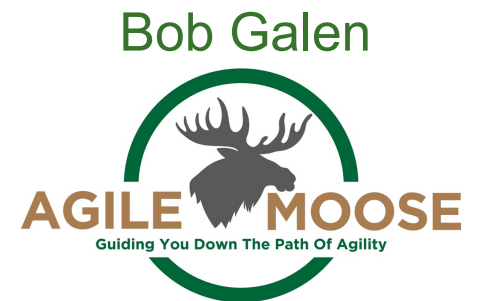
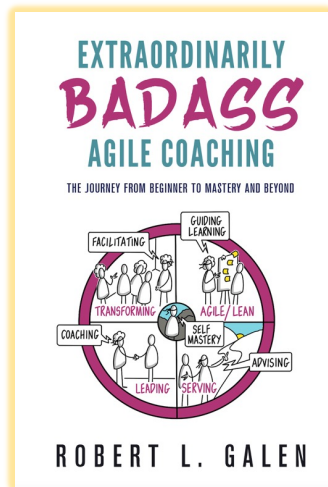
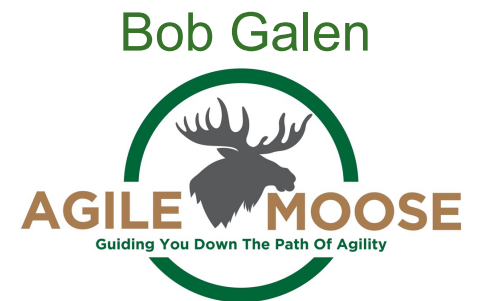
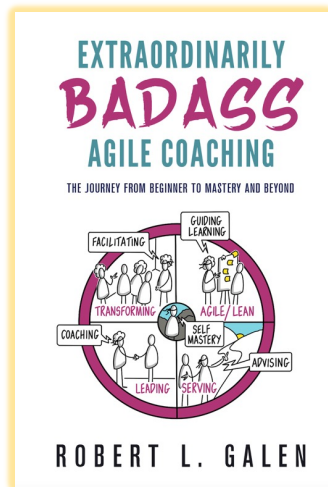


# Exploring Aspects of *Extraordinarily Badass Agile Coaching*



# Everyone...

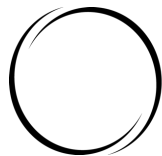
## Is (*or Can Be*) an Agile Coach



# Bob Galen



- Independent Agile Trainer & Coach at [RGCG, LLC](#)
- Somewhere “north” of 30 years overall experience 😊
- Wide variety of technical stacks and business domains
- Roots of a software developer
- Senior/Executive software development leadership for 20+ years
- Agile “Coach of Coaches” and Leaders
- Deep XP, Lean, Scrum, and Kanban experience since 2000
- From Cary, North Carolina, dog lover, grandfather, husband



The Leadership Circle®  
CERTIFIED PRACTITIONER



# Introduction

## Agenda

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022

1. Introduction
2. Explore the Agile Coaching Growth Wheel
3. Explore a Coaching Mindset
4. Explore a Coaching Conversation model
5. A bit of Practice
6. Close



# Introduction

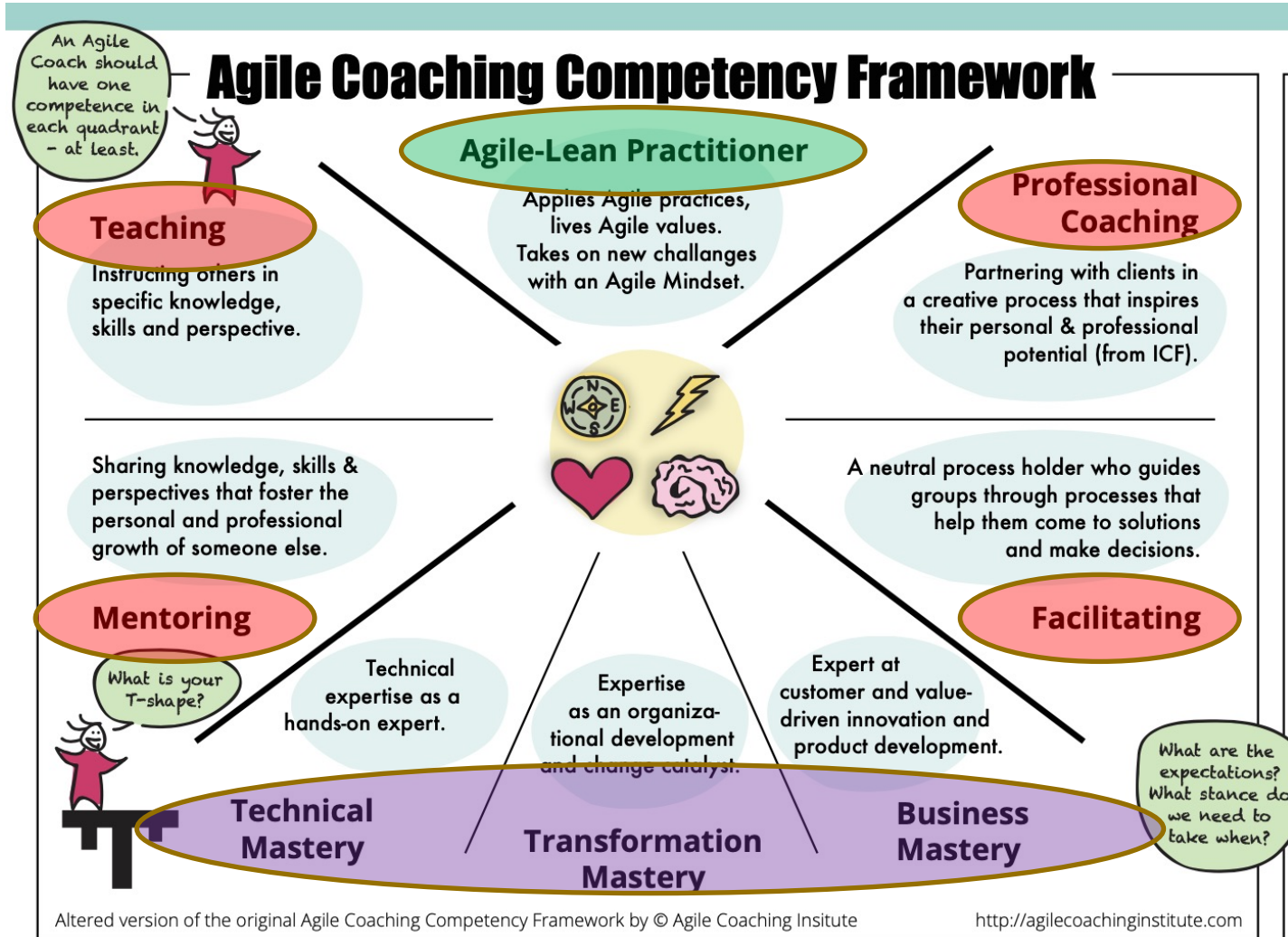
## Coach & Coaching: A Broad Definition

- When we say coach, we're implying, you could be in one of these roles:
  - Scrum Master, RTE, Project Manager
  - Agile Coach (internal vs. external)
  - Manager / Team Leader, Director, VP, or CxO
- Virtually anyone who:
  - Leading agile teams, or
  - is guiding an Agile Transformation or other change initiative.
- Coaching – something we all should become more adept and skilled at doing. I.e., we're ALL agile coaches whether we know it or not!



# Historical perspective

Lyssa Adkins & Michael Spayd – Agile Coaching Institute, ~2010



# Agile Coaching Growth Wheel

Agile Coaching Stances

Agile Coaching Competencies

Includes Professional Coaching

Developed by practicing agile coaches

Focused towards becoming more well-rounded coaches in service to our clients.



Agile Coaching Growth Wheel by Joel Bancroft-Connors; John Barratt; Shannon Carter; Rickard Jones; Martin Lambert; Stacey Louie; Helen Meek; Tom Reynolds; Rohit Ratan; Andre Rubin; Kubair Shirazee; Mark Spitzer; Mark Summers; Josh Tasker; Maria Thompson is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

<http://whatisagilecoaching.org/>

# Agile Coaching Growth Wheel

## History

- A model definition effort begun in ~2016 at a Scrum Alliance Coaching Retreat in Europe
- ~10-12 practicing coaches discussed the “craft” of agile coaching and the need for more well-rounded and depth of skills.
- V1 of the Wheel introduced in 2016, initiative led by Mark Summers.
- Bob Galen’s blog post entitled – Agile Coaching – I have a Dream sparked additional reflection...
  - ❑ <https://www.agile-moose.com/blog/2020/11/29/agile-coaching-i-have-a-dream>
- In 2021 and the Scrum Alliance formed a working group led by Mark Summers, Joel Bancroft-Connors, and Brock Argue to renew the focus and update the Wheel. They’re working on it into 2022 and will release a Creative Commons version 3 mid-year.

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022





# Walking the Wheel

Center: Self-Mastery

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022

- **Ethics**
- Self-awareness
- **Emotional Intelligence**
- Systems-awareness
- **Continuous Learning & Growth**
- Self-care
- **Mindfulness**
- Strengths-based
- **Service-oriented**
- Humility
- **Coachable**
- Presence



# Walking the Wheel

## Primary Competencies

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022

- 1. Advising:** I bring my expertise and consult with you. Provide counsel.
- 2. Coaching:** I help you explore the problem space to identify your solution.
- 3. Facilitating:** I make it easier for you to achieve your goals.
- 4. Guiding Learning:** I impart knowledge and I share my experience.
- 5. Leading:** lead in a service of others, serve and set an example, role model.



# Walking the Wheel

## Mastery Competencies

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022

- **Agile/Lean Practitioner**
  - Methods, Frameworks & Tactics
  - Scaling
  - Lean mindset
- **Serving (Business & Teams)**
  - Domain experience
  - Context
- **Transforming**
  - Change Models and Guiding Change
  - Organizational Models & Structure
  - Leadership & Culture



# Walking the Wheel

## 5 Competency Levels

## The Agile Coaching Growth Wheel

Version 3.1 - June 2022

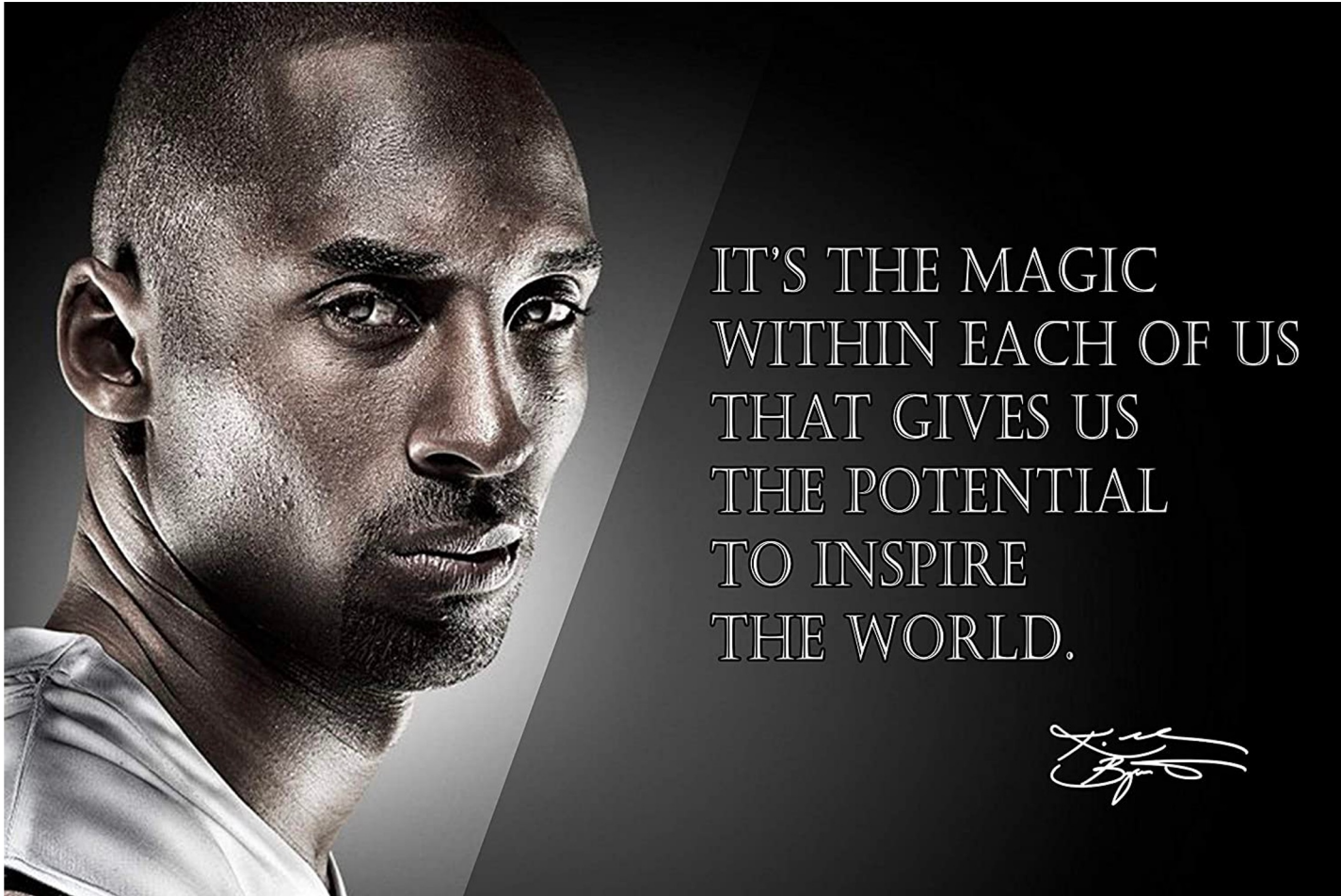
1. **Beginner** – Building awareness, academic knowledge
2. **Advanced Beginner** – Beginning to practice, extending knowledge of ACGW competencies
3. **Practitioner** – Can demonstrate (practice) all aspects of the ACGW, repeatable results.
4. **Guide** – moving from coaching to adapting the ACGW competencies in guiding (mentoring, coaching) other coaches.
5. **Catalyst** – able to modify or alter (evolve) coaching standards by developing innovative approaches. Navigate increasing complexity.



\* These are evolving, definitions as of January 2022



# Coaching Mindset





# Prime Directives

- **Do no harm**
  - **API** – Assume Positive Intent
- Hold your coaching clients as **capable**, smart, and having all the information they need (i.e. your client isn't broken!)
  - Establish and **hold** the clients agenda
    - Help them **discover** their way
- Have **courage**, be patient, actively listen, and show respect
  - Help your clients **focus** on outcomes

# Meet them where they are

- Try not to coach too “far away” from their current context
- Empathy for the current landscape
  - Agile transformation, culture, skills, leadership dynamics, business dynamics
- Give them the “Truth” they can “Handle”



It helps if you have walked in their shoes...

*When you judge someone  
it says more about you...*

*...unless you really  
**HAVE** walked a mile  
in their shoes!*



~~ Edward Mills | The Abundant Mystic

<https://rgalen.com/agile-training-news/2014/11/23/agile-coaches-trainers-have-you-walked-in-the-shoes-of-technical-management>

# Drop your Baggage and your Biases

- Leave behind your own baggage, biases
  - ❑ The more experienced you are, the harder it is
  - ❑ It will influence your behavior and body language
- No marginalization of management or leadership; stop referencing Dilbert
  - ❑ Stop stereotyping
  - ❑ All "managers" are not the same
  - ❑ Be patient!





# Walk your talk--

## *Principles & Behavior* trumps everything!

- Agile principles
- Scrum values
- Be transparent
- Appreciative
- Be courageous
- Risk taking
- Truth telling
- Radical candor
- Empathy
- Service
- Coaching ethics





# Coaching Conversations Setup & Practice



# Coaching Conversations

## A Simple Model



### Opening Moves

- *Ask permission*
- *Establish goal(s)*
- *Set the stage*
- *Open-ended questions*
- *Listening – emotional field*
- *Direction finding*

### Middle Game

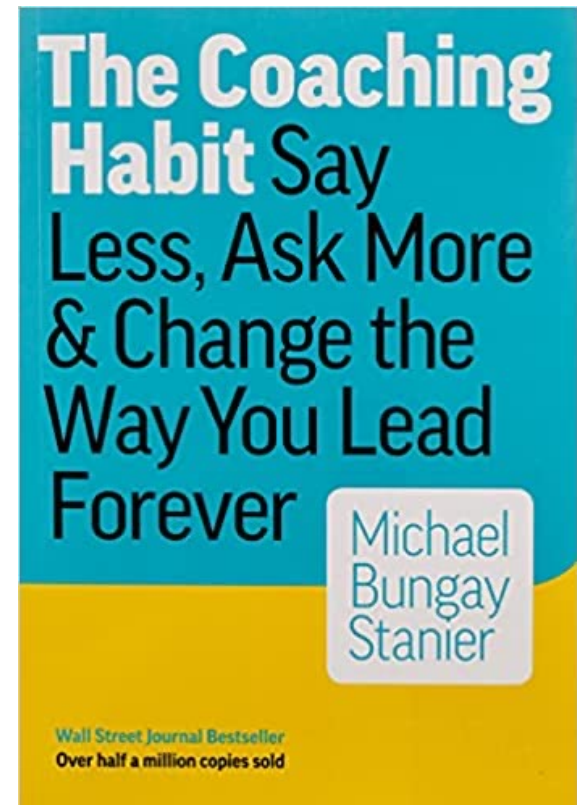
- *Widening / brainstorming*
- *Options*
- *Strategies*
- *Narrowing & planning*
- *Exploration*
- *Clarification*

### End Game

- *Closure*
- *Ownership – who does what?*
- *Action plans and next steps*
- *Repeat, confirmation*
- *Schedule*

# 7 Essential Coaching Questions

1. What's on your mind?
2. And what else?
3. What's the real challenge here for you?
4. What do you want?
5. How can I help?
6. If you're saying "yes" to this, what are you saying "no" to?
7. What was most useful to you?



# Effective Listening

## *Center for Creative Leadership*

### CCL 7-Steps

1. Be attentive
2. Ask open-ended questions
3. Ask probing questions
4. Request clarification
5. Paraphrase
6. Be attuned to and reflect feelings
7. Summarize

### Other Considerations

- Empathy and perspective
- Body language, tone, what wasn't said
- Emotional field
- Create/allow for space (silence)
- Seek to understand
- No judgment
- Appreciate and normalize
- Connect & relationship

# What is...Agile?

*You're an **Agile Coach** who is trying to spearhead an agile transformation. You continuously try to make the methods versus mindset point, but it doesn't land very well.*

*The **COO** of the organization, who supports the initiative, asks you to help them (1) explain what agile is? (2) what it isn't? and (3) what is the value / impact proposition.*

*What to do? What conversation(s) to have?*



# Swooping...

*You are a **ScrumMaster / Coach** and have noticed a strong pattern where **Team managers** are “swooping in” to their respective teams each time they (the team) encounter a critical problem.*

*They keep taking the problem solving and accountability from the team and you can see the morale, ownership and empowerment waning across all of the teams.*

*There is one particular manager, very senior, experienced and respected, simply isn't responding to your coaching.*

*What to do? What conversation(s) to have?*

24

# There IS an I in Team!

*You're the **ScrumMaster** of a team who has recently adopted Scrum. One team member, the **Team Lead**, is really struggling to work within the dynamics of a cross-functional team.*

*Because they “know everything”, they are negative, belligerent in meetings, don't like to collaborate with others, and are increasingly disruptive.*

*Another team member has pulled you aside, literally begging you to do “something” because its become intolerable.*

*What to do? What conversation(s) to have?*

# Continuous improvement... You sure?

*You've noticed that many of your fellow **Team Members** have dropped pair-programming, TDD practices, and full support of your Definition of Done. The primary reason seems to be that they generally lack impact, and frankly, they don't see the value.*

*They're promising to pick them up when there is more time. Is this a great form of inspect & adapt, or something else?*

*What to do? What conversation(s) to have?*

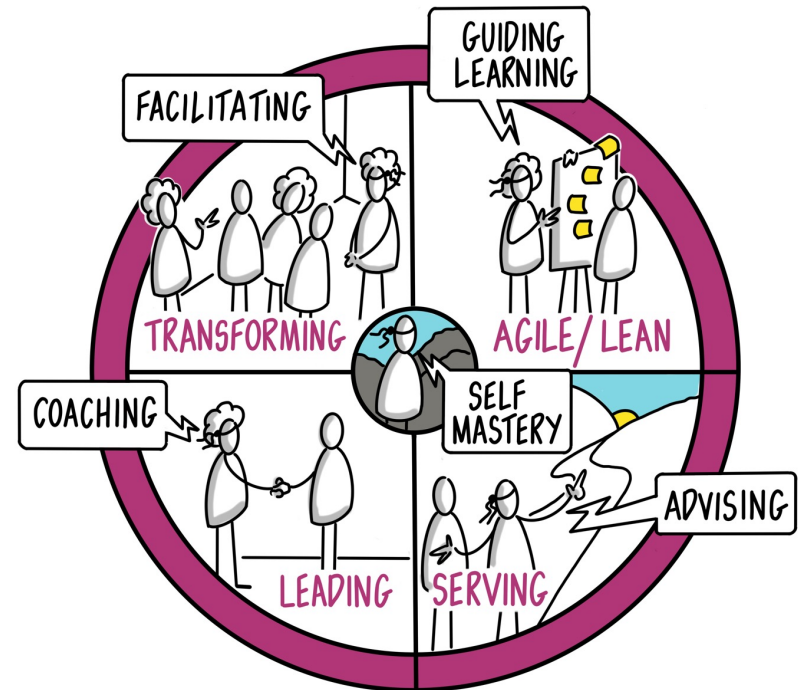
Wrapping up...



Thank you!

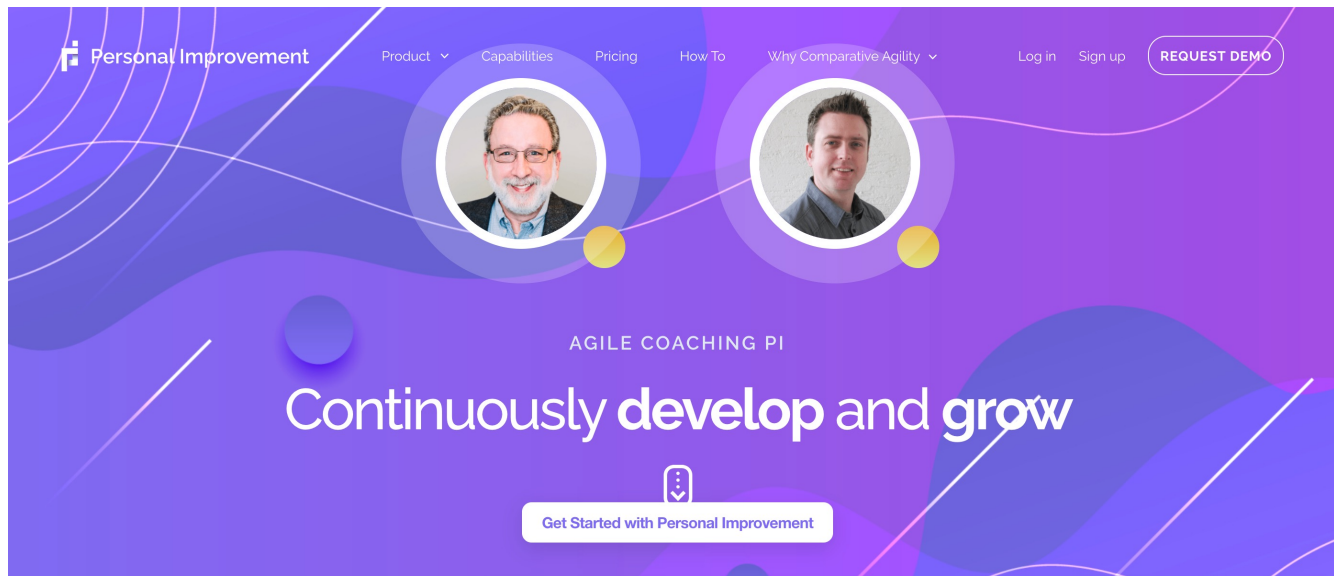
And please aspire to  
become more...

*of a Well-rounded  
Coach...in whatever your  
role is.*





# Comparative Agility Agile Coaching – PI assessment



- Co-created with Mark Summers
- Aligned with the Agile Coaching Growth Wheel, 8 competency areas of focus
- Deep learning recommendation library for personal development
- Free ongoing assessments
- Wonderful (PI) continuous improvement dashboard to guide your growth & learning

<https://www.comparativeagility.com/personal-capabilities/agile-coaching-pi>

# Contact Info

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RGCG

***Experience-driven agile focused  
training, coaching &  
consulting***

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[bob@rgalen.com](mailto:bob@rgalen.com)

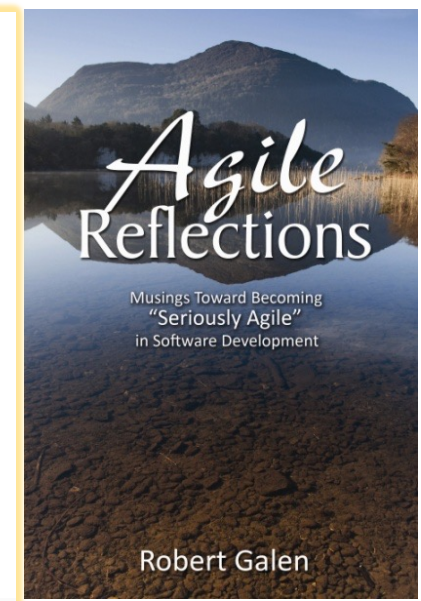
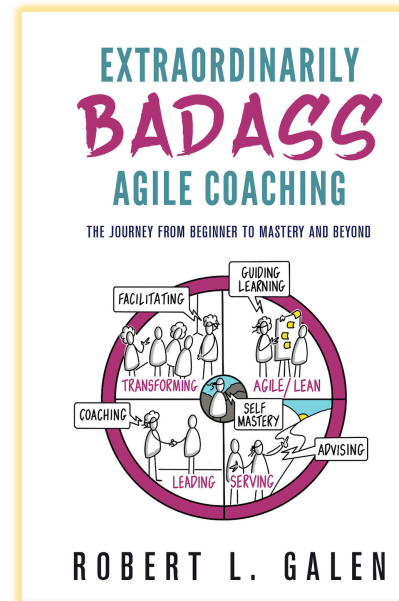
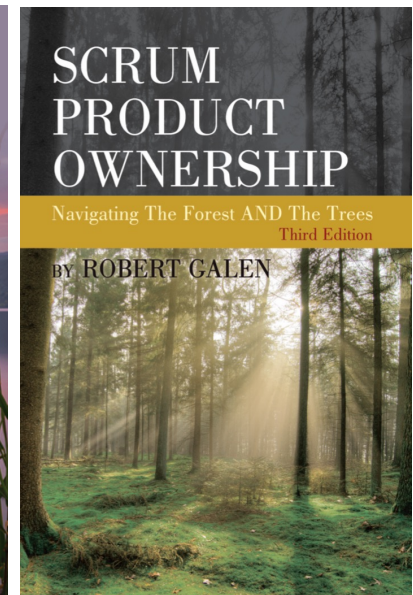
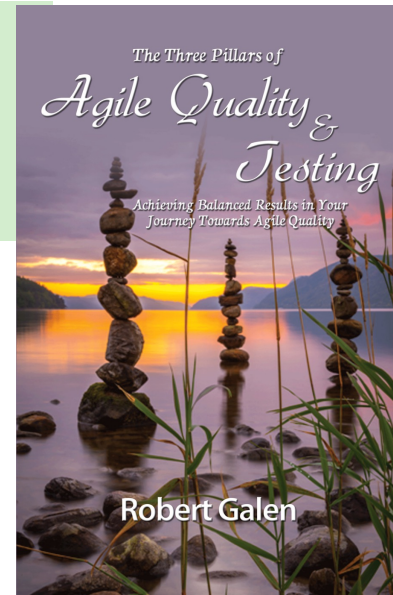
[www.rgalen.com](http://www.rgalen.com)

[www.agile-moose.com](http://www.agile-moose.com)

<https://www.linkedin.com/in/bobgalen>

Podcast on all things 'agile' -

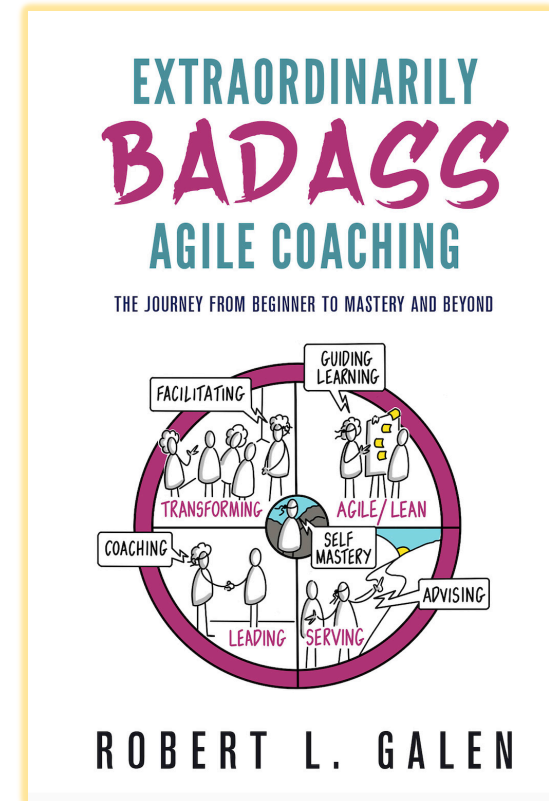
<http://www.meta-cast.com/>



# Extraordinarily Badass Agile Coaching

The journey from Beginner to Mastery and Beyond...

- Published January 27<sup>th</sup>, 2022
- Contributions by Mark Summers, Jennifer Fields, Rhiannon Personick, and Stuart Young
- Forwards by Don MacIntyre and Paddy Cory
- Uses Agile Coaching Growth Wheel as central model.
- Heavy focus on coaching conversational Arcs.
- Special focus on: self-mastery, reflection, ethics, and continuous learning.
- Connected to Comparative Agility – Agile Coaching PI.



Discounted copies of the book -  
<https://leanpub.com/extraordinarilybadassagilecoaching/c/eODcJ1jS0Wu3>