Agile Coaching
In a Nutshell

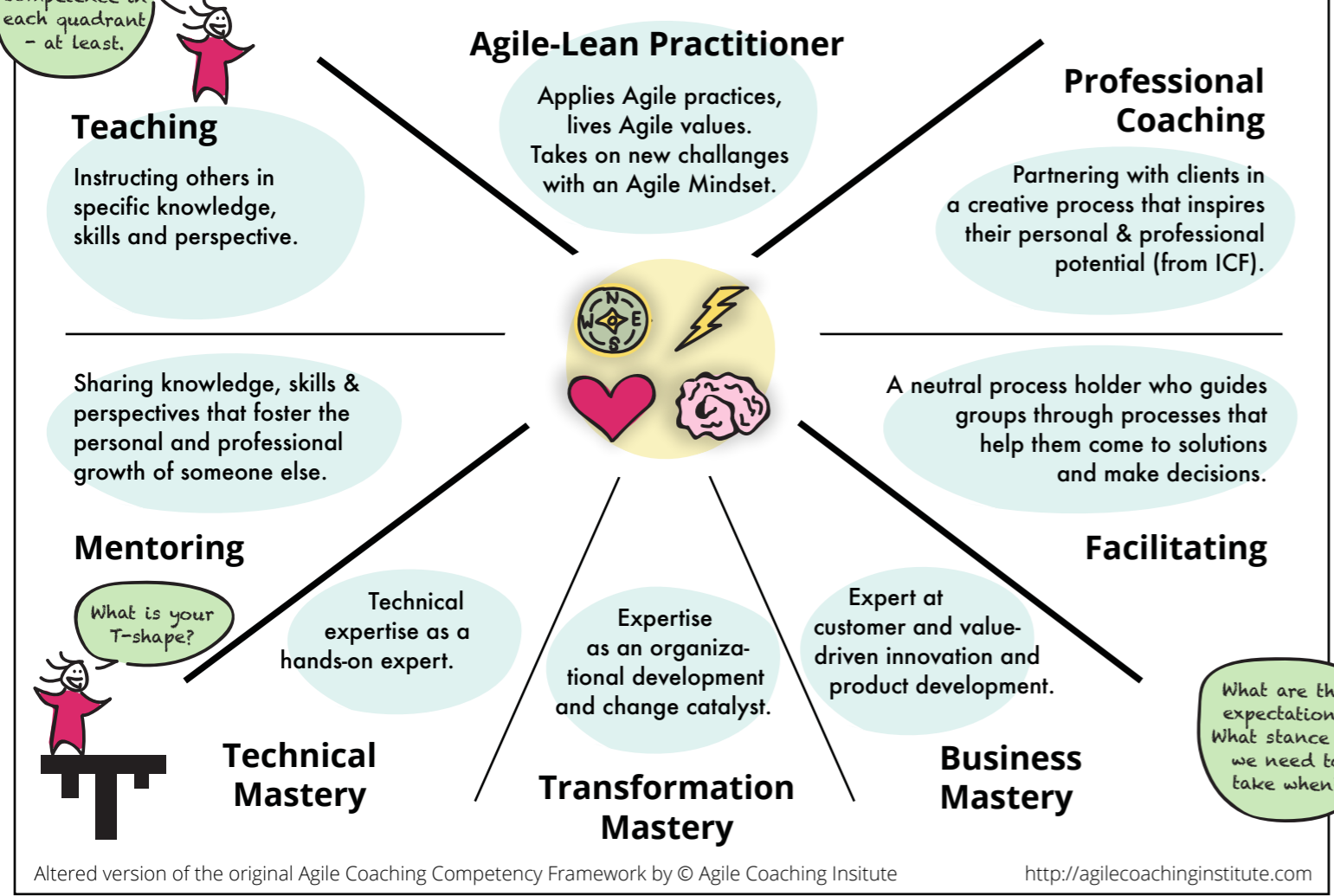**Professional**   **Creative**   **Supportive**   **Competent**

- Listen 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.

DANDY PEOPLE

ver. 1.6

Agile Coaching Competency Framework

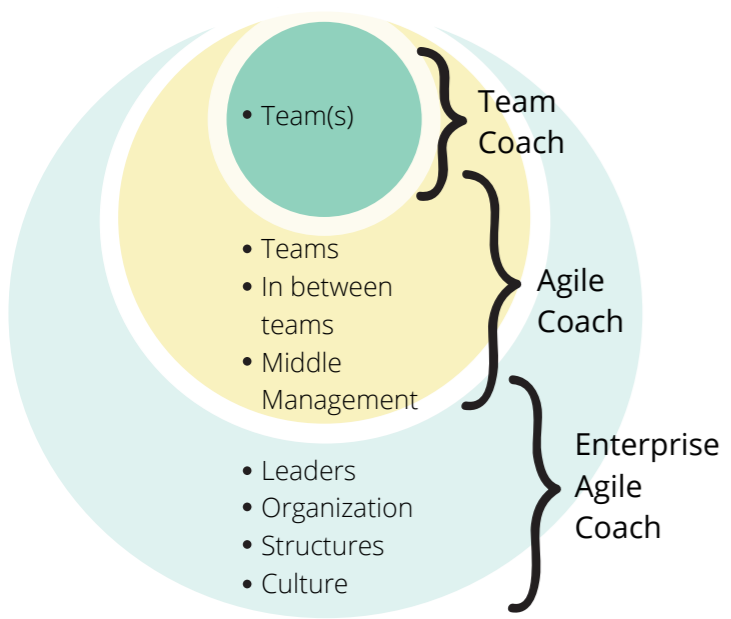*An Agile Coach should have one competence in each quadrant – at least.*

Agile-Lean Practitioner
Applies Agile practices, lives Agile values. Takes on new challanges with an Agile Mindset.

Teaching
Instructing others in specific knowledge, skills and perspective.

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

Sharing knowledge, skills & perspectives that foster the personal and professional growth of someone else.

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

Mentoring
What is your T-shape?

Technical expertise as a hands-on expert.

Expertise as an organiza-tional development and change catalyst.

Expert at customer and value-driven innovation and product development.

Facilitating

Technical Mastery

Transformation Mastery

Business Mastery

What are the expectations? What stance do we need to take when?

Altered version of the original Agile Coaching Competency Framework by © Agile Coaching Insitute   http://agilecoachinginstitute.com

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Choosing Coaching Stance

Responsibility for client growth →

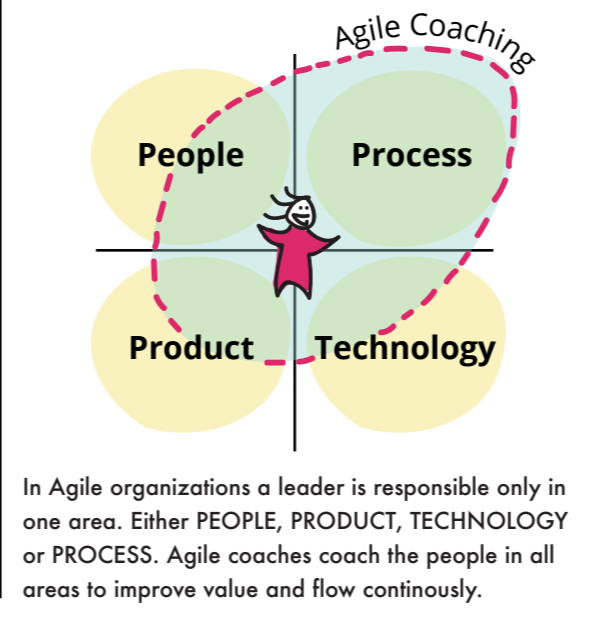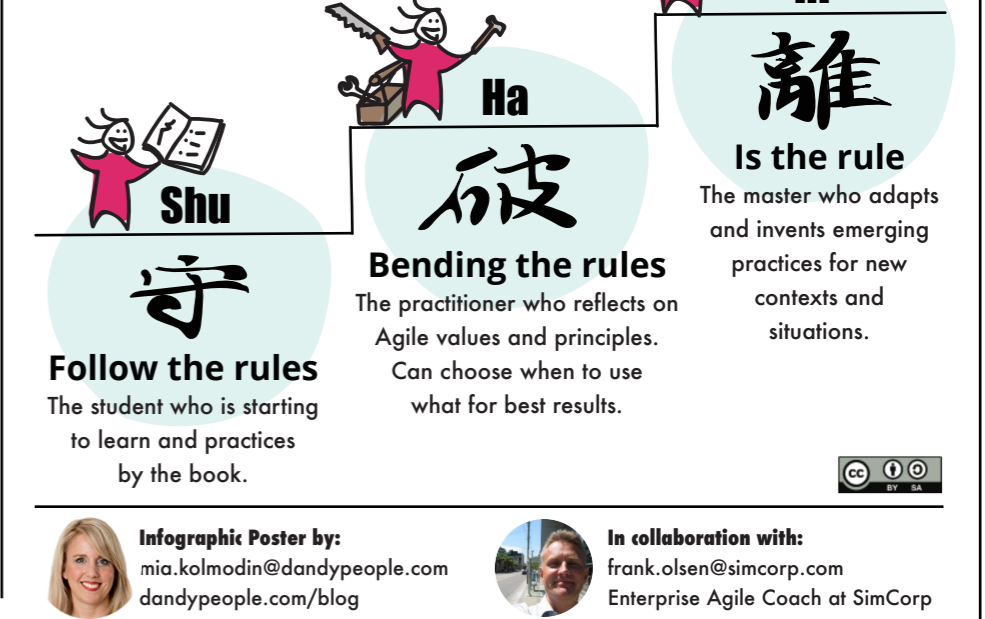|		
Visionary "This is the future and you can get there too" Inspiring leader who shares ideas and stories of a better tomorrow.	**Coach** "You did well, what do you think you can do better next time?"	**Partner** "We will do it together and learn from each other"
Facilitator "You will do it, I will guide the process"	**Teacher** "Here are some principles and methods you can use to solve problems of this type"	**Mentor** "I will do it; you join in side by side so you can learn from me"
Reflective Observer "You do it; I will watch and tell you what I see and hear"	**Advisor** "I will answer your questions as you go along"	**Hands-on Expert** "I will do it for you. I will tell you what to do"

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

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Levels of Agile Coaching

- Team(s)
- Teams
- In between teams
- Middle Management
- Leaders
- Organization
- Structures
- Culture

Team Coach

Agile Coach

Enterprise Agile Coach

The Agile Coaching Group

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

AC Group

LeSS
Competence & Coaching Department

Scrum@Scale
Scrum of Scrums (SoS)

SAFe
Lean Agile Center of Excellence (LACE)

Areas of Agile Coaching

Agile Coaching

People   **Process**

Product   **Technology**

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

Shu-Ha-Ri - Lean Agile Maturity

Shu 守
Follow the rules
The student who is starting to learn and practices by the book.

Ha 破
Bending the rules
The practitioner who reflects on Agile values and principles. Can choose when to use what for best results.

Ri 離
Is the rule
The master who adapts and invents emerging practices for new contexts and situations.

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