Getting in Your Coaching Groove!
Independent Agile Coach
Agile Coach Workshops

Chief Agilist
Enterprise Transformation
Built Agile Delivery team

Founder, CEO, CTO

Past President

Acquired by
Agile Coach Lead
Agile Coach Workshops

Director, Coach, Scrum Master,
Developer, Imagineer

MIT, Scrum Alliance, ICAgile

Co-founder AgileTO
What Does an Agile Coach Do?

- **Teaching**: Providing new knowledge and skills
- **Mentoring**: Providing expert level information, feedback, advice, options, and examples
- **Facilitating**: Helping a person or group discover, explore, and choose options
What Does an Agile Coach Do?

- **Professional Coaching**: Inspiring others to come up with their own solutions.
- **Teaching**: Providing new knowledge and skills.
- **Mentoring**: Providing expert level information, feedback, advice, options, and examples.
- **Facilitating**: Helping a person or group discover, explore, and choose options.
International Coach Federation Competencies

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement
3. Establishing Trust and Intimacy with the Client
4. Coaching Presence
5. Active Listening
6. Powerful Questioning
7. Direct Communication
8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability

https://coachfederation.org/core-competencies

The largest governing body for professional coaching
Focus on Coaching vs Problem Solving

Coachee

Coach

Related Information
Focus on Coaching vs Problem Solving

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PROBLEM SOLVING

Coach

COACHING TRIGGERS
Coaching Triggers

Circumstances

Coaching Technique

Coachee

Coach
Coaching Trigger: Determine Session Purpose

Circumstances
You just started a coaching interaction

Example Questions
“*What brings you my way today?”*
“*What would you like to discuss today?”*

Additional Guidance
Don’t assume you know the session purpose. Always ask or confirm it.

Damon - Gillian
Today’s Focus

Circumstances

- On a Tangent
- Specific request
- Connection of details unclear
- Unhelpful Mental Model

Coaching Technique

- Orient to Session Purpose
- Redirect
- Summarize
- Re-evaluate

Coachee

Coach
Circumstances
You get a *sense* the coachee *may* have gone off on a tangent

Example Question
“How is <current topic> connected to <session purpose>”?
Coaching Trigger: Redirecting

Circumstances
Coachee makes a direct request, potentially shifting you out of coaching
“What do you think I should do?”
“Please run my next retrospective”

How to
• Acknowledge the request: “Certainly!”
• Redirect: “First, can you tell me your thoughts on the situation?”
• Keep the request available as an option

Gillian - Damon
Coaching Trigger: Summarizing

Circumstances
Coachee gives lots of facts, situations or details and the relationship between them is not clear to you or seems unclear to coachee.

Example Question
“How would you summarize that?

Gillian - Damon
Coaching Trigger: Re-evaluating

Circumstances
The coachee is using a mental model that *may* not be serving them. Mental models use figurative language, symbolism, analogies, metaphors, labels, adjectives, points of view.

Example Questions to Ask

• “What’s another way to look at this that might be useful here?”
• “You used the word <X> to describe this situation. Is there another way to describe it?”

Gillian - Damon
Debrief
Coaching “Process” – a Conversation

- Start of Coaching
  - Establish Rapport
  - Determine Session Purpose
- Exploring
  - Prioritization
- Goal Setting
  - Explore
- Planning
Coaching Conversation Cheat Sheet

Establishing Rapport
“It’s nice to see you, how are you feeling today?”
“Hello. What’s new with you?”

Determining Session Purpose
“What would you like to discuss?”
“What’s on your mind?”

Prioritizing
“What makes this top of mind for you right now?”
“What’s the benefit to you of moving forward on this?”

Goal Setting
“What would success look like for you in this situation?”
“And what would you like to have happen?”

Exploring
“What paths do you see for moving forward?”
“What would you do if you had a magic wand?”
“What’s keeping you from moving forward in this situation?”
“What can you apply here from similar situations in the past?”

Planning
“What are you leaning towards doing?”
“What is your next step and when will you take it?

Coaching Trigger Checklist
Look for opportunities to use these while coaching.

- **Re-directing**
  “Certainly I can <coachee’s request>. First, can you share your thoughts about <session purpose>?”

- **Re-orienting to Session Purpose**
  “How is <coachee’s words> related to <session purpose>?”

- **Summarizing**
  “How would you summarize that?”

- **Re-Evaluating**
  “You described this as <mental model>. What’s another perspective that might open up other possibilities?”

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Practice the Triggers

• Form a pair: coach, coachee. Add an observer if needed

• Coachee
  • Chooses a situation that is on their mind and not yet resolved
  • Looks for opportunities to make a request of the coach

• Coach
  • Engages the coachee in a coaching conversation using the handout
  • Looks for opportunities to practice the 4 triggers we are focusing on

Coach in one direction only
Debrief
Practice the Triggers

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Coach in one direction only
Debrief
Today’s Focus

- On a Tangent
- Specific request
- Connection of details unclear
- Unhelpful Mental Model
- Orient to Session Purpose
- Redirect
- Summarize
- Re-evaluate

Connection of details unclear
Coachee Requests → Start of Coaching → Lacking Rapport → Identify Session Purpose → Relative importance unclear → Unclear Goal → Need More Options → Establish Rapport → Identify Session Purpose → Prioritization → Identify Goal → Explore → Sufficient Options → Planning

The Simplified Coaching Model is All Triggers

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Even More Triggers!

- Discounting Options
- Highlight
- Distracted
- Release
- Discouraged
- Encourage

- Setting a Low Bar
- Challenge
- Goal Achieved
- Celebrate
- Overloaded
- Split

- Intuition
- Share Intuition
- Ambiguity / Contradiction
- Clarify
- Coachee on a Roll
- Spectate

- Blind Spot
- Feedback
- Discounted Progress
- Acknowledge
- Distracted From Goals
- Orient to Goals

- Change in Interaction Mode
- Notify
- Not Seeing Self
- Mirror
- Inhibiting Pattern
- Re-pattern