A decorative border surrounds the central text, featuring stylized leaves in shades of green, yellow, and orange, along with various colored dots (orange, blue, green) and abstract brushstrokes in blue and green.

# Agile ORLANDO

# JULY 24-28 2023

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# Leading Change:

The Key to  
Unlocking the  
Elusive Promise  
of Agility

By Marsha Acker



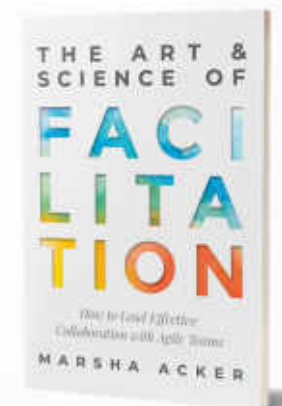
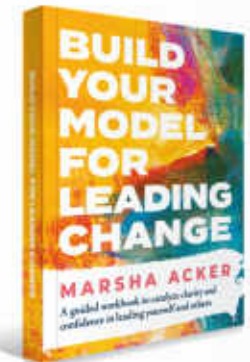


**Marsha Acker**

**CEO TeamCatapult**

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



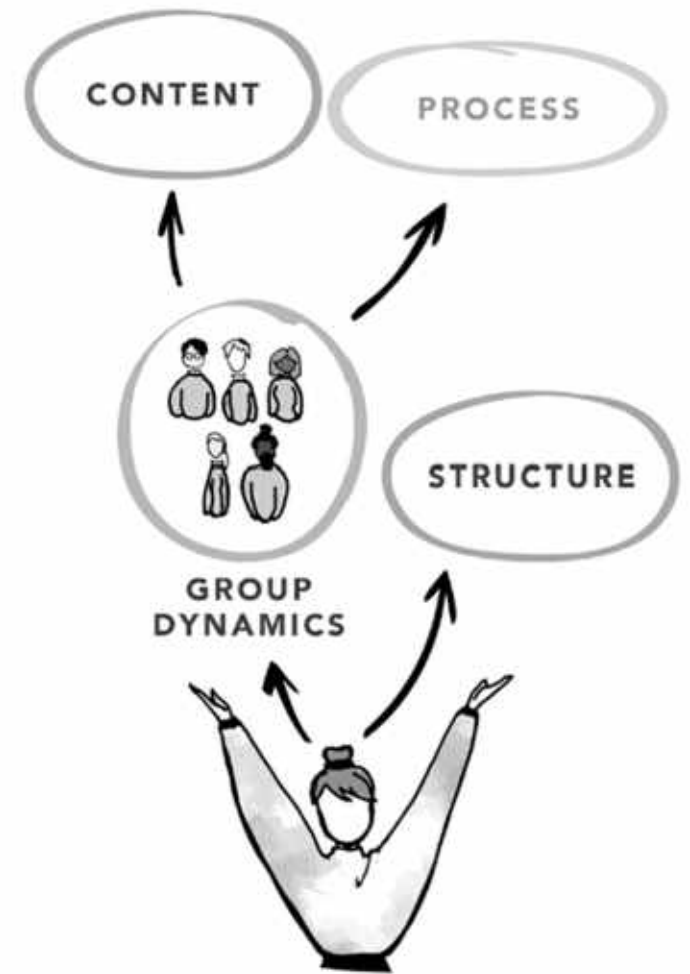
# What's your groundhog day conversation?



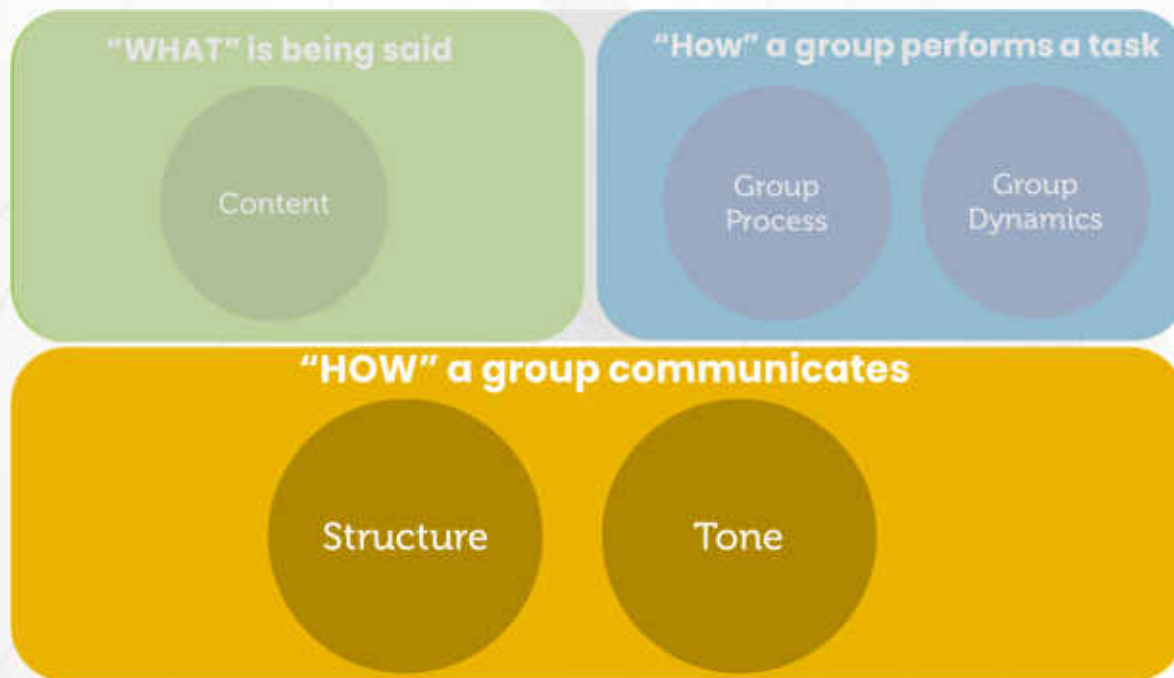
- 1 What is **Structural Dynamics**?
- 2 What are **Four Actions** that all conversations need?
- 3 What are the **stuck patterns** of communication?
- 4 How do I **change the conversation** I'm facilitating?
- 5 Why is **communication** important to leading change?



# What does it mean to “Read the Room”?



# Reading the Room means...



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[teamcatapult.com](https://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

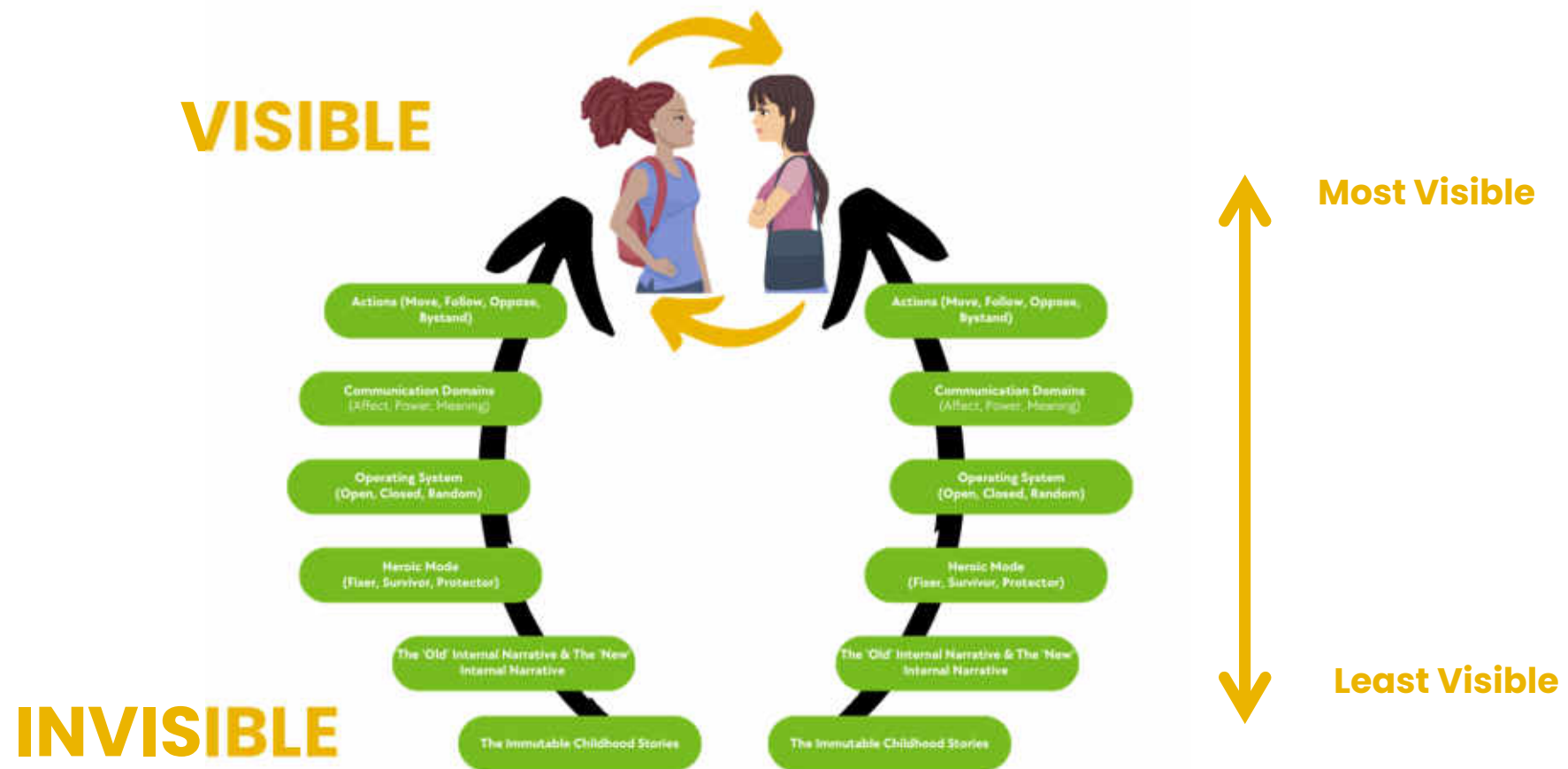




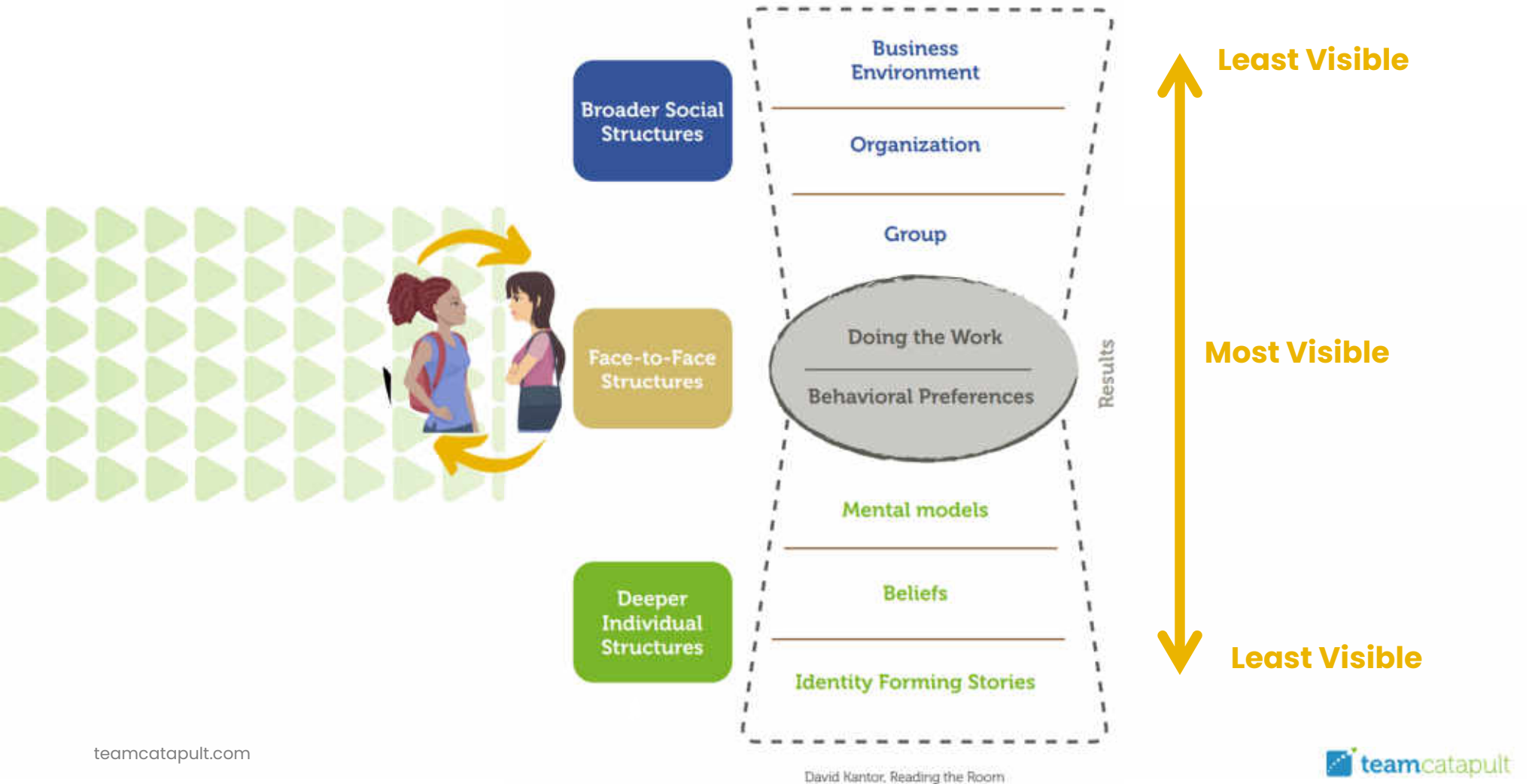
A person with a backpack is hiking on a rocky trail that overlooks a deep canyon. A river flows through the bottom of the canyon, surrounded by steep, layered rock walls. The scene is captured from a high vantage point, emphasizing the scale and structure of the landscape.

# Structure Determines Performance

# There are two realities in every conversation

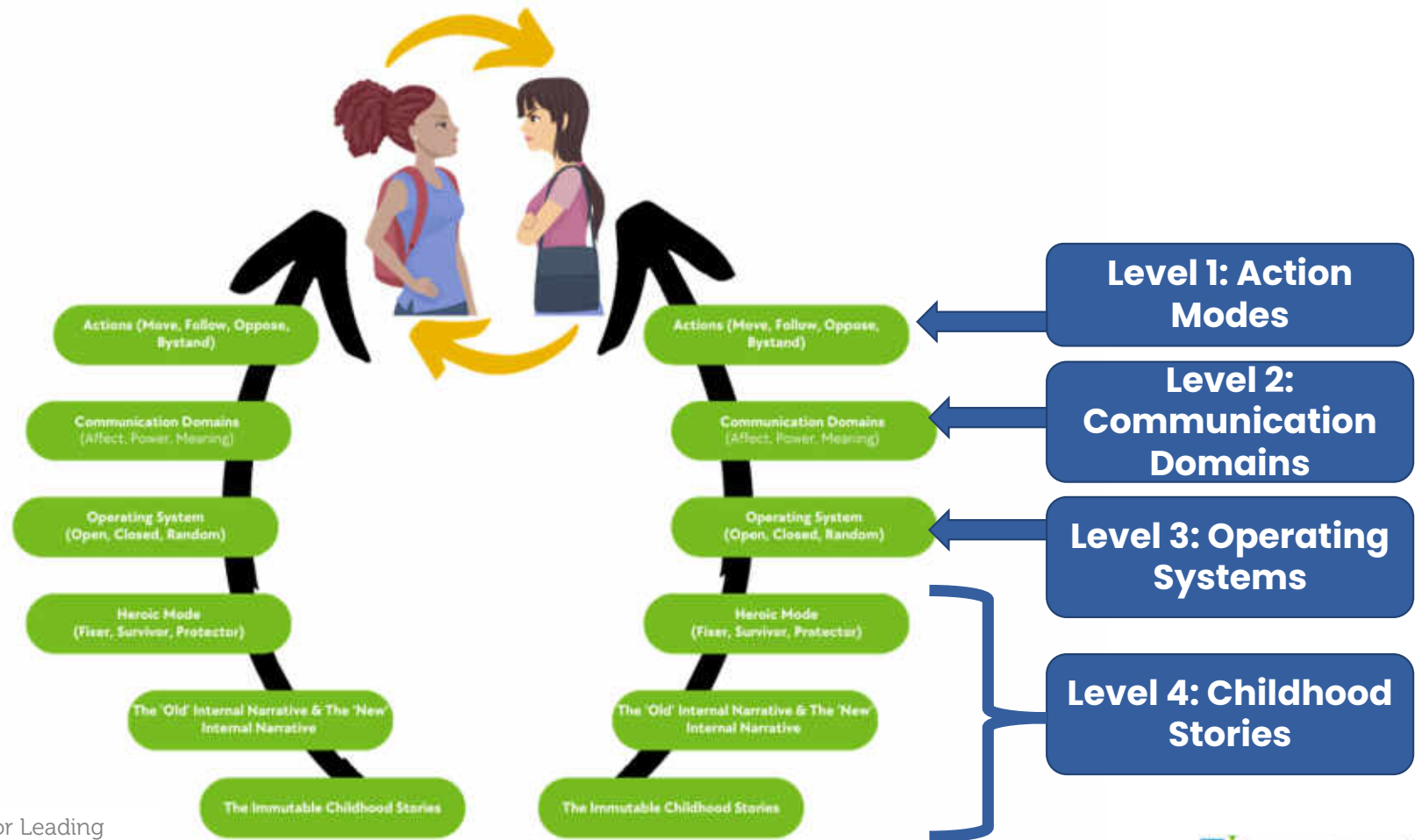


# Three Levels of Structure

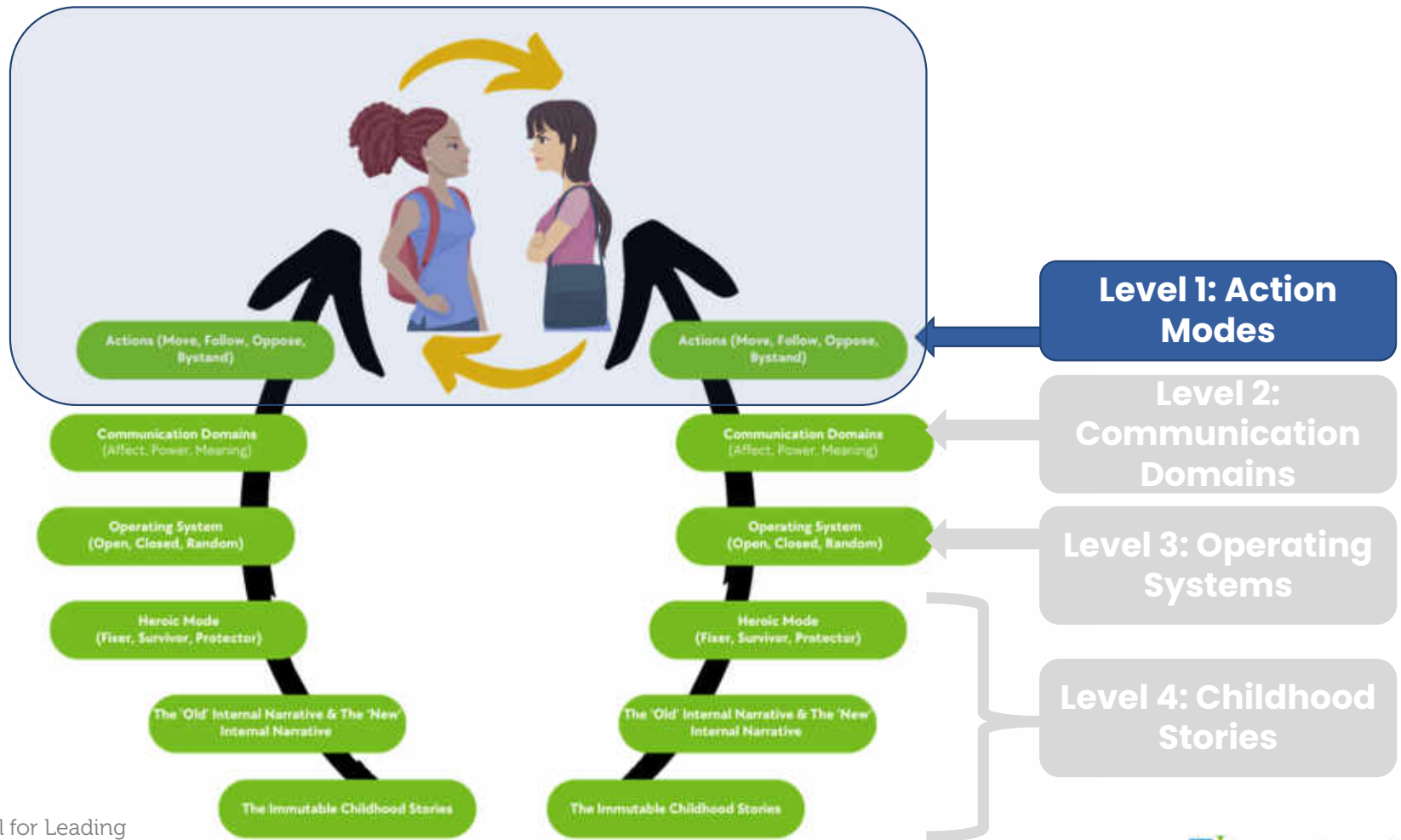




# Four Levels in Face-to-Face Structures

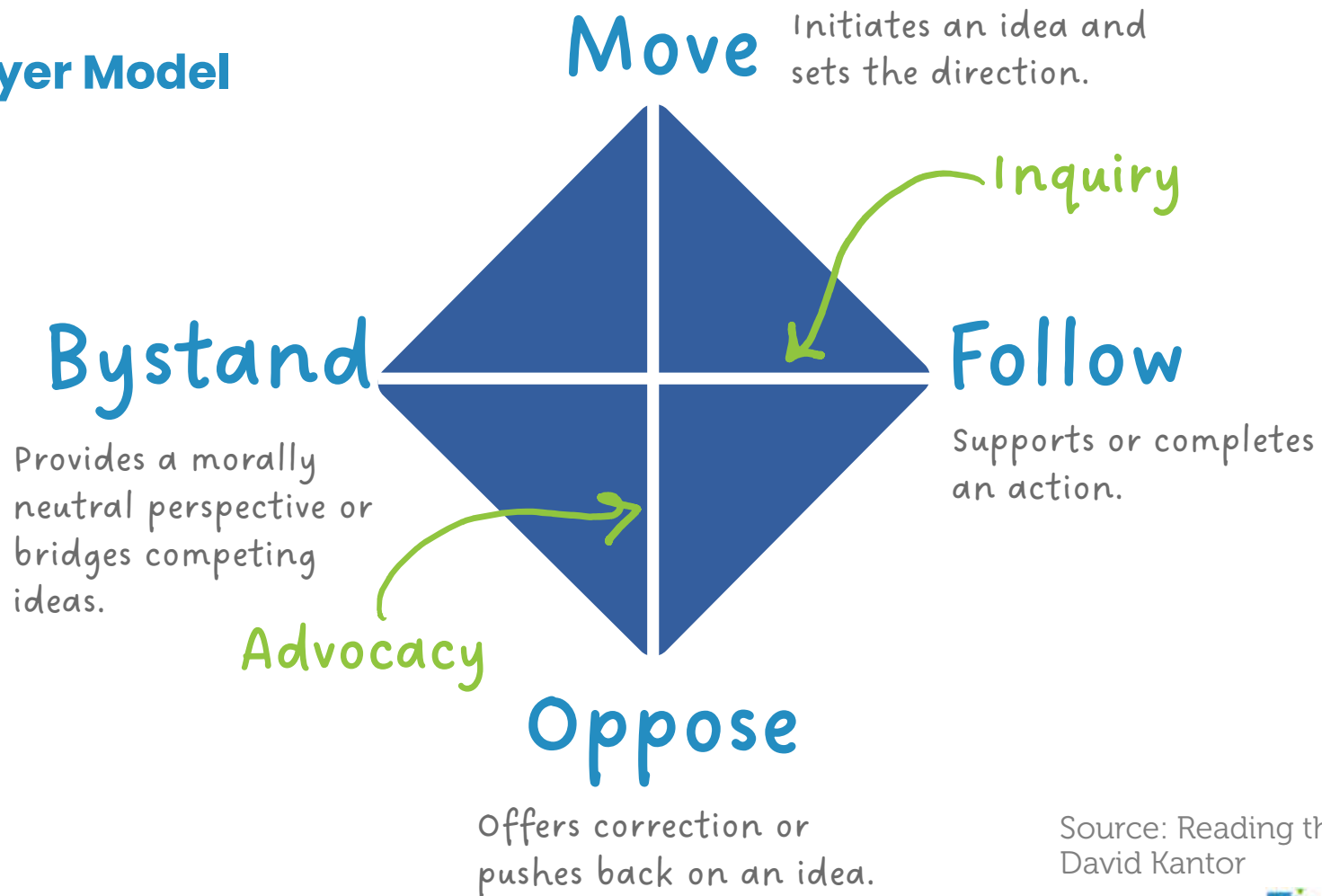


# Four Levels in Face-to-Face Structures



# Level 1: Action Modes

## The 4 Player Model



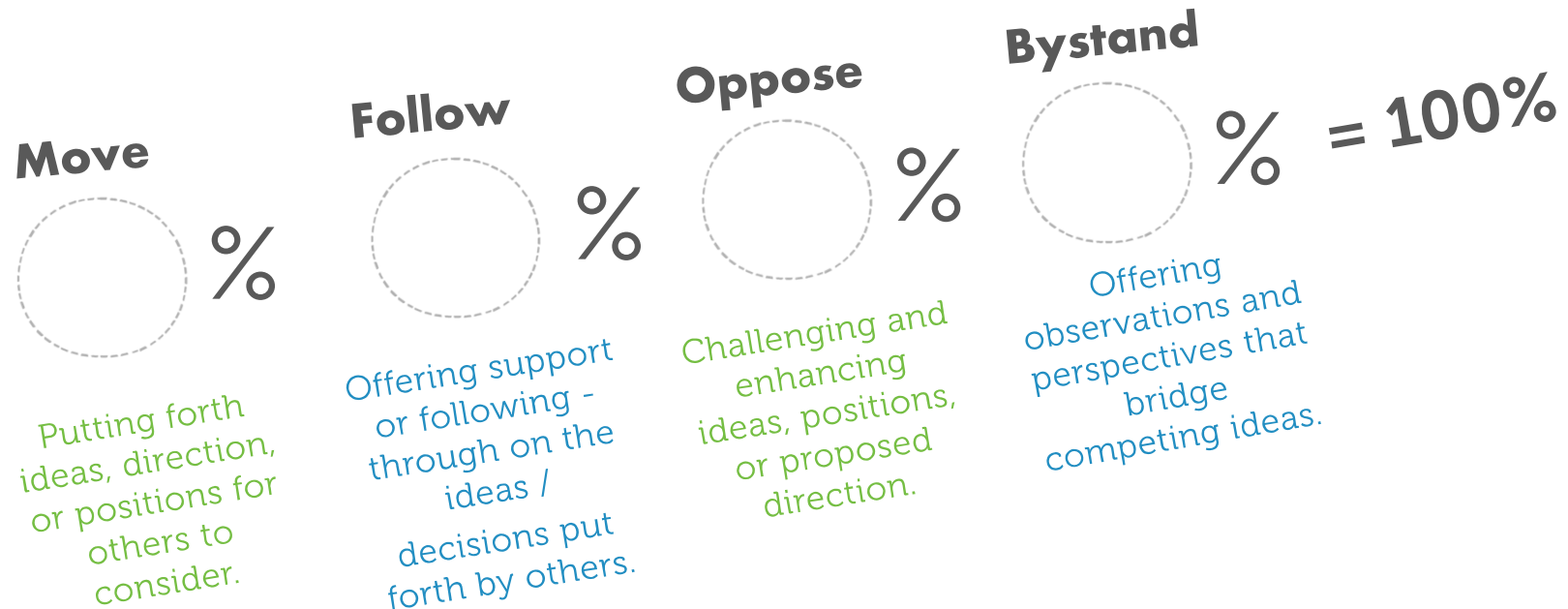


# Code each action...

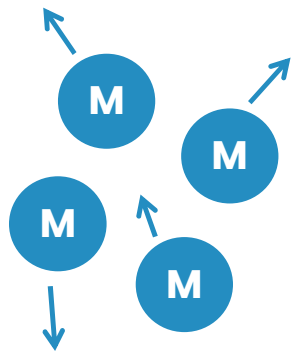
- ▶ Let's meet for coffee next week. **MOVE**
- ▶ Next week is out for me. **OPPOSE**
- ▶ What about the following week? **MOVE**
- ▶ Yes, that works for me. **FOLLOW**
- ▶ Where would you like to go? **BYSTAND**
- ▶ Let's go to the new shop on the corner. **MOVE**



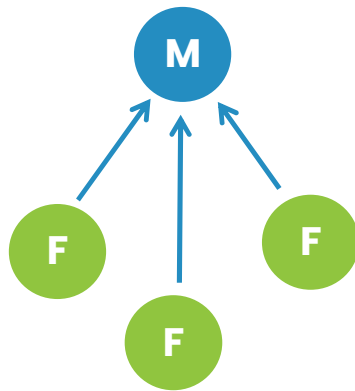
# What percentage of your time do you spend...



# Common Stuck Patterns



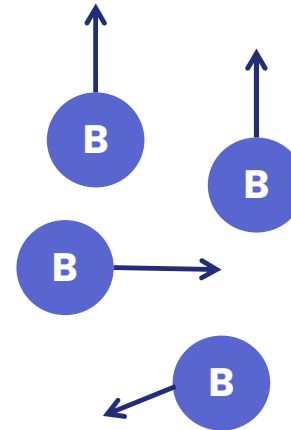
**Serial Moves**



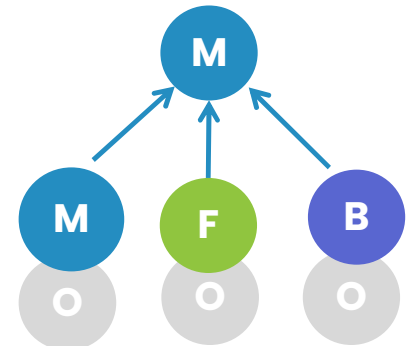
**Courteous Compliance**



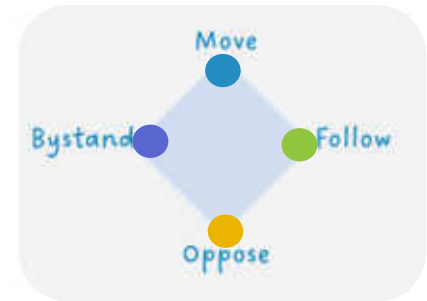
**Point Counterpoint**



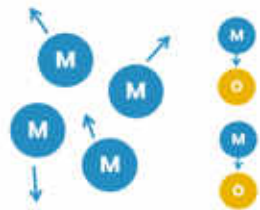
**Hall of Mirrors**



**Covert Opposition**

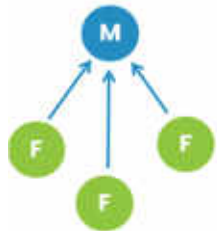


## Intervening in Stuck Patterns...



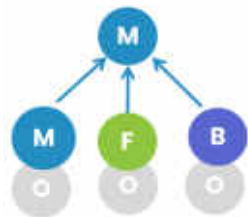
Serial Moves  
Point - Counterpoint

**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 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 a beard and glasses, a woman with curly hair, and a woman in a purple shirt, are smiling and looking at each other in a meeting. The background is a wall covered with colorful sticky notes (pink, yellow, green, blue) and a warm light source is visible. A white comma is positioned above the text.

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



Source: Build Your Model for Leading Change, Marsha Acker

A photograph of two Black women sitting at a white table in a bright, modern office setting. They are both smiling and looking at each other, engaged in a collaborative conversation. The woman on the left is wearing a black sleeveless top and has a pen in her hand, ready to write in a spiral-bound notebook. The woman on the right is wearing a white top under a dark blazer and is also holding a pen over her own notebook. Large windows in the background show a view of other buildings, suggesting an urban office environment. The text 'We say we want people to collaborate...' is overlaid in the center of the image in a large, white, sans-serif font.

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





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

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

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

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

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The background image shows the interior of a grand theater. A large, ornate chandelier hangs from the ceiling, casting a warm glow. The stage is framed by a heavy red curtain. The theater's architecture is highly decorative, featuring gold-colored columns and intricate carvings. The overall atmosphere is one of elegance and grandeur.

# "Collaboration Theater."

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A photograph of a stone path crossing a stream, with the text 'We need to treat conversations as THE most foundational and necessary part of any change' overlaid in a white box. The word 'conversations' is highlighted in yellow.

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. The cart is heavily loaded with various pieces of luggage, including several black and purple suitcases, a large clear plastic bag, and a brown backpack. Some suitcases have pink ribbons tied around them. In the background, there are airport signs, including one that says "Exit Sortie" with an arrow pointing left, and a digital display screen. The scene is brightly lit with overhead airport lights.

# The "soft" skills of communication...

The background of the slide shows three people in silhouette sitting on a hill, looking out at a cloudy sky. The person on the left is gesturing with their hand while talking to the other two. The person in the middle is a woman with long hair, and the person on the right is a man with a beard. The scene is peaceful and suggests a moment of reflection or conversation.

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

 **teamcatapult**





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