Agile ORLANDO
JULY 24-28 2023
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#AGILE2023
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.
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](http://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!

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Historical perspective

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

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

5 Minutes
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
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. your client isn’t broken!)
• 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”
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

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
Coaching Conversations
Setup & Practice
Coaching Conversations
A Simple Model

<table>
<thead>
<tr>
<th>Opening Moves</th>
<th>Middle Game</th>
<th>End Game</th>
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</thead>
<tbody>
<tr>
<td>- Ask permission</td>
<td>- Widening / brainstorming</td>
<td>- Closure</td>
</tr>
<tr>
<td>- Establish goal(s)</td>
<td>- Options</td>
<td>- Ownership - who does what?</td>
</tr>
<tr>
<td>- Set the stage</td>
<td>- Strategies</td>
<td>- Action plans and next steps</td>
</tr>
<tr>
<td>- Open-ended questions</td>
<td>- Narrowing &amp; planning</td>
<td>- Repeat, confirmation</td>
</tr>
<tr>
<td>- Listening - emotional field</td>
<td>- Exploration</td>
<td>- Schedule</td>
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<tr>
<td>- Direction finding</td>
<td>- Clarification</td>
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</tbody>
</table>
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?
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.
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 it’s 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.
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.
Wrapping up…

Thank you!
And please aspire to become more…
of a Well-rounded Coach…in whatever your role is.
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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Podcast on all things ‘agile’ -
http://www.meta-cast.com/
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/extraordinarilybadassagilecoaching/c/eODcJ1jS0Wu3](https://leanpub.com/extraordinarilybadassagilecoaching/c/eODcJ1jS0Wu3)
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.
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Consider your role – How do you assess yourself?

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<th>Agile/Lean Practitioner</th>
<th>Serving</th>
<th>Coaching</th>
<th>Facilitating</th>
<th>Guiding Learning</th>
<th>Advising</th>
<th>Leading</th>
<th>Transforming</th>
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<td>Beginner</td>
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<td>Advanced Beginner</td>
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