GOSEI

Building Coaching Community

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LeSS conference 2018

Gosei



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Wolfgang Steffens

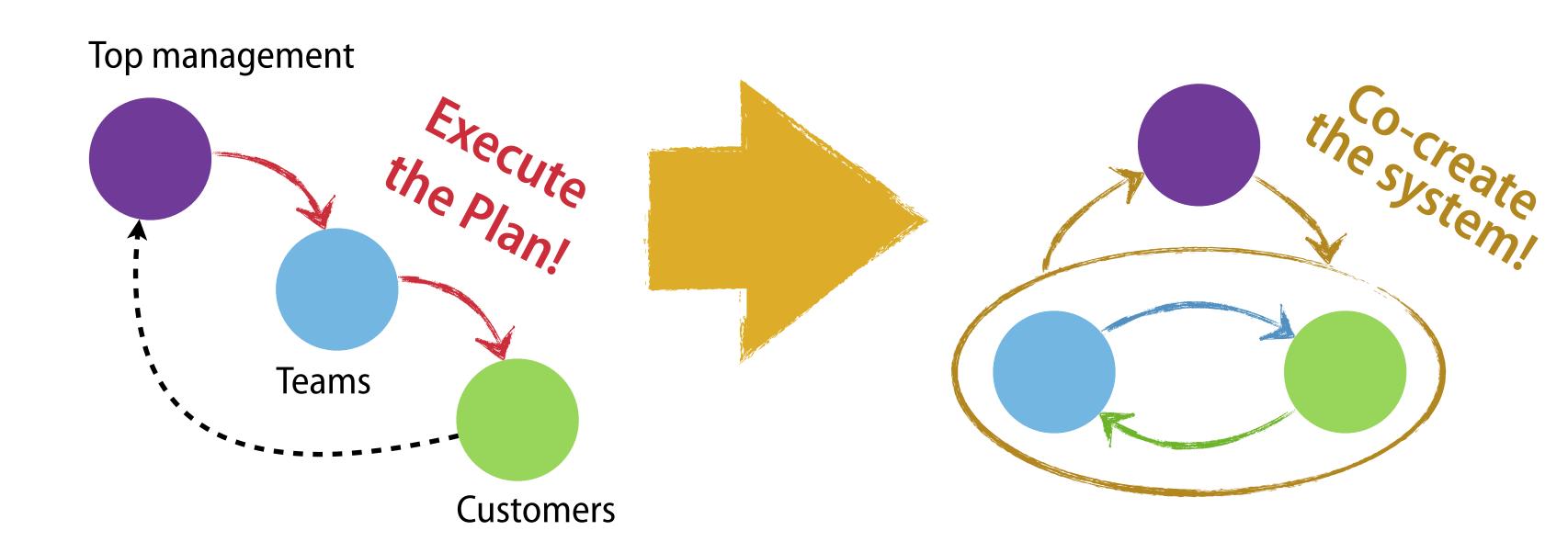
- 20 + years in software business
- Large Agile Transformations
- Organizational learning
- Leadership
- Telecom, Medical, Game, Car, Heavy industry, Financial, Sales&Marketing, Public sector
- LeSS coaching company
- www.gosei.fi





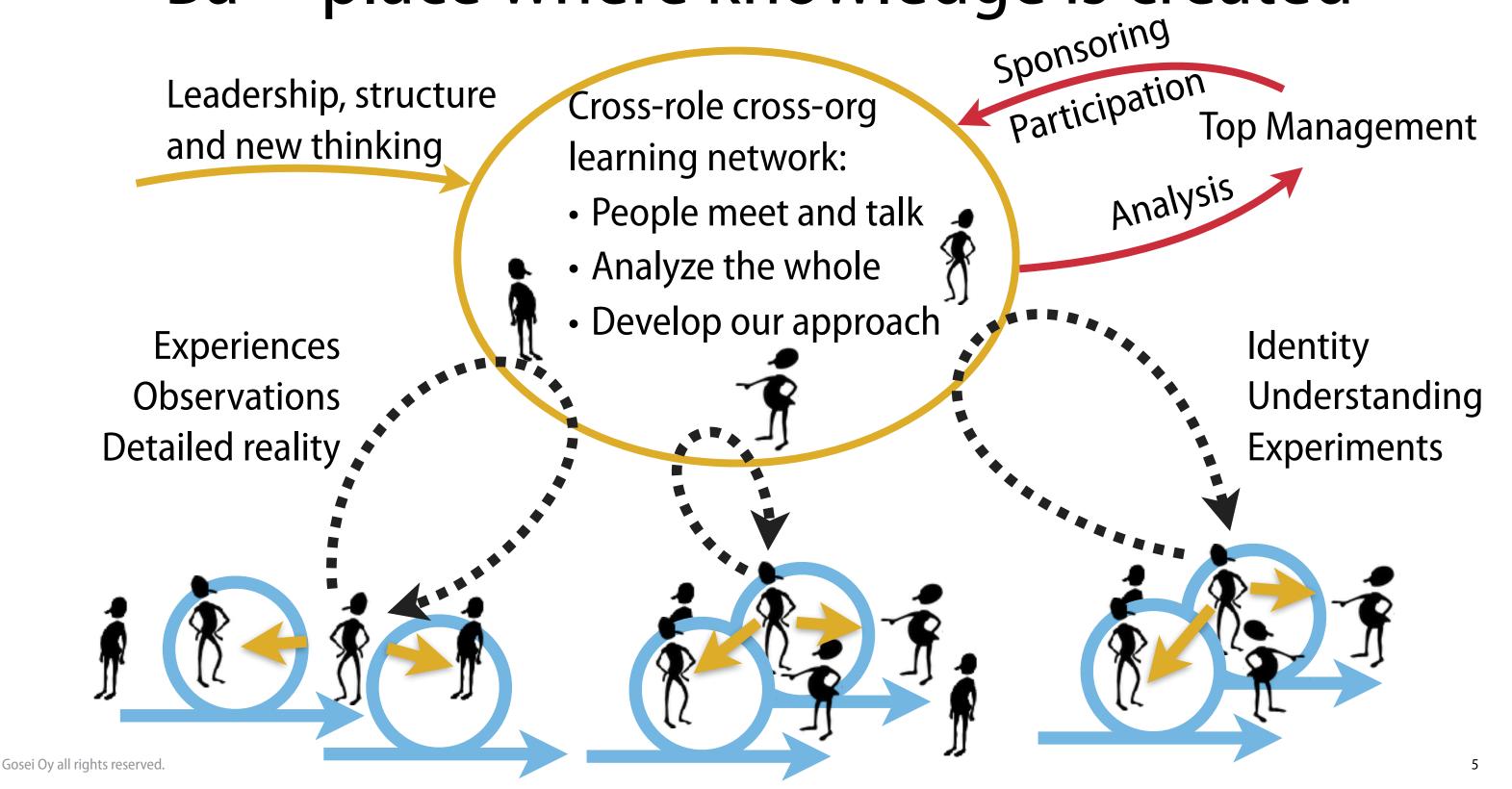
Tayloristic organization

Agile organization

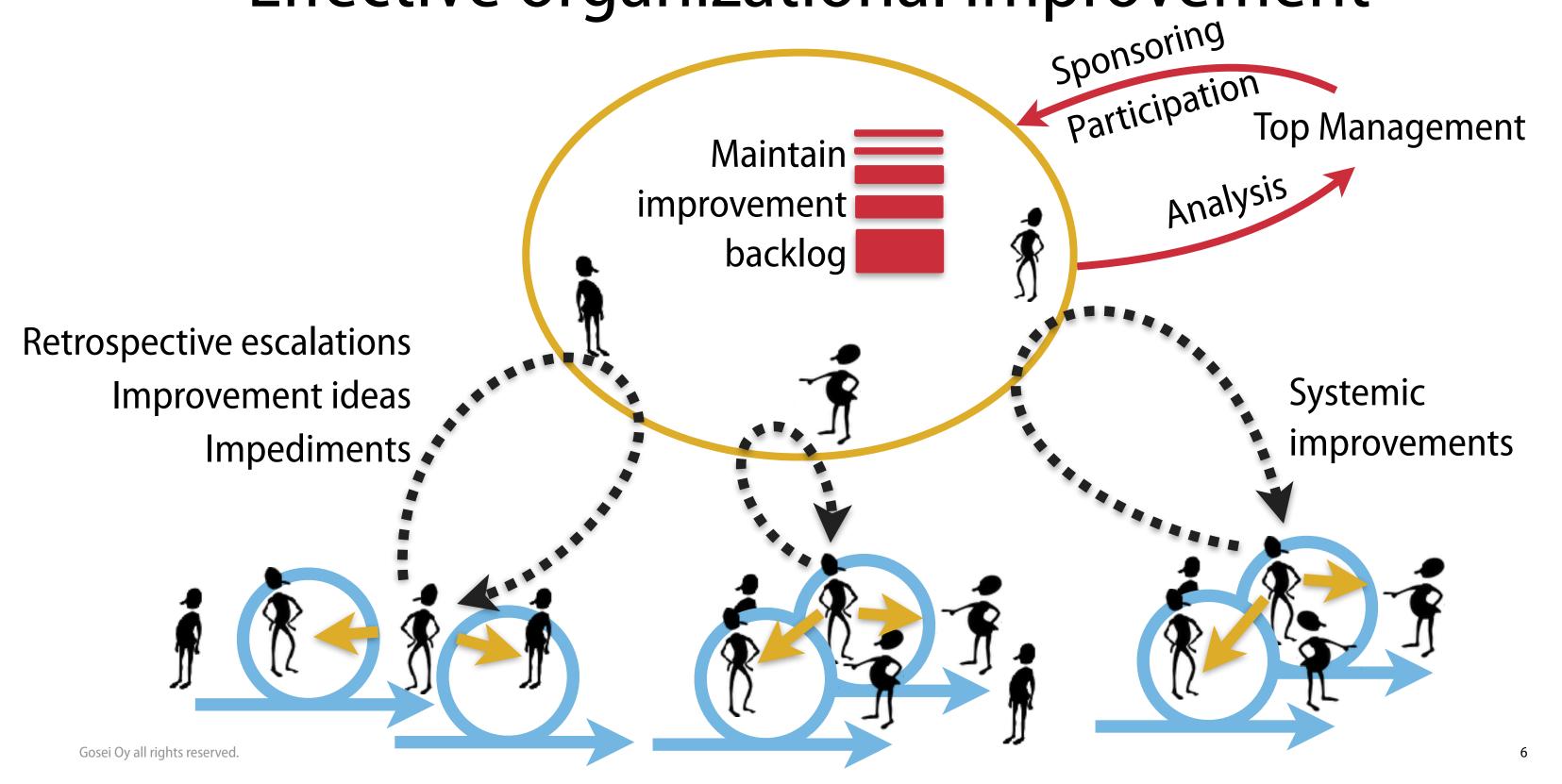


- 1. Change Thinking
- 2. Change Structures
- 3. Work and Learn continuously

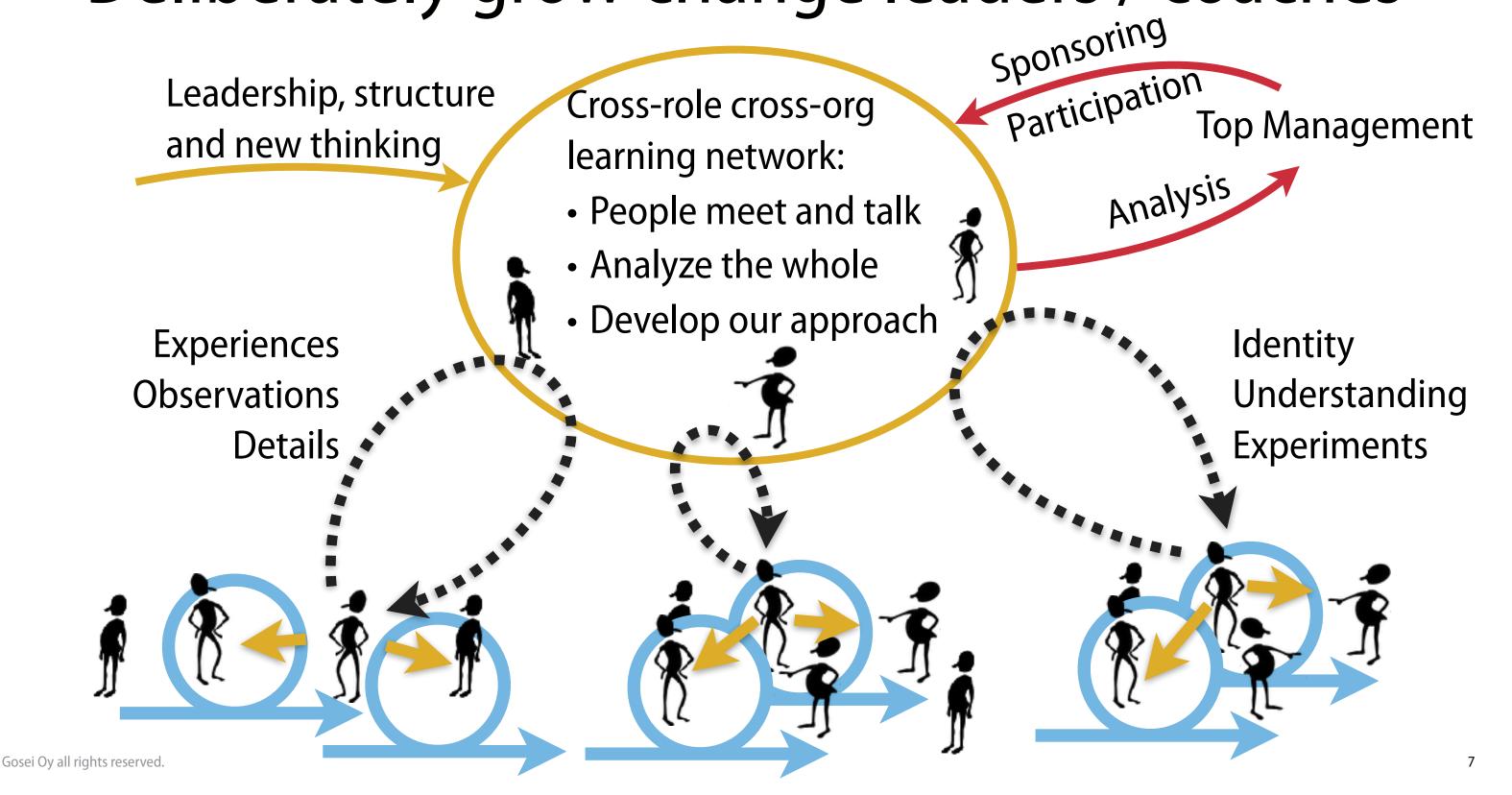
"Ba" - place where knowledge is created



Effective organizational improvement



Deliberately grow change leaders / coaches



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



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

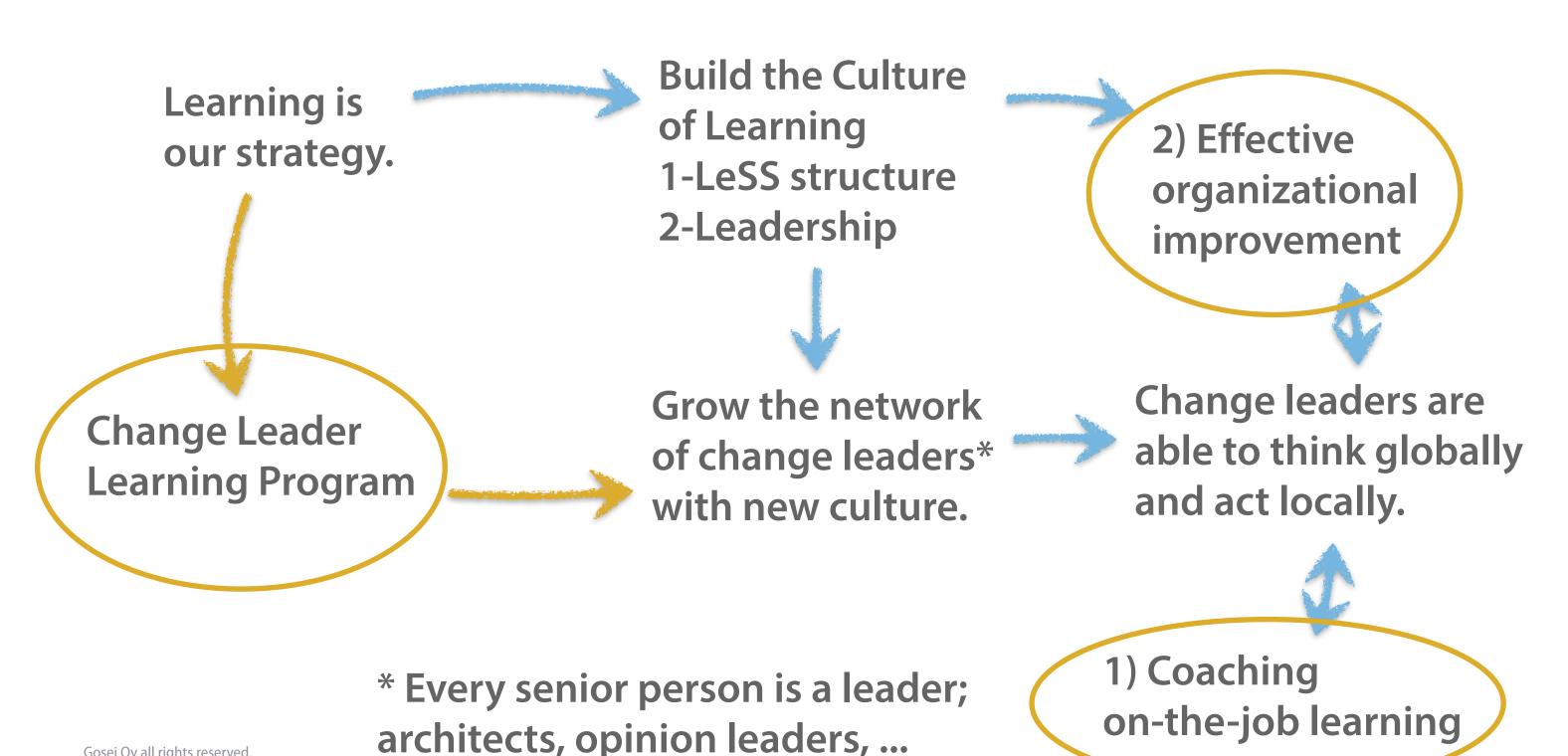
Change leaders are able to think globally and act locally.



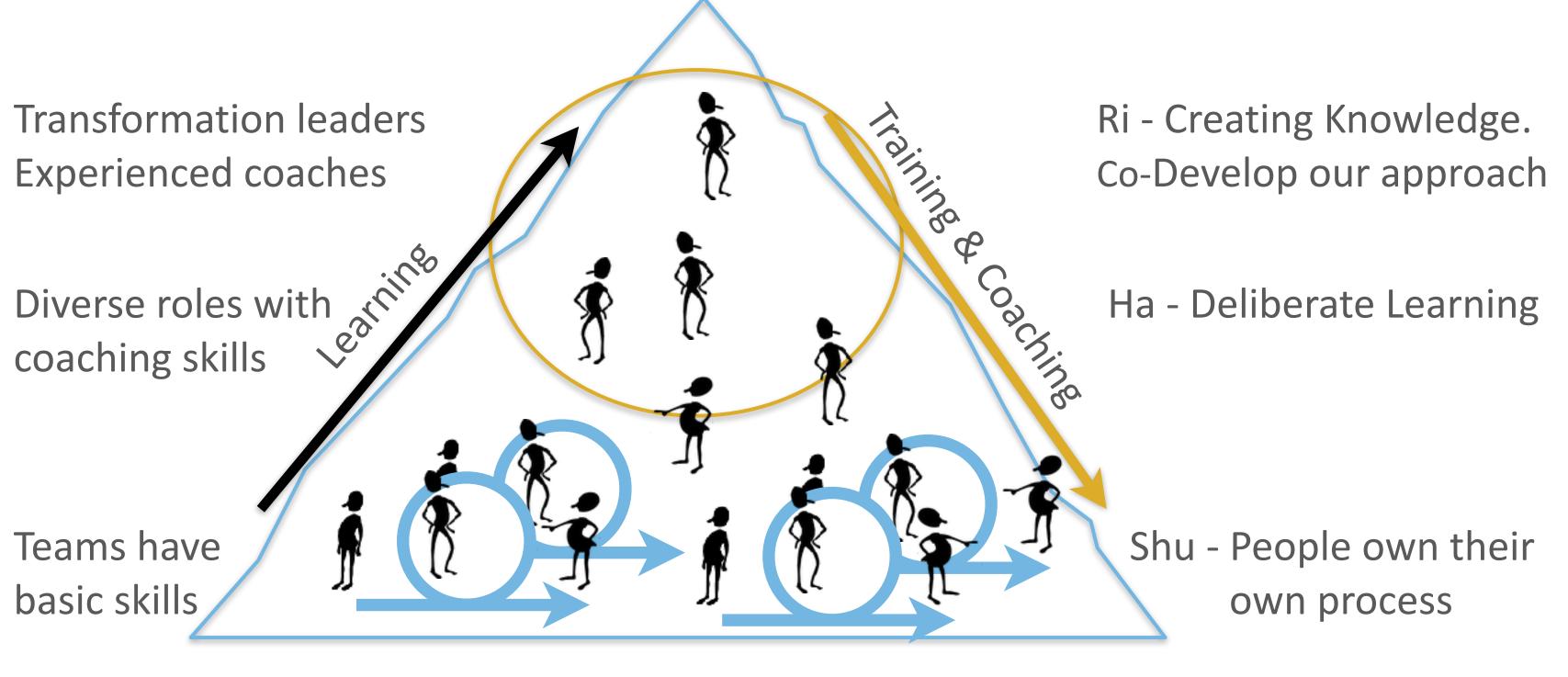
1) Coaching on-the-job learning

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

Build the Culture of Learning



Mountain of change leaders' competence



Antipattern: Space shuttle

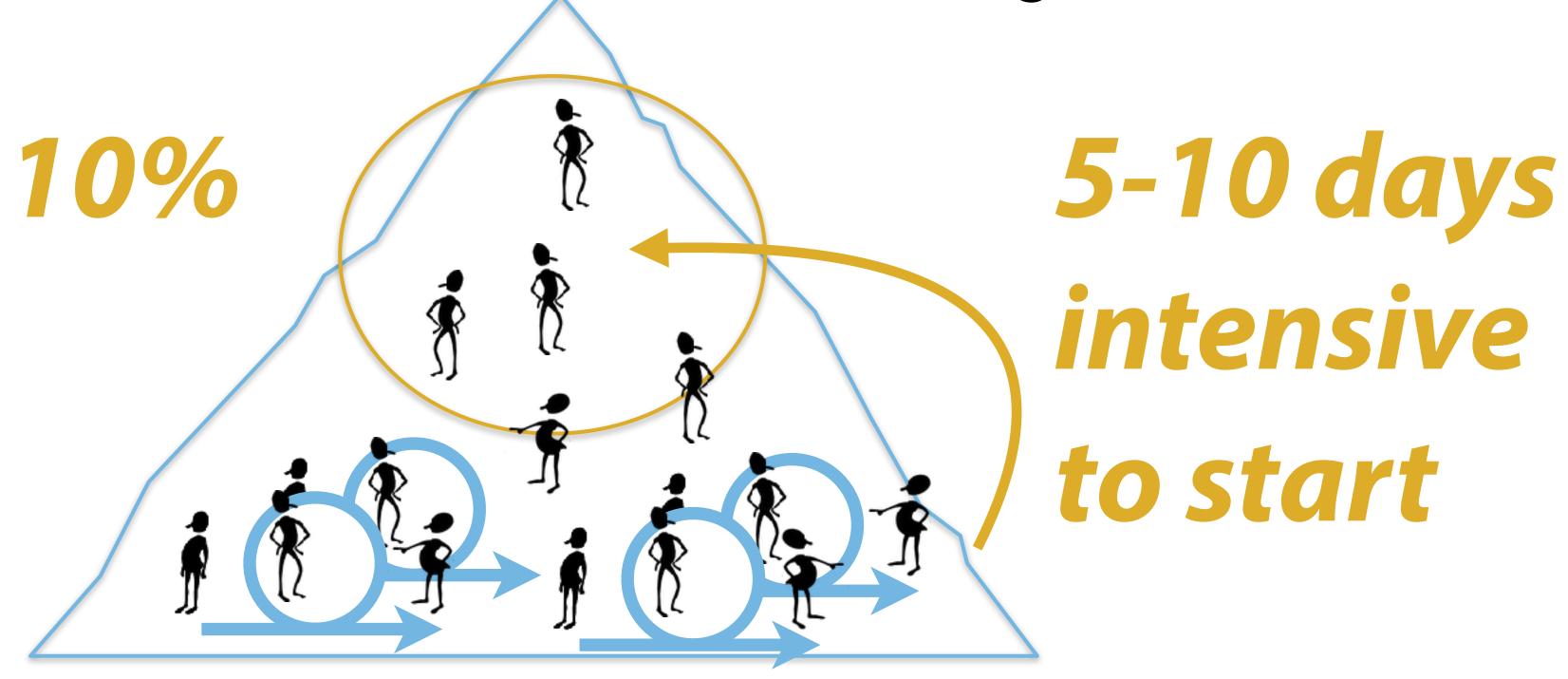
Adoption leaders Experienced coaches To thinks of the second second

Ri- Creating Knowledge

Teams have basic skills.

Shu - People own their own process

Deliberate learning



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

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

All modules

Received

coaching

Received

coaching

- 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

Conflict 1 day

- Practising coaching and nonviolent communication
- Analyze conflict situations
- Country cultures
- Working with Storming teams

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

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Another example