Workshops and Facilitators
Workshop 1 – Impact Mapping

What is Impact Mapping?

Impact mapping can help you build products and deliver projects that make an impact. Impact mapping is a strategic planning technique that prevents organisations from getting lost while building products and delivering projects, by clearly communicating assumptions, helping teams align their activities with overall business objectives and make better roadmap decisions.

Impact maps visualise the dynamic relationship between delivery plans and the world around them, capturing the most important assumptions as well as delivery scope. They help us adapt plans effectively and react to change, while still providing a good road map for delivery teams and a big-picture view for business sponsors.

Impact mapping helps to reduce waste by preventing scope creep and over-engineered solutions. It provides focus for delivery by putting deliverables in the context of impacts they are supposed to achieve. It enhances collaboration by creating a big-picture view that business sponsors and delivery teams can use for better prioritisation and as a reference for more meaningful progress monitoring and reporting. Finally, it helps to ensure that the right business outcomes are achieved, or that unrealistic projects are stopped before they cost too much, by clearly communicating underlying assumptions and allowing teams to test them.

Impact mapping has several unique advantages over similar methods:
- It is based on a method invented by an interaction design agency and similar to a team-building method, which means that it facilitates collaboration and interaction. It is significantly less bureaucratic and much easier to apply than many alternatives. It also facilitates the participation of groups of people from different backgrounds, including technical delivery experts and business users, helping organisations use the wisdom of crowds.
- It visualises assumptions. Alternative models mostly do not communicate assumptions clearly. Impact mapping does, and because of that it helps teams to make better decisions in rapidly changing environments such as IT. The visual nature of this method also facilitates effective meetings and supports big-picture thinking, which provides organisational alignment.
- It is fast. One of my clients recently said that it would take them months to achieve what we did in just two days. Because of this, it fits nicely with iterative delivery models that are now becoming mainstream in software.

In essence, you should care about impact mapping because it can help you build products and deliver projects that make an impact, not just ship software.

For more information about Impact Mapping, see the book: Impact Mapping Impact Mapping by Gojko Adzic

What will this workshop bring?

During this workshop you will:
- Learn what Impact Mapping is
- Learn what the advantages of Impact Mapping are
- Experience making an Impact Map
- Be able use Impact Mapping in your own project / organisation

Facilitator: Ward Bergmans

Ward Bergmans has over 10 years experience with Agile and Scrum. He has guided large organisations in the agile way of thinking and working. As the founder of the Agile Overheid (Agile Government) platform he has helped government organisations becoming more agile and realizing successful IT-projects. During the agile transition at the Raad voor de Rechtspraak (Council of Justice) he achieved the Agile Master certificate of the Agile Consortium. Ward has a keen interest in Holocracy (Teal organisations) and Happy Startups. So he is excited to see that the agile transition at his current assignment has led to the first steps of a holocracy journey.

Besides work Ward enjoys practicing martial arts, dancing, backpacking in other continents and experiment with uncommon things that grab his interest, like training with the Iceman to be able to boost his immune system and staying warm in the cold.

Workshops and Facilitators
Workshop 2 – Story Mapping

Story Mapping: The Agile approach for release planning

The pitfall at the start of product design or product enhancement is to end up with a huge Product backlog with Epics and User Stories. You will lose the oversight of the backlog, don't know where to start. Story mapping is an approach to create oversight and define the dependencies in order to determine and plan the iterations and create a release plan.

During the workshop you will learn the theoretical background of Story Mapping. During a simulation of a new product development you will use story mapping to slice the product into iterations in order to deliver business value as soon as possible.

Facilitator: Mirjam Elast-Zeeders

Mirjam Elast-Zeeders is Agile-coach at spir-it, the ICT-organization of the Rechtspraak. Being Agile is her passion. Transparency, inspect and adapt are pillars that helps her to improve continuously. Those personal pillars are also fundamentals that can help governmental organizations to be more effective in achieving their targets. One of her ambitions is to contribute to an Agile-government, starting at the Rechtspraak.

Workshops and Facilitators
Workshop 3 – SOAP Factory

The 'AGILE SOAP FACTORY' is an agile scaling game for 3-9 teams. In a few iterations you will learn more about the Scrum framework and collaborating with other Scrum Teams and your Product Owner to create the highest possible value for you company and customers.

You will work as employee of a small retailer that sells custom and handmade personalized gifts. Your purpose: *We deliver soaps that make people happy. They enjoy our products because of* craftsmanship, colours, smells and the nice price.

Participating is exiting and full of lessons to be learned. At the end of the session you will personally deliver the gift, which gives you the possibility to explain the Agile Way of Working to the delighted customer.

Facilitators: Manfred van Veghel and Harry Meijer

Manfred van Veghel is currently working as Sr Lean Agile Coach at ING. He is also trainer and consultant for Oppidum with a focus on Agile Project, Programme and Portfolio Management. He designed the Agile Soap Factory to give teams more insight in the value they can create if teams cooperate to meet the organizational purposes.

Harry Meijer is Agile Coach en Back Belt at ING. He was the lead Agile coach for the DevOps transformation of ING Groups Services HR/GSA and for Procurement. And has been involved in Agile transition for in ING in Turkey and Romania. He used and improved the Agile Soap Factory during an Agile Leadership on boarding in Romania.

Workshops and Facilitators
Workshop 4 – LEAN Start-up
Participants: minimal 6, maximum 30

The 'Lean Start-up concept' is one of the major recent developments in running a business. Where running a business just to be something hard to get hold on, almost something artistic, last decades more knowledge and experience has been gained to the field of running a business, which clarifies the path and makes it more a guided journey towards Entrepreneurs.

One of the founders of the Lean Start-up philosophy is the Eric Ries, an American businessman. During the startup of his Internet Company IMVU.com he make a number of important observations. Initially the team developed a product, a website on which users could configure their own 3D avatar to be used in Chat sites. After 6 months of hard work day and night they were able to deploy the first release. Just before the release was final, they added the integration with some of the most popular chat-platforms in a couple of iterations.

Eric Ries defines 5 principles of a Lean Start-up:
1. Entrepreneurs are everywhere
2. Entrepreneurship is management
3. Validated Learning
4. Innovation Accounting
5. BUILD-MEASURE-LEARN

Are you an Entrepreneur? Join us in this interactive workshop which will guide you into the world of a Start Up. Continuous learning by making mistakes is required during this workshop.

Facilitator: Dick Croes and Raimond Wets

Dick Croes is an experienced Agile coach. Bringing Agile further than just practicing Scrum in teams. Agile works best when implementing this in the full business and IT chain. In addition to this, securing Agile in a portfolio structure with an integrated Agile architecture concept makes the organisation Agile.

In making organisations Agile, he guides management and teams in adopting the Agile principles. Agile is not about just implementing another method, it's a cultural change.

Raimond Wets is an experience Agile coach, certified Agile Master and member of the Agile Consortium Board. He was one of the leading coaches in the transformation to Agile within Rabobank IS&D. He fulfilled various roles from project manager, business change manager, line management, scrum master and quality officer. This has broaden his experience which enables him to find new angles and achieve synergy. He believes measurement has added value in order to strive for (process) improvement.

Workshops and Facilitators
Workshop 5 – Management 3.0
Participants: minimal 5, maximum 20

When you read the book #Workout of Jurgen Appelo about Management 3.0 you immediately start to become enthusiast. It looks fantastic, colorful and inspiring and that really motivates to start using the techniques. And that is exactly what Jurgen aimed. His key message is: try it out and learn how to use it in your team or organization. Feel free to change the technique, or use it in another way if you like or create your own set. And that is what we are going to do in this workshop. We will use and discuss some of the Mgt 3.0 techniques, but there is also room to discuss your situation and design a technique, tool or game with the principles of Mgt 3.0 in your mind.

Techniques to use and discuss;

Delegation poker: With the delegation poker game you start the discussion with your team and managers about the level of delegation. With real life cases is becomes clear who is responsible for what. You can also use it to make clear what the team has to develop to get more autonomy. This inspired me to make the combination with the team development model of Tuckman (forming, storming, norming, performing) and the leadership style needed for each phase. Very interesting what you can learn from this.

Moving motivators
Do you want to understand how your team-mates get motivated? Do you want to see whether a change has an influence on the motivation? Moving Motivators help to get a picture how the behavior of your team-mates is driven by internal rewards. Basis for Moving Motivators are the following ten intrinsic motivators: Curiosity, Honor, Acceptance, Mastery, Influence, Freedom, Relatedness, Order, Goal, Status. You can use moving motivators during retrospectives, 1-on-1 coaching, job interviews, distributed teams.

Personal maps
A technique to get to know your team members. Like a mind map, make a map about a person with topics like home, values, goals, hobbies, friends, education, family, work. You can use this technique for teambuilding. There are more techniques like this, shall we share some and discuss what to use when?

Facilitator: Els Verkaik

Els Verkaik is an experienced **Agile coach** and know how to move people, processes and technology in large organisations. With her deep knowledge of Agile approaches, like Scrum, in combination with coaching techniques from **NLP** (Neuro Linguistic Programming) she can inspire and motivate people to do their work successful. She is specialized in building high-performing self-organizing Agile teams. Els worked 20 years in the ICT as a **Project Manager** of Customized Software Development Projects before she became an independent Agile coach. For more information see www.elsverkaik.nl

Workshops and Facilitators
Workshop 6 – Team learning

Is your head full of good ideas about team improvements but are you afraid to take matters into your own hands? Are you loosing site of the forest for all the method/model/framework trees? Would you like to have more fun at work, better team results and more appreciation for what you are doing? Would you like to make a difference? Than this session could be for you.

In this session we will look at a simple five step process to facilitate team learning. We have a whole collection of exercises to experiment with. Which ones we will look at will be determined by the participants.

The Meeting Manifesto
Do you recognise endless discussions in your meetings? Do the last points of the meeting agenda regularly get squeezed in the last five minutes? Do you find yourself clueless about the decisions that were made during the meeting? Would you like to get more value out of the time you invest in meetings? Then vote for this one.

The Engagement Thermometer
Would you like to be able to measure your management interventions for their ability to foster team learning, vote for this one.

The Organisation Scan
Curious about the characteristics of your organisation and what they have to say about your organisation's road to Agility? What are current characteristics? What characteristics would be beneficial? How do we get there? Those are questions we will answer in this exercise.

Get to know your team mates
Using a visualisation of the DISC personality scan we will look at the composition of successful teams. This exercise will help team mates to get to know and appreciate each other more and to make better use of your team mates' strengths.

Teambuilding Scan

Using a dialog sheet with a visualisation of the five dysfunctions of a team the team investigates their own weaknesses. The guiding questions on the sheet facilitate a discussion on the team's weaknesses and on actions the team is going to take to improve.

Facilitators: Remi-Armand Collaris and Linda Dorlandt

Remi-Armand Collaris is convinced that getting employee's talents to blossom within a team context is the biggest challenge in improving team and organisational performance. With this vision he helps organisations improve their performance using Agile and Lean tools. He is always looking for new experience exercises to get people to experience what to improve next. (http://www.linkedin.com/in/racollaris)

Linda Dorlandt momentarily manages business change initiatives by the Facilitaire organisation at the Dutch National Police. In this work she facilitates connections between team members and encourage them to self-organize. She has been part of the Works Council of FloraHolland for 6 years and helped it transforming itself to be more innovative. She has written her Bachelor thesis in Business Psychology about the influence of empowerment on business results. (http://www.linkedin.com/in/lindadorlandt)

Together they just published the Dutch book "Praktisch op weg naar Teamresultaat" in which they explain 5 simple steps and 20 exercises to foster team learning.

Workshops and Facilitators
## Workshop 7 – Agile Leadership Game

The agile leadership game will to bring to your attention the questions and problems managers are facing in agile practices. The workgroup "Agile leadership" of the Agile Consortium developed this game to be able to contribute to answering these questions and addressing these issues. Participants gain insight into which aspects of their own leadership method they need to let go, retain, ignore or create compared to the right shifting model of organizational evolution of Bob Marshall.

Facilitators: Jan-Sake Kruis and Maroen de Haan

Jan-Sake Kruis is management consultant and agile coach. He worked with different agile teams and organizations to adopt the new way of working and mindset change.
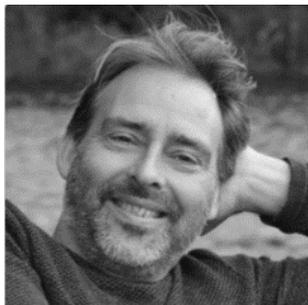
Maroen de Haan is an Agile Coach and Consultant, serving teams in becoming Agile, supporting departments to be continuous improving, making Agile work, and helping organisations to incorporate the Agile way of working. Since 1992 he worked for several companies like Centraal Beheer Achmea, ING and Rabobank International where continuous improvement is the heart of every job. Working at KZA he helps its clients to gain the benefits of Agile, by bringing Agile principles in place, step by step.