

ROAD 2 MASTERY

WELCOME TO AGILE BACKPACKING



2.1

PRESTUDY

ROAD 2 MASTERY

Explore Better Ways

Agile is about finding better ways.

It is the *empirical* way,
which is more like backpacking than roadmapping.

Agile is understood in many different ways.
So, how do you get on the same page?

The learning objectives for Agile Backpacking are:

- Sharing an understanding of Agile;
- Choosing which strategic directions enhance Agility;
- Familiarizing with the 4 values and 12 principles of the Agile Manifesto through creative plays;
-
- Sharing promising approaches towards Customer Success;
- Traveling the Coaching Arc.



02 AGILE BACKPACKING



Concepts

- ✓ Agile Manifesto
- ✓ Empiricism
- ✓ Coaching Arc
- ✓ Cynefin
- ✓ Simplicity
- ✓ Sustainability
- ✓ Fertile Soil
- ✓ Empathy
- ✓ Rapport
- ✓ Active Listening
- ✓ Powerful Questions
- ✓ Meta Language Detection
- ✓ Archetypes
- ✓ Effective Communication
- ✓ Commitment
- ✓ Future Pace
- ✓ Motivation
- ✓ Customer Success

Plays

- ✓ In a Nutshell
- ✓ Muddied Sign
- ✓ Oh Google
- ✓ Which Way
- ✓ Volcanic Activity
- ✓ Postcards
- ✓ Remove the bricks
- ✓ Mix & Match
- ✓ Closed Doors
- ✓ Share a Tent
- ✓ Parables
- ✓ Human Chart
- ✓ Go Grab Share
- ✓ Compass
- ✓ Back to the Future
- ✓ Cocktails

WILL I BE A GOOD COACH?

Take a moment to consider your understanding of agile coaching and the role of an agile coach.

What qualities, skills, or attributes you believe are essential for being an effective agile coach?

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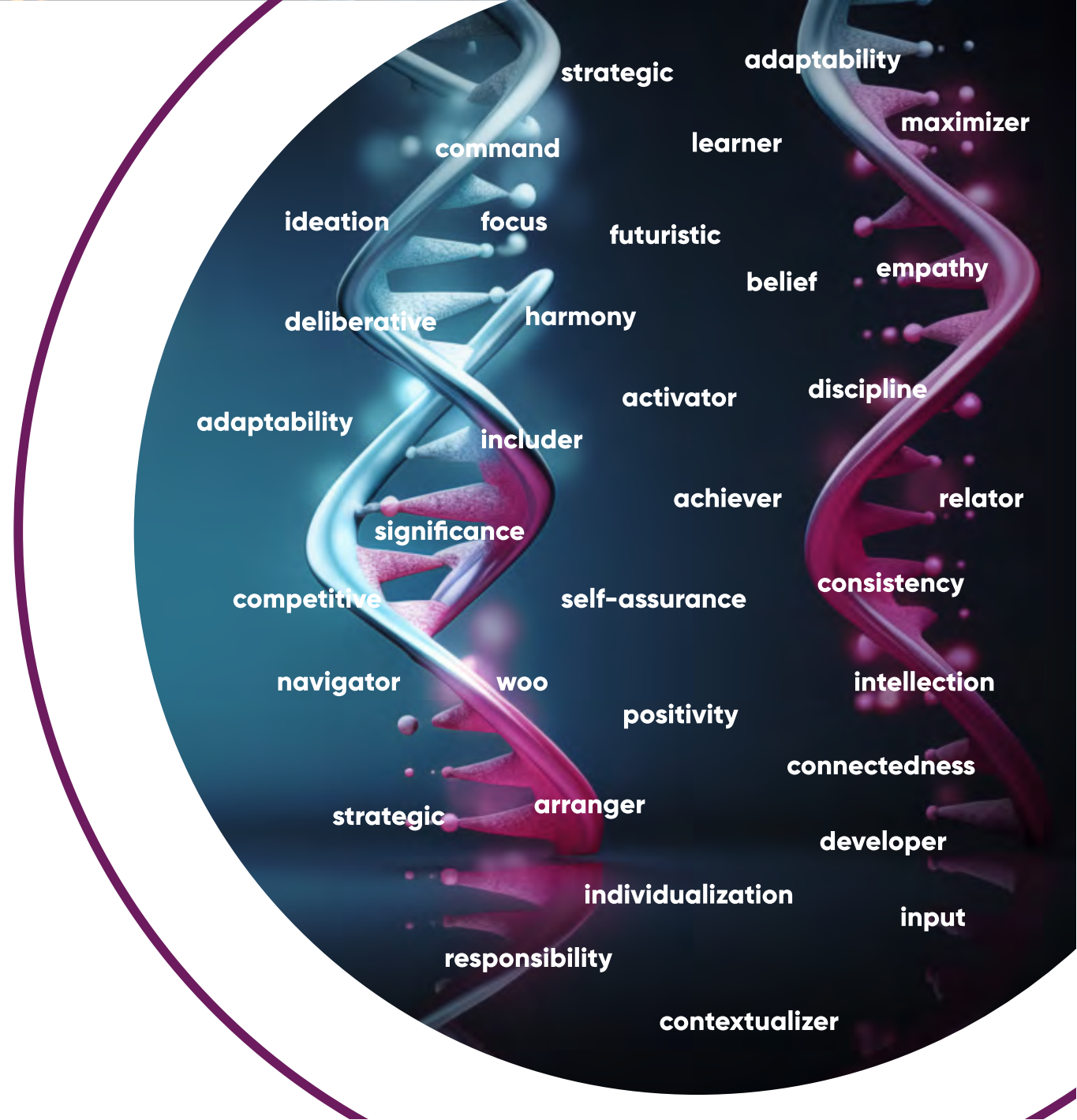
CLIFTON STRENGTHS

Which top 3 of you Clifton Strength will be useful in becoming a more proficient coach?

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WHICH WAY

It depends...

defined

- It may take a while before I get going. But we may benefit from all the preparations.
- We'll buy as many guarantees up front.
- A comprehensive list of all requirements with specifications and designs must be clear before we depart.
- We determined our itinerary and milestones up front.
- Secured all required capacity up front.



empirical

- Prepare only what most benefits a smooth departure. Set-off when the moment feels right and take it from there.
- Spend budget efficiently along the way.
- Travel light. Carry only that which you really need. Get rid of what you no longer need.
- Update the map as you chart the terrain.
- Respond to opportunities and impediments along the way.

CHECKPOINT

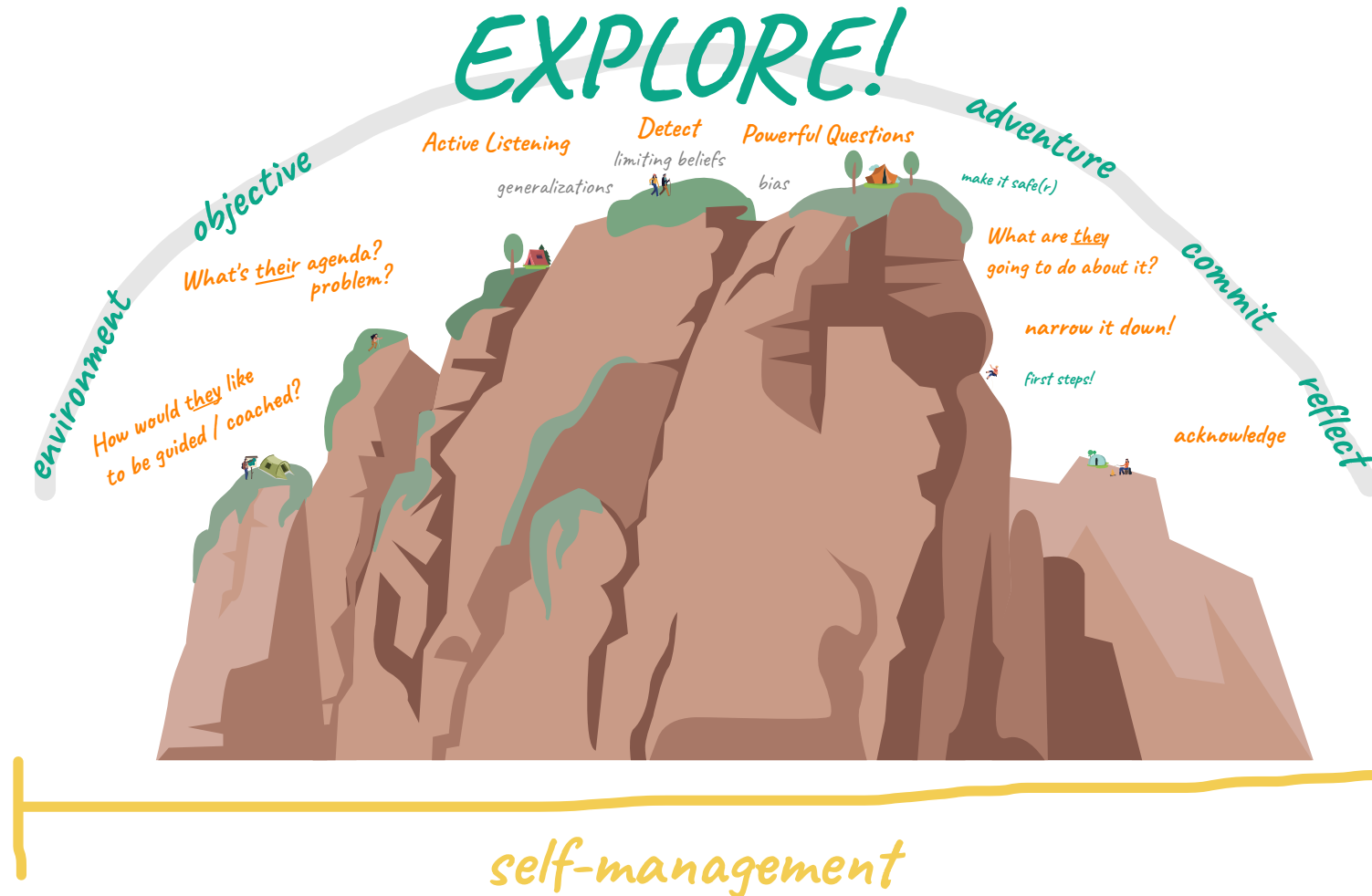
Here is the million-dollar agile coaching question.

If you had to distill the essence of agile coaching into one key focus area, what would it be?

- A** Mastering Agile Frameworks: Knowing every detail of Scrum, Kanban, and SAFe.
- B** Team Dynamics: Building trust, fostering collaboration, and navigating conflicts.
- C** Continuous Improvement: Encouraging experimentation, learning from failures.
- D** Implementing cutting-edge tools for project management and tracking progress for maximizing productivity.

COACHING ARC

A helpful visual aid to Agile Coaching.



CLIMBING THE **COACHING ARC**



ENVIRONMENT

The coach familiarizes with the environment and asks questions to paint a picture of the context. There must be transparency for there to be trust. That means open communication, no hidden agendas and psychological safety. How would the coachee like to be coached? *Basecamp* is an example on how we established the learning and coaching environment for you.



OBJECTIVE

What's the ambition? Does the coachee already have an agenda? Where do they want you to guide them? What do they hope to get out of the coaching journey? What do they expect will happen along the way? What does the destination look like? How will the coach know when the coachee reached it?



EXPLORE

To guide individuals (and support each other), we need to learn about the individual mindset, strategies and the challenges. Why hasn't the coachee achieved its ambition yet? Does this ambition come from themselves or others? We can explore by asking Powerful Questions and listening actively. While listening, the coach can detect limiting beliefs and closed (mental) doors. The coach guides the coachee in exploring possibilities.

DESCENDING THE **COACHING ARC**



ADVENTURE

Now you know what's driving the coachee, what is holding them back and what possibilities are worth pursuing. An adventure is all about doing something new. It involves the coachee stepping outside their comfort zone. How can they cross the chasm and go down that scary cliff? It's time for decisions and action. It's essential that the coachee is the one deciding and taking action, not the coach! What will be the next checkpoint? How far down do you agree to guide them?



COMMIT

Leaping is scary. Safety is paramount, especially when venturing outside a comfort zone. It's time for the coach to pay attention to what is happening. You will commit to supporting the coachee, but please don't get in their way. Trust them to work through problems. Don't do anything they can do themselves. You are there to coach them, not to (s)mother them. Hold them to their commitment. You're doing your part; and they must do theirs.

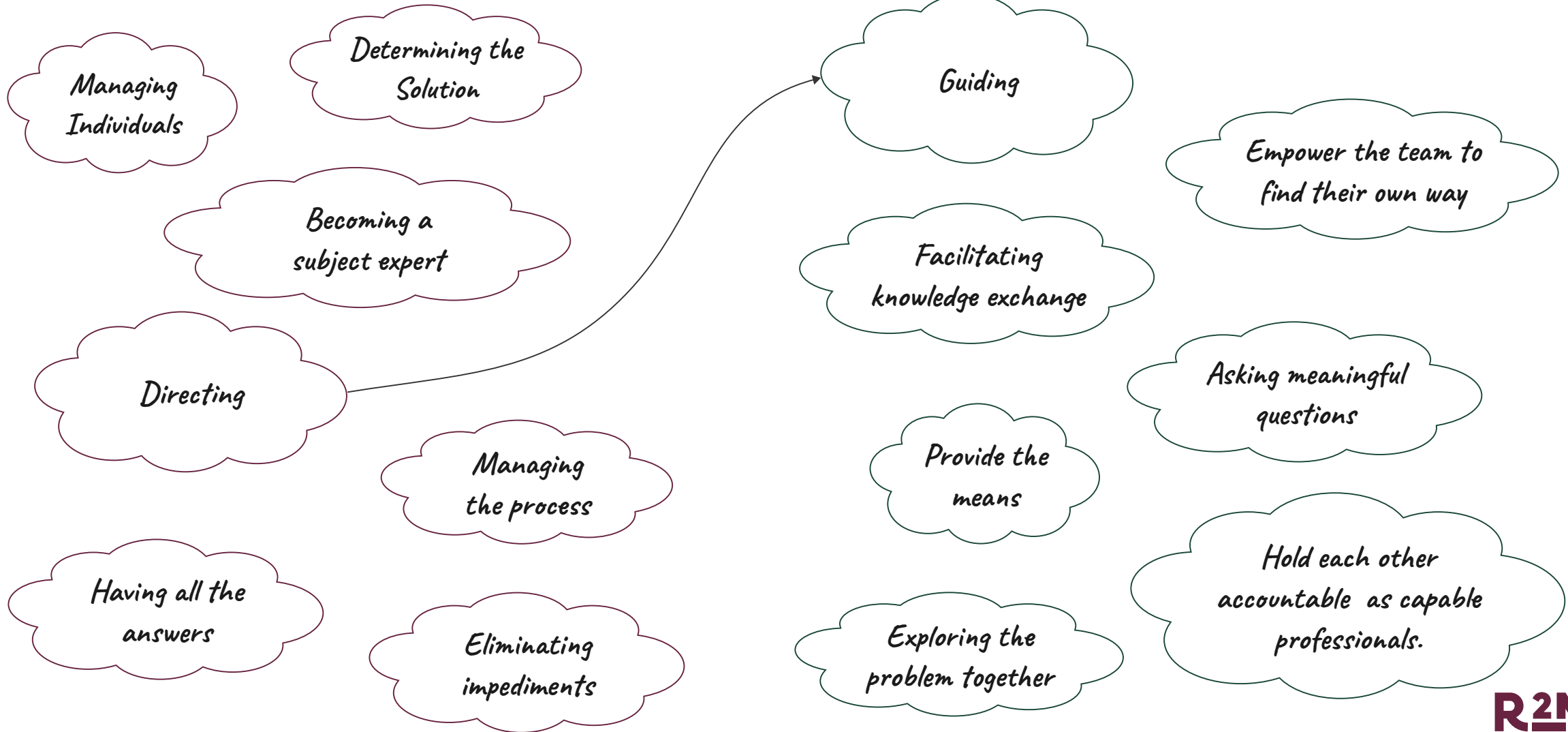


REFLECT

So, now that they crossed their chasm, it's time to reflect on this little expedition. What did it feel like? What surprised the coach and coachee? How will this experience be useful for them? What confused them? What doubts and questions do they still have? It's time to either head for the next checkpoint or adjourn and thank each other for the experience.

FROM...

TO...



EMPATHY

Highlight 1 meaningful sentence:

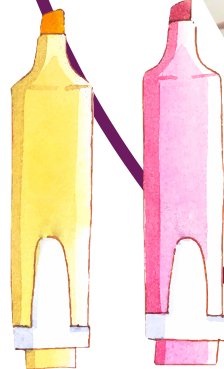
Empathy is the ability to understand and attune to the feelings of others. It is a fundamental human trait that allows individuals to connect with one another on an emotional level, to recognize and respond to emotional needs and to feel compassion and kindness towards them.

Empathy helps people communicate more effectively, build relationships, and provide support. Empathy promotes positive outcomes and improves the quality of interpersonal interactions.

In coaching, this means that you are able to understand the viewpoint and feelings of your stakeholders and team members. With that you are able to better understand their good intentions, ideas, and motivations.

You understand that change invokes stress and anxiety. You can relate to the conflicting emotions that result from working under complex changing conditions.

You are also able to share in the enjoyment and excitement in finding solutions to complex problems that bring happiness to both stakeholders and team members.



MOTIVATION

Is your/their motivation intrinsic or extrinsic?

Intrinsic commitment is a sense of ownership and personal investment in the work being done, driven by internal factors such as passion, fascination, purpose, and enjoyment.

Extrinsic commitment, on the other hand, is driven by external factors such as rewards, recognition, validation and pressure from others.

Intrinsic commitment leads to a greater sense of accountability and responsibility, which can empower individuals to make decisions and take ownership of their work.

What motivates you most about coaching agility?



INFLUENCE

Frequent interaction and collaboration is inherent to Agile Coaching. Sometimes it is challenging, sometimes it's a lot of fun. Imagine though, how easy would life be if others would always agree with you and see it your way...

In reality though, people have different personalities, motivations, values, and principles that drive their behavior. They often have specific needs, wants, and problems to be solved.

But sometimes they are stuck. And it's up to you to show them that **there is always another way.**

Exerting your influence as a coach is not about having someone change their personality. It is also not about you inflicting your principles and expectations on them. That will surely result in resistance.

It is about peaking their curiosity and empowering them to explore alternative perspectives and solutions. As an agile coach, your role is to facilitate a journey of self-discovery and growth for individuals and teams.



LIKE YOU

The first step to influencing is about establishing **rapport**. This may begin by exploring what you have in common. You may remember the play 'Kindred Spirits' back at Basecamp.

Consider this quote from Tony Robbins:
"People like people who are like themselves, or how they would like to be".

Consider that creating rapport is akin to dancing with a partner. Two individuals fluently respond to each other, completely being in sync. This can be done in both verbal and non-verbal communication. Consider your stance, facial expressions, tone of voice.



HOW TO ESTABLISH RAPPORT

Imagine you need to establish rapport with someone whom you have trouble communicating with.

What ways and techniques will help you establish rapport?

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HOW TO SENSE RAPPORT

Imagine you are observing two individuals communicating in total rapport.

What are verbal and non-verbal signs of individuals sharing rapport?

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HOW TO SENSE RAPPORT

What do you notice in the photos of Angela Merkel with other world leaders?
Are these coincidental shots or is she demonstrating proficiency in establishing Rapport?



CHECKPOINT



When it comes to guiding others, what's your go-to starting strategy?

- A** Shu-Ha-Ri. Strict adherence to agile methods and practices.
 - B** Using subtle psychological tactics to sway opinions and behaviors.
 - C** Being curious about others' perspectives and needs and underlying concerns.
 - D** Establish a competence maturity model as a benchmark for personal growth.
 - ?**
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AGILE BACKPACKING AGENDA

2.1

Prestudy

2.6

Adventure

2.2

Agile Beginnings

2.7

Commitment

2.3

Environment

2.8

Reflections

2.4

Objective

2.9

Intervision

2.5

Explore

2.10

Assessment



R2M