

Serious Scrum R2M  
ROAD TO MASTERY

Surviving  
Self-Management

VIRTUAL EDITION  
FOR GUIDES







# Surviving Self-Management

Imagine your team is stranded on an island. Do they have everything they need to manage on their own?

During this adventure, you will coach each other in fostering the conditions for self-management to thrive. Let's experience the beauty of a well-managed, unmanaged team. You'll be able to provide teams with self-management survival kits and skills.

We may refer to participants as travelers or tribes.

## Learning outcomes

- Identifying which preconditions for self-management are present in current practice;
- Applying powerful metaphors to illustrate the boundaries of self-management and cross-functionality;
- Mapping and clearing essential pathways between various preconditions;
- Creating an accountability/autonomy matrix;
- Defining the risk and dangers involved with self-management;
- Illustrating how the participants like to work;
- Marking opportunities for improvement;
- Targeting rigid, counterproductive rules, systems, or guidelines;
- Fulfill tiny agreements and commitments together;
- Try various team-decision making techniques;
- Demonstrate a professional attitude in committing to decisions;
- Avoiding consensus traps;
- Sending powerful statements to the world beyond the Scrum Team;
- Designing an executable strategy on how to make the workplace more enjoyable.

pause and reflect

## No-coersion, invitation only.

Prohibits stakeholders from  
interrupting and interfering with  
the internal and natural  
development of the Scrum Team  
without their invitation.

# Adrift

A true team is made through the endurance of hardships. Self-management is a test of survival. Unexpected events may "wreck" plans. Navigating between expectation and reality is challenging. So is navigating between what has happened and what may happen. If we know where we are, we are not lost, even when we are not where we wanted to be. Some teams never know where they truly are, and pretend to be somewhere where they are not. That's one of the biggest reasons why they grow unhappy.

True leadership is shared; it shapes the company we keep and aligns us to the purpose we share. Ultimately, that leadership guides us to a point where we trust the support we provide to each other. This way you will never truly be lost as a group. Knowing how to truly lead a team to be self-managing means knowing first when not to lead.

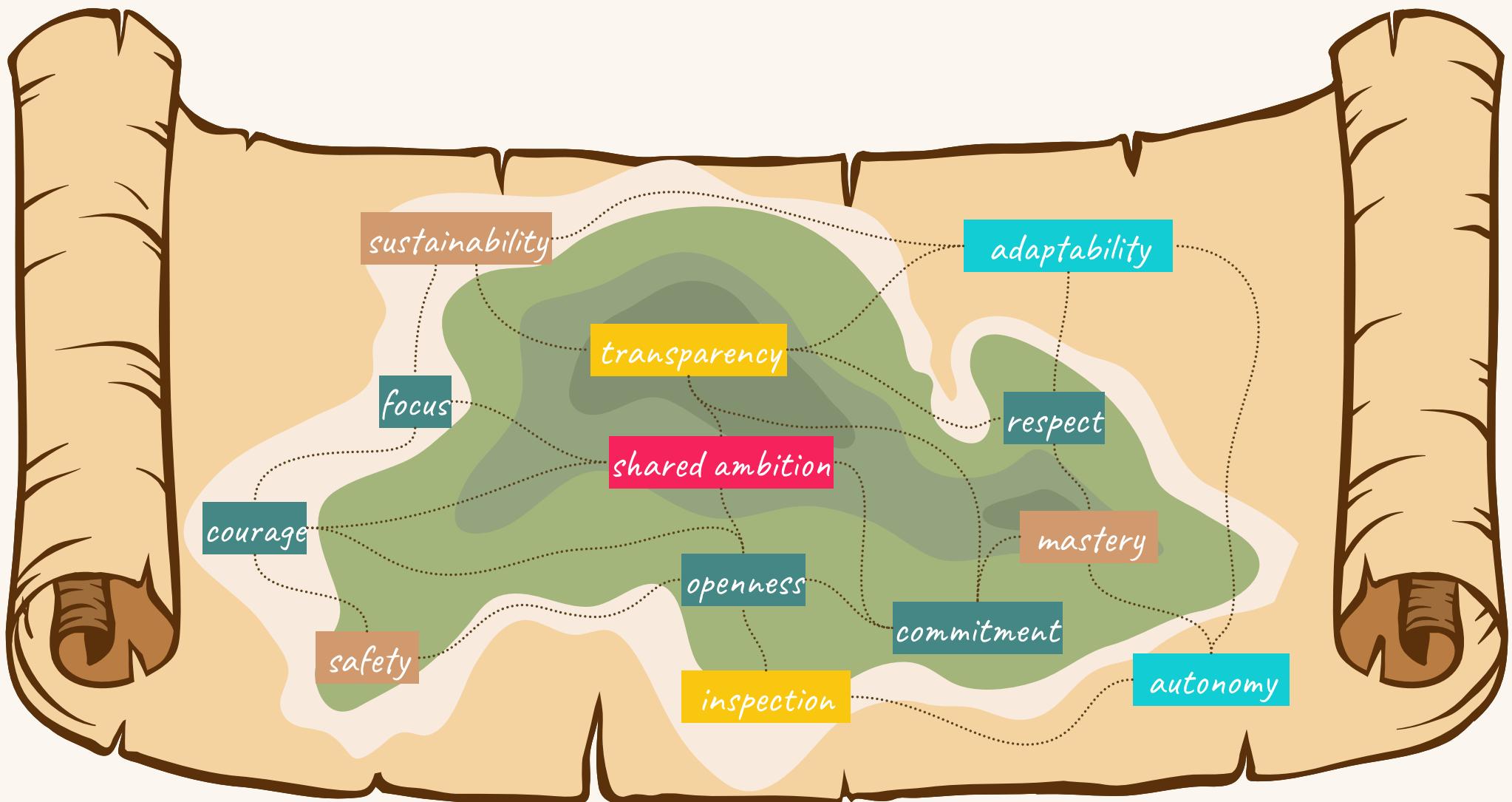
We validate our learnings when we act on what we learn. The more we do this, the more self-reliant we become. Be self-reliant, but not isolated. Don't close borders, but build bridges. This is true for the relationship between your team and its environment, but also true in the relationship between you and your teammates. Don't let the team (and others beyond it) do the thinking and speaking for you. Being in a team does not include you losing your sense of self.

Every river has its banks and every ocean has its shores. There are limits to the accountability of self-management. These limits help conserve and focus energy. One might even say that without limits, nothing is possible. A game is not possible without constraints and rules, fluid though they may be. Therefore, the secret to self-management is NOT to treat limits as barriers. When one finds oneself shipwrecked on an island, one survives by creating connections. Connections to your spiritual self, to each other, the island, the ocean, and what it provides. You use this to connect you back to the wider world.



Scrum Teams are **self-organized** meaning the members have all the **necessary skills** necessary to create **value** each Sprint.

They are also **cross-functional** meaning they internally **decide** who does what, when, and how.



# Clearing Pathways

Let's explore the island and create pathways connecting the essential areas needed for a team to become self-managing. On this map, I projected 11 valuable conditions for self-managing teams to survive and thrive. Central to self-management is a collective ambition. How can we connect it to the rest of the island? What is needed to clear those paths? What might people say and do along such paths?

As a guide, you can share some of these examples with the tribe, when we connect:

- Adaptability to Autonomy --> We can influence what happens around us.
- Courage to Mastery --> We know we will work through tough challenges.
- Commitment to Shared Ambition --> We all know it's worth it.
- Openness to Adaptability --> When we fail, we adapt and do better.
- Focus to Autonomy --> We can say no to distractions.
- Respect to Mastery --> We are recognized for what we do.

**3 minutes**

Individuals in the tribe may take turns picking a destination (such as Adaptability, Focus). They then pair up.

**5 minutes**

Once paired, they may visualize the answers on the island map.

1. What's made possible with the connection?
2. What is needed to clear those paths?
3. What might people say and do along such paths?

**5 minutes**

Switch partners every five minutes for step two, for as long as you want to play. When switching, they may switch their destination for one that has yet to be selected.



# Cross-functional Backpack

In Scrum, teams are composed of specialists who can best assess their situation, being both experts and closest to the challenge. Using their collective skill and experience, they figure out how to best adapt and proceed.

"The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required." - The Scrum Guide

The more a manager barges in to present the team with instructions, interfering with its natural development, the more they rob the team of its cross-functional and self-managing ability.

With what accountabilities and skills is your Scrum Team currently equipped? Can you visualize their backpack?

**2 minutes**

Each tribe member grabs their own 'backpack' (this can be an actual bag, or a virtual canvas). They are also provided with a deck of cards with (account)abilities.

**3 minutes**

Each tribe member determines which of these are currently within their own team's backpack. They can work from the pre-written cards and write new ones.

**10 minutes**

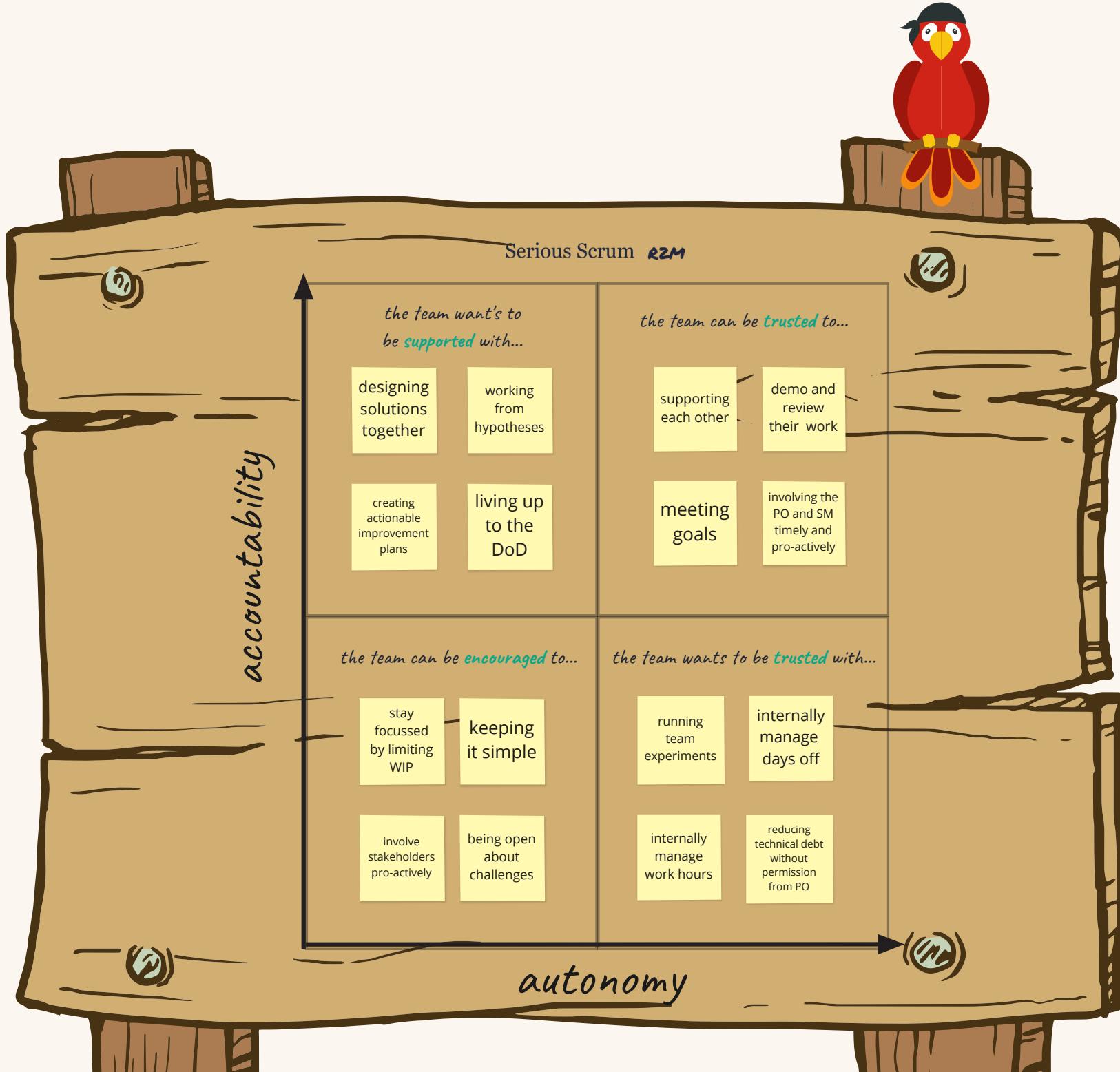
Context matters. Each tribe member picks a card from their backpack. What are the boundaries for each (account)ability? Write down specifics, for example:

**Inspecting:** Our team inspects A, B, C. The team does not inspect X, Y, Z.

**Planning:** Our team plans the work of the Sprint but not the overall roadmap beyond it.

**Monitoring:** Our team monitors the system performance but not user satisfaction.

They may continue to draw cards until the time expires.



# Autonomy Matrix

Self-management doesn't happen overnight. It requires alignment between autonomy and accountability. That requires attunement between team members and leadership outside of the team. This simple yet powerful matrix is designed to make this alignment visible.

This matrix can be created by asking 4 questions. This should be done on a regular interval. Two questions are asked to the Scrum Team:

1. What do you want to be trusted with?
2. What do you want to be supported with?

The following two questions are asked to the leadership outside of the Scrum Team:

1. What can you trust the team to do well?
2. What can the team be encouraged to do themselves?

The answers to these questions are visible on the matrix for all to see and align. The team creates an actionable improvement plan using this matrix. This plan may include assignments to leadership outside of the Scrum Team.

8 minutes

To become familiar with the matrix, each tribe member may create this board entirely based on their own experiences. They should back their statements by providing practical examples.

8 minutes

The tribe may now form into pairs and triads to review each other's matrix.

# Game Changer

Leadership accountability must change

from:

managing teams well

to:

coaching the teams

so they can manage themselves well

# 10 conditions for self-management

Scrum thrives when individuals act together dynamically, in unison, aligning their ambitions and skills to achieve a shared objective in an environment that is in flux. It means optimal collaboration in the field. What must leadership outside of the Scrum Team do? Consider these ten conditions:

1. Clear direction. Common vision and shared goals.
2. Clear boundaries. Maintain them using the least force necessary. When rules are broken, track down the good intention behind why it was broken and what's needed to recover from the lost commitment. The team must recover on their own with the least possible outside interference.
3. Autonomy. If you're not part of the team: let them do their thing. Respect their ways. The team internally decides what, when, and how to manage themselves and their work. (Dis)agree and commit to the decisions of the team.
4. Inspect Outcomes. Always judge a team by what the team as a whole delivers and never by individual contributions; the team must take care of that part internally. Do not rob a team of learning opportunities when you believe a team makes a mistake.
5. Accountability. The team is accountable for its performance. No one outside the team is accountable for the performance of the team.
6. Empowerment. Provide the team with whatever means they require to optimize their work environment.
7. Simplicity. Do not add complexity to resolve complexity. Don't create rules for all possible exceptions. Limited rules and freedom on the field promotes intelligent decision-making within the team that is sensitive to context.
8. Flow. Focus on the flow of the ball, not the players. Limit the number of balls in play. This increases focus and collaboration. Go with the flow of the ball, don't disrupt/interrupt it.
9. Enable and encourage playtime. Creativity is not a talent; it is a way of operating. Creativity is essential for complex problem-solving.
10. Enjoy and appreciate the beauty of a well-managed, unmanaged team.

10 minutes

Pair up. Review these ten conditions. Which of these are present in your organization? How can you tell?

# Survive this Stretch Break!



- Chop Wood (Axe swing for 5 seconds)
- Create Fire (Rub hands for 5 seconds)
- Haul Water (Lower arms, clench fists, raise and lower 5 times)
- Go Fish! (Throw a fishing line and reel a big fish)
- Clear a Path (Swing a machete for 5 seconds)
- Throw a Spear!
- Message S.O.S (Using body language)
- Saw Wood (for 5 seconds)
- Paddle a Raft (for 5 seconds)
- Create a Smoke Signal (wave a towel)

# Checkpoint 1

The tribe now understands why and where to clear pathways, utilize their backpacks, and establish a matrix for autonomy.

5 minutes

1. What's it like to be stranded here?
2. What dangers may lie ahead?
3. What have you survived thus far?

Let's work our magic and turn this island into a more hospitable place. We'll hunt for treasures, but let's be weary of pirates!



# how I like to work

- I like to work **together** directly with others; when I need space I **withdraw**.
- I like to work **virtually**, I can do this effectively.
- I like to determine when and how I work, I do this responsibly.
- I love **Miro** for virtual collaboration and visualization. It empowers me.
- I **don't like e-mail**. When I must, I am short and to the point.
- I prefer video calls. My camera will be on.
- I am an eager learner and **explorer**. I love to learn from others. I love to share.
- I am a dad and husband, and family comes first.
- There will be **unpredictability** in my schedule.
- I aim to work relaxed and **mindful**. If I experience stress I will withdraw, **meditate** and recharge.
- I don't like one-side presentations. I like **co-activity**.
- I control my agenda. I don't do back-to-backs.
- I like listening to **music** when working.
- I am generally open and agreeable. I aim to be truthful, and respectful.
- People over systems. Relationships over principles.
- I value and enjoy **diversity**.
- I don't like being managed and I don't like to manage others.
- I love visualisation and memes.
- I welcome positive and constructive communication.

# How I Like to ...

In a team, individuals attune to each other. This play provides the opportunity for team members to express how they like to work. This fosters an environment where individuals can enjoy working together even more.

This play works with small groups or teams, ten or fewer; it can be played during a Sprint Retrospective, for example.

The activity begins with a prompt: "How I like to ..."

The guide may extend the prompt. Here are some suggestions: How I like to: work, work from home, collaborate, meet, plan, learn, socialize, focus, Scrum, design/develop/test, receive feedback, etc.

**1 minute**

Choose a prompt: "How I like to [...]" . Share this with the tribe.  
As a guide, you can provide the tribe with a plaque (template).

**8 minutes**

Each tribe member individually creates their plaque answering the prompt.

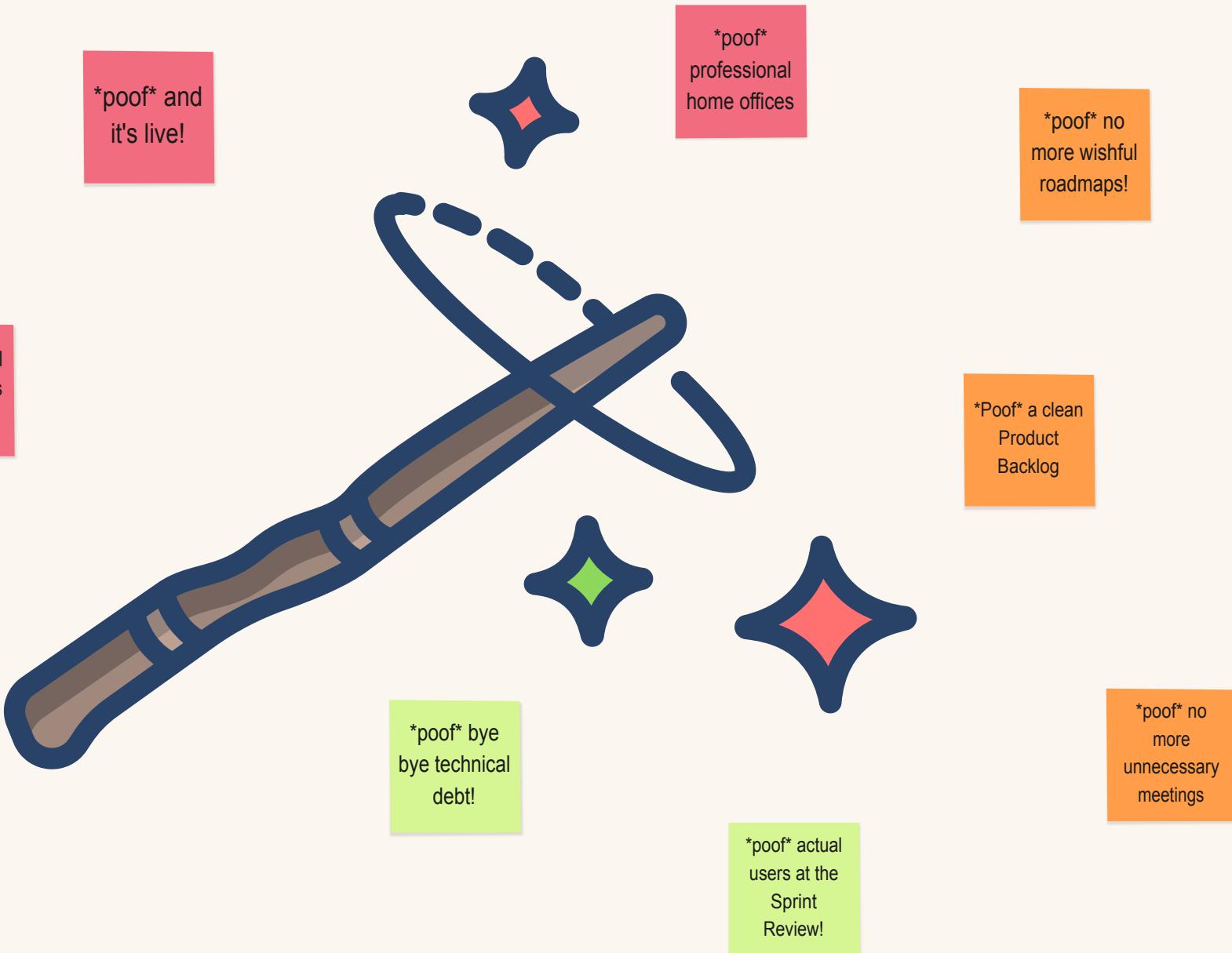
**8 minutes**

Form triads/quads. Provide each triad/quad with a new plaque. Tribe members may review each other's plaques. In summary, each triad/quad writes shared insights on the new plaque.

**8 minutes**

All together, share the summaries (containing revealing insights) with the whole tribe.

Even small things can improve our daily work lives by expressing how we like to work. We can support each other in making our workdays more enjoyable.



# Magic Wand...

"Those who don't believe in magic will never find it" – Ronald Dahl.

During your expedition to explore the island, you discover a treasure chest. You open it, but to your disappointment, it only contains a wooden stick. Throw away the stick, wishing the chest instead was filled with food. And **\*Poof!\*** to your surprise, the chest is now loaded with food.

What would you change if you could go around your island with a Magic Wand?

Magic Wand is a deceptively simple play, yet it can work wonders.

Consider bringing a magic wand to your office and ask your team to point it at things wishing for improvements (reasonable or not). They can wish for anything as long as they remain respectful to people. They can use the magic wand to magically improve the product, work environment, tools, meetings, skills, communication, etc.

Let's try it with our tribe!



**5 minutes**

Each tribe member writes down what they would change if they had a magic wand. Instruct them that they cannot make changes that are disrespectful to individuals. You cannot change someone's personality, for example.

**10 minutes**

Form triads/quads. Exchange the magical improvement. Write down any overall patterns and similarities. Do exceptional magical gains stand out?

**5 minutes**

All together, share patterns, similarities, and exceptional improvements with the tribe. What magic would make them come true?

The Magic Wand reveals opportunities to the Scrum Team. Not everything will be possible, but more is likely than not. Team members can work magic by supporting each other. The Scrum Master can wield the magic wand to help cause the removal of impediments.

As a bonus extension: can the tribe come up with creative spell names? For example: "*Inspectrum Adaptronus!*"



# Pirate Hat

The Scrum Master walks into the Retrospective wearing a pirate hat. "Aaaaargh!"

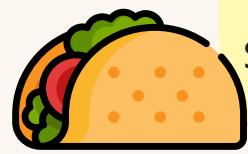
The team can blow up rigid or limiting policies, requirements, structures, or rules. Which ones will they target, and why?

Pirate Hat is a creative thought exercise. This can provide transparency on what impedes the team. You will learn about the congruency of these policies, requirements, structures, or rules.

**15 minutes**

Tribe members take turns wearing the Pirate Hat. If they could blow up rigid or limiting policies, requirements, structures, or rules. Which ones will they target, and why? What might happen?





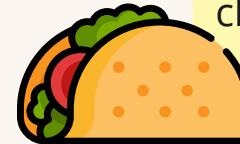
A quick stretch break



Answer a powerful question



Give at least one compliment during this training.



Leave your desk cleaner after this training



Share one thing that is meaningful to you from the last activities



Share one way to avoid a consensus trap



what about self-management is essential to you?

# Let's Taco'bout it

TACO unlocks the power of small wins. Team achievements are highly motivating. They raise confidence and create a positive feedback loop. Achievements raise the spirit and build trust. Confidence boosts commitment, which results in even more achievements.

A team can try munching through Tiny Accomplishments (TACOS) to get this positive feedback loop going. They don't have to be work-related.

**2 minutes**

As a guide, introduce what TACOS are and how they boost trust. Share some examples.

**6 minutes**

As a tribe, brainstorm examples of tiny:

1. Agreements
2. Commitments
3. Opportunities

Avoid overly ambitious team agreements. These can send a team in a negative downward spiral as the team can lose trust in its ability to uphold it. Start small. Small things lead to meaningful change. Get Crunchin'!

How many TACOS will it take to earn a taco team lunch?



# Message in a Bottle

*What's it like being here?  
What's worth writing home about?  
What should others know about this place?*

# Checkpoint 2

Being stuck on a remote island is a good excuse to bring out our inner pirate. The simplest of plays can be highly empowering. Simply expressing how we like to work is the first step. We all have a little bit of magic inside us and we can work that magic.

**5 minutes**

Write a message and put it in a bottle.  
Who knows who might read it someday?

Uh oh! Being stranded together, we must figure out how to agree on things. We may be shipwrecked, but let's not get nerve wrecked. On this island, we have to improvise and figure out how to make decisions effectively as a team!

Let's head to the beach



# *Fist of Five*



# Team Decision-Making

A self-managing team will need to work out how to make decisions together. The team will get bogged down if there is no clear decision-making strategy. When there is a lack of decisiveness, a team will experience reduced transparency, reduced autonomy, and (ultimately) increased levels of conflict.

Team decision-making can (and should) be simple —a quick show of hands, for example. Even so, many teams fail disastrously at forming commitments effectively. Methods for doing so often feel counterintuitive. We have grown accustomed to top-down and individual decision-making. Awkward it may be at first, but over time it becomes a natural habit for self-managing teams.

Some decisions should have been made yesterday; others are better left for later. Deciding when to decide is a decision in itself. Ugh. Tricky huh!

**5 minutes**

Tribe members silently look up various group/team-voting/decision-making techniques.

**5 minutes**

Pair up! Merge the list of techniques with your partner. Briefly explain techniques to your partner.

**5 minutes**

Merge pairs into quads. Once again, merge the list of techniques. Remove duplicates. Explain techniques if required. Together select a top five.

**2 minutes**

Together, merge all lists. Remove duplicates. Number all items on the list sequentially. Explain techniques if required.

**30 seconds**

Individually, write down your preferred technique. Keep this to yourself.

**2,5 minutes**

How will you reach a top three in under two and a half minutes?

## Consensus...

Does NOT mean everyone has to agree  
with every decision.

NOR does it mean all decisions must  
enjoy a majority vote.

It means members respect and trust  
decisions being made by the right persons.

# Where do you Stand in the Sand?

I will  
respect  
the call

I may  
disagree

I can  
express my  
view clearly

I can decide  
when the  
call is made

the call is made with  
the best of my  
intentions  
given what I know in  
the situation at hand.

I can express  
why it is my  
call to make

I will respect  
the  
one making  
the call

I don't need to  
know how the  
call is made

I understand  
why it is not  
my call to  
make

Not everyone  
has to agree  
with this call

I have involved,  
heard, seen and  
respected  
others

I trust the call is  
made with the best  
of intentions  
with respect to  
the views I shared

I will  
commit to  
the call

I know why  
I am not  
involved

## I am involved

## It is my/our call



# It's a (consensus) trap!

A group may reach a consensus, but that may not equal a commitment. A team may get trapped when making decisions as a unit.

- The majority disagrees but keeps quiet;
- The decision is so important that nobody wants to assume full responsibility;
- Everyone wants to get the meeting over and done with as soon as possible;
- The majority follows the most influential person;
- Someone gives their vote away before the voting starts to influence others;
- The decision is already made, and the meeting is only informal.
- The vote will be undermined after the voting is over;
- The options to vote on are unclear or unspecific;
- Five wolves and one sheep vote on what (who) to eat for dinner;
- A higher rank or external committee will ultimately (over)rule the decision.

**10 minutes**

In triads or quads, share examples of situations where you and your colleagues fell into one of these traps. What happened?

**10 minutes**

Continue as triads or quads. How can specific traps be avoided?



# Dont Drop the Ball!

Imagine a team standing in a circle—a ball drops in the center of the ring.

- With no intrinsic accountability, the ball drops on the floor without anyone jumping in to catch it.
- With clear individual accountability, a single person catches a specific ball meant for one particular person.
- With intrinsic team accountability, everyone focuses on catching the ball and coaching one another.

As a guide, you may simulate this play. Prepare a set of different colored balls (or different types of throwing objects).

1. Without providing the tribe with any instruction or introduction, ask the tribe to form a small circle standing closely together. Join them in the circle holding a ball.
2. Without instruction or notification, raise the ball over your head and lunge it into the middle of the circle. Observe what happens. How did the tribe react?
3. Assign different balls to different individuals, indicating they are to try and catch the balls. Secretly keep one ball separate.
4. One by one, throw the balls into the middle of the circle (allowing time for the individuals to react and catch). After three, four, or five balls, throw the secret unassigned ball. Observe what happens. How is the tribe adapting?
5. Collect the balls and do a final round, instructing that anyone may catch a ball. Observe what happens. How is the tribe adapting?

What sets a group apart from a team?

How can a team internally dynamically distribute work?

How can they adapt to situations when someone is out of position or out of play?

What if a member drops the ball?

What happens when a member keeps dropping balls?

What if a member never steps in to catch a ball?

What if only a specific set of balls keep being caught by a particular individual?

What if the best (or worst) balls only go to one specific player?

## Disagree and Commit

I think my way could work,  
and I am not sure about their way.

I will try it their way so I can learn from it.

I will support it every step of the way.

If it doesn't work, then I know it wasn't  
because of my lack of commitment.

If I am not open to their ways,  
they will not be open to mine."

## Where do your team members stand in their commitment to Scrum?

I can't

I can

I'm on my way

I'm there!

I won't

I will

I'm doing

I did it!

I don't  
know why

I see

I understand

I master it!

I don't  
know how

I try

I learn

I know it!

# Camouflage Stretch Break

Hide and seek.

Turn camera off.

Everyone gets 20 seconds to change something about their appearance.

After 20 seconds:

Come out of hiding if you (call out in turn):

1. Are wearing orange or red
2. Are scared of spiders or insects
3. Live in a big city
4. Don't like camping
5. Don't like (it) dirt(y)
6. Have more than one child
7. Can play a musical instrument
8. Are wearing glasses
9. Are holding an item in your hand
10. Are laughing out loud

Anyone still in hiding may now come out.

Can participants detect what has changed in their appearance?

# Checkpoint 3

Effectively making team decisions is one art to master. Acting on them and encouraging each other is another. A lot boils down to knowing (and relying on) where we all stand (in the sand).

5 minutes

1. What did you (un)learn on the beach?
2. What did you learn that you can put into practice?

We're growing closer on this island, but ultimately, we must work together to reconnect to the wider world. Let's build that raft and engineer an SOS signal.

.....





# The Raft

This island isn't done with us yet, but we can't passively keep waiting to be rescued. We'll need a raft. The raft will enable us to navigate the shores and reach inaccessible places. We'll increase our chances of survival as we can fish in richer places. Perhaps we'll even be able to connect the island to other ones.

**5 minutes**

In triads or quads, discuss: what places/domains are inaccessible to your team that would, if accessible, empower the team? For example, what if your team had access to and skills in marketing, sales, and HR?

**5 minutes**

What enables you to gain that access? What combination of materials, traits, and opportunities will help you construct that raft?

**10 minutes**

As an optional 10 minute stretch-break, can the individuals in the tribe construct an actual improvised raft using materials at their disposal? (for physical facilitation they may construct one together).

Constructing an actual raft can be an excellent outdoor team-building adventure. Teamwork, communication, and a positive attitude are key to staying afloat. It requires integration of skills. Architecting, woodwork, tying knots, arrangement, balance, buoyancy, navigation, testing; inspect & adapt! It can bring out a bit of competitiveness too! Will their raft stay afloat? can they race and battle each other?



# Beach Signals

Self-management does not mean staying stuck on an island. It's about autonomously (re-)connecting and integrating with the wider world. The team will have to send out strong, clear, highly visible messages to the world beyond the team. They can do this by creating Beach Signals. These are ways to radiate information to the world beyond the team.

How can the team draw attention and send strong, clear messages? A tribe may use various means to attract attention. It may be through smoke, banners, clotheslines, stones on a beach, messages in bottles, radio bursts on repeat, etc. Over time, they can even build a lighthouse.

**5 minutes**

Each tribemember writes down what strong statements/headlines they want to project to stakeholders beyond the team. What other information might they project?

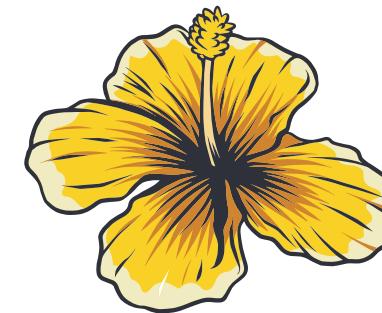
**10 minutes**

Each tribe member writes down what strong statements/headlines they want to project to stakeholders beyond the team. What other information might they project?





## TIKI BAR



You can't spell "Scrum" without "rum". Let's build a Tiki Bar!

Yes, there may be lots still to improve on the island. There may be far more practical things a tribe can build to improve their chances of survival. Yet, morale is critical. It's your island now. Make it wonderful. Make it worthwhile and enjoyable to live and work there.

**5 minutes**

While enjoying a nice cocktail or mocktail, ask the tribe to write down anything that comes to mind that can help make their workplace more enjoyable.

**10 minutes**

That calls for a toast!  
Take turns and share one thing about this adventure that is worth celebrating.



# Call to Adventure!

Consider applying these practices at your work:

- Clear one Pathway.
- Expand your cross-functional backpack with one ability.
- Co-create an accountability/autonomy matrix.
- Use the magic wand to change one thing.
- Wear a Pirate Hat to a Sprint Retrospective.
- Earn 5 tacos as a team.
- Build a Raft together with your team.





# 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. Preconditions

### LEARNING OUTCOMES:

1. Identifying which preconditions are present in current practice;
2. Reflecting on and internalizing the preconditions;
3. Applying powerful metaphors to illustrate the boundaries of self-management and cross-functionality;
4. Mapping and clearing essential pathways between various preconditions;
5. Defining what is made possible when these conditions and connections are there;
6. Creating an accountability/autonomy matrix;
7. Surviving a stretch break;
8. Defining what's needed for a team to survive being a self-managing team;
9. Defining the risk and dangers involved with self-management.

### PLAYS:

1. Pauze and reflect (C1)
2. Mindful meditation (C1)
3. Clearing pathways (C1)
4. Cross-functional Backpack (C2)
5. Accountability/Autonomy Matrix (C2/C3)
6. Pauze and reflect (C4)
7. 10 conditions (C4)
8. Stretch Break (C4)
9. Checkpoint 1 (C4)

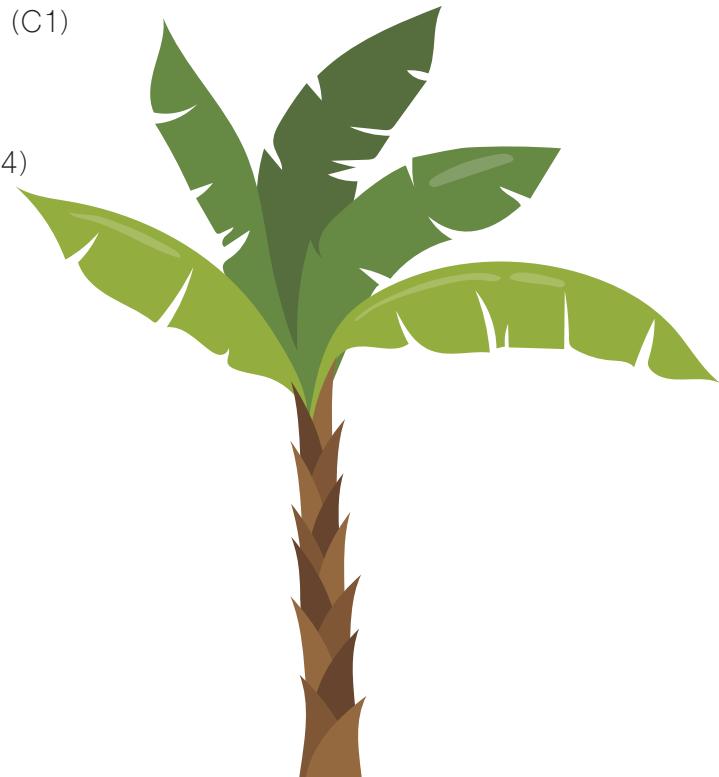
## 2. Empowering Plays

### LEARNING OUTCOMES:

1. Creating a plaque that illustrates how you like to work;
2. Wield a Magic Wand to mark/identify opportunities for improvement;
3. Wear a Pirate Hat to target rigid, counterproductive rules, systems, or guidelines;
4. Make and fulfill tiny agreements and commitments together;
5. Write, reflect and capture essential learnings in a bottle.

### PLAYS:

1. The How I like to work (C1)
2. Magic Wand (C2/C3)
3. Pirate Hat (C2/C3)
4. Tacos (C2/C3)
5. Message in a bottle (C4)
6. Checkpoint 2 (C4)





### 3. Team Decision Making

#### LEARNING OUTCOMES:

1. List various team-decision making techniques;
2. Take the right stand, the professional attitude towards making decisions;
3. Identify consensus traps and sharing practical examples;
4. Experience the psychological difference between shared and individual accountability through a ball toss game;
5. Physically step into a commitment;
6. Survive another stretch break;
7. Write (un)learnings and how to put them to practice.

#### PLAYS:

1. Fist of Five (C1/C2)
2. Pauze and reflect (C1)
3. Stand in the Sand (C2/C3)
4. Consensus Trap (C2)
5. Drop the Ball (C2)
6. Pauze and reflect (C2)
7. Stand in the Sand (C2/C3)
8. Stretch Break (C4)
9. Checkpoint 3 (C4)

### 4. Expanding the Frontier

#### LEARNING OUTCOMES:

1. Coach what possibilities lie just beyond the domain of the Scrum Team in current practice;
2. Co-actively strategize how to gain access to those possibilities;
3. Build a (metaphorical) raft that represents what's needed to gain that access;
4. Write down powerful statements and messages that need to be sent to the world beyond the Scrum Team;
5. Collectively brainstorm creative ways in which those messages can be sent;
6. Write down ideas that could make the workplace more enjoyable;
7. Make a toast to what's worth celebrating about this adventure.

#### PLAYS:

1. The Raft (C2/C3)
2. Beach Signals (C3)
3. Tiki Bar (C4)
4. Call to Adventure (C3/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

## Acknowledgement

The Road to Mastery (R2M) is developed by Sjoerd Nijland.  
The R2M is published at Serious Scrum; AGNC.

It builds on and is inspired by the works of:

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

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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.



