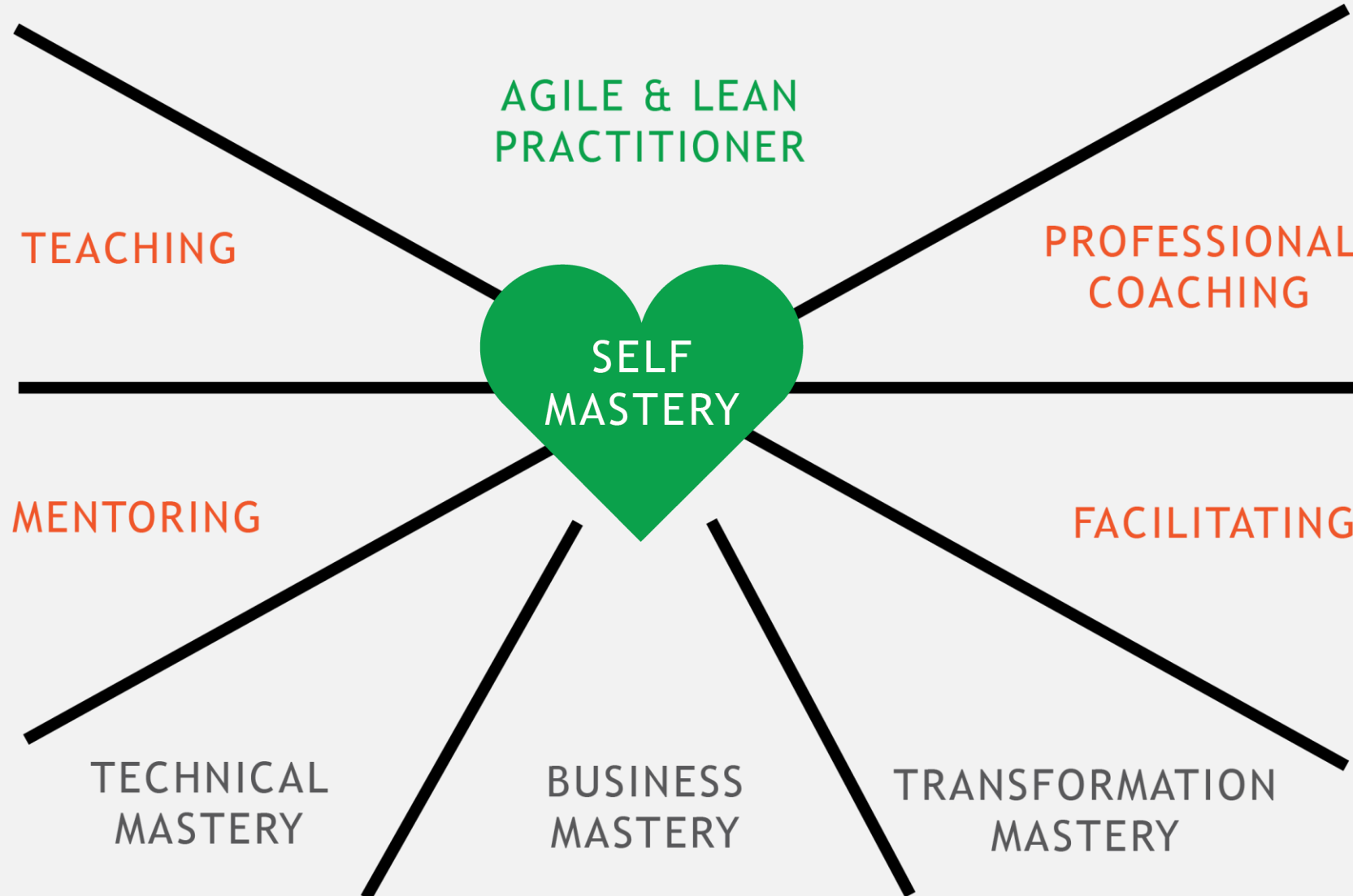


Know Thyself: Using introspection to coach yourself

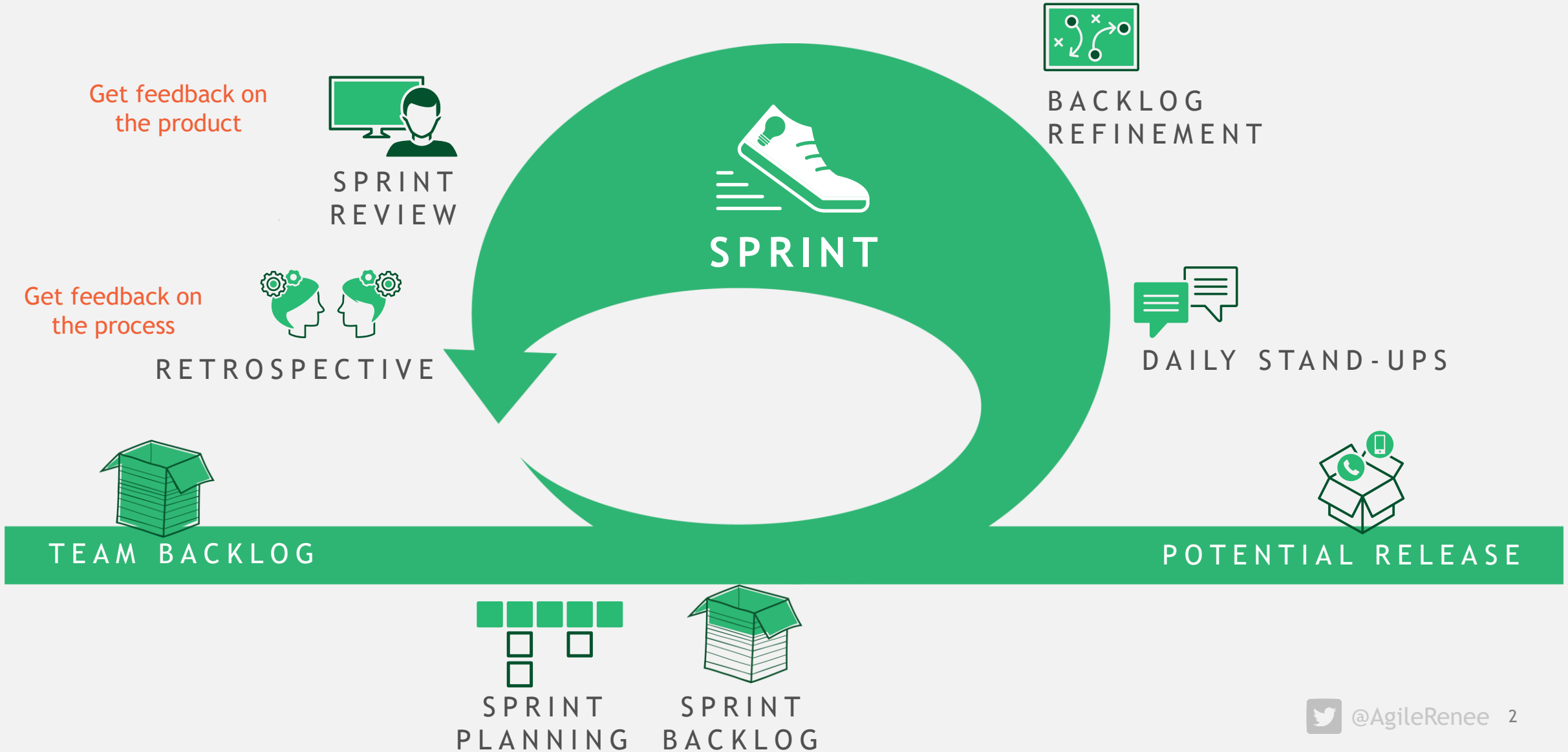
Renee Troughton



COACHING CANVAS



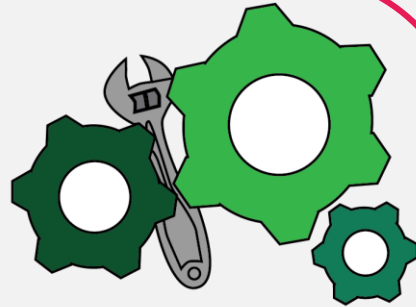
AGILE SCRUM BASICS



AGILE BASICS



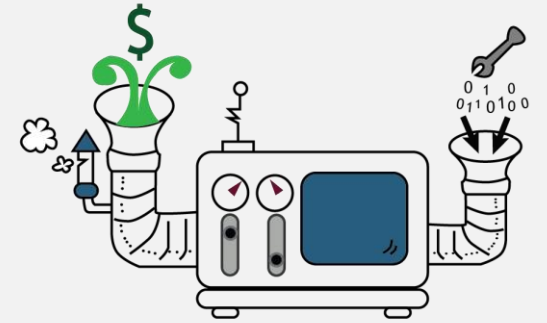
INDIVIDUALS &
INTERACTIONS
OVER
PROCESSES & TOOLS



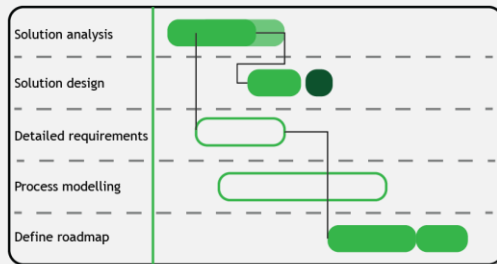
RESPONDING TO
CHANGE
OVER
FOLLOWING A PLAN



CUSTOMER
COLLABORATION
OVER
CONTRACT NEGOTIATION



WORKING OUTCOMES
OVER
COMPREHENSIVE
DOCUMENTATION



WHAT IS INTROSPECTION?

introspection

/ɪntrə(ʊ)'spɛkʃ(ə)n/

noun

the examination or observation of one's own mental and emotional processes



YOUR AVERAGE WORK CONVERSATION...

You know how we have been struggling with...

Yeah we could...

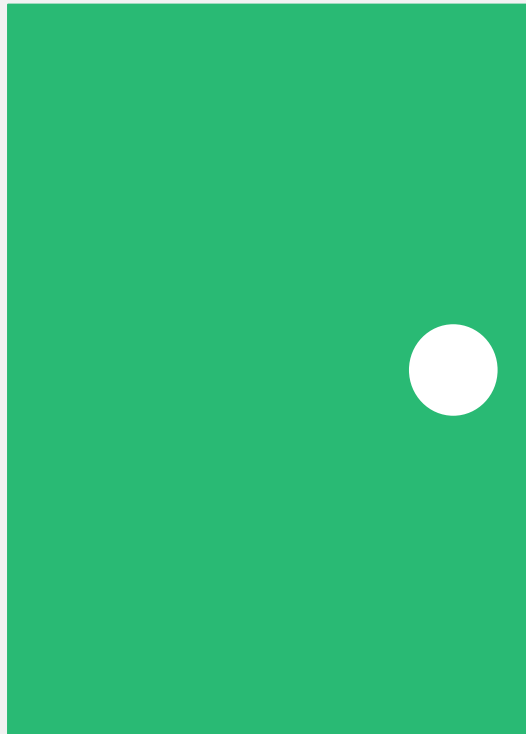
Well I think we should...

But...

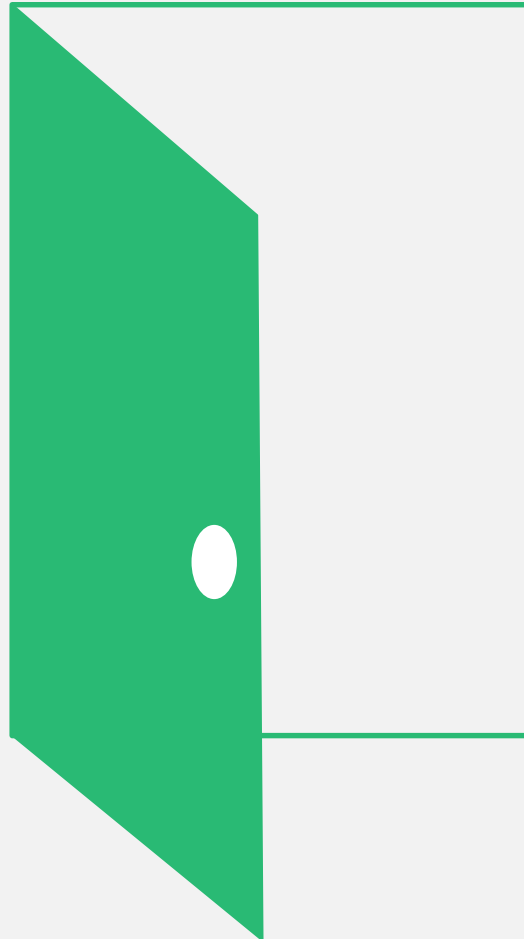
We need to...

EVERYDAY WE MAKE CHOICES IN THE MOMENT

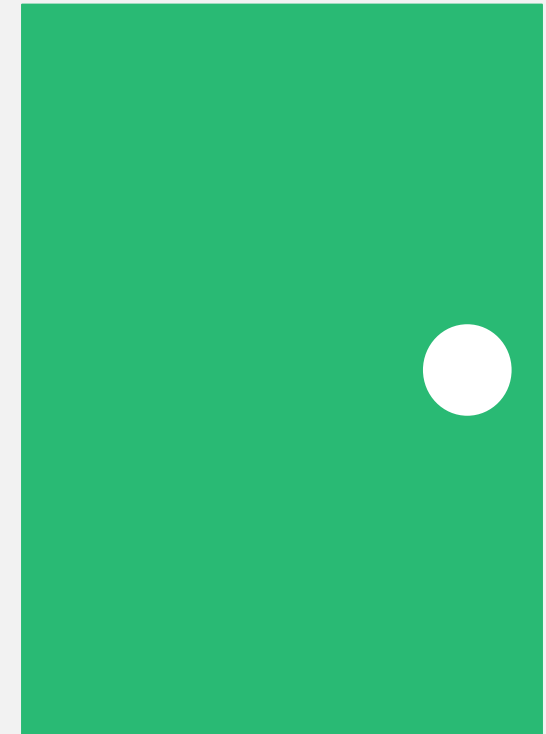
DOOR A



DOOR B



DOOR C



THREE TECHNIQUES TO HELP YOU TO INTROSPECT

THE RESPONSIBILITY PROCESS

QUIT

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

NON VIOLENT COMMUNICATION



"THE WORK"

1. IS IT TRUE?
2. CAN YOU ABSOLUTELY KNOW THAT IT'S TRUE?
3. HOW DO YOU REACT, WHEN YOU BELIEVE THAT?
4. WHO WOULD YOU BE WITHOUT THAT THOUGHT?
5. I SHOULD...
6. I LOOK FORWARD TO...

RESPONSIBILITY PROCESS



RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT



I'm awesome at
delivering training

RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION

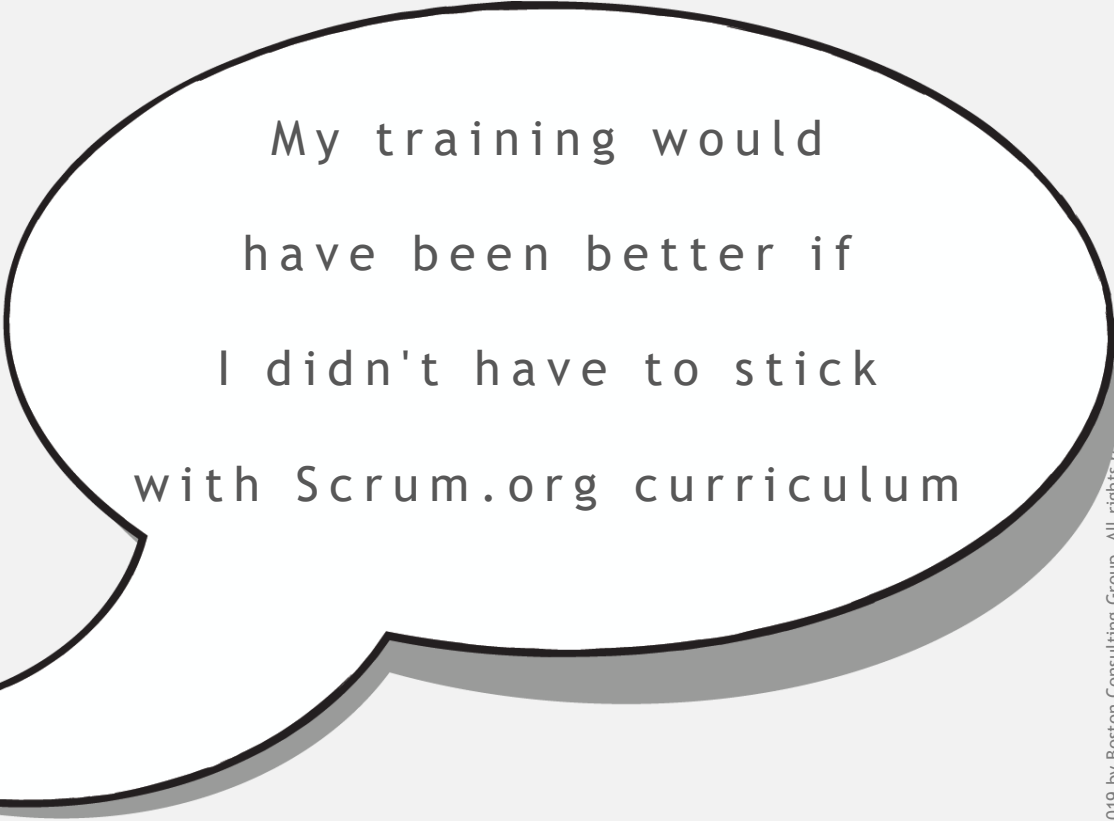
SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT



My training would
have been better if
I didn't have to stick
with Scrum.org curriculum

RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION

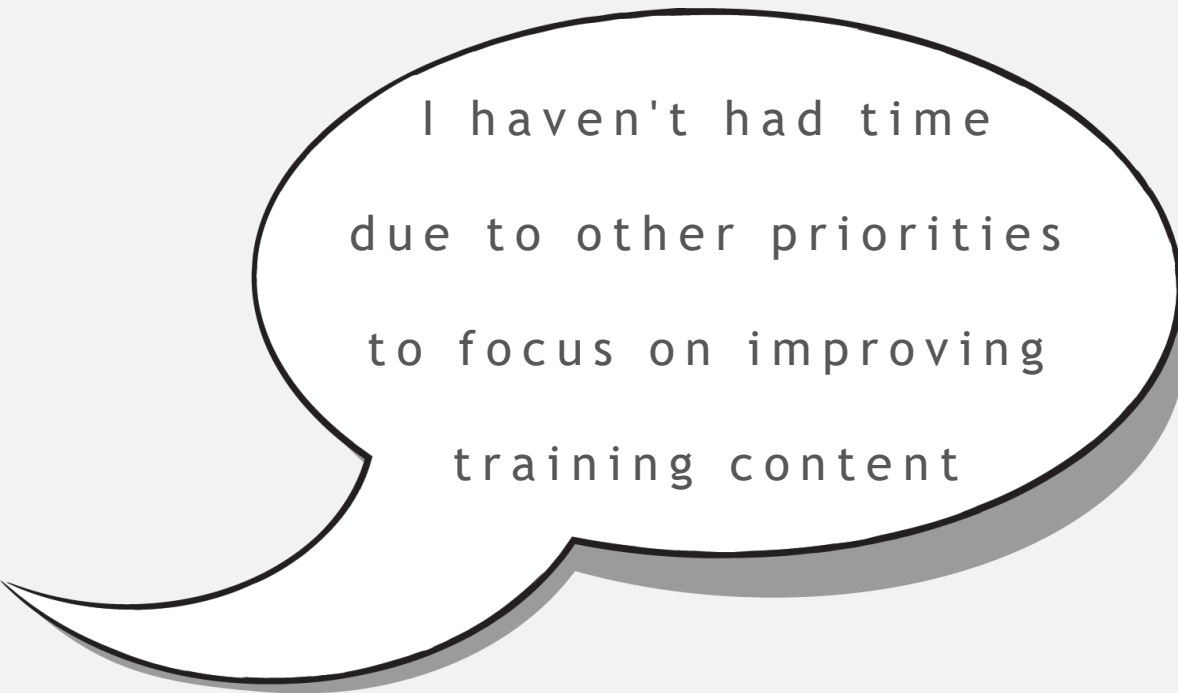
SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT



I haven't had time
due to other priorities
to focus on improving
training content

RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

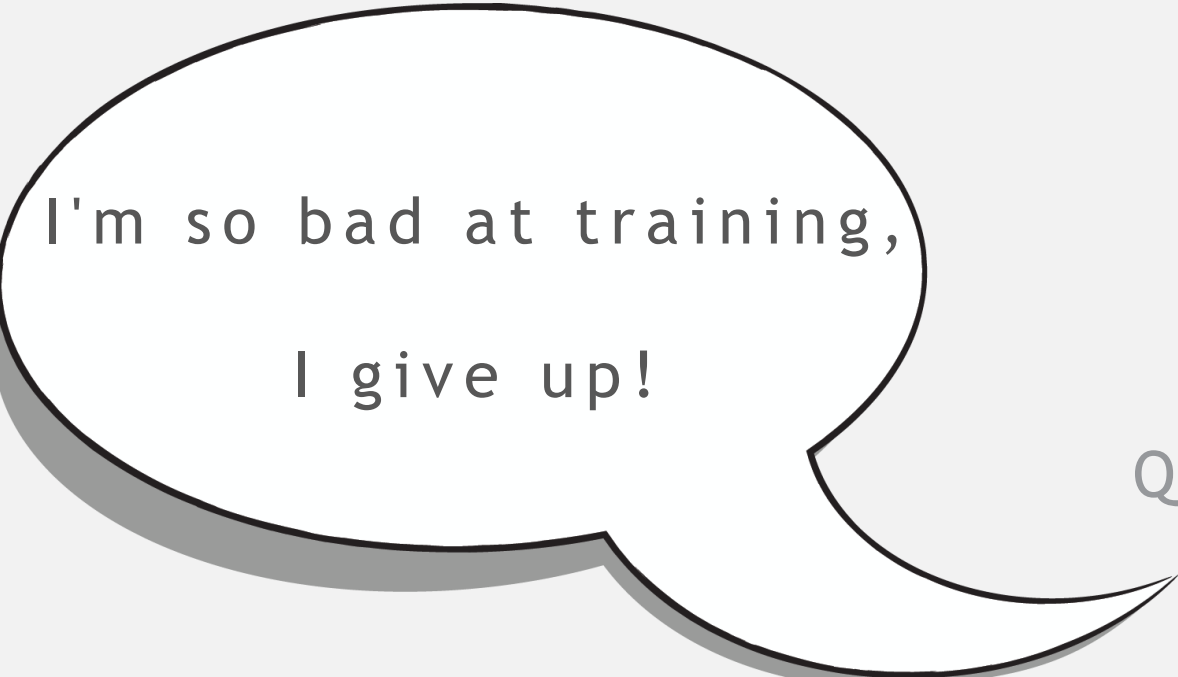
DENIAL

QUIT



I should have fixed
the content sooner

RESPONSIBILITY PROCESS



I'm so bad at training,
I give up!

QUIT

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION


QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL



Sigh, I guess I
have to update my
training content

RESPONSIBILITY PROCESS

RESPONSIBILITY

OBLIGATION

QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL

I can't wait to
update my training
content!

I'll do it now.

RESPONSIBILITY PROCESS IN PRACTICE

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT

1. Evaluate where you are acting from
2. Move upwards (as fast as you can)
3. Don't judge others
4. The higher the stakes, the harder to see

NON-VIOLENT COMMUNICATION

GIRAFFE LANGUAGE

- Of the heart
- Connecting
- Deep insight



JACKAL LANGUAGE

- Blaming
- Criticising
- Judging
- Demanding

ROOT CAUSE ANALYSIS IS TOO SIMPLISTIC

They should be
a better leader

They just need to
make sure they
give slack

They should care
about their
people more

JACKAL LANGUAGE

THEY SHOULD

THEY SHOULDN'T

THEY MUST

THEY MUSTN'T

WHY CAN'T/COULDN'T THEY JUST...

I DON'T UNDERSTAND WHY THEY JUST DON'T...

"SHOULD" ARE SHAME WE PUT ONTO OTHERS INSTEAD OF SELF

RESPONSIBILITY

OBLIGATION

QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL



They should be
a better leader

"MUSTS" & "JUSTS" ARE OBLIGATION EXPECTATIONS WE PUT ONTO OTHERS

RESPONSIBILITY

OBLIGATION

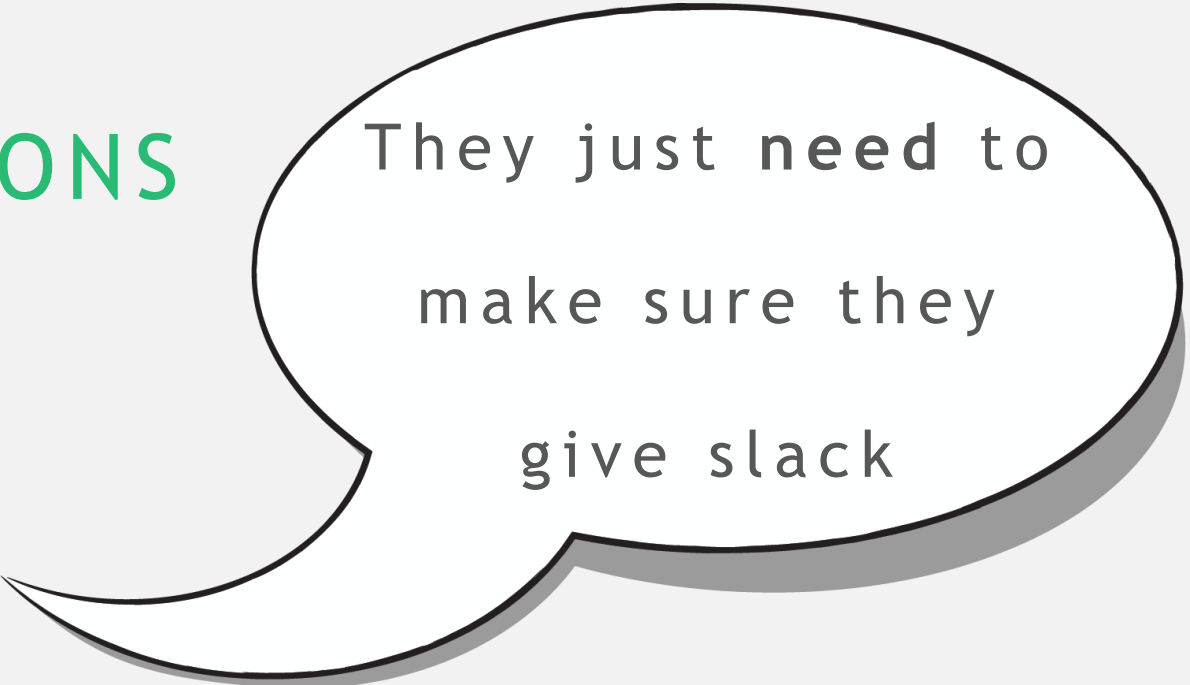
QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL



They just need to
make sure they
give slack

NON-VIOLENT COMMUNICATION

OBSERVATION

FEELING

NEED

REQUEST

NVC FEELINGS

Afraid

Apprehensive
Frightened
Panicked
Petrified
Suspicious
Terrified
Wary
Worried

Annoyed

Exasperated
Frustrated
Impatient
Irritated

Angry

Furious
Indignant
Outraged
Resentful

Aversion

Appalled
Contempt
Disgusted
Hate
Horrorified
Repulsed

Confused

Ambivalent
Hesitant
Lost
Perplexed
Puzzled
Torn

Disconnected

Apathetic
Bored
Cold
Detached
Distracted
Numb
Uninterested

Disquiet

Agitated
Alarmed
Discombobulated
Disturbed
Rattled
Shocked
Surprised
Troubled
Turbulent
Uncomfortable
Uneasy
Unnerved
Unsettled
Upset

Embarrassed

Ashamed
Guilty
Mortified
Self-conscious

Fatigue

Depleted
Exhausted
Lethargic
Sleepy
Weary

Pain

Agony
Devastated
Grief
Heartbroken
Hurt
Lonely
Miserable
Remorseful

Sad

Depressed
Despair
Disappointed
Discouraged
Hopeless
Unhappy

Tense

Anxious
Cranky
Distressed
Edgy
Irritable
Nervous
Overwhelmed

Vulnerable

Fragile
Helpless
Insecure
Sensitive
Shaky

Yearning

Jealous
Wistful



NVC NEEDS

Autonomy

Choice of goals
Choice of plan
Freedom
Independence
Integrity
Presence
Space
Spontaneity

Celebration

Creation of life
Dreams fulfilled
Losses

Integrity

Authenticity
Creativity
Meaning
Self-worth

Interdependence

Acceptance
Affection

Interdependence

Appreciation
Awareness
Belonging
Closeness
Community
Companionship
Compassion
Consideration
Connection
Cooperation
Contribution
Emotional safety
Empathy
Equality
Honesty
Inclusion
Love
Mutuality
Reassurance
Respect
Support
Trust
Understanding
Warmth

Meaning

Awareness
Clarity
Competence
Consciousness
Contribution
Creativity
Efficacy
Effectiveness
Growth
Hope
Learning
To Matter
Mourning
Participation
Purpose
Self Expression
Understanding

Rest & Play

Challenge
Mastery
Ease
Enjoyment
Fun
Joy
Humour
Laughter
Learning
Relaxation
Spontaneity
Stimulation

Safety & Health

Physical safety
Emotional safety
Security
Stability
Predictability
Support

Spiritual

Beauty
Communion
Harmony
Inspiration
Order
Peace

Nurture

Air
Food
Exercise
Nurturing
Protection
Rest
Safety
Sexual
Shelter
Touch
Warmth
Water

NVC IN ACTION

When I get an email
that <is brief and
quickly> mentions
that they have
"feedback" for me

Then I get **anxious**

Because I am needing
emotional safety

Would you be willing
to approach me
directly without the
email to give
feedback?

When I get an email
that mentions that
they have "feedback"
for me

Then I get **worried**

Because I am needing
**acknowledgement of
contribution**

Would you be willing
to preface the
conversation with
the impact I have
made?

When I get an email
that mentions that
they have "feedback"
for me

Then I get **worried**

Because I am needing
Acceptance

Would you (I) be
willing to fail?

CONFLICT ARISES FROM UNALIGNED NEEDS

Autonomy

Choice of goals
Choice of plan
Freedom
Independence
Integrity
Presence
Space
Spontaneity

Celebration

Creation of life
Dreams fulfilled
Losses

Integrity

Authenticity
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Acceptance
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Clarity
Competence
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Contribution
Creativity
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Hope
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To Matter
Mourning
Participation
Purpose
Self Expression
Understanding

Rest & Play

Challenge
Mastery
Ease
Enjoyment
Fun
Joy
Humour
Laughter
Learning
Relaxation
Spontaneity
Stimulation

Safety & Health

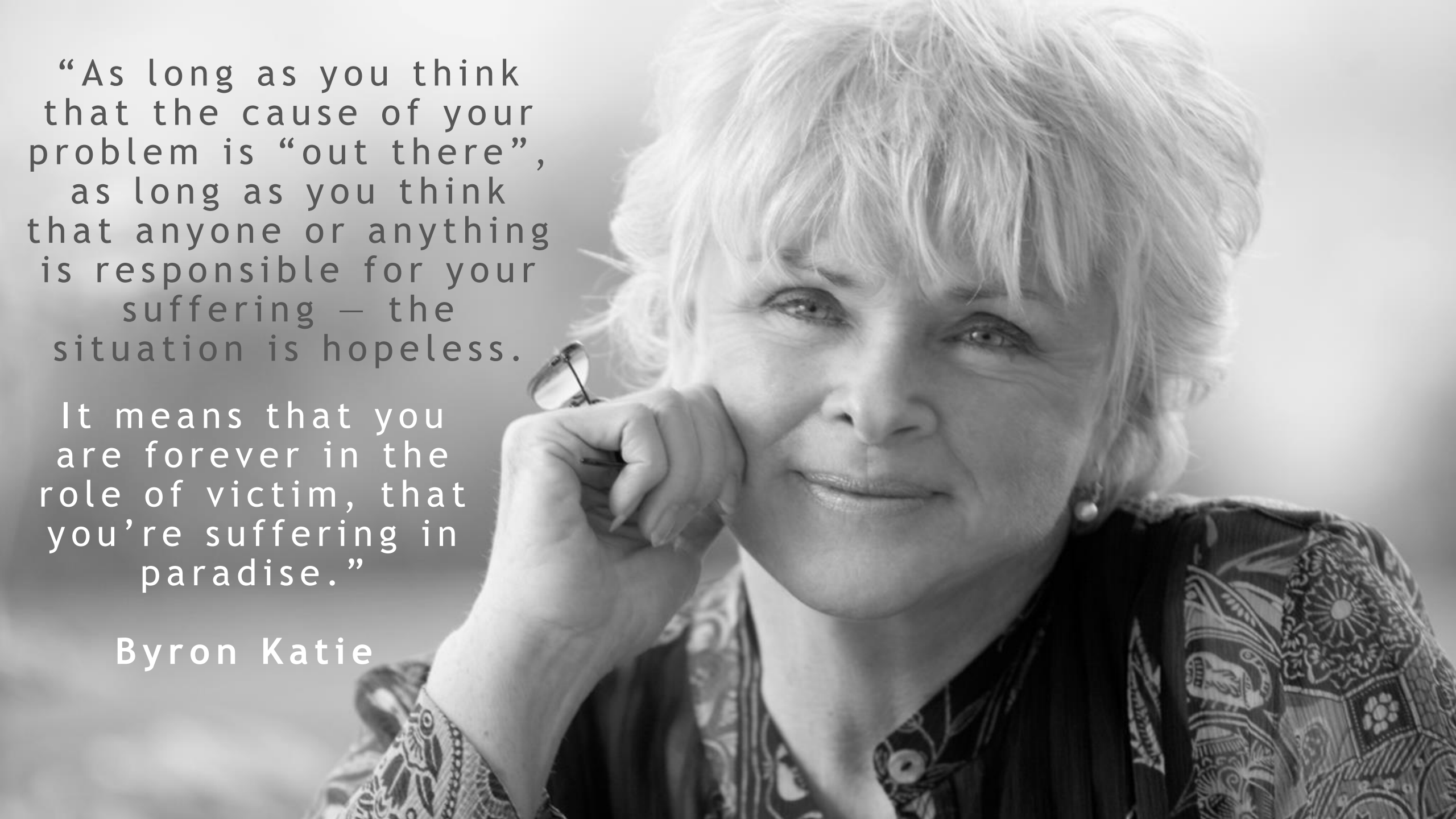
Physical safety
Emotional safety
Security
Stability
Predictability
Support

Spiritual

Beauty
Communion
Harmony
Inspiration
Order
Peace

Nurture

Air
Food
Exercise
Nurturing
Protection
Rest
Safety
Sexual
Shelter
Touch
Warmth
Water



“As long as you think
that the cause of your
problem is “out there”,
as long as you think
that anyone or anything
is responsible for your
suffering – the
situation is hopeless.

It means that you
are forever in the
role of victim, that
you’re suffering in
paradise.”

Byron Katie

"Nothing fools you better than the lie you tell yourself."

Raymond Teller



JACKAL LANGUAGE

They should be
a better leader

They should care
about their
people more

They just need to
make sure they
give slack

"THE WORK"

1. IS IT TRUE?
(Yes or no, if no, move to 3)
2. CAN YOU ABSOLUTELY KNOW
THAT IT'S TRUE? (Yes or no)
3. HOW DO YOU REACT, WHAT
HAPPENS, WHEN YOU BELIEVE
THAT THOUGHT?
4. WHO WOULD YOU BE WITHOUT
THAT THOUGHT?

TURNING IT AROUND

They should be
a better leader

They should make
sure they have
slack

They should care
about their
people more



*I should be a better
leader*



*I should care about
my coachee more*



*I should have more
slack in my mind*

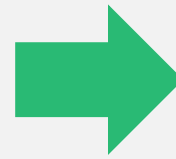
JOYOUS REPOSITIONING

They should be
a better leader

They should make
sure they have
slack

They should care
about their
people more

*I want them to connect
deeper with their
people*



*I should connect
deeper with my
coachee*

*I look forward to
connecting deeper
with my coachee*

PULL OVER PUSH RESOLUTION



*THE MOST POWERFUL
CHANGE YOU CAN MAKE IS
A CHANGE IN YOURSELF
OVER
A CHANGE IN OTHERS.*

DON'T BEAT YOURSELF UP WHEN YOU AREN'T PERFECT

SHAME!



SHAME!

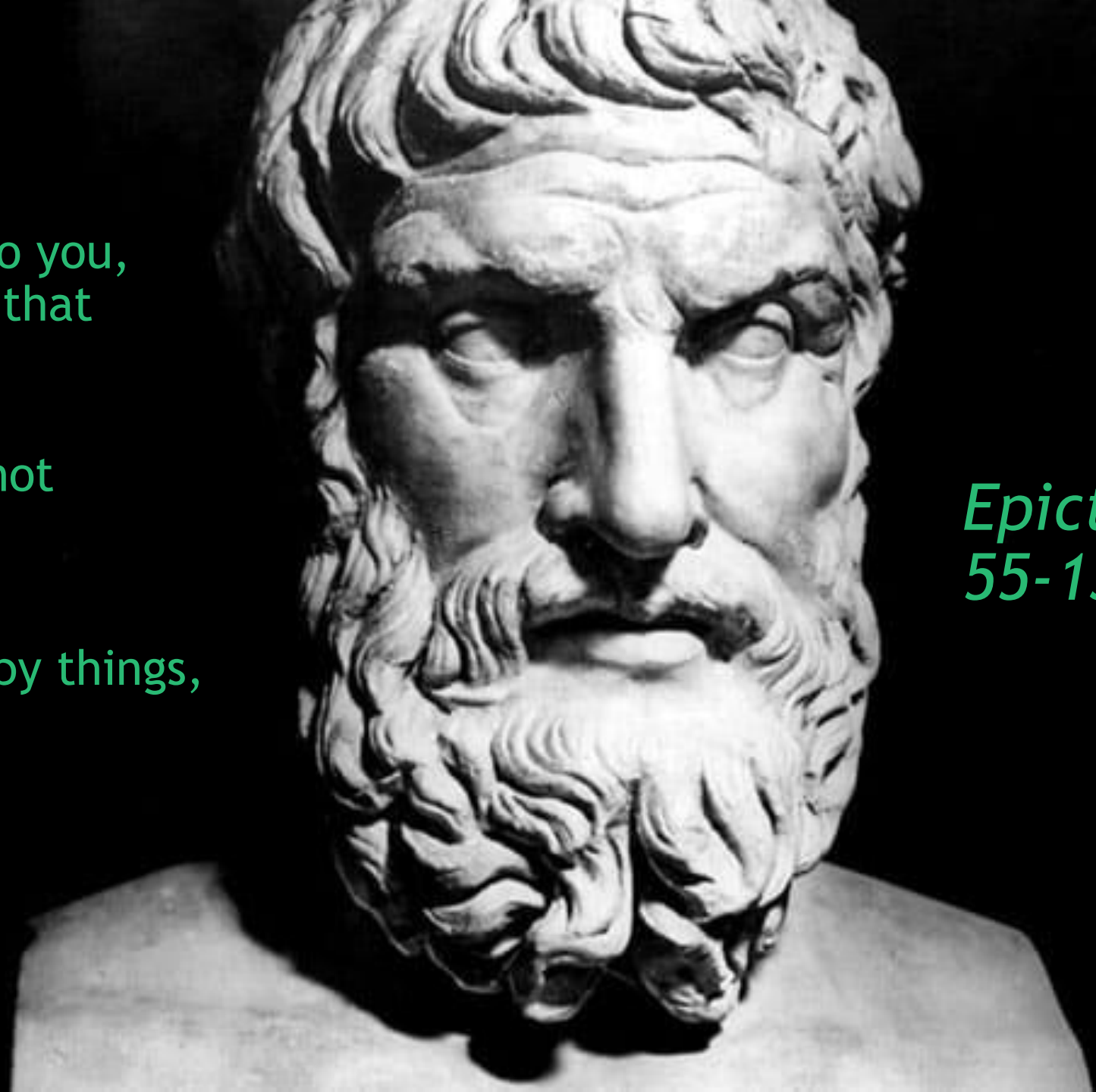
SHAME!

"It's not what happens to you,
but how you react to it that
matters."

"No man is free who is not
Master of himself."

"Men are disturbed not by things,
but by the view which
they take of them."

Epictetus,
55-135AD



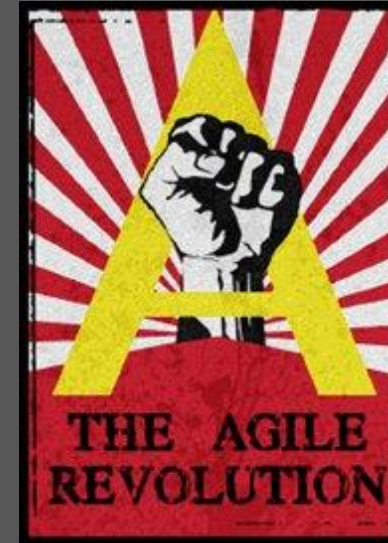
WANT TO CONTINUE THE DIALOGUE?



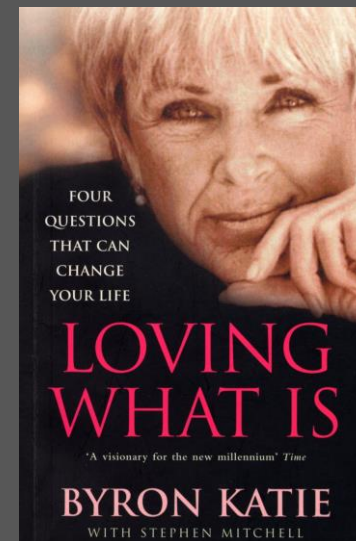
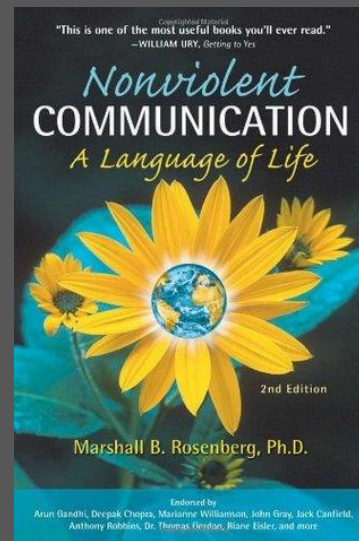
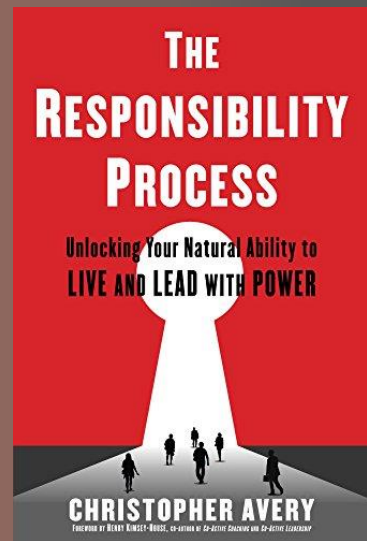
@AgileRenee



Troughton.Renee@bcg.com



The Agile
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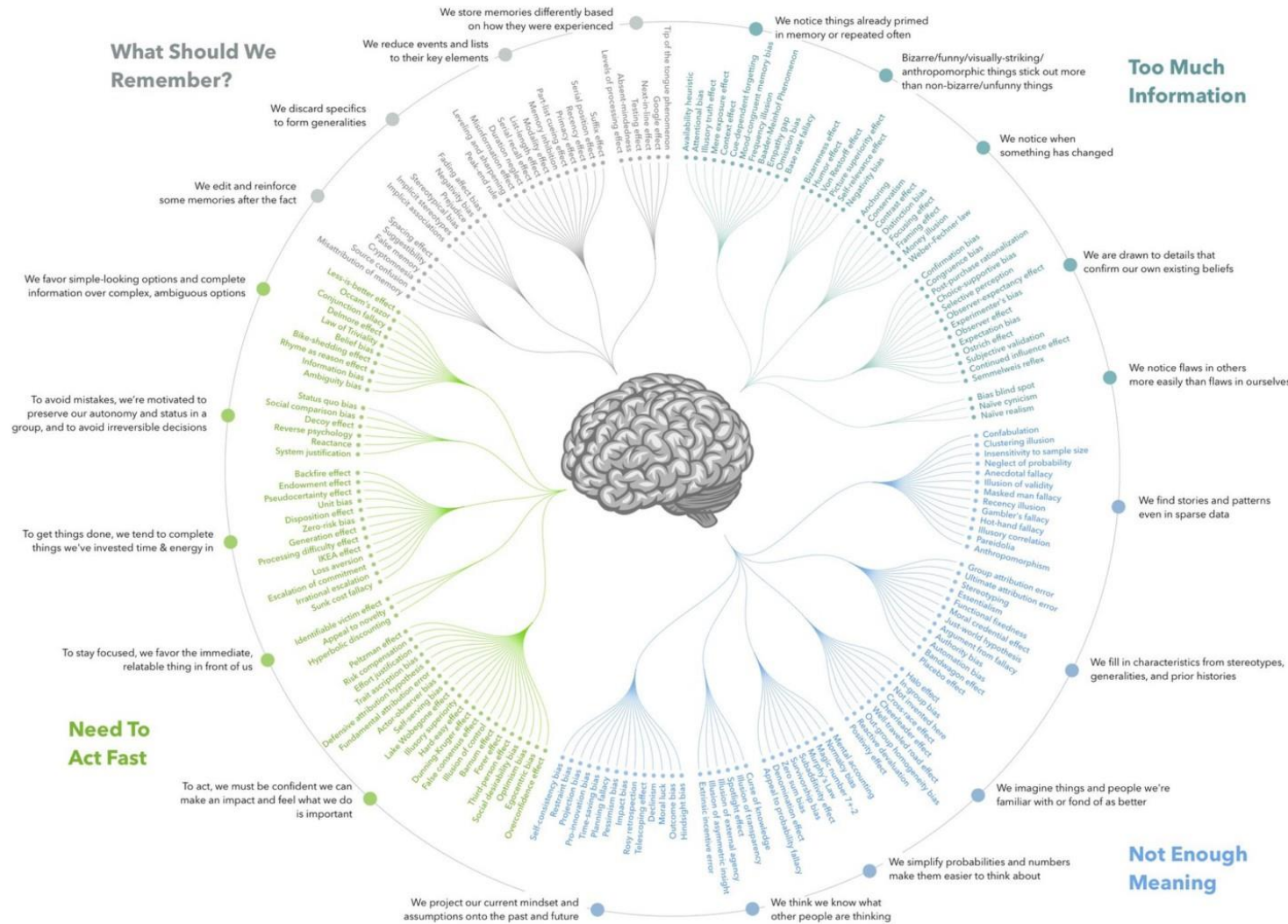
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