Agile ORLANDO

JULY 24-28
2023

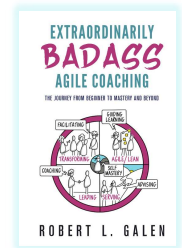PRESENTED BY **Agile Alliance®** JOIN US TODAY!

#AGILE2023

LEARN MORE

Bob Galen, Kimberly Andrikaitis

Exploring Aspects of Extraordinarily Badass Agile Coaching

WELCOME!

After reading this, introduce yourself to a person seated near you. Tell them why you are here and what you hope to learn.

#AGILE2023

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
- Sr./Exec. 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

Kimberly Andrikaitis

- Agile Coach, Fidelity Investments & Transformational Coach: www.stopplayingsmall.net
- Fell into agility around 20 years ago
- Dabbled in graphic design, software testing, management, business analysis, product ownership and scrum mastery
- Obsessed with collaboration, learning, growth
- Lives in Raleigh, North Carolina; dog mother, wife, daughter, sister, favorite Aunt
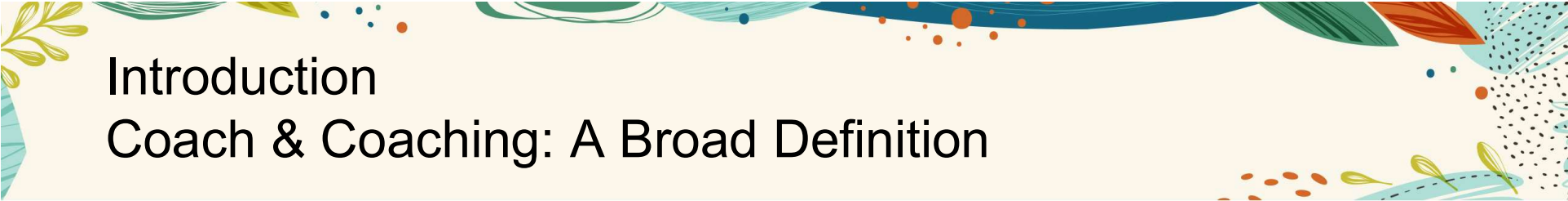
Introduction & Agenda

- ✓ Introduction
- ✓ Explore the Agile Coaching Growth Wheel
- ✓ Explore a coaching mindset
- ✓ Explore a coaching conversation model
- ✓ A bit of practice
- ✓ Close

Introduction
Coach & Coaching: A Broad Definition

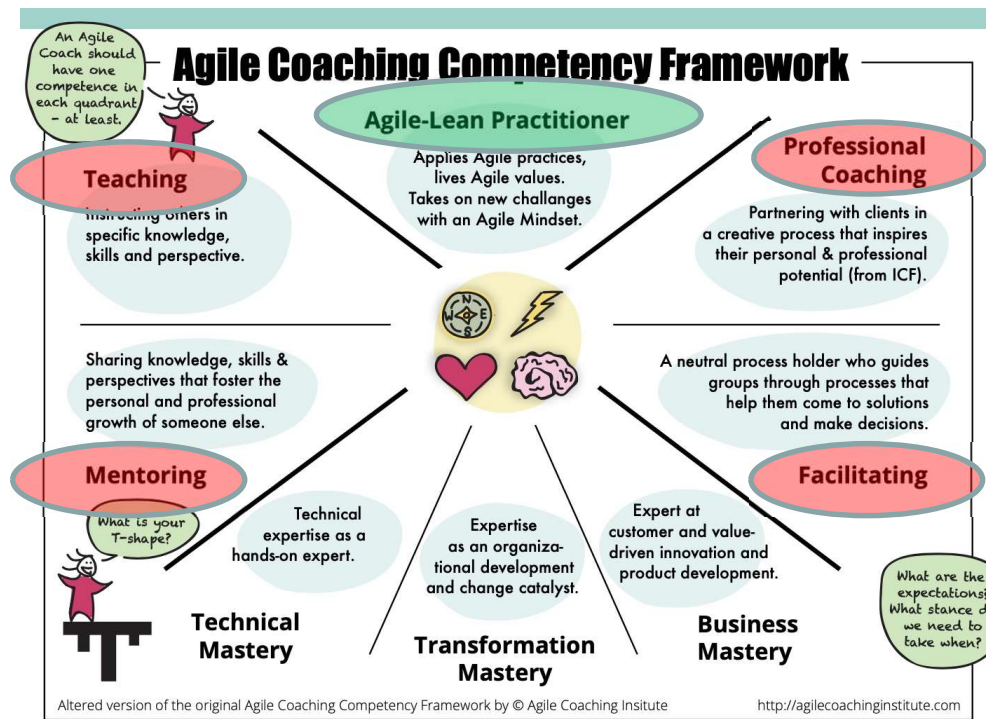When we say coach, we're implying you could be in one of these roles:

- Scrum Master, RTE, Project Manager

- Agile Coach (internal vs. external)

- Manager / Team Leader, Director, VP, or CxO

Virtually anyone who:

- Leads agile teams, or

- is guiding an Agile Transformation or other change initiative

Coaching – something we all should become more adept and skilled at doing. I.e., we're ALL Agile coaches whether we know it or not!

Historical perspective

Agile Coaching Competency Framework

An Agile Coach should have one competence in each quadrant – at least.

Agile-Lean Practitioner
Applies Agile practices, lives Agile values. Takes on new challenges with an Agile Mindset.

Teaching
Instructing others in specific knowledge, skills and perspective.

Professional Coaching
Partnering with clients in a creative process that inspires their personal & professional potential (from ICF).

Sharing knowledge, skills & perspectives that foster the personal and professional growth of someone else.

A neutral process holder who guides groups through processes that help them come to solutions and make decisions.

Mentoring

What is your T-shape?

Facilitating

Technical expertise as a hands-on expert.

Expertise as an organizational development and change catalyst.

Expert at customer and value-driven innovation and product development.

What are the expectations? What stance do we need to take when?

Technical Mastery

Transformation Mastery

Business Mastery

Altered version of the original Agile Coaching Competency Framework by © Agile Coaching Insitute   http://agilecoachinginstitute.com

Lyssa Adkins & Michael Spayd – Agile Coaching Institute, ~2010

Copyright © 2023 RGCG, LLC

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/
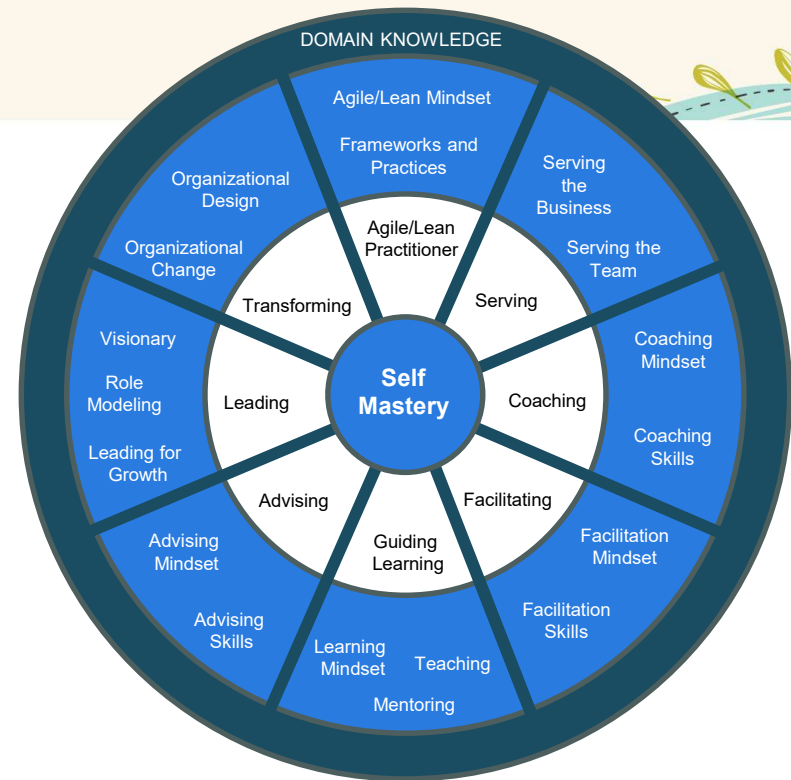
Agile Coaching Growth Wheel History

- 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 2023 and will release a Creative Commons version 3 mid-year.

9

Walking the Wheel
Center: Self-Mastery

- **Ethics**
- Self-awareness
- **Emotional Intelligence**
- Systems-awareness
- **Continuous Learning & Growth**
- Self-care
- **Mindfulness**
- Strengths-based
- **Service-oriented**
- Humility
- **Coachable**
- **Presence**
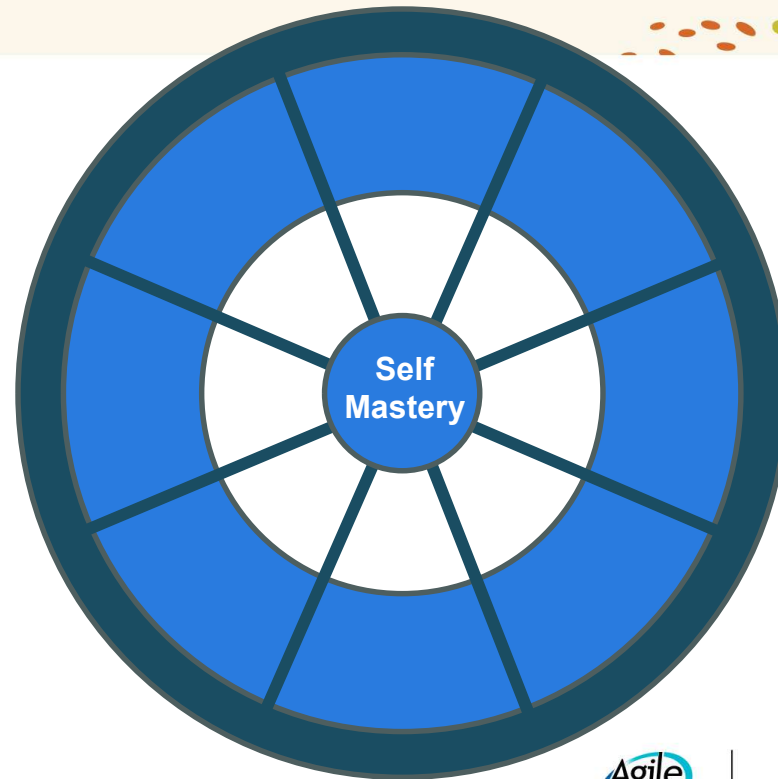
Activity: Self-Mastery
What would you like to improve?

Instructions:
- Examine the self mastery items.
- Choose one that you would like to improve.
- Grab paper and draw a picture that embodies or resembles this strength. (1 mins)
- Identify a partner and share your illustration, what it means to you, and the reason why you chose it.
- Repeat for the other partner. (4 mins total)

⏱ 5 Minutes

- Ethics
- Self-awareness
- Emotional Intelligence
- Systems-awareness
- Continuous Learning & Growth
- Self-care
- Mindfulness
- Strengths-based
- Service-oriented
- Humility
- Coachable
- Presence

Agile Alliance PRESENTS | Agile ORLANDO JULY 24-28 2023

Walking the Wheel
Primary Competencies / Stances

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

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

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

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

- **Leading:** I lead in a service of others, serve and set an example, role model.
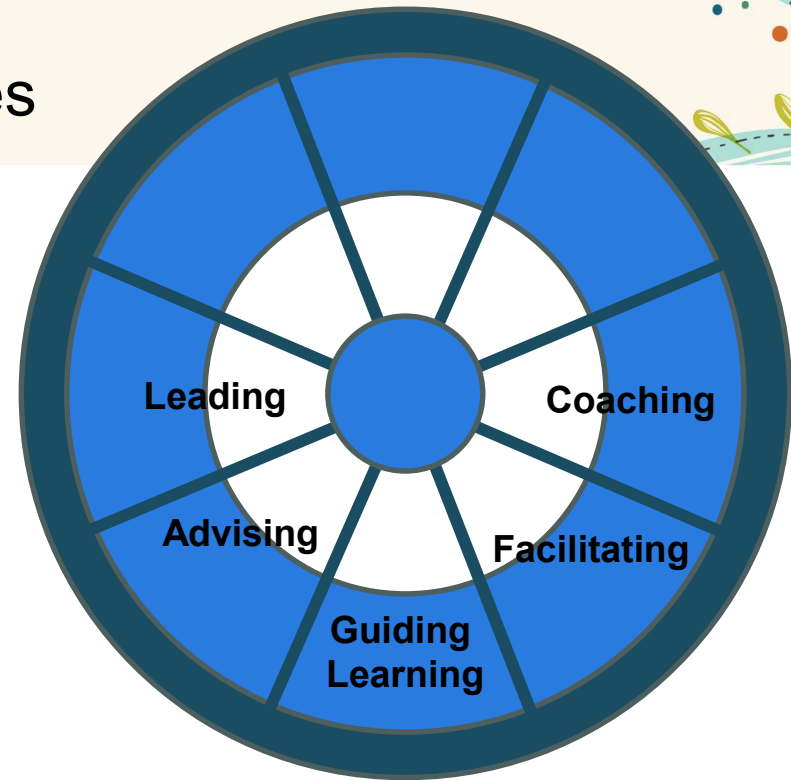
Walking the Wheel
Mastery Competencies

- **Transforming**: I guide sustainable change that will lead you to be more effective.

- **Agile/Lean Practitioner:** I provide my deep knowledge and experiences.

- **Serving**: I serve the needs of the business and the squads over my own agenda.
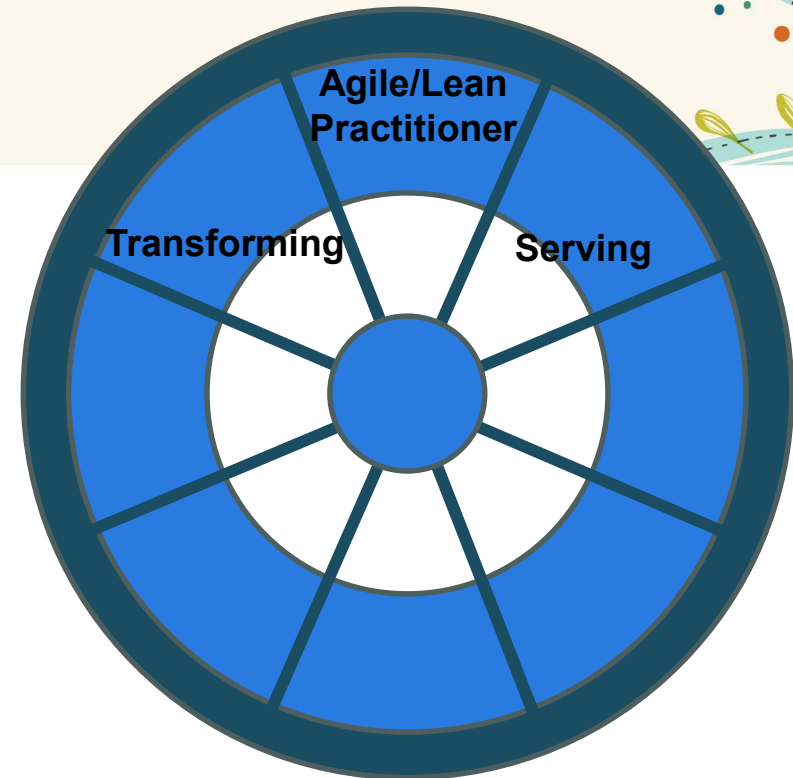
Walking the Wheel
5 Skill Levels

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
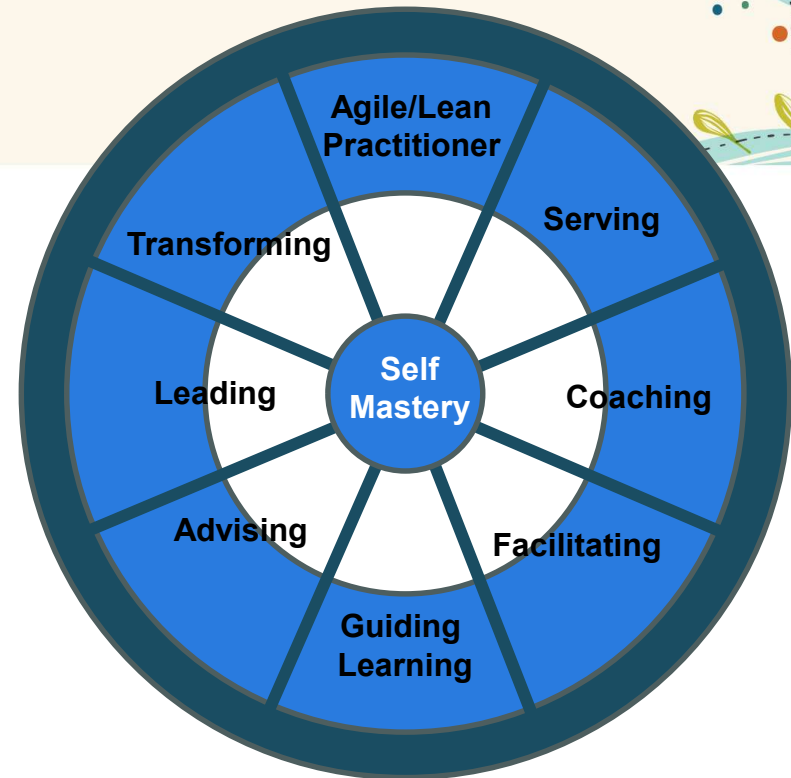
Activity: Competencies
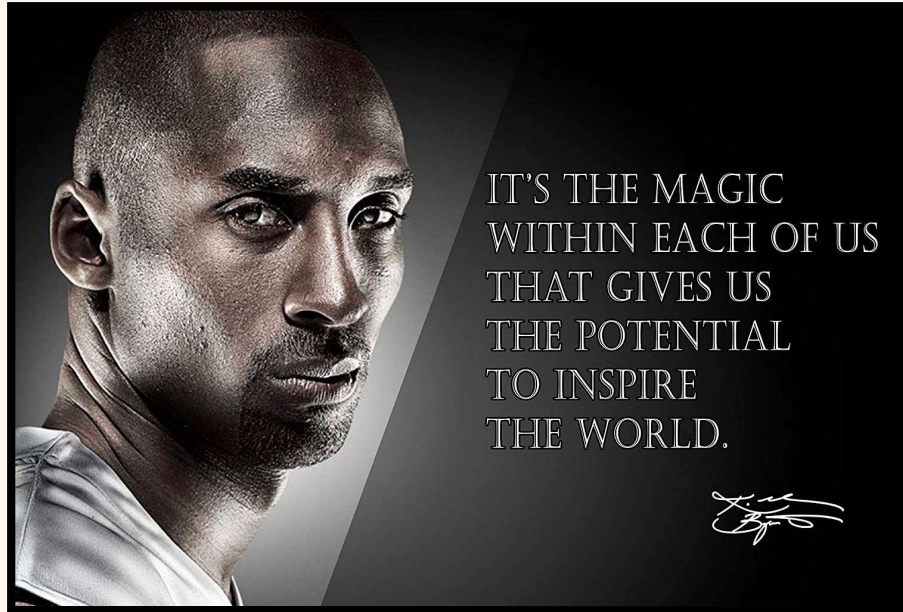# Coaching Dojo

Instructions:
- Find 2 partners.
- Identify the Coachee, Coach & Observer.
- **Coachee**: The coaching topic is the competency you would like to improve on (choose one from the list).
- **Coach:** Here is your first chance to practice your coaching skills and self mastery!
- **Observer:** What did you notice? Take note of the self mastery characteristics.
- One Round, includes observer feedback.

12 Minutes

- Primary
  - ❏ Advising
  - ❏ Coaching
  - ❏ Facilitating
  - ❏ Guiding Learning
  - ❏ Leading
- Mastery
  - ❏ Agile/Lean Practitioner
  - ❏ Serving
  - ❏ Transforming

Agile Alliance PRESENTS | Agile ORLANDO JULY 24-28 2023

Coaching Mindset

IT'S THE MAGIC
WITHIN EACH OF US
THAT GIVES US
THE POTENTIAL
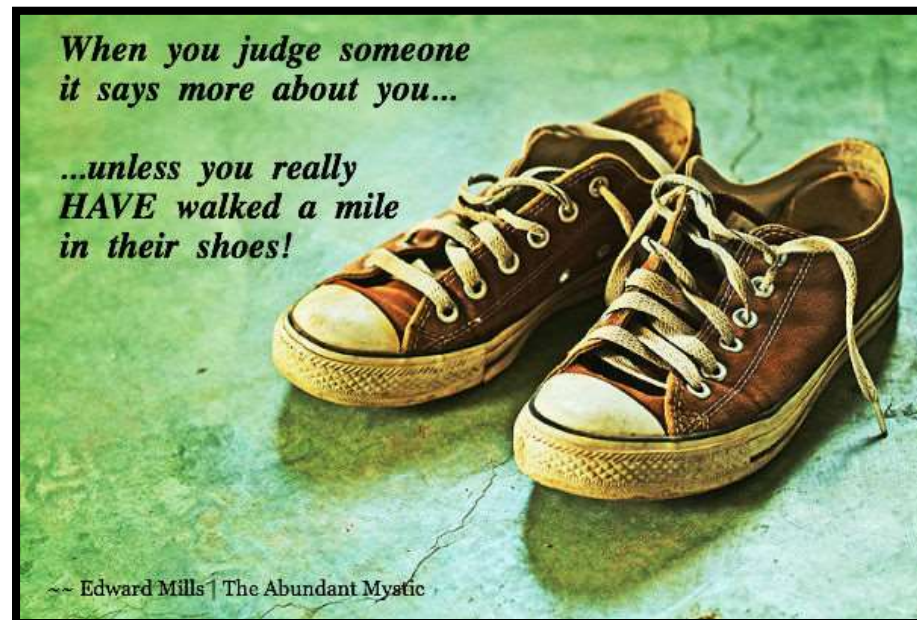TO INSPIRE
THE WORLD.

Prime Directives

- **Do no harm**

- **API** – Assume Positive Intent

- Hold your coaching clients as **capable**, smart, and having all the information they need (i.e. <u>your client isn't broken!</u>)

- Establish and **hold** the clients agenda

- Help them **discover** their way

- Have **courage**, be patient, actively listen, and show respect

- Help your clients **focus** on outcomes

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"

66 You have to meet people where they are, and sometimes you have to leave them there. 99

— IYANLA VANZANT

It helps if you have walked in their shoes…

When you judge someone it says more about you…

…unless you really HAVE walked a mile in their shoes!

~~ Edward Mills | The Abundant Mystic

https://rgalen.com/agile-training-news/2014/11/23/agile-coaches-trainers-have-you-walked-in-the-shoes-of-technical-management

Drop your Baggage and your Biases

- Leave behind your own baggage, biases
    - The more experienced you are, the harder it is
    - It will influence your behavior and body language
    - Intentionally prepare yourself
    - *Visualization Activity*

- No marginalization of management or leadership; stop referencing Dilbert
    - Stop stereotyping
    - All "managers" are not the same
    - Be patient!

Walk your talk--
Principles & *Behavior* trumps everything!

- Agile principles
- Scrum values
- Be transparent
- Appreciative
- Be courageous
- Risk taking
- Truth telling
- Radical candor
- Empathy
- Service
- Coaching ethics

Agile Alliance PRESENTS

Agile ORLANDO JULY 24-28 2023

21

Coaching Conversations
Setup & Practice

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*

Agile Alliance®
PRESENTS

Agile ORLANDO
JULY 24–28 2023

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?

The Coaching Habit Say Less, Ask More & Change the Way You Lead Forever — Michael Bungay Stanier

Wall Street Journal Bestseller
Over half a million copies sold

Agile Alliance
PRESENTS

Agile ORLANDO
JULY 24–28 2023
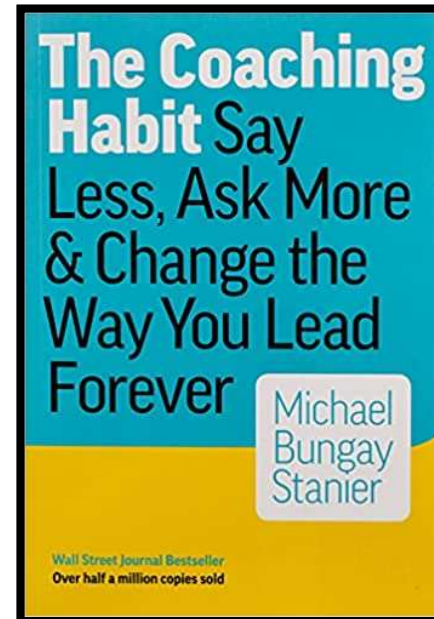
Effective Listening
Center for Creative Leadership

CCL 7-Steps

1. Be attentive

2. Ask open-ended questions

3. Ask probing questions

4. Request clarification

5. Paraphrase

6. Be attuned to and reflect feelings

7. Summarize

Other Considerations

- Empathy and perspective

- Body language, tone, what wasn't said

- Emotional field

- Create/allow for space (silence)

- Seek to understand

- No judgment

- Appreciate and normalize

- Connect & relationship

Activity: What is…Agile?
Coaching Dojo

*Scenario: You're an **Agile Coach** who is trying to spearhead an agile transformation. You continuously try to make the methods versus mindset point, but it doesn't land very well. The **COO** of the organization, who supports the initiative, appears to be subconsciously sabotaging your efforts. **What to do? What conversation(s) to have?***

Instructions:
- Find 2 partners.
- Identify the Coachee, Coach & Observer.
- **Coachee**: play the role of a COO.
- **Coach**: Coach from your comfortable stance. After a few mins, switch stances (8 mins of coaching, 2 mins of feedback).
- **Observer:** What did you notice? Take note of the stances the Coach exhibited.
- Switch roles. Two rounds, includes observer feedback.

Coaching Stances:
Leading | Guiding Learning | Advising | Facilitating | Coaching

🕑 **20 Minutes**

Agile Alliance
PRESENTS

Agile ORLANDO
JULY 24-28 **2023**

Activity: There IS an I in Team!
Coaching Dojo

Scenario: 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?**

Instructions:
* Locate 2 partners.
* Identify the Coachee, Coach & Observer.
* **Coachee:** play the role of the Team Lead.
* **Coach**: play the role of a ScrumMaster. Coach from your comfortable stance. After a few mins, switch stances (8 mins of coaching, 2 mins of feedback).
* **Observer:** What did you notice? Take note of the stances the Coach exhibited.
* Switch roles. Two rounds, includes observer feedback.

Coaching Stances:
Leading | Guiding Learning |
Advising | Facilitating |
Coaching

🕑 **20 Minutes**

Agile Alliance PRESENTS

Agile ORLANDO JULY 24–28 **2023**

In Conclusion

Did we accomplish these things?

• Explore the **Agile Coaching Growth Wheel** as a central coaching competency model.
• Learn about the **coaching mindset** and how it shapes you and the effectiveness of your coaching conversations.
• Introduce a **conversational coaching arc** to wrap your coaching conversations.
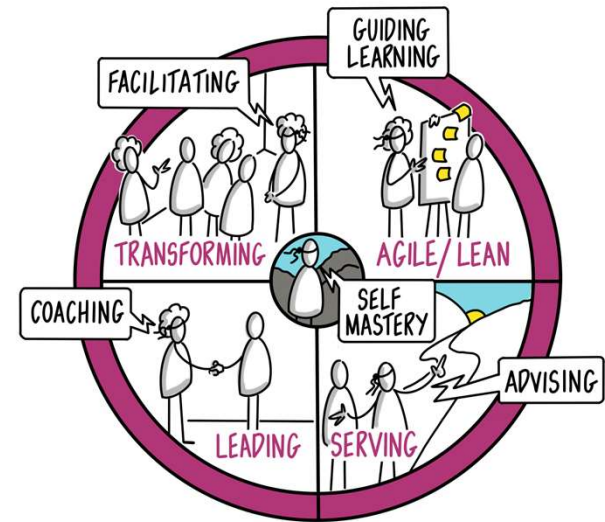• Enhance your ability across **several competencies** (professional coaching, mentoring, teaching, advising) in multi-directional coaching scenarios.

Q&A

Wrapping up…

Thank you!

And please aspire to

become more…

of a Well-rounded Coach…in

whatever your role is.

Appendix

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
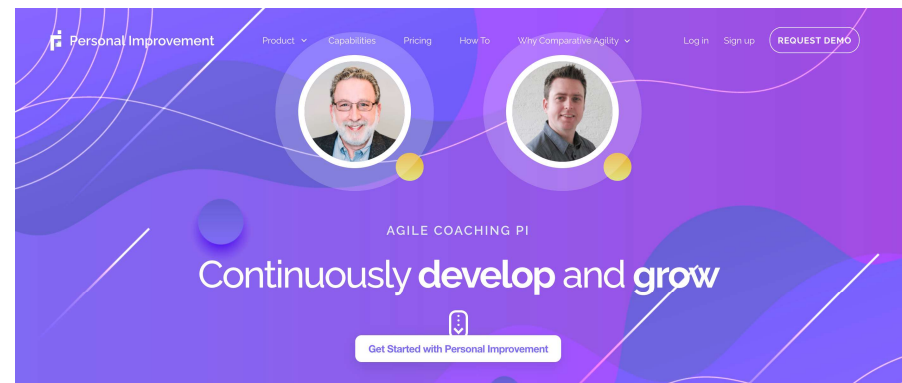
Contact Info:
Bob Galen, President, RGCG

Experience-driven agile focused training, coaching & consulting

Cell: (919) 272-0719

bob@rgalen.com   www.rgalen.com

www.agile-moose.com

https://www.linkedin.com/in/bobgalen

Podcast on all things 'agile' -

http://www.meta-cast.com/
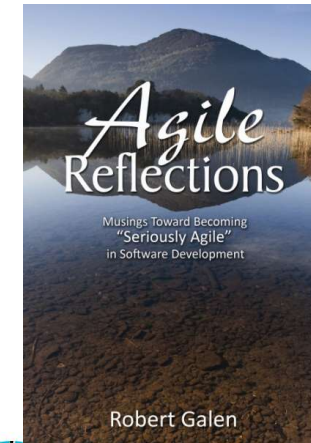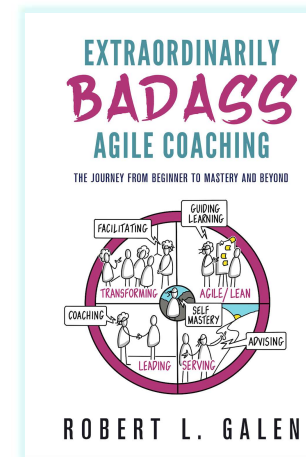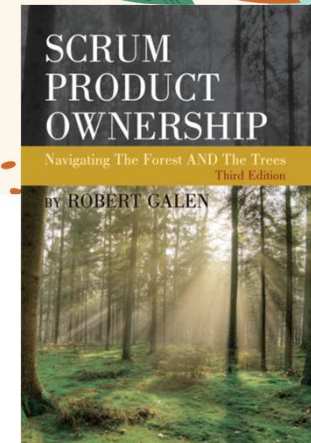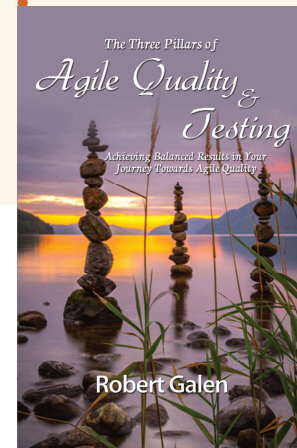
33

Extraordinarily Badass Agile Coaching
The journey from Beginner to Mastery and Beyond…

- Published January 27th, 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.
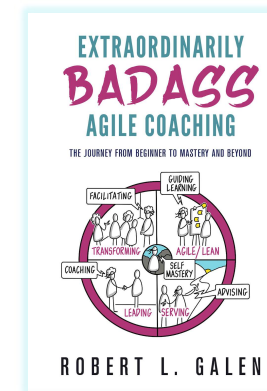
Discounted copies of the book - https://leanpub.com/extraordina rilybadassagilecoaching/c/eOD cJ1jS0Wu3

Agile Alliance PRESENTS | Agile ORLANDO 2023 JULY 24-28

ACGW Self Assessment

5 Growth Levels:

- **Beginner:** building awareness, academic knowledge

- **Advanced Beginner:** beginning to practice, extending knowledge of ACGW competencies.

- **Practitioner:** can demonstrate (practice) all aspects of the ACGW, repeatable results.

- **Guide:** moving from coaching to adapting the ACGW competencies in guiding (mentoring, coaching) other coaches.

- **Catalyst:** able to modify or alter (evolve) coaching standards by developing innovative approaches. Navigate increasing complexity.

Consider your role – How do you assess yourself?

	Self Mastery	Agile/Lean Practitioner	Serving	Coaching	Facilitating	Guiding Learning	Advising	Leading	Transforming
Beginner									
Advanced Beginner									
Practitioner									
Guide									
Catalyst									