

# Agile ORLANDO

# JULY 24-28 2023

PRESENTED BY



JOIN US TODAY!

#AGILE2023

LEARN MORE



# Leading Change:

The Key to  
Unlocking the  
Elusive Promise  
of Agility

By Marsha Acker

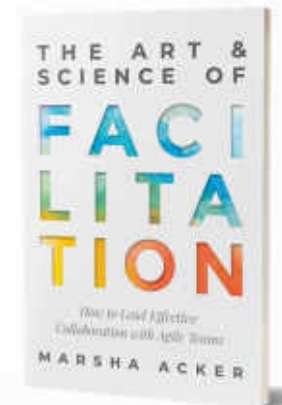
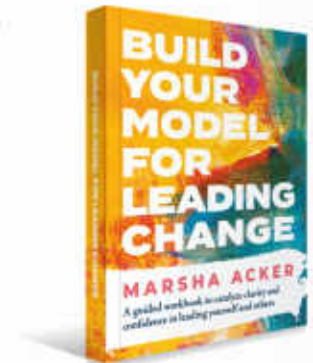




**Marsha Acker**  
**CEO TeamCatapult**

[teamcatapult.com](http://teamcatapult.com)

- Author – *Build Your Model for Leading Change* and *The Art and Science of Facilitation*
- Certified Professional Facilitator (CPF)
- Professional Certified Coach, ICF (PCC)
- Certified Professional Coactive Coach (CPCC)
- ICAgile Expert in Agile Coaching (ICE-AC)
- ICAgile Expert in Enterprise Coaching (ICE-EC)
- ICAgile Agile Coaching Track Co-Founder
- 26 years of facilitation experience
- 19 years training others in facilitation







me, my daughter,  
and her shoes





“The single biggest problem in communication is the illusion that it has taken place.”

-George Bernard Shaw



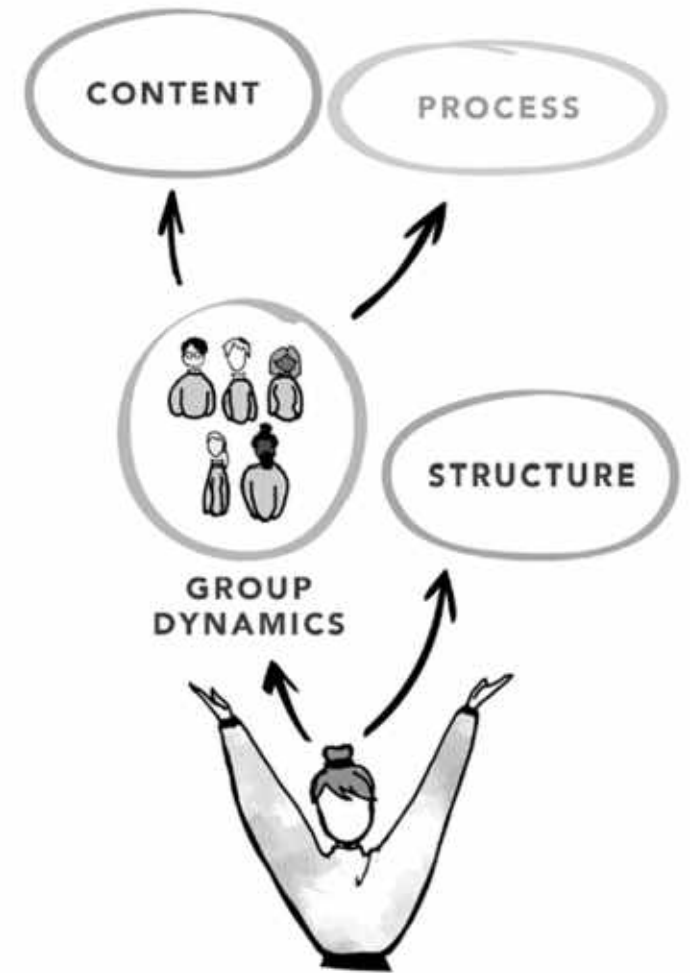
# What's your groundhog day conversation?



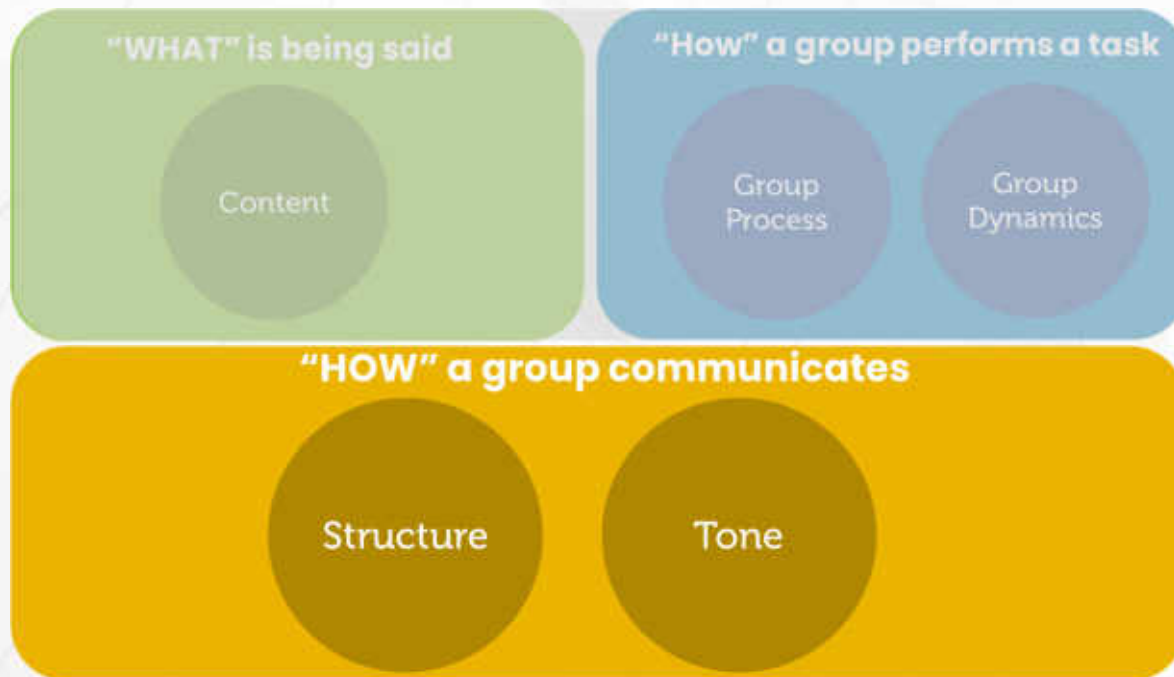
- 1 What is **Structural Dynamics**?
- 2 What are **Four Actions** that all conversations need?
- 3 What are the **stuck patterns** of communication?
- 4 How do I **change the conversation** I'm facilitating?
- 5 Why is **communication** important to leading change?



# What does it mean to "Read the Room"?



# Reading the Room means...



©2021 *Art and Science of Facilitation* by Marsha Acker

teamcatapult.com

1. Separate the **WHAT** from the **HOW**

2. Focus on the **Structure**

3. Help make the **Structure more visible** to the group

## Structural Dynamics

“ is a lens on the nature of discourse. It is a theory of *how* face-to-face communication does and does not work in human systems and it is also a model for Reading the Room.

David Kantor

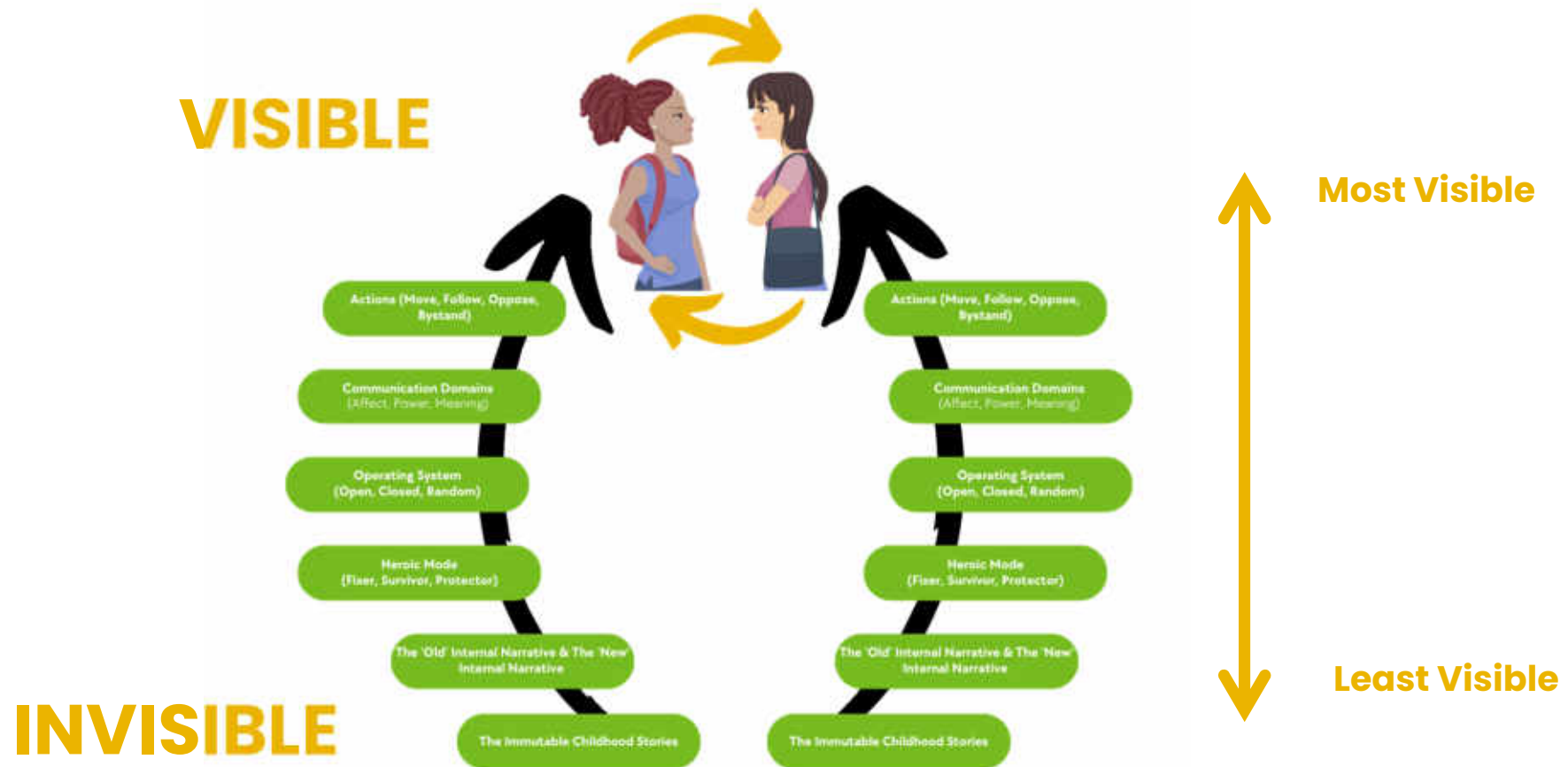




A hiker with a backpack is walking on a dirt trail that winds along a steep, reddish-brown rock cliff. Below the trail, a river flows through a deep canyon. The canyon walls are layered and show signs of erosion. The sky is clear and blue. The overall scene is a rugged, natural landscape.

# Structure Determines Performance

# There are two realities in every conversation

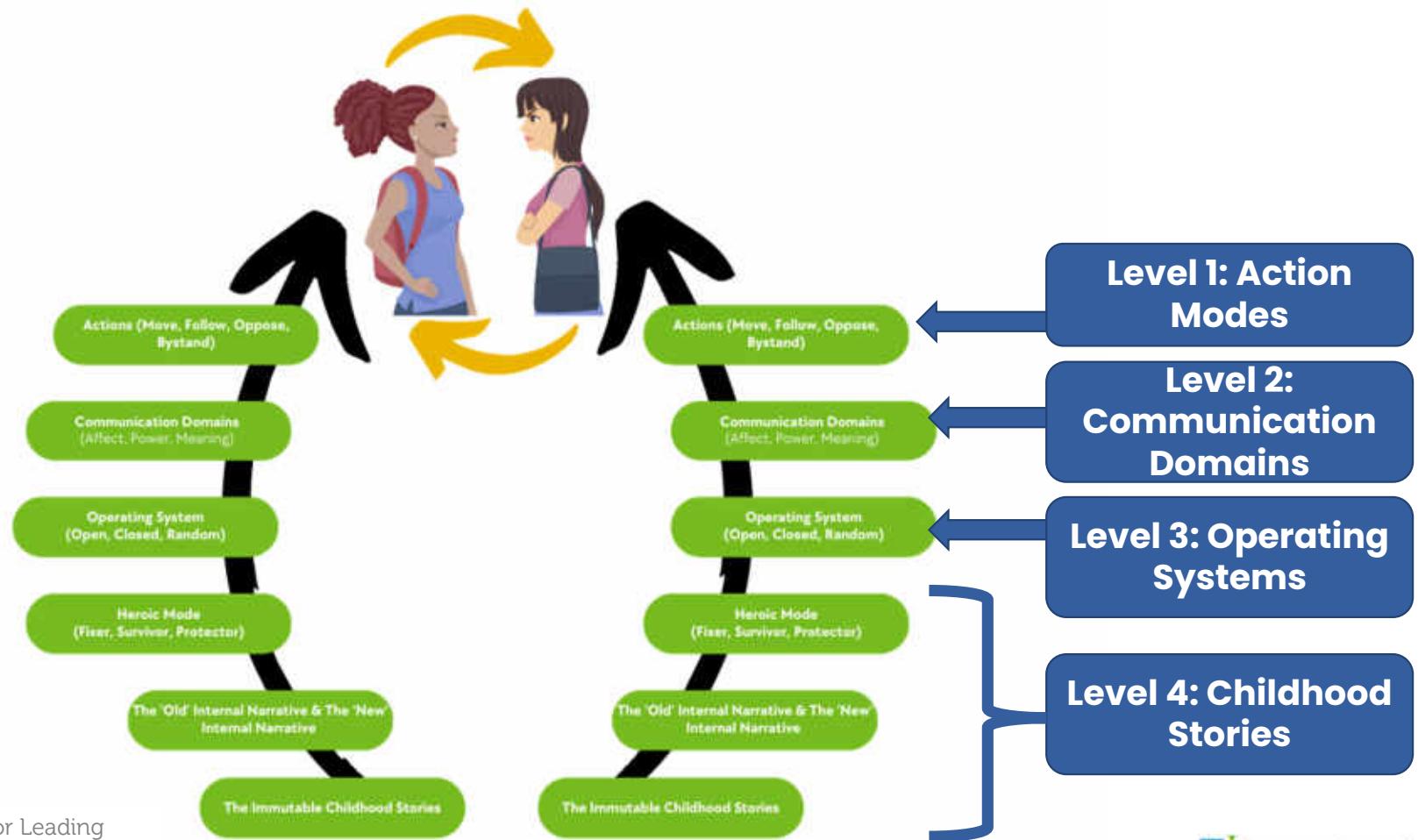


# Three Levels of Structure

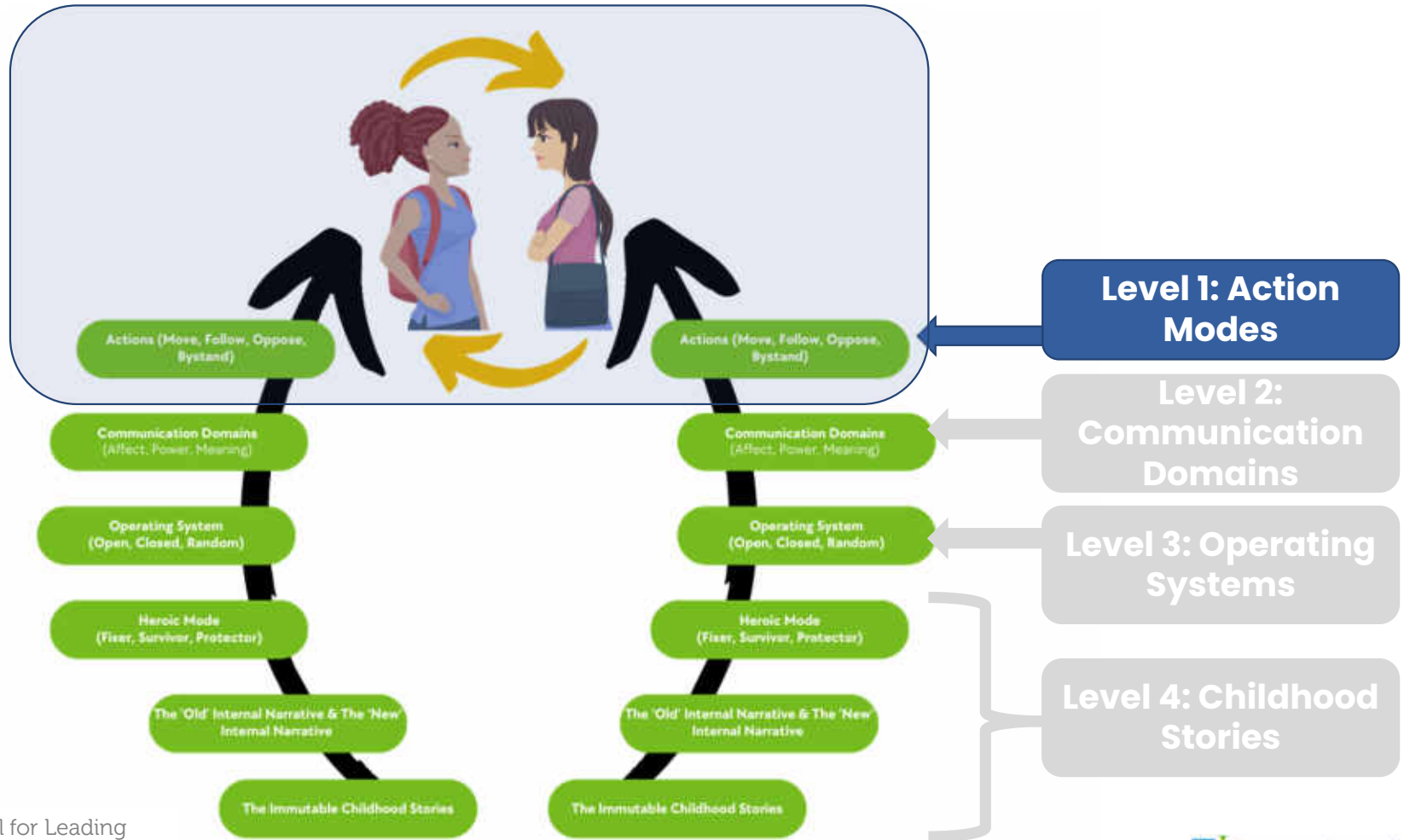




# Four Levels in Face-to-Face Structures

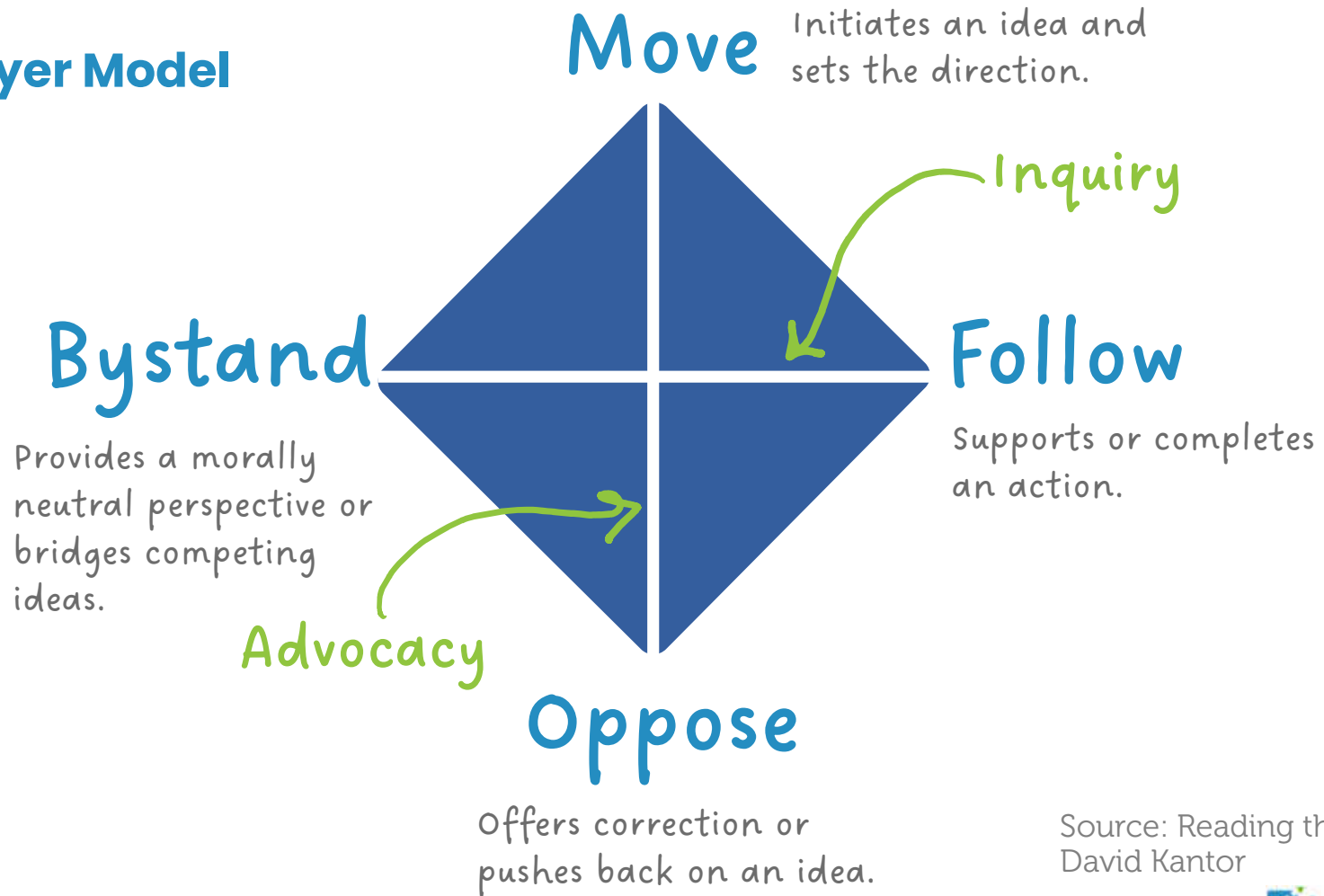


# Four Levels in Face-to-Face Structures



# Level 1: Action Modes

## The 4 Player Model





## Code each action...

- ▶ Let's meet for coffee next week. MOVE
- ▶ Next week is out for me. OPPOSE
- ▶ What about the following week? MOVE
- ▶ Yes, that works for me. FOLLOW
- ▶ Where would you like to go? BYSTAND
- ▶ Let's go to the new shop on the corner. MOVE



# What percentage of your time do you spend...

**Move**



Putting forth ideas, direction, or positions for others to consider.

**Follow**



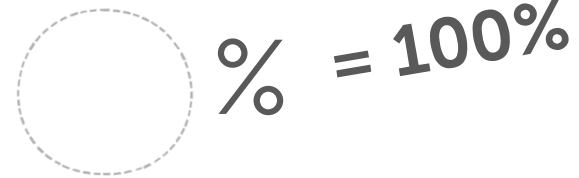
Offering support or following - through on the ideas / decisions put forth by others.

**Oppose**



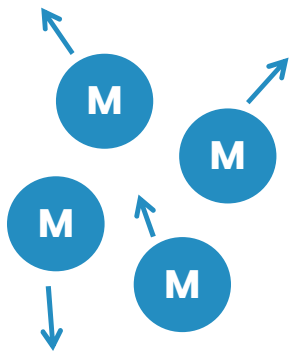
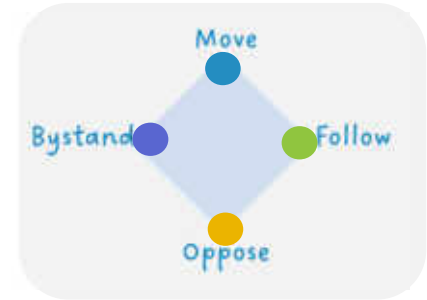
Challenging and enhancing ideas, positions, or proposed direction.

**Bystand**

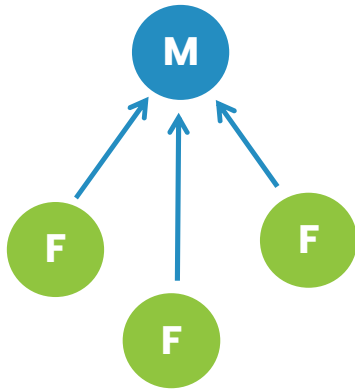


Offering observations and perspectives that bridge competing ideas.

# Common Stuck Patterns



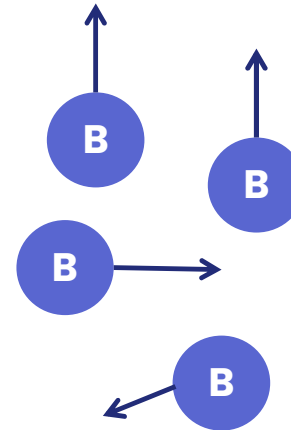
**Serial Moves**



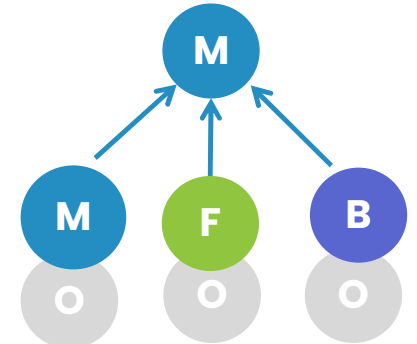
**Courteous Compliance**



**Point Counterpoint**

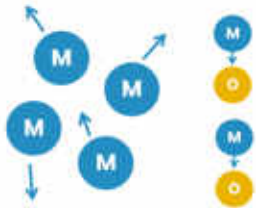


**Hall of Mirrors**



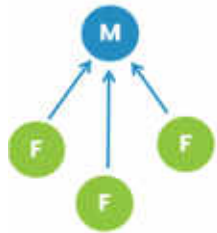
**Covert Opposition**

## Intervening in Stuck Patterns...



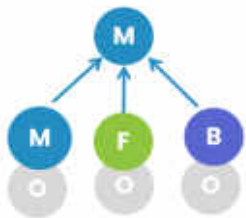
Serial Moves  
Point - Counterpoint

Needs more Follow and Bystand



Courteous  
Compliance

Needs Oppose



Covert Opposition

Needs a Bystand about what's happening  
And a call for an Oppose  
Then, Follow an Oppose when it's voiced





# Get your shoes on, please...

- ▶ ME: Are you shoes on? **MOVE**
- ▶ LAUREN: No. **FOLLOW**
- ▶ ME: What are you doing? **MOVE**
- ▶ LAUREN: Playing on the computer. **FOLLOW**
- ▶ ME: What are you playing? **MOVE**
- ▶ LAUREN: Building a house out of blocks. **FOLLOW**
- ▶ ME: The bus will be here at 7:50 to pick you up. **BYSTAND**
- ▶ LAUREN: Oh, I need to get my shoes on and my backpack. **MOVE**
- ▶ ME: Yes, that would be helpful. **FOLLOW**





# Facilitation Moves to Prompt Missing Actions...

## Prompt for **MOVE**

- ▶ What would you add?
- ▶ What else?
- ▶ What's missing?
- ▶ What would you suggest?

## Prompt for **FOLLOW**

- ▶ Who agrees?
- ▶ What do you hear that you align with?
- ▶ What do you like about what's been said?
- ▶ What are you willing to support?

## Prompt for **OPPOSE**

- ▶ Who sees it differently?
- ▶ Who wants to push back on this idea?
- ▶ What's at risk?
- ▶ Where might I be wrong?

## Prompt for **BYSTAND**

- ▶ Where is the group at right now?
- ▶ What are you noticing about how we're working?
- ▶ What is your experience right now?



**People do not change  
until they feel heard and  
understood.**



Google set out to discover “*What makes a team effective at Google?*”

**Researchers found that what really mattered was less about who is on the team, and more about **how the team worked together.****

*- Google Project Aristotle*

A diverse group of people, including a man with glasses and a beard, a woman with curly hair, and a woman in a purple top, are smiling and looking at each other in a meeting room. The room has a blue wall with several colorful sticky notes (pink, yellow, green, white) attached to it. A small white apostrophe is visible in the upper center of the image.

What's important about that?





**70,000**  
titles about 'CHANGE'



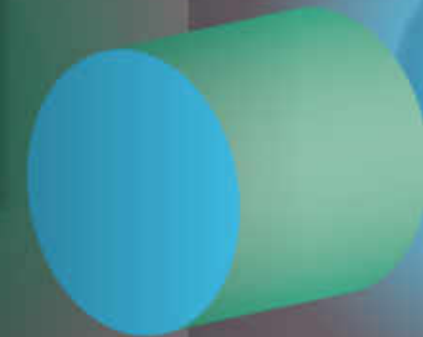
me, my daughter,  
and her shoes

**We assume  
that everyone  
sees and  
experiences  
the same  
reality we do.**

THIS IS TRUE



THIS IS TRUE



THIS IS TRUTH



A photograph of two women sitting at a white table in a bright, modern office setting. They are both smiling and looking at each other. The woman on the left is wearing a dark sleeveless top and has a pen in her hand over an open notebook. The woman on the right is wearing a dark blazer over a white top and is also holding a pen over her open notebook. Large windows in the background show a view of a city building. The text "We say we want people to collaborate..." is overlaid in the center of the image.

**We say we want people to collaborate...**





**...but we reward courteous compliance**

*“We don’t have time right now...we just need to deliver.”*

*“Asking questions looks like I don’t know what I’m doing!”*

*“If I ask what others think I’ll end up with a bunch of differing ideas – then what?”*

teamcatapult



A photograph of a grand theater interior. The scene is dominated by a large, vibrant red curtain that hangs across the stage. Above the curtain, the theater's ornate architecture is visible, featuring two prominent columns with classical capitals. A large, multi-tiered chandelier with numerous glowing lights hangs from the ceiling. The overall atmosphere is one of elegance and grandeur.

# "Collaboration Theater."

©2021 *Art and Science of Facilitation* by Marsha Acker

 teamcatapult


A photograph of a stone path in a garden, with a semi-transparent white box containing text. The path is made of large, flat, grey stones, and the surrounding area is filled with green foliage and grass. The text is centered and reads: "We need to treat **conversations** as THE most foundational and necessary part of any change".

We need to treat  
**conversations**  
as THE most foundational and  
necessary part of any change



A photograph of an airport baggage claim area. A person in a blue shirt is pushing a metal luggage cart heavily loaded with various suitcases and bags. The cart is overflowing with luggage, including black, purple, and blue suitcases, and a large clear plastic bag. In the background, there are airport signs, including one that says "Exit Sortie" with an arrow pointing left, and a person in a wheelchair. The scene is brightly lit with overhead airport lights.

# The "soft" skills of communication...

A photograph showing three people in silhouette sitting on a cliff or ledge, looking out over a body of water. The person on the left is gesturing with their hands. The background is a bright, overcast sky. The image is used as a background for a text overlay.

Conversations are where we onboard new thinking, new understanding, and new insights — that lead to behavior change.

**They are the core of being agile — not just “doing” agile**

# How to Read the Room....

1.

Create a **Shared Language** with your Team

2.

Separate the **WHAT** from the **HOW**

3.

Focus on the **Structure** – Code what's happening and prompt for missing actions

4.

Help make the **Structure more visible** to the group





# FREE Download:

## READ THE ROOM CHANGE THE OUTCOME:

An Illustrated Guide to  
Changing Stuck Patterns in  
Communication





**What's the conversation you want to change?**



Conversations  
are the  
foundation  
to  
Lead Change and  
truly Unlock the  
Promise of Agility



# Connect with me..



**Signed  
Copies  
in the Bookstore**

[buildyourmodel.com](http://buildyourmodel.com)

 Marsha Acker

 @marshaacker





**Agile** ORLANDO  
JULY 24-28 **2023**

**Join Agile Alliance today!**

Become an Agile Alliance member and help support our non-profit mission, while gaining access to valuable benefits like online events, in-person conference discounts, and event session videos.



#AGILE2023