Presenter: Deema Dajani
Agile Creds

Transformation

Practitioner

Community organizer

Deema Dajani

Scrum Master

Product Owner

Chief Product Owner

Coach
Why we’re here

Do I need a coach?

What type of coach?

How do I get Value?

Are they a good Coach?

When to say goodbye?
Who needs coaching?
Telltales ...

Do I need a coach?

- Scrum Masters
  - Experienced
  - New to Agile
- Org culture
  - Nimble
  - Risk-averse
- Agile advocacy
  - Executive mandate
  - Grass roots
- Business
  - Engaged
  - Disengaged
- Technology org
  - Collaborative
  - Siloed
- Delivery
  - Incremental
  - Once a year or less
- PMO
  - On board
  - Wait & see
Do I need a Coach?

Scrum Masters:
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- New to Agile

Corp culture:
- Nimble
- Risk-averse

Agile advocacy:
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- Grass roots

Business:
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- Disengaged

Technology org:
- Collaborative
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- On board
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You need a team coach
Do I need a Coach?

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You need an enterprise coach
A Spectrum Not Binary

Credit to Mark Kilby
Types of Coaching
Picking the Right Coach

Focused on the team

- **How to** build team culture
- **How to** protect the team from disruptions
- **How to** do estimation and planning
- **How to** conduct effective ceremonies
- **How to** integrate testing
- **How to** do continuous delivery
- **How to** maintain a healthy backlog
- **How to** improve delivery practices
Picking the Right Coach

Launching a synchronized, multi team program

- **How to** synchronize multi teams in a program
- **How to** structure the program level
- **How to** coordinate teams
- **How to** map value stream
Picking the Right Coach

**Coaching leadership on broad transformation**

- **Changes to** capital budgeting
- **Changes to** business structure
- **Changes to** reporting and metrics
- **Changes to** staffing model
- **Changes to** program and portfolio
- **Transition** planning
- **Scaling** strategy

Enterprise
Picking the Right Coach

Team
- Team Agile practices
- Team behaviors
- Team performance

Program
- Synchronization
- Release group

Enterprise
- Organizational culture
- Business engagement
- Leadership support

Team is ready
Program launched
Organization is ready
Reminder

Team

Program

Enterprise
Coaching Competencies

Coaching  Technical mastery
Facilitation  Business mastery
Mentoring  Transformation mastery
Teaching  Systems-oriented leadership

Agile-Lean practitioner

Source: Icagile: Lyssa Adkins, Michael Spayd
Hire a **Team** Coach for an **Enterprise** Role?
Experience
Experience Matters

Team coach

Experience

• Experienced SM (3 yr+)
• Coached teams before

Soft skills

• Facilitation
• Influencing
• Team building and empowerment
• Conflict resolution
• Designing retrospectives
• Ensure impediments are addressed
Experience Matters

Enterprise coach

Experience

• Implemented Agile at scale successfully, in at least 2 organizations
• Experienced Coach (5 teams +)
• Able to plan and execute successful coaching programs

Soft skills

• Change agent
• Influencing without authority at all levels
• Helps leadership with transformation
• Solves for scaling challenges
• Devises the new PMO standards
Avoid Common Mistakes ....

Pick the **right kind** of coach for your needs

Not all good **Scrum Masters** make good coaches

Candidate must have experience at an **advanced Agile organization**
Value
Expect to be Challenged

A good coach offers solutions and challenges the status quo
Nurture In-House Coaches

Avoid overdependence on consultant coaches
Avoid Dual Coach-SM Role

“A good coach is like Switzerland, neutral and able to give uninfluenced advice.”

~ Maria Rodriguez
To Embed or not to Embed

Embedded coach

Visiting coach
Stagger Team Launches

Embedded

To maximize embedded coach value, stagger team launches
Schedule Visits

To maximize visiting coach value, schedule critical pre-launch, launch, and post-launch tune-up visits
Do I Have a Good Coach?
Good Coach Trail ...

After coach leaves:

- Scrum Master is a servant leader
- Team is self directed
- Team sustains and continues to improve
Good Coach Trail ...

After coach leaves:

- Executive support gained
- Organizational culture starts to shift
- Organization is continually improving (Kaizen)
Bad Coach Trail …

“After the coach left, it was like the tide came and washed it all away!”
Frank in the right seat?
Parting Words

- Get the right type of coach
- Expect to be challenged
- Nurture the in-house capability
- Enable teams, programs, enterprise
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