



Layered Champions

What If We Created Space for Self Management?



Frank Saucier
FrankS@FreeStandingAgility.com

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My Goal

As a **coach**, I want to show you a way to **refactor an organization** so that you can create space to **champion self management.**



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What's Your Goal?

Take **1 minute** to reflect on your goal for attending. When ready, submit it in the chat.

Who's willing share more about their goal?

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Words of Wisdom

The hand that rocks the cradle
is the hand the rules the world.

“What Rules the World”
William Ross Wallace
Published 1865



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Scrum Version

The roles around a team
can break self management.

“What Rules the World”
William Ross Wallace
Published 1865



Honorary SM

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Self Management

Let's break into groups and
create a list of as many items as
we can for the following question.

**What does a team need to get
good at to self manage?**

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Why is Self Management Hard?

Who's willing to share an experience of how self management was impacted on a team?

What can we do differently?

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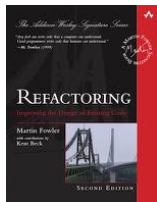
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Let's Borrow from Refactoring

“A disciplined technique for restructuring an existing body of code, altering its internal structure without changing its external behavior.”

Martin Fowler



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Layered Champions

“A disciplined technique for restructuring an existing way of working, altering how decisions are made to reduce negative impacts to the system that delivers value.”

Frank Saucier



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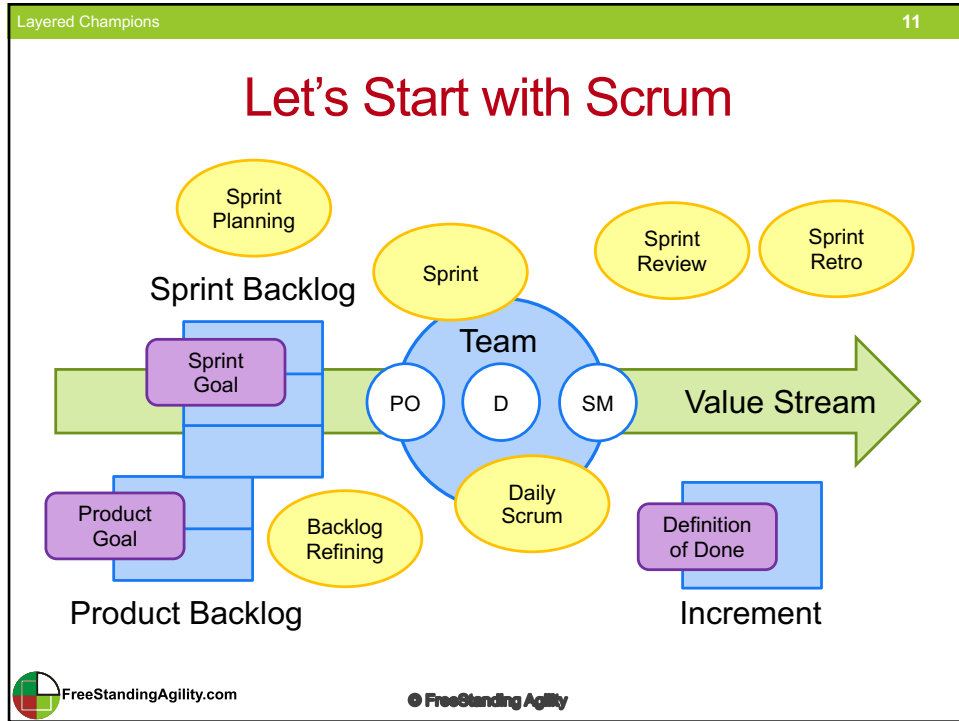
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3 Good Reasons for Layered Champions

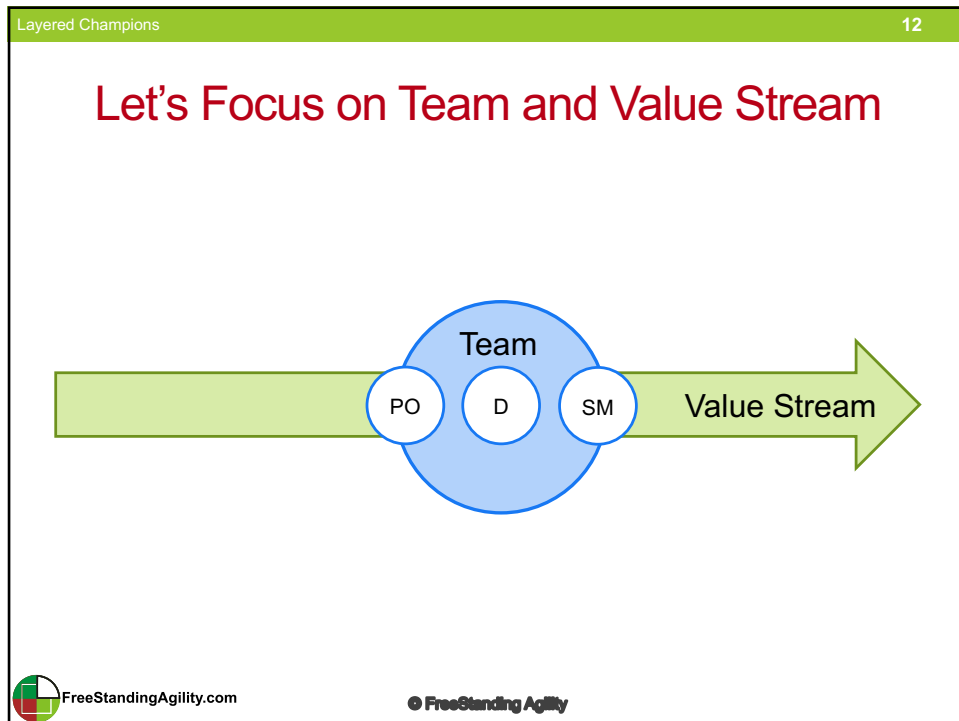
- 1 Self management is **not guaranteed** when a team starts playing Scrum.
- 2 Teams can be negatively impacted when an organization tries to solve for **Product, Process, and People**.
- 3 A Scrum Master shouldn't be the only person that **protects the value stream**.

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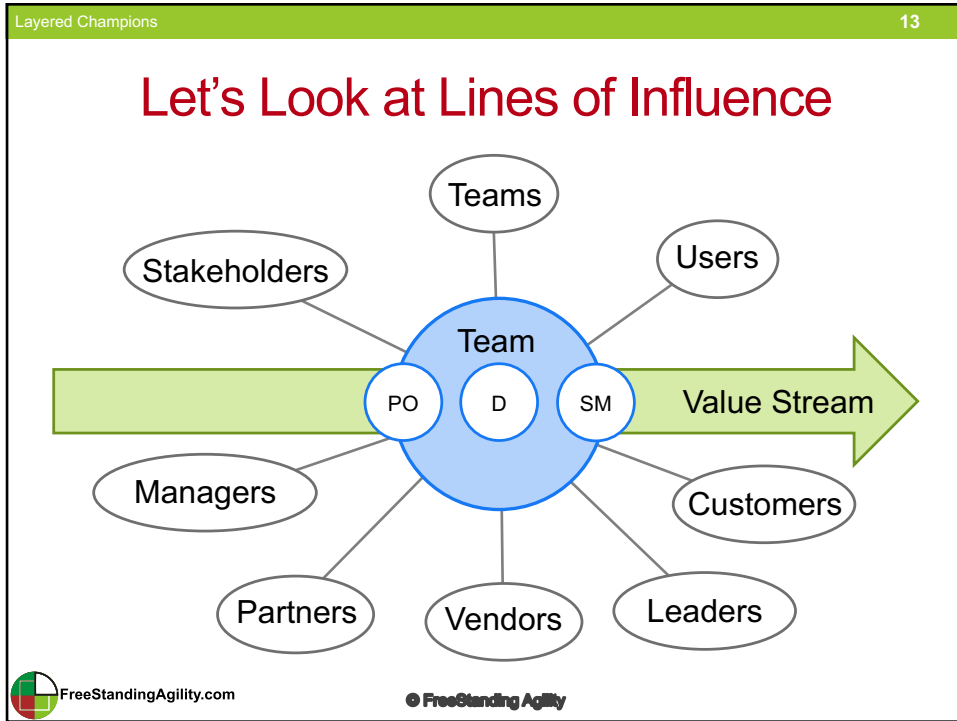
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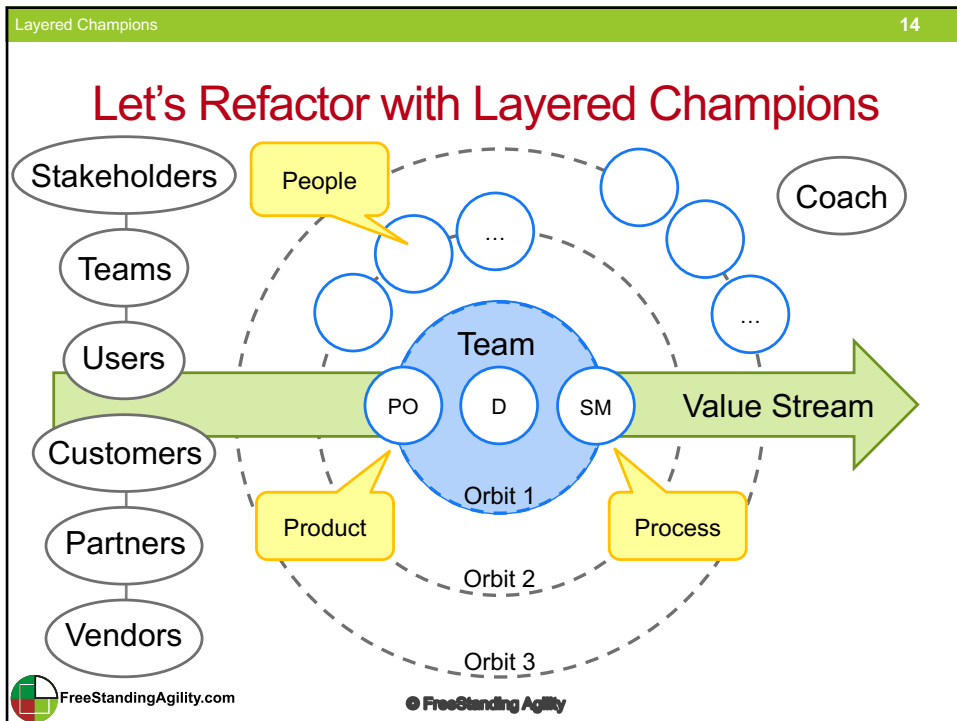
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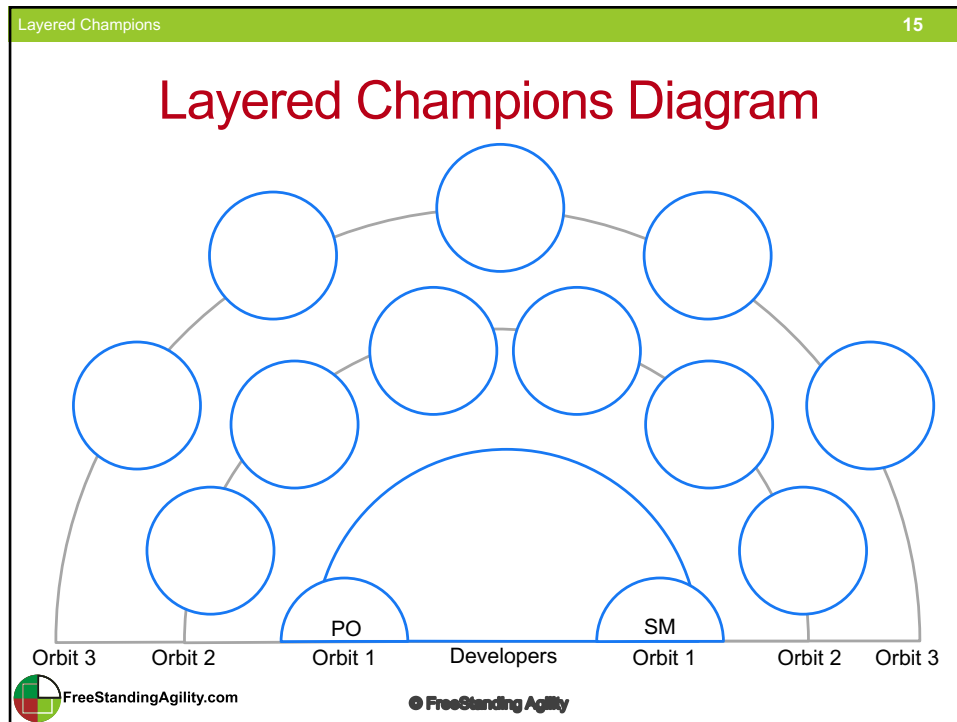
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How to Get Started

1. Start with **PO+SM partnership** (Orbit 1)
2. Add **other Layered Champions** (Orbit 2)
3. Hold **first** Layered Champions meeting
4. Use **starter questions** to keep focus on “how we work” and not “the work”
5. Define a **cadence for meeting**
6. Define **triggers for meeting between the normal cadence**




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Sample Starter Questions

- Are **focus changes** coming to the team?
- Are **team member changes** being discussed?
- Are **changes to standards, tools, or practices** being considered?
- Are **skill set improvements** needed?
- Are there **obstacles the team can't solve**?



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Cadence for Meeting

Layered Champions team **owns how often they get together** to coordinate and align.

They **may need to meet more frequently when starting** or if they can't get aligned.

They **will experience the typical team development stages** (forming, storming, norming, performing).




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Triggers for Meeting Between Cadence

- Pivoting a team's focus
- Moving team members around
- Team members leaving
- Team members being hired
- Collapsing a team
- Combining teams
- Splitting a team



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Let's Get Ready to Wrap Up

Layered Champions **does not require any changes to Scrum.**

Layered Champions **does require at least one courageous champion** to get started.

Layered Champions **does require teamwork.**

Layered Champions **can create space for more than Self Management.**



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Takeaway Countdown

What did you find most useful about today's session?

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