



1.1

WELCOME TO  
**BASECAMP**  
PRE-STUDY



PRE-STUDY



# WELCOME

Welcome to your road to mastery (R2M).

This workbook is designed to introduce you to the R2M and prepare you for the expeditions ahead.

Through diligently completing the activities, you will be able to get more value from the training.

The R2M is a series of expeditions (modules), each focussed on a specific theme. But first we start with Basecamp. Your journey begins here.

At Basecamp we will get to know each other. You will learn more about the journey ahead and how we will support each other.

Safe travels!



# THREE LEARNING MODES



## PRE-STUDY

Each participant prepares for the expedition individually by running through the instructions prepared by the guide.

You may help each other.

You can reach out to your guide for questions and support.



## EXPEDITION

During the guided expedition you will be supported by a professional trainer.

The trainer will guide you through various concepts in an interactive way.

The trainer will encourage participants to learn together, generally in small groups.



## INTERVISION

The participants review their learning in a self-organized manner. They choose when to meet, what to discuss and how to collaborate. This is often done virtually/remotely.

Participants are encouraged to discuss the practical outcomes. The Intervision provides opportunities to support each other.

# GUIDANCE

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1/2

Your guide will help you navigate this course.

Do you have any personal needs or considerations for this journey? Please be open about this with your guide.

The guide will be considerate of your personal needs in full confidentiality.

Consider informing the guide about:

**Language Proficiency:** Please let the guide know if you are insecure about expressing yourself in English. It is very common. If you have conditions like dyslexia that affect reading, you may let us know so that we can provide additional support.

**Accessibility:** If you have physical or virtual limitations that may hinder your access to the training, please inform us in advance so that we can make necessary accommodations to ensure your participation.

**Connectivity:** A stable internet connection is crucial for virtual training. If you encounter any connectivity issues, don't hesitate to reach out for technical support. Ensure your camera and microphone are configured correctly in the virtual conferencing system.

**Introversion:** We recognize that participants have varying preferences when it comes to group interactions. While some may thrive on interactivity, others may prefer independent work. By informing us of your preference, we can strike a balance between group and individual activities to cater to your learning style.

# GUIDANCE

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2/2

**Cultural Sensitivity:** Our training includes participants from diverse cultural backgrounds. If you have specific cultural needs, such as prayer times or dietary restrictions, please inform your guide so that we can respect and accommodate your requirements.

**Health:** Your well-being is important to us. If you have any health-related concerns or requirements, please advise the guide in how to provide the necessary support. Your guide does not need to know about the nature of your condition.

**Caregiving Responsibilities:** If you have caregiving responsibilities that may require flexibility in your attendance, please let us know in advance. We understand the importance of balancing personal responsibilities with training commitments.

**Neurodiversity:** If you fall under the neurodiverse spectrum and have specific needs or accommodations that would enhance your learning experience, please share how you would like to be accommodated. We are committed to creating an inclusive environment for all participants.

**Diet:** If you have dietary restrictions or preferences, please inform us. We will do our best to accommodate your dietary needs during in-person expeditions.

Your comfort and success in this training are of utmost importance. By sharing your specific needs and considerations, we can work together to ensure that your learning experience is inclusive, accommodating, and enriching.

# 01 BASECAMP

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Whether you are a seasoned explorer seeking new horizons or a fresh-faced agile adventurer just beginning your quest, Basecamp is the perfect **starting point** for your transformative expedition.

At Basecamp, we welcome new explorers. Together we prepare you for the journey.

You will forge connections with fellow travelers who share your insatiable curiosity. Together, we will unveil the secrets of fostering **Psychological Safety**, a sanctuary that fosters trust and encourages you to boldly express your ambitions.



# 01 BASECAMP

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## Concepts

- ✓ Learning Journey
- ✓ Learning Modes
- ✓ Psychological Safety
- ✓ Failures
- ✓ Feedback
- ✓ Playfulness
- ✓ Fear & Anxiety
- ✓ Self-confidence
- ✓ Fertile Soil

## Plays

- ✓ Check-in/out
- ✓ Secret Leaves
- ✓ Sharing Tents
- ✓ Missing Poster
- ✓ Honest Mistakes
- ✓ Kindred Spirits
- ✓ Before I Die
- ✓ Clean Setup
- ✓ Stretch Break
- ✓ Mad Tea Party
- ✓ Holy Grail
- ✓ Fill in the Blanks
- ✓ Bingo Card
- ✓ Draw Connections
- ✓ Tiny Monsters
- ✓ Walk Across
- ✓ Travel Journal
- ✓ Backpack

# TRAVEL JOURNAL

Guides will regularly ask you to write things down or draw. You will capture learnings and experiences in a Travel Journal. How to use the journal is entirely up to you.

You may keep it private or share it with others.

For the *in-person* R2M, a travel journal booklet will be provided during your first session.





# CHECK

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Here is the million-dollar training question.

**What do you want to spend most of your time doing during this learning journey?**

(check only one)

- A** **Listening** to a lecture by the trainer.
- B** **Watching** a slideshow.
- C** **Reading** documents.
- D** **Exploring** concepts interactively together.
- E** **Exchanging** experiences.

# CHECK

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What are your thoughts on these training paradigms ?

**Select all you agree with.**

- A If the trainer explained it well, the learners will remember it.
- B Learners learn better when they can teach a concept back to each other.
- C All mistakes must immediately be corrected by the trainer.
- D Learners often know more than they are comfortable to share.
- E Learners learn better if they are given means and opportunities to *self-correct*.

# WHAT IS ROAD 2 MASTERY?

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1 | Define in your own words what the R2M is.

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2 | What do you already know about the R2M?

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# YOUR BASELINE 1/2

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1 | What experience do you already have with Agile?

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2 | What is your motivation for going on this journey?

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3 | What evidence have you encountered that supports the effectiveness of R2M?

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# YOUR BASELINE 2/2

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4 | What struggle do you experience at work?

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5 | What result do you anticipate to get with R2M at work?

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6 | What effect do you anticipate this journey will have for you personally?

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# YOUR BACKPACK

During the R2M you will collect many useful items to help you on your professional journey. You will also collect useful virtual materials.

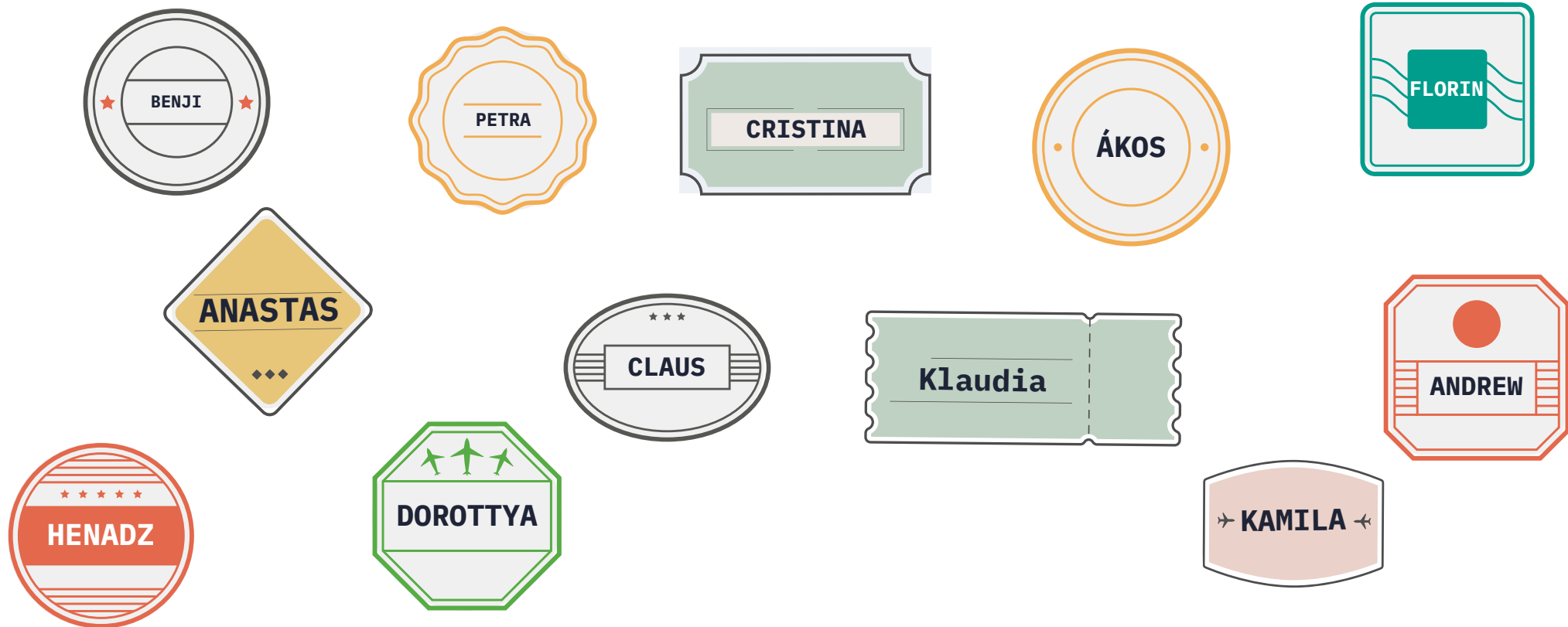
Please pick your virtual backpack below (mark/circle it). Your guide will create a Miro Board for you that will act as your Virtual Backpack. You and your guide will drop useful virtual materials there.

For the in-person R2M you will also be provided with a small backpack.



# TOKENS

You will be assigned a token. This will help you mark your (virtual) contributions on the Miro Boards.





## CROSSING THE CHASM

R2M helps bridge the gap between **knowledge** and **competence**.



Name three signs of a knowledge and competence gap.

1

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2

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3

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# PSYCHOLOGICAL SAFETY

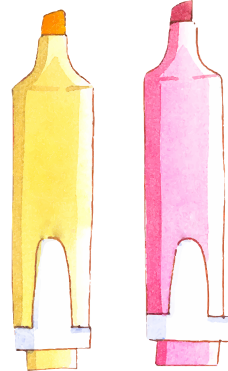
Please **highlight 3 significant sentences**:

Psychological Safety is a term that was first coined by Edgar Schein and later popularized by Harvard Business School professor [Amy Edmondson](#), and it refers to the shared belief that people are safe for interpersonal risk-taking.

The science is clear. Edmondson (1999) found a strong relationship with learning behaviors in teams. This has also been found in Agile teams, specifically (Dreesen et. al., 2021, Duhigg, 2016). Moe, Dingsoyr & Dyba (2010) conclude that without sufficient trust at the group level, *"team members will expend time and energy protecting, checking, and inspecting each other as opposed to collaborating to provide value-added ideas"*.

The ability to give and receive peer feedback is one of the core components of effective teamwork as also shown in recent research. Agile teams (Strode, Dingsoyr & Lindsjorn, 2022) and (Verwijis & Russo, 2023) found that psychological safety contributes to a climate of continuous improvement. In fact, *"it may be one of the strongest single predictors of team effectiveness"* according to Verwijis.

Psychological safety is important in the context of our journey because it requires **you**, as a travel companion, to communicate honestly and openly.



# MOTIVATIONAL ESSENTIALS

Fill in the blanks.

learning

1. Give everyone \_\_\_\_\_ of something.
2. Involve people as much as possible in \_\_\_\_\_.

ownership

3. Give everyone a \_\_\_\_\_.

coach

4. Provide \_\_\_\_\_.

5. Give lots of \_\_\_\_\_ and encouragement

6. \_\_\_\_\_ rather than criticize.

challenge

7. Know what \_\_\_\_\_ each unique person.

praise

8. Offer constant \_\_\_\_\_.

9. Unleash the full \_\_\_\_\_ of each team member.

ethos

10. Build a team \_\_\_\_\_.

potential

security

decisions

motivates

# FERTILE SOIL

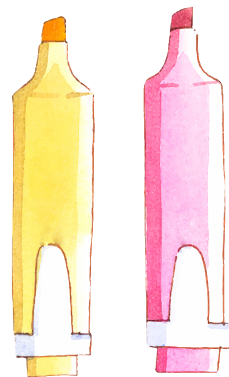
*Please highlight 3 significant words:*

*"The quality of the plant depends on the quality of the soil it grows in. The quality of the organization is dependent on the interactions between individuals in the organization"*  
- Mark den Hollander

If a culture is characterized by fear, micromanagement, lack of trust there will be resistance to change, disengagement and lack of alignment.

The most serious impediments to Agile ways of working are habits of command and control management, which spawned a belief that demanding something will make it happen. This may be true for simple, predictive work, but not for complex work, where conditions change.

This journey will you coach your organization to respond more effectively to change. **Enable agility**, not to cement practices rigidly for a desire for more predicatability.



# DEAD SOIL



Picture a work culture where agile ways have little to no chance of succeeding.

Write down 3 characteristics of such a culture.

1

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2

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3

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# BASECAMP AGENDA

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1.1

Prestudy

1.6

Fertile Soil

1.2

**Introductions**

1.7

Intervision

1.3

Psychological Safety

1.8

Assessment

1.4

Playfulness

1.9

Feedback

1.5

Anxiety & Confidence



**R2M**