



GOSEI

Building Coaching Community

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LeSS conference 2018

Gosei



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**Wolfgang
Steffens**

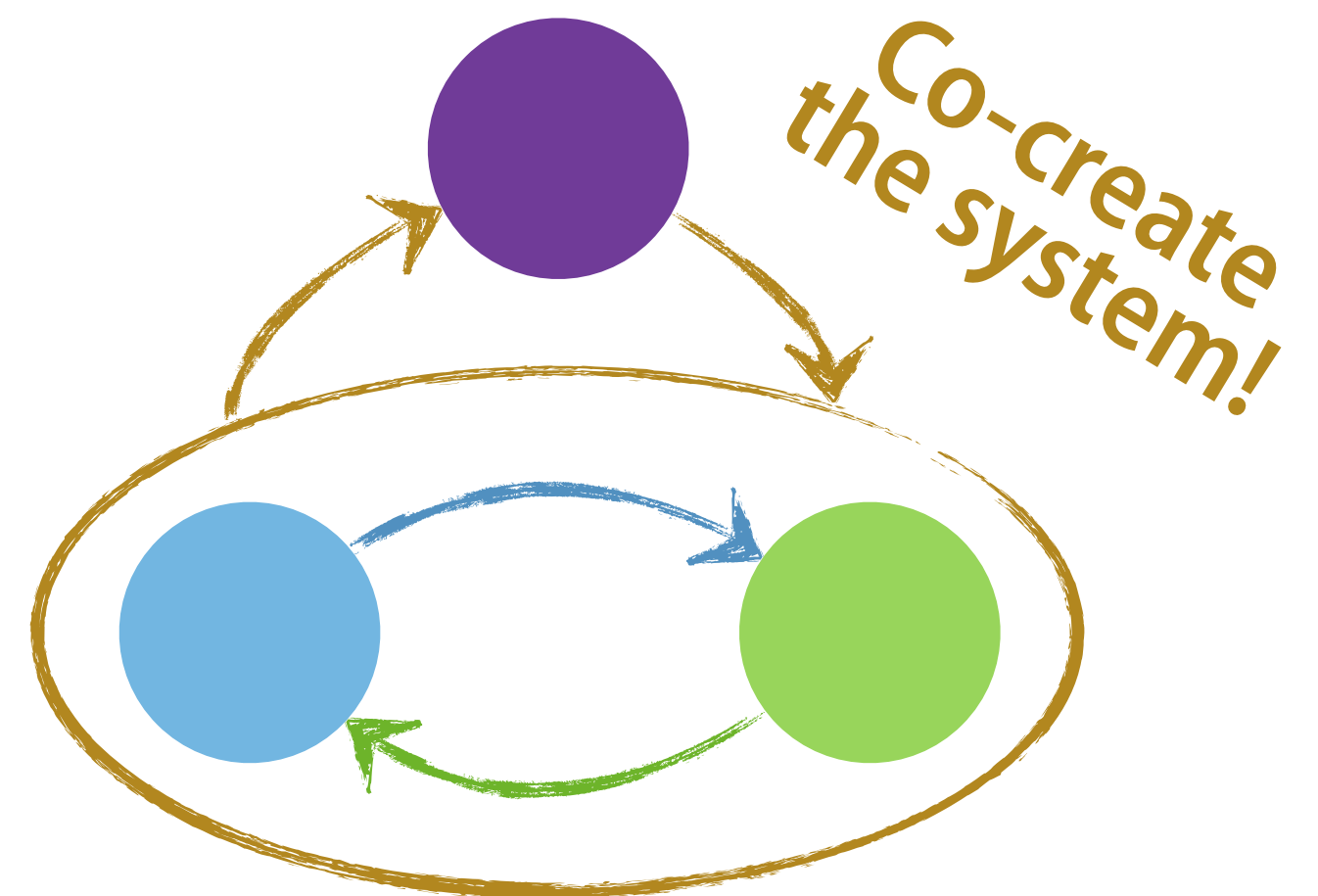
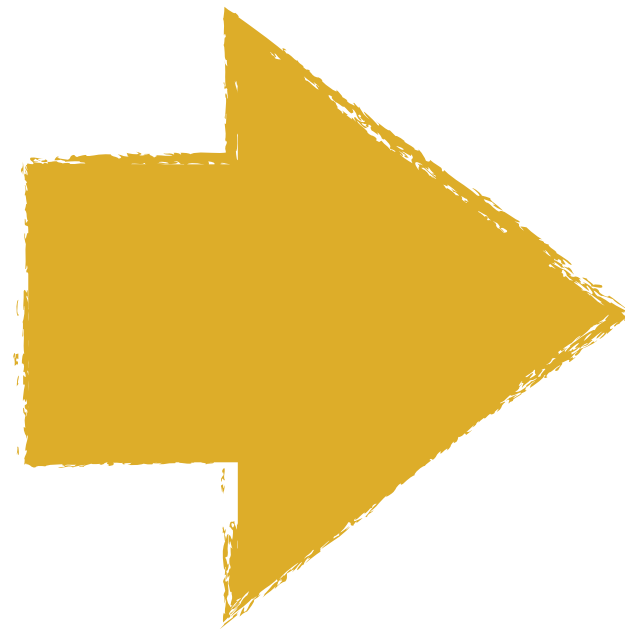
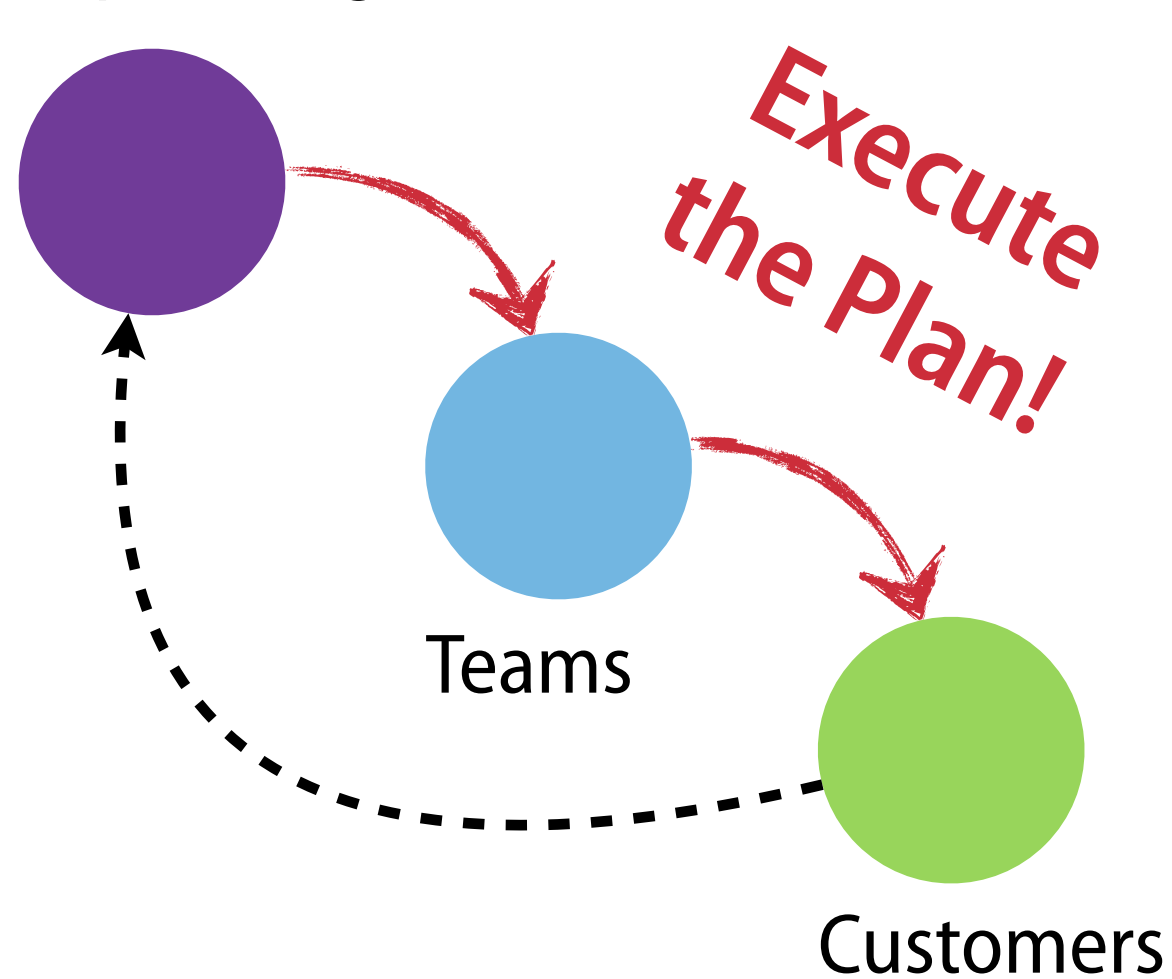
- 20 + years in software business
- Large Agile Transformations
- Organizational learning
- Leadership
- Telecom, Medical, Game, Car, Heavy industry, Financial, Sales&Marketing, Public sector
- LeSS coaching company
- www.gosei.fi



Tayloristic organization

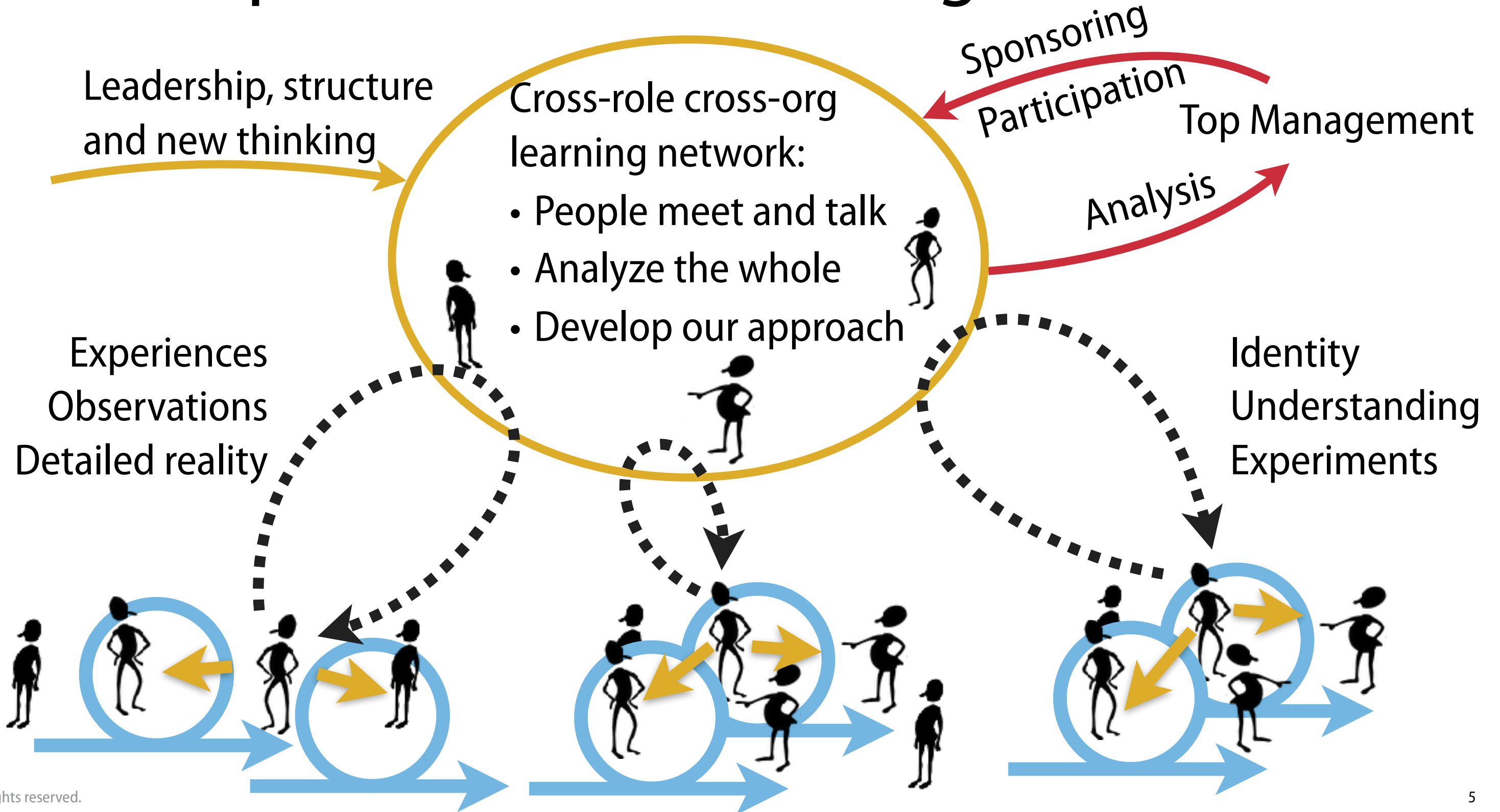
Agile organization

Top management

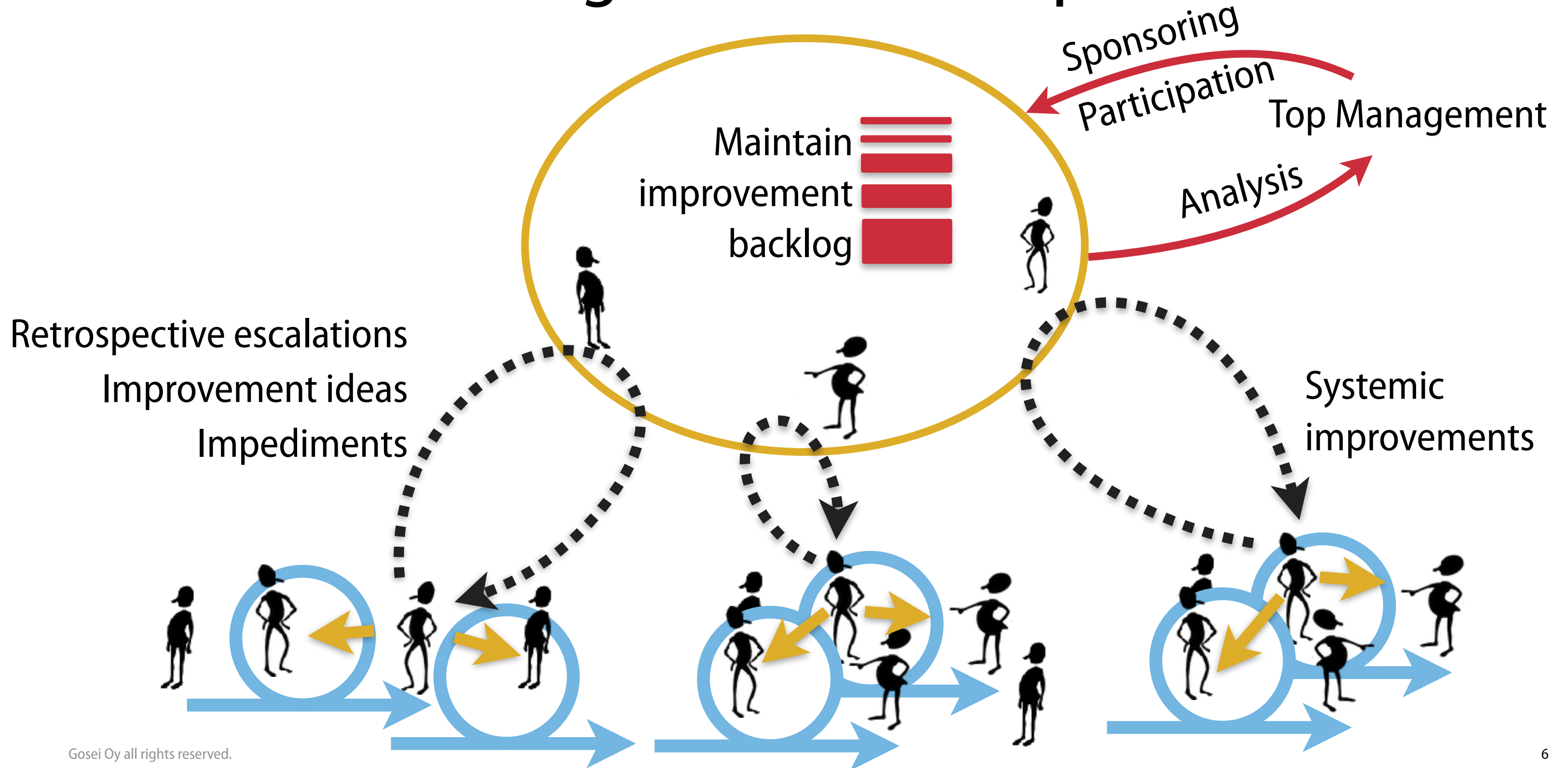


1. Change Thinking
2. Change Structures
3. Work and Learn continuously

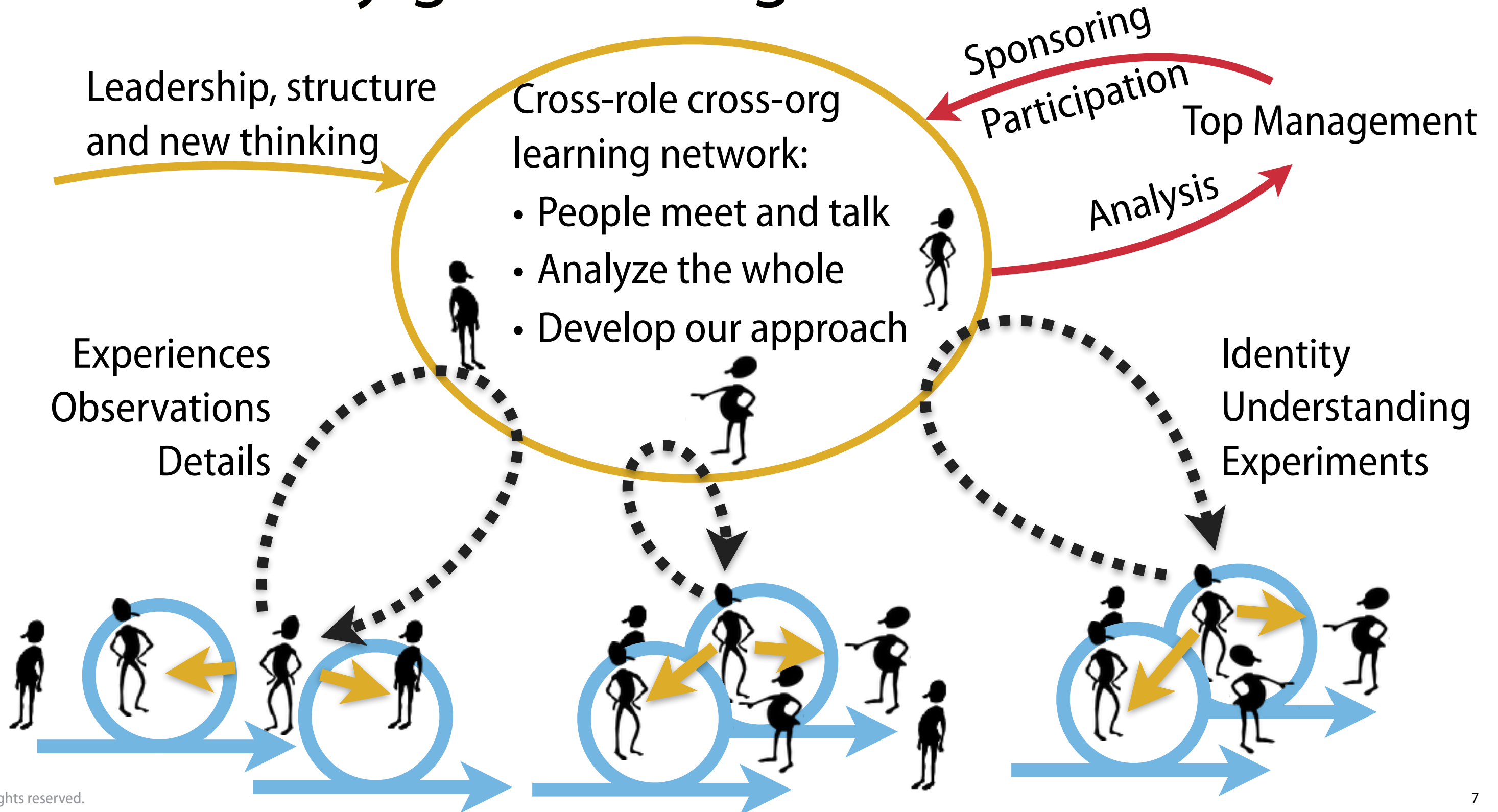
"Ba" - place where knowledge is created



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

win-win

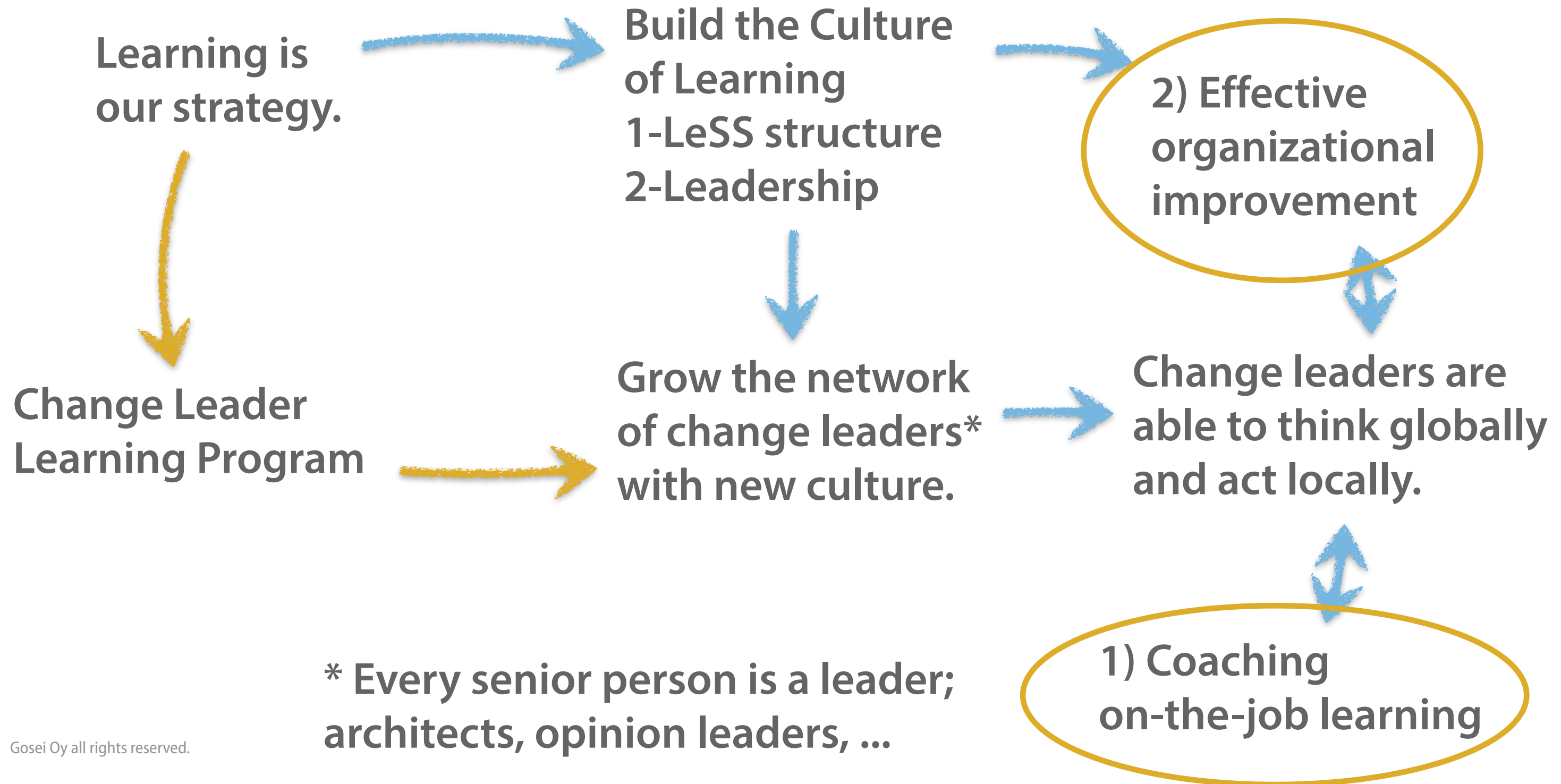
Fastest learner wins

- Technology and business

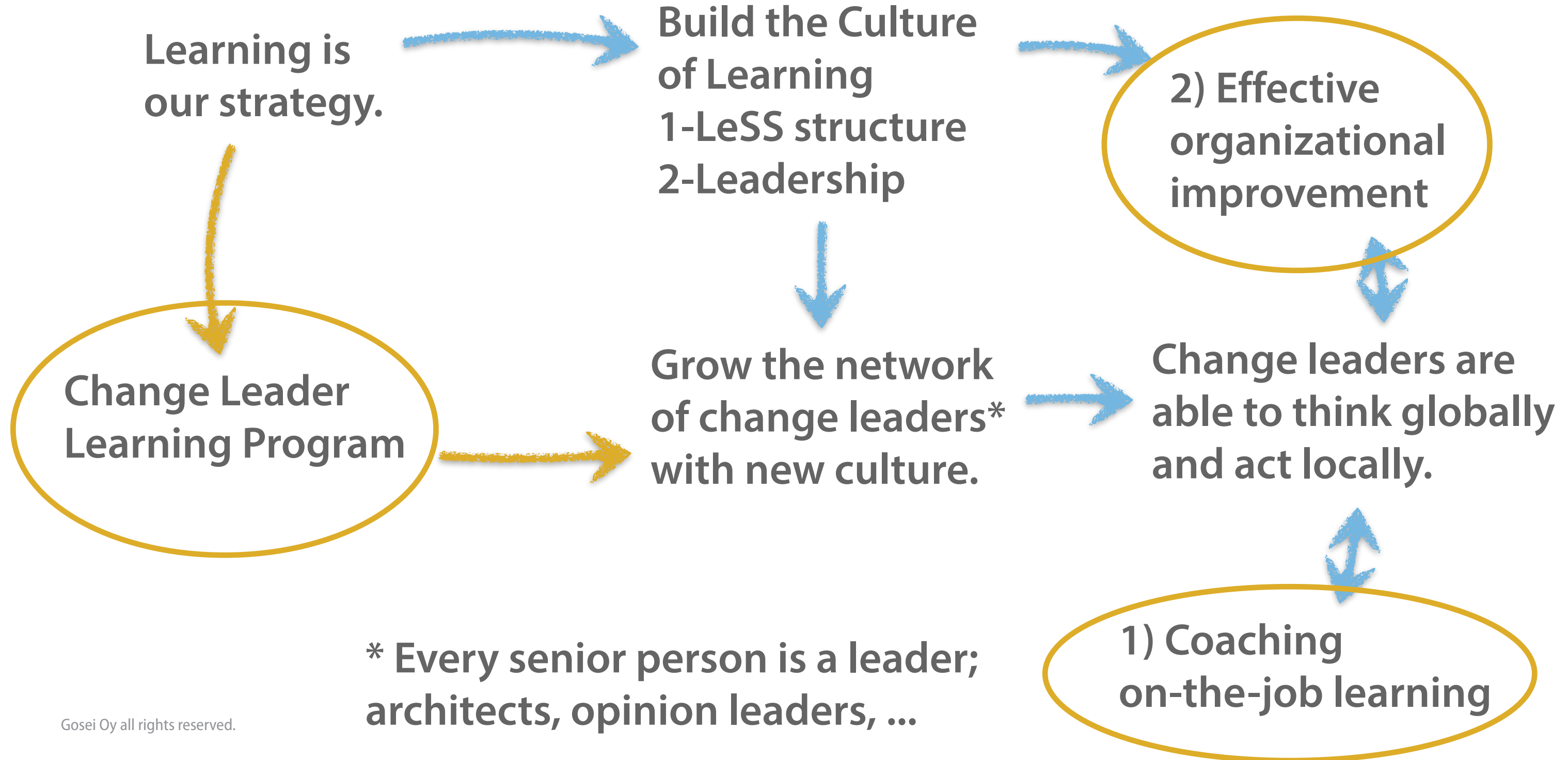
Learning to learn

- Platform for learning

Build the Culture of Learning



Build the Culture of Learning



Mountain of change leaders' competence

Transformation leaders
Experienced coaches

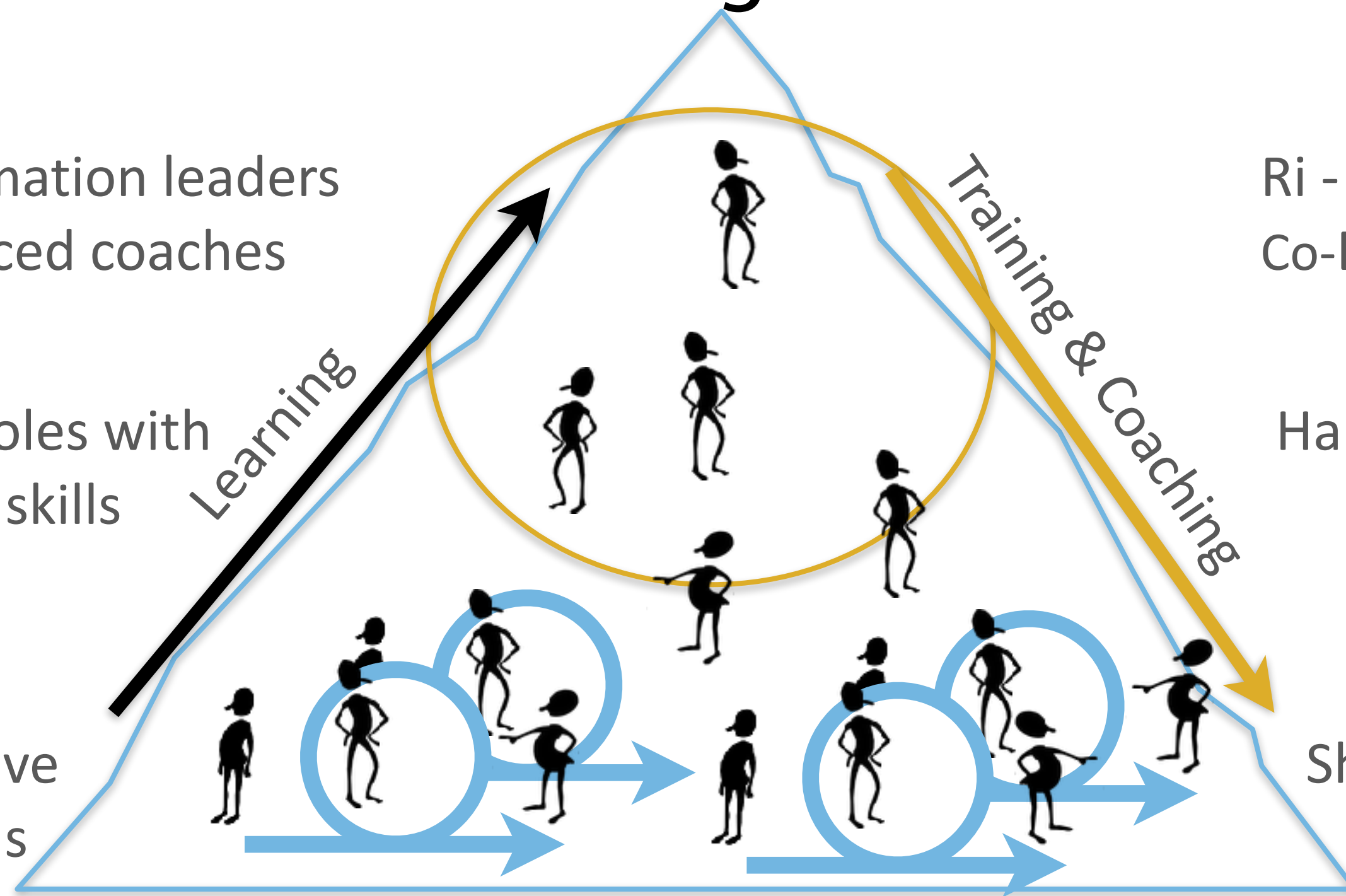
Diverse roles with
coaching skills

Teams have
basic skills

Ri - Creating Knowledge.
Co-Develop our approach

Ha - Deliberate Learning

Shu - People own their
own process



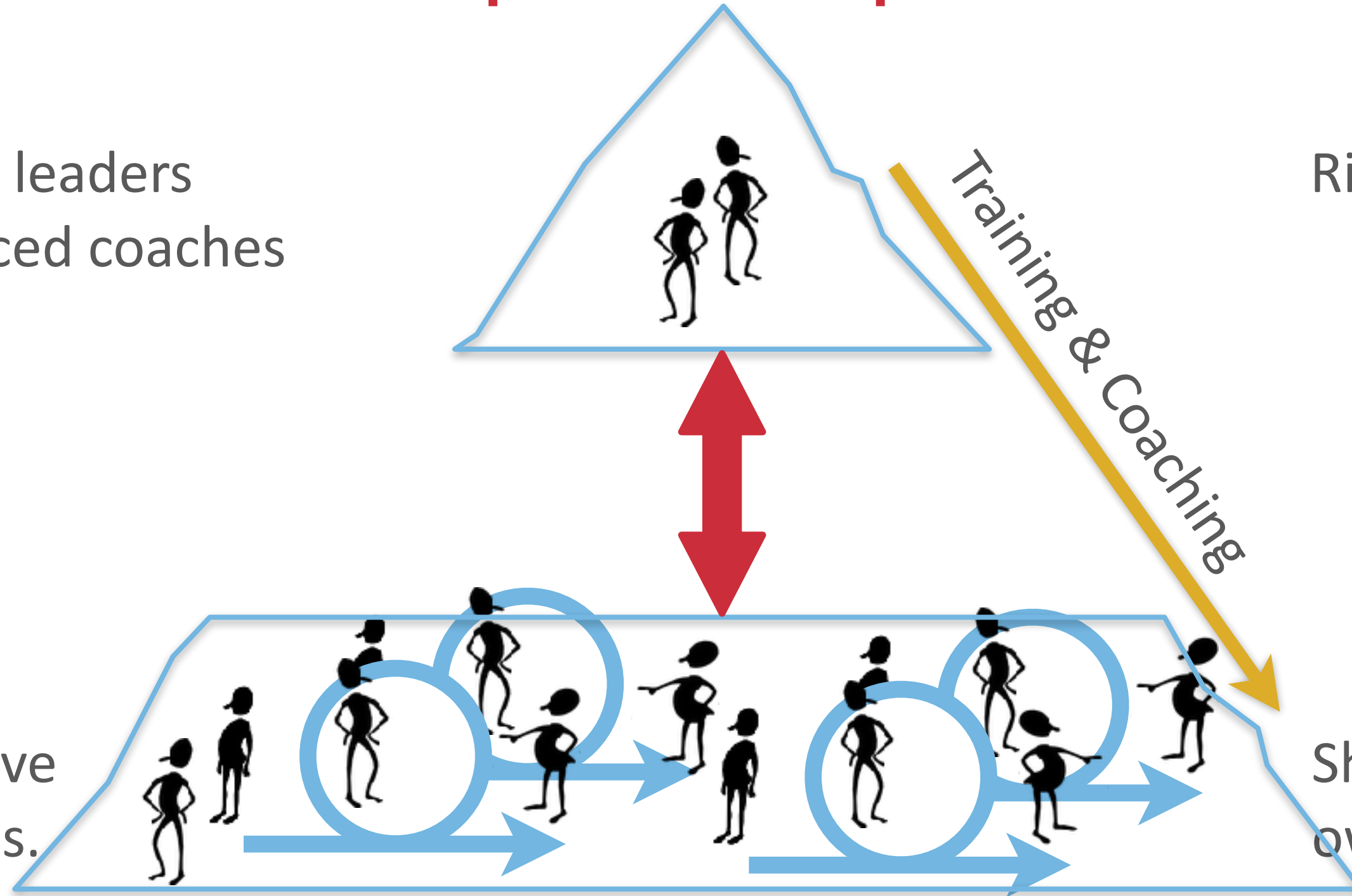
Antipattern: Space shuttle

Adoption leaders
Experienced coaches

Ri- Creating Knowledge

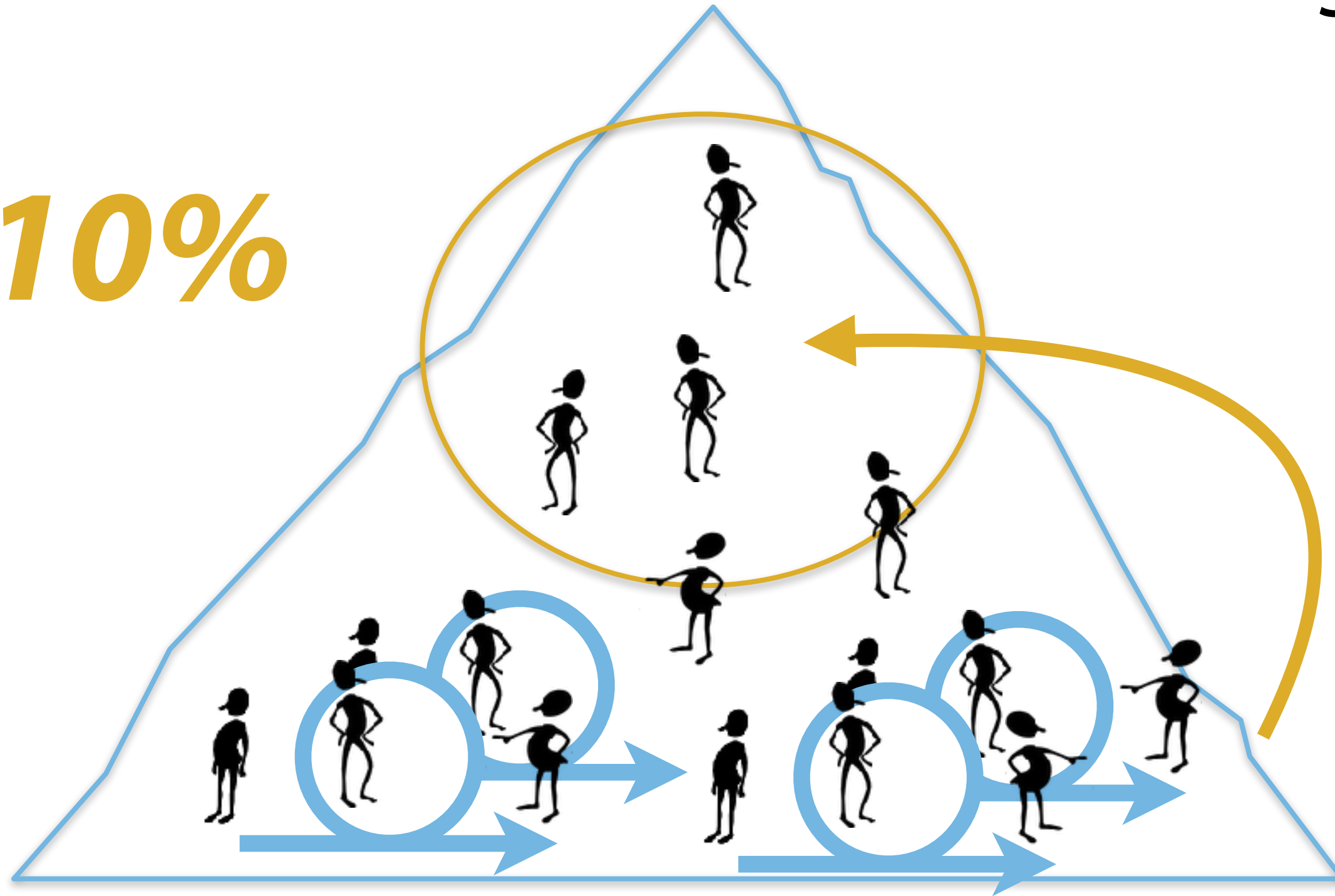
Teams have
basic skills.

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

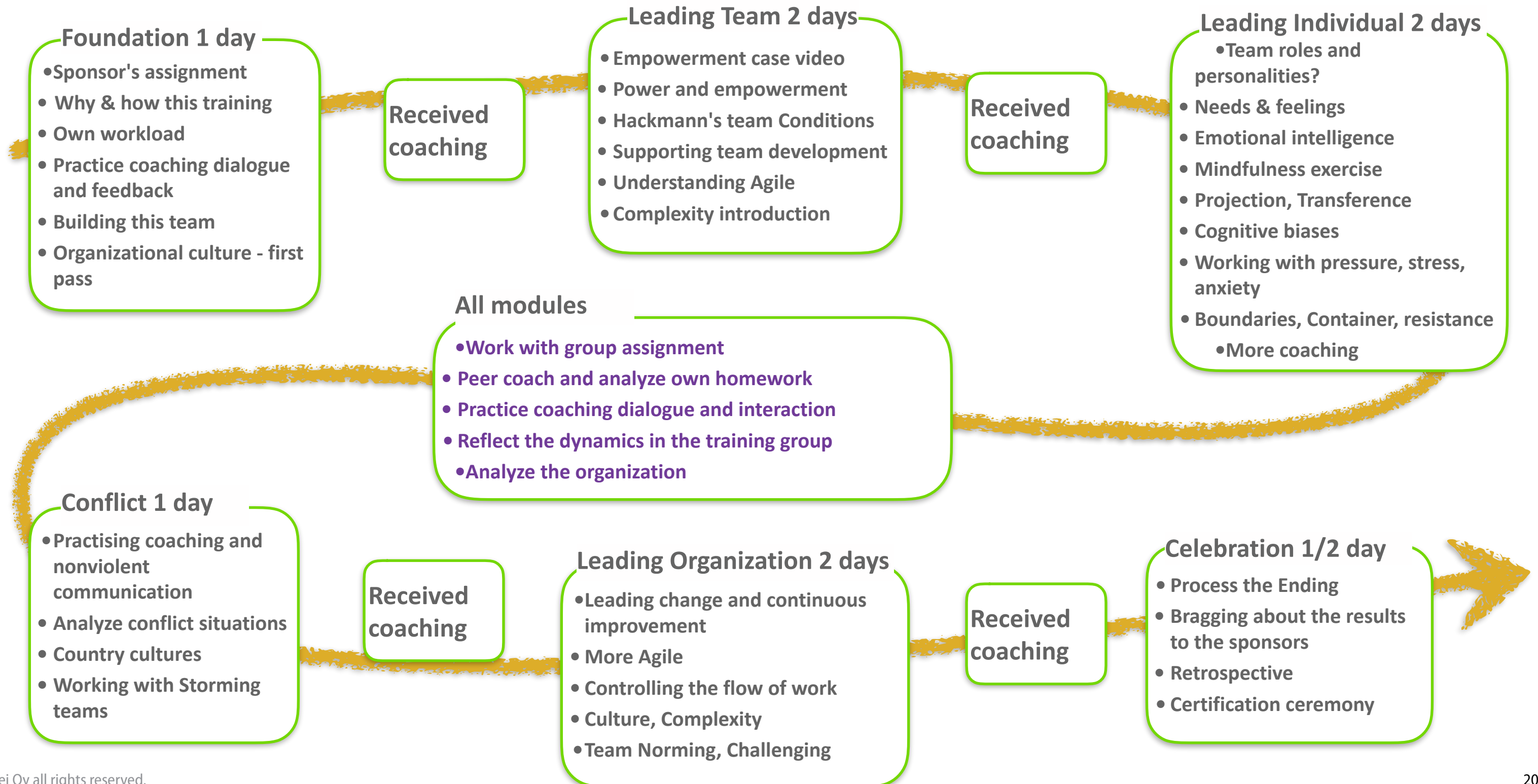
Reflecting oneself, the training group and the organization.

- 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



Another example