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Foundations of Coaching and Facilitation Workshop

AGILE2018
SAN DIEGO
AUGUST 6-10



Nice to meet you...



InsideOutAgile



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?

Coaching

Area of Expertise in partnering via **thought provoking, creative process** to maximize coachee potential as it relates to the topic.

Engagement (Coach)

clarifies, listens, questions, partners

Mentoring

Management

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Management

Area of Expertise in the **management system** as it relates to the topic (e.g. development manager, project manager, etc.).

Engagement (Manager)
inform, assess, evaluate,
direct

When to coach?



Coach when the other person...

- ...is stuck.



Coach when the other person...

- ...is stuck.
- ...topic matters **to them.**



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- ...is stuck.
- ...topic matters **to them**.
- ...wants help.

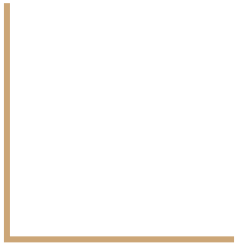


Coach when the other person...

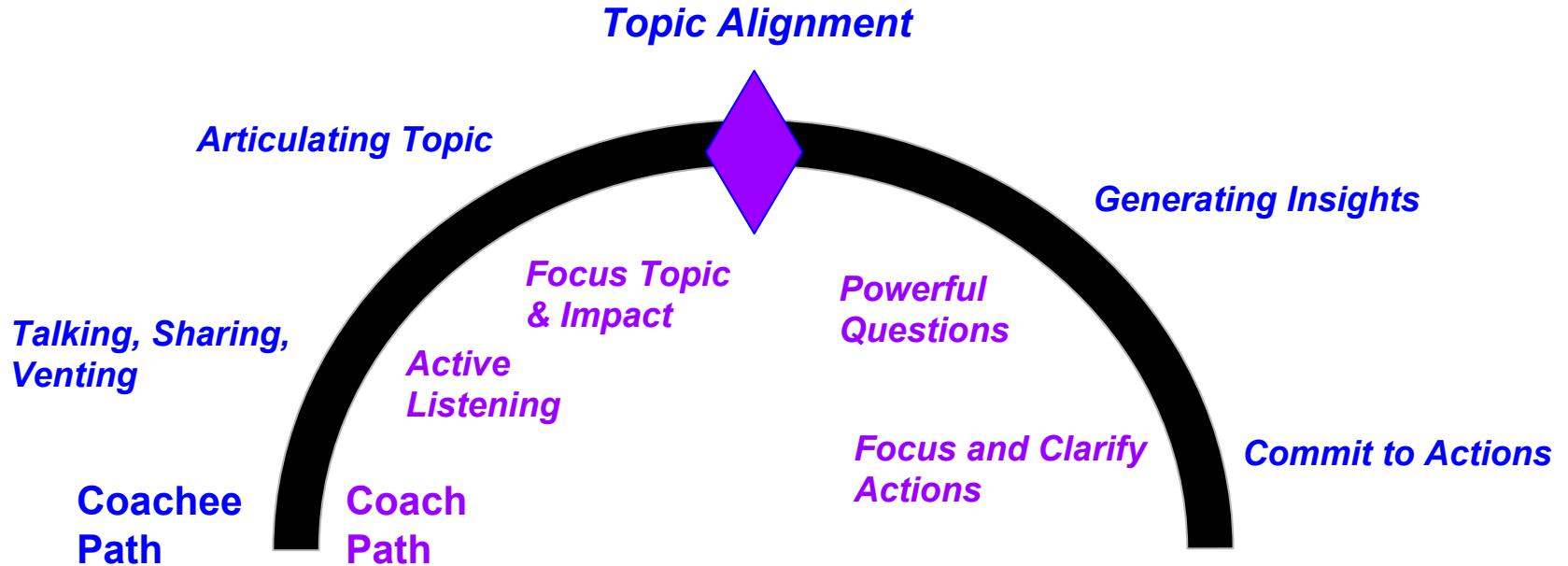
- ...is stuck.
- ...topic matters **to them.**
- ...wants help.
- ...is willing to **look in the mirror.**



Coaching Conversation Arc



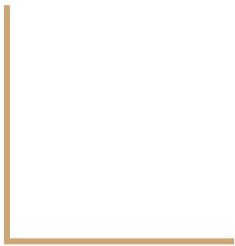
Coaching Conversation Arc



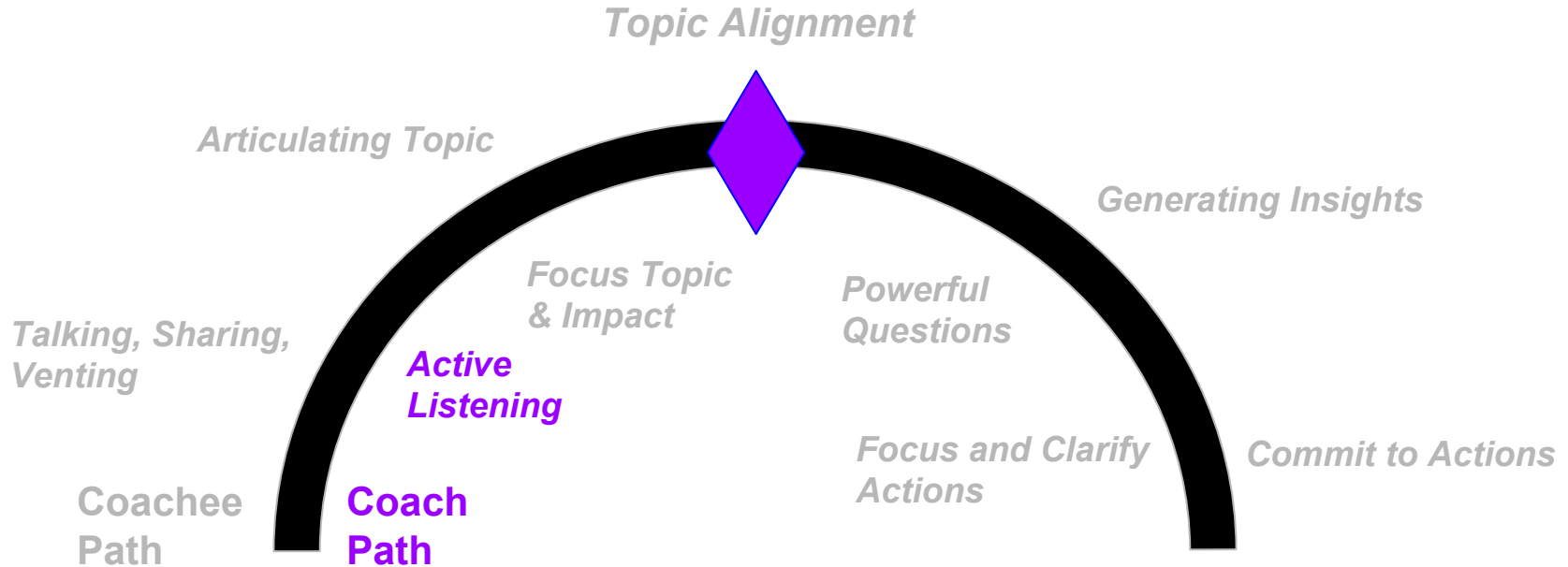
Adapted from Coaching Agile Teams (Lyssa Adkins)

'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.

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- **Level 2 - Curious**
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 - Coaching stance.

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- **Level 1 - Advisory**
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 - 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!!!

[2 minutes]

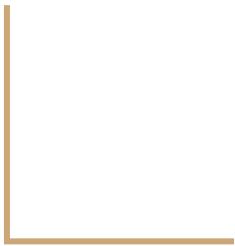
Exercise: Active Listening - Retro

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?

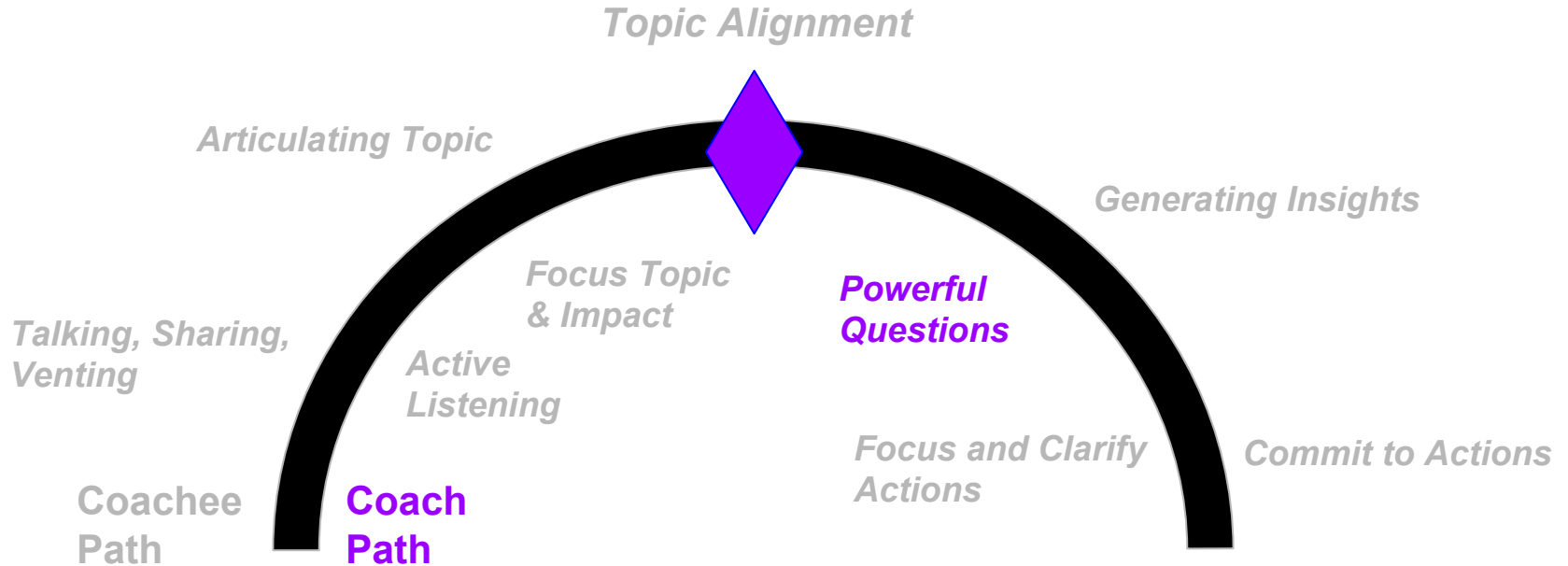
Connect with how you thought and felt inside and how these feelings surfaced themselves externally?

[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)

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- “What have you tried to address the topic?”

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- **Level 1 - Advisory**

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- “What have you tried to address the topic?”

- **Level 3 - Insightful**

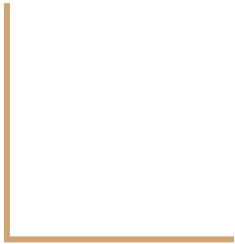
- Generated insight for the coachee.
- “What do you believe would help to address the topic?”

Exercise: Powerful Questions

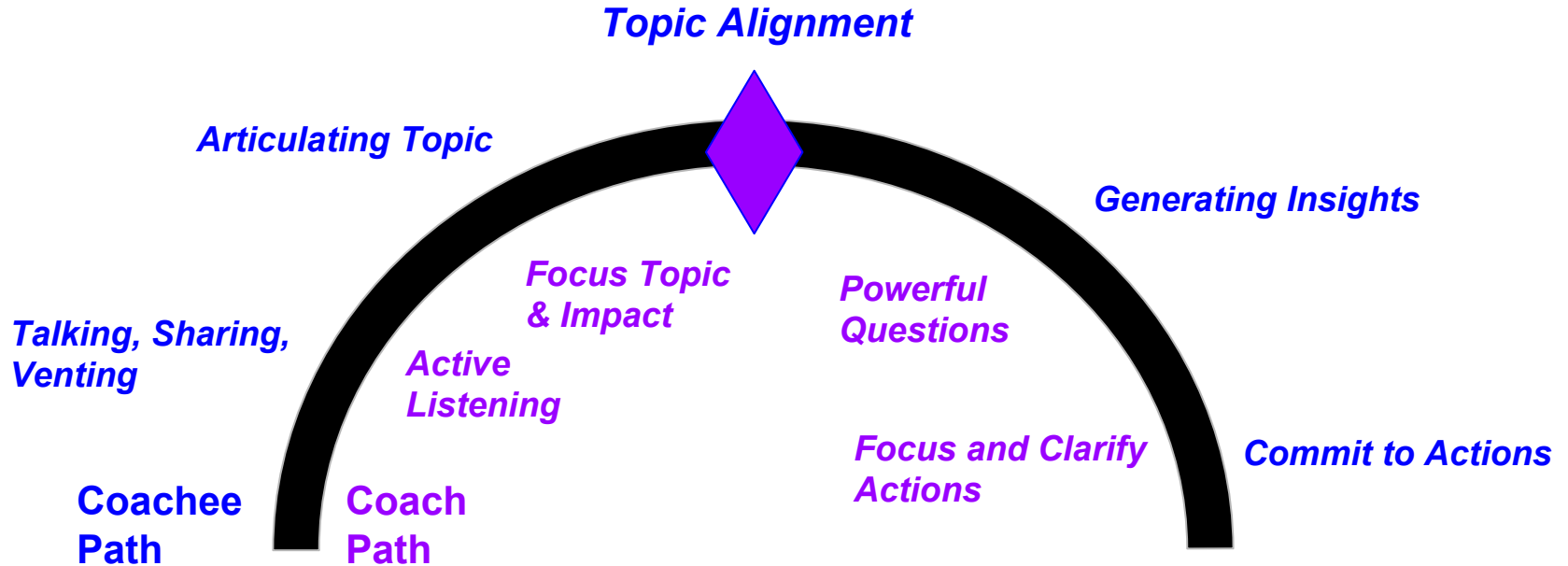
1. Coachee quickly align on the topic.
2. Facilitator has a set of cards: Level 1 (Advisory), Level 2 (Informative), Level 3 (Insightful).
3. In turn, Coach poses “powerful questions” to coachee with respect to the topic. At each question posed, facilitator reveals their assessment of the level of question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

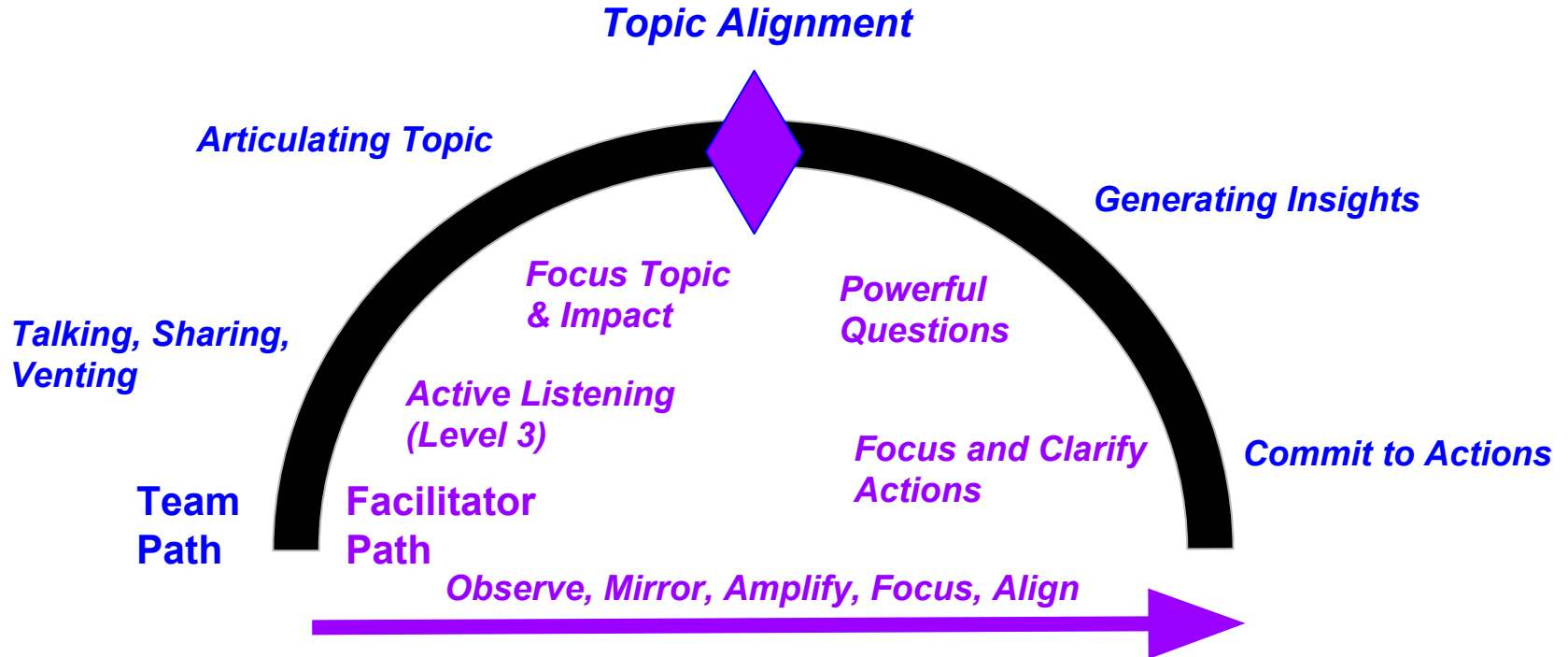


Adapted from Coaching Agile Teams (Lyssa Adkins)

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



Greatly Adapted from [Coaching Agile Teams](#) (Lyssa Adkins)

Thank you for your time...



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