Super Retail Group

Agile Coaching Plan

Finance/Cyber SQUADS

DEC – MAR ‘19

Executive Summary

The coaching strategy presented here attempts to solve some of the identified problem areas of the Finance and Cyber Value Streams at Super Retail Group (SRG) through coaching the team members to see the value in the way of working so that they want to do it – not because they are forced to.

The goal of the engagement is to help teams to sustainably and successfully “Deliver the outcomes of what you pitched for” in which teams constantly deliver great value that is loved by their customers (internal and external) – and are transparent about risks/blockers/issues so they can be remedied as soon as possible.

This strategy hopes to reduce the impact of these problems over a 3-6 month period by engaging with the squads in the following preliminary initiatives:

* (Re)Start Stand-Ups
* Update Road Maps
* Regular Retrospectives
* Risk BVC Creation
* DOD Workshops

Document Control

Created: 10/12/2018 by Mike Burns

Last Modified: 17/12/2018 by Mike Burns

Document Location: <https://1drv.ms/w/s!Ag7y0xG67rmirZx-n5wxI8jdlo-dcw>

Table of Contents

[Overview 3](#_Toc532800862)

[Coaching Engagement Goal 3](#_Toc532800863)

[Outcomes & Metrics 4](#_Toc532800864)

[Milestones 4](#_Toc532800865)

[Coach’s Goal 4](#_Toc532800866)

[Assessment & Proposed Initiatives 5](#_Toc532800867)

[Product Management 5](#_Toc532800868)

[Delivery & Release 6](#_Toc532800869)

[Quality Assurance 7](#_Toc532800870)

[People & Culture 8](#_Toc532800871)

[Road Map 9](#_Toc532800872)

[Preliminary Initiative Plan 10](#_Toc532800873)

[December Initiatives 10](#_Toc532800874)

[January Initiatives 11](#_Toc532800875)

[Future Initiatives 12](#_Toc532800876)

[Appendix 13](#_Toc532800877)

[Engagement Styles 13](#_Toc532800878)

[Intervention Functions 13](#_Toc532800879)

[Arrow Coaching Model 13](#_Toc532800880)

[SRG Values Alignment 14](#_Toc532800881)

[Example Coaching Engagement 15](#_Toc532800882)

# Overview

The Super Retail Group (SRG) culture is built around a set of five values (see Appendix: SRG Values Alignment). There is a commitment from employees to living these values every day. The values align with agile principles and mindset, therefore the way of working should promote the values and help employees, especially leadership, to embody the values and ultimately agility.

This coaching plan is based on less than 2 weeks of observation and therefore will change over time. For that reason, only the ‘next-to-go’ initiatives have been elaborated.

Although early within the engagement there are some problem areas that have already been observed. These include:

* CAB process.
* Road maps not up-to-date.
* Basic ceremonies and agile practices not followed/not known/not seen as valuable.
* Low appreciation and visibility of risks.
* The team’s not empowered to own plan or accepting the responsibility of plans and estimates.
* Tools not used to help delivery (often add to the work rather than make it easier).
* Relying on (aka blaming of) other teams.
* Leadership not always around.

To achieve the proposed coaching engagement goal (below), the coaching team will work with the organisation at three different levels: organisational, team, and practices. By working at all three levels simultaneously we hope to achieve the following:

* Help the teams to become better self-managing teams;
* Increase the skills of the team in relation to specification, design, development, and testing;
* Help team members evolve their thinking to be more “agile/adaptive”.

The coaching team will set up small ‘safe-fail’ experiments, during which teams can learn from their mistakes in a controlled, safe environment. This is the best form of learning and has a long-lasting impact. The coach will use their experience in creating these environments to ensure that there is no production impact or other significant business waste. This will require leadership involvement.

# Coaching Engagement Goal

The coaching team’s main objective is to make sure that the organisation achieves its main objectives.

By the end of February 2019, the coach will have facilitated and set each team up the Cyber and Financial squads to sustainably and successfully “Deliver the outcomes of what you pitched for” in which teams constantly deliver great value that is loved by their customers (internal and external) – and are transparent about risks/blockers/issues so they can be remedied as soon as possible. This will be achieved by the following:

* Providing context and understanding of the value of basic ceremonies (stand-ups, retrospectives, and showcases).
* Assist in setting up and training staff in Jira. Including releases/versions, epic management, and iteration planning.
* Work with leadership team members to update roadmaps and encourage a servant leadership role. Servant leadership will help empower teams and allow them to provide realistic estimates and high-quality work on time and within budget.

## Outcomes & Metrics

* Every team is using a Kanban board either physical or virtual.
* Every team is conducting the following ceremonies regularly:
  + Stand-ups (at least 3 times a week moving to every day for most teams).
  + Retrospectives (at least 1 a month moving to at the end of each iteration).
  + Showcases (at least 1 a month moving to at the end of each iteration).
* Retrospectives are creating actionable outcomes that focus on process (not a product and never people).
* Road maps are up-to-date and visible for all team members. Team members are aware of how their work impacts the road map.
* Risks are talked about often and are visible to all team members.
* Team members find meetings valuable. This requires meeting agendas and specific outcomes.
* All teams have an updated assessment with *real* conversation around where the team is, facilitated by the coach to ensure that it is honest and repeatable.

## Milestones

1. All roadmaps are up-to-date.
2. All teams are doing regular stand-ups.
3. All teams have conducted 1 showcase containing success, failures and risks to delivery.
4. All teams have conducted 2 retrospectives.
5. All teams have an updated assessment.

## Coach’s Goal

A planned side effect of this transformation is that the coaching team will evolve their own understanding of how agility can manifest itself and feed these learnings back into the plan promoting continuous improvement.

By the end of 2018, the coach will have built trust within the teams while helping them create meaningful, valuable outcomes - initially updated roadmaps and release plans.

Coaching has been successful when:

* Teams seek the coach for advice.
* The coach is invited to more meetings that they can cope with.
* Leaders are starting to feel pain as gaps are being shown.

It is important to note, the role of the coach can be summarized as follows:

|  |  |  |
| --- | --- | --- |
| I am: | I will: | I need: |
| * Not your leader * Not your boss * Not your decision maker * Not your cheerleader | * Guide you and give you feedback * Suggest things for you to try or test * Hold up a mirror * Challenge you, maybe even call you out | * Your trust * Your permission |

# Assessment & Proposed Initiatives

## Product Management

“Evolve and constantly improve”

### Product Management

#### Initial Assessment Recommendation

* “Product owner capacity is a challenge. Address multiple backlogs to improve PO efficiency and transparency".

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Roadmaps are out of date with large projects to kick off at the start of next year. | Deadlines are only given to teams after planning, leading to re-planning and an increase in risk. |

### Reporting on Value

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Very little to no metrics used. | Very little to no metrics used. |

### Features/Stories

#### Initial Assessment Recommendation

* "Ops security to commence using Jira. Understand more about work breakdown. Working with vendors to define improved working methods to break work down".

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Stories are used but are very big and do not move through the system very quickly. | Features are not valuable in their current state. |

### Proposed Initiatives

* Visualize Data
  + Burndowns.
  + Devices Completed.
  + Stores Completed.
* Update Roadmaps.
* (Re)Start Stand-Ups.
* Planning Basics.
* Basic Metrics:
  + Cycle time.
  + Throughput.
  + Work item sizes.

## Delivery & Release

“Do the things rights, in the right way, right now”

### Iterative Delivery

#### Initial Assessment Recommendation

* “Op security to get started with the way of working”.

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Smallish work items but many are worked on at one time leading to stagnating stories.  The mentality of ‘our work is different and can’t be broken up any further’. | Work is small but lots of it – potentially split the wrong way.  Little emphasis on iterations. |

### Build & Deploy

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Little or no automated regression testing. No version controls. | Automation is used, however, often fails due to unknown differences between devices – not sure if the differences are always feedback into the automation. |

### Release Management

#### Initial Assessment Recommendation

* “Documented manual process however not automated”.

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Painful CAB process. | Painful CAB process.  Lots of out-of-hours work. |

### Proposed Initiatives

* DODs impact on testing/defect management.
* Assessments.
* CAB Process Review.
* Story Splitting / Writing Good Stories Training.

## Quality Assurance

“Quality is everyone’s responsibility”

### Test & Defect Management

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| UAT is done by outside teams but they are not scheduled in regularly and see it as ‘additional’ to their ‘real work’. | UAT? Leading to unknown customer (aka. acceptor of work) |

### Test Environments

#### Initial Assessment Recommendation

* “No way to test in store as not test environment”.

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Test environments are “not automatable” therefore all testing is manual including regression. | Some test environments but not complete – too many variables out in the field. There is a need to standardise devices more readily to help improve efficiency. |

### Risk Management

#### Initial Assessment Recommendation

* “Improve on prioritisation based on value and risk”.

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| No visibility into risks. | Risks are ‘managed’ by the SL. The team has input but then seemingly into a black-box never to be seen again. |

### Proposed Initiatives

* Risk BVC Creation.
* Showcases.

## People & Culture

“Work as a Team – Promise then Deliver”

### Quality Attitude

#### Initial Assessment Recommendation

* “Establish a definition of done”.

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| DoD is flaky – needs to be used as a tool for estimation and for completeness. | Definition of done is missing. |

### Leadership

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Not super-strong leader but knows their stuff. | “Fair-weather” product management.  Leaders not providing support instead providing only deadlines and “not good enough” commentary. |

### Decision Making

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Need to ask Squad Lead for permission. Evidenced by stand-ups. | The architect is leaned on for too many decisions. |

### Innovation & learning

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Inquisitive team but very set in THWADI (That's how we've always done it) | Very risk-averse due to CAB process and historical reasons. Not safe to fail. |

### Values

#### Coach Observations (Dec)

|  |  |
| --- | --- |
| Finance Value Stream | Cyber Value Stream |
| Good customer focus and involvement. | Bit of ‘their problem not mine’ attitude.  Unclear who the ‘customer’ is leading to unclear acceptance criteria. |

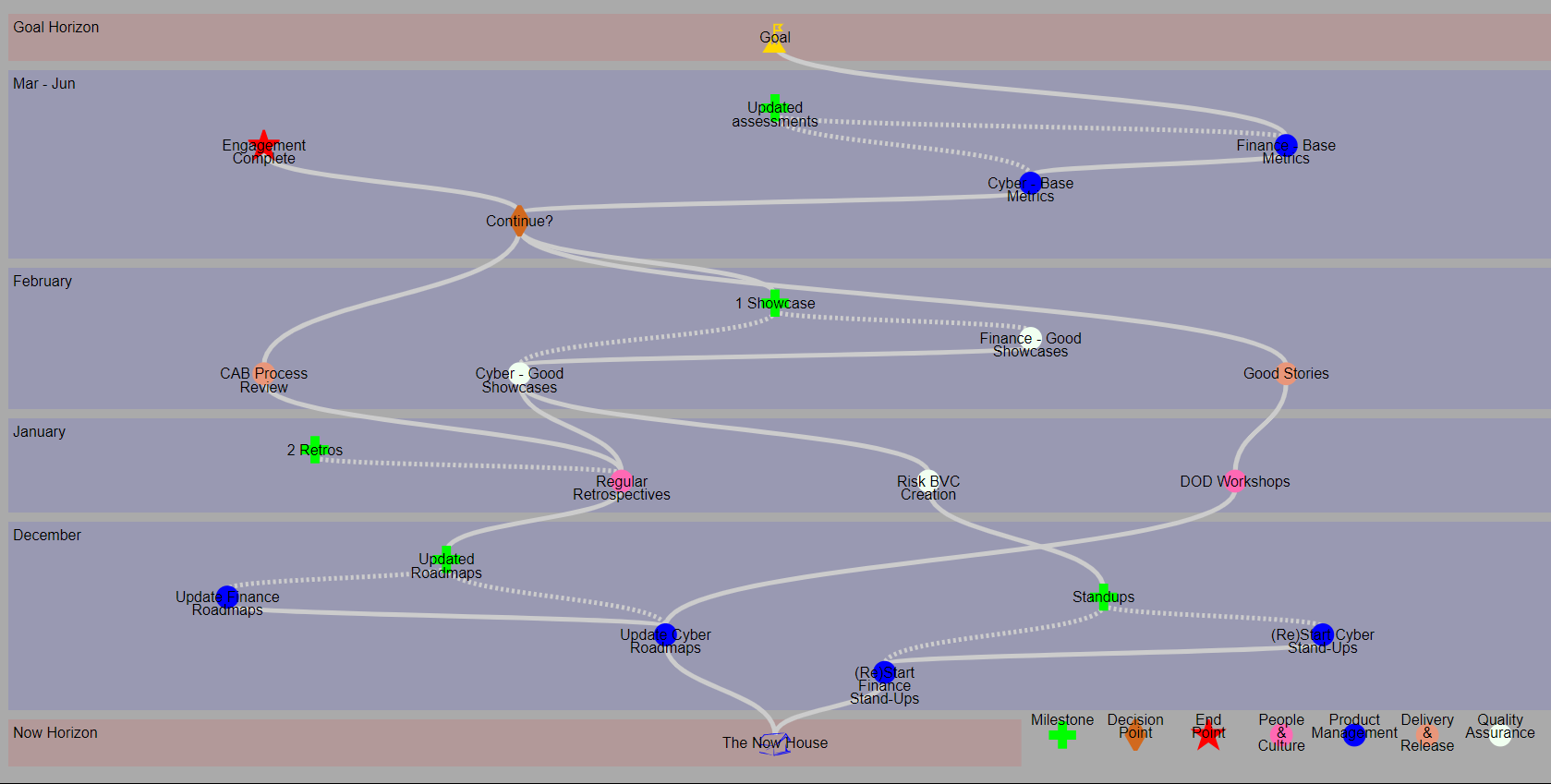
### Proposed Initiatives

* DOD Workshops.
* Regular Retrospectives.

# Road Map

The road map was created using a simplified Munro Maps technique (see <http://munromaps.com.au>). The horizons have been shortened to be months and the overall plan is at max a 6-month window. This shortened time-frame may mean that the overall goal of the transformation is not yet seen meaning that there may be a slight misalignment with the proposed initiatives.

December is at risk as the initiatives are starting late in the month and due to the Christmas holiday period may suffer from lack of commitment or team members away on leave (especially key team members).



A live version is located: http://examples.munromaps.com.au/SRGCoachPlanV1.0/

# 

# Preliminary Initiative Plan

Initiatives will be elaborated further in a coaching engagement document. See Appendix: Example Coaching Engagement for an example.

## December Initiatives

|  |  |  |
| --- | --- | --- |
| Initiative | Follows | Leads to |
| (Re)Start Stand-Ups (Both Finance and Cyber) | Now | Milestone 1 – Stand-ups |
| Update Road Maps (Both Finance and Cyber) | Now | Milestone 2 – Updated Road Maps |

### Milestone 1: Stand-ups

Definition of success:

* Every team is having regular stand-ups.

Metrics:

* Visit teams – drop-ins.
* Calendar invites.

### Milestone 2: Updated Road Maps

Definition of success:

* Every team has an updated road map.

Metrics:

* Visible on the wall.
* Interviews with team members show that they know where road maps are.

### Initiative: (Re)Start Stand-Ups (Both Finance and Cyber)

Engagement Style: Training & Consulting

Intervention Functions: Training & Modelling

SRG Values Alignment: Openness & Discipline

Coaching Model:

* Aims: What do you want?
  + Have daily stand-ups that create a plan for the day
* Reality: What's happening now?
  + No planning, some teams no stand-ups
* Reflection: How big is the gap?
  + Large. But quick fix.
* Options: What could you do?
  + Get leadership to enforce daily stand-ups.
* Way Forward: What will you do?
  + Give training into the value of stand-ups.
  + Consult teams by running a stand-up. (run one, facilitate one, do many)

### Initiative: Update Road Maps (Both Finance and Cyber)

Engagement Style: Training & Mentoring

Intervention Functions: Education & Enablement

SRG Values Alignment: Passion, Openness & Care

Coaching Model:

* Aims: What do you want?
  + Updated valuable road maps that are used by the teams.
* Reality: What's happening now?
  + No one really cares about the road maps.
* Reflection: How big is the gap?
  + Medium.
* Options: What could you do?
  + Big room planning.
* Way Forward: What will you do?
  + Discover what the current state of the road maps is – with leaders.
  + Give feedback and advice on changes that could be made.

## January Initiatives

Note: The December initiatives will most likely continue through most of January as well.

|  |  |  |
| --- | --- | --- |
| Initiative | Follows | Leads to |
| Regular Retrospectives | Updated road maps | Milestone 3  CAB Process Review  Good Showcases |
| Risk BVC Creation | Stand-ups | Good Showcases |
| DOD Workshops | Updated road maps | Good Stories |

### Milestone 3: 2 Retros

Definition of success:

* All teams have conducted 2 retrospectives

Metrics:

* Calendar invites.

### Initiative: Regular Retrospectives

Engagement Style: Coaching & Facilitating

Intervention Functions: Education & Modelling

SRG Values Alignment: Discipline, Openness & Care

Coaching Model:

* Aims: What do you want?
  + Continuous improvement of processes through reflection.
* Reality: What's happening now?
  + Either no retrospectives or very little value taken from them.
* Reflection: How big is the gap?
  + Medium
* Options: What could you do?
  + Force retrospectives.
* Way Forward: What will you do?
  + Work with teams to understand the value of a retrospective and how to capture the right kind of data and actions to help with continuous improvement.

### Initiative: Risk BVC Creation

Engagement Style: Facilitating & Consulting

Intervention Functions: Environmental Restructuring, Enablement & Training

SRG Values Alignment: Integrity

Coaching Model:

* Aims: What do you want?
  + Risks to be talked about often.
* Reality: What's happening now?
  + Risks are hidden in a PMs risk matrix – not often looked at.
* Reflection: How big is the gap?
  + Medium.
* Options: What could you do?
  + Encourage leadership to ask about risks at every chance.
* Way Forward: What will you do?
  + Create big-visible-charts showing risks
  + Risks as part of the stand-ups and other ceremonies.

### Initiative: DOD Workshops

Engagement Style: Facilitating & Coaching

Intervention Functions: Education, Modelling, Enablement, Incentivisation.

SRG Values Alignment: Openness & Integrity

Coaching Model:

* Aims: What do you want?
  + The definition of done to be used as a tool for planning, estimation, testing, and completeness.
* Reality: What's happening now?
  + DOD talked about but not really used as it should be.
* Reflection: How big is the gap?
  + Large.
* Options: What could you do?
  + Nothing and hope that teams see the value in a DOD.
* Way Forward: What will you do?
  + Facilitate workshops to create a meaningful DOD
  + Work with teams to use the DOD at planning and other ceremonies.

## Future Initiatives

In true agile nature, future initiatives will be elaborated closer to their execution as the plan may change with learnings obtain via the preliminary initiatives.

# Appendix

## Engagement Styles

* Coaching
* Mentoring
* Consulting
* Facilitating
* Training

<http://agilecoachinginstitute.com/agile-coaching-resources/>

## Intervention Functions

Activities designed to change behaviours.

* **Education** - Increasing knowledge or understanding.
* **Persuasion -** Using communication to induce positive or negative feelings or stimulate action.
* **Restrictions -** Using rules to reduce the opportunity to engage in the target behaviour (or to increase the target behaviour by reducing the opportunity to engage in competing behaviours).
* **Environmental Restructuring -** Changing the physical or social context.
* **Modelling -** Providing an example for people to aspire to or imitate.
* **Enablement -** Increasing means/reducing barriers to increase capability (beyond education and training) or opportunity (beyond environmental restructuring).
* **Training -** Imparting skills.
* **Coercion -** Creating an expectation of punishment or cost.
* **Incentivisation -** Creating an expectation of reward.

<http://www.behaviourchangewheel.com/>

## Arrow Coaching Model

* **A**ims: What do you want?
* **R**eality: What's happening now?
* **R**eflection: How big is the gap?
* **O**ptions: What could you do?
* **W**ay Forward: What will you do?

<http://blog.mcchristie.com/session-7-coaching-at-work-part-2/>

## SRG Values Alignment

Agile promotes teamwork, celebrating the wins and embracing change. The SRG value of Passion says:

* Show enthusiasm and take pride in all that we do.
* Recognise others' contribution and celebrate success.
* Strive to exceed our customers’ expectations.
* Are results-oriented and care intensely about our Company’s success.
* Embrace and drive the change necessary to be successful.

Agile promotes transparency and respect of cross-functional teams. The SRG value of Openness says:

* Share information and collaborate for better solutions.
* Listen openly and respect others’ opinions.
* Have the hard conversations and offer constructive solutions.
* Explain expectations and confirm understanding.
* Value the skills, strengths and perspectives of our diverse team.

Agile promotes respect for team members and accountability. The SRG value of Integrity says:

* Accept responsibility for our actions.
* Respect each other and work together.

Agile promotes continuous improvement and empowerment of the team: The SRG value of Care says:

* Are supportive of each other and treat everyone fairly.
* Consider the impacts of our actions.
* Foster personal growth.
* Demonstrate trust in and empowerment of the team.

Agile promotes disciplined ceremonies, a focus on risk & fact-based decisions leading to valuable outcomes. The SRG value of discipline says:

* Act on opportunities and take calculated risks.
* Make decisions based on facts and experience.
* Focus on the agreed priorities.
* Monitor progress, learn from our mistakes and take action.
* Focus on value and practical solutions.

The coaching plan will use these values to instil a culture of agility that is customised and seemingly already built into the company.

<http://www.superretailgroup.com.au/about-us/our-values/>

## Example Coaching Engagement

