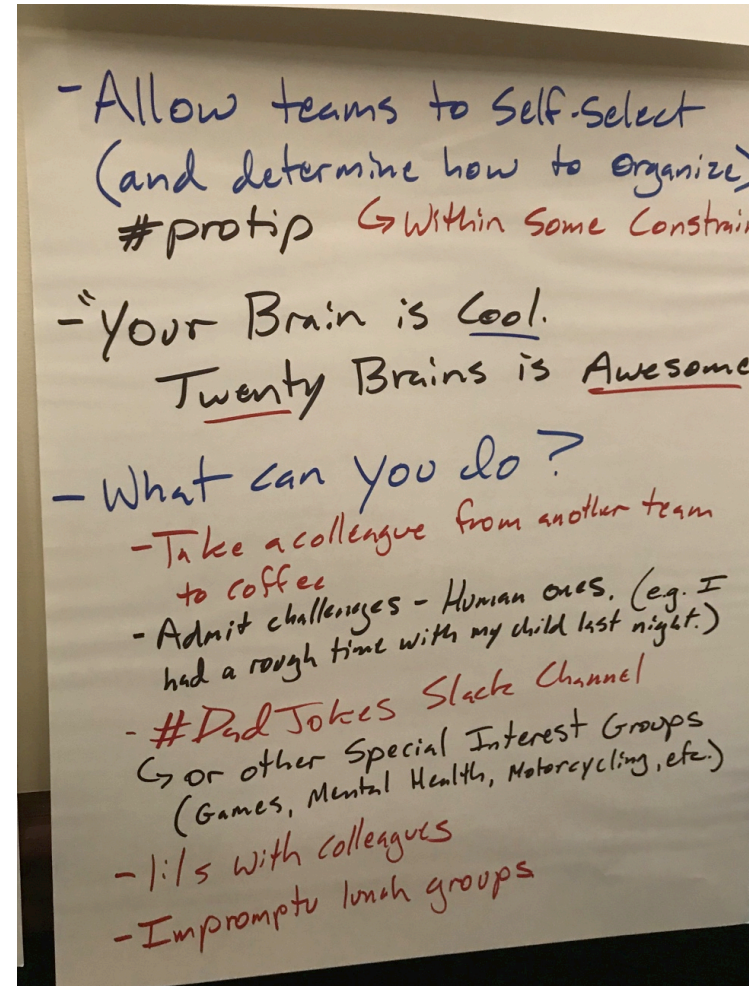
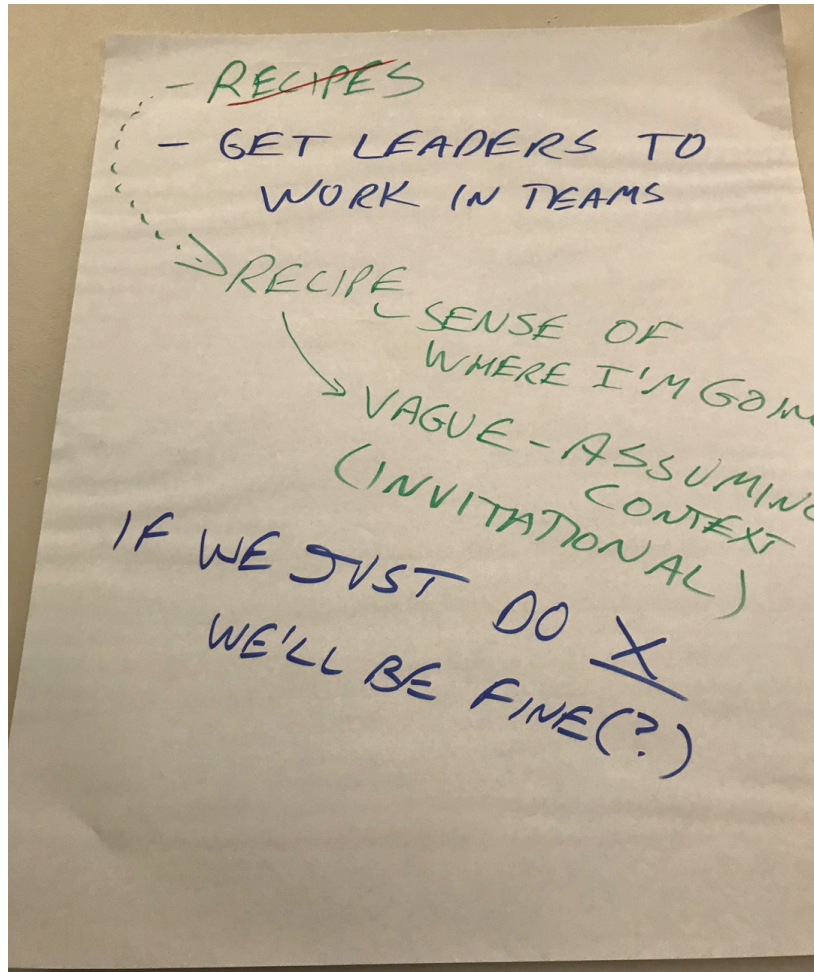


# Focusing on people over process

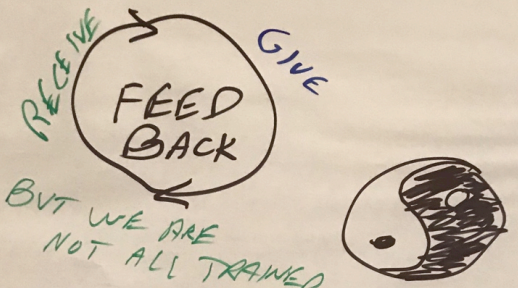
- Coffee meetings with whole team, where C-level attend
  - you can approach C-levels in the hallway
- Make connections so that we get a better sense of people's needs, challenges, desires
- Establish safety to draw this out.
  - ↳ Leaders/Managers can show vulnerability
    - Highlight their own limitations, mistakes

- "What was the toy you wanted as a child, but never got?"
- Small conversations can help increase relations + Understanding
- Scrum Masters can model this behavior
- ( Courage as a Scrum Value
  - ↳ Start Small → Show Vulnerability → Increase Safety
- Scrum Masters can also coach executives → Help them be more curious about people and teams

# Focusing on people over process



# Focusing on people over process



A handwritten diagram on a piece of paper. On the left, a circle contains the words "FEED BACK". An arrow points from the circle to the word "GIVE" on the right, and another arrow points from "GIVE" back to the circle. On the left side of the circle, the word "RECEIVE" is written vertically. Below the circle, the text "BUT WE ARE NOT ALL TRAINED" is written in green. To the right of the circle is a hand-drawn yin-yang symbol.

GRANTING PERMISSIONS  
TO OUR HUMANITY  
HONESTY, INTEGRITY **SELF**

Different personas in different contexts - but bring yourself ~~to~~ into that

How do we grant permission to be human at scale?

- At scale human relations (fuzzy networks) are even more necessary
- How can we make things better for humans, while still delivering?
- Upper management attend things on the floor (gemba walk)
- option: have HR (etc) on vertical level, so they know the individuals and play in

# Focusing on people over process

- Approach must be multifaceted  
↳ "It's not just one thing."
- Hold office hours - #protip
- "If someone says, 'it's a safe space, you can say anything.' you probably can't."
- 1:1s can be an avenue to increasing connections - Build Trust
- Value of understanding how we're putting teams together → use people's strengths. Build better teams  
↳ Important to recognize when teams aren't working well together