Agile coach in handy

**Agile Coaching**

SRIRAM

**Preface**

I have been involved in IT Software development since 1997. I have unique combination of process, technical and industrial skills. Currently working as an agile leader in US MNC. As a Certified Agile Coach, I have expert level of knowledge in agile and practices with this combination I can help process and technology people, understand the agile world.

My agile coach journey started in 2011, when I was a part of Tata Consultancy Services. I practiced XP, Scrum, Lean Kanban and agile methods thoroughly over several years and my teams are highly successful in delivering products using agile techniques.

I am proficient in agile engineering, coaching practices and SAFe consulting practices... Worked in India, USA, and UK for TCS, Syntel agile customers, which creates a global agile experience and awarded as a best coach. I have created agile websites and released books related to “Scrum Alliance Professional”, ”Agile Coaching”, “Agile A Key of Success” & “SAFe 4.0 Q&A”.

As a Senior Agile Consultant helped to improve the teams of developers and overall project management by increasing collaboration, innovation, and introducing techniques that promote adaptability and flexibility in the face of unpredictable circumstances. I am releasing “Agile Coaching in Handy” to the Agile world made agile handy and expertise in short span of time to recollect everything at one shot.

**My sincere dedication to my agile guru’s, friends & family members with my agile journey……………………………………………………………………….. SRIRAM**

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| ***Message from Agile Guru*** | |
| Congrats again for your book release and website launch. We are proud of you. All the best. This is indeed achievement. | Wow! This is fantastic news! Congratulations!  All the best to you with your SPC 4 Agile Coach career. |
| Regards, **Rakesh Khanna**  Syntel Consulting Inc., | Interim CEO & President | Thanks,  **Susan Gibson**  Temenos LLC |CEO & Co Funder |



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**Agile Paradigm Shift**

***"Agile has really done wonders for my career said Sriram." I was very conservative in my career progression without any independence in seeking ideas, despite having a great academic background and being known for regular and innovative output.***

***Normal People says ...”Success knocks your door only once but Achievers says “Knock the door of success until success opens the door to lead the Agile Life”***

***Agile Life brings Agility along with Mobility***

***“Never be a prisoner of your past, be an Agile leader of your future”***

***“If you are not loving Agile, You might be doing it wrong”***

***My Favorite things in life don’t cost any money. It’s really clear that the most precious resource we all have its “time” i.e., Agile Clock***

***Lean-Agile Leaders are “lifelong learners” who help teams build better systems through understanding and exhibiting the values, principles and practices of Lean, systems thinking, and Agile development to build the Agile Community***

***People are already doing their best; the problems are with the system, only management can change the system, we are key person to grow as an Agile Leader***

***“Being an Agile Leader, Exhibit a Lean Agile Mind-set, Lead the change in Agile fashion, Adapt the agile way, emphasize life-long learning, unlock the intrinsic motivation of knowledge worker & Decentralize the decision making are the good qualities”***

***“Embrace the Lean Agile Mind-set with great value through – Respect for people and culture, Quality flow, Innovation and Rentless Improvement for the better way to lead the Agile Career”***

**Agile Coaching in Handy**

**What is coaching?**

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and Professional Potential.

*Coaching is a form of development in which a person called a coach supports a learner or client in achieving a specific personal or professional goal.*

**What is coaching?**

* Facilitate positive change
* Explore and enhance individual/team potential
* Enable self-learning and self-growth

**How to enable Self-Learning and Self-Growth?**

* Make them think
* Engage their conscious mind
* Asking powerful questions is the primary tool of a Coach!

**What are Powerful Questions?**

Powerful Questions that:-

* Generate insight in Coachee’s mind
* Motivate Coachee for action
* Invoke commitment

**How to handle teams who are resistant to move into Agile?**

To handle the team move into the agile:-

* Based on Agile Mind-set and Culture
* Team Maturity

**Why worry about change?**

The main reason for the change is to:-

* Market dynamics
* Client expectations
* Technology
* Competition

**What motivates people for change?**

**Away from Change:** Fear of failure | Comfort Zone | Lack of learning experience

**Towards Change:** Struck in Something | Breaking the Status quo

**What SCARF® Model?**

* **Status** is about relative importance to others.
* **Certainty** concerns being able to predict the future.
* **Autonomy** provides a sense of control over events.
* **Relatedness** is a sense of safety with others - of friend rather than foe.
* **Fairness** is a perception of fair exchanges between people

There are also different behavioral and psychological consequences associated with threat and reward:-

**Threat leads to:**

- Reduced working memory | Narrower field of view | Generalizing of threat | Greater pessimism

**Reward leads to:**

- Greater cognitive resources | More insights | Increased ideas for action

- Fewer perceptual errors | Wider field of view

**What are all the Agile Coaching Roles?**

**Teaching:** Share knowledge to help them understand agile values, principles, and their role

**Mentoring:** Show and help them practice how work gets done in an agile process

**Coaching:** Help them find solution to their problems on their own, in line with Agile values and principles

**What are the focus areas or goal of an agile coach?**

* Train them on Agile Framework
* Develop Agile Mind-set
* Develop Lean Mind-set
* Develop T-Skilled Professionals

**What are the benefits or ground work for one-on-one-coaching?**

* Guarantee Safety
* Partner with Manager
* Create a positive regard
* Meet them a half-step ahead

**How will you coach the product owner based on the role?**

* Business Value Driver
* Vision keeper
* Daily Decision maker
* Heat shield
* One ultimately responsible

**What are the key tasks in coaching the Product Owner? How will you support PO?**

Mentor Product Owners understand their priorities:

* Be the vision keeper – in sync with sponsor
* Move from schedule-driven to business-value-driven planning
* Cultivate Business value driven thinking in all interactions
* Maintain a DEEP product backlog
* Match demand with capability

- Learn to trust the team

- Avoid micro-management

* Hold the team for their commitments

**How will you coach the Scrum Master based on the role?**

* Caretaker of the agile process
* Servant leader
* Facilitator
* Progress tracker towards the goal
* Bulldozer for impediments
* Guardian of quality

**What are the key tasks in coaching the Scrum Master?**

**How will you support SM?**

Coach Scrum Master understand their priorities:

* Facilitator, not decision maker
* Self-managing teams

- Planning work

- Pulling work

- Tracking work

- Getting work done

* Sustainable pace of development

**How will you cultivate growth Mind-set?**

o Facilitate Learning goals

– Mastery and Competence

o Metrics reflect current state (NOW)

– Measuring potential or productivity is a lower priority

o Focus on positive emotion

– Performance and Enjoyment – Decrease negative emotion

**What is Servant Leadership?**

The term coined by Robert K. Greenleaf:

o Lead by serving others

o Provide leadership in helping others achieve their goals:

o Focus on building capacity in others

o Facilitate decision making process

o Distance from the center of action and attention

o Listen and give space

**Tell me the meaning of Japanese Term Shu Ha RI”?**

**Shu** - Learn exactly what they taught by master

**Ha** - Experimental Stage (Creating own pattern better than master)

**RI** - Doing Agile and Being Agile

**What are the ICF Coaching Competencies?**

Coaching is about behavioral competencies:

**Setting the Foundation** 1. Meeting Ethical Guidelines and Professional Standards 2. Establishing the Coaching Agreement

**Co-creating the Relationship** 3. Establishing Trust and Intimacy with the Client 4. Coaching Presence

**Communicating Effectively** 5. Active Listening 6. Powerful Questioning 7. Direct Communication

**Facilitating Learning and Results** 8. Creating Awareness 9. Designing Actions 10. Planning and Goal Setting 11. Managing Progress and Accountability

**Why transition to Agile?**

Agile creates wonders with every life nowadays. more easy adaption , global model, good imagination clients thoughts get reflected immediately, provides good leadership level for organization to support customers, as an entrepreneurial customers, it shows the value of an organization at higher level

**Essence of Scrum** – Quicker Value Realization – Empower & Motivated Teams – Customer Satisfaction – Quality

**Essence of Kanban** – Better Visualization – Faster Throughput, Higher Cyclic Team – No Team limit, Allows Specialist Roles

**Map the resistance stickie’s to different SCARF categories?**

**Team**

**New Process** – **Certainty** **More Transparency & Accountability** -**Autonomy** **Knowledge Sharing** – **Autonomy**  **Colocation** – **Autonomy | Certainty**

**Team Lead/Team Manager / Delivery Manager**

**Dynamic Planning** – **Certainty**  **Roles Change** – **Status**  **Self-Managing Teams** – **Autonomy** **Customer Collaboration** – **Autonomy**

**Senior Management**

**Empowerment** – **Autonomy** **Transparency to Customer** – **Autonomy** **Variability in Productivity** – **Certainty**

**Customer**

**Time Availability** – Autonomy **Contract Model Changes** – Certainty

**Coaching Agreement**

**What is coaching stance?**

The Coaching discipline are:

o Holding the client’s agenda

o Maintaining neutrality

o Reducing client dependence

o No colluding

o Self-awareness and self-management

o Signature Presence

**What are the challenges of internal coach?**

The Challenges of internal coach are:

o Maintaining neutrality and confidentiality

o Holding people accountable

o Challenging the status quo

o Personal bias

o Difficult to stay out of office politics

**What are the challenges of external coach?**

The Challenges of external coach are:

o Need for effective system entry

o Treating the client process with respect

o Balancing challenge and pace of change

o Understanding organization culture is a slow process

o Fostering too many new relationships

**What are the coaching pre-requisite?**

The Coaching pre-requisite are:

**Purpose**

Does the coachee /team have a clear goals that focus on delivering the business value?

**Commitment**

Is the coachee / team committed to achieve their goal?

**Motivation**

Is the coachee / team motivated to work with the Coach?

**Expectations**

Does the client / coachee have realistic expectations from the Coach?

**Investment**

Is the client / coachee / team ready to invest time, money and energy in the coaching process?

**What is coach must not do?**

The Coaching discipline are:

-Manage teams or team members

-Give performance evaluations for team members

- Track Delivery issues

-Work with clients in contract negotiations

**What are the specific points to remember during agile coaching?**

The specific points to remember in agile Coaching are:-

* **Is Agile training part of the engagement?**

- How often will the agile training will be conducted?

- How long will each session be?

* **How many locations will be covered in coaching?**
* **How many teams are part of it?**
* **Will coaching involve working with Scrum Masters and/or the entire team?**

**Professional Coaching Skills**

**What is coaching presence? What is ICF?**

“Ability to be fully conscious and create spontaneous relationship with the coachee by employing a style that is open, flexible and confident.” – I C F means International Coach Federation

**What is key motivation for coaching presence?**

The key motivations of Coaching presence:-

- Build rapport with the coachee

- Engage coachee in the coaching process

- Keep the coachee in ‘towards’ state

**What is Active Listening? What are its approach?**

“Ability to focus completely on what the client is saying and is not saying, to understand the meaning of what is said in the context of client’s desires, and to support client’s self-expression.” - ICF

**Attend to the client’s agenda**

**Listen to client at all levels**

- Words, tone of voice and the body language

- Feelings, perceptions, concerns, values and beliefs

- Concerns, goals, ideas, suggestions

**Help the client get there**

- Focus on the essence of client's communication

- Allow the client to vent without judgment or attachment, bypass long and descriptive stories

- Mirror back what client has said – summarize, paraphrase, reiterate

- Integrate and build on client's ideas and suggestions

**What is direct communication? Why it is so important?**

“Ability to communicate effectively during coaching sessions, and to use language that has the greatest positive impact on the client.” – ICF

- Clearly state coaching objectives and agenda

- Speak with intent

- Be clear, articulate and direct in sharing and providing feedback

- Reframe and articulate

- Help the client understand from another perspective

- Use appropriate and respectful language

- Non-sexist, non-racist, non-technical, non-jargon

-Use metaphor and analogy

**What is powerful questioning?**

“Ability to ask questions that reveal the information needed for maximum benefit to the coaching relationship and the client.” - ICF

**Asks questions that reflect active listening**

- Reflect understanding of the client's perspective

- Challenge client's assumptions

- Facilitate new insight, discovery or possibility

- Prompt commitment to action

**Asks questions that move the client forward:**

-Towards goals that they desire

- Not backwards to problems and justifications

**What are the questions likely to generate Insight..?**

The questions likely to generate Insight because:-

**Forcing people into action**

What is your next step…? What are you doing about…?

**Telling people how to think**

Why don’t you think about…? What about being more positive... **Asking “why” questions to get more details**

Why is this issue…? Why did you... Why don’t you…?

**Giving Advice**

Why don’t you… What about doing this…

**Asking questions about the problem**

What is the issue…? What is stopping you…? Why do you think this…?

**Asking questions to get more details**

Can you list….? What’s been happening …?

**What are the questions that generate Insight..?**

The questions that generate Insight are:-

**Thinking Questions**

How long have you been thinking about…? What are your insights so far? What ideas have crossed your mind about…?

**Vision questions**

What would you like to achieve here? What is your objective, goal or desired outcome?

**Planning Questions**

What are the milestones for achieving this goal? What are your options?

**Action Questions**

What are you prepared to do for…? What will you complete by next week?

**Labelling questions**

What are three key emotions around…? If you could label your emotion, what would it be?

**Reappraisal Questions**

How might you handle this differently? How could you think from a different perspective?

**What are the four faces of Insight?**

The four faces of Insight are:-

1. Awareness of Dilemma

2. Reflection

3. Illumination – the ‘Aha!’ moment

4. Motivation

**What is Dance of Insight?**

A coaching model that helps:-

- Helping people develop a deeper awareness of their dilemma

- Keeping people fully engaged towards making new connections

- Making the ‘Aha!’ moments happen

The Dace of Insight Model is

1. Permission 2. Placement

3. Questioning 4. Clarifying

**Tips for giving feedback?**

The tips for giving feedback to the team are:

- Listen carefully

- Give timely feedback

-Think before you speak

- Observation vs. Evaluation

-Be succinct, specific and generous

-Always ask permission to touch sensitive areas

- Balance positives and negatives

**Why you give feedback to the team?**

Effective feedback helps keep the conversation meaningful:

- Closes the communication loop

- Confirms the listener has understood what is being said

- Assists in highlighting gaps or assumptions in a timely manner

**Define Emotional Intelligence? What are its performance?**

Emotional intelligence is the habitual practice of:

- Using emotional information from ourselves and other people and, integrating this with our thinking:

- Better decision making in defining life goals and problem solving

**Performance**

- Improves relationships

- Improves confidence and positivity

- Improves career prospects

**What are Multiple Intelligence’s?**

Howard Gardner’s research into multiple intelligences:

An ability to recognize and understand other people’s moods, desires, motivations, and intentions

1. Linguistic | 2. Logical – Mathematical

3. Spatial | 4. Musical |5. Naturalist |6. Bodily – Kinaesthetic

7. Intrapersonal |8. Interpersonal

**Coaching Conversations**

**How would you improve the coaching performance?**

To improve the performance of coaching, the following activities to be performed:-

1. Think about thinking

2. Listen for potential

3. Speak with Intent

4. Dance towards insight

5. CREATE New thinking

6. Follow-up

**What is Think about Thinking?**

1. Let them do all the Thinking

2. Focus on Solutions

3. Remember to Stretch

4. Accentuate the Positive

5. Put Process before Content

**What do you think Listen for Potential?**

Coaching is about:

- Enabling self-learning and growth

- Unlocking potential to maximize performance

**What is Grow Model? How it suits for coaching?**

Grow model that helps in coaching:-

G-Goal | R-Reading | O-Options | W-Will (What | When)

**What is Create Model? How it suits for coaching?**

The idea of CREATE model is to ‘Coach for Action’:

- Current Reality

- Explore Alternatives

- Tap their Energy

**What is Follow up?**

We can follow up with the following list of items:-

- Facts, Emotions, Encouragement, Learning, Implications &

New goals

**Team Development**

**What is a team?**

“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable”

**What are the different teams? How helping a team choose to be a team?**

-Working Group

- Pseudo or Potential Team

- Real Team

- High Performance Team

**Working group**

Strong, clearly focused leader

Individual accountability

The group purpose is the same as the broader organization mission

Individual work products

Meetings focus on status check

Measure its effectiveness indirectly by its influence on others

**Pseudo or Potential Team**

A history of working together

-A significant, incremental performance need

- Requires more clarity about common purpose and goals

- Lacks a disciplined common working approach

- The practice of collective accountability is not established yet

**Real team**

Shared Leadership role

Individual and shared accountability

Specific Team purpose that team itself delivers

Collective work products

Meetings focus on open-ended discussions and active problem solving

Measure performance directly by assessing collective work products

**High performance agile team**

Agile teams aim to be high performance teams in house frame:

- Propelled by shared purpose

- **High Trust** as a **base** & Aligned with **roof level** as a “Value”

**4 Pillars** are

-Shared **leadership**

Free from Command and Control culture

- High degree of **collaboration**

- **Continuously seeking to improve**

- **Self-managing**

**Why do we speak with intent?**

Speak with focus on maximizing improvement in thinking:

1. Succinct, 2. Specific, 3. Generous

**What are the principles of Collaboration?**

-Help promote high degree of collaboration

- With Strong result orientation

**What are the characteristics of Collaborative teams?**

-They are self-organizing rather than role- or title-based.

-They are empowered to make decisions.

-They truly believe that as a team they can solve any problem.

-They are committed to team success vs. success at any cost.

- The team owns its decisions and commitments.

- They are consensus-driven, with full divergence and then convergence.

- And they live in a world of constant constructive disagreement

**What are the Five Dysfunctions of a Team?**

Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability & Inattention to Results

**How Collaboration demands behavior changes?**

**Non Collaborative**

Individual Accountability

Rely on managerial control

Divide work into tasks and assign to people

Build Functional Excellence by narrowing set of tasks done by individual

Maximize individual productivity - A fair day’s pay for fair day’s work

**Collaborative**

Joint Accountability in addition to Individual accountability

Encourage people to manage their own work

Expect everyone to plan work together and pull tasks

In an effort to finish work faster, encourage people to learn and volunteer for work outside their specialization

Support personal growth that expands as well as exploits individual capabilities

**How will you manage the distributed teams?**

**Favor live communication over email and documentation**

**Create opportunities to bring the team together**

-Initial co-location

- Seeding Visits

- Contact Visits

- Traveling Ambassadors

**Adding Some Process and Structure**

- Agree on one common language

- Clarify tasks and processes, not just goals and roles

- Use of collaboration tools like Jira, Wiki, SharePoint, etc.

- Insist on whole team presence in team meetings

**What are the 5 stages of Team Development?**

Forming | Storming | Norming | - Performing | Adjourning

**What is groupthink?**

“A phenomenon that occurs when the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome.”

**What are the responsibilities of agile coach in handling conflicts?**

- Skilfully determines the severity of conflict

- Mindfully decides whether to intervene and how

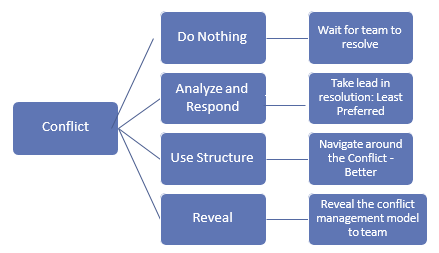
- Generously teaches teams how to navigate it

- Courageously refuses to settle for a team that tries to hide or avoid it

**What are the Five Levels of Conflict?**

Problem to Solve, Disagreement, Contest, Crusade, World War

**How would you respond to conflict?**



**Setting up the Team Environment**

**What are the challenges with distributed agile teams?**

The challenges in distributed agile team are:-

- **Communication**

Limited or no F2F communication

- **Collaboration**

Difficult to have the entire team together

- **Transparency**

Work assignment and status is not visible across locations

- **Shared Learning**

Difficult to share knowledge across locations

- **One Team Feeling**

Common to have development of silos – We Vs. Them

**How will you support the Product owner to handle the product backlog?**

As a coach I support the product owner to guide them to:-

* Maintain a DEEP product backlog
* Focus on business-value-driven
* Using MoSCoW technique to maintain the priority

**How coaching starts for the project from the day 1?**

Initially set up the agile team and develop the following things for the project:-

* Project Charter
* Project Plan
* Release Plan
* Iteration Plan
* Test Plan
* Product Roadmap
* User Story
* Product Backlog
* Sprint Backlog

**Iteration 0 is conducted at the start of every release to:-**

* Validate the core and extended team members
* Identify all dependent group sign off need
* Identify the development and test environment
* Identify dependencies on other projects, teams & resource that may influence the release schedule
* Identify the deliverables and sign off needed
* Identify number of iterations for the release using the team velocity
* Identify the schedule for release testing and release iterations, As a guideline, have release iteration (Release Testing) after every three time boxed development iterations
* Identify any assumptions made
* Identify the risk involved in the project
* Detailed project | release schedule
* Create a release plan

**Similar way, execute the iteration based on the product backlog items.**

**Team having too strong Product owner, Scrum Master is weak enough and DT is also not performing up to the expectation. How will you handle the situation as an agile coach?**

In this situation, understand the product owner expectations, coach the Scrum master and development team with the agile mind-set and motivate them continuously for the gap fulfilment and establish smooth flow across the team

**How will you transform from Waterfall to Agile? How will you transform from Agile Scrum| Kanban to SAFe?**

In transformation I have done the assessment and laid out a road map. During transformation I have conducted orientation, preparation, and execution, repeat & adapt phase to transform from source to destination framework.

**Did you supported the Scrum | Kanban project?**

Yes. I have supported the Scrum and Kanban project.

**How do you coach the team?**

The key motivations of Coaching presence is:-

- Build rapport with the coachee

- Engage coachee in the coaching process

- Keep the coachee in ‘towards’ state

Involvement through Active Listening, direct communications, making powerful questions and providing feedback is the better way to coach the team. During the course of time, agile team become high performance team

**How to ensure team is currently doing progress correctly?**

As an agile coach, I ensure that the development team start their work by mid of the week, so that the team will have sufficient time to deliver the incremental solutions in an efficient manner. To bringing new ideas by participating Hackathons & Shippy days

**How would you measure the team maturity?**

As an agile coach, initially team will take care of incremental delivery in testing sprint and leave them as such i.e., Iteration 0.

If the work items are not shippable back to the product backlog as an agile coach, I will look in to this and also address the potential issue by mentoring through engineering practices. Henceforth the team will perform efficiently in terms of high business value.

**What aspects of the mind-set do you have to change and how do you as an agile coach go about doing it? Also, give the example of what you have done in this regard?**

To change the team mind-set and adapt the key agile practices to become a high performance team.

To begin with a team has to focus on a common goal, collective ownership, failure acceptance, positive attitude and continuous learning, quality conscious and team empowerment.

In my experience with one of the client, where team has not efficient to do their daily routines and many slippages happens after I have given mentoring program by adapting agile practices and principles they grown to achieve a high performance level.

In my career I have trained 1000+ peoples in agile practices for embracing the agile mind-set.

**What parts of being an agile Coach you struggle the most with (from a personal & professional point of view) and how do you handle them?**

Being an agile coach

I handled from a **personal point** **of view** by

* Holding people accountable
* Maintaining neutrality and confidentiality
* Challenging the status quo
* Personal bias
* Difficult to stay out of politics

I handled from a **professional point of view** by

* To handle the team move into the agile
* Based on Agile Mind-set and Culture
* Team Maturity

**What are the most useful tools in your coach toolbox (give an example of using them successfully in the past)?**

* The most useful tools in my experience is Rally, JIRA & Agile Manager used to track Epics, Features and User Stories and to capture metrics like Velocity and Burn down Chart, KPI, delivery-commitment index, resource-resource burndown, quality-bugs classification and goals against it.

**Tell us about the most challenging obstacle you found while leading an agile transformation (team or organization) and how did you handle it?**

* In transformation, I have done the assessment and laid out roadmap. During the transformation I have conducted orientation, preparation, and execution, repeat and adapt phase to transform from source to destination framework.
* The challenging obstacle during transformation is the people resistance to change initially. To overcome this developed Agile Mind-set and Culture and Team Maturity to make them self-managed and collaboratively work together.

**From the agile coach goals, which one do you find the most challenging and why? Also, which one you are more comfortable with?**

* From the agile coach job description the most challenging goal are: Enhancing the Lean-Agile mindset & behaviors, Grow our team experience in Agile related practices & tools. Increase cohesion within a distributed & multi-cultural organization contribute and rollout our ever-evolving agility operational model with specific skill | experience.
* With my previous professional experience, I handle efficiently without any challenges.

**(Scenario) An Admin, HR, Finance & Quality has not yet heard about the word Agile and they need your help to reduce the lead time in the daily hiring routine process. How would you go about helping the team?**

* In my experience I have create the Agile awareness and provide the Agile key practices and tools to handle the job efficiently by reducing surface delays this makes a good success for other departments associated with IT.

**(Scenario) Your manager holds a meeting of 3h every week that you strongly believe adds no value to the team (10 people, all direct-reports) How would you go about addressing the potential issue?**

* In my experience to address the potential issue, I will ensure the team to follow first adapt GROW model that helps in better achievements such as G- Goal, R-Reading, O-Options, W-Will (What | When)
* Second updating the team growth status by

o Facilitate Learning goals

– Mastery and Competence

o Metrics reflect current state (NOW)

– Measuring potential or productivity is a lower priority

o Focus on positive emotion

– Performance and Enjoyment – Decrease negative emotion

**We are looking for a talented and motivated agile coach to help us succeed with our agility transformation why should we pick you?**

I am expertise and handled multiple agile transformation successfully proven in orientation, preparation, execution, repeat, adapt phase at all levels.

**(Scenario) A Scrum Master is running out of time asking agile coach to skip some meeting by today. As an agile how would you handle?**

As an agile coach, I advise Scrum Master not to skip any meeting, plan well accordingly and try to adjust without any slippages. In worst case you can send the alternate available scrum master to handle the meetings.

**What are the trainings you will provide to create agile awareness across the organization in 2 days?**

To create the agile awareness in 2 days across the organization by 3 levels 1 | 2 | 3 the following topics to be handled:-

**Level 1**

* Agile Intro
* Active listening
* **Agile Manifesto values and principles**
* Assessing and incorporating community and stakeholder values
* Agile Brainstorming techniques
* Building empowered teams
* Coaching and mentoring within teams
* Agile Communications management
* Feedback techniques for product (e.g., prototyping, simulation,
* demonstrations, evaluations)
* Incremental delivery
* Agile Knowledge sharing
* Agile Leadership tools and techniques
* Prioritization
* Agile Problem-solving strategies, tools, and techniques
* Project and quality standards for Agile projects
* Stakeholder management
* Agile Team motivation
* Time, budget, and cost estimation
* Value-based decomposition and prioritization

**Level 2**

* Agile frameworks and terminology
* **Building high-performance teams**
* Agile Business case development
* Collocation (geographic proximity)/distributed teams
* Agile Continuous improvement processes
* Elements of a project charter for an Agile project
* Agile Facilitation methods
* Agile Participatory decision models (e.g., input-based, shared collaboration, command)
* Value-based analysis

**Level 3**

* Agile contracting methods
* Agile project accounting principles
* Applying new Agile practices
* Compliance (organization)
* Control limits for Agile projects
* Agile Failure modes and alternatives
* Globalization, culture, and team diversity
* Agile Innovation games
* Principles of systems thinking (e.g., complex adaptive, chaos) · Regulatory compliance · Variance and trend analysis
* Variations in Agile methods and approaches
* Agile Vendor management

**What are the trainings you will provide to create an Agile Project Manager across the organization in 2 days?**

To create the agile project manager in 3 days the following topics to be handled:-

**1. Introduction to AGILE methodologies**

* What is AGILE
* History & Genesis
* Manifesto & principles
* Introduction to methodologies
* CRYSTAL
* SCRUM
* XP
* FDD
* DSDM

**2. AGILE implementation in an organization**

* AGILE features
* Team composition
* Team dynamics

**3. Agile project Life cycle**

* Planning – portfolio level
* Planning – project level (Releases and Iterations)
* Executing
* Monitoring & Control
* Closing
* Professional Ethics & Code of Conduct

**4. Agile project communications**

* Agile Information radiator
* Agile Team space
* Agile tooling
* Osmotic communications for collocated teams
* Osmotic communications for distributed teams
* Agile Daily stand-ups

**5. Planning, Monitoring and Adopting**

* Agile Retrospectives
* Agile task and Kanban boards,
* Agile Time boxing
* Agile Iteration and release planning
* Agile WIP limits
* Agile Burn down/up charts (Sprint| Iteration | Risk)
* Agile cumulative flow diagrams (CFD)
* Agile process tailoring

**6. Agile estimation**

* Agile relative sizing/story points
* Agile wide band Delphi /Agile planning poker / Agile affinity estimating / Team Estimation Game Method
* Agile ideal time
* Agile process tailoring

**7. Agile analysis and design**

* Agile product roadmap
* Agile user stories and backlog
* Agile story maps
* Agile progressive elaboration
* Agile wireframes
* Agile chartering
* Agile personas
* Agile modelling

**8. Product quality**

* Agile frequent verification and validation
* Agenda for the session
* Agile test first development
* Agile acceptance test-driven development
* Agile definition of done
* Agile continuous integration

**9. Soft skills negotiation**

* Agile emotional intelligence
* Agile collaboration
* Agile adaptive leadership
* Agile negotiation
* Agile conflict resolution
* Agile servant leadership

**10. Value-based prioritization**

* Agile return on investment (ROI)
* Agile net present value (NPV) / Agile internal rate of return (IRR)
* Agile compliance
* Agile customer-valued prioritization
* Agile minimally marketable feature (MMF)
* Agile relative prioritization or ranking

**11. Risk management**

* Agile risk-adjusted backlog
* Agile risk burn down graphs
* Agile risk-based spike

**12. Agile Metrics**

* Agile velocity
* Agile cycle time
* Agile earned value management (EVM) for agile projects
* Agile escaped defects

**13. Agile Value stream analysis**

* Agile value stream mapping
* Agile Flow charts
* Agile lean methodology

**What are the trainings you will provide to create a Scrum Master across the organization in 2 days?**

To create the scrum master in 2 days the following topics to be handled:-

Day 1: Scrum Basics, Scrum Framework, Scrum Roles, Scrum Artifacts

Day 2: Scrum Ceremonies, Scrum planning & estimations, Agile best practices

**What are the trainings you will provide to create an Agile Coach across the organization in 3 days?**

To create an agile coach in 3 days the following topics to be handled:-

**Coaching Fundamentals**

* Teaching vs. Mentoring vs. Coaching
* The Agile Coaching Mind-set
* Setting Boundaries for Coaching
* Coaching Agreement

**Coaching skillset**

* Professional Coaching Skills
* The Coaching Stance
* Responsibilities and Skills of the Coach

**The Coaching process**

* Coaching for Potential
* Coaching for Action
* Effective Coaching Conversation

**Mentoring and Coaching Agile roles**

* Teaching the Agile Basics
* Understanding Agile roles and the Mind-set Shift
* Mentoring Agile Roles & Transitions

**Coaching the Journey toward High Performance**

* Understanding Team Development
* Setting up the Team Environment
* Handling Conflict and Dysfunction within the Team
* Handling Organizational Impediments

**Review and Assessment of Agile Frameworks**

**What are the trainings you will provide to create a SAFe Coaching across the organization?**

To create an SAFe coaching with the following topics to be handled:-

**Leading SAFe (2 days)**

1. Introducing Scaled Agile Framework
2. Embracing a Lean Agile Mind-set
3. Understanding SAFe Principles
4. Implementing an Agile Release Train (ART)
5. Experiencing PI Planning

6. Executing and Releasing Value

7. Building an Agile Portfolio

1. Building Really Big Systems
2. Leading the Lean Agile Enterprise

**Implementing SAFe (2 days)**

1. Reaching the SAFe Tipping Point
2. Designing the Implementation
3. Launching an ART
4. Facilitating an ART Execution
5. Extending to the Portfolio

**SAFe Scrum Master (2 days)**

1. Introducing Scrum in SAFe
2. Understanding the Role of Scrum Master
3. Experience PI planning
4. Facilitating Iteration Execution
5. Finishing the PI
6. Coaching Agile Team

**SAFe Advanced Scrum Master (2 days)**

1. Exploring the Scrum Master role in SAFe Enterprise
2. Applying SAFe Principles – A Scrum Master Perspective
3. Exploring Agile and Scrum Anti-Patterns
4. Facilitating Program Execution
5. Improving Flow with Kanban
6. Building High Performance Teams
7. Improving Program Performance with Inspect and Adapt

**SAFe Product Manager | Product Owner (2 days)**

1. Introduction
2. Embracing a Lean and Agile Mindset
3. Exploring PM PO Roles
4. Contributing to Portfolio Content
5. Defining and Managing Solution Value
6. Being an Effective Product Manager
7. Being an Effective Product Owner
8. Engaging Stakeholders
9. Building Communities of Practice

**SAFe for Teams (2 days)**

1. Introducing the Scaled Agile Framework
2. Building an Agile Team
3. Planning the Iteration
4. Executing the Iteration
5. Executing the PI

**Books for References**

1. “Coaching Agile Teams” - by Lyssa Adkins
2. “Quiet Leadership” - by David Rock
3. The Wisdom of Team – by Jon R Katzenbach
4. Art of Agile Development - by James Shore and Shane Warden
5. “Emotional Intelligence Coaching” by Steve Neale; Lisa Spencer-Arnell; Liz Wilson
6. “Applied EI” (2006) by Sparrow and Knight
7. Agile Project Management with Scrum by Ken Schwaber
8. The Software Project Manager’s Bridge to Agility by Michele Slinger and Stacia Broderick
9. Agile Product Management with SCRUM by Roman Pichler
10. Succeeding with Agile Software Development using Scrum by Mike Cohn
11. Agile Estimating and Planning by Mike Cohn
12. User Stories Applied for Agile Software Development by Mike Cohn
13. Agile Retrospectives by Esther Derby and Diana Larsen
14. Agile Game Development with Scrum by Clinton Keith
15. Agile Testing by Lisa Crispin and Janet Gregory
16. Coaching Agile Teams by Lyssa Adkins
17. The Leaders Guide to Radical Management by Stephen Denning
18. What is Agile?
19. Scrum Guide – Ken Schwaber, Jeff Sutherland  Refer [Scrum Guide](http://www.scrumguides.org/)
20. A guide to the SCRUM Body of Knowledge SBOK™ Guide – Scrum Study

**Website for References **

1. [*https://inteamwetrust.com*](https://inteamwetrust.com/)
2. [*http://www.slideshare.net/alexeypikulev/getting-started- with-the-team-trust-canvas*](http://www.slideshare.net/alexeypikulev/getting-started-with-the-team-trust-canvas)
3. [*http://hrweb.mit.edu/learning-development/learning-*](http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development)
4. [*topics/teams/articles/stages-development*](http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development)
5. [www.agilecoachinginstitute.com/resources/competency-](http://www.agilecoachinginstitute.com/resources/competency-model/)  [model/](http://www.agilecoachinginstitute.com/resources/competency-model/)
6. [www.coachfederation.org/](http://www.coachfederation.org/)
7. <https://howardgardner.com/multiple-intelligences/>
8. <https://scaledagileframework.com>

**My Agile Books**

1. Scrum Alliance Professional
2. Agile Coaching
3. Agile A Key of Success
4. Handy Agile
5. SAFe 4.0 Q & A
6. Agile In Handy
7. Agile Coaching in Handy

