

Power Up!

Enterprise Agile Coaching **Practices** for catalysing Business Agility



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Menu

- What is Enterprise Agile Coaching?
- Getting Started ...
- Enterprise Planning Practices
- Eliminating External Dependencies
- Developing your Enterprise Agile Coaching
- *'Who Is the best person to be an Enterprise Agile Coach?'*

What Is It?

*“The enterprise coach has a **holistic** view of an organization and **works** across boundaries to **accelerate** the **business agility journey**”*

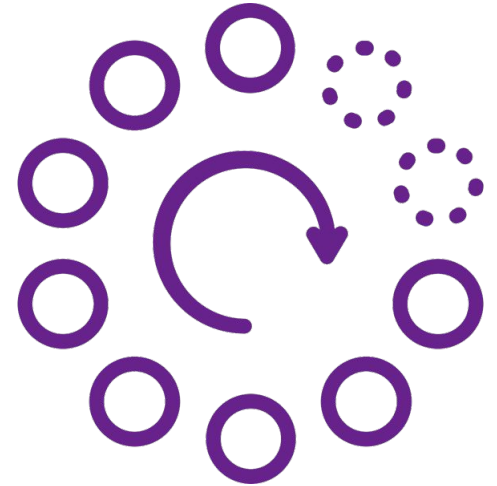
Enterprise Coaching - ICAgile source:
<https://www.icagile.com/track/enterprise-coaching>

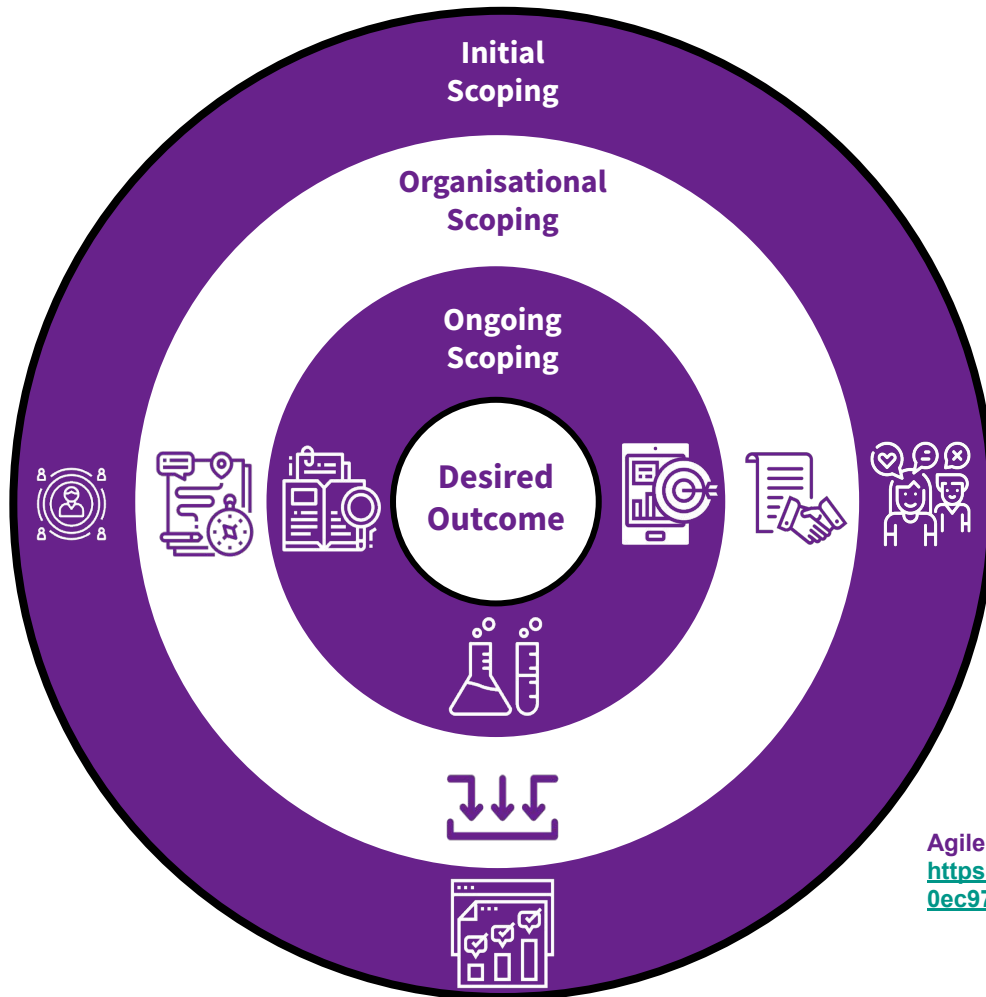


Photo by Jacob Lund Photography

Getting Started ... Agile Scoping

Scoping, sometimes called Discovery is an opportunity for the client (people) and the Enterprise Agile Coach to **learn something new** about the engagement.





Agile Scoping How?

Agile Scoping source:

https://medium.com/@CoachJohn/initial-scoping-part-1-the-interview-a4a00ec97286?source=friends_link&sk=7c0e1389a376da8c37b01338b34d4de2

Initial Scoping

As an Enterprise Agile Coach ... I am trying to find out...



Is the client someone I can work with?



Are the outcomes the client looking for congruent with the Agile beliefs?



Does the client have enough influence and power to meet the desired outcomes?

Case Study - IAGL



Need to increase speed, agility and are looking to engage a Coach where the target **outcome** is an **evolution of the organisation** and **culture** to achieve a continuously evolving IAG Loyalty way-of-working.

IAGL Business Case

Overall Outcomes

- Spend more time thinking about what's next
- Data as a decision maker
- Ability to respond to customer needs quickly
- Efficiency – make decisions, removing duplication
- Empower people to make decisions
- To be an innovative organisation – do things differently
- Talent acquisition – attract the right people

Need for Change

- Leaves us open to disruption in the future
- Become irrelevant – it's happening around you
- Lose talent
- Life would continue, it would be more just more painful

Outcomes of the Organisational Scoping

- Engagement plan for all IAGL colleagues
- Coaching Plan with agreed next steps
- Something with substance that we can tell our teams
- How can we measure how teams are feeling.
Baseline now and then pulse checks in the future

Costs + Time

- 3 Week Discovery
- Initial 130 day support package
- (Costs Removed due to confidentiality)

Progressing Outcomes ... How?










Photo by Elena Vagengeim from Noun Project

Ongoing Scoping

Agile Coaching Agreement Canvas



 OUTCOMES <p>What outcome would you like from the Agile Coaching? Who will the outcome help the most? (e.g. You, Team, Org) How will we measure if the outcome has been achieved or not? What could stop you from meeting the desired outcomes? What other outcomes are important?</p>	 TO DO	 IN PROGRESS	 DONE
 STRATEGY <p>What will the approach be? What are the boundaries? (e.g. People, Teams, Org) How frequently will we meet? What stances are appropriate? (e.g. Coaching, Mentoring, Teaching, Facilitation) How will we adapt the strategy based upon feedback?</p>	 REVIEW DATES <p>When was the agreement last reviewed/adapted together? When will we next review this agreement? What is the overall duration of this engagement?</p>		
 ENVIRONMENT <p>What values are essential in order to meet the outcomes? What people or resources are needed? (e.g. tools, infrastructure, capability) What is needed to meet ethical guidelines? (e.g. confidentiality) How will we collaborate? (e.g. face-to-face, online, combination) What could hinder the relationship? How do we want to approach conflict?</p>			



Case Study - JP Morgan

ACA ATRS Trade Foundat...

Agile Coaching Agreement Canvas

OUTCOMES
What would we like to have happen?
What is the desired value?
How will we measure the value of the outcome?

STRATEGY
What Agile approach/method will be offered and not offered?
What people or resources are needed?
What will be offered and not offered?
What Agile Coaching will be offered and not offered?
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ENVIRONMENT
What relationship behaviours are desired?
What people or resources are needed?
What is needed to meet ethical guidelines?
How will the Agile Coaching be delivered?
How do we want to approach conflict?
What could hinder the Agile Coaching?

TO DO
Ordered Agile Coaching Work

IN PROGRESS
In Progress Agile Coaching ...

DONE
Completed Agile Coaching

REVIEW DATES
When was this Agreement last reviewed and adapted?
When will we next review this Agreement?
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www.agileaffinity.com
Authors: Richard Jones, Suzanne Doyle & John Barrett
Canvas Version: 08 | 2021 (Shared Optimal)

ACA GICB - Dash Team Si...

Agile Coaching Agreement Canvas

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ACA ATRS Market Data

Agile Coaching Agreement Canvas

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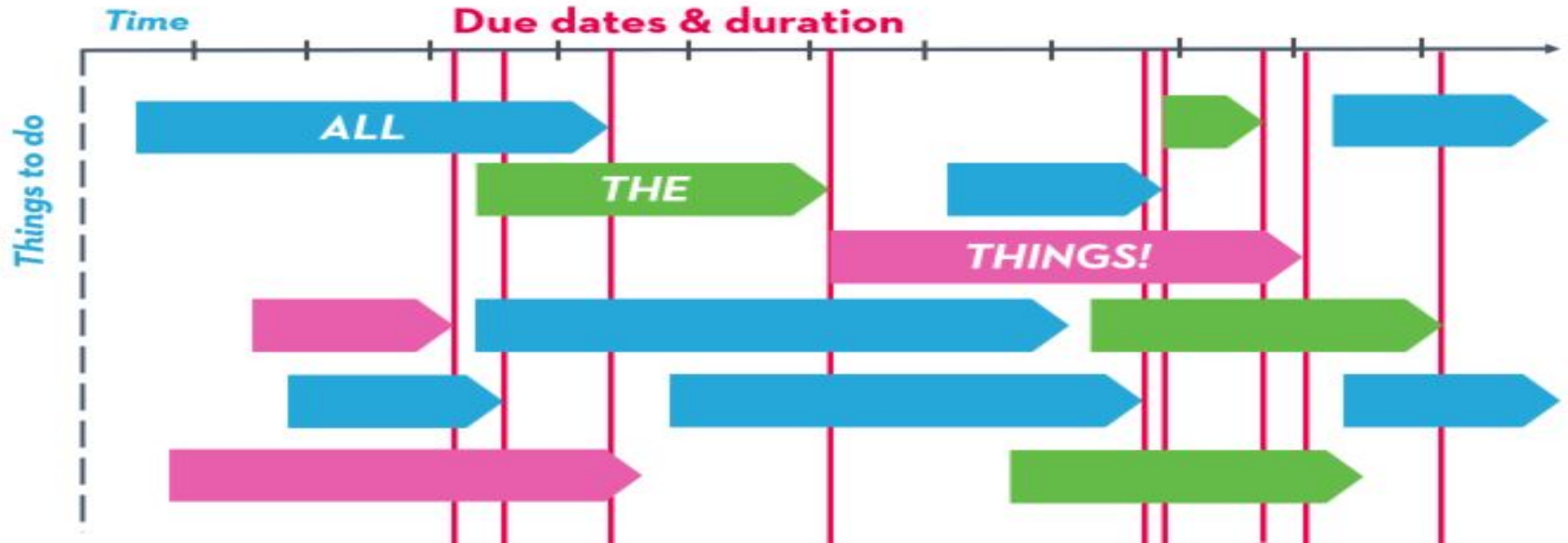


Careful What You Plan For!



Photo by Jacob Lund from Noun Project

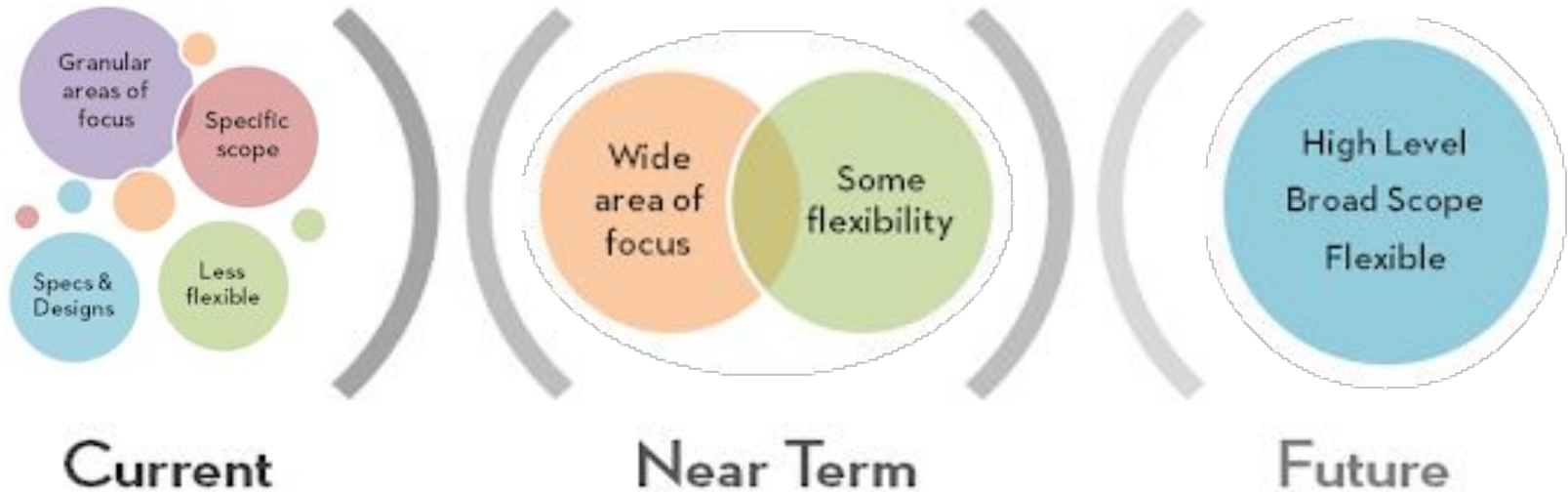
Is This An Agile Plan?



*“Overall, you’re making one big, dangerous assumption: **That nothing is going to change.**”*

Janna Bastow - Source: <https://www.mindtheproduct.com/growing-up-lean/>

Try Horizon Roadmaps



All of these need to have Value, **don't forget the Value to the Customer!**

Janna Bastow - Source: <https://www.mindtheproduct.com/growing-up-lean/>

BREAKING NEWS ... PI Planning is BANNED!

**Now
WHAT?**



Photo by Rafa Fernandez

Try ... Blitz Planning

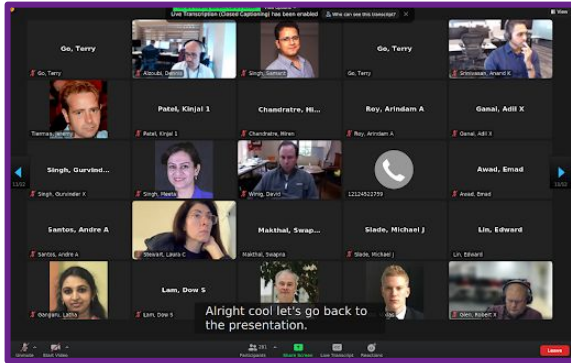
1. Gather the attendees
2. Brainstorm the work
3. Lay out the work
4. Review the work
5. Estimate the work
6. Sort the work
7. Mark the earliest release & value
8. Identify other releases
9. Optimize the plan
10. Capture the plan



Case Study - JPMorgan “Lite Planning”

AKA Blitz Planning - Approx 90 mins used as a multi-team planning event ...

“to find the earliest possible point at which business value (revenue or savings) can be delivered”

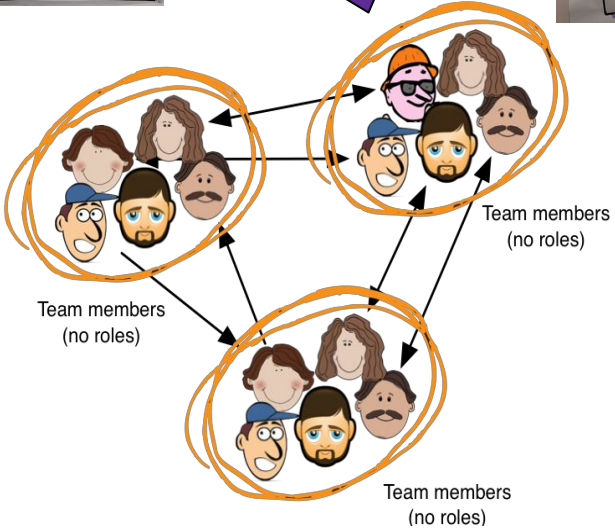
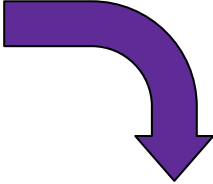
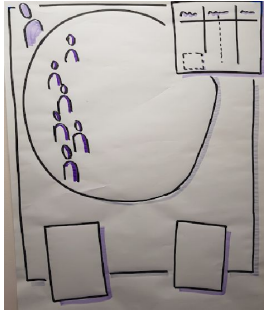
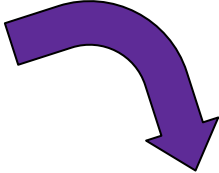
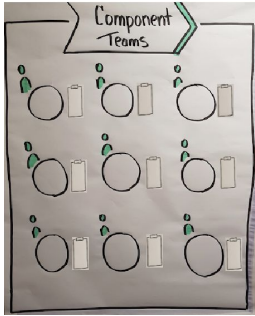
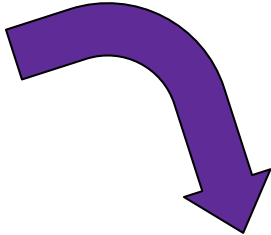
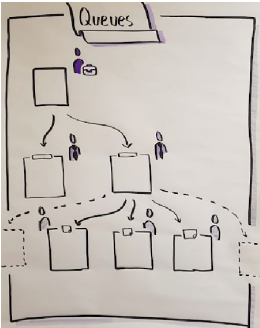


JPM regained \$2m in lost productivity across 500 teams

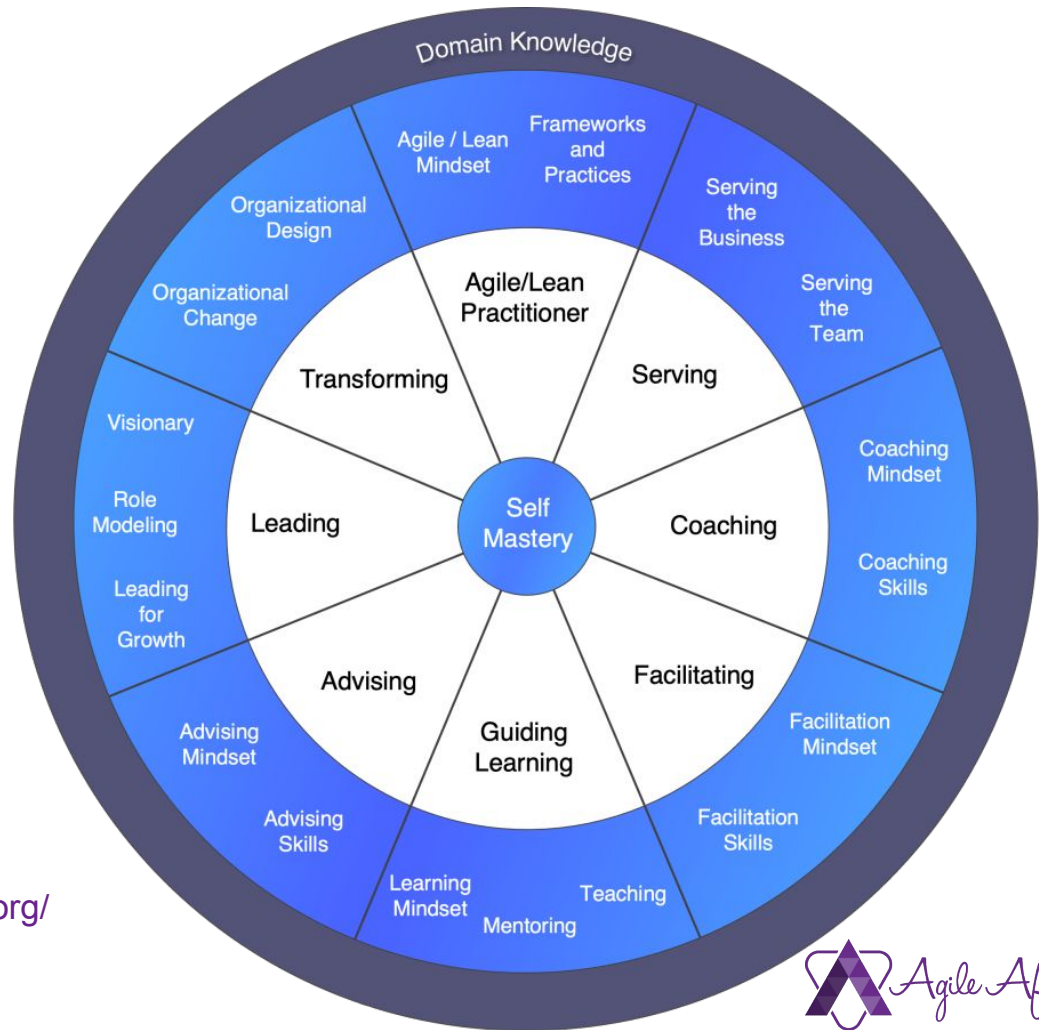


Do You Love
Dependencies?

Eliminate External Dependencies



Developing Yourself As An Enterprise Coach



Source: <https://agilecoachinggrowthwheel.org/>

Who Is The Best Enterprise Agile Coach?



Scrum Master == Enterprise Agile Coach



There should be **no hierarchy of Coaching** outside the teams as then your are working outside that boundary as these other Coaches were **never in it!**

More Case Studies



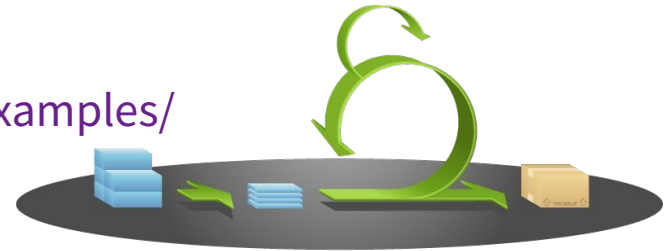
LeSS Case Studies - <https://less.works/case-studies>



Agile Alliance Case Studies - <https://www.agilealliance.org/?s=case+studies>

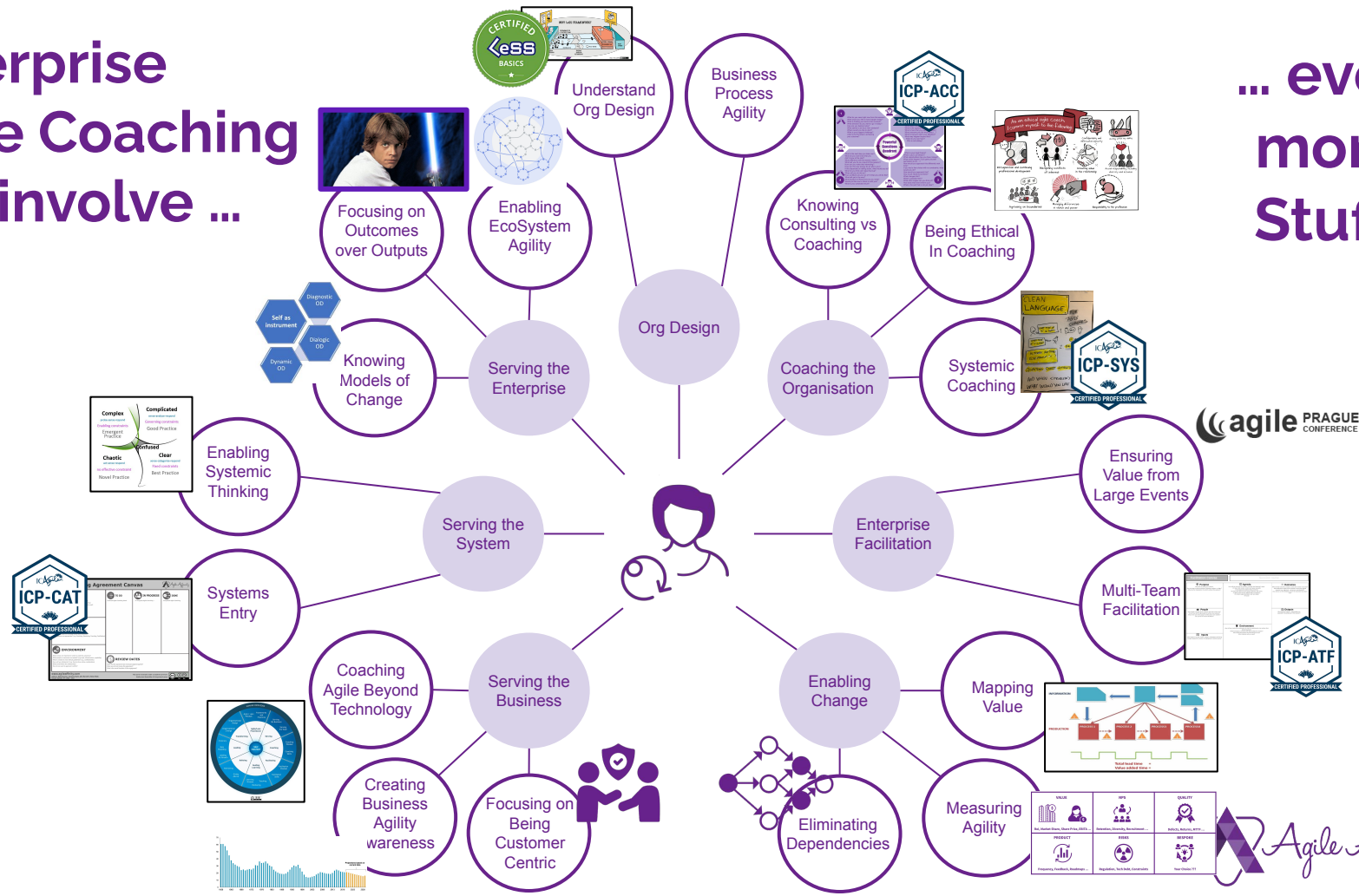
Examples of Scrum Case Studies -

<https://appliedframeworks.com/scrum-case-studies-examples/>



Enterprise Agile Coaching can involve ...

... even more Stuff!



Celebration

