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Facilitator Guidelines

For an icebreaker, we recommend the “check in generator” here: <https://checkin.daresay.io/>. Have each person respond to the prompt; it's guaranteed to get a few laughs"

Multiple Sessions:

Sometimes you may have a large group attending, or a smaller group with a few VERY chatty people. In those cases, it might be fun to host multiple sessions. You can have each session focus on a topical set of questions (This week, we'll talk about barriers, and next week we'll talk about the rebounds).

Alternatively, each week could focus on a given persona. The sequencing of the conversations are limited only by your own creativity, and the groups' interests.

Options for Sparking Conversation:

There are several ways to get the conversation going.

1. Round Robin - You can select a question for discussion, and have each person answer.
2. Playing Cards - For a more randomized conversation. You can print-and-cut the questions into playing cards, then draw cards from the deck.
3. Leave and Return - Break into smaller sub groups, each covering a specific topic. Then, after 15-20 minutes, come back as a whole group and share key points

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General Questions, like:

- Why did you pick up the book in the first place?
- What about the book was most interesting to you?
- Chapter 1 defines the Untapped Agility Pattern of The BOOST, The BARRIER, and The ReBOUND. Have you seen this this pattern in real life?

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Specific Barrier Questions

1. Which barrier(s) most resonate with you? Which are most crucial in your team, department, or work stream?
2. Which barrier seems most intractable, most unfixable? Why? What have you tried so far to overcome them?
3. Why do we fall for the trap of trying to do too much work at once? Too much transformation at once?
4. Why are we obsessed with performing textbook practices to the letter?
5. What is behind the methodology wars? How much of dev-ops vs. scrum vs. Kanban vs. SAFe actually matters? Why?
6. Sometimes our transformation moves in the wrong direction. Too fast. Too slow. Too much variation. Too many people taking credit. Too much talk without action. Too much action without thinking first. Which of these bothers you the most?
7. Too many transformations get stuck inside a single silo. What keeps other teams or departments from following the success of those early adopters?

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8. The book introduces the J-curve, as a way to say things will get harder / bumpier / slower / worse, before they get easier / smoother / faster / better. Have you seen that play out? Is that pattern rare, common, or wholly unavoidable?

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Rebound Questions

1. Why do you think the ReBOUND so frequently involves leaning against the logic of the initial BOOST? Why is that so rarely done?
2. What are the risks / rewards to Giving the transformation away? What might it look like?
3. Looking in the mirror is different for every change leader. What have you done recently to challenge your own leadership assumptions and behaviors?
4. Which TWO of the following outcomes would most interest, excite, or align with our leadership? Speed to market? Productivity? Better alignment with sponsors? Higher quality? More Predictability? Higher morale? Lower Risk? Lower costs?
5. If you transformation feels like a lot of busywork and noise, what are some messages that can give it more context and meaning?
6. If you transformation feels like a bunch of hype and fluff, what are some concrete, specific things we can do, to turn the aspirations into action?

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Trying out new Techniques

(using other free resources available on UntappedAgility.com)

1. Here is a printout of the 3P Tailoring Worksheet. Shall we try the 3P Tailoring technique right here, right now?
2. Here is a printout of the Agile Leadership Canvas. Shall we try filling it out right now?
3. One tip to generate buy-in, is to align the transformation to other goals that leaders have. Let's brainstorm what are some of our leadership's top priorities? How might agility overlap or enable those priorities?
4. Let's try using the Must / Should / Want template for personal prioritization.
5. Here is a printout of the template for "Framing the Change Narrative". Shall we try practicing this story telling technique right here, right now?

Persona Questions

1. Which person's story in the book jumped out at you most? Luke's unsolvable computer problem, Jeff's restaurant, Gretchen's PMO, Michael's Scrum Masters, Randy's derailed workshop, Luis's turnaround, Brian's personal journey, Jesse's lying about agile? Why?

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2. Here are printouts of the 3 personas. Which persona do you most connect with?
3. Which barriers are felt strongest by Ted? By Maria? By Emmit?
4. Which boost is most likely to be deployed by Ted? By Maria? By Emmit?