Coaching Beyond the Team

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Why coaching beyond the team?
• Engage people outside the team to adjust the external environment that is hampering the team.

• Depict underlying issues without jumping to solutions prematurely.

• Avoid habitual thinking and expand options beyond the current level of thinking.

• Gain a holistic view.
Agenda

• Frame the Issue

• Share Tools
  • Shape of the Problem
  • Finding Factors
  • Influence Diagram

• Practice with Your Issues

• Wrap Up and Questions
Shape of the Problem

A method to

- show ripple effects and interconnectedness of issues that may see simple on the surface.

- illustrate how other people and groups are effected by a problem that may seem local

- Allow others to see the scope and and impact of problems beyond the team
Choose a Scenario to Work with at Your Table

- People don’t finish their work on time and prioritize other work over sprint work.
- Bugs escape to production.
- Team members worry about getting a good bonus.
- [fill in the blank with your scenario]
Working with Shape of the Problem

State the problem in data form not value statement:

- “Late for meetings” not “disrespectful”
- “Multitasking” not “doesn’t care”
• Find who is affected by the problem.

• These could be individuals, groups or containers.

(Containers “hold things together,” e.g., teams, departments, specialties, functional groups, projects, revenue.)
3. People & groups interacting with the 2nd ring

4. Non-animates, such as projects, releases, revenues

1. Problem statement in data form rather than value form

2. People & groups directly effected
People survive rate for 90 days

- Hiring team
- Product development
- Customers
- Perception of our company
- HIRING PLANNING GROUP
  - Hiring planning
  - PO
  - Dev team
  - Misunderstood feature
    - Delayed release of feature
      - Customer

- Release planning group
  - Product planning
  - PO
  - Dev team

- Product team
  - Cross product planning
  - Product demo

- Operations
  - Devops
  - Operations

- Server team
  - Server upgrades
  - Incomplete upgrades
  - Missing customer calls

- Customer
- Product stability
- Visitor upgrades

- Wrong code released
- Decisions
- Decisions
- Decisions
  - Pushing the build

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When & How

Use this method…

• when you suspect there are ripple effects but others aren’t seeing them.

• when the problem is pegged to individuals, but you suspect their behavior is part of a larger pattern.

Develop an initial sketch, then invite the people you want to influence expand it with you.
Finding Factors

A method to...

• Think more broadly about what factors might influence the problem.

• Develop a sense of what factors are mostly closely associated with the problem.

• Set the stage for reasoning about causality and interconnections.

• Identify which factors you might want to observe or measure.
• Brainstorm a list of quantitative and qualitative factors that might influence the problem situation.

• Combine those that see like duplicates, and winnow out those you think are most important.

• Once you have a list, refine it:
  • nouns or noun phrases, not verbs. “distance” v. “walking between buildings”
  • potentially measurable. test that you can you gauge the level of, number of, size of…
  • neutral or positive. “meeting quality” v “poorly-led meetings”
Practice using the same scenario you worked on in the first exercise.
When & How

Use this method....

• when you want to move beyond blaming the usual suspects.

• to understand the dynamics and entwined causality of a situation.

Brainstorm a list with the people you want to influence. Worry about transforming the list into measurable and neutral descriptors after you have a good list of potential factors.
Influence Diagrams

A method to...

• Understand how factors relate to each other.

• Provide an clues about where to intervene for most benefit.

• Provide clues about effects and side-effects.
Factors Go In Ellipses

- # of Meetings
- Meeting Length
- Clear Purpose
- # of People
- Time Between Meetings
- People Late for Next Meeting
- Travel Distance
- Happiness with Meetings

Arrows show influence

Black dots indicate inverse relationship

Parallel lines on influence indicates a delay in time
Practice using the same scenario you worked on in the first exercise.
When & Where

Use this method…

• to reason about non-linear, indirect causality.

• move beyond the usual suspects and understand the dynamics of a situation.

• find options for action.

Develop an initial sketch, then invite the people you want to influence expand it with you.
Observation & Gather Data

Before you take action…

• What can you count, gauge, or observe?

• Do you see evidence of the linkages you identified in your Influence Diagram? If not is it possible there is a delayed effect?

• Look for confirming and disconfirming evidence.

• How will you evaluated whether your intervention is working—or not working?
Choose an Intervention

- Fast feedback
- Cheap (so you don’t need a big budget or lots of approvals)
- With in your control
- Safe to fail