Building Coaching Community

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LeSS conference 2018
Gosei

- 20 + years in software business
- Large Agile Transformations
- Organizational learning
- Leadership
- Telecom, Medical, Game, Car, Heavy industry, Financial, Sales&Marketing, Public sector
- LeSS coaching company
- www.gosei.fi

Ran Nyman  Ari Tikka  Wolfgang Steffens
Tayloristic organization

- Top management
- Teams
- Customers

Execute the Plan!

Agile organization

- Top management
- Teams
- Customers

Co-create the system!
1. Change Thinking
2. Change Structures
3. Work and Learn continuously
"Ba" - place where knowledge is created

Leadership, structure and new thinking

Cross-role cross-org learning network:
- People meet and talk
- Analyze the whole
- Develop our approach

Experiences
Observations
Detailed reality

Identity
Understanding
Experiments

Analysis
Participation
Sponsoring
Top Management

Cross-role cross-org learning network:
Effective organizational improvement

- Retrospective escalations
- Improvement ideas
- Impediments

Maintain improvement backlog

- Sponsoring Participation
- Top Management Analysis
- Systemic improvements

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Deliberately grow change leaders / coaches

Leadership, structure and new thinking

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A word about "Agile coaching"

Comparing to personal coaches, sports, etc. is missing the point.

Historically, the Scrum Master replaced the Manager.

The real need for the coaching

- Supports the learning of teams and individuals, who own their own work
- Is available at the time and place when a new surprising question emerges
- Is able to explain how and why the system works, now and in the future (social, technical, business, ...)

Every senior member of the organization is a coach change leader.
Deliberate Learning
The system needs Mastery
- Individual, Team, Organization

win-win
Fastest learner wins
- Technology and business
Learning to learn
- Platform for learning
Build the Culture of Learning

Learning is our strategy.

Change Leader Learning Program

Build the Culture of Learning
1-LeSS structure
2-Leadership

Grow the network of change leaders* with new culture.

2) Effective organizational improvement

Change leaders are able to think globally and act locally.

* Every senior person is a leader; architects, opinion leaders, ...

1) Coaching on-the-job learning
Build the Culture of Learning

Learning is our strategy.

Change Leader Learning Program

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1) Coaching on-the-job learning

* Every senior person is a leader; architects, opinion leaders, ...
Mountain of change leaders' competence

Transformation leaders
Experienced coaches

Diverse roles with coaching skills

Teams have basic skills

Ri - Creating Knowledge. Co-Develop our approach

Ha - Deliberate Learning

Shu - People own their own process
Antipattern: Space shuttle

Adoption leaders
Experienced coaches

Teams have basic skills.

Ri- Creating Knowledge

Shu - People own their own process
Deliberate learning

10%

5-10 days intensive to start
Change leader training learning program

Experiential learning

- 1/3 new tools and thinking
- 1/3 analyze my organization
- 1/3 what will I change

Reflecting oneself, the training group and the organization.

- Know yourself to know others
- Unique opportunity to learn group dynamics

- Voluntary capable participants
- Cross-role cross-org
- Group of 12
- Top Management sponsoring
- Work assignment for the learning group and individuals
- 5-10 off-site days
Case before Agile
Example content for change leader program

- **Foundation 1 day**
  - Sponsor’s assignment
  - Why & how this training
  - Own workload
  - Practice coaching dialogue and feedback
  - Building this team
  - Organizational culture - first pass
  
  **Received coaching**

- **Leading Team 2 days**
  - Empowerment case video
  - Power and empowerment
  - Hackmann’s team Conditions
  - Supporting team development
  - Understanding Agile
  - Complexity introduction
  
  **Received coaching**

- **Leading Individual 2 days**
  - Team roles and personalities?
  - Needs & feelings
  - Emotional intelligence
  - Mindfulness exercise
  - Projection, Transference
  - Cognitive biases
  - Working with pressure, stress, anxiety
  - Boundaries, Container, resistance
  - More coaching
  
  **Received coaching**

- **Conflict 1 day**
  - Practising coaching and nonviolent communication
  - Analyze conflict situations
  - Country cultures
  - Working with Storming teams
  
  **Received coaching**

- **Leading Organization 2 days**
  - Leading change and continuous improvement
  - More Agile
  - Controlling the flow of work
  - Culture, Complexity
  - Team Norming, Challenging
  
  **Received coaching**

- **Celebration 1/2 day**
  - Process the Ending
  - Bragging about the results to the sponsors
  - Retrospective
  - Certification ceremony

**All modules**
- Work with group assignment
- Peer coach and analyze own homework
- Practice coaching dialogue and interaction
- Reflect the dynamics in the training group
- Analyze the organization

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Another example