



# ScrumMaster Change Agent

## Mapping the Change Battlefield

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v. 8.4.2

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1. Perils of Change
2. CSM as the Change Agent
3. Beyond the Project
4. The Organization as a Battlefield
5. Mapping the Battlefield
6. Strategy and Tactics
7. Examples
8. What's Next?

- ▶ **Change is an uphill battle**
  - Change is the only constant
  - Human nature is to resist change
  - Even the smallest change will cause ripples
  
- ▶ **Obstacles in our Way**
  - Decades of “...that how we’ve always done it...”
  - Someone in charge who stands to lose
  - Silo’d Fiefdoms
  - Misinformed leaders
  - Reporting and reward systems
  - Methodologists
  - CrAgilists
  
- ▶ **The larger the org, the harder to change**

- ▶ The change evangelist
  - Initiate change
  - Own it
  - Sustain it
  
- ▶ Trail of dead ScrumMasters – Why Efforts Fail
  - Focus on delivery while ignoring the change
  - View org change as a distraction
  - Insulate themselves from change outside the team
  - Too much practice – not enough principle
  
- ▶ So many succeed while still failing
  - Successful Product – Out-of-Work ScrumMaster

- ▶ Change Happens

- It cannot be controlled – only influenced

You can surf the change wave  
.... or drown...



- ▶ Assemble a change harnessing strategy

- Efforts need to be explicit and targeted

- ▶ Knowing where to exert influence is key to success

- More than simple opportunism

- Cannot battle on every front



- ▶ Both have strategic objectives to secure victory
- ▶ Both require strategic planning to support objectives
- ▶ Both exceed the scope of a single group or effort
- ▶ Both have enemies that:
  - Perceive they have something to lose
  - Feel their way of life is threatened
  - Will use an array of tactics to prevent victory
- ▶ Victory is achieved not by winning any single battle
- ▶ Cannot be fought on every front

	<b>Military</b>	<b>Organizational</b>
<b>Campaign</b>	A series of operations aimed at accomplishing strategic objective	Overall change effort
<b>Operation</b>	A military action or mission	Project or Program
<b>Insurgency</b>	An organized movement or struggle against a standing, established government	Us
<b>Resistance</b>	Struggle against invading forces	Them
<b>Perimeter</b>	A defended boundary of a military position	Project or program organizational boundary

- ▶ **Goal: Strengthen Perimeters**
  - Defend against external enemies

	<b>Military</b>	<b>Organizational</b>
<b>Fortress</b>	Extremely well-protected, impervious, complete perimeter	Full support from all relevant leaders and interfaces
<b>Protected</b>	Well-protected perimeter with potential gaps/weaknesses	Direct leadership support with questionable support from some other leaders and interfaces
<b>Weak or Exposed</b>	Poorly defended or not defensible perimeter with clear resistance	Limited or no support with active resistance

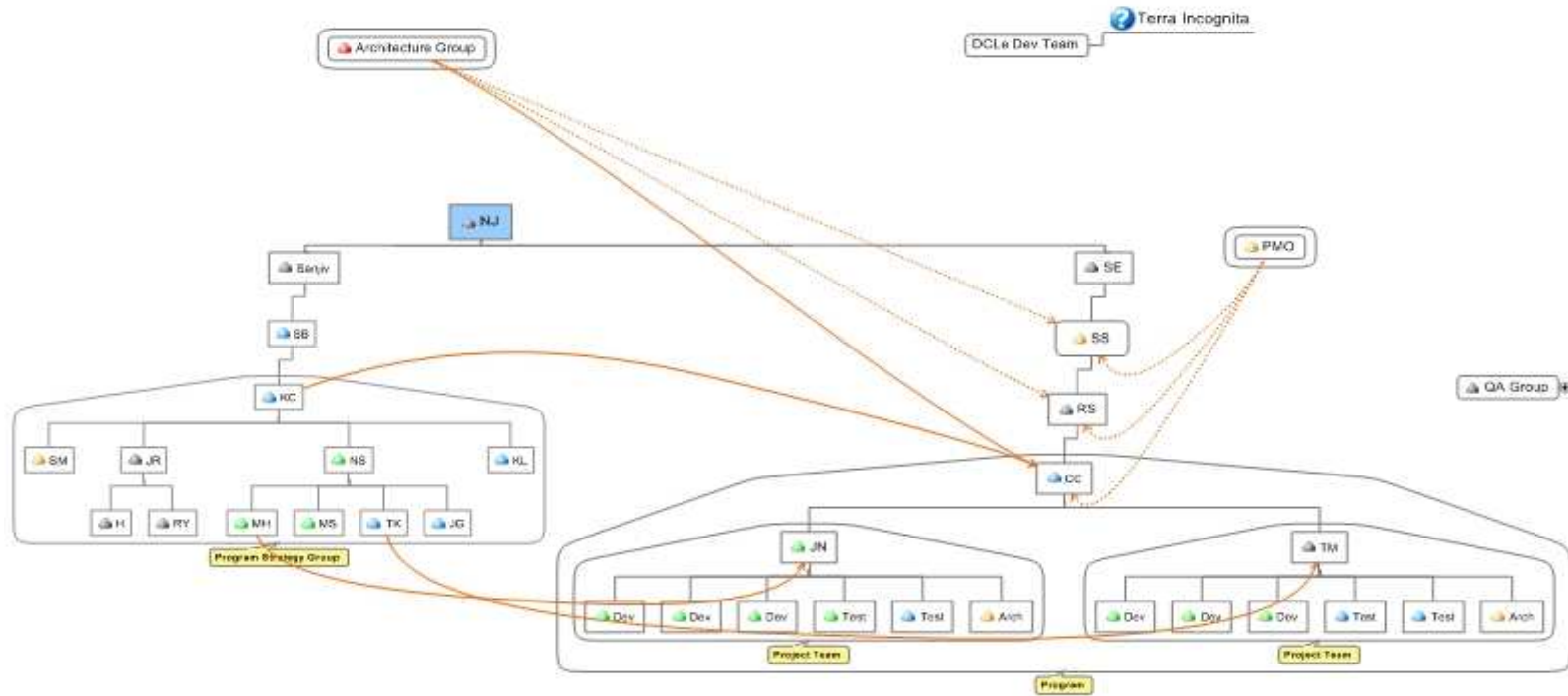
**Objective:** Assess how to allocate effort and resources on the change effort

**Approach:** Visually represent influencers of the project or program and how these impact the perimeter, in order to identify threats, resistance and allies

**Tool:** Organizational Battlefield Map  
(Combination organizational map, commitment chart and influence diagram)

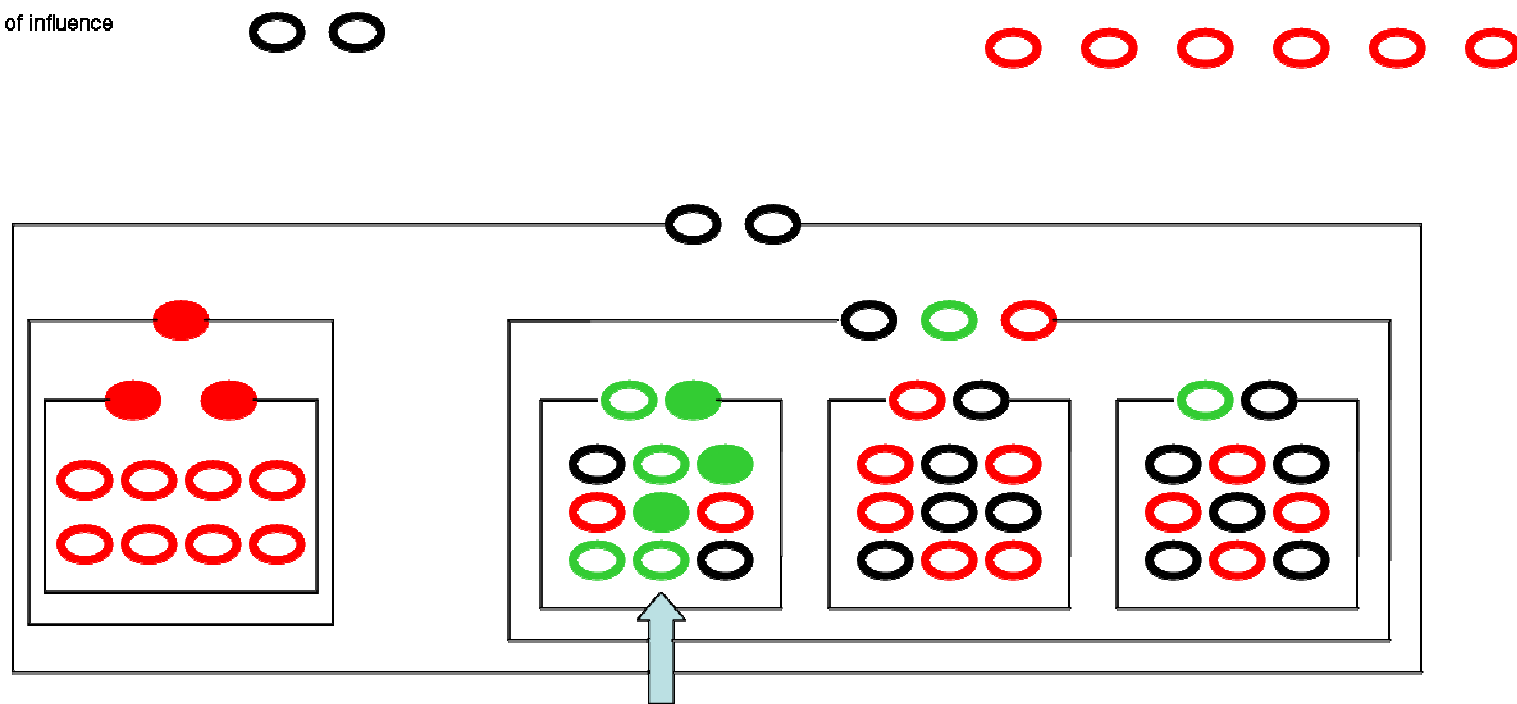
**Can use various tools to create map:**

- Visio
- Mind Map
- Low-Fi (cards/stickers on a board)



- Make the change
- Help the change
- Let the change happen
- No position
- Against the change
- ⇒ Exertion of influence

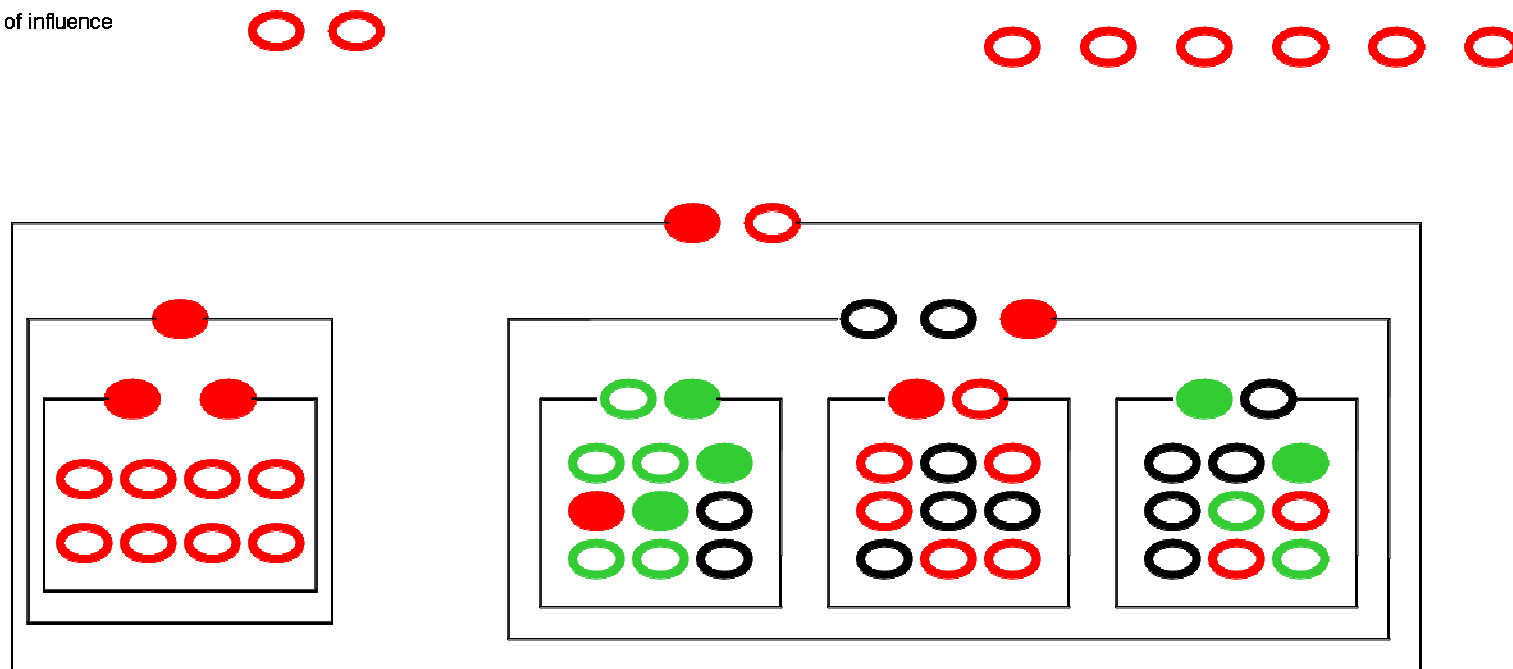
### Project 1





- Make the change
- Help the change
- Let the change happen
- No position
- Against the change
- ➔ Exertion of influence

### Project 1...the end is near



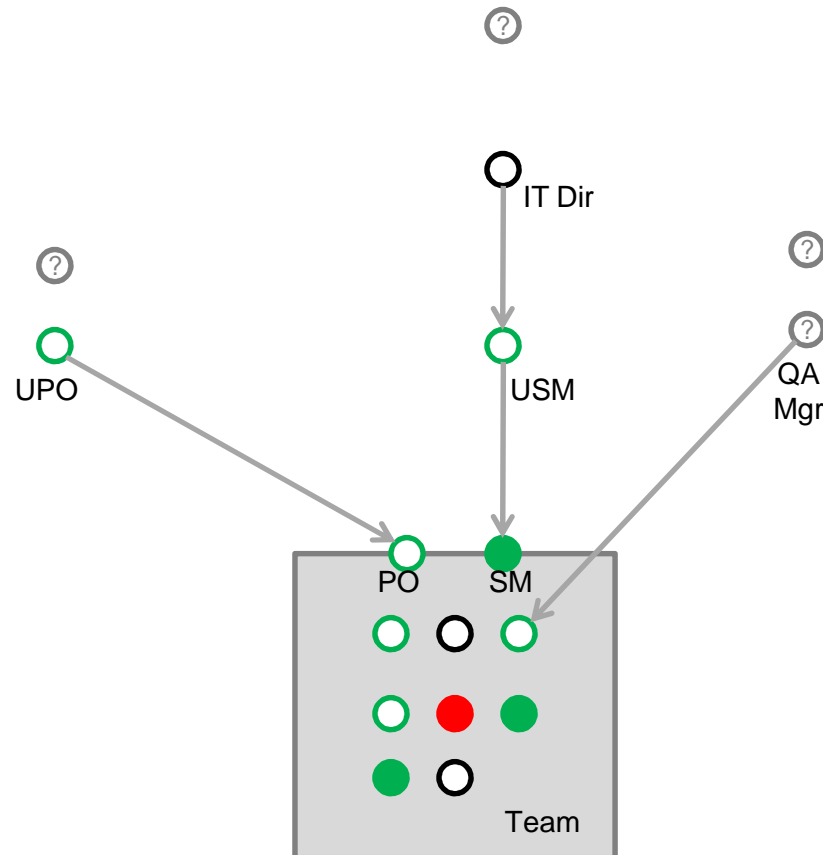
## Influencer Types

- Ally
- Supporter
- Neutral
- Threat
- Enemy
- ⊙ Unknown

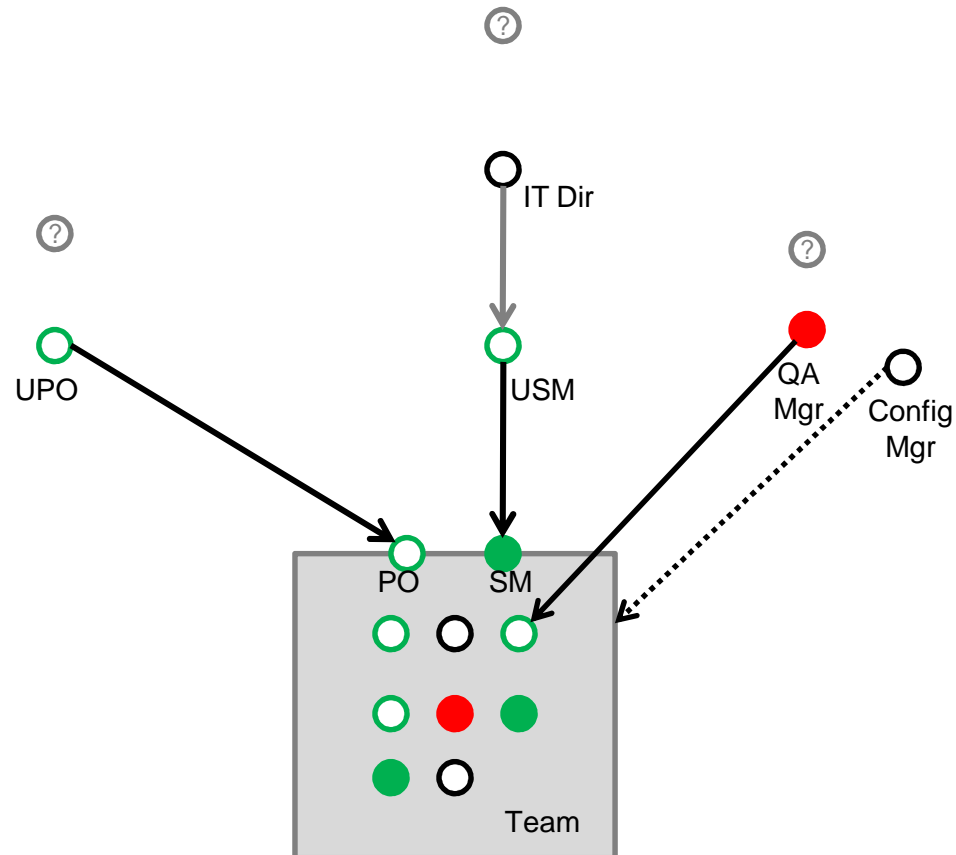
## Influence Strength

- Undetermined Influence
- Strong Influence
- .....→ Weak Influence

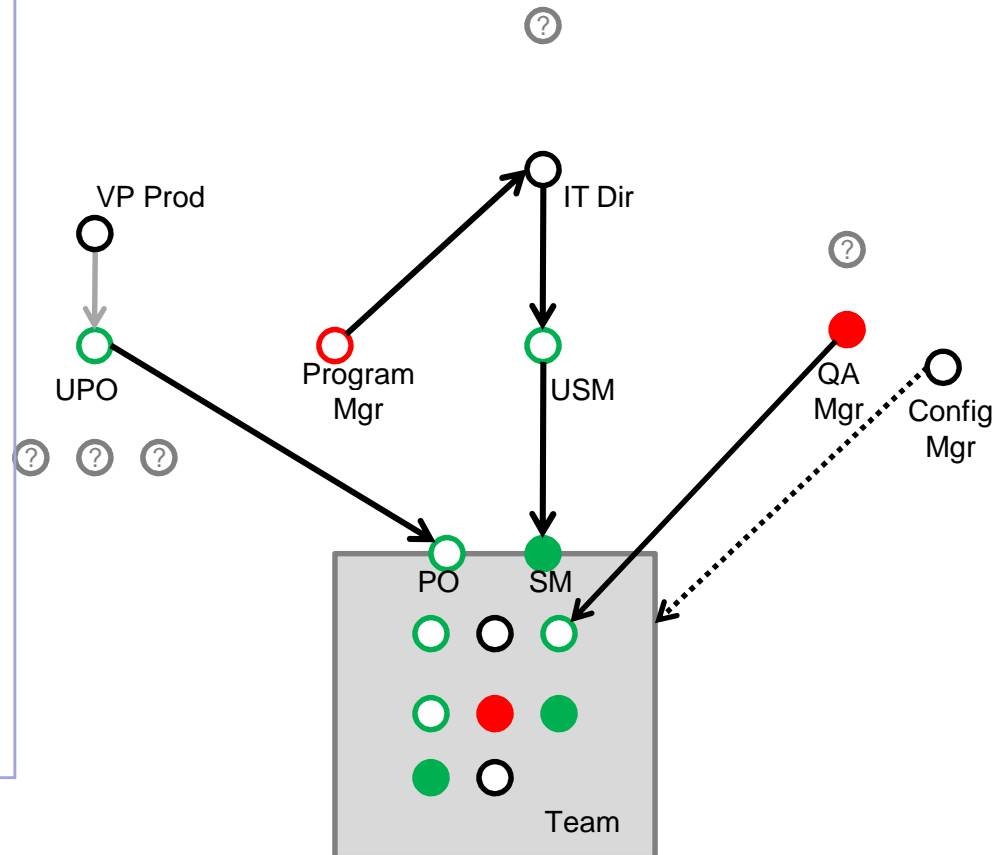
- ▶ Modified organizational diagram
- ▶ Begin identifying known influencers surrounding the team
- ▶ Begin identifying positive or negative influencers
- ▶ Assessments made based on direct interaction as well as hear-say



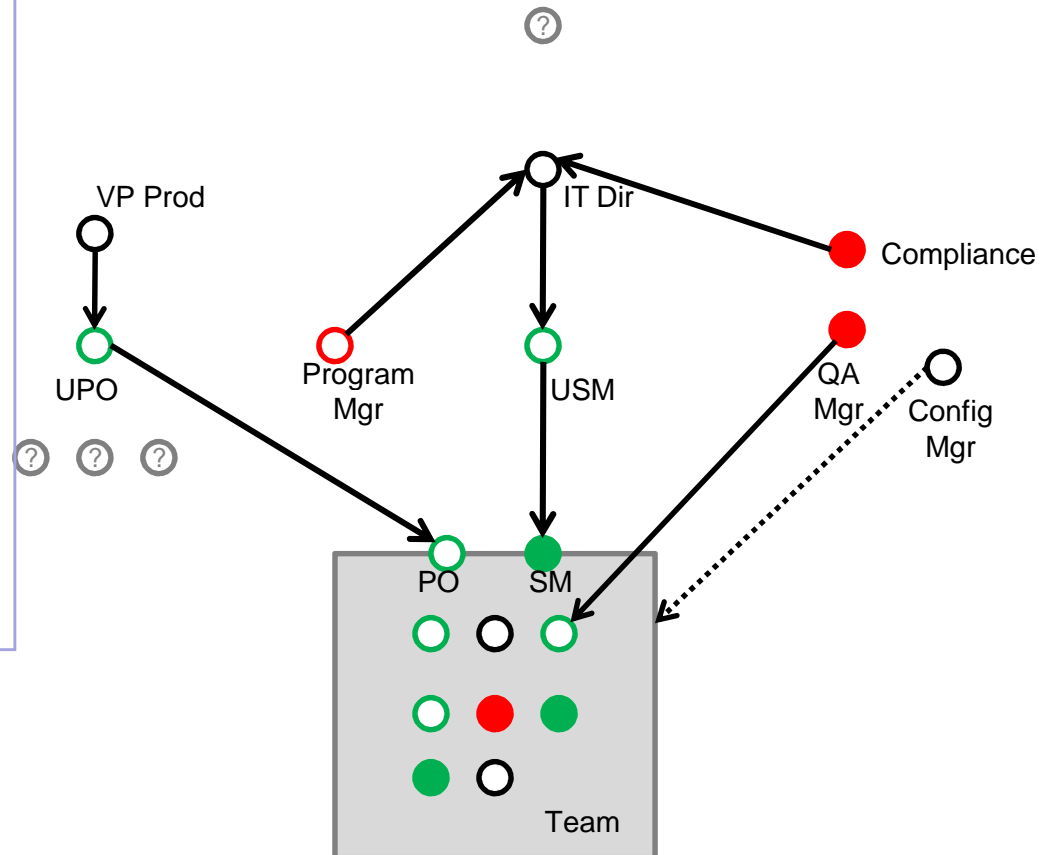
- ▶ Focus on direct influencers first
- ▶ Identify stakeholders with direct influence on the perimeter
- ▶ Typically these are people who interact directly with you or team members
- ▶ Add as you go – you may never identify all influencers
- ▶ Examples: Functional Managers, Peers outside the team



- ▶ Indirect influencers are those that directly influence **your** direct influencers
- ▶ They influence your perimeter by influencing others
- ▶ May be many indirect influencers, start with the ones you know
- ▶ Typically may be people's managers, executives, or groups external to the team
- ▶ May include architecture group, compliance group, PMO etc.



- ▶ Battle map should continue to grow and evolve
- ▶ Update map for changes in influencer types and strengths
- ▶ Merge with other team perimeter battle maps
- ▶ Beware the fog of war – the battle field is constantly changing with many unknowns
- ▶ Begin looking out for patterns



## Focus on proximity and strength

1. **First Priority: Engage strongest direct threats**
  - Identify and engage Strong, Negative Influencers (SNI's)
2. **Second Priority: Engage strongest indirect threats**
  - SNI's of Strong Positive Influencers (SPI's)
3. **Third Priority: Engage weak direct threats & Strengthen supporters**
  - Weak Negative Influencers (WNI's)
  - Attempt to turn supporters into Allies
4. **Patterns**
  - Continue identifying and responding to patterns

“Each pattern describes a problem that occurs over and over again in our environment and then describes the core of the solution to that problem in such a way that you can use this solution a million times over without ever doing it the same way twice.”

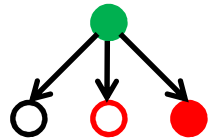
Alexander, [A Pattern Language](#), 1977

“Patterns are not theoretical constructs but based on experience. They capture what experts do and enable these solutions to be shared with everyone.”

Manns, Rising, Introducing Patterns (or any new idea) into Organizations (<http://www.cs.unca.edu/~manns/intropatterns.html>)

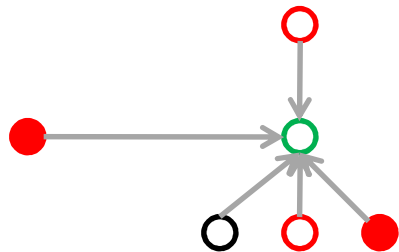
## ► Impostor (a.k.a Wolf in Sheep's Clothing (Double Agent?)) - Role

→ Could be strong supporter (green) with all red underneath



## ► Siege - Situation

→ Any supporter or ally surrounded by threats and enemies more than supporters/allies



## ▶ Connector - Role

- Any person with influence that is connected to many others
- A “red” connector should be a high priority!

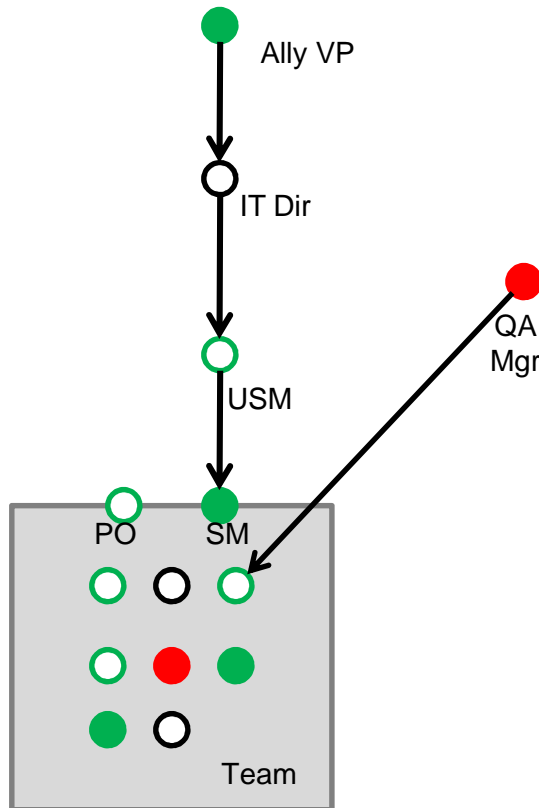
## ▶ Mine Field – Situation

- An area so heavy with resistance that it would be dangerous to enter
- Options
  - Clearly identify it and avoid it
  - Destroy it – can be a costly, time-consuming, painful exercise



## ► Air Support – Tactic

- Call in help from an influential stakeholder ally
- Useful to divert an enemy's activities, or make leadership aware of threats to the project



- ▶ How to win friends and influence people
- ▶ Who moved my cheese?
- ▶ We are not talking about this, but plenty of people do
- ▶ We are not addressing how to “do battle” but rather just how to map the battlefield and identify major threats

- ▶ Gather feedback on current model
- ▶ Expand the model and metaphor
- ▶ Current product backlog samples
  - Template examples in various tools
  - The multi-project program
  - The larger change effort – Exploring insurgency
  - Mapping the larger change effort
  - Expansion of the org mapping patterns library
  - Expansion of the org mapping tactics library
  - Full training course – Advanced SM?
  - Rationalize patterns with Fearless Change Patterns

- ▶ Mary Lynn Manns, Linda Rising
- ▶ Patterns for introducing new ideas

## Information sessions

Big Jolt

Hometown Story

Study Groups

Brown Bag

Do Food

## Showing Relevance

Personal Touch

Pieces of Clay

## Dealing with skeptics

Adopt a Skeptic

So What's New?

Fear Less

## Proof of Concept

Gold Mine

Just Do It

Pilot Project