

How to Bring it to Your Team

The conversation goes better when you start from where your leader already is. Pick the situation that matches yours. *Which of these sounds like your situation?*

- My leader doesn't see a problem with our progress, or sees a problem but doesn't believe it's solvable
- My leader sees a problem and plans to address behaviors (it's a people problem)
- My leader sees a problem and plans to address our systems (it's a tooling problem)
- My leader sees the problem, and the current fix or workaround isn't working

My leader doesn't see a problem

Your leader doesn't believe there's a solvable problem. They have an ambition: a goal, a standard, or something better than the current state.

The move: Name the ambition, connect your own experience to it, and offer to try something with the team that moves you closer or increases the likelihood of achieving the ambition.

What this looks like:

- I know we want [the ambition]; I've been thinking about how to get there.
- I implemented a couple of lightweight practices in my own work to keep my objective clear, my progress visible, and my thinking available to the team.
- I'd like to try this out with the team to see if it has the same effect.

Not this:

- You're not complaining about the team or any individuals
- You're not bashing the burndown
- You're not saying the sky is falling

If the leader says "every team deals with this" or "this isn't solvable":

- We work in a complex domain where dependencies, decisions, and progress require significant effort from our team. We can try these practices to improve clarity and group "memory". If we do this when others cannot, we create a competitive advantage.

My leader sees it and knows the current fix isn't working

Your team is changing something, hoping for [the better results the approach is meant to achieve]. It's not fixing the problem, or not all the way.

The move: Adopting lightweight practices would [have an impact on the problem]. Suggest that your leader take the team diagnostic.

What this looks like:

Since we're all working toward [goal state], and trying [thing you're trying]

- I also picked up some lightweight practices in my own work of [specific thing you tried that made the biggest difference]
- And I noticed [what you noticed]
- I think it could help us as a team if we adopted this along with [whatever you're already doing].

Not this:

- You're not bashing the current idea.

If the leader asks, "What would that actually look like?"

- I can share what I used to get started. There's a short diagnostic that lays out the options. It takes about 5 minutes and gives you a clearer picture of where the team is.

If the leader asks, "How do I know it'll work?"

- We don't know for certain, but here's what I noticed when I implemented [thing that made the most difference]



My leader sees it and is working on the people

Your leader focuses on working towards higher individual competencies and performance for the team results to improve [in terms of whatever KPI is troubling the leader].

The move: Don't redirect the diagnosis. Connect to the outcome the leader is already working toward, then offer your own evidence. Ask if they saw it too.

What this looks like:

- Because we're working on [troubling kpi]
- I tried [practice that made the biggest difference]
- What I saw was [this impact on progress or clarity]
- Did you see the effect of that?

Not this:

- You're not disagreeing about what the problem is
- You're not telling your leader that he is blaming the people

If the leader says "we're already working on that":

- I think these lightweight practices can augment [what we're already doing]
- Let's pick a small team-oriented practice to add on

If the leader says "we've had those conversations and nothing's changed":

- Let's run an experiment for 4-6 weeks (or number of sprints that's roughly equivalent in time) to add a team practice and then see where we are

My leader sees it and is working on tools or process

Your leader is trying [tooling you're trying] to help with [troubling KPI].

The move: Don't redirect the diagnosis. Connect to the outcome the leader is already working toward, then offer your own evidence. Ask if they saw it too. Then suggest the practices sit alongside the tool, and not instead of it.

What this looks like:

- Because we're working on [troubling kpi]
- I tried [practice that made the biggest difference]
- What I saw was [this impact on progress or clarity]
- Did you see the effect of that?
- If we couple that with [some measure of what they plan or are doing], I think the results will be even better

Not this:

- You're not disagreeing about what the problem is
- You're not overpromising or agreeing that the tool is helping if it's not

If the leader says "we tried a process change and it didn't stick":

- This practice change is lightweight and should show results right away or we drop it



My leader wants to know more

If the leader is receptive and they ask what you tried, or they say "tell me more", keep the explanation short.

The move: Say what you did differently and describe the results you attribute to that.

What this looks like:

I started doing three things differently in my own work.

1. Before I start, I write down what I'm committing to produce (not what I'll be doing, but what it actually looks like when it's done).
2. I record the decisions that set direction, so they don't have to be re-explained or relitigated later.
3. And I track what changes relative to that commitment, not just what I'm working on.

What I saw

1. My updates got shorter and more direct.
2. When something changed, I was clearer about the impact on the named outcome.
3. Anyone on the team or outside of it can see where I am and what's happening.

I'd like to try this with the team on one piece of work. If it doesn't help, we drop it.

Here's what's next.

If you want a clearer picture of where the team is before we start, there's a short diagnostic. It takes about 5 minutes and shows you specifically where the work is losing ground.

[\[Team diagnostic link\]](#)

Not this:

- You're not naming a system or a methodology
- You're not promising it will fix everything
- You're not asking for more than one piece of work to try it on

