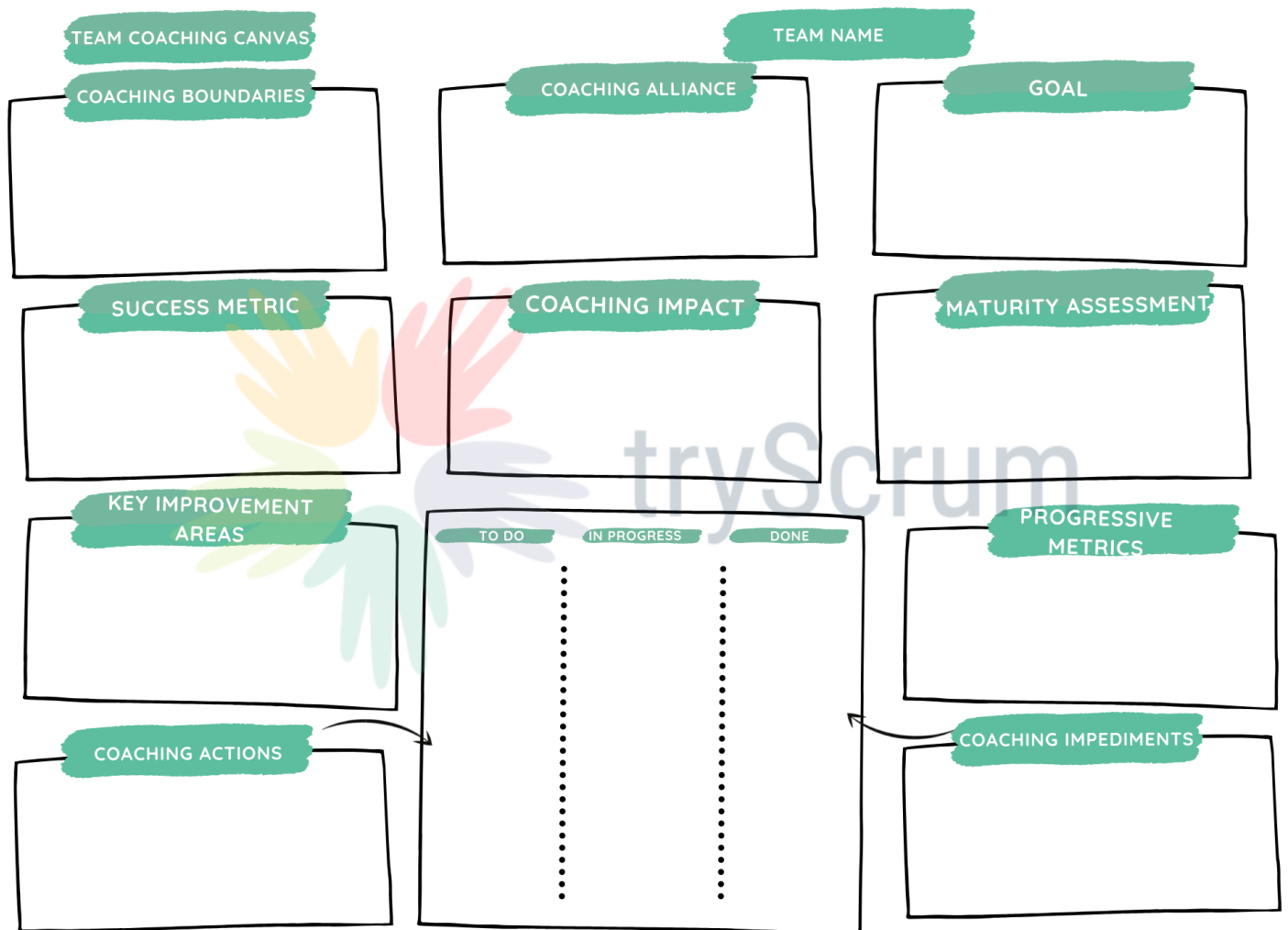tryScrum TOOLKIT

TEAM COACHING CANVAS

ARUNVIGNESH RAMAKRISHNAN | JAN 2022

At tryScrum, we believe coaching can do wonders if the right professional coaching skills are leveraged. To help Agile Coaches and Scrum Masters with the suitable toolkits, We tried our bit to minimise misconceptions and maximise the value of a Coach. One of the priorities was increasing awareness by offering coaching resources. This particular initiative tries to help coaches maximise their potential and become more competitive to meet their goals.

With that in mind, I am coming up with Team Coaching Canvas, a toolkit that helps Scrum Masters or Agile Coaches to get started with their Team Coaching. Please note that these tools help one to kick start their journey in the right direction. However, Team Coaching is much more than just a toolkit.

TEAM COACHING CANVAS	TEAM NAME	
COACHING BOUNDARIES	COACHING ALLIANCE	GOAL
SUCCESS METRIC	COACHING IMPACT	MATURITY ASSESSMENT
KEY IMPROVEMENT AREAS	TO DO IN PROGRESS DONE	PROGRESSIVE METRICS
COACHING ACTIONS		COACHING IMPEDIMENTS

The Canvas plays the role of a guide for the Team Coaches. The coaches can follow the guidelines of the Canvas and partner with their teams and their stakeholders to maximise the required abilities to move forward successfully, achieving the shared goals.

Let's humanise Organisations by helping teams be fully self-directive and competent through collective-intelligence.

Coaching Boundaries

The Coaching Boundaries sets the intent of Agile Coaching. It is not a formal contract. Instead, it is an agreement between different parties, focusing on the various Dos and Don'ts of Agile Coaching.

A coach's priority is to initiate a conversation with the stakeholders. Typically management or with the particular coaching service sponsor. It is a prospect to make the roles clear in the assignment. Then the coach should follow it up with conversations with the team.

The Stakeholders—Agree on well-defined boundaries, time and specific roles with critical stakeholders.

Team—Agree on boundaries, time and various roles within the team.

It is wise to seek answers to the following set of questions:

- Why an Agile Coach?
- What is the importance of an Agile Coach?
- What are the specific expectations from an Agile Coach?
- Who are the participants in the framework of coaching?
- What timeline does the coaching engagement have?
- What types of confidentialities should I be aware of?

The questions mentioned above help in setting clear expectations from the Agile Coach, such as:

- The Agile Coach is an enabler who partners with the team for maximising its potential, with support from the management
- The Agile Coach is never a delivery manager
- The Agile Coach is never a reporting manager and is not responsible for evaluating the team members' performances.

The context mentioned above lets the Agile Coach blend with the team, helped by the management.

Coaching Alliance

The Coaching Alliance helps Agile Coaches understand the team and stakeholders and lays a foundation for working together.

Stakeholders—Alignment on three things: purpose, outcome, and feedback.

Team—Alignment on the same three things: purpose, outcome, and feedback.

The Stakeholders

The Agile Coach must consider the following valuable questions while interacting with the management or stakeholders:

- What outcome is expected from the whole team?
- What is the type of environment that develops teamwork?
- What type of support is the management able to provide the team?
- How can we give feedback to the whole team?
- How can we be accountable for the team's help?
- Finally, how does the Agile Coach work with the management?

Leadership style is by far the topmost challenge in the sphere of agility, as evident from the Business Agility Survey in 2020. Thus, it is essential to support a team with a suitable leadership style.

Team

The Agile Coach should clearly understand the interconnectedness of team members. It forms the core of the Team. Furthermore, the Coach should help the Team interpret such inter-connectedness. For example, a detailed, open conversation about their relationship may lay a good foundation.

The following questions can be relevant for the team

- What is the purpose of the team?
- How can we meet the common purpose together?
- How can we handle ourselves during challenging situations?
- How can we be accountable as a whole team?
- How can we regularly improve ourselves?
- How can the Agile Coach work with the whole team?

The coach's purpose should be equivalent to the purpose of the team.

Goal

The end-user whom the team serves should experience a positive behaviour change in tandem with the team's purpose. Moreover, the team's outcome can be related to the business impact. It effectively helps communicate this positive change, both from external and internal perspectives.

- What is the specific challenge the team is aiming to overcome?
- What is the specific goal the team needs to achieve?
- What is the particular problem the team is attempting to resolve?

The goal definitely helps provide a deep focus at a given time.

Success Metrics

It is vital to enlist the measures that indicate to the team whether the goal has been met or not. Also, it is critical to measure the overall business value the team delivers appropriately.

- When can we say that the goal has been achieved?
- What is the specific benefit for the particular end-user?
- What is the exact use for the concerned organisation?

Coaching Impact

Resistance is ultimately going to accompany any kind of change. Therefore, performing an impact mapping for identifying the resistance is essential. Furthermore, it shall help in sailing through the rough waters of transition by minimising the resistance.

Some relevant questions in this context could be,

- How can coaching affect the team?
- How can coaching affect team composition?
- How can coaching affect the team members?
- How can coaching affect team skills?
- How can coaching affect team values?
- How can coaching affect the overall team process?

Maturity Assessment

Different types of assessment modalities: Surveys for team assessment surveys, one-on-one interactions, specific observations etc., can be utilised for understanding the existing benefits and losses. These do not replace unleashing collaboration and commitment.

A Coach can focus on the following critical questions:

- What are we committed to as a team?
- How effective is the communication within the team?
- What is the level of maturity concerning team planning?
- What does "commitment" mean to us?
- How do we have each others' backs?

Teams are not teams from Day one. Teams that excel are committed to be engaged. They are committed to their work and each other. Matured teams are connected no matter what the situation is. Also, the key for an Agile Coach here is to help the team understand the most important behaviour that the team exhibits when things get rough.

Sentimental surveys can effectively assess the above areas.

The Areas for Key Improvement

We should enlist the particular improvement areas based on various conversations and maturity assessments:

- What are the critical opportunities related to improvement?
- What are the specific improvement areas?
- What are low maturity areas?

Coaching Actions

The coaching can follow a 'now-next-later' method.

The coaching actions are ordered based on risk or impact, returns, etc. Ordering the items should be a collaborative effort. Some handy questions are:

- What can be the risk of implementing a change at this moment?
- What can be the risk of not implementing a change at this moment?
- What can be the benefit of implementing this change at this moment?
- What can be the changes that need to wait?
- What can be the changes that are practically too big to manage?

Progressive Metrics

The progressive metrics are leading indicators that tell about achieving the goals.

- What types of measures indicate we are on track?
- How can the progress towards achieving the goal be measured?

These are contextual metrics concerning the product that one builds.

Coaching Impediments

We identify impediments or hurdles in the progress path:

- What are the particular factors hindering the progress?
- What are the specific factors slowing the progress?

Constructive conversations about hurdles to progress can improve the flow. Also, when we categorise the impediments under various areas such as structural, strategic, etc., each can receive suitable focus.