



**DISCUSS AT TABLE:
“WHAT DO YOU EXPECT TO GET OUT OF
THIS SESSION?”**

WHILE YOU ARE WAITING FOR THE SESSION TO START ...



Agile Stakeholder Participation Benefits

**HOW TO WORK PERSONALITY
ISSUES WITHOUT SOUNDING LIKE A
MARRIAGE GUIDANCE COUNSELLOR**

THINKING AND APPROACHES

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KEY TAKEAWAYS

- INCREASED UNDERSTANDING ON HOW TO THINK ABOUT THESE COMPLEX ISSUES.
- INCREASED "TOOLBOX" OF IDEAS AND APPROACHES YOU CAN APPLY TO YOUR SITUATIONS.



AGENDA

- INTRODUCTION
 - WHY ARE WE HERE?
- POOR RESULTS
 - TABLE EXERCISE: PROBLEM IDENTIFICATION
- APPROACHES THAT HAVE WORKED FOR ME
 - TABLE EXERCISE: APPLICATION OF IDEAS
- CONCLUDING REMARKS / CLOSE
 - QUESTION: "WHEN DOES TOUCHY / FEELY MAKE SENSE?"
 - REVIEW APPROACHES WE HAVE HEARD



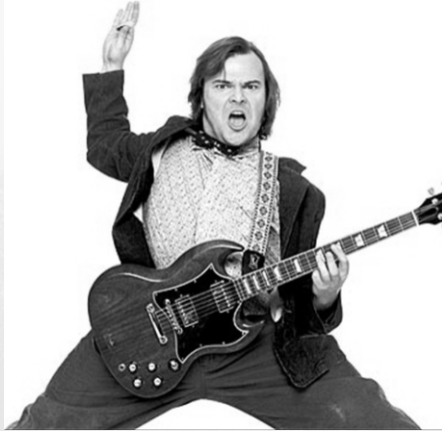
INTRODUCTION

WHY ARE WE HERE?

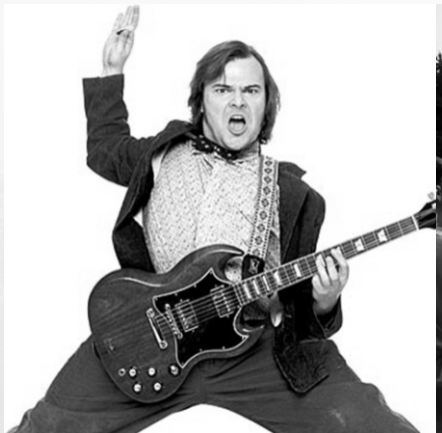
THIS PRESENTATION IS REALLY ABOUT ...



ENGINEERS ARE TYPICALLY NOT ...



ENGINEERS ARE TYPICALLY NOT ...

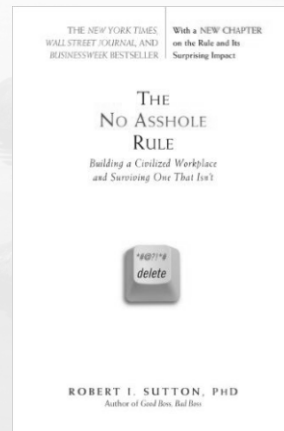


RESULT ...



ASSUMPTIONS

- INTRODUCTORY - AIMED AT PRACTICES / IDEAS
- PEOPLE COME TO WORK WITHOUT THE EXPLICIT INTENTION OF P&*!@ING ME OFF
 - AND, IN PARTICULAR ...



WARNINGS



- I AM NOT A PROFESSIONAL PSYCHOLOGIST OR MARRIAGE GUIDANCE COUNSELOR
- THERE WILL BE CONFLICT
 - AIM IS TO MINIMIZE EFFECT OF BAD CONFLICT WHILE LEVERAGING THE IMPACT OF GOOD CONFLICT
- YOUR MILEAGE WILL VARY
 - CONTEXT DEPENDENT
- NOT A DIG AT PROFESSIONALS ...



POOR RESULTS

SOME APPROACHES THAT DID NOT WORK
FOR ME?



INTERGRAPH

“I THINK THIS IS WHAT YOU SAID ...”

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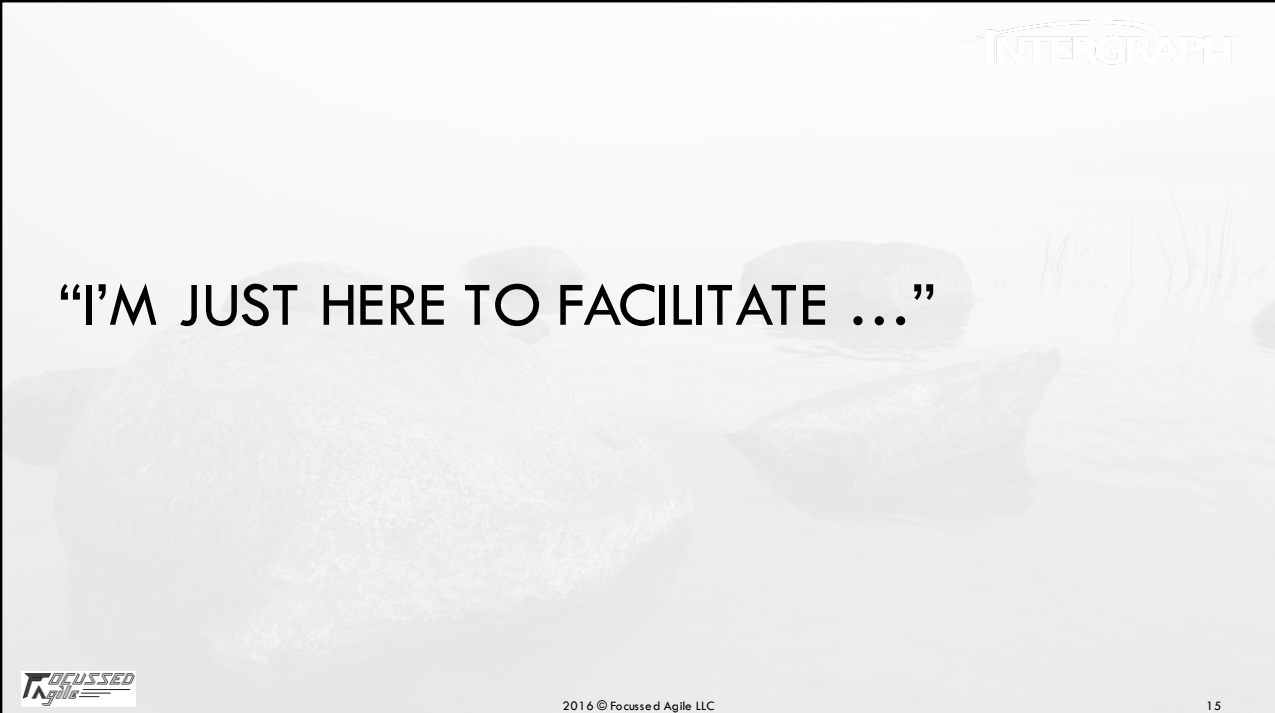
INTERGRAPH

“I FEEL THIS WAY ...”

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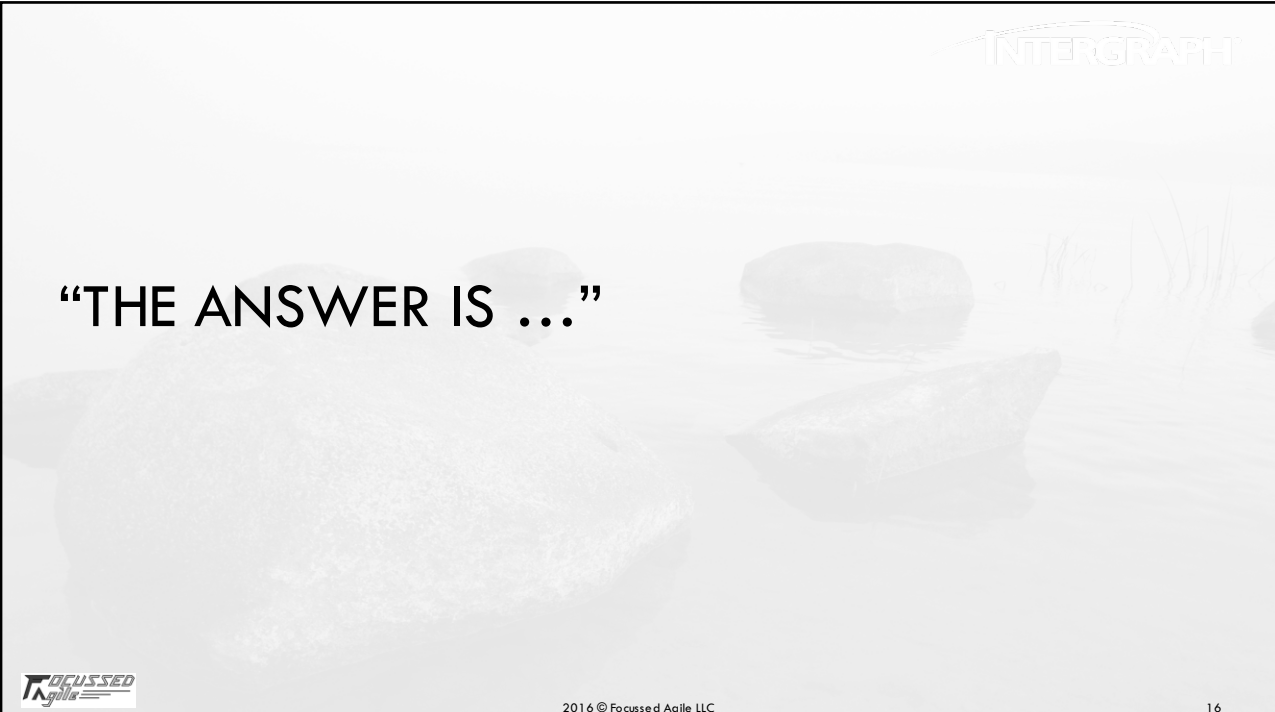
INTERGRAPH

"I'M JUST HERE TO FACILITATE ..."




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INTERGRAPH

"THE ANSWER IS ..."



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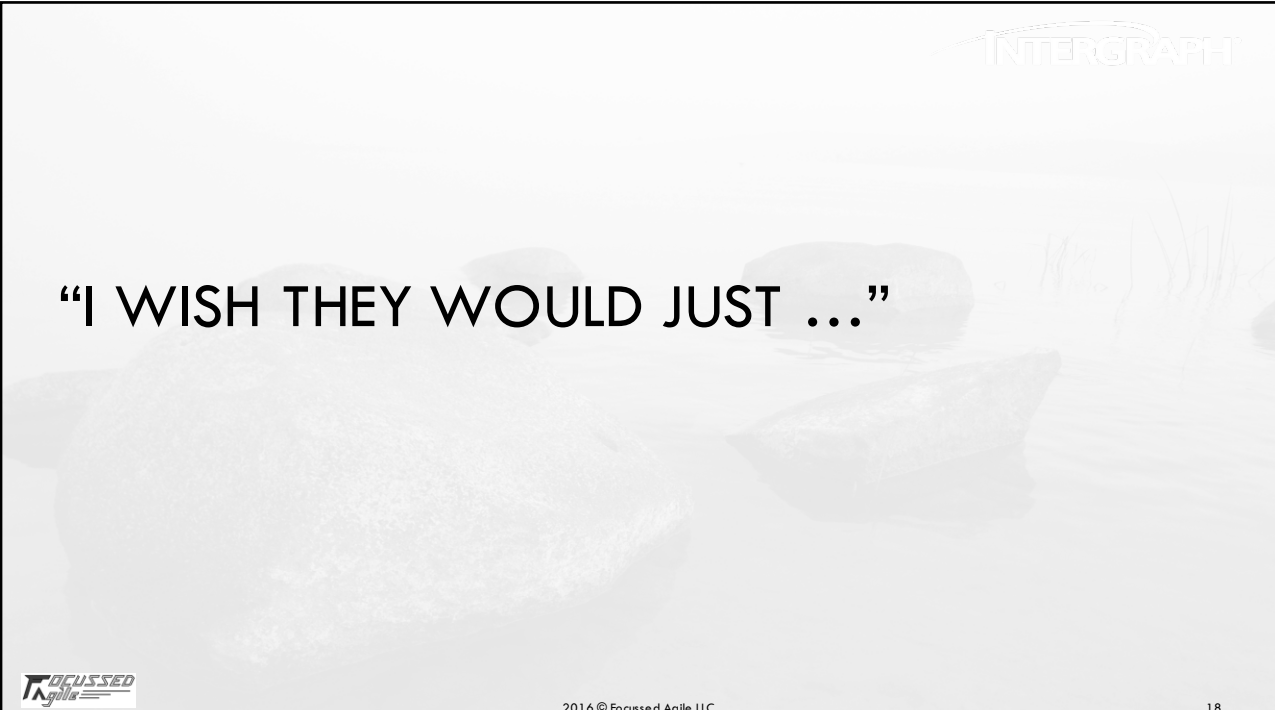
INTERGRAPH

"SHALL WE PLAY A GAME ..."




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INTERGRAPH

"I WISH THEY WOULD JUST ..."



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DISCUSS AT TABLE:


**“IDENTIFY / DISCUSS CONFLICT SITUATION
THAT APPROACH YOU TOOK TO ADDRESS
SEEMED TO ADD FUEL TO THE FIRE”**

BE PREPARED TO PRESENT 1 SITUATION PER TABLE ...




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GROUP DE-BRIEF:

**BRIEF DESCRIPTION OF THE SITUATION
HOW WAS RESULT DIFFERENT TO
EXPECTATION?
WHAT DID YOU LEARN?**



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APPROACHES THAT HAVE WORKED FOR ME

(OR, AT LEAST, I THINK THEY HAVE)



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“
EVERY TREE WAS ONCE A SAPLING, EVERY
ADULT WAS ONCE A CHILD, AND EVERY
FORMAL DISPUTE WAS ONCE AN
INFORMAL CONFLICT.
”

"CONFLICT RESOLUTION" - DANIEL DANA



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INTERGRAPH

DON'T BE PART OF THE PROBLEM

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INTERGRAPH

BE MINDFUL OF YOURSELF

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INTERGRAPH

TURN EMOTION INTO DATA



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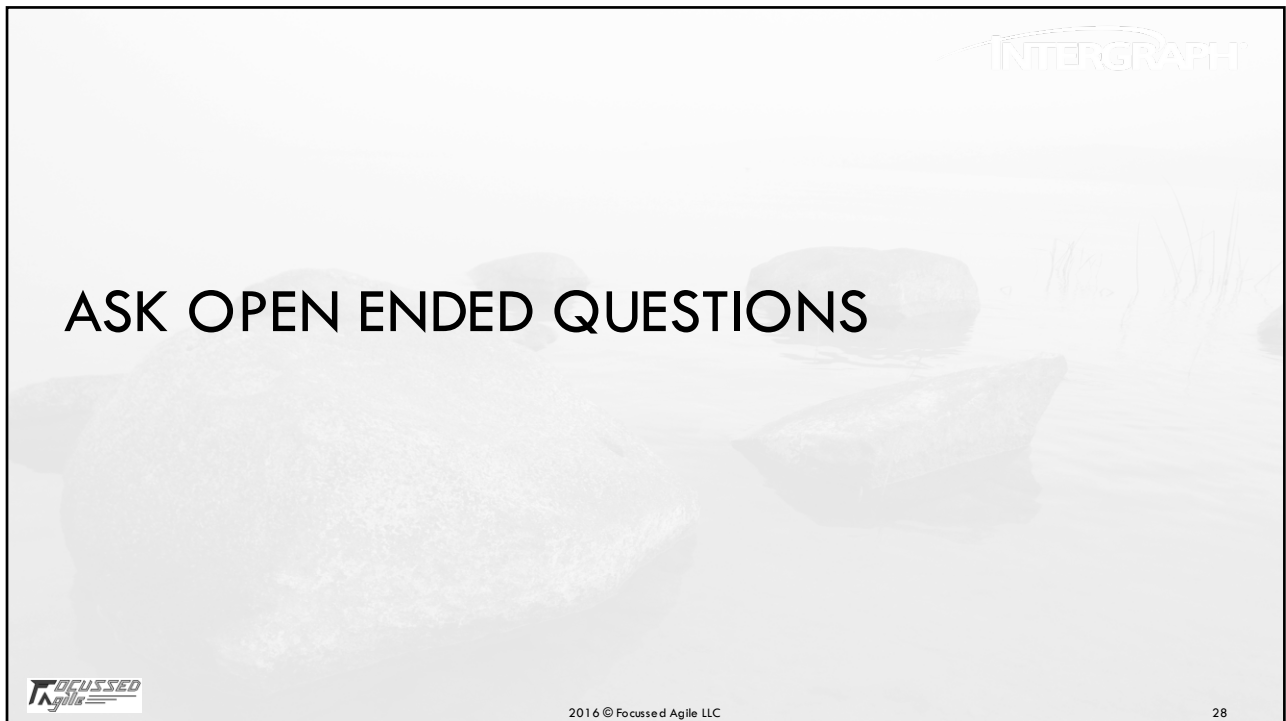
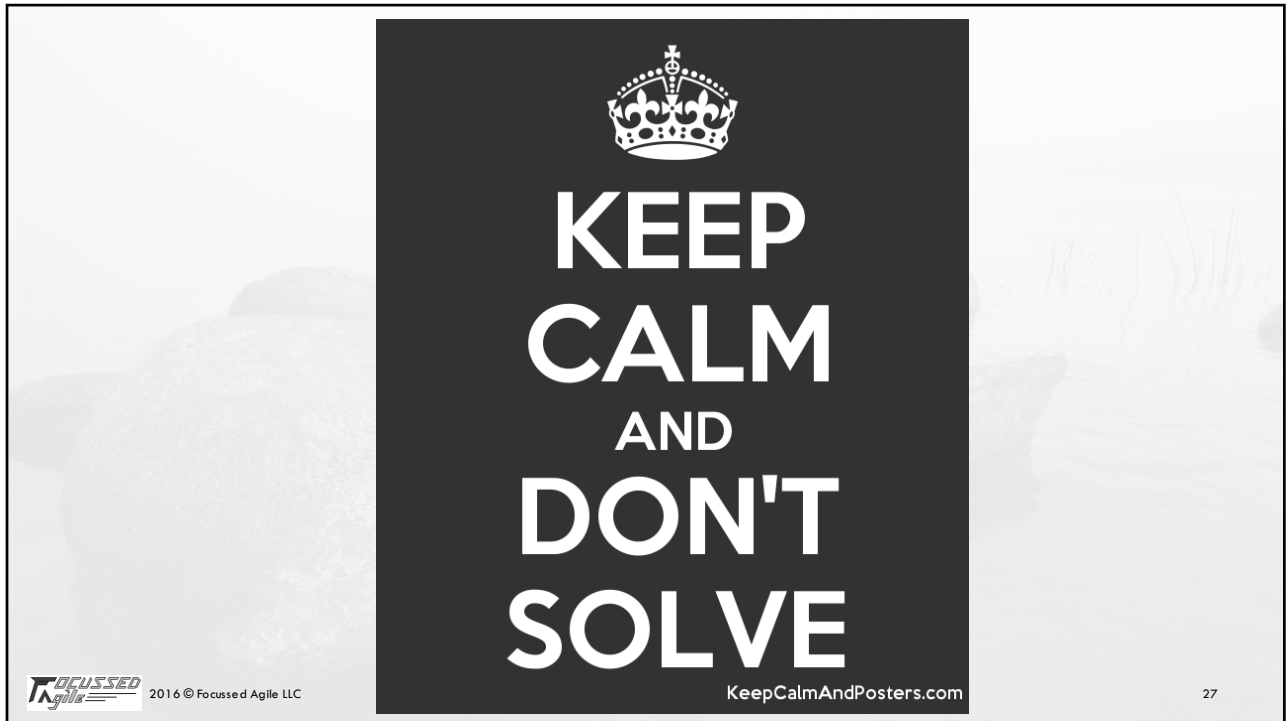
INTERGRAPH

CREATE EVENTS THAT ALLOW EXPRESSION OF ISSUES



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INTERGRAPH

ANSWER THE QUESTION

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INTERGRAPH

JUST BE BLUNT

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INTERGRAPH

LET OTHERS HELP YOU



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INTERGRAPH

EXTERNAL FACILITATOR



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INTERGRAPH

USE PEER PRESSURE



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INTERGRAPH

BUILD UP THE ONE-ON-ONE RELATIONSHIP



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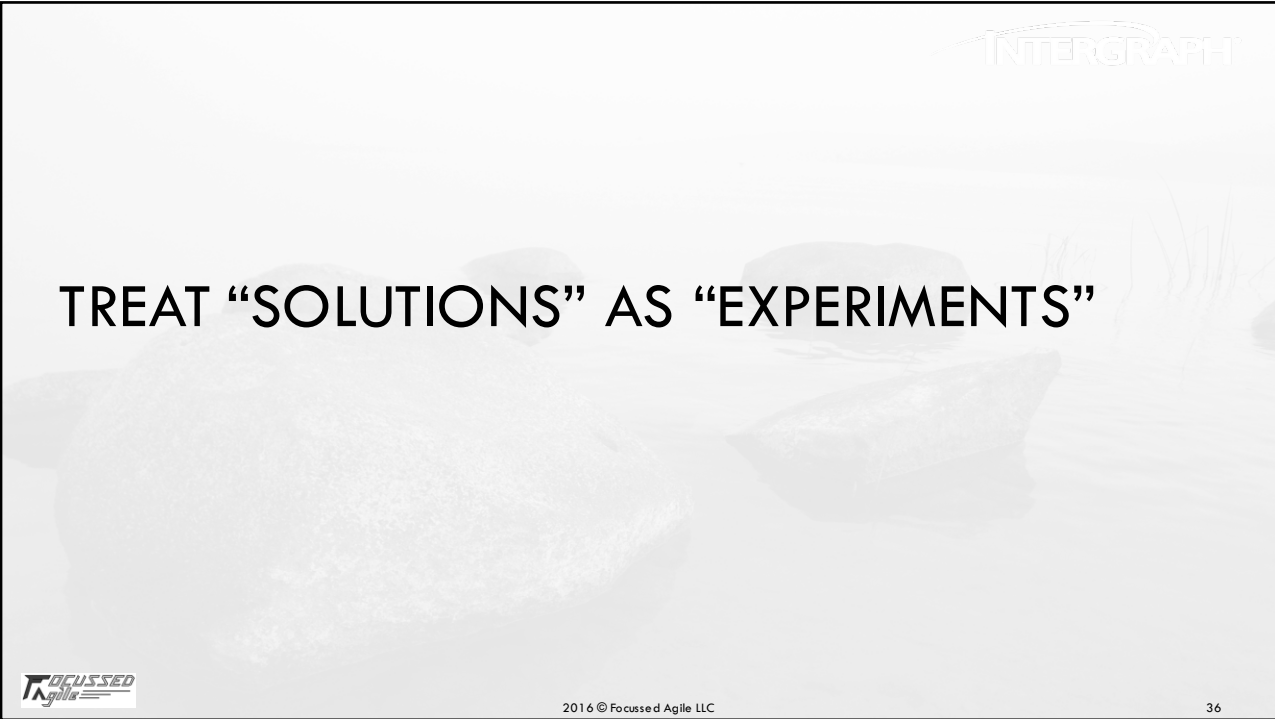
INTERGRAPH

WALK A MILE IN THEIR SHOES

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INTERGRAPH

TREAT “SOLUTIONS” AS “EXPERIMENTS”

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“

PREVENTIVE MEDIATION IS THE ULTIMATE IN
SIMPLICITY: 'MEDIATION WITHOUT AN
EVENT.'

”

"CONFLICT RESOLUTION" - DANIEL DANA



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ESTABLISH “WORKING AGREEMENTS”



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ESTABLISH A POSITIVE LEDGER

HELP PEOPLE SELF-MANAGE – CONFLICT MODEL

- LEVEL 1: PROBLEM TO SOLVE – HEALTHY CONFLICT
- LEVEL 2: DISAGREEMENT – SELF PROTECTION IS AS IMPORTANT AS THE PROBLEM
- LEVEL 3: CONTEST. DISTORTED LANGUAGE EMERGES AND REAL ISSUES GET LOST
- LEVEL 4: CRUSADE. LANGUAGE BECOMES IDEOLOGICAL AND CAUSES ARE BORN
- LEVEL 5: WORLD WAR. FULL ON COMBAT

Source: Lyssa Adkins - [Navigating Conflict on Agile Teams.](#)

HELP PEOPLE SELF MANAGE – PERCEPTION MODEL

- HOW PEOPLE LOOK - PEOPLE OFTEN MAKE SNAP JUDGMENTS BASED ON HOW PEOPLE
 - EXAMPLE QUESTION: "IN YOUR WORLD, WHAT DO YOU NOTICE FIRST ABOUT OTHERS (DRESS, SPEECH, DEemeanOR)?"
- HOW PEOPLE ACT - PEOPLE WILL MIS JUDGE PEOPLE BASED ON THEIR BEHAVIOR.
 - EXAMPLE QUESTION: "IN YOUR WORLD, ARE THERE CONSEQUENCES OF BEING LATE OR MISSING DEADLINES?"
- HOW PEOPLE SPEAK - PEOPLE REACT TO COMMUNICATION STYLES.
 - EXAMPLE QUESTION: "IN YOUR WORLD, IS UNSOLICITED FEEDBACK WELCOME?"
- HOW PEOPLE THINK: PEOPLE HAVE DIFFERENT APPROACHES TO PROBLEMS.
 - EXAMPLE QUESTION: "IN YOUR WORLD, IS UNCERTAINTY VIEWED AS A THREAT OR AN OPPORTUNITY?"
- HOW PEOPLE FEEL: PEOPLE HAVE DIFFERENT LEVELS OF INTENSITY AND REACT DIFFERENTLY EMOTIONALLY
 - EXAMPLE QUESTION: "IN YOUR WORLD, WHAT EMOTIONS (POSITIVE AND NEGATIVE) ARE ACCEPTABLE AND UNACCEPTABLE TO DISPLAY IN A BUSINESS CONTEXT?"

Source: Ginka Toegel (HBR) - [How to Preempt Team Conflict](#).



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DISCUSS AT TABLE:

“CURRENT ISSUE THAT YOU MIGHT APPLY THESE APPROACHES TO”

OR

“DISCUSS OTHER APPROACHES THAT HAVE WORKED FOR YOU”

BE PREPARED TO PRESENT 1 APPROACH PER TABLE ...

7 Mins

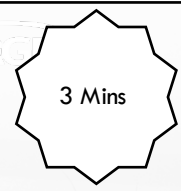


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**GROUP DE-BRIEF:
BRIEF DESCRIPTION OF THE SITUATION,
APPROACH, AND EXPECTED RESULT?**



**BONUS EXERCISE
WRITE DOWN “WHAT ARE YOU GOING TO
DO NEXT WEEK?”**

BEFORE WE END THIS SESSION ...



CONCLUSION

- ITS NOT REALLY A DIFFICULT PERSON ISSUE, BUT RATHER A CONFLICT ISSUE
- CONFLICT WILL HAPPEN
 - THERE IS GOOD CONFLICT, FOCUSED ON THE PROBLEM
 - THERE IS BAD CONFLICT, FOCUSED ON PEOPLE, POSITIONS
- BASE APPROACHES TO ADDRESS INCLUDE
 - TRAIN YOURSELF IN CONFLICT RESOLUTION
 - WORK TO REDUCE THE EFFECTS OF BAD CONFLICT BY ESTABLISHING A POSITIVE ENVIRONMENT
- BE GENUINE IN YOUR APPROACH
 - APPROACHES THAT MIGHT HELP, NOT TOOLS FOR MANIPULATION



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REFERENCES



- VIDEO
 - NAVIGATING CONFLICT ON AGILE TEAMS: WHY "RESOLVING" CONFLICT WON'T WORK. – LYSSA ADKINS
- ARTICLE
 - HOW TO PREEMPT TEAM CONFLICT – HARVARD BUSINESS REVIEW
 - WHAT GOOGLE LEARNED FROM ITS QUEST TO BUILD THE PERFECT TEAM – NY TIMES



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- CURRENTLY PROGRAM COACH IN WISCONSIN
 - SAFE IMPLEMENTATION
- SINCE 2011 AGILE COACH AT INTERGRAPH SG&I
 - 60 TEAMS, 8 COUNTRIES
- SINCE 2007 AGILE COACH AT INTERGRAPH PP&M
 - 75 TEAMS, 12 COUNTRIES
- TEAM ROLES
 - PRODUCT OWNER, SCRUM MASTER, TEAM MEMBER
- PREVIOUSLY
 - VP PRODUCT DEVELOPMENT AND MANAGEMENT
- BSC COMPUTER SCIENCE / STATISTICS AT SYDNEY UNIVERSITY
- FOCUS IN HELPING COMPANIES IMPROVE THEIR EFFECTIVENESS



QUESTIONS?



CHANGE HISTORY

- 2016-07-26: INITIAL WORKING VERSION
- 2016-07-25: ADDITIONS BASED ON CONVERSATIONS WITH FOLKS AND PRESENTATIONS AT AGILE 2016
- 2016-07-24: FULL TEXT COMPLETE
- 2016-07-15: FIRST DRAFT COMPLETE
- 2016-07-10: INITIAL SLIDE VERSION
- 2016-05-01: INITIAL OUTLINE / RESEARCH

SUPPORTING SLIDES

“

WE CAN'T FIGHT OUR WAY OUT OF
CONFLICT, BUT WE CAN THINK OUR WAY
OUT OF IT.

”

"CONFLICT RESOLUTION" - DANIEL DANA



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51