

Coach me if you can!



What you need to know about
coaching

And they don't tell you

Presenter: Deema Dajani

A STRATEGY
CONSULTING

Agile Creds.

Agile scaling enabler

- 2004: Part of the first enterprise Scrum implementation, Ken Schwaber our coach & trainer
- Introduced & scaled Agile at several start up companies, \$100M range
- Currently, my largest and most complex Agile scaling endeavor at large global Financial services company (3 year journey)
- Innovations to support Agile practices at scale

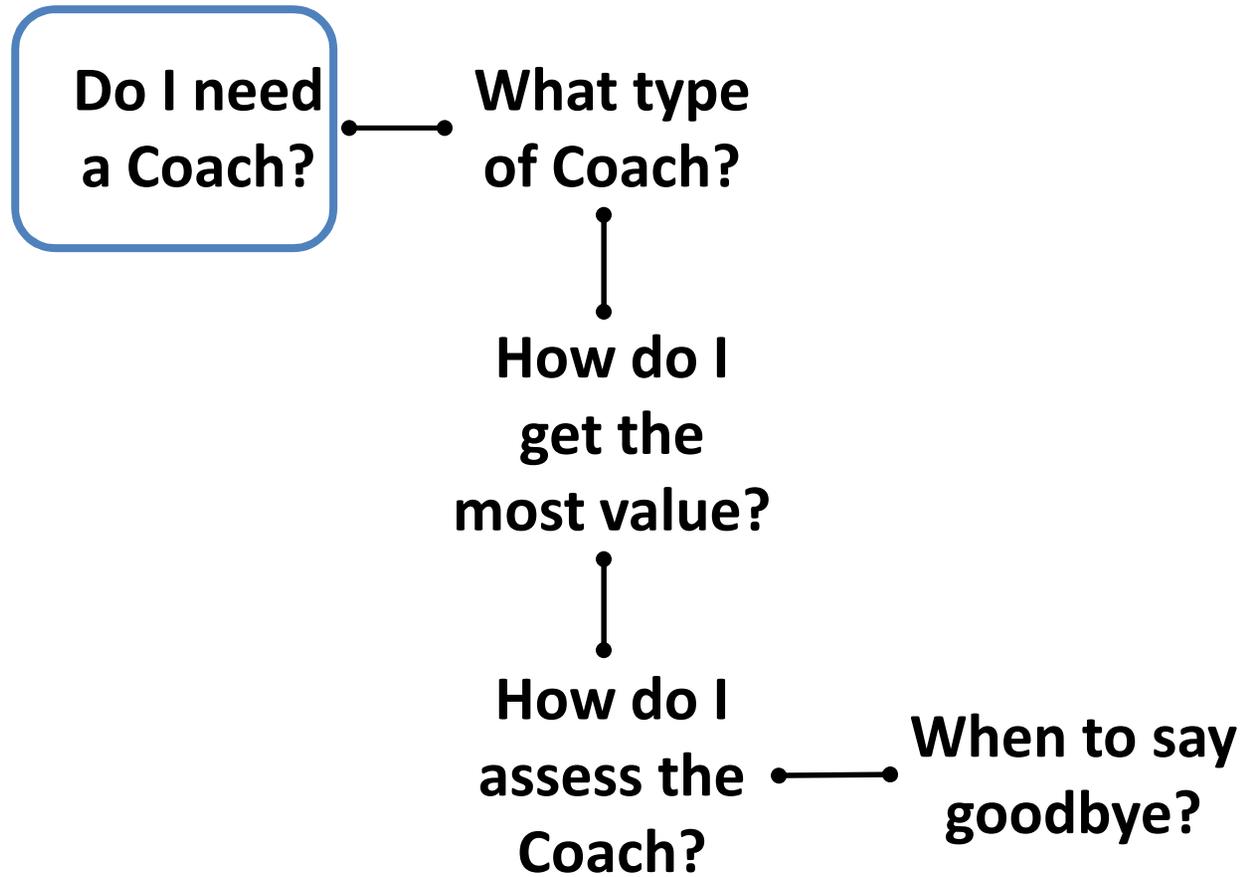
Agile practitioner

- CSM, CSPO. I was Scrum Master, Product Owner, Chief Product Owner, team coach, and enterprise coach

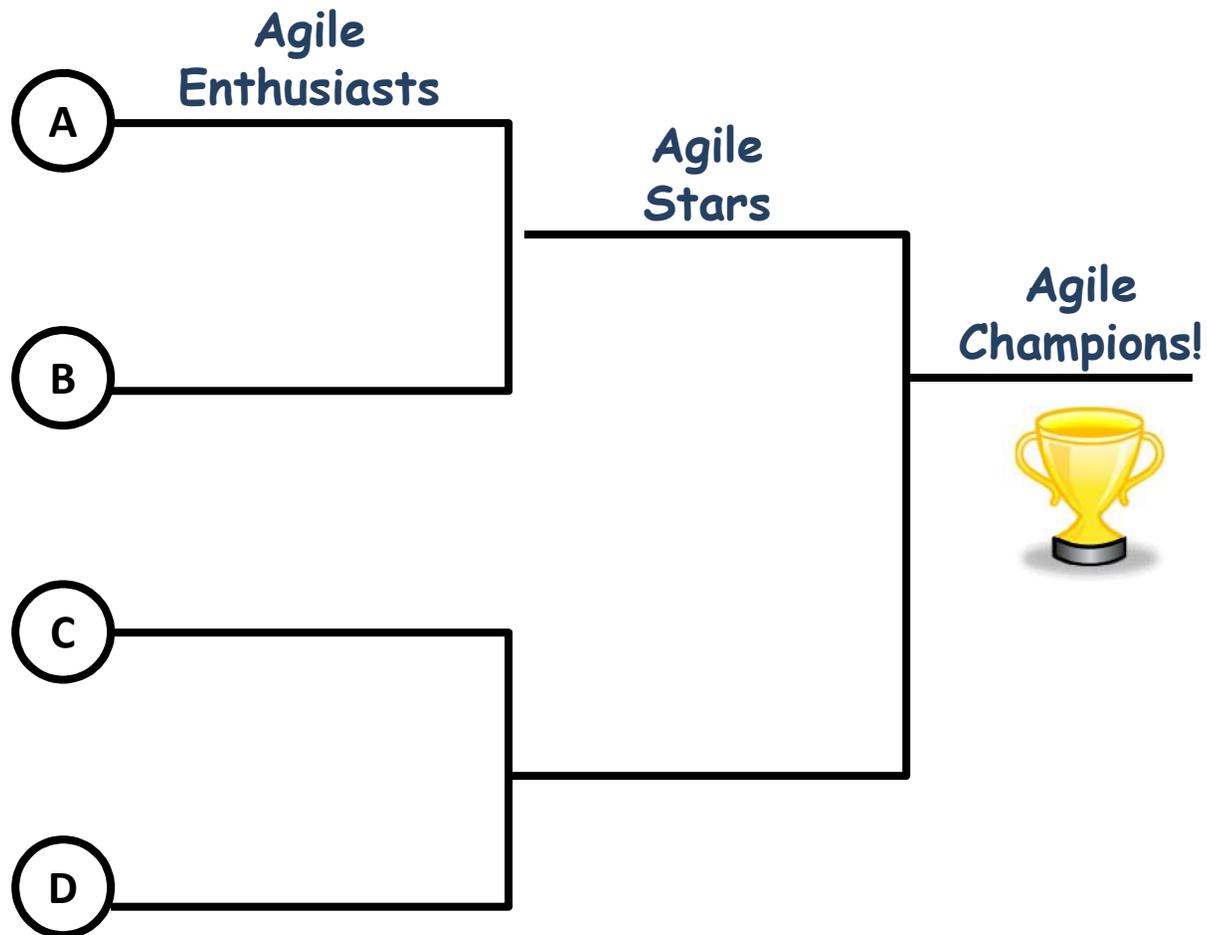
Managed a Coach pool

- For consistency in Agile adoption, I managed the coach pool: Coach hiring, orientation, allocation, and performance management
-





Agile Madness!



Warmup Round!



1. Name two of the top three Agile methodologies in use?

Scrum Alliance Survey 2013

- a) Crystal
- b) Scrum
- c) Lean
- d) RUP
- e) TSP
- f) XP
- g) Kanban
- h) Feature Driven

2. Which of these reasons ranked highest for Agile project failure?

VersionOne Survey 2013

- a) Team unwilling
- b) Management lack of support
- c) Insufficient training

3. What suffered when teams did not apply “Full” Scrum, with point and task estimation:

Rally Survey 2013

- a) Productivity
- b) Predictability
- c) Quality
- d) Responsiveness

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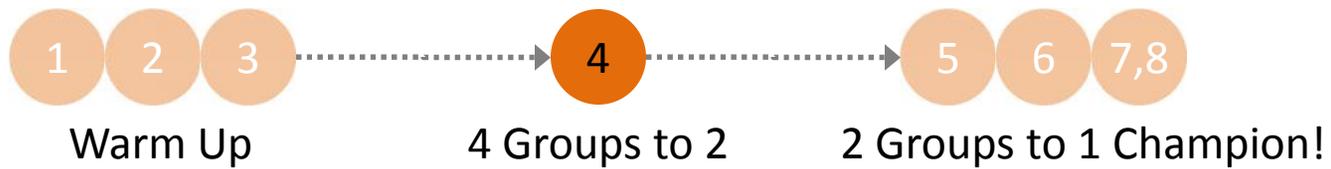
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Elimination Round!



4. What percent of companies utilized coaching?

Scrum Alliance Survey 2013

- a) 10%
- b) 20%
- c) 30%
- d) 40%

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Do I need a coach?



Do I need a coach?



**You need
a Team
Coach**

Do I need a coach?



You need an Enterprise Coach

Championship Game 1



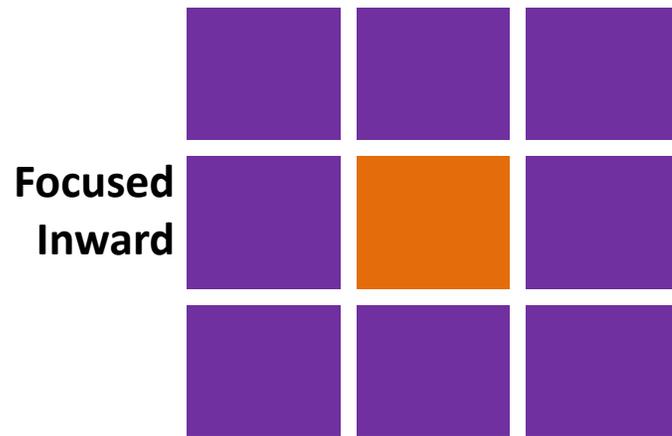
5. I can hire a “team” coach for the “enterprise” role?

- a) True
- b) False

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Team



Team Agile practices
Team behaviors
Team metrics

Team is successful

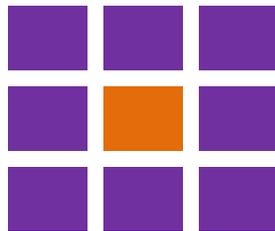
Enterprise



Organizational Culture
Business Engagement
Leadership Support

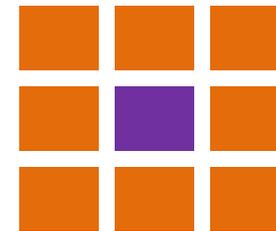
Consistency across teams

Team



- **How to** do estimation
- **How to** conduct effective ceremonies
- **How to** improve team dynamics
- **How to** protect the team from disruptions
- **How to** integrate testing
- **How to** do continuous integration
- **How to** do pair programming
- **How to** do TDD

Enterprise



- **Changes to** Capital Budgeting
- **Changes to** resource model
- **Changes to** reporting & metrics
- **Changes to** Business structure
- **Changes to** Real estate
- **Transition phase** engagement models
- **Governance** and **Change Management** for scaling initiative

Team

Enterprise

Experience

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

- Experienced SM plus other team roles
- Experienced Coach (5 teams +)
- Implemented Agile at scale successfully
- Brings Advanced Agile practices

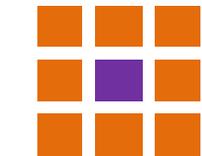
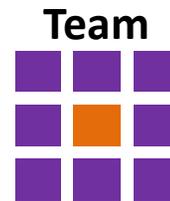
Soft Skills

- Influencing skills
- Team building & self empowerment
- Conflict resolution
- Ensure impediments are addressed

- 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



Enterprise



All coaches must be good scrum masters, but not all **Scrum Masters** make good coaches

Candidate has Agile experience, but not at an **advanced Agile organization**



Championship Game 2



6. Putting the coach in a dual role as scrum master, results in?

- a) Renders coach ineffective
- b) It depends on the need:
enterprise vs. team

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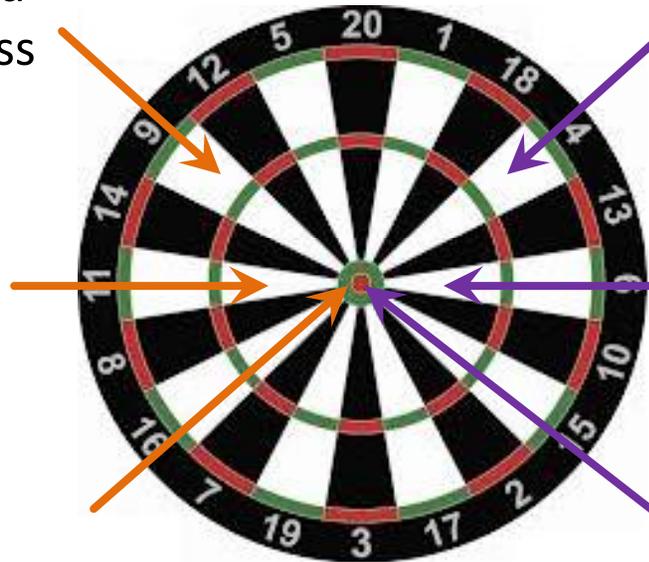
- Expect to be challenged
 - The coach is a change agent
 - They are supposed to give you messages that challenge the status quo
 - A good coach finds solutions and works with you to implement
- Don't give the coach a dual role as scrum master, it takes away from their neutrality
- Coach is a temp role, upskilling for few months then moving on to the next set of new Agile teams
- A team coach can effectively coach 2-4 teams depending on their agile experience level
- Stagger your Agile team launches effectively to maximize your team coach utilization

Team Coach

Scrum Master is upskilled and upholds Agile process for his team

Team self empowered

Agile sustained after coach moves on!



Enterprise Coach

Executive leadership support gained

Organizational culture starts shifting

Environmental impediments solved, and standardized Agile practices at Scale

The Finals!



7. Top reason companies decide to start with Agile?

- a) Time to Market
- b) Flexibility
- c) Business Alignment

8. Top benefit companies actually gained after implementing Agile?

- a) Flexibility
- b) Productivity
- c) Transparency

VersionOne Survey 2013

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VersionOne Survey 2013

And the winner is....



Best of luck on your Agile
journey!