Agile Practices Webinar
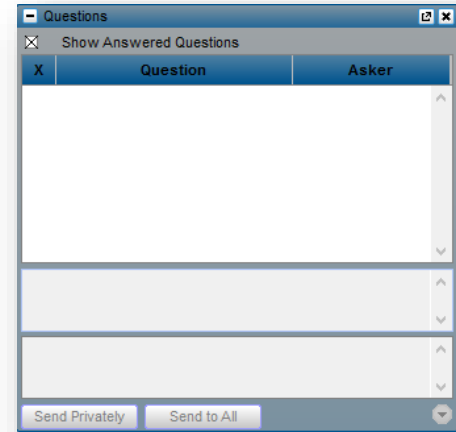
Coaching Agile Leaders

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Things to Know…

- ▶ All participants will be on mute

- ▶ Questions are welcome

- ▶ Use the question box to ask questions

- ▶ Training session is valid for 1 PDU

- ▶ Must be in attendance for full session

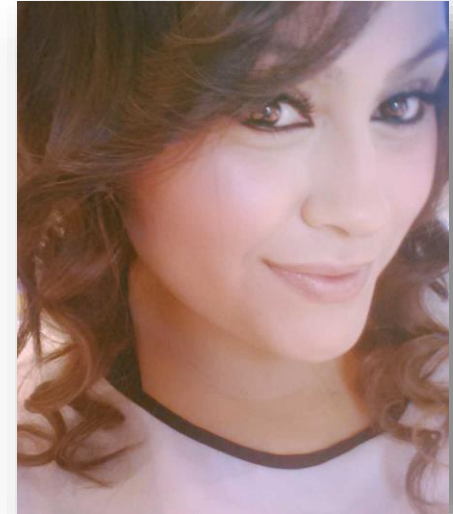- ▶ PDU certificate sent by the end of today

Questions

☒ Show Answered Questions		
X	Question	Asker

Send Privately   Send to All

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Presenter

Dave Cornelius, DM, MBA, PMP, PMI-ACP, CSP, SPC

IT and Business Professional

Founder of 5 Saturdays Education Outreach Program

Author and Speaker

Agile Coach and Trainer

Learn More: www.dave-cornelius.com

LinkedIn: www.linkedin.com/in/daveauck/

Twitter: @DrCorneliusInfo

"Believe we can make a difference."

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My Friends Sharing Today

▶ Jon Jorgensen – Enterprise agile coach and Trainer

▶ Website: AgileHyperDrive.com

▶ Twitter: @waterscrumban

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April 21, 2016 Echoes

▶ **Julia M.:** I see Agile and Scrum used interchangeably. What do you see are the differences?

▶ **Dr. Dave's Response:** Agile is the set of core values that encourage the flexible or nimble thinking to inspect and adapt and ensure work is delivered incrementally and sustainably. Scrum is an agile framework that provide methods and ceremonies to allow teams to work together to deliver customer value incrementally and sustainably.

▶ **Leigh B.:** We typically build business-to-business websites for clients. We use the waterfall methodology. Can you apply agile to website development or is it only for specific products or apps?

▶ **Dr. Dave's Response:** Scrum would be one agile framework to replace your waterfall approach. Many website development teams and companies are using Scrum as an agile framework to meet high customer demands. If you are working with multiple teams with sizes of 50 or more then consider the Scale Agile Framework (SAFe) as an option.

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April 21, 2016 Echoes

▶ **Denise F.:** How can a non-visionary person grow into a leader with vision?

▶ **Dr. Dave's Response:** Leadership is a contact experience and requires that you learn by doing. The steps outlined in my book Transforming Your Leadership Character: The Lean Think and Agility Way would certainly help you get there.

▶ **Bonnie S.:** If time permits, would you have time to give an example of how you use the Kanban Board at home as well?

▶ **Dr. Dave's Response:** Personally, my life is managed by my Kanban board at home. I have four areas of focus: 1) family, 2) community, 3) professional development, and 4) business development.

Each one of these areas are discrete rows with a single corresponding of columns that are "To Do", "Doing", and "Done". Planning a Thanksgiving dinner with your relatives would be an example of one way to apply Kanban for personal use. Moving across the country is an example of another way to apply Kanban for personal use.

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Topics

▶ Why do we need coaching?

▶ For the Aspiring or Practicing Agile Coach

▶ For the Agile Coaching Recipient

▶ Practice Lean Thinking and Agility

▶ Select an Agile Framework

▶ Coaching Cycle of Continual Learning

▶ Q & A

Learning Objectives

At the conclusion of the presentation you will be able to:

- Discern your leadership disposition

- Apply lean thinking and agility tenets for continual leadership improvement

- Plan-Do-Inspect-Adapt your leadership transformation

- Use a Kanban as a visual radiator and limit WIP

- Discover new areas to improve with Retrospectives

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Why Do We Need Coaching?

▶ Actors and Athletes have coaches, why not business professionals?

▶ Coaching provides personal and professional enrichment activities that:

  ▶ enable leaders to create maximum value for the organization

▶ Provides insight into our blind spots and a fresh perspective

▶ Help us steer the ship off the rocks

▶ Increased productivity

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For The Aspiring or Practicing Agile

▶ Get certified in the Lean, Scrum, or Agile at Scale disciplines

▶ Sharpen your saw and be diverse in multiple disciplines

▶ Develop relationships with local professional development organizations

▶ Develop your thought leadership presence - write white papers and blogs

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For the Agile Coaching Recipient

▶ Do not come empty handed

▶ Come with a problem or opportunity statement to solve

▶ Know WHY you are receiving coaching

▶ Have a desired outcome in mind now and in the future

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Group Engagement #1

Why do we need coaching?

- A) Provides insight into our blind spots

- B) Gives a fresh perspective

- C) Help us steer the ship off the rocks

- D) Increased productivity

- E) All of the above

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Practice Lean Thinking and Agility

- ▶ Lean Thinking – Optimize the whole

- ▶ Reduction of waste

- ▶ Identify optimal and effective approaches towards innovative goals

- ▶ Continual improvement towards value-driven goals

- ▶ Agility – Respond to change

- ▶ Inspect & Adapt

- ▶ Empiricism (fact based on experience)

- ▶ Learn fast

Select an Agile Framework

- *Scrum*

  - 7 or less teams consisting of 7 members each

  - Departmental or vertical solutions

  - Simple systems

- *Scaled Agile Framework (SAFe)*

  - 8 or more teams consisting of 7 members each

  - Multiple cross-functional teams across the enterprise

  - Multiple integration points

  - Complex systems

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The Coaching Cycle of Learning

▶ *Inquire* through powerful questions

▶ *Discover* Needs

▶ *Influence* Change

▶ *Deliver* Value

Inquire

Discover

Influence

Deliver

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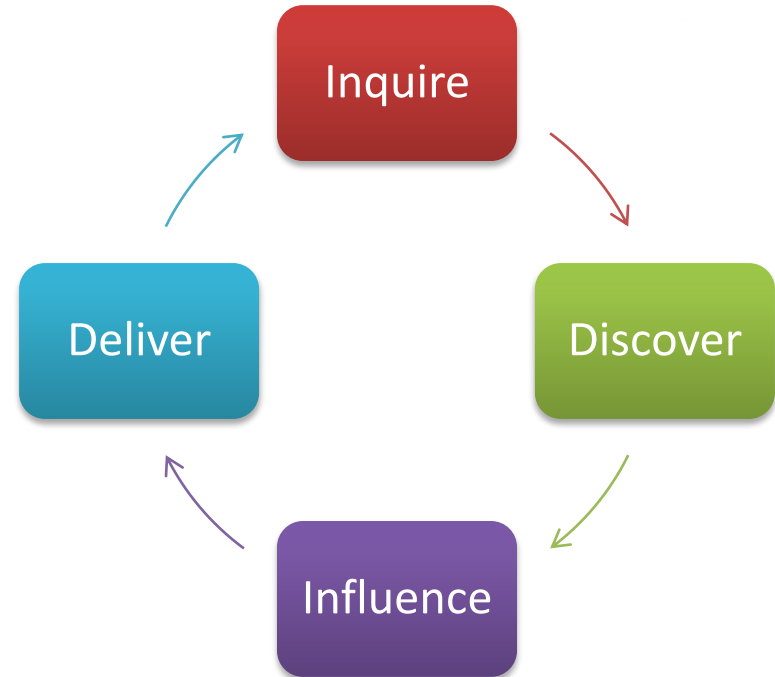
Coaching Cycle of Continual Learning - Inquire

- ▶ Ask powerful questions to obtain learnings

- ▶ Observe to hear what is not said

- ▶ Create dialogue that is conversational

- ▶ Know WHY

  - ▶ Ask powerful questions to understand the WHY

  - ▶ Why is it important to take this course of action?

  - ▶ Why is creating value important?

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Inquiries to Know WHY

- *Scenario:* Teams are not working well together

- *Inquiries:*

  - Who are the leaders of the teams?

  - Why are people not aligning on common goals?

  - What is the root cause for the dysfunction?

- *Desired Outcome:*

  - Capture qualitative information to discern patterns

  - Capture quantitative data to understand frequency

▶ The art of discovery prompts us to:

   ▶ Go deep to uncover the hidden truths

   ▶ Use the power of observation

   ▶ Observe to hear what is not said

   ▶ Leverage collaborative intelligence

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Art of Discovery

▶ *Scenario:* The deployment team is frequently late with deliverables

▶ *Discovery:*

  ▶ Delivery teams blame the deployment team for everything

  ▶ Moral is low on the deployment team because their voices are silent

  ▶ Deployment team is not included in upfront planning

  ▶ Requirements are poorly defined

▶ *Desired Outcome:*

  ▶ Understand the issues

  ▶ Work with teams to create working agreements for change

Group Engagement #2

Which of the following do you NOT belong to the Inquire and Discovery elements?

- A) Know Why

- B) Hidden Truths

- C) People are good natured

- D) Effective dialogues

- E) Collaborative Intelligence

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Coaching Cycle of Continual Learning - Influence

▶ Present the data found based on qualitative and quantitative information

▶ Encourage team ownership of issues and outcomes

▶ Engage leaders and teams to develop actionable outcomes

▶ Develop working agreements to build value

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► The five key styles of influence are:

 ► *Bridging:* Connecting effectively with people and developing relationships

 ► *Rationalizing:* The use of logic to influence individuals

 ► *Asserting:* Placing pressure to get your point across

 ► *Inspiring:* The act of presenting visions that resonate with your collaborators

 ► *Negotiating:* The give-and-take required to achieve your goal

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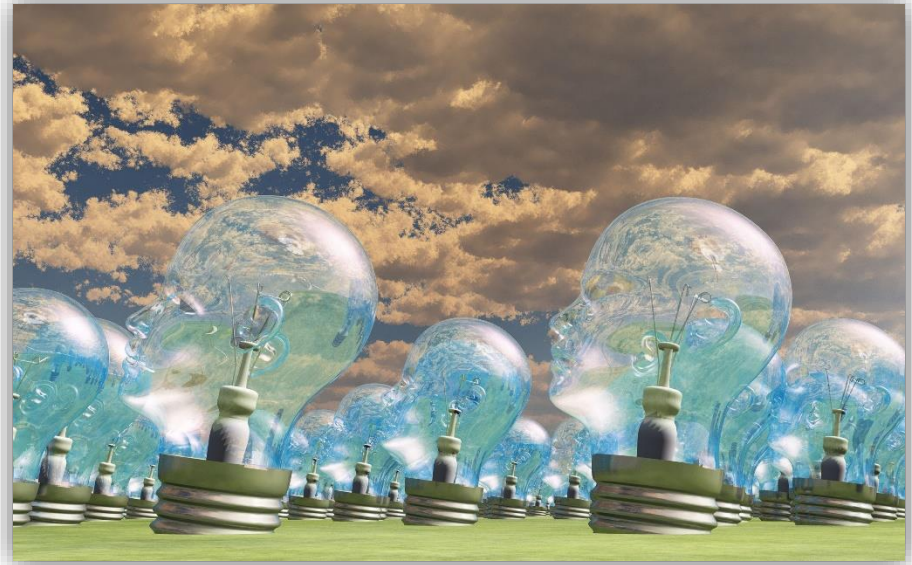
Influence at Work

- Scenario: Leaders are reluctant to join agile events at the company

- Influence:

  - Bridging: Use games to emphasize empathy to close the relationship gaps

  - Rationalizing: Provide a compelling argument with qualitative and quantitative information

  - Asserting: Describe a future of winning for the organization

  - Inspire: Lead with the voices of the many to Inspire a vision of change

  - Negotiating: Develop working agreements with leaders and teams

Influence at Work – Cont'd

▶ *Scenario:* Leaders are reluctant to join agile events at the company

▶ *Desired Outcome:*

    ▶ Leaders begin attending agile events at the company

    ▶ Leaders become active participants

    ▶ Leaders become enablers for success and remove impediments

Sustaining the Change

Success

Assess for Change

Implement the Change

Change Management

Plan for Change

Prepare for Change

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Group Engagement #3

What is the meaning of the acrostic BRAIN?

A) Bridging, Rationalizing, Asserting, Inspiring, Negotiating

B) Bridging, Removing, Asserting, Inspiring, Negotiating

C) Bridging, Removing, Assessing, Inspiring, Negotiating

D) Bridging, Rationalizing, Asserting, Aspiring, Negotiating

E) Bridging, Rationalizing, Asserting, Inspiring, Neglecting

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Coaching Cycle of Continual Learning - Deliver

- ▶ Create a shared sense of value

- ▶ Meet or exceed the objectives

- ▶ Promote innovation through people networks

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Deliver for Value

- *Scenario: Change initiatives have short sustaining life*

- *Deliver:*
    - *Train everyone in the organization in the same agile practice*
    - *Build a community of agile excellence*
    - *Cross-functional teams learn how to work collaboratively*

- *Desired Outcome:*
    - *High quality product or service innovations*
    - *A community of continual learning*
    - *People are attending local and national agile community events*

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Summary

▶ We all need coaching to help us work through our blind spots

▶ The aspiring coach should develop a plan to meet customer goals

▶ The coaching recipient should have a goal to embrace change

▶ The Coaching Cycle of Continual Learning open doors to innovation

   ▶ Inquire through powerful questions

   ▶ Discover Needs

   ▶ Influence Change

   ▶ Deliver Value

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Is there anything that was presented that I can clarify?

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- Training

- Coaching

- Enterprise Agile Release Train (ART) Launch

- Business and Technology Process Optimization

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- LEADERSHIP
- AGILITY
- TRAINING
- CONCEPT to CASH

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Buy the Book on Amazon.com

- *Title:* **Transforming Your leadership Character: The Lean Thinking and Agility Way**

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