

# Developing Internal Agile Coaches

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effective responding to change

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- Translation: Agile Manifesto, Scrum Reference Card, Explore It, Agile Coaching, The Element of Scrum, Management 3.0, Beautiful Teams



翻译书籍

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# I'll Start with Real Case

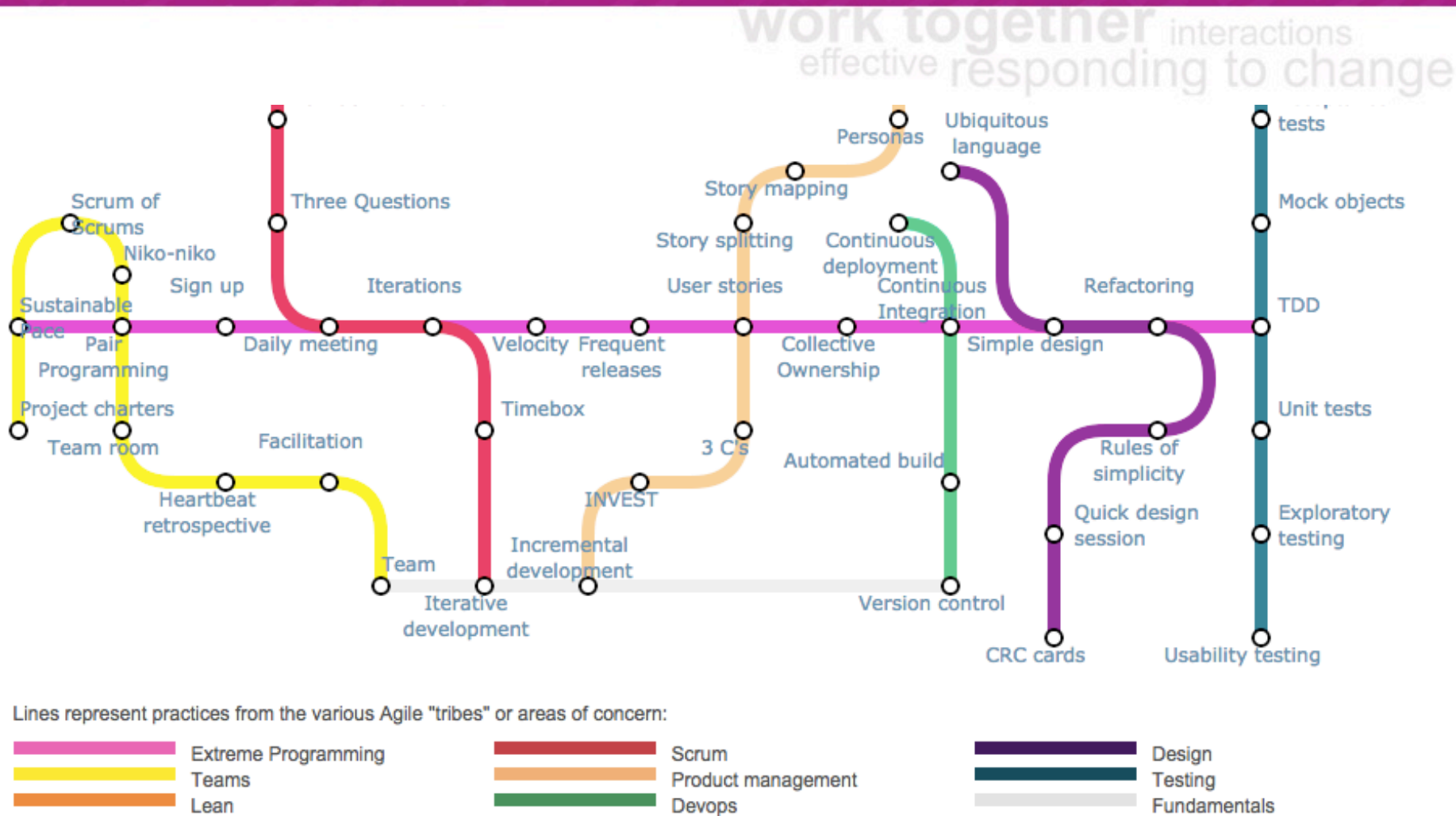
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- When there is no Agile experience, and they want to develop internal Agile Coaches since the beginning...
- Before start, let's make a simple table (3\*10 or 3\*11):





# OMG, Agile Basic Knowledge is 0, What Should I Do?



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# 1<sup>st</sup> Training is a Must, but Not 2~3 Days Training, rather a Series of small Hands-on Workshops



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Design topics according to the current status of team and internal Agile Coaches, e.g.

- Agile Foundations
- Agile Requirement Management
- Agile Kanban Management
- Product Manager Foundations
- Scrum Simulation
- Continuous Intergration
- .....

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What Courses and Topics to Teach in Your Mind?

**TRY: MAKE A CURRICULUM**

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# Grade on Your Coach Scoreboard

ITEM SCORE Improvement Action (What to do to Get Full Marks)

ITEM	SCORE	Improvement Action (What to do to Get Full Marks)
<b>Training</b>	<b>6</b>	<b>Only taken Agile Basis and Kanban, need to finish other courses</b>



# 2<sup>nd</sup> They Must Read, in very Short Time... And Need to Ask Questions... And Discuss Everyday...

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Make Reading Plan of Classic Books for Coaches, Let Them Self-Organize to Read, Ask Question and Discuss:

- The Element of Scrum
- Scrum and XP From Trenches
- User Story Applied
- Agile Estimating and Planning
- Agile Coaching
- Non-Violent Communication
- .....





Online Search – 3 mins

Team Discussion – 2 mins

Share Key Points – 1 mins

Then Grade a Score

# TRY: WHAT'S THE DIFFERENCE BETWEEN SAFE & LESS



# 3<sup>rd</sup> Simple Step – Test How Well They Absorb Agile Knowledge

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- Different Organizations has Different Exam Mechanism, the Approach and Style are different, e.g.
  - CSM, Scrum Alliance
  - PSM, Scrum.org
  - PMI-ACP
- For Exam Tests, Agilists has different opinions and perspectives, it may not be t he best choice, but it does have a point.



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Write Down the 4 Values and 12 Principles of Agile Manifesto

# TRY: AGILE MANIFESTO

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# 4<sup>th</sup> Observe and Record

You can observe a group's  
Content (subject matter, or task)  
or its Process (the way it handles communication in general)

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Content

Process

**“Let’s have a party to celebrate  
the end of the project.”**

**“Let’s have a party to celebrate the  
end of the project.”**

**(Laughter; 3 conversations start  
simultaneously; some people  
stand up, and others lean  
towards each other; one person  
starts writing on the flipchart)**



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The Collaboration Pattern of Your Team Writing the Agile Manifesto

# TRY: YOUR OBSERVATION

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# 5<sup>th</sup> Simulating



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Prepare and practice everything according to actual conditions

- Teacher Needs to Learn Preparing and Teaching
- Audience Needs to Give Feedback and Suggestion
- Other Coaches Need to Observe and Summarize



External Consultant: Introduce How to Split User Story

Internal Coaches: Learn and Try Introducing How to Split User Story

Audience: Give Feedback

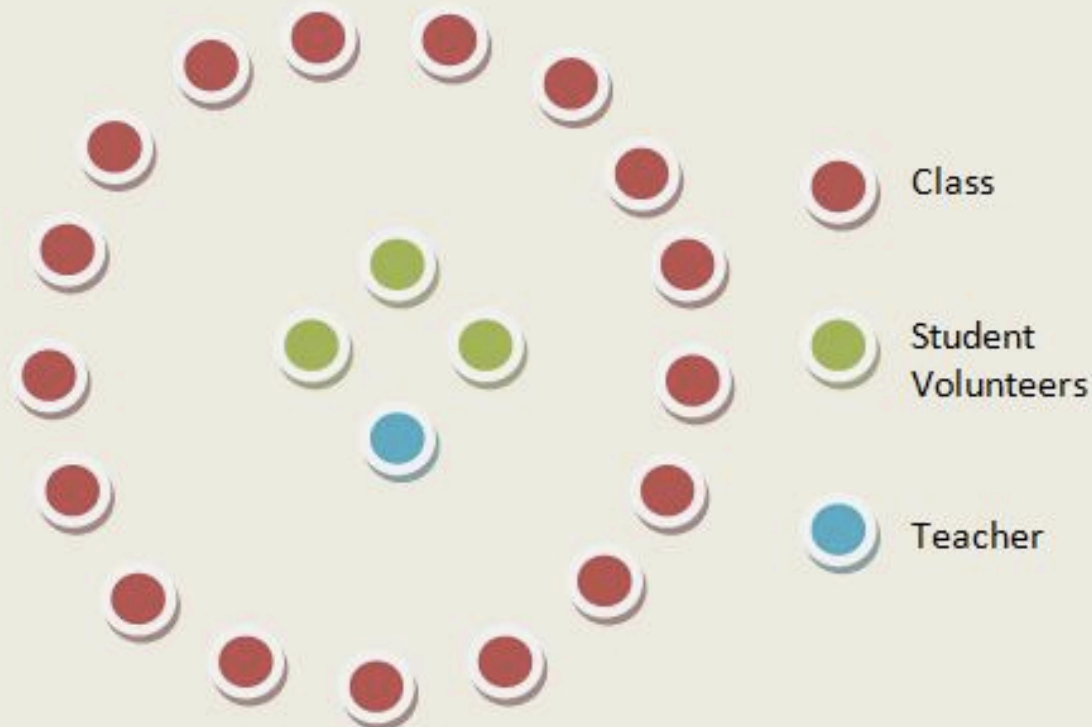
# TRY: INTRODUCE USER STORY SPLITTING



# 6<sup>th</sup> Observe, Think, Discuss

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**Fishbowl Circle Layout**



External Consultant: Facilitate Splitting

Internal Coach: Observer, Discuss

Team: Participate in Splitting

# TRY: FACILITATE USER STORY SPLITTING

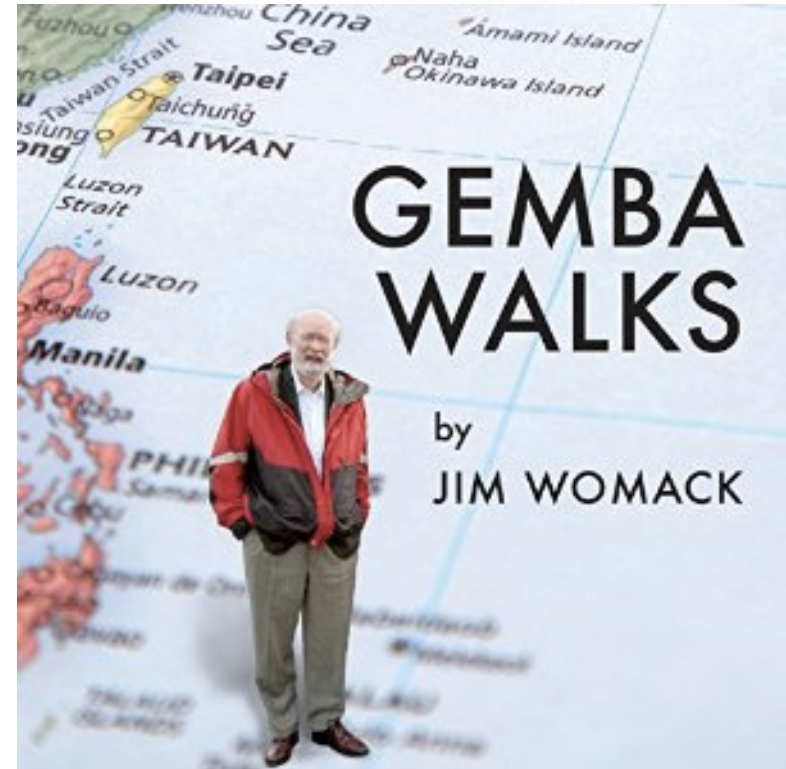


# 7<sup>th</sup> Observe Team Every Day, Analyze and Discuss Base on Real Cases

## Principles of Gemba Walks

1. Go See
  - Senior Management Must Spend Time at the Front Line
2. Ask Why
  - Use the 5 Why Technique
3. Show Respect
  - Show Respect to Your People

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# 8<sup>th</sup> Problem Solving

Steps are Simple, Point is Adhere to Principles and Keep Practice

- Problem Solving Framework
  - Find Problem
  - Define Problem
  - Analyze Root Cause
  - Identify Solution
  - Trail Run and Check
- Key: “~~I~~ Think.....”

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PSL(Leadership) is Another Thing, thanks Weinberg, Esther, Johanna for their inspirations!



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Team's tasks have no estimates, still on board for 3 days...

# TRY: SOLVE PROBLEMS

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# 9<sup>th</sup> Write Documents like Agile Related User Guides

- Summarize Knowledge Fragments Learnt, Organize and Conclude
  - to Different Roles
  - to Concrete Practices
  - Q&A to Problems
  - .....

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# 10<sup>th</sup> Do It Yourself

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Invite Other Coach to  
Observe and Give  
Feedback

Identify Improvement  
Actions based on  
Feedback

Continuously Improve as  
one Coach Team





# This is the 10 Steps to Develop Internal Agile Coaches

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1. Training
2. Book reading
3. Exam test
4. Observe and Record
5. Simulating
6. Observe, Think, Discuss
7. Analyze and discuss, case study
8. Problem Solving
9. Write Guidance for others
10. Do It Yourself

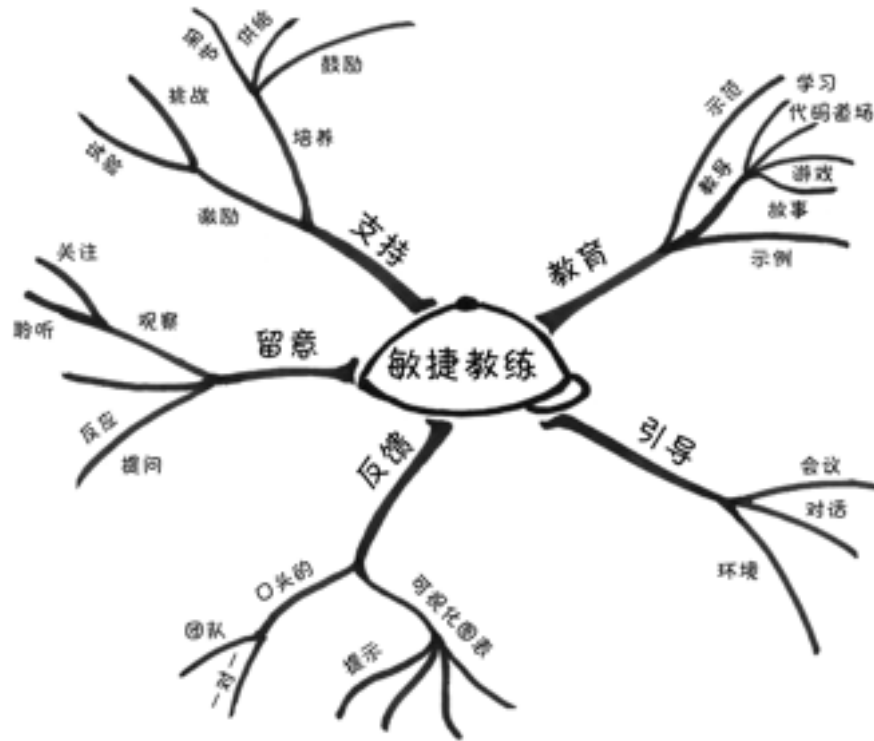


是教练，而非专家。

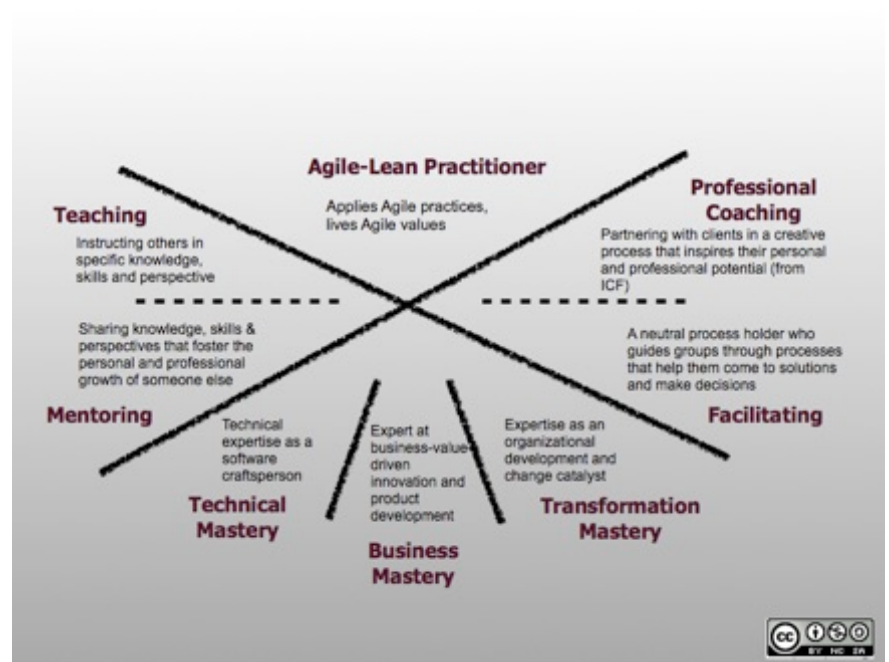




# What Do Agile Coach Normally Do?



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# Question: How Should We Position Agile Coach in Our Organization?

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Who's Stakeholder and Sponsor of Agile Coach?

- As <a sponsor>
- I Want <Agile Coach>
- So That <????>

Who's Actually Using Agile Coach's Services?

- As <????>
- I Want <Agile Coach>
- So That <????>

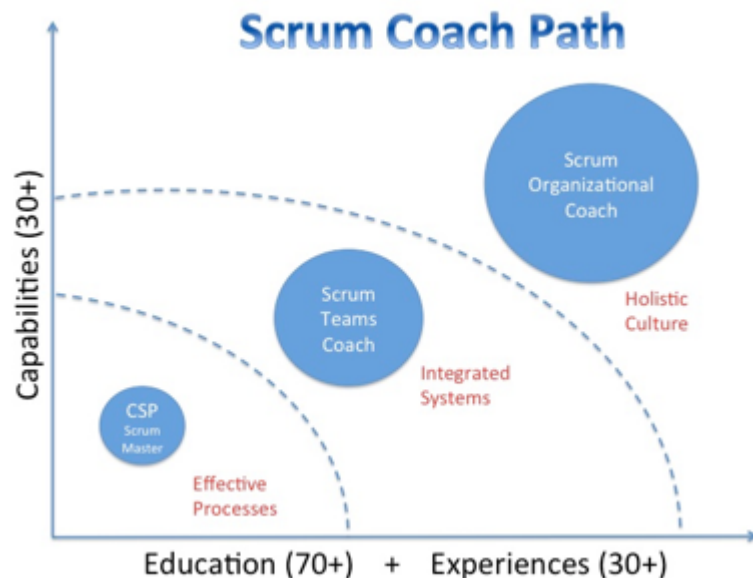
**Only Yourself has the Right Answer**



# Coach Path

## Scrum Alliance

## ICAgile



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### Agile Team Facilitator (ATF)

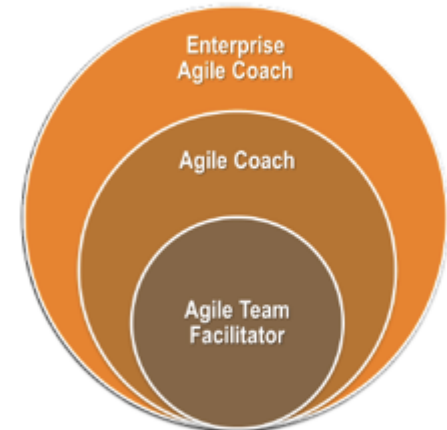
- An ATF is developing the basic skills of facilitation, mentoring or training and conscious communication, typically within the confines of one or two agile teams. An ATF is not responsible (or qualified according to this curriculum) for Agile adoption or transformation initiatives but rather they are more suited to facilitate the activities of an agile team.

### Agile Coach (AC)

- An Agile Coach is an ATF who has achieved an expert level in lean/agile practices and one or more knowledge domains (technical, business, etc.) while having developed some professional coaching skills and a significant level of skill in facilitation and mentoring and/or training. The Agile Coach's purview is multi-team, starting up new teams, mentoring ATFs and looking out toward the wider organization.

### Enterprise Agile Coach (EAC)

- The Enterprise Agile Coach (not addressed in this track) is an Agile Coach who has achieved advanced systems coaching, organizational development, culture, change management and leadership skills and uses those skills to affect organizations at large. The Enterprise Agile Coach works at all levels in an organization to help the organization use agile as a strategic asset for business value generation, which often includes culture change.



# Thanks!

# Enjoy Agile Coaching!



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