Agile Coaching

Agile Coaching Competency Framework

Levels of Agile Coaching

- Teaching
  - Instructing others in specific knowledge, skills and perspective

- Facilitating
  - A neutral process holder who guides groups through processes that help them come to solutions and make decisions

- Mentoring
  - Expert as an organizational development and change catalyst

Agile-Lean Practitioner

- Applies Agile practices, lives Agile values. Takes on new challenges with an Agile Mindset

Professional Coaching

- Partnering with clients in a creative process that inspires their personal & professional potential (from ICF)

Choosing Coaching Stance

- Visionary
  - “This is the future and you can get there too” Inspiring leader who share ideas and stories of a better tomorrow.

- Coach
  - “You did well, you can add this next time”

- Partner
  - “We will do it together and learn from each other”

- Facilitator
  - “You will do it, I will guide the process”

- Teacher
  - “Here are some principles and methods you can use to solve problems of this type”

- Advisor
  - “I will answer your question as you go along” (Individual oriented)

- Mentor
  - “I will do it; you join in side by side so you can learn from me”

- Hand-on Expert
  - “I will do it for you. I will tell you what to do”

- Reflective Observer
  - “You do it; I will watch and tell you what I see and hear”

- Responsibility for client growth

- Responsibility for client result

Choosing a Consulting Role

Source: Principles and Dynamics of Matching Role to Situation. Douglas P. Champion, David H. Kiel and Jean A. McLendon

- Listening to understand, not to answer.
- Be tough on the problem, but kind to the people.
- Support those who want support.
- Inspire to change, never use force.

In Agile organisations a leader is responsible only in one area. Either PEOPLE, PRODUCT, TECHNOLOGY or PROCESS. Agile coaches coach in the process in all areas to improve value and flow continuously.

Agile Coaching Group

The group of Agile Coaches work individually in their roles within different areas, but also together as a team to take an organizational and long term strategic responsibility for improvements.

The Agile Coaching Group

- LeSS
  - Competence & Coaching Department
  - Scrum@Scale
  - SAFe

Areas of Agile Coaching

- People
  - Lean Agile Center of Excellence (LACE)
- Process
  - Lean Agile Center of Excellence (LACE)
- Product
  - Scrum of Scrums (SoS)
- Technology

Shu-Ha-Ri - Lean Agile Maturity

- Shu
  - Is the rule
  - The master who adapts and invent emerging practices for new contexts and situations.

- Ha
  - Bending the rules
  - The practitioner who reflect on Agile values and principles. Can choose when to use what for best result.

- Ri
  - Follow the rules
  - The student who is starting to learn and practices by the book.

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Professional Creative Supportive Competent

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