

FEWELL  INNOVATION

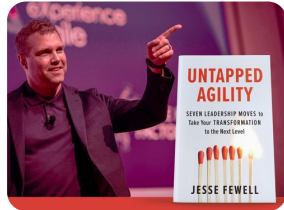
Transforming Backwards

UNEXPECTED WAYS AGILE COACHES BLOCK AGILITY



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FREE Untapped Agility toolkit

The journey towards agility is complex. For those who are stuck or frustrated, we've compiled resources to reignite your transformation.



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This premium program explores changing culture & structure, as well as the internal journey of agile leaders themselves.

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POLL

**What *IS* the job
of an Agile Coach?**



The Consensus Perception

3 Key Components



“For the purposes of this report, we define an agile coach as someone who

- **helps** organizations, teams, and individuals
- **adopt agile practices** and methods while
- **embedding agile values** and mindsets,

while also recognizing that an agile coach is more than a simple definition. It’s a career and a calling*.”

**When they are told “Don’t make trouble in the world”,
they instead say “ We don’t. We are only peacemakers”.**

**Truly, they are the ones who make trouble, but they do not
realize it.**

- Prophet Mohammed

**Once upon a time...
a philosophical crisis**



Do we help, or do we trigger?

Threatened



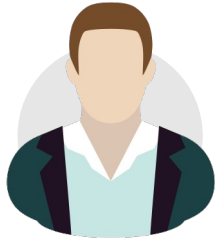
Ted

Team Lead

“My value is in my contribution. If they self-organize the work, then what good am I? Doesn't your process mean I lose my job”

Do we help, or do we trigger?

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Ted
Team Lead

“My value is in my contribution. If they self-organize the work, then what good am I? Doesn't your process mean I lose my job”

Irritated

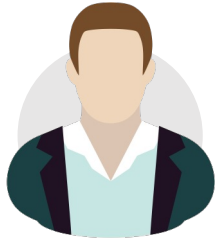


Maria
Manager

“I'm 2 years from retirement. How on earth is this going to help me?”

Do we help, or do we trigger?

Threatened



Ted
Team Lead

“My value is in my contribution. If they self-organize the work, then what good am I? Doesn’t your process mean I lose my job”

Irritated



Maria
Manager

“I’m 2 years from retirement. How on earth is this going to help me?”

Blind



Emmit
Executive

Um, okay WSJF, WIP, and VSM all sound interesting. But how do we fix our gridlock?”

Today's Format

We will do some give and take in this session. Here is the general format...

1. **Discuss** three (3) challenging scenarios
2. **Explore** the yin and yang of each
3. **Discover** some alarming data
4. **Determine** next adjustments

True Story

The product committee is planning objectives for the next quarter. There is more work than capacity. There are competing opinions.

The Product leader has asked you to help.

In what ways could you help?

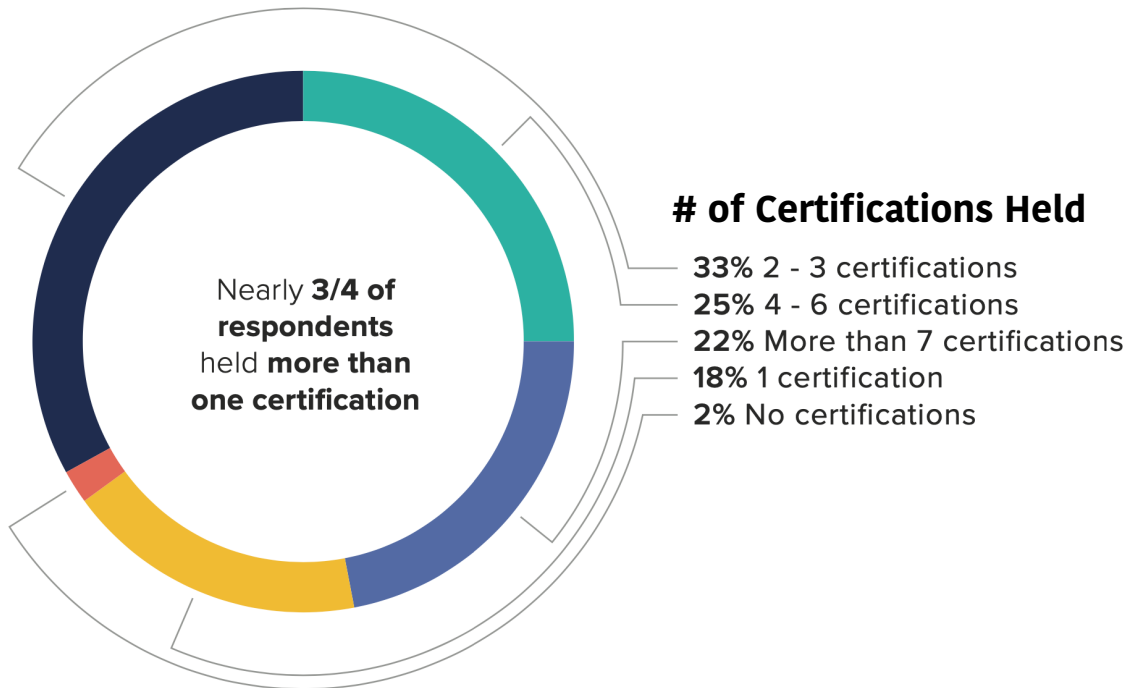
How might each of those be counter-productive?



Our Coaching Bias

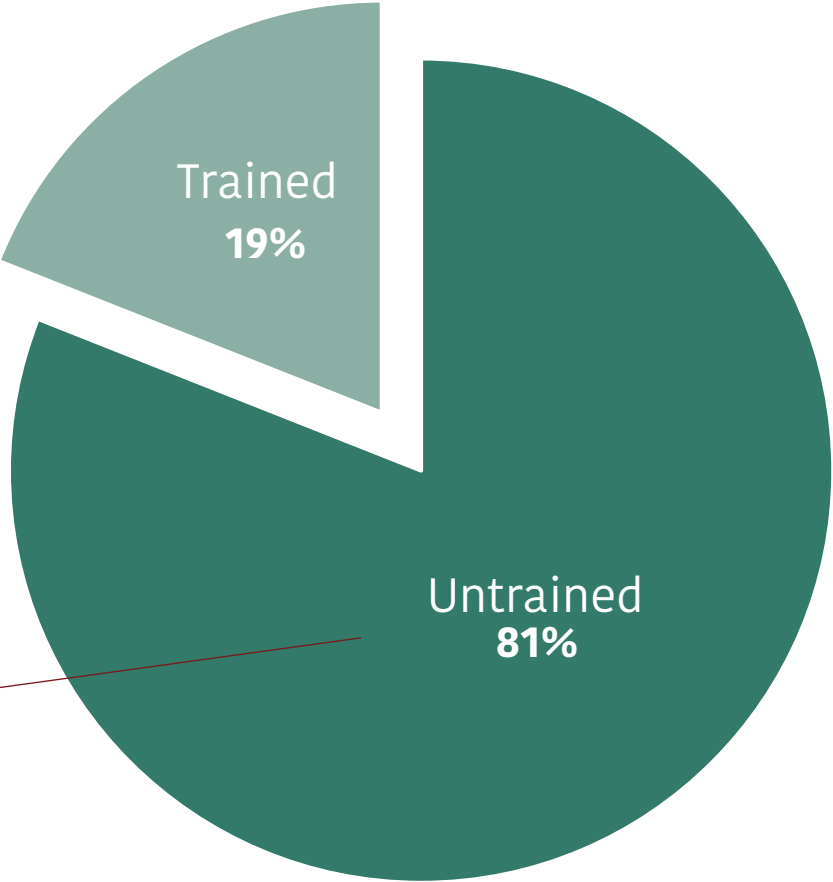


We have deep knowledge



Nearly half (47%) of agile coaches invest in learning three or more days per month.

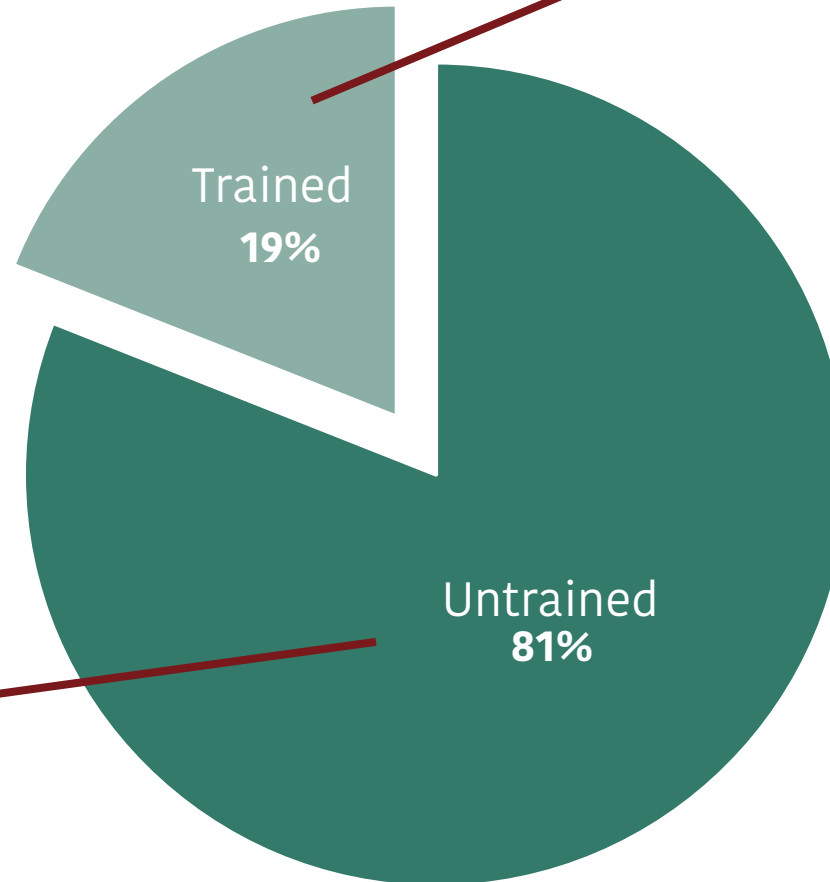
But we have a Coaching Gap



4 in 5 Agile Coaches are UNTRAINED in coaching

“19% of respondents hold at least one dedicated coaching certification”

But we have a Coaching Gap



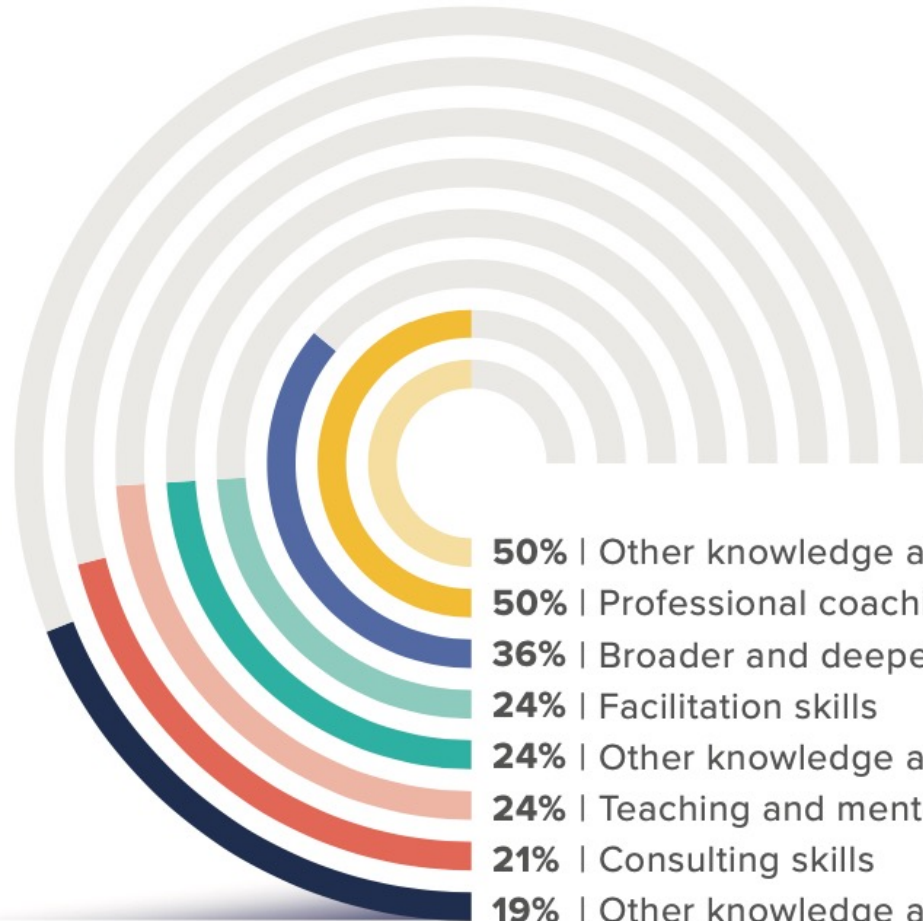
4 in 5 Agile Coaches are UNTRAINED in coaching

“19% of respondents hold at least one dedicated coaching certification”

Only “master” coaches have coach training

Those coach-credentialed coaches were also nearly three times as likely to have earned master-level (ICE, CEC, MCC) certifications as those who were not trained.

Education Goals



50% | Other knowledge and skills to better serve the wider Organization

50% | Professional coaching skills

36% | Broader and deeper knowledge of agile, frameworks, methods & practices

24% | Facilitation skills

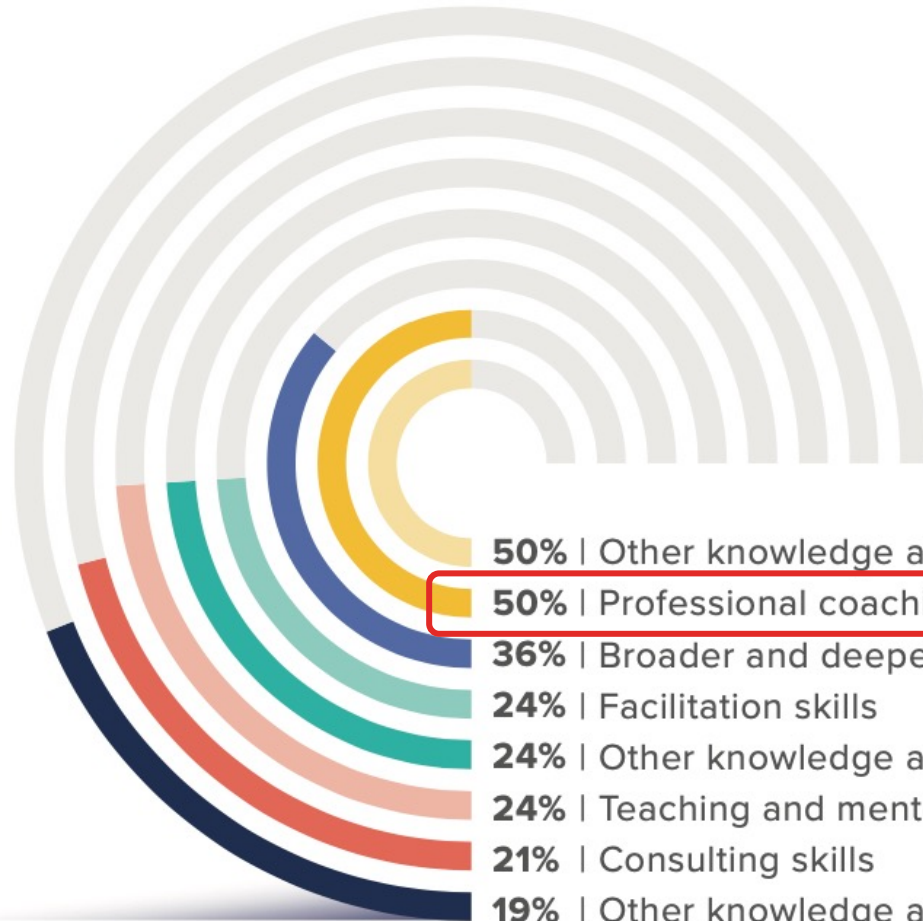
24% | Other knowledge and skills to better serve the Product Owner & Business

24% | Teaching and mentoring skills

21% | Consulting skills

19% | Other knowledge and skills to better serve Teams

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19% | Other knowledge and skills to better serve Teams



**4 in 5 agile coaches
are UNtrained in
coaching**

**Only half of us care to
do anything about that**

True Story

You've been hired as an Agile Champion to support a group of teams. You see a consistent, disturbing pattern of anti-patterns:

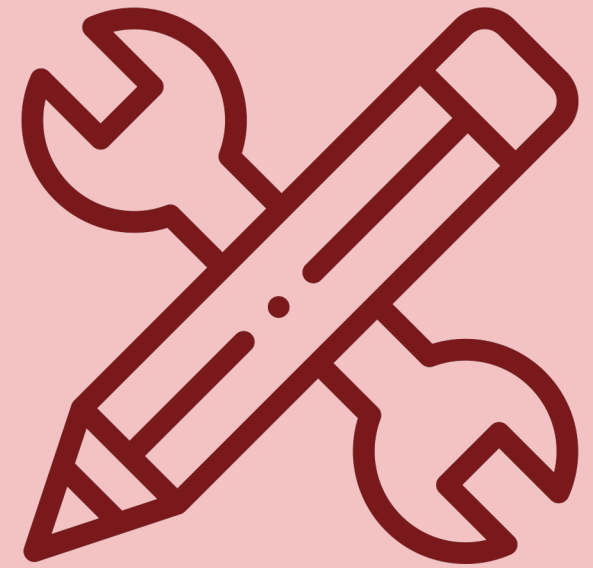
- Missed iteration goals
- Role confusion
- Rework

What would be the conventional agile response?

What might be the side-effects of each response?



Our Practices Bias



It's NOT About Mature Practice

4182 professionals working in agile environments, Spring 2021



Process

Progress

Insight

Meetings are not enough

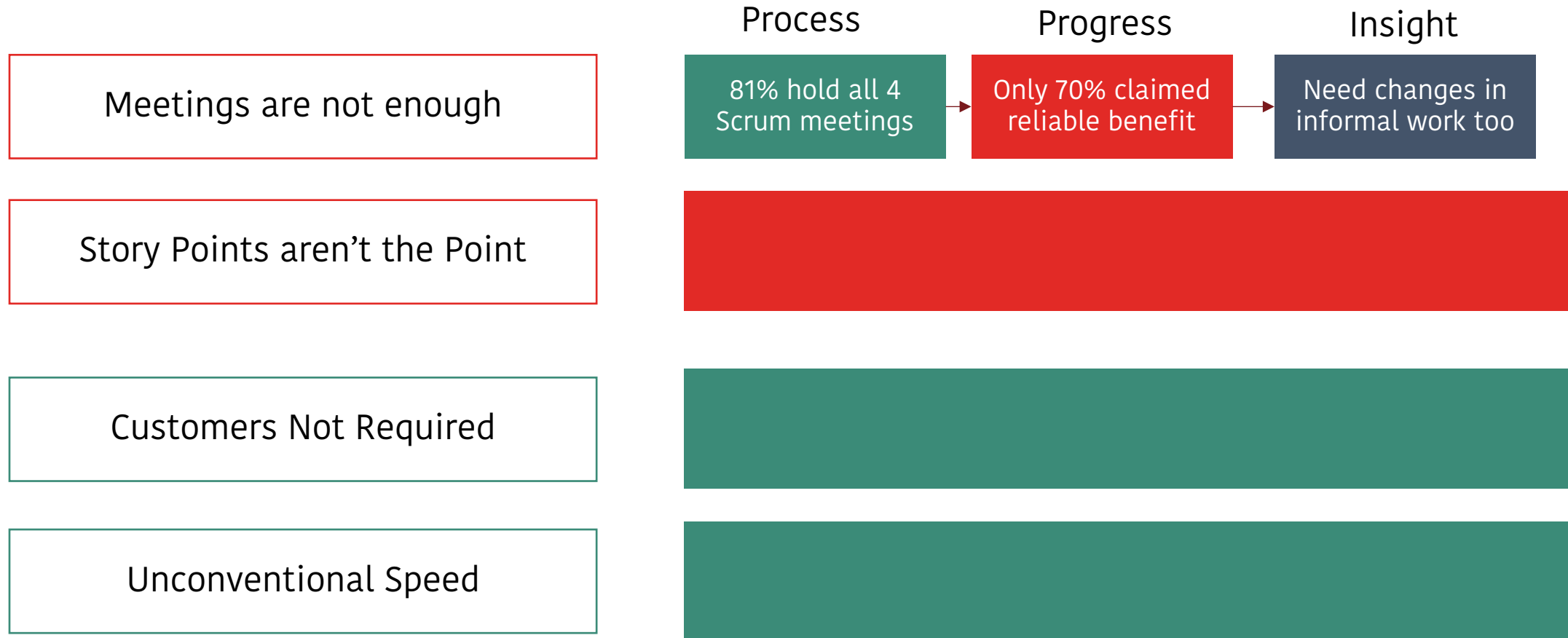
Story Points aren't the Point

Customers Not Required

Unconventional Speed

It's NOT About Mature Practice

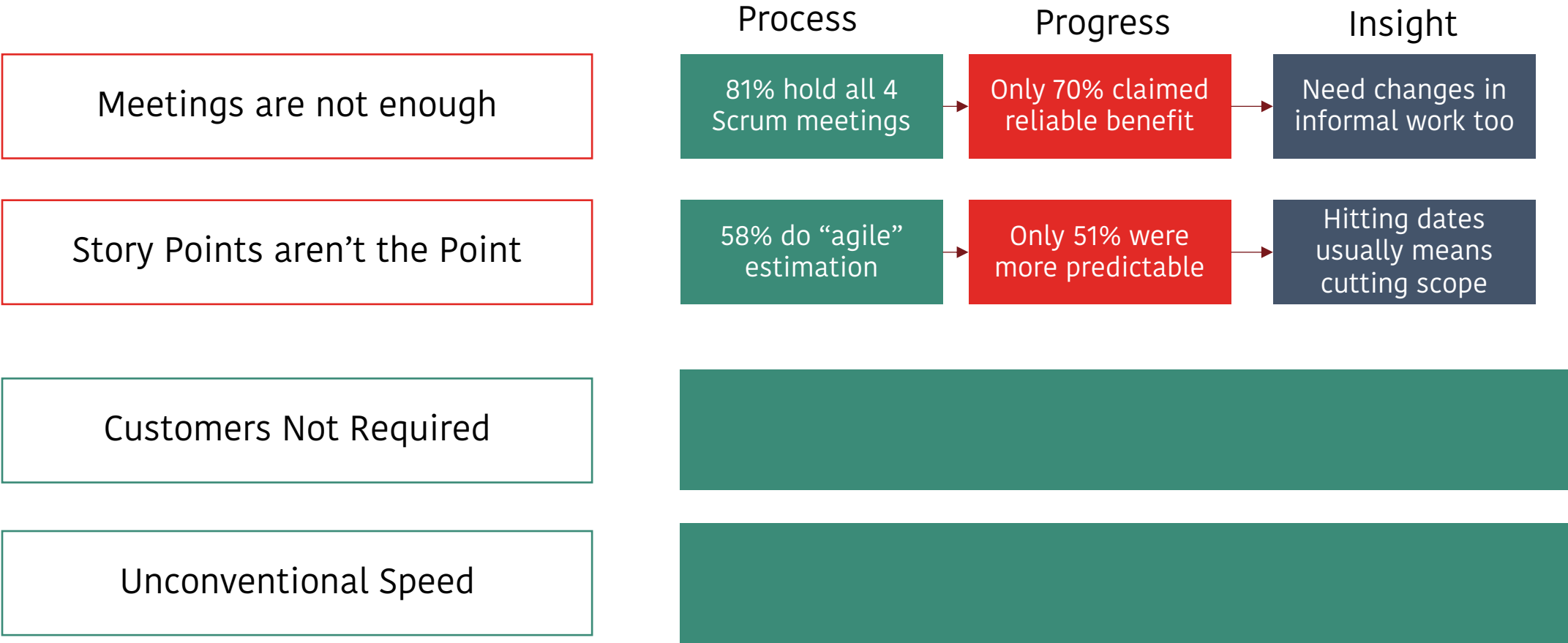
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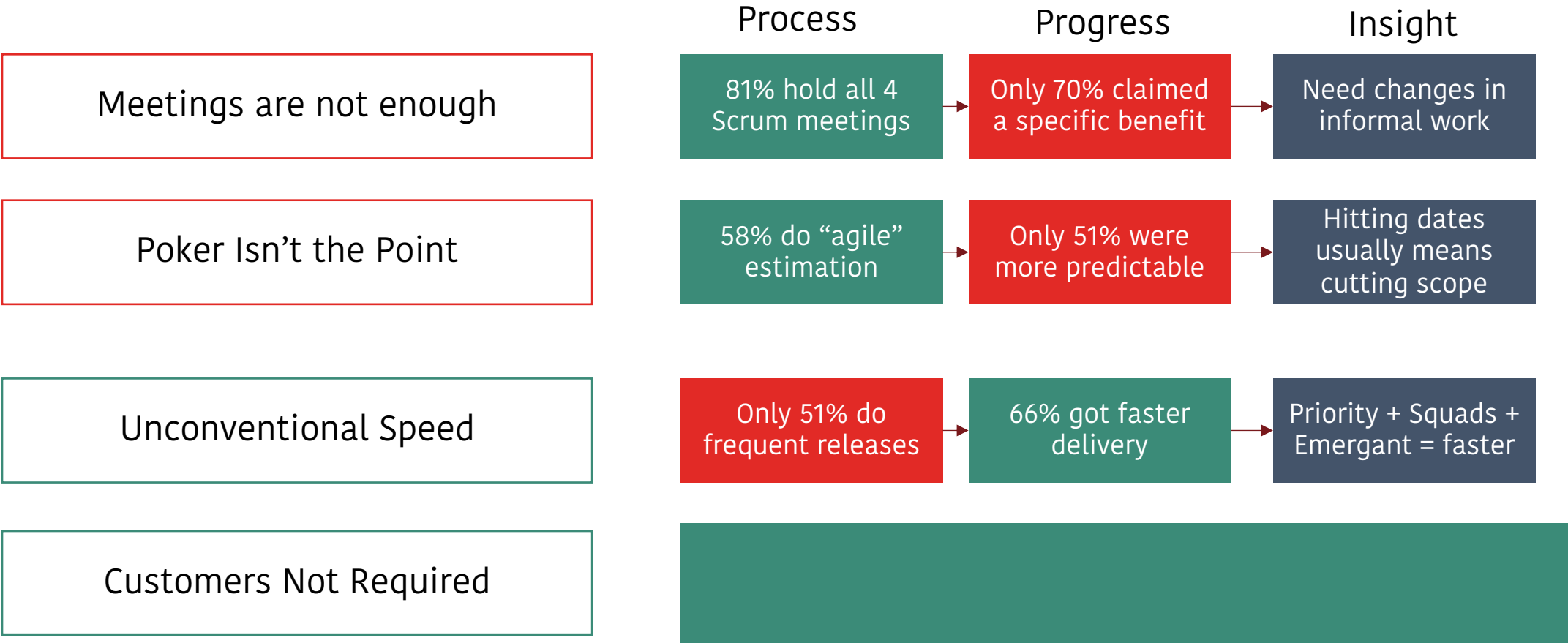
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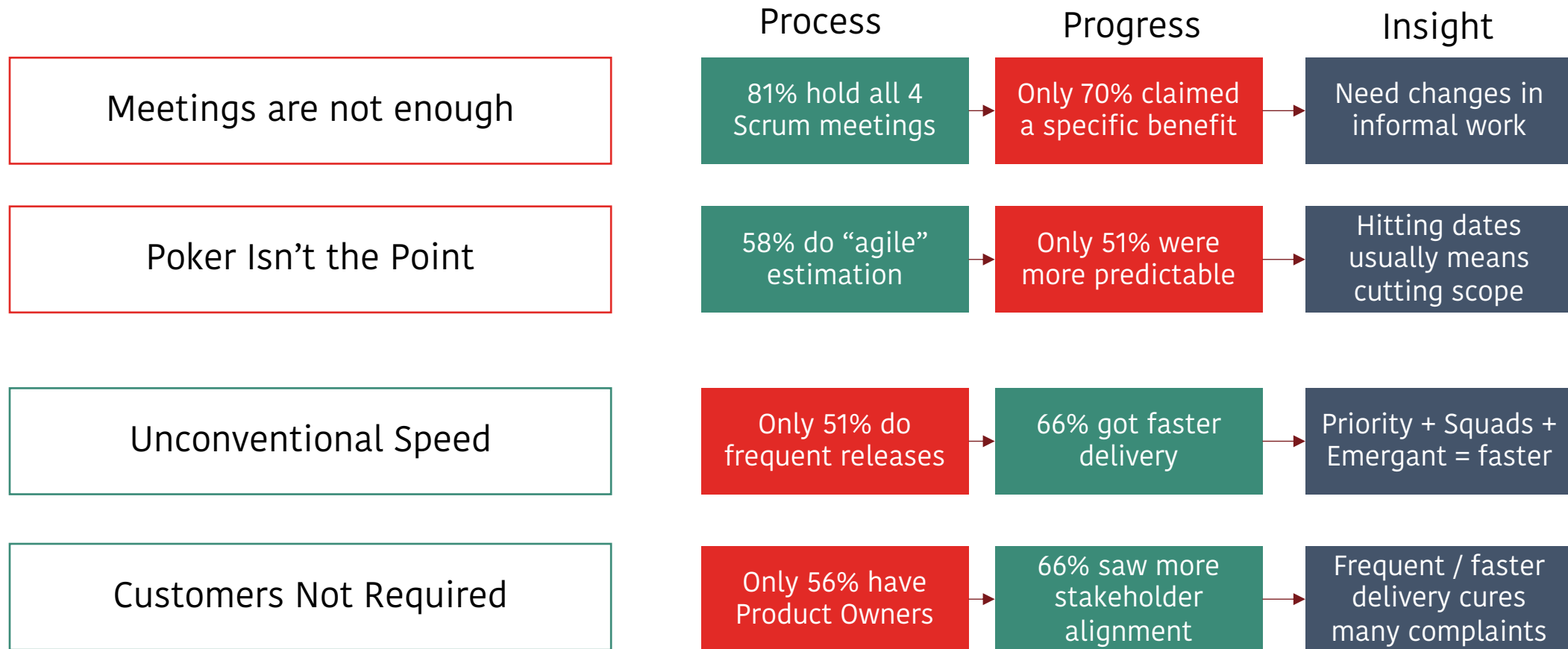
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Instead, Target an Outcome

Outcome	How many wanted it?
Manage CHANGING PRIORITIES	64%
ACCELERATE delivery	64%
Stronger ALIGNMENT & SATISFACTION	47%
Increase PRODUCTIVITY	47%
Enhance QUALITY	42%
Enhance project PREDICTABILITY	41%
Improve project VISIBILITY	40%
Improve team MORALE	35%





Instead, Target an Outcome

Outcome	How many wanted it?	How many got it?	How many ADDITIONAL got it?
Manage CHANGING PRIORITIES	64%	70%	+9%
ACCELERATE delivery	64%	66%	+3%
Stronger ALIGNMENT & SATISFACTION	47%	66%	+19%
Increase PRODUCTIVITY	47%	60%	+28%
Enhance QUALITY	42%	45%	+7%
Enhance project PREDICTABILITY	41%	51%	+24%
Improve project VISIBILITY	40%	70%	+75%
Improve team MORALE	35%	60%	+71%



Instead, Target an Outcome

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Improve project VISIBILITY	40%	70%	+75%
Improve team MORALE	35%	60%	+71%

For each of 13 measured outcomes, you are more likely to get a specific benefit, than to even want it

**The job of any Coach is to
help drive a result,
REGARDLESS of the
method used to get it**



True Story

You've been hired as an Agile Champion.

Months into your role, a new executive is installed as your boss. They explain their vision for agility:

“From what I see, the teams are stable. Instead, we need you to focus on fixing <insert topic>. ”

Unfortunately, You are not skilled on that topic. More critically, you disagree with their perspective.

What are some open minded responses?
What might be the negatives of each response?

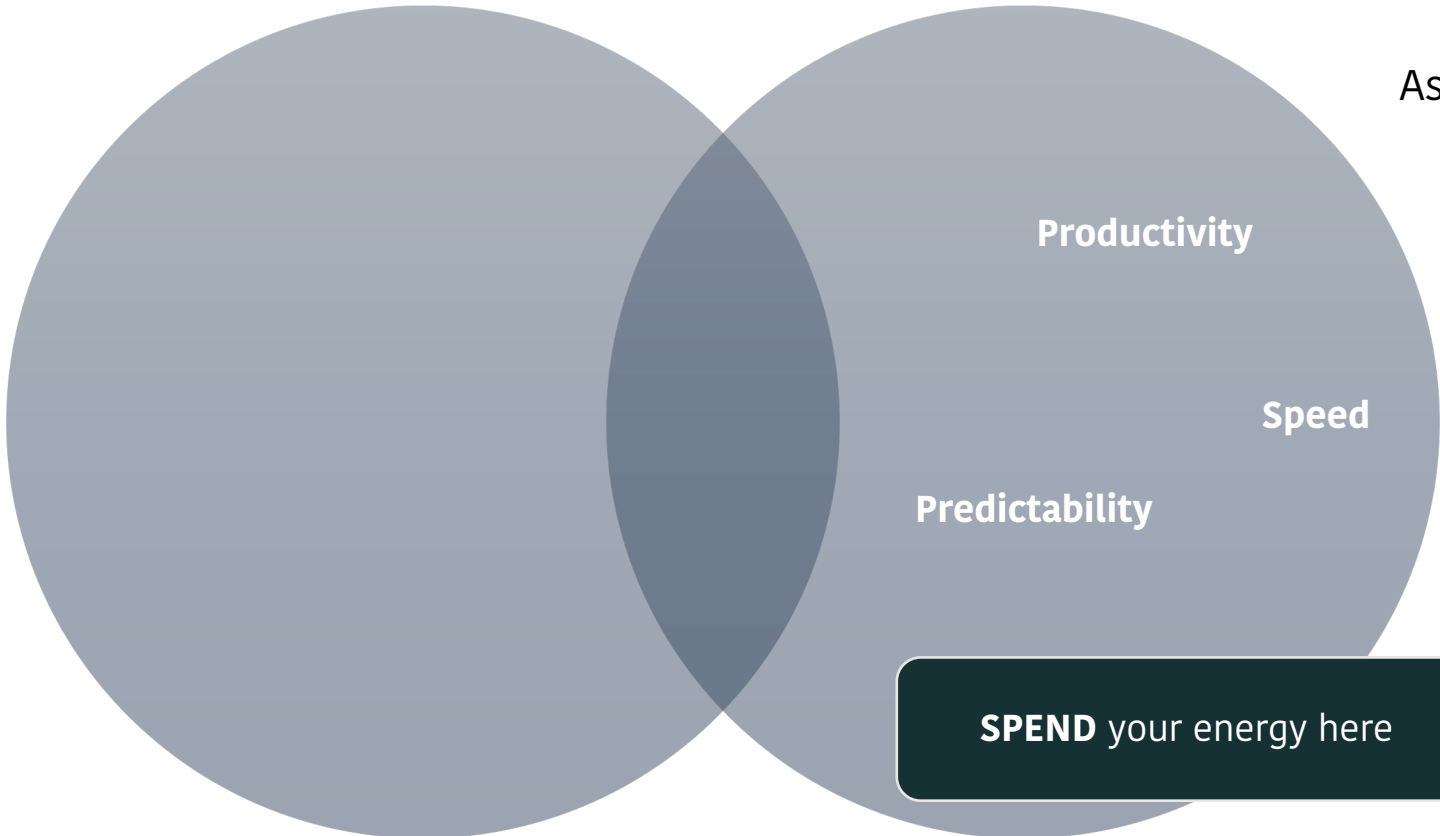


Our Outcomes Bias

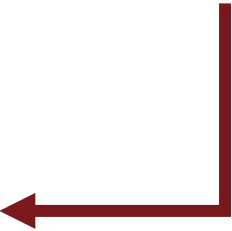


Why Agile?

Run an outcomes self-audit

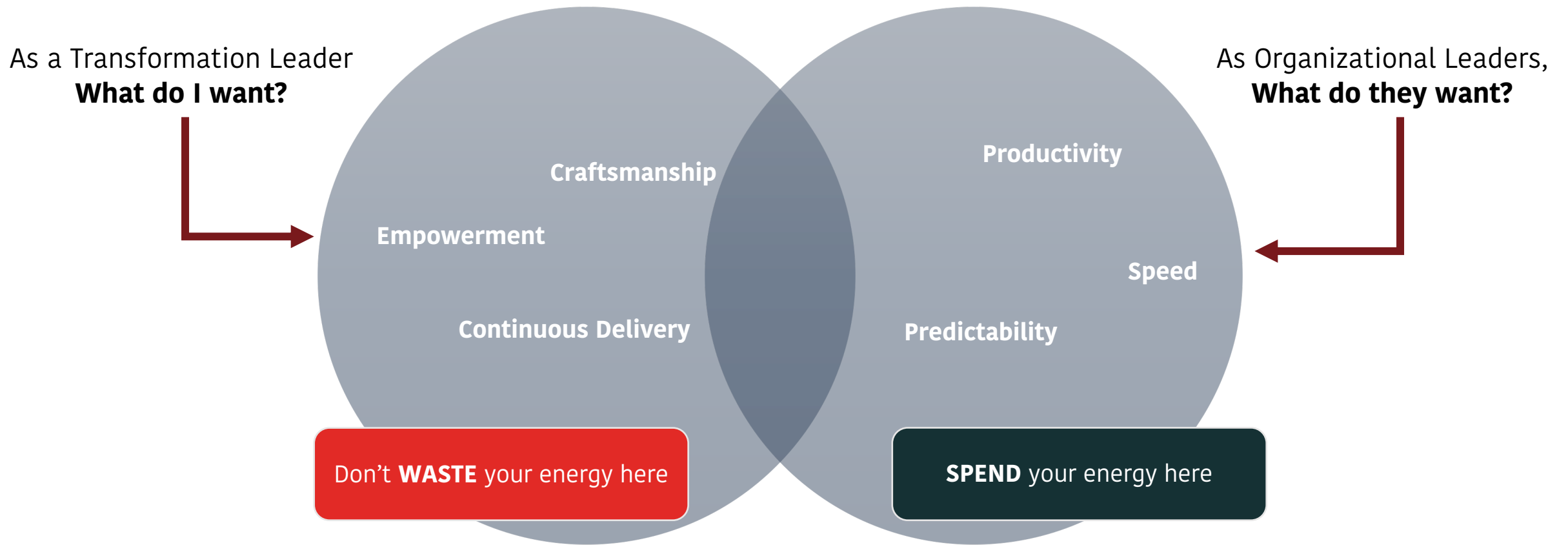


As Organizational Leaders,
What do they want?



Why Agile?

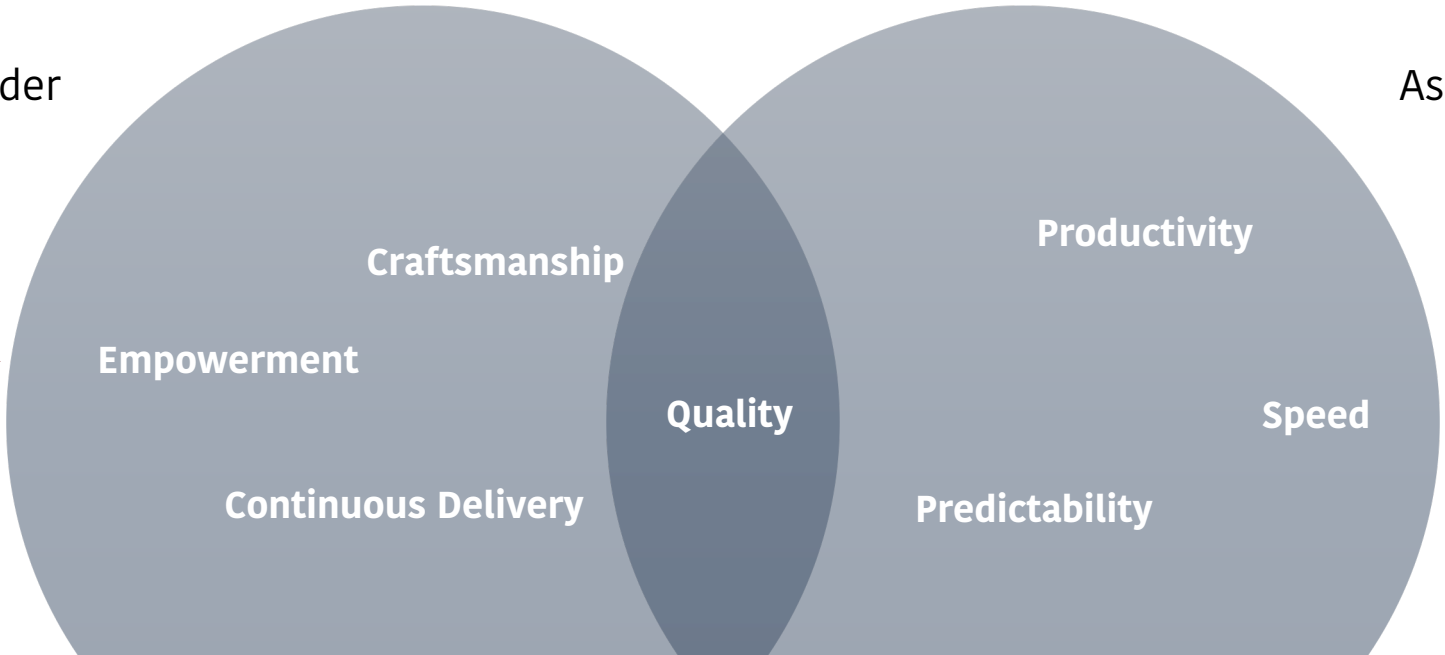
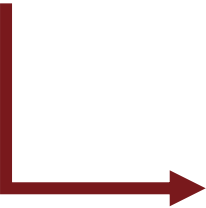
Run an outcomes self-audit



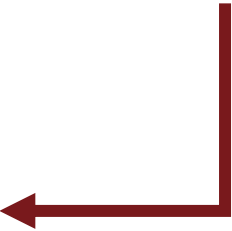
Why Agile?

Run an outcomes self-audit

As a Transformation Leader
What do I want?



As Organizational Leaders,
What do they want?



Don't **WASTE** your energy here

CHARGE your energy here

SPEND your energy here



**If you can't agree with them on something,
You won't have impact.**

Self Audit

Ask yourself some tough questions

 **Could my co-workers name my triggers?**

Name them & Get some coaching & mindfulness work for self-regulation

 **Do I have a “hands on” bias**

Name them & Get some coaching & mindfulness work for self-regulation



 **Am I only seeing the Agile I want to see?**

Ask THEM what the pain is.

 **Bullet points & Title here**

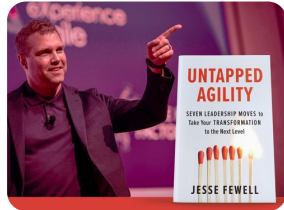
like a strain of sacred music, or a noble picture, or a passage from the grander poets.

 **What are my non-negotiables?**

Name them, so that you know everything else is something you can bend or flow

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