



AGILE GURGAON 2016



27-28 May 2016
The Leela Ambience Hotel,
Gurgaon
www.agilegurgaon.com

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Who am I?



1. 20+ years of experience , 18+ in IT and 2 years in manufacturing
2. 6 years of experience in Agile Transformation
3. Clients worked - HP Product Division, Symantec, SKF, Healthways and Philips
4. Currently leading the Agile Transformation - Coach @ Philips
5. Conducted SAFe Agilist program for 500+ participants and SAFe PM/PO for 100+ participants
6. Part of a NGO Nisvartha.org helping 500 rural talented students to see and realize their dreams by providing Education support

My Belief : If you stop learning, you are dead and if you stop breathing your are brain dead. I would prefer to die along with my brain....

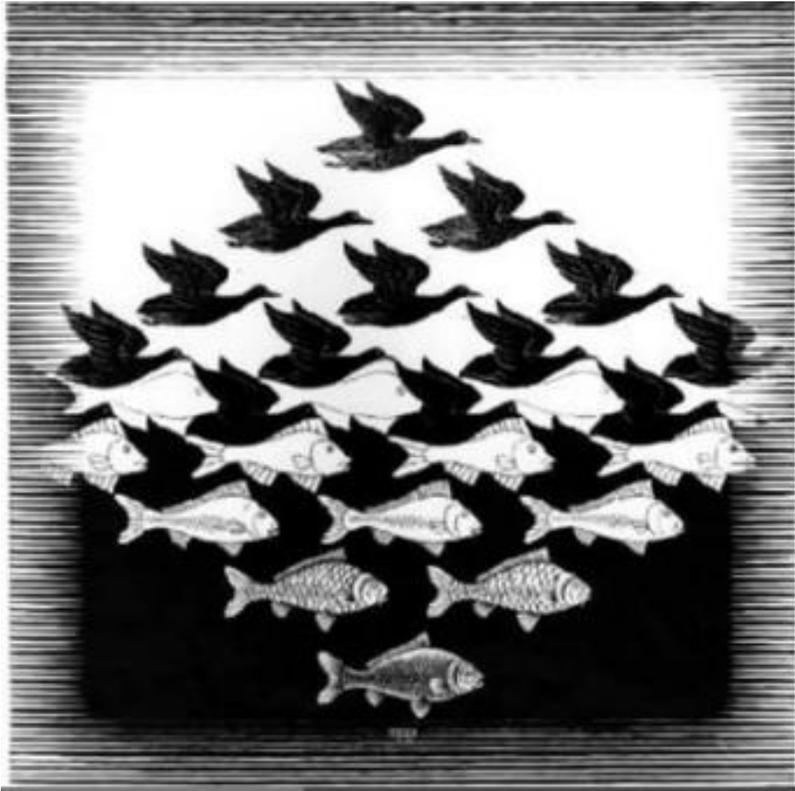
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What is Enterprise Agile Transformation?



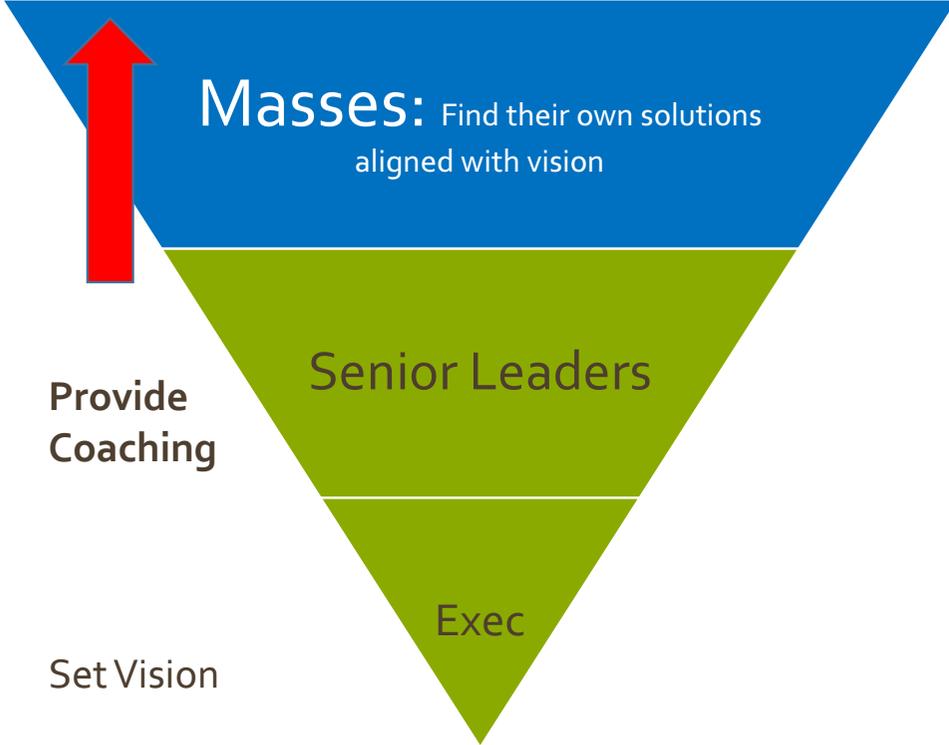
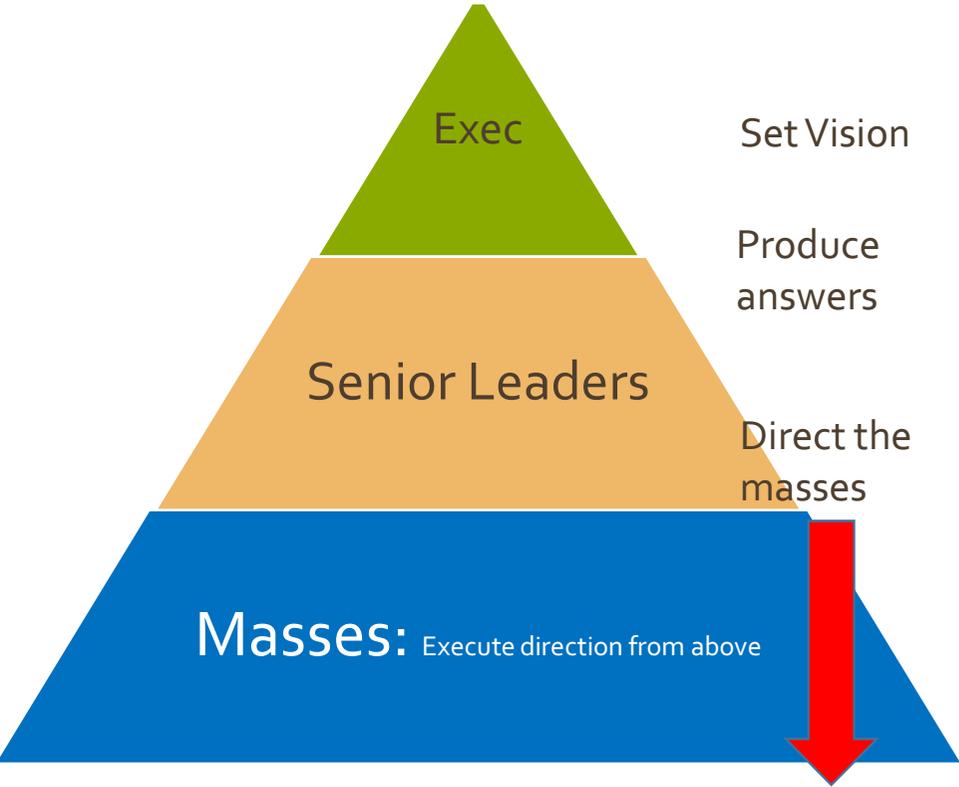
Reference :Mary Poppendieck : <https://vimeo.com/163573399>

Ability to deal with three forms of friction

1. Friction in the journey
2. Friction in the Process
3. Friction in the code
4. Friction among people

World does not exist without friction, you need it..but how much is the challenge

Why Agile Coaching?



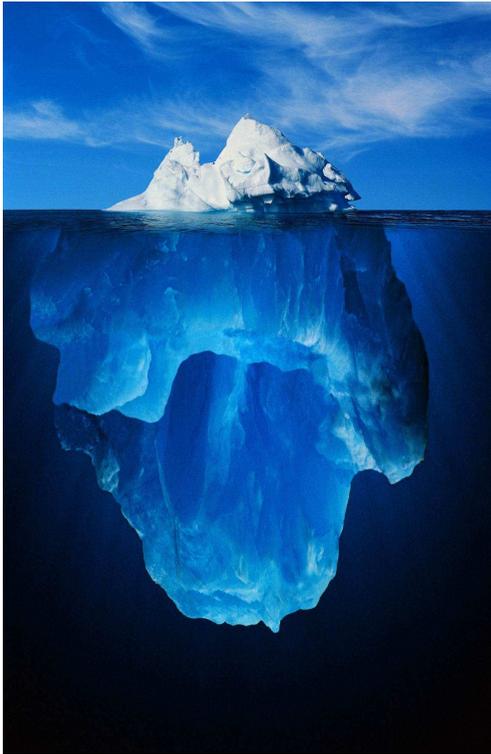
What is Agile Coaching

- Agile coaching a dual flavor of **coaching** and **mentoring**.
- Is a **journey** of helping an agile team in their **agile discipline**.
- **Enabler** to improve their performance and deliver **customer value**.
- Helping **individuals** in **self transformation**
- Enables to **undo certain behaviors** and embrace the **true behavior**.
- It is a **journey** to create products that **customers love**.



What is the challenge in Coaching?

10% visible



90% invisible



Language

Actions/Practices

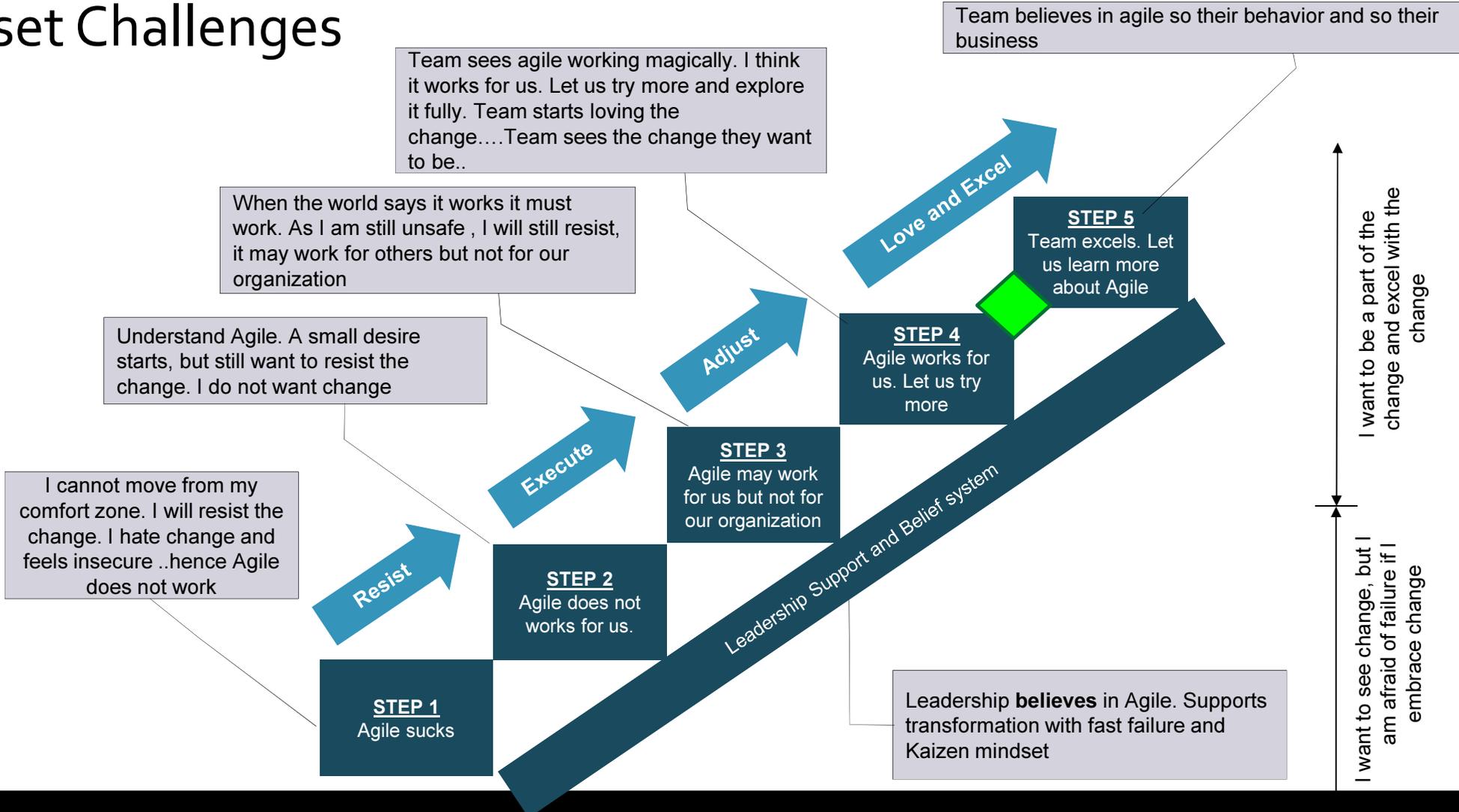
Principles

Values

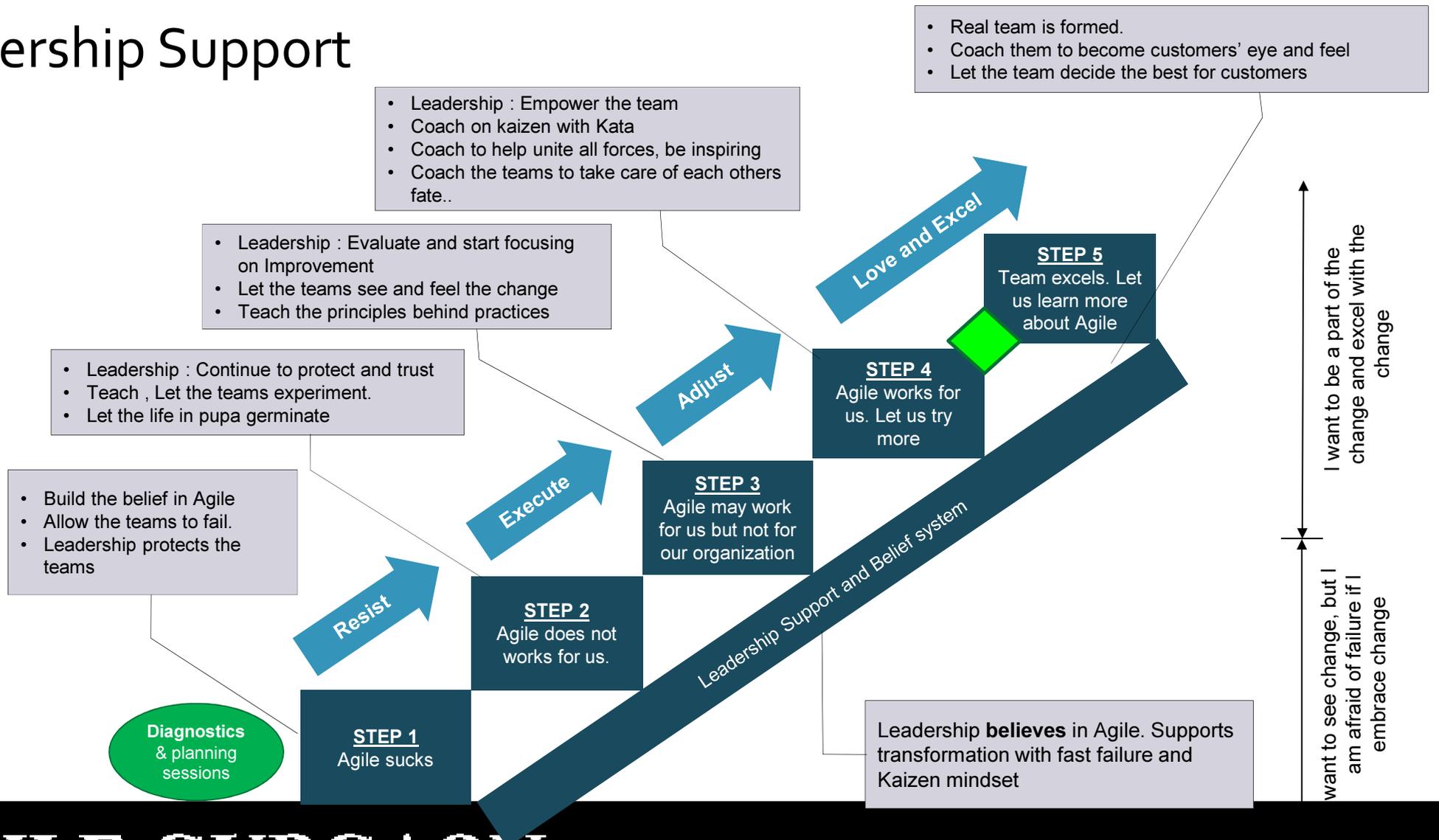
Beliefs

Emotions

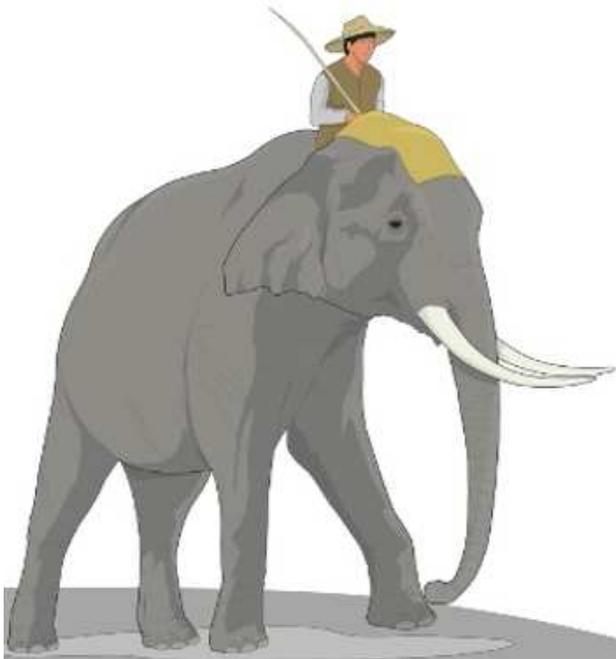
Mindset Challenges



Leadership Support



Successful Change Pattern



Direct the “Rider” – Give clear direction reduce mental paralysis

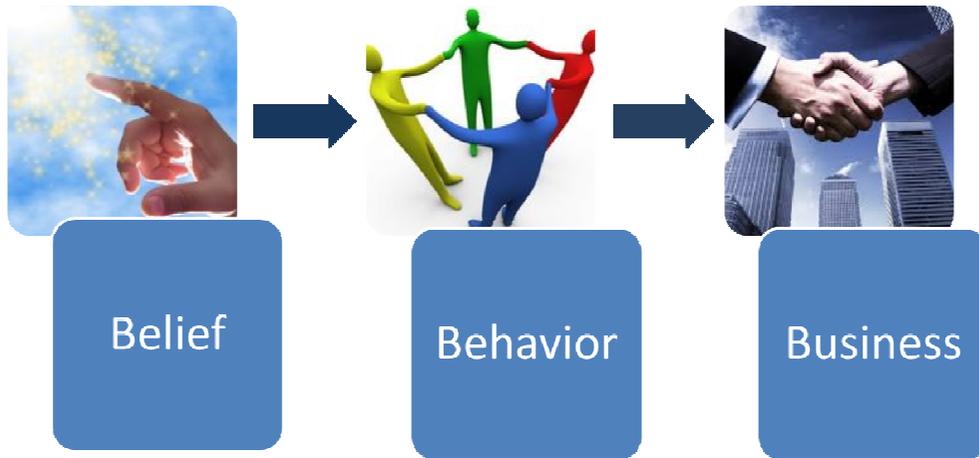
Motivate The :”Elephant” – Find the emotional connect

Shape the “Path” – Reduce obstacles, tweak the environment, make the journey downhill

Change is only successful when the rider uses the logical brain, to motivate and use the elephant strength and move in a direction that makes sense to our business.

Reference : <http://www.kummerle.com/using-behavior-change-principles-to-increase-the-performance-of-traditional-residential-energy-efficiency-programs-13-638.jpg>; Switch – Chip Heath and Dan Heath

Coaching the Leadership team

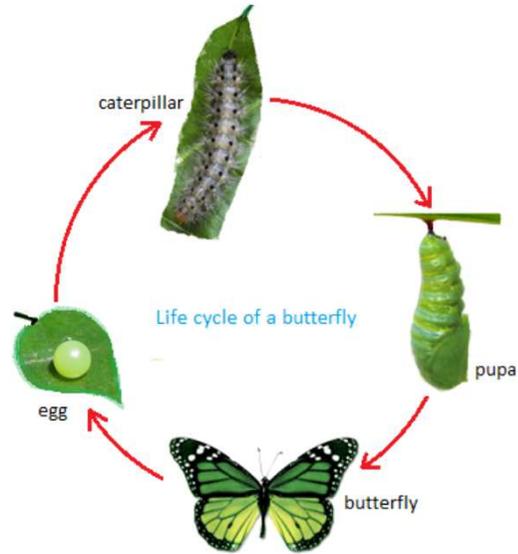


Golden rules to make a successful Change

1. What looks like resistance is often lack of clarity and vision
2. What looks like laziness is often Exhaustion
3. What looks like a people problem is often a situation problem

Reference : Devdutt Pattanaik Ted Talks - <https://www.youtube.com/watch?v=KcrUs8FAt40>; Switch – Chip Heath and Dan Heath

Leadership team – Coaching Challenges



**When love and duty are one,
there shall be grace in you and
you shall enjoy happiness that
goes beyond all the imagination -
Bhagavad-Gita**

1. “Feature Delivery” to “Customer/Problem solving”
2. “Managing” to “Leading”
3. Manage the flow – user of new lean tools
4. Encourage Failure as learning opportunities
5. Advocate the behavior of “Put our careers with our teams ”
6. Visualization of flow
7. Measurement – Use a different lens
8. STOP poking the pupa – Manage anxiety
9. “Live a Kaizen culture” and not “Run the production line”
10. Focus on effectiveness over efficiency – 100% utilization ?
11. “Nurture skills” rather than “Natural skills”
12. Overcome Perceptions

Reference : <http://www.first-learn.com/images/stages-in-the-life-cycle-of-a-butterfly.png>

Team– Coaching Challenges



1. Overcome the failure fear syndrome
2. Focus on the right areas
3. Embrace the transformation vision and live the vision
4. Do not be afraid to take bold steps on slippery stones
5. See the change you want to be
6. Believe the change and live the change
7. Experience the success
8. Find the bright spots and glow them
9. Maturity & Ability to understand the leadership intent
10. Make the development a Flow

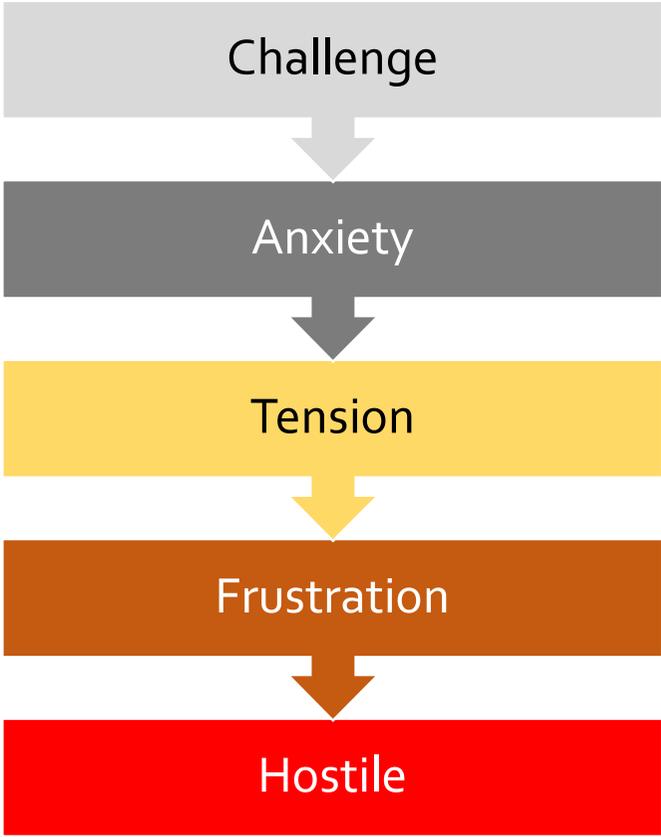
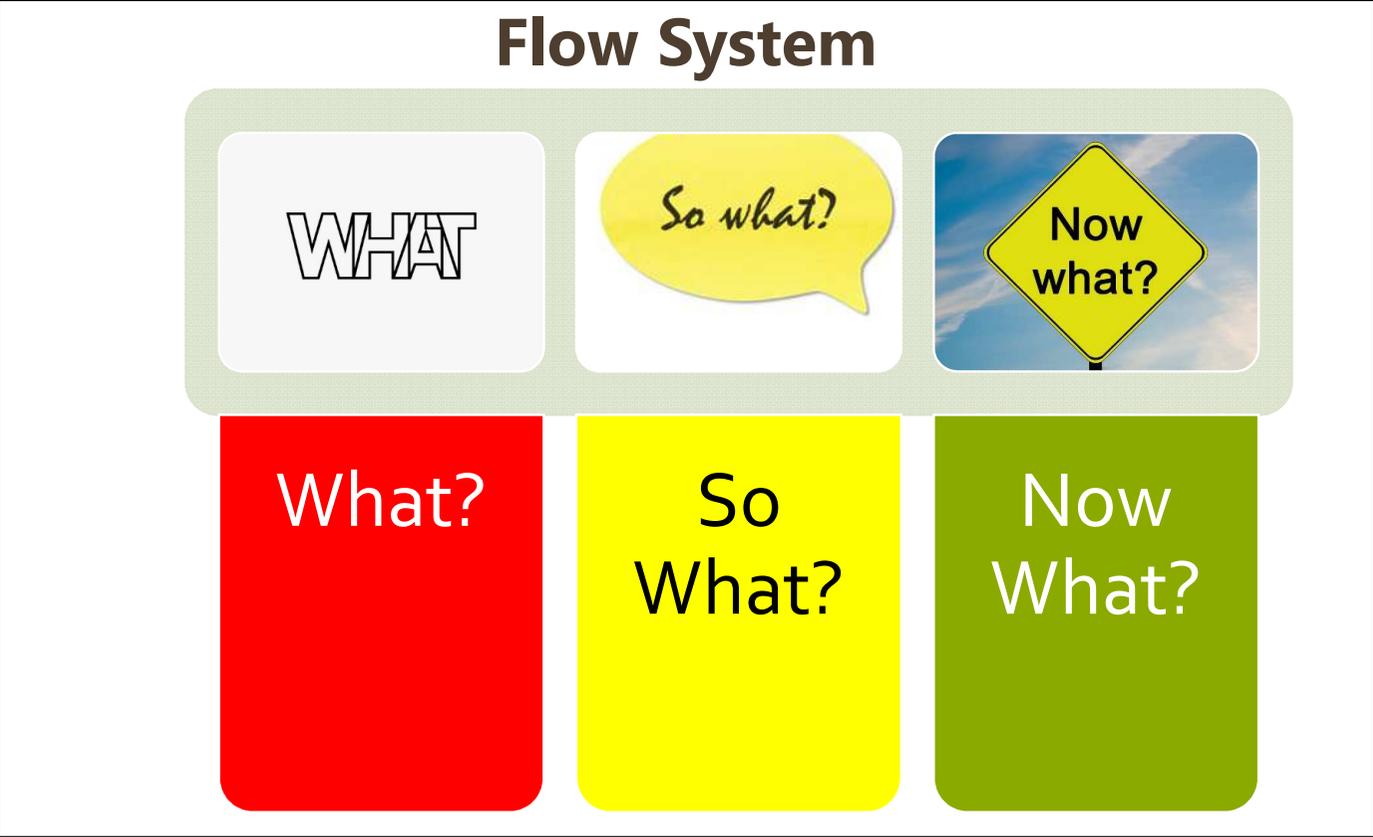
Charles Darwin– “Survival of the fittest” ... “today its survival of the fittest and fastest”...

Coaching Approches

- Find the bright spots
 - Jerry Sternin 1990 in the quest to solve Vietnam child health issues
- Solution focused therapy – Prevent archeological excavations
 - “If a miracle solved your problem what is the first you would love to see differently next morning”
- Bad is stronger than good
 - Avoid focusing on failures and focus on the small success.
- Scripting the critical moves
 - Script and Communicate the vision and enable the change. Make the vision visible.
- Paradox of Choices
 - Choice no longer liberates , it deliberates. It might even be said to tyrannize.- Bary Schwartz
 - Milk 1% campaign success over US govt health site MyPyramid.gov
- Creative thinking
 - Look at nature for help – The start of the refrigeration industry.

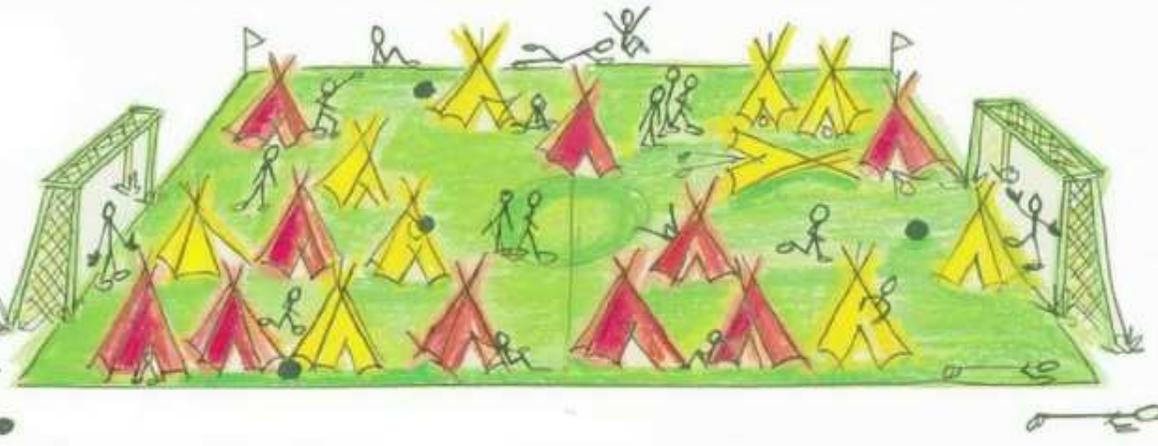
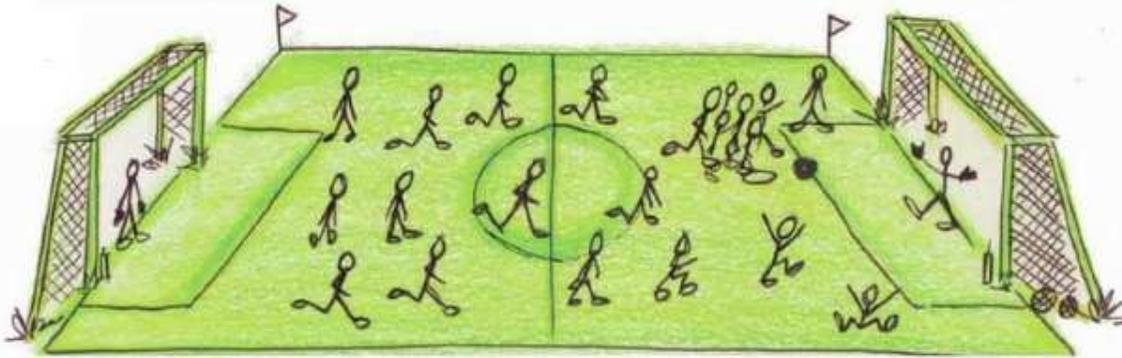
Reference : Switch – Chip Heath and Dan Heath

Coaching Team behavior



Reference : Data source : https://www.youtube.com/watch?v=HANw168huqA&feature=em-subst_digest-vrecs

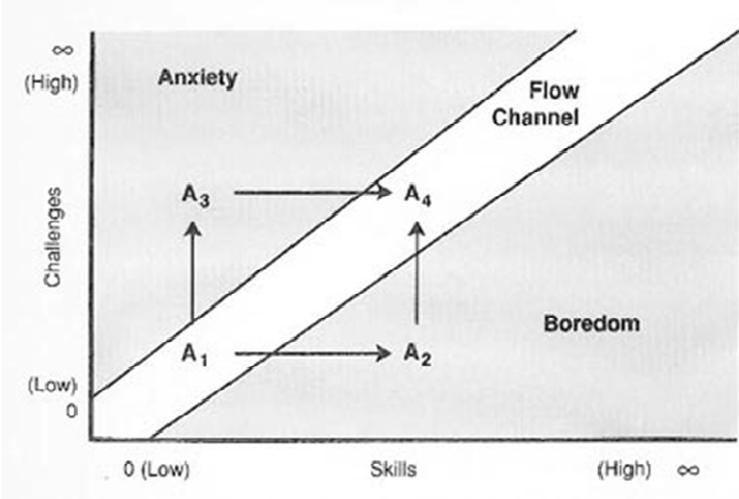
Coaching Team behavior



1. Focus on your inner coach.
2. Focus less on the result, more on the process and recognize the character.
3. You cannot build the real character without failures
4. Be emotionless
5. See failures and mistakes as opportunities to improve
6. Always “Reflect” and do not “React”
7. End result is a state of true character and the right process.
8. The result is not in our control.. Only the process is in our control

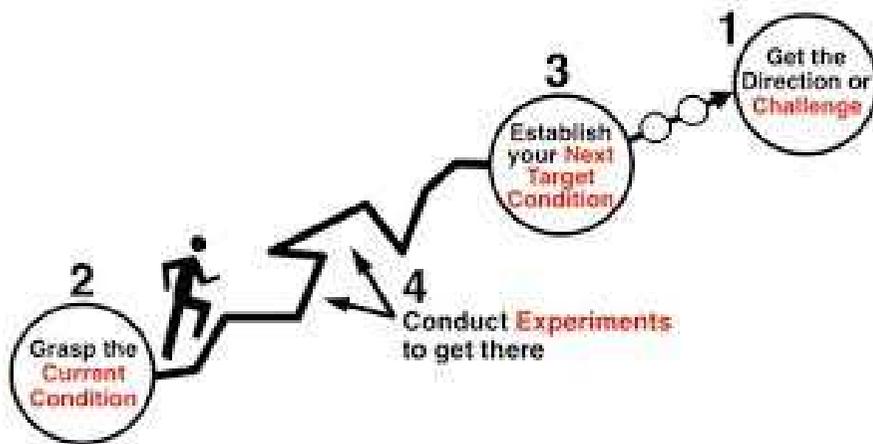
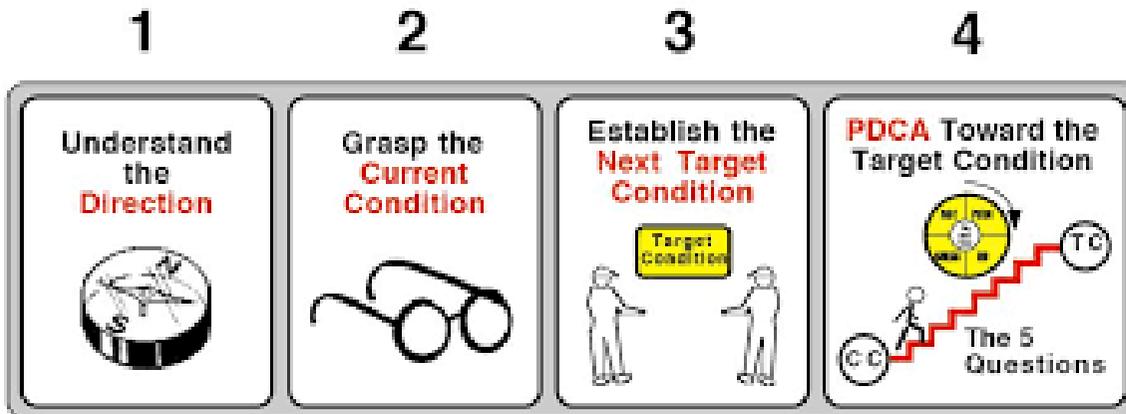
Reference : Data source : Lean Flow, Tedx Talk – Build your inner coach -<https://www.youtube.com/watch?v=q7a5TlzOmeQ>

Coaching Teams for success



Reference : Reference *The five dysfunctions of a team – Patrick lencioni and Physiological Flow*

Coaching Teams for success



Reference : Toyota Kata – Mike Rother

Coaching cycles are built around these five questions

COACHING KATA

The Five Questions

- 1) What is the Target Condition?
- 2) What is the Actual Condition now?
-----*(Turn Card Over)*----->
- 3) What Obstacles do you think are preventing you from reaching the target condition?
Which *one* are you addressing now?
- 4) What is your Next Step? (next PDCA / experiment) What do you expect?
- 5) When can we go and see what we Have Learned from taking that step?

*You'll often work on the same obstacle for several PDCA cycles

Back of card - Reflection Section

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

- 1) What was your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

----->
Return

Card is turned over to reflect on the last step

Source: Mike Rother

Self reflection of a Coach



The coach is just a scribe cannot create transformations

At times the coach will have to silently look at the stuff being erased



Most of the times the coach will have to sharpen the skills, shed the ego and change according to the situations

Finally the most important is the inner experience and maturity not the external skin



As time pass by the pencil is gone, the scribe is gone and what remains for ever is the script.....

Coaching with common sense

Practical wisdom is a combination of moral skill and moral will.

Good news – You don't need be brilliant to be wise

Bad news – Without wisdom being brilliant is not enough

- Aristotle

“By three methods we may learn wisdom:

First, by reflection, which is noblest;

Second, by imitation, which is easiest;

Third by experience, which is the bitterest.”

-Confucius

When it is obvious that the goal cannot be reached, don't adjust the goals, adjust the action steps.

-Confucius



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