



# Agile Team Development Canvas

## Coaching Teams

- From forming to performing-

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From forming to performing



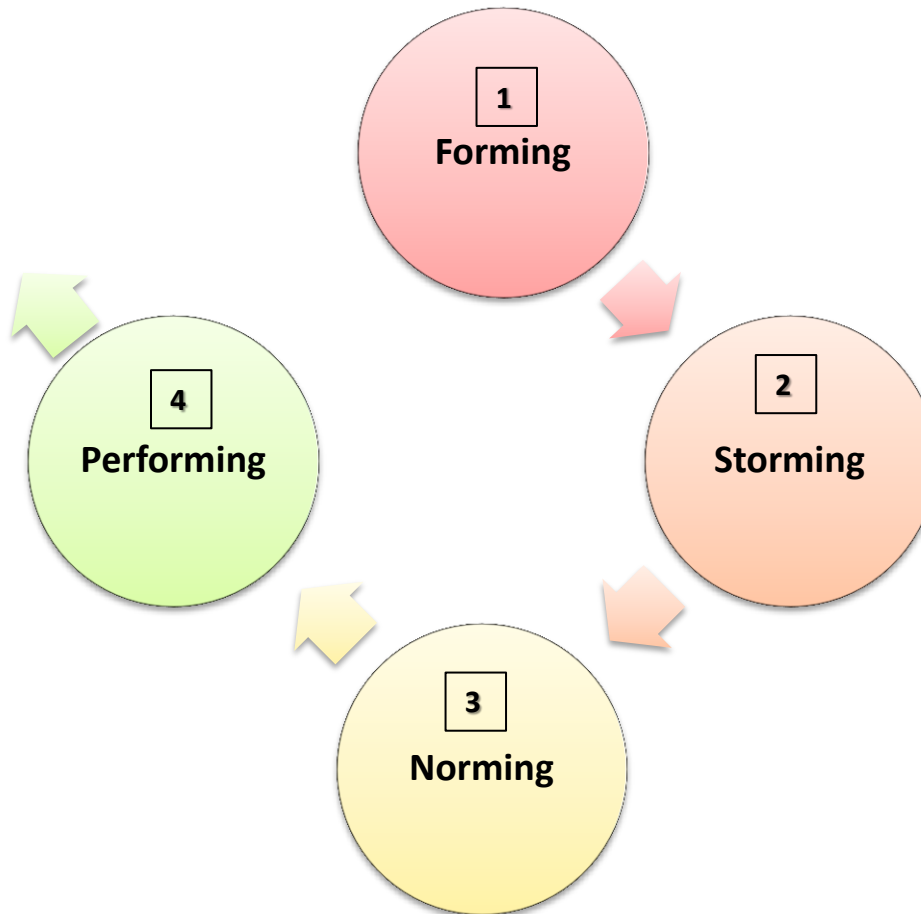
## Introduction

During the last four years of my Agile journey, I've been trying different approach to Help the teams that I've been working with, to grow. Some of them have worked, some of them hasn't, but I'm convinced that by asking the right question we can dramatically Improve the quality of insight, innovation, and action in our organizations, in our communities and in our lives.

That's why I've decided to explore those already valuable and available tools that combined In the proper way, could assist leaders, specially team facilitators, Scrum Masters and Agile Coach's, on helping a group to develop by reaching their maximum potential, via powerful questioning as our main tool to support the them to navigate from those stages that Tuckman's has described in his model of group Development.

# Coaching teams

From forming to performing



## Tuckman's model of group development

Reference: [http://en.wikipedia.org/wiki/Tuckman's\\_stages\\_of\\_group\\_development](http://en.wikipedia.org/wiki/Tuckman's_stages_of_group_development)

# Coaching teams

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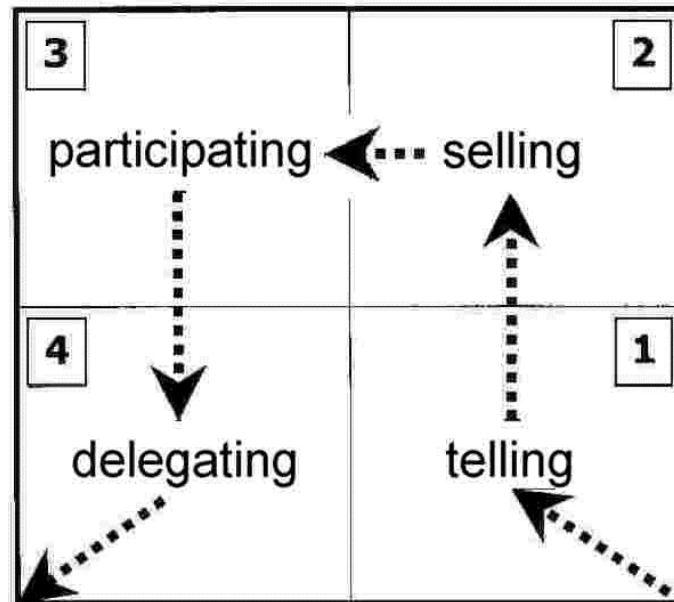


## Leaders focus more on:

- the relationship and less on direction.
- The leader works with the team, and shares decision-making responsibilities.

## Leaders pass most of the responsibility onto the follower or group.

- The leaders still monitor progress, but they're less involved in decisions.



## Leaders provide people:

- Information and direction, but there's more communication with followers.
- Leaders "sell" their message to get people on board.

## Leaders tell their people:

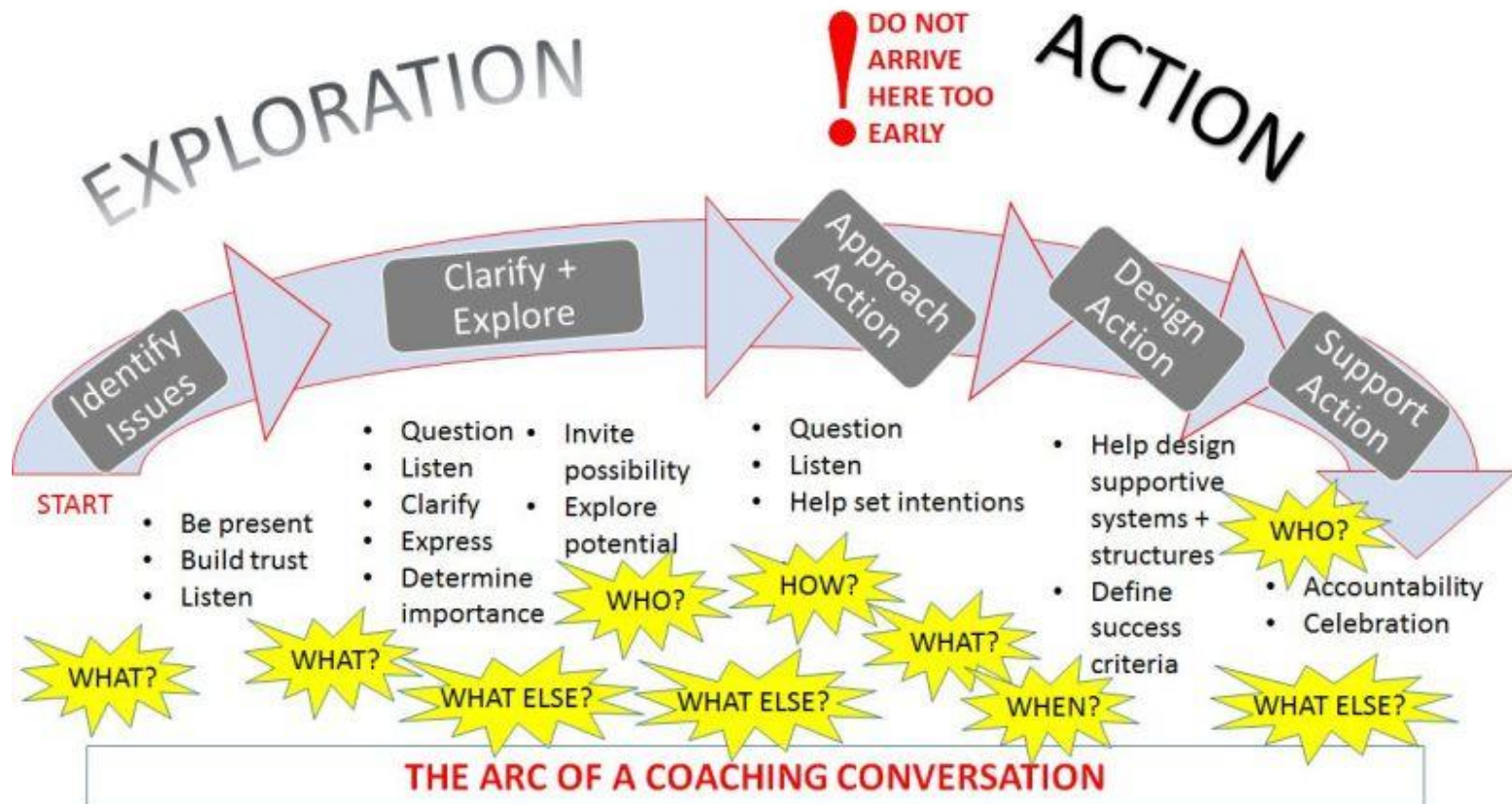
- what to do and how to do it.

## Hersey-Blanchard Situational Leadership Theory

Reference: <http://situational.com/>

# Coaching teams

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## The Arc of a coaching conversation

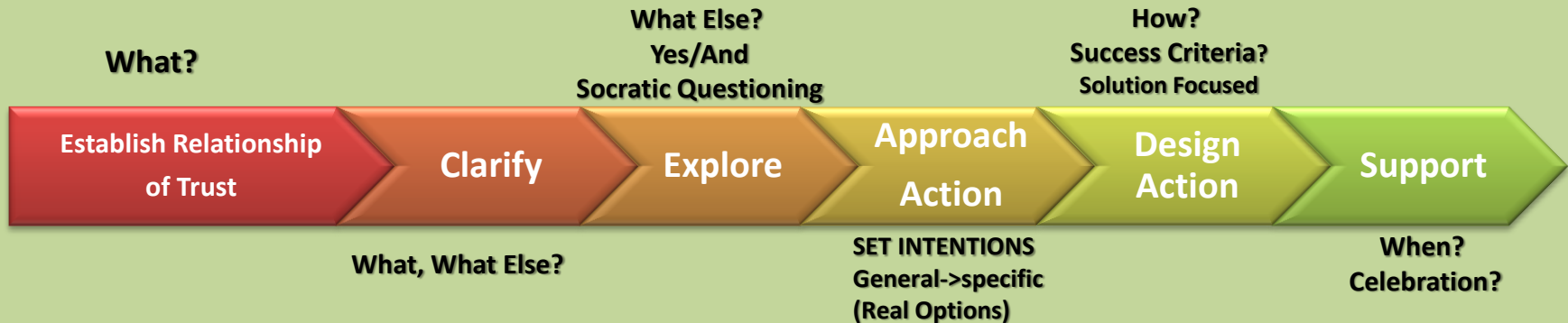
Reference: It's understood coaching program (Sue Johnston @2014) inspired on Lyssa Adkins book [Coaching Agile Teams](#)

# Coaching teams

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## - Tuckman's model for group development -



## - The Arc of a Coaching conversation -

# Coaching teams

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## TUCKMAN'S MODEL STAGE

### Forming-Teaching-Telling

#### Description

- First stage of team building.
- Serious issues & feelings are avoided

#### Feelings expected:

- Team members usually are excited to be part of the team
- Members often have high positive expectations for the team experience
- Team members could feel some anxiety, wondering about how they will fit in to the team

#### Behaviors expected:

- Desire to be accepted by others
- Avoid controversy or conflict
- People focus on being busy with routines.
- Individuals are gathering information and impressions about each other.
- Team members tend to behave quite independently

#### Emphasis on:

- Explore how each member works as an individual & how we respond to pressure
- Get to know each other

#### Potential risks:

- Avoidance of conflict means that not much actually gets done.

## Coaching Conversation

#### Establish relationship of trust

- Be present
- Build trust by listening

**Tip:** Listen, Listen, Listen, be there

**What?**



#### Clarify

- Listen
- Clarify
- Ask questions to get shared understanding about the what

**Tip:** Listen, Listen, start questioning

**What?, What Else**

# Coaching teams

From forming to performing



## TUCKMAN'S MODEL

### STAGE

## Storming-Coaching-Selling

### Description

- Enough initial trust has been developed between team members
- This stage is necessary to the growth of the team, it could be contentious, unpleasant & even painful to people who are averse to conflict

### Feelings expected:

- Members may express concerns about being unable to meet the team's goals.
- Focus might shift from tasks at hand to feelings of frustration or anger with the team's progress/process.

### Behaviors expected:

- People start to feel comfortable expressing discontent and challenging other's opinion
- Normally tension, struggle & sometimes argument occur.

### Emphasis on:

- Tolerance of each other and our differences
- Patience
- Supervisors should be more accessible during this phase, tend to remain directive in guidance of decision –making & professional behavior
- Avoid judgement to encourage opinion & views sharing within the team

### Potential risks:

- Without patience & tolerance the team will fail.
- People could get upset and leave the team

## Coaching Conversation

### Clarify

- Listen
  - Clarify
  - Ask questions to start exploring possibility
- Tip:** Listen, Listen, continue questioning



### Explore

- Invite possibility
- Explore importance
- Explore feelings
- Explore & Invite possibility
- Ask questions to invite possibility & explore potential

**Tip:** Listen, Question, Clarify

What?, What Else?

What Else?, Yes/And, Expand/Extend



# Coaching teams

## From forming to performing

### TUCKMAN'S MODEL STAGE

#### Norming-Advising-Participating

##### Description

- The team manages to have one goal
- The team manages to come to a mutual plan

##### Feelings expected:

- Members should experience an increased sense of comfort in expressing their real ideas and feelings.
- Team members feel an increasing acceptance of others on the team.
- Constructive criticism is both possible and welcomed.

##### Behaviors expected:

- Some team members may have to give up their own ideas & agree with others to make the team function
- All team members take responsibility
- Everybody have the ambition to work for the success of the team's goals.
- Implicit and explicit rules about how the team will reach their goal are established.
- Questioning performance, Reviewing/clarifying objectives

##### Emphasis on:

- Reinforce the value of differences within the team
- Reinforce trust between each other + collaborate

##### Potential risks:

- Members may be so focused on preventing conflict that there are reluctance to share controversial ideas

### Coaching Conversation

#### Explore

- Invite possibility
- Explore importance
- Explore feelings
- Explore & Invite possibility
- Ask questions to invite possibility & explore potential

Tip: Listen, Question, Clarify

What Else?, Yes/And, Socratic Questioning

#### Approach Action

- Listen
- Set intentions (General to Specific)
- Explore potential scenarios
- Ask questions to list potential actionable items

Tip: Listen, Question, Clarify

Real Options

#### Design Action

- Listen, Clarify, Question
  - Use systems & structures in place (procedures/standards)
  - Ask questions about how the actions listed are going to become reality
  - Help them define success criteria
- Tip: Listen, Clarify, Question, Celebrate success

Solution Focused Coaching

# Coaching teams

From forming to performing

## TUCKMAN'S MODEL STAGE

### Performing-Advising-Delegating

#### Description

- The team can function as a unit as they find ways to get the job done smoothly without inappropriate conflict or external supervision.
- The team is highly motivated and knowledgeable.

#### Feelings expressed:

- Members feel satisfaction in the team's progress
- Members feel attached to the team as something "greater than the sum of its parts" and feel satisfaction in the team effectiveness.
- Members feel confident in their individual abilities and those of their teammates.

#### Behaviors expected:

- High levels of motivation and knowledge sharing.
- Team members are now competent, autonomous
- Team is able to handle the decision making process without supervision
- Dissent is expected and allowed as long as it is challenged through means acceptable to the team.

#### Emphasis on:

- Supervisors of the team are always participating.
- Support team decisions

#### Potential risks:

- Even the most high-performing teams will revert to earlier stages in certain circumstances.

## Coaching Conversation

#### Clarify

- Listen
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- Ask questions to start exploring possibility

**Tip:** Listen, Listen, continue questioning

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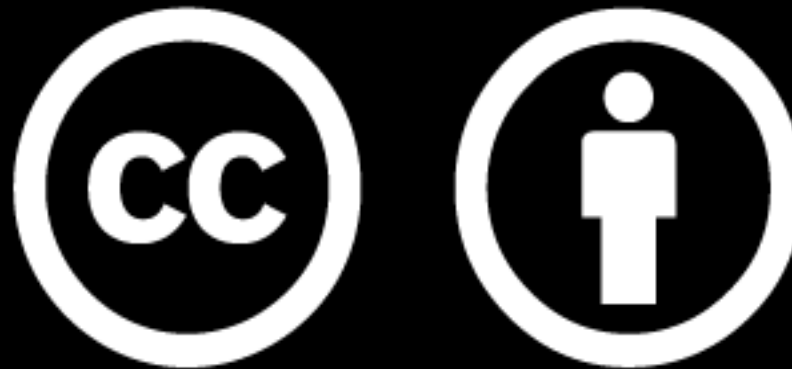


### Artifacts

We require some artifacts to help us identify in which stage the team is, in order to deliver the best coaching possible to the team:

- ❑ **Status Quo:** Where stage is the Team in right now(**Work in Progress**)  
**Donald Clark Tuckman's group development stage survey**
- ❑ **Team Development Burn Down (Work in Progress):**
  - Track team progress each sprint within current stage
    - Scrum Master should:
      - **Assess feelings & behaviors** to validate which coaching tools to use to help the grown its mindset.
  - Track team progress toward next team stage (Tuckman's group development model)

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