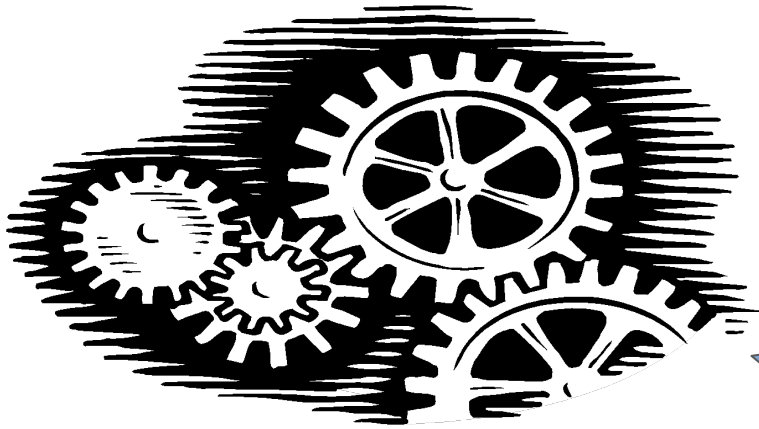


Agile, Scrum & Liberating Structures

A Creative and Complementary Pairing

Darin Harris, Living Giving Enterprises, Sept 14, 2023
(for Keith McCandless, Liberating Structures guru)

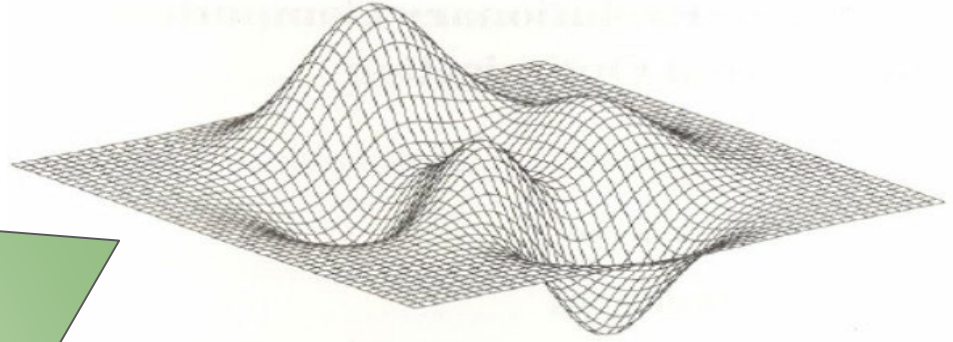


*You gain from
control*

Calm things down to promote
predictability & equilibrium

*LS solves
problems
associated
with working
‘like a well
oiled machine’*

*LS makes it
possible to
adapt creatively
like a lively
ecosystem*



*You gain from
distributing control*

Stir things up to promote
creative adaptability & new
discoveries



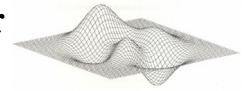
Machine Metaphor

How To Organize

1. Role defining
2. Conflict management
3. Tight structuring
4. Simplifying
5. Socializing
6. Decision making
7. Knowing
8. Controlling
9. Planning via forecasting
10. Staying the course

Ecosystem Metaphor

How To Organize



1. Relationship building
2. Uncover paradox
3. Loose coupling
4. Complicating
5. Diversifying
6. Sense making
7. Learning
8. Structured improvising
9. Co-evolving
10. Noticing emergent direction



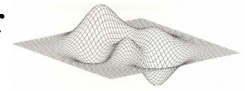
Machine Metaphor

How To Organize

1. **Role defining** – specify job and task descriptions
2. **Conflict management** – restore order in each part
3. **Tight structuring** – use formal chain of command
4. **Simplifying** – prioritize and limit the number of actions
5. **Socializing** – seek homogeneous values and ideas
6. **Decision making** – find the “best” or optimal choice
7. **Knowing** – decide and tell others what to do
8. **Controlling** – tightly managed execution with maximum specs
9. **Planning via forecasting** – plan and then roll out
10. **Staying the course** – align and maintain focus

Ecosystem Metaphor

How To Organize



1. **Relationship building** – work with & shift interaction patterns
2. **Uncover paradox** – draw out difference as a source of creativity
3. **Loose coupling** – work with informal communities of practice
4. **Complicating** – add more degrees of freedom & multiple actions
5. **Diversifying** – draw out variation & exploit difference
6. **Sense making** – seek many right answers in different local contexts
7. **Learning** – act/ learn/ plan at the same time
8. **Structured improvising** – acting in an instant w/ minimum specs
9. **Co-evolving** – gain from surprise and disruption
10. **Noticing emergent direction** – build on what is possible now


























Purpose

Explore *how to* distribute control productively by including and unleashing everyone in shaping next steps

while replacing the unwitting ways people are excluded, stifled, and over-controlled.



LIBERATING STRUCTURES Menu

LS Menu 	Wicked questions 	What? debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 



Positive Gossip



Bonus!

A repertoire of 33+ options for organizing interactions that include & unleash everyone in shaping next steps

Attributes of Liberating Structures



Expert-less



Results-focused



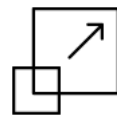
Rapid cycling



Seriously fun



Inclusive



Multi-scale



Self-spreading



Modular

I like critical thinking...
and I don't expect you
to believe something so
small can make a BIG
difference.





Impromptu Networking

Rapidly share challenges and expectations while building new connections

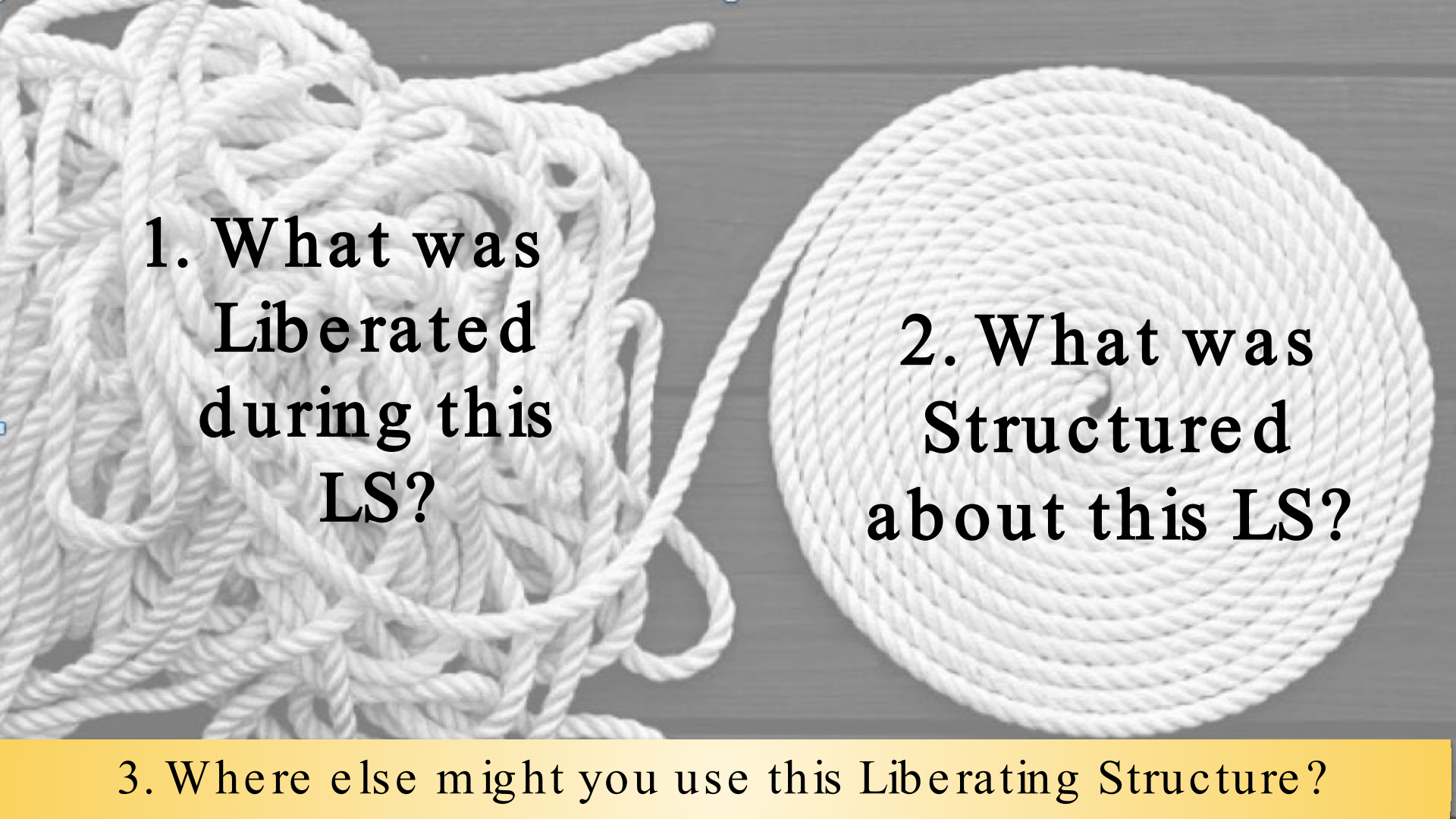


An aerial photograph of a river winding through a dense forest. The river is a light, silty color, contrasting with the dark green of the surrounding trees. The river's path is irregular and meandering, creating a complex pattern across the landscape.

What is a big
challenge in
advancing your
SCRUM/AGILE practice?

What superpower
do you hope to
get from and give
to this group today?

4 minutes sharing with a partner, then with another, then with another.
Responding to the same questions each round.



**1. What was
Liberated
during this
LS?**

**2. What was
Structured
about this LS?**

3. Where else might you use this Liberating Structure?



Troika Consultations

Get Practical and Imaginative Help from Colleagues Immediately



Select a challenge or situation that you would like to get imaginative help around.

*This can be personal or professional...
or about making the most of this
conference.*

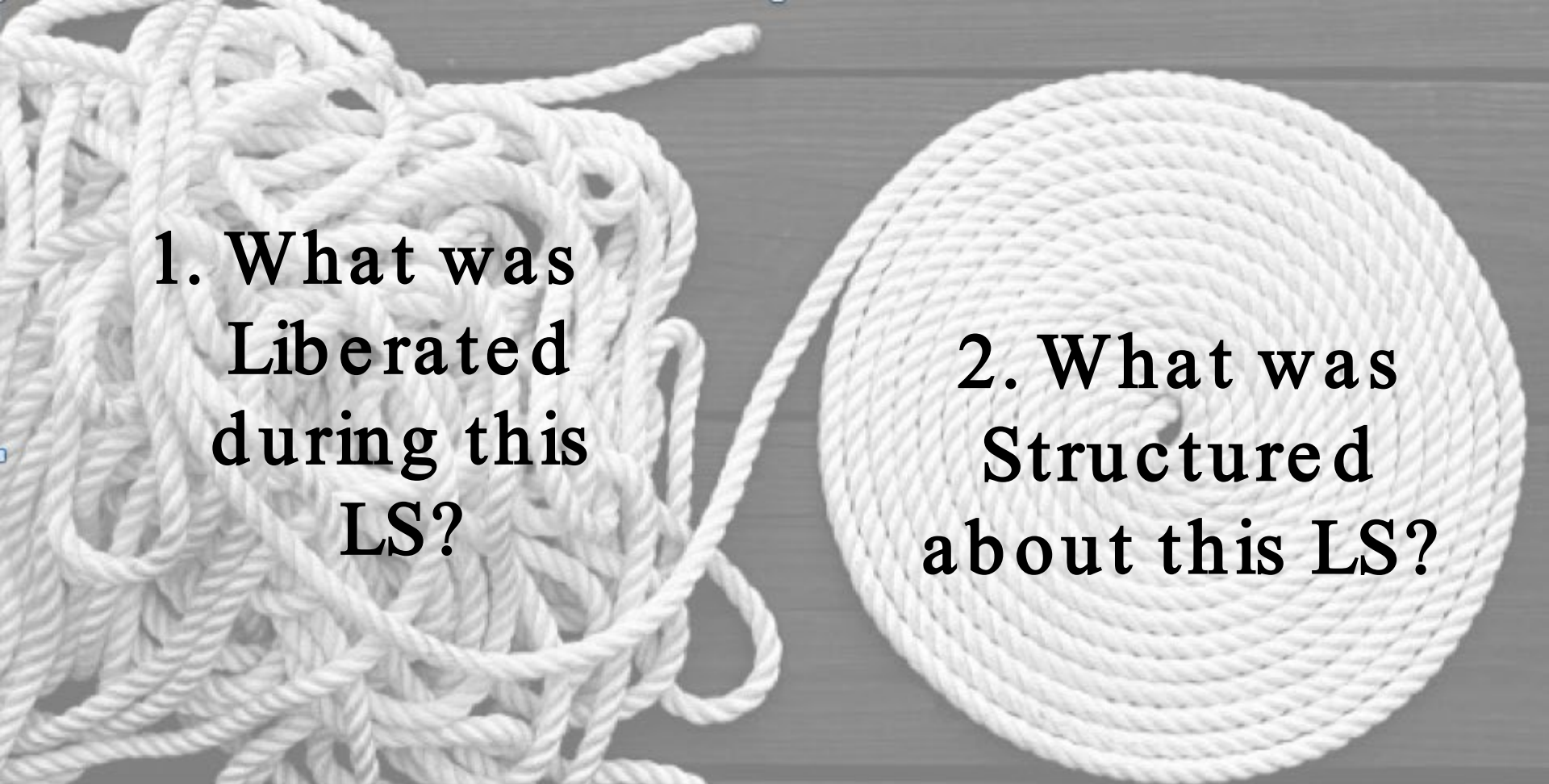
*This will be a chance to tap
into the imaginations of your
colleagues, so be bold!*



Instructions & Steps

1. Form trios (1 min)
2. First 'client' (whoever feels ready first)
 - a) Describe challenge (1 min)
 - b) Consultants ask clarifying questions (1 min)
 - c) Client **turns back** on consultants and listens as they **talk to each other** about suggestions, ideas or ways to reframe the challenge (3 mins)
 - d) Client **faces consultants** and thanks them or follows-up on key items (1 min)
3. Repeat with each person getting a consultation (typically 6-9 mins per round)





**1. What was
Liberated
during this
LS?**

**2. What was
Structured
about this LS?**

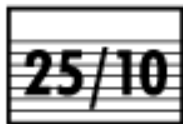
3. Where else might you use this Liberating Structure?

Closing



What, So What, Now
What Debrief

[20 minutes]



25/ 10 Crowdsourcing

[20 minutes]

Bonus Activities

Will use all remaining
time and energy for one
or both of these activities:

- [Positive Gossip](#) (two rounds)
- Silent Milling to say thanks and goodbye

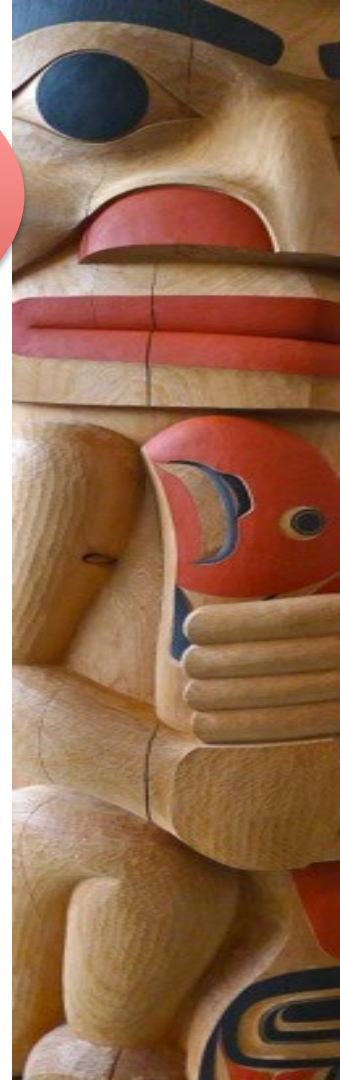


What³ Debrief

Together, look back on progress and decide what adjustments are needed

Looking back on
your experience at
SCRUM DAY..in
groups of three

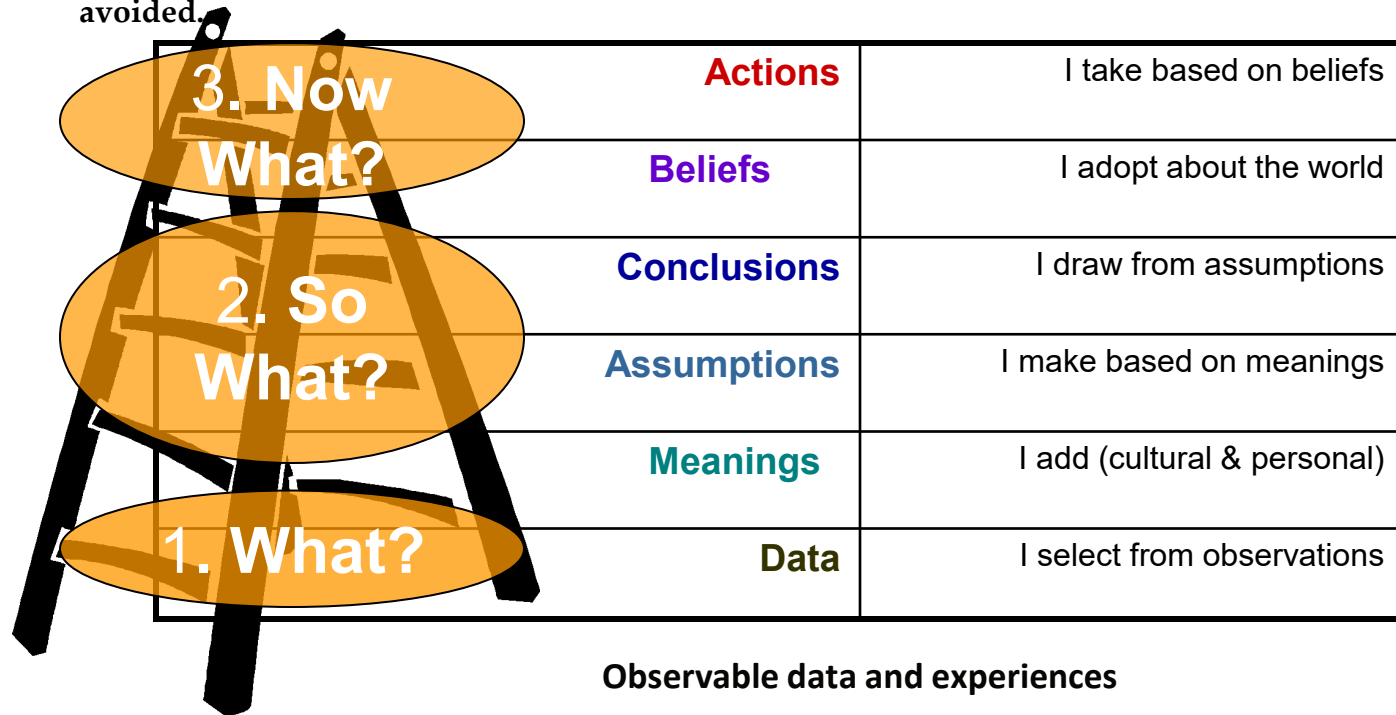
- **WHAT?** [5 minutes]
Looking back, what facts & observations stand out?
- **SO WHAT?** [5 minutes]
What do you conclude from those observations?
What is important?
- **NOW WHAT?** [5 minutes]
What is your first move or next step?





Ladder of Inference

Emphasizes the value of a step-by-step progression in debriefing or after-action conversations. The value of staying LOW on the ladder is visually reinforced. **Misunderstandings and arguments can be avoided.**





What³ Debrief

Together, look back on progress and decide what adjustments are needed

WHAT? [5 minutes]

Looking back on your experience today, what facts & observations stand out?

Help your group members stay low on the ladder



What³ Debrief

SO WHAT? [5 minutes]

So what does that mean to you? Why is that fact/observation important?



What³ Debrief

NOW WHAT? [5 minutes]

Now, what next steps
come to mind for you?
What commitments do
you wish to make?





**What was
Liberated?**

**What was
Structured?**

Where else might you use this Liberating Structure?



25/10 Crowdsourcing

Sift-and-Sort a Group's Most Powerful Actionable Ideas

What is a fearless and actionable idea to advance your work (scrum/agile practice), that you will commit to taking?



Instructions & Steps

1. Write down your idea (and a first step) on post card
2. Pass cards around while milling *Pass-and-Mill*
3. 5 rounds
4. Rate each card: 5 = Wow!... 1 = OK
5. Decide before looking at other scores. Put rating on the back of the card.



Instructions & Steps(Continued)

6. Add all the scores after the last round
7. Call out the score on your card (max score 25)
8. Post high-to-low scoring ideas



***What is a fearless and actionable idea to
advance your work?***

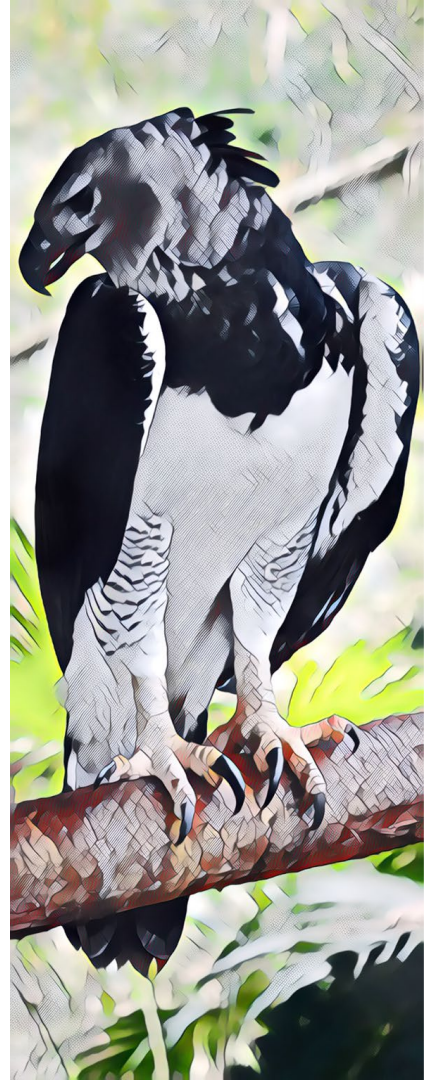
***If you have one, include your first step to
make it happen.***

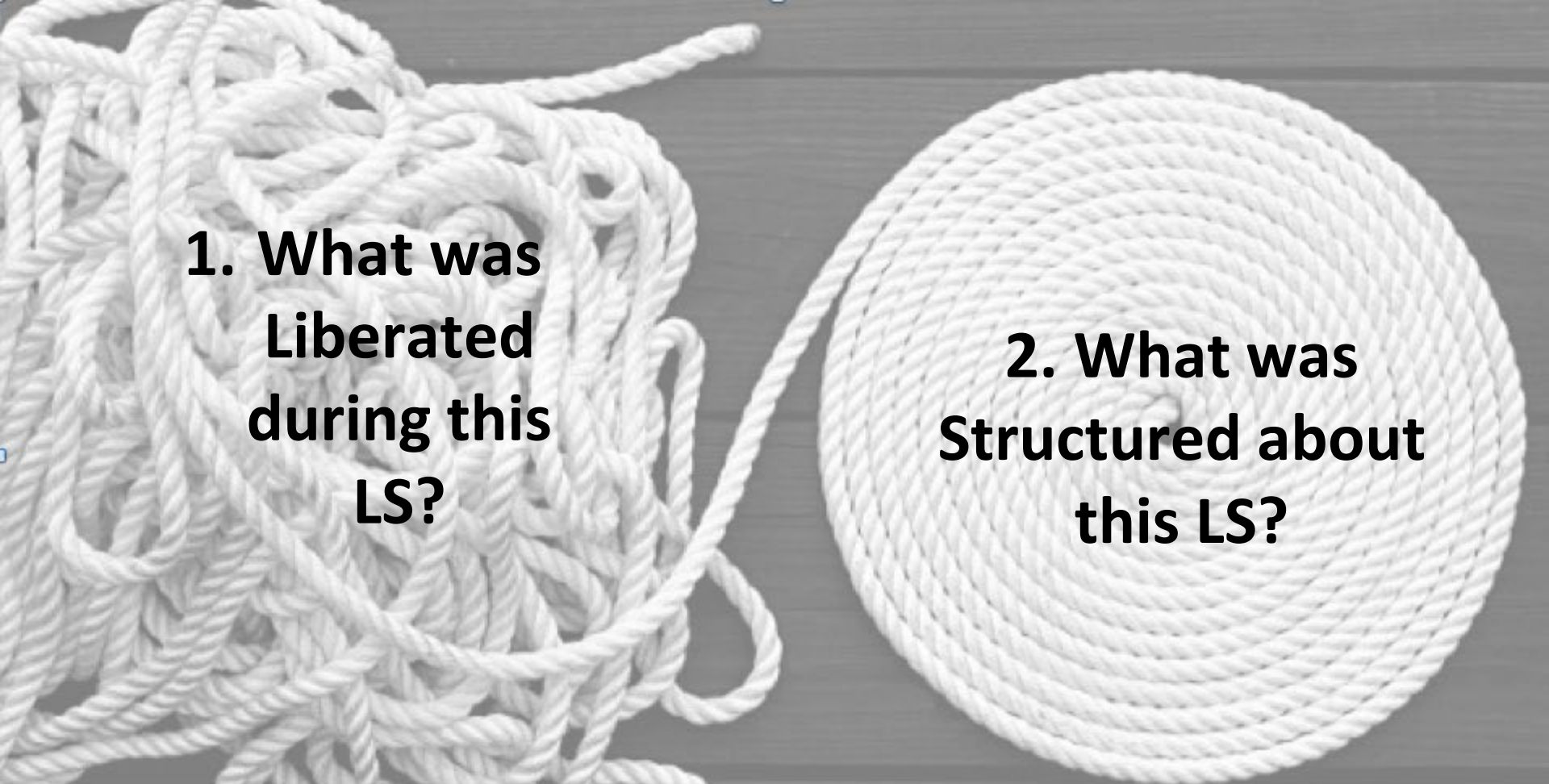


Scoring:

***5 = Wow!** I will adopt or adapt this for my work.*

***1= OK,** but I'm unlikely to spend time on it.*





**1. What was
Liberated
during this
LS?**

**2. What was
Structured about
this LS?**

3. Where else might you use this Liberating Structure?

Commitments!

**Here are the commitments
that you made to yourself at
Scrum Day 2023**

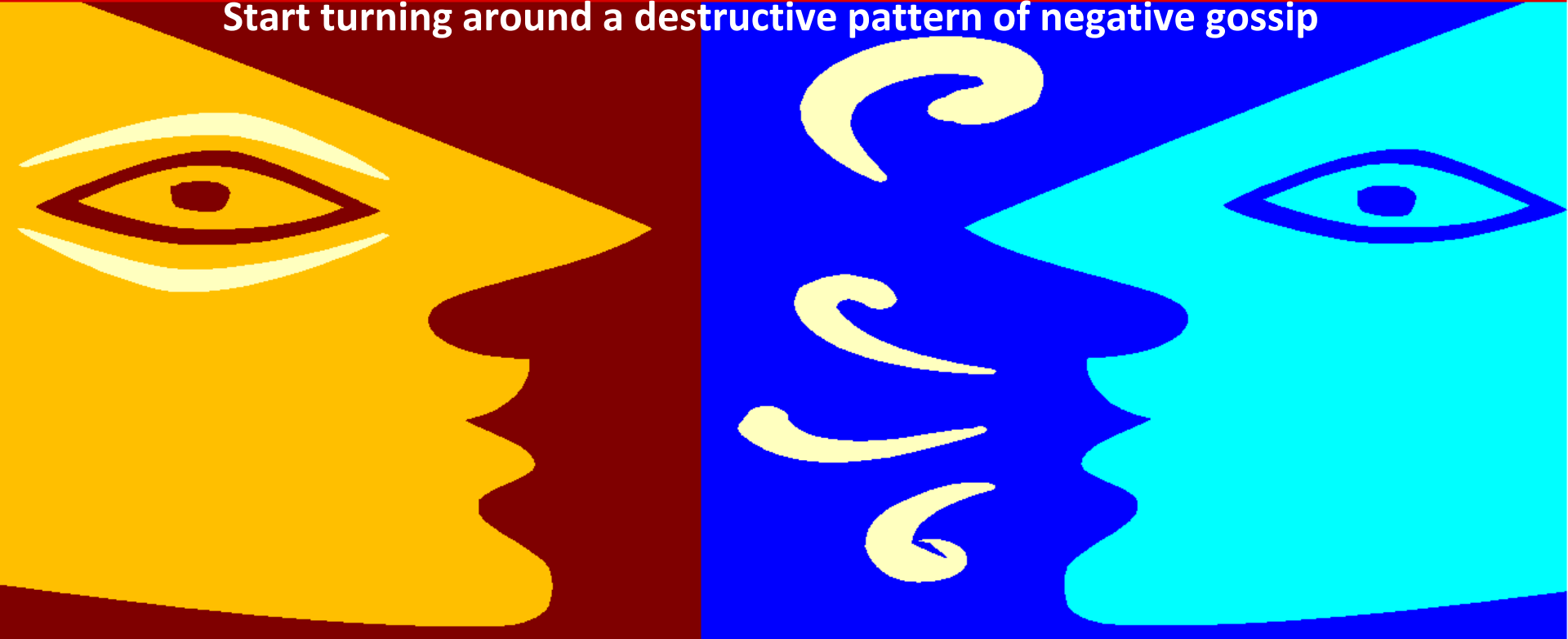
What is a bold and actionable idea to advance your work,
that you will commit to taking?

Mail to:

▶▶▶▶

Positive Gossip

Start turning around a destructive pattern of negative gossip



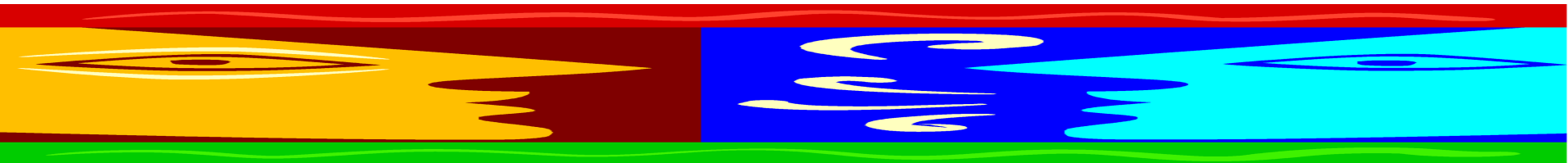
Positive Gossip 1

Start turning around a destructive pattern of negative gossip

1. Find another person....

Share something positive about a person that has guided or supported you personally or professionally (they may not be present)

- 2 minutes total
- 1 minute each
- Wait for the ding to switch roles



Positive Gossip 2

Start turning around a destructive pattern of negative gossip

2. Find one other person and stand directly across from them, face to face

Share something positive about any other person in this conference based on their recent behavior or contributions

- 2 minutes total
- 1 minute each

Can you believe that
_____ [Mary]
did that
fabulously
~ kind ~
~ smart ~
~ generous ~
thing!
Go wild



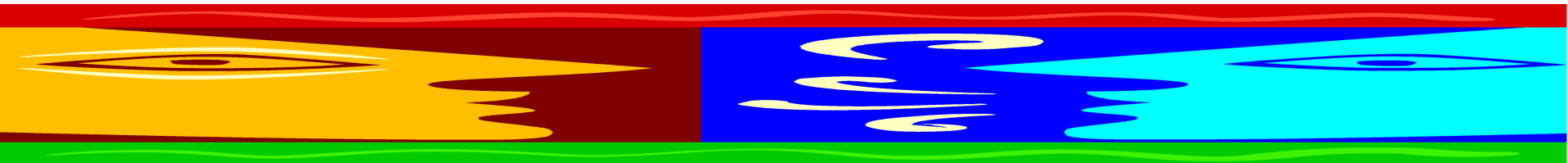
Positive Gossip 3

Start turning around a destructive pattern of negative gossip

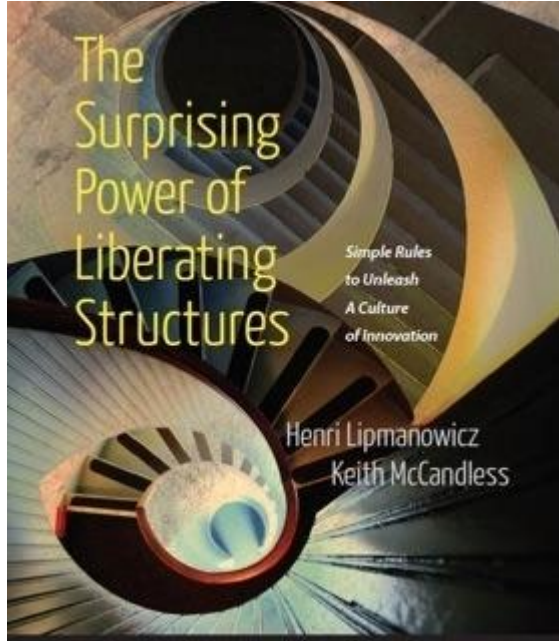
3. Find another person...

Share something positive about the behavior or contribution of *your* partner (the person in front of you).

- 2 minutes total
- 1 minute each
- Wait for the ding to switch roles



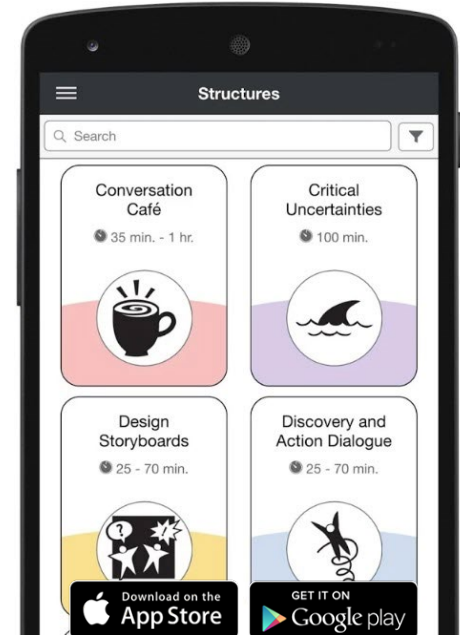
book



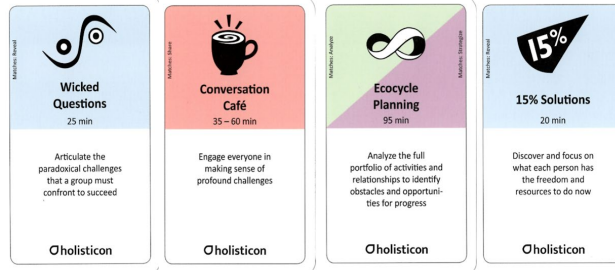
website



app



Design cards



Please join us!



Journey to Group Power

Featuring Liberating Structures

Sept 21-22 in Madison



Journey of Facilitation & Collaboration...

A Leadership Experience

Oct 23-27 in Madison



