
Coaching

The New Leadership Imperative

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Outline

- Introduction
- Drivers & Examples
- Key Characteristics
- Shedding Light
- Tools & Models
- Close

Introduction

- Teams no longer respond well to command-and-control leadership
- It's no longer effective. Was it ever?
- In my opinion what do you think the #1 PM capabilities gap is?
 - Soft skills: leadership, influence, communication & facilitation
- Instead, functional, line, and project managers need to **adopt a coaching model** and hone their skills & abilities

Introduction

Drivers?

- ❑ Agile manifesto & team models
- ❑ Technical complexity & variability in software development
- ❑ Respond to competitive pressure with increased speed
- ❑ Transforms from plan-driven to envision based – APM
- ❑ Drives for continuous and Improved results
- ❑ Fosters innovation and adaptability
- ❑ Supports OD models of –
 - Servant Leadership
 - Appreciative Inquiry
- ❑ Generates mindshare across the entire team

Coaching Examples

Let's see what we can learn from looking at some sports examples.

No silver bullets here, but some Great Coaches..

New England Patriot's - Bill Belichick

- Tremendous work ethic
- Low key, allows the team to take the forefront
- Great at making pre-game and game-time adjustments
- Willing to make tough decisions, to step in for the team
- Building a great team – melding strengths
- Keeping the teams focus on the goals
- Develops his staff – 5+ head coaches



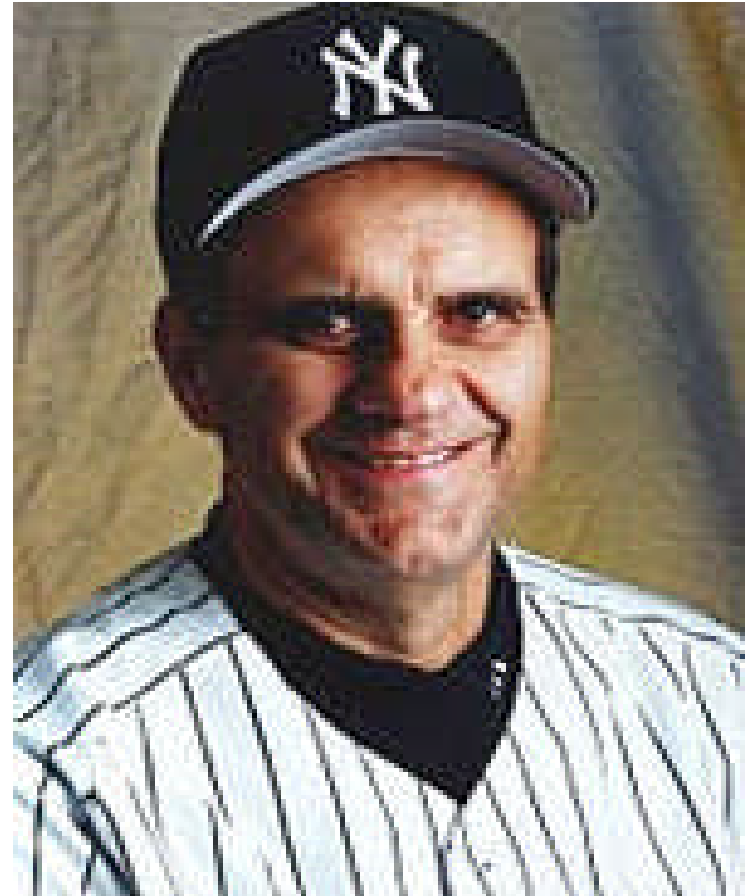
Duke's – Mike Krzyzewski

- Hard work, intense, fosters a “Team above self” view
- Military background – West Point (attend, play & coach)
- Learned under Bob Knight
- Consistently high performance, over decades, from a “small” school
- Only 2 players haven't graduated during his entire tenure
- Maintains a family balance
- Stays in touch with ex-players, establishes friendships



NY Yankee's – Joe Torre

- Calm, laid back manner
- Manages with the most demanding of stakeholders
- One size of leadership doesn't fit all
- Engaging leadership within the team
- Leveraging tradition towards future performance
- Takes the blame and shares the credit
- Has 4 ex big league managers on his staff



Coaching Anti-Patterns?

- Have you watched the news lately?
- Would you characterize Rumsfeld as a good coach?
- Most compelling attribute?
- Least compelling attribute?



Characteristics of Coaching

ICF – Coaching Partnership Model

- International Coaching Federation
 - www.coachfederation.org

- Coach
 - Assessments, feedback, models, create shared goals

- Individual
 - Create agenda based on meaningful goals
 - Enhance self awareness
 - Assume responsibility for decisions and actions
 - Leverage coach for possibility thinking and fresh perspectives
 - Move forward toward shared goals

Coach as...Role Model

- The traditional model of leading by example
- Don't ask anyone to do something that you wouldn't do yourself

- Core attributes:
 - Honesty, Character, Trust
 - Resilience, Patience, Skilled professional
 - Enthusiasm, Energy, Engagement
 - Results driven, Self aware, Thick skinned
 - Don't take yourself too seriously, sense of humor

Coach as...Sounding Board

Listening is one of the greatest skills you can have as a Coach!

- Concentrate, interact, and engage
- Listening to what's – Said, Unsaid & Body language
All 3 encompass the message!
- Carefully consider the message and the context, then provide feedback and exchange ideas

Coach as...Observer & Guide

- Watch the team, observe the interactions, internalize the dynamics. Guide them towards –
 - Positive teamwork
 - Constructive interaction
 - Healthy conflict
 - Problem solving
 - Innovation & creativity
 - Success

- Softly, gently, without them realizing your involvement

Coach as...Teacher

- Collaborating on individualized training plans
- Patiently growing the teams skills
- Setting up mentoring relationships
- Set an example for continuous learning and professional development
- Invest in training and create opportunities for learning
- One-on-one meetings with **scenario problem solving**

Coach as...Cheer Leader

- Always a positive, can-do attitude
- Recognizing the accomplishments of the team
- Sharing and focusing credit where it is due
- Thank you & great job!
- Always seeing the way forward, even if you have to make it up as you go
- Bringing energy and enthusiasm – every day

Coach as...Solomon

- Establishing a culture of fair play & treatment
- Timely, honest, and open communication
- Understanding the overall capabilities of the team and –
 - Pushing everyone at their own pace
 - Fostering continuous improvement
 - Looking for opportunities to grow and evolve the teams capabilities (soft & hard)
- Willingness to make the “hard call” for the team
- As a “change agent” - pushing the team towards change

Coach as...Champion

- Love your team!
 - Support them
 - Market them
 - Sell their capabilities
 - Trust them
 - Challenge them
 - Hang out with them
 - Lead them
 - Grow them
 - Enjoy them
 - Value them

Coach as...Team Builder

- Don't be afraid to –
 - Recruit & hire the very best
 - Remove misfits
 - Be disruptive

- Think of –
 - Complementary skills and capabilities
 - Ensure you have the right members “on the bus”
 - Your team should want to be together, be excited about the possibilities

- Succession planning – hire or find your replacement

Shining a Light on “Things”

Information Sharing

Coaches foster an environment of open, honest information sharing

- Project performance
 - Status reports
 - Team meetings
 - Dashboards
 - Progress radiators
 - War rooms

- Personal performance
 - Performance evaluation
 - Development planning

Feedback: One-on-One Meetings

- Periodic, private & focused meetings. Primary mechanism for technical team coaching
- Regular schedule
- Frequent (1x week – month)
- 360° feedback
- Scenario analysis, problem solving techniques, coaching
- Link to overall goals (project, group, personal)
- Progress, plans, impediments & challenges
- Next steps or plans before next meeting

Feedback: Stories

- I've always felt that the story is one of the best communications methods for describing desired behavior
 - ❑ Stories of past successes, what's worked well, and what hasn't
 - ❑ Stories of efforts – Above & Beyond
 - ❑ When promoting someone, tell a story indicative of your decision-making thoughts
 - ❑ In times of stress, tell amusing team stories of embarrassing moments – to lighten the mood

They create another view to the team, culture, special qualities, what's valued, how you operate, etc.

Feedback: Group Annual Review

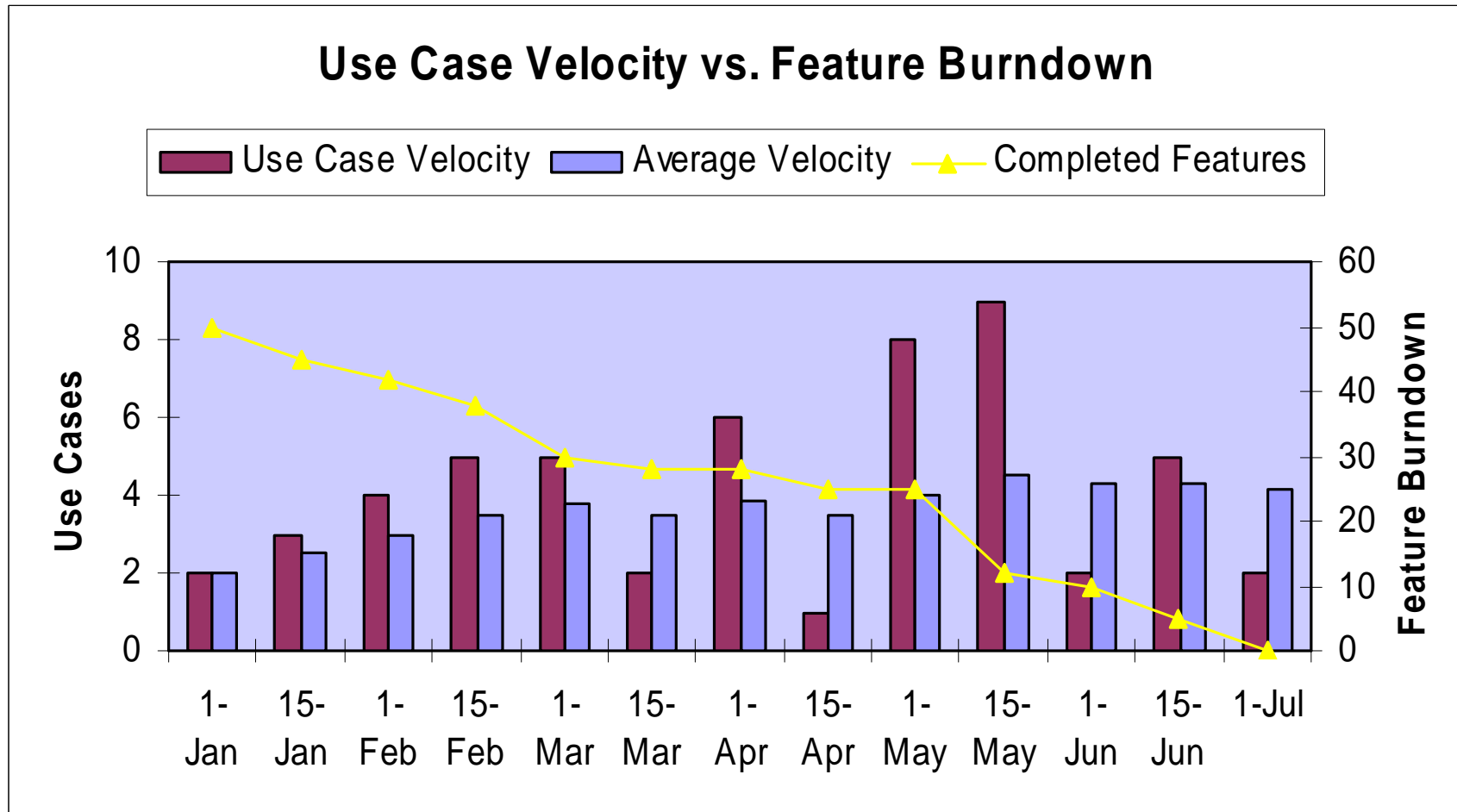
- Retrospective of past year
- Set the stage for new projects & challenges
- Identify key group goals and objectives

- Also identify more soft areas –
 - Initiative, energy, enthusiasm, open mindedness
 - Personal stake in career development
 - What excellence “looks like”, tell a few stories
 - Raising the bar

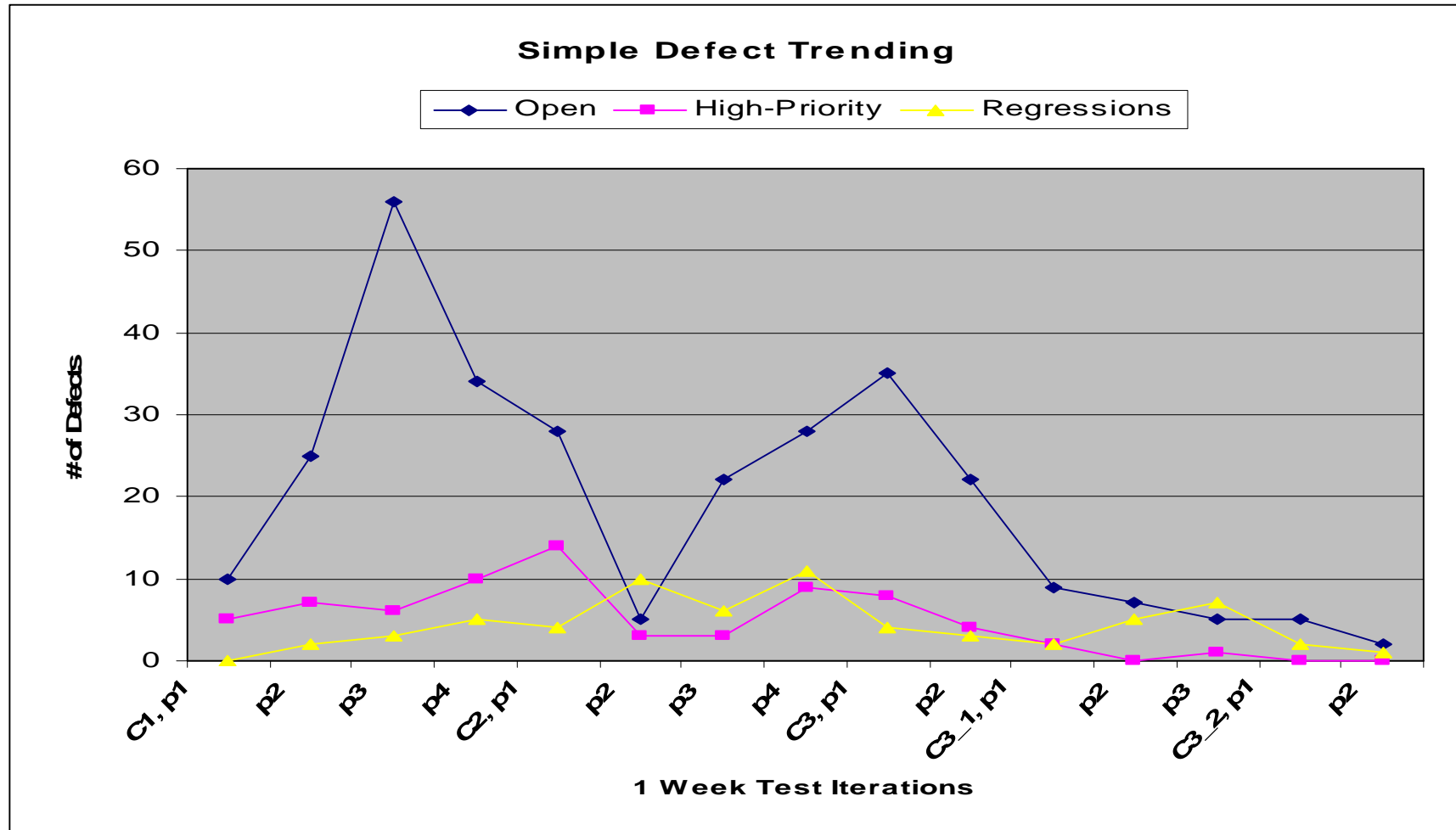
Information Sharing – Dashboards

Project Name: Snoopy		<u>DASHBOARD</u>		Reported on: 12-4-2005	
Test Mgr: Lucy					
Key milestones		Team		Overall Status	
10/1 – UI prototype		UI functionality,		GREEN, ready for UI prototype	
11/1 – B/E complete, phase 1		UI usability		RED, waiting for approval for usability consultant	
12/1 – UI v2 available		MWare, business logic		YELLOW, test case development behind by 2 days	
2/1 – Alpha ready		Lab & infrastructure		GREEN, fully prepared for prototype testing	
		Tools		GREEN, CM and defect systems ready for release	
		Automation		N/A, at this stage, automation not engaged	
		PM		TESTING STATUS - GREEN	
Release Dates		Major Issues and Risks			
Alpha: 2/1		1) Resources, need 1 usability tester and 1 MWare test resource			
Beta: 3/1		2) Resource, still running too lean and vacation season approaching			
Production: 4/1		3) We had planned for parallel automation development, resource constraints prevent that. Long term effect to efficiency on regression testing			

Information Sharing – Burndowns



Information Sharing – Quality



A Few Coaching Tools & Models

Appreciative Inquiry

Notion of Appreciative Inquiry

- Don't focus on the weaknesses, problems or mistakes. Instead...
 - ***Focus on the strengths of the organization! What do you do really well and how do you amplify it?***
- Deficit based – to – Positive based change

The 4-D Cycle

After affirmative topic choice:

1. Discovery – appreciate what is
2. Dream – imagine what might be
3. Design – determine what should be
4. Destiny – create what will be

Servant Leadership Model

The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test...is this:

Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?

--- Robert K. Greenleaf

It's NOT about the Coach, it IS about the team

Facilitating - Problem Solving

- SWOT Analysis
 - Strengths, Weaknesses, Opportunities, Threats
 - Used for: Current position – to – future state planning

- What Is/Isn't The Problem
 - Contrasting lists to determine boundaries of what is and isn't in play
 - Used for: if the root problem is masked, this helps narrow the teams' focus towards the true problem set

- Brainstorming
 - Capturing ideas, tasks, risks, etc. via sticky notes and other methods – leading to discussion, prioritization and action

Facilitating - Problem Solving

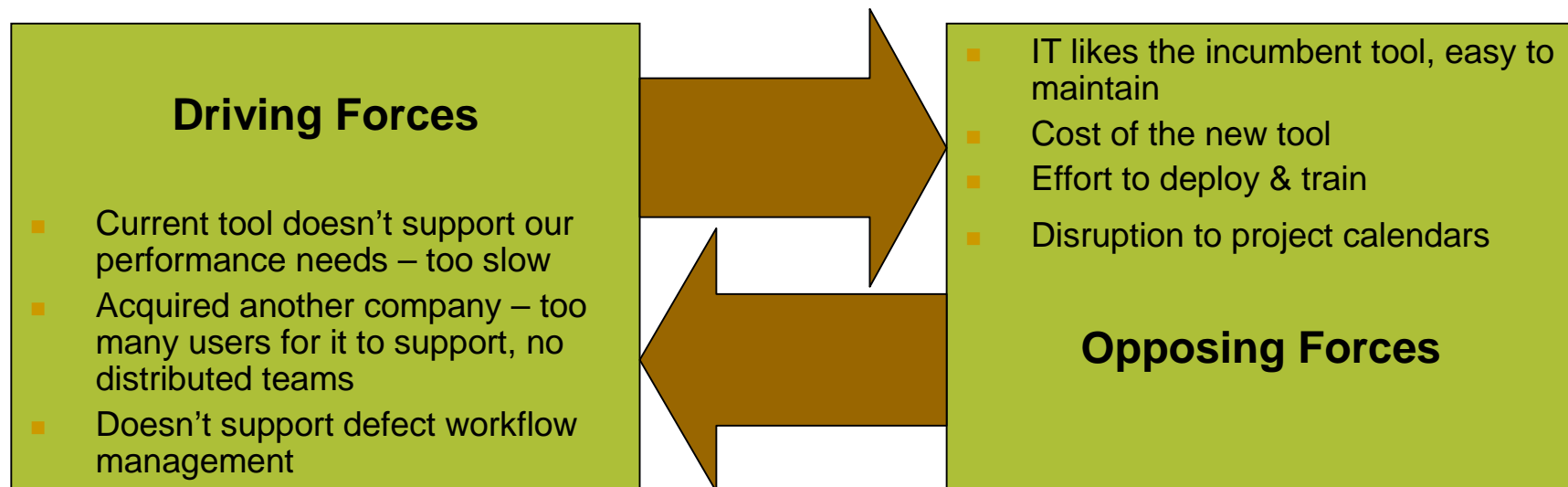
- Nominal Group Technique
 - Gather team feedback surrounding a particular set of options or decision paths
 - Used for: Fostering discussion around options, but minimizing unnecessary debate.

Team Member	Option A	Option B	Option C
Bob	2	1	3
Ann	2	3	1
Charlie	1	3	2
Denise	1	2	3
Total	6	9	9

Facilitating - Problem Solving

■ Force Field Analysis

- Used for: Gathering group feedback in understanding the forces surrounding making a change
- For example, adopting a new defect tracking tool



Facilitation

- Don't underestimate the need for experienced facilitation in collaborative planning sessions. Your results are directly proportional to (1) Your Preparation and (2) Your Overall Facilitation Experience
- The best facilitators are –
 - Trained in various facilitation techniques and participatory decision-making
 - Not a direct contributor to the project or effort being estimated & planned
 - However, they must understand the business environment, product domain and technology domain – in some detail
 - Heavily involved in upfront collaborative “event” planning

Decision Making Guidelines

- Pick a decision leader for a “set” of identified decisions
- They should be as low and as high in the organizational hierarchy to allow for:
 - Appropriate familiarity and insight into the important dimensions of the decision and
 - Have some authority and ability to guide and make decisions that “stick”
- Define Ground Rules:
 - Define what closure implies. What constitutes a decision and test for closure / agreement
 - Decide on a collaborative model and a “Decision Rule” or a way of making decisions within the team

Retrospectives

- Formal meeting, including the entire project team
- Brainstorm:
 - Problem areas and issues
 - Successful practices
 - Future changes
- Create a prioritized action list for future projects
- Keys:
 - Safety: freedom to share what really happened
 - Selection: find the “sweet spots” in the feedback
 - Follow-up: actually doing something with the data
 - Shorter iterations...

Retrospectives – Agile Approach

- Each of the Agile methods has a reflective period at the end of each iteration
 - What worked?
 - What didn't?
 - What do we want to change in how we operate?
- Typically these are frequent and facilitated. The team looks for 2-5 small improvements, “sweet spots”, to make for the next iteration.
- A strong component of agility is adaptability based on real-time feedback!

Coaching Wrap-up

- Modern teams don't respond well to command-and-control or plan-driven tactics; nor do they drive the best project results
- Coaching is strongly linked to Leadership
- Coaching is a disruptive force to our traditional models. We need to adapt, learn and grow as leaders. Remember it takes time to change and evolve.
- Look for role models and tools, but craft your own unique style

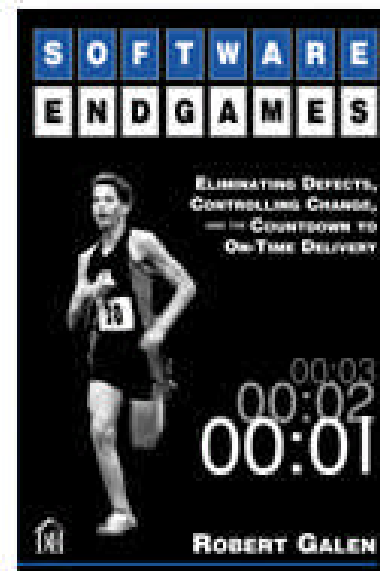
Questions?

Thank You!

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info, misc. related presentations, and papers.



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Servant Leadership Model

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. He or she is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve – after leadership is established. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?”

--- Robert K. Greenleaf

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