INNING 1: Background

2015
Yankees Coaching Philosophy

- Inquiry: questions
- Imagery: visualize
- Extremes: stretch
- Engagement: fun

OUTCOMES
INNING 2: Coaching to an Outcome

What is an Outcome?
The result of a series of activities.

What is a Good Outcome?
1. Aligned to a bigger purpose or goal.
2. Understood clearly and easily
3. Measurable with simple tools

Example Outcome - Darts

- **GOAL**
  Win the game

- **OUTCOME**
  Hit the bullseye

- **ACTIVITY**
  Throw the darts

Aligned?  Understood?  Measurable?
Individual Exercise 1 – Reflect on Outcomes

What is an outcome?
What makes up a good outcome?

INNING 3: Inquiry and Imagery

Inquiry – Ask Questions to Learn

• Understand the real problem
• Stimulates critical thinking
• Design relevant outcomes

Imagery – Visualize the Outcome

• “Show” rather than “Tell”
• Watch someone that is successful
• Combine with INQUIRY to validate understanding

“How close is your glove to the ground?”

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Balance Exercise

CASE STUDY: KYLE
Goal:
Pitch on All Star Team
Outcome:
Increase First Pitch Strikes
Activity:
Practice Balance Daily

Goal
Accomplished!
Inquiry – Learn to Ask Good Questions

BAD
• Don’t you think your Daily Standup is too long?
• Would you like your Sprint Planning to be 2 or 4 hours?
• Where is your definition of done?

GOOD
• Why does your Daily Standup last 30 minutes?
• How does Sprint Planning help achieve your goals?
• Have you considered a definition of done?

Imagery – See What Successful Orgs Do

Individual Exercise 2 – Write an Outcome

1. Review “Your Situation” on your handouts.
2. Answer the following questions:

   What questions can you ask the team to better understand their situation? (Inquiry)
   Write an outcome that helps the team achieve its goal. How can you help your team visualize its outcomes? (Imagery)
Extremes – Stretch Out of Your Comfort Zone

- Experiment with new activities for short time
- Return to normal and note improvements
- Challenge assumptions about what is possible

Extremes Example
Assess the current state

GOAL
CURRENT

INQUIRY: “In what position is your bat?”
IMAGERY: Validate with pictures

Extreme Example
Experiment with new activities

IMAGERY: Point your bat at the tree
INQUIRY: “Did you hit the target?”

EXTREME

Extreme Example
Re-Assess Progress

NEW CURRENT

INQUIRY: “In what position is your bat NOW?”
IMAGERY: Validate with pictures

INQUIRY: “In what position is your bat NOW?”
IMAGERY: Validate with pictures
Hitting Demo

Extreme Hitting Activities!

<table>
<thead>
<tr>
<th>Problem</th>
<th>Normal Solution</th>
<th>Extreme Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wrapping bat around head</td>
<td>Hold the bat upright</td>
<td>Experiment pointing bat backwards</td>
</tr>
<tr>
<td>Upper cut / top spin</td>
<td>Level your swing</td>
<td>Chop the ball down to the ground</td>
</tr>
<tr>
<td>No body turn</td>
<td>Remind batter to turn</td>
<td>Knees touching, point toes inward, heels off ground</td>
</tr>
<tr>
<td>Not using legs</td>
<td>Bend your knees</td>
<td>Three-step walk up drill; balance leg like pitcher</td>
</tr>
</tbody>
</table>

Extreme Agile Coaching Activities!

<table>
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<tr>
<th>Problem</th>
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<th>Extreme Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Standup takes over 45 minutes</td>
<td>Conduct Daily Standup every third day</td>
<td>Conduct Daily Standup 3 times / day for 5 mins</td>
</tr>
<tr>
<td>Stories are not completed in Sprint</td>
<td>Add less stories to the next Sprint</td>
<td>Double story count and split size in half</td>
</tr>
<tr>
<td>Action not taken from Retrospectives</td>
<td>Add retro action items to next Sprint's Backlog</td>
<td>Take action on 2 items immediately</td>
</tr>
</tbody>
</table>

INNING 5: Engagement

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Engagement – Make Learning Fun

- Implement positive competitions & games
- Celebrate achievements
- Goal is for people to forget they’re learning

Pitching Competition

- Pitch Ball at target (5 pitches each)
- 1 point if ball hits any part of net
- 3 points if ball goes in the net
- 10 points if ball hits target

- Were they focused on a specific outcome?
- Where they engaged?
Table Exercise
1. Select someone’s outcome from Exercise 2.
2. Discuss the questions:

   How can you get your team out of their comfort zone? (Extremes)
   What game or competition can you recommend? (Engagement)

Assignment: Self-Reflection
1. I found a passion outside of work that helped me find ways to become a better agile coach.
2. My challenge to you: From where can you draw inspiration to improve your coaching skills?
3. Record your thoughts on your handout.
Everything I Learned About Agile Coaching, I Learned in Little League Baseball

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#AgileLittleLeague

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