

Your role?
Your angle?
Your techniques?

Your *style*?

What shapes your style?

The context pushes you to take a certain role.

You might often take a certain role.

You have your personality.

You have your experience & background.

Can you still play, try, adapt, learn, identify certain styles?

Mindset, habits, role, language, tools, look, clothing...



Typical Organizational Change Agents (?)



Follow me and
we will conquer
any challenge!



Hero

The Leader to Follow

Talent:

Inspiring others, showing by example,
taking charge and taking ownership.

Weakness:

Not listening to others.
Becoming too arrogant when successful.

Greatest fear:

Having zero followers.
Not having a battle to fight.

It'll be hard work, but
I'll help you win in the
end.



Coach

The trainer and mentor

Talent:

Turning ordinary professionals into motivated & inspirational kick-ass superstars.

Weakness:

Forgetting that the coach is successful only if the coached succeed.

Greatest fear:

Coaching people who do not want to learn or change.

I document so
that others can
reach the stars.



Secretary

The invisible helper

Talent:

Organizing, documentation,
avoiding internal politics.
Making others succeed.

Weakness:

Being overlooked and
not getting credit for the great work done.

Greatest fear:

Standing up, taking charge,
and having people look for guidance.

Listen to my
advice, and you
will find the way.



Guru

The source of infinite wisdom

Talent:

Vast experience and ability to see through the complexities and irrelevant noise.

Weakness:

Forgetting to constantly learn new things and falling in love with own wisdom.

Greatest fear:

Own knowledge being outdated and irrelevant.
No one asking for advice

Nothing can stop
me and the
movement for
change!



Revolutionary

The one who will change it all.

Talent:

Passion to make the organization a better place.
Courage to break norms and challenge authority.

Weakness:

Falling in love with the revolution.
Having no vision if the revolution succeeds.

Greatest fear:

Finding herself at the other side of the barricades.
Becoming establishment.

I don't care about
governance models.
This is the right thing
to do!



Outlaw

The guerrilla warrior who breaks the rules for the common good.

Talent:


Ability to ignore policies and rules.
Doesn't give a shit about consequences.

Weakness:

Not listening to or negotiating with execs
to find a long-term solution.

Greatest fear:

Becoming a crazy hermit
with no admiration from the grassroots.



I'll do my best to serve you. Just tell me what to do.

Servant

The obedient helping hand.

Talent:

Humility and doing exactly what is asked for.
Being predictable and professional

Weakness:

Becoming too robotic and not being able to have own opinions & perspectives.

Greatest fear:

Failing in the task given. Being fired and replaced by an assertive, opinionated and critical person.

Let's follow these steps and checklists and we will remain objective and scientific.

Bureaucrat

The objective process master.

Talent:


Perseverance to stick to methods and to respect the process.
Passion for objectivity.

Weakness:

Shooting down creativity by constantly demanding objectivity and compliance.

Greatest fear:

Free form unaccountable creativity and belief in subjective opinions.



I'll turn our
kingdom into a
responsive and
lean organization

Benevolent Ruler

The sovereign who wants the best for her/his citizens.

Talent:

Empathy for her/his subjects.

Desire to make the kingdom a good place for all.

Weakness:

Listening to the wrong advisers.

Too distant from the grassroots of change.

Greatest fear:

Ruining the kingdom (business)
by leading it to the wrong direction.

Let me show you
how it is done.



Magician

The genius who can do magic.

Talent:


A wizard like skill to solve problems no mortal can.
An awe-inspiring professional.

Weakness:

Forgetting the difference between magic tricks
and actual creative team work.

Greatest fear:

Mediocrity, losing the magic touch,
becoming outdated and ordinary.



The Book says that we must believe in the power of the *kanban*. Let's discuss this in the retro

Believer

The agile/design/lean expert with a strong faith in the principles.

Talent:

Inspiring commitment to principles.
Ability to convert others to take a leap of faith.

Weakness:

Not accepting that sometimes talented people create amazing results just by intuition, common sense and "winging it".

Greatest fear:

That the Agile Manifesto has obvious shortcomings and it is not relevant.



Boss Whisperer

The progressive, and trusted adviser who bosses listen to.

Talent:

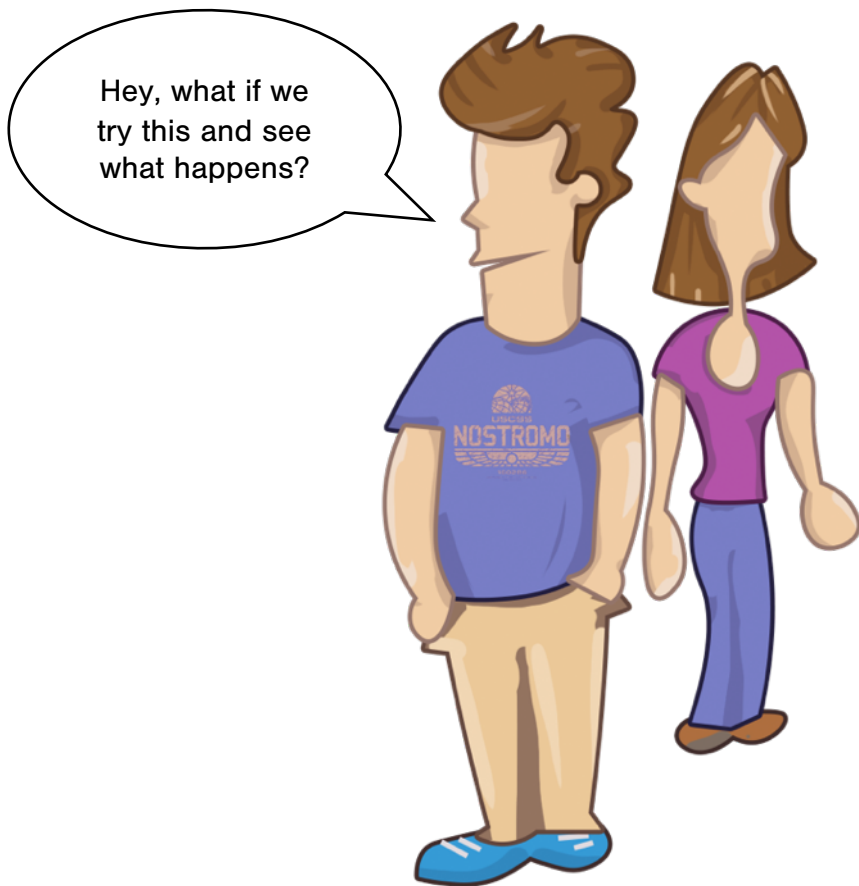
Knows the worldview of elderly executives who have spent their lives in boardrooms.

Weakness:

Looks and sounds like the conservative establishment to be overthrown.

Greatest fear:

Won't be recognized as a revolutionary and will be sent to the gallows together with the old regime.



Regular gal / guy

One of the team.

Talent:

Easy to listen to, approachable, a people's person.
Trustworthy and down-to-earth.

Weakness:

Conformity and not having the courage to speak up
when something is wrong.

Greatest fear:

Being alone with her/his ideas and
being pushed outside the social circle.



What is your own strength? Weakness? Style?





BREAK OUT!

10 min.

Discuss the 13 archetypes.

Are you any of them?

A mix of some?

Depends on context? How?

Other thoughts?

Exercise 6: Your own style

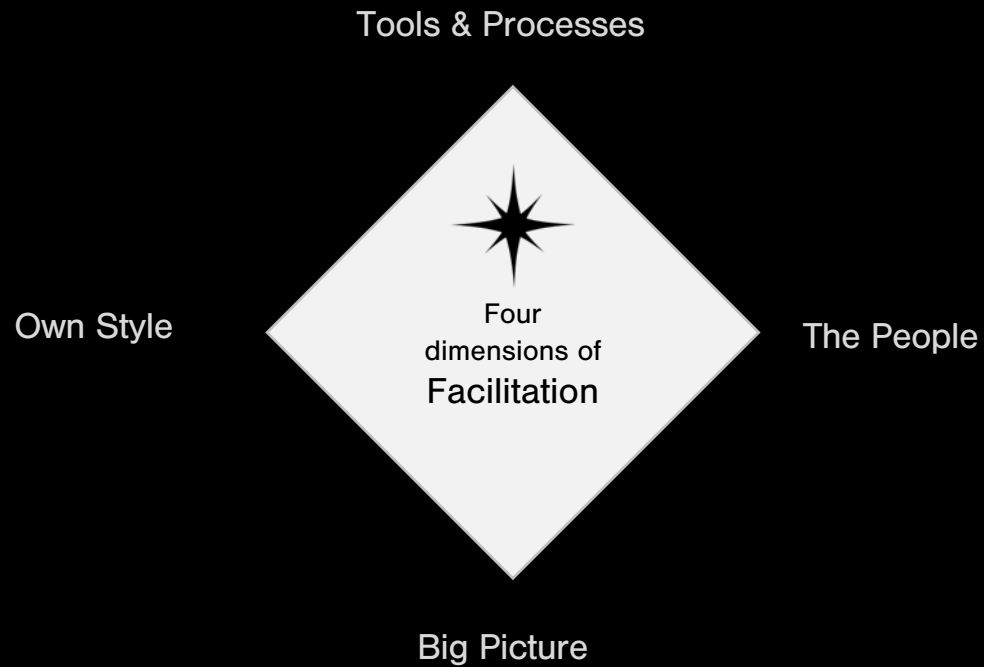
Deadline 27.5.

Your Facilitator's Passport

SAMPLE



0043





*To adopt, apply, and
adjust the tools, you
must master them.*

Tools & Processes



Facilitation

Own Style

Audience

Big Picture

Tools & Processes

How familiar are you with the
tools and processes of

Own Style

Service Design

Lean Startup

Agile Development

Growth Hacking

Project management

Business Modeling

Strategy work

Academic Research

Communications

Organization transformation

Workshopping

Marketing

Audience

Big Picture

...

Tools & Processes



Facilitation

Audience

*75% of success
happens before you
start.*

25% after you're done.



Big Picture

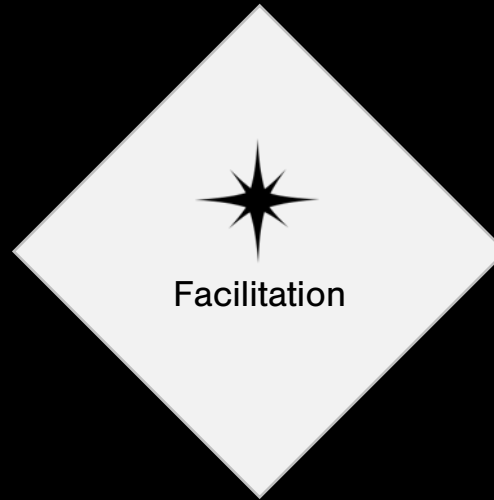
Big Picture

How good are you at...

Understanding strategy & organization structures
Business processes and/or public sector processes
Company / organization culture
Decision making & governance
Politics, power, and stakeholders
Access to executives
Networks of professionals
Basic market situations
Big Picture.

Tools & Processes

Own Style



The People

It is not about you.

*It is making others
succeed!*



Big Picture

The People

How good are you at...

Figuring out people's attitudes & motivations & commitment

Unearthing people's personal goals & aspirations

○ Listening to people and confronting them as individuals

Understanding people's expectations towards you

Charting people's true status in organization

Framing and targeting your message to the audience

Listening to other people

Hearing other people

Big Picture

*You need to know
yourself to build
confidence, trust and
rapport.*



Own Style

Tools & Processes



Facilitation

Audience

Big Picture

Own Style

How good are you at...

Teaching others

Remaining calm under pressure

Being a people's person

Confidence

Taking care of your own wellbeing?

What are your...

Strengths

Weaknesses

Battle scars

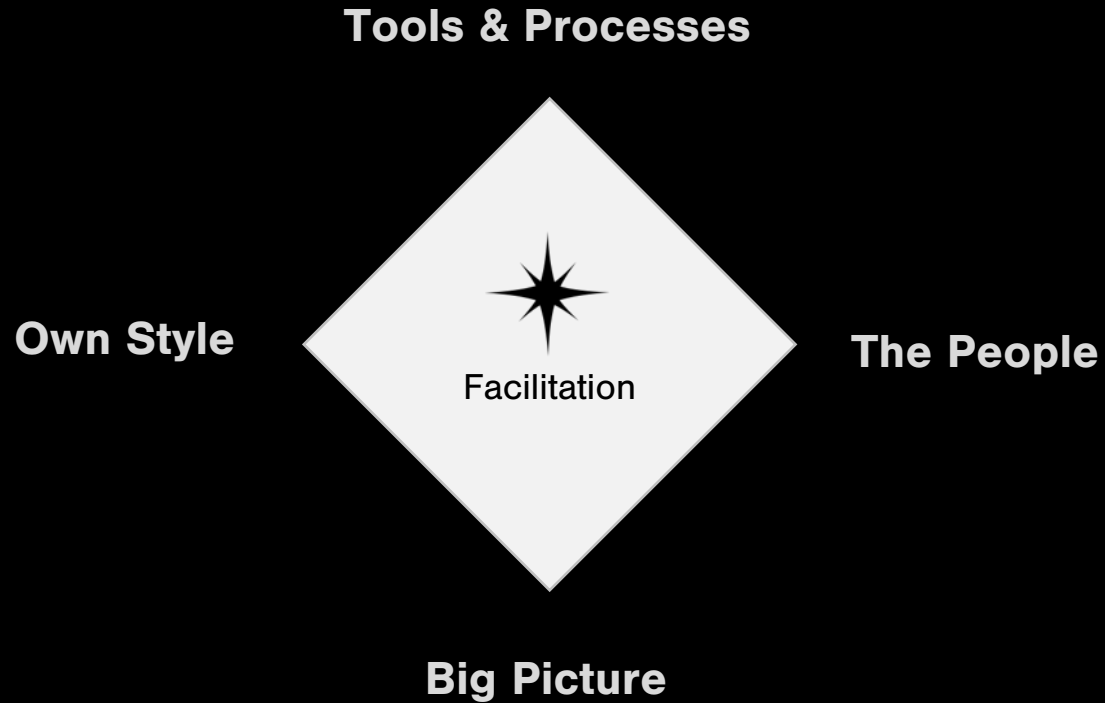
Learning goals

Your style?

Own Style

Audience

Big Picture



Do passport

Alone:

Go over (alone) the passport and reflect on your own skills in the four dimensions given.

What are you good at?

What should you learn?

Is something missing in the model?

Together:

Go over your thoughts with your pair, and write/draw your passport.

Facilitate passport

Your job is to facilitate the other person in finalizing in the passport.

Sparring questions:

- What is their job and why facilitation is important for them?
- What have they learned about facilitation?
- How has the learning happened before?
- How they plan to learn more and develop as a facilitator?
- Ask for concrete examples in the near future.