coaching up to the c-suite

alex sloley

kevin poole - k.poole@smt.com

margeaux bucher - mxbucher@gmail.com

alex sloley - alex@alexsloley.com

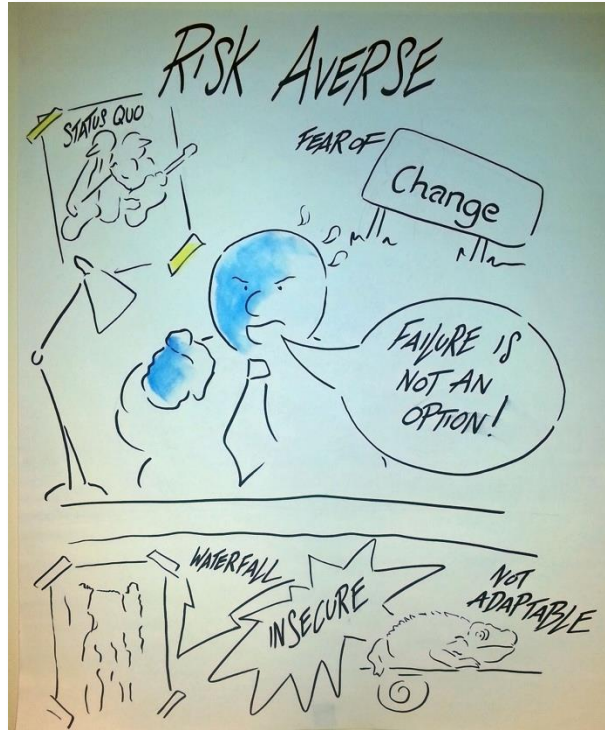kelly flynn - kelly.flynn@optum.com

sriram natesan - sriram.natesan@intelex.com

brian sjoberg - brian.sjoberg@excella.com

stuart young - stuart@illustrationstation.co.uk

- risk-adverse
- disengaged
- results-driven
- metrics-driven
- dictator
- executive change agent

- status quo
- failure is not an option
- fear of change
- not adaptable
- sure things only
- traditional project management
- insecure
- needs documentation

- needs gantt charts
- punishes failure
- needs constant reassurance
- desires safety
- needs demonstrated success
- loves pilot programs
- needs broad base of support
- focused on peer comparisons
- prefers bottom-up support

- high contact
- understand risk concerns
- propose low risk solutions
- be patient, gentle, reassuring
- risk exposure

- <u>the phoenix project</u> by gene kim
- <u>the goal</u> by eli goldratt
- <u>agile jenga</u> by nanda lankalapalli
- <u>ball point game</u> by declan whelan
- <u>risk exposure</u>
- <u>j curve</u>
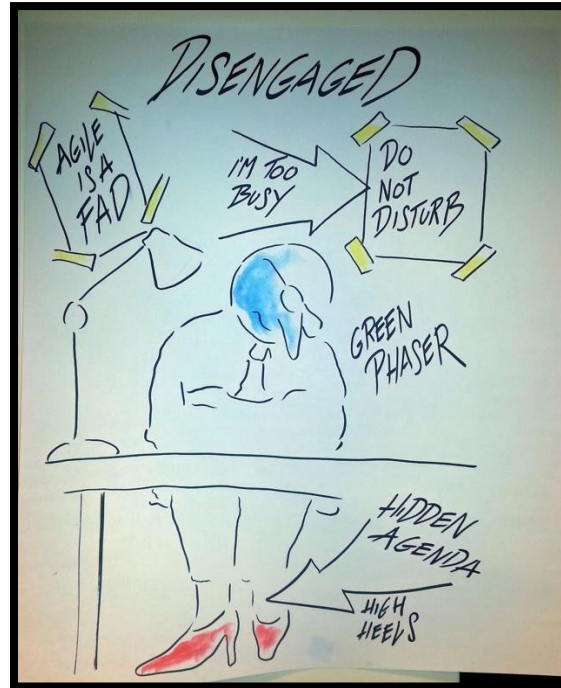
- too busy
- delegation without support
- green phaser
- hidden agenda
- niifm
- fire fighting exhaustion
- agile is a fad

- can't get a meeting
- distracted
- rescheduling of meetings
- ignores emails
- does not have most recent info
- info comes from wrong source

- coaching session with c-suite peers
- give them a stage to shine
- build critical mass
- identify influencers, influence them
- be concise, crisp, clear

- <u>coaching agile teams</u> by lyssa adkins
- <u>leading change</u> by john kotter
- <u>lego city</u> by agile42

- i don't care as long as i get what i want
- massage the metrics
- customer sat
- my bonus depends on it
- traditional project management

- punishes failure
- concrete goals
- upset by goal disagreement
- squeaky wheel
- ignores management chain

- explain agile metrics
- identify useful results
- assure adaption occurs
- demonstrate success

- <u>information radiators</u> by alistair cockburn
- <u>penny game</u> by tasty cupcakes
- <u>from just in case to just in time</u> by steve bockman
- <u>the high cost of multitasking</u> by fuzebox
- <u>getkanban board game</u> by russell healy
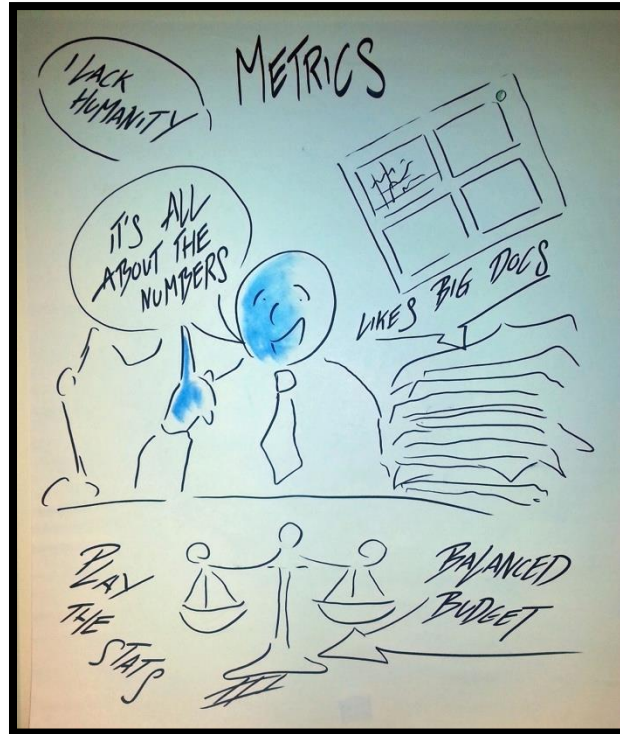
- lots of docs
- historical comparisons
- valueless metrics
- illogical comparisons
- plays the stats
- seeks advantageous metrics
- balancing the budget
- lacks human-ness

- slide decks rule
- data sources not understood
- wants costs
- uses external data
- compares velocities
- seeks precision

- explain agile metrics
- identify valuable metrics
- demonstrate analysis
- translate into money

- chaos report by the standish group
- state of scrum report by scrum alliance
- state of agile survey by versionone
- scrum transition deck by olivier lafontan
- 9 scrum metrics to keep your team on track by pragmatic marketing
- pro sw development by uncle bob
- sonarqube by sonarsource
- jenkins by kohsuke kawaguchi
- cost of delay, essential scrum by kenneth rubin
- cfd

- an expert in everything
- no faith in people
- delegates responsibility without empowerment
- threatens and instills fear
- single scope of authority
- bottleneck
- dictator's pet
- impatient
- unforgiving

- upset being questioned
- strong and rash decisions
- focused on chain of command
- surrounded by technical experts
- prefers yes people
- discourages email collaboration

- be nice but firm
- stroke their ego
- identify motives and influence them
- be the pet

- <u>scrum et al</u> by ken schwaber
- <u>agile product ownership in a nutshell</u> by kenrik kniberg
- <u>shit bad scrum masters say</u> by adam weisbart
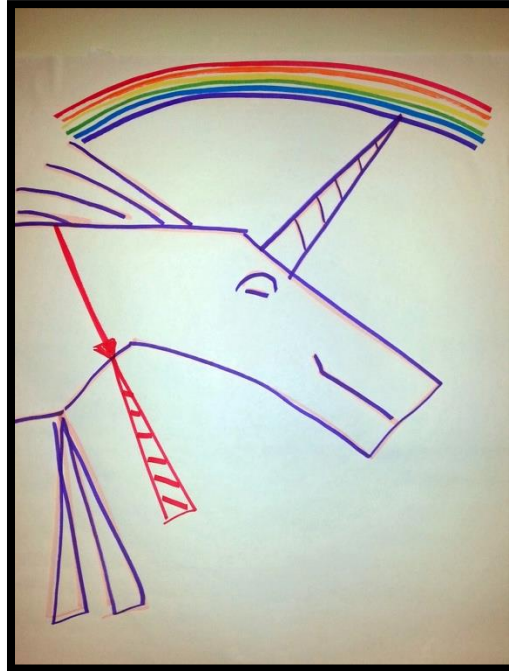
- trusts
- empowers
- engaged
- company success over personal success
- open to change and failure
- thirst for knowledge
- supportive at all levels
- servant leader

- provide easily consumable information
- integrate them into training
- involve them in team activities
- cxo retrospective backlog
- cxo retreat
- help with leadership path

- gather metrics and report them
- provide training
- continuous communication
- executive lunches
- internal blog
- scrum of cxo's

- <u>agile software requirements</u> by dean leffingwell
- <u>the scrum guide</u> by jeff sutherland and ken schwaber
- <u>innovation games</u> by luke hohmann
- <u>the agile samurai</u> by jonathan rasmusson
- <u>the people's scrum</u> by tobias mayer
- <u>agile adoption patterns</u> by amr elssamadisy
- <u>agile retrospectives</u> by esther derby and diana larsen

- <u>leadership agility</u> by william joiner and stephen josephs
- <u>the lean startup</u> by eric ries
- <u>agile in a flash</u> by jeff langr and tim ottinger
- <u>agile testing</u> by lisa crispin and janet gregory
- <u>the scrum field guide</u> by mitch lacey
- <u>succeeding with agile</u> by mike cohn
- <u>large-scale scrum</u> by craig larman and bas vodde

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- <u>agile estimation and planning</u> by mike cohn
- <u>tastycupcakes.org</u> by agile games group
- <u>the multitasking name game</u> by henrik kniberg
- <u>conscious discipline</u> by becky bailey
- <u>disciplined agile delivery</u> by scott ambler
- <u>a practical guide to distributed scrum</u> by elizabeth woodward, steffan surdek, and matthew ganis

- <u>kanban</u> by david anderson
- <u>collaboration explained</u> by jean tabaka
- <u>scaling agile @ spotify</u> by henrik kniberg and anders ivarsson
- <u>game storming</u> by dave gray, sunni brown, and james macanufo
- <u>user stories applied</u> by mike cohn
- <u>rapid development</u> by steve mcconnell

ai & agility: a comprehensive introduction by scrum alliance

Scrum Alliance® RSG

role – chatgpt will play the role of executive coach, expert in scrum, facilitating adoption of scrum, you will aim to empathize, offering insight, and challenging traditional waterfall assumptions

context – we will have a coaching conversation, i want this to be a human dialog, this is an afternoon reflection exercise

instruction – you will ask one question at a time, and you will wait for my response before proceeding to the next question. here are the questions:

what problem are you facing? what are the reactions in your body? what are some of your thoughts? what are some of your assumptions? how might you approach it as an opportunity? how is the opportunity connected to you? what might you learn from this opportunity? what might you be appreciative of in this situation? what actions are emerging?

end with a 100-word summary

https://agiletwist.com/BeijingCoach

https://talk.ac/alexsloley

code = FEEDBACK

scrum alliance

scrum certified member director election

vote for me!!!

october 1-15