

TRANS4MATION

The Enterprise Coach
*Coaching for Agility across
the Organization*

@T4_Agile
www.trans4mation.coach

Michael Spayd

@MSpayd

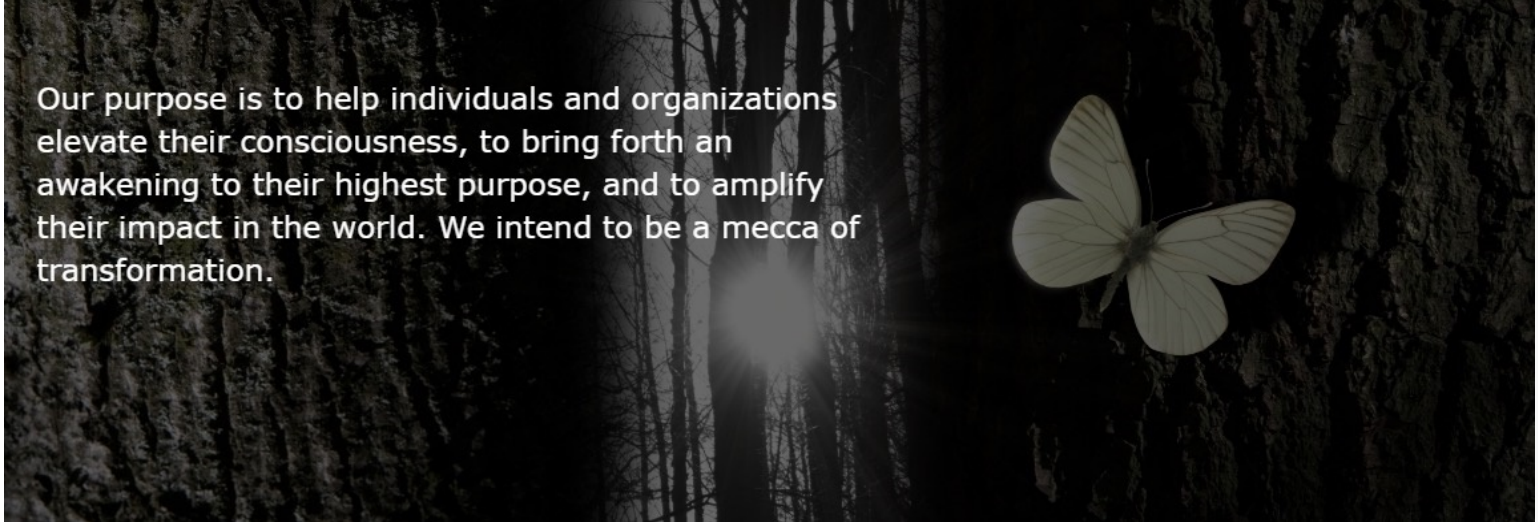


Michele Madore

@T4_Agile

About Trans4mation

T4 Mission



Our purpose is to help individuals and organizations elevate their consciousness, to bring forth an awakening to their highest purpose, and to amplify their impact in the world. We intend to be a mecca of transformation.

T4 Approach

- We believe that growing deep, sustainable organizational agility must start with Senior Leaders.
- Our work is informed by a comprehensive Integral framework.
- We are guided by a methodology that embodies an understanding of the nature of conscious organizational change.

- Trans4mation is a consulting company dedicated to developing leaders, transformational leaders, enterprise Agile coaches, and organizations.
- For more information about our service offerings, please visit our website at: www.trans4mation.coach
- You can follow us on Twitter at @T4_Agile or on LinkedIn at trans4mation.coach.
- Email us at hello@trans4mation.coach

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What Does it take to be an Enterprise Agile Coach?

Agile Industry Group Definition:

- **Theory of Leadership** – The ability to create and achieve outcomes that matter through intentional action, and a way to develop this capacity in self and others.
- **Examined Self** – A deep sense of knowing yourself – your choices, beliefs, why you make those choices, understanding others that influence you. Knowing one's high stakes triggers and the impact they have on the self and others.
- **Coaching Range** – Demonstrate individual, team and systems coaching that shows range and the different stances a coach may take.
- **Theory of Agility** – Your model for enterprise agility as both adapting to, anticipating and innovating within changing business, organizational, and market conditions.
- **Theory of Change** – Your model for how change happens, including the human psychology as well as the business process and organizational structure aspects, and how they work together at different levels of the organization (individual, team, org).
- **Practice Model** – Your engagement model for the whole organizational system, including your theories of Examined Self, Leadership, Agility, and Change, what you do when the client systems is at odds with your engagement model.

Developmental Path

- **Internal** - Self-Focused on Inner Game
- **External** – Competencies and Outer Game

The Way of the “Protecting Sheep Dog” -

How you do things and your worldview:

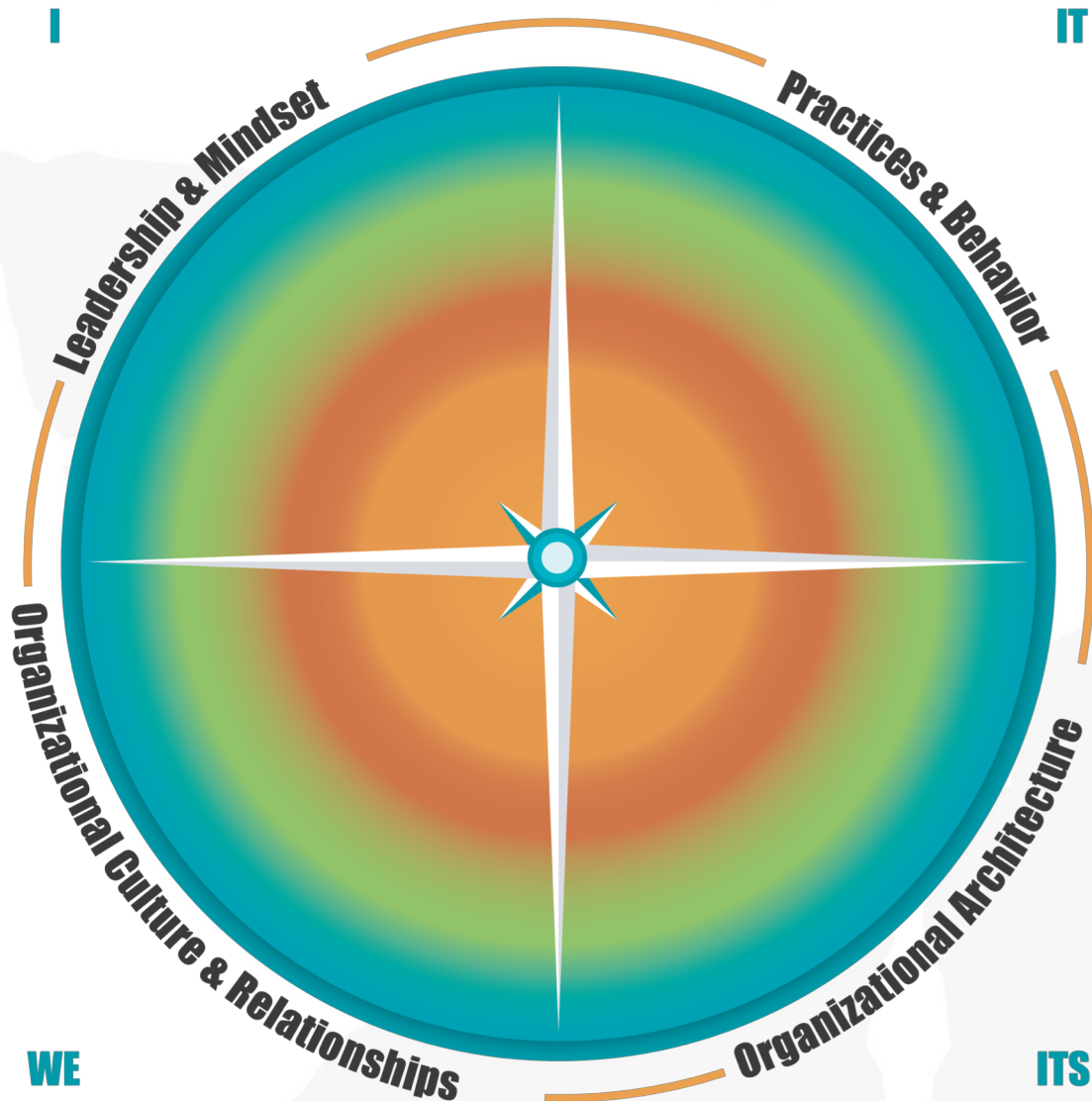
- Focus is on Team – Team-Centric
 - Inside the team – Processes, practices, relationships
 - The team’s environment -
 - Team Manager – Focused on how they can be a better Agile Manager and provide the environment the teams need.
 - HR, Other areas where impediments that block the team



The Way of the “Inclusive Conductor” –

- Focus is on Organization – Organization-Centric
 - Transcend and include from team level up through organizational level.
 - Focused on the eco-system
 - Focused on developmental needs of Leaders
 - Use a disciplined & structured integral organizational change strategy.

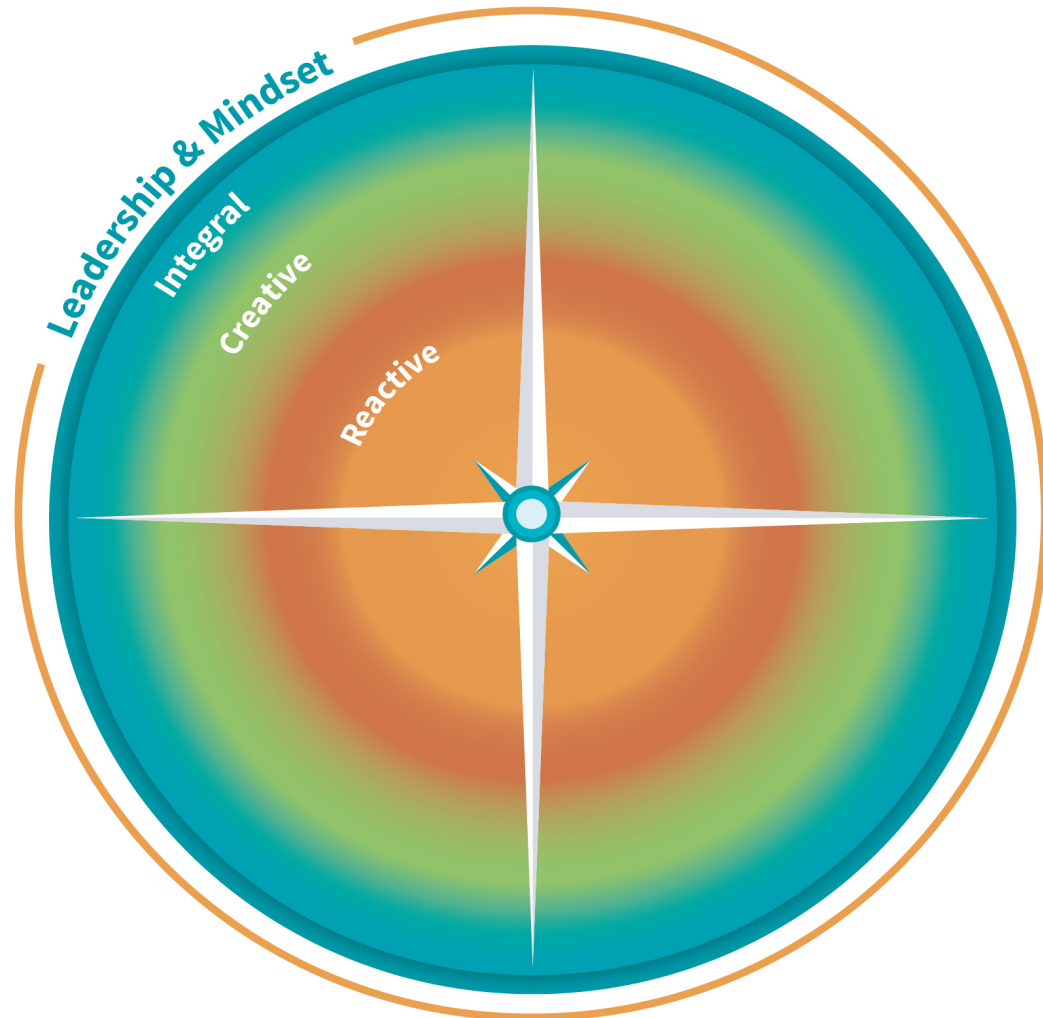


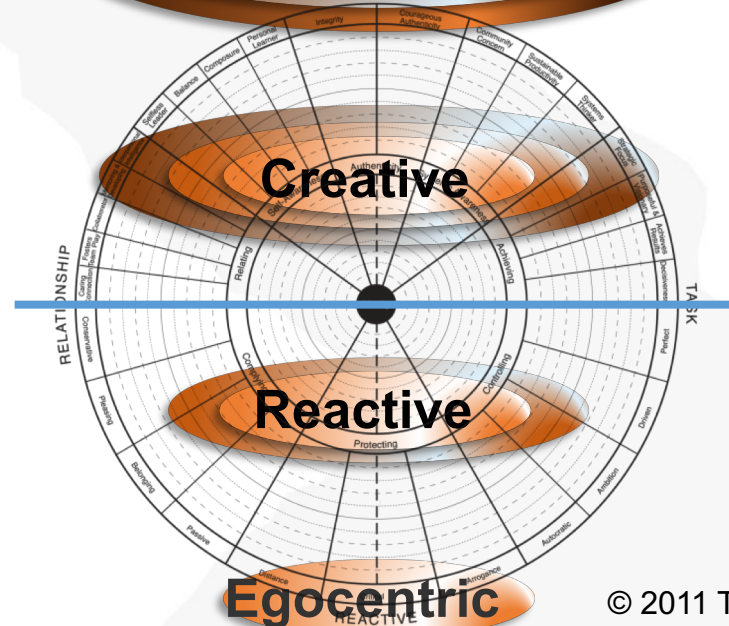


INTEGRAL AGILE TRANSFORMATION FRAMEWORK™

Psychological/Mindset

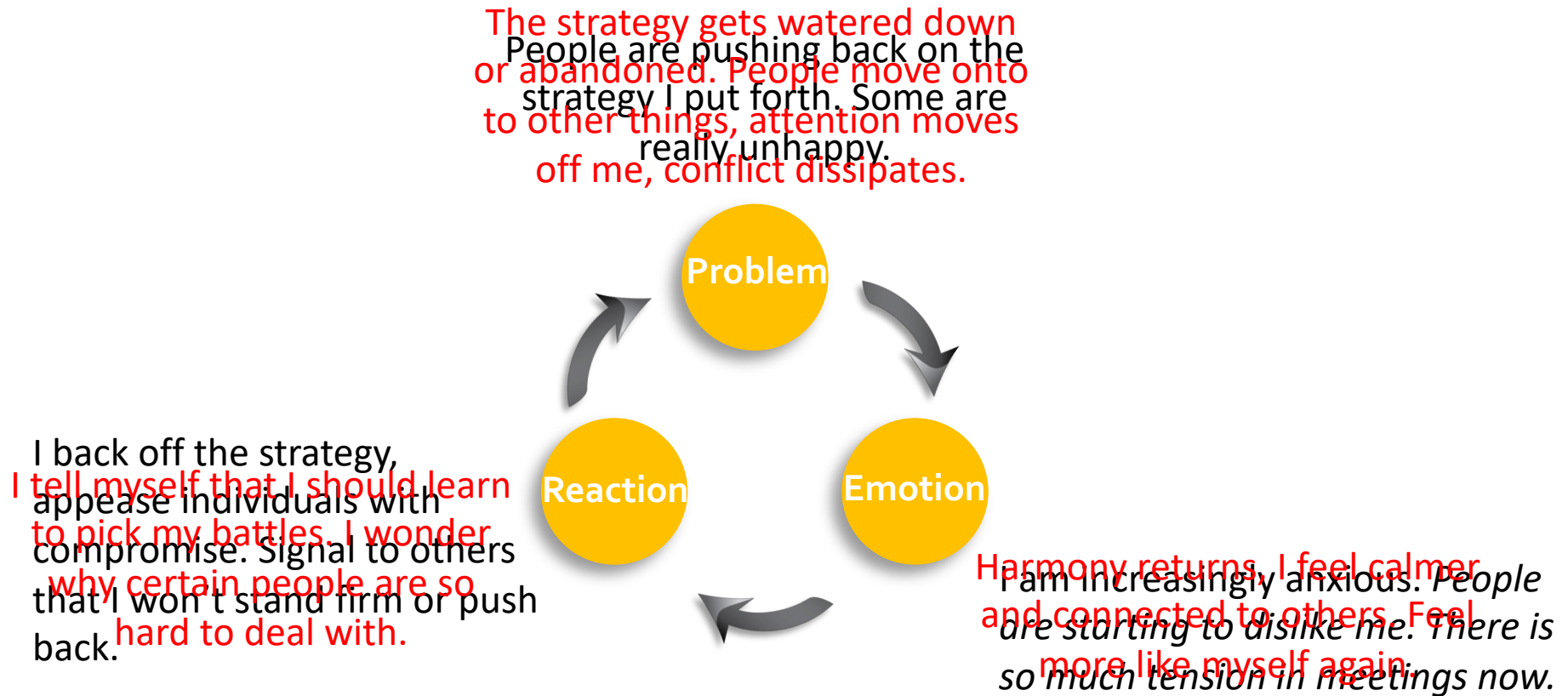
Theory of Leadership
Examined Self
Coaching Range





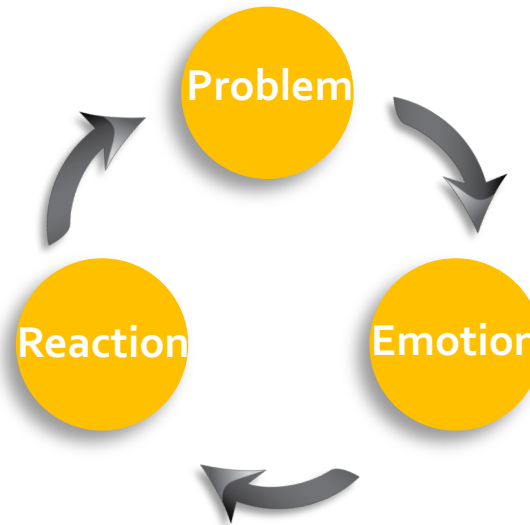
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Problem – Reacting (Complying)



Problem – Reacting (Protecting)

My strategy gets adopted. *The dissent didn't get fully aired or resolved it just went underground.* People are pushing back on the strategy I put forth. Some are But on the surface we are moving forward with my plan. really unhappy.



I get more strident about my belief in the strategy. I'm a little worried people are going to screw up the implementation of this strategy, but at least we have strongly attacking the weaknesses in other's thinking. the right plan in place now.

I feel calmer and back in my groove. Superior ideas usually win the day and once that becomes obvious, people get in line. I am increasingly stirred up. People are challenging my plans (my intelligence) as if I haven't thought this all through.

SongRight –

- Privately Owned Company with about 300 employees.
- Headquartered in Stockholm with offices in SF, LA, NY & Nashville
- Purpose – create a collaborative platform for musicians and artists to share and create music.
- Products – Multi-track recording, Online Audio Distribution, Virtual Collaboration, Song registration, copyright – currently organized by software modules and not an integrated product.
- Hired new CEO, Alena, due to company problems from legal issues. Alena hired a new CTO, Alexa, for her Agile experience and proven track record to get business results.

SongReg –

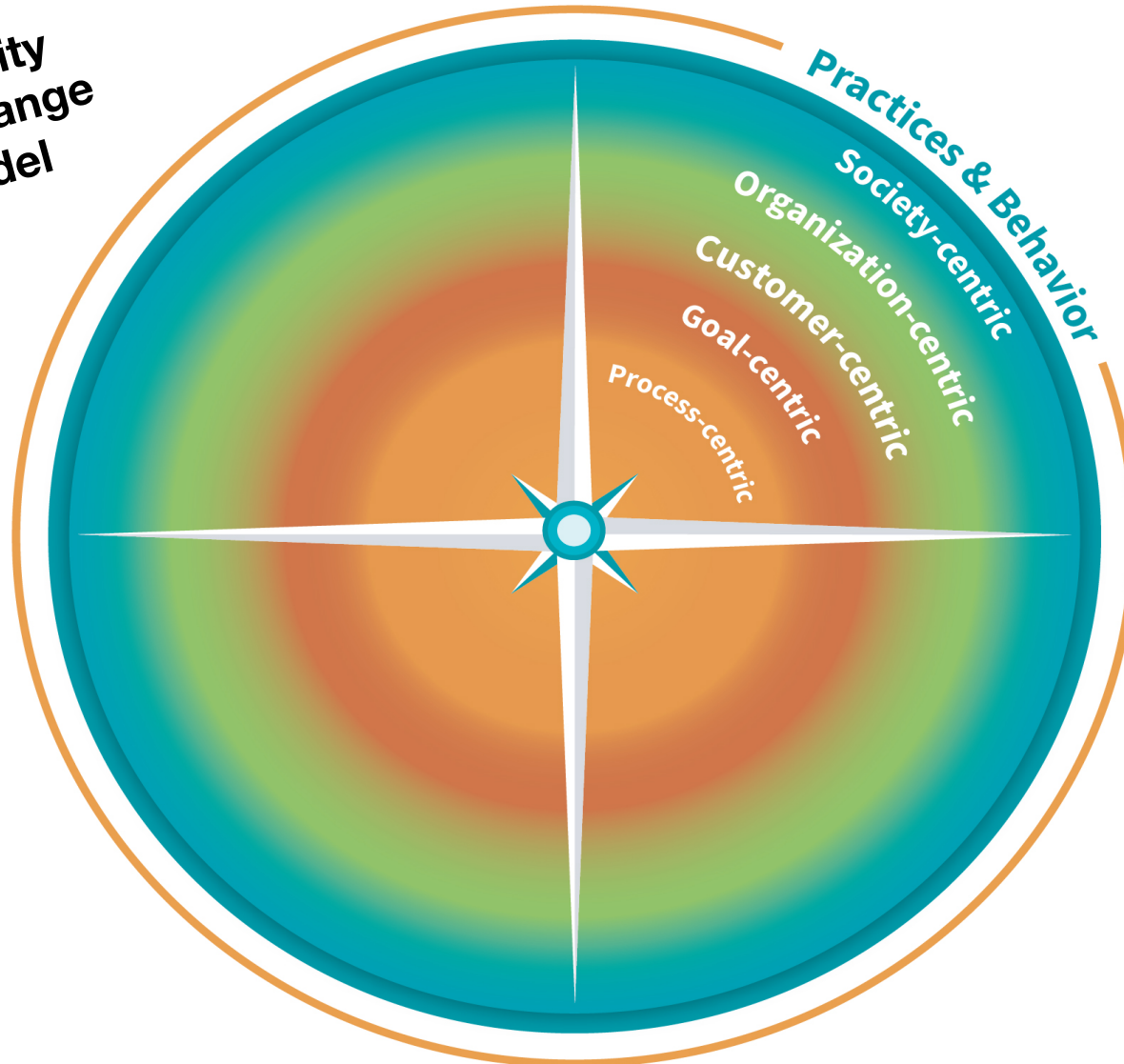
- Privately owned company with about 60 employees and stellar reputation for protecting artists.
- Headquartered in D.C. with an office in L.A and some remote workers.
- Purpose – protect musicians and artists from copyright infringement
- Products – Research, Copyright, and registration of music.
- Mosley Wright is the CEO and is a former US Trademark lawyer.

- Alena fired previous CTO because he was traditional and didn't really get the Agile approach and she hired Alexa as the new CTO because of her Agile experience and mindset.
- Mosely & Alexa are structuring their new organization to integrate the products and people.
- They are debating cross functional teams – for instance, putting a legal expert on each team to ensure there are no gaps in seeing legal vulnerabilities in the various products.
- They are finding themselves stuck in coming to an agreeable solution. Alexa's reactive tendency is Controlling and Mosley's is Protecting. Because they are both entrenched in their reactive styles and unable to take the other's perspective, they are unable to make any progress.

What's your Scenario?

- **Assemble into small group**
- **Choose one person's organizational scenario**
- **What do you see in terms of Leadership & Mindset (I Quadrant)?**
- **What's a possible action you can take as the Enterprise Coach?**

Theory of Agility
Theory of Change
Practice Model

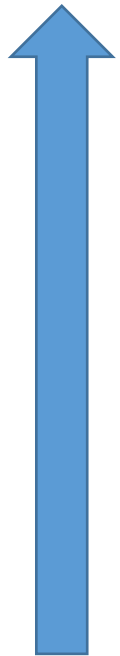


IT

Behavior

- Alena's goal is to begin breaking down the barriers/borders that are limiting collaboration. The barriers exist in SongReg traditionally, in SongRight in their product silo's and now between the two companies.
- The Enterprise Coach wants to introduce Boundary Spanning Practices to change the us vs them mentality between silo's.

**New
Frontiers**



6 Boundary Spanning Practices



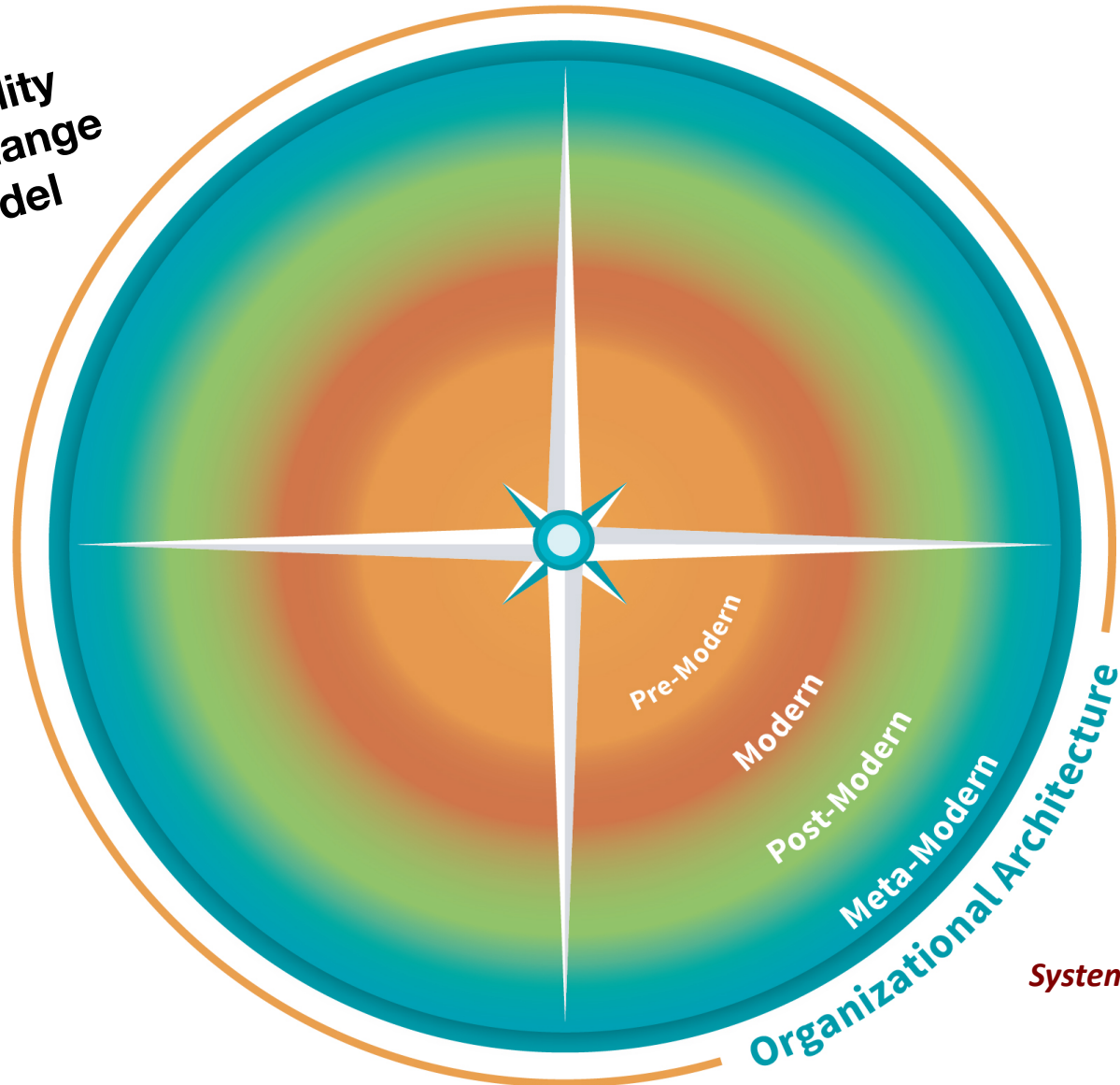
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**Us
Vs.
Them**

Integral Agile Transformation Framework™ Organizational Architecture View

Theory of Agility
Theory of Change
Practice Model



ITS
Systems & Structures

- The Senior Leadership Team is working on restructuring the organization to align to value streams and overcome the downside of the past structure.
- The goals are: to improve and optimize flow and increase the collaboration needed for creativity and innovation.
- To improve systems awareness in order to avoid costly mistakes and to bring understanding and alignment to decisions being made across the organization that previously worked at odds to the product.

- Get visibility into current business processes by doing business process mapping and talking to all voices in the system.
- Do a Value Stream Analysis & Mapping of those business processes to see value add and waste.
- Do a constellation of the current value stream to see how the system wants to change.
- Keep in mind cultural issues and mindset to not create resistance.
- Enterprise Coach needs to be able to not only look at the situation but to look “AS” the various players. To see their perspective. How can she/he best work with the system to meet them where they are and still make progress.

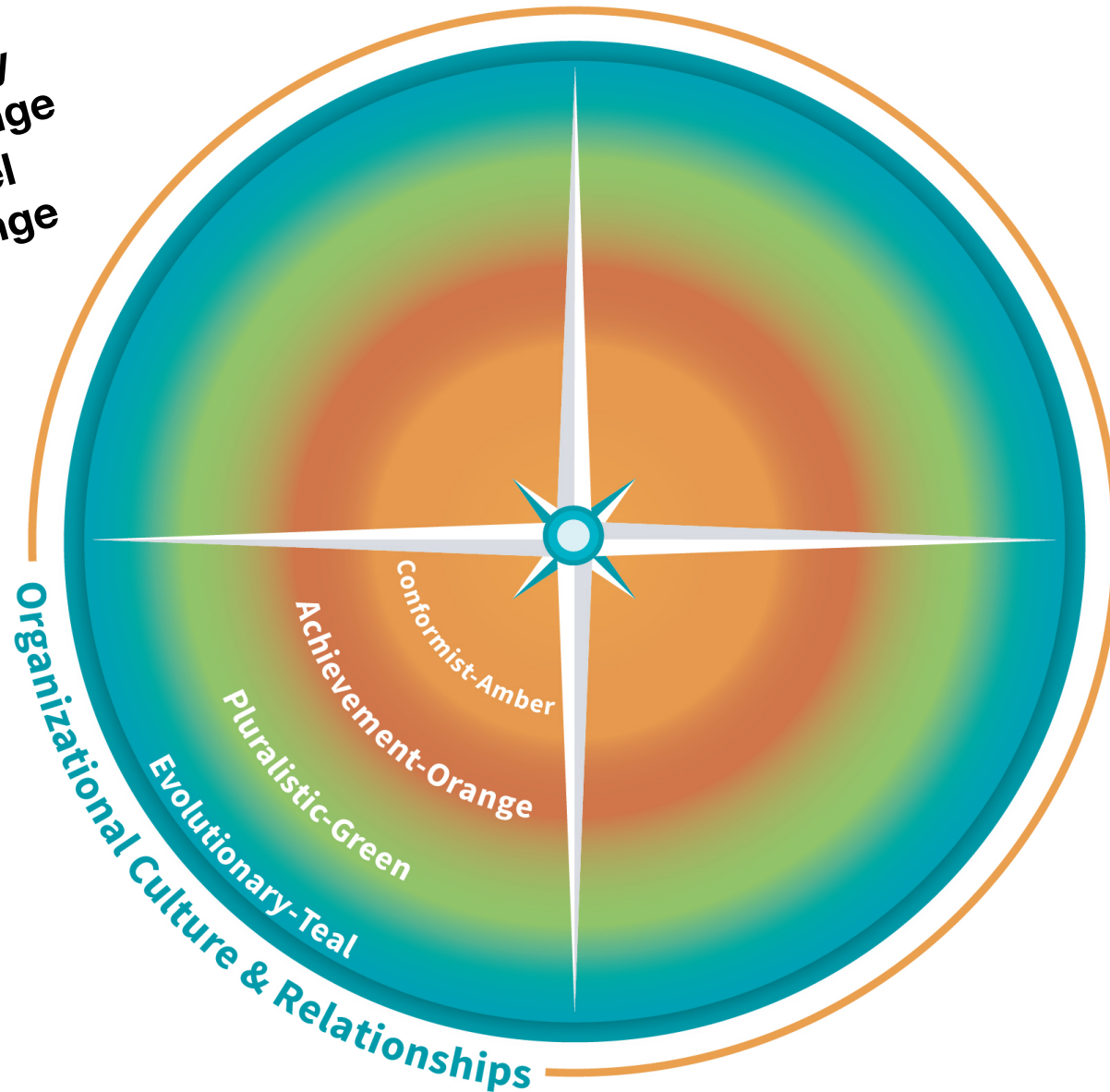
Your Scenario

- **Look at your same scenario from the Systems & Structure quadrant (ITS). What do you see?**
- **What actions can you take?**

Integral Agile Transformation Framework™

Organizational Culture & Relationships View

Theory of Agility
Theory of Change
Practice Model
Coaching Range



WE

Mental Models

- The cultural problem is the Amber-Orange Song Reg vs. the Pluralistic-Green Song Right. How can these two cultures be harmonized, rather than fight each other? There needs to be a place for each, moving to Green, but honoring the protection of Amber-Orange.

Cultural Stage

Evolutionary-Teal

Inner-rightness as compass,
wisdom beyond rationality

Pluralistic-Green

Empowerment, Values-
driven culture, multi-
stakeholder perspective

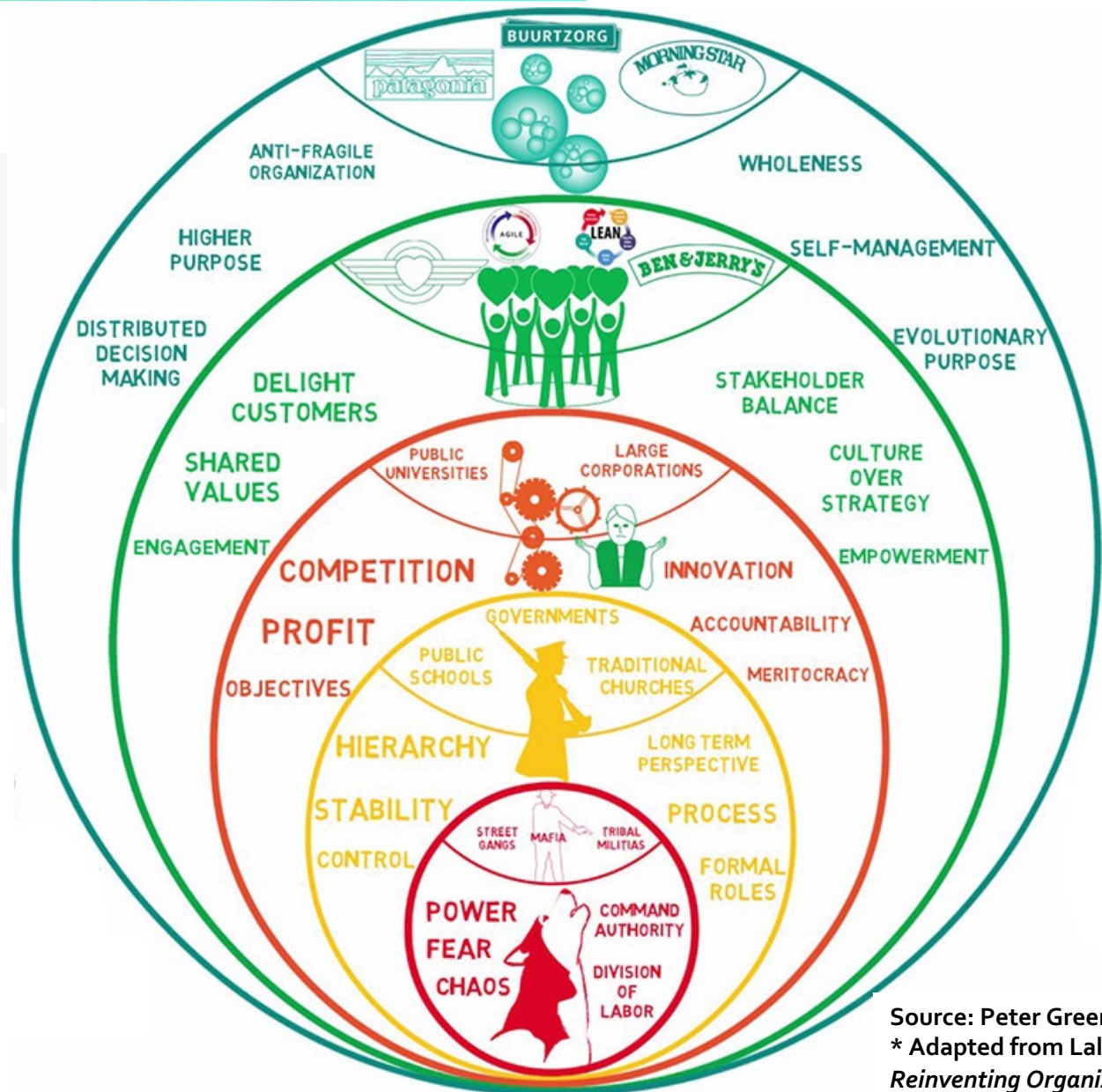
Achievement-Orange

Innovation, Accountability,
Meritocracy

Conformist-Amber

Long-term perspective,
consistent process, size &
stability

Impulsive-Red



Source: Peter Green
* Adapted from Laloux:
Reinventing Organizations

- For SongRight Pluralistic-Green to meet SongReg Amber-Orange, they might focus on the waste from the Value Stream Mapping and associated costs. They might focus on the people issues within SongRight.
- The Enterprise Coach would need to be aware of his/her quadrant orientation as well as the altitude where they are coming from.

Your Scenario

- **Look at your same scenario from the Culture quadrant (WE). What do you see?**
- **What actions can you take?**

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