C1 1/9

You roll up your sleeves and pitch in to help where you can, hoping to create an environment of increased team spirit

Q1 1/9

What's the background on this?

A1 1/9

It only has to be small enough to fit into the iteration

C1 2/9

You say "well, we could go down that path, but can we back up a bit first? What precipitated this?"

Q1 2/9

Do you think they need to have more focus?

A1 2/9

You should try splitting by test scenario

C1 3/9

You say "I've seen pair programming work for another team"

Q1 3/9

What's the best way for me to take this off your hands?

A1 3/9

Here is a link to a story splitting mini-book

Good advice. Provided information.

Good question

This assumes that team spirit is the issue and takes you out of the coach role and into a team member role

Advocating. Takes choice away from coachee.

Yes/no question
Leading: assumes a specific issue

Recommended response. Coaching.

Gently diverts to digging deeper as a first step

Good advice. Provided a resource.

Leading. Also, not asked from a coaching perspective and takes control away from coachee.

Mentoring

Consider:

- There may be a deeper issue
- Consider involving the team

A1 — 4/9

One team I worked with split out by internationalization efforts and regulations by region

A1 — 5/9

In similar circumstances I've seen people swarm on stories, invest in test automation, and take a story splitting workshop

A1 — 6/9

I wouldn't split them that small

Q1 — 4/9

What makes this something that needs to be addressed?

Q1 — 5/9

What have other people said about this topic?

Q1 — 6/9

Does this need to be solved right now?

C1 — 4/9

You offer to talk to team members and offer them individual advice

C1 — 5/9

You explain that velocity is a measure of the team's capacity within their current circumstances

C1 — 6/9

After some discussion, the manager and team agree to have you run a brainstorming session all together

Mentoring

Consider:

- There may be a deeper issue
- Advice works best when requested
- Velocity is team based

Good question

Good advice. Provided an example.

Teaching. Consider digging deeper first.

Good question

Good advice. Provided past experiences without advocating a particular solution

Facilitation. Consider digging deeper with the manager first.

Closed yes/no question

Advocating. Stating personal preference.

A1 — 7/9: Manual testing is a terrible practice. You should switch to automated testing.

A1 — 8/9: Another team decided to use developers to help out with testing. How might or might not that work for you?

A1 — 9/9: The goal is to get to small stories, but as a new team, getting most stories fitting in the iteration is a good goal for now

Q1 — 7/9: How might setting core hours help?

Q1 — 8/9: Tell me more of your thoughts on this topic.

Q1 — 9/9: Have you tried moving the standup time?

C1 — 7/9: You ask "what have you already tried?"

C1 — 8/9: You offer a number of suggestions based on your experience in similar circumstances

C1 — 9/9: You say "I don't think that's a good idea."

Coaching. But since they are new to Scrum, consider teaching or digging deeper

Leading question

Advocating a specific course of action which takes choice away from the coachees. Also judging.

Good question, in the form of a prompt

Good advice. Draws from your experience, leaves choice with the coachees, and allows them to keep exploring options.

Mentoring

Consider:

- There may be a deeper issue
- Advice works best when requested
- Involving the team

Closed question & leading question

Good advice. Provides information about current expectations and provides them the choice of exploring more options or focusing on something else.

Judging