

“It’s not only *how*
you say it...”

Regional Scrum Gathering
Egypt
17 Feb 2024

Antoinette Coetzee



Let's play.....

Let's pretend I am a leader on a critical project that could lead the organization to success if done well, or disaster if it is late

Message 1...

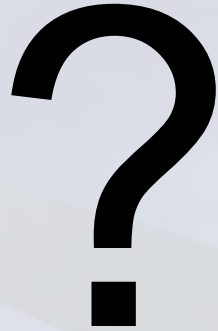
Peeps, we are in trouble as an organisation, but if we stand together, trust one another and collaborate, we can pull through. I trust in you! We need everyone to bring their A-game for the next few months, and in addition extend every last little bit of credit you have with your family, because however much we hate to ask this of you – we are going to need some overtime. I would not ask this of you if we were not at risk as a company. That's the cold, hard truth. So tell me how you want to be supported, I will move Heaven and Earth to make that happen so that we can continue to make magic happen!

Message 2...

People, we are in trouble. Over the last 3 years our market share has gradually reduced, our profit margins are continually shrinking and our cash flow is constantly in trouble. We have spent a lot of time and energy in evaluating our options and have been in constant conversation with our most important clients and our marketing experts. And it seems that our best course of action is to pivot our main offering, which is actually what a lot of you have been saying for a while, in fact. It is easier and more cost effective to do that, rather than develop something new. But here is the problem – if we look at the plan, we are not going to make it at our current rate of delivery. And we cannot afford to bring in additional people at this point – it will go slower for quite a while before it goes faster. So we have no choice but to take the effort on our collective shoulders. Does that make sense?

Message 3...

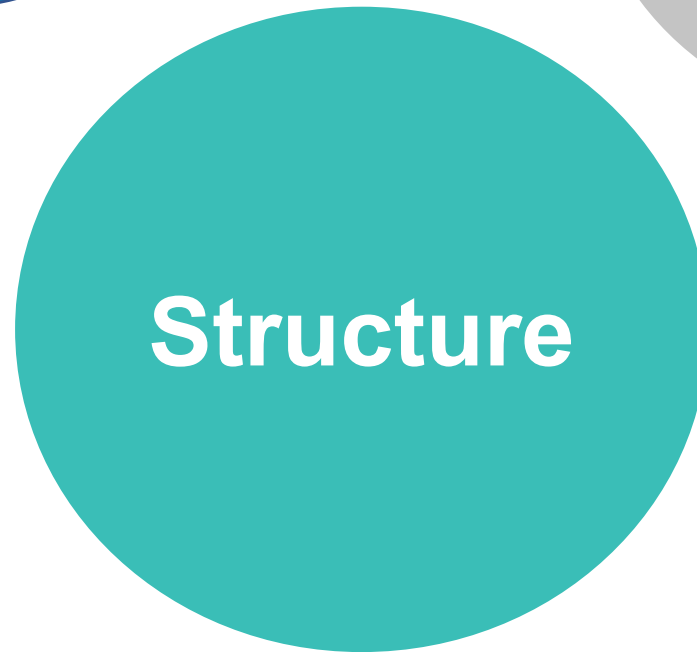
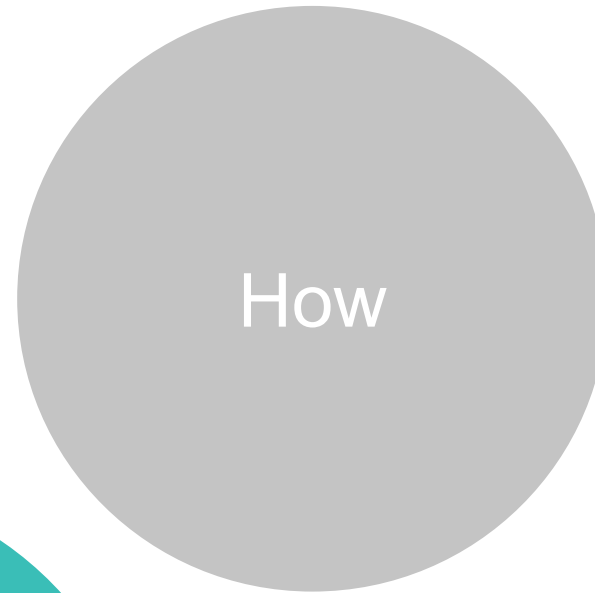
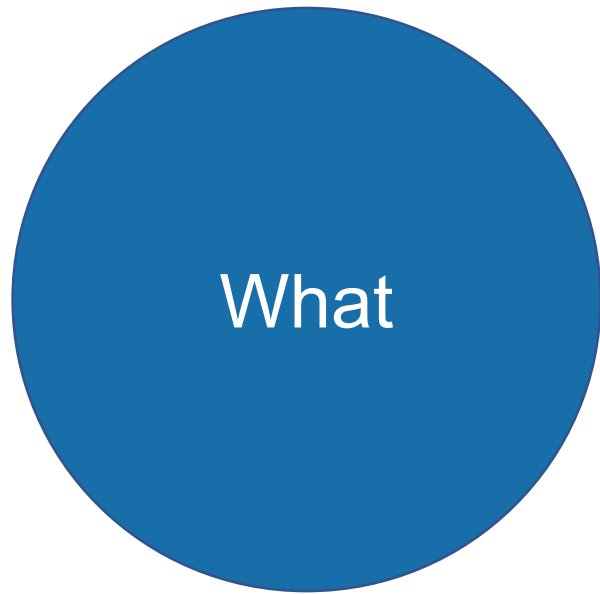
People, this is it! Either this is the end for ACME, or this is going to be the break we desperately need! We need to pull out all the stops and do whatever it takes to pivot our main product, which will get us out of trouble! We need to get rid of some of the older features and revamp it to speak to a younger market. And it is entirely possible – we have already lined up the teams - experienced Agile delivery teams – we have formed a dedicated product team, the next step is now to make sure our processes are streamlined to minimise waste and get it out there ASAP! We have performed miracles before, I know you can again!



Of the three messages, who would give their cooperation to the leader who expressed themselves as Message 1?

What about Message 2?

And Message 3?



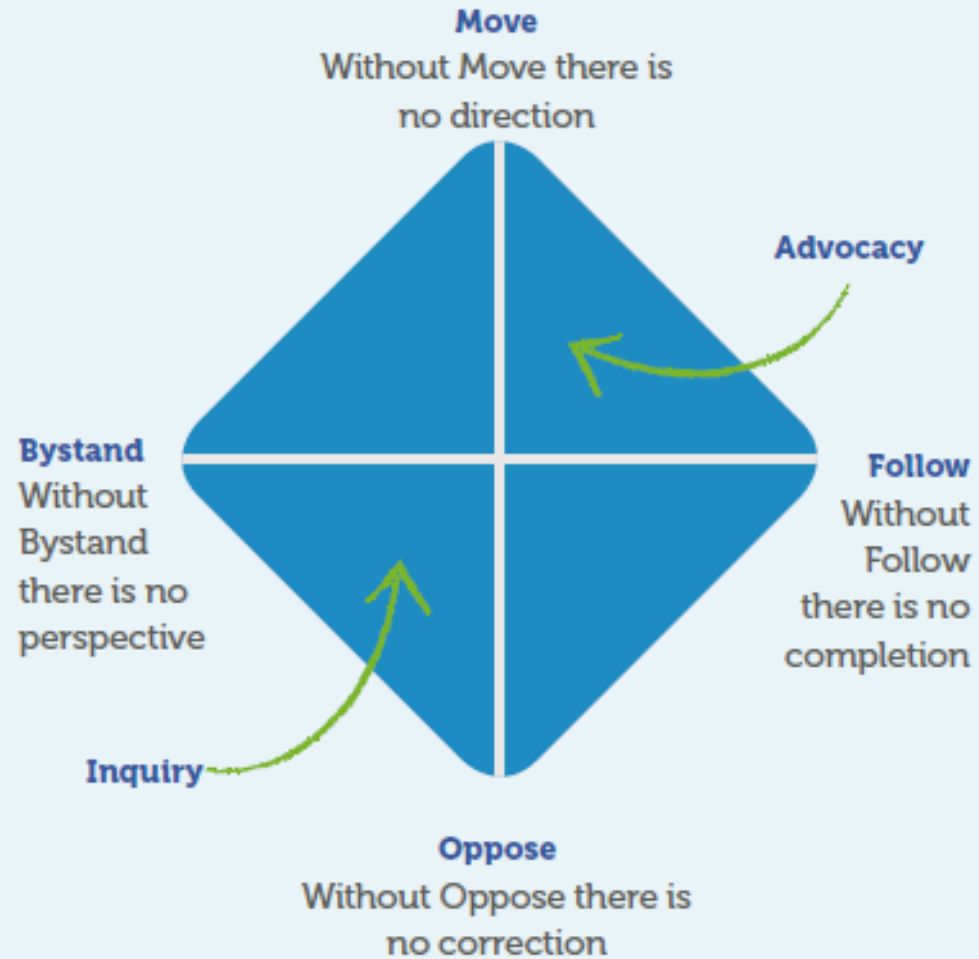
Four levels of structure



(2020) *Coaching Agility from Within Concepts Manual*.
TeamCatapult, LLC

Action Propensities

Kantor 4 Player Model



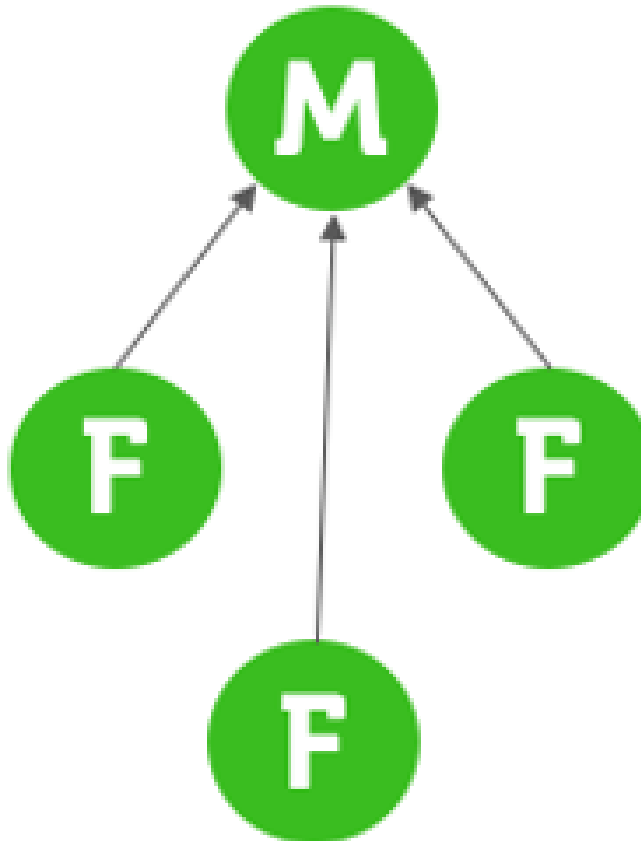
(2020) *Coaching Agility from Within Concepts Manual*.
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Point-Counterpoint



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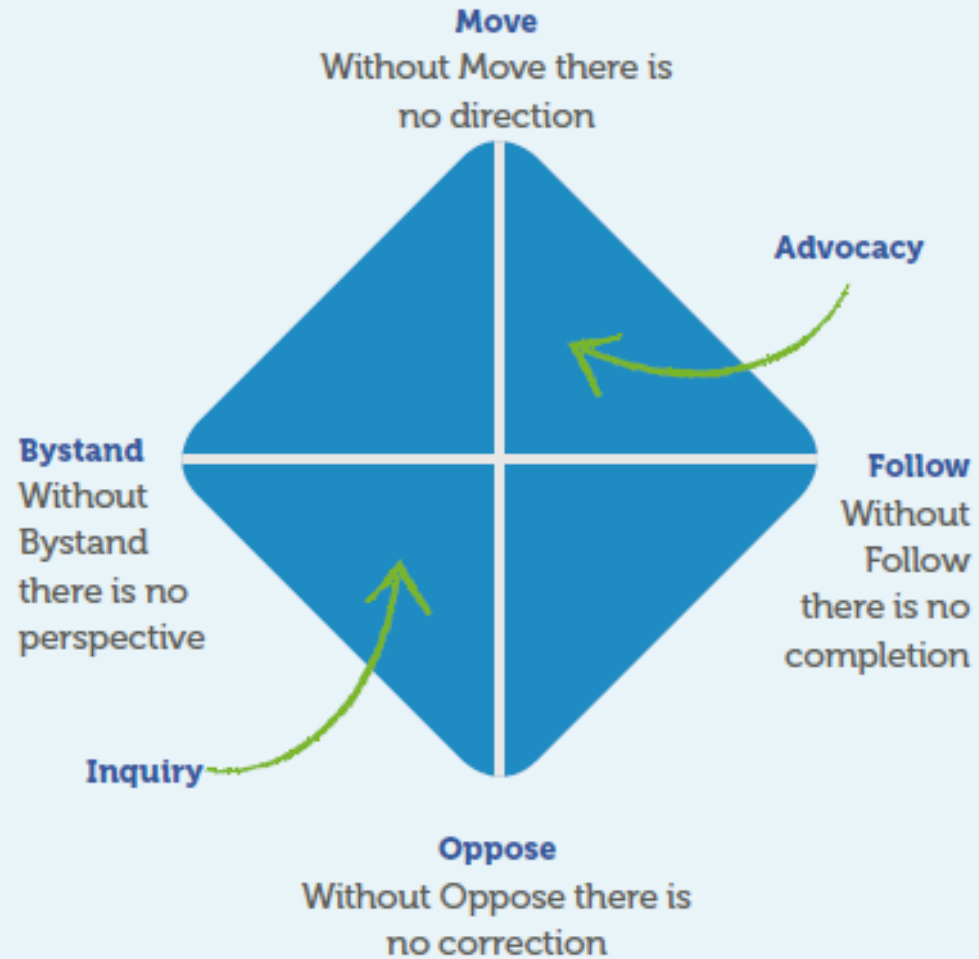
Courteous Compliance



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Action Propensities

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Point-Counterpoint

Who agrees?

We seem to have 2 points of view here – What are the benefits of each?



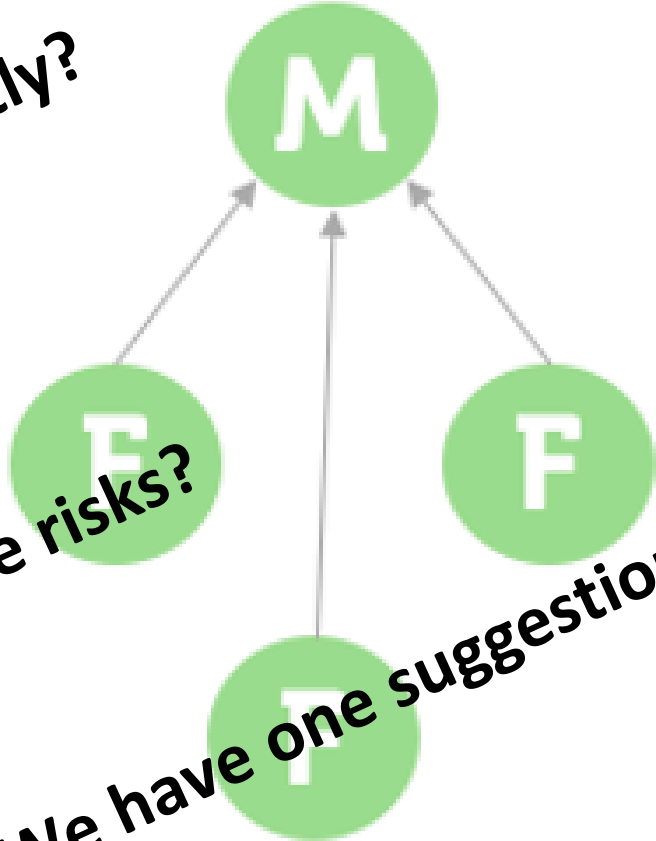
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Courteous Compliance

Who thinks differently?

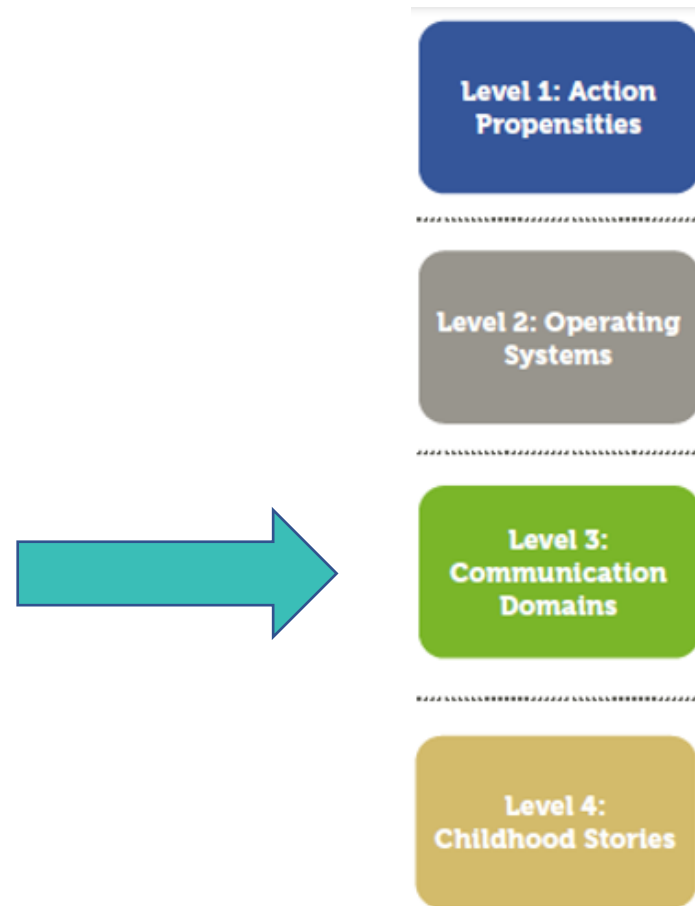
What are the risks?

We have one suggestion - What are some others?



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Four levels of structure



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POWER

“Who’s going to make sure that there is follow through on this?”

The language of GSD



AFFECT

“How will people feel when we make this decision?”

The language of relationship and caring



MEANING

“This is the right approach to take, since it aligns with our strategic direction”

The language of thinking, logic and ideas

Quiz time!



POWER

- Results
- Completion
- Competence
- Productivity
- Efficacy



AFFECT

- Caring
- Relationship
- Intimacy
- Well-being
- Being cared for



MEANING

- Thinking
- Logic
- Understanding
- Purpose
- Knowledge

Which one do YOU use most? And least?



POWER

- Results
- Completion
- Competence
- Productivity
- Efficacy



AFFECT

- Caring
- Relationship
- Intimacy
- Well-being
- Being cared for



MEANING

- Thinking
- Logic
- Understanding
- Purpose
- Knowledge

Style Clashes



POWER

VS



MEANING

Style Clashes



POWER

VS



AFFECT

Style Clashes



MEANING

VS



AFFECT

Think about the domain you are least likely to use. What are you missing out on?



POWER

- Results
- Completion
- Competence
- Productivity
- Efficacy



AFFECT

- Caring
- Relationship
- Intimacy
- Well-being
- Being cared for



MEANING

- Thinking
- Logic
- Understanding
- Purpose
- Knowledge

In Closing....

Thank You!

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Where can I find out more?

- **Books and Blogs**

- Reading the Room: Group Dynamics for Coaches and Leaders – David Kantor
- <https://teamcatapult.com/diagnosing-and-changing-stuck-patterns-in-teams/>

- **Training**

- Advanced Facilitation : <https://teamcatapult.com/workshop/advanced-facilitation/>
- Expert in Agile Coaching Cohort program : <https://teamcatapult.com/workshops/coaching-agility-from-within-workshop/> or <https://agilecoaching.global/coaching-agility-from-within-cohort/> for developing countries
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