

ROAD 2 MASTERY

WELCOME TO SMOOTH SAILING EVENTS

9.1

PRESTUDY



SMOOTH SAILING AGENDA

9.1

The Sprint

9.5

Sprint Review

9.2

Facilitation

9.6

Sprint Retrospective

9.3

Sprint Planning

9.7

Assessment

9.4

Daily Scrum

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AHOY

At sea, you cannot force your way. You can learn to sail it with knowledge of knots, currents, mathematics, charts, and the stars. But you cannot control it. Try, and it will turn against you.

Those of the sea are intimate with its moods. And its mood can suddenly change. It may be calm at times, but it is never still. In fact, the ocean can be very eventful. We may find ourselves in events in all sorts of conditions: drifting off-course, socked-in-with-fog, in stormy moods, etc.

The sea is far more than its waves, and we are more than the waves of our moods. We don't always have to be comfortable, and the best voyages often involve challenges and hardships.

"Show up, let go." - Sailors learn this naturally, honed by humility and perseverance. We're called to accept what is, make do with what we have, and let go of our former expectations.



09 SMOOTH SAILING EVENTS



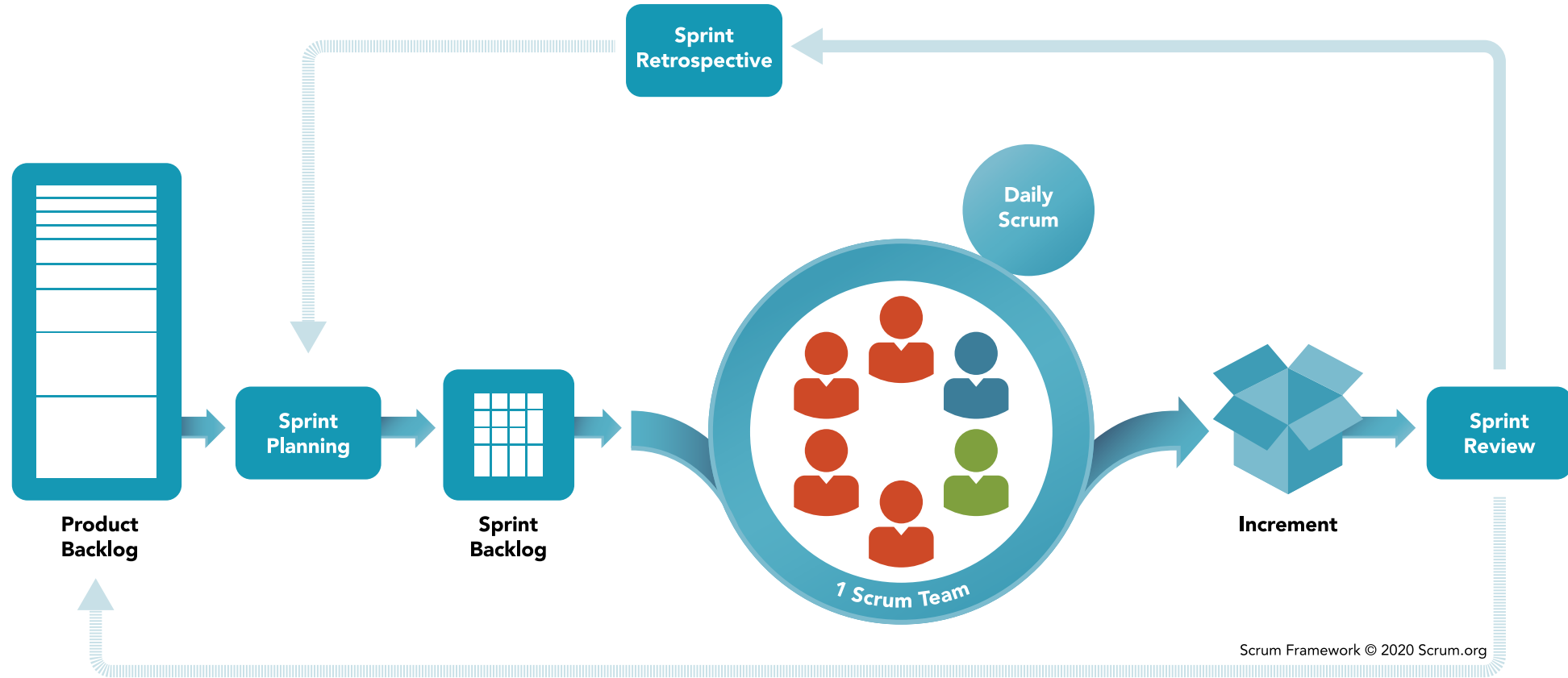
Concepts

- ✓ Sprints
- ✓ Sprint length
- ✓ Cancellation
- ✓ Accessibility
- ✓ Multi-sensory
- ✓ Sprint Planning
- ✓ Daily Scrum
- ✓ Sprint Review
- ✓ Sprint Retrospective

Plays

- ✓ Buoys
- ✓ 5x5
- ✓ Min Spec
- ✓ Banana Boats
- ✓ Mix & Match
- ✓ Myth & Facts
- ✓ Missing Poster
- ✓ Lighthouse
- ✓ Surfboards
- ✓ Grab & Gab
- ✓ Stakeholder Missions
- ✓ Radar
- ✓ Celebrity Interview
- ✓ Fishbowl
- ✓ Sailboat
- ✓ Hot Air Balloon
- ✓ Kawaii
- ✓ Unboxing

SCRUM FRAMEWORK



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EVENT-FUL

Scrum is a dance between value creators and value consumers. And during a Sprint, ideas turn into value.

The Sprint provides a continuous opportunity to learn.

Self-management, empiricism, and valuable outcomes through "done" increments are what makes Sprints worthwhile.

Fostering such an environment with your team doesn't happen overnight. You are not a feature factory or a fast-food chain pounding to get your work off your plate.

Scrum Events are meant to be **eventful**.
Ful of amazing things happening.

Don't let your events become dull, ceremonious conclaves. So other than yawning and discussing, what other activities do you facilitate?



What happens during your events?



R2M

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SENSATIONAL!

Make use of all our senses to facilitate sensational events.

Neuro (Brain) Science teaches us that the better we use all our senses, the more engaged we are and the better we learn. It's time you turn that boring meeting room upside down and inside out.

Did you know that the more engaged your senses are the more it:

- relieves stress,
- improves brain function,
- boosts energy,
- stimulates creativity,
- deepens connections with others,
- builds trust,
- channels conflict positively and constructively,
- heals emotional wounds,
- and increases happiness!



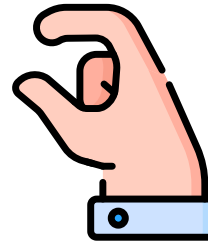
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SHORT

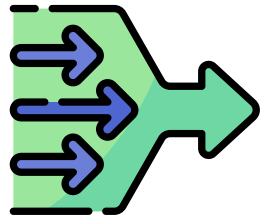
Estimates for *sustained* attention for adults are roughly twenty minutes tops. It depends on the type of engagement. For a boring lecture, it may be thirty seconds.

That's why, as a general rule of thumb, aim to keep the play short, preferably between five and ten minutes, and max thirty minutes. Apply brief mind and body breaks between activities. This allows participants to disengage, process, and re-energize.



SMALL

Serve slices, not whole cucumbers. Slice the material into bite-sized chunks. Small groups are better than big ones. With larger groups, participants will be less open and attentive. You can keep the groups small by forming pairs, triads (3) or quads (4).

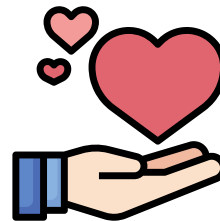


SIMPLE

Exploring complex concepts simply. Creative play emerges from what gets eliminated. Simplify the instructions, limit rules to what benefits the play.

The more rules, the less people will think for themselves. Aim for the activity to be simple, almost self-explanatory.

If you can explain the activity to a five-year-old, you're good to go.



SHARED

Shared learning creates transparency. We're playing to get on the same page, not create more knowledge gaps. Sharing is where the magic happens.

Participants share so that they learn from each other. Make materials easy to reuse and repurpose so that they can apply and improve on it.

THE BRAIN'S FAVORITE WAY OF LEARNING

SEROTONIN



Serotonin plays a role in pride, loyalty, and social status. It's a good feeling when you accomplish something and receive recognition from others. It affirms we are valued. You don't get to enjoy serotonin without recognition from your peers.

A major pitfall is focusing on someone **isn't** doing well rather than recognizing and encouraging what is. It's a far more effective strategy to acknowledge what you do like. That releases serotonin, stimulating the individual to repeat such behavior.

ENDORPHIN



Endorphins are generally released in response to pain and exercise. IT reward us when we push ourselves beyond our comfort zones. The high you enjoy from endorphin is relaxing.

Encouraging teams to take risks, set daunting goals, and work through tough problems stimulates endorphin release. Endorphins also stimulate recovery.

Plays should be staged in such a way that they stimulate movement. Let them work for it. Send them on quests. Sure, it invites some grunts and sighs, but you can be sure endorphins will kick in after.

OXYTOCIN



Oxytocin makes us better problem solvers and collaborators. Oxytocin gives us a lasting feeling of calm and safety. Not only that, it boosts our immune system.

Positive social interactions release oxytocin. It helps us open up to each other, even more so when we share something. It focuses our attention while actively listening to someone or being listened to by someone. It anchors trust. It provides a feeling of belonging.

We feel heard, seen, respected.

DOPAMINE



This chemical motivates you toward something desirable. Dopamine is released when you sense something rewarding is just around the corner. Dopamine is all about intrinsic motivation.

Your brain will not reward you for doing something merely because you are told to. To facilitate positive play, you have to discover what motivates the players.

What outcome will genuinely be desirable to them?

FACILITATION



1

Clear Expectations

Participants need to know they will be actively engaged. You should prepare them for short collaborative assignments. Knowing they need to participate keeps them tuned in. Participants are expected to embrace a diversity of personalities and ideas. They will step out of their comfort zones but enjoy the right to pass. Oh, just one more thing: they may expect a bit of chaos.

2

Personal Invitations

Just sending out a calendar invite doesn't quite cut it. When possible consider inviting participants in person. This way, you can address doubts and concerns and validate your own assumptions about their expectations. What do they want to achieve? How can they prepare?

Aside from time, duration and location, the invitation should clearly state the shared ambition.



FACILITATION ✓

3

Stage the Room

Turn that dull meeting room into a collaborative workspace. Events are supposed to be eventful. Is there enough space, light, plants, and fresh air? You don't want everyone seated around a table. So throw those tables and chairs aside. Invite movement. Use walls, doors, floors and windows.



4

Effective Structure

An event is generally composed of a series of (connected) plays. The way you structure your plays is key.

1. Connect players to the material and each other. What do they already know;
2. Explore concepts and ideas; Let them interact with materials.
3. Explore how the concept applies to their concrete practice;
4. Reflect to draw conclusions based on the shared experience.



VIRTUAL FACILITATION ✓

1

Connection

A single bad connection may ruin your virtual event. Virtual events can be demanding on the connection as conferencing apps and digital whiteboards consume significant bandwidth and CPU. You may encourage participants to close any other non-essential applications and tabs. This benefits the connection but also helps to keep participants focused.

2

Space

A home office should have similar qualities as an office space. Recommend participants to join from a location within which they can focus and comfortably show themselves and speak their minds.

Ideally, you don't want participants to be distracted by their (non-attending) colleagues, children, or pets.

Participants must be able to share things that are for the attendees only. So rather, no one else is listening in.



VIRTUAL FACILITATION ✓

3

Camera on!

In meetings, participants don't hide behind black curtains. Virtually we want them hiding behind black screens. The position of the camera (facing the camera) makes a big difference. We want to look at eyes and faces, not ears and shadows. Background filters or blur video flat. This diminishes their presense. It also blurs out any notes they may show each other. Participants must join from somewhere they can present themselves.

2

Clear voices

A professional microphone/headset with clear sound and volume makes a big difference. Bad audio can diminish a powerful message.

The volume, intonation, timbre, and bass you use are part of the message. You don't want your participant's voices and communication to fall flat.

In virtual facilitation, it's even more important to clearly distinguish voices as they all come from the same direction.



EMBRACE THESE TRUTHS

1

Not everything will be fun.

Sometimes we just have to do mundane stuff and work on chores. Sometimes you must settle for an approach you don't fully support. That's okay.

2

Not everyone cares as much as you.

You are likely the biggest enthusiast in what you facilitate. Don't expect everyone to be as excited about it. It can be disheartening given all this time and energy you've spent. Yet, it really is not a big deal when someone just doesn't have the same spirit for it.

3

Players love breaking the game. You should too.

Trust grows when we live up to our agreements. But extraordinary events may call for exceptional measures. The field is rarely in perfect condition. Although we are expected to know the rules and stick to them, we are also expected to be able to break them at times. After all, if you want team members to defy the odds and exceed expectations, they get to break the rules from time to time.



EMBRACE THESE TRUTHS

4

There may be drama.

Sometimes we forget that our mood we can greatly influence the atmosphere. We may bicker, sigh, grunt, and argue. It means we are courageous enough to openly speak their mind and share our feelings. This, however, is only fruitful when done respectfully. And remember, storm clouds always pass.

5

We can't all shine all the time.

We want to do awesome things together, creating memorable and engaging experiences as a team. Everything you contribute is crucial in empowering the players, making them feel valued and integral to the game.

You might inspire our players and give them moments of triumph and joy. Absolutely! But not everyone can or wants to be in the spotlight when you want them to. The same goes for you.

There will be moments when some players shine brighter than others, and that's okay. Balancing these dynamics is essential for a cohesive and enjoyable experience for everyone involved.



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SPRINT PLANNING

"Please indicate your availability in this Excel sheet and map the Story Points to our Velocity and Capacity. Our Goal will be to finish Product Backlog Items 1, 2, and 3 which sum up to 42 Story Points. That's it, right?"

NOPE! 🤔

If that resembles your Sprint Planning, turn that ship around at once!

The purpose is to define a collective single shared ambition that is both valuable and meaningful, the Sprint Goal and then to create a forecast and lay out the initial work.

It covers three topics:

- 1** Why is this Sprint valuable?
- 2** What can be Done this Sprint?
- 3** How will the chosen work get done?



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DAILY SCRUM

"It's 9:08, and now that everyone is finally here (save Brent, who had to work on something urgent), you huddle around a Project Management Screen. Your team members already know the drill. They'll drone up monotonously what ticket numbers they have worked on yesterday and why it is taking longer than expected. It's a ceremonious conclave that repeats itself like a broken record. This Daily lifesucking, spirit crushing ritual often exceeds 15 minutes due to technical mumbo-jumbo, but at least the Product Owner appears pleased with having an exhaustive status report. Mission accomplished, right?!"

KILL ME. 🤒

The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan. They should tackle problems together and make quick decisions to eliminate the need for other meetings.

Daily Scrums are like a lighthouse guiding the team through storms, and consistently leading them into safe havens.



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SPRINT REVIEW

"The Sprint Review; the moment we've all been waiting for! We will show what we have done by presenting this pretty PowerPoint, summarizing our Sprint in bullet points and funny memes. At the end, we blow animated confetti through the screen. It's mostly an internal presentation. Stakeholders will just receive the slide deck by e-mail. This saves them a lot of time.

That's a call for celebration, right?"

On a scale from 'meh' to 'woohoo!', I say... poo!



The actual outcomes must be inspected. Not its summery.

If your key stakeholders don't find it worth their time to show up, perhaps their needs should not have been addressed at all.

Stakeholders have a job to do during the Sprint Review. Changes in market, competition, law, or regulations, new insights from sales and customer service... let's hear it from them!

The Sprint Review can be a real game changer where you take another leap in outcompeting the competition.



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SPRINT RETROSPECTIVE

"Finally, the Sprint is over. Let's share EVERYTHING THAT SUCKED!
The Scrum Master will tell us in a nice way how screwed we really are.

That sounds like an excellent way to end the Sprint.
That will really get us to a better place.

On a map from here to there, that will get you NOWHERE.



Sure, the Sprint Retrospective is an opportunity to reflect on people, processes, and tools. And, we must hold each other accountable as professionals.

But let's do that in a respectful and encouraging way.

Recognizing our efforts and receiving validation from your peers anchors trust. We must do so with the goal of creating a stronger sense of belonging for everyone.

The Retro is an opportunity to make our work more meaningful, enjoyable, sustainable and rewarding.

