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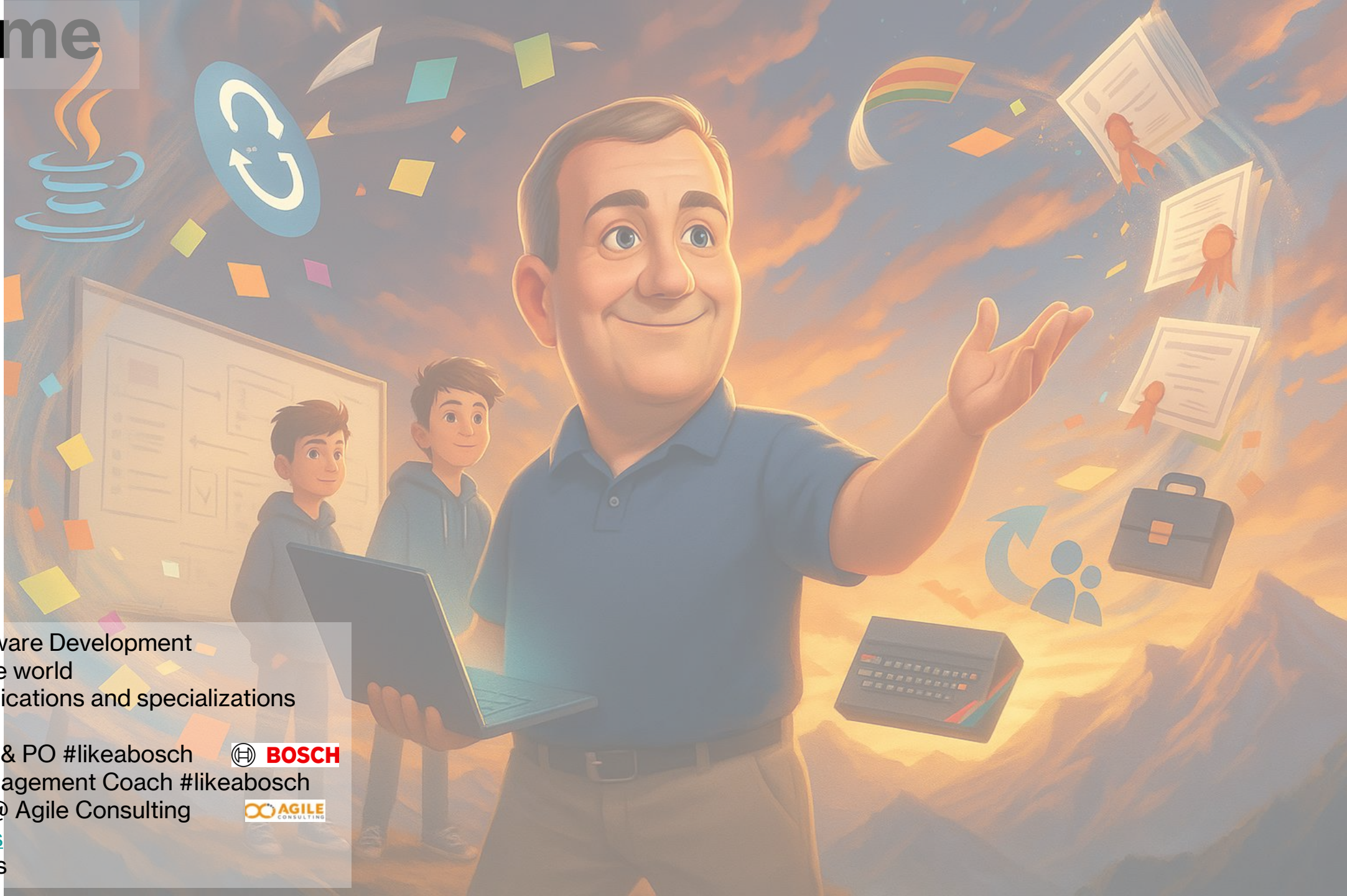
Regional Scrum Gathering®

BELGRADE

Modelling Excellence Practical Steps to Build High-Performing Teams

Marko Majkić

About me



- 40+ years in Software Development
- 19 years in an agile world
- 25+ industry certifications and specializations
- Currently
 - Agile Coach & PO #likeabosch  **BOSCH**
 - Change Management Coach #likeabosch
 - Consultant @ Agile Consulting 
- <https://majkic.in.rs>
- Father of two boys



What Do I Need
From You?



Why Model Excellence?

- Model what works, do not copy theory
- Make it teachable, transferable
- Small, safe-to-try changes



**How Do You
Define an
Excellent Team?**



How Do You Define an Excellent Team?



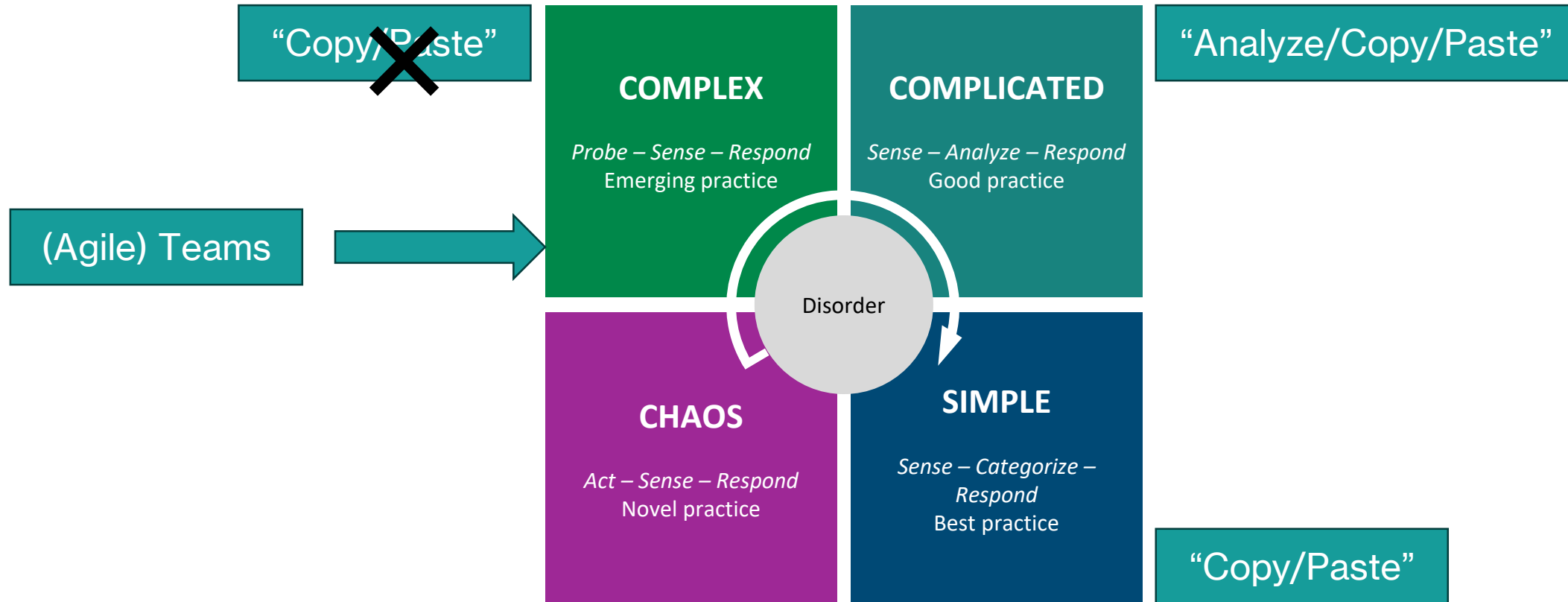
No “one-size-fits-all”



**Mimicking is
natural, but...**

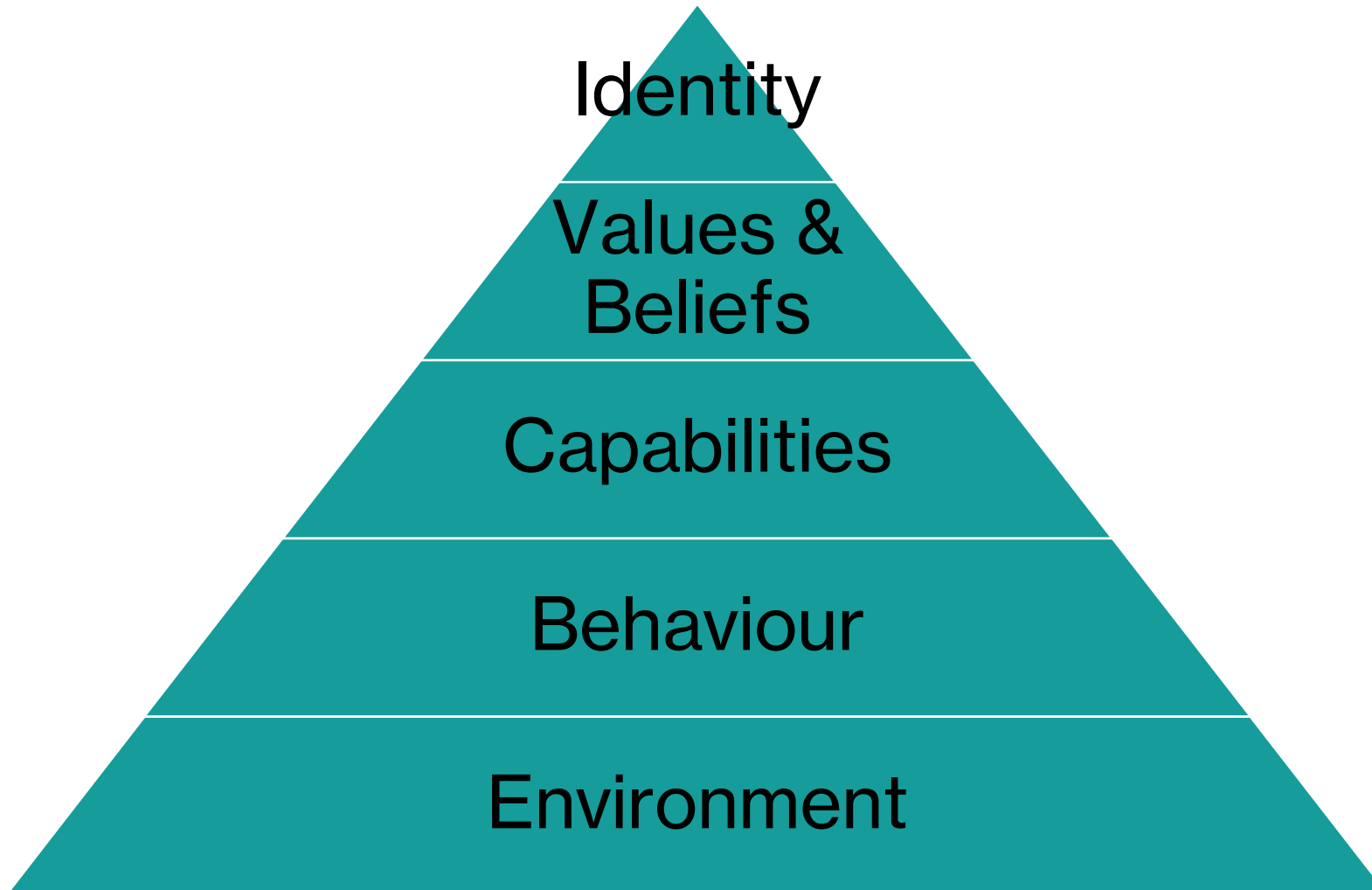
Why Copy/Paste Doesn't Work?

Cynefin Model – Explaining Structure of Complexity



Why Copy/Paste Doesn't Work?

Neuro-Logical-Level (NLL) – Structure of the Experience



Who are you? Being.

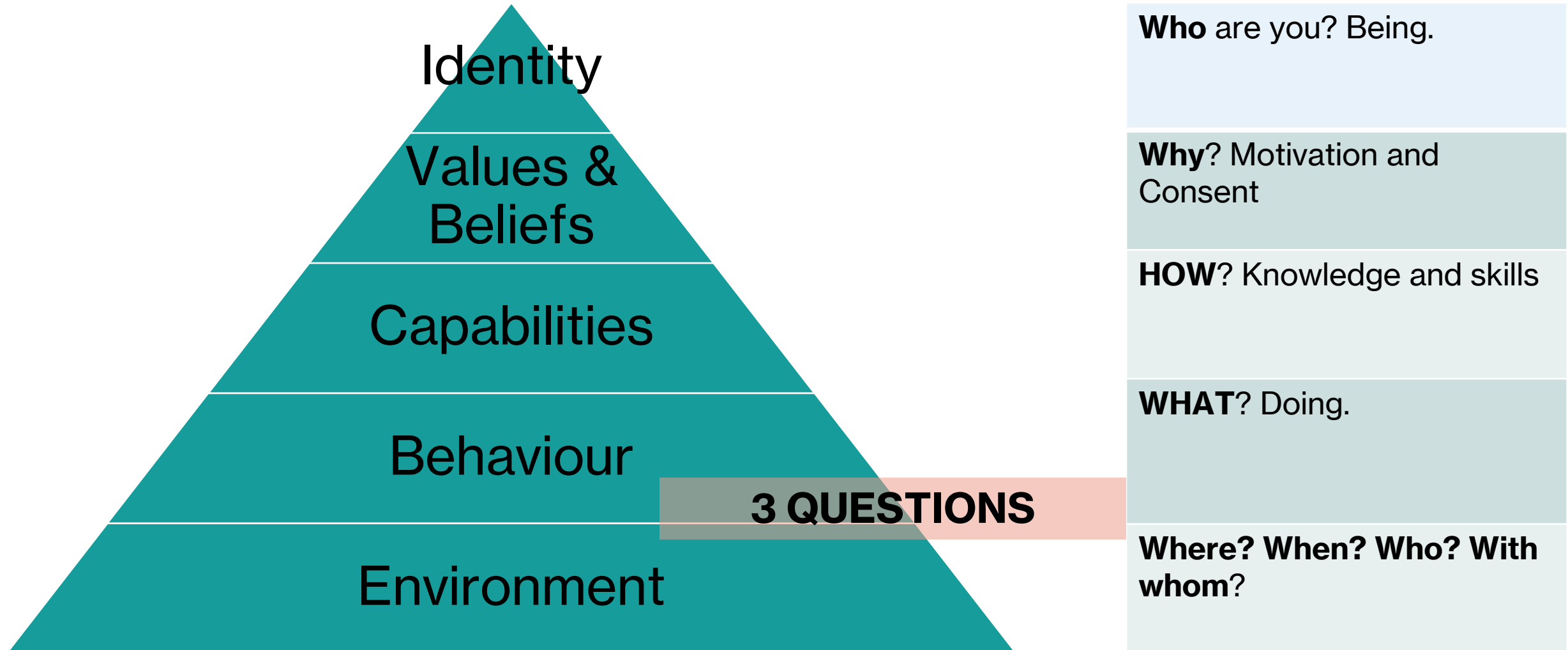
Why? Motivation and Consent

HOW? Knowledge and skills

WHAT? Doing.

Where? When? Who? With whom?

Example: 3 Daily Scrum Questions



Modelling Team Excellence



MTE 6-Step Process

1	Select and Define	Choose a model team (inside/outside). Define “excellence” with outcomes/metrics (flow, quality, predictability, engagement, customer impact).
2	Elicit	Use interviews/observation to surface beliefs, states, strategies, language, rituals, constraints.
3	Map	Synthesize into an MTE Canvas: patterns, dependencies, anti-patterns, enabling structures.
4	Codify	Translate into micro-practices, checklists, scripts, visual aids. Make it teachable.
5	Transfer	Design safe-to-try experiments. Embed anchors/rituals in Scrum events. Assign owners.
6	Measure & Iterate	Set leading/lagging indicators. Inspect in Retro. Keep what works; adapt/remove what doesn't.

MTE Examples - Scrum

1. Planning: Language frame “From scope to outcomes.” Anchor: 90-second “Outcome Snapshot.”
2. Daily: Strategy: “Plan the next 24h around the Sprint Goal.” Language: “What’s the smallest slice that moves us towards the goal?”
3. Review: Frame: “Evidence of value.” Ritual: start with a 2-minute user story from a real user.
4. Retro: State reset: 60-second breathing + quick gratitude; strategy: “One constraint, one experiment.”

MTE Elicitation Script (1/2)

<https://bit.ly/MTE-elicitation>



1. Beliefs & Identity

- “What must be true for your team to achieve this consistently?”
- “What do you believe about quality/commitments/learning that others may not?”
- “When things go wrong, what belief guides your response?”

2. Strategies (Before/During/After)

- “Walk me through what you do before/during/after Planning/Daily/Review/Retro.”
- “In a crunch, how do you decide what to do first? What do you notice, think, decide?”
- “How do you ensure finishing vs. starting? Any specific steps?”

3. Language

- “What exact phrases do you use to resolve conflict or say ‘no’ while staying aligned?”
- “What words show up when you commit to a Sprint Goal?”
- “What metaphors do you use for the work (e.g., ‘slicing the cake’, ‘flight levels’)?”

MTE Elicit

it.ly/MTE-elicitation

4. States & Anch

- “How do you ge
- “Any cues/ritua
- “How do you pr

5. Transferability

- “Which part is e
- “What conditior

6. Environment

- “Which working
- “What tooling/v

7. Evidence

- “How do you kr



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MTE Exercise 1

- Ask exact-word questions
- Capture 3–5 patterns
- Tip: anchor to a single event

1. Setup (1 min)
 - Pair up. A = “model team member,” B = “interviewer.”
2. A chooses a real success moment from their team; B uses the script.
 - Run (5 min)
3. 3-minute interview focused on one event (e.g., Daily or Planning).
 - 2 minutes to extract 3–5 patterns to the MTE Canvas:
 - One belief, one language frame, one strategy step, one anchor/ritual, one environmental support.
4. Swap or share (optional if time) (1–2 min)
 - Quick share-out with another pair (30 seconds each).



MTE Codify → Transfer → Anchor

1. Codify

→ Translate into micro-practices, checklists, scripts, visual aids. Make it teachable.

2. Transfer

→ Design safe-to-try experiments. Embed anchors/rituals in Scrum events. Assign owners.

3. Measure & Iterate

→ Set leading/lagging indicators. Inspect in Retro. Keep what works; adapt/remove what doesn't.



Leading vs. Lagging Indicators

Leading (show change this week)

- Daily flow signals: WIP trend down, blockers cleared within 24h, cycle time for the smallest slice.
- Event health: Planning done on time with a clear Sprint Goal; Daily ≤ 15 minutes, goal-oriented.
- Collaboration: # of swarming instances; PR turnaround time; cross-functional pairing occurrences.
- Quality posture: Definition of Done adherence spot-check; escaped defect detection latency.
- Safety/Engagement: Retro participation; voluntary ownership of experiments.

Lagging (confirm impact over sprints)

- Predictability: Planned vs. done variance; forecast accuracy.
- Throughput & Cycle Time: Stability and reduction in tail.
- Quality: Escaped defects per sprint; rework rate.
- Customer Value: Proxy metrics (NPS, activation, feature usage).
- Team Health: Engagement pulse, attrition trends.

MTE Exercise 2

1. Setup (1 min)

- Groups of 3–5. Pick one pattern from Exercise 1.

2. Convert (6 min)

- Create:
 - One micro-practice (≤ 5 minutes) for a specific Scrum event.
 - One language frame or script line.
 - One anchor/ritual (visual cue, checklist item, physical trigger).
- Design a 1-week safe-to-try experiment:
 - Hypothesis: “If we [micro-practice], then [leading indicator] will improve.”
 - Success metric: e.g., “% items finished by Thu,” “Planning time ≤ 60 min with clear forecast.”
 - Owner and start date.

3. Share (3 min)

- 1 minute per group to announce experiment and metric.

The MTE Canvas

- Sections overview
- Example fields
- How to use in 5 minutes



MTE Plan

by Marko Majkic

<https://bit.ly/MTE-Miro>



Select and Define Choose a model team (problem/solution). Define "conditions" with outcome/objective (flow, quality, productivity, engagement, customer impact). 1	Map Synthesize into an MTE Canvas: patterns, dependencies, anti-patterns, enabling structures. 3	Transfer Design safe-to-try experiments. Embed success/failure in forum events. Assign owners. 5
Elicit Use interviews/observation to surface beliefs, values, strategies, language, rituals, constraints. 2	Codify Translate into micro-practices, checklists, scripts, visual aids. Make it searchable. 4	Measure & Iterate Set leading/lagging indicators. Inspect in Rites. Keep what works, adapt/remove what doesn't. 6

MTE Canvas

by Marko Majkic

<https://bit.ly/MTE-Miro>



Outcomes & Metrics Desired results and how we measure them (flow, quality, value, engagement) 1	States & Anchors Desired states (desired world, context) + opportunities to create them 3			Rituals & Cadences Repeatable behaviors tied to events, project micro-rhythms 6	Anti-Patterns & Risks What to avoid when transferring 8
	Strategies 4 Planning How we translate outcomes → forecast Execution How we align, swarm, finish Learning How we reflect, adapt, improve			Environmental/Structural Supports DoD/DoF, WIP, work agreements, tooling, visual management 7	One-Week Experiment Experiment, steps, success/crit. data, feedback actions 9
Beliefs & Identity Values, shared beliefs, guiding statements, contributions they expect 2	Language Patterns/Frames/Metaphors Phrases, presuppositions, metaphors that shape action 5				

MTE 1-Pager



One-page takeaway contents (bullet list)

- MTE 6-step checklist
 - Select & define outcomes/metrics
 - Elicit patterns (beliefs, states, strategies, language, rituals, environment)
 - Map to MTE Canvas
 - Codify into micro-practices/scripts/visuals
 - Transfer via safe-to-try experiments with anchors
 - Measure leading/lagging; iterate in Retro
- Top 12 elicitation questions
 - “What must be true for this to happen consistently?”
 - “Walk me through exactly what you did before/during/after X.”
 - “What did you notice, think, decide at the turning point?”
 - “What exact phrases did you use to commit/decline?”
 - “How did you get into the right state?”
 - “What ritual or cue helped?”
 - “Which part is essential vs. optional?”
 - “What constraints enable this?”
 - “How do you know it’s working?”
 - “What breaks it?”
 - “What’s the minimum viable pattern?”
 - “If we had to teach this in 3 minutes, how would we do it?”
- 5 ready-made team anchors/rituals
 - “Outcome Snapshot” (90s at start of Planning: restate goal, success evidence)
 - “Finish Friday” (no new starts after Thu; swarm to finish)
 - “Blocker Bell” (visual token + immediate swarm rule)
 - “Two-Question Daily” (“What moves the Sprint Goal?” “What’s in the way?”)
 - “Micro-Retro Close” (60s: keep/stop/start sticky; pick one micro-experiment)
- 5 Agile language frames
 - Future pace: “By Friday 3pm, what will be true if we succeeded?”
 - Reframing: “What’s the smallest slice that still delivers value?”
 - Presupposition: “When we finish this slice today, which slice is next?”
 - Ecology check: “What might this break? How will we contain the risk?”
 - Constraint focus: “Given WIP 3, who will swarm with X to finish?”
- Measurement quick guide
 - Leading: WIP, small-slice cycle time, Daily focus, swarming frequency
 - Lagging: Predictability, throughput/cycle time stability, escaped defects, usage/value

<https://bit.ly/MTE-1-pager>

MTE Potential Traps

- **Cargo-culting without context fit**
 - Teams copy visible rituals and phrases but ignore the underlying beliefs, constraints, and conditions that made them work elsewhere.
- **Oversizing and ambiguity**
 - Practices are introduced too big or vaguely (no owner, no script, no anchor), so they don't stick and are hard to measure or coach.
- **Missing learning loop**
 - Experiments lack clear leading/lagging indicators and a cadence to inspect and adapt, turning MTE into a one-off activity rather than continuous improvement.
- **Interview bias and shallow elicitation**
 - Facilitators accept generalities instead of exact words/steps, producing vague patterns that can't be taught or transferred.
- **Hidden constraints ignored**
 - Teams miss environmental or structural enablers (e.g., WIP limits, DoD, capacity buffers), so the modeled practice fails in their context.
- **No visible anchors**
 - Without a clear trigger or cue embedded in Scrum events, even good micro-practices fade due to forgetfulness and context switching.

MTE Integration

1. Why – How MTE works?
2. MTE 6-step process
3. Identifying – Elicitation - Map
4. Codyfying – Transferring – Anchoring
5. MTE Canvas
6. Traps of implementation

MTE Sanity Check

1. Was this useful for you? Did you learn something new?
2. On the scale 1-5, how skillful Scrum/Agile Master/Coach need to be to conduct MTE?



QA & Contact

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