

COACHING THEORY

CHARTER

- Help people become better, faster, more consistent
 - creating value
 - working together effectively
 - pursuing quality
 - optimizing flow through the work system

CRUCIAL UNDERSTANDINGS

- Team Dynamics
- Skill Development
- Coaching Psychology

TEAM DYNAMICS

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$$B=f(P,E)$$



- Kurt Lewin's Equation
- “Behavior is a function of a Person in their Environment”

PERFORMANCE DYNAMICS

(Tim Gallwey)

$$p = P - i$$

- Tim Gallwey's Equation
- “Performance is potential less interference”

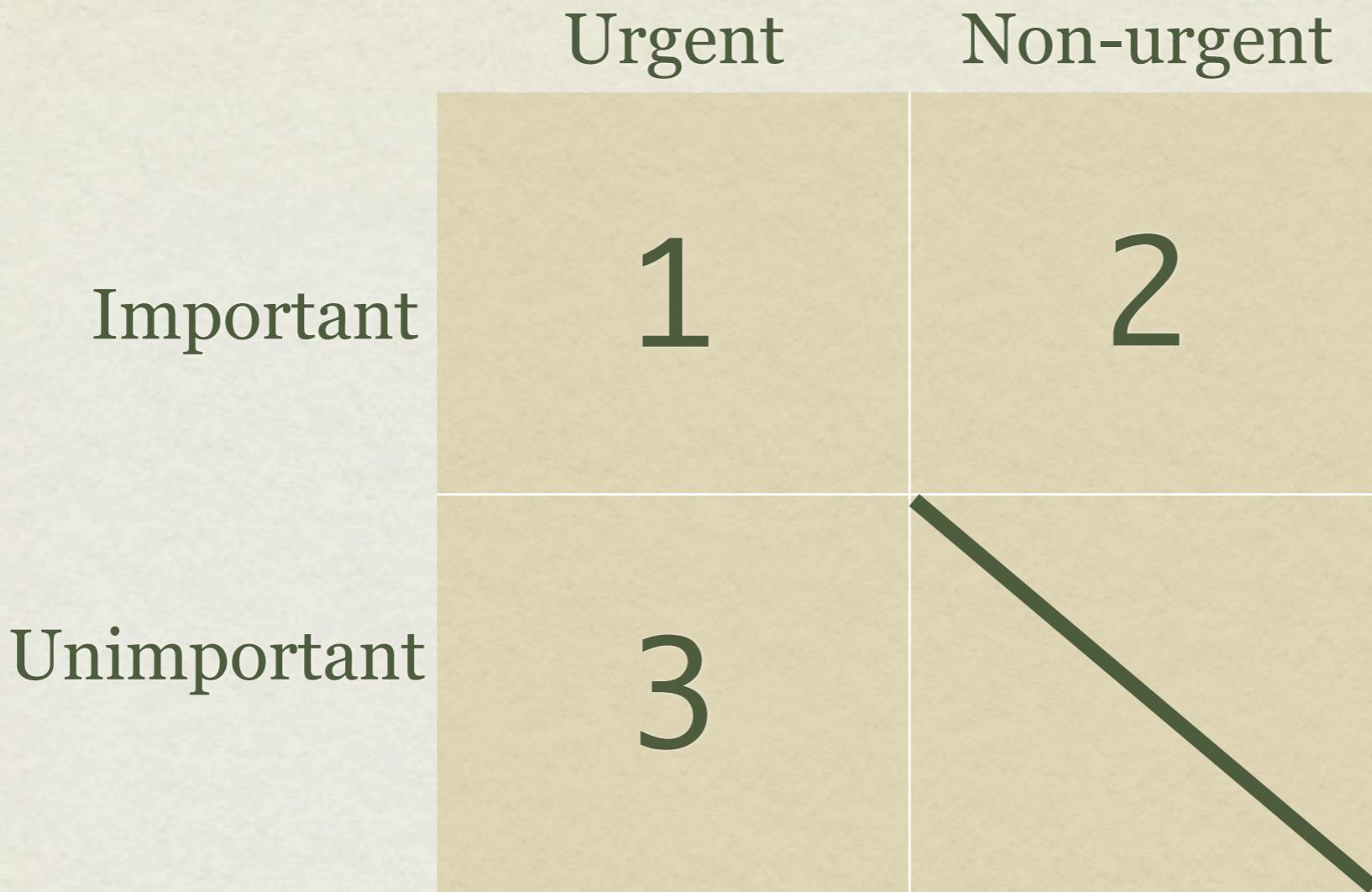
TASKS



BUSINESS ^v BUSYNESS

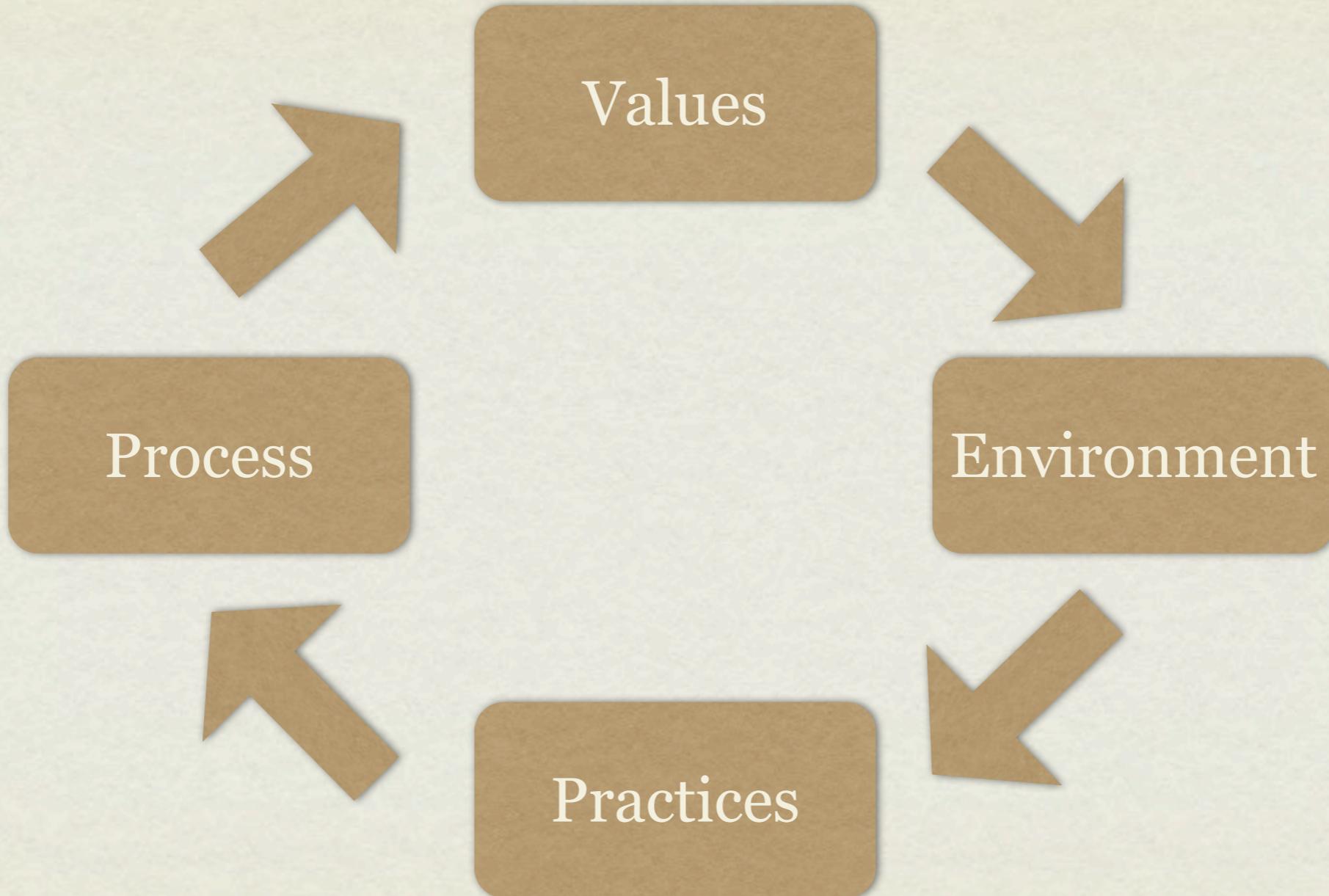
Ultimately, we're not recognized for the amount of work that is in our queue, but the importance of the results that come from it.

THE ACTIVITY QUEUE



Covey, Merrill, & Merrill: First Things First

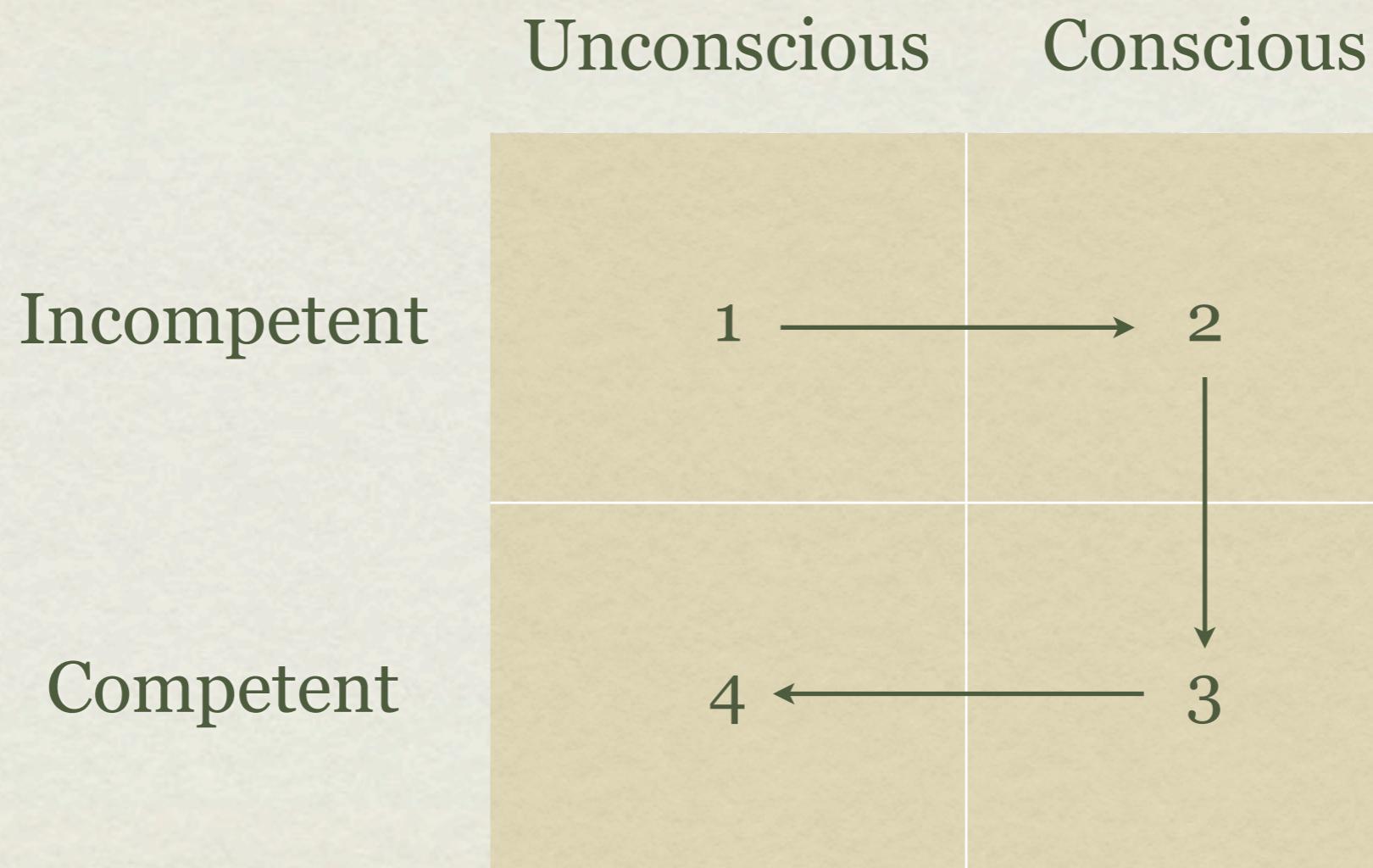
THE SUPPORT CYCLE



Tim Ottinger - Industrial Logic

SKILL DEVELOPMENT

SKILL DEVELOPMENT



SKILL DEVELOPMENT



COACHING PSYCHOLOGY

Disclaimer: IANAP

B=f(P,E)

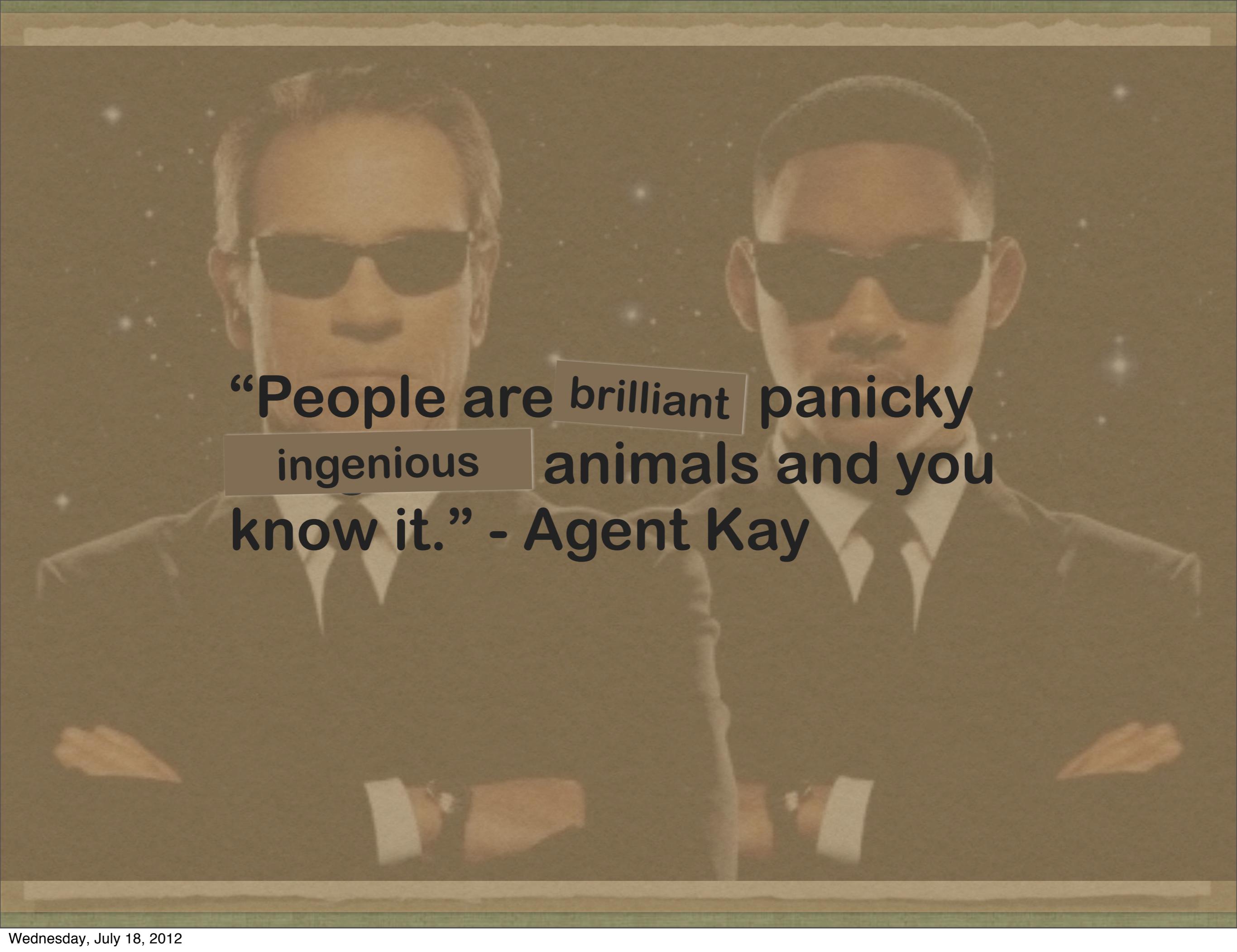


(Tim Gallwey)

MECHANICS

$$p = P - i$$

- Quiet the critic and the cynic
- Arouse the skeptic and present some data & perspective.
- Closer to the original intent of Gallwey's equation.

A sepia-toned photograph of Agents K and O from the Men in Black movies. They are both wearing their signature black suits, white shirts, and sunglasses. They are looking slightly to the right of the camera with serious expressions. The background is dark and textured.

“People are brilliant panicky
ingenious animals and you
know it.” - Agent Kay

SCARF MODEL (SOCIAL THREATS)

(Dr. David Rock)

- Status - diminished standing = increased stress
- Certainty - biological urge to use entrenched habits/skills
- Autonomy - avoiding sense of being “limited,” “controlled”
- Relatedness - protection of social interactions/relationships
- Fairness - sense of uneven reciprocity

LEFT BRAIN INTERPRETER



“If you have chickens
you will obviously have
to shovel manure!”



EGO PROTECTION

- The brain protects us by choosing *approach* or *withdrawal*
- It also *lies* to protect our egos
- *Mindset* reframes and anchors our learning/work procedure

MINDSET

- Positive/Growth
- Negative/Fixed

believes in personal potential

eager for challenge

will work to learn

craves opportunity

suspects “fully developed”

challenge risks exposure

work is futile

craves to appear superior

COGNITIVE DISSONANCE

(Dr. Kurt Lewin)

- Inability to hold conflicting beliefs as truths
- The opportunity to present alternative patterns
- Open throttle for learning

What looks like a crisis is really just the death of an illusion - Weinberg

THE TEACHABLE MOMENT

- Cognitive dissonance
- Lack of SCARF threat
- Availability of alternative explanations
- Alternative explanation realigns with values/purpose

TL;DR

Simplify, please

OKAY YOU WIN

just repeat the following phrases frequently

Remember the Retrospective Prime Directive

<http://www.retpectives.com/pages/retroPrimeDirective.html>

skill is a competitive
advantage.

Teamwork is a
competitive advantage.

Excellence is the ultimate
competitive advantage

Develop the team,
not just the product

Don't try to seem better.

Try to become better.

Those that don't learn
always cede ground to
those that do.

What is the least we can
do to improve the team?

Let's do it now.

If something is hard,
do it more often.

If they're part of the
process, invite them to
the team.

Short release cycles
reduce planning stress

The careful way is
the fast way

<http://www.renaissancesoftware.net/blog/archives/151>

Any process not
supported by the
environment will
fall into disuse.

Maximize the amount of
work not done.

The board is for
prioritizing work,
not making sure
everyone is busy.

Don't empty the "ready"
column; try instead to
fill the "done" column.

don't have enough time

hopeless

workable

too much to do

Doing many things poorly
is often worse than doing
nothing at all.

“Slog Harder”
does not scale.

“Try harder”
is not a
retrospective goal.

It might not have to be
this hard,
this slow, or
this tricky.

The first purpose of
automated testing is to
inform development

Move testing from the
caboose to the engine.

You can't adapt with
nothing to inspect

You're not transparent
if you only
publish good news.

Governance has an
inverse relationship to
trust.

“Predictability” is doable.

“Demandability” may be
unsolvable.

Beware Goodhart's Law.

http://en.wikipedia.org/wiki/Goodhart's_law

Do the simplest thing
that might possibly work

Do the simplest thing,
not the easiest thing.

Evolution isn't damage
control for failed species,
it's how the winners
keep winning.

TL;DR

Shorter yet, please

Go forth and be agile.

Good luck.

tottinge@industriallogic.com

RESOURCES

The Inner Game of Work - Tim Gallwey

Your Brain at Work - Dr. David Rock

Quiet Leadership - Dr. David Rock

The Happiness Hypothesis - Dr. Jonathan Haidt

Mindset - Dr. Carol Dweck

Secrets of Consulting - G. Weinberg

Are Your Lights On? - G. Weinberg

The Scrum Guide - Schwaber & Sutherland (free)

Extreme Programming Explained - Beck & Andres

First Things First - Covey, Merrill, & Merrill

Kurt Lewin - Wikipedia, the free encyclopedia