AGILE

COACHING NIGHTMARES

LESSONS WE CAN LEARN FROM GORDON RAMSAY

CRAIG SMITH
@SMITHCDAU

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Unbound DNA
Deliver. Now. with Agility.
WELCOME...
LOVE OR HATE?
SHOW FORMULA

- LISTEN & LEARN
- OBSERVE
- HOLD A MIRROR
- ASK TO COMMIT
- ENERGISE / TEACH / MENTOR
- STAND WITH THE TEAM
- REFLECT & NEXT ACTIONS
LISTEN & LEARN

https://www.youtube.com/watch?v=HjW-xKbelUc

Greg Hasn't Had A Day Off In Over A Year - Kitchen Nightmares

Subscribe

442,613 views
KATA: POWERFUL QUESTIONS

- Why
- How
- What
- Who
- When
- Where
- Yes
- No
- Which

Listen & Learn

More

Less
WHAT DID WE OBSERVE?

LISTEN & LEARN

WHAT DID WE OBSERVE?

Goal / Reality

Pre-Responsibility / Denial / Lay Blame

Responsibility

Obligation

Shame

Justify

Lay Blame

Denial

Quit

Agile & Lean Practitioner

Professional Coaching

Mentoring

Facilitating

Technical Mastery

Business Mastery

Transformation Mastery

Coaching
POWERFUL QUESTIONS

WHAT DID YOU OBSERVE?
WHAT ELSE COULD YOU ASK?
ACTIVE LISTENING

LEVEL 1 - INTERNAL LISTENING

“IT’S ALL ABOUT MY THOUGHTS, MY JUDGEMENTS, MY FEELINGS, MY EXPERTISE.”

LEVEL 2 - FOCUSED LISTENING

“HARD-WIRED CONNECTION TO OTHER, LOSE AWARENESS OF OUTSIDE WORLD.”

LEVEL 3 - GLOBAL LISTENING

“SOFT FOCUS ON OTHER, AWARE OF WHOLE ENVIRONMENT, INCLUDING YOUR INTUITION.”
COACHING ALLIANCE

The Coaching Canvas

4. Internal Conversations

2. Behaviours

1. Goal

6. Resources/Relationships

5. Required Changes

3. Emotions

7. Strengths/Improvements

8. Actions

9. Metrics/Dates

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http://coachingcanvas.org

@kleer_ia
http://kleer.la
https://www.youtube.com/watch?v=YJ8dRorGtTw

Mentally Unstable Owner Stands Up To Chef Ramsay - Kitchen Nightmares

380,006 views
KATA: CONFLICT

THOMAS-KILMANN CONFLICT MODES

COMPETING
* Zero-sum orientation
* Win/lose power struggle

COLLABORATING
* Expand range of possible options
* Achieve win/win outcomes

COMPROMISING
* Minimally acceptable to all
* Relationships undamaged

AVOIDING
* Withdraw from the situation
* Maintain neutrality

ACCOMODATING
* Accede to the other party
* Maintain harmony

ASSERTIVENESS
(Focus on my needs, desired outcomes & agenda)

COOPERATIVENESS
(Focus on other’s needs and mutual relationships)
WHAT DID WE OBSERVE?

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

REALITY / Options

Denial

Mentoring / Mastery

WAY FORWARD

GOAL

REALITY

OPTIONS

QUIT
CONFLICT

THOMAS-KILMANN CONFLICT MODES

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COOPERATIVENESS
(Focus on other’s needs and mutual relationships)

ASSERTIVENESS
(Focus on my needs, desired outcomes & agenda)

WHAT CONFLICT DID YOU OBSERVE?
WAS CONFLICT USEFUL AS A COACH?
ROOT CAUSE ANALYSIS

CAUSE

COST EFFECTIVENESS
(Feasibility & Viability)

QUALITY OF OUTCOME
(Customer Desirability)

PROBLEM OR OUTCOME

QUALITY IN FLOW

SERVICE

OPERATIONAL EFFICIENCY
HOLD A MIRROR

https://www.youtube.com/watch?v=1Dhkjmup7PQ

Rotten Lobster Almost Kills A Customer - Kitchen Nightmares

Kitchen Nightmares

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HOLD A MIRROR

KATA: USE THE MODELS

RESPONSIBILITY

OBLIGATION

QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL

WAYS FORWARD

OPTIONS

REALITY

AGILE & LEAN PRACTITIONER

TEACHING

PROFESSIONAL COACHING

MENTORING

FACILITATING

TECHNICAL MASTERY

BUSINESS MASTERY

TRANSFORMATION MASTERY
HOLD A MIRROR

WHAT DID WE OBSERVE?

Responsibility

Obligation

Shame

Justify

Lay Blame

Denial

Reality

Lay Blame / Justify / Shame

Coaching / Mastery
THE TRUTH CAN HURT
LOOK FOR METRICS
POKE THE BEAR

COURAGE

Do one brave thing today... then run like hell.
NON-VIOLENT COMMUNICATION

NVC CHEAT SHEET

“WHEN ...... (DESCRIBE ACTION), I FEEL ...... (SHARE FEELING) BECAUSE I HAVE A NEED FOR ...... (STATE NEED). WOULD YOU CONSIDER ......? (MAKE REQUEST).”
ASK TO COMMIT

KATA:
BODY LANGUAGE
WHAT DID WE OBSERVE?

REALITY / OPTIONS

QUIT / SHAME / OBLIGATION / RESPONSIBILITY

REALITY / OPTIONS

WAY FORWARD

GOAL

REality

Coaching / Mentoring

TEACHING

MENTORING

TECHNICAL MASTERY

BUSINESS MASTERY

TRANSFORMATION MASTERY

FACILITATING

PROFESSIONAL COACHING

AGILE & LEAN PRACTITIONER

ASK TO COMMIT
BODY LANGUAGE

WHAT BODY LANGUAGE DID YOU SEE?
https://www.youtube.com/watch?v=MSkmLoF6d0Q
KATA: AGILE PRINCIPLES
ENERGISE / TEACH / MENTOR

WHAT DID WE OBSERVE?

Options / Way Forward

Responsibility

Responsibility

Responsibility

Responsibility

Options / Way Forward

Mentoring / Facilitating / Mastery

Realism

Goal

Way Forward

Options / Way Forward

Responsibility

Responsibility

Responsibility

Responsibility

Responsibility
AGILE PRINCIPLES

- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Continuous attention to technical excellence and good design enhances agility.
- The best architectures, requirements, and designs emerge from self-organizing teams.

WHAT PRINCIPLES WERE PRESENT HERE?
KEEP IT SIMPLE
ENVIRONMENT & TOOLS
PROBLEM IS THE SYSTEM, NOT PEOPLE

A BAD SYSTEM WILL BEAT A GOOD PERSON EVERY TIME.

W. EDWARDS DEMING
STAND WITH THE TEAM

KATA: USE THE MODELS

- RESPONSIBILITY
- OBLIGATION
- QUIT
- SHAME
- JUSTIFY
- LAY BLAME
- DENIAL

WAY FORWARD

OPTIONS

REALITY

AGILE & LEAN PRACTITIONER

TEACHING

MENTORING

TECHNICAL MASTERY

BUSINESS MASTERY

TRANSFORMATION MASTERY

PROFESSIONAL COACHING

FACILITATING
WHAT DID WE OBSERVE?

STAND WITH THE TEAM

RESPONSIBILITY
- Obligation
- Shame
- Justify
- Lay blame
- Denial

Way Forward
- Options
- Reality
- Goal
- Quit

Coaching / Mastery
- Agile & Lean Practitioner
- Professional Coaching
- Teaching
- Mentoring
- Facilitating
- Technical Mastery
- Business Mastery
- Transformation Mastery
STAND “WITH” THE TEAM
BUILD QUALITY IN

THIS LAMB IS SO UNDERCOOKED

IT'S FOLLOWING MARY TO SCHOOL
Ramsay reflects on Caesar salad with carrots and success at Fleming

https://www.youtube.com/watch?v=mHxT4CLtHn0
KATA: COACHING ALLIANCE

The Coaching Canvas

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3. Emotions

2. Behaviours

1. Goal

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5. Required Changes

7. Strengths/Improvements

8. Actions

9. Metrics / Dates

Reflect & Next Actions

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Inspired on the Business Model Canvas by Business Model Factory LLC.
WHAT DID WE OBSERVE?

REFLECT & NEXT ACTIONS

WAY FORWARD

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT

Way Forward

Responsibility

Coaching

AGILE & LEAN PRACTITIONER

TEACHING

MENTORING

PROFESSIONAL COACHING

FACILITATING

TECHNICAL MASTERY

BUSINESS MASTERY

TRANSFORMATION MASTERY
SEAGULL COACHING
RETROSPECT & NEXT ACTIONS

How would you improve our Sprint Reviews?
MAKE YOUR COACHING STICK
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LISTEN & LEARN
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OBSERVE
OBSERVE
HOLD A MIRROR
ASK TO COMMIT
ENERGISE / TEACH / MENTOR
STAND WITH THE TEAM
REFLECT & NEXT ACTIONS
KNOW YOUR PROCESS

- LISTEN & LEARN
- OBSERVE
- HOLD A MIRROR
- ASK TO COMMIT
- ENERGISE / TEACH / MENTOR
- STAND WITH THE TEAM
- REFLECT & NEXT ACTIONS

- KNOW YOUR PROCESS
USE YOUR TOOLS

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

WAY FORWARD

OPTIONS

REALITY

GOAL

QUIT

TEACHING

MENTORING

TECHNICAL MASTERY

BUSINESS MASTERY

TRANSFORMATION MASTERY

AGILE & LEAN PRACTITIONER

PROFESSIONAL COACHING

FACILITATING
REMEMBER THE GOAL
BE YOURSELF AND PRACTICE
AGILE COACHING NIGHTMARES

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