be tiring work for the brain. It can be emotional too. It brings up memories of stressful moments. Let's pause, check our energy levels, and assess our well-being.



**2 minutes**

Individually, introspect on how you experienced the past activities. How are you feeling right now? How is your breathing? Do you feel stiffness in your shoulder, back, or neck? How do you think your fellow travelers are doing? You do not need to share these thoughts.

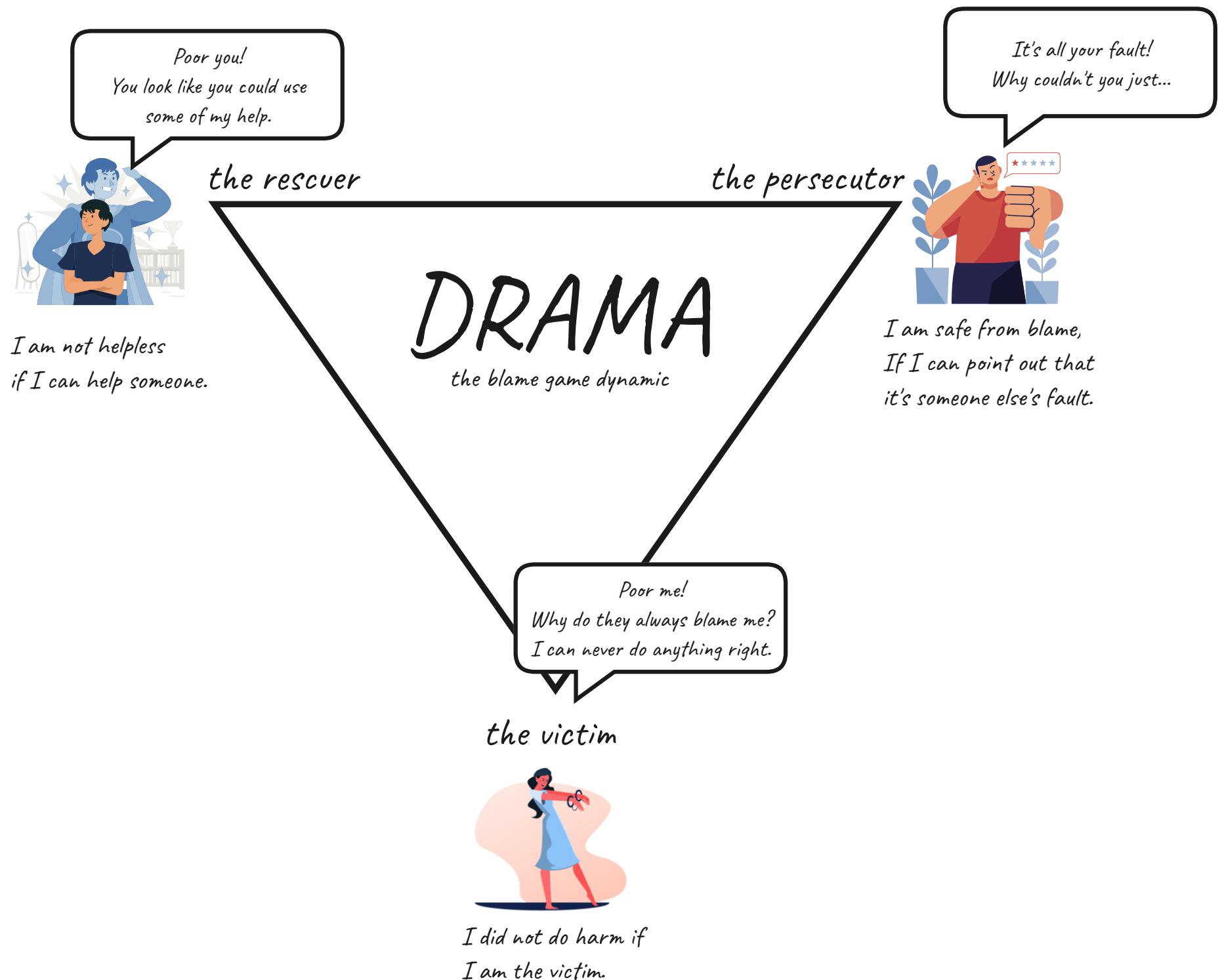
**now what?**

Our travelers may be experiencing some emotional strain. It's perfectly okay for them to step out for a bit and do something else. Allow at least 30 minutes between the previous activities and the next.

Let's go for a walk or do something completely different. The world has much more meaning than work, Scrum, and this journey. Let's put things back into perspective.

Perspective is our next learning theme.





# The Blame Game

We love a bit of office drama now and again. But some organizations live drama like a Game of Thrones.

Let's play a blame game! This way, we can identify drama through role play. We'll start a scenario using quick acting in the roles of *persecutor*, *victim*, and *rescuer*.

**Example situation:** A developer shows up late again for the Daily Scrum.

**Mike (Persecutor):** "Thanks for turning up late to the Daily Scrum again, Jim. We're behind on the Sprint Goal, and you wasted precious minutes of our time. Don't you think that's selfish?"

**Jim (Victim):** "I'm sorry! It wasn't my fault; I had to take the kids to school. The train was delayed. My commute is a nightmare. I never agreed on this time. Also, the reason why we are behind with our Sprint Goal has nothing to do with me."

**Mike (Persecutor):** "Yeah, well, I see you had time to get a coffee on the way?"

**Jane (Rescuer):** "To be fair, the trains were awful this morning, and I can help Jim catch up."

**Mike (Persecutor):** "That's no excuse, Jane; everyone else is on time despite the trains!"

**Jane (Rescuer):** "Alright, let's just start the Daily, or we're wasting even more of our time."

**1 minute**

Divide the group into triads and assign the roles of Persecutor, Victim, and Rescuer.

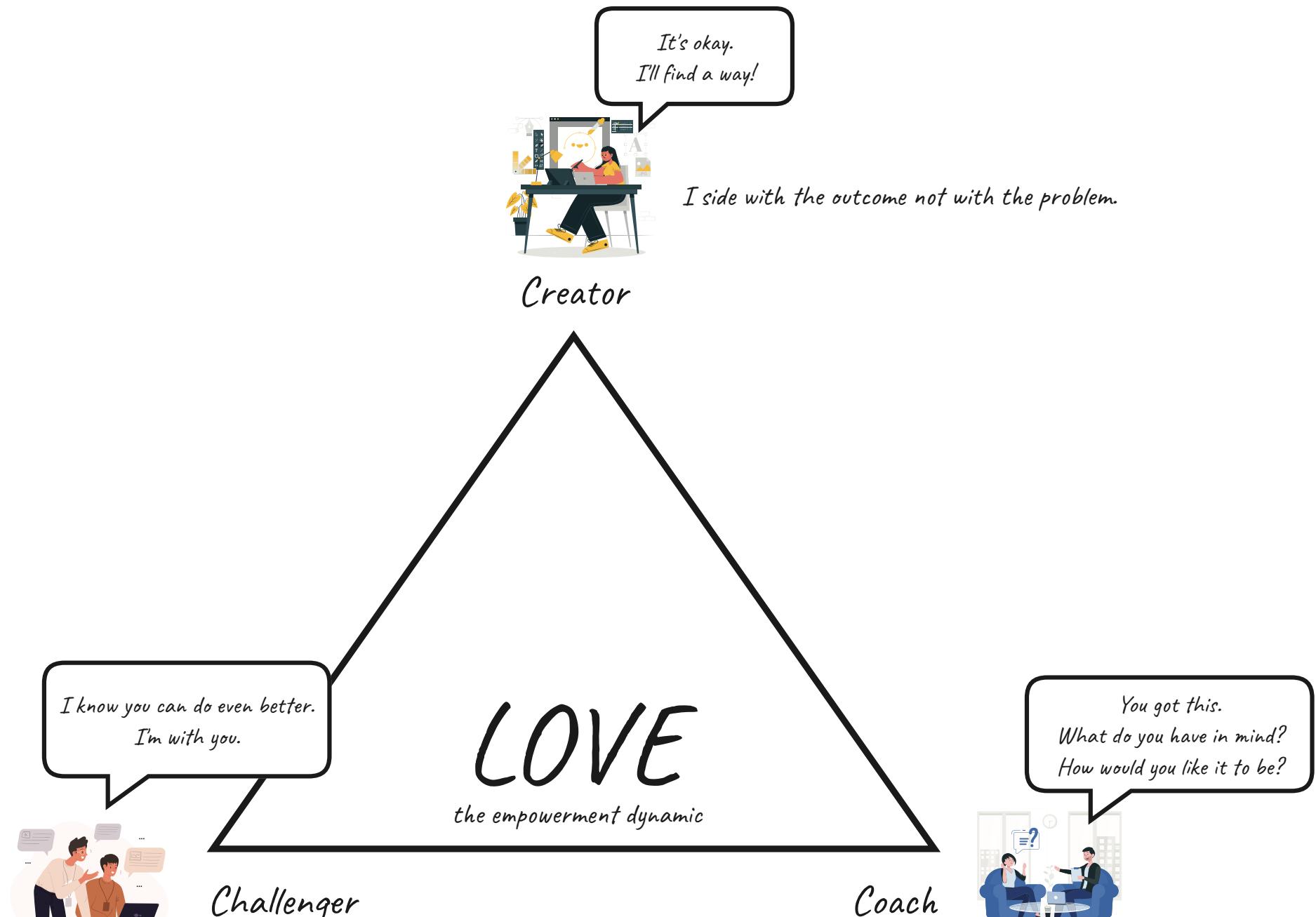
**2 minutes**

Together think and agree on a prompt/situation.

**7 minutes**

Playtime: improvise and act on your roles in the situation. Let it play out.

**Attribution:** This play is based on Stephen Karpman's drama triangle theory.



*I won't play them down;  
I'll encourage them to level up.*

*Rather than inflicting answers,  
I'll invite their creativity by asking questions.*

# The Love Triangle

We can escape the Blame Game by forming a Love Triangle. What changes when we replace the Persecutor, Victim, and Rescuer's unconstructive stances with constructive ones? For that, the players must show vulnerability, assertiveness, and caring. Let's return to the previous scenarios and replace the roles: The Persecutor becomes The Challenger. The Victim becomes The Creator. The Rescuer becomes The Coach.

**Example situation:** A developer shows up late again for the Daily Scrum.

**Jim (Creator):** "Thanks for waiting on me. I'm out of breath trying to be here on time. This commute is stressing me out. I know we're behind, and this doesn't help."

**Mike (The Challenger):** "Hey, Jim. It looks like you broke a sweat to be here today. I appreciate that. We must be here on time to make this work for all of us. How can we do better?"

**Jim (Creator):** "Yeah, you're right. There is no way I can leave home earlier as I have to take the kids to school. The trains are unreliable. There has to be another way."

**Jane (Coach):** "What do you have in mind? What's really important here?"

**Jim (Creator):** "Kids come first, and it's also important we are here together to support each other to achieve the Sprint Goal. But does this have to happen first thing in the morning? We also have a coffee break at 10 am. Could that work?"

**Mike (The Challenger):** "I'm with you. I'd rather we start first thing, yet, this is stressful on all of us. I need all of you to make 10am work."

**Jane (Coach):** "Let's take it to the team! Do we all want this?"

**1 minute**

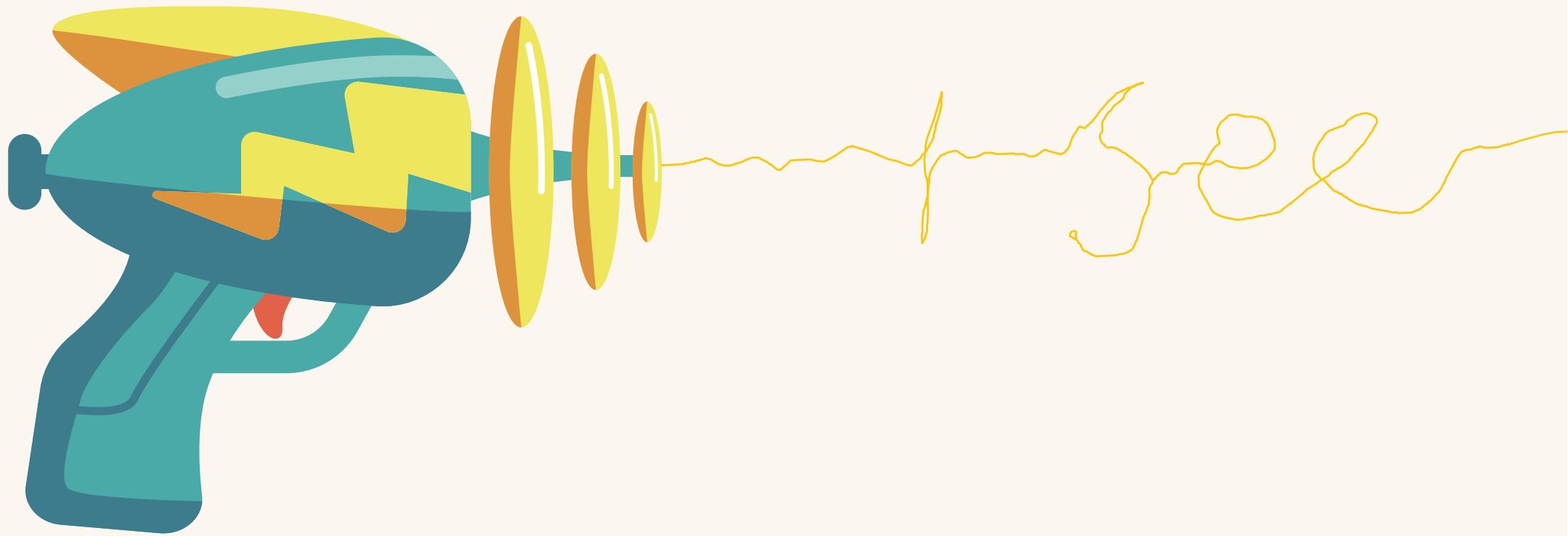
Reform the triads. Assume the new roles. And restart the scenario.

**6 minutes**

Play out the same situation with the new stances.

**4 minutes**

Together, reflect on the differences between both plays.



# Point-of-View Gun

The meaning of communication is in the response that you get. It's not just about how well you delivered a message. It is also about how it is received. We are not as good at this as we like to think. How well can we truly empathize and understand something from the perspective of the other? We all have a different internal representation (metamodel) of the world.

The Point-of-View Gun is a play to practice communicating more effectively. It's about challenging yourself to view something from the perspective of the other person to strengthen \*their\* argument, not your own. It can be attempted as a means to resolve conflict too, but only if the individuals are committed to resolving the conflict and are open to trying this.

There are some guidelines for using the Point-of-View Gun effectively:

- Respecting the other's worldview, speaking with truth, meaning, and heart, with a positive intention.
- Belief to be possible what the other believes to be possible;
- Seek to understand, not persuade. The intention is not to 'win' the argument or prove someone wrong.

I know it's tricky. Here are the steps to guide you through it:

**3 minutes**

One individual shares their thoughts and feelings about a specific situation. That individual may then zapp someone in the group using the Point-of-View Gun.

**4 minutes**

The zapped individual will now try to verbalize how the zapper feels and thinks about the situation while keeping the guidelines in mind. Consider these steps:

1. Empathize. How is the other person feeling according to you?
2. What's the good intention behind the other's argument?
3. What feelings and intentions do you share?
4. Can you strengthen the position/argument of the other?

**3 minutes**

The zapper will briefly reflect on what they liked and what rang true. What did you learn from the other? What do you agree with? Thank each other for the courage and openness. The Point-of-View Gun may now exchange hands.

This is a challenging activity. The outcome of this activity may still be that there is respectful disagreement. We can be thankful to each other for enriching us with another perspective.

**Attribution:** The name of this play is taken from *the Hitchhikers Guide to the Galaxy* by Douglas Adams. This play is based on the *Steelman Technique* aimed at strengthening the position of the other.



# Circle of View

This play allows all participants to explore different viewpoints and how these viewpoints shape what people see and think. It is a simple yet powerful play to explore perspectives openly when faced with complexity.

Circle of View helps teams consider diverse perspectives. While engaged, participants explore viewpoints and build a broader awareness. The Circle of View consists of three quick steps: Identify, Explore, and Reflect.

## Identify

3 minutes

Gather around in a circle. Introduce a complex topic.

Individually brainstorm different perspectives.

Visualize these so all can see.

1. Who might have a view on this topic, and why might they care?
2. What might be another point of view?
3. How might people in different contexts (time and place) think differently about it?

## Explore

4 minutes

Explore all the identified viewpoints from the group. Individually note questions or statements about various perspectives about the topic. Visualize these so all can see.

1. What questions might \_\_\_ have?
2. What feelings or emotions might \_\_\_ have about this topic?
3. How would you describe the topic if viewed from this person's perspective?

## Reflect

3 minutes

Review the various answers from participants. Ask the group:

1. What do you see or notice right away?
2. Did someone reveal anything unexpected?

"What you see and what you hear depends a great deal on where you are standing." – CS Lewis.

Attribution: This play is based on Circle of Viewpoints developed by Project Zero, a research center at the Harvard Graduate School of Education. Thanks to Vaishali Patel for outlining this play.



# Untold Stories

This play reveals multiple layers of meaning in a story involving a complex situation that might otherwise remain untold and unexplored. Each perspective addresses a different dimension. This play helps liberate a team from group thinking, where one specific supposition dominates.

## 3 minutes

Invite someone to tell (not read) a meaningful story about a complex situation.

The story may be many things. The story may be about a complex problem, a requirement, a challenging goal, a conflict, or a learning

## 2 minutes

Create Triads or Quads. Each individual chooses a different perspective:

- What's the Untold Story? Think about what's hidden, missing perspectives, missing references, what's obscured, unsafe.
- What's the Human Story? How does the story impact people's lives? Think about emotions, what's personal, meaningful, relationships, experiences, and culture.
- What's Your Story? How does the story relate to you? What does it make you feel/wonder/desire?
- What's the Global Story? How does the story speak to global issues? What's systematic? What's complex about the environment? What's external, organizational, and universal?
- Where's the Value in the Story? Think outcomes: well-being, happiness, access, timesaving, moneymaking, and life improvement.
- What's Positive in the Story? Frame it positively. What might be the good intentions in the story? What's uplifting

## 3 minutes

Offer silent thinking and writing time to consider the story from the assigned perspective.

## 3 minutes per person

In turn, retell the story from your perspective.

Attribution: This play is based on "The Unveiling Stories thinking routine" developed by Project Zero, a research center at the Harvard Graduate School of Education.

# Tiny Monsters!





# Tiny Monsters!

Tiny Monsters is a funny play that helps teams identify and face challenges using humor. It puts a (funny) face and name to our demons, so we can call out and face those fears. You can create Tiny Monsters for numerous things, such as your insecurities, fears, challenges, goals, bugs, myths, anti-patterns, technical debt, backlog items, and impediments.

Once you have defeated, captured, or cleared those Tiny Monsters, you can put them in your Defeated Tiny Monster Wall.

**2 minutes**

Individually, write down a list of three fears, anxieties, or uncertainties on your mind when it comes to improving Scrum practice.

**8 minutes**

Use the Tiny Monster Elements to create a Tiny Monster for each three.  
Name your Tiny Monsters!

**1 minute  
per tiny monster**

In triads or quads, in just one minute each, introduce your Tiny Monsters to each



If your travelgroup is having fun, they can extend this session by co-creating Tiny Monster, which aims to cause distrust and conflict in your Scrum Team.

**10 minutes**

In triads or quads, create a Tiny Monster for each of the five Scrum Values it comes to disrupt. Name them! (for example: "Cowardly Cavedweller").

**30 seconds  
per tiny monster**

Merge two (or three) groups. In just 30 seconds, introduce your Tiny Monsters to the other group(s) you merged with.



**Attribution:** This play is adapted by Evelien Roos and Sjoerd Nijland and is based on Tiny Demons/Drawing Monsters by Lyse Edwards, who draws on work by Lynda Barry.

## Valley of Values



*What was it like to explore the Scrum Values together?*

*What did you experience and learn that you would like to try?*

*Were the Scrum Values lived while doing these activities together?*

*Was there any moment you did NOT feel heard, seen or respected while traveling the Valley of Values?*

*What had an impact on you?*

# Travel Journal

Trailblazers keep a record of their learning journey in their Travel Journal. This is where they will record and keep track of whatever they experience and pick up along the way. Guides can keep a journal too.

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 to record their journals:

- What was it like to explore the Scrum Values together?
- What did you experience and learn that you would like to try?
- Were the Scrum Values lived while doing the activities together?
- Was there any moment you did NOT feel heard, seen, or respected while traveling the Valley of Values?
- What had an impact on you?

**5 minutes**

Individually record your journal.

**5 minutes**

Pair up, and share a yurt. Briefly share and reflect on each other's journal.

# 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. Values, Pillars, Truth and Trust

### LEARNING OUTCOMES:

1. Drawing a Tree of Trust;
2. Create a Clean Setup for what it means for a team to live its values;
3. Detect and visualize the relationship between values when assessing a complex situation.

### PLAYS:

1. Mindful Welcome (C1)
2. Values of OZ (C1)
3. Tree of Trust (C2)
4. Clean Setup: Create a Clean Setup and list what it means for a Scrum Team to live its values (C1)
5. Beauty and Truth: Detect and visualize the relationship between values when assessing a complex situation (C3)
6. Stretch Break (C4)
7. Checkpoint (C4)

## 2. Values in Practice

### LEARNING OUTCOMES:

1. Strategize how to defuse escalating situations through living the values;
2. Co-CREATE custom Scrum Scenarios;
3. Live coaching with active listening through open and authentic communication;
4. Mapping intentions to behavior to impact.

### PLAYS:

1. Volcanic Activity (C1)
2. Story Dice (C3)
3. Heard Seen Respected (C2/C3)
4. Impact Craters (C3)
5. Mindbreak (C4)
6. Checkpoint (C4)

### **3. Broader Perspectives**

#### **LEARNING OUTCOMES:**

1. Roleplaying a shift from deconstructive to constructive resolution;
2. Applying a Steelman Technique in communication (POV Gun);
3. Forming a Circle of View to quickly collect perspectives from all participants;
4. Ask coaching questions to reveal untold stories / hidden perspectives;
5. Give complex challenges a simple, shared identity through drawing/composing/visualizing;
6. Reflect on how the plays from this adventure can be put into practice.

#### **PLAYS:**

1. Blame Game (C2/C3)
2. Circle of View (C2/C3)
3. Untold Stories (C2/C3)
4. Tiny Monsters (C2/C3)
5. Travel Journal (C4)





# Call to Adventure!

fulfil one or more of these missions:

Let someone use the Point-of-View gun on you.



Expose some untold stories!

Create Scrum Scenarios with your team using the Story Dice



Defeat at least one tiny monster!



Clear one 'Meteor' before it leaves a damaging crater in your organization





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 Developer Culture
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Coaching Dojo
12. Bootcamp

## Acknowledgement

The Road to Mastery (R2M) is developed by Sjoerd Nijland.

The R2M is published at Serious Scrum; AGNC.

It builds on and is inspired by on the works of:

- Ken Schwaber and Jeff Sutherland: the Scrum Guide;
- Sharon Bowman: Training from the Back of the Room (TBR);
- Evelien Roos: Training from the Back of the Room Virtual Edition (TBR-VE);
- Scrum Patterns: Jeff Sutherland, James Coplien e.o.
- Project Zero: a research center at the Harvard Graduate School of Education;
- Henri Lipmanowicz and Keith McCandless: Liberating Structures;
- 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

# The Valley of Values

SJOERD NIJLAND

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