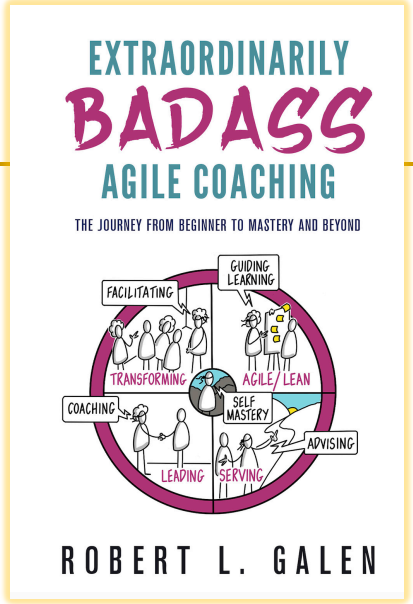
Jennifer Fields & Bob Galen

Avoiding Agile Coaching Mediocrity

Becoming a Badass Agile Coach

Avoiding Agile Coaching Mediocrity

aka – Becoming a Badass Agile Coach



Bob Galen
Agile Coach
bob@rgalen.com

AGILE MOOSE
Guiding You Down The Path Of Agility

Jennifer Fields

Jennifer is an authentic leader, passionate about helping teams and organizations do what they do better. She loves seeing individuals, teams, and leaders begin to rediscover their “Why” and reclaim the joy of working at their full potential. She began her agile journey working as a developer on an agile team and never looked back.

Along the way Jennifer added to her agile toolbox by working in a variety of roles - Project Manager, Scrum Master, Product Owner and Sr. Leadership, each helping to solidify and strengthen her agile mindset. Her wide-ranging experience provides her with a keen ability to work with folks across organizations, meeting them where they are to help them get to where they long to be.

She enjoys strategizing with executives who have the vision, passion, and courage to make real transformations happen, and does so without losing sight of the importance of teams and individuals. Jennifer believes individual transformation is what leads to lasting impactful organizational change and the greatest value delivery.

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Bob Galen

- Independent Agile Trainer & Coach at RGCG, LLC

- Somewhere “north” of 30 years overall experience ☺
- Wide variety of technical stacks and business domains
- Roots of a software developer
- Senior/Executive software development leadership for 20+ years
- Agile “Coach of Coaches” and Leaders
- Deep XP, Lean, Scrum, and Kanban experience since 2000
- From Cary, North Carolina, dog lover, grandfather, husband

ScrumAlliance® Certified Enterprise Coach

The Leadership Circle® CERTIFIED PRACTITIONER

ICF International Coaching Federation

ORSC™ TRAINED

Leadership Agility 360™ Certified

Scrum Alliance CAL EDUCATOR

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Agenda

- Entry
- Overview of Agile Coaching Growth Wheel
- Overview of Coaching Conversational Arc
- Overview of Dojo, triad-based coaching practice format
  - Demonstration
- 1 or more 15 minute coaching Dojo sessions
  - 2 minute: scenario selection, set the stage and discuss coaching stances / strategy.
  - 8 minutes: coaching Arc conversation.
  - 5 minutes: retrospective and capture observations / learnings
- Final debrief and Q&A
- Thank you!

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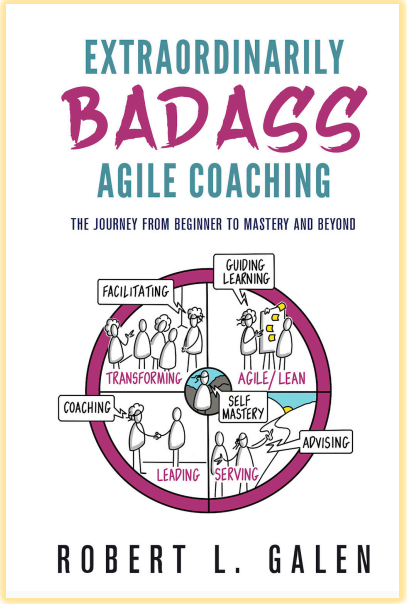
Extraordinarily Badass Agile Coaching

The journey from Beginner to Mastery and Beyond…

- Published January 2022
- Contributions by Mark Summers, Jennifer Fields, Rhiannon Personick, and Stuart Young
- Forwards by Don MacIntyre and Paddy Cory
- Uses Agile Coaching Growth Wheel as central model.
- Heavy focus on coaching conversational Arcs.
- Special focus on: self-mastery, reflection, ethics, and continuous learning.
- Connected to Comparative Agility – Agile Coaching PI.



Discounted copies of the book -
https://leanpub.com/extraordinarilybadassagilecoaching/c/eODcJ1jS0Wu3

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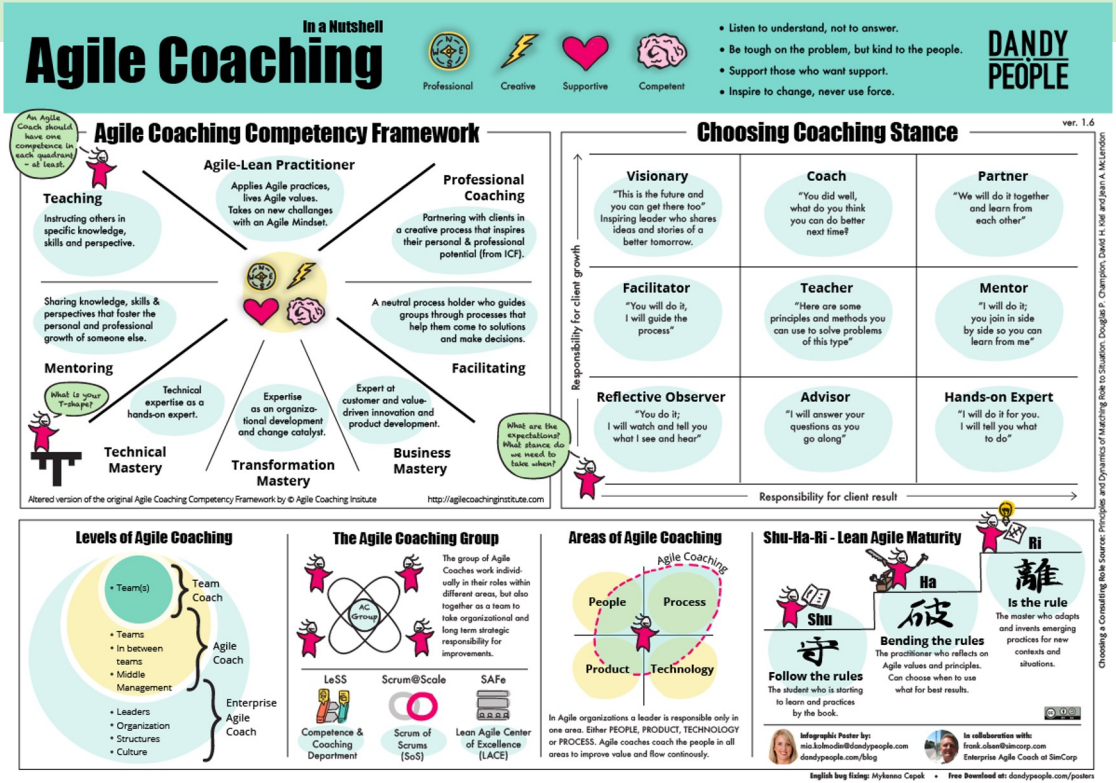
History Agile Coaching in a Nutshell

https://dandypeople.com/blog/agile-coaching-in-a-nutshell/



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Agile Coaching Growth Wheel

Agile Coaching Stances

Agile Coaching Competencies

Includes Professional Coaching

Developed by practicing agile coaches

Focused towards becoming more well-rounded coaches in service to our clients.

http://whatisagilecoaching.org/

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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Agile Coaching Growth Wheel

History

- A model definition effort begun in ~2016 at a Scrum Alliance Coaching Retreat in Europe
- ~10-12 practicing coaches discussed the “craft” of agile coaching and the need for more well-rounded and depth of skills.
- V1 of the Wheel introduced in 2016, initiative led by Mark Summers.
- Bob Galen’s blog post entitled – Agile Coaching – I have a Dream sparked additional reflection…
  - https://www.agile-moose.com/blog/2020/11/29/agile-coaching-i-have-a-dream
- In 2021 and the Scrum Alliance formed a working group led by Mark Summers, Joel Bancroft-Connors, and Brock Argue to renew the focus and update the Wheel. They’re working on it into 2022 and will release a Creative Commons version 3 mid-year. We’re referencing early copies of the specification.

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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Walking the Wheel

Center: Self-Mastery

- Self-awareness
- Emotional Intelligence
- Systems-awareness
- Learning & Growth
- Continuous Improvement
- Self-care
- Mindfulness
- Strengths-based
- Self-management

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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Walking the Wheel

Primary Competencies

1. **Advising:** I bring my expertise and consult with you. Provide counsel.

2. **Coaching**: I help you explore the problem space to identify your solution.

3. **Facilitating:** I make it easier for you to achieve your goals.

4. **Guiding Learning**: I impart knowledge and I share my experience.

5. **Leading:** lead in a service of others, serve and set an example, role model.

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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Walking the Wheel

Mastery Competencies

- **Agile/Lean Practitioner**
  - Methods, Frameworks & Tactics
  - Scaling
  - Lean mindset
- **Serving** (Business & Teams)
  - Domain experience
  - Context
- **Transforming**
  - Change Models and Guiding Change
  - Organizational Models & Structure
  - Leadership & Culture

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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Walking the Wheel
5 Competency Levels

1. **Beginner** – Building awareness, academic knowledge
2. **Advanced Beginner** – Beginning to practice, extending knowledge of ACGW competencies
3. **Practitioner** – Can demonstrate (practice) all aspects of the ACGW, repeatable results.
4. **Guide** – moving from coaching to adapting the ACGW competencies in guiding (mentoring, coaching) other coaches.
5. **Catalyst** – able to modify or alter (evolve) coaching standards by developing innovative approaches. Navigate increasing complexity.

* These are evolving, definitions as of January 2022

Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; María Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

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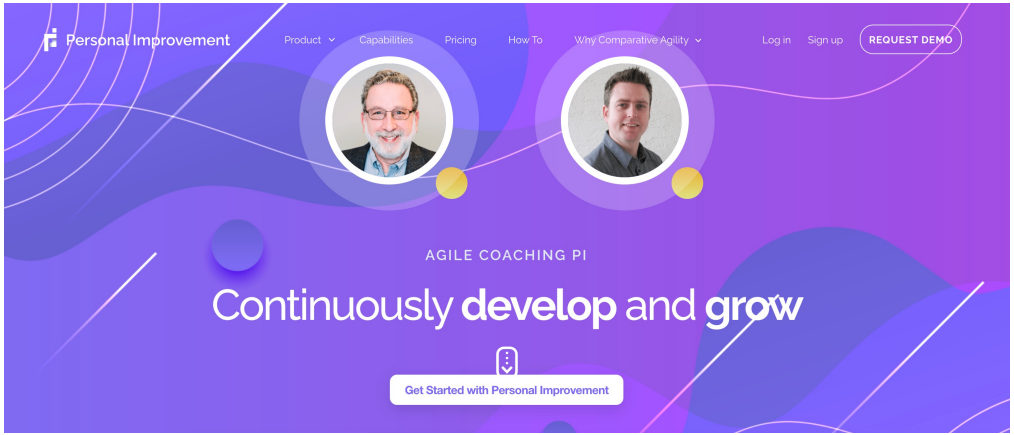
Comparative Agility
Agile Coaching – PI assessment



- Co-created with Mark Summers
- Aligned with the Agile Coaching Growth Wheel, 8 competency areas of focus
- Deep learning recommendation library for personal development
- Free ongoing assessments
- Wonderful (PI) continuous improvement dashboard to guide your growth & learning

https://www.comparativeagility.com/personal-capabilities/agile-coaching-pi

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Coaching Conversation Considerations

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Meet them where they are

- Try not to coach too “far away” from their current context
- Empathy for the current landscape
  - Agile transformation, culture, skills, leadership dynamics, business dynamics
- Give them the “Truth” they can “Handle”

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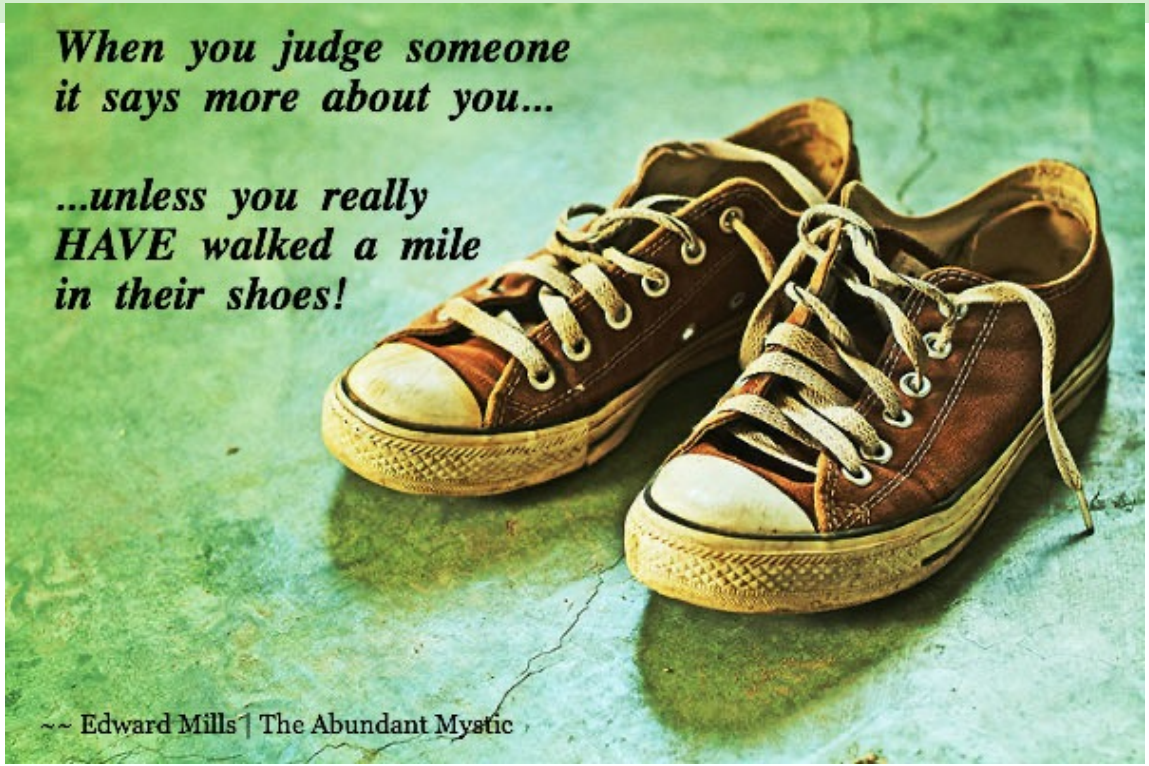
It helps if you have walked in their shoes…



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Coaching Mindset

- *Ethics*
- *Service of the Client; Do no harm*
- *Hold your coaching clients as capable, smart, and having all the information they need*
- *Establish and hold the clients agenda*
- *Presence*
- *Meta-skills*
- *Releasing your baggage*
- *Coach the system*
- *Well-rounded coaching / Sense & respond (dancing)*
- *Walk your talk; Modeling*

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Coaching Conversations
A Simple Model

Opening Moves	Middle Game	End Game
• *Ask permission* • *Establish goal(s)* • *Set the stage* • *Open-ended questions* • *Listening – emotional field* • *Direction finding*	• *Widening / brainstorming* • *Options* • *Strategies* • *Narrowing & planning* • *Exploration* • *Clarification*	• *Closure* • *Ownership – who does what?* • *Action plans and next steps* • *Repeat, confirmation* • *Schedule*

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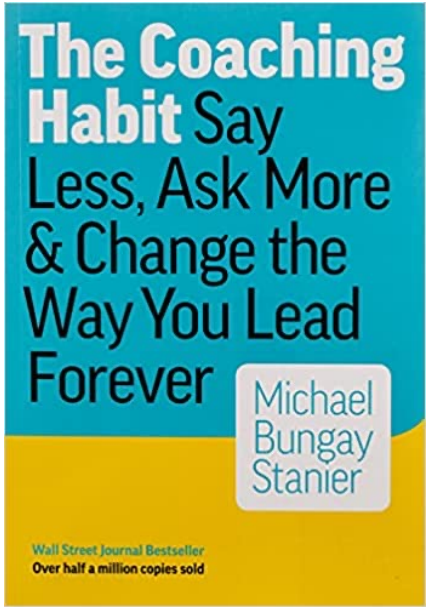
7 Essential Coaching Questions

1. What's on your mind?
2. And what else?
3. What's the real challenge here for you?
4. What do you want?
5. How can I help?
6. If you're saying "yes" to this, what are you saying "no" to?
7. What was most useful to you?



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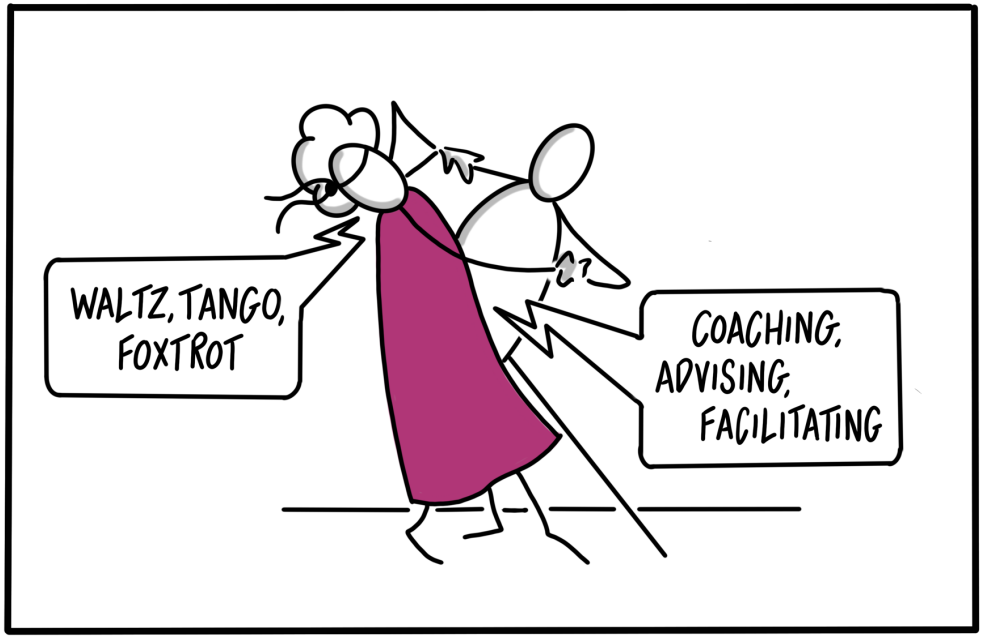
Agile Coaching – Dancing with the Client



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Coaching Scenarios

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Coaching Dojo

practice, practice, practice…

https://rgalen.com/agile-training-news/2016/6/12/coaching-dojo-with-a-twist

- Break into groups of 3 (Triads) or 4 --
  - **Coachee:** engages/responds to the conversation.
  - **Coach:** initiates/enters the conversation.
  - **Observer – Facilitator/Scribe**: notes, debrief learnings, conductor.
- Decide on **roles**, select a **scenario**, and **Arc.**
- Run a 10-minute DOJO conversation then 5-minute Retro

KEY is to Role Play! Have FUN with it. Improvisation!

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Coaching Dojos – Stances

- Practice your Stance Switching
  - Dancing, Situational Coaching, Sense & Response

- Primary stances will either be—
  - **Advising** (consultative, advice / options, sounding board)
  - **Coaching** (questioning, exploring, observing)
  - **Leading** (modeling, guiding, prescribing)

- Try to hold to that stance as much as possible throughout the Coaching Conversational Arc.

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Faster, faster…

Direction: Upward

*You're the **Agile Coach** and have observed the **Chief Product Owner** influencing estimates on more than one Backlog Refinement session. The "good news" is that she is very interested and engaged in these team meetings.*

The "bad news" is that she is influencing the estimates, and more importantly, the conversations. You've brought this to her attention several times before, but the behavior if anything has gotten worse.

What to do? What conversation(s) to have?

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Swooping…

Direction: Upward or Peer-to-Peer

*You are a **ScrumMaster** / Coach and have noticed a strong pattern where **Team managers** are "swooping in" to their respective teams each time they (the team) encounter a critical problem.*

They keep taking the problem solving and accountability from the team and you can see the morale, ownership and empowerment waning across all of the teams.

There is one particular manager, very senior, experienced and respected, simply isn't responding to your coaching.

What to do? What conversation(s) to have?

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Continuous improvement? Sure.

Peer-to-Peer

*You've noticed that many of your fellow **ScrumMasters** have dropped team retrospectives. The primary reason seems to be that they generally lack impact, and frankly, they don't see the value.*

They're promising to pick them up when there is more time. Is this a great form of inspect & adapt, or something else?

What to do? What conversation(s) to have?

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There IS an I in Team!

Direction: Downward

*You're the **ScrumMaster** of a team who has recently adopted Scrum. One team member, the **Team Lead**, is really struggling to work within the dynamics of a cross-functional team.*

Because they "know everything", they are negative, belligerent in meetings, don't like to collaborate with others, and are increasingly disruptive.

Another team member has pulled you aside, literally begging you to do "something" because its become intolerable.

What to do? What conversation(s) to have?

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Workshop Debrief

We'll be recording/capturing some verbal feedback. You can also provide feedback in the chat…

Questions

1. How did you connect to the Coaching ARC? Was it helpful? What worked? Didn't work?
2. How about the Agile Coaching Growth Wheel, same questions?
3. Dojo format – general feedback on using it as a practice model? What worked best? How to improve it?
4. Impact of switching your stances?
5. Share any other learnings?

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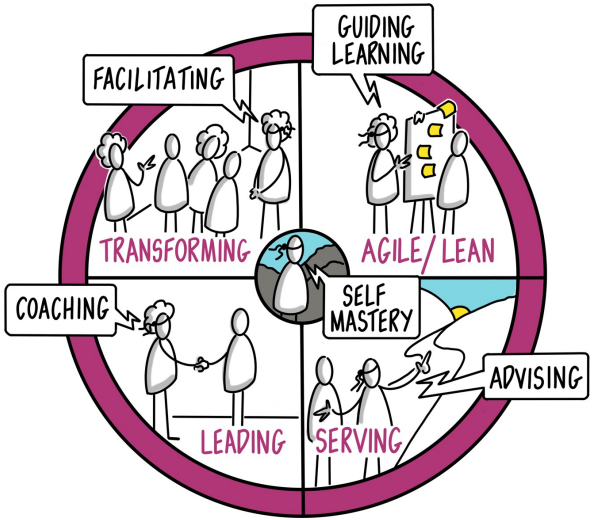
Wrapping up…

Thank you!

And please aspire to become more…

Well-rounded!



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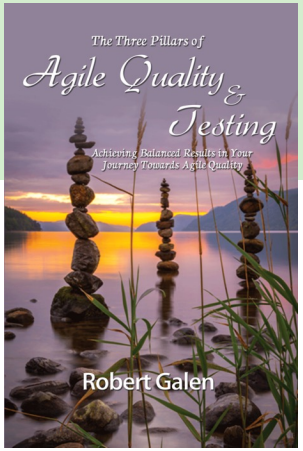
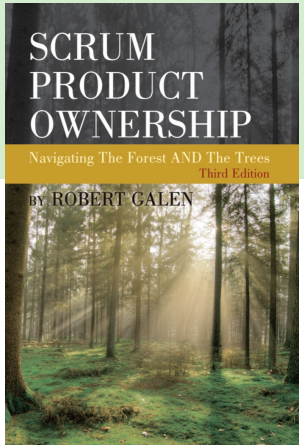
President,
RGCG





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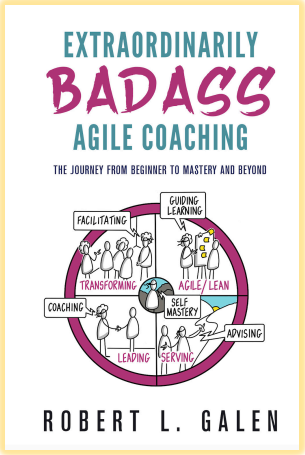
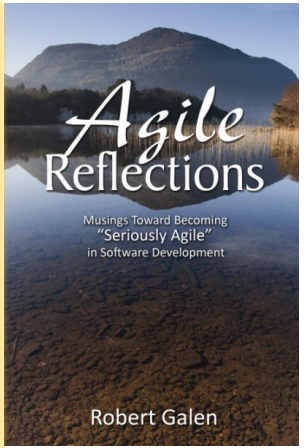
Podcast on all things 'agile' - http://www.meta-cast.com/





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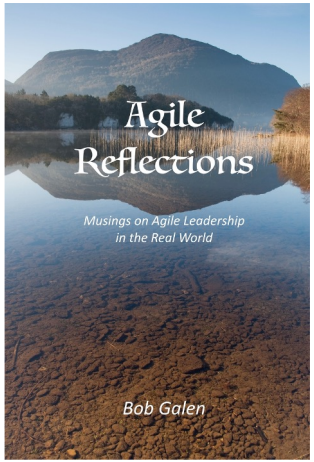
Agile Leadership & Coaching
PDF eBooks, free copies

https://leanpub.com/agilereflectionsforagileleaders



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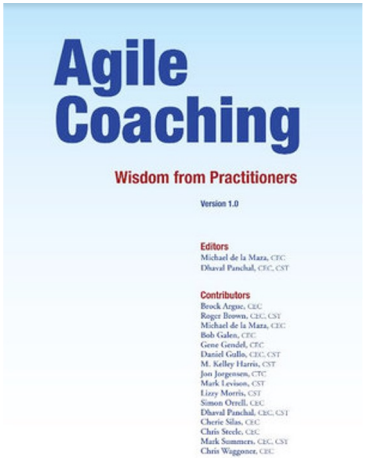

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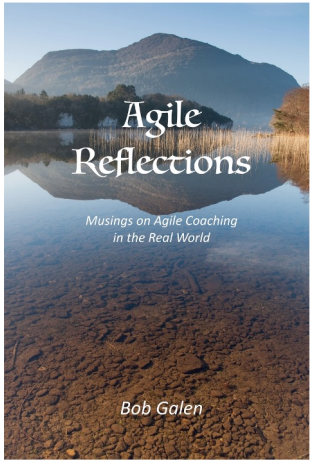

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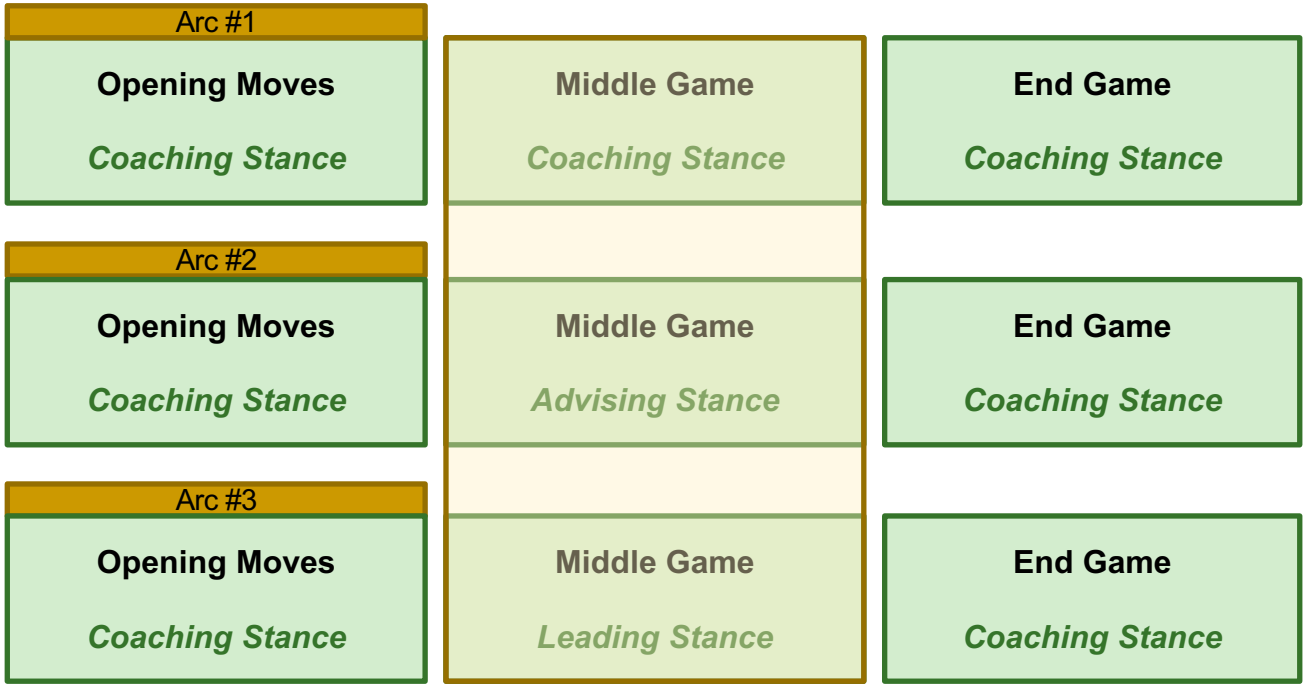
Coaching Arcs
Vary across these approaches



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