



Agile LCI (Local Community of Interest)
Remote Agile Discussion Group

How can Scrum Masters' and Agile Coaches can help your teams?

Nitin Khanna, ICP-ACC/ATF, ORSC, CTI, PMI-ACP, (and the alphabet soup)

Bob Phillips, MBA, PMP, ICE-AC, PMI-ACP, CSP (CSM, CSPO) and more

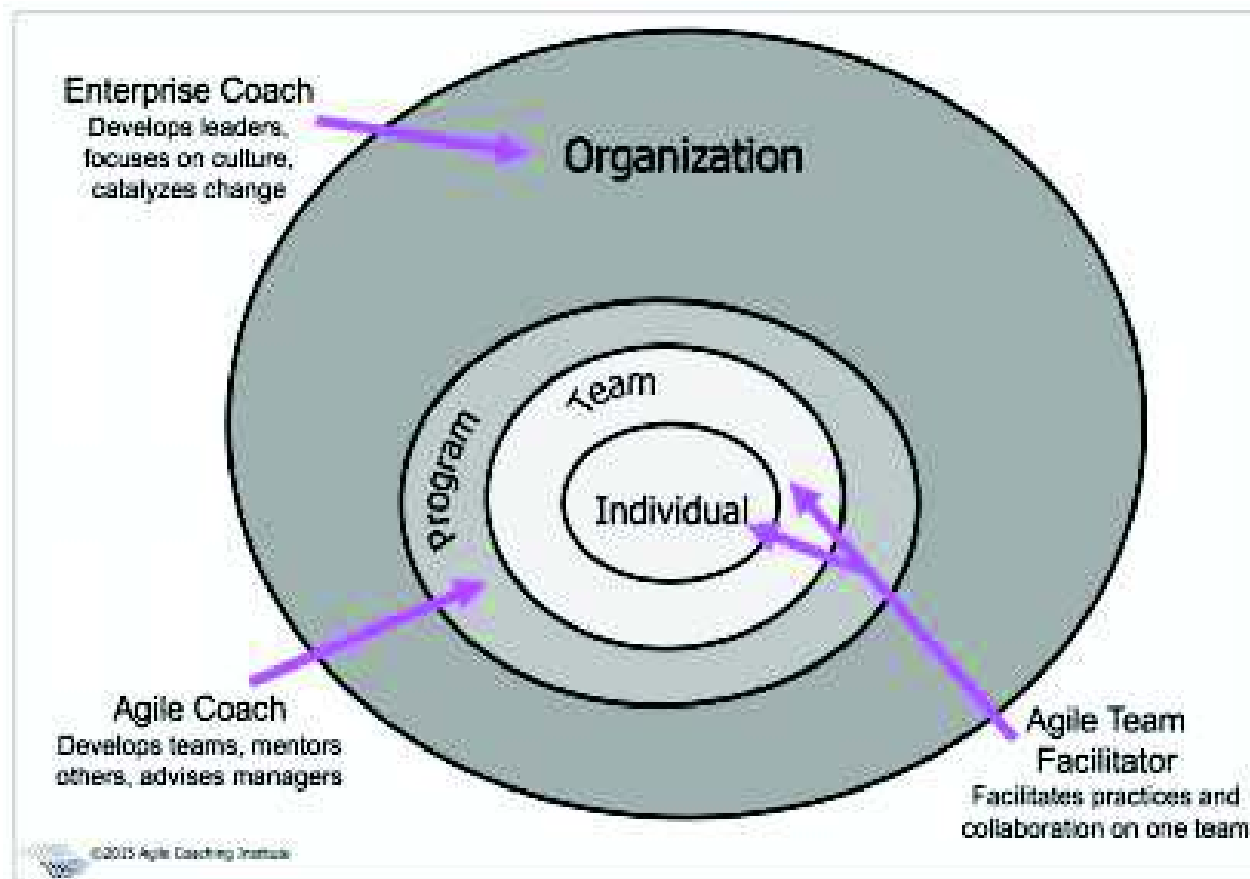
March 2019

Why This Topic?

- Organizations are starting to embrace agility in a formal manner.
- However, the distinction between a Scrum Master and Coach still appears fuzzy to some.
- What competencies are expected in a Scrum Master?
- What competencies are expected in an Agile Coach?
Is there a “one size fits all?”
- How would you pick an Agile Coach?
- Where would we go from here?



Recognizing Different Levels of Roles and Skills



Agile Coaching Competency Framework

Agile Team Facilitator: aka Scrum Master

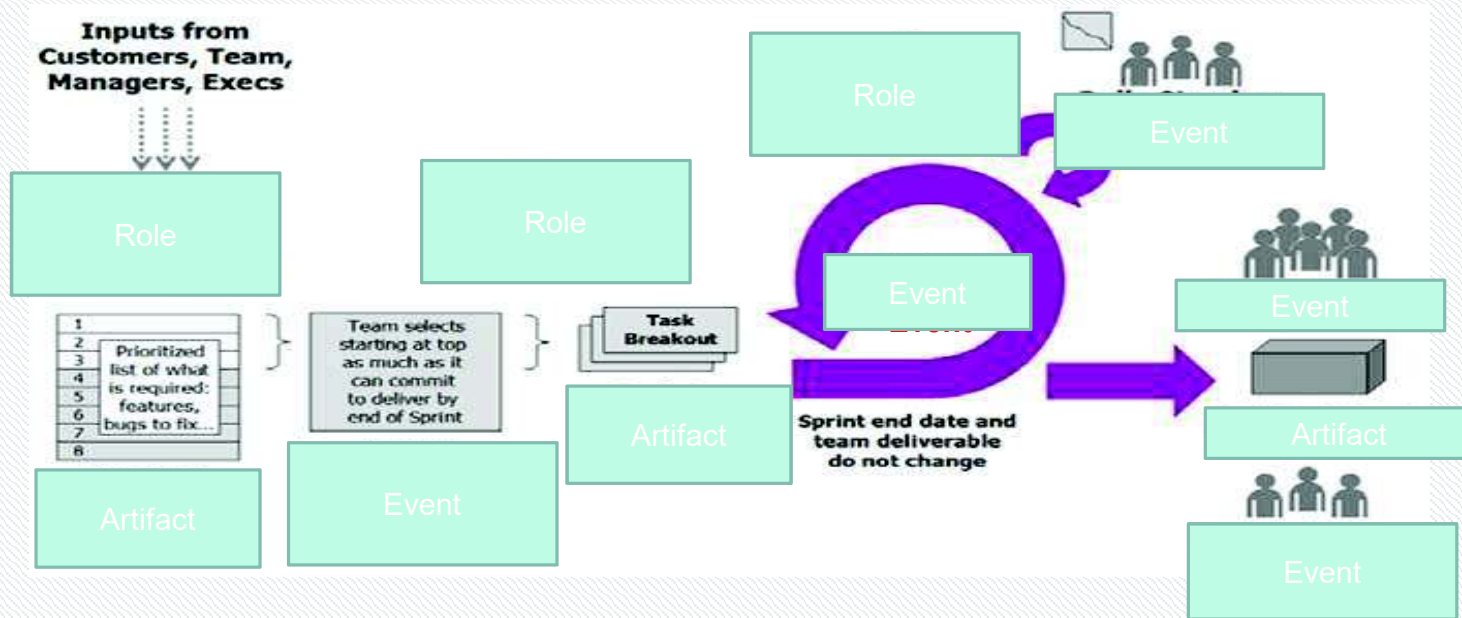
Agile-Lean Practitioner

Facilitation

Facilitate Events - Ensure Roles are followed and Artifacts are Delivered

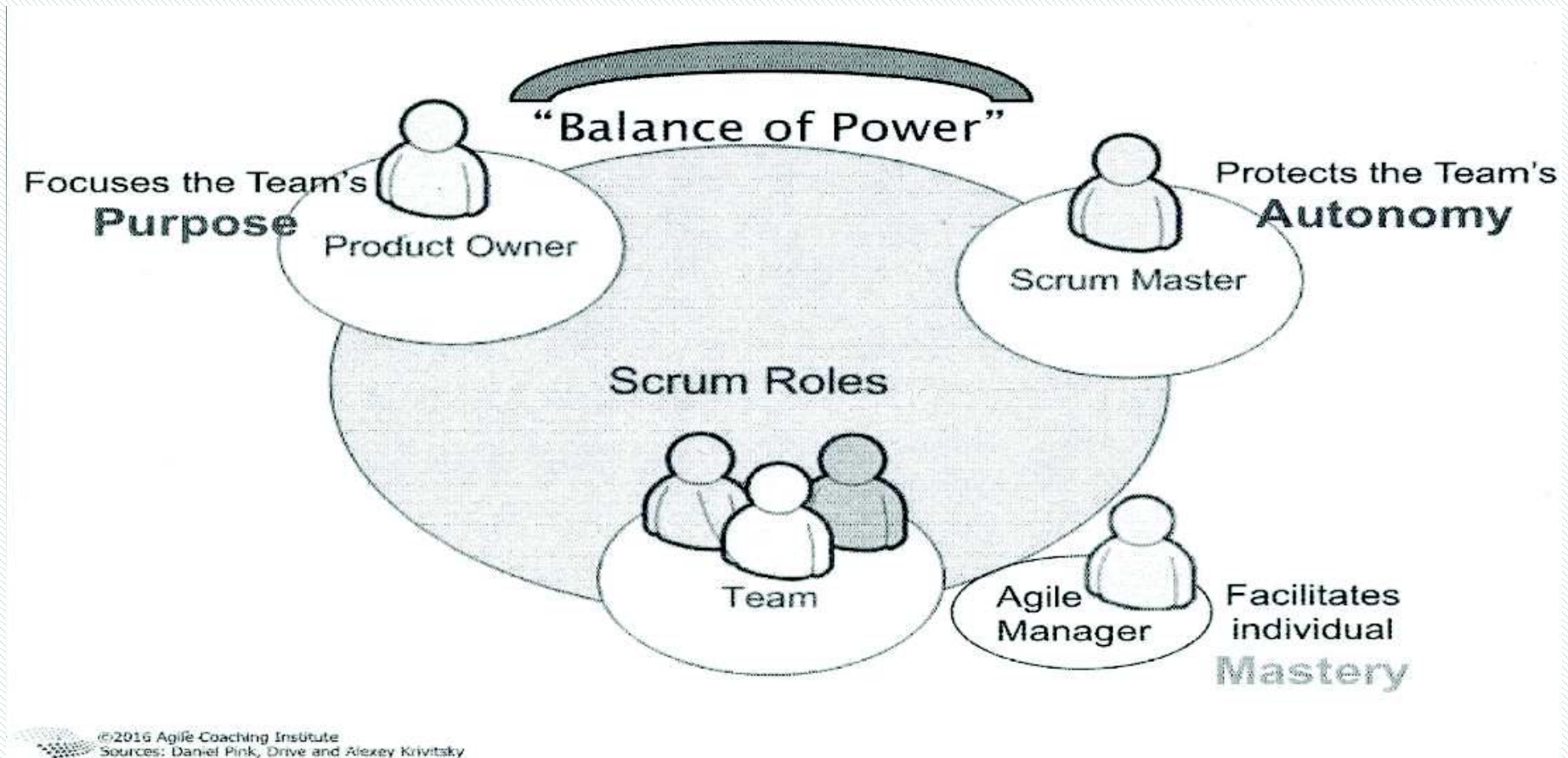
Scrum has:

- 3 Roles,
- 5 Events,
- and 3 Artifacts



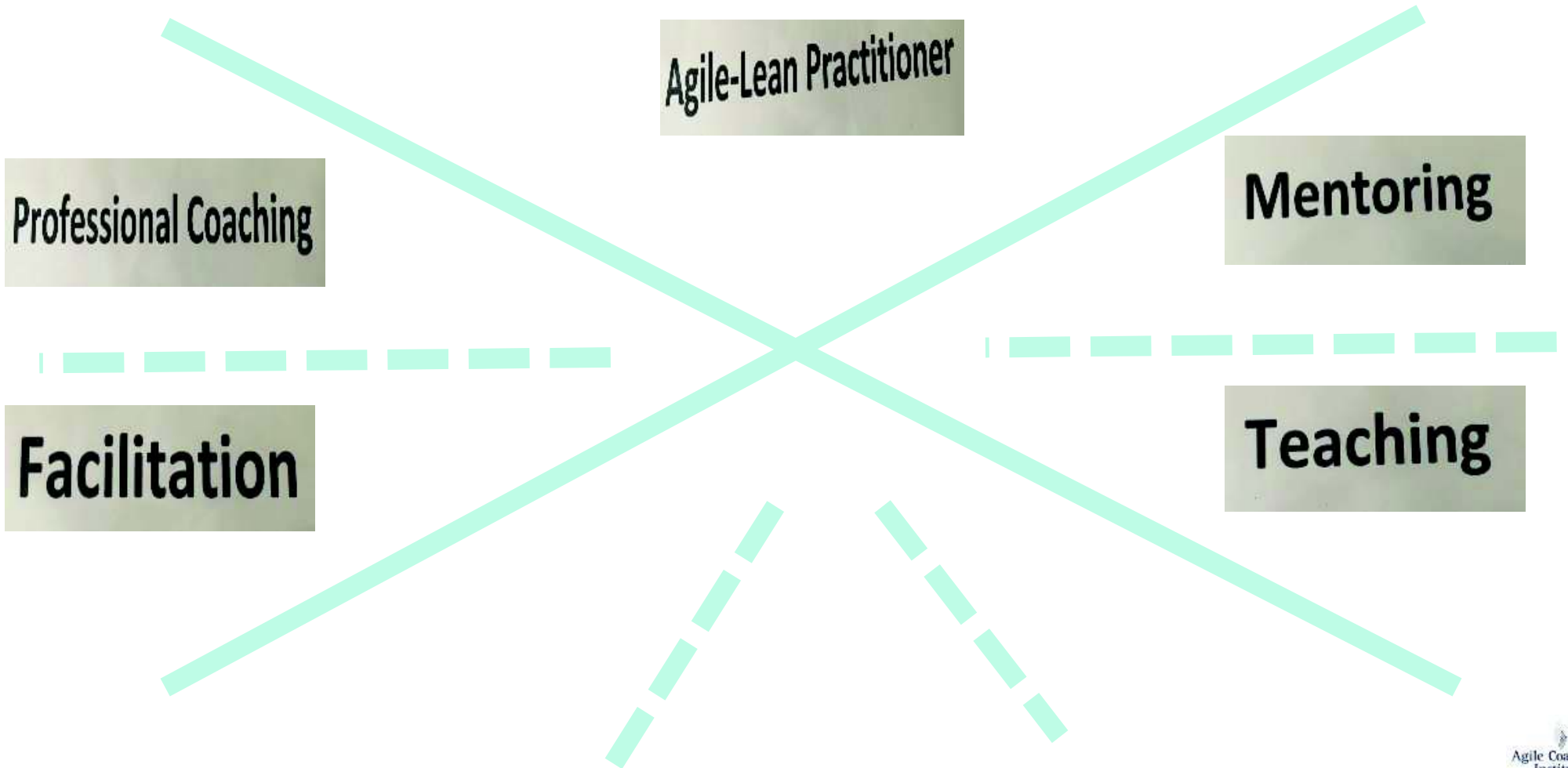
Source: <http://www.sadhanbiswas.com/myblog/wp-content/uploads/2009/06/2010/08/agile-Scrum.jpg>

How the Scrum Master works with other Roles

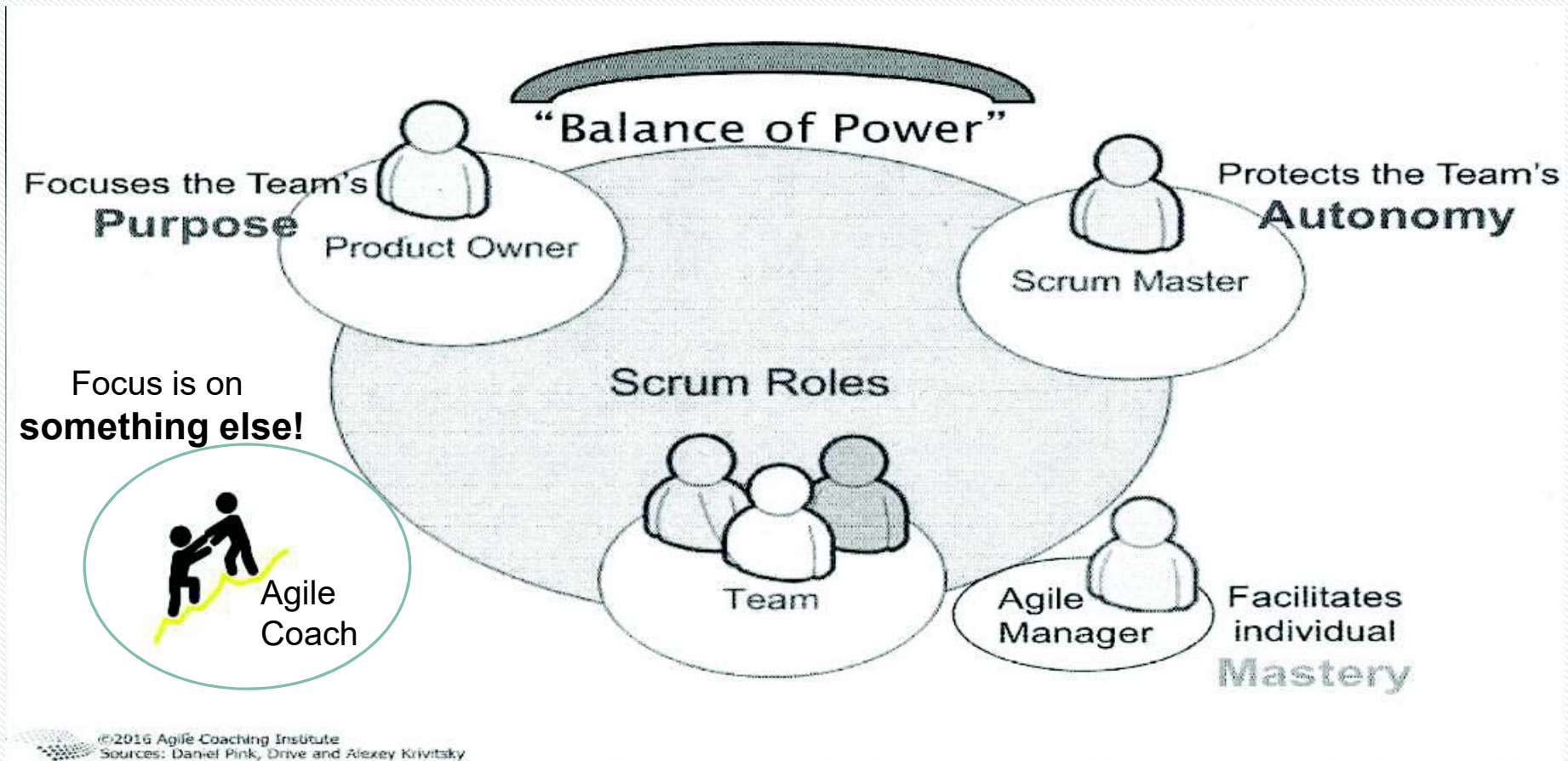


Agile Coaching Competency Framework

Agile Coach: More Competencies Come On-line



How the Agile Coach works with other Scrum Roles



What does an Agile Coach Do? > An Example

Scenario – Select members of the DEV Team are not meeting consistently, for the Daily Scrum.

Teaching – “The purpose of meeting every day is....”

Facilitating – “Allow me to facilitate the Daily Scrum to help members explain 3 questions...”

Mentoring – “What I noticed with my prior Teams was that...”

Coaching – “What does this Team want to do when this happens...?”
(i.e. an open ended question, which will reveal more)



What does an Agile a Professional Coach Do?

- Takes a neutral stance of the Client's agenda
- Stays present with the Client
- Helps unfold and reveal what is happening
- Hopes he/she will eventually not be needed!
- **[Agile Coach]** Can distinguish between other competencies such as mentoring, teaching, etc.
- **[Agile Coach]** Is an outsider for the Agile/Scrum Team



Other Coaching Models > StrengthsFinder

- A quick psychological assessment based on your **STRENGTHS!**
- Is for individuals and can be mapped to a **TEAM** as well!
- Originally from Dr. Clifton & now continued by Tom Rath
- Has 40 years of research behind it

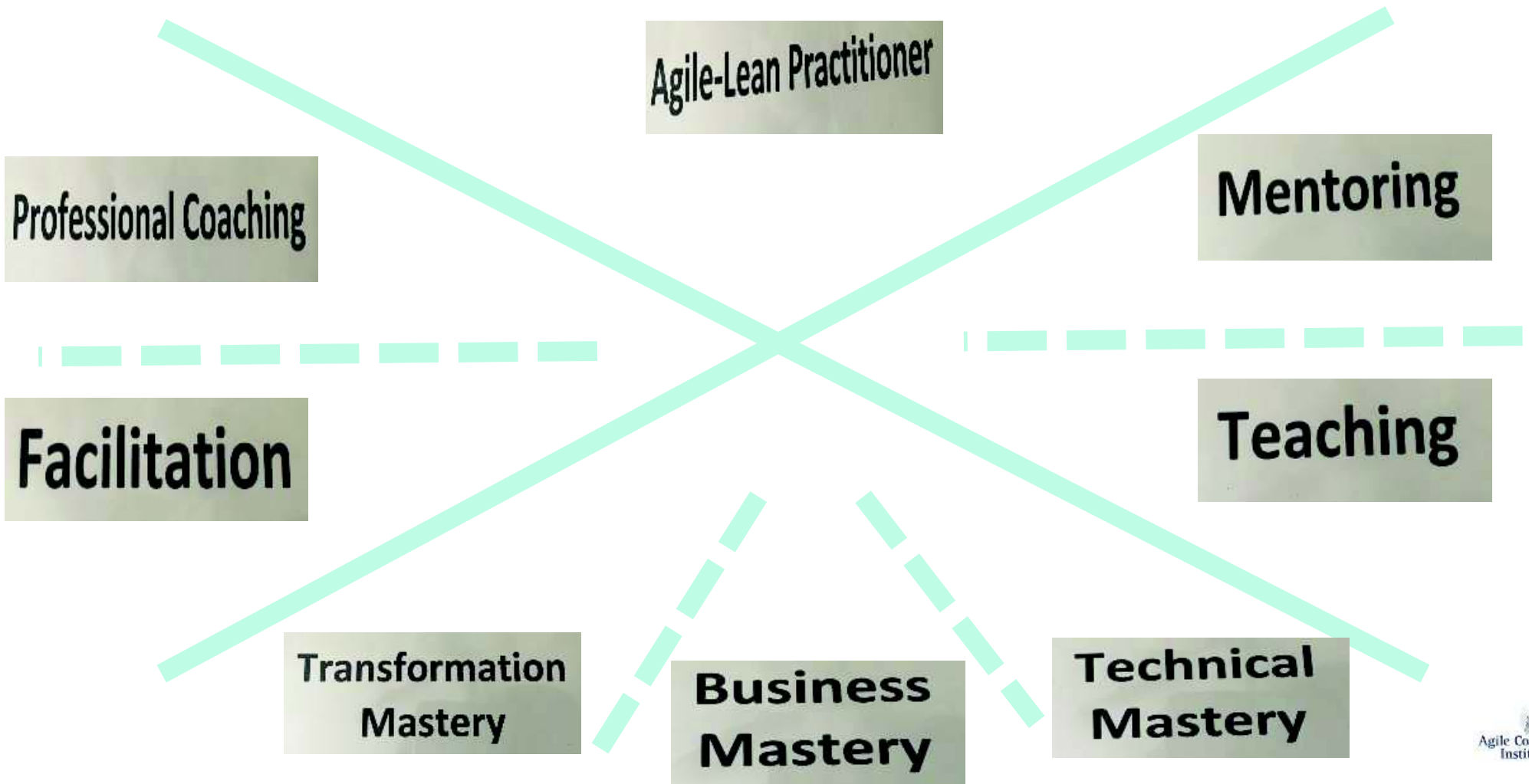


StrengthsFinder > An Example

- This model could be used for several Teams or across the Enterprise
- **The model brings awareness to that what is**
- There is no teaching / facilitating / mentoring
- **NOTICE: Nothing specific on agile practices here**



Agile Coaching Competency Framework > Enterprise Agile Coach



How do you pick an (Agile) Coach?

The Usual –

- Industry / Domain Knowledge
- Familiarity with multiple agile practices
- Practical Experience
- Within your budget

The Situational –

- Work with Individuals, Teams and the Enterprise –
- i.e. Team Coaches Vs. Enterprise Coaches



How do you pick an (Agile) Coach? (Continued)

The Higher Standard –

- Helps Reveal
- Is a Change Agent

Empower –

- Team Agreements
- Identify, reveal and formalize norms
- Navigate change and conflicts

Till death do us part –

- Help initiate an adoption or sustain a transformation



Is there a "one-size-fits-all?"

- No, not really!



Where would we go from here? Integral Agile



Integral Agile Quadrants

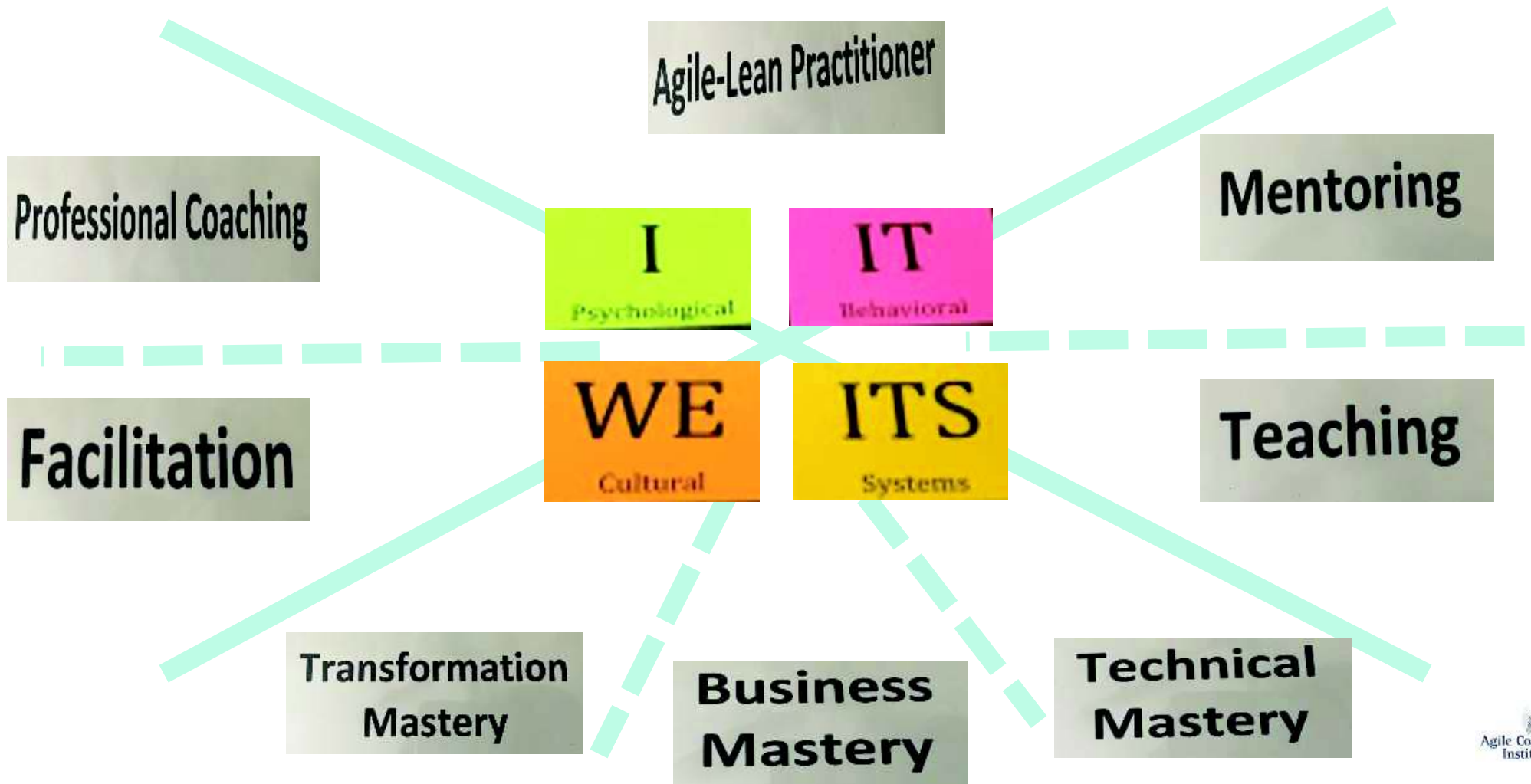
I – Psychological

IT – Behavioral

WE – Cultural

ITS - Systems

Agile Coaching Competency Framework with Integral Agile



Agile Coaching Competency Framework (from 1985) was updated to align with Integral Agile

But Lyssa decided not to republish it!

Agile-Lean Practitioner

Teaching

Professional Coaching

I
Psychological

IT
Behavioral

WE
Cultural

ITS
Systems

Mentoring

Facilitation

Technical
Mastery

Business
Mastery

Transformation
Mastery

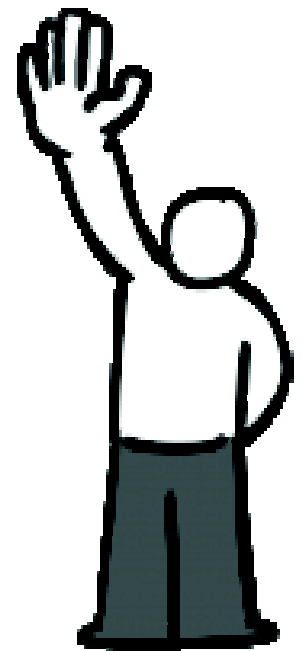
To Summarize...

- We can find different competencies between a Scrum Master & an Agile Coach
- Every Organization has different needs
- No “one-size-fits-all!”



Retrospective Technique | “Fist of 5”

Can we share a quick retrospective technique known as the “fist of 5?”



Q&A

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Additional Resources > Professional Coaching

Organization & Relationship Systems Coaching (ORSC)

- This model is intended for PAIRS or GROUPS only
- **The model intentionally avoids 1:1 coaching for excellent reason**
- The System is believed to be intelligent, self-evolving and is temporary
- **Systems Workers can work with families as well as Corporate entities**



ACI Framework with Descriptions

