Scaling the Coach

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About Us

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First, a brief history
Salesforce Growth in Engineering

-thousands of Engineers

tens of Engineers


Agile

230+ Teams

(and growing)
230 Agile Teams
Breakdown of our Team Coaches (Scrum Masters)

- Coaches (Scrum Masters): 2%
- Managers
- Engineers

Dedicated Scrum Masters: 2%
Symptoms Observed

- Not having fun
- Too Much WIP
- Not getting to Done
- Technical Debt
- Trust Release
- Lack of Retrospectives
- Unfinished sprint work
- Coaches losing touch with teams

Command and Control

- Push vs. Pull
- Enterprise Agility
Why was this happening?

Cultural shifts resulting from Rapid Growth

Executive Leadership support subsiding

ScrumMaster role not well understood

Lack of Team Stability

Insufficient Training

“I am the Scrum Master. I drew the short straw”

Acquisitions: Some Agile; Some Not.

Team coaches lacking key leadership skills
What was working well:

**Agile Program**
- Robust Implementation (Scrum, XP, Lean)
- Agile Coaching Office
- Value Stream Organizational Model
- 3 releases/year

**Culture**
- Agile built in...
- Innovation Programs
- Little Command and Control behavior
- Fun
- Highly Collaborative
- Large investment in training
What wasn’t working so well:

**Coaching**
- Vampire Model
- Wrong people as SM
- Focused on teams, not leaders
- SM & POs overloaded and inadequately trained

**Practices**
- Sprint Reviews
- Dependency management
- One-size fits all
- Ceremonies without purpose/principles
- Teams waterfallowing release
Group Exercise

• At your table...
• In 10 minutes, choose 1 initiative you would suggest, given problem statement and situational context
• 1 per table
What we are doing at Salesforce.com
Three-Tiered Coaching Model

**Team Coach**
- ScrumMaster or Kanban Master
- Focus on coaching individual teams
- Attends to team health

**Program Coach**
- SM Lead for an entire Program
- Coaches/mentors SMs
- Engages leadership
- Attends to Program health

**Enterprise Coach**
- Coaches Program coaches
- Engages Enterprise leadership
- Develops/delivers training
- Enterprise Agility Initiatives
- Attends to org. health
Coaching at Scale

5 Enterprise Coaches
230+ Scrum Teams
170+ Scrum Masters
20+ Business Units
Developing Team Coaches
Profile of Great Scrum Masters:

We focused here first!

- WANT to do the role
- Leadership qualities
- Respect of the team
- Deep knowledge of Scrum, Lean principles
- Coach the team in practices and Lean principles
- Adequate bandwidth

Seems OK for now...

- Optimize throughput
- Continually improve quality and delivery
- Dedicated to the Scrum Team
- Protect the team
- Great Facilitator
Developing Team Coaches

12 Step Program

Just Kidding
Developing Team Coaches

3 Step Program

- Revamped SM training
- Internal Certification of Scrum Masters
- SM qualifications, allocation, and recognition
Step 1: Revamped Training

- The ScrumMaster Role and Competencies
- Lean Principles: the WHY
- Facilitation Role Play
- Tips and Best Practices for Scrum
- Team Coaching:
  - How
  - When
  - Practice
Step 2: Internal Certification Program

- Written Exam
- Observation
- Team Survey
SM Certification Key Learnings

• We underestimated the magnitude of this effort
• Tracking results
• SM Engagement
• What is going on with ALL the teams
• Themes/dysfunctions start to emerge: at all levels
• Set expectations; understand context
• Evaluated vs. coached
SM Certification Results

- Certified: 50%
- In Progress: 25%
- Not Yet Engaged: 25%

To Boost Engagement:

- Posting results in internal social media
- Gamification
- Work with key leaders
### Step 3: Address SM Role Issues

<table>
<thead>
<tr>
<th>Issue</th>
<th>Root Cause</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Wrong people in the role</td>
<td>• Poorly defined SM qualifications</td>
<td>• Who should fill the role?</td>
</tr>
<tr>
<td>• SMs stretched way too thin</td>
<td>• Inadequate time allocated to the role</td>
<td>• How much time do they need?</td>
</tr>
<tr>
<td>• Thankless Job</td>
<td>• Poor understanding of role importance</td>
<td>• Why is the role important?</td>
</tr>
</tbody>
</table>
ScrumMaster Qualifications

Job title irrelevant, as long as profile & requirements are met.

Experience: Quantitative and Qualitative

Training: 3 Days internal training (incl. SM training)

Certification: Pass the program

Qualities: Leadership, Agile interest, Intellectual curiosity, Desire to coach
Time Allocation Guidelines

<table>
<thead>
<tr>
<th></th>
<th>Teams New to Agile</th>
<th>Maturing Teams (90% of T&amp;P teams)</th>
<th>Mature Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td># Teams for Part-Time Scrum Master</td>
<td>1</td>
<td>1-2</td>
<td>2</td>
</tr>
<tr>
<td># Teams for Full-Time Scrum Master</td>
<td>1</td>
<td>2-3</td>
<td>3</td>
</tr>
</tbody>
</table>

Bottom line: Ensure all SMs have adequate time to perform the job well
ScrumMaster Qualifications

Recommendation: Each Cloud creates bench of potential SMs

- Scrum team leadership* select SMs
- Input from Cloud ScrumMaster lead, Enterprise Coach, team
- Candidate meets all qualifications (previous slides)
- List of current and new SMs reviewed with BU leaders each release to ensure visibility and to maintain staffing integrity
- SM responsibilities built into job descriptions

* Scrum team leadership = Product Owner, ScrumMaster and all functional managers for each team member
Developing Program Coaches
Program Coach

Coaches Scrum Masters and oversees Program health

- Recognized Leader: strong influencer and change agent
- Collaborates with Chief Product Owner
- Measures and tracks team health
- Continually improve quality and delivery practices
- Regularly conducts Program Level Retrospectives
- Collaborates with other Program Coaches
- Collaborates with Enterprise Coaching Office on enterprise wide initiatives
Communities of Practice

**ScrumMaster CoPs:**
- Participants: all SMs in the BU
- Led by the Program Coach for the BU

**Enterprise wide CoP:**
- Participants: all Program Coaches across the Enterprise
- Led by an Enterprise Coach
Additional work we’ve done...

Retrospective workshops:
• Focus on teaching SMs how to facilitate effective retros
• Includes remote/distributed retrospectives

Renewed emphasis on sprint reviews
• Educating Scrum Masters about “real” sprint reviews

Renewed emphasis on getting to done every sprint
• Revised Enterprise level DoD

Kanban:
• Targeted primarily at Operations teams
• Applied in a global, “follow the sun” support model
What’s Next...

Raise the bar for POs
• Focused training and workshops:

Lean Thinking Leadership
• Agile for Leaders curriculum

DevOps
• Extend Lean/Agile thinking through the entire value stream, including operations

Proactively engage acquisitions earlier for Agile transformation:
• Not just when they are in trouble
Thank You