

Lessons and Experiences from 15 years of Agile Coaching

Steve Hayes



UNRULY

Don't just reach people.
Move people.

My starting point might
surprise you

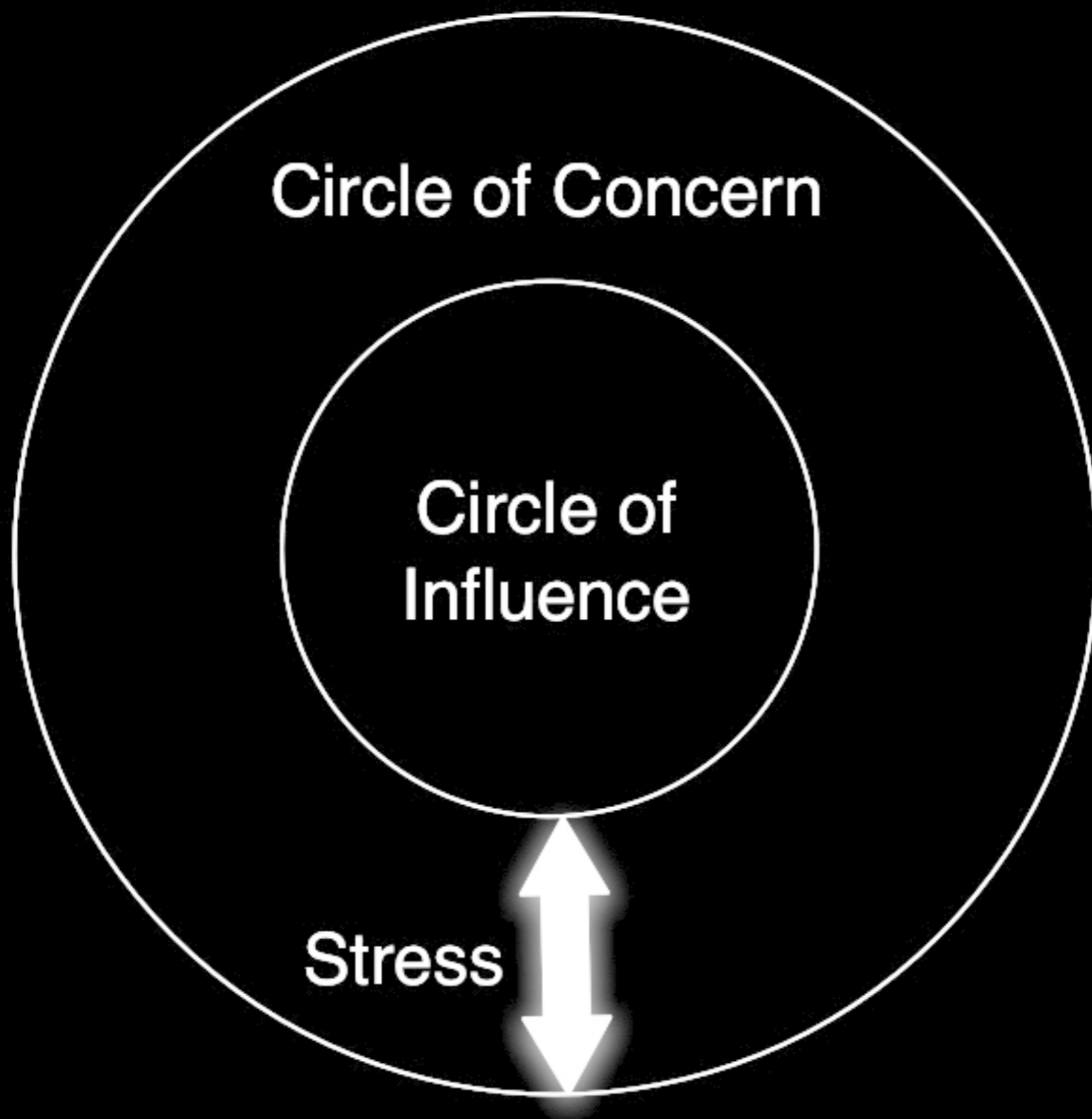
Lesson #1

Anyone can learn to be a
coach

Lesson #2

Career = f(Reputation,
Redundancy, Serendipity)

Lesson #3
Active Allocation of
Influence

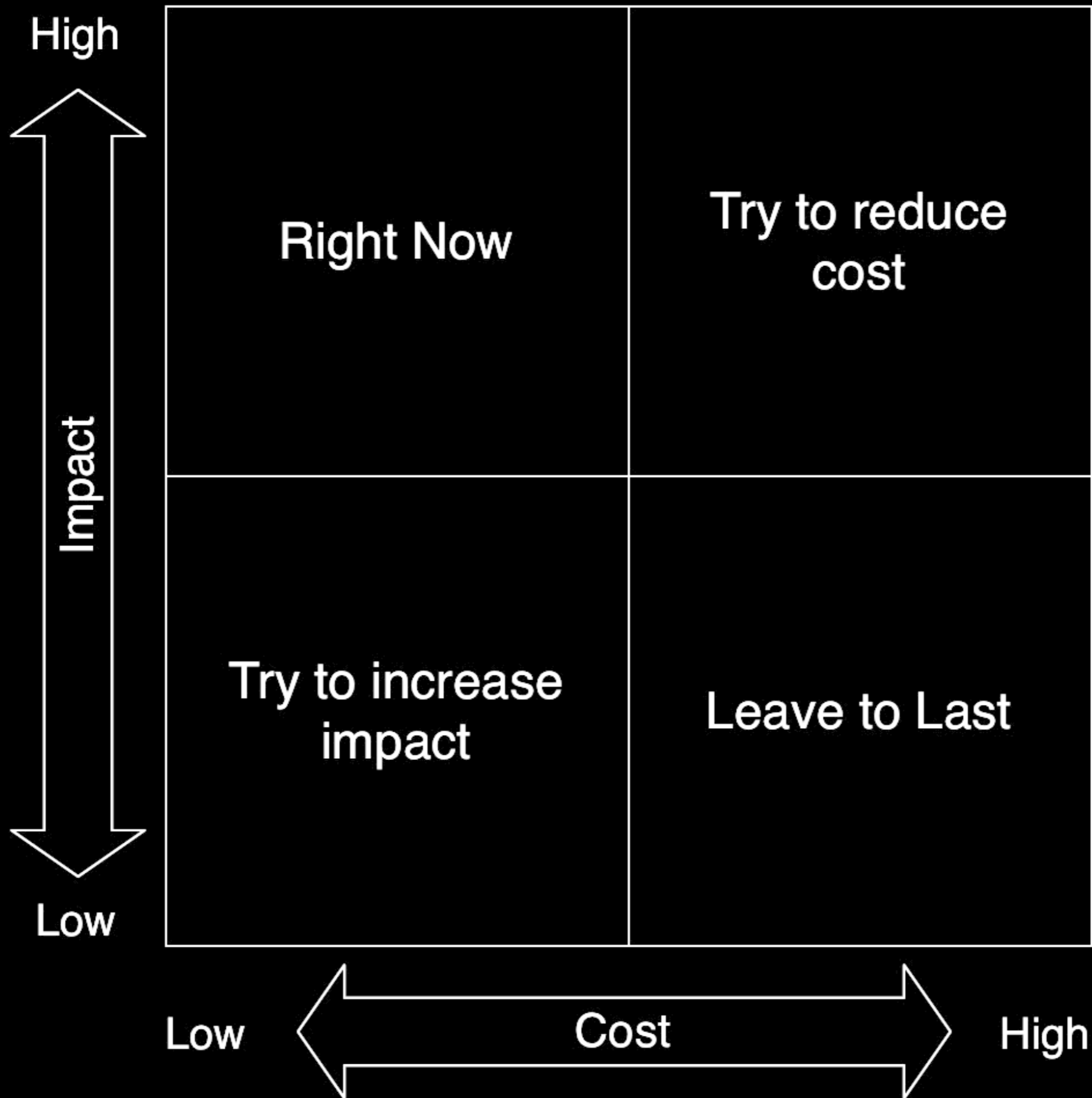


Circle of Concern

Circle of
Influence

Stress

Transparency => Trust
=> Influence



Constrained experiments
can reduce change cost

Lesson #4
Influence Can Be Grown
(and shrunk)

Lesson #5

“Would you rather be right, or would you rather get things done?”

Mark Ratjens

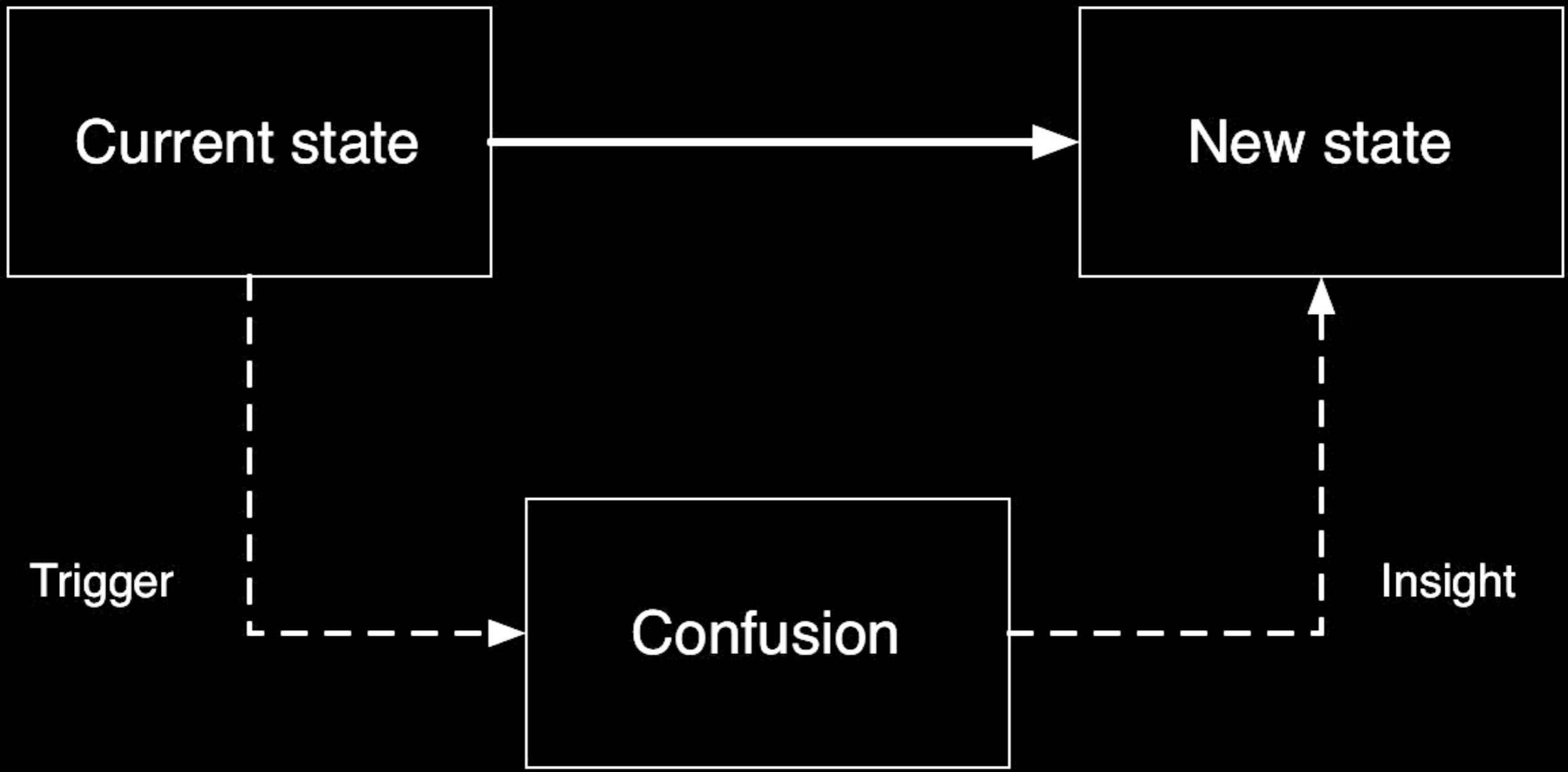
Be prepared to be wrong

“People over process” =
process for the existing
people

Lessons #6
Conflict is Normal
(normalise resolving it)

Lesson #7 Technology
Changes Fast, Humanity
is Constant

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- It may take multiple passes to resolve emotional communication issues
- Men literally remember the gist of an emotional event rather than the precise content
- I frequently need to be primed by the first event and then wait and watch the next event more carefully
- Not ideal, but it is what it is

- People over process
 - Optimising for the team you have, or create a process for the team you want to get?
- Change capital model
- The hard part - choosing what to ignore
 - advice to technical architects at investment banks
- Do you want to be right, or do you want to get things done?
- Circle of influence vs circle of concern
 - circle of influence - trust, respect, knowledge
 - building influence
- Pairing - it's also about not doing stuff (maximising the work not done)
- Technical stuff vs interpersonal stuff (worth covering??)
- People need to understand why
- One of your roles is injecting new information - not everyone is equally concerned about new techniques etc
- Your available time and energy will change over time