Don't be random!
What's the problem?

How do you get money and support from your sponsor?

How do you record what is going on in your team?

How can you describe the situation to a mentor?

How do you get good input from a colleague?

How do you know if your work is actually helping the team?
Changing the Organization

Now
Unlock
Introduce change
Lock
Future
Empiricism

- Transparency
- Inspect
- Adapt
1. Observations
Facts, metrics, indisputable

2. Hypotheses
Speculation, opinions, different perspectives, hidden root causes

3. Goals
Challenging, lofty, relevant

4. Metrics
Leading & lagging

5. Tools
Specific, actionable, achievable

(Karl Tomm)
Observing your team

- Hypotheses
- Curiosity
- Powerful Questions
- Humbleness
- Empathy
- Patience
Observing your team

- Events: Planned stuff
- Incidents: Unplanned stuff
- People: Actions & interactions
Observing your team

Facts are facts.

It either happened or it didn't happen.

Facts don't care about what you believe.

Hypotheses, interpretations and opinions are not facts.

They don't become facts even if you say so.
Formulating hypotheses

- Beware observer bias
- Validate your hypotheses
- Be open-minded
- Ask for advice
- Don’t commit early
Formulating hypotheses

- Agile Values
- Agile Principles
- 5 Why's
- Experience
- SCARF
- Team Performance Models
- Force Fields
- Fishbone
Defining a goal

Absolving = Ignoring the issue
Resolving = Any reasonable fix
Solving = The optimal fix
Dissolving = Redesigning to remove issue
Defining a goal

Problem-solving goal: "We want to have less boring daily standups."

Transforming goal: "We want to have valuable and enjoyable daily standups."
Define metrics

Leading - To understand if we are getting closer to the goal

Lagging - To understand if we have reached the goal
Define metrics

"Miracle question": Assuming that the problem was fixed overnight, how would you notice?

Observe people:
- What are they doing?
- What are they talking about?
- Who are they talking to?

1) Value produced
2) Efficiency
3) Qualities
Pick coaching tools

A Coaching Tool is an intervention that permanently changes the habits of the team.
Some coaching tools:  

**Flow**
- **Surveys**
  - +15 TEAM agile assessment questionnaire
  - "check on the team" (questionnaire + spider diagram)
- **Gauging**
  - limit WIP (kanban system)
  - small batches
  - pomodoro technique
  - timeline
  - meeting timer
  - prioritized backlog (list of TO-DOs)
  - name game
  - mob programming
- **Care**
  - Teach them positivity and respect
  - appreciation (promote good behavior)
  - sharing positive examples or behaviors (sharing in a meeting)
  - hugging
  - be silly
do the Scrum dance
- **Community of Practice**
  - camps (e.g. PO Camp, coach camp)
  - lean coffee
  - hot topics
  - brown bag sessions
  - book circles
- **Validated Learning**
  - idea cards (lean startup, validated learning)

**Documents/Cheatsheets**
- minimum viable ... (release, product, test)
- active learning cycle
- lean canvas
- user story (focus on user value and allow for conversation vs. written communication)
- elevator pitch workshop
- team ladder
- CFD
- PO/Release/Portfolio metrics/dashboards
- team metrics/dashboards
- control charts/histograms
- 4C’s
- marshmallow challenge
- katas
- dpss
- kanban pizza game
- get kanban game
- 100 points to ten
- user story mapping (focus on large business process view and break it down in smaller stories)
- impact mapping
- user story mapping (focus on large business process view and break it down in smaller stories)
- talking stick (allow self-organizing conversation, focus on our attention, full attention/ respect)
- talk one-on-one with scrum master, team members, PO
- parking lot
- look/listen for feedback
- agile wiki
- scrum of scrums
- standing observations
- stand behind talking person
- correct way of shifting blame (failure: line manager or scrum master accepts; success: all of team is regarded also for individual efforts)
- 0/10
- A3
- 5 Why's
- A3

**Decision-making**
- involve teams in decisions
- fist to five (quick voting, used to get impressions on the going)
- thumb voting
- roman vote
- dot voting (coaching tool used for rapid prioritization and decision making)
- traffic lights (to check working agreements and DoD)
- decision patterns for common behaviors (sharing in a meeting)
- powerful questions
- scaling questions
- bridging questions
- decision matrix (PPT)

**Backlog**
- portfolio budgeting
- release mapping
- release / portfolio planning meeting
- opportunity canvas
- risk radar
- backlog grooming
- story splitting
- impact mapping
- user story mapping (focus on large business process view and break it down in smaller stories)

**Questions**
- miracle questions
- Karl-Tom questions
- scaling questions
- powerful questions
- success - all of team is regarded also for individual efforts
- breakthrough

**Estimation**
- planning poker (facilitation tool structure conversation about product development)
- relative estimation (bubble sort)
- business value game
- facilitation to allow stakeholders alignment with business goals
- no estimates
- dont do estimates

**Team building**
- ABIDE (attraction, barrier, identity, diversity, environment)
- make the team learn personal stuff
- create stories in team
- everyone write a story (no gender no name - send to facilitate - hang-up - guess who is who)
- trad team building (e.g. bowling)
- market of skills
- team name
- team rewards
- do food (beer)
- maximum pain (let them fail)
- team space (softies, table, board, flipcharts)
- speed dating and other techniques for self-forming of teams (requires 3+ teams)
- growing teams exercise
- hudson bay start

**Information Radiator**
- happy/sad board
- portfolio board
- missing to ten
- spider chart (team dimensions)
- burndown chart
- burnup chart
- laugh-o-meter

**Visualizing**
- visual board
- visualize workflow
- team board
- avatars on team board
- tool board (visualize the flow of work)
- draw your process (kind of value stream)
- PO board
- value stream mapping
- kanban board (visualize the flow)
- current state of the board (also for individual efforts)
- kanban board (visualize the flow)
- work in progress
- on track
- backlogs
- on schedule
- milestone
- looks good
- looks good (Kanban)
- looks good (Agile)
- looks good (Scrum)
- Kanban board (visualize the flow)

**Policies**
- working agreements
- definition of done
- release definition of done
- definition of ready
- pull policy

**Problem solving**
- pairing
- brainwriting
- pair programming
- evaporating cloud
- 4D model
- Fearless journey
- 5 why's

**Sustainable pace**
- personal kanban
- core protocols
- improvement backlog
- demand analysis

**Retropective**
- active learning cycle
- starfish
- pre-mortem
- safety check
- ROIT (return of time invest at the end of the meetings)
- reflecting team
- kaizen (continuous improvement practices)
- speed boat (gather data exercise/game)
Build a coaching structure

Coaching Card

Goal
Leading Indicators
Lagging Indicators
Coaching Tools

Goal
Leading Indicators
Lagging Indicators
Coaching Tools
Example

- The result of a Scrum Master workshop
Example

• Simple case from a client

OBSERVATIONS
Two tasks on the task board have been in the same positions for at least a week. It seems like people abandoned those tasks when they got stuck, and picked other tasks to work on.

Nobody is taking responsibility for the stuck tasks. If this keeps up, a couple of stories will not be delivered. The same thing happened last sprint.

Also neither the Scrum Master nor the local team coach are reacting to this, there are no indications that they are even seeing the risk.

HYPOTHESIS
People do not understand or appreciate the concept of "flow" within the sprint, and how it relates to risk.

GOAL
Work flows within the sprint and problems are addressed immediately.

TOOLS
• Hold training about "flow" using e.g. the Ball Point Game or one of the Lean batch size/WIP simulations
• Discuss prioritization with the team
• Help the team create a pull policy
• Help the Scrum Master set up an impediment board

METRICS
• The team reviews stuck tasks in every daily standup
• The team has a plan for an increasing number of stuck tasks
• Number of "stuck task days"
**OBSERVATIONS**
The Scrum Master is controlling the daily standup. Team members are not talking to each other much but primarily reporting to the SM who also has a tendency to point out what they should work on next. When team members occasionally start discussing a topic, the SM always takes control of that discussion. This lifts responsibility from the team and makes it difficult for them to self-organize.

Other observations:
- Many team members "forget" to put tasks on the board unless reminded
- The SM is the former Project Manager of the team

**TOOLS**
- One-on-one discussion with SM to validate (one or more of) the hypotheses
- Roles workshop with team, PO, SM, managers
- Agile/Scrum roles training for managers
- Teach SM "open-ended questions"
- Facilitate a couple of standups while the SM is a silent observer ("role modeling"), then debrief with the SM
- Use a DECK to define responsibilities

**METRICS**
- How often (in %) team members say "we" instead of "I" in team meetings (e.g. standup)
- Number of times/sprint that the board is already up to date when the standup begins

**HYPOTHESES**
- Misunderstanding of SM role
- The SM falls back into old interaction models
- Managers and stakeholders assume SM is still "in charge" and put pressure on him

**GOAL**
- The team takes joint responsibility of their tasks and collaborate to get them done.
- The SM facilitates, visualizes and clarifies, but does not direct the work.

**Example**
- The result of a discussion between a junior agile coach and an experienced agile coach
Example

- Excerpt of an 8-page document describing the context and activities for a team in a larger business unit
Self-explanatory, self-contained

Forces you to "do your homework"

Enables collaboration

Late commitment!

Enables mentoring
http://promo.agile42.com/guide-agile-coaching-ebook/