QRC Agile Conversations

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

Conversational analysis (4 R’s)

1) Record

<table>
<thead>
<tr>
<th>What Y thought and felt</th>
<th>What X and Y said</th>
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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) Revise

4) Role Play

4.1) Role Reversal

5) Repeat

Step 1

1) Record

2) Reflect

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)

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

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

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