# AGILE COACH
# PROFESSIONAL CERTIFICATE
## (ACPC)

PROFESSIONAL CERTIFICATE

**CertiProf®**
Professional Knowledge

AGILE COACH

ACPC

# CertiProf®
## Professional Knowledge

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## Learning Objectives

- Acquire a general vision about Agile, main practices, coaching and the essential skills an Agile Coach needs to be a catalyst of change in people and organizations.
- Get certified Internationally as an Agile Coach Professional Certificate (ACPC), thus endorsing your knowledge.

## Who is CertiProf®?

**CertiProf®** offers a wide range of professional certificates for people and companies. Our mission is to prepare high-quality professionals recognized on an international level.

With an international team that specializes in the implementation of material, our institute is one of the leading providers that does not only offer exceptional education in the US market but  is also expanding to regions in Latin America.

We potentialize people and help them to achieve their optimal level by offering the necessary tools and training to increase their performance, skills and to improve their professional development.

## Who should attend this certification?

Anyone interested in expanding their knowledge in Agile Coach, allowing them the capacity to provide solutions based on different agile methodologies that are useful for the Company that applies them.

# Agenda

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# Agile Overview

## Agile - Self-Diagnostic

**Initial Activity**

- Agile Definition.
- Why do large organizations use Agile?
- Benefits of Implementing Agile.
- The fundamentals of Agile.
- Principles and Values.
- Agile Manifesto.
- Declaration of Interdependence.
- Agile vs. Waterfall.

*This exercise helps participants quickly understand how much knowledge they have about the Agile Manifesto.*

## Relationship Between Agile & Lean

**DESIGN PATTERNS**
Gang of Four, 1994

**JAPAN'S MANUFACTURING INDUSTRY**

**The New New Product Development Game**
Takeuchi & Nonaka, 1986

**Extreme Programming**
Kent Beck, 1999

**Toyota's Production System Kanban**
Taichi Ohno **1978 Japanese**
**1988 English**

**SCRUM**
Sutherland & Schwaber

**2001**
**(Mike Beedle & Schwaber)**

**Lean Software Development**
Mary & Tom Poppendieck, 2003

**2009 - Scrumban - Corey Ladas**

**LEAN**

**KANBAN**
David J. Anderson, 2010

**AGILE**

**Lean Startup**
Eric Ries, 2011

**STARTUP**

**The Four Steps to the Epiphany**
Seven G. Blank, 2005

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Lean is a series of principles focused on eliminating all tasks that do not add value to what we are doing Applied to a project, which does not add value to the final product or service To do so, he visualizes the entire process that takes place in a value chain throughout a project and, at all these points that occur, eliminates it.

What we know today as " comes from "lean manufacturing", largely from Toyota,and its basic principles are: Fully customer oriented and based on building lasting relationships between customer and suppliers.



"Agile" is a series of values and principles based on the agile manifesto. The Agile manifesto is born in the world of software development, as opposed to traditional design methodologies (long, slow, heavy, and often with unwanted results, either by customer or vendor). The principles of agility are based on people and their relationships. Fast deliveries of the highest quality are sought, both for product and service, so that the customer understands what is being done and brings changes that bring the product closer to what it wants and is feasible in time and cost. The lasting relationship with him is sought after and he participates in the development of the product or service.

Lean principles help promote the necessary mindset and culture within the company. Agile is based on early deliveries that add customer value and flexibility to vary the product. Are you really the same or see substantial differences?

I see Agile and Lean as fundamental principles from which, by selecting the most appropriate tools for each client / project / team, they can help us achieve success on each of our projects. Do you agree or are you one who believes that it is best to follow each principle closely and use each tool strictly?

## Agile Definition

It is the ability to quickly move and respond to changes, to achieve the goal of creating products and/or services of value in turbulent environments.
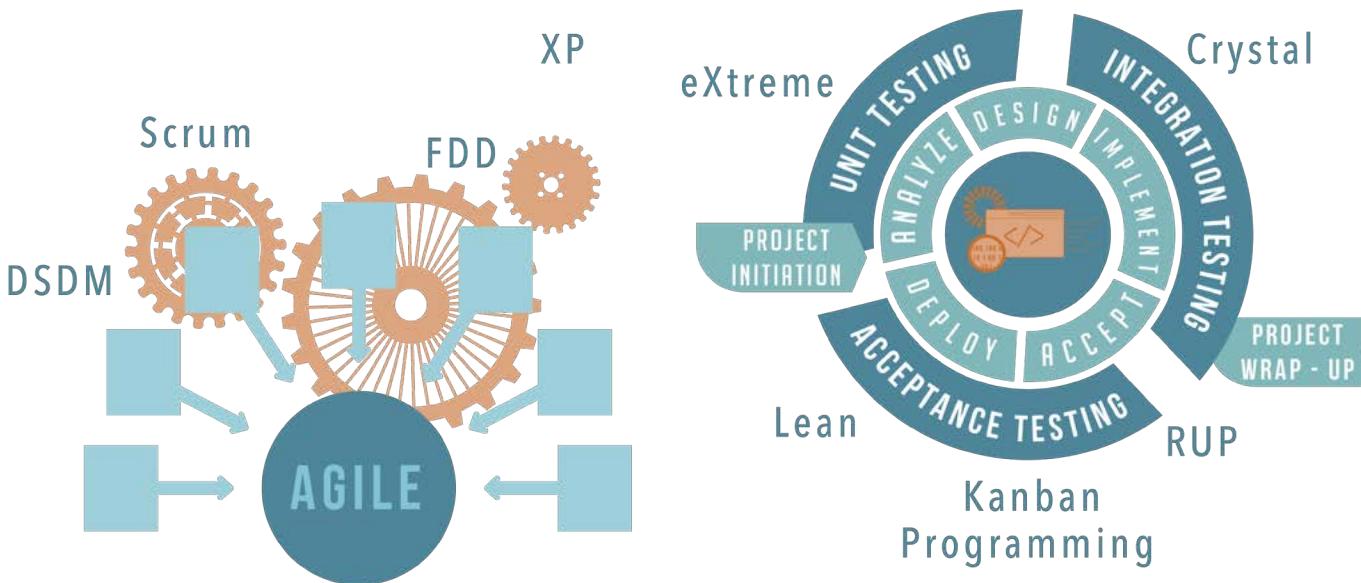
## Environments V.U.C.A



## Why do Large Organizations Use Agile?

Companies like Google, Apple, Facebook, Amazon, and Microsoft as well as some newer ones like Netflix, Airbnb, Tesla, and Uber have a common denominator and  is that they focus their efforts in:

- Understanding the behavior and feelings of their clients.
- Predicting and creating new trends.
- Simplify and automate  the process to improve the experience of their clients.
- They adapt to constant uncertain and volatile changes.
- They manage in the best possible way the data and information they have in all stages.

As common vehicles of transformation, growth, and leadership, these companies have practices, techniques or Agile methodologies, being the transformation of people, the critical element of success or failure. Agile is where people can contribute tools for organization acceleration, but moreover to help people in the adoption on the least amount of time, which is vital. In this context, the Agile Coach is extremely relevant in any organization that is looking to survive, grow or innovate in markets and highly competitive environments.

*Source: Talking with the future in a VUCA world – How to create exponential organizations and manage the duality of markets in transformation.*

## Benefits in Implementing Agile

**REASONS TO ADOPT AGILE**

**75%** Increase in the speed of software delivery.

**64%** Efficient management of changing priorities.

**55%** Increase in productivity.

**49%** Better businesses/ IT formation.

**46%** Increase in software quality.

**BENEFITS TO ADOPT AGILE**

**71%** Efficient management of changing priorities.

**66%** Projective visibility.

**65%** Businesses/ IT formation.

**62%** Delivery speed/ best time to buy.

**61%** Team productivity.

*Source: The 12th annual State of Agile Report.*

# AGILE PRINCIPLES

7. Adaptation to Project Surroundings

5. Management by Exception

6. Product Focus

1. Continued Commercial Justification.

2. Learn from Experience.

3. Defined Roles and Responsabilities

4. Phased Management

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## Agility Fundamentals



PRINCIPLES    VALUES

## Agile Manifesto

We are discovering better ways of developing software for our own experience and to be able to help others.

Through this work we have learned to value the following:

*February 11th, 2001. Snowbird Utah, USA. (3 days).*

https://siamchamnankit.co.th/history-some-pictures-and-pdfs-of-the-agile-manifesto-meeting-on-2001-a33c40bcc2b



**INDIVIDUALS AND INTERACTIONS**
About processes and tools

**CONSTANT COLLABORATION WITH CLIENT**
About contract negotiation

**WORKING SOFTWARE**
About excessive documentatic

**RESPONSE TO CHANGES**
About following a plan

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## The 12 Principles of the Agile Manifesto



1. Our first priority is to **satisfy the client through early and continuous** delivery of valuable software.
2. **We accept that the requirements change,** even at late development stages. Agile processes use these changes to provide a competitive advantage to the client.
3. **We deliver working software frequently,** between two weeks and two months, preferably in the least amount of time.
4. **Business owners and the developers should work together** daily throughout the project.
5. **Projects are developed by motivated individuals,** therefore, they should be provided with the environment and support they need and trust them with the execution of the job.
6. **The most efficient and effective method of communicating** information to the development team and among its members is a **face-to-face conversation.**
7. **Working software is the main measure** of progress.
8. **The agile process promotes sustainable development.** Sponsors, developers, and users should be able to keep a constant rhythm indefinitely.
9. **Continuous attention to technical excellence** and good design improves agility.
10. The art of maximizing the quantity of work not done is essential.
11. **The best architectures,** requirements, and designs emerge **from self-organized teams.**
12. **At regular intervals, the team reflects on how to be more effective** so that later they can adjust and refine their behavior accordingly.

*Source: http://agilemanifesto.org/*

## Declaration of Interdependence - Values

The Declaration of Interdependence of Project management was written at the beginning of 2005 by a group of 15 Project leaders as a supplement to the Agile Manifesto.

It enumerates six management values needed to reinforce an agile development mentality, particularly in the management of complex and uncertain projects.

## Declaration of Interdependence

1. **We increase the return on investment** by focusing on the continuous flow of value.
2. We provide **reliable results** by involving the clients in frequent iterations where they are also responsible for the work.
3. **We assume that there will be uncertainty** and we overcome them through iterations, anticipation, and adaptation.
4. We give free rein to **creativity and innovation** by recognizing that people are the ultimate source of value and we create an environment where they can have a positive impact.
5. **We increase the performance through** the accountability of the teams in terms of results and efficiency, responsibilities that they all share.
6. **We improve the efficiency and reliability** through specific situational strategies, process, and practices.

## Relationship Agile vs Waterfall
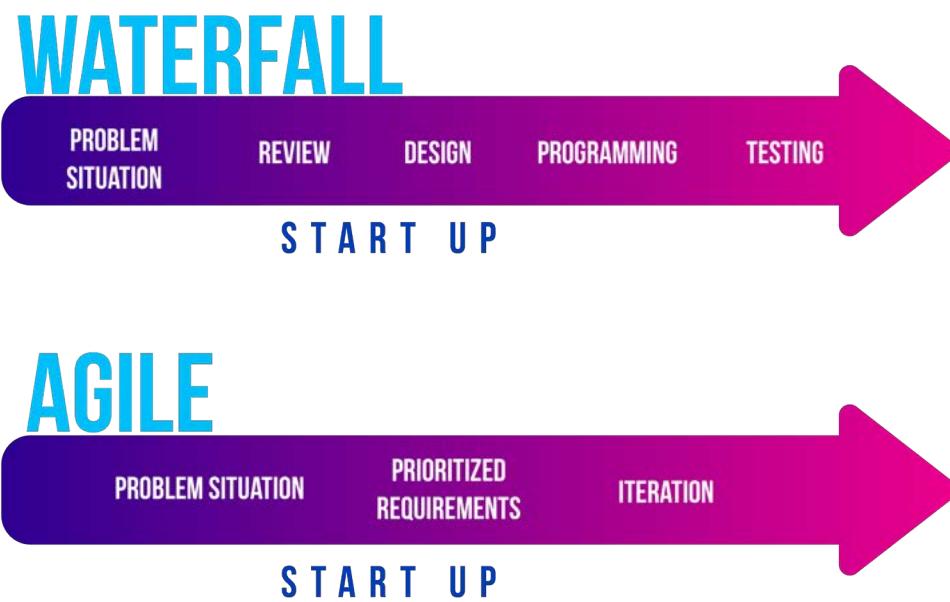
| TRADITIONAL METHOD | FRAMEWORKS AGILES |
|---|---|
| Manager focus is on project management and resources. | Teams are self organized. |
| Requirements are written in full at project start. | Requirements change constantly. |
| Requirements are prioritized by dependency on them. | Project changes are welcome and accepted. |
| Project status is measured by % of completion. | Requirements are prioritized by the value they bring to the business. |
| Risks are not usually managed daily. | The project is measured in terms of functionality released. |
| Customer needs a long time to receive final product. | Risks are managed daily and by the entire team. |
| Customer does not interact during process. | Early in the project the customer can get working parts. |

## HOW COMPLETE ARE THE REQUIREMENTS MEET?



- AGILE
- ITERATIVE / INCREMENTAL
- WATERFALL

0  20  40  60  80  100  120

■ COLUMN 1



**AGILE**

Estimated Cost · Estimated Term

Quality

Fixed or Functional Scope

CHANGE-DRIVEN APPROACH CREATES
FUNCTIONALITY -BASED ESTIMATION

PLAN-DRIVEN APPROACH CREATES
COST/TIME BASED ESTIMATE

Fixed or Functional Scope

Quality

Estimated Term · Estimated Cost

**TRADITIONAL**

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## Agile vs Waterfall

THE TRADITIONAL
IRON TRIANGLE

THE AGILE TRIANGLE

Reach

Value
(External Quality)

Cost

Programming

Quality
(Internal Quality)

Restrictions
(Cost, Programming and Reach)

## Differences and Similarities

WATERFALL

TIME

AGILE

TIME

Deliverable Product

Chance of Failure

Project Run Rate
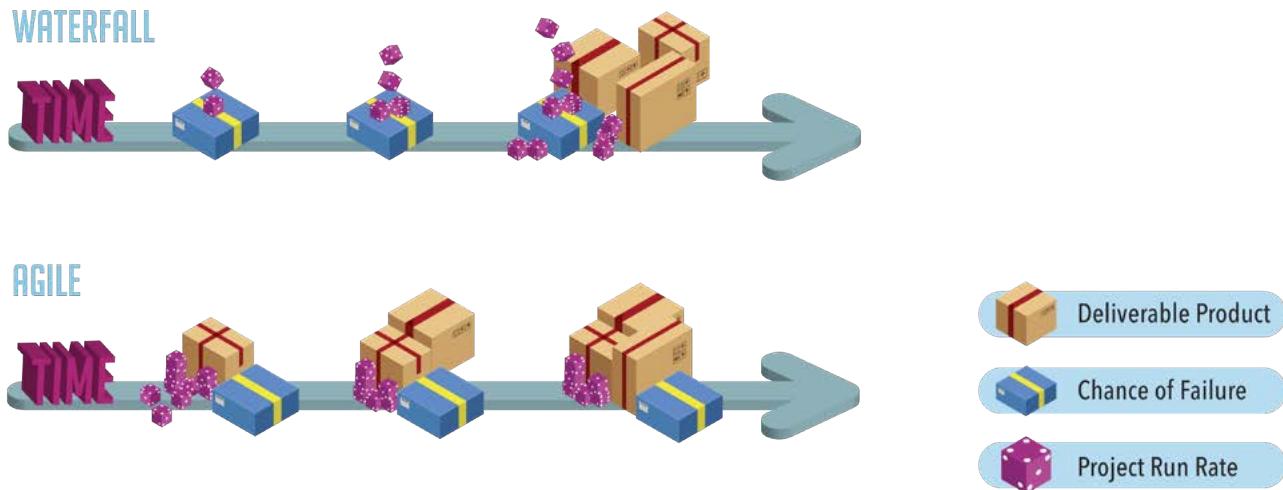
## Differences in Agile vs Waterfall Thinking Process

Projects are made by and for people, so the correct application of any framework depends to a large extent on how these people think and reason, which is based on how they have been formally and informally educated to work.

"Waterfall" or predictive frames are mainly based in defining the requirements or needs of the clients from the beginning to be able to estimate everything necessary to cover these needs, from human, financial and technology resources, to the possible risks that may occur during the execution of a project. Realistically, everything must be ready to start a project.

However, the constant, uncertain and volatile changes of the market, society, customers and technology make the predictability little assertive since something is certain today may not exist tomorrow or worse yet it may no longer be the client's interest.

It is because of this and many other factors that Agile frameworks such as Scrum, Kanban, XP and even Lean are getting more importance. Their first characteristic is the adaptability based on the value for the client, helping the client through collaboration and integration to define their requirements and needs little by little allowing them to validate in short periods of time and partially if their needs correspond to the expected value and by active feedback about tangible and functional deliveries, adjusting the characteristics of the product or service until the desired value is achieved, adapting to the constant changes in the market.

Although one of the biggest challenges to be Agile is to help people to change their way of thinking, paradigms, and teachings, today many people believe that Agile is like a "Quick Waterfall" cutting time and resources with very poor foundations achieving big failures, this is why the Agile Coach must make a personal mindset change to help other people in this transition.

## Different Thinking

THE WATERFALL PROCESS          THE AGILE PROCESS

Scope/Limits

Made by people    VALUE    For people

$ Cost        Time
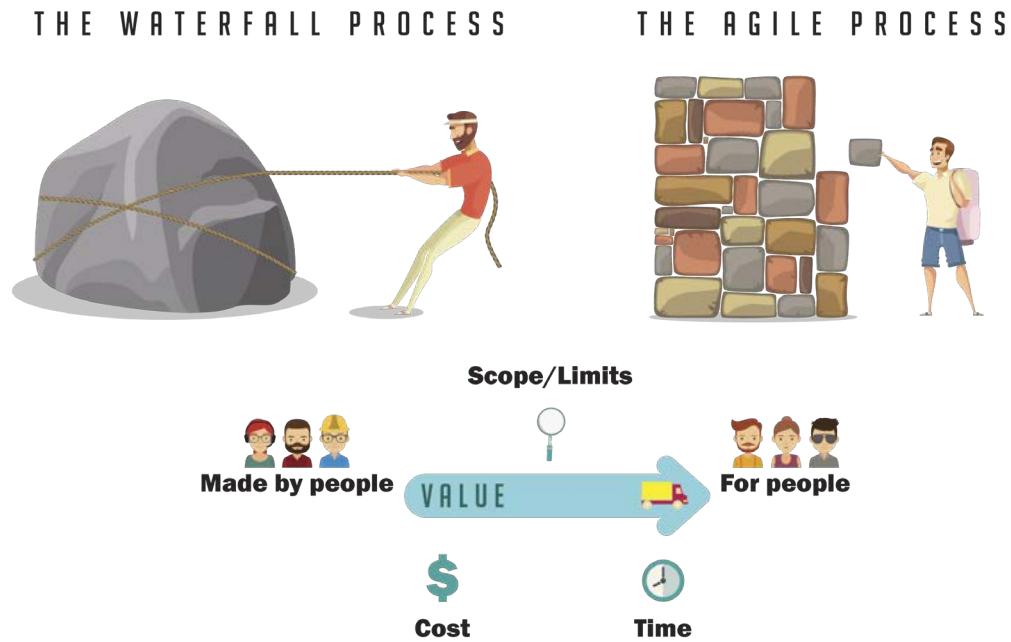
## Differences in Agile vs Waterfall

|  | Agile | Waterfall |
|---|---|---|
| Focus | People | Process |
| Documentation | Minimun required | Exhaustive |
| Process style | Iterative (Sprints) | Linear |
| Planning ahead | Low | High |
| Prioritization of requirements | According to the value of the business and the client | According to the plan of work |
| Quality assurance | Customer centered | Process centered |
| Organization | Auto-organized | Managed |
| Management Style | Descentralized | Centralized |
| Change | Based on the prioritization of the Backlog | Formal management system of change |
| Leadership | Collaborative, service, leadership | Orders and control |
| Performance measurement | Value delivered to the business | At the end of the project |
| Return on investment (ROI) | At the start and in the long term of the project | Depends on the life cycle of the project |

## The Agile Mindset
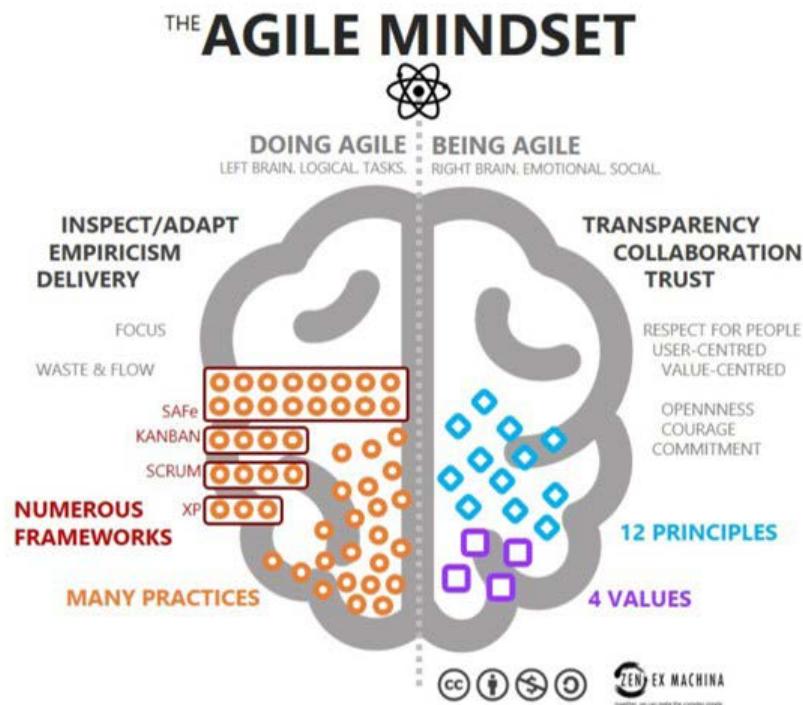


## Application Exercise of Reinforcement
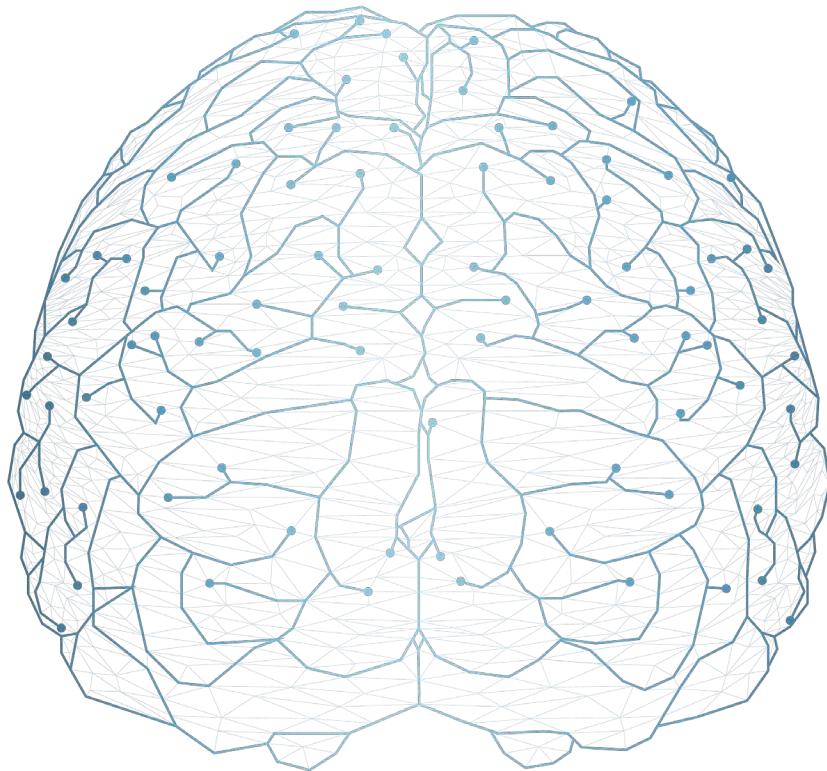
# Coaching Overview

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## What is Coaching?

How progressive mindset influences outcomes.

In order to achieve our dreams and goals, whatever the stage of life, we must always focus on positive, dedicated and high self esteem. Add to that: resilience, overcoming difficulties and the power to resignify learn from our mistakes, and move on stronger and more prepared. This desire to learn more and more and grow and expand our possibilities. It is the motto of the progressive mindset. No one is an island that cannot change and alter the course of its history. We can all do it differently Just believe!

**"Our mindset explains a lot about our optimistic or pessimistic way of looking at life and behaving in front of it".**

Carol S. Dweck, professor of psychology at Stanford University, United States; Our mindset explains a lot about our optimistic or pessimistic way of seeing life and behaving towards it. For Carol, there are two different types of mindset: fixed and progressive, and these define both types of profiles well. Fixed mental activity is one that leads individuals to believe that if they are not born with certain skills and gifts, they will naturally not be able to develop them throughout their existence. These people, both professionally and personally, tend to have more negative thoughts and stagnate and demotivate because they do not believe in themselves. On the other hand, progressive minded people believe that their talents and abilities can develop if they are patient, focused and dedicated to it. Professionals with this profile are those who are destined for success, as they continually seek to overcome their limitations and improve their knowledge.

**Human Being**
(Humanity)

**Method**
(Follow the Basics)

**Techniques, Tools and Models**

**Skills**
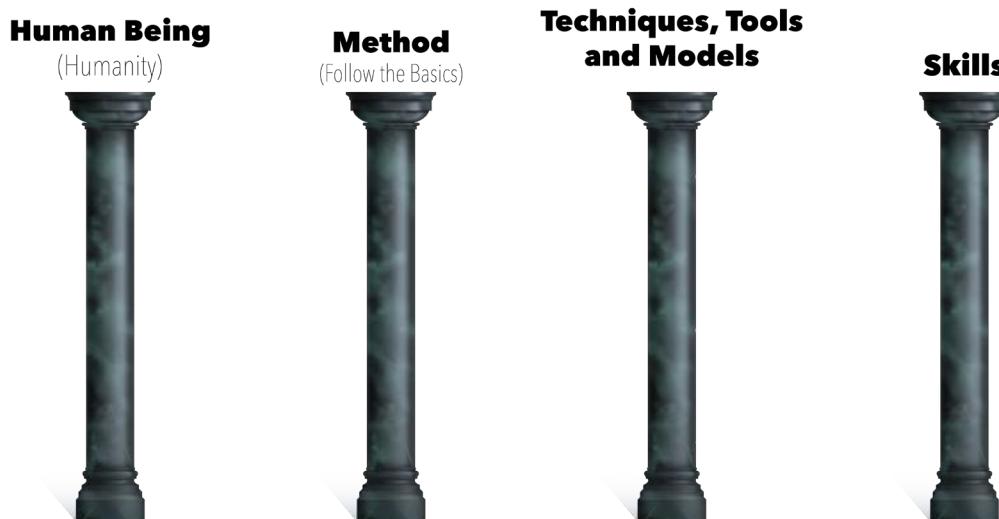
## 1. Human Being (Humanity)

A good coach continuously understands and specializes in everything that concerns the human being and the process of change and increased performance. It seeks to know the interaction between psyche and body and mind (neurology, biology and physiology of people), about psychological styles, personality types, personal styles, about behavior, attitude, motivation and everything related to change and performance. And above all, it is part of the group of human beings that constantly seeks improvements, evolution, learning, self-motivation and self-transformation, becoming an example and model of excellence.

## 2. Methodology

Coaching is based on methodologies, processes and systemic thinking. Coaching is much more effective if it is based on modeling successful people, models of excellence. We will use practice-proven training models and internationally used models during training.

## 3. Techniques and Tools

Coaching is supported by techniques and tools that improve client outcomes effectively and professionally. A good coach always seeks to update himself through training, reading, sharing experiences, so that he can achieve the best results as quickly as possible with the technologies available in the market, developed, modeled and tested. We will use scientifically proven techniques and, above all, that deliver effective results in practice, and we will use structured roadmaps and questionnaires that make life easier for coaches and generate surprising results.

Coaching is a process with a beginning, middle and end and where the client has constant coach support to achieve extraordinary results in their life.

Coaching is a powerful and extraordinary process of development and acceleration of results. With its different techniques, methods and tools; This methodology goes beyond everything we know, because in an objective, planned and focused way, it helps people and companies achieve their goals in the short, medium and long term.

But why is coaching so effective? What's different about this method? Why do so many people around the world, from different ages and stages of personal and professional life, choose this? The answer is simple: because it works!

Coaching works with the tools the person has and, if not, helps in their development. This is fantastic, as it is a process centered on the present and the future, that is, what one considers one's ideal state. Thus, at all levels, coaching is presented as an incredible tool to develop the human being in all its dimensions.

Coaching Steps could be summarized: at the beginning, middle and end, because unlike other development processes, Coaching has a right date to end. The first step to this is to make the meeting between Coach and Coachee, where the professional and his client introduce themselves, know the current state and define the objectives of the process, and the desired state.

It is also at this first stage that the number of sessions is stablished and the meeting times, values, locations and dates are predetermined. After the most technical details, it's time to act, it's time to train.

In this second step, the coach conducts his coaching training by explaining the coaching nomenclature, its working model and how to proceed during meetings. This is an important time, because through this alignment and what the coachee says, tasks will be defined to optimize their results within the set time.

Then weekly, monthly, or biweekly, they will meet to assess progress, work on strengths, improvement points, correct failures, and define new tasks until the goal set at the beginning of the process is reached.

This result can last up to 10 sessions or has already been achieved on the second date. It will all depend on the customer's availability, commitment and motivation towards their goal. The more open you are to the process, the greater your chances of success. So if you want to continue, take advantage of the remaining coaching sessions to work on other goals.

For all that, we can say that Coaching is a wonderful system of co-creation, where coach and coachee come together to achieve the extraordinary results one seeks. So if you also need a proven and effective process that increases your chances of development and evolution in every way, Coach!

## Method / Technique / Tool

Coaching tools, techniques and methodology have different applications and are important for achieving great results.

Today we will talk about the differences between training tools, techniques and methodologies. You already know that coaching is a combination of various sciences, including psychology, administration, sociology, anthropology, philosophy, and many others.

Also, is it a process that brings together tools, techniques and methodologies that aim to increase a person's performance through self-knowledge and self-development, right? Therefore, let's talk about the concepts we use in our learning process and in the Coaching process itself, as well as their applicability.

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Let's start with coaching tools. They are extremely important in identifying behavioral profile, self-awareness, desired status, trip planning, change definition, specific characteristics, and other information about Coachee.

We can say that the tools are tangible resources, such as tests, questions, charts, forms, planning sheets and some types of dynamics, whose purpose is to gather important information that contributes to the coaching process, as well as generate reflections and changes from Coachee. We have the tools that measure Coachee's commitment, results and evolution during the Coaching process.

Coaching techniques have as main objective to establish a relationship between Coach and Coachee, a relationship of trust, understanding, complicity and commitment between the parties. We use Rapport, Psychogeography, Flow, Probable Eye Movement, Relaxation, among other techniques, which aim to establish a secure connection and extract information in nonverbal communication.

In a second moment, the techniques also help to reach the goals, in order to search for information found in self 2 and bring it to self 1, generating ideas through reflection. Examples of bourgeois feedback, positive sponsorship, Shazan, association / dissociation, among others, are the techniques used in the process. We do not use paper or electronic resources, just knowledge of the applicability of the technique, interpret Coachee's response and offer clarification of situations through rethinking, for example, which is another very important technique.

It should be noted that coaching techniques and tools can be repeated in the process if necessary, so it is necessary to have a thorough knowledge of the coach regarding their applicability. This will depend on the evolution and development of Coachee toward its goal and satisfaction.

## 7 Coaching Levels

One of the great learnings of the neurological levels, which underlie the evolutionary process, and the initial inspiration of the 7 levels of the evolutionary process theory, from which all studies and connections began, is that when changes occur in the first three levels (Environment, Behavior, and Skills do not have a substantial effect on higher levels).

A change in the environment level, for example, offers a remedy for remediation, but it does not produce an internal change in the individual, does not prepare him for new situations that his cycle of existence will surely bring back.

**Deepening exchange rates at different neurological levels, we can say:**

**1 - Coaching Remediation / Remediation Changes:** These occur at the behavioral and environmental levels. These are behavioral changes and may occur due to conditioning, as they are related to direct action and reaction structures.

**2 - Generative changes / Generative coaching:** occur at the Beliefs / Values and Skills / Knowledge levels and are related to permissions, motivations and behavior management.

**3 - Evolutionary Changes / Evolutionary Coaching:** occur at the Spiritual and Identity levels. These are changes related to mission and purpose. They often have a great effect on our lives and can be generated by meaningful and often emotionally involved experiences.

Conversely, changes at higher levels, such as Identity and Spirituality, can cause transformations at all other levels, because the individual with a new and greater view of himself and the universe can resignify environments, change behaviors. And of course, he is more likely and determined to develop new skills and strategies.

**Source: IBC Institute - Brazil - Recognized by OHIO University**

## Learning Phases During the Change Process

### The client must have the desire or need to change.

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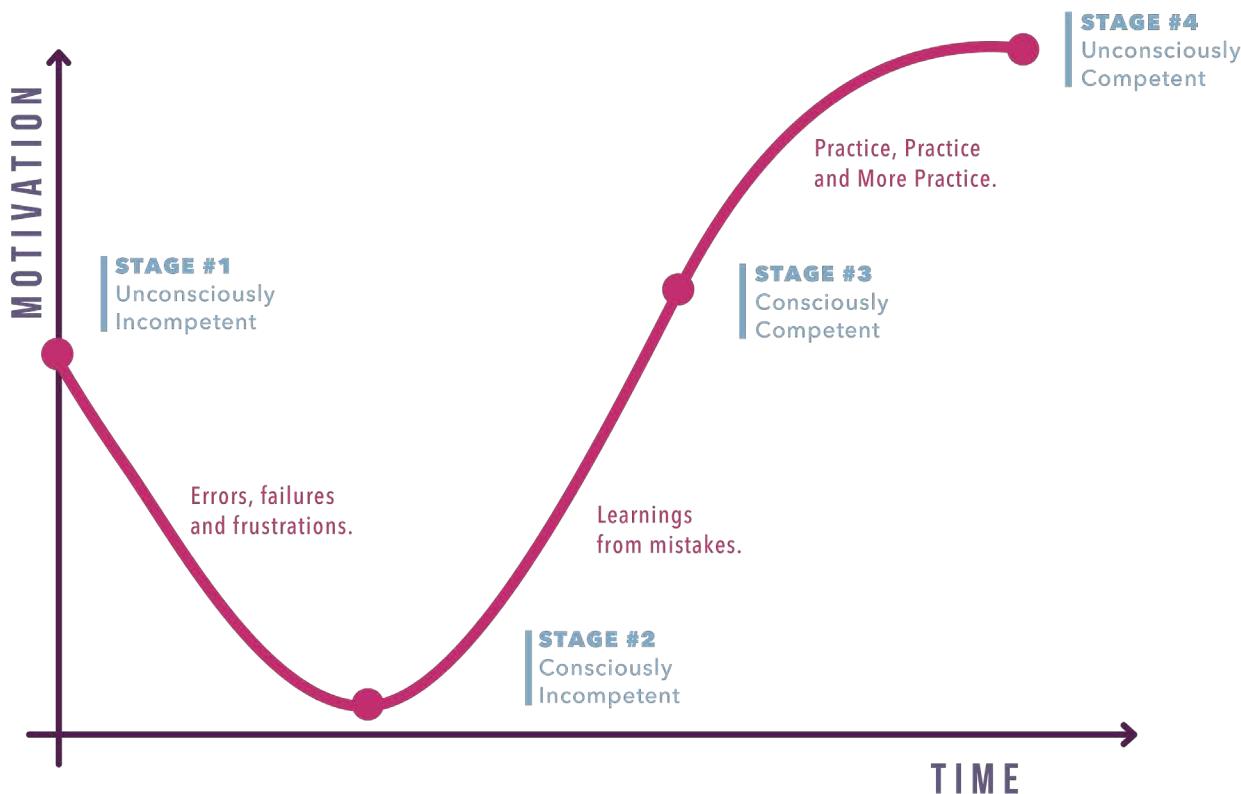
# The 4 Stages to Achieve Wisdom

Achieving wisdom is a virtually predictable process.

The key is to understand the process and where you are in it.

Remember that these stages are NOT random, you will face new challenges or the environment might change, you can always go back or move forward the important thing is to be conscious of your stage and the stage of your organization.

## Stage #1: Unconsciously Incompetent.

In the first stage, we are incompetent; but we do not know it, so as a result, we are happy and full of motivation.

This stage starts when you are offered a promotion or decide to start a new business, new relationship, a new sport, new hobby or you are assigned to a job where you will be the Agile Coach or you will be working under a new framework.

## Stage #2: Consciously Incompetent.

At this moment we are conscious that we are incompetent, all the motivation and excitement become just a memory.

This is the moment when we give up.

**Typical phrases of this stage:**
- I was not born for this.
- This does not work for me.
- I do not get this Agile thing.
- I think this is just a temporary or hipster trend.

The training and formation about Agile are key in this stage.

## Stage #3: Consciously Competent.

In this stage, things work out for you when you plan and execute it at perfection.

You need constant focus to make sure that you do everything the way you should.

In the previous stage, the most important habit was to learn from mistakes.

In this stage, the most important habit is practice. The support and Coaching will be very useful to maximize your results.

## Stage #4: Unconsciously Competent

This is the stage of the greatest wisdom. You no longer have to think to achieve your goals. The principles of success are internalized in you and it is manifested automatically.

Here is vital that you do not lose sight of introspection and to try to improve constantly. It is also important to look for new challenges for you, your team and organization; Agile is also to search for a constant change.

**Source:** *Víctor Hugo Manzanilla*
**Adaptation:** *Diego Ochoa Rivas*

## Why Coaching in Agile? The Process of Common Change

The Agile Coach is primarily a professional that helps people and organizations in the process of changing from a current status to a better or future status in the least painful way, but with the intent of achieving phenomenal and sustainable results.

But… who wouldn't like to improve? If you are doing okay, why improve? Although the current environment may seem very normal, the reality is that very few people are willing to change their initiative. That is why a professional that helps facilitate this change beyond the use of techniques and tools is key to the success or failure of any Agile initiative.
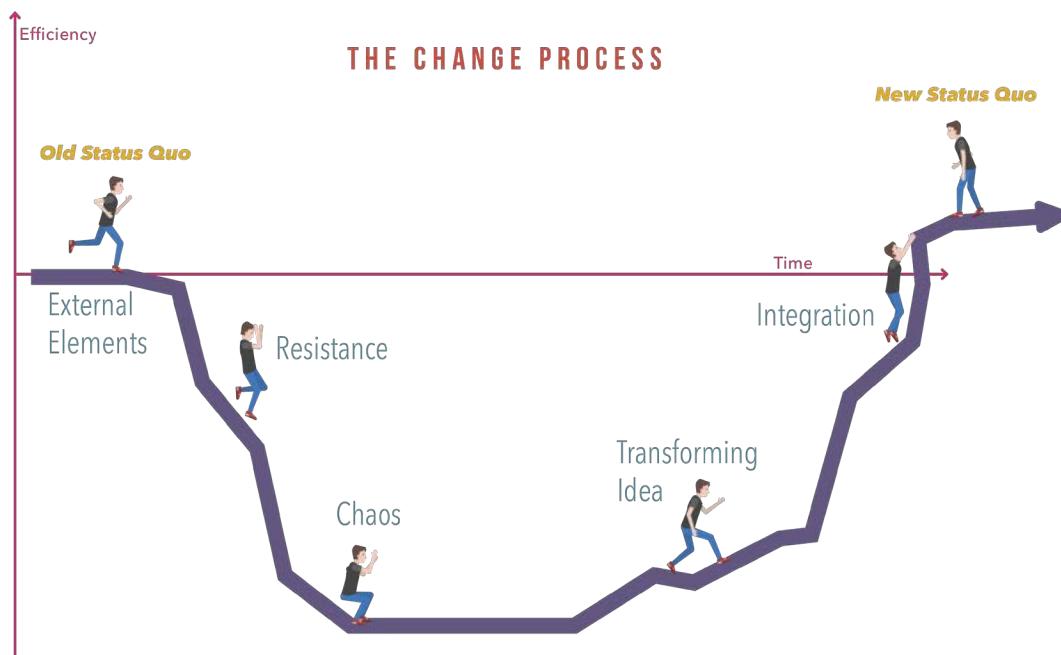


## What is NOT Coaching?

It is during this process that individuals and organizations experience changes where the skills in:

- **Training:** Help to understand more about the benefits, scope, and responsibilities within the agility that will allow alignment of expectations.
- **Facilitation:** It allows through techniques and tools, to reach established objectives, mainly during work meetings.
- **Mentoring:** Facilitates the resolution of problems in the different stages of change based on the experience of the Agile Coach.
- **Coaching:** Allows integral development, facilitating the adoption and adaptation of the agility from the experience of each individual of the organization in transformation.

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## A Bit of History About Coaching

- **"Help to learn instead of teaching".** *Socrates.*
- **Coach (Carriage and Coach),** is a metaphor about the fact that certain people (Coaches) turn into the best vehicle to transport others (Coachee or client) to their goals with the greatest success, speed and solvency possible.
- **"The opponent who lives in the head of the player is more important than the player on the other side of the net. Unleash the potential of people so they can maximize their performance".** *Timothy Gallwey.*
- **"Could we apply the same methods related to sports to the difficulties that companies face? > Surge Organizational Coaching".** *John Whitmore.*
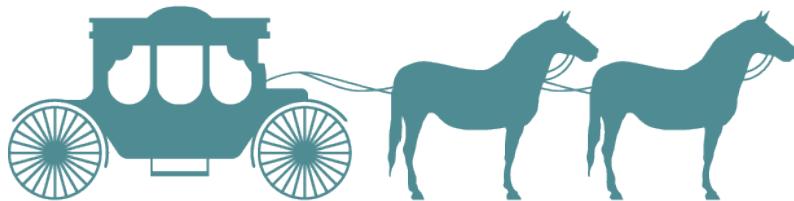
### Resume

Coaching is a way of managing, treating people, thinking, being and being.

"It is about unlocking a person's potential to maximize their performance. It is helping you learn instead of teaching you".

Make Coachee aware without answering questions by asking questions that lead directly to your goal. Talk with respect, openness, empathy, compassion and a strict commitment to telling the truth.

### Coaching Implies

- Motivation.
- Potential.
- Development.
- Skills.
- Support.
- Active Listening.
- Feedback.
- Rapport.
- Powerful Questions.

## What is NOT Coaching?

- **Psychotherapy (in no context can be applied).**

- **Not coaching, but can be applied as a strategy in the agile:**

- **Mentoring.**
- **Consulting.**
- **Advisor.**
- **Formation.**

## Coach Commitment (Generic and Agile)

- I am driven by your goals.
- I am your guest.
- I share knowledge.
- I respect learning.
- I do not know everything.
- I offer compassion.
- I look for a balance between holding my hand and letting go.

*Source: http://agilecoachesoath.org/*

## Values and Principles of a Coach (Generic and Agile)

- Respect
- Value
- Transparency
- Collaboration
- Humility
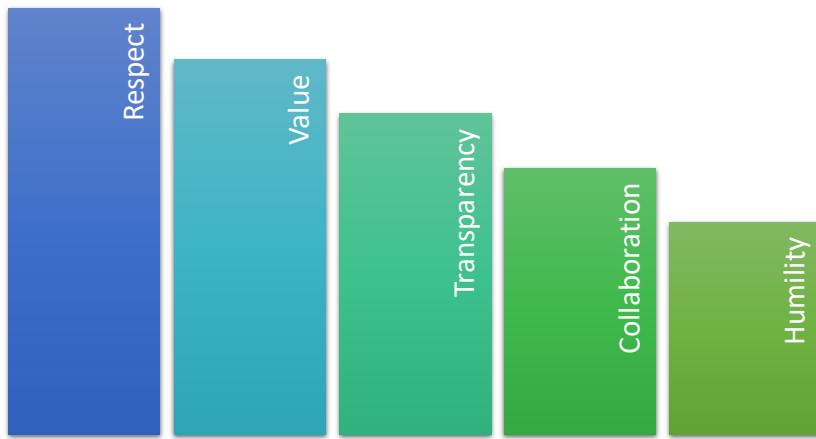
## Coach's Most Important Habits (Generic and Agile)

Lead with the example

Keep Balance

Set a Realistic Pace

Take Care of Language

Act As a Server Leader

Learn About Yourself

## Advices for a Coach (Generic and Agile)

- Don't judge
- Be an example
- Know / learn to listen
- Maintain / have a positive posture
- Do not opine unless requested
- Differentiate it from your results
- Know the effects of your words and expressions
- Let the team talk

## Coaching Skills (Generic and Agile)

These are the skill and approaches that are currently used in the profession of Coaching worldwide, different sources nurture this list.

Any professional Coach should demonstrate their understanding and practice.

**REMEMBER:**

**COACHING:** METHOD.
**COACH:** PROFESSIONAL RUNNING COACHING PROCESS.
**COACHEE:** CUSTOMER PERSONING "PASSING" THROUGH A COACHING PROCESS.

## General Skills of the Professional Agile Coaching

| | | |
|---|---|---|
| Ethical Rules and Professional Standards. | Agreement with the Client - Coaching. | Trust and Respect for the Client. |
| Presence of the Coach. | Active Listening with Context. | Powerful Questioning (Revelation). |
| Positive, Constant and Direct Communication. | Support the Creation of Consciousness in the Client. | Openness to Mutual Learning. |
| Focus on Planning and the Definition of Objectives. | Focus on Co-creation of Value. | |

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## The Coaching Process



## Detailed Process

### PREPARE THE SURROUNDINGS »

- Create Relationship Agreements.
- Set process goals.
- Presence of trust and Coach.

### TRACKING »

- Active listening.
- Powerful questions.
- Direct communication (articulation).
- Consciousness building.
- Inventory Design.
- Action versus goal management.

### CLOSURE

- Outcome Measurement.
- Sustainability Agreements.

*Powerful questions and articulations are key to creating a Coachee (client) awareness that enables you to design your own actions that you commit to organically.*

## Agile Leadership



*https://www.linkedin.com/pulse/12-dimensions-agile-leadership-jonathan-kessel-fell/*
*Source: Jonathan Kessel-Fell*

## Powerful Questions to Define Objectives - Part I

Each of these questions can be the start of other ones using the "what", "when", "where" and "how".

Do not make the mistake of structuring your session based on a series of pre-arranged questions.

As a Coach, you should have compassion for your client, which will allow you to put yourself in their shoes and analyze their reality, goals, frustrations, etc. This will provide you context to ask the question that suits the moment and situation during the Coaching session.

It's more important to know how to listen than what to ask, but only with the right question, you could listen to what will allow you to move forward.

*Source: BlogdelCoach.com*

- What are your objectives?
- What do you want to achieve and why?
- Are your goals realistic?
- Are they ambitious enough so you don't lose motivation quickly?
- What does your intuition tell you about the goal you want to achieve?
- If the objectives defined by the client are generic: Can you describe the objective in detail to the extent that it is measurable in some way?
- What would be your short term goals if you knew you have only 1 year left to live?
- What would your goals be if you knew you only had 1 month left to live?
- Imagine 5 years have passed and you feel proud of having achieved what you wanted. Create a list with  the 5 accomplished goals that make you feel proud since then.
- Imagine that today you have achieved all the goals that are important for you. What do you still need to change?
- If life could be divided into areas such as health, money, love, family, physical condition, self-esteem, career/business, personal accomplishments, and leisure, would you be leaving an important part out?
- Which areas of your life do you have to work on because you need to improve it as soon as possible?
- Describe in a sentence the most important goal for you. If I told you that you can get even more, how would you improve that goal?

## Powerful Questions to Define Objectives - Part II

- If you could add something else to your life what would you add?
- What is it that you could do if you did not have money problems?
- Imagine that you got the money you needed to quit your job and do what you always wanted. Imagine that 3 years have passed, describe in detail what you have achieved that makes you feel proud.
- What does it take for you to feel motivated to take action on the things you have decided to do this week?
- What do you have to do to achieve the financial freedom that would allow you to live the lifestyle you want?
- What is more important to you: free time or money? Why?
- For what reasons do  you want to be remembered when you die?
- What would be the most valuable thing you could obtain from this Coaching session?
- If the area in your life that needs the most help is "money", describe:
  - What do you want to get with the money?
  - What would have to happen in the next days/months so that when you wake up you feel happy?
  - Can you list what you need to achieve in each area of your life so that your life can be perfect?
  - What does it take for you to feel motivated to take action on the things you have decided to do this week?

## Powerful Questions Defining Actions

- What has the person that achieved the objectives you want to achieve done to accomplish them?
- What actions do you need to take to get the information you need?
- What is the next step?
- Describe in detail what you will do this week to move forward.
- Can you do more?
- If the person you want to be was standing in front of you, what would he/she recommend to you?
- What should I say to you as your Coach when I see you doing something that limits you?
- To improve, what needs to happen?
- What can you do to get the support from those you need?
- If you do not have the necessary resources to take the actions you believe are necessary to move towards your goal? What other options do you have?
- If you had more time available to move towards your goals, what would you do differently?
- If you had less time available to move towards your goals, what would you do differently?
- What do you think the person you most admire would do in your place?
- If you had the person that has achieved your goals in front of you, what would you ask?
- What are the steps and actions that you can take right now to get closer to your goal?
- What information do you need to move forward?
- If you could have in front of you the person who has all the answers to your questions, doubts or lack of information, what would you ask?
- If you knew by chance that everything you do in the next 4 weeks will turn out good, what would you do?

## Powerful Questions Creating Perspective

- What would be the biggest impact in any area of your life or in the life of your loved ones if you accomplish your most important goal?
- If you did not have any preconceptions and/or taboos, what would you do that you currently do not do?
- What have you accomplished so far in your life that makes you feel proud?
- Is there any preconception or taboo that blocks you from taking action?
- What can you be thankful for these days?
- Is there someone you admire that has an opposite or very different vision than yours? Tell me, how do you feel about that?
- What would happen if you change your way of seeing things?
- Why did you think this was the best option?
- What have you learned from this experience?

In general, it's very important to avoid questions that suggest closed answers such as "yes" or "no" or trends to an expected answer.

# Agile Coaching
# Competency Framework

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# Fundamentals Competencies of Agile Coaching



**TRANSFORMATION**
Experience as an organizational developer and change catalyst.

**TECHNICAL**
Technical experience as a software technician.

**BUSINESS**
Expert in innovation business and product development.

**MENTORING**
Share knowledge, perspectives and skills that promote the personal and professional growth.

MASTERY

**FACILITATING**
A neutral process holder that guides the groups through processes that help them find solutions and make decisions.

**PROFESSIONAL COACHING**
Partner with clients in creative processes that inspire their professional and personal potential.

**AGILE - LEAN PRACTITIONER**
Apply Agile Practices.
Live Agile Values.

**TEACHING**
Teaching knowledge, perspectives and specific skills.

*Adapted From ACI Agile Coach Competency Framework www.agilecoachinginstitute.com*

## Practice Leader Lean Agile

Ability to learn and deeply understand agile frameworks and Lean principles, not only at a practical level but also at the level of principles and values that underlie the practices that allow proper application as well as innovation.

To be a teacher and learner continuously through introspection, collaboration, and continuous improvement.

## Professional Coaching

Ability to act as a Coach, based on the interest of a client, helping to determine a direction; instead of advising or giving opinions based on the Coach's experience.

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## Facilitation

A natural process that guides individuals, teams, and organizations in a process of discovery and adaptation, maintaining their purpose and definition of success.

## Mentoring

Ability to share and impart experience, knowledge, and guides based on one's own experience to help others grow in the same or similar domain of knowledge.

## Teaching

Ability to offer the right knowledge at the right time, teaching in the right way so that people, teams, and organizations use the knowledge for their best benefit.

## Technical Mastery

Ability to "get your hands dirty" when designing, coding, performing engineering test or doing some other technical practice, with a focus on the promotion of technical craftmanship through example and teaching through practice.

## Business Mastery

Ability to apply strategy and management frameworks of business to use Agile as a commercial advantage through Lean Start-up, innovation techniques, business process management approaches based on flows and other techniques related to innovation in the business environment.

## Transformation Mastery

Ability to facilitate, catalyze and lead the change or organizational transformation. This area is based on change management, the organization's culture, development, systematic thinking, and other behavioral sciences.

## Let's Practice to Identify the Differences
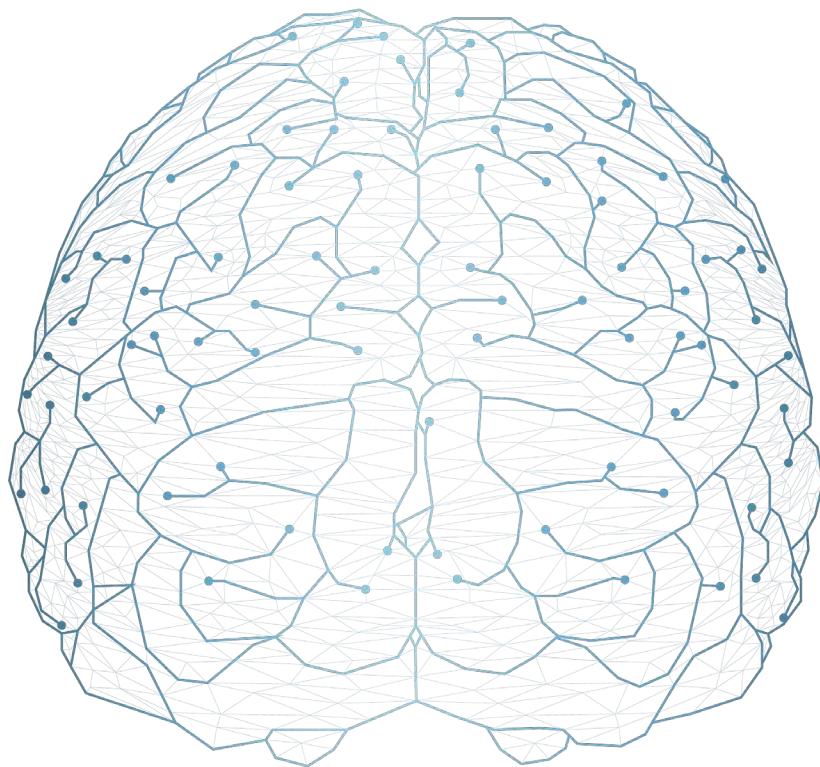
# Coaching Mindset/ Key Concepts



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# Organizations that Have Adopted Agile 3 Main Characteristics

1. The Law Of The Customer
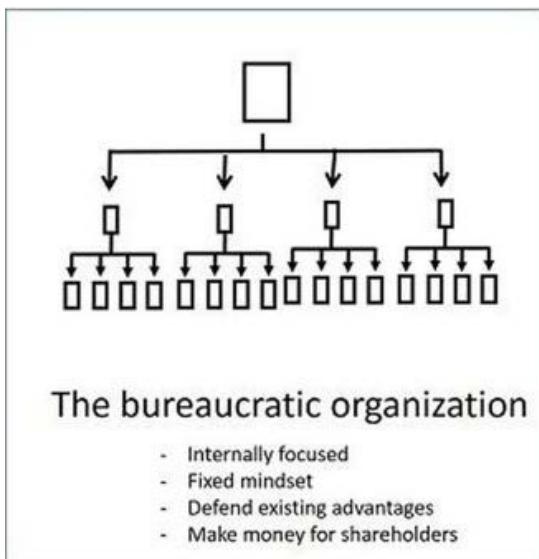


2. The Law Of The Small Team.

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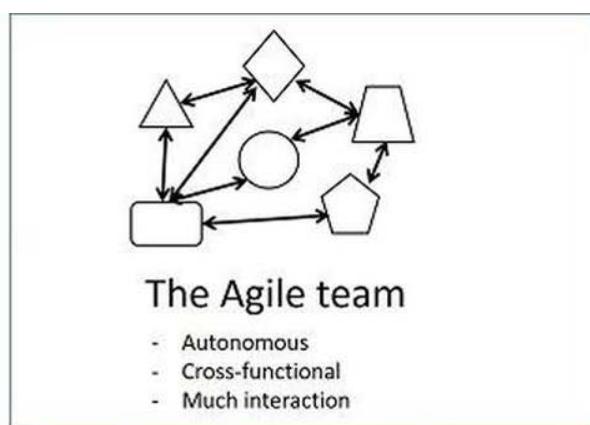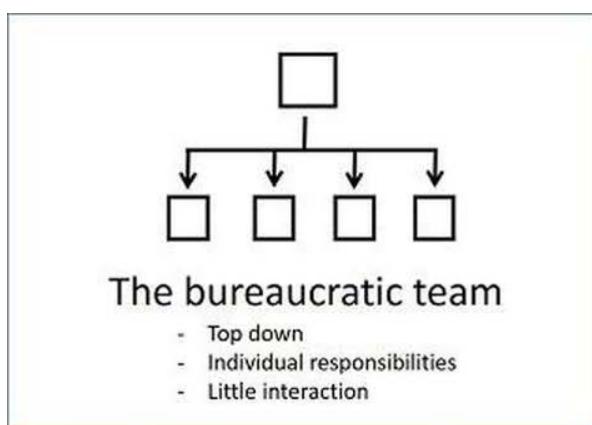
3. The Law Of The Network.
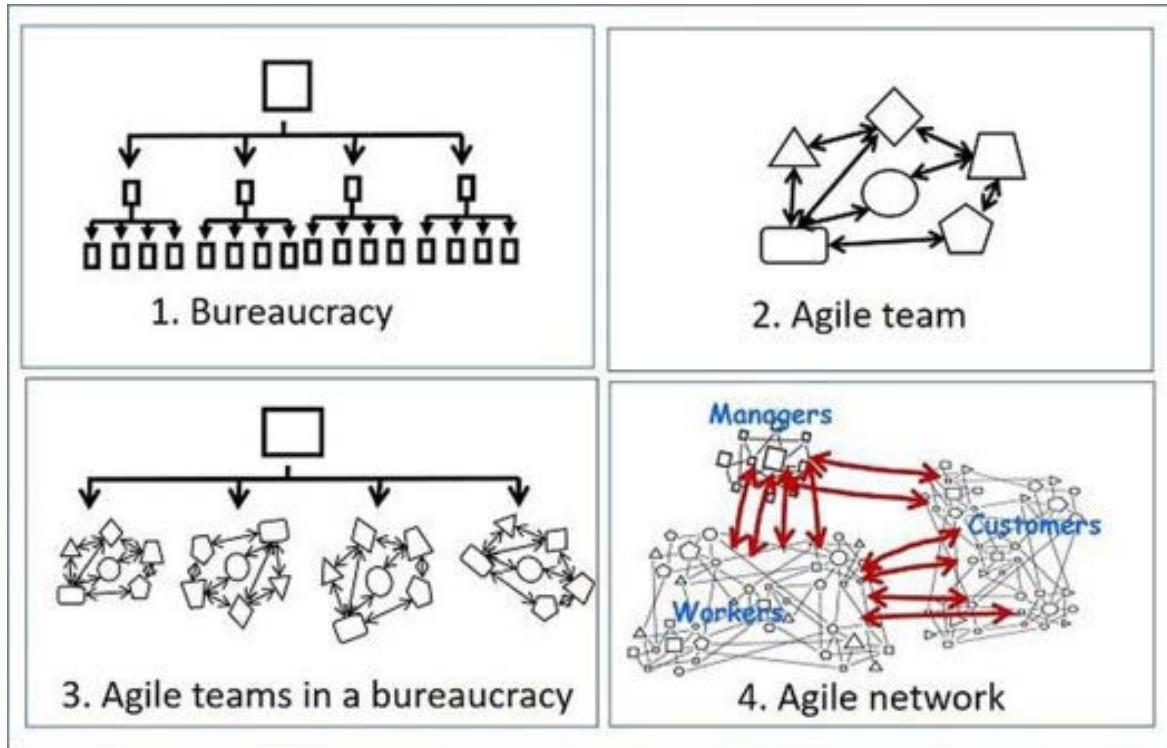


*From an article by Steve Denning:*
*http://www.forbes.com/sites/stevedenning/2016/09/08/explainingagile/#4415385e2ef7*

## Agile Coach

- Self-awareness.
- Self-management.
- Leadership and self-organization.
- Neutrality in Coaching.
- Emotional intelligence -EQ.

# Agile Coach - Role

An Agile Coach helps a team or individual to adopt and improve agile methods and practices.

A professional coach works in the following categories:

 Coaching categories:
- Career Coaching.
- Life Coaching.
- Business Coaches.
- Executive Coaches.

**Discussion:** Can an **Agile Coach** perform in these fields? How could he exercise his role?

# Agile Coach Areas



# Agile Coach Skills

- Demonstrate  strong knowledge and experience in Agile concepts.
- Background in Coaching.
- Facilitation.
- Knowledge of models to scale Agile.
- Knowledge and experience in training adults.
- Communication skills.
    - All the levels, including executive level.
- Ability to influence others.
- Networking.
- Previous experience in the adoption of Agile or as a Scrum Master.
- Programming knowledge.
- Competence in relevant programming languages.

# Agile Team Facilitation (Agile Mindset)

- Facilitating commitment.
- Facilitating collaboration.
- Facilitating full participation.
- Facilitating meeting / Agile ceremonies / retrospectives / remote teams.
- Facilitate decision making.
- Meeting organization tools.

# Mentoring vs. Coaching vs. Management

# COMPARISON

## COACHING
Area of expertise in partnering via thought provoking, creative process to maximize coachee potential as it relates to the topic.

Engagement (Coach) clarifies, listens, questions, partners.

## MENTORING
Area of expertise is the topic in question (e.g. Java Mentor, Leadership mentor, etc).

Engagement (Mentor) advise, consult, guide, help.

## MANAGEMENT
Area of expertise is the management systems as it relates to the topic (e.g. Development manager, project manager, etc).

Engagement (Manager) inform, assess, evaluate, direct.

*Source: Caroline Sauvé @caro_sauve Agile Alliance Conference – Agile2018 CertiProf is Agile Alliance Corporate Member*

# Working with Teams – Agile Coach
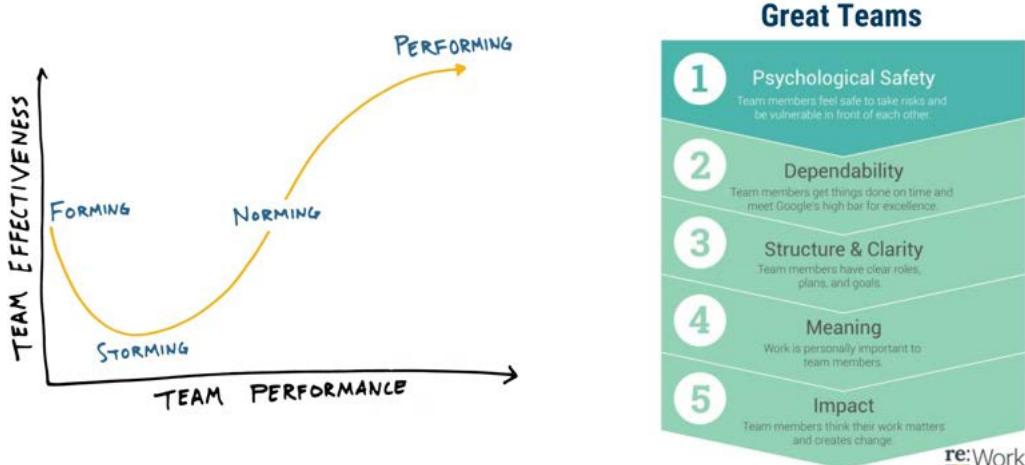


*Team development model from Bruce Tuckman in 1965.*



*Source: https://www.slideshare.net/trunghn/trung-hoang-shuhari-applied-to-agile-team*
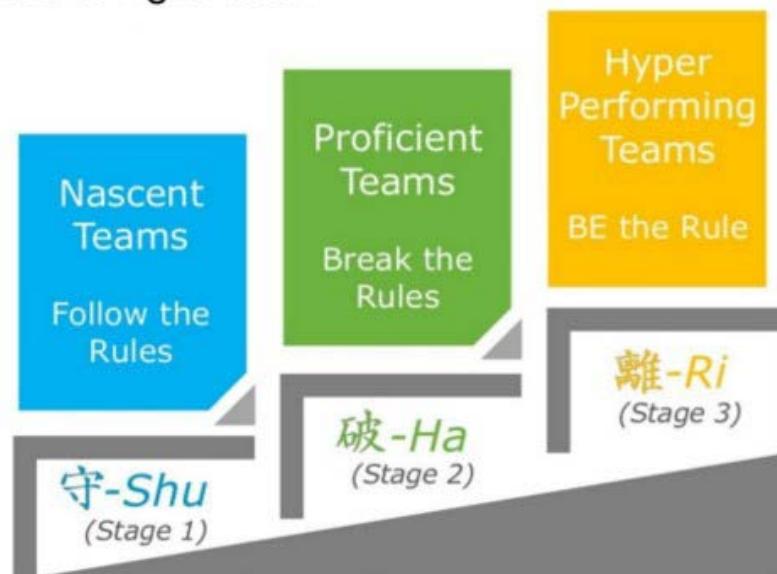
# Concept Analysis
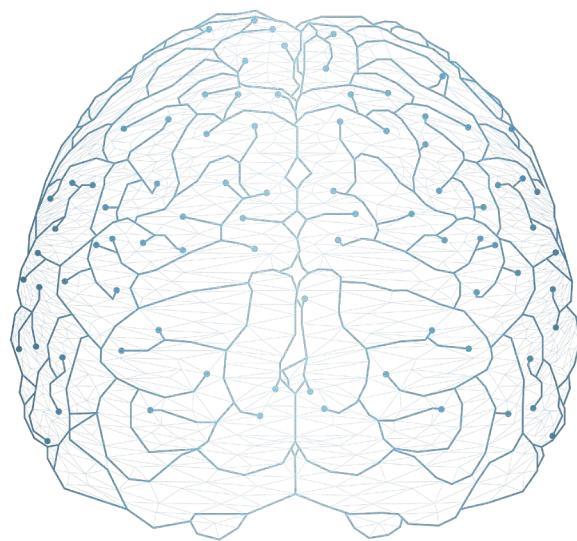
# Agile Coach DNA/Enterprise Level

## Module based on Agile Coach DNA Book, Manoel Pimentel Medeiros, 2019.

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# Introduction to the DNA of an Agile Coach

Agile Coaching is an approach to promote change in an organization to improve productivity, behaviors, and results in the context of the development of solutions/products. To promote these Agile coaches can work on 5 elements.

1. Catalyze Improvement.
2. Promote Awareness.
3. Boost Ownership.
4. Develop Competences.
5. Facilitate the elimination of barriers.

These elements work as great objectives for Agile Coaches.

*CertiProf is authorized by the author for use / distribution of book images Agile Coach DNA.*

# Catalysts for Culture Continuous Improvement

Agile Coaches should act as catalysts for the culture of continuous improvement.

Providing support and facilitation to the change process is the main element during the Agile Coaching process. As Agile Coaches, we need to continually help organizations, teams, and people in the journey from the current state to the future state. That is the true essence of coaching.

As Agile Coaches, we need to master models related to the management/facilitation of changes. These models can help us support people to create a smooth journey towards change.

## Boost Ownership

Agile Coaches should avoid dictating solutions and must practice a non-judicial approach to help people build their way to some goal.

*"Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime".*



## Facilitate Barrier Removal

Agile coaches are not secretaries of the organizations.

Facilitating barrier removal is about how to help people develop the skills and the resources to overcome barriers on their own. Teach people how to eliminate obstacles on their own instead of simply removing barriers for them.

During an agile transformation/change initiative, there are many obstacles to adopt new behaviors and practices.



Agile Coaches should act as facilitators of change.

A change facilitator is someone that helps the organization to identify opportunities to improve and promote collaborative strategies to maximize the success of the change efforts. We always have driving forces (positive forces) and restriction forces (resistance) to accomplish any goal during the change initiative.

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## Develop Competencies

Helping people learn new skills (soft and hard) is one of the key ingredients of Agile Coaching.

To develop people's skills, we can create a combination of two approaches: **Coaching and Mentoring.**

Agile Coaches need to help the organization in the creation of strategies to create a learning culture.

We can use different practices to achieve this goal.



## Promote Awareness

To catalyze improvements, it is important to help people be aware of problems, gaps, needs, solutions options, etc.

Most of the time, Agile Coaches provide support for people to explore their mentalities, behaviors, and consequences to promote changes and improvements.

## Agile Coach DNA – Team Level



THE
**AGILE COACHING DNA**
Example of evolution for Team Level
@manoelp

## Agile Coaching DNA - Enterprise Level



THE
**AGILE COACHING DNA**
Example of evolution for Enterprise Level
@manoelp

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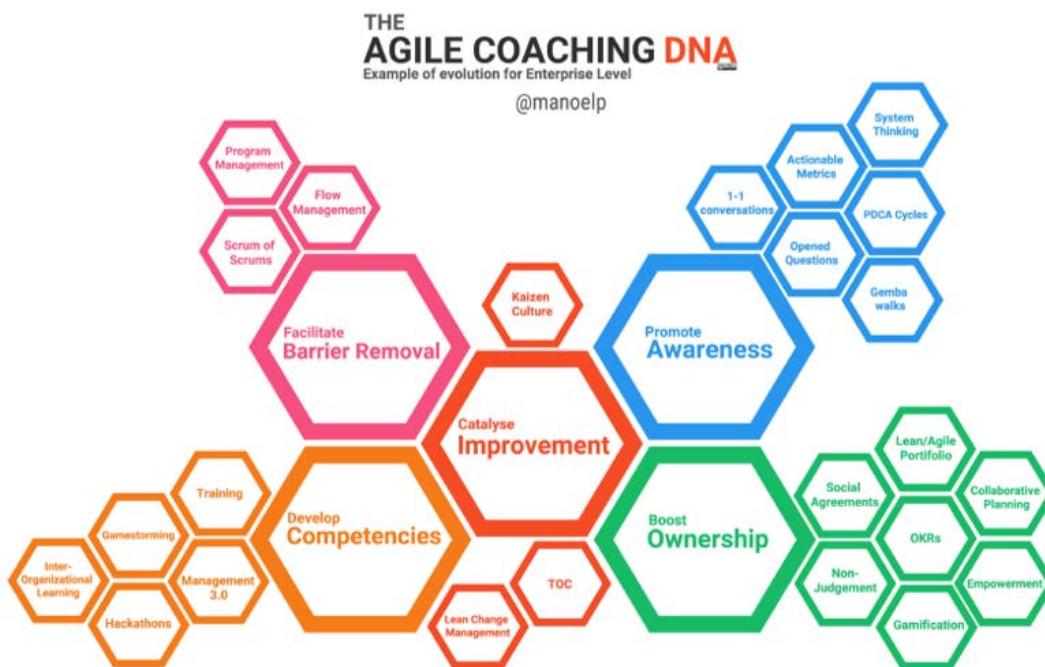
## Agile Practices

| | |
|---|---|
| Identify relevant issues to solve. | Don't start with magic solutions. |
| Identify the reasonable level of coachability. | "Pull Coaching instead push Coaching" - Coaching on demand. |

Examples of an agile coach's activities:

1. Facilitate sessions to visualize changes involving human capital from different levels of the organization.
2. Perform behavioral analysis to identify what changes are needed to deal with human capital for the best implementation of agile methodologies or frameworks.
3. Facilitate sessions to map the organization: strategic map (mission, vision, values). Identify weaknesses and choke points. (SWOT Analysis).
4. Help the organization to create data visualization strategies (transparency - osmotic communication).
5. Individual sessions with team members.
6. Provide training, specifically observing agile practices.
7. Facilitate retrospectives to identify organizational improvements.
8. Help teams create relevant information radiators.
9. Help leaders build on Agile best practices to facilitate daily routines or events.
10. Help teams implement best practices to increase productivity and delivery quality.

A change facilitator helps identify opportunities to build collective strategies to maximize change success.

1. Developing a shared vision.
2. Simultaneous focus on the organization's hard and soft skills.
3. Development of a network of committed and skilled people.
4. Find the Minimum Viable Improvement (MVI).
5. Find the SEE-FEEL-CHANGE (do not pursue purely logical arguments, but the significant experience that these arguments make sense to each of the parties involved in the change process).
6. Maximize enablers and minimize strength aspects.
7. Monitor and adjust strategies in response to emerging or emerging issues.
8. "Walk the Talk": Congruence what you think, design, do.
9. Be a multifaceted, non-fiscal facilitator.

# G R O W

**GOAL** **REALITY** **OPTIONS OBSTACLES** **WILL**

**GOAL**

Define the goal that you wish to achieve.

**REALITY**

Examine your current situation.

**OPTIONS OBSTACLES**

Assess the diferent ways to achieve the goal from the origin.

**WILL**

Establish what will be done, when and who is going to do it and the will to do it.

*This picture from unknown author it's licenced CC BY-SA-NC.*

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## THE METAMODEL OF INGREDIENTS TO CHANGE

Clarity and responsability about why change is necessary

Desire to collaborate on the change journey

Low organizational friction and high safety to explore new things

A continuous review cycle covering all the listed ingredients

## THE **FLY** MODEL

**F**ocus on achieving a small goal

**Y**ou can improve the next cycle

**L**earn rapidly from the results

# House of Awareness

**Perspectives**

**Situations**

**Gaps** | **Bridges**

**Outcomes**

## WHY VISUAL THINKING?

**Dual coding theory**

Verbal | Visual

We've doing it since ancient ages!

Our brain processes the information in 2 distinct ways

**75%** The process of our brain cortex is dedicated to visual information.

YOU'RE **TOTALLY CAPABLE TO DO IT**

You don't have to do it for others, you got nothing to prove!

**Can be applied:**

**Work meeting**

**Classroom**

The idea is not to create beautiful drawings, but that help you to solve problems!

**putting it together you can:**

**REMEMBER**

10% | 90%

OF THE CONTENT

GET A HIGHER LEVEL OF COMPREHENSION.

30% INCREASES THE RETENTION OF INFORMATION.

INCREASE YOUR CREATIVITY.

IMPROVE YOUR LISTENING SKILLS.

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Dude's Law: Value = Why /How

$V = \dfrac{W}{H}$     $V = \dfrac{W}{H}$

## Kafe Model



Knowledge

Actual Practice

Fluency

Efficacy

# LEARNING CANVAS                    LEARNING 3.0

| THEME: | | WHERE: | WHEN: |
|--------|--|--------|-------|
| ASKER: | SHARERS: | FACILITATORS: | |

| PROBLEMS / SYMPTOMS | STORIES | IDEAS | EXPECTED RESULTS |
|---------------------|---------|-------|------------------|
| | | | TO TRY |

**PAST**  **FUTURE**

# Agile Frameworks
# Overview

![CertiProf logo]

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## Main Agile Frameworks – Team and Organization
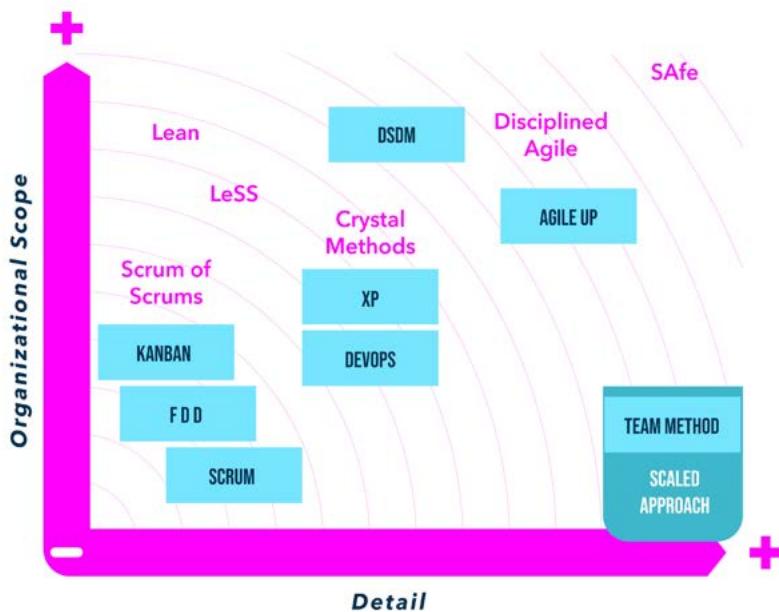


*Source: Agile Practice Guide, developed as collaborative effort by Project Management Institute and Agile Alliance*

## Scrum Overview
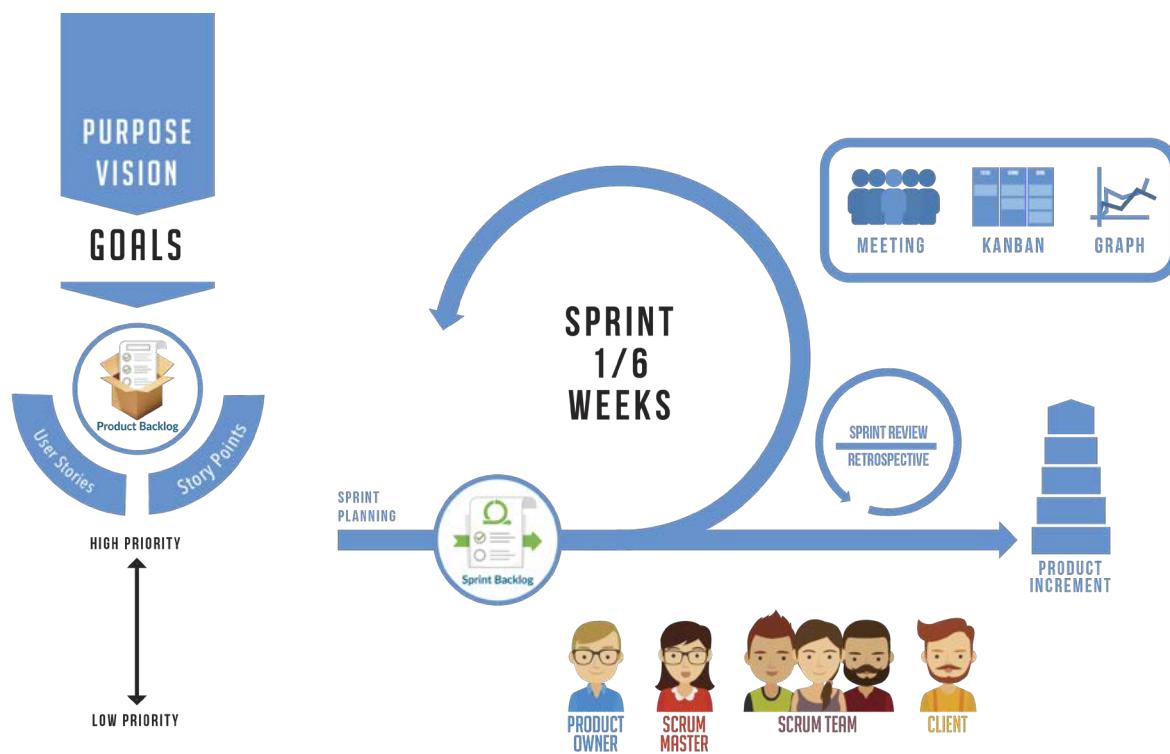
# Introduction to Scrum

## Benefits
- Delivery up to 75 % faster.
- Reduction of costs up to 42 %.
- Development of high performance and self-organized teams.
- Ability to respond to changes from 1 to 6 weeks.

## Challenges
- Have all the roles to be prepared.
- Ambiguous application guides.
- Adaptation of processes and techniques.
- Scaling programs and portfolios.
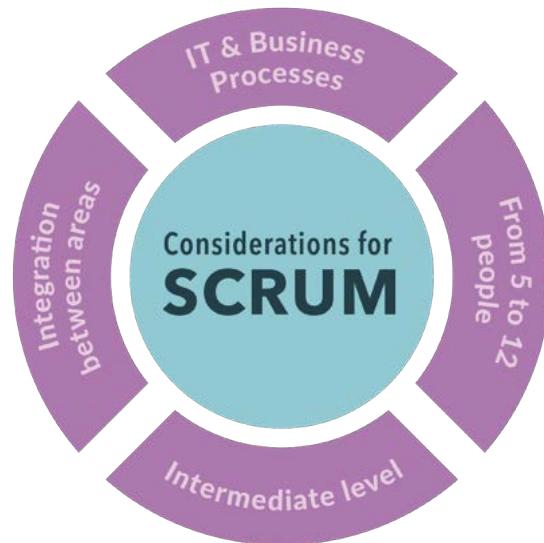


## Scrum Components



**3 ROLES**
- Product Owner.
- SCRUM Master.
- SCRUM Team.

**5 EVENTS**
- Delivery Planning.
- Sprint Planning.
- Daily SCRUM.
- Sprint Review.
- Retrospective.

**5 TOOLS**
- Product Backlog.
- Sprint Backlog.
- Sprint.
- SCRUM Board.
- Pending Graphs.

Agile Framework that uses iterative and adaptable approaches to develop products and projects. Find the fastest and most flexible way to deliver the highest value in the least amount of time.

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## Scrum Principles

- Commitment.
- Courage.
- Focus.
- Openness.
- Respect.

The members of the Scrum Team learn and explore these values as they work on Scrum events, roles and artifacts.



## Scrum Aspects



ASPECTS

$ Business Justification

! Risks

Quality

Change Management

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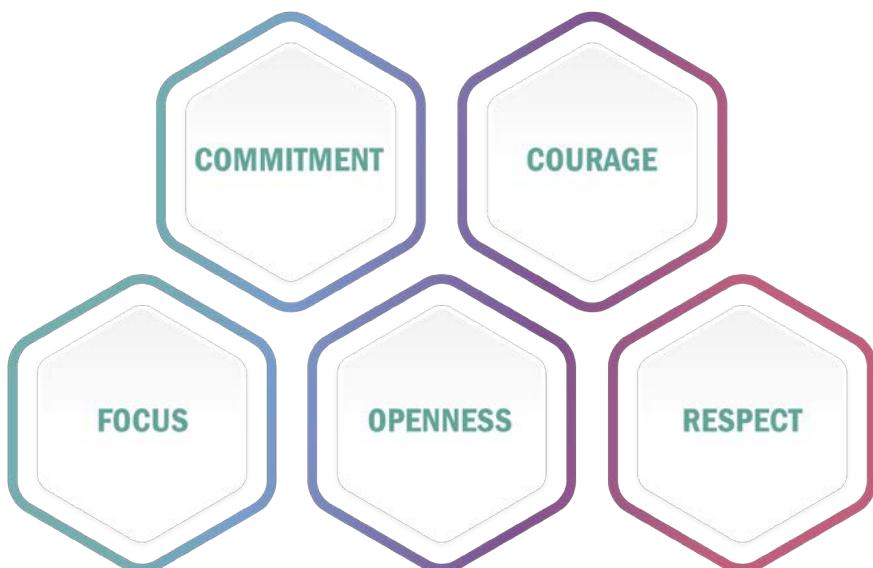
# Kanban Method



## Benefits

- Easy implementation and adaptation.
- Productivity increase by up to 30 %.
- Greater flexibility and adaptation to changes.
- Transparency and continuous workflow.

## Challenges

- Instability in the amount of work.
- Monitoring and compliance of activities.
- Little disruptive and orderly.
- Scalation in multiple teams.



CONSIDERATION FOR **KANBAN**

Applies: Operations, Development, HR, MKT, Management

People: Based in the process

Level: Beginner - Advanced

Facilitates Continuous Flow

## Introduction to Kanban

- Born from the Toyota Production Model.
- Kanban means "card you can see".
- Involves the use of visual aid to follow up on production.
- This process was observed in the 50s in the grocery stores (JIT).
- The use of visual aid is effective and has become a common practice.
- A Kanban board helps the team increase its effectiveness.
- Adopted as an "Agile practice" in the early 2000s.

## Kanban Application

It is better used when the team needs the following conditions:

- Flexibility.
- Focus on continuous delivery.
- Increase in productivity and quality.
- Greater efficiency.
- Focus on team members.
- Variability in the workload.
- Waste reduction.
- Respect current processes.

## Wrong Reasons

- It seems easier, simpler, friendlier.
- You don't need to change anything... Like Scrum.
- Scrum implementation failed.
- Where do I need to defragment the problems?

# Basic Properties

- Visualize the workflow.
- Limit work in process.
- Manage the flow.
- Define the process.
- Make the process policies very explicit.
- Implement feedback cycles.
- Improve collaboratively.

# Scrumban
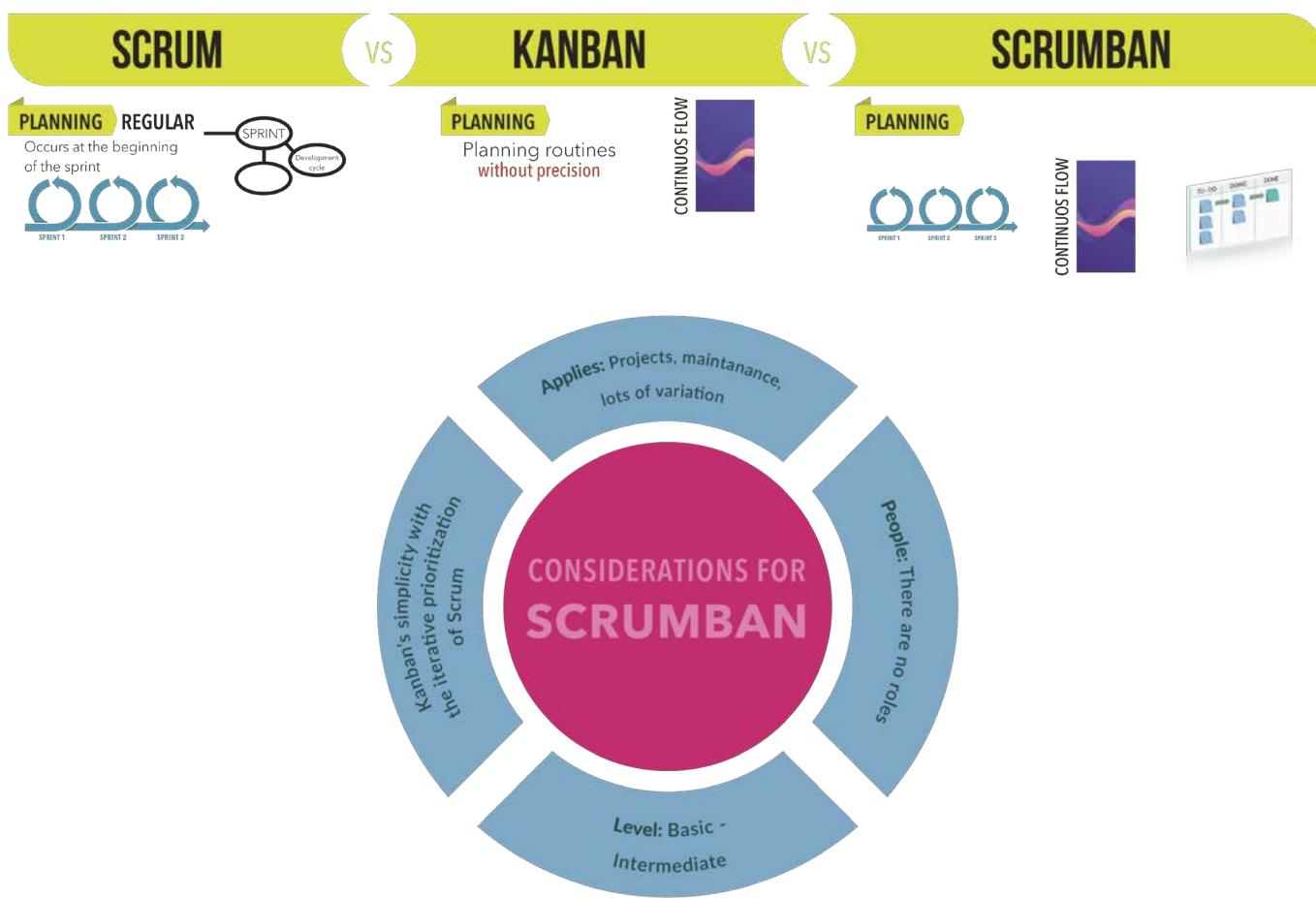


Hybrid framework, there is no single official framework.

# Introduction to Scrumban

- A hybrid approach, for the transition from Scrum to Kanban.
- Work set up for short periods (ideally 1 week, max 2 weeks).
- Use of Kanban boards to visualize and monitor the work.
- Use Daily Stand Up to collaborate and eliminate impediments.
- Little advance planning (by Sprint).
- There are no predefined roles (in some cases it's Agile Coach).
- It's based on Scrumbut combined with Kanban.

**Uses the prescriptive nature of Scrum to be agile. It uses the improvement of the Kanban process to allow the team to continuously improve its process.**

## SCRUM

Product Backlog → Sprint Backlog → Scrum Team Development → INCREMENT

## SCRUMBAN

BAU Backlog → Scrumban Support Team → IMPROVEMENTS AND FIXES
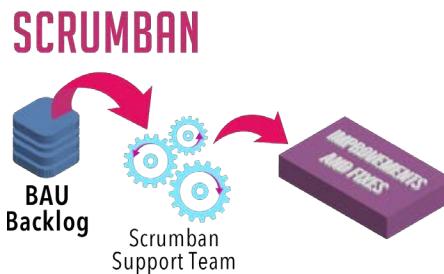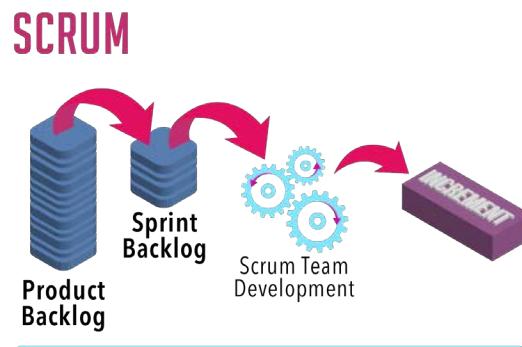
# Extreme Programming (XP)

**Benefits**

- Very organized programming applicable in any language.
- Efficiency in the planning and testing process.
- Very low error rate.
- Encourages communication between customers and developers, facilitating changes.
- The client has control over priorities.
- Continuous tests are done during the project.
- Better used in the implementation of new technologies.

## Challenges

- Correct collaboration with the client in reality.
- Lack of capacity to lead the team.
- Underutilization of resources.
- Applicable to small teams.
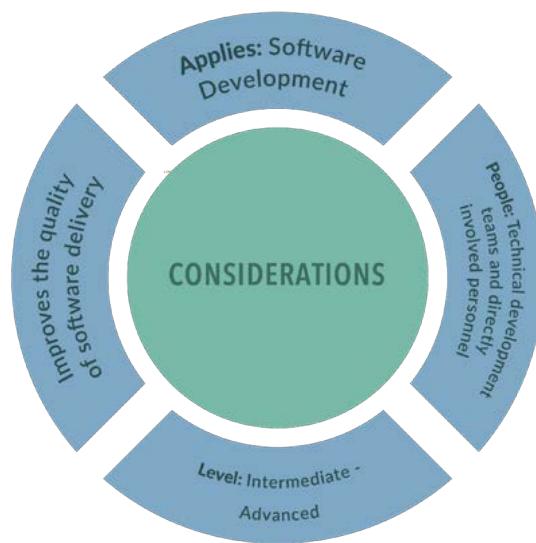
# Introduction to Extreme Programming

- The Extreme Programming (**XP**) was created at the Chrysler Corporation.
- It gained momentum in the 1990s.
- **Avoid the radical increase in the cost of changing software over time.**

- **Key features:**
  - Incremental development.
  - Flexible schedules.
  - Automated test codes.
  - Verbal communication.
  - Design in constant evolution.
  - Linking short and long term of all those involved.
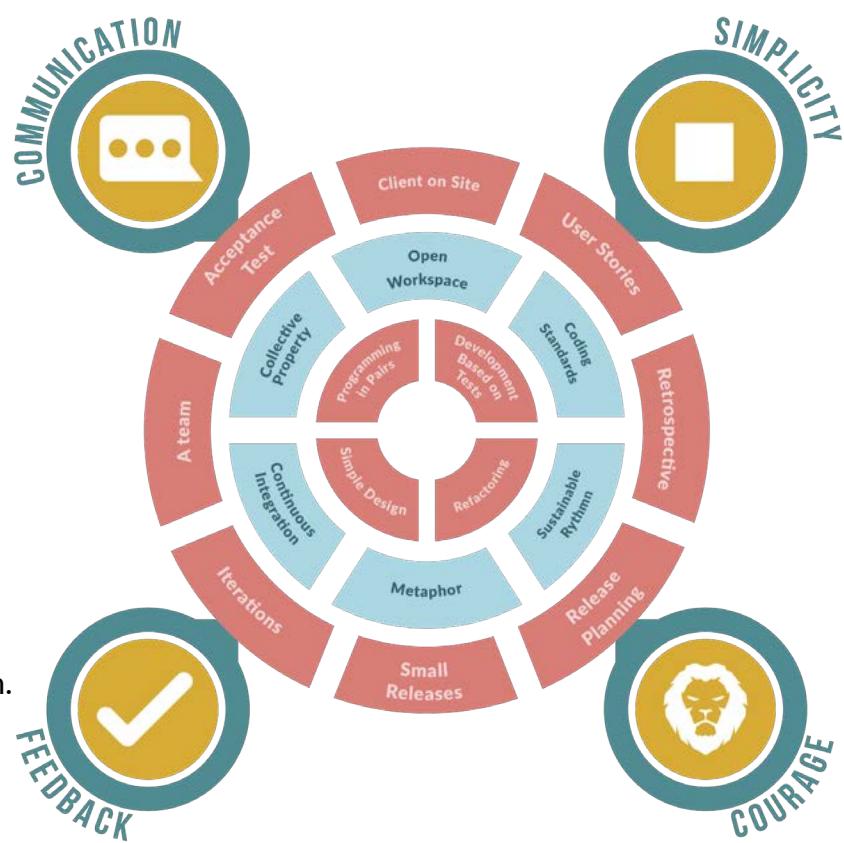
**Extreme Programming has been widely adopted due to its well-defined engineering practices.**

**Emphasizes 5 values:**
  - Comunication and collaboration.
  - Simplicity.
  - Feedback.
  - Courage.
  - Respect.

## 12 PRACTICES

Complete Team

Collective Property

Coding Standards

Development based on Tests

Client's Test

Programming in Pairs

Refactoring

Planning Game

Simple Design

Continuous Integration

Sustainable Rythm

Metaphor

Small Releases

## What is TDD?

- **TDD is based on two rules:**
  - Do not write code unless there is a test failing.
  - Eliminates duplicates (DRY).
- **The mantra used in TDD is:**
  - RED.
  - GREEN.
  - REFACTOR.
- **TDD has two types of tests:**
  - Unit test.
  - Acceptance test.

ENCODE

TDD

TEST

REFACTOR
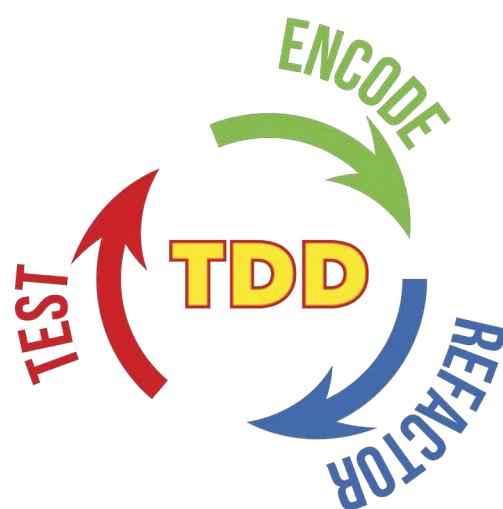
# FDD (Feature Driven Development)

**Developed to meet specific needs in large software development projects.**

**Each characteristic is related to a small value feature.**

**Roles:**
- Project Director.
- Chief Architect.
- Development Director.
- Chief Programmer.
- Owner of the class and/or domain expert.

Initial Model          Storm Modeling

| Develop a general model | Build a features list | Plan by feature | Design by feature | Build by feature |
|---|---|---|---|---|
| (More shape than content) | A list of features grouped into sets and subject areas | • A Development Plan<br>• Class Owners<br>• Feature set owners | A Design Package | Completed Client-Value function |

A object model + notes ← (Add more content to the object model)

## Organized in 5 stages that progress iteratively:

- Develop a general high-level model.
- Build a list of features.
- Plan by features.
- Design by feature.
- Build by feature.

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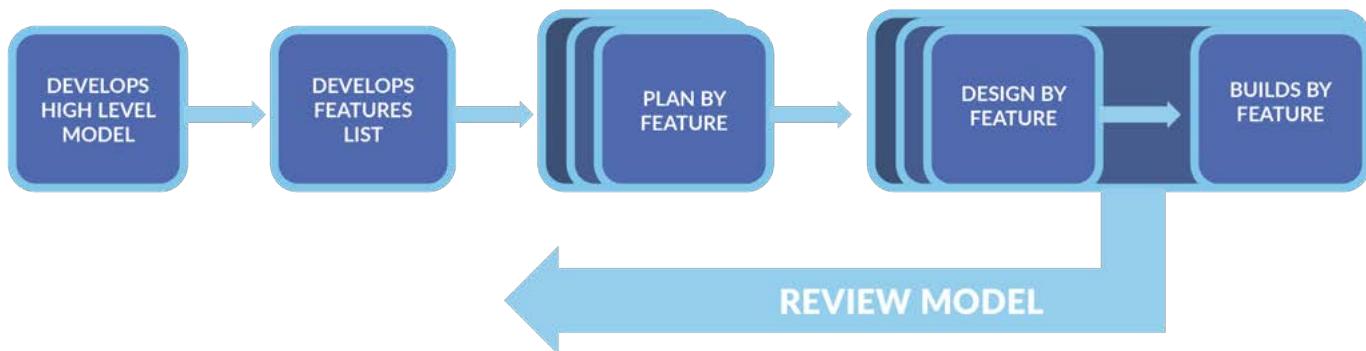
**Uses best software development practices such as:**

- Subject objects based model.
- Development by features.
- Individual class property.
- Teams by features.
- Inspections.
- Configuration management.
- Periodic construction.
- Visibility of the process and results.

## Crystal Methodologies



**Benefits:**

- They are appropriate for light environments.
- Cost reduction is experienced since they are designed for change.
- Present more transparent planning for customers.
- In each iteration, the objectives for the following iteration are defined.
- Allow very useful feedback from the users.

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**Challenges:**

- Delimits the scope of the project with the client.
- It may not be feasible for large projects.
- Stablishes assigned teams but not the distribution.
- Still under development.
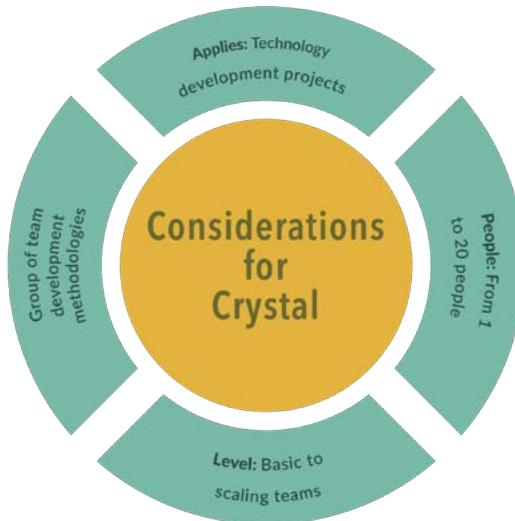
## Introduction to Crystal Methodologies

- Group of methodologies introduced by Alistair Cockburn in the early 90s.
- Based on the observation of several teams that followed Agile methodologies.
- People-focused.
- The development process and tools are not fixed.
- Adjusted to the requirements and specific characteristics of the project.
- They are "light methodologies" that avoid strict processes.



The name comes from precious stones.
Factors such as:

- Comfort.
- Money at discretion.
- Essential money.
- Life.

Play an important role to determine the "weight" of the methodology, which is represented in various colors of the spectrum.

LIGHT
NON CRITICAL
FOR MISSION

CRYSTAL CLEAR
CRYSTAL YELLOW
CRYSTAL ORANGE
CRYSTAL ORANGE WEB
CRYSTAL RED
CRYSTAL MAROON
CRYSTAL DIAMOND
CRYSTAL SAPPHIRE

HEAVY
NON CRITICAL
FOR MISSION

## Focus - Roles

Crystal methods focus on:

- People.
- Team interaction.
- Community.
- Skills or knowledge.
- Talent.
- Communication.

**Roles:**

- **Executive sponsor.**
- **Lead designer.**
- **Developers and expert users.**

## Dynamic System Development (DSDM)
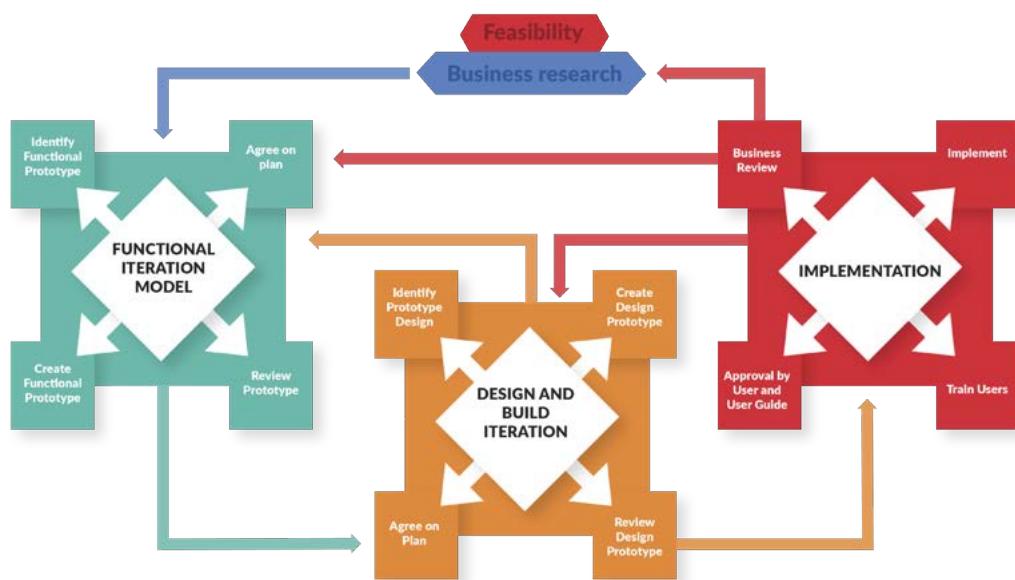
**Benefits:**

- Tests performed throughout the project life cycle.
- The purpose of the business is the criteria for business acceptance.
- All the changes during the project are reversible.
- It looks for  20 % of the development that gives 80 % of the functionality or benefits.

**Challenges:**

- DSDM teams must have decision power.
- Enough budget.
- Continuous user involvement.
- Granting of requirements.



## Introduction to DSDM

DSDM development methods of dynamic systems.

- Developed in the mid 90s.
- Non-commercial among industry leaders.
- Add more rigor to existing methods.
- Emphasis on  delivery by restriction.
    - Fixed cost, quality and time.
    - Prioritize in scope.

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TRADITIONAL FOCUS

DSDM FOCUS
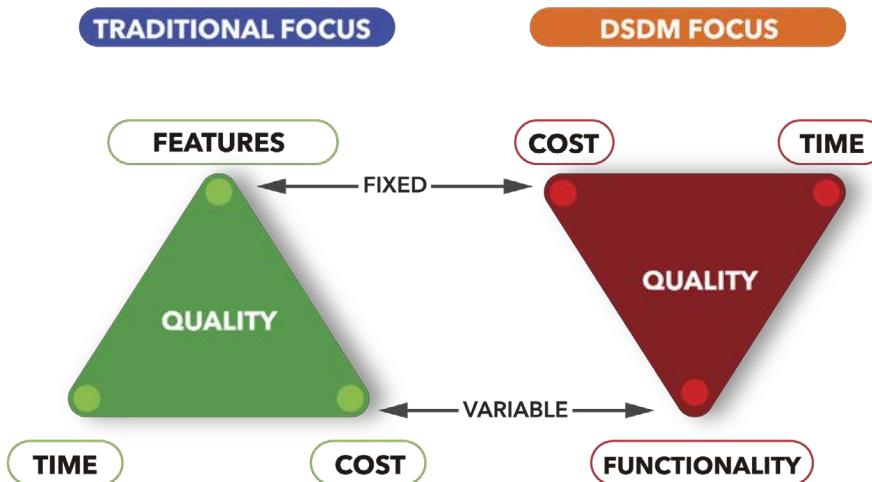
**TOOL: MoSCoW**

## Agile Unified Process



AGILE
UNIFIED
PROCESS

**Benefits**
- Employees know what they are doing.
- It Allows focusssing on high-value activities.
- It's based on a formal process like RUP.
- The client is part of the working team.

**Challenges**
- Less emphasis in architecture.
- There is no traditional contract.
- Fewer roles and artifacts.
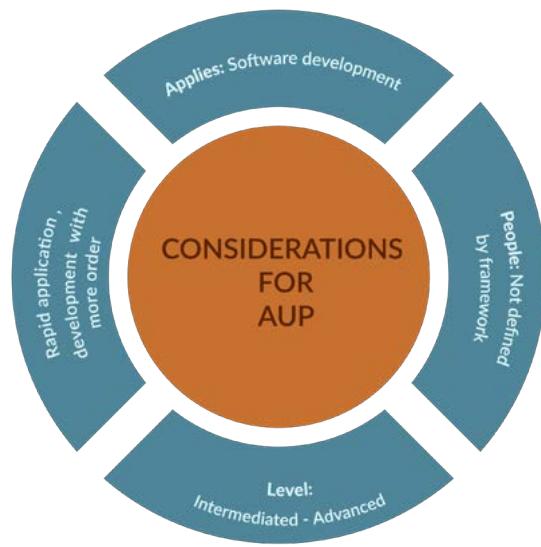
## Introduction to AUP

- Agile Unified Process (AUP).
- Evolved from IBM Rational Unified Process (RUP) .
- Developed by Scott Ambler.
- Combines agile techniques approved by the industry, such as for guided development:
  - Tests (TDD).
  - Agile models.
  - Agile change management.
  - Refactoring of databases.

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# Agile UP Phases



| Subjects | Start | Elaboration | Construction | Transition |
|---|---|---|---|---|
| Business Model | | | | |
| Requirements | | | | |
| Design and Analysis | | | | |
| Implementation | | | | |
| Tests | | | | |
| Delivery | | | | |
| Change Configuration and Management | | | | |
| Project Management | | | | |
| Environment | | | | |

Start | Elab. 1 | Elab. 2 | Const. 1 | Const. 2 | Const. 3 | Trans. 1 | Trans. 2
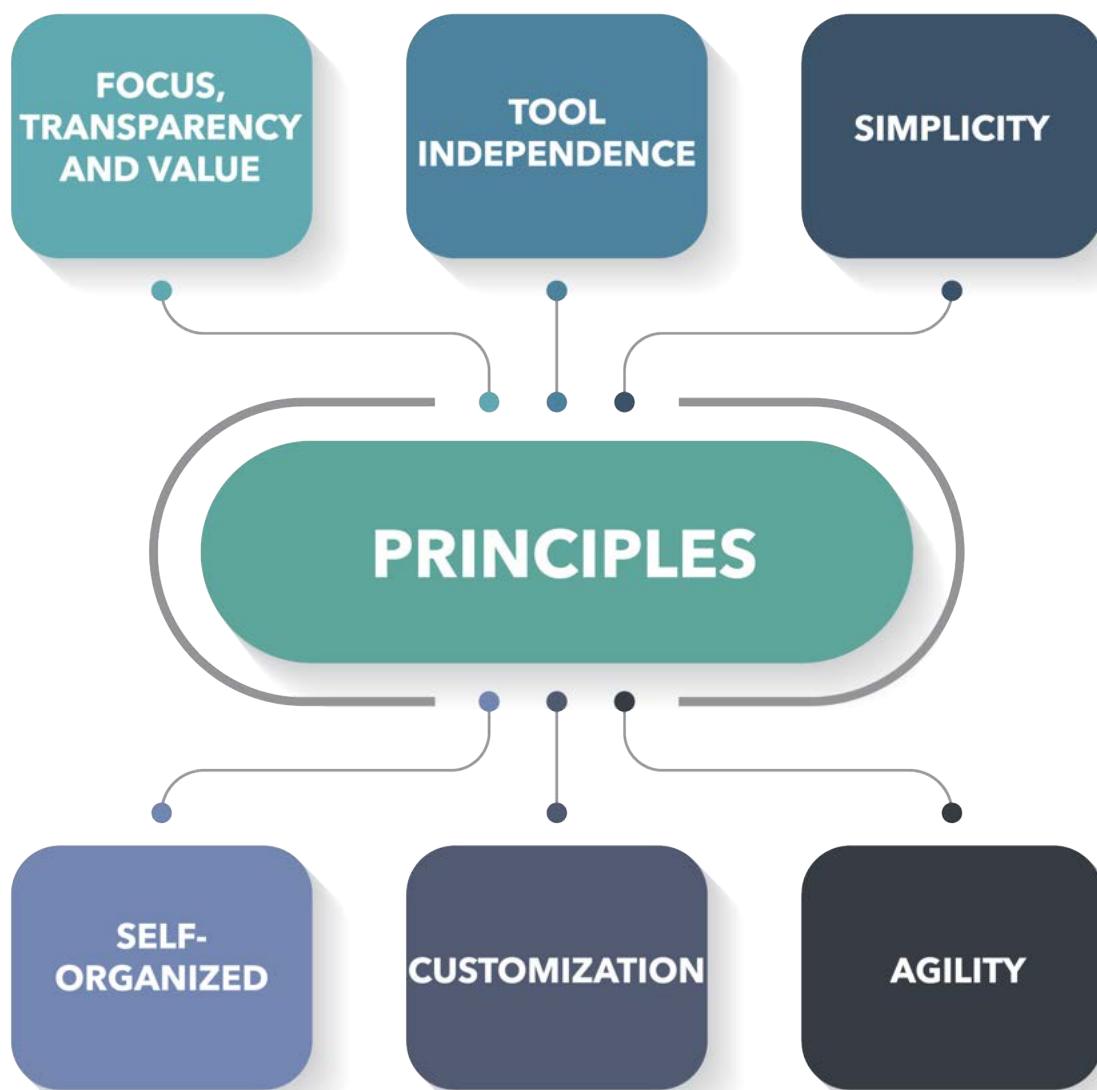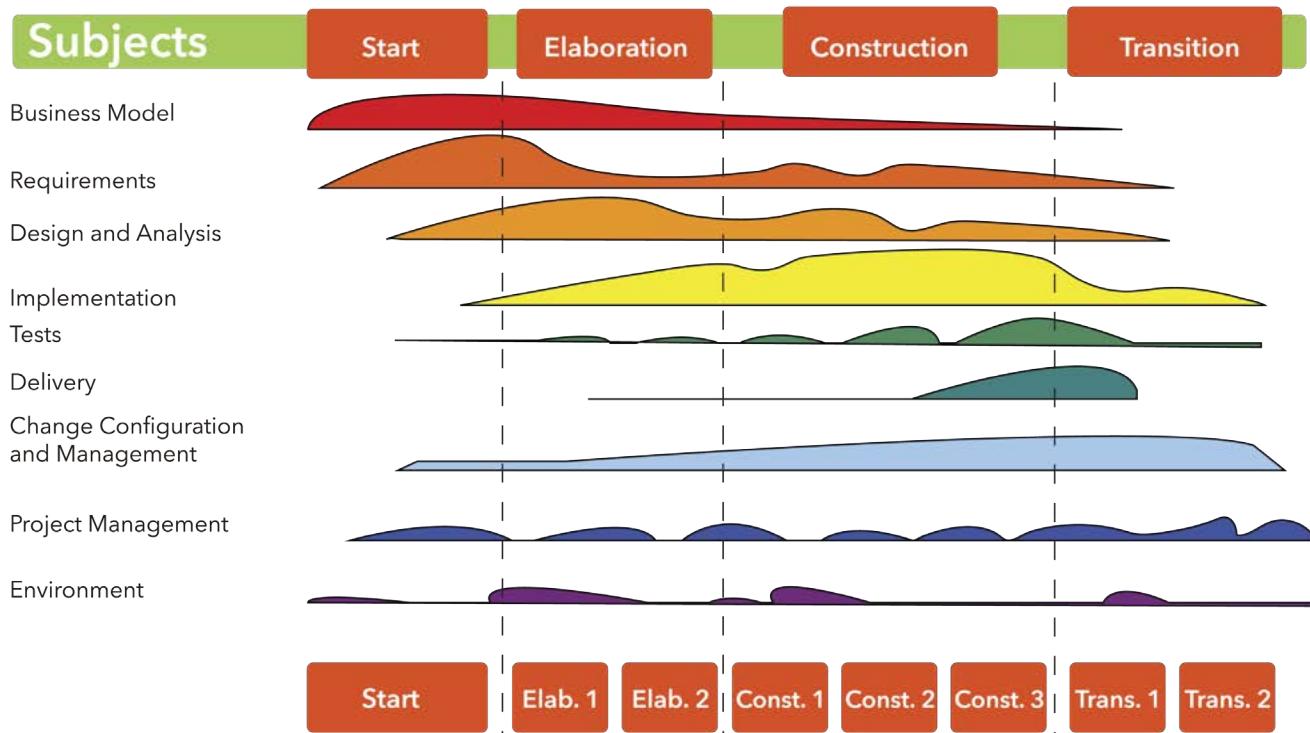
# DevOps Development and Operations



CODE · BUILD · TEST · PLAN · RELEASE · DEPLOY · OPERATE · MONITOR
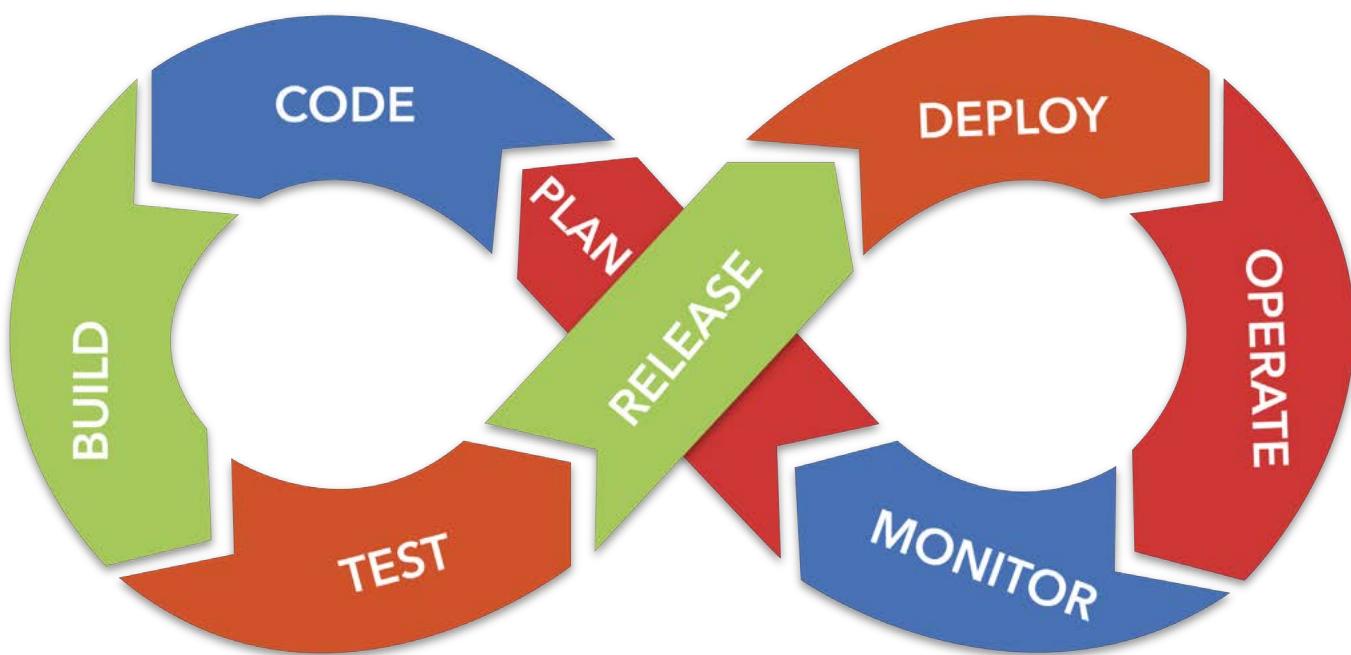
## DevOps

**Benefits:**
- Guarantees faster and more frequent delivery software delivery.
- Improves profitability (ROI).
- Improves collaboration and transparency between the developer and the operations team.
- Early correction and detection of defects.

**Challenges:**
- Ignorance of this new framework.
- Integration with other frameworks like Scrum.
- Expectations of very fast results.



Applies: Software development

In addition to tools, it integrates a work culture

CONSIDERATIONS FOR DEVOPS

People: Not defined by framework

Level: Intermediated - Advanced
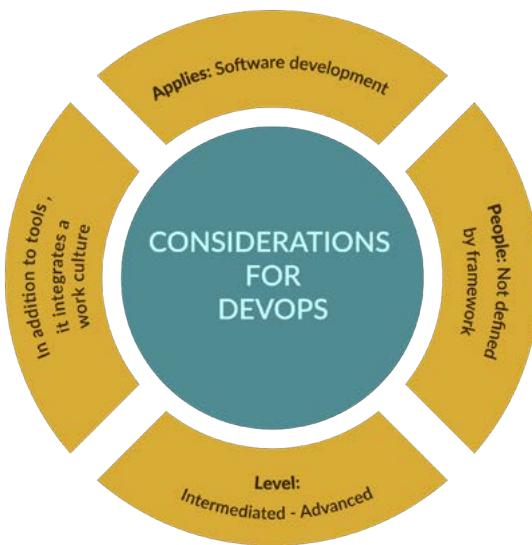
## Why DevOps?

Traditional communication between developers and operations



DEV OPS

Wall of Confusion

=
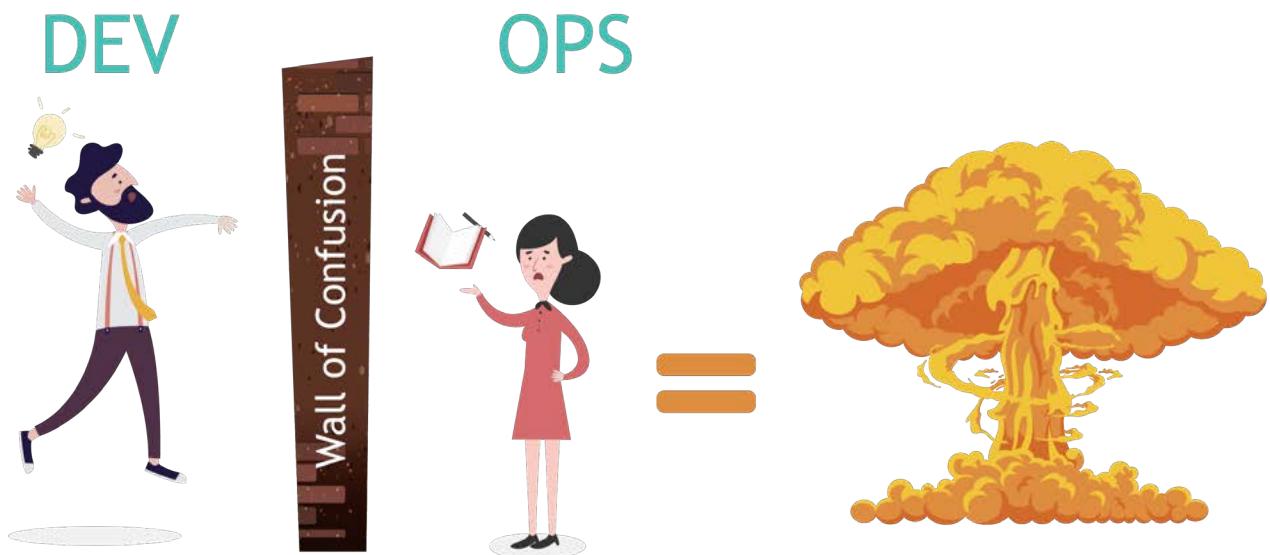
# DevOps Purpose

- The best purpose offered by **DevOps,** is to iterate faster during the development phase.
- This is accomplished by avoiding friction between developers and operators as much as possible.
- This is achieved by guaranteeing transparency and integration between the development and operations teams.
- The goal of **DevOps** is to establish business processes that are aligned with the "just in time" flow.
- **DevOps** seeks to maximize business results, such as increasing sales and profitability; improve business speed or minimize operating costs and aligning business processes "just in time" (JIT).
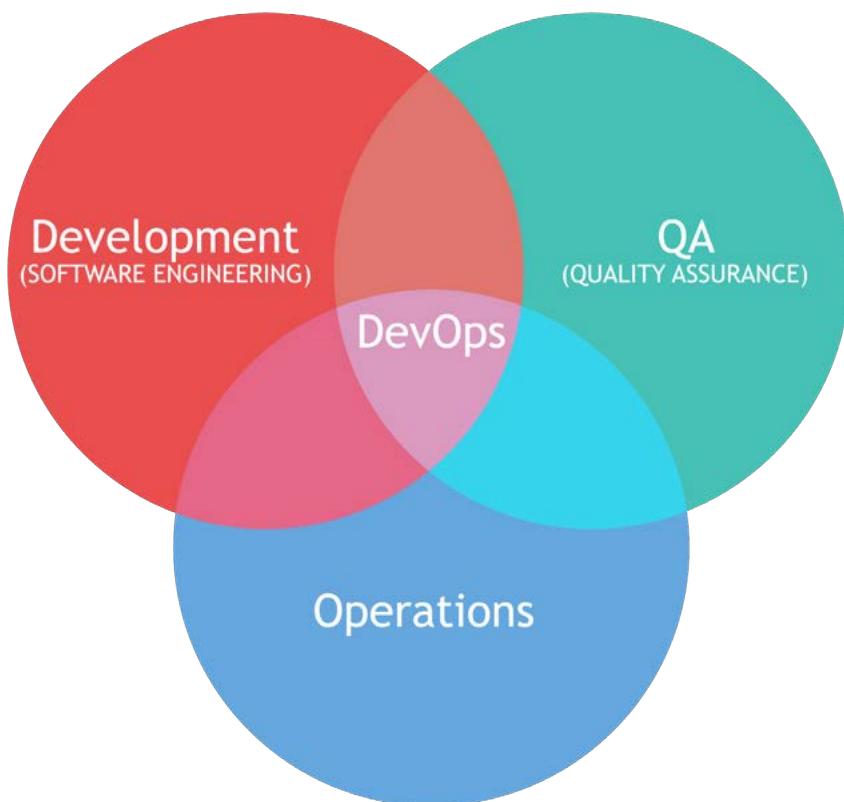
## DevOps Tools



## Scrum of Scrum

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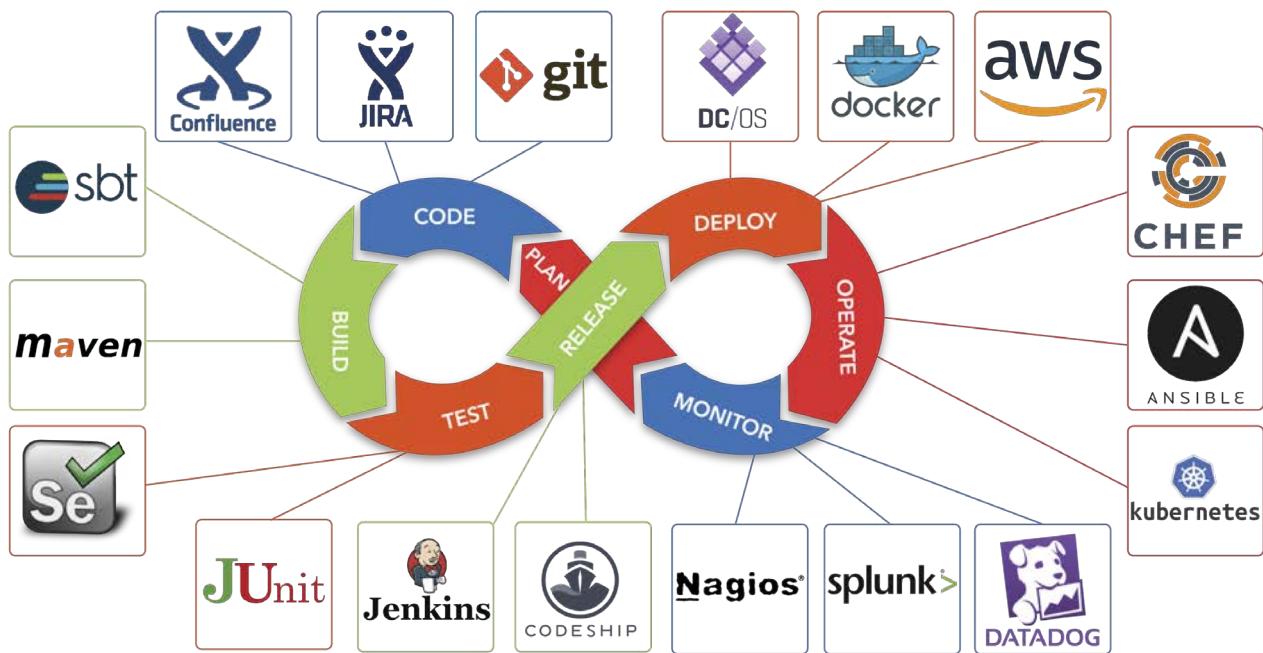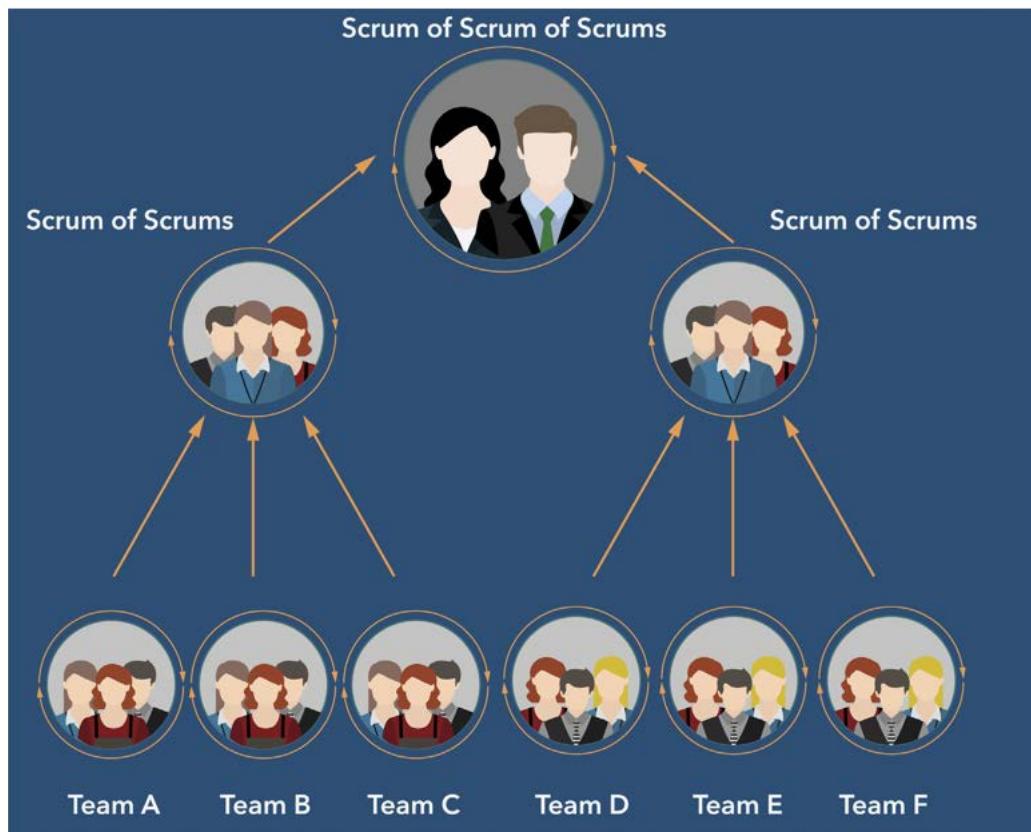
**Benefits:**
- Coordination of multiple Scrum projects.
- Management of impediments.
- Applicable in larger projects, programs and portfolios.
- It does not require a lot of complexity in its implementation.

**Challenges:**
- That Scrum is recognized by the organization.
- To count with all the roles for its application.
- Define standards and guideliness appropriate to the organization.



## Roles (Organization)

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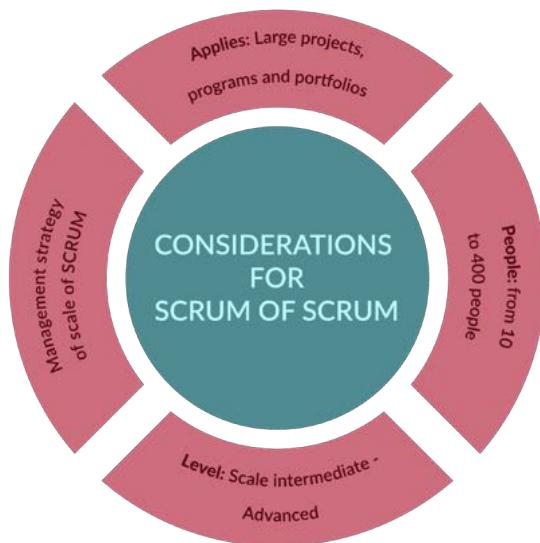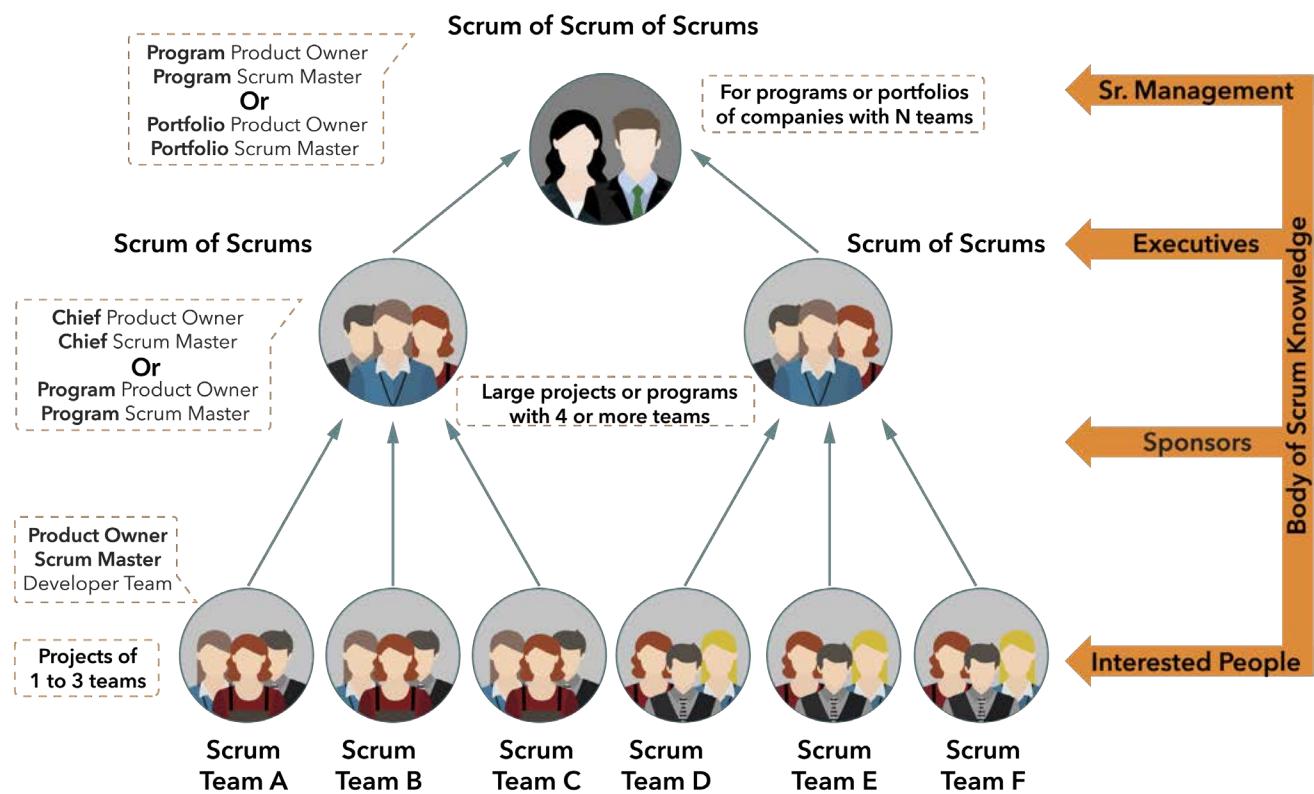
## Implementation Strategies

**Scrum of Scrum of Scrums**

**Top To Bottom**

**Bottom To Top**

**Scrum of Scrums**

**Scrum of Scrums**

| Scrum Team A | Scrum Team B | Scrum Team C | Scrum Team D | Scrum Team E | Scrum Team F |
|---|---|---|---|---|---|

## LeSS Large Scale Scrum



- Scrum is Scrum at Large Scale
- Transparency
- More with Less
- Total Focus on Product
- Client Centered
- Continuous Improvement Towards Perfection
- Lean Thinking
- Systems Thinking
- Empirical Process Control
- Queuing Theory
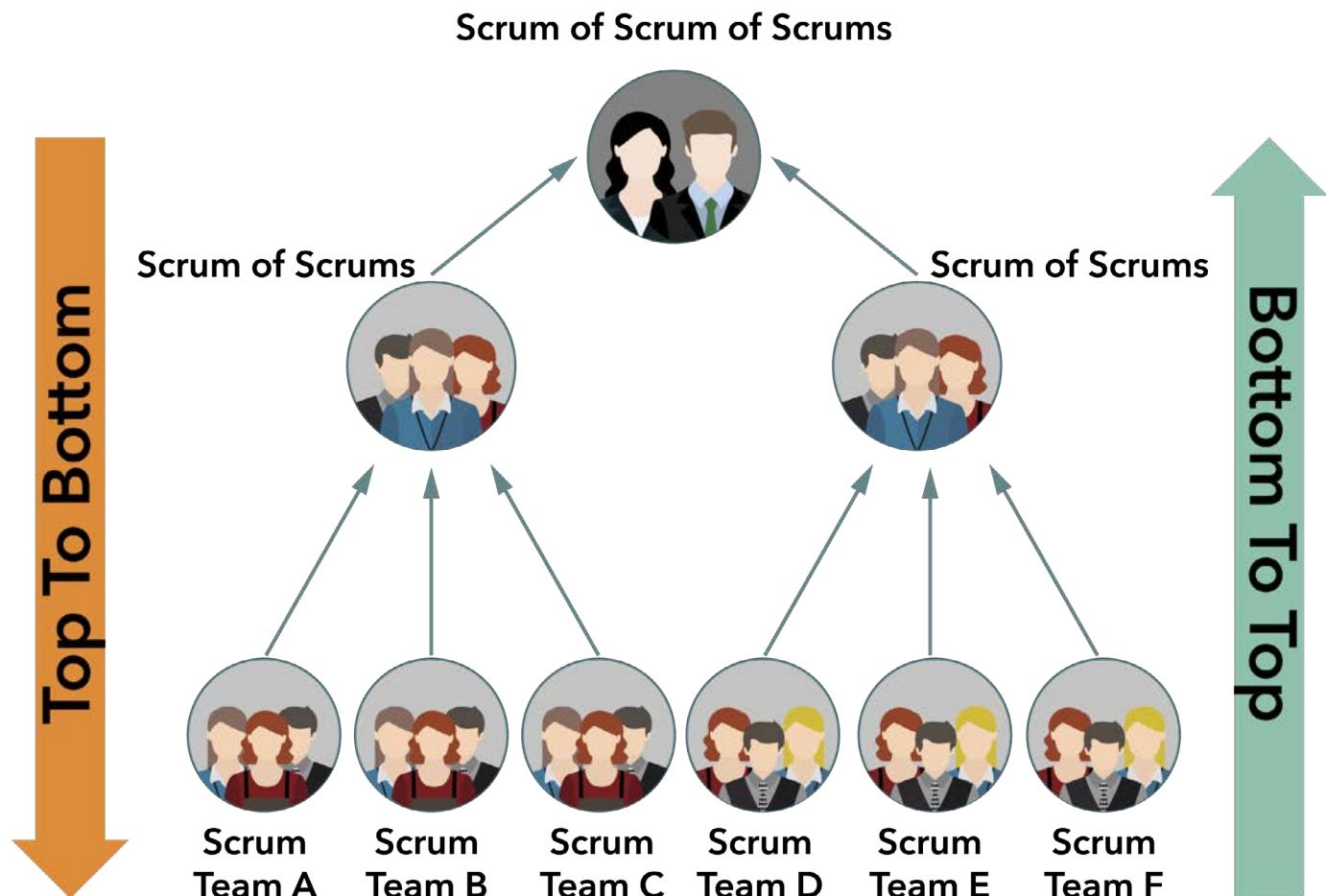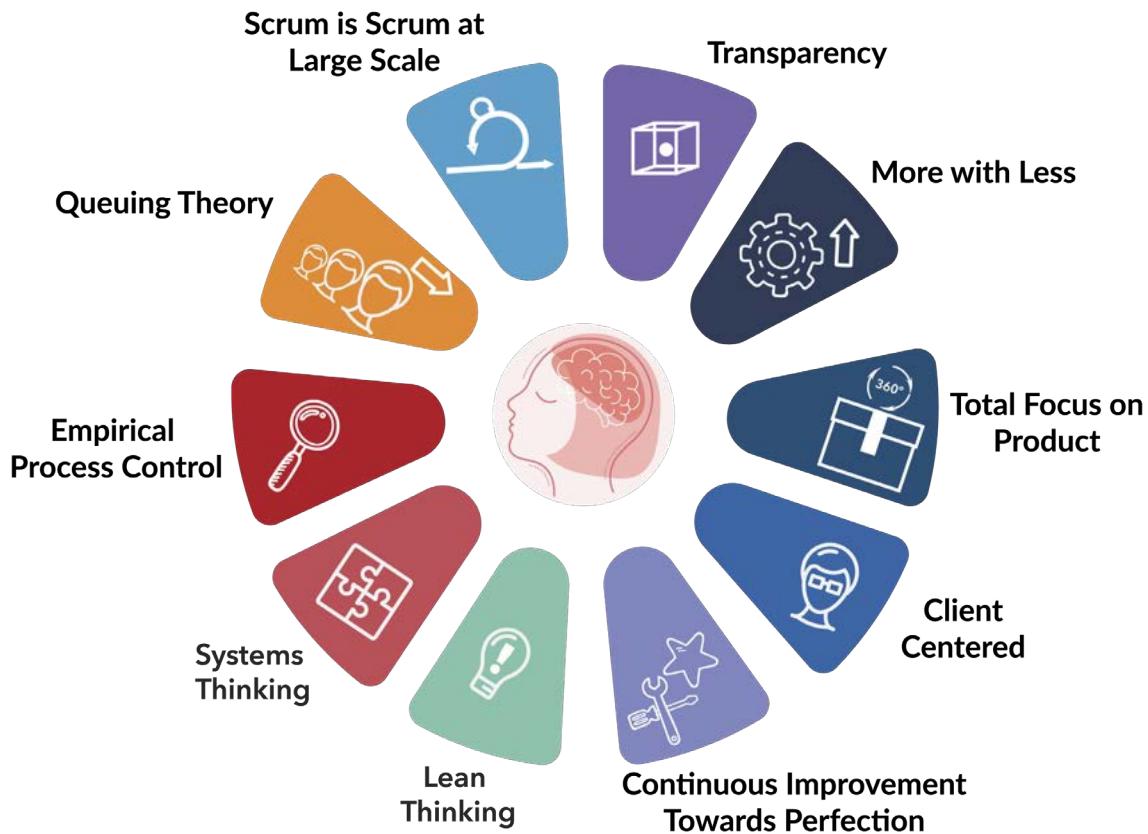
## LeSS

**Benefits:**
- Flexibility of Basic and Huge application.
- Greater ability to respond to changes.
- Ideal for small organizations or those who want to release a product in common.
- Unification and integration of multidisciplinary teams.

**Challenges:**
- Ideal for single product development.
- No dependency from external teams.
- Change of thinking in the members of the organization.



CONSIDERATIONS FOR LeSS

- Applies: Large projects with a common goal
- People: 2 teams up to 6000 people
- Level: Scale intermediate - advanced
- Uses the best of Scrum without the complexity of roles

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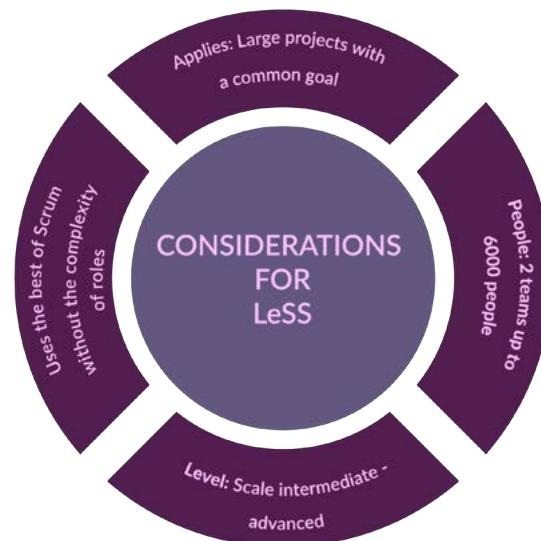
## Introduction to LeSS

- It's **SCRUM applied to several teams** working together **to get the product.**
- **Applies the principles, purpose elements** and elegance in a **large scale context as simple as possible.**
- It creates an **organizational design framework** of agile work.
  - **LeSS:** Up to 8 teams.
  - **LeSS Huge:** From 9 to thousands of people in a single product.
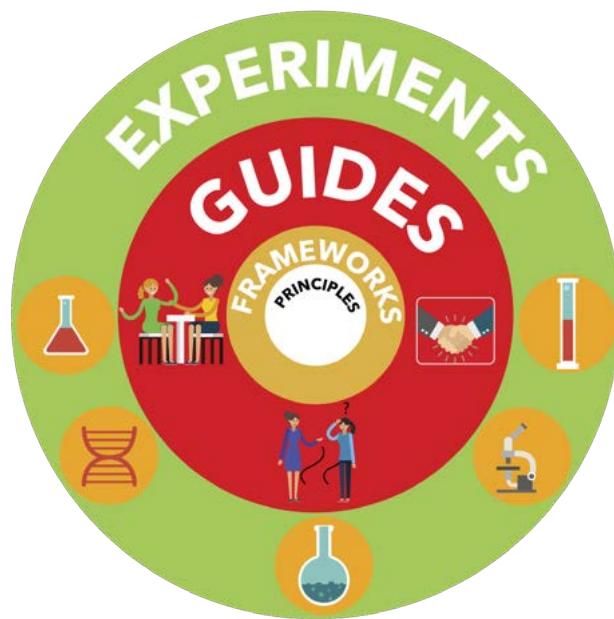


## Framework LeSS
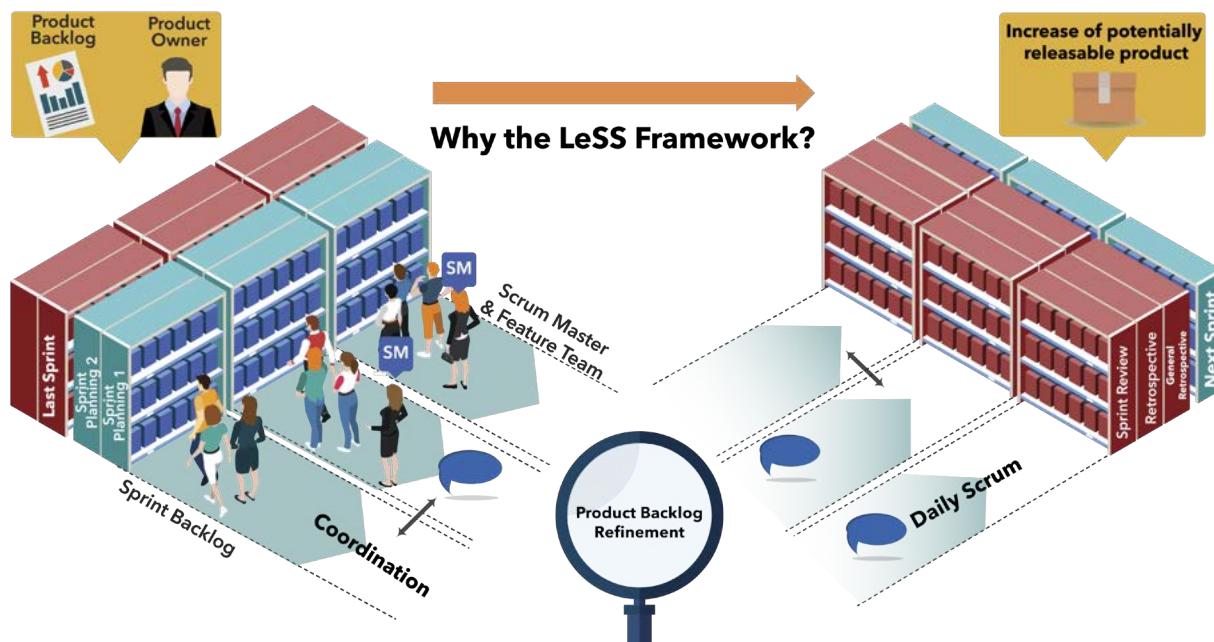
# Scaled Agile Framework SAFe
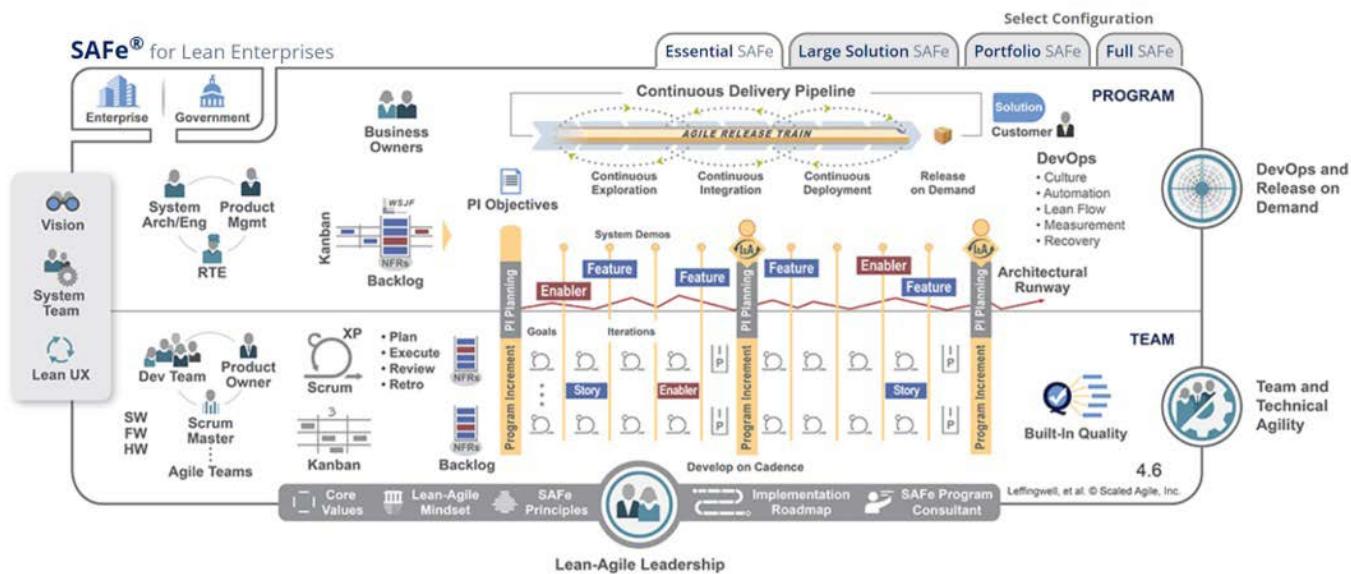


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# SAFe

**Benefits:**
- Increase in productivity from 20 % to 50 %.
- Release of products and services from 30 % to 75 %.
- Defect reduction from 25 % to 75 %.
- Improve the motivation of teams from 10 % to 50 %.

**Challenges:**
- Ignorance of the framework.
- Greater focus on development areas.
- Correct application and adequacy.
- Cultural change in organizations.
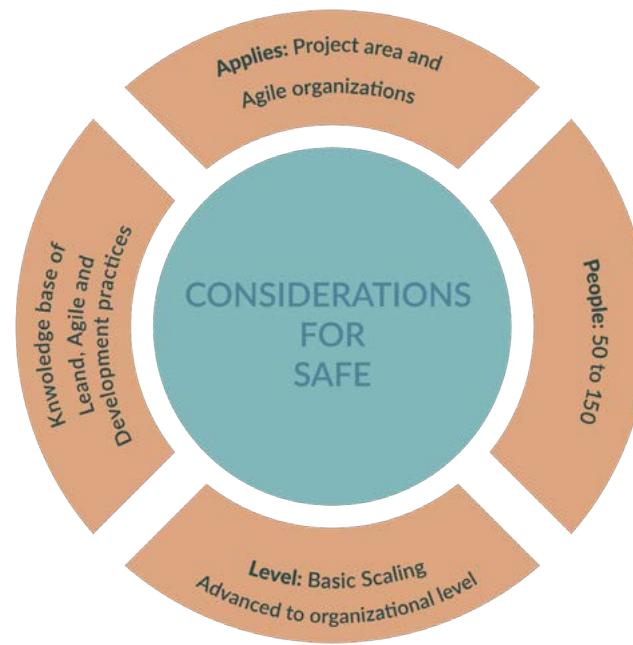
## Introduction to SAFe

Imagine combining the power of a Lean Startup with all the resources of a mature company. Agile Release Trains (ARTs), based on SAFe 4.5 are positioned to be an unstoppable force of innovation. According to Gartner, Inc., "by 2021, more than 50 % of established corporations will take advantage of  Lean Startups techniques".

Digital disruption is affecting all industries worldwide

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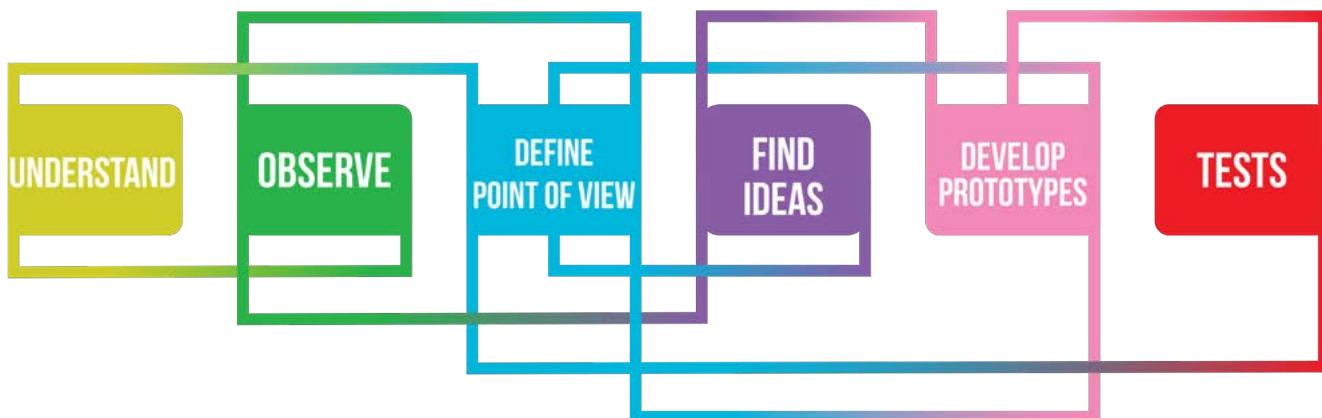
# Design Thinking



Design Thinking is an innovative approach based on design processes to integrate people's needs, technological possibilities and requirements for business success.

This gives us the process we need to help design solutions for people.

Design Thinking helps to establish the connection between technology, people and companies.

Top reasons for adopting Design Thinking?

1. Can be applied to any area.
2. Helps you define and solve problems faster and more effectively.
3. Promotes innovative and creative thinking.
4. OPPORTUNITY TO SEE THE PROBLEM OF VARIOUS PROSPECTS.
5. NOW IT IS NECESSARY TO OPTIMIZE AND REINVENT BUSINESS, PRODUCTS AND SERVICES.
6. Ensures that the end result meets customer / user requirements.
7. It allows to expand the knowledge about the business.

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HUMAN CENTERED
ITERATIVE
DESIGN THINKING
HIGHLY CREATIVE
HANDS ON
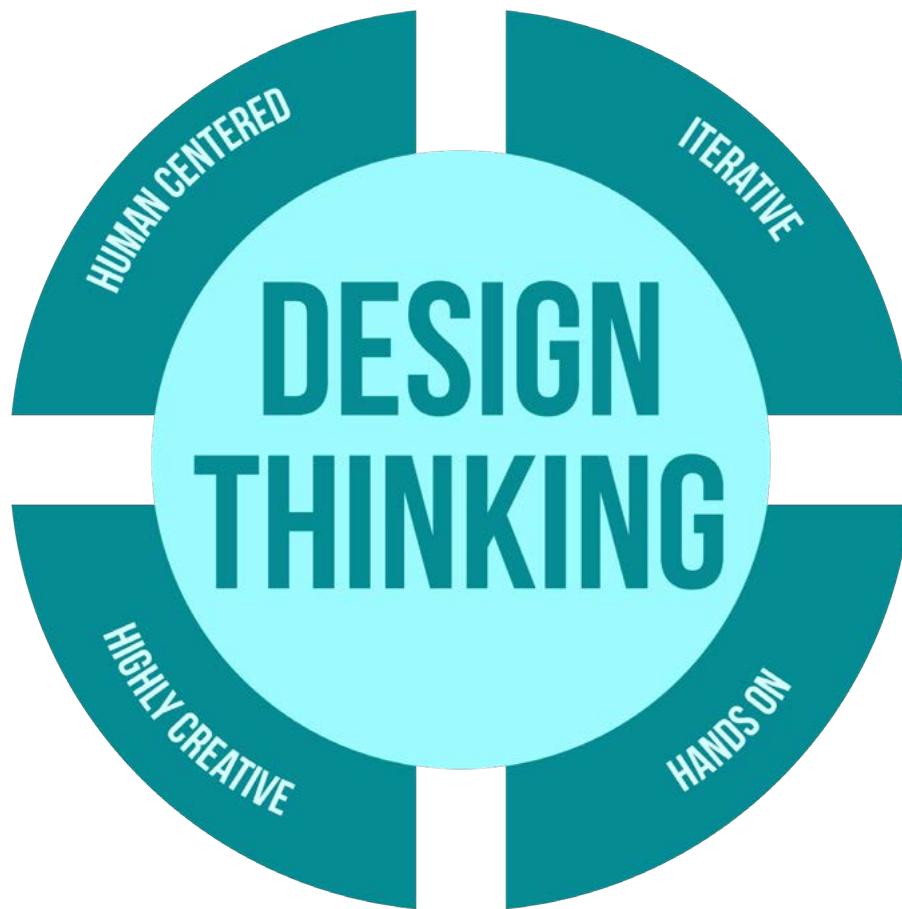
LEARN

TO DO

UNDERSTAND

## Design Thinking Values



Empathy — **IMMERSION**

Collaboration — **CO-CREATION / IDEATION**

Experimentation — **PROTOTYPING**
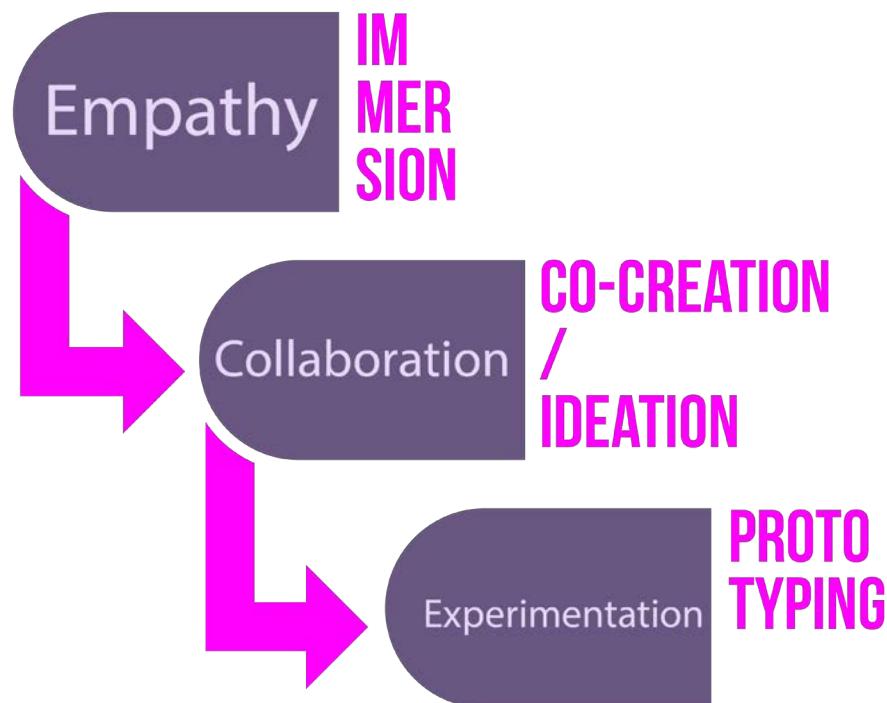
## Introduction to Design Thinking



① PREPARE
② DISCOVER
③ DEFINE
④ IDEATE
⑤ VALIDATE
⑥ IMPLEMENT
⑦ DELIVER

**Research**   **Concept / Prototype**   **Design**
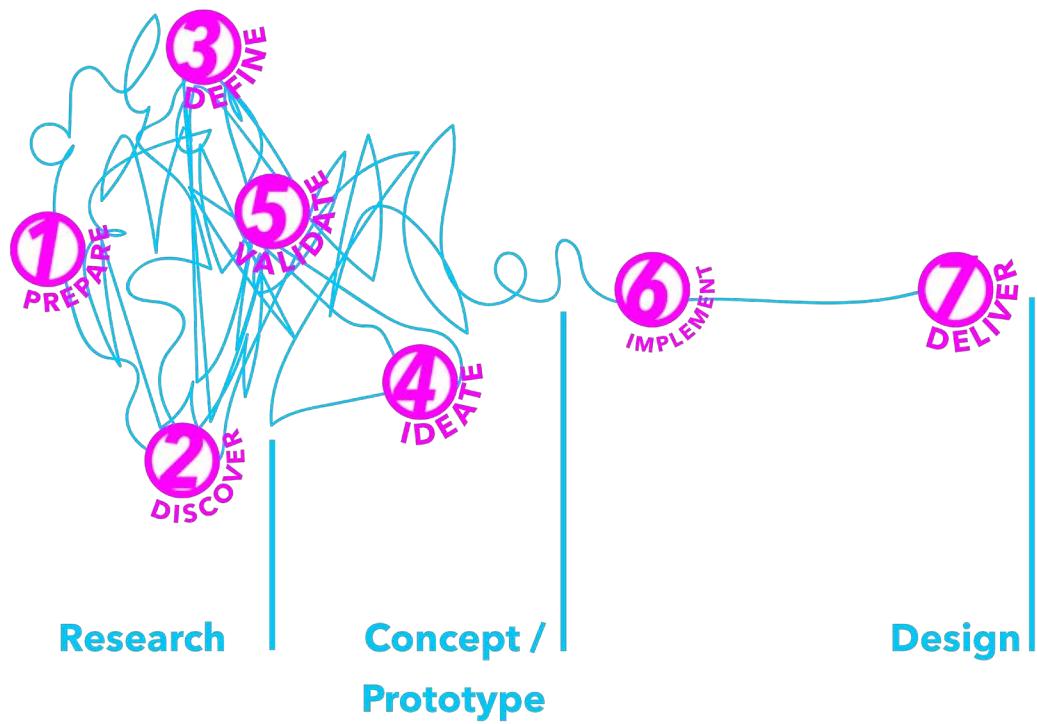
## Suggested Flow for a Desigh Thinking Session

| SetUp | Empathy | To Define | Ideation | Prototype | Test |
|-------|---------|-----------|----------|-----------|------|
| The moderator prepares a meeting script based on the topic owner's informational session. Prepare the materials and the meeting room. | The team seeks to understand the topic and agrees to a specific definition of the challenge.<br><br>Participants deepen empathy with users and their needs, pains and desires. | The team meets to analyze, interpret and synthesize the results of the previous phase.<br><br>A problem statement is formulated and reformulated to estimate ideation. | The team suggests many ideas for solving the problem and then chooses the ones to prototype. | The team materializes the selected ideas You give through a simple prototype. | The team plans to conduct tests for the prototype and gather feedback from users.<br><br>Iterations may be required to refine and retest. |

| Moderator/ Topical Owner | Moderator/ Topical Owner/Participant | Topical Owner / Participants |
|--------------------------|--------------------------------------|------------------------------|

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