My Unusual Toolbox as a Scrum Master and Agile Coach

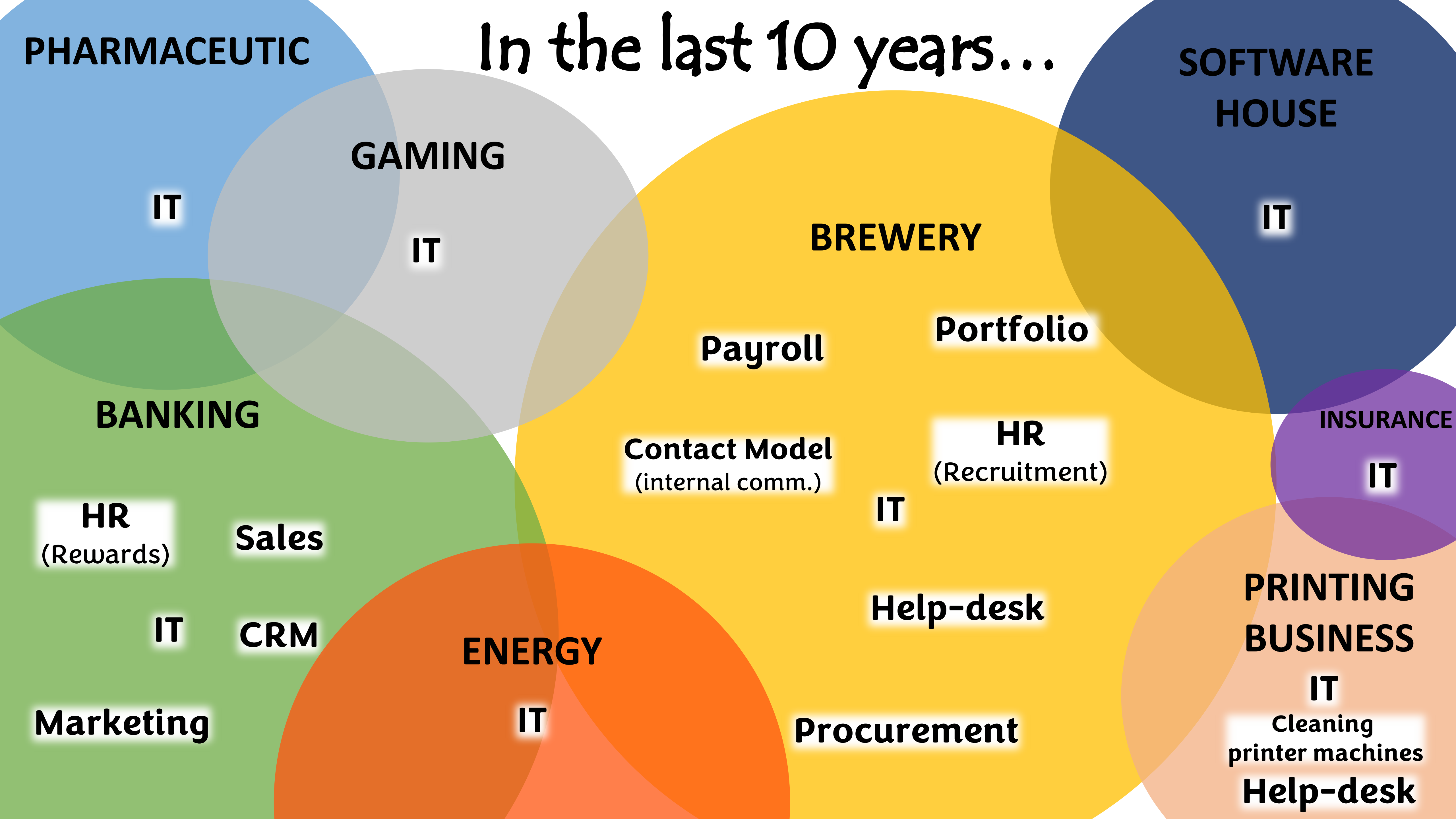
Artur Margonari

(Yes, you can join it.
We will need it soon ;))

Go to
www.menti.com
8205 9595

Journée agile 2025 by PYXIS

In the last 10 years…



PHARMACEUTIC

IT

GAMING

IT

BANKING

HR
(Rewards)

Sales

IT

CRM

Marketing

ENERGY

IT

BREWERY

Payroll

Portfolio

Contact Model
(internal comm.)

HR
(Recruitment)

IT

Help-desk

Procurement

SOFTWARE HOUSE

IT

INSURANCE

IT

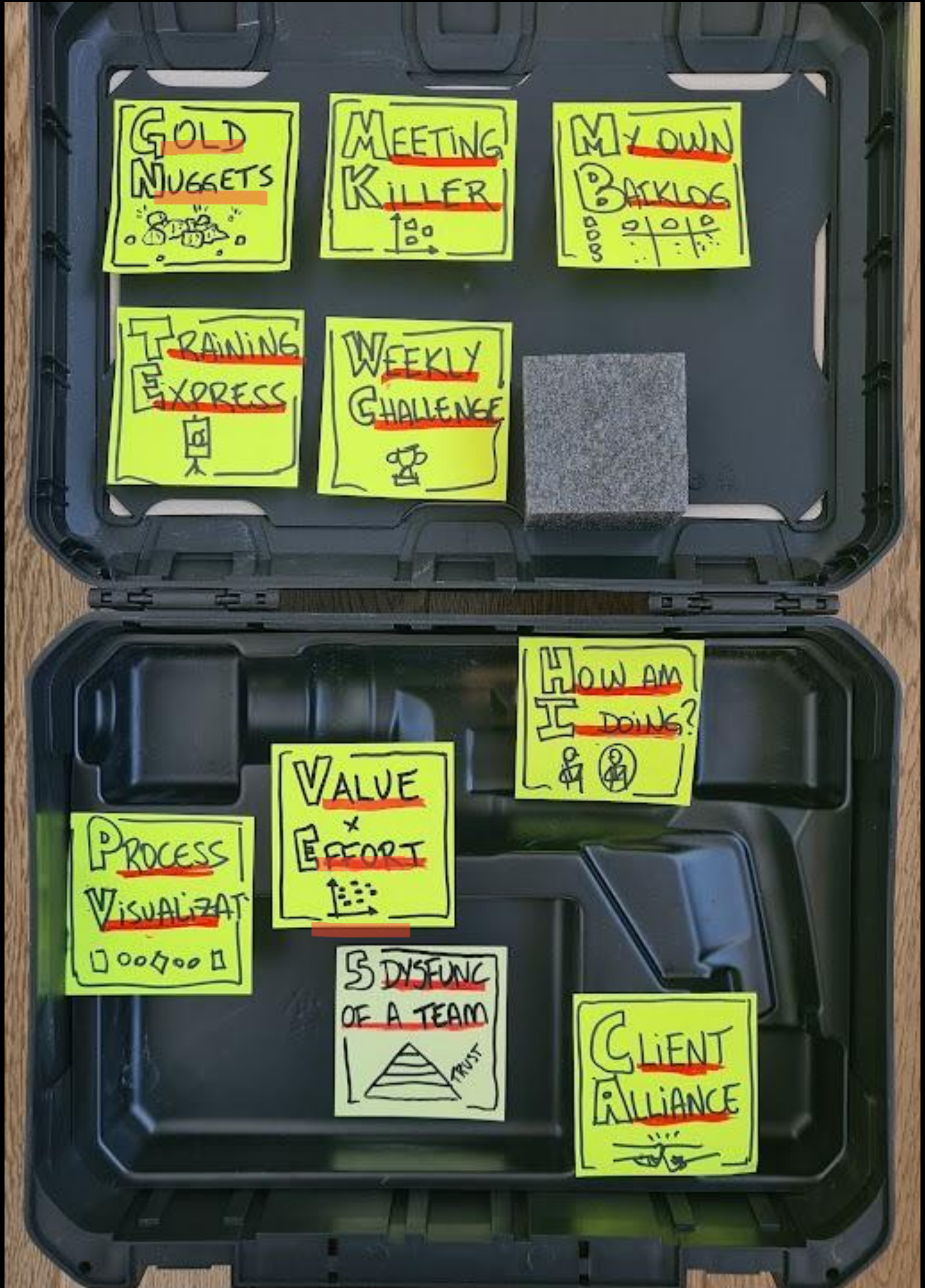
PRINTING BUSINESS

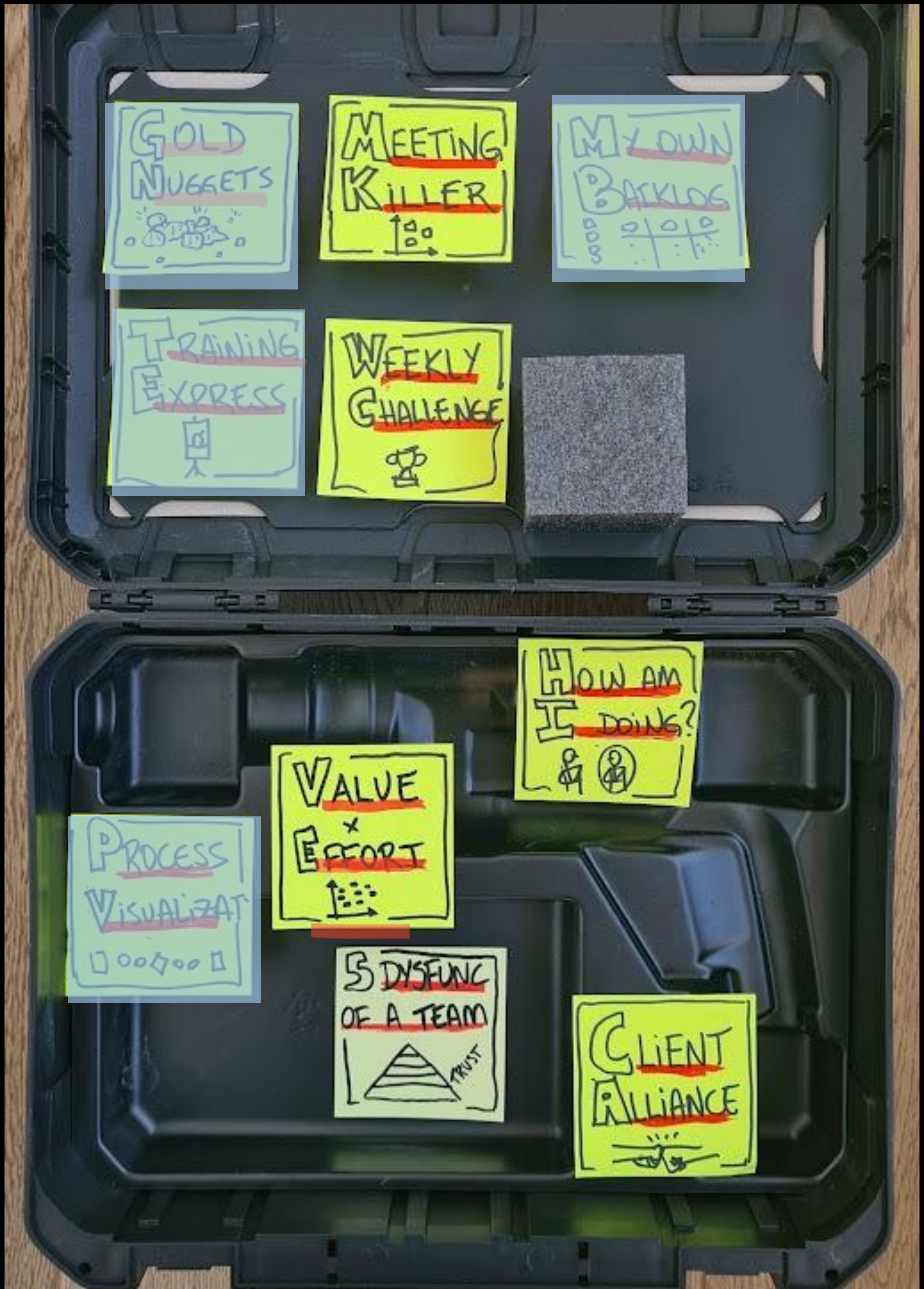
IT

Cleaning printer machines

Help-desk

LET’S TAKE A LOOK AT IT


GOLD NUGGETS
MEETING KILLER
MY OWN BACKLOG
TRAINING EXPRESS
WEEKLY CHALLENGE
HOW AM I DOING?
VALUE × EFFORT
PROCESS VISUALIZAT
5 DYSFUNC OF A TEAM
TRUST
CLIENT ALLIANCE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YOU DECIDE TODAY'S AGENDA!

Go to

www.menti.com

Enter the code

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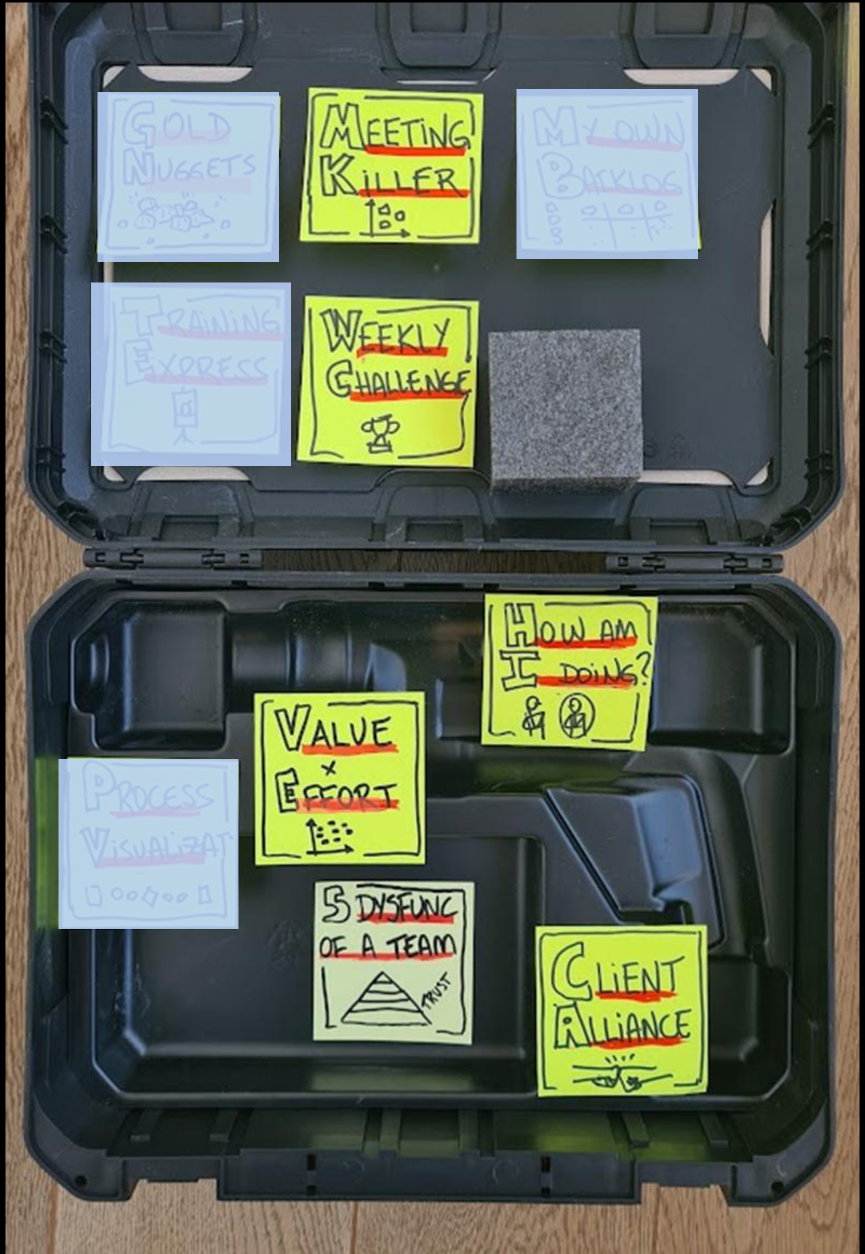
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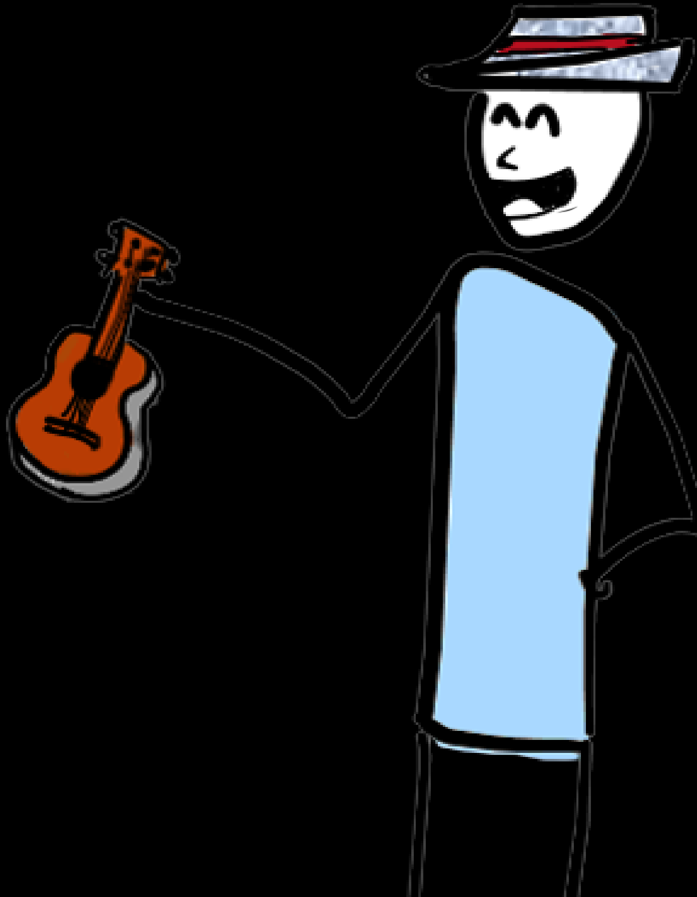

FAVORITE?

Go to

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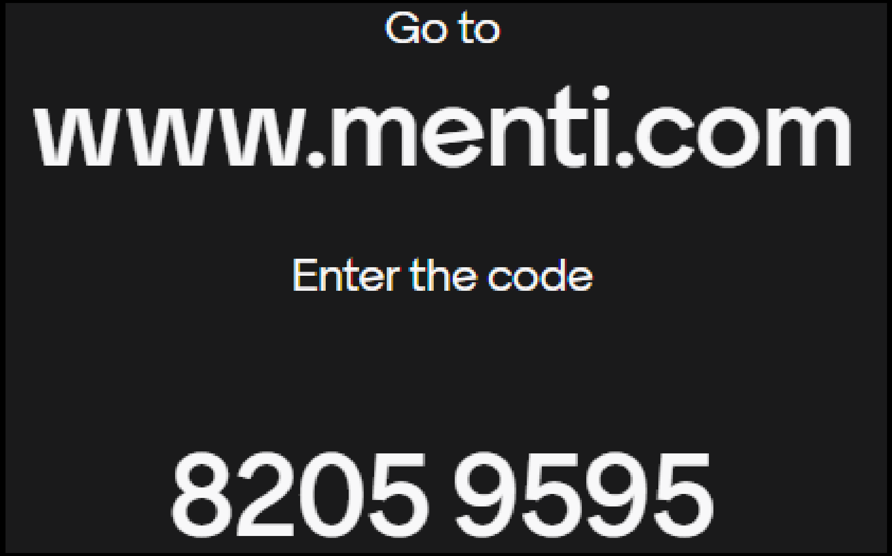
NEXT STEPS?



Go to

www.menti.com

Enter the code

8205 9595

FEEDBACK :)

https://talk.ac/arturmargonari

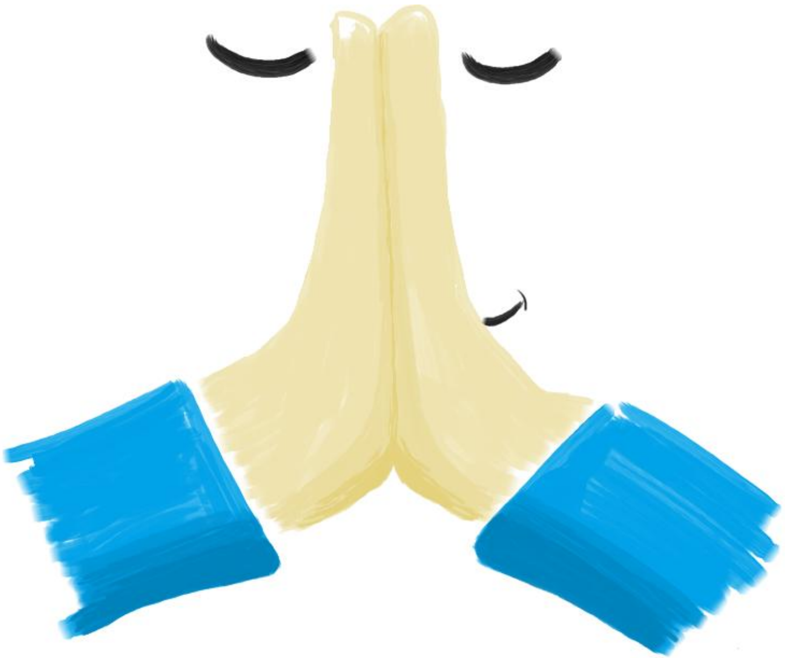
and enter this code when prompted

TOOLS

I can send you
Miro templates
via email :)

Enjoy the conference!

Questions?



Let's connect on in !

ROTI + selfie ☺

CLIENT
ALLIANCE

MVP

ALIGNING...

Can be better on proactive/challenging
Eg: Peter challenging 5 to 4 weeks and
Then to 2 weeks

BREAK SILOS!

What's your main goal/wish for payroll team?

THEM
- FEEL PART OF THE TEAM
- " HAPPY
- FEEL IN CONTROL
- WE ARE HELPING THEM..:
- THINGS ARE IMPROVING

- 0 ERRORS
- PRIORITIZ.
- PEOPLE WOULD LIKE TO WORK THERE

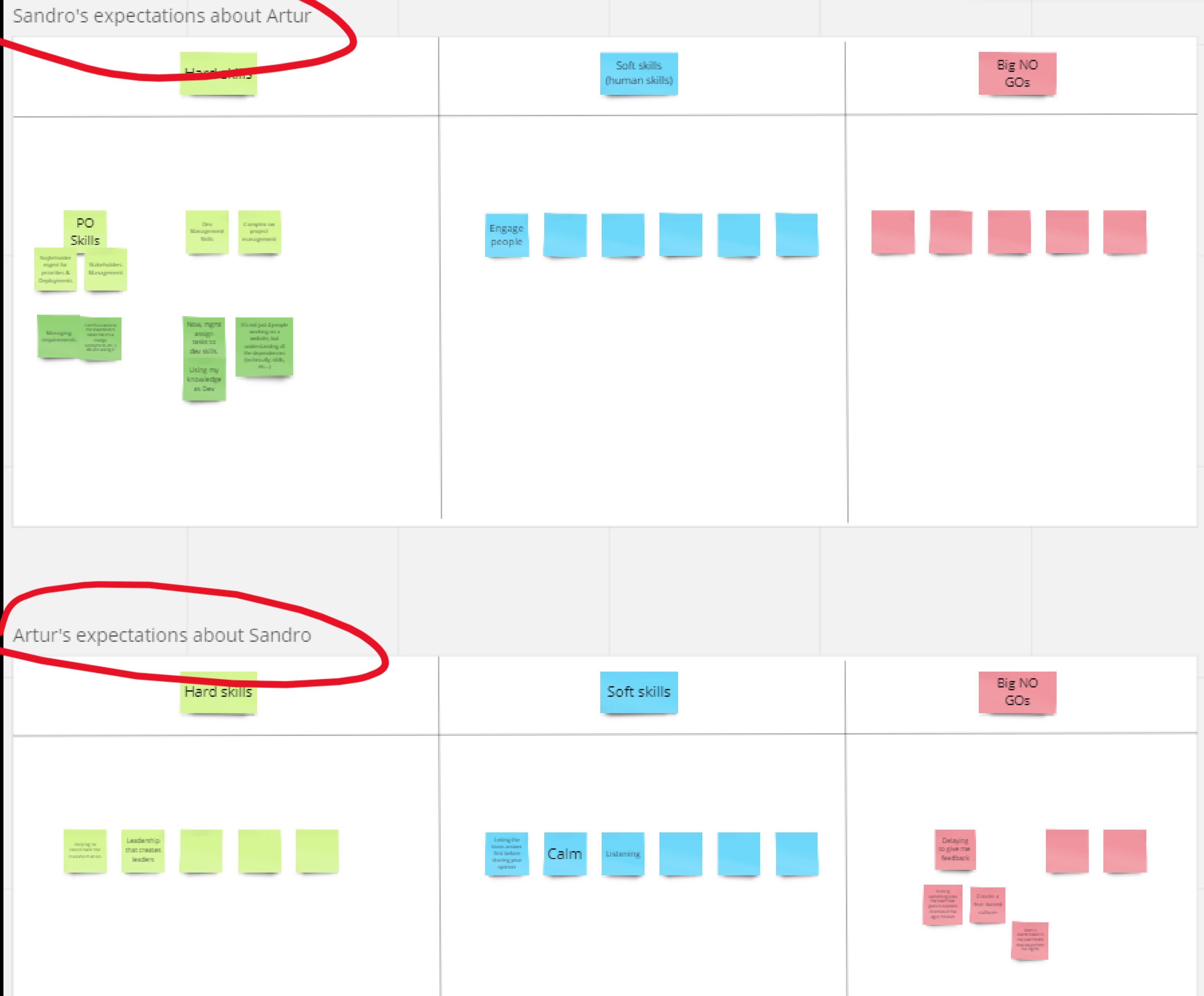
For my coaching to be successful...
→ you and me
→ payroll team

WEEKLY & MORE
- DEDICATED SLOT
- HANDS ON/PRACTICAL
- OPEN COMMUNICT.
- PROACTIVE

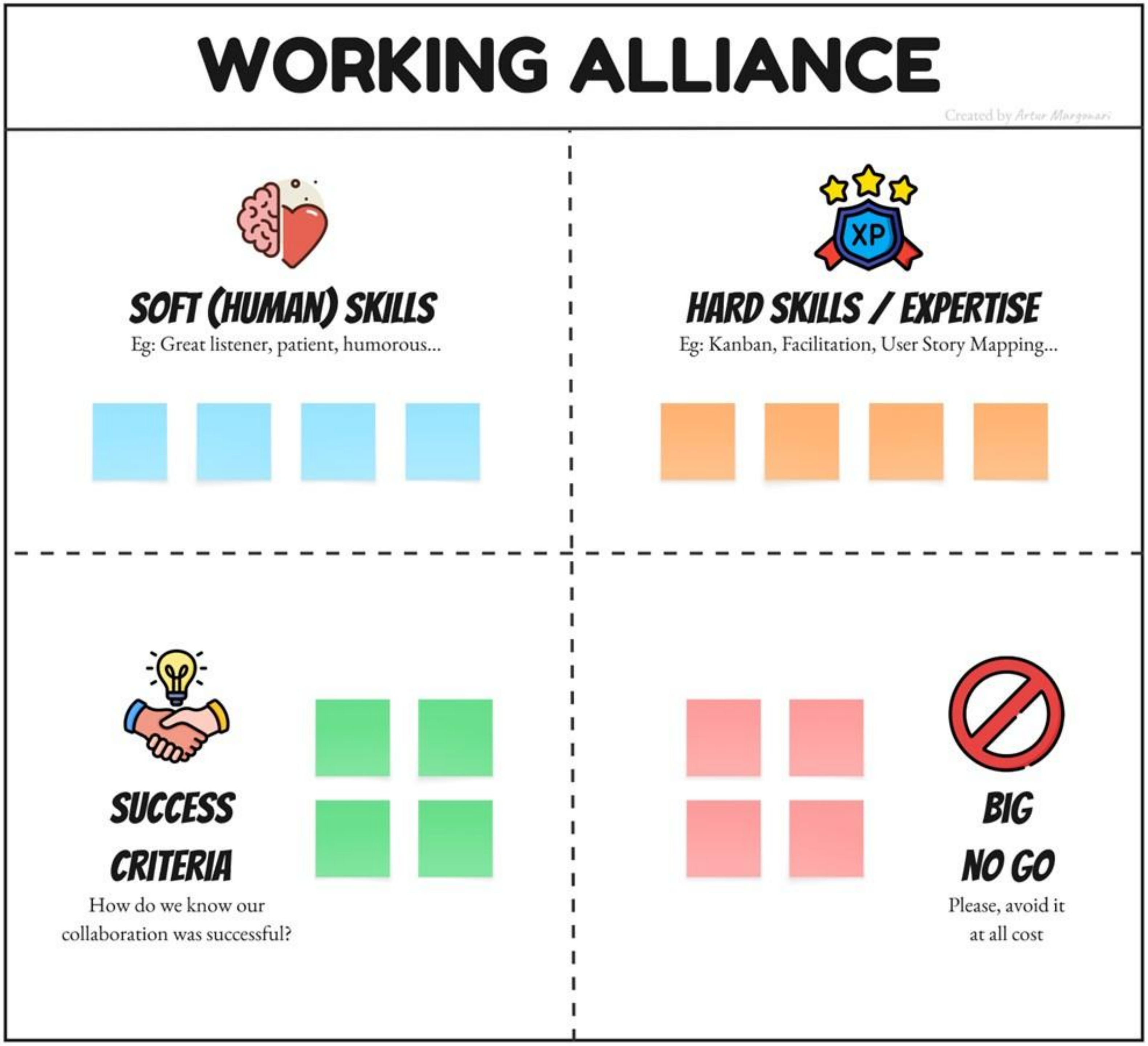
STEP IN + AUTONOMY

A big 'NO GO' is... → ONLY THEORY

v1.0


Sandro's expectations about Artur
Hard skills
Soft skills
(human skills)
Big NO
GOs
PO
Skills
Stakeholders mgmt for priorities & Deployments
Stakeholders Management
Dev Management Skills
Complete sw project management
Managing requirements
Now, mgmt assign tasks to dev skills.
Using my knowledge as Dev
It's not just 4 people working on a website but understanding all the dependencies (technically skills, etc...)
Engage people
Artur's expectations about Sandro
Hard skills
Soft skills
Big NO
GOs
Leadership that creates leaders
Letting the team answer first before sharing your opinion
Calm
Listening
Delaying to give me feedback
Create a fear based culture

v2.0



WORKING ALLIANCE

Created by *Artur Margonari*

SOFT (HUMAN) SKILLS

Eg: Great listener, patient, humorous...

HARD SKILLS / EXPERTISE

Eg: Kanban, Facilitation, User Story Mapping...

SUCCESS CRITERIA

How do we know our
collaboration was successful?

BIG NO GO

Please, avoid it
at all cost

Tool box

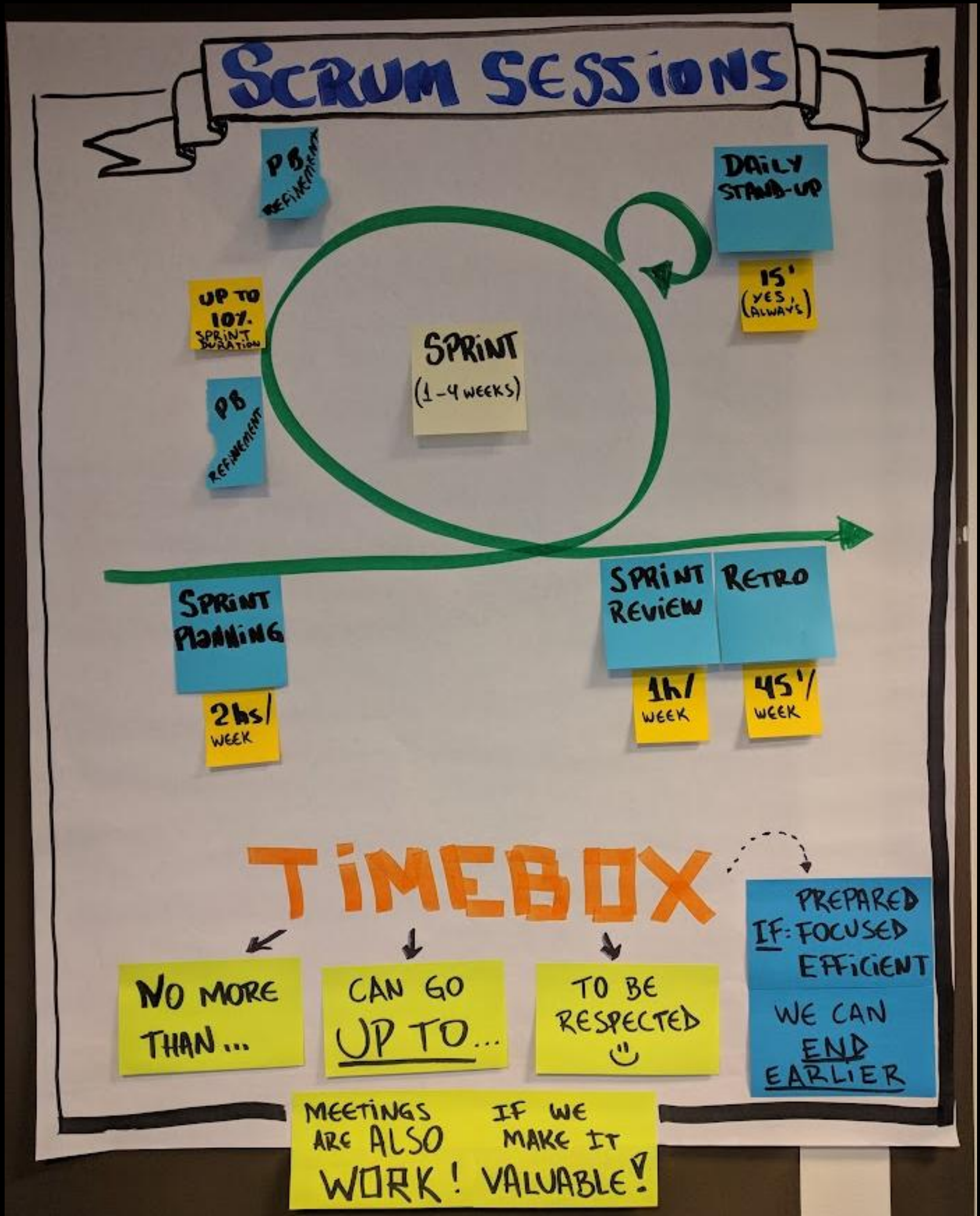
PROCESS VISUALIZATION

INCLUDE FEATURE IN EPIC ROADMAP
DEFINE 1-PAGER
DEFINE IDEATION TEAM
DBE STEERCO VALIDATION
DEFINE CONCEPT
CLIENT TESTING
DEFINE PROCESS

LEGEND
GROUP OF FEATURES
ON HOLD
IN PROCESS
BLOCKED/WAITING
DONE
ACTIVITIES
DBE EPIC REFINEMENT
Sprint 3
MATERIALS
E-FUND RELEASE
E-SLOANS
LEASING ON ICE
ID FORM PAPERLESS

NUGGETS

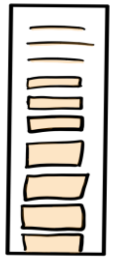
TRAINING EXPRESS/ REFRESH


SCRUM SESSIONS
PB REFINEMENT
DAILY STAND-UP
15' (YES, ALWAYS)
UP TO 10% SPRINT DURATION
SPRINT (1-4 WEEKS)
PB REFINEMENT
SPRINT PLANNING
2hs/ WEEK
SPRINT REVIEW
1h/ WEEK
RETRO
45'/ WEEK
TIMEBOX
NO MORE THAN...
CAN GO UP TO...
TO BE RESPECTED :)
IF: PREPARED FOCUSED EFFICIENT
WE CAN END EARLIER
MEETINGS ARE ALSO WORK!
IF WE MAKE IT VALUABLE!

GOLD NUGGETS

1. CURIOSITY TIME

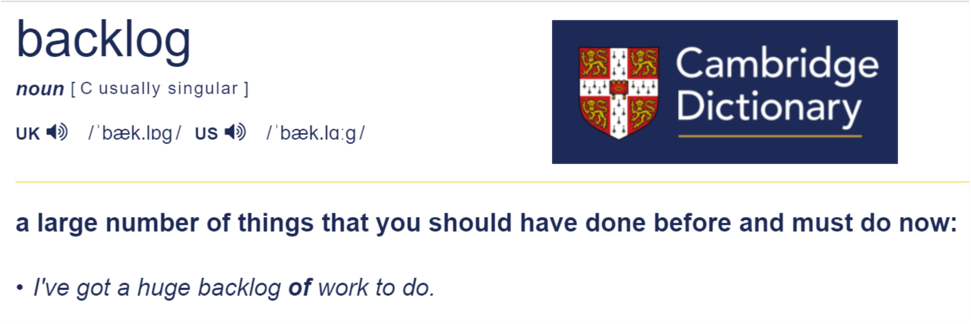
BACKLOG



D
E
E
P

Factors to prioritize

- ✓ Business value
- ✓ Impact
- ✓ Deadline
- ✓ Risk
- ✓ Metrics



backlog

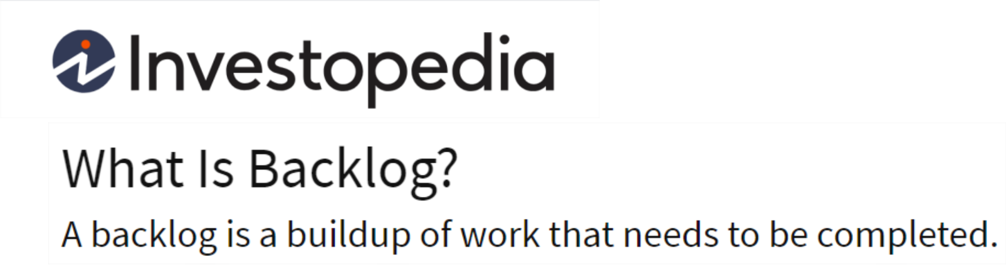
noun [C usually singular]

UK /ˈbæk.lɒɡ/ US /ˈbæk.lɑːɡ/

Cambridge Dictionary

a large number of things that you should have done before and must do now:

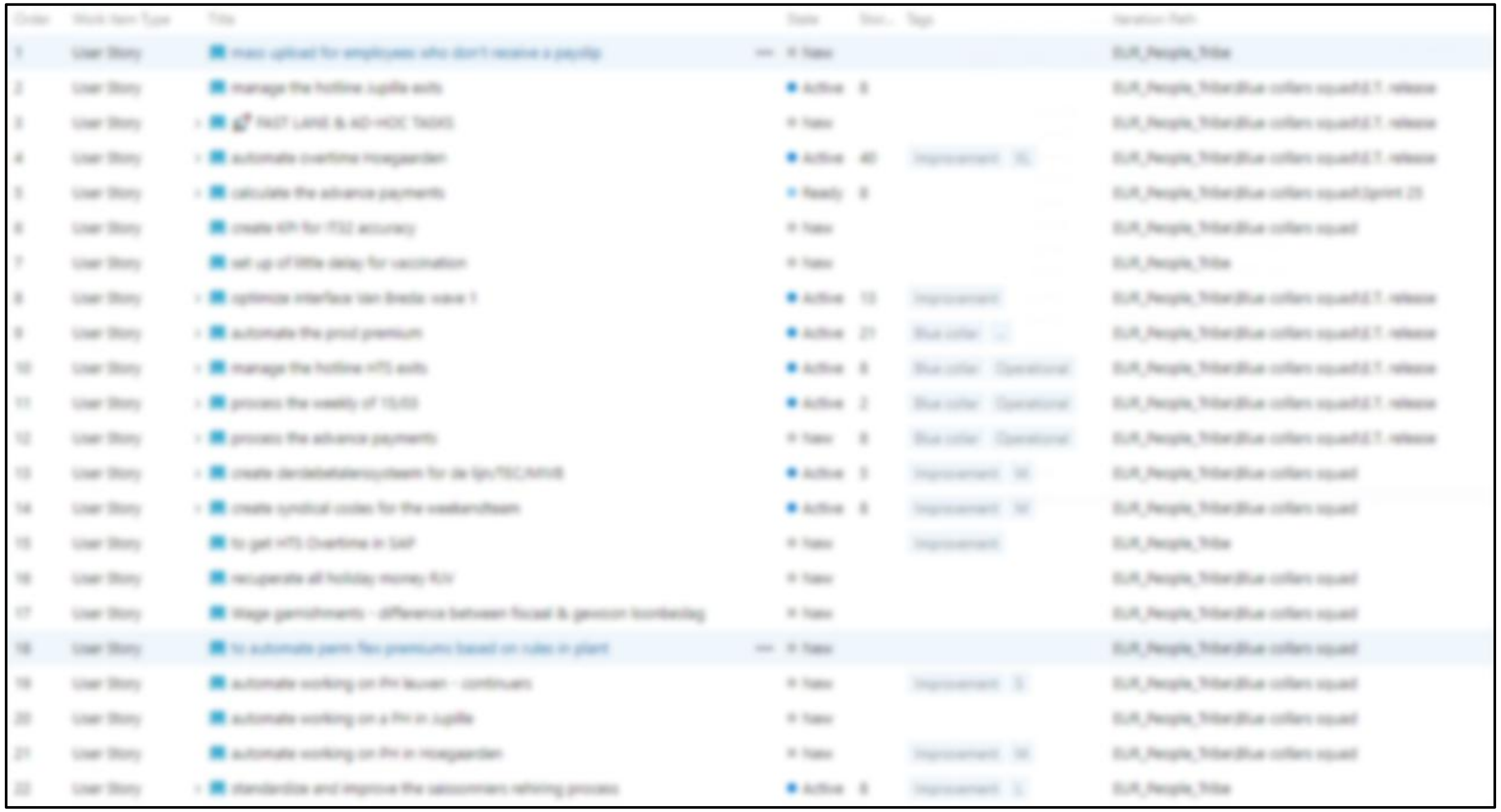
- *I've got a huge backlog* ***of*** *work to do.*



Investopedia

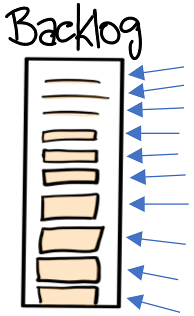
What Is Backlog?

A backlog is a buildup of work that needs to be completed.



[LINK TO THE BACKLOG IN AZURE]

USER STORY



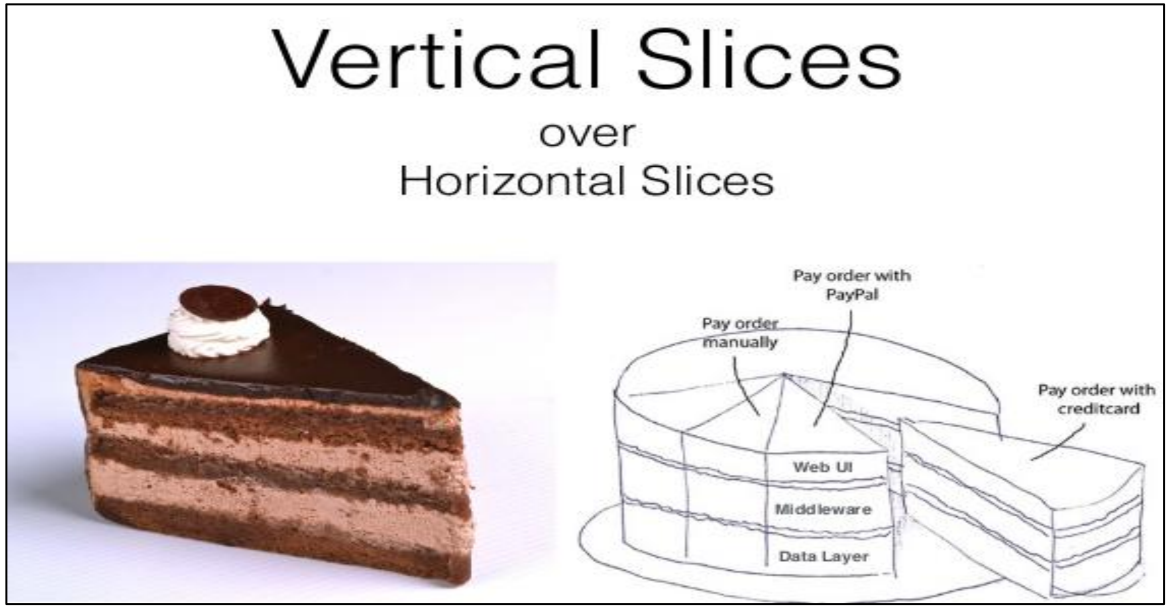
tiny.cc/story-invest

To avoid:

- Only analysis
- Only test
- Only meetings
- Whatever doesn't bring value to the employee/end user

3 C's

As a (who/persona)
I want (what)
So that (why/outcome)



Vertical Slices

over

Horizontal Slices

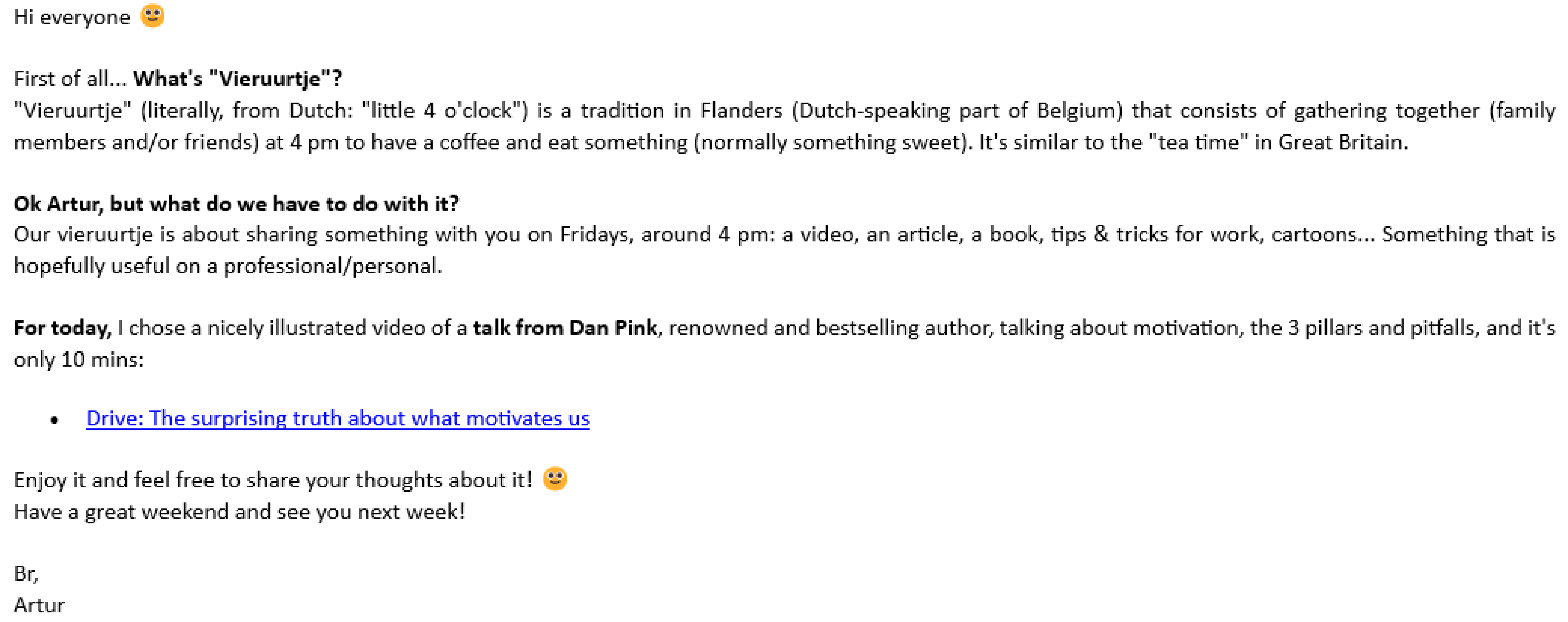
Pay order with PayPal
Pay order manually
Pay order with creditcard
Web UI
Middleware
Data Layer

RECOMMENDATIONS:

- Keep it short & simple (1 page)
- Ownership shift
  - I’ll do it the first 2 times
  - We do the 3rd together
  - Then every week is someone different + I give feedback
- Calendar x owners x topics

2. TEA TIME

(VIERUURTJE)



Hi everyone 🙂

First of all... **What's "Vieruurtje"?**
"Vieruurtje" (literally, from Dutch: "little 4 o'clock") is a tradition in Flanders (Dutch-speaking part of Belgium) that consists of gathering together (family members and/or friends) at 4 pm to have a coffee and eat something (normally something sweet). It's similar to the "tea time" in Great Britain.

Ok Artur, but what do we have to do with it?
Our vieruurtje is about sharing something with you on Fridays, around 4 pm: a video, an article, a book, tips & tricks for work, cartoons... Something that is hopefully useful on a professional/personal.

For today, I chose a nicely illustrated video of a **talk from Dan Pink**, renowned and bestselling author, talking about motivation, the 3 pillars and pitfalls, and it's only 10 mins:

- Drive: The surprising truth about what motivates us

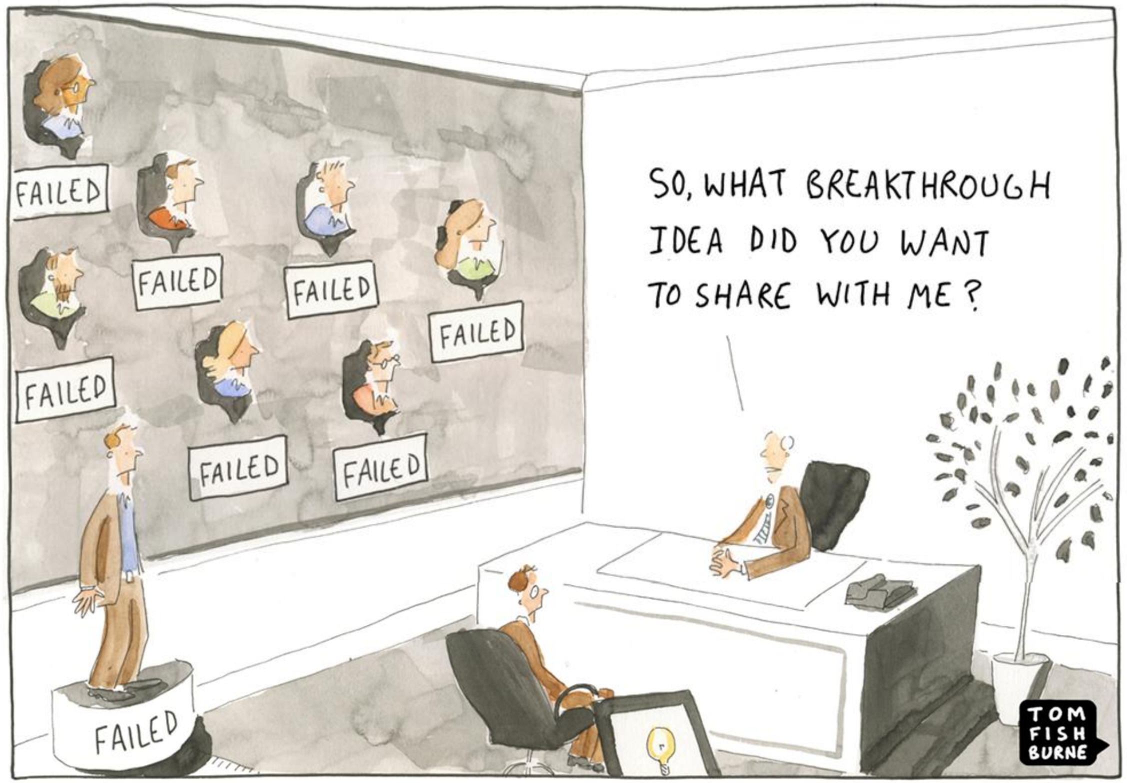
Enjoy it and feel free to share your thoughts about it! 🙂
Have a great weekend and see you next week!

Br,
Artur

> ☕ *Here's something to accompany your coffee break* ☕ <

Hi everyone,

How safe is it to try a new idea (individual, team, department or company level)?
What happens once people fail when trying this new thing? And when they succeed?
How often a new idea is being tried out?



© marketoonist.com

Don't let the threat of bankruptcy or large-scale layoffs (or Unions) be the motivation of your innovation! Don't 'execute' a person that tried something and failed. You will not only lose that person but also the people around who saw the 'execution' and will think, from that moment on "After that, I'm not trying anything new..." or "I will stay very quiet and do enough to survive...".

Create a safe environment for experimenting with new ideas. Actually, encourage and motivate it! Yes, you can help to measure the impact, possible outcomes and ways to minimize a bad impact. But it's important to stay out of the way of people's passions and creativity. That applies to every single level of the hierarchy.

Enjoy it! And feel free to share your thoughts about it! 🙂
Cheers!

Artur

- - - - -

What's a "Vieruurtje"?

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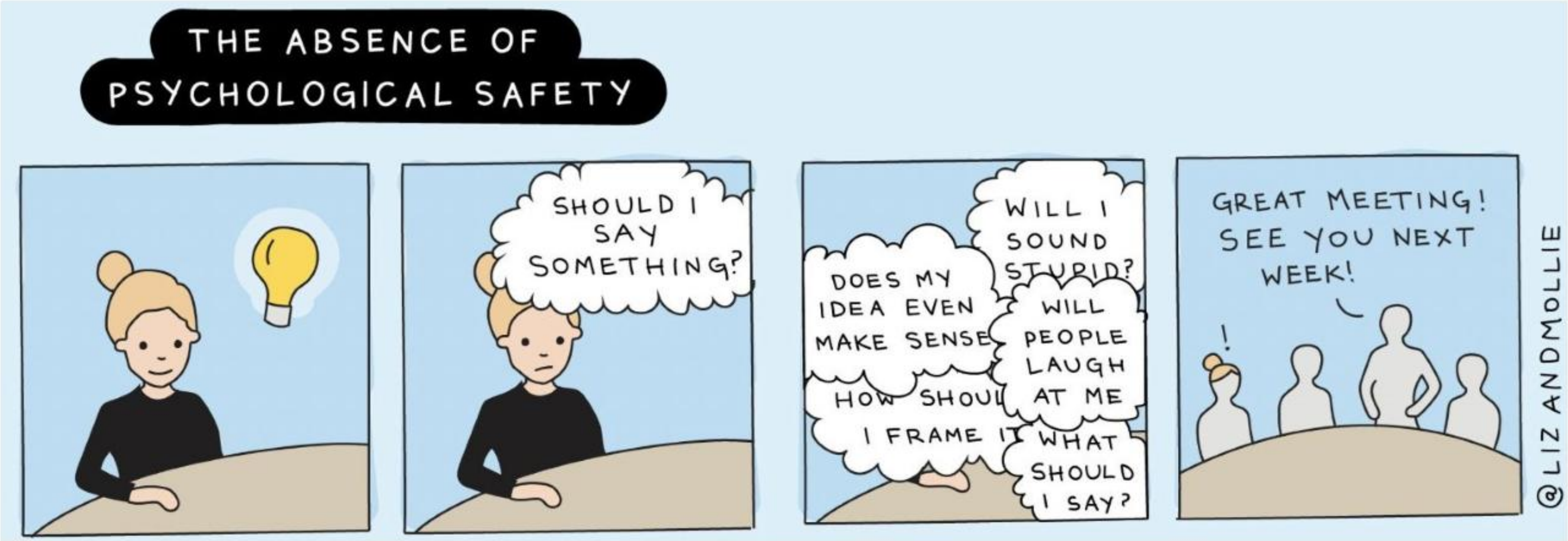
Ok Artur, but what do we have to do with it?

Our vieruurtje is about sharing something with you on **Thursdays**, around 4 pm: a video, an article, a book, tips & tricks for work, cartoons... Something that is (hopefully) useful on a professional/personal level. 🙂

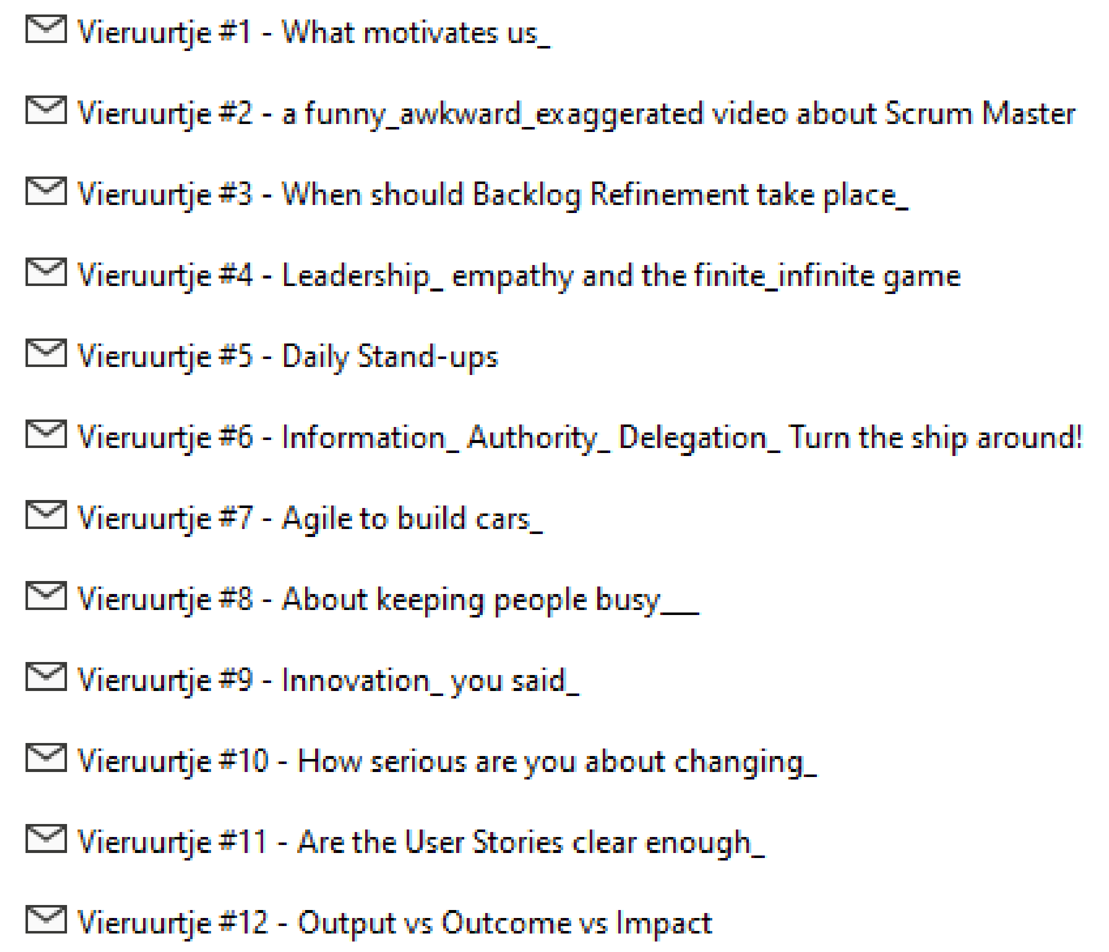
> ☕ *Here's something to accompany your coffee break* ☕ <


THE ABSENCE OF PSYCHOLOGICAL SAFETY
SHOULD I SAY SOMETHING?
WILL I SOUND STUPID?
DOES MY IDEA EVEN MAKE SENSE
WILL PEOPLE LAUGH AT ME
HOW SHOUL I FRAME IT
WHAT SHOULD I SAY?
!
GREAT MEETING! SEE YOU NEXT WEEK!
@LIZANDMOLLIE

Imagine that, instead of sharing an idea (as in the illustration below), you feel the same way when you want to:

- ask for help
- admit a mistake
- share a tough issue (personal and/or professional)
- take a risk...

A **high-performance team** also consists of **team members having psychological safety**, being able to speak up and being vulnerable without the fear of being judged.



✉ Vieruurtje #1 - What motivates us_

✉ Vieruurtje #2 - a funny_awkward_exaggerated video about Scrum Master

✉ Vieruurtje #3 - When should Backlog Refinement take place_

✉ Vieruurtje #4 - Leadership_ empathy and the finite_infinite game

✉ Vieruurtje #5 - Daily Stand-ups

✉ Vieruurtje #6 - Information_ Authority_ Delegation_ Turn the ship around!

✉ Vieruurtje #7 - Agile to build cars_

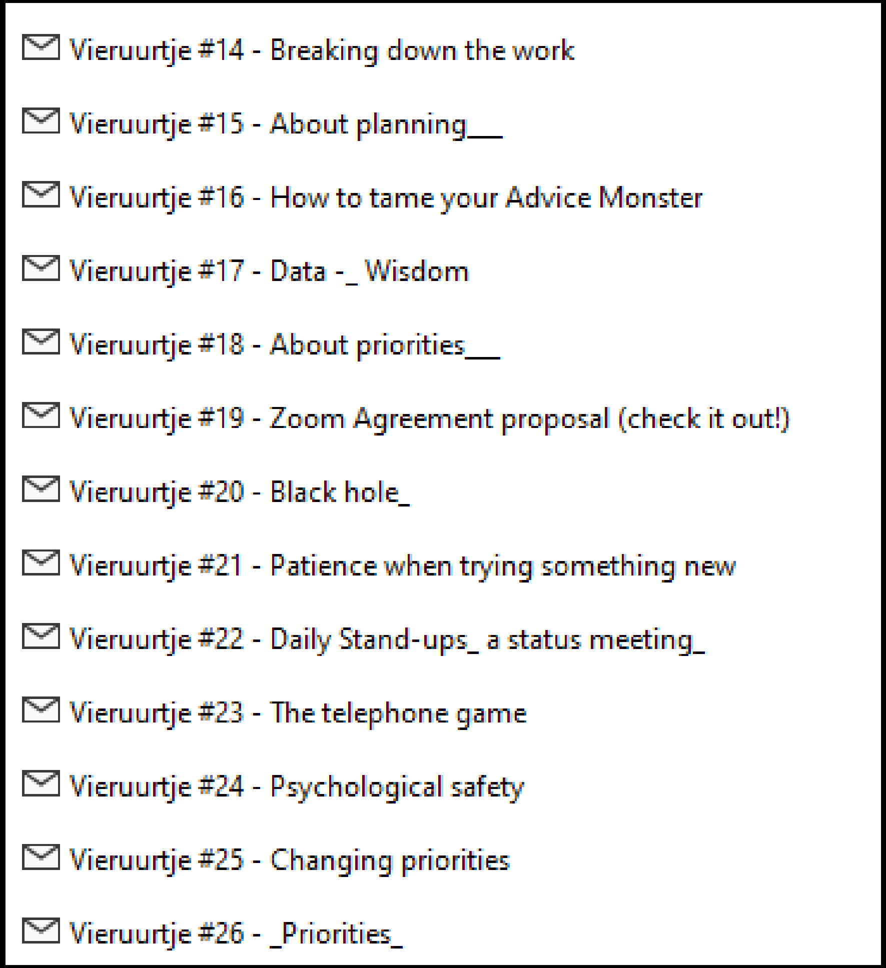
✉ Vieruurtje #8 - About keeping people busy___

✉ Vieruurtje #9 - Innovation_ you said_

✉ Vieruurtje #10 - How serious are you about changing_

✉ Vieruurtje #11 - Are the User Stories clear enough_

✉ Vieruurtje #12 - Output vs Outcome vs Impact



✉ Vieruurtje #14 - Breaking down the work

✉ Vieruurtje #15 - About planning___

✉ Vieruurtje #16 - How to tame your Advice Monster

✉ Vieruurtje #17 - Data -_ Wisdom

✉ Vieruurtje #18 - About priorities___

✉ Vieruurtje #19 - Zoom Agreement proposal (check it out!)

✉ Vieruurtje #20 - Black hole_

✉ Vieruurtje #21 - Patience when trying something new

✉ Vieruurtje #22 - Daily Stand-ups_ a status meeting_

✉ Vieruurtje #23 - The telephone game

✉ Vieruurtje #24 - Psychological safety

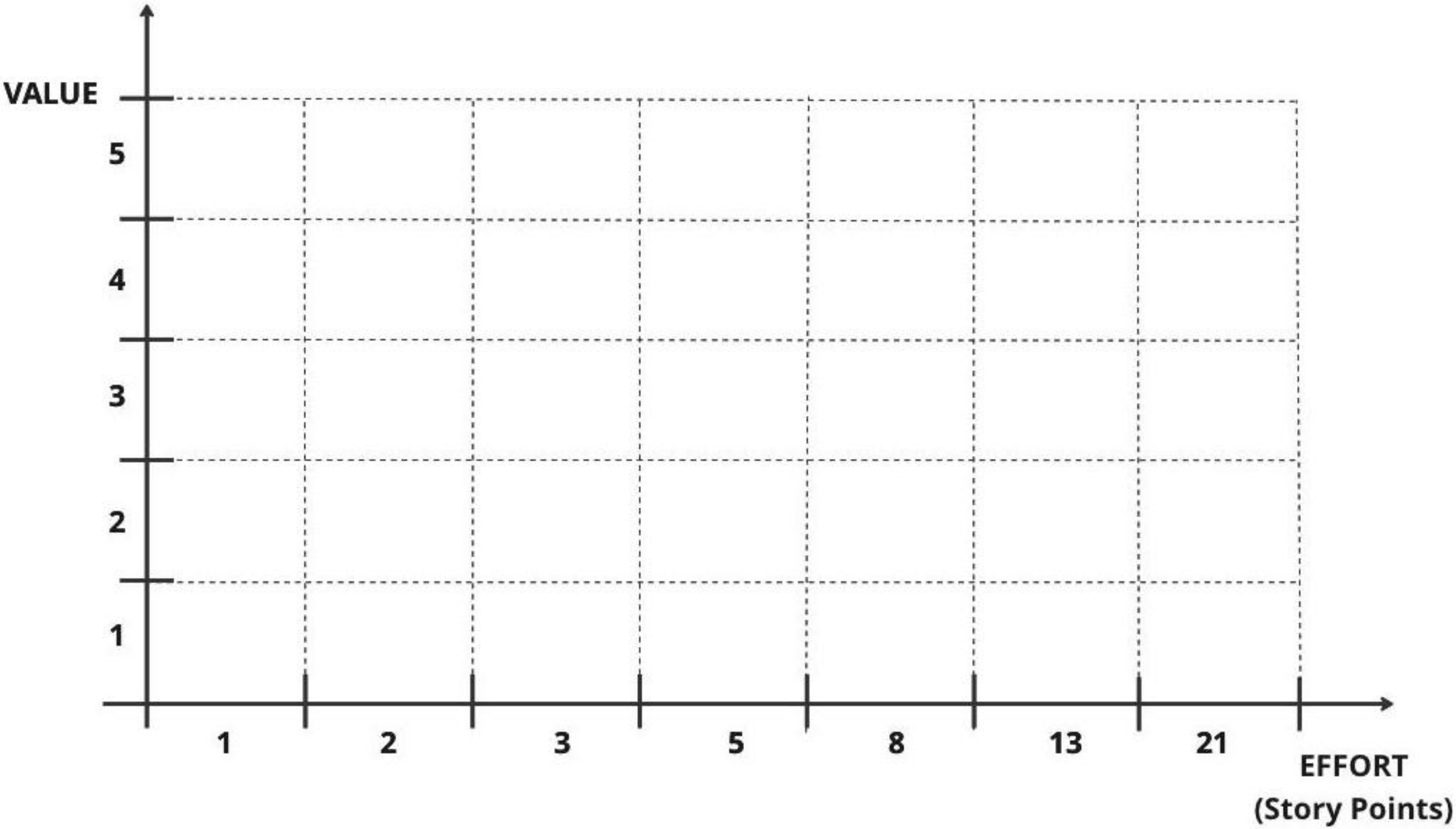
✉ Vieruurtje #25 - Changing priorities

✉ Vieruurtje #26 - _Priorities_

VALUE

X

EFFORT


VALUE
5
4
3
2
1
1
2
3
5
8
13
21
EFFORT
(Story Points)

UPCOMING PRIORITY

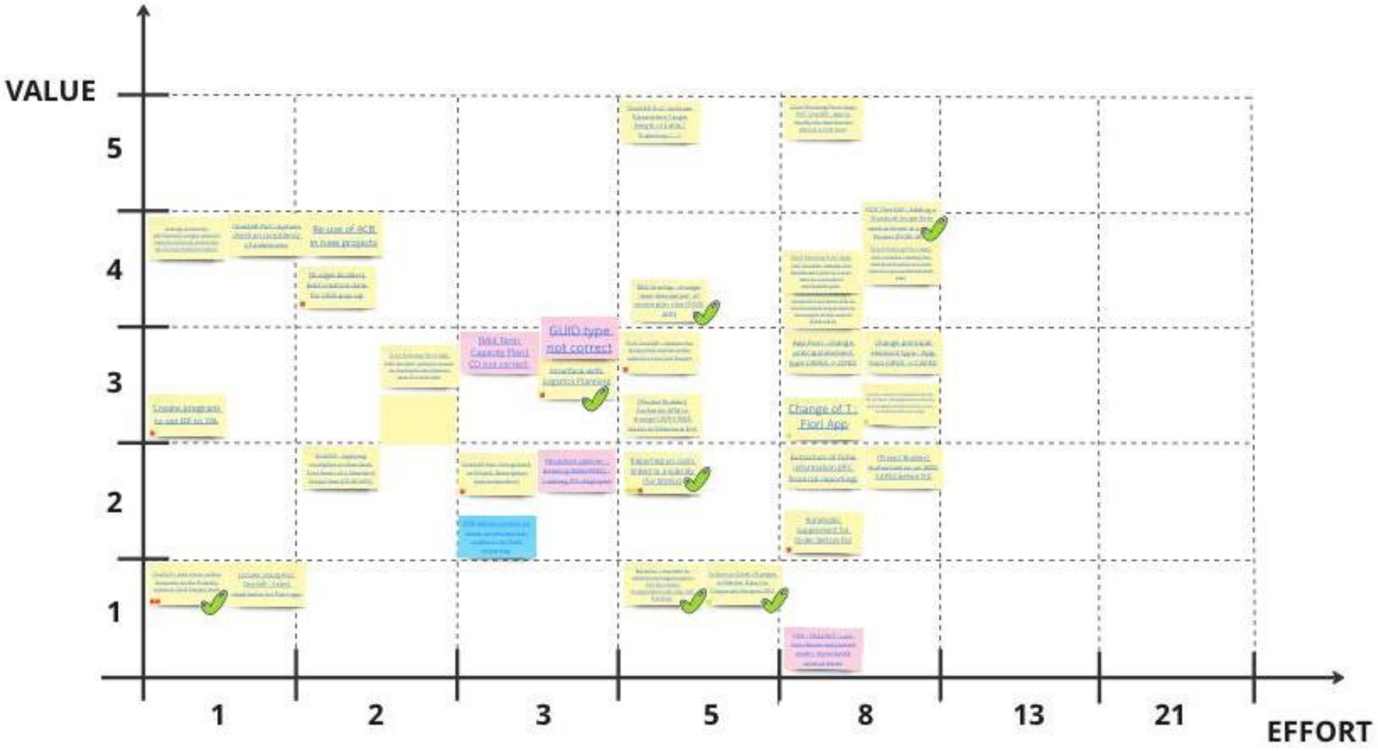
BUG

SUPPORT

USER STORY

BACKLOG

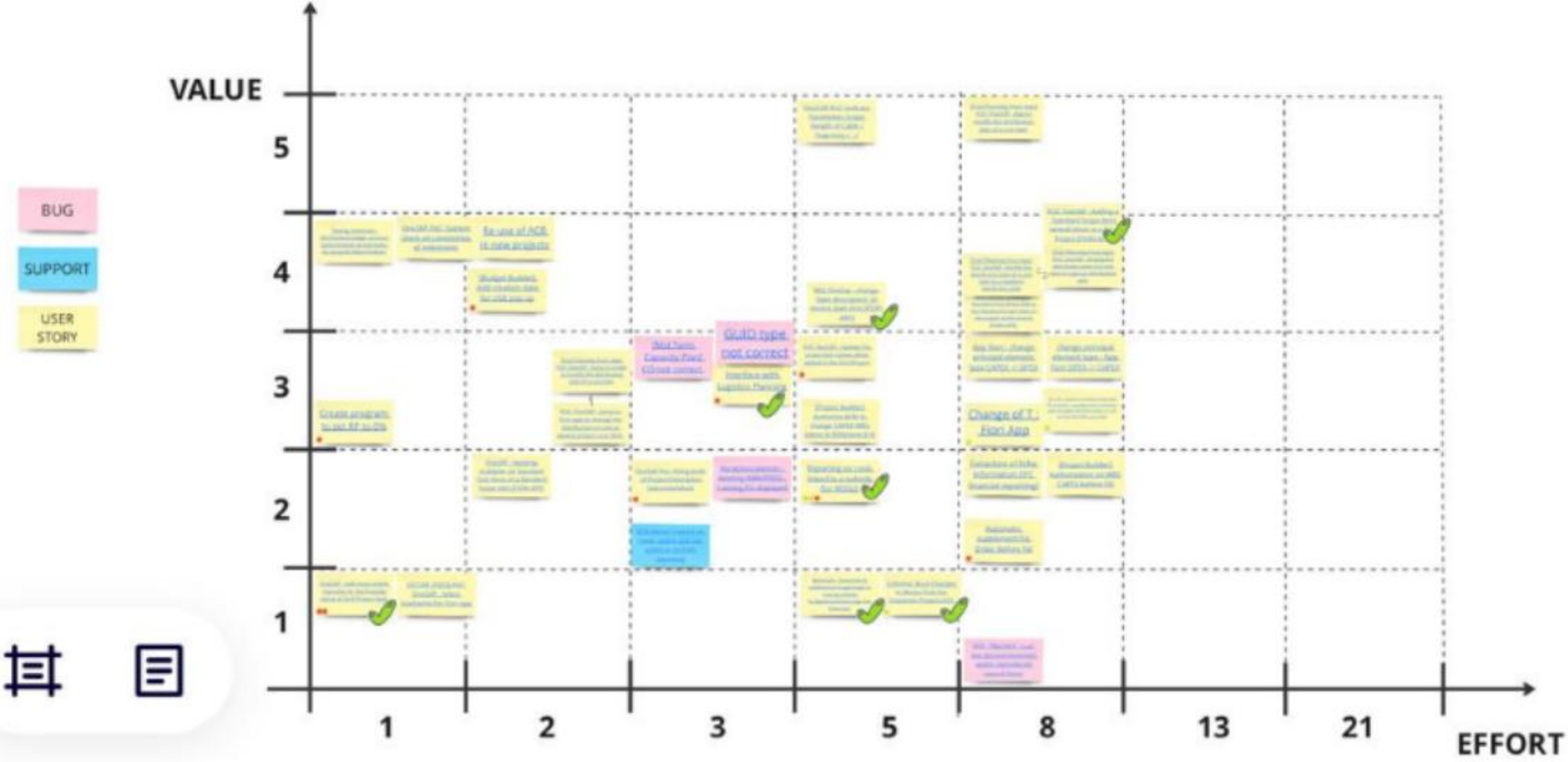
BUG
SUPPORT
USER STORY



Guidelines - VALUE								
			Users Impacted	Financial Impact (per year)	Frequency of Event			
1		Highest Business Critical System					Highest Reputation Loss	- Request Regulator - Legal Obligation - Business Proces Blocked (No PO Send out in time)
2		High Business Importance						- Request that gains time for whole Direction for 5min/month.
3		Medium Business Importance					Medium Reputation Loss	- Gain of not filling excels by Projectleader every year.
4		Low Business Importance						- Portfolio prepares manually file for powerfactory iso Automatically Reporting via the Requested Reporting.
5		Verry Low Business Importance					Verry Low Reputation Loss	- Person x does not need to give info to Controlling at end of the assurance project (which happens 1x /year on average per 10 persons).

EXERCISE:

- In silence
- 1 person at a time
- Leave all post-its visible/readable


VALUE
5
4
3
2
1
EFFORT
1
2
3
5
8
13
21
BUG
SUPPORT
USER STORY
Re-use of ACE in new projects
GUID type not correct
Interface with Logistics Planning
Change of T: Fiori App

WEEKLY
CHALLENGE

WEEKLY CHALLENGE #1

KEEP YOUR **CAMERA ON** DURING **5 MEETINGS**

- ☑ MORE FOCUS
- ☑ MORE (HUMAN) CONNECTION
- ☑ LESS MULTITASKING
- ☑ MORE VALUABLE MEETINGS

ARTUR M.

WEEKLY CHALLENGE #10

BETTER MEETING INVITATIONS:

☑ MEANINGFUL TITLE

- USE + THAN JUST 1 OR 2 WORDS (AND NO ABBREVIATIONS)

☑ PURPOSE ON THE DESCRIPTION

- WHY IS THIS MEETING TAKING PLACE?
- WHAT'S THE EXPECTED OUTCOME(S)?

☑ RIGHT ATTENDANCE

- WHO SHOULD BE THERE? AND WHO COULD?

PRO TIP: Add the video call link in the "Location" field. Makes it easier & quicker to everyone ;)

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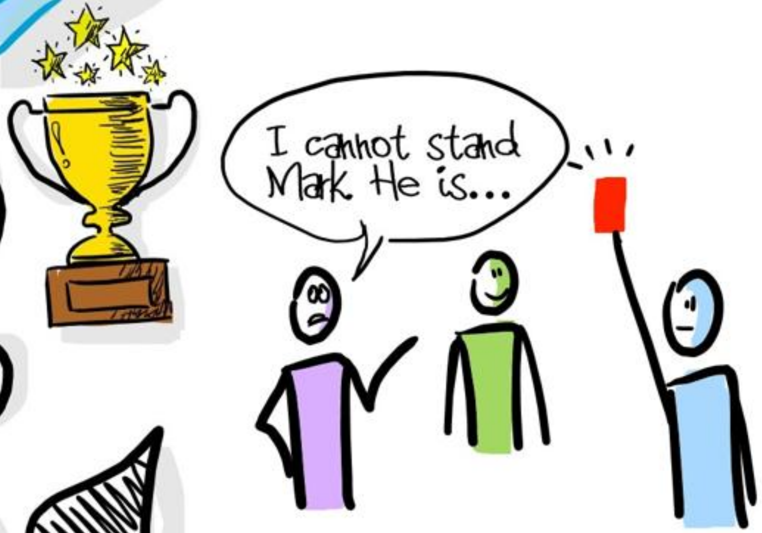
WEEKLY CHALLENGE #21

"Be loyal to those who are not present. In doing so, you build the trust of those who are present."

– Stephen Covey


I cannot stand Mark. He is...

We can control ourselves and avoid commenting not-that-positive-things about who is not present or simply not support it if someone has such behaviour (by calling it out and even leaving the conversation).

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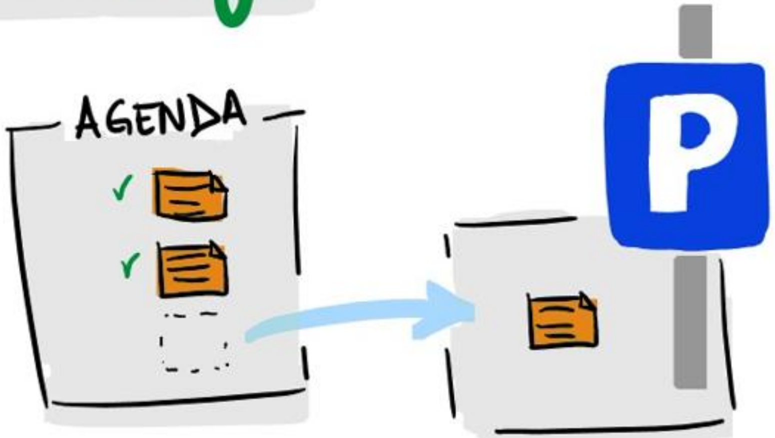
WEEKLY CHALLENGE #25

Have a visible PARKING LOT in your meetings

(online board, Word doc, PPT… whatever works best)



Consider parking a topic when:

… It's not relevant/aligned with the purpose of the meeting;

… You can't move forward without the input from someone who's not in the meeting;

… It's taking too long/it' less important compared to the other topics on the agenda

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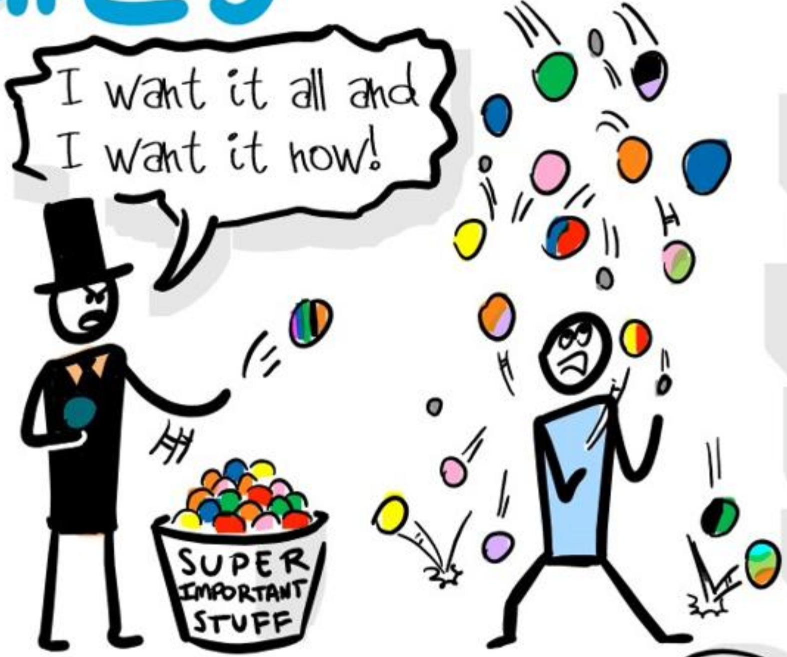
WEEKLY CHALLENGE #29

STOP STARTING START FINISHING.

What is the most important thing right now? (Epic/Feature/User Story/task)
What can be put on hold until you finish it?


I want it all and I want it now!
SUPER IMPORTANT STUFF

Doing many things at the same time might give the feeling of being more efficient. But only the feeling.

By keeping the focus on 1 thing at a time, you:

- ☑ deliver value quicker;
- ☑ receive earlier feedback and learn quicker;
- ☑ increase the quality of the deliverables and;
- ☑ get better in forecasting/managing expectations.

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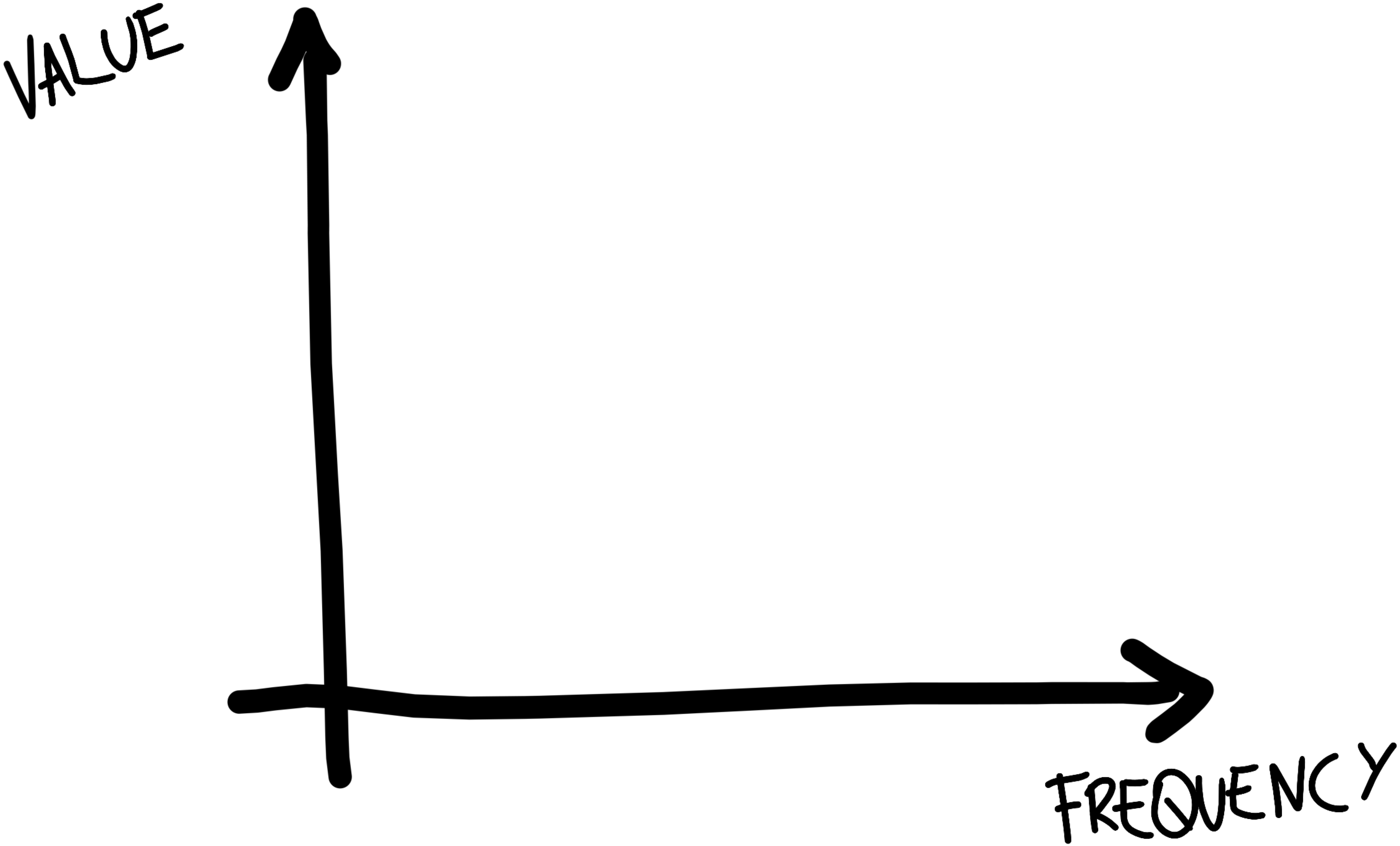
Tool box

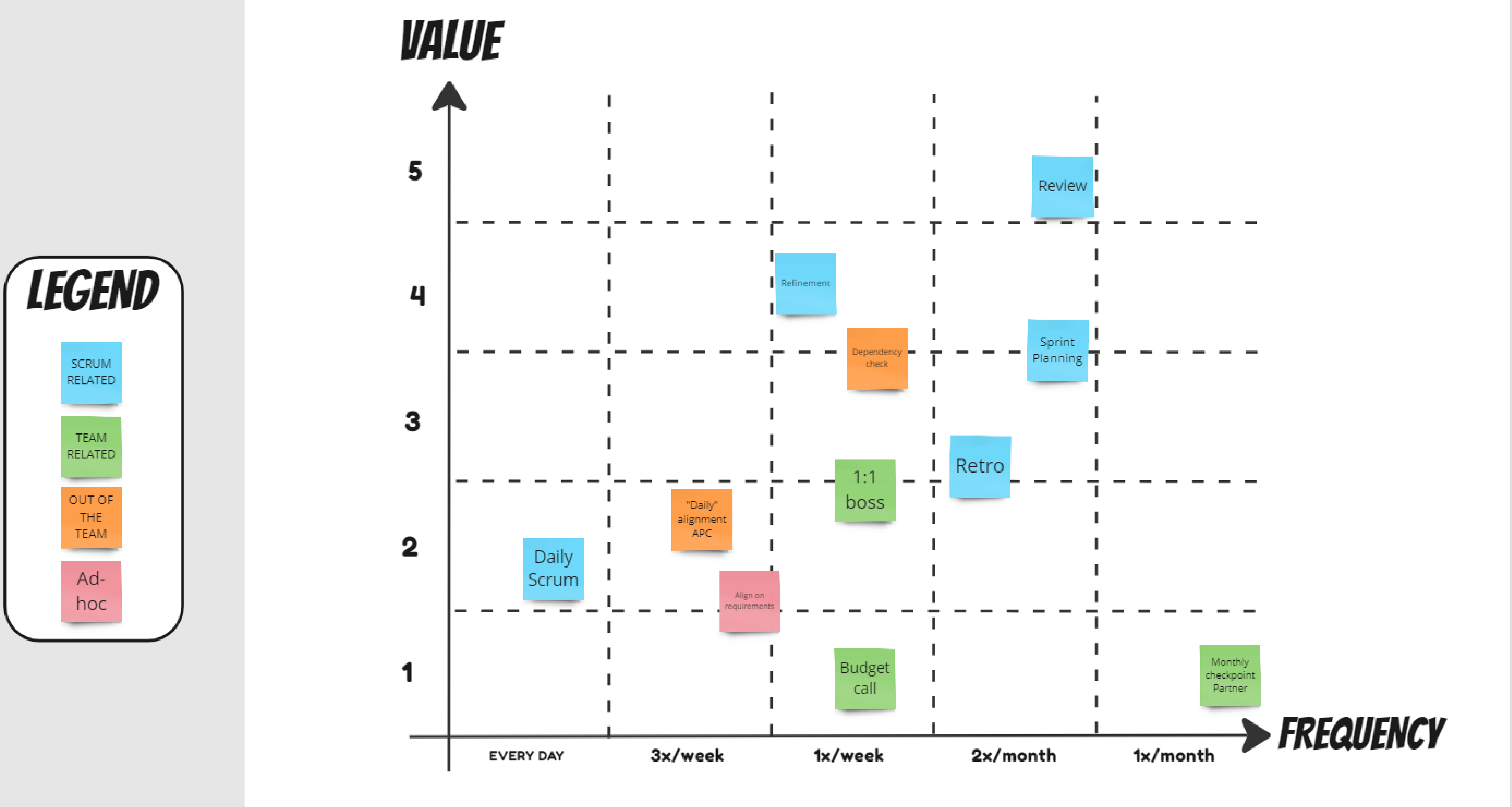
MEETINGS

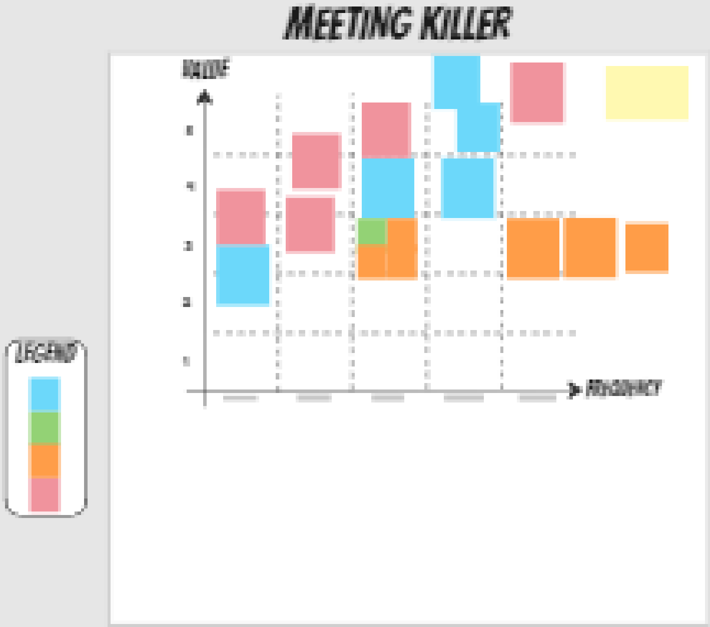
MEETING KILLER

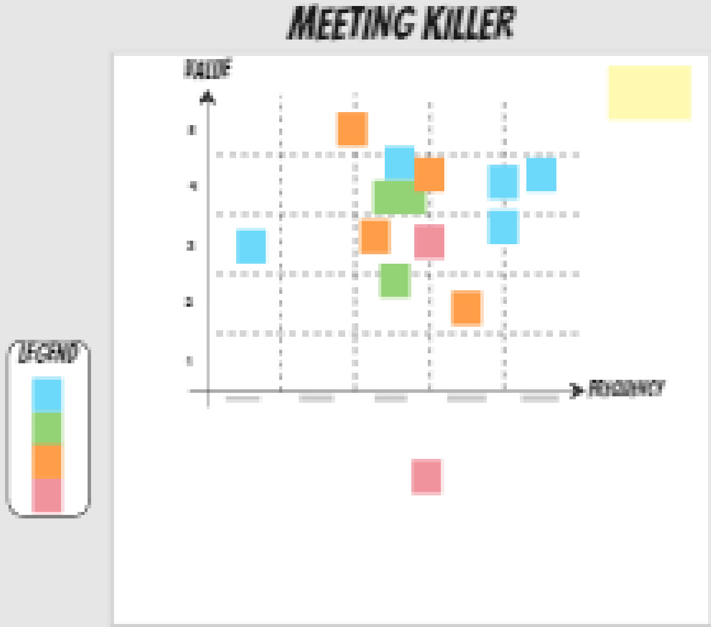

VALUE
FREQUENCY

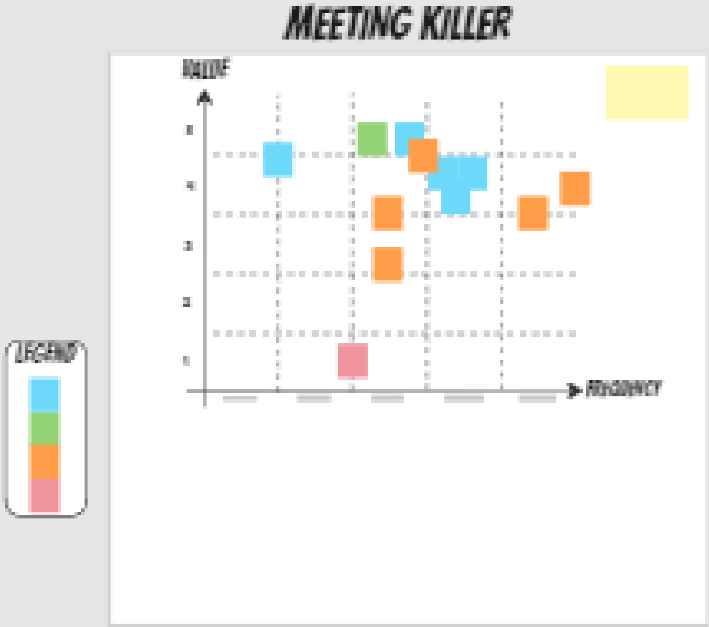
MEETING SCORING

Mary




MEETING KILLER
VALUE
5
4
3
2
1
FREQUENCY
LEGEND

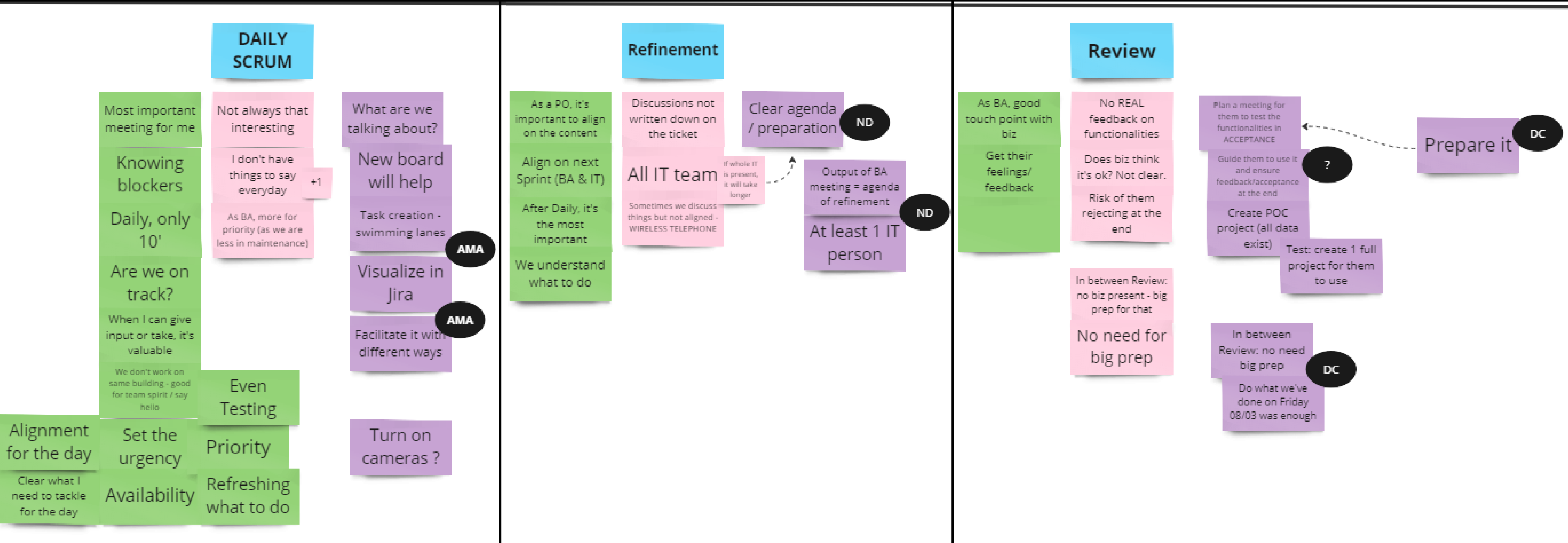

MEETING KILLER
VALUE
5
4
3
2
1
FREQUENCY
LEGEND


MEETING KILLER
VALUE
5
4
3
2
1
FREQUENCY
LEGEND

Which meetings…

…have the highest/lowest value? Why?
…are overlapping?
…can be merged?
…can have lower frequency?
…do we want to increase the value? How?

And finally…
Which meetings can be k1ll3d?



DAILY SCRUM

Most important meeting for me

Knowing blockers

Daily, only 10'

Are we on track?

When I can give input or take, it's valuable

We don't work on same building - good for team spirit / say hello

Even Testing

Alignment for the day

Set the urgency

Priority

Clear what I need to tackle for the day

Availability

Refreshing what to do

Not always that interesting

I don't have things to say everyday

+1

As BA, more for priority (as we are less in maintenance)

What are we talking about?

New board will help

Task creation - swimming lanes

AMA

Visualize in Jira

AMA

Facilitate it with different ways

Turn on cameras ?

Refinement

As a PO, it's important to align on the content

Align on next Sprint (BA & IT)

After Daily, it's the most important

We understand what to do

Discussions not written down on the ticket

All IT team

If whole IT is present, it will take longer

Sometimes we discuss things but not aligned - WIRELESS TELEPHONE

Clear agenda / preparation

ND

Output of BA meeting = agenda of refinement

ND

At least 1 IT person

Review

As BA, good touch point with biz

Get their feelings/ feedback

No REAL feedback on functionalities

Does biz think it's ok? Not clear.

Risk of them rejecting at the end

In between Review: no biz present - big prep for that

No need for big prep

Plan a meeting for them to test the functionalities in ACCEPTANCE

Prepare it

DC

Guide them to use it and ensure feedback/acceptance at the end

?

Create POC project (all data exist)

Test: create 1 full project for them to use

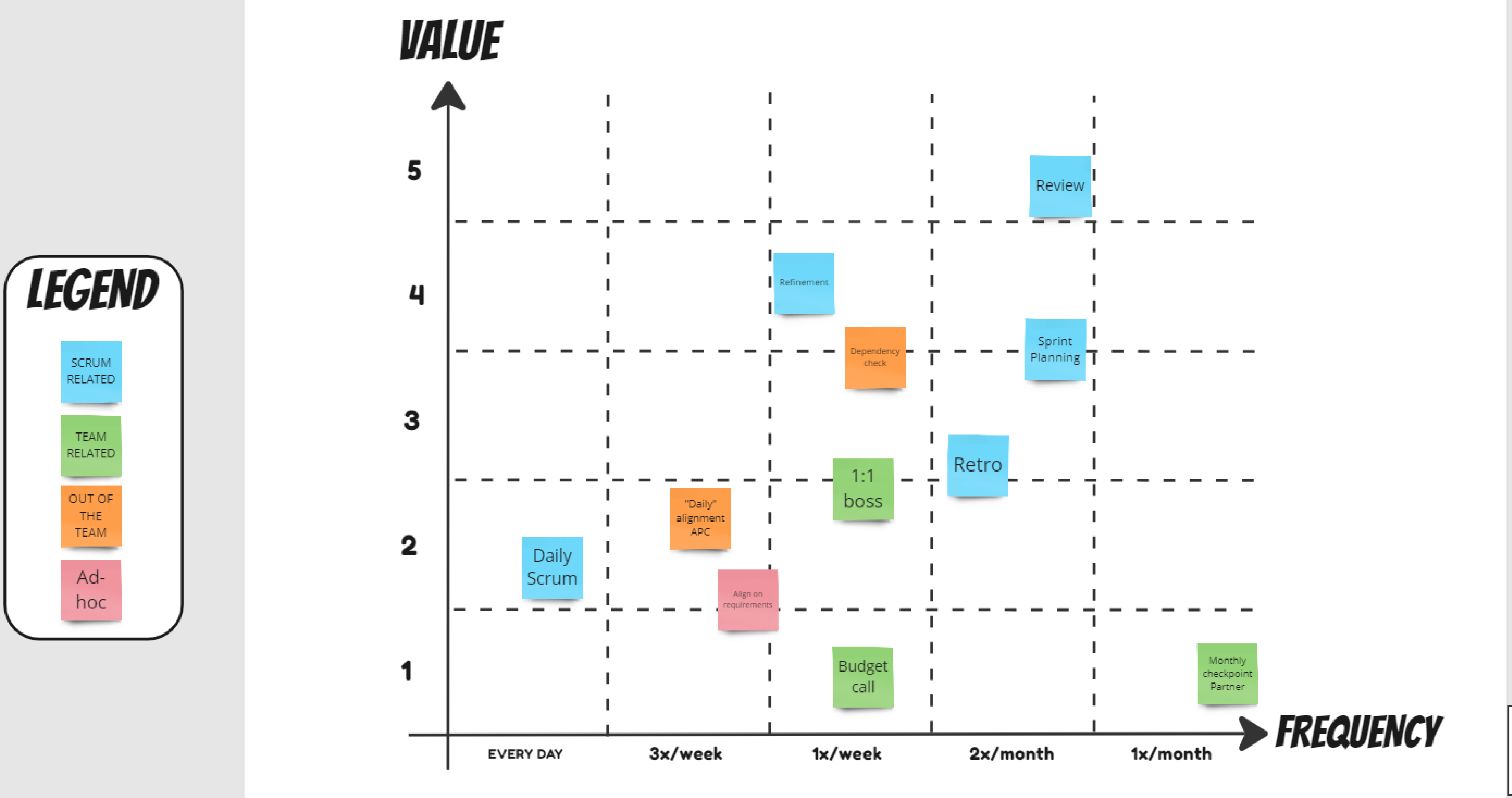
In between Review: no need big prep

DC

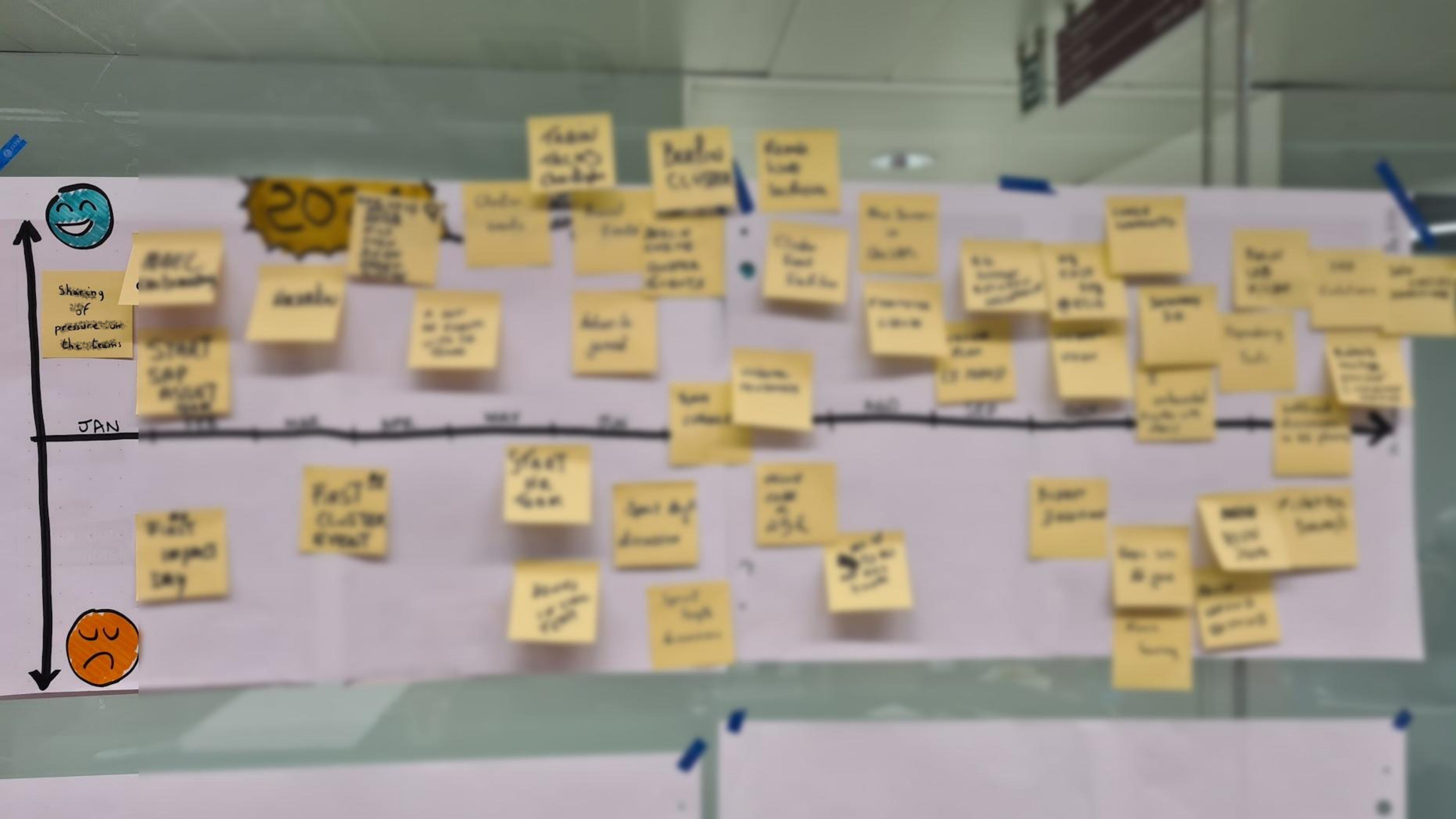
Do what we've done on Friday 08/03 was enough

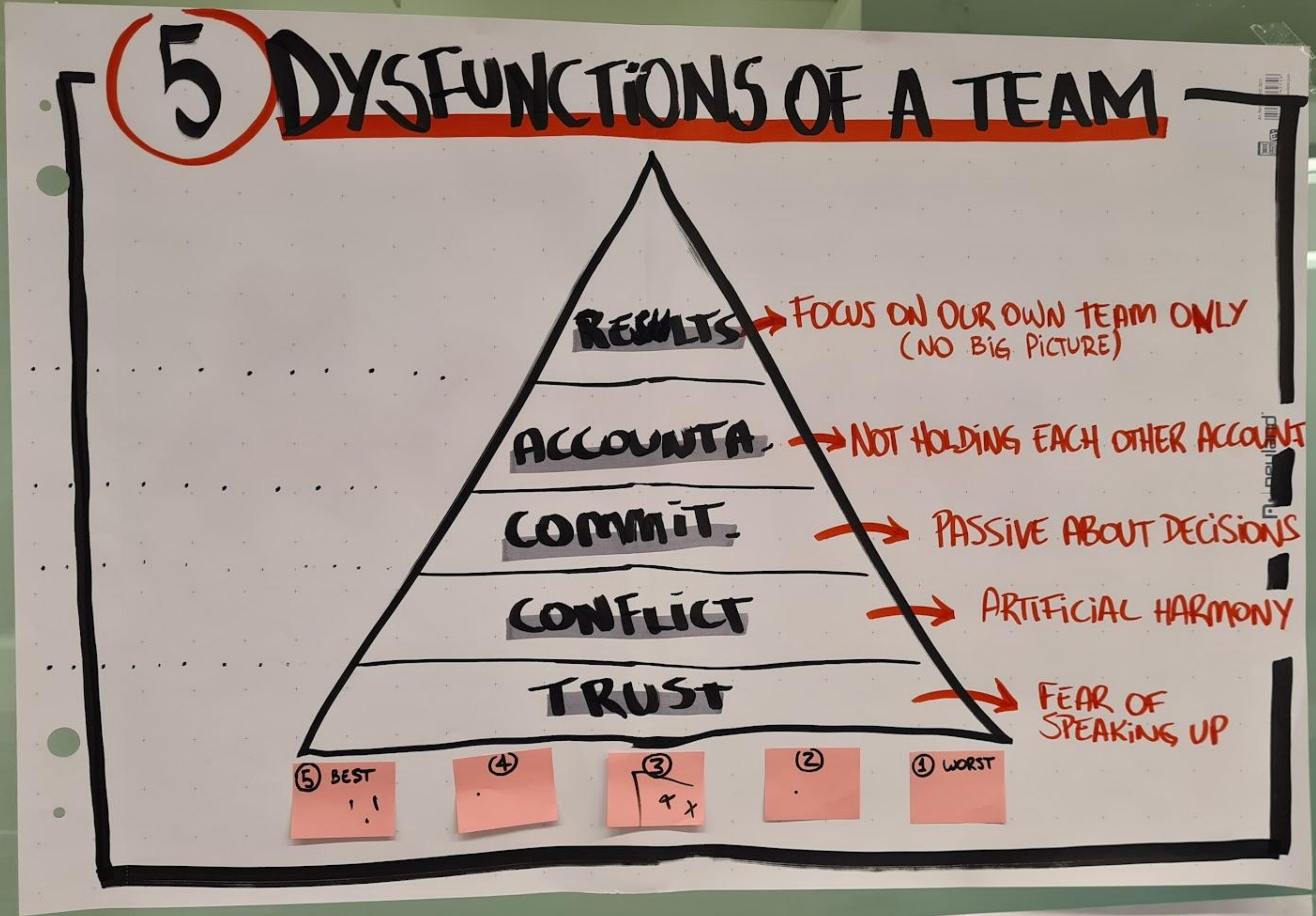
MEETING SCORING

Mary



5
DYSFUNCTIONS OF A TEAM


Sharing of pressure on the teams
JAN



⑤ DYSFUNCTIONS OF A TEAM

RESULTS → FOCUS ON OUR OWN TEAM ONLY (NO BIG PICTURE)

ACCOUNTA. → NOT HOLDING EACH OTHER ACCOUNT

COMMIT. → PASSIVE ABOUT DECISIONS

CONFLICT → ARTIFICIAL HARMONY

TRUST → FEAR OF SPEAKING UP

⑤ BEST

④

③

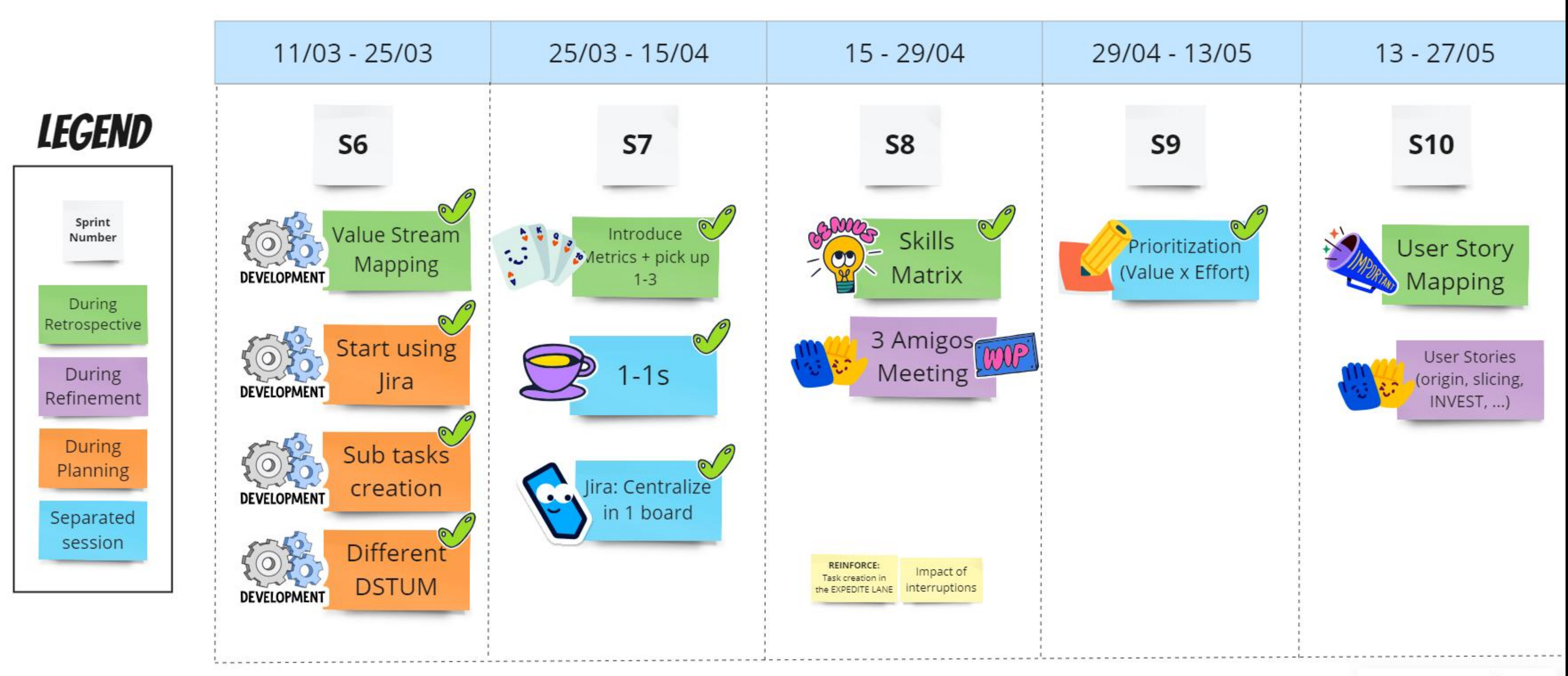
②

① WORST

HOW AM I DOING?

BACKLOG + FEEDBACK

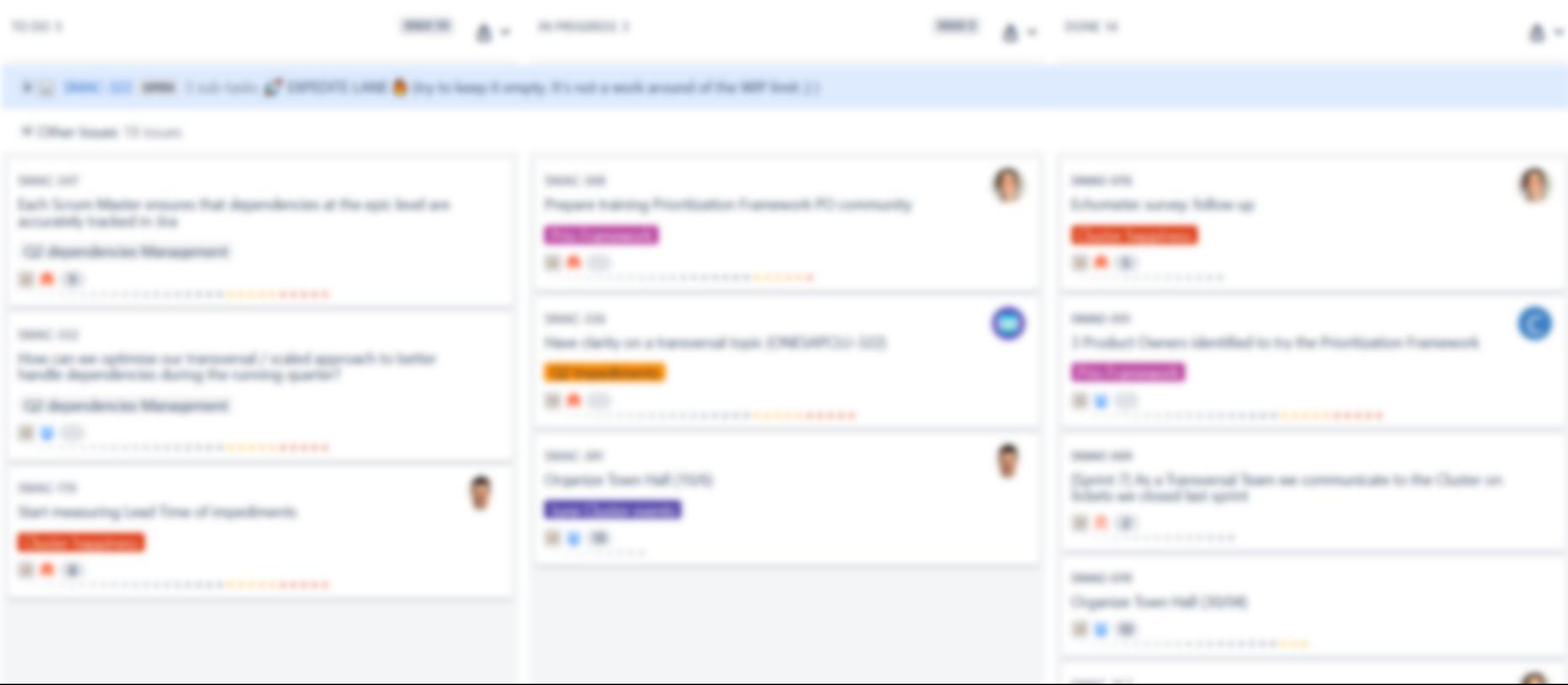
BACKLOG
CB AGILE RELATED
OCF OPTIMIZATION RELATED
SPRINT 20
21/01 - 25/01
FAST LANE
TO DO
WIP
DONE
DELIVERED



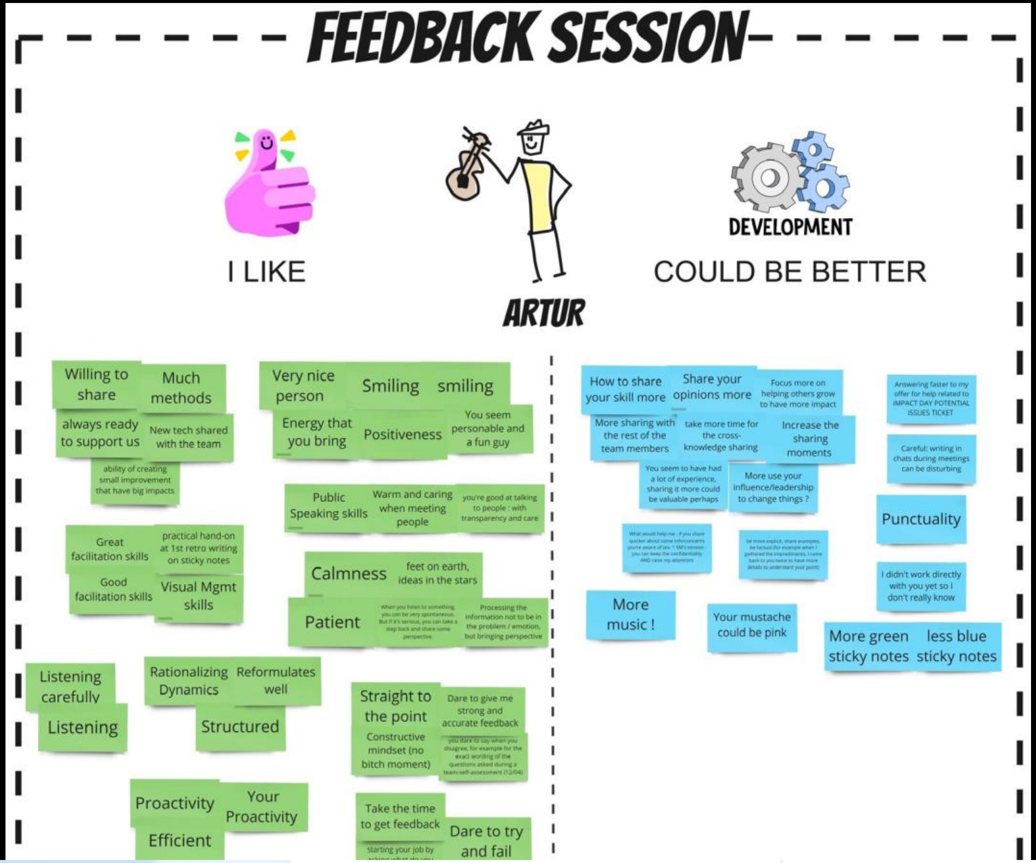
LEGEND

- Sprint Number
- During Retrospective
- During Refinement
- During Planning
- Separated session

11/03 - 25/03	25/03 - 15/04	15 - 29/04	29/04 - 13/05	13 - 27/05
S6	**S7**	**S8**	**S9**	**S10**
DEVELOPMENT Value Stream Mapping ✓	Introduce Metrics + pick up 1-3 ✓	Skills Matrix ✓	Prioritization (Value x Effort) ✓	User Story Mapping
DEVELOPMENT Start using Jira ✓	1-1s ✓	3 Amigos Meeting WIP		User Stories (origin, slicing, INVEST, ...)
DEVELOPMENT Sub tasks creation ✓	Jira: Centralize in 1 board ✓	REINFORCE: Task creation in the EXPEDITE LANE Impact of interruptions		
DEVELOPMENT Different DSTUM ✓				



ARTUR
SUPERPOWERS
Good sharing person
Sharing resources
Very creative
Smiling & positive
Amazingly high soft power
Believer!
True kindness communication
Fascinating enabler
Strong facilitation skill + CEO
ENERGETIC
BENEVOLENT
ACTIONS
Attend to 2 open doors January/Feb
Make visible my timeline invested / sound
Seek coffee
POSITIVE POINTS
+ LIKE
31/07
⊖ IMPROVEMENTS
ASKED FOR FEEDBACK
ENERGY + PRESENCE
GOOD NRJ + IDEAS ENERGIZERS
LISTENING CAPABILITY
PRACTICAL TOOLS
AVAILIBILITY + FOR VARIOUS SUBJECTS
Learnt to say No
PROACTIVE
HANDS ON ATTITUDE
• Committed • Positive • Curious / Open
PROFESSIONAL RELIABLE TRUSTWORTHY
Communicative "Bienveillance"
FEEDBACK
ARTHUR
TELL US MORE WHAT DO YOU REALLY THINK?
Dare to share when you are not aligned +1
ADAPT MORE TO AUDIENCE
Humble Bragging
HOW TO BE MORE EFFECTIVE WITH SENIOR LEVEL
STAKEHOLDERS
Do more pair coaching → Lyssa Tools
ARTUR
/10
8/10
9/10
9/10
8/10
8/10
9/10
POSITIVE
TO IMPROVE
ARTUR
VISUAL EXPLANATION
TOOLBOX FOR ANY SITUATION
EAGER TO HELP
OPEN TO NEW IDEAS
POSITIVE VIBE
GOOD ADVICE
AVAILABLE
OPEN DOORS
BE MORE PRESENT IN THE FIELD
FEEDBACK
NO BEER
POSITIVE
Artur
TO IMPROVE
/10
10/10
9/10
8/10
8/10
8½/10
8
8/10
8/10
7/10
Good Things
Improvements..
Communication improved a lot!
Firm Believer...
Commit & Act on the actions
Energy & smile...
Open to receive feedback & work on it
Act as he preach
Ready & willing to help!
Remain isolated / apart from discussion
ARTUR
Feedback cycles to be more frequent
Is perfectionist
Avoid too deep diving
Sometimes too shy / Remain apart
Could be more colourful in appareil
Start sharing thoughts in big forums
Time management
EXPRESS YOUR OPINION
FEEDBACK SESSION
1ST ROUND
TO IMPROVE
Genuine Concerned
Comfort zone crusher
Sensei
Knowledge Crash Con
ARTUR M.
What explained Clear
Keep Calm
Motivated
Fun person to work with
Show off ;-)
People ideas U have
Sometimes too much "Confianceh"
POSITIVE POINTS
ARTUR
/10
8/10
8.5/10
8.5/10
8/10
8/10
FEEDBACK SESSION
2nd ROUND
POSITIVE
TO IMPROVE
NEW
EMPATHIC
COMMITED
ASKS FOR FEEDBACK
CURIOUS / OPEN
PROFESSIONAL RELIABLE & TRUSTWORTHY
POSITIVE
ENERGY & PRESENCE
LEARNT TO SAY 'NO'
AVAILABILITY FOR VARIOUS SUBJECTS
GOOD ENERGY + IDEAS FOR ENERGIZERS
COMMUNICATION IMPROVES A LOT!
ACT AS HE PREACHES
LISTENING CAPABILITY
PRACTICAL TOOLS
FIRM BELIEVER
COMMIT AND ACT ON THE ACTIONS
HANDS ON ATTITUDE
PROACTIVE
COMMUNICATIVE "BIENVEILLANCE"
ENERGY AND SMILE
ARTUR
TIME MANAGEMENT
TOO PERFECTIONIST
HUMBLE BRAGGING
BE MORE COLORFUL
SOMETIMES TOO SHY
TELL MORE WHAT YOU REALLY THINK
POSITIVE
TO IMPROVE
ARTUR
POSITIVE
TO IMPROVE
ARTUR
MUSIC
POSITIVE VIBES



FEEDBACK SESSION

I LIKE

ARTUR

DEVELOPMENT

COULD BE BETTER

Willing to share

Much methods

always ready to support us

New tech shared with the team

ability of creating small improvement that have big impacts

Very nice person

Smiling

smiling

Energy that you bring

Positiveness

You seem personable and a fun guy

Public Speaking skills

Warm and caring when meeting people

you're good at talking to people : with transparency and care

Great facilitation skills

practical hand-on at 1st retro writing on sticky notes

Good facilitation skills

Visual Mgmt skills

Calmness

feet on earth, ideas in the stars

Patient

When you listen to something, you can be very spontaneous. But if it's serious, you can take a step back and share some perspective.

Processing the information not to be in the problem / emotion, but bringing perspective

Listening carefully

Listening

Rationalizing Dynamics

Reformulates well

Structured

Straight to the point

Dare to give me strong and accurate feedback

Constructive mindset (no bitch moment)

you dare to say when you disagree, for example for the exact wording of the questions asked during a team-self-assessment (12/04)

Proactivity

Your Proactivity

Efficient

Take the time to get feedback

Dare to try and fail

starting your job by

How to share your skill more

Share your opinions more

Focus more on helping others grow to have more impact

More sharing with the rest of the team members

take more time for the cross-knowledge sharing

Increase the sharing moments

You seem to have had a lot of experience, sharing it more could be valuable perhaps

More use your influence/leadership to change things ?

What would help me : if you share quicker about some info/concerns you're aware of (ex: 1 SM's tension : you can keep the confidentiality AND raise my attention)

be more explicit, share examples, be factual (for example when I gathered the impediments, I came back to you twice to have more details to understand your point)

More music !

Your mustache could be pink

Answering faster to my offer for help related to IMPACT DAY POTENTIAL ISSUES TICKET

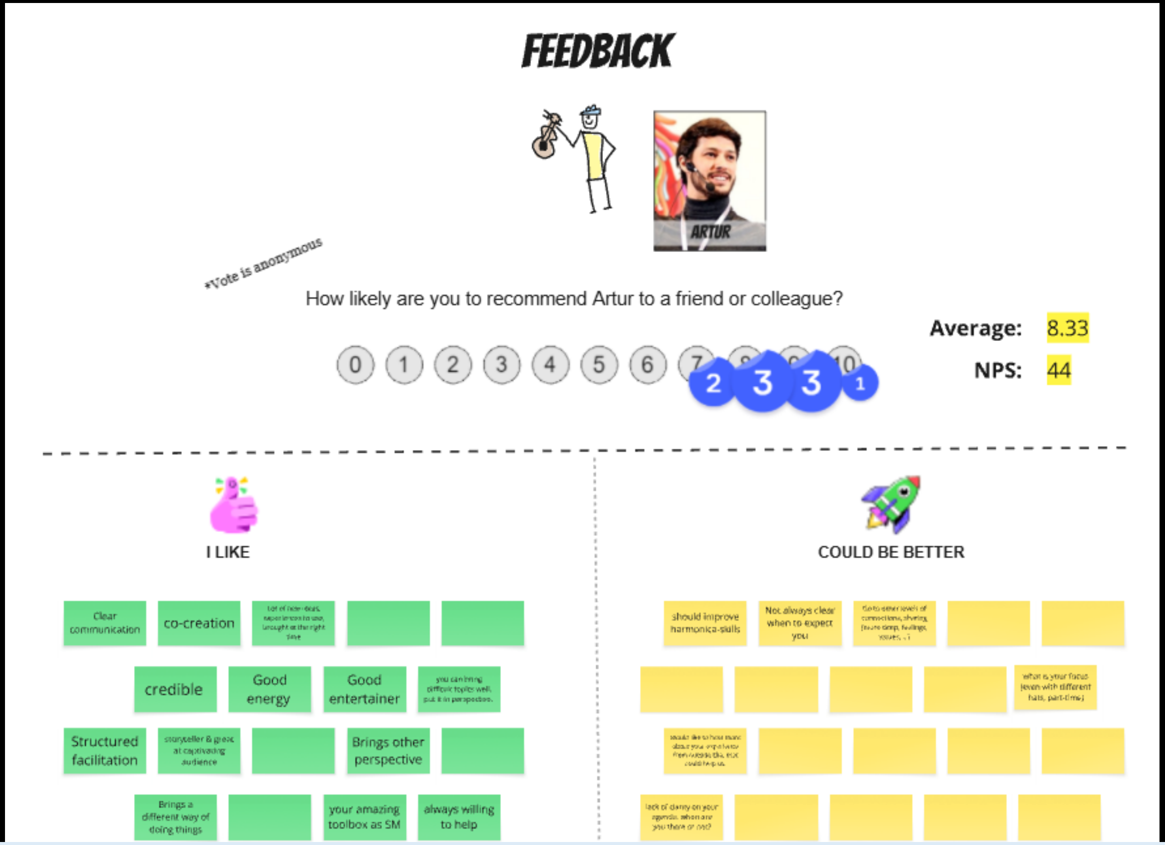
Careful: writing in chats during meetings can be disturbing

Punctuality

I didn't work directly with you yet so I don't really know

More green sticky notes

less blue sticky notes



FEEDBACK

ARTUR

*Vote is anonymous

How likely are you to recommend Artur to a friend or colleague?

Average: 8.33

NPS: 44

I LIKE

Clear communication

co-creation

lot of ideas, experiences to use, brought at the right time

credible

Good energy

Good entertainer

you can bring difficult topics well, put it in perspective.

Structured facilitation

storyteller & great at captivating audience

Brings other perspective

Brings a different way of doing things

your amazing toolbox as SM

always willing to help

COULD BE BETTER

should improve harmonica-skills

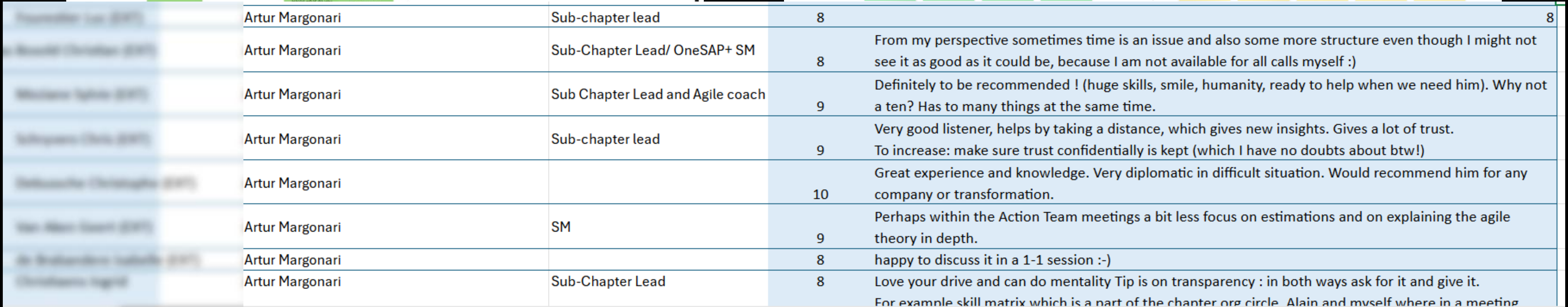
Not always clear when to expect you

Go to other levels of connections, sharing (more deep, feelings, issues, ...)

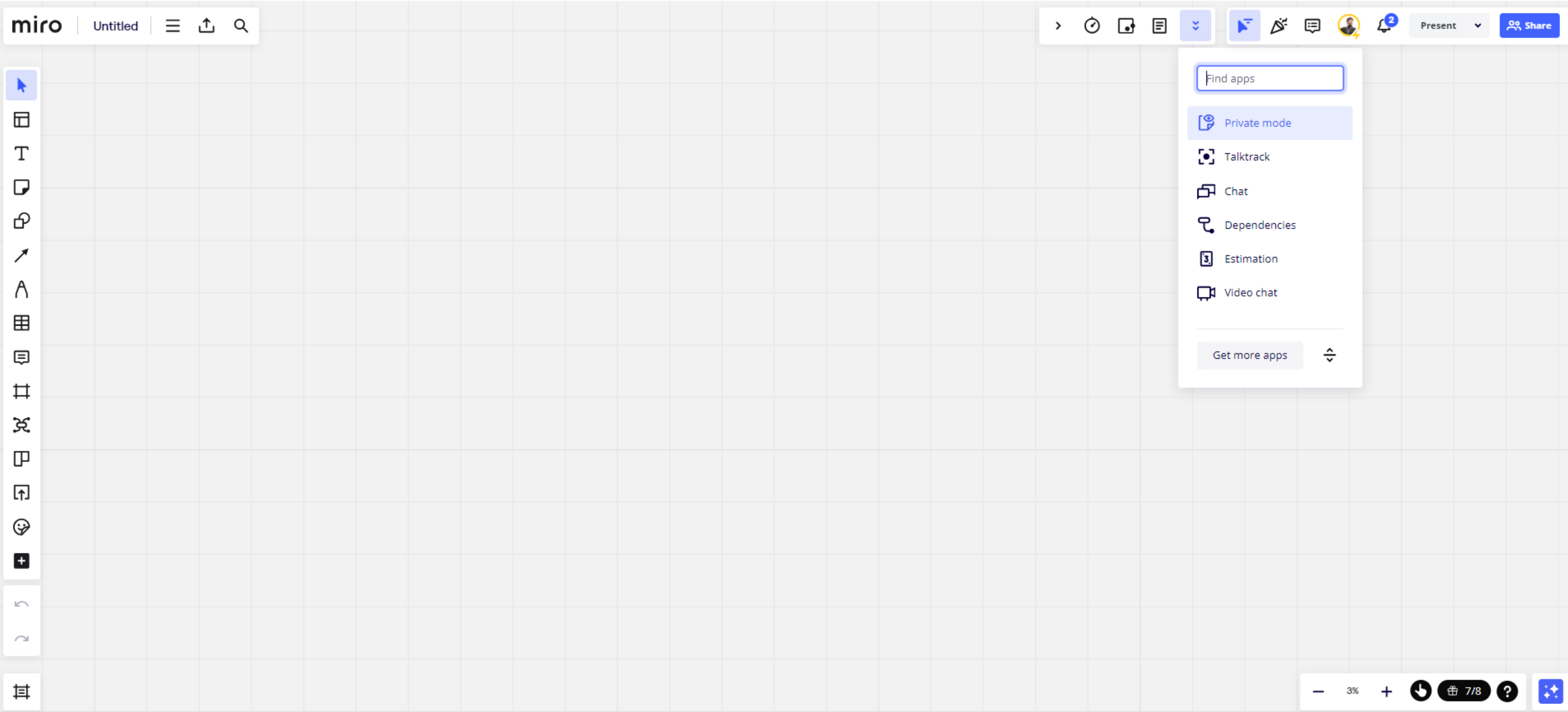
what is your focus (even with different hats, part-time)

would like to hear more about your experience from outside this, etc could help us

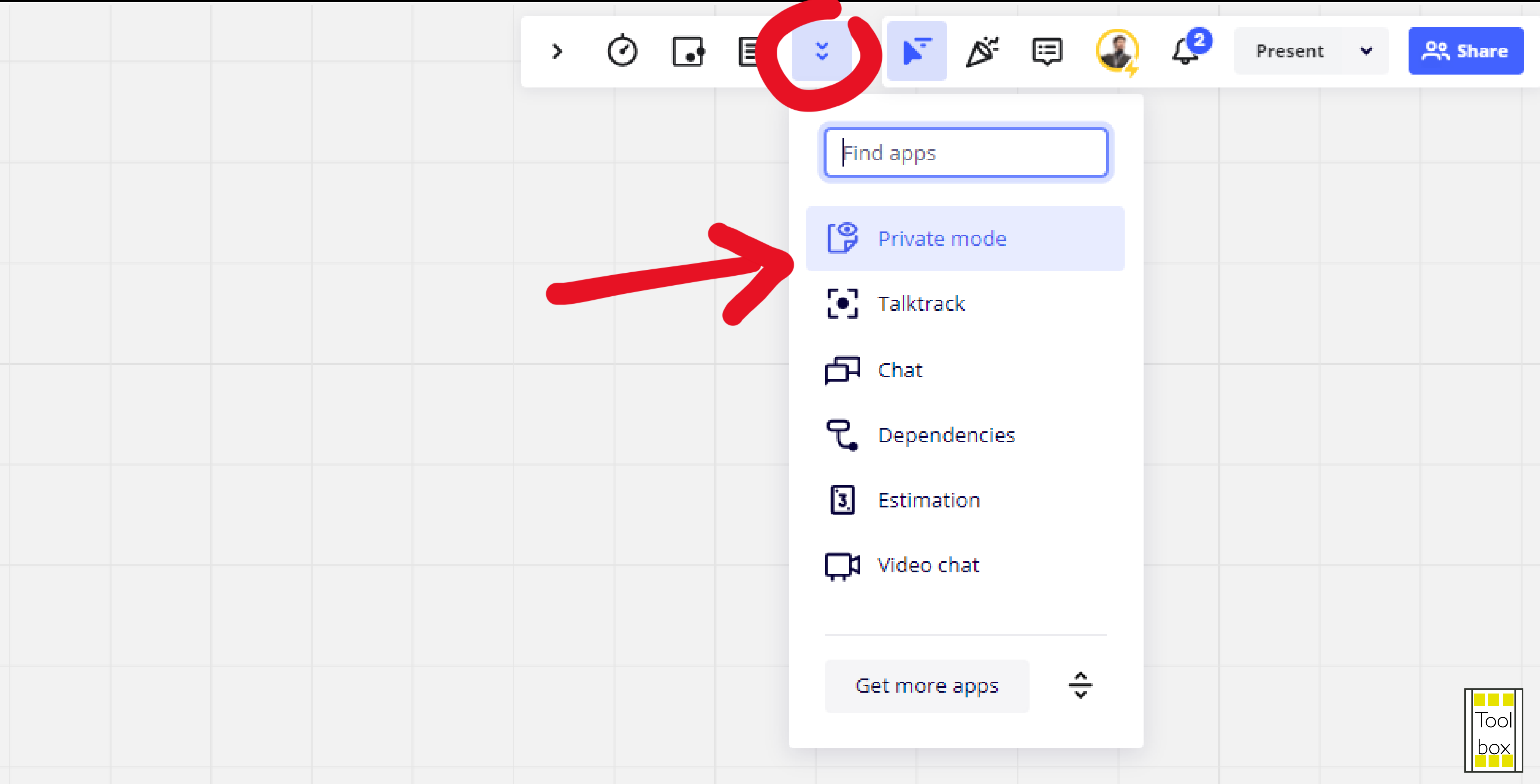
lack of clarity on your agenda: when are you there or not?



[redacted]	Artur Margonari	Sub-chapter lead	8		8
[redacted]	Artur Margonari	Sub-Chapter Lead/ OneSAP+ SM	8	From my perspective sometimes time is an issue and also some more structure even though I might not see it as good as it could be, because I am not available for all calls myself :)	
[redacted]	Artur Margonari	Sub Chapter Lead and Agile coach	9	Definitely to be recommended ! (huge skills, smile, humanity, ready to help when we need him). Why not a ten? Has to many things at the same time.	
[redacted]	Artur Margonari	Sub-chapter lead	9	Very good listener, helps by taking a distance, which gives new insights. Gives a lot of trust. To increase: make sure trust confidentially is kept (which I have no doubts about btw!)	
[redacted]	Artur Margonari		10	Great experience and knowledge. Very diplomatic in difficult situation. Would recommend him for any company or transformation.	
[redacted]	Artur Margonari	SM	9	Perhaps within the Action Team meetings a bit less focus on estimations and on explaining the agile theory in depth.	
[redacted]	Artur Margonari		8	happy to discuss it in a 1-1 session :-)	
[redacted]	Artur Margonari	Sub-Chapter Lead	8	Love your drive and can do mentality Tip is on transparency : in both ways ask for it and give it. For example skill matrix which is a part of the chapter org circle. Alain and myself where in a meeting	



miro
Untitled
Present
Share
Find apps
Private mode
Talktrack
Chat
Dependencies
Estimation
Video chat
Get more apps
3%
7/8
2


Present
Share
2
Find apps
Private mode
Talktrack
Chat
Dependencies
Estimation
Video chat
Get more apps
Tool box