





To produce, coaching includes:

- preproduction -

- cutting (finding) a groove -

- tuning and improving -

(building an innovative community)

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

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Coach Styles

"This is what you should do"



Prescriptive vs. Descriptive

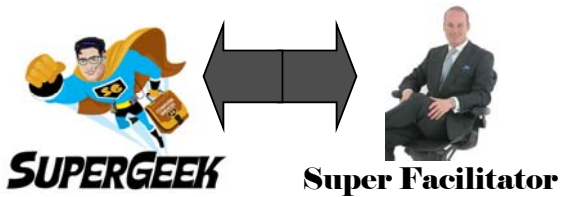


"This is what I have seen work"

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Another Variation



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A Different Metaphor



(“coaches are producers”)

Do You Know This Person?



Yesterday

- Phil Spector -

“Wall of Sound”

The Crystals
The Ronettes

The Beatles
(*Let It Be Naked*)

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How About This Person?



George Martin



A Friend – A Guide

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Drawing On Our Experience

Teacher



Producer



Partner



Member



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Producing Software (*pre-production*)

Assessments and Incentives

<i>Process</i>	(any? heavy?)
<i>Retrospective</i>	(working? not working?)
<i>Incentives</i>	(save the day? improve?)
<i>Candidate Projects</i>	(# people, \$, profile, tech size)
<i>Strengths</i>	(technical, product, ...)
<i>Challenges</i>	(process - technology)

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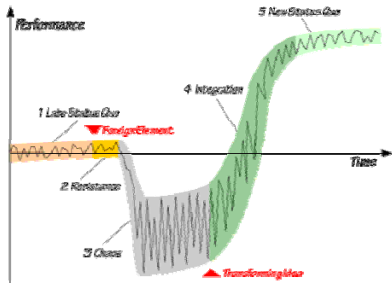
Assessments and Incentives

<i>Process</i>	High ceremony, no process
<i>Retrospective</i>	Smart, courageous people Poor delivery, poor quality
<i>Incentives</i>	Deliver faster
<i>Candidate Projects</i>	Small team, high profile Large team, clear goals
<i>Strengths</i>	Real desire to change
<i>Challenges</i>	History of failing to deliver

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Coaching Respectful Change



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

Coaching Plans

Testable Time Frame

Amount of Change

Number of Communities

Transition Tests

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Coaching Plans

Testable Time Frame (3 months)

Amount of Change
(Iterations/Retrospectives)
(Stories/ Burnup) – (TDD/Refactoring/CI)

Number of Communities (1 project, 1 location)

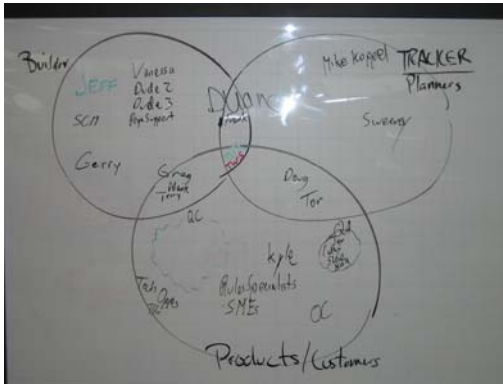
Transition Tests
(progress is measurable, testable and visible)
(build is never broken for more than one day)

Building Community

Charter (*community builder*)



Community Mapping



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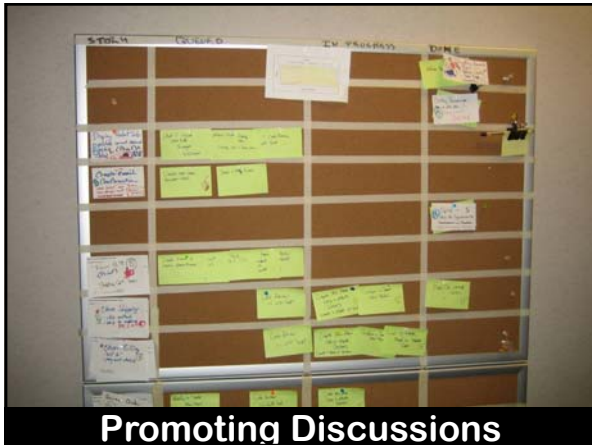
Producing Software (*cutting a groove*)



Fostering Responsibility

Staying Fresh

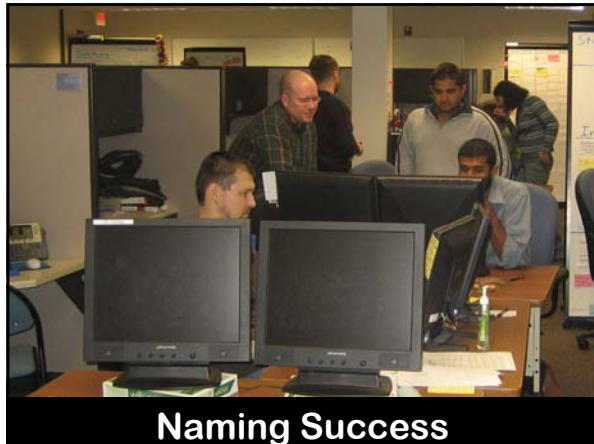




Promoting Discussions



Radiating New Ideas



Naming Success



**Tuning
Your
Groove**

Balancing Ceremony & Essence

Working	Not Working	Changes
<ul style="list-style-type: none"> Quickly deployed to a new environment (Rackspace) (200) FIT tests (Go Carrots!) Dan on-site Talking in tests (More) Flaky button (More) Rackspace to do more Branch Move Getting things done (Rackspace) (visited) Working w/ team 	<ul style="list-style-type: none"> Scripts too long Team spend too much of AZL integration Rebuilding environments over and over Casimir integration still painful Not a lot of new features Still somewhat siloed Manual deployments to Rackspace lots of busywork Work Practices Does/has work not materialize in Screen CI/CD Done? Too many network connections VPN slow things down Not enough communication of mid-sprint plans 	<ul style="list-style-type: none"> Change Scripts W/ shorter 22 info-entry -100 (2 not cut) Continue practice & pivoting on why information Fastest Pair repetition Every day, fill message box Roll in 2nd party when needed 10-minute spinning etc Talk in tests more Keep team played in Time-based FIT/Provider investment - 16 hours Clarify interface to AZL (Ryan?) 20% risk counterparty during Sprint Keep Sprint Deal populated Quantify cost of VPN issues (untested) Max test size: 8 hours Max visibility when external feeling small Thanksgiving/Down on screen

Coaching "Coaching"

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Finding & Removing Waste

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Build Health Measures

Day	# fails	avg fix time (min)
1	4	10
2	3	50
3	4	10
4	2	15
5	2	5
6	0	5
7	1	10
8	2	10
9	1	5
10	4	5
11	1	5
12	5	10
13	3	5
14	2	5
15	0	5
16	3	10
17	3	10
18	2	15

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Coaching the Beginner's Mind

Avoid being “the expert”

Ask the obvious (dumb) questions

Listen to the newbie

Question unclear or unused metrics

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Questions?

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Developing and Coaching Agility

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