Enterprise Agile Coaching:
Guiding Organizations Through Agile Transformation

Angela Druckman
Agile Coach and Certified Scrum Trainer
angela@angeladruckman.com
Learn more about Professional Agile Coaching®!

Stay tuned at the end of this webinar to learn more about Angela’s new course Professional Agile Coaching®, an advanced agile course ideal for internal and external agile coaches.
About Angela

Angela Druckman is an agile coach and Certified Scrum Trainer. She specializes in Agile Transformation, helping teams and organizations all over the world improve their competitive position and effectiveness through agility. Whether working with tiny start-ups or Fortune 100 companies, Angela’s experience and guidance have helped her clients achieve extraordinary and measurable success with their agile practices. Angela is the author of *30 Days to Better Agile*.
Overview

• What is an agile coach and what can you expect from one?
• How to choose a coach with the abilities your team/organization needs
• When to use an external versus internal coach
• The differences between team and enterprise agile coaching
• Creating a communication plan with your agile coach
• Developing an internal agile coaching organization
Before We Define Agile Coaching…

Let’s take a step back and define the word “agile”:

• **Agile practices** are a group of behaviors and techniques that use an empirical approach to deliver as much business value as possible in a given amount of time

• **Agile product development** is a conceptual framework for developing and enhancing products. It seeks to minimize risk and maximize value delivered by working in time-boxed iterations and emphasizing working product as the key measure of success

• **Agile behaviors** include discipline, transparency, collaboration, trust and adaptability
What all agile frameworks have in common are that they:

- Use an iterative approach to doing work
- Value the ability to remain adaptable much more than sticking to a pre-defined plan
- Have, at their core, the self-organized team

Sounds simple enough...so why do people and organizations struggle so much when implementing agile practices?
Self-Directed Learning is Hard!

In the middle of an agile implementation, it is often hard to see the way forward because you:

• See the problem in a limited context
• Don’t know what you don’t know
• Confuse symptoms with root-cause problems
• May think doing agile means only the “other guy” has to change
• Are getting some good result with the approach you’re using now
Enter the Agile Coach

An agile coach is someone who has the breadth and experience to:

• Identify root cause problems
• Teach and model appropriate agile behavior
• Provide examples and experiences from other organizations and industries
• Warn companies when they are going down a “failure path”
• Have the “hard conversations”
Kinds of Agile Coaches

• Team Mentor/ Modeler
  – Also called “embedded coaches”, work directly with teams to help solve tactical problems

• Technical Mentor
  – Work with staff to improve technical practices

• The Change Agent
  – “The Revolutionary” - focuses on behavior change, at an individual and organizational level

• The Trainer
  – Help people develop a mental model to blend agile theory and practice

• The Diagnostician
  – Work with leadership and the other coaches at a strategic level to develop a full-scale plan to move to organizational agility
Team and technical mentors, like ScrumMasters, tend to focus on **tactical** help.

Change agents and diagnosticians tend to focus on **strategic** help.

Trainers focus on **both** tactical and strategic help.
Both are necessary for an enterprise agile coaching strategy!
Do You Have to Choose a Specialty?  
Yes and No

Do

• Target the kind of work you enjoy doing (and know that may change over time)
• Get experience with a wide number of individuals, teams, industries, sizes of companies, etc
• Know that every opportunity is a learning opportunity

Don’t

• Try to be all things to all people
• Over-promise (because you will send up under-delivering)
• Expect to know all the answers
External vs. Internal Coach

External coaches:
• Have emotional distance
• Have broad experience and therefore can quickly diagnose problems
• May have better success “getting the message through”

Internal coaches:
• Are personally invested
• May gain trust more easily
• Are often ideal for embedded coaching positions

*Long-term, most organizations will need both kinds of coaches.*
Communication Between Client and Coach

• Don’t get sucked into symptom-chasing – you are there to identify root causes
  – When clients describe “their problem” they almost always define symptoms, not root causes
  – Open-ended questions are amazingly effective for getting to the root of the problem

• Be willing to have the hard conversation
  – But don’t be surprised if things get “hot”!
  – Make sure everyone understands the “Vegas rule”

• Don’t play favorites among the roles!
  – You will alienate the people who feel you do not understand/ identify with their concerns
Communication Between Client and Coach con’t.

- Prioritize their problems
  - Beginners tend to do too much at once and devolve into chaos
- Limit their homework to about 3 – 6 months worth of work
- “Recruit for your army”

This rewarding, often stressful process is made much easier if you work with clients you genuinely like!
Building Your Agile Coaching Organization

- It is fine to start informally
  - “Super-ScrumMasters”
- External coaches should supplement, not take the place of, an internal agile coaching organization
  - “Progressive independence”
- Choose coaches who have the temperament and energy level that balances, not duplicates, the organization as a whole

“A leader is best when the people barely know he exists... when his work is done and his aims are fulfilled they will say ‘Amazing! We did it ourselves!’”

--Tao Te Ching
Follow up from previous webinars

- How is the term “agile coach” defined in various organizations?
- I’ve been a ScrumMaster for several teams. How do I move into agile coaching?
- In terms of job growth, what are the prospects for agile coaches?
Professional Agile Coaching®

Join me for this exciting new course that will further your career as an agile coach. You’ll learn:

• An overview of common agile practices and when each is appropriate to use
• Assessing your experience level as a coach
• Choosing the right client
• Making an initial assessment of a client’s agile readiness
• Developing an agile toolkit
• Creating working agreements
• Tying agile practices to business value
• Tailoring your message – how to get everyone from team members to executives excited about agile
• Coaching across cultures
• Dealing with conflict
• Growing your skillset as an agile coach
• Building and promoting your coaching practice

Contact us for dates and availability in your area!
Your Agile Coaching Questions

Given everything we have talked about today, what additional questions about agile coaching do you have?
After the Webinar

• We will send directions to collect the **PDU** you will earn from attending this webinar (REP – 2849)

• We will also send a links to the **presentation slides** once they are posted online

For more information, visit [www.ccpace.com/](http://www.ccpace.com/)
Thank You!

Let’s stay in touch:

• LinkedIn: [www.linkedin.com/pub/angela-druckman/4/337/3b7/](http://www.linkedin.com/pub/angela-druckman/4/337/3b7/)
• Twitter: @AngelaDruckman
• Facebook: [https://www.facebook.com/AngelaDruckmanCST](https://www.facebook.com/AngelaDruckmanCST)
• Email: angela@angeladruckman.com
• *30 Days to Better Agile* is available through Amazon.com and also directly through me