Answering Those Hard Questions About Coaching and Scrum

Maaike Klasen and Dave West
Quick Guidelines

• Your microphones will be muted throughout
• Please ask questions!
  • Type questions into the webinar questions box:
  • Type comments into the webinar comments box:
Who Is Scrum.org?

Training

Certification

Founded by Ken Schwaber Co-creator of Scrum
Who is ICF?

The International Coaching Federation (ICF) is the leading global organisation dedicated to advancing the coaching profession so that coaching becomes an integral part of society.

The Gold Standard of Coaching

- Independent certification: ACC, PCC, MCC
- Coaching competencies and ethical code
- Accreditation program for coaching training
- Worldwide network of trained coaching professionals
- Working to comply its credentialing program with certification to global standards, including ISO
- Research

As a client you know your ICF coach:

- Received quality training
- Has extensive coaching experience
- Coaching is assessed
Today’s Speakers

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affiliated with ICF (ACSTH)
Hard Questions about Coaching and Scrum

1. What is professional coaching?
2. What is the difference between agile coaching and professional coaching?
3. Who within a Scrum Team does coaching?
4. Is the Professional Coach a separate full-time role?
5. Where does coaching fit into Scrum?
6. How do you justify the cost of employing a professional coach to management?
1.) What is Professional Coaching?
As defined by ICF:

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
The current ICF Competency model of Coaching

• Setting the Foundation
  • Meeting Ethical Guidelines and Professional Standards
  • Establishing the Coaching Agreement

• Co-creating the Relationship
  • Establishing Trust and Intimacy with the Client
  • Coaching Presence

• Communicating Effectively
  • Active Listening
  • Powerful Questioning
  • Direct Communication

• Facilitating Learning and Results
  • Creating Awareness
  • Designing Actions
  • Planning and Goal Setting
  • Managing Progress and Accountability
The Responsibility of an ICF Professional Coach

As an ICF coach you committing to the ethical code, this means:

- Adopting a specific basis attitude where you take the role of partnering and empowering the client.

- Confidentiality and dealing with all kinds of information:
  - Receiving information from third parties
  - Providing information to third parties
  - Receiving information from the client

- Being able address and refer when a client needs a different kind of help, like training, advise or (psycho)therapy.
Coaching and Self Organization

• Teams autonomously organizes their work
• Everything that a person finds out themselves leads to a more sustainable outcome as opposed to instructive management
• Professional coaching, built on a set of competencies and ethics, supports and facilitates people to walk their own learning path
• The professional coach is not the expert, but a partner on the development path. The client/coachee (individual, team or organization) is the expert regarding themselves.
2.) What is the difference between Agile Coaching and Professional Coaching?
Agile Coach vs. Professional Coach

There are differences but basically they both want to help people learn, develop and grow.

- **Agile Coach** - coaches, teaches and gives advice on how to use Agile frameworks and practices to improve the agility of the organization

- **Professional Coach** - has no intent whatsoever to teach, advise or consult; the Professional Coach is an expert in coaching and will partner with the client and align with his/her goal of choice and will facilitate the coaching process towards growth and development

- A good Agile Coach will situationally use Professional Coaching skills and understands when to use them and when not to
What did Ken Schwaber and Jeff Sutherland mean for the role of the Scrum Master to be?
3.) Who within a Scrum Team does coaching?
Evolution of a Scrum Master

Source: ‘Evolution of the Scrum Master’, Ron Eringa (June 2016)
Source: SP Studio DE
Is a Scrum Master an Agile Coach?

Barry Overeem Blog: 'The Scrum Master as a Coach' (September 2016)
The Scrum Master is the Master of Coaching.

An ICF masterful coach supports the coachee to be the master of their own life.

Source: ‘The Scrum Master is the Master of Coaching’. By Joshua Partogi (January 2019)
Individual – Team – Organization

A mature Scrum Master will know the value of one-on-one coaching of Development Team’s members, the Product Owner and coaching the team as a whole and the organization.
4.) Is the Professional Coach a separate full-time role?
Star Trek: The Next Generation
Commander Counselor Deanna Troi
Half-human, half-Betazoid and has the psionic ability to sense emotions
5.) Where does coaching fit into Scrum?
The Coaching Agreement

A coaching agreement explains what coaching is and refers to the commitment of the coach to the ICF Code of Ethics and the complaint process.

A coaching agreement aims to establish confidentiality, psychological safety, clarity on the role of the coach and the client and trust in the coaching relationship as a basic fundamental for professional coaching.

A professional coaching relationship starts with a coaching agreement.
A Scrum Master creates transparency on coaching

How?

Get the basics right:

• Establish a coaching agreement with the individual, a teams and the organisation
• At every new start, a Scrum Master can facilitate and establish the coaching agreement with the client
6.) How do you justify the cost of employing a professional coach or a Scrum Master with ICF professional coaching training to management?
Maximizing people’s full potential

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Maximizing value of the product
People in the world need professional coaching in their journey to the exciting unknown!
Continue Your Learning – Learning Paths

• Scrum.org now has learning paths on our website for Scrum Master, Product Owner, Leadership and Development Team Members

• Provide structured guides to help you understand the roles of the Scrum Master/Product Owner with a way to continue learning on your journey

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
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ICF
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https://www.coachfederation.nl

LinkedIn
LinkedIn.com/groups/8557534

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Facebook.com/icfnetherlands
Thank you!