



Und nach dem Training einen agilen Coach bitte!

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XP
DAYS GERMANY

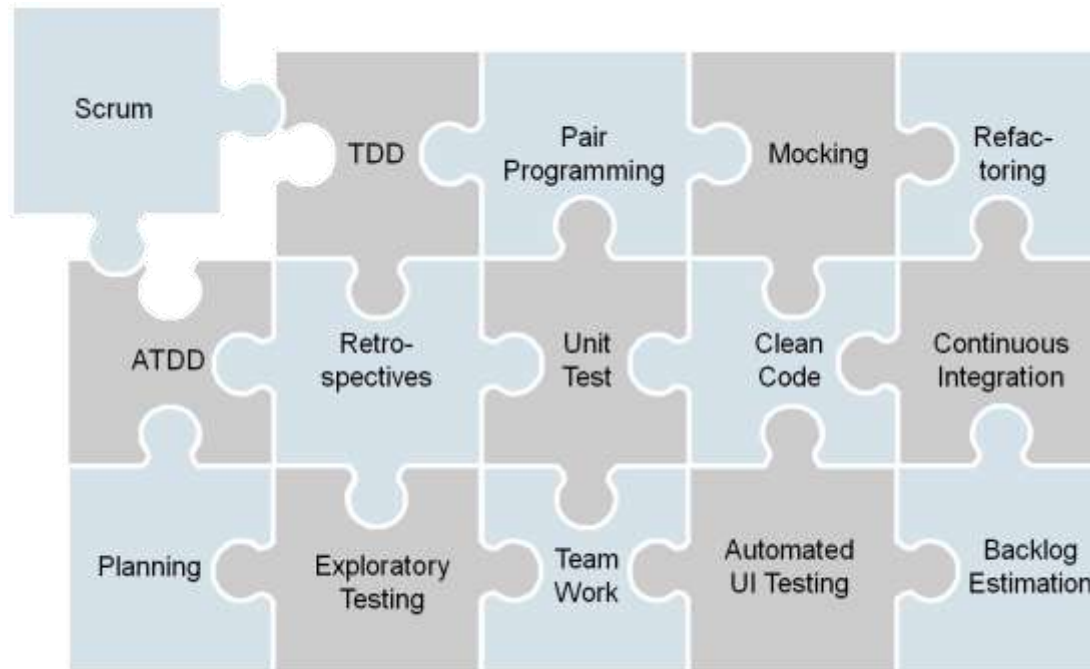
SAP

andrena
OBJECTS

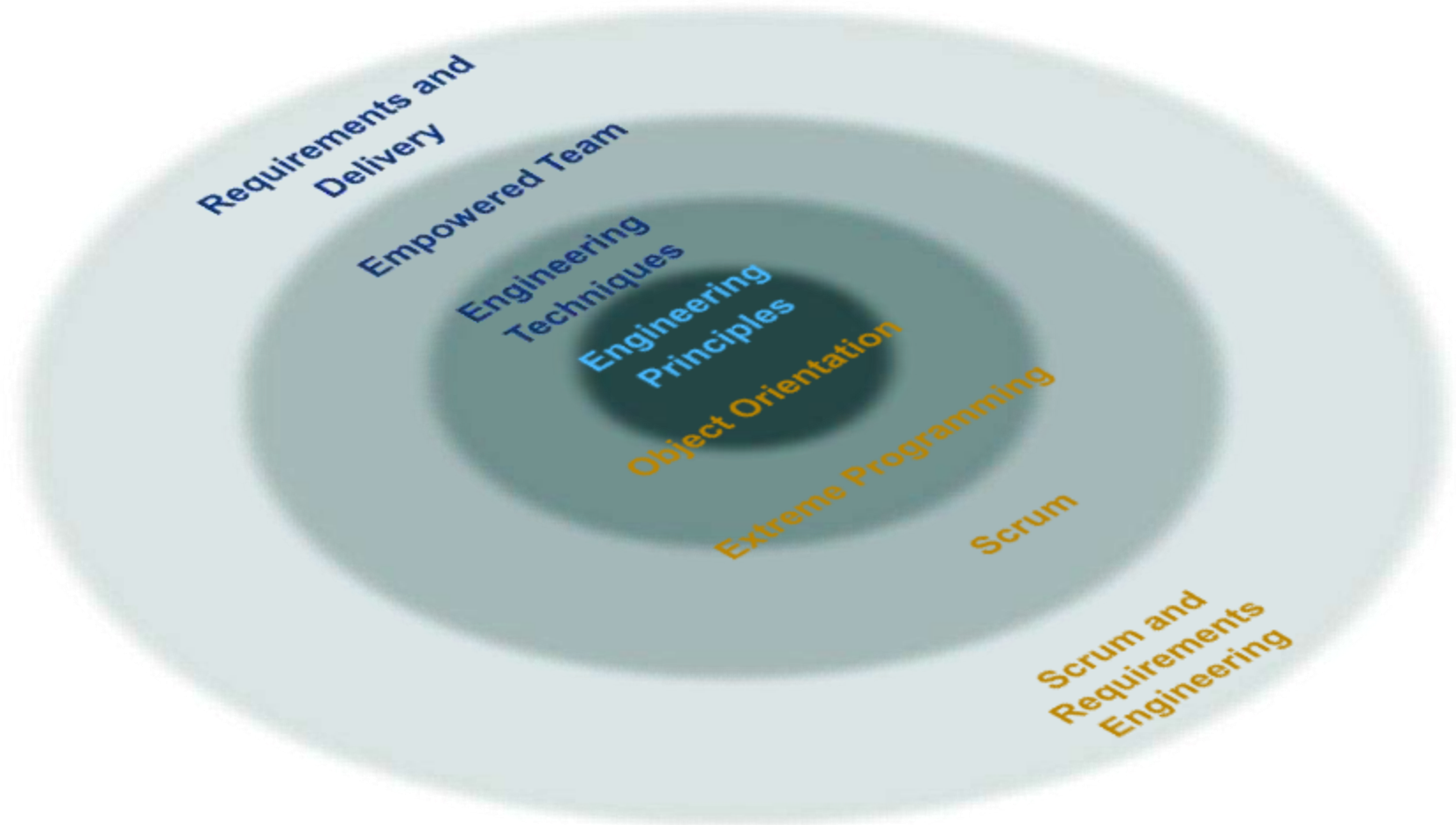
Context: ASE Summary

Agile Software Engineering

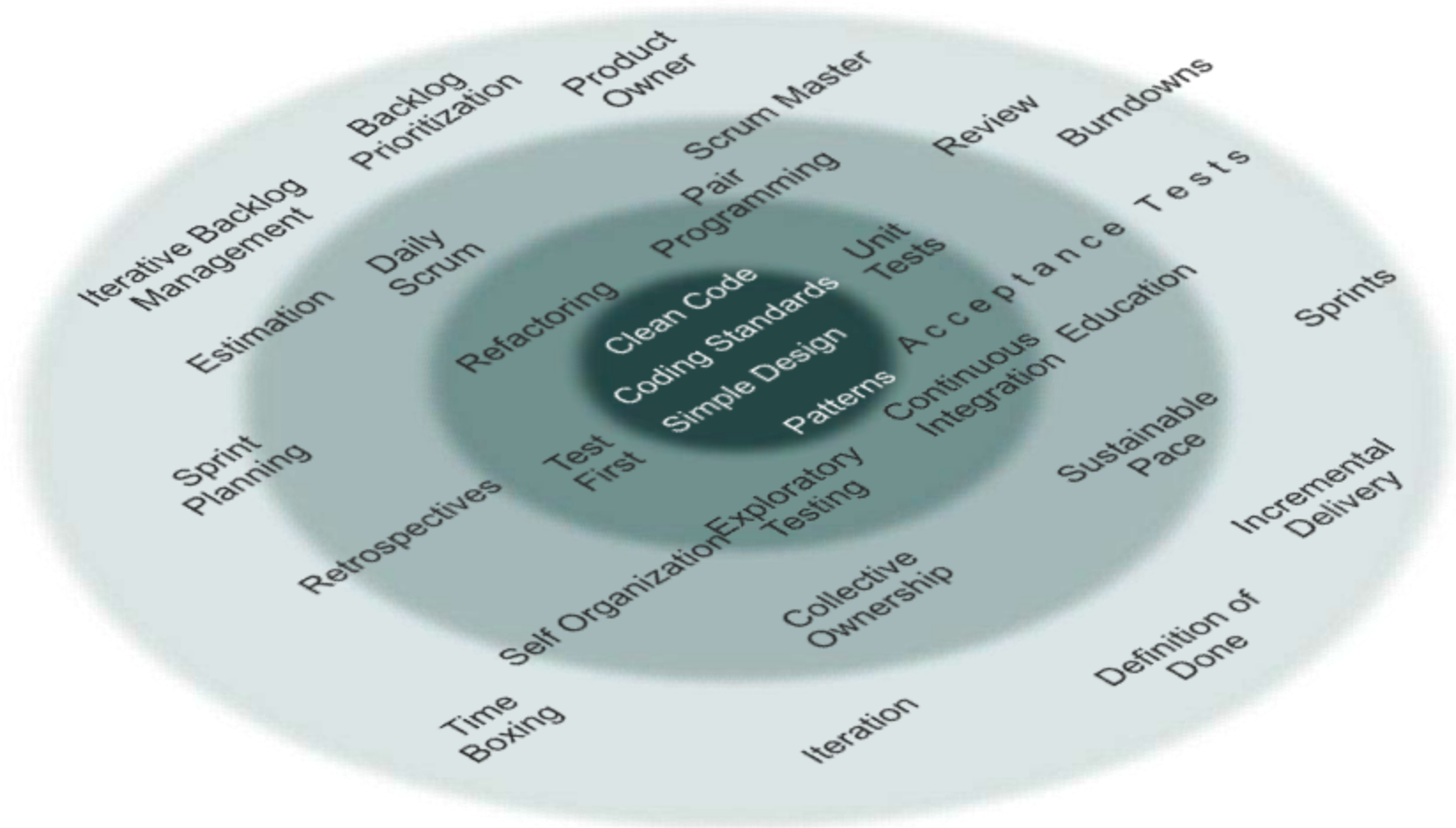
- comprises the values, principles and concrete practices
- that a developer needs to know and be able to apply
- to work successfully in a lean and agile context.



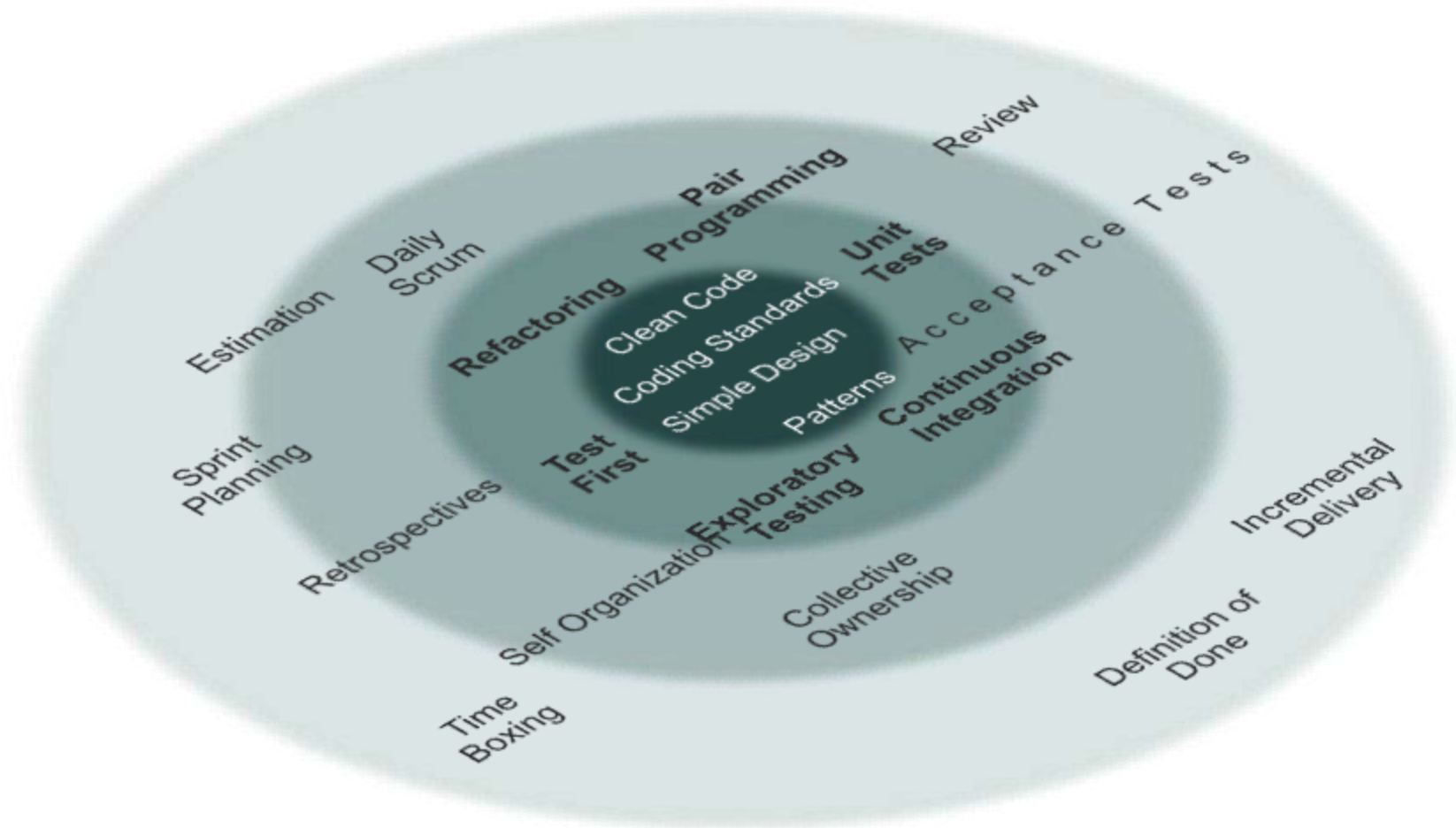
Software Processes - Spheres



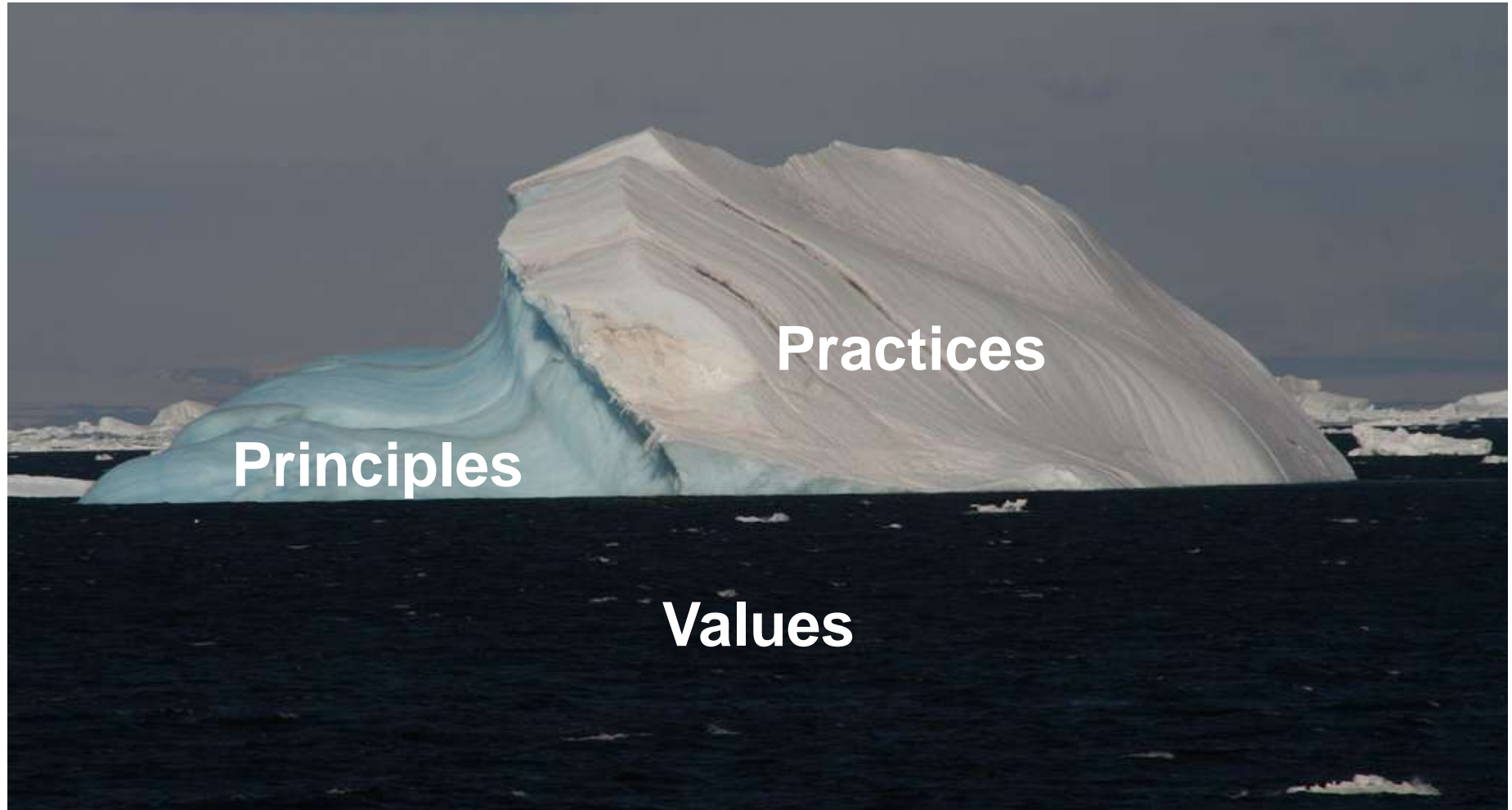
Practices – Agile Process and Engineering



Practices – Covered by ASE Program



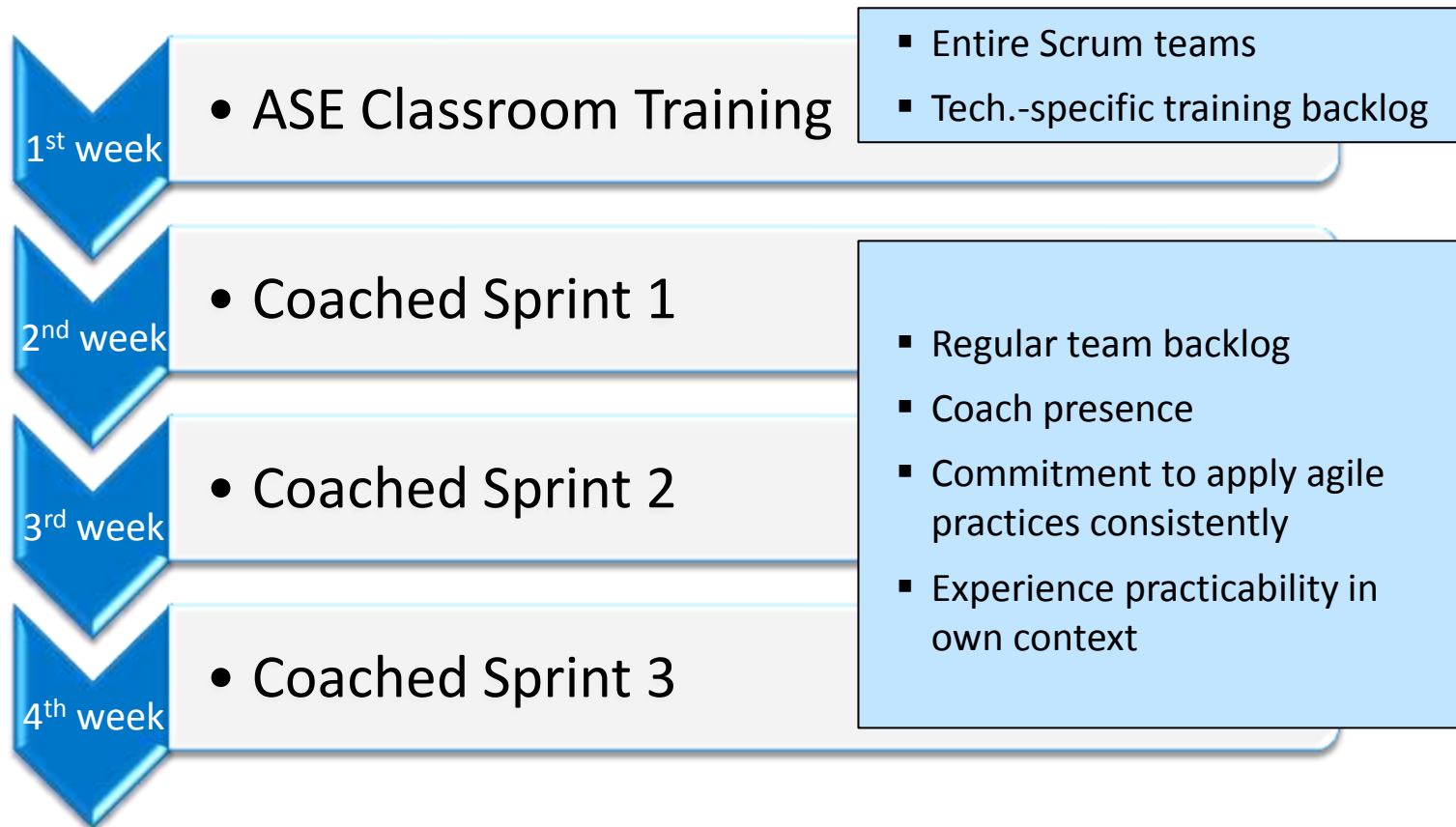
ASE Is About More Than Practices



<http://www.flickr.com/photos/chadica/2070544954>

ASE Education

We offer an **ASE education** consisting of one class-room training week and three on-the-jobsite coaching weeks.



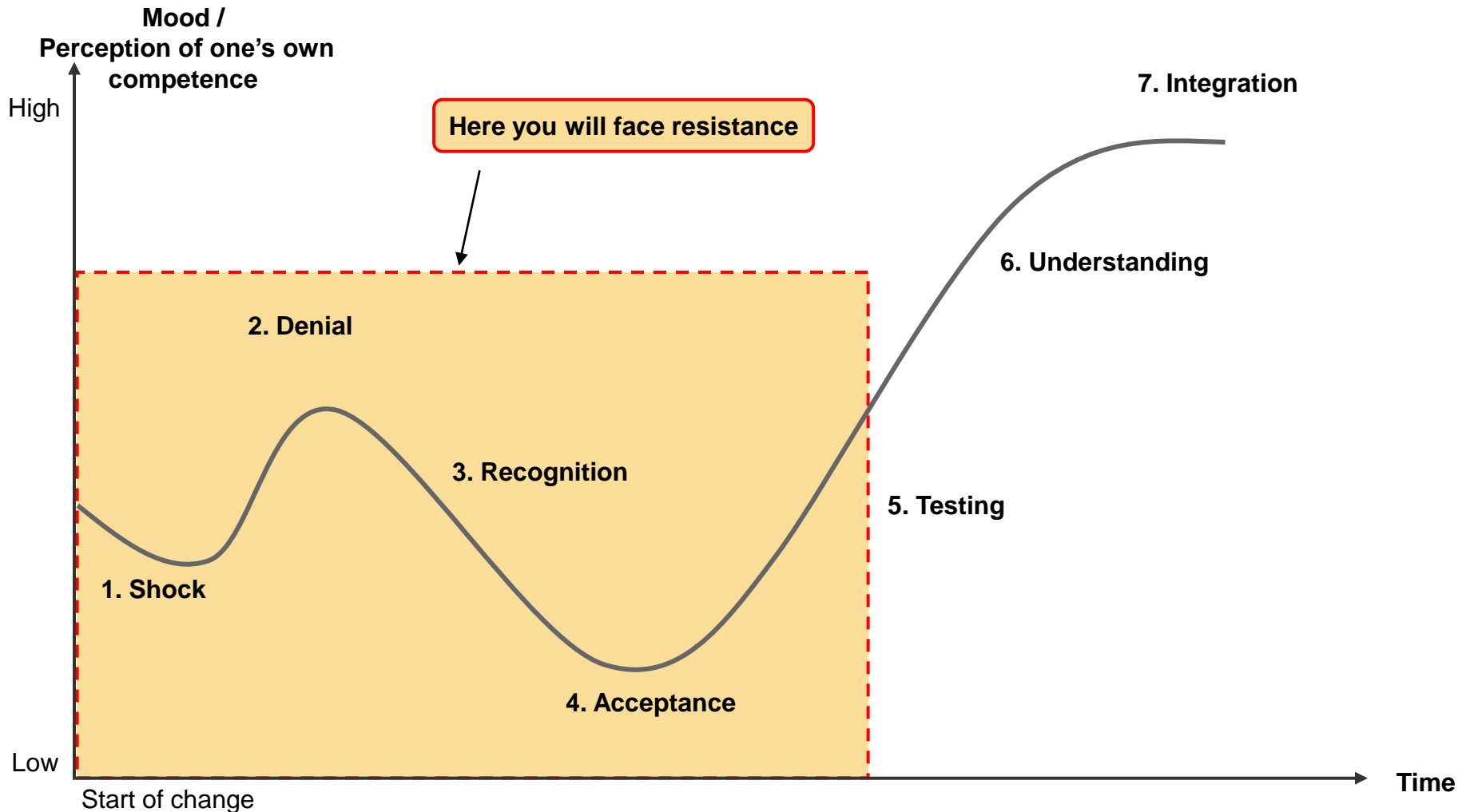
Why Coaching?

Coaching is highly beneficial if something is easy to understand but hard to implement



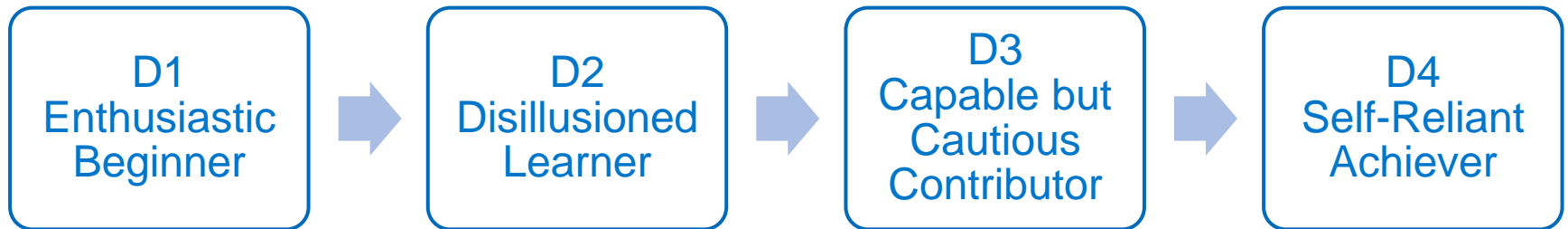
- **Help people get over the “disillusion phase”**
- **Support people in their own context and environment**
- **Give individually tailored support according to development needs**
- **Accompany the change that people go through**

Change Model 1 – Seven Stages of Change



Source: S.A. Spencer/J.D. Adams, Life Changes (1992)

Change Model 2 – Development Levels (Ken Blanchard)

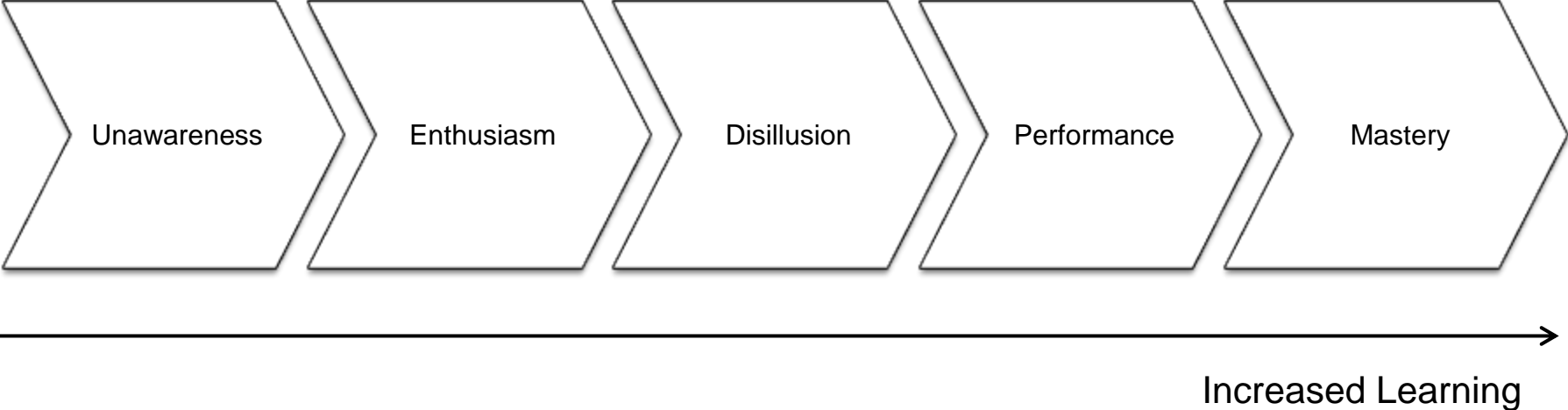


- **People are at different task-specific development levels**
- **Diagnose and choose the appropriate “leadership style”**

Source: Situational Leadership II by Ken Blanchard, see e.g. <http://www.qualitydigest.com/sep96/onemin.html>

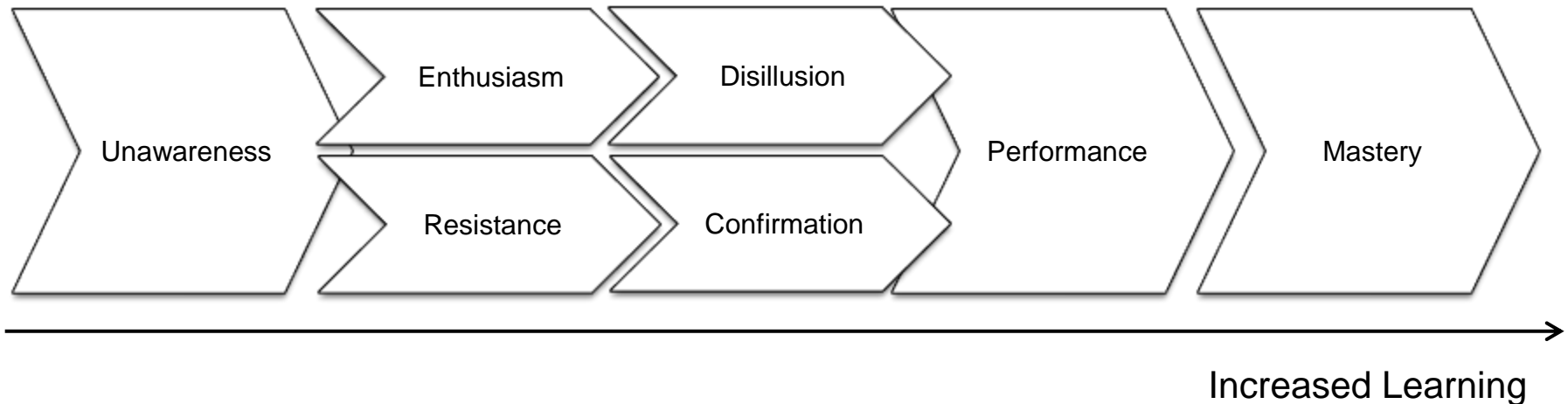
Coaching to Performance or Mastery

Development phases how we perceived them



Coaching to Performance or Mastery

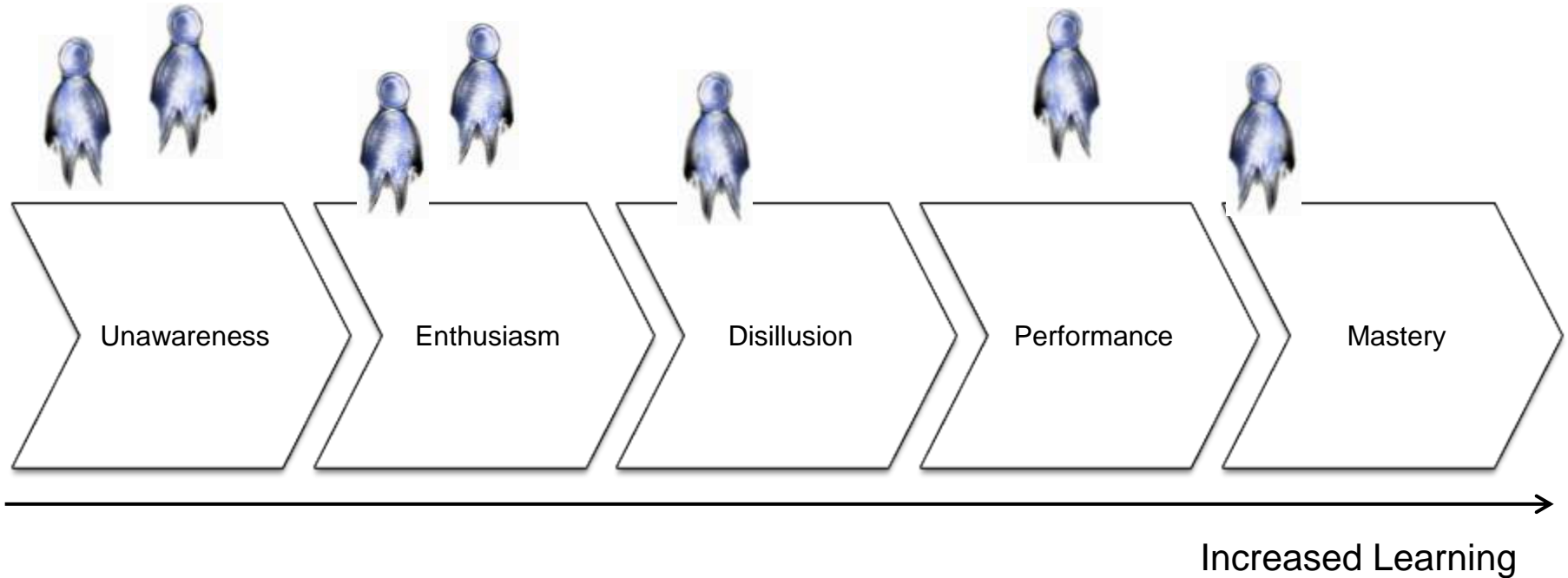
Variant taking both models into account:



Education is not mandatory but a voluntary offering

– else enthusiasm could change to resistance as in first shown change model

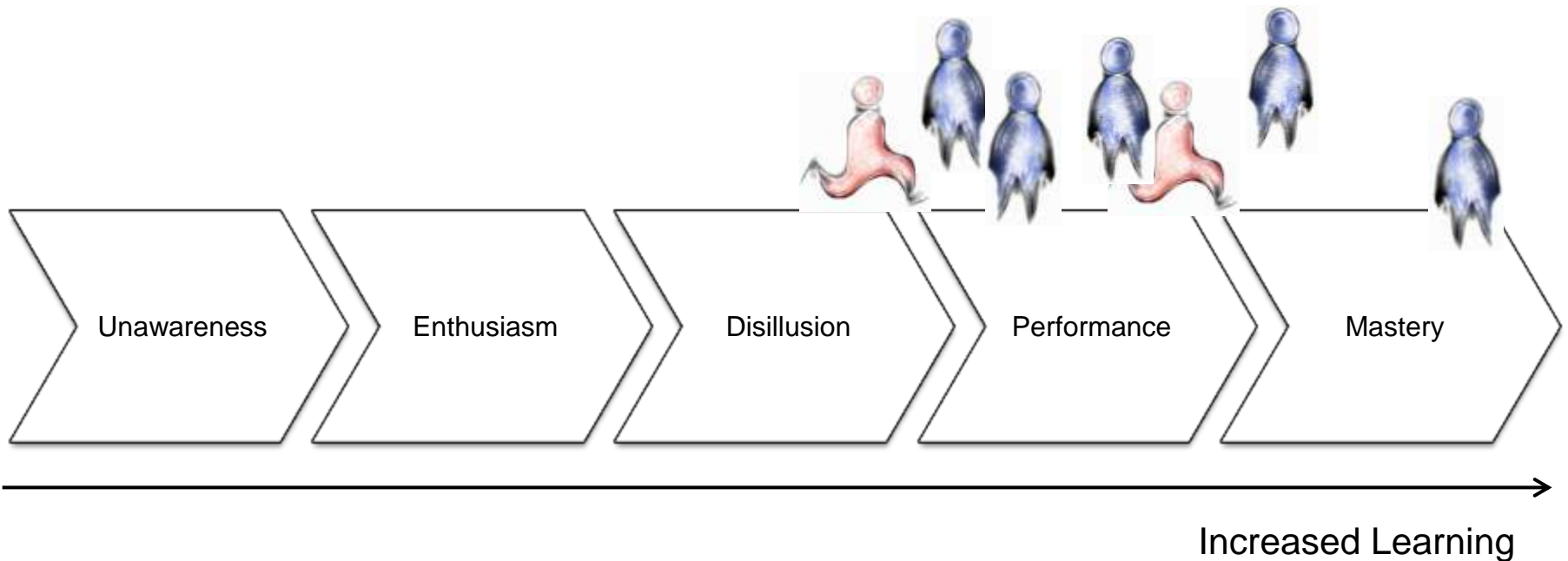
Expect Different Initial Levels of Coached Team Members



Team is never homogenous with respect to agile expertise

- However – serve them all
- Different levels need appropriate approaches and interaction

Coaching to Performance or Mastery



Your Goal as a Coach:

Get the team average beyond the critical phase onto an agile performing level

Find the right people and prepare them as ASE coaches

Get ASE started

- Excellent developers from SAP and from andrena as initial coaches
- Establish job description for “Agile Coach”

Scaling via “Train The Trainer” program:

- Join ASE as participant
- Have support from expert coach, start as a co-trainer/co-coach
- When ready start your own training and coaching
- Be an active part of the ASE coach community
- Take part in SAP coaching offerings
- Become an expert coach yourself

Agile Coach Wanted – The Profile We Used

Prerequisites for becoming a coach:

- 100% time commitment during training + coaching phase
- 3-6 full training cycles (4 weeks each) should be committed over a time span of 6-12 months
- 2-3 days for follow-up with coached teams after three months
- Experience working with xUnit-test framework (JUnit, ABAP Unit)
- Solid programming language expertise and OO-experience / -expertise
- Coaching capabilities (e.g. patience, team worker, active listener)
- Street credibility
- Learning attitude
- Conviction of agile development practices

Prerequisites for coaching readiness, i.e. things that are considered necessary, but which could be caught up later:

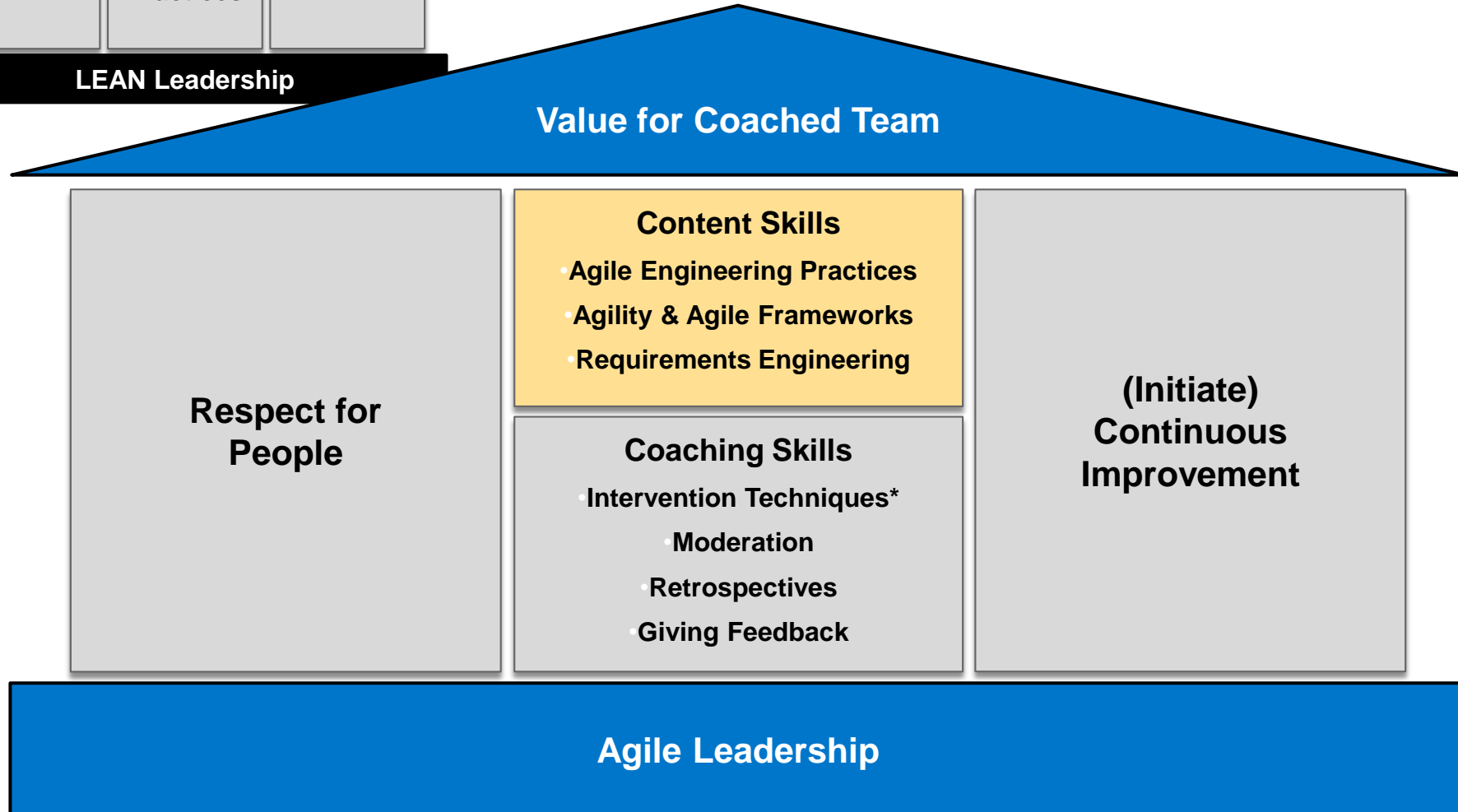
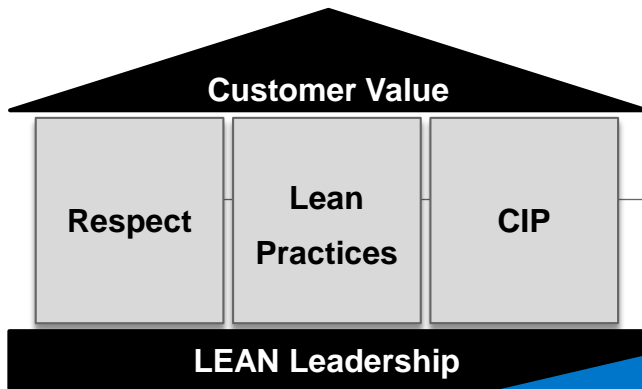
- General testing theory (black-box/white-box testing, etc.)
- Knowledge about test doubles
- Refactoring skills and know-how
- Exploratory testing know-how
- Coaching skills

Problems Recruiting Coaches



- Excellent developers are hard to release from their projects
- Big investment for becoming an expert coach
we are “recruiting” developers – they want to develop
- World wide communication and networking (“location enabling”)

The “Coaching House” (inspired by the Lean Thinking House*)



*Adjusted and derived from Derived from (c): Toyota Production System (2004) , Larman and Vodde (2009), Dean Leffingwell, Agile software requirements (2011)

Problems During the Coaching Phase



- Solving conflicts caused pair programming
- Dealing with resistance of individual team members
- Non-development work during the coaching sprints
- TDD and legacy code
- Dealing with different infrastructures
- Dealing with different cultures

Location Specifics



- Training and coaching concept successful in different locations
- Same change patterns apply
- “Location enabling” more difficult due to reduced communication bandwidth
- Particular challenge: Esteem of coaching role

Status 2011

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Outlook 2012

- **1200 developers trained in ASE**
- **available technology stacks:
ABAP, Java Web, Java Eclipse**
- **ASE enabled of big SAP Labs:
Walldorf, Bangalore, Sofia, Ra'anana**
- **ASE: basic education + community
+ advanced education offerings**
- **Internal studies of ASE impact**
- **target 2500 developers**
- **add C/C++**
- **ASE enabling:
Palo Alto, Vancouver, Shanghai, Paris**
- **focus on sustainability
follow-up support for trained teams**
- **Research publication on ASE impact**

Summary



- **ASE is an extraordinary successful training and coaching concept**
- **High acceptance through context specific characteristic**
- **Coaching is a crucial part in reaching sustainable effects**



Thank You!

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