

Serious Scrum

R2M-VE

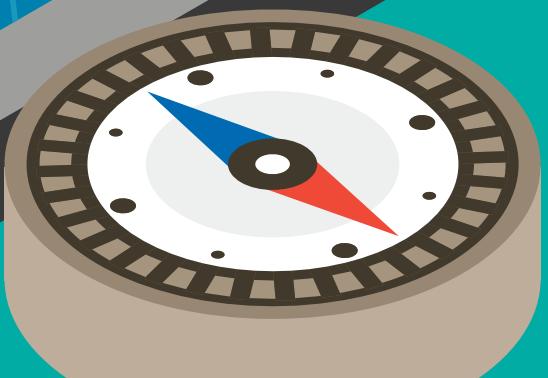
# ROAD TO MASTERY

VIRTUAL EDITION

Basecamp



FOR GUIDES



Welcome to Basecamp!





# Are you ready for the Road?

Scrum is a team game that 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. This edition focusses on virtual facilitation.

Most certifications show that you have studied, but not that you have gained experience. Scrum is a team game, so it can only be mastered together. The R2M-VE helps you bridge that gap between knowledge and practice. Although R2M-VE provides breadth and depth unlike any course available in Scrum or Agile, it is the communication, collaboration, and sharing of experiences that really make it special.

The epic journey weaves together threads of facilitation, agile culture, and Scrum principles with good practices from a range of disciplines in co-active learning formats that are accessible and applicable across a range of environments. It's based on 'brain science' principles so that really makes it stick.

You can utilize literally hundreds of techniques and materials to support the application and development of your leadership, mentoring, and coaching skills. 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 conversation with other professionals to discuss and share your experience. You'll be discovering new approaches to coaching and having fun while doing it!

This companion is meant to be used with virtual templates (available in our workspace in Miro). These are accessible to official travelers and guides.

It's hard to prepare for anything 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 of the journey? What are the right conditions for Scrum to thrive?



## 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 'I' into a 'We'.



## Exploring Artifacts

Let there be light in dark places. Discover and apply visualization techniques and canvases 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 will be '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 individuals can experience (coactive) coaching.

# Welcome to Basecamp!



EVELIEN



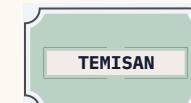
Your Guides



SJOERD



Move your tokens to the box below to check-in



Checked in:

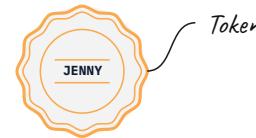


# Check-in!

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.



We will do short stretch breaks. Invite participants to join from a space where they are comfortable and free from distraction and background noise. Consider using a background filtering app like Krisp.ai. A stable, high-speed internet connection, a good camera, and a good microphone are essential for a quality virtual learning experience! Inform travelers to position their camera so that they look in its general direction and that it has clear lighting. Eye contact and body language matter as we practice coaching. It is preferred not to have blurry backgrounds or distracting background images. Participants need something to write/draw on (sticky notes, paper sheets, and markers). Inform participants of these prerequisites at least one week prior to the training.

Let's check in! To check if everyone is ready for departure, each traveler moves their token to the check-in box.

- Meet each other.
- Agree to camp rules.
- List and talk about what we already know about the Road to Mastery.
- Prepare our spirit for the journey.



## Meet the Guide and travelers!

Guides support travelers on their journey. Are you ready to guide?

Guides know their way around, but following the guide is always choice. They may know which route is best. Just know that (s)he is always there to guide travelers back on track in case they get sidetracked. The downside to any guide is that we can't predict the ever-changing conditions. Conditions can change in an instant. Each environment is unique in its complexity. As with hiking, guides won't know you when you'll suffer blisters or when that strap snaps.

Now it's time to meet our travelers. We will do this in step by step, to avoid long introduction rounds. In a quick round, each traveler shares only their name, where they are from, and one favorite thing (like their favorite food, animal or hobby). They take turns (fake-)passing an object, like pen, from their desk to another person in the virtual room. The item magically transforms as they are passed.

# 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;



# Guidelines

We are here on the journey to build connections. That's why we ask our travelers to completely focus on our journey together during our adventures. In virtual environments we ask everyone to put your 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). When they don't feel like collaborating or don't want to join a break-out room, they always have the right to PASS. This is contributing to 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. If they do want to share anything beyond the travelgroup, ask permission first.

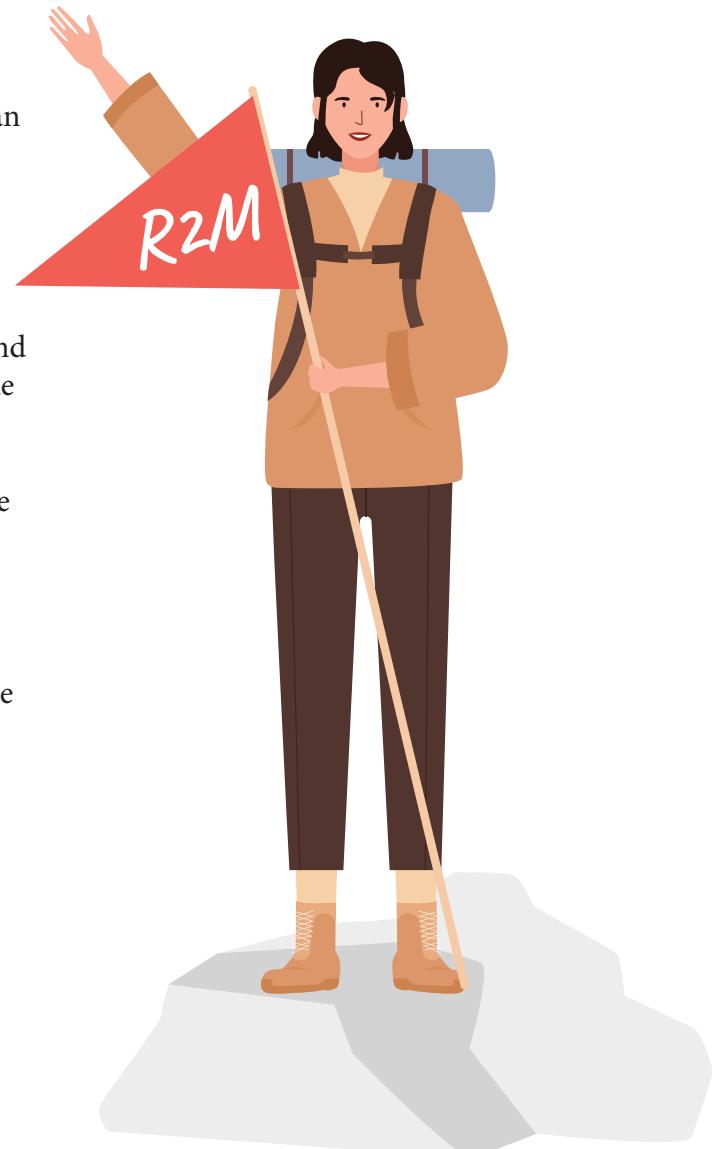
Embrace a little imperfection. Sometimes we can enjoy a bit of chaos. We are all playing around and it can get messy on the boards and in the room. Don't worry about messing anything up. The guide will help fix it.

The guide will help set the pace, but in general follows the pace of the group. We take our time. We slow it down. There is always a next step to take. Help each other along the way.

Oh, and as a general rule of thumb, just 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)





# E.L.M.O.

To help the group keep pace on the journey, we bring Elmo along.

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 of such ways is the safeword 'Elmo!'. The guide and travelers agree its 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 all that relevant to the rest of the group. Sometimes it can be a single person engaging in a filibuster. Truth be told, I am at times guilty of rambling. I may do this without being mindful of it. Due to politeness, agreeableness, or out of fear for a negative response, one might not dare to interrupt someone. When a group agrees on 'Elmo!', they agree that it can be used safely and that it is to be used with good intention.

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

## The Elmo Agreement

- Members are free to say 'Elmo' or type it in a virtual chat, when they feel a discussion/monologue derails the topic.
- 'Elmo' is used with the intention to be respectful of everyone's time.
- 'Elmo' should not be used casually. Every individual should feel comfortable to speak and explore emerging topics.
- A group might disagree with an individual calling 'Elmo' and decide to keep going.
- Members agree not to get upset over the use of 'Elmo' as it is used out of respect for everyone's time.
- 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.

10 seconds

Trailblazers who want to bring Elmo on the journey can raise their hand.  
Respect the majority vote.

# Here we park discussion / topics

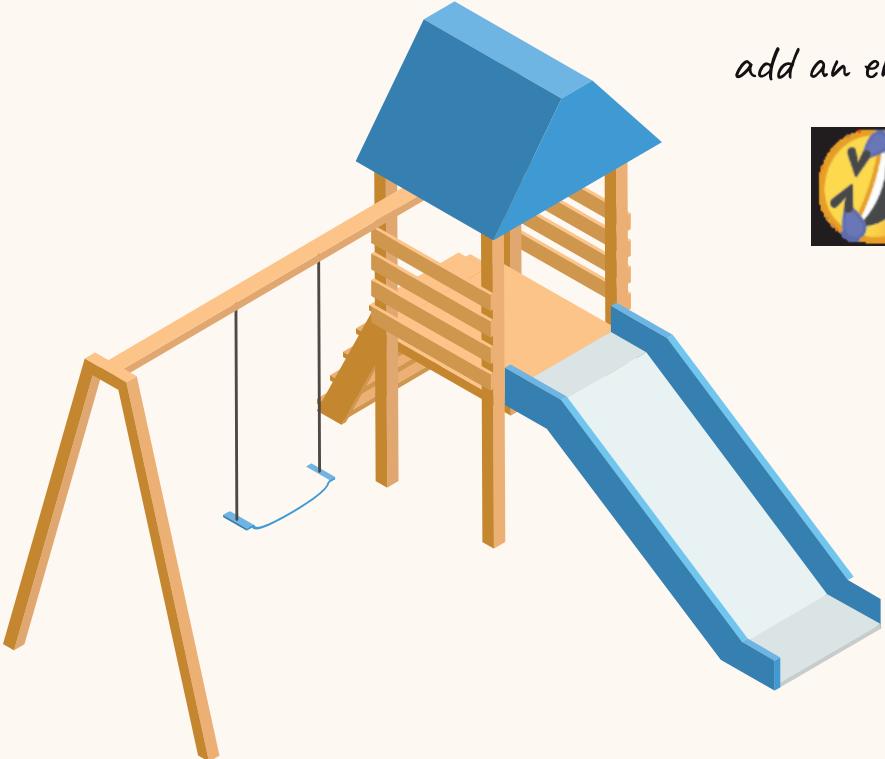


# The Parking Lot

The great part of co-active learning is that trailblazers share unexpected, valuable experiences. They associate, which is an important 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.

At the end of each Adventure, the group spends some time at the parking lot. Here they may enter into breakouts or address topics collectively.





try adding text

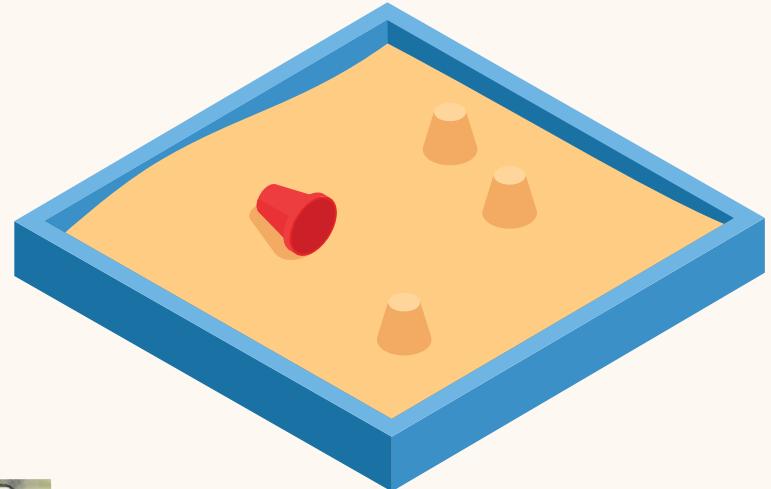
add and connect  
two elements

and  
stickynotes



DRAW?

Hide something under the sand by  
moving it to the back.



add a picture



Move me!

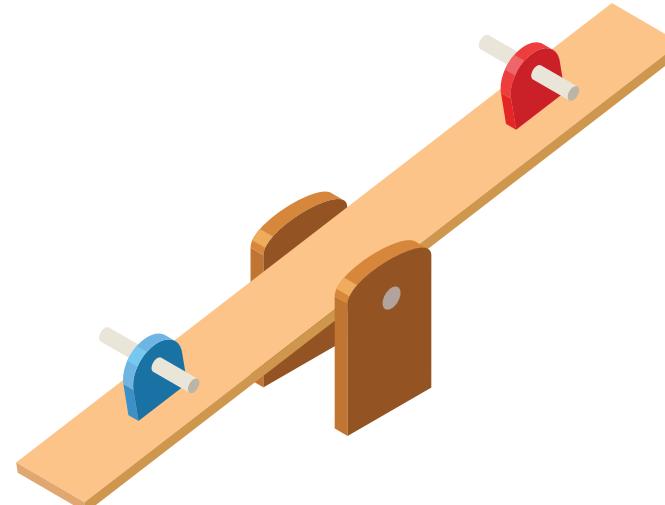


# The Playground

Embrace imperfection. In virtual training, we collaborate on a shared canvas. It can get a bit messy sometimes. The playground is designed for participants to mess things up on purpose. Well, only so that they grow familiar with the virtual space. This way they will be more comfortable and feel safer interacting with the material.

For example, participants can:

1. add text
2. edit text
3. add sticky-notes
4. resize sticky-notes
5. upload a picture (or funny meme)
6. add objects
7. move objects around
8. connect objects
9. re-order objects (foreground and background)
10. draw using a marker
11. highlight text using a highlighter
12. add a comment
13. delete and undo





# Why are we here?

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

Rather than just listing the benefits of the R2M, invite the trailblazers to actively read and decide/pick them. This increases their level of attention and therefore aids the learning process. Simple and effective.

2 minutes

Move your token to a motivation that you resonate with the most.  
Or, write your motivation down on an empty text balloon and move your token there.

# 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...

# The Chalkboard

Our travelers can use the chalkboard to leave (witty) messages to each other. This can be helpful in between sessions too. The chalkboard can be used for capturing learnings, but also to leave messages in preparation for a training.

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

3 minutes

All together, let's start using the whiteboard by asking our travelers to write down a number of positive things and facts they already know about the Road to Mastery. (Participants may also be invited to share this on the chalkboard prior to the training)



# The Beginning...

We begin the journey with a short Taoist meditation. This helps us to be mindful of our shared commitment. Travelers can individually read this statement, and reflect on what it reads in context to our learning journey.

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, our faith, our resolve.

In order 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.  
Outside matters are superfluous.

It is said, that if one chooses to focus on a rock with enough devotion, it will come alive.  
In the same way, 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

Pair and share. Pair travelers and invite them to introduce themselves.  
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

Let's align on what your journey should be like.

"Clean Set Up" is described in Caitlin Walker's book "From Contempt to Curiosity".

It contains three simple steps:

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 towards this journey with shared accountability.

Its an important step towards co-active coaching.

**2 minutes**

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

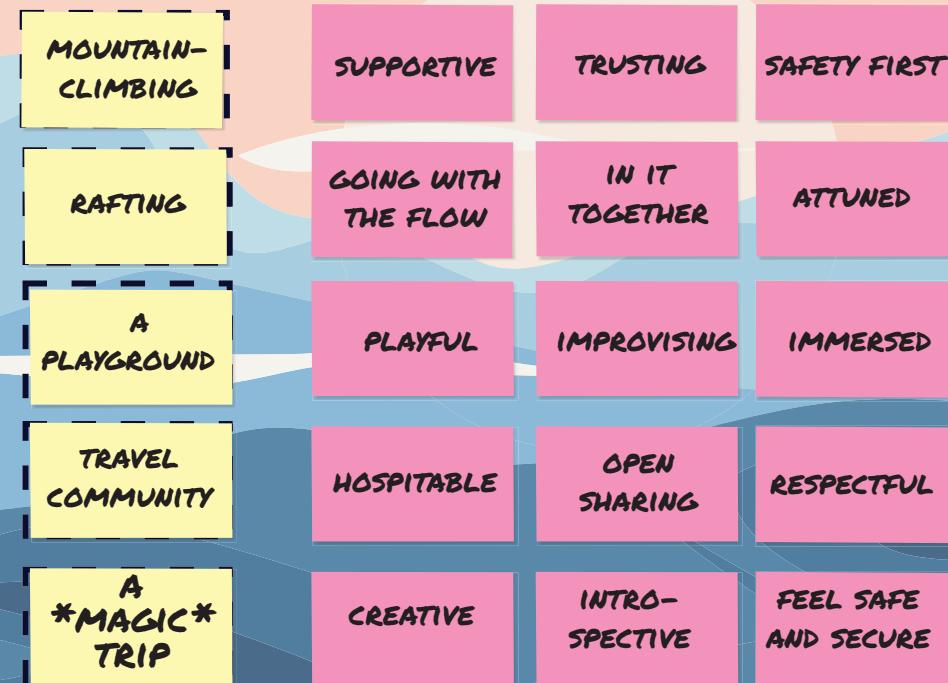
After two minute you may reveal more suggestions. The group can also place its tokens (optional).

**3 minutes**

Asking and answering clarifying questions, reflecting on what the trailblazers 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.

**30 seconds**

As a guide, pick up to 5 sticky-notes from the previous ‘setup’. Place them in the dashed boxes in this setup.

For the journey to be like what they envision it, what would the travelers themselves be like?

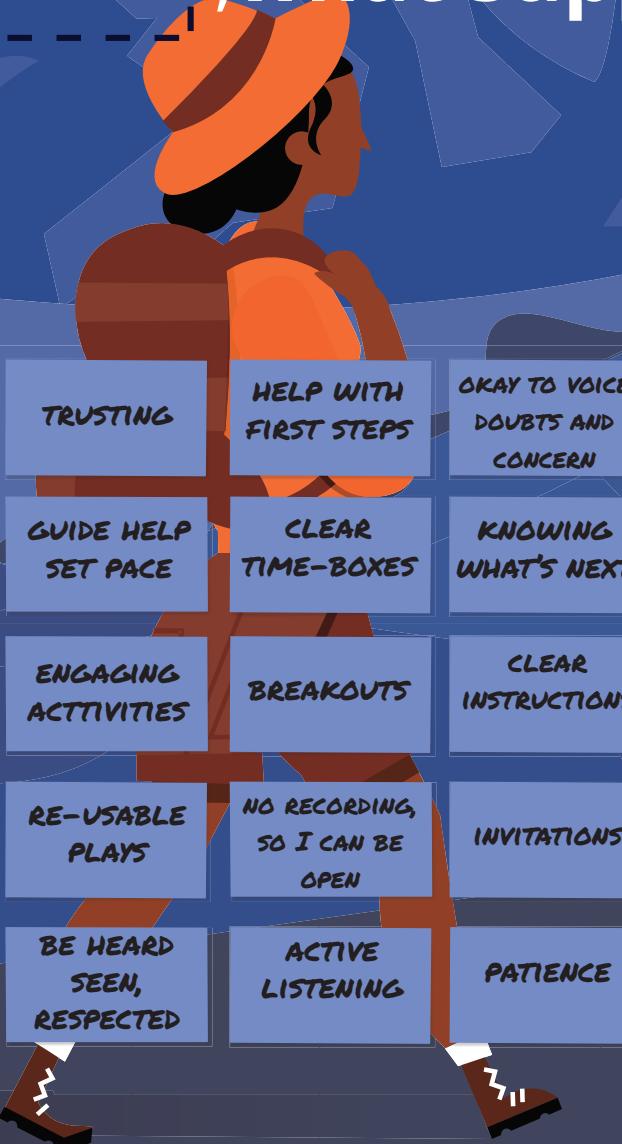
**2 minutes**

Think and write:  
For this Road to Mastery to be like [...] you’ll need to be [...]?

After two minutes you may reveal more suggestions. The group can also place its tokens (optional).

**3 minutes**

Asking and answering clarifying questions, reflecting on what the trailblazers shared.

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



# Clean Setup 3/3

Guides help foster an ideal ‘travel’ and learning environment. How do travelers like to be guided? What support do they need? How can they support each other along the way?

**30 seconds**

As a guide, pick up to 5 sticky-notes from the previous ‘setup’. Place them in the dashed boxes in this setup.

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

**2 minutes**

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

After two minutes you may reveal more suggestions. The group can also place its tokens (optional).

**3 minutes**

Conclusions: Where could you use clean set up with your own team?

# Stretch Breaks

Stretch Breaks create movement and get the oxygen flowing to the brain. This significantly aids the learning process. It also stretches our comfortzone. That's needed to increase the 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. When you stretch, your body releases chemicals called endorphins. These endorphins interact with the receptors in your brain that trigger a positive feeling in the body, a "high" if you will.

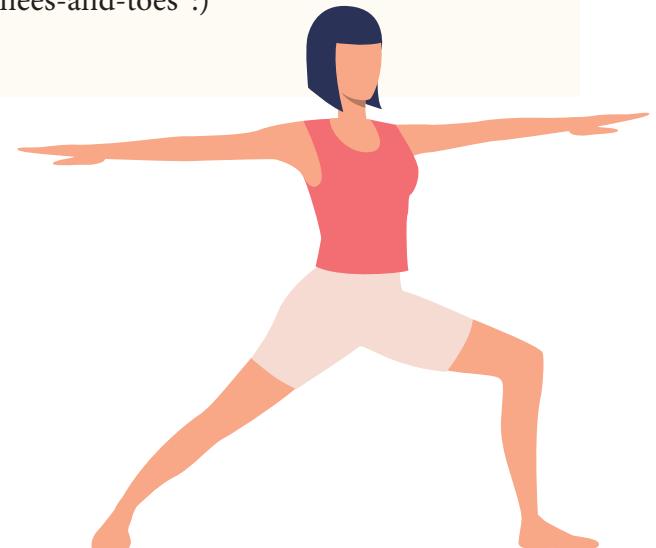
Yes, you can (and should) do this during virtual sessions too! Don't worry, it will grow less awkward over time.

During the Road to Mastery, we will try various Stretch Breaks. Stretching is always an invitation. Everyone has a right to pass, or turn their camera's off for the duration of the stretch break.

2 minutes

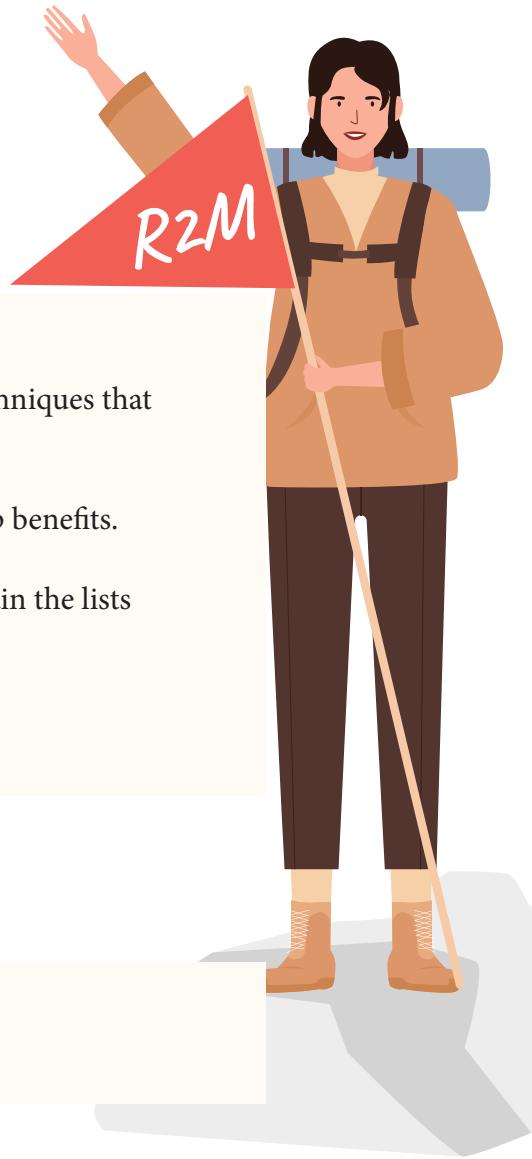
Play some uplifting music.

As a guide lead the first stretch. You may ask if anyone from the group knows a comfortable stretch. Go with what feels good. Hey, there is always 'head-shoulders-knees-and-toes' :)



# Checkpoint 1

You've made it to our first checkpoint, well done!



## 1-2-4-all

4 minutes

1. Invite participants to individually look up and list training and facilitation techniques that we already covered at basecamp. Write down the purpose and benefits for each.

4 minutes

2. Pair up. Participants consolidate their lists. They remove duplicates, and group benefits.

4 minutes

4. Merge pairs into quads. With uneven groups three pairs may merge. 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, Baseline: Check for Motivation, Tao Meditation, Pair and share, Chalkboard, Clean Setup, Stretch Break, 1-2-4-all.

2 minutes

Invite the travelers to write this list down on a piece of paper in front of them.  
(They will add this to their travel journal later)

## What's next?

- List differences between coaching and managing
- Create a psychologically safe environment to practice co-active coaching
- Practice active listening
- List and detect pitfalls when listening and empathizing
- Draw a coaching arc
- Ask powerful questions



*Directs you towards achieving their goals.*

*Supports you in achieving your personal goals.*

*Sets a collective ambition for you.*

*Show you ways to apply your personal competencies towards a (collective) ambition.*

*Inspects and reviews your performance towards achieving their ambitions.*

*Applies powerful questions to direct you towards meaningful change.*

*Holds you responsible for achieving their ambitions.*

*Holds you accountable for your achieving your own ambitions.*

*Tells you to go their way.*

*Helps you find your way*

# Which Way

Where our travelers go is ultimately up to the travelers themselves. Although we travel together, each of us is on our own journey toward achieving our personal ambitions. We support each other to achieve them. We practice coaching; coaching each other, where all of us take an active stance.

Which way describes various approaches and strategies (ways). Both paths lead somewhere. Depending on where we want to end up, we have to choose which paths to take.

None of the paths outlined in Which Way is a wrong path. Both lead us to valuable places. One way isn't better than the other. Sometimes we need to go left. Sometimes right. No path is definitive. We can always track back and go the other way.

2 minutes

Invite travelers to "Think and Write" 5 things that come to mind about "Managing" and 5 things about "Coaching"

## Pauze and Reflect

Co-active based coaching begins by..  
holding the coachee as naturally  
creative, resourceful and whole, and  
completely capable of finding their  
own answers to whatever challenges  
they face.

# Pair, Pauze and Reflect

During this journey we are in it together. We commit to supporting each other every step of the way. You coach me and I'll coach you. We'll practice coaching together.

"Co-active based coaching begins by holding the coachee as naturally creative, resourceful and whole, and completely capable of finding their own answers to whatever challenges they face."

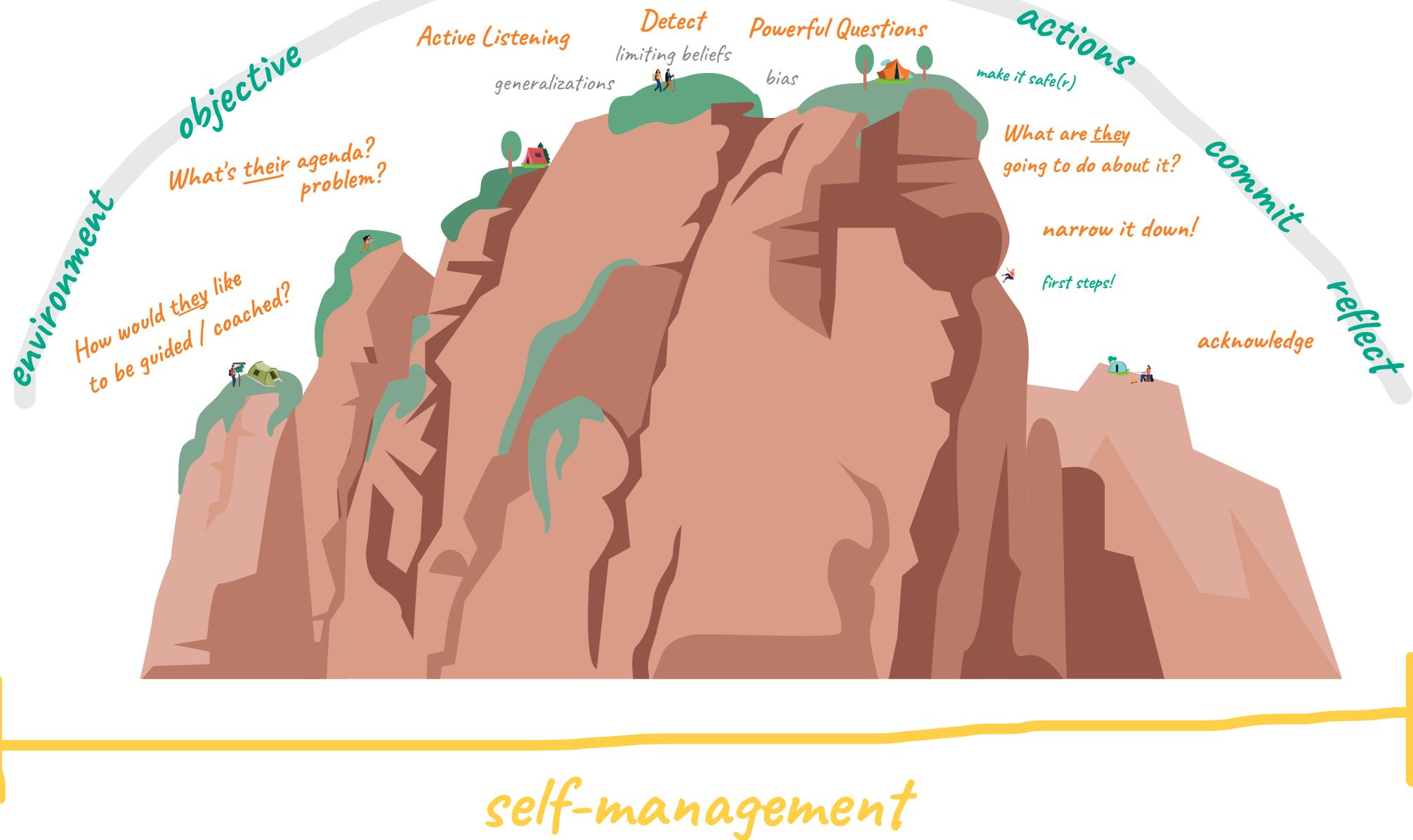
What does this statement mean to our travelers? Let's pauze and reflect on this statement in pairs.

4 minutes

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

R2M coaching arc

# EXPLORE!



# The Coaching Arc

Mastering Scrum is not just the responsibility of the Scrum Master. Reorganizing to Scrum and improving at Scrum is a responsibility for everyone involved in this effort. In this journey we will follow the outline of this Coaching Arc:

## 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. To do so we need to provide opportunities to connect, to share ambitions, concerns and expectations clearly and openly. We create this environment by using the metaphor of 'Basecamp' and by starting with a Clean Setup.

## Objective

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

## Explore

To be able 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... In 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 check-point? How far down do you agree to guide them?

## Commit

What are they going to do about it? Taking a leap is scary. Safety is very important, especially when venturing outside a comfort zone. It's time for the coach to pay attention to what is actually happening. 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's over with, 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.

**5 minutes**

Invite participants to redraw the Coaching Arc on a paper sheet.

## Explore

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

## Environment

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

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## Commit

Map the individual's 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... In listening you can detect limiting beliefs.

## Reflect

# Footprints

In this play, the adventurers re-map the glossary. The terms have been separated from their definition. Can they follow the footprints and retrace the steps?

Rather than providing a lecture or a glossary sheet, this requires active reading and mapping. It connects the learners to the topics as they themselves are drawing connections.

**5 minutes**

Invite each participant to read the worksheet and trace the footprints.

Try variations of this play.

1. The guide may leave empty the keywords and provide them separated.
2. The guide may leave out some (or all) tracks, inviting the participants to redraw the footsteps.
3. The guide may purposefully mismatch the connections, inviting the participants to correct the connections.

## Signs someone is actively listening:



## Common mistakes made when listening:



# Active Listening

The meaning of communication is the response you get. When you truly understand this statement, you become a much better communicator.

“Active listening” is a soft-skill which redirects your focus from what is going on inside your head, to the needs of your conversation partner. It is about listening mindfully, with focus and intent.

Active listening is not so much about hearing, it is also about observing. The ability to distinguish an 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

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

### 2 minutes

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

### 3 minutes

In turn share something from your list (that has not yet been shared before)

Do you recognize conversations in your life when you were talking and, even though the other person was listening, you did not feel heard? or when you explained something well, yet you were misunderstood?

## think, write, share

### 2 minutes

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

### 3 minutes

In turn 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. To visualize all our ambitions for this journey we write them 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, write down what you would like to achieve before the end of this journey.

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



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.

**5 minutes**

Meet each other and share:  
What is your ambition and what challenge(s) do you encounter toward it?

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

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

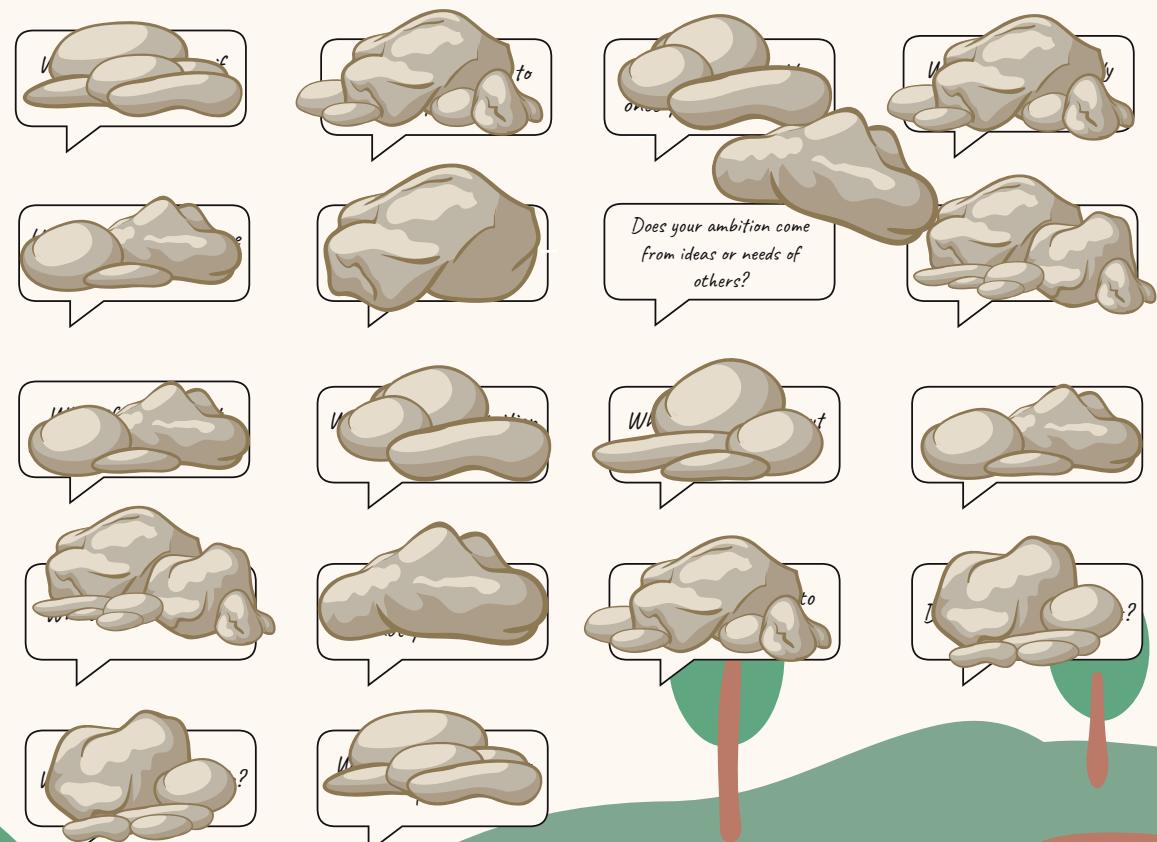
The guides will (generally) not be there when you share a tent. This gives everyone more opportunities and time to share. It establishes closer connections and makes collaboration more effective. Sometimes the guides will ask if there is anything you shared in your tent that you also want to share with the travelgroup. This 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.

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 that are in the way of us reaching 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, the possibility of new learning.
- Grasp the perspective of the receiver of the question.
- Presume positive intent.
- Affirm effort, skills, integrity, competence, caring, and commitment.
- Evoke discovery, insight, commitment, or action on behalf of the receiver.
- Challenge assumptions and interpretations.
- Move the receiver of the question toward what he or she wants.

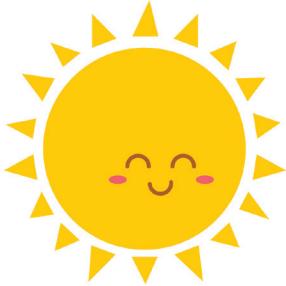
When removing a random 'roadblock', it reveals a question. This way both the coach and coachee do not know what question will come next. Through this, both coach and coachee can learn. The coach may ask additional clarifying questions.

## 10 minutes

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

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 ambition 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 is not yet clear?
- What do you want to explore first?
- What have you tried so far?



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

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

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

A suggestion  
I have is [...]

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

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



# Grow and Glow

At Basecamp we grow our own fruit. We share in the accountability of being here. This means our travelers share accountability for their own learning. We start by planting seeds. All these practices can take some time before they bear fruit.

Travelers are already practicing and demonstrating techniques. But do they also know how to apply and build on them? Will their practice indeed bear fruit?

“Glow and Grow” applies “Yes, and...” thinking and promotes a sense of positive and constructive collaboration.

**5 minutes**

Invite participants to reflect and fill in the blanks on sticky-notes. They may keep this to themselves or stick it on the board for all to see.

1. I like [...] because [...]
2. [...] worked well because [...]
3. Be cause [person] did this, I can [...]
4. A suggestion I have is [...]
5. In addition to [...] I like to try [...]
6. In addition, [...] would make it even better!

# 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 covered so far. Write down one thing you learned, one thing you would like to try, and one question that's on your mind.

**1 minute**

Invite travelers to add “Which Way”, “Coaching Arc”, “Powerful Questions” and “Glow and Grows” to their paper sheet.

**now what?**

Now that we know why we are here, let's huddle around ‘the Campfire’ and get to know each other a little bit better. We'll share what motivates and drives us. Then you will share what's 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 key interests and competencies
- Write down and ask open questions about other's key interests
- Ask powerful questions



# Alphabet Stretch

Stretch Breaks create movement and get the oxygen flowing to the brain. It also helps the group break out of their comfort zone a little bit. It synchronizes the group and thus helps to create a connection.

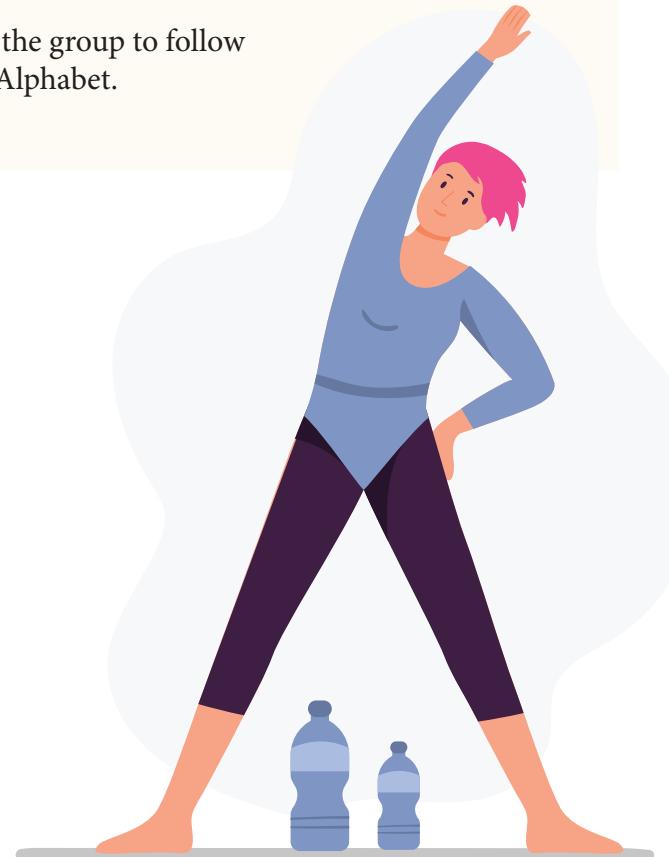
**2 minutes**

Play some uplifting music.

As a guide take the pose of a letter in the alphabet and ask the group to follow your lead. Move your body to form different letters of the Alphabet.

Variants:

1. Starting letters of the names of the trailblazers.
2. Making a word related to the concept that was covered.
3. Letting a word emerge by adding a letter in turn.



*In turns, pull one of the yellow strands;  
and answer the question*

*Pull this way*



*Pull this way*



# Around the Campfire

'Around the Campfire' invites travelers to get to know each other a little bit better. This will make them feel more comfortable with each other.

The group gathers around in a circle. The guide prepares a set of questions. These questions are not visible to travelers. They have to 'pull' on a random strand for the question to become visible.

These questions should ideally not be related to work.

## safety

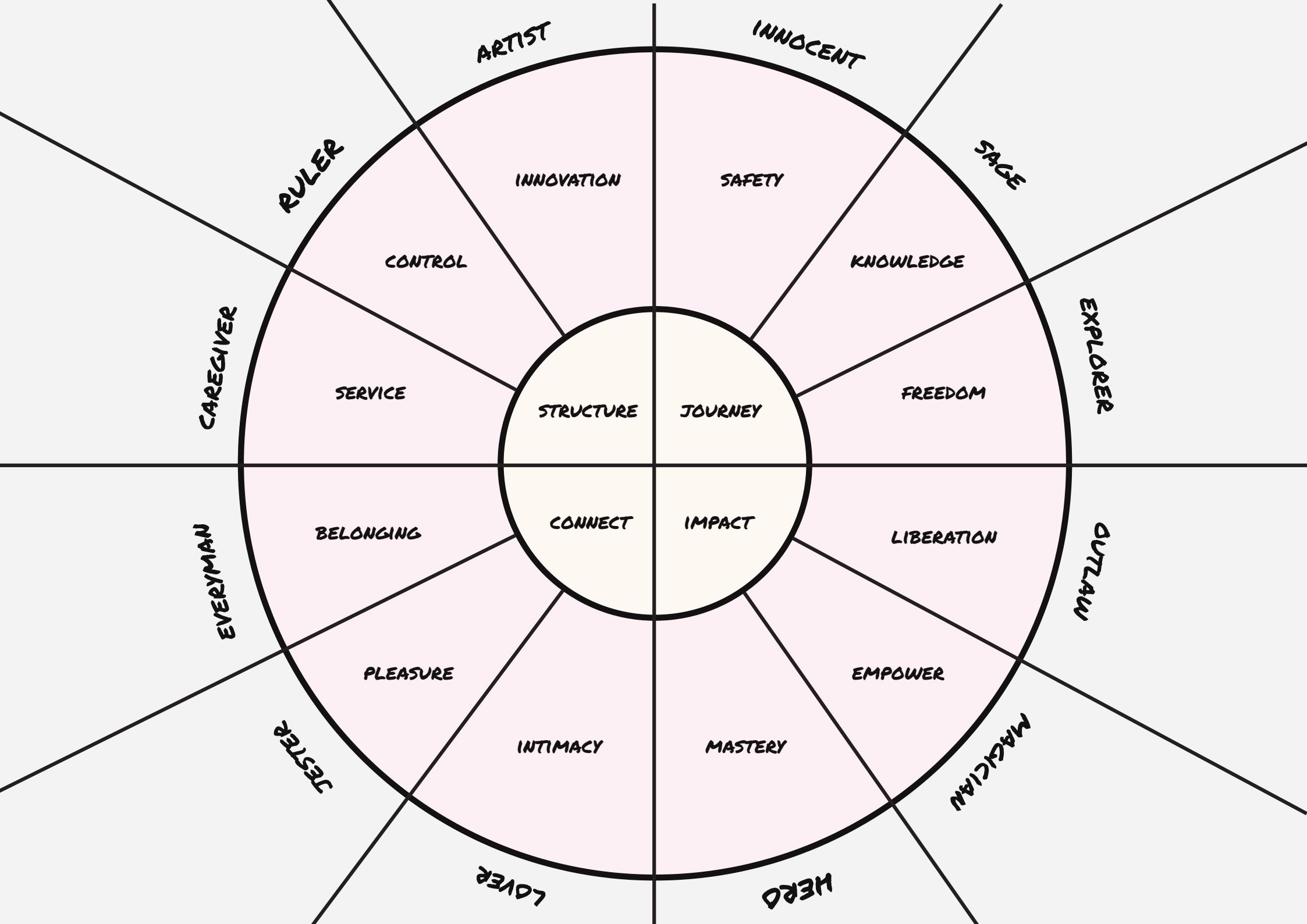
Make it safe by saying that it's perfectly fine to say 'pass' if they are not comfortable with the question or when they don't have anything meaningful to share. When this happens, ask the group if anyone else is interested in answering the question. This will give those that passed on a question the opportunity to step in and answer another one. Not all members of the group need to have answered a question.

In preparing the questions don't make them too personal or meaningful. The group is only just getting to know each other.

**15 minutes**

In turn, pull a question and answer it. You also may pass it on to others.

- If you can instantly become an expert in something (not work-related), what would it be?
- What childish things do you still do as an adult?
- If you could eliminate one thing from daily routine, what would it be and why?
- What's the most amazing place you visited / traveled
- What is something you can do better than anyone else you know?
- Are you more of a listener or a talker?
- What is your real 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 word on it for one year. Which word do you choose?
- What has changed about you in the last few years?
- What's something (not work-related) you are proud of?



# Wheel of Archetypes

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 12 universal, mythic archetypes reside within our collective unconscious, some more dominant than others. In a way, Jung explains we have our own cross-spiritual team inside us. It's another mental model; there is no neurological science stating we actually have 12 spirits inside us. Our identity is more like a spectrum than a collection of characters. The model does, however, support us in identifying our dominant drivers and motivators in life.

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

- Explore better ways;
- Bring harmony to a team;
- Create a safe space and a sense of belonging;
- Master skills to resolve complex challenges;
- Service others;
- Empower yourself and those around you;
- Be motivated by intimacy: closer connections and interactions between individuals;
- Increase customer and employee pleasure/happiness;
- Bring structure, transparency, a routine that breeds excellence;
- Control risk and streamline processes;
- Cultivate a creative space to benefit innovation;
- Free teams of rigid bureaucracy and liberate them from ineffective management.

Which archetype would you identify most strongly with throughout your whole life?

**30 seconds**

Participants place tokens where they would position themselves anywhere on the wheel.

**10 minutes**

Mix and Match. On the next page mix, the Motto, Mission, Weakness and Strategy statements and then invite participants match them back to their corresponding archetypes. Start with 7 minutes taking turns. And then 3-minutes 'free for all'. Once complete, correct the worksheet if applicable.

Serious Scrum R2M

R2M



# Mix and Match

## **INNOCENT:**

Motto: you can be you, I can be me  
Strategy: Go the \*right\* way  
Weakness: Naïve, indecisive when the right way is not clear  
Fear: to be punished for doing something bad or wrong

## **SAGE:**

Motto: Truth will set you free. God is truth.  
Strategy: Seeking and assessing one's knowledge. Self-reflection. Contemplation.  
Weakness: Does not apply knowledge practically. Procastrinates. Ridicules others, applies intellectual 'violence' to maintain or establish dominance.  
Fear: being misled, duped, made the fool.

## **EXPLORER:**

Motto: I can find better ways.  
Strategy: Seeking out and experiencing new things.  
Weakness: Leaves the group and travels solitary. Becoming a misfit. Wanders everywhere, belongs nowhere.  
Fear: Conformity, being fenced in, inner emptiness, getting lost or stuck.

## **OUTLAW:**

Motto: Rules are made to be broken.  
Strategy: Challenge status quo. Destroy barriers, build bridges.  
Weakness: Disruption and Destruction without Construction. Use chaos as a ladder.  
Fear: Be controlled and limited by others: be diminished.

## **MAGICIAN:**

Motto: Nothing is impossible. Those who do not seek magic will never find it.  
Strategy: Fuses talents, crafts, and specialized knowledge  
Weakness: Manipulates others.  
Fear: A good thing explodes. Causing harm unintentionally. Sabotage.

## **HERO:**

Motto: Where there is a will, there is a way; just do it.  
Strategy: become even better version of oneself  
Weakness: arrogance, keeps picking battles.  
Fear: vulnerability, being seen as lazy or coward.

## **LOVER:**

Motto: We're perfect together.  
Strategy: Increase intimacy of relationships. Become more and more attractive.  
Adore and be adored.  
Weakness please others at expense of true self. Losing authenticity.  
Fear: Being unwanted, rejected, abandoned.

## **JESTER:**

Motto: You only live once; live life to the fullest. Live in the moment.  
Why so serious?!  
Strategy: Play, Joke, Laugh, Act.  
Weakness: frivolity, wasting time, distracting others, fun at expense of others  
Fear: Boredom, being seen as a boring person. Wasting the gift of life.

## **EVERYMAN:**

Motto: We are all created equal.  
Strategy: Ordinary virtues, be down to earth.  
Weakness: Lose self to blend in, superficial relations.  
Fear: To be left out or to stand out from the crowd.

## **CAREGIVER:**

Motto: Love and treat others like you want for yourself.  
Strategy: Support and help others.  
Weakness: sacrifice self over others, being exploited.  
Fear: selfishness and ingratitude

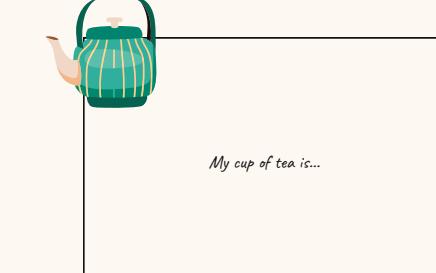
## **RULER:**

Motto: Power isn't everything, it's the only thing. Better be first in a village in Gaul than second in Rome.  
Strategy: Control the system. Exercise power. Command. Divide. Direct.  
Weakness: May sacrifice reputation for authority. Rigidity.  
Fear: Being controlled. Chaos. Being replaced. Losing authority.

## **ARTIST:**

Motto: If you can imagine it, it can be done.  
Strategy: invention, conception, craftsmanship, composing.  
Weakness: Perfectionism, non-functional solutions, procastration.  
Fear: Mediocracy, blandness, visionless, blindness

# What's your cup of tea?



Sugar with the tea?



# Mad Tea Party

You can host a “Mad Tea Party” to develop transparency about what the participants are skilled and excited about in their work. Each participant can share what’s their ‘cup of tea’.

**2 minutes**

Each trailblazer writes down one thing that they consider to be their ‘cup of tea’.

What would you like to learn from other trailblazers?

Each trailblazer can place their second token in one of the cups of tea belonging to someone else.

**2 minutes**

Pick up someone's cup of tea. Read what's in it. Write down a question (sugar cube) you have about someone else's cup of tea and add it to the cup.

**10 minutes**

Pick up the cups of tea with sugar cubes in them. The individual that cup belongs gets two minutes to answer (any of) 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.

# Parrot Stretch

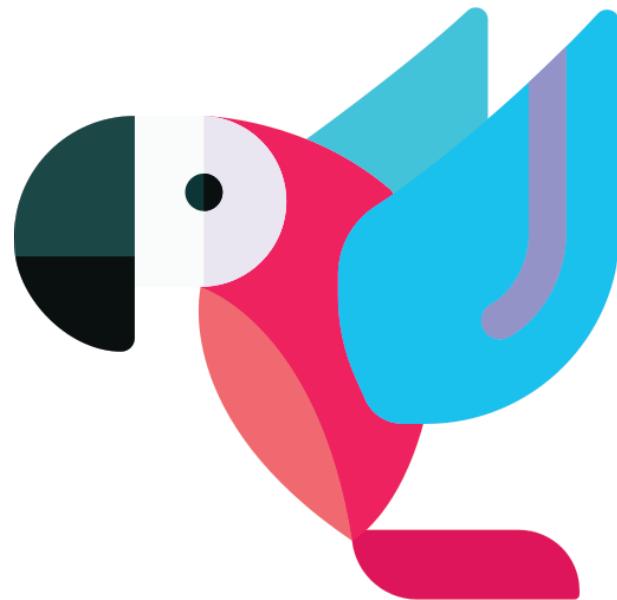
2 minutes

Play some uplifting music.

As a guide, start with a stretch and add movement to it. Ask others to mirror you.

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

And so on.



# 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 covered so far. Write down one thing you learned about another trailblazer, one thing you would like to learn from them.

**1 minute**

Add “Campfire Stories”, “Archetypes”, “Mad Tea Party” and “Parrot Stretch” to the list on your backpack.

**What else?**

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

1. Define good and bad approaches to Scrum
2. Read and reflect on what's hard and disruptive about Scrum
3. Write and talk about what is blocking your organization from mastering Scrum.
4. Review if there are important unanswered questions in the organization about Scrum.
5. Ask powerful questions and listen actively in your own organization.
6. 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... and, 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 to do so. 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.

**30 seconds**

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.

**5 minutes**

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

**30 seconds**

As a whole group, each individual places their token on the path they think their organization is currently heading.



# Basecamp for Scrum

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

At the Basecamp you can create a powerful coalition where together you establish two prerequisites for optimal collaboration. [Team Flow; the psychology of optimal collaboration. Van den Hout and Davis].

1. A Collective Ambition
2. 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 that they lose sleep over. Aside from sleep disturbance, stress can have a health impact. Employees may experience headaches, nervousness, irritability. That's why it is paramount to both individually and collectively address some of these 'basecamp questions':

- Why Scrum?
- Why now?
- What are the expectations?
- What will be expected from me?
- Will I be able to live up the expectations?
- What doubts and concerns do I have?
- What will change for me?
- What will happen when I am challenged?
- What makes it all worth it?
- Will it make my job more meaningful?
- Is this what I want?
- Do I think this is the right way?
- Is this really what they want?
- Can I trust the support and guidance provided to me?
- Will I work with other people?
- Will I be able to continue my own personal ambitions?
- Will it give me opportunities to show my worth?
- Who's really calling the shots on this?

10 minutes

In pairs, brainstorm how you could establish a 'Basecamp' to help answers to these questions within your organization. Identify a starting point.

*REY*

*AMY*

Basecamp

*write something*

Basecamp

*write something*

**REY**

...

**AMY**

# Travel Journal

The Travel Journal keeps a record of the learning journey. This is where trailblazers (and guides) will record and keep track of whatever they experience and pick up along the way.

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

These questions may help the trailblazers record their journal:

- How do you feel about embarking on the Road to Mastery?
- What did you experience and learn that you would like to try in your practice?
- What are your expectations for 'the Road' ahead?
- What doubts and questions do you still have?

**5 minutes**

Individually record your journal.

**5 minutes**

Pair up, share a tent. Briefly share and reflect on each other's journal. [optional]

**2 minutes**

Add the list with plays and practices to your backpack. Give this a title: 'Playbook'.  
Add 'Basecamp Questions' and 'Traveljournal' to the playbook.

# Call to Adventure

Mission: Practice active listening. Listen to their story.

Ask at least two members of a team why they believe they practice Scrum.

1. What are their expectations?
2. What doubts and concerns do they have?
3. What do they care most about (in work, in general)?

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

Possible prompt:

"I'm in a training and was hoping you would be willing to help me with an assignment.

I have three questions for you about Scrum.

There are no right or wrong answers.

The purpose is for me to improve my active listening skills.

Would you be willing to assist me in this?"

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

Now, 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 and Evelien Roos.

## 1. Check-in

Learning Outcomes:

1. Using Miro.
2. Meet each other.
3. Agree to camp rules.
4. List and talk about what we already know about the Road to Mastery.
5. Apply a mindful meditation to prepare our spirit for the journey.
6. Agree on how to travel this journey together.

Time: 60 minutes.

1. Warmup (C1)
2. Playground (C3)
3. Check-in (C1)
4. Prerequisites (C1)
5. Choose a backpack (C2)
6. 5-minute introduction lecture (C2)
7. Learning outcomes for Basecamp (C2)
8. A quick round of introduction (C1)
9. Camp Rules / Guidelines with Secret notes (C2)
10. Elmo (C2)
11. Parking lot (C2)
12. Chalkboard: What do we already know about the R2M? (C1)
13. Pick & Choose: Check for Motivation (C1)
14. Why are we here? (C1)
15. Tao Meditation: Beginning (C2)
16. Pair and Share: How do you feel about embarking on the R2M? (C4)
17. Chalkboard: shoutouts to the travel group (C4)
18. Clean Setup (C3)
19. Stretch Break (C3)
20. 1-2-4-All (C4)
21. Add to Playbook (C4)
22. Where else? (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.

Time: 60 minutes.

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

### **3. Authenticity**

*Learning Outcomes:*

1. Answer questions that reveal personality.
2. Demonstrating openness about personal character.
3. Pinpoint personal drivers.
4. Map archetypes.
5. Write down and talk about personal key interests and competencies.
6. Write down and ask open questions about other's key interests.

*Time: 60 minutes.*

1. Campfire Stories: Answer a personality-revealing question (C1)
2. Archetype: Pick & Choose. (C1)
3. Archetype: Mix & Match (C2)
4. Mad Tea Party (C3)
5. Stretch Break (C3)
6. Pauze and reflect (C4)
7. Add to Playbook (C4)

### **4. Basecamp for Scrum**

*Learning Outcomes:*

1. Define good and bad approaches to Scrum.
2. Read and reflect on what's hard and disruptive about Scrum.
3. Write and talk about what is blocking your organization from mastering Scrum.
4. Identify if there are important unanswered questions in the organization about Scrum.
5. Ask powerful questions and listen actively in your own organization.
6. Write a travel journal about the Basecamp learning experience.

*Time: 60 minutes.*

1. Good or Bad: What are good/bad approaches to Scrum? (C1)
2. Data Hunt: Scrum is Hard and Disruptive (C2)
3. Bricks on the Road: What's blocking your organization from mastering Scrum? (C3)
4. Pair and Share: Unanswered questions in your organization? (C3)
5. Call to adventure (C3)
6. Active Listening with leading questions (C3)
7. Travel Journal (C4)
8. Add to Playbook (C4)
9. Pair and Reflect (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 Developers
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Coaching Dojo
12. Bootcamp



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- Evelien Roos: Training from the Back of the Room Virtual Edition (TBR-VE);
- 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, improvements 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

# Basecamp

SJOERD NIJLAND

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