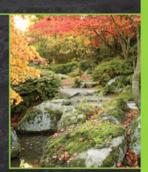
The Addison-Wesley Signature Series

# A WAR SES

## COACHING AGILE TEAMS

A Companion for ScrumMasters, Agile Coaches, and Project Managers in Transition

Lyssa Adkins



Forewords by Jim Highsmith and Mike Cohn

## Praise for *Coaching Agile Teams*

"The subtitle of this book says it is for 'ScrumMasters, Agile Coaches, and Project Managers,' however, its guidance and advice extend to anyone associated with an agile (Scrum) team. It will also certainly help team members better understand their relationship to the work ScrumMasters, agile coaches, and project managers do for the team. And, beyond this, the book can be valuable to anyone working in a coaching capacity with any group of people, expanding the book's application beyond agile-based efforts."

-Scott Duncan, Agile Coach

"Lyssa explains brilliantly how skills from professional coaching can be applied to coaching agile software development teams. What I love about this book is how Lyssa brings practical advice to life by relating it to everyday experiences we all recognize. An essential guide for every agile manager's bookshelf."

—Rachel Davies, author of Agile Coaching

"As I read this book I could actually hear Lyssa's voice, guiding me and sparking precious 'a-ha moments.' This truly is the next best thing to having an experienced and wise coach sitting by your side, helping you be the best coach you can be for your team."

-Kris Blake, agile coach

"Lyssa Adkins presents agile coaching in a gentle style with firm underpinnings. She resolves the paradox of how coaching can help a team to self-organize, and shows how a nurturing environment can push teams to perform better than ever."

—Bill Wake, Industrial Logic, Inc.

"I love Lyssa's three qualities of an agile coach—loving, compassionate, uncompromising—sweet. Every chapter offers a compelling blend of philosophy and action, framework and freedom, approach and avoidance, as any agile book should. *Coaching Agile Teams* is a good candidate to become dog-eared on my desktop rather than looking good on my bookshelf. The depth and quality of expertise that Lyssa sought, sampled, and sounded out along her own coaching journey have been synthesized in her own voice of experience."

—Christopher Avery, Responsibility Process mentor, www.LeadershipGift.com

"In my experience with agile projects, the agile coach is one of the most important roles to get right. *Coaching Agile Teams* by Lyssa Adkins gives the details and practical insights for what it takes to be a great agile coach."

—Dave Hendricksen, software architect, Thomson-Reuters

## Coaching Agile Teams: A Companion for ScrumMasters, Agile Coaches, and Project Managers in Transition

## **Table of Contents**

CONTENTS
FOREWORD
FOREWORD
ACKNOWLEDGMENTS
INTRODUCTION
ABOUT THE AUTHOR

Part I: It Starts with You

1 Will I Be a Good Coach?

Why Agile Coaching Matters

The Agile Coaching Context

Lets Get Our Language Straight

Move Toward Agile Coaching

An Agile Coach Emerges

Native Wiring

Make Agile Coaching Your Personal Expression

A Refresher

Additional Resources

### 2 Expect High Performance

Set the Expectation

Introduce a Metaphor for High Performance

The Destination Never Comes



A Refresher

Additional Resources

References

#### 3 Master Yourself

Start with Self-Awareness

Recover from Command-and-Control-ism

Prepare for the Day Ahead

Practice in the Moment

Be a Model for Them

Support Yourself

Always Work on Yourself

A Refresher

Additional Resources

References

## 4 Let Your Style Change

Agile Team Stages

Agile Coach Styles

Feel Free to Let Your Style Change

A Refresher

Additional Resources

References

## Part II: Helping the Team Get More for Themselves

#### 5 Coach as Coach-Mentor

What Is Agile Coaching?

What Are We Coaching For?

Coaching at Two Levels

Coaching People One-on-One

Coaching Product Owners

Coaching Agile Coaches



Coaching Agile Managers

A Refresher

Additional Resources

References

#### 6 Coach as Facilitator

Wield a Light Touch

Facilitate the Stand-Up

Facilitate Sprint Planning

Facilitate the Sprint Review

Facilitate the Retrospective

Facilitate During Team Conversations

Professional Facilitator and Agile Coach

A Refresher

Additional Resources

References

#### 7 Coach as Teacher

Teach During the Team Start-Up

Teach New Team Members

Use Teachable Moments

Teach Agile Roles All the Time

A Refresher

Additional Resources

References

#### 8 Coach as Problem Solver

An Agile Problem Solving Rubric

Problems Arise and Are Sought

See Problems Clearly

Resolve Problems

A Refresher

Additional Resources



#### References

#### 9 Coach as Conflict Navigator

The Agile Coachs Role in Conflict

Five Levels of Conflict

What Level of Conflict Is Present?

What Should You Do About It?

**Carrying Complaints** 

Unsolvable Conflict

A Last Word on Conflict

A Refresher

Additional Resources

References

#### 10 Coach as Collaboration Conductor

Collaboration or Cooperation?

From Cooperation to Collaboration

**Build Individual Collaborators** 

Surplus Ideas Required

Build the Teams Collaboration Muscle

Reveal the Heart of Collaboration

A Refresher

Additional Resources

References

## Part III: Getting More for Yourself

### 11 Agile Coach Failure, Recovery, and Success Modes

Agile Coach Failure Modes

Where Do Failure Modes Come From?

Recover from Failure Modes

Agile Coach Success Modes

Practice, Practice



A Refresher

Additional Resources

References

#### 12 When Will I Get There?

Agile Coach Skills

Beyond a List of Skills

A Refresher

Additional Resources

References

## 13 Its Your Journey

Agile Coach Journeys

A Refresher

Additional Resources

References

## **INDEX**

