Assignment based coaching
Increasing the impact of the Agile Coach

Nienke Alma

Montreal, May 22nd 2019
Things are changing at an increasing pace.

If I can’t get it in 3 seconds, I’m gone...
Main goals

- Reduce time to market
- Increase efficiency
- Increase engagement
ING’s Way of Working

June 2015

Today: 200+

January 2016

Super-circle 1

Circle 1

Circle 2

Circle 3

CLT  CLT  CLT

CLT  CLT  CLT

CLT  CLT  CLT

Circle Lead  Agile Coach
Grab your phone
Our challenges

How to focus on the real problem from business perspective?

What is my added value?

How do I stay aligned with other Agile Coaches?

What am I responsible for?
The assignment

### Agile Coach Assignment `<department>`

<table>
<thead>
<tr>
<th>Background</th>
<th>Objective</th>
<th>Key result</th>
<th>Approach</th>
<th>Results &amp; Learnings</th>
</tr>
</thead>
</table>
| **Background**
  - Background en diagnose
  - Describe the current situation/status, problem definition and definition of success. | **Business Objective**
  - What Business Objective does your coaching aim to improve?
  - It is possible to work on multiple Business Objectives in one assignment | **Key Result**
  - The ‘WHAT’
    - Measurable and observable results.
    - S.M.A.R.T. | **Approach**
  - The ‘HOW’
    - Approach and actions necessary to produce the desired impact | **Results & Learnings**
  - What measurable and observable results did you achieve?
  - What did you learn along the way? |
| **AC Profile**
  - Who are the coaches?
  - What specific skills, instruments and theoretical background will they use to make the assignment a success? | **Sponsor(s)**
  - Who are the responsible business line leaders/decision makers that will cooperate with the AC (team) to make the assignment a success? | **Preconditions**
  - Preconditions/prerequisites that need to be fulfilled in order for the assignment to be successful. |
ASSIGNMENT PROCESS
**Objective**

Improve on predictability and create value earlier (release early and often)

1. Burn down (planned/realised) of every team between 80% and 120%
2. Same for ‘epics realised on time’
3. Number of releases to production increased with 20%

**Approach**

- Create insight in predictability, epic on time delivery and number of releases to production per quarter and compare with benchmark
- Prioritize the squads to coach intensively
- Coaching on slicing (Elephant Carpaccio), improving the refinement process and deliver in MVPs

**Approach**

1. 80% of PO’s are certified Product Owners
2. PO intervision sessions are held and have a 80% attendance and are seen as valuable (graded 4 or higher)
3. Stakeholders are present at Sprint Reviews for feedback 80% of the time

**Approach**

- Create awareness on the necessity for Product Owner proficiency
- Set up and facilitate PO intervision sessions
- Coach POs on backlog management.
- Show the POs the value of feedback from stakeholders during Sprint Reviews to get the feedback loop in place

**Structural impediments to progress are being identified and solved**

1. Tribe leadership challenges squads to surface structural impediments
2. Tribe leadership helps solve impediments as indicated by the squads
3. Progress of solving structural impediments is unmistakable: the MTTR of impediments is measured and shows a positive trend

**Approach**

- Create awareness of the required supporting role with tribe leadership
- Observe current impediments resolution process and identify actions
- Start with the most important and tangible structural impediments to squad progress

**AC Profile**

- Senior AC Skills (WoW)
- IT DEVOPS Knowledge
- Experience with complex “Bank” value chains and multiple squad-dependencies, also outside of Tribe

**Preconditions**

- Current AC’s stay in function
- Sponsorship/commitment of leadership team of Tribe ABC (TL,PAL,ITAL’s)

**Background**

Tribe ABC is a tribe with 22 squads focusing on the delivery of multiple product groups for ING mass customers, including the related IT components. Most areas in the tribe have been working according to the Agile WoW for almost 3 years and the structure is reasonably in place. The tribe currently faces the challenge of processing an ambitious program for the coming 1.5 years.
# Assignment Circle X

**Coach:** Jane Doe

## Background

During the past quarter the capacity of Circle X was not sufficient to match the demand of customer requests. The Stand Ups and Performance Dialogue were the only Agile events that took place consistently, but the Performance Dialogue on Circle level only took place once. The performance of sales is still not meeting the target and is even decreasing, because members give priority to decreasing the queue of customer service requests. The Operation Time is now 400 seconds and not yet meeting target. Quality is decreasing and is now 75% for KV (Customer Requests) and 79% for KC (Customer Contacts).

## Objective

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key result</th>
<th>Approach Coach</th>
<th>Results and learnings</th>
</tr>
</thead>
</table>
| Make the internal business operation sustainable, so that ING continues to meet the Customer Promise | 1. Operation Time meets the target of 385 seconds  
2. At least 95% of the scheduled hours is delivered | - Facilitate the goal definition process of the Leads  
- Teach the CLT to do a weekly Performance Dialogue  
- Support the CLT in running a daily standup  
- Teach the CLT to start a continuous improvement cycle using KANBAN  
- Facilitate the weekly Performance Dialogue of the Circle | |
| Pro actively add value to every conversation | 1. Accepted NBAs increase 10%  
2. Sales ratio increases 7% | - Teach the CLT to have a conversation about commercial results and experiments during the Performance Dialogue  
- Introduce gamification in the CLT as a way to achieve commercial results | |
| Deliver high quality service, so that ING attracts and retains satisfied customers | 1. Average KV (Customer Requests) quality increases to 85%  
2. Average KC (Customer Contacts) quality increases to 90% | - Facilitate an experiment to increase quality  
- Support Stand Ups, so that these events have a more direct impact on the quality of services | |

## AC Team Profile

- The AC should have experience with the introduction of a new Way of Working (change management)
- The AC has experience with KANBAN
- The AC should be able to teach a team about the “Why” and “How” of becoming Agile

## Sponsor

- John Doe

## Expected Leadtime

- Q1, 2019

## Allocation

- 1 fte Jane Doe

## Preconditions

- There’s sufficient capacity to achieve the goals
- The available data is complete and correct
- The CLT is allowed to spend min. 20% of their time on improvement
- The Leadership meets weekly for at least 1 hour to review and track progress and define interventions
The differences we see (1)

Tribe:

Preconditions
• Current AC’s stay in function
• Sponsorship/commitment of leadership team of Tribe ABC (TL,PAL,ITAL’s)

Client Services:

Preconditions
– There’s sufficient capacity to achieve the goals
– The available data is complete and correct
– The CLT is allowed to spend min. 20% of their time on improvement
– The Leadership meets weekly for at least 1 hour to review and track progress and define interventions
The differences we see (2)

**Tribe:**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key result</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>The PO’s have better knowledge of their role, so that squads perform better</td>
<td>1. 80% of PO’s are certified Product Owners</td>
<td>• Create awareness on the necessity for Product Owner proficiency</td>
</tr>
<tr>
<td></td>
<td>2. PO intervision sessions are held and have a 80% attendance and are seen as valuable (graded 4 or higher)</td>
<td>• Set up and facilitate PO intervision sessions</td>
</tr>
<tr>
<td></td>
<td>3. Stakeholders are present at Sprint Reviews for feedback 80% of the time</td>
<td>• Coach POs on backlog management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Show the POs the value of feedback from stakeholders during Sprint Reviews to get the feedback loop in place</td>
</tr>
</tbody>
</table>

**Client Services:**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key result</th>
<th>Approach Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make the internal business operation sustainable, so that ING continues to meet the Customer Promise</td>
<td>1. Operation Time meets the target of 385 seconds</td>
<td>• Facilitate the goal definition process of the Leads</td>
</tr>
<tr>
<td></td>
<td>2. At least 95% of the scheduled hours is delivered</td>
<td>• Teach the CLT to do a weekly Performance Dialogue</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Support the CLT in running a daily standup</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Teach the CLT to start a continuous improvement cycle using KANBAN</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Facilitate the weekly Performance Dialogue of the Circle</td>
</tr>
</tbody>
</table>
## The differences we see (3)

### Tribe:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve on predictability and create value earlier (release early and often)</td>
<td>1. Burn down (planned/realised) of every team between 80% and 120% 2. Same for ‘epics realised on time’ 3. Number of releases to production increased with 20%</td>
</tr>
<tr>
<td>The PO’s have better knowledge of their role, so that squads perform better</td>
<td>1. 80% of PO’s are certified Product Owners 2. PO intervision sessions are held and have a 80% attendance and are seen as valuable (graded 4 or higher) 3. Stakeholders are present at Sprint Reviews for feedback 80% of the time</td>
</tr>
<tr>
<td>Structural impediments to progress are being identified and solved</td>
<td>1. Tribe leadership challenges squads to surface structural impediments 2. Tribe leadership helps solve impediments as indicated by the squads 3. Progress of solving structural impediments is unmistakable: the MTTR of impediments is measured and shows a positive trend</td>
</tr>
</tbody>
</table>

### Client Services:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make the internal business operation sustainable, so that ING continues to meet the Customer Promise</td>
<td>1. Operation Time meets the target of 385 seconds 2. At least 95% of the scheduled hours is delivered</td>
</tr>
<tr>
<td>Deliver high quality service, so that ING attracts and retains satisfied customers</td>
<td>1. Average KV (Customer Requests) quality increases to 85% 2. Average KC (Customer Contacts) quality increases to 90%</td>
</tr>
</tbody>
</table>

### Client?

- Customer?
How the assignment helps us

- Coaches have more insight in their impact on business results
- Coaches feel encouraged to ask for priorities
- Coaches do less, but what they do, they do better
- Coaches better slice their work
- Coaches and leads are stimulated to collaborate and become more aligned
- The behaviour of the coaches serves as an example for the behaviour we expect from others in the organisation
What we can still improve
Agile Coach Evaluation form

**General information**

Name AC:  
Department of assignment:  
Evaluation concerns the following period:  
Name of person filling in the evaluation:  

**NPS**

How likely is it that you would recommend this coach to a colleague?  

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all likely</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Extremely likely</td>
</tr>
</tbody>
</table>

**To what extent has the the coach helped you reach (your) business and/or team goals?**  

Try to be specific: What impact did the coach have that you wouldn’t have had without the coach?  

Score (out of 10):  

**From your perspective, what should the coach continue doing?**  

What specific behaviour or skills did this coach display that made a difference? What can he/she be proud of?  

**From your perspective, what should the coach start and/or stop doing?**  

What would be your advice to the coach in order to increase impact on the set objectives for a future assignment?  

**How do you evaluate the effectiveness of the coach in reaching the goals of the assignment?**  

What behaviour was really effective? What could have increased the impact/effectiveness of the coach?  

Score (out of 10):  

“Every quarter we ask the people we’ve worked with to evaluate our impact and behaviour so we can learn and grow!”
What we can still improve

Focus
Grab your phone again: what is your key take away?
Thank you

Nienke Alma
Agile Coach at ING
nienke.alma@ing.com
@NienkeAlma