

Coaching & Scaling Agility



Outline

What is Coaching?

Coaching Large Projects

Variations on Practices

Coaching Large Distributed Communities

What is Coaching?

Put Simply, Coaching is ...

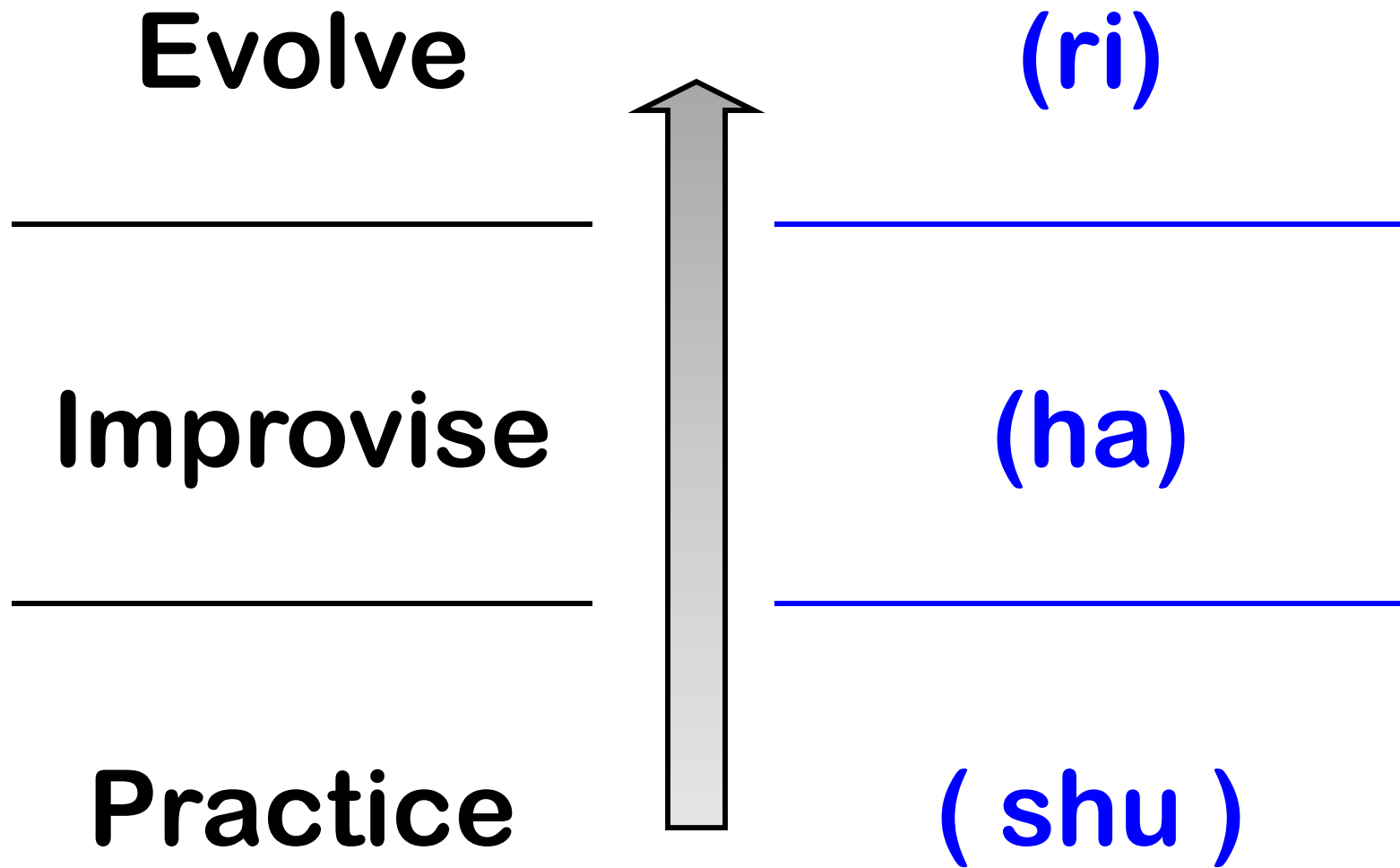
... helping plan products

... helping with iterative delivery

... helping tune and improve

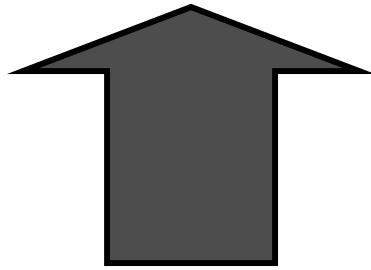
... helping to build community

Guiding People from How to Why

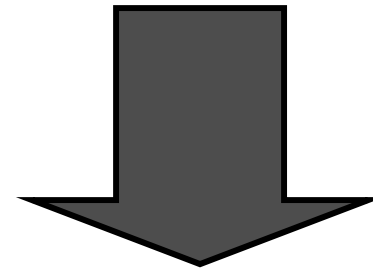


**Coaching gigs vary greatly,
so do coaching styles ...**

“This is what you should do”



Prescriptive vs. Descriptive

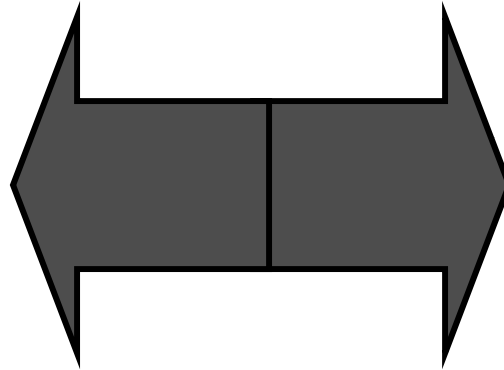


“This is what I have seen work”

Another Variation



SUPERGEEK



Super Facilitator

A Personal Variation

Teacher



Producer



Partner

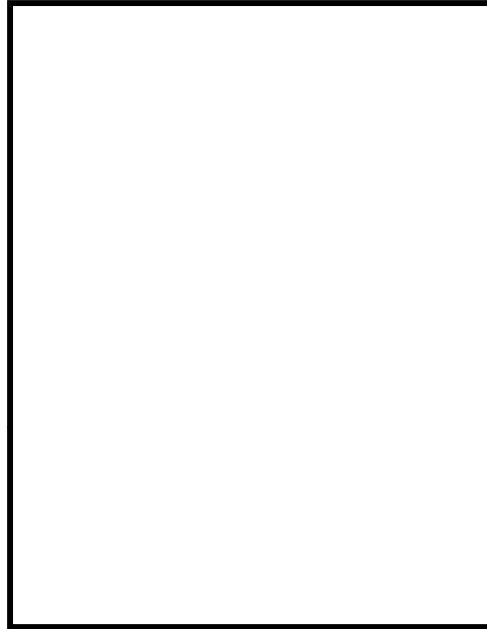


Member

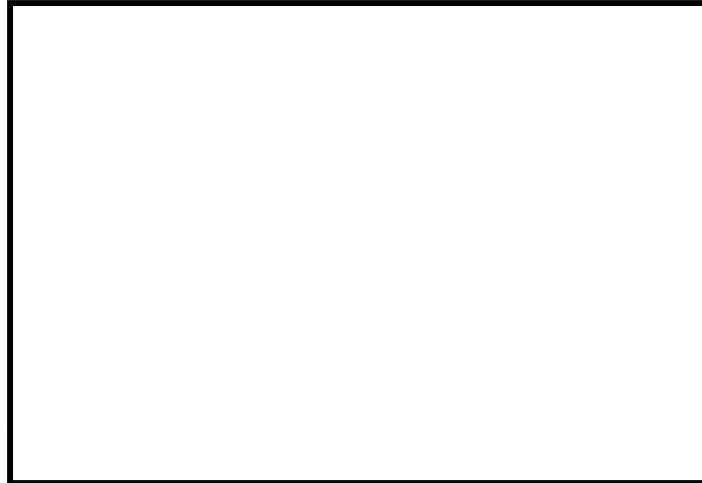


How Do / Will You Coach?

Teacher?



Leader?



Partner?



Member?



Coaching

Large

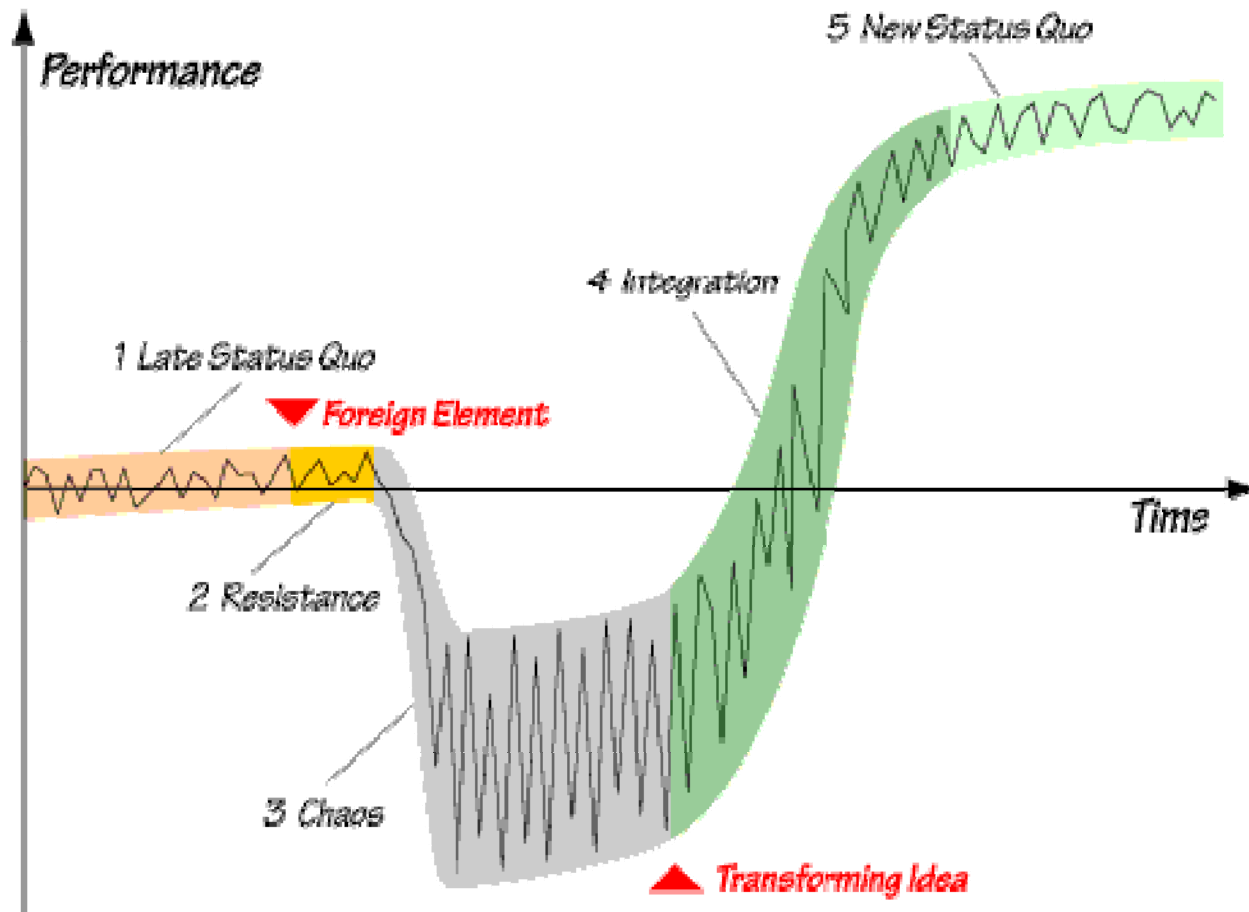
Communities

There is no recipe!



Each community is unique

Coaching Respectful Change



Change must happen *with* people and not *to* them

Provide Real Education

Build a library

Pragmatic training

Coaching classes

Facilitation training

Developer food → → → (TDD–Refactoring)

Mine Common Goals

1 CHARTER: FAXING FOR PS+A (SCRUM PILOT)

DATES: JULY - OCT (V3.5 SPRINTS)

VISION STATEMENT: SUPPORT MD FAXING FOR MCC, PA and THERAPY
(exclude externally adjudicated clients)

GOALS

- Increase MD contract rate for Therapeutic
- Automate FAXing process
- Increase emp satisfaction through automation
- Reduce time to send covers (less handoffs)
- Improve main of FAX template variations
- Adapt reporting to FAXes
- Daily updates
- Capture scorecard data to FAXing

SUCCESS MEASURES

- S% ↑ in MD contact rate for expansion programs
- 100% of FAXing automated or error handling
- no one walking to FAX machine
- ↑ # covs per day by 1 P
- 3h (coordinators are not faxing or doing less (muhies))
- Biz can change add Mod templates get will (not waiting for release)
- Ownership has been transferred to business
- Data
- Customer reports available for FAXes and (business)
- FAX status can be linked to Success

TRAILERS (COMMUNITY MAP)

(CUSTOMERS (PA, BC, ...))

TRAILERS (support/sponsors)

STEEPING COMMITTEE (SPL or CLAVE Ad - JUNE)

Key: GREG, heshie, Brian, E Coq, Shumaker, Kevin, Mary, Mark, Greg, Jim, Steve, Ryan, Doug, John, Inal, Long, Jim, Leek, Steve, Ryan, Doug

BULLSEYE (PA/DOCLIP)

LOGISTICS

Release Planning: # backlog 7/11

Sprint Planning: → Sprint 2 7/12

Sprint Review/Retros: Sprint 3 8/2

Sprint 4 8/23

Sprint 5 9/13

Sprint 6 10/4

Stand up: 9:30 CST

SCRUM

Core Lab Hours: 9-NOON

Dates: Production drop on 10/31 (pilot)

releases drop to GA 10/12

2 CHARTER (CONT...)

GOALS

- Single application (source) for all FAXing
- Visibility of FAX attempts in Compass
- Show driver for acceptance testing
- trackable roadmap

SUCCESS MEASURES

- All FAX done in compass
- Anyone can see attempt tied to a member
- tracking spreadsheet is visible (+ current) to all

VALUES / WA / S + I / ROADBLOCKS

- Strengths

- started faxing (existing momentum)
- exec sponsorship ("they are behind us")
- clearer direction
- good domain knowledge
- good dedicated team
- #/Ratings

Issues/Roadblocks/Challenges

- Timeline / Limited Resources - shifting Sand (new domain learning)
- Distributed work / communities
- Program constraints (stuck pipes in IT)
- Cross coupling (competing for people/context shifting)
- not technology experts
- Compass webframe in infomex
- FAX service in new + unknown

COMMUNITY

NAME	ROLE	% ALLOCATED
Jeremy N/Fox	Write/clearly show - Set sprint priority - Communicate with team	25%
Greg/Mark	Provide Feedback from team	
Michelle	Write/clearly show - Set priority - PA Project manager	25%
Saura	Program (P3) - Provide and Receive Feedback to team	25% - 100%
Greg	Program Manager (IT) - IT & Business Liaison	0 - 100%
ANN	Scrum Master - Facilitator of Scrum Process	25%
Kevin	Sponsor of Scrum Process	10%
Maxima	ITD Technician	75%
John	ITD Technician	50%
David	UI	100%
Kathy	Scrum Master	15%

Build Collective Groove

Scaling

Core

Practices

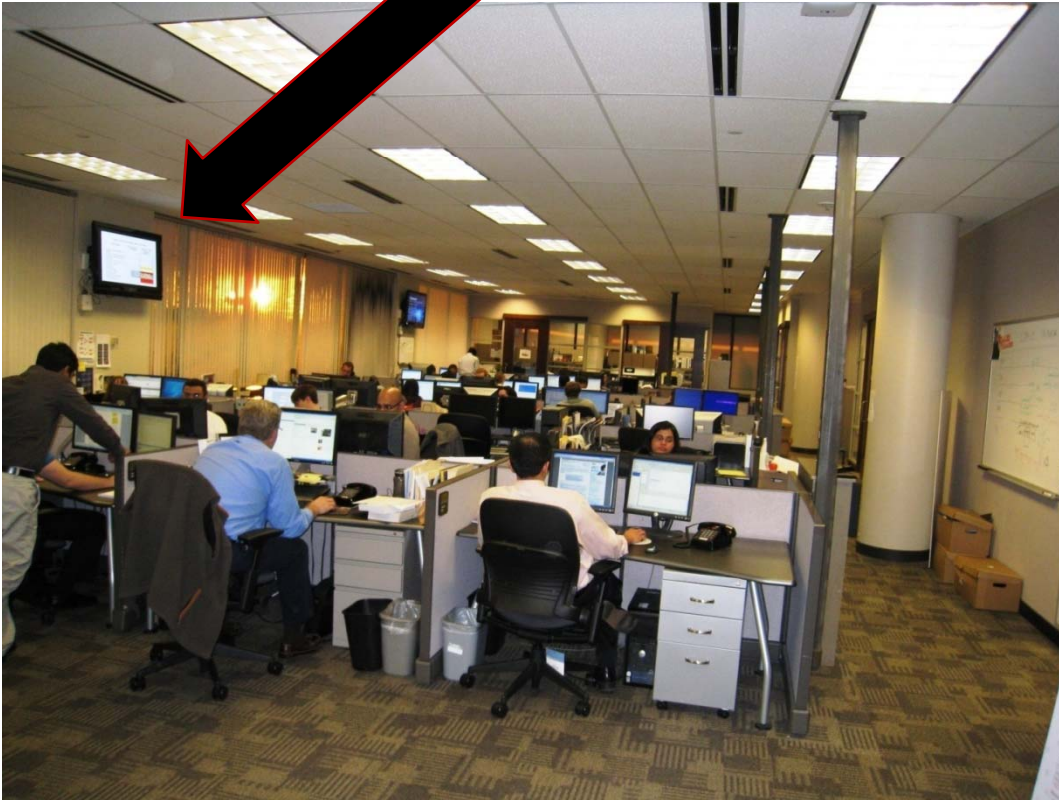
Create Pragmatic Product Roadmaps



Pair Beyond Programming



Radiate Information



Make Issues Visible

Refactoring

~~Move Account Storage Gateway Tests to Test Subservice~~

~~ListGames / ListGamesForPlayer - make single op w. @Name to specify~~

~~Combine Service ops GetGameById & GetGameByUri into GetGame~~

Change all dates in system to UTC

Make all unit references consistent

Create ControllerBase class that handles commands.

Add all UI assets to Game project

ViewQuote.aspx validation still not great

Promote Improvisation



**Many teams,
many products**

**Many teams,
one product**

Working Cross Cutting Concerns



Building Customer Communities

Coaching

Large

Distributed

Communities

Busting Myths



“Conference calls are just like being there”

Building Whole Sub-teams



Creating Living Specifications



[FitNesse](#). [FitTutorialSuite](#).

RunningTotalTest

TEST RESULTS

Test

Assertions: 12 right, 0 wrong, 0 ignored, 0 exceptions

Edit

Ensure the total is correct after items are added

Versions

Properties

RunningTotalTest

Refactor

Add Items to the Sale

Where Used

add sku	abc123	with cost	155
add sku	def456	with cost	233
add sku	abc124	with cost	99.99

RecentChanges

Files

Validate Running Total Is Correct

check total 487.99

Search

Add More Items to the Sale

add sku	abc125	with cost	10
add sku	def457	with cost	20

Validate Running Total Is Still Correct

check total 517.99

“executable requirements”

Questions?

DevJam

Developing And Coaching Agility

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