

# The Craft of *Highly-Effective* Agile Leadership



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## Introduction Bob Galen

- Independent Agile Trainer & Coach at [RGCN, LLC](#)
- Somewhere “north” of 30 years overall experience ☺
- Wide variety of technical stacks and business domains
- Roots of a software developer
- Senior/Executive software development leadership for 20+ years
- Agile “Coach of Coaches” and Leaders
- Deep XP, Lean, Scrum, and Kanban experience since 2000
- From Cary, North Carolina, dog lover, grandfather, husband



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Certified Enterprise Coach



The Leadership Circle®  
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## MARY THORN



**MARY THORN**  
[MARYTHORN@GMAIL.COM](mailto:MARYTHORN@GMAIL.COM)

Mary is Vice President of IT Strategy and Transformation at S&P Global Market Intelligence

During her more than 20 years of experience with financial, healthcare, and SaaS-based products, Mary has held VP, Director, and Manager level positions in various software development organizations.

A seasoned Leader and Coach in agile and testing methodologies, Mary has direct experience building and leading teams through large scale agile transformations. Mary's expertise is a combination of agile scaling, agile testing, and DevOps that her clients find incredibly valuable.

She is also Chief storyteller of the book **The Three Pillars of Agile Testing and Quality**, and avid keynote and conference speaker on all things agile and agile testing.



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## Our Agile Leadership Journey

*Based on iCAgile ICE-LEA 2-day class materials*

1. Why & What of Leading with Agility
2. Developing Personal Agility
3. Developing Relationship Agility
4. Leading to Agility

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## 1—Why and What of Leading with Agility

1. New Organizational and Leadership capabilities we need today
2. Behaviors that Increase Agility



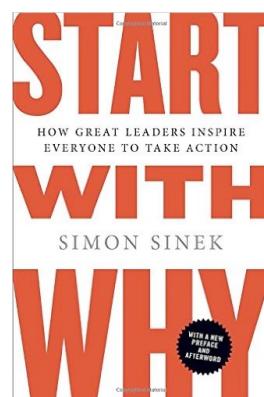
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## Start with Why then...Trust

- Simon Sinek - Start with WHY
  - Aligned with mission, vision setting
  - Aligned with self-direction
  - Aligned with energy!
- Surrounded by people who believe what we believe...Trust
- TED Talk -  
[https://www.youtube.com/watch?v=u4ZoJKF\\_VuA](https://www.youtube.com/watch?v=u4ZoJKF_VuA)
- Trust TED Talk -  
<https://www.youtube.com/watch?v=4VdO7LuoBzM>



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## Driving Forces for Agility?

- Diversity
- Complexity
- People orientation
- Leadership alignment
- Results
- Clarity & Transparency
- Nimbleness
- Learning
- Customer connection
- Balance
- Innovation & Creativity
- Accountability



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## Why Agile? Leadership drivers for “going Agile”

1. *We are constantly blowing past commitments, we need a way to fix that and do what we say we are going to do.*
2. *We are putting poor quality products into market, we think agile can help.*
3. *We need more transparency into what is going on.*
4. *We need more visibility into the progress we are really making on the product*
5. *We need to get products into market faster.*
6. *We don't communicate very well, I hear agile can help us fix that.*
7. *It costs too much to deliver software, we want to use agile as a way to lower the cost to produce the product.*
8. *We have way too much to do and not enough resources to get all the work done.*
9. *Support work is constantly interrupting new product development*

-- Mike Cottmeyer, Leading Agile blog ~2012

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## Cynefin – SenseMaking

### Dave Snowden

- Simple – Obvious
- Complicated
- Complex
- Chaotic
- Disorder
  
- Cliff from Simple to Chaotic
  - Complacency
  
- The notion of SenseMaking
  - Helping teams find the answers



Snowden Cynefin intro -  
<https://www.youtube.com/watch?v=N7oz366X0-8>

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## CULTURE DESIGN CANVAS

Design a culture that propels you into the future.

DECISION-MAKING	PRIORITIES	RITUALS
How do we share authority? What methods we use to make decisions?	Select top three strategic priorities using the ever/over statements	What are our peculiar ways of starting, managing, and celebrating projects?
<div style="display: flex; align-items: center; justify-content: center;"> <div style="margin-right: 10px;">PURPOSE Why do we exist?</div> <div style="margin-right: 10px;">VALUES What do we stand for? 1- 2- 3-</div> <div>FEEDBACK How do we help each other grow?</div> </div>		
MEETINGS		FEEDBACK
How do we convene and collaborate?		How do we help each other grow?
NORMS & RULES	BEHAVIORS	PSYCHOLOGICAL SAFETY
How do we clarify expected behaviors without hindering autonomy?	What do we punish? What do we reward?	How do we encourage everyone to speak up? How do we promote participation and candor over groupthink and silence?

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LIBERATIONIST

Helpful hints: <https://www.sessionlab.com/methods/culture-design-canvas>

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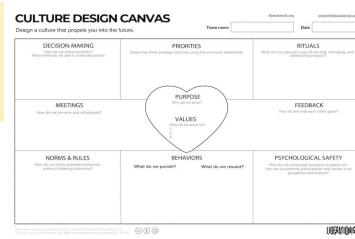


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## Breakout Brainstorming; ~15 minutes

- Morningstar video
- Breakout into groups of 3 (Triads)
- Using / leveraging the **Culture Design Canvas**, explore your current or as-is state organizationally—
  - Technology, Structure
  - Culture, Market
  - Geopolitical, and Human systems
- Establishing a “baseline” if you will...
- Debrief - Care to share anything with the group?



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## 2—Developing Personal Agility

1. Developing self as instrument
2. Developing self as Leader



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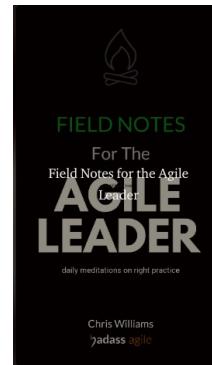
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## Journaling for Reflection & Personal Growth

- Aha moments
- Actions or to-do's
- Ideas
- Realizations
- Observations
- Events
- What if?
- Possibilities
- Brainstorming
- Goals
- Outcomes
- Dreams
- Tomorrow...

Getting Started  
<https://www.agile-moose.com/blog/2019/6/23/journaling-how-to-get-started>

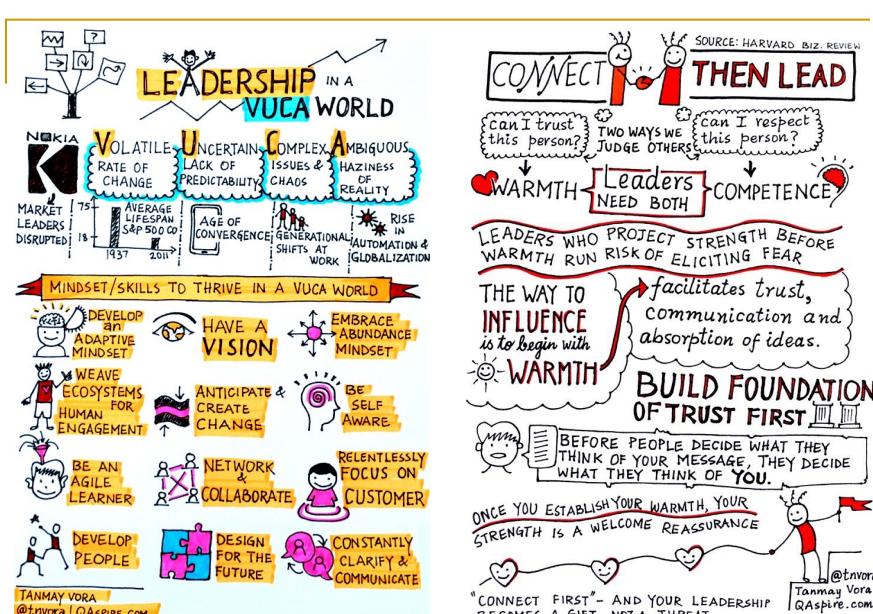


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## Self Awareness

- HBR article
  - 95% of people think they are self aware
  - 10-15% actually are
  - I call this the...**80% GAP!**
- Cultivating Self-awareness
  - 360° feedback, surveys
  - Sharing, disclosing
  - Mentoring, coaching
  - Mindset, humility, curious



<https://hbr.org/2018/10/working-with-people-who-arent-self-aware>

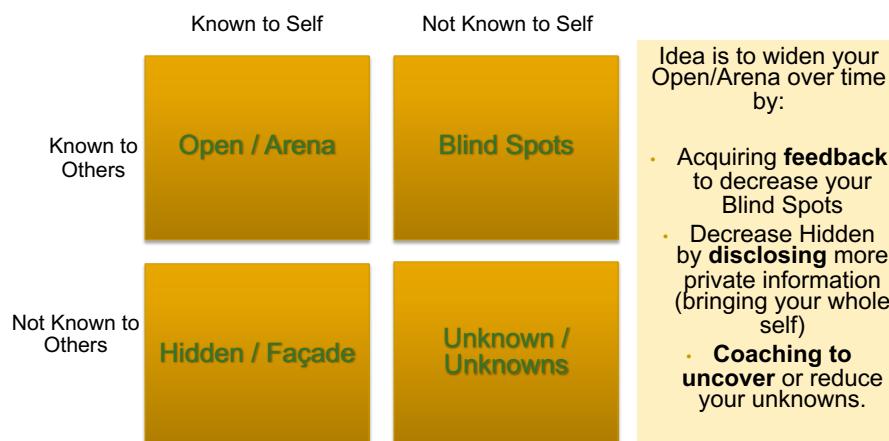
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## Johari Window for Self-Discovery and Self-awareness



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## 5 Scrum Values



1. Commitment
2. Focus
3. Openness
4. Respect
5. Courage

Often applied to the Scrum team.

What about their application to the Scrum ecosystem leadership team – what part do YOU play?

<https://guntherverheyen.com/2013/05/03/theres-value-in-the-scrum-values/>



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## Servant Leadership Model



The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test...is this:

Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?

--- Robert K. Greenleaf



*It's NOT about the Leader, it IS about the team*

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## 20 Qualities of an Agile Leader

### Kelly Waters

1. Strong **communication** – storytelling and listening
2. **Passion** for learning and intense **curiosity**
3. Focus on **developing people**
4. Having fun and **very energized**
5. **Strong self-belief**, coupled with **humanity** and **humility**
6. **Committed** to making a significant difference
7. **Clarity of vision** and **ability to share it** with others
8. **Dogged determination** and often relentlessness
9. **Strong focus** on priorities
10. Not afraid to show some **vulnerability**



<https://www.101ways.com/2007/07/19/20-qualities-of-an-agile-leader/>

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## 20 Qualities of an Agile Leader

### Kelly Waters

11. Regular use of reflective periods to **think and learn**
12. **Real passion and pride** in what they do
13. Confidence and trust in their teams, giving them real **empowerment**
14. **Respect** for all (team members, temps, customers, suppliers and directors alike)
15. Clear standards of ethics and **integrity**; openness and honesty
16. Ability to drive, inspire and embrace **change** and **continuous improvement**
17. Positive attitude at all times and an innate ability to be diplomatic in any circumstances
18. **Lateral thinking** and ability to find **innovative ideas** and solutions to problems
19. Ability to **inspire and motivate** others
20. Willingness to take (calculated) **risks**

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## Which is it?

### ACCOUNTABILITY VS. RESPONSIBILITY

**RESPONSIBILITY IS DONE BY YOU. IT'S VOLUNTARY. YOU CAN TAKE AS MUCH OF IT AS YOU WANT.**

**ACCOUNTABILITY IS DONE TO YOU. IT'S DONE BY THE INDUSTRIAL SYSTEM, BY THOSE THAT WANT TO CREATE BLAME.**

- SETH GODIN



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## Fake Fast vs. Faster Cutler

### ■ John Cutler

- <https://medium.com/ackernoon/feels-like-faster-vs-makes-us-faster-828686facc7e>

### ■ As a leader, we want to be coaching our teams and organizations from the left-side to the right-side

This feels like going faster	But this actually makes us faster
Starting	Finishing
Less slack	More slack
Parallelizing work	Serializing work
"Filling up" timeboxes	Clear, overarching timebox goals
Higher work in progress	Lower work in progress (to a point)
"Getting ahead" of the work	Starting together
Specialization	T-shaped (to a point)
Shipping and jumping to next project	Leaving time to respond to feedback
Cutting corners (we'll fix it later)	Qualify focus (fix it now)
Refactor as special effort	Regular refactoring
Handing off to test. Starting new work	Pairing with test. Finishing together
Hiring more people	Tooling, infrastructure, environments, quality
Throwing new team members into fray	Careful and safe onboarding
Individual assignments	Team goals, pairing, swarming, mobbing
Chase efficiency	Encourage messy but effective collaboration
Hands ON keyboards immediately	Team conducts research together
Larger batches ("less resetting")	Smaller batches
Keep everyone heads down	Quiet/focused time punctuated by collab
Design then build	Participatory design, UX/dev pairing
Shared ops	Embedded ops (w/ some shared services)
Output velocity	Impact velocity
Stakeholder reviews and approvals	Partners in the trenches, regular participation
"Find a way around the blocker"	Swarm on the blocker

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## 3—Developing Relationship Agility

### 1. Introduction to EQ: Social Context

### 2. Exercising Agility in Key Conversations



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## Emotional Intelligence (EQ)



- Daniel Goleman identifies the following 5 key elements to Emotional Intelligence—
  1. **Self-awareness** – journaling, reflection, practicing mindfulness. Gaining feedback.
  2. **Self-regulation** – staying in control, rarely trigger, don't pre-judge others, control bias.
  3. **Motivation** – self motivated, learn what drives you, Ikigai awareness, what is your why?
  4. **Empathy** – not sympathy, putting yourself in others shoes, look at the world from their POV. Developing others.
  5. **Social skills** – effective communication skills, handle conflict, sharing feedback.

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## Trusting Your Teams

- Provide guidance & advice; but trust the team to solve their own problems & challenges
- Foster an environment of experimentation,, innovation, and failure/learning
  - Failing Forward
- What about when the going gets tough?
  - Everything matters – words, behaviors/actions, and body language



<http://www.rgalen.com/blog/2012/5/28/he-agile-project-manager-do-you-trust-your-team.html>

<http://rgalen.com/agile-training-news/2014/7/17/what-comes-first-the-chicken-the-egg-or-trust>

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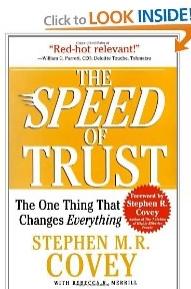


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## Motivating Your Team

Stephen M. R. Covey's book



13 Behaviors that Foster & Increase Trust

1. **Talk Straight**
2. Demonstrate Respect
3. **Create Transparency**
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. **Confront Reality**
9. Clarify Expectations
10. Practice Accountability
11. **Listen First**
12. Keep Commitments
13. **Extend Trust**

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## Google and the notion of...Safety

- What is the role that Agile leadership can play across these 5 areas?

■ <https://newagileleadership.com/what-makes-teams-successful-googles-project-aristotle-came-up-with-these-five-factors-that-matter/>



re:Work

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## Safety: 4-Quadrants

- **Learner**
  - Ask for help
  - I don't know
  - Learn from mistakes, failure
  - Take risks
- **Challenger**
  - Question the status quo
  - Challenge staid practices
- **Collaborator**
  - Chat with anyone
  - Open communication
  - Constructive debate and feedback
- **Inclusion**
  - Titles don't matter
  - Part of THE team

The 4 Quadrants of Psychological Safety



<https://www.amazon.com/Stages-Psychological-Safety-Inclusion-Innovation/dp/0369356551/>

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## Breakout Psychological Safety; 10-minutes



- Individually or in groups of 2-3 IF your from the same company/organization.
- Consider the 4 Quadrants of Psychological Safety draw the Quadrants on a flip chart
- For your organization evaluate 2 levels of safety
  - Using a NPS scale of 1-10; 10 very safe; 1 totally not safe
  - How safe do you personally feel in that quadrant?
  - How safe does the Company/Organization/Group feel in that quadrant?
- Consider...within each quadrant, what would be at least one idea to raise safety?
- Debrief: be prepared to share with the group...

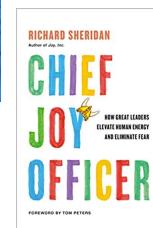
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## Culture Builder Cultural Steward

- Not only are you setting the culture, become –
  - A *builder* of the culture and
  - a *steward* of the culture.
  - It's your most important job!
- A video on Fear and Safety and Accountability and (Dogs & Babies)...
  - <https://www.youtube.com/watch?v=Oe8VTi3m8U8>
- Review Menlo Our Way -  
<https://menloinnovations.com/our-way>



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## Culture-Shaping 1 behavior micro-step at a time...

The culture of any organization is shaped by the best behavior the leader is willing to amplify.

The BEST behavior that your leaders amplify/reward?  
Or that YOU amplify/reward?

Your company culture LIVES between these two dimensions  
And it's your choice, it's intentional, and it can be changed...

The WORST behavior that your leaders tolerate?  
Or that YOU tolerate?

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## Story-telling

- One of the best ways to share your intentions for agile is by telling challenge stories.
  - The WHY behind the move to agile
- One of the best ways to show your goals is by telling vision and mission stories
  - The GOAL, what does DONE look like?
- One of the best ways to GUIDE your journey is telling stories of:
  - Failure, implying it's ok
  - Success, implying it's possible

*Pixar – 22 Rules of Storytelling*

<https://www.aerogrammestudio.com/2013/03/07/pixars-22-rules-of-storytelling/>

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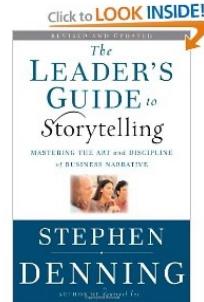
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## Story Telling Model

### Stephen Denning

- The Leader's Guide to Storytelling published in 2005. Author of Squirrel Inc.
- Similarities to The Story Factor, but with a leadership and more in-depth focus.
- Denning has gone on to become immersed in innovation, leadership reinvention, and agile methods.



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## 8 Narrative Patterns

### Stephen Denning

1. Motivate Others to Action
  - ❑ Using narrative to ignite action and implement new ideas
2. Build Trust in You
  - ❑ Using narrative to communicate who you are
3. Build Trust in your Company
  - ❑ Using narrative to build your brand
4. Transmit your Values
  - ❑ Using narrative to instill organizational values



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## 8 Narrative Patterns

### Stephen Denning

5. Getting Others Working Together
  - ❑ Using narrative to get things done collaboratively
6. Share Knowledge
  - ❑ Using narrative to transmit knowledge and understanding
7. Tame the Grapevine
  - ❑ Using narrative to neutralize gossip and rumor
8. Create and Share Your Vision
  - ❑ Using narrative to lead people into the future



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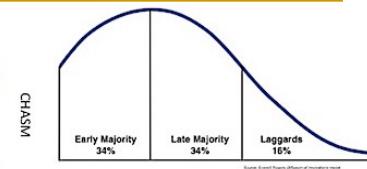


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## Story-telling “Basics”

- Oreo Cookie:
  - ❑ Tell them what you'll tell them, tell them, tell them what you told them
- Pareto Principle – Crossing the Chasm
- Connect to your audience
- Share goals and objectives
- Clarify and listen (body language)
- Humor
- Add situational context
- Visualization
- Let your points emerge
- Be yourself; share yourself; admiration
- Power of Transparency

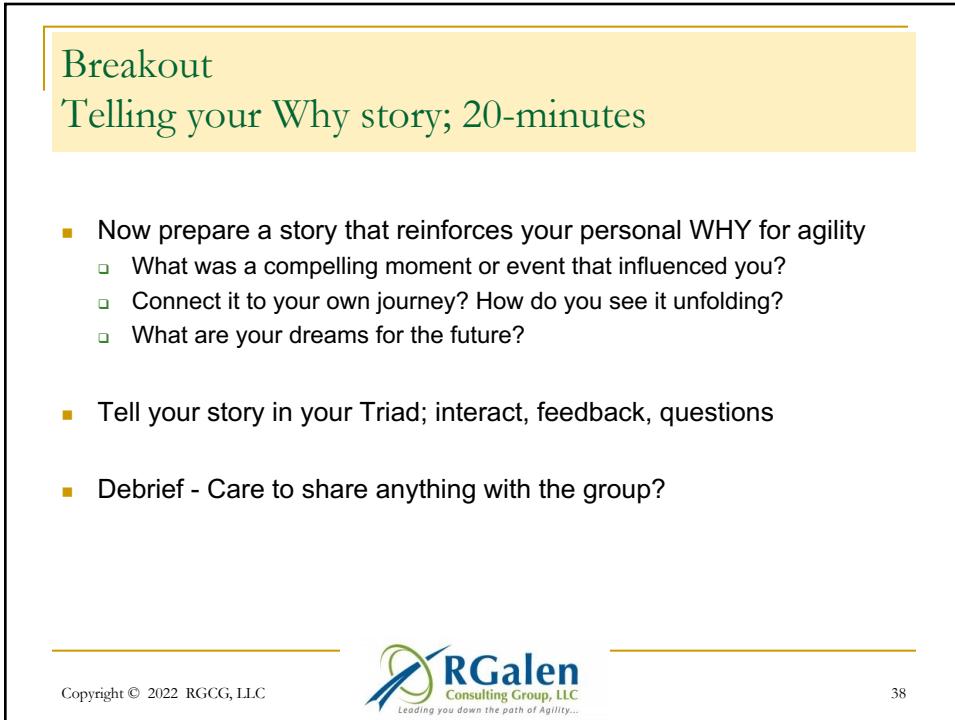
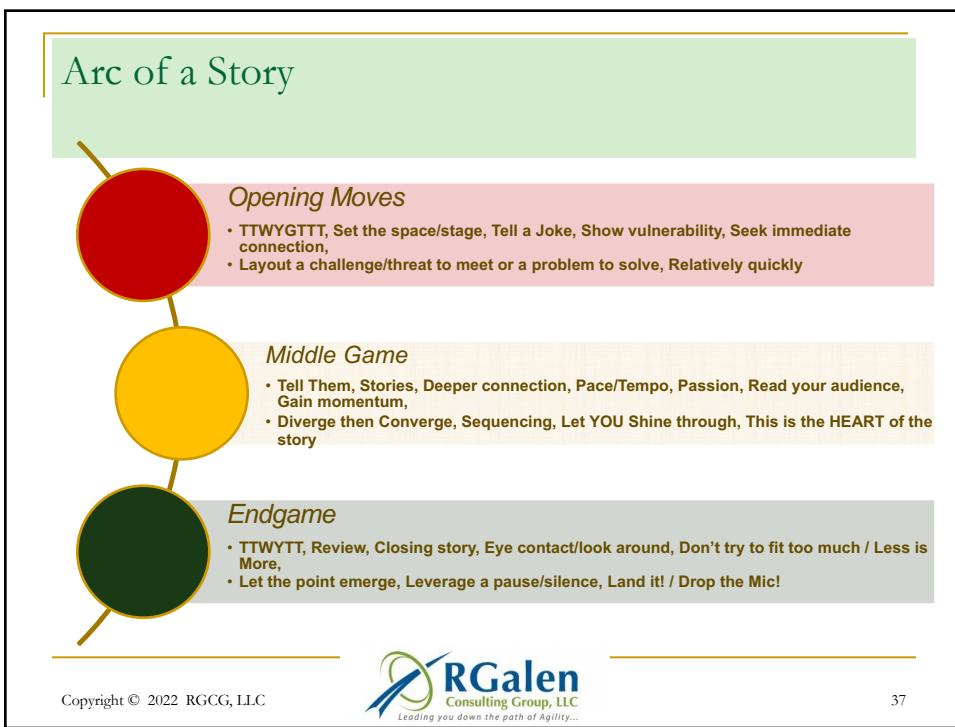


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## Giving & Receiving Feedback

- Finding opportunities
  - One-on-ones
  - In agile events
  - Group settings
- We sort of “suck” at giving feedback and at communication in general
  - <https://hbr.org/2016/03/two-thirds-of-managers-are-uncomfortable-communicating-with-employees>
  - Let me share a story about Peter...
- It's a Gift! Don't squander it.
  - <http://rgalen.com/agile-training-news/2016/7/16/avoiding-death-by-a-thousand-questions>



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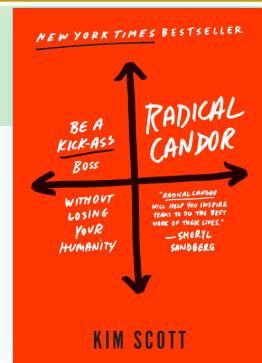


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## Radical Candor

- Published Radical Candor in late 2016 by Kim Scott
- Central story from Google w/Sheryl Sandberg
- Intro video:  
<https://www.youtube.com/watch?v=4yODaILQ2IM>



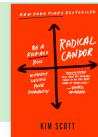
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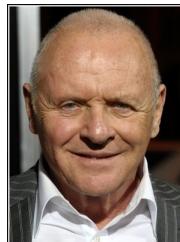
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## A Moral Obligation



Starting from a position of relationship and caring personally,

You tell people what you,  
*really think*  
So that either...



People don't always tell you what they are thinking. They just see to it that you don't advance in life.

— Anthony Hopkins —

AZ QUOTES

*Your thinking can change  
Or their thinking can  
change*

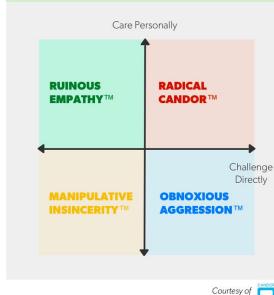
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## Radical Candor



GUIDANCE =	PRAISE	CRITICISM
GET	F	F
GIVE	F	F
ENCOURAGE	F	F

### HIP-tool

- Stay humble
- Be helpful
- Immediate
- In person
- In private (criticism), in public (praise)
- Don't personalize

- Practice giving feedback - don't hold it in
- Don't dish it out if you can't take it. In fact, demonstrate your ability to take radical candor
- Deeply care

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## What about Praise? Try CORE



### 5 Things to Remember About Praise

1. Just like criticism, praise can be awkward; but it's important to know what we do well and should continue doing.
2. We need to push through our discomfort with praise, especially when praising others requires us to recognize our own failures.
3. Being specific and sincere is a real relationship-building opportunity. It helps people feel seen and appreciated while also getting a new perspective on their work. These moments act like deposits into the relationship bank.
4. Praise includes a challenge as well as caring; the challenge for praise can be simply for that person to continue doing what they did well, or it could be to take that experience to a new project. Or teach what they did to others!
5. Finally, praise in public. Public praise allows not only the recipient to know what to do more of, but also the rest of the team.

- Context – site the specific situation
- Observation – describe what was said or done
- Result – what is the most meaningful result to you and to them?
- nExt stEps – what are the expected next steps? The next challenge?
- <https://www.radicalcandor.com/core-feedback/>

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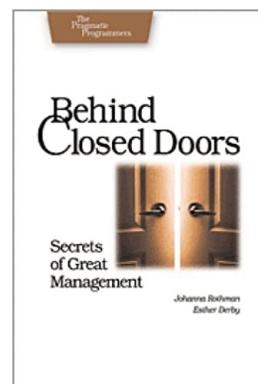


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## Power of the 1:1 Behind closed doors

- *What is the “essence” of an effective 1:1?*
- *Who’s it for? What’s the focus?*
- Coaching towards Agility
- Feedback
  - Crucial Conversations
  - Radical Candor
  - 30% / 70% speaking
  - Deep listening



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## Effective Listening

*Center for Creative Leadership*

### CCL 7-Steps

1. Be attentive
2. Ask open-ended questions
3. Ask probing questions
4. Request clarification
5. Paraphrase
6. Be attuned to and reflect feelings
7. Summarize

### Other Considerations

- Empathy and perspective
- Body language, tone, what wasn't said
- Emotional field
- Create/allow for space (silence)
- Seek to understand
- No judgment
- Appreciate and normalize
- Connect & relationship

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## Breakout

### Coaching Dojo ~50-minutes

- Introduce the notion of a Triad
- Break into triads
  
- Run all three of the DOJO conversations Peer-to-Peer, Upward, and Downward.
  - Someone assume the role of YOU
  - Someone assume the role of THEY
  - Someone assume the role of Facilitator / Observer
  - Have the conversation for 10 minutes, then Facilitator run a retrospective for 5 minutes
  
- Rotate roles, and do it again...
- Triad's be prepared to debrief

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## 4—Leading to Agility

1. Organizational Transformation and Agility
2. Leading Change and Transformation



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## Most Effective Strategy—Leaders Go First



We call them leaders because they go first, because they take the risk before anybody else does, because they will choose to sacrifice so their people will be safe and protected.

— Simon Sinek —

AZ QUOTES

- Beyond inside out, leaders need to go first in an agile transformation...shifting their mindset & better understanding of:
  - Personal Training & Coaching
  - Organizational Vision, WHY & Goals
  - Strategy & Leadership Alignment

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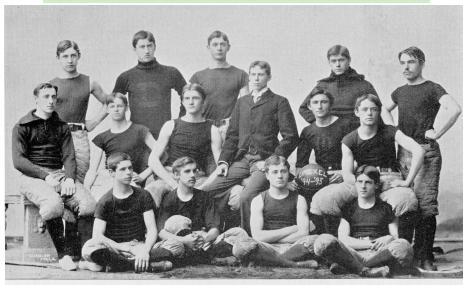


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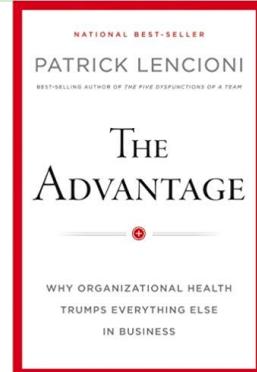
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## The Advantage -- Lencioni

Who is your First Team?



BASKET-BALL TEAM.



<http://rgalen.com/agile-training-news/2018/12/11/building-a-first-team>

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## Organizational Health Overview

1. Build a **Cohesive Leadership Team**
2. Create **Clarity**
3. Over-Communicate **Clarity**
4. Reinforce **Clarity**

**Guide...don't Do**

- <https://www.tablegroup.com/topics-and-resources/organizational-health/#survey>

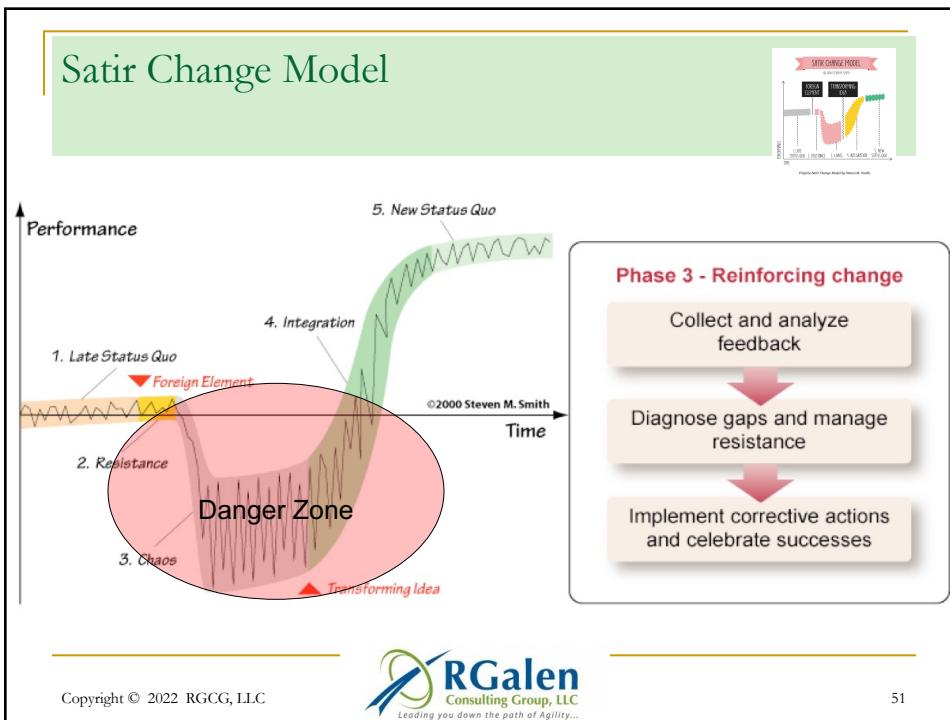


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## The Bus

### Jim Collins

#1 BESTSELLER  
THREE MILLION COPIES  
ONE STEP BEYOND  
WHAT THE GREAT  
ARE DOING TODAY

LOOK  
INSIDE

GOOD TO GREAT

JIM COLLINS  
Author of the bestselling  
BETTER TO LAST

**■ Getting the right people on the Bus**

**■ Ensuring the each Bus is going in the right direction**

**■ Getting the wrong people off of the Bus**

**■ Not everyone is comfortable with an agile transformation, yet they eventually need to get “on board”**

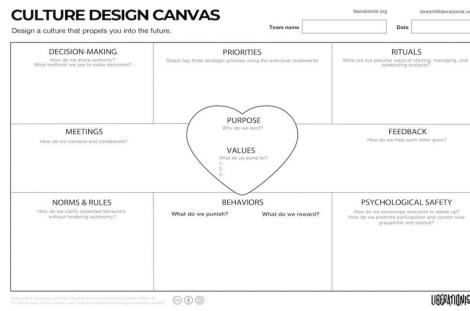
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Leading you down the path of Agility...

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## Breakout – Discovery Culture Design Canvas ~15-minutes

- Gather alone (or in groups of 2-3 in the same company/group culture). Explore the Culture Design Canvas,,,
  - Consider a/your vision for a more agile supportive culture.
  - Capture two scenarios of **Leading from the Future** in your canvas.
  - Identify clear change frictions.
- Leverage your journal for go-forward action planning
- Debrief: be prepared to share with the group...



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## Wrapping up Leading from where you stand...

*I hope this class has inspired you to take on or advance your agile leadership journey...*

*With no excuses AND from where you stand...*



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## Contact Info

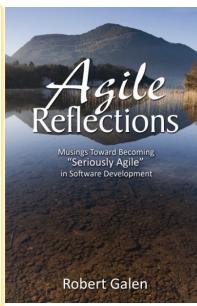
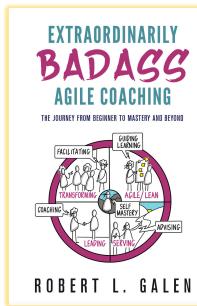
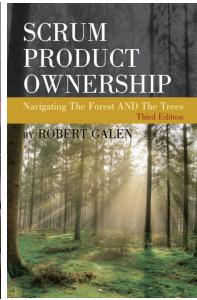
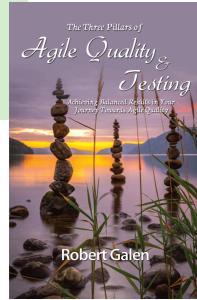
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