

QRC Agile Conversations

based on Agile Conversations. QRC by Henny Portman, Sept'2020

Conversational analysis (4 R's)

1) Record

What Y thought and felt	What X and Y said
...

2) Reflect

- **Curiosity:** genuine questions / total questions
- **Transparency:** find unexpressed ideas
- **Patterns:** find triggers, and twitches
- **Skills:** test for specific skills (TDD for teams, coherence busting, joint design, agreeing on meaning, briefing and back briefing)

3.1) Repeat

3) Revise

4) Role Play

4.1) Role Reversal

ACCOUNTABILITY conversation

- Use theory Y to create a culture that fosters healthy accountability
- Give briefings and back briefings (directed opportunism. Bungay's 3 gaps: plans – actions – outcomes, alignment gap, effects gap, knowledge gap)
- Radiate intent

COMMITMENT conversation

- Agree on the meaning of key elements
- Use a walking skeleton for a series of commitments and show progress
- Compliance isn't commitment
- Define and agree on your commitments (agree on the meaning, agree on the next outcome to commit to, reaffirm the commitment)

WHY conversation

- Distinguish interest from positions
- Combine advocacy and inquiry
- Jointly design a solution

FEAR Conversation

- Identify unsafe practices and habits ("how we do it here"): normalization of deviance
- Overcome the tendency to jump to conclusions by using Coherence Busting (use a more curious, open attitude into the discussion; uncovering fears)
- Jointly create a fear chart and mitigate these fears

TRUST conversation

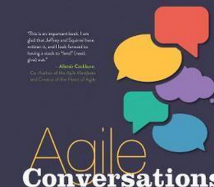
- Be vulnerable
- Be predictable
- Use TDD for people (the ladder of Inference) to align your story with that of someone else to build trust

High-performing teams:

- High trust
- Low fear
- Clear why
- Definite commitment
- Solid accountability

Step 1

Transform Your Conversations,
Transform Your Culture



DOUGLAS SQUIRREL
and JEFFREY FREDRICK