

Collaboration through Conflict Evolving Better Teams

Mark Kilby
October 15, 2013



AgileOrlando.com co-founder

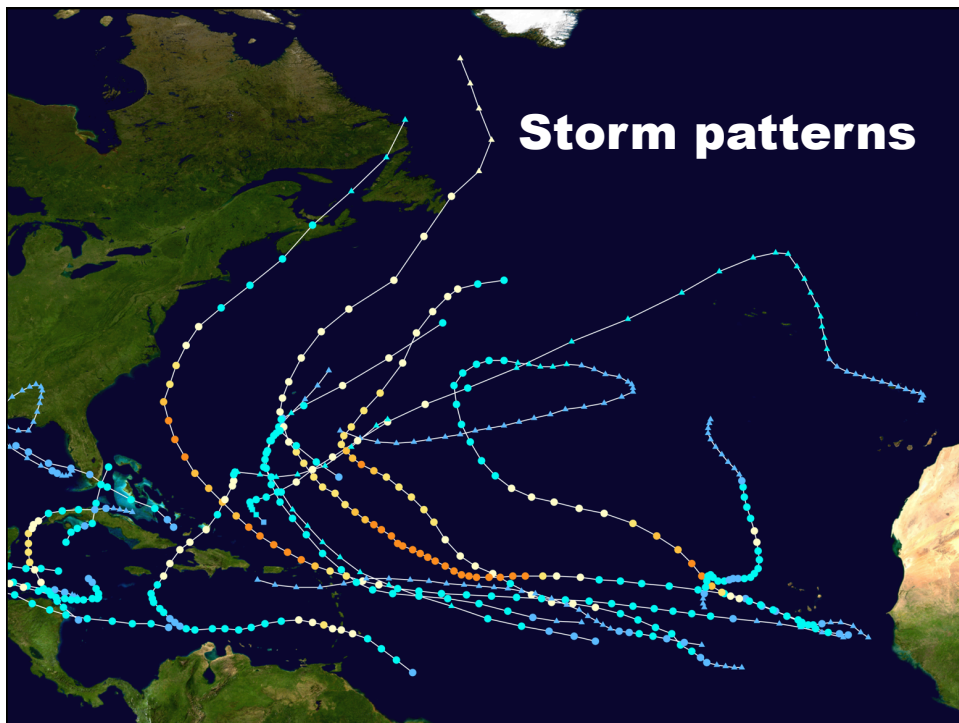


Mark Kilby
Enterprise Agile Coach
Mark@LeadingAgile.com
[@mkilby](https://twitter.com/mkilby) - twitter
[Linkedin.com/in/mkilby](https://www.linkedin.com/in/mkilby)
<http://markkilby.com>



Software since 1990;
Coaching since 2003





Purpose today is to...

- Better understand the relationship between Conflict & Collaboration
- Give you and your teams several tools to navigate through conflict



Benefit

Teams that can deliver
in any conditions



Agenda

1. Understand Types of Conflict and Collaboration
2. Values & Conflict
3. When Things Still Go Wrong



Understand Types of

CONFLICT AND COLLABORATION



Jean Tabaka




Agile Fellow
Rally Software

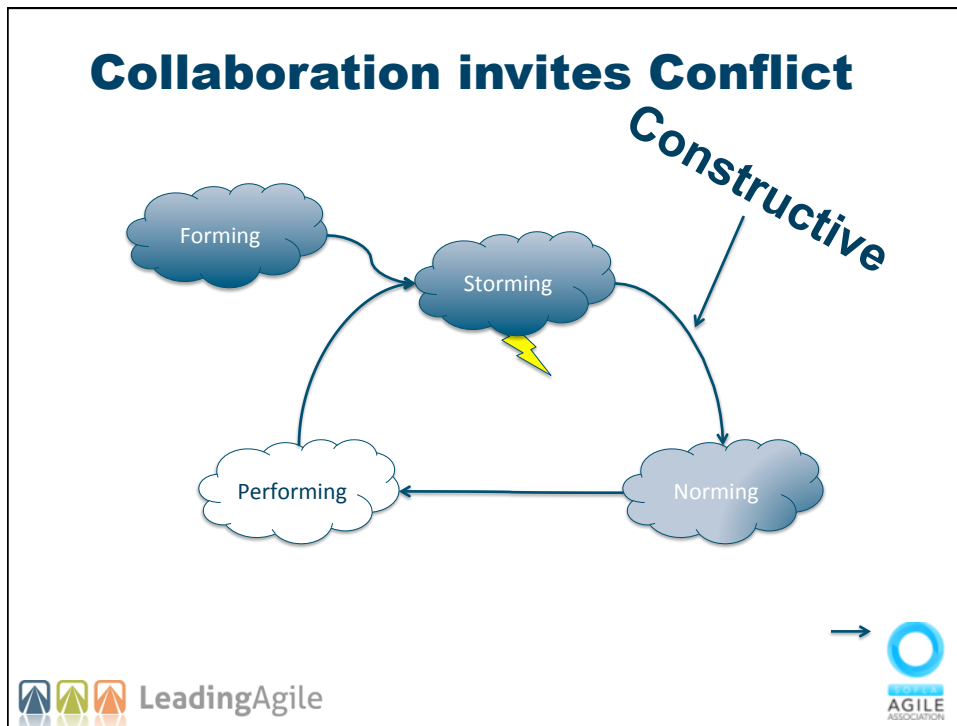
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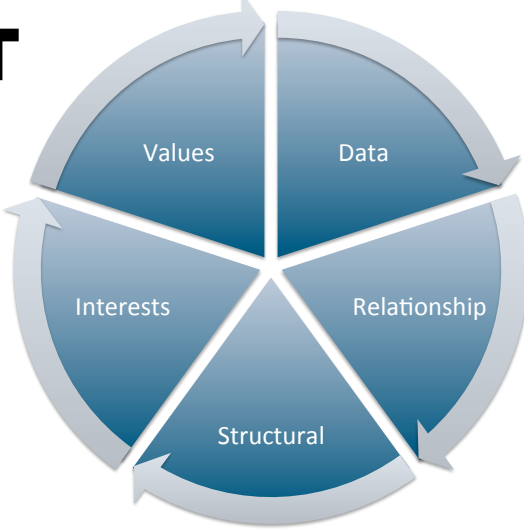
Our point of view...

→ 


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SOURCES of CONFLICT



Christopher Moore's
"The Mediation Process:
Practical Strategies for
Resolving Conflict"

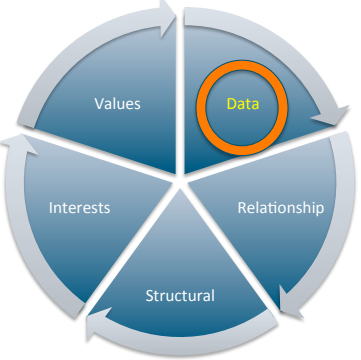
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SOURCE of CONFLICT: DATA

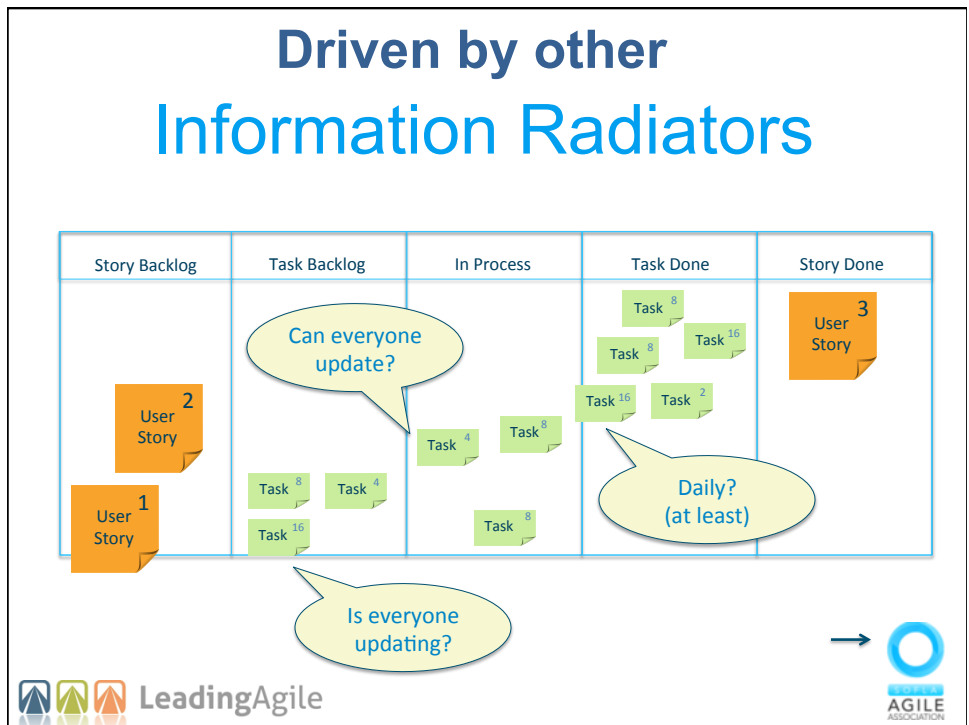
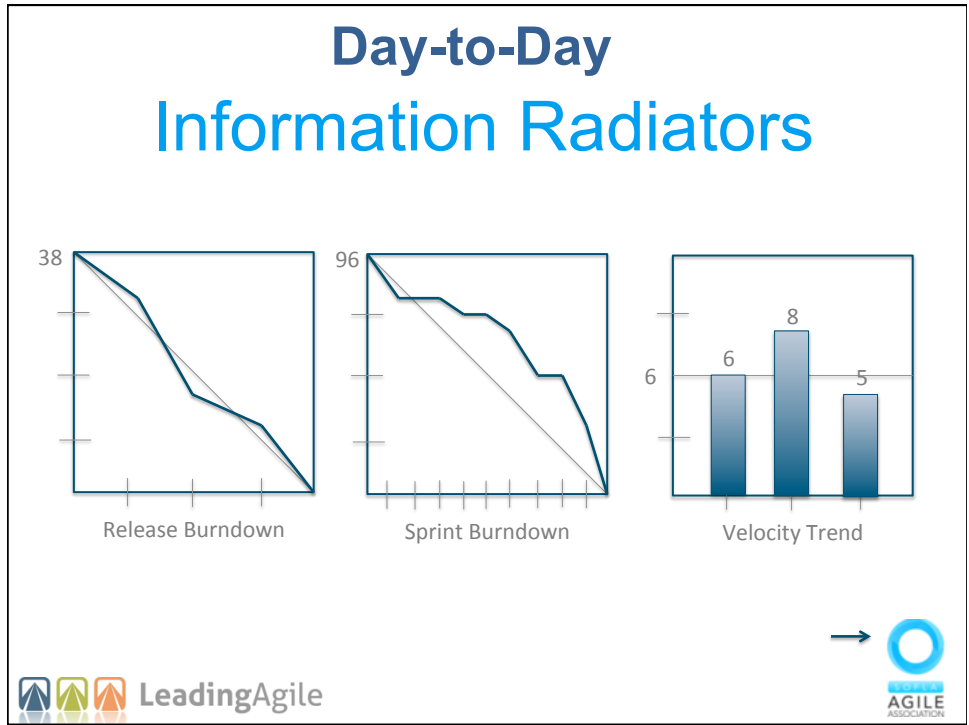
- lack of information

2 ways it shows up:

1. Day-to-day information sharing (reporting)
2. In collaboration events



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Driven by other Information Radiators

Can you see the whole system?

Is everyone updating?

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If not, DATA is not truly visible

Information Radiators are WRONG

Release Burndown Sprint Burndown Velocity Trend

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If not, DATA is not truly visible

Information Radiators
are WRONG

Are you surprised by what you release?

Release Burndown

Velocity Trend





If not, DATA is not truly visible

Information Radiators
are WRONG

CONFLICT
by
DATA

Release Burndown

Velocity Trend



In Collaboration Events: Listing and Brainstorming

Facilitator

Our list

- _____
- _____
- _____
- _____
- _____
- _____

Gathering ...

- New Requirements
- Sprint observations?
- Root causes?
- Ideas for improvement?
- Risks?

→

In Collaboration Events: Listing and Brainstorming

Can everyone update?

Is everyone updating?

Is everyone contributing every few minutes? (at least)

Our list

- _____
- _____
- _____
- _____
- _____
- _____

→

In Collaboration Events: Listing and Brainstorming

Can everyone update?

Is everyone updating?

(if not)
CONFLICT
by
DATA

Our list

...y few minutes? (at least)

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SOURCE of **CONFLICT:** Relationship

- strong emotions, misperceptions, or stereotypes

2 ways it shows up:

1. Day-to-day interactions
2. In collaboration events

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AGILE ASSOCIATION

Day-to-Day Relationship Challenges

Can you believe what (Dev/QA/etc.) did?

Guess WHO botched the build again?

Management/Business is making unreasonable requests!

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Day-to-Day Relationship Challenges

**CONFLICT
of
RELATIONSHIP**
(listen for
“role” labels or
assumption of intent)

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Day-to-Day Relationship Builders

Preemptive: Working Agreements

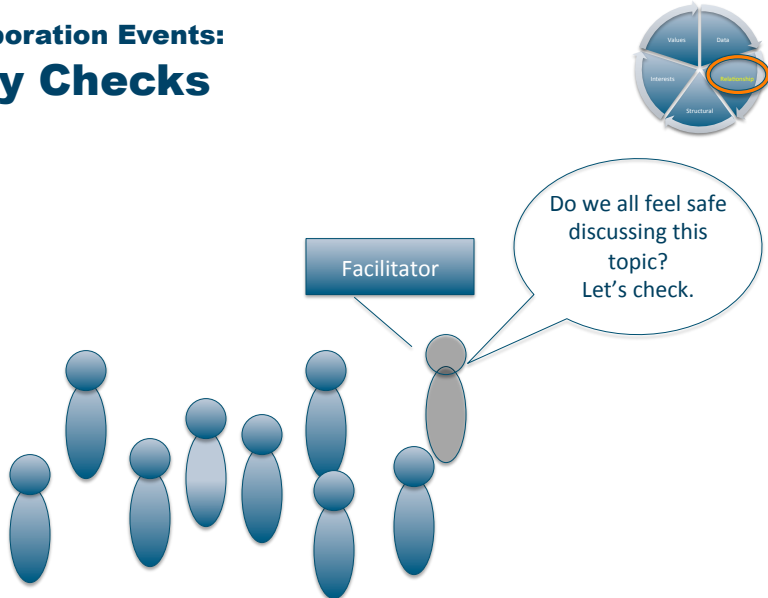
- Who moves stories in our tracking tool?
- Who owns and updates metrics?
- What will be the Release calendar? Who will update it?
- What are the QA Guidelines? Who will verify? How?
- What feedback mechanisms will we use? When?
- What are the expectations for addressing defects? Who will address them?
- When are we going to update the backlog? How far out for looking ahead?
- Who writes Acceptance Criteria with examples before the Sprint
- Who writes Detailed tests within the sprint
- What are the Agile ceremony rules and expectations?
- How do we handle new risks?
- How do we handle documentation and delivery?
- How do we prioritize defects into the backlog?
- How do we handle technical debt?
- How do we monitor activities and progress?

Clarify assumptions and intent up front.

Best to address in a Team Chartering session before the work begins






In Collaboration Events: Safety Checks



Facilitator

Do we all feel safe discussing this topic?
Let's check.

In Collaboration Events: Safety Checks

Level	Description	Votes
5 - Secure	I feel free to discuss anything.	
4 - Safe	I can discuss almost anything. Might be some difficult topics to raise.	
3 - Neutral	I'll discuss some things. Some will be too hard to participate in.	
2 - Dangerous	I'll let others bring up issues, but might chime in on some.	
1 - Treacherous	I'll smile and just agree with everyone.	

How would you rate this meeting for what you can share?

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In Collaboration Events: Safety Checks

Level	Description	Votes
5 - Secure	I feel free to discuss anything.	XXX
4 - Safe	I can discuss almost anything. Might be some difficult topics to raise.	X
3 - Neutral	I'll discuss some things. Some will be too hard to participate in.	XX
2 - Dangerous	I'll let others bring up issues, but might chime in on some.	X
1 - Treacherous	I'll smile and just agree with everyone.	X

If any vote 3 or less...

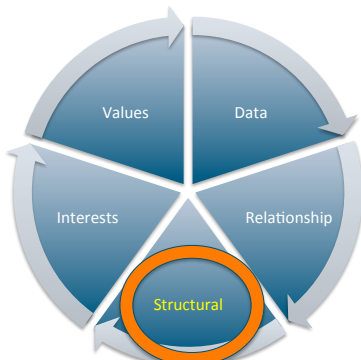
How can we bring up the level of safety?

Anonymous votes

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SOURCE of CONFLICT: Structural

- Someone of unequal power in the conversation
 - Management, senior staff



2 ways it shows up:

- Day-to-day interactions
- In collaboration events


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Day-to-Day Going to the Gemba

Gemba – “the real place”

Going to Gemba (Lean) - purposely observing how people work together to create value


- Jim Womack

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Day-to-Day Going to the Gemba




As a manager, ...
Do you mingle with your staff daily?
Do you ask questions that allows everyone to observe how value is created? →




<http://www.flickr.com/photos/kheelcenter/527977567/sizes/l/in/photostream/>
<http://www.flickr.com/photos/highwaysagency/5998133376/sizes/l/in/photostream/>




Day-to-Day Powerful Questions

Scenario	Instead of asking...	Try asking...
Team has been in conversation for a while and you think they need to hear one person's opinion.	What's your opinion?	What is possible here? What is the part that is not yet clear?
Team is diving into details and you think they should spend more time "envisioning" solutions.	What are other options?	What is here that you want to explore? What is just one more possibility?



Adapted from "Powerful Questions for Agile Teams" by Lyssa Adkins



In Collaboration Events: Clear Purpose, Agenda, & Working Agreements

Senior Staff

Facilitator

In Collaboration Events: Clear Purpose, Agenda, & Working Agreements

Senior Staff

Facilitator

Facilitator should introduce Organizing Tools at Opening

<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u> 1. Open 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. Close	<u>Working Agreements</u> 1. _____ 2. _____ 3. _____
<u>Parking Lot</u>	
<u>Action Items</u>	

In Collaboration Events:
Clear Purpose, Agenda, & Working Agreements

Speech bubble: We should discuss XYZ now!

<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u>	<u>Working Agreements</u>
1. Open	
2. _____	1. _____
3. _____	2. _____
4. _____	3. _____
5. _____	
6. _____	
7. Close	
<u>Parking Lot</u>	
<u>Action Items</u>	

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In Collaboration Events:
Clear Purpose, Agenda, & Working Agreements

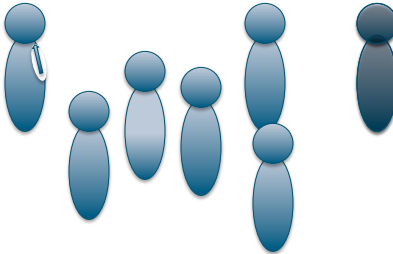
Speech bubble: Does XYZ meets our purpose and agenda?

<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u>	<u>Working Agreements</u>
1. Open	
2. _____	1. _____
3. _____	2. _____
4. _____	3. _____
5. _____	
6. _____	
7. Close	
<u>Parking Lot</u>	
<u>Action Items</u>	


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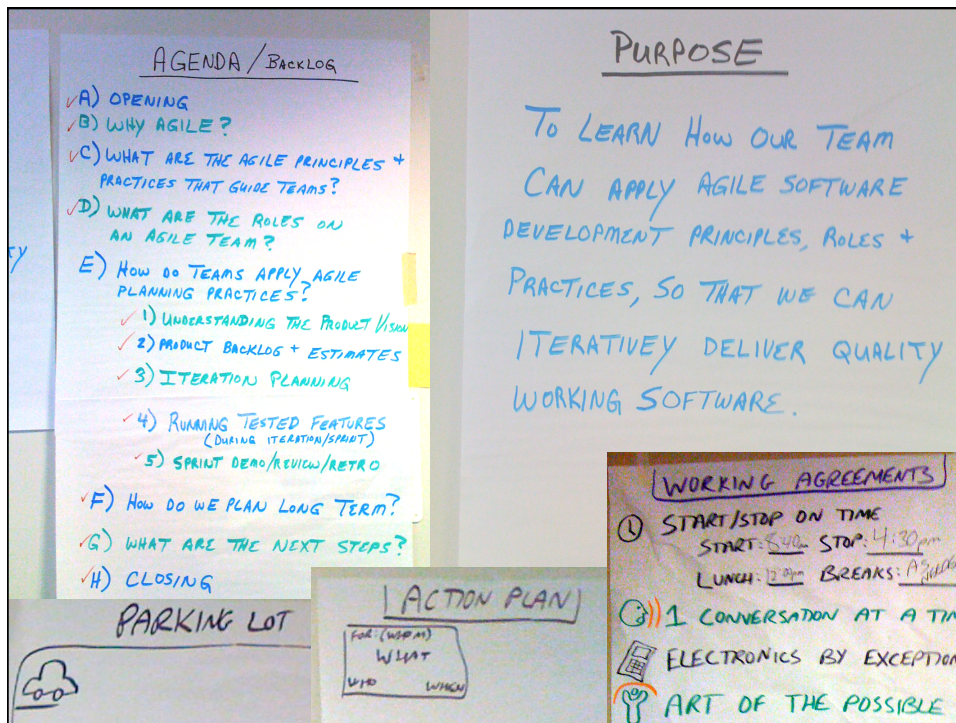
In Collaboration Events: Clear Purpose, Agenda, & Working Agreements

If it is part of the purpose and agenda, show where it will be discussed



<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u>	<u>Working Agreements</u>
1. Open	
2. _____	1. _____
3. _____	2. _____
4. _____	3. _____
5. _____	
6. _____	XYZ
7. Close	
<u>Parking Lot</u>	
<u>Action Items</u>	

→ 



AGENDA/Backlog

- ✓ A) OPENING
- ✓ B) WHY AGILE?
- ✓ C) WHAT ARE THE AGILE PRINCIPLES + PRACTICES THAT GUIDE TEAMS?
- ✓ D) WHAT ARE THE ROLES ON AN AGILE TEAM?
- ✓ E) How do TEAMS APPLY AGILE PLANNING PRACTICES?
 - ✓ 1) UNDERSTANDING THE PRODUCT/VISION
 - ✓ 2) PRODUCT BACKLOG + ESTIMATES
 - ✓ 3) ITERATION PLANNING
 - ✓ 4) RUNNING TESTED FEATURES (DURING ITERATION/SPRINT)
 - ✓ 5) SPRINT DEMO/REVIEW/RETRO
- ✓ F) How do we PLAN LONG TERM?
- ✓ G) WHAT ARE THE NEXT STEPS?
- ✓ H) CLOSING

PARKING LOT

ACTION PLAN

For (WORKING) WHAT WHO WHEN

PURPOSE

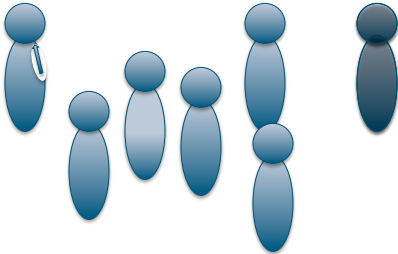
To LEARN How OUR TEAM CAN APPLY AGILE SOFTWARE DEVELOPMENT PRINCIPLES, ROLES + PRACTICES, SO THAT WE CAN ITERATIVELY DELIVER QUALITY WORKING SOFTWARE.

WORKING AGREEMENTS



- ① START/STOP ON TIME
START: 5:40pm STOP: 4:30pm
LUNCH: 12:00pm BREAKS: 15min
- ② 1 CONVERSATION AT A TIME
- ③ ELECTRONICS BY EXCEPTION
- ④ ART OF THE POSSIBLE

**In Collaboration Events:
Clear Purpose, Agenda, &
Working Agreements**

If it does not, ask to put it in the Parking Lot to check in on what the group should do with this item



<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u> 1. Open 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. Close	<u>Working Agreements</u> 1. _____ 2. _____ 3. _____
<u>Parking Lot</u>	XYZ
<u>Action Items</u>	

→  

**In Collaboration Events:
Clear Purpose, Agenda, &
Working Agreements**

In the “Close”, clear the Parking Lot by asking the group if an action needs to be taken for each item. Be sure it has an owner and due date



<u>Purpose</u> To decide/plan/learn/evaluate _____	
<u>Agenda</u> 1. Open 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. Close	<u>Working Agreements</u> 1. _____ 2. _____ 3. _____
<u>Parking Lot</u>	
<u>Action Items</u>	XYZ

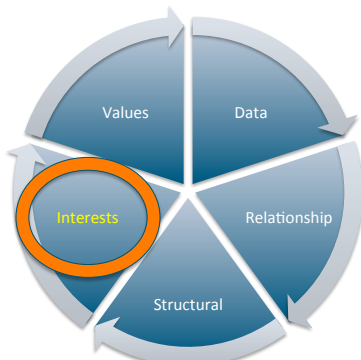
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SOURCE of CONFLICT: Interests

- competition for resources; scarcity mindset

2 ways it shows up:

1. Day-to-day interactions
2. In collaboration events



LeadingAgile *Courtesy of Jean Tabaka* 

Day-to-Day

THE RESPONSIBILITY PROCESS™

OBLIGATION

SHAME

JUSTIFY

LAY BLAME


DENIAL

QUIT

Reactions to Scarcity

“I don’t see a problem with our resources.”

ChristopherAvery.com

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Day-to-Day

THE RESPONSIBILITY PROCESS™

OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL


QUIT

Reactions to Scarcity

→ “Management will not give us what we need.”

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Day-to-Day

THE RESPONSIBILITY PROCESS™

OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL


QUIT

Reactions to Scarcity

→ “I can’t do better since I don’t have what I need.”

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Day-to-Day

THE RESPONSIBILITY PROCESS™

OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL

Reactions to Scarcity

QUIT → "I just can't seem to convince people we need this."

ChristopherAvery.com
LeadingAgile
AGILE ASSOCIATION

Day-to-Day

THE RESPONSIBILITY PROCESS™

OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL

Reactions to Scarcity

QUIT → "I have to fight for my team to get what they need."

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AGILE ASSOCIATION

Day-to-Day

THE RESPONSIBILITY PROCESS™


OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL


QUIT

Reactions to Scarcity

“This is hopeless. I’m just doing the minimum until something better comes along.”

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Day-to-Day

THE RESPONSIBILITY PROCESS™


OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL


QUIT

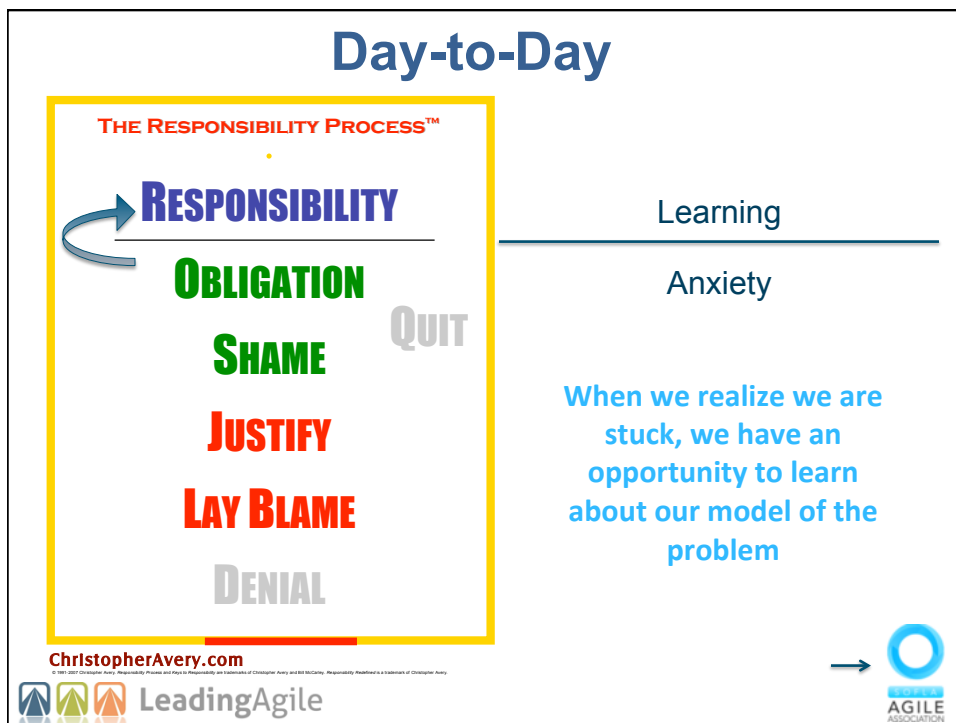
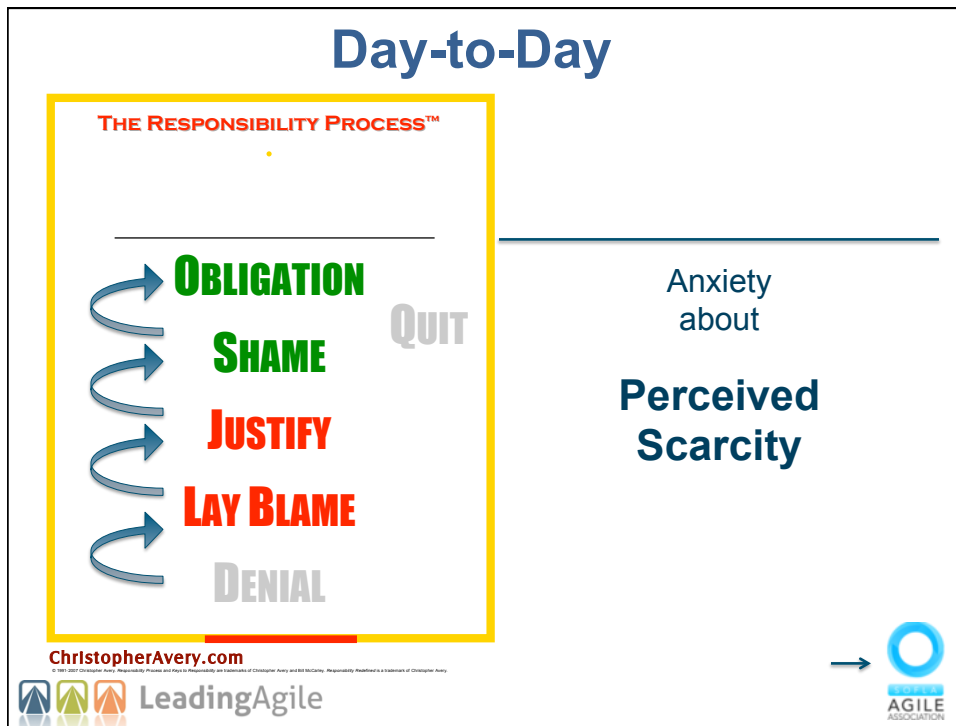
Reactions to Scarcity

We all get “stuck” at one of these place

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Day-to-Day



THE RESPONSIBILITY PROCESS™

RESPONSIBILITY

Learning

- “I wonder how I can show a return on investing in these resources?”
- “I wonder who I’m not considering to collaborate on resource needs?”
- “I wonder what I’m not seeing to help us get what we need?”

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Day-to-Day



THE RESPONSIBILITY PROCESS™

RESPONSIBILITY

Learning

- “I wonder what I’m not seeing to help us get what we need?”

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Day-to-Day

THE RESPONSIBILITY PROCESS™

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT

Learning


Anxiety

“An upset is an opportunity to learn”

- Christopher Avery

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In Collaboration Events: Making All Views Visible in a Debate

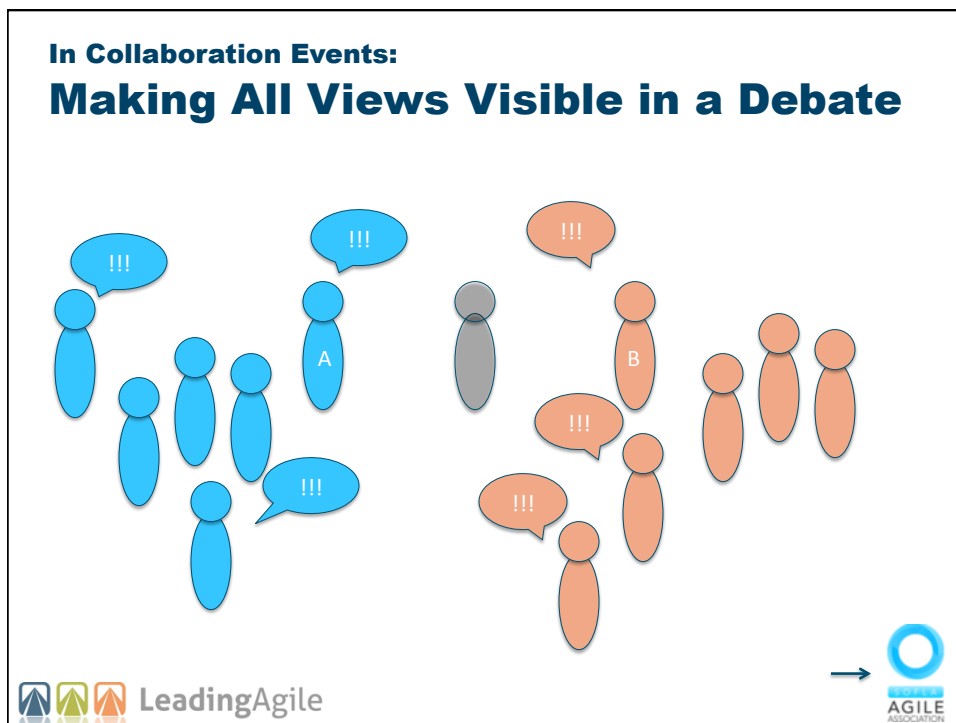
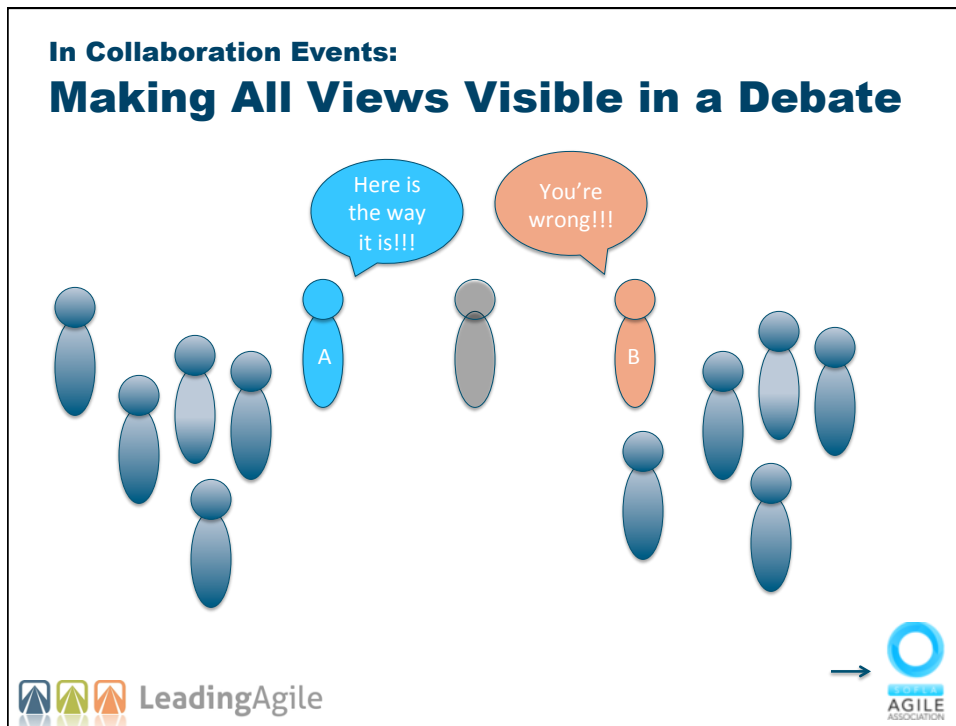


Facilitator





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**In Collaboration Events:
Making All Views Visible in a Debate**

CONFLICT
of
INTERESTS





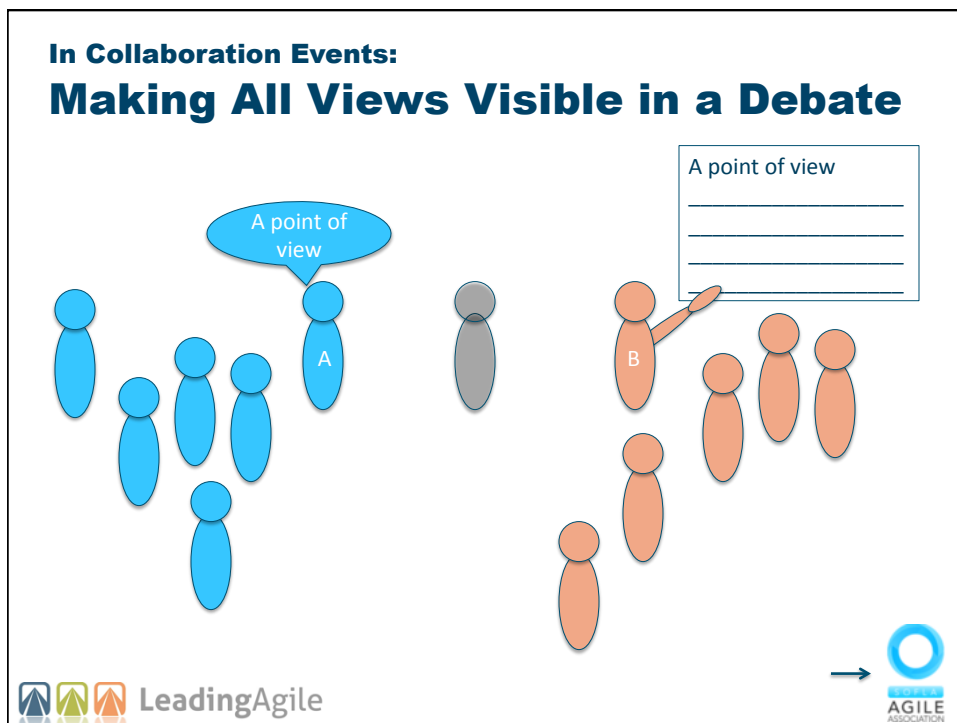
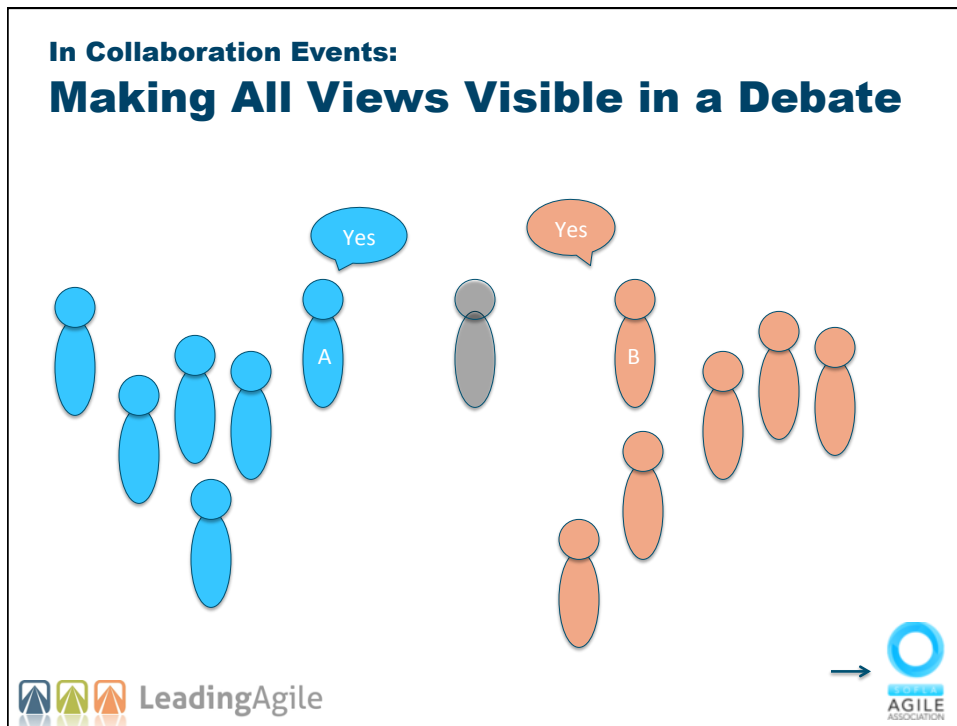
**In Collaboration Events:
Making All Views Visible in a Debate**

Are you willing
to work this out?

A

B





**In Collaboration Events:
Making All Views Visible in a Debate**

Yes.

Did B describe your point of view A?

A point of view

A

B

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**In Collaboration Events:
Making All Views Visible in a Debate**

B point of view

A point of view

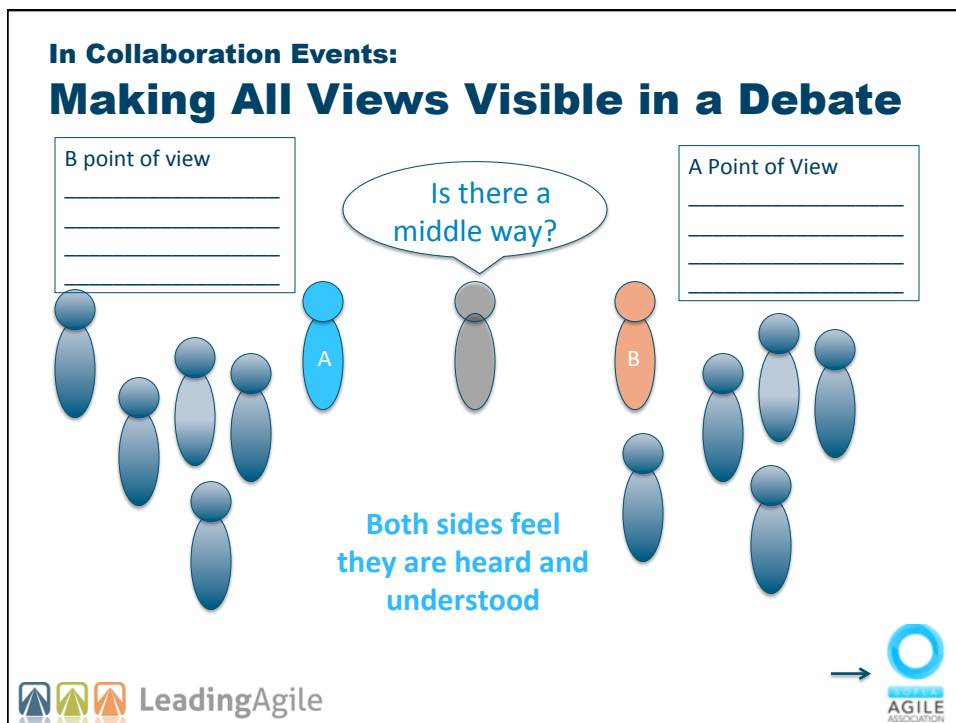
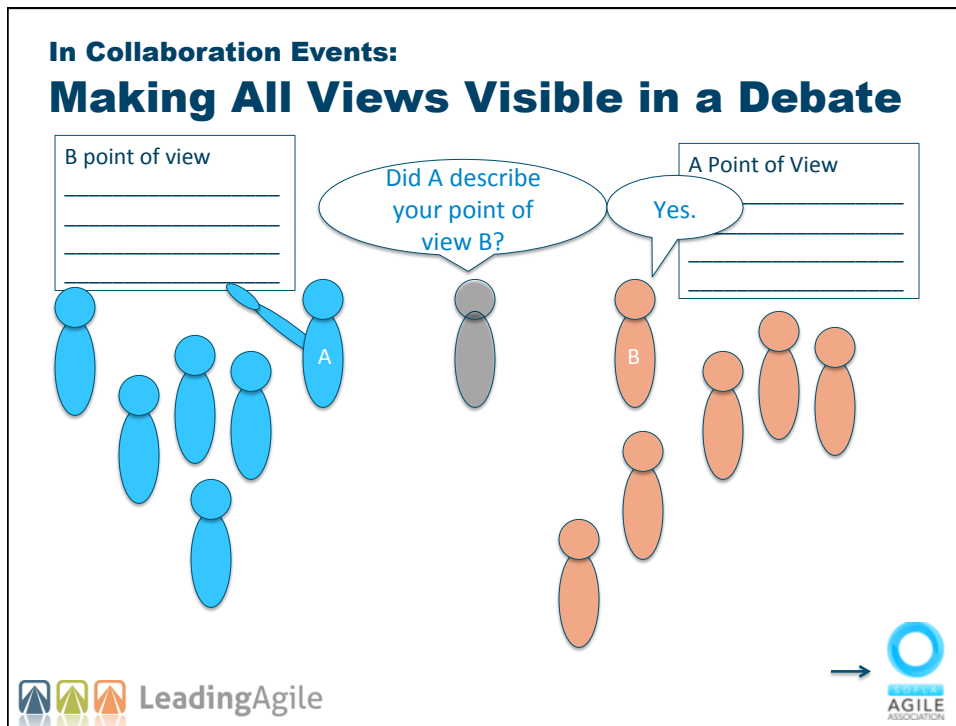
B point of view

A

B

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In Collaboration Events: Making All Views Visible in a Debate

The diagram illustrates a structured debate process. It features three main stations arranged horizontally:

- B point of view:** A box with four horizontal lines for notes, positioned above a group of five blue person icons.
- Brainstorming:** A box with four horizontal lines for notes, positioned above a single grey person icon holding a pen.
- A Point of View:** A box with four horizontal lines for notes, positioned above a group of five blue person icons.


Additional elements include a blue person icon labeled 'A' near the 'B point of view' station and an orange person icon labeled 'B' near the 'A Point of View' station. An arrow points from the 'Brainstorming' station towards the 'A Point of View' station.

Navigating CONFLICT

- **DATA** – lack of information
 - Approaches: Information Radiators equally updated, Brainstorming & Listing (facilitated)
- **RELATIONSHIP** – strong emotions, misperceptions, or stereotypes
 - Approaches: Crucial Conversations, Appreciations, Safety Checks, Working Agreements
- **STRUCTURAL** – someone of unequal power in conversation
 - Approaches: going to Gemba, powerful questions, clear purpose and agenda, working agreements, properly using Parking Lot and Action Items
- **INTERESTS** – competition for resources; scarcity mindset
 - Approaches: active listening and rigorous facilitation to level playing field, Avery's Responsibility Model

Understand

VALUES & CONFLICT




Values CONFLICT

- **Most challenging** form of conflict
- Approaches: prioritization techniques, affinity grouping in meetings, working agreements about no judgments
- Are they always effective?
NO. Why?



Challenging Values




Values of AgileManifesto.org



We are uncovering better ways of developing products by doing it and helping others do it. Through this work we have come to value:

Individuals & interactions	over	Processes & tools
Working product	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the **right**, we value the items on the **left** more.




<p><u>Scrum Values</u></p> <ul style="list-style-type: none"> Commitment Focus Openness Respect Courage <p><u>XP Values</u></p> <ul style="list-style-type: none"> Feedback Simplicity Communication Respect Courage 	<p><u>Lean Software Principles</u></p> <ul style="list-style-type: none"> Eliminate waste Amplify learning Decide as late as possible Deliver as fast as possible Empower the team Build integrity in See the whole
--	---

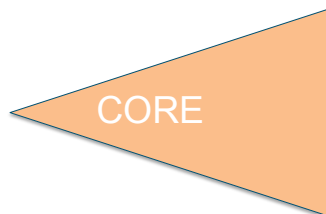
The problem with “giving” values...

- They may not stick with the team
- We may not know what we value
 - We can't be sure if our values align with others



A (working) model of how teams evolve

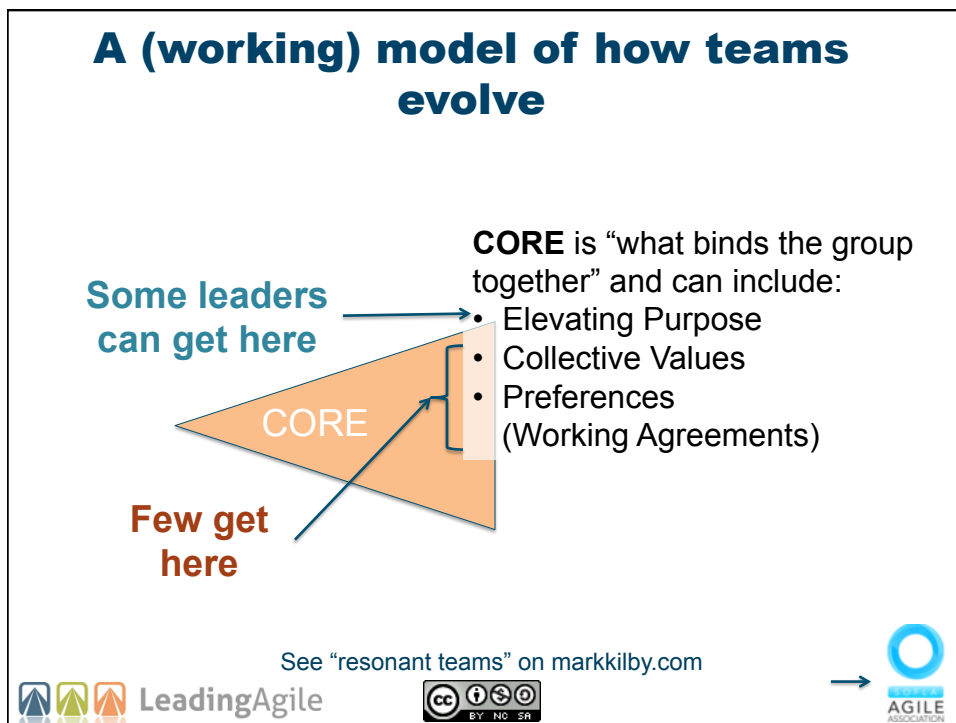
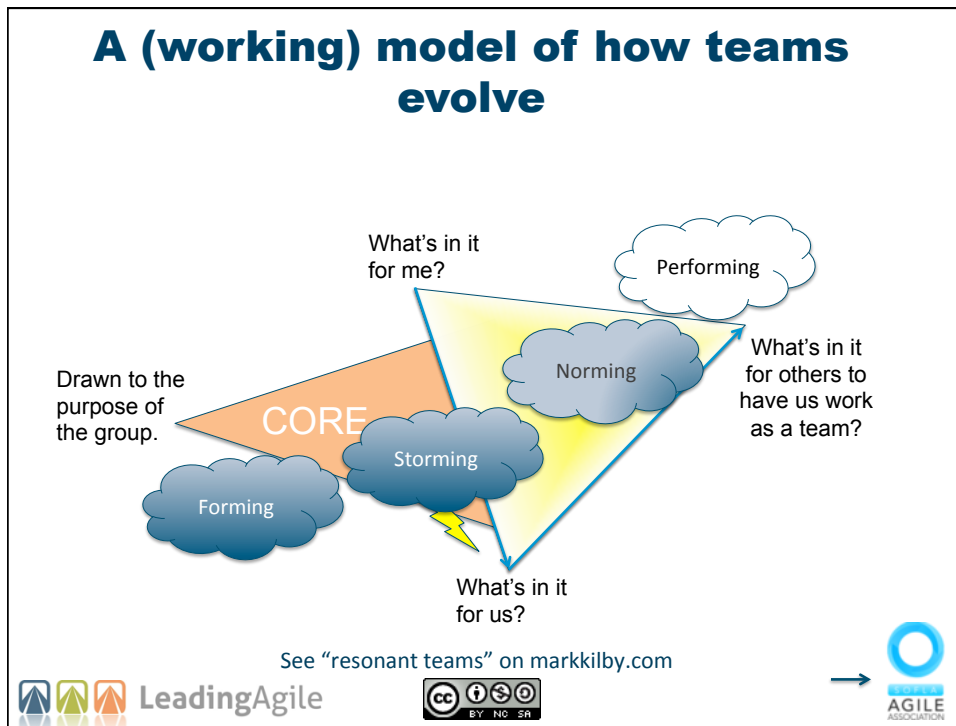
CORE is “what binds the group together” and can include:



- Elevating Purpose
- Collective Values
- Preferences
(Working Agreements)

See “resonant teams” on markkilby.com





A (working) model of how teams evolve


Many leaders can get here

Few get here



(without this)
CONFLICT
of
VALUES

... that binds the group
... can include:
... ose
... s
... (ments)

See "resonant teams" on markkilby.com



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**TO ANTICIPATE THE "BIG STORMS"
WITHIN THE TEAM...**

**WE NEED TO MAP
OUR VALUES**



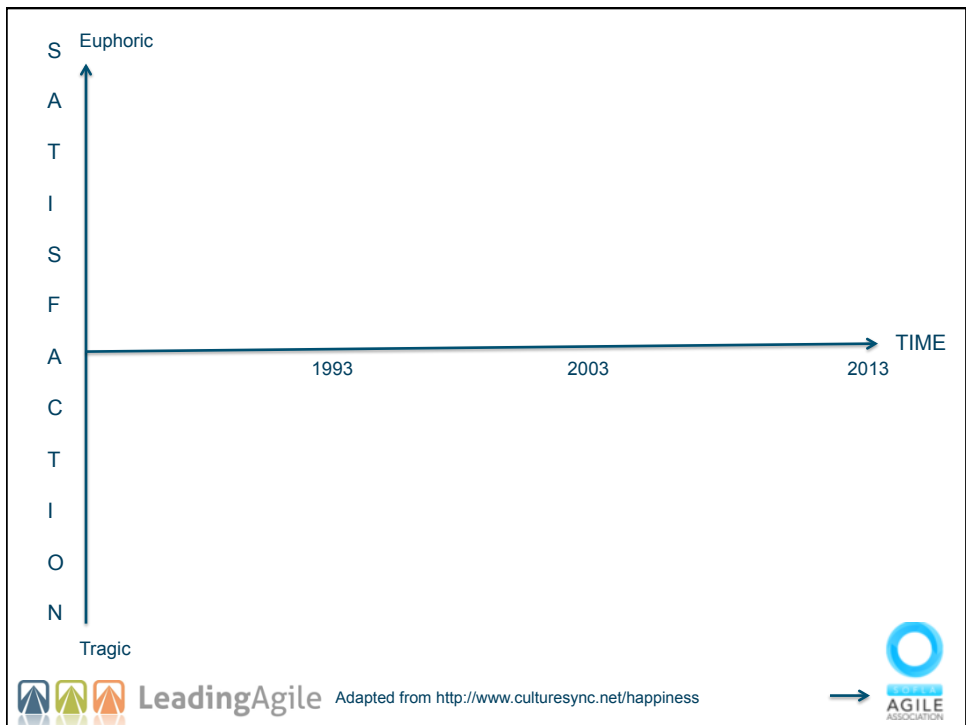
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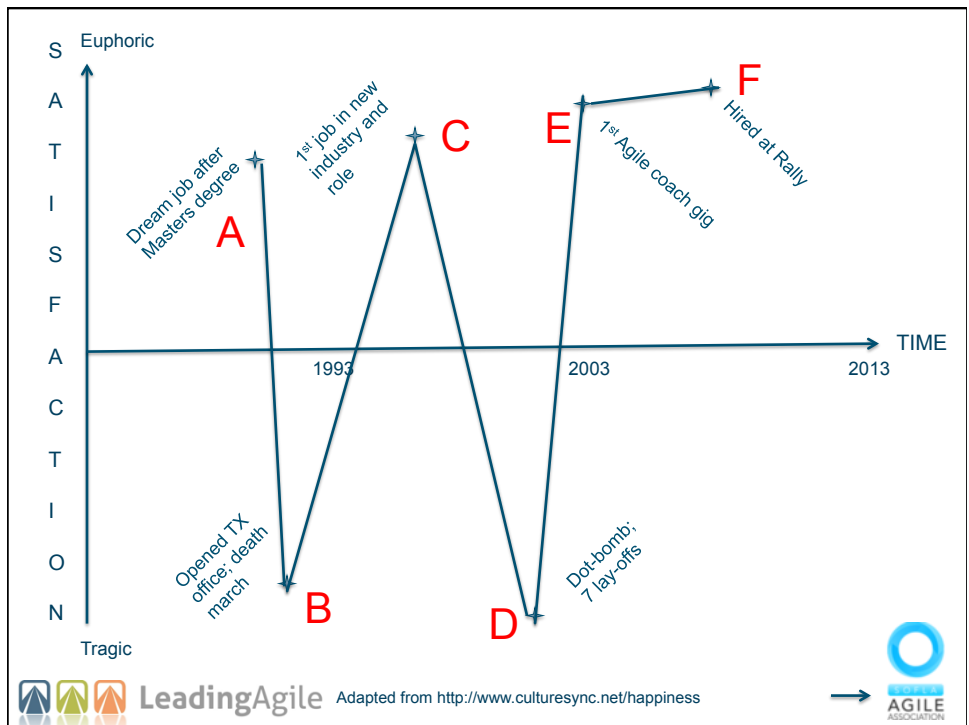
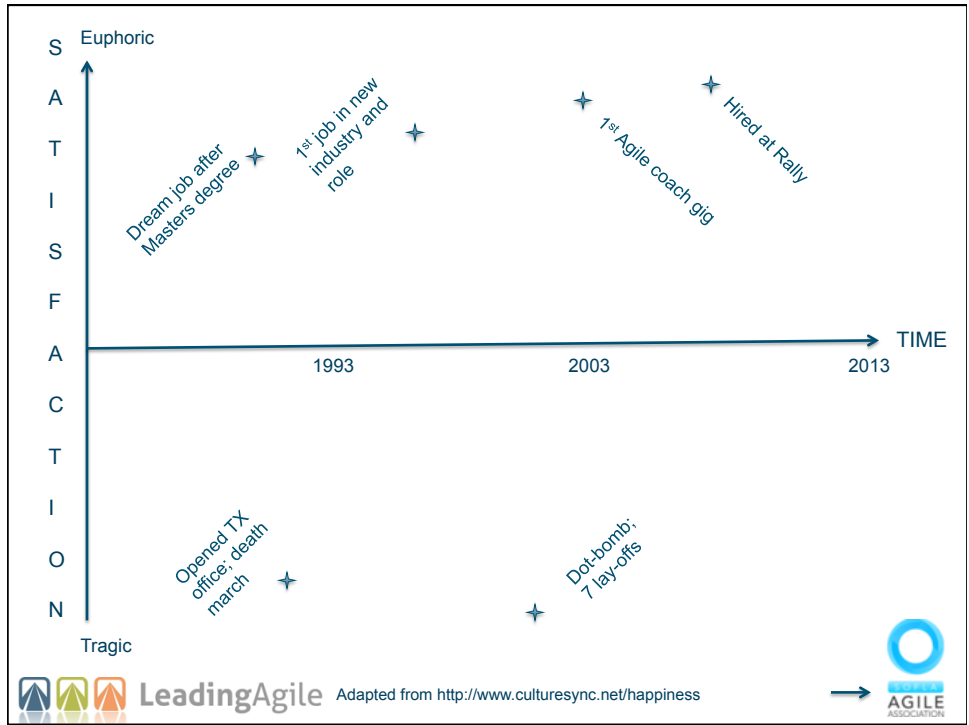


A quick walk through...

1-to-1: Mountains & Valleys

MAPPING YOUR VALUES





VALUES CHART

Event **A** – Values (+)
 Referred / Trust
 Explore
 Proving Self

Event **B** – Values (-)
 Loyalty / Trust
 Humility

Event **C** – Values (+)
 New Path /
 Explore /
 Build Together
 Valued

In looking at the high points, what was most present for you?

Event **D** – Values (-)
 Valued / Trust

Event **E** – Values (+)
 Respect
 Valued / Trust
 New Challenges
 New Roles

Event **F** – Values (+)
 Respect /
 Valued / Trust

Adapted from <http://www.culturesync.net/happiness>

VALUES CHART

Event **A** – Values (+)
 Referred / Trust
 Explore
 Proving Self

Event **B** – Values (-)
 Loyalty / Trust
 Humility

Event **C** – Values (+)
 New Path /
 Explore /
 Build Together
 Valued

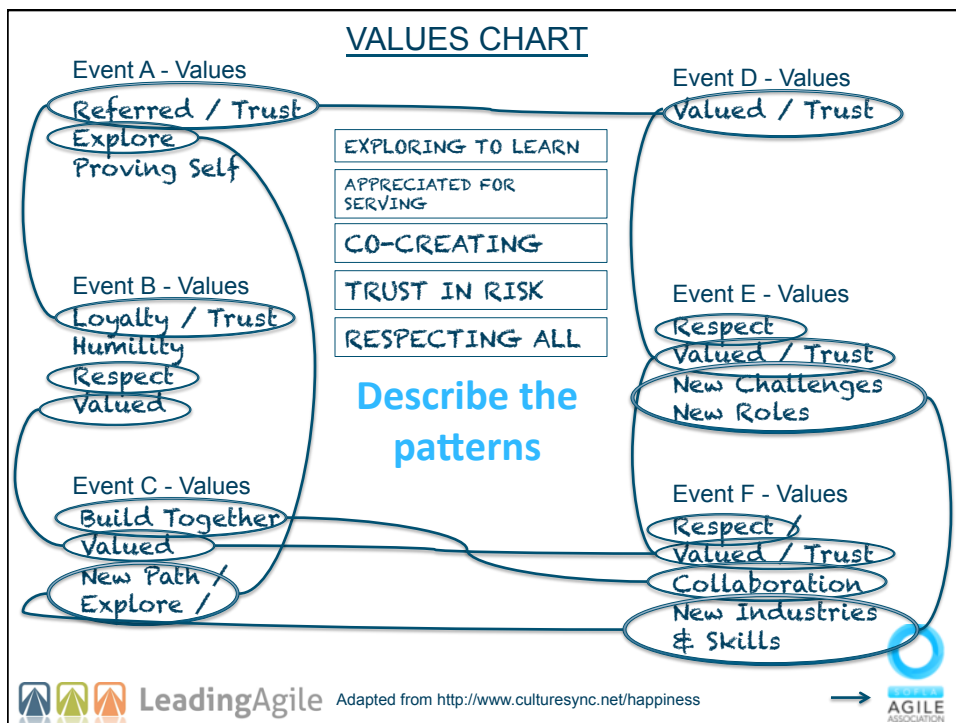
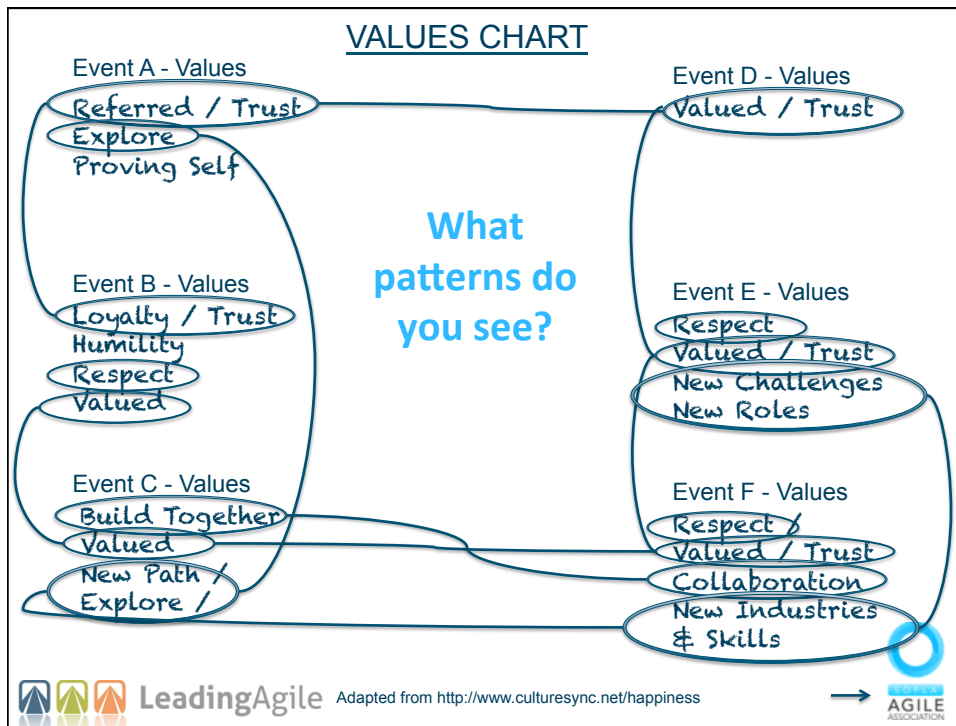
In looking at the low points, what was missing the most for you?

Event **D** – Values (-)
 Valued / Trust

Event **E** – Values (+)
 Respect
 Valued / Trust
 New Challenges
 New Roles

Event **F** – Values (+)
 Respect /
 Valued / Trust

Adapted from <http://www.culturesync.net/happiness>



EXPLORING TO LEARN



APPRECIATED FOR SERVING

CO-CREATING

TRUST IN RISK

RESPECTING ALL

CORE VALUES

 LeadingAgile 

Next...

MAP TEAM VALUES



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1) Convert Values to Preferences

- Think back to Core Values

CORE VALUES

CO-CREATING
EXPLORING TO LEARN

1) Convert Values to Preferences

- In what “context” will you be working together?

CORE VALUES

CO-CREATING
EXPLORING TO LEARN


Context:

Project:

Presentation:

Administration:

Career:

1) Convert Values to Preferences

- Express your values as preferences

CORE VALUES	
CO-CREATING	Project: I would rather pair than work solo on a project
	Presentation: I would rather have exercises and Q&A than talk to a bunch of slides
EXPLORING TO LEARN	Administration: Repetitive work makes me numb
	Career: I prefer changing roles within an environment

Context: Preference

LeadingAgile See <http://ssrm.com/abstract=1995781> CC BY NC SR AGILE ASSOCIATION

Making it Visible: Values Constellations

Demo

Note: Multiple ways to use this technique

LeadingAgile <http://tinyurl.com/l745pqq> AGILE ASSOCIATION

Pay attention to...

Who is close to center?

Who is far away?



Pay attention to...

Who is close to center?




Who is far away?

**When does the team
“come together”?
(Shared Value)**



Pay attention to...



Who is close to center?
Who is far away?
When does the team “come together”?
(Shared Value)
When does the team “spread out”?
(Potential conflict?)



Pay attention to...

Who is close to center?
Who is far away?
When does the team “come together”?
(Shared Value)
When does the team “spread out”?
(Potential conflict?)

} Develop Value-based Working Agreements



WHEN THINGS STILL GO WRONG



THE RESPONSIBILITY PROCESS™

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL



QUIT

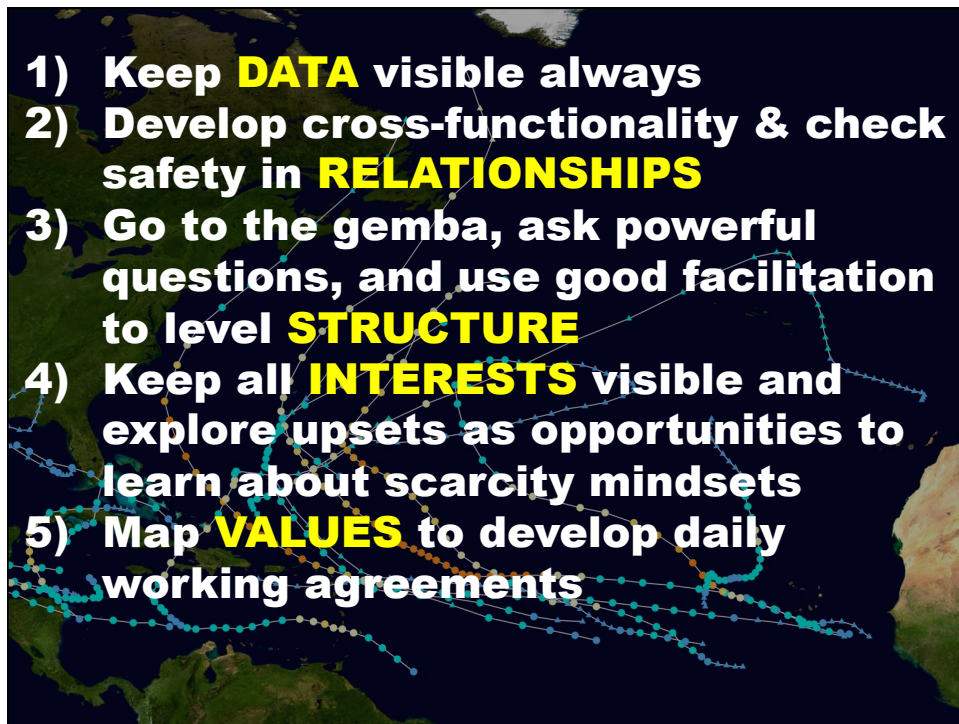
Learning

Anxiety

“An upset is an opportunity to learn”

ChristopherAvery.com
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**LIFE WITHOUT CONFRONTATION IS
DIRECTIONLESS, AIMLESS, PASSIVE.
WHEN UNCHALLENGED, HUMAN
BEINGS TEND TO DRIFT, TO WANDER
OR TO STAGNATE. CONFRONTATION
IS A GIFT.**

DAVID AUGSBURGER



Mark Kilby
Enterprise Agile Coach
Mark@LeadingAgile.com
[@mkilby](https://twitter.com/mkilby)– twitter
[Linkedin.com/in/mkilby](https://www.linkedin.com/in/mkilby)
<http://markkilby.com>

THANKS!



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