

Business Agility Conference NYC 2020



When the Tail doesn't Wag the Dog

Coaching for Agility

BY ANTOINETTE COETZEE

March 2019

It started off so well...



You cannot coach someone
who is not in the room

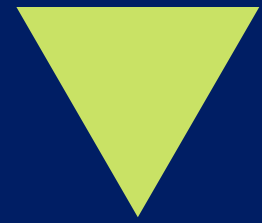
Total contact time?

3 days

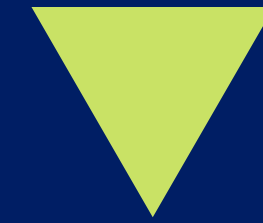
1. Healthy team relations
2. Focus on delivery -- Can Do attitude
3. Cross-functional
4. LCT leadership respected and trusted
5. Regular communication sessions
6. Deep technical expertise
7. Shared awareness of issues
8. Awareness of need and value for decision making at lower levels
9. Good product
10. Quarterly goal setting

1. Unnecessary rework:
 1. Missed interaction
 2. Clarity on strategic direction
 3. Missing priorities
2. Geographic spread
 1. Finding time to collaborate
 2. Time to do them, compounded by functional silos
3. Finding their feet after recent changes:
 1. Staying informed & communicating
 2. Establishing relationships after leadership changes
4. Don't not working well
 1. Virtual team
 2. Information sharing in general
5. People are working too hard:
 1. A lot of work in progress
 2. No time for reflection
 3. Some people are burnt out
 4. Working on multiple projects and teams -- context switching

Main Focus Areas



Rework

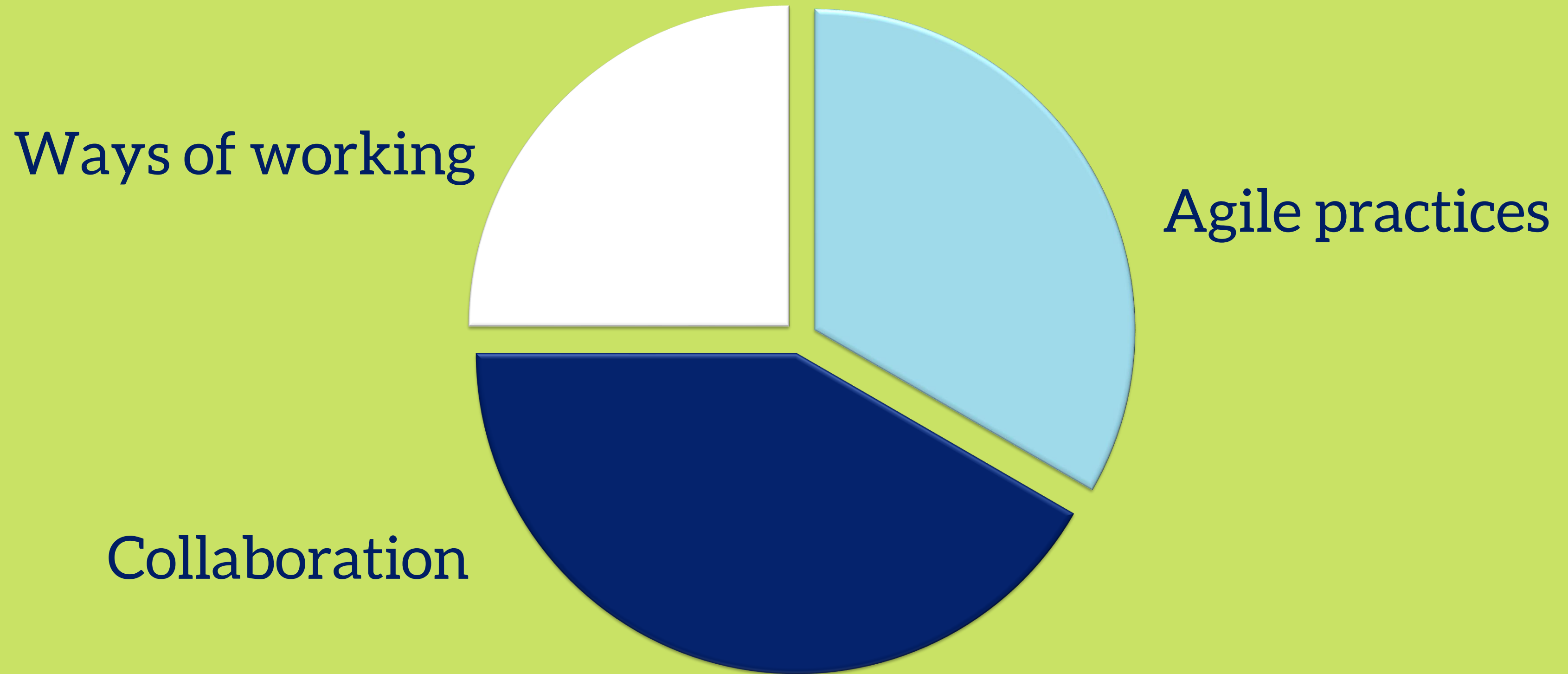


Work
Overload



Virtual
Collaboration

12 Experiments





Agile is as Agile does: model
the behavior you are looking
to cultivate

May 2019

I see a bad moon arisin' ...

June 2019

Lugano

MAYBE...



I SIMPLY ASKED:

How do I add the most value to this wonderful team?

There is no textbook definition of what agility looks like for a team, for an organisation, or an industry. **NOBODY** knows, and even if somebody did, by tomorrow **it will look different.**



Let go of Agile as a *goal* and
use it as a **TOOL**

September 2019

So long, Marianne.

The impact?

Dramatically reduced rework

Focus on the right things

Psychological safety

Reduced turn-around time

Continuous improvement

Collaboration

Major Impediments



Matrix org



Agility in
strategy and
execs



Geographical
spread



Too many
initiatives



If your desire is to be told how
to become Agile, you are
not ready for it.

As a leader, how can you get the biggest ROI on coaching?

- Be involved
- Make sure there is chemistry and relationship
- Create an appetite for coaching
- Be clear on what you want out of the coaching effort
- Be brave and willing to change yourself first
- Be open to giving and receiving feedback
- It is your money; you choose how to spend it

“If you have come here to help me you are wasting your time, but if you have come because your liberation is bound up with mine, then let us work together.”
— Lilla Watson

Thank you!

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