

A detailed model of the Starship Enterprise (NCC-1701) is shown in a dark blue space background filled with stars. The ship is oriented horizontally, with its saucer section on the right and its nacelles on the left. The text is overlaid in large, white, bold, sans-serif font.

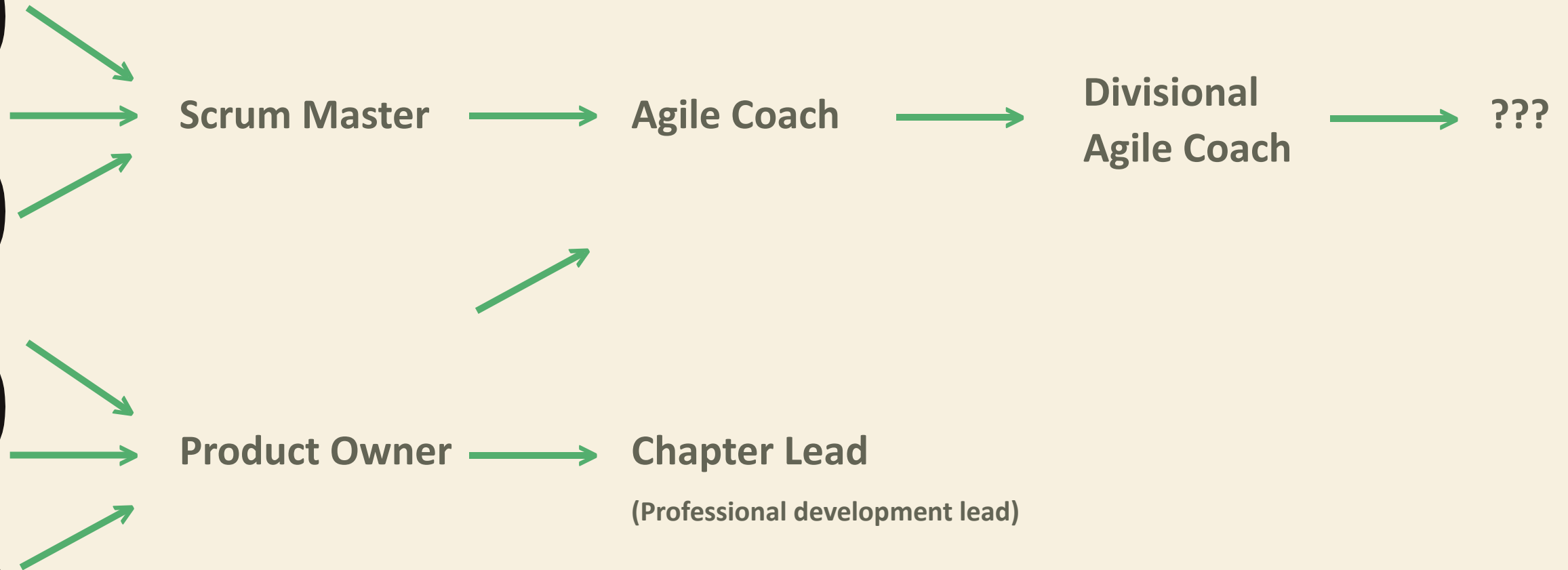
# WHAT IS AN ENTERPRISE AGILE COACH? THE FINAL FRONTIER

AGILE AUSTRALIA 2021



**TWENTY YEARS AGO, THERE  
WASN'T EVEN A THING CALLED  
“AGILE COACH”**

# CAREER PATHS IN AGILE



# SO WHAT IS AN ENTERPRISE AGILE COACH?



(HINT: IT ISN'T SOMEONE THAT WORKS  
ON THE STARSHIP ENTERPRISE)

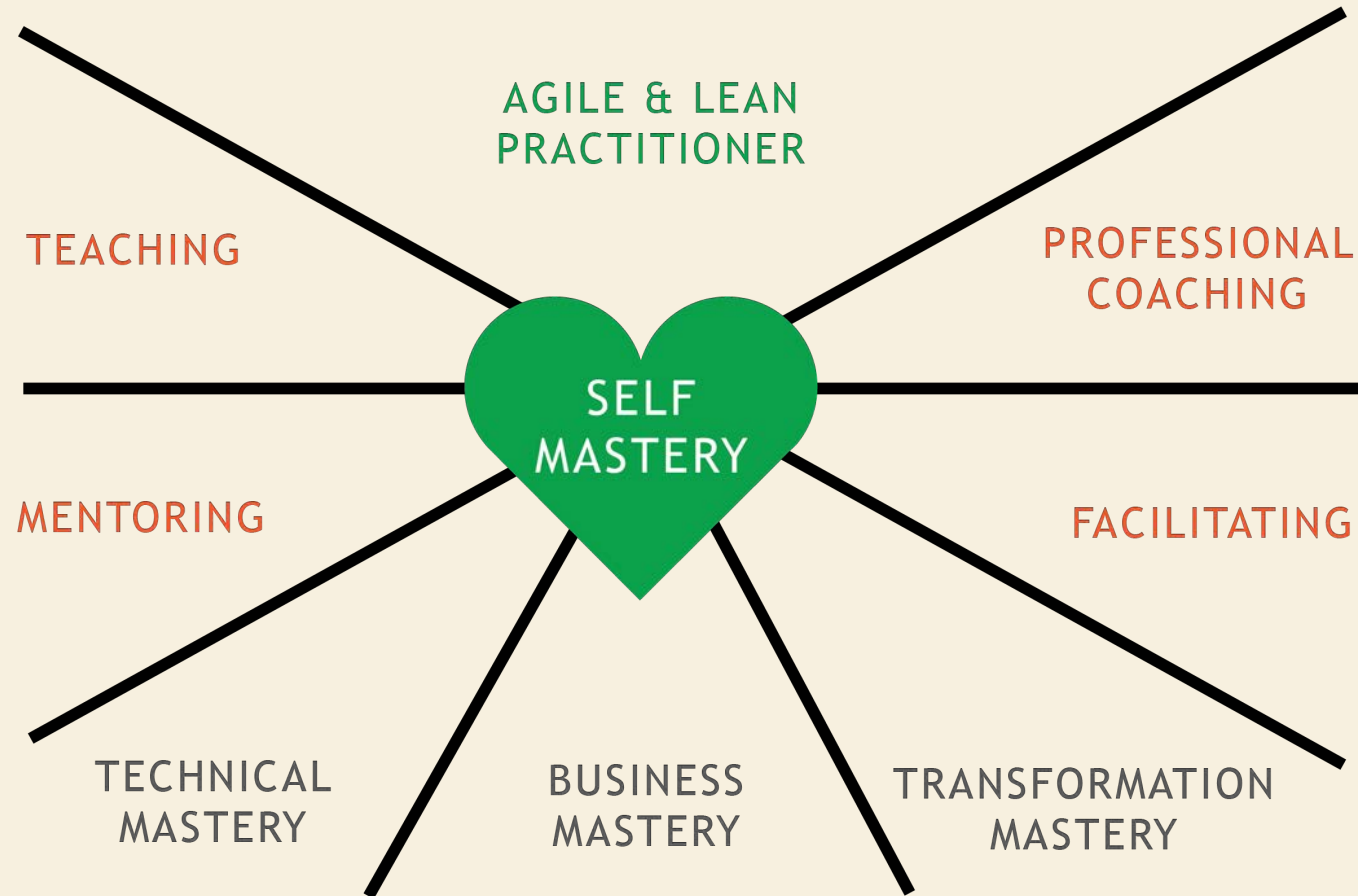


**DO THEY COACH A TEAM?**

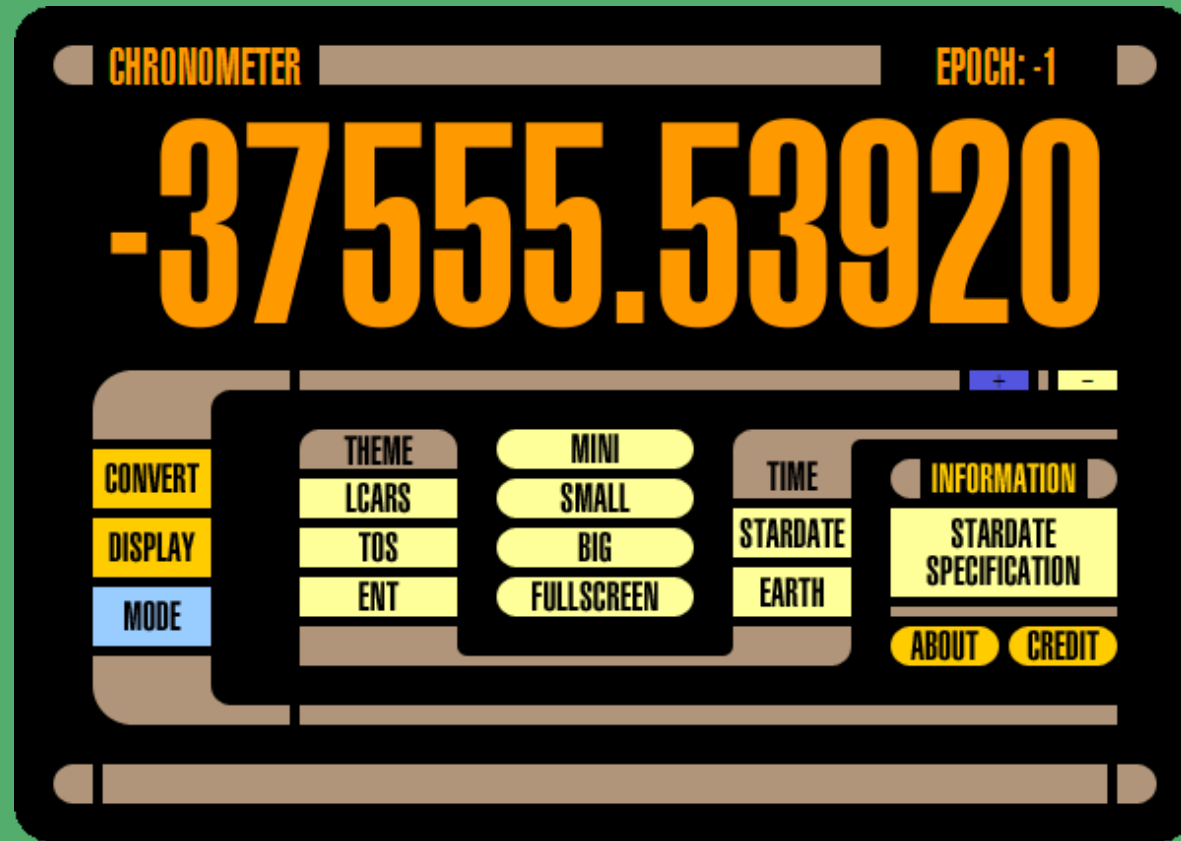


**DO THEY SPEND ALL THEIR  
TIME COACHING EXECUTIVES?**

# HOW YOU COACH AN EXECUTIVE IS VERY DIFFERENT FROM A PRODUCT OWNER

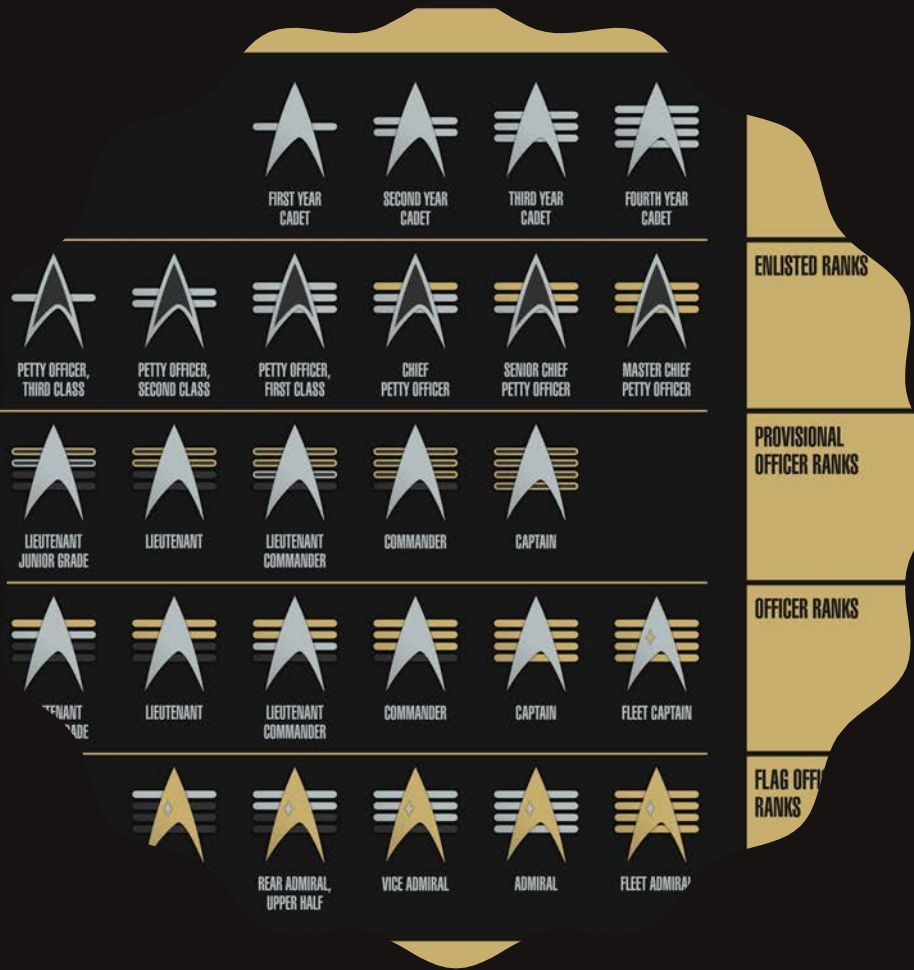


SOURCE: LYSSA ADKINS, COACHING AGILE TEAMS\*



**WHERE DOES AN ENTERPRISE AGILE  
COACH INVEST THEIR TIME?**





**THEY DESIGN THE  
ROLES AND  
RESPONSIBILITIES**

**BUT THEY ALSO  
CAN BE  
RESPONSIBLE  
FOR THE  
BROADER  
STRUCTURAL  
ECOSYSTEM**

**PALADIN CLASS**

Length: 377 meters

**PELAGIC CLASS**

Length: 736 meters

**NIGHTHAWK CLASS**

Length: 332 meters

**NOVA CLASS**

Length: 181 meters

**PROMETHEUS CLASS**

Length: 415 meters

**SOVEREIGN CLASS**

Length: 685 meters

**AKIRA CLASS**

Length: 465 meters

**GALAXY CLASS**

Length: 642 meters

**SCIMITAR CLASS**

Length: 186 meters

**EIDOLON CLASS**

Length: 253 meters

**MISSISSIPPI CLASS**

Length: 19 meters

**NILE CLASS**

Length: 22 meters

**TALON CLASS**

Length: 24 meters

**MARTEL CLASS**

Length: 561 meters

**CHURCHILL CLASS**

Length: 253 meters

**ARK ROYAL CLASS**

Length: 402 meters

**USS DAUNTLESS**

Length: 161 meters

**INTREPID CLASS**

Length: 344 meters

**SABER CLASS**

Length: 172 meters

**DEFIANT CLASS**

Length: 122 meters

**NORWAY CLASS**

Length: 335 meters

**STEAMRUNNER CLASS**

Length: 355 meters

**DANUBE CLASS**

Length: 23 meters

**PEREGRINE CLASS**

Length: 29 meters

**OLYMPIC CLASS**

Length: 329 meters

**RAIDER CLASS**

Length: 84 meters

# DESIGNING PRINCIPLES



**BI-MODAL**



**LOW DEPENDENCIES**  
MULTI-DISCIPLINARY  
BUILD & OPERATE



**NIMBLE SIZE**



**REAL-TIME  
INTERACTIONS**



**FLATTER  
MANAGEMENT**



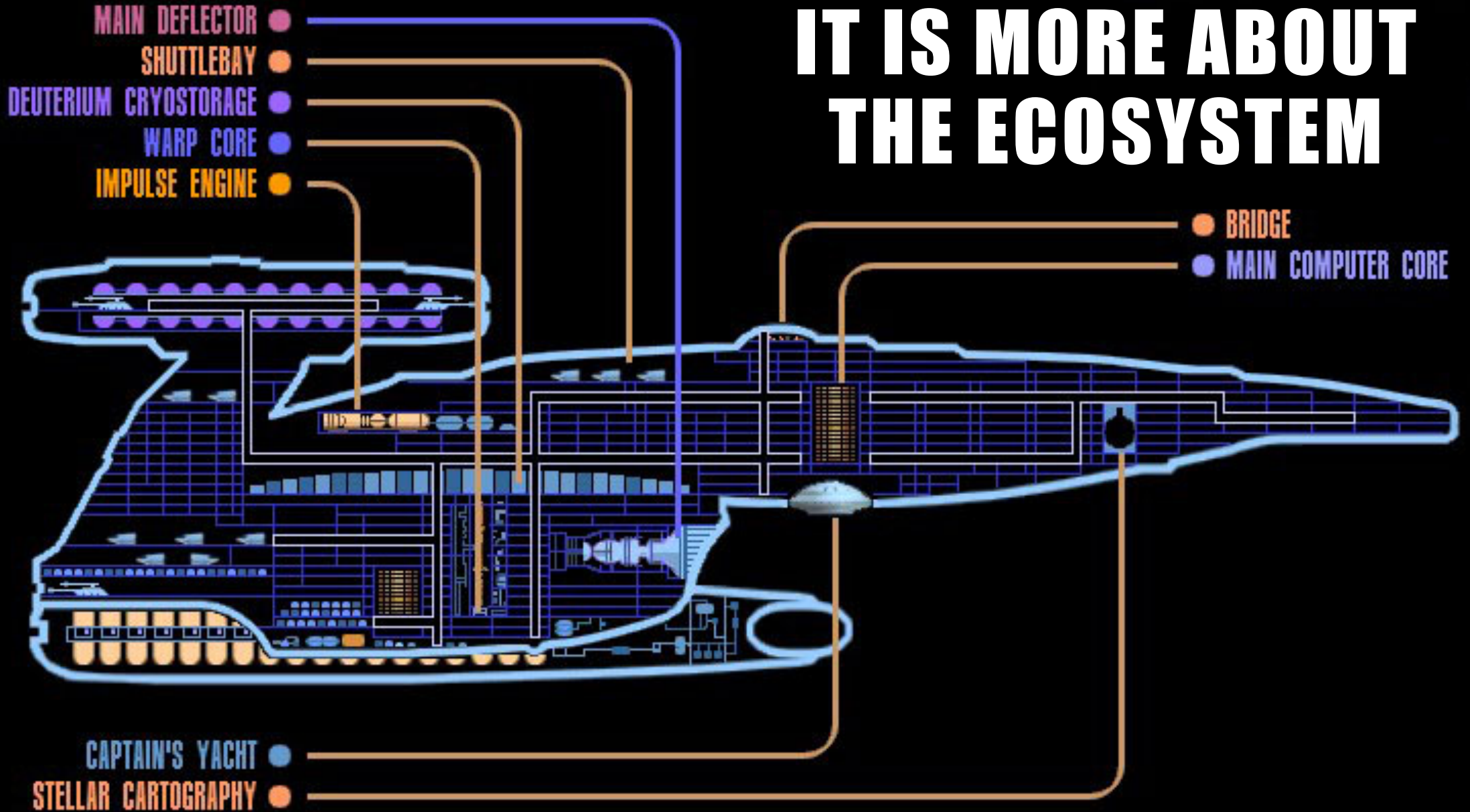
**UNIQUE PURPOSE**

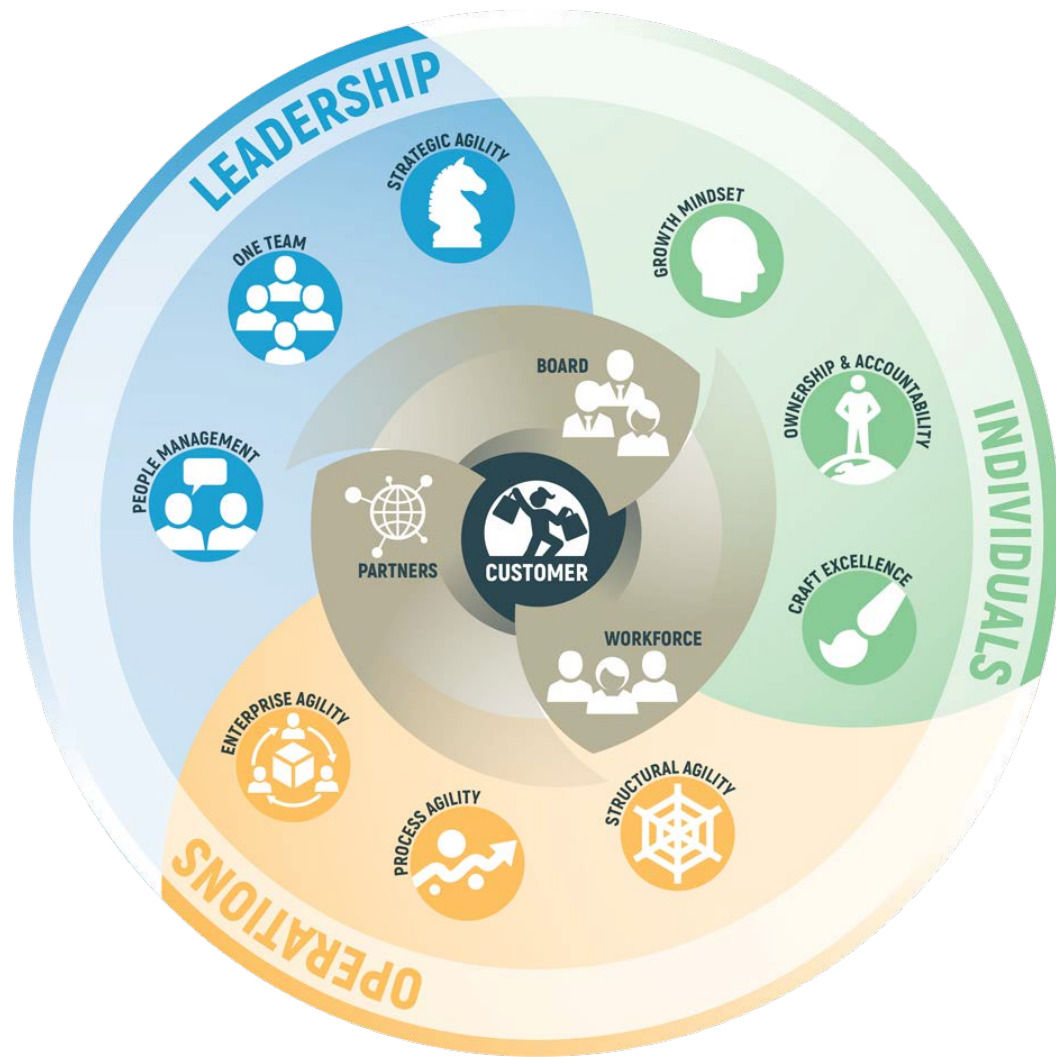
# DESIGNING A WHOLE ORGANISATION IS MORE THAN JUST PRINCIPLES

**You have to know the current state before you can design the target state**

- **Structure (people, teams, purpose, partners, locations)**
- **Roles and responsibilities**
- **Value stream (as it correlates against people and team and customers)**
- **Processes (written vs followed)**
- **Decision rights (official and unofficial)**
- **Tech Platforms**
- **Strategy and projects**
- **Org values/culture (written vs followed)**
- **Appetite for change**

# IT IS MORE ABOUT THE ECOSYSTEM





**YOU'VE LIKELY  
HEARD SOME  
OF THIS  
BEFORE**

# THE DESIGN NEEDS TO GO BEYOND TEAMS

**HOW PEOPLE ARE GOVERNED**

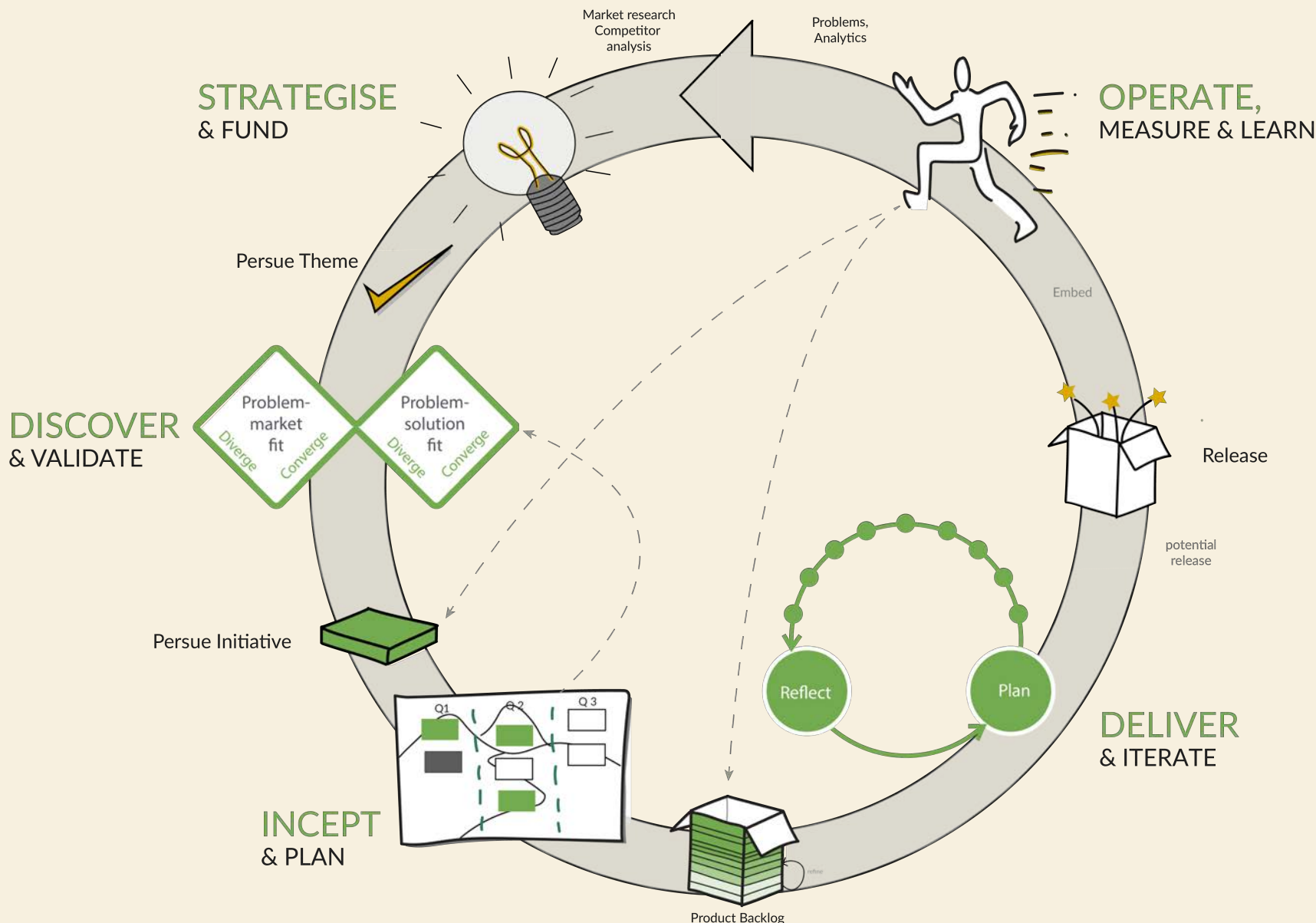
**HOW PEOPLE & OUTCOMES ARE FUNDED**

**HOW OUTCOMES ARE GOVERNED**

**HOW WE DELIVER OUTCOMES**

**HOW I DO WORK**

# THIS INCLUDES THINKING BEYOND SPRINTS





# KEY DECISIONS THAT HAVE TO BE MADE

- 1. Top-down or bottom-up?**
- 2. Kaikaku or kaizen?**
- 3. Agile or Ways of Working or ???**
- 4. Standards or guidelines?**
- 5. How to pay for the transformation?**
- 6. Design principles**
- 7. Key roles and ratios**
- 8. How to engage/build a way of working**

**WHERE DOES AN  
ENTERPRISE AGILE COACH  
INVEST THEIR TIME?**

**HOW DOES THIS CHANGE  
BY ORG SIZE?**

### EARLY STAGE TRANSFORMATION

- Negotiating a blueprint for ways of working
- Designing the new ecosystem
- Coaching “lighthouse” teams
- Setting up work collaboration tools
- Supporting hiring new agile roles
- Getting board level and c-suite buy-in and understanding of the change

### MID STAGE TRANSFORMATION

- Embedding repeatable, high quality training
- Embedding governance processes for at-scale oversight
- Simplifying processes and onboarding activities
- Fire-fighting

### LATE STAGE TRANSFORMATION

- Encouraging a learning organisation
- Inspiring beyond Agile ways of working

# A DEEPER LOOK AT ROLES

## AGILE COACH

- Enabling **high performing individuals, teams and their leaders** through coaching, advising, facilitating and teaching in Agile and Lean ways of working
- Often works across multiple teams/squad (2-5)
- Supports the growth of capabilities within a Chapter

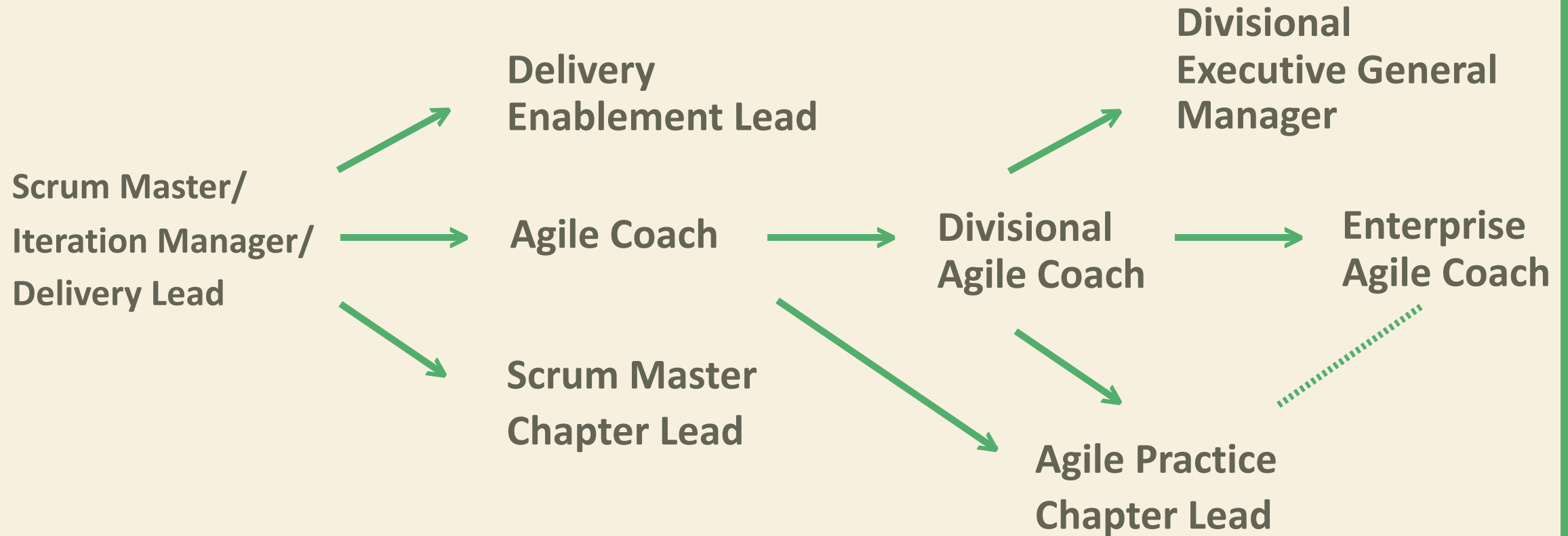
## DIVISIONAL AGILE COACH

- Enabling a **high performing division** through coaching leaders, detecting and supporting the resolution of across Tribe impediments
- Often works in a division with many squads (+10) or multiple tribes

## ENTERPRISE AGILE COACH

- Enabling a **high performing organisation** through designing and simplifying a complex ecosystem
- Works across divisions

# REPORTING LINES



# REPORTING LINES



# WHAT DOES SUCCESS LOOK LIKE IN THIS ROLE?



▲  
ORGANISATION IS HERE

▲  
REALISTIC GOAL

▲  
WHERE YOU THINK  
YOU CAN PUSH TO

▲  
YOUR MINDSET IS HERE



**Your organisation has had success in apply Agile within teams but you are struggling to make a broader, more significant change**



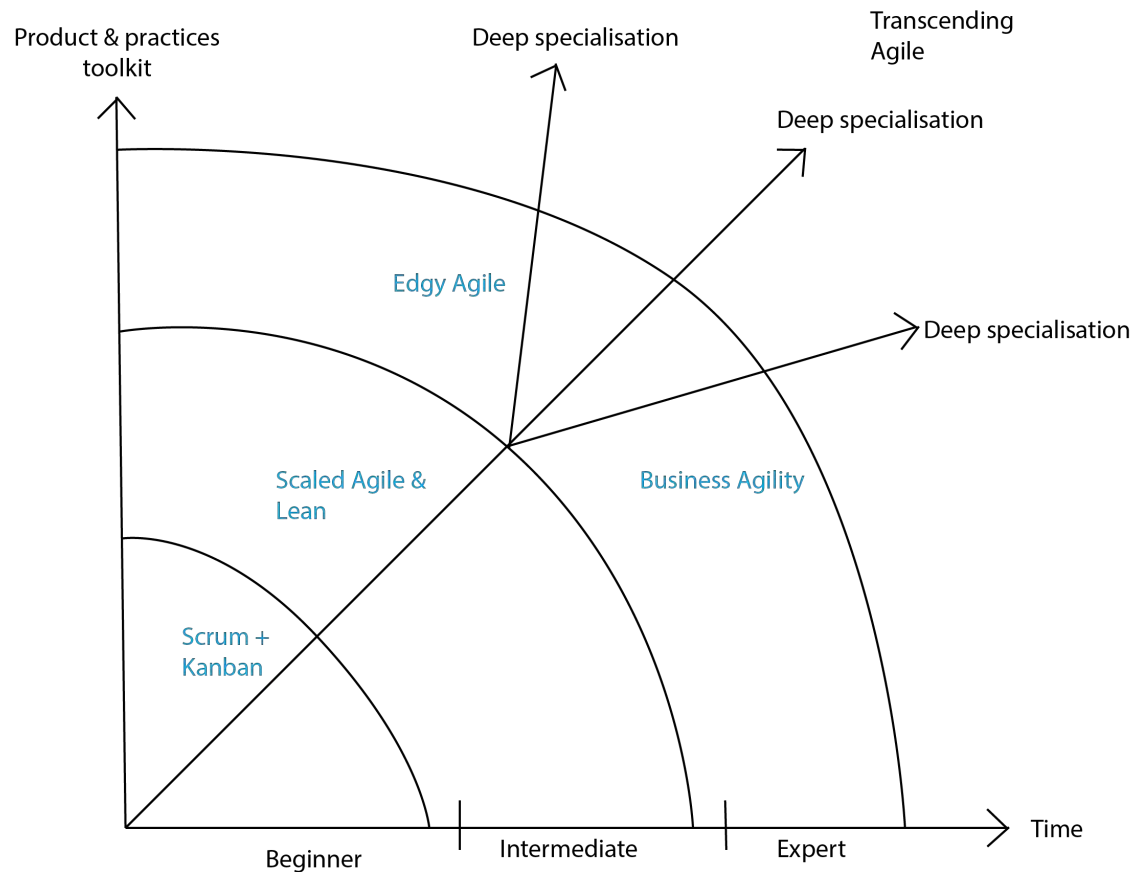
**You don't have a standard way of working and need to in order to scale up/reduce risk**



**You want to re-invent your culture**

# **WHEN MIGHT YOU NEED AN ENTERPRISE AGILE COACH?**

## HOW TO BECOME AN ENTERPRISE AGILE COACH?



### You have to know:

- **Scrum Master and Product Owner roles intimately**
- **Dozens of Agile Frameworks, especially scaled approaches – what works, when and why**
- **Enterprise Agility frameworks**
- **How governance works in big corporations – security, risk and compliance, legal, PMOs**
- **Agile Tools**
- **Done restructures before**
- **Managed Agile Coaches**
- **Done executive coaching**
- **Mastered yourself**
- **Effective consultant\***



A faded background image of two men in business attire sitting at a table, looking at documents. The man on the left is wearing glasses and has his hand to his face. The man on the right is also looking down at the papers.

**SHOULD IT REALLY BE  
CALLED “ENTERPRISE  
AGILE COACH”?**



## HOW TO GET IN TOUCH WITH RENEE TROUGHTON



[agileforest.com](http://agileforest.com)



[@agilerenee](https://twitter.com/agilerenee)



[theagilerevolution.com](http://theagilerevolution.com)