Nice to meet you...
What’s on tap?

- What is coaching?
- When to coach?
- Practices and Skills of Coaching Conversation
  - Active Listening
  - Powerful Questions
- Practices and Skills of Facilitation Conversation
What’s not on tap? (parking lot)

- Why should agile coaches learn to coach?
- Isn’t training / mentorship / management a better mechanism for change?
- How to build trust with a coachee / safe space for teams
- How to build a coaching program
- Integral coaching / Integral theory
- Professional coaching - what is it? (ICF)
- Coaching ethics

... but do reach out to me if you want to discuss further!!!
What is coaching?

“Coaching is a partnering with clients (aka - coachee) in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

- International Coaching Federation (ICF)
What is coaching? ... what isn’t?

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<td><strong>Engagement (Manager)</strong> inform, assess, evaluate, direct</td>
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When to coach?
Coach when the other person...

- ...is stuck.
Coach when the other person...

- ...is stuck.
- ...topic matters to them.
Coach when the other person...

- ...is stuck.
- ...topic matters to them.
- ...wants help.
Coach when the other person...

- ...is stuck.
- ...topic matters to them.
- ...wants help.
- ...is willing to look in the mirror.
Coaching Conversation Arc
Coaching Conversation Arc

Articulating Topic

Focus Topic & Impact

Active Listening

Talking, Sharing, Venting

Coachee Path

Coach Path

Generating Insights

Powerful Questions

Focus and Clarify Actions

Commit to Actions

Adapted from Coaching Agile Teams (Lyssa Adkins)
‘Nuf jibber jabber - let’s practice!
Form into groups of 3 - introductions.

[2 minutes]
Coaching Conversation Arc

Adapted from Coaching Agile Teams (Lyssa Adkins)
Active Listening - 3 Levels

- **Level 1 - Advisory**
  - Listens to respond.
  - Mentor / Manager stance.
Active Listening - 3 Levels

- **Level 1 - Advisory**
  - Listens to respond.
  - Mentor / Manager stance.

- **Level 2 - Curious**
  - Listens to understand.
  - Coaching stance.
Active Listening - 3 Levels

- **Level 1 - Advisory**
  - Listens to respond.
  - Mentor / Manager stance.

- **Level 2 - Curious**
  - Listens to understand.
  - Coaching stance.

- **Level 3 - Insightful**
  - Listens to understand and senses “inside and out”.
  - Facilitator stance.
Exercise: Active Listening

1. Settle on three roles within your group:
   a. Coach
   b. Coachee
   c. Facilitator
2. Coachee settles personally on a topic - something she / he has struggled with - seeking to build muscles there.
3. Coachee talks, Coach listens (Level 2), Facilitator listens (Level 3) - they can take notes - BUT DO NOT SPEAK - for the whole two minutes!!!
Exercise: Active Listening - Retro

1. Coachee - How did it feel to be listened to in this way?
2. Coach - How did it feel to listen in this way?
3. Facilitator - What did you observe / sense in the interaction?

Connect with how you thought and felt inside and how these feelings surfaced themselves externally?

[5 minutes]
Active Listening - Debrief
Coaching Conversation Arc

Adapted from Coaching Agile Teams (Lyssa Adkins)
Powerful Questions - 3 Levels

- **Level 1 - Advisory**
  - Coach slipping into mentoring / management stance.
  - “Have you tried <insert advice> to address topic?” (Jeopardy Question)
Powerful Questions - 3 Levels

- **Level 1 - Advisory**
  - Coach slipping into mentoring / management stance.
  - “Have you tried <insert advice> to address the topic?” (Jeopardy Question)

- **Level 2 - Curious**
  - Revealed information but didn’t generate new insight.
  - “What have you tried to address the topic?”
Powerful Questions - 3 Levels

● Level 1 - Advisory
  ○ Coach slipping into mentoring / management stance.
  ○ “Have you tried <insert advice> to address the topic?” (Jeopardy Question)

● Level 2 - Curious
  ○ Revealed information but didn’t generate new insight.
  ○ “What have you tried to address the topic?”

● Level 3 - Insightful
  ○ Generated insight for the coachee.
  ○ “What do you believe would help to address the topic?”
Exercise: Powerful Questions

1. Coachee quickly align on the topic.
2. Facilitator has a set of cards: Level 1 (Advisory), Level 2 (Informative), Level 3 (Insightful).
3. In turn, Coach poses “powerful questions” to coachee with respect to the topic. At each question posed, facilitator reveals their assessment of the level of question posed - either 1, 2, or 3.
4. Team quickly discusses how to “elevate” the question to Level 3 (Insightful).
5. Repeat!

[5 minutes]
Powerful Questions Debrief
Coaching Conversation Arc

- Coachee Path
- Coach Path

**Articulating Topic**
- Talking, Sharing, Venting
- Active Listening

**Focus Topic & Impact**
- Focus Topic & Impact

**Powerful Questions**
- Generating Insights

**Focus and Clarify Actions**

**Commit to Actions**

Adapted from *Coaching Agile Teams* (Lyssa Adkins)
What is facilitation?

Facilitation is a partnering **with a team** in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
Facilitation Discussion Arc

Articulating Topic

Talking, Sharing, Venting

Team Path

Observe, Mirror, Amplify, Focus, Align

Facilitator Path

Active Listening (Level 3)

Focus Topic & Impact

Powerful Questions

Focus and Clarify Actions

Generating Insights

Commit to Actions

Topic Alignment

Greatly Adapted from Coaching Agile Teams (Lyssa Adkins)
Thank you for your time...