Pair-Coaching Domino Game

presented by Victor Bonacci & Brett Palmer
at Agile2016 – Atlanta

@AgileCoffee (Vic)
@Brett_Palmer

agilecoffee.com/paircoaching (downloads & more)
Say Hi to Someone
Ask them:
Who is your favorite duo?
Are they adventuresome?
Are they a Space Oddity?
Ask somebody:
What is Pair-Coaching?
What are some roles?
Shlemiel? Schlemazel?
Is it elementary?
Have you tried pair-coaching?
...or can you not go for that?

...no can do?
How was it?
Pair-Coaching Domino Game

presented by Victor Bonacci & Brett Palmer
at Agile2016® Atlanta
What do you do?

Who Responded

- Project/Program Manager: 24%
- Development Staff: 18%
- Development Leadership: 14%
- Other (ScrumMaster or Internal Coach): 16%
- Consultant/Trainer: 10%
- Product Owner: 7%
- Business Analyst: 5%
- IT Staff: 3%
- C-Level: 3%

Source: The 10th Annual State of Agile™ Report (VersionOne)
Are you new here?

Personal Experience with Agile Development Practices

Respondents who said they are ‘very’ to ‘extremely’ knowledgeable about agile continued to increase from 58% in 2014 to 63% in 2015.

<table>
<thead>
<tr>
<th>Experience Level</th>
<th>2015 Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very little/no knowledge</td>
<td>16%</td>
</tr>
<tr>
<td>Moderately knowledgeable</td>
<td>21%</td>
</tr>
<tr>
<td>Very knowledgeable</td>
<td>30%</td>
</tr>
<tr>
<td>Extremely knowledgeable</td>
<td>33%</td>
</tr>
</tbody>
</table>

< 1 year                  21-4 years
1-2 years                 3-4 years
3-4 years                 5+ years

source: The 10th Annual State of Agile™ Report (VersionOne)
Zootopia image from https://kaist455.wordpress.com/2016/02/21/zootopia-2016/
How do we Learn?

What sources of information have you found most valuable in learning about Agile development?

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>20%</td>
</tr>
<tr>
<td>Websites</td>
<td>18%</td>
</tr>
<tr>
<td>On-the-job training</td>
<td>14%</td>
</tr>
<tr>
<td>Conferences</td>
<td>10%</td>
</tr>
<tr>
<td>Internet searches</td>
<td>9%</td>
</tr>
<tr>
<td>Blogs</td>
<td>8%</td>
</tr>
<tr>
<td>Formal / Classroom training</td>
<td>7%</td>
</tr>
<tr>
<td>Newsgroups</td>
<td>7%</td>
</tr>
</tbody>
</table>

We came to Agile2016 to learn, to better ourselves personally and to help improve our workplace.
What is a “Coach”?

Image: https://usatthebiglead.files.wordpress.com/2012/10/uspw_5964964-1.jpg
“partnering with clients in a thought-provoking creative process that inspires them to maximize their personal and professional potential.”
Models

Coaches Training Institute (CTI)

http://www.thecoaches.com/why-cti
Arc of a Coaching Conversation

EXPLORATION

- Identify issues
  - Be present
  - Build trust
  - Listen

- Clarify + Explore
  - Question
  - Listen
  - Clarify
  - Express
  - Determine importance

ACTION

- Approach Action
  - Question
  - Listen
  - Help set intentions

- Design Action
  - Help design supportive systems + structures
  - Define success criteria

- Support Action
  - Accountability
  - Celebration

THE ARC OF A COACHING CONVERSATION

START

WHAT?

WHAT?

WHAT ELSE?

WHO?

HOW?

WHAT?

WHEN?

WHAT ELSE?

WHO?

WHO?

http://www.slideshare.net/CommunicationCoach/coaching-101-the-basics
Agile Coaching Track

Source: https://icagile.com
### 9 Complementary Roles

<table>
<thead>
<tr>
<th>Counsellor</th>
<th>Coach</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;You do it. I will be your sounding board.&quot;</td>
<td>&quot;You did well, you can add this next time.&quot;</td>
<td>&quot;We will do it together and learn from each other.&quot;</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Teacher</td>
<td>Modeller</td>
</tr>
<tr>
<td>&quot;You do it, I will attend to the process.&quot;</td>
<td>&quot;Here are some principles you can use to solve problems of this type.&quot;</td>
<td>&quot;I will do it; you watch so you can learn from me.&quot;</td>
</tr>
<tr>
<td>Reflective Observer</td>
<td>Technical Advisor</td>
<td>Hands-on Expert</td>
</tr>
<tr>
<td>&quot;You do it; I will watch and tell you what I see and hear.&quot;</td>
<td>&quot;I will answer your questions as you go along.&quot;</td>
<td>&quot;I will do it for you. I will tell you what to do.&quot;</td>
</tr>
</tbody>
</table>

Originally from “Choosing a Consulting Role” by Douglas Champion, Davie Kiel, and Jean McLendon.
# Models

## Exploration
- **Identify Issues**
  - Clarify + Explore
- **Approach Action**
  - Design Action
- **Design Action**
  - Support Action

## Action
- **DO NOT ARRIVE HERE TOO EARLY**
- **WHAT?**
  - What is the issue?
- **WHAT ELSE?**
  - What else do you need to consider?
- **WHO?**
  - Who is involved?
- **HOW?**
  - How will you approach the issue?
- **WHEN?**
  - When is the best time to act?
- **WHAT ELSE?**
  - What else should you consider?

## ICAgile
- **Enterprise Agile Coach**
- **Agile Coach**
- **Agile Team Facilitator**

## Role of Coaches
<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Counsellor</strong></td>
<td>&quot;You do it, I will be your sounding board.&quot;</td>
</tr>
<tr>
<td><strong>Coach</strong></td>
<td>&quot;You did well, you can add this next time.&quot;</td>
</tr>
<tr>
<td><strong>Partner</strong></td>
<td>&quot;We will do it together and learn from each other.&quot;</td>
</tr>
<tr>
<td><strong>Facilitator</strong></td>
<td>&quot;You do it, I will attend to the process.&quot;</td>
</tr>
<tr>
<td><strong>Teacher</strong></td>
<td>&quot;Here are some principles you can use to solve problems of this type.&quot;</td>
</tr>
<tr>
<td><strong>Modeller</strong></td>
<td>&quot;I will do it; you watch so you can learn from me.&quot;</td>
</tr>
<tr>
<td><strong>Reflective Observer</strong></td>
<td>&quot;You do it; I will watch and tell you what I see and hear.&quot;</td>
</tr>
<tr>
<td><strong>Technical Advisor</strong></td>
<td>&quot;I will answer your questions as you go along.&quot;</td>
</tr>
<tr>
<td><strong>Hands-on Expert</strong></td>
<td>&quot;I will do it for you. I will tell you what to do.&quot;</td>
</tr>
</tbody>
</table>
Competency Framework

Agile-Lean Practitioner

- Teaching
  - Instructing others in specific knowledge, skills and perspective
  - Applies Agile practices, lives Agile values
- Mentoring
  - Technical expertise as a software craftsperson
- Technical Mastery

Professional Coaching

- Partnering with clients in a creative process that inspires their personal and professional potential (from ICF)
- A neutral process holder who guides groups through processes that help them come to solutions and make decisions
- Facilitating
  - Expertise as an organizational development and change catalyst
- Transformation Mastery
- Business Mastery

Source: http://www.agilecoachinginstitute.com/agile-coaching-resources/
Photo: https://www.linkedin.com/pulse/coaching-agile-teams-lyssa-adkins-michael-spayd-simon-powers
#paircoaching
Not pairing full time
Time apart is OK
Benefits of Pairing
If you’re on an island, find a little buddy.
What is Self-Efficacy?

A person’s belief in their capacity to successfully perform a task.
Albert Bandura
Self-Efficacy

- Effective Engagement in Behaviors
- Confidence in Abilities
- Achievement of Desired Goals
High vs Low Self-Efficacy

Bandura 1994
1. Enactive Self-Mastery

Failure or success of actual performance

Break into small, achievable steps
2. Role-Modeling

Vicarious Experiences

Observing others or visualizing self-mastery
3. Social Persuasion

Verbal Persuasion
(Pep Talks)
“You got this, Bert!”
4. Physiological Cues

Somatic (body) or Emotional states
Pair-Coaching’s domain:

1. Mastery / Experience
   • actual performance

2. Role-Modeling
   • failure or success of others

3. Verbal/Social persuasion
   • pep talks

4. Physiological cues
   • bodily cues
Patterns of Pair-Coaching

Pure Coaching - not mentoring, training or teaching. Being of service to help the client/coachee. Bound by the ethics of the coaching profession. Only the client's agenda leads the conversation.

Debate starters. One coach can be very prescriptive, while the second coach can provide an opposing viewpoint, some needed empathy, or a voice advocating to try an experiment to find learning.

One coach leads the training while the other observes to offer feedback later, tags-in as a SME, scans the audience for outliers and those needing attention.

Two coaches make light work of otherwise daunting tasks, saving time, catching errors and preventing rework. A PO/SM pair may use this role in many situations.

When one coach is the beneficiary of the coaching relationship, working on personal or professional issues; the other acts as a coach, mentor or accountability buddy.

The Japanese sempai/kohai relationship is similar to a mentor/protégé pairing or a more formalized “buddy system”. Helpful when a new member or external coach joins an organization.

When the subject matter is new or the terrain is dangerous, each coach helps the other understand in very short feedback loops. “Two heads are better than one.”
Prime

Being of service to help the client/coachee

Bound by the ethics of the coaching profession:
• Only the client’s agenda leads the conversation

Pure Coaching
  NOT mentoring, training or facilitating
Trainer / Observer
Trainer / Observer

One coach leads the training while the other:

• observes to offer feedback later
• tags-in and teaches
• scans the audience for outliers / those needing attention
Scenario #1

A team is transitioning from waterfall to agile and you’ve noticed the backlog has problems. The product roadmap is not constructed to provide end-user value, but instead is based on delivery of components.

For this scenario, you and your partner are pair-coaching the team that needs training. Try using the **Prime** pattern or **Trainer/Observer** pattern with your partner.
Trade Dominoes
Sit Down
Debrief
Contrarian

Debate starters (intentional conflict)

second coach can provide much needed empathy, a voice advocating to try the experiment to find learning.

aka:

• Good Cop / Bad Cop
• Devil’s Advocate
• Prescriptive / Progressive
• Yin Yang
• Parents
Driver / Navigator

This pairing resembles the Trainer/Observer, but it can happen outside of the full team environment. Two coaches can make light work of otherwise daunting tasks, saving time, catching errors and preventing rework. A Product Owner / Scrum Master relationship may make use of this dynamic during a story writing exercise or preparing for a complex backlog grooming session.

(see Kent Beck’s definition of pair-programming)

* Helmsman?
Co-Learners

subject matter is new to both participants
or the terrain is dangerous
each coach helps the other understand in very short feedback loops

“two heads are better than one”
Each of us has our own perspective on things, but by listening to and learning from each other, we help increase our own knowledge bit by bit.
Kohai / Sempai

from Japanese culture: *sempai/kohai* relationship
mentor / protégé (or a senior / junior)

“*buddy system*”
when newer members join an organization.

Who helped you onboard into the organization or navigate the social/bureaucratic scene when you were new?
Growth Coach

one coach receives coaching from the other

personal or professional issues

mentor or “accountability buddy”
Patterns of Pair-Coaching

Prime
Pure Coaching - not mentoring, training or teaching. Being of service to help the client/coachee. Bound by the ethics of the coaching profession. Only the client's agenda leads the conversation.

Contrarian
Debate starters. One coach can be very prescriptive, while the second coach can provide an opposing viewpoint, some needed empathy, or a voice advocating to try an experiment to find learning.

Trainer / Observer
One coach leads the training while the other observes to offer feedback later, tags-in as a SME, scans the audience for outliers and those needing attention.

Driver / Navigator
Two coaches make light work of otherwise daunting tasks, saving time, catching errors and preventing rework. A PO / SM pair may use this role in many situations.

Growth Coach
When one coach is the beneficiary of the coaching relationship, working on personal or professional issues; the other acts as a coach, mentor or accountability buddy.

Kohai / Sempai
The Japanese sempai/kohai relationship is similar to a mentor/protégé pairing or a more formalized “buddy system”. Helpful when a new member or external coach joins an organization.

Co-Learners
When the subject matter is new or the terrain is dangerous, each coach helps the other understand in very short feedback loops. “Two heads are better than one.”
Debrief

• What observations did you have?
• How was the experience? ... comfortable?
Other Patterns?
Pair-Coaching

Pairing is an effective method of acquiring new skills, and pair-coaching helps us become more confident in our own coaching stance/style.

I’ve had the privilege of pair-coaching in a number of settings: when both coaches are external, both internal, or a mix. The ability to help each other grow while also navigating the organization’s culture is what I enjoy most with the int/ext combination, and the mix of perspectives lends itself well to reducing risk and “turning up the good”.

When I say “lowering risk”, I refer to the coachee and client when there are two coaches engaged. We all have down days and make mistakes, but with another coach on hand (even one with much less experience) the feedback loops/review process lowers the possibility of errant approaches.

Pair-coaching requires trust, confidence and even some risk taking. I’d guess that a good many coaches might even shy away from pairing due to these hurdles. Still, by pairing on some of the complementary roles (eg. facilitator, trainer, even SM & PO working together as a pair), we can more quickly increase the efficacy and experience levels of both parties, and this should bring about better (localized) awareness of the value of pair-coaching.

ALL the Downloads
PairCoaching.net

https://groups.google.com/forum/#!forum/pairworking

Yves Hanoullé

paircoaching.net redirects to
https://groups.google.com/forum/#!forum/pairworking
#paircoaching
HELP! As a Pair-Coach, your role is not just to practice pair-coaching, but to develop other Pair-Coaches.