



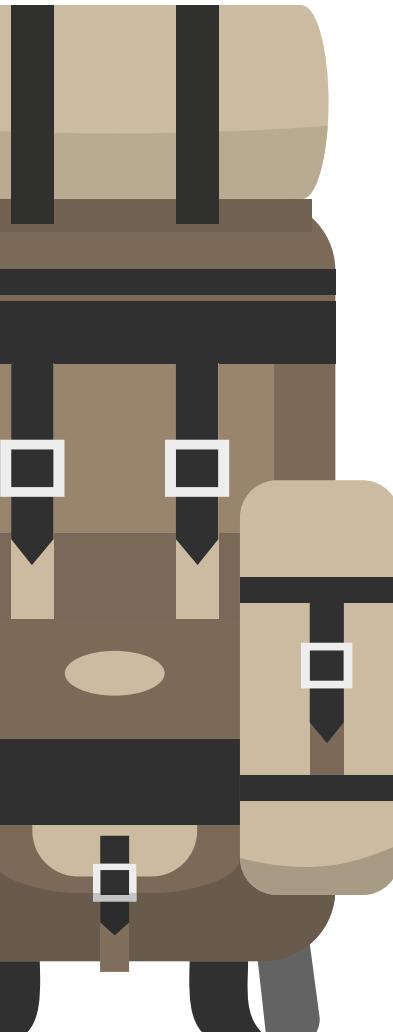
Agile Backpacking

ROAD TO MASTERY
FOR GUIDES



LET'S GO

Agile Backpacking



Agile Backpacking

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

Agile is understood in many different ways. How do you get on the same page?

The learning objectives for Agile Backpacking are:

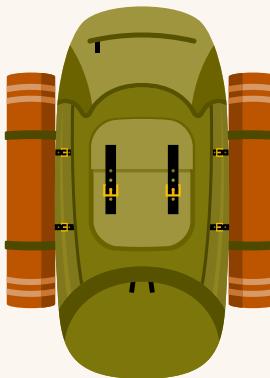
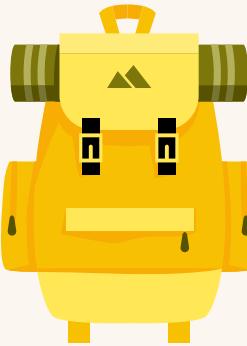
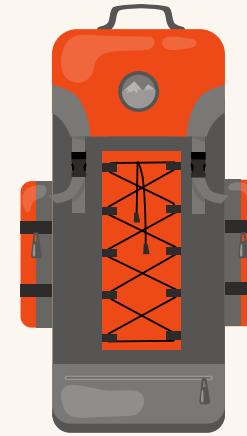
- Sharing an understanding of Agile;
- Choosing which strategic directions enhance Agility.
- Familiarizing with the 4 values and 12 principles of the Agile Manifesto through creative plays.
- Exploring the basics of Empirical Product Development and Lean Thinking;
- Sharing promising approaches towards Customer Success.

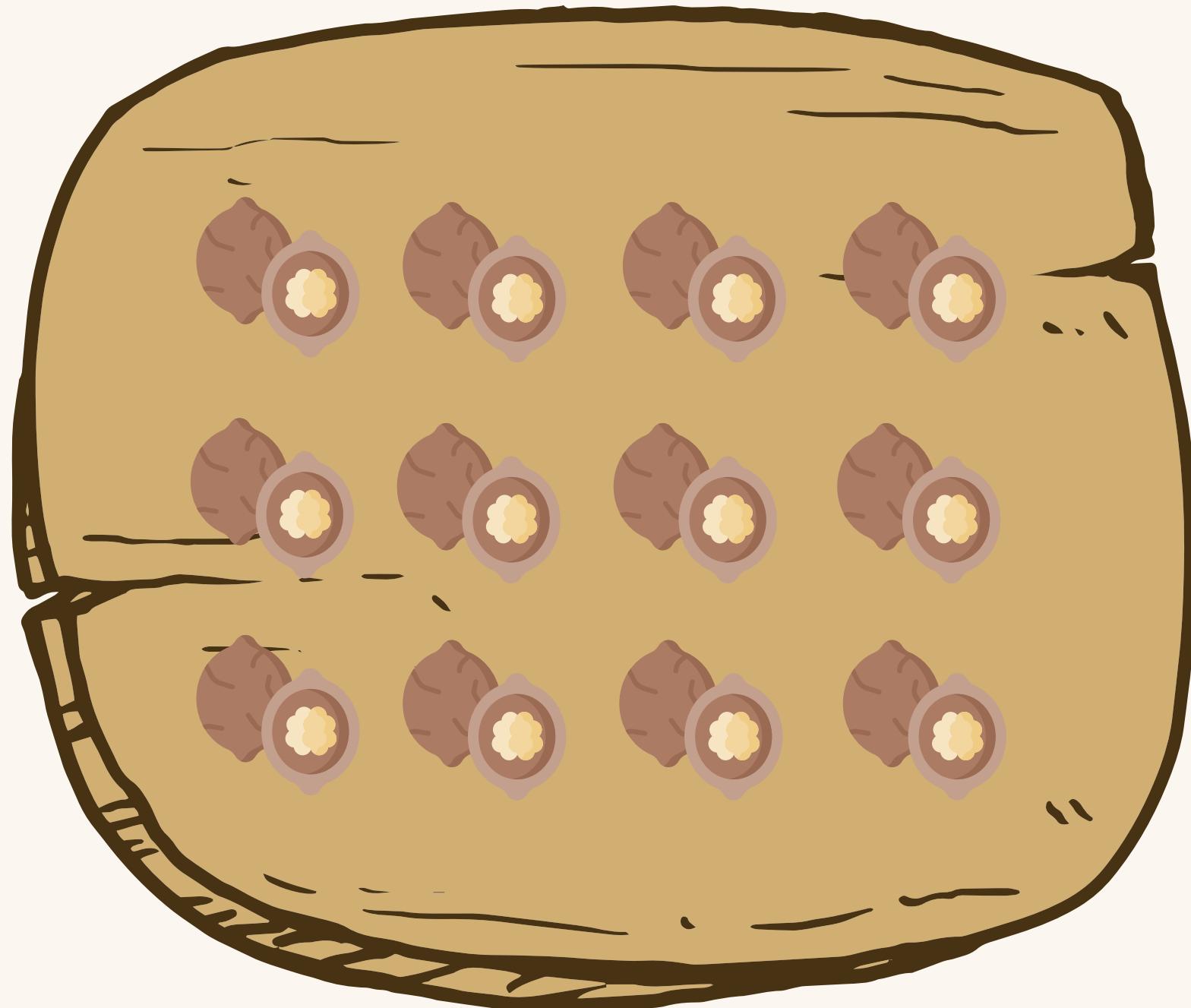
In this adventure, travelers experience *plays* that they can play together with their colleagues. It provides opportunities to explore each other's viewpoints on Agile.

During this adventure, we'll refer to participants as trailblazers, travelers or backpackers.
To check in, our backpackers can move their tokens/buttons to one of the backpacks.



Choose your Backpack







Agile in a nutshell

Agile is a tough nut to crack. Sometimes learners are better at explaining a concept to other learners than the trainer.
Agile may mean many different things to many people.

In a Nutshell is a short and simple play for our backpackers to share their understanding of Agile.

Participants write down a summary of Agile in their own words. They write it on sticky it in their nutshell.
(For non-virtual facilitation, you can prepare an actual nutshell within which they can place a note).

1 minute

Each backpacker writes in their own words what Agile is to them in a nutshell.

2 minutes

Briefly reflect on what other backpackers wrote down.

Each nutshell contains a piece of the Agile puzzle. Because the backpackers had limited space and time to write something down, their minds had to filter and decide what was most relevant to them.



Walk...

2 minutes

Trailblazers may silently read this Tao Meditation and reflect on what this means to them.

Gnarled roots, a flight of swallows, bladed reflections of rushing water, budding bare branches. A fallen tree; cracked, shattered, and worn.

At times, simply walking is the best activity. When one walks, there is a beautiful unity of body, mind, and spirit. Hiking strengthens the legs, increases stamina, invigorates the blood, and soothes the mind, which opens to nature's lessons.

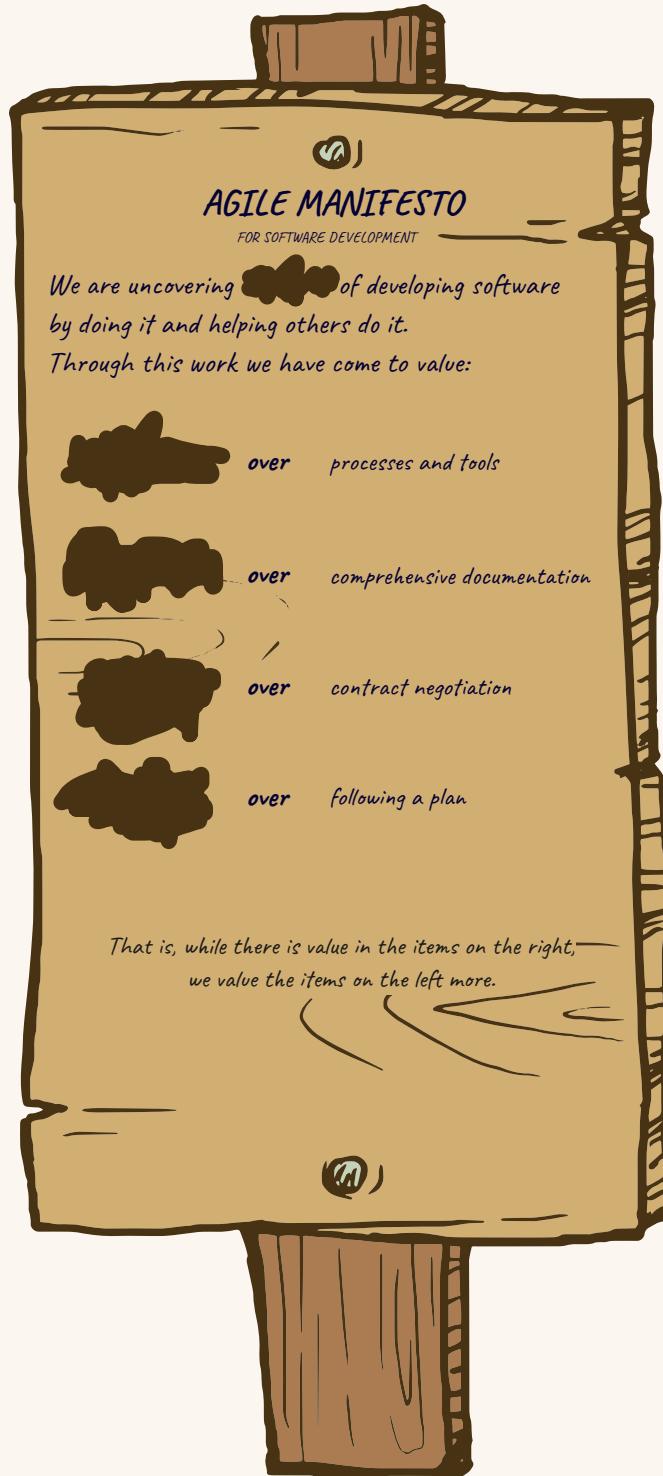
We may learn from teachers, mentors, and guides. But we must also test what we know about the world. For what is knowledge without experience? What is your basis for initiative?

Step into the unknown. Start walking. Trust your feet. Reach out. Be aware of what today presents you. Being flexible and constantly adjusting, with full awareness of the now;

Walk now.



Uh Oh!
Someone muddied the sign.
Let's clear it!



Clear the Sign

A good way to warm up our backpackers is to explore the four values of the Agile Manifesto.

This activity is to build connections:

1. Can the backpackers fill in the blanks on the sign?
2. What do the backpackers already know about the manifesto?
3. Can they explain who wrote the manifesto and why?
4. Is the understanding of Agile also muddled in the backpacker's organization?

Which Way?!

You're engaging in complex product development...
which direction will you take?



We'll travel taking turns. It may take a while before I get going. But I may benefit from the guarantee of preparation upfront.

Buy as many guarantees upfront. Our budgets need to be fully accounted for at the start!

Carry a fully exhaustive list of all requirements with full specifications and designs to align expectations.

To mitigate risk, and reduce hassle on the road, our itinerary is decided upfront. Once we're on the road our itinerary is set.

Secured opportunities are timely by placing reservations upfront.



Prepare only what most benefits the start. Set off when the moment feels right and take it from there.

Don't allocate all of the budgets upfront. Trusts you will spend your budget more efficiently along the way.

Carry only that which you really need. Reduce waste. Get rid of what you don't need.

Trust you can make better decisions along the way when more is learned.

Dynamically respond to opportunities and impediments along the way.

Which Way?

Agile is about uncovering better ways by doing it and helping others do it.

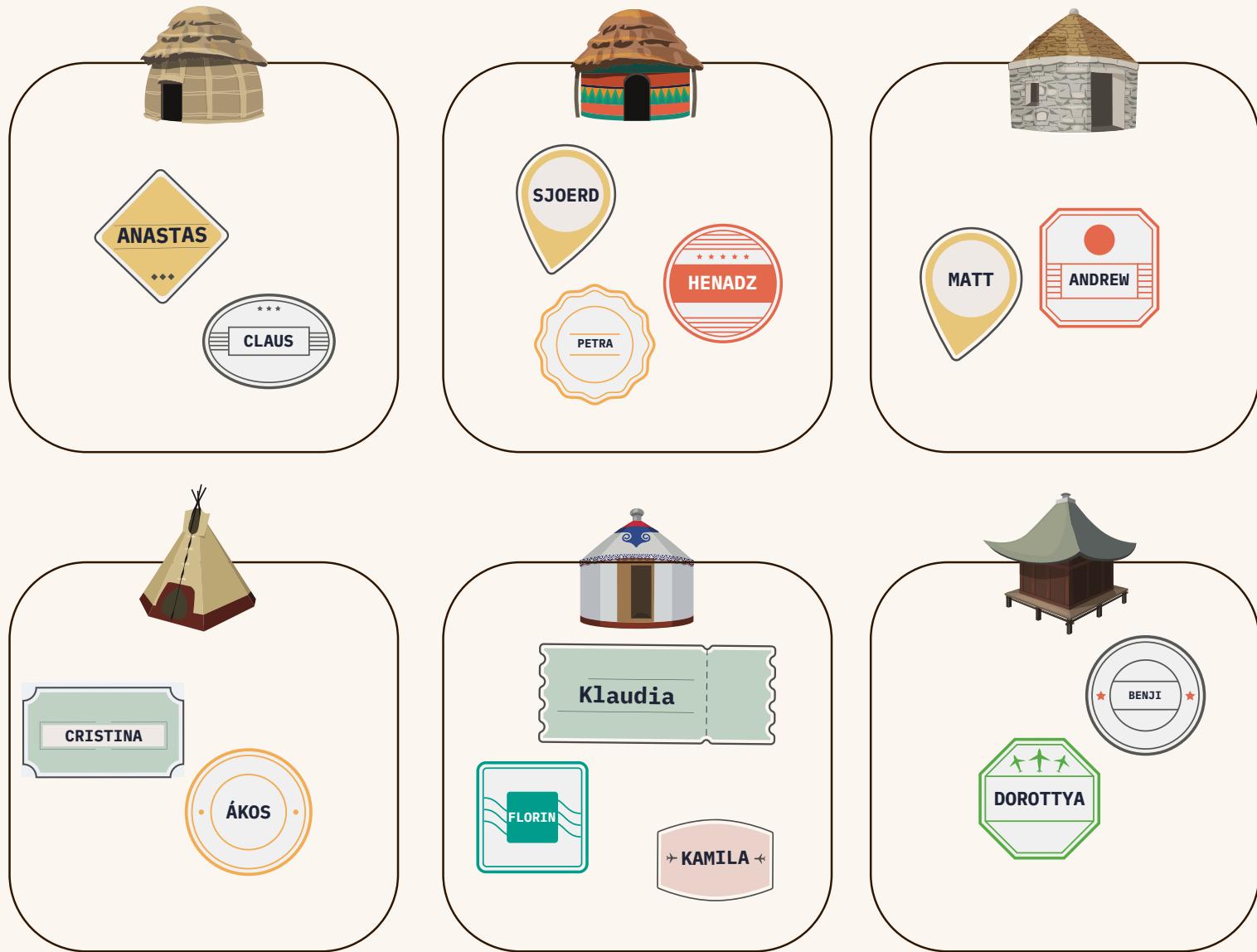
This is what empiricism is about: obtaining knowledge through experience; learning by doing.

To explain the difference between Defined Process Control and Empirical Process Control, we use the metaphors of Roadmapping and Backpacking. Both approaches will lead you somewhere. But when is it best to approach the vision one way or the other? It certainly depends.

With Roadmapping, we define the plan by mapping the road ahead. But the map is not the terrain. In complex environments, one must be able to adapt to changing and unforeseen conditions. Therefore, when we approach it empirically, we approach the journey adaptively. That means encouraging a willingness and openness to experiment because only some things can be known upfront. One ventures into the unknown and adapts to what the journey reveals.

1 minute

Our backpackers read the statements associated with both ways and discuss them in pairs or triads.





Share a Yurt

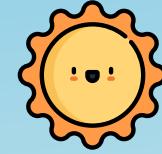
On this journey, you will run into people in your organization who want to know all this Agile stuff. Are they aware of which direction they are heading? And are they aware that there are different strategies for achieving ambitions? Do they understand that, for that way to prove fruitful and meaningful, it requires a certain mindset and spirit?

10 minutes

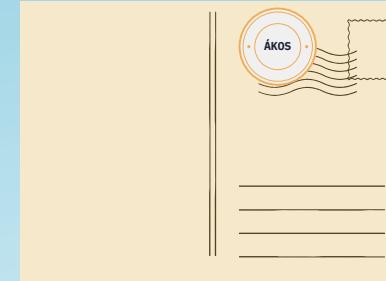
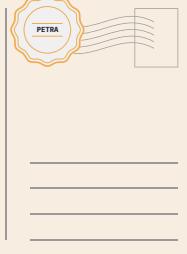
In pairs or triads, share which way you want your organization to be heading and why. How would you like to approach it?

As a guide, you can ask the backpackers to write down the key takeaways on what others in their yurt are saying. When all backpackers return to the group from their yurts, briefly allow a moment to reflect on what is noted down. Do the yurts reveal any similarities or patterns?

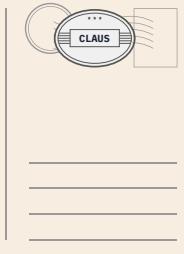
Agile Bounty Island



POSTCARD



POSTCARD



ANASTAS

BENJI

Write a post card from your ideal
Agile Bounty Island

POSTCARD



HENADZ

DOROTTYA

LORIN

SJOERD

Klaudia



Write a Postcard

Imagine we're on our ideal Agile Bounty Island. What about Agile is worth writing home about? Our backpackers can bring their ideas from the previous exercise to picture a perfect destination. Play some nice sunny and beachy tunes to create da mood. Immerse yourself. Hear the sound of the waves and capture its rhythm with your breathing.

2 minutes

Before we start writing, we first take a deep breath and picture what our Agile Bounty Island looks and feels like. What do we see? What's there? What's not there? What are people doing (or not doing anymore)? It's your perfect island. What makes you happy to be there?

5 minutes

Invite the travelers to write a brief message to their current self, team, manager, or this travelgroup. They can add pictures and emojis too. It's their postcard. They may make it as short or long as they want to.

3 minutes

When our backpackers are ready, they may pair up, exchange, and reflect on each other's postcards.

EXAMPLES

Dear PO and stakeholders,

Happy wishes from Agile Bounty Island. You definitely have to come visit soon - that's crazy, here we are all on the team, there is no "team" AND "business". Do you know how much it simplifies things to keep ourselves accountable as a whole? Woah, shared ownership is at a different level here! Everyone is happy and feels safe to share their thoughts and ideas and we experiment a lot. And hey, they take it seriously when they say "fail fast, learn fast", it's not just a pretty quote on the wall :) It's all Serious Scrum here, looking forward to having you here! Bring your bikini!!



Who knew there actually is a paradise on corporate earth! all we had to do was create it together.

We play around, share crazy stories and ideas over cocktails. The weather is always sunny because the people are. It's not just the sun. People are warm, open and kind.

We like being here because our customers and clients like being here. There is so much to explore together. We go on little adventures. Some are a bit scary and dangerous, but we are always supported by capable people. At times we were lost, but we also found better ways.



To my dear travel companions!

Sending love from Agile Bounty Island 😊

Checkpoint 1

Great, you're here. Lift the weight from your shoulders and put the backpack down. So far, the travelers have applied their knowledge about Agile and learned how to facilitate plays. We only just started, and they already have lots to write home about.

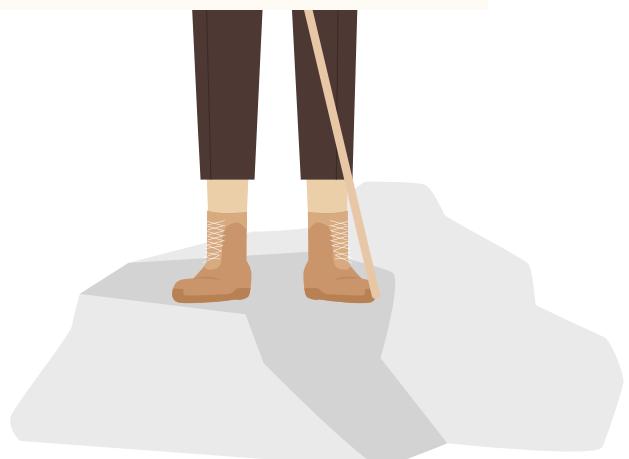


2 minutes

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

What's Next?

We'll continue to make our way from here to there. Some ways are simple, others a bit more complicated. We'll also have to cross a complex jungle using simple means. Prepare for stormy weather.



Mini Walkabout

Stand up, and take two minutes to stretch and walk around and reflect on *one* of these two questions which we will cover next:

Choose one:

1. How does your environment influence the way you approach your challenges?
2. What are the right conditions for Agile to thrive?





From ... to ... ?

The way is not always clear, and we cannot always rely on the signs. We often wish the map and directions were clearer. Where are we leading people?

Let's clear this sign.

5 minutes

Taking turns, can you guess what was written down in any of the muddied places on the sign?

The sign originally read:

- Profit to Purpose
- Top Down Control to Enabling Networks
- Exhaustive Plans to Experiments
- Protected (need to know) to Inspected (transparency, openness)

Our backpackers often share surprisingly different but good interpretations of the muddied sign.

1 minute

Ask backpackers to write down one concrete step or action they can take to move the organization toward the right.

Cynefin Framework



Where are we?

Where are we? Where are we heading? Agile is all about timely responding to what the *unknown* reveals. Agile acknowledges that Product Development is complex in nature.

Dave Snowden created the Cynefin framework. Cynefin is a Welsh word for habitat. This framework may apply to your work environment and market. It can be used to categorize objectives. Objectives might be clear and straightforward to achieve, while others require a bit of firefighting.

Imagine what it takes to navigate a complex, ever-changing environment. What would you do, knowing conditions have changed?

2,5 minutes

Assign the backpackers across the five different environments. Pair each with someone from a different environment and let them briefly discuss what they believe are the differences between their domains.

In complex environments, problems are adaptive. One minute you think you figured it out, in the next, the situation has changed. Isn't that... Ugh.

Thriving in complex environments requires ingenuity and resourcefulness. Solving complex problems requires adaptive solutions, which demands an environment that encourages creativity.

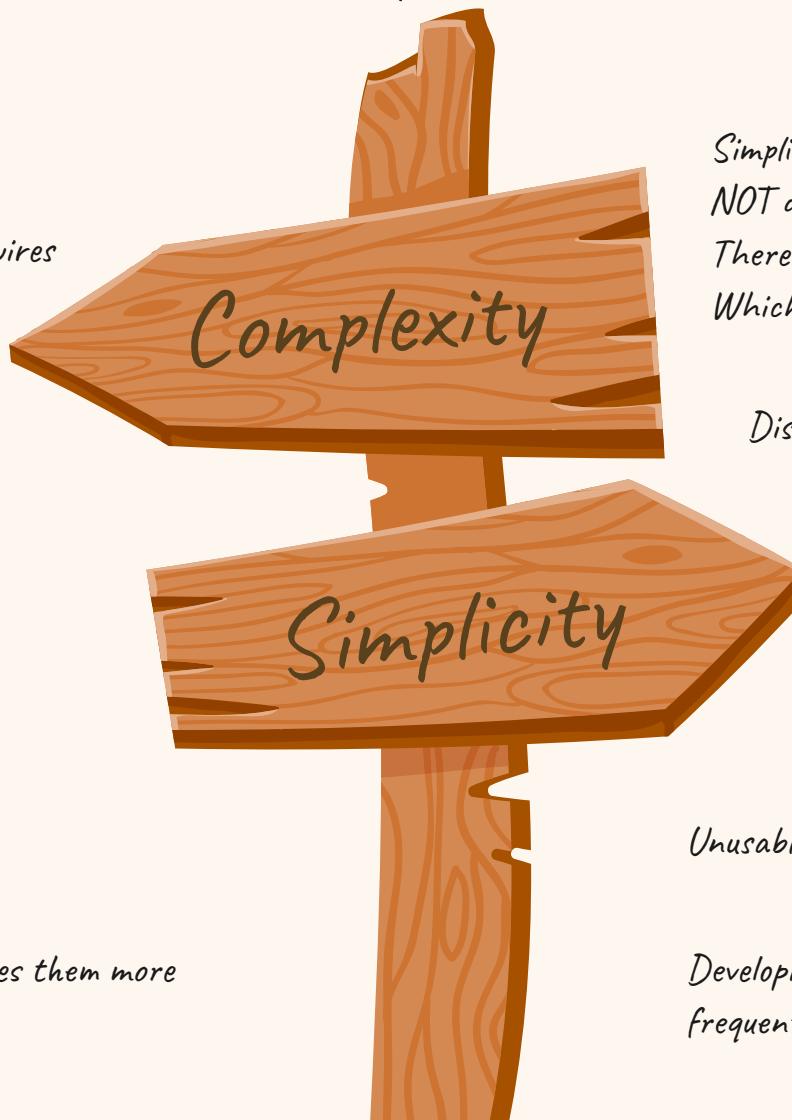
1 minute

The backpackers may move their tokens somewhere on the framework they believe their organization currently resides. It may also border two environments.

“But, said Alice, if the world has absolutely no sense, who’s stopping us from inventing one?”
– Alice’s Adventures in Wonderland.

Which Way?!

Given that Software development is *complex*,
which way will you go?



Finding a solution to a complex problem requires extensive research and careful planning.

Discover in advance.

Complex problems require complex solutions.

Lots of research and planning with clear contracting makes expectations clear.

Making changes is wasteful.

Grouping individuals by their specialism makes them more competitive and productive.

Simplicity (the art of maximizing the amount of work NOT done) is a *GOOD* way to engage complexity.

There are no best ways in complex environments.
Which way... well, it depends.

Discover through early and continuous delivery.

Complex problems require adaptive solutions.

Validating hypotheses early decreases customer expectation gaps. Small increments enhance agility.

Unusable by-productions are wasteful.

Developing small, but usable increments, delivering them frequently, to validate assumptions quickly.

Simplicity

*-the art of maximizing the
amount of work not done-*

is essential.



Hiking together

Eliyahu Goldratt wrote a business novel, “The Goal” (1984). Here the Theory of Constraints is explained in a very accessible way. In this novel, the protagonist comes to a revelation during the guidance of a group of young scouts. He is the supervisor. The entire group must report back at the base camp by 17:00. They leave at 9:00 am, and by 1:00 pm, they have covered only 25% of the distance. Given their walking pace, he realizes they will not reach their destination on time. He looks at the group and sees a little boy scout (Herbie) with a large backpack: Herbie is the slowest, and the pace of the whole group is determined solely by Herbie. Then he realizes this is the same for his company: No matter how hard individuals work, the delivery speed (lead time) is ultimately determined by the slowest element in their workflow.

2 minutes

Who determines the speed at which the whole group will reach its destination?
What happens to the space between the hikers if Herbie is the slowest?

Walking the Agile way will open us up to many ways to approach things differently. The scope of this change will be overwhelming. This theory teaches us that, rather than focussing on optimizing local performance, it makes more sense to direct and focus our efforts and attention to where it is needed the most. This requires us to have a shared understanding and see the big picture of how ideas are turned into value.

5 minutes

If our backpackers had to guess, what (not who) may be the Herbies in their workflow? What is really slowing things down?



Things are heating up! There is some volcanic activity going on. Looks like it's ready to erupt! Both scenarios reveal that the pace is not sustainable.

Development is falling behind on schedule with the Roadmap due to various impediments and delays.

Some of these delays are due to sick leave and developer staff turnover. Resolving unplanned quality issues are putting additional strain on the developers.

Leadership is considering the development organization to work overtime and contracting externals to make up for lost time.



Discuss in pairs:

1. Name at least one risk if the sustainability is not resolved.
2. Name one small way to defuse this volcanic situation.



The Agile Delivery leads push for ever more frequent releases.
They work from the mantra: More, Better, Faster!
The QA teams are not able to keep up with the release plans.
Their backlog is growing exponentially, but this is nothing
compared to the growth of the 'bug'log.
Service is receiving an increasing number of requests to help
users with the new interfaces and features. User complain they
do not know where to find them, how to use them. They keep
applying work arounds and stick to using outdated functionality.



Chat Storm

Ugh, we're in a storm! But, we're lucky to be in good company.
Let's chat our way through this storm.

A Chat Storm allows participants to think before giving their answers. They all submit their responses at the same time, and this reduces the possibility of participants anchoring each other.

Joining the Chat Storm is always an invitation. Participants may choose to withhold their submission.

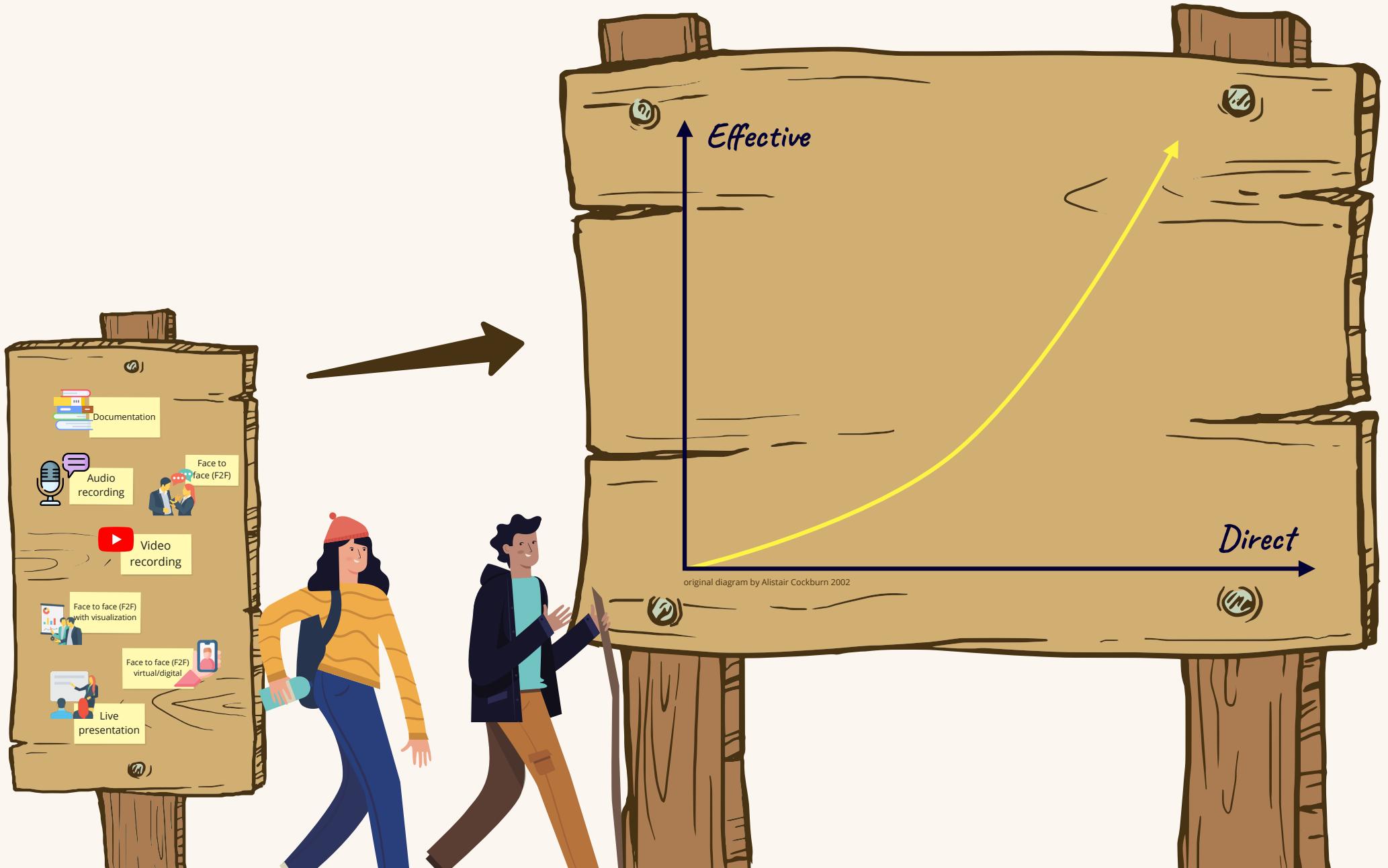
1 minute

Ask travelers: Why would you welcome changing requirements even late in development?

- Invite them to type a short answer in the chatbox, but NOT to post it yet.
- Wait until the guide says “GO” (after 60 seconds) before you post your answer.

2-5 minutes

Now participants can read and reflect on the answers.
Are there any patterns?



Complete the Chart

Numerous factors affect communication. Three primary factors are:

Physical proximity. The closer people are to one another, the more opportunities there are for communication.

Temporal proximity. Whether or not two people are working together at the same time positively affects communication.

Amicability. When individuals trust and like each other, a greater amount and quality of information will be communicated, and less will be concealed.

Communication is complex. One might get entangled in “spaghetti” e-mail conversations. A spaghetti e-mail contains long threads with different recipients, either CC-ed or BCC-ed. That might not be the most effective way to engage a subject or objective. Then again, we also experienced meetings that left us thinking... “well, that could've just been an e-mail.”

Let's see what the participants think. Can we develop a shared understanding of what effective communication is?

5 minutes

Backpackers (by taking turns), re-create the chart above by placing the sticky notes on the chart where they believe it should go.

Suppose our backpackers are in the same room together. In that case, they may each take one sticky note and arrange themselves by forming a row together, coordinating themselves standing in order of least to most effective.

Attribution:

Scott W. Ambler and Alistair Cockburn

<http://agilemodeling.com/essays/communication.htm>

Checkpoint 2

Doing the previous activities together increased our understanding of where we are, our environment, and where we are heading. We're in it together. That is why we need to help each other and focus on where support is most needed. Whether or not we will get there relies on effective and direct communication.



2 minutes

Reflect on what we have covered so far.
Write down one thing you learned and one that you UN-learned.
What is your starting point to integrate what you learned in practice?

now what?

Next, we'll find our way toward Customer Success. We'll hold our horses for now and create a compass that will guide us to fulfilling our ambitions. When we close in towards the end of this adventure, we'll celebrate our learnings, and that deserves a drink.



Go, Grab, Share

I'm going on an Agile adventure, and I am going to bring...

Get up and find an object/item you would bring along on your Agile adventure.
Take turns and share what you are bringing along and why.





Oh, Google...

Great, we have a signal!

Let's see if Google can help us find directions.

"Oh, Google" is a short and straightforward activity that engages learners in the material. They are invited to take a more critical stance towards public sources. Are the sources reliable? Searching Agile on Google yields many different results. But what can learners learn from Googling it?

5 minutes

Divide the group into three yurts: *Worst Result*, *Best Result*, and *Feeling Lucky*.

- **Worst Results:** Find and agree on the result with the worst explanation you can find on Google.
- **Best Results:** Find and agree on the result with the best explanation you can find on Google.
- **Feeling Lucky:** Hit the "I'm feeling lucky" button on Google. Discuss if you were lucky or not.

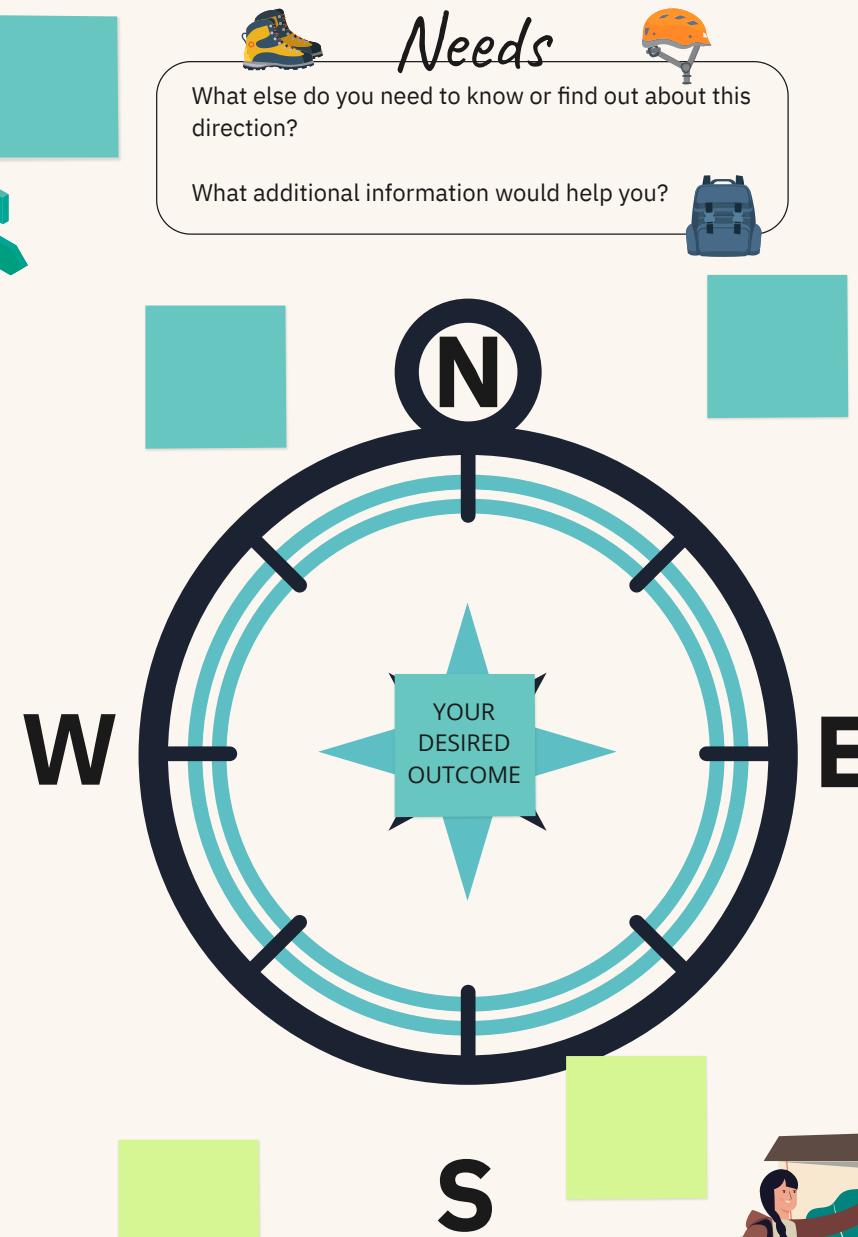
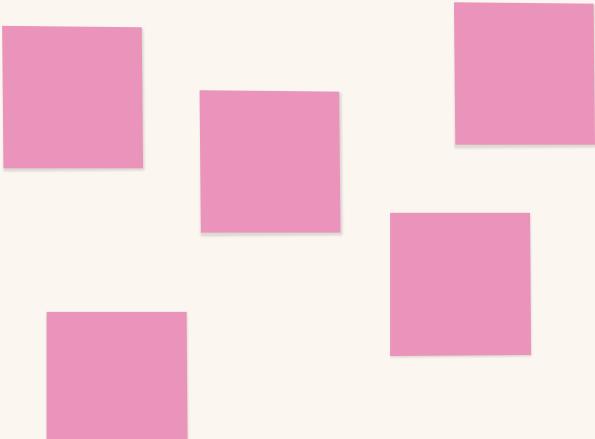
5 minutes

Share your results with the whole travel group.



Worries

What do you find worrisome about this direction?
What's the downside?



Stance

What is your current stance on the direction?
How do you suggest to move forward?



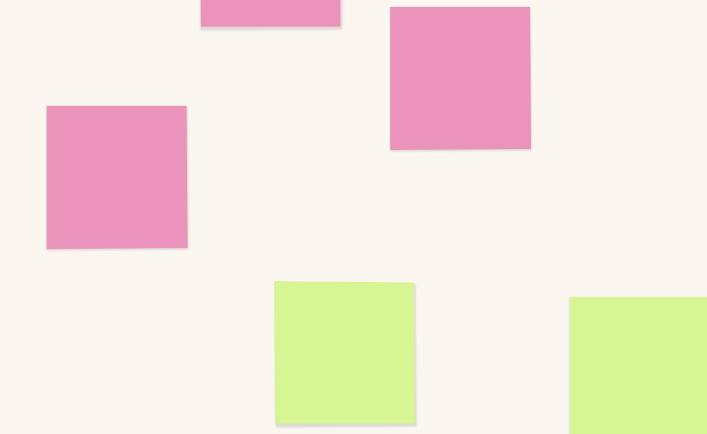
Needs

What else do you need to know or find out about this direction?
What additional information would help you?



Excited

What excites you about this direction?
What's the upside?



Compass

In complex environments, more than a (road)map is required. Every self-managing team could use a compass. The compass aids the team in collectively getting its bearing straight. It helps a team assess where they are and where they should be heading.

What's great about the compass is that the whole team is involved in the direction a team takes. The team members exchange perspectives openly and respectfully, with a focus on the goal they ultimately need to achieve.

The compass enables the team members to build on each other's ideas. They visualize their responses on or outside the compass to provide a visual anchor corresponding to the direction: E, W, N, or S. These directions represent:

- **E = Excited.** What excites you about this direction, goal, idea, or proposition? What's the upside?
- **W = Worrisome.** What do you find problematic about this idea or proposition? What's the downside?
- **N = Needs.** What else do you need to know or find out about this direction/idea/proposition?
- **S = Stance.** What is your current stance? How do you suggest moving forward?

2,5 minutes
per direction

Moving in the subsequent direction of E, W, S, N, answer the corresponding questions and visualize them together on the compass.

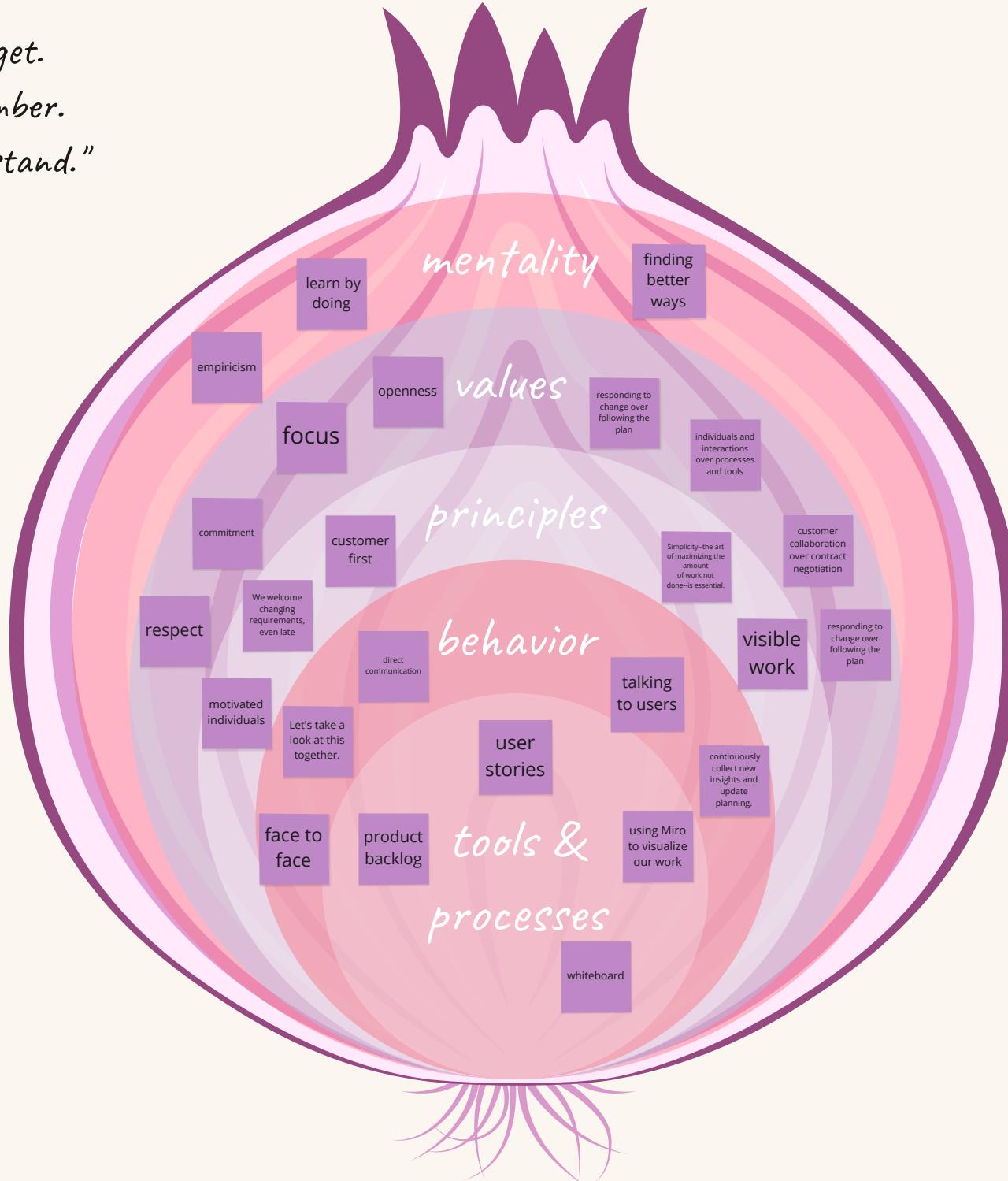
Observe the compass together. What patterns are revealed?

It may be that there is disagreement. Good. It's okay to worry. Allow space for needs. As long as there is a commitment to the goal and courage to work through them, you may trust you will get there together. We must keep moving. There is always a next step to take.

Attribution:

Compass is a play based on *Compass Points* by Harvard Graduate School of Education's Project Zero.

"I hear and I forget.
I see and I remember.
I do and I understand."
- Confucius



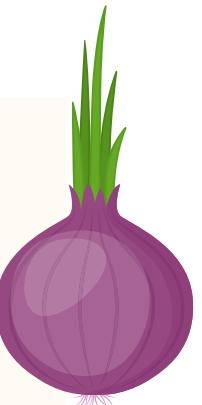
Agile Onion

The Agile Onion represents five converging layers to illustrate that all its layers are rooted together (rather than separated).

Agile is often represented as a mindset, but it's more than that. Its values, principles, behavior, tools, and processes emerge through that, yet it's not one-dimensional. Experience also influences the mindset.

You can't "be" agile with only the mindset. You have to "do" to "be": We uncover better ways by DOING it.

Agile cultivates empiricism which is to act and decide primarily from sensory experience.



5 minutes	Backpackers simultaneously map various statements to the Onion using sticky notes. Once placed, they may not be moved.
3 minutes	Can the backpackers find a link between the various statements? Draw lines between them.

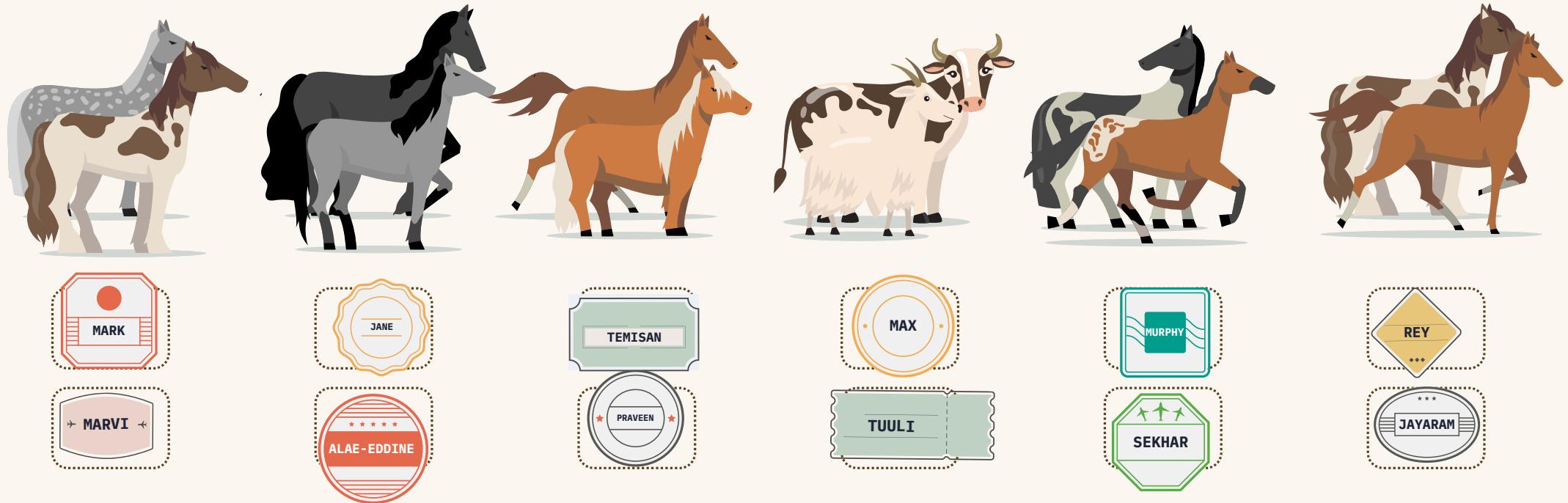
We can prefer certain principles and values over others. There can be no claim for them to be true or universal. You do not have to believe they are true.

Whether we are aware of it, it can be presumed that all actions have a purpose. Likewise, it can be presumed that every behavior has a positive intention. How we act is not who we are; we often behave out of character as we adapt to the environment. Empiricism presumes that you need to act if you want to understand something. The learning is in the doing.

Living these principles and beliefs is effective when working in complex environments with fast-changing conditions.

Attribution: It is unclear to me where the Agile Onion originated. There are many sources and varieties. I believe Agile Onion is originally an adaptation from Bateson & Dilts' Logical Levels.

Pair Horseriding



15 minutes

Pair up. Complete the course by answering the questions within 15 minutes.

Should you build and motivate a team for a project?
Or should you build your project around a motivated team?
Why?!



A stakeholder wants to learn about the progress of the development. He asks for a status report and project metrics.
How will you accommodate this stakeholder?



Share one customer success story.



Why do Agile teams meet face to face on regular intervals?



That deserves a drink!



Customer Success Cocktails

Who could use a drink right about now? Let's make some.

The first of the Agile Principles reads: "Our highest priority is to satisfy the customer through..." Well, through what exactly? What are the essential ingredients for customer success?

2,5 minutes

In pairs or triads, write down key ingredients to customer success.

2,5 minutes

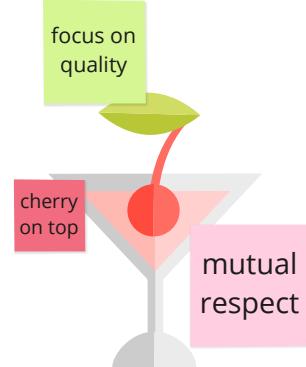
Create cocktails from 3, 4, or 5 essential ingredients that go well together.

2,5 minutes

Can they name their cocktails?

2,5 minutes

Many customers buy the cocktail with the ingredients: In Scope, On Time, and Within Budget, but in the end, many are disappointed. Why?



During this adventure we covered the 12 principles of the Agile Manifesto. Stick these where we covered them.

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



Call to Adventure!

concrete practice assignment



1. Create a compass (with your team) towards a highly desirable outcome.
2. Meet up and share this compass with your horse riding partner.
 - a. Practice active listening as your partner walks and talks you through their compass.

AMY

Backpacking

Which activities were the most meaningful to you today?

What did you experience and learn that you would like to try in your practice?

What will you do differently based on what you experienced today?

What doubts and questions do you still have?

AMY

Travel Journal

Trailblazers keep a record of their learning journey in their Travel Journal. This is where they keep track of whatever they experience 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:

- Which activities were the most meaningful to you today?
- What did you experience and learn that you would like to try in your practice?
- What will you do differently based on what you experienced today?
- What doubts and questions do you still have?

5 minutes

Individually record your journal.

5 minutes

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

R2M



Agile Backpacking

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. In a nutshell

Learning Outcomes:

1. Defining and writing Agile in a nutshell.
2. Choosing which strategic directions enhance Agility.
3. Writing a postcard from an ideal Agile Island.

Plays:

4. Check-in (C1)
5. Learning outcomes (C2)
6. Tao Meditation: Walk (C1)
7. In a Nutshell (C1)
8. Clear the Sign (C2)
9. Which Way (C2)
10. Pair and Share a Yurt (Where are you going?) (C3)
11. Postcard (Agile Bounty Island) (C4)
12. Checkpoint: Pauze and Reflect (C4)

2. Complex concepts

Learning Outcomes:

1. Mapping the strategic shifts from what to what.
2. Mapping the Cynefin Framework
3. Defining factors to create a fertile soil for Agile to thrive.
4. Simulating the theory of constraints.
5. Defusing volcanic activity harming sustainable pace.
6. Mapping the effectiveness of various communication methods.

Plays:

7. Fill in the Blanks (C1)
8. From... to ... (C1)
9. Cynefin (C2)
10. Which Way? (C3)
11. Campfire: Fertile Soil (C4)
12. Which Way (Roadmapping/Backpacking)? (C2)
13. Theory of Constraints (C2)
14. Volcanic Activity (C3)
15. Chatstorm (C1)
16. Complete the Chart? (C2)
17. Checkpoint: Pauze and reflect (C4)
18. Go, Grab, Share (C4)

3. Jumping hurdles

Learning Outcomes:

1. Hunt for and distinguish reliable sources for Agile.
2. Write why changing requirements are welcome late in development.
3. Map the Agile mindset to values and behavior.
4. Contemplate in pairs how to jump various hurdles towards agility.
5. Draw a compass to establish autonomy and accountability towards a shared objective.
6. Mix ingredients for customer success.
7. Write an entry in the traveljournal to capture essential learnings.

Plays:

8. Oh Google (C1)
9. Compass (C2)
10. Agile Onion (C2)
11. Pair Horseriding (C3)
12. Cocktails (C3)
13. Pinpoint (C4)
14. Call to Adventure (compass)? (C3)
15. Travel Journal (C4)
16. Pair & Share: travel journal (C4)

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

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- 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.

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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

Agile Backpacking

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